

Operational Plan Quarterly Review

Tweed Shire Council

As at 31 March 2021



About this Report

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

- the Council's long term sustainability; and
- the Council's achievements in implementing the 2017/2021 Delivery Program and 2020/2021 Operational Plan to 31 March 2021.

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

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

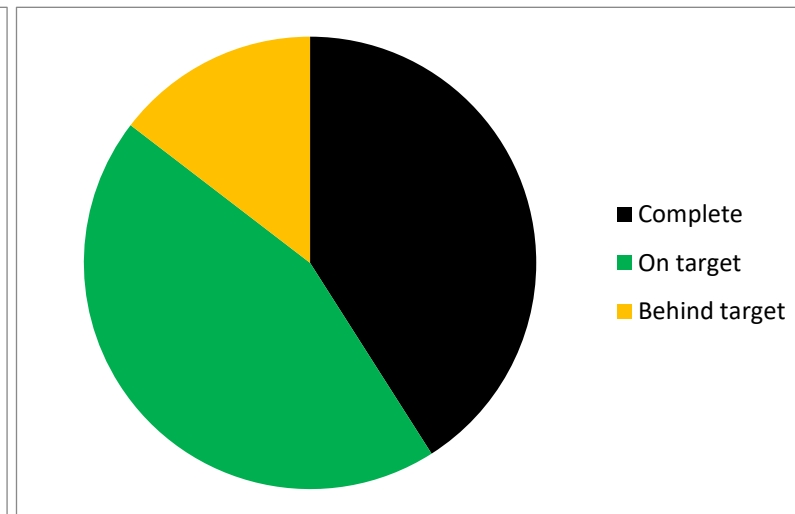
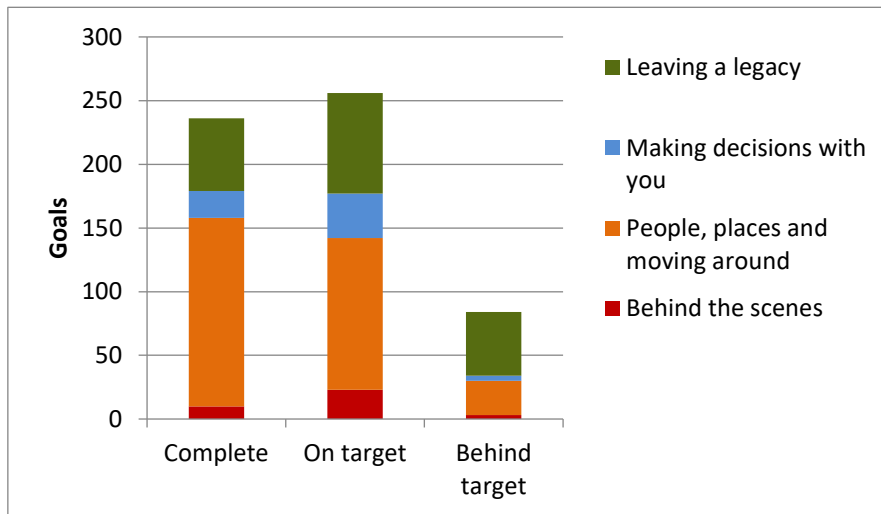
To assess the progress in implementing the Council's 2017/2021 Delivery Program and 2020/2021 Operational Plan, a range of qualitative and quantitative performance measures are being used.



Organisational Performance

Delivery Program Activities

Strategic Priority	Completed		Ahead/On target/Not started		Behind schedule or action required	
	No.	%	No.	%	No.	%
Leaving a legacy	57	31%	79	42%	50	27%
Making decisions with you	21	35%	35	58%	4	7%
People, places and moving around	148	50%	119	40%	27	9%
Behind the scenes	10	28%	23	64%	3	8%
Total	236	41%	256	44%	84	15%



Highlights for the period

Delivery Program Stream: Leaving a Legacy

Division: Sustainable Communities and Environment

Tackling Mosquitoes Together

Councils in the Northern Rivers joined North Coast Public Health to launch *Tackling Mosquitoes Together*, a campaign aimed at reducing the risks of mosquito-borne disease and nuisance in the region. The campaign invited residents to join a free program to receive helpful tips and reminders on how to protect themselves, their family and community from mosquitoes via text message over a 12 week period.

For more information visit www.tacklingmosquitoestogether.com.au

Delivery Program Stream: Leaving a Legacy

Division: Engineering Services

Flood Warning

Council is now set to build an automated system to provide advanced notice of approaching floods to local residents. Council sought input from Burringbar, Mooball and Crabbes Creek residents to understand their flood concerns, the warning time they need to prepare their homes and evacuate, and their preferred communication method for receiving warnings.

For more information visit www.yoursaytweed.com.au/flood-warning

Delivery Program Stream: Leaving a Legacy

Division: Sustainable Communities and Environment

Waste Recycling

Council published its annual report on the contents of the Tweed's bins, following a round of bin audits in November 2020. The audit showed that on average urban residential red bins contained 19 per cent of items which could have been recycled, and 45 per cent of food and garden items that could have been placed in the weekly green bin collection. The results were similar for rural residential red bins, with 23 per cent of items being recyclable and 40 per cent being food and garden items. The audit also revealed contamination in urban recycling bins (10 per cent) caused by items being placed in the wrong bin, with the figure higher in rural areas (17 per cent). The audit findings coincide with Council's aspirational goal to reach zero waste from Council operations by 2040.

For more information visit www.tweed.nsw.gov.au/wasterecycling

Delivery Program Stream: Leaving a Legacy

Division: Engineering Services



Raising the wall of Clarrie Hall Dam

Council invited the community to have its say on the proposed raising of Clarrie Hall Dam in February 2021 before the completion of the project's Environmental Impact Statement (EIS). Because the proposal to raise the wall of Clarrie Hall Dam has been classified as State Significant Infrastructure, the NSW Department of Planning, Industry and Environment will place it on public exhibition once it is complete and invite the community to make a formal submission on the proposal.

For more information visit www.yoursaytweed.com.au/raisingclarriehall-eis

Delivery Program Stream: Leaving a Legacy

Division: Planning & Regulation Services

Preliminary works underway on Northern Rivers Rail Trail

Vegetation clearing along the Murwillumbah to Crabbes Creek rail corridor began in January 2021 allowing four preferred construction companies to access and inspect the rail infrastructure so they can prepare their design and costings for the proposed rail trail. Council also held its first design workshop with the four shortlisted construction companies in January and conducted a number of online and face to face community information sessions.

For more information www.yoursaytweed.com.au/RailTrail

Delivery Program Stream: Making decisions with you

Division: Corporate Services

Tweed Shire Youth Council inducted for 2021

First established in 2016, the Tweed Shire Youth Council provides young people with an opportunity to express their views on local community matters that directly relate to them. The 2021 Tweed Shire Youth Council members are: Oska Proietto and Imogene Pain - Banora Point High School; Abby Pirota and Daniel Green - Lindisfarne Anglican Grammar School; Daniel Daley and Logan Wright - Murwillumbah High School; Montana Markland - Pacific Coast Christian School; Dawn Cosham and Tom Nguyen - St Joseph's College Banora Point; Madison Bambach and Julia Wilder-Donvito - Wollumbin High School; and Rykah Ross and Jorja Campbell - Tweed River High School.

For more information www.tweed.nsw.gov.au/YoungPeople

Delivery Program Stream: People, Places and Moving Around

Division: Sustainable Communities and Environment

Residents help design park and playspace upgrades

Council partnered with the local community to design and create welcoming and inclusive parks and play spaces at Coral Street Park, Bilambil Heights; Clarrie Englert Park, Gollan Drive, Tweed Heads West; and Banora Point Community Centre Park, Leisure Drive, Banora Point.

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



Delivery Program Stream: People, Places and Moving Around

Division: Corporate Services

Australia Day

The Tweed community took time to reflect, respect and celebrate what it means to be part of our unfolding national story on Australia Day. Hosted by 2020 Citizen of the Year and 2021 Tweed Shire Australia Day Ambassador, Rebecca Hogan, the awards ceremony recognised outstanding community achievements by over the past year. A Citizenship ceremony followed the awards and saw more than 30 residents from 12 countries become Australian citizens.

Council also sponsored local community events run by Tumbulgum Community Association, Tyalgum Hall Community Association, Crabbes Creek Hall Committee and Murwillumbah Community Garden.

For more information visit www.tweed.nsw.gov.au/AustraliaDay

Delivery Program Stream: People, Places and Moving Around

Division: Sustainable Communities and Environment

Young Archies

Two young people from the Tweed received awards in the Young Archie competition hosted by the Tweed Regional Gallery & Margaret Olley Art Centre. Isla Moulton from Burringbar won the 5-8 years age category for her work, 'Dylan' and Layla McKee from Terranora won the 9-12 years age category for her work, 'The Beauty in a Rainbow'.

The Young Archie Competition was open to residents between the ages of five and 18 from the Tweed, Ballina, Byron and Kyogle shires as well as Lismore City and the Gold Coast and more than 120 entries were received. The works were displayed at the same time as the 2020 Archibald Prize Regional Tour which ran at the Gallery from Friday 22 January to Sunday 7 March 2021.

For more information www.artgallery.tweed.nsw.gov.au

Delivery Program Stream: People, Places and Moving Around

Division: Sustainable Communities and Environment

Grow Make Eat at Tweed Regional Museum celebrates our culinary history

The Grow Make Eat exhibition opened to the public on 2 March. The exhibition sings the praises of the Tweed's growers, producers, makers and consumers in stories that weave together our shared culinary and agricultural past, present and future. It features native foods, case studies on agricultural experimentation and a display of almost every food product manufactured in the Tweed.

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



Delivery Program Stream: People, Places and Moving Around

Division: Sustainable Communities and Environment

Archibald Prize lifts local economy

Murwillumbah received a significant economic boost from hosting one of Australia's best known art competitions, the Archibald Prize, at Tweed Regional Gallery. Over 37,872 attended the exhibition providing a clear uplift to local businesses and was another example of why the Tweed is such a great place to live, work and visit.

For more information visit artgallery.tweed.nsw.gov.au

Delivery Program Stream: People, Places and Moving Around

Division: Sustainable Communities and Environment

Grant secured for inclusive park and playspace for Jack Evans Boat Harbour

Council has secured a NSW Government grant that will fund an extensive upgrade to existing facilities at the boat harbour will ensure that all children can play regardless of their age or ability. The safe and unique design of the playspace will enable children with disabilities, their families and/or carers to meet, play and connect and will be known as Goorimahbah - Place of Stories Inclusive Park and Playspace. The project aims to make Jack Evans Boat Harbour a vibrant focal point for community activity in Tweed Heads and recognises the area as an accessible destination for residents and visitors.

For more information visit www.tweed.nsw.gov.au/MediaReleases/2956

Delivery Program Stream: People, Places and Moving Around

Division: Planning & Regulation Services

Parking restrictions tackle overnight campers in Tweed Heads

Council has introduced overnight parking restrictions at several key sites in Tweed Heads as part of its efforts to combat an influx of campers in the area. A number of new 'no parking' signs were erected at popular tourist sites following a rise in resident complaints.

For more information on the project, visit www.tweed.nsw.gov.au/MediaReleases/2940

Delivery Program Stream: Behind the Scenes

Division: Corporate Services

Council meetings back open to the public

The livestreaming of Council meetings has now ceased with the expiry of the COVID-19 Legislation Amendment (Emergency Measures) Act 2020. Members of the public are once again able to attend Council meetings in person and Council has decided to hold all meetings at the Tweed Heads Administration Office until the local government election in September to accommodate more people.



An online ticketing system is in place. This change will also see a return to normal webcasting processes.

For more information visit www.tweed.nsw.gov.au/CouncilMeetings

Delivery Program Stream: Behind the Scenes

Division: Corporate Services

Residents considering running for Council attend briefing sessions

Council held a series of candidate briefings in March and April 2021 to build awareness and understanding of the role and responsibilities of an elected member of Council, ahead of the NSW Local Government elections in September 2021. The four briefing sessions were hosted by former Mayor of Lismore Jenny Dowell OAM, with the support of Council and Local Government NSW. Council engaged the NSW Electoral Commission (NSWEC) to administer the election on its behalf. Registrations for candidates are now being accepted by the NSWEC and close on Wednesday 4 August 2021.

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

Delivery Program Stream: Behind the Scenes

Division: Corporate Services

Forum highlights crucial role of women in local government

Women interested in running for Council at the upcoming NSW Local Government election were invited to attend a free forum hosted by the Australian Local Government Women's Association of NSW (ALGWA NSW). The forum formed part of a state-wide campaign aimed at encouraging more participation by women in local government.

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



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%	7	64%	3	27%
Bushland Management	1	14%	4	57%	2	29%
Coastal Management	2	22%	6	67%	1	11%
Environmental Sustainability	1	11%	8	89%	0	0%
Sustainable Agriculture	1	13%	5	63%	2	25%
Waterways (Catchment) Management	2	29%	1	14%	4	57%
Floodplain Management	1	14%	2	29%	4	57%
Stormwater Drainage	12	52%	5	22%	6	26%
Rubbish and Recycling Services	0	0%	8	67%	4	33%
Sewerage Services	13	35%	13	35%	11	30%
Tweed Laboratory	0	0%	2	100%	0	0%
Water Supply	13	38%	12	35%	9	26%
Strategic Land-use Planning	10	50%	6	30%	4	20%
Total	57	31%	79	42%	50	27%

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

Summary of Delivery Program Activities

Strategic Priority	Completed		Ahead/On target/Not started		Behind schedule or action required	
	No.	%	No.	%	No.	%
Building Certification	2	29%	3	43%	2	29%
Development Assessment	2	40%	2	40%	1	20%
Development Engineering & Assessment	2	67%	1	33%	0	0%
Animal Management	1	20%	4	80%	0	0%
Communications	10	50%	10	50%	0	0%
Contact Centre	4	36%	6	55%	1	9%
Councillor & Civic Business	0	0%	4	100%	0	0%
Financial Services	0	0%	5	100%	0	0%
Total	21	35%	35	58%	4	7%

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%	4	67%	1	17%
Community and Cultural Development	2	17%	5	42%	5	42%
Community Services	2	33%	4	67%	0	0%
Compliance Services	1	25%	3	75%	0	0%
Economic Development	4	40%	5	50%	1	10%
Environmental Health	3	33%	5	56%	1	11%
Events	0	0%	2	67%	1	10%
Life Guard Services	3	43%	4	57%	0	0%
Local Emergency Management	0	0%	5	100%	0	0%
Pest Management	2	40%	3	60%	0	0%
Public Toilets	2	33%	3	50%	1	17%
Tourism	1	25%	3	75%	0	0%
Aquatic Centres	0	0%	4	80%	1	20%
Art Gallery	5	50%	2	20%	3	30%
Auditoria	0	0%	2	40%	3	60%
Holiday Parks	2	33%	4	67%	0	0%
Libraries	3	27%	6	55%	2	18%
Museum	3	30%	5	50%	2	20%
Parks & Gardens	1	20%	4	80%	0	0%
Saleyards	0	0%	4	80%	1	20%
Sporting Fields	1	17%	4	67%	1	17%
Airfield	1	17%	5	83%	0	0%
Construction Services	0	0%	1	100%	0	0%
Design Services	0	0%	2	100%	0	0%
Roads, traffic, footpaths & cycleways	111	77%	30	21%	4	3%
Total	148	50%	119	40%	27	9%

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

Summary of Delivery Program Activities

Strategic Priority	Completed		Ahead/On target/Not started		Behind schedule or action required	
	No.	%	No.	%	No.	%
Governance	4	40%	5	50%	1	10%
Internal Audit	2	33%	4	67%	0	0%
Legal Services	0	0%	3	100%	0	0%
Fleet Management	0	0%	2	67%	1	33%
Human Resources & Work Health and Safety	0	0%	6	86%	1	14%
Information Technology	4	80%	1	20%	0	0%
Procurement	0	0%	2	100%	0	0%
Total	10	28%	23	64%	3	8%

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

TWEED SHIRE COUNCIL PLAN

DELIVERY PROGRAM 2017-2021 AND OPERATIONAL PLAN

Goal	Historic C...	Update
DP1. Leaving a legacy - Looking out for future generations	On Track	
→ 1.1 Natural Resource Management: 100%	71.42 / 100%	
→ 1.1.1 Biodiversity Management: 100%	73.66 / 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%	7 / 7%	Councillor workshop delivered on 21 April 2021 to document the outcomes and opportunities associated with private land conservation (PLC) in Tweed Shire. Key information provided included: <ul style="list-style-type: none"> This is an exciting and critical time for PLC in Tweed Shire Long term investment paying off through current opportunities to secure voluntary conservation agreements With only 14% of the shire in national parks, PLC is effective, efficient and essential The program benefits the environment, the local economy, our residents and council More than 800 properties have been involved to date, comprising an area five times the size of Wollumbin National Park Many direct and flow on benefits are realised for the local economy The program has contributed significantly to council's reputation as a leader in environmental management and outcomes.
→ Number of threatened species for which Council is implementing recovery actions: 20 Species to 20 Species	45 / 20 Species	No change in numbers for the reporting period.

