

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

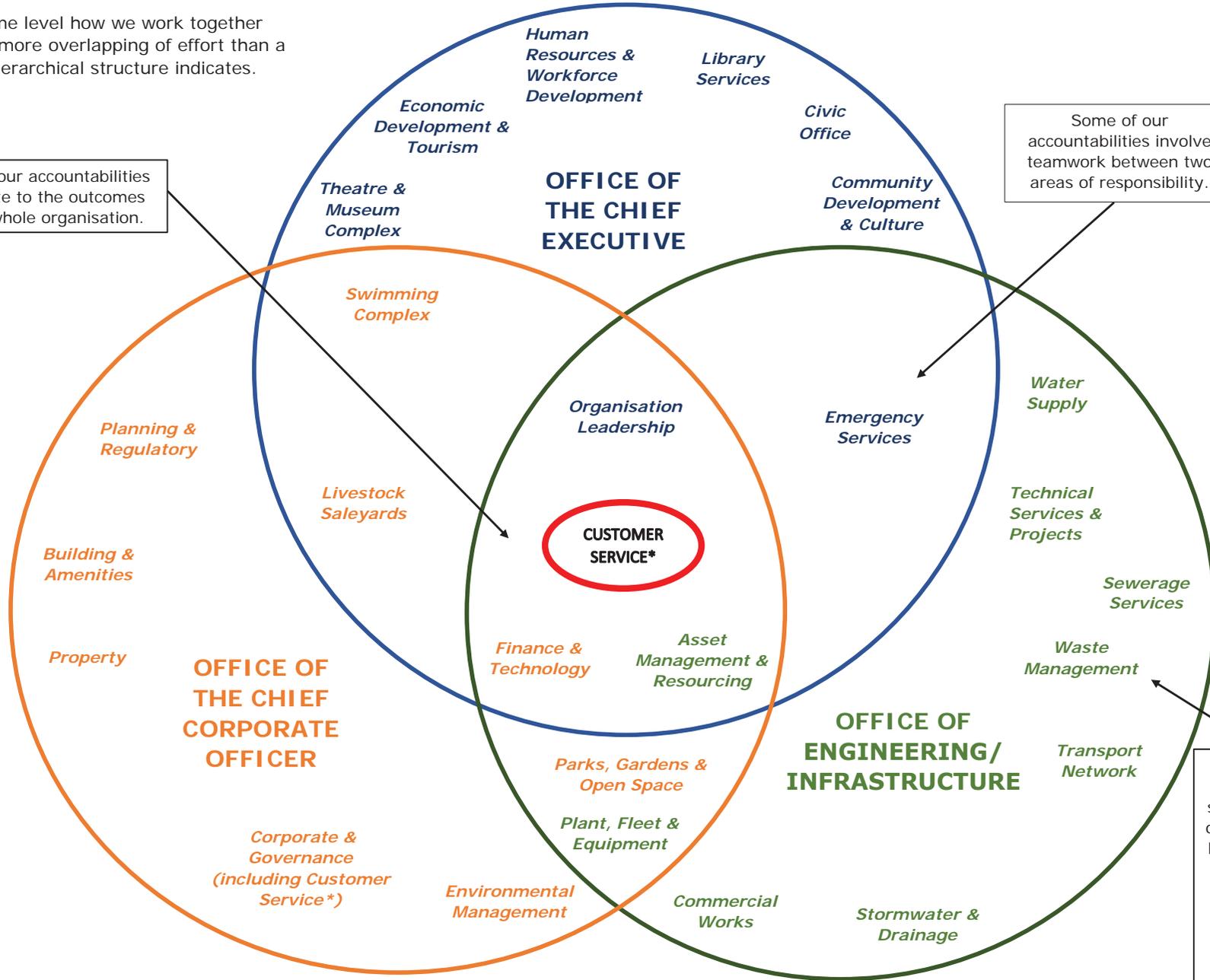
Lastly, in adopting such a transparent and simple model we will be able to adjust our efforts using a *helicopter viewpoint* of the whole organisation, not just various component parts. But most importantly, it will allow us to work better together. That will be an achievement in itself, and definitely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

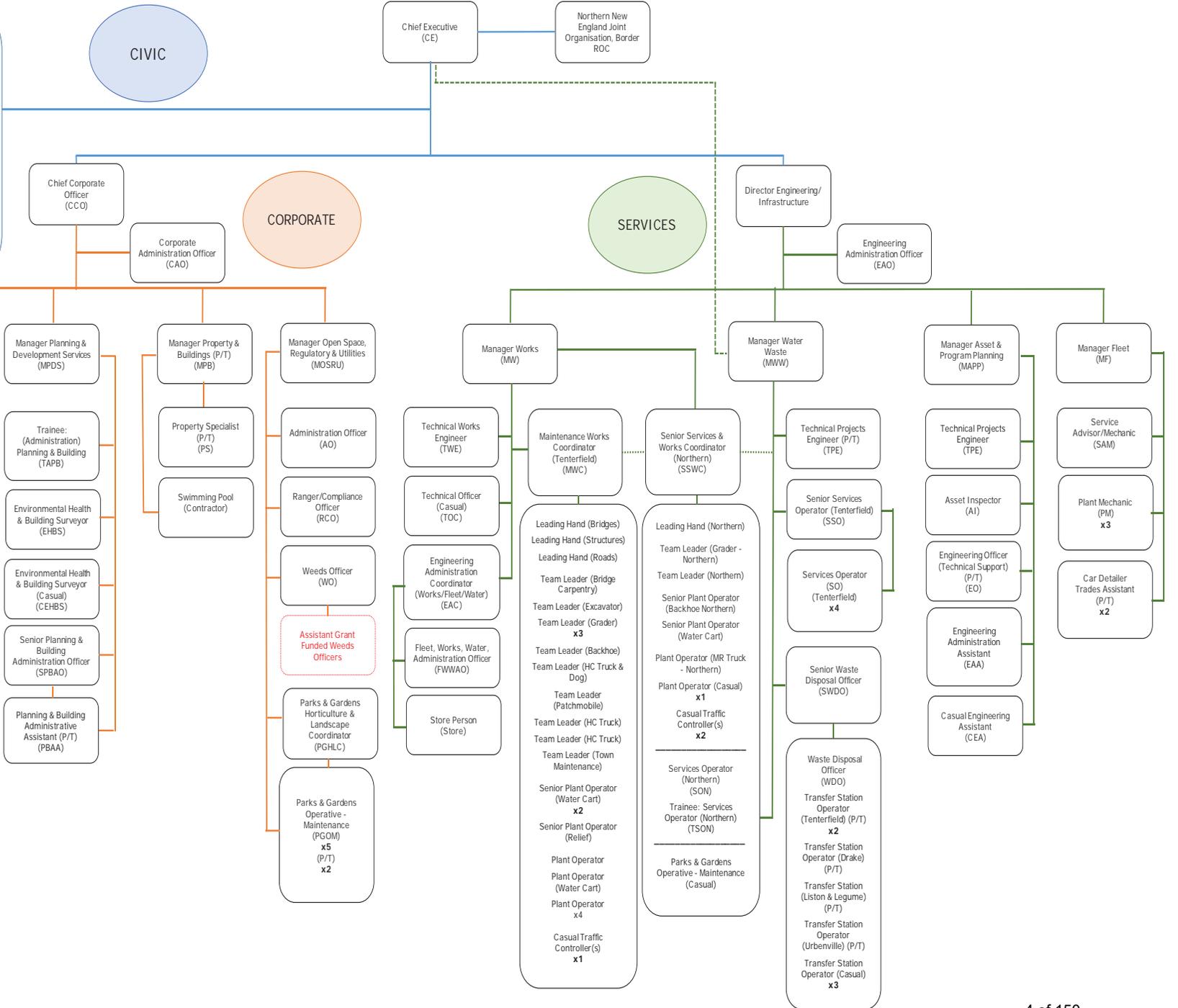
Some of our accountabilities contribute to the outcomes for the whole organisation.

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

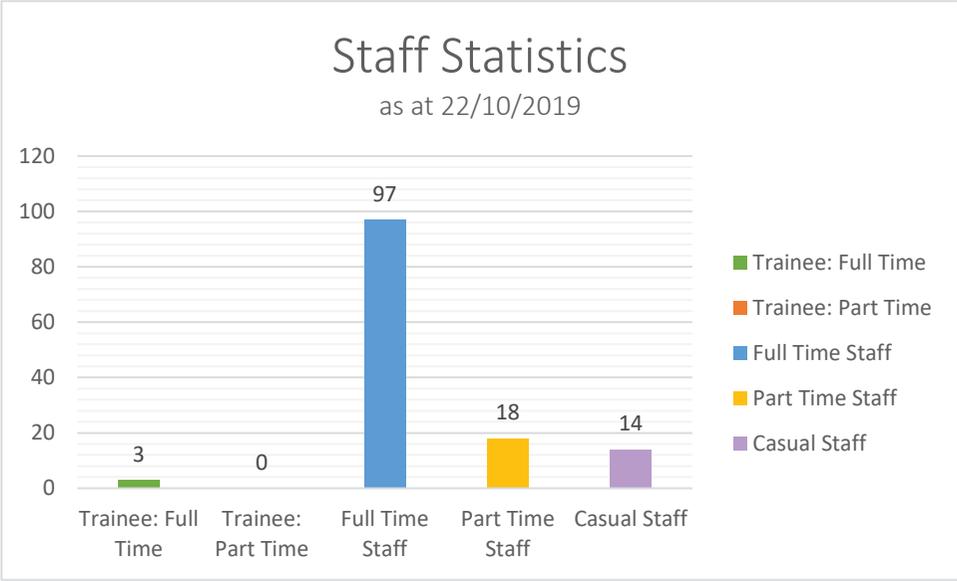
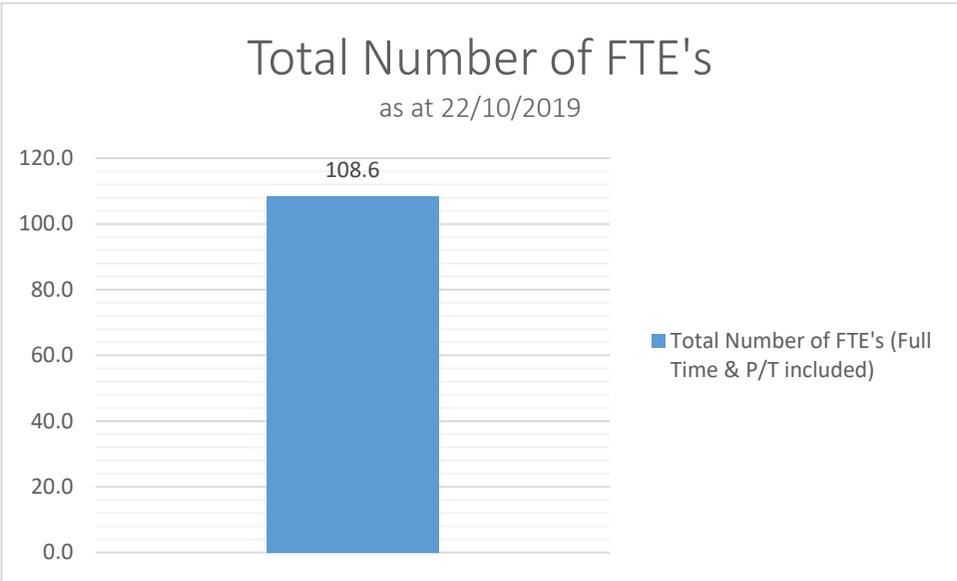


Other areas of accountability sit solely within one directorate, but still receive internal services from other sections of the organisation. E.g. Finance & Technology

OFFICE OF THE CHIEF EXECUTIVE
 Executive Assistant & Media
 Administration & Web Assistant
 Manager HR & Workforce Development
 Human Resources Coordinator
 WHS Risk Management Officer
 Manager Economic Development & Community Engagement
 Community Development Officer
 Tourism & Marketing Manager
 Tourism & Marketing Officer
 Tourism & Information Assistant (Casual)
 Cultural Officer (P/T)
 Tourism & Cultural Officer
 Casual Stage Hand
 Administration & Customer Service Assistant (P/T)
 Manager Library Services
 Library Officer
 Assistant Library Officer (P/T)
 Library Officer (Urbenville P/T)
 Library Officer (Torrington P/T)
 Library Assistant (Casual)



STAFFING



Organisational Overall Statistics

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

Amber: Commenced, progressing;

Red: Yet to commence.

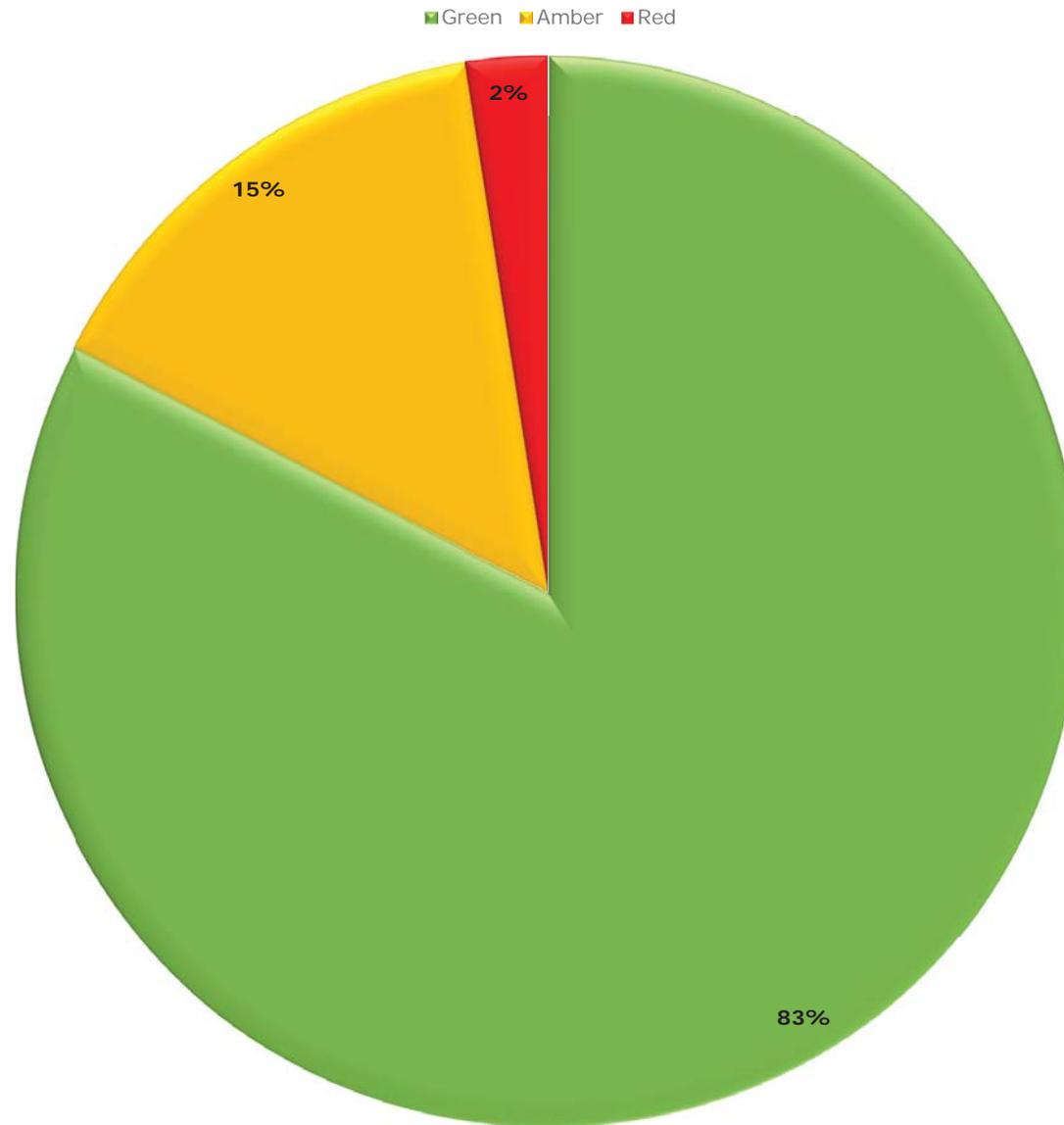
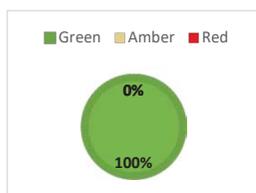


TABLE OF CONTENTS

1. Civic Office	8	16. Swimming Complex	102
2. Organisation Leadership	14	17. Asset Management and Resourcing	105
3. Community Development	19	18. Commercial Works	109
4. Economic Growth and Tourism	24	19. Stormwater and Drainage	112
5. Theatre and Museum Complex	30	20. Transport Network	115
6. Library Services	35	21. Plant, Fleet and Equipment	124
7. Workforce Development	41	22. Waste Management	130
8. Emergency Services	49	23. Water Supply	138
9. Finance and Technology	52	24. Sewerage Services	145
10. Corporate and Governance	59		
11. Environmental Management	66		
12. Livestock Saleyards	72		
13. Planning and Regulation	80		
14. Building and Amenities	91		
15. Parks, Gardens and Open Space	95		

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 Precip

4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	-1	0	+1	Comments: <i>(Business Manager to provide short precis.)</i>
<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><i>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's:</i> 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&M</p>			<p>+1</p>	<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 13th 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>https://www.tenterfieldstar.com.au/story/6440289/our-work-is-coming-to-fruit-mole-river-dam-a-step-closer-to-reality/</p> <p>On 16 October, 2019, the Mayor, Deputy Mayor and CE met with the Hon. Melinda Pavey MP, Minister for Water, to</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.
	Participate and influence the direction of Joint Organisations and ROCs, specifically, advocate that Joint Organisations remain focussed on delivering reductions in costs without eroding local community capacity .	B: CE C: CE		+1	(Also refer to June MOR). Currently liaising with SDRC regarding a joint Energy from Waste proposal. Contributed to NEJO's submission to the Committee on Investment, Industry and Regional Development's inquiry into support for drought affected communities in NSW.
DP1.2) Provide sound and inclusive decisions using the Community Engagement Strategy to guide our interactions <i>Governance framework strategy, management & development (including registers and monitoring): A – Chief Corporate Officer</i>	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).	B: MCSGR C: MCSGR D: MCSGR B: CE C: CE		+1	Wrote to LGNSW regarding the effect on council's financial Ratios with well-intended, but poorly aimed, Stronger Country Community Fund grant processes. Sought that LGNSW advocate on behalf of TSC on the increases to election costs by the AEC.
	Provide a publicly available update on the Council resolution register on a monthly basis.	B: CE D: EA&M		+1	Completed
	Promote and refine Council's Monthly Operational Report such that the community is more informed and actively able to participate.	B: CE C: CE D: EA&M		+1	Completed
DP1.3) Represent, advocate and lobby for the continued improvement of our local and regional health services. <i>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</i>	Advocate for the maintenance and improvement of our existing health services throughout the Region and ensure future government planning aligns with community needs.	B: CE C: CE D: EA&M		+1	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. Mayor and Deputy Mayor chaired a meeting on 12 September, 2019, with the agenda being to support the nursing levels at the hospital. 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.
DP1.5) Identify, represent, advocate and lobby for inclusion of the Shire's needs in regional and state planning.	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.	B: CE C: CE D: EA&M		+1	In July, as part of TSC's advocacy, the NSW Government reversed its decision to raise the Emergency Service Levy by 24%. Currently engaging through BROCC, the Minister for Lismore, and the NSW Government regards the transfer of the Bruxner Way back to highway status.

<p>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</p>					Sought that the NSW Country Mayors Association and LGNSW advocate on behalf of council regards the new JO internal audit model.
	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.	B: CE C: CE D: EA&M			+1 This project is going very well. 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.
	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.	B: CE C: CE D: EA&M			+1 See above.
	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.	B: CE C: CE D: EA&M			+1 Currently engaging through BROCC, the Member for Lismore, and the NSW Government, regards the transfer of the Bruxner Way back to highway status. 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.
	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.	B: CE C: CE D: EA&M			+1 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. 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>DP1.6) Mayor, Councillor and Committee support</p> <p>Mayoral, councillor and committee support: A – Chief Executive</p>	Continue to develop the professional relationship between Council's elected body and Council's operational organisation.	B: CE C: CE D: EA&M			+1 Ongoing.
	Provide media liaison, manage branding, corporate image and corporate affairs through media.	B: CE C: CE D: EA&M			+1 Ongoing. Recent problem with tabloid press regards the level of sensationalism used by the Sunday Telegraph regards council's investigation into recycled water. Tenterfield 'We've found water, back in business' designed to tell visitors it's OK to come. Massive press coverage.

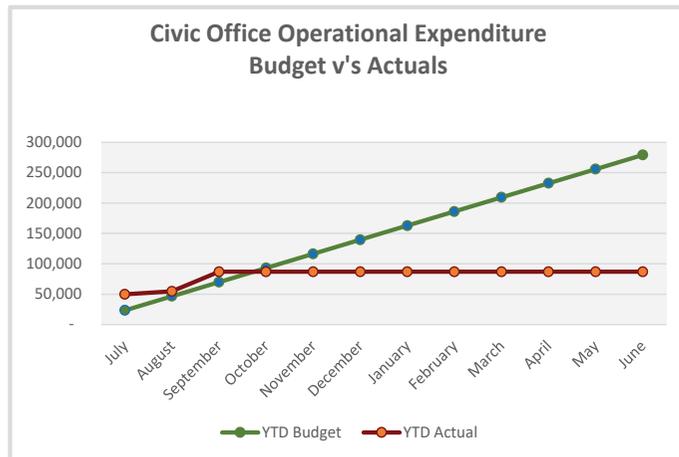
b) Budget

Account Type	19/20 Full Year Budget	19/20 YTD Actuals September	19/20 YTD Budgets September	19/20 YTD Variance September	19/20 Percentage Spent	Variance Comments
Grand Total	279,113	86,994	69,786	(17,208)	31.17%	
Civic Office	279,113	86,994	69,786	(17,208)	31.17%	
2. Operating Expenditure	279,113	86,994	69,786	(17,208)	31.17%	

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

Fires are and water management causing staff, including Chief Executive, to be fatigued.

c) The Business of Improving the Business

The main improvement this month concerned the huge increase in cooperation with State Government Agencies. The level of commitment by those assisting council in relation to our water issues has been developed over the last 12 months to the point both DOI-W and NRAR are pro-actively helping. It's now a fantastic relationship.

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

Council is actively advertising the new water restrictions. By and large 99% of people have been very cooperative.

e) Business Statistics

Chief Executive attended 39 meetings, including the LGNSW Annual Conference, and a meeting with the Minister for Water. It's been a terrific month for advocating for Tenterfield in Macquarie Street and Capitol Hill.

f) Special events, achievements of note, celebrations

WE FOUND WATER – TENTERFIELD IS OPEN FOR BUSINESS

"It is with much pleasure as Mayor of this wonderful Shire that I'm able to say to the world that we have found water in Tenterfield. Council started the process of planning for this moment well before Christmas 2018. We've been through many, many challenges and even more frustrations along the way, but we got there," said a joyous Peter Petty, Mayor of Tenterfield Shire Council.

"I'd like to thank the community for their resilience, patience and diligence in working with council to conserve water over the last twelve months. We still have a way to go in piping the new water to the dam, so water restrictions will remain in place. But we'll review restrictions after the work is finished. I'm sure my fellow Councillors will join me in shouting wide and far the message that we're open for business."

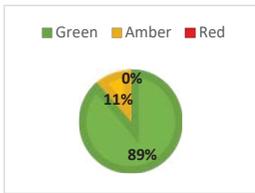
An equally jubilant, Chief Executive Terry Dodds, "In the last 24 hours during testing we've seen 13 litres per second flow from a bore behind the Transport Museum. Initial observations show that the production rate will be about 10 litres second. Best of all the source isn't far from the dam where it will be pumped. This is fantastic news for our community, our economy, and visitors alike."

Anticipating success council has already commenced purchasing the necessary equipment such as pumps, pipes and the electronic controls that will pump to the dam.

"As Mayor, I'd like to thank the Hon. Melinda Pavey MP, Minister for Water, Property and Housing, and her dedicated staff, in particular Mr Tom Chesson, for their help. With support from the Hon. Janelle Saffin MP, Melinda pushed through amendments to the Water Management (General) Regulation 2018 in August that allowed us to cut through months and months of red tape. I'd also like to thank the Cross Border Commissioner and Regional Towns Water Supply Coordinator, Mr James McTavish, who has stuck with us the whole way. Many government agencies have helped, but I should give a special mention to the staff of the Natural Resources Access Regulator at Dubbo and the Department of Industry – Water, at Coffs Harbour. I'd also like to thank all council staff who've worked tirelessly to achieve this wonderful result."



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.

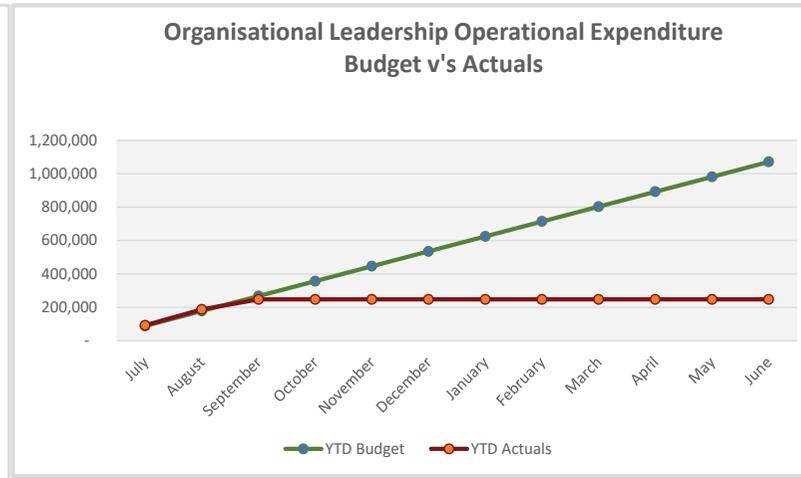
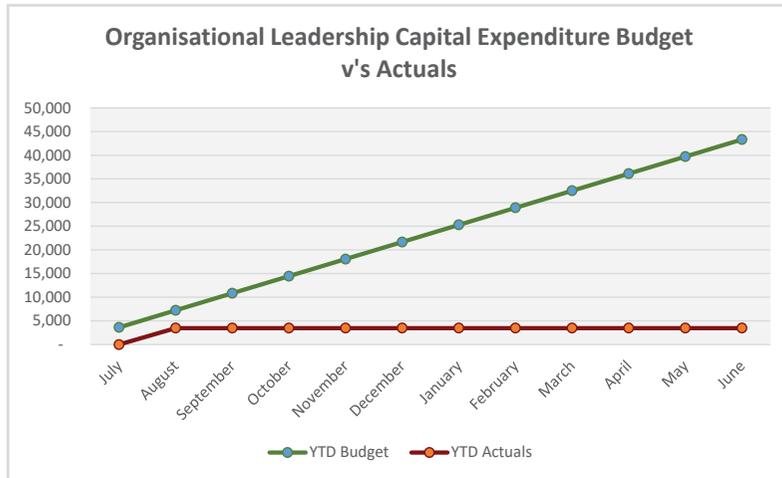
a) Delivery and Operational Plan Precis

4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP2.01) Collaborate and deliver resources with other organisations to ensure a variety of cost effective services across the service area. <i>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</i>	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.	<i>B: CE C: CE</i>			+1	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.
	Research alternative models, sources and ideas for service funding that doesn't detract from local capacity building and maintenance.	<i>B: CE C: CE</i>			+1	Ongoing. Working with BROCC, NEJO and SDRC to cooperate in service provision.
DP2.02) Deliver continuous improvements in Council's business, processes and systems <i>Strategic direction planning: A – Chief Executive</i> <i>Business process improvement & integration: A – Chief Executive</i>	Guide the transformation of the Organisation culturally and technically from database to geospatially based management systems, highlighting interconnectivity.	<i>B: CE C: CCO D: GISO</i>		0		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.
	Corporate advertising, council publications and web site.	<i>B: EA&M C: EA&M D: EA&M</i>			+1	Ongoing. New Mobile App starting to be up-loaded by the public.
	Monitor, review and implement the Business Improvement Plan Actions.	<i>B: CCO C: MCSGR D: MCSGR</i>			+1	Ongoing. (Has spurts and brakes due to the amount of grants we're receiving.)
	Manage Mayoral and Deputy Mayoral elections.	<i>B: EA&M C: EA&M D: EA&M</i>			+1	Completed

	Corporate Communications, internal communication strategy, management and service.	B: EA&M C: EA&M D: EA&M			+1	Ongoing.
DP2.03) Deliver and facilitate leadership in strategic planning and implementation <i>Strategic direction planning: A – Chief Executive</i> <i>Community engagement: A – Chief Executive</i>	Ensure Council's expenditure needs are properly identified and advice to Council as to how to fund sustainably is provided.	B: CE C: CCO D: MFT			+1	Ongoing. Water/waste has proven to be challenging. Income currently doesn't match long-term needs.
	Review the Community Engagement Strategy with emphasis on renewing engagement of Advisory Committees.	B: MEDCE C: MEDCE D: MEDCE			+1	Huge improvement since the timing was changed to after hours.
	Review of Community Engagement Strategy and ongoing delivery.	B: MEDCE C: MEDCE D: MEDCE				

a) Budget

Account Type	19/20 Full Year Budget	19/20 YTD Actuals September	19/20 YTD Budgets September	19/20 YTD Variance September	19/20 Percentage Spent	Variance Comments
Grand Total	1,114,262	251,911	272,817	20,906	23.08%	
Organisation Leadership	1,114,262	251,911	272,817	20,906	23.08%	
2. Operating Expenditure	1,071,262	248,442	267,816	19,374	23.19%	
4. Capital Expenditure	43,000	3,469	5,001	1,532	17.34%	
1000502. Strategic Projects	43,000	3,469	5,001	1,532	17.34%	



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.

