

A Spirit of Community

Outcome 1 A Caring Community

Where people will be supported by appropriate services, there will be a range of activities and facilities that will be accessible for all people, there will be a strong focus on the safety and health of our community, our social and cultural heritage will be protected and conserved.

Improve access to services and facilities for people with a disability.

	Strategy	Performance Objectives	Performance 2011
1.1.1.1	Improve access for all residents to the broad range of services and facilities that Council delivers throughout the region.	Implement annually the priority recommendations of the Disability Action Plan in accordance with budget allocations.	Priority recommendations that were implemented in 2010-2011 were:- <ul style="list-style-type: none"> • Disability Awareness included in Corporate Induction; • Signage installed in Tamworth CBD including access information; • Community events held promoting positive messages throughout the year – concert, expo, community BBQ and Day of Disability; • Training for staff on New Access Standards; • Mobility Maps in Nundle, Kootingal and Barraba developed; • Submission to ADHC for a specialist Disability Worker; • CBD program for clear accessible path of travel instigated; • Manilla access ramps in CBD installed; and • Access Groups in Nundle, Barraba and Tamworth supported by Council.

Support people with specific needs through appropriate and adequate services.

	Strategy	Performance Objectives	Performance 2011
1.1.2.1	Operate Year Round Care (YRC) Services in Tamworth at Tamworth Primary and Hillvue Public Schools.	Maintain or increase the number of children attending Year Round Care Programs.	East YRC provides Before School Care for 25 children and After School Care programs for 80 children; Vacation Care provided for 45 children. East YRC attendances were maintained and waiting lists established when needed. Outings ceased during Vacation Care due to staffing pressures. Key statistics for East YRC: 2% of children from ATSI families, 5% of children with special needs, and 5% of children from ethnic families. South YRC provides After School Care for 30 children and Vacation Care for 45 children. South YRC attendances have declined slightly this year. Key statistics for South YRC: 8% of children with special needs, 17% of children were from ATSI families. 70% of children were from single parent families, 100% of children from working parent families. Met the Year Round Care guidelines.
		Provide accredited Year Round Care Services on a cost neutral basis to Council.	YRC Services were inspected by the National Childcare Accreditation Council and were advised to make a number of changes. In January 2010 Council received advice that the service had met the guidelines and received accreditation. Active After School programs ceased due to funding limitations. Improvements have been made to each Centre from grant funding. Both services operated well within budget due to income from fees and charges and a number of grant funding schemes. Therefore the service has been cost neutral to Council.

Support people with specific needs through appropriate and adequate services.

	Strategy	Performance Objectives	Performance 2011
1.1.2.2	Maintain the Youth program currently operating from "The Youthie" in Tamworth.	Maintain or increase the number of people attending youth programs.	Youthie attendance figures for 2010-2011 were 7,541 (averaging 145 per week). 2010-2011 figures down as compared to previous year (2009-2010 attendances 8,849). Outreach and offsite activities included: entertainment events in Manilla, Barraba and Nundle; Annual Cultural Showcase; skate competitions; Youth Week at the Capitol Theatre.
	Undertake an expanded range of outreach programs for young people in towns and villages within the regional area.	Increased number of outreach programs in Barraba, Manilla, Nundle and Kootingal in accordance with budget allocation.	A range of activities and initiatives were held during 2010-2011 including holiday programs, live bands and disco's, competitions and research based initiatives such as the Coledale Youth Space and the Coledale Skate Park. The site selection process for the proposed Coledale Skate Park development has been a comprehensive and lengthy process to ensure input from all relevant stakeholders. The design and construction process will follow on from the site selection. Interest from the Bendemeer community has been expressed and activities for this community will develop in 2011-2012.
	Work with other youth service providers through inter-agency groups.	Maintain or increase the number and type of youth activities.	Funding submissions sent to the Indigenous Cultural Support Program, Sport & Recreation's Facilities Grant Program and the Arts Council. The Annual Cultural Showcase was successful in receiving triennial funding of \$90,000. \$15,000 was received under the Better Futures Program for sound recording facilities infrastructure. \$2,000 was received from Arts North West through the Artstart program to deliver a cultural camp.
	Seek grants to assist with youth activities above those funded by Council, particularly to assist with Youth Week and related activities.	Maintain the number of youth inter-agency meetings.	Quarterly interagency meetings conducted throughout 2010-2011 with a regular attendance of 25-30 persons. An associated mailing list provides regular service updates to over 50 persons from a range of youth related organisations.
	Work with key partners and the Coledale community on developing the Coledale Youth Space Concept.	Identify and make applications for new youth related grants.	Coledale Youth Space Report approved for release by Council and distributed to stakeholders. Report recommendations are being implemented subject to available funding. Second round of consultations regarding a preferred site are underway. A Proposal for funding (\$79,500) to employ a part time Project Officer and engage an Architect to progress the recommendations was supported by the Justice and Human Services Sub Group convened by the Department of Premier and Cabinet. Department of Premier and Cabinet confirmed that only \$40,000 is available. A new proposal for \$40,000 will be submitted. An application to Sport & Recreation's Facility Grant Program submitted targeting an extra \$100,000 for the Coledale Skate Park.
		Identification of areas of potential expansion in the provision of youth services.	Consultations with young people commenced in May and June 2011 in preparation of a Youth Strategy.

Recognise and plan for the needs of the ageing population.

	Strategy	Performance Objectives	Performance 2011
1.1.3.1	<p>Through the Community Care Program, continue to auspice Home and Community Care (HACC) programs including:-</p> <ul style="list-style-type: none"> • Barraba Meals on Wheels • Moonbi Kootingal Respite Care Centre • Nundle Neighbourhood Aid Service • New England Carer Support Service • Tamworth Regional Volunteer Program • Tamworth Transit Lounge • Tamworth HACC Support Worker 	Adherence to HACC funding requirements and service commitments.	Review of Service descriptions for all HACC services completed with all Departmental Funding acquittals completed.
		Maintain the number and types of activities for seniors.	Barraba Multiservice Outlet provided 3,264 home delivered meals (decrease of 729 meals), transport trips of 344 journeys which covered 44,117kms (increase of 1,617kms), 19 outings held (remains the same). New community transport vehicle provided in partnership with Oxley Community Transport. Volunteer grant received HACC funding, with requirements and service commitments met.
		Assist with the organisation of Seniors Week and other events particularly aimed at improving the lives of older people within the community.	Moonbi/Kootingal Day Centre operates two days per week – attendances of 1,069 (decrease of 62). New Social Support program funded with recurrent grant. Extensions to building completed. Kitchen renovations completed with HACC funding. Joblink Plus partnership to provide catering and maintenance at the Centre continues. Nundle Neighbour Aid supplied 360 meals (decrease 140), transport 15,200kms (increase 2,200kms). New England Carer Support Service has 232 registered carers (increase 31 carers), 11 carers meetings held, two weekend holidays. New recurrent funding received for ATSI Carer Support Officer. Continued to manage all of the HACC services, access groups, youth services and children's services and the Tamworth Community Centre; Seniors Week activities organised throughout the whole region and included Senior's Week awards in each sub area. The Volunteer Program: 84 organisations registered; number of potential volunteers interviewed 68; volunteer training sessions held 5. Gift of Time held for 200 people, 109 organisations presented with certificates; 533,178 hours given by volunteers. Transit Lounge provided a rest area to visitors. HACC funding requirements and service commitments met.
1.1.3.2	Continue to manage the Manellae Lodge Aged Care Hostel, whilst working with Hunter New England Health (HNEH) on transitioning Manellae Lodge to HNEH ownership and management.	Maintain accreditation requirements and occupancy rates.	Accreditation maintained and all beds including respite, are full.
		Transition Plan for new ownership in place by 30 June 2011.	Transition Plan in place with the following key elements of the plan underway: Met with HNEH staff who presented a staff proposal post transfer. The HNEH staff proposal was presented to Manellae Lodge staff; Draft MOU discussed and amendments agreed to at a joint meeting with HNEH. A revised draft MOU to be prepared for the General Manager's and HNEH final consideration; Mayor and Director Planning and Community Services met with residents. The concerns raised by residents are to be responded to by HNEH at a future Residents' meeting.

Proactive representation and advocacy to ensure relevant community services are maintained and improved.

	Strategy	Performance Objectives	Performance 2011
1.1.4.1	Maintain an overview of the social wellbeing of the region and the services by reviewing and updating the Tamworth Regional Council Social Plan 2006.	Implement the recommendations of the Social Plan as budget allocations permit and report to council annually.	<p>Social well being monitored operationally, service provision to be reviewed as part of the IPR process.</p> <p>Cultural and Community Services Division staff included on the IPR project team to ensure provision of relevant community services is addressed during plan development.</p> <p>Dialogue with Hard to reach groups (Aboriginal Community, Youth, Diverse Sexuality, Culturally Diverse, Women) achieved.</p> <p>Community Development work undertaken by Community Planning and Development Officer with Residents of Nundle Retirement Village and associated S.355 Committee.</p>
1.1.4.2	Strongly advocate on behalf of the community for the redevelopment of the Tamworth Base Hospital.	Work with the State Government and stakeholders for planning and redevelopment of Tamworth Base Hospital.	<p>Advocacy by TRC contributed to the joint Commonwealth and NSW State government announcement of funds to redevelop the Tamworth Base Hospital.</p> <p>Councillor Helen Tickle represented TRC on the Local Health Advisory Committee.</p>

Work with stakeholders to ensure that the region is a safe place.

	Strategy	Performance Objectives	Performance 2011
1.1.5.1	Implement a review program that ensures public and commercial buildings (including Entertainment Venues) are upgraded to meet fire safety standards.	Obtain fire safety statements in relation to all identified residential accommodation premises and entertainment venues on an annual basis.	During December 2010 a comprehensive mail-out to commercial accommodation premises (motels, hotels, nursing homes, respite care facilities etc) was conducted reminding building owners of the statutory requirements to provide annual Fire Safety Statements. This resulted in an increased return of annual fire safety statements with a total of 97 received for the year. To support this process, a Periodic License User System (PLUS) has been set up in the Property and Rating program to track the Annual Fire Safety Statements for each premises.
	Consult with licensing Police and local Fire Brigade to assist in identification of priorities.	Continue fire safety upgrade program prioritised by risk assessment for outstanding public and commercial premises.	A review of the fire safety upgrade program undertaken during the year to bring premises into line with current building requirements. This review was undertaken in consultation with licensing Police and the local Fire Brigade to identify priorities for the inspection program. Five high priority premises were inspected during the year for the purposes of fire safety improvement and upgrade.
		Review fire safety priorities in consultation with Police and Fire Brigade by 31 December 2010.	A review of fire safety priorities in consultation with Police and Fire Brigade occurred during November 2010. 16 Inspection Reports were received from NSW Fire and Rescue following the Country Music Festival in relation to hotel and motel premises. An inspection program has commenced for high priority premises. Completion of the inspection program is scheduled for December 2011.

Work with stakeholders to ensure that the region is a safe place. (Continued)

1.1.5.2	Work with Government agencies to improve community safety within the regional area, as outlined in the Crime Prevention Plan.	Continue to coordinate the Crime Prevention Working Group meetings on a bi-monthly basis.	Crime Prevention Working Group meetings held bi-monthly.
		Implement the Crime Prevention Plan – Stage 1 – Tamworth City Plan in accordance with budget allocations.	CCTV surveillance system installed and operational in CBD. Additional \$150,000 grant gained from the Commonwealth Government to expand the CCTV system. Graffiti Management Plan adopted by Council. Facilitated Graffiti Action Day 2011. Attended Liquor Accord meetings and retained membership on the Executive. Liquor Licensing Policy implemented through the Liquor Licensing Panel and Community Impact Statement letters to applicants.
		Expand the Crime Prevention Plan - Stage 2 to Towns, Villages and Rural areas by 30 June 2011.	Expansion of the Crime Prevention Plan to Stage 2 did not take place. Resourcing priorities have focussed on implementation and monitoring of CCTV and Graffiti Management.
		Implement annually the Integrated CBD Crime Prevention Strategy for the Tamworth CBD in accordance with budget allocation.	CCTV surveillance system installed and operational in CBD and additional \$150,000 grant received from the Commonwealth Government to expand the CCTV system. Graffiti Management Plan adopted by the Council. Attended Liquor Accord meetings and retained membership on the Executive. Liquor Licensing Policy implemented through the Liquor Licensing Panel and Community Impact Statement letters to applicants. Late Night Taxi Voucher Scheme trialed in January – February 2011.
		Monitor and report annually on CCTV Surveillance System outcomes.	Annual Review of CCTV outcomes planned for August 2011.

Promote the region as a culturally inclusive and diverse community.

	Strategy	Performance Objectives	Performance 2011
1.1.6.1	Support the activities of relevant community groups and State and Federal Agencies in the provision of Multicultural Resettlement Services.	Liaise with community groups and government agencies and provide support as appropriate.	<p>Sponsor of Harmony Day Celebrations in Tamworth March 2011 at Library and Community Celebration in Bicentennial Park.</p> <p>Secured funds from Community Relations Commission to employ a Project Officer. The Community Development Officer, Cultural Diversity commenced employment with project work underway.</p> <p>Actively participated in Refugee Week Events. The Mayor gave the welcoming speech at a Refugee Week event sponsored by Northern Settlement Services and hosted by the Tamworth City Library.</p> <p>Attended all Community Relations Commission Northern Regional Advisory Council meetings.</p>
1.1.6.2	Continue to support the Aboriginal community in celebrating its heritage.	Complete NAIDOC Week and National Reconciliation Week activities.	<p>NAIDOC Day held in July 2010.</p> <p>Flag Raising Day held 31 May 2011 at Coledale Community Centre, attended by approximately 80 guests.</p> <p>Community Planning and Development Officer attended 2 Yinarr Women's Health meetings in preparation for NAIDOC day celebrations to be held 8 July 2011.</p> <p>Funding assistance received from ICC (FACSLIA) and DAA, other sponsorship outstanding.</p> <p>Schedule 1 – Public Assemble Application approval Oxley LAC received.</p> <p>Welcome to Country Policy adopted by the Council and Operational Guidelines approved by the Executive Management Team.</p>
		Participate in existing multi-agency working groups and committees established to assist the Indigenous community.	Meeting held in May 2011 with Department of Aboriginal Affairs, PCYC and Joblink Plus representatives to discuss Indigenous Arts Funding opportunities.
		Provide at least one exhibition of Indigenous art at Tamworth Regional Gallery (TRG) during the year.	Contemporary Aboriginal Art from the Ann Lewis Collection exhibited for 30 days between 26 March – 7 May 2011 attracting 2,185 visitors.

Develop and maintain a range of community facilities that meet the diversity of community needs, interests and aspirations.

	Strategy	Performance Objectives	Performance 2011
1.1.7.1	Provide well managed and maintained cemeteries.	Monitor and report on customer complaints to ensure citizen satisfaction with service levels.	21 issues were raised during the year and all were resolved.
		Update cemetery plans at Moonbi, Dungowan, Attunga, Bendemeer cemeteries by June 2011.	GPS mapping of cemetery data and digital photographs to enhance cemetery record systems, commenced.

