

Operational Plan Quarterly Review

Tweed Shire Council

As at 31 December 2021



About this Report

This report presents the quarterly progress report on the Council's performance relative to:

- the Council's long term sustainability; and
- the Council's achievements in implementing the 2017/2022 Delivery Program and 2021/2022 Operational Plan to 31 December 2021.

Each Item in the Delivery Program and Operational Plan is referenced to one of the Strategic Priorities of the Community Strategic Plan.

1. **Leaving a legacy:** *Looking out for future generations*
2. **Making decisions with you:** *We're in this together*
3. **People, places and moving around:** *Who we are and how we live*
4. **Behind the scenes:** *Providing support to make it happen*

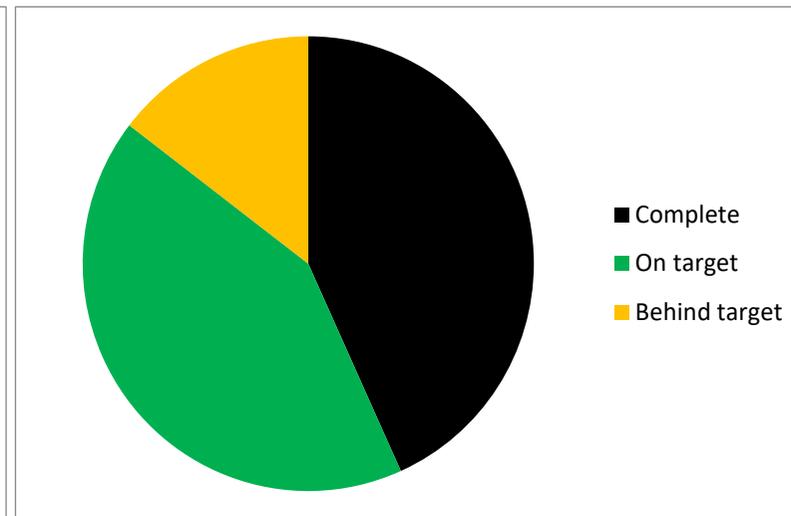
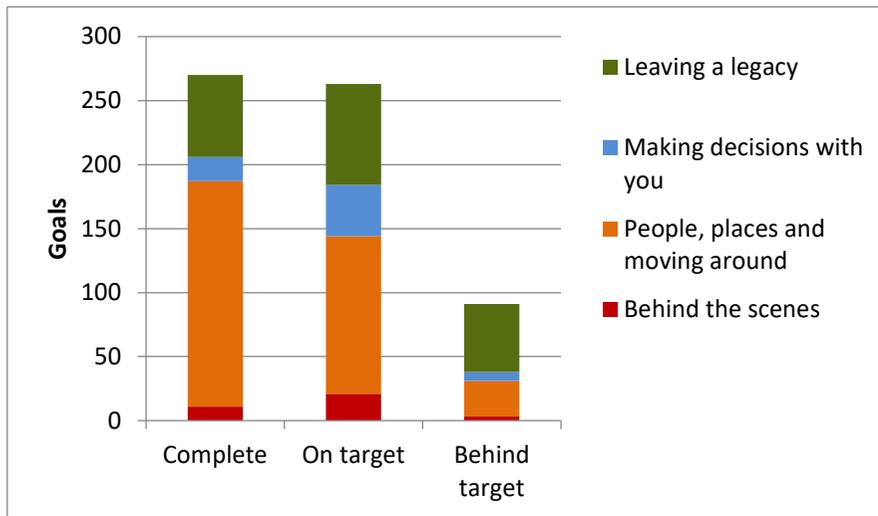
To assess the progress in implementing the Council's 2017/2022 Delivery Program and 2021/2022 Operational Plan, a range of qualitative and quantitative performance measures are being used.



Organisational Performance

Delivery Program Activities

| Strategic Priority | Completed | | Ahead/On target/Not started | | Behind schedule or action required | |
|----------------------------------|------------|------------|-----------------------------|------------|------------------------------------|------------|
| | No. | % | No. | % | No. | % |
| Leaving a legacy | 64 | 33% | 79 | 40% | 53 | 27% |
| Making decisions with you | 19 | 29% | 40 | 61% | 7 | 11% |
| People, places and moving around | 176 | 54% | 123 | 38% | 28 | 9% |
| Behind the scenes | 11 | 31% | 21 | 60% | 3 | 9% |
| Total | 270 | 43% | 263 | 42% | 91 | 15% |



Highlights for the period

Leaving a legacy - Looking out for future Generations

1.1 Natural Resource Management

International recognition for Tweed River management

Council was recognised as one of 3 top leaders in global river management at the prestigious 21st Thiess International *Riverprize* for its work on the Tweed River. Council was shortlisted as one of 3 finalists in the prize. First place was awarded to the Africa Sand Dam Foundation for its work on the Thwake River in south-eastern Kenya. The other finalist was Friends of the Chicago River for their work on the Chicago River in the United States.

For more information visit

www.tweed.nsw.gov.au/council/news-updates/latest-news/media-releases/1287739-international-recognition-for-tweed-river-management

New interactive tool showcases the Tweed's waterway health

Council released its annual report card on water quality in the Tweed and residents were invited to view the results via a new online interactive tool. As well as providing a summary of water quality from the creeks and rivers across the Tweed, the online platform allows the audience to view the report, images, videos and graphs in a strikingly laid out and interactive medium. The waterway report card scores are based on data collected between April 2020 and May 2021, a period characterised by higher than average rainfall in the Tweed.

For more information visit tweed.nsw.gov.au/rivers-creeks

Congratulations to 2021 Tweed Sustainability Award winners

From saving turtle hatchlings on local beaches to regenerating waterways through innovative farming practices, this year's Tweed Sustainability Awards winners show every step counts when it comes to driving sustainable living. Held every 2 years, winners of the 2021 Tweed Sustainability Awards were presented with their trophies during a COVID-safe awards ceremony on Friday 12 November. Twelve nominations were received this year and the winners for each category are:

- Regenerative Agriculture: Woodland Valley Farm
- Wildlife & Habitat Conservation: (2 winners) Tweed Landcare Inc and Green Heroes
- Tourism and Hospitality: Mavis's Kitchen
- Education: Lindisfarne Anglican Grammar School
- Community Group: Agape Outreach Inc
- Business: Southern Cross Credit Union
- Adult: Ari Ehrlich, Caldera Environment Centre
- People's Choice: Lindisfarne Anglican Grammar School

For more information visit tweed.nsw.gov.au/tweed-sustainability-awards

Working with cat lovers to keep cats safe at home

Tweed Shire Council will partner with RSPCA NSW over the next 4 years to deliver the Keeping Cats Safe at Home project, providing encouragement and



opportunities for cat lovers to keep their cats safe at home. Tweed is one of 11 councils across NSW selected to participate in the initiative as part of a statewide project to better protect native wildlife.

For more information visit tweed.nsw.gov.au/cats

Council a finalist in national local government Climate Awards

Council was a finalist in the Renewable Energy Achievement Award category of the fourth annual Cities Power Partnership national Climate Awards. The awards recognise the work of local governments across Australia paving the way to a zero-carbon future. Council's Renewable Energy Action Plan (REAP) and implementation mapped out 3 phases of energy projects to reduce Council's corporate greenhouse gas emissions from grid electricity use by 25% by 2022, and 50% by 2025, from a 2016/2017 baseline.

For more information visit

www.tweed.nsw.gov.au/environment/climate-sustainability/sustainable-operations

Field day showcased benefits of biodiversity on farms

Tweed farmers were invited to attend a field day to learn why and how to restore and protect biodiversity on grazing properties. The field day focused on the benefits of biodiverse grazing systems and how to go about enhancing the environment while achieving production benefits at the same time. It provided helpful tips on how to recognise, prioritise and protect natural areas, farm design and the types of technical and financial support available.

For more information visit www.tweed.nsw.gov.au/agriculture-projects

2 1.2 Asset Protection

Finalising flood alert system and flood monitoring cameras; Property flood reports now live.

For more information visit www.planning.nsw.gov.au/flooding

3 1.3 Utility Services

Reticulation team takes out national award

Boasting an accumulated 225 years of experience with an average of 32 years' service each, Council's Water Reticulation team was awarded Team of the Year by the Water Industry Operators Association of Australia (WIOA). Respected across the industry for their deep knowledge and experience, the team is responsible for the delivery of operations and maintenance of the Tweed's water and wastewater networks through their 50 field staff, who serve more than 80,000 customers.

For more information visit

tweed.nsw.gov.au/council/news-updates/latest-news/media-releases/1300987-win-for-the-ages-reticulation-team-takes-out-national-award

National Recycling Week

National Recycling Week was a time for the Tweed community to celebrate our recycling achievements, brush up on our recycling skills and dispel some of the uncertainty around what we can recycle and where it's actually going. The community were encouraged to learn more and take action.

For more information visit tweed.nsw.gov.au/waste-recycling



Making decisions with you - We're in this together

2.2 Engagement

Newly elected Councillors to lead Tweed for next term

The NSW Electoral Commission declared the results Local Government election poll following distribution of preferences by the Tweed Returning Officer today, with 4 returning representatives and 3 new Councillors elected. Candidates elected to Council by sequence of election are:

- James Owen
- Chris Cherry
- Meredith Dennis*
- Rhiannon Brinsmead *
- Warren Polglase
- Nola Firth*
- Reece Byrnes

(*New to Council)

For more information visit www.elections.nsw.gov.au

People, Places & Moving Around - Who we are and how we live

3.1 People

Feedback sought to inform Disability Inclusion Action Plan

According to 2016 Census data, there are about 6,500 residents in the Tweed who identify as a person in need of assistance of a carer, family or friends to go about their daily life. Council conducted a community survey to better understand how we can work together to ensure the Tweed is more accessible and inclusive for people with disabilities.

For more information visit www.yoursaytweed.com.au/diap

NDIS Support Team expands

With growing demand for disability services, Council expanded its National Disability Insurance Scheme (NDIS) Support Coordination team to offer participants greater support. As a registered provider of support coordination, Council has assisted people with disability for more than 25 years, with our experienced team of practitioners well versed in providing effective ways of ensuring the NDIS works best for each client.

For more information visit www.tweed.nsw.gov.au/council/news-updates/latest-news/media-releases/1306641-council-expands-ndis-support-team

Christmas done right thanks to Brett Street C.A.F.E

Council's social enterprise initiative, Brett Street C.A.F.E offered 2 course meal-to-go for Christmas featuring a main dish of roast turkey breast, baked leg ham combination with roast pumpkin and potatoes, a vegetable medley served with gravy, cranberry sauce and stuffing and a dessert of fruit mince pie,



traditional plum pudding and custard. Customers were also encouraged to share the Christmas spirit by donating to the Pay It Forward scheme which helps those who may be finding things a little tough.

For more information visit

www.tweed.nsw.gov.au/council/news-updates/latest-news/media-releases/1305287-enjoy-a-festive-season-treat-from-brett-street-cafe

Grant applications open to bring community together on Australia Day

Council offered financial assistance to community groups to hold small events on Australia Day 2022. There were 3 levels of funding available:

- Category 1 - \$300 for up to 149 attendees
- Category 2 - \$400 from 150 to 249 attendees
- Category 3 - \$500 for 250-plus attendees

For more information visit

www.tweed.nsw.gov.au/community/events-venues/council-run-awards-events/australia-day

Places 3.2

Getting in the Christmas spirit

Christmas spirit spread through the Tweed with lights and street decorations installed across the Shire. In Tweed Heads, street banners and decorations were installed on light poles from Florence Street to Wharf Street and at night, the border marker will feature Christmas images which will be changed in time for New Year's Eve. Decorations were also installed in Alma and Main streets in Murwillumbah and the light globes were changed on the Murwillumbah Bridge to festive season colours. Cudgen Public School, Kingscliff Public School and St Anthony's Primary School created Christmas banners which were installed on picnic shelters in Rowan Robinson Park. At night, lighting will illuminate the park and the Norfolk pine trees. Council would like to thank local businesses, Wilsons Displays and Elford's Electrical, for their assistance with installing the decorations and banners, Kingscliff Rotary for their work with the schools and Kingscliff & District Chamber of Commerce.

For more information visit www.tweed.nsw.gov.au/council/news-updates/latest-news/media-releases/1304288-its-beginning-to-look-a-lot-like-christmas

Community input sought on draft concept plan for Uki village

The Uki community was invited to provide input to help inform the draft plan, which in turn will create a long-term vision of how the village's public spaces can be improved. The draft Uki Village Concept Plan is a proposal to improve and protect the area in the centre of town and will be used to inform future upgrades.

For more information visit www.yoursaytweed.com.au/ukivillageconceptplan

Community has their say on draft Piggabeen Sports Complex master plan

Council partnered with the community to draft a 10-year plan for the Piggabeen Sports Complex, currently home to the Tweed's only Intrust Super Cup rugby league team. The draft plan includes a range of improvements including new playing fields, spectator seating and lighting as well as a new playground, exercise equipment and pathways. The community's input will help refine the draft master plan drawings, which will in turn inform the final outcomes of the project.

For more information visit www.yoursaytweed.com.au/piggabeensportscomplex



Council secures funding to beautify busy Murwillumbah street

One of Murwillumbah's busiest thoroughfares is set for a facelift thanks to funding from the NSW Government's *Your High Street* program. Council received a \$589,963 grant to improve pedestrian amenity and boost local businesses through improvements to Wollumbin Street, Murwillumbah. The community was invited to provide feedback on the proposed works includes tree planting to increase natural shade, new garden beds, additional accessible seating, small-scale public art projects, pathway and landscaping improvements and upgrades to roundabouts and pedestrian crossings.

For more information visit www.yoursaytweed.com.au/wollumbinstreet

Community share the events they would like to see in the Tweed

Council sought feedback from residents and visitors on what types of events they would like to see in the Tweed. It has appointed leading regional tourism and events agency, the Tilma Group, to assist in setting Council's event direction for the next 4 years, by aligning events with the desires of the community.

For more information visit www.yoursaytweed.com.au/eventsstrategy

Creatives to benefit after Tweed re-joins Arts Northern Rivers

The Tweed's active community of artists and creatives are set to benefit following Council re-joining the region's peak arts body, Arts Northern Rivers (ANR) a 4-year agreement. Tweed will join Byron Shire, Lismore City, Richmond Valley, Kyogle and Clarence Valley councils and contribute \$25,000 annually to ANR for the next 4 years.

For more information visit

www.tweed.nsw.gov.au/council/news-updates/latest-news/media-releases/1297434-creatives-to-benefit-after-tweed-rejoins-arts-northern-rivers

Top musos upbeat about resurging Tweed live music scene

One of the main objectives of Council's new Live and Local Tweed program is creating fresh, new opportunities for live music in the Tweed. Council announced a curator for the micro-festival, Tweed Creative Studios' founder and musician Chantal Waters. Community working group members who will help guide the project include: independent artists Melissa Black, Matt Aitchison, James Doyle, youth musician Charles Bullus, venue manager Rosie Evans, artist management director Katy Williams and Brett Canning from Germinate Records. Live and Local Tweed is presented by Tweed Shire Council in partnership with the Live Music Office and APRA AMCOS.

For more information visit www.yoursaytweed.com.au/live-and-local-tweed

Softening the eyes exhibition at Tweed Regional Art Gallery

Bangalow-based artist Nadja Kabriel opened her new exhibition titled *Softening the Eyes* at Tweed Regional Gallery on Friday 3 December 2021. The inspiration for the works comes when Kabriel sees, in a new light, the objects that she normally walks past unnoticed. By painting them from this new perspective, she returns herself to reality.

For more information visit gallery.tweed.nsw.gov.au/whats-on/exhibitions/softening-the-eyes



3.3 Moving Around

Full steam ahead for Tweed section of Rail Trail

Anticipation is building for local businesses, cycle enthusiasts and walking groups after crews started construction works at a number of locations along the Tweed section of the Northern Rivers Rail Trail. The first official works included restoration and resurfacing of the historic Colin Street Bridge in South Murwillumbah. A compacted gravel surface was also installed along a 200 metre stretch of the disused rail line to trial the installation process and evaluate the surface's suitability for local conditions. As part of this process, a section of the old railway track was removed to enable construction of the new surface.

For more information visit yoursaytweed.com.au/railtrail

Improving communications about our roads

Council launched a new campaign aimed at providing easier access to information on the Tweed's road network, including roadworks and alerts during severe weather events. The new campaign has been created in direct response to this community feedback and includes a new roads webpage aimed at providing a one-stop shop to road information in the Tweed.

For more information visit tweed.nsw.gov.au/roads

20 road projects were completed or underway in this period

For more information visit www.tweed.nsw.gov.au/roads-transport



1. Leaving a legacy: Looking out for future generations

Summary of Delivery Program Activities

| Strategic Priority | Completed | | Ahead/On target/Not started | | Behind schedule or action required | |
|----------------------------------|-----------|------------|-----------------------------|------------|------------------------------------|------------|
| | No. | % | No. | % | No. | % |
| Biodiversity Management | 1 | 9% | 5 | 45% | 5 | 45% |
| Bushland Management | 1 | 14% | 4 | 57% | 2 | 29% |
| Coastal Management | 2 | 22% | 7 | 78% | 0 | 0% |
| Environmental Sustainability | 1 | 11% | 7 | 78% | 1 | 11% |
| Sustainable Agriculture | 1 | 13% | 5 | 63% | 2 | 25% |
| Waterways (Catchment) Management | 2 | 29% | 2 | 29% | 3 | 43% |
| Floodplain Management | 1 | 14% | 3 | 43% | 3 | 43% |
| Stormwater Drainage | 15 | 58% | 6 | 23% | 5 | 19% |
| Rubbish and Recycling Services | 1 | 8% | 8 | 67% | 3 | 25% |
| Sewerage Services | 14 | 37% | 10 | 26% | 14 | 37% |
| Tweed Laboratory | 0 | 0% | 2 | 100% | 0 | 0% |
| Water Supply | 15 | 38% | 14 | 35% | 11 | 28% |
| Strategic Land-use Planning | 10 | 50% | 6 | 30% | 4 | 20% |
| Total | 64 | 33% | 79 | 40% | 53 | 27% |

2. Making decisions with you: *We're in this together*

Summary of Delivery Program Activities

| Strategic Priority | Completed | | Ahead/On target/Not started | | Behind schedule or action required | |
|--------------------------------------|-----------|------------|-----------------------------|------------|------------------------------------|------------|
| | No. | % | No. | % | No. | % |
| Building Certification | 2 | 22% | 2 | 22% | 5 | 56% |
| Development Assessment | 1 | 20% | 3 | 60% | 1 | 20% |
| Development Engineering & Assessment | 2 | 67% | 1 | 33% | 0 | 0% |
| Animal Management | 0 | 0% | 5 | 100% | 0 | 0% |
| Communications | 8 | 40% | 12 | 60% | 0 | 0% |
| Contact Centre | 6 | 40% | 8 | 53% | 1 | 7% |
| Councillor & Civic Business | 0 | 0 | 4 | 100% | 0 | 0% |
| Financial Services | 0 | 0% | 5 | 100% | 0 | 0% |
| Total | 19 | 29% | 40 | 61% | 7 | 11% |

3. People, places and moving around: *Who we are and how we live*

Summary of Delivery Program Activities

| Strategic Priority | Completed | | Ahead/On target/Not started | | Behind schedule or action required | |
|---------------------------------------|------------|------------|-----------------------------|------------|------------------------------------|-----------|
| | No. | % | No. | % | No. | % |
| Cemeteries | 1 | 17% | 5 | 83% | 0 | 0% |
| Community and Cultural Development | 2 | 17% | 7 | 58% | 3 | 25% |
| Community Services | 2 | 33% | 3 | 50% | 1 | 17% |
| Compliance Services | 1 | 25% | 3 | 75% | 0 | 0% |
| Economic Development | 4 | 36% | 6 | 55% | 1 | 9% |
| Environmental Health | 3 | 23% | 9 | 69% | 1 | 8% |
| Events | 0 | 0% | 3 | 100% | 0 | 0% |
| Life Guard Services | 3 | 43% | 4 | 57% | 0 | 0% |
| Local Emergency Management | 0 | 0% | 3 | 60% | 2 | 40% |
| Pest Management | 3 | 60% | 2 | 40% | 0 | 0% |
| Public Toilets | 2 | 33% | 2 | 33% | 2 | 33% |
| Tourism | 1 | 25% | 2 | 50% | 1 | 25% |
| Aquatic Centres | 0 | 0% | 3 | 60% | 2 | 40% |
| Art Gallery | 5 | 50% | 5 | 50% | 0 | 0% |
| Auditoria | 1 | 20% | 3 | 60% | 1 | 20% |
| Holiday Parks | 2 | 33% | 2 | 33% | 2 | 33% |
| Libraries | 4 | 36% | 7 | 64% | 0 | 0% |
| Museum | 3 | 30% | 6 | 60% | 1 | 10% |
| Parks & Gardens | 1 | 20% | 4 | 80% | 0 | 0% |
| Saleyards | 0 | 0% | 3 | 60% | 2 | 40% |
| Sporting Fields | 1 | 17% | 3 | 50% | 2 | 33% |
| Airfield | 1 | 17% | 4 | 67% | 1 | 17% |
| Construction Services | 0 | 0% | 0 | 0% | 1 | 100% |
| Design Services | 0 | 0% | 2 | 100% | 0 | 0% |
| Roads, traffic, footpaths & cycleways | 136 | 79% | 32 | 18% | 5 | 3% |
| Total | 176 | 54% | 123 | 38% | 28 | 9% |

4. Behind the scenes: *Providing support to make it happen*

Summary of Delivery Program Activities

| Strategic Priority | Completed | | Ahead/On target/Not started | | Behind schedule or action required | |
|--|-----------|------------|-----------------------------|------------|------------------------------------|-----------|
| | No. | % | No. | % | No. | % |
| Governance | 3 | 33% | 5 | 56% | 1 | 11% |
| Internal Audit | 2 | 40% | 3 | 60% | 0 | 0% |
| Legal Services | 1 | 33% | 2 | 67% | 0 | 0% |
| Fleet Management | 0 | 0% | 4 | 100% | 0 | 0% |
| Human Resources & Work Health and Safety | 1 | 14% | 4 | 57% | 2 | 29% |
| Information Technology | 4 | 80% | 1 | 20% | 0 | 0% |
| Procurement | 0 | 0% | 2 | 100% | 0 | 0% |
| Total | 11 | 31% | 21 | 60% | 3 | 9% |

● Draft ● Not started ● Behind ● On Track ● Nearly There ● Overdue ● Complete → Direct Alignment --- Indirect Alignment

TWEED SHIRE COUNCIL PLAN

DELIVERY PROGRAM 2017-2022

| Goal | Update | Historic C... |
|---|--|-----------------|
| DP1. Leaving a legacy - Looking out for future generations | | Nearly There |
| → 1.1 Natural Resource Management: 100% | | 77.08 / 100% |
| → 1.1.1 Biodiversity Management: 100% | | 74.43 / 100% |
| → 1.1.1 Biodiversity Management Key Performance Indicators: 100% | | 100 / 100% |
| → Percentage of properties with mapped bushland involved in private land conservation programs: 7% to 7% | <p>The 21/22 biodiversity grants program has again been fully subscribed with 33 applications received. Site assessments, works plan and contractor engagement are complete for most projects.</p> <p>Funding committed is for a range of ecological restoration projects including in areas with outstanding biodiversity values such as the shire’s coastal catchments and in localities such as Numinbah and Carol. Funding for habitat restoration plans will provide the blueprint for long-term enhancement and protection of diverse and significant habitats. On-ground work will mitigate weed threats to threatened species and will help to protect and rehabilitate the natural environment. Landholder tuition will increase landholder ability to actively manage native habitat.</p> <p>Land for Wildlife registrations continue to increase. Currently 197 properties registered and a further 15 expressions of interest pending assessment.</p> <p>Funding has been secured under the Regional Bushfire Recovery for Multiregional Species and Strategic Projects Program for the Sustaining the Tweed’s Flying-Fox Forests project. Six hectares of flying fox habitat will be restored on six private properties to help ensure habitat for grey-headed flying-fox in the shire is sustained in the long-term.</p> <p>A project team has been formed to apply for funding under the NSW Environmental Trust’s Flying-Fox Camp Habitat Restoration Program. Funding will be sought to reinstate grey-headed flying-fox habitat on private land on the Rous River. Preliminary administrative, site and restoration methods planning is underway. If successful, the project will begin in March 2022 with site revegetation planned for September 2022. The project is to be delivered as a joint project of the biodiversity and waterways programs.</p> | 7 / 7% |
| → Number of threatened species for which Council is implementing recovery actions: 20 Species to 20 Species | No change in numbers for the reporting period. | 45 / 20 Species |

| Goal | Update | Historic C... |
|--|--|---------------|
| <ul style="list-style-type: none"> → Percentage of Tweed Coast Comprehensive Koala Plan of Management actions complete or on track: 75% to 75% | <p>The Tweed Coast Koala Research Hub at Pottsville is now fully operational and since opening its doors in February 2021, 19 koalas have been vaccinated against chlamydia and looked after at the facility (a total of 373 overnight stays). All relevant licences and research approvals are in place for both Queensland and New South Wales. The facility has been selected as a finalist in the Local Government New South Wales Excellence in the Environment Awards for 2021.</p> <p>5.3 hectares (2515 habitat plants including mid and understorey) of koala habitat has been planted (January to June 2021) and over 21 hectares of current and previous habitat regeneration sites have been maintained over 12 months to June 2021. Site access, preparation and planting works have also commenced at Cudgen Nature Reserve (Johansenn's), West Pottsville, Duranbah and Bilambil/Terranora. Council have also assisted with the development of a koala habitat restoration database for all NSW habitat restoration projects which is now live.</p> <p>The 2021 Tweed Coast koala activity assessment is underway. Work started in July and is going well, with approximately 60% of sites completed. Surveys have been done in Billinudgel NR, Pottsville Wetland, Koala Beach and the southern portion of Cudgen Nature Reserve. Koala activity present in approximately 64% of sites surveyed to date.</p> <p>A new koala zone has been installed over an 8 km section of Terranora Road, between Corkwood Rd and Winchelsea Way. The koala zone features 4 pavement treatments, accompanied by traffic signs and was funded through a federal government infrastructure grants program. This section of road has had an increasing number of koala sightings over the past 2-3 years, with 16 koalas either killed, injured or seen crossing this stretch of road in the past 18 months. Unfortunately, two koalas were hit within the first two weeks of the koala zone being installed.</p> | 85 / 75% |
| <ul style="list-style-type: none"> → Customer satisfaction rating: 80% to 80% | Customer satisfaction at 90% as per the "Be Our Best" survey. | 90 / 80% |
| <ul style="list-style-type: none"> → 1.1.1 Biodiversity Management Significant projects/works: 100% | | 48.86 / 100% |
| <ul style="list-style-type: none"> → Ongoing creation of additional koala habitat on private and public land toward the KPOM target of 200 hectares: 20 Ha | <p>5.3 hectares (2515 habitat plants including mid and understorey) of koala habitat has been planted (January to June 2021) and over 21 hectares of current and previous habitat regeneration sites have been maintained over 12 months to June 2021. Site access, preparation and planting works have also commenced at Cudgen Nature Reserve (Johansenn's), West Pottsville, Duranbah and Bilambil/Terranora. Council have also assisted with the development of a koala habitat restoration database for all NSW habitat restoration projects which is now live.</p> | 33.8 / 20 Ha |
| <ul style="list-style-type: none"> → Update mapping of vegetation communities: 100% | No further update on this action for the reporting period. Remains subject to identifying budget to complete, assessment of the value of proposed state-wide vegetation mapping and finalisation of the Tweed Coast E-Zone review. | 10 / 100% |
| <ul style="list-style-type: none"> → Review of Environmental Zones: 100% | Preliminary exhibition delayed due to postponement of local government elections. Information and supporting materials prepared for the exhibition to be completed in early 2022. | 45 / 100% |
| <ul style="list-style-type: none"> → Tweed Flying Fox Camp Management Plan: 100% | Many actions will remain in progress for the life of the plan. A number of plan actions are "as needs" or seasonal. | 52 / 100% |
| <ul style="list-style-type: none"> → Prepare a Tweed Shire Biodiversity Strategy: 100% | <p>Preliminary consultation has been completed with program and directorate peers. This consultation has consisted of the presentation of the background, context, proposed structure and approach to the new strategy. This consultation will be extended to key internal and external stakeholders, including council advisory committees during the current quarter.</p> <p>Drafting of proposed goal statements and initial five year action plan has also commenced.</p> | 20 / 100% |
| <ul style="list-style-type: none"> → Review and update the Tweed Coast Koala Plan of Management: 100% | Project interrupted due to reallocation of staff resources to finalise the Tweed Coast E-Zone review. | 15 / 100% |
| <ul style="list-style-type: none"> → 1.1.2 Bushland Management: 100% | | 70.68 / 100% |
| <ul style="list-style-type: none"> → 1.1.2 Bushland Management Key Performance Indicators: 100% | | 98.03 / 100% |

The annual Bitou Bush aerial survey has been completed and mapping is being prepared to share with the Bitou Bush Biosecurity Zone Management Group. The results of the aerial survey are being used to direct resources for Bitou Bush control on Council land and within the Tweed Coast Regional Crown Reserve. Council as a land with legislative obligation to control Bitou Bush under the NSW Biosecurity Act.

