

**ORDINARY COUNCIL MEETING**  
**WEDNESDAY, 27 NOVEMBER 2019**

**ATTACHMENT BOOKLET 2**

Attachment No. 2      Monthly Operational Report – October 2019

## TENTERFIELD SHIRE COUNCIL – Monthly Operational Report – October 2019

Councils are far more complex organisations than even those people who work in local government would believe. One of the most difficult things to achieve, when there are so many tasks and so many people working on them (spread over a wide area in Tenterfield's case) is to ensure that there are no 'grey areas, oversights or overlaps'. Having the 'left hand know what the right hand is doing' is essential. It improves efficiency, reduces conflict and ensures that we achieve more without wasting energy. It also reduces frustration for those doing the job and our customers alike.

The majority of the public do not know what local government does. I cannot blame them, as it has taken me 35 years to get to the stage I think I know, and I work in local government as a Chief Executive Officer, so I am not surprised to regularly hear the following statement;

*"There so many people in the office, I can remember when there was only the Shire Clerk and a couple of others, what do they do?"*

The simple answer is that local government's accountabilities have grown from roads, rates and rubbish to this (long) list below. Most of the list covers legislated responsibilities, meaning, we have no choice. Others are things that if we did not manage, the cost escalation from risks incurred would far outweigh the perceived savings. It would come as a big surprise to most that there are very few 'nice to haves' in the list (things we do because we chose to, not because we have to).

The list of accountabilities local government is required to do is continually growing. State Governments take every opportunity to delegate as many responsibilities to local governments as possible; it's been named as 'cost shifting'. As an industry we have lobbied every year for decades for cost shifting to cease, to little avail. It has just happened again; local government has been handed the responsibility for crown lands. The ramifications of this are not known yet, however there is one fact that is known for sure, the State Government wouldn't be shifting the responsibility of crown land to local government if it were profitable. As local government has no powers under the constitution we are likely to be the recipient of many other shifts of responsibility as well. Capped income through rates pegging severely limits local government to pass any extra costs on. Even if all costs were passed on there is a limit to which communities can afford to pay (in rates), or would be happy to pay anyway. Cost shifting and rates capping mean we must improve our effectiveness and efficiency at a rate at least equal to the task to remain viable and improve our prosperity.

It is a requirement of the Local Government Act (Integrated Planning & Reporting Framework), that we report on how well we achieve in delivering the 4 Year Delivery and 1 Year Operational Plan objectives. We already do this. But as it is linked to the Community Strategic Plan, which is very 'big picture', much of what we are actually required to do to keep Tenterfield running, is not captured. It is timely that we, as an organisation, document and measure everything that we do. If you were to ask 'Mr or Mrs John Smith' they'd probably only be able to name ten percent of our accountabilities. Documenting what we are required to do is therefore essential.

I've said many times, if you measure it, you can manage it, if you manage it, you can improve it, if you improve it, you can celebrate it!

Essentially the major drivers of this success will be how we manage people, money, and technological aspects of these 77 sub-programs, as follows:

- |   |   |   |
|---|---|---|
| 1. Strategic direction and planning                 | 18. Library                                       | 35. Tree management                           |
| 2. Corporate relations & inter-governmental affairs | 19. Community Grants                              | 36. Street and public domain lighting         |
| 3. Corporate planning and reporting                 | 20. Sponsorship                                   | 37. Place (public domain)                     |
| 4. Workforce planning                               | 21. Community Capacity Building                   | 38. Information and knowledge management      |
| 5. Workforce culture                                | 22. Road safety & Traffic Committee               | 39. Information technology and communications |
| 6. Workforce performance                            | 23. Community & Corporate Buildings               | 40. Land and mapping information              |
| 7. Business process improvement                     | 24. Community buildings hire                      | 41. Business systems / solutions technology   |
| 8. Corporate communications                         | 25. Community events                              | 42. Financial planning & management           |
| 9. Legal services                                   | 26. Community engagement                          | 43. Human resources                           |
| 10. Procurement & Tendering                         | 27. Media, branding, marketing and communications | 44. Workers Compensation                      |
| 11. Internal audit                                  | 28. Social media & web                            | 45. Recruitment & Selection                   |
| 12. Business continuity and risk                    | 29. Customer services                             | 46. Depot, store, fleet, plant & equipment    |
| 13. Disaster / emergency management                 | 30. Sport and recreation (passive & active)       | 47. Assets and Project Planning               |
| 14. Workplace Health & Safety                       | 31. Aquatic                                       | 48. Business support                          |
| 15. Community services                              | 32. Open Space Amenities                          | 49. Civic                                     |
| 16. Tourism   | 33. Saleyards                                     | 50. Governance                                |
| 17. Culture, theatre & museum                       | 34. Feral pests                                   | 51. Land use planning                         |

- 52. Urban design
- 53. Land use data management & mapping
- 54. Land use reporting
- 55. Heritage
- 56. Regulating premises
- 57. Assessment
- 58. Built form compliance
- 59. Environmental regulation
- 60. Public health

- 61. Noxious plants
- 62. Roads & footpath enforcement
- 63. Illegal dumping
- 64. Domestic animal management
- 65. Transport (roads, bridges and airstrip)
- 66. Water supply, filtering and distribution
- 67. Sewer
- 68. Waste management and recycling
- 69. Economic development

- 70. Storm water
- 71. Natural waterways
- 72. Property investments/divestments
- 73. Private works
- 74. Cemeteries
- 75. Quarries
- 76. Cycleways, pedestrian paths and footpaths
- 77. Crown lands (including Native Title)

This process is not as simple as allocating the 77 sub-programs to staff and then saying to them 'go deliver'. Almost all of the 77 sub-programs require long-term forward planning (strategy), they also require someone to 'own' the accountability (manager). They often require someone (usually a project manager) to augment, build or embellish whatever they need (deliver) in the first instance, and lastly, almost all will require ongoing day-to-day servicing (service). (These usually quite different personal attributes and skill sets; sometimes a specialist. Even if they do not, they are often delivered in different times and quantities. For this reason the accountabilities have been devolved into four generic types.)

'A' accountability stands for *strategy*; where we need to be, what we need to achieve – the policy, direction, outcome and timing the organisation requires. The strategic accountability always rests with an executive staff member. (E.g.; Chief Executive, Chief Operating Officer or Chief Corporate Officer)

'B' accountability represents a *'business owner'*; the person who oversees the running of the activity, usually a manager or senior person. The 'owner' of the accountability will usually have staff reporting to them. People that share parts of an accountability have 'tasks'. There can be the same 'task' completed by many staff, but they all cannot have the 'accountability'. Only one person has the accountability on each level. (E.g. Works Manager looks after the 'business' of civil asset maintenance and is 'accountable', but has lots of staff with specific 'tasks' to assist, such as four grader operators who maintain unsealed roads. Each of whom has the 'task' of grading. Multiple grader operators have a list of the same 'tasks', the works manager holds the 'accountability'.)

'C' accountability represents the person who develops, designs, delivers or project manages; this person works out how to augment changes, or delivers something – either tangible or non-tangible. (E.g. Governance Coordinator reviewing the customer service protocols (non-tangible), Project Manager building a bridge (tangible).)

'D' accountability represents the 'service'; the person with a service accountability that completes the activity on an ongoing daily, weekly or regular basis. (E.g. processing invoices in accounts payable, working in the Water Filtration Plant, gardening in town streets, grading roads.)

The 77 sub-programs broken up into strategy, management, projects and services equates to 967 individual accountabilities.

This further emphasises how important it is to allocate, measure, manage and subsequently improve the outcomes such that we can celebrate our effectiveness. Having access to a monthly reporting framework will also greatly assist us to determine what resources we need to allocate in what areas based on risk and reward and the Delivery and Operational Plans: when the inevitable gaps in organisational capacity become clearer. It's not an adequate excuse to say, "I haven't the time or resources", unless it can be underpinned by proof. This process will bring a new and much needed level of transparency to our organisation. It will also mean we will become very familiar with what the community's expectations are, as represented in the 4 Year Delivery Plan, which will give us a much better chance to remain focused on our outcomes.

## CONCLUSION

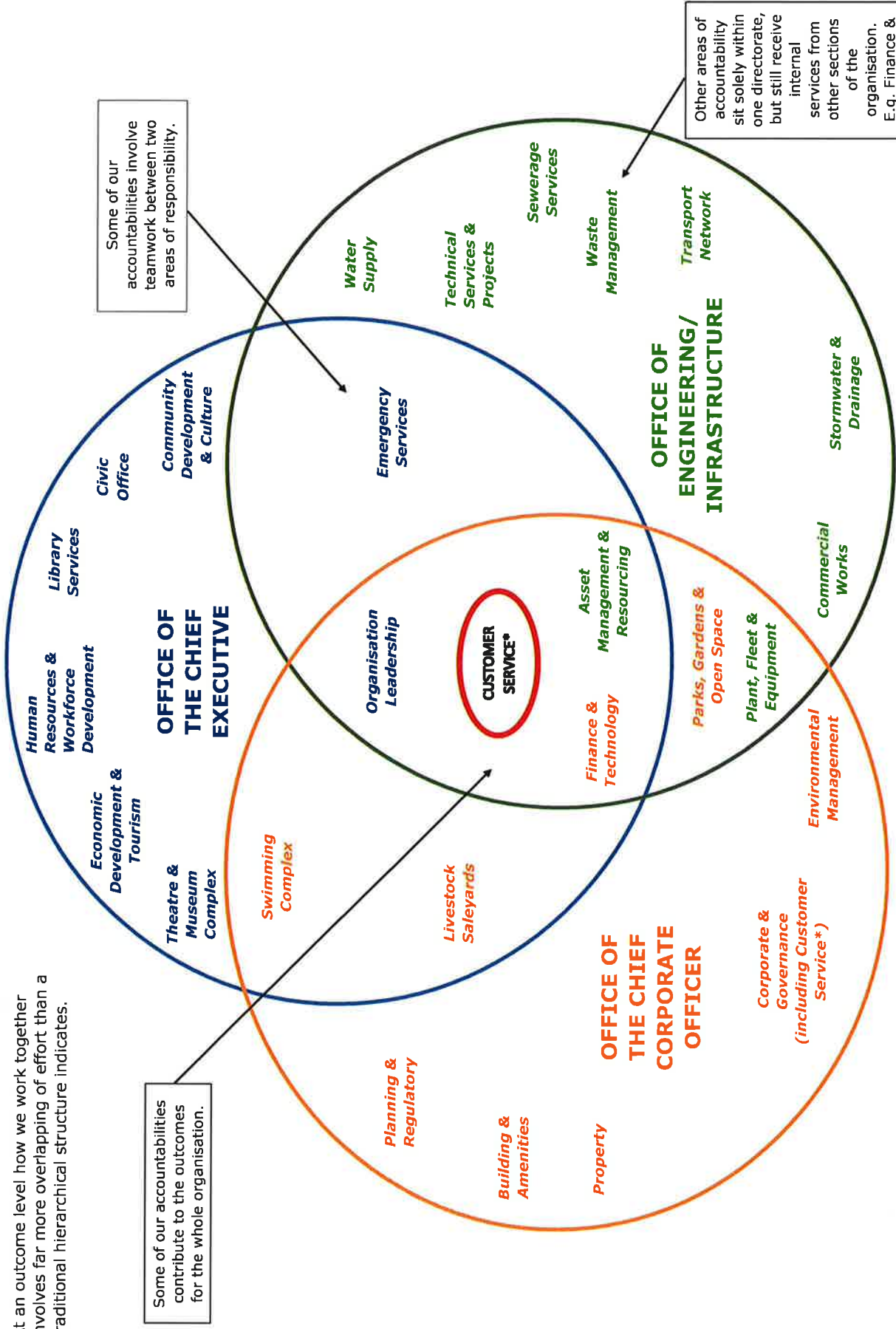
The only constant in life, is change. Every year our 'Operational Plan' will change. Every year more accountabilities will be thrust upon us by higher levels of government amending the Local Government Act or changing protocols. Unless we adopt a 'continual management of change' system to run our organisation, that reviews how these accountabilities and capabilities are addressed and allocated to our *Section and Directorate Plans*, we will be constantly at risk. This 'system' will allow seamless and continual change.

We report on our Delivery Plan quarterly. We also report on many other things in a great many ways. Currently we use multiple platforms to achieve this, which is both inefficient and extremely frustrating. This system will not only change the amount of reporting, it will place all the information in one location.

Lastly, in adopting such a transparent and simple model we will be able to adjust our efforts using a *helicopter viewpoint* of the whole organisation, not just various component parts. But most importantly, it will allow us to work better together. That will be an achievement in itself, and definitely worth celebrating.

Terry Dodds, Chief Executive

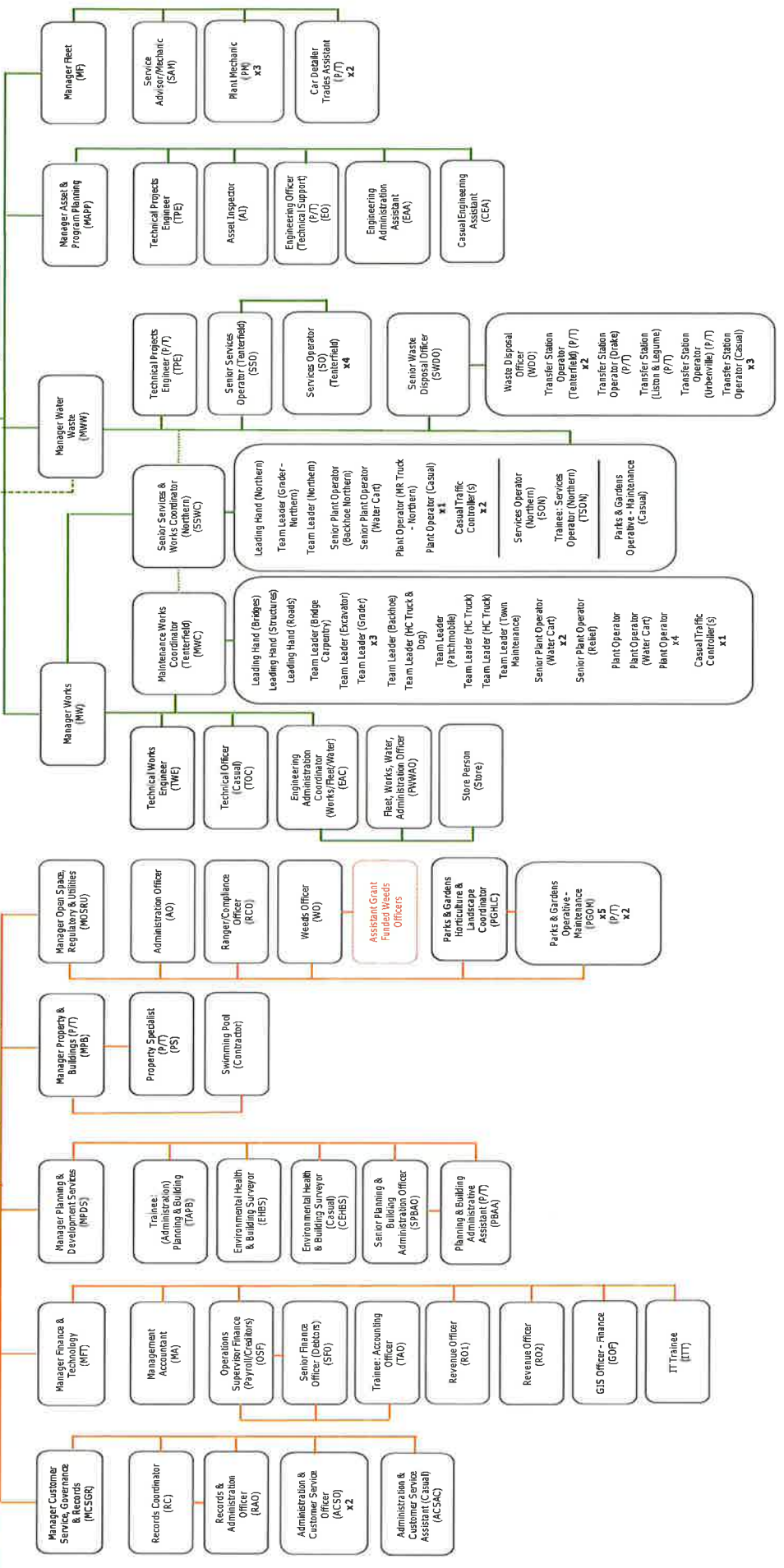
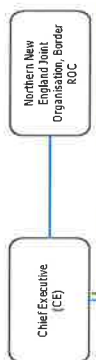
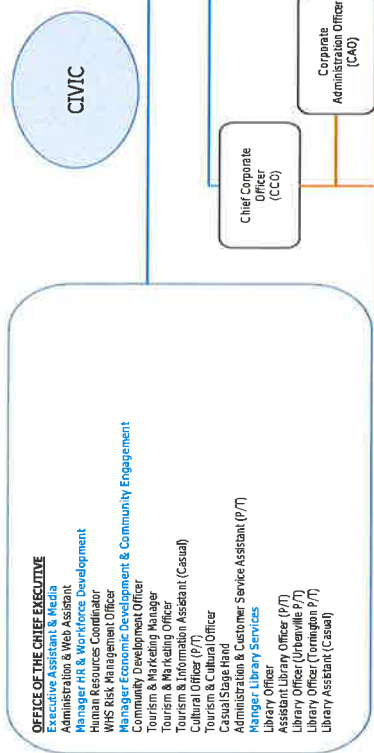
At an outcome level how we work together involves far more overlapping of effort than a traditional hierarchical structure indicates.



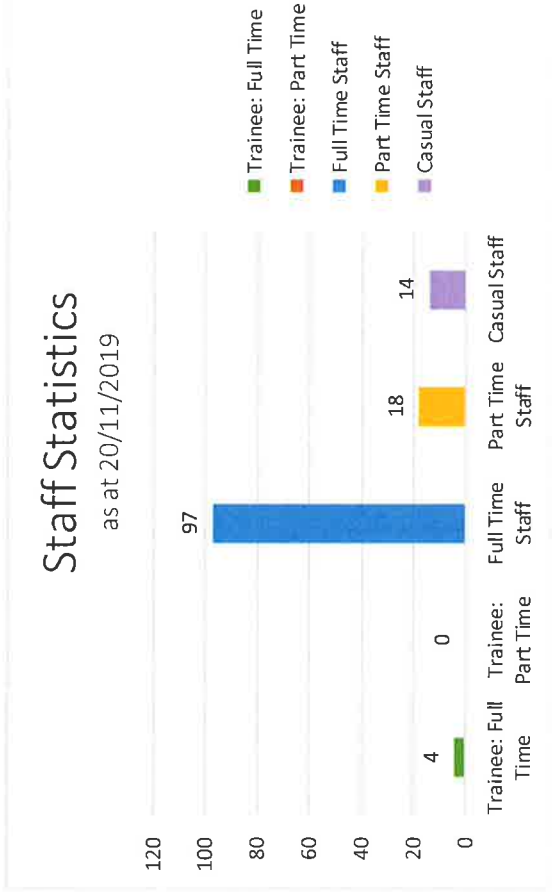
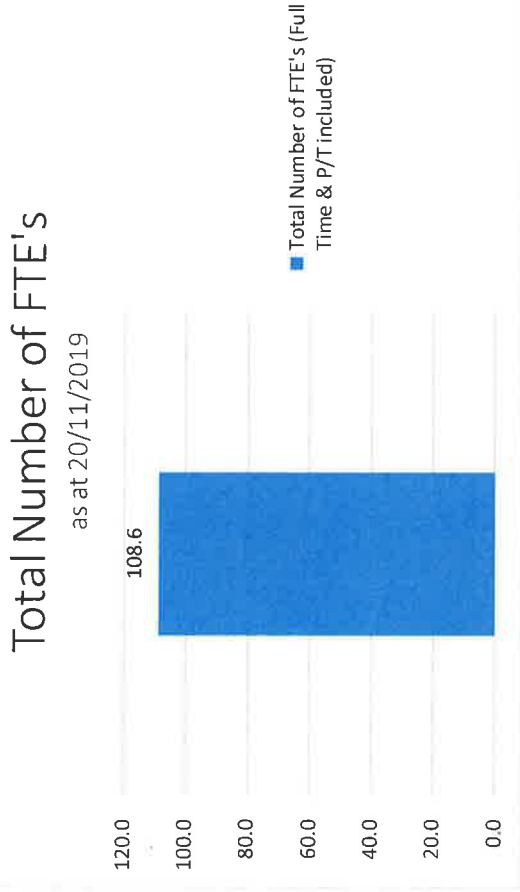
Some of our accountabilities involve teamwork between two areas of responsibility.

Other areas of accountability sit solely within one directorate, but still receive internal services from other sections of the organisation. E.g. Finance & Technology

Some of our accountabilities contribute to the outcomes for the whole organisation.



# STAFFING

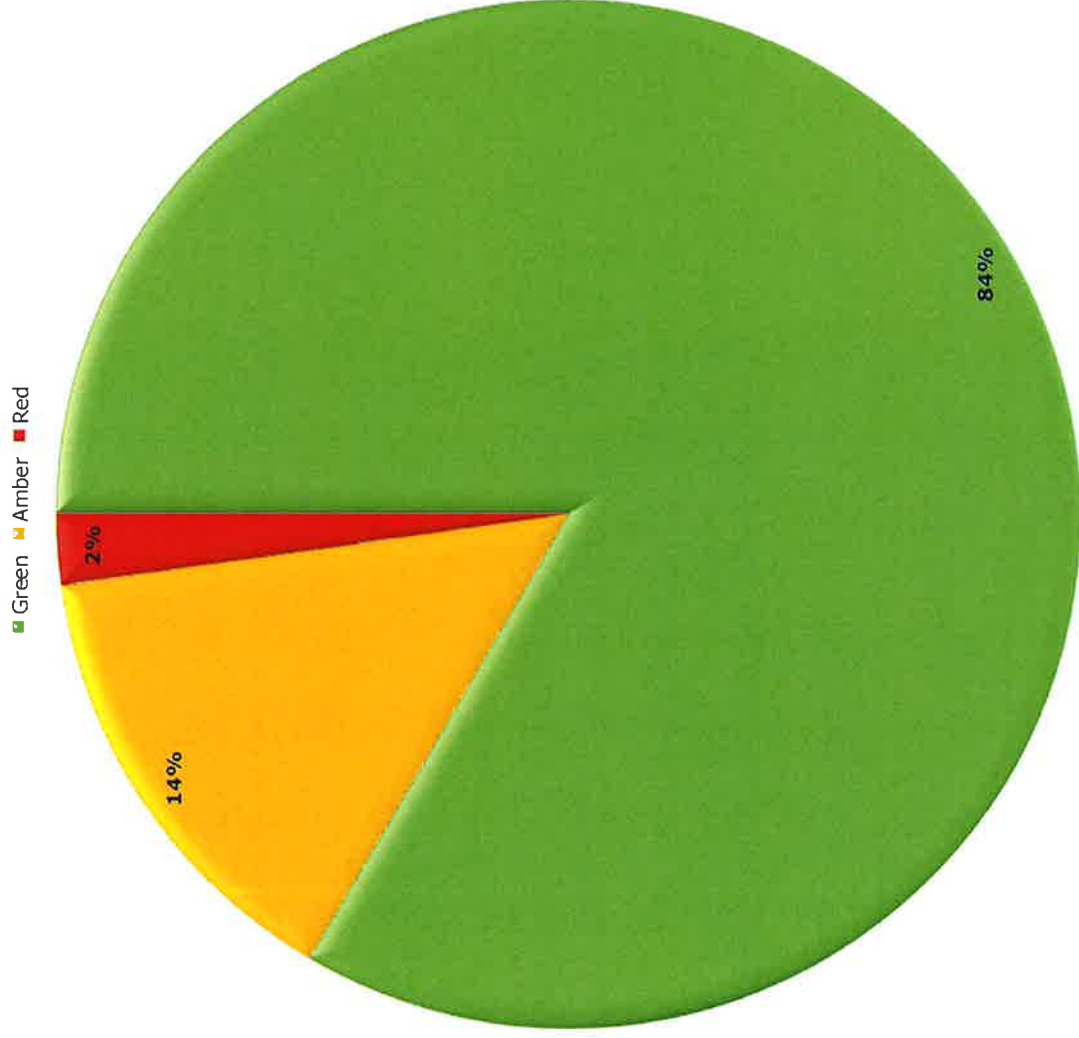


## Organisational Overall Statistics

**Green:** Completed or on track as required, or ongoing;

**Amber:** Commenced, progressing;

**Red:** Yet to commence.



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## 1. Civic Office




Under the 4 year Delivery Plan, the *Civic Office* relates to: corporate affairs and relations; the governance framework; overall corporate performance and reporting; community advocacy; mayoral, councillor and committee support; and media and external communications. The Office of the Chief Executive directly oversees the delivery of these outcomes.

### a) Delivery and Operational Plan Precis

4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	0	100	Comments: (Business Manager to provide short precis.)
<p>DP1.1) Maintain strong relationships with all levels of Government and proactively seek involvement in decision making impacting our Shire and the New England Northwest Region.</p> <p><b>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's:</b> A – Chief Executive</p>	<p>Influence and engender support from Federal and State Governments in relation to grants funding, advocacy and ongoing maintenance and improvement to social, economic and environmental fabric of the community.</p>	<p>B:CE C:CE D:EA&amp;M</p>	0	100	<p>(Also refer to June Monthly Operational Report (MOR)). Through communication with the NSW Minister for Water's office, successfully advocated for amendments to the Act controlling water use. The amendment gives the Minister for Water step-in rights during emergencies. It was used on Tuesday the 13<sup>th</sup> of August, 2019, to assist with the timing of drilling operations in Tenterfield. (Water Management (General) Regulation 2018 was amended on 2 August 2019 to include Clause 39A Exemption relating to certain public authorities granted by Minister during drought.)</p> <p>NEWGrid – Mole River Dam. As per Council Resolution there has been many representations over many weeks made to both Federal and State Government politicians. For many years, if not decades, there has been advocacy applied in an attempt to get a Detailed Business Case funded. When the Federal Government started using the term 'National Water Grid' Tenterfield Shire took the opportunity to advocate, not only for Mole River Dam, but for a pipe network east to Tenterfield as well as north to Stanthorpe and south towards Deepwater. On Sunday 13 October the Federal and State Governments announced \$24 million to go to the project. This money will be used to complete a Detailed Business Case to comply with Infrastructure Australia's P90 estimate criteria as per Council's resolution.</p> <p><a href="https://www.tenterfieldstar.com.au/story/6440289/our-work-is-coming-to-fruitition-mole-river-dam-a-step-closer-to-reality/">https://www.tenterfieldstar.com.au/story/6440289/our-work-is-coming-to-fruitition-mole-river-dam-a-step-closer-to-reality/</a></p> <p>On 16 October, 2019, the Mayor, Deputy Mayor and CE met with the Hon. Melinda Pavey MP, Minister for Water, to</p>

	<p>Participate and influence the direction of Joint Organisations and ROCs, specifically, advocate that Joint Organisations remain focussed on delivering reductions in costs <b>without eroding local community capacity</b>.</p>	<p>B:CE C:CE</p>	<p>●</p>	<p>discuss the Emergency Water Augmentation Project funding. It is pleasing to have received a Deed from the NSW Government, \$4 million, the very next day.</p> <p>(Also refer to June MOR). Currently liaising with SDRC regarding a joint Energy from Waste proposal.</p> <p>Contributed to NEJO's submission to the Committee on Investment, Industry and Regional Development's inquiry into support for drought affected communities in NSW.</p> <p>Working with NEJO on Regional Transport Plan, procurement opportunities and submission regards the new internal audit and risk requirements.</p>
<p>DP1.2) Provide sound and inclusive decisions using the Community Engagement Strategy to guide our interactions</p> <p><b>Governance framework strategy, management &amp; development (including registers and monitoring)</b>: A – Chief Corporate Officer</p>	<p>Work towards the overall objectives of the Office of Local Government in relation to guiding the decisions of the community to align with the ratios as contained and described by the Local Government Act and the Office of Local Government. (Noting the potential negative effect in being able to meet OLG ratios due to cost shifting by State Government).</p> <p>Provide a publicly available update on the Council resolution register on a monthly basis.</p>	<p>B:MCSSGR C:MCSSGR D:MCSSGR</p> <p>B:CE C:CE</p> <p>B:CE D:EA&amp;M</p>	<p>●</p>	<p>Wrote to LGNSW regarding the effect on council's financial Ratios with well-intended, but poorly aimed, Stronger Country Community Fund grant processes.</p> <p>Sought that LGNSW advocate on behalf of TSC on the increases to election costs by the AEC.</p> <p>Ongoing. Seeking to use grant fund opportunities to reduce depreciation costs.</p> <p>Completed</p>
<p>DP1.3) Represent, advocate and lobby for the continued improvement of our local and regional health services.</p> <p><b>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's</b>: A – Chief Executive</p>	<p>Promote and refine Council's Monthly Operational Report such that the community is more informed and actively able to participate.</p> <p>Advocate for the maintenance and improvement of our existing health services throughout the Region and ensure future government planning aligns with community needs.</p>	<p>B:CE C:CE D:EA&amp;M</p> <p>B:CE C:CE D:EA&amp;M</p>	<p>●</p>	<p>Completed</p> <p>Supporting local health providers within our mandate and community expectations at every opportunity. It's a very difficult situation, as the Health Service take every opportunity to reduce the provision of services in Tenterfield; the latest example being the reduction in nursing staff. Despite advocacy to the Cross Border Commissioner, Health and local political representatives we still face the same issue with NSW Ambulance overriding doctors and taking patients to where it suits. This is an on-going challenge.</p> <p>Mayor and Deputy Mayor chaired a meeting on 12 September, 2019, with the agenda being to support the nursing levels at the hospital.</p> <p>The Hospital's operations and services to our community remains a priority of council. The Mayor and Deputy Mayor have been advocating on behalf of the community when every chance is placed before council.</p>

<p>DP1.5) Identify, represent, advocate and lobby for inclusion of the Shire's needs in regional and state planning.</p> <p><b>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</b></p>	<p>Advocate for continuing development of grant opportunities at the Federal and State level and actively participate in discussions where cost shifting and erosion of support is proposed, including the return of regional road assets to the State.</p>	<p>B:CE C:CE D:EA&amp;M</p>		<p>Public meeting held on 13 November to formulate strategy and agenda prior to meeting Minister for Health, the Hon. Brad Hazzard MP with the Member for Lismore, the Janelle Saffin MP on 19 November.</p> <p>Attendees:</p> <ul style="list-style-type: none"> <li>State Member for Lismore, Janelle Saffin</li> <li>Cross Border Commissioner and Regional Town Water Coordinator, James McTavish</li> <li>NSW Ambulance, John Lawler</li> <li>Nurses &amp; Midwife Association Union, Jo-Anne McKeough and Brett Holmes (General Secretary)</li> </ul> <p>Apologies</p> <ul style="list-style-type: none"> <li>Minister for Health, Brad Hazzard</li> <li>Executive Director, Operations – Rural &amp; Regional Health Services Hunter-New England Local Health District, Susan Hayman</li> <li>Fed. Member for New England, Barnaby Joyce.</li> </ul> <p>Agenda</p> <p>a) What has prompted community concerns?</p> <ul style="list-style-type: none"> <li>Hospital not having a doctor for 6 days – accident and death</li> <li>Nursing numbers and security of tenure – only 2 nurses</li> <li>Patient transfers – hearing different things from different sources.</li> <li>Actions from last meeting between Health Minister and Council weren't carried out.</li> </ul> <p>Further concerns</p> <ul style="list-style-type: none"> <li>Need to guarantee, from a social as well as an economic perspective, that the security of service is maintained</li> <li>People make choices to move or remain in towns often based on health services</li> <li>Risk to staff having to work in situations that are not safe to either them or patients</li> <li>Patients being forced to hospital locations that aren't in line with their doctor's or family's capacity to manage</li> </ul> <p>In July, as part of TSC's advocacy, the NSW Government reversed its decision to raise the Emergency Service Levy by 24%.</p> <p>Currently engaging through BROCC, the Minister for Lismore, and the NSW Government regards the transfer of the Bruxner Way back to highway status.</p> <p>Sought that the NSW Country Mayors Association and LGNSW advocate on behalf of council regards the new JO internal audit model.</p>
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	<p>Continue to lobby both the Federal and State Governments to commit the full funding required for the construction phase of the Tenterfield Heavy Vehicle Bypass.</p> <p>Actively participate in a concept and development phase of the Tenterfield bypass project to encourage an outcome that satisfies the requirement to remove heavy vehicles from the centre of town while maintaining tourist traffic. Ensure that associated developments do not negatively impact the heritage status of existing business and tourism sectors.</p> <p>Develop a strategy with the Border Regional Organisation of Councils to lobby the State government to reverse the decision to downgrade the western segment of the Bruxner Highway to Bruxner Way.</p> <p>Continue to apply for grant funding and lobby other levels of government to commit the funding required to fully seal the Mount Lindesay Road as it is now classified as a regionally significant transport corridor in the New England North West Regional Plan. Alternatively, in parallel, advocate for road to be handed over to the State.</p>	<p>B:CE C:CE D:EA&amp;M</p> <p>B:CE C:CE D:EA&amp;M</p> <p>B:CE C:CE D:EA&amp;M</p> <p>B:CE C:CE D:EA&amp;M</p>	<p>●</p> <p>●</p> <p>●</p> <p>●</p>	<p>The RMS have completed MkII of the design, which is far better than the original in all aspects. Public consultation (by RMS) will commence shortly. The NSW Government allocated a further \$2 million in the 19/20 State Budget for further project development, including land acquisition. See above.</p> <p>Currently engaging through BROCC, the Member for Lismore, and the NSW Government, regards the transfer of the Bruxner Way back to highway status.</p> <p>Council (Administration) wrote to the Hon. Janelle Saffin MP to provide her with commentary so questions as to progress could be asked of the State Government. The government has since responded.</p> <p>Council has been successful in obtaining 100% funding to replace the Boonoo Boonoo Bridge on Mt Lindesay Road. Tenders have been advertised for the design and construct bridge work. The Legume/Woodenbong intersection has been completed.</p> <p>A submission has been made for funding under the NSW Road Safety Program to place a new seal over the first unsealed road section of Mt Lindesay Rd near Bookookoorara.</p> <p>As part of the Federal Government's second-round of drought funding, our Roads to Recovery (R2R) grant has been raised circa \$1.05 million over two years. Mt Lindesay will receive the majority of these funds. Ongoing.</p>
<p>DP1.6) Mayor, Councillor and Committee support <b>Mayoral, councillor and committee support:</b> A – Chief Executive</p>	<p>Continue to develop the professional relationship between Council's elected body and Council's operational organisation.</p> <p>Provide media liaison, manage branding, corporate image and corporate affairs through media.</p>	<p>B:CE C:CE D:EA&amp;M</p> <p>B:CE C:CE D:EA&amp;M</p>	<p>●</p> <p>●</p>	<p>Ongoing.</p> <p>Ongoing.</p>

**b) Budget**

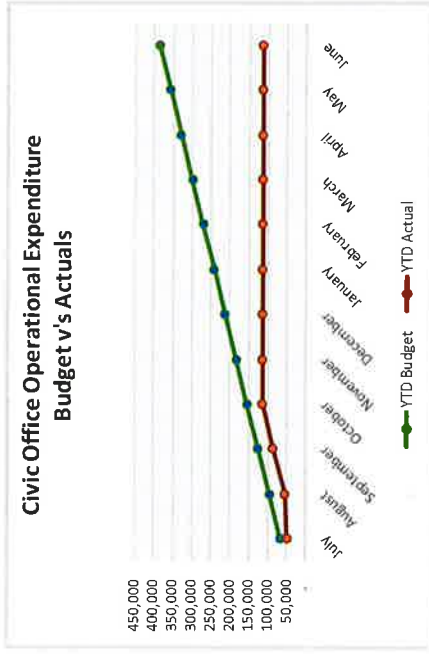
**Report for the Month of October 2019/20**

Account Type	2019/20 Full Year Budget	YTD Actuals	YTD Budgets	YTD Variance	Percentage Spent	Variance Comments
<b>Civic Office</b>						
2. Operating Expenditure	279,113.00	113,586.00	93,048.00	-20,538.00	41%	

**Operational Income:**

Internal transfers.

**Operational Expense:**



On budget.

**Capital Income:**

As discussed above.

**Capital Expenses:**

Nil.

**a) Capital Projects**

Nil.

**b) Emerging Issues, Risks and Opportunities**

Ongoing fires are and water management causing staff, the community, and emergency services to be fatigued.

**c) The Business of Improving the Business**

The systems used within council to support the RFS, as would be expected, are now finely honed.

**SWOT ANALYSIS**

**Executive Assistant & Media – (EA&M)**

**S**

**Strengths**

- Well established working relationships with the Media, Local, State and Federal Government Representatives;
- Depth of business understanding of Elected Representative reporting needs and across Council Management, operations and administration;
- Flexibility, adaptability and professional response to change and need;
- Rapport with administration support team and Management team.

**W**

**Weaknesses**

- Limited capacity to deliver all requirements in a timely manner without need for overtime or TOIL;
- Operational demands limit time for planning, improvement or opportunity to exploit team's full skill set;
- User friendliness of Councillor website;
- Promise not always reflected in delivery of technology;
- Administratively resource poor.

**O**

**Opportunities**

- Develop a business support skills matrix and train accordingly, to facilitate delivery;
- Expand social media capability and optimise use of available technology;
- Adequate resource allocation to support functions in the operational budget;
- Develop work instructions for each support role and cross train, share resources.

**T**

**Threats**

- Diversion from core accountabilities to less critical issues ("knee jerk reaction"), due to lack of resources and other Departments not communicating issues which impact this role crating a high risk of missing a deadline;
- Demotivation and stress from inability to deliver to required standards without working excess hours;
- Succession if current planning does not continue.

**d) Customers**

We have a great many extremely distressed customers. The fires have caused so much devastation. Our customers are suffering many hardships which is reflected in our dealings on a daily basis.

**e) Business Statistics**

Chief Executive attended 23 meetings, including multiple meetings with the Member for Lismore, Ms Janelle Saffin MP – fires.

**f) Special events, achievements of note, celebrations**

Local Government NSW invited the Chief Executive to make a 30 minute presentation at the National Local Government Workforce Summit 2019 on change management and transformational leadership on 14 November.

## 2. Organisation Leadership



Under the 4 year Delivery Plan: collaboration with other organisations and governments; continual improvement; overall strategic direction of the administrative arm; community engagement; administrative support; service integration and corporate advertising. The Office of the Chief Executive directly oversees these outcomes.

### a) Delivery and Operational Plan Precip

4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	Comments: (Business Manager to provide short precis.)
<p>DP2.01) Collaborate and deliver resources with other organisations to ensure a variety of cost effective services across the service area.</p> <p><b>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's:</b> A – Chief Executive</p>	<p>Implement a long term financial strategy pursuant to the community strategic planning legislation, with special emphasis of aligning the Long Term Financial Plan with the Asset Management Plan.</p>	<p>B:CE C:CE</p>	<p>The LTFP alignment is progressing very well – especially due to the recent success in grant applications. (Over 51 million to our area since June 18.) There is still work required, but the quantum has been very significantly reduced. We've largely got timber bridges now in control, we've been granted two lots of money for the water (7 million for WFP and 4 million for the Emergency Water Augmentation Project). We are still struggling with waste management, as in short, our charges haven't taken into consideration the need to spend \$4.1 million on a new waste cell. Hoping that Waste to Energy assists to solve that problem.</p>
<p>DP2.02) Deliver continuous improvements in Council's business, processes and systems</p> <p><b>Strategic direction planning:</b> A – Chief Executive</p> <p><b>Business process improvement &amp; integration:</b> A – Chief Executive</p>	<p>Research alternative models, sources and ideas for service funding that doesn't detract from local capacity building and maintenance.</p>	<p>B:CE C:CE</p>	<p>Ongoing. Working with BROC, NEJO and SDRC to cooperate in service provision.</p>
		<p>B:CE C:CCO D: GISO</p>	<p>Ongoing. Progress has been made in the automatic update process and an increased number of layers are now available in mapping. The asset system development is fundamental to future enhancements. Mapping Solution identified as Intramaps. Program is now operational with training still to be provided to staff.</p>
		<p>B:EA&amp;M C:EA&amp;M D:EA&amp;M</p>	<p>Ongoing. New Mobile App starting to be up-loaded by the public.</p>
		<p>B:CCO C:MCSGR D:MCSGR</p>	<p>Ongoing. (Has spurts and brakes due to the amount of grants we're receiving.)</p>
		<p>B:EA&amp;M C:EA&amp;M D:EA&amp;M</p>	<p>Completed</p>

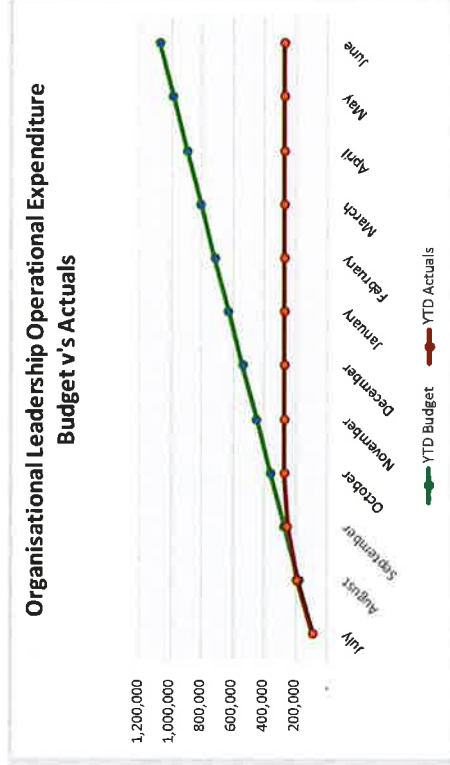
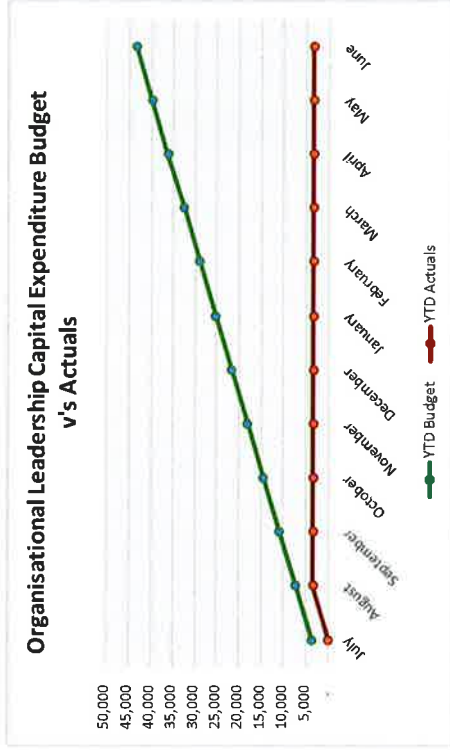


	Corporate Communications, internal communication strategy, management and service.					Ongoing.
DP2.03) Deliver and facilitate leadership in strategic planning and implementation <b>Strategic direction planning: A – Chief Executive</b> <b>Community engagement: A – Chief Executive</b>	Ensure Council's expenditure needs are properly identified and advice to Council as to how to fund sustainably is provided.  Review the Community Engagement Strategy with emphasis on renewing engagement of Advisory Committees.  Review of Community Engagement Strategy and ongoing delivery.					Ongoing. Water/waste has proven to be challenging. Income currently doesn't match long-term needs. Currently investigating how to value-add the silt in the Tenterfield Dam as we need to remove and there isn't the \$1.33 million dollar in the water fund to pay for it.  Huge improvement since the timing was changed to after hours.

a) Budget

Report for the Month of October 2019/20

Account Type	2019/20 Full Year Budget	YTD Actuals	YTD Budgets	YTD Variance	Percentage Spent	Variance Comments
<b>Organisation Leadership</b>					%	
2. Operating Expenditure	1,071,262	272,107	357,088	84,981	25%	
4. Capital Expenditure	20,000	3,518	6,668	3,150	18%	
1000502. Strategic Projects	20,000	3,518	6,668	3,150	18%	



**Operational Income:**

Nil.

**Operational Expense:**

**Capital Income:**

Nil.

**Capital Expenses:**

**b) Capital Projects**

Currently completing a reconciliation of all available Federal and State Government grants, trends, and success stories, such that we can be 'shovel ready'.

**c) Emerging Issues, Risks and Opportunities**

The time available for management and senior management to work on any more projects has been reached. We have too projects at present. There is a risk of burn-out.

**d) The Business of Improving the Business**

Nil to report.

## SWOT ANALYSIS

Chief Executive – (CE)

### S

#### Strengths

- The organisation accepts that to remain relevant, sustainable and to thrive, there needs to be constant improvements;
- The Council rigorously debates the subject matter and not the person;
- Councillors are open to new ideas and are interested in different solutions;
- There is an exceptionally strong community spirit;
- There is an attitude of 'how can we', versus 'why should we';
- There are a great many people within and outside of the organisation wanting to help advance the Shire;
- Negativity is very low;
- Those staff with experience make an effort to coach the new staff, who are keen to learn;
- There is a sense of fun and achievement.

### O

#### Opportunities

- The components of the jig-saw puzzle are here, once the alignment of accountabilities is complete and known by all, the improvement in delivery will be profound;
- The Shire is compellingly beautiful and diverse, with 2.2 million people living less than 3 ½ hours' drive away the potential for economic growth is quite significant;
- The size of the organisation allows for excellent comradery which, if harvested, will create an even better team atmosphere and outcomes;
- We have great street escapes, parks and gardens of which will be easy to build on;
- The northern part of our Shire's tourism and horticultural potential is virtually untapped.

#### e) Customers

Council staff have been concentrating on management of fire affected customers.

#### f) Business Statistics

Nil to report.

#### g) Special events, achievements of note, celebrations

### W

#### Weaknesses

- We need to find equitable ways to underpin the enhancement of own source revenues;
- The management of our 58 timber bridges, the waste function, and the Tenterfield water filtration plant will require the re-setting of the 10 Year Financial Plan and therefore a review of the fees and charges. The weakness isn't in the fact that this needs doing, it's whether in the short-term the assets can be sustained and funds raised;
- Grant funding success is hit and miss;
- Economic seepage across the border.

### T

#### Threats

- Cost shifting by State Government;
- Over officious application of regulation by government bureaucracies;
- Own source income stream stagnating;
- Losing our volunteer base would severely affect our services;
- Our 58 timber bridges, the waste cell and the Tenterfield water filtration plant are nearing the time that upgrades, major maintenance or replacement is required. Completion of timely Strategic Business Reviews and the capacity to raise income to fund is crucial;
- Staff have been through much change, and turn-over has been high. This needs to abate to let a pattern of management normality become embedded, thus ensuring staff can concentrate on outputs rather than change management processes and self-preservation.

### 3. Community Development



Under the 4 year Delivery Plan *Community Development* relates to: community engagement, development of partnerships, indigenous affairs, inclusiveness, accessible services, supporting diversity and cultural events. The Office of the Chief Executive directly oversees these outcomes.

#### a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	Comments: (Business Manager to provide short precis.)
<p>DP3.01) Engage with the community and develop partnerships with relevant organisations.</p> <p><b>Community and cultural capacity building:</b> A – Chief Executive</p> <p><b>Community engagement:</b> A – Chief Executive</p>	<p>Attend Progress Association, Hall Committee, Service Network, Local Area Health Committee, Disability Advisory Committee, and other community, event and activity meetings as required.</p> <p>Implementation of the Community Engagement Strategy.</p> <p>Facilitate Youth Forum and Network, e.g. Youth Week.</p> <p>Distribute weekly email newsletter across the community promoting events, grant and training opportunities, news and community announcements. Ongoing promotion of My Community Directory.</p>	<p>B: MEDCE C: MEDCE D: CDO</p> <p>B: MEDCE C: MEDCE D: CDO</p> <p>B: MEDCE C: MEDCE D: CDO</p> <p>B: MEDCE C: MEDCE D: CDO</p>	<p>Community Development Officer attended all meetings as required. In addition community meeting and health and wellbeing subcommittee meetings as well as recovery meetings. Community Development Officer also attended Community Development Conference in Toowoomba.</p> <p><i>Community Engagement Strategy has been reviewed.</i></p> <p>Youth Forum and Network has moved forward to plans for a Youth Advisory Council and future planning for Youth Week to occur.</p> <p>Tenterfield in Touch continues to be distributed weekly with 445 subscribers.</p> <p>My Community Directory and Community Development Officer continues to support interested community partners in listing on the directory.</p> <p>Partnership with the Aboriginal Advisory Committee is ongoing to support activities within our Shire.</p>
<p>DP3.02) Maintain collaborative partnerships with the local Aboriginal communities.</p> <p><b>Community and cultural capacity building:</b> A – Chief Exe.</p>	<p>Partner with the Aboriginal Advisory Committee in the implementation of programs and activities that enhance the wellbeing of Aboriginal and Torres Strait Islander People in our Shire.</p> <p>Support community safety and crime prevention partnerships.</p> <p>Support facilities and activities to improve the physical and mental health of the community.</p>	<p>B: MEDCE C: MEDCE D: CDO</p> <p>B: MEDCE C: MEDCE</p>	<p>Ongoing. Liquor Accord meeting scheduled for November.</p> <p>Skateboarding workshop &amp; demonstration occurred in October with great attendance of local children. A Mental Health youth focused event was also planned for October. Planning underway in regard to Grandparents day and Seniors Festival.</p> <p>Continued attendance at OEM recovery meetings as well as health and wellbeing subcommittee meetings and partnering with all recovery partners.</p>
<p>DP3.03) Support people with specific needs through appropriately identified services and advocacy.</p> <p><b>Community and cultural capacity building:</b> A – Chief Executive</p>	<p>Additional operational requirements caused by emergency relief activities (e.g. grants, community consultation, recovery meetings, partnering with emergency recovery services).</p> <p>Support accessibility for people in our Shire.</p>	<p>B: MEDCE C: MEDCE D: CDO</p> <p>B: MEDCE C: MEDCE D: CDO</p>	<p>Support regarding accessibility for people in our Shire continues.</p>
<p>DP3.04) Engage with transport providers and the community to assess the transport needs of residents in the Shire.</p>			

<p><b>Community and cultural capacity building:</b> A – Chief Exe.</p>	<p>Ongoing review and implementation of the Disability Inclusion Action Plan in accordance with legislative guidelines. Facilitate the Disability Advisory Committee meetings.</p>	<p>B: MEDCE C: MEDCE D: CDO</p>	<p>●</p>	<p>Ongoing and review of the Disability Inclusion Action plan occurs &amp; facilitation of the committee meetings.</p>
<p>DP3.05) Develop and implement the Tenterfield Shire Council Disability Inclusion Action Plan with key partners. <b>Community and cultural capacity building:</b> A – Chief Exe.</p>	<p>Advocate for the needs of accessibility issues in partnership with community organisations within our Shire.</p>	<p>(Promote) B: MEDCE C: MEDCE D: CDO (Implement) B: COO C: MA&amp;PP D: WM</p>	<p>●</p>	<p>Advocacy continues in partnership with community organisations within our Shire as to accessibility issues.</p>
<p>DP3.06) Promote the needs of persons with a disability and Disability Inclusion Action Plan to stakeholders.</p>	<p>Inform about potential grants and assistance available.</p>	<p>B: MEDCE C: MEDCE D: CDO</p>	<p>●</p>	<p>Ongoing. Information through Tenterfield in Touch, email and individual support offered and provided.</p>
<p>DP3.07) Support community organisations that develop and maintain a range of facilities that meet the diversity of community needs, interests and aspirations.</p>	<p>Support community organisations and groups to provide a wide range of activities as required.</p>	<p>B: MEDCE C: MEDCE D: CDO</p>	<p>●</p>	<p>Ongoing.</p>
<p><b>Volunteer recruitment and placement:</b> A – Chief Executive</p>	<p>Support community events (excluding Australia Day and civic welcome for Bavarian Band).</p>	<p>B: MEDCE C: MEDCE D: CDO</p>	<p>●</p>	<p>Ongoing</p>
<p><b>Community grants:</b> A – Chief Exe.</p>	<p>Support and management of Australia Day ceremonies and civic welcome for Bavarian Band.</p>	<p>B: MEDCE C: MEDCE D: CDO</p>	<p>●</p>	<p>Ongoing</p>
<p><b>Community and cultural capacity building:</b> A – Chief Exe.</p>	<p>Distribute information on events, activities and facilities to the community (Tenterfield in Touch, Council newsletters and websites).</p>	<p>B: EA&amp;M C: EA&amp;M D: EA&amp;M</p>	<p>●</p>	<p>Ongoing and occurs re distribution of information about events, activities and facilities to the community.</p>
<p><b>Community events:</b> A – Chief Executive</p>	<p>Promote and support activities that highlight community wellbeing, e.g. Mental Health Month.</p>	<p>B: MEDCE C: MEDCE D: CDO</p>	<p>●</p>	<p>Promotion and activities that highlight mental health occurred including planning for mental health day event for young people on World Mental Health Day Thursday 10 Oct.</p>
<p>DP3.08) Encourage and support activities focusing on the wellbeing of our residents in Tenterfield Shire. <b>Community events:</b> A – Chief Executive</p> <p>DP3.09) Enrich the community by supporting a variety of diverse cultural events and activities. <b>Community grants:</b> A – Chief Executive <b>Sponsorship:</b> A Chief Executive</p>	<p>Maintain communication and relationships with various community organisations.</p>	<p>B: MEDCE C: MEDCE D: CDO</p>	<p>●</p>	<p>Ongoing communication and relationships with various community organisations maintained, strengthened and further relationships explored and created.</p>

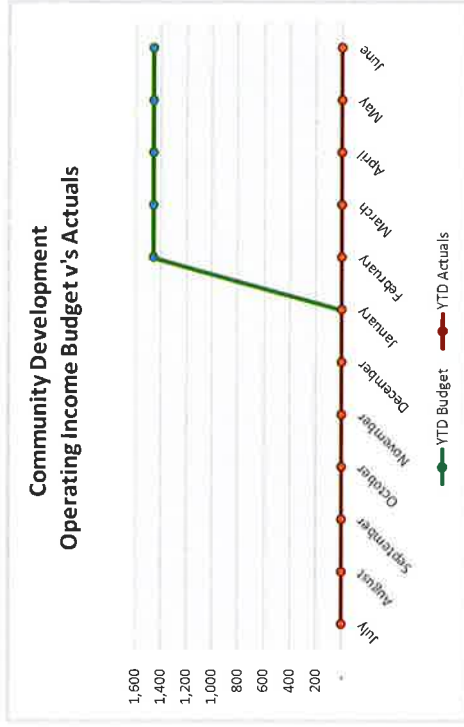
**a) Budget**

Account Type	19/20 Full Year Budget	19/20 YTD Actuals October	19/20 YTD Budgets October	19/20 YTD Variance October	19/20 YTD Percentage Spent	Variance Comments
Community Development	82,022	4,837	27,344	22,507	5.90%	
1. Operating Income	(1,461)	0	(488)	(488)	0.00%	
2. Operating Expenditure	83,483	4,837	27,832	22,995	5.79%	
4. Capital Expenditure	0	0	0	0	0.00%	

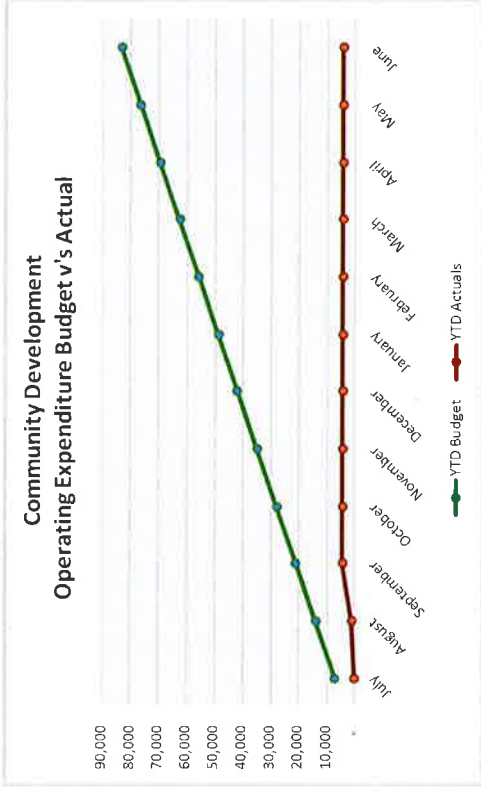
**Capital Income:**  
N/A

**Capital Expenses:**

**Operational Income:**



**Operational Expense:**



**b) Capital Projects**

**c) The Business of Improving the Business**

CDO supports reflective practice and is always looking at other options, different approaches and focuses on asset based community development especially at this time when some of our community are doing it tough.

**d) Customers**

**e) Business Statistics**

**f) Special events, achievements of note, celebrations**

A free workshop was held at Tenterfield Skate Park during the October school holidays. The children very much enjoyed this activity, learning new skills, meeting new friends and watching the demonstration.



## 4. Economic Growth and Tourism



Under the 4 year Delivery Plan *Economic Growth and Tourism* relates to: community prosperity, tourism, connectivity, partnering, promotion and livability. The Office of the Chief Executive directly oversees these outcomes.

### a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	3	0	●	Comments: (Business Manager to provide short precis.)
DP4.01) Provide and facilitate future economic growth throughout the Shire. <b>Business sector development: A – Chief Executive</b>	Facilitate opportunities for industrial and commercial business development.	B: MEDCE C: MEDCE			●	Ongoing. Meetings held with potential investors and developers as required.
DP4.02) Support business and industry to identify and implement emerging trends in technology to facilitate growth. <b>Sponsorship: A – Chief Executive</b>	Implement the Economic Development Strategy, promoting growth and new development.	B: MEDCE C: MEDCE			●	Ongoing.
DP4.03) Lobby for the improvement of telecommunications infrastructure throughout the Shire recognising internet connectivity as a significant barrier to all business activity. <b>Gov, Joint Organisation, MOU's: State / Fed Executive</b>	Facilitate and support the delivery of business training, workshops and forums in conjunction with the Tenterfield Chamber of Tourism, Industry and Business. Support future proposals for improved telecommunications infrastructure.	B: MEDCE C: MEDCE D: TO			●	Ongoing. Business Instagram Workshop to be held November 2019 with Lauren Bath (Australia's first professional Instagrammer). This is a joint workshop between Tenterfield Shire Council and Tenterfield Chamber.
DP4.04) Support agriculture as a significant industry in the Shire and promote initiatives that enhance the economic sustainability of agriculture. <b>Business sector development: A – Chief Executive</b>	Support local agricultural events and investigate an appropriate event that showcases the Tenterfield agricultural district and industries.	B: CE C: CE			●	
DP4.05) Promote Tenterfield Shire as a tourism destination. <b>Sponsorship: A – Chief Executive Tourism: A – Chief Executive</b>	Support marketing campaigns and the visitor economy through the New England High Country. Ongoing delivery of the Destination Marketing Plan and marketing campaigns for Tenterfield Shire.	B: MEDCE C: MEDCE D: TO			●	Ongoing. 2019 Business & Tourism Awards to be held Thursday 28 November with Excellence in Agriculture/Agribusiness category. The impact of the drought continues to be a major focus.
	Support marketing campaigns and the visitor economy through the New England High Country.	B: MEDCE C: MEDCE D: TO			●	Ongoing. Discussions occurring with the New England High Country group to finalise marketing activities for 2019/20. A new website has been developed for the regional collective & content is being finalised.
	Ongoing delivery of the Destination Marketing Plan and marketing campaigns for Tenterfield Shire.	B: MEDCE C: MEDCE D: TO			●	Ongoing. Regular social media posts occurring on Facebook (2,433 likes) and Instagram (1,430 followers) promoting Tenterfield. Summer campaign in development focusing on TV, radio & social media.



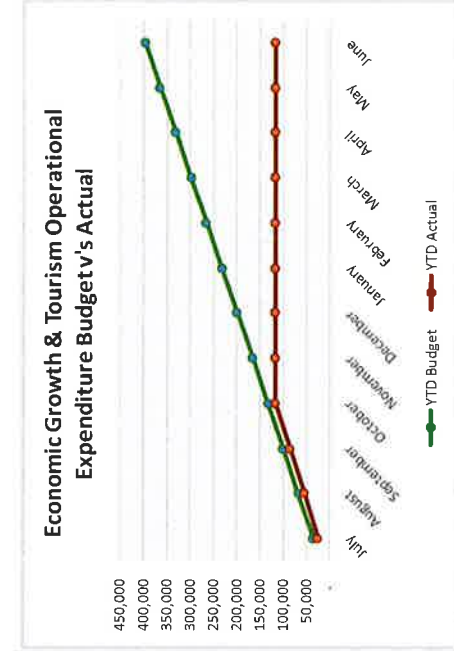
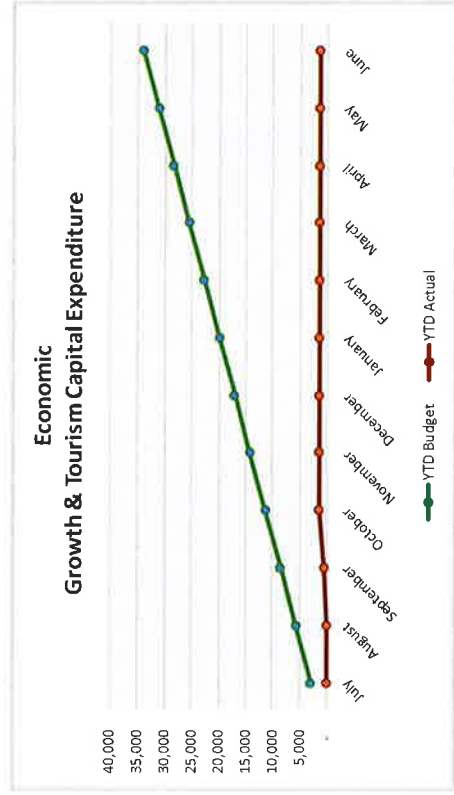
	Launch and maintain a new tourism website for Tenterfield Shire.	B: MEDCE C: MEDCE D: TO			Website has been developed and content is being sought and uploaded. New content for the tourism website is being checked before being optimised for online. Request for businesses to send through updated information has been sent out & will be uploaded over the coming weeks. Website to be finalised & launched by end of January 2020.
	Continue to develop and maintain high visibility of Tourism Products in the Region (Visitors Guide, website and social media).	B: MEDCE C: MEDCE D: TO			Ongoing. Redevelopment of visitors guide is underway, with advertisements finalised. New content and images are being supplied. Social media posts happen regularly via Facebook (2,433 likes) and Instagram (1,430 followers).
	Ongoing management of the Tenterfield Visitor Information Centre (VIC), including volunteer management and training, retail management and provision of customer service.	B: MEDCE C: MEDCE D: TO			Ongoing. Volunteer numbers being maintained, positive customer reviews continue to be received. Tourism & Cultural Services Officer working well across School of Arts and Visitor Information Centre.
	Develop plans and investigate funding opportunities for redevelopment of VIC to include economic development, community and tourism hub and modernise and consolidate VIC displays, retail shop and information services.	B: MEDCE C: MEDCE D: TO	0		Funding opportunities are being investigated. Other work priorities have required delays to the first stage (planning), which will occur early 2020.
	Support the growth of major events in the Tenterfield Shire and assist with promotions through the Visitor Information Centre.	B: MEDCE C: MEDCE D: TO			Ongoing. Events promoted through posters in the visitor centre, social media and tourism websites.
	Provide an advocacy service for the community to maintain current levels of transport options. Promote transport services and options through the Visitor Information Centre.	B: MEDCE C: MEDCE D: CDO			Visitor Information Centre continues to promote transport services and options for visitors and local residents. No transport issues have been raised at any service meetings attended by CDO.
	Maintain partnerships with neighbouring Councils and industry, including Southern Downs Regional Council, Kyogle Shire Council and New England High Country Councils to investigate and support business development and tourism opportunities where available.	B: MEDCE C: MEDCE D: TO			Ongoing. Strong New England High Country marketing campaigns ongoing. Communication and continuation of partnerships continues with Kyogle Council and Southern Downs Regional Council.
	Work collaboratively with other tourism bodies within Tenterfield Shire to encourage the development and growth of tourism assets.	B: MEDCE C: MEDCE D: TO			Ongoing. Work continues with Tenterfield Chamber, event organisers and tourism businesses.
	Work collaboratively on a range of projects and promotions to market Tenterfield Shire.	B: MEDCE C: MEDCE D: TO			Ongoing. Summer campaign to be launched late November/early December.
	Liaise with the local, regional and State tourism industry, including operators and organisations.	B: MEDCE C: MEDCE D: TO			Ongoing. Partnerships continue with New England High Country, Destination NSW, Destination Network Country & Outback, Department Premier & Cabinet and Regional Development Australia Northern Inland.
	Support strong relationships with the business and tourism community.	B: MEDCE C: MEDCE D: CDO			Ongoing. MEDCE & TO continue to work closely with the tourism and business industry.
DP4.06) Plan and lobby for affordable transport options to encourage access to our Shire. <b>4.02 Community and cultural capacity building</b> : A – Chief Executive					
DP4.07) Partner with our neighbours and stakeholders to deliver a diverse destination proposition for visitors. <b>Tourism</b> : A – Chief Executive <b>Business sector development</b> : A – Chief Executive					
DP4.08) Facilitate and participate in ongoing partnership activities with the New England High Country, Tenterfield Chamber of Tourism, Industry and Business. <b>Tourism</b> : A – Chief Executive <b>Business sector development</b> : A – Chief Executive <b>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's</b> : A – Chief Executive					

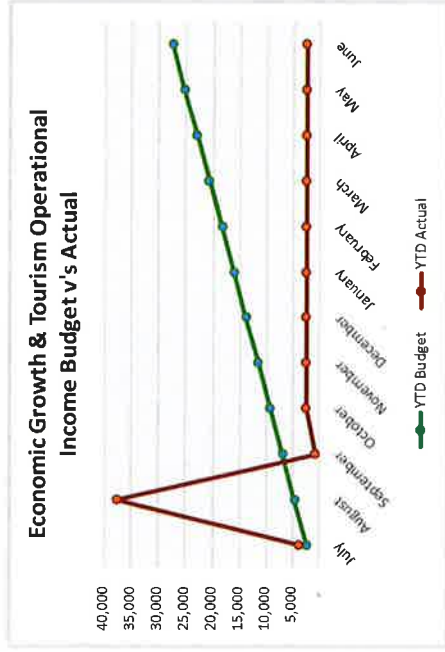
<p>DP4.09) Promote the liveability of Tenterfield Shire as a place to live, work and play.</p> <p><b>Tourism: A – Chief Executive</b>  <b>Business sector development: A – Chief Executive</b>  <b>Community and cultural capacity building: A – Chief Executive</b>  <b>Sponsorship: A – Chief Executive</b></p>	<p>Development of a comprehensive resource for new/potential residents and/or investors.</p> <p>Support marketing activities and events to promote Tenterfield as a place to visit, live and invest.</p>	<p>D: TO</p> <p>B: MEDCE C: MEDCE D: TO</p> <p>B: MEDCE C: MEDCE D: TO D: CDO</p>	<p>Information to be incorporated into new website build for Tenterfield Shire Council.</p>
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**b) Budget**

**Report for the Month of October 2019/20**

Account Type	2019/20 Full Year Budget	YTD Actuals	YTD Budgets	YTD Variance	Percentage Variance	Variance Comments
<b>Economic Growth and Tourism</b>						
1. Operating Income	-27,559.00	-762.88	-9,188.00	-8,425.12	-91.70	
2. Operating Expenditure	397,588.00	116,341.15	132,520.00	16,178.85	12.21	
4. Capital Expenditure	34,000.00	942.68	11,332.00	10,389.32	91.68	
5400505. VIC Refurbishment	34,000.00	0.00	11,332.00	11,332.00	100.00	To commence early to mid 2020
5400507. VIC Photocopier Lease Payments - Capitalised	0.00	942.68	0.00	-942.68	-100.00	





**Capital Income:**

N/A

**Capital Expenses:**

**Operational Income:**

No significant variance at this stage of the year.

**Operational Expense:**

No significant variance at this stage of the year.

**c) Capital Projects**

**d) Emerging Issues, Risks and Opportunities**

The ongoing drought, fires and water shortage, and the attention this has received in the media, has had a significant impact on the tourism and business industry. Despite this, feedback from the majority of businesses remains positive, with many acknowledging that despite it being a tough year, they are doing ok.

Closures to National Parks (including Bald Rock and now Torrington State Recreation Area), the ongoing fire threat and ongoing drought is hampering any recovery marketing campaigns. A summer campaign focusing on local food, cafes, restaurants and shopping to be launched late November/early December to encourage visitors to Tenterfield over the summer period.

**e) The Business of Improving the Business**

Economic Development, Tourism, Community and Cultural team continues to work collaboratively to improve outcomes for the community.

The commencement of two new staff members within the tourism and cultural team will enable other staff to focus on more strategic projects and will ensure the Tenterfield tourism & cultural industries continue to grow and build on the momentum we are already seeing.

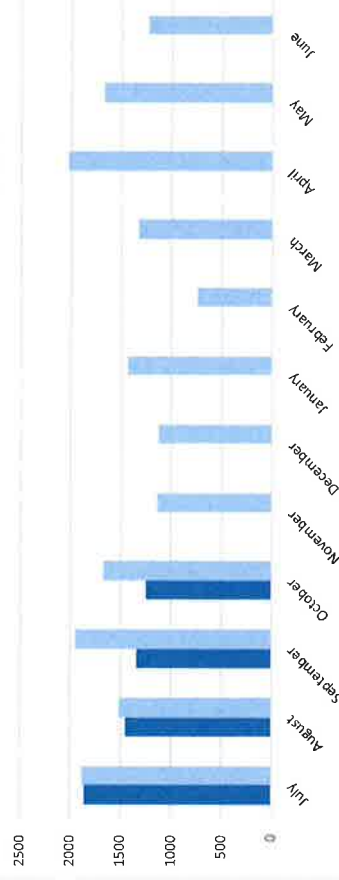
#### f) Customers

Positive reviews continue to be received on Google and TripAdvisor for the Visitor Information Centre and Tenterfield. Customer service requests continue to be responded to in a timely manner.

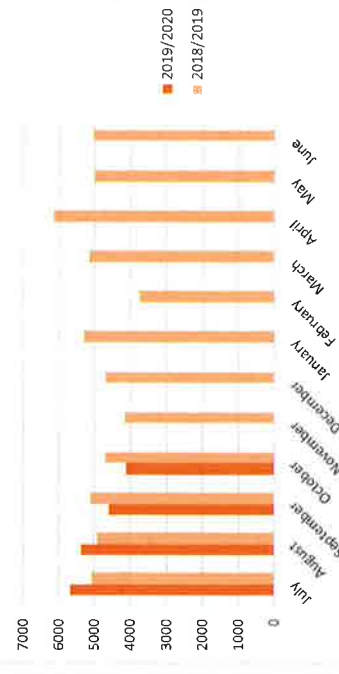
#### g) Business Statistics

September 2019	Visitor Numbers	Vs previous year	Notes
Visitor Information Centre Visitors	1,238	-26%	Bushfires, ongoing drought, National Park closures and water shortages have impacted on ongoing visitation to the Visitor Information Centre.
Tenterfield Tourism Website Visitors	3,680	-16.1%	
Visit Tenterfield Website Visitors	420	38.2%	
Stock sold through VIC (total)	\$1,985.89	-40.4%	*Have been slowly reducing stock for sale in the visitor centre. There has also been reduction in visitors coming to the centre.

Visitors to Tenterfield Visitor Information Centre



Total Website Visitors



#### h) Special events, achievements of note, celebrations

The Today Show visited Tenterfield as part of a national drought tour, and did 7 live weather crosses from Bruxner Park on the morning of Wednesday 23<sup>rd</sup> October. The announcement was made through the Live Weather Crosses that Tenterfield found water and is open for business. The event was well supported by the community and community groups, including the Rotary Club of Tenterfield, Oracles of the Bush, CWA, Make it Tenterfield as well as local school children.

The Tourism & Marketing Manager & Tourism & Marketing Manager attended the Australian Regional Tourism Convention in Devonport during October. Speakers included Senator the Hon Jonathon Duniham, Tasmanian Premier Will Dogman, Nigel Collin, Austrade, Tourism Tasmania, Australian Chamber, Tourism Australia, Ultimate Winery Experiences Program, Sparrowly Group, Australian Tourism Industry Council, Victorian Tourism Industry Council, Tourism Western Australia, Visit Victoria, Tourism e-School, Destination NSW, Business Events Tasmania, Business Events Victoria, City of Albany, Accommodation Association of Australia, STR, Cradle Mountain Canyons, Destination Southern Highlands, The Outdoorsia Group, Australia's Coral

Coast and Tourism Greater Geelong and the Bellarine. It was interesting to note that nationally tourism is seeing strong growth of 5% (exports are the only other industry to see significant growth). This growth is expected to continue, which will mean it is vital to significantly increase skilled staff in the hospitality and tourism industries to maintain and increase service standards. Key themes which emerged from the conference include a focus on regional dispersal; sustainability and responsible tourism; connections with place, community and experiences; the importance of collaboration; and the need for the industry to keep up with infrastructure and staffing.



The Today Show in Tenterfield - Photos taken by Tenterfield Star



The Today Show - Today Show

Australian Regional Tourism Convention

## 5. Theatre and Museum Complex



Under the 4 year Delivery Plan *Theatre and Museum Complex* relates to: Sir Henry Parkes School of Art; cultural diversity, events and art activities; youth engagement; volunteering; and festivals. The Office of the Chief Executive directly oversees these outcomes.

### a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	Comments: (Business Manager to provide short precis.)
<p>DP5.01) Sir Henry Parkes Memorial School of Art is provided by Council as a cultural hub of Tenterfield Shire. <b>Culture, theatre &amp; museum</b>: A – Chief Executive</p> <p>DP5.02) Enhance cultural diversity by encouraging cultural and artistic opportunities. <b>Culture, theatre &amp; museum</b>: A – Chief Executive</p>	<p>Manage and operate all aspects of the Sir Henry Parkes Memorial School of Arts (Cinema, Theatre, and Museum).</p> <p>Maintain relationship, partnership and facilitate Museum Advisor Program.</p> <p>Maintain a collaborative working relationship with National Trust Australia (NSW) and Friends of the School of Arts.</p> <p>Ongoing partnership programs with community organisations, Tenterfield Players, production companies, Arts North West, the New England North West Performing Arts Network and Arts NSW.</p> <p>Work with the School of Arts Joint Management Committee.</p>	<p>B: MEDCE C: MEDCE D: CO</p> <p>B: MEDCE</p> <p>B: MEDCE C: MEDCE</p> <p>B: MEDCE C: MEDCE</p> <p>B: MEDCE C: MEDCE</p>	<p>The Tenterfield School of Arts is open 7 days a week (only closed Christmas Day &amp; Good Friday) and has a regular program of cinema and theatre activity for the community.</p> <p>Ongoing. Monthly meetings held with museum advisor.</p> <p>Ongoing.</p> <p>Ongoing.</p> <p>Joint management committee meet twice a year (minimum) with representatives from the Friends of the School of Arts, National Trust and Council. These meetings are reported back to National Trust annually.</p> <p>Ongoing. Sir Henry Parkes School of Arts has an extensive suite of marketing activity including social media, print, radio, distribution of cinema programs, email newsletters, websites and brochures.</p> <p>Weekly interviews with TenFM are continuing each Thursday morning, promoting upcoming events at the cinema and theatre.</p>
<p>DP5.03) Enrich the cultural life of the community by supporting a variety of cultural events and activities for residents and visitors <b>Culture, theatre &amp; museum</b>: A – Chief Executive</p> <p><b>Community events</b>: A – Chief Executive</p> <p><b>Volunteer recruitment and placement</b>: A – Chief Executive</p>	<p>Support annual events such as Sir Henry Parkes Oration and Banquet, Eisteddfod (Biennial), Bavarian Brass Band Concert (Biennial), Peter Allen Festival, Seniors Week, Youth Week and NAIDOC week.</p>	<p>B: MEDCE C: MEDCE D: TO</p>	<p>October events include: Manhattan Film Festival: 97 attendees Mental Health Short Films: 0 attendees Sir Henry Parkes Oration: 80 attendees Upcoming Events: Me &amp; My Shadow on 21 November</p>

	Annual planning, development and implementation of a Theatre Program.	Annual visiting and local museum exhibition program.	B: MEDCE C: MEDCE D: CO	●				Tenterfield Business & Tourism Excellence Awards 28 November Plans underway for Seniors Week & Youth Week 2020.
								Ongoing. Has been a strong theatre program for 2019, and planning for 2020 is underway.
DP5.03.01) Promote volunteer opportunities and manages volunteers at the Sir Henry Parkes Memorial School of Arts.	Provide volunteer training and upskilling in a safe and engaging work environment.		B: MEDCE C: MEDCE	●				The Friends of the School of Arts, in conjunction with the MEDCE, Museum Advisor and Centenary Cottage are developing a new exhibition for the Showcase Banquet Table.
	Facilitation of cultural development opportunities for individuals and groups in arts & culture.		B: MEDCE C: MEDCE	●				Ongoing. Volunteer numbers are being maintained and volunteer training is provided on a regular basis.
DP5.04) Encourage activities for young people and families in Tenterfield Shire <b>Culture, theatre &amp; museum: A – Chief Executive</b> <b>Community and cultural capacity building: A – Chief Executive</b>	Annual planning and development of a Cinema Program, including Manhattan Film Festival and Lyceum Film Festival.		B: MEDCE C: MEDCE D: CO	●				Volunteer social afternoon scheduled for Melbourne Cup & planning for Volunteer Christmas Party underway.
	Ongoing implementation of theatre education program for Years 5-6 and Years 9-10.		B: MEDCE C: MEDCE D: CO	●				Ongoing. Regularly support workshops (visiting and local), local drama group and music supper clubs.
	Support Youth Week, support youth theatre workshops and provide youth entertainment during school holiday periods.		B: MEDCE C: MEDCE D: CO	●				Ongoing with minimum 5 screenings per week. Manhattan Film Festival Held 3 October & Ride Like A Girl Community Movie held 22 October. Lyceum Film Festival postponed for 2019 due to conflicting events. Ongoing with regular school visits and tours. Quotes are being sought for the upgrade of the education program. Youth workshops and youth cinema and theatre program ongoing with focus on holiday periods and youth week.

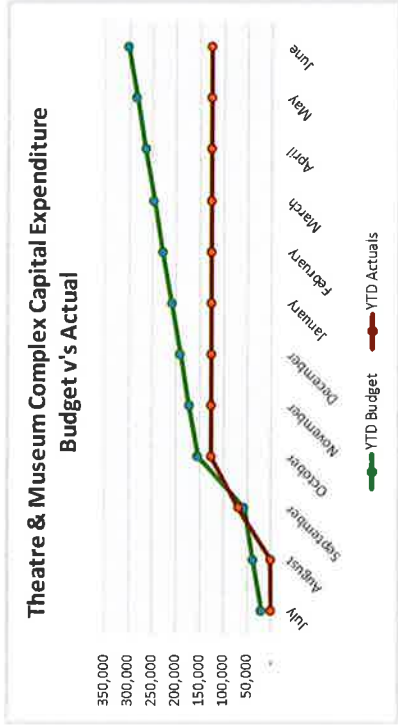
**b) Budget**

**Report for the Month of October 2019/20**

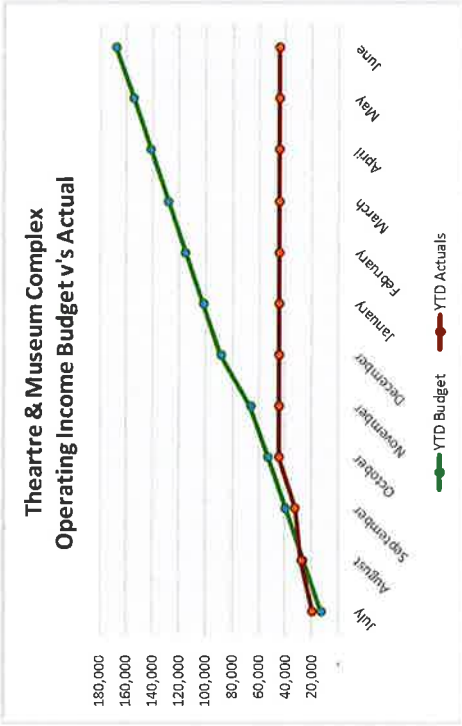
Account Type	2019/20 Full Year Budget	YTD Actuals	YTD Budgets	YTD Variance	Percentage Spent	Variance Comments
<b>Theatre &amp; Museum Complex</b>						
1. Operating Income	-167,966	-44,810	-55,988	-11,178	%	
2. Operating Expenditure	315,846	106,946	105,272	-1,674	26.68%	Drought impacting on attendance
3. Capital Income	0	10,000	0	-10,000	33.86%	On track
4. Capital Expenditure	300,890	126,893	100,297	-26,596	0.00%	
					42.17%	
5000506. School of Arts Complex - Upgrade Exterior & Windows (SRV)	300,890	67,893	100,297	32,403	22.56%	Carry forward to be added in Quarterly Budget Review
5005512. Memorial School of Arts Air-Conditioning Project- Dept Planning & Environment EXP	0	57,636	0	-57,636	0.00%	Project completed. Acquitall in progress
5005513. School of Arts - Computer Equipment	0	1,363	0	-1,363	0.00%	Completed

**Capital Income:**

**Capital Expenses:**

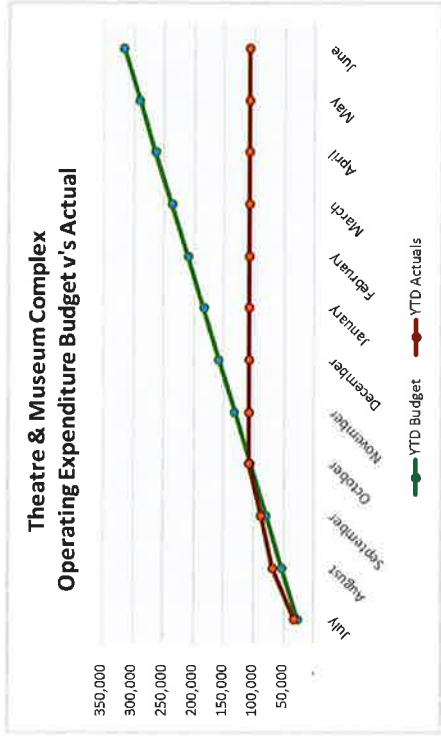


**Operational Income:**



**Operational Expense:**





**c) Capital Projects**

Window restoration and painting of the Sir Henry Parkes School of Arts is well underway, with the project expected to be completed by the end of 2019. Installation of air-conditioning in the Banquet Hall and Theatre Dressing Rooms has been completed, and insulation has also been installed.

**d) Emerging Issues, Risks and Opportunities**

Online streaming services are a risk to the ongoing success of the cinema. Cost of electricity to operate the facility is an ongoing risk.

**e) The Business of Improving the Business**

The School of Arts continues to engage with the community and provide excellent activity and events for the general public. The Tourism and Cultural Services Officer is working well in assisting with the operations of the School of Arts and Visitor Information Centre.

**f) Customers**

Positive reviews continue to be received on Google and TripAdvisor for the Sir Henry Parkes School of Arts Theatre, Museum and Cinema. All enquiries (internal and external) are responded to within appropriate timeframes.

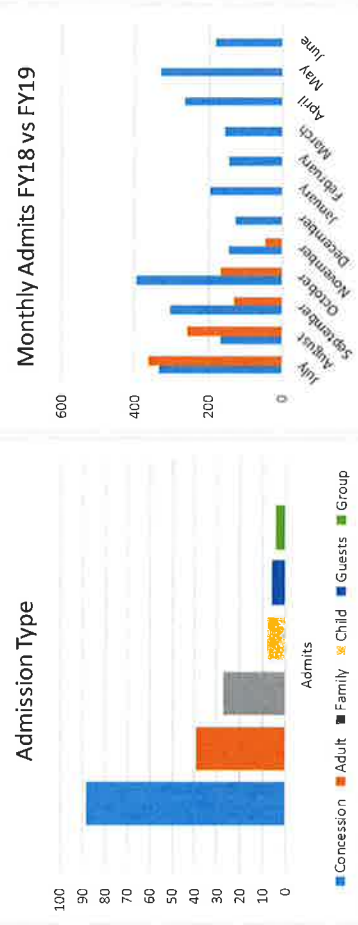
**g) Business Statistics**

Museum – October 2019		Cinema – October 2019	
Total museum visitation	165	Total cinema admissions	731
Average Admission Price	\$5.10	Screenings	43
Merchandising Sales	\$135	Candy Bar	\$1,147.30
Museum Entry Sales	\$841	Average Admission Price	\$9.40
		Gross Box Office	\$6,873
		Net Box Office	\$6,248
		Website Visitors	872
<b>Volunteers</b>		Website Increase	+3.9%
18 x 243 hours		Newsletter Subscribers	152

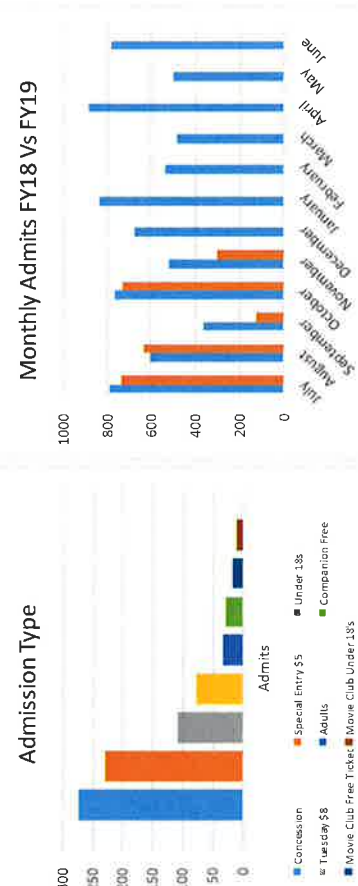
**h) Special events, achievements of note, celebrations**

Facility Use October 2019		Cinema Program October 2019			
Activity	Attendees	Film	Screenings	Admits	Adm/Scr
Manhattan Film Festival	96	Downton Abbey	6	263	44
Mental Health Short Films	0	Palm Beach	4	100	25
Ride Like a Girl Rotary Community Movie	81	Ride Like a Girl	1	81	81
Sir Henry Parkes Oration	80	A Dogs Journey	3	54	18
		Here Comes the Grump	3	51	17
		Dora and the Lost City of Gold	6	47	8
		Angry Birds 2	5	39	8
		Abominable	3	33	11
		Late Night	3	26	9
		The Kitchen	4	19	5
		Danger Close	5	18	4
<b>TOTAL</b>	<b>257</b>	<b>TOTAL</b>	<b>43</b>	<b>731</b>	<b>17</b>

Museum – Ticket Types & Monthly admissions



Cinema – Ticket Types & Monthly admissions



The Henry Parkes Oration was held on Saturday 26<sup>th</sup> October 2019 at the Sir Henry Parkes Memorial School of Arts, with 80 people in attendance. The Oration was delivered by public integrity and anti-corruption expert Professor AJ Brown.



Sir Henry Parkes Oration 2019

Granite Belt Support Services I...



Yesterday at 5:00 pm · 🌐

Some of the group of 22 from GBSS that thoroughly enjoyed the screening of "Ride Like a Girl" at the **Tenterfield Cinema & Theatre** today. The character Stevie was the absolute fan favourite!! A big thanks to the team at the Cinema who always look after us so well, we look forward to visiting again soon.

You and others 2 comments 1 share

Like Comment Share



Fiona M Marsden and others

Like Comment Share

Facebook Post - Granite Belt Support Services

## 6. Library Services



Under the 4 year Delivery Plan *Library Services* relates to: home services; vision impaired; review and updating collections; exchanges; internet and Wi Fi access; accessible technology; exhibitions; online training and resources; research and reference services; and the management of corporate art and memorabilia. The Office of the Chief Executive directly oversees these outcomes.

### Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	0	1	2	3	Comments: (Business Manager to provide short precis.)
DP6.01) Provide ongoing delivery of broad range of library services that respond to community needs.  <b>Library: A – Chief Executive</b>	Provide a relevant range of facilities and activities to support the physical and mental health of the community.	B:SL C:SL D:SL					Ongoing.
	Provide and promote a Home Library Service to people in the town area who are unable to visit the Library.	B:SL C:SL					Ongoing.
	Provide and promote resources available for people with limited vision and hearing such as Talking Books and Large Print books.	B:SL C:SL					Ongoing.
	Review Library Services Policy.	B:SL C:SL					Will be undertaken in December.
	Collection management including acquisition, evaluation and disposal of resources.	B:SL C:SL D:SL					Ongoing
	Provision of library branch exchange services in villages.	B:SL C:SL					Ongoing. Monthly exchange visits and regular communication with branch staff. Small disruptions have occurred due to ongoing fire emergencies.
	Provide spaces and opportunities for individuals and small community groups to meet and access technology.	B:SL C:SL D:SL					Small community groups, such as the Family History Group, are encouraged to meet in the library.
	Provide a space for exhibitions and displays of public interest.	B:SL C:SL D:SL					Ongoing.
	Provide public access to online resources and training.	B:SL C:SL D:SL					Free access to computers and the Internet provided. Free online access to the Technology Training directory and numerous databases provided.
	Provide free basic research and reference services.	B:SL C:SL D:SL					Ongoing.
DP6.02) Develop and maintain a range of community facilities that meet the diversity of community needs, interests and aspirations  <b>Library: A – Chief Executive</b>	Manage all corporate art, artefacts, honour boards and memorabilia (including audit and security).	B:SL D:SL	0				Cataloguing of Tenterfield Shire Council's Art Works project is underway with a target completion date in 2020.

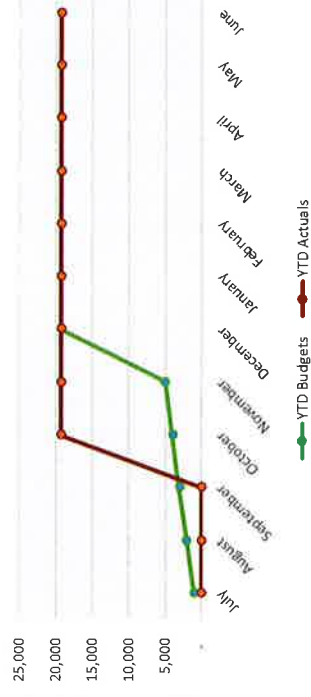
**Budget**

**Report for the Month of October 2019/20**

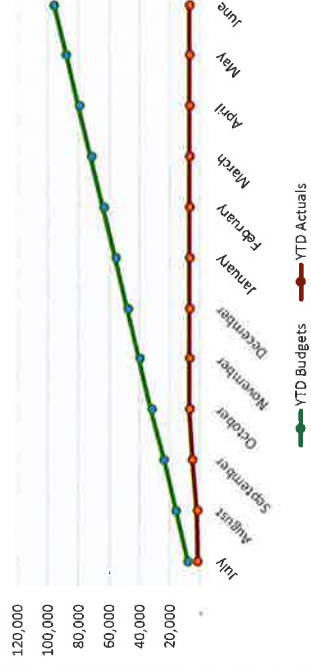
Account Type	2019/20 Full Year Budget	YTD Actuals	YTD Budgets	YTD Variance	Percentage Spent %	Variance Comments
<b>Library Services</b>						
1. Operating Income	-72,864	-63,587	-24,288	39,299	87%	
2. Operating Expenditure	475,623	113,833	158,536	44,703	24%	
3. Capital Income	-19,329	-19,329	-6,443	12,886	100%	
4. Capital Expenditure	95,994	7,204	13,888	6,684	8%	
5000500. Library Resources	21,094	5,077	7,032	1,955	24%	
5000515. Local Priority Grant 2019/20	19,329	0	4,000	4,000	0%	
5000516. Library - Furniture & Fittings	789	0	264	264	0%	
5000517. Library - Office Equipment	3,601	0	1,200	1,200	0%	
5000518. Library - Intangible Assets	4,180	0	1,392	1,392	0%	
5000519. Library Photocopier Lease Payments - Capitalised	2,796	2,127	0	-2,127	0%	
5000505. Library Repaint Interior	34,400	0	11,467	11,467	0%	
5000511. Local Priority Grant 2017/18	2,805	0	935	935	0%	
5000514. Local Priority Grant 2018/19	7,000	0	2,333	2,333	0%	

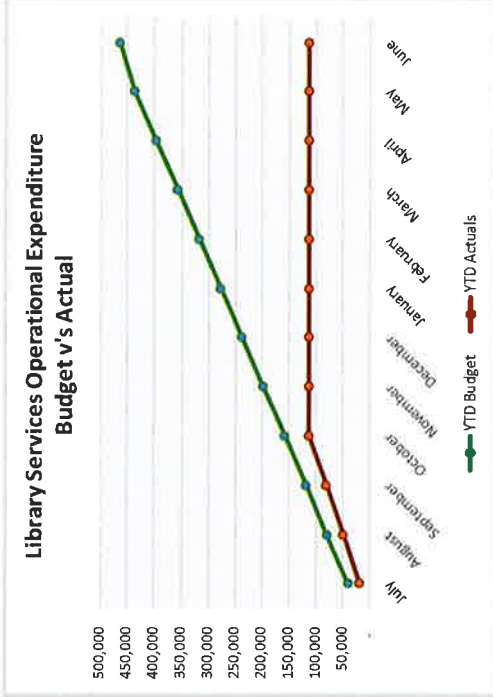
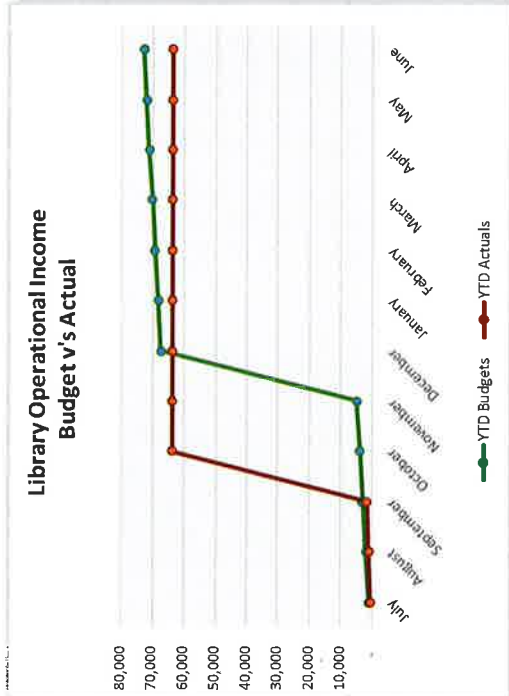
**Capital Income:**

**Library Services Capital Income Budget v's Actual**



**Library Services Capital Expenditure Budget v's Actual**





**Capital Expenses:**

**Operational Income:**

Increased funding from NSW State Library will see Tenterfield Library Service \$46,076 better off in the 2019/2010 financial year.

**Operational Expense:** On budget.

**Capital Projects**

Local Priority Grant funding for 2018/2019 is allocated to refurbishment of Urbenville Branch Library which has now been completed.  
 Local priority Grant funding for 2019/2020 is allocated to upgrading technology and purchasing new computer chairs for the public computers.

**Emerging Issues, Risks and Opportunities**

- Drought and fire disasters have negatively affected visitation and borrowing at the Library.
- Library ceiling work - date yet to be decided, the builder hopes not to have to close the library (for a day or two) to complete the work.

### The Business of Improving the Business

- Council employees have undertaken work to repair and update the Urbenville branch library.
- Replacement public computer chairs have been ordered.
- Annual State Library statistics completed and submitted.
- Australian Libraries and homeless patrons webinar participated in. Explanations for behaviours and, techniques to apply in situations that could arise were given. These are suitable for use with any challenging customers.

## SWOT ANALYSIS

Library - (SL)

# S

### Strengths

- Resource partnerships with NSW Public Library Network and Northern Tablelands Library Services;
- Libero Users Group;
- Skilled and committed staff, informed on community needs;
- Location and history.

# W

### Weaknesses

- Population size does not support larger scale desired activity;
- Geographical and travel costs to maintain out services;
- Space constraints, historic building limitations, no meeting room or program space;
- Staffing limitations (small) and succession planning, available staff development time limits regional training opportunity take up;
- Grant application knowledge and skills.

# O

### Opportunities

- Increase number of community groups using library spaces;
- Further Library promotion to the Community;
- Lobby State Library for regional training; further collaboration with regional libraries;
- Seek additional funding through grants, sponsorships;
- Further Council interdepartmental cooperation;
- Implement new technology, online training, and social media promotion.

# T

### Threats

- Reduced funding, including Grants to accommodate the community's changing needs;
- Staff churn and loss of expertise;
- Changing technology and failure to update.

**Customers**

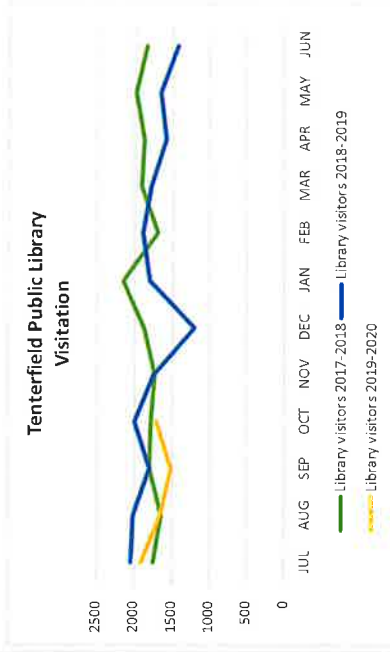
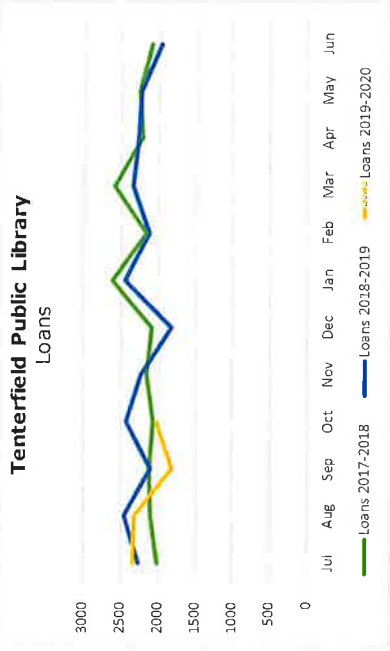
Customer service responses are within Charter timeframes.

**Business Statistics**

**Tenterfield Public Library Statistics for October 2019**

Loans Tenterfield: 1746  
Loans Drake: 33  
Loans Torrington : 38  
Loans Urbenville: 110  
Total Physical loans: 1945  
Co-op eLoan: 98 (approx.)  
Total of Loans: 2043  
Library Visitors: 1712  
New borrowers: 14  
Computer Users: 362  
Computer Hours: 389.25  
WiFi logins: N/A  
OPAC searches: 2342  
Tenterfield Star database searches: 275  
Completed Interlibrary Loans: 35  
Home Library Service Loans: 111  
Reservations satisfied: 62  
Holdings as at 01/11/2019: 34267 Deletions: 70 Items catalogued: 112



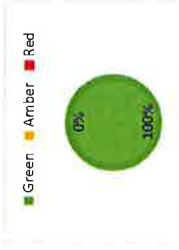


**h) Special events, achievements of note, celebrations**

- Renovations at Urbenville branch library have been completed.



## 7. Workforce Development



Under the 4 year Delivery Plan *Workforce Development* relates to: workplace health and wellbeing, planning and culture; workers compensation; workforce performance; training; recruitment, selection and retention; and internal communications. The Office of the Chief Executive directly oversees these outcomes.

### a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	●	●	●	Comments: (Business Manager to provide short precis.)
<p>DP7.01) Provide an organisation-wide approach to the effective management of workplace health and wellbeing.</p> <p><b>Workforce planning:</b> A – Chief Executive</p> <p><b>Workforce culture:</b> A – Chief Executive</p> <p><b>Workers compensation:</b> A – Chief Executive</p>	<p>Regular inspections (site) each month. Ongoing education programs &amp; demonstrations. Target further reductions in premium costs.</p> <p>Continue toolbox meetings for staff, contractors and volunteers. Highlight potential for improvement. Encourage continued achievements of low incident/lost time targets.</p> <p>Follow up health check program provided to staff as part of the StateCover Mutual funding incentives.</p>	<p>B: MHRWD C: WHSRMO D: WHSRMO</p> <p>B: MHRWD C: WHSRMO D: WHSRMO</p> <p>B: MHRWD C: WHSRMO D: WHSRMO</p> <p>B: MHRWD C: MHRWD</p>	●	●	●	<p>Regular inspections continue monthly, cycling through each workplace Weekly/monthly ` Toolbox meetings provide educational and training opportunities.</p> <p>Active participation in Toolbox Meetings at Tenterfield and Urbenville Depots. Low incidents and lost time continues. The number of days since the last Lost Time Injury (LTI) is 135</p> <p>Health check program followed up with a current focus on mental Health, drought and Diet. Mental health and wellbeing has had an increased take-up by staff utilising the on-site counselling service, particularly following the passing of a well-liked staff member</p> <p>Flexible working arrangements continue to address a number of needs including Drought related problems. Review targets established. Implementation continues, to assist staff in the current difficult drought, associated financial pressures and mental health stress environment.</p> <p>Plan continues based on Performance Reviews. Delivery attached to need, Courses availability and specialist conference programs. Current focus on Leadership and capabilities, Bridges, Overhead Powerlines, Equipment operation and delivery of Code of Conduct, Bullying and Harassment Updates and Recruitment, Certificate III in Civil Construction (Plant Operations) apprentices are moving closer to completion and their practical assessments.</p>
<p>DP7.02) Delivery of programs to grow and invest in our existing and emerging leaders and support a culture of high performance.</p> <p><b>Workforce culture:</b> A – Chief Executive</p> <p><b>Workforce performance:</b> A – Chief Executive</p>	<p>Review applications for flexible work agreements with a focus on work/life balance for staff.</p> <p>Implement the 2019/2020 skills targeted training plan.</p>					

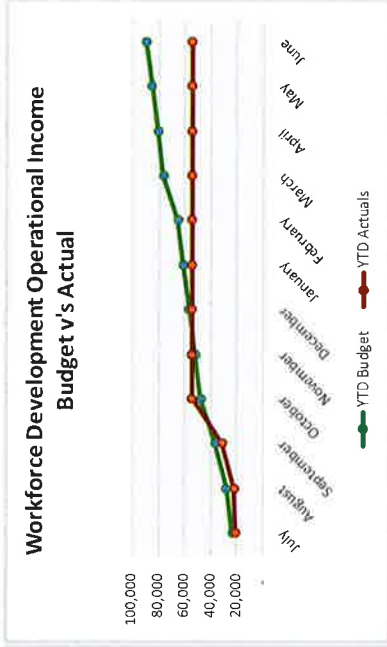
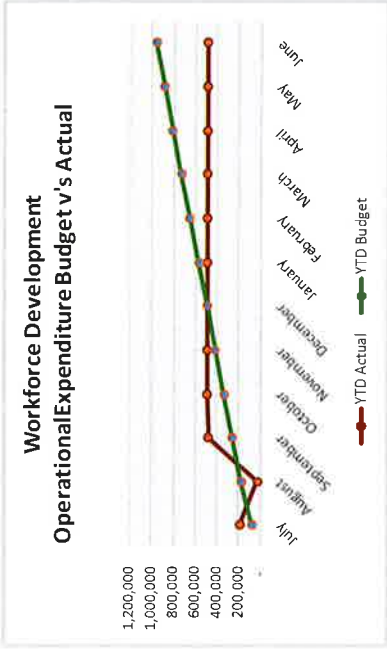
<p><b>Human resource advisory, performance, review and training:</b> A – Chief Executive</p>	<p>Introduce online learning modules that are easily accessible to staff that focus on effective initiative approaches to maintain staff to enhance productivity.</p>	B: MHRWD D: HRC			<p>Coaching program (Objective Leader) developed and implementation scheduled to commence in December for selected supervisors and managers.</p>
	<p>Revise higher duties allowance procedure that supplies adequate recognition &amp; incentive.</p>	B: MHRWD C: MHRWD D: MHRWD			<p>Ongoing action reviews individual instances and value of reward. Current focus is on assistance available from the upgrade of the salary system, together with meaningful "flat rate" allowances.</p>
	<p>Continue to provide staff newsletter, facilitate Management Team &amp; Staff meetings.</p>	B: MHRWD C: HRC			<p>Management (monthly) and staff meetings regularly scheduled. Significant topics identified for the Staff newsletter: regular creation being addressed.</p>
	<p>Retain 3 highly successful mentors to be paired with Senior Management Staff and explore exchange program with other selected regional Councils.</p>	B: MHRWD C: MHRWD D: HRC			<p>Mentors will be provided through the Objective Leader program. Contact established with provider for most senior management. Regional P&amp;C Department developing a useful leadership development program.</p>
	<p>Encourage participation in the Bring your own device program and improve conferencing &amp; video technology for learning.</p>	B: MHRWD C: MHRWD			<p>Take up continues at a moderate pace. Video Conferencing using ZOOM effectively established and ongoing. New Emergency Management Centre with upgraded Video Conferencing facilities will fully support.</p>
	<p>Encourage hot desking and remote working instead of residency to reduce office costs.</p>	B: MFT/MHR C: MFT			<p>Hot Desks included in Office Refurb. Plan. Senior and some specialists use the now easier access remote facilities. Occupation of former now renovated Records Room, has provided identifiable benefits.</p>
	<p>Publish the latest HR metrics and encourage achievement of related targets.</p>	B: MHRWD C: MHRWD			<p>FTE data and graphs presented in the statistical section within the MOR. Annual metrics surveys scheduled for completion before calendar year end</p>
	<p>Finalise the implementation of changes made in 2017/2018 to Councils salary system.</p>	B: MHRWD C: MHRWD			<p>Currently a work in progress. Latest Salary data loaded a sample created for testing and verification. New bands being considered.</p>
	<p>Complete any outstanding updates following the April/May 2019 changes to policy &amp; procedures. Optimise the organisation structure changes achieved and bed down. Continue support for cultural changes, implement simplify where appropriate.</p>	B: MHRWD C: MHRWD B: MHRWD C: MHRWD			<p>Back up Procedures/Protocols in production for progressive delivery, review and publication. Ongoing Structure Chart completed and circulated. Cultural changes being supported through plans for further leadership development.</p>
	<p>Enhance consultation &amp; staff consultative committee activity.</p>	B: MHRWD C: MHRWD			<p>Consultative Committee restored to activity, Constitution reviewed/updated. Meetings scheduled and proceeding with good input.</p>
<p>DP7.04) Developing attraction and retention practices across Council.</p> <p><b>Workers compensation:</b> A – Chief Executive</p> <p><b>Recruitment &amp; selection:</b> A – Chief Executive</p> <p><b>Workforce culture:</b> A – Chief Executive</p>	<p>Continue approaches based on the Voice staff survey. Repeat survey November 2019 to measure improvements.</p>	B: MHRWD C: MHRWD			<p>Following consultation with Voice and appointment of new Director repeat now scheduled for March 2020.</p>
	<p>Consolidate our position as an employer of choice, ensure all positions are adequately backed up with potential successors</p>	B: MHRWD C: MHRWD D: HRC			<p>Most positions now backed up. A number of staff undertaking advanced courses e.g. Health and Building, Business Degrees, project management apprenticeships.</p>
	<p>Deliver in house supervisor / manager program targeting excellence in management motivational style.</p>	B: MHRWD C: MHRWD D: HRC			<p>First training session has been delivered.</p>
	<p>Publish diversity data report and support scholarship programs for diversity.</p>	B: MHRWD C: MHRWD			<p>Focus on current diversity, through traineeships (school based). Improvements to HR Metrics will assist data reporting.</p>

<p><b>Human resource advisory, performance, review and training : A – Chief Executive</b></p> <p>DP7.05) Deliver continuous improvements in Council's business, processes and systems (WHS)</p> <p><b>Work, Health and Safety: A – Chief Executive</b></p>	Target increase in current distribution of diversity among trainees / recruit trainee apprentices.	B: MHRWD C: MHRWD	●	Trainees in place and include youth and mature aged.
	Continue current effective program, deliver training, update process to reflect change.	B: MHRWD C: MHRWD	●	Available budget will impact on numbers. School based traineeships being pursued.
	Focus on maintaining current status & achievements and develop and implement strategies for continual improvement.	B: MHRWD C: WHSRMO D: WHSRMO	●	Safety training kept up to date using Safe Hold ensuring workers are trained to incorporate continuous improvement process behaviours into their daily tasks
	Implement supervisor training on Councils WHS Management Software (Safe Hold) to increase usage.	B: MHRWD C: WHSRMO D: WHSRMO	●	Continuing focus.
	Continue develop and implement Emergency Preparedness Procedure in conjunction with State Cover WHS Action Plan.	B: MHRWD C: WHSRMO D: WHSRMO	●	Works in progress to confirm and develop awareness of requirements. Safety packs and support equipment developed and used during current bushfire emergency.
Continue to monitor and review as required, near miss, incident and accident data.	B: MHRWD C: WHSRMO D: WHSRMO	●	Incidents thoroughly investigated and reported. Trends evaluated to better understand and implement effective control measures.	

**b) Budget**

**Report for the Month of October 2019/20**

Account Type	2019/20 Full Year Budget	YTD Actuals	YTD Budgets	YTD Variance	Percentage Spent	Variance Comments
<b>Workforce Development</b>						
1. Operating Income	-89,391	-54,237	-21,996	32,241	61%	
2. Operating Expenditure	940,784	-4,841	313,596	318,437	-1%	



**Capital Income:**

N/A

**Capital Expenses:**

The \$10,000 allocated for the Workforce, Planning and Evaluation or related Software (Pulse) was scheduled to be purchased in the last quarter of the Financial Year/ provider availability has presented some difficulty in finalisation. Provider has signaled availability and has quoted –some supplementary funding may be required.

**Operational Income:**

Operating income from subsidies and incentives continues on track and trends indicate stronger above budget achievement. Receipts reflected at this stage of the Financial Year. A number of training expenses have also been externally funded and therefore do not show directly as income. Over \$100,000 of externally supplied training has been funded without cost to Council, other than the wages of those attending essentially mandatory, regulatory or compliance training and development. We are considered a major Council consumer of available funding.

**Operational Expense:**

Expenditure on training, including travel, committed and incurred. Expenditure while below budget overall it is forecast to match budget within the financial year. Overall expenditure anticipated to be on budget.

**Emerging Issues, Risks and Opportunities**

Risks – Councils provision of plant machinery and manpower to assist the RFS firefighting activities posed a number of risks to Council and its staff that are not normally present in day to day activities. Training to compensate was completed and plans have been updated to reflect learning. Managers and Supervisors with the assistance of the WHS Risk Management ensured Councils Risk Management and Enterprise Risk Management Principles policies and procedures were implemented, monitored and reviewed. Appropriate control measures were enacted to ensure the safety of staff, protection of assets and the environment. Fatigue management has been reviewed due to the current bush fire situation and great improvements have been made in this area.

### c) The Business of Improving the Business

Funded Supervisory training for their Managers and Supervisors continues. Follow up training is being provided. Extensive required safety training supplied in areas such as forklift, chainsaw, first aid, regulatory requirements and Chemcert. Recent staff appointments are supporting business improvement.

#### SWOT ANALYSIS

Human Resources and Workforce Development – (MHRWD)

**S**

**Strengths**

- Workforce Management Strategy approved and in place with strategies being progressively implemented, including training with external and internal funding and budget capability support;
- Availability of internal metrics and external comparative data to aid decision making;
- Current staff capabilities, quantity of well-defined procedures, knowledge of workforce and their needs to facilitate planning;
- Sound payroll data and system operations, stable industrial relations.

**W**

**Weaknesses**

- Cumbersome nature of some processes including job evaluation and performance appraisal, that need automation support;
- Periodic difficulty in obtaining performance against budget data;
- Prior handling of the Change process;
- Inconsistent identification of training needs for some staff by responsible supervisors, need for some managers to improve management techniques.

**O**

**Opportunities**

- Improve management of the Change process and enhance communication; Complete staff surveys
- Republish/establish approved Organisation Structure, develop the Organisation; Establish Succession Planning for key positions
- Complete reviews of and changes to the Performance Appraisal, Position Descriptions and Salary Evaluation Systems. Complete training programs including Councillor training;
- Update selected HR Policies, become an Employer of Choice;
- Effectively re-establish the Consultative Committee.

**T**

**Threats**

- Failure to address some inefficiencies related to particular staff duties;
- Overlook particular priority training needs, which impair performance;
- Technology change unavailable or not capable or provision;
- If inappropriate selection decisions are made;
- Poor application of management skills and missed opportunities for mentoring;
- Incomplete Succession Planning
- Reduction in available funding.

## SWOT ANALYSIS

### WHS and Risk Management – (MHRWD)

**S**

**Strengths**

- Well defined WHS strategies, actions, programs and commitment to safety;
- Benchmarked performance, target achievement;
- Defined Risk Management strategies;
- Good staff attitude and commitment to WHS and Risk;
- Current WHS/Workers Compensation performance and low premium costs and excellent "recover at work" attitudes;
- Safe Hold Software.

**W**

**Weaknesses**

- Need to further encompass Injury Management Programs;
- Better definition of lead indicators;
- Definitions of Enterprise Risk Management (ERM) actions and lead indicators;
- Potential heavy workload culture which could exacerbate risks;
- Mid-level management understanding of legislated duties and obligations;
- Current underdeveloped ERM implementation framework.

**O**

**Opportunities**

- Capitalise on current WHS performance and downward injury trend to maintain momentum and drive continuous improvement;
- Embrace technological advances in WHS and Risk Management Implementation;
- Learn from other Council Systems and advice;
- Reinvest Incentive Payments from Insurers for further improvements and WHS initiatives.

**T**

**Threats**

- Legislative non-compliance and penalties;
- Contractor non-compliance or poor performance;
- A major workplace or public liability incident;
- Reduction in current funding arrangements;
- Property loss or damage due to non-compliance, unsafe practice.

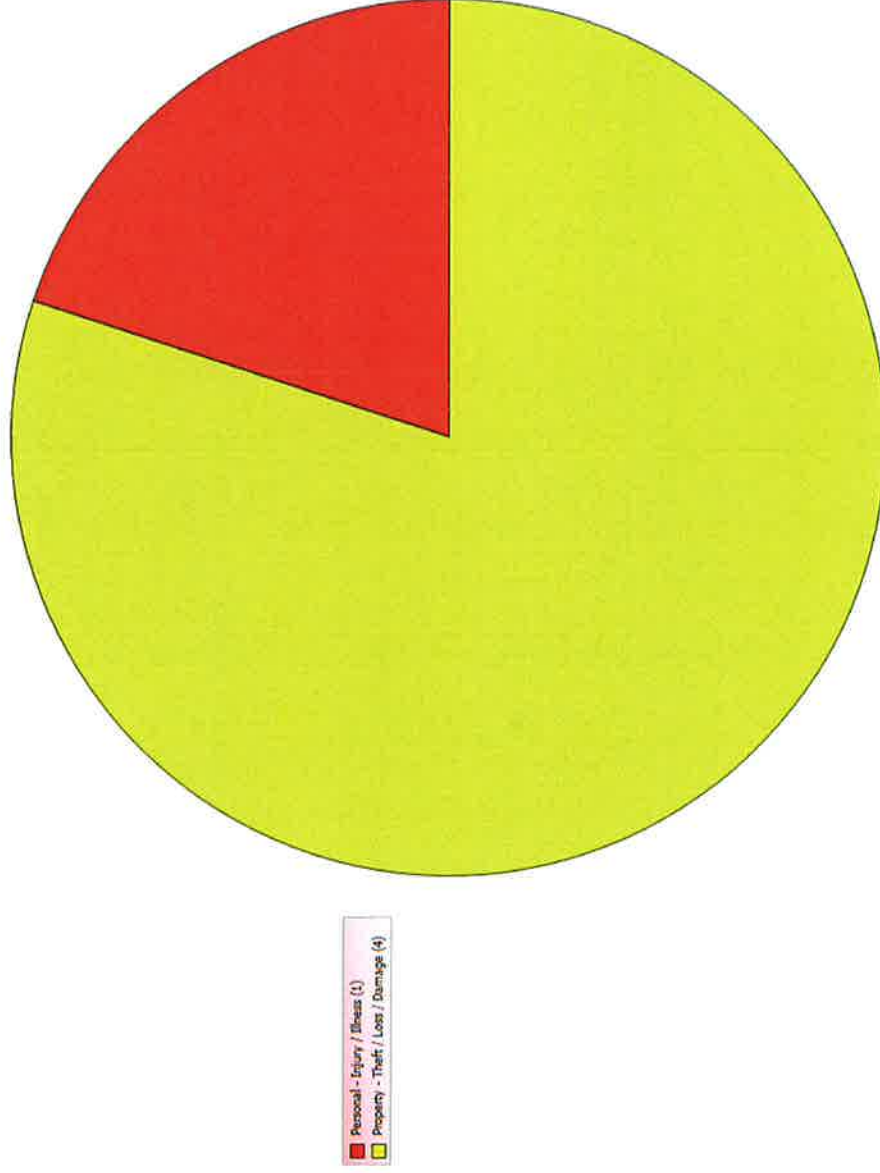
#### d) Customers

HR & Workforce Development are continually working closely with our internal and external stakeholders. Some of the programs/initiatives are: in relation to work health and safety, training and development for staff, Work for the Dole initiatives/activities, school work placement activities, jobseekers/applicants.

**e) Business Statistics**

30 days to Date - All Incident Statistics

Reported - Incident Types - All Incidents 30 Days to Date - Including Present - Total of 5





**f) Special events, achievements of note, celebrations**

## 8. Emergency Services



Under the 4 year Delivery Plan *Emergency Services* relates to: integrating land use policies to support emergency management; disaster management; review of emergency management plans; inter-agency communication and collaboration; and rural addressing. The Office of the Chief Executive directly oversees these outcomes.

### a) Delivery and Operational Plan precis

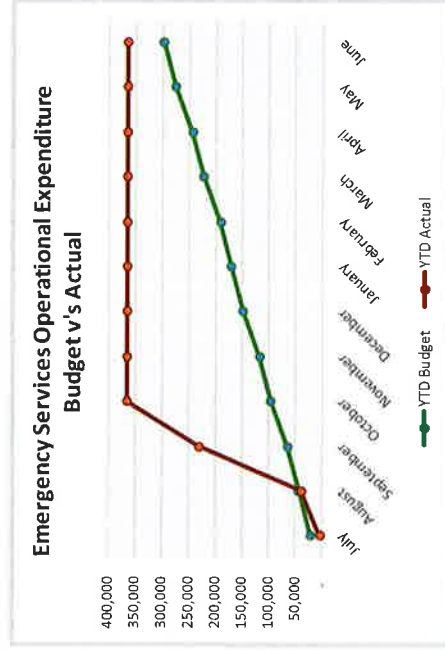
4 Year Delivery Program	1 Year Operational Plan 19/20	Officer			Comments: (Business Manager to provide short precis.)
<p>DP8.01) Review and ensure the integration of Council current studies and plans into strategic land use planning and operational planning documents and policies to support our emergency management function.</p> <p><b>Disaster management:</b> A – Chief Executive</p> <p><b>Roads, bridges and retaining walls:</b> A – Chief Operating Officer</p>	<p>Review learnings from 2019 bushfires &amp; 2018/2019 Local Emergency Management Committee exercises, with updates to the Emergency Management Plan.</p> <p>Work with Assets/ Planning, Finance, GIS &amp; Works to complete at least 15 % installation of rural address identifiers.</p> <p>Continue to work with the local Rural Fire Service.</p>	<p>B: MHRWD C: WHSRMO D: WHSRMO</p> <p>B: MAPP/MHRWD C: MAPP D: MW</p> <p>B: CCO C: CCO</p>	<p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p>	<p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p>	<p>2019 Emergency Management Plan tabled at October LEMC meeting and signed off. Office of Emergency Management approval on the Tenterfield and Urbenville emergency exercise proposals received.</p> <p>GIS/Finance has updated Mapping software available project planning to upgrade and update rural addressing underway.</p> <p>Frequent direct contact with RFS. On Accounting functions. Recoveries from Bush fire related actions also progressed with funds received and to be received. Council LEMO's continuing to assist combat agencies and the Office of Emergency Management with the community recovery stage of the fire events. Current Heightened involvement during the current emergencies through direct liaison and support.</p> <p>HR &amp; WD working with Property and Buildings to advance achievement in a timely manner and to acquit Grant.</p>

### a) Budget

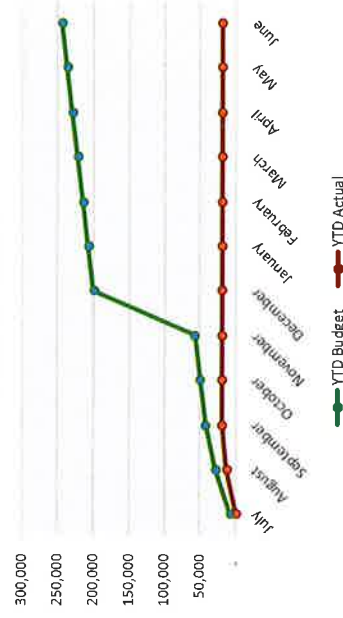
## Report for the Month

of October 2019/20

Account Type	2019/20 Full Year Budget	YTD Actuals	YTD Budgets	YTD Variance	Percentage Spent	Variance Comments
<b>Emergency Services</b>					%	
1. Operating Income	-233,800	-19,295	-77,952	-58,637	8%	
2. Operating Expenditure	305,257	364,972	101,748	-263,224	120%	



## Emergency Services Operational Income Budget v's Actual



### Capital Income:

### Capital Expenses:

### Operational Income:

Awaiting formally advised and scheduled payments from RFS, generally forwarded later in the financial year as a lump sum

### Operational Expense:

Actual expenses reflect heightened fire activity this and last financial year.

### b) Capital Projects

Pending further progress with Mingoola RFS station.

**c) Emerging Issues, Risks and Opportunities**

Outstanding cost recovery still ongoing from the February/March fires from the Rural Fire Service. Tenterfield Shire Council has now formally requested the assistance of the NSW Government Office of Emergency Management in this matter.

**d) The Business of Improving the Business**

Strong and open participation at LEMC level and the planning of exercises and Centre improvements demonstrate business improvement. Increased participation at the Regional level recognised.

**e) Customers**

On-going relationships with combat and support agencies strengthening further through effective operation of the LEMC and the exchange of information and built participation at the Local emergency Management Committee.

**f) Business Statistics**

Regular Situation Reports received from the RFS and Regional Emergency Management, highlighting resources engaged and fire damage incurred.

**g) Special events, achievements of note, celebrations**

All Tenterfield Shire Council Staff have performed above and beyond during these times of Emergency Management activation. This performance acknowledged by the RFS, Regional Emergency Management. Current extensive involvement and close working relationships and resource provision during the serious fire emergency in the Shire and surrounding areas.

## 9. Finance and Technology



Under the 4 year Delivery Plan *Finance and Technology* relates to: information technology; financial sustainability and advise; investments; financial capacity; procurement compliance; regulatory and statutory compliance; business systems; property strategy, overall management and register, land mapping service (GIS). The Office of the Chief Corporate Officer directly oversees these outcomes.

### a) Delivery and Operational Plan precis

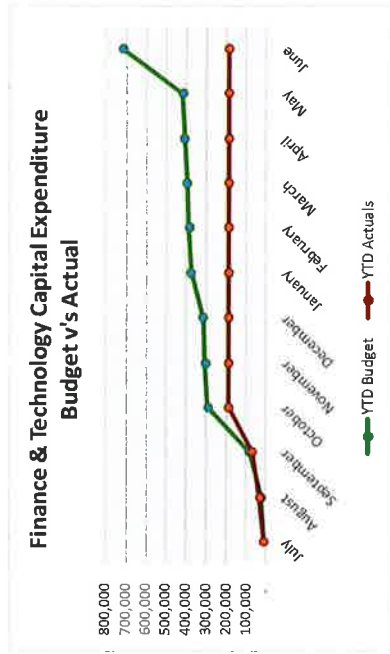
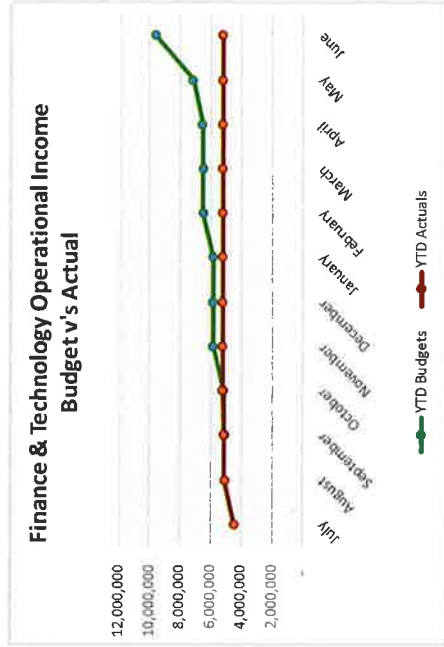
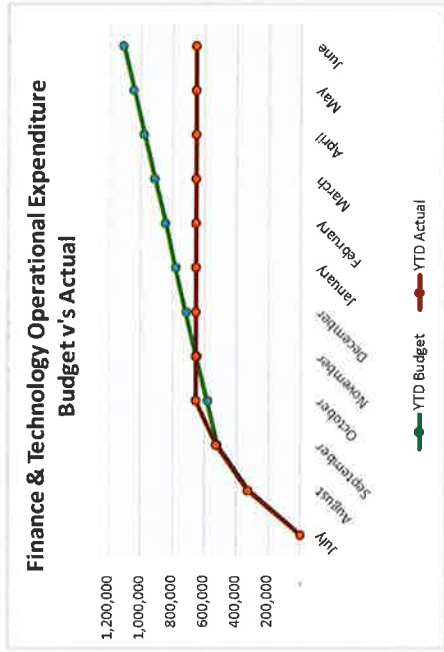
4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	0	0	0	Comments: (Business Manager to provide short precis.)
<p>DP9.01) Ensure that information technology meets Councils operational requirements.</p> <p><b>IT system / software and hardware</b> : A - Chief Corporate Officer</p> <p><b>Network systems and corporate business applications integration</b> : A - Chief Corporate Officer</p>	<p>Finalise development of the Technology Strategic Plan to guide Council's information technology related decision making.</p> <p>Ensure managed service arrangements are effectively supporting business requirements.</p> <p>As per Council's Technology Strategic Plan and Budget ensure technology is of a sufficient standard to support Council's operations.</p>	<p>B:MFT C:MFT</p> <p>B:MFT C:MFT D:MFT</p> <p>B:MFT C:MFT D:MFT</p>	0	0	0	<p>Work continues on the development of this plan.</p> <p>Managed Service arrangements are working well.</p> <p>Upgrades to some of Council Corporate systems will begin in November 2019.</p> <p>Ways to improve internet speeds at Urbenville are currently being investigated. Work to improve connectivity and speeds at sites other than the main administration building should be completed in November 2019. Fibre Optic Cable has been laid at the Saleyards between the Weigh Office and the Administration Building to provide additional connectivity between the two areas (in addition to the wireless link which will become the backup solution).</p>
<p>DP9.02) Make prioritised decisions in the long-term interest of the broad community and have regard to financial and infrastructure sustainability.</p> <p><b>Corporate financial planning</b> : A - Chief Corporate Officer</p>	<p>Review, revise and maintain Councils Long Term Financial Plan in line with statutory requirements.</p> <p>Provide financial reports to Management and staff to assist in budget control and decision making.</p>	<p>B:MFT C:MFT</p> <p>B:MFT C:MFT D:MFT</p>	0	0	0	<p>Work has commenced on aligning the asset management plans with the Long Term Financial Plan.</p>
<p>DP9.04) Ensure that financial sustainability and the community's capacity to pay inform adopted community service levels.</p> <p><b>Procurement and tendering compliance</b> : A - Chief Corporate Officer</p> <p><b>Procurement and tendering framework</b> : A - Chief Operating Officer</p> <p><b>Corporate financial planning</b> : A - Chief Corporate Officer</p> <p><b>Rates and revenue</b> : A - Chief Corporate Officer</p>	<p>Ensure adequate and effective internal controls are in place for all financial management and purchasing functions (Compliance).</p> <p>Maintain a strategic rating structure that is equitable across the region.</p> <p>Manage investments in the long term interest of the community and within regulatory requirements - Plan, develop and manage Council's investment portfolio.</p>	<p>B:COO C:MAPP D:MAPP</p> <p>B:CCO C:MFT D:MFT</p> <p>B:MFT C:MFT D:RevC</p>	0	0	0	<p>Council is progressively moving the risks and internal controls to mitigate them to the new Risk Management software package.</p> <p>Council's response to the Rating Review was submitted to the Office of Local Government by before the deadline.</p> <p>Interest rates are at record lows within Australia, which has resulted in a reduction in interest income to Council.</p>

<p>DP9.05) Ensure compliance with regulatory and statutory requirements and that operations are supported by effective corporate management. <b>Corporate financial planning</b> : A Chief Corporate Officer</p>	<p>Complete quarterly budget review statements in-line with statutory requirements. Process accounts payable in-line with Councils protocols and suppliers terms of trade. Complete and lodge Annual Financial Statements in accordance with Statutory Requirements.</p>	<p>B:MFT C:MFT D:A</p> <p>B:MFT D:P/AP</p> <p>B:MFT D:A</p>	<p>The first quarterly budget review will be provided to the November Ordinary Council meeting. Accounts are being processed in line with Council's protocols and suppliers terms of trade. Council's Annual Financial Statements have been lodged by 31 October 2019. Draft Statements were presented to the September Council Meeting for approval to refer to Audit. The audit is completed and the Audited Financial Statements will be included in the Annual Report. The Drought Grant Funding was acquitted, audited and submitted and Council has now received the final payment of \$200K. Council's external audit commence in mid-September 2019 and is now finalised.</p>	<p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p>
<p>DP9.06) Deliver continuous improvements in Council's business, processes and systems <b>Corporate financial planning</b> : A Chief Corporate Officer</p>	<p>Organise and manage the external audit of Council. Implement any actions arising out of issues raised by Auditors during the interim and final audit as per agreed timeframes. Implement any actions arising from the Audit &amp; Risk Committee of TSC Internal Audit Program as per agreed timeframes. Continue to improve Council's Land and Mapping Service and program application services.</p>	<p>B:MFT C:MFT D:A</p> <p>B:MFT C:MFT</p> <p>B:MFT C:MFT</p> <p>B:MFT C:MFT D:A</p>	<p>Council's external audit commence in mid-September 2019 and is now finalised. Council staff follow up on these actions as agreed to with the Auditors. Council staff follow up on these actions as agreed to with the Internal Audit Committee. Council continues to improve in this area.</p>	<p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p>

**Budget**

**Report for the Month of October 2019/20**

Account Type	2019/20 Full Year Budget	YTD Actuals	YTD Budgets	YTD Variance	Percentage Variance	Variance Comments
<b>Finance &amp; Technology</b>						
1. Operating Income	-10,045,669	-5,218,352	-3,348,544	1,869,808	55.84	
2. Operating Expenditure	1,110,710	653,007	29,412	-230,085	-782.28	
4. Capital Expenditure	508,800	188,179	169,596	-18,583	-10.96	
1810501. Computer Equipment	300,000	115,465	100,000	-15,465	-15.47	No Significant Variance
1810502. IT Infrastructure Upgrade - Depot	0	1,320	0	-1,320	-100.00	Budget to be added in Quarterly Budget Review
1810507. Fibre Optic Cabling of Sites	50,000	292	16,668	16,376	98.25	No Significant Variance
1810508. Capitalised Software	100,000	31,944	33,332	1,388	4.16	No Significant Variance
1810509. Furniture & Equipment Purchases	40,000	0	13,332	13,332	100.00	No Significant Variance
1810510. Photocopier Lease Payments - Capitalised	10,000	4,255	3,332	-923	-27.70	No Significant Variance
1810511. Digital Scanner Lease Payments - Capitalised	8,800	2,595	2,932	337	11.50	No Significant Variance
2200500. Monthly Operational Plan Digitisation	0	32,308	0	-32,308	-100.00	Actual to be Journalled to correct account



**Operational Income:**  
*Operational Income is as expected for October 2019 and reflects the fact that rates have been levied for the full year.*

**Operational Expenditure:**  
*Operational Expenditure is as expected for October 2019.*

## **Capital Income: Not Applicable**

### **Capital Projects**

As depicted in both the Capital Expenditure graph and the table above, there has been minimal capital expenditure YTD.

### **Emerging Issues and Risks**

The requirement for Councils to implement A New Risk Management and Internal Control Framework will, if kept in the present draft form which is open for feedback until the end of December 2019, cause additional financial impost to Council from both additional staffing and other resource requirements which effectively will force smaller Councils like Tenterfield towards a Joint Organisation approach which will incorporate another layer of administration and cost.

The outcome of the Review of Rating Final Report may have implications for Council as to how rates are calculated; the types of exemptions that can be given; disclosure requirements around exemptions and other matters raised in the Review.

The financial risks associated with the drought include the cost of invested funds to resolve the issues. While there is some grant funding that can be put towards these costs, at least 25% will need to be found by Council and it has not been a cheap exercise so far. This will no doubt be a topic of discussion in the first Quarterly Budget Review.

### **The Business of Improving the Business**

There has been a strong focus on improving the IT Infrastructure across Council and mention was made of the Saleyards and Depot, but all sites connected back to the Administration building will see an improvement in speed once work is completed in this area.

The introduction of NBN for the Public Wifi in the main street and Public access computers in the Library, will not only improve IT System security for Council but enhance the users experience.

Similarly, Council is looking to introduce NBN for use at the Urbenville Water Treatment Plant to give greater connectivity and faster internet speeds.

In terms of the finance and accounting aspect of the team, work continues on improving Council's chart of accounts structure to ensure more meaningful reports can be provided to managers.

Mapping is an area of renewed interest by staff across the Council and the demand upon Council's GIS officer's time will only get heavier as more spatial data is required.



## SWOT ANALYSIS

### Finance & Technology – (MFT)

#### S

##### Strengths

- Integrated Finance System;
- Proven ability to secure grant funding;
- Established processes.

#### W

##### Weaknesses

- Some staff development needs;
- Some processes are developed to address gaps and do not represent good practice;
- Lack of high level Information and Communication Technology (ICT) Strategy in place;
- Restrictions in the flexibility and cost of adjustments to the Financial System;
- Fund based business operations have insufficient funds for expected long term needs.

#### O

##### Opportunities

- Development of Management Accounting to assist understanding of our financial practice by staff and Elected Members;
- Increase understanding/take up of available grants by all business areas;
- Refine the Long Term Financial Plan (LTFP) and Asset Management System (AMS) and integration;
- Refinement of the Staff Structure in finance to ensure management and statutory accounting needs are improved;
- Greater interface between Finance team and staff for corporate solutions.

#### T

##### Threats

- Continued movement, increased demand/management and risks in the ICT space;
- Grant funding becomes scarce, not aligned with Council needs and more costly to apply;
- Lack of planning and forward business planning for both Finance and ICT functions.

## **Customers**

Finance services a range of customers both external and internal to Council and we aim to provide a high level of customer service. Finance staff have assisted other sections of Council with budget information and grant acquittals/returns.

### **b) *Business Statistics***

Not applicable.

### **c) *Special events, achievements of note, celebrations***

The audit of the Financial Statements is completed.

Following extensive consultation and review of quotations from Telstra and Leading Edge Tamworth, Council has decided to go with the proposal from Leading Edge on 31 May 2019, to replace Council's 'phones with the latest technology Mitel smartphones and associated call management software. The project has commenced and it is expected to be completed by November 2019.

## 10. Corporate and Governance



Under the 4 year Delivery Plan *Corporate and Governance* relates to: statutory reporting, business processes and integration; procurement compliance; audit; community involvement; customer service; governance; information technology and information management; insurance, risk and business continuity; registers and records management, legal services and election support. The Office of the Chief Corporate Officer directly oversees these outcomes.

4 Year Delivery Program		1 Year Operational Plan 19/20		Officer	3	0	Comments: (Business Manager to provide short precis.)
<p>DP10.01) Ensure that the performance of Council as an organisation complies with all statutory reporting guidelines and information is available to decision makers.</p> <p><b>Corporate performance &amp; reporting</b> : A - Chief Corporate Officer</p> <p><b>Business process improvement &amp; integration</b> : A - Chief Corporate Officer</p> <p><b>Procurement and tendering compliance</b> : A - Chief Corporate Officer</p> <p><b>Internal audit</b> : A - Chief Corporate Officer</p>	<p><b>1 Year Operational Plan 19/20</b></p> <p>Development of annual Operational Plan aligned to Council's four year Delivery Plan.</p> <p>Development of Council Annual Report on all services.</p> <p>Statutory Reporting, progress reports and advice provided to Council, the Executive Management Team, the Audit and Risk Committee and staff.</p> <p>Delivery of Government Information (Public) Access information services within statutory requirements and associated reporting to the Information and Privacy Commission.</p> <p>Management, development and delivery of the Internal Audit Program and services to the Audit and Risk Committee. Implementation of the Audit and Risk Committee recommendations.</p> <p>Development of a legislative compliance framework, within Council's governance framework.</p> <p>Monthly reporting to Council on fraud, misconduct, compliance breaches and legal actions via the Monthly Operational Report.</p> <p>Compliments and Complaints Register maintained, monitored and reported.</p> <p>Customer Service Policy and Strategy Framework reviewed and applied to ongoing delivery of Monthly Operational Plans, including development of supporting metrics.</p> <p>Deliver biannual Customer Satisfaction Survey.</p>		<p>B:CCO C:MCSSGR D:MCSSGR</p> <p>B:CCO C:MCSSGR D:MCSSGR</p> <p>B:CCO C:MCSSGR D:MCSSGR</p> <p>B:CCO C:MCSSGR D:MCSSGR</p> <p>B:CCO C:MCSSGR D:MCSSGR</p> <p>B:CCO C:MCSSGR D:MCSSGR</p> <p>B:CCO C:MCSSGR D:MCSSGR</p> <p>B:CCO C:MCSSGR D:MCSSGR</p> <p>B:CCO C:MCSSGR D:MCSSGR</p> <p>B:MCSSGR C:MCSSGR D:MCSSGR</p> <p>B:MCSSGR C:MCSSGR D:MCSSGR</p> <p>B:MCSSGR C:MCSSGR D:MCSSGR</p> <p>B:MCSSGR C:MCSSGR D:RC</p>	<p>Operational Plan for 2019/20 adopted by Council 29 May 2019.</p> <p>Annual Report 2018/19 development initialised.</p> <p>Annual Public Interest Disclosure reporting to NSW Ombudsman's Office in July 2019. No PIDs made in 2018/19.</p> <p>GIPA reporting for 2018/19 submitted to the IPC on 30 September 2019. One formal GIPA application received, one informal GIPA application received in October 2019.</p> <p>Internal Audit – Centium Group Pty Ltd engaged to undertake Internal Audits in 2019/20 (Light Fleet, Procurement &amp; Tendering, IT Systems), commencing in November 2019.</p> <p>Delegations updates required for new staff titles and positions in updated organisational framework. Delayed due to competing priorities with Customer Service.</p> <p>No fraud, misconduct or compliance breaches for September 2019. No new legal actions. One ongoing legal action (previously reported to Council).</p> <p>22 compliments, 16 complaints in October 2019.</p> <p>187 Customer Service General Enquiries received in October 2019.</p> <p>Customer Satisfaction Survey to be undertaken in February/March 2020.</p>			
	<p>DP10.02) Promote and support community involvement in Council decision making process.</p> <p><b>Community engagement</b>: A - Chief Executive Officer</p> <p><b>Customer service</b>: A - Chief Corporate Officer</p> <p><b>Governance framework (including registers and monitoring)</b> : A - Chief Corporate Officer</p>						

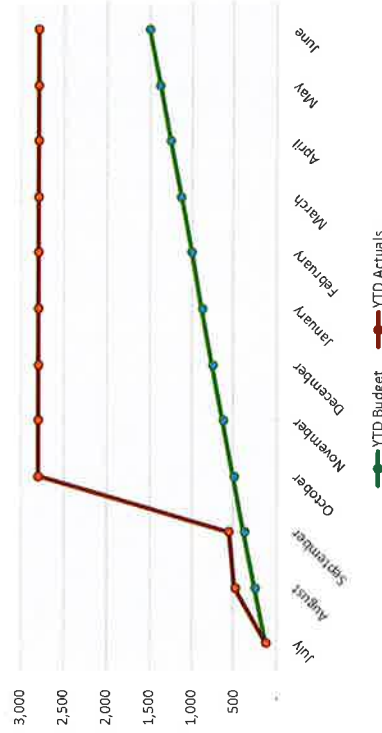
<p><b>IT system / software and hardware:</b> A – Chief Corporate Officer</p> <p><b>Business process improvement &amp; integration:</b> A – Chief Corporate Officer</p> <p>DP10.03) Deliver Customer Service and Business Services in the support of corporate outcomes.</p> <p><b>Customer service:</b> A – Chief Corporate Officer</p>	<p>Customer Service Charter applied to customer services.</p> <p>Training and development of customer service staff to deliver Council Customer Service Charter, Policy and Strategy requirements and improvements.</p> <p>Delivery of policy, procedure and protocol advice and guidance to Council, the Executive Management Team and staff.</p> <p>Governance policies, procedures and protocols reviewed, developed and implemented.</p> <p>Delivery of customer services to ratepayers, residents and visitors through streamlined processes.</p> <p>Procurement and tendering framework strategy and methodology review and development.</p>	<p>B:MCSSGR C:MCSSGR D:CSO</p> <p>B:MCSSGR C:MCSSGR D:MCSSGR</p> <p>B:MCSSGR C:MCSSGR D:MCSSGR</p> <p>B:MCSSGR C:MCSSGR D:MCSSGR</p> <p>B:MCSSGR C:MCSSGR D:CSO</p> <p>B:MCSSGR C:RO D:RO, AO</p> <p>B:MCSSGR C:MCSSGR D:MCSSGR</p> <p>B:MCSSGR C:MCSSGR D:MCSSGR</p> <p>B:MCSSGR C:RC D:RC,RO</p>	<p>Customer services being delivered within charter timeframes.</p> <p>Cash handling training course completed on 16, 17 October 2019 for customer service staff, staff and volunteers at the School of Arts and Visitor Information Centre.</p> <p>Providing ongoing advice to the organisation.</p> <p>Fraud prevention policy, procedure and plan being developed. Procurement policy and tendering procedure being redeveloped.</p> <p>Installation and operation of new phone system to commenced 19, 20 September 2019. Call centre software to be installed in November 2019.</p> <p>Procurement and tendering policy, procedures and practices being reviewed as part of Council's Internal Audit, commenced in October 2019.</p> <p>Electronic records system (AltusECM) purchased from IT Vision in October 2019. Migration and training to commence mid-November 2019 to end-December 2019.</p> <p>One existing legal case (previously reported).</p> <p>Staff continuing to digitise records. Access to 134 Manners Street delayed due to delay in remediation of asbestos.</p>	<p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p>
<p><b>Insurance, risk &amp; business continuity:</b> A – Chief Executive</p> <p>DP10.04.01) Deliver and facilitate leadership in strategic planning and implementation.</p>	<p>Records management, storage and distribution as per statutory and organisational requirements.</p> <p>Manage external legal services.</p> <p>Records digitisation program continued, in line with State and Federal Records digitisation programs.</p>	<p>B:MCSSGR C:MCSSGR D:MCSSGR</p> <p>B:MHRWFD C:WHSRMO D:WHSRMO</p> <p>B:MCSSGR C:RC D:RC,RO</p>	<p>Electronic records system (AltusECM) purchased from IT Vision in October 2019. Migration and training to commence mid-November 2019 to end-December 2019.</p> <p>One existing legal case (previously reported).</p> <p>Staff continuing to digitise records. Access to 134 Manners Street delayed due to delay in remediation of asbestos.</p>	<p>●</p> <p>●</p> <p>●</p>

**b) Budget**

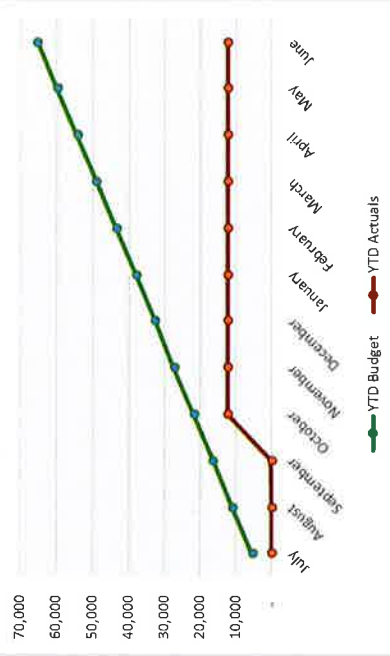
**Report for the Month of October 2019/20**

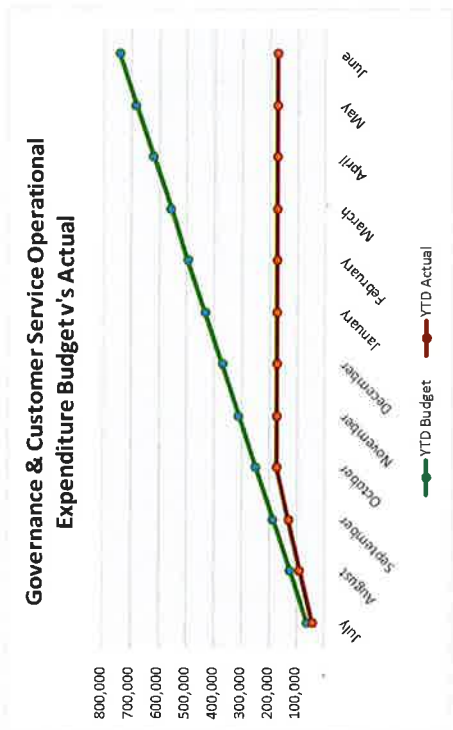
Account Type	2019/20 Full Year Budget	YTD Actuals	YTD Budgets	YTD Variance	Percent of Variance	Variance Comments
<b>Corporate and Governance</b>					%	
1. Operating Income	-1,500.00	-2,796.64	-500.00	2,296.64	459.33	
2. Operating Expenditure	688,285.00	172,774.46	229,432.00	56,657.54	24.69	
4. Capital Expenditure	61,000.00	12,236.36	20,336.00	8,099.64	39.83	
1810255. Risk Management Module	8,000.00	0.00	2,668.00	2,668.00	100.00	
1810500. Office Furniture & Equipment	3,000.00	0.00	1,000.00	1,000.00	100.00	
2220505. Corporate Planning & Performance (OS)	50,000.00	12,236.36	16,668.00	4,431.64	26.59	

**Corporate & Governance Operational Income Budget v's Actual**



**Governance & Customer Service Capital Expenditure Budget v's Actual**





**Capital Income:**

- No identified capital income.

**Capital Expenses:**

- Continued IP&R customisation in 2019/20 - \$50,000

**Operational Income:**

- Income of \$2,174 in October 2019 due to an LG Procurement rebate being receipted into Sundry Corporate Income account.

**Operational Expense:**

- Customer Satisfaction Survey to be undertaken in the second half of 2019/20 - \$25,000
- Internal Audits to be undertaken in 2019/20 (Procurement, Light Vehicles and IT Systems) - \$50,000

**c) Capital Projects**

- CAMMS IP & R software is being populated from August 2019. Connection to SynergySoft will need to be done using an SQL connector. - \$50,000 from 2018/19.

**d) Emerging Issues, Risks and Opportunities**

- Remainder of phone system software delivery to be completed to November 2019.
- The Records Digitisation Project is continuing work with scanning of old records to SynergySoft. Scanning equipment has been received and staff are preparing to relocate to 134 Manners St for approximately 12 months to provide Records Officers closer access to the storage area for digitisation and categorisation of documents. Delay has occurred due to delay in remediation of asbestos floor coverings (lino). It is hoped that this will be completed before December 2019.

**e) The Business of Improving the Business**

- Council's mobile application went live in July 2019, with over 5,000 views to 30 October 2019 (see Business Statistics below).

## SWOT ANALYSIS

### Governance – (MCSGR)

#### S

##### Strengths

- Statutory deadlines for reporting are being met.
- Records Management is delivering against the operational plan accountabilities.
- Customer Service statistics and trends are being reported.
- Centralised Customer Service complaints management and response.

#### W

##### Weaknesses

- Reliance on part time and casual positions in customer service and administration supporting customer service and civic office.
- Task shifting from other accountabilities risks key priorities and deadlines in Corporate & Governance not being met.
- Simple customer complaints not always being addressed in a timely manner; these become complex complaints with a commensurate level of resources required to resolve a matter that could have been solved at the first instant.
- Cash handling practises across the organisation are not consistent.
- Cash management within organisation needs to be modernised (refunds can take weeks, if not months, to be processed).

#### O

##### Opportunities

- Provide training on cash handling and management practises.
- Provide training on rates.
- Provide training on planning & regulation.
- Provide training to managers on handling difficult customers.

#### T

##### Threats

- Deadlines for customer response not met.
- Customers broadcasting negative experiences to the community.
- Loss of Corporate and public reputation through inconsistent messaging to customers and stakeholders.

### f) Customers

22 compliments, 16 complaints in October 2019.

187 Customer Service General Enquiries received in October 2019.

### g) Business Statistics

## October 2019

### Mobile Application

Total Page Views

Unique Page Views

395 Downloads

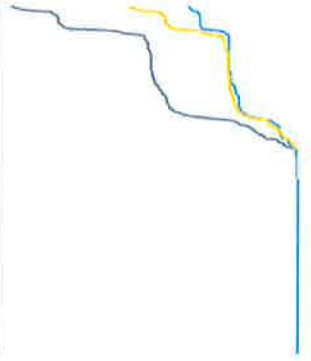
**7,698** TOTAL VIEWS

**3,202** UNIQUE VIEWS

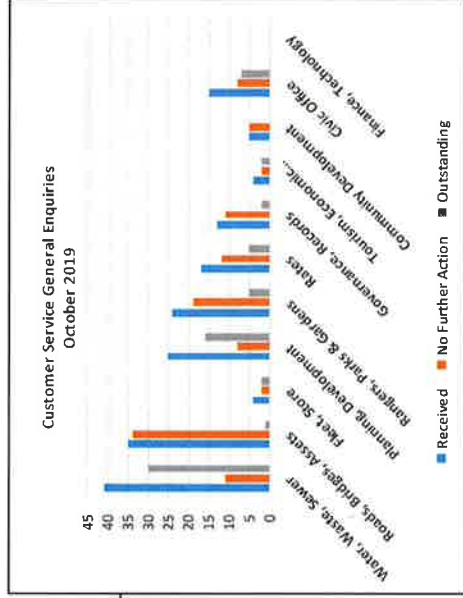
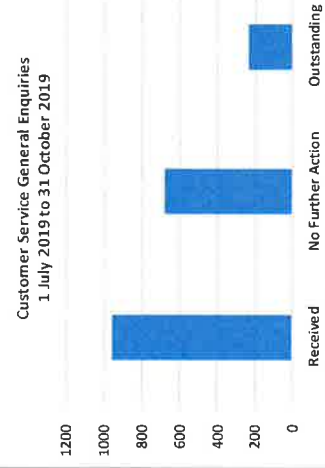
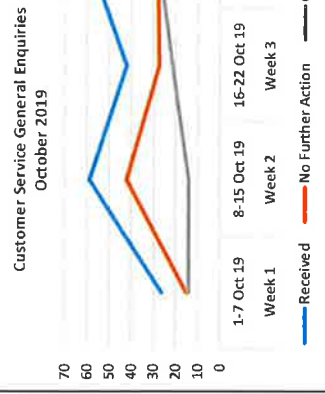
Page	Views	Page Views	Views
Notifications	1,460	Notifications	292
What's On	710	What's On	230
Community Directory	462	Community Directory	171
Services for Residents	415	Services for Residents	156
Tenterfield	371	Tenterfield	142
Visit Tenterfield	313	Public Toilets	132
Public Toilets	302	Jobs	120
Council Facilities	284	Have Your Say	119

All Stats

All Stats



### Customer Service



### Explanatory Notes



Total Customer Service General Enquiries for October 2019 were 187.

Customer Service General Enquiries by Service statistics indicate that the main areas of enquiry for October 2019 were Water, Waste & Sewer (41) and Roads, Bridges & Assets (35).

**h) Special events, achievements of note, celebrations**

Downloads of Council's mobile application increased by 77% from September 2019, from 223 to 395.

## 11. Environmental Management



Under the 4 year Delivery Plan *Environmental Management* relates to: education; noxious plants; feral pests (advocacy); illegal dumping and pollution; and roads & footpath regulatory enforcement. The Office of the Chief Corporate Officer directly oversees these outcomes.

### a) Delivery and Operational Plan precis

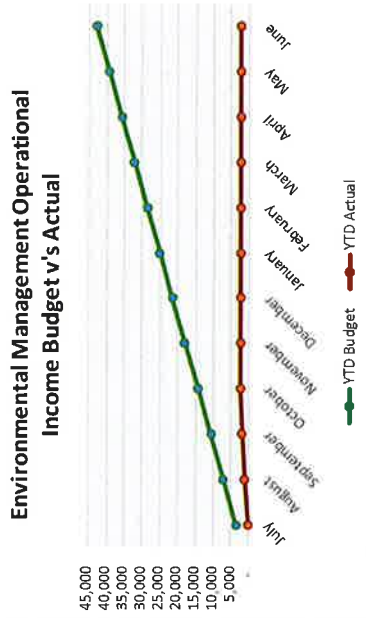
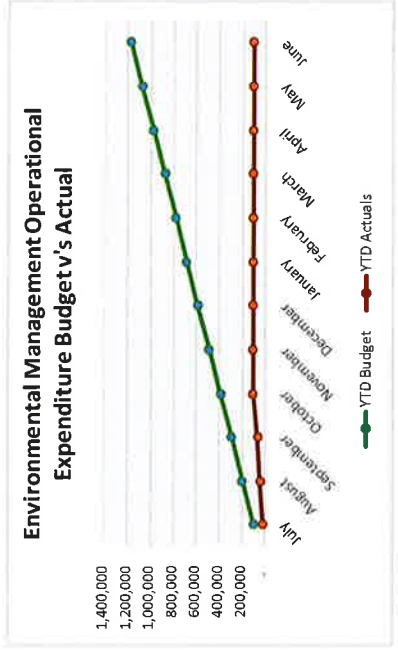
4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	Comments: (Business Manager to provide short precis.)
<p>DP11.01) Provide community education program to encourage residents and visitors to reduce their impact on vegetation including the management of pests and weeds.</p> <p><b>Noxious plants:</b> A – Chief Corporate Officer</p> <p><b>Feral pests:</b> A – Chief Corporate Officer</p> <p><b>Illegal dumping and littering:</b> A – Chief Corporate Officer</p> <p><b>Pollution regulation:</b> A – Chief Corporate Officer</p> <p><b>Parking, traffic &amp; DDA regulation:</b> A – Chief Corporate Officer</p>	<p>Attend local Agricultural Shows and issue handouts. Update the Council website in relation to weed concerns.</p> <p>Public awareness weed signs installed on high risk pathways and water ways.</p> <p>Provide advocacy to residents to support feral pest management. Provide advice and support any pest animal management concerns.</p> <p>Illegal dumping and pollution management and regulation provided as needed.</p> <p>Parking, traffic and regulatory enforcement. Regular patrols, with enforcement of parking, footpath trading and signage requirements. New footpath policy for adoption to Council.</p>	<p>B: OSRUS C: OSRUS D: WO</p> <p>B: OSRUS C: OSRUS D: WO</p> <p>B: OSRUS</p> <p>B: OSRUS C: OSRUS D: OSRUS</p> <p>B: OSRUS D: OSRUS</p>	<p>Attended Stanthorpe and Tenterfield shows in 2019. Aquip at Gunnadah was attended in August. Website is up to date and reviewed monthly.</p> <p>Black Knapweed and Tropical Soda Apple awareness signs are installed to high risk areas and known infestation areas within the LGA. Signs are regularly checked and replaced if need be. Ongoing</p> <p>Cat traps are continually being hired from Council office. Rangers are being contacted to assist in the control of rabbits around the town streets, sporting fields, and cemetery Landcare also have cat/dog/ bird traps for hire.</p> <p>Action taken immediately to investigate and remove all illegal dumping's and litter reports. No illegal dumping reported for October. Two abandon vehicles reported and removed for October, located on the Mt Mckenzie Rd and Pretty Gully Rd.</p> <p>Regular patrols and Ranger presence, marking of tyres has decreased complaints in relation to parking.</p> <p>Footpath Dining/Trading and Sandwich board renewal all now processed and approved.</p> <p>The new Footpath Activities Policy was presented to Council at the September meeting. Policy is on display for 42 days for public submissions. No submissions received. Report for November Council meeting</p>
<p>DP11.02) Ensure the timely detection of new weed incursions in the Tenterfield Shire Council region and do not adversely affect the health and welfare of the community.</p> <p><b>Noxious plants:</b> A – Chief Corporate Officer</p>	<p>Property inspections of high risk areas and pathways.</p> <p>Regular high risk pathway and waterway inspections conducted.</p>	<p>B: OSRUS C: OSRUS D: WO</p> <p>B: OSRUS C: OSRUS D: WO</p>	<p>Regular inspections are conducted on properties considered to be in high risk areas and on properties known to have high risk weed species. Black Knapweed found and treated on Bellevue Rd and inspections and treatments done on those properties where Black Knapweed is known to be present. Monthly inspections are done on high risk pathways to identify any new incursions. No new incursions found. Ongoing</p> <p>Ongoing, Monthly inspections are done on High risk pathways and waterways to identify any new incursions. No new incursions found.</p>

	<p>Weed management funding secured annually and delivered in line with funding requirements. Delivery of Tenterfield Shire Council Weeds action plan, as aligned with Northern Tablelands Regional Strategic Weed Management plan 2017-2022.</p> <p>Deliver Weeds Management program and record weeds required to be compliant with Biosecurity. Monthly weed reporting to DPI.</p> <p>Conduct a review of existing weed operations to identify improvements in service levels through technology.</p> <p>Identify and source additional resources (grants) for weed control activities, and opportunities for field days in conjunction with other government groups.</p>	<p>B: OSRUS C: OSRUS D: WO</p>	<p>0</p>	<p>0</p>	<p>Weed funding is yet to be distributed by DPI.</p> <p>Ongoing, TSC have adopted and follow guidelines for inspections and control that are set within the Northern Tablelands regional Strategic Weed Management plan. Weeds Action Plan inspection reports are submitted each quarter to lead agency, The New England Weeds Authority and DPI.</p> <p>Ongoing, All inspections and control are recorded through TSC's Weeds data capturing program CHARTIS and monthly reports are generated and sent to the DPI.</p> <p>Ongoing, Improvements can be made for inspections and control through the purchase of new equipment such as a drone and the relevant software. An ATV vehicle has been purchased to assist with inspections and control in hard to reach areas on properties and along river and creek lines.</p> <p>Grant secured from the Communities Combating pests and weeds during drought program. Field day/information day is organized for 27<sup>th</sup> November in Deepwater informing local landholders of the opportunities available regarding the grant funding. Interviews have been completed for the contract weed sprayer's positions for the grant to commence as soon as the weather improves.</p>
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**b) Budget**

**Report for the Month of October 2019/20**

Account Type	2019/20 Full Year Budget	YTD Actuals	YTD Budgets	YTD Variance	Percentage Variance	Variance Comments
<b>Environmental Management</b>						
1. Operating Income	-820,849	-2,360	-273,612	-271,252	-99.14%	
2. Operating Expenditure	1,101,789	103,779	367,304	263,525	71.75%	



**Capital Income**

Nil to report

**Capital Expenses:**

*Purchase of Guide posts displaying a No Go Zone biosecurity area along Bellevue Rd and part of Aldershot Rd  
Looking at the purchase of a drone to also assist in weed identification and control*

**Operational Income:**

*Due to drought conditions no land owners are inquiring about weed spraying.*

**Operational Expense:**

*Property inspections  
Various weed control in the North of the Shire and Black Knapweed treatments done in the Tenterfield area.*

**c) Capital Projects**

*Communities Combating pests and weeds during drought program grant for control of Serrated Tussock and Blackberrys.*

*Black Knapweed inspections and control done on a monthly basis now we are coming into the warmer months on Private property and fortnightly along roadsides.*

**d) Emerging Issues, Risks and Opportunities**

**e) Abandon vehicles**



One vehicle reported on Pretty Gully Rd Tabulam

## SWOT ANALYSIS

### Environment, Buildings and Amenities – (PBLC)

#### S

##### Strengths

- Established asset base (Buildings and Amenities);
- Procedures for hire and reasonable fees;
- Knowledge base, intellectual property;
- Planned maintenance and renewal assessed, good condition of assets;
- Village "community ownership" and volunteering;
- Availability and accessibility to the public meets demand, growth available.

#### W

##### Weaknesses

- Cost of out of hours maintenance to sustain availability;
- Some aging building assets with increasing maintenance costs;
- Limits on funding and reserves for service levels and new acquisitions;
- Shortage of showering facilities;
- Reliance on volunteers;
- Shortfall in maintenance personnel, need for Contractors.

#### O

##### Opportunities

- Improve space utilisation in existing buildings to expand operations;
- Increase revenue by marketing greater hire of facilities and halls throughout the Shire
- Leverage Grant funding opportunities;
- Conduct community surveys to gauge service;
- Investigate potential sale opportunities to generate funds – Create a Restricted Asset Management Fund/Reserve;
- Lease Kiosks, use Work for the Dole volunteers.

#### T

##### Threats

- Availability of budget funds for asset maintenance, costs exceed Fees and Charges;
- Vandalism and parkland flood risk;
- Age of buildings and amenity assets;
- Village communities diminish and reduce volunteer maintenance base or need for facilities;
- Over reliance on some buildings for Council operations.

#### f) Customers

No Complaints concerning weeds for October

Two phone calls about rabbits around town and actioned.

#### g) Business Statistics

##### Weed Control

- Tropical Soda Apple – Tooloorn River Urbenville
- Black Knapweed – Bellevue Rd and on private properties were Black Knapweed was found during inspections.

### **Inspections**

- All high risk pathways and Dumaresq River.
- 8 Property inspections.
- Surveyed roadsides for Blackberry's for the grant program.
- 2 days of Black Knapweed inspections with staff from the DPI and LLS to monitor how the control is progressing and to assess if there has been further spread.

### **Meetings**

- Creek restoration meeting

### **Other**

- Installed 1.30 guide posts along Bellevue Rd from Bruxner Highway to Boundary Rd and along 400m of Aldershot Rd.



Guide posts purchased and installed along Bellevue and Aldershot roads to alert public Bellevue and Aldershot roads to alert public of the presence of the Black knapweed

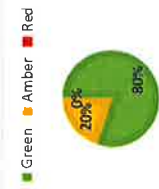


h) **Special events, achievements of note, celebration**  
Successful application . Tenterfield Creek corridors - community restoration of Tenterfield creek. Totalling \$48,140.00.  
Four (4) contractors appointed for the spraying as part of the Grant Funding.



A patch of Serrated Tussock highlighting the Mono-culture it can form if left untreated.

## 12. Livestock Saleyards



Under the 4 year Delivery Plan *Livestock and Saleyards* relates to planning, development, maintenance, operations and administration of the Saleyards. The Office of the Chief Corporate Officer directly oversees these outcomes.

### a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	0	1	2	3	4	Comments: (Business Manager to provide short precis.)
<p>DP12.01) Ensure safe, effective and efficient operation of the Saleyards.</p> <p><b>Saleyards:</b> A - Chief Corporate Officer</p>	<p>Continue to maintain the saleyards to a high standard.</p> <p>Conduct Saleyard Committee meetings.</p> <p>Completion of cleaning and gravelling of all the holding pens.</p> <p>Ensure all signage throughout the saleyards is adhered to.</p> <p>Final development and implementation of the Bio-security and Emergency Disease Management Plan.</p> <p>Development of Asset Management, Strategic and Management Plans for the Saleyards.</p> <p>Renew Agents Office, showers and toilets.</p>	<p>B:OSRUS C:OSRUS D:OSRUS</p> <p>B:OSRUS D:OSRUS</p>	0	0	0	0	0	<p>Maintenance completed within budgetary constraints.</p> <p>Saleyard Committee meetings are conducted every three (3) months. Attendance include; Councilors, Local Agents, LLS representative, New South Wales Farmers representative Local stock carriers and Council staff.</p> <p>All selling pens and drafting pens regavelled. There are nine (9) holding pens remaining to be cleaned and graveled. This is an ongoing maintenance project.</p> <p>Council staff enforce the signage whilst cattle sales are being conducted for public safety.</p> <p>Completed.</p> <p>Working towards.</p> <p>Completed. Discussion on an opening date.</p>
<p>DP12.02) Provide a financially sustainable saleyard operation, attractive to local producers.</p> <p><b>Saleyards:</b> A - Chief Corporate Officer</p>	<p>Completion of hard standing surface in front of ramp 4.</p> <p>Continuation with the timber rail replacement program.</p> <p>Truck wash construction and completion.</p>	<p>B:OSRUS C:OSRUS</p> <p>B:OSRUS</p>	0	0	0	0	0	<p>Awaiting the possible realignment of ramp 4 and the installation of the new double height ramp.</p> <p>Completed all selling pens and drafting yards. Fully completed 22 holding pens.</p> <p>Ongoing as per Council resolution to review options.</p>

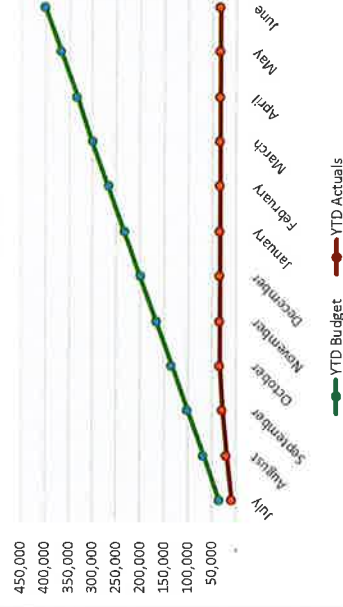


**b) Budget**

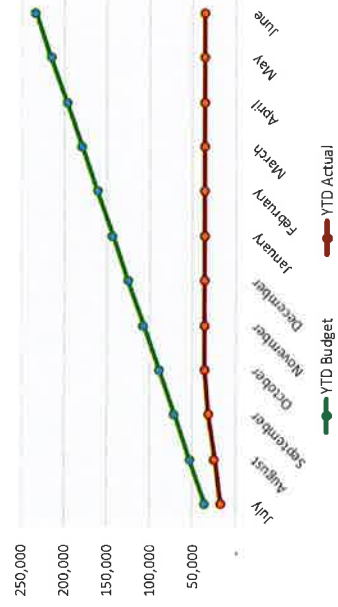
**Report for the Month of October 2019/20**

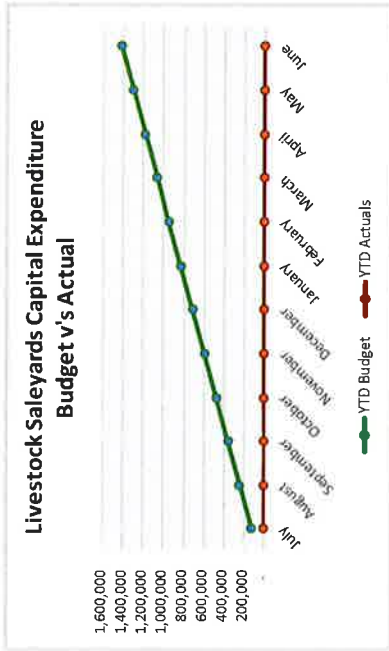
Account Type	2019/20 Full Year Budget	YTD Actuals	YTD Budgets	YTD Variance	Percentage Variance	Variance Comments
<b>Livestock Saleyards</b>						
1. Operating Income	-282,415	-36,447	-94,140	-57,693	-61.28	
2. Operating Expenditure	400,224	32,748	133,408	100,660	75.45	
3. Capital Income	-409,391	0	-136,464	-136,464	-100.00	
4. Capital Expenditure	1,269,097	1,908	423,028	421,120	99.55	
6. Liabilities	27,757	0	9,252	9,252	100.00	
4220501. Renewal Timber Rails With Metal (SRV)	28,000	1,908	9,332	7,424	79.56	Spent \$14K on materials hoping completion by December 2019
4220504. Improvements to Loading Ramps & Traffic Facilities	1,241,097	0	413,696	413,696	100.00	Ongoing

**Livestock Saleyards Operational Expenditure Budget v's Actual**



**Livestock Saleyards Operational Income Budget v's Actual**





**Capital Income:**

- Nil to report

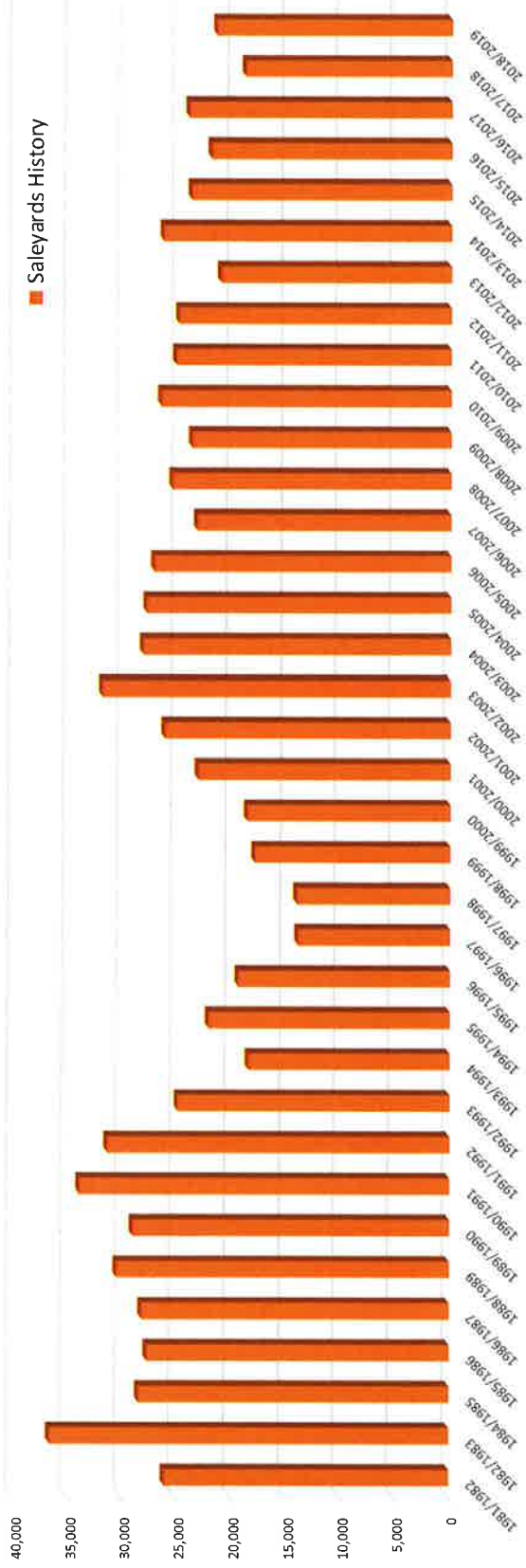
**Capital Expenses:**

- Purchased 12 slings of cattle rail for further replacement of the timber rails.
- 22 holding pens have been completed.
- Due to the truck wash investment the graph does not recognize the timber rail replacement program.

**Operational Income:**

- Numbers decreasing due to drought conditions.
- Cattle sales now fortnightly.
- Private weighing.
- Private yard usage and holding fees contributes to operational income.

## Saleyards History



### Operational Expense:

- Computer program upgrades; and
- Cleaning and graveling pens.

### Capital Projects

- Timber rail replacement;
- All selling pens **completed**;
- All drafting pens **completed**;
- 22 holding pens currently completed
- Repricing of Loading Ramp and Double Height save system.

Truck wash program ongoing.



New replacement steel rails to holding pens

Installation of NBN cabling from scale office to new office **completed**.

**Emerging Issues, Risks and Opportunities Risk**

- Very large number of cattle in the area are being sold on Auction Plus.
- Some cattle are being sent direct to feedlots or meatworks or other selling centres. These factors are having a major impact on the Saleyards viability.
- Installation of the truck wash may increase income and possible throughput however will add to the expenditure, and depreciation
- Further increase in cost for non-sale cattle usage at the yards.
- Decrease in the throughput of cattle due to drought conditions.
- Less buyers are attending due to low numbers.
- Limited amount of water being used. Troughs are filled and the water is then turned off.

**a)The Business of Improving the Business**

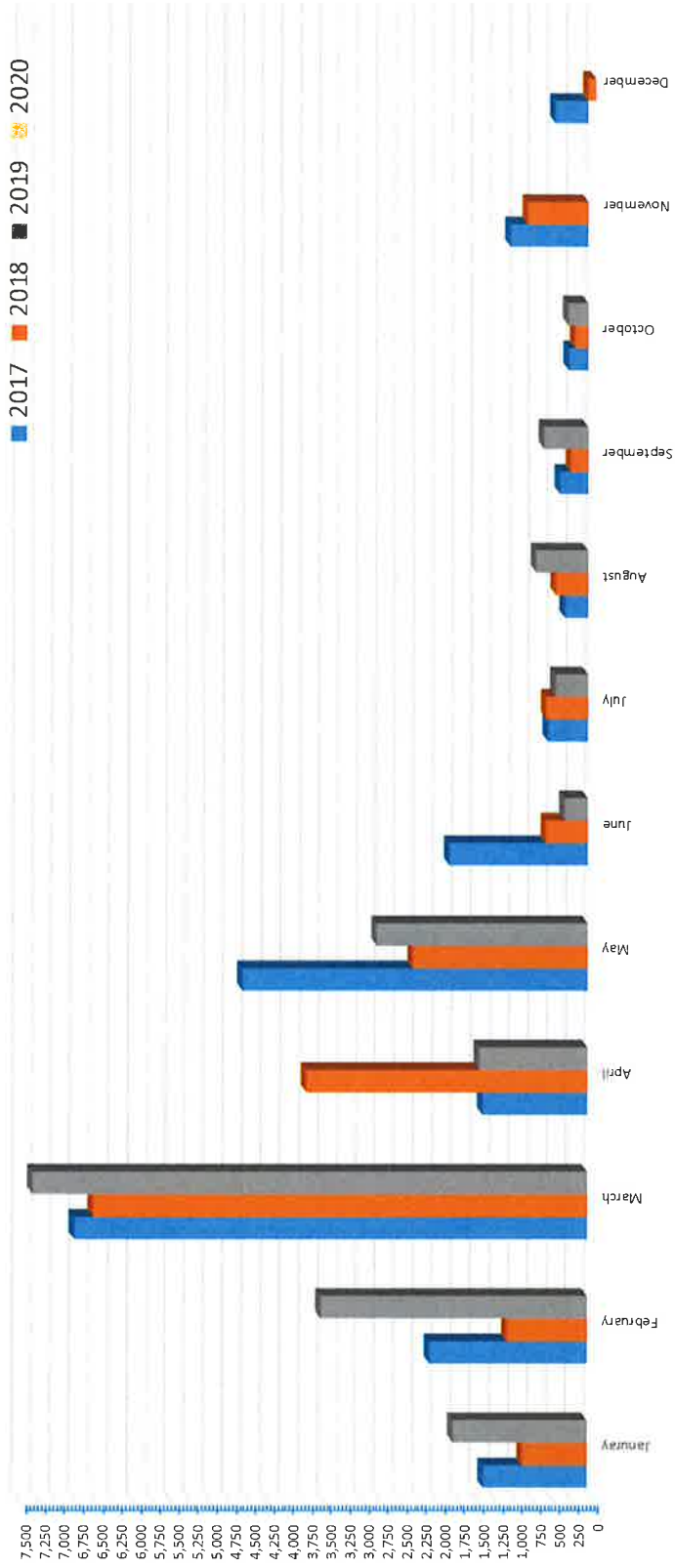
- Further improvements to the removal of rocks and the gravelling of both selling and holding pens will increase throughput and less stress on cattle.
- Presenting the Saleyards to the public in a positive manner, presenting a well maintained facility.
- Confidence in the management of the Livestock Selling Centre.
- Bio-security and Emergency Disease response plans adopted by Council.

**The Business of Improving the Business**

Nil to Report

**Business Statistics**

**Head of Cattle Per Month**



**Special events, achievements of note, celebrations**

<b>Cattle numbers for October 2019</b>		
Prime Sale	358 Head	\$270,540.05
Feature Sales	0 Head	\$0.00
Private Weighing	0 Head	\$0.00
<b>Total</b>	<b>358 Head</b>	<b>\$270,540.05</b>
<b>Financial Year 2019/2020</b>		

2339 Head	<b>\$1,158,118.02</b>
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**Financial Year 2018/2019**

**21,656 Head** \$12,517,711.39

**Financial Year 2017/2018**

**19,027 Head** \$15,984,517.65

**Financial Year 2016/2017**

**24,151 Head** \$23,233,573.17

**Financial Year 2015/2016**

**22,654 Head** \$19,613,572.47

### 13. Planning and Regulation



Under the 4 year Delivery Plan *Planning and Regulation* relates to: development planning, controls, assessment and certification; regulation of premises; built environment; urban design; land use data, mapping and reporting; building and assessment advice; heritage; domestic animals; public health and pollution. The Office of the Chief Corporate Officer directly oversees these outcomes.

#### a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	3	2	1	Comments: (Business Manager to provide short precis.)
<p>DP13.01) Assess and process construction certificate applications in accordance with legislation and Building Code.</p> <p><b>Building and development:</b> A – Chief Corporate Officer  <b>Regulated premises:</b> A – Chief Corporate Officer  <b>Statutory planning certificates, unauthorised activity and building certification:</b> A – Chief Corporate Officer</p> <p>DP13.02) Ensure that the community is provided with a high quality built environment that meets the needs of our ageing population.</p> <p><b>Accountability 11.01:</b> A – Chief Corporate Officer</p>	<p>Review current guideline documents and prepare new guideline document for Temporary Events.</p> <p>Undertake inspections of commercial and industrial buildings.</p> <p>Ensure that building certification and inspection is carried out as per National Construction Code and the requirements of the Building Professionals Board.</p>	<p>B:MPDS C:MPDS D:MPDS B:MPDS C:MPDS D:EHBS</p>	<p>3</p>	<p>2</p>	<p>1</p>	<p>First draft revised - amendments being made.</p> <p>As required.</p> <p>As required - online logging of inspection data program ongoing.</p>
<p>DP13.04) The development of plans and applications for development consider the demand and provision of parking.</p> <p><b>Accountability 11.06:</b> A – Chief Corporate Officer</p>	<p>Monitor application of Tenterfield DCP. Apply outcomes of Chapter 8 review – Signage &amp; Outdoor Advertising.</p> <p>As required when traffic studies completed – no specific action identified.</p>	<p>B:MPDS C:MPDS D:MPDS B:MPDS C:MPDS C:MAPP</p>	<p>3</p>	<p>2</p>	<p>1</p>	<p>Ongoing.</p> <p>As required.</p>
<p>DP13.06) Provision of advice and guidance on legislative compliance for the construction of dwellings and commercial/industrial buildings.</p> <p><b>Building and development:</b> A – Chief Corporate Officer  <b>Statutory planning certificates, unauthorised activity and building certification:</b> A – Chief Corporate Officer</p>	<p>Undertake review of existing rural residential subdivision potential in village locations as per council resolution.</p> <p>Assess and determine regulatory applications, including Development Applications, Complying Development Certificates, Construction Certificates, Section 68 Certificates and Conveyancing Certificates.</p>	<p>B:MPDS C:MPDS D:MPDS B:MPDS C:MPDS D:PBAA D:EHBS</p>	<p>3</p>	<p>2</p>	<p>1</p>	<p>To be considered in Local Strategic Planning Statements project to be completed February 2019.</p> <p>Assessment ongoing.</p>
<p>DP13.07) Provide advice, planning and inspection that preserve and promotes the Shire's heritage.</p>	<p>Liaison and oversight of the Heritage Advisor and community in the development and upgrade of heritage assets.</p>	<p>B:MPDS C:MPDS D:MPDS</p>	<p>3</p>	<p>2</p>	<p>1</p>	<p>Ongoing liaison and site visits with Advisor.</p>

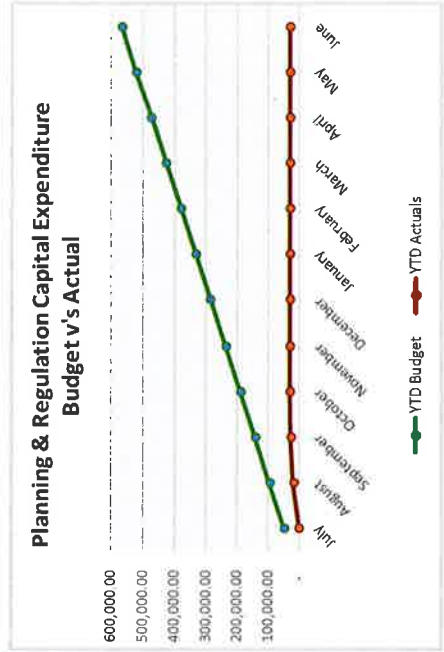
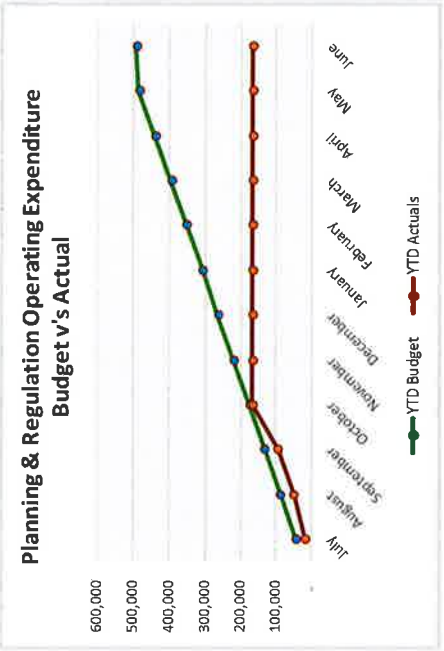
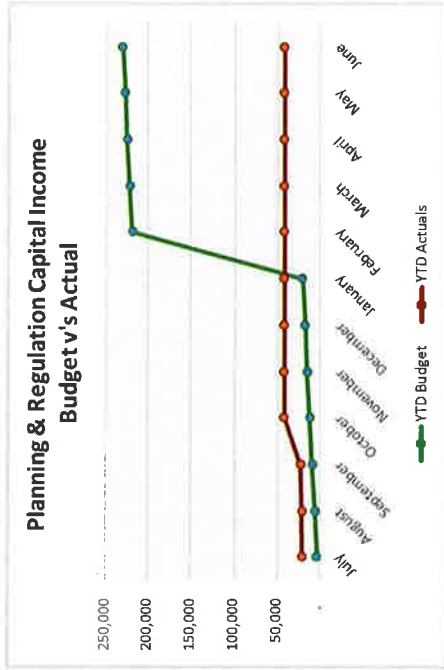
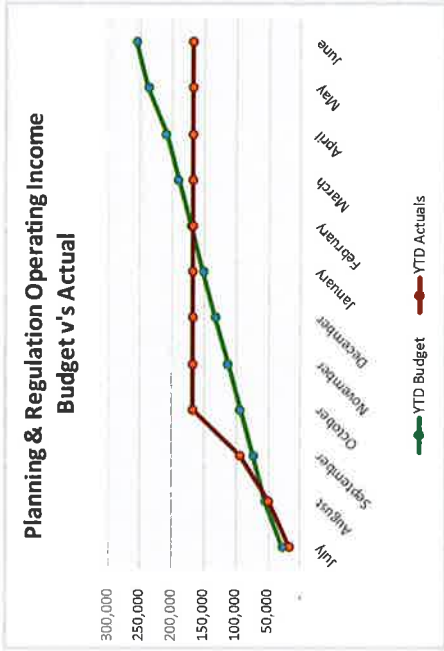
<p><b>Heritage:</b> A – Chief Corporate Officer</p>	<p>Advertise and seek applications for 2019/20 funding to local owners of heritage listed/conservation area items.</p>	<p>B:MPDS C:MPDS D:MPDS</p>	<p>●</p>	<p>Applications considered at August Council meeting - letter of offer forwarded to recipients.</p>
<p>DP13.08) Provides systems and processes to ensure compliance with legislation and standards.</p> <p><b>Domestic animals regulation:</b> A – Chief Corporate Officer</p> <p><b>Public health regulatory:</b> A – Chief Corporate Officer</p> <p><b>DA/BA Compliance:</b> A – Chief Corporate Officer</p>	<p>Provision of urban design planning. Strategise, collaborate and conceptualise urban design plans for all towns and villages.</p> <p>Undertake review of the Local Environmental Plan and associated Development Control Plan.</p> <p>Land Use Data and Reporting – Collate and manage data, mapping and reporting.</p> <p>Administer the Companion Animals legislation across the Shire and operate pound facility.</p> <p>Develop, deliver and manage a Development Application/Building Application compliance audit process.</p> <p>Assess and process swimming pool barrier compliance certificate applications.</p> <p>Carry out food premises inspections and education on registration requirements to ensure compliance with the Food Act.</p>	<p>B:MPDS C:MPDS D:MPDS</p> <p>B:MPDS C:MPDS D:MPDS</p> <p>B:OSRUS C:R D:R</p> <p>B:MPDS C:MPDS D:EHBS</p> <p>B:MPDS C:MPDS D:EHBS</p>	<p>●</p>	<p>Being undertaken as part of Stronger Country Community Funding for all villages without UDPs.</p> <p>To be undertaken during LSPS process. Current LEP amendment to remove 'crematorium' as permitted use from RU5 Village zone.</p> <p>Ongoing.</p> <p>Operational - as required.</p> <p>Ongoing - Council's Rangers assisting with ongoing matters.</p> <p>No applications received October.</p> <p>Inspections completed and annual report filed.</p>
<p>DP13.09) Provides systems and processes to manage excess vegetation to ensure land and premises are in a safe and/or healthy condition.</p> <p><b>Pollution regulation:</b> A – Chief Corporate Officer</p> <p><b>Public health regulatory:</b> A – Chief Corporate Officer</p>	<p>Notices and Orders to be issued or served where necessary as per the Local Government Act, EPA Act and POEO Act and Associated Regulations.</p>	<p>B:MPDS C:MPDS D:EHBS</p>	<p>●</p>	<p>No notices issued October.</p>
<p>DP13.10) Identify, plan and enhance local environments in partnership with the community and stakeholders.</p> <p><b>Land use reporting:</b> A – Chief Corporate Officer</p> <p><b>Roads and footpath enforcement:</b> A Chief Corporate Officer</p> <p><b>Illegal dumping:</b> A Chief Corporate Officer</p> <p><b>Domestic animal management:</b> A Chief Corporate Officer</p>	<p>Preparation of the 2019/20 State of the Environment Report.</p>	<p>B:MPDS C:MPDS D:MPDS</p>	<p>●</p>	<p>Completed</p>

**b) Budget**



**Report for the Month of October 2019/20**

Account Type	2019/20 Full Year Budget	YTD Actuals	YTD Budgets	YTD Variance	Percentage Variance	Variance Comments
<b>Planning &amp; Regulation</b>					%	
1. Operating Income	-256,500	-98,274	-85,500	12,774	14.94	
2. Operating Expenditure	528,988	168,240	176,332	8,092	4.59	
3. Capital Income	-35,000	-41,736	-11,668	30,068	257.70	
4. Capital Expenditure	0	30,494	0	-30,494	-100.00	
3001000. Tenterfield Shire - Vibrant & Connected Mingoola -SCCF - Round 1	-	563	-	563	100	
3001100. Tenterfield Shire - Vibrant & Connected Torrington -SCCF - Round 1	-	563	-	563	100	
3005000. Tenterfield - Vibrant & Connected Urbenville	-	631	-	631	100	
3006000. Tenterfield - Vibrant & Connected Drake -SCCF - Round 1	-	24,374	-	24,374	100	
3007000. Tenterfield Shire Vibrant & Connected - Jennings (Wallangara) SCCF- Round 1	-	1,900	-	1,900	100	
3008000. Tenterfield Shire - Vibrant & Connected Liston.SCCF - Round 1	-	1,900	-	1,900	100	
3009000. Tenterfield Shire - Vibrant & Connected Legume.SCCF - Round 1	-	563	-	563	100	



**Capital Income:**  
 Section 94 developer contributions comprise all capital income.




**Capital Expenses:**

**Operational Income:**  
No significant variance.

**Operational Expense:**

**c) Capital Projects**

**Schedule SCCF - Stronger Country Community Fund**

Project Number	Project Name	Location	Milestone 1 Complete		Milestone 2 Complete		Milestone 3 Complete		Total
			By		By		By		
SCCF2-1069	Tenterfield Shire - Vibrant and Connected	247 Rouse St, Tenterfield NSW 2372; Multiple locations across the Shire in each of its towns and villages.	31/01/2019 \$195,657		<del>30/08/2019</del> 30/12/2019 \$195,657		<del>1/10/2020</del> 31/10/2020 \$201,587		<b>\$592,901</b>
<b>Comments</b>	<b>Heritage Walk interpretive signage - drafts sent to signmakers for proofs to be drawn up - signage does not need to be completed until Milestone 3 - First Payment has been made.</b>								

**d) Emerging Issues, Risks and Opportunities**

Council was handed the responsibility for the enforcement of the NSW UPSS (Underground Petroleum Storage System) Regulations from 1 September 2019 (The EPA will retain regulatory responsibility for those UPSS managed and operated by public authorities and those in the unincorporated areas of the state, as well as those UPSS subject to an existing notice, direction or requirement – that is a notice issued prior to 1 September 2019 and still in force at that date – and for UPSS subject to an environment protection licence).

**e) The Business of Improving the Business**

## SWOT ANALYSIS

### Planning – (SP)

**S**

**Strengths**

- Legislation and Regulation define parameters;
- Experienced, accredited, aware staff;
- Time frames met consistently;
- Strong communication interface with community, information availability;
- Generous LP Provisions aid development;
- Well defined process, built data base, delegations, good response times;
- Strong working relationships with external Agencies.

**W**

**Weaknesses**

- Public perception and misunderstanding of roles in some cases;
- External Agency timeframe impact on integrated DA's;
- Tyranny of Shire distances to undertake inspections;
- Small size of team can present challenges;
- Document duplication requirements;
- Lack of funding for Legal advice;
- Deficiencies in SynergySoft, IT Data and historical records.

**O**

**Opportunities**

- Field Access to compatible software and data bases, upgrade field technology equipment;
- Own source income to offset costs;
- Public and Special Interest Group Education Programs;
- Online lodgement and tracking;
- Budget for Legal Advice;
- Address Public Health issues;
- Train internal staff in planning and regulatory support processes.

**T**

**Threats**

- Political change to provisions that do not account for full scope of impact;
- State Government changes to Policy and Process, cost and duty responsibility shifts;
- Loss of staff and corporate knowledge;
- Developers undertaking unauthorised development;
- Reliance on internal systems (IT) that require upgrade;
- Costs of unfunded litigation.

### f) Customers

#### **Companion Animal Activities**

- One (1) dog and Two (2) cat were impounded in; October;
- One (1) dog and zero (0) cats were released from the pound in October.
- Five (5) dogs and Zero (0) cats were surrendered in October;
- Five (5) dogs and Two (2) cat were euthanased; in October;

#### **Registration**

- There were a total of Seven (7) dogs and Zero (0) cats permanently identified (micro chipped) and registered in October.  
**Barking/Nuisance Dogs**
- There were Zero (0) barking complaints received in October.

### **Dog Attacks**

- One dog attack was reported in October and as a result the offending dogs were surrendered to Council.

### **Illegal Dumping**

- Zero complaints received regarding illegal dumping in October.

### **Untidy/Unhealthy Premises**

- Council Rangers are currently dealing with several properties regarding untidy/unhealthy. Where required Notices and correspondence have been issued and Council Officers have spoken directly with property owner/occupants. On 10 October a summary of the properties that are currently under investigation was distributed by Chief Corporate Officer Kylie Smith.

### **Infringement Notices**

- Zero (0) infringement Notices was issued (Companion Animals related) in October
- Zero (0) Infringement Notices were issued for parking offences in October.

### **g) Business Statistics**

#### **APPLICATIONS FOR DEVELOPMENT LODGED WITH COUNCIL IN OCTOBER 2019**

<b>App No.</b>	<b>Lodged</b>	<b>Applicant</b>	<b>Lot/Sec/DP</b>	<b>Location</b>	<b>Development</b>
DA 2019.099	04-Oct-19	Tenterfield Surveys (Peter Bonner)	440/751083	5425 Mount Lindesay Road, Liston	Private Rural Cemetery
DA 2019.100	10-Oct-19	Tenterfield Surveys (McCotter)	8/56/758959	90 Bulwer Street, Tenterfield	Two (2) Lot Subdivision
DA 2019.101	10-Oct-19	Darryl McCarthy Constructions P/L (Dowe)	239, 244, 245, 246, 260, 308 & 309/751540 & 3 & 4/42044 & 1, 2, 3, & 4/1092215	Mount Lindesay Road, Tenterfield	Extractive Industry - Continued Use and Expansion of Dowe's Gravel Quarry
DA 2019.102	14-Oct-19	EINAM Bruce (Liston Hall)	3 & 4/3/758616	14-16 Stanthorpe Street, Liston	Additions to Existing Hall
DA 2019.103	14-Oct-19	BMM Group (Zac Coombes) (Elmer)	5/2/758607	9297 Mount Lindesay Road, Legume	Telecommunication Facility (9 Metre Pole)
DA 2019.104	15-Oct-19	Wilshire & Co Superannuation Fund (Todd Wilshire)	18 & 19/6751 & A/332052	1-9 Manners Street, Tenterfield	New Shed & Extension to Existing Shed (Awning)
DA 2019.105	18-Oct-19	Steel Caves Pty Ltd (Rose)	31/1236284	281 Rivertree Road, Liston	Shed
DA 2019.106	18-Oct-19	Uniplan Group Pty Ltd (Butchers)	1/12/7688	23 Tooloom Road, Urbenville	Manufactured Dwelling
DA 2019.107	22-Oct-19	Australian Motorcyclist Association Ltd (Watts)	50/820213 & 43/751489	1590 Upper Rocky River Road, Rocky River	Temporary Use - Recreation Facility (Outdoor) Motorcycle Event

DA 2019.108	23-Oct-19	DJL Consolidated Pty Ltd (Ibbett)	3/828192	53 George Street, Tenterfield	Shed
CDC 2019.109	25-Oct-19	DJL Consolidated (Shun Hung Pty Ltd)	32/1138201	182 Rouse Street, Tenterfield	Commercial Premises (Office)
DA 2019.110	31-Oct-19	HICKEY Tony	2/717094	22 High Street, Tenterfield	Dwelling
DA 2019.111	31-Oct-19	GROGAN Daniel	2/785416	33 Logan Street, Tenterfield	Shed

**DETERMINATIONS ISSUED - OCTOBER 2019**

App No.	Lodged	Date of Approval	No. of Days	Applicant	Lot/Sec/DP	Locality	Description of Development
DA 2019.077	19-Jul-19	9-Oct-19	72 Days	Tenterfield Surveys (Burton)	5/751488 & 4 & 5/714023	27-29 Torrington Road, Torrington	Three (3) Lot Boundary Adjustment
DA 2019.090	29-Aug-19	11-Oct-19	44 Days	Brad Holley Contracting (O'Connor)	23/1/975665	2 Manners Street, Tenterfield	Shed
DA 2019.091	06-Sep-19	2-Oct-19	27 Days	GHC Building Solutions Pty Ltd (Fagg)	8/751083	226 Faggs Road, Wylie Creek	Dwelling
DA 2019.096	20-Sep-19	25-Oct-19	1 Day	LM Planning Solutions Pty Ltd (Leslie)	B/167748	12217 Bruxner Highway, Tenterfield	Manufactured Dwelling
DA 2019.097	25-Sep-19	8-Oct-19	14 Days	Tenterfield Surveys (O'Connor)	22, 23 & 24/1/975665	2 Manners Street, Tenterfield	Three (3) Lot Boundary Adjustment
DA 2019.098	30-Sep-19	11-Oct-19	12 Days	Tenterfield Surveys (Tere Bonner)	25 & 26/1207937	5425 Mount Lindesay Road, Liston	Two (2) Lot Boundary Adjustment
DA 2019.099	04-Oct-19	29-Oct-19	26 Days	Tenterfield Surveys (Peter Bonner)	440/751083	5425 Mount Lindesay Road, Liston	Private Rural Cemetery
DA 2019.102	14-Oct-19	23-Oct-19	10 Days	EINAM Bruce (Liston Hall)	3 & 4/3/758616	14-16 Stanthorpe Street, Liston	Additions to Existing Hall
DA 2019.105	18-Oct-19	23-Oct-19	6 Days	Steel Caves Pty Ltd (Rose)	31/1236284	281 Rivertree Road, Liston	Shed
DA 2019.108	23-Oct-19	24-Oct-19	2 Days	DJL Consolidated Pty Ltd (Ibbett)	3/828192	53 George Street, Tenterfield	Shed
CDC 2019.109	25-Oct-19	25-Oct-19	2 Days	DJL Consolidated (Shun Hung Pty Ltd)	32/1138201	182 Rouse Street, Tenterfield	Commercial Premises (Office)

**s4.55 Modifications of Consent**

Application No.	Applicant	Lot/DP	Location	Description of Development
Nil				

**OUTSTANDING APPLICATIONS**

Application No.	Lodged	Status of Application/Comment	Applicant	Location	Proposed Development
DA 2017.045	18-Apr-17	Information Required from Applicant Insufficient Information provided to complete assessment	Currie Brown Australia P/L	1823 New England Hwy, Jennings	Demolition of Existing Service Station & Construction of New Service Station
DA 2018.072	6-Aug-18	Information Required from Applicant Insufficient Information provided to complete assessment	Tenterfield Shire Council	66-80 Boundary Road, Tenterfield	Truck Wash Facility
DA 2019.055	17-May-19	Information Required from Applicant Insufficient Information provided to complete assessment	RAWNSLEY Derek & PAINE Janine	632 Sugarbag Road, Drake	Tourist & Visitor Accommodation (Backpackers Accommodation)
DA 2019.059	29-May-19	Under Assessment	Enerparc Australia Pty Ltd (Benjamin Hannig)	Old Racecourse Road, Tenterfield	Electricity Generating Works - Solar Farm
DA 2019.078	25-Jul-19	Information Required from Applicant Insufficient Information provided to complete assessment	THOMPSON Kim	141 Miles Street, Tenterfield	Bed & Breakfast Accommodation & Part Time Function Centre
DA 2019.092	11-Sep-19	Awaiting NSW RFS Recommendations All Council Requirements Completed	Tenterfield Surveys (Hensley)	Millers Lane, Tenterfield	Two (2) Lot Subdivision
DA 2019.093	12-Sep-19	Awaiting NSW RFS Recommendations All Council Requirements Completed	Tenterfield Surveys (Kutschkau)	59 Schroders Road, Tenterfield	Two (2) Lot Subdivision
DA 2019.101	10-Oct-19	Under Assessment			

DA 2019.103	14-Oct-19	Under Assessment	Darryl McCarthy Constructions P/L (Dowe)	668 Mount Lindesay Road, Tenterfield	Extractive Industry – Continued Use and Expansion of Dowe's Gravel Quarry
DA 2019.104	15-Oct-19	Information Required from Applicant Insufficient Information provided to complete assessment	BMM Group - Zac Coombes (Elmer)	9297 Mount Lindesay Road, Legume	Telecommunication Facility (9 Metre Pole)
DA 2019.106	18-Oct-19	Under Assessment All Council Requirements Completed	Wilshire & Co Superannuation Fund (Todd Wilshire)	1-9 Manners Street, Tenterfield	New Shed & Extension to Existing Shed (Awning)
DA2019.107	22-Oct-19	Under Assessment	Uniplan Group Pty Ltd (Butchers)	23 Tooloom Street, Urbenville	Manufactured Dwelling
DA 2019.112	07-Nov-19	Under Assessment Neighbour Notification to 26/11/19	Australian Motorcyclist Association Ltd	1590 Upper Rocky River Road, Rocky River	Temporary Use - Recreation Facility (Outdoor) Motorcycle Event
			Haslam Holdings Pty Ltd	139 Logan Street	Temporary Use - Food Event



**FY 19/20 Development Statistics**

	Dwellings	Additions/ Renovations to Existing Dwellings	Garages, Carports & Sheds	Commercial or Industrial Works	Subdivision	Recreation/ Tourism	FY 19/20 Monthly Total	FY 18/19 Monthly Total
Jul-19	No. 3 Value \$240,000.00	0 \$0.00	2 \$51,093.00	2 \$55,000.00	2 \$0.00	1 \$0.00	10 \$346,093.00	10 \$594,905.00
Aug-19	No. 2 Value \$370,000.00	1 \$159,000.00	7 \$257,488.00	0 \$0.00	0 \$0.00	0 \$0.00	10 \$786,488.00	8 \$1,535,825.00
Sep-19	No. 2 Value \$711,763.00	0 \$0.00	2 \$26,500.00	0 \$0.00	4 \$0.00	0 \$0.00	8 \$738,263.00	11 \$2,350,431.00
Oct-19	No. 2 Value \$420,000.00	0 \$0.00	4 \$157,020.00	4 \$453,878.00	2 \$0.00	1 \$0.00	13 \$1,030,898.00	21 \$1,785,525.00
Nov-19	No. Value						0 \$0.00	16 \$1,451,972.00
Dec-19	No. Value						0 \$0.00	2 \$79,700.00
Jan-20	No. Value						0 \$0.00	11 \$1,431,946.00
Feb-20	No. Value						0 \$0.00	6 \$386,304.00
Mar-20	No. Value						0 \$0.00	14 \$5,541,832.00
Apr-20	No. Value						0 \$0.00	10 \$261,570.00
May-20	No. Value						0 \$0.00	20 \$25,999,489.00
Jun-20	No. Value						0 \$0.00	12 \$628,192.00
<b>No. (Year to Date)</b>	<b>9</b>	<b>1</b>	<b>15</b>	<b>6</b>	<b>8</b>	<b>2</b>	<b>41</b>	<b>141</b>
<b>FY 19/20 Total Value (Year to Date)</b>	<b>\$1,741,763.00</b>	<b>\$159,000.00</b>	<b>\$492,101.00</b>	<b>\$508,878.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$2,901,742.00</b>	<b>\$42,047,691.00</b>
<b>FY 18/19 Total Value</b>	<b>\$8,968,132.00</b>	<b>\$821,820.00</b>	<b>\$989,152.00</b>	<b>\$30,554,587.00</b>	<b>\$0.00</b>	<b>\$714,000.00</b>		

**Compliance Issue Update**

A further external inspection of the Drake property has found that there is now only one van onsite, Council officers will follow this up. A number of other complaints have been received regarding unauthorised accommodation and development without approval. Correspondence has been forwarded to property owners requesting an inspection of the property and Council Officers will follow these matters up.



## 14. Buildings and Amenities



Under the 4 year Delivery Plan *Buildings and Amenities* relates to: energy management and conservation, asset planning and maintenance scheduling; building and amenities utilisation, income generation and administration. The Office of the Chief Corporate Officer directly oversees these outcomes.

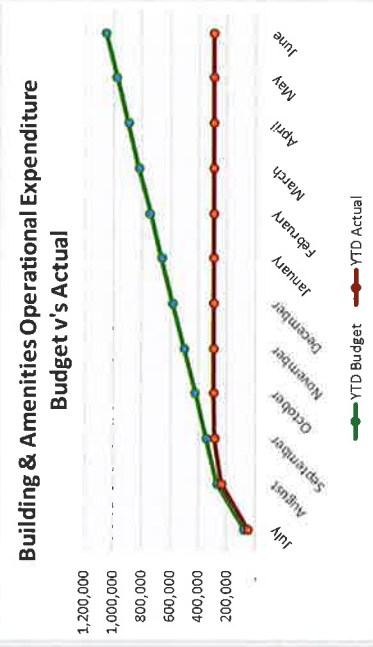
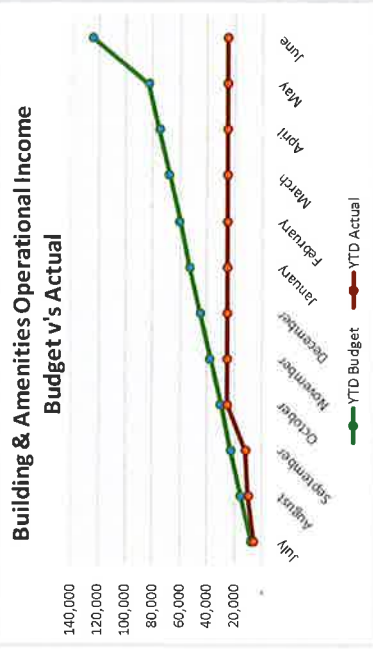
### a) Delivery and Operational Plan precis

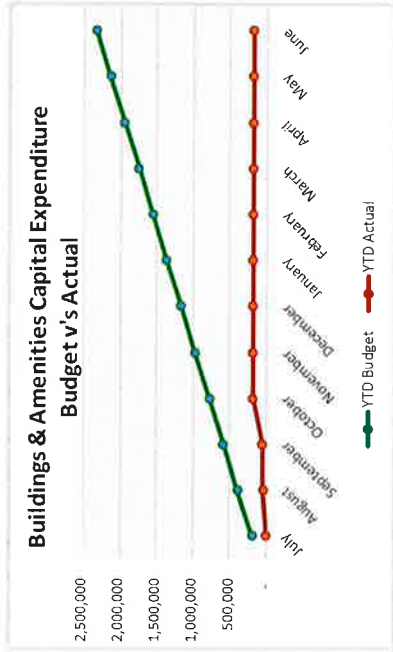
4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	Comments:
<p>DP14.01) Providesystems and processes to identify opportunities to reduce the energy consumption of Council owned buildings and amenities.</p> <p><b>Community &amp; corporate buildings: A – Chief Corporate Officer</b></p>	<p>Continued development and delivery of the Building and Amenities Asset Management plan. To incorporate: Commercial, Residential, Recreational, Community Halls, Buildings and Facilities.</p>	<p>B:PBLC C:PBLC D:EHBS</p>	<p>Developing plan from recent Building Condition Assessment Report. The report is valuable in terms of a list of items that need attention however the indicative costs in the report are being found to fall short of the market costs when quotations and tenders are called.</p>
<p>DP14.02) Ensure that Council building and facilities meet the needs of users.</p>	<p>Identify repair work and potential projects through the Inspection and Maintenance Schedules.</p>	<p>B:PBLC D:EHBS</p>	<p>Work identified, inspections complete. Prioritisation underway.</p>
	<p>Progress Council Chambers and Administration Building Refurbishment, Depot upgrades (Tenterfield and Urbenville).</p>	<p>B:PBLC D:EHBS</p>	<p>Design Development underway. Prototype nearing completion with defects being resolved</p>
	<p>Develop and implement long term Property Management Strategy, for the commercial management of property assets.</p>	<p>B:PBLC C:PBLC D:EHBS</p>	<p>Gathering data – no further development this month.</p>
	<p>Deliver a process for customers to purchase the use of Community or Operational land and/or buildings.</p>	<p>B:PBLC C:PBLC D:PS</p>	<p>Gathering data, first draft underway.</p>
	<p>Manage hiring, permits, leases, licenses, deeds, contracts or Heads of Agreements pertaining to Council owned or managed properties (excluding sportsgrounds).</p>	<p>B:PBLC C:PBLC D:PS</p>	<p>Drafting process underway.</p>
	<p>Develop management plans for Crown Land.</p>	<p>B:PBLC C:PBLC D:PS</p>	<p>Draft Plans of Management (POM) commenced. Categorisation complete and forwarded for Minister's approval.</p>
<p>DP14.03) Deliver continuous improvements in Council's business, processes and systems.</p>	<p>Develop a Property Strategy for adoption by Council to guide property related transactions.</p>	<p>B:PBLC C:PBLC D:PS</p>	<p>Gathering data. Resource constraints due to number of large projects being delivered.</p>
	<p>Manage Land and Property Register.</p>	<p>B:PBLC C:PBLC D:PS</p>	<p>Existing Register in use but under review.</p>

a) Budget

Report for the Month of October 2019/20

Account Type	2019/20 Full Year Budget	YTD Actuals	YTD Budgets	YTD Variance	Percentage Variance	Variance Comments
<b>Buildings &amp; Amenities</b>						
1. Operating Income	-124,050	-17,765	-41,352	-23,587	-57.04	
2. Operating Expenditure	991,748	281,460	330,564	49,104	14.85	
4. Capital Expenditure	1,223,000	177,310	407,668	230,358	56.51	
4200501. Admin Building -- Refurbishment	1,200,000	113,519	400,000	286,481	71.62	Building work not yet commenced
4200507. Council Chambers Refurbishment	0	69	0	-69	-100.00	
4205501. Council Houses Renewal	23,000	21	7,668	7,647	99.72	Painting not commenced due to water restrictions. Bathroom scope of works to be priced.
4232000. Legume Hall Reclad	0	10,909	0	-10,909	-100.00	Final payment being processed
4235000. Tenterfield Memorial Hall Sporting Complex - SCCF-1023	0	11,699	0	-11,699	-100.00	Design work underway
4610507. Liston Community Hall - SCCF-1091	0	855	0	-855	-100.00	Construction commencing
4610508. Toilet Block Enhancements at Urbenville and Legume - SCCF-1105	0	40,238	0	-40,238	-100.00	Construction commencing





**Capital Income:**

Being received for:

- Stronger Country Community Fund Projects: Memorial Hall, Liston Hall, Legume, Urbenville & Jennings Amenity Blocks
- Disaster Readiness & Community Infrastructure Grant: Emergency Operations Centre 7 Administration Building Refurbishment

**Capital Expenses:**

Refer below to Capital Projects

**Operational Income:**

Steady growth for the year reflected identifying income from leased buildings and properties. Income needs to be phased into graph.

**Operational Expense:**

Some maintenance items have commenced.

**b) Capital Projects**

1. The School of Arts – building works commenced, progressing well.
2. Administration Building Refurbishment and Emergency Management Centre – Out to tender, closing 4 December 2019
3. Council Housing Repaint Exteriors – scope for quoting to be prepared. Work likely to occur in the new year
4. Council House Renewal – Welburn Lane bathroom scope prepared for pricing. Likely to occur in the new year
5. Memorial Hall – pricing for stormwater, audio visual and retractable seating underway. Schematic design proposals being developed. Some consultation has been conducted with users of the facility.
6. Legume Community Hall – construction complete, final invoices being processed.
7. Depot Admin Building – Documentation being finalised for pricing.

**Schedule SCCF - Stronger Country Community Fund**

Project Number	Project Name	Location	Milestone 1 Complete By	Milestone 2 Complete By	Milestone 3 Complete By	Total
SCCF2-1023	Tenterfield Memorial Hall Sporting Complex	95 Molesworth St, Tenterfield NSW 2372	31/01/2019 \$328,980	<del>30/11/2019</del> 30/04/2020 \$328,980	<del>30/09/2020</del> 31/10/2020 \$338,948	<b>\$996,908</b>

Project Number	Project Name	Location	Milestone 1 Complete		Milestone 2 Complete		Milestone 3 Complete		Total
			By		By		By		
SCCF2-1091	Liston Community Hall Toilets and Games Room Extension	Stanthorpe St, Liston NSW 2372	31/01/2019 \$36,764		30/10/2019 \$36,764		2/03/2020 \$37,877		\$111,405
<b>Works being carries out, one progress claim received. Second to be claimed before the end of November. Works to be completed by end of December 2019, with defect rectification period to follow.</b>									
Project Number	Project Name	Location	Milestone 1 Complete		Milestone 2 Complete		Milestone 3 Complete		Total
SCCF2-0769	Tenterfield Archery Shelter Area	36 Dam Road, Tenterfield NSW 2372	31/01/2019 \$17,820		31/09/2019 \$17,820		31/09/2019 \$18,360		\$54,000
<b>Construction complete as scheduled. Requests for final payment has been made.</b>									

#### c) Emerging Issues, Risks and Opportunities

- Mingooola RFS Shed – Awaiting Ministers consent and gazettal.
- Skatepark – Grant application lodged, notice of received that Council have not been successful this time.
- Mingooola Transfer Station – Application for Crown Land licence sent to the Minister, further information required has been sent.
- Crown Land surrounding Band Hall – Investigating land adjacent to Hall acquisition process.
- Stronger Country Communities Round 3 – Applications made for Drake Hall, Steinbrook Hall and Sunnyside Hall.
- Crown Land Plans of Management - Classification process complete, response received from Minister. Categorisation of parcels complete, Notice of Categorisation sent to Minister for approval.

#### d) The Business of Improving the Business

A focus on commencing projects for the property portfolio as well as assisting other portfolios with their maintenance and capital projects. Review and update of the following leases to occur:

- Mt MacKenzie Telecommunications Towers – Renewing of Leases/Licences in process.
- Ten FM Agreement resolved, lease to be finalised.
- Optus Mobile Licence (Mt MacKenzie)
- WIN Television Licence (Mt MacKenzie)
- Telstra NBN Licence to be negotiated for Torrington

#### e) Customers

One complaint received – reply sent

#### f) Business Statistics

Nil to report

#### g) Special events, achievements of note, celebrations

Liston Hall building works commenced

SCCF Toilets awarded and commenced  
Plan of Management Categorisations submitted to the Minister

## 15. Parks, Gardens and Open Space

■ Green ■ Amber ■ Red



Under the 4-year Delivery Plan *Parks, Gardens and Open Space* relates to: consultation, planning, development; increasing patronage; amenity; maintenance and operations; public art; cycle ways; public trees; sportsgrounds (active and passive); cleanliness and administration. The Office of the Chief Corporate Officer directly oversees these outcomes.

### a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	0	100%	Comments: (Business Manager to provide short precis.)
<p>DP15.01) Identify and pursue opportunities to increase usage of open spaces assets throughout the Shire.</p> <p><b>Sport and recreation (passive &amp; active):</b> A - Chief Corporate Officer <b>Open Space Amenities:</b> A - Chief Corporate Officer</p>	Engage with the Parks, Gardens and Open Space Committee and the Tenterfield Shire community to assist in identifying further ideas to increase open space usage throughout the Shire.	B:OSRUS C: PGLHC D: PGLHC	●	●	Forms part of the (ongoing) agenda for all Parks and Garden committee meetings. Successful grant funding for Tenterfield Creek restoration. Possibility of online bookings for park functions in future however needs development.
<p>DP15.02) Identify and partner with local residents in the development and delivery of town and village beautification initiatives.</p> <p><b>Place &amp; public art/beautification:</b> A - Chief Executive ("Identify &amp; partner with....") <b>Place &amp; public art/beautification</b> A - Chief Operating Officer (Development/implementation/finalisation)</p>	Ensure maintenance standards are conducted and delivered efficiently through Parks, Gardens and Open Space Committee and Village Progress Associations.	B: MEDCE C: MEDCE D: CDO  B: OSRUS C: PGLHC D: PGLHC	●	●	Working with village progress associations to achieve positive outcomes to include Urban Design Plans and grant funding. Delivering parks, gardens and open spaces to the public that are of a high maintained standard. Maintenance plans and park schedules being reviewed. Received grant funding through Stronger Country Communities for upgrade to park facilities in villages. Further emphasis on Gardens and flowers in Rouse street plan however implementation will depend on water availability. Hand watering of gardens and street trees only.
<p>DP15.03) Deliver public spaces that are clean, well maintained and encourage usage by visitors and residents of Tenterfield Shire.</p> <p><b>Sport and recreation (passive &amp; active):</b> A - Chief Corporate Officer <b>Open Space Amenities:</b> A - Chief Corporate Officer</p>	Ensure all Parks, Gardens and Open Space amenities maintenance programs are delivered to a high standard.  Develop and implement a tree management strategy.	B: OSRUS C: PGLHC D: PGLHC  B: PBLC C: PGLHC D: PGLHC	●	●	Continuing to provide amenities and park facilities to the public with high levels of service within budget constraints. Daily cleaning of Tenterfield township public toilets with rubbish removal and park inspections adding to the cleanliness and appearance to the town.  Near completion. Draft document supplied to Parks and Gardens Committee meeting in September.
<p>DP15.04) Development and implementation of township and village streetscape plans and policy.</p> <p><b>Place &amp; public art/beautification:</b> A - Chief Executive (Community engagement: concept) <b>Place &amp; public art/beautification</b> A - Chief Corporate Officer (Development/implementation/finalisation)</p>	Work with the Tenterfield Shire Village Progress Associations and the Parks, Gardens and Open Space Committee to deliver individual town and village themes, promoting the unique aspects of each locality.	B: MEDCE C: MEDCE D: CDO  B: OSRUS C: PGLHC	●	●	Discussion at Parks, Garden & Open Space Committee Meetings for ideas for village themes for beautification to be included in Urban Design plans under development with the SCCF. Review service levels with the urban design plan for a new park area toilet and playground in Legume, village entry signage and concept planning within other Shire villages.



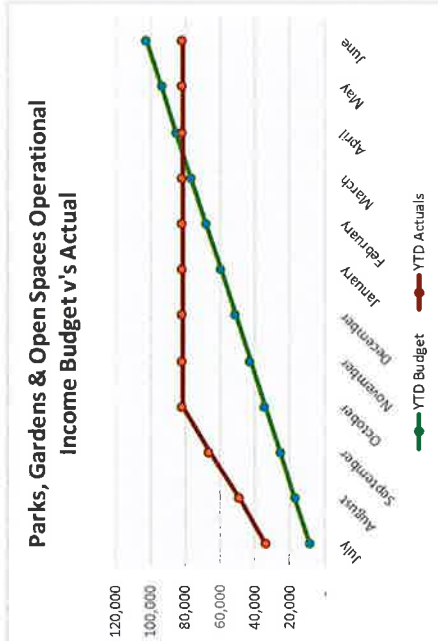
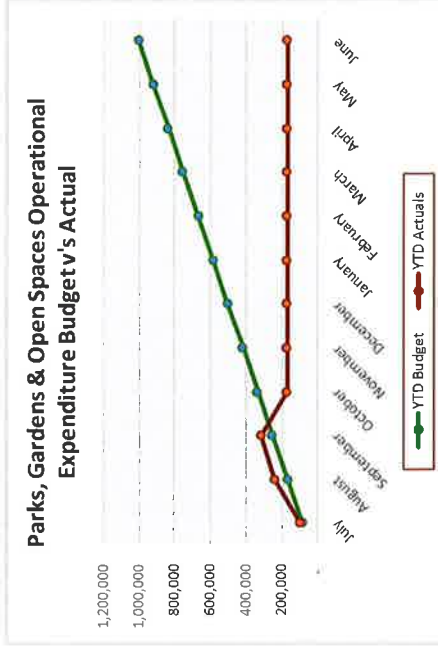
<p>DPI5.05) Identify suitable areas for the extension and embellishment of the current and future cycleway network. <b>Footpaths &amp; cycleways:</b> A - Chief Operating Officer</p>	<p>Investigate options for further exercise stations sited along existing cycleway.</p>	<p>B: MAPP C: MAPP D: MW</p>	<p>Two (2) exercise stations in budget for this financial year. Designs and quotes received. Option for Gant Funding SCC Funding round 3.</p>
<p>DPI5.06) Deliver, review and update Parks, Gardens and Open Space, Maintenance Programs across the Shire.</p>	<p>Implement and deliver maintenance programs for Parks, Gardens and Open Spaces.</p>	<p>B: OSRUS C: PGHLC D: PGHLC</p>	<p>Ongoing.</p>
<p><b>Cemeteries:</b> A - Chief Corporate Officer</p>	<p>Ongoing replacement of all existing playground equipment in accordance with Australian Playground Safety Standards.</p>	<p>B: OSRUS C: PGHLC D: PGHLC</p>	<p>Legume replacement this financial year. Jennings will be the only playground remaining to be upgraded.</p>
<p><b>Sport and recreation (passive &amp; active):</b> A - Chief Corporate Officer</p>	<p>Renewal of Legume playground equipment.</p>	<p>B: OSRUS C: OSRUS</p>	<p>Started to contact suppliers for designs and quotes.</p>
<p><b>Open Space Amenities:</b> A - Chief Corporate Officer</p>	<p>Investigate funding and site options for upgraded Skate Park.</p>	<p>B: OSRUS C: PGHLC D: PGHLC</p>	<p>Awaiting Grant Funding. Most recent grant application unsuccessful. New site being alongside the Jubilee park playground.</p>
<p><b>Place &amp; public art/beautification</b> A - Chief Corporate Officer (Development/implementation/finalisation)</p>	<p>Call for quotations and commence earthworks preparation for Tenterfield Cemetery Stage 1 expansion.</p>	<p>B: OSRUS C: PGHLC D: PGHLC</p>	<p>Ongoing.</p>
<p><b>Public tree management, development, maintenance</b> including arborist services.</p>	<p>Public tree management, development, maintenance including arborist services.</p>	<p>B: OSRUS C: PGHLC D: PGHLC</p>	<p>Used as needed. Drought conditions not helping trees that are frail.</p>
<p><b>Sportgrounds and active sports management, development and booking services.</b></p>	<p>Sportgrounds and active sports management, development and booking services.</p>	<p>B: OSRUS C: PGHLC D: AO</p>	<p>Booking have been received from Soccer, Cricket and Touch football Little Athletics for ground usage.</p>
<p><b>Management of street and public lighting, including awnings, smart poles, banner poles and all park lighting.</b></p>	<p>Management of street and public lighting, including awnings, smart poles, banner poles and all park lighting.</p>	<p>B: PBLIC C: MAPP</p>	<p>Looking at options of solar lighting along the walking path, pricing received. Further trees in Rouse Street to have fairy lights installed, quote received. With installation early December</p>
<p>Renewal of Shirley Park Amenities Building.</p>	<p>Renewal of Shirley Park Amenities Building.</p>	<p></p>	<p>Outside of the Shirley Park building has been completed. Scope of works done on the inside in readiness to be quoted on.</p>

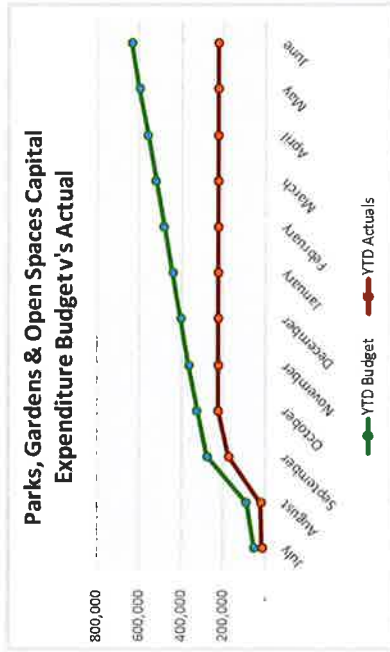
**b) Budget**

**Report for the Month of October 2019/20**

Account Type	2019/20 Full Year Budget	YTD Actuals	YTD Budgets	YTD Variance	Percentage Variance	Variance Comments
<b>Parks, Gardens and Open Space</b>						
1. Operating Income	-102,121	-81,424	-34,040	47,384	139.20	
2. Operating Expenditure	1,002,263	418,787	334,116	-84,671	-25.34	
3. Capital Income	0	-14,024	0	14,024	100.00	

	215,463	225,973	71,816	-154,157	-214,66
<b>4. Capital Expenditure</b>					
4215502. Cemeteries - Earthworks Preparation for Stage 1 Expansion	13,800	3,735	4,600	865	18.81
4605504. Renewal of Legume Playground Equipment (SRV)	32,202	0	10,732	10,732	100.00
4605508. Tenterfield Main Street Lighting	16,000	0	5,332	5,332	100.00
4605509. Rouse Street Irrigation & Replanting	45,000	0	15,000	15,000	100.00
4605510. Shade Structure over Rotary Park Playground	40,000	0	13,332	13,332	100.00
4605511. Exercise Stations x 2 on Bike Track	20,000	0	6,668	6,668	100.00
4610505. Shirley Park Amenity Block & Fencing - SCCF - 1107	0	41,163	0	-41,163	-100.00
4610506. Urbenville & Drake Playground Enhancements SCCF - 1063	0	104,500	0	-104,500	-100.00
4610650. Tenterfield Town Centre Revitalisation - Phase 2 SCCF - 1094	0	24,351	0	-24,351	-100.00
4610650. Tenterfield Archery Grant - SCCF - 0769	0	52,225	0	-52,225	-100.00
6240504. Villages Streetscape & Signage Revitalisation	48,461	0	16,152	16,152	100.00





**Capital Income:**

Income from park and hall bookings.

**Capital Expenses:**

- Obtaining quote for the new playground at Legume.
- Installation of more fairy lights in trees in Rouse Street.
- Quote for irrigation systems for Rouse Street gardens.

**Operational Income:**

Nil to report.

**Operational Expense:**

- Tree pruning and mulching.
- Toilet cleaning.
- Park maintenance.

**Schedule SCCF - Stronger Country Community Fund**

Project Number	Project Name	Location	Milestone 1 Complete	Milestone 2 Complete	Milestone 3 Complete	Total
			By	By	By	
SCCF2-1063	Playground Enhancements	Woodward Park, Allison Street, Drake NSW 2469; Captain Cook Park - Urban Street, Urbenville	31/01/2019 \$34,485	30/06/2019 \$34,485	31/09/2019 \$35,530	\$104,500

Comments	Playgrounds have been installed waiting to install signage so the last payment can be made. Third payment has been invoiced.					
Project Number	Project Name	Location	Milestone 1 Complete By	Milestone 2 Complete By	Milestone 3 Complete By	Total
SCCF2-1105	Toilet Block Enhancements at Urbenville and Legume	Tooloom St, Urbenville NSW 2475; Acacia Avenue, Legume	31/01/2019 \$56,164	<del>30/07/2019</del> 30/09/2019 \$56,164	<del>30/10/2019</del> 30/04/2020 \$57,866	0  <b>\$170,194</b>
Comments	Received preliminary designs and costings. The toilets project has been awarded to a local builder, and working on a project plan. Council has requested a variation on the date in which Milestone 2 is to be completed from 30 July 2019 to 30 September 2019.					
Project Number	Project Name	Location	Milestone 1 Complete By	Milestone 2 Complete By	Milestone 3 Complete By	Total
SCCF2-1107	Shirley Park Amenity Refurbishment and Tenterfield Rugby Park Fencing	High St, Tenterfield NSW 2372; Simpson Street, Tenterfield	31/01/2019 \$42,270	30/10/2019 \$42,270	31/08/2020 \$43,552	0  <b>\$128,092</b>
Comments	Fencing has been completed, and Tenders have gone out for the external work on Shirley Park amenities block. Work to commence in September 19 and First payment has been received. Second payment to be invoiced in November					

**c) Emerging Issues, Risks and Opportunities**

Nil to Report

**d) The Business of Improving Business**

Continuation of SCC grant funding will improve village amenities.

**e) Customers**

Watering of Trees.

Remove dead trees in front of properties

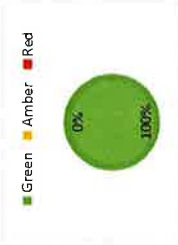
**f) Business statistics**

Nil to report

**g) Special events, achievements of note, celebrations**

No special events or achievements for the month of October

## 16. Swimming Complex



Under the 4 year Delivery Plan *Swimming Complex* relates to the ongoing : service provision; regulatory compliance; planning; supervision of patrons; and management. The Office of the Chief Corporate Officer directly oversees these outcomes.

### a) Delivery and Operational Plan precis

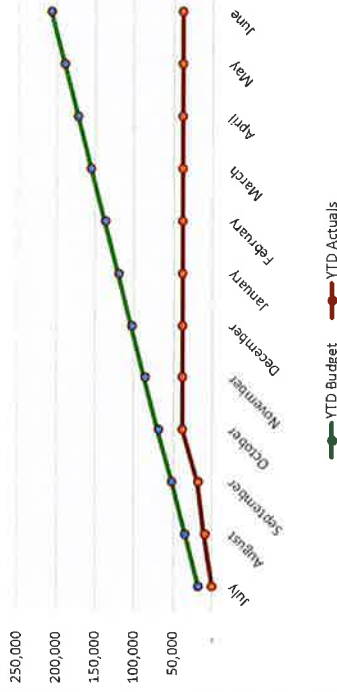
4 Year Delivery Program	1 Year Operational Plan 19/20	Officer			Comments: (Business Manager to provide short precis.)
DP16.01) Provision of an accessible, quality swimming and recreation facility which encourages participation. <b>Aquatic: A - Chief Corporate Officer</b>	Implement Tenterfield War Memorial Baths (TWMB) Management Plan, review and update as necessary. Continue and implement Inspection and Maintenance schedules for the pool, concourse, plant and equipment. Identify repair work and potential projects through the Inspection and Maintenance Schedules and work. Develop TWMB Master Plan.	B:PBLC D:PBLC  B:PBLC C:PS  B:PBLC C:PS  B:PBLC C:PBLC C:PBLC  B:PBLC D:PBLC B:PBLC C:PBLC			Adopted plan continues to be implemented.  Ongoing. Concourse grinding works commenced, approx. 30% complete.  Ongoing. Items identified being repaired in off-season or as necessary.  Scope for Master Plan being developed for quotation.  Has commenced  Has commenced  Has commenced

**a) Budget**

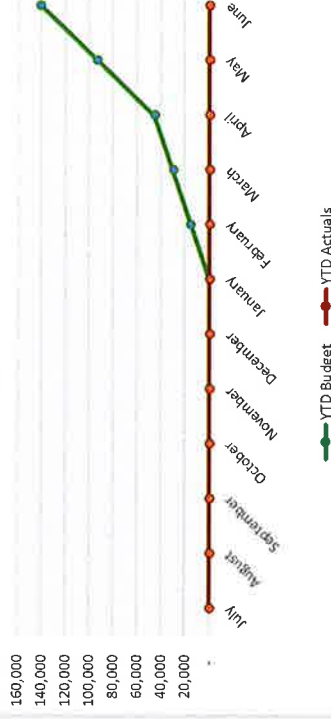
**Report for the Month of October 2019/20**

Account Type	2019/20 Full Year Budget	YTD Actuals	YTD Budgets	YTD Variance	Percentage Spent	Variance Comments
<b>Swimming Complex</b>						
2. Operating Expenditure	207,107	37,866	69,036	31,170	18%	
4. Capital Expenditure	141,000	0	47,004	47,004	0%	
4600501. Engineering Assessment of Pool Condition (SRV)	15,000	0	5,000	5,000	0%	Not carried out due to re-use of water in the pool
4600504. Masterplan for the Memorial Pool	56,000	0	18,668	18,668	0%	Underway
4600506. Shade Structure Over BBQ at Pool	20,000	0	6,668	6,668	0%	Applied for grant waiting to hear
4600507. Repaint Pools	50,000	0	16,668	16,668	0%	Scheduled for the end of the season

**Swimming Complex Operational Expenditure Budget v's Actual**



**Swimming Complex Capital Expenditure Budget v's Actual**



**Capital Income:**

Nil to report

**Capital Expenses:**

Nil to report

**Operational Income:**

Nil to report.

**Operational Expense:**

Pool season commenced 26 October, 2019

**b) Capital Projects**

Shade structure grant applied for to extend the size of the area, with the Community Building Partnership Program grant. Masterplan scope of works has been drafted. To be distributed for pricing.

**c) Emerging Issues, Risks and Opportunities**

Heavy smoke and any ash in the air due to the surrounding fires may have a negative impact on the water quality; this is being monitored.

**d) The Business of Improving the Business**

Investigation into acquiring a new back up pump for the pool, to ensure continued service is highlighted even more with the recent failure of the compressor. The compressor was recently renewed.

New signage has been installed at the pool making parents water wise and safety conscious. New signage has also been installed promoting water swimming workouts.

**e) Customers**

One customer complaint received – reply sent

**f) Business Statistics**

Swimming Clinic Numbers:

Adults – 8

Juniors – 28

Seniors – 20

Opening Day – 173 attendees

**g) Special events, achievements of note, celebrations**

Pool Opening 26 October 2019 – family fun day was held with free-swimming clinics, toddler splash & play circuit and donated give-a-ways.

Aqua Aerobics started on the 27 October 2019

Learn to Swim, Swim Club, Squads and the Tenterfield High School PASS swimming has also commenced.

A lot of positive feedback has been received regarding the opening of the pool and the family fun day.

The gym is also in full swing with patrons taking advantage of the Gym & Swim entry package.

The October Pool season this year between 26 October and 31 October saw a huge increase in attendances to 732 patrons. Last year in the same period, numbers were 380 patrons. A fabulous increase and show of community support to the Tenterfield War Memorial Baths.



## 17. Asset Management and Resourcing



Under the 4 year Delivery Plan *Asset Management and Resourcing* relates to: review, investigation, survey, design, development and project management; asset investigation, planning, policy formulation and management (both as a bureau service to whole organisation and for transport infrastructure). The Office of the Chief Operating Officer directly oversees these outcomes.

### a) Delivery and Operational Plan precis

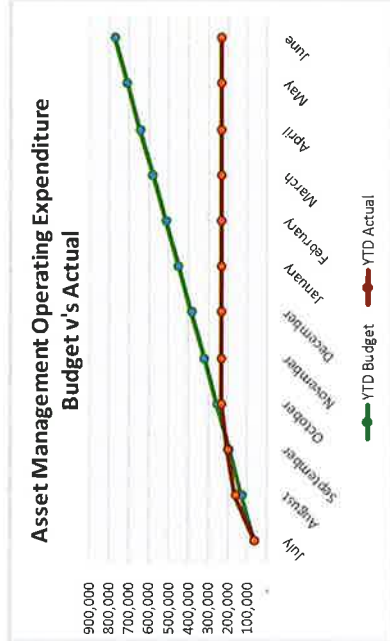
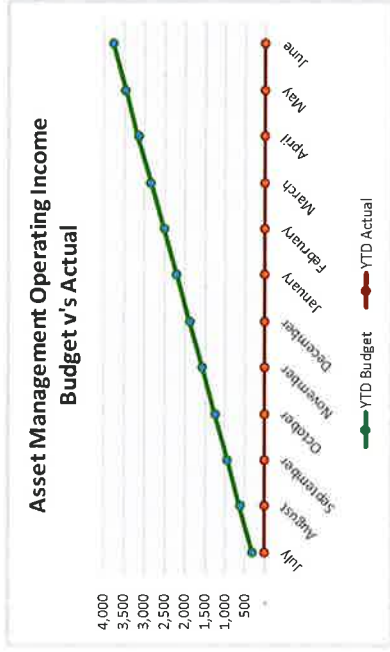
4 Year Delivery Program	1 Year Operational Plan 19/20	Officer			Comments: (Business Manager to provide short precis.)
<p>DP17.01) Delivery of survey and design works for infrastructure services, including stormwater drainage, transport, and water and sewer infrastructure.</p> <p><b>Assets &amp; projects:</b> A – Chief Operating Officer</p> <p>DP17.02) Review and implement planning for footpaths and cycleway infrastructure that is safe for users and supports connectivity and active recreation in urban environments.</p> <p><b>Assets &amp; projects:</b> A – Chief Operating Officer</p> <p>DP17.03) Asset planning considers the impact of consumption and cost driven by the increased demand for existing services and attracts a contribution priced to reflect this impact.</p> <p><b>Assets &amp; projects:</b> A – Chief Operating Officer</p> <p>DP17.04) Asset Planning, Policy and Management provide strategic direction and information to Council enabling the sustainable management of its asset portfolio as a whole.</p> <p><b>Assets &amp; projects:</b> A – Chief Operating Officer</p>	<p>Ensure that asset management, project planning and design activities meet agreed quality and industry standards.</p> <p>Review the Pedestrian Access and Mobility Plan (incorporating the Disability Action Plan) and Bike Plan to identify any priority gaps in connectivity in our Towns and Villages.</p> <p>Undertake annual inspections (or as deemed appropriate) for condition assessment of Council infrastructure and assets.</p> <p>Review options and implement new Asset Management System.</p> <p>Review and update the Asset Management Strategy and Policy.</p> <p>Prepare and review specific maintenance, renewal and capital improvement programs for roads, bridges, drainage and other community infrastructure.</p> <p>Provide asset revaluations when scheduled.</p> <p>Implement and review a Project Management methodology.</p>	<p>B: MAPP C: MAPP D: MAPP</p> <p>B: MAPP C: MAPP D: MAPP</p> <p>B: MAPP D: MAPP</p> <p>B: MAPP C: MAPP</p> <p>B: MAPP</p> <p>B: MAPP C: MAPP</p> <p>B: MAPP C: MAPP</p> <p>B: MAPP D: MAPP</p>	<p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p>	<p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p>	<p>Design standards are met and the RFQ process is used for the engagement of consultants to undertake investigation and design for major projects.</p> <p>PAMP and Bike Plans are being reviewed for updates of completed projects and consider inclusion of footpath and bicycle connection improvements. The review is on hold pending available staff resourcing to complete the task.</p> <p>An asset inspection program is carried out for safety and to update condition data for the asset registers where new works are completed to enhance the asset life.</p> <p>Asset databases are being reviewed with the building data to be uploaded to the synergy system as a pilot.</p> <p>A review of the Asset Management Strategy is ongoing.</p> <p>The 2019/20 capital expenditure program for transport assets has been finalised with major project work scoping prepared.</p> <p>Asset revaluations are prepared as scheduled.</p> <p>Projects are developed in consultation with the Works Manager and key staff. A more formal procedure will be developed prior to the next financial year.</p>

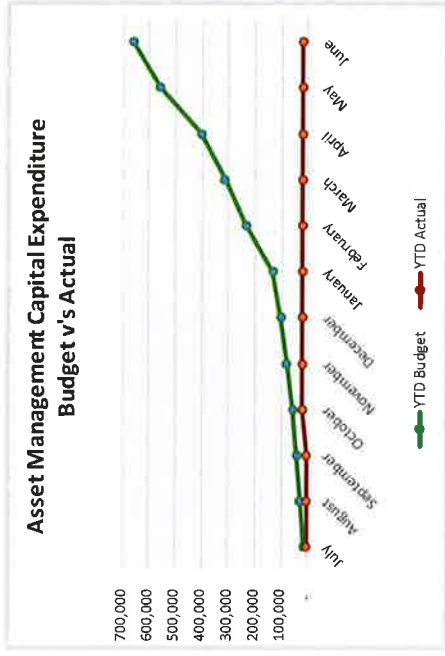


DP17.05) Risk Management embedded in our Asset Management Planning forms the basis for our intervention programs and our Asset Management practices. <b>Assets &amp; projects: A – Chief Operating Officer</b>	Review and update Council's Risk Register and intervention programs on an ongoing basis in accordance with inspection schedules.	B: MAPP C: MAPP	0	Review of Asset area risks has been prepared for the Risk Manager. Further consideration of risks will be given during the Asset Management Strategy review.
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**a) Budget**

Report for the Month of October 2019/20						
Account Type	2019/20 Full Year Budget	YTD Actuals	YTD Budgets	YTD Variance	Percentage Spent	Variance Comments
<b>Asset Management &amp; Resourcing</b>					%	
1. Operating Income	-3,763	0	-1,256	-1,256	0.00%	
2. Operating Expenditure	770,922	232,657	256,968	24,311	30.18%	
4. Capital Expenditure	647,250	19,527	215,748	196,221	3.02%	
6205500. Survey Instrumentation - GPS Equip, Cable Detector, Bridge Assyst	50,000	3,165	16,668	13,503	6.33%	
6205507. Asset Management System	100,000	0	33,332	33,332	0.00%	
6205508. Assets - Software Licences	0	8,075	0	-8,075	0.00%	
6205509. Tenderfield Store - New Air Conditioner	0	3,091	0	-3,091	0.00%	
6250501. Tenderfield Depot - Refurbishment Stage 1	145,000	5,196	48,332	43,136	3.58%	
6250502. Tenderfield Depot - Wash Down & Recycle Bay	160,000	0	53,332	53,332	0.00%	
6250503. Tenderfield Depot - Water Wise Initiatives	20,000	0	6,668	6,668	0.00%	
6250504. Tenderfield Depot - Minor Works & Furniture Replacement	36,000	0	12,000	12,000	0.00%	
6250505. Tenderfield Depot - Carpet	16,250	0	5,416	5,416	0.00%	
6250506. Tenderfield Depot - Training Room Furniture	20,000	0	6,668	6,668	0.00%	
6250507. Urbenville Depot - Demountable	100,000	0	33,332	33,332	0.00%	





**Capital Income:**

Grant funding for major works are sought towards the respective asset areas. A number of additional grant applications are currently being prepared in relation to recently announced funding opportunities, again with a focus upon timber bridge replacements.

**Capital Expenses:**

Project Management for specific projects such as the Mt Lindesay Road upgrade and Timber Bridge Solutions are costed to the grant funding. The Asset Management System is focussed on current system availability and asset data.

**Operational Income:**

Operational budget income for the assets section is a nominal amount sourced from the sale of surplus materials if any become redundant.

**Operational Expense:**

Operational expenses are within the budget for the early stage of the year.

**Capital Projects:**

**b) Emerging Issues, Risks & Opportunities**

The Engineering Administration Assistant position has been resourced with the successful applicant to commence in November. Technical Project Engineer position was no suitably resourced and will be re-advertised for recruitment.

**c) The Business of Improving the Business**

## SWOT ANALYSIS

### Asset Management & Project Planning - (MAPP)

## S

### Strengths

- Good data on road related infrastructure;
- New and more proactive Management Team prepared to innovate;
- Knowledgeable workforce.

## W

### Weaknesses

- GIS system lacks consistency, coordination, full population, use, integration with asset management and a consolidated viewing platform e.g. IntraMaps;
- Records/drawings management – need to transfer to electronic format – awkward server spread of data and inconsistent file management;
- Lack of specific GIS Technical Officer – No internal design or CAD services;
- Past reliance on external resources for asset delivery not always a cost effective value.

## O

### Opportunities

- Appoint a GIS Officer or Technical Officer;
- Move to use QGIS, IntraMaps for mapping;
- Improve organisational efficiency through integrated Assets and GIS data work stations;
- Develop affordable levels of service for Council assets;
- Maintain assets to a defined level of service, and prioritise expenditure;
- Educate/influence the community on affordability;
- Optimise water and sewer assets;
- Make Tenterfield attractive economically.

## T

### Threats

- Failure to achieve target service levels and community dissatisfaction;
- Availability of sufficient funds to manage assets, reduced grant funding access;
- Possible Government Policy and Legislation change;
- Infrastructure demands exceed capacity to supply;
- Shortage of appropriate Technical staff.

### d) Customers

Customer matters are dealt with on a priority basis where resources are available.

### e) Business Statistics

Business statistics are reflected through the asset management plans and completion of the capital expenditure programs.

### f) Special events, achievements of note, celebrations

No special events at this stage.

## 18. Commercial Works



Under the 4 year Delivery Plan *Commercial Works* relates to: private works management, benchmarking, offsetting costs through creating synergies. The Office of the Chief Operating Officer directly oversees these outcomes.

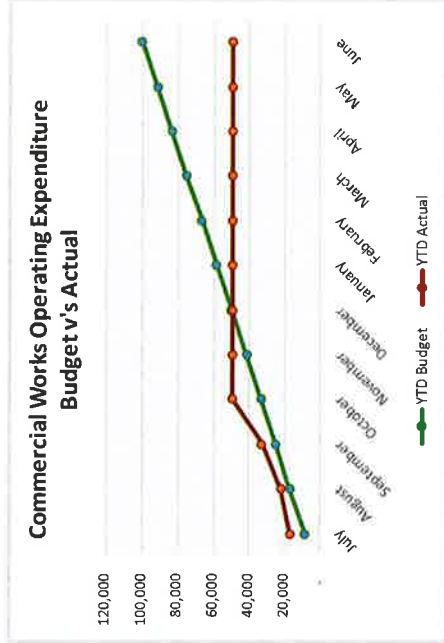
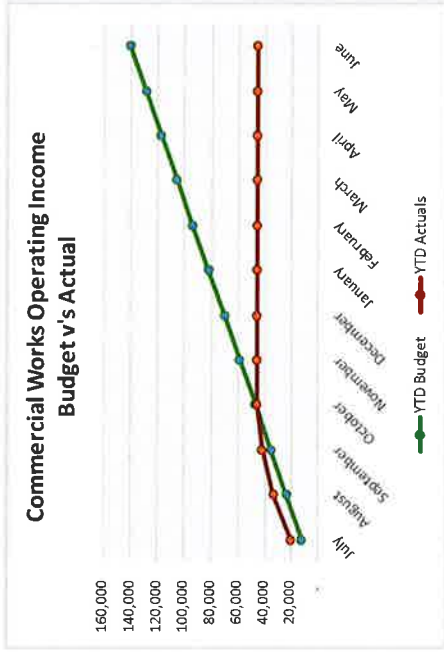
### a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	Officer			Comments: (Business Manager to provide short precis.)
DP18.01) Deliver Commercial Works in accordance with Council Policy.  <b>Private works: A – Chief Operating Officer</b>	Quotes to be provided within one month of the written request from the customer.  Minor works to be programmed into day to day operations, medium works (one day to a week) to be programmed into the "Four Week Outlook" and Major works (more than one week) to be programmed into the Yearly Works Program.	B:MW C:WM D:MW  D:MAPP			Ongoing.  Ongoing

### a) Budget

#### Report for the Month of October 2019/20

Account Description	2019/20 Full Year Budget	YTD Actuals	YTD Budgets	YTD Variance	Percentage Variance	Variance Comments
<b>Commercial Works</b>						
1. Operating Income	-141,000.00	-45,845.30	-47,000.00	-1,154.70	-2.46%	
2. Operating Expenditure	100,000.00	49,574.06	33,332.00	-16,242.06	-48.73%	



**Capital Income:**

**Capital Expenses:**

**Operational Income:**

**Operational Expense:**

**b) Capital Projects**

**c) Emerging Issues, Risks and Opportunities**

- Correct pricing of projects to reflect a profit – at risk projects to be cost plus.

**d) The Business of Improving the Business**

- Council continues to be the leader in the district for offering the service of spray cold bitumen and spreading cover aggregate.

**e) Customers**

- Generally our customer is within our region, we have interest from other shires to provide a service with our Jetpatcher.

**f) Special events, achievements of note, celebrations**

## 19. Stormwater and Drainage



Under the 4 year Delivery Plan *Stormwater and Drainage* relates to ongoing management and improvement of all stormwater infrastructure, gross pollutant traps, natural urban waterways and erosion control apparatus. The Office of the Chief Operating Officer directly oversees the outcomes.

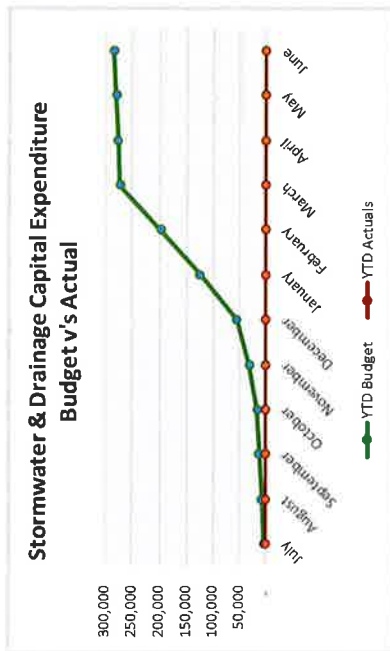
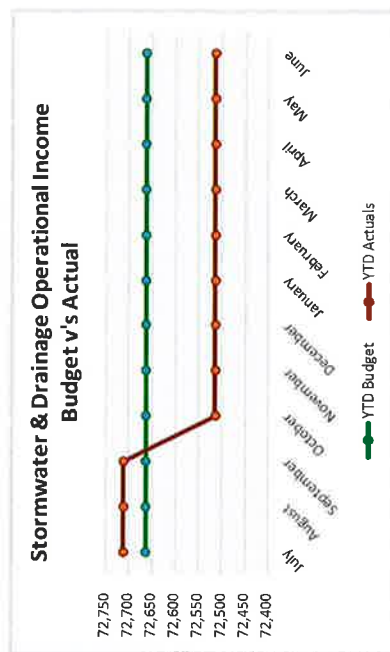
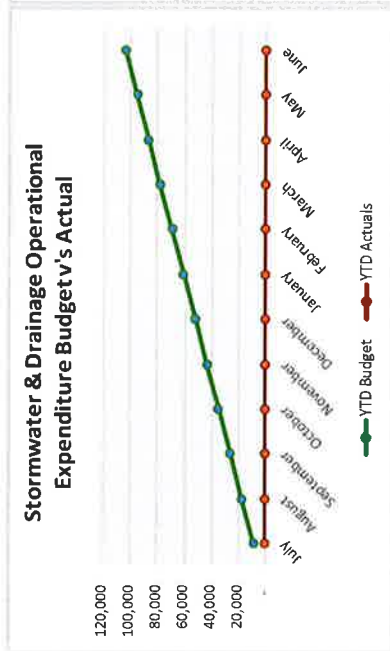
### a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	Comments:
DP19.01) Stormwater and drainage infrastructure is provided, maintained and renewed.	Implement the Stormwater Asset Management Plan.	B:MAPP C:MAPP D:MW	Plans of existing storm water assets in Rouse Street CBD are being compiled based upon the Stormwater Asset Management Plan. Stormwater inlets in urban areas are being reviewed for child entry protection.
<b>Stormwater: A - Chief Operating Officer</b>	Condition rate all drainage assets and prioritise according to available funding.	B:MAPP C:MAPP D:MW	Inspection of drainage assets is programmed to review conditions and maintenance requirements. Reflect software training for staff has been deferred as it coincided with high fire hazards and highway closures.

### a) Budget

#### Report for the Month of October 2019/20

Account Type	2019/20 Full Year Budget	YTD Actuals	YTD Budgets	YTD Variance	Percentage Spent	Variance Comments
<b>Stormwater &amp; Drainage</b>					%	
1. Operating Income	-72,662	-72,516	-24,220	48,296	99.80	
2. Operating Expenditure	104,000	0	34,668	34,668	0.00	
3. Capital Income	0	-14,024	0	0	0.00	
4. Capital Expenditure	285,000	0	95,004	95,004	0.00	
8252502. Drainage Pits - Upgrade	20,000	0	6,668	6,668	0.00	
8252510. Rouse Street Construction	210,000	0	70,000	70,000	0.00	
8252524. Child Proofing Culverts	5,000	0	1,668	1,668	0.00	
8252525. Stormwater Works Investigation	50,000	0	16,668	16,668	0.00	



**Capital Income:**

Budget funding has been allocated for Rouse Street investigation.

**Capital Expenses:** No expenses incurred to date.

**Operational Income:**

*Budget allocated for stormwater maintenance.*

**Operational Expense:**

Expenses subject to identified maintenance priorities with allocated budget.

**b) Capital Projects**

Planning of the Rouse Street investigation is continuing with limited staff resources available at present given other priorities. Initial drawings and data collation is continuing.



**c) The Business of Improving the Business**  
*Ongoing commitment to enhance the community stormwater.*

**d) Customers**

Customer issues will be investigated on a priority basis where resources are available.

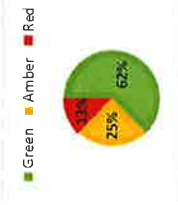
**e) Business Statistics:**

Business statistics are reflected through the asset management plans and completion of the capital expenditure projects.

**f) Special events, achievements of note, celebrations**

No special events at this stage.

## 20. Transport Network



Under the 4 year Delivery Plan *Transport Network* relates to the sustainable management and improvement of all infrastructure used to facilitate transportation: vehicular, aviation, Mt McKenzie and cyclists; car parking; quarries; delineation, line marking, signage and lighting; regulatory compliance; emergency response and on-call; traffic committee administration, and risk mitigation. The Office of the Chief Operating Officer directly oversees the outcomes.

### a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	Comments: (Business Manager to provide short precis.)
DP20.01) Construction of Transport Infrastructure. <b>Roads, bridges and retaining walls:</b> A - Chief Operating Officer	Continue to apply for grants to complete sealing of unsealed sections of Mount Lindesay Road.  Reconstruct and realign Mt Lindesay Road from Legume to Woodenbong. Under the direction of the Chief Operating Officer. Deliver the timber bridge replacement program.	B: MAPP C: TPE  B: MAPP C: TPE  B: MAPP C: MW D: MW	Funding needs to be sought for this work, grant opportunities that may be coming available are being considered for initial sections of work.  2.4km at Dalman North is complete. Construction of the intersection at Legume and Killarney Road is complete. The delivery of remaining stages is being discussed with RMS.  Emu Creek on Hootons Rd, Beauty Creek on Tooloom Rd and Boonoo Boonoo River bridge on Mt Lindesay Rd have design and construct tenders that have closed. Tenders are being assessed and a report will be prepared for Council.
DP20.02) Maintenance of transport infrastructure. <b>Roads, bridges and retaining walls:</b> A - Chief Operating Officer	Implement the resealing program for the Regional and Local sealed road network. Allow a suitable budget that falls in line with depreciation of the sealed network. Complete yearly renewal (replacement) of drainage assets as identified from condition ratings from inspections.  Review practices every six months – measure by road maintenance longevity. Difficult to measure with abnormal conditions.  Continue works as per the bridge replacement and repair program as per grant funding for 19/20 & 20/21.  Ongoing maintenance of road network and cleaning of streets and car parks.	B: MAPP C: MW D: MW  B: MAPP C: MW D: MW  B: MAPP C: MW D: MW	19/20 program will be called for tenders towards the end of 2019.  19/20 FY has funding towards drainage assets. Some culverts have been identified for replacement and materials have been purchased ready for installation. Some replacements have been completed on Binghi Rd and Log Hut Rd.  Ongoing with crews and the Asset Manager.  Program set, continually reviewed and maintenance works occurring. Some bridges are complete under Interim Solutions Funding and further work is ongoing. Bridge superstructure components are being fabricated within the depot for expediency and will be transported to site for installation such as Silent Grove Rd once safe conditions prevail.  Street sweeping contract in place, road network program set and implemented.

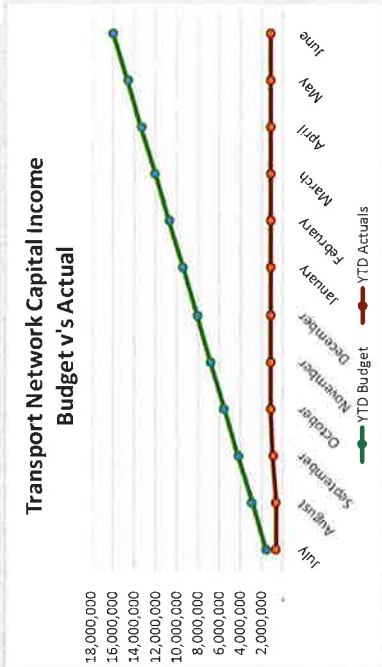
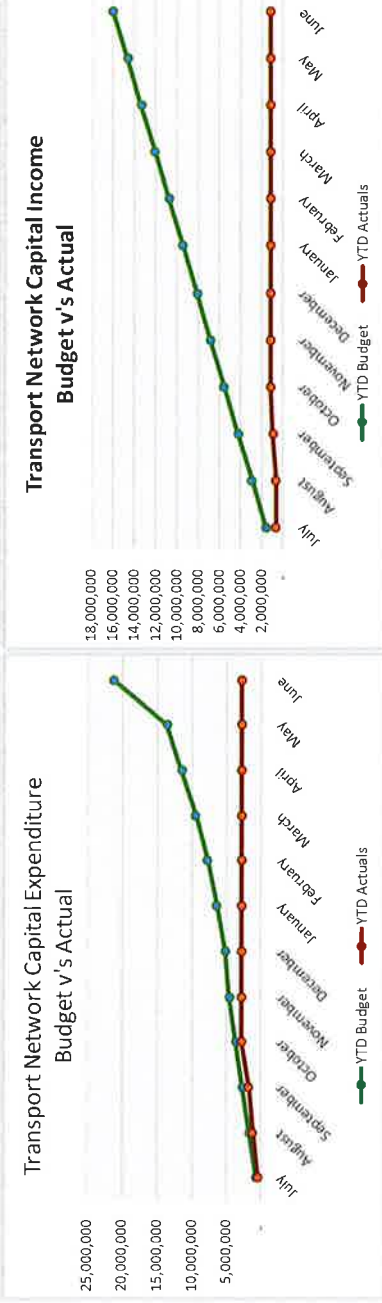
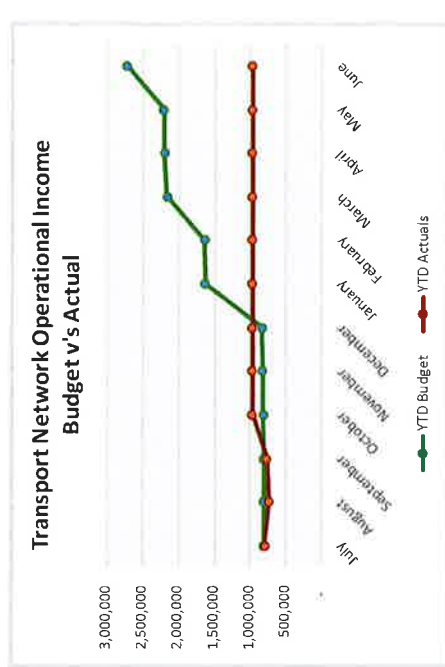
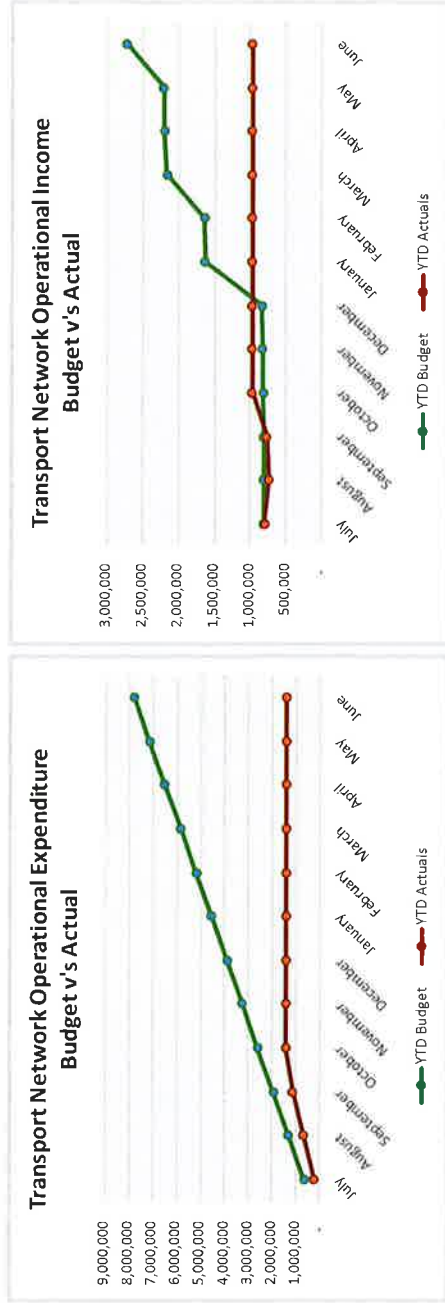
	Maintain Council's footpath network in accordance with the Asset Management Plan.	B: MAPP C: MW D: MW				Footpaths maintained as budget funds allow.
DP20.03) Advocate on behalf of the community for improved service levels across the Shires transport network. <b>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A - Chief Executive</b>	Lobby State and Federal Governments for funding to reconstruct and realign Bruxner Way from the New England Highway to Sunnyside Loop Road.  Lobby State and Federal Governments for funding to reconstruct Tooloom Road.	B: CE C: CE	0	0	0	Commenced. BROC task force initiated. BROC strategy meeting held 10 August. Agenda is to collate all the information available and complete a gap analysis prior to engaging a consultant to complete an independent business case and review of the original determination by RMS. Now that the inland rail project has commenced there will be a need to review past, out-of-date, strategies.  Not commenced. Advocacy efforts being spent on timber bridge replacements and other roads (Bruxner Way). At the present, requesting the State to financially support Tooloom Road will send the wrong signals to decision makers. The most looming issue in the immediate time is maintaining the integrity of our timber bridge fleet. The risk being that decision makers may then misunderstand the level of importance of funding bridges, as the Tooloom Road business case simply won't be as robust.  Both plans to be reviewed by June 2021. Existing plans are in place and implemented.
DP20.04) Management of the transport infrastructure assets in response to changing community need. <b>Road safety and Traffic Committee: A - Chief Operating Officer</b> <b>Quarries and stockpiling: A - Chief Operating Officer</b> <b>Aviation: A - Chief Operating Officer</b> <b>Roads, bridges and retaining walls: A - Chief Operating Officer</b>	Review and implement the Road Network Management Plan and the Road Network Asset Management Plan.  Ongoing management of quarries, borrow pits and stockpiles. Meet Mining documentation requirements.  Ongoing management of airstrip, in conjunction with the Asset Manager.  Management of road safety and the Traffic Committee.  Review operational strategy regards grading delivery models involving contracting services in partnership or parallel with current internal service delivery.	B: MAPP C: MAPP D: MW  B: MW C: MW D: MW  B: MAPP C: MW D: MW  B: MAPP C: MAPP D: MW  B: MW	0	0	0	Some gravel pits are registered. Other pits are used under Section 94 of the State Environmental Planning Policy (Infrastructure) 2007.  Airstrip maintained regularly and available for use.  Road safety issues are being addressed through the Local Traffic Committee - ongoing.  Grading practices to be reviewed as part of the review of Road Network Management Plan.

**b) Budget**

**Report for the Month of October 2019/20**

Account Type	2019/20 Full Year Budget	YTD Actuals	YTD Budgets	YTD Variance	Percentage Spent	Variance Comments
<b>Transport Network</b>						
1. Operating Income	-2,729,695	-968,122	-909,900	58,222	%	
2. Operating Expenditure	7,789,626	1,419,748	2,596,532	1,176,784	6.40	
3. Capital Income	-14,759,390	-1,180,357	-4,919,780	-3,739,423	45.32	
4. Capital Expenditure	19,093,964	2,762,471	6,364,632	3,602,161	76.01	
6. Liabilities	256,029	58,095	85,344	27,249	56.60	
5400410. Drought Communities Program 2018/19 - Timber Bridges	0	136,875	0	-136,875	100.00	
6205513. RMS Lighting Review - Tenterfield CBD	0	5,000	0	-5,000	100.00	
6215110. Regional & Local Roads Traffic Facilities	66,028	49,018	22,012	-27,006	-122.69	
6215509. Regional Roads Block Grant - Gravel/Resheeting Program.	250,000	0	83,332	83,332	100.00	
6215510. Regional Roads Block Grant - Reseals Program.	0	1,091	0	-1,091	100.00	
6215514. Roads to Recovery 2014-19	1,035,468	0	345,156	345,156	100.00	
6215531. Special Grant Mt Lindesay Road (RMS/Fed)	10,000,000	1,123,038	3,333,320	2,210,282	66.31	
6215538. NDRRA 2017 - 28 March - Local Roads (Restoration)	0	102,730	0	-102,730	100.00	
6215539. NDRRA 2017 - 28 March - Regional Roads (Restoration)	0	239,240	0	-239,240	100.00	
6215541. MR290 Repair Program 2018/19	0	16,573	0	-16,573	100.00	
6215545. DRFA 2019 Declaration Expenditure AGRN 843 - February Fires	0	3,565	0	-3,565	100.00	
6215548. Restart NSW Funding - Beauy Creek Bridge Replacement - Tooloom Road - Expenditure	795,000	65,055	265,000	199,945	75.45	
6215550. Footpaths	0	1,544	0	-1,544	100.00	
6215551. Repair Program 2019/20	895,890	165,399	298,632	133,233	44.61	
6215554. DRFA Restoration Works AGRN871 - September 2019 Fires	0	148,883	0	-148,883	100.00	
6220270. Boonoo Boonoo Bridge, Mt Lindesay Road - Restart NSW Funding	1,459,500	149,120	486,496	337,376	69.35	
6220275. Emu Creek Bridge Replacement - Hootens Road - Restart NSW Funding	910,000	64,299	303,332	239,033	78.80	
6220280. Restart NSW Funding - Bridge Interim Solutions Project - Expenditure	1,313,000	213,676	437,664	223,988	51.18	
6220500. Urban Streets - Reseal Program	105,000	0	34,996	34,996	100.00	
6220501. Road Renewal - Gravel Roads	605,000	112,139	201,668	89,529	44.39	
6220503. Gravel Resheets	617,000	47,772	205,664	157,892	76.77	
6220505. Kerbing & Guttering	40,000	0	13,336	13,336	100.00	
6220506. Bridges / Causeways (SRV to 2023/24)	510,000	53,375	170,000	116,625	68.60	
6220507. Rural Roads - Reseal Program	252,828	0	84,272	84,272	100.00	
6220512. Culverts & Pipes	134,000	17,557	44,668	27,111	60.69	
6240101. Gravel Pit Rehabilitation	10,250	0	3,416	3,416	100.00	
6240502. Main Street - Complete Final Stage	0	46,523	0	-46,523	100.00	
6240503. Road Rehabilitation	95,000	0	31,668	31,668	100.00	

**c)**



**Capital Income:**

**Capital Expenses:**

- Sawyers Gully is complete, sidetrack removed and the road reinstated.
  - Replacement of a causeway on Woodside Road has commenced. This work is delayed due to this crew assisting with post fires cleanup on shire roads.
- Bridges Work**
- Constructing a replacement bridge superstructure for Silent Grove Rd bridge. Installation of this bridge delayed due to fires. In place bridge was not burnt.
  - Interim Solutions work to two bridges on Boorook Rd is complete.
  - Council will replace two bridges in the Urbenville area with an InQuik bridge, commencing in the new calendar year.
  - Council will commence the replacement of a section on the Maryland River (River tree Rd) with an InQuik bridge to facilitate the requirements of DPI Fisheries on this river. Commencing November 2019 – depending on fires.

**Operational Income:**

**Operational Expense:**

- **Eastern Grader** – grading Mudflat Rd, Paternans Rd, Fairfield Rd, Leslie Ck Rd, Bellbird Rd and O'Driscoll's Rd.
- **Northern Grader** –Grading Rivertree Rd, Razorback, Kingfisher Rd and Cullen's Ck Rd.
- **Western Grader** –Council will grade those roads that have access to water if needed. This grader is completing shoulder work on the Tooloom Rd.
- **Central Grader** – Grading Black Swamp Rd, Bryan's Gap Rd and Timbarra Rd.
- **Drainage Crew** – Excavator is desilting the Tenterfield Dam.
- **Urbenville Crew** - general patching, spraying and slashing of road verges, grading Tooloom shoulders. Installed a culvert opposite the shop in Legume to facilitate a gravel pathway and installed a culvert at the intersection of Cullendore St and Tooloom St, legume.
- **Response to essential public infrastructure fire damage** works on Torrington Rd, Tent Hill Rd and Silent Grave Rd and all other streets in the Torrington area will be inspected and repaired as necessary.
  - Billirimba Rd and Scrub Rd have had initial inspections and some repairs completed.
  - Bruxner Rd, Leslie Ck Rd, Bellbird Rd and Mudflat Rd, Cyril Smith Circuit, Bushy Drive, Fairfield Rd, Sugarbag East and West Roads and Cheviot Hills Rd will all be inspected and repaired as necessary.
  - Rover Park Rd and Red Rock Rd will be inspected and repaired as necessary.
  - Council continues to support RFS with plant and staff on multiple occasions as requested.
- **Paving** – Paving in the main street, on the northern end of Rouse St, adjacent to Molesworth St is complete. Council will construct a tree planting entrance for the northern entrance to Tenterfield CBD, replicating the southern entrance to the CBD.

**Schedule SCCF - Stronger Country Community Fund**

Project Number	Project Name	Location	Milestone 1 Complete By	Milestone 2 Complete By	Milestone 3 Complete By	Total

SCCF2-1094	Tenterfield Town Centre Revitalisation - Phase 2	Rouse St, Tenterfield NSW 2372	31/01/2019 \$66,000		29/11/2019 \$66,000		30/06/2020 \$68,000		<b>\$200,000</b>
<b>Comments</b>	<b>Paving is complete.</b>								

**d) Emerging Issues, Risks and Opportunities**

- The Regional Road Block grant allocation supplies 'just' enough money to maintain the running surface asset but the allocations do not allow for asset replacement. The Regional Roads have a higher 'level of service' asset installed when built by the State Government. Into the future, we need to source funding for these asset replacements that we have inherited.
- We are at risk of not able to maintain our unsealed network to community expectations due to the ongoing dry weather and lack of water for grading.
- The dry times and fire outbreaks are require Council resources which delays our normal operational activities and Capital works.

**e) The Business of Improving the Business**

- Three bridge replacement grant opportunities have been successful as well as two bridges that have half the funding made available. This combined with the interim solutions funding for the remaining timber bridges provides Council the opportunity to replace and extend the life of our bridge assets.
- Council continues to seek funding under different streams to seal the unsealed sections on Mt Lindesay; rehabilitate Tooloom Rd and Torrington Rd.
- Council continues to review grading practices and trialling new innovative ways to extend the life of our unsealed network.
- Council continues to lobby the State government to increase the Regional Road Block Grant funding for normal routine maintenance and asset replacement.
- Council has Black Spot funding application in for Boonoo Boonoo Falls Road, for crash reduction treatment; To seal Mt Lindesay Rd on the gravel section Tenterfield side of Bookookoorara Ck.

## SWOT ANALYSIS

### Works (Transport & Infrastructure) – (MW)

#### S

##### Strengths

- Reasonable data and records;
- Modern Plant and Equipment;
- Good maintenance and customer service responses;
- Road Network/Asset Management Plan;
- Interdepartmental communication;
- Multi skilled, local workforce with good area knowledge.

#### W

##### Weaknesses

- Shortfalls in Construction skillsets, design/technical staff, and succession planning;
- Reactive rather than proactive;
- Reliance on Grant funding;
- Area to be covered and high resource need, with large infrastructure base;
- Limited planning, design, project and asset management resourcing until recently;
- Access to good road base;
- Poor network coverage.

#### O

##### Opportunities

- Obtain more Grant income;
- Improve systems and processes;
- Access more private works;
- Increase staff and resources;
- Increase use of technology – mobile asset management systems;
- Innovation in road building, bridge construction and maintenance overall;
- All staff at Depot part of same engineering team.

#### T

##### Threats

- State and Federal cost shifting;
- Acquiring new assets without corresponding resources;
- Climate change;
- Less annual funding;
- Increase in service levels without resources, shifts in priorities that are unplanned.

#### f) Customers

#### g) Business Statistics

#### h) Special events, achievements of note, celebrations



## 21. Plant, Fleet and Equipment

Green Amber Red



Under the 4 year Delivery Plan *Plant, Fleet and Equipment* relates to: effective provision and management of plant, fleet, equipment, store and depots; and tendering and procurement. The Office of the Chief Operating Officer directly oversees these outcomes.

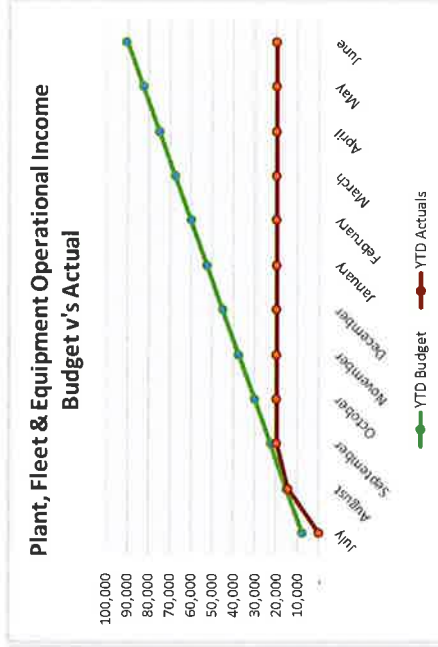
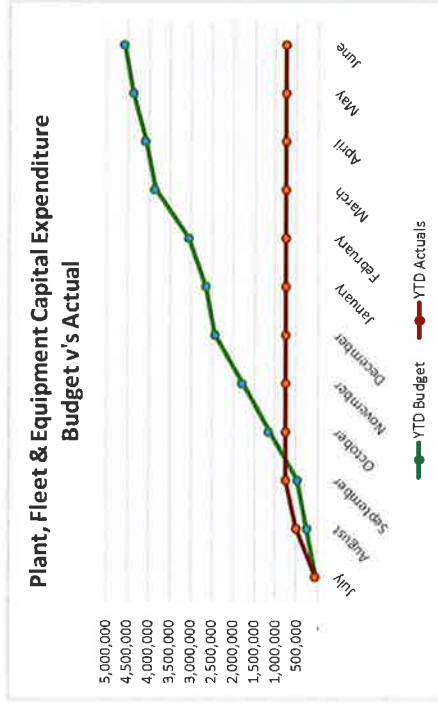
### a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	Officer			Comments: (Business Manager to provide short precis.)
<p>DP21.01) Maximise productivity of Council fleet and stores service.</p> <p><b>Depot, Store:</b> A – Chief Operating Officer</p> <p><b>Fleet &amp; Plant:</b> A – Chief Operating Officer</p> <p><b>Procurement and tendering framework:</b> A – Chief Operating Officer</p> <p><b>Depot, Store, fleet &amp; plant:</b> A – Chief Operating Officer</p>	<p>Set out a Safety Inspection Schedule with WHS by December 2019 – reflects timelines for inspections, where and who to do, with an actions list.</p> <p>Arrange safety and other related inspections, applying corrective actions where required, of Council fleet assets in accordance with Council procedures</p> <p>Deliver an effective Plant Maintenance Program in line with industry best practice.</p> <p>Stock Inventory levels to be finalized with budgets by June 30 2019.</p> <p>Ongoing implementation and review of the Fleet Asset Management plan.</p> <p>Ongoing delivery and review of the Plant Replacement Program.</p> <p>Depot Master Plan Commenced – to be finalised with budgets, timelines and action plans by June 30 2020.</p> <p>Ongoing review of Fleet structure through the engagement of stakeholders, to insure fleet assets are fit for purpose and provide for councils operational needs.</p>	<p>B:MW</p> <p>B: FC</p> <p>B:FC C:FC D:FC</p> <p>B:MW D:Store</p> <p>B:FC C:FC D:FC</p> <p>B:FC C:FC D:FC</p> <p>B:MW C:MW</p> <p>B:FC</p>	<p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p>	<p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p>	<p>Up to date inspections include: Fire Extinguishers, First Aid Kits, Liftings Chains, Pressure Vessels, Safety Harness and Gas detectors and other confined space items.</p> <p>WHS inspections yet to be performed.</p> <p>Completed 95%. Approximately 5% of inspections extend beyond the prescribed 3 month period. Fleet is achieving its benchmark in this area.</p> <p>Approximately 95% of Fleet asset maintenance is conducted within a week of falling due; maintenance is conducted in line with industry best practice.</p> <p>Store stock levels have been audited during June 2019.</p> <p>Analysis, reporting and review of most key management areas are now being achieved.</p> <p>Five replacements have carried forward from last financial year, There are six items in this year's program one of these have been completed to date.</p> <p>Depot Master Plan has commenced with a steering committee including Fleet Coordinator, Property, Building &amp; Landscape Coordinator and the Works Manager. Other stakeholders will be involved as the plan progresses.</p> <p>Councils Fleet structure size and composition looks to be fit for purpose as indicated by strong utilisation figures. Fleet is investigating the viability of adding a second micro excavator to councils Fleet as part of the procurement process of unit 98.</p>

**b) Budget**

**Report for the Month of October 2019/20**

Account Type	2019/20 Full Year Budget	YTD Actuals	YTD Budgets	YTD Variance	Percentage Variance	Variance Comments
<b>Plant, Fleet &amp; Equipment</b>						
1. Operating Income	-90,000	-26,993	-30,000	-3,007	-10.02	%
2. Operating Expenditure	-2,209,329	-173,386	-736,448	-563,062	-76.46	
4. Capital Expenditure	3,755,253	1,096,048	1,251,744	155,696	12.44	
8. WDB of Asset Disposals	-2,349,171	1,003,662	-783,052	220,610	28.17	
6210500. Public Works Plant - Purchases	3,755,253	1,069,866	1,251,744	181,878	14.5299	
6210502. Minor Plant Purchases	-	24,000	-	24,000	-100	
6210503. Workshop - New Air Conditioner	-	2,182	-	2,182	-100	



### c) Capital Projects

Capital renewals are prescribed in the Plant Replacement Program in line with councils 10 Year Fleet Asset Management Plan, delivery of some items have extended into the 19/20 financial year and include:

- Unit 10 Bridge Truck. Cab chassis to be purchased through LG Procurement under government contract ongoing,
- Unit 68 Grader, this procurement will carry to next financial year, delayed awaiting the outcome of a Caterpillar warranty issue that may impact the purchase decision,
- Unit 17 Watercart, tender delayed to incorporate the procurement of unit 11 Watercart scheduled for next financial year to halve administration and advertising costs,
- Unit 99 Mini Excavator 5.5T ((delay requested by works manager),

Items prescribed in the 2019/20 Plant Replacement program are as follows:

- Unit 11 Watercart,
- Unit 343 Slasher,
- Unit 98 Micro Excavator 1.8T, quotations received and currently being assessed. Probable addition of a second machine which will be based in Urbenville
- Unit 24 Front Loading Garbage Compactor,
- Unit 109 Landfill Compactor, a second hand Caterpillar 836H is being investigated in Wollongong. The Fleet manager will inspect the asset the week of 25th November in Wollongong.
- Unit 289 Tommy Vac leaf vacuum.

### Operational Income:

Recovered through plant charges, fleet income is indicating a .50% surplus for the October, with two weeks of data yet to be processed.

### Operational Expense:

Fleet operational expenditure was 23.14% over expended for October, with the current harsh environmental conditions and fire containment efforts placing extreme demands on council's fleet assets.

**d) Emerging Issues, Risks and Opportunities**

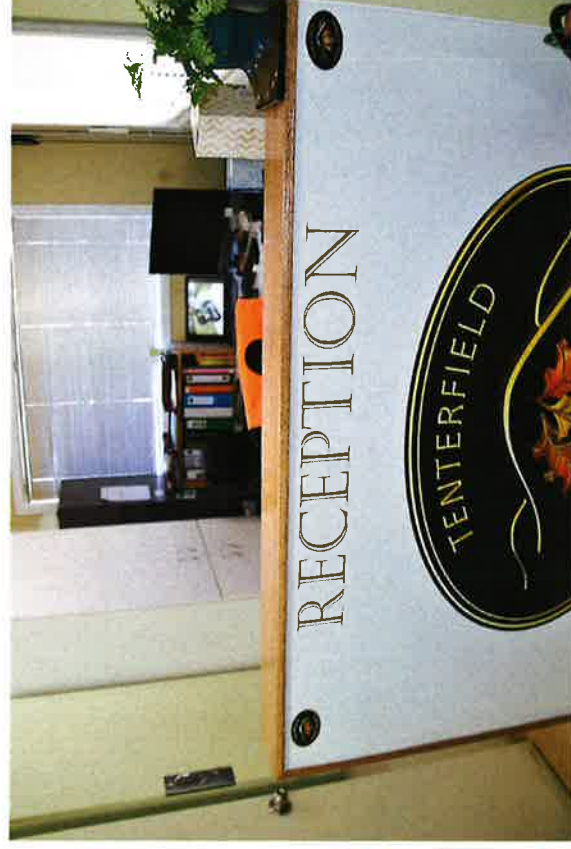
Considerable resources were applied to assisting the RFS again in October with fighting multiple fires during the month. These efforts have placed additional maintenance and repair requirements on council's fleet, further impacting the Fleet operational budget. Damage to glass work and tyre punctures on councils graders being the primary addition to operational expenditure throughout the fire efforts.

Councils Heavy Fleet was inspected by Roads and Maritime investigators as part of the Fleet annual registration renewal, all assets went straight through bar one which had a small fault which was rectified on the day. This result is testament to the fleet health and the hard work on the floor of the council's Fleet team. It gave me great pride when the investigators congratulated council on the condition of the fleet and made mention of the pleasurable experience inspecting council's assets was. A great accolade considering these inspectors inspect many thousands of Heavy Vehicles yearly and have a good understanding of the national condition of fleet assets.

**e) The Business of Improving the Business**

Fleet identified the need to re-arrange the office space within the workshop to better allow access and egress, and facilitate a suitable workspace for team members conducting computer based tasks. The renovation took just two weeks in total and has made a clear improvement to workflow and practical use of the space. The customer service experience was further enhanced by the addition of two service counters, and the positioning of the Fleet administration assistant as a primary focal point upon entry to the workshop.

A tablet based visitor and staff login has also been implemented to allow for better site management and visitor control. The cloud based visitor login application affords detailed reporting, trend and event management, along with providing a means of maintaining a site attendance register which is essential in the event of an emergency evacuation.



**f) Customers**

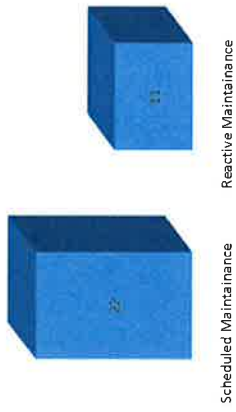
Support to all internal customers is ongoing, including mechanical and technical assistance, and provision of fleet assets through a system of internal hire.

Again throughout the month of October significant mechanical and logistical support was provided to the Rural Fire Service and other combat agencies, as part of the combined fire effort.

Further support was afforded to the Water and Sewage team to rectify the underperforming infrastructure at the APEX park bore. The original design called for a water delivery system capable of delivering approximately 5,000 litres per day of stock water to the community. It soon became apparent that the demand was far greater than the scope of the system, with usage of up to ten times its designed capacity being experienced frequently. The Fleet team has re-designed the solar array which powers the delivery of water from the holding tank, increasing its capacity 400%. Installation of this new array will be completed by mid-November affording the community reliable service from this high demand free council service.

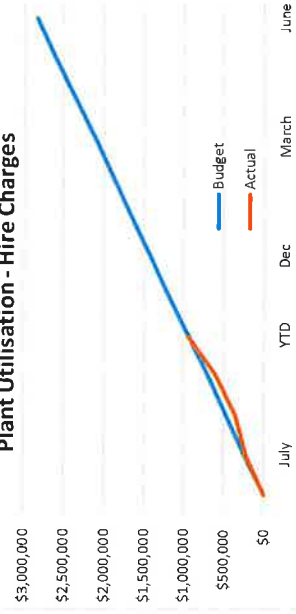
**g) Business Statistics**

Vehicle Maintenance Trends - October



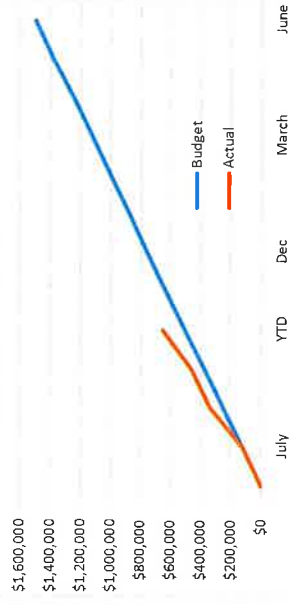
33 Vehicle maintenance orders conducted in October  
Ratio 2:1, Target >3:1.)

Plant Utilisation - Hire Charges



Fleet utilisation is indicating a 0.50% surplus for October.

Plant Operating Expenditure



The plant expense budget was 23.14% over budget for October.

## SWOT ANALYSIS

Fleet – (FC)

# S

### Strengths

- Modern, diverse and flexible fleet with annual funding in line with Fleet Asset Management Plan;
- Functional workshop with onsite service capability;
- Motivated, skilled staff who enjoy positive customer/supplier relationships, effective management and prompt response times;
- Facilities include, emulsion storage, vessel/mixer, sizeable Store, pipe and element areas, safety, signage and staff areas.

# W

### Weaknesses

- Staff numbers requires Contractor use to meet KPI's, some succession planning needed;
- Network coverage for communication to remote parts of Shire;
- Age of some infrastructure imposes demands on equipment;
- Training in Software use;
- Lighting, AdBlue, shelving and small plant maintenance monitoring, access and Depot funding, wash down bay, trade waste;
- Administration support and local skills availability.

# O

### Opportunities

- Private works for heavy plant and fleet maintenance, external hire of plant and equipment, sale of stores to external customers;
- Revised Fleet structure;
- Satellite telemetric systems to enhance vehicle safety, reduce premiums;
- Driver and Operator training to enhance skill;
- Boom gate, fueling station, Grant to upgrade Depot;
- Air conditioning repair and hydraulic hose manufacture.

# T

### Threats

- Technological change to skill base requirements or emission standards;
- Damage to Plant due to terrain and environment;
- Loss of external customers;
- Storage tank failure and impact;
- Lack of backup generator at Depot;
- Staff churn;
- Cost increases.

### h) Special events, achievements of note, celebrations

Two fleet team members attended a one-day IPWEA (Institute of Public Works Australasia) Fleet development workshop held in Casino, seven council Fleet departments were in attendance, Kyogle, Richmond Valley, Inverell, Lismore, Byron, Tentertilled and Clarence Valley. Topics of discussion were, CoR (Chain of Responsibility), the importance of sound Fleet asset management plans, lease vs purchase and the impacts of drought and fire on community and council resources. This was also a fantastic opportunity to network and hold discussions with adjoining council fleet managers and develop professional relationships. The group will look to work collaboratively into the future with the possibility of resource sharing to better serve the upper NSW border region and its communities.

## 22. Waste Management

■ Green ■ Amber ■ Red



Under the 4-year Delivery Plan *Waste Management* relates to ongoing and sustainably managing waste: reduction; recycling; landfill remediation and development; and public education. The Office of the Chief Operating Officer directly oversees the outcomes.

### A. Delivery and Operational Plan precis

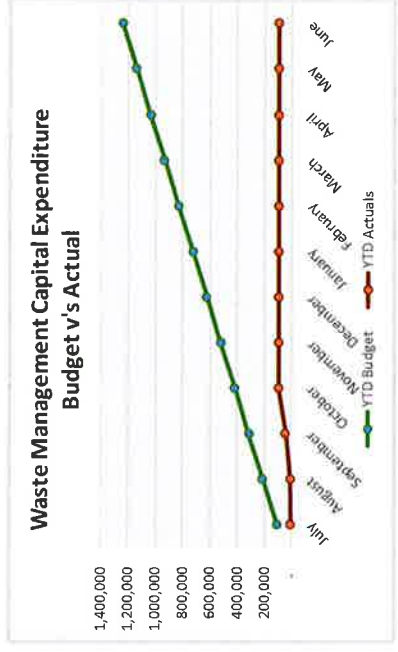
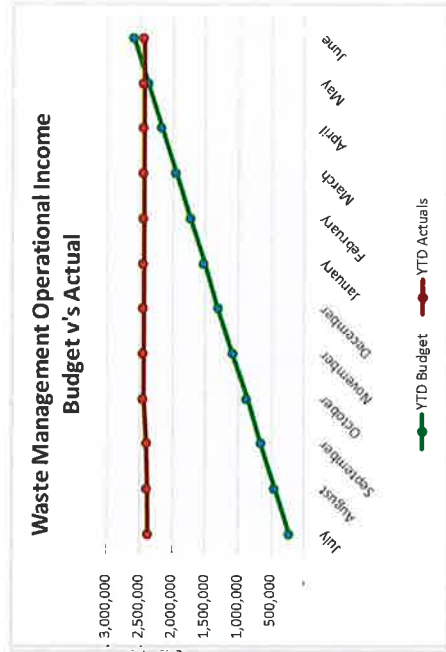
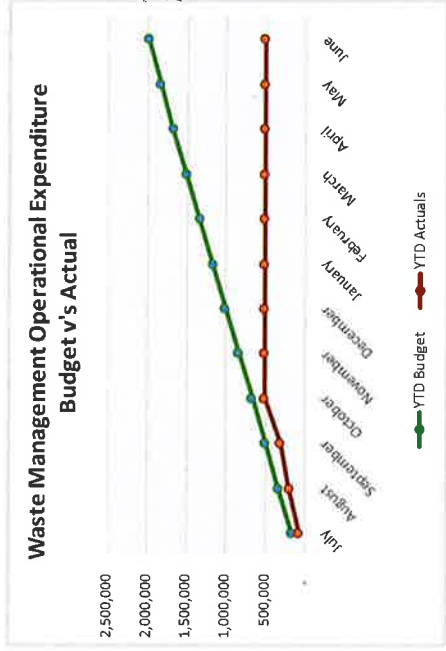
4 Year Delivery Program	1 Year Operational Plan 19/20	Officer			Comments: (Business Manager to provide short precis.)
DP22.01) Investigate and implement strategies to reduce waste produced by households and industry across the Shire. <b>Waste &amp; recycling: A - Chief Executive</b>	Provide recycling services in line with existing service levels. Delivery of the Tenterfield Shire Council Waste Management Strategy.  Development of Boonoo Boonoo Landfill New Cell Construction. Development of Torrington Waste Transfer Station, pending receipt of grant funding.  Continue investigations and implementation of processes and systems to reduce waste. Community Education Program, targeting schools and businesses, including the mega-muncher strategy.  Investigate alternative recycling options in addition to sending it to the Lismore Co-Mingled Recycling Facility. Waste Reduction Education – Investigate, develop and implement waste reduction education.	B: MWW D: MWW B: MWW C: MWW D: MWW  B: MWW D: MWW B: MWW C: MWW  B: MWW C: MWW B: MWW C: MWW  B: MWW C: MWW B: MWW C: MWW D: MWW	●	●	Operational staff continue to provide an excellent service in line with service level agreements  Implementation is progressing, awarded small Grants that have been applied for to assist with this process in 2019.  Hydrology and REF completed and provided to Council, EPA consultation continuing.  EPA inspection occurred this month; successful outcome of Grants (been applied for to assist with this process in 2019) deed has been signed awaiting payments for commencement of closure works.  Ongoing; New bailer bay completed and operational, firming pickup protocols and instigated separation at Tenterfield WTS.  First mega-munchers completed, liaison with schools to commence installation, 3 mega-munchers deployed.  Lismore recycling is temporarily halted due to fire; options are still under investigation.  The success of the Colouring books was received well, and have been re-ordered and received. Schedules continue for presentations to schools about waste and reducing our waste.

**B. Budget**

**Report for the Month of October 2019/20**

Account Type	2019/20 Full Year Budget	YTD Actuals	YTD Budgets	YTD Variance	Percentage Variance	Variance Comments
<b>Waste Management</b>						
1. Operating Income	-2,588,766	-2,441,752	-862,920	1,578,832	182.96	%
2. Operating Expenditure	2,004,537	511,512	668,180	156,668	23.45	
3. Capital Income	-14,755	-53,713	-4,920	48,793	991.73	
4. Capital Expenditure	993,000	97,409	330,996	233,587	70.57	
7080500. 240L Wheelie Bins	2,000	1,050	668	-382	-57.19	
7080503. Industrial Bins	6,000	5,907	2,000	-3,907	-195.36	
7080552. Boonoo Boonoo - EPA Remediation (works to be defined) (Remediation)	0	6,046	0	-6,046	-100.00	
7080553. Boonoo Boonoo - New Cell Construction	200,000	0	66,668	66,668	100.00	
7080554. Boonoo Boonoo - develop/operate borrow area	10,000	0	3,332	3,332	100.00	
7080555. Boonoo Boonoo - New Cell Remediation Asset (Non Cash)	50,000	0	16,668	16,668	100.00	
7080558. Tip shop - Drake, Liston & Tenterfield	10,000	0	3,332	3,332	100.00	
7080559. Green Waste Hungry Bin - School Trial	10,000	284	3,332	3,048	91.48	
7080560. Boonoo Boonoo New Office	15,000	0	5,000	5,000	100.00	
7080562. Boonoo Boonoo Asbestos Cleanup	0	60,523	0	-60,523	-100.00	
7080720. Mingoola - Open Transfer Station	70,000	0	23,332	23,332	100.00	
7080731. Torrington Landfill - Capping Cell (Remediation)	75,000	0	25,000	25,000	100.00	
7080732. Torrington Landfill - Convert to Transfer	70,000	0	23,332	23,332	100.00	
7080733. New Pump Combination	15,000	0	5,000	5,000	100.00	
7080811. Tenterfield WTS Groundwater Bores	100,000	23,599	33,332	9,733	29.20	
7080815. Tenterfield WTS EIS - Return to Landfill	50,000	0	16,668	16,668	100.00	
7080819. Tenterfield Meet EPA Requirements to Open	250,000	0	83,332	83,332	100.00	
7080821. Tenterfield WTS Baller Bay Structure	60,000	0	20,000	20,000	100.00	





**Operational Income:**  
New financial year; budgets in line.

**Operational Expense:**  
New financial year; expense budgets on track, some expenditure for Tenterfield WTS asset maintenance. Works for initial preparation completed for asbestos clean-up, potential for additional clean-up for September to October and new November fires. Steel pick-up was arranged with contractor Infrabuild and is scheduled for November (13 homes identified).

**Capital Income:**  
Small increases in income, expected to even out through the year.

**Capital Projects**  
New financial year; capital expenditure is progressing as expected with continued deployment of the hungry bins.

**C. Emerging Issues, Risks and Opportunities**

Compactor repairs completed efforts by fleet to secure hire/purchase are ongoing. Council's bulldozer was utilised at Boonoo Boonoo to prepare old cell for asbestos from February fires 2019. Due to the fires in September Boonoo Boonoo site handover was delayed by 4 weeks with Public works asbestos contractors officially assuming site responsibilities on the 30/9/2019. Delays from new fires increased timeframe for completion expected November. Torrington Landfill was burnt in the latest November fires (Figure 1), a media has been issued to alert the residents of the area.



**Figure 1 Torrington Fire November 2019**

Temporary stock piling at the former landfill at Jennings has commenced, with EPA inspections occurring 2/10/2019 and favourable comments received. A new glass shield was installed the Tenterfield Waste transfer station (Figure 2).



**Figure 2 Glass Shield 2019**

Torrington landfill has been tidied at the end of July 2019; EPA inspection for utilisation when public works dispose of asbestos from Tabulam/Drake fires occurred 8 August 2019. EPA direction not to utilise Torrington for waste site.

Note: two successful grants for Boonoo Boonoo (improvements grant) and Torrington (conversion to Waste Transfer Station) have been received and accepted confirmation confirmed. Boonoo Boonoo wind speed and direction stations purchased and installed working to capacity.

**D. The Business of Improving the Business**

Mega-muncher education pack completed and continued to be released this month, with continuing onsite visits. Boonoo Boonoo Site Office works commenced with DA conformation and site preparation.

Bryant's Gap collection is progressing with information and expression letters completed report to council is expected this month. New recycling collection for x-rays installed at Tenterfield WTS.

**E. Customers**

Our customer base is the public, other Council departments and contractors. Our waste operational staff continue to assist the community with waste. The Mt Lindsay survey to seek residential ratepayer's assessment of the service was reported to Council in July 2019 with the service to continue.

**F. Business Statistics**

Tenterfield has recycled over 3,237,000 containers through the Container Deposit Reverse Vending Machine, averaging 6,000 to 7,000 containers recycled per day.

**G. Special events, achievements of note,**

Staff have attended and successfully completed a 2-day EPA Waste and Resource Recovery Facilities – Intermediate training course. Retirement of Drake Landfill Operator Ray Boom with presentation of mega-muncher to aid him with his gardening.



Figure 3 Staff receiving an award; Well done!

## SWOT ANALYSIS

### Waste Services – (MWW)

<h1>S</h1> <h3>Strengths</h3> <ul style="list-style-type: none"><li>• Few Customer complaints;</li><li>• 20 Year engineered Landfill at Boomoo Boonoo;</li><li>• Modern Waste Transfer Stations;</li><li>• Staff competence, dedication and support of change and management experience;</li><li>• Multiskilling and succession planning;</li><li>• Support from Northern Inland Regional Waste (NIRW);</li><li>• While the ability for delivery of strategic goals and team meetings/action due to remoteness, scheduled after hours meetings have provided successful integration of actions and innovation.</li></ul>	<h1>W</h1> <h3>Weaknesses</h3> <ul style="list-style-type: none"><li>• Limited financial resources and ability to raise revenue;</li><li>• Staff shortage/establishment limits.</li><li>• Public perception of waste management as a low value function.</li></ul>
<h1>O</h1> <h3>Opportunities</h3> <ul style="list-style-type: none"><li>• Leadership and best practice in all aspects of waste management;</li><li>• Development of new and better use of Existing markets for resale/reuse;</li><li>• Increase community education;</li><li>• Negotiate an MOU (Memorandum of Understanding) interstate (QLD) to reduce transport costs;</li><li>• Reduce waste to landfill through combined food organics + garden organics;</li><li>• Investigate construction of a Materials Recovery Facility/Waste to Energy;</li><li>• Alternate collection of recyclables;</li><li>• Seek grant opportunities for green waste.</li></ul>	<h1>T</h1> <h3>Threats</h3> <ul style="list-style-type: none"><li>• High and increasing costs of domestic waste management;</li><li>• Reliance on costly road transportation for collection and disposal, distance to markets;</li><li>• Accelerated consumption of landfill assets through climate change, natural disasters etc.;</li><li>• Time/cost to establish a new Cell;</li><li>• Potential staff churn;</li><li>• Illegal dumping of asbestos;</li><li>• Lack of focus on waste strategic vision;</li><li>• Local mis-interpretation of rates and fees;</li><li>• Public perceptions of low value of waste staff.</li></ul>

## 23. Water Supply



Under the 4-year Delivery Plan *Water Supply* relates to: ongoing water catchment, storage, treatment, distribution, monitoring, regulating, reporting, compliance, charging and administration. The Office of the Chief Operating Officer directly oversees the outcomes.

### a) Delivery and Operational Plan precis

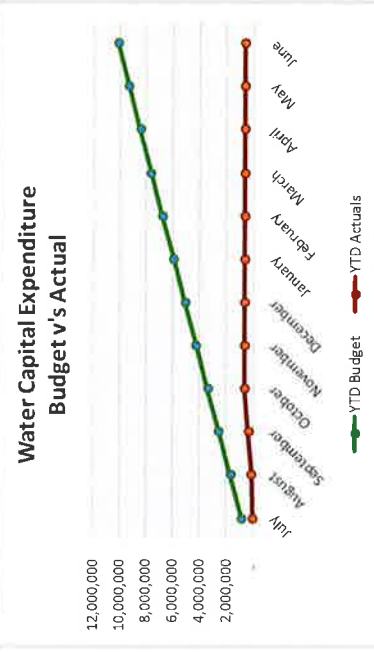
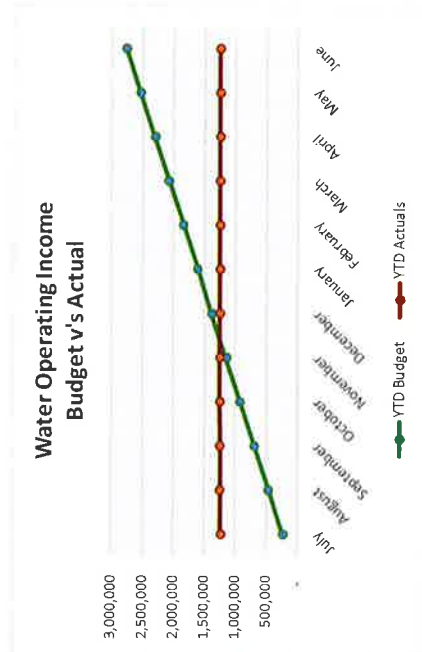
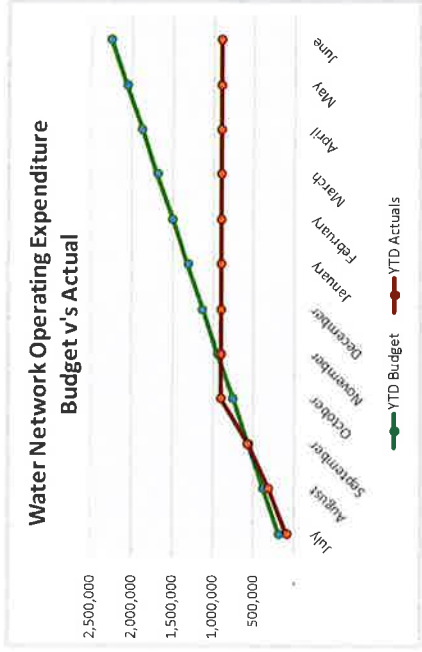
4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	0	1	2	3	4	5	6	7	8	9	10	11	12	Comments: (Business Manager to provide short precis.)
DP23.01) Ensure effective and efficient delivery of water services in accordance with existing service levels. <b>Water &amp; Sewer:</b> A - Chief Operating Officer	Review treatment process of Urbenville Water Treatment Plant.  Construct new water treatment plant at Tenterfield with funding from the NSW Safe and Secure Water Program funding program.	B: MWW C: MWW														Urbenville WTP was built in 2009; optimisation and upgrades are being investigated and implemented including provision of a sludge drying pad at Urbenville and a settling tank. New intake submersibles are costed, planning completed contractor engaged.
	Tenterfield Valve Renewal Program.	B: MWW C: MWW														IWCM updates underway; initial designs completed, upgraded plans under review. On track.
	Jennings Water Mains Replacement Program.	B: MWW C: MWW														Works are continuing on track.
	Implementation of Water Service Strategic Plan in accordance with NSW Office of Water Guidelines.	B: MWW C: MWW														Works have commenced with some replacements these works are scheduled to continue.
	Delivery of ongoing water quality monitoring program.	B: MWW C: MWW D: MWW														Works are underway to ensure compliance.
DP23.02) Implementation of Water Quality Assurance Framework in accordance with the Public Health Act. <b>Water &amp; Sewer:</b> A - Chief Operating Officer																Ongoing. The monitoring program has been extended due to drought conditions and requirements of bore supply; and new bores. Production licences have been attained for the RFS and Archery sites and pipe installation expected to commence in November.

### b) Budget

#### Report for the Month of October 2019/20

Account Type	2019/20 Full Year Budget	YTD Actuals	YTD Budgets	YTD Variance	Percentage Variance	Variance Comments
<b>Water Supply</b>						
1. Operating Income	-2,765,354	-1,253,959	-921,788	332,171	36.04	
2. Operating Expenditure	2,257,448	900,371	752,472	-147,899	-19.66	
3. Capital Income	-7,000,000	-429,164	-2,333,324	-1,904,160	-81.61	
4. Capital Expenditure	9,668,100	676,119	3,222,692	2,546,573	79.02	
6. Liabilities	275,279	5,719	91,764	86,045	93.77	
7484500. Tenterfield Sludge Removal	0	8,354	0	-8,354	-100.00	
7484505. Tenterfield Mains Replacement	262,700	0	87,568	87,568	100.00	
7484506. Tenterfield Meter Replacement	21,000	1,839	7,000	5,161	73.72	
7484515. Tenterfield Flood Warning System	16,800	0	5,600	5,600	100.00	
7484516. Tenterfield Shirley Park Bore Flood Damage Restoration	2,000	3,054	668	-2,386	-357.19	
7484521. Tenterfield Water Treatment Plant Design	0	9,390	0	-9,390	-100.00	

7484522.. Tentfield Water Treatment Plant Construct	9,350,000	0	3,116,656	3,116,656	100.00
7484531.. Tentfield - Additional Bore Water Supply	0	9,345	-9,345	-100.00	
7484532.. Tentfield Water Supply - Drought Augmentation	0	641,801	-641,801	-100.00	
7484801.. Urbenville Mains Extension	5,000	0	1,668	100.00	
7484810.. Urbenville Off Stream Storage Install, Pipework, Commission	0	2,335	-2,335	-100.00	
7484901.. Jennings Mains Replacement	10,600	0	3,532	100.00	



**Operational Income:**  
New financial year; budgets in line.

**Operational Expenditure:**  
New financial year; expense budgets on track, some expenditure required for drought conditions.

**Capital Income:**  
New financial year; new water filtration plant funding. Drought funding is expected to increase capital.

**Capital Expenditures:**  
New financial year; planning is underway, some expenditure under flood grant.

**c) Capital Projects**

Capital projects planning has commenced.

**d) Emerging Issues, Risks and Opportunities**

Water supply in drought conditions have decreased even with another spate of fires in the Shire decreases by 5KL to 705KL since the last reporting with inflows at the STP decreased by 45KL to 465KL demonstrating the recycling of water throughout the town.

Concerns raised over additional strain for supply from events have been acted on with educational material in preparation along with issue of shower timers for accommodation businesses (delivered and more requested).

Boiled water Alert was enacted on Friday the 4<sup>th</sup> October and continue to be in force, from a turbidity failure due to ash from the recent fires, close monitoring and discussions including NSW Health and DPI plant inspections occurred in October.

EPA undertook sampling of the dam to ensure water quality.

Repairs continue from the damage from the fires with the de-watering bag was also replaced. Repair of the sludge pond liner is progressing with estimates for temporary alternate storage as large 500KL tank.

Request for Dam survey/monitoring is underway with fortnightly readings commenced. Additionally due to the decrease in volume the old 'Slaughter house' footings and asbestos has been uncovered plans have been enacted to remove this from the dam. Thanks to the Library staff who reserached the historical find!

**e) The Business of Improving the Business**

Drilling Rig arrived and commenced drilling positive news with water found in first test site core samples and test site 2; recent fires in Tenterfield left the bore site undamaged at the archery club. Drilling successes for supply at the transport museum and RFS sites additional drawdown testing has been completed and authorisation for production bores for transport museum, RFS and Archery Club have been received.

De-vegetating and de-sedimentation of the dam progressing well with an estimated increase to capacity of 5 Million litres works continuing on the basis of soil moisture content to enable machinery access.

Replacement of the pumps to submersibles is underway in Urbenville following pump failure. Planned replacement was enacted and inspection with contractors on site earlier in October works scheduled at the end of November 2019.

Developer servicing plans review by Cardno council's consultants are commencing the audit stage.

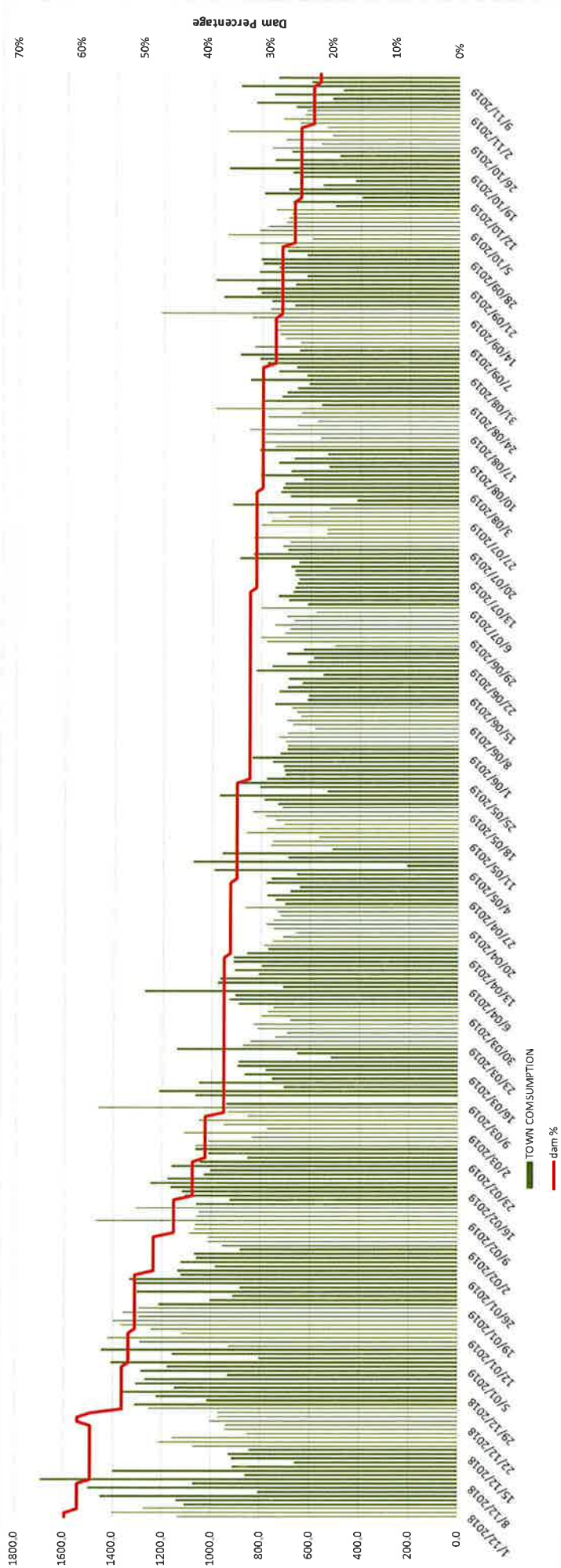
**f) Customers**

We respond to customer service requests regularly with people reporting 3 main breaks this reporting period, 2 leaks or faults and 2 new water services Tenterfield; 0 in Jennings and 1 main failure in Urbenville. All requests are responded to in a timely manner. Replaced 0 new water services at Urbenville.

**g) Business Statistics:**

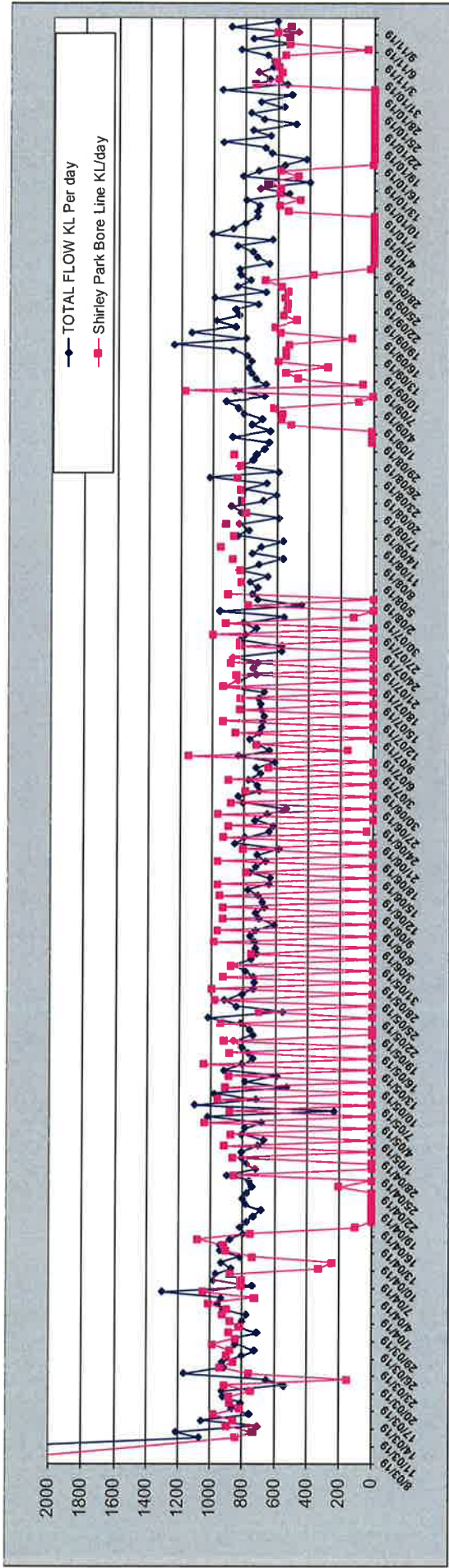
The below graph (Graph 1) shows the amount of water being taken from the Tenterfield Dam. As can be seen, the dam is now at 25%. The second graph (Graph 2) demonstrates the performance of Shirley Park bore in comparison to town consumption, a variable speed device and level sensors where added to the bore increasing effectiveness demonstrating by the secondary supply in delivering water. The third graph (Graph 3) demonstrates the usage of the livestock bore.

**Graph 1 Dam % Levels and Consumption**

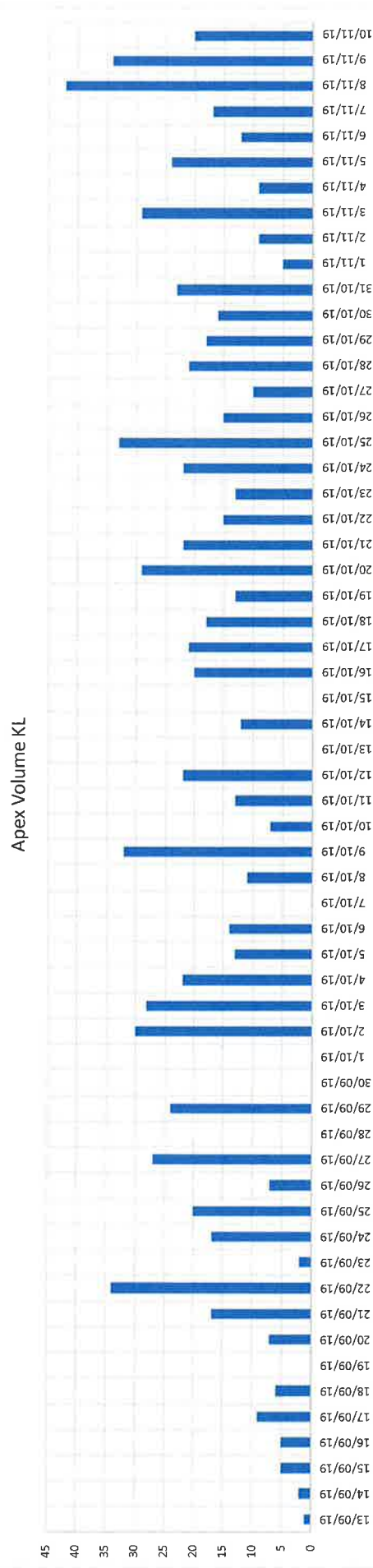


**Graph 2 Bore Production Vs Total flow (consumption)**



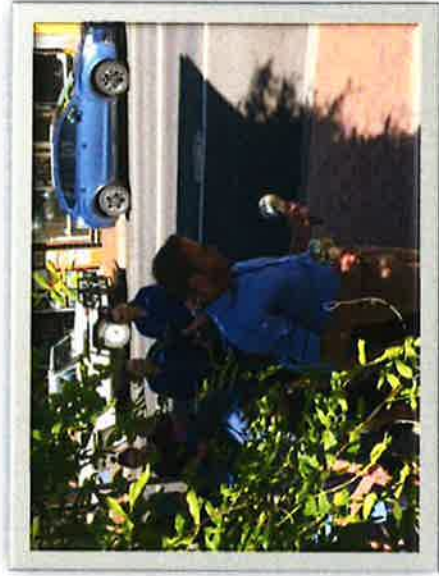


Graph 3 Bore Production of Apex Park Livestock



h) **Special events, achievements of note, celebrations**  
 New RO plant provided by Rural Aid and SaltFree plant survived close shave with fires; pipes feeding plant where damaged. These are now replaced and the RO plant is functioning. Water saving New Banner for Council Email including restrictions additional mobile advertising with restriction signs.

Success for finding water supplies was celebrated with the media see Figure 1 and 2.



**Figure 1 and Figure 2 Media event for finding water supplies**



**Figure 3 Staff receiving an award; Well done!**

## SWOT ANALYSIS

### Water and Sewer – (MWW)

#### Strengths

- Few Customer complaints;
- High level of regulatory compliance associated with service supply;
- Understanding of strategic/business planning and needs over a 10-year horizon;
- Research, data and reporting capabilities and analysis to inform capital works;
- Excellent day to day and emergency response capability;
- Some assets near new (Urbenville and STP Tenterfield);
- Dam wall project nearing completion.

#### Weaknesses

- Insufficient capacity to ensure compliance with all aspects of regulation and timely delivery of all renewals and new capital works in the Strategic Plan;
- Tightening regulatory compliance will require future capital works, which may be beyond Council capacity to fully fund advocacy will be needed;
- Current administrative support structure requires Managers to do administration. Duties better performed by an Administration professional;
- Geographical information system requires review.

#### Opportunities

- Obtain possible subsidy funding for water treatment facilities;
- Obtain funding for flood systems/studies;
- New technologies are available to provide solutions for regulatory compliance and energy and operational efficiency. They can meet changing customer expectations and supply features central to planning, design, construction, system control, communication, asset management and data.

#### Threats

- Lack of funds for new water treatment – Federal and State funding needs to be restored for projects to proceed in a timely way. Un-programmed capital works;
- Increased Legislation and Management requirements diverting staff from planned work and problem solving;
- Reduced Section 64 income, due to slow growth and need for higher charges;
- Inability to deliver asset management, the impact of climate change;
- Water rate misconceptions.

## 24. Sewerage Services



Under the 4-year Delivery Plan Sewerage Services relates to: ongoing catchment, transportation, and treatment; monitoring, reporting, environmental compliance and emergency management; trade waste and commercial; fees and charges; public education and administration. The Office of the Chief Operating Officer directly oversees the outcomes.

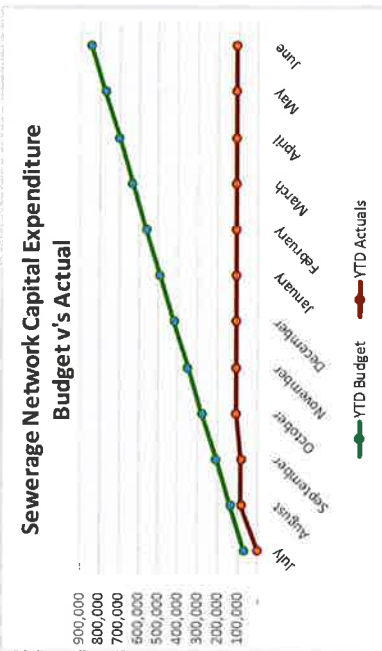
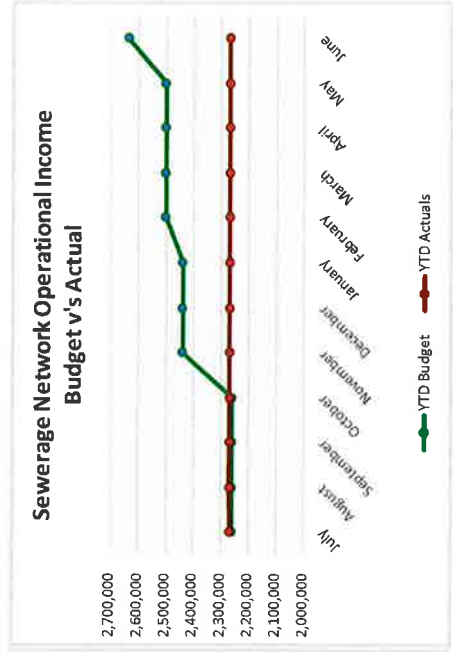
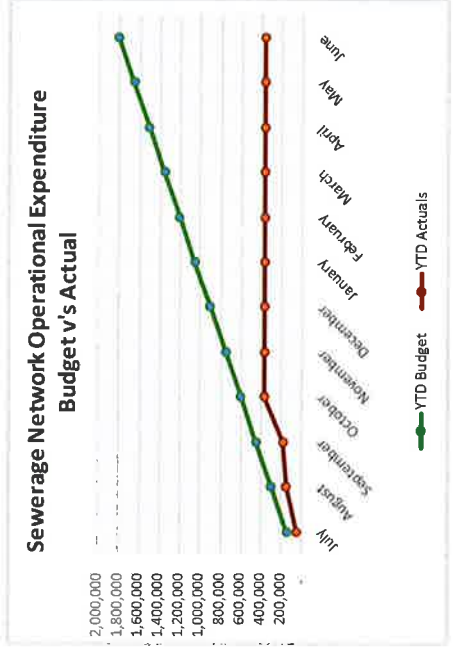
### a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	Comments: (Business Manager to provide short precis.)
<p>DP24.01) Provide effective and efficient delivery of sewerage services across to the townships of Tenterfield and Urbenville.</p> <p><b>Water &amp; Sewer:</b> A - Chief Operating Officer</p>	<p>Ongoing maintenance and operation of sewerage network, in line with the Asset Management Strategy.</p> <p>Tenterfield sewer mains relining; 1 kilometre per annum.</p> <p>Tenterfield manhole levels alterations.</p>	<p>B: MWW C: MWW D: SSO D: SSO (Urbenville)</p> <p>B: MWW C: MWW B: MWW C: MWW</p>	<p>Systems are performing as designed. Asset inspections for sewer manholes planning completed with survey expected later this month of October.</p> <p>Scheduling has commenced for the next licence 1km relining. Continuing the major main line.</p> <p>Scheduling has commenced for the next manholes to be relined, after assessment.</p> <p>Scheduling has commenced for the next extensions.</p>
<p>DP24.02) Ensure improvement of infrastructure in line with best practice water treatment guidelines and increased capacity for sewage treatment in service areas.</p> <p><b>Water &amp; Sewer:</b> A - Chief Operating Officer</p>	<p>Tenterfield sewerage network extension.</p>	<p>B: MWW C: MWW</p>	<p>Scheduling has commenced for the next extensions.</p>

**b) Budget**

**Report for the Month of October 2019/20**

Account Type	2019/20 Full Year Budget	YTD Actuals	YTD Budgets	YTD Variance	Percentage Variance	Variance Comments
<b>Sewerage Service</b>					%	
1. Operating Income	-2,638,517	-2,273,931	-879,500	1,394,431	158.55	
2. Operating Expenditure	1,808,244	368,023	602,744	234,721	38.94	
4. Capital Expenditure	633,700	109,240	211,236	101,996	48.29	
6. Liabilities	79,556	0	26,520	26,520	100.00	
7872502. Tenterfield Mains Relining (1km Year)	161,500	0	53,832	53,832	100.00	
7872503. Tenterfield Mains Augmentation	64,600	6,495	21,532	15,037	69.84	
7872505. Tenterfield Man Hole Level Alterations (Water Infiltration)	150,800	2,475	50,268	47,793	95.08	
7872519. Tenterfield Network Renewal	184,500	100,270	61,500	-38,770	-63.04	
7872523. Tenterfield STP - Entrance Road & Drainage Repair	16,000	0	5,332	5,332	100.00	
7872801. Removal Sludge from Tertiary Ponds/Renewal of Capacity	10,300	0	3,432	3,432	100.00	
7872809. STP - Pad and Building including access to STP - Urbenville	8,000	0	2,668	2,668	100.00	
7872810. Surface Aerator/Mixer sized for Urbenville	14,000	0	4,668	4,668	100.00	
7872941. Moving Dehydrator to Urbenville STP	2,000	0	668	668	100.00	
7872942. Pad and Building including access to STP Urbenville	8,000	0	2,668	2,668	100.00	
7872943. Surface Aerator/Mixer sized for Urbenville	14,000	0	4,668	4,668	100.00	



**Operational Income:**  
New financial year; budgets in line.

**Operational Expenditure:**  
New financial year; expenses budgets on track, planning for impending contracts/works will increase expenditure.

**Capital Income:**  
New financial year; increasing as expected, no private works scheduled.

**Capital Expenditures:**  
New financial year; designs underway for pump station replacement.

### **c) Capital Projects**

Clifton Street augmentation is complete with finalisation of plans and gazettal underway.

Joint project to deliver new planter boxes, with W&S consulting for requirements and augmentation needs.

Planning underway for 2019/2020 works, line selections for CCTV, cleaning and relining, to continue the asset maintenance program including the 1km licence condition has developed with planning for new year.

Manhole inspection for over 200 manholes for condition assessment, GPS and address location is completed. The works provide scope for repairs.

Replacement of the sludge dehydrator has progressed with arrival on the docks in Sydney, installation is expected to commence later in the month.

### **d) Emerging Issues, Risks and Opportunities**

Aging infrastructure is an issue for Council;

- Urbenville- Butt welding, completed for Urbenville in late August with burial due underway with 1km completed in Late September 2019.
- Molesworth Street replacement infrastructure has commenced with design awarded and contract commencement including site inspections and survey, for a new pump station to replace the Molesworth Street bridging structure. To save on costs a second pump station design at Derby Street will be brought forward. Designs are nearing completion and draft designs reviewed at the end of October 2019. Received confirmation that under bore doesn't require fisheries permit.
- An opportunity has arisen from the water/bore second phase of infrastructure deployment, which requires the utilisation of 'under-borers'. It is expected to package jobs to potentially provide savings, survey for intersection completed.

### **e) The Business of Improving the Business**

To assist in sewer maintenance a new shed will be erected on the STP site; planning is underway.

Investigations into a cross boarder scheme for Jennings connections is still under funding source investigations. Developer servicing plans review by Cardno council's consultants are commencing the audit stage.

### **f) Customers**

Our customer base is the public, other Council departments and contractors.

Blockages where reported and cleared at 6 locations in Tenterfield and 0 in Urbenville in this reporting period.

### **g) Business Statistics**

Average time for response to sewer chokes remains at 27 minutes while the median time remains at 15.

### **h) Special events, achievements of note, celebrations**



*Figure 1 Staff receiving an award; Well done!*





## SWOT ANALYSIS

### Water and Sewer – (MWW)

#### S

##### Strengths

- Few Customer complaints;
- High level of regulatory compliance associated with service supply;
- Understanding of strategic/business planning and needs over a 10 year horizon;
- Research, data and reporting capabilities and analysis to inform capital works;
- Excellent day to day and emergency response capability;
- Some assets near new (Urbenville and STP Tenterfield);
- Dam wall project nearing completion.

#### W

##### Weaknesses

- Insufficient capacity to ensure compliance with all aspects of regulation and timely delivery of all renewals and new capital works in the Strategic Plan;
- Tightening regulatory compliance will require future capital works, which may be beyond Council capacity to fully fund advocacy will be needed;
- Current administrative support structure requires Managers to do administration. Duties better performed by an Administration professional;
- Geographical information system requires review.

#### O

##### Opportunities

- Obtain possible subsidy funding for water treatment facilities;
- Obtain funding for flood systems/studies;
- New technologies are available to provide solutions for regulatory compliance and energy and operational efficiency. They can meet changing customer expectations and supply features central to planning, design, construction, system control, communication, asset management and data.

#### T

##### Threats

- Lack of funds for new water treatment – Federal and State funding needs to be restored for projects to proceed in a timely way. Un-programmed capital works;
- Increased Legislation and Management requirements diverting staff from planned work and problem solving;
- Reduced Section 64 income, due to slow growth and need for higher charges;
- Inability to deliver asset management, the impact of climate change;
- Water rate misconceptions.