Develop and maintain a range of community facilities that meet the diversity of community needs, interests

	Strategy	Performance Objectives	Performance 2011
1.1.7.2	Make provision for the supply of adequate, well maintained and well designed public toilet facilities at appropriate locations.	Continue replacement of sub standard public toilet facilities in accordance with adopted strategy and budget allocations.	Councillor workshop resolved to install an automated, self cleaning toilet in ANZAC Park. Installation completed in June 2011 quarter. Public comment and service quality on the automated self cleaning toilet will be monitored with a view to future improvements in the provision of modern public toilet facilities.
		Consider disability access for all new toilet facilities. Upgrade higher profile toilets subject to budget allocation.	Disabled access has been addressed in the design of public toilet amenities for ANZAC Park, Sheba Dam and Woolomin Recreation Reserve as well as the new Sport Complexes in Tamworth.
1.1.7.3	Manage and operate the Tamworth Regional Entertainment and Conference Centre (TRECC).	Manage the venue for current and future generations by ensuring assets are maintained in accordance with budget allocations.	Assets maintained to the best of our ability within limited allocation of a venue maintenance budget.
		Provide quality and comprehensive customer service to the community by conducting a survey for each hirer to obtain feedback and modify operations of TRECC for continuous service improvement as appropriate.	Surveys distributed to hirers after venue use and feedback referred to when planning future activities.
		Review and where appropriate, enhance venue policies and procedures, particularly in relation to Council's Disability Access Policy.	Review suspended pending establishment of Business Plan.

Promote a standard of public health that ensures community safety.

	Strategy	Performance Objectives	Performance 2011
1.1.8.1	Identify and implement programs to ensure that those within the community who conduct regulated business activities that may impact on public health are adequately advised and educated on relevant statutes and regulations. The objectives are to minimise health problems, provide educational programs and undertake enforcement to ensure appropriate standard of public health.	Inspect all regulated premises at least once annually.	All but three of the regulated premises were visited at least once during 2010-2011. High risk food premises were programmed for twice yearly inspections. Further inspections were carried out where matters were identified that required follow up inspections. Premises that required follow up inspections were classified as non-complying.
		Conduct hygiene and sanitation education with each inspection of a food premises.	Council's Environmental Health Officers provided an ongoing education program as part of the 2010-2011 inspection process. This process included the provision of handouts to food operators with particular concentration on the sanitisation of fittings and equipment. Advice was also given regarding sterilisation requirements for skin penetration procedures for premises involved in this type of activity. Council's Environment and Health Division launched a new educational initiative in the form of a newsletter for all retail food premises in the region. The newsletter called 'Food Safety Bites' distributed October 2010. The next newsletter is programmed for July 2011.
		Publish an annual newsletter on Food Safety and Handling by 31 December for distribution to each food business.	The newsletter called 'Food Safety Bites' was published and forwarded to all food premises (regulated by Council) in October 2010.

Promote and implement appropriate companion animal welfare strategies.

	Strategy	Performance Objectives	Performance 2011
1.1.9.1	Implement Council's Strategic Companion Animal Management Plan (SCAMP) to create lasting, voluntary changes in human behaviour regarding the ownership of companion animals.	Establish partnerships with interested individuals from the community, meeting quarterly.	Quarterly SCAMP meetings were held in August and November 2010 and February and May 2011. Topics discussed included micro-chipping dogs, community educational programs and the Annual Dogs' Breakfast.
		Implement a minimum of three educational activities that promote responsible pet ownership (this includes media releases, displays, working with school students and other annual welfare agencies).	The Annual Dogs' Breakfast was held in August 2010 at the Oxley Dog Training Ground. Three media releases were prepared and distributed for this event. Discussions continued throughout the year regarding a proposed micro-chipping day to be held in Manilla. This event is planned for later in 2011.
		Promote the benefits of permanent identification and monitor the number of Companion Animals microchipped annually in the region.	The benefits of permanent identification were promoted at the Quarterly SCAMP meeting and the Annual Dogs' Breakfast held in August 2011. 383 cats and 1,311 dogs were micro-chipped in the region in 2010-2011.
		Reduction in the number of repeat Nuisance Dog Orders issued from previous year.	There were no repeat Nuisance Dog Orders issued in 2010-2011, compared to one issued in the 2009-2010 period.

Outcome 2 An Involved Community

Our citizens, Council, other stakeholders and other levels of government will co-operate to address local and regional issues and shape our future.

Maintain and encourage community involvement in local decision making.

	Strategy	Performance Objectives	Performance 2011
2.1.1.1	Strengthen, enhance and further develop existing Community Development Committees and Section 355 Committees through the provision of administrative support, advice, guidance and ideas.	Conduct information and training sessions annually.	New structure implemented. Additional staff resources have been allocated to the Citizen Services Division to allow greater communication and consultation with the Committees. Staff and Councillors are regularly attending Committee meetings to assist with the provision of administrative support, advice, guidance and ideas. Customer Request Management System has been improved to capture all Committee requests and from this information Strategy and Action Plans are being developed.
		Foster and facilitate the formation of new community development committees where appropriate.	Compile and distribute regular community newsletters. Kootingal, Moonbi and Nundle Committees have initiated newsletters and this form of communication has been recommended to other Committees.
		Address any requests for formation of new Community Development Committees.	No requests received for the year to 30 June 2011.

Maintain and encourage community involvement in local decision making.

	Strategy	Performance Objectives	Performance 2011
2.1.1.1 cont'd	Engage rural and urban communities throughout the region in the planning and decision making processes.	Submit information and proposals to Community Development Committees for community opinion and recommendations.	Annual improvement requests received and forwarded to relevant Departments for evaluation and budget submissions. Following the implementation of the Citizen Services restructure, Committees are contacted on a regular basis to assist with any submissions.
2.1.1.2	Develop a long-term Community Strategic Plan translating the vision of the Region's communities into the strategic and financial directions for Council's activities and services over the next ten years.	Develop a long term Asset Management Plan incorporating a complete inventory and capital and maintenance cash flows for all major asset groups by 31 December 2010.	Development of Council's long-term Community Strategic Plan (CSP) to meet Integrated Planning and Reporting (IPR) Framework requirements has continued to progress during 2010-2011. Council established a new Division to manage this transition and engage with the community to develop the CSP. An IPR Steering Committee to oversee Council's transition to the IPR Framework was also established. A cross-functional CSP Project Team meets weekly to formulate ideas and approaches and implement actions required to develop the CSP.
		Complete first draft of long term Financial Plan by 31 December 2010 (subject to finalisation of asset management plan).	Although progress of the development of the Resourcing Strategy (Asset Management Plans, Long-Term Financial Plan and Workforce Plan) has been slower than anticipated due to resourcing constraints, Council will meet its legislative requirements and be ready to make the transition to the new framework in July 2012.
		Complete a draft Workforce Strategic Plan in accordance with Division of Local Government guidelines by 30 June 2011.	The draft workforce plan is expected to be completed by 31 July 2011.
		Prepare and initiate a community consultation strategy to inform the development of the Community Strategic Plan by 30 June 2011.	The Community Engagement Strategy has been developed and endorsed by the IPR Steering Committee and implementation of engagement activities has commenced. The project has been branded as 'the keychange project' to generate interest. During 2010-2011, Council has concentrated on informing the community about the keychange project (what we are doing and why) and how the community can get involved.
		Develop the initial Community Strategic Plan for the Tamworth Region in accordance with the Strategic Integrated Planning and Reporting framework by 31 December 2011.	During 2010-2011, Council has concentrated on informing the community about the keychange project (what we are doing and why) and how the community can get involved. 2011-2012 will see the project shift up a gear to actively involve and consult with the community in key decision-making processes as the draft Community Strategic Plan and supporting documents are prepared.
2.1.1.3	Promote awareness of industry trends, foster relationships between Council and stakeholders and facilitate mutually beneficial development outcomes.	Deliver two information newsletters to the building and development industry per annum.	Development Industry newsletters were distributed in August 2010 and March 2011 to over 250 recipients. Feedback received on the newsletters has been positive. The topics covered a wide variety of matters and included amendments to the NSW Housing Code, review of Council's Engineering Guidelines, Electronic Housing Code Pilot Project and Fast Track Certification Applications.
		Hold two forums with the building and development industry per annum.	This year, specific forums were held with targeted groups to address proposed changes to major policy documents. A series of consultation forums were held during August 2010 on the draft Tamworth Regional Development Control Plan. In February and April 2011 members of the Development and Approvals team participated in a forum with developers, consultants and civil contractors to discuss the draft Engineering Guidelines for Subdivisions and Developments.

Engage with the community and develop constructive partnerships in the delivery of services and facilities.

	Strategy	Performance Objectives	Performance 2011
2.1.2.1	Provide support to community groups for projects which support and encourage the development of social capital and the provision of community activities through the Annual Donations Program and the Waiving of Fees Program.	Provide annual donations under Section 356 of the Local Government Act 1993.	Annual donations approved by the Council. Monitored Acquittals for 2010-2011 Funding Round.
		Annually assist local community not for profit groups through the waiving of fees program.	All Fee Waiver Applications submitted were processed.
2.1.2.2	Assist community groups and organisations by providing information through Community Directories and complete an update of the region wide Community Directory on a regular basis.	Tamworth Regional Community Services Directory updated and published each quarter.	Community Directory updated quarterly and placed on Council website. Annual update mail-out to all listed agencies completed in August.
2.1.2.3	Provide a Village Improvement Fund for improvements to public assets under the care and control of Section 355 Community Committees.	Approve and distribute funds by 30 September each year and complete funding acquittal by 30 June each year.	All projects commenced and liaison continuing with community groups. The projects that have not been completed by 30 June 2011 have been revoted into next years program.

Encourage community involvement in defining and shaping the character and identity of individual communities.

	Strategy	Performance Objectives	Performance 2011
2.1.3.1	Develop and implement a Community Economic Development Program to promote economic growth and community well being within our regional communities.	Develop an annual Action Plan to implement initiatives for our regional towns and villages as identified in the Community Economic Development Plans and as agreed at other community partnership forums by 31 July 2010.	Community Partnership Meetings held during October and November 2010 in Manilla and Barraba were well attended and provided a list of projects for consideration in the 2011-2012 budget process. Refurbishment works on the Manilla Showground Pavillion completed in June 2011 in accordance with an RLCIP Grant.
		Commence implementation of the priority works identified in the Main Street Masterplans for Manilla, Nundle, Bendemeer and Kootingal by 30 June 2011.	Council successful in obtaining a grant under the RLCIP program to improve the main streets of Manilla, Nundle, Bendemeer and Kootingal and to refurbish the Showground Pavillion at Manilla. Regional Services will undertake the work to implement the Main Street Master Plans with the aim of completing the work by 31 December 2011. Implementation of works has been delayed due to the necessity for detailed plans to be drafted for construction works and to facilitate extensive community consultation in relation to the final plans.

Encourage community involvement in defining and shaping the character and identity of individual communities.

	Strategy	Performance Objectives	Performance 2011
2.1.3.2	Facilitate opportunities for integration of art into public spaces across the Region, combining excellence of creative endeavour and design skills to increase the distinctiveness of individual places and the level of community engagement.	Implement the Action Plan arising from the Public Art Policy focusing specifically on the city centre beautification, new urban release areas and gateway improvements.	Two meetings of Council's Public Art Panel held during 2011. The Barraba Mural Project was successfully completed during early 2011 and a review process has commenced with the aim of improving community based art projects.
2.1.3.3	Develop a program to implement the outcomes of the Gateways Beautification Strategy which aims to improve the appeal of the entrances to towns, villages and localities throughout the Region.	Implement the Gateways Beautification Program giving priority in 2010-2011 to Manilla, Nundle and Barraba gateways and in 2011-2012 to the Tamworth city gateways.	The Gateway signs for Tamworth, Kootingal, Barraba, Manilla and Nundle to be erected by the end of September 2011. Installation of the signs has been delayed due to the need to meet RTA technical requirements.

Encourage community involvement in defining and shaping the character and identity of individual communities.

	Strategy	Performance Objectives	Performance 2011
2.1.3.4	Develop, implement and regularly review the Tamworth Regional Graffiti Management Plan.	Graffiti Management Plan adopted by Council by 31 August 2010.	Graffiti Management Plan adopted by the Council.
		Graffiti Management Plan recommendations implemented annually in accordance with budget allocation.	Resourcing has been directed toward the short term implications within first year of the plan. Preparation for graffiti blitz across CBD ongoing. Facilitation of Graffiti Action Day 2011 – May 15th by TRC. Site selected was Altona Park and participants from TRC, Tamworth Tidy Towns, Friends of Altona Park. Volunteer participation approximately 15 with full graffiti obliteration and preventative planting undertaken. Keep Australia Beautiful acquittal processed for grant funding \$500.

Enable, promote and recognise the work of volunteers within the community.

	Strategy	Performance Objectives	Performance 2011
2.1.4.1	Involve citizens in community life through the engagement of volunteers in activities that are personally satisfying while being of benefit to the community and the organisations that use their services.	Implement programs to encourage community involvement.	Tamworth Regional Volunteer Program key statistics: 84 organisations registered (increased by 17 from last year); number of potential volunteers interviewed 68 (decreased by 4 from last year). This Service is limited to Tamworth City services. Volunteers assisted the Gallery, Powerstation Museum, City Library, Youth Services and Community Programs (International Women's Day, Graffiti Action Day, NAIDOC Day, and youth engagement).
		Ensure that volunteer programs are properly supported and managed and that appropriate structures and procedures are in place for the smooth running of any volunteer program.	Five volunteer training sessions were held. There has been an increase in promotional events including expos, school visits and community talks.
		Organise Gift of Time annual event to recognise the service of local volunteers.	Gift of Time annual event held in December 2010 with 200 people attending, 109 organisations presented with certificates and 533,178 hours given by volunteers to the community (an of increase 30,183 hours compared to last year).

Outcome 3: A Community of Cultural and Recreational Opportunity

Our region will have a wide selection of recreational and cultural activities that cater for the diverse needs of our citizens and visitors.

Recognise and enhance cultural diversity and support cultural and artistic endeavours.

	Strategy	Performance Objectives	Performance 2011
3.1.1.1	Manage and operate the Tamworth War Memorial Town Hall.	Conduct surveys for each user to obtain feedback regarding venue hirer's experience.	Surveys distributed to hirers after venue use and feedback referred to when planning future activities.
		Review and where required, modify operating procedures in relation to the hire of the venue for continuous service improvement. Make use of feedback from user surveys to inform this review.	Review suspended pending establishment of Business Plan.

Recognise and enhance cultural diversity and support cultural and artistic endeavours.

	Strategy	Performance Objectives	Performance 2011
3.1.1.2	Manage and operate the Capitol Theatre.	Develop a Business Plan by 30 December 2010.	Review suspended pending establishment of Business Plan under new Directorate Model.
		Implement the annual recommendations of the Business Plan for the Capitol Theatre.	Subject to completion of Business Plan.
		Conduct surveys for each user to obtain feedback regarding venue hirer's experience.	Surveys distributed to hirers after venue use and feedback referred to when planning future activities.
3.1.1.3	Develop, implement and regularly review the Tamworth Regional Council Cultural Plan.	Cultural Plan adopted by Council by 31 July 2010.	Tamworth Regional Cultural Plan was approved and adopted by Council on 24 August 2010.
		Priority recommendations in Cultural Plan implemented annually in accordance with budget allocation.	The Annual Donations Program supported a number of cultural activities provided by recipient organisations. The Regional Gallery, Powerstation Museum, Youthie, Community Programs and Library Service are providing a range of cultural events and activities as part of their core business. TRC secured funds from the Community Relations Commission for a three year project, including a part-time Community Development Officer, Cultural Diversity. Recruitment completed and project work underway.

Recognise and enhance cultural diversity and support cultural and artistic endeavours.