<p>→ Percentage of Tweed Coast Comprehensive Koala Plan of Management actions complete or on track: 75% to 75%</p>	<p>85 / 75%</p>	<p>The following actions and outcomes have been delivered during the reporting period:</p> <ul style="list-style-type: none"> • Planning for new koala zone at Terranora Rd underway (pavement treatment, speed activated signage, static signage). Approximately 6 km of road identified based on koala sightings and rescues over the last 12-18 months. • Audit and planning for repair of fencing and gates at Tweed Coast Rd underway (including preparation of new standard koala exclusion fencing design drawings). • Pottsville Koala Research Hub complete and operational. All licences and approvals finalised and 4 koalas in care as of mid-April 2021. A launch planned for late March was postponed due to Covid19 restrictions in the region. • Finalised planning, agreement, quotes and contracts for habitat restoration work for a new property in the Dunloe Park Koala Linkage Precinct. Contractor is ready to start on 2.0 ha koala planting and restoration areas, subject to favourable weather conditions. • Planning continuing for other sites including council owned Cudgerie Reserve (1 ha koala planting adjoining private property listed above) • Work held up on other sites at Duranbah (1ha) and Cudgen (2.7ha) by extended period of wet weather. • New opportunities being investigated and planned to work on a northern corridor in the Tweed Heads Koala Management Area. • Assisting Peggy Eby and Atlas of Living Australia to develop a koala habitat restoration project database for recording, mapping and tracking details of restoration projects. This was an outcome of the 2020 koala habitat restoration forum. Draft template data entry forms are almost ready for testing by working group. • Koala Watch workshop delivered by Friends of Koala (FOK) in March in Murwillumbah was fully subscribed and very well received. Plan to hold another in coming months. • Preparation of a communications strategy commenced to include collaboration with partner councils and FOK on messaging/branding consistency. • The Tweed Coast KPOM was adopted under Koala SEPP 2021 in March 2021. • Council resolution (18th March 2021) to undertake a range of actions seeking to further address key concerns with the Koala SEPP 2021.
<p>→ Customer satisfaction rating: 80% to 80%</p>	<p>90 / 80%</p>	<p>Customer satisfaction at 90% as per the "Be Our Best" survey.</p>
<p>→ 1.1.1 Biodiversity Management Significant projects/works: 100%</p>	<p>47.31 / 100%</p>	
<p>→ Ongoing creation of additional koala habitat on private and public land toward the KPOM target of 200 hectares: 20 Ha</p>	<p>33.8 / 20 Ha</p>	<p>30 additional landholders have been contacted and offered the opportunity to participate in the program. 11 site visits and 5 new project sites resulted from this action. This includes a number of adjoining landholders at Duranbah and two at Pottsville.</p> <p>The 2.6 ha restoration project in Cudgen Nature Reserve has also commenced with contracts issued for upgrading of the track network and for revegetation and restoration. Track works are to commence in early February, to be ready for site preparation and planting from March.</p>
<p>→ Update mapping of vegetation communities: 100%</p>	<p>10 / 100%</p>	<p>No further update on this action for the reporting period.</p>
<p>→ Review of Environmental Zones: 100%</p>	<p>50 / 100%</p>	<p>Ezone consultancy scope of works has been drawn up and funding allocated in the March quarter budget review.</p>
<p>→ Tweed Flying Fox Camp Management Plan: 100%</p>	<p>46.14 / 100%</p>	<p>Many actions will remain in progress for the life of the plan. A number of plan actions are "as needs" or seasonal.</p>
<p>→ Prepare a Tweed Shire Biodiversity Strategy: 100%</p>	<p>10 / 100%</p>	<p>Draft project scope and description prepared.</p>
<p>→ Review and update the Tweed Coast Koala Plan of Management: 100%</p>	<p>Not started</p>	<p>Review of the Tweed Coast Koala Plan of Management commenced in February 2021. A 12 month program of action status assessment, action finalisation and outcomes analysis is underway to inform the review.</p>
<p>→ 1.1.2 Bushland Management: 100%</p>	<p>66.52 / 100%</p>	
<p>→ 1.1.2 Bushland Management Key Performance Indicators: 100%</p>	<p>98.03 / 100%</p>	

→ Percentage of land management plan actions complete or on track: 75% to 75%	88 / 75%	Additional outcomes for the reporting period to December 2020 include: <ul style="list-style-type: none"> • Site assessment, planning and establishment works including fencing and primary habitat restoration have been commenced for the 10 ha Cudgerie Reserve at Pottsville. • The Koala Beach Wildlife and Habitat Management Committee has been re-established in accordance with council resolutions and two initial meetings held in September and November 2020. Cr Chris Cherry has been appointed as Chair of the committee.
→ Percentage of Asset Protection Zones maintained: 95% to 95%	100 / 95%	All inspections and maintenance actions completed in accordance with specifications and recorded in the NSW RFS Bushfire Risk Information Management System as required. Audit of asset protection zones commenced as per separate reporting item.
→ Cost per hectare of bushland management actions: \$445 to \$445	410 / \$445	No further progress on this action for the reporting period.
→ Change in the extent of Bitou bush in the Tweed Coastal Reserve 0%	0 / 0%	This was unable to be measured for 2020 due to Covid-19 restrictions preventing the carrying out of aerial survey. On ground surveillance and control works are continuing.
→ 1.1.2 Bushland Management Significant projects/works: 100%	35 / 100%	
→ Plan and support hazard reduction burns on bushland reserves in accordance with land management plans and the Tweed Coast Koala Fire Management Plan: 2 Total	0.1 / 2 Total	An initial meeting and site visit was completed with NSW Rural Fire Service to identify potential approach to planning and implementing a program of prescribed hazard reduction burns for the Koala Beach bushland reserve. Mapping tracks, trails and roads will be completed in May 2021 to inform further consultation and development of an operational plan.
→ Community engagement activities promoting the values of council's Bushland Reserves: 4 Event	0 / 4 Event	No further progress on this action for the reporting period due to Covid-19 restrictions.
→ 1.1.3 Coastal Management: 100%	66.88 / 100%	
→ 1.1.3 Coastal Management Key Performance Indicators: 100%	83.75 / 100%	
→ Percentage of Coastal Management Program actions complete or on track: 90%	81 / 90%	Funding received to upgrade some beach accesses along Casuarina Bach foreshore.
→ Median annual condition rating of beach access ways and viewing platforms: 3.5 Rating to 3.5 Rating	3.5 / 3.5 Rating	Reactive maintenance work performed on access facilities. The facilities would benefit from full renewal in many locations. Median Condition: 3.50
→ Median annual condition rating of boating and foreshore facilities: 3.5 Rating to 3.5 Rating	3.5 / 3.5 Rating	Reactive maintenance work performed on access facilities. The facilities would benefit from full renewal in many locations. Median Condition: 3.50
→ Number of Dunecare volunteer person hours worked each year: 6k Hours	2.7k / 6k Hours	DuneCare Groups again working at full capacity following hiatus due to COVID-19. Next reporting period for numbers of hours worked is June 2021.
→ 1.1.3 Coastal Management Significant projects/works: 100%	50 / 100%	
→ Deliver priority actions from Waterways Infrastructure Asset Management Plan: 100%	30 / 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.
→ Develop Tweed Coastline Management Program: 100%	40 / 100%	Stage 2 studies have commenced to update coastal hazard risks such as cliff instability, coastal erosion and inundation.
→ Implement Tweed Coastline Management Program: 100%	Not started	Funding received to upgrade several coastal accesses along South Kingscliff to Casuarina foreshore. Stage 2 studies have commenced to update coastal hazard risks such as cliff instability, coastal erosion and inundation.
→ 1.1.4 Environmental Sustainability: 100%	72.25 / 100%	

<p>→ 1.1.4 Environmental Sustainability Key Performance Indicators: 100%</p>	<p>77.5 / 100%</p>	
<p>→ Percentage of Environmental Sustainability Prioritisation Strategy (ESPS) initiatives completed or on track: 75% to 75%</p>	<p>75 / 75%</p>	<p>Environmental Sustainability Prioritisation Strategy actions progress of note include:</p> <ul style="list-style-type: none"> • Presentation to Council about the benefits of Council's private land conservation program which has involved more than 800 properties to date, comprising an area five times the size of Wollumbin National Park. • Outsourcing of the Pest Animal Strategy has been delayed due to on-ground project demands. Anticipated to commence August 2021. • Contracts and planning processes advancing in the Industry Central Land Swap project. • Staff sustainability induction video delayed due to climate risk, Global Compact of Mayors and Seniors Week energy efficiency engagement project demands. • Year to date, energy efficiency and renewable energy gains have contributed to a reduction in Council's grid electricity use of 288,691kWh, equivalent to 233 tonnes of CO2-e avoided. • Council has diverted 57.3% of waste from bins collected from household up to 28 February 2021. • The Draft Towards Zero Waste Strategy and Action Plan was placed on public exhibition. • Construction of the new organics processing facility at Stotts Creek is complete. Commissioning has commenced using a generator. • Council's adoption of the Water Strategies Review Project Reference Group recommendations will now form the basis of an implementation plan which will be put to Council for its adoption, probably in the latter half of 2021.
<p>→ Annual reduction in Council greenhouse gas emissions (specific target to be set pending Renewable Energy Action Plan completion) 0%</p>	<p>4 / 0%</p>	<p>Council's annual reduction in greenhouse gas emissions won't be known until end of financial year data is received from electricity, vehicle fuel and WWTP emissions calculations. Year to date electricity use indicates that 233 tonnes of CO2-e emissions from grid electricity use has been avoided so far.</p>
<p>→ Percentage of Renewable Energy Action Plan initiatives completed or on track: 100%</p>	<p>92 / 100%</p>	<p>Tenders recently closed for the replacement of 1,800 lights across 14 Council facilities with energy efficient alternatives. A preferred contractor has been selected.</p> <p>At their April 2021 meeting, Council adopted a new 2 year program and allocated funding for 10 additional solar installations on Council facilities. These projects are expected to reduce greenhouse gas emissions from grid electricity use by approximately 1,185 tonnes CO2-e per year for up to 8% reduction in Council's annual emissions.</p>
<p>→ Total attendance at sustainability program engagement events: 650 People</p>	<p>117 / 650 People</p>	<p>COVID safe one-on-one energy coach appointments were booked by 20 participants during Seniors Week to get individualised help to take control of power bills, save money and reduce grid electricity-related greenhouse gas emissions.</p>
<p>→ 1.1.4 Environmental Sustainability Significant projects/works: 100%</p>	<p>67 / 100%</p>	
<p>→ Facilitate energy efficiency projects and renewable energy installations at Council facilities in line with the Renewable Energy Action Plan: 20 Total</p>	<p>17 / 20 Total</p>	<p>At their April 2021 meeting, Council adopted a new 2 year program of 10 additional solar installations on Council facilities. These projects are expected to reduce greenhouse gas emissions from grid electricity use by approximately 1,185 tonnes CO2-e per year for up to 8% reduction in Council's annual emissions.</p> <p>Tenders recently closed for the replacement of 1,800 lights across 14 Council facilities with energy efficient alternatives. A preferred contractor has been selected.</p>

→ Tweed 'Living for the Future' Home Expo: 100%	0 / 100%	<p>Online workshops at the 2020 Sustainable Living Home Expo, have inspired nearly 100 participants to take action to be kinder to the Earth and to reduce their carbon footprint.</p> <p>Across the fourteen online workshops, participants described more than 100 significant ways they can reduce greenhouse gas emissions, save money on food, water, petrol and electricity bills, create comfortable homes, grow productive backyards, encourage native wildlife and strengthen our community's response and resilience to climate change.</p> <p>Among the pledged actions to reduce carbon footprints and support local wildlife were commitments to calculate household carbon footprints, install curtains to produce more efficient heating and cooling and learn more to identify and humanely deal with backyard cane toads.</p>
→ Community engagement activities about energy and climate change: 4 Total	2 / 4 Total	20 people booked one-on-one appointments with energy coaches as part of Seniors Festival April 2021.
→ Climate change adaptation actions implemented consistent with the Tweed Climate Change Action Plan: 100%	100 / 100%	<p>Key climate change adaptation actions progressing in the past quarter include:</p> <ul style="list-style-type: none"> • Securing Tweed's water supply: Clarrie Hall Dam raising, Bray Park Weir modification and the water efficiency best practice review project phases are advancing • Industry Central Land Swap • Earthcheck sustainable tourism industry and resiliency project • Mosquitoes Together project: broad community engagement efforts are underway • Updating Council's Climate Risk Assessment: potential suppliers have been identified • Cool Towns: continuing to enhance street planting within private and public space development.
→ 1.1.5 Sustainable Agriculture: 100%	71 / 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	151 / 100 Ha	Additional 20ha of farmland under improved management as a result of projects under Council's Sustainable Agriculture Small Grants Program and a Soil Improvement Program with funding from the National Landcare Program.
→ Percentage of Tweed Sustainable Agriculture Strategy actions complete or on track: 75% to 75%	80 / 75%	78% of actions commenced or completed.
→ Proportion of rural landholder attendees at sustainable agriculture events for the first time: 25%	50 / 25%	No events were held in the quarter.
→ 1.1.5 Sustainable Agriculture Significant projects/works: 100%	42 / 100%	
→ Education and engagement workshop and field day series: 4 Total	2 / 4 Total	Two workshops were held in the 2nd quarter of 2020-2021. A workshop at Summit Organics regarding the biological control of plant pests through the Environmental Trust-funded Small Farms Big Changes project, and a workshop held at the Limeshed to provide advice to new farmers on setting up a farm business with support through Council's Sustainable Agriculture Small Grants Program.
→ Assist landholders to vegetate agricultural drains and waterways: 10 Total	6 / 10 Total	No revegetation activities conducted during the second quarter of 2020-21 through the Sustainable Agriculture Program.
→ Acid Sulphate Soil hotspot identification and remediation: 2 Total	0 / 2 Total	No acid sulphate soil remediation activities conducted in the second quarter of 2020-21.
→ Hold a food forum to showcase local agriculture and food opportunities: 1 Total	0 / 1 Total	Council does not intend to hold a food forum in 2020-21.
→ 1.1.6 Waterways (Catchment) Management: 100%	78.22 / 100%	
→ 1.1.6 Waterways (Catchment) Management Key Performance Indicators: 100%	77.83 / 100%	
→ Kilometres of riverbank restoration: 5 Km	3.25 / 5 Km	A major revegetation project is being implemented at the confluence of Cobaki and Piggabeen Creek. a two km long section of bank has been fenced to exclude cattle and will be revegetated in the forthcoming quarter.

