

Code	Name	Start Date	Performance	Responsible Officer												
<b>1</b>	<b>Civic Leadership</b>		<b>35%</b>													
<b>1.1.1</b>	<b>Establish sustainability as a basis of shire planning and Council's own business operations</b>		<b>36%</b>													
✓ 1.1.1.1.1	Review of all tender documents to include sustainability clause	Jul-11	20%	Senior Contracts Engineer												
Status Comments: Review of tender documents is progressing.																
✓ 1.1.1.2.1	Prepare Draft LEPs in accordance with the sustainability objectives of the Environmental Planning and Assessment Act 1979 and other relevant legislation	Jul-11	100%	Coordinator Planning Reform												
Status Comments: All Draft LEPs are prepared in accordance with the statutory requirements, policies and guidelines.																
✓ 1.1.1.3.1	Assessment in accordance with the sustainability objectives of the Environmental Planning and Assessment Act 1979 and other relevant legislation		25%	SecPR												
<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 successful s123 EPAA legal challenges against Council</td> <td>0</td> <td>Number</td> <td>0</td> <td></td> </tr> </tbody> </table>					Code	KPI	Target	Units	Achieved	Notes	1	Number of successful s123 EPAA legal challenges against Council	0	Number	0	
Code	KPI	Target	Units	Achieved	Notes											
1	Number of successful s123 EPAA legal challenges against Council	0	Number	0												
Status Comments: No appeals received.																
✓ 1.1.1.4.1	Assessment in accordance with the sustainability objectives of the Environmental Planning and Assessment Act 1979, Local Government Act 1993 and other relevant legislation		25%	MBEH												
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Code	KPI	Target	Units	Achieved	Notes											
1	Number of successful s123 EPAA legal challenges against Council	0	Number	0												
Status Comments: No new legal actions instigated this quarter.																
✓ 1.1.1.5.1	Assessment in accordance with the sustainability objectives of the Environmental Planning and Assessment Act 1979, Local Government Act 1993 and other relevant legislation		25%	CDE												
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Code	KPI	Target	Units	Achieved	Notes											
1	Number of successful legal challenges against Council	0	Number	0												
Status Comments: No challenges this quarter.																
✓ 1.1.1.6.1	Assess and determine applications creating new public infrastructure, carryout all mandatory inspections and compliance checks and undertake a final comprehensive quality control assessment for compliance with all conditions, approvals and standards associated with the subdivision prior to creation of the new title and subsequent acceptance of the public infrastructure.		25%	CDE												

Code	Name	Start Date	Performance	Responsible Officer												
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Code	KPI	Target	Units	Achieved	Notes											
1	Number of successful legal challenges against Council	0	Number	0												
<b>Status Comments</b> No challenges this quarter.																
	<b>1.1.1.7.1</b> Review and update environmental safety component of OMS			25% SPL												
	<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>Annual update completed and incorporated into OMS</td> <td>100</td> <td>Percentage</td> <td>100</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Annual update completed and incorporated into OMS	100	Percentage	100				
Code	KPI	Target	Units	Achieved	Notes											
1	Annual update completed and incorporated into OMS	100	Percentage	100												
<b>Status Comments</b> Environmental components of new Health Safety and Environment System completed prior to deadline.																
	<b>1.1.1.8.1</b> Review and refine current working draft			50% Biodiversity Program Leader												
				Jul-11												
<b>Status Comments</b> Revision of LEP progressing well.																
	<b>1.1.1.9.1</b> Expression of interest for preferred supplier for all short run digital printing featuring recycled options as standard			0% Communications & Marketing Coordinator												
				Jul-11												
<b>Status Comments</b> There was no activity this period.																
	<b>1.1.1.9.2</b> Tenders called for supply of letterheads, business cards and complementary slips on 100% recycled paper			0% Communications & Marketing Coordinator												
				Jul-11												
<b>Status Comments</b> There was no activity this period.																
	<b>1.1.1.9.3</b> Tenders called for production of Tweed Link on 100% recycled paper utilising soy based inks			100% Communications & Marketing Coordinator												
				Jul-11												
<b>Status Comments</b> Tweed Shire Council had a two year optional renewal with the current Tweed Link print tender. The tender was originally awarded in late 2009 and the two year renewal option was taken up and agreed to by both parties in August 2011 until late 2013. With the exception of CPI there are no price increases to the current tender. The Tweed Link print tender is not due to market until late 2013.																
<b>1.1.2 Create a sustainable, social and environmentally aware community through education</b>				32%												
	<b>1.1.2.1.1</b> Environmental education programs delivered which foster greater understanding and behavioural change in the community			25% CWM												
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Code	KPI	Target	Units	Achieved	Notes											
1	Number of media and advertising initiatives undertaken relating to environmental projects	5	Number	12												
<b>Status Comments</b> The number of media and promotion only is 12. Facility tours and education initiatives not included.																

Code	Name	Start Date	Performance	Responsible Officer												
✓ 1.1.2.2.1	Revise and enhance Council website	Jul-11	50%	Communications & Marketing Coordinator												
<p><b>Status Comments</b> Tweed Shire Council is developing a new website that is compliant with World Wide Web consortium (WC3) standards for accessibility. The new site is moving to a Content Management System source from a Corporate Knowledge Base and will have improved accessibility, searchability and structure making it customer friendly and easier to find information. It is anticipated the new website will be available by late 2011/early 2012.</p>																
✓ 1.1.2.2.3	Regular media releases about new programs, services or workshops to local media		25%	CMC												
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Code	KPI	Target	Units	Achieved	Notes											
1	Number of media releases	0	Number	57												
<p><b>Status Comments</b> Tweed Shire Council has a dedicated online Media Centre/Newsroom including an image gallery at <a href="http://www.tweed.nsw.gov.au/MediaCentre/MediaCentre.aspx">http://www.tweed.nsw.gov.au/MediaCentre/MediaCentre.aspx</a> and offers an online media subscription service for media and the general public. Council proactively disseminates media releases based on newsworthy principles.                      Number of Media Releases issued:                      July - 18, August - 20, September - 19.                      Media Subscription Service:                      392 subscribers.</p>																
✓ 1.1.2.2.4	Produce biannual Water Bulletin featuring updates on water demand and augmentation strategies and tips on water saving		25%	CMC												
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Code	KPI	Target	Units	Achieved	Notes											
1	Distribution of biannual water bulletin with Water Notices	0	Percentage	0												
<p><b>Status Comments</b> Council is preparing a Water Bulletin to go with the biannual Water Notices to inform residents and water users about Tweed Shire Council water and sewer initiate and programs. No work to date in the last quarter, Water Notices due out in the next quarter.</p>																
✓ 1.1.2.3.1	Tweed Shire Solar Community Program		16%	SPL												
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Code	KPI	Target	Units	Achieved	Notes											
1	Number of systems installed on community facilities	20	Number	13												
<p><b>Status Comments</b> Installations continuing.</p>																
✓ 1.1.2.3.2	Support community groups in implementation of economic transition plans for rural villages		50%	CCBO												
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Code	KPI	Target	Units	Achieved	Notes											
1	Number of actions commenced	0	Number	1												
<p><b>Status Comments</b> Caldera Community Economic Transition Plan continues progress with support from this position and carriage by local community based organisations. Advocacy for funding by CDSE to continue establishment of community gardens has been successful, sustainable energy sources rollout continues with support of TSC. Stokers Siding Community Plan has achieved little progress, but mechanisms to carry forward are in early stages of establishment. A strategic planning day has been scheduled to map animation path for next calendar year.</p>																
<b>1.1.3 Prepare for climate change through adaptation and mitigation strategies</b>			<b>26%</b>													

Code	Name	Start Date	Performance	Responsible Officer																		
✔ 1.1.3.1.1	Engage in the National Greenhouse and Energy Reporting Scheme for Council landfill facilities	Jul-11	20% Coordinator Waste Management																			
Status Comments National Greenhouse and Energy Report due October 2011. Data capture commenced.																						
✔ 1.1.3.2.1	Tweed Valley Floodplain Risk Management Study	Jul-11	75% Planning & Infrastructure Engineer																			
Status Comments Discussion papers received from consultants and discussed with technical sub-committee 2 September 2011. Next step discussion at Floodplain Management Committee 30 September 2011, for endorsement to prepare risk management study for public exhibition. Risk Management Systems includes recommended policy changes associated with climate change adaptation, via increased design flood levels.																						
✔ 1.1.3.2.2	Coastal Creeks Floodplain Risk Management Study	Jul-11	10% Planning & Infrastructure Engineer																			
Status Comments Project initiation meeting with consultants scheduled for 29 September.																						
⊖ 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.	Jul-11	0% Sustainability Program Leader																			
Status Comments Project has been given a high priority within the Sustainability Program for first quarter of 2012.																						
<b>1.2.1</b>	<b>Council will be underpinned by good governance and transparency in its decision making process</b>		<b>28%</b>																			
✔ 1.2.1.1.1	Provision of training to Councillors and staff		19%	MCG																		
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Code	KPI	Target	Units	Achieved	Notes																	
1	Number of training sessions	2	Number	1																		
2	Number of Code of Conduct complaints	0	Number	0																		
Status Comments Training session conducted on En Globo procedures.																						
✔ 1.2.1.2.1	Provision of business paper for council meetings and committee meetings in accordance with Code of Meeting Practice		25%	MCG																		
<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 business papers prepared</td> <td>3</td> <td>Number</td> <td>4</td> <td></td> </tr> </tbody> </table>					Code	KPI	Target	Units	Achieved	Notes	1	Number of business papers prepared	3	Number	4							
Code	KPI	Target	Units	Achieved	Notes																	
1	Number of business papers prepared	3	Number	4																		
Status Comments Ordinary Council Meetings for July, August and September and Extraordinary Meeting conducted in September.																						
✔ 1.2.1.2.2	Update Councillor Web Portal to include fillable forms		25%	MCG																		