	Strategy	Performance Objectives	Performance 2011
3.1.1.4	Provide a Regional Art Gallery that meets community needs for a range of visual arts exhibitions and public programs.	Continue to provide a range of travelling, regional and local exhibitions, as well as exhibitions curated from the Permanent Collection, together with a range of diverse and stimulating public programs to reach a wide section of the community.	25 exhibitions were held, comprising of 6 Touring, 8 in-house developed and 11 community based exhibitions. There were 10 artist/curator talks, 10 Openings and 8 workshop programs. Total visitors for 2009-2010 41,724; total visitors for 2010-2011 44,072, an increase of 5%. School students 2009-2010 547; school students 2010-2011 1083, an increase of 49%, largely due to school exhibition ARTEXPRESS.
	Maintain and develop the region's collection of artworks housed in the Regional Gallery and Council Buildings.	Continue to develop, exhibit and tour the Tamworth Fibre Textile Exhibitions.	1st Tamworth Textile Triennial currently being developed. Will be shown in September 2011.
	Recognise and support the regional museums and historical societies – recognise, support and promote on a regional basis.	Undertake public advertising and education programs to help maintain /increase the number of people attending exhibitions and public programs at the Regional Gallery on an ongoing basis.	Advertising in all local print media, weekly radio interviews on 2TM, monthly radio interviews on ABC and also TV interviews. Six month exhibition program produced, invitations and promotion fliers sent out to members data base.
		Implement the annual recommendations of the Powerstation Museum Business Plan.	Internship Placement assisted by a \$5,000 fellowship grant from Powerhouse Museum Sydney. Total visitors for 2009-2010 1,639; total visitors for 2010-2011 were 1,374. Figures down due to financial downturn and Queensland flooding preventing tourists visiting area for the Country Music Festival. School students visits 2009-2010 308 are up in 2010-2011 514, an increase of 40%. Volunteer hours in 2009-2010 were 2718, increasing to 4,225 in 2010-2011.
	Implement the annual recommendations for the Regional Art Gallery from the Cultural Plan.	The Regional Art Gallery continues to be a major educational and recreational resource for the region.	
3.1.1.5	Support the activities of Arts North West in its endeavours to create opportunities for cultural events and activities within the region.	Work with Arts North West to maintain/increase the number of events and activities generated by Arts North West in Tamworth Regional Council area.	Gallery Director met with the Regional Arts Development Officer Arts North West in June to discuss future joint programs for the region. Attended Arts North West Board meetings throughout the year. Provided annual funding allocation.

Provide a diverse range of high quality and well maintained active and passive recreation facilities.

	Strategy	Performance Objectives	Performance 2011
3.1.2.1	Maintain and improve the provision of safe aquatic services in the region at Tamworth (2), Manilla (1), Kootingal (1), Nundle (1) and Barraba (1) and 1 hydrotherapy pool in Barraba.	Monitor and report on seasonal pool attendances.	Total visits to all Pools in 2010/11 season was 139,500 people.
		Implementation of operational strategies and improved recreational opportunities within budget allocations.	The Annual Review and adoption of the Pools Management Plan was successfully completed in consultation with all stakeholders.
		Develop an Asset Management Plan for swimming pools by 31 December 2010.	The completion of an assets register and Asset Management Plan for pools was achieved in line with management plan targets.
3.1.2.2	Develop and construct a Regional Aquatic Centre in Tamworth	Investigate stakeholder needs in consultation with Tamworth and District Aquatic Centre (TADAC) and prepare design plans and business plans by 31 December 2010.	Schematic designs for a new aquatic centre concept were developed in consultation with Councillors and TADAC. Further investigation will be undertaken in 2011-2012 to expand on concept options and develop a business and funding model.
3.1.2.3	Provide and plan for well developed sporting and recreation facilities for the benefit and enjoyment of all members of the community.	Reduce reliance on the use of treated water for parks irrigation.	The water re-use scheme for AELEC, Regional Sporting Complex, Tamworth Hockey Complex and Tamworth Sports Dome has been completed. Miniature Railway rainwater tanks installed, Botanic Garden dam liner installed and two test bore licences approved.
		Continue installation of shade structures for all active playground areas in accordance with budget allocations.	Shade structures have been installed over playgrounds in Hyman, Warrah, Viaduct, Loma and Lawson parks.
		Complete construction of the Tamworth Regional Sports Complex by 31 December 2010.	Project completed including outdoor netball courts. All facilities being continuously utilised by regional and state participants. The Tamworth Sports Dome was officially opened by the Prime Minister on 17 May 2011.
		Implement outcomes of the Recreation Facilities Strategy, based on findings of the Sport and Recreation Master Plan annually.	Botanic Garden Dam liner project completed. Riverside Security Gates project completed and Kootingal Park project 95% completed. Planning of other Round 3 RLCIP projects completed, ready for commencement in August 2011.

Provide a diverse range of high quality and well maintained active and passive recreation facilities.

	Strategy	Performance Objectives	Performance 2011
3.1.2.3 cont'd	Provide and plan for well developed sporting and recreation facilities for the benefit and enjoyment of all members of the community.	Finalise directional opportunities from "Sports Development Audit – 2009" for adoption by 30 September 2010.	Sport Development Division established and Project Officer appointed to review and update the audit.
		Implement outcomes of the Bicentennial Park Master Plan annually. Monitor progress of upgrade against budgets.	The Regional Playground will be implemented during 2012 as part of the Bicentennial Park Master Plan upgrade project.
		Apply for grants to develop sport and recreation facilities as opportunities arise.	Grants received for Botanic Garden Engraving Machine and Marsupial Park entrance upgrade. Kootingal Basketball and Netball court project almost completed.
3.1.2.4	Manage our horticulture and recreational assets to ensure sustainable long term service delivery.	Promote the use of drought tolerant plants and water conservation landscape treatments.	Threatened species irrigation system installed and first stage of planting completed. Grant application successful for second stage of planting to commence in September 2011.
3.1.2.5	Continue to engage key stakeholders regarding the provision of sporting and recreational facilities and services and encourage and recognise participation in all forms of sport and recreation.	Demonstrate communication with the sporting community through Sports Working Group meetings and newsletters.	The Sports Working Group have continued to engage with local sporting groups through meetings to discuss key projects. The group will be included in the further development of the aquatic centre concepts and planning for a regional stadium at Moore Creek.
		Advertise expressions of interest (EOI) to establish a Friends of Endeavour Park Group by 31 March 2010.	Friends of Marsupial Park established and are providing a valuable contribution to the improvement of recreational facilities, exhibitions and general landscaping. Visitor rates have improved dramatically.
		Demonstrate community participation in development and maintenance of community recreational assets.	Established Friends of Altona Park, and continued participation by Miniature Railway, Friends of Marsupial Park, Friends of Botanic Garden, Tamworth Men's Shed Inc., Green Corps, Adventure Playground Group and various Service Clubs.
	Continue to increase the number of volunteer groups and participation programs to assist with the delivery of quality recreational facilities.	Monitor and report on the number of volunteer groups, participants in site adoption programs and the community benefits achieved.	Friends of Marsupial Park celebrated opening of new and upgraded facilities. Established Friends of Altona Park and continued participation of Work for the Dole and Green Corps projects.

Encourage lifelong learning to create a vibrant and economically sustainable community.

	Strategy	Performance Objectives	Performance 2011
3.1.3.1	Provide for life-long learning opportunities and recreational pursuits through Council's public libraries comprising Tamworth City, South Tamworth, Barraba, Kootingal, Manilla, and Nundle Branch Libraries and the Library website.	To maintain and increase program attendance, web visits, web participation and library visits.	<p>There were 246,407 visits to TRC libraries (down 1.8% on previous year but still remains high).</p> <p>Programs for adults included: the ABC's "Knit In"; author talks from Steven Conte "The Zookeepers War"; Celia Lashlie "He'll be OK : growing gorgeous boys into good men"; Rebecca James "Beautiful Malice"; Hugh Lunn; Richard Glover; Helene Young; Nicole Alexander; Liz Byrski; Geoffrey Graham and Christine Stinson.</p> <p>SCINEMA short science films running continuously in Science Week, screening of Alice in Wonderland (for all ages). A historical talk on the Macquarie Letters by curator Paul Brunton from the Mitchell Library. Nintendo Wii games for stroke victims in Stroke Awareness Week. Verse after Work with local poets. Aboriginal Family History Workshop. U3A discussion group sessions held in the Library. Two Law Week events with speakers Nigel McCann and Nadine Behan. Drug and Alcohol awareness stand in Peel Street. Information session in the City Library. Refugee Week event (partnering with Northern Settlement Services) with guest speaker Sophie Peer at The City Library. Web reservations - 18,011 (up 5% on previous year); web renewals - 9,602 (up 34% on previous year).</p>
	Undertake education/information programs to extend the library learning experience.	Monitor, record and maintain library loans as part of a suite of measures that reflect the changing library environment.	Loans 263,548 (3.2% less than previous year); 980 e-audio book downloads from library website (a new service), Interlibrary loans 3,812 (up 10% on previous year), Database searches 39,150 (20% increase).
	Continue to develop the collection of Library materials to meet growing public demand.	Maintain or increase the current number of children activities undertaken.	<p>There were 262 programs hosted with total attendances of 7,809.</p> <p>Programs included: Children's Book Week sessions; regular pre-school story time; a school holiday magic show and pre-school outreach activities.</p>
	Review the provision of library services to maximise efficiencies and level of service.	Maintain the current home library services.	75 clients now receiving home library services

Encourage lifelong learning to create a vibrant and economically sustainable community.

	Strategy	Performance Objectives	Performance 2011
3.1.3.1 Cont.	Continue to act as the Executive Council for Central Northern Regional Library (CNRL) and provide centralised purchasing and processing of jointly owned library materials, an online computerised library management system, together with information services and staff training for libraries in the Council areas of Tamworth, Narrabri, Liverpool Plains, Uralla and Walcha.	Continue to provide executive services to the satisfaction of the CNRL member Councils.	<p>CNRL AGM took place in November 2010 - Ordinary meetings were held in November 2010 and March 2011. CNRL Annual Report for 2009-2010 presented in November 2010. 2011-2012 CNRL budget prepared in November 2011.</p> <p>Three regional training days held for regional staff. CWA Country of Study Information pages created for the CNRL Website.</p> <p>Facebook page created and maintained.</p> <p>Narrabri Shire Council successful with a Library Development Grant application for a new library building at Wee Waa.</p> <p>Quarterly reporting for CNRL completed.</p> <p>CNRL stock take completed.</p> <p>Willow Tree added as a library reservation and returns location.</p> <p>CNRL Local Studies Policy developed and presented to the CNRL Committee.</p>
		2010 to 2015 CNRL Agreement strategies implemented with participating Councils.	Completed.

A Prosperous Region

Outcome 4: A Strong Regional Economy

Our regional economy will provide opportunity for growth and investment, our town centres will be unique, vibrant and attractive, our business activities will be well-managed.

Foster links between the various communities within the region.

	Strategy	Performance Objectives	Performance 2011
4.1.1.1	Investigate opportunities for cultural expression in the Region's towns and villages through urban design, the inclusion of art into public spaces, appropriate landscape treatments and other design techniques.	Implement the Gateways Beautification Program giving priority in 2010-2011 to Manilla, Nundle and Barraba Gateways and in 2011-2012 to the Tamworth City Gateways.	The Gateway signs for Tamworth, Kootingal, Barraba, Manilla and Nundle will be erected by end September 2011. Installation of the signs has been delayed due to the need to meet RTA technical requirements.

Provide for and facilitate future economic growth within the region.

	Strategy	Performance Objectives	Performance 2011
4.1.2.1	Facilitate opportunities for industrial and commercial land development and employment generating activity that will cater for a diverse range of business needs, capitalise on the competitive advantages evident in Tamworth and encourage regional economic growth.	Report on the sale and development of Council-owned commercial and industrial land stocks at the end of the second and fourth quarter.	Glen Artney Industrial Estate - Future land sales are dependent upon the development of the proposed new livestock marketing centre and decommissioning of the existing saleyard site. Minor League Park (sale to Bunnings) - Bunnings agreement to amendments to overall stormwater design and subdivision construction works commenced. Minor League Park (sale of Lot 11) - marketing programme for Lot 11 is being prepared. Links Avenue and Goonoo Goonoo Road - Lot 831 Links Avenue and 204 Goonoo Goonoo Road have not sold and remain on the market with agent Ray White. Showground Road Industrial Land - Development application submitted and is pending approval. AELEC Corporate Precinct - Finalisation of the sale of Lot 13 is pending registration of the plan of subdivision. 474 Peel Street - EOI documents are ready, marketing programme is being prepared. A full report on the sale and development of Council land will be presented to a meeting of Council as soon as possible.
		Continue implementation of the Taminda Revitalisation Strategy in consultation with the Taminda Revitalisation Working Group.	
		Conduct four meetings of the Taminda Revitalisation Working Group per annum.	Two meetings of the Taminda Revitalisation Working Group were held during 2010-2011.
		Provide input into the study of potential "behind the levee" storm flooding as it relates to the Taminda precinct, should grant funding become available to undertake the study (Refer 9.1.6.2).	Input will be provided into the Study which is scheduled to commence in late 2011.
4.1.2.2	Council to continue its leadership role and participation with regional bodies such as Tamworth Regional Development Corporation (TRDC) and Namoi Councils (formally NamoiRoc) to promote regional economic growth.	Report on Tamworth Regional Development Corporation activities twice per financial year (November: Annual Report and May: 6 Monthly Report to the previous March).	Evocities campaign active all year. Management of Evocities campaign has now been transferred from TRDC to the Business & Economic Development Directorate. TRDC has participated in a number of health forums. TRDC has not presented a six month interim report.
		Attend Namoi Councils meetings and report to Council as required.	The "Namoi Towards a Sustainable Future" project is progressing well after some initial delays in appointing a project manager. The impacts of mining continue to dominate discussions at Namoi Councils meetings along with regional strategic planning and water issues.

4.1.2.3	Participate in the Evocities Campaign to raise awareness of inland cities being a great place for people to live, work and invest. (The seven Member Councils are: Albury, Armidale-Dumaresq, Bathurst, Dubbo, Orange, Tamworth and Wagga Wagga.)	Evocities Steering Committee to provide regular reports to Member Councils on implementation of marketing campaign.	The Evocities campaign to date has been extremely successful. Details of enquiries are as follows:- • 185 enquiries involving Tamworth and 1 or more other Evocities; • 35 enquiries that are exclusive to Tamworth. Based upon communication since initial enquiry, it is estimated that approximately 50 of these enquiries have either relocated or are likely to relate to Tamworth; • 179 employers registered to use the Tamworth jobs page; • 11 employment agencies registered to use Tamworth jobs page; and • 70 jobs listed on Tamworth jobs page as at 30 June 2011.
		Table of Milestones for the calendar year 2010 adopted by the Steering Committee.	The tasks assigned by the Evocities Steering Committee to the Consultants assisting in the initial stages of the project have been completed in accordance with the targeted milestone dates.

Provide for and facilitate future economic growth within the region.

	Strategy	Performance Objectives	Performance 2011
4.1.2.4	Council will supply quality and timely advice to attract economic development and investment.	Population web site to be kept current to assist with socio-economic and demographic enquiries about the Region.	The Council's population web site continued to provide data to those interested in the Region's demographic profile. The website received 2,273 visitors and 103,692 'hits' during 2010-2011. A draft Regional Economic Performance Report has been prepared for 2009-2010 and will be finalised in August 2011.
		Updated census data to be purchased following the 2011 Census.	2011 census information will not be available until early 2012.
		Record, action and monitor business development enquiries.	A total of four enquiries have been received and actioned in the year to 30 June 2011.
		Provide and circulate a regional economic performance report on an annual basis.	The 2009-2010 Economic Performance Report will be launched in August 2011.
		Update Register of Operational and Community Land on a quarterly basis.	Register of Community and Operational Land continues to be updated as new information is received.
4.1.2.5	Deliver a comprehensive Economic Development Strategy which will provide the framework for "smart" economic growth within the Region.	Partner with the Tamworth Regional Development Corporation to implement the Action Plan arising from the Regional Economic Development Strategy by focusing on key industry sectors identified in the analysis.	A key recommendation from the Regional Economic Development Strategy was the formation of an Education Sector Reference Group. The recommendation was based upon the fact that growth within the education sector could be supported and encouraged by providing a mechanism for stakeholders to share information and discuss strategic direction. The Reference Group was formed in February 2011 and has provided valuable input into the possibility of establishing a multi-sector education precinct in Tamworth.

