

Operational Plan Quarterly Review

Tweed Shire Council

As at 30 June 2022



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 30 June 2022.

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*

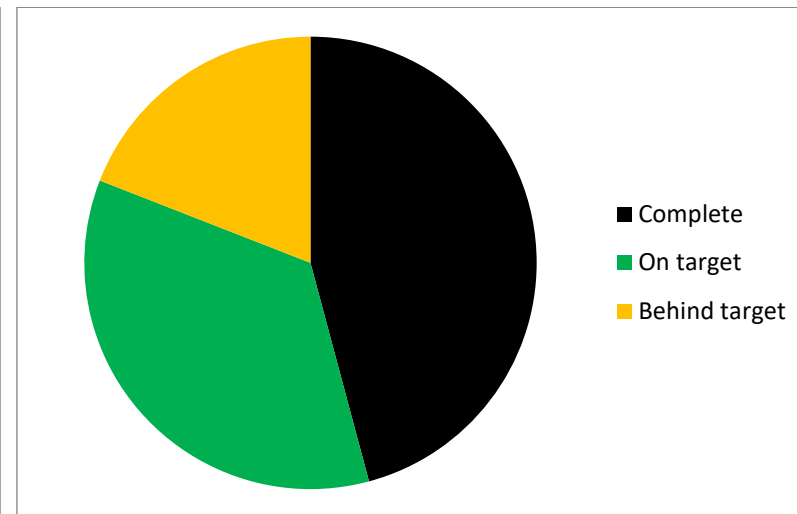
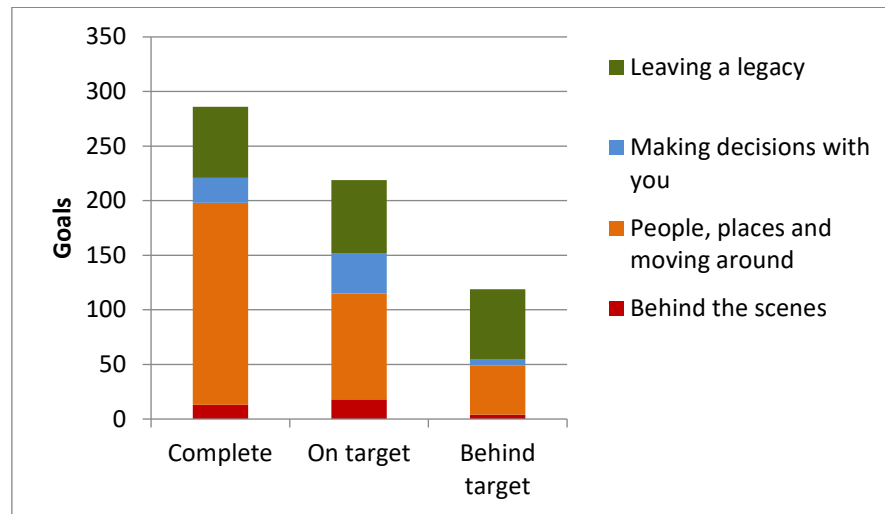
To assess the progress in implementing the Council's 2017/2022 Delivery Program and 2021/2022 Operational Plan, a range of qualitative and quantitative performance measures are being used.



Organisational Performance

Delivery Program Activities

Strategic Priority	Completed		Ahead/On target/Not started		Behind schedule or action required	
	No.	%	No.	%	No.	%
Leaving a legacy	65	33%	67	34%	64	33%
Making decisions with you	23	35%	37	56%	6	9%
People, places and moving around	185	57%	97	30%	45	14%
Behind the scenes	13	37%	18	51%	4	11%
Total	286	46%	219	35%	119	19%



Highlights for the period

Leaving a legacy - Looking out for future Generations

1.1 Natural Resource Management

Residents warned to be on high alert for feral deer

Feral deer are now in the Tweed, posing a serious problem if local populations establish and grow. There have been 50 confirmed sightings of feral deer reported in the Tweed since the Northern Rivers Feral Deer Alert program was launched in May 2021. Six species of feral deer have been introduced in Australia and they are fast becoming one of the nation's most concerning pest animals as they breed quickly and become difficult to manage as populations grow. Council urged local residents, farmers, landholders, bushwalkers and motorists to report any feral deer sightings on FeralScan to help stop populations establishing in the Northern Rivers. Prevent feral deer getting out of control by reporting all sightings at feralscan.org.au/deerscan or phone Local Land Services on 1300 795 299.

For more information visit feraldeeralert.com.au or tweed.nsw.gov.au/deer

Community input to shape the Tweed Conservation Strategy

Council sought community input to develop a new Conservation Strategy which aims to protect the Tweed's status as the highest biodiversity hotspot in NSW and third highest in Australia. Residents were asked to participate in a short 10-minute survey to help develop a new Conservation Strategy that reflects current conservation issues, threats to the environment and positive land management opportunities.

For more information visit yoursaytweed.com.au/conservationstrategy

1.2 Asset Protection

Long-term solution sought for Blacks Drain crossing

Council began investigations into a long-term solution for Blacks Drain at South Murwillumbah to ensure its resilience in the face of future flooding events. The drain washed away in March 2017 and again in February 2022 following the two most significant flooding events in the Tweed's recorded history. Previously, it also washed away in the flood of February 1954. Following the most recent flood, Council immediately established one-lane emergency access at the location on Tweed Valley Way and reinstated water and sewerage services. Focus now turns to finding a more long-term solution to the problem to build flood resilience against this happening again. The permanent works may take up to 2 years to complete.

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

Council advocates for Tweed community post-flood

Council strongly advocated to all levels of government for additional support in the wake of the devastating flood of February 2022 which left a damage bill of an estimated \$80 million on Council infrastructure. Council's wish list included funding for a review of the Murwillumbah CBD Levee and Drainage Study and the recommendations which come from that which are likely to include improved flood pumping systems along with support for greater community and



business preparedness. It also included repair and improvement of the Murwillumbah CBD flood levee and a review of impacts of M1 on flooding. Council also advocated for assistance with the significant cost to repair buildings and infrastructure.

For more information visit tweed.nsw.gov.au/council/news-updates/latest-news/media-releases/1330065-housing-roads-flood-resilience-and-mitigation-top-wish-list

1.3 Utility Services

Community asked for feedback on draft Drought and Water Restrictions Policy

Extreme weather events such as floods and droughts can put our drinking water at risk. Now more than ever we need to improve our strategies and methods to protect our precious water supply. Based on experiences and learnings from the very significant 2019/2020 drought, Council drafted a new Drought and Water Restrictions Policy and sought public feedback in April 2022. The policy set out the best strategies and methods to maintain our water supply during extreme weather events, including restrictions, targets, compliance and enforcement.

For more information visit yoursaytweed.com.au/waterpolicy

Community education campaign to divert food waste from landfill

A new community education campaign to help residents make the most of food and organics recycling was launched in June 2022. The Let's Get Our Scrap Together campaign developed by the NSW EPA will run across the Northern Rivers until October featuring television, radio and social media ads, pop up community events and school waste education programs thanks to a \$52,000 grant.

For more information visit newaste.org.au/scrap



Making decisions with you - We're in this together

2.1 Built Environment

DA Backlog Reduction Program to address state-wide problem

In recognition of the urgent need to reduce development application (DA) times, Council embarked on a concerted program to address the backlog. The DA Backlog Reduction Program is recognition for the need to tackle a state-wide problem. Tweed is not alone when confronted by a high number of undetermined DAs however Council has identified a number of measures which it hopes deliver a more manageable, efficient workload over the next 6-12 months. After consultation with the local development industry, Council endorsed strategies at the 2 June Planning Committee meeting.

For more information visit tweed.nsw.gov.au/da-backlog-reduction-program

Council and Griffith University join forces to offer student traineeship

The Aboriginal and Torres Strait Islander Town Planner Development Program, jointly run by Tweed Shire Council and Griffith University, provides First Nations people with the opportunity to receive financial and career support during their university studies. The program aims to help increase the number of Aboriginal and Torres Strait Islander town planners locally and Australia-wide by serving as a model that other universities and councils could adopt.

For more information, visit tweed.nsw.gov.au/town-planner-program

2.2 Engagement

2.2 Engagement

Residents provide feedback at Tweed hearing of Flood Inquiry

Residents from across the Tweed packed out Tumbulgum Community Hall in April to share their views and experiences following the devastating February and March 2022 floods. Led by Professor Mary O'Kane and Michael Fuller APM, the independent 2022 NSW Flood Inquiry aimed to provide an opportunity for Tweed residents to share their feedback in person.

For more information visit nsw.gov.au/nsw-government/projects-and-initiatives/floodinquiry

Community vision steers Council plan for next decade

Council adopted a 10-year Community Strategic Plan for the Tweed which took effect from 1 July 2022. The plan guides all other Council strategies and plans and sets out the community's vision and goals for the Tweed's long-term future. The plan is the culmination of extensive community engagement over many months and reflects what the community said is important to them. More than 60 local people including representatives from resident and ratepayer groups, business chambers, industry associations and environmental groups joined in a series of Community Conversations to provide feedback on the draft Community Strategic Plan. Council endorsed more than 100 changes to the draft document as a direct result of the submissions we received from the community.

For more information visit tweed.nsw.gov.au/planning-reporting-to-community



Community members sought to join Advisory Committees

Expressions of interest were sought from residents interested in joining one of 6 advisory committees which provide advice and recommendations to Council. Suitably experienced community members are called for and appointed every 4 years, for the term of Council. Due to the delayed local government elections in 2021, this term has been reduced to 2 years and 8 months.

For more information visit tweed.nsw.gov.au/council/councillors-meetings/council-committees



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

3.1 People

Anzac Day

After several years of disruptions to Anzac Day services as a result of the COVID-19 pandemic, the Tweed commemorated the day with services across the Shire on Monday 25 April. Services were held in Burringbar, Cudgen, Kingscliff, Murwillumbah, Pottsville, Tumbulgum, Tweed Heads, Tyalgum and Uki. Ahead of Anzac Day, the Rotary Club of Murwillumbah AM lined both sides of the main bridge into the town with hand-made crochet and knitted poppies to remember those who served in our armed forces, both human (red-coloured poppies) and animal (purple-coloured poppies). In Tweed Heads, the border marker at Boundary Street was illuminated with Anzac Day images from Friday 22 April to Monday 25 April.

For more information visit

tweed.nsw.gov.au/council/news-updates/latest-news/media-releases/1330589-tweed-ready-to-commemorate-anzac-day-2022

Live and Local Tweed micro festival and online workshops

Live and Local Tweed is presented by Tweed Shire Council in partnership with the Live Music Office and APRA AMCOS, supported by Music NSW. To increase music performance opportunities and support audience and sector development, Live and Local Tweed hosted a free micro festival to connect musicians with venues, activate new spaces for performance and showcase local musicians. Venues included Sunnyside Shopping Centre, Keith Murwillumbah, Tweed Regional Museum, Tweed River House, Wollumbin Dreaming, Pulp Fiction and Johnny Franco's. Artists included Blakboi, Phil & Tiley, Jamie Ashforth, Melissa Black, Murray Kyle, JB & the mms quartet, Jerome Williams and One Of Us Is Lying. Live and Local also hosted a virtual workshop *Building Your Brand and Pitching to Press* to help local musicians gain greater exposure and a better understanding of the music industry.

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

3.2 Places

Tweed Regional Museum launches new Ambassador Program

Ahead of a full program of new exhibitions and events planned for coming months, the Museum sought volunteer ambassadors to act as the first point of contact for visitors to the Museum and assist with daily operations.

For more information visit www.museum.tweed.nsw.gov.au

Tweed Regional Gallery and Margaret Olley Art Centre exhibitions and Awards

Two new exhibitions were presented in this period: award-winning exhibition Pattern and Print: Easton Pearson Archive and Animal as Object by artist, Deb Mostert.

In conjunction with the newly established Wollumbin Art Award, Tweed Regional Gallery & Margaret Olley Art Centre announced an art prize for young artists, the Wollumbin Youth Art Award. The biennial Award was open to young artists aged 5 to 18 years living in the Tweed, Byron, Ballina, Kyogle, Scenic Rim shires as well as Lismore and Gold Coast cities.



For more information visit <https://gallery.tweed.nsw.gov.au>

Expressions of Interest for Jack Evans Boat Harbour markets

With recent changes at Jack Evans Boat Harbour markets and the impacts of the recent floods and COVID-19, Council sought to capitalise on the opportunity for markets being held at the location. With planned upgrade works going ahead in the northern precinct of the parkland, applicants were asked to only consider the primary use of the southern precincts within their application.

For more information visit

tweed.nsw.gov.au/council/news-updates/latest-news/media-releases/1330589-tweed-ready-to-commemorate-anzac-day-2022

Community ideas invited for new playground and park facilities

Tweed residents are invited to help design a new playground and park facilities at Recreation Ground, Tweed Heads. The community's input was used to develop a draft concept plan so the park is more welcoming and accessible for everyone to enjoy. The draft Concept Plan will be placed on public exhibition later in the year, so there will be another opportunity to make comment before it is finalised. Construction of the park upgrade is scheduled to commence in late 2022.

For more information visit yoursaytweed.com.au/recreationground.