	<p>↳ Compliance with NSW Government key water quality standards and objectives: 75% to 75%</p>	<p>68 / 75%</p>	<p>Water quality compliance with NSW water quality objectives is monitored across the Shire, with monthly testing at multiple sites from the upper catchment to the coastal creeks.</p> <p>The overall average compliance with water quality objectives for all tests from all sites is 68%.</p> <p>Water quality varies considerably across different parts of the Shire, and over time in response to rainfall and tide. Water quality is best in the lower Tweed River Estuary where it is well flushed by tidal waters. Results are consistently worst within the lower reaches of the creeks flowing into the Cobaki and Terranora Broadwaters. This is due to restricted tidal flushing and poor riparian zone condition in these sub-catchments.</p> <p>The summarised water quality results for the 2019-2020 monitoring period are contained within the Tweed Waterways Report 2020. This information is primarily intended to be used as a community engagement tool. For detailed water quality analysis, data on specific parameters from individual sites should be assessed and interpreted.</p>
	<p>↳ 1.1.6 Waterways (Catchment) Management Significant projects/works: 100%</p>	<p>78.6 / 100%</p>	
	<p>↳ River Health Grants Program implementation: 100%</p>	<p>60 / 100%</p>	<p>In addition to a number of small projects, major works are being implemented at Cobaki Creek and being planned for the Tweed River near Dunbible Creek.</p>
	<p>↳ Deliver actions from Tweed Estuary Management Plan: 10%</p>	<p>3.3 / 10%</p>	<p>High priority actions from the Tweed Estuary CMP continue to be implemented. There is significant work underway on erosion control adjacent to the Tweed Valley Way.</p>
	<p>↳ Annual production and distribution of a Tweed catchment water quality report: 1 Total</p>	<p>1 / 1 Total</p>	<p>A water quality report card for the Tweed Waterways was released in December 2020.</p>
	<p>↳ 1.2 Asset Protection: 100%</p>	<p>55.94 / 100%</p>	
	<p>↳ 1.2.1 Floodplain Management: 100%</p>	<p>42.2 / 100%</p>	
	<p>↳ 1.2.1 Floodplain Management Key Performance Indicators: 100%</p>	<p>25 / 100%</p>	
	<p>↳ Scheduled inspections of all flood mitigation assets: 2 Inspections</p>	<p>1 / 2 Inspections</p>	<p>Inspections ongoing.</p> <p>There are a few riverbank slips adjacent rural levees that the Flood Mit' Maintenance budget does not have capacity to repair. Until external/alternative sources of funding can be found these defects will remain.</p> <p>Maintenance budget for 2020/21 exhausted. Basic maintenance only until July 2021.</p>
	<p>↳ Quarterly meetings with Emergency Services, key Government Agencies and community representatives: 4 Meetings</p>	<p>0 / 4 Meetings</p>	<p>1 x meeting planned for May/June 2021</p>
	<p>↳ 1.2.1 Floodplain Management Significant projects/works: 100%</p>	<p>59.4 / 100%</p>	
	<p>↳ Implementation of the Tweed Valley Floodplain Risk Management Plan: 100%</p>	<p>66 / 100%</p>	<p>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.</p> <p>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.</p>
	<p>↳ Implementation of the Coastal Creeks Floodplain Risk Management Plan: 100%</p>	<p>66 / 100%</p>	<p>Projects complete: Enhance Gauge Network;</p> <p>Projects currently underway include: Voluntary House Purchase Scheme; Voluntary House Raising Scheme; Flash flood warning system for Burringbar-Mooball-Crabbes Creek ; Provide personalised flood risk information</p>
	<p>↳ Implement Murwillumbah CBD flood Study Outcomes: 100%</p>	<p>15 / 100%</p>	<p>Initial consultation with the Murwillumbah School Campus upgrade team completed. Concept plans appear to allow the preferred sports field spillway option and the upgrade design team appears interested in collaborating. We will continue to work with the NSW Education upgrade team</p>

↳ Develop and implement community awareness programs: 33%	16.5 / 33%	Awaiting Communications Unit review and additions to Flood Reports System. Expected to "go-live" in May 2021
↳ 1.2.2 Stormwater Drainage: 100%	69.68 / 100%	
↳ 1.2.2 Stormwater Drainage Key Performance Indicators: 100%	70 / 100%	
↳ Proportion of stormwater network inspected 2018/19: 25%	25 / 25%	No progress since last quarter.
↳ Volume of rubbish collected and removed from the stormwater system: 200 m3	200 / 200 m3	406m3 of material removed from gross pollutant traps in year to date.
↳ 3. Percentage of stormwater pipe repair and replacement program completed: 100%	10 / 100%	Midship Court pipe relining delayed to May 2021. Remainder of program to be developed.
↳ 1.2.2 Stormwater Drainage Significant projects/works: 100%	69.35 / 100%	
↳ Complete stormwater network asset surveys: 100%	40 / 100%	No change this quarter.
↳ Undertake condition surveys of stormwater pipes and pits: 50%	27.5 / 50%	No change this quarter.
↳ Develop and prioritise a forward works program for stormwater asset repairs and replacement based on condition survey results: 50%	21 / 50%	No change this quarter.
↳ Bogangar - Tamarind Ave - Through property #74: 100%	10 / 100%	No change this quarter.
↳ Burringbar - Greenvale Crt: 100%	100 / 100%	Project complete.
↳ Chinderah - Chinderah Bay Dr. Hacienda Holiday P: 100%	10 / 100%	Project scheduled to commence in June 2021.
↳ Murwillumbah - Mooball St Opposite Mount St Patricks School: 100%	100 / 100%	Project complete.
↳ Tweed Heads South - Agnes St Corner of Cox Dr.: 100%	100 / 100%	Project complete.
↳ Fingal Head - Main Road: 100%	10 / 100%	No further progress this quarter.
↳ Bogangar - Tamarind Ave - At property #74: 100%	10 / 100%	No progress with property negotiations to date.
↳ Pottsville - Tom Merchant Dr.: 100%	10 / 100%	Works scheduled for July 2021.
↳ Tweed Heads - Norman St Stanley Ln.: 100%	100 / 100%	Project complete.
↳ 1.3 Utility Services: 100%	71.07 / 100%	
↳ 1.3.1 Rubbish and Recycling Services: 100%	21.14 / 100%	
↳ 1.3.1 Rubbish and Recycling Services Key Performance Indicators: 100%	25.41 / 100%	
↳ Percentage of Domestic Waste (Red, Yellow and Green bins) diverted from landfill: 60% to 63%	57.3 / 63%	Council has diverted 57.3% of waste from bins collected from household up to 28 February 2021.
↳ Diversion from landfill of all waste received at the tip: 55% to 60%	53 / 60%	Council diverted 53% of all waste collected from households or disposed of at the Tweed Recycling and Landfill Centre up to 28 February 2021.
↳ Household organics collected for reuse (average kg per household per year): 300 Kg	332 / 300 Kg	Residents have presented an average of 332 kg per organics bin to 28 February 2021. This is well ahead of target.

→ Household recycling product collected for reuse (average kg per household per year): 270 Kg	154 / 270 Kg	An average of 154 kg per household of recycling was collected up to 28 February 2021. This will trend to 232 kg per property by the end of the financial year which is below the target of 270 kg per property, however this figure does not include the container deposit scheme tonnages. It is proposed that we reduce the target for 2021/22 to take into consideration the diversion of containers through the state government container deposit scheme.
→ Compliance with environmental standards for tip sites: 99% to 99%	99 / 99%	Council's monitoring and reporting on the Tweed Landfill and processing licences is up to date with the information published on line.
→ 1.3.1 Rubbish and Recycling Services Significant projects/works: 100%	16.86 / 100%	
→ Stotts Creek Internal roadworks and traffic management: 100%	7 / 100%	The DA was submitted for the initial works on this in late 2020 and the Resource Recovery Project Delivery Team are working closely with the planners to provide the detail to get the planning approval.
→ Organics Processing Facility: 100%	90 / 100%	Construction of the organics processing facility is nearing completion with the facility currently being commissioned.
→ Stotts Creek last putrescible cell construction: 100%	10 / 100%	Council is still considering the DA submission as at 27 October 2020. Works will commence once the approval is granted on the removal of vegetation.
→ Weighbridge and office upgrade: 100%	6 / 100%	DA submitted in late 2020, as a composite DA to do roadworks, parking upgrade, site office, and weighbridge upgrade. This has been held up whilst more studies have been requested by Planning.
→ Transfer Station Infrastructure: 100%	0 / 100%	Construction of the Transfer Station will not commence until after the new site office, weighbridge and entry roads have been upgraded and the works are completed. These works are yet to commence with a Development Approval currently being considered by Council for the work.
→ Site office, amenities, parking, shop: 100%	5 / 100%	The planners have requested some additional studies to allow consideration of the DA. These have now been provided.
→ Wetland and leachate pond: 100%	Not started	The upgrade to the wetland and leachate pond has not yet commenced. This will progress once the initial works under the Waste Masterplan have been completed, including the organics processing facility.
→ 1.3.2 Sewerage Services: 100%	77.97 / 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%	65 / 100%	65% compliance year to date was achieved with a 63% result for quarter 3. At Banora Point wastewater treatment plant 7 out of 13 samples exceeded the 90% license limit for Thermotolerant Coliforms due to recontamination in the effluent ponds. Hastings Point wastewater treatment plant had one sample failure for BOD5 after high load levels during the holiday period. Mooball wastewater treatment plant had 2 samples with high levels of phosphorus. These were rectified by increasing the alum dosing. A third sample exceedance for Suspended Solids and Phosphorus was likely due to sample contamination. 4 samples for Thermotolerant Coliforms were above license limits at Murwillumbah wastewater treatment plant during the recent wet weather. When high levels of stormwater are experienced at the plant wastewater sometimes enters the effluent ponds increasing the Thermotolerant Coliforms level.
→ Total number of sewer service interruptions per year: 108 Total	2 / 108 Total	1 sewer interruption occurred during quarter 3 when a junction on a gravity main in a backyard had to be replaced due to tree root damage.
→ Total number of odour complaints per year: 37 Complaints	9 / 37 Complaints	2 odour complaints were received during the quarter. The first was rectified by raising a vent stack 3 meters. This infrastructure was beside a new estate and had not previously been an issue. The other complaint was due to a faulty seal on a manhole which was resealed.

↳ Percent of sewage recycled: 15% to 15%	9.9 / 15%	Effluent reuse decreased to 6.2% for the quarter due to lower demand for irrigation as soaking rain was experienced throughout the period. Seasonal demand from the sugar mill/power plant also dropped.
→ 1.3.2.A Sewerage Services - Mains: 100%	88.2 / 100%	
↳ Gravity Mains - Relining: 100%	76 / 100%	Relining Program is on track.
↳ Gravity Mains - Upgrade/New: 100%	100 / 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.
↳ Rising Main - Replacement/New/Upgrade: 100%	65 / 100%	Lundberg Dv - Currently 95% complete and awaiting on TSC to formally be given stewardship of the rail corridor in Lundberg Drive (to avoid costly under boring), currently scheduled to be completed in August 2021. Inlet Dv - 250mm x 450m - Designs and Approvals completed, currently out to Tender for Under Boring works, and scheduled for construction in mid 2021. Eunga St - Completed Coast Rd, Casuarina Stage 1 - Currently in construction phase, with completion due in May 2021. Divert to Brett St - Completed Beryl St - 250mm x 270m - Currently in design phase. scheduled for construction commencing July 2021. Kings Forest Stage 1 - Currently in design phase, (near complete). To go to tender for construction by contractor. Timing dependent on Kings Forest Development, but current target is for completion by the end of 2022, and is therefore currently scheduled for construction in the 2021/2022 financial year. Kings Forest Stage 2 - Design and Approvals completed. To go to tender via Health Infrastructure for construction by contractor within the Cudgen Rd/Tweed Coast Rd intersection upgrade package. Current target construction commencement is possibly mid 2021, however this is driven/dependent on Health Infrastructures Program and the timing does not currently effect the Kings Forest Development. Coast Rd Casuarina Stage 2 - Design and Approvals completed. To be constructed by contractor in conjunction with developers trunk water main construction. Timing dependent on Kings Forest Development, but current target is for completion by the end of 2021.
→ 1.3.2.B Sewerage Services - Pumping stations: 100%	94.75 / 100%	
↳ Pump Station - Mechanical/Electrical/Civil/Generator upgrade: 100%	79 / 100%	Martinelli Av SPS 3004 - Mechanical and Electrical upgrade components have been completed. Civil access improvements design ongoing and delayed due to difficulty and deign resource constraints. Civil access improvements construction scheduled to be commence August 2021. Leisure Drive East SPS 3019 - Designed and approved. Mechanical items procurement has commenced. Building contract has been awarded. Project scheduled for completion by December 2021.
↳ Pump Station - Telemetry Upgrades: 100%	100 / 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.
→ 1.3.2.C Sewerage Services - Treatment: 100%	54.44 / 100%	
↳ Treatment Plant - Tweed Heads site and Lagoon Remediation - Assessment: 100%	15 / 100%	Environmental Assessment and Approvals budgeted in 2021/2022 financial year. No further progress this quarter.

→ Banora Point WWTP 604kW Solar PV System

Nearly There

A review of the Business Case for Banora Pt WWTP Solar PV system was completed as part of "Review of Energy Procurement Options Report". This report recommended proceeding with the proposed Banora Pt WWTP Solar PV project.

A Geotechnical has now been completed to inform the requirements for the proposed ground mounted solar system.

A Project Manager has been allocated for the Approvals, Delivery and Finalisation phases.

A solar shading study has been completed to confirm solar outputs and any site shading limitations.

Filling and leveling earthwork works have been complete on-site to facilitate installation of ground mounted solar system.

Approval to complete works must be obtained from Essential Energy (due to size of proposed solar system). This approval can not be completed until the final design works have been completed by the contractor.

Preliminary enquiries with Essential Energy indicate that there should not be any restrictions placed on the proposed installation. Essential Energy has advised a very large backlog of large scale solar applications is currently in place. Essential Energy advised applicants can expect delays in the progressing of approvals to connect new >99kWp systems. Essential Energy may be able to complete some network investigations works on a fee for service basis.

Due to the size and complexity of the proposed Solar PV system it has been determined that a concept Electrical Engineering Design should be completed for the proposed works to be included as part of the request for offer documentation.

Offers closed January 2021 for electrical consultancy services but no offers were accepted (potentially limited offers due to Christmas period). Scope was revised and Offers will close April 2021.

With additional design requirements identified and probably Essential Energy approval delays works are now expected to be complete by mid to late 2021. Delivery of Banora WWTP Solar PV project has been moved to REAP Phase 2 delivery program.

→ Treatment Plant - Plant – Banora Point blower replacement: 100%

20 / 100%

Blower Upgrade scheduled in 2020/2021. Tender processes and review complete and Letter of award has been issued.

→ Hastings Point WWTP Performance upgrade: 100%

Not started

Survey and investigation completed to update and collate old drawings into a consolidated works as executed drawing set.

Process upgrade options have been discussed with Wastewater Treatment Engineer. Further works required to determine a preferred option.

→ Murwillumbah WWTP Capacity Upgrade: 100%

72.5 / 100%

OEH has been engaged to undertake modelling of the Tweed and Rous Rivers to determine the impact of the discharge of the MWWTP effluent at various locations. The initial locations are the present discharge point, below the confluence of the Rous River and Dungay Ck, Condong and near Bray Pk Weir. The results of the modelling have been reviewed and further modelling of ebb tide discharges at Mayal Ck is being undertaken. When the impact of discharges at each of these points, the discharge of different effluent qualities at each of these points and the cost of the options are known a decision can be made on a concept for the WWTP and discharge location.

NSW PWA has prepared an options study for the upgrade of the WWTP. This will be updated when effluent quality requirements are known.

In the near future the public will be advised of this project and the Your Say Tweed web site will be made available to the public

→ 1.3.2.D Sewerage Services - Strategies and plans: 100%

70.83 / 100%

→ **Overflow Abatement Actions - Update: 100%**

85 / 100%

Hydraulic analysis of the Condong sewer system has identified an opportunity to provide new overflow diversion structures along this line (connecting to stormwater) in order to reduce sewer overflows at connected upstream properties. Further analysis is required to determine feasibility.

Discussions held with Roads and Stormwater unit who are initiating a drainage study for the Dorothy / William Sts area in Murwillumbah. Also known as the Harwood St sewer pumping station catchment, the investigation area is severely prone to sewer inflow/infiltration which is exacerbated by regular flooding / stormwater inundation. Project managed by R&S and with input from the W&WW Units, it is envisaged that the study will identify solutions to alleviate sewer infiltration/overflow issues in the catchment.

Communication planning initiated to facilitate implementation of Recreation St sewer catchment Inflow/Infiltration reduction pilot project.

→ **Strategic Business Plan and actions - Update: 100%**

95 / 100%

The finalisation of these plans has been delayed and placed on hold due to various and numerous other priorities.

The Water and Wastewater Strategic Business Plans are progressing well. They require amendment and review due to the change in the structure of the Water and Wastewater Units.

→ **Development Standards Review - Wastewater: 100%**

65 / 100%

SPS lid configuration and details standards drawing agreed.

→ **Policies and Procedures - Review - Wastewater: 100%**

75 / 100%

No new policy development in this period although there will be the development of a recycled water/precinct water planning policy to be prepared as a recommendation from the PRG.

Review of policies and procedures is an ongoing activity.

→ **Pottsville West Development Areas - Development and assessment of options for provision of wastewater services: 100%**

5 / 100%

A Scope of Work for the engagement of a consultant to work with the community to develop a preferred option has been drafted. The Scope includes the investigation of options and community consultation to determine preferred options for trunk infrastructure, treatment and disposal. The Scope of Work is being reviewed prior to seeking tenders for the work.

As a parallel activity at its 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:

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.

→ **1.3.2.E Sewerage Services - Information systems: 100%**

59.6 / 100%

→ Corporate systems - Improve configuration and management reporting: 100%

30 / 100%

The new water meter reading platform, Itron Temetra, is now fully operational with customisation complete and initial teething problems resolved. There is a problem with the Panasonic handheld reading devices losing power more quickly than anticipated and this is being followed up with Panasonic. Temetra has significantly improved the efficiency of reading meters, assigning re-reads and identifying anomalies for further investigation.