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.

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 scapes, 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.

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.

e) Customers

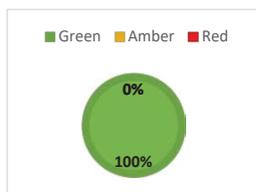
Water has been the dominate issue, both local, regionally, State, and Federal level. The good news being, our drillers struck enough water to sustainably supply Tenterfield during the drought.

f) Business Statistics

Nil to report.

g) Special events, achievements of note, celebrations

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	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP3.01) Engage with the community and develop partnerships with relevant organisations. <i>Community and cultural capacity building: A – Chief Executive</i> <i>Community engagement: A – Chief Executive</i>	Attend Progress Association, Hall Committee, Service Network, Local Area Health Committee, Disability Advisory Committee, and other community, event and activity meetings as required.	B: MEDCE C: MEDCE D: CDO			+1	CDO attended all progress, hall, service network, local health, Disability Advisory and community meetings as required. CDO also attended on Sept 8 a meeting with CDO's across the Southern Downes area at Warwick regarding drought support. CDO has also attended community fire recovery meetings including at Drake.
	Implementation of the Community Engagement Strategy.	B: MEDCE C: MEDCE D: CDO			+1	Community Engagement Strategy has been reviewed.
	Facilitate Youth Forum and Network, e.g. Youth Week.	B: MEDCE C: MEDCE D: CDO			+1	Youth Forum and Network has moved forward to plans for a Youth Advisory Council and future planning for Youth Week will occur.
	Distribute weekly email newsletter across the community promoting events, grant and training opportunities, news and community announcements.	B: MEDCE C: MEDCE D: CDO			+1	Tenterfield in Touch continues to be distributed weekly with 445 subscribers.
	Ongoing promotion of My Community Directory.	B: MEDCE C: MEDCE D: CDO			+1	My Community Directory has completed a comparison of events/activities captured in Tenterfield in Touch and those on the website to reach out for potential further listings.
DP3.02) Maintain collaborative partnerships with the local Aboriginal communities. <i>Community and cultural capacity building: A – Chief Exe.</i>	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.	B: MEDCE C: MEDCE D: CDO			+1	Ongoing partnership with Aboriginal and Torres Strait Islander community groups and organisations to support community activities and support our people in our Shire.
DP3.03) Support people with specific needs through appropriately identified services and advocacy. <i>Community and cultural capacity building: A – Chief Executive</i>	Support community safety and crime prevention partnerships.	B: MEDCE C: MEDCE D: CDO			+1	Ongoing. Further Liquor Accord meeting planned for November 2019.
	Support facilities and activities to improve the physical and mental health of the community.	B: MEDCE C: MEDCE			+1	CDO is also a member of the Suicide Prevention Network – TenterLIFE & Local Drug Action Team and Local Health Advisory Committee. CDO arranged for R U OK? Morning tea at Council to highlight importance of mental health.
	Additional operational requirements caused by emergency relief activities (e.g. grants, community consultation, recovery meetings, partnering with emergency recovery services).	B: MEDCE C: MEDCE D: CDO			+1	CDO supporting health and wellbeing issues identified in regard to community needs pertaining to recent fires. CDO also partnered with BlazeAid re support needed and with OEM recovery meetings including Drought forum in Tenterfield.

DP3.04) Engage with transport providers and the community to assess the transport needs of residents in the Shire. Community and cultural capacity building: A – Chief Exe.	Support accessibility for people in our Shire.	B: MEDCE C: MEDCE D: CDO			+1	Accessibility for people in our Shire is continually reviewed and discussed as to possible solutions or options to improve for our Community.
DP3.05) Develop and implement the Tenterfield Shire Council Disability Inclusion Action Plan with key partners. Community and cultural capacity building: A – Chief Exe.	Ongoing review and implementation of the Disability Inclusion Action Plan in accordance with legislative guidelines. Facilitate the Disability Advisory Committee meetings.	B: MEDCE C: MEDCE D: CDO			+1	Ongoing and review of the Disability Inclusion Action plan occurs & facilitation of the committee meetings.
DP3.06) Promote the needs of persons with a disability and Disability Inclusion Action Plan to stakeholders.	Advocate for the needs of accessibility issues in partnership with community organisations within our Shire.	(Promote) B: MEDCE C: MEDCE D: CDO (Implement) B: COO C: MA&PP D: WM			+1	Advocacy continues in partnership with community organisations within our Shire as to accessibility issues.
DP3.07) Support community organisations that develop and maintain a range of facilities that meet the diversity of community needs, interests and aspirations. Volunteer recruitment and placement: A – Chief Executive Community grants: A – Chief Exe. Community and cultural capacity building: A – Chief Exec. Community events: A – Chief Executive	Inform about potential grants and assistance available.	B: MEDCE C: MEDCE D: CDO			+1	Ongoing. Information through Tenterfield in Touch, email and individual support offered and provided. Successful submission of all 10 SCCF rd 3 grant applications.
	Support community organisations and groups to provide a wide range of activities as required.	B: MEDCE C: MEDCE D: CDO			+1	Ongoing.
	Support community events (excluding Australia Day and civic welcome for Bavarian Band).	B: MEDCE C: MEDCE D: CDO			+1	Ongoing
	Support and management of Australia Day ceremonies and civic welcome for Bavarian Band.	B: MEDCE C: MEDCE D: CDO			+1	Ongoing
	Distribute information on events, activities and facilities to the community (Tenterfield in Touch, Council newsletters and websites).	B: EA&M C: EA&M D: EA&M			+1	Ongoing and occurs re distribution of information about events, activities and facilities to the community.
DP3.08) Encourage and support activities focusing on the wellbeing of our residents in Tenterfield Shire. Community events: A – Chief Executive	Promote and support activities that highlight community wellbeing, e.g. Mental Health Month.	B: MEDCE C: MEDCE D: CDO			+1	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.
DP3.09) Enrich the community by supporting a variety of diverse cultural events and activities. Community grants: A – Chief Executive Sponsorship: A Chief Executive	Maintain communication and relationships with various community organisations.	B: MEDCE C: MEDCE D: CDO			+1	Ongoing communication and relationships with various community organisations maintained, strengthened and further relationships explored and created.

a) Budget

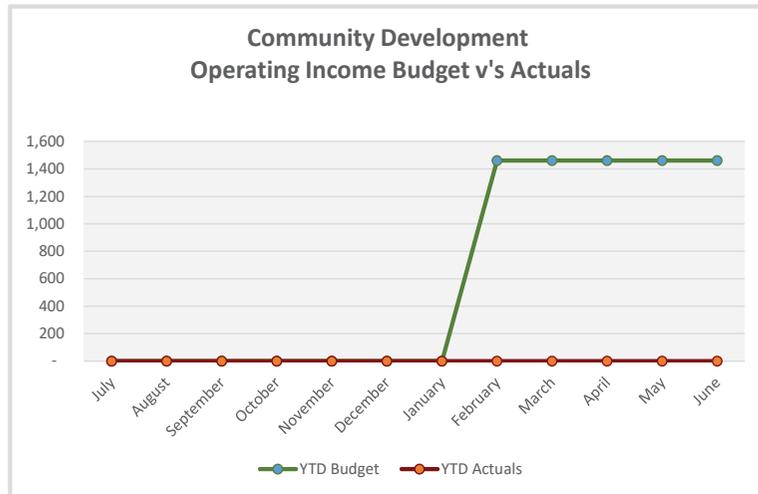
COA	19/20 Full Year Budget	19/20 YTD Actuals September	19/20 YTD Budgets September	19/20 YTD Variance September	19/20 Percentage Spent	Variance Comments
Grand Total	82,022	4,530	20,508	15,978	5.52%	
Community Development	82,022	4,530	20,508	15,978	5.52%	
1. Operating Income	(1,461)	0	(366)	(366)	0.00%	
2. Operating Expenditure	83,483	4,530	20,874	16,344	5.43%	
4. Capital Expenditure	0	0	0	0	0.00%	

Capital Income:

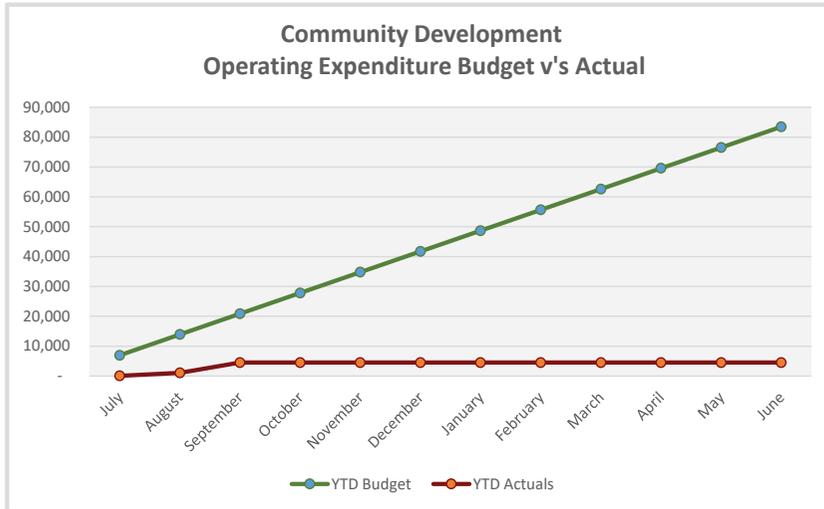
N/A

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

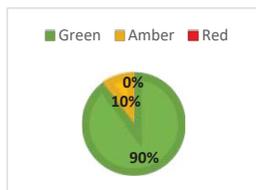
e) Business Statistics

f) Special events, achievements of note, celebrations

Special event - Visit from Australia's Governor General David Hurley and Mrs Hurley to Tenterfield.



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

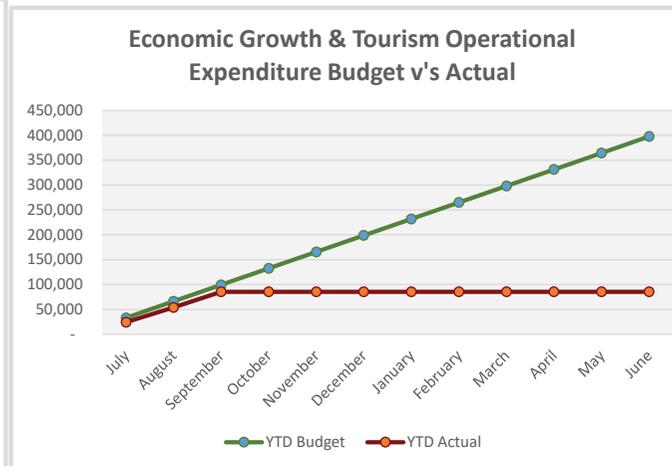
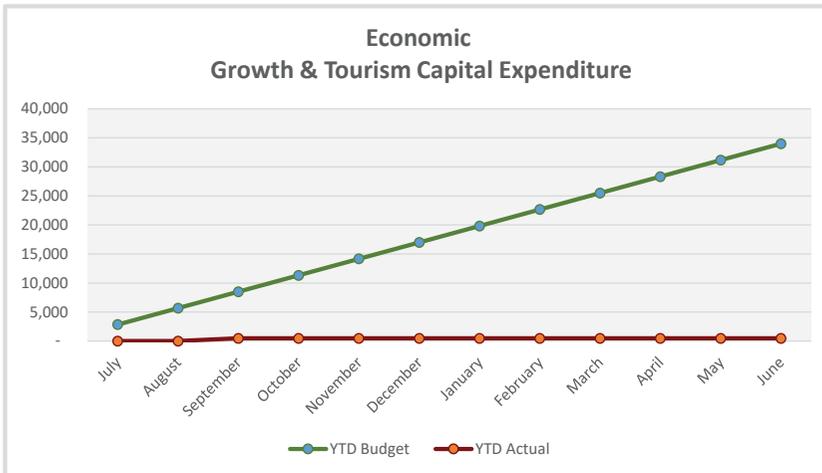
4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP4.01) Provide and facilitate future economic growth throughout the Shire. <i>Business sector development: A – Chief Executive</i>	Facilitate opportunities for industrial and commercial business development.	B: MEDCE C: MEDCE			+1	Ongoing. Meetings held with potential investors and developers as required. Target Country closed late August 2019.
	Implement the Economic Development Strategy, promoting growth and new development.	B: MEDCE C: MEDCE			+1	Ongoing.
DP4.02) Support business and industry to identify and implement emerging trends in technology to facilitate growth. <i>Sponsorship: A – Chief Executive</i>	Facilitate and support the delivery of business training, workshops and forums in conjunction with the Tenterfield Chamber of Tourism, Industry and Business.	B: MEDCE C: MEDCE D: TO			+1	Ongoing. Discussions being held with Tenterfield Chamber in regards to the delivery of a joint Business Instagram Workshop in November.
DP4.03) Lobby for the improvement of telecommunications infrastructure throughout the Shire recognising internet connectivity as a significant barrier to all business activity. <i>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</i>	Support future proposals for improved telecommunications infrastructure.	B: CE C: CE			+1	
DP4.04) Support agriculture as a significant industry in the Shire and promote initiatives that enhance the economic sustainability of agriculture. <i>Business sector development: A – Chief Executive</i>	Support local agricultural events and investigate an appropriate event that showcases the Tenterfield agricultural district and industries.	B: MEDCE C: MEDCE D: TO			+1	Ongoing. Planning is underway for the 2019 Business & Tourism Excellence Awards. The impact of the drought continues to be a major focus.
DP4.05) Promote Tenterfield Shire as a tourism destination. <i>Sponsorship: A – Chief Executive Tourism: A – Chief Executive</i>	Support marketing campaigns and the visitor economy through the New England High Country.	B: MEDCE C: MEDCE D: TO			+1	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			+1	Ongoing. Regular social media posts occurring on Facebook (2,372 likes) and Instagram (1,400 followers) promoting Tenterfield.
	Launch and maintain a new tourism website for Tenterfield Shire.	B: MEDCE C: MEDCE D: TO			+1	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.

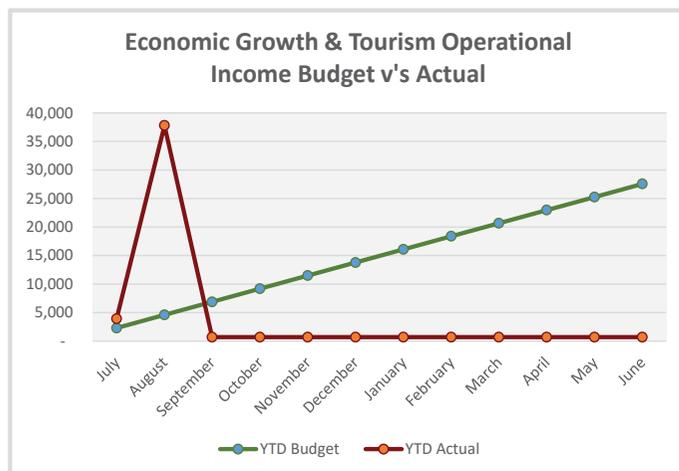
	Continue to develop and maintain high visibility of Tourism Products in the Region (Visitors Guide, website and social media).	<i>B: MEDCE C: MEDCE D: TO</i>			+1	Ongoing. Redevelopment of visitors guide is well underway, with advertisements and new content being finalised. Social media posts happen regularly via Facebook (2,372 likes) and Instagram (1,400 followers).
	Ongoing management of the Tenterfield Visitor Information Centre (VIC), including volunteer management and training, retail management and provision of customer service.	<i>B: MEDCE C: MEDCE D: TO</i>			+1	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.	<i>B: MEDCE C: MEDCE D: TO</i>		0		Funding opportunities are being investigated. Other work priorities have required delays to the first stage (planning), which will occur early 2020. Application submitted for part funding of project through Rural Aid – Town Makeover Project.
	Support the growth of major events in the Tenterfield Shire and assist with promotions through the Visitor Information Centre.	<i>B: MEDCE C: MEDCE D: TO</i>			+1	Ongoing. Events promoted through posters in the visitor centre, social media and tourism websites. Promotion occurred through visitor information centre for Peter Allen Festival, held early September.
DP4.06) Plan and lobby for affordable transport options to encourage access to our Shire. <i>4.02 Community and cultural capacity building: A – Chief Executive</i>	Provide an advocacy service for the community to maintain current levels of transport options. Promote transport services and options through the Visitor Information Centre.	<i>B: MEDCE C: MEDCE D: CDO</i>			+1	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.
DP4.07) Partner with our neighbours and stakeholders to deliver a diverse destination proposition for visitors. <i>Tourism A – Chief Executive Business sector development: A – Chief Executive</i>	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.	<i>B: MEDCE C: MEDCE D: TO</i>			+1	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.	<i>B: MEDCE C: MEDCE D: TO</i>			+1	Ongoing. Work continues with Tenterfield Chamber, event organisers and tourism businesses.
DP4.08) Facilitate and participate in ongoing partnership activities with the New England High Country, Tenterfield Chamber of Tourism, Industry and Business. <i>Tourism: A – Chief Executive Business sector development: A – Chief Executive Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</i>	Work collaboratively on a range of projects and promotions to market Tenterfield Shire.	<i>B: MEDCE C: MEDCE D: TO</i>			+1	Ongoing.
	Liaise with the local, regional and State tourism industry, including operators and organisations.	<i>B: MEDCE C: MEDCE D: TO</i>			+1	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.	<i>B: MEDCE C: MEDCE D: CDO D: TO</i>			+1	Ongoing. MEDCE & TO continue to work closely with the tourism and business industry.
DP4.09) Promote the liveability of Tenterfield Shire as a place to live, work and play. <i>Tourism: A – Chief Executive</i>	Development of a comprehensive resource for new/potential residents and/or investors.	<i>B: MEDCE C: MEDCE D: TO</i>		0		Information to be incorporated into new website build for Tenterfield Shire Council.

<p>Business sector development: A – Chief Executive Community and cultural capacity building: A – Chief Executive Sponsorship: A – Chief Executive</p>	<p>Support marketing activities and events to promote Tenterfield as a place to visit, live and invest.</p>	<p>B: MEDCE C: MEDCE D: TO D: CDO</p>	<p>+1</p>	<p>Ongoing local & regional promotions occurring through social media, Tenterfield in Touch newsletter, Council Website, Visitor Information Centre and School of Arts (community cinema advertising).</p>
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b) Budget

Account Type	19/20 Full Year Budget	19/20 YTD Actuals September	19/20 YTD Budgets September	19/20 YTD Variance September	19/20 Percentage Spent	Variance Comments
Grand Total	404,029	85,117	100,998	15,881	21.07%	
Economic Growth and Tourism	404,029	85,117	100,998	15,881	21.07%	
1. Operating Income	(27,559)	(705)	(6,891)	(6,186)	2.56%	
2. Operating Expenditure	397,588	85,351	99,390	14,039	21.47%	
4. Capital Expenditure	34,000	471	8,499	8,028	1.39%	
5400505. VIC Refurbishment	34,000	0	8,499	8,499	0.00%	Project to commence early 2020
5400507. VIC Photocopier Lease Payments	0	471	0	(471)	0.00%	





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 drought, recent fires and water shortage, and the attention this has all received in the media, has had a significant impact on the tourism and business industry. Many accommodation outlets have received cancellations, particularly following the fires, and visitation to town, cafes and shops has decreased. The bushfires early September also had a significant impact on the Peter Allen Festival, with news reporting scaring many ticketholders and stall holders off, and road closures impacting on others unable to get to town. The September school holidays have been quieter than usual, and numbers to the Visitor Centre during September were down 31%.

Bald Rock National Park remains closed. This is also impacting on visitor numbers to the area.

The Tourism & Cultural Services Officer has commenced with Tenterfield Shire Council, working across the Visitor Information Centre and School of Arts. The Tourism & Marketing Officer commenced late September. This provides a unique opportunity for tourism in Tenterfield, to continue to build on all the work already done and take the tourism industry to the next level.

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.

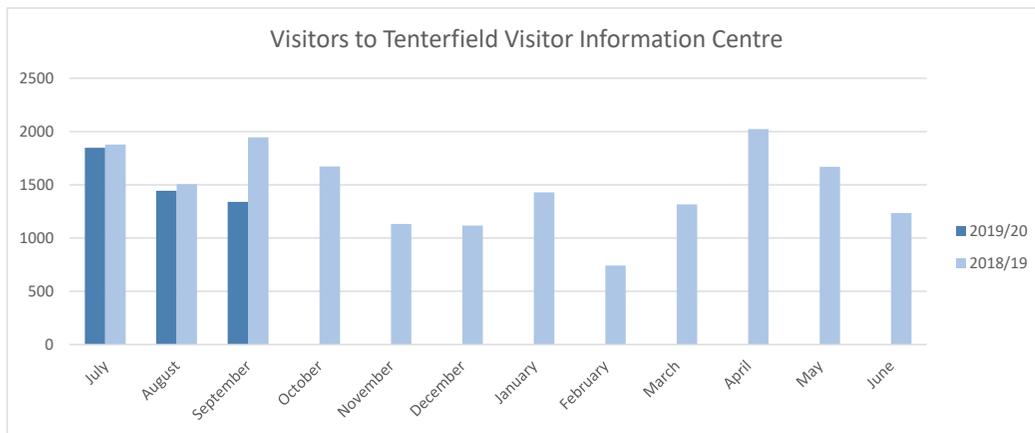
f) Customers

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	1,339	-31.2%	<i>Bushfires early September have impacted on visitors to town, especially during the Peter Allen Festival and School holidays</i>
Tenterfield Tourism Website Visitors	4,302	-7.7%	
Visit Tenterfield Website Visitors	304	-35.5%	
Stock sold through VIC (total)	\$2,434.60	-52%	<i>*September 2018 sold Peter Allen Festival tickets, which is included in figures. Tickets not available through Visitor Centre 2019, only merchandise. Numbers to festival were down as were souvenir sales.</i>



h) Special events, achievements of note, celebrations

The Peter Allen Festival ran from Thursday 5th to Sunday 8th September. Although impacted dramatically by the fires that began on Friday 6th, all events occurred as planned and feedback was positive from those who did attend. Events included: Peter Allen Story on the Big Screen (x 2); Honest Through Her Song; Livvy & Pete Show (x 3); Peter Allen Boulevard; The Jam Session; Peter Allen Variety Night & LA Garden Party.

The Visitor Information Centre set up a street stall at the Peter Allen Boulevard with information and Tenterfield souvenirs. Although quiet due to the fires, it was important to have a presence in the main street.



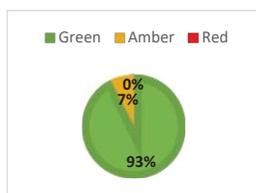
Visitor Information Centre stand at Peter Allen Boulevard



Livvy & Pete Headline Act at School of Arts



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	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP5.01) Sir Henry Parkes Memorial School of Art is provided by Council as a cultural hub of Tenterfield Shire. <i>Culture, theatre & museum: A – Chief Executive</i>	Manage and operate all aspects of the Sir Henry Parkes Memorial School of Arts (Cinema, Theatre, and Museum).	<i>B: MEDCE C: MEDCE D: CO</i>			+1	The Tenterfield School of Arts is open 7 days a week (only closed Christmas Day & Good Friday) and has a regular program of cinema and theatre activity for the community.
DP5.02) Enhance cultural diversity by encouraging cultural and artistic opportunities. <i>Culture, theatre & museum: A – Chief Executive</i>	Maintain relationship, partnership and facilitate Museum Advisor Program.	<i>B: MEDCE</i>			+1	Ongoing. Monthly meetings held with museum advisor.
	Maintain a collaborative working relationship with National Trust Australia (NSW) and Friends of the School of Arts.	<i>B: MEDCE C: MEDCE</i>			+1	Ongoing.
	Ongoing partnership programs with community organisations, Tenterfield Players, production companies, Arts North West, the New England North West Performing Arts Network and Arts NSW.	<i>B: MEDCE C: MEDCE</i>			+1	Ongoing.
	Work with the School of Arts Joint Management Committee.	<i>B: MEDCE C: MEDCE</i>			+1	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.
DP5.03) Enrich the cultural life of the community by supporting a variety of cultural events and activities for residents and visitors <i>Culture, theatre & museum: A – Chief Executive</i> <i>Community events: A – Chief Executive</i> <i>Volunteer recruitment and placement: A – Chief Executive</i>	Marketing and promotion of the Sir Henry Parkes Memorial School of Arts Complex programs and activities.	<i>B: MEDCE C: MEDCE D: CO</i>			+1	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. Weekly interviews with TenFM began during September, and will continue each Thursday morning, promoting upcoming events at the cinema and theatre.
	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.	<i>B: MEDCE C: MEDCE D: TO</i>			+1	September events include: Peter Allen Festival The Livy & Pete Show, 3 performances: 327 total attendees Peter Allen on the Big Screen, 2 screenings: 131 attendees Eisteddfod 16, 19, 23 & 24 September. Upcoming Events: Mental Health Movie scheduled for 10 October

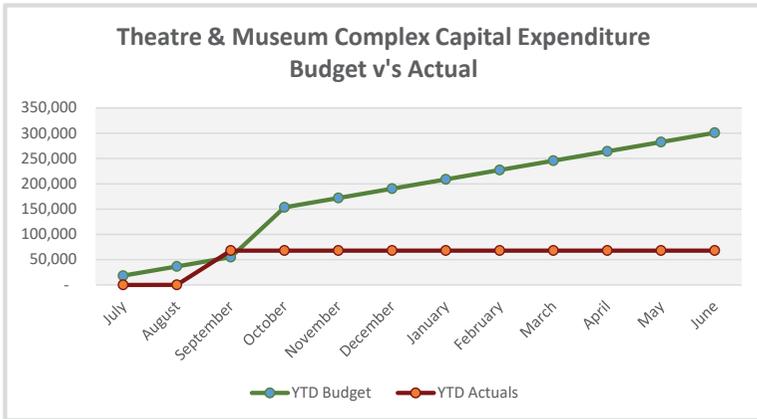
						Sir Henry Parkes Oration scheduled for 26 October. Plans underway for Seniors Week & Youth Week 2020.
	Annual planning, development and implementation of a Theatre Program.	B: MEDCE C: MEDCE D: CO			+1	Ongoing. Has been a strong theatre program for 2019, and planning for 2020 is underway.
	Annual visiting and local museum exhibition program.	B: MEDCE C: MEDCE		0		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.
DP5.03.01) Promote volunteer opportunities and manage 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			+1	Ongoing. Volunteer numbers are being maintained and volunteer training is provided on a regular basis.
	Facilitation of cultural development opportunities for individuals and groups in arts & culture.	B: MEDCE C: MEDCE			+1	Ongoing. Regularly support workshops (visiting and local), local drama group and music supper clubs.
DP5.04) Encourage activities for young people and families in Tenterfield Shire <i>Culture, theatre & museum: A – Chief Executive</i> <i>Community and cultural capacity building: A – Chief Executive</i>	Annual planning and development of a Cinema Program, including Manhattan Film Festival and Lyceum Film Festival.	B: MEDCE C: MEDCE D: CO			+1	Ongoing with minimum 5 screenings per week. Manhattan Film Festival Scheduled for 3 October & Mental Health Youth Films scheduled for 10 October. Lyceum Film Festival postponed for 2019 due to conflicting events.
	Ongoing implementation of theatre education program for Years 5-6 and Years 9-10.	B: MEDCE C: MEDCE D: CO			+1	Ongoing with regular school visits and tours. Quotes are being sought for the upgrade of the education program.
	Support Youth Week, support youth theatre workshops and provide youth entertainment during school holiday periods.	B: MEDCE C: MEDCE D: CO			+1	Youth workshops and youth cinema and theatre program ongoing with focus on holiday periods and youth week.

b) Budget

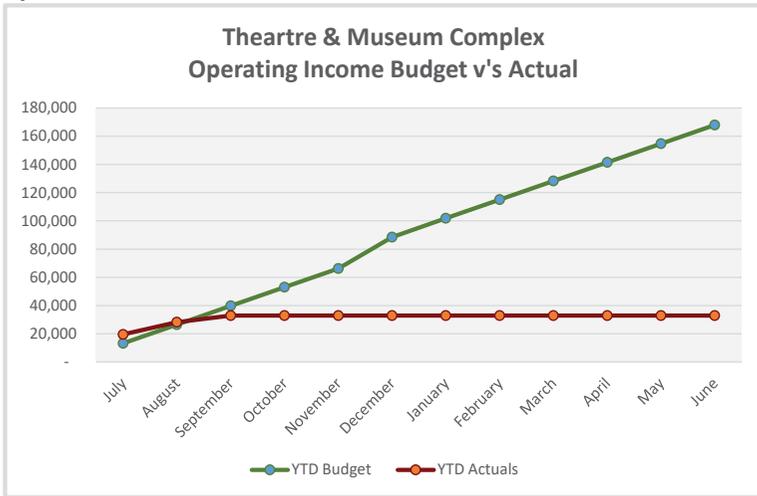
Account Type	19/20 Full Year Budget	19/20 YTD Actuals September	19/20 YTD Budgets September	19/20 YTD Variance September	19/20 Percentage Spent	Variance Comments
Grand Total	448,770	132,899	36,963	(95,936)	89.87%	
Theatre & Museum Complex	448,770	132,899	36,963	(95,936)	89.87%	
1. Operating Income	(167,966)	(32,888)	(41,991)	(9,103)	19.58%	
2. Operating Expenditure	315,846	87,893	78,954	(8,939)	27.83%	
3. Capital Income	0	10,000	0	(10,000)	0.00%	
4. Capital Expenditure	300,890	67,893	0	(67,893)	0.00%	
5000506. School of Arts Complex - Upgrade Exterior & Windows (SRV)	300,890	67,893	0	(67,893)	0.00%	Carry Forward to be added in the Quarterly Budget Review

Capital Income:

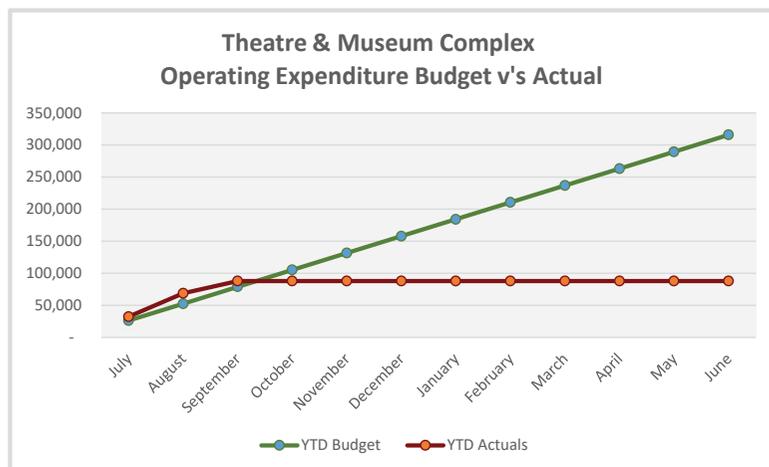
Capital Expenses:



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.
 A Tourism and Cultural Services Officer has been appointed to assist with operations of the School of Arts and Visitor Information Centre & commenced work mid-August.