3.3 Moving Around

Contract awarded to repair Scenic Drive

Council awarded Australian Marine and Civil Pty Ltd the contract to design and construct Scenic Drive landslip and embankment restoration works. Funding for the contract, worth more than \$2.5 million, has been sourced through Disaster Recovery Funding Arrangements (DRFA) with approval from Transport for NSW. It is anticipated that works will be completed by end of March 2023.

For more information visit

tweed.nsw.gov.au/council/news-updates/latest-news/media-releases/1343595-contract-awarded-to-repair-scenic-drive

Post-flood road repairs

Geotechnical experts recommended the partial closure of Beltana Drive, Bilambil due to safety concerns. To ensure the ongoing safety of road users, the road was closed at the landslip site and is not expected to reopen for at least another 12 months. Beltana Road maintains access for residents. Geotechnical investigations also continued into the major landslip at Tyalgum Road, the largest, most complex and expensive road repair job facing Council following the flood. A final report is due to be delivered to Council by August. A tender will then be issued to the market.

For more information visit

tweed.nsw.gov.au/community/roads-transport/roadworks-closures/flood-recovery-works



10 scheduled road projects were completed and 131 were underway in this period

This does not include urgent flood repairs.

For more information visit 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%	4	44%	3	33%
Environmental Sustainability	1	11%	6	67%	2	22%
Sustainable Agriculture	1	13%	6	75%	1	13%
Waterways (Catchment) Management	2	29%	2	29%	3	43%
Floodplain Management	1	14%	2	29%	4	57%
Stormwater Drainage	14	54%	6	23%	6	23%
Rubbish and Recycling Services	1	8%	6	50%	5	42%
Sewerage Services	14	37%	7	18%	17	45%
Tweed Laboratory	0	0%	2	100%	0	0%
Water Supply	17	43%	11	28%	12	30%
Strategic Land-use Planning	10	50%	6	30%	4	20%
Total	65	33%	67	34%	64	33%

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	3	33%	3	33%	3	33%
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%	11	55%	1	5%
Contact Centre	9	60%	5	33%	1	7%
Councillor & Civic Business	0	0%	4	100%	0	0%
Financial Services	0	0%	5	100%	0	0%
Total	23	35%	37	56%	6	9%

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%	3	50%	2	33%
Community and Cultural Development	5	42%	4	33%	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	4	31%	8	62%	1	8%
Events	1	33%	1	33%	1	33%
Life Guard Services	3	43%	4	57%	0	0%
Local Emergency Management	0	0%	3	60%	2	40%
Pest Management	3	60%	1	20%	1	20%
Public Toilets	2	33%	2	33%	2	33%
Tourism	1	25%	0	0%	3	75%
Aquatic Centres	0	0%	2	40%	3	60%
Art Gallery	6	60%	4	40%	0	0%
Auditoria	1	20%	1	20%	3	60%
Holiday Parks	2	33%	2	33%	2	33%
Libraries	4	36%	5	45%	2	18%
Museum	3	30%	3	30%	4	40%
Parks & Gardens	1	20%	4	80%	0	0%
Saleyards	0	0%	2	40%	3	60%
Sporting Fields	1	17%	4	67%	1	17%
Airfield	1	17%	5	83%	0	0%
Construction Services	0	0%	0	0%	1	100%
Design Services	0	0%	1	50%	1	50%
Roads, traffic, footpaths & cycleways	139	80%	26	15%	8	5%
Total	183	57%	97	30%	45	14%

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	3	60%	0	0%	1	20%
Legal Services	1	33%	2	67%	0	0%
Fleet Management	0	0%	4	100%	0	0%
Human Resources & Work Health and Safety	2	29%	4	57%	2	29%
Information Technology	4	80%	1	20%	0	0%
Procurement	0	0%	2	100%	0	0%
Total	13	37%	18	51%	4	11%

● 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%		80.29 / 100%
→ 1.1.1 Biodiversity Management: 100%		75.15 / 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>Thirty-five applications were received under the Biodiversity Grant Program. Funding committed is primarily for ecological restoration works and preparation of habitat restoration plans, including on a number of high conservation value properties. Despite protracted wet weather, nearly all restoration projects are well underway.</p> <p>There are 198 properties registered to the Land for Wildlife Scheme. A number of property assessments await landholder feedback before they can be finalised and 10 expressions of interest are on hand. The program is likely to welcome the 200th landholder in the final quarter.</p> <p>Due to prolonged wet weather, the Department of Industry, Science, Energy and Resources approved a request for an extension to 30 September 2022 to complete the Sustaining the Tweed's Flying Fox Forests project. Despite the wet, primary and/or follow-up restoration work has been carried out across 3.5 hectares of habitat and the project is on track to be completed by the new deadline.</p> <p>An application has been prepared for funding through the NSW Environmental Trust's Flying-Fox Camp Habitat Restoration Program. The intent of the program is to reduce human/flying-fox conflict by being proactive in creating potential roost habitat away from densely populated areas. The proposed project will involve the planting of grey-headed flying-fox habitat on private land on the Rous River and will combine habitat creation and restoration, monitoring and annual community engagement activities. Additional benefits will include enhanced water quality, river bank stability and flood resilience. The project is to be delivered as a joint project of the biodiversity and waterways programs. Eligibility for this program was by invitation only; Tweed was one of seven priority Councils invited to prepare an application under this non-competitive funding stream.</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. KPI recommended to be discontinued under upcoming CSP and delivery program.	45 / 20 Species

Goal	Update	Historic C...
<p>→ Percentage of Tweed Coast Comprehensive Koala Plan of Management actions complete or on track: 75% to 75%</p>	<p>The following update is provided for the period July 2021 - June 2022.</p> <ul style="list-style-type: none"> • The Tweed Coast Koala Research Hub at Pottsville is now fully operational and since opening its doors in February 2021, 47 koalas have used the facility for a total of 1125 overnight stays. All koalas released have been vaccinated with either a single or double shot vaccine. The food tree plantation is doing very well and is expected to be in full production by spring/summer. The facility was not impacted by the recent floods, other than restricted access for 3 days. Koalas had been moved from the facility prior to the event and were moved back in within a week. The facility was selected as a finalist in the Local Government New South Wales Excellence in the Environment Awards for 2021. • \$115,000 has been provided by the NSW DPE for koala habitat restoration works in the current financial year. The funding will extend existing works and provide additional maintenance at eight sites (19 ha total area) at Pottsville, Sleepy Hollow, Duranbah, Upper Duroby, Urliup and Bilambil. A recent planting at Bilambil has held up really well through flooding (15% loss, slightly higher than usual 5%). The planting site at Cudgen Nature Reserve (Johannsen's) has been inspected, revealing some significant repairs required to the access tracks before works can continue. • 5.3 hectares (2515 habitat plants including mid and understorey) of koala habitat has been planted in maintained. Site access, preparation and planting works have also commenced at Cudgen Nature Reserve (Johansenn's), West Pottsville, Duranbah and Bilambil/Terranora.. 4.5 hectares of current and previous planted habitat regeneration sites have also been maintained during this period. The wet season has also limited site preparation work for the 2022 autumn planting season. • The 2021 Tweed Coast koala activity assessment has been completed. Koala activity on the Tweed Coast appears to remain stable, though further analysis is required to confirm the preliminary assessment. The results were presented to council at a workshop in June. • Council officers have made a significant contribution to the establishment of regional koala conservation, recovery and rehabilitation programs. These programs are now being supported by the state government through the NSW Koala Strategy. The support being provided includes employment of regional staff to support councils implementing KPOMs, development of a regional koala conservation strategy and funding for koala conservation and recovery actions. Council have also assisted with the development of a koala habitat restoration database for all NSW habitat restoration projects which is now live. • 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. 	85 / 75%
<p>→ Customer satisfaction rating: 80% to 80%</p>	<p>No further update for the current reporting period. KPI recommended to be discontinued in upcoming CSP and delivery program.</p>	90 / 80%
<p>→ 1.1.1 Biodiversity Management Significant projects/works: 100%</p>		50.29 / 100%
<p>→ Ongoing creation of additional koala habitat on private and public land toward the KPOM target of 200 hectares: 20 Ha</p>	<p>5.3 hectares (2515 habitat plants including mid and understorey) of koala habitat has been planted (January to June) and over 21 hectares of current and previous habitat regeneration sites have been maintained over 12 months to June. Council has 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
<p>→ Update mapping of vegetation communities: 100%</p>	<p>No further update on this action for the reporting period. Remains subject to identifying budget to complete, assessment of the value of recently released state-wide vegetation mapping and finalisation of the Tweed Coast E-Zone review.</p>	10 / 100%
<p>→ Review of Environmental Zones: 100%</p>	<p>Preliminary exhibition delayed due to postponement of local government elections. Information and supporting materials prepared for the exhibition to be completed in early 2022.</p>	45 / 100%

Goal	Update	Historic C...
→ 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%
→ Prepare a Tweed Shire Biodiversity Strategy: 100%	<p>The following key actions are underway as part of the development of a draft Tweed Conservation Strategy:</p> <ul style="list-style-type: none"> • <i>Community survey</i> - nearly 300 responses submitted to date, the survey is available at Your Say Tweed and closes 27 July 2022. The survey was also promoted and community input received at World Environment Day in Murwillumbah on 17 July 2022 • <i>Consultancy</i> - requests for quote have been issued seeking a suitably skilled and qualified consultant to assist in the consultation, drafting and preparation of supporting materials for the draft strategy • <i>Action plan development</i> - a draft action plan has been prepared detailing the proposed works program for the first 5 years of the draft strategy • <i>Internal consultation</i> - preliminary internal consultation has been undertaken with team members, managers and executive leadership team representatives to discuss the proposed structure and approach to preparation of the strategy. 	30 / 100%
→ Review and update the Tweed Coast Koala Plan of Management: 100%	Project has been identified as a key focus of the Tweed Koala Advisory Committee when reinstated in August 2022.	15 / 100%
→ 1.1.2 Bushland Management: 100%		77.35 / 100%
→ 1.1.2 Bushland Management Key Performance Indicators: 100%		98.03 / 100%
→ Percentage of land management plan actions complete or on track: 75% to 75%	<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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</p>	88 / 75%

	Update	Historic C...
	<p>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".</p> <p>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).</p> <p>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.</p> <p>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.</p> <p>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 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>	
<p>→ Percentage of Asset Protection Zones maintained: 95% to 95%</p>	<p>Asset Protection Zone (APZ) management has been highly constrained due to the ongoing wet weather and major flooding events throughout the reporting period. Many sites are too wet to access for vegetation management and slashing. Additionally, the council slasher was damaged in the flood and so contractors are now required to be sourced for all slashing works. Two key sections of the Koala Beach APZ network require significant vegetation management work to meet current standards. These works have been commenced and will be completed prior to the 2022 fire season.</p>	<p>100 / 95%</p>
<p>→ Cost per hectare of bushland management actions: \$445 to \$445</p>	<p>No further progress on this action for the reporting period.</p>	<p>410 / \$445</p>
<p>→ Change in the extent of Bitou bush in the Tweed Coastal Reserve 0%</p>	<p>The annual bitou bush aerial survey has been completed and the results indicate an overall reduction in the bitou bush cover from 53% in 2019 to 36% in 2021. The results of the aerial survey are used to direct resources for bitou bush control on council land and within the Tweed Coast Regional Crown Reserve. A regional grant application is being prepared to fund bitou bush monitoring and control in the biosecurity zone (Tweed River to Byron Headland) under the Saving our Species Key Threatening Process funding pool.</p>	<p>0 / 0%</p>
<p>→ 1.1.2 Bushland Management Significant projects/works: 100%</p>		<p>56.67 / 100%</p>
<p>→ 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</p>	<p>A request for quotation has been issued seeking an appropriately experienced and qualified consultant to prepare and implement a strategic fire management plan for the bushland reserves at Koala Beach. An operational fire management plan that outlines all hazard reduction actions, priorities, timing and resources across the site has also been requested.</p>	<p>0.4 / 2 Total</p>