The liquid trade waste improvement project is now about 98% complete. All liquid trade waste approvals have been converted to the new application module in Ci Property & Rating. A procedure for using the new module has been prepared. A small number of changes to automatically generated templates within the module remain to be finalised. All new liquid trade waste approvals are now created in the new application module. Improvement Project within the existing Property and Rating Module of Tech 1 - For sections 305 to 307 of the Water Management Act related processes. This project has commenced and is expected to be implemented by end of March 2021.

The majority of other water and wastewater projects have not been included in the Corporate IT Strategy.

Alternative procurement and funding arrangements will need to be negotiated.

Water and Wastewater staff have also implemented a program to routinely identify high residential water users, based on their quarterly meter reading results and in conjunction with these users determine ways to reduce their consumption.

→ Continued development of field workforce mobile solution: 100%

54 / 100%

On track with progress.

→ Improve computer network, systems and management: 100%

95 / 100%

On track.

→ Project management system, improve implementation and gateway processes: 100%

75 / 100%

Initiation and briefing of capital works is becoming more comprehensive with more planning and stakeholder input and review.

A new project management framework has recently been rolled out to improve the systems & processes.

Further development of processes are occurring for transitioning identified capital items through options and business case development to actual capital project Initiation.

Works are also being carried out on capital works scoping and long term risk based capital works program.

→ Business Systems Other - Improve processes and apply Business Intelligence for improved interrogation and reporting: 100%

2 / 100%

The majority of other water and wastewater projects have not been included in the Corporate IT Strategy due to resource constraints.

A Water and Wastewater program is being developed with the IT Unit and once complete and priorities determined resourcing will be determined which is likely to include alternative procurement and funding arrangements.

→ Investigation of smart metering and intelligent communication networks: 100%

15 / 100%

There has been no further work on digital metering this quarter. Staff continue to keep abreast of technology changes and smart metering solutions implemented elsewhere in Australia. An investigation of digital metering will form a key part of Council's future demand management strategy now that Council has adopted the recommendations of the Water Strategies Review PRG. An implementation plan for demand management which includes an investigation of digital metering will be developed in 2021.

→ GIS - Improvements and increased reporting and thematic mapping for period 2017-2020: 100%

100 / 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.

→ Image and photo management - new system implementation: 100%

25 / 100%

This project will parallel the Drawing & Plan Register Review.

→ 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

150 / 149 Total

Same accreditation levels maintained.

↳ Time taken for reporting test results upon receipt of samples: 10 Day(s) to 10 Day(s)	5.5 / 10 Day(s)	Despite absences from several staff due to illness and other circumstances, turnaround had remained on track and well below the 10 day goal.
↳ 1.3.4 Water Supply: 100%	85.15 / 100%	
↳ 1.3.4 Water Supply Key Performance Indicators: 100% to 100%	100 / 100%	
↳ Biological drinking water quality compliance: 100% to 100%	99.9 / 100%	A recent single sample failure for E coli was realised in the Bray Park retic supply area. This is the only failure from almost 2000 samples for the reporting year and the water supply biological drinking water quality compliance is well within the national health target of 98%.
↳ Total number of water quality complaints per year: 111 Total	133 / 111 Total	72 water quality complaints were processed during the quarter. More than half were for dirty water affecting the Banora Point/Tweed Heads area following a trunk main break at Chinderah in January. Several complaints were received after a main break in Murwillumbah and maintenance at Pottsville. 5 Complaints were for taste issues including algal taste. The remaining quality issues were for dirty water in numerous localities. All complaints were resolved by flushing the nearby mains.
↳ Total number of water service interruptions: 1.32k Properties	1.22k / 1.32k Properties	During the quarter 24 incidents resulted in 611 interruptions. Several breaks occurred on Scenic Drive during January and were responsible for 250 interrupted services. Another cluster of 6 breaks happened around the Joshua Street area in Murwillumbah with almost 200 services interrupted in total. Around 35 services were out briefly when planned maintenance accidentally cut supply to a Pottsville estate and another 35 services in Kielvale were interrupted after a broken main on Reserve Creek Road. The remaining interruptions were due to pipe breaks, unplanned hydrant repairs, damage to a PRV after a main break and leaking stop valve repairs.
↳ Residential water consumption (litres per person per day): 160 L/person to 160 L/person	183 / 160 L/person	The latest rolling 12 month residential water consumption is at 183L/person/day down 1L from the previous quarter. The daily measure briefly touched the 160L/person/day target during the recent persistent wet weather toward the end of the quarter.
↳ 1.3.4.A Water Supply - Mains: 100%	69.57 / 100%	
↳ Consumer Connections - New: 350 Properties	139 / 350 Properties	45 properties were connected during the period from January to March.
↳ Reticulation Mains - new/replacement/upgrade: 100%	79 / 100%	Alma St - Construction currently underway, to be completed this month - April 2021. Pearl St - Designed completed and Approvals Gained. Construction scheduled to start June 2021. Laura St - Design completed. Construction scheduled to start May 2021. Ducat St - Currently in design phase, scheduled for construction in October 2021 Tumbulgum Rd - Designed and approved. Construction scheduled to start June 2021. Orient St - Currently in design, construction scheduled to start June 2021. Reserve Creek Road - Designed and approved. Construction scheduled in July 2021. Scenic Dv - Currently under construction scheduled to finish this month - April 2021. Cypress Cres - Designed and Approved, construction scheduled to start June 2021. Charles St and Razorback - Completed Tombonda Rd - Design and Approvals complete. Tender has closed and being evaluated. Scheduled for construction by contractor starting June 2021.
↳ Trunk Mains - new and replacement 2020/21: 100%	90 / 100%	Alma St, River St to divide valve (IWW72) - Construction is currently underway and approx. 90% complete, completion expected by end of April 2021. Scenic Drive, Walmsleys Rd to Panorama Dv (IWW86) - Construction is near complete, approx. 95%. Completion on track for end of April 2021.
↳ 1.3.4.B Water Supply - Pumping stations: 100%	100 / 100%	

	→ Pump Station - Flow Meter Program: 100%	100 / 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>
	→ Pump Station - New: 100%	100 / 100%	Project abandoned. Other options to boost pressures in this zone are available and are to be further investigated.
	→ 1.3.4.C Water Supply - Treatment: 100%	98 / 100%	
	→ Treatment Plant - Uki: 100%	98 / 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>
	→ 1.3.4.D Water Supply - Strategies and plans: 100%	89 / 100%	
	→ Water Supply Link to SEQ - Feasibility: 100%	100 / 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>
	→ Strategic Business Plan and actions - Update: 100%	95 / 100%	<p>The finalisation of these plans has been delayed and placed on hold due to various and numerous other priorities.</p> <p>The Water and Wastewater Strategic Business Plans are progressing well. They require amendment and review due to the change in the structure of the Water and Wastewater Units.</p>
	→ Progressively implement new Drinking Water Management System: 100%	72 / 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.
	→ Integrated Water Cycle Management Strategy - 2014 Level 1 funded Actions: 100%	100 / 100%	Council has adopted the recommendations of the Water Strategies Review PRG. 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. It is envisaged that the consultant will be engaged in the second half of 2021. The IWCM review process will involve significant stakeholder engagement.
	→ Water Strategies - Reviews - Demand Management, Water Supply Augmentation, Drought Management: 100%	100 / 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>

	→ Development standards Review - Water Supply: 100%	70 / 100%	Standard 242 (Nov-20 Rev C) Automatic Air Valve Installation Details created and upload to Council's website on 27 January 2021.
	→ Policies and Procedures - Review - Water supply: 100%	75 / 100%	No new policy development in this period although there will be the development of a recycled water/precinct water planning policy to be prepared as a recommendation from the PRG. Review of policies and procedures is an ongoing activity.
	→ 1.3.4.E Water Supply - Information Systems: 100%	59.6 / 100%	
	→ Corporate systems - Improve configuration and management reporting: 100%	30 / 100%	<p>The new water meter reading platform, Itron Temetra, is now fully operational with customisation complete and initial teething problems resolved. There is a problem with the Panasonic handheld reading devices losing power more quickly than anticipated and this is being followed up with Panasonic. Temetra has significantly improved the efficiency of reading meters, assigning re-reads and identifying anomalies for further investigation.</p> <p>The liquid trade waste improvement project is now about 98% complete. All liquid trade waste approvals have been converted to the new application module in Ci Property & Rating. A procedure for using the new module has been prepared. A small number of changes to automatically generated templates within the module remain to be finalised. All new liquid trade waste approvals are now created in the new application module. Improvement Project within the existing Property and Rating Module of Tech 1 - For sections 305 to 307 of the Water Management Act related processes. This project has commenced and is expected to be implemented by end of March 2021.</p> <p>The majority of other water and wastewater projects have not been included in the Corporate IT Strategy. Alternative procurement and funding arrangements will need to be negotiated.</p> <p>Water and Wastewater staff have also implemented a program to routinely identify high residential water users, based on their quarterly meter reading results and in conjunction with these users determine ways to reduce their consumption.</p>
	→ Continued development of field workforce mobile solution: 100%	54 / 100%	On track with progress.
	→ Improve computer network, systems and management: 100%	95 / 100%	On track.
	→ Project management system, improve implementation and gateway processes: 100%	75 / 100%	<p>Initiation and briefing of capital works is becoming more comprehensive with more planning and stakeholder input and review.</p> <p>A new project management framework has recently been rolled out to improve the systems & processes. Further development of processes are occurring for transitioning identified capital items through options and business case development to actual capital project Initiation.</p> <p>Works are also being carried out on capital works scoping and long term risk based capital works program.</p>
	→ Business Systems Other - Improve processes and apply Business Intelligence for improved interrogation and reporting: 100%	2 / 100%	<p>The majority of other water and wastewater projects have not been included in the Corporate IT Strategy due to resource constraints.</p> <p>A Water and Wastewater program is being developed with the IT Unit and once complete and priorities determined resourcing will be determined which is likely to include alternative procurement and funding arrangements.</p>
	→ Investigation of smart metering and intelligent communication networks: 100%	15 / 100%	There has been no further work on digital metering this quarter. Staff continue to keep abreast of technology changes and smart metering solutions implemented elsewhere in Australia. An investigation of digital metering will form a key part of Council's future demand management strategy now that Council has adopted the recommendations of the Water Strategies Review PRG. An implementation plan for demand management which includes an investigation of digital metering will be developed in 2021.
	→ GIS - Improvements and increased reporting and thematic mapping for period 2017-2020: 100%	100 / 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.

↳ Image and photo management - new system implementation: 100%	25 / 100%	This project will parallel the Drawing & Plan Register Review.
↳ 1.3.4.F Water Supply - Dams & Weirs: 100%	85 / 100%	
↳ Clarrie Hall Dam Raising: 100%	70 / 100%	The consultant engaged for the preparation of the EIS is providing drafts of reports addressing the SEARS. The reports are being reviewed as they have been provided. There have been issues with the quality of writing in the reports. This is being addressed with the consultant. Two of the consultants project managers for the EIS have left the consultant. Council is working with the consultant to ensure there are no further delays in completing the EIS. Community consultation has been planned for February 2021 to provide information to the community on the EIS and how they may make submissions during the exhibition period. In March the EIS will be placed on exhibition, submissions received and hopefully determination by Minister by July 2021.
↳ Bray Park Weir Salt Inundation: 100%	100 / 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".
↳ 1.3.4.G Water Supply - Reservoirs: 100%	80 / 100%	
↳ Reservoirs - Re-chlorination: 100%	60 / 100%	Project delayed. Project requirements and proposed control philosophies still to be determined for the re-chlorination sites at: <ul style="list-style-type: none">• West Pottsville Reservoirs (IWW59)• Water Pump Station 22 (Fraser Drive Banora Point) (WAT68)• Razor Back Reservoir (IWW60) Subsequent design and construction specifications are then to be produced, in order to go to the market for construction in the 2021/2022 financial year.
↳ 1.4 Managing Community Growth: 100%	88.77 / 100%	
↳ 1.4.1 Strategic Land-use Planning: 100%	88.77 / 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%	100 / 100%	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.
↳ Number of major plans or policies accomplished: 2 Total	2 / 2 Total	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.
↳ Cost recovery ratio for developer initiated LEP or DCP based on planning services fees and charges: 75% to 75%	100 / 75%	Fees and Charges are reviewed and updated annually and currently reflect the reasonable costs of Council's strategic planning services.
↳ Projects completed within their estimated budget: 100% to 100%	100 / 100%	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.
↳ 1.4.1 Strategic Land-use Planning Significant projects/works: 100%	77.54 / 100%	

→ Scenic Landscape Strategy: 100%	50 / 100%	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 it is unlikely to be completed within the allocated time. To ensure that scenic impact assessment is enhanced within the Council's regulatory planning policy a simplified response will be evaluated and designed as an interim measure and this is more likely to be completed within the allocated timeframe however, resourcing is not presently available nor has a priority commitment been resolved. As such the progress indicator for this project has been reset to 50% to reflect the work that has been done to-date and the work that remains to be done to prepare the new policy measure.
→ Murwillumbah Main Street Heritage Program: 100%	100 / 100%	The Murwillumbah Main Street Heritage program was intended to occur over two years and to continue further only if resourcing permitted. Due to other priorities, the program was not scheduled for 2019/20 or 2020/21.
→ Voluntary Planning Proposal Policy: 100%	100 / 100%	The NSW Planning Department issued an updated Practice Note in February 2021 which broadly defines the purpose, rationale and fundamental principles governing the use of planning agreements as a legitimate planning tool for securing public benefits related to a development proposal (planning proposal) or development application. Given the limited use of these in the Tweed context relative to the demand for other planning services where there is a greater need for resource deployment there is presently no timeframe allocated for the preparation of a policy, in the absence of the Department providing a State-based template. For this reason the task has been marked as completed and any further consideration about preparing a Policy will need to be included at a future, ascertainable, time.
→ Dunloe Park Release Area Planning: 100%	100 / 100%	Staff have provided extensive support and assistance to the developer / landowner over a very long period in excess of 5 years. The master-planning exercise is essentially the developer / landowner responsibility and time frames and delivery of key milestones is under their control. The final draft master-plan was received from the developer / landowner on 8 October 2020 and is being reviewed by staff prior to the developer / landowner publicly exhibiting their plan. Whilst this will be undertaken by the developer / landowner they would likely need to be assisted by Council staff. The master-plan, once accepted or endorsed, will inform the rezoning of the release area for which there is no current time frame; and whilst this was previously considered likely to occur by a requested of the landowners early in 2021 this has not materialised. As the staff are unable to progress the masterplan under their own direction and within a reasonable timeframe and with adequate resourcing the project has been marked as completed and any further assistance will need to be reconsidered in 2022.
→ Tweed Local Growth Management Plan (subject to Council endorsement): 100%	100 / 100%	With the adoption of the Government's requirement for a Local Strategic Planning Statement and with the large volume of projects (both statutory and non-statutory) on the Unit's work plan, which are not capable of being resourced over the shorter-term, the growth strategy has been indefinitely deferred.
→ Sustainable Development Program (subject to Council endorsement): 100%	100 / 100%	This was a collaboration project with the University of Queensland and other partners of theirs. The project development and scoping commenced about 6 years ago and became stagnant, with the little to no ongoing collaboration occurring for the previous 2 years. The project is now taken to be at an end.
→ Urban and Employment Land Strategy – Review (subject to Council endorsement): 100%	100 / 100%	There has been no Council endorsement to commence this project with this reporting cycle.
→ Murwillumbah Regional Locality Plan (subject to Council endorsement): 100%	10 / 100%	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. 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 however, owing to other emerging priorities relating to the Rural Lands Strategy (RLS) implementation this new budget allocation is proposed to be deferred and reallocated to support the RLS works and reallocated in the 2021/22 budget review. The project will be held in abeyance until funding and resourcing is available.