Recognise and promote the region as an equine and livestock industry hub.

	Strategy	Performance Objectives	Performance 2011
4.1.3.1	Prepare an Equine Masterplan to guide and promote equine related development in proximity to AELEC in accordance with the recommendations of the Regional Development Strategy.	Partner with key stakeholders in the preparation of an Equine Masterplan to define the desired future character of the equine "cluster" identified in the Regional Development Strategy by 30 June 2011 (subject to the gazettal of the comprehensive Local Environmental Plan (LEP) by 31 December 2010).	Significant internal and external stakeholder consultation was conducted during February 2011 which facilitated the preparation of a draft South Tamworth Rural Lands Master Plan during the final quarter. The draft South Tamworth Rural Lands Master Plan will be released for public comment in late 2011.
4.1.3.2	Development and monitoring of management and governance structure for the Australian Equine and Livestock Events Centre (AELEC).	Ensure that an appropriate management and governance structure is developed to realise the optimum financial returns to Council.	An AELEC Management Committee has been established to guide the governance and management of the facility. Recruitment of a General Manager was completed and was subsequently vacated. The management structure has been reviewed and reshaped in-line with new Council structure.
		Pursue the N.S.W. Government with respect to Council's Application for approval to form a Corporate Entity (S358 LG Act), first lodged in late 2007.	Council is still awaiting a response to its most recent Application to the State Government.

Recognise agriculture as a significant industry in the region and encourage initiatives that enhance the environmental and economic sustainability of agriculture.

	Strategy	Performance Objectives	Performance 2011
4.1.4.1	Ensure the provision of a quality regional livestock marketing centre by Regional Infrastructure Pty Ltd.	Ensure compliance with Heads of Agreement with Regional Infrastructure Pty Ltd. for development of new regional livestock exchange.	Palisades (Regional Livestock Exchange) have commenced a lease on the existing Regional Livestock Marketing Centre pending construction of the new Regional Livestock Centre in the 2011-2012 financial year.
		Facilitate closure, decommissioning and rehabilitation of the existing Tamworth Regional Livestock Marketing Centre (TRLMC) following opening of new facility.	The decommission of the existing saleyard's site will commence once the new Regional Livestock Marketing Centre has been completed.
4.1.4.2	Manage the region's rural land resources to minimise the potential for rural landuse conflict and ensure the viability of commercial agriculture.	Prepare, exhibit and adopt a minimum lot size map to accompany the single integrated LEP that reflects the existing holding patterns/lot sizes across the Local Government Area.	The Region's new Local Environmental Plan (TRLEP 2010) was published on the NSW Legislation web site on 21 January 2011. This new LEP provides a comprehensive statutory framework for the management of rural land-use and commercial agriculture.

Outcome 5: A Significant Tourist and Events Destination

The features of our region will attract national and international recognition.

Market the region as a significant tourist attraction and destination.

	Strategy	Performance Objectives	Performance 2011
5.1.1.1	Monitor and review Tourism Tamworth Limited compliance with Tourism Tamworth Deed of Agreement.	Performance reviews of Tourism Tamworth in accordance with Business Plan and Deed of Agreement.	Both required six monthly performance reviews were completed and submitted to Council.
	Partner with Tourism Tamworth Ltd to ensure the Tamworth Region is at the forefront of the visitor and conference market.	Attract three major new conferences of more than 250 delegates to be held within the Tamworth region annually.	Eight new conferences held with over 1,200 delegates attending.
	Market the special appeal and attractions of the Tamworth region including the city of Tamworth and the towns and localities within the region.	Ensure Tourism Tamworth Limited delivers an annual program marketing the special appeal and attractions of the Tamworth region.	Business Plan developed and has been implemented over the twelve month period.

Continue to develop the annual Country Music Festival as an event of national and international significance.

	Strategy	Performance Objectives	Performance 2011
5.1.2.1	Develop and stage the annual Tamworth Country Music Festival.	Implement strategies of Tamworth Country Music Festival Business and Strategic Plans, developed as part of the Festival Blueprint on an annual basis.	Festival Working Group has worked through the NSW State Governments blueprint document. To date, 54% of the strategic recommendations have been achieved.
		Develop the Festival Operational Plan to encompass all aspects of Council related festival activities on an ongoing basis.	Festival Operational Plan completed and is constantly under development and refinement.

An Accessible Region

Outcome 6: A Quality Network of Roads, Bridges and Drainage Facilities.

The road network will allow efficient movement to, from and within the region, stormwater drainage will be well-constructed and maintained

Establish, maintain and improve roads, cycleways and walking track networks.

	Strategy	Performance Objectives	Performance 2011
6.1.1.1	Seek funding assistance from the RTA and other agencies to continue the implementation of the updated Tamworth Regional Bike Plan and Pedestrian Access Mobility Plan (PAMP), including construction of cycleway infrastructure as well as pedestrian infrastructure such as pedestrian refuges, footpaths and pram ramps.	Completion of cycleway and pedestrian infrastructure as per works prioritised in the Bike Plan and PAMP subject to available funding from both Council and the RTA.	The major project completed this year was the Armidale Rd Cycleway. This was the culmination of several years of RTA funding for the project. A number of small projects were completed relating to pedestrian access (PAMP), including improvements to pedestrian crossings near Tamworth Public School and McCarthy Catholic College, as well as completion of disabled access ramps in the Manilla CBD.
6.1.1.2	Implement the timber bridge replacement program.	Replace timber bridges in accordance with Council's Bridge Replacement Program subject to available funding.	The major project undertaken this year was the replacement of the Somerton Bridge. This was undertaken as a design and construction project by Civilbuild, and is due for completion in August 2011. Survey and design work was undertaken for Skeritt's bridge, with construction expected to commence early in 2011-2012.
6.1.1.3	Develop Asset Management Plans aligned to the Division of Local Government Integrated Planning and Reporting Requirements based on technical levels of service.	Develop plans for roads, bridges and drainage by 31 December 2010.	Asset Management Plans for Transport Infrastructure and Stormwater Drainage have been completed.
	Prepare a roads maintenance strategy for sealed and unsealed roads.	Prepare a roads maintenance strategy aligned to annual budget allocations by 31 December 2010.	The roads maintenance strategy is being prepared as Scenario 1 of the Asset Management Strategy required for Integrated Planning and Reporting requirements. A draft Asset Management Strategy has been prepared and is expected to be finalised during the first quarter of 2011-2012.
	Undertake Level 1 bridge inspections of all bridges to develop forward works maintenance program.	Level 1 Program developed by 30 June 2011.	Level 1 inspection of all timber bridges is complete. Steel and concrete bridges are still to be completed.
	Undertake Level 2 bridge inspection for all timber bridges.	Level 2 inspections undertaken by 31 December 2010.	Level 2 inspections of all timber bridges have been completed.
	Undertake Level 3 bridge testing for priority timber bridges identified in the Level 2 testing program.	Level 3 Testing undertaken by 30 June 2011.	Testing of 21 Bridges commenced in June and will be completed in July 2011. The results of the testing are expected to be received in August and reported to Council in September/October 2011.
	Develop 10 year renewal programs for gravel re-sheeting and bitumen re-sealing	Renewal programs developed and reported to Council by 31 December 2010.	These programs are being developed, however will be developed as part of the improvement plan for the Transport Asset Management Plan.
	Develop a new culvert and causeway construction program on the unsealed road network	Culvert and Causeway Construction Program developed and reported to Council by 30 June 2011.	These programs are being developed, however will be developed as part of the improvement plan for the Transport Asset Management Plan.

Establish, maintain and improve roads, cycleways and walking track networks.

	Strategy	Performance Objectives	Performance 2011
6.1.1.3 <i>cont'd</i>	Develop a register of all cattle grids/ramps on the road network.	Register of cattle grids/ramps completed and uploaded into mapping system by 30 June 2011.	Cattle grids/ramps have been captured and uploaded into the GIS.
	Develop a new four year Regional Road REPAIR Program	Regional Road REPAIR Program endorsed by Council and submitted to the RTA for consideration in accordance with grant requirements.	Completed.
6.1.1.4	Develop and implement Tamworth CBD Car Parking Strategy with the aim of providing for the future parking requirements of the city.	Finalise the Tamworth CBD Parking Strategy by 30 September 2010. Recommendations implemented subject to funding allocations.	CBD Parking Study completed, with a strategy adopted by Council. This will see significant changes to car parking within Tamworth in coming years, with investment planned in the purchase of land, and the development of new car parks in coming years, funded through an expansion of Councils parking meter network. In addition to these major initiatives, several other short term initiatives have been adopted, including a review of disabled and long vehicle parking facilities, as well as initiatives to encourage commuter cycling.

Establish stormwater management systems to protect the community from flooding.

	Strategy	Performance Objectives	Performance 2011
6.1.2.1	Develop Stormwater Management Strategies focused on property protection from stormwater inundation.	Update Stormwater Management Plans on an ongoing basis and implement annual recommendations subject to available funding.	The action has been carried into the 2011-2012 Management Plan and a restructuring of the Regional Services Directorate will see a new division that focuses on these strategic plans. The new target adopted is to develop a Stormwater Management Plan by 31 December 2012.

Ensure that communities within the region are accessible.

	Strategy	Performance Objectives	Performance 2011
6.1.3.1	Identify and plan for the road transport needs within the Tamworth region.	Finalise the Regional Transport Study including the adoption of a 10 year Road Transport Strategic Plan by 31 December 2010.	In a joint project with the RTA, Council undertook a major traffic study of Tamworth. The study is now complete and includes modelling of traffic movements on major routes, with predictions of changes over a 30 year planning horizon. The final report from this study will be presented to Council early in 2011-2012, with the outcomes to guide Council's investment in road infrastructure in the future.
	Investigate expansion of Tamworth Regional Council B-Double network in rural areas	Undertake B-Double route assessments on rural road network by 30 June 2011.	During 2010-2011 Council continued its program of reviewing roads for B-Double access. Several key routes were approved during the year, one of the most significant providing access from Nundle, west to the New England Highway. It is anticipated that such approvals will provide economic benefits to the communities along these routes through more cost effective freight haulage.

PERFORMANCE OF PRINCIPAL ACTIVITIES
for the Year Ended 30 June 2011

Ensure a safe and efficient road network for all road users.

	Strategy	Performance Objectives	Performance 2011
6.1.4.1	Implement a proactive education program in conjunction with the RTA to target road safety issues and implement Council's Road Safety Strategic Plan.	Complete Annual Road Safety Action Plan as approved by the RTA as well as implement strategies within the specified timeframes and in accordance with budget allocations.	The Road Safety Program was completed in accordance with the approved RTA program. One of the highlights was the Young Drivers Expo, which was well attended by not only Tamworth high school students, but students from right across the northern region.
	Undertake road safety inspections of the network to identify deficiencies in sign and line marking.	Upgrade program, based on risk, presented to Council in March 2011.	A number of road safety audits were undertaken throughout the year, leading to minor improvement works being undertaken at several intersections. A highlight for the year was the successful federally funded Blackspot Grant for \$250,000 to be spent on Daruka Road. This funding will allow a number of dangerous obstacles to be removed or protected, with work anticipated during the first half of 2011-2012.
6.1.4.2	Undertake traffic planning to facilitate safe and efficient traffic flows and pedestrian movements.	Ongoing collection of data from traffic counters and the completion of road safety audits on identified roads as per the road hierarchy.	Council has continued its extensive program of traffic data collection during 2010-2011. This data is utilised extensively throughout Council, for functions including assessment of speeding, numbers of heavy vehicle utilising routes, as well as design of road pavements and other infrastructure.

Outcome 7: Excellent Transport Linkages to Other Regions

There will be range of quality and affordable transport options to allow efficient movement to and from our region.

Support and enhance the role of the airport.

	Strategy	Performance Objectives	Performance 2011
7.1.1.1	Support and enhance the role of the Tamworth Regional Airport.	Continue implementation of the Tamworth Regional Aviation Strategic Plan.	The Strategic Plan has been monitored and implemented where possible throughout the year.
		Develop Tamworth Regional Airport Business Plan (incorporating Marketing Plan) by 31 December 2010.	Business Plan will now be completed by 31 December 2011.
		Finalise airport terminal modifications and security upgrade plans, including a financing strategy for adoption by 30 September 2010.	A contract has been awarded for the supply of security equipment for the Terminal Building which will be installed in the first half of the 2012. Extensions to the terminal building will commence in the second half of 2011 following the awarding of a tender for the design and construct of the building works.
7.1.1.2	Undertake discussions with airlines to increase the number of air services and destinations to and from Tamworth.	Increase the number of passenger services to and destinations from Tamworth.	Passenger numbers increased overall by 14.8% over the previous financial year. Qantaslink carried 136,779 passengers on the Tamworth/Sydney route and Brindabella carried 19,045 passengers on the Tamworth/Brisbane route and 120 passengers on the Tamworth/Canberra route.

Advocate for the improvement of passenger and freight rail networks.

	Strategy	Performance Objectives	Performance 2011
7.1.2.1	Identify and plan for the strategic transport needs within the wider region encompassing Tamworth Regional Council.	Advocate and participate in the development of a regional transport plan.	A public transport survey was completed in 2010-2011. Respondents were asked a number of questions in relation to bus, taxi and train services, as well as cycling facilities across the region. The final report on the survey is to be considered by Council early in 2011-2012.

Advocate for the provision of a public transport system that meets the needs of the community.

	Strategy	Performance Objectives	Performance 2011
7.1.3.1	Identify the needs of the community through surveys and key stakeholder meetings.	Undertake community survey on public transport system by 31 March 2010.	A public transport survey was completed in 2010-2011. Respondents were asked a number of questions in relation to bus, taxi and train services, as well as cycling facilities across the region. The final report on the survey is to be considered by Council early in 2011-2012.
		Ensure the consultation outcomes are reported to Council and the appropriate state and federal government agencies are provided with relevant information and suitable requests for action.	Due to the timing of submitting the public transport survey final report to Council, the findings have not yet been utilised to seek agency responses. This will be undertaken early in 2011-2012 after adoption of the final report.

A Sustainable Region

Outcome 8: Excellence in regional planning and development

Our places and spaces will be attractive, liveable, sustainable and enhance our region.

Maintain and enhance the liveability and amenity of the Tamworth Region as a place to live, work and pursue a lifestyle of choice.

	Strategy	Performance Objectives	Performance 2011
8.1.1.1	Develop place based Development Control Plans (DCP) to give effect to the recommendations of the Regional Development Strategy in relation to the desired future character of district villages, towns and localities.	Prepare, exhibit and adopt place based DCPs to give effect to the outcomes of the Regional Development Strategy by 30 June 2011 (subject to the gazettal of the comprehensive LEP by 31 December 2010).	A draft DCP (and LEP amendment) for land at Calala was submitted for consideration by Council during 2010-2011 by Peel River Estate Pty Ltd. Traffic analysis is continuing in relation to this proposal. A number of place-based DCPs will need to be prepared during 2011-2012, following publication of the TRLEP 2010 in January 2011.

Maintain and enhance the liveability and amenity of the Tamworth Region as a place to live, work and pursue a lifestyle of choice.