Goal	Update	Historic C...
→ Community engagement activities promoting the values of council's Bushland Reserves: 4 Event	Council bushland reserves promoted and community values evaluated as part of the Tweed Conservation Strategy community survey, including through direct engagement at World Environment Day in Murwillumbah on 17th July 2022.	2 / 4 Event
→ 1.1.3 Coastal Management: 100%		71.88 / 100%
→ 1.1.3 Coastal Management Key Performance Indicators: 100%		93.75 / 100%
→ Percentage of Coastal Management Program actions complete or on track: 90%	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. 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.	90 / 90%
→ Median annual condition rating of beach access ways and viewing platforms: 3.5 Rating to 3.5 Rating	Stairs at Casuarina Beach have been refurbished.	3.5 / 3.5 Rating
→ Median annual condition rating of boating and foreshore facilities: 3.5 Rating to 3.5 Rating	Renewal works have been completed at a number of timber wharves, and the pontoon at Foysters Jetty has been replaced. A number of facilities are however still badly damaged following the 2022 flood.	3.5 / 3.5 Rating
→ Number of Dunecare volunteer person hours worked each year: 6k Hours	Tweed DuneCare groups are now operating back at capacity following Covid restrictions. Several hundred native trees have been supplied to groups from the Council nursery from excess stock, all planted on public bushland along the Tweed Coast.	4.5k / 6k Hours
→ 1.1.3 Coastal Management Significant projects/works: 100%		50 / 100%
→ Deliver priority actions from Waterways Infrastructure Asset Management Plan: 100%	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. In most cases this work will commence in the first quarter of 2022.	70 / 100%
→ Develop Tweed Coastline Management Program: 100%	The grant application has been submitted through the NSW Government for the Tweed Coast and Estuaries Coastal Management Program. Notification of the grant is expected in September 2022.	40 / 100%
→ Implement Tweed Coastline Management Program: 100%	The beaches have not recovered since the January storm event and subsequent storms and high swells have further eroded Tweed coast beaches. Several threatened bird species have successfully fledged young.	75 / 100%
→ 1.1.4 Environmental Sustainability: 100%		93.5 / 100%
→ 1.1.4 Environmental Sustainability Key Performance Indicators: 100%		100 / 100%
→ Percentage of Environmental Sustainability Prioritisation Strategy (ESPS) initiatives completed or on track: 75% to 75%	No major updates since the last reporting period.	75 / 75%
→ Annual reduction in Council greenhouse gas emissions (specific target to be set pending Renewable Energy Action Plan completion) 0%	REAP projects are progressing to reduce Council's grid electricity use, costs and associated greenhouse gas emissions. Renewable Energy Credits will be purchased to make up the shortfall between Council's electricity-related carbon footprint, and Council's target to reduce its electricity-related emissions by 25% since 2017.	6 / 0%
→ Percentage of Renewable Energy Action Plan initiatives completed or on track: 100%	The most significant progress made since the last update is the awarding of a contract to design, supply and install a 604kW ground mounted solar system at Banora Point Wastewater Treatment Plant.	100 / 100%

Goal	Update	Historic C...
→ Total attendance at sustainability program engagement events: 650 People	More than 100 people visited Council's stall at World Environment Day, with considerable interest in ways to reduce electricity costs and homes' associated carbon emissions.	750 / 650 People
→ 1.1.4 Environmental Sustainability Significant projects/works: 100%		87 / 100%
→ Facilitate energy efficiency projects and renewable energy installations at Council facilities in line with the Renewable Energy Action Plan: 20 Total	The most significant progress made since the last update is the awarding of a contract to design, supply and install a 604kW ground mounted solar system at Banora Point Wastewater Treatment Plant.	17 / 20 Total
→ Tweed 'Living for the Future' Home Expo: 100%	Potential contractors have received and responded to scopes of work to engage an event coordinator, environmental education and behaviour change experts to deliver the 'Climate Ready Tweed' home expo/sustainable living fest in November 2022. Preferred supplier recommendations are being developed in consultation with partner agencies.	50 / 100%
→ Community engagement activities about energy and climate change: 4 Total	Three additional home energy assessments have been completed, providing residents with details about how to improve the performance of their homes' energy use. Another 6 home energy assessment prizes were given away to people who entered the draw at Council's World Environment Day stall. Two Home Energy Savings workshops are scheduled for 3 & 5 August as part of Local Government Week.	4 / 4 Total
→ Climate change adaptation actions implemented consistent with the Tweed Climate Change Action Plan: 100%	No major updates to report since April 2022.	100 / 100%
→ 1.1.5 Sustainable Agriculture: 100%		79 / 100%
→ 1.1.5 Sustainable Agriculture Key Performance Indicators: 100%		100 / 100%
→ Farmland area with improved management practice as a result of Council actions: 100 Ha to 100 Ha	An additional 40ha of farmland is under improved management practices this quarter as a result of Council's 2021-2022 Sustainable Agriculture Small Grants program. This includes pasture management practice improvement on 7 beef farms that are participating in the Future Drought Fund project - <i>The grass is greener on the other side</i> . The project involves pasture assessment and feed budgeting to determine optimum stocking rates in combination with improved paddock design to enable rotational grazing leading to improved soil, water and biodiversity outcomes.	292 / 100 Ha
→ Percentage of Tweed Sustainable Agriculture Strategy actions complete or on track: 75% to 75%	No additional Tweed Sustainable Agriculture Strategy actions completed or on track in the fourth quarter of 2021 - 2022. The Tweed Sustainable Agriculture Strategy now serves as a guiding document for the Sustainable Agriculture Program and a separate work plan is developed each year to align with organisational priorities and funding commitments.	80 / 75%
→ Proportion of rural landholder attendees at sustainable agriculture events for the first time: 25%	Two field days were held in the fourth quarter of 2021-2022 with 31 of the 73 participants attending a Sustainable Agriculture Program event for the first time.	39 / 25%
→ 1.1.5 Sustainable Agriculture Significant projects/works: 100%		58 / 100%
→ Education and engagement workshop and field day series: 4 Total	Two field days were held in the fourth quarter of 2021-2022. A final workshop summarising the outcomes of the National Landcare Program-funded Soil Improvement Project - <i>Growing sustainable farms from the ground up</i> , was held at Cudgen on 30 May 2022. The workshop was attended by 38 people and reviewed the outcomes of a project that worked with five vegetable growers to overcome soil health constraints using biological farming methods. A project report and video are available on Council's Agriculture & Farming web page. The second field day was held at Bray Creek on 6 June 2022 and reviewed the outcomes of a Tweed Landcare and Council collaborative project to trial the Soilkee renovator as a method for establishing multi-species pastures on beef farms. The project investigated the potential to generate carbon credits using a soil carbon methodology whilst filling the winter feed gap in grazing systems. The day was attended by 35 people.	10 / 4 Total
→ Assist landholders to vegetate agricultural drains and waterways: 10 Total	One riparian revegetation project was conducted in the fourth quarter of 2021-2022 on farmland at Duranbah with support from Council's Sustainable Agriculture Small Grants Program.	9 / 10 Total
→ Acid Sulphate Soil hotspot identification and remediation: 2 Total	No activities conducted in the fourth quarter of 2021 - 2022.	0 / 2 Total

Goal	Update	Historic C...
→ Hold a food forum to showcase local agriculture and food opportunities: 1 Total	No Food Forum or plans to conduct such a Forum in the fourth quarter of 2021-2022.	0 / 1 Total
→ 1.1.6 Waterways (Catchment) Management: 100%		84.84 / 100%
→ 1.1.6 Waterways (Catchment) Management Key Performance Indicators: 100%		87.67 / 100%
→ Kilometres of riverbank restoration: 5 Km	Bank stabilisation work on 400m of the Tweed River in Murwillumbah is complete. A \$200,000 grant has been received from the NSW Government to undertake priority river bank erosion stabilisation works at Byangum. This work is currently being designed, and is intended to commence in late 2022.	4.5 / 5 Km
→ Compliance with NSW Government key water quality standards and objectives: 75% to 75%	While water quality monitoring continues, there has not been a data analysis and summary completed since 2021. There is little doubt that water quality in the Tweed River will have declined in 2022, following the years constant heavy rain, and the flood. Anecdotally, the Tweed River has shown greater turbidity since the flood. This is logical given that there are countless minor and many major landslips in the catchment, constantly contributing muddy runoff. In early 2023 water quality data analysis will commence, and a water quality compliance summary will be released for the period 2021-2022.	64 / 75%
→ 1.1.6 Waterways (Catchment) Management Significant projects/works: 100%		82 / 100%
→ River Health Grants Program implementation: 100%	There is high demand for Council support through the river health grants program following the 2022 flood. The current focus of works is the mid-Tweed River reach between Byangum and Uki. Staff are awaiting the outcome of an investigation and design process before committing funds to river rehabilitation projects in this calendar year.	70 / 100%
→ Deliver actions from Tweed Estuary Management Plan: 10%	Implementation of projects from the Tweed River Coastal Management Program has been constrained during the first half of 2022, as resources are directed toward flood recovery, and other priority Waterways Program initiatives. A highlight project for the Tweed Estuary during the period has been the completion of erosion stabilisation works along a 400m reach of the river bank in Murwillumbah. This has included the installation of features to enhance fish habitat, as well as stock fencing and planting approximately 100 trees.	4 / 10%
→ Annual production and distribution of a Tweed catchment water quality report: 1 Total	Work has not commenced on a water quality report card for 2022. This year, rather than releasing the annual water quality report card in December, its is proposed to release it in the first quarter of 2023.	1 / 1 Total
→ 1.2 Asset Protection: 100%		68.43 / 100%
→ 1.2.1 Floodplain Management: 100%		56.8 / 100%
→ 1.2.1 Floodplain Management Key Performance Indicators: 100%		50 / 100%
→ 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%

Goal	Update	Historic C...
→ 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%		80.05 / 100%
→ 1.2.2 Stormwater Drainage Key Performance Indicators: 100%		90.67 / 100%
→ Proportion of stormwater network inspected 2018/19: 25%	No update this quarter	25 / 25%
→ Volume of rubbish collected and removed from the stormwater system: 200 m3	431 m3 of material removed from stormwater gross pollutant traps in period July 2021 to March 2022	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 February 2023 commencement; - Quarry Road programmed for September 2022 commencement; - Elizabeth Street programmed for January 2023 commencement;	72 / 100%
→ 1.2.2 Stormwater Drainage Significant projects/works: 100%		69.43 / 100%
→ Complete stormwater network asset surveys: 100%	No progress this quarter	40 / 100%
→ Undertake condition surveys of stormwater pipes and pits: 50%	No progress this quarter	27.5 / 50%
→ Develop and prioritise a forward works program for stormwater asset repairs and replacement based on condition survey results: 50%	No progress this quarter	21 / 50%
→ Bogangar - Tamarind Ave - Through property #74: 100%	Purchase of 74 Tamarind Avenue completed. Works scheduled to commence September 2022	10 / 100%
→ Burringbar - Greenvale Crt: 100%	Project complete.	100 / 100%

Goal	Update	Historic C...
→ 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%	Approvals nearing completion. Works scheduled to commence August 2022	10 / 100%
→ Bogangar - Tamarind Ave - At property #74: 100%	Purchase of 74 Tamarind Avenue completed. Works scheduled to commence September 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%	Approvals nearing completion. Works scheduled to commence January 2023	10 / 100%
→ South Murwillumbah - Quarry Road - Opposite property 20: 100%	Works scheduled to commence September 2022	10 / 100%
→ Tweed Heads - Angela St - Thomson St: 100%	Works scheduled to commence February 2023	10 / 100%
→ 1.3 Utility Services: 100%		79.1 / 100%
→ 1.3.1 Rubbish and Recycling Services: 100%		49.7 / 100%
→ 1.3.1 Rubbish and Recycling Services Key Performance Indicators: 100%		67.4 / 100%
→ Percentage of Domestic Waste (Red, Yellow and Green bins) diverted from landfill: 60% to 63%	<p>The domestic diversion rate for red and yellow bins collected from household is at 56.8%. This is below the target of 61% however this diversion does not include the diversion of containers through the container deposit scheme, where an additional 2,100 tonnes have been diverted. When we include this tonnage the diversion rate is approximately 61%.</p> <p>The diversion of recycling was also impacted during the recent floods with the recycling processing facility flooded and out of service for three weeks, with all recycling materials dumped due to high levels of contamination.</p>	61.71 / 63%
→ Diversion from landfill of all waste received at the tip: 55% to 60%	<p>During the recent floods Council received over 18,000 tonnes of flood waste and 1,500 tonnes of asbestos with all of this material placed into landfill. We also diverted 30,000 cubic metres of fill to the future Eviron Landfill Site for processing for reuse. The rate rate of diversion through the landfill was significantly impacted because of the flood, falling to 42.8%. If we consider that the soil material will be diverted and reused this rate climbs significantly, however we have not weighed or reused this material as yet.</p> <p>Rehabilitation works on the Stotts Creek Sit will use a considerable amount of this soil material in the coming year.</p>	55 / 60%
→ Household organics collected for reuse (average kg per household per year): 300 Kg	The average diversion rate per service 2021/22 was 530kg which was significantly above our target of 300kg per service.	300 / 300 Kg
→ Household recycling product collected for reuse (average kg per household per year): 270 Kg	The average rate for recycling services in 2021/22 was 216 kg per service. This does not include the containers diverted into the container deposit scheme which in the same period was 2,100 tonnes. If these are included in the calculations for the bins the rate comes up to 271 kg which is right on target.	216 / 270 Kg
→ Compliance with environmental standards for tip sites: 99% to 99%	Council has complied with the environmental standards at the Stotts Creek Resource Recovery Centre at the target level of above 99%.	99 / 99%