Code	Name	Start Date	Performance	Responsible Officer																								
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Code	KPI	Target	Units	Achieved	Notes																							
1	Web portal project is completed	1	Number	1																								
<b>Status Comments</b> Councillor web portal is current with all appropriate information readily available to Councillors.																												
✓ 1.2.1.4.1	Undertake internal program and reporting to ensure Strategic Tasks are completed and timeframes met		25%	MCG																								
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Code	KPI	Target	Units	Achieved	Notes																							
1	Strategic tasks failed to be completed in timeframes set	0	Number	0																								
<b>Status Comments</b> All Strategic Tasks have met the scheduled milestones.																												
✓ 1.2.1.5.1	Council policies reviewed, reported to Council and placed on public exhibition as required		25%	MCG																								
	<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 of policies compliant</td> <td>100</td> <td>Percentage</td> <td>100</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Percentage of policies compliant	100	Percentage	100																
Code	KPI	Target	Units	Achieved	Notes																							
1	Percentage of policies compliant	100	Percentage	100																								
<b>Status Comments</b> All Policies have been reviewed to ensure compliance. Additional Policies and necessary amendments to existing Policies have been considered by and adopted by Council.																												
✓ 1.2.1.6.1	Process informal and formal access to information requests		25%	MCG																								
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Code	KPI	Target	Units	Achieved	Notes																							
1	Number of informal requests processed	0	Number	53																								
2	Formal requests granted	0	Number	0																								
3	Formal request denied	0	Number	0																								
<b>Status Comments</b> Informal access requests have been processed in a timely manner. There have been no formal access requests lodged within this reporting timeframe.																												
✓ 1.2.1.6.2	Maintain Council's publically accessible information through its website and Smartphone application		8%	MCG																								
	<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>Target service level for information updated provided within 5 days</td> <td>75</td> <td>Percentage</td> <td>25</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Target service level for information updated provided within 5 days	75	Percentage	25																
Code	KPI	Target	Units	Achieved	Notes																							
1	Target service level for information updated provided within 5 days	75	Percentage	25																								
<b>Status Comments</b> Appropriate applications are currently available, with no negative feedback on the applicability received.																												
✓ 1.2.1.6.3	Promote and market Council's Smartphone application		90%	Communications & Marketing Coordinator																								
				Jul-11																								
<b>Status Comments</b> The September quarter saw the next phase of promotion of Council's SMS and smartphone services including: - Improved information on Council's website - <a href="http://www.tweed.nsw.gov.au/SmartPhoneServices/Default.aspx">http://www.tweed.nsw.gov.au/SmartPhoneServices/Default.aspx</a> - Creation and distribution of a business card sized publication with all of the details on how to access the services and the codes for the SMS service available from Council offices and users of the service. - TSC attended the Destination Tweed and Daily News corporate golf day to promote the service to local business people. - Council's launch of the Contact Centre focused on promotion of the SMS/Smartphone Service and two pull up banners promoting the service are currently at the Tweed Heads and Murwillumbah offices.																												

Code	Name	Start Date	Performance	Responsible Officer												
	- Director of Technology and Corporate Services conducted a one-to-one meet and greet with local phone retailers in Murwillumbah, Tweed Centro and Tweed City advising them of the service and distributing some of the business card sized information. - Dedicated display and demonstration at Council's Annual Family Fun Day as part of Local Government Week, August 2011. The next phase of the marketing and promotion of the service includes direct mail to key users such as Sportfields, Libraries and customers/builders.															
✓ 1.2.1.7.1	Implement Citizens Panel as one engagement method of the Community Engagement Strategy	Jul-11	10%	Communications & Marketing Coordinator												
Status Comments	The Citizens Panel concept is progressing. The project is still in the coordination phase to best determine the processes for selection of panel members. Council initially wrote to the NSW Electoral Commission on 3 June 2010 seeking permission to access an electronic copy of the electoral roll for the purposes of community engagement and to ensure a statistically representative sample for Council's Citizens Panel. This was declined by the NSW Electoral Commissioner. On 27 June 2011 Council again wrote to the NSW Electoral Commission, with the support of the International Association of Public Participation and the Local Government Shires Association to request their reconsideration to provide an electronic copy of the electoral roll for community engagement purposes. This request was again denied by the NSW Electoral Commissioner. Council is now progressing alternative database methods to establish a statistically representative Panel of residents and ratepayer. An implementation plan has been created and the Citizens Panel will be implemented in 2012.															
<b>1.2.2</b>	<b>Decisions made relating to the allocation of priorities will be in the long term interests of the community</b>		<b>25%</b>													
✓ 1.2.2.1.1	Council decisions will be in accordance with the Community Strategic Plan		25%	MCG												
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Code	KPI	Target	Units	Achieved	Notes											
1	Number of council decisions per quarter	0	Number	191												
Status Comments	Council resolutions have been in accordance with the Objectives and Strategies contained within the Community Strategic Plan.															
<b>1.2.3</b>	<b>Financial requirements and the community's capacity to pay will be taken into account when meeting the community's desired levels of service</b>		<b>33%</b>													
✓ 1.2.3.1.1	Prepare and maintain a balanced budget throughout the financial year.		25%	MFS												
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Code	KPI	Target	Units	Achieved	Notes											
1	Quarterly budget review report to Council within statutory timeframe	1	Number	1												
Status Comments	September 2011 Quarterly Budget Review to be submitted to Council in November. June 2011 Quarterly Budget Report to Council in August 2011.															
✓ 1.2.3.1.2	Audited Annual Financial Reports	Jul-11	100%	Manager Financial Services												
Status Comments	Annual Financial Statements to be presented to the public at the November Council meeting.															
✓ 1.2.3.1.3	Provide financial information to the organisation to ensure budget control		25%	MFS												

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Code	KPI	Target	Units	Achieved	Notes											
1	Monthly account balances reconciliation	3	Number	3												
<b>Status Comments</b> Ongoing.																
<input type="radio"/>	1.2.3.2.1 Annual review of the long-term Financial Plan in conjunction with the Operational Plan	Jul-11	0%	Manager Financial Services												
There was no activity this period.																
<input type="radio"/>	1.2.3.2.2 Coordinate the progress of asset improvement program as defined in section 8 of the Asset Management Plans	Jul-11	0%	Manager Financial Services												
There was no activity this period.																
<input checked="" type="radio"/>	1.2.3.3.1 Review and administer Developer Contribution (s94) Plans		0%	PIE												
<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>Section 94 Developer Contribution Plans reviewed</td> <td>2</td> <td>Number</td> <td>0</td> <td></td> </tr> </tbody> </table>					Code	KPI	Target	Units	Achieved	Notes	1	Section 94 Developer Contribution Plans reviewed	2	Number	0	
Code	KPI	Target	Units	Achieved	Notes											
1	Section 94 Developer Contribution Plans reviewed	2	Number	0												
<b>Status Comments</b> Review of Tweed Road Contribution Plan nearing finalisation. New CP for Area E also underway. Libraries plan (CP11) currently being updated with assistance from Community and Cultural Services Unit.																
<input checked="" type="radio"/>	1.2.3.3.2 Update Tweed Road Contribution Plan (TRCP) with revised works program and construction estimates	Jul-11	80%	Planning & Infrastructure Engineer												
<b>Status Comments</b> Consultant finalising revised contribution rates based on updated works program. This will allow plan to be finalised for public exhibition.																
<b>1.2.4 Involve communities including youth, elderly and aboriginal groups in decision making that affects their area and the wider Tweed community</b>			19%													
<input type="radio"/>	1.2.4.1.1 Citizen Panel Internet infrastructure built and added to the Council's Web Site	Jul-11	0%	Manager Information Technology												
There was no activity this period.																
<input checked="" type="radio"/>	1.2.4.2.1 Implement Youth Panel as part of the Citizens Panel as one engagement method of the Community Engagement Strategy	Jul-11	10%	Communications & Marketing Coordinator												
<b>Status Comments</b> The Youth Panel as part of the Citizens Panel concept is progressing. There have been some project delays with the Citizens Panel overall and the youth panel will continue to be coordinated as part of the overall project.																
1.2.4.3.1	Administer Sports Advisory Committee		0%	MRS												

Code	Name	Start Date	Performance	Responsible Officer												
1.2.4.3.2	Administer Beach Safety Liaison Committee		25%	MRS												
	<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>Beach Safety Liaison Committee meetings held quarterly</td> <td>1</td> <td>Number</td> <td>1</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Beach Safety Liaison Committee meetings held quarterly	1	Number	1				
Code	KPI	Target	Units	Achieved	Notes											
1	Beach Safety Liaison Committee meetings held quarterly	1	Number	1												
<b>Status Comments</b> September meeting held, December meeting scheduled.																
1.2.5.6.2	Launch facebook as an informal communication tool		60%	Communications & Marketing Coordinator												
<b>Status Comments</b> A Draft Social Media Policy is being developed and will go to Council for adoption in the near future. Facebook and all social media activities is planned to be launched approximately one month after the launch of Council's new website in late 2011/early 2012, pending adoption of a Social Media Policy.																
<b>1.2.5 Effective communication between Council and Community groups</b>			33%													
1.2.5.1.1	Present education session to the community on Council's revenue functions		25%	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>Number of community presentations</td> <td>0</td> <td>Number</td> <td>2</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Number of community presentations	0	Number	2				
Code	KPI	Target	Units	Achieved	Notes											
1	Number of community presentations	0	Number	2												
<b>Status Comments</b> Attended Rotary AM meeting in Murwillumbah and presented talk and slide show on Revenue raising and collection. Attended Local Government week showcase and presented slide show to public forum on all aspects of Revenue raising and collection.																
1.2.5.2.1	Community access session in accordance with Code of Meeting Practice schedule		25%	MCG												
	<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 Community Access sessions held per annum</td> <td>3</td> <td>Number</td> <td>3</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Number of Community Access sessions held per annum	3	Number	3				
Code	KPI	Target	Units	Achieved	Notes											
1	Number of Community Access sessions held per annum	3	Number	3												
<b>Status Comments</b> Community Access sessions held in months of July, August and September in Murwillumbah.																
1.2.5.3.1	Engage the community in interactive infrastructure tours of Council facilities (i.e. Sustainable Living Centre, Wastewater Treatment Plants, Resource Recovery Centre, Water Treatment Plants and Pottsville Environment Centre)		25%	CWM												
	<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>Infrastructure tours conducted</td> <td>6</td> <td>Number</td> <td>13</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Infrastructure tours conducted	6	Number	13				
Code	KPI	Target	Units	Achieved	Notes											
1	Infrastructure tours conducted	6	Number	13												
<b>Status Comments</b> Infrastructure tours include recycling facility, water treatment plant and sustainable living centre.																
1.2.5.5.1	Establish Contact Centre comprising call, contact, web and email capability		80%	Communications & Marketing Coordinator												
<b>Status Comments</b> Tweed Shire Council officially launched its new model of Customer Service in the last quarter with the launch of the Contact Centre as part of Local Government Week celebrations in early August. Moving from a single switchboard and 3 front counters at Murwillumbah and a satellite office at Tweed Heads Council has implemented a centralised Contact Centre to handle the bulk of Council interactions at the first point of call. Consisting of 15 customer service professionals the team is part of the Communications and Marketing Unit and are responsible for customer																