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 – September 2019		Cinema – September 2019	
Total museum visitation	125	Total cinema admissions	125
Average Admission Price	\$5.00	Screenings	22
Merchandising Sales	\$87.85	Candy Bar	\$655.50
Museum Entry Sales	\$627.50	Average Admission Price	\$9.10
		Gross Box Office	\$1,134
		Net Box Office	\$1,031
		Website Visitors	749
Volunteers		Website Increase	+14.2%
18 x 243 hours		Newsletter Subscribers	148

h) Special events, achievements of note, celebrations

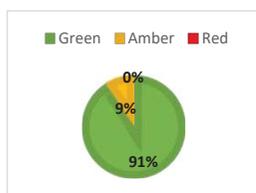
The Peter Allen Festival was held 5-8 September, and the Tenterfield Eisteddfod was held 16, 19, 23 & 24 September.

Facility Use September 2019		Cinema Program August 2019			
Activity	Attendees	Film	Screenings	Admits	Adm/Scr
Peter Allen Festival	458	Fast & Furious: Hobbs & Shaw	5	25	5
Peter Allen on the Big Screen (5.09)	45	Booksmart	2	4	2
Livvy & Pete Show (6.09)	190	A Dog's Journey	5	59	12
Livvy & Pete Show (7.09)	114	The Kitchen	5	13	3
Livvy & Pete Show (8.09)	23	Late Night	3	20	7
Peter Allen on the Big Screen (8.09)	86	Here Comes the Grump	2	4	2
Eisteddfod x 4 sessions					
TOTAL	458+	TOTAL	22	125	6



Livvy and Pete at the Sir Henry Parkes School of Arts – the headline act at the Peter Allen Festival

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.

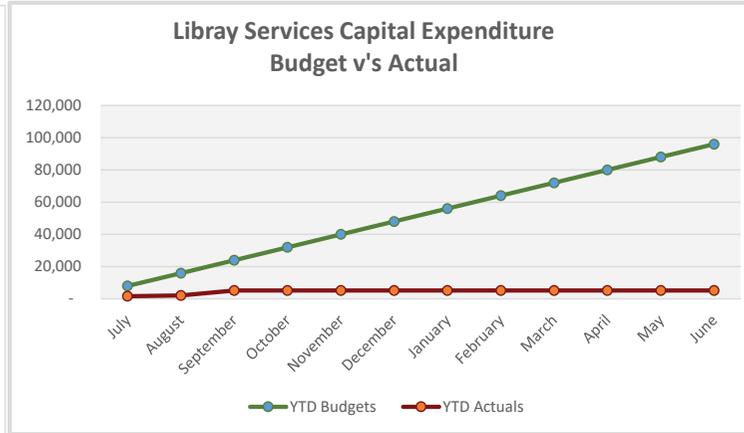
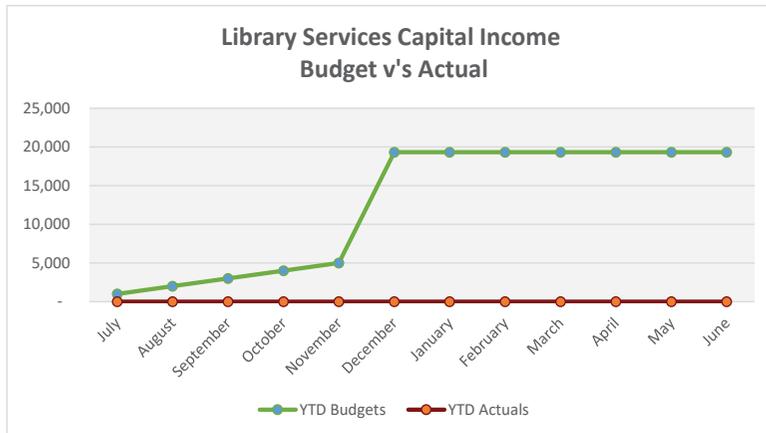
Delivery and Operational Plan precis

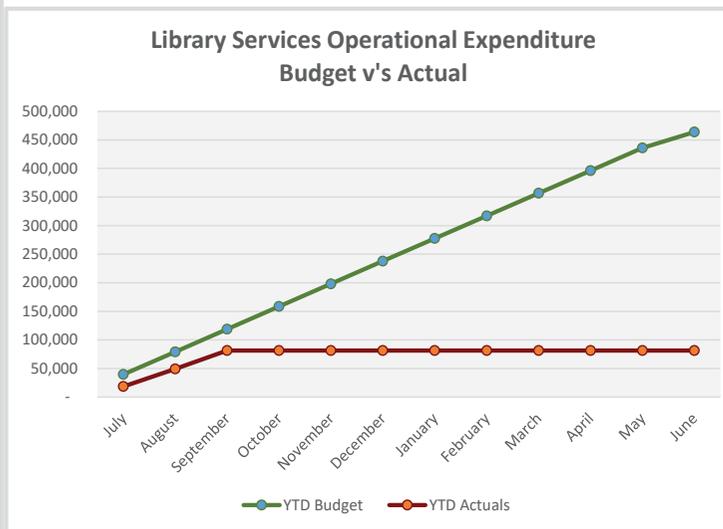
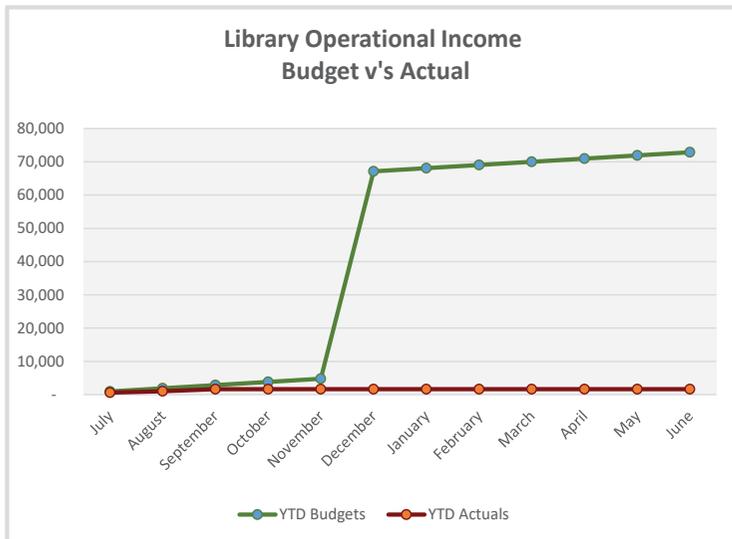
4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP6.01) Provide ongoing delivery of broad range of library services that respond to community needs. <i>Library: A – Chief Executive</i>	Provide a relevant range of facilities and activities to support the physical and mental health of the community.	B: SL C: SL D: SL			+1	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			+1	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			+1	Ongoing.
	Review Library Services Policy.	B: SL C: SL			+1	Will be undertaken in December.
	Collection management including acquisition, evaluation and disposal of resources.	B: SL C: SL D: SL			+1	Ongoing
	Provision of library branch exchange services in villages.	B: SL C: SL			+1	Ongoing. Monthly exchange visits and regular communication with branch staff.
DP6.02) Develop and maintain a range of community facilities that meet the diversity of community needs, interests and aspirations <i>Library: A – Chief Executive</i>	Provide spaces and opportunities for individuals and small community groups to meet and access technology.	B: SL C: SL D: SL			+1	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			+1	Ongoing.
	Provide public access to online resources and training.	B: SL C: SL D: SL			+1	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			+1	Ongoing.
	Manage all corporate art, artefacts, honour boards and memorabilia (including audit and security).	B: SL D: SL		0		Cataloging of Tenterfield Shire Council's Art Works project is underway with a target completion date in 2020.

Budget

Account Type	19/20 Full Year Budget	19/20 YTD Actuals September	19/20 YTD Budgets September	19/20 YTD Variance September	19/20 Percentage Spent	Variance Comments
Grand Total	479,424	84,975	117,582	32,607	18.07%	
Library Services	479,424	84,975	117,582	32,607	18.07%	
1. Operating Income	(72,864)	(1,654)	(8,736)	(7,082)	4.73%	
2. Operating Expenditure	475,623	81,438	118,902	37,464	17.12%	
3. Capital Income	(19,329)	0	(3,000)	(3,000)	0.00%	
4. Capital Expenditure	95,994	5,190	10,416	5,226	12.46%	
5000500. Library Resources	21,094	4,015	5,274	1,259	19.03%	
5000515. Local Priority Grant 2019/20	12,000	0	3,000	3,000	0.00%	Notification received that the allocation will be \$19,329. (30% of subsidy adjustment of \$64,430)
5000516. Library - Furniture & Fittings	789	0	198	198	0.00%	
5000517. Library - Office Equipment	3,601	0	900	900	0.00%	
5000518. Library - Intangible Assets	4,180	0	1,044	1,044	0.00%	
5000519. Library Photocopier Lease Payments - Capitalised	0.00	1,175	0	(1,175)	0.00%	Carry Forward to be added in the Quarterly Budget Review

Capital Income:





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.

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. The September exchange visits were cancelled due to road closures.
- 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 are currently undertaking work to repair and update the Urbenville branch library.
- Application for Library Subsidy 2019/20, Local Priority Grant application, Statement of Library Operations for Year Ending 30 June 2019 and the Narrative Statement of Library Operations for Year Ending 30 June 2019 have been lodged with New South Wales State Library.

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 September 2019

Loans Tenterfield: 1425

Loans Drake: 38

Loans Torrington: 33

Loans Urbenville: 90

Total Physical loans: 1586

Co-op eLoans: 242 (approx.)

Total of Loans: 1828

Library Visitors: - 1520

New borrowers: 4

Computer Users: 329

Computer Hours: 353.25

WiFi logins: N/A

OPAC searches: 2108

Tenterfield Star database searches: 287

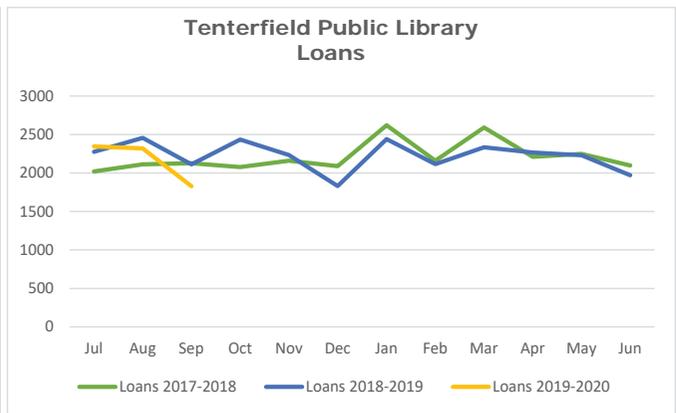
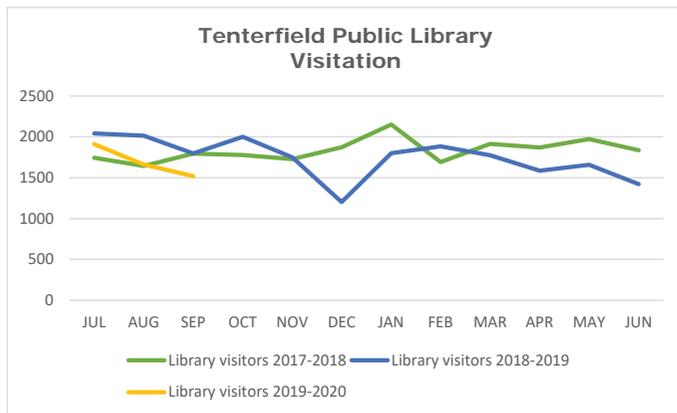
Completed Inter Library Loans: 23

Home Library Service Loans: 106

Reservations satisfied: 42

Holdings as at 01/10/2019: 34226

Deletions: 74 Items catalogued: 151

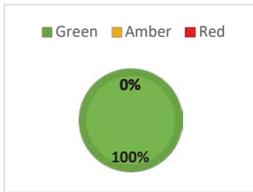


h) Special events, achievements of note, celebrations

- Author visit. Patsy Kemp author of *Drover's Daughter* spoke about her life growing up as a drover's daughter to an appreciative audience. A copy of Patsy's book is available to borrow from Tenterfield Public Library.



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	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP7.01) Provide an organisation-wide approach to the effective management of workplace health and wellbeing. <i>Workforce planning: A – Chief Executive</i> <i>Workforce culture: A – Chief Executive</i> <i>Workers compensation: A – Chief Executive</i>	Regular inspections (site) each month. Ongoing education programs & demonstrations. Target further reductions in premium costs.	<i>B: MHRWD C: WHSRMO D: WHSRMO</i>			+1	Regular inspections carried out monthly, cycling through each workplace over time. Weekly/monthly `Toolbox meetings provide educational and training opportunities.
	Continue toolbox meetings for staff, contractors and volunteers. Highlight potential for improvement. Encourage continued achievements of low incident / lost time targets.	<i>B: MHRWD C: WHSRMO D: WHSRMO</i>			+1	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 124
	Follow up health check program provided to staff as part of the StateCover Mutual funding incentives.	<i>B: MHRWD C: WHSRMO D: WHSRMO</i>			+1	Health check program followed up with a current focus on mental Health and Diet. Mental health and wellbeing has had an increased take-up by staff utilising the on-site counselling service.
	Review applications for flexible work agreements with a focus on work/life balance for staff.	<i>B: MHRWD C: MHRWD</i>			+1	Flexible working arrangements address a number of needs including Drought related problems. Review targets established. Implementation continues, to assist staff in the current difficult drought, and mental health stress environment.
DP7.02) Delivery of programs to grow and invest in our existing and emerging leaders and support a culture of high performance. <i>Workforce culture: A – Chief Executive</i> <i>Workforce performance: A – Chief Executive</i> <i>Human resource advisory, performance, review and training: A – Chief Executive</i>	Implement the 2019/2020 skills targeted training plan.	<i>B: MHRWD C: MHRWD</i>			+1	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 Code of Conduct, Bullying and Harassment Updates and Recruitment, Safe Hold highlights needs as well. Certificate III in Civil Construction (Plant Operations) apprentices are moving closer to completion and nearing their practical assessments.
	Introduce online learning modules that are easily accessible to staff that focus on effective initiative approaches to maintain staff to enhance productivity.	<i>B: MHRWD D: HRC</i>			+1	Coaching program developed and being implemented. On line modules being assessed.

	Revise higher duties allowance procedure that supplies adequate recognition & incentive.	B: MHRWD C: MHRWD D: MHRWD			+1	Ongoing action reviews individual instances and value of reward. Overall procedure updates and the upgrade of the salary system will assist, together with meaningful "flat rate" allowances.
	Continue to provide staff newsletter, facilitate Management Team & Staff meetings.	B: MHRWD C: HRC			+1	Management (monthly) and staff meetings regularly scheduled. Staff newsletter regular creation being addressed, to enhance easier production.
	Retain 3 highly successful mentors to be paired with Senior Management Staff and explore exchange program with other selected regional Councils.	B: MHRWD C: MHRWD D: HRC			+1	Mentors will be provided through the Objective Leader program. Further contact established with potential senior providers. Staff exchanges and Talent Banks are a focus of Regional P&C Department. Low appetite in some Councils.
	Encourage participation in the Bring your own device program and improve conferencing & video technology for learning.	B: MHRWD C: MHRWD			+1	Take up at a moderate pace. Video Conferencing using ZOOM effectively established and ongoing. New Emergency Management Centre will be equipped with upgraded Video Conferencing facilities.
	Encourage hot desking and remote working instead of residency to reduce office costs.	B: MFT/MHR C: MFT			+1	Hot Desks included in Office Refurb. Plan. Senior and some specialist use the now easier access remote facilities. Occupation of former Records Room, now cleared, renovated and equipped assists.
DP7.03) Manage the implementation of Council's Workforce Management Strategy.	Publish the latest HR metrics and encourage achievement of related targets.	B: MHRWD C: MHRWD			+1	Updated to be supported by current IPART software review. Also see FTE data and graphs presented in the statistical section within the MOR.
<i>Workforce planning: A – Chief Executive</i>	Finalise the implementation of changes made in 2017/2018 to Councils salary system.	B: MHRWD C: MHRWD			+1	Currently a work in progress. Latest Salary data loaded a sample created for testing and verification. New bands being considered.
<i>Workforce performance: A – Chief Executive</i>	Complete any outstanding updates following the April/May 2019 changes to policy & procedures.	B: MHRWD C: MHRWD			+1	Back up Procedures/Protocols in production for progressive delivery, review and publication. Ongoing
	Optimise the organisation structure changes achieved and bed down. Continue support for cultural changes, implement simplify where appropriate.	B: MHRWD C: MHRWD			+1	Structure Chart completed and circulated. Cultural changes being supported through change activities and plans for further leadership development.
	Enhance consultation & staff consultative committee activity.	B: MHRWD C: MHRWD			+1	Consultative Committee restored to activity, Constitution reviewed/updated. Meetings scheduled and proceeding with good input.
	Continue approaches based on the Voice staff survey. Repeat survey November 2019 to measure improvements.	B: MHRWD C: MHRWD			+1	Following consultation with Voice and appointment of new Director repeat now scheduled for March 2020.
DP7.04) Developing attraction and retention practices across Council.	Consolidate our position as an employer of choice, ensure all positions are adequately backed up with potential successors	B: MHRWD C: MHRWD D: HRC			+1	Most positions now backed up. A number of staff undertaking advanced courses e.g. Health and Building, Business Degrees, apprenticeships.
<i>Workers compensation: A – Chief Executive</i>	Deliver in house supervisor / manager program targeting excellence in management motivational style.	B: MHRWD C: MHRWD D: HRC			+1	Program selected and in implementation stages. First training session has been delivered.
<i>Recruitment & selection: A – Chief Executive</i>	Publish diversity data report and support scholarship programs for diversity.	B: MHRWD C: MHRWD			+1	Focus on current diversity, encouraging those implicated through traineeship (school based). Improvements to HR Metrics will assist data reporting.
<i>Workforce culture : A – Chief Executive</i>	Target increase in current distribution of diversity among trainees / recruit trainee apprentices.	B: MHRWD C: MHRWD			+1	Trainees in place and include youth and mature aged.
<i>Human resource advisory, performance, review and training: A – Chief Executive</i>						

	Continue current effective program, deliver training, update process to reflect change.	<i>B: MHRWD C: MHRWD</i>				Available budget will impact on numbers. School based traineeships being pursued.
DP7.05) Deliver continuous improvements in Council's business, processes and systems (WHS) <i>Work, Health and Safety: A – Chief Executive</i>	Focus on maintaining current status & achievements and develop and implement strategies for continual improvement.	<i>B: MHRWD C: WHSRMO D: WHSRMO</i>				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.	<i>B: MHRWD C: WHSRMO D: WHSRMO</i>				Continuing focus.
	Continue develop and implement Emergency Preparedness Procedure in conjunction with State Cover WHS Action Plan.	<i>B: MHRWD C: WHSRMO D: WHSRMO</i>				Works in progress to confirm and develop awareness of requirements. Safety packs and support equipment developed to support plans and procedures.
	Continue to monitor and review as required, near miss, incident and accident data.	<i>B: MHRWD C: WHSRMO D: WHSRMO</i>				Incidents thoroughly investigated and reported. From this lag data Managers and Supervisors have access to analyse and evaluate: area, mechanism, location and trends to better understand and implement effective control measures.

b) Budget

Account Type	19/20 Full Year Budget	19/20 YTD Actuals September	19/20 YTD Budgets September	19/20 YTD Variance September	19/20 Percentage Spent	Variance Comments
Grand Total	851,403	(82,438)	218,700	301,138	-9.42%	
Workforce Development	851,403	(82,438)	218,700	301,138	-9.42%	
1. Operating Income	(89,381)	(31,212)	(16,497)	14,715	47.26%	
2. Operating Expenditure	940,784	(51,227)	235,197	286,424	-5.45%	
4. Capital Expenditure	0	0	0	0	0.00%	



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. A Manager Assets and Program Planning has now been appointed and is addressing outstanding program planning needs.

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)

<p>S</p> <p>Strengths</p> <ul style="list-style-type: none">• 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.	<p>W</p> <p>Weaknesses</p> <ul style="list-style-type: none">• 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.
<p>O</p> <p>Opportunities</p> <ul style="list-style-type: none">• 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.	<p>T</p> <p>Threats</p> <ul style="list-style-type: none">• 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

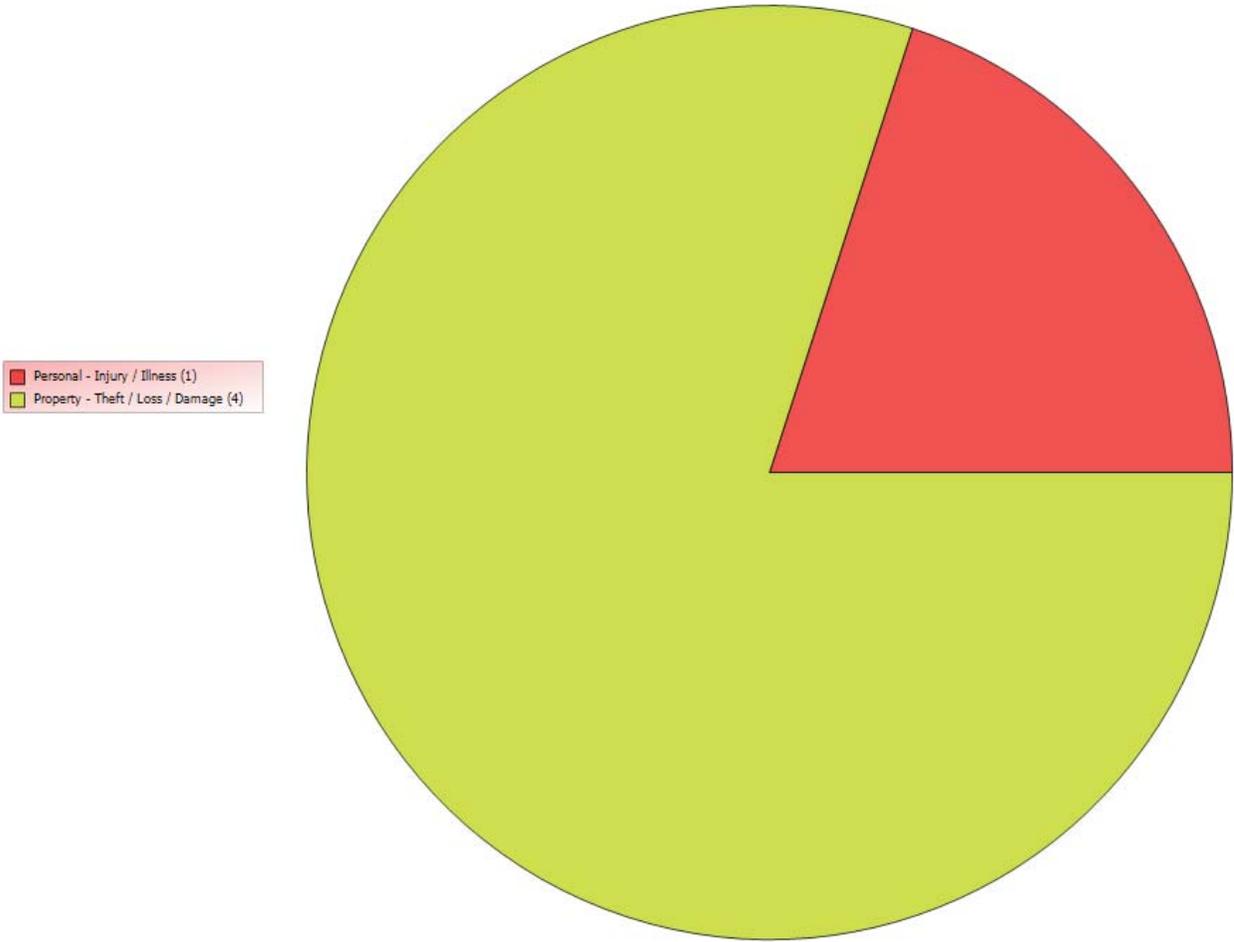
HR & Workforce Development are continually working closely with our internal and external stakeholders. Some of the programs/initiatives are: in relation to work health and safety, training and development for staff, Work for the Dole initiatives/activities, school work placement activities, jobseekers/applicants.

e) Business Statistics

30 days to Date – All Incident Statistics

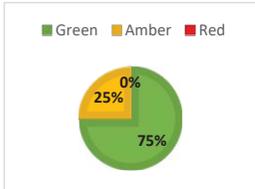
Reported - Incident Types - All Incidents

30 Days to Date - Including Present - Total of 5



f) Special events, achievements of note, celebrations

8. Emergency Services



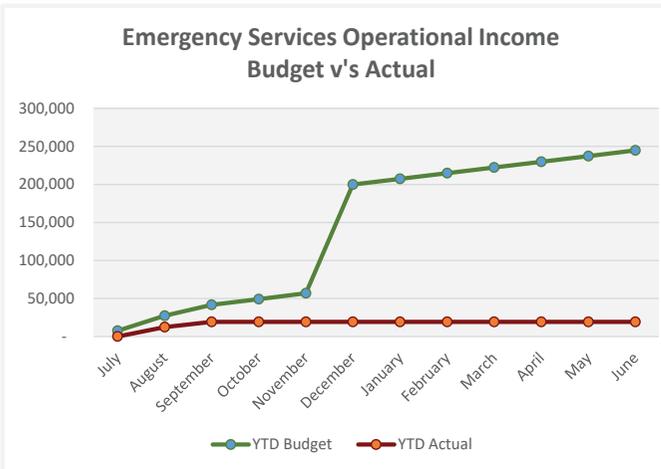
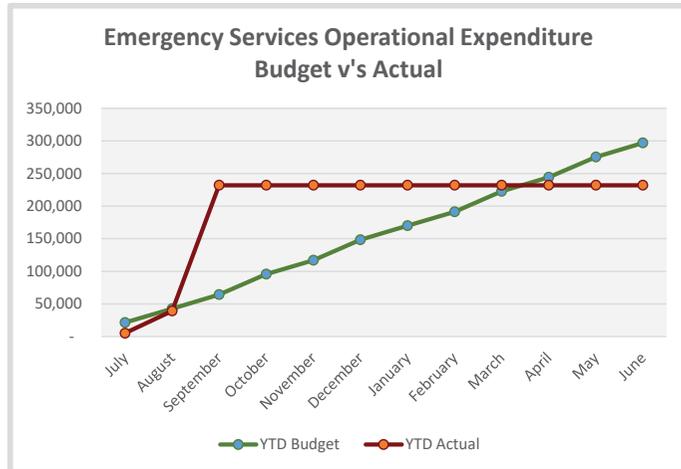
Under the 4 year Delivery Plan *Emergency Services* relates to: integrating land use policies to support emergency management; disaster management; review of emergency management plans; inter-agency communication and collaboration; and rural addressing. The Office of the Chief Executive directly oversees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

a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	-1	0	+1	Comments: <i>(Business Manager to provide short precis.)</i>
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. <i>Disaster management: A – Chief Executive</i> <i>Roads, bridges and retaining walls: A – Chief Operating Officer</i>	Review learnings from 2019 bushfires & 2018/2019 Local Emergency Management Committee exercises, with updates to the Emergency Management Plan.	<i>B: MHRWD C: WHSRMO D: WHSRMO</i>			+1	2019 Emergency Management Plan tabled at October LEMC meeting for final approval and sign off. Awaiting for Office of Emergency Management approval on the Tenterfield and Urbenville emergency exercise proposals.
	Work with Assets / Planning, Finance, GIS & Works to complete at least 15 % installation of rural address identifiers.	<i>B: MHRWD C: WHSRMO D: WHSRMO</i>			+1	GIS/Finance has updated Mapping software and will be available to further advance this project.
	Continue to work with the local Rural Fire Service.	<i>B: MAPP/MHRWD C: MAPP D: MW</i>		0		Frequent direct contact with RFS. Accounting functions progresses and monitored for performance against budget. Recoveries from Bush fire related actions also progressed with funds received and to be received. Outstanding RFS funds from the February/March Fires being pursued via alternate avenues in an attempt to expedite payment. Council LEMO's continuing to assist combat agencies and the Office of Emergency Management with the community recovery stage of the fire events.
	Deliver an upgraded Emergency Management Centre at Rouse St with associated Local and Regional Emergency Management review.	<i>B: CCO C: CCO</i>			+1	HR & WD working with Property and Buildings to advance achievement in a timely manner and to acquit Grant. Emergency Management Centre project initialisation tabled at the October LEMC meeting for comment and review. Positive feedback received.

a) Budget

Account Type	19/20 Full Year Budget	19/20 YTD Actuals September	19/20 YTD Budgets September	19/20 YTD Variance September	19/20 Percentage Spent	Variance Comments
Grand Total	71,457	212,700	17,862	(194,838)	297.66%	
Emergency Services	71,457	212,700	17,862	(194,838)	297.66%	
1. Operating Income	(233,800)	(19,295)	(58,449)	(39,154)	8.25%	
2. Operating Expenditure	305,257	231,995	76,311	(155,684)	76.00%	



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.