Funding for 'Control of priority weeds between Fingal Head and Pottsville on the Tweed Coast' under the NSW Government's Crown Reserves Improvement Fund is being expended in priority conservation areas, with works to be completed by December 2021. This program supports the work of the six volunteer dune and coast care groups. An application under the Crown Reserve Improvement Fund Program was also submitted for 2022 for control of priority biosecurity and environmental weed species in the Tweed Coast Regional Crown Reserve to the value of \$26,400.

Ecological restoration projects in high conservation value reserves within Council's bushland estate have been completed for the 2020/21 year and new contracts have been issued to bush regeneration contractors for the 2021/22 year. Due to ongoing committed funding, great restoration and conservation outcomes are being made in Council's koala reserves at the Pottsville Wetland, Pottsville Environment Park and Koala Beach; Critically Endangered Littoral Rainforest remnants and Subtropical Rainforest, Coastal Wetland and Coastal Riparian communities in Tweed Heads, Tweed Coast and Murwillumbah.

2000+ trees, shrubs, and groundcovers have been planted to create a lowland rainforest riparian corridor linking rainforest remnants at Cudgerie Bushland Reserve, Cudgera Creek. This reserve, dedicated to Council in 2019, covers an area of 10ha and includes a mix of cleared grazing land and remnant and regenerating native forest. Outcomes include improved water quality to coastal catchments, improved connectivity of habitat for flora and fauna and restoration of Lowland Subtropical Rainforest. This project will also contribute to other restoration, revegetation and threat abatement actions being undertaken concurrently at this reserve, with planning now underway for additional flying-fox and koala habitat creation using funds through a DPIE Flying-fox grant program.

The Tweed Shire Asset Protection Zone Audit has been completed and all reports, mapping and data submitted by Eco Logical Australia. The audit was a highly useful exercise and will significantly assist to improve management of APZs through providing an objective, standards based risk assessment of the APZs consistent with all relevant legislative provisions. The audit results will now be used to develop a prioritised plan of works required to address the management priorities identified. Community education was highlighted as an important requirement throughout all sites and this will be explored further in cooperation with NSW Rural Fire Service and the Far North Coast Bush Fire Management Committee. This project was funded through the NSW Office of Local Government under the "Bushfire Resilience and Recovery Program".

Over 30 kilometres of bushfire APZ along the Tweed Coast, throughout Tweed Heads and surrounding suburbs, and in Murwillumbah and Bray Park have been treated for mechanical hazard reduction, assessed for compliance and hazard reductions activities reported as required under the FNC Bush Fire Risk Management Plan, prior to the commencement of the bush fire danger period (1 September). The Bushland Officer has also undertaken training in the new RFS 'Guardian' program, a multi-agency, spatial, bush fire risk information system, to replace the legacy BRIMS (Bush Fire Risk Information Management System).

The recent lock-downs and associated home schooling has seen a significant surge in the creation of unauthorised mountain bike jump trails in Council's bushland estate across the whole LGA. Creation of these trails has seen associated environmental damage including damage to vegetation, significant soil disturbance, littering, conflict with bushland restoration activities, and potential damage to Aboriginal Cultural Heritage, Threatened Ecological Communities and State protected Coastal Wetlands. This issue has required additional staff time and resourcing to assess damage, respond to multiple and ongoing Customer Service Requests from residents concerned about environmental and social impacts, monitor areas and attempt to remediate impacted bushland. S&E staff are working with P&AC staff to find appropriate solutions to this tricky issue.

In addition to mountain bike jump trails, increased levels of unauthorised riding of unregistered motorbikes in the Round Mountain/Bogangar and Pottsville areas is also causing damage to Council's bushland estate. This is a cross-tenure issue, affecting not only Council land but NPWS Estate and privately owned bushland and also causing safety issues on Council's road and path network. Consequently, a joint compliance program is being investigated in conjunction with NSW National Parks and Wildlife Service and NSW Police.

Cat monitoring and trapping was undertaken in Wildlife Protection Areas and HCV bushland on the Tweed Coast. Up to ten individually identifiable cats were detected at eight camera locations set up at priority

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| | <p>locations. Most cat records were recorded during the night, however, evidence of cats hunting during daylight hours was recorded, including domestic cat carrying prey. A comprehensive cage cat trapping program was carried out in response to the monitoring in April to July 2021. This trapping program resulted in the capture of two cats at Pottsville Environment Park, including 1 feral cat that was euthanised.</p> <p>A fox control program was implemented on the Tweed Coast including works on the Tweed Coast Regional Crown Reserve, HCV bushland surrounding Koala Beach Estate, Pottsville Wetland, Pottsville Environment Park and Cudgerie Bushland Reserve.</p> | |
| → Percentage of Asset Protection Zones maintained: 95% to 95% | Over 30 kilometres of bushfire APZ along the Tweed Coast, throughout Tweed Heads and surrounding suburbs, and in Murwillumbah and Bray Park have been treated for mechanical hazard reduction, assessed for compliance and hazard reductions activities reported as required under the FNC Bush Fire Risk Management Plan, prior to the commencement of the bush fire danger period (1 September). The Bushland Officer has also undertaken training in the new RFS 'Guardian' program, a multi-agency, spatial, bush fire risk information system, to replace the legacy BRIMS (Bush Fire Risk Information Management System). | 100 / 95% |
| → Cost per hectare of bushland management actions: \$445 to \$445 | No further progress on this action for the reporting period. | 410 / \$445 |
| → Change in the extent of Bitou bush in the Tweed Coastal Reserve 0% | The annual Bitou Bush aerial survey has been completed and mapping is being prepared to share with the Bitou Bush Biosecurity Zone Management Group. The results of the aerial survey are being used to direct resources for Bitou Bush control on Council land and within the Tweed Coast Regional Crown Reserve. Council as a land with legislative obligation to control Bitou Bush under the NSW Biosecurity Act. | 0 / 0% |
| → 1.1.2 Bushland Management Significant projects/works: 100% | | 43.33 / 100% |
| → Plan and support hazard reduction burns on bushland reserves in accordance with land management plans and the Tweed Coast Koala Fire Management Plan: 2 Total | The Tweed Shire Asset Protection Zone Audit has been completed and all reports, mapping and data submitted by Eco Logical Australia. The audit was a highly useful exercise and will significantly assist to improve management of APZs through providing an objective, standards based risk assessment of the APZs consistent with all relevant legislative provisions. The audit results will now be used to develop a prioritised plan of works required to address the management priorities identified. Community education was highlighted as an important requirement throughout all sites and this will be explored further in cooperation with NSW Rural Fire Service and the Far North Coast Bush Fire Management Committee. This project was funded through the NSW Office of Local Government under the "Bushfire Resilience and Recovery Program". | 0.1 / 2 Total |
| → Community engagement activities promoting the values of council's Bushland Reserves: 4 Event | No further progress on this item for the reporting period | 1 / 4 Event |
| → 1.1.3 Coastal Management: 100% | | 68.75 / 100% |
| → 1.1.3 Coastal Management Key Performance Indicators: 100% | | 87.5 / 100% |
| → Percentage of Coastal Management Program actions complete or on track: 90% | <p>Maintenance and renewal of coastal and waterways access assets have been given a boost from several infrastructure grant programs. This has resulted in renewal of the boardwalk on Norries Headland and repairs to Foysters Jetty.</p> <p>An education program to increase compliance for dogs on leads on beaches was rolled. Protection of threatened shorebirds saw successful breeding of the Beach stone-curlew at Hastings Point and at least 3 pairs of Pied oystercatchers.</p> | 90 / 90% |
| → Median annual condition rating of beach access ways and viewing platforms: 3.5 Rating to 3.5 Rating | The boardwalk on Norries Headland at Bogangar has been refurbished. | 3.5 / 3.5 Rating |
| → Median annual condition rating of boating and foreshore facilities: 3.5 Rating to 3.5 Rating | Through the final quarter of 2021 procurement of contracts to undertake work on a number of timber wharves was undertaken, with works to commence in first quarter 2022. | 3.5 / 3.5 Rating |
| → Number of Dunecare volunteer person hours worked each year: 6k Hours | Dunecare groups are working to capacity within Covid restrictions. Funded section of pathway on Fingal Head almost complete by Fingal Head CoastCare Group in partnership with Tweed Byron Local Aboriginal Land Council, now Crown land managers for the eastern parcel of Fingal Head. Council staff provided construction advice. | 3k / 6k Hours |

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| <ul style="list-style-type: none"> ↳ 1.1.3 Coastal Management Significant projects/works: 100% | | 50 / 100% |
| <ul style="list-style-type: none"> ↳ Deliver priority actions from Waterways Infrastructure Asset Management Plan: 100% | <p>Major repair and renewal works are being planned for a range of facilities with funding from the local roads and community infrastructure grants program. This will include repairs to rock revetment at Anchorage Islands, and major maintenance at several of Councils timber wharves. Works are also planned for timber decking at Anchorage Islands, and a renewal of Foysters Jetty on Terranora Inlet.</p> <p>In most cases this work will commence in the first quarter of 2022.</p> | 30 / 100% |
| <ul style="list-style-type: none"> ↳ Develop Tweed Coastline Management Program: 100% | <p>A grant application is in preparation to complete the Tweed Coastal Management Program. The NSW Government provides 2:1 funding for development of the plan and 1:1 funding for implementation of approved actions from the program. Actions undertaken to date, including the Scoping Study and Cliff Hazard Study received 1:1 funding through the NSW Coastal Program.</p> | 40 / 100% |
| <ul style="list-style-type: none"> ↳ Implement Tweed Coastline Management Program: 100% | <p>Maintenance works on Norries Headland walkway complete, access stair replacements along Casuarina Beach foreshore programmed for construction after the school holidays. Dog poo bins have been installed and a dog on-leash behaviour change trial was done over the summer holiday season. Successful protection and breeding of three threatened bird species, Bush-stone curlews, Beach-stone curlews and Pied Oystercatchers. The storms in early January did not result in any major erosion damage but monitoring of beach conditions will continue until the beach profile recovers (sand builds up on the beach face).</p> | 65 / 100% |
| <ul style="list-style-type: none"> ↳ 1.1.4 Environmental Sustainability: 100% | | 87.5 / 100% |
| <ul style="list-style-type: none"> ↳ 1.1.4 Environmental Sustainability Key Performance Indicators: 100% | | 100 / 100% |
| <ul style="list-style-type: none"> ↳ Percentage of Environmental Sustainability Prioritisation Strategy (ESPS) initiatives completed or on track: 75% to 75% | <p>Key updates provided by action owners include:</p> <ul style="list-style-type: none"> - That construction of the organics processing facility has been completed and the site is now fully operational - Integrating public transport with Gold Coast has been raised with key stakeholders and acknowledged in the Northern Rivers Regional Transport Plan and draft North Coast Regional Plan. State government funding has been provided for a Tweed Multimodal Corridor Study and a Transport Plan Plan which have commenced. - The review of the A5 Subdivision Manual is on hold due to COVID and awaiting the outcome of the State Design and Plan SEPP in late 2021 - The Tweed Coast Koala Research Hub at Pottsville is now fully operational and since opening its doors in February 2021, 19 koalas have been vaccinated against chlamydia and looked after at the facility (a total of 373 overnight stays). - The 2021 Tweed Coast koala activity assessment is underway with approximately 60% of sites completed and koala activity present in approximately 64% of sites. - Biodiversity and waterways management on private land: 197 properties are registered for Land for Wildlife and a further 15 expressions of interest are pending assessment. - Public bushland management: Bitou Bush aerial survey is complete and mapping underway to direct control funding. Control of priority weeds continues in priority conservation areas in the Fingal Head to Pottsville Crown Reserve. Over 30km of bushfire Asset Protection Zones have been treated for mechanical hazard reduction prior to the 1 September commencement of the bush fire danger period. | 75 / 75% |
| <ul style="list-style-type: none"> ↳ Annual reduction in Council greenhouse gas emissions (specific target to be set pending Renewable Energy Action Plan completion) 0% | <p>At the end of June 2021, Council's greenhouse gas emissions reduced by 1,225 tonnes CO2-e, 6% overall compared to the previous year. The changeover to LED streetlights has achieved a 15% reduction in streetlights' grid electricity use, resulting in a 2% reduction in grid electricity use across all of Council's facilities. Council's contribution of excess solar to the electricity grid also increased, and the purchase of Greenpower during the transition to a new power purchase agreement from offsite solar and wind power generators offset 1,250 tonnes of CO2-e from Council's footprint. Emissions from wastewater treatment plants increased by 233 tonnes CO2-e.</p> | 6 / 0% |

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| <p>→ Percentage of Renewable Energy Action Plan initiatives completed or on track: 100%</p> | <p>The three active REAP projects are:</p> <ul style="list-style-type: none"> - 604kW Banora Point WWTP: 30% complete. a specialist electrical engineering consultants SEEG and Stralis Energy have now been engaged as co-consultants to provide electrical engineering services and technical support for the procurement and construction phases. The review of the draft technical specification and other technical documents have now commenced to validate the assumptions used to develop the design criteria for the proposed ground mount solar system. - LED light upgrade: All original sites excluding the Bray Park Water (at least 50% complete at this stage) and Banora Point Wastewater Treatment plants are complete. Therefore the total project would now be 90% complete. The remaining treatment plants should be complete by the end of October 2021. The Murwillumbah Civic Centre has been added as a variation and is planned (lights arriving early December 2021) to be complete by early January (say 7/01/2022) with installation occurring as much as possible over the upcoming Christmas shutdown/December low attendance period. - LED Streetlight changeout is 98% complete. | <p>100 / 100%</p> |
| <p>→ Total attendance at sustainability program engagement events: 650 People</p> | <p>While no community engagement events occurred between October and December since the Tweed Sustainability Awards program, Council's Sustainability e-newsletter subscriber base has grown to over 2000 readers.</p> | <p>750 / 650 People</p> |
| <p>→ 1.1.4 Environmental Sustainability Significant projects/works: 100%</p> | | <p>75 / 100%</p> |
| <p>→ Facilitate energy efficiency projects and renewable energy installations at Council facilities in line with the Renewable Energy Action Plan: 20 Total</p> | <p>604kW Banora Point WWTP: a specialist electrical engineering consultants SEEG and Stralis Energy have now been engaged as co-consultants to provide electrical engineering services and technical support for the procurement and construction phases. The review of the draft technical specification and other technical documents have now commenced to validate the assumptions used to develop the design criteria for the proposed ground mount solar system. <i>The tender will be finalized for release to the market in February 2022, advertised and close in March 2022. Final design will need approval from Essential Energy. It is expected that the construction phase will commence in April 2022 and be completed and the system commissioned in June 2022.</i></p> <p>LED light upgrade, Council facilities: COVID impacts have delayed the supply of lights to complete the last two Council facilities to receive an upgrade of their lighting to LEDs.</p> <p>LED Streetlight changeout is 98% complete.</p> | <p>17 / 20 Total</p> |
| <p>→ Tweed 'Living for the Future' Home Expo: 100%</p> | <p>Grant funding has been sought from the Federal Government for resources to coordinate a resilience focused Sustainable Living Festival in November 2022. If Council is successful in attracting funding, an event coordinator would work in close collaboration with emergency services agencies, environment education would focus on schools engagement and behaviour change expertise would enable post-event tracking of action pledges and host focus groups to inform future programs.</p> | <p>15 / 100%</p> |
| <p>→ Community engagement activities about energy and climate change: 4 Total</p> | <p>While no community engagement events occurred between October and December since the Tweed Sustainability Awards program, Council's Sustainability e-newsletter subscriber base has grown to over 2000 readers.</p> | <p>3 / 4 Total</p> |

| Goal | Update | Historic C... |
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| <p>↳ Climate change adaptation actions implemented consistent with the Tweed Climate Change Action Plan: 100%</p> | <p>Key progress in delivering climate adaptation actions include:</p> <ul style="list-style-type: none"> - An application has been submitted for Federal Government resilience funding for \$60,000 to coordinate a resilience-focused Tweed Sustainable Living Festival (Home Expo) in November 2022 in close collaboration with emergency preparedness, response agencies and community organisations, including engagement with schools and behaviour change expertise to help participants pledge and take action to make their homes more resilient to climate-related natural hazards. - Climate Risk Assessment: 80 climate risks described, a review of controls and prioritisation of residual risks is now underway - Bray Park Weir: hinged barrier concept designs are in review, while geotech and fishway requirements are being analysed. - Bushfire Asset Protection Zones: Over 30 kilometres of bushfire APZ along the Tweed Coast, throughout Tweed Heads and surrounding suburbs, and in Murwillumbah and Bray Park have been treated for mechanical hazard reduction, assessed for compliance and hazard reductions activities reported as required under the FNC Bush Fire Risk Management Plan, prior to the commencement of the bush fire danger period (1 September) - Clarrie Hall Dam raising: A draft EIS is being reviewed and a scope of work to finish the EIS will be determined. Land purchases are continuing. | <p>100 / 100%</p> |
| <p>↳ 1.1.5 Sustainable Agriculture: 100%</p> | | <p>78 / 100%</p> |
| <p>↳ 1.1.5 Sustainable Agriculture Key Performance Indicators: 100%</p> | | <p>100 / 100%</p> |
| <p>↳ Farmland area with improved management practice as a result of Council actions: 100 Ha to 100 Ha</p> | <p>An additional 51ha of farmland is under improved management practices this quarter as a result of Council's 2021-2022 Sustainable Agriculture Small Grants program. This includes:</p> <ul style="list-style-type: none"> • a trial over 40ha of grazing land to improve soil biology and control giant Parramatta grass using biological controls (saprophytic fungi) as an alternative to synthetic herbicides; • trials on two properties covering 2.5ha to investigate the use of the Soilkee Renovator and organic amendments to increase pasture diversity and improve soil health (i.e. improve nutrient retention and cycling, reduce soil erosion and increase water infiltration); • support to establish a system of rotational grazing using pigs, chickens and cattle to regenerate degraded farmland and increase its productivity, and review its feasibility as a potential model for landscape scale regeneration (5ha); • the use of biological controls (predatory insects) to control insect pests in commercial flower production as an alternative to synthetic pesticides (1ha); • support for on-farm composting of production waste in an intensive vegetable growing system (0.5ha); and • cattle exclusion and native revegetation of a small floodplain wetland area (2ha). | <p>252 / 100 Ha</p> |

| Goal | Update | Historic C... |
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| <ul style="list-style-type: none"> → Percentage of Tweed Sustainable Agriculture Strategy actions complete or on track: 75% to 75% | <p>The Tweed Sustainable Agriculture Strategy continues to be a guiding document for implementation of the Sustainable Agriculture Program. A range of grant projects and Council initiatives are on-going including:</p> <ul style="list-style-type: none"> a Future Drought Fund grant project to build drought resilience beef and dairy farms in the Tweed; a National Landcare Program grant project to work closely with five vegetable farmers to identify and overcome soil health constraints using biological farming methods; a NSW Environmental Trust grant project to build natural resource management capacity of farmers and other rural landholders through a series of eight farm field days and workshops; roll out of Council's 2021-2022 Sustainable Agriculture Small Grants Program, with funding provided to seven landholders to implement best management farming practices. A limited number of grants of up to \$4000 each are available for eligible producers to trial or implement better farming practices or address environmental issues on the land they farm; on-going collaboration with other agencies and industry including North Coast Local Land Services and the Southern Cross Universities Regenerative Agriculture Alliance, Sunshine Sugar and the Tweed Fruit and Vegetable Growers Association to develop and implement beneficial activities; and provision of one-on-one natural resource management extension advice for landholders including those new to farming and rural areas. | 80 / 75% |
| <ul style="list-style-type: none"> → Proportion of rural landholder attendees at sustainable agriculture events for the first time: 25% | <p>One field day was held this quarter to promote the benefits of biodiversity on cattle grazing properties. The day was attended by 35 people, 13 of whom were attending a Sustainable Agriculture Program event for the first time.</p> | 39 / 25% |
| <ul style="list-style-type: none"> → 1.1.5 Sustainable Agriculture Significant projects/works: 100% | | 56 / 100% |
| <ul style="list-style-type: none"> → Education and engagement workshop and field day series: 4 Total | <p>One field day was held this quarter to promote the benefits of biodiversity on cattle grazing properties. Participants experienced the benefits firsthand and walked away with an improved understanding of where to go for technical and financial support to enhance biodiversity on farms. The event was attended by 35 people and was the seventh field day delivered through the NSW Environmental Trust-funded, Small Farms Big Changes project.</p> | 7 / 4 Total |
| <ul style="list-style-type: none"> → Assist landholders to vegetate agricultural drains and waterways: 10 Total | <p>One landholder was supported to exclude cattle from a wetland area and commence revegetation works this quarter with assistance from Council's Sustainable Agriculture Small Grants Program. The grant provided funding for permanent fencing and provision of suitable native plant species from Council nurseries.</p> | 8 / 10 Total |
| <ul style="list-style-type: none"> → Acid Sulphate Soil hotspot identification and remediation: 2 Total | <p>No acid sulfate soil remediation works were conducted on agricultural land this quarter. Council continues to monitor acid discharge from agricultural drains on the floodplain wherever possible and aims to work with landholders and associated industries to identify acid hotspots and conduct projects to reduce acid formation and discharge from agricultural drains.</p> | 0 / 2 Total |
| <ul style="list-style-type: none"> → Hold a food forum to showcase local agriculture and food opportunities: 1 Total | <p>The inaugural, award-winning Food for Thought Forum was delivered by Tweed Shire Council in August 2016. There remains no intention to hold another forum of this kind. The event showcased successful farming models in the Tweed that are based on diversification and value adding. A recent report prepared by the Southern Cross Universities Farming Together Program, commissioned by the Tweed Valley Hospital Productive Land Use Working Group, identified agricultural growth opportunities for Tweed's farmers and rural landholders. The report findings were presented at a workshop in May 2021 and the report is available for viewing on Council's website.</p> | 0 / 1 Total |
| <ul style="list-style-type: none"> → 1.1.6 Waterways (Catchment) Management: 100% | | 83.09 / 100% |
| <ul style="list-style-type: none"> → 1.1.6 Waterways (Catchment) Management Key Performance Indicators: 100% | | 84.17 / 100% |