Code	Name	Start Date	Performance	Responsible Officer																		
	<p>service over the phone, in-person and email and web.                      Key milestones in the last quarter include:                      - Completion of renovations at both the Tweed Heads and Murwillumbah offices                      - Official Launch of the Contact Centre and new customer service model as part of Local Government Week celebrations                      - installation of TIPT system, providing the technology for several Customer Service Officers to answer queries at the first point of call (moving from a single switchboard to a Call Centre set up and warm transfer of customer calls)                      - early stages of improved reporting and customer satisfaction                      - implementation of the Customer Request Management System to better track and manage customer requests                      - Testing of Councils Corporate Knowledge Base to support customer service and access to information for staff                      - streamlining of customer service hours from 8am - 4:45pm Mondays to 8am - 4:30pm Tuesday to Friday to a standard 8am - 4:30pm Monday to Friday.</p> <p>The quarter has seen significant achievements in the operation of the Contact Centre and more Service Level Agreements will be finalised and live by the end of the year to support staff to best answer queries at the first point of customer contact.</p>																					
1.2.5.6.1	Produce editions of Council's newspaper the Tweed Link		25%	CMC																		
	<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 editions of the Tweed Link</td> <td>12</td> <td>Number</td> <td>13</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Number of editions of the Tweed Link	12	Number	13										
Code	KPI	Target	Units	Achieved	Notes																	
1	Number of editions of the Tweed Link	12	Number	13																		
	<p>Status Comments</p> <p>Tweed Shire Council's free weekly newspaper the 'Tweed Link' is distributed to more than 38,500 households across the Tweed.                      July - Issues 718-721 = 4.                      August - Issues 722-726 = 5.                      September - Issues 727-730 = 4.</p>																					
1.2.5.7.1	Sportsfield Officer to liaise with sporting organisations		25%	MRS																		
	<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 sporting organisations engaged</td> <td>20</td> <td>Number</td> <td>20</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Number of sporting organisations engaged	20	Number	20										
Code	KPI	Target	Units	Achieved	Notes																	
1	Number of sporting organisations engaged	20	Number	20																		
	<p>Status Comments</p> <p>Sportsfield officer undertaking effective liaisons with sporting groups.</p>																					
1.2.5.7.2	Provide up to date sporting information on Council's website		25%	MRS																		
	<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>Information of Council field closures is maintained on TSC website</td> <td>100</td> <td>Percentage</td> <td>100</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Information of Council field closures is maintained on TSC website	100	Percentage	100										
Code	KPI	Target	Units	Achieved	Notes																	
1	Information of Council field closures is maintained on TSC website	100	Percentage	100																		
	<p>Status Comments</p> <p>Sporting information of website up to date.</p>																					
<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>28%</b>																			
1.3.1.1.1	Issue of rates and other charge notices in accordance with the Local Government Act 1993 (NSW)		19%	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>Making of rates by 31 August</td> <td>100</td> <td>Percentage</td> <td>100</td> <td></td> </tr> <tr> <td>2</td> <td>Issue 6 monthly water notices</td> <td>2</td> <td>Number</td> <td>1</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Making of rates by 31 August	100	Percentage	100		2	Issue 6 monthly water notices	2	Number	1				
Code	KPI	Target	Units	Achieved	Notes																	
1	Making of rates by 31 August	100	Percentage	100																		
2	Issue 6 monthly water notices	2	Number	1																		

Code	Name	Start Date	Performance	Responsible Officer	
<b>Status Comments</b>		Making of the Rates completed by specified time and Rates Notices issued. Water accounts for the six month billing period issued in a timely and efficient manner.			
✓ 1.3.1.1.2	Implement debt recovery procedures		19%	RRC	
<b>Code</b>	<b>KPI</b>	<b>Target</b>	<b>Units</b>	<b>Achieved</b>	<b>Notes</b>
1	Rates instalments unpaid at the end of each instalments period as a percentage of total due	5	Percent	8	
2	Percentage of water accounts outstanding per quarter	7	Percentage	8	
3	Percentage of sundry debtors outstanding per quarter	7	Percentage	9	
<b>Status Comments</b>		Rates water and debtors balances outstanding have increased due to economic conditions. The transfer of charges to debtors from other areas of Council has also had an increasing (but more accurate) effect on the balances outstanding.			
✓ 1.3.1.1.3	Manage pensioner rebates		25%	RRC	
<b>Code</b>	<b>KPI</b>	<b>Target</b>	<b>Units</b>	<b>Achieved</b>	<b>Notes</b>
1	Percentage of pensioner to total rateable properties	0	Percentage	0	
<b>Status Comments</b>		Pensioner rebates and claims submitted for the annual rate run in a timely and efficient manner.			
✓ 1.3.1.10.1	Implement Internal Audit Program		6%	IA	
<b>Code</b>	<b>KPI</b>	<b>Target</b>	<b>Units</b>	<b>Achieved</b>	<b>Notes</b>
1	Percentage of Internal Audit Program completed	25	Percentage	23	
2	Audit Committee meetings held	4	Number	1	
<b>Status Comments</b>		Internal audits undertaken as per plan.			
✓ 1.3.1.11.1	Enterprise Risk Management is applied consistently across all functions of the organisation		13%	MCG	
<b>Code</b>	<b>KPI</b>	<b>Target</b>	<b>Units</b>	<b>Achieved</b>	<b>Notes</b>
1	Number of Business Impact Assessments completed	4	Number	2	
<b>Status Comments</b>		Enterprise Risk Management and the associated Risk Register being applied throughout the organisation.			
✓ 1.3.1.11.2	Risk register maintained in accordance with the Risk Matrix and Controls		25%	MCG	
<b>Code</b>	<b>KPI</b>	<b>Target</b>	<b>Units</b>	<b>Achieved</b>	<b>Notes</b>
1	Register current	100	Percentage	100	
<b>Status Comments</b>		Enterprise Risk Register is current, with a further review to occur in October 2011.			
✓ 1.3.1.11.3	Introduce Enterprise Risk Management implications for inclusion in Council reports		25%	Manager Corporate Governance	

Code	Name	Start Date	Performance	Responsible Officer												
<b>Jul-11</b>																
<b>Status Comments</b> Enterprise Risk Management is being applied through all work units within the organisation.																
	<b>1.3.1.12.1</b>	<b>Implement Business Continuity Plan and review annually</b>	8%	MCG												
	<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>Business Continuity Plan revised</td> <td>100</td> <td>Percentage</td> <td>30</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Business Continuity Plan revised	100	Percentage	30				
Code	KPI	Target	Units	Achieved	Notes											
1	Business Continuity Plan revised	100	Percentage	30												
<b>Status Comments</b> Business Continuity Plan is currently being reviewed with the issuing of a suitable 'Black Box' to be implemented.																
	<b>1.3.1.13.2</b>	<b>Ensure client timeframes for projects are maintained and implement appropriate remedial measures if required</b>	25%	MD												
	<table border="1"> <thead> <tr> <th>Code</th> <th>KPI</th> <th>Target</th> <th>Units</th> <th>Achieved</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Projects are on schedule</td> <td>80</td> <td>Percentage</td> <td>80</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Projects are on schedule	80	Percentage	80				
Code	KPI	Target	Units	Achieved	Notes											
1	Projects are on schedule	80	Percentage	80												
<b>Status Comments</b> Client timeframes are generally being met. Delays generally due to changes in project scope during design process.																
	<b>1.3.1.13.3</b>	<b>Undertake concept and/or detail civil and structural designs as requested by clients including all ancillary works and council reports if required</b>	17%	MD												
	<table border="1"> <thead> <tr> <th>Code</th> <th>KPI</th> <th>Target</th> <th>Units</th> <th>Achieved</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Design issue for construction</td> <td>3</td> <td>Number</td> <td>2</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Design issue for construction	3	Number	2				
Code	KPI	Target	Units	Achieved	Notes											
1	Design issue for construction	3	Number	2												
<b>Status Comments</b> Client briefs are being designed as required.																
	<b>1.3.1.13.4</b>	<b>Prepare tender specifications for projects going to contract and assist in assessment and reporting</b>	25%	MD												
	<table border="1"> <thead> <tr> <th>Code</th> <th>KPI</th> <th>Target</th> <th>Units</th> <th>Achieved</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Specifications completed</td> <td>1</td> <td>Number</td> <td>1</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Specifications completed	1	Number	1				
Code	KPI	Target	Units	Achieved	Notes											
1	Specifications completed	1	Number	1												
<b>Status Comments</b> Records Storage Facility Specification and tender completed.																
	<b>1.3.1.13.6</b>	<b>Provide project management services as required</b>	25%	MD												
	<table border="1"> <thead> <tr> <th>Code</th> <th>KPI</th> <th>Target</th> <th>Units</th> <th>Achieved</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Managed projects</td> <td>1</td> <td>Number</td> <td>2</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Managed projects	1	Number	2				
Code	KPI	Target	Units	Achieved	Notes											
1	Managed projects	1	Number	2												
<b>Status Comments</b> Two current projects are being project managed.																
	<b>1.3.1.13.7</b>	<b>Attend and make presentations at public/consultation meetings</b>	25%	MD												
	<table border="1"> <thead> <tr> <th>Code</th> <th>KPI</th> <th>Target</th> <th>Units</th> <th>Achieved</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Attend and participate in Public Meetings</td> <td>1</td> <td>Number</td> <td>1</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Attend and participate in Public Meetings	1	Number	1				
Code	KPI	Target	Units	Achieved	Notes											
1	Attend and participate in Public Meetings	1	Number	1												
<b>Status Comments</b> Meetings regarding Kingscliff foreshore attended by Unit staff.																
	<b>1.3.1.14.1</b>	<b>Review survey section resources to ensure client timeframes for projects are maintained implement appropriate remedial measures if required including training and consultants</b>	25%	MD												