→ Implementation of Rural Villages actions (subject to Council endorsement): 100%	30 / 100%	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.
→ Locality planning for Tweed villages and localities (subject to Council prioritisation): 100%	45 / 100%	Council has endorsed / prioritised locality planning for Chinderah and Fingal Head with these plans having been commenced, early public engagement undertaken and are currently being evaluated to streamline the delivery of fit for purpose policy that meets the Councilors expectations and addresses identified areas of concern warranting a policy response. This acknowledges that comprehensive locality planning is not considered warranted in these localities and that resourcing for that more extensive work is not likely to be available for some time. These Plans or the strategy for progressing the plans will be reported to Council at the earliest available time.
→ Implementation of Rural Land Strategy actions (subject to Council endorsement): 100%	10 / 100%	Adoption of the RLS occurred much later than expected and is the precursor to developing an implementation plan. Work on preparing the implementation plan will occur in 2020 subject to resource availability and likely be completed by mid 2021. Based on current work program commitments and resource scarcity to meet total demand for strategic planning services the implementation plan is likely to prioritise key projects and stage delivery over an extensive timer period of 10 to 15 years.
→ Implementation of Aboriginal cultural heritage management plan: 75.03%	71.81 / 75.03%	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; and there is no scheduling planned for this and will likely need to be supported by a dedicated resource, which is not presently budgeted for. It will be a matter for a future Delivery Plan item and endorsement.
DP2. Making decisions with you - We're in this together	Behind	
→ 2.1 Built Environment: 100%	4.2 / 100%	
→ 2.1.1 Building Certification: 100%	80.09 / 100%	
→ 2.1.1 Building Certification Key Performance Indicators: 100%	80.17 / 100%	
→ Average time (Officer days) to assess and determine Construction Certificate applications: 15 Day(s) to 15 Day(s)	10 / 15 Day(s)	NOTE: The KPI for CC's states a preferred assessment time of less than 15 days. This is calculated from the date of the determined DA when CC's are lodged concurrently with a DA. For the third quarter 1 January 2021 - 31 March 2021 Council received and determined 49 CC's. The average assessment time of those applications was 14.8 days. Combining Q1, Q2 and Q3 the current average processing time is 10 days which is well within 15 day KPI for 186 applications.
→ Average time to assess and determine Complying Development Certificates: 15 Day(s) to 15 Day(s)	24.1 / 15 Day(s)	In the third quarter of the financial year Council determined 6 CDC's with an average assessment time of 31.6 days. Financial year to date Council determined 16 CDC's with an average assessment time of 24.1 - this is above our KPI of 15 days. Staff are working to lower this before the end of the financial year.
→ Number of household pool safety inspections per year: 720 Inspections	388.8 / 720 Inspections	384 Inspections at 31 March 2021. This equates to 53% of the financial years target at 75% of the year gone by. Industry pool inspectors appear to be offering the service of certifying pools barriers and fixing pool barriers simultaneously. TSC cant offer this building service and therefore our inspection regime is lower than hoped. Additional letters and advertising is being undertaken in an attempt to increase business to TSC. In future years the KPI will need to be reduced to reflect this industry change.
→ Customer satisfaction of those using building certification services: 80% to 80%	80 / 80%	There will be no change to this result of 80.6% until the next customer service audit.

↳ 2.1.1 Building Certification Significant projects/works: 100%	80 / 100%	
↳ Develop building services strategy: 100%	40 / 100%	Building Services Unit are tracking all services offered and undertaking a process review to help inform the strategy.
↳ 2.1.2 Development Assessment: 100%	-150 / 100%	
↳ 2.1.2 Development Assessment Key Performance Indicators: 100%	-400 / 100%	
↳ Average time to determine a development application: 68 Day(s) to 66 Day(s)	96 / 66 Day(s)	The current gross average determination days is 82 days to determine a development application. Tweed Council continues to experience high levels of development and building related application activity. There are currently 320 DAs and 39 Modification Applications that are undetermined, with large numbers submitted, waiting to be lodged. In addition to the large numbers of applications, for both small and very large developments, the new State Planning Portal lodgement system has had a big impact on the efficiency of Council's administrative systems. Council continues to provide detailed feedback to the NSW Department of Planning, Industry and Environment to seek improvements to this State based process. Council also services the demands of a number of major approved and emerging development sites such as Kings Forest, Cobaki, Gales Kingscliff, Area E Terranora and Dunloe Park, as well as a series of major legal matters.
↳ Delivery of section 149 certificates within five days and urgent certificates within 2 days: 100% to 100%	100 / 100%	Section 10.7(2) and (5) certificates have been processed within the 2 and 5 day turnaround timeframes.
↳ Percentage of Development Assessment Panel meetings organised within one week of request: 100% to 100%	100 / 100%	The target of 1 week has been met throughout the year despite a major increase in the number of meetings. On average there have been 2 meetings per week with 2 appointments per meeting.
↳ 2.1.2 Development Assessment Significant projects/works: 100%	100 / 100%	
↳ 2.1.3 Development Engineering and Subdivision Assessment: 100%	82.5 / 100%	
↳ 2.1.3 Development Engineering and Subdivision Assessment Key Performance Indicators: 100%	65 / 100%	
↳ Average determination times for Construction Certificates and Subdivision Certificates: 60 Day(s) to 60 Day(s)	39 / 60 Day(s)	During the quarter there were <ul style="list-style-type: none"> • 3 Construction Certificates issued, with an average (utilised) turnaround time of 40 days, • 6 Subdivision Certificates issued, with an average (utilised) turnaround time of 39 days. All were within the allowed 60 day timeframe.
↳ 2.1.3 Development Engineering and Subdivision Assessment Significant projects/works: 100%	100 / 100%	
↳ 2.2 Engagement: 100%	90.59 / 100%	
↳ 2.2.1 Animal Management: 100%	100 / 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%	100 / 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.
↳ Response times to 'dog on person' attacks: 2 Hours to 2 Hours	2 / 2 Hours	No change, Rangers continue to respond to all reports based on their individual priority.
↳ Response times to roaming or barking dogs: 12 Hours to 12 Hours	12 / 12 Hours	A review of the current process for investigating barking dogs complaints has been finalised with a number of recommendations being made to the executive prior to implementation.
↳ Increase in number of pet registrations 0%	80 / 0%	Due to a major fault with the NSW Pet Registry, no data/information has been available until September 2020. We are now working through the backlog of outstanding registrations where it is anticipated over 600 registration notices will be sent to pet owners by December 2020.

↳ 2.2.1 Animal Management Significant projects/works: 100%	100 / 100%	
↳ 2.2.2 Communications: 100%	84.3 / 100%	
↳ 2.2.2 Communications Key Performance Indicators: 100%	78.1 / 100%	
↳ Growth in traffic and visitor usage across all of Council's websites.: 623.24k Sessions	508.95k / 623.24k Sessions	<p>Council manages and maintains 11 public websites, figures are included below for the past quarter (Jan-Mar 2021).</p> <p>For the most part, COVID restrictions have continued to ease, with more and more events going ahead. This has been reflected in traffic to the What's On Tweed website, with nearly double the number of visits this past quarter compared to the same time last year (Jan-Mar 2020) prior to COVID.</p> <p>The Gallery website saw a much higher than usual volume of traffic this quarter (nearly triple the previous quarter), most likely due to the very popular Archibald Prize Regional Tour.</p>
↳ Growth in subscribers to Council's email subscription services; including e-newsletters, media releases, alerts and more.: 40k Total	34.15k / 40k Total	<p>Subscriptions (as at 1 April 2021)</p> <p>We recently carried out a clean-up of old or duplicate emails in the subscriber lists which downplays the actual increase in subscribers numbers across the board. The largest increase came from the Tweed Regional Gallery News, with 25% more subscribers than the previous quarter. This was likely in part due to the extremely popular Archibald Prize Regional Tour that the Gallery ran from 22 Jan – 7 March 2021.</p> <p>The Wild Life newsletter was opened up to the general public late last year (previously only available to members of conservation programs) and so far has been very well received with an increase of 40% in subscribers over the past 5-6 months.</p> <ul style="list-style-type: none"> · Your Say Tweed – 4807 · Media Releases - Standard – 2179 · Media Releases - Cultural (Museum and Art Gallery) – 1968 · Tweed Link – 3533 · Community Emergency Update – 1635 · Job Alerts – 5826 · Non-DA Items on Exhibition – 807 · Council Business Paper (Agenda and Minutes) – 64 · Arts and Culture Newsletter – 2013 · Business Newsletter – 1787 · Environment and Sustainability Newsletter – 2054 · Tweed Regional Aquatic Centre Newsletter – 2407 · Museum News – 1683 · Gallery News – 2924 · Wild Life – 506 <p>TOTAL: 34,153</p>
↳ New followers and audience growth on Council's social media accounts.: 48.5k People to 60k People	59.99k / 60k People	Quarterly social media reports for TRAC social media channels.

→ **Number of media releases issued and media activity summary.: 152 Report**

**138 / 152
Report**

Council issued **45 media releases** from 1 January 2021 to March 31 2021 (22 proactive, 11 reactive, 9 Tweed Regional Gallery and 3 Tweed Regional Museum).

Topics for proactive media releases included preliminary work starting on the Northern Rivers Rail Trail, the launch of the Tackling Mosquitoes Together campaign, new parking restrictions in Tweed Heads to tackle overnight campers and record numbers at the Gallery for the Archibald Prize tour. Reactive releases included the Mayor supporting COVID restrictions in Brisbane (January) and the Northern Rivers (March), algae alerts and thieves targeting water meters.

Media summary: There were **107 media enquiries** received during the quarter. Hot topics included the Tweed Australia Day Awards – local winner TJ Kleeman received worldwide coverage for her award including the BBC and The Project, enquiries related to a number of wet weather events and subsequent clean-up and road repairs and the Archibald Prize regional Tour at the Gallery.

In total, Council and its associated facilities generated **1071 pieces of media coverage** (online, TV and radio) for the period.

→ **New registered users, visitor usage and site activity summary for 'Your Say Tweed':. 3.5k People to 3.5k People**

**4.8k / 3.5k
People**

Engagement activity has picked up in the October - December 2020 quarter, most notably the Murwillumbah Parklet project and the What do YOUth want? engagement which attracted a large number of new registrations.

Also, the revitalised YST homepage and project pages went live in this period.

1 October 2020 - 31 December 2020 *dramatic increases driven by Murwillumbah Parklet and youth engagement project

8 new projects published on YST in this period

776 new registrations (612% increase on same period in 2019)

18,000 site visits (32% increase on same period in 2019)

1,490 'engaged' visitors (interacted with a tool/made a submission) (482% increase on same period in 2019)

7,086 'informed' visitors (downloaded a document) (59% increase on same period in 2019)

12,292 'aware' visitors (visited a project page) (63% increase on same period in 2019)

<p>→ Resident, Environment, Industry Group Stakeholder Forums held at least three times a year.: 3 Meetings</p>	<p>2.01 / 3 Meetings</p>	<p>Planned REIGR Stakeholder Forums in 2021</p> <ul style="list-style-type: none"> • 16 March • 19 April - special edition on 2021/22 draft budget • 20 July • 14 October - special edition 'Meet the Councillors' • December TBC <p>REIGR Stakeholder Forum was held at Tweed Auditorium on 16 March 2021.</p> <p>Topics covered included:</p> <ol style="list-style-type: none"> 1. General Manager update 2. Actions being taken in response to 2019 Be our Best Survey 3. Clarrie Hall Dam Environmental Impact Statement Update 4. Preview of the approach being taken for the upcoming public exhibition of E-zones 5. 2021 Community engagement improvements 6. Northern Rivers Rail Trail <p>Also sought information from attendees re: public liability insurance following Councillor NOM.</p> <p>Attendee feedback</p> <ul style="list-style-type: none"> • 75% of attendees rated the March 2021 Stakeholder Forum as 'Extremely valuable' or 'Very valuable' use of their time (remainder said satisfactory) • 63% of attendees felt either 'Extremely well informed' or 'Very well informed' about Council's progress on key projects and plans for 2021 (remainder said satisfactory) • 70% felt either 'extremely well informed' or 'very informed' about plans to improve community engagement (remainder said satisfactory) and 100% felt they had an opportunity to provide feedback and suggestions • 80% felt either 'extremely well informed' or 'very informed' about the Northern Rivers Rail Trail Project (remainder said satisfactory) and 100% felt they had the opportunity to have their questions answered.
<p>→ Plain language audit of at least 10 Council publications/correspondence (external or internal).: 10 Audits</p>	<p>Not started</p>	
<p>→ Community satisfaction with Communication Services (from 2019 Be Our Best Resident Survey).: 80% to 80%</p>	<p>84 / 80%</p>	<p>2019 'Be Our Best' Resident Survey</p> <p>Availability of information about Council</p> <p>75% Important</p> <p>84% satisfaction (regional benchmark 75%)</p> <p>Information about Council news, programs and services is clear and accessible</p> <p>60% agreement (27% of those strongly agreed).</p>
<p>→ 2.2.2 Communications Significant projects/works: 100%</p>	<p>90.5 / 100%</p>	
<p>→ Web rebuild project: Website re-development and new content management system to deliver improved online customer experiences for Tweed Shire Council, Gallery, Museum and Tweed Regional Aquatic Centre.: 100%</p>	<p>65 / 100%</p>	<p>Following unplanned staff absences in Jan/Feb 2021 the project due date has been extended to 30 June 2021.</p> <p>The website build is well underway on the new OpenCities platform, with content being migrated from the old to new site and new features and functionality being set up. Testing is scheduled to start from mid-May and will include the Contact Centre and staff, a Councillor Workshop and public-facing customer focus groups (cross-section of the community, alongside members from the Equal Access Advisory Committee and the Stakeholder Forum).</p> <p>Further reviews will be carried out by independent assessors, including plain language certification, an accessibility audit and a security audit.</p>

→ Tweed Link: Deliver the Tweed Link online news site/content hub: to enhance content, news and subscriptions to the Tweed Link.: 100%	100 / 100%	The Tweed Link blog functionality was developed on the current website to a point it was close to going live, however the time to do that was impacting further development of the new TSC website. It has been agreed that the Tweed Link blog will be one of the new improvements to be launched as part of the Web Development project and will now be delivered in that timeframe with an anticipated May/June launch. Given we are in March the effort into this was required in the resources to deliver the new and improved functions on the new website.
→ Strategy: Implement actions from the Community Engagement Strategy and improve the effectiveness, coordination and implementation of community engagement initiatives across the organisation.: 100%	100 / 100%	Project complete.
→ Northern Rivers Rail Trail project: Support Rail Trail project and deliver communication including brand development, digital and social media platforms: 100%	21 / 100%	The final concept for the Northern Rivers Rail Trail brand development has been determined by the NRRT Project Committee and related stakeholders. The brand development will now continue to deliver a comprehensive Visual Standards and Signage Manual for the Northern Rivers Rail Trail project which is on track for completion by May.
→ 2.2.3 Contact Centre: 100%	82.21 / 100%	
→ 2.2.3 Contact Centre Key Performance Indicators: 100%	95.42 / 100%	
→ Customer satisfaction level with Council's Contact Centre to be greater than 80%.: 80% to 80%	88 / 80%	2019 'Be Our Best' Resident Survey Council's Customer Service 78% Importance. 88% Satisfaction.
→ Incoming calls to Contact Centre answered within ninety (90) seconds: 80% to 80%	69 / 80%	October to December continued to be a busy period for the Contact Centre with calls plus web chat activity averaging ~300 per day. Customer Service Request (CSR) activity increased over this period, resulting in longer call times and queue wait times. In addition, the week prior to closing the Tweed experienced another weather event. Service levels were impacted by a higher than expected staff leave in October and November. Oct = 60%, Nov = 69%, Dec = 77%.
→ Contact Centre to resolve more than 80% of enquiries at first point of contact.: 80% to 80%	83 / 80%	The Contact Centre has delivered this KPI for this quarter. Oct = 81%, Nov = 83%, Dec = 85%.
→ 2.2.3 Contact Centre Significant projects/works: 100%	69 / 100%	
→ Implement a Quality Assurance Framework to measure customer satisfaction, service quality and identify improvement opportunities for the Contact Centre: 100%	87 / 100%	The draft Quality Assurance Program for the Contact Centre has been developed. The call monitoring part of the QA program is developed using our existing Premier Contact Point telephony and integrates well. This program will capture and coach with a minimum of 3 calls per agent per month. It will be supported by a recognition and reward component once implemented. May is a trial month to commence the process with June the official program roll out for the team.
→ Upgrade Contact Centre telephony system to deliver additional customer solutions: 100%	100 / 100%	Completed. All modules now in place. Post call survey now fully implemented.
→ Review and update Knowledge Base requirements and solutions for Contact Centre operations: 100%	Not started	A project team is being established to commence this review in early 2020.