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| <ul style="list-style-type: none"> → Kilometres of riverbank restoration: 5 Km | <p>The final quarter of 2021 was significant for waterways rehabilitation projects primarily because a significant number of projects that had been delayed through the Crown Lands approval process were approved. This is in addition to approximately 800 m of river bank erosion and fish habitat enhancement at 6 sites adjacent to the Tweed Valley Way.</p> <p>2022 will see the Waterways Program commencing two major erosion stabilisation and revegetation projects in the upper Tweed Estuary, at Myall Creek and Dunbible Creek, with additional similar works in the Oxley River.</p> | 4.15 / 5 Km |
| <ul style="list-style-type: none"> → Compliance with NSW Government key water quality standards and objectives: 75% to 75% | <p>Water quality compliance with NSW water quality objectives is monitored across the Shire, with monthly testing at multiple sites from the upper catchment to the coastal creeks.</p> <p>The overall average compliance with water quality objectives for all tests from all sites (2020-2021 reporting period) is 64%.</p> <p>Water quality varies considerably across different parts of the Shire, and over time in response to rainfall and tide. Water quality is best in the lower Tweed River Estuary where it is well flushed by tidal waters. Results are consistently worst within the lower reaches of the creeks flowing into the Cobaki and Terranora Broadwaters. This is due to restricted tidal flushing and poor riparian zone condition in these sub-catchments.</p> <p>The summarised water quality results for the 2020-2021 monitoring period are contained within the Tweed Waterways Report 2021.</p> <p>https://storymaps.arcgis.com/stories/ce31adf0650d4627be378249873a3e26</p> <p>This information is primarily intended to be used as a community engagement tool. The 2021 report was released in December 2021. For detailed water quality analysis, data on specific parameters from individual sites should be assessed and interpreted.</p> | 64 / 75% |
| <ul style="list-style-type: none"> → 1.1.6 Waterways (Catchment) Management Significant projects/works: 100% | | 82 / 100% |
| <ul style="list-style-type: none"> → River Health Grants Program implementation: 100% | <p>Two projects are currently being planned for the Oxley River that will see hundreds of metres of vulnerable river bank revegetated and made more resistant to erosion, with consequent improvement in habitat values and water quality.</p> <p>In the Tweed River Estuary near Murwillumbah, 2022 will see commencement of works on two more erosion stabilisation and habitat enhancement projects at Myall Creek and Dunbible Creek.</p> <p>Large riparian revegetation projects are also being implemented at Fowlers Creek Pumpenbil, and Pipe Clay Creek Tomewin. A smaller project was also initiated on 500m of Burringbar Creek.</p> | 70 / 100% |
| <ul style="list-style-type: none"> → Deliver actions from Tweed Estuary Management Plan: 10% | <p>In December 2021 erosion stabilisation work was completed at six locations on the Tweed River bank adjacent to the Tweed Valley Way. This work was partially funded by TSC, NSW Fisheries and the Local Roads and Community Infrastructure grants program. In all cases, environmental values were protected and enhanced, to offset the long term cumulative impact of road protection works. Fish habitat enhancement was a key objective of the works, with large timber fish hotels being installed into the river at a site near Stotts Island.</p> | 4 / 10% |
| <ul style="list-style-type: none"> → Annual production and distribution of a Tweed catchment water quality report: 1 Total | <p>The 2020-2021 Tweed Waterways Report was released in December 2021.</p> <p>The report uses an interactive format called story maps and includes lots of graphic content as well as water quality report card grades.</p> <p>https://storymaps.arcgis.com/stories/ce31adf0650d4627be378249873a3e26</p> <p>Overall, the report shows that while water quality in the Tweed is generally good in the tidal, well flushed lower estuary, some problems persist in the upper reaches.</p> | 1 / 1 Total |
| <ul style="list-style-type: none"> → 1.2 Asset Protection: 100% | | 69.3 / 100% |
| <ul style="list-style-type: none"> → 1.2.1 Floodplain Management: 100% | | 56.8 / 100% |
| <ul style="list-style-type: none"> → 1.2.1 Floodplain Management Key Performance Indicators: 100% | | 50 / 100% |

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| → Scheduled inspections of all flood mitigation assets: 2 Inspections | On track | 1 / 2 Inspections |
| → Quarterly meetings with Emergency Services, key Government Agencies and community representatives: 4 Meetings | Floodplain Management Committee meeting held June and December 2021. Next meeting scheduled for March 2022. FMC Meetings are generally called as needed. But, since early 2020, have also been hampered by COVID restrictions | 2 / 4 Meetings |
| → 1.2.1 Floodplain Management Significant projects/works: 100% | | 63.6 / 100% |
| → Implementation of the Tweed Valley Floodplain Risk Management Plan: 100% | Implementation of the various recommendations is ongoing. Projects complete: Preserve South Murwillumbah - Condong Flow Path; Locality Specific Flood Studies (Murwillumbah CBD, South Murwillumbah); Tumbulgum Gauge Implementation (completed, winning a floodplain risk management award). Community flood markers. Projects currently underway include: Voluntary House Purchase Scheme; Voluntary House Raising Scheme; ; Update and Expand Tweed Valley Flood Study; Murwillumbah CBD Levee Spillway Upgrade Design; Provide Personal Flood Information to Community. | 78 / 100% |
| → Implementation of the Coastal Creeks Floodplain Risk Management Plan: 100% | Implementation of various recommendations is ongoing. Projects complete: Enhance Gauge Network; Flash flood warning system for Burringbar-Mooball-Crabbes Creek (public release January 2022). Projects currently underway include: Voluntary House Purchase Scheme; Voluntary House Raising Scheme; ; Provide personalised flood risk information. | 70 / 100% |
| → Implement Murwillumbah CBD flood Study Outcomes: 100% | Murwillumbah CBD Levee Spillway project continues to progress. Survey and concept design completed. Stakeholder (School) engagement underway. Detailed design to be completed in 2022. Dorothy/William Street area pump station to be further defined in the Murwillumbah Leagues Club Area Drainage Study. | 20 / 100% |
| → Develop and implement community awareness programs: 33% | General pre-wet season flood awareness campaigns deployed each year. Flash Flood Alert System promotion/education campaign planned for January 2022. Property Flood Reports system promotion awaiting Comm's Unit completion of accessibility function improvement. | 16.5 / 33% |
| → 1.2.2 Stormwater Drainage: 100% | | 81.79 / 100% |
| → 1.2.2 Stormwater Drainage Key Performance Indicators: 100% | | 90.67 / 100% |
| → Proportion of stormwater network inspected 2018/19: 25% | No progress this quarter | 25 / 25% |
| → Volume of rubbish collected and removed from the stormwater system: 200 m3 | 227 cubic metres of gross pollutants/debris removed from stormwater systems from July 2021 to December 2021 | 200 / 200 m3 |
| → 3. Percentage of stormwater pipe repair and replacement program completed: 100% | All of 2017/2018 to 2020/2021 programs completed apart from Tamarind Avenue, Bogangar, and Main Road, Fingal. 2021/2022 program scheduled as: - Angela Street programmed for April 2022 commencement; - Quarry Road programmed for March 2022 commencement; - Elizabeth Street programmed for July 2022 commencement; | 72 / 100% |
| → 1.2.2 Stormwater Drainage Significant projects/works: 100% | | 72.91 / 100% |
| → Complete stormwater network asset surveys: 100% | No additional survey works completed during the quarter. | 40 / 100% |

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| → Undertake condition surveys of stormwater pipes and pits: 50% | No additional condition surveys completed during the quarter. | 27.5 / 50% |
| → Develop and prioritise a forward works program for stormwater asset repairs and replacement based on condition survey results: 50% | No additional progress during the quarter. | 21 / 50% |
| → Bogangar - Tamarind Ave - Through property #74: 100% | Construction scheduled to commence March 2022. Designs, approvals & property negotiations complete | 10 / 100% |
| → Burringbar - Greenvale Crt: 100% | Project complete. | 100 / 100% |
| → Chinderah - Chinderah Bay Dr. Hacienda Holiday P: 100% | Completed December 2021. | 100 / 100% |
| → Murwillumbah - Mooball St Opposite Mount St Patricks School: 100% | Project complete. | 100 / 100% |
| → Tweed Heads South - Agnes St Corner of Cox Dr.: 100% | Project complete. | 100 / 100% |
| → Fingal Head - Main Road: 100% | Project scheduled to commence in February 2022. | 100 / 100% |
| → Bogangar - Tamarind Ave - At property #74: 100% | Construction scheduled to commence April 2022. | 10 / 100% |
| → Pottsville - Tom Merchant Dr.: 100% | Completed December 2021. | 100 / 100% |
| → Tweed Heads - Norman St Stanley Ln.: 100% | Project complete. | 100 / 100% |
| → Fingal Head - Elizabeth St - Corner of Bambery St: 100% | Construction scheduled to commence July 2022. | 0 / 100% |
| → South Murwillumbah - Quarry Road - Opposite property 20: 100% | Construction scheduled to commence March 2022. | 10 / 100% |
| → Tweed Heads - Angela St - Thomson St: 100% | Construction scheduled to commence April 2022. | 10 / 100% |
| → 1.3 Utility Services: 100% | | 79.3 / 100% |
| → 1.3.1 Rubbish and Recycling Services: 100% | | 59.22 / 100% |
| → 1.3.1 Rubbish and Recycling Services Key Performance Indicators: 100% | | 88 / 100% |
| → Percentage of Domestic Waste (Red, Yellow and Green bins) diverted from landfill: 60% to 63% | Council recovered 57.4% of the waste collected from household in bin based services to 31 December 2021. A further 1051 tonnes of containers was also deposited in the state based Container Deposit Scheme which is not recorded in Councils Tonnes and has been recognised as leakage out of the recycling bins. If we include these tonnes with the council diversion the rate of recovery rises to 59.9% of material. | 61.71 / 63% |
| → Diversion from landfill of all waste received at the tip: 55% to 60% | In the six months to 31 December 2021 54.1% of the waste received at the Stotts Creek Resource Recovery Centre was recovered. An additional 837 tones of road based soil was diverted from the landfill for use in the construction of roads within the Eviron landfill and road project, and over 1,100 tonnes of containers through the NSW Government Container Deposit Scheme. This additional 1,937 tonnes would equate to an additional 2% diversion of material. | 60 / 60% |
| → Household organics collected for reuse (average kg per household per year): 300 Kg | 250 kg per bin had been collected by 31 December 2021. This is significantly ahead of target and may be representative of a wet season with lawns and foliage growing well in the weather. | 249 / 300 Kg |
| → Household recycling product collected for reuse (average kg per household per year): 270 Kg | Council had collected 107 kg per bin to 31 December 31 2021. Whilst this is significantly below the target set, there has also been 1,100 tonnes of containers placed into the NSW Container Deposit Scheme over the same period which would have likely gone in the recycling bin. When we include this amount, the recycling per property would be 135 kg per property which is on target for the 270 kg target set as a KPI. | 270 / 270 Kg |

| Goal | Update | Historic C... |
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| → Compliance with environmental standards for tip sites: 99% to 99% | Council's monitoring and reporting on the Tweed Landfill and processing licences is up to date with the information published on line. | 99 / 99% |
| → 1.3.1 Rubbish and Recycling Services Significant projects/works: 100% | | 30.43 / 100% |
| → Stotts Creek Internal roadworks and traffic management: 100% | Planning consent has been granted and necessary steps are being taken to obtain the Construction Certificate before construction works can commence. | 21 / 100% |
| → Organics Processing Facility: 100% | Construction of the Organics has been completed and the facility was fully operational in August 2021. | 100 / 100% |
| → Stotts Creek last putrescible cell construction: 100% | Cell C landfill cell construction is approximately 60% complete with delays encountered due to inclement weather. The project is due for completion without further holdup in July 2022. | 59 / 100% |
| → Weighbridge and office upgrade: 100% | Planning consent has been granted and necessary steps are being taken to obtain the Construction Certificate before construction works can commence. | 21 / 100% |
| → Transfer Station Infrastructure: 100% | This project will not commence until the front of house upgrade including the new site office, roads infrastructure and weighbridge have been completed. The revised delivery for this should be determined following the design process and completion of front of house works at the Stotts Creek facility. | 0 / 100% |
| → Site office, amenities, parking, shop: 100% | The tender for the construction work will be taken to open tender in March 2022, with the recommendation to be considered by Council. | 12 / 100% |
| → Wetland and leachate pond: 100% | August 2021 comments are still relevant with this project not commencing until the front of house project is completed. Preliminary design of this will however commence in 2022. | 0 / 100% |
| → 1.3.2 Sewerage Services: 100% | | 78.21 / 100% |
| → 1.3.2 Sewerage Services Key Performance Indicators: 100% to 100% | | 100 / 100% |
| → Compliance with NSW Environmental Protection Authority licence requirements: 100% to 100% | 63% compliance was achieved for quarter 2. Banora Point wastewater treatment plant had 8 out of 13 samples exceed the 90% licence limit for Thermotolerant Coliforms due to recontamination in the effluent ponds. Hastings Point wastewater treatment plant had 2 sample failures for phosphorus and BOD5. Mooball wastewater treatment plant had a sample failure for ammonia. Tumbulgum wastewater treatment plant had 2 samples fail with high levels of ammonia and a high level for Thermotolerant Coliforms. Tyalgum wastewater treatment plant had a failure for high level of suspended solids early in the quarter. Uki had a single sample failure with licence exceeded for ammonia, BOD5 and suspended solids. | 55 / 100% |
| → Total number of sewer service interruptions per year: 108 Total | No sewer interruptions occurred during quarter 2. | 1 / 108 Total |
| → Total number of odour complaints per year: 37 Complaints | 3 odour complaints were received from October to November. 2 were for the same manhole with a faulty seal. The 3rd involved redesigning a sewer manhole vent to prevent odours at a neighbouring property. | 6 / 37 Complaints |
| → Percent of wastewater recycled: 15% to 15% | Wastewater reuse dropped to 6.4% for the quarter as decent regular rainfall was experienced across the Tweed. Reuse at the golf courses dropped from 115ML in October-December 2020 to 18ML for the same period in 2021. | 8.8 / 15% |
| → 1.3.2.A Sewerage Services - Mains: 100% | | 91.4 / 100% |
| → Gravity Mains - Relining: 100% | Relining Program is on track. | 76 / 100% |

| Goal | Update | Historic C... |
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| <ul style="list-style-type: none"> → Gravity Mains - Upgrade/New: 100% | <p>Recreation St (SEW94) – Tender prices received were so high, that the project was deemed not viable at this time. It is planned to look at alternate and hopefully more cost effective options to minimise overflows in this area.</p> <p>Philp Parade Upgrade (SEW80) – Project completed in July 2020.</p> | 100 / 100% |
| <ul style="list-style-type: none"> → Rising Main - Replacement/New/Upgrade: 100% | <p>Lundberg Dv - Currently 95% complete. The project was delayed while TSC was awaiting advice on the required crossing method of the rail corridor(in an attempt to avoid costly under boring). It's been confirmed that pipe jacking is required. A new license application to cross the rail corridor is in the process of being put together and lodged, which includes an additional enveloper pipe for future requirements. Currently scheduled for construction July 2022.</p> <p>Inlet Dv - 250mm x 450m - Designs and Approvals completed, 340m of Under Boring works has been completed. Remaining pipework is scheduled for completion by mid 2022.</p> <p>Eunga St - Completed</p> <p>Coast Rd, Casuarina Stage 1 - Completed</p> <p>Divert to Brett St - Completed</p> <p>Beryl St - Completed</p> <p>Kings Forest Stage 1 - Construction commenced, completion expected by April 2022.</p> <p>Kings Forest Stage 2 - Design and Approvals completed. Currently out to tender via Health Infrastructure, for construction by contractor, within the Cudgen Rd/Tweed Coast Rd intersection upgrade package. Current target construction commencement is for the first quarter of 2022, however this is driven/dependent on Health Infrastructures Program and the timing does not currently effect the Kings Forest Development.</p> <p>Coast Rd Casuarina Stage 2 - Design and Approvals completed. To be constructed by contractor in conjunction with developers trunk water main construction. Timing dependent on Kings Forest Development, but current target is for completion by mid 2022</p> <p>McLeod St SRM - Completed</p> | 81 / 100% |
| <ul style="list-style-type: none"> → 1.3.2.B Sewerage Services - Pumping stations: 100% | | 96.75 / 100% |
| <ul style="list-style-type: none"> → Pump Station - Mechanical/Electrical/Civil/Generator upgrade: 100% | <p>Martinelli Av SPS 3004 - Mechanical and Electrical upgrade components have been completed. Civil access improvements and storage upgrade preliminary design completed. An alternative more cost effective solution is being looked at for the storage vessel, which needs further site investigation and design. Remaining construction works scheduled to be completed by mid 2022.</p> <p>Leisure Drive East SPS 3019 - TSC have completed construction of the bypass pit and the SRM replacement works. The pump station control building works has been completed (by building contractor). TSC Electrical personnel have installed the new switchboard (which is operational). TSC Mechanical personnel to install the pumps and pipework early in 2022.</p> | 87 / 100% |
| <ul style="list-style-type: none"> → Pump Station - Telemetry Upgrades: 100% | <p>Pump Station Project is complete.</p> <p>A list of additional Manhole sites are in the process of being risk assessed for installation and telemetry connectivity / suitability of instrumentation type.</p> | 100 / 100% |
| <ul style="list-style-type: none"> → 1.3.2.C Sewerage Services - Treatment: 100% | | 52.38 / 100% |
| <ul style="list-style-type: none"> → Treatment Plant - Tweed Heads site and Lagoon Remediation - Assessment: 100% | <p>Scope of works to be reconfirmed.</p> <p>Stakeholder engagement required.</p> <p>Environmental Assessment and Approvals budgeted in 2021/2022 financial year.</p> | 15 / 100% |

| Goal | Update | Historic C... |
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| <p>→ Banora Point WWTP 604kW Solar PV System</p> | <p>A review of the Business Case for Banora Pt WWTP Solar PV system was completed as part of "Review of Energy Procurement Options Report". This report recommended proceeding with the proposed Banora Pt WWTP Solar PV project.</p> <p>A Geotechnical has now been completed to inform the requirements for the proposed ground mounted solar system.</p> <p>A Project Manager has been allocated for the Approvals, Delivery and Finalisation phases.</p> <p>A solar shading study has been completed to confirm solar outputs and any site shading limitations.</p> <p>Filling and leveling earthwork works have been complete on-site to facilitate installation of ground mounted solar system.</p> <p>Planning approval for proposed works has been granted.</p> <p>Essential Energy has now completed preliminary network studies and no significant restrictions have been identified.</p> <p>Final approval to complete works must be obtained from Essential Energy (due to size of proposed solar system). This approval cannot be completed until the final design works have been completed by the contractor.</p> <p>Draft Offer documentation has been drafted including appendices and technical specifications, however further amendment will be required before it can be released to market in late Jan 22 or Early Feb 22.</p> <p>Due to the size and complexity of the proposed Solar PV system a specialist electrical engineering consultant / solar design consultant was engaged in November 2021 to review tender documents and provide inspection and other technical support services for the delivery of works. Limitations on access to site due to COVID restrictions have also delayed the first start up meeting onsite meeting.</p> <p>The review of the draft technical specification and other technical documents will be finalised by Jan 2022.</p> <p>The tender will be finalised for release to the market in February 2022, advertised and close in March 22. Its is expected that the construction phase will commence in April 2022 and be completed and the system commissioned in June 2022.</p> | <p>Behind</p> |
| <p>→ Treatment Plant - Plant – Banora Point Blower Replacement: 100%</p> | <p>As of July 6th, notification of 1 month delay for delivery of blowers to site will push the project back. Final commissioning TBC</p> | <p>62 / 100%</p> |
| <p>→ Hastings Point WWTP Performance upgrade: 100%</p> | <p>Survey and investigation completed to update and collate old drawings into a consolidated works as executed drawing set. Final drafting works still to be completed.</p> <p>Process upgrade options have been discussed with Wastewater Treatment Engineer. Further works required to determine a preferred option.</p> <p>Investigation works completed to determine capacity of existing dune disposal system. Operations have identified deterioration of performance of existing dune disposal system. Dune system refurbishment works will be required prior to WWTP upgrade.</p> <p>Further internal engagement on process upgrade options and development of a project delivery plan is expected to be complete by March 2022.</p> | <p>7 / 100%</p> |
| <p>→ Murwillumbah WWTP Capacity Upgrade: 100%</p> | <p>Modelling has been completed and discharge points and effluent quality selected. EPA has been provided with the modelling of river water quality.</p> <p>In response to the provision of modelling EPA have asked for more investigation into reuse as well as more modelling. Council is meeting with EPA to resolve EPA's requirements and is still seeking their review and concurrence to the discharge locations and quality. The quality of effluent to be discharged will be the same as present with no further nitrogen reduction required.</p> <p>When that is received concepts can be completed and a process chosen.</p> | <p>0 / 100%</p> |
| <p>→ 1.3.2.D Sewerage Services - Strategies and plans: 100%</p> | | <p>65.71 / 100%</p> |

| Goal | Update | Historic C... |
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| <p>→ Overflow Abatement Actions - Update: 100%</p> | <p>Hydraulic analysis of the Condong sewer system has identified an opportunity to provide new overflow diversion structures along this line (connecting to stormwater) in order to reduce sewer overflows at connected upstream properties. Further analysis is required to determine feasibility.</p> <p>Discussions held with Roads and Stormwater unit who are initiating a drainage study for the Dorothy / William Sts area in Murwillumbah. Also known as the Harwood St sewer pumping station catchment, the investigation area is severely prone to sewer inflow/infiltration which is exacerbated by regular flooding / stormwater inundation. Project managed by R&S and with input from the W&WW Units, it is envisaged that the study will identify solutions to alleviate sewer infiltration/overflow issues in the catchment.</p> <p>Communication planning initiated to facilitate implementation of Recreation St sewer catchment Inflow/Infiltration reduction pilot project.</p> | <p>85 / 100%</p> |
| <p>→ Strategic Business Plan and actions: 100%</p> | <p>The future of these plans is under review as there is a proposed alignment between the Best Practice requirements of Office of Water and the IP&R framework for Local Government.</p> <p>Notwithstanding the SBP are 95% complete and waiting the outcomes of re-structure of the Water and Wastewater unit</p> | <p>95 / 100%</p> |
| <p>→ Development Standards Review - Wastewater: 100%</p> | <p>No further updates due to resourcing challenges (Supervisor's role vacant and recent parental leave).</p> | <p>65 / 100%</p> |
| <p>→ Policies and Procedures - Review - Wastewater: 100%</p> | <p>Up to date as 30/6/2021.</p> <p>Review again for new Council by 30/6/2022.</p> | <p>100 / 100%</p> |
| <p>→ Pottsville West Development Areas - Development and assessment of options for provision of wastewater services: 100%</p> | <p>A Scope of Work for the engagement of a consultant to work with the community to develop a preferred option has been drafted. The Scope includes the investigation of options and community consultation to determine preferred options for trunk infrastructure, treatment and disposal. The Scope of Work is being reviewed prior to seeking tenders for the work.</p> <p>As a parallel activity at it meeting of 19 November 2020, Council resolved to allocate this additional Capacity to the proposed Food Hub development, west of the Motorway on Reserve Creek Road, with the following conditions:</p> <ol style="list-style-type: none"> 1. The allocation is defined as 100 ET, based on the use of a pressure sewer system limited to a Average Dry Weather Flow (ADWF) of 0.778 L/s with a maximum daily volume of 67.2 kL. 2. The development results in local employment generation. 3. That a Development application is lodged within 6 months of this resolution. 4. That a Development Application is approved within 18 months of this resolution. 5. That the development is completed and operational within 4 years of this resolution. 6. If any or all of the above conditions are not met Council can reallocate the ETs as it determines. <p>As the food hub has been serviced the progress of this project will be dependant on demand for land in the south of the shire. The project as such is on hold</p> | <p>5 / 100%</p> |
| <p>→ Parkes Lane Area Sewerage Scheme</p> | <p>Parkes Lane - Awaiting opportunity to commence community consultation. Delays due to COVID restrictions. Altitude Aspire Development has now completed connection points on behalf of Council to allow the Parkes Lane area to connect once the scheme is progressed.</p> <p>The section of gravity sewer required to connect 5 adjacent properties (#8,10, 12, 14, 16 Parkes Lane), to the NW corner of #16 Parkes Lane has now been completed by the developer. Council can now commence design to construct a future main along the rear northern boundaries of #8,10, 12, 14, 16 Parkes Lane.</p> <p>Additionally, design can commence to service 6 lots at the very eastern end of Market Parade.</p> | <p>Behind</p> |
| <p>→ 1.3.2.E Sewerage Services - Information systems: 100%</p> | | <p>63 / 100%</p> |

| Goal | Update | Historic C... |
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| <ul style="list-style-type: none"> → Corporate systems - Improve configuration and management reporting: 100% | <p>The new water meter reading platform, Itron Temetra, is now fully operational with customisation complete and initial teething problems resolved. There is a problem with the Panasonic handheld reading devices losing power more quickly than anticipated and this is being followed up with Panasonic. Temetra has significantly improved the efficiency of reading meters, assigning re-reads and identifying anomalies for further investigation.</p> <p>The liquid trade waste improvement project is now about 98% complete. All liquid trade waste approvals have been converted to the new application module in Ci Property & Rating. A procedure for using the new module has been prepared. A small number of changes to automatically generated templates within the module remain to be finalised. All new liquid trade waste approvals are now created in the new application module. Improvement Project within the existing Property and Rating Module of Tech 1 - For sections 305 to 307 of the Water Management Act related processes. This project has commenced and is expected to be implemented by end of March 2021.</p> <p>The majority of other water and wastewater projects have not been included in the Corporate IT Strategy. Alternative procurement and funding arrangements will need to be negotiated.</p> <p>Water and Wastewater staff have also implemented a program to routinely identify high residential water users, based on their quarterly meter reading results and in conjunction with these users determine ways to reduce their consumption.</p> | 30 / 100% |
| <ul style="list-style-type: none"> → Continued development of field workforce mobile solution: 100% | On Track | 78 / 100% |
| <ul style="list-style-type: none"> → Improve computer network, SCADA associated systems and management: 100% | On Track | 95 / 100% |
| <ul style="list-style-type: none"> → Project Management System - Support the Implementation and gateway processes: 100% | Ongoing support being given to the the Implementation and gateway processes | 82 / 100% |
| <ul style="list-style-type: none"> → Business Systems Other - Improve processes and apply Business Intelligence for improved interrogation and reporting: 100% | <p>A specific IT Resouce was funded and allocated from July 1 2021 for 3 years.</p> <p>Since that time data systems hap been conceptually mapped, projects have been listed, further defined, and generally prioritised.</p> <p>However, most projects can not substantially commence until the ICT service review and Road map is completed in December 2021.</p> | 5 / 100% |
| <ul style="list-style-type: none"> → Investigation of smart metering and intelligent communication networks: 100% | The investigation of digital water metering will commence in March 2022. This is one of 4 key focus areas that have been identified for Council's future water efficiency and demand management strategy. The first phase of the project will involve scoping, followed by an investigation of needs, technology and preparation of a business case. It is envisaged that this first phase will take up to 12 months to complete. | 15 / 100% |
| <ul style="list-style-type: none"> → GIS - Improvements and increased reporting and thematic mapping for period 2017-2020: 100% | Multiple changes have been made to the W&WW GIS mapping recently including improved spatial accuracy of sewer assets including invert levels. The progress of the submission of water and sewer GIS via ADAC is going well - approximately six new subdivisions have provided their information via the new process. | 100 / 100% |
| <ul style="list-style-type: none"> → Image and photo management - new system implementation: 100% | <p>Brand Kit Option placed on Hold.</p> <p>Looking into the option if ECM via CI anywhere can be effectively utilised for this purpose as an in-house solution, however, it is unlikely to be an adequate solution for field-based staff and difficult to use even for office-based staff.</p> | 25 / 100% |
| <ul style="list-style-type: none"> → 1.3.3 Tweed Laboratory: 100% to 100% | | 100 / 100% |
| <ul style="list-style-type: none"> ↳ 1.3.3 Tweed Laboratory Key Performance Indicators: 100% to 100% | | 100 / 100% |
| <ul style="list-style-type: none"> → Range of National Association of Testing Authorities (NATA) accredited tests that are available to customers: 150 Total to 149 Total | All accredited tests maintained through NATA in both chemistry and biology fields | 150 / 149 Total |