Code	Name	Start Date	Performance	Responsible Officer												
	<table border="1"> <thead> <tr> <th>Code</th> <th>KPI</th> <th>Target</th> <th>Units</th> <th>Achieved</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Client timeframes within target</td> <td>80</td> <td>Percentage</td> <td>100</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Client timeframes within target	80	Percentage	100				
Code	KPI	Target	Units	Achieved	Notes											
1	Client timeframes within target	80	Percentage	100												
	<b>Status Comments</b> Client timeframes are being met.															
✓	1.3.1.14.2 Undertake survey work required for design and investigation and construction purposes		25%	MD												
	<table border="1"> <thead> <tr> <th>Code</th> <th>KPI</th> <th>Target</th> <th>Units</th> <th>Achieved</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Number of project surveys completed</td> <td>3</td> <td>Number</td> <td>3</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Number of project surveys completed	3	Number	3				
Code	KPI	Target	Units	Achieved	Notes											
1	Number of project surveys completed	3	Number	3												
	<b>Status Comments</b> Survey work is meeting client expectations.															
✓	1.3.1.15.1 Review environmental section resources to ensure client timeframes for projects are maintained		25%	MD												
	<table border="1"> <thead> <tr> <th>Code</th> <th>KPI</th> <th>Target</th> <th>Units</th> <th>Achieved</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Client timeframes within target</td> <td>80</td> <td>Percentage</td> <td>90</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Client timeframes within target	80	Percentage	90				
Code	KPI	Target	Units	Achieved	Notes											
1	Client timeframes within target	80	Percentage	90												
	<b>Status Comments</b> Exceeding target timeframes.															
✓	1.3.1.15.2 Prepare Planning Applications for projects as required including all third party licences/approvals		25%	MD												
	<table border="1"> <thead> <tr> <th>Code</th> <th>KPI</th> <th>Target</th> <th>Units</th> <th>Achieved</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Number of Applications submitted</td> <td>3</td> <td>Number</td> <td>4</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Number of Applications submitted	3	Number	4				
Code	KPI	Target	Units	Achieved	Notes											
1	Number of Applications submitted	3	Number	4												
	<b>Status Comments</b> Applications lodged exceed target.															
✓	1.3.1.15.3 Undertake environmental monitoring of civil construction projects as specified in approvals		25%	MD												
	<table border="1"> <thead> <tr> <th>Code</th> <th>KPI</th> <th>Target</th> <th>Units</th> <th>Achieved</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Number of projects monitored</td> <td>1</td> <td>Number</td> <td>2</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Number of projects monitored	1	Number	2				
Code	KPI	Target	Units	Achieved	Notes											
1	Number of projects monitored	1	Number	2												
	<b>Status Comments</b> Two projects have been monitored.															
✓	1.3.1.15.4 Develop and supervise Environmental Restoration Plans for civil projects		25%	MD												
	<table border="1"> <thead> <tr> <th>Code</th> <th>KPI</th> <th>Target</th> <th>Units</th> <th>Achieved</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Number of plans</td> <td>1</td> <td>Number</td> <td>1</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Number of plans	1	Number	1				
Code	KPI	Target	Units	Achieved	Notes											
1	Number of plans	1	Number	1												
	<b>Status Comments</b> Letitia Spit monitoring and restoration project in progress.															
✓	1.3.1.16.1 Review property and legal services section resources to ensure client timeframes for projects are maintained and implement appropriate remedial measures if required		25%	MD												
	<table border="1"> <thead> <tr> <th>Code</th> <th>KPI</th> <th>Target</th> <th>Units</th> <th>Achieved</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Client timeframes within target</td> <td>80</td> <td>Percentage</td> <td>100</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Client timeframes within target	80	Percentage	100				
Code	KPI	Target	Units	Achieved	Notes											
1	Client timeframes within target	80	Percentage	100												
	<b>Status Comments</b> Section is meeting all client timeframes.															

Code	Name	Start Date	Performance	Responsible Officer												
 1.3.1.16.2	Complete land acquisitions including valuations		25%	MD												
	<table border="1"> <thead> <tr> <th>Code</th> <th>KPI</th> <th>Target</th> <th>Units</th> <th>Achieved</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Number of acquisitions completed</td> <td>2</td> <td>Number</td> <td>2</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Number of acquisitions completed	2	Number	2				
Code	KPI	Target	Units	Achieved	Notes											
1	Number of acquisitions completed	2	Number	2												
Status Comments Road acquisitions have been completed in accordance with target.																
 1.3.1.16.3	Provide Leasing and Licensing services to clients		25%	MD												
	<table border="1"> <thead> <tr> <th>Code</th> <th>KPI</th> <th>Target</th> <th>Units</th> <th>Achieved</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Number of licences and leases issued</td> <td>5</td> <td>Number</td> <td>6</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Number of licences and leases issued	5	Number	6				
Code	KPI	Target	Units	Achieved	Notes											
1	Number of licences and leases issued	5	Number	6												
Status Comments Leases being produced as required.																
 1.3.1.16.5	Undertake road naming		0%	MD												
	<table border="1"> <thead> <tr> <th>Code</th> <th>KPI</th> <th>Target</th> <th>Units</th> <th>Achieved</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Number of new roads named</td> <td>5</td> <td>Number</td> <td>0</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Number of new roads named	5	Number	0				
Code	KPI	Target	Units	Achieved	Notes											
1	Number of new roads named	5	Number	0												
There was no activity this period.																
 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		19%	MD												
	<table border="1"> <thead> <tr> <th>Code</th> <th>KPI</th> <th>Target</th> <th>Units</th> <th>Achieved</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Client timeframes within target</td> <td>80</td> <td>Percentage</td> <td>60</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Client timeframes within target	80	Percentage	60				
Code	KPI	Target	Units	Achieved	Notes											
1	Client timeframes within target	80	Percentage	60												
Status Comments Resourcing shortage is delaying projects.																
 1.3.1.18.2	Develop Design Unit module for PMP	Jul-11	10%	Manager Design												
Status Comments Concept developed and discussed with stakeholders.																
 1.3.1.18.4	Develop Project Strategic Planning Module for PMP	Jul-11	0%	Manager Design												
Status Comments No scheduled to start until main module and design module complete. IT resources, priorities and software issues are slowing the development process.																
 1.3.1.18.6	Finalise Phase 3 and 4 of the PMP	Jul-11	50%	Manager Design												

Code	Name	Start Date	Performance	Responsible Officer												
<b>Status Comments</b> Delivery on target but subject to IT support being available.																
✓ 1.3.1.19.1	Review 10-year plant replacement plan	Jul-11	100%	Manager Works												
<b>Status Comments</b> Plant replacement plan reviewed having regard to latest market information, plant utilisation information, licensing variations, and maintenance history.																
✓ 1.3.1.19.2	Review plant hire rates	Jul-11	90%	Manager Works												
<b>Status Comments</b> Plant item costs and income tabulated and reviewed. Revised plant replacement schedule incorporated. Draft plant hire rates calculated. Requires final review and implementation for completion.																
✓ 1.3.1.19.3	Review plant utilisation. Dispose of any identified redundant items.	Jul-11	100%	Manager Works												
<b>Status Comments</b> Plant utilisation statistics reviewed and future use considered. Option to hire low utilisation essential items also considered in determining items for disposal.																
⊖ 1.3.1.2.1	Investigate and implement a quarterly billing and reading of water consumption		25%	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>Progress in implementing quarterly water billing</td> <td>0</td> <td>Percentage</td> <td>0</td> <td></td> </tr> </tbody> </table>					Code	KPI	Target	Units	Achieved	Notes	1	Progress in implementing quarterly water billing	0	Percentage	0	
Code	KPI	Target	Units	Achieved	Notes											
1	Progress in implementing quarterly water billing	0	Percentage	0												
<b>Status Comments</b> Only investigation work completed at this stage. Increased importance to be given in January with go live date of 1st July 2012.																
✓ 1.3.1.2.2	Maintain Property Database		25%	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>Number of properties created</td> <td>0</td> <td>Number</td> <td>360</td> <td></td> </tr> </tbody> </table>					Code	KPI	Target	Units	Achieved	Notes	1	Number of properties created	0	Number	360	
Code	KPI	Target	Units	Achieved	Notes											
1	Number of properties created	0	Number	360												
<b>Status Comments</b> Property creation and supplementary levy properties up to date.																
✓ 1.3.1.20.1	Conduct stocktakes every 6 months		25%	PMC												
<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>Stocktakes completed</td> <td>0</td> <td>Number</td> <td>1</td> <td></td> </tr> </tbody> </table>					Code	KPI	Target	Units	Achieved	Notes	1	Stocktakes completed	0	Number	1	
Code	KPI	Target	Units	Achieved	Notes											
1	Stocktakes completed	0	Number	1												
<b>Status Comments</b> Six month stock check completed. No significant variations. Next stocktake due in November.																
✓ 1.3.1.21.1	Annual maintenance program for depot yards, buildings, facilities and fencing		25%	PMC												
<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>Completion of Annual Maintenance Program</td> <td>100</td> <td>Percentage</td> <td>100</td> <td></td> </tr> </tbody> </table>					Code	KPI	Target	Units	Achieved	Notes	1	Completion of Annual Maintenance Program	100	Percentage	100	
Code	KPI	Target	Units	Achieved	Notes											
1	Completion of Annual Maintenance Program	100	Percentage	100												
<b>Status Comments</b> Annual maintenance programme running - Murwillumbah and Tweed Depots Completed: Line marking and pedestrian walkways installed in/around main depot parking area. New fencing erected, surface area sealed and perimeter defined for plant sales area.																

Code	Name	Start Date	Performance	Responsible Officer												
	Steel retaining rack fabricated and erected in fitting compound. New jib crane installed outside of small plant building. Additional night time security lights and motion sensing lights installed around depot. New compressed air system installed and plumbed for all workshops and out-buildings. New workshop parts washer installed. Oil storage building spill controls installed. Evaluation of works and costs for fuel forecourt upgrading to legislative standards required (Tweed and Murwillumbah depots). Repair and upgrade underground fuel pipes and valves - Tweed depot. Ongoing contamination testing of Tweed depot fuel area. Decommission of Murwillumbah underground waste oil tank and testing of surrounding areas for contamination. Installation and commissioning of above ground waste oil tank. Heavy commercial vehicle - four post hoist installed in main workshop. Compounds erected in Depot 2 for Parks and Gardens materials (benches bins etc).															
1.3.1.21.2	Review depot security arrangements	Jul-11	100%	Manager Works												
Status Comments	CCTV system designed and costed, but deferred pending availability. Security fencing revised to increase storage space and restrict access to offices.															
1.3.1.22.1	Operation of quarries to conform with environmental licence requirements		13%	Mworks												
	<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>Environmental License audit of quarries completed</td> <td>100</td> <td>Percentage</td> <td>50</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Environmental License audit of quarries completed	100	Percentage	50				
Code	KPI	Target	Units	Achieved	Notes											
1	Environmental License audit of quarries completed	100	Percentage	50												
Status Comments	Annual report on licensed quarries in progress.															
1.3.1.22.2	Implement outcomes of quarries business plan review to secure financial viability of quarry operation	Jul-11	50%	Manager Works												
Status Comments	Withdrawal from Quirks Quarry almost complete. Sale of two surplus quarries in progress. Burringbar Quarry development approved.															
1.3.1.22.3	Operation of Eviron Quarry to coordinate with Waste Services landfill strategy		25%	Mworks												
	<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>Conformity with Waste Services landfill strategy timetable</td> <td>100</td> <td>Percentage</td> <td>100</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Conformity with Waste Services landfill strategy timetable	100	Percentage	100				
Code	KPI	Target	Units	Achieved	Notes											
1	Conformity with Waste Services landfill strategy timetable	100	Percentage	100												
Status Comments	In consultation with Waste Services Unit withdrawal from Quirks Quarry operation commenced.															
1.3.1.23.1	Update referrals policy	Jul-11	0%	Planning & Infrastructure Engineer												
Status Comments	No changes currently proposed.															
1.3.1.23.2	Provide engineering referrals to the Planning and Regulatory Division of Council		13%	PIE												