	Strategy	Performance Objectives	Performance 2011
8.1.1.2	Facilitate opportunities for the revitalisation of the main streets and key community spaces within the public domain of the Region's towns and villages as part of an initiative titled "Creating civic spaces for the 21 st Century".	Develop a detailed design plan and associated funding strategy for implementation of the Fitzroy Street Design Upgrade Masterplan by 28 February 2011.	A detailed funding strategy for the upgrade of Fitzroy Street was considered by Council in February 2011. The strategy was deferred pending the review of priorities associated with Council's Community Strategic Plan. An application was made to the Regional Development Australia (RDA) program to fund the Fitzroy Street and Bicentennial Park upgrade work. It is anticipated that a decision in relation to the funding application will be available in late 2011.
		Construction of the Fitzroy Street Design Upgrade to be programmed during 2011-2012.	Construction of the Fitzroy Street Design Upgrade will commence following a decision in relation to possible funding sources.
		Implement Design Upgrade Plans for the main streets of Manilla, Nundle, Bendemeer and Kootingal by 30 June 2013.	Implementation of the Design Upgrade Plans for Kootingal and Bendemeer is dependant on preparation of detailed design drawings which were completed in June 2011. The Main Street upgrade works in Manilla and Nundle has commenced and will be finalised in late 2011. Council was successful in obtaining funding under the RLCIP program for improvements to the land adjoining the Southern side of the Peel River (near Solander Drive and Gipps Street). Work in this area will comprise extension of the cycleway plus tree planting and bollards. It is expected that the work will be finished in December 2011.

Establish a town centre hierarchy that supports commercial and retail business at the local and regional levels.

	Strategy	Performance Objectives	Performance 2011
8.1.2.1	Define a retail hierarchy that will encourage development and recognise the different roles and functions of each centre within the Region.	Implement the retail hierarchy for the Region in the Regional Development Strategy via the single integrated LEP.	The Region's new Local Environmental Plan (TRLEP 2010) was published on the NSW Legislation web site on 21 January 2011. This new LEP framework defines a retail hierarchy for the Region.

Ensure that planning provisions support and promote sustainable land use and management.

	Strategy	Performance Objectives	Performance 2011
8.1.3.1	Preparation and adoption of a single integrated LEP (to replace the five current LEPs) to give effect to the comprehensive strategic planning framework for the region.	Adopt a single LEP for the region by 31 December 2010.	A major achievement during 2010-2011 was the publication of the Region's new Local Environmental Plan (TRLEP 2010) on the NSW Legislation website on 21 January 2011. This new LEP will provide a comprehensive statutory framework for all land use decisions within the Region.
8.1.3.2	Review all Development Control Plans relating to Council's development guidelines to reflect current legislative requirements and industry best practice.	A single integrated DCP for the region is approved to take effect upon gazettal of the Tamworth Regional LEP.	The Draft Tamworth Regional Development Control Plan (TRDCP) was exhibited for public comment during August/September 2010. A series of consultation meetings were held with industry groups as well as land owners within the proposed East and West Tamworth character precincts. A minor review of the DCP was undertaken in June 2011 to amend provisions relating to road widths and include a notation regarding flood controls. The TRDCP was adopted by Council on 12 October 2010 and took effect upon publication of the TRLEP 2010 on 21 January 2011.

Ensure that planning provisions support and promote sustainable land use and management.

	Strategy	Performance Objectives	Performance 2011
8.1.3.3	Develop and implement new Section 94 and Section 64 plans to fund the enhancement of existing open space, community facilities, road networks, cycle ways, bushfire services, waste disposal and water and sewer	Prepare a comprehensive Section 94 Plan for the Region by 30 December 2011 in accordance with the new legislative requirements.	A framework for the new Section 94 scheme has been developed and the documents have been drafted. These documents will address both current and future legislative requirements.
8.1.3.4	Exercise the Council's statutory functions under the Environmental Planning and Assessment Act 1979 properly and equitably to determine applications efficiently and in accordance with statutory requirements and/or Council policy and standards.	More than 85% of applications determined within statutory timeframes.	523 development applications determined within the year with 80% determined within the 40 day statutory timeframe. Target of 85% was not obtained overall, with one quarter achieving 88% but falling to 73% at other times. Consistently faster processing times will be seen through increased effort to achieve better documentation with all applications and promotion of fast track applications under the Tamworth Regional Development Control Plan 2010.
		All Complying Development Certificate applications to be determined within 10 days.	191 Complying Development Certificates issued during the year with a median processing time of four days. Eight applications determined after the ten day target timeframe. The longest time taken was 17 days.
		Conduct an annual review of service delivery targets for all regulatory processes in consultation with clients/stakeholders.	There has been no further indication from the Department of Planning Regulation. Consequently service delivery targets have been retained under the existing application processing regime.
8.1.3.5	Adopt a coordinated approach to the delivery of the Community Strategic Plan (that incorporates land use, infrastructure, environmental, economic and social planning).	Conduct an organisational strategic planning workshop with the Tamworth Regional Council Leadership Forum at the start of the budget process each year.	The outcomes of two Strategic Planning Workshops conducted in February 2011 (one with Councillors and one with Senior Council staff) to identify organisational priorities are being incorporated into the development of the Community Strategic Plan. The use of a theme-based approach for the development of the Community Strategic Plan ensures that the plan is developed in a coordinated manner incorporating land use, infrastructure, environmental, economic and social planning. The five themes (a spirit of community, a sustainable region, a prosperous region, an accessible region and a responsible region) are cross-functional themes which will further enhance coordination and integration. Council will continue to conduct organisational-wide strategic planning workshops at the commencement of the development of the Annual Operational Plan each year.
		Maintain a Council Sustainability Team to co-ordinate Council's response to sustainability issues.	Six meetings of the Sustainability Action team were held during the 2010-2011 period.
8.1.3.6	Ensure construction and dedication of quality civil infrastructure assets by the development industry including roads, stormwater, water supply and sewerage assets in accordance with engineering best practice.	Undertake a least two audits of newly completed subdivisions each quarter for quality of work prior to handover to Council.	The target for subdivision audits achieved and this process has assisted in drafting appropriate provisions for inclusion in the new Engineering Guidelines for Subdivisions and Developments.
		Audit one set of Works as Executed Drawings per quarter.	Audit program for Works as Executed plans achieved.

Ensure that planning provisions support and promote sustainable land use and management.

	Strategy	Performance Objectives	Performance 2011
8.1.3.7	Promote pre-DA lodgement meetings to applicants for major developments, to provide a development enquiry service for face-to-face and telephone enquiries by the community and development industry during designated times each day and provide online guidance for applicants.	<p>Increased number of applications submitted with all required documentation.</p> <p>Conduct promotion of pre-DA lodgement services with industry sectors in March and October of each year.</p>	<p>Pre-lodgement meetings held as required and duty planner and building inspector enquiry service continued. Statistics for the year show a relative reduction in the number of applications under assessment requiring the submission of additional information.</p> <p>No formal promotion of pre-lodgement services conducted during the year. However, mail-outs to industry representatives have occurred for legislation changes to ensure applicants are aware of changes in statutory requirements. For example, the new Premises Standard under the Building Code of Australia was the subject of a mail out to builders and draftspersons in June 2011 to provide an update on the latest disabled access and facilities requirements.</p> <p>Council's website content was updated to reflect current information and the importance of pre-lodgement process has been highlighted in meetings with development industry representatives as part of the introduction of the new Engineering Guidelines.</p>
8.1.3.8	Ensure an accurate and up to date land register is maintained to facilitate the provisions of advice to the community and government agencies in relation to the supply of suitable land for development purposes.	Review and update land availability registers for residential, rural residential and industrial land following gazettal of draft Tamworth Regional LEP.	A more streamlined and contemporary Land Availability Register will be developed during 2011-2012.

Provide for a variety of housing choices, which acknowledges changing household structure and promotes sustainability and affordability.

	Strategy	Performance Objectives	Performance 2011
8.1.4.1	Maintain an adequate supply of serviced residential land throughout the region to suit a range of lifestyle choices and economic circumstances.	Adoption of a single integrated LEP and inclusion of specific controls for residential development within a comprehensive DCP by 31 December 2010.	The Region's new Local Environmental Plan (TRLEP 2010) was published on the NSW Legislation website on 21 January 2011. This new LEP will provide an adequate supply of serviced residential land throughout the Region. The Tamworth Regional Development Control Plan 2010 came into effect on 21 January 2011. The Plan includes a range of guidelines for both new and existing residential development and provides standards appropriate for the various residential lot sizes permitted under the TRLEP 2010.
8.1.4.2	Encourage mixed use development within the Tamworth CBD and other local centres.	Develop an implementation plan for introduction of the "Shoptop" Housing Policy for the Tamworth CBD by 31 December 2010.	<p>A draft 'Shop Top Housing' section has been prepared for insertion into TRDCP 2010.</p> <p>The draft amendment to TRDCP 2010 is being held in abeyance pending the preparation of several place-based DCPs.</p>
8.1.4.3	Investigate affordable housing initiatives that offer a variety of options and incentives for the provision of such housing by both the public and private sector.	Develop a Regional Affordable Housing Strategy in consultation with key stakeholders by 31 December 2010.	A draft Regional Affordable Housing Strategy has been prepared and will be launched in August 2011.

Outcome 9: A healthy natural and built environment

Our natural and built environments will be conserved and sustainably managed for current and future generations.

Manage, protect, restore, enhance, and conserve the natural environment in a sustainable manner.

	Strategy	Performance Objectives	Performance 2011
9.1.1.1	Continue involvement in a range of natural resource management issues particularly in partnership with the Namoi Catchment Management Authority (NCMA) and Namoi Local Government Group (NLGG).	Participate in projects as required in partnership with Namoi Catchment Management Authority and Namoi Local Government Group.	Regular meetings with the Namoi Local Government Group have been attended by Council staff. Active participation of staff with Namoi Catchment Management Authority initiatives continued during 2010-2011. The standout example would include participation in the Sustainability Expo held on the 14/15 May 2011.
		Participate in the "Namoi – Towards a Sustainable Future" project to 30 June 2011 (pending approval of the Business Plan by the Environmental Trust).	The project is progressing well under the Project Management of M.B. Envirocare. Activities completed to date are:- • The completion of preliminary energy audits of five council facilities • The development and submission of an urban riverine project plan. The outcome of the project application is not known as at 30 June 2011.
9.1.1.2	Council's longstanding involvement in National Tree Day and Schools Tree Day will be diversified to involve more schools and community groups and will be tailored to recognise local climatic conditions such as periods of drought.	Report on participation rates of schools, community groups and community members involved as part of National Tree Day activities.	Continued participation of schools in National Tree Day has been promoted with the assistance of the Regional Landcare Liaison Officer. Additional community groups have committed to projects across the region.
9.1.1.3	Produce a State of the Environment Report to provide Council and the community with sound, reliable and up to date information on the current condition, pressures and responses to issues including land, water, air, biodiversity, salinity, waste, noise, and heritage.	Contribute to the preparation of a Regional State of the Environment Report by 30 November annually.	The Namoi Catchment Management Authority did not fund a Regional 'State of the Environmental Report' for 2009-2010. The Tamworth Regional State of the Environment Report for the Tamworth Local Government Area was completed and submitted to the Department of Local Government by 30 November 2010.
9.1.1.4	Conduct noxious weed inspections of lands within the Tamworth Region, comprising private and Council lands, as well as those managed by public authorities.	Complete annual reports on noxious weeds activities.	The annual report on noxious weeds activities/programs was provided to the Northern Inland Weeds Advisory Committee (NIWAC) in September 2010. The report covered expenditure of monies including private inspections, education and extension activities and some capital expenditure. The report included total inspections conducted and the amount Council contributes to noxious weed control. Included were details of Council's focus on Green Cestrum, St John's Wort and Blue Heliotrope. NIWAC subsequently made a submission to the NSW Department of Primary Industries for regional funding allocations for distribution to TRC as a member council.
		Conduct a minimum of 1,000 property inspections annually.	1,080 private property inspections were completed during the year. These inspections are required to be carried out to meet the NIWAC reporting process to the Department of Primary Industries for allocation of grant funding for weed control.

Manage, protect, restore, enhance, and conserve the natural environment in a sustainable manner.

	Strategy	Performance Objectives	Performance 2011
9.1.1.6	Conduct environmental monitoring for the ongoing protection of the environment, pollution management and mitigation, ensuring promotion of conservation practices and improved environmental outcomes under the Protection of the Environment Operations Act 1997.	Continue monitoring program to audit high priority premises including activities operating without planning approval and activities operating in breach of development consent.	The monitoring program continued throughout this period with 27 investigations or audits carried out at premises.
9.1.1.7	Implement On Site Sewage Management Policy to promote communities achieving environmental and community health improvements for the Tamworth Regional Council Area.	Identify and inspect all classified high risk on-site sewerage management (OSSM) systems annually.	The commencement of the inspection process for on-site sewerage management was delayed in the transfer of functions between Divisions and the need to review the required operational processes. Inspections recommenced in mid-March 2011.
		Number of on-site sewerage management system inspections undertaken, minimum 175 per quarter.	During 2010-2011, 124 on-site sewerage management systems were inspected.
9.1.1.8	To ensure the continued growth and development of the Tamworth Environmental Laboratory.	Update Business Plan by 31 December 2010.	Business Plan to be completed by 31 December 2011.
		Implement strategies identified in the Business Plan within budget constraints.	New capital equipment has been purchased and installed.

Promote waste minimisation and sustainable waste disposal.

	Strategy	Performance Objectives	Performance 2011
9.1.2.1	Maximise the recovery, reprocessing, reuse and recycling of all waste materials.	Measure the diversion rates for green waste, construction and demolition waste, metal waste and reusable goods on a quarterly basis.	Diversion rates at the Forest Road Landfill for the year amounted to 14,221 tonnes of Green waste; 7,421 tonnes of Construction waste; 11,324 tonnes of clean fill and 751 tonnes of other materials. This has resulted in a diversion rate of 50.06% at the Forest Road landfill.
9.1.2.2	Pursue a change in community attitude away from a "waste disposal" focus to a "waste avoidance and waste minimisation" focus through targeted waste education programs and a fee based structure that rewards waste minimisation and resource recovery.	Increased participation levels by commercial businesses in auditing waste generation from their premises.	Council assisted several business with guidance on waste minimisation and evaluation of options to manage waste during the year. Council also partnered with Northern Inland Regional Waste to produce a waste assessment toolkit for use by businesses. Council will be offering support to businesses who wish to use the toolkit as part of their approach to minimising waste and improving the sustainability of businesses in the future.
		No increase in waste volumes disposed to landfill for the year.	Council has achieved a good outcome in keeping waste disposed to landfill at the Forest Road Landfill at virtually the same level as the previous year. 38,987 tonnes of material has been placed in landfill this year compared to 38,644 tonnes for the previous year. This slight increase of 343 tonnes can be attributed to waste being transferred from both Attunga and Kootingal to the Forest Road Landfill.

9.1.2.3	Review and update Council's waste management strategy to embody Council's and the broader community's ongoing vision for the long term sustainable management of waste within the region.	Undertake stakeholder consultation, develop and implement a review of the draft Waste Management Strategy by 31 December 2010.	During the year extensive consultation has been undertaken with rural communities at Attunga, Kootingal, Moonbi, Limbri, Watsons Creek and Niangala. As a result of the consultation, numerous trial waste management arrangements have been implemented. Information received during the consultation and the outcome of the trials will provide valuable input into the development of Council's Waste Management Strategy.
		Produce comprehensive financial plan to complement Waste Management Strategy by 31 December 2010.	Council has produced an Asset Management Plan and long term financial plan for waste management services. Council will need to model the financial impacts of the government's proposed carbon tax on the Forest Road landfill once details of the carbon tax are known. The tax is expected to apply to the landfill and is anticipated to impact on financial forecasts for waste management.
		Implement key programs within the timeframes endorsed in the strategy and budget constraints.	Council has implemented changes at numerous waste management facilities in line with the objectives of the management plan. The changes that have occurred at Attunga, Kootingal, Watsons Creek have been focused on improving the financial sustainability of services whilst offering residents access to appropriate opportunities for the management and disposal of waste.

Promote waste minimisation and sustainable waste disposal.