→ Review and implement customer satisfaction measurement solutions for Council services: 100%	Not started	As part of Council's overall Quality Assurance Program we are implementing a range of post interaction satisfaction measures. Completed: <ul style="list-style-type: none">Automatic Post Call Surveys (contact Centre only)Feedback and compliment forms at front counters Next steps: <ul style="list-style-type: none">Post Counter InteractionsWeb-chat interactions
→ Implement a Customer Relationship Management system, in partnership with Information Technology: 100%	Not started	This project has not commenced. A project team will be formed to consider options.
→ 2.2.4 Councillor and Civic Business: 100%	88.75 / 100%	
→ 2.2.4 Councillor and Civic Business Key Performance Indicators: 100%	88.75 / 100%	
→ Council and Planning committee business papers provided in accordance with Code of Meeting Practice requirements - tracking non-compliances: 100% to 100%	100 / 100%	Business papers provided in accordance with the LG Act.
→ Decisions made in Confidential Committee (number of decisions) 0 Occurrence	0 / 0 Occurrence	Target met for quarter.
→ Complaints received from new Australian citizens dissatisfied with citizenship ceremony 0 Complaints	0 / 0 Complaints	No complaints received.
→ Councillor Professional Development percentage of budget allocation spent: 100%	55 / 100%	Councillor Professional Development is well below budget as at 31 March due to the majority of training/events being conducted online, thus avoiding costs such as travel and accommodation.
→ 2.2.5 Financial Services: 100%	97.68 / 100%	
→ 2.2.5 Financial Services Key Performance Indicators: 100%	97.68 / 100%	
→ Outstanding rates and annual charges: 5% to 5%	4.47 / 5%	This ratio is calculated annually. The 2019/20 result is 4.47% as per the audited financial statements.
→ YTD Expenditure v Budget (% of year elapsed) 0%	-20 / 0%	55% of the annual budget was expended as at 31 March 2021.
→ YTD Revenue v Budget (% of year elapsed) 0%	3 / 0%	78% of the annual budget was received as at 31 March 2021. Note: Annual rates are levied up front in July/August.
→ Weighted Average Investment Return v 90 Day Benchmark Bank Bill Index (BBSW) 0%	2.7 / 0%	As per the March 2021 Investment Report, the weighted average investment performance is 2.7% above the benchmark.
→ Compliance with On Time Payment Policy - Proportion of small business paid within 30 day terms: 95% to 95%	95.38 / 95%	95.4 as at 31 March 2021.
DP3. People, places and moving around - Who we are and how we live	On Track	
→ 3.1 People: 100%	69.2 / 100%	
→ 3.1.01 Cemeteries: 100%	76.38 / 100%	
→ 3.1.01 Cemeteries Key Performance Indicators: 100%	66.67 / 100%	
→ Number of incidents as a result of incorrect administration or record keeping. 0 Event	0 / 0 Event	Still on track. Zero incidents recorded.

	→ Customer satisfaction rating: 90% to 90%	96 / 90%	Cemeteries customer satisfaction was at 96% in the "Be Our Best" customer survey.
	→ Number of marketing/awareness initiatives undertaken per year: 6 Event	0 / 6 Event	Limited as a result of Covid restrictions.
→ 3.1.01 Cemeteries Significant projects/works: 100%		86.09 / 100%	
	→ Implement Cemeteries Management Plan: 100%	100 / 100%	Business Plan implementation now complete.
	→ Develop and implement a cemeteries marketing plan: 100%	68 / 100%	Planning has commenced and a brief for an external provider is being developed to bring together the Doing Death Well marketing strategy.
	→ Upgrade cemeteries web presence: 100%	90.27 / 100%	Cemeteries is part of the organisation-wide web review and is in the schedule to work.
→ 3.1.02 Community and Cultural Development: 100%		38.79 / 100%	
	→ 3.1.02 Community and Cultural Development Key Performance Indicators: 100%	9.33 / 100%	
	→ Total number of days Council owned community halls utilised per year: 83 Day(s) to 500 Day(s)	85 / 500 Day(s)	No further action taken.
	→ Number of advisory committees, forums and networks, attended, supported or led: 150 Meetings	14 / 150 Meetings	No further action taken.
	→ Number of assisted funding applications for community organisations: 1.8k Applications	0 / 1.8k Applications	No further action taken.
	→ Number of research papers, issues policies submissions and responses delivered: 40 Report	11 / 40 Report	No further action taken.
→ 3.1.02 Community and Cultural Development Significant projects/works: 100%		68.25 / 100%	
	→ Implementation of Disability Access and Inclusion Plan: 100%	67 / 100%	Planning the commencement of the review of the Access and Inclusion Plan.
	→ Community Infrastructure Network Plan and review of Developer Contribution Plans for libraries and community centres: 100%	90 / 100%	The review of section 7.11 contribution plans has begun. CP 19 - Casuarina/Kings Forest was prioritised first and the section pertaining to community facilities and libraries has been submitted to the project lead. A draft CP19 and the suggested prioritisation of the review of the remaining s7.11's will be presented to management.
	→ Implementation of Cultural Plan: 100%	48 / 100%	No further action taken. Cultural Planner currently on secondment.
	→ Implementation of Reconciliation Action Plan: 100%	85 / 100%	No further action taken.
	→ Implement Community Development Strategies (children, youth, aged, and other social justice groups): 100%	3 / 100%	No further action taken.
	→ Planning and construction of new Community Centres in new development areas: 100%	53 / 100%	No further action taken.
→ 3.1.03 Community Services: 100%		95.25 / 100%	
	→ 3.1.03 Community Services Key Performance Indicators: 100%	100 / 100%	
	→ Total number of clients: 215 People to 215 People	216 / 215 People	Current Client Numbers = 216: Commonwealth Home Support Program (CHSP) = 144 Continuity of Support (CoS) = 2 National Disability Insurance Scheme (NDIS) = 70
	→ Number of different groups utilising community buildings and facilities: 150 Groups to 150 Groups	457 / 150 Groups	457 organisations registered. 116 registered Not-for-Profit, 7 Religious Groups and 46 Community Groups.
→ 3.1.03 Community Services Significant projects/works: 100%		90.5 / 100%	

	→ Delivery of My Aged Care contract: 100%	90 / 100%	Due to length of contracts this goals appears to be behind, however Contract targets are on track.
	→ Implementation of Community Centre Business Plans for Banora Point Community Centre and Tweed South Community Centre: 100%	72 / 100%	Business planning including proactive maintenance works on target.
→ 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	0 / 225 Complaints	Collating total number for respective categories and will update shortly.
	→ Number of illegal parking activities requiring action: 750 Total	1.26k / 750 Total	The Parking Enforcement Vehicle is now fully operational.
	→ Turnaround times for responses to customer requests: 14 Day(s) to 14 Day(s)	14 / 14 Day(s)	No change, targets are being met.
→ 3.1.04 Compliance Services Significant projects/works: 100%		100 / 100%	
	→ Adoption and implementation of the Compliance Policy: 100%	100 / 100%	Council staff have been trained and regularly apply the Compliance Policy in response to complaints raised by the public and Council.
→ 3.1.05 Economic Development: 100%		81.19 / 100%	
	→ 3.1.05 Economic Development Key Performance Indicators: 100%	66.67 / 100%	
	→ Value of employment generating Development Applications approved: \$500k	52.1m / \$500k	Value of employment generating development applications lodged from 1 Jan 2020 to 31 Dec 2020: \$52,102,869.44
	→ Value of developer contributions discounted where local employment is generated: \$40k	68.65k / \$40k	S.7.11 TRCP Discount 1 Jan 2021 to 31 Mar 2021: \$68,647.20
	→ Value of developer contributions deferred where local employment is generated: \$1.25m	0 / \$1.25m	No deferral agreements entered into during this quarter.
→ 3.1.05 Economic Development Significant projects/works: 100%		95.71 / 100%	
	→ Review Opportunities to establish a food processing cluster in the Tweed.: 100%	85 / 100%	Meeting with Dpt of Planning new concierge service next month to review progress of food cluster. Discussions continuing with Regional NSW.
	→ Delivery of the Tweed economic development strategy: 100%	100 / 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 drat will be prepared for Council consideration.
	→ Investigate opportunities for NSW Gov't offices to relocate to the Tweed: 100%	100 / 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.
	→ Liaise and network with businesses, stakeholder groups, industry associations, Federal, State and Local Government agencies while providing business concierge and gateway website services.: 100%	85 / 100%	Continued business liaison business chambers, tourism organisations and individual businesses. Undertook door knock on Woolumbin St to review business sentiment and approval for My High St grant application by Council to undertake street beautification works on Woolumbin St.
	→ Review Economic Development Strategy to 2023: 100%	100 / 100%	Tweed Economic Development Strategy - Finalisation Report 2021 has been completed and will be presented to May 2021 Council meeting.
→ 3.1.06 Environmental Health: 100%		87.4 / 100%	
	→ 3.1.06 Environmental Health Key Performance Indicators: 100%	79.8 / 100%	
	→ Total premises signed up for "Scores on Doors" and star ratings: 275 Properties	244.75 / 275 Properties	At the end of the 3rd quarter 55.7 % of businesses participating with average combined score of 4.66 There are 205 venues participating in the voluntary program.

→	Average "Scores on Doors" star rating: 4 Rating to 4 Rating	4.65 / 4 Rating	<p>For the period Council Officer's inspected:</p> <ul style="list-style-type: none"> • 53 Food Premises with an average of 4.66 stars. The average scores rating for the year is 4.65 <ul style="list-style-type: none"> ◦ 5 Star x 40 premises ◦ 4 Star x 8 premises ◦ 3 star x 5 premises • 2 Skin Penetration Business's inspected .
→	Percentage of OSSMs inspected once every 6 years: 100% to 100%	90 / 100%	<p>In addition to the inspections, the team are working with the compliance team to identify possible unauthorised structures when conducting inspections. This is a cross collaboration exercise and will assist the Bushfire Program being coordinated by Strategic Planning.</p>
→	Number of OSSM systems identified as failing that are not brought into compliance 0 Occurrence	0 / 0 Occurrence	<p>The On-site sewage management 1st quarterly report 2021 (third quarter of the financial year 20-21) shows:</p> <ul style="list-style-type: none"> • The inspection program target is 225 inspections per quarter. • The inspection program is 91% of where Council should be at this stage. Staff have inspected 615 properties and should have inspected 675 properties. • In order to achieve 100% financial year 20-21 target it will require 285 inspections between now and end of June. • Covid and wet weather has played a contributing role in the shortfall. • The target is considered achievable. <p>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 20 months depending on individual circumstances.</p>
→	Public health initiatives implemented: 2 Projects	0.4 / 2 Projects	<p>In addition to TSC undertaking its own Air Quality Monitoring Council has partnered with NSW Smart Sensing Network to obtain \$10,000 to purchase more air quality equipment and be part of latest research initiatives. TSC will procure and deploy sensors under the guidance of researchers from the NSW Smart Sensing Network universities, NSW DPIE, Bureau of Meteorology and other organisations. Project funds (\$10,000) will be available to pay for environmental sensing devices. The project then enters an operational phase for approximately 12 months during which time assistance will be provided with sensor operations and interpretation of air quality data over one summer and one winter. At the end of the project councils will evaluate the effectiveness of their projects and the benefits for local communities. Councils will be free to continue operating the sensors after project completion.</p> <p>Throughout the project there will be opportunities to learn from experts and other councils. At the end of the project, NSW Smart Sensing Network will publish best practices that incorporate these learnings.</p>
→	3.1.06 Environmental Health Significant projects/works: 100%	95 / 100%	
→	Environmental Health Strategy – delivering best practice environmental health: 100%	80 / 100%	<p>Environmental Health Unit is working on an Environmental Health Strategy to promote all our services. Internal workshops are carry out to set priorities and determine better ways to deliver Environmental Health services.</p>
→	3.1.07 Events: 100%	76.34 / 100%	
→	3.1.07 Events Key Performance Indicators: 100%	66.67 / 100%	

→ Develop and deliver development workshops/programs for local community event organisers: 3 Event	1 / 3 Event	Council hosted a Succeed in the Tweed Event Workshop on Tuesday 30 March 2021. Event organisers, market operators or small business owners could attend to: <ul style="list-style-type: none"> • Hear from Services NSW about COVID safety at events. • Learn about the role you play in keeping our community safe. • Receive some handy tips on planning your COVID safe event. • Learn more about Council's 2021–2022 Events Sponsorship funding round. • Networking opportunities. <p>The next workshop is tentatively scheduled for June 2021.</p>
→ Attraction of events as part of the implementation of the Events Strategy 0 Event	0 / 0 Event	As the event industry has been in hiatus since March 2020 due to the COVID-19 restrictions, the opportunity to actively attract events has been challenging. However, adhering to a strict COVID-19 Safe Event Plan, Surf Life Saving Australia hosted the Nutri-Grain Iron Series at Kingscliff on 12-14 February and 26-28 February 2021.
→ 3.1.07 Events Significant projects/works: 100%	86 / 100%	
→ Implement streamlined events process: 100%	86 / 100%	The implementation of a streamlined events process will form a part of the Website Rebuild Project. The Events Officers is working closely with the Digital and Design Team to help coordinate content re-writes and improvements for the Events, Markets and Festivals page. The 'go live' for the new website is now late June 2021.
→ 3.1.08 Lifeguard Services: 100%	61.25 / 100%	
→ 3.1.08 Lifeguard Services Key Performance Indicators: 100%	62.5 / 100%	
→ Non-Compliance with Surf Life Saving service contract (breaches) 0 Event	0 / 0 Event	No non compliance incidents.
→ Quarterly reviews of patrol hours utilisation: 4 Review	1 / 4 Review	All allocated patrol hours utilised this reporting period.
→ 3.1.08 Lifeguard Services Significant projects/works: 100%	60 / 100%	
→ Review life guard service levels: 1 Review	1 / 1 Review	Service levels reviewed with Australian Life Guard Services for existing contract.
→ Life guard contract renewal: 1 Review	Not started	Review due at end of current contract 2023.
→ Review Risk Assessment and Treatment Plan: 1 Review	0 / 1 Review	Meeting held with SLS NSW 29 June 2020 to discuss process for development of plan and exchange information. SLS will be conducting the review across the state and will get back to Council once they have developed a framework and time frame for undertaking the study.
→ 3.1.09 Local Emergency Management: 100%	53.34 / 100%	
→ 3.1.09 Local Emergency Management Key Performance Indicators: 100%	86.67 / 100%	
→ Review state of readiness of Emergency Operations Centre: 5 Completions	3 / 5 Completions	No activity this reporting period. Audits to be completed by 30 June 2021.
→ Current and compliant Local Emergency Management Disaster Plan: 100% to 100%	100 / 100%	Tweed Byron Local EMPLAN approved by Tweed Byron LEMC at meeting of 14 August 2019 and NC REMC at February 2020 meeting. Tweed Byron Local Recovery Plan (Sub Plan to EMPLAN) was approved by Tweed Byron LEMC at meeting of 14 August 2019.
→ Participate in mock disaster exercise carried out in compliance with Regional Emergency Management Action Plan: 5 Completions	5 / 5 Completions	Desktop exercise conducted March 2021 - Bluesfest and COVID-19 response
→ 3.1.09 Local Emergency Management Significant projects/works: 100%	20 / 100%	

	→ Re-establishment of Murwillumbah Unit SES Accommodation: 100%	10 / 100%	Further discussions with SES conducted with a view to reconsider prior site. To meet with land owner to progress.
	→ Re-establishment of Tweed Heads Unit SES Accommodation: 100%	30 / 100%	Land classification process completed. Funding source for construction to be identified.
→ 3.1.10 Pest Management: 100%		54.88 / 100%	
	→ 3.1.10 Pest Management Key Performance Indicators: 100%	25 / 100%	
	→ Monitoring and control of pest animals on Council land: 100%	25 / 100%	On track. Monitoring and control works are being implemented in areas under Councils management.
	→ 3.1.10 Pest Management Significant projects/works: 100%	84.75 / 100%	
	→ Development and implementation of an operational plan for the management of foxes and rabbits on the Tweed Coast Reserve.: 100%	81 / 100%	Monitoring and control works for rabbits, hares and predators are ongoing utilising funds granted through the Crown Reserve Improvement Fund.
	→ Monitoring and control of foxes and wild dogs in priority Council bushland reserves: 100%	58 / 100%	Monitoring and control programs for pest animals are being implemented on priority areas of High Conservation Value Bushland (HCVB) in Tweed Shire. The primary focus for monitoring and control programs is the protection of threatened species.
→ 3.1.11 Public Toilets: 100%		61.58 / 100%	
	→ 3.1.11 Public Toilets Key Performance Indicators: 100%	56.49 / 100%	
	→ Annual maintenance cost per facility (62 facilities): \$13k	3.18k / \$13k	Average cost/facility currently on target.
	→ Average building condition rating (out of a possible 5): 2.5 Rating to 2.5 Rating	2.7 / 2.5 Rating	Average rating 2.7. This is within target.
	→ Public toilet strategy development: 100%	45 / 100%	Commenced internal review in preparation for strategy including undertaking condition assessments of all facilities to understand and prioritise upgrade and maintenance requirements for existing facilities. Also developing decision criteria for consideration of new facilities or removal of existing facilities.
	→ 3.1.11 Public Toilets Significant projects/works: 100%	66.67 / 100%	
	→ Implement Public toilet strategy: 100%	0 / 100%	Awaiting completion of strategy development.
→ 3.1.12 Tourism: 100%		60.66 / 100%	
	→ 3.1.12 Tourism Key Performance Indicators: 100%	46.32 / 100%	
	→ Visits to Visitor Information Centres: 20k People	7.18k / 20k People	7,178 visitors for the quarter. Numbers are low compared to this time last years due to COVID disruptions and border closures.
	→ Visitations to Destination Tourism webpage: 60k Total	34.05k / 60k Total	Page Views for period were 34,049.
	→ 3.1.12 Tourism Significant projects/works: 100%	75 / 100%	
	→ Delivery of Tourism Promotion Services: 3 Report	1.5 / 3 Report	July to Sept Report received and forwarded to Feb Council meeting.
	→ Review prioritisation of Council budgets and resources for Tourism promotion: 100%	100 / 100%	Review complete.
→ 3.2 Places: 100%		75.47 / 100%	
	→ 3.2.1 Aquatic Centres: 100%	80.36 / 100%	
	→ 3.2.1 Aquatic Centres Key Performance Indicators: 100%	89 / 100%	
	→ Non-Compliance with Royal Lifesaving Australia Aquatic Centre Safety Practice Notes 0 Event	0 / 0 Event	No non compliance issues.