| Goal | Update | Historic C... |
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| <ul style="list-style-type: none"> → Time taken for reporting test results upon receipt of samples: 10 Day(s) to 10 Day(s) | Lab maintains a good turnaround time. | 5.7 / 10 Day(s) |
| <ul style="list-style-type: none"> → 1.3.4 Water Supply: 100% | | 79.78 / 100% |
| <ul style="list-style-type: none"> → 1.3.4 Water Supply Key Performance Indicators: 100% to 100% | | 99.9 / 100% |
| <ul style="list-style-type: none"> → Biological drinking water quality compliance: 100% to 100% | A single sample failure for E coli was found in the Uki retic supply in November. A sample the following day showed no problems and the failure may have been due to sample contamination from heavy rainfall at the time of sampling. | 99.9 / 100% |
| <ul style="list-style-type: none"> → Total number of water quality complaints per year: 111 Total | 7 dirty water complaints were received during the reporting period. 6 were for dirty water with half of these caused by nearby main breaks. 1 was for milky water or air in the line. All water quality complaints were resolved by flushing from nearby hydrants. | 19 / 111 Total |
| <ul style="list-style-type: none"> → Total number of water service interruptions: 1.32k Properties | During the period from October to December there were 19 incidents causing 424 interruptions. 88 interruptions were caused by shutdowns due to leaking hydrant emergency repairs. 11 main breaks caused 298 outages and 2 other reported water supply outages were due to planned works unexpectedly affecting supply to customers. | 744 / 1.32k Properties |
| <ul style="list-style-type: none"> → Residential water consumption (litres per person per day): 160 L/person to 160 L/person | The latest rolling 12 month residential water consumption is 178L/person/day down 3L from the previous quarter as regular rainfall was experienced throughout the shire. | 178 / 160 L/person |
| <ul style="list-style-type: none"> → 1.3.4.A Water Supply - Mains: 100% | | 69.57 / 100% |
| <ul style="list-style-type: none"> → Consumer Connections - New: 350 Properties | 45 properties were connected from October to December. | 97 / 350 Properties |
| <ul style="list-style-type: none"> → Reticulation Mains - new/replacement/upgrade: 100% | Alma St - Completed Pearl St - Completed Laura St - Completed Ducat St - 90% Completed Tumbulgum Rd - Completed Orient St - Completed Reserve Creek Road - Completed Scenic Dv - Completed Cypress Cres - Completed Charles St and Razorback - Completed Tombonda Rd - Completed Vulcan St - Completed Creek St - Scheduled for completion by end January 2022 Cudgen Rd - Designed & Approved, Scheduled for completion by end June 2022 Chinderah Bay Drive - Commenced, Scheduled for completion by end February 2022 Elanora Ave - Designed & Approved, Scheduled for completion by end April 2022 Old Ferry Rd - Designed and awaiting Approvals, Scheduled for completion by August 2022 Golden Links Dv - In Design, scheduled for completion by contractor mid 2022 Mimosa Ave - In Design, scheduled for completion by contractor mid 2022 Racecourse Rd - In Design, scheduled for completion by contractor mid 2022 | 81 / 100% |

| Goal | Update | Historic C... |
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| ↳ Trunk Mains - new and replacement 2020/21: 100% | Alma Street & Scenic Drive Trunk Mains have been completed and commissioned (May 2021) | 100 / 100% |
| → 1.3.4.B Water Supply - Pumping stations: 100% | | 100 / 100% |
| ↳ Pump Station - Flow Meter Program: 100% | There are no pump station flow meters programed for completion by 30 June 2022. The Marana Flowmeter will now be incorporated in to the chlorine booster project at this site scheduled in 2022/23. Other - the Flow Meter at the bypass of PRV24 at Sea Breeze (Pottsville) has now been constructed and will be commissioned shortly. | 100 / 100% |
| ↳ Pump Station - New: 100% | Project abandoned. Other options to boost pressures in this zone are available and are to be further investigated. | 100 / 100% |
| → 1.3.4.C Water Supply - Treatment: 100% | | 57.5 / 100% |
| ↳ Treatment Plant - Uki: 100% | Uki water treatment plant upgrade has been awarded grant funding under NSW Safe and Secure Water program. Construction works were completed in December 2020. Trade Waste Approval has now been received. Section 60 approval has been granted. Commissioning and proof of performance testing works are now completed. The new WTP is now fully operational. A 12 month defects period will conclude in April 2022. | 100 / 100% |
| ↳ Bray Park WTP – Implementation of adopted Modifications for Waste Streams Discharge: 100% | As at 17 August 2021: The concept design for this option has been prepared by Hunter H2O. Implementation will be managed by Operations and undertaken by Capital Projects. The concept design has been sent to DPIE for consideration. DPIE concur with Council's proposal and have requested we seek formal s60 approval. The approval has been sought. | 15 / 100% |
| → 1.3.4.D Water Supply - Strategies and plans: 100% | | 81.27 / 100% |
| ↳ Water Supply Link to SEQ - Feasibility: 100% | The feasibility studies are complete. The Maxi-Link would provide water security benefits to both Tweed and SEQ Water. It was estimated the cost of the Maxi-Link would be in excess of \$50m. Although it would provide benefit to Tweed without support from SEQ Water the project would not be viable for Tweed alone. It is unlikely this project will proceed in the near or medium term and hence can be considered complete. | 100 / 100% |
| ↳ Strategic Business Plan and actions: 100% | The future of these plans is under review as there is a proposed alignment between the Best Practice requirements of Office of Water and the IP&R framework for Local Government. Notwithstanding the SBP are 95% complete and waiting the outcomes of re-structure of the Water and Wastewater unit | 95 / 100% |
| ↳ Progressively implement new Drinking Water Management System: 100% | The improvement Plan contains numerous actions which are being progressed in accordance with their priorities and timelines. Recent focus has been the commissioning and integration of the upgraded Uki water treatment Plant into our Drinking Water Management System. | 87 / 100% |
| ↳ Integrated Water Cycle Management Strategy - 2014 Level 1 funded Actions: 100% | Council adopted the recommendations of the Water Strategies Review PRG on 18 March 2021. One of the recommendations was that the review of the IWCM be informed by the PRG recommendations relating to water supply, demand management and drought management. Work has begun on scoping the IWCM review with a view to engaging a suitable consultant to carry out the review and prepare an updated IWCM strategy. Council will receive part funding (25%) for the review under the State Governments Safe and Secure Water Porgram. It is envisaged that a consultant will be engaged in the second half of 2021. The IWCM review process will involve significant stakeholder engagement. | 100 / 100% |

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| <p>→ Water Strategies - Reviews - Demand Management, Water Supply Augmentation, Drought Management: 100%</p> | <p>A report was presented to Council's meeting of the 18 March 2021 with the following resolutions.</p> <ol style="list-style-type: none"> 1. Council adopts the Water Strategies review Project Reference Group (PRG) recommendations as described in this report and the PRG report prepared by the facilitator, Workplace Edge. 2. Council proceeds with the implementation of the PRG recommendations as outlined in the Overarching Implementation Steps attached to this Council report with the modification to recommendation 3 to be in line with the PRG recommendations. 3. The recommendations of the Water Strategies Review PRG inform the review of Council's Integrated Water Cycle Management Strategy. 4. Council thanks the Water Strategies Review PRG for its work. <p>This project is now complete and the resolutions new projects will be developed from resolutions 1, 2 and 3.</p> | <p>100 / 100%</p> |
| <p>→ Development standards Review - Water Supply: 100%</p> | <p>No further updates due to resourcing challenges (Supervisor's role vacant and recent parental leave).</p> | <p>70 / 100%</p> |
| <p>→ Policies and Procedures - Review - Water supply: 100%</p> | <p>Up to date as 30/6/2021. Review again for new Council by 30/6/2022.</p> | <p>100 / 100%</p> |
| <p>→ Integrated Water Cycle Management Strategy - Review and Update - PRG Items 1, 7, 10, 14, 19</p> | <p>The scope of the IWCM Strategy is under review and its overlaps with IPR requirements are also being considered. The scope may be reduced to an overarching document with consultation with DPIE. Work has commenced on identifying the overlaps between IWCM and IPR. The engagement of an external consultant has been put on hold for now. Work on the demand management strategy will commence in parallel.</p> | <p>Behind</p> |

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| <p>→ Water Supply Link to City of Gold Coast - Design and Construction - PRG 4</p> | <p>The Water Pump Station Building and Civil Works - construction of the building and access road has been completed. Outstanding minor items include site tidy, waste removal and turfing.</p> <p>Mechanical and Electrical Works - TSC personnel have installed the switchboard in the building. Essential Energy electrical connection works have been completed, and the electricity meter has been installed. The water pumps have been procured and receipted. Much of the pipework inside the pump station building has been completed. All pump station fittings and pipework have been procured and received, apart from one long lead time item (actuated valve) due in by January 2022. When this valve arrives, the remainder of the pipework and pumps can be installed inside the pump station building.</p> <p>The Pipeline within TSC is being constructed by TSC, up to the QLD border. Some of this pipework has been installed, with the remainder to be completed early in 2022. Pipes and fittings have been acquired.</p> <p>The Pipeline within QLD - We are presently waiting on the City of Gold Coast (CoGC) approval of the latest revision of the design drawings (sent 9-12-21). The previous revision set was sent to CoGC in August 2021 and received back with comments and clarifications in late November 2021 (3-month turnaround). These slow turnarounds have added to the delay of this section of the project. Once CoGC accepts and approves the pipeline drawings (portion within QLD), this portion of the project will go to tender for construction by the contractor. Contract preparations have commenced.</p> <p>GRANT</p> <p>TWEED SHIRE COUNCIL Your reference no: BRFIPV000207 Building Better Regions Fund - Infrastructure Projects Stream - Round 5 - Successful application Your Building Better Regions Fund - Infrastructure Projects Stream - Round 5 application was successful. Name of project Water Supply Link between Tweed Shire Council and City of Gold Coast Maximum grant funding amount \$865,000 Capped amounts per financial year</p> <ul style="list-style-type: none"> • 2022/23, \$432,500, Australian Dollar • 2023/24, \$432,500, Australian Dollar <p>Grant percentage Up to 50 per cent Total eligible project expenditure \$1,730,000</p> <p>The current program is for completion and commissioning by the end of 2022.</p> | <p>Nearly There</p> |
| <p>→ Development of additional emergency water supplies concepts: 100%</p> | <p>Hunter H20 are to be re-briefed on Council requirements after internal discussions. The planning for the desal sites will proceed but there will be no expenditure on planning approvals of infrastructure at this stage</p> | <p>80 / 100%</p> |
| <p>→ 1.3.4.E Water Supply - Information Systems: 100%</p> | | <p>63 / 100%</p> |

| Goal | Update | Historic C... |
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| <p>→ Corporate systems - Improve configuration and management reporting: 100%</p> | <p>The new water meter reading platform, Itron Temetra, is now fully operational with customisation complete and initial teething problems resolved. There is a problem with the Panasonic handheld reading devices losing power more quickly than anticipated and this is being followed up with Panasonic. Temetra has significantly improved the efficiency of reading meters, assigning re-reads and identifying anomalies for further investigation.</p> <p>The liquid trade waste improvement project is now about 98% complete. All liquid trade waste approvals have been converted to the new application module in Ci Property & Rating. A procedure for using the new module has been prepared. A small number of changes to automatically generated templates within the module remain to be finalised. All new liquid trade waste approvals are now created in the new application module. Improvement Project within the existing Property and Rating Module of Tech 1 - For sections 305 to 307 of the Water Management Act related processes. This project has commenced and is expected to be implemented by end of March 2021.</p> <p>The majority of other water and wastewater projects have not been included in the Corporate IT Strategy. Alternative procurement and funding arrangements will need to be negotiated.</p> <p>Water and Wastewater staff have also implemented a program to routinely identify high residential water users, based on their quarterly meter reading results and in conjunction with these users determine ways to reduce their consumption.</p> | 30 / 100% |
| <p>→ Continued development of field workforce mobile solution: 100%</p> | On Track | 78 / 100% |
| <p>→ Improve computer network, SCADA associated systems and management: 100%</p> | On Track | 95 / 100% |
| <p>→ Project Management System - Support the Implementation and gateway processes: 100%</p> | Ongoing support being given to the the Implementation and gateway processes | 82 / 100% |
| <p>→ Business Systems Other - Improve processes and apply Business Intelligence for improved interrogation and reporting: 100%</p> | <p>A specific IT Resouce was funded and allocated from July 1 2021 for 3 years.</p> <p>Since that time data systems hap been conceptually mapped, projects have been listed, further defined, and generally prioritised.</p> <p>However, most projects can not substantially commence until the ICT service review and Road map is completed in December 2021.</p> | 5 / 100% |
| <p>→ Investigation of smart metering and intelligent communication networks: 100%</p> | The investigation of digital water metering will commence in March 2022. This is one of 4 key focus areas that have been identified for Council's future water efficiency and demand management strategy. The first phase of the project will involve scoping, followed by an investigation of needs, technology and preparation of a business case. It is envisaged that this first phase will take up to 12 months to complete. | 15 / 100% |
| <p>→ GIS - Improvements and increased reporting and thematic mapping for period 2017-2020: 100%</p> | Multiple changes have been made to the W&WW GIS mapping recently including improved spatial accuracy of sewer assets including invert levels. The progress of the submission of water and sewer GIS via ADAC is going well - approximately six new subdivisions have provided their information via the new process. | 100 / 100% |
| <p>→ Image and photo management - new system implementation: 100%</p> | <p>Brand Kit Option placed on Hold.</p> <p>Looking into the option if ECM via CI anywhere can be effectively utilised for this purpose as an in-house solution, however, it is unlikely to be an adequate solution for field-based staff and difficult to use even for office-based staff.</p> | 25 / 100% |
| <p>→ 1.3.4.F Water Supply - Dams & Weirs: 100%</p> | | 81.67 / 100% |

| Goal | Update | Historic C... |
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| <p>→ Bray Park Weir - Hinged Barrier - Concept Design and Estimate</p> | <p>GHD has been engaged to prepare concept designs for the hinged barrier at Bray Park Weir. GHD have provided a range of concepts which are being reviewed by Council. Council has identified the assessment criteria by which the concepts will be assessed. GHD is providing more information on each concept so that the concepts can be more fully assessed.</p> <p>There is concern a hinged barrier may no be suitable.</p> <p>Site inspections with Fisheries have been completed prior to developing concepts for fishways. Council has liaised with Fisheries on the use of works at Bray Park Weir providing offsets for the CHD project.</p> <p>Arrangements for geotechnical investigations were made but this has been held up due to Covid border restrictions and now wet weather making access difficult.</p> | <p>Behind</p> |
| <p>→ Clarrie Hall Dam Raising: 100%</p> | <p>The consultant engaged for the preparation of the EIS is providing drafts of reports addressing the SEARS. A Draft EIS has been submitted and it to be reviewed by an external consultant (KBR). There are a number of issues with the EIS including:</p> <ul style="list-style-type: none"> • Inadequate assessment of climate change risk • Lack of assessment of viable alternatives • Incorrect species assessment <p>The review of the EIS by KBR as been completed. It identified significant shortfalls. It provided a costed scope of work to complete the EIS. Due to changes in the SEAR's the KBR engagement has been varied to update the costed scope of works to reflect the new SEARS.</p> <p>Legal advice has indicated there are grounds to terminate the EIS contract ELA. The contract has been terminated.</p> <p>Land purchases are continuing with two further properties accepting offers.</p> <p>The SEAR's for the EIS have expired. Council is liaising with DPIE for new SEAR's. It is most probable the new SEAR's are similar to the hold ones with reference to new guidelines included.</p> <p>Land purchases are continuing with only two outstanding acquisitions from private land owner.</p> | <p>85 / 100%</p> |
| <p>→ Bray Park Weir - Protection from Saltwater Inundation: 100%</p> | <p>This preliminary phase of this project was complete in June 2020.</p> <p>Please now refer to the Project Titled "Bray Park Weir - Hinged Barrier - Concept Design and Estimate".</p> | <p>100 / 100%</p> |
| <p>→ 1.3.4.G Water Supply - Reservoirs: 100%</p> | | <p>85.33 / 100%</p> |
| <p>→ Reservoirs - Re-chlorination: 100%</p> | <p>Project requirements and proposed control philosophies (from W&WW Operations) still to be determined for the proposed re-chlorination sites at:</p> <ul style="list-style-type: none"> • West Pottsville Reservoirs (IWW59) • Water Pump Station 22 (Fraser Drive Banora Point) (WAT68) • Razor Back Reservoir (IWW60) <p>Confirmation required (from W&WW Operations) that these sites are still applicable and require re-chlorination. Subsequent design and construction specifications are then to be produced, in order to go to the market for construction in the 2022/2023 financial year</p> | <p>76 / 100%</p> |

| Goal | Update | Historic C... |
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| <ul style="list-style-type: none"> ↳ Reservoirs - Removal of Telecommunication Equipment | <p>Approval has been given to a Development Application for the erection of a monopole at Banora Pt. When erected all telecommunication equipment will be removed from the reservoir roof.</p> <p>Lease negotiations with Vodafone have been completed and Council will enter into an agreement with Vodafone or the monopole and site sheds.</p> <p>Telstra is leading the project to erect a monopole at Kingscliff and are keen to progress this. Telstra has been provided owner's consent to submit a DA for the monopole. A DA has been submitted and will be considered in the new year</p> | On Track |
| <ul style="list-style-type: none"> ↳ 1.4 Managing Community Growth: 100% | | 87.21 / 100% |
| <ul style="list-style-type: none"> ↳ 1.4.1 Strategic Land-use Planning: 100% | <p>Council's Strategic Land-use Planning is determined by resolution of the Council and is intended to deliver on the community expectations and needs of the Shire, as described in the Council's adopted Community Strategic Plan. As a rapidly growing Shire that is transitioning from its historically farm based industry with modest population to a diverse economy with equally diverse and expanding demography it is not surprising that the demand for Council's town planning and building services, among others, are being increasingly over extended. Within this context strategic land-use planning services are being delivered to their fullest extent possible however with a widening area of serviceability and increased demand the result of this is becoming increasingly less evident at first sight.</p> | 87.21 / 100% |
| <ul style="list-style-type: none"> ↳ 1.4.1 Strategic Land-use Planning Key Performance Indicators: 100% | | 100 / 100% |
| <ul style="list-style-type: none"> ↳ Number of planning proposals determined within the designated timeframe: 85% to 100% | <p>Planning proposals are tracked against the Gateway determination condition surrounding timing for deliver (which are regularly extended) and the resolutions of Council relating to the overall willingness to progress proposals. Relatively speaking the majority of planning proposals are determined within the designated timeframes, as amended from time to time.</p> | 100 / 100% |
| <ul style="list-style-type: none"> ↳ Number of major plans or policies accomplished: 2 Total | <p>The number of significant projects on the work plan and being delivered exceeds that ordinarily anticipated and planned for and as such progress is being made albeit over a longer timeframe. This has led to a revised approach that has prioritised some projects over others and all of which have a Council resolved position. Whilst no major Council policies or plans were finalised, in the last quarter Council staff made significant contributions to emerging State planning processes such as the Tweed City Regional Action Plan and, the review of the North Coast Regional Plan, as well a review and comment on a multiple number of State Planning Reforms, such as the new Housing, Flood Management, and Agricultural Land SEPPs. The SPUD team has also worked closely with Council's Sustainability and Environment Team in the preparation of mapping and information for the Stage 1 Consultation for draft C Zones.</p> | 2 / 2 Total |
| <ul style="list-style-type: none"> ↳ Cost recovery ratio for developer initiated LEP or DCP based on planning services fees and charges: 75% to 75% | <p>Fees and Charges are reviewed and updated annually and currently reflect the reasonable costs of Council's strategic planning services as they are consistently applied.</p> | 100 / 75% |
| <ul style="list-style-type: none"> ↳ Projects completed within their estimated budget: 100% to 100% | <p>Project budgets are tracking and being managed according to the estimated project costs by staff however it is noted that impacts beyond the control of staff continue to lead to higher overall costs in some cases; this generally arises as a resource cost (human capital) rather than a direct monetary cost and as such is much less visible as it manifests as a budget-resource inefficiency; that is, a greater proportion (cost) of the human capital is expended on a given project owing to such things as project creep or scope change or the like. Relatively speaking the staffs' estimated project budget is typically achieved.</p> | 100 / 100% |
| <ul style="list-style-type: none"> ↳ 1.4.1 Strategic Land-use Planning Significant projects/works: 100% | | 74.41 / 100% |

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| → Scenic Landscape Strategy: 100% | <p>As a strategy toolkit with a kit of parts that enables an interactive application for developers and council to use for evaluation of scenic impact in situ surrounding a specific proposal, the project is unlikely to be completed, as was envisaged. The time that has since elapsed and the change in staff during that period has increased the redundancy of the work and knowledge gained and will necessitate a fresh start upon the information platform available. This is a significant setback for the dynamic toolkit approach, which may prove to be unattainable. This said some valuable work and insights were gained from the project and continue to serve the scenic impact assessment decisions within Council and that are of assistance to the public / local planning industry.</p> <p>A dedicated resource would need to be assigned to enable the completion of this work and given the complexity of scenic impact analysis criteria and mapping, how that is enabled spatially and the time needed for word smithing to a legible standard the cost of doing so would need to be carefully considered and weighted against the priority of other competing land-use policy and the relative costs of foregoing one over another. With current and anticipated resourcing it is likely the better practice to abandon the project for the time-being, as there is a greater need to work toward a proper review as well as maintenance of Council's statutory planning policies, which have been largely neglected for a long period of time.</p> | 50 / 100% |
| → Continue to update e-planning and business systems to adapt to and implement NSW State Government Planning Reforms: 100% | Building Information Certificates are now live in the NSW Planning Portal. Council adapted its systems to reflect this electronic lodgement process commencing 17 December 2021. | 100 / 100% |
| → Murwillumbah Main Street Heritage Program: 100% | The Murwillumbah Main Street Heritage program was intended to occur over two years and to continue further only if resourcing permitted. Due to other priorities, the program was not scheduled for 2019/20 or 2020/21. | 100 / 100% |
| → Voluntary Planning Proposal Policy: 100% | The NSW Planning Department issued an updated Practice Note in February 2021 which broadly defines the purpose, rationale and fundamental principles governing the use of planning agreements as a legitimate planning tool for securing public benefits related to a development proposal (planning proposal) or development application. Given the limited use of these in the Tweed context relative to the demand for other planning services where there is a greater need for resource deployment there is presently no timeframe allocated for the preparation of a policy, in the absence of the Department providing a State-based template. For this reason the task has been marked as completed and any further consideration about preparing a Policy will need to be included at a future time. | 100 / 100% |
| → Dunloe Park Release Area Planning: 100% | Staff have provided extensive support and assistance to the developer / landowner over a very long period in excess of 5 years. The master-planning exercise is essentially the developer / landowner responsibility and time frames and delivery of key milestones is under their control. The final draft master-plan was received from the developer / landowner on 8 October 2020 and is being reviewed by staff prior to the developer / landowner publicly exhibiting their plan. Whilst this will be undertaken by the developer / landowner they would likely need to be assisted by Council staff. The master-plan, once accepted or endorsed, will inform the rezoning of the release area for which there is no current time frame; and whilst this was previously considered likely to occur by a requested of the landowners early in 2021 this has not materialised. As the staff are unable to progress the masterplan under their own direction and within a reasonable timeframe and with adequate resourcing the project has been marked as completed and any further assistance will need to be reconsidered in 2022. | 100 / 100% |
| → Tweed Local Growth Management Plan (subject to Council endorsement): 100% | With the adoption of the Government's requirement for a Local Strategic Planning Statement and with the large volume of projects (both statutory and non-statutory) on the Unit's work plan, which are not capable of being resourced over the shorter-term, the growth strategy has been indefinitely deferred. | 100 / 100% |
| → Local Growth Management and Housing Strategy: 100% | The prioritised housing actions are presently being pursued through the preparation of a Growth Management and Housing Strategy. This is a significant body of work that will be delivered in partnership with external service providers and as such the first phase of the procurement for professional services is currently being undertaken and the award of a service contract is expected to be completed around March 2022. | 0 / 100% |