Code	Name	Start Date	Performance	Responsible Officer												
	<table border="1"> <thead> <tr> <th>Code</th> <th>KPI</th> <th>Target</th> <th>Units</th> <th>Achieved</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Engineering comments provided to Planning and Regulation Division</td> <td>15</td> <td>Number</td> <td>8</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Engineering comments provided to Planning and Regulation Division	15	Number	8				
Code	KPI	Target	Units	Achieved	Notes											
1	Engineering comments provided to Planning and Regulation Division	15	Number	8												
<b>Status Comments</b> No issues this quarter.																
✓	1.3.1.24.1 Update engineering design and construction specifications		0%	PIE												
	<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>Update of Design and Construction Specifications</td> <td>2</td> <td>Number</td> <td>0</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Update of Design and Construction Specifications	2	Number	0				
Code	KPI	Target	Units	Achieved	Notes											
1	Update of Design and Construction Specifications	2	Number	0												
<b>Status Comments</b> Several draft specifications prepared, currently with Development Engineers for their review.																
✓	1.3.1.24.2 Update Subdivision Manual		0%	Planning & Infrastructure Engineer												
		Jul-11														
<b>Status Comments</b> Compiling amendments required for future action.																
✓	1.3.1.25.1 Review processes and protocols for Planning & Infrastructure Unit		20%	Planning & Infrastructure Engineer												
		Jul-11														
<b>Status Comments</b> Recruitment of vacant positions commenced.																
✓	1.3.1.26.1 Standards and service levels to be adjusted in accordance with budget constraints		25%	MRS												
	<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>Parks and Sportsfields are maintained in accordance with revised service levels and standards</td> <td>100</td> <td>Percentage</td> <td>100</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Parks and Sportsfields are maintained in accordance with revised service levels and standards	100	Percentage	100				
Code	KPI	Target	Units	Achieved	Notes											
1	Parks and Sportsfields are maintained in accordance with revised service levels and standards	100	Percentage	100												
<b>Status Comments</b> Standards and service levels adjusted in accordance with budget.																
✓	1.3.1.26.2 Undertake public toilet facility audit and rationalisation plan		10%	Manager Recreation Services												
		Jul-11														
<b>Status Comments</b> Audit and plan adopted by Council and implementation commenced.																
✓	1.3.1.26.3 Implement playground improvement plan		6%	MRS												
	<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 playgrounds improved</td> <td>100</td> <td>Percentage</td> <td>25</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Number of playgrounds improved	100	Percentage	25				
Code	KPI	Target	Units	Achieved	Notes											
1	Number of playgrounds improved	100	Percentage	25												
<b>Status Comments</b> Playground improvement plan commenced.																
✓	1.3.1.27.1 Implementation of Aquatic Facilities Strategy recommendations and establish performance monitoring systems		5%	MRS												



Code	Name	Start Date	Performance	Responsible Officer																		
<table border="1"> <thead> <tr> <th>Code</th> <th>KPI</th> <th>Target</th> <th>Units</th> <th>Achieved</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Progress in implementation of Aquatic Facilities Strategy</td> <td>100</td> <td>Percentage</td> <td>20</td> <td></td> </tr> </tbody> </table>					Code	KPI	Target	Units	Achieved	Notes	1	Progress in implementation of Aquatic Facilities Strategy	100	Percentage	20							
Code	KPI	Target	Units	Achieved	Notes																	
1	Progress in implementation of Aquatic Facilities Strategy	100	Percentage	20																		
<b>Status Comments</b> Aquatic Facilities Strategy implemented. Performance monitoring systems being developed.																						
	1.3.1.28.1	Develop and implement business plan for construction of new crematorium at Tweed Valley Cemetery	5%	Building & Recreation Assets Coordinator																		
Jul-11																						
<b>Status Comments</b> Development Applications preparation with Environmental team for preparation.																						
	1.3.1.29.1	Ongoing implementation through lifeguarding contract and the Beach Safety Liaison Committee	25%	MRS																		
<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 beaches patrolled</td> <td>5</td> <td>Number</td> <td>5</td> <td></td> </tr> </tbody> </table>					Code	KPI	Target	Units	Achieved	Notes	1	Number of beaches patrolled	5	Number	5							
Code	KPI	Target	Units	Achieved	Notes																	
1	Number of beaches patrolled	5	Number	5																		
<b>Status Comments</b> Lifeguard contract continuing. Beach Safety liaison committee meetings held.																						
	1.3.1.3.1	Manage Stotts Island waste facility weighbridge	25%	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>Number of transactions per quarter</td> <td>0</td> <td>Number</td> <td>10,500</td> <td></td> </tr> </tbody> </table>					Code	KPI	Target	Units	Achieved	Notes	1	Number of transactions per quarter	0	Number	10,500							
Code	KPI	Target	Units	Achieved	Notes																	
1	Number of transactions per quarter	0	Number	10,500																		
<b>Status Comments</b> Weighbridge facility functioning as required.																						
	1.3.1.30.1	Feasibility study of telecommuting and job sharing	90%	Manager Human Resources																		
Jul-11																						
<b>Status Comments</b> This project is currently ahead of schedule. Working from home and job share trials have been conducted with positive results. A draft working from home protocol has been developed with feedback sought and incorporated from the Human Resources Steering Committee, OHS Committees, Consultative Committee, IR sub-committee and trial participants. In principle approval for formal implementation has been obtained from the Executive Management Team, however final endorsement of the protocol has been delayed to allow Council's participation in a trial of the Federal Government draft working from home templates and guidelines.																						
	1.3.1.30.3	Review Recruitment Protocols to ensure removal of artificial barriers to appointment	0%	Human Resources Officer																		
Jul-11																						
<b>Status Comments</b> There was no activity this period.																						
	1.3.1.30.4	For all vacancies review position descriptions to remove artificial employment barriers prior to advertising	25%	HRO																		
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Code	KPI	Target	Units	Achieved	Notes																	
1	Percentage of vacant job descriptions reviewed	100	Percentage	100																		
2	Percentage modified	0	Percentage	46																		
<b>Status Comments</b> During this quarter position descriptions for all 32 vacancies have been reviewed to identify and remove artificial barriers. Of those position																						

Code	Name	Start Date	Performance	Responsible Officer																		
<p>descriptions reviewed 46% have required minor modification. All modifications have been endorsed by the relevant line managers and implemented in the recruitment process.</p> <p>Types of barriers include reference to Council specific knowledge being an essential requirement for the position, as well as knowledge of the Tweed Shire.</p>																						
<input checked="" type="checkbox"/>	1.3.1.31.1	Review Sick Leave Protocol to accord with employment best practice and enhance risk management	90%	Manager Human Resources																		
Jul-11																						
<p><b>Status Comments</b> The amended sick leave protocol has been through the required consultation process and has been endorsed by the Executive Management Team for implementation. Communication of the protocol has however been delayed due to a possible challenge from the combined unions. The union's issues of concern are unknown to Council at this point in time. Work has commenced in relation to the development of enhanced supervisor reporting in relation to sick leave utilisation. The reports are on track to be implemented early in the new calendar year.</p>																						
<input type="checkbox"/>	1.3.1.31.2	Review Performance Management Protocol to accord with employment best practice	0%	Manager Human Resources																		
Jul-11																						
<p>There was no activity this period.</p>																						
<input checked="" type="checkbox"/>	1.3.1.31.3	Apply Recruitment and Selection protocols consistently to all vacancies	25%	HRO																		
<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 complaints received</td> <td>0</td> <td>Number</td> <td>0</td> <td></td> </tr> <tr> <td>2</td> <td>Number of appeals upheld</td> <td>0</td> <td>Number</td> <td>0</td> <td></td> </tr> </tbody> </table>					Code	KPI	Target	Units	Achieved	Notes	1	Number of complaints received	0	Number	0		2	Number of appeals upheld	0	Number	0	
Code	KPI	Target	Units	Achieved	Notes																	
1	Number of complaints received	0	Number	0																		
2	Number of appeals upheld	0	Number	0																		
<p><b>Status Comments</b> No formal complaints have been received during this quarter. Verbal feedback was received by the Recruitment Officer from a candidate. The candidate questioned the legitimacy of Council's screening processes and guidelines in relation to the use of independent panel members. Feedback was provided and the issue has not been progressed at this point in time.</p>																						
<input checked="" type="checkbox"/>	1.3.1.31.4	Apply Equal Employment Opportunity and Grievance Protocols consistently	25%	MHR																		
<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 issues referred to external body for determination</td> <td>0</td> <td>Number</td> <td>1</td> <td></td> </tr> <tr> <td>2</td> <td>Number of issues upheld by external body</td> <td>0</td> <td>Number</td> <td>0</td> <td></td> </tr> </tbody> </table>					Code	KPI	Target	Units	Achieved	Notes	1	Number of issues referred to external body for determination	0	Number	1		2	Number of issues upheld by external body	0	Number	0	
Code	KPI	Target	Units	Achieved	Notes																	
1	Number of issues referred to external body for determination	0	Number	1																		
2	Number of issues upheld by external body	0	Number	0																		
<p><b>Status Comments</b> There has been one EEO issue within the last quarter that has been referred to an external body. We are currently awaiting notification of the dates for conciliation of this issue.</p>																						
<input checked="" type="checkbox"/>	1.3.1.32.2	Apply competency based manual handling training and incident based refresher training	25%	COHS																		
<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 training sessions</td> <td>0</td> <td>Number</td> <td>3</td> <td></td> </tr> </tbody> </table>					Code	KPI	Target	Units	Achieved	Notes	1	Number of training sessions	0	Number	3							
Code	KPI	Target	Units	Achieved	Notes																	
1	Number of training sessions	0	Number	3																		
<p><b>Status Comments</b> Methodology has been developed and trial for competency based manual handling training. Proposal is scheduled for submission to EMT / OHS in December 2011.</p>																						
<input checked="" type="checkbox"/>	1.3.1.32.3	Implement a revised and strengthened Occupational Health and Safety Induction Program	65%																			