→ Participation rates in Learn To Swim Programs (classes x people = lessons): 30k Lessons	20.1k / 30k Lessons	A total of 20,286 Learn to classes have been delivered so far this year at the conclusion of the 3rd quarter. This is still tracking behind the 30,000 annual target. This is due to the slow return to lessons under COVID restrictions. TRAC Tweed Heads South Learn to swim lessons returned in the 3rd quarter after closing in March 2020, following the completion of the project to separate the 25m pool from the program pool. Classes are increasing and we are tracking to meet or improve on overall figures from last year with the closure TRAC towards the end of the 3rd Quarter.
→ Percentage of customers satisfied with the service: 80% to 80%	80 / 80%	Customer satisfaction surveys undertaken through 2018/2019 showing a rating for satisfaction with service 80%
→ 3.2.1 Aquatic Centres Significant projects/works: 100%	71.71 / 100%	
→ Business Plan implementation: 100%	72 / 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.
→ Energy efficiency initiatives: 7 Initiatives	5 / 7 Initiatives	Kingscliff Solar panels commissioned 25.11.21.
→ 3.2.2 Art Gallery: 100%	100 / 100%	
→ 3.2.2 Art Gallery Key Performance Indicators: 100%	100 / 100%	
→ Visitors attending the Tweed Regional Gallery and Margaret Olley Art Centre: 85k Total	105.52k / 85k Total	During this quarter, the Gallery welcomed a total of 54,467 visitors to the TRGMOAC Mistral Road site and Gallery DownTown site. This attendance indicates an increase of 28,204 visitors since the previous quarter, reflecting the large number of visitors who attended to view the 2020 Archibald Prize.
→ Regional tourism - percentage of patrons from outside the Tweed: 25% to 25%	25 / 25%	As Visitor Surveys are not being carried out due to COVID-19 social distancing requirements, a breakdown of visitor statistics has not been available to staff. Postcodes of visitors are collected via the Gallery Shop's Point of Sale software, but this only applies to purchases in the Shop so the statistics are not indicative of all visitors. During this period postcode data was also collected from patrons who booked tickets to attend the 2020 Archibald Prize, indicating 69% of visitors were from outside the Tweed. Booking statistics combined with observations from staff and volunteers indicated a large number of visitors travelled from the North of Brisbane, Sydney and interstate to view the 2020 Archibald Prize.
→ Host and initiate regional, national and international exhibitions: 15 Total	15 / 15 Total	In the January - March 2021 quarter, the Gallery has presented seven new exhibitions at the Mistral Road site, and a further four exhibitions at the Gallery DownTown annexe. The seven exhibitions at TRGMOAC included the launch of the touring of the popular 2020 Archibald Prize. This exhibition attracted a record number of visitors - almost 38,000 visitors in the 33 days that the exhibition was open to the public. This was followed by the Gallery's hosting of the iconic series of paintings from the National Gallery of Australia, the <i>Sidney Nolan Ned Kelly series</i> . TRGMOAC also hosted the exhibition of a survey show by the Murwillumbah Potters group, celebrating the group's 50 year anniversary. The outcome exhibition of the Gallery's partnership with the National Art School (NAS) which showcases the first solo exhibition of the successful recipient of the TRG/NAS scholarship was also launched, launching the career of painter Jacqueline Hennessy, graduate of the NAS' Master of Fine Art (Painting) degree. Four new exhibitions through the Community Access Exhibitions Program were presented during this quarter at the Gallery DownTown.
→ Visitor satisfaction level of Tweed Regional Gallery and Margaret Olley Art Centre: 90% to 90%	98 / 90%	A comprehensive report outlining the Gallery's social media engagement for this quarter is attached.
→ 3.2.2 Art Gallery Significant projects/works: 100%	100 / 100%	

→ Presentation of Gallery-initiated major exhibitions: 15 Sessions	16 / 15 Sessions	The staff presented eight Gallery-initiated exhibitions during this quarter. These exhibitions were each complemented by education and public programs, and included a solo exhibition by artist Jacqueline Hennessy resulting from the artist's residency project and responses to the re-creation of Margaret Olley's home studio. This exhibition is also a result of the Gallery's partnership program with the National Art School. A new exhibition from the Collection was curated and presented for Gallery DownTown titled <i>Director's Choice</i> , and a total of six exhibitions were initiated through the Community Access Exhibition Program, four of which were staged at the Gallery DownTown.
→ Explore opportunities for income generation through use of Gallery buildings: 100%	100 / 100%	The Artist in Residence Studio has resumed operation and previous bookings rescheduled and rental income generated. During the October-December 2020 quarter, the Studio was fully booked, welcoming five artists who each paid the rental fee of \$350 per week. From mid-December the Francis Mills Education Workshop has been utilised for temporary storage of some of the collection. This has enabled the commencement of a project in the collection stores which will include a refit of LED light fixtures, stocktake and the beginning of the de-accessioning project. As bookings for the Education Workshop were low due to schools and user groups being unable to meet off-site due to COVID restrictions, this option presented the more cost-effective scenario for the collection projects, rather than seeking off-site expensive temporary facilities.
→ Investigate potential development of regional tourism/economic development project: 100%	100 / 100%	The Gallery DownTown has presented four new exhibitions via the Community Access Exhibition Program (CAEP) during this quarter. These exhibitions have provided the opportunity for five artists to show their artwork in a professional environment with the guidance of experienced Gallery staff. The artists, each from the region, have also benefited from sales of their work, generating income from their practice.
→ 3.2.3 Auditoria: 100%	53.04 / 100%	
→ 3.2.3 Auditoria Key Performance Indicators: 100%	71.07 / 100%	
→ Total number of days utilised at Murwillumbah/Tweed auditoria: 280 Day(s)	163 / 280 Day(s)	Total days utilised in Auditoria for the period.
→ Total audience numbers (booked numbers): 42k Total	23.1k / 42k Total	Audience numbers estimated for the period .
→ Percentage of hirers that are Not-for-Profit organisations: 35% to 35%	59 / 35%	59% of bookings are for Not-For-Profit organisations.
→ 3.2.3 Auditoria Significant projects/works: 100%	35 / 100%	
→ Implement promotion strategy for performing arts and auditoria: 100%	5 / 100%	Promotions to commence fully once the Tweed and Murwillumbah auditoria technical upgrades are completed.
→ Upgrade of lighting, equipment and universal access to Murwillumbah and Tweed auditoria: 100%	65 / 100%	Nearing completion
→ 3.2.4 Holiday Parks: 100%	83.53 / 100%	
→ 3.2.4 Holiday Parks Key Performance Indicators: 100%	98.72 / 100%	
→ Occupancy rates average percentage: 52% to 52%	50 / 52%	Total number of nights occupied: 34,169 Total number of nights available: 67,994 for all Parks Jan - Mar 21 50% Holiday Parks occupancy still erratic and dependent on COVID 19 travel restrictions.
→ Customer satisfaction - Net Promoter Score: 75% to 75%	93 / 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%

↳ Improve environmental efficiencies: 1 Initiatives	7 / 1 Initiatives	Continue to replace fluoro lights with LED. Investigate changing cleaning chemicals to environmental friendly options.
↳ 3.2.4 Holiday Parks Significant projects/works: 100%	68.33 / 100%	
↳ Holiday Park enhancement – Pottsville North Holiday Park: 100%	Not started	No progress to report.
↳ 3.2.5 Libraries: 100%	70.93 / 100%	
↳ 3.2.5 Libraries Key Performance Indicators: 100%	66.66 / 100%	
↳ Percentage of active library members/ total eligible shire population: 34% to 30%	32 / 30%	Total library members Tweed area 32,930.
↳ Personal computer and wireless hours of use: 60k Total	21.5k / 60k Total	Total PC hours for Tweed area 4,874 Total Wifi hours Tweed area 6,622.
↳ Visits (library door count for all Shire libraries combined): 200k Total	134k / 200k Total	Total library visits in Tweed area 49,825.
↳ Library loans: 450k Total	386k / 450k Total	Total library loans Tweed area 125,679
↳ Satisfaction level of members and visitors: 80% to 80%	85 / 80%	Recent community consultation for the Mobile library and wider outreach services reported customer satisfaction was high for our Tweed Shire Libraries. Current level 85%.
↳ Staff assisting patrons with technology: 50k Participation(s)	30.67k / 50k Participation(s)	Border pass assistance has been in high demand since reopening in July. This quarter, staff assisted patrons with printing and or submitting 15,093 border passes. This service has boosted our number of tech help interactions. Number of interactions of staff assisting patrons with technology for the 1st quarter July to September 2020 was 30,672.
↳ 3.2.5 Libraries Significant projects/works: 100%	75.2 / 100%	
↳ Review of mobile library and outreach programs: 50%	33 / 50%	No further action taken.
↳ Expansion of Coastal library facilities: 100%	10 / 100%	No further action taken.
↳ 3.2.6 Museum: 100%	76.6 / 100%	
↳ 3.2.6 Museum Key Performance Indicators: 100%	80.2 / 100%	
↳ Proportion of programs developed and delivered in partnership with local organisations.: 80% to 80%	90 / 80%	The Museum's work to develop content for the digital exhibition <i>Small Town Queer</i> has been entirely collaborative and has built extensive new individual and organisational relationships locally and across the region. Work on the Museum curated exhibition <i>Grow:Make:Eat</i> , opening on 2 March 2021 has involved partnerships with a broad range of local growers, producers and small businesses. The exhibition will include material specifically recorded for the exhibition by members of the local Bundjalung and South Sea Islander communities.
↳ Satisfaction level of visitors.: 95% to 95%	97.5 / 95%	No visitor surveys have been carried out since the Museum's annual visitor survey completed in late 2019.
↳ Proportion of collection acquisitions and programs dedicated to Tweed history and heritage: 90% to 90%	100 / 90%	At the December 2020 meeting of the Museum Advisory Committee, 36 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 objects were endorsed for deaccessioning and removal from the Museum collection.

→ Hours to support community-based historical research.: 2.5k Total	1.48k / 2.5k Total	This reflects the number of hours that Historical Societies based at each of the Museum sites are available to assist members of the public with research and other inquiries. Total hours during the period 1 July 2019 - 30 December 2020 is 1,482. All Societies were closed to the public due to COVID19 related restrictions between March and 30 June 2020. The Uki & South Arm Historical Society research rooms remain closed to the public. Tweed Heads and Murwillumbah Societies were each closed from mid December 2020 for the holiday period.
→ Number of participants in all museums programs.: 13k Total	5.46k / 13k Total	The total number of visitors to all Museum branches, and participants in public programs between 1 July 2020 and 30 December 2020 totaled 3,113. Following closure due to COVID19 restrictions, TRM Murwillumbah reopened to the public on June 30, and TRM Tweed Heads on 15 September. TRM Uki remains closed. The annual physical attendance target for 2020/2021 is 13,000 visitors across all Museum sites. However, it is anticipated that visitor numbers will be significantly impacted by COVID related restrictions, and associated changes in visitor behaviour.
→ 3.2.6 Museum Significant projects/works: 100%	73 / 100%	
→ Presentation of Museum-initiated major exhibitions: 100%	65 / 100%	Additional components of <i>Small Town Queer</i> , including a series of podcasts have been recorded and will be added to the exhibition website, and published on Spotify and iTunes in early 2021. Curatorial research for the Museum's forthcoming self-curated exhibition <i>Grow Make Eat</i> has been underway and has incorporates many local producers and the recording of video stories shared by members of the local Bundjalung and South Sea Islander communities. <i>Grow Make Eat</i> will open to the public on 2 March 2021.
→ Explore opportunities for income generation through use of Museum buildings: 100%	0 / 100%	No action due to other program demands and restrictions related to COVID safe operations.
→ 3.2.7 Parks and Gardens: 100%	66.09 / 100%	
→ 3.2.7 Parks and Gardens Key Performance Indicators: 100%	74.67 / 100%	
→ Community satisfaction level - take survey for baseline: 85% to 85%	90 / 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.
→ Hectares of parks and gardens per 1,000 residents: 3.2 Ha to 3.2 Ha	3.2 / 3.2 Ha	On track.
→ Annual maintenance cost per ha (excl. buildings). 2018/19: \$50	12 / \$50	On track.
→ 3.2.7 Parks and Gardens Significant projects/works: 100%	57.5 / 100%	
→ Development of a shire-wide Youth Facility/Skate Park Action Plan: 100%	15 / 100%	Preliminary works have commenced on this plan.
→ 3.2.8 Saleyards: 100%	75.29 / 100%	
→ 3.2.8 Saleyards Key Performance Indicators: 100%	75.57 / 100%	
→ Head of stock sold: 2.5k Animal(s)	1.07k / 2.5k Animal(s)	No. of Head sold (1 Jan 2021 to 31 Mar 2020): 1068
→ Value of livestock sold (Establish a baseline): 100%	84 / 100%	Average Live Weight Sales 1 Jan 2021 to Mar 2021: \$1,456,134.35
→ Contractor satisfaction levels (tracking Complaints) 0 Complaints	0 / 0 Complaints	No complaints received from lessee. Carpark repairs completed. Wash down area under review.
→ 3.2.8 Saleyards Significant projects/works: 100%	75 / 100%	
→ Manage property & lease of the saleyard long term lease: 100%	75 / 100%	Lease continuing. No complaints received from lessee.
→ Continue Saleyard capital works upgrades: 100%	75 / 100%	No complaints received from lessee. Carpark repairs completed. Wash down area under review.
→ 3.2.9 Sporting Fields: 100%	73.4 / 100%	
→ 3.2.9 Sporting Fields Key Performance Indicators: 100%	65.12 / 100%	