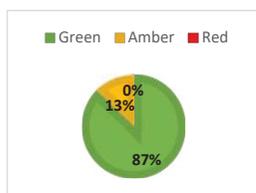
f) Business Statistics

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.

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.

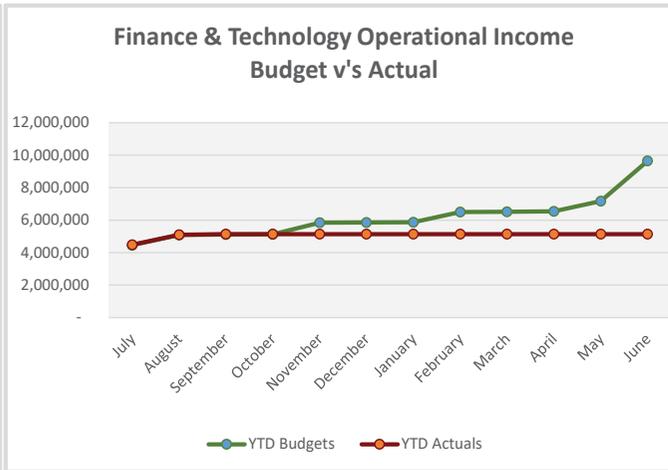
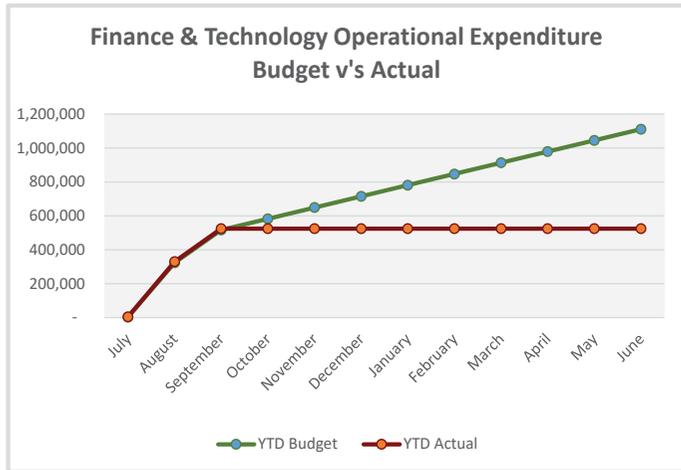
a) Delivery and Operational Plan precis

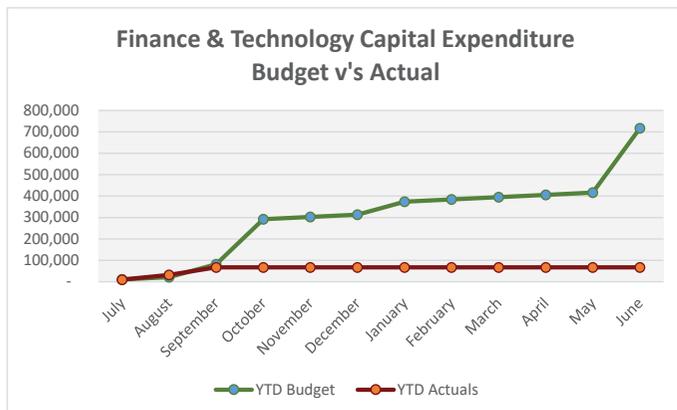
4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	-1	0	+1	Comments: <i>(Business Manager to provide short precis.)</i>
<p>DP9.01) Ensure that information technology meets Councils operational requirements.</p> <p><i>IT system / software and hardware: A – Chief Corporate Officer</i></p> <p>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

<p>DP9.05) Ensure compliance with regulatory and statutory requirements and that operations are supported by effective corporate management.</p> <p><i>Corporate financial planning: A Chief Corporate Officer</i></p>	Complete quarterly budget review statements in-line with statutory requirements.	<i>B: MFT C: MFT D: A</i>			+1	The first quarterly budget review will be provided to the November Ordinary Council meeting.
	Process accounts payable in-line with Councils protocols and suppliers terms of trade.	<i>B: MFT D: P/AP</i>			+1	Accounts are being processes in line with Council's protocols and suppliers terms of trade.
	Complete and lodge Annual Financial Statements in accordance with Statutory Requirements.	<i>B: MFT D: A</i>			+1	Council's Annual Financial Statements are due to be lodged by 31 October 2019. Draft Statements were presented to the September Council Meeting for approval to refer to Audit. The audit is nearly completed and the Audited Financial Statements will be lodged by the 31 October deadline.
	Complete all taxation returns and grant acquittals (where not undertaken by direct service recipients of grant funding within Council) as required by external bodies.	<i>B: MFT C: MFT D: A</i>			+1	The Drought Grant Funding was acquitted, audited and submitted and Council has now received the final payment of \$200K.
	Organise and manage the external audit of Council.	<i>B: MFT C: MFT D: A</i>			+1	Council's external audit commence in mid-September 2019 and is now finalised.
<p>DP9.06) Deliver continuous improvements in Council's business, processes and systems</p> <p><i>Corporate financial planning: A Chief Corporate Officer</i></p>	Implement any actions arising out of issues raised by Auditors during the interim and final audit as per agreed timeframes.	<i>B: MFT C: MFT</i>			+1	Council staff follow up on these actions as agreed to with the Auditors.
	Implement any actions arising from the Audit & Risk Committee of TSC Internal Audit Program as per agreed timeframes.	<i>B: MFT C: MFT</i>			+1	Council staff follow up on these actions as agreed to with the Internal Audit Committee.
	Continue to improve Council's Land and Mapping Service and program application services.	<i>B: MFT C: MFT D: A</i>			+1	Council continues to improve in this area.

Budget

Account Type	19/20 Full Year Budget	19/20 YTD Actuals September	19/20 YTD Budgets September	19/20 YTD Variance September	19/20 Percentage Spent	Comments
Grand Total	(8,426,159)	(4,544,319)	(4,513,009)	17,617		
Finance & Technology	(8,426,159)	(4,544,319)	(4,513,009)	17,617		
1. Operating Income	(10,045,669)	(5,135,966)	(5,111,502)	24,464	51.13%	
2. Operating Expenditure	1,110,710	524,231	516,711	7,520	47.19%	
4. Capital Expenditure	508,800	67,415	81,782	(14,367)	13.25%	
1810501. Computer Equipment	300,000	1,335	75,000	73,665	0.45%	No Significant Variance
1810502 IT Infrastructure Upgrade - Depot	0	1,320	0	(1,320)	0.00%	Budget to be added in the Quarterly Budget Review
1810507. Fibre Optic Cabling of Sites	50,000	292	12,501	12,209	0.58%	No Significant Variance
1810508. Capitalised Software	100,000	31,944	24,999	(6,975)	31.94%	No Significant Variance
1810509. Furniture & Equipment Purchases	40,000	0	9,999	9,999	0.00%	No Significant Variance
1810510. Photocopier Lease Payments - Capitalised	10,000	2,350	2,499	149	23.50%	No Significant Variance
1810511. Digital Scanner Lease Payments - Capitalised	8,800	1,946	2,199	253	22.12%	No Significant Variance
2200500. Monthly Operational Plan Digitisation	0	28,227	0	(28,227)	0.00%	Actual to be journalled to Corporate and Governance where the budget has been allocated.





Operational Income:

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

Operational Expense:

Operational Expenditure is as expected for September 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. In addition Council is ahead of where we were this time last year in the preparation of the financial statements.

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*

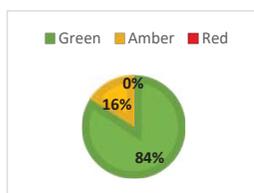
Not applicable.

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

The audit of the Financial Statements is all but 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 October 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.

a) Delivery and Operational Plan precis

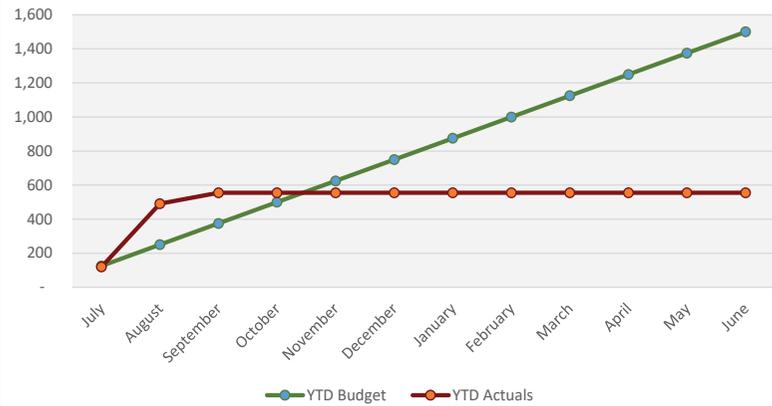
4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)	
<p>DP10.01) Ensure that the performance of Council as an organisation complies with all statutory reporting guidelines and information is available to decision makers.</p> <p><i>Corporate performance & reporting: A – Chief Corporate Officer</i></p> <p><i>Business process improvement & integration: A – Chief Corporate Officer</i></p> <p><i>Procurement and tendering compliance: A – Chief Corporate Officer</i></p> <p><i>Internal audit: A – Chief Corporate Officer</i></p>	Development of annual Operational Plan aligned to Council's four year Delivery Plan.	B:CCO C:MCSGR D:MCSGR			+1	Operational Plan for 2019/20 adopted by Council 29 May 2019.	
	Development of Council Annual Report on all services.	B:CCO C:MCSGR D:MCSGR		0		Annual Report 2018/19 development initialised.	
	Statutory Reporting, progress reports and advice provided to Council, the Executive Management Team, the Audit and Risk Committee and staff.	B:CCO C:MCSGR D:MCSGR				+1	Annual Public Interest Disclosure reporting to NSW Ombudsman's Office in July 2019. No PIDs made in 2018/19.
	Delivery of Government Information (Public) Access information services within statutory requirements and associated reporting to the Information and Privacy Commission.	B:CCO C:MCSGR D:MCSGR				+1	GIPA reporting for 2018/19 submitted to the IPC on 30 September 2019. No formal GIPA applications in 2018/19. No GIPA applications received in September 2019.
	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.	B:CCO C:MCSGR D:MCSGR				+1	Internal Audit – Centium Group Pty Ltd engaged to undertake Internal Audits in 2019/20 (Light Fleet, Procurement & Tendering, IT Systems), commencing in October 2019.
	Development of a legislative compliance framework, within Council's governance framework.	B:CCO C:MCSGR D:MCSGR			0		Delegations updates required for new staff titles and positions in updated organisational framework. Delayed due to competing priorities with Customer Service.
	Monthly reporting to Council on fraud, misconduct, compliance breaches and legal actions via the Monthly Operational Report.	B:CCO C:MCSGR D:MCSGR				+1	No fraud, misconduct or compliance breaches for September 2019. No new legal actions. One ongoing legal action (previously reported to Council).
<p>DP10.02) Promote and support community involvement in Council decision making process.</p> <p><i>Community engagement: A – Chief Executive</i></p> <p><i>Customer service: A – Chief Corporate Officer</i></p> <p><i>Governance framework (including registers and monitoring): A – Chief Corporate Officer</i></p>	Compliments and Complaints Register maintained, monitored and reported.	B:MCSGR C:MCSGR D:MCSGR			+1	10 compliments, 6 complaints in September 2019.	
	Customer Service Policy and Strategy Framework reviewed and applied to ongoing delivery of Monthly Operational Plans, including development of supporting metrics.	B:MCSGR C:MCSGR D:MCSGR				+1	227 Customer Service General Enquiries received in September 2019.
	Deliver biannual Customer Satisfaction Survey.	B:MCSGR C:MCSGR D:RC			0		Customer Satisfaction Survey to be undertaken in February/March 2020.

IT system / software and hardware: <i>A – Chief Corporate Officer</i>					
Business process improvement & integration: <i>A – Chief Corporate Officer</i>					
DP10.03) Deliver Customer Service and Business Services in the support of corporate outcomes. Customer service: <i>A – Chief Corporate Officer</i>	Customer Service Charter applied to customer services.	<i>B: MCSGR C: MCSGR D: CSO</i>			+1 Customer services being delivered within charter timeframes. One complex customer complaint in September 2019.
	Training and development of customer service staff to deliver Council Customer Service Charter, Policy and Strategy requirements and improvements.	<i>B: MCSGR C: MCSGR D: MCSGR</i>			+1 Cash handling training course commencing on 16, 17 October 2019 for customer service staff, waste operators at Transfer Stations, staff and volunteers at the School of Arts and Visitor Information Centre.
	Delivery of policy, procedure and protocol advice and guidance to Council, the Executive Management Team and staff.	<i>B: MCSGR C: MCSGR D: MCSGR</i>			+1 Providing ongoing advice to the organisation.
DP10.04) Deliver continuous improvements in Council's business, processes and systems Business process improvement & integration: <i>A – Chief Corporate Officer</i>	Governance policies, procedures and protocols reviewed, developed and implemented.	<i>B: MCSGR C: MCSGR D: MCSGR</i>			+1 Fraud prevention policy, procedure and plan being developed. Procurement policy and tendering procedure being redeveloped.
Governance framework (including registers and monitoring): <i>A – Chief Corporate Officer</i>	Delivery of customer services to ratepayers, residents and visitors through streamlined processes.	<i>B: MCSGR C: MCSGR D: CSO</i>			+1 Installation and operation of new phone system to commenced 19, 20 September 2019. Call centre software to be installed in October 2019.
Insurance, risk & business continuity: <i>A – Chief Executive</i>	Procurement and tendering framework strategy and methodology review and development.	<i>B: MCSGR C: RO D: RO, AO</i>			+1 Discussions with CCO highlighting common issues with current procurement and tendering processes.
DP10.04.01) Deliver and facilitate leadership in strategic planning and implementation.	Records management, storage and distribution as per statutory and organisational requirements.	<i>B: MCSGR C: MCSGR D: MCSGR</i>			+1 SynergySoft Disposal Module purchased from IT Vision in March 2019. Module was integrated in July and training completed August 2019.
	Manage external legal services.	<i>B: MHRWD C: WHSRMO D: WHSRMO</i>			+1 One existing legal case (previously reported).
	Records digitisation program continued, in line with State and Federal Records digitisation programs.	<i>B: MCSGR C: RC D: RC, RO</i>			+1 Staff continuing to digitise records. Access to 134 Manners Street delayed due to delay in remediation of asbestos.

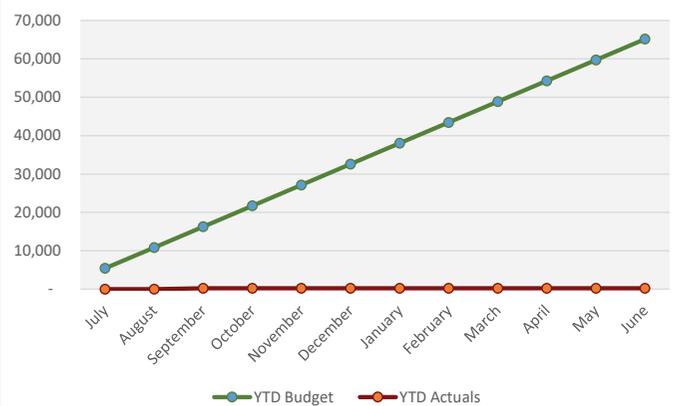
b) Budget

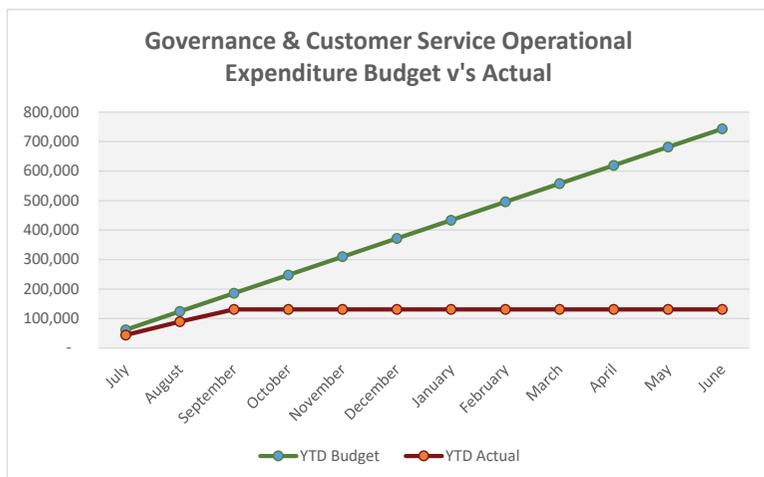
Account Type	19/20 Full Year Budget	19/20 YTD Actuals September	19/20 YTD Budgets September	19/20 YTD Variance September	19/20 Percentage Spent	Variance Comments
Grand Total	747,785	130,651	186,951	56,300	17.47%	
Corporate and Governance	747,785	130,651	186,951	56,300	17.47%	
1. Operating Income	(1,500)	(555)	(375)	180	36.99%	
2. Operating Expenditure	688,285	130,969	172,074	41,105	19.03%	
4. Capital Expenditure	61,000	236	15,252	15,016	0.39%	
1810500. Office Furniture & Equipment	3,000	0	750	750	0.00%	
2220505. Corporate Planning & Performance (OS)	50,000	12,236	12,501	265	0.00%	Actual to be increased by \$28,227 from Finance and Technology
1810255. Risk Management Module	8,000	0	2,001	2,001	0.00%	

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:

- No identified operational income.

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

- Delay in phone system delivery has seen installation and operation rephased to September 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 September 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

10 compliments, 6 complaints in September 2019.

227 Customer Service General Enquiries received in 2019.

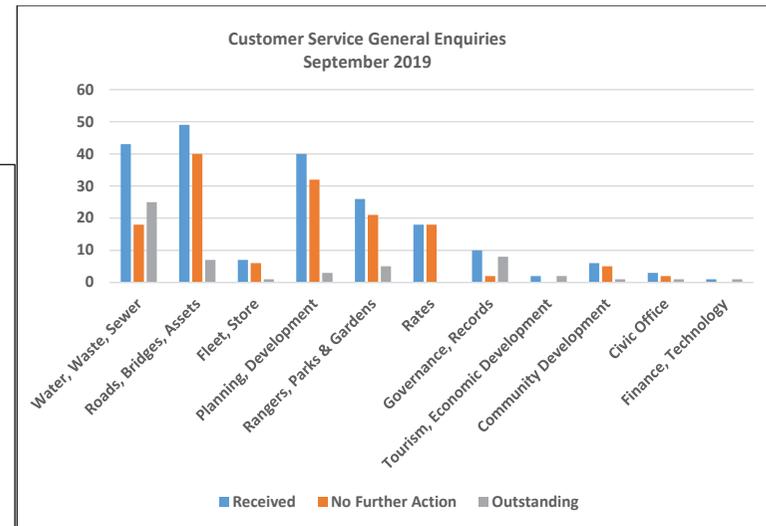
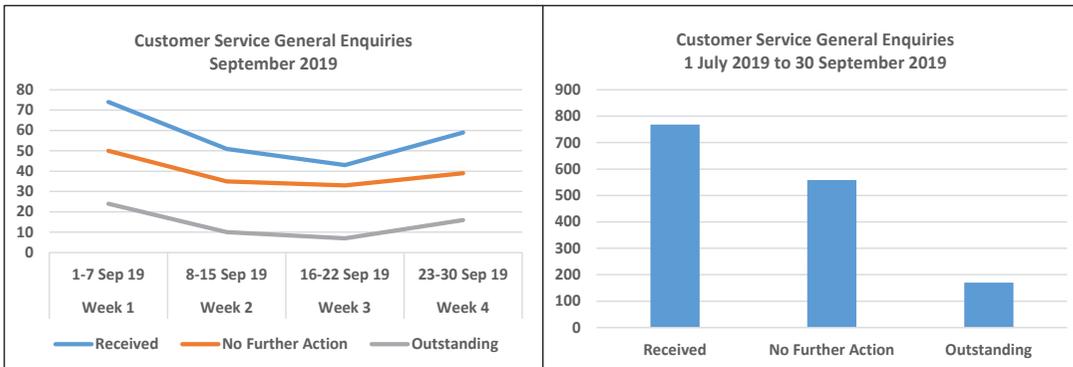
g) Business Statistics

September 2019

Mobile Application



Customer Service



Explanatory Notes

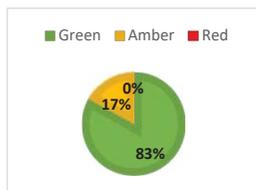
Total Customer Service General Enquiries for September 2019 were 227.

Customer Service General Enquiries by Service statistics indicate that the main areas of enquiry for September 2019 were Roads, Bridges & Assets (49) and Water, Waste & Sewer (43).

h) Special events, achievements of note, celebrations

- The new MITEL phone system has been installed in September 2019. Supporting user software and call centre software is to be installed and operational by 30 October 2019.

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.

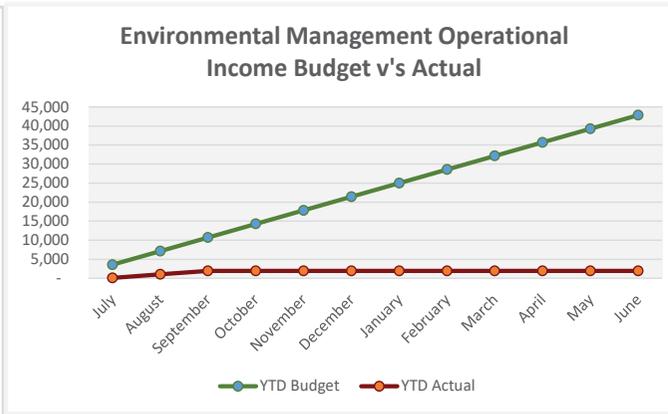
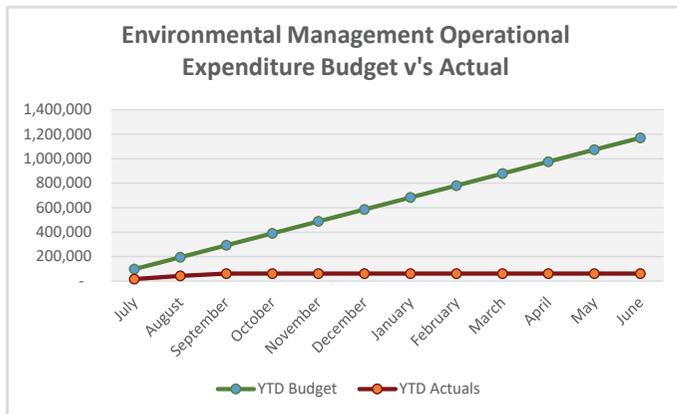
a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	-1	0	+1	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><i>Noxious plants: A – Chief Corporate Officer</i></p> <p><i>Feral pests: A – Chief Corporate Officer</i></p> <p><i>Illegal dumping and littering: A – Chief Corporate Officer</i></p> <p><i>Pollution regulation: A – Chief Corporate Officer</i></p> <p><i>Parking, traffic & DDA regulation: A – Chief Corporate Officer</i></p>	Attend local Agricultural Shows and issue handouts. Update the Council website in relation to weed concerns.	<i>B: OSRUS C: OSRUS D: WO</i>			+1	<i>Attended Stanthorpe and Tenterfield shows in 2019. Aquip at Gunnadah was attended in August. Website is up to date and reviewed monthly.</i>
	Public awareness weed signs installed on high risk pathways and water ways.	<i>B: OSRUS C: OSRUS D: WO</i>			+1	<i>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</i>
	Provide advocacy to residents to support feral pest management. Provide advice and support any pest animal management concerns.	<i>B: OSRUS</i>			+1	<i>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.</i>
	Illegal dumping and pollution management and regulation provided as needed.	<i>B: OSRUS C: OSRUS D: OSRUS</i>			+1	<i>Action taken immediately to investigate and remove all illegal dumping's and litter reports. No illegal dumping reported for September. One abandon vehicle reported for September, located on the Mt McKenzie Rd. Awaiting police instructions to remove as it involved in a crash.</i>
	Parking, traffic and regulatory enforcement. Regular patrols, with enforcement of parking, footpath trading and signage requirements. New footpath policy for adoption to Council.	<i>B: OSRUS D: OSRUS</i>			+1	<i>Regular patrols and Ranger presence, marking of tyres has decreased complaints in relation to parking. Footpath Dining/Trading and Sandwich board renewal all now processed and approved. The new Footpath Activities Policy was presented to Council at the September meeting. Policy is on display for 42 days for public submissions then going back to Council for the November meeting.</i>
<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><i>Noxious plants: A – Chief Corporate Officer</i></p>	Property inspections of high risk areas and pathways.	<i>B: OSRUS C: OSRUS D: WO</i>			+1	<i>Regular inspections are conducted on properties considered to be in high risk areas and on properties known to have high risk weed species. Tropical Soda Apple found and treated along Tooloom river on the outskirts of Urbenville and 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</i>
	Regular high risk pathway and waterway inspections conducted.	<i>B: OSRUS C: OSRUS</i>			+1	<i>Ongoing, Monthly inspections are done on High risk pathways and waterways to identify any new incursions. No new incursions found.</i>

		<i>D: WO</i>				
Weed management funding secured annually and delivered in line with funding requirements.	<i>B: OSRUS C: OSRUS</i>		0			<i>Weed funding is yet to be distributed by DPI.</i>
Delivery of Tenterfield Shire Council Weeds action plan, as aligned with Northern Tablelands Regional Strategic Weed Management plan 2017-2022.	<i>B: OSRUS C: OSRUS D: WO</i>				+1	<i>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.</i>
Deliver Weeds Management program and record weeds required to be compliant with Biosecurity. Monthly weed reporting to DPI.	<i>B: OSRUS C: OSRUS</i>				+1	<i>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.</i>
Conduct a review of existing weed operations to identify improvements in service levels through technology.	<i>D: WO</i>		0			<i>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.</i>
Identify and source additional resources (grants) for weed control activities, and opportunities for field days in conjunction with other government groups.	<i>D: WO</i>				+1	<i>Grant secured from the Communities Combating pests and weeds during drought program. Field day/information day to be organized informing local landholders of the opportunities available regarding the grant funding. Interviews have been done for the contract weed sprayer's positions for the grant to commence as soon as the weather improves.</i>

b) Budget

Account Type	19/20 Full Year Budget	19/20 YTD Actuals September	19/20 YTD Budgets September	19/20 YTD Variance September	19/20 Percentage Spent	Variance Comments
Grand Total	280,940	59,845	70,269	10,424	21.30%	
Environmental Management	280,940	59,845	70,269	10,424	21.30%	
1. Operating Income	(820,849)	(1,942)	(205,209)	(203,267)	0.24%	
2. Operating Expenditure	1,101,789	61,787	275,478	213,691	5.61%	



Capital Income

Nil to report

Capital Expenses:

Purchase of an ATV from the Grant Funding to assist in all aspects of weed control.