Code	Name	Start Date	Performance	Responsible Officer												
		Jul-11		Coordinator Occupational Health & Safety												
Status Comments	Council's proposed OHS Induction package consists of two components - on line Corporate Induction (ELMO) and Level 2 Workgroup inductions. Development of the On line Corporate induction module is well underway with rollout due to commence in February 2012. The Level 2 Workgroup inductions will be completed and finalised for all existing staff by December 2011.															
<input type="radio"/> 1.3.1.32.4	Implement changes required under National Harmonisation Legislation in accordance with statutory timeframes	Jul-11	0%	Coordinator Occupational Health & Safety												
There was no activity this period.																
<input checked="" type="radio"/> 1.3.1.32.5	Develop and implement internal Occupational Management System marketing program based around "Think, Act, Be Safe"		25%	COHS												
	<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 initiatives implemented</td> <td>1</td> <td>Number</td> <td>4</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Number of initiatives implemented	1	Number	4				
Code	KPI	Target	Units	Achieved	Notes											
1	Number of initiatives implemented	1	Number	4												
Status Comments	The Think Act Be Safe Campaign has been successfully launched with initiatives to date including: Work Cover Paralympion Speaker, Workgroup Pod casts x 2, New HSE Intranet Site implementation and rollouts.															
<input checked="" type="radio"/> 1.3.1.32.6	Finalise Operational Management System	Jul-11	70%	Occupational Health & Safety Projects Officer												
Status Comments	Council's Operational Management System is now referred to as the Health Safety and Environment System (HSES). HSES system design document completed. Eighty percent of Standard Operating Procedures written. One hundred percent of Safe Work Method Statements for identified high risk activities completed. Eighty percent of management system Protocols implemented. System documentation will require comprehensive review in third quarter due to new WHS legislation.															
<input checked="" type="radio"/> 1.3.1.32.7	Redevelop Council's Contractor Management Protocol to ensure legislative compliance	Jul-11	65%	Coordinator Occupational Health & Safety												
Status Comments	Draft Contractor Management Protocol in final stages of consultation and will be presented at EMT OHS in December 2011 for endorsement.															
<input type="radio"/> 1.3.1.32.8	Asbestos Management Plan in place to ensure legislative compliance		0%	COHS												
	<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 risk assessments completed of council owned buildings</td> <td>2</td> <td>Number</td> <td>0</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Number of risk assessments completed of council owned buildings	2	Number	0				
Code	KPI	Target	Units	Achieved	Notes											
1	Number of risk assessments completed of council owned buildings	2	Number	0												
There was no activity this period.																
<input checked="" type="radio"/> 1.3.1.33.1	Develop and implement modular supervisor development program		25%	TO												

Code	Name	Start Date	Performance	Responsible Officer																		
	<table border="1"> <thead> <tr> <th>Code</th> <th>KPI</th> <th>Target</th> <th>Units</th> <th>Achieved</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Number of modules developed</td> <td>1</td> <td>Number</td> <td>2</td> <td></td> </tr> <tr> <td>2</td> <td>Percentage of existing supervisors trained</td> <td>10</td> <td>Percentage</td> <td>23</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Number of modules developed	1	Number	2		2	Percentage of existing supervisors trained	10	Percentage	23				
Code	KPI	Target	Units	Achieved	Notes																	
1	Number of modules developed	1	Number	2																		
2	Percentage of existing supervisors trained	10	Percentage	23																		
<b>Status Comments</b>		Of the two training sessions currently developed 1 has been rolled out across the organisation with 4 sessions conducted to date with 32 participants having attended. This module will continue to be delivered until all current supervisors have completed the module. The module will then run on a quarterly basis for new Supervisors. Module 2 is due to be launched November 2011.																				
	<b>1.3.1.33.2 Implement Training Programs</b>		25%	TO																		
	<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 staff training days</td> <td>0</td> <td>Number</td> <td>542</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Number of staff training days	0	Number	542										
Code	KPI	Target	Units	Achieved	Notes																	
1	Number of staff training days	0	Number	542																		
<b>Status Comments</b>		Number of staff training events is 542 for this quarter. The number of events does not relate directly to days training as events can range from part day to multiple day events.																				
	<b>1.3.1.33.3 Develop and implement letter writing training</b>		25%	TO																		
	<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</td> <td>100</td> <td>Percentage</td> <td>100</td> <td></td> </tr> <tr> <td>2</td> <td>Number of staff completed training</td> <td>0</td> <td>Number</td> <td>0</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Percentage completed	100	Percentage	100		2	Number of staff completed training	0	Number	0				
Code	KPI	Target	Units	Achieved	Notes																	
1	Percentage completed	100	Percentage	100																		
2	Number of staff completed training	0	Number	0																		
<b>Status Comments</b>		Program development has been completed with rollout commencement scheduled for the 2nd quarter of the year. This program is not envisaged as an organisational wide program but is designed to improve business writing skills as recognised in staff appraisals.																				
	<b>1.3.1.33.4 Develop and implement training required in association with the inception of Council's Contact Centre</b>		100%	Communications & Marketing Coordinator Jul-11																		
<b>Status Comments</b>		<p>With the establishment of the Contact Centre and 15 new Customer Contact Centre staff from various units of Council have participated in a variety of training duties including:</p> <ul style="list-style-type: none"> <li>- Customer Request Management.</li> <li>- Corporate Knowledge Base.</li> <li>- Cashiering/Receipting.</li> <li>- Customer Service.</li> <li>- First Aid.</li> <li>- Team Building / Professional Development.</li> <li>- Supervisor Training for Senior staff.</li> <li>- Finding the right fit - recruitment training.</li> <li>- Witness Protection.</li> <li>- Microsoft office programs as required.</li> <li>- e-housing pilot training.</li> <li>- test group for Ci upgrade.</li> <li>- SMS and Smartphone applications and installs.</li> </ul> <p>Specific on the job training and unit training has also been undertaken as well as one-to-one coaching sessions and annual performance reviews to determine training requirements. Future training will be determined on a needs basis and will be specific to each unit as the Contact Centre 'goes live' with the relevant unit.</p>																				

Code	Name	Start Date	Performance	Responsible Officer																								
1.3.1.33.5	Develop training packages to support effective utilisation of core business systems	Jul-11	50%	Chief Human Resources Officer																								
<p><b>Status Comments</b> Current systems training projects are Aurion 10 Self Service utilisation and ECM Introductory Browser training.</p> <p>1. Aurion10 self service upgrade installed, tutorial and user manual developed and implemented for organisation wide use. No problems reported to date. Work has also commenced on self service supervisor reports which are scheduled for release in the next quarter.                  2. ECM introductory browser training plan developed. Training program to be developed in the upcoming quarter.</p>																												
1.3.1.33.6	Implement appropriate Equal Employment Opportunity training		25%	CHRO																								
<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>Training packages developed</td> <td>0</td> <td>Percentage</td> <td>50</td> <td></td> </tr> <tr> <td>2</td> <td>Percentage of staff trained</td> <td>0</td> <td>Percentage</td> <td>100</td> <td></td> </tr> </tbody> </table> <p><b>Status Comments</b> Delivery of existing programs is continuing.</p>					Code	KPI	Target	Units	Achieved	Notes	1	Training packages developed	0	Percentage	50		2	Percentage of staff trained	0	Percentage	100							
Code	KPI	Target	Units	Achieved	Notes																							
1	Training packages developed	0	Percentage	50																								
2	Percentage of staff trained	0	Percentage	100																								
1.3.1.34.1	Review strategies to enhance the attraction and retention of staff		25%	HRO																								
<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>Vacancy advertising strategy reviewed</td> <td>0</td> <td>Percentage</td> <td>25</td> <td></td> </tr> <tr> <td>2</td> <td>Modified exit interview process in place</td> <td>0</td> <td>Percentage</td> <td>100</td> <td></td> </tr> <tr> <td>3</td> <td>Performance recognition program modified</td> <td>0</td> <td>Percentage</td> <td>5</td> <td></td> </tr> </tbody> </table> <p><b>Status Comments</b> Vacancy advertising strategy reviewed:                  Council's 'Jobs at Council' website has been reviewed and updated to include more visually appealing templates, additional candidate relevant information on Council, the Tweed Shire and how to apply for a position. A proposed new format for the website has been drafted and reviewed by Human Resources and Marketing. Based on Information Technology resourcing it is proposed the website content will be updated in a phased approach, with an initial launch of 10 pages by November 2011 and the remainder being loaded to the site March/April 2012.</p> <p>Advertising templates for both internal and external positions are under review.</p> <p>A review and update of the new employee starter pack is in progress.                  Modified exit interview process in place:                  An online exit survey process has been developed and implemented.</p> <p>Performance recognition program modified:                  Work has commenced on this project with the initial discussions having been held with Consultative Committee, and staff nominations being called for in relation to a working group to discuss appropriate performance recognition processes, consistent with Council's culture.</p>					Code	KPI	Target	Units	Achieved	Notes	1	Vacancy advertising strategy reviewed	0	Percentage	25		2	Modified exit interview process in place	0	Percentage	100		3	Performance recognition program modified	0	Percentage	5	
Code	KPI	Target	Units	Achieved	Notes																							
1	Vacancy advertising strategy reviewed	0	Percentage	25																								
2	Modified exit interview process in place	0	Percentage	100																								
3	Performance recognition program modified	0	Percentage	5																								
1.3.1.35.1	Council funds are invested to provide maximum returns whilst having due regard to risk		25%	MFS																								









Code	Name	Start Date	Performance	Responsible Officer																			
	<table border="1"> <thead> <tr> <th>Code</th> <th>KPI</th> <th>Target</th> <th>Units</th> <th>Achieved</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Monthly investment report benchmark bank bill index</td> <td>3</td> <td>Percentage</td> <td>3</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Monthly investment report benchmark bank bill index	3	Percentage	3											
Code	KPI	Target	Units	Achieved	Notes																		
1	Monthly investment report benchmark bank bill index	3	Percentage	3																			
<b>Status Comments</b> Ongoing. Refer Monthly investment reports to Council.																							
<input checked="" type="checkbox"/>	1.3.1.4.1 Replace leased hardware at end of scheduled useful life			6%	MIT																		
	<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>Leased Hardware Replacement programme completed</td> <td>100</td> <td>Percentage</td> <td>25</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Leased Hardware Replacement programme completed	100	Percentage	25											
Code	KPI	Target	Units	Achieved	Notes																		
1	Leased Hardware Replacement programme completed	100	Percentage	25																			
<b>Status Comments</b> End of Life equipment replacement and rationalisation continued with the replacement of the primary server storage array and the issuing of tenders for the Council Multi-function Print devices and the Core Radio Network. Both tenders are due to be awarded in the next period.																							
<input checked="" type="checkbox"/>	1.3.1.4.2 Monitor and maintain the hardware and network environment to provide reliable service delivery			25%	MIT																		
	<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 avoidable major outages</td> <td>5</td> <td>Number</td> <td>2</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Number of avoidable major outages	5	Number	2											
Code	KPI	Target	Units	Achieved	Notes																		
1	Number of avoidable major outages	5	Number	2																			
<b>Status Comments</b> System environment has been stable in this period with only 2 significant network outages, both due to hardware faults.																							
<input checked="" type="checkbox"/>	1.3.1.4.3 Virtualisation of identified server hardware			50%	Manager Information Technology																		
					Jul-11																		
<b>Status Comments</b> 48 of approximately 100 environments have been migrated. Final hardware expected to be installed October 2011 and migration to be completed by January 2012.																							
<input checked="" type="checkbox"/>	1.3.1.4.4 Upgrade and replace Network disk storage			100%	Manager Information Technology																		
					Jul-11																		
<b>Status Comments</b> Primary Server Disk Storage and Tape Backup Unit replaced as per schedule.																							
<input checked="" type="checkbox"/>	1.3.1.4.5 Upgrade and replace the Council inter-site radio data network			10%	Manager Information Technology																		
					Jul-11																		
<b>Status Comments</b> First stage commenced with a tender being called for the replacement and capacity upgrade of the three backbone radio links. Installation due to be completed in November 2011.																							
<input type="checkbox"/>	1.3.1.5.1 Perform planned application maintenance projects			0%	MIT																		
	<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>Aurion application maintenance program completed</td> <td>100</td> <td>Percentage</td> <td>0</td> <td></td> </tr> <tr> <td>2</td> <td>Technology One Suite maintenance program completed</td> <td>100</td> <td>Percentage</td> <td>0</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Aurion application maintenance program completed	100	Percentage	0		2	Technology One Suite maintenance program completed	100	Percentage	0					
Code	KPI	Target	Units	Achieved	Notes																		
1	Aurion application maintenance program completed	100	Percentage	0																			
2	Technology One Suite maintenance program completed	100	Percentage	0																			