	Strategy	Performance Objectives	Performance 2011
9.1.2.4	Maintain the efficient collection and transport of waste within the region.	Waste collection services are rendered on the correct collection day.	Transpacific Cleanaway (contractor) has delivered all services required under the waste contract throughout the year.
		Waste services data is audited and included into contract management software by December 2011.	The implementation of dedicated software for management of the waste contract has been delayed due to staging of upgrades of Council's information management system. Dedicated software will be pursued for implementation in 20011/2012.
		Undertake a minimum of three meetings of the waste services contract - performance management committee.	The waste services contractor has attended all meetings as required by the waste contract and attended special meetings convened by Council. Throughout the year the contractor has constructively participated in discussions to evaluate options that create efficiencies for delivery of waste management services.
9.1.2.5	Continue the operation of sustainable landfills and investigate alternative service delivery options for other areas.	Progressively close and rehabilitate nominated landfill sites by 31 December 2010.	During the year land filling activities ceased at Attunga and Kootingal. Landfill has been replaced by trial waste transfer facilities.
	Close and rehabilitate environmentally sensitive and exhausted landfills at Kootingal and Attunga and ensure alternative services for each of these communities are available.	Complete the review of rural and regional waste disposal options by 30 September 2010.	During the year ongoing rehabilitation works has been undertaken at Forest Road Landfill, the closed Woolomin Landfill and the former Bendemeer landfill. Extensions to waste collection services have been implemented in many rural localities to mitigate the impacts of changes to operating arrangements at the Kootingal and Attunga landfills.

9.1.2.6	Continue the staged construction of a new landfill cell and progressive capping of filled land at the Forest Road Landfill as part of the long term plan to maximise available land filling capacity of the site and minimise environmental impacts.	Staged construction is completed annually in accordance with design objectives.	Throughout the year Council has consulted extensively with the Office of Environment and Heritage about optimising the land filling capacity of the Forest Road Landfill. The consultation has resulted in amended designs being developed for the landfill as well as changes to operational practices, all of which are aimed at making the most efficient use of the available space within the footprint of the current landfill.
		Capping is completed progressively as final design profiles are reached.	Filling of the landfill is progressing in accordance with the newly endorsed capping profile. The new profile is expected to accommodate an additional five to seven years of land filling capacity on the site. A capping trial using a final mulch layer has been applied to approximately half a hectare and will be evaluated to determine performance effectiveness over the coming 12 months.

Promote waste minimisation and sustainable waste disposal.

	Strategy	Performance Objectives	Performance 2011
9.1.2.7	Adopt best practice operations and ensure the retention of a restrictive development buffer at Forest Road Tamworth with a focus on enhancing and protecting Council's principal community waste management asset.	Complete an internal environmental audit of the landfill by 30 June 2011.	Internal environmental audits of Council's landfills will be ongoing and will be supplemented by inspections by officers from the Office of Environment and Heritage. Council continues to undertake extensive monitoring of groundwater, surface water and landfill gas build up at its licensed waste facilities.
		A restrictive development buffer around the landfill boundary of five hundred metres is maintained.	Council has reinforced its pursuit of protecting the landfill and maintaining an effective buffer around the landfill site by acquiring approximately 35 hectares on the Northern and Eastern alignment of the landfill. Parts of the land will be used for controlling surface water flowing onto the landfill site as well as creating a significant landscaping screen.
		Ongoing compliance with Landfill licence conditions is achieved.	Council has submitted all required licence returns for the year and continually consulted with officers from the Office of Environment and Heritage on environmental compliance and operation matters during the year.
9.1.2.8	Undertake an upgrade of liquid waste disposal facilities at the Forest Road Landfill to ensure the facility caters for the sustainable management of liquid waste and meets the practical needs of the regional community.	Practical construction is commenced by 30 December 2010.	A number of technologies and options for upgrading the liquid waste facility at Forest Road Landfill have been examined during the year and discounted as impractical due to the limitations existing at the landfill site and the incompatible nature of managing liquid waste in conjunction with solid waste land filling.
		The upgraded facility is commissioned by 30 June 2011.	Development of a facility has been deferred pending further investigation of all off-site options.
9.1.2.9	Advocate and lead by example in the use of diverted and recovered material from the waste stream.	Measure and report annually on the amount of waste material reused on council projects.	During the year Council used an extensive amount of product that had been recycled at the Forest Road Landfill. Over 4,500 tonnes of recycled concrete road base has been used on various roadwork's and car park projects; over 33 tonnes of recycled brick sand as base material for paths and over 1,800 tonnes of mulch from recycled green waste has been used for soil erosion control, landscaping and landfill capping.
9.1.2.10	Actively participate in and support the Northern Inland Regional Waste Group (NIRW) to achieve regionally sustainable waste outcomes. Provide ongoing hosting and executive support for NIRW.	Attendance at NIRW meetings and participation in NIRW initiatives and programs.	Council continues to host the role as co-ordinating Council for the Northern Inland Regional Waste (NIRW) Group. Council employs a co-ordinator for the NIRW using grant monies supplied by the NSW State Government. Council's Manager of Waste Services has undertaken the Executive Officer role for NIRW during the year.

PERFORMANCE OF PRINCIPAL ACTIVITIES
for the Year Ended 30 June 2011

Manage built public assets for current and future generations.

	Strategy	Performance Objectives	Performance 2011
9.1.3.1	Maintain corporate buildings and facilities in accordance with asset management plans and agreed service standards.	Implement the Corporate Buildings Asset Management Plan within budget allocations.	All assets identified. Utilising NAMS software to input Asset Data and Maintenance Plans. Asset Management Plan completed. Audits undertaken of all Corporate Buildings to develop future Maintenance Plans.
		Review the Corporate Buildings Asset Management Plan annually.	Audits of all Corporate Buildings undertaken and Asset Management Plan reviewed in conjunction with Consultant.

Promote and undertake conservation of built heritage.

	Strategy	Performance Objectives	Performance 2011
9.1.4.1	Conduct Heritage Grants Program and other heritage assistance programs to enhance the Region's links with the past.	Allocate Heritage assistance funding within three months of notification of the grant from the NSW Heritage office.	A popular (and successful) Heritage Assistance Program was administered in 2010-2011. Funding assistance totalling \$47,000 was provided for 12 properties including the Nundle Memorial Hall and the Former St Andrews Church in Tamworth. Overall, a total of \$328,903 was spent on restoring each of the 12 properties.
9.1.4.2	Supply a free Heritage Advisory Service for the community on heritage management issues.	Maintain or increase the number of heritage community advisory services undertaken.	The number of Heritage Community Advisory Services was maintained during 2010-2011. This program continues to provide free advice to owners of heritage properties within the Region.

Minimise the impact of climate change

	Strategy	Performance Objectives	Performance 2011
9.1.5.1	Address the significant challenges presented by climate change including a reduction in greenhouse gas emissions.	Develop an Action Plan to implement the Climate Change Mitigation and Adaptation Plan by 31 December 2010.	The Climate Change Adaptation and Mitigation Plan was not finalised due to ongoing changes in Federal Government responses to the issue.
		Partner with the Namoi CMA to host the annual EcoSmart Building Expo.	A successful Namoi Sustainable Expo was held in May 2011 with over 700 visitors during the weekend.

Minimise the risks associated with natural hazards.

	Strategy	Performance Objectives	Performance 2011
9.1.6.1	Play a significant role in the provision of effective emergency management throughout the region.	Report on the activities of the Tamworth Local Emergency Management Committee (LEMC) including activities of local emergency service agencies on an annual basis.	Councillors are kept informed of Local Emergency Committee meeting outcomes through distribution of minutes on a quarterly basis.
		Report on the activities of the Tamworth District NSW Rural Fire Service in accordance with the Service Level Agreement on an annual basis.	Council has vigorously pursued finalisation of the Service Agreement with the Rural Fire Service. Council is awaiting further feedback from the Rural Fire Service so the agreement can be finalised.
9.1.6.2	Update floodplain plans and mapping of flood prone land including floodplain studies for areas as recommended by the "Assessment of Flood Risk in Various Towns and Villages" report.	Undertake studies as per the recommendations of the "Assessment of Flood Risk in Various Towns and Villages" report as per approved timeframes in accordance with funding assistance and budget allocations.	Nundle and Woolomin flood studies are now nearing completion. There has been a short delay as a result of the Department of Environment, Climate Change and Water (DECCW) review of the draft report, which has led to some clarification being required from the consultant. Once this is resolved in early 2011-2012, the final report will be issued to Council. Update on the Manilla, Barraba and Bendemeer studies is provided below.
		Finalise flood and floodplain risk management study for Nundle, Woolomin, Manilla and Barraba.	Grant funding has been allocated to Flood Studies and development of Floodplain Management Plans for Manilla and Barraba. Flood Studies have now commenced, with delivery anticipated in February 2012. Management Plans will be developed upon their completion.
		Undertake flood and floodplain risk management study for Bendemeer subject to available funding.	Grant funding has been allocated to Flood Studies and development of Floodplain Management Plans for Bendemeer. The Flood Study has commenced, with delivery anticipated in February 2012. The Management Plan will be developed upon its completion.
		Undertake a study of potential "behind the levee" storm flooding for the Tamworth levees, subject to available grant funding.	Grant funding secured to study storm water flooding potential behind the Tamworth levees. Tender called and consultant appointed. Project report anticipated early 2012.

Improve the efficiency and use of energy and resources.

	Strategy	Performance Objectives	Performance 2011
9.1.7.1	Address the significant challenges presented by climate change including a reduction in greenhouse gas emissions.	Review Energy Savings Action Plan by 30 June 2012 including considering the impacts of any legislative changes.	Whilst not due until 2012, a comprehensive review has been undertaken of the Energy Savings Plan. The review process has highlighted several opportunities for further investigation including:- <ul style="list-style-type: none"> • Street Lighting – potential saving from this project is in the order of \$150,000 p.a.; • Exhibition Lighting at the Art Gallery; • LED down lights; • T5 Lighting in all buildings; and • Airport Terminal Redevelopment.
9.1.7.2	Develop, enhance and implement Council's commitment to sustainability, including biodiversity, energy, water, waste and adaptation to climate change, as an individual Council and in partnership with Namoi Local Government Group and the community.	Continue implementation of the Namoi Catchment Sustainability Plan by focusing on building the capacity of Council and the community to implement change and establishing partnerships to facilitate change.	Many of the objectives within the Namoi Catchment Sustainability Plan have been completed and are being consolidated through the bi-monthly meetings of Council's Sustainability Team. Examples of this are:- <ul style="list-style-type: none"> • The learning alliance being strengthened through the internal partnership within TRC. Sustainability initiatives within Council are being undertaken in a manner that promotes inclusion from other directorates/departments, as well as knowledge sharing. • The governance and community engagement aspects of the plan are being integrated with the Keychange project (CSP) to avoid duplication and produce accurate, meaningful outcomes.
		Six meetings of the Sustainability Action Team to be held per annum.	Six meetings of the Sustainability Action team were held during the 2010-2011 period.
		Conduct sustainability education and awareness activities, twice yearly.	10 sustainability, educational and awareness activities were undertaken with schools and the community. Some highlights of the 2010-2011 period were:- <ul style="list-style-type: none"> • The Kootingal Pumpkin Festival and the high level of public participation with the staff attending the event; • The Peel Wetlands ECO - Festival saw the attendance of 247 primary students and environmental education provided by Council's water, horticultural and noxious weeds units as well as the Department of Primary Industries (DPI) - fisheries and Namoi CMA.
9.1.7.3	Participate and partner in initiatives to reduce carbon emissions within the Region.	Investigate the concept of a Community Forest Scheme and prepare a Discussion Paper providing a cost/benefit analysis of the environmental and economic development opportunities in relation to carbon offset potential within the Tamworth Region for further consideration in the 2011/12 budget cycle.	A site was identified and a Business Case was prepared for the establishment of a Community Forest, near Bolton's Creek Tamworth. Funding opportunities for implementation of the scheme will be explored during 2011-2012.

Provide compliance services to protect the amenity of the environment and community.

	Strategy	Performance Objectives	Performance 2011
9.1.8.1	Provide local law administration and compliance to protect the peace, amenity and environment. Provide control services to ensure effective provision of surveillance, investigation, education and compliance on matters which are regulated or controlled under the relevant statutes.	Prioritise complaints within 48 hours of receipt.	The process for prioritising complaints continued throughout the year. More urgent complaints such as alleged dog attacks and possible environmental pollution issues were given high priority.
		Action 80% of complaints within two weeks of receipt.	2,280 complaints were received for the year with 76.19% actioned within two weeks of receipt.

Outcome 10: Excellent water and wastewater networks

Our region will be equipped with well-constructed water and wastewater infrastructure that is managed to industry best practice.

Promote Water Conservation and to educate the community on effective water usage.

	Strategy	Performance Objectives	Performance 2011
10.1.1.1	Develop and implement Integrated Water Cycle Management (IWCM) Plan including water conservation and demand management.	Finalise integrated Water Cycle Management Plan – evaluation study by 30 December 2010.	Progress Reference Group (PRG) meeting held on 5 May 2011. Outcomes from PRG documented and circulated to Group members including NSW Office of Water (NOW). Comments received from NOW in early June. Awaiting final draft document from consultants which incorporates comments from NOW.
		Following completion of evaluation study, commence work on the IWCM strategy study by 30 June 2011.	To be completed following IWCM evaluation study.
10.1.1.2	Build on existing consumer awareness of the importance of water to continue trend of lower residential and industrial water consumption through the implementation of the Demand Management Plan and annual strategy linked to that program.	Strategies implemented, and reported to Council including measures of success on a regular basis.	Received 16 Expressions of Interest and engaged GHD Newcastle to conduct federal stormwater investigation - conducted all five site visits of potential stormwater harvesting zones. To 30 June 2011, have paid out \$441,400 in financial assistance under the Residential Water Saving Rebate Scheme to install 3,216 water saving products. Begun development of National Water Week 2011 promotion of Westdale Wastewater Treatment Plant and Reuse Farm, to include 8-page newspaper lift out, tv, radio and web promotion. Completed Caroma Dorf Dual Flush Toilet Scheme with a total of 325 units installed. Conducted various public, school and media events.
10.1.1.3	Investigate the potential to use recycled wastewater for non potable uses within Tamworth to offset potable water use.	Investigations complete and reported to Council by 30 June 2011.	Final Report received. A workshop was held with Council on 30 November 2010. Councillors attending decided that the cost was too high for Council alone to fund at this time but the project should be further refined and submitted if outside funding is made available.

Provide a reliable, secure water supply to the community.

	Strategy	Performance Objectives	Performance 2011
10.1.2.1	Operate and maintain water treatment, storage and distribution systems to provide potable water to customers with water meeting Australian Drinking Water Guidelines (ADWG).	Potable water is supplied in accordance with Australian Drinking Water Guidelines.	Water Quality Monitoring against ADWG Guidelines is ongoing. From 1 July 2010 to 30 June 2011 no significant exceptions had been recorded for any of the seven Council operated Water Supplies. Minor exceptions against health related criteria have been recorded in Barraba (one), Manilla (two), Nundle (nine) and Tamworth (five) and were promptly resolved. Exceptions against an aesthetic parameter were recorded for Barraba and Attunga (Hardness and/or TDS).

Maintain and improve water networks to cater for the needs of current and future generations.