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.

d) Emerging Issues, Risks and Opportunities

Due to the serve drought conditions the Communities Combating pests and weeds during drought program rollout may be delayed unless conditions improve enough to be able to treat Serrated Tussock and Blackberrys. At present the plants are under stress and any treatments would be ineffective. Contact has been made with the Grant Management outlining our concerns. Interviews were conducted for the weed control positions advertised for the rollout of the program.

e) Abandon vehicles

One vehicle reported on Mt Mckenzie Rd.

SWOT ANALYSIS

Environment, Buildings and Amenities – (PBLC)

<p>S Strengths</p> <ul style="list-style-type: none">• 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.	<p>W Weaknesses</p> <ul style="list-style-type: none">• 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.
<p>O Opportunities</p> <ul style="list-style-type: none">• 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.	<p>T Threats</p> <ul style="list-style-type: none">• 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 September

One phone calls about rabbits around town and actioned.

g) Business Statistics

Weed Control

- Tropical Soda Apple - Tooloom River Urbenville
- Black Knapweed – Bellevue Rd and on private properties were Black Knapweed was found during inspections.
- Serrated Tussock - Bruxner way at Sunnyside and Rockdale Rd Deepwater.

- Hemlock – Pitkin’s swamp crossing on Bellevue Rd, Geyers Rd Bridge and Tenterfield Creek Crossing on Tarban Loop Rd.

Council Lands sprayed

- Tenterfield Cemetery and Tenterfield Shire Depot.

Inspections

- All high risk pathways and Dumaresq River.
- 25 Property inspections.
- Surveyed roadsides for Blackberry’s for the grant program.

Meetings

- Assistant Weed Officer interviews (Grant Funded)



Serrated Tussock in a very poor condition in the Deepwater area, unable to treat for the grant program until it rains



Black Knapweed plant growing showing vigorous growth even in the dry conditions



The new ATV for parks and gardens and weed control

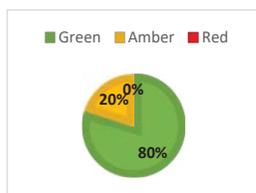


Council

h) Special events, achievements of note, celebration

Successful application. Tenterfield Creek corridors- community restoration of Tenterfield creek. Totalling \$48,140.00.

12. Livestock Saleyards



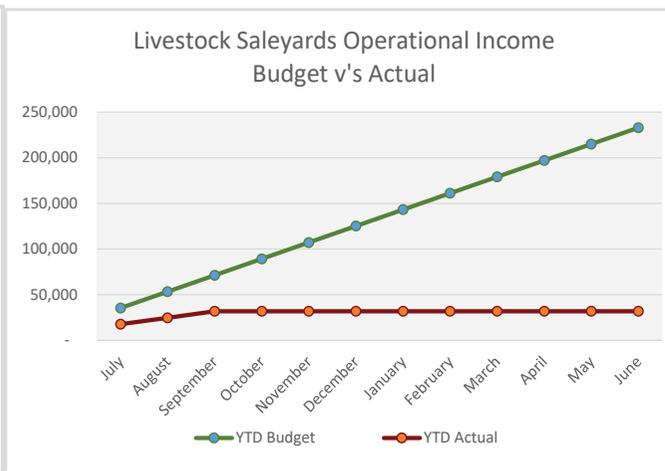
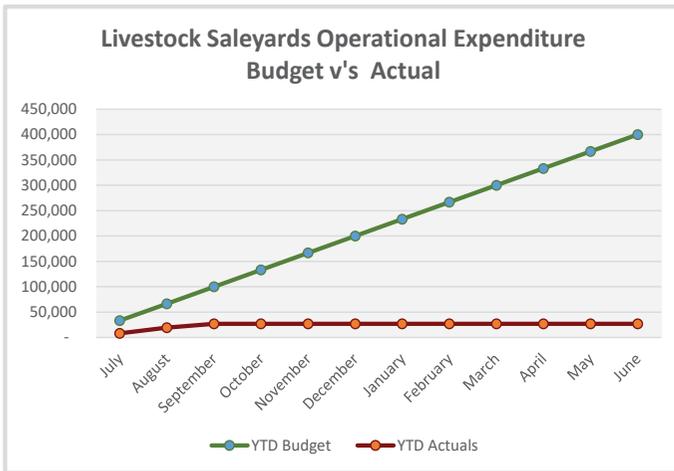
Under the 4 year Delivery Plan *Livestock and Saleyards* relates to planning, development, maintenance, operations and administration of the Saleyards. The Office of the Chief Corporate Officer directly oversees these outcomes.

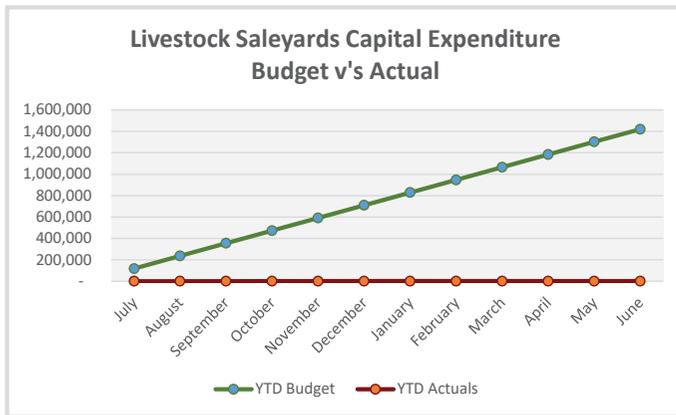
a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	↓	0	+1	Comments: (Business Manager to provide short precis.)
DP12.01) Ensure safe, effective and efficient operation of the Saleyards. <i>Saleyards: A - Chief Corporate Officer</i>	Continue to maintain the saleyards to a high standard.	<i>B: OSRUS C: OSRUS D: OSRUS</i>			+1	<i>Maintenance completed within budgetary constraints.</i>
	Conduct Saleyard Committee meetings.	<i>B: OSRUS</i>			+1	<i>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.</i>
	Completion of cleaning and gravelling of all the holding pens.	<i>B: OSRUS D: OSRUS</i>			+1	<i>All selling pens and drafting pens regravelled. There are nine (9) holding pens remaining to be cleaned and graveled. This is an ongoing maintenance project.</i>
	Ensure all signage throughout the saleyards is adhered to.				+1	<i>Council staff enforce the signage whilst cattle sales are being conducted for public safety.</i>
	Final development and implementation of the Bio-security and Emergency Disease Management Plan.				+1	<i>Completed.</i>
	Development of Asset Management, Strategic and Management Plans for the Saleyards.			0		<i>Working towards.</i>
	Renew Agents Office, showers and toilets.				+1	<i>Completed.</i>
DP12.02) Provide a financially sustainable saleyard operation, attractive to local producers. <i>Saleyards: A - Chief Corporate Officer</i>	Completion of hard standing surface in front of ramp 4.	<i>B: OSRUS C: OSRUS</i>			+1	<i>Awaiting the possible realignment of ramp 4 and the installation of the new double height ramp.</i>
	Continuation with the timber rail replacement program.	<i>B: OSRUS</i>			+1	<i>Completed all selling pens and drafting yards. Fully completed 15 holding pens.</i>
	Truck wash construction and completion.			0		<i>Ongoing as per Council resolution to review options.</i>

b) Budget

Account Type	19/20 Full Year Budget	19/20 YTD Actuals September	19/20 YTD Budgets September	19/20 YTD Variance September	19/20 Percentage Spent	Variance Comments
Grand Total	977,515	(3,172)	244,374	247,546	-0.32%	
Livestock Saleyards	977,515	(3,172)	244,374	247,546	-0.32%	
1. Operating Income	(282,415)	(31,812)	(70,605)	(38,793)	11.26%	
2. Operating Expenditure	400,224	26,948	100,056	73,109	6.73%	
3. Capital Income	(409,391)	0	(102,348)	(102,348)	0.00%	
4. Capital Expenditure	1,269,097	1,692	317,271	315,579	0.13%	
4220501. Renew al Timber Rails With Metal (SRV)	28,000	1,692	6,999	5,307	6.04%	Spent \$14K on materials hoping completion by December 2019
4220504. Improvements to Loading Ramps & Traffic Facilities	1,241,097	0	310,272	310,272	0.00%	Ongoing





Capital Income:

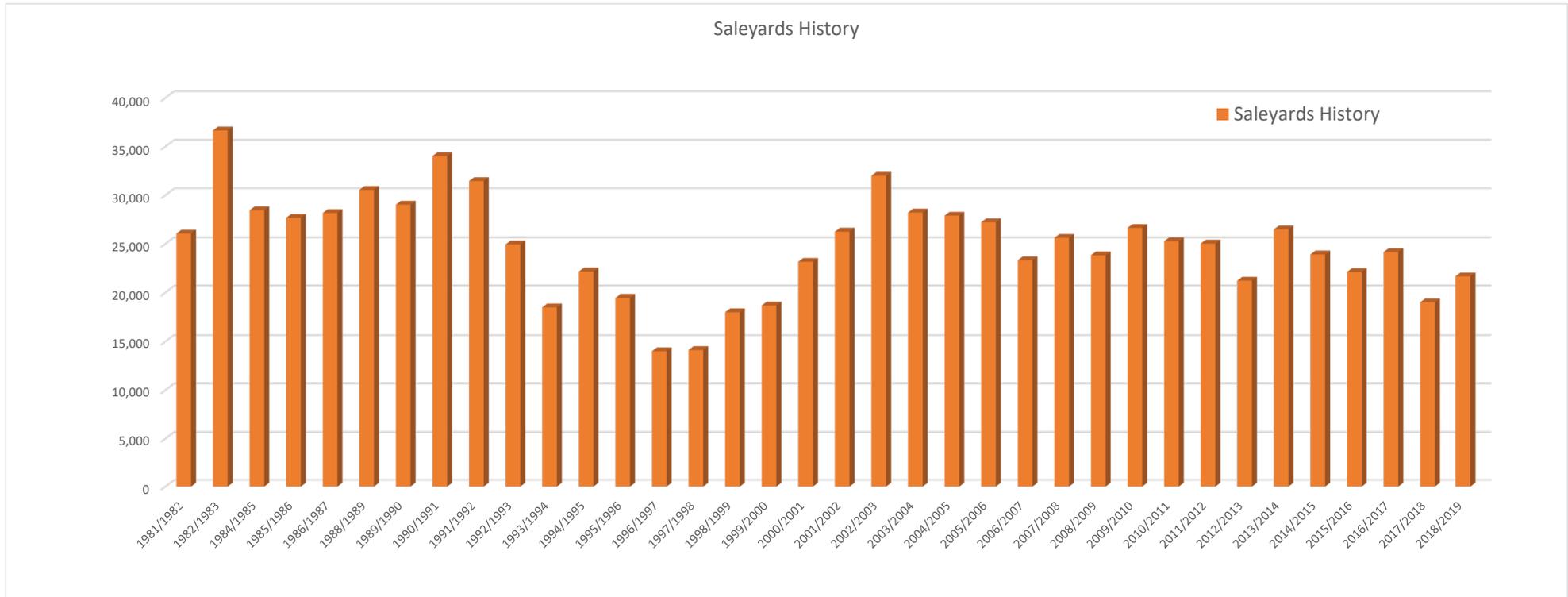
- Nil to report

Capital Expenses:

- *Purchased 12 slings of cattle rail for further replacement of the timber rails.*
- *A further 3 holding pens have been completed.*

Operational Income:

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



Operational Expense:

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

Capital Projects

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

Truck wash program ongoing.



Photo of main entrance to Saleyards prior to the upgrade.



Sealing of the saleyards for the upgrade of the traffic area.

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

Emerging Issues, Risks and Opportunities Risk

- Very large percentage 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.
- 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.

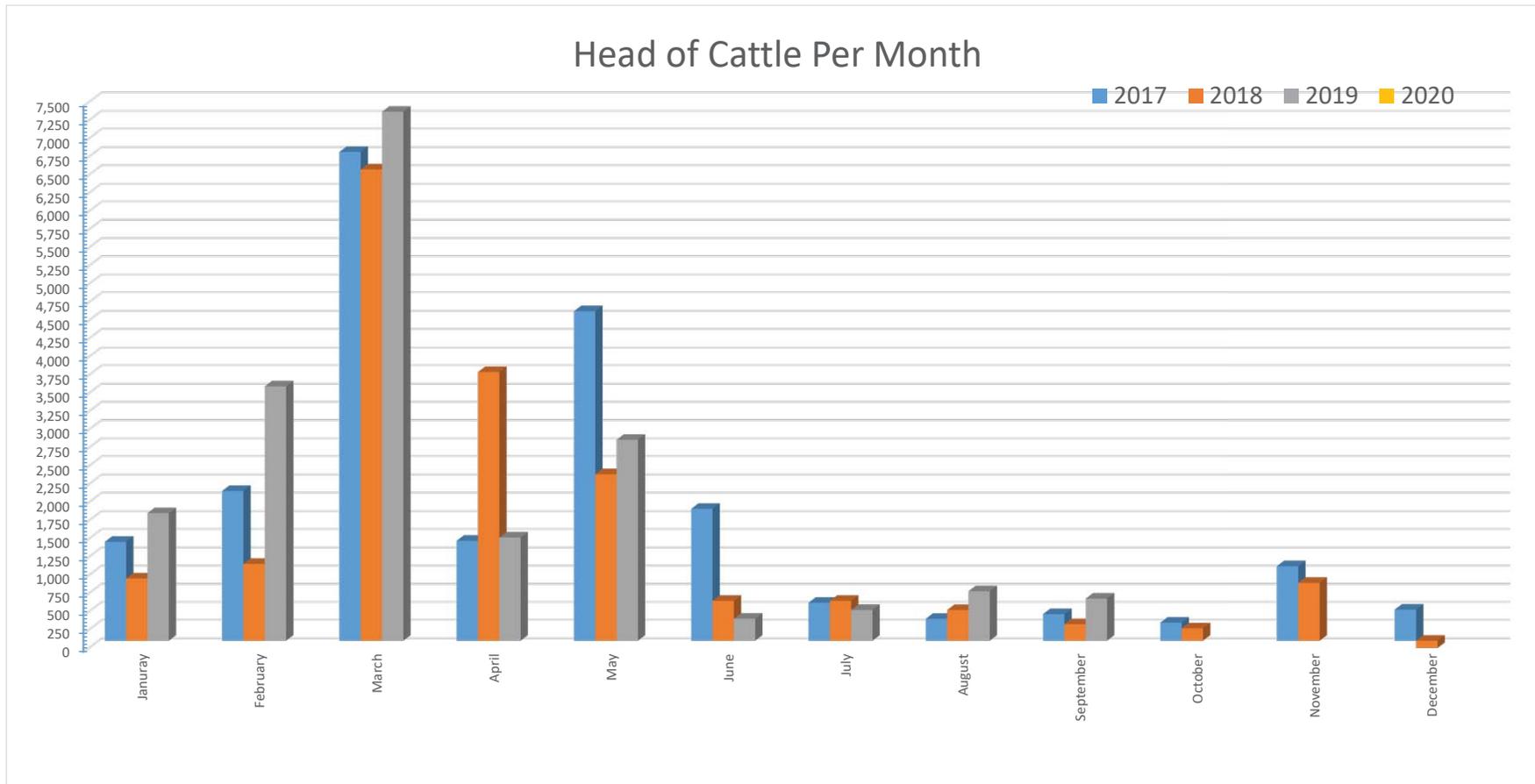
a)The Business of Improving the Business

- 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

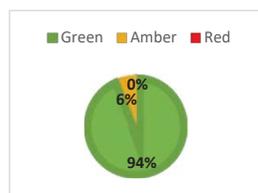
Nil to Report

Business Statistics



Special events, achievements of note, celebrations

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.

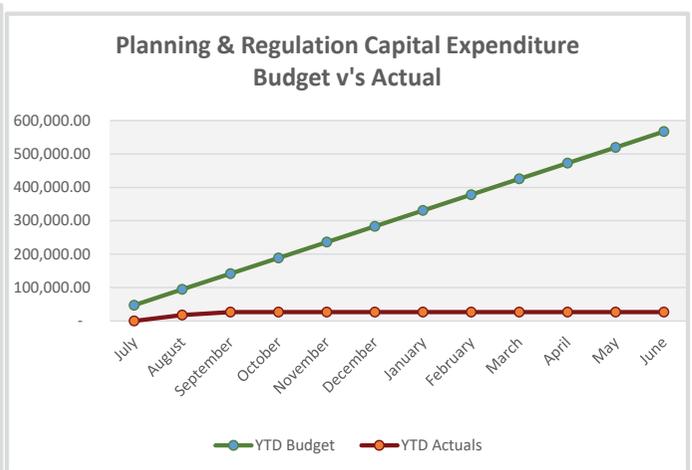
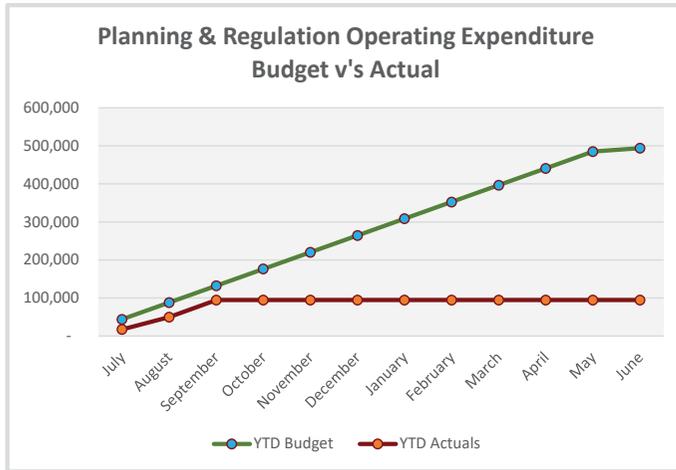
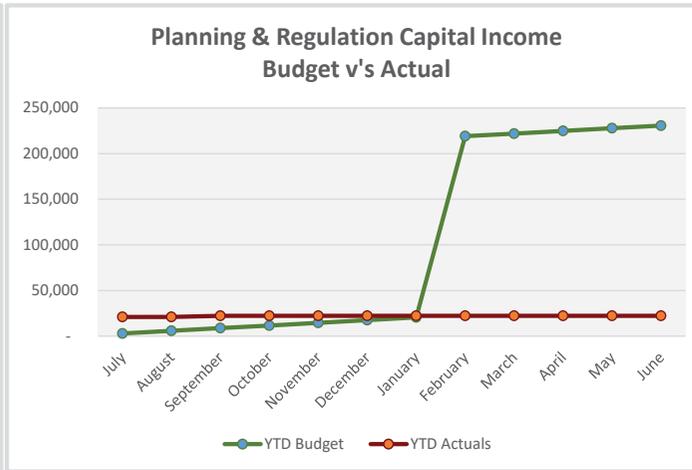
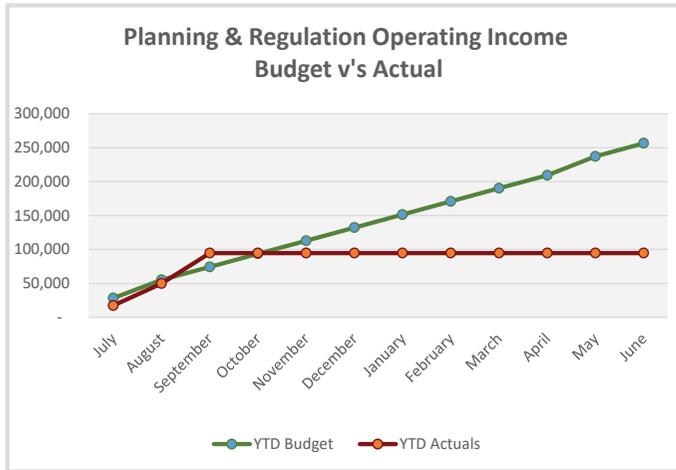
a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP13.01) Assess and process construction certificate applications in accordance with legislation and Building Code. <i>Building and development: A – Chief Corporate Officer</i> <i>Regulated premises: A – Chief Corporate Officer</i> <i>Statutory planning certificates, unauthorised activity and building certification: A – Chief Corporate Officer</i>	Review current guideline documents and prepare new guideline document for Temporary Events.	B:MPDS C:MPDS D:MPDS			+1	First draft revised - amendments being made.
	Undertake inspections of commercial and industrial buildings.	B:MPDS C:MPDS D:EHBS			+1	As required.
	Ensure that building certification and inspection is carried out as per National Construction Code and the requirements of the Building Professionals Board.	B:MPDS C:MPDS D:EHBS		0		As required - online logging of inspection data program ongoing.
DP13.02) Ensure that the community is provided with a high quality built environment that meets the needs of our ageing population. <i>Accountability 11.01: A – Chief Corporate Officer</i>	Monitor application of Tenterfield DCP. Apply outcomes of Chapter 8 review – Signage & Outdoor Advertising.	B:MPDS C:MPDS D:MPDS			+1	Ongoing.
DP13.04) The development of plans and applications for development consider the demand and provision of parking. <i>Accountability 11.06: A – Chief Corporate Officer</i>	As required when traffic studies completed – no specific action identified.	B:MPDS C:MPDS D:MAPP			+1	As required.
DP13.06) Provision of advice and guidance on legislative compliance for the construction of dwellings and commercial/industrial buildings. <i>Building and development: A – Chief Corporate Officer</i> <i>Statutory planning certificates, unauthorised activity and building certification: A – Chief Corporate Officer</i>	Undertake review of existing rural residential subdivision potential in village locations as per council resolution.	B:MPDS C:MPDS D:MPDS			+1	To be considered in Local Strategic Planning Statements project to be completed February 2019.
	Assess and determine regulatory applications, including Development Applications, Complying Development Certificates, Construction Certificates, Section 68 Certificates and Conveyancing Certificates.	B:MPDS C:MPDS D:PBAO D:EHBS			+1	Assessment ongoing.
DP13.07) Provide advice, planning and inspection that preserve and promotes the Shire's heritage.	Liaison and oversight of the Heritage Advisor and community in the development and upgrade of heritage assets.	B:MPDS C:MPDS D:MPDS			+1	Ongoing liaison and site visits with Advisor.

Heritage: A – Chief Corporate Officer	Advertise and seek applications for 2019/20 funding to local owners of heritage listed/conservation area items.	B: MPDS C: MPDS D: MPDS			+1	Applications considered at August Council meeting - letter of offer forwarded to recipients.
	Provision of urban design planning. Strategise, collaborate and conceptualise urban design plans for all towns and villages.	B: MPDS C: MPDS D: MPDS			+1	Being undertaken as part of Stronger Country Community Funding for all villages without UDPs.
DP13.08) Provide systems and processes to ensure compliance with legislation and standards. Domestic animals regulation: A – Chief Corporate Officer Public health regulatory: A – Chief Corporate Officer DA/BA Compliance: A – Chief Corporate Officer	Undertake review of the Local Environmental Plan and associated Development Control Plan.	B: MPDS C: MPDS D: MPDS			+1	To be undertaken during LSPS process. Current LEP amendment to remove 'crematorium' as permitted use from RU5 Village zone.
	Land Use Data and Reporting – Collate and manage data, mapping and reporting.	B: MPDS C: MPDS D: EHBS			+1	Ongoing.
	Administer the Companion Animals legislation across the Shire and operate pound facility.	B: OSRUS C: R D: R			+1	Operational - as required.
	Develop, deliver and manage a Development Application/Building Application compliance audit process.	B: MPDS C: MPDS D: EHBS			+1	Ongoing - Council's Rangers assisting with ongoing matters.
	Assess and process swimming pool barrier compliance certificate applications.	B: MPDS C: MPDS D: EHBS			+1	No applications received August.
	Carry out food premises inspections and education on registration requirements to ensure compliance with the Food Act.	B: MPDS C: MPDS D: EHBS			+1	Inspections completed and annual report filed.
DP13.09) Provide systems and processes to manage excess vegetation to ensure land and premises are in a safe and/or healthy condition. Pollution regulation: A – Chief Corporate Officer Public health regulatory: A – Chief Corporate Officer	Notices and Orders to be issued or served where necessary as per the Local Government Act, EPA Act and POEO Act and Associated Regulations.	B: MPDS C: MPDS D: EHBS			+1	No notices issued August.
DP13.10) Identify, plan and enhance local environments in partnership with the community and stakeholders. Land use reporting: A – Chief Corporate Officer Roads and footpath enforcement: A Chief Corporate Officer Illegal dumping: A Chief Corporate Officer Domestic animal management: A Chief Corporate Officer	Preparation of the 2019/20 State of the Environment Report.	B: MPDS C: MPDS D: MPDS			+1	To be completed by November 2019 - information gathering to occur with staff during September.

b) Budget

Account Type	19/20 Full Year Budget	19/20 YTD Actuals September	19/20 YTD Budgets September	19/20 YTD Variance September	19/20 Percentage Spent	Variance Comments
Grand Total	3,923,304	30,502	59,373	28,871	11.78%	
Planning & Regulation	3,923,304	30,502	59,373	28,871	11.78%	
1. Operating Income	(256,500)	(68,565)	(64,125)	4,440	26.73%	
2. Operating Expenditure	528,988	94,651	132,249	37,598	17.89%	
3. Capital Income	(35,000)	(22,253)	(8,751)	13,502	63.58%	
4. Capital Expenditure	3,685,816	26,670	0	(26,670)	0.00%	
3001000. Tenterfield Shire - Vibrant & connected Torrington - SCCF - Round 1	0	170	0	(170)	0.00%	Budget to be added in the Quarterly Budget Review
3001100. Tenterfield Shire - Vibrant & connected Mingoola - SCCF - Round 2	0	170	0	(170)	0.00%	Budget to be added in the Quarterly Budget Review
3005000. Tenterfield Shire - Vibrant & connected Urbenville	0	170	0	(170)	0.00%	Budget to be added in the Quarterly Budget Review
3006000. Tenterfield - Vibrant & Connected Drake Town Entry Signs - SCCF - Round 1	0	23,325	0	(23,325)	0.00%	Budget to be added in the Quarterly Budget Review
3007000. Tenterfield Shire Vibrant & Connected - Jennings (Wallangara) SCCF-Round 1	0	1,333	0	(1,333)	0.00%	Budget to be added in the Quarterly Budget Review
3008000. Tenterfield Shire - Vibrant & Connected Legume SCCF - Round 1	0	1,333	0	(1,333)	0.00%	Budget to be added in the Quarterly Budget Review
3008000. Tenterfield Shire - Vibrant & Connected Liston SCCF - Round 2	0	170	0	(170)	0.00%	Budget to be added in the Quarterly Budget Review



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 By		Milestone 2 Complete By		Milestone 3 Complete By		Total
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	+1	30/08/2019 30/12/2019 \$195,657	0	1/10/2020 31/10/2020 \$201,587	0	\$592,901
Comments	Heritage Walk interpretive signage - drafts sent to signmakers for proofs to be drawn up - signage does not need to be completed until Milestone 3 - 31/10/2020. First Payment has been made.								

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)

<p>S Strengths</p> <ul style="list-style-type: none">• Legislation and Regulation define parameters;• Experienced, accredited, aware staff;• Time frames met consistently;• Strong communication interface with community, information availability;• Generous LIP Provisions aid development;• Well defined process, built data base, delegations, good response times;• Strong working relationships with external Agencies.	<p>W Weaknesses</p> <ul style="list-style-type: none">• 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.
<p>O Opportunities</p> <ul style="list-style-type: none">• 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.	<p>T Threats</p> <ul style="list-style-type: none">• 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

- Four (4) dogs and One (1) cat were impounded in; September;
- One (1) dogs and Zero (0) cats were surrendered in September;
- Zero (0) dogs and One (1) cat were euthanased; in September;

Registration

- There were a total of Five (5) dogs and Two (2) cats permanently identified (micro chipped) and registered in September.

Barking/Nuisance Dogs

- There were Zero (0) barking complaints received in September.

Dog Attacks

- Zero Dog Attacks were reported in September.

Illegal Dumping

- Zero complaints received regarding illegal dumping in September.

Untidy/Unhealthy Premises

- Council Rangers are currently working on bring three properties into compliance with regard to untidy/unhealthy premises. In all cases Officers have spoken directly with property owners/occupiers and written notification has been given requiring them to tidy the properties up. These matters are ongoing and in some case there is extensive work to be conducted. Council Rangers are satisfied that the owners/occupiers have begun some works however the issues are ongoing and Rangers will continue to monitor and enforce the legal requirements as needed.