→ Hectares of sports fields per 1,000 residents: 1.7 Ha to 1.7 Ha	1.23 / 1.7 Ha	Current sportsfield/structured open space deficit remains. Updates to Council's Sports Field Strategy (occurring 2021) will focus on identifying areas of potential future sports field provision sites. PAC currently negotiating with developer for Depot Rd Sportsfield site as part of Kings Forest subdivision.
→ Customer satisfaction level: 90% to 90%	94 / 90%	Survey currently out to all Council sports facility user groups. Finalisation of results/Report by end of August 2020.
→ Annual maintenance cost per ha (excl. buildings, lights and turf wickets): \$6.2k	1.43k / \$6.2k	On track.
→ 3.2.9 Sporting Fields Significant projects/works: 100%	81.67 / 100%	
→ Progress planning for regional sports facilities: 100%	65 / 100%	On track. Review of Sports Field Strategy currently underway
→ Kingscliff sports facility – masterplan implementation Stage 1: 100%	80 / 100%	Some delays to car park and disability access component. Will be finalised by June 2021.
→ 3.3 Moving Around: 100%	88.55 / 100%	
→ 3.3.1 Airfield: 100%	76.84 / 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)	0 / 6 Day(s)	No Airfield closures this quarter.
→ Number of indirect jobs contributed to the Tweed economy as a result of the airfield: 12 Job(s) to 12 Job(s)	12 / 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.
→ Proportion of cost met by users / lessees: 100% to 100%	100 / 100%	Council continues to implement airfield user fee system. Review of fee costs underway.
→ 3.3.1 Airfield Significant projects/works: 100%	87 / 100%	
→ Maintain and manage the Airfield: 100%	75 / 100%	Airfield maintenance continuing. No new capital works due for this financial year.
→ Review and develop options for new hangars: 100%	86 / 100%	Work continuing with Council's flooding engineers, design engineers and aviation experts to determine the highest and best use of air side development land on the eastern side of the airfield. Preliminary design works prepared. Reviews underway.
→ 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%	25 / 10%	Capital projects continue to progress however overall spend is behind schedule. An increase in spend is expected as large expenditure scheduled for the second half of the year occurs such as Blackspot roadworks and the road resurfacing program (tenders complete) and when fleet replacement purchases are transferred to the general ledger. However delays in scheduled expenditure on other large projects continue to negatively impact the overall program - eg the Rail Trail, Clarrie Hall Dam raising, Water Link to SEQ.
→ 3.3.3 Design Services: 100%	100 / 100%	
→ 3.3.3 Design Services Key Performance Indicators: 100%	100 / 100%	
→ Design services delivered within agreed client time frames (count of overdue projects) 0 Overdue	0 / 0 Overdue	Time-frames generally being met. Usually any delays can be attributed to scope changes or un planned work being allocated to designers such as grant funded projects.
→ Design costs as percentage of overall project cost: 15% to 15%	15 / 15%	Design component of projects generally in accordance with targets but some exceeded due to scope creep and changes during planning phase of projects.
→ 3.3.4 Roads, Traffic, Footpaths and Cycleways: 100%	77.34 / 100%	
→ 3.3.4 Roads, Traffic, Footpaths and Cycleways Key Performance Indicators: 100%	66.2 / 100%	

→ Length of sealed road resurfaced/resealed: 50 Km	50 / 50 Km	58 km of road resurfaced in year to date.
→ Length of road renewed or upgraded: 8 Km	6.8 / 8 Km	Upgrades completed in the quarter include Mooball Street, Urliup Road, Smiths Creek Road, Cobaki Road and Glengarrie Road
→ Length of new footpath and cycleway constructed by council: 1.5 Km	0.84 / 1.5 Km	Monarch Street footpath completed 16 November 2020. 130m.
→ Length of footpath and cycleway repaired/replaced: 1 Km	0.2 / 1 Km	60m2 of defective footpaths repaired or replaced this quarter.
→ Number of scheduled meetings held with NSW Police, State Agencies and elected representatives to discuss traffic management issues: 10 Meetings	7 / 10 Meetings	7 meetings held. Meetings in November 2020 and March 2021 cancelled due to no agenda items.
→ 3.3.4 Roads, Traffic, Footpaths and Cycleways Projects: 100%	46.29 / 100%	
→ Tweed Road Contribution Plan review: 100%	5 / 100%	Tweed Road Development Strategy (TRDS) adopted 6 December 2018. Review of contributions plan, incorporating the works program from the TRDS is underway.
→ Northern Rivers Rail Trail (Murwillumbah to Crabbes Creek): 100%	0 / 100%	A precondition to finalising the design and construct tender process for the rail trail is the completion of a funding deed between the Council and NSW Government. The Department of Premier and Cabinet has reconfirmed their commitment to providing a funding deed and anticipated this would occur around mid 2020 however there is presently no clear indication as to when this will occur.
→ Apply for and implement projects for Federal and State Road safety/Blackspot grants 0 Applications	0 / 0 Applications	Two nominations were submitted for 2021/2022. Road upgrades on Pottsville Road and footpaths for Kingscliff Public School and Kingscliff High School. \$1M Funding for Numinbah Road has already been confirmed for 2021/22.
→ Implement footpath works recommended by the Pedestrian Access and Mobility Plan (PAMP): 100%	75 / 100%	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. 2020/21 footpath program complete: <ul style="list-style-type: none"> • Monarch Drive, Kingscliff • Machinery Drive loop 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. 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. <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
→ Implement actions coming from the Tweed Heads, Murwillumbah and Kingscliff CBD Car Parking Study: 100%	30 / 100%	Report on parking requirements for small business completed. Parking incentives in Murwillumbah extended by 12 months.

↳ Review Tweed Bike Plan (subject to grant funding): 100%	14 / 100%	Bitzios consulting have been engaged to develop the Pedestrian and Bike Plan. The engagement plan is complete with community engagement to take place in June 2021.
→ 3.3.4.A Rehabilitation (i.e. returns the road to an "as new" state, the capacity of the road does not change): 100%	84.4 / 100%	
↳ Eungella - Hidden Valley Rd: 100%	100 / 100%	Project complete.
↳ Eungella - Tyalgum Rd: 100%	100 / 100%	Project complete.
↳ Eviron - Eviron Rd: 100%	100 / 100%	Project Complete.
↳ Murwillumbah - Byangum Rd: 100%	100 / 100%	Project complete.
↳ Murwillumbah - Charles St: 100%	100 / 100%	Project complete.
↳ Murwillumbah - George St: 100%	100 / 100%	Project complete.
↳ Tweed Heads - Frances St: 100%	0 / 100%	Project deferred to 21/22 financial year.
↳ Tweed Heads Sth - Acacia St: 100%	100 / 100%	Project complete.
↳ Tweed Heads Sth - James Rd: 100%	100 / 100%	Project complete.
↳ Tyalgum - Brays Creek Rd: 100%	100 / 100%	Project complete.
↳ Banora Point - Leisure Dr. - Woodlands Dr to Fraser Dr.: 100%	10 / 100%	Project scheduled for May 2021.
↳ Cabarita Beach - Tweed Coast Rd: 100%	10 / 100%	Project scheduled for May 2021.
↳ Carool - Glengarrie Rd: 100%	50 / 100%	Half of project complete. Second half delayed due to March 2021 flood.
↳ Cobaki - Cobaki Rd: 100%	100 / 100%	Project complete.
↳ Kingscliff - Pearl St: 100%	0 / 100%	Project deferred to 21/22 financial year to allow installation of water main before road works. Expected commencement of water main is June 21 followed by roadworks around August 21.
↳ Kingscliff - Rob Roy Cres: 100%	95 / 100%	Project delayed with final road surfacing quality issues yet to be resolved.
↳ Murwillumbah - Byangum Rd: 100%	0 / 100%	Project deferred to 21/22 financial year.
↳ Pottsville - Buckingham Dr: 100%	100 / 100%	Project complete.
↳ Pottsville - Edward Ave: 100%	100 / 100%	Project complete.
↳ Pottsville - Pottsville Rd: 100%	10 / 100%	Project scheduled for May 2021.
↳ South Murwillumbah - Lundberg Dr: 100%	10 / 100%	Project scheduled for June 2021.
↳ Stokers Siding - Smiths Creek Rd: 100%	100 / 100%	Project complete.
↳ Tweed Heads - Empire Ln: 100%	0 / 100%	Water main project delayed due to dewatering license approval. Rescheduled for June 2021.
↳ Tweed Heads Sth - Enterprise Ave: 100%	15 / 100%	Project scheduled for May 2021.
↳ Tweed Heads Sth - Traders Wy: 100%	10 / 100%	Project scheduled for May 2021.

→ Tweed Heads West - Scenic Dr: 100%	10 / 100%	Project scheduled for June 2021.
→ Tweed Heads West - Gollan Dr: 100%	10 / 100%	Project scheduled for June 2021.
→ Urliup - Urliup Rd: 100%	100 / 100%	Project complete.
→ 3.3.4.B Upgrading program (adds to the road so as to increase its capacity): 100%	95.26 / 100%	
→ Murwillumbah - Dorothy St: 100%	100 / 100%	Project complete.
→ Murwillumbah - Mooball St: 100%	100 / 100%	Project complete.
→ South Murwillumbah - McMillan St: 100%	100 / 100%	Project complete.
→ Tweed Heads - Adelaide St: 100%	100 / 100%	Project complete.
→ Kunghur - Kyogle Road - Mebbin Springs Intersection: 100%	100 / 100%	Project complete.
→ South Murwillumbah - Alma St: 100%	10 / 100%	
→ Mount Warning - Mount Warning Rd: 100%	100 / 100%	Project complete.
→ 3.3.4.C Roads to Recovery Program: 100%	80.2 / 100%	
→ Murwillumbah - Nullum Street: 100%	100 / 100%	Project complete.
→ Bilambil Heights - Scenic Drive: 100%	10 / 100%	Project scheduled for June 2021.
→ Numinbah - Numinbah Road - #2384 to Qld Border: 100%	33 / 100%	Project delayed by March 2021 flood. Scheduled for completion June 2021.
→ Stokers Siding - Tweed Valley Way: 100%	50 / 100%	Guardrail Installation Completed. Awaiting reseal and line marking changes.
→ Tumbulgum - Tweed Valley Way: 100%	10 / 100%	Contracts for deep lift patches prepared.
→ 3.3.4.D Bridges: 100%	73.75 / 100%	
→ Crystal Creek - Korn's Bridge: 100%	0 / 100%	RMS Project that is currently not funded and unlikely to proceed.
→ Cobaki - Cobaki Rd: 100%	95 / 100%	Project delayed due to March 2021 flood. Now due for completion by mid May 2021.
→ 3.3.4.E Footpaths: 100%	95.25 / 100%	
→ Tweed Heads South - Machinery Drive: 100%	100 / 100%	Project complete.
→ Fingal - Queen St: 100%	5 / 100%	Environmental assessment done. Advised to find another location for footpath construction. Currently considering Frances Street and Beryl Street, Tweed Heads.
→ Kingscliff - Monarch Dr: 100%	100 / 100%	Footpath completed Nov 2020.
DP4. Behind the scenes - Providing support to make it happen	On Track	
→ 4.1 Assurance: 100%	83.42 / 100%	
→ 4.1.1 Governance: 100%	75.25 / 100%	
→ 4.1.1 Governance Key Performance Indicators: 100%	80 / 100%	
→ Meet records management storage standards: 100% to 100%	100 / 100%	Records management storage for the quarter is in accordance with the standards.
→ Respond to information requests within required timeframes: 100% to 100%	100 / 100%	Information requests for the quarter have been responded to with the required timeframes.

→ Number of public liability/professional indemnity insurance claims resulting in payments above excess: 5 Payment	1 / 5 Payment	One PL/PI claim to date within 2020-21 period above excess.
→ Council Policies are reviewed within 12 months of an election: 100%	100 / 100%	Given the postponement of the 2020 local government election, the review of council policies will take place within the 12 months after the 2021 local government elections.
→ 4.1.1 Governance Significant projects/works: 100%	70.5 / 100%	
→ Review of delegations: 1 Review	0.33 / 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.
→ Business Continuity Management: 100%	30 / 100%	BIA Stage 1 complete. BIA Stage 2 - working with critical service owners, has commenced along with drafting of TSC Business Continuity Plan.
→ Enterprise Risk Management Policy and Protocol adoption and implementation: 100%	100 / 100%	Adopted by ERM and Council.
→ Annual Insurance Renewals: 5 Completions	3 / 5 Completions	Annual insurance renewal questionnaires for 2021-22 have been completed and submitted to insurer for policy renewal process. Await policy documentation, due end June 2021.
→ Embedding Enterprise Risk Management: 2 Completions	2 / 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.
→ 4.1.2 Internal Audit: 100%	91.67 / 100%	
→ 4.1.2 Internal Audit Key Performance Indicators: 100%	83.33 / 100%	
→ Completion of Internal Audit Operation Plan: 90%	67.5 / 90%	Update Plan was amended to include the Rail Trail Project in January 2021. The Rail Trail audit has been completed with the final report issued. The two audits that were delayed due to this amendment are 90% complete. These are the Procurement audit and Holiday Parks. Both are waiting on the final meeting and reports have started to be drafted. The CCTV audit due to commence in April, is starting this week. This will leave DRIVES which cannot start until June and Purchasing Cards to be completed to see out the audit plan.
→ Number of Audit, Risk and Improvement Committee meetings held: 4 Meetings	3 / 4 Meetings	All meetings have been held as planned/required. The last one is to be held in June.
→ Internal Audit recommendations not adopted by management 0 Rejection(s)	0 / 0 Rejection(s)	No rejections to date
→ 4.1.2 Internal Audit Significant projects/works: 100%	100 / 100%	
→ Assess and implement legislature affecting local government: 100%	100 / 100%	The OLG have yet to confirm any changes to Internal Audit framework. OLG is planning to put their 2nd iteration of the proposed framework for industry comment in early 2021. TSC will review and submit comments where appropriate.
→ 4.1.3 Legal Services: 100%	83.33 / 100%	
→ 4.1.3 Legal Services Key Performance Indicators: 100%	83.33 / 100%	
→ Customer satisfaction levels - Establish baseline through survey: 1 Survey	0.5 / 1 Survey	As the Design Unit is being disbanded and sections reassigned to other Units survey no longer required.

→ Percentage of conveyancing services delivered internally: 100% to 100%	100 / 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.
→ Lease/licencing agreements renewed within client time frames: 100% to 100%	100 / 100%	Some issues in this area but generally once the Property and Legal Section are notified/engaged to renew a lease or licence, it is completed with acceptable time-frames. A new system to assist the Organisations asset owners in managing leased/licenced assets is in development.
→ 4.2 Support Services: 100%	94.85 / 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 / 75%	90% of annual Plant fleet hire has been recouped at the third quarter
→ Council trucks meeting most recent emission standards: 100% to 100%	100 / 100%	100% of all plant and truck purchases meet the current emission standards.
→ Renewable energy use at Murwillumbah Depot and workshops: 50% to 50%	69 / 50%	69% Renewable energy use at Murwillumbah Depot workshop and administration offices.
→ 4.2.2 Human Resources and WHS: 100%	79.41 / 100%	
→ 4.2.2 Human Resources and WHS Key Performance Indicators: 100%	79.82 / 100%	
→ Increase participation in health and wellbeing initiatives: 138 Participation(s)	91.08 / 138 Participation(s)	Jan - April is preparatory period for activities to commence in April to June: Chaplaincy program interviews has been finalised an implementation plan drafted and with Comms to go live once the appointment has been confirmed. Flu Vaccination program finalised and promoted: Staff have access to varied program that supports their needs from 1 April - 30 May. Family and Domestic Violence: Lauren has completed drafting the protocol and is moving into the implementation phase including training of staff Staff mental wellbeing:- training has concluded for targeted groups. Training will now be conducted as business as usual training. Manager Assist program will be launched in April to coincide with the Chaplaincy program and family and domestic violence implementation.
→ Workers compensation insurance premium (as a percentage of wages cost): 3.5% to 3.5%	3.02 / 3.5%	This percentage is calculated annually. As at 30 June 2020, the Workers Compensation Insurance premium was \$1,525,000 and wage cost was \$50,473,000.
→ Staff costs (as a percentage of unrestricted revenue): 50% to 50%	33.5 / 50%	This figure is only reported annually.
→ Staff satisfaction level results: 75% to 75%	83 / 75%	Due to workload issues created by COVID-19 the next employee survey has been deferred until 2022.
→ 4.2.2 Human Resources and WHS Significant projects/works: 100%	79 / 100%	
→ Workforce Management Plan: 100%	86.2 / 100%	7 of the 10 workforce management initiatives have been completed.

→ Workplace Mental Health: 100%	53.8 / 100%	Jan - April is preparatory period for activities to commence in April to June: Chaplaincy program interviews has been finalised an implementation plan drafted and with Comms to go live once the appointment has been confirmed. Family and Domestic Violence: Lauren has completed drafting the protocol and is moving into the implementation phase including training of staff Staff mental wellbeing:- training has concluded for targeted groups. Training will now be conducted as business as usual training. Manager Assist program will be launched in April to coincide with the Chaplaincy program and family and domestic violence implementation.
→ Develop and implement strategy to respond to unreasonable customer conduct: 100%	97 / 100%	UCC: Training concluded, move to BAU training. Met with L&D to transition Discussion held with CMT March 21 Tools and resources being developed as part of a broader program relating to customer experience. program has moved to BAU
→ 4.2.3 Information Technology: 100%	100 / 100%	
→ 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%	98 / 95%	There have been no significant unplanned outages of the public facing sites this quarter.
→ 4.2.3 Information Technology Significant projects/works: 100%	100 / 100%	
→ Additional Online Services (e.g.149/603 certificates, smartforms): 100%	100 / 100%	Project complete.
→ 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%	100 / 100%	Tender processes continue to meet legislative requirements and Council policy.
→ All other procurement processes within adopted policy.: 95% to 95%	95 / 95%	99% of staff have completed the Procurement Training module.