Code	Name	Start Date	Performance	Responsible Officer												
There was no activity this period.																
	1.3.1.5.2 Upgrade the Aurion Human Resources and Payroll system to Version 10	Jul-11	100% Manager Information Technology													
Status Comments Upgrade successfully completed. Next major upgrade scheduled for Q3, 2012.																
	1.3.1.5.3 Implement Technology One ECM Transform to prepare for integration with Property and Rating System	Jul-11	50% Manager Information Technology													
Status Comments Test environments upgraded and testing in progress. Delays incurred waiting on TechnolgyOne to correct data matching rules to ensure a clean conversion to the new integration. Implementation scheduled for December 2011.																
	1.3.1.5.4 Upgrade Technology One Property and Rating to Ci 10.4	Jul-11	40% Manager Information Technology													
Status Comments Upgrade completed in Test Environment and Key User Training completed. As expected, amount of configuration requiring update/confirmation is significant - the primary schedule constraint is the availability of Technical Resources. Planning for a first quarter 2012 go live.																
	1.3.1.5.6 Implement Technology One Publisher Module	Jul-11	50% Manager Information Technology													
Status Comments Publisher installed in test environment and initial training performed. A minor finance system upgrade is required in the live environment which will occur once Fleet (EAM) install is completed. Expect to complete by Jan 2012.																
	1.3.1.6.1 Provide responsive IT Help Desk Support		24%	MIT												
<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>81</td> <td></td> </tr> </tbody> </table>					Code	KPI	Target	Units	Achieved	Notes	1	Help desk requests meeting service level targets	85	Percentage	81	
Code	KPI	Target	Units	Achieved	Notes											
1	Help desk requests meeting service level targets	85	Percentage	81												
Status Comments Service Level Target - 85% of priority incidents (those resulting in any unavailability of a system or a service to a user) resolved in under 2 days. Despite the team's focus on the CI upgrade a number of initiatives to improve service desk performance has seen an improvement in the closure rate and average service time for help desk requests. This is expected to improve further in the coming period.																
	1.3.1.6.2 Upgrade council workstations to Windows 7 and introduce a standard desk operating environment	Jul-11	0% Manager Information Technology													
There was no activity this period.																
	1.3.1.6.3 Review the Microsoft Enterprise Licensing	Jul-11	100% Manager Information Technology													

Code	Name	Start Date	Performance	Responsible Officer												
<b>Status Comments</b> New Enterprise Agreement negotiated under LGP Panel Contract 108. Approved by Council and executed with Microsoft via Corporate Express.																
 1.3.1.7.1	Provide a responsive content management service for Council's web sites		25%	MIT												
	<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>Increase visitation to Council's website from previous year</td> <td>5</td> <td>Percentage</td> <td>2</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Increase visitation to Council's website from previous year	5	Percentage	2				
Code	KPI	Target	Units	Achieved	Notes											
1	Increase visitation to Council's website from previous year	5	Percentage	2												
<b>Status Comments</b> Visits to the main web site www.tweed.nsw.gov.au rose by 1.7% for the period to 89,425 separate visits. Positively, the number of unique visitors rose by 10.5% to 46,010 with 41.5% of all visitors being new to the site compared with 38.3% new visitors in the previous period.																
 1.3.1.7.2	Upgrade and reformat the look and feel of Tweed Shire Council Internet Site		30%	Manager Information Technology												
Jul-11																
<b>Status Comments</b> New web site architecture developed and tested. Waiting on look and feel requirements to be finalised so as to commence content porting.																
 1.3.1.7.3	Implement A-Z knowledge base		90%	Manager Information Technology												
Jul-11																
<b>Status Comments</b> All development and content creation completed. Waiting on final content approval by system users before putting "live".																
 1.3.1.8.1	Update the Council IT Disaster Recovery Plan		10%	Manager Information Technology												
Jul-11																
<b>Status Comments</b> Options for Civic Centre backup power being investigated with decision by end of year. DRP document due for updating by Q1 2012.																
 1.3.1.9.1	Maintain and upgrade GIS software		6%	MIT												
	<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>GIS software upgrade programme complete</td> <td>100</td> <td>Percentage</td> <td>25</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	GIS software upgrade programme complete	100	Percentage	25				
Code	KPI	Target	Units	Achieved	Notes											
1	GIS software upgrade programme complete	100	Percentage	25												
<b>Status Comments</b> Only minor maintenance required this period. Next major upgrade is for Munsys - scheduled for quarter two 2012.																
 1.3.1.9.2	Acquire and update remote sensing imagery (photographs etc) for targeted locations in the Tweed Shire		0%	Manager Information Technology												
Jul-11																
<b>Status Comments</b> There was no activity this period.																
<b>1.3.2 Council will seek the best value in delivering services</b>			22%													
 1.3.2.1.1	Operate a Digital Archiving Programme to transfer paper records to digital media		25%	CRC												
	<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>Pages scanned per quarter</td> <td>125,000</td> <td>Number</td> <td>150,000</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Pages scanned per quarter	125,000	Number	150,000				
Code	KPI	Target	Units	Achieved	Notes											
1	Pages scanned per quarter	125,000	Number	150,000												



Code	Name	Start Date	Performance	Responsible Officer												
<b>Status Comments</b> Pages scanned for period exceeds target.																
1.3.2.2.1	Construct and move to a permanent records and museum storage facility	Jul-11	25%	Corporate Records Coordinator												
<b>Status Comments</b> DA for new building has been issued. Selected tender for construction have been let for revised pricing.																
1.3.2.2.2	Operate records management functions in accordance with State Records requirements		25%	CRC												
	<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 of documents retrieval requests meeting service level targets</td> <td>85</td> <td>Percentage</td> <td>95</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Percentage of documents retrieval requests meeting service level targets	85	Percentage	95				
Code	KPI	Target	Units	Achieved	Notes											
1	Percentage of documents retrieval requests meeting service level targets	85	Percentage	95												
<b>Status Comments</b> Service Level - retrieval requests for files located at the storage facility received before 11:30am are delivered to Records by 1:00pm on the same day. Service levels were not reached during a period of September due to the Stock Picker being offsite for repairs and files on the higher shelves could not be accessed.																
1.3.2.3.1	Regular reviews of progress of Delivery Program		6%	MCG												
	<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>Delivery Program progress reported to Council</td> <td>100</td> <td>Percentage</td> <td>25</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Delivery Program progress reported to Council	100	Percentage	25				
Code	KPI	Target	Units	Achieved	Notes											
1	Delivery Program progress reported to Council	100	Percentage	25												
<b>Status Comments</b> First quarterly report on progress of Delivery Program and Operational Plan prepared and to be reported to November Council meeting.																
1.3.2.5.1	Preparation of tender/quotation documents and contract administration and supervision		25%	SCE												
	<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 of documents including 'value for money' criteria</td> <td>0</td> <td>Percentage</td> <td>25</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Percentage of documents including 'value for money' criteria	0	Percentage	25				
Code	KPI	Target	Units	Achieved	Notes											
1	Percentage of documents including 'value for money' criteria	0	Percentage	25												
<b>Status Comments</b> The project is progressing.																
1.3.2.6.1	Review parks maintenance contracts to ensure service standards are being met and value for money is being delivered		25%	MRS												
	<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>Maintenance contract reviewed</td> <td>100</td> <td>Percentage</td> <td>100</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Maintenance contract reviewed	100	Percentage	100				
Code	KPI	Target	Units	Achieved	Notes											
1	Maintenance contract reviewed	100	Percentage	100												
<b>Status Comments</b> Park maintenance contracts have been reviewed and ready for advertising.																
1.3.2.6.2	Monitor service standards and financial data for Park and Sportsfield maintenance to ensure value for money		25%	MRS												
	<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>Cost to deliver service standards measured and monitored</td> <td>100</td> <td>Percentage</td> <td>100</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Cost to deliver service standards measured and monitored	100	Percentage	100				
Code	KPI	Target	Units	Achieved	Notes											
1	Cost to deliver service standards measured and monitored	100	Percentage	100												
<b>Status Comments</b> Service standards and financial data monitored weekly.																






Code	Name	Start Date	Performance	Responsible Officer
<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>		30%	
 1.3.3.1.1	Implement Technology One Fleet and Works Management for the Council Vehicle Fleet	Jul-11	25%	Manager Information Technology
Status Comments	Project commenced September 2011. Configuration complete - installation scheduled for November dependant on resources available.			
 1.3.3.1.2	Integrate Technology One Works and Assets with Assetic Asset Management system	Jul-11	80%	Manager Information Technology
Status Comments	Vendor integration approach now developed and available for Council to use. Integration to be tested following the Fleet implementation.			
 1.3.3.1.3	Staged deployment of Mobile Asset capturing solutions	Jul-11	0%	Manager Information Technology
Status Comments	There was no activity this period.			
 1.3.3.10.1	Implementation of customer request system	Jul-11	25%	Asset Engineer
Status Comments	Ongoing improvements to new CRM reporting system and categorisation of customer requests. Changes have enabled collection of sufficient details for each customer request to enable reporting in all identified areas. Feedback provided to operational staff to ensure validity of statistics collected.			
 1.3.3.10.2	Implement Bureau of Meteorology reporting and WWTP rain gauge upgrade program	Jul-11	100%	Asset Engineer
Status Comments	WWTP rain gauge upgrade program completed. BoM reporting ongoing.			
 1.3.3.10.3	Improve systems and complete National Water Initiative and NSW Office of Water reporting	Jul-11	100%	Asset Engineer
Status Comments	NWI and NSW Office of Water reporting submitted on 05/10/11.			
 1.3.3.12.3	Four yearly review of Workforce Plan	Jul-11	10%	Manager Water
Status Comments	Water Unit Resource Plan is under review.			
 1.3.3.12.4	Four yearly review of Levels of Service Statements, Performance Measures and Targets	Jul-11	5%	Manager Water
Status Comments	A review of Levels of Service and Performance Measures and targets is being completed as part of Water and Sewer Strategic Business Plan Development.			