Goal	Update	Historic C...
↳ 1.3.1 Rubbish and Recycling Services Significant projects/works: 100%		32 / 100%
↳ Stotts Creek Internal roadworks and traffic management: 100%	Tenders for the masterplan works for the 'front of house' at the SCRRRC close on 29 June 2022. These works include entry road upgrades and the new car park for the tip shop. A program will be provided for when this work will be undertaken in the tender.	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 works have been delayed due to the wet weather and the detection of a spring which is feeding through the base of the cell. Designs for a system to address water under the liner have been provided and these will be implemented in the coming month. the issues will mean the cell will not be complete until at least October.	59 / 100%
↳ Weighbridge and office upgrade: 100%	Design complete. Tenders close for construction works 29 June 2022. Works program will be available after contract awarded.	21 / 100%
↳ Transfer Station Infrastructure: 100%	A contract for the design of the transfer station has been awarded and the works are underway. The construction of the transfer station upgrade is not meant to commence until 2024/25. This has been pushed back following a preplanning meeting where it was indicated that we should allow at least twelve months for Development Approval. Design will be completed in 2022, but the DA will be required before work can commence, so the construction will likely commence at the end of 2023. Works are anticipated to take six to eight months once commenced.	2 / 100%
↳ Site office, amenities, parking, shop: 100%	Design complete. Tenders for construction close 29/6/22. Program for construction will be known after award of contract.	21 / 100%
↳ Wetland and leachate pond: 100%	The upgrade of the leachate pond and the wetland and surface water management system is scheduled to commence in 2023/24 with the initial design undertaken in 2023, and the tender for the construction work to be let thereafter. This project is therefore likely to be completed in 2024. In the interim works will be undertaken to ensure the system remains compliant with our licence at the site.	0 / 100%
↳ 1.3.2 Sewerage Services: 100%		81.26 / 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%	46% compliance was achieved for the final quarter. Banora Point wastewater treatment plant had ongoing sample failures due to recontamination in the effluent ponds. Work is ongoing to find a solution to treat the effluent leaving the ponds to meet the EPA standards. All other treatment plants with the exception of Tyalgum and Uki, had sample failures with the continuing wet weather being a contributing factor.	53 / 100%
↳ Total number of sewer service interruptions per year: 108 Total	Interruptions occurred this quarter due to high rainfall in May and Tumbulgums vacuum sewerage system struggled to cope with the volume of water. Residents had to wait for the rainfall and runoff to ease before the system was able to function.	180 / 108 Total
↳ Total number of odour complaints per year: 37 Complaints	9 odour complaints were resolved this quarter. Several were resolved by resealing manholes and maintenance at a sewer pump station. A customer experienced an odour coming through their house drains which was resolved by refilling the floor wastes. These had drained due to an adjoining sewer pipe reline. Complaints were received when a landslide in March at Terranora destroyed a sewer main. The smell dissipated when a bypass was set up.	19 / 37 Complaints
↳ Percent of wastewater recycled: 15% to 15%	Wastewater recycling volumes have decreased due to the high rainfall. Volumes used for irrigation are 43% less than the previous reporting year.	5.7 / 15%
↳ 1.3.2.A Sewerage Services - Mains: 100%		95.2 / 100%

Goal	Update	Historic C...
→ Gravity Mains - Relining: 100%	Relining Program is on track.	76 / 100%
→ Gravity Mains - Upgrade/New: 100%	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. Philp Parade Upgrade (SEW80) – Project completed in July 2020.	100 / 100%
→ Rising Main - Replacement/New/Upgrade: 100%	Lundberg Dv - Currently 95% complete. Currently scheduled for construction January 2023. Inlet Dv - 250mm x 450m - Completed Eunga St - Completed Coast Rd, Casuarina Stage 1 - Completed Divert to Brett St - Completed Beryl St - Completed Kings Forest Stage 1 - Completed Kings Forest Stage 2 - Moved out to 2023 financial year. Design and Approvals completed. Health Infrastructure has awarded a contract for construction for these works within the Cudgen Rd/Tweed Coast Rd intersection upgrade package. Works expected to be completed by the end of 2023. Coast Rd Casuarina Stage 2 - Moved to 2023 financial year. Design and Approvals completed. To be constructed by contractor in conjunction with developers trunk water main construction. Timing dependent on Kings Forest Development. McLeod St SRM - Completed	100 / 100%
→ 1.3.2.B Sewerage Services - Pumping stations: 100%		99 / 100%
→ Pump Station - Mechanical/Electrical/Civil/Generator upgrade: 100%	Martinelli Av SPS 3004 - Mechanical and Electrical upgrade components have been completed. Civil access improvements and storage upgrade design completed and storage vessel being manufactured. Remaining construction works scheduled to be completed in November 2022, delayed due to floods. Project and budget moved accordingly. Leisure Drive East SPS 3019 - completed	96 / 100%
→ Pump Station - Telemetry Upgrades: 100%	Pump Station Project is complete. A list of additional Manhole sites are in the process of being risk assessed for installation and telemetry connectivity / suitability of instrumentation type.	100 / 100%
→ 1.3.2.C Sewerage Services - Treatment: 100%		55.5 / 100%
→ Treatment Plant - Tweed Heads site and Lagoon Remediation - Assessment: 100%	Due to capital works cost deferment for the existing delivery plan this project has been re-forecast to be completed in 2026/27.	Not started
→ Banora Point WWTP 604kW Solar PV System	Contract has been awarded to Energy Aware. Start-up meeting has been completed. Submission to Essential Energy for connection has been submitted. Some equipment has been identified as having long lead time. Expected completion date is December 2022.	Behind
→ Treatment Plant - Plant – Banora Point Blower Replacement: 100%	As of July 6th, notification of 1 month delay for delivery of blowers to site will push the project back. Final commissioning TBC	62 / 100%

Goal	Update	Historic C...
<p>→ Hastings Point WWTP Performance upgrade: 100%</p>	<p>Review of dune effluent disposal system completed. Dune refurbishment works have commenced. Scoping meeting has been completed with Operations representatives. Condition assessment of existing concrete structures required. Additional upgrade option including MBR to be considered. A workshop is now proposed to determine a plan for procurement (including Detailed Design or Design and Construct delivery options). Additional drafting required to complete existing plant drawing set . Target documentation preparation by end of 2022.</p>	<p>12 / 100%</p>
<p>→ Murwillumbah WWTP Capacity Upgrade: 100%</p>	<p>OEH has been engaged to undertake the further modelling be undertaken. The further modelling is to consider extreme dry and extreme wet scenarios and an average condition as determined from historical data. The primary option being considered is 1 x ADWF discharged o the Tweed on the ebb tide, flows to 3 x ADWF will be fully treated and discharged to the Tweed and any residual flow discharged to the Rous. The quality of effluent to be discharged will be the same as present with no further nitrogen reduction required. When the new modelling has been completed WWTP upgrade concepts can be completed and a process chosen. Thereafter a decision on procurement of the upgraded WWTP will be required. It is also noted that the Co-Gen may take more recycled water if the salt issue is addressed. This may influence the technology to be used for the upgrade/augmentation</p>	<p>15 / 100%</p>
<p>→ 1.3.2.D Sewerage Services - Strategies and plans: 100%</p>		<p>66.43 / 100%</p>
<p>→ Overflow Abatement Actions - Update: 100%</p>	<p>SPS parallel pumping investigations and associated network optimisation findings for the Kingscliff sewer catchment, have been submitted to the SOCC, for deliberation by the group and for resolution on findings.</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. 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.</p>	<p>65 / 100%</p>
<p>→ Policies and Procedures - Review - Wastewater: 100%</p>	<p>Up to date as 30/6/2021. Review again for new Council by 30/6/2022.</p>	<p>100 / 100%</p>

Goal	Update	Historic C...
<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 determine viable options has been drafted. The Scope includes the investigation of 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 remains on hold</p>	10 / 100%
<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. Additionally, design can commence to service 6 lots at the very eastern end of Market Parade.</p>	Behind
<p>→ 1.3.2.E Sewerage Services - Information systems: 100%</p>		71.4 / 100%
<p>→ Corporate systems - Improve configuration and management reporting: 100%</p>	<p>The water connection application process in Ci Property & rating is undergoing a complete rebuild. The result will be improved productivity and automation. The current paper-based process will be replaced with a fully electronic process. The new process will be operational by 30 June 2022.</p> <p>The application process for s68 approvals is also being improved and these improvements will also be completed by 30 June 2022.</p> <p>An engineering plans and library register is being developed, with 2 different indexes in the ECM environment being trailed at present. Council staff will provide feedback on the 2 different index options before a preferred option is selected. The new register will improve productivity by bringing plans and references together for easy access by staff, primarily for asset management and systems planning.</p> <p>Work has started on the backflow management project which will ultimately result in a new system for Council's management of Council-owned and private backflow prevention devices. An audit of backflow devices used for containment protection will be conducted. A new iPad survey tool has been developed for this purpose and is currently being tested.</p>	50 / 100%
<p>→ Continued development of field workforce mobile solution: 100%</p>	<p>The field workforce mobile solution is to be used to manage the installation of new and relocation of existing water meters as part of the rebuild of the water connection application process. Information from Ci Property & Rating will be sent electronically to the field using workforce and details collected in the field will be sent back, significantly improving response times and minimising loss of data and paper forms.</p>	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	92 / 100%

Goal	Update	Historic C...
→ Business Systems Other - Improve processes and apply Business Intelligence for improved interrogation and reporting: 100%	Data and reporting requirements are currently being mapped with a view to automating parts of the reporting process.	5 / 100%
→ Investigation of smart metering and intelligent communication networks: 100%	Scoping of the water demand management actions, adopted by Council in March 2021, has been delayed due to the impacts of COVID on staffing levels and competing priorities. Work will now start in August 2022 to scope the water Demand Management Strategy.	15 / 100%
→ 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%
→ Image and photo management - new system implementation SP#16: 100%	ESRI Image Server has been setup. Teresa has been updating the image tags on existing image files. Will work with GIS to move the images to the new environment by 30 June 2022. We'll then setup a proof of concept pilot project for image capturing and tagging using the ESRI mobile solution.	79 / 100%
→ 1.3.3 Tweed Laboratory: 100% to 100%		100 / 100%
↳ 1.3.3 Tweed Laboratory Key Performance Indicators: 100% to 100%		100 / 100%
→ Range of National Association of Testing Authorities (NATA) accredited tests that are available to customers: 150 Total to 149 Total	No change to number of accredited tests. Successful re-accreditation visit for Biology in March.	149.99 / 149 Total
→ Time taken for reporting test results upon receipt of samples: 1 Day(s) to 10 Day(s)	Turnaround improved, well below target of 10 working days.	6.58 / 10 Day(s)
→ 1.3.4 Water Supply: 100%		85.44 / 100%
↳ 1.3.4 Water Supply Key Performance Indicators: 100% to 100%		99.9 / 100%
→ Biological drinking water quality compliance: 100% to 100%	Biological water compliance achieved 100% for the 4th quarter. Compliance for the year is 99.94% within the national health target of 98%.	99.9 / 100%
→ Total number of water quality complaints per year: 111 Total	34 complaints were received during the quarter. The majority were due to dirty water in numerous locations which were resolved by flushing the nearby mains. One third of dirty water complaints were due to a burst trunk main at Chinderah resulting in dirty water at Chinderah, Kingscliff and Banora Point. After a complaint about a chlorine taste the dispenser was removed from the small Rayles lane reservoir supplying the residence.	62 / 111 Total
→ Total number of water service interruptions: 1.32k Properties	There were 32 incidents during causing 483 outages this quarter. 8 incidents were due to emergency repairs for hydrants and valves. The remaining incidents were caused by main breaks with 7 occurring in Murwillumbah.	1.73k / 1.32k Properties
→ Residential water consumption (litres per person per day): 160 L/person to 160 L/person	The annual residential water consumption is 171L/person/day down 4L from the previous quarter as the rain continues and winter begins.	171 / 160 L/person
→ 1.3.4.A Water Supply - Mains: 100%		83.9 / 100%
↳ Consumer Connections - New: 350 Properties	57 properties were connected from April to June.	181 / 350 Properties

Goal	Update	Historic C...
→ Reticulation Mains - new/replacement/upgrade: 100%	<p>Projects completed include - Alma St, Pearl St, Laura St, Ducat St, Tumbulgum Rd, Orient St, Reserve Creek Road, Scenic Dv, Cypress Cres, Charles St and Razorback, Tombonda Rd, Vulcan St, Creek St, Chinderah Bay Drive, Chinderah Bay/Waugh St, Racecourse Rd</p> <p>Others:</p> <p>Elanora Ave - Construction moved to 2023 financial year. Currently in construction, floods delayed commencement of project until July 2022.</p> <p>Golden Links Dv - Construction moved to 2023 FY. Contract has been awarded for construction for completion by Nov 2022.</p> <p>Mimosa Ave - Construction moved to 2023 FY. Tender review and award underway, for completion by contractor by Dec 2022.</p>	100 / 100%
→ 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%	<p>There are no pump station flow meters programed for completion by 30 June 2022.</p> <p>The Marana Flowmeter will now be incorporated in to the chlorine booster project at this site scheduled in 2022/23.</p> <p>Other - the Flow Meter at the bypass of PRV24 at Sea Breeze (Pottsville) has now been constructed and will be commissioned shortly.</p>	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%		75 / 100%
→ Treatment Plant - Uki: 100%	<p>Uki water treatment plant upgrade has been awarded grant funding under NSW Safe and Secure Water program.</p> <p>Construction works were completed in December 2020.</p> <p>Trade Waste Approval has now been received. Section 60 approval has been granted.</p> <p>Commissioning and proof of performance testing works are now completed.</p> <p>The new WTP is now fully operational. A 12 month defects period will conclude in April 2022.</p>	100 / 100%
→ Bray Park WTP – Implementation of adopted Modifications for Waste Streams Discharge: 100%	Site works/Physical works are complete, but to complete the project, the waste holding tank at Bray Park WTP needs to be cleaned out. This was delayed due to the floods and wet weather. All going to plan it should be done in May.	50 / 100%
→ 1.3.4.D Water Supply - Strategies and plans: 100%		82.64 / 100%
→ Water Supply Link to SEQ - Feasibility: 100%	<p>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.</p> <p>It is unlikely this project will proceed in the near or medium term and hence can be considered complete.</p>	100 / 100%
→ Strategic Business Plan and actions: 100%	<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>	95 / 100%