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| → Sustainable Development Program (subject to Council endorsement): 100% | This was a collaboration project with the University of Queensland and other partners of theirs. The project development and scoping commenced about 6 years ago and became stagnant, with the little to no ongoing collaboration occurring for the previous 2 years. The project is now taken to be at an end. | 100 / 100% |
| → Urban and Employment Land Strategy – Review (subject to Council endorsement): 100% | There has been no Council endorsement to commence this project with this reporting cycle. | 100 / 100% |
| → Murwillumbah Regional Locality Plan (subject to Council endorsement): 100% | <p>The kit of parts for the Murwillumbah "Regional" Locality Plan, as referred to as the Murwillumbah 2050 Plan, comprises the comprehensive review of the current Murwillumbah Town Centre DCP to take into account a wider geographical area, a comprehensive vision plan and sub-plan being the South Murwillumbah Transition Plan.</p> <p>In the March 2020 quarterly budget review Council resolved to reallocate and combine specified budget groups within the Strategic Planning and Urban Design budget and establishing a new project budget of \$185,000.</p> <p>With the progression of the Growth Management and Housing Strategy there is an opportunity to redistribute some of the allocated budget toward the GMHS to assist with ensuring the best possible analysis of the Tweed's housing and economic environment as this will underpin the Murwillumbah 2050 Plan. This Plan is currently being scoped in detail to enable work on the key elements to commence and to ensure it complements the other body of work. This will see the Vision Plan and the Murwillumbah Heritage Strategy being progressed first and the sum of these and the GMHS research coming together to inform the wider locality plan. The timespan of the project through to completion is still under review.</p> | 10 / 100% |
| → Implementation of Rural Villages actions (subject to Council endorsement): 100% | <p>Staff are currently providing support to the Burringbar community with the development of their community village plan. This is a key action arising from the Villages Strategy and is intended to be carried over to the other rural villages. The Tweed's Rail Trail project is a major initiative that has the potential to fundamentally revitalise / vitalise the rural villages through significant economic leveraging of tourists and day trippers. This project is currently at the tender procurement stage and construction is scheduled to be completed for an opening in December 2022.</p> <p>Further implementation of the RLS Options relating to the Growth Management and Housing Strategy is progressing through a staged procurement process with the shortlisting of preferred tenderers to be reporting to Council by around March 2022.</p> | 30 / 100% |
| → Locality planning for Tweed villages and localities (subject to Council prioritisation): 100% | <p>Council has endorsed / prioritised locality planning for Chinderah and Fingal Head with these plans having been commenced, early public engagement was undertaken. While staff had begun evaluating options for streamlining the delivery of fit for purpose policy that meets the Councillors expectations and to address identified areas of concern the prevailing demand for the Unit's services is exceeding resource capability and the delivery of the Plans has been affected. The Plans are being held in abeyance and their progression will need to be reviewed when the Unit's Work Plan is next considered by Council in 2022.</p> <p>The time that has elapsed and the change in staff since these works were commenced and the local communities consulted has reached a point such that recommencing from where the projects were left off will not be possible. Much of the earlier work, especially the community engagement will need to be revisited and redone. This will require a commitment to a dedicated resources to limit the prospect of the same occurrence reoccurring – that level of resourcing does not currently exist and with the prospect of third party appeals to the Land and Environment Court being introduced for Planning Proposals in the near future, there is a very real likelihood that any such resourcing would need to be funded from new sources.</p> | 45 / 100% |

| Goal | Update | Historic C... |
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| → Implementation of Rural Land Strategy actions (subject to Council endorsement): 100% | The adopted Rural Land Strategy has in excess of 120 actions and will require consistent resourcing to implement in the years ahead. The Implementation Plan is the integral Plan to achieve this, as this will inform and guide prioritisation or advancement of certain actions based on the deliverability from both a resourcing and statutory perspective; it will provide the broad framework for evaluating resource efficiency and sharing across the organisation and the alignment of related organisational projects or works. Preparing the Plan has commenced and was expected to be completed sometime around June 2021. With competing priorities of the Council leading to resource reallocations, for example the prioritisation of some housing related actions being brought forward ahead of the prioritisation of the implementation plan, it is often necessary, although not preferred, to reallocate resources from one task to the another. The prioritised housing actions are presently being pursued through the preparation of a Growth Management and Housing Strategy. This is a significant body of work that will be delivered in partnership with external service providers and as such the first phase of the procurement for professional services is currently being undertaken and the award of a service contract is expected to be completed around March 2022. | 30 / 100% |
| → Implementation of Aboriginal cultural heritage management plan: 74.99913% | There has been extensive implementation of the ACHMP through various actions including significant support provided to operational areas of the Council, private landowners and the wider community, through ongoing collaboration with the Tweed Byron Local Aboriginal Land Council and through proactive assistance to other NSW councils in the North Coast Region. Ongoing routine implementation is now part of established practice with anything over and above this necessitating targeted investigation or review. | 75 / 74.99913% |
| DP2. Making decisions with you - We're in this together | | Behind |
| → 2.1 Built Environment: 100% | | 87.48 / 100% |
| → 2.1.1 Building Certification: 100% | | 94.09 / 100% |
| → 2.1.1 Building Certification Key Performance Indicators: 100% | | 97.67 / 100% |
| → Average time to determine a development application (Building): 50 Day(s) to 50 Day(s) | In 2021 B&EH determined : <ul style="list-style-type: none"> 731 Development Applications (average 68.9 days to assess) 74 Modifications (average 43.9 days to assess) Total 805 applications (average 56.4 days) | 56.4 / 50 Day(s) |
| → Average time (Officer days) to assess and determine Construction Certificate applications: 15 Day(s) to 15 Day(s) | The annual statistics for 2021 calendar year are as follows: <ul style="list-style-type: none"> 235 determined construction certificates (79.1 days average assessment time); 16 determined modified construction certificates (51 days average assessment time); Average determination time for both CC's and amended CC's = 65.05 days | 51.45 / 15 Day(s) |
| → Average time to assess and determine Complying Development Certificates: 15 Day(s) to 15 Day(s) | For the 2021 calendar year Council determined 19 CDC's with an average assessment time of 17.55 days. This is slightly above the 15 day KPI but is reflective of the sensitive issues that face the Tweed. | 13.25 / 15 Day(s) |
| → Number of household pool safety inspections per year: 8 Inspections | Council has inspected 87 pools in the first quarter of 2021/2022 financial year. 37 Satisfactory 50 Unsatisfactory The current yearly KPI'S is set at 720 inspections per year as an average benchmark. Whilst 1/4 KPI's have not been met Council inspected all pools that registered with Council for a Compliance Certificate. Council will continue to advance the pool program and promote our cheaper inspection prices. | 87 / 8 Inspections |
| → Customer satisfaction of those using building certification services: 80% to 80% | There will be no change to this result of 80.6% until the next customer service audit. | 80 / 80% |
| → 2.1.1 Building Certification Significant projects/works: 100% | | 90.5 / 100% |

| Goal | Update | Historic C... |
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| → Continue to enhance electronic inspection systems (mobility): 100% | The OSSM Program is being reviewed with an new I auditor inspection program. This should be operational by mid 2022. | 100 / 100% |
| → Continue to update e-planning and business systems to adapt to and implement NSW State Government Planning Reforms: 100% | Building Information Certificates are now live in the NSW Planning Portal. Council adapted its systems to reflect this electronic lodgement process commencing 17 December 2021. | 100 / 100% |
| → Develop building services strategy: 100% | A Draft Communications strategy has been prepared. It has been determined that the website with the communication plan is sufficient to reflect B&EH services and therefore the strategy is not required. | 100 / 100% |
| → Improve internal processes for efficiency gains (better templates, standard condition review, improved work flows for efficiency gains): 100% | The approved pending draw has been eliminated and all properties have been inspected to determine status of the applications. Letters will now be drafted to communicate the status of these historic applications. | 62 / 100% |
| → 2.1.2 Development Assessment: 100% | | 100 / 100% |
| → 2.1.2 Development Assessment Key Performance Indicators: 100% | | 100 / 100% |
| → Average time to determine a development application: 68 Day(s) to 78 Day(s) | The current average processing time for development applications is 118 days. The operational capacity of both the Development Assessment and Building Units has been under significant pressure in recent months as a result of unprecedented levels of applications (currently in excess of 400 undetermined DAs), the workforce disruptions of Covid, multiple Land and Environment Court matters, regular requests to provided comment on major State Government developments, and the frequent release of State Government planning and electronic systems reforms. Council Executive are currently working with the new Council on funding options to assist in the resourcing of additional staff to address the application back-log. | 118 / 78 Day(s) |
| → Delivery of section 149 certificates within five days and urgent certificates within 2 days: 100% to 100% | Section 10.7(2) and (5) certificates have been processed within the 2 and 5 day turnaround timeframes. | 100 / 100% |
| → Percentage of Development Assessment Panel meetings organised within one week of request: 100% to 100% | The target of 1 week has been met throughout the year despite a major increase in the number of meetings. Due to the larger scale developments being discussed, only 1 appointment is being scheduled per DAP meeting. The wait time for DAP meetings has increased due to the large number of developments to be discussed. | 100 / 100% |
| → 2.1.2 Development Assessment Significant projects/works: 100% | | 100 / 100% |
| → Dedicated resources to Cobaki and Kings Forest major developments: 100% | Council continues to provided dedicated senior planning resources to these developments. In the later part of 2021, significant staff resources across various Divisions of Council were allocated to participate in a series of workshops with the proponents on the masterplanning of the next stages of the Kings Forest development. Work has yet to commence on the initial subdivision and earthworks for the initial stages of the Kings Forest site. | 100 / 100% |
| → Continue to update e-planning and business systems to adapt to and implement NSW State Government Planning Reforms: 100% | Building Information Certificates are now live in the NSW Planning Portal. Council adapted its systems to reflect this electronic lodgement process commencing 17 December 2021. | 100 / 100% |
| → 2.1.3 Development Engineering and Subdivision Assessment: 100% | | 68.34 / 100% |
| → 2.1.3 Development Engineering and Subdivision Assessment Key Performance Indicators: 100% | For period of 01/07/2021 - 30/09/2021 - Average determination times for Construction Certificates = 28 days and for Subdivision Certificates = 20 days. | 36.67 / 100% |
| → Average determination times for Construction Certificates and Subdivision Certificates: 60 Day(s) to 60 Day(s) | For period of 01/10/2021 - 24/12/2021 - Average determination times for Construction Certificates (1 issued) = 22 days and for Subdivision Certificates (7 issued) = 21 days. | 22 / 60 Day(s) |
| → 2.1.3 Development Engineering and Subdivision Assessment Significant projects/works: 100% | | 100 / 100% |
| → Continue to update e-planning and business systems to adapt to and implement NSW State Government Planning Reforms: 100% | Building Information Certificates are now live in the NSW Planning Portal. Council adapted its systems to reflect this electronic lodgement process commencing 17 December 2021. | 100 / 100% |

| Goal | Update | Historic C... |
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| ↳ 2.2 Engagement: 100% | | 72.83 / 100% |
| ↳ 2.2.1 Animal Management: 100% | | 50 / 100% |
| ↳ 2.2.1 Animal Management Key Performance Indicators: 100% | | 100 / 100% |
| ↳ Re-homing rate of cats and dogs assessed as suitable for rehoming: 95% to 95% | No change, Council continues to work with Friends of the Pound in order to rehome all cats and dogs that have passed a health and behavioural assessment. Impounding numbers continue to remain low. | 100 / 95% |
| ↳ Response times to 'dog on person' attacks: 2 Hours to 2 Hours | No change, Rangers continue to respond to all reports based on their individual priority. | 2 / 2 Hours |
| ↳ Response times to roaming or barking dogs: 12 Hours to 12 Hours | A new process has been implemented to manage barking dog complaints. This procedure has been updated in iProperty (CSR) that clearly outlines the steps involved. The new process aims at reducing the level of administrative and operational burden on Council, while also providing a more streamlined and transparent process for the community. | 12 / 12 Hours |
| ↳ Increase in number of pet registrations 0% | For the 2019/20 period, animal registrations totalled 1243 for the LGA compared to 1261 for the 2020/21 period with a total income of \$82,594 and \$106,819 respectively. Therefore, we have seen an increase in animal registrations on a year-on-year basis. | 80 / 0% |
| ↳ 2.2.1 Animal Management Significant projects/works: 100% | | 0 / 100% |
| ↳ Approvals and Construction of a new Council Animal Pound and Rehoming Centre and ancillary Rangers and Animal Management services South Murwillumbah: 100% | Following a tender process, the project management group reported to the 28 October 2021 Council Meeting seeking approval to cease this process and directly negotiate with a preferred tenderer. Given budgetary constraints, the scope of the project is currently being reviewed, and a revised tender agreement is expected to be finalised by the end of February 2022. Once finalised, it is expected that a DA would be lodged for the new facility by mid 2022. | 0 / 100% |
| ↳ 2.2.2 Communications: 100% | | 83.28 / 100% |
| ↳ 2.2.2 Communications Key Performance Indicators: 100% | | 85.19 / 100% |

| Goal | Update | Historic C... |
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| <p>→ Growth in subscribers to Council's email subscription services; including e-newsletters, media releases, alerts and more.: 40k Total</p> | <p>Subscriptions (as at 10 Jan 2022)</p> <p>The total number of subscribers has dropped by 3.3% since the previous quarter, however this is due to the decommissioning of the Community Emergency Update at the end of September.</p> <p>Across the board there has been an increase in subscribers for all of the mailing lists; in particular for Wild Life with a 13.4% increase, and the Gallery News with a 5.4% increase.</p> <p>We are continuing to transition our emails to Vision6 which provides a better customer experience and more professional looking emails, along with reporting features so we can track metrics such as the open rate and click through rate.</p> <ul style="list-style-type: none"> · Your Say Tweed – 5,912 · Media Releases (Council and Museum) – 2,191 · Media Releases (Art Gallery) – 1,989 · Tweed Link – 3,789 · Job Alerts – 6,333 · Council Business Paper (Agenda and Minutes) – 82 · Arts and Culture Newsletter – 2,312 · Business Newsletter – 1,889 · Environment and Sustainability Newsletter – 2,201 · Tweed Regional Aquatic Centre Newsletter – 2,496 · Museum News – 1,855 · Gallery News – 3,222 · Wild Life – 709 <p>TOTAL: 35,288</p> | <p>35.29k / 40k Total</p> |

| Goal | Update | Historic C... |
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| <p>→ Growth in followers and audience engagement on Council's social media accounts.: 48.5k People to 62.66k People</p> | <p>Social media performance (1 July - 31 December 2021)</p> <p>Council continued to grow its social media followers in the six months to 31 December 2021, with the number of followers increasing from 62,656 followers on 1 July 2021 to 67,532 fans on 31 December 2021. This equated to an increase of 4,876 followers across Council's 9 social media platforms, including its facilities, representing an audience growth of 7.8% on the previous six months.</p> <p>Total fans as of 31 December 2021 (figures in brackets represent half year increase in fans)</p> <p>TSC Facebook has 22,436 followers (+2066) TSC Twitter has 454 followers (+60) TSC Instagram has 3,822 followers (+214) TSC LinkedIn has 5,331 followers (+310) TRAC Facebook has 2,680 followers (+120) Gallery Facebook has 7,782 followers (+312) Gallery Instagram has 15,040 followers (+937) Museum Facebook has 7,506 followers (+681) Museum Instagram has 2,481 followers (+176)</p> <p>The top 3 highest performing posts for the final quarter (1 October – 31 December 2021) included the Remembrance Day border marker (41,000 people reached), feral deer spotted in the Tweed (30,200 reach) and work starting on the Rail Trail (29,300 reach).</p> <p>Engagement</p> <p>From 1 July 2021 to 31 December 2021 – Council's Facebook page generated 110.56K engagements and reached 2.61 million people.</p> <p>Tweed Shire Council's Facebook page was ranked 1st among NSW Councils for engagement in September 2021, topping the 10,000 mark for audience reaction with 11,981 total reactions, comments and shares during the month (Shunt Report, October 2021 https://www.shunt.com.au/localgov/tweed-tops-the-10k-mark-for-audience-engagement/). It also topped the leader board for the most number of 'love' responses (1,236), and came second for the highest number of shareable content pieces (25.2 shares per post) during September.</p> | <p>67.53k / 62.66k People</p> |

| Goal | Update | Historic C... |
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| <p>→ Number of media releases issued and media activity summary.: 152 Report</p> | <p>Media performance (1 July - 31 December 2021)</p> <p>Council issued 96 media releases between 1 July 2021 and 31 December 2021. These included 52 proactive releases, 14 reactive releases, 16 COVID-19 related media releases as well as 13 Tweed Regional Gallery and 1 Tweed Regional Museum release.</p> <p>COVID-19 and Council elections dominated the media cycle, with 16 releases issued on COVID and 8 issued relating to the December 2021 election. A total of 5 media releases were also issued on behalf of the Cross Border Taskforce and included calls for the establishment of a cross border zone and changes to the regional roadmap out of lockdown.</p> <p>Other media releases of note included new planning controls for flood-prone land, fenced dog parks, Norries Headland Master Plan, the public toilet strategy review, the launch of Council's new-look website, international recognition for Tweed River management by the Thiess International River Prize, Sustainability Award winners, the Why Leave Town campaign to boost economic recovery in Murwillumbah and the management of growth and housing in the Tweed.</p> <p>The Tweed Regional Gallery's Ken Done exhibition generated significant media attention despite the border closure, while the Fight for Your Right exhibition at the Tweed Regional Museum also generated strong interest.</p> <p>Media summary:</p> <p>There were 174 media enquiries received for the six months between 1 July and 31 December 2021.</p> <p>Hot topics included COVID-19 (including multiple interviews on 7 Sunrise, 9 Today and ABC Breakfast TV shows), the Council election, Nightcap Village development, the feral deer campaign, stolen cemetery plaques, Norries Headland repairs and master plan, fox control at Hastings Point, the Northern Rivers Rail Trail, a proposed food hub at Cudgera Creek, delays in DA processing, defamatory signs beside Fred's Place homeless centre and the disrepair of Tumbulgum's historic cemetery.</p> <p>In total, Council and its associated facilities generated 2,533 pieces of media coverage (online, TV and radio) for the period. This represented a 54% increase on the same period in 2020.</p> | <p>152 / 152 Report</p> |
| <p>→ Growth in registered users, visitor usage and site activity for 'Your Say Tweed' .: 3.5k People to 3.5k People</p> | <p>Online engagement activity has been strong with the following projects being the most popular Public Toilet Strategy; Off leash dog parks; Tweed Pedestrian & Bike Plan; Norries Head MasterPlan; Wollumbin St Beautification; Uki Main Street; Events Strategy.</p> <p>1 July 2021 - 13 December 2021</p> <p>793 new registrations - 25% increase. (Same period in 2020 = 632)</p> <p>21,500 site visits</p> <p>1,164 'engaged' visitors (interacted with a tool/made a submission)</p> <p>8,232 'informed' visitors (downloaded a document)</p> <p>14,261 'aware' visitors (visited a project page)</p> | <p>6.07k / 3.5k People</p> |

| Goal | Update | Historic C... |
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| <p>→ Number of community engagement activities held, including items on exhibition, community conversations, stakeholders forums and other initiatives.: 16 Community engagements</p> | <ul style="list-style-type: none"> • A total of 53 community engagement activities held July - December 2021. • 11 items were placed on public exhibition, there were 31 surveys conducted and 11 other activities such as pop-ups at local markets. • Projects engaging with the community in this period included: Public Toilet Strategy; Off leash dog parks; Coral St Park upgrade; Tweed Pedestrian & Bike Plan; Norries Head MasterPlan; Wollumbin St Beautification; Uki Main Street; Events Strategy. • Due to the impacts of COVID-19, no in-person Community Conversations were held although a REIGR Stakeholder Forum was held in October 2021 which addressed the Drought and Water Restrictions Policy and the Growth Management and Housing Strategy. | <p>53 / 16 Community engagements</p> |
| <p>→ Host at least 3 Resident, Environment, Industry Group Stakeholder Forums per year.: 3 Meetings</p> | <p>The decision was taken to cancel the REIGR Stakeholder Forum in August due to COVID-19 pandemic risks. A hybrid REIGR Stakeholder Forum was subsequently held both in-person and virtually on 22 October 2021 and addressed the Growth Management and Housing Strategy and the Drought and Water Restrictions Policy.</p> <ul style="list-style-type: none"> • 89% of attendees rated the Stakeholder Forum as 'Extremely valuable'(33%) or 'Very valuable'(56%) use of their time (remainder said satisfactory) • 100% of attendees felt either 'Extremely well informed' (33%) or 'Very well informed' (67%) about Council's achievements during this Council term • 100% felt they had an opportunity to learn more and provide feedback on the Tweed Growth Management and Housing Strategy • 100% felt they had the opportunity to learn more and provide feedback on the Draft Drought and Water Restrictions Policy. | <p>1 / 3 Meetings</p> |
| <p>→ 2020-21: Host at least 3 Resident, Environment, Industry Group Stakeholder Forums per year.: 3</p> | | <p>3 / 3</p> |
| <p>→ 2021-22: Host at least 3 Resident, Environment, Industry Group Stakeholder Forums per year.: 3</p> | <p>The decision was taken to cancel the REIGR Stakeholder Forum in August due to COVID-19 pandemic risks. A hybrid REIGR Stakeholder Forum was subsequently held both in-person and virtually on 22 October 2021 and addressed the Growth Management and Housing Strategy and the Drought and Water Restrictions Policy.</p> <ul style="list-style-type: none"> • 89% of attendees rated the Stakeholder Forum as 'Extremely valuable'(33%) or 'Very valuable'(56%) use of their time (remainder said satisfactory) • 100% of attendees felt either 'Extremely well informed' (33%) or 'Very well informed' (67%) about Council's achievements during this Council term • 100% felt they had an opportunity to learn more and provide feedback on the Tweed Growth Management and Housing Strategy • 100% felt they had the opportunity to learn more and provide feedback on the Draft Drought and Water Restrictions Policy. | <p>1 / 3</p> |
| <p>→ 2022-23: Host at least 3 Resident, Environment, Industry Group Stakeholder Forums per year.: 3</p> | | <p>Not started</p> |
| <p>→ 2023-24: Host at least 3 Resident, Environment, Industry Group Stakeholder Forums per year.: 3</p> | | <p>Not started</p> |

| Goal | Update | Historic C... |
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| <p>→ Plain language audit of at least 10 Council publications/correspondence (external or internal): 10 Audits</p> | <p>The plain language reviews that have been undertaken to date in 2021/22 include:</p> <ol style="list-style-type: none"> 1. Tweed Shire Council website - receiving Gold Standard Plain Language Pro. 2. Tweed Shire Council Communication and Writing Guide has been completed in plain language. 3. Quick Reference Guide - Communication and Writing Guide. 4. The Draft Drought Water Restrictions Policy has been reviewed and has received Gold Certification for Plain Language Pro. (W&WW) The draft version for public consultation is in early 2022. 5. Swimming Pool Registration Correspondence has been reviewed and updated. (BEH). 6. Video and Multimedia Standards has been reviewed and written in plain language. | 6 / 10 Audits |
| <p>→ Community satisfaction with Communication Services (from 2019 Be Our Best Resident Survey): 80% to 80%</p> | <p>2019 'Be Our Best' Resident Survey Availability of information about Council 75% Important 84% satisfaction (regional benchmark 75%) Information about Council news, programs and services is clear and accessible 60% agreement (27% of those strongly agreed).</p> | 84 / 80% |
| <p>→ 2.2.2 Communications Significant projects/works: 100%</p> | | 81.36 / 100% |
| <p>→ Tweed Link: Deliver the Tweed Link online news site/content hub: to enhance content, news and subscriptions to the Tweed Link.: 100%</p> | <p>Work is continuing on improving the Tweed Link blog with a workflow developed for blog (story) approvals and training conducted for 2 staff. A process is being developed to ensure regular updating. Work is also continuing on public notices and improved Tweed Link e-newsletter distribution. New draft designs for e-newsletters have been developed and are being refined for the next stage of review.</p> | 40 / 100% |
| <p>→ Strategy: Implement actions from the Community Engagement Strategy and improve the effectiveness, coordination and implementation of community engagement initiatives across the organisation.: 100%</p> | <p>Project complete.</p> | 100 / 100% |
| <p>→ 2021 Be Our Best Resident Survey: Conduct the biennial 'Be Our Best' resident survey to determine community satisfaction levels with Council services.: 100%</p> | <p>Be Our Best Survey 2021 was completed in December 2021. Top line results and reports will be provided to Council in the new year for consideration and sharing with the community and Councillors.</p> | 100 / 100% |
| <p>→ Plain Language Project:</p> | <p>This project can be considered complete and ongoing as part of Council's commitment to improving the use of plain language. All external options for this project are complete, with the remaining task an internal training course for staff which is in development and on a future workplan to collaborate with learning and development.</p> | Complete |
| <p>→ Northern Rivers Rail Trail project: Support Rail Trail project with engagement, marketing, brand, digital and social media platforms.: 100%</p> | <p>NRRT Facebook page has been created - including page info (including new phone number), hours, branding and rules. Page is sitting in Facebook for business dashboard and not published as yet. Further image branding to come. NRRT Instagram page has been created. Account name is northern_rivers_railtrail (northernriversrailtrail in use and to be claimed at some stage)- including page info. New phone number will be added once the phone line is available so that verification code can be used. First grid has been added. Page is set at private until we go live. However one very keen follower jumped on right away before I could set the privacy correctly. YouTube and Google Business may need to be set up by Pete Mitchell, he now controls the accounts since the changes were made to the accounts last year to make more secure and remove the GreenGrass user set up (Scott Green created).</p> | 50 / 100% |

| Goal | Update | Historic C... |
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| <ul style="list-style-type: none"> ↳ Policy Review - Communications Policy | <p>The Communications Policy review is about to begin, drawing on desktop research of other Council policies and resources such as the Office of Local Government's draft Model Social Media Policy.</p> <p>The new elected body received an induction module on Media and Social Media on 17 January 2022, delivered by Manager Communication and Customer Experience Tiffany Stodart. They were informed about the planned review of the Communications Policy.</p> <p>The comprehensive review, update and adoption of Council's Communication Policy will commence this quarter and be completed prior to June 2022, inline with the new Council and requirement to review and adopt all Policies within 12 months of a new Council.</p> | On Track |
| <ul style="list-style-type: none"> ↳ 2.2.3 Customer Experience: 100% | | 78.24 / 100% |
| <ul style="list-style-type: none"> ↳ 2.2.3 Customer Experience and Digital Solutions Key Performance Indicators: 100% | | 92.59 / 100% |
| <ul style="list-style-type: none"> ↳ Incoming calls to Contact Centre answered within ninety (90) seconds: 80% to 80% | <p>Current 6 month: Council's Contact Centre answered and average of 85% of incoming calls within 90 seconds.</p> <p>Year to Date: Jul 85%, Aug 85%, Sep 89%, Oct 87%, Nov 80%, Dec 81%</p> <p>Commentary: The contact centre continue to achieve this target. Activity increased in Nov & Dec influenced largely by Council elections, building & planning applications, COVID and border related enquiries.</p> | 86 / 80% |
| <ul style="list-style-type: none"> ↳ Contact Centre to resolve 80% of enquiries at first point of contact.: 80% to 80% | <p>Current 6 Month: Council's contact centre resolved an average of 82% of enquiries at the first point of contact in the July - December 2021.</p> <p>Year to Date: Jul 83%, Aug 83%, Sep 82%, Oct 79%, Nov 82%, Dec 82%</p> <p>Commentary: The contact centre generally achieves this target on a monthly basis, however Oct saw this target missed for the first time since Oct 2018. This was influenced largely by an increase of building and planning enquiries that required transfer to technical or administration staff. A monthly scorecard is provided to all Council services to discuss opportunities to increase the number of enquiries resolved by the contact centre.</p> | 82 / 80% |
| <ul style="list-style-type: none"> ↳ Growth in traffic and visitor usage across all of Council's websites.: 623.24k Sessions | <p>Council manages and maintains 10 public websites - figures are included below for the past quarter (Oct-Dec 2021) and attached is an overview report for Council's website.</p> <p>Whilst there has been a drop in traffic compared to the last quarter, overall for the year to date we have had a more than 30% increase compared to the same period last year. The attached PDF report summarises results for Council's website – highlighting interest in Council elections and the Tweed Link.</p> <p>Of the other websites, What's On Tweed shone with a surge of visitors over the past quarter, more than double the previous and for year to date over 50% more than the previous year. The ePayment and Property Services website has continued to grow with 109% more visits for the year to date compared to last year. Further improvements and payment options are planned for 2022.</p> <p>Other websites including the 3 facilities have been a little slower lately, most likely due to COVID restrictions, however we're expecting this to improve now that restrictions have eased and looking forward to a positive 2022 – the new Gallery website also launched on 6 December, with the Museum website scheduled for end of January and TRAC website in February.</p> <p>Tweed Shire Council</p> <p>This financial year to date www.tweed.nsw.gov.au has had a total of 438,539 visits from the public, an increase of 34.0% compared to last year.</p> <p>During the past quarter, there were a total of 212,586 visits. On average visitors spent 2 mins 16 secs on the site, with 46.4% new visitors and 53.6% returning.</p> <p>ePayment and Property Services</p> <p>This financial year to date https://eproperty.tweed.nsw.gov.au/ has had a total of 14,497 visits from the public, an increase of 108.9% compared to last year.</p> <p>During the past quarter, there were a total of 6,628 visits. On average visitors spent 3 mins 35 secs on the site, with 44.1% new visitors and 55.9% returning.</p> | 438.54k / 623.24k Sessions |