Infringement Notices

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

g) Business Statistics

APPLICATIONS FOR DEVELOPMENT LODGED WITH COUNCIL IN SEPTEMBER 2019

App No.	Lodged	Applicant	Lot/Sec/DP	Location	Development
DA 2019.091	06-Sep-19	GHC Building Solutions Pty Ltd (Fagg)	8/751083	226 Faggs Road, Wylie Creek	Dwelling
DA 2019.092	11-Sep-19	Tenterfield Surveys (Hensley)	11/1173703	Millers Lane, Tenterfield	Two (2) Lot Subdivision
DA 2019.093	12-Sep-19	Tenterfield Surveys (Kutschkau)	2/1088722	59 Schrodgers Road, Tenterfield	Two (2) Lot Subdivision
DA 2019.094	12-Sep-19	THOMAS Christopher James & Tracey Jeanette	1/743051	160 Manners Street, Tenterfield	Shed
DA 2019.095	19-Sep-19	Rhombus Contracting (Phillips)	1/799132	38 High Street, Tenterfield	Shed
DA 2019.096	20-Sep-19	LM Planning Solutions Pty Ltd (Leslie)	B/167748	12217 Bruxner Highway, Tenterfield	Manufactured Dwelling
DA 2019.097	25-Sep-19	Tenterfield Surveys (O'Connor)	22, 23 & 24/1/975665	2 Manners Street, Tenterfield	Three (3) Lot Boundary Adjustment
DA 2019.098	30-Sep-19	Tenterfield Surveys (Tere Bonner)	25 & 26/1207937	5425 Mount Lindesay Road, Liston	Two (2) Lot Boundary Adjustment

DETERMINATIONS ISSUED – SEPTEMBER 2019

App No.	Lodged	Date of Approval	No. of Days	Applicant	Lot/Sec/DP	Locality	Description of Development
DA 2019.079	26-Jul-19	16-Sep-19	53 Days	ROWLEY William Earle	2/6923	54 Urben Street, Urbenville	Shed/Workshop
DA 2019.087	21-Aug-19	12-Sep-19	23 Days	Rhombus Contracting (Dickinson)	2/800989	21 Casino Road, Tenterfield	Storage Shed
DA 2019.089	27-Aug-19	9-Sep-19	14 Days	MITCHELL Anthony & Lisa	3/703005	219 Logan Street, Tenterfield	Storage Shed
DA 2019.094	12-Sep-19	26-Sep-19	15 Days	THOMAS Christopher James & Tracey Jeanette	1/743051	160 Manners Street, Tenterfield	Shed
DA 2019.095	19-Sep-19	23-Sep-19	5 days	Rhombus Contracting (Phillips)	1/799132	38 High Street, Tenterfield	Shed

s4.55 Modifications of Consent

Application No.	Applicant	Lot/DP	Location	Description of Development
DA 2015.077/1	DE SMET Jan	Lot 19, DP 751543	2708 Billirimba Road, Rocky River	Extension to Animal Boarding & Training Establishment Comprising Dog Breeding

APPLICATIONS CURRENTLY OUTSTANDING UP TO END SEPTEMBER 2019

Application No.	Lodged	Status of Application/Comment	Applicant	Location	Proposed Development
DA 2017.045	18-Apr-17	Information Required from Applicant	Currie Brown Australia P/L	1823 New England Hwy, Jennings	Demolition of Existing Service Station & Construction of New Service Station
		Insufficient Information provided to complete assessment			
DA 2018.072	6-Aug-18	Information Required from Applicant	Tenterfield Shire Council	66-80 Boundary Road, Tenterfield	Truck Wash Facility
		Insufficient Information provided to complete assessment			
DA 2018.089	03-Oct-18	Information Required from Applicant	BRENNAN Anne & JONES Chris	84 Robinsons Lane, Tenterfield	Function Centre
		Insufficient Information provided to complete assessment			
DA 2019.055	17-May-19	Information Required from Applicant	RAWNSLEY Derek &	632 Sugarbag Road, Drake	

		Insufficient Information provided to complete assessment	PAINE Janine		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	THOMPSON Kim	141 Miles Street, Tenterfield	Bed & Breakfast Accommodation & Part Time Function Centre
		Insufficient Information provided to complete assessment			
DA 2019.092	11-Sep-19	Awaiting NSW RFS Recommendations	Tenterfield Surveys (Hensley)	Millers Lane, Tenterfield	Two (2) Lot Subdivision
		All Council Requirements Completed			
DA 2019.093	12-Sep-19	Awaiting NSW RFS Recommendations	Tenterfield Surveys (Kutschkau)	59 Schrodgers Road, Tenterfield	Two (2) Lot Subdivision
		All Council Requirements Completed			
DA 2019.096	20-Sep-19	Information Required from Applicant	LM Planning Solutions (Leslie)	12217 Bruxner Hwy, Tenterfield	Manufactured Dwelling
		Insufficient Information provided to complete assessment			

FY 19/20 Development Statistics

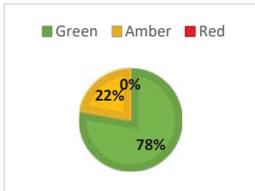
		Dwellings	Additions/ Renovations to Existing Dwellings	Garages, Carports & Sheds	Commercial or Industrial Works	Subdivision	Recreation/ Tourism	FY 19/20 Monthly Total	FY 18/19 Monthly Total
Jul-19	No.	3	0	2	2	2	1	10	10
	Value	\$240,000.00	\$0.00	\$51,093.00	\$55,000.00	\$0.00	\$0.00	\$346,093.00	\$594,905.00
Aug-19	No.	2	1	7	0	0	0	10	8
	Value	\$370,000.00	\$159,000.00	\$257,488.00	\$0.00	\$0.00	\$0.00	\$786,488.00	\$1,535,825.00
Sep-19	No.	2	0	2	0	4	0	8	11
	Value	\$711,763.00	\$0.00	\$26,500.00	\$0.00	\$0.00	\$0.00	\$738,263.00	\$2,350,431.00
Oct-19	No.							0	21
	Value							\$0.00	\$1,785,525.00
Nov-19	No.							0	16
	Value							\$0.00	\$1,451,972.00
Dec-19	No.							0	2
	Value							\$0.00	\$79,700.00
Jan-20	No.							0	11
	Value							\$0.00	\$1,431,946.00
Feb-20	No.							0	6
	Value							\$0.00	\$386,304.00
Mar-20	No.							0	14
	Value							\$0.00	\$5,541,832.00
Apr-20	No.							0	10
	Value							\$0.00	\$261,570.00
May-20	No.							0	20
	Value							\$0.00	\$25,999,489.00
Jun-20	No.							0	12
	Value							\$0.00	\$628,192.00
No. (Year to Date)		7	1	11	2	6	1	28	141
FY 19/20 Total Value (Year to Date)		\$1,321,763.00	\$159,000.00	\$335,081.00	\$55,000.00	\$0.00	\$0.00	\$1,870,844.00	
FY 18/19 Total Value		\$8,968,132.00	\$821,820.00	\$989,152.00	\$30,554,587.00	\$0.00	\$714,000.00		\$42,047,691.00

Compliance Issue Update

Council has received a number of complaints regarding unauthorised use of a property in Drake. Council's Ranger/Compliance Officer and Council's Environmental Health & Building Surveyor attended the property and established that tenants were squatting on the property and the property owner wanted them to vacate. 4 caravans and a donga were on the property which were being used for accommodation purposes. Officers explained to the property owner and the tenants that there were no approvals for any of the buildings/ caravans and requested they be removed and the tenants find alternative accommodation. A notice was issued to the property owner directing him to remove the buildings/caravans from the property and cease using it or accommodation until such times as approval has been obtained. Further inspections have been conducted and established that the donga and three vans have now been removed and the tenants/squatters are no longer staying on the property. Two caravans remain and a couple of vehicles. Council will follow up with the property owner to ensure they are removed and compliance achieved.



14. Buildings and Amenities



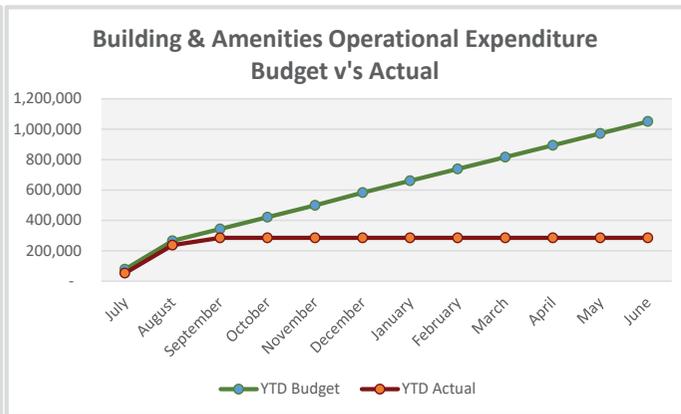
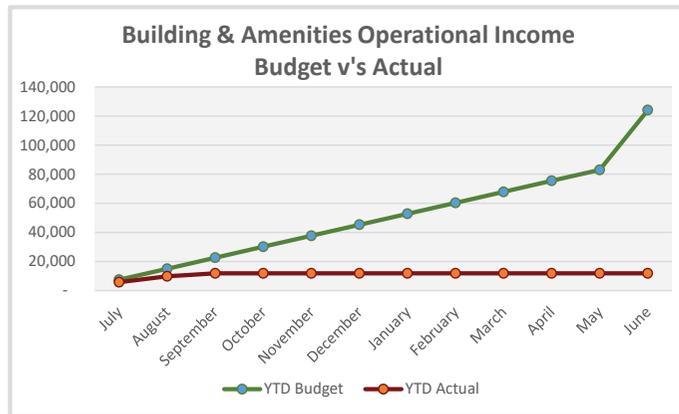
Under the 4 year Delivery Plan *Buildings and Amenities* relates to: energy management and conservation, asset planning and maintenance scheduling; building and amenities utilisation, income generation and administration. The Office of the Chief Corporate Officer directly oversees these outcomes.

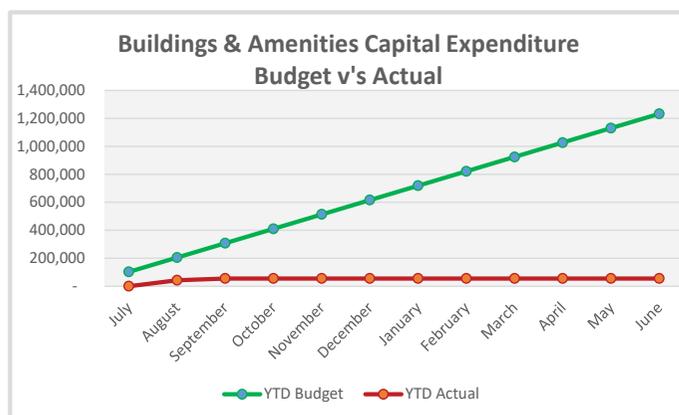
a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	-1	0	+1	Comments:
DP14.01) Provide systems and processes to identify opportunities to reduce the energy consumption of Council owned buildings and amenities. <i>Community & corporate buildings: A – Chief Corporate Officer</i>	Continued development and delivery of the Building and Amenities Asset Management plan. To incorporate: Commercial, Residential, Recreational, Community Halls, Buildings and Facilities.	<i>B:PBLC C:PBLC D:EHBS</i>			+1	<i>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.</i>
DP14.02) Ensure that Council building and facilities meet the needs of users.	Identify repair work and potential projects through the Inspection and Maintenance Schedules.	<i>B:PBLC D:EHBS</i>			+1	<i>Work identified, inspections complete. Prioritisation underway.</i>
	Progress Council Chambers and Administration Building Refurbishment, Depot upgrades (Tenterfield and Urbenville).	<i>B:PBLC D:EHBS</i>			+1	<i>Design Development underway. Prototype nearing completion with defects being resolved</i>
	Develop and implement long term Property Management Strategy, for the commercial management of property assets.	<i>B:PBLC C:PBLC D:EHBS</i>			+1	<i>Gathering data – no further development this month.</i>
	Deliver a process for customers to purchase the use of Community or Operational land and/or buildings.	<i>B:PBLC C:PBLC D:PS</i>		0		<i>Gathering data.</i>
	Manage hiring, permits, leases, licenses, deeds, contracts or Heads of Agreements pertaining to Council owned or managed properties (excluding sportsgrounds).	<i>B:PBLC C:PBLC D:PS</i>			+1	<i>Draft process in preparation.</i>
	Develop management plans for Crown Land.	<i>B:PBLC C:PBLC D:PS</i>			+1	<i>Draft Plans of Management (POM) commenced. Categorisation nearly complete.</i>
DP14.03) Deliver continuous improvements in Council's business, processes and systems.	Develop a Property Strategy for adoption by Council to guide property related transactions.	<i>B:PBLC C:PBLC D:PS</i>		0		<i>Gathering data.</i>
	Manage Land and Property Register.	<i>B:PBLC C:PBLC D:PS</i>			+1	<i>Existing Register in use but under review.</i>

a) Budget

Account Type	19/20 Full Year Budget	19/20 YTD Actuals September	19/20 YTD Budgets September	19/20 YTD Variance September	19/20 Percentage Spent	Variance Comments
Grand Total	2,090,698	328,601	522,660	194,059	15.72%	
Buildings & Amenities	2,090,698	328,601	522,660	194,059	15.72%	
1. Operating Income	(124,050)	(11,910)	(31,014)	(19,104)	9.60%	
2. Operating Expenditure	991,748	285,248	247,923	(37,325)	28.76%	
4. Capital Expenditure	1,223,000	55,264	305,751	250,487	4.52%	
4200501. Admin Building -- Refurbishment	1,200,000	40,851	300,000	259,149	3.40%	Consultants engaged, design and documentation ongoing
4205501. Council Houses Renewal	23,000	0	5,751	5,751	0.00%	Scope of works being developed
4232000. Legume Hall Reclad	0	10,909	0	(10,909)	0.00%	Defects being finalised - to be adjusted in QBER.
4235000. Tenterfield Memorial hall Sporting Complex - SCCF	0	303	0	(303)	0.00%	Stormwater, Audio Visual & Retractable Seating priced, seeking clarifications. Design work continuing for amenities
4610507. Liston Community Hall - SCCF - I901	0	855	0	(855)	0.00%	Builder engaged, building works to commence October 2019, and completed by January 2020
4610508. Toilet Block Enhancements at Urbenville and Legume - SC	0	2,345	0	(2,345)	0.00%	Builder engaged, works to commence October 2019.





Capital Income:

Capital Expenses:

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 – Design Development drawings being reviewed by the Quantity Surveyor. Prototype room almost complete with minor defects to be rectified.
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, defects being rectified and final invoice yet to be received.

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	30/11/2019 30/04/2020 \$328,980	30/09/2020 31/10/2020 \$338,948	\$996,908
Comments	First payment has been received. Pricing for stormwater, audio visual and retractable seating underway. Schematic design proposals being developed. Some consultation has been conducted with users of the facility. Requested extension granted.					
Project Number	Project Name	Location	Milestone 1 Complete By	Milestone 2 Complete By	Milestone 3 Complete By	Total

SCCF2-1091	Liston Community Hall Toilets and Games Room Extension	Stanthorpe St, Liston NSW 2372	31/01/2019 \$36,764	+1	30/10/2019 \$36,764	0	2/03/2020 \$37,877	0	\$111,405
Comments	Builder appointed. Program to be provided. Work to commence in October 2019. First payment has been received.								
Project Number	Project Name	Location	Milestone 1 Complete By		Milestone 2 Complete By		Milestone 3 Complete By		Total
SCCF2-0769	Tenterfield Archery Shelter Area	36 Dam Road, Tenterfield NSW 2372	31/01/2019 \$17,820	+1	31/09/2019 \$17,820	+1	31/09/2019 \$18,360	+1	\$54,000
Comments	Construction complete as scheduled. Requests for final payment has been made.								

c) Emerging Issues, Risks and Opportunities

- Crown Land Plans of Management - Classification process complete, response received from Minister. Categorisation of parcels underway (75% complete) prior to commencement of Plans of Management. Categorisation schedule prepared put to Council in report for resolution prior to being sent to Minister.
- Mingoola RFS Shed – Awaiting Ministers consent and gazettal.
- Skatepark – Grant application lodged, notice of success or otherwise expected end of August, still no response.
- Mingoola Transfer Station – Application for Crown Land licence sent to the Minister, further information required.
- Crown Land surrounding Band Hall – Investigating compulsory acquisition process.
- Stronger Country Communities Round 3 – Applications made for Drake Hall, Steinbrook Hall and Sunnyside Hall.

d) The Business of Improving the Business

Additional resourcing commenced in July 2019 to assist with delivering the grant related projects.

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 – Review of Leases/Licences underway
- Ten FM Agreement resolved, lease to be finalised

e) Customers

Nil to report

f) Business Statistics

Nil to report

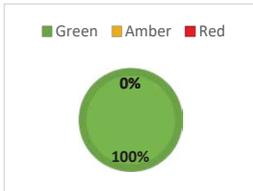
g) Special events, achievements of note, celebrations

Archery Shelter complete for the Stronger Country Community Fund



Archery Shelter complete for Stronger Country Community Fund

15. Parks, Gardens and Open Space



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.

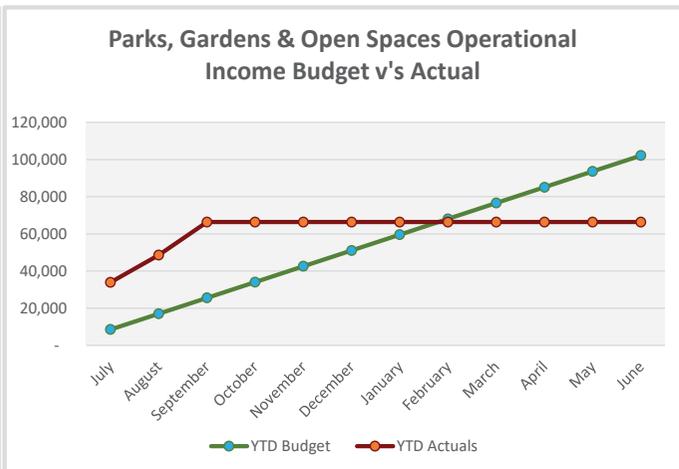
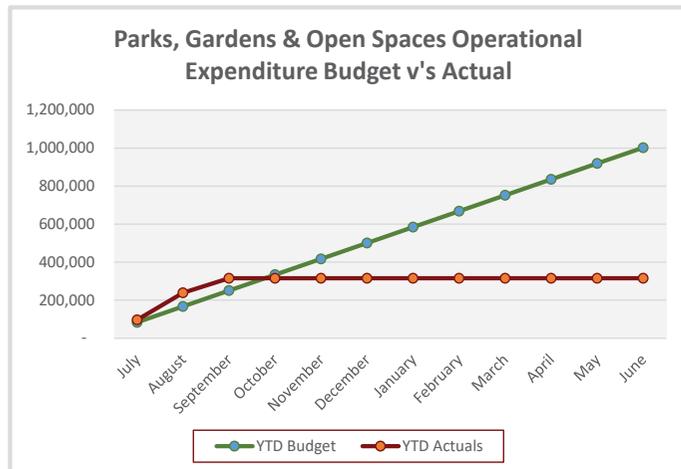
a) Delivery and Operational Plan precis

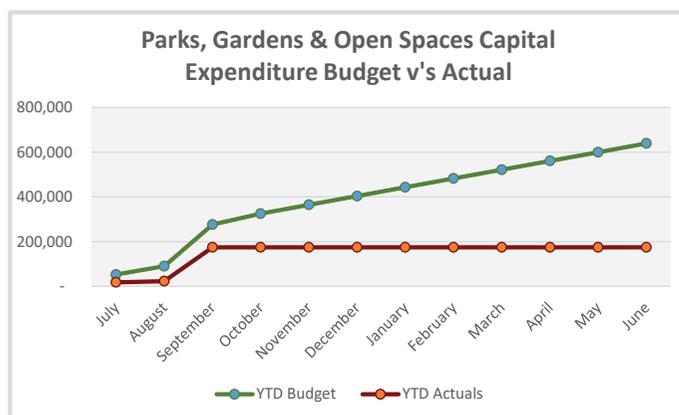
4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
<p>DP15.01) Identify and pursue opportunities to increase usage of open spaces assets throughout the Shire.</p> <p>Sport and recreation (passive & active): A - Chief Corporate Officer Open Space Amenities: A - Chief Corporate Officer</p>	<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.</p>	<p>B: OSRUS C: PGLHC D: PGLHC</p>			+1	<p>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>
<p>DP15.02) Identify and partner with local residents in the development and delivery of town and village beatification initiatives.</p> <p>Place & public art/beautification: A - Chief Executive ("Identify & partner with....") Place & public art/beautification A - Chief Operating Officer (Development/implementation/finalisation)</p>	<p>Ensure maintenance standards are conducted and delivered efficiently through Parks, Gardens and Open Space Committee and Village Progress Associations.</p>	<p>B: MEDCE C: MEDCE D: CDO</p> <p>B: OSRUS C: PGHLC D: PGHLC</p>			+1	<p>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>
<p>DP15.03) Deliver public spaces that are clean, well maintained and encourage usage by visitors and residents of Tenterfield Shire.</p> <p>Sport and recreation (passive & active): A - Chief Corporate Officer Open Space Amenities: A - Chief Corporate Officer</p>	<p>Ensure all Parks, Gardens and Open Space amenities maintenance programs are delivered to a high standard.</p>	<p>B: OSRUS C: PGHLC D: PGHLC</p> <p>B: PBLC C: PGHLC D: PGHLC</p>			+1	<p>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.</p>
<p>DP15.04) Development and implementation of township and village streetscape plans and policy.</p> <p>Place & public art/beautification: A - Chief Executive (Community engagement: concept) Place & public art/beautification A - Chief Corporate Officer (Development/implementation/finalisation)</p>	<p>Develop and implement a tree management strategy.</p> <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.</p>	<p>B: MEDCE C: MEDCE D: CDO</p> <p>B: OSRUS C: PGHLC</p>			+1	<p>Near completion. Draft document supplied to Parks and Gardens Committee meeting in September.</p> <p>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>

DP15.05) Identify suitable areas for the extension and embellishment of the current and future cycleway network. Footpaths & cycleways: A - Chief Operating Officer	Investigate options for further exercise stations sited along existing cycleway.	B: MAPP C: MAPP D: MW			+1	Two (2) exercise stations in budget for this financial year. Designs and quotes received. Option for Gant Funding SCC Funding round 3.
DP15.06) Deliver, review and update Parks, Gardens and Open Space, Maintenance Programs across the Shire. Cemeteries: A – Chief Corporate Officer	Implement and deliver maintenance programs for Parks, Gardens and Open Spaces.	B: OSRUS C: PGHLC D: PGHLC			+1	Ongoing.
Sport and recreation (passive & active): A - Chief Corporate Officer	Ongoing replacement of all existing playground equipment in accordance with Australian Playground Safety Standards.	B: OSRUS C: PGHLC D: PGHLC			+1	Legume replacement this financial year. Jennings will be the only playground remaining to be upgraded.
Open Space Amenities: A - Chief Corporate Officer	Renewal of Legume playground equipment.	B: OSRUS C: OSRUS			+1	Started to contact suppliers for designs and quotes.
Place & public art/beautification A - Chief Corporate Officer (Development/implementation/finalisation)	Investigate funding and site options for upgraded Skate Park.	B: OSRUS C: PGHLC D: PGHLC			+1	Awaiting Grant Funding. New site being alongside the Jubilee park playground.
	Call for quotations and commence earthworks preparation for Tenterfield Cemetery Stage 1 expansion.	B: OSRUS C: PGHLC D: PGHLC			+1	Ongoing.
	Public tree management, development, maintenance including arborist services.	B: OSRUS C: PGHLC D: PGHLC			+1	Used as needed. Drought conditions not helping trees that are frail.
	Sportsgrounds and active sports management, development and booking services.	B: OSRUS C: PGHLC D: AO			+1	Booking have been received from Soccer, Cricket and Touch football Little Athletics for ground usage.
	Management of street and public lighting, including awnings, smart poles, banner poles and all park lighting.	B: PBLC C: MAPP			+1	Looking at options of solar lighting along the walking path, pricing received. Further trees in Rouse Street to have fairy lights installed, quote received.
	Renewal of Shirley Park Amenities Building.				+1	Ready to commence.

b) Budget

Account Type	19/20 Full Year Budget	19/20 YTD Actuals September	19/20 YTD Budgets September	19/20 YTD Variance September	19/20 Percentage Spent	Variance Comments
Grand Total	1,115,605	481,117	278,919	(202,198)	43.13%	
Parks, Gardens and Open Space	1,115,605	481,117	278,919	(202,198)	43.13%	
1. Operating Income	(102,121)	(66,372)	(25,530)	40,842	64.99%	
2. Operating Expenditure	1,002,263	315,449	250,587	(64,862)	31.47%	
3. Capital Income	0	57,686	0	(57,686)	0.00%	
4. Capital Expenditure	215,463	174,353	53,862	(120,491)	80.92%	
4215502. Cemeteries - Earthworks Preparation for Stage 1 Expansion	13,800	2,955	3,450	495	21.41%	Money from last financial year to be rolled over. Started project.
4605504. Renewal of Legume Playground Equipment (SRV)	32,202	0	8,049	8,049	0.00%	Obtaining quotes
4610505. Shirley Park Amenities Block & Fencing - SCCF - 1108	0	255	0	(255)	0.00%	Budget to be added in the Quarterly Budget Review
4610506. Urbenville & Drake Playground Enhancements SCCF - 1063	0	104,162	0	(104,162)	0.00%	Budget to be added in the Quarterly Budget Review
4610509. Tenterfield Town Centre Revitalisation - Phase 2 SCCF - 1094	0	24,351	0	(24,351)	0.00%	Budget to be added in the Quarterly Budget Review
4605508. Tenterfield Main Street Lighting	16,000	0	3,999	3,999	0.00%	Received quote. Completion by November.
4605509. Rouse Street Irrigation & Replanting	45,000	0	11,250	11,250	0.00%	Starting to construct list of materials for purchase.
4605510. Shade Structure over Rotary Park Playground	40,000	0	9,999	9,999	0.00%	Schedule to commence February 2020
4605511. Exercise Stations x 2 on Bike Track	20,000	0	5,001	5,001	0.00%	Schedule to commence February 2020
4610650. Tenterfield Archery Grant - SCCF - 0769	0	42,630	0	(42,630)	0.00%	Budget to be added in the Quarterly Budget Review
6240504. Villages Streetscape & Signage Revitalisation	48,461	0	12,114	12,114	0.00%	





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 By		Milestone 2 Complete By		Milestone 3 Complete By		Total
SCCF2-1063	Playground Enhancements	Woodward Park, Allison Street, Drake NSW 2469; Captain Cook Park - Urban Street, Urbenville	31/01/2019 \$34,485	+1	30/06/2019 \$34,485	+1	31/09/2019 \$35,530	+1	\$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	Toooloom St, Urbenville NSW 2475; Acacia Avenue, Legume	31/01/2019 \$56,164	+1	30/07/2019 30/09/2019 \$56,164	0	30/10/2019 30/04/2020 \$57,866	0	\$170,194
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. First payment has been received.								
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	+1	30/10/2019 \$42,270	0	31/08/2020 \$43,552	0	\$128,092
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 First payment has been received.								

c) Emerging Issues, Risks and Opportunities

d) The Business of Improving Business

Continuation of SCC grant funding will improve village amenities.

e) Customers

Watering of Trees.

Tree inspections.

f) Business statistics

Nil to report

g) Special events, achievements of note, celebrations

With spring now, active parks have been busy pruning trees along Rouse Street to provide better vision for pedestrians, and vehicles. In addition, the Parks staff have removed large amount of dead branches and cross overs to help promote the health of the trees through Millbrook Park along with providing a good coverage of mulch to protect the trees roots from the dry.

Overall, the improvement of the health has been noticed due to these works and with a new watering system set up on a parks vehicle, access to watering these trees within parks will help them significantly through this drought along with the mulching.

Millbrook Park

These trees had large amounts of deadwood, Epicormic growth and branches crossing over and damaging the trunk and branches



Rouse Street trees

The trees along Rouse Street had their canopies raised to allow pedestrian and vehicle vision, also the lower canopy was balanced up and branches removed to stop damaging shops awnings



Rouse Street

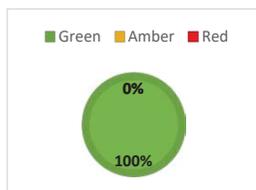
These trees on both side of Rouse Street on the Cnr of Manners were being damaged by trucks breaking branches as they drove past the parks staff reduced a lot of branches hanging over the road and raised the canopy along the pathway to reduce the public from walking into them



While grass is not growing parks will continue to prune all trees as required during the growing season. By mulching and pruning Parks and street trees this will help reduce tremendous stress on the trees, this is due to the following.