Goal	Update	Historic C...
→ 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 Program. 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%
→ Water Strategies - Reviews - Demand Management, Water Supply Augmentation, Drought Management: 100%	<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>	100 / 100%
→ Development standards Review - Water Supply: 100%	No further updates due to resourcing challenges (Supervisor's role vacant and recent parental leave).	70 / 100%
→ Policies and Procedures - Review - Water supply: 100%	<p>Up to date as 30/6/2021.</p> <p>Review again for new Council by 30/6/2022.</p>	100 / 100%
→ Integrated Water Cycle Management Strategy - Review and Update - PRG Items 1, 7, 10, 14, 19	<p>Documents for the revision of the IWCM have been collated and a gap analysis completed. A draft brief for preparation of an IWCM Issues Paper was prepared and reviewed by DPE. Council has responded to DPE input and a new brief was prepared. Tat new brief has now been reviewed by DPE and is close to finalisation.</p> <p>When finalised tenders for the work will be called</p> <p>Work on the demand management strategy will commence in parallel.</p>	Behind

Goal	Update	Historic C...
<p>→ Water Supply Link to City of Gold Coast - Design and Construction - PRG 4</p>	<p>Water Pump Station Building and Civil Works - construction of the building and associated civil and access works completed.</p> <p>Mechanical and Electrical Works – 90% of the required mechanical and electrical works completed (by TSC staff).</p> <p>Pipeline section within TSC – 50% of the required pipeline within TSC boundaries has been installed (by TSC).</p> <p>Pipeline section within QLD - Open tender closed on 8 June 2022, tender review in process. Targeting he August 2022 Council meeting for the report and recommendation to award.</p> <p>Grant Acquired - A Grant Agreement was executed for \$696,500 (+GST). Grant details as below: Reference no: BRFIPV000207 Building Better Regions Fund - Infrastructure Projects Stream - Round 5 Maximum grant funding amount: \$696,500 Grant percentage: Up to 50 per cent of eligible costs Total eligible project expenditure: \$1,393,000</p> <p>The current program and approved budget are for completion and commissioning by early 2023. The project is currently within budget.</p>	On Track
<p>→ Development of additional emergency water supplies concepts: 100%</p>	<p>Hunter H2O are to be re-briefed on Council requirements after internal discussions. Hunter H2O have provided an updated proposal for the further investigations. for the development of a site at Chinderah including advising Council of the planning approval pathway.</p> <p>Council is to discuss the proposal with Hunter H2O and finalise the details of work to complete this project.</p> <p>The planning for the desal sites will proceed but there will be no expenditure on planning approvals of infrastructure at this stage</p>	85 / 100%
<p>→ 1.3.4.E Water Supply - Information Systems: 100%</p>		71.4 / 100%
<p>→ Corporate systems - Improve configuration and management reporting: 100%</p>	<p>The water connection application process in Ci Property & rating is undergoing a complete rebuild. The result will be improved productivity and automation. The current paper-based process will be replaced with a fully electronic process. The new process will be operational by 30 June 2022.</p> <p>The application process for s68 approvals is also being improved and these improvements will also be completed by 30 June 2022.</p> <p>An engineering plans and library register is being developed, with 2 different indexes in the ECM environment being trailed at present. Council staff will provide feedback on the 2 different index options before a preferred option is selected. The new register will improve productivity by bringing plans and references together for easy access by staff, primarily for asset management and systems planning.</p> <p>Work has started on the backflow management project which will ultimately result in a new system for Council's management of Council-owned and private backflow prevention devices. An audit of backflow devices used for containment protection will be conducted. A new iPad survey tool has been developed for this purpose and is currently being tested.</p>	50 / 100%
<p>→ Continued development of field workforce mobile solution: 100%</p>	<p>The field workforce mobile solution is to be used to manage the installation of new and relocation of existing water meters as part of the rebuild of the water connection application process. Information from Ci Property & Rating will be sent electronically to the field using workforce and details collected in the field will be sent back, significantly improving response times and minimising loss of data and paper forms.</p>	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	92 / 100%

Goal	Update	Historic C...
→ Business Systems Other - Improve processes and apply Business Intelligence for improved interrogation and reporting: 100%	Data and reporting requirements are currently being mapped with a view to automating parts of the reporting process.	5 / 100%
→ Investigation of smart metering and intelligent communication networks: 100%	Scoping of the water demand management actions, adopted by Council in March 2021, has been delayed due to the impacts of COVID on staffing levels and competing priorities. Work will now start in August 2022 to scope the water Demand Management Strategy.	15 / 100%
→ 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%
→ Image and photo management - new system implementation SP#16: 100%	ESRI Image Server has been setup. Teresa has been updating the image tags on existing image files. Will work with GIS to move the images to the new environment by 30 June 2022. We'll then setup a proof of concept pilot project for image capturing and tagging using the ESRI mobile solution.	79 / 100%
→ 1.3.4.F Water Supply - Dams & Weirs: 100%		85 / 100%
→ Bray Park Weir - Hinged Barrier - Concept Design and Estimate	GHD has been engaged to prepare concept designs for the hinged barrier at Bray Park Weir. GHD have provided a range of concepts and has addressed the assessment criteria by which the concepts will be assessed. Council has reviewed of the options and, consistent with GHD's recommendations, found that there was no suitable hinged barrier across the whole of the weir option. The reasons for this included issues with sealing the barrier across the whole of he weir length and the ability for the barrier to withstand flood impacts. A report was prepared for Council seeking to investigate the third option proposed by the PRG. That option is a narrowing of the weir and a narrower gate. It is also recommended that a raising of the weir be investigated as a raising was contemplated in the Tweed River Water Sharing Plan. Council as sought a workshop on the matter before moving forward	Behind
→ Clarrie Hall Dam Raising: 100%	The review of the EIS by KBR as been completed. It identified significant shortfalls such as <ul style="list-style-type: none"> • Inadequate assessment of climate change risk • Lack of assessment of viable alternatives • Incorrect species assessment The consultant engagement of ELA for the preparation of the EIS has been terminated due to poor performance. The review provided a costed scope of work to complete the EIS. The estimate to complete the EIS is approximately \$1.3m Eols have been sought from suitable qualified consultants to complete/draft the EIS Lodgement and public exhibition of the EIS for raising Clarrie Hall Dam has been delayed due to contractual issues with ELA, the consultant preparing the EIS. Public exhibition is now not expected until the last quarter of 2022 or 2023 depending of the amount of work required to complete the EIS There remains only two outstanding acquisitions from private land owners.	85 / 100%
→ Bray Park Weir - Protection from Saltwater Inundation: 100%	This preliminary phase of this project was complete in June 2020. Please now refer to the Project Titled "Bray Park Weir - Hinged Barrier - Concept Design and Estimate".	100 / 100%
→ 1.3.4.G Water Supply - Reservoirs: 100%		85.67 / 100%

Goal	Update	Historic C...
→ Reservoirs - Re-chlorination: 100%	<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) • Kingscliff Reservoir (IWW2) <p>Confirmation required (from W&WW Operations) that these sites are still applicable and require re-chlorination. Budget moved to the 2023/2024 financial year</p>	72 / 100%
→ Reservoirs - Removal of Telecommunication Equipment	<p>Approval has been given to a Development Application for the erection of a monopole at Banora Pt. Final design of the monopole is being undertaken. 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 and has submitted a DA for the monopole. The DA is under the consideration of Council</p>	On Track
→ 1.4 Managing Community Growth: 100%		88.09 / 100%
→ 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>	88.09 / 100%
→ 1.4.1 Strategic Land-use Planning Key Performance Indicators: 100%		100 / 100%
→ 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%
→ 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 as 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
→ 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%

Goal	Update	Historic C...
<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% 		76.18 / 100%
<ul style="list-style-type: none"> → 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%
<ul style="list-style-type: none"> → Continue to update e-planning and business systems to adapt to and implement NSW State Government Planning Reforms: 100% 	<p>Work has commenced on the introduction of a new API system to assist in more efficient integration of incoming application documents to Council's systems.</p>	100 / 100%
<ul style="list-style-type: none"> → Murwillumbah Main Street Heritage Program: 100% 	<p>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.</p>	100 / 100%
<ul style="list-style-type: none"> → Voluntary Planning Proposal Policy: 100% 	<p>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.</p>	100 / 100%
<ul style="list-style-type: none"> → Dunloe Park Release Area Planning: 100% 	<p>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.</p>	100 / 100%

Goal	Update	Historic C...
<p>→ Local Growth Management and Housing Strategy: 100%</p>	<p>In mid-2021 work commenced on appointment of consultants to prepare the Strategy; however, due to a range of factors, dominated by the impact of Covid-19 on the availability of consultancy firms, the initial Request for Offers (RFO) to prepare the GMHS was not successful. Key components of work completed include:</p> <ul style="list-style-type: none"> • July 2021 - Advertisement of an Expression of Interest for consultants to prepare the LGMHS. • August 2021: Request for Offer advertised. • October 2021: Submissions for initial Request for Offer received. • November 2021: Evaluation of submissions concluded that none of the offers be accepted. • November 2021: Expressions of Interest for the external Project Reference Group advertised, resulted in the formation of a whole-of-government and key stakeholder group, to be further reported in the next reporting period. • December 2021: Council resolved to proceed with a second round RFO which has led to a substantial improvement in the number and quality of offers received. • May 2022: Preferred tenders appointed and commenced. A major advancement of the project is now expected with a view to project completion in August 2023. 	30 / 100%
<p>→ Tweed Local Growth Management Plan (subject to Council endorsement): 100%</p>	<p>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.</p>	100 / 100%
<p>→ Sustainable Development Program (subject to Council endorsement): 100%</p>	<p>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.</p>	100 / 100%
<p>→ Urban and Employment Land Strategy – Review (subject to Council endorsement): 100%</p>	<p>There has been no Council endorsement to commence this project with this reporting cycle.</p>	100 / 100%
<p>→ Murwillumbah Regional Locality Plan (subject to Council endorsement): 100%</p>	<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%
<p>→ Implementation of Rural Villages actions (subject to Council endorsement): 100%</p>	<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%

Goal	Update	Historic C...
→ 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%
→ Implementation of Rural Land Strategy actions (subject to Council endorsement): 100%	<p>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.</p>	30 / 100%
→ Implementation of Aboriginal cultural heritage management plan: 74.99913%	<p>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.</p>	75 / 74.99913%
DP2. Making decisions with you - We're in this together		Behind
→ 2.1 Built Environment: 100%		89.42 / 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)	<p>In 2021 B&EH determined :</p> <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)	<p>The end of 2021 /2022 financial year saw TSC determine 229 Construction Certificates, and 15 modified Construction Certificates.</p> <p>The average assessment times for these across the year were XX days for a CC and XX days for a modified Construction Certificate. Combined assessment time average for XXX applications is XXX days.</p>	51.45 / 15 Day(s)

Goal	Update	Historic C...
→ 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%
→ Continue to enhance electronic inspection systems (mobility): 100%	The OSSM Program is being reviewed with a 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%	Work has commenced on the introduction of a new API system to assist in more efficient integration of incoming application documents to Council's systems.	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 at 11 July 2022 is 128 days. The operational capacity of both the Development Assessment and Building Units continues to be under significant pressure in recent months as a result of unprecedented levels of applications (currently in excess of 444 undetermined DAs), the workforce disruptions of Covid, the recent flood event, 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 continuing to seek additional funding assistance from the State Government, and with the new Council on funding options to assist in the resourcing of additional staff to address the application back-log. At its meeting of 2 June 2022, Council resolved to support a program of shorter term improvements to Council's DA processing systems.	128 / 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 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. The proponent has recently advised that work is soon to commence on the initial subdivision and earthworks for the initial stages of the Kings Forest site.	100 / 100%

Goal	Update	Historic C...
→ Continue to update e-planning and business systems to adapt to and implement NSW State Government Planning Reforms: 100%	Work has commenced on the introduction of a new API system to assist in more efficient integration of incoming application documents to Council's systems.	100 / 100%
→ 2.1.3 Development Engineering and Subdivision Assessment: 100%		74.17 / 100%
→ 2.1.3 Development Engineering and Subdivision Assessment Key Performance Indicators: 100%		48.33 / 100%
→ Average determination times for Construction Certificates and Subdivision Certificates: 60 Day(s) to 60 Day(s)	Average determination times for Subdivision Works Certificates = 29 and Subdivision Certificates = 25 for the Quarter of 01/04/2022 - 30/06/2022	29 / 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%	Work has commenced on the introduction of a new API system to assist in more efficient integration of incoming application documents to Council's systems.	100 / 100%
→ 2.2 Engagement: 100%		77.39 / 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%	In early 2022 a revised budget was approved by Council following the award of a successful Federal Government grant funding application. The design tenderer was also appointed, and it is anticipated that a DA will be lodged in the second quarter of 2022.	0 / 100%
→ 2.2.2 Communications: 100%		87.68 / 100%
→ 2.2.2 Communications Key Performance Indicators: 100%		89.9 / 100%