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| | <p>Your Say Tweed</p> <p>This financial year to date www.yoursaytweed.com.au has had a total of 17,967 visits from the public, an increase of 34.0% compared to last year.</p> <p>During the past quarter, there were a total of 15,773 visits. On average visitors spent 1 mins 50 secs on the site, with 76.4% new visitors and 23.6% returning.</p> <p>Emergency Dashboard</p> <p>This financial year to date https://emergency.tweed.nsw.gov.au/ has had a total of 71,480 visits from the public, an increase of 171.2% compared to last year.</p> <p>During the past quarter, there were a total of 17,378 visits. On average visitors spent 55 secs on the site, with 69.3% new visitors and 30.7% returning.</p> <p>The Tweed Business Portal</p> <p>This financial year to date https://business.thetweed.com.au/ has had a total of 827 visits from the public, an increase of 30.9% compared to last year.</p> <p>During the past quarter, there were a total of 392 visits. On average visitors spent 1 min 15 secs on the site, with 84.4% new visitors and 15.6% returning.</p> <p>What's On Tweed</p> <p>This financial year to date https://whatsontweed.com.au/ has had a total of 21,063 visits from the public, an increase of 56.5% compared to last year.</p> <p>During the past quarter, there were a total of 14,432 visits. On average visitors spent 1 mins 15 secs on the site, with 78.3% new visitors and 21.7% returning.</p> <p>Tweed Regional Aquatic Centre</p> <p>This financial year to date https://trac.tweed.nsw.gov.au/ has had a total of 17,961 visits from the public, a decrease of 53.6% compared to last year.</p> <p>During the past quarter, there were a total of 9,949 visits. On average visitors spent 2 mins 26 secs on the site, with 61.6% new visitors and 38.4% returning.</p> <p>Tweed Regional Gallery</p> <p>This financial year to date https://gallery.tweed.nsw.gov.au/ has had a total of 28,371 visits from the public, a decrease of 23.7% compared to last year.</p> <p>During the past quarter, there were a total of 14,304 visits. On average visitors spent 2 mins 16 secs on the site, with 69.8% new visitors and 30.2% returning.</p> <p>Tweed Regional Museum</p> <p>This financial year to date https://museum.tweed.nsw.gov.au/ has had a total of 9,890 visits from the public, a decrease of 13.1% compared to last year.</p> <p>During the past quarter, there were a total of 4,384 visits. On average visitors spent 2 mins 56 secs on the site, with 72.3% new visitors and 27.7% returning.</p> <p>Tweed Native Species Planting Guide</p> <p>This financial year to date https://info.tweed.nsw.gov.au/native-species-planting-guide/tweed has had a total of 1,420 visits from the public, a decrease of 19.7% compared to last year.</p> <p>During the past quarter, there were a total of 659 visits. On average visitors spent 5 mins 34 secs on the site, with 61.3% new visitors and 38.7% returning.</p> | |
| <p>→ Customer satisfaction level with Council's Contact Centre to be greater than 80%.: 80% to 80%</p> <p>→ 2.2.3 Customer Experience Significant projects/works: 100%</p> | <p>2019 'Be Our Best' Resident Survey result: Customer Service is 78% Importance. 88% Satisfaction.</p> | <p>88 / 80%</p> <p>63.89 / 100%</p> |

| Goal | Update | Historic C... |
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| → Web rebuild project: Website re-development and new content management system to deliver improved online customer experiences for Tweed Shire Council.: 100% | The Tweed Shire Council website went live on 30 June 2021. The project is complete with ongoing works on content updates. The project team is now moving on the other Council sites including Gallery, Museum and TRAC. | 100 / 100% |
| → Implement a Quality Assurance Framework to measure customer satisfaction, service quality and identify improvement opportunities for the Contact Centre: 100% | The contact centre Quality Assurance program for telephone interactions has been successfully implemented. Reporting of QA results will commence in March and be included in the monthly Customer Experience Scorecard. | 100 / 100% |
| → Upgrade Contact Centre telephony system to deliver additional customer solutions: 100% | Completed. All modules now in place. Post call survey now fully implemented. | 100 / 100% |
| → Implement a Voice of the Customer (VoC) Program and satisfaction measurement solutions for Council services.: 100% | This project is not due to start until February 2022. | Not started |
| → Review Knowledge Base requirements for Contact Centre operations and implement appropriate solution: 100% | Potential alignment with intranet project and/or Sharepoint that could incorporate a suitable knowledge base tool. Initial conversation started with Vlad in IT around progress with MS Teams and Sharepoint. | Not started |
| → Develop a Customer Experience Strategy/Digital Transformation Action Plan to identify and guide future projects that will improve the way Council provides services to the Tweed community: 100% | Early research for the Customer Experience and Digital Transformation Strategy has been completed. The project is not due to commence until April this year with an aim for adoption by September, pending no COVID impacts to Communication resources. | Not started |
| → 2.2.4 Councillor and Civic Business: 100% | | 56.19 / 100% |
| ↳ 2.2.4 Councillor and Civic Business Key Performance Indicators: 100% | | 56.19 / 100% |
| → Council and Planning committee business papers provided in accordance with Code of Meeting Practice requirements - tracking non-compliances: 100% to 100% | Business papers provided in accordance with Code of Meeting Practice. | 100 / 100% |
| → Decisions made in Confidential Committee (number of decisions): 80 Occurrence | As at 30 September 2021 there were 19 Confidential Council Resolutions | 19 / 80 Occurrence |
| → Complaints received from new Australian citizens dissatisfied with citizenship ceremony 0 Complaints | No complaints received in 2021. | 0 / 0 Complaints |
| → Councillor Professional Development percentage of budget allocation spent: 100% | COVID-19 has impacted Councillor's ability to engage in professional development activities. Councillor professional development is the responsibility of each individual councillor. Expenditure to 100% is not indicative of quality training pursued by a councillor. | 1 / 100% |
| → 2.2.5 Financial Services: 100% | | 96.44 / 100% |
| ↳ 2.2.5 Financial Services Key Performance Indicators: 100% | | 96.44 / 100% |
| → Outstanding rates and annual charges: 5% to 5% | This ratio is calculated annually. The 2020/21 result is 4.16% as per the audited financial statements | 4.16 / 5% |
| → YTD Expenditure v Budget (% of year elapsed) 0% | 39% of the annual budget was expended as at 31 December. Note: This includes amounts carried forward from the 2020/21 year. | -11 / 0% |
| → YTD Revenue v Budget (% of year elapsed) 0% | 74% of the annual budget was received as at 31 December. Note: Annual rates are levied up front in July/August. | 39 / 0% |
| → Weighted Average Investment Return v 90 Day Benchmark Bank Bill Index (BBSW) 0% | As per the most recent Investment Report, the weighted average investment performance is 2.7% above the benchmark. | 2.7 / 0% |
| → Compliance with On Time Payment Policy - Proportion of small business paid within 30 day terms: 95% to 95% | 97.05% as at 31 December 2021. | 97.05 / 95% |

| Goal | Update | Historic C... |
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| DP3. People, places and moving around - Who we are and how we live | | Nearly There |
| → 3.1 People: 100% | | 77.41 / 100% |
| → 3.1.01 Cemeteries: 100% | | 86.88 / 100% |
| → 3.1.01 Cemeteries Key Performance Indicators: 100% | | 82 / 100% |
| → Number of incidents as a result of incorrect administration or record keeping: 0 Event | Still on track. Zero incidents recorded. | 0 / 0 Event |
| → Customer satisfaction rating: 90% to 90% | Cemeteries customer satisfaction was at 96% in the "Be Our Best" customer survey. | 96 / 90% |
| → Number of marketing/awareness initiatives undertaken per year: 6 Event | Limited as a result of Covid restrictions. | 2.76 / 6 Event |
| → 3.1.01 Cemeteries Significant projects/works: 100% | | 91.76 / 100% |
| → Implement Cemeteries Management Plan: 100% | Business Plan implementation now complete. | 100 / 100% |
| → Develop and implement a cemeteries marketing plan: 100% | Partner identified to work on Dying to Know Day - Groundswell Project. This is an affordable and efficient alternative to doing our own marketing. We will have access to collateral and expertise in the death industry, and this will enable productive engagement within our communities. | 85 / 100% |
| → Upgrade cemeteries web presence: 100% | Cemeteries is part of the organisation-wide web review and is in the schedule to work. | 90.27 / 100% |
| → 3.1.02 Community and Cultural Development: 100% | | 92.13 / 100% |
| → 3.1.02 Community and Cultural Development Key Performance Indicators: 100% | | 100 / 100% |
| → Total number of days Council owned community halls utilised per year: 83 Day(s) to 500 Day(s) | Due to the pandemic, we anticipate a negative impact on attendance numbers. | 500 / 500 Day(s) |
| → 3.1.02 Community and Cultural Development Significant projects/works: 100% | | 84.25 / 100% |
| → Implementation of Tweed Access and Inclusion Plan 2018-2021 (Disability Inclusion Action Plan): 100% | On track, survey released. Waiting on CDO Ageing and Disability to return from leave to implement the next stage of the community consultation and A&I plan development. | 88 / 100% |
| → Community Infrastructure Network Plan and review of Developer Contribution Plans for libraries and community centres: 100% | Community Infrastructure Network Plan complete. DCP underway and almost complete. | 100 / 100% |
| → Implementation of Cultural Plan: 100% | No further action taken. Cultural Planner currently on secondment. | 66 / 100% |
| → Implementation of Reconciliation Action Plan: 100% | No further action taken. | 85 / 100% |
| → Implement Community Development Strategies (children, youth, aged, and other social justice groups): 100% | New strategy underway. | 35 / 100% |
| → Planning and construction of new Community Centres in new development areas: 100% | Kings Forest concept plan being developed by a consultant. Working on this with Andrew Illingworth. Estimated completion of consultant scoping document is April 2022. | 100 / 100% |
| → 3.1.03 Community Services: 100% | | 96.25 / 100% |

| Goal | Update | Historic C... |
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| <ul style="list-style-type: none"> → 3.1.03 Community Services Key Performance Indicators: 100% | <p>KPIs are set by funding bodies. NDIS is on an 'as referred' basis. This Cascade category measurement needs to be reviewed.</p> <ul style="list-style-type: none"> · Margie Kolovos has just commenced so isn't working with a full caseload yet and we still have a second Client Practitioner to start once recruitment is completed. As a result our current number of NDIS clients will increase significantly in the next 2 months. · NDIS – it is quite difficult to determine how many clients we will support as each individual client has a different number of hours of Support Coordination which can differ each time they get a new plan. We are currently supporting clients with anything from 12-100 hours of Support Coordination per year. · Sector Support and Development – I haven't added any clients in there. A major part of that role is Banora Point Community Centre and we currently have over 330 registered members. · My Aged Care – Regional Assessment Service – With this program, we have assessments allocated to us from COA and we then complete and finalise them within the allocated time frame, depending on their priority level. On 30/7/21 we had approximately 20 assessments waiting to be completed, which we will finalise before their due date so this is the number I included. FYI - the number completed for last financial year was 468 Assessments and let me know if you require the number of assessment completed in the month of July 2021. My Aged Care – CHSP – One of the outputs is for Goods, Equipment and Assistive Technology. This is an episodic service we provide where we assist with the purchase of goods and then exit them from the program. The bulk of the difference between the '# of clients at 30 July 2021' and 'Expected #' is due to this output. All other outputs are fairly steady and won't change too much. | 100 / 100% |
| <ul style="list-style-type: none"> <ul style="list-style-type: none"> → Total number of clients: 215 People to 215 People | Need to review this KPI as e.g. NDIS and CHSP are funded by number of unspecified referrals. | 216 / 215 People |
| <ul style="list-style-type: none"> <ul style="list-style-type: none"> → Number of different groups utilising community buildings and facilities: 150 Groups to 150 Groups | COVID has impacted the volume of people using the facilities, however the number and range of users remains on target. | 457 / 150 Groups |
| <ul style="list-style-type: none"> → 3.1.03 Community Services Significant projects/works: 100% | | 92.5 / 100% |
| <ul style="list-style-type: none"> <ul style="list-style-type: none"> → Delivery of My Aged Care contract: 100% | On track. | 98 / 100% |
| <ul style="list-style-type: none"> <ul style="list-style-type: none"> → Implementation of Community Centre Business Plans for Banora Point Community Centre and Tweed South Community Centre: 100% | Will form part of the Unit-wide strategic review in the first half of 2022. | 72 / 100% |
| <ul style="list-style-type: none"> → 3.1.04 Compliance Services: 100% | | 83.34 / 100% |
| <ul style="list-style-type: none"> <ul style="list-style-type: none"> → 3.1.04 Compliance Services Key Performance Indicators: 100% | | 66.67 / 100% |
| <ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> → Number of instances of illegal activity requiring action: 225 Complaints | Collating total number for respective categories and will update shortly. | 0 / 225 Complaints |
| <ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> → Number of illegal parking activities requiring action: 750 Total | The Parking Enforcement Vehicle is now fully operational. | 1.26k / 750 Total |
| <ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> → Turnaround times for responses to customer requests: 14 Day(s) to 14 Day(s) | No change, targets are being met. | 14 / 14 Day(s) |
| <ul style="list-style-type: none"> → 3.1.04 Compliance Services Significant projects/works: 100% | | 100 / 100% |
| <ul style="list-style-type: none"> <ul style="list-style-type: none"> → Adoption and implementation of the Compliance Policy: 100% | Council staff have been trained and regularly apply the Compliance Policy in response to complaints raised by the public and Council. | 100 / 100% |
| <ul style="list-style-type: none"> → 3.1.05 Economic Development: 100% | | 76.7 / 100% |
| <ul style="list-style-type: none"> <ul style="list-style-type: none"> → 3.1.05 Economic Development Key Performance Indicators: 100% | | 68.4 / 100% |
| <ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> → Value of employment generating Development Applications approved: \$500k | Value of commercial DAs received 1 Jul 2021 to 14 Dec 2021: \$82,666,151.91 | 48.43m / \$500k |

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| → Value of developer contributions discounted where local employment is generated: \$40k | S.7.11 TRCP Discount 1 Jul 2021 to 30 Sep 2021: -\$272,417.20 | 147.15k / \$40k |
| → Value of developer contributions deferred where local employment is generated: \$1.25m | Agreement entered into with Kingscliff Bowls Club in August 2021 for \$64,840.08 | 64.84k / \$1.25m |
| → 3.1.05 Economic Development Significant projects/works: 100% | | 85 / 100% |
| → Review Opportunities to establish a food processing cluster in the Tweed.: 100% | Proponent has submitted development application for the project in Dec 2021. They have also held a community information session on site in Dec 2021. | 90 / 100% |
| → Delivery of the Tweed economic development strategy: 100% | Tweed Economic Development Strategy 2014 is near end of life and recommends renewal by 2019. A review has been completed and a new draft Economic Development Strategy is being finalised. The draft will be prepared for Council consideration. | 100 / 100% |
| → Investigate opportunities for NSW Gov't offices to relocate to the Tweed: 100% | NSW Health continue to lease the top floor of the Tweed Heads Administration Offices. Council continue to promote the concept of upgrading and moving NSW Government offices into the Tweed. | 100 / 100% |
| → Liaise and network with businesses, stakeholder groups, industry associations, Federal, State and Local Government agencies while providing business concierge and gateway website services.: 100% | Continued business liaison business chambers, tourism organisations and individual businesses. Established "why leave town" initiative and promoted it to local businesses over 2021 and ramping up into the 2021 holiday period. The campaign was met with very favourable reviews from business. | 90 / 100% |
| → Review Economic Development Strategy to 2023: 100% | Tweed Economic Development Strategy - Finalisation Report 2021 has been completed and will be presented to May 2021 Council meeting. | 100 / 100% |
| → Quarry Road/Lundberg Drive Industrial Subdivision: 100% | Bulk earthworks for stages 4 and 4A including earthworks, retaining walls and water quality control ponds are 60% complete. Civil works for stage 4A commenced on the 10 January 2022 following a pre start meeting. These works include road and kerb, storm water, reticulated sewer, water supply, electricity supply and telecommunications. It is anticipated that the Subdivision Works Certificate and s68 approval for stage 4 will be issued before the end of January 2022. | 0 / 100% |
| → 3.1.06 Environmental Health: 100% | | 81.82 / 100% |
| → 3.1.06 Environmental Health Key Performance Indicators: 100% | | 83.63 / 100% |
| → Total premises signed up for "Scores on Doors" and star ratings: 275 Properties | Council has approximately 562 fixed food premises. Approximately 401 are eligible for the scores on doors program. Typically in any given year there are approximately 327 business participating in the program (54%). For the end of the second quarter 2021/2022 Council officers inspected 74 food premises and carried out 2 food fit out inspections. Out of the 74 that were inspected, 49 are participating in the scores on doors program. The average scores on doors for all participative businesses is still at 4.6 The total number of businesses participating in the program are as follows: <ul style="list-style-type: none"> • 5 Star 216 premises • 4 Star 60 premises • 3 Star 28 premises • Total = 304 premises | 304 / 275 Properties |

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| → Average "Scores on Doors" star rating: 4 Rating to 4 Rating | The average scores on doors for all participative businesses is still at 4.6 The total number of businesses participating in the program are as follows : 5 Star 216 premises 4 Star 60 premises 3 Star 28 premises Total = 304 premises | 4.65 / 4 Rating |
| → Percentage of High and Medium risk premises inspected once a year: 98% to 98% | | 100 / 98% |
| → Percentage of Public Health Inspections conducted per year: 98% to 98% | | 100 / 98% |
| → Percentage of OSSMs inspected once every 6 years: 100% to 100% | Council has inspected 81 properties in the second quarter. This is slightly below our quarterly target of 231 inspections, however, staff will work to make up this shortfall as the rest of the year progresses. | 49 / 100% |
| → Number of OSSM systems identified as failing that are not brought into compliance 0 Occurrence | The On-site sewage management program shows: <ul style="list-style-type: none"> • The current inspection program target is 926 inspections per year (5558 OSSM properties divided by 6 years) • Council completed 228 inspections in the first two quarters of the 2021/2022 financial year • The inspection program is currently behind in the number of inspections • The OSSM Program is a 6 year program and the additional inspections can be made up in the following years. • Covid and wet weather has played a contributing role in the shortfall. • The target is considered achievable. • There are no failed high risk systems where owners have refused to take action and make repairs. Follow up compliance requests and discussion with owners has proved to be effective. Repair times are usually between 3 months to 24 months depending on individual circumstances | 0 / 0 Occurrence |
| → Percentage of Caravan Parks inspected per year: 98% to 98% | | 100 / 98% |
| → Public health initiatives implemented: 2 Projects | In addition to TSC undertaking its own Air Quality Monitoring Council has partnered with NSW Smart Sensing Network to obtain \$10,000 to purchase more air quality equipment and be part of latest research initiatives. TSC will procure and deploy sensors under the guidance of researchers from the NSW Smart Sensing Network universities, NSW DPIE, Bureau of Meteorology and other organisations. Project funds (\$10,000) will be available to pay for environmental sensing devices. The project then enters an operational phase for approximately 12 months during which time assistance will be provided with sensor operations and interpretation of air quality data over one summer and one winter. At the end of the project councils will evaluate the effectiveness of their projects and the benefits for local communities. Councils will be free to continue operating the sensors after project completion. Throughout the project there will be opportunities to learn from experts and other councils. At the end of the project, NSW Smart Sensing Network will publish best practices that incorporate these learnings. | 0.4 / 2 Projects |
| → 3.1.06 Environmental Health Significant projects/works: 100% | | 80 / 100% |
| → Environmental Health Strategy – delivering best practice environmental health: 100% | A draft communication plan has been drafted and this plan coupled with the website is best placed to advise the community on what the B&EH do. Therefore this strategy is no longer considered necessary. | 100 / 100% |
| → On Site Sewage Management Strategy: 100% | | 0 / 100% |
| → 3.1.07 Events: 100% | | 75 / 100% |
| → 3.1.07 Events Key Performance Indicators: 100% | | 50 / 100% |

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| → Develop and deliver development workshops/programs for local community event organisers: 3 Event | An event workshop was not held this quarter (Oct-Dec) due to ongoing COVID outbreaks, the restrictions outlined in the NSW roadmap to recovery, and the NSW/QLD border closure. | 0 / 3 Event |
| → Attraction of events as part of the implementation of the Events Strategy 0 Event | Council officers will consider the attraction of events to The Tweed in the development of the new Tweed Shire Events Strategy 2022-2026. | 0 / 0 Event |
| → 3.1.07 Events Significant projects/works: 100% | | 100 / 100% |
| → Implement streamlined events process: 100% | Ongoing. The Events Officer will continue to work with the Digital and Design Team and other relevant Council Units to implement a streamlined events process. | 100 / 100% |
| → 3.1.08 Lifeguard Services: 100% | | 90 / 100% |
| → 3.1.08 Lifeguard Services Key Performance Indicators: 100% | | 100 / 100% |
| → Non-Compliance with Surf Life Saving service contract (breaches) 0 Event | No non compliance incidents. | 0 / 0 Event |
| → Quarterly reviews of patrol hours utilisation: 4 Review | All allocated patrol hours utilised this reporting period. | 4 / 4 Review |
| → 3.1.08 Lifeguard Services Significant projects/works: 100% | | 80 / 100% |
| → Review life guard service levels: 1 Review | Service levels reviewed with Australian Life Guard Services for existing contract. | 1 / 1 Review |
| → Life guard contract renewal: 1 Review | new 5 year contract completed and implementation commenced | Not started |
| → Review Risk Assessment and Treatment Plan: 1 Review | SLSNSW have commenced a 'Coastal Insights' program which is reviewing the way data is captured and risk are assessed across the State. This process envisages a move away from the previous area based risk assessment and treatment plan to a more standardised approach across the State based on up to date accurate data and use of emerging technologies. This process is likely to progress over the next 12 months | 0 / 1 Review |
| → 3.1.09 Local Emergency Management: 100% | | 56.59 / 100% |
| → 3.1.09 Local Emergency Management Key Performance Indicators: 100% | | 91.67 / 100% |
| → Review state of readiness of Emergency Operations Centre: 4 Completions | EOC Audits are scheduled to be conducted Q1 of 2022. | 3 / 4 Completions |
| → Current and compliant Local Emergency Management Disaster Plan: 100% to 100% | Tweed Byron EMPLAN 2019 and Recovery Plan 2019 remain current. Tweed Local Flood Plan, subplan to EMPLAN to be tabled at November Meeting of the Tweed Byron LEMC 2021, by the SES, seeking adoption. | 100 / 100% |
| → Participate in mock disaster exercise carried out in compliance with Regional Emergency Management Action Plan: 5 Completions | All actions complete. EOC is currently operational due to COVID-19 response requirements. | 5 / 5 Completions |
| → 3.1.09 Local Emergency Management Significant projects/works: 100% | | 21.5 / 100% |
| → Re-establishment of Murwillumbah Unit SES Accommodation: 100% | Current resources diverted to COVID-19 response. Discussions with TSC Project Management Office commenced to assist in preparation of project brief for design of facility at identified site. | 10 / 100% |
| → Re-establishment of Tweed Heads Unit SES Accommodation: 100% | Funding application did not proceed due to immaturity of project. Current resources diverted to COVID-19 response. Discussions with TSC Project Management Office commenced to assist in preparation of project brief for design of facility at identified site. | 33 / 100% |
| → 3.1.10 Pest Management: 100% | | 75 / 100% |
| → 3.1.10 Pest Management Key Performance Indicators: 100% | | 50 / 100% |

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| <ul style="list-style-type: none"> ↳ Monitoring and control of pest animals on Council land: 100% | <p>Pest animal and pest predator works were implemented to protect environmental assets and fulfil Council's general biosecurity duty under the New South Wales Biosecurity Act 2015.</p> <p>Monitoring and control works were implemented using both Council and external grant funding. In this quarter, the following monitoring and control works with implemented on Council managed land:</p> <ul style="list-style-type: none"> -fox and wild dog, rabbit and hare monitoring and control works were implemented across six high conservation value bushland areas. -feral deer are an emerging pest species in Tweed Shire. Monitoring works are being implemented on both Council and private land to gain an understanding of the current population extent of feral deer. This monitoring is also informing the development of a monitoring protocol and a control plan for the Northern Rivers. This work is being funded through a Commonwealth Government grant. -monitoring and control works for feral cats is being implemented in high conservation value bushland on the Tweed coast. The areas in which these works are being implemented is Pottsville Wetland, Pottsville Environment Park, Koala Beach Community land and the Tweed Coast Regional Crown Reserve. <p>In addition to the works being implemented on Council managed land, the Pest Animal Wildlife Protection program is also implementing programs to support residents of Tweed to implement control of pest animal species across the landscape. Council is currently coordinating two community control programs: cane toad musters and cane toad tadpole trapping programs; and the Indian myna trapping program.</p> <p>The program is also implementing two externally funded projects to provide cat and dog owners with the skill set needed to prevent their pets from impacting on native wildlife.</p> | 50 / 100% |
| <ul style="list-style-type: none"> ↳ 3.1.10 Pest Management Significant projects/works: 100% | | 100 / 100% |
| <ul style="list-style-type: none"> ↳ Development and implementation of an operational plan for the management of foxes and rabbits on the Tweed Coast Reserve.: 100% | Operational plans have been developed for the management of foxes, hares and rabbits on the Tweed Coast Regional Crown Reserve. During this quarter, monitoring, trapping and thermal shooting control works have been implemented for foxes, rabbits and hares across several locations along the Tweed Coast. | 100 / 100% |
| <ul style="list-style-type: none"> ↳ Monitoring and control of foxes and wild dogs in priority Council bushland reserves: 100% | <p>Monitoring and control for wild dogs and foxes has been implemented at: Mount Nullum operational land; Cudgerie bushland reserve; Pottsville wetland; Koala Beach community land; and Pottsville Environment Park. Such works are also being implemented on the Tweed Coast Regional Crown Reserve.</p> <p>Monitoring methods include: use of detector dogs to identify fox dens; camera monitoring at known fox dens; the use of fixed location and intermittent trail cameras; searches for scats and tracks; and opportunistic sightings. Control works are all guided by results of monitoring. Control works implemented in this quarter has consisted of 1080 baiting at Mount Nullum; Koala Beach operational land; Cudgerie bushland reserve and Pottsville Wetland.</p> | 100 / 100% |
| <ul style="list-style-type: none"> ↳ 3.1.11 Public Toilets: 100% | | 61.58 / 100% |
| <ul style="list-style-type: none"> ↳ 3.1.11 Public Toilets Key Performance Indicators: 100% | | 56.49 / 100% |
| <ul style="list-style-type: none"> ↳ Annual maintenance cost per facility (62 facilities): \$13k | Average cost/facility currently on target. | 3.18k / \$13k |
| <ul style="list-style-type: none"> ↳ Average building condition rating (out of a possible 5): 2.5 Rating to 2.5 Rating | Average rating 2.7. This is within target. | 2.7 / 2.5 Rating |
| <ul style="list-style-type: none"> ↳ Public toilet strategy development: 100% | <p>Community engagement closed end August 2021. Currently reviewing feedback.</p> <p>Investigating options for an external contractor to complete the Public Toilet Strategy, as Peter Church left mid way through project.</p> <p>Develop draft Strategy by January 2022.</p> | 45 / 100% |
| <ul style="list-style-type: none"> ↳ 3.1.11 Public Toilets Significant projects/works: 100% | | 66.67 / 100% |
| <ul style="list-style-type: none"> ↳ Implement Public toilet strategy: 100% | Awaiting completion of strategy development. | 0 / 100% |
| <ul style="list-style-type: none"> ↳ 3.1.12 Tourism: 100% | | 53.65 / 100% |

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| → 3.1.12 Tourism Key Performance Indicators: 100% | | 32.29 / 100% |
| → Visits to Visitor Information Centres: 20k People | 2,388 visitors to all Tweed VICs July to Sept 2021. | 2.39k / 20k People |
| → Visitations to Destination Tourism webpage: 60k Total | Page Views for period were 34,049 (year on year - Sept 2021) | 31.58k / 60k Total |
| → 3.1.12 Tourism Significant projects/works: 100% | | 75 / 100% |
| → Delivery of Tourism Promotion Services: 3 Report | Discussions underway with TTC regarding their presentation of a End of Term Report to Council. Jul to Sep 2021 Report received and forwarded to October 2021 Council meeting. Annual financial reports and corporate report going to October 2021 Council meeting. | 1.5 / 3 Report |
| → Review prioritisation of Council budgets and resources for Tourism promotion: 100% | Review complete. | 100 / 100% |
| → 3.2 Places: 100% | | 78.62 / 100% |
| → 3.2.1 Aquatic Centres: 100% | | 71.36 / 100% |
| → 3.2.1 Aquatic Centres Key Performance Indicators: 100% | | 71 / 100% |
| → Non-Compliance with Royal Lifesaving Australia Aquatic Centre Safety Practice Notes 0 Event | No non compliance issues. | 0 / 0 Event |
| → Participation rates in Learn To Swim Programs (classes x people = lessons): 30k Lessons | Learn to Swim numbers are slightly behind for this quarter. This is due to the COVID19 lockdown from the 15.8.2021 until 13.9.2021. This was followed by a further stay at home order from the 21.9.2021 until the 29.9.2021. Credits for classes during this period were applied for the closures, which will effect the next quarter, along with new restrictions from the 11th October 2021. | 3.9k / 30k Lessons |
| → Percentage of customers satisfied with the service: 80% to 80% | Customer satisfaction surveys undertaken through 2018/2019 showing a rating for satisfaction with service 80% | 80 / 80% |
| → 3.2.1 Aquatic Centres Significant projects/works: 100% | | 71.71 / 100% |
| → Business Plan implementation: 100% | Restructure recruitment commenced. Progressed to QR codes at TRAC Kingscliff and TRAC Tweed Heads South. TRAC Murwillumbah still utilising Eventbrite for Outdoor 50m Slide and Kiddies pool open to the community with 3 x 2 hour sessions. | 72 / 100% |
| → Energy efficiency initiatives: 7 Initiatives | Kingscliff Solar panels comissioned 25.11.21. | 5 / 7 Initiatives |
| → 3.2.2 Art Gallery: 100% | | 94.38 / 100% |
| → 3.2.2 Art Gallery Key Performance Indicators: 100% | | 88.75 / 100% |
| → Visitors attending the Tweed Regional Gallery and Margaret Olley Art Centre: 85k Total | For the quarter October - December 2021, the Gallery recorded 11,275 visitors, which indicates a significant increase from the previous quarter due to COVID-19 restrictions being lifted. | 46.75k / 85k Total |
| → Regional tourism - percentage of patrons from outside the Tweed: 25% to 25% | The Gallery's regular Visitor Surveys are currently not being carried out due to COVID-19 social distancing requirements. Volunteers are unable to undertake the face-to-face surveys and technology is limited due to the constant sanitising required for screen. As such a comprehensive breakdown of visitor statistics has not been available to staff. Of the statistics recorded, the breakdown is as follows: 36% of visitors were from the Tweed region. 64% visitors from outside the Tweed region. From the limited statistics gathered, this quarter identified one international visitor to the Gallery, although there were probably more that the Gallery staff are unaware of. | 70 / 25% |

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| <p>→ Host and initiate regional, national and international exhibitions: 15 Total</p> | <p>During the October - December 2021 quarter the Gallery hosted 6 new exhibitions. 5 of these exhibitions were initiated by the Gallery, including 3 exhibitions via the Community Access Exhibition Program for regional artists.</p> <p>A major initiative exhibition for the Gallery's Margaret Olley Art Centre was curated by staff member Ingrid Hedgcock titled 'At Home: Margaret Olley and Ben Quilty'. This exhibitions brought together artworks by these two significant artists for the first time and involved major institutional loans as well as from several private collections.</p> <p>A new exhibition from the Gallery's collection was also curated for the Withey Family gallery space, showcasing artists' prints by Australian artists from the collection.</p> | <p>15 / 15 Total</p> |
| <p>→ Visitor satisfaction level of Tweed Regional Gallery and Margaret Olley Art Centre: 90% to 90%</p> | <p>The Gallery is currently not conducting visitor surveys due to COVID restrictions however, as an alternative the following statistics from the social media platforms demonstrate high customer satisfaction.</p> <p>For the period October to December 2021, the Gallery recorded the following feedback from the public:</p> <p>FACEBOOK: the Gallery has 4.9 star rating. 108 new Followers, and 6,515 Followers in total.</p> <p>INSTAGRAM: the Gallery recorded 845 new Followers, with 14,993 Followers in total.</p> <p>GOOGLE REVIEWS: the Gallery has a 4.7 star rating.</p> <p>Examples of feedback include:</p> <p>'Beautiful gallery. Showpiece on Margaret Olley is fantastic, a glimpse into the everyday life of one of Australia's extraordinary painters, also featured is Ben Quilty. Highly recommend a visit, cost is a donation if so feel.'</p> <p>On TRIP ADVISOR the Gallery is maintaining 5 star rating and #1 of Top 15 things to do in Murwillumbah.</p> <p>Examples of feedback include:</p> <p>"Really enjoyed the Margaret Olley Centre, which is packed full of superb artworks. But if you go on a nice day, you will also have the bonus of enjoying the spectacular views and nice walks."</p> | <p>98 / 90%</p> |
| <p>→ 3.2.2 Art Gallery Significant projects/works: 100%</p> | | <p>100 / 100%</p> |
| <p>→ Presentation of Gallery-initiated major exhibitions: 15 Sessions</p> | <p>The Gallery staff presented six Gallery-initiated exhibitions during this quarter. These exhibitions were each complemented by education and public programs, and included 2 major Gallery-initiated exhibitions:</p> <p><i>Ken Done: Up to 80</i> - from 1 October</p> <p><i>At Home: Margaret Olley and Ben Quilty</i> - from 11 November</p> <p>A major exhibition of regional artist Craig Tuffin's photography, titled <i>The Supers</i>, was also initiated by the Gallery for the Anthony Gallery space.</p> <p>In addition, the Community Access Exhibition Program (CAEP) resulted in exhibitions initiated by the Gallery with the Curator: Exhibitions and Curator: Public Programs mentoring the exhibiting artists and assisting with all aspects of their respective exhibitions. These exhibitions showcase the work of artists Nadja Kabriel and David Preston. The CAEP exhibitions are initiated via the Gallery's regular call out to artists of the region for exhibition proposals.</p> <p>The Ken Done exhibition was a collaboration between the artist, the Ken Done Gallery in Sydney and the Tweed Regional Gallery. The exhibition was very well received and attracted many visitors.</p> <p>The <i>At Home: Margaret Olley and Ben Quilty</i> was curated in-house and tells the story of mentorship art and friendship between two of Australia's most celebrated artists. The show includes many loans from private collections and major public institutions, alongside works from the Gallery's collection. The curator also secured the support of two local businesses in Kuipers & Co. Modern Living and Flowerista, located in the M Arts Precinct.</p> <p>These exhibitions were all complemented by engaging Public and Education Programs for our audiences.</p> | <p>16 / 15 Sessions</p> |

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| → Explore opportunities for income generation through use of Gallery buildings: 100% | During the July - September 2021 quarter, the Artist in Residency Studio was occupied for 23 days of the 92 day period by a fee paying artist. This equates to approximately 25% capacity. Although the AIR Studio was fully booked for the quarter, due to COVID and related travel restrictions, bookings had to be cancelled. COVID has had a huge impact on capacity with many artists not being able to travel due to restrictions or having to make the difficult decision not to travel due to the threat of restrictions involving quarantine. | 100 / 100% |
| → Investigate potential development of regional tourism/economic development project: 100% | The Gallery DownTown has presented four new exhibitions via the Community Access Exhibition Program (CAEP) during this quarter. These exhibitions have provided the opportunity for five artists to show their artwork in a professional environment with the guidance of experienced Gallery staff. The artists, each from the region, have also benefited from sales of their work, generating income from their practice. | 100 / 100% |
| → 3.2.3 Auditoria: 100% | | 63.04 / 100% |
| → 3.2.3 Auditoria Key Performance Indicators: 100% | | 71.07 / 100% |
| → Total number of days utilised at Murwillumbah/Tweed auditoria: 280 Day(s) | Total days utilised in Auditoria for the period. | 163 / 280 Day(s) |
| → Total audience numbers (booked numbers): 42k Total | Audience numbers estimated for the period . | 23.1k / 42k Total |
| → Percentage of hirers that are Not-for-Profit organisations: 35% to 35% | 59% of bookings are for Not-For-Profit organisations. | 59 / 35% |
| → 3.2.3 Auditoria Significant projects/works: 100% | | 55 / 100% |
| → Implement promotion strategy for performing arts and auditoria: 100% | Promotions to commence fully once the Tweed and Murwillumbah auditoria technical upgrades are completed. | 10 / 100% |
| → Upgrade of lighting, equipment and universal access to Murwillumbah and Tweed auditoria: 100% | Murwillumbah Auditorium upgrade complete. | 100 / 100% |
| → 3.2.4 Holiday Parks: 100% | | 83.53 / 100% |
| → 3.2.4 Holiday Parks Key Performance Indicators: 100% | | 98.72 / 100% |
| → Occupancy rates average percentage: 52% to 52% | Total number of nights occupied: 34,169 Total number of nights available: 67,994 for all Parks Jan - Mar 21 50% Holiday Parks occupancy still erratic and dependent on COVID 19 travel restrictions. | 50 / 52% |
| → Customer satisfaction - Net Promoter Score: 75% to 75% | NPS Survey results indicate Tweed Holiday Parks satisfaction levels are above target. NPS Survey - Customer Service Standards 93% NPS Survey - Affordability/Value for Money 89% NPS Survey - Facility & Site Satisfaction 90% | 93 / 75% |
| → Improve environmental efficiencies: 1 Initiatives | Continue to replace flouro lights with LED. Investigate changing cleaning chemicals to environmental friendly options. | 7 / 1 Initiatives |
| → 3.2.4 Holiday Parks Significant projects/works: 100% | | 68.33 / 100% |
| → Holiday Park enhancement – Pottsville North Holiday Park: 100% | No progress to report. | 5 / 100% |
| → 3.2.5 Libraries: 100% | | 83.45 / 100% |
| → 3.2.5 Libraries Key Performance Indicators: 100% | | 84.89 / 100% |

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| → Percentage of active library members/ total eligible shire population: 34% to 30% | 33,657 COVID has had a positive effect on Library memberships. Increases in memberships have come from the new Join online membership page on the RTRL website, school students requiring access to our eResources along with people needing assistance with border passes who have been joining up after experiencing our customer support and library facilities. Many online members have been visiting branches to update their online membership to access the full range of physical items and library services. Currently there are 33,786 active Tweed Shire library members. Tweed Shire's population is 98,382 (Profile ID). | 30.6 / 30% |
| → Personal computer and wireless hours of use: 60k Total | 5,429 Usage is down due to social distancing health requirements, resulting in a reduction of computers available for public use. To meet customer demand computer sessions were reduced from 60 minutes to 30 minutes, with staff providing added assistance to manage the number of people requiring border pass assistance. These restrictions will be amended once the NSW Health restrictions are lifted. Tweed Heads computer usage has increased from last quarter as the restricted Public PCs have recently been dispersed around the library providing more PCs for the public to use. The redistribution of PCs in Kingscliff and Murwillumbah branches is not achievable due to space and port limitations. | 42k / 60k Total |
| → Visits (library door count for all Shire libraries combined): 200k Total | 32,132 The number of patrons visiting the branches is holding despite the increase in restrictions with the use of the library, for example Contact tracing sign in and mandatory wearing of masks, and the removal of Border passes. A decision has been made in accordance with the hourly visitation statistics from pre COVID periods to remove the late branch closes. All Tweed Shire branches will remain open from 9:00am -5:00pm Monday to Friday and 9:00am to 12:00pm on Saturdays. | 186k / 200k Total |
| → Library loans: 450k Total | 82,515 The Community have adjusted their habits due to COVID-19 and are borrowing more items at a time, therefore needing to visit the library less times. Items are being borrowed for longer periods with the library implementing an auto renew feature for the first renewal period, if an item is not returned to reduce the number of over the phone renewals. Overall the loans for this quarter are down slightly from last quarter, which is a common trend when the temperature drops. | 450k / 450k Total |
| → Satisfaction level of members and visitors: 80% to 80% | 95 Community consultation for the Mobile library and wider outreach services reported customer satisfaction was high for our Tweed Shire Libraries. Customers are very happy with RTRLs decision to remove late fees for resources not returned by the due date. Customers are also appreciative of our support with applying for and printing border passes and assistance with using technology. | 85 / 80% |
| → Staff assisting patrons with technology: 50k Participation(s) | Border pass assistance has been in high demand since reopening in July. This quarter, staff assisted patrons with printing and or submitting 15,093 border passes. This service has boosted our number of tech help interactions. Number of interactions of staff assisting patrons with technology for the 1st quarter July to September 2020 was 30,672. | 30.67k / 50k Participation(s) |
| → 3.2.5 Libraries Significant projects/works: 100% | | 82 / 100% |
| → Review of mobile library and outreach programs: 50% | Mobile Library review has been completed with Senior Leadership Group (SLG) deciding the best solution for future outreach services. | 50 / 50% |
| → Expansion of Coastal library facilities: 100% | No further action taken. | 10 / 100% |
| → 3.2.6 Museum: 100% | | 79.45 / 100% |
| → 3.2.6 Museum Key Performance Indicators: 100% | | 66.5 / 100% |

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| → Proportion of programs developed and delivered in partnership with local organisations.: 80% to 80% | No new major projects were developed during 1 October - 31 December | 90 / 80% |
| → Satisfaction level of visitors.: 95% to 95% | No visitor surveys have been completed in 2021. Visitor comment books continue to show 100% positive comments | 97.5 / 95% |
| → Proportion of collection acquisitions and programs dedicated to Tweed history and heritage: 90% to 90% | At the November 2021 meeting of the Museum Advisory Committee, 12 items were endorsed for acquisition to the Tweed Regional Museum collection. All met the Tweed Regional Museum Collection Policy criteria for relevance to the history and heritage of the Tweed. No new major exhibitions were developed during this period due to Covid19 impacts. | 100 / 90% |
| → Hours to support community-based historical research.: 2.5k Total | Tweed Heads: open 60hrs between October and December, impacted by border closures. Murwillumbah: open 132hrs between October and December | 488 / 2.5k Total |
| → Number of participants in all museums programs.: 13k Total | Visitation from 1 October - 31 December = 652 Heavily affected by Covid mask mandate, then compulsory vaccination mandates. Closure of Tweed due to low staff resources including lack of permanent Museum Director. | 1.69k / 13k Total |
| → 3.2.6 Museum Significant projects/works: 100% | | 92.4 / 100% |
| → Presentation of Museum-initiated major exhibitions: 100% | No new major exhibitions were presented during 1 October - 31 December | 85 / 100% |
| → Explore opportunities for income generation through use of Museum buildings: 100% | There is ongoing exploration of opportunities to provide income streams for the Museum including: <ul style="list-style-type: none"> • installation of a shop at Murwillumbah to sell merchandise • Changing operations at the Museums Tweed Heads branch to incorporate public hire of the buildings. | 77 / 100% |
| → 3.2.7 Parks and Gardens: 100% | | 74.84 / 100% |
| → 3.2.7 Parks and Gardens Key Performance Indicators: 100% | | 74.67 / 100% |
| → Community satisfaction level - take survey for baseline: 85% to 85% | Community satisfaction survey has been completed for all of Council services. The requirement for and design of a parks satisfaction survey will be considered. | 90 / 85% |
| → Hectares of parks and gardens per 1,000 residents: 3.2 Ha to 3.2 Ha | On track. | 3.2 / 3.2 Ha |
| → Annual maintenance cost per ha (excl. buildings). 2018/19: \$50 | On track. | 12 / \$50 |
| → 3.2.7 Parks and Gardens Significant projects/works: 100% | | 75 / 100% |

| Goal | Update | Historic C... |
|--|---|-----------------------------|
| <ul style="list-style-type: none"> ↳ Development of a shire-wide Youth Facility/Skate Park Action Plan: 100% | <p>Community engagement reports published on Your Say Tweed.</p> <p>Council is currently developing a shire-wide Draft Outdoor Youth Recreation Action Plan due to be placed on exhibition in December 2021 to ensure a more strategic approach to the provision of youth spaces and facilities across the Tweed.</p> <p>The action plan will include the proposed provision of skate and urban bike facilities over the next 10 years, along with the provision of youth spaces, facilities and activities.</p> <p>Stage 1 of the community engagement for the Outdoor Youth Recreation Action Plan 2022-2023 concluded in February 2021 and extended to the whole of the shire. We heard from over 550 young people. What we found was significant demand for skate facilities, bike facilities, better sport facilities, more welcoming youth spaces and demand for youth events and activities.</p> <p>Please view www.yoursaytweed.com.au/youth-voice for more information.</p> <p>In June 2021, Council partnered with Youth Change Agents and industry experts to host a series of co-design workshops with the Tweed's youth. The co-design workshops included the provision of skate facilities, bike facilities and events and activities in youth spaces.</p> <p>Council has engaged an external consultant to inform the Outdoor Youth Recreation Plan, specifically in relation to skate facilities (existing and new), the development of a pump track and BMX facilities across the shire. This body of work will include the development of a skate park hierarchy, site selection criteria and audit templates. This work will inform the future provision of skate and urban bike facilities in the Tweed over the next 10 years.</p> <p>As part of this process, it is proposed that a working group be formed to inform this body of work. The formation of a working group was an outcome of the Youth Codesign Workshop (Skate).</p> | <p>50 / 100%</p> |
| <ul style="list-style-type: none"> ↳ 3.2.8 Saleyards: 100% | | <p>77.43 / 100%</p> |
| <ul style="list-style-type: none"> ↳ 3.2.8 Saleyards Key Performance Indicators: 100% | | <p>79.85 / 100%</p> |
| <ul style="list-style-type: none"> ↳ Head of stock sold: 2.5k Animal(s) | <p>No. of Head sold (1 Oct 2021 to 31 Dec 2021): 989</p> | <p>989 / 2.5k Animal(s)</p> |
| <ul style="list-style-type: none"> ↳ Value of livestock sold (Establish a baseline): 100% | <p>Marked goal as completed</p> | <p>100 / 100%</p> |
| <ul style="list-style-type: none"> ↳ Contractor satisfaction levels (tracking Complaints) 0 Complaints | <p>No complaints received from lessee. Discussions with lessee during reporting period with respect to COVID provisions and on stock handling complaints. One animal noise complaint received over this period.</p> | <p>0 / 0 Complaints</p> |
| <ul style="list-style-type: none"> ↳ 3.2.8 Saleyards Significant projects/works: 100% | | <p>75 / 100%</p> |
| <ul style="list-style-type: none"> ↳ Manage property & lease of the saleyard long term lease: 100% | <p>Lease continuing. No complaints received from lessee.</p> | <p>75 / 100%</p> |
| <ul style="list-style-type: none"> ↳ Continue Saleyard capital works upgrades: 100% | <p>No capital works undertaken this quarter</p> | <p>75 / 100%</p> |
| <ul style="list-style-type: none"> ↳ 3.2.9 Sporting Fields: 100% | | <p>80.06 / 100%</p> |
| <ul style="list-style-type: none"> ↳ 3.2.9 Sporting Fields Key Performance Indicators: 100% | | <p>65.12 / 100%</p> |
| <ul style="list-style-type: none"> ↳ Hectares of sports fields per 1,000 residents: 1.7 Ha to 1.7 Ha | <p>Current sportsfield/structured open space deficit remains. Updates to Council's Sports Field Strategy (occurring 2021) will focus on identifying areas of potential future sports field provision sites. PAC currently negotiating with developer for Depot Rd Sportsfield site as part of Kings Forest subdivision.</p> | <p>1.23 / 1.7 Ha</p> |
| <ul style="list-style-type: none"> ↳ Customer satisfaction level: 90% to 90% | <p>Survey currently out to all Council sports facility user groups. Finalisation of results/Report by end of August 2020.</p> | <p>94 / 90%</p> |
| <ul style="list-style-type: none"> ↳ Annual maintenance cost per ha (excl. buildings, lights and turf wickets): \$6.2k | <p>On track.</p> | <p>1.43k / \$6.2k</p> |
| <ul style="list-style-type: none"> ↳ 3.2.9 Sporting Fields Significant projects/works: 100% | | <p>95 / 100%</p> |

| Goal | Update | Historic C... |
|--|---|----------------|
| → Progress planning for regional sports facilities: 100% | Sport and Active Recreation Strategy - 2022-2032 progressing and will be completed first half of 2023 | 90 / 100% |
| → Kingscliff sports facility – masterplan implementation Stage 1: 100% | Final elements of Stage 1 of the project, including car parking, access road and landscaping, now under construction. Due for completion December 2021. | 95 / 100% |
| → 3.3 Moving Around: 100% | | 87.76 / 100% |
| → 3.3.1 Airfield: 100% | | 80.84 / 100% |
| → 3.3.1 Airfield Key Performance Indicators: 100% | | 66.67 / 100% |
| → Maximum number of days runway is closed for operational matters: 6 Day(s) | No Airfield closures this quarter. | 0 / 6 Day(s) |
| → Number of indirect jobs contributed to the Tweed economy as a result of the airfield: 12 Job(s) to 12 Job(s) | No new Jobs created at the Airfield this Quarter. Currently estimated at 12 EFT jobs. Work underway to review developable area on eastern side of runway. Discussions continuing with new aeronautical business wishing to locate at Murwillumbah Airfield. Established an expression of interest register of interested parties to the new airfield development. | 12 / 12 Job(s) |
| → Proportion of cost met by users / lessees: 100% to 100% | Council continues to implement airfield user fee system. | 100 / 100% |
| → 3.3.1 Airfield Significant projects/works: 100% | | 95 / 100% |
| → Maintain and manage the Airfield: 100% | Airfield maintenance continuing. | 90 / 100% |
| → Review and develop options for new hangars: 100% | Council resolved to proceed with the development of new hangar pads on the eastern side of the runway. Review of works required and engagement of project manager and consulting town planner underway. | 95 / 100% |
| → 3.3.2 Construction Services: 10% | | 10 / 10% |
| → 3.3.2 Construction Services Key Performance Indicators: 10% | | 10 / 10% |
| → Deviation from expected capital works program spend: 10% to 10% | Capital works expenditure is lower than expected due to a number of reasons including reduced spend due to savings on several projects and contracted works; delays due to border restrictions on two key projects situated on the QLD border; COVID related delays to material & construction services; wet weather delays; and developer/landowner related delays. While total expenditure at the end of the financial year is expected to remain below current budget forecasts, significant expenditure is programmed for the last half of the year on a number of large projects such as the Rail Trail, Industry Central Landswap, Lundberg Dr Subdivision, Organics Processing Facility, Clarrie Hall Dam, Fleet purchases and Bitumen & Asphalt reseal roadworks. | 25 / 10% |
| → 3.3.3 Design Services: 100% | | 100 / 100% |
| → 3.3.3 Design Services Key Performance Indicators: 100% | | 100 / 100% |
| → Design services delivered within agreed client time frames (count of overdue projects) 0 Overdue | Time-frames generally being met. Usually any delays can be attributed to scope changes or un planned work being allocated to designers such as grant funded projects. | 0 / 0 Overdue |
| → Design costs as percentage of overall project cost: 15% to 15% | Transferred due to ED Restructure. | 15 / 15% |
| → 3.3.4 Roads, Traffic, Footpaths and Cycleways: 100% | | 70.21 / 100% |
| → 3.3.4 Roads, Traffic, Footpaths and Cycleways Key Performance Indicators: 100% | | 27.45 / 100% |
| → Length of sealed road resurfaced/resealed: 50 Km | 27km of rural roads resealed July 2021 to December 2021 of total program funded length of 46km | 27 / 50 Km |

| Goal | Update | Historic C... |
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| <ul style="list-style-type: none"> → Length of road renewed or upgraded: 8 Km | <p>Completed road upgrades from July 2021 to December 2021 include:</p> <ul style="list-style-type: none"> - Charles Street, Murwillumbah, north of Reynolds Street; - Pearl Street, Kingscliff, between Seaview Street and Turnock Street; - Pottsville Road, Pottsville, west of Seabreeze Boulevard; - Empire Lane, Tweed Heads; - Enterprise Avenue, Tweed Heads South, at Traders Way; - Traders Way, Tweed Heads South; - Boyds Lane, Dulguigan, from Bethongabel Court to end of road; - Mount Warning Road, Mount Warning, from Kyogle Road to Mount Warning Rainforest Park; - Church Lane, Murwillumbah, east of Bent Street; - Eyles Avenue, Murwillumbah, from Fulford Lane to Hartigan Street; - Mitchell Street, Uki, east of Church Hill; - Kennedy Drive, Tweed Heads, from McDonald Street to Norman Street; - Doon Doon Road, Doon Doon, upgrade and seal opposite property 900 | 4.1 / 8 Km |
| <ul style="list-style-type: none"> → Length of new footpath and cycleway constructed by council: 1.5 Km | The 2021/2022 footpath program has started in design, environmental and planning stages but no actual construction at this stage. | 0 / 1.5 Km |
| <ul style="list-style-type: none"> → Length of footpath and cycleway repaired/replaced: 1 Km | 230 square metres of defective footpath panels repaired or replaced from July 2021 to December 2021 | 0.22 / 1 Km |
| <ul style="list-style-type: none"> → Number of scheduled meetings held with NSW Police, State Agencies and elected representatives to discuss traffic management issues: 10 Meetings | Meeting held July 2021 | 1 / 10 Meetings |
| <ul style="list-style-type: none"> → 3.3.4 Roads, Traffic, Footpaths and Cycleways Projects: 100% | | 59.86 / 100% |
| <ul style="list-style-type: none"> → Tweed Road Contribution Plan review: 100% | A quantity Surveyor has provided a submission for the estimating projects work and is in the process of being accepted. Expected that estimating will be completed by end of December 2021. | 50 / 100% |
| <ul style="list-style-type: none"> → Northern Rivers Rail Trail (Murwillumbah to Crabbes Creek): 100% | The Rail Trail has achieved all of its key pre-construction milestones and is now under construction. | 50 / 100% |
| <ul style="list-style-type: none"> → Apply for and implement projects for Federal and State Road safety/Blackspot grants 0 Applications | Two nominations were submitted for 2021/2022. Road upgrades on Pottsville Road and footpaths for Kingscliff Public School and Kingscliff High School. \$1M Funding for Numinbah Road has already been confirmed for 2021/22. | 0 / 0 Applications |

| Goal | Update | Historic C... |
|---|---|---------------|
| <p>→ Implement footpath works recommended by the Pedestrian Access and Mobility Plan (PAMP): 100%</p> | <p>Pedestrian and Bike Plan development has commenced. The Plan should be completed by the end of 2021 and will set the priorities for future pathways.</p> <p>2020/21 footpath program complete:</p> <ul style="list-style-type: none"> • Monarch Drive, Kingscliff • Machinery Drive loop <p>Queen Street, Fingal was unable to be delivered due to expected delays with cultural and environmental approvals. The project can be considered in future programs.</p> <p>The following footpaths from the PAMP priorities and/or Open Space Strategy have received TfNSW Active Transport funding and will be delivered in the next few months.</p> <ul style="list-style-type: none"> • Western side of Sutherland Street between Moss Street and Seaview Street, Kingscliff • Missing links on the western side of Marine Parade, Kingscliff • Missing links on Kyogle Road between the town centre and sports field • Missing link on the western side of Frances Street, Tweed Head. Complete • Missing links on Dry Dock Road, Tweed Heads South, between Sunshine Avenue and Fraser Drive. In progress • Missing link on Coolman Street, Tyalgum, between the hall and school • Rivendell Drive, Tweed Heads South from Minjungbal Drive to Service for NSW | 75 / 100% |
| <p>→ Implement actions coming from the Tweed Heads, Murwillumbah and Kingscliff CBD Car Parking Study: 100%</p> | <p>Report on parking requirements for small business completed. Parking incentives in Murwillumbah extended by 12 months.</p> | 30 / 100% |
| <p>→ Review Tweed Bike Plan (subject to grant funding): 100%</p> | <p>Bitzios consulting have been engaged to develop the Pedestrian and Bike Plan. Project has commenced.</p> | 14 / 100% |
| <p>→ 3.3.4.A Rehabilitation (i.e. returns the road to an "as new" state, the capacity of the road does not change): 100%</p> | | 87.02 / 100% |
| <p>→ Eungella - Hidden Valley Rd: 100%</p> | <p>Project complete.</p> | 100 / 100% |
| <p>→ Eungella - Tyalgum Rd: 100%</p> | <p>Project complete.</p> | 100 / 100% |
| <p>→ Eviron - Eviron Rd: 100%</p> | <p>Project Complete.</p> | 100 / 100% |
| <p>→ Murwillumbah - Byangum Rd: 100%</p> | <p>Project complete.</p> | 100 / 100% |
| <p>→ Murwillumbah - Charles St: 100%</p> | <p>Project complete.</p> | 100 / 100% |
| <p>→ Murwillumbah - George St: 100%</p> | <p>Project complete.</p> | 100 / 100% |
| <p>→ Tweed Heads - Frances St: 100%</p> | <p>Project may be deferred to 22/23 financial year due to ongoing adjacent development.</p> | 0 / 100% |
| <p>→ Tweed Heads Sth - Acacia St: 100%</p> | <p>Project complete.</p> | 100 / 100% |
| <p>→ Tweed Heads Sth - James Rd: 100%</p> | <p>Project complete.</p> | 100 / 100% |
| <p>→ Tyalgum - Brays Creek Rd: 100%</p> | <p>Project complete.</p> | 100 / 100% |
| <p>→ Banora Point - Leisure Dr. - Woodlands Dr to Fraser Dr.: 100%</p> | <p>Project complete.</p> | 100 / 100% |

| Goal | Update | Historic C... |
|---|---|---------------|
| → Cabarita Beach - Tweed Coast Rd: 100% | Project Complete | 100 / 100% |
| → Carool - Glengarrie Rd: 100% | Project complete. | 100 / 100% |
| → Cobaki - Cobaki Rd: 100% | Project complete. | 100 / 100% |
| → Kingscliff - Pearl St: 100% | Project 99% complete with some minor ancillary works remaining. | 99 / 100% |
| → Kingscliff - Rob Roy Cres: 100% | Project complete. | 100 / 100% |
| → Murwillumbah - Byangum Rd: 100% | Construction progressing and is due for completion late March 2022. | 60 / 100% |
| → Pottsville - Buckingham Dr: 100% | Project complete. | 100 / 100% |
| → Pottsville - Edward Ave: 100% | Project complete. | 100 / 100% |
| → Pottsville - Pottsville Rd: 100% | Project Complete. | 100 / 100% |
| → South Murwillumbah - Lundberg Dr: 100% | Project Complete. | 100 / 100% |
| → Stokers Siding - Smiths Creek Rd: 100% | Project complete. | 100 / 100% |
| → Tweed Heads - Empire Ln: 100% | Project complete | 100 / 100% |
| → Tweed Heads Sth - Enterprise Ave: 100% | Project complete. | 100 / 100% |
| → Tweed Heads Sth - Traders Wy: 100% | Project complete. | 100 / 100% |
| → Tweed Heads West - Scenic Dr: 100% | Project complete. | 100 / 100% |
| → Tweed Heads West - Gollan Dr: 100% | Project Complete. | 100 / 100% |
| → Urliup - Urliup Rd: 100% | Project complete. | 100 / 100% |
| → Urliup - Urliup Rd - House #1330 to Dulguigan Rd: 100% | Project complete. | 100 / 100% |
| → Cabarita Beach - Tweed Coast Road: 100% | Project scheduled for construction starting March 2022. | 0 / 100% |
| → Dulguigan - Boyds Lane: 100% | Project Complete. | 100 / 100% |
| → Mount Warning - Mount Warning Road - 50m from Kyogle Road to Tweed River bridge: 100% | Project Complete. | 100 / 100% |
| → Mount Warning - Mount Warning Road - Past first causeway to second causeway: 100% | Project Complete. | 100 / 100% |
| → Murwillumbah - Brisbane Street - King Street to Wollumbin Street: 100% | Project scheduled to commence construction in March 2022. | 0 / 100% |
| → Murwillumbah - Church Lane: 100% | Project complete. | 100 / 100% |
| → Murwillumbah - Eyles Lane: 100% | Project complete. | 100 / 100% |
| → Murwillumbah - Hall Drive - House No. 49 to Linden Court: 100% | Project complete. | 100 / 100% |

| Goal | Update | Historic C... |
|---|---|---------------|
| → Murwillumbah - Hall Drive - Linden Court to past Kendon Avenue: 100% | Project complete. | 100 / 100% |
| → Murwillumbah - North Arm Road - Tree Street to Park Avenue): 100% | Project ready to start construction in March 2022. | 0 / 100% |
| → Murwillumbah - North Arm Road - Park Avenue to Golden Links Drive: 100% | Project ready to start construction in March 2022. | 0 / 100% |
| → Murwillumbah - Tombonda Road: 100% | Project scheduled for completion late January 2022. | 80 / 100% |
| → South Murwillumbah - Quarry Road: 100% | Project rescheduled to start construction in late April 2022. | 0 / 100% |
| → Stokers Siding - Stokers Road: 100% | Design commenced. Project scheduled to start construction in May 2022. | 0 / 100% |
| → Tweed Heads - Second Avenue: 100% | Project scheduled to start construction in April 2022. | 0 / 100% |
| → Tweed Heads South - Heffron Street: 100% | Early construction works commenced. Project due for completion late March 2022. | 5 / 100% |
| → Tweed Heads South - Kirkwood Road: 100% | Project scheduled to start construction in March 2022. | 0 / 100% |
| → Tweed Heads South - Oxley St: 100% | Project rescheduled to commence in March 2022. | 0 / 100% |
| → Tweed Heads West - Wyuna Road: 100% | Early constructions works have started. Project due for completion late March 2022. | 10 / 100% |
| → Uki - Mitchell Street: 100% | Project complete. | 100 / 100% |
| → 3.3.4.B Upgrading program (adds to the road so as to increase its capacity): 100% | | 84.13 / 100% |
| → Murwillumbah - Dorothy St: 100% | Project complete. | 100 / 100% |
| → Murwillumbah - Mooball St: 100% | Project complete. | 100 / 100% |
| → South Murwillumbah - McMillan St: 100% | Project complete. | 100 / 100% |
| → Tweed Heads - Adelaide St: 100% | Project complete. | 100 / 100% |
| → Kunghur - Kyogle Road - Mebbin Springs Intersection: 100% | Project complete. | 100 / 100% |
| → South Murwillumbah - Alma St: 100% | Project completed. | 100 / 100% |
| → Mount Warning - Mount Warning Rd: 100% | Project complete. | 100 / 100% |
| → Fingal Head - Bambery Street: 100% | Project delayed due to cultural heritage investigations. Project most likely will be deferred to 2022/2023 FY year. | 0 / 100% |
| → Hastings Point - Creek Street: 100% | Construction in progress. Due for completion in March 2022. | 30 / 100% |
| → Murwillumbah - Florin Lane: 100% | Construction scheduled to commence February 2022. | 0 / 100% |
| → Tweed Heads South - Fraser Drive: 100% | 2 year project. Design started. Scheduled to commence construction in May 2022. | 5 / 100% |
| → 3.3.4.C Roads to Recovery Program: 100% | | 84.44 / 100% |
| → Murwillumbah - Nullum Street: 100% | Project complete. | 100 / 100% |

| Goal | Update | Historic C... |
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| → Bilambil Heights - Scenic Drive: 100% | Project scheduled for June 2021. | 100 / 100% |
| → Numinbah - Numinbah Road - #2384 to Qld Border: 100% | Project complete. | 100 / 100% |
| → Stokers Siding - Tweed Valley Way: 100% | Project Complete | 100 / 100% |
| → Tumbulgum - Tweed Valley Way: 100% | Project complete | 100 / 100% |
| → Crystal Creek - Numinbah Road - Rmb 918 RHS to before corner: 100% | Design currently in progress. Construction works will be brought forward to Feb 2022 if possible. | 5 / 100% |
| → Crystal Creek - Numinbah Road - After corner to before Upper Crystal Creek Rd: 100% | Design currently in progress. Construction works will be brought forward to Feb 2022 if possible. | 5 / 100% |
| → Tumbulgum - Tweed Valley Way - Past Riverside Drive to before Leddays Creek Road: 100% | Project on schedule to commence late January 2022. | 10 / 100% |
| → 3.3.4.D Bridges: 100% | | 53.33 / 100% |
| → Crystal Creek - Korn's Bridge: 100% | RMS Project that is currently not funded and unlikely to proceed. | 0 / 100% |
| → Cobaki - Cobaki Rd: 100% | Project Complete | 100 / 100% |
| → Upper Burringbar - Ophir Glen Road: 100% | Works on schedule to commence mid January 2022. | 10 / 100% |
| → Casuarina - Casuarina Way boardwalk: 100% | Project progressing on schedule. Design and Supply contract is at tender stage. | 10 / 100% |
| → 3.3.4.E Footpaths: 100% | | 95.25 / 100% |
| → Tweed Heads South - Machinery Drive: 100% | Project complete. | 100 / 100% |
| → Fingal - Queen St: 100% | Environmental assessment done. Advised to find another location for footpath construction. Currently considering Frances Street and Beryl Street, Tweed Heads. | 5 / 100% |
| → Kingscliff - Monarch Dr: 100% | Footpath completed Nov 2020. | 100 / 100% |
| DP4. Behind the scenes - Providing support to make it happen | | On Track |
| → 4.1 Assurance: 100% | | 87.08 / 100% |
| → 4.1.1 Governance: 100% | | 80 / 100% |
| → 4.1.1 Governance Key Performance Indicators: 100% | | 73.33 / 100% |
| → Meet records management storage standards: 100% to 100% | Records management storage for the quarter is in accordance with the standards. | 100 / 100% |
| → Respond to information requests within required timeframes: 100% to 100% | Information requests for the quarter have been responded to with the required timeframes. | 100 / 100% |
| → Number of public liability/professional indemnity insurance claims resulting in payments above excess: 5 Payment | 9 active cases being currently managed of which one has been received during the reporting period of 21/22. | 1 / 5 Payment |
| → 4.1.1 Governance Significant projects/works: 100% | | 86.67 / 100% |
| → Review of delegations: 1 Review | Delegations and Appointments are being reviewed through a staged process with the high risk units being reviewed first. To date this has resulted in the review of the Rangers, Development Assessment and Compliance and Building and Environmental Health Units. During this process, it has also been identified that the current format of Council's appointed and authorised officers identification cards are not fully compliant. This has resulted in a review of this process. | 0.9 / 1 Review |

| Goal | Update | Historic C... |
|--|---|-------------------|
| → Business Continuity Management: 100% | BIA Stage 1 complete. BIA Stage 2 - working with critical service owners, has commenced along with drafting of TSC Business Continuity Plan. | 50 / 100% |
| → Enterprise Risk Management Policy and Protocol adoption and implementation: 100% | Adopted by ERMC and Council. | 100 / 100% |
| → Annual Insurance Renewals: 5 Completions | Annual Insurance renewals for 2021-22 complete. | 4 / 5 Completions |
| → Embedding Enterprise Risk Management: 2 Completions | Enterprise Risk and Emergency Management Officer appointed. Enterprise Risk Management Committee established and meets, at least, quarterly. Enterprise Risk Management Policy and Protocol adopted. Enterprise Risk Assessment training completed for key staff. Enterprise Risk Register reviewed and refreshed. | 2 / 2 Completions |
| → 4.1.2 Internal Audit: 100% | | 81.25 / 100% |
| → 4.1.2 Internal Audit Key Performance Indicators: 100% | | 62.5 / 100% |
| → Completion of Internal Audit Operation Plan: 90% | The Procurement Compliance: Standing orders and the Asbestos Management Audit have been completed. They both required additional hours to complete the audits as there were significant deficiencies that were not planned. Quarter 2 audits, Payroll, and Credits have commenced with Payroll is at the end of the testing phase, while credit cards are just starting. The increased hours on both Quarter 1 audits will see a change in audits being able to be completed by 30 June, and the plan will need to be adjusted to suit. However, the total hours spent on audit projects is tracking accordingly. | 45 / 90% |
| → Number of Audit, Risk and Improvement Committee meetings held: 4 Meetings | Following meetings have been held to date: 21/09/2021 19/10/2021 23/11/2021 | 3 / 4 Meetings |
| → 4.1.2 Internal Audit Significant projects/works: 100% | | 100 / 100% |
| → Assess and implement legislature affecting local government: 100% | The OLG has received submissions from their second iteration in late November 2021. The guidelines are expected to go live by 30 June 2022. TSC has drafted an implementation plan which will be finalised with the final guidelines being released. | 100 / 100% |
| → 4.1.3 Legal Services: 100% | | 100 / 100% |
| → 4.1.3 Legal Services Key Performance Indicators: 100% | | 100 / 100% |
| → Customer satisfaction levels - Establish baseline through survey: 1 Survey | Due to restructure the Design Unit does not exist so this task is not required. | 1 / 1 Survey |
| → Percentage of conveyancing services delivered internally: 100% to 100% | All conveyancing that can be done in house on projects has been undertaken in house. All settlements have to be done externally through the PEXA system that Council does not have access to so this component is always outsourced. | 100 / 100% |
| → Lease/licencing agreements renewed within client time frames: 100% to 100% | Transferred due to ED restructure. | 100 / 100% |
| → 4.2 Support Services: 100% | | 97.78 / 100% |
| → 4.2.1 Fleet Management: 100% | | 100 / 100% |
| → 4.2.1 Fleet Management Key Performance Indicators: 100% | | 100 / 100% |
| → Plant utilisation rate: 75% to 75% | %32 of expected plant hire earned at the first quarter | 117 / 75% |

| Goal | Update | Historic C... |
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| → Council trucks meeting most recent emission standards: 100% to 100% | 100% of all plant and truck purchases meet the current emission standards | 100 / 100% |
| → Renewable energy use at Murwillumbah Depot and workshops: 50% to 50% | 69% Renewable energy use at Murwillumbah Depot workshop and administration offices. | 69 / 50% |
| → 4.2.1 Fleet Management Significant projects/works: 100% | | 100 / 100% |
| → Undertake Business Case Development and Design of New Depot Facility – Industry Central: 50% to 50% | | 50 / 50% |
| → 4.2.2 Human Resources and WHS: 100% | | 91.13 / 100% |
| → 4.2.2 Human Resources and WHS Key Performance Indicators: 100% | | 87 / 100% |
| → Increase participation in health and wellbeing initiatives: 138 Participation(s) | <p>Introduced 'Wellness Matters' program to focus on prevention rather than reaction. the program provides linkages between the various support services to assist staff in their mental wellbeing.</p> <p>Program links:</p> <ul style="list-style-type: none"> • Manager Assist • EAP • Workplace Chaplaincy, and • Peer Support Officers. | 111.78 / 138 Participation(s) |
| → Workers compensation insurance premium (as a percentage of wages cost): 3.5% to 3.5% | <p>This percentage is calculated annually.</p> <p>As at 30 June 2021, the Workers Compensation Insurance premium was \$2,004,705 and wage cost was \$57,570,000.</p> | 3.5 / 3.5% |
| → Staff costs (as a percentage of unrestricted revenue): 50% to 50% | This result is calculated annually. As per the 2020/21 Audited Financial Statements, staff costs were 33.4% of unrestricted revenue. | 33.5 / 50% |
| → Staff satisfaction level results: 75% to 75% | <p>The previous Staff Satisfaction Survey has been closed out and will not be further progressed until the new survey is undertaken in 2022. Spin off projects that are continuing as BAU activities include:</p> <ul style="list-style-type: none"> • the role out of the Great Managers program • implementation of the GO1 learning library • implementation of MS Teams as a collaboration tool | 83 / 75% |
| → 4.2.2 Human Resources and WHS Significant projects/works: 100% | | 95.25 / 100% |

| Goal | Update | Historic C... |
|---|--|---------------------|
| <p>→ Workforce Management Plan / HR Strategy: 100%</p> | <p>Phased 2 of the Council Agreement review process is currently underway with an anticipated completion timeline of late July 2021.</p> <p>Rollout of the Great Managers program is progressing with 3 cohorts completed, 2 having commenced in January and another 2 to commence in July. A master list of organisational positions to be included in the Academy and Springboard rollout programs will be completed this month.</p> <p>Strategic discussions have been held with the Executive Leadership Team in relation to the results of the Local Government Performance Excellence Program 2020. As a result a review is being undertaken across the organisation in relation to positional spans of control.</p> <p>Council's newly developed Family and Domestic Violence Protocol has been launched with information sessions on this significant social issue having been rolled out across the organisation. A purpose built family and domestic violence intranet site has been added to Council's Health and Wellbeing site to facilitate ease of access to information on this topic for any employee seeking assistance or information in relation to these issues.</p> <p>Development of the Phased Retirement Protocol is now complete however launch of the protocol has been delayed to allow for coordination of the launch with the availability of representatives from Active Super (previously Local Government Super) to facilitate presentations for staff approaching retirement age.</p> <p>A comprehensive review has been undertaken of Council's utilisation of labour hire resources, resulting in the rationalisation of long term placements.</p> | <p>90 / 100%</p> |
| <p>→ Workplace Mental Health: 100%</p> | <p>Significant progress has been made against Identified mental health strategies. These include the following:</p> <ul style="list-style-type: none"> • Chaplaincy program in place and being well utilised by employees • Peer support program in place with members having been trained in: <ul style="list-style-type: none"> • EEO • Mental Health First Aid • Family & Domestic Violence Support • Redeveloped performance review system Ed talks implemented and approaching its final cycle in the annual process • Early and proactive support being offered to staff known to be experiencing mental health challenges • Professional Supervision program expanded to include Community Care & Contact Centre employees • Supervisor assist to be launched in the next quarter | <p>95.75 / 100%</p> |
| <p>→ Develop and implement strategy to respond to unreasonable customer conduct: 100%</p> | <p>Program has moved to business as usual with improvements now relating to learnings.</p> | <p>100 / 100%</p> |
| <p>→ 4.2.3 Information Technology: 100%</p> | | <p>100 / 100%</p> |
| <p>→ 4.2.3 Information Technology Key Performance Indicators: 100%</p> | | <p>100 / 100%</p> |
| <p>→ Availability of Council's public information services (web, mobile and mapping): 95% to 95%</p> | <p>There have been no significant unplanned outages of the public facing sites this quarter.</p> | <p>98 / 95%</p> |
| <p>→ 4.2.3 Information Technology Significant projects/works: 100%</p> | | <p>100 / 100%</p> |
| <p>→ Additional Online Services (e.g.149/603 certificates, smartforms): 100%</p> | <p>Project complete.</p> | <p>100 / 100%</p> |
| <p>→ 4.2.4 Procurement Services: 100%</p> | | <p>100 / 100%</p> |
| <p>→ 4.2.4 Procurement Services Key Performance Indicators: 100%</p> | | <p>100 / 100%</p> |
| <p>→ Tender procurement processes that meet legislative and code of conduct requirements: 100% to 100%</p> | <p>Tender processes continue to meet legislative requirements and Council policy.</p> | <p>100 / 100%</p> |
| <p>→ All other procurement processes within adopted policy.: 95% to 95%</p> | <p>99% of staff have completed the Procurement Training module.</p> | <p>95 / 95%</p> |