	Strategy	Performance Objectives	Performance 2011
10.1.3.1	Undertake construction of infrastructure for the Nemingha, Piallamore and Moonbi/Kootingal area to suit development demand.	Complete the upgrade to the trunk main from Tamworth to Nemingha by 31 December 2010.	Approximately 2,500 metres of pipe has been constructed for this project to the end of June. Works continues with pipes and fittings for the 300mm parallel main have been ordered. Works is expected to be completed in January/February 2012.
		Complete the construction of new water distribution main to twin reservoirs at Kootingal by 30 June 2011.	Preliminary investigation of reticulation pipe work around the Kootingal reservoirs and higher areas of Kootingal deferred pending other high priority work. Work scheduled for first quarter 2011-2012.
10.1.3.2	Develop and review OH&S systems, operations and maintenance manuals.	Development and review of water related OH&S systems on an on-going basis.	Development and Review Ongoing. • Review of Procedures for Water Meter Replacement completed. • Review of procedures for work near gas mains completed. • Review of Procedures for Mechanical Workshop completed. • Review and trial of Confined Spaces and Work at Heights systems undertaken for Risk Management Division • Major review of Procedures for Asbestos Pipe completed. • Trial and modifications to new Confined Spaces systems completed. • Revised Procedures for Water Reticulation rolled out to staff.
		Development of operation and maintenance manuals for major assets and sites. Priority works completed by 30 June 2011.	Update of procedures for Tamworth Airport domestic and fire fighting supply pumping station completed. Development of Manual for Tamworth Water SCADA system in progress. Update of procedures for Dungowan Pipeline in progress following control system upgrade.
10.1.3.4	Investigate and undertake improvements to enhance the drought emergency groundwater supply at Bendemeer.	Further investigate and implement a preferred option to secure an emergency groundwater supply for Bendemeer by 30 June 2011.	Survey works and design works in progress prior to commencement of construction in 2011-2012.
10.1.3.5	Investigate and undertake improvements to enhance the drought emergency groundwater supply at Nundle.	Further investigate and implement a preferred option to secure an emergency groundwater supply for Nundle by 30 June 2011.	Survey works and design works in progress prior to commencement of construction in 2011-2012.

Maintain and improve water networks to cater for the needs of current and future generations.

10.1.3.6	Strategy	Performance Objectives	Performance 2011
	Review and investigate and undertake any required improvements to water infrastructure, water treatment processes and control systems.	Control, monitoring and telemetry systems	Attunga water supply control systems upgrade completed and migrated to Tamworth SCADA and control system. Upgrades to Calala Water Treatment Plant control and SCADA systems continue. Preliminary work for upgrade of Nundle water supply system control continues. Preliminary work for upgrade of PAC dosing system at Calala WTP in progress. Two treated water magnetic flow meters replaced at Calala WTP. Chlorine leak and auto shutdown system at Barraba WTP upgraded. Electrical, telemetry and control upgrades for Dungowan Pipeline completed. Upgrades to Tamworth Airport Water Pump Station control and monitoring systems completed. Telemetry and SCADA for new Victoria Park Pump Station number two completed.
		Treatment processes and components	Specifications and contract documents for upgrade of fluoride and polyelectrolyte systems at Calala WTP being prepared. Upgrades to Calala WTP PAC system in progress. Upgrade of chlorine dosing and monitoring system at Attunga completed. Trial of 'Calclear' water softening system at Barraba complete; equipment removed. Major service of process meters at all WTP's completed.
		Reservoirs, pump stations, dams and storages	Upgrade of Attunga Bore access structures complete. Relocation of electrical, instrumentation and other equipment at Dungowan Dam chlorine dosing building complete. Installation of emergency shower and liquid chlorine handling system at Attunga. Installation of fall arrest system in Dungowan Dam tunnel access complete. Designs for upgrade of access structures at One Tree Hill 9ML, Victoria Park 9ML, Calala Low Zone, Westdale, Attunga, Nemingha, Kootingal Twins and Oxley Vale Reservoirs in progress. Five yearly statutory inspection and report completed for Dungowan Dam. Two yearly High Precision (EPOCH) survey of Dungowan Dam structures completed. Chlorine gas leak detection equipment installed at Dungowan Dam. Upgrade of access structures at Airport and Oxley Park Reservoirs Complete Replacement of two 500kW 3.3kV treated water pump motors and protection equipment at Calala Water Treatment Plant (WTP) complete.

<p>10.1.3.6 (cont)</p>	<p>Review and investigate and undertake any required improvements to water infrastructure, water treatment processes and control systems.</p>	<p>Pipelines and reticulation systems</p>	<p>Reticulation Projects underway or completed:-</p> <ul style="list-style-type: none"> • 58 leak repairs undertaken in Tamworth to address issues identified by Leak Detection Contract. • Ten new water services installed in Tamworth Reticulation Projects underway or completed. • Stop valves replaced: 15xDN100 and 3xDN150 in Nundle. • Construction of 230m DN100 water main and four valves in Herring St, Nundle - completed. • Construction of 235m DN100 water main and two valves in Jenkins St, Nundle - completed. • Construction of 130m DN100 water main and two valves in Point St, Nundle - completed. • Replacement of 300m DN200 water main in Gunnedah Rd and Timbumburi Ck - completed. • Three galvanised iron water services replaced in Tamworth. • Five stopvalves replaced, one new stop valve and one new hydrant installed in Tamworth. • 18 new water services installed in Tamworth. • Stop valves replaced: 14 in Attunga. • 13 galvanised iron water services replaced in Tamworth (Victoria St). • Replacement of 350m DN100 water main and 40 service connections in Victoria St, Tamworth - completed. • Installation of 155m DN100 water main in Unnamed Lane, Attunga - completed. • Installation of 109m DN100 water main in Kimo St, Attunga - completed. • Installation of 195m DN100 water main in Boomerang St, Attunga - completed. • Installation of 78m DN100 water main in Manilla Rd, Attunga - completed. • Construction of DN150 bypass and DN375 cut-in at Biloba Way, Hills Plain - completed.
			<ul style="list-style-type: none"> • Stop valves replaced: six in Tamworth, five in Barraba and 12 in Attunga. • 20 galvanised iron water services replaced in Tamworth. • Replacement of 235m DN100 water main in Woodstock St, Tamworth - completed. • Replacement of 145m DN100 water main in Lae Avenue, Tamworth - completed. • Replacement of 110m DN100 water main at Tamworth Airport - completed. • Installation of 80m DN100 water main in Cross St, Attunga - completed. • Installation of 110m DN100 water main in Yarran St, Attunga - completed. <p>Stop valves replaced: six in Tamworth, five in Barraba and 12 in Attunga.</p> <ul style="list-style-type: none"> • 20 galvanised iron water services replaced in Tamworth. • Replacement of 235m DN100 water main in Woodstock St, Tamworth - completed. • Replacement of 145m DN100 water main in Lae Avenue, Tamworth - completed. • Replacement of 110m DN100 water main at Tamworth Airport - completed. • Installation of 80m DN100 water main in Cross St, Attunga - completed. • Installation of 110m DN100 water main in Yarran St, Attunga - completed.
		<p>Complete investigation of the upgrading of the Manilla Water Supply Scheme including raw water delivery and a new treatment plant by 30 June 2011.</p>	<p>Sampling of raw water for the new treatment plant continues and a number of potential sites have been identified.</p>
		<p>Complete investigation of options to improve the efficiency of extractions of Tamworth Water Supply Peel Intake and Dungowan Pipeline by 30 June 2011.</p>	<p>Preliminary report received mid December 2010. Further work on climate change impacts etc, required before report is finalised. Still awaiting modelling results from NSW Office of Water (NOW) to access climate change impacts.</p>

Maintain and improve water networks to cater for the needs of current and future generations.

	Strategy	Performance Objectives	Performance 2011
10.1.3.7	Undertake and review Water Supply Modelling for Tamworth and other towns and villages.	Complete the Tamworth model by 31 December 2010.	Review of Draft Tamworth City Water Servicing Strategy Report, including the previous East Tamworth modelling and updated information for Hills Plain Area completed. Awaiting final report from consultants.
		Commence other towns and villages by 30 June 2011.	Scheduled to commence following completion of Tamworth project.
10.1.3.8	Prepare and regularly review Water Development Servicing Plans for Tamworth and surrounding areas.	Background modelling complete and Draft Development Servicing Plan completed by 30 June 2011.	To commence following completion of Water modelling (<i>refer 10.1.3.7</i>).
10.1.3.9	Pursue the augmentation of Chaffey Dam with appropriate Federal, State governments and local agencies.	Pursue funding opportunities for the augmentation.	In March 2011 the Federal and State Governments announced joint funding for the Chaffey Dam capacity upgrade from 62GL to 100GL capacity to proceed. Waiting on formal funding agreements in relation to this project.
10.1.3.10	Maintain an asset register for water assets allowing financial plans to be developed based in part, on asset management principles and provide input into the preparation of corporate wide asset management plans associated financial modelling and acquisition of an asset management system.	Existing asset register is updated on an ongoing basis.	Asset register regularly updated following completion of works, renewals, developments etc. GIS Cadastre boundaries have been amended and the Water infrastructure adjusted accordingly.
		Membership and contribution to the Asset Management Working Group.	Regular participation in Asset Management Working Group. The Infrastructure Risk Management Plan has been finalised for inclusion in the Asset Management Plan (AMP). The Water AMP results will be included in Council's Asset Management Strategy. Expressions of Interest for Council's Asset Management System have been received and review is in progress by the Asset Software Evaluation Committee.

Manage wastewater and effluent in a sustainable manner and to environmental standards.

	Strategy	Performance Objectives	Performance 2011
10.1.4.1	Review and investigate and undertake any required improvements to wastewater infrastructure treatment processes and control systems.	Construction phase for the Westdale Wastewater Treatment Plant (WWTP) , Effluent Transfer and Storage System completed by 31 December 2010.	Commissioning of the new treatment process units was completed on 13 May 2011. The 12 month process proving period for the plant is now underway with the Contractor's Plant Manager overseeing Council's operation of the plant. The Contractor has scaled down its presence at the plant to just a few key staff positions involved in completing omissions and rectifying any defects that might occur.
		Construction phase for the Westdale Wastewater Farm Establishment and Operations completed by 31 December 2010.	Wet testing and commissioning of the irrigation pumps and centre pivot irrigators commenced and nearing completion. Main outstanding work relates to the set up and programming of the internet based control systems for the pumps and irrigators. Effluent level in the farm dam is approximately at 50% full or 750 ML. During wet testing and commissioning there has been some minor irrigation with effluent of some pivot circles sown to rye grass.
		Complete annual programmed upgrades of:- • Sewer mains and related infrastructure.	Projects underway or completed:- • 18 New manholes constructed on dead ends in Tamworth. • 24 Junctions and eight manholes replaced in Tamworth. • 16 Pressure Sewerage Units installed at Hills Plain. • Sewer cleaning and grit removal completed in Karwin St 300mm gravity Main, Tamworth. • 41 manholes rehabilitated by contract on sewers in Tamworth. Includes 23 on Westdale Trunk main. • Planning for upgrade of sewer mains across New England Highway at Craigends Lane, Tamworth - in progress. • Six sections of sewer main replaced in Tamworth. • Planning for upgrade of sewer mains across New England Highway at Craigends Lane, Tamworth - in progress. • Replacement of 70m DN150 Sewer in Belmore Lane, Tamworth - completed. • Nine section repairs completed in Barraba. • Planning for upgrade of sewer mains across New England Highway at Craigends Lane, Tamworth - in progress.
		• Sewer pump stations and rising mains.	Tender Documents for Manilla Caravan Park Pump Station upgrade being finalised. Amendments to designs for Barraba's Alice, Range and William St Pump Station upgrades in progress. Tender Documents being drafted.
		• Treatment processes and components.	Activated carbon odour filter installed at sewer rising main discharge point (529 Armidale Rd) to address odour complaints. Contract for sludge dewatering at Westdale and Swan Street STP awarded. Installation of chemical dosing system at Nemingha Pumping station to control rising main septicity completed.
		• Control, monitoring and telemetry systems.	Microwave link to Westdale STP installed to connect to TRC IT network. SCADA system at Westdale STP relocated to new amenities. Kootingal SCADA system connected to TRC IT network. Assisting with integration of Westdale STP and Reuse farm telemetry systems.
		• Effluent reuse systems and facilities.	Routine maintenance, monitoring and operations during this period.

Manage wastewater and effluent in a sustainable manner and to environmental standards.

	Strategy	Performance Objectives	Performance 2011
10.1.4.2	Monitor operating systems to ensure they work within licence conditions of the Environment Protection Authority (EPA).	Annual monitoring and reporting requirements fulfilled.	Monitoring programs are ongoing:- <ul style="list-style-type: none"> • Tamworth, Manilla and Barraba effluent quality currently complying with licence requirements. • Annual return for Barraba system submitted to EPA in November 2010. Return noted nil non-compliances for the reporting period. • Annual returns for Tamworth and Manilla systems submitted to EPA in March 2011. • Return for Manilla noted nil non-compliances for the reporting period. • Return for Tamworth noted a non-compliance for suspended solids total mass. • New licence has been issued for Tamworth for implementation of the new treatment and reuse systems • Implementation of monitoring programs and systems for upgraded Westdale STP and Reuse farm in progress
10.1.4.3	Administer Trade Waste dischargers in accordance with Council Trade Waste Policy including monitoring of those discharges who have entered into an Effluent Improvement Program to ensure compliance with agreed timetable.	Issues with trade waste including effluent improvement plans are brought to Council's attention promptly.	Processing of new trade waste applications undertaken and monitoring of existing dischargers has continued. The 'Wastelink' waste tracking system has been implemented with bar coding of pre-treatment facilities and training of waste collection contractors. The tracking system commenced monitoring and reporting on 1 July 2011. Regular processing of new trade waste applications and monitoring of existing dischargers has continued along with the medium risk improvement program. Cargill's have progressed with their effluent Improvement Plan with construction of the upgraded treatment facility nearing completion and commissioning anticipated in August.
10.1.4.4	Investigate and develop a strategy for supplying non potable water to commercial and industrial users as well as irrigating Tamworth Sport Recreation and Landscaped areas.	Non-potable water supply strategy adopted by 30 June 2011.	Final report received. A workshop was held with Council on 30 November 2010. Councillors attending decided that the cost was too high for Council alone to fund at this time but the project should be further refined and submitted if outside funding is made available.

Maintain and improve wastewater networks to cater for the needs of current and future generations.

	Strategy	Performance Objectives	Performance 2011
10.1.5.1	Maintain the sewer reticulation including minimising infiltration and inflow through CCTV investigation, reconditioning and relining and addressing infiltration and inflow problems.	Complete annual allocated program for reconditioning and relining within budget allocation and timeframe.	8.5 kilometres of sewers were relined in Barraba. 1 kilometre of sewer was rehabilitated by pipe bursting in Manilla and Tamworth 12 kilometres of sewer relining in Tamworth was underway at the end of June.
		Strategy developed for infiltration and inflow and project underway by 30 December 2011.	Preliminary investigation underway on specific infiltration/inflow locations.
10.1.5.2	Investigate and upgrade of effluent reuse facilities.	Complete investigation and construction of Barraba by 30 June 2011.	Investigation of Barraba reuse upgrade placed on hold to 2012.
		Commence investigation of the Manilla effluent reuse scheme by 30 June 2011.	Council accepted a proposal from an adjoining landholder to purchase treated effluent. During 2011-2012 Council will engage consultants to undertake site investigations and assessment to determine if site suitable for effluent reuse.
10.1.5.3	Maintain an asset register for Sewer assets allowing financial plans to be developed based in part, on asset management principles and provide input into the preparation of corporate wide asset management plans associated financial modelling And acquisition of an asset management system.	Existing asset register is updated as required.	Asset register regularly updated following completion of works, relining, renewals, developments etc. GIS Cadastre boundaries have been amended and the Sewer infrastructure adjusted accordingly.
		Membership and contribution to the Asset Management Working Group.	Regular participation in Asset Management Working Group. The Infrastructure Risk Management Plan has been finalised for inclusion in the Asset Management Plan (AMP). The Sewer AMP results will be included in Council's Asset Management Strategy. Expressions of Interest for Council's Asset Management System have been received and review is in progress by the Asset Software Evaluation Committee.
10.1.5.4	Undertake and review Sewerage Modelling for Tamworth and other towns and villages.	Complete the Tamworth model by 31 December 2010.	Further model development by Consultants deferred pending other high priority work on Integrated Water Cycle Management (IWCM).
		Commence modelling other towns and villages by 30 June 2011.	Scheduled to commence following completion of Tamworth project.
10.1.5.5	Prepare and regularly review Sewerage Development Servicing Plans for Tamworth and surrounding areas.	Background modelling complete and Draft Development Servicing Plan completed by 30 June 2011.	To commence following completion of Sewer modelling (<i>refer 10.1.5.4</i>).

Governance and Corporate Services

Council's internal operations will be managed to industry best practice facilitating the delivery of external outcomes.

Internal Outcome: 1 Excellence in Customer Services

Provide a quality, comprehensive and relevant customer service to the community.

	Strategy	Performance Objectives	Performance 2011
11.1.1.1	Provide quality, comprehensive and relevant customer services from Council's Customer Service Centres.	Undertake annual customer service surveys and implement outcomes for best practice.	Surveys for external customers are available however, no surveys were completed since commencement.
		Update Customer Service Operational and Strategic Plans annually.	Completed.
		Review and implement a Customer Service Training and Development Plan incorporating Customer Service Best Practice annually.	Training plans developed, best practice investigations are continuing.
		Review annually the service delivery models for branch facilities and investigate opportunities for additional customer services.	A review of both the internal and external services undertaken at all Customer Service offices has been done in line with the Directorate restructure. Some minor changes have occurred with internal business support services being relocated to another Customer Service office or returned to the responsible Division.
11.1.1.2	Continue to review and develop the Customer Request Management System (CRMS).	Implement key outcomes of CRMS review in accordance with application development plan schedule.	Ongoing. Has been impacted by large system upgrades user support throughout the year.
11.1.1.3	Implement agreed Best Practice Customer Services at all Customer Service Centres.	Implement Customer Service Charter for agreed service standards.	A draft Charter has been development however, approval from EMT needs to be undertaken.
		Review service delivery at all Customer Service offices annually.	Refer to 11.1.1.1.

Internal Outcome: 2 Excellence in Financial Management

Develop strategies that provide for the long-term financial sustainability of Council.

	Strategy	Performance Objectives	Performance 2011
12.1.1.1	Identify and quantify the levels of Community Service Obligations (CSO) as they relate to fees and charges for use of Council facilities throughout the Council.	Identify CSOs for selected fees and charges annually by 31 December.	Fees and charges were reviewed for specific facilities to ensure they provided an appropriate user pay and community service obligation mix.
12.1.1.2	Develop and implement a Corporate Performance Assessment Framework.	Corporate Assessment Framework Developed by 31 December 2011.	All statutory and management reports have been completed within required timeframes.

Implement accounting policies, practices and procedures that provide for the ongoing sustainable operation of Council's facilities and services.

	Strategy	Performance Objectives	Performance 2011
12.1.2.1	Implement financial processes and systems to assist in the control and management of operating budgets.	Selected sections of Council's operations to prepare 2011-2012 budgets using zero based budgeting principles in accordance with agreed budget timeframes.	Finance and Information Technology budgets were prepared using zero based budgeting for 2011-2012. All Divisional Managers stringently reviewed all operating budgets. Measures were taken to improve the reliability of commitment balances in reports.
		Review all Governance and Internal Service Provider (ISP) charging methodologies by 31 December 2010.	Governance and Internal Service Provider (ISP) charging methodologies were reviewed for the 2011-2012 budget.
12.1.2.2	Implement Accounting Best Practice and financial management principles to ensure all performance, legislative and reporting requirements are satisfied.	Provide financial and performance reporting in accordance with management and statutory requirements and timeframes.	All statutory and management reports have been completed within required timeframes.

Internal Outcome: 3 Excellence in Corporate Governance

Develop strategies, policies and practices and procedures for Council to achieve excellence and best practice in corporate governance.

	Strategy	Performance Objectives	Performance 2011
13.1.1.1	Maintain a competitive testing program of Council's works and services to ensure delivery is cost efficient and standards effective.	Programs and services tested reported annually in Directorate End of Year Reports.	Each of the four Directors continued to monitor their respective Community Service Obligations (CSO's), as well as carry out Directorate audits. Findings have been reported to the General Manager accordingly.
13.1.1.2	Implement and review the Local Government Promoting Better Practice Program.	Commission a Promoting Better Practice Self Assessment Review and appoint an Internal Review Team.	The Promoting Better Practice documentation has been prepared for distribution to all Directors. This 'trial' review will identify any potential issues that can be addressed before the Division of Local Government undertakes their formal review in the future.
		Review Team to report to the General Manager on a quarterly basis.	The trial review is to be completed by 30 September 2011.
13.1.1.3	Finalise essential components for an effective internal audit function pursuant to Division Local Government guidelines.	Adoption of internal audit structure and resourcing requirements by 31 December 2010.	Council will establish an Audit Committee in September 2011 following the adoption of the Audit and Risk Management Charter. A local firm has been engaged to compile a draft audit plan and assist with the establishment of the Committee.

Internal Outcome: 4 Excellence in Organisational and Human Resource Development

Build a motivated organisation with common values and shared objectives.

	Strategy	Performance Objectives	Performance 2011
14.1.1.1	Promote honesty, integrity and respect for the needs of co-workers.	Review Council's Code of Conduct annually.	Code of Conduct is currently being reviewed by the Division of Local Government with input from individual Councils'. Tamworth Regional Council's Code of Conduct will be revised once the Model Code of Conduct is finalised.
		Undertake an annual program to create awareness and understanding of the Code of Conduct by all staff.	In addition to awareness and training, there is a specific segment on the topic of Code of Conduct included as part of the staff induction process.
14.1.1.2	Identify and implement programs to assist staff with ongoing cultural change within the organisation.	Identify current cultural change issues within the organisation.	Vision and Values launched across Council. All teams have agreed the behaviours that are applicable to them. People will be recognised for demonstrating the behaviours.
		Determine and implement strategies to assist staff with identified cultural change issues.	UNE Partnerships (UNEP) Leadership Program ongoing. Other Leadership initiatives being implemented on an ongoing basis.
14.1.1.3	Continued implementation and further development of effective Risk Management.	Review Risk Management Strategies to determine compliance with current legislative requirements annually.	Risk Management addresses the forms, standard work practices and policies when changes are made to legislation or as each document is reviewed to ensure legislative requirements are met in relation to Integrated Management Systems. Risk Management are working on scheduling all documents in TRIM to send reminders to staff when documents are due for review, helping to ensure compliance with legislation.
		Implement and control the Risk Management Audit in conjunction with Statewide within a timeframe as agreed.	The Risk Management Audit action items are on schedule to be completed as stated with in the action register. This has enabled us to be more prepared for the 2011-2012 Audit and will in turn help improve our results and reduce risk to Council.

Build a motivated organisation with common values and shared objectives.

	Strategy	Performance Objectives	Performance 2011
14.1.1.4	Continued implementation and further development of effective Integrated Management Systems.	Review Integrated Management System Strategies to determine compliance with current legislative requirements annually.	Risk Management addresses the forms, standard work practices and policies when changes are made to legislation or as each document is reviewed to ensure legislative requirements are met in relation to Integrated Management Systems. Risk Management are working on scheduling all documents in TRIM to send reminders to staff when documents are due for review, helping to ensure compliance with legislation. Risk has also continued to develop the competency based program to monitor the compliance of staff against the relevant legislation.
		Implement Integrated Management Systems to improve and increase the safety profile across Council and the community.	Continued to promote the Integrated Management System through changes to the induction program, through the increasingly enthusiastic Safety Committee, newsletters, toolbox talks, attending meetings and spending time with staff.

Establish Tamworth Regional Council as an employer of choice.

	Strategy	Performance Objectives	Performance 2011
14.1.2.1	Review, develop and implement employment strategies to attract new staff and retain existing staff.	Review Human Resource Policies annually ensuring modern employment strategies are reflected.	Policies will be reviewed on an ongoing basis using the Human Resource Advance Software. All policies will be published on the Council Intranet and education sessions will be conducted where necessary.
		Complete a draft Workforce Strategic Plan in accordance with Division of Local Government guidelines by 30 June 2011.	Workforce Plan will be completed by the end of August 2011.
		Implement Salary System Review agreed outcomes as adopted.	Project timelines have been drafted. Consultant has been engaged to work with Council on the initial stages of the project. The project will continue into 2012.
		Review and report annually on participation in flexible working arrangements.	Draft guidelines for flexible working currently being discussed and reviewed.
		Report annually on attraction and retention of staff numbers, trainees and apprentices.	Metrics project underway, also taking part in Local Government Shires Association (LGSA) survey to look at overall approach.
Provide for training and employment pathways for school leavers.	Continue the implementation of an Educational Awareness Program within schools of the opportunities available within Local Government for school leavers in accordance with annual budget allocations.	Four school-based trainees in place for this year. Human Services took part in the Live, Train, Work expo in August with a very positive response. There will be continual emphasis on promoting Council within all schools in the area.	
14.1.2.2	Council will maintain occupational, health and safety performance measures, management systems and procedures and comply with relevant legislation, codes of practice, standards and guidelines.	Monitor, review and update the Integrated Management System (IMS) on an ongoing basis.	IMS systems continuously monitored to ensure they meet the current legislation. Identified key processes and procedures through legislative change, incidents and general observations. IMS has been working closely with Information Services Division to develop and implement an online system to allow for obtaining of more accurate and readily available information on risks in the workplace to Council staff.
		Submit monthly IMS report to Council's Executive Management Team (EMT).	Reports submitted to EMT detailing the incidents, trends and analysis on how improvements can be made reduce risk to Council. Working closely with the Information Services Division to create more exclusive reports that will provide comprehensive information for presentation to EMT.

Internal Outcome: 5 Excellence in Information Technology Management

Implement systems and procedures that provide better service, cost effectiveness and efficiency, leadership, innovation and public participation.

	Strategy	Performance Objectives	Performance 2011
15.1.1.1	Upgrade and develop computer hardware and operating software to ensure a platform that will enable the ongoing development of application software and e-TRC.	Review three year IT Hardware and Operating Software Strategic Plan by 31 December annually.	Review completed by 31 December 2010. The Plan will be next reviewed during the first two quarters of 2011-2012 following completion of hardware upgrades.
15.1.1.2	Manage and operate Council's Information Technology (IT) infrastructure and systems on a day to day basis to facilitate the ongoing operations of Council.	IT Systems and Infrastructure are operated in accordance with established service level agreements.	Apart from normal operating issues there have been no reported instances where services have been outside agreed service level agreements.

Internal Outcome: 6 Excellence in Knowledge Management

Ensure software applications and procedures are implemented that provide the organisation and the public with ready access to the information of Council.

	Strategy	Performance Objectives	Performance 2011
16.1.1.1	Implement, develop and upgrade application software to facilitate a productive and responsive organisation.	Corporate Application Development Plan is reviewed and updated by 31 May and 30 November each year and the updated plan is reported to Council's Executive Management Team (EMT) at the next EMT meeting following completion of the review.	Review completed by May 31 2011 deadline. Results of review to be now presented to EMT.
		Corporate Application Development Plan is actioned as per the plan schedule and budget allocations.	Major upgrade to Finance, Payroll and Property & Rating systems completed during 2010-2011.
16.1.1.2	Development and enhancement of an internet presence that ensures Tamworth Regional Council information is readily available to internet users.	Upgrade Council's secondary internet websites by 30 June 2011.	New AELEC website completed. Commenced on a new website for Tamworth Keychange and upgrade of TCMF website for the 40th year of the Festival.

Internal Outcome: 6 Excellence in Knowledge Management

Ensure software applications and procedures are implemented that provide the organisation and the public with ready access to the information of Council.

	Strategy	Performance Objectives	Performance 2011
16.1.1.3	Development and enhancement of an organisation wide intranet that ensures corporate information is readily available to internal users.	Update existing intranet within 48 hours of receipt of information.	Apart from normal operating issues there have been no reported instances where the intranet has not been updated within 48 hours of receipt of information.
		Complete the development of a new intranet site by 30 June 2011.	Web Services Officer on extended leave. Position has been back-filled and development of a new intranet site has been postponed indefinitely. Existing intranet site was upgraded to extend projected life of site.
16.1.1.4	Development and enhancement of Council's Records Management Systems to provide for the integrity, longevity and transparency of Council's records.	Develop Electronic Document Management System (EDMS) in accordance with Corporate Applications Development Plan.	Ongoing. Review of TRIM completed during March quarter with staff reviewing and implementing agreed changes.
		Complete former Tamworth City archival review process by 30 June 2011.	In progress - former Tamworth City Council (TCC) files held within Ray Walsh House to be completed by August 31, 2011. Review of TCC files held outside RWH to be undertaken.
		Commence Tamworth Regional Council archival review process by 30 June 2011.	Not yet commenced.
16.1.1.5	Provide integrated core information for Council business by ensuring that Council's Geographical Information System (GIS) complements Council's Land Information System (LIS) and Asset Management System (AMS).	Development and improvement of Council's GIS in accordance with Corporate Applications Development Plan.	Ongoing. Review of upgrade requirements to take place in 2011-2012.

Internal Outcome: 7 Excellence in Sustainable Fleet Management

Manage the fleet in line with government policy to address fuel consumption and emission reduction.

	Strategy	Performance Objectives	Performance 2011
17.1.1.1	Reduce fuel consumption and emissions on plant and fleet vehicles.	Reduce fuel consumption (litres per 100 km) on fleet vehicles.	An overall reduction in fuel consumption of 2.87% across the 202 vehicles that comprise the light fleet is a good result given that this is the fourth consecutive year that we have seen a reduction in consumption. The potential for further reductions each year is diminished as the number of old technology vehicles remaining in the fleet diminishes. The latest technological advancements suggest that vehicle fuel consumption will continue to improve into the future but the gains will be less significant.
		Increase the number of plant items incorporating fuel efficient technology.	The number of plant items that incorporate more efficient technology has grown again during 2010-2011. The benefits of the more efficient technology have seen reduced fuel consumption resulting in lower expenditure on fuel and improved results as far as exhaust emissions and noise emissions. Incorporating fuel efficiency into Council's tender evaluation process has emphasised the importance of efficient technology and the long term benefits of lower whole of life costs.

Provide a modern and well-maintained fleet.

	Strategy	Performance Objectives	Performance 2011
17.1.2.1	Develop and maintain an effective plant and fleet replacement program in line with best practice management principles. Review utilisation of pooled plant and fleet items.	Complete plant and fleet replacement program within defined budget and timeframes.	The plant and fleet replacement program was completed within defined budget. Delivery lead times have resulted in equipment ordered during 2010-2011 financial year to being delivered in the 2011-2012. It is anticipated that delivery of large plant items will continue to experience extended lead times for the foreseeable future.
		Review pooled fleet size and composition by 31 December 2010 and implement outcomes by 30 June 2011.	No changes have been made to the composition of Council's pool equipment during 2010-2011 as the current pool equipment composition is yielding acceptable utilisation at this time. The pool equipment will continue to be monitored to ensure that any items not being well utilised are addressed and either reallocated or disposed.

Internal Outcome: 8 Excellence in Services Centre Management

Provide modern and well-maintained Services Centres.

	Strategy	Performance Objectives	Performance 2011
18.1.1.1	Develop and maintain effective Services Centres.	Complete upgrade of Manilla Depot facilities by 30 June 2011 subject to land acquisition.	Land purchase for Manilla Depot completed in December 2010. The development application was approved in June 2011 and construction has commenced on the new depot site as regards to drainage and hard stand area.
		Review rationalisation of depot facilities in Tamworth by 30 June 2012.	The review process will be conducted in 2012 due to project work on the new Manilla depot.