Goal	Update	Historic C...
<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 1 July 2022)</p> <p>The total number of subscribers has increased by 4.1% compared to the same time last year – in July 2021 there were 35,083 subscribers and there are now 36,682 subscribers.</p> <p>Considering the Community Emergency Update (almost 2,000 subscribers) was retired in September 2021, this makes the increase an even more significant result.</p> <p>Across the board there has been a solid increase in subscribers for nearly all of the mailing lists; notably for Wild Life (40% increase), Your Say Tweed (22% increase) and Job Alerts (14% increase).</p> <ul style="list-style-type: none"> · Your Say Tweed – 6,177 · Media Releases (Council and Museum) – 2,278 · Media Releases (Art Gallery) – 2,049 · Tweed Link – 3,957 · Job Alerts – 6,615 · Council Business Paper (Agenda and Minutes) – 90 · Arts and Culture Newsletter – 2,384 · Business Newsletter – 1,970 · Environment and Sustainability Newsletter – 2,302 · Tweed Regional Aquatic Centre Newsletter – 2,544 · Museum News – 1,952 · Gallery News – 3,383 · Wild Life – 831 <p>TOTAL: 36,532</p>	<p>37.01k / 40k Total</p>
<p>→ Growth in followers and audience engagement on Council's social media accounts.: 48.5k People to 62.66k People</p>	<p>Social Media Followers - 30 June 2022:</p> <p>Council's social media following continued to grow in the first six months of 2022, with the number of followers increasing from 67,841 fans on 1 January 2022 to 72,603 fans by 30 June 2022. This equated to an increase of 4,762 followers across Council's 10 social media platforms, including its facilities, representing an audience growth of 7%.</p> <p>Total as of 30 June 2021 (Figures in brackets represent half year increase in fans)</p> <ul style="list-style-type: none"> TSC Facebook has 24,773 followers (+2,337) TSC Twitter has 508 followers (+54) TSC Instagram has 4,048 followers (+226) TSC LinkedIn has 5,662 followers (+331) TSC YouTube has 375 subscribers (+66) TRAC Facebook has 2,846 followers (+166) Gallery Facebook has 8075 followers (+293) Gallery Instagram has 15,905 followers (+865) Museum Facebook has 7,848 followers (+342) Museum Instagram has 2,563 followers (+82) 	<p>72.6k / 62.66k People</p>

Goal	Update	Historic C...
<p>→ Number of media releases issued and media activity summary.: 152 Report</p>	<p>Media Performance 1 January – 30 June 2022 Traditional Media performance Council issued 118 media releases between 1 January 2022 and 30 June 2022. These included 56 proactive releases and 62 reactive releases (with the majority of flood releases categorised as reactive). Of these, 7 releases were issued on behalf of the Tweed Regional Gallery, 6 for the Tweed Regional Museum and 3 for the Rail Trail. The record flood of February and March overwhelmingly dominated the media cycle, with 53 releases issued, representing 45% of all media releases for the period. Other media release topics of note included calls for community input on upgrading Recreation Ground at Tweed Heads, aspiring First Nation town planners' scholarship and Australia Day award recipients.</p> <p>Media enquiries: There were 153 media enquiries received for the six months between 1 January 2022 and 30 June 2022. These were understandably dominated by the flood, the subsequent clean-up and recovery process. Hot topics included the industrial Land Swap at Murwillumbah which received national coverage on the ABC and the Today Extra show on the Nine Network, the significant damage to the roads and particularly landslips at Scenic Drive and Tyalgum Road as well as potholes, and questions over dredging the Tweed River. National interviews with the Mayor were facilitated for channels including The Drum (ABC TV), Sunday News (ABC TV), Sunrise (7 Network) and more, with ongoing flood recovery efforts and particularly the voluntary house raising and voluntary house purchase programs of interest. Other topics of interest included opening of the NSW-QLD border after COVID-19 vaccine targets were achieved in January, appointment of the new Council as well as work underway on the Rail Trail. Issues of concern raised by the media included significant delays in DA approvals, Nightcap on Minjungbal development and construction of the pipeline from Kingscliff to the Australia Bay Lobsters facility at Chinderah. In total, Council and its associated facilities generated 2,533 pieces of media coverage (online, TV and radio) for the period. This represented a 6% increase on the same period in 2021 (2,382 pieces of media coverage).</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>	<ul style="list-style-type: none"> • 74 community engagement projects were open for community feedback in the period 1 July 2021 - 1 June 2022 • 30 items were placed on public exhibition, 57 surveys were conducted. • The most popular engagement projects on Your Say Tweed in this period were the Tweed Pedestrian and Bike Plan (456 participants) Public Toilet Strategy (274 participants), Business Flood Impact Assessment (204 participants) and Norries Headland Masterplan Project (156 participants). • The surveys/submission tools that attracted the most participation were: the Bike Survey (269 contributors), Public Toilet Strategy survey (247 contributors) and the Walking survey (245 contributors). <p>1 July 2021 - 1 June 2022</p> <ul style="list-style-type: none"> • 806 new registrations (15% increase since 30 June 2021) • 49,100 site visits • 1,687 'engaged' visitors (interacted with a tool/made a submission) • 17,642 'informed' visitors (downloaded a document) • 31,688 'aware' visitors (visited a project page) 	<p>6.5k / 3.5k People</p>

Goal	Update	Historic C...
<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"> 74 community engagement projects were open in 1 July 2021 - 1 June 2022. 30 items were placed on public exhibition. 57 surveys were conducted, Despite the impact of COVID-19 restrictions, flood and wet weather impacts hampering face to face engagement efforts throughout much of this period, at least 15 other activities including pop-ups at local markets, youth workshops and Community Conversations were held. 	<p>74 / 16 Community engagements</p>
<p>→ Host at least 3 Resident, Environment, Industry Group Stakeholder Forums per year.: 3 Meetings</p>	<p>Two REIGR Stakeholder Forums have been held in the period July 2021 - Jun 2022.</p> <ul style="list-style-type: none"> 22 October 2021 - held both in-person and virtually - addressed the Growth Management and Housing Strategy and the Drought and Water Restrictions Policy. 26 May 2022 - held in Murwillumbah - addressed the draft Community Strategic Plan <p>Two planned REIGR Stakeholder Forums were cancelled in this period:</p> <ul style="list-style-type: none"> A planned Forum in August 2021 was cancelled at the last minute due to increased COVID-19 risks. A planned Forum in March 2022 was also cancelled at the last minute due to flood warnings and adverse weather conditions. 	<p>2 / 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>
<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"> Tweed Shire Council website - receiving Gold Standard Plain Language Pro. Tweed Shire Council Communication and Writing Guide has been completed in plain language. Quick Reference Guide - Communication and Writing Guide. 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. Swimming Pool Registration Correspondence has been reviewed and updated. (BEH). Video and Multimedia Standards has been reviewed and written in plain language. 	<p>6 / 10 Audits</p>

Goal	Update	Historic C...
<ul style="list-style-type: none"> → Community satisfaction with Communication Services (from 2019 Be Our Best Resident Survey): 80% to 80% 	<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>	<p>84 / 80%</p>
<ul style="list-style-type: none"> → 2.2.2 Communications Significant projects/works: 100% 		<p>85.45 / 100%</p>
<ul style="list-style-type: none"> → Tweed Link: Deliver the Tweed Link online news site/content hub: to enhance content, news and subscriptions to the Tweed Link.: 100% 	<p>The 28 February flood event and subsequent increased workload for the Communications team has delayed further progress on this project. Further work due to commence shortly.</p>	<p>40 / 100%</p>
<ul style="list-style-type: none"> → Strategy: Implement actions from the Community Engagement Strategy and improve the effectiveness, coordination and implementation of community engagement initiatives across the organisation.: 100% 	<p>Project complete.</p>	<p>100 / 100%</p>
<ul style="list-style-type: none"> → 2021 Be Our Best Resident Survey: Conduct survey before Dec 2021: 100% 	<p>Survey was conducted December 2021 following the local government election. Results were received in January 2022. Summary of key findings below:</p> <ul style="list-style-type: none"> · Satisfaction levels are stable - 88% of residents are at least somewhat satisfied with Council's performance over the last 12 months (2019 survey = 87%) · Quality of Life is the same (despite pandemic) - 97% of residents rate their quality of life as good, very good or excellent (2019 survey = 97%) · Priority issues over the next 10 years are consistent (2019 = road maintenance; Managing population growth and overdevelopment; Access to more/affordable housing) <ul style="list-style-type: none"> - Maintaining and upgrading the local road network - Access to/more affordable housing - Managing population growth and overdevelopment · Programs and services to focus on <ul style="list-style-type: none"> - Road maintenance - Affordability and availability of housing and land - Programs and services for youth · Opportunities <ul style="list-style-type: none"> - The local road network <i>Consistent with 2019</i> - Long term planning <i>Consistent with 2019</i> - DA process - Housing - Community consultation & involvement in decision making <i>Consistent with 2019</i> 	<p>100 / 100%</p>
<ul style="list-style-type: none"> → Plain Language Project: 	<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>	<p>Complete</p>
<ul style="list-style-type: none"> → Northern Rivers Rail Trail project: Support Rail Trail project with engagement, marketing, brand, digital and social media platforms.: 100% 	<p>Rail Trail news clippings newsletter has been set up through our media service provider Meltwater. First distribution was issued on Monday 4 July 2022 and included clippings from the first 6 months of 2022. The clippings are divided into 2 categories, including Northern Rivers Rail Trail, and other Australian and NZ Rail Trails. From now on, the newsletter will be sent every month, on the 1st day of the month, or close to that date.</p>	<p>85 / 100%</p>

Goal	Update	Historic C...
↳ Policy Review - Communications Policy	The 28 February flood event and subsequent increased workload for the Communications team has delayed the start of this project. Review due to commence shortly.	On Track
→ 2.2.3 Customer Experience: 100%		93.07 / 100%
↳ 2.2.3 Customer Experience and Digital Solutions Key Performance Indicators: 100%		93.07 / 100%
→ Incoming calls to Contact Centre answered within ninety (90) seconds: 80% to 80%	Inbound calls answered withing 90 seconds, 2022: Jan 67%, Feb 72%, Mar 81%, Apr 61%, May 65%, Jun 65%.	77 / 80%
→ Contact Centre to resolve 80% of enquiries at first point of contact.: 80% to 80%	Resolved enquiries at first contact 2022: Jan 81%, Feb 83%, Mar 85%, Apr 83%, May 83%, Jun 80%	82 / 80%
→ 2.2.3 Customer Experience Significant projects/works: 100%		69.11 / 100%
→ Growth in traffic and visitor usage across all of Council's websites.: 623.24k Sessions	Council's website report attached for 1 July 2021 - 30 June 2022	881.95k / 623.24k Sessions
→ Customer satisfaction level with Council's Contact Centre to be greater than 80%.: 80% to 80%	2019 'Be Our Best' Resident Survey result: Customer Service is 78% Importance. 88% Satisfaction.	88 / 80%
→ 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	During the quarter 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%		100 / 100%
↳ 2.2.5 Financial Services Key Performance Indicators: 100%		100 / 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%	83% of the operating expenditure annual budget was expended as at 30 June. 42% of the capital expenditure annual budget was expended as at 30 June. 67% of the total operating and capital expenditure annual budget was expended as at 30 June. Note: This includes amounts carried forward from the 2020/21 year.	-16.8 / 0%
→ YTD Revenue v Budget (% of year elapsed) 0%	97% of the annual budget was received as at 30 June.	-2.9 / 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 0.05% above the benchmark.	0.05 / 0%

Goal	Update	Historic C...
↳ Compliance with On Time Payment Policy - Proportion of small business paid within 30 day terms: 95% to 95%	95.51% as at 30 June 2022.	95.51 / 95%
DP3. People, places and moving around - Who we are and how we live		Behind
↳ 3.1 People: 100%		79.91 / 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%		96.19 / 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%		92.38 / 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%	This goal needs to be reallocated. previous DSCE was coordinating the RAP. CDO-Aboriginal is involved with the RAP Working group.	85 / 100%
↳ Implement Community Development Strategies (children, youth, aged, and other social justice groups): 100%	Ongoing, and on track with new strategic focus.	100 / 100%
↳ Planning and construction of new Community Centres in new development areas: 100%	Kings Forest concept plan being developed by a consultant. Estimated completion of consultant scoping document is April 2022.	100 / 100%
↳ 3.1.03 Community Services: 100%		96.25 / 100%