Code	Name	Start Date	Performance	Responsible Officer												
✓ 1.3.3.13.1	Review and update Development Control Plan Water and Sewer design criteria and standards	Jul-11	25%	Strategic & Assets Engineer												
<b>Status Comments</b> Development Design and Construction Specifications reviewed as issues have arisen. No amendments necessary in the September Quarter.																
✓ 1.3.3.2.1	Finalisation of Asset Management Plans (AMP) for transport, drainage, and property		6%	DEO												
	<table border="1"> <thead> <tr> <th>Code</th> <th>KPI</th> <th>Target</th> <th>Units</th> <th>Achieved</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Asset Management Plans for transport, drainage and property completed</td> <td>100</td> <td>Percentage</td> <td>25</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Asset Management Plans for transport, drainage and property completed	100	Percentage	25				
Code	KPI	Target	Units	Achieved	Notes											
1	Asset Management Plans for transport, drainage and property completed	100	Percentage	25												
<b>Status Comments</b> Project is progressing.																
✓ 1.3.3.3.1	Annual maintenance audits conducted on all TSC owned/controlled buildings occupied by emergency service agencies	Jul-11	50%	Coordinator Environmental Health												
<b>Status Comments</b> Audits currently being undertaken.																
✓ 1.3.3.4.1	Review and enhance existing quality processes and develop Quality Management Plans		1%	Mwater												
	<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>Determine and implement priority actions, percentage completed</td> <td>100</td> <td>Percentage</td> <td>5</td> <td></td> </tr> </tbody> </table>	Code	KPI	Target	Units	Achieved	Notes	1	Determine and implement priority actions, percentage completed	100	Percentage	5				
Code	KPI	Target	Units	Achieved	Notes											
1	Determine and implement priority actions, percentage completed	100	Percentage	5												
<b>Status Comments</b> New Project Management System is now being utilised. An upgrade of the software of asset management system - MEX has been completed. An upgrade of the the Water Management Module and Trade Waste Module within Proclaim has been completed.																
✓ 1.3.3.6.1	Update Strategic Business Plans		0%	Mwater												
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Code	KPI	Target	Units	Achieved	Notes											
1	Number of plans completed	2	Number	0												
<b>Status Comments</b> Draft Strategic Plans 20% complete. Significant progress completed in Integrate Water Cycle Management, Customer Service and General Information components of the plans.																
✓ 1.3.3.7.1	Develop and implement Action Plans for high risks	Jul-11	5%	Manager Water												
<b>Status Comments</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.																
✓ 1.3.3.8.1	Implementation of Maintenance Management		25%	Asset Engineer												

Code	Name	Start Date	Performance	Responsible Officer																		
		Jul-11																				
<b>Status Comments</b>	Council's Water Unit asset management systems are continuously improving to ensure reliable capture of new or replacement asset information and appropriate maintenance and operating regimes are implemented. Major maintenance targets are being reached for plants for mechanical, electrical and civil maintenance for the first quarter.																					
✓ 1.3.3.8.2	Develop Critical Spares Register	Jul-11	15%	Asset Engineer																		
<b>Status Comments</b>	Budget has been created for 2011/12 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 3 years to complete.																					
✓ 1.3.3.8.3	Data enhancement, Asset Valuation, Depreciation and Predictive Modelling		15%	AE																		
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Code	KPI	Target	Units	Achieved	Notes																	
1	Assets condition based depreciation, percentage completed	25	Percentage	25																		
2	Develop 10-year predictive model for asset maintenance and renewal, percentage completed	25	Percentage	5																		
<b>Status Comments</b>	Above ground asset condition based depreciation methodology completed and implemented for these assets. Revaluation of water and sewer infrastructure assets to be undertaken in 2011-12 financial year. 10-year predictive model has been developed using AssetPlan for pipeline asset. This model has been used to create long term pipeline capital works programs but is not in a corporate system.																					
✓ 1.3.3.8.4	Documentation of Plant, Network Control and Telemetry Systems	Jul-11	10%	Strategic & Assets Engineer																		
<b>Status Comments</b>	Initial documentation as part of Water Network Model.																					
✓ 1.3.3.8.5	Development of Electronic Plant Log Sheets	Jul-11	75%	Treatment Process Engineer																		
<b>Status Comments</b>	Enhancements have been made to existing electronic log sheets for all treatment plants to provide consistency, more information and feedback to the Operator. Licence reporting data now exists in a web based database. This database enables Engineers to trend chemical setpoint analysis for plants and produces annual reporting requirements for DECC.																					
✓ 1.3.3.8.6	Develop Water Quality data to meet reporting requirements including geographical & sectoral descriptors	Jul-11	70%	Treatment Process Engineer																		
<b>Status Comments</b>	The Water Quality Database has been developed and automatically obtains sample data from the laboratory. This has proved very helpful to staff to access data.																					

Code	Name	Start Date	Performance	Responsible Officer
	The database has been further developed to provide some charting and reporting functions. This will enable staff to quickly review results against set criteria and completed set reporting. There is further development to occur in this area.			
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	Jul-11	15%	Operations Engineer
Status Comments	The following policies have been completed and adopted or out for advertisement: Backflow prevention, Rain Water Tanks, Duplex / Triplex metering. 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.			
1.4.1	<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>		33%	
1.4.1.1.1	Develop an extraction tool to deliver a daily data set of land based information in either a full or incremental extract for the purpose of delivering a State wide on-line portal for issuing Complying Development Certificates	Jul-11	100%	Manager Information Technology
Status Comments	Daily land data transfer to support the NSW Government eHousing Application implemented August 2011.			
1.4.1.1.2	Upgrade Council's Property and Rating system to a version that is eDAIS compliant	Jul-11	40%	Manager Information Technology
Status Comments	Nightly transfer of property data to Department of Planning and Infrastructure implemented. Property & Rating CI 10.4 Upgrade project in-progress and upgrades of server and network infrastructure to support eDAIS identified. Now waiting on delivery date for eDAIS components from TechnologyOne.			
1.4.1.1.3	Complete the update of the geographic information held by Council so that it is survey accurate and aligned with the NSW LPMA DCDB (digital cadastre database)	Jul-11	25%	Senior Registered Surveyor
Status Comments	Council has completed plotting and coordination of the cadastre and has one small section north of Burringbar remaining to align corrected layers. Corrected data for Tweed Heads and the coastal villages has been forwarded to Lands and they are making progress on integration with the NSW Digital Cadastral Database. Further actions required by Council involve assisting Lands to resolve anomalies and differences, and minor adjustments to Tweed's cadastral model after validation by Lands.			

Code	Name	Start Date	Performance	Responsible Officer												
A considerable amount of work is still required by Lands to adopt the entire Tweed model.																
✓ 1.4.1.2.1	Regular meetings of the Northern Rivers IT group to identify opportunities and provide recommendations to improve the delivery of e-services		25%	MIT												
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Code	KPI	Target	Units	Achieved	Notes											
1	Quarterly meetings of NRITG held and minuted	1	Number	1												
Status Comments Meeting held 28 July. Next meeting scheduled for 27 Oct in Byron Shire.																
✓ 1.4.1.3.1	Review legislation changes to ensure continuing compliance		25%	Manager Corporate Governance												
Jul-11																
Status Comments All necessary legislative changes have been reviewed and Council Policies amended wherever appropriate.																
✓ 1.4.1.4.1	Exchange survey data in accordance with formal agreement with LPMA		0%	Manager Design												
Jul-11																
Status Comments Ongoing development through TSC survey section.																
✓ 1.4.1.4.2	Enter a reciprocal training program for Design Unit GIS staff with LPMA staff		25%	MD												
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Code	KPI	Target	Units	Achieved	Notes											
1	Number of staff training days	0	Days	4												
Status Comments Training provided as suitable opportunities are identified.																
✓ 1.4.1.4.3	Work with other government departments on Subsurface Utility Engineering standards		25%	MD												
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Code	KPI	Target	Units	Achieved	Notes											
1	Number of meeting attended	0	Number	0												
Status Comments No opportunities for meetings to date.																
<b>1.5.1</b>	<b>Sustainable management of the population in accordance with strategic decisions of previous councils, the NSW and Commonwealth Governments and the Far North Coast Regional Strategy, including provision of amenities, infrastructure and services</b>		<b>100%</b>													
Complete.																
✓ 1.5.1.1.1	Council planning documents are prepared in accordance with the State Plan and North Coast Regional Strategy		100%	Coordinator Planning Reform												
Jul-11																
Status Comments All strategic land-use planning policies are prepared in accordance with Council resolutions, State and regional plans.																

Code	Name	Start Date	Performance	Responsible Officer												
<b>1.5.2</b>	<b>Land use plans and development controls will be applied and regulated rigorously and consistently and consider the requirements of development proponents, the natural environment and those in the community affected by the proposed development</b>		<b>48%</b>													
 1.5.2.2.1	Planning Controls updated through the annual review of Planning Reforms Unit Work Program, and based on comprehensive community and stakeholder consultation	Jul-11	100%	Coordinator Planning Reform												
<b>Status Comments</b> Comprehensive community and stakeholder consultation is a key element of the review and updating of planning controls.																
 1.5.2.3.1	Review open space elements of DCP to ensure adequacy for future provisions	Jul-11	20%	Manager Recreation Services												
<b>Status Comments</b> DCP elements under constant review.																
 1.5.2.4.1	Implement open space standards in DCP for new developments		25%	MRS												
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Code	KPI	Target	Units	Achieved	Notes											
1	New developments comply with open space standards in DCP	100	Percentage	100												
<b>Status Comments</b> Open space standards implemented on all new developments.																
<b>1.5.3</b>	<b>The Tweed Local Environmental Plan will be reviewed and updated as required to ensure it provides an effective statutory framework to meet the needs of the Tweed community</b>		<b>33%</b>													
 1.5.3.1.1	Tweed LEP is maintained in accordance with statutory requirements and to reflect local planning studies and emerging planning proposals	Jul-11	50%	Coordinator Planning Reform												
<b>Status Comments</b> The LEP is currently being updated in accordance with statutory requirements.																
 2.5.1.2.1	Maintain roadside parks		17%	ME												
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Code	KPI	Target	Units	Achieved	Notes											
1	Number of roadside park maintenance activities/visits	6	Number	4												
<b>Status Comments</b> 4 roadside parks attended to in quarter.																