1. With the lack of water translocation of water through the tree will be dramatically less, so by cleaning out dead or reduce overall branches this allows the tree to get through the drought and feed the tree with what is available.
2. With mulching the trees this will reduce evaporation from the ground allowing moisture to taken up by the feeder roots. At the same time the mulch will feed the tree giving essential food through this drought, and as the trees have never been feed this should help reduce the decline of the trees in some of the parks.

16. Swimming Complex



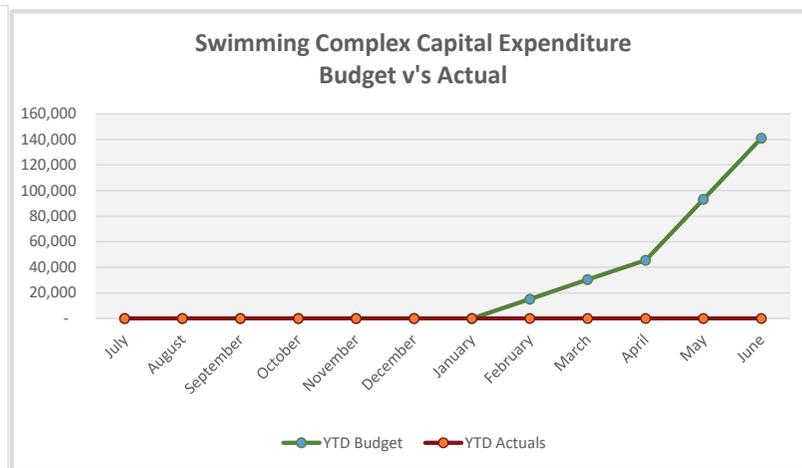
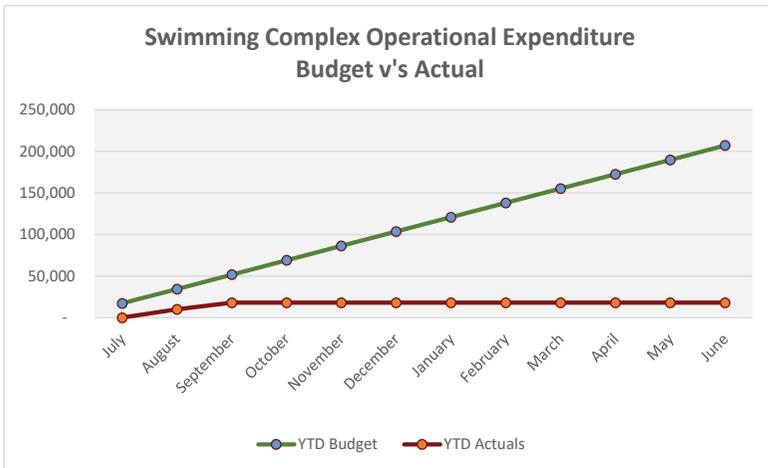
Under the 4 year Delivery Plan *Swimming Complex* relates to the ongoing: service provision; regulatory compliance; planning; supervision of patrons; and management. The Office of the Chief Corporate Officer directly oversees these outcomes.

a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP16.01) Provision of an accessible, quality swimming and recreation facility which encourages participation. <i>Aquatic: A - Chief Corporate Officer</i>	Implement Tenterfield War Memorial Baths (TWMB) Management Plan, review and update as necessary.	<i>B:PBLC D:PBLC</i>			+1	<i>Adopted plan continues to be implemented.</i>
	Continue and implement Inspection and Maintenance schedules for the pool, concourse, plant and equipment.	<i>B:PBLC C:PS</i>			+1	<i>Ongoing. Concourse grinding works commenced, approx. 30% complete.</i>
	Identify repair work and potential projects through the Inspection and Maintenance Schedules and work.	<i>B:PBLC C:PS</i>			+1	<i>Ongoing. Items identified being repaired in off-season or as necessary.</i>
	Develop TWMB Master Plan.	<i>B:PBLC C:PBLC</i>			+1	<i>Scope for Master Plan being developed for quotation.</i>
	Implement and monitor operational systems and processes in accordance with the updated TWMB Management Plan.	<i>B:PBLC C:PBLC</i>			+1	<i>Will commence in new season.</i>
	Continue water testing to ensure compliance with Government regulations for public pools.	<i>B:PBLC D:PBLC</i>			+1	<i>Will commence in new season.</i>
	Maintain supervision levels based on patronage and service delivery for carnivals and aquatic events.	<i>B:PBLC C:PBLC</i>			+1	<i>Will commence in new season.</i>

a) Budget

Account Type	19/20 Full Year Budget	19/20 YTD Actuals September	19/20 YTD Budgets September	19/20 YTD Variance September	19/20 Percentage Spent	Variance Comments
Grand Total	348,107	18,072	87,030	68,958	5.19%	
Swimming Complex	348,107	18,072	87,030	68,958	5.19%	
1. Operating Income	0	0	0	0	0.00%	
2. Operating Expenditure	207,107	18,072	51,777	33,705	8.73%	
4. Capital Expenditure	141,000	0	35,253	35,253	0.00%	
4600501. Engineering Assessment of Pool Condition (SRV)	15,000	0	3,750	3,750	0.00%	Holding off due to the pool needing to be empty. Delayed due to water restrictions
4600504. Masterplan for the Memorial Pool	56,000	0	14,001	14,001	0.00%	Scope being defined
4600506. Shade Structure Over BBQ at Pool	20,000	0	5,001	5,001	0.00%	Applied for grant to expand area and size of structure. Expecting announcement Jan 2020
4600507. Repaint Pools	50,000	0	12,501	12,501	0.00%	To occur at the end of the season once engineering assessment has been carried out.



Capital Income:

Nil to report

Capital Expenses:

Nil to report

Operational Income:

Nil to report.

Operational Expense:

Nil to report.

b) Capital Projects

Shade structure grant applied for to extend the size of the area, with the Community Building Partnership Program grant.

c) Emerging Issues, Risks and Opportunities

There has been the risk of the pool not opening on time for several reasons, the decision to reuse the existing water and to bring it back to a crystal clear water quality, and the water scarcity. With the decision taken to open the Tenterfield Pool for the season following the extremely kind donation of water from a generous benefactor, preparations have been going full steam for the anticipated opening 5 October 2019. Unfortunately, however, the pool opening has been delayed to the 26 October 2019 due to the break down of the compressor which operates the filtration for the pool. With the filtration stopping completely, the water quality went backwards and required the water treatment program to commence from the beginning once the compressor was replaced, this cost the several weeks in delay for the pool opening.

It's been a challenging exercise given that the pool laid dormant over winter and the remaining existing water is being reused to reduce water consumption.

d) The Business of Improving the Business

Research and investigation into the water situation and the opening of the pool.

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.

e) Customers

Nil to report

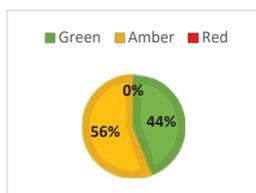
f) Business Statistics

Nil to report

g) Special events, achievements of note, celebrations

Nil to report

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.

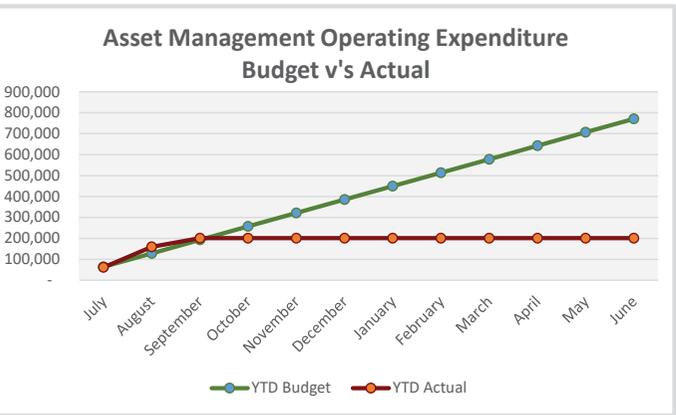
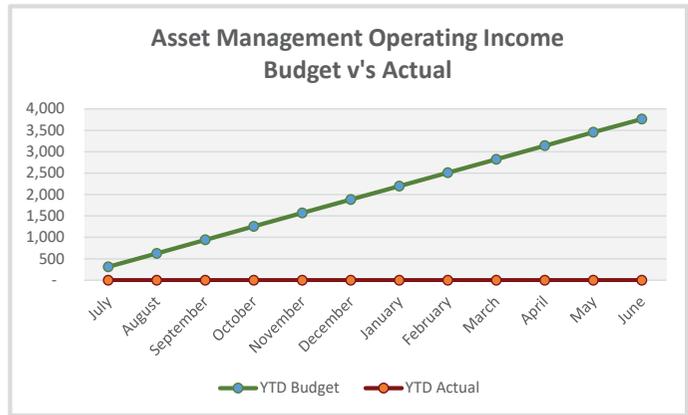
a) Delivery and Operational Plan precis

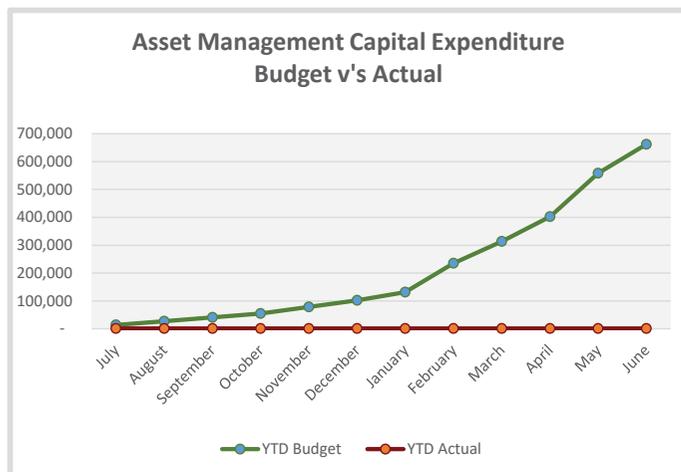
4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP17.01) Delivery of survey and design works for infrastructure services, including stormwater drainage, transport, and water and sewer infrastructure. <i>Assets & projects: A – Chief Operating Officer</i>	Ensure that asset management, project planning and design activities meet agreed quality and industry standards.	B: MAPP C: MAPP D: MAPP			+1	Normal design standards are being met and the RFQ process is used for the engagement of consultants to undertake investigation and design for major projects.
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. <i>Assets & projects: A – Chief Operating Officer</i>	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.	B: MAPP C: MAPP D: MAPP		0		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.
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. <i>Assets & projects: A – Chief Operating Officer</i>	Undertake annual inspections (or as deemed appropriate) for condition assessment of Council infrastructure and assets.	B: MAPP D: MAPP		0		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.
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. <i>Assets & projects: A – Chief Operating Officer</i>	Review options and implement new Asset Management System.	B: MAPP C: MAPP		0		Discussions are being held with key asset managers to review the information in current databases. This information is being used to guide the system implementation.
	Review and update the Asset Management Strategy and Policy.	B: MAPP			+1	A review of the Asset Management Strategy has commenced and is ongoing.
	Prepare and review specific maintenance, renewal and capital improvement programs for roads, bridges, drainage and other community infrastructure.	B: MAPP C: MAPP			+1	The 2019/20 capital expenditure program for transport assets is being finalised with major project work scoping prepared.
	Provide asset revaluations when scheduled.	B: MAPP C: MAPP			+1	Asset revaluations are prepared as scheduled.
	Implement and review a Project Management methodology.	B: MAPP D: MAPP		0		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.

DP17.05) Risk Management embedded in our Asset Management Planning forms the basis for our intervention programs and our Asset Management practices. Assets & projects: A – Chief Operating Officer	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

Account Type	19/20 Full Year Budget	19/20 YTD Actuals September	19/20 YTD Budgets September	19/20 YTD Variance September	19/20 Percentage Spent	Variance Comments
Grand Total	1,414,409	202,303	353,595	151,292	14.30%	
Asset Management & Resourcing	1,414,409	202,303	353,595	151,292	14.30%	
1. Operating Income	(3,763)	0	(942)	(942)	0.00%	
2. Operating Expenditure	770,922	201,103	192,726	(8,377)	26.09%	
4. Capital Expenditure	647,250	1,200	161,811	160,611	0.19%	
6205500. Survey Instrumentation - GPS Equip, Cable Detector, Bridge Assyst	50,000	0	12,501	12,501	0.00%	
6205507. Asset Management System	100,000	1,200	24,999	23,799	1.20%	





Capital Income:

Grant funding for major works are sought towards the respective asset areas. Further grant applications are being prepared with an emphasis on 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 purchase of an Asset Management System is being reviewed in respect to 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

Technical Project Engineer position and the Engineering Administration Assistant position have been advertised to complete the department's technical staff, temporary resources are being used to assist projects. The recruitment process is ongoing with some interviews having already been held.

c) The Business of Improving the Business

SWOT ANALYSIS

Asset Management & Project Planning - (MAPP)

<p>S Strengths</p> <ul style="list-style-type: none">• Good data on road related infrastructure;• New and more proactive Management Team prepared to innovate;• Knowledgeable workforce.	<p>W Weaknesses</p> <ul style="list-style-type: none">• 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.
<p>O Opportunities</p> <ul style="list-style-type: none">• 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.	<p>T Threats</p> <ul style="list-style-type: none">• 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.

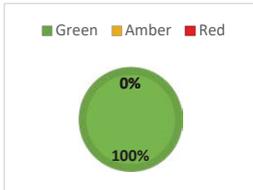
e) Business Statistics

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



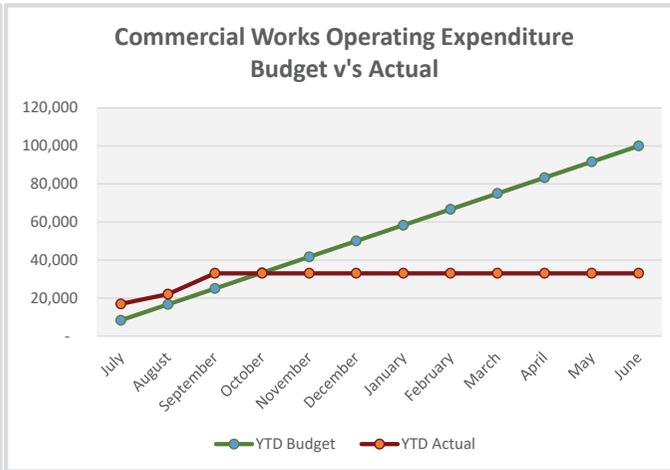
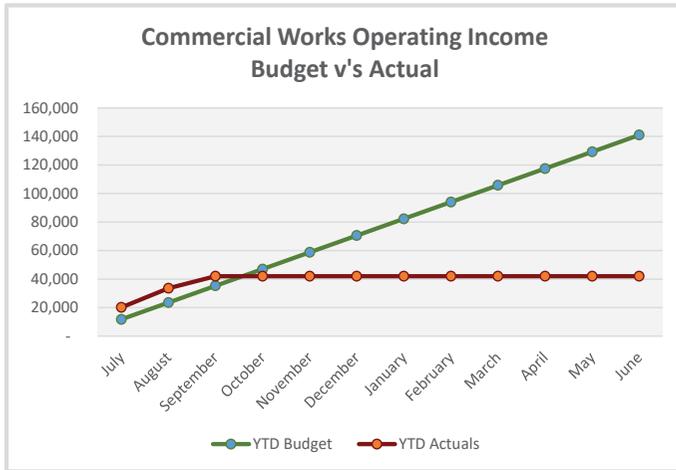
Under the 4 year Delivery Plan *Commercial Works* relates to: private works management, benchmarking, offsetting costs through creating synergies. The Office of the Chief Operating Officer directly oversees these outcomes.

a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP18.01) Deliver Commercial Works in accordance with Council Policy. <i>Private works: A – Chief Operating Officer</i>	Quotes to be provided within one month of the written request from the customer.	B: MW C: WM D: MW			+1	Ongoing.
	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.	D: MAPP			+1	Ongoing

a) Budget

Account Type	19/20 Full Year Budget	19/20 YTD Actuals September	19/20 YTD Budgets September	19/20 YTD Variance September	19/20 Percentage Spent	Variance Comments
Grand Total	(41,000)	(9,001)	(10,251)	(1,250)	21.95%	
Commercial Works	(41,000)	(9,001)	(10,251)	(1,250)	21.95%	
1. Operating Income	(141,000)	(42,009)	(35,250)	6,759	29.79%	
2. Operating Expenditure	100,000	33,007	24,999	(8,008)	33.01%	



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

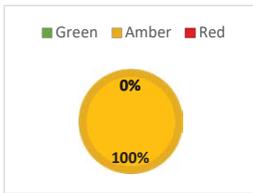
- Council continues to be the leader in the district for offering the service of spray cold bitumen and spreading cover aggregate.

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



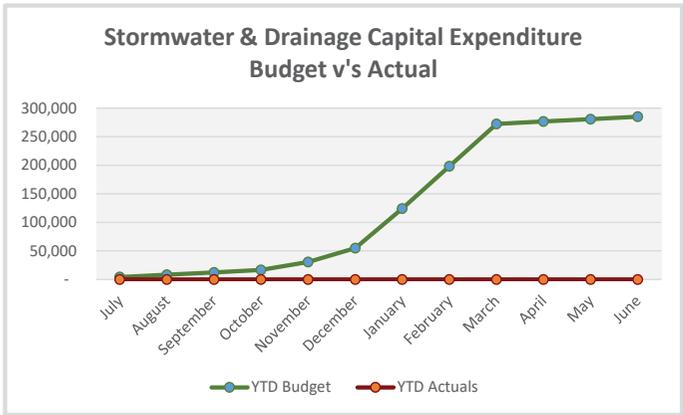
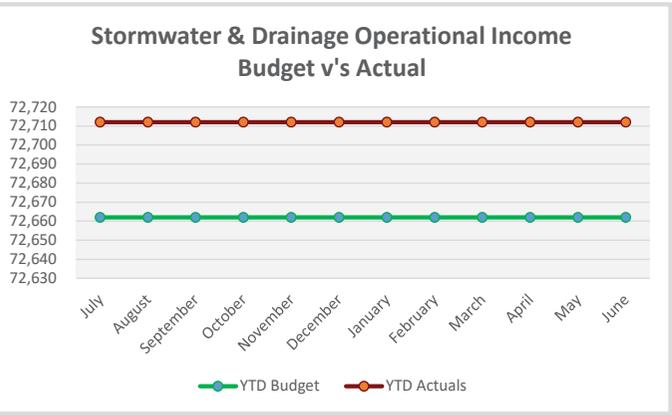
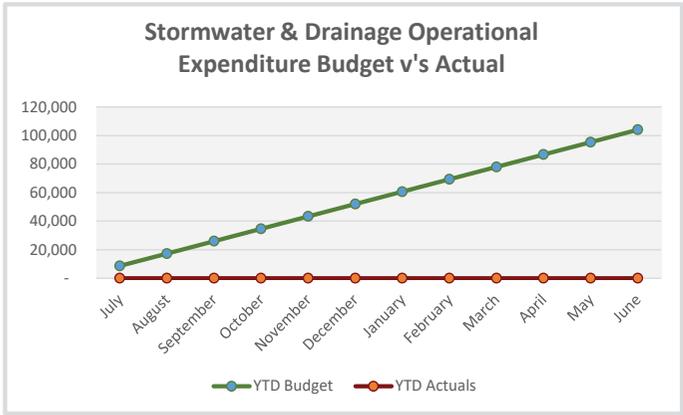
Under the 4 year Delivery Plan *Stormwater and Drainage* relates to ongoing management and improvement of all stormwater infrastructure, gross pollutant traps, natural urban waterways and erosion control apparatus. The Office of the Chief Operating Officer directly oversees the outcomes.

a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	-1	0	+1	Comments:
DP19.01) Stormwater and drainage infrastructure is provided, maintained and renewed. <i>Stormwater: A - Chief Operating Officer</i>	Implement the Stormwater Asset Management Plan.	<i>B: MAPP C: MAPP D: MW</i>		0		Investigation of major stormwater assets in Rouse Street will be undertaken during 2019/20 to identify priorities for the Stormwater Asset Management Plan implementation. Stormwater inlets in urban areas will also be reviewed. Temporarily delayed while staff concentrate efforts on timber bridge repairs and fire recovery operations.
	Condition rate all drainage assets and prioritise according to available funding.	<i>B: MAPP C: MAPP D: MW</i>		0		Inspection of drainage assets will be programmed to review conditions and maintenance requirements. Implementation of the Reflect software has been undertaken to commence a trial focusing on bridge and stormwater culvert monitoring.

a) Budget

Account Type	19/20 Full Year Budget	19/20 YTD Actuals September	19/20 YTD Budgets September	19/20 YTD Variance September	19/20 Percentage Spent	Variance Comments
Grand Total	316,338	(72,712)	79,089	151,801	-22.99%	
Stormwater & Drainage	316,338	(72,712)	79,089	151,801	-22.99%	
1. Operating Income	(72,662)	(72,712)	(18,165)	54,547	100.07%	
2. Operating Expenditure	104,000	0	26,001	26,001	0.00%	
4. Capital Expenditure	285,000	0	71,253	71,253	0.00%	
8252502. Drainage Pits - Upgrade	20,000	0	5,001	5,001	0.00%	
8252510. Rouse & Miles Street Construction	210,000	0	52,500	52,500	0.00%	
8252524. Pelham Street - Manners to Miles Child Proofing Culvert	5,000	0	1,251	1,251	0.00%	
8252525. Stormwater Works Investigation	50,000	0	12,501	12,501	0.00%	



Capital Income:

Budget funding has been allocated for Rouse Street investigation.

Capital Expenses:

COA	19/20 Full Year Budget	19/20 YTD Actuals July	19/20 YTD Budgets July	19/20 Percentage Spent	Variance Comments
Stormwater & Drainage					
8252502. Drainage Pits - Upgrade	20,000	0	1,667	0.00%	No significant variance
8252510. Rouse & Miles Street Construction	210,000	0	17,500	0.00%	No significant variance
8252524. Pelham Street - Manners to Miles Child Proofing Culvert	5,000	0	417	0.00%	No significant variance
8252525. Stormwater Works Investigation	50,000	0	4,167	0.00%	No significant variance
	285,000	0	23,751	0.00%	

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 to continue when staff replacements have joined the team in a few months. Initial review of drawings and current information on Rouse Street has commenced.

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.

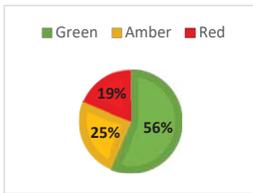
e) Business Statistics:

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.

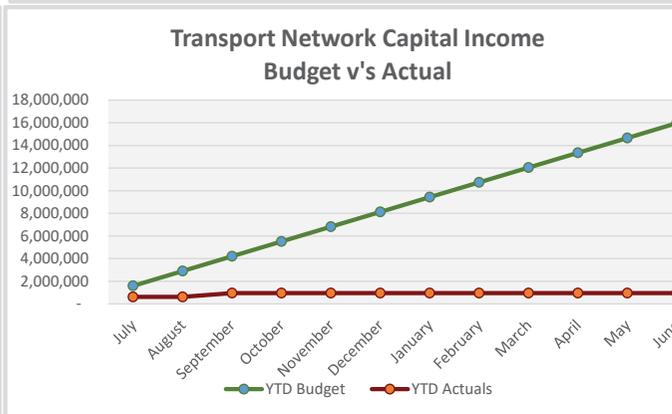
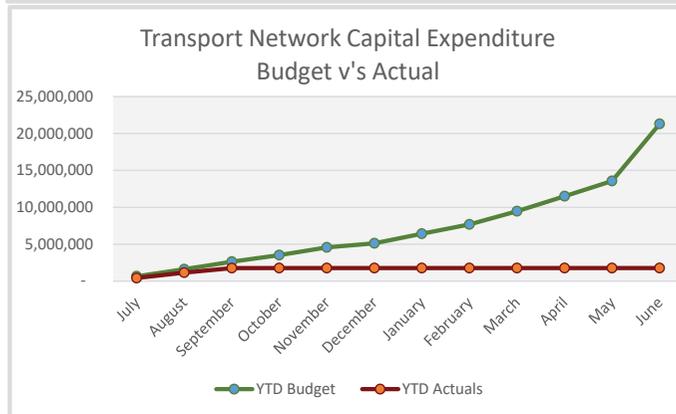
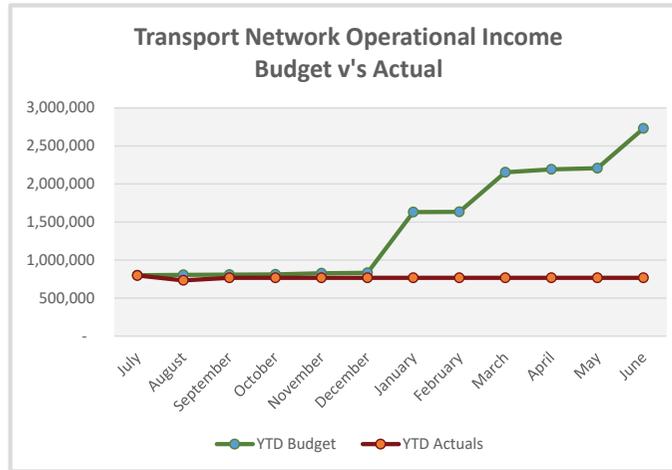
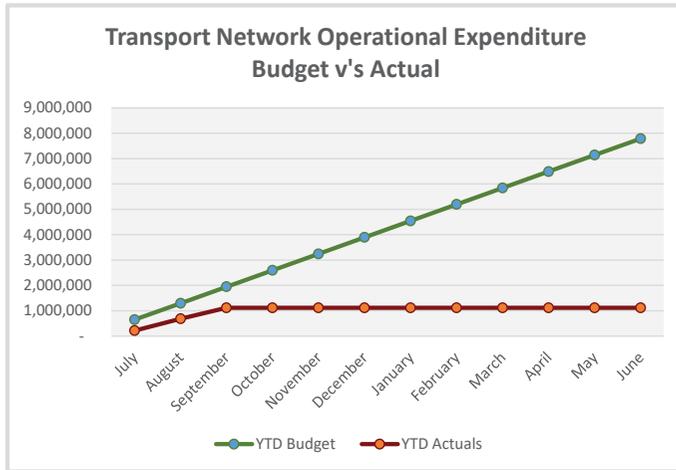
a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP20.01) Construction of Transport Infrastructure. <i>Roads, bridges and retaining walls: A</i> <i>- Chief Operating Officer</i>	Continue to apply for grants to complete sealing of unsealed sections of Mount Lindesay Road.	B: MAPP C: TPE	-1	0	+1	Funding needs to be sought for this work as grants are made available.
	Reconstruct and realign Mt Lindesay Road from Legume to Woodenbong. Under the direction of the Chief Operating Officer.	B: MAPP C: TPE			+1	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.
	Deliver the timber bridge replacement program.	B: MAPP C: MW D: MW			+1	Emu Creek on Hootons Rd, Beaury Creek on Tooloom Rd and Boonoo Boonoo River bridge on Mt Lindesay Rd have been advertised for design and construct tenders.
	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.	B: MAPP C: MW D: MW			+1	19/20 program will be called for tenders towards the end of 2019.
	Complete yearly renewal (replacement) of drainage assets as identified from condition ratings from inspections.	B: MAPP C: MW D: MW	-1			19/20 FY has funding towards drainage assets. Some culverts have been identified for replacement.
DP20.02) Maintenance of transport infrastructure. <i>Roads, bridges and retaining walls: A</i> <i>- Chief Operating Officer</i>	Review practices every six months – measure by road maintenance longevity. Difficult to measure with abnormal conditions.	B: MAPP C: MW D: MW			+1	Ongoing with crews and the Asset Manager.
	Continue works as per the bridge replacement and repair program as per grant funding for 19/20 & 20/21.	B: MAPP C: MW D: MW			+1	Program set, continually reviewed and maintenance works occurring. Some bridges are complete under Interim Solutions Funding and further work is ongoing. Works recently undertaken on Springfield Rd bridge.
	Ongoing maintenance of road network and cleaning of streets and car parks.	B: MAPP C: MW D: MW		0		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			+1	Footpaths maintained as budget funds allow.

DP20.03) Advocate on behalf of the community for improved service levels across the Shires transport network. <i>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</i>	Lobby State and Federal Governments for funding to reconstruct and realign Bruxner Way from the New England Highway to Sunnyside Loop Road.	<i>B:CE C:CE</i>		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.	
	Lobby State and Federal Governments for funding to reconstruct Tooloom Road.	<i>B:CE C:CE</i>	-1		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.	
DP20.04) Management of the transport infrastructure assets in response to changing community need. <i>Road safety and Traffic Committee: A - Chief Operating Officer</i> <i>Quarries and stockpiling: A - Chief Operating Officer</i> <i>Aviation: A - Chief Operating Officer</i> <i>Roads, bridges and retaining walls: A - Chief Operating Officer</i>	Review and implement the Road Network Management Plan and the Road Network Asset Management Plan.	<i>B:MAPP C:MAPP</i>		0	Both plans to be reviewed by June 2021. Existing plans are in place and implemented.	
	Ongoing management of quarries, borrow pits and stockpiles. Meet Mining documentation requirements.	<i>B:MW C:MW D:MW</i>		0	Some gravel pits are registered. Other pits are used under Section 94 of the State Environmental Planning Policy (Infrastructure) 2007.	
	Ongoing management of airstrip, in conjunction with the Asset Manager.	<i>B:MAPP C:MW D:MW</i>			+1	Airstrip maintained regularly and available for use.
	Management of road safety and the Traffic Committee.	<i>B:MAPP C:MAPP D:MW</i>			+1	Road safety issues are being addressed through the Local Traffic Committee – ongoing.
	Review operational strategy regards grading delivery models involving contracting services in partnership or parallel with current internal service delivery.	<i>B: MW</i>			+1	Grading practices to be reviewed as part of the review of Road Network Management Plan.

b) Budget

Account Type	19/20 Full Year Budget	19/20 YTD Actuals September	19/20 YTD Budgets September	19/20 YTD Variance September	19/20 Percentage Spent	Variance Comments
Grand Total	9,394,505	2,910,999	2,348,613	(562,386)	30.77%	
Transport Network	9,394,505	2,910,999	2,348,613	(562,386)	30.77%	
1. Operating Income	(2,729,695)	(766,102)	(682,425)	83,677	28.07%	
2. Operating Expenditure	7,789,626	1,117,651	1,947,399	829,748	14.35%	
3. Capital Income	(14,759,390)	787,973	(3,689,835)	(4,477,808)	-5.34%	
4. Capital Expenditure	19,093,964	1,771,476	4,773,474	3,001,998	9.28%	
5400410. Drought Communities Program 2018/19 - Timber Bridges	0	136,875	0	(136,875)	0.00%	
6215110. Regional & Local Roads Traffic Facilities	66,028	48,990	16,509	(32,481)	74.20%	
6215510. Regional Roads Block Grant - Reseals Program.	250,000	1,045	62,499	61,454	0.00%	
6215514. Roads to Recovery 2014-19	1,035,468	0	258,867	258,867	0.00%	
6215531. Special Grant Mt Lindesay Road (RMS/Fed)	10,000,000	575,406	2,499,990	1,924,584	5.75%	
6215538. NDRRA 2017 - 28 March - Local Roads (Restoration)	0	102,718	0	(102,718)	0.00%	Budget to be added in the Quarterly Budget Review
6215539. NDRRA 2017 - 28 March - Regional Roads (Restoration)	0	120,328	0	(120,328)	0.00%	Budget to be added in the Quarterly Budget Review
6215541. MR290 Repair Program 2018/19	0	16,534	0	(16,534)	0.00%	Carry forward to be added in Quarterly Review and Journals of \$72,000 to be processed from this account
6215548. Restart NSW Funding - Beaury Creek Bridge Replacement -	795,000	57,421	198,750	141,329	7.22%	
6215550. Footpaths	0	1,544	0	(1,544)	0.00%	Carry forward to be added in first Quarterly Budget Review
6215551. Repair Program 2019/20	895,890	165,399	223,974	58,575	18.46%	
6215554. DRFA 2019 Restoration Works AGRM871 - September 2019	0	5,301	0	(5,301)	0.00%	
6220270. Boonoo Boonoo Bridge, Mt Lindesay Road - Restart NSW Fur	1,459,500	135,847	364,872	229,025	9.31%	
6220275. Emu Creek Bridge Replacement - Hootens Road - Restart NSW	910,000	56,665	227,499	170,831	6.23%	
6220280. Restart NSW Funding - Bridge Interim Solutions Project - Exp	1,313,000	153,932	328,248	174,316	11.72%	
6220500. Urban Streets - Reseal Program	105,000	0	26,247	26,247	0.00%	
6220501. Road Renewal - Gravel Roads	605,000	74,214	151,251	77,037	12.27%	
6220503. Gravel Resheets	617,000	47,772	154,248	106,476	7.74%	
6220505. Kerbing & Guttering	40,000	0	10,002	10,002	0.00%	
6220506. Bridges / Causeways (SRV to 2023/24)	510,000	10,418	127,500	117,082	2.04%	
6220507. Rural Roads - Reseal Program	252,828	0	63,204	63,204	0.00%	
6220512. Culverts & Pipes	134,000	14,630	33,501	18,871	10.92%	
6220512. Culverts & Pipes	0	0	0	0	0	
6240101. Gravel Pit Rehabilitation	10,250	0	2,562	2,562	0.00%	
6240502. Main Street - Complete Final Stage	0	46,437	0	(46,437)	0.00%	Carry forward to be added in the Quarterly Budget Review
6240503. Road Rehabilitation	95,000	0	23,751	23,751	0.00%	
6250501. Tenterfield Depot - Building Extension	145,000	0	36,249	36,249	0.00%	
6250502. Tenterfield Depot - Wash Down & Recycle Bay	160,000	0	39,999	39,999	0.00%	
6250503. Tenterfield Depot - Water Wise Initiatives	20,000	0	5,001	5,001	0.00%	
6250504. Tenterfield Depot - Minor Works & Furniture Replacement	36,000	0	9,000	9,000	0.00%	
6250505. Tenterfield Depot - Carpet	16,250	0	4,062	4,062	0.00%	
6250506. Tenterfield Depot - Training Room Furniture	20,000	0	5,001	5,001	0.00%	
6250507. Urbenville Depot - Demountable	100,000	0	24,999	24,999	0.00%	



Capital Income:

Capital Expenses:

- *Sawyers Gully is complete, sidetrack will be removed when local water source is available for roadworks.*
- *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.*
- *Due to commence Interim Solutions work to two bridges on Boorook Rd.*
- *Council will replace two bridges in the Urbenville area with an InQuik bridge.*
- *Council will commence the replacement of a section on the Maryland River (Rivertree Rd) with an InQuik bridge to facilitate the requirements of DPI Fisheries on this river.*

Operational Income:

Operational Expense:

- **Eastern Grader** – grading Bruxner Rd now, followed by 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 Nutshell and Timbarra Rd.
- **Drainage Crew** – Excavator is desilting the Tenterfield Dam.
- **Urbenville Crew** - general patching, spraying and slashing of road verges, grading Tooloom shoulders. Installing a culvert opposite the shop in Legume to facilitate a gravel pathway.
- **Response to essential public infrastructure fire damage** –works on Robinsons Lane, Leeches Gully and Washpool Lane; Long Gully Rd.
 - Billirimba Rd and Scrub Rd.
 - Bruxner Rd, Leslie Ck Rd, Bellbird Rd and Mudflat Rd, Cyril Smith Circuit, Bushy Drive, Fairfield Rd, Sugarbag East and West Roads as well as Cheviot Hills Rd.
- **Vegetation Control** – Shoulders on Mt Lindesay Rd from London Bridge north to improve sight distance.
- **Paving** – Paving will recommence in the main street, on the northern end of Rouse St, adjacent to Molesworth St.



InQuik Bridge – *to the right is the deck, to the left is abutments and wingwalls. Geotechnical investigations are completed at each site to determine a suitable footing.*

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		\$200,000
Comments	Pavers ordered and stored in the Council depot. Contractor appointed – paving between High Street and Molesworth Street approximately 80% of the paving has been completed.								

c) 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.

d) 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**

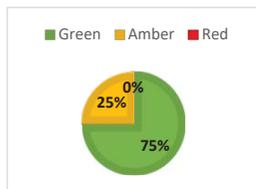
- State and Federal cost shifting;
- Acquiring new assets without corresponding resources;
- Climate change;
- Less annual funding;
- Increase in service levels without resources, shifts in priorities that are unplanned.

e) Customers

f) Business Statistics

g) Special events, achievements of note, celebrations

21. Plant, Fleet and Equipment



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.

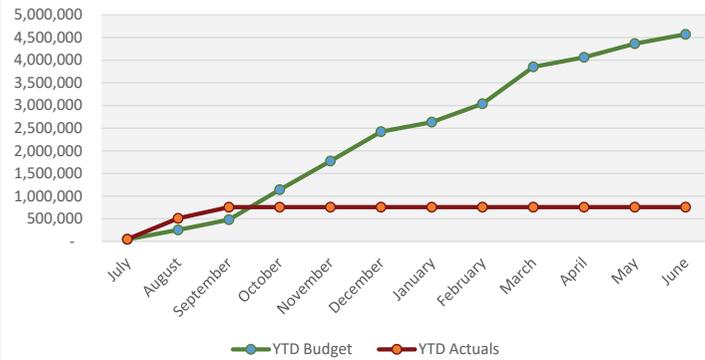
a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
<p>DP21.01) Maximise productivity of Council fleet and stores service.</p> <p>Depot, Store: A – Chief Operating Officer</p> <p>Fleet & Plant: A – Chief Operating Officer</p> <p>Procurement and tendering framework: A – Chief Operating Officer</p> <p>Depot, Store, fleet & plant: A – Chief Operating Officer</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.	B: MW	●	●	●	Up to date inspections include: Fire Extinguishers, First Aid Kits, Liftings Chains, Pressure Vessels, Safety Harness and Gas detectors and other confined space items.
	Arrange safety and other related inspections, applying corrective actions where required, of Council fleet assets in accordance with Council procedures	B: FC		●	●	WHS inspections yet to be performed.
	Deliver an effective Plant Maintenance Program in line with industry best practice.	B: FC C: FC D: FC				Completed 85%. Approximately 15% of inspections extend beyond the prescribed 3 month period. Fleet is achieving its benchmark in this area.
	Stock Inventory levels to be finalized with budgets by June 30 2019.	B: MW D: Store			●	Approximately 95% of Fleet asset maintenance is conducted within a week of falling due; maintenance is conducted in line with industry best practice.
	Ongoing implementation and review of the Fleet Asset Management plan.	B: FC C: FC D: FC			●	Store stock levels have been audited during June 2019.
	Ongoing delivery and review of the Plant Replacement Program.	B: FC C: FC D: FC			●	Analysis, reporting and review of most key management areas are now being achieved.
	Depot Master Plan Commenced – to be finalised with budgets, timelines and action plans by June 30 2020.	B: MW C: MW		●		Five replacements have carried forward from last financial year, There are six items in this year's program none of these have been completed to date.
	Ongoing review of Fleet structure through the engagement of stakeholders, to insure fleet assets are fit for purpose and provide for councils operational needs.	B: FC			●	Depot Master Plan has commenced with a steering committee including Fleet Coordinator, Property, Building & Landscape Coordinator and the Works Manager. Other stakeholders will be involved as the plan progresses.
					●	Councils Fleet structure size and composition looks to be fit for purpose as indicated by strong utilisation figures. Replacement of the Landfill Compactor may present opportunity to increase the machine weight and in turn provide higher rubbish compaction density.

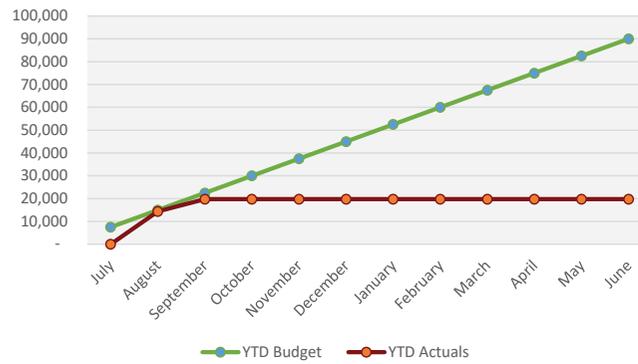
b) Budget

Account Type	19/20 Full Year Budget	19/20 YTD Actuals September	19/20 YTD Budgets September	19/20 YTD Variance September	19/20 Percentage Spent	Variance Comments
Grand Total	512,835	115,612	128,202	12,590	-6.63%	
Plant, Fleet & Equipment	512,835	115,612	128,202	12,590	-6.63%	
1. Operating Income	(90,000)	(19,765)	(22,500)	(2,735)	21.96%	
2. Operating Expenditure	(2,209,329)	22,519	(552,336)	(574,855)	-1.02%	
4. Capital Expenditure	3,755,253	757,493	938,808	181,315	20.17%	
6210500. Public Works Plant - Pur	3,755,253	757,493	938,808	181,315	20.17%	
6210501. Public Works Plant - WD	(2,349,171)	(701,064)	(587,289)	113,775	29.84%	
8. WDB of Asset Disposals	(2,349,171)	(701,064)	(587,289)	113,775	29.84%	

Plant, Fleet & Equipment Capital Expenditure Budget v's Actual



Plant, Fleet & Equipment Operational Income Budget v's Actual



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.
- Unit 24 Front Loading Garbage Compactor,
- Unit 109 Landfill Compactor, a second hand Caterpillar 836H is being investigated in Wollongong. A recommendation will be put to council in closed session.
- Unit 289 Tommy Vac leaf vacuum.

Operational Income:

Recovered through plant charges, fleet income is indicating an 18.04% deficit for the September, with two weeks of data not yet processed due to fire efforts.

Operational Expense:

Fleet operational expenditure was 18.72% over expended for September, the current harsh environmental conditions placing extreme demands on council's fleet assets.

d) Emerging Issues, Risks and Opportunities

Considerable resources were applied to assisting the RFS with fighting multiple fires during the month, council had seven items of heavy plant involved in the efforts with the Fleet team conducting forty six repairs on RFS appliances along with providing servicing onsite at Drake to keep the RFS Fleet operational throughout the events. The testing conditions placed council's assets in some pretty inhospitable terrain requiring constant preventative maintenance onsite.

Council's 24 Ton Excavator (unit 100) experienced a track adjuster failure whilst working in difficult terrain in the Scrub road reserve whilst removing burnt trees and debris, an opportunity was seized to refurbish the entire walking gear which will then see the machine to the end of its life with council. Components of the walking gear have seen in excess of 8,000 work hours and were quite worn.



Conducting preventative maintenance onsite, Council's D6H Bulldozer and mechanics ute during the fires.

e) The Business of Improving the Business

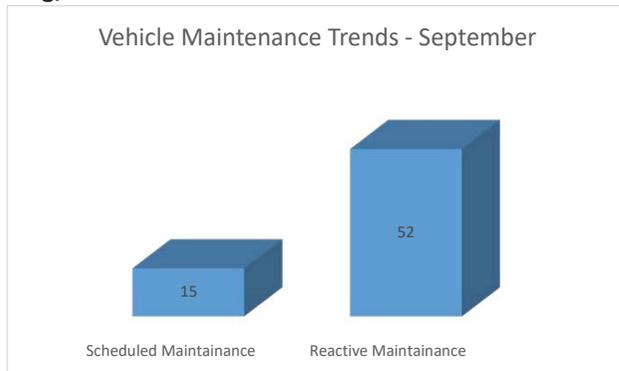
Fleet took delivery of an enclosed hot wash machine, the machine heats water and reuses it to clean various parts similar to a very large dish washer. The rotary table has a capacity of 750kg and has already proven to reduce repair times and staff exposure to chemicals compared to traditional parts cleaning methods. It also greatly reduces the water usage which is extremely important in the current drought. The washer is a welcomed addition to council's workshop facilities.



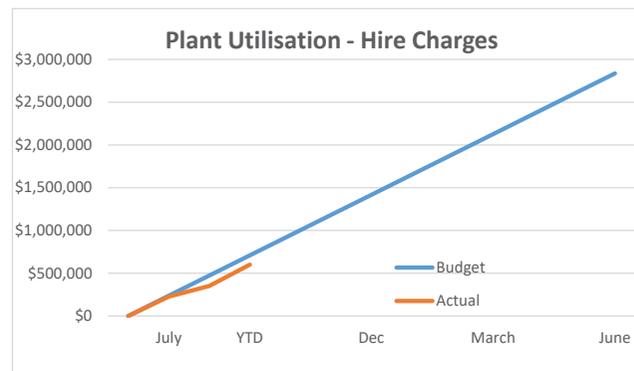
f) Customers

Support to all internal customers is ongoing, including mechanical and technical assistance, and provision of fleet assets through a system of internal hire. Significant mechanical and logistical support to the Rural Fire Service, and the fire efforts in general

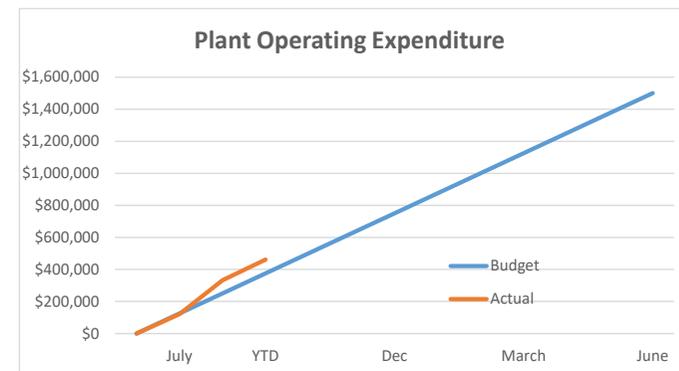
g) Business Statistics



67 Vehicle maintenance orders conducted in September Ratio 0.92:1, Target >3:1. (Due to the fires, RFS repairs)



Fleet utilisation is indicating a 18.04% deficit for September.



The plant expense budget was 18.72% over budget for September.

SWOT ANALYSIS

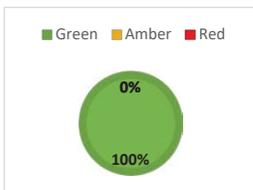
Fleet – (FC)

<p>S Strengths</p> <ul style="list-style-type: none">• 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.	<p>W Weaknesses</p> <ul style="list-style-type: none">• 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.
<p>O Opportunities</p> <ul style="list-style-type: none">• 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.	<p>T Threats</p> <ul style="list-style-type: none">• 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 Communicating with Impact and Project Management training at the Tenterfield TAFE, along with a class of other council staff. These soft skills essential in the development and diversity of the fleet team and the council workforce in general.

22. Waste Management



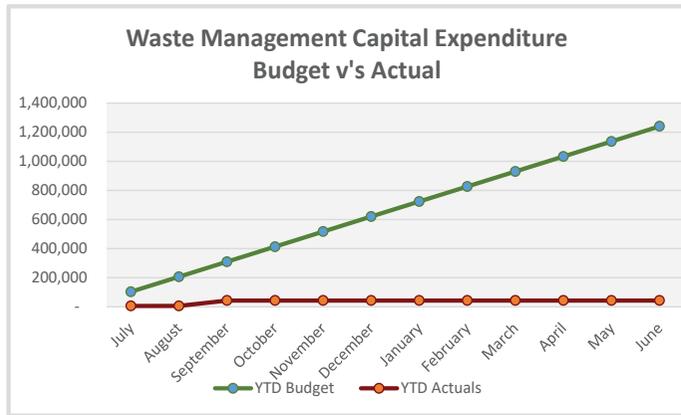
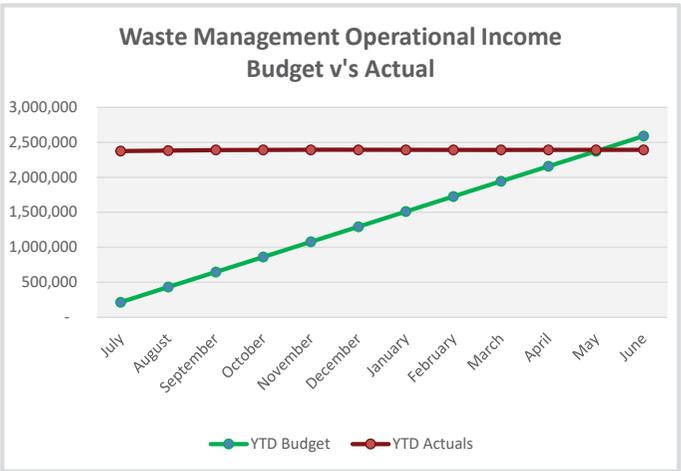
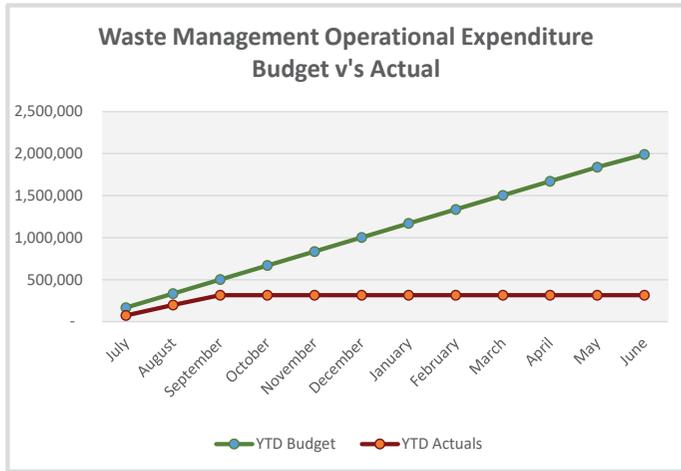
Under the 4-year Delivery Plan *Waste Management* relates to ongoing and sustainably managing waste: reduction; recycling; landfill remediation and development; and public education. The Office of the Chief Operating Officer directly oversees the outcomes.

A. Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP22.01) Investigate and implement strategies to reduce waste produced by households and industry across the Shire. <i>Waste & recycling: A - Chief Executive</i>	Provide recycling services in line with existing service levels.	B: MWW D: MWW			+1	Operational staff continue to provide an excellent service in line with service level agreements
	Delivery of the Tenterfield Shire Council Waste Management Strategy.	B: MWW C: MWW D: MWW			+1	Implementation is progressing; awaiting outcome of Grants that have been applied for to assist with this process in 2019.
	Development of Boonoo Boonoo Landfill New Cell Construction.	B: MWW D: MWW			+1	Hydrology and REF completed and provided to Council, EPA consultation <i>continuing</i> .
	Development of Torrington Waste Transfer Station, pending receipt of grant funding.	B: MWW C: MWW			+1	EPA inspection occurred this month; <i>successful</i> outcome of Grants (been applied for to assist with this process in 2019) <i>deed has been signed awaiting payments for commencement of closure works.</i>
	Continue investigations and implementation of processes and systems to reduce waste.	B: MWW C: MWW			+1	Ongoing; New baller bay completed and operational, firming pickup protocols and instigated separation at Tenterfield WTS.
	Community Education Program, targeting schools and businesses, including the mega-muncher strategy.	B: MWW C: MWW			+1	First mega-munchers completed, liaison with schools to commence installation, <i>3 mega-munchers deployed.</i>
	Investigate alternative recycling options in addition to sending it to the Lismore Co-Mingled Recycling Facility.	B: MWW C: MWW			+1	Lismore recycling is temporarily halted due to fire; options are still under investigation.
	Waste Reduction Education – Investigate, develop and implement waste reduction education.	B: MWW C: MWW D: MWW			+1	The success of the Colouring books was received well, and have been re-ordered <i>and received</i> . Schedules continue for presentations to schools about waste and reducing our waste.

B. Budget

Account Type	19/20 Full Year Budget	19/20 YTD Actuals September	19/20 YTD Budgets September	19/20 YTD Variance September	19/20 Percentage Spent	Variance Comments
Grand Total	394,016	(2,087,816)	98,502	2,186,318	-386.51%	
Waste Management	394,016	(2,087,816)	98,502	2,186,318	-386.51%	
1. Operating Income	(2,588,766)	(2,392,425)	(647,190)	1,745,235	92.42%	
2. Operating Expenditure	2,004,537	315,107	501,135	186,028	15.72%	
3. Capital Income	(14,755)	(53,713)	(3,690)	50,023	364.03%	
4. Capital Expenditure	993,000	43,215	248,247	205,032	4.35%	
7080500. 240L Wheelie Bins	2,000	1,050	501	(549)	52.50%	Additional stock in
7080503. Industrial Bins	6,000	4,948	1,500	(3,448)	82.47%	Repairs Continue
7080552. EPA Remediation (w orks to be defined)(Remediation)	0	6,046	0	(6,046)	0.00%	Carry forward to be added in the Quarterly Budget Review
7080553. Boonoo Boonoo - New Cell Construction	200,000	0	50,001	50,001	0.00%	Carry forward to be added in the Quarterly Budget Review
7080554. Boonoo Boonoo -develop/operate borrow area	10,000	0	2,499	2,499	0.00%	Carry forward to be added in the Quarterly Budget Review
7080555. Boonoo Boonoo - New Cell Remediation Asset (Non Cash)	50,000	0	12,501	12,501	0.00%	Continuing
7080558. Tip shop - Drake, Liston & Tenterfield	10,000	0	2,499	2,499	0.00%	Planning for Tenterfield underway
7080559. Green Waste Hungry Bin - School Trial	10,000	284	2,499	2,215	2.84%	Trial continuing - deployment of first bins
7080560. Boonoo Boonoo New Office	15,000	0	3,750	3,750	0.00%	Awaiting Grant
7080562. Boonoo Boonoo Asbestos Cleanup	0	7,288	0	(7,288)	0.00%	Awaiting Grant
7080720. Mingoola - Open Transfer Station	70,000	0	17,499	17,499	0.00%	Licencing for opening - crown/acquisition approved - Council
7080731. Torrington Landfill - Capping Cell (Remediation)	75,000	0	18,750	18,750	0.00%	Awaiting Grant
7080732. Torrington Landfill - Convert to Transfer	70,000	0	17,499	17,499	0.00%	Awaiting Grant
7080733. New Pump Combination	15,000	0	3,750	3,750	0.00%	Under investigation
7080811. Tenterfield WTS Groundwater Bores	100,000	23,599	24,999	1,400	23.60%	Continuing
7080815. Tenterfield WTS EIS - Return to Landfill	50,000	0	12,501	12,501	0.00%	N/A
7080819. Tenterfield Meet EPA Requirements to Open	250,000	0	62,499	62,499	0.00%	Carry forward to be added in the Quarterly Budget Review
7080821. Tenterfield WTS Bailer Bay Structure	60,000	0	15,000	15,000	0.00%	Ground works nearing completion



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 (February possible inclusion of September fires 2019).

Capital Income:

New financial year; small increase 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.



Figure 1 & Figure 2 Boonoo Boonoo Site prepared for Asbestos October 2019

Temporary stock piling at the former landfill at Jennings has commenced, with EPA inspections occurring 2/10/2019 and favourable comments received.



Figure 3 and Figure 4 Jennings temporary site End September 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 \(Figure 5 & 6\)](#).



Figure 5 and Figure 6 Boonoo Boonoo Site prepared for septic and office October 2019

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 Boorn with presentation of mega-muncher to aid him with his gardening- Good Luck Ray!](#)



Figure 7 Ray receiving his mega-muncher!



Figure 8 Staff receiving an award; Well done!

SWOT ANALYSIS

Waste Services – (MWW)

S

Strengths

- Few Customer complaints;
- 20 Year engineered Landfill at Boonoo Boonoo;
- Modern Waste Transfer Stations;
- Staff competence, dedication and support of change and management experience;
- Multiskilling and succession planning;
- Support from Northern Inland Regional Waste (NIRW);
- 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.

W

Weaknesses

- Limited financial resources and ability to raise revenue;
- Staff shortage/establishment limits.
- Public perception of waste management as a low value function.

O

Opportunities

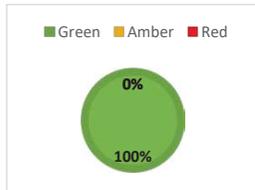
- Leadership and best practice in all aspects of waste management;
- Development of new and better use of Existing markets for resale/reuse;
- Increase community education;
- Negotiate an MOU (Memorandum of Understanding) interstate (QLD) to reduce transport costs;
- Reduce waste to landfill through combined food organics + garden organics;
- Investigate construction of a Materials Recovery Facility/Waste to Energy;
- Alternate collection of recyclables;
- Seek grant opportunities for green waste.

T

Threats

- High and increasing costs of domestic waste management;
- Reliance on costly road transportation for collection and disposal, distance to markets;
- Accelerated consumption of landfill assets through climate change, natural disasters etc.;
- Time/cost to establish a new Cell;
- Potential staff churn;
- Illegal dumping of asbestos;
- Lack of focus on waste strategic vision;
- Local miss-interpretation of rates and fees;
- Public perceptions of low value of waste staff.

23. Water Supply



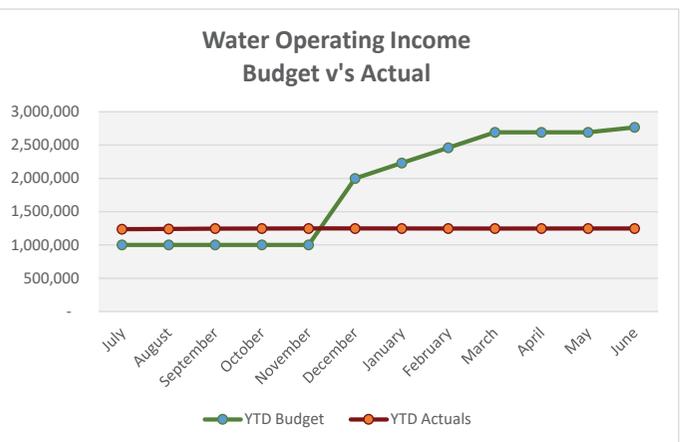