Goal	Update	Historic C...
→ 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%
→ 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
→ 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
→ 3.1.03 Community Services Significant projects/works: 100%		92.5 / 100%
→ Delivery of My Aged Care contract: 100%	On track.	98 / 100%
→ 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%
→ 3.1.04 Compliance Services: 100%		83.34 / 100%
→ 3.1.04 Compliance Services Key Performance Indicators: 100%		66.67 / 100%
→ Number of instances of illegal activity requiring action: 225 Complaints	Collating total number for respective categories and will update shortly.	0 / 225 Complaints
→ Number of illegal parking activities requiring action: 750 Total	The Parking Enforcement Vehicle is now fully operational.	1.26k / 750 Total
→ Turnaround times for responses to customer requests: 14 Day(s) to 14 Day(s)	No change, targets are being met.	14 / 14 Day(s)
→ 3.1.04 Compliance Services Significant projects/works: 100%		100 / 100%
→ 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%
→ 3.1.05 Economic Development: 100%		76.7 / 100%
→ 3.1.05 Economic Development Key Performance Indicators: 100%		68.4 / 100%
→ Value of employment generating Development Applications approved: \$500k	Value of commercial DAs received during the quarter: \$82,666,151.91	48.43m / \$500k

Goal	Update	Historic C...
→ 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%		86.82 / 100%
→ 3.1.06 Environmental Health Key Performance Indicators: 100%		93.63 / 100%
→ Total premises signed up for "Scores on Doors" and star ratings: 275 Properties	Council has approximately 571 fixed food premises. Approximately 342 are eligible for the scores on doors program. There are 299 business participating in the program (87%). The average scores on doors for all participative businesses is still at 4.6 stars The total number of businesses participating in the program are as follows: <ul style="list-style-type: none"> • 5 Star 203 premises • 4 Star 70 premises • 3 Star 26 premises • Total = 299 premises 	304 / 275 Properties

Goal	Update	Historic C...
<p>→ Average "Scores on Doors" star rating: 4 Rating to 4 Rating</p>	<p>The average scores on doors for all participative businesses is still at 4.6 stars</p> <p>The total number of businesses participating in the program are as follows:</p> <ul style="list-style-type: none"> • 5 Star 203 premises • 4 Star 70 premises • 3 Star 26 premises • Total = 299 premises 	<p>4.65 / 4 Rating</p>
<p>→ Percentage of High and Medium risk premises inspected once a year: 98% to 98%</p>	<p>For the 2021/2022 financial year officers inspected 432 of the 492 (87% noting target of 98%) high and medium risk food premises. Covid-19 has severely impacted the ability to complete 100% of the inspections as many businesses permanently closed or were not open during the inspection periods. In addition the unit responsible for the inspections has been short 2 EFT's for most of the financial year. In this regard the inspection level that was completed is actually quite remarkable.</p>	<p>100 / 98%</p>
<p>→ Percentage of Public Health Inspections conducted per year: 98% to 98%</p>	<p>Council is meant to inspect all 492 medium and high risk food premises. However due to Covid-19 23 businesses closed and some businesses were not open at the required times of inspections.</p> <p>Council ultimately inspected 432 medium and high risk food premises $432/469 = 92\%$ (492 - 23 closed businesses = 469).</p> <p>This is below the target of 98% but is an exceptional result given staffing and Covid-19.</p>	<p>100 / 98%</p>
<p>→ Percentage of OSSMs inspected once every 6 years: 100% to 100%</p>	<p>Council has inspected 177 properties in the final quarter from the 231 target (76% of target).</p> <p>For the end of year statistics staff have inspected 457 systems which equates to 50% of the target for the year.</p> <p>The past year has seen reduced staffing, unprecedented weather events and the ongoing management of staff shortages due to Covid-19.</p> <p>Going forward the OSSM Program is being reviewed for resourcing and goal setting and 2022/2023 should see more inspections undertaken to improve the OSSM program statistics (noting the program is based on each property being inspected once every 6 years).</p>	<p>49 / 100%</p>
<p>→ Number of OSSM systems identified as failing that are not brought into compliance 0 Occurrence</p>	<p>73/457 inspections showed some kind of failing system.</p> <p>However 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.</p>	<p>0 / 0 Occurrence</p>

Goal	Update	Historic C...
<ul style="list-style-type: none"> → Percentage of Caravan Parks inspected per year: 98% to 98% 	<p>The Tweed has 38 registered caravan parks.</p> <p>Throughout 2021/2022 officers inspected 34 of the 38 sites.</p> <p>This represents 89% of caravan parks inspected.</p> <p>One caravan park has closed post the floods (Greenhills Caravan Park).</p> <p>The other sites were not viable for inspection given 2EFT positions not filled during the inspection year. An incredible effort given the staffing situation, floods and Covid-19.</p>	100 / 98%
<ul style="list-style-type: none"> → Public health initiatives implemented: 2 Projects 	<p>The Lamp Project</p> <p>Tweed Shire Council is one of the only northern regional Council's in NSW to undertake active targeted DNA testing and control works with the aim of identifying two specific species responsible for carrying dengue fever and other harmful diseases –Aedes aegypti and Aedes albopictus (commonly known as the Asian tiger mosquito). These new tests can detect one of the targeted mosquitoes in a sample of thousands of local specimens. While these mosquitoes have not yet been found locally, if there is a positive identification, control programs can be implemented quickly to minimise the risk to the community.</p> <p>Monitoring for Japanese Encephalitis</p> <p>NSW Health raised Japanese encephalitis concerns with Northern Rivers Councils and the community and Tweed Shire Council Environmental Health officers jumped straight in. Officers worked with NSW Health to identify high-risk sites and roll out monitoring locations at nearby locations.</p>	2 / 2 Projects
<ul style="list-style-type: none"> → 3.1.06 Environmental Health Significant projects/works: 100% 		80 / 100%
<ul style="list-style-type: none"> → Environmental Health Strategy – delivering best practice environmental health: 100% 	<p>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.</p>	100 / 100%
<ul style="list-style-type: none"> → On Site Sewage Management Strategy: 100% 		0 / 100%
<ul style="list-style-type: none"> → 3.1.07 Events: 100% 		75 / 100%
<ul style="list-style-type: none"> → 3.1.07 Events Key Performance Indicators: 100% 		50 / 100%
<ul style="list-style-type: none"> → Develop and deliver development workshops/programs for local community event organisers: 3 Event 	<p>The Food Vendor Workshop originally scheduled for June 2021, then postponed twice in late 2021 due to COVID restrictions, was re-scheduled for 23 March 2022. However, this Workshop was cancelled due to Council resources focusing on flood recovery efforts following the major flood experienced Shire-wide on 28 February 2022.</p>	0 / 3 Event
<ul style="list-style-type: none"> → Attraction of events as part of the implementation of the Events Strategy 0 Event 	<p>Council officers will consider the attraction of events to The Tweed in the development of the new Tweed Shire Events Strategy 2022-2026.</p>	0 / 0 Event
<ul style="list-style-type: none"> → 3.1.07 Events Significant projects/works: 100% 		100 / 100%
<ul style="list-style-type: none"> → Implement streamlined events process: 100% 	<p>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.</p>	100 / 100%
<ul style="list-style-type: none"> → 3.1.08 Lifeguard Services: 100% 		90 / 100%

Goal	Update	Historic C...
→ 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%		65 / 100%
→ 3.1.09 Local Emergency Management Key Performance Indicators: 100%		100 / 100%
→ Review state of readiness of Emergency Operations Centre: 4 Completions	21/21 EOC audits completed. The EOC upgrade under the STAND program is nearing completion.	4 / 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%		30 / 100%
→ Design and Costings for new Murwillumbah Unit SES facility project: 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%
→ Design and Costings for new Tweed Heads Unit SES Facility Project: 100%	RFO for Design and Costings of new facility is currently out for tender. Extension for submissions, for one week, closing mid July.	50 / 100%
→ 3.1.10 Pest Management: 100%		87.5 / 100%
→ 3.1.10 Pest Management Key Performance Indicators: 100%		75 / 100%
→ Monitoring and control of pest animals on Council land: 100%	Successful completion of the Federally funded feral deer project in this quarter. The project achieved above and beyond the stated project objectives and activities. The ongoing wet weather has impacted on scheduled activities with a number of contracts requiring extension, for example fox baiting and trapping.	75 / 100%
→ 3.1.10 Pest Management Significant projects/works: 100%		100 / 100%
→ Development and implementation of an operational plan for the management of foxes and rabbits on the Tweed Coast Reserve.: 100%	A grant has been received from the Crown Reserve Improvement Fund to continue pest animal control on the Tweed Coast from March 2022 to 2023.	100 / 100%
→ Monitoring and control of foxes and wild dogs in priority Council bushland reserves: 100%	Control works on priority bush land reserves continues in collaboration with neighbouring landholders where possible.	100 / 100%
→ 3.1.11 Public Toilets: 100%		61.58 / 100%
→ 3.1.11 Public Toilets Key Performance Indicators: 100%		56.49 / 100%

Goal	Update	Historic C...
→ Annual maintenance cost per facility (62 facilities): \$13k	Average cost/facility currently on target.	3.18k / \$13k
→ 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
→ Public toilet strategy development: 100%	Community engagement closed. Currently reviewing feedback. Investigating options for an external contractor to complete the Public Toilet Strategy.	45 / 100%
→ 3.1.11 Public Toilets Significant projects/works: 100%		66.67 / 100%
→ Implement Public toilet strategy: 100%	Awaiting completion of strategy development.	0 / 100%
→ 3.1.12 Tourism: 100%		53.65 / 100%
→ 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 during the quarter.	2.39k / 20k People
→ Visitations to Destination Tourism webpage: 60k Total	Page Views for period were 34,049	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.	1.5 / 3 Report
→ Review prioritisation of Council budgets and resources for Tourism promotion: 100%	Review complete.	100 / 100%
→ 3.2 Places: 100%		80.8 / 100%
→ 3.2.1 Aquatic Centres: 100%		85.38 / 100%
→ 3.2.1 Aquatic Centres Key Performance Indicators: 100%		97.54 / 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 lessons are up on the previous quarter(698). This is due in part to the addition of a new program at Tweed Heads South Aquatic Centre in conjunction with Tabatinga after school program at Seagulls (423 lessons across a 10 week term). Overall our attendances are up on last year by 139 but have not yet returned to pre COVID19 figures. The lessons and Centre are still impacted by COVID19 cases in the area and the floods during February and March. Customers following isolation orders, or impacted by the floods are given makeups and/or credits for Learn to swim and programs which impacts attendances and income. Overall Attendances for the 3 TRAC Centre's are up on last year by 11,697	27.78k / 30k Lessons
→ Percentage of customers satisfied with the service: 80% to 80%	Customer satisfaction surveys undertaken showing a rating for satisfaction with service 80%	80 / 80%
→ 3.2.1 Aquatic Centres Significant projects/works: 100%		73.21 / 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.	75 / 100%
→ Energy efficiency initiatives: 7 Initiatives	Kingscliff Solar panels comissioned.	5 / 7 Initiatives
→ 3.2.2 Art Gallery: 100%		100 / 100%

Goal	Update	Historic C...
<p>→ 3.2.2 Art Gallery Key Performance Indicators: 100%</p> <p>→ Visitors attending the Tweed Regional Gallery and Margaret Olley Art Centre: 85k Total</p> <p>→ Regional tourism - percentage of patrons from outside the Tweed: 25% to 25%</p> <p>→ Host and initiate regional, national and international exhibitions: 15 Total</p>	<p>Visitor attendance figures for the April - June 2022 quarter: TOTAL visitor numbers: 15,131</p> <p>27% of visitors were from the Tweed 71% of visitors from outside the Tweed 2% of visitors were international</p> <p>The Gallery's regular individual 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.</p> <p>Of the statistics recorded, the breakdown is as follows.</p> <p>Based on postcodes collected with sales processed in the Gallery Shop: 27% of visitors were from the Tweed 71% visitors from outside the Tweed 2% of visitors were international</p> <p>5 new exhibitions were hosted by the Gallery during the April – June 2022 quarter. These comprised of 4 TRG initiatives exhibitions, including 2 via the Community Access Exhibition Program (CAEP) for artists of the region, and 1 touring exhibition.</p> <p>During this quarter the CAEP was rebranded as the PLATFORM program.</p> <p>A highlight of the quarter was the touring exhibition <i>Pattern & Print: Easton Pearson Archive</i> on display from 29 April – 10 July 2022. <i>Pattern and Print: Easton Pearson Archive</i> was a celebration of the internationally acclaimed fashion house Easton Pearson. Featuring a selection of vibrant garments that highlight the technical innovations, bespoke fabric, bold prints and embellishment choices of the fashion house over its remarkable 28-year history.</p> <p>A TRG initiative exhibition was also launched in the Withey Family Gallery - <i>Transcending Likeness: Contemporary portraits from the collection</i>, from 17 June 2022. Featuring works exclusively from the Tweed Regional Gallery collection, this exhibition explores the diverse and often unconventional ways of representing an individual, and invites us to think more broadly about what constitutes a portrait.</p>	<p>100 / 100%</p> <p>85k / 85k Total</p> <p>70 / 25%</p> <p>15 / 15 Total</p>

Goal	Update	Historic C...
<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 online reviews demonstrate high customer satisfaction.</p> <p>FACEBOOK: Tweed Regional Gallery is maintaining a 5 star rating. No new reviews left during this period.</p> <p>GOOGLE REVIEWS: Maintaining 4.7 star rating.</p> <p><i>'An incredible place to visit. Its position, the views, the well-designed spaces, the Margaret Olly space. Au absolute delight, a treasure that should not be missed'.</i></p> <p><i>'The recreation of Margaret Olley's house in Sydney is so detailed it's amazing. A lovely Art Gallery and cafe with superb views of pristine surrounding land. Well worth the trip!'</i></p> <p>TRIP ADVISOR Maintaining 5 star rating and #1 of top 15 things to do in Murwillumbah 2 five star reviews submitted for this period. <i>'This is a gem of a regional art gallery with a great outlook and a special exhibit of Margaret Olley memorabilia including rooms from her Sydney house complete with contents'.</i></p> <p>SOCIAL MEDIA STATS</p> <p>FACEBOOK</p> <ul style="list-style-type: none"> · 282 new followers · 6,879 followers in total <p>INSTAGRAM</p> <ul style="list-style-type: none"> · 538 new followers · 15,877 followers in total 	<p>98 / 90%</p>
<p>↳ 3.2.2 Art Gallery Significant projects/works: 100%</p>		<p>100 / 100%</p>

Goal	Update	Historic C...
<ul style="list-style-type: none"> → Presentation of Gallery-initiated major exhibitions: 15 Sessions 	<p>The Gallery presented four exhibitions that were initiated by staff in house during the April – June 2022 quarter.</p> <p>The principal TRG initiated exhibition is curated from the Gallery's collection. <i>Transcending Likeness: Contemporary portraits from the collection</i> 17 June 2022 – 5 February 2023</p> <p>Featuring works exclusively from the Tweed Regional Gallery collection, this exhibition explores the diverse and often unconventional ways of representing an individual, and invites us to think more broadly about what constitutes a portrait.</p> <p>The Community Access Exhibitions initiated by the Gallery featuring artists of the region included <i>Multiverse: Meg Walters</i> and <i>Time Piece Alter: Kath Egan</i>.</p> <p>A further TRG-initiated exhibition is <i>Animal as Object: Deb Mostert</i>, on show in the Anthony Gallery.</p>	16 / 15 Sessions
<ul style="list-style-type: none"> → Explore opportunities for income generation through use of Gallery buildings: 100% 	<p>During the April - June 2022 quarter, the Artist in Residency Studio was occupied for only 33 days due to the high cancellation rate directly resulting from COVID-19 and the devastating flood events of the Northern Rivers region. This equates to a 36% occupancy rate.</p>	100 / 100%
<ul style="list-style-type: none"> → Investigate potential development of regional tourism/economic development project: 100% 	<p>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.</p>	100 / 100%
<ul style="list-style-type: none"> → 3.2.3 Auditoria: 100% 		63.04 / 100%
<ul style="list-style-type: none"> → 3.2.3 Auditoria Key Performance Indicators: 100% 		71.07 / 100%
<ul style="list-style-type: none"> → Total number of days utilised at Murwillumbah/Tweed auditoria: 280 Day(s) 	<p>Total days utilised in Auditoria for the period.</p>	163 / 280 Day(s)
<ul style="list-style-type: none"> → Total audience numbers (booked numbers): 42k Total 	<p>Audience numbers estimated for the period .</p>	23.1k / 42k Total
<ul style="list-style-type: none"> → Percentage of hirers that are Not-for-Profit organisations: 35% to 35% 	<p>59% of bookings are for Not-For-Profit organisations.</p>	59 / 35%
<ul style="list-style-type: none"> → 3.2.3 Auditoria Significant projects/works: 100% 		55 / 100%
<ul style="list-style-type: none"> → Implement promotion strategy for performing arts and auditoria: 100% 	<p>Promotions to commence fully once the Tweed and Murwillumbah auditoria technical upgrades are completed.</p>	10 / 100%
<ul style="list-style-type: none"> → Upgrade of lighting, equipment and universal access to Murwillumbah and Tweed auditoria: 100% 	<p>Murwillumbah Auditorium upgrade complete.</p>	100 / 100%
<ul style="list-style-type: none"> → 3.2.4 Holiday Parks: 100% 		83.53 / 100%
<ul style="list-style-type: none"> → 3.2.4 Holiday Parks Key Performance Indicators: 100% 		98.72 / 100%
<ul style="list-style-type: none"> → Occupancy rates average percentage: 52% to 52% 	<p>Total number of nights occupied: 34,169 Total number of nights available: 67,994 for all Parks 50% Holiday Parks occupancy still erratic and dependent on COVID 19 travel restrictions.</p>	50 / 52%

Goal	Update	Historic C...
→ 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 fluoro 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%
→ Percentage of active library members/ total eligible shire population: 34% to 30%	33,657 for the quarter. 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 for the quarter. 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 for the quarter. 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 for the quarter. 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)	Number of interactions of staff assisting patrons with technology for the quarter 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%

Goal	Update	Historic C...
↳ 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%
↳ Proportion of programs developed and delivered in partnership with local organisations.: 80% to 80%	No new major projects were developed during the quarter.	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 most recent 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.	100 / 90%
↳ Hours to support community-based historical research.: 2.5k Total	Tweed Heads: open 60hrs during the quarter, impacted by border closures. Murwillumbah: open 132hrs during the quarter.	488 / 2.5k Total
↳ Number of participants in all museums programs.: 13k Total	Visitation during the quarter = 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 the quarter.	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 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 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>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>Number of Head sold this quarter = 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 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.</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>
<ul style="list-style-type: none"> ↳ Progress planning for regional sports facilities: 100% 	<p>Sport and Active Recreation Strategy - 2022-2032 progressing and will be completed first half of 2023</p>	<p>90 / 100%</p>

Goal	Update	Historic C...
↳ 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.	95 / 100%
→ 3.3 Moving Around: 100%		78 / 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. 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.	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%		50 / 100%
↳ 3.3.3 Design Services Key Performance Indicators: 100%		50 / 100%
↳ Design services delivered within agreed client time frames (count of overdue projects): 100% to 100%	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 / 100%
↳ Design costs as percentage of overall project cost: 15% to 15%	Transferred due to Departmental Restructure.	15 / 15%
↳ 3.3.4 Roads, Traffic, Footpaths and Cycleways: 100%		81.14 / 100%
↳ 3.3.4 Roads, Traffic, Footpaths and Cycleways Key Performance Indicators: 100%		59.2 / 100%
↳ Length of sealed road resurfaced/resealed: 50 Km	43km of rural roads resurfaced to date. Feb/March 2022 Floods have deferred remaining 3km of Bitumen Resealing program to 2022/2023. Asphalt Rejuvenation program commenced June 2022 with 4km completed and continuing to August 2022. Asphalt Resurfacing program scheduled to commence in late July 2022.	47 / 50 Km

Goal	Update	Historic C...
<ul style="list-style-type: none"> → Length of road renewed or upgraded: 8 Km 	<p>Completed road upgrades from January 2022 to June 2022 include:</p> <ul style="list-style-type: none"> - Tweed Coast Road, Bogangar, opposite primary school - Tweed Coast Road, Casuarinar, south of Celerywood Drive - Tweed Coast Road, Hastings Point, from Cudgera Creek to North Start Holiday Park - Marine Parade, Kingscliff, from Moss Street to car park - Hall Drive, Murwillumbah, from Linden Court to Kendon Avenue - North Arm Road from Tree Street to Golden Links Drive - Tweed Valley Way pavement patches opposite Hogan Park 	6.4 / 8 Km
<ul style="list-style-type: none"> → Length of new footpath and cycleway constructed by council: 1.5 Km 	<p>The 2021/2022 footpath program has started in design, environmental and planning stages but no actual construction at this stage.</p>	0 / 1.5 Km
<ul style="list-style-type: none"> → Length of footpath and cycleway repaired/replaced: 1 Km 	<p>No footpath replacements March to June 2022 due to flood responses. Footpath Rehabilitation program to be rolled into 2022/2023 program</p>	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 	<p>Regular meet with Local Traffic Committee which includes Police, TfNSW and Councilor members. 10 meetings have been held TfNSW initiatives for 2022-2023 year have been submitted and approved by TfNSW</p>	10 / 10 Meetings
<ul style="list-style-type: none"> → 3.3.4 Roads, Traffic, Footpaths and Cycleways Projects: 100% 		67.86 / 100%
<ul style="list-style-type: none"> → Tweed Road Contribution Plan review: 100% 	<p>Consultant has been reviewing TSC project costs for five projects to establish unit rates for construction. This was difficult and it was decided that unit rates should be established utilising published data available to quantity surveyors for inclusion in the TRCP to recalculate project estimates. Work is continuing.</p>	55 / 100%
<ul style="list-style-type: none"> → Northern Rivers Rail Trail (Murwillumbah to Crabbes Creek): 100% 	<p>The Rail Trail has achieved all of its key pre-construction milestones and is now under construction.</p>	50 / 100%
<ul style="list-style-type: none"> → Apply for and implement projects for Federal and State Road safety/Blackspot grants 0 Applications 	<p>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.</p>	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>	65 / 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>		96.35 / 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 deferred to 22/23 financial year as adjacent development is ongoing.</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 complete.	100 / 100%
→ Kingscliff - Rob Roy Cres: 100%	Project complete.	100 / 100%
→ Murwillumbah - Byangum Rd: 100%	Project Complete.	100 / 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 Complete	100 / 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 currently scheduled for September 2022 but could be deferred a couple of years pending flood impacts.	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 complete	100 / 100%
→ Murwillumbah - North Arm Road - Park Avenue to Golden Links Drive: 100%	Project complete	100 / 100%
→ Murwillumbah - Tombonda Road: 100%	Project complete.	100 / 100%
→ South Murwillumbah - Quarry Road: 100%	Project scheduled for completion November 2022	0 / 100%
→ Stokers Siding - Stokers Road: 100%	Project progressing. Scheduled for completion September 2022.	50 / 100%
→ Tweed Heads - Second Avenue: 100%	Project complete	100 / 100%
→ Tweed Heads South - Heffron Street: 100%	Project complete	100 / 100%
→ Tweed Heads South - Kirkwood Road: 100%	Project complete	100 / 100%
→ Tweed Heads South - Oxley St: 100%	Project complete	100 / 100%
→ Tweed Heads West - Wyuna Road: 100%	Project complete	100 / 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%		88.48 / 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 scheduled for completion March 2023.	0 / 100%
→ Hastings Point - Creek Street: 100%	Project complete	100 / 100%
→ Murwillumbah - Florin Lane: 100%	Project progressing. New completion date scheduled for September 2022.	30 / 100%
→ Tweed Heads South - Fraser Drive: 100%	Light pole relocation in progress however 10 week delay with the supply of parts. Completion by December still scheduled but is at risk.	5 / 100%
→ 3.3.4.C Roads to Recovery Program: 100%		100 / 100%
→ Murwillumbah - Nullum Street: 100%	Project complete.	100 / 100%

Goal	Update	Historic C...
→ 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%	Project complete	100 / 100%
→ Crystal Creek - Numinbah Road - After corner to before Upper Crystal Creek Rd: 100%	Project complete	100 / 100%
→ Tumbulgum - Tweed Valley Way - Past Riverside Drive to before Leddays Creek Road: 100%	Project complete	100 / 100%
→ 3.3.4.D Bridges: 100%		60.83 / 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%	Project progressing with some delays due to piling issues. Project scheduled for completion November 2022.	50 / 100%
→ Casuarina - Casuarina Way boardwalk: 100%	2 year project. On schedule for completion by June 2023.	15 / 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		Nearly There
→ 4.1 Assurance: 100%		87.64 / 100%
→ 4.1.1 Governance: 100%		81.67 / 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%		90 / 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 22/23 completed.	5 / 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 Departmental restructure.	100 / 100%
→ 4.2 Support Services: 100%		98.37 / 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%	90% of expected annual plant hire earned during the 22/22 financial year.	90 / 75%

Goal	Update	Historic C...
→ 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%
→ 4.2.3 Information Technology Key Performance Indicators: 100%		100 / 100%
→ Availability of Council's public information services (web, mobile and mapping): 95% to 95%	There have been no significant unplanned outages of the public facing sites this quarter.	98 / 95%
→ 4.2.2 Human Resources and WHS: 100%		91.84 / 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 roll 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%		96.67 / 100%

Goal	Update	Historic C...
→ Workforce Management Plan / HR Strategy: 100%	<p>Phase 2 of the Council Agreement review process is currently underway.</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. 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>	90 / 100%
→ Workplace Mental Health: 100%	<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 	100 / 100%
→ Develop and implement strategy to respond to unreasonable customer conduct: 100%	<p>Program has moved to business as usual with improvements now relating to learnings.</p>	100 / 100%
→ 4.2.3 Information Technology: 100%		100 / 100%
→ 4.2.3 Information Technology Significant projects/works: 100%		100 / 100%
→ Additional Online Services (e.g.149/603 certificates, smartforms): 100%	<p>Project complete.</p>	100 / 100%
→ 4.2.4 Procurement Services: 100%		100 / 100%
→ 4.2.4 Procurement Services Key Performance Indicators: 100%		100 / 100%
→ Tender procurement processes that meet legislative and code of conduct requirements: 100% to 100%	<p>Tender processes continue to meet legislative requirements and Council policy.</p>	100 / 100%
→ All other procurement processes within adopted policy.: 95% to 95%	<p>99% of staff have completed the Procurement Training module.</p>	95 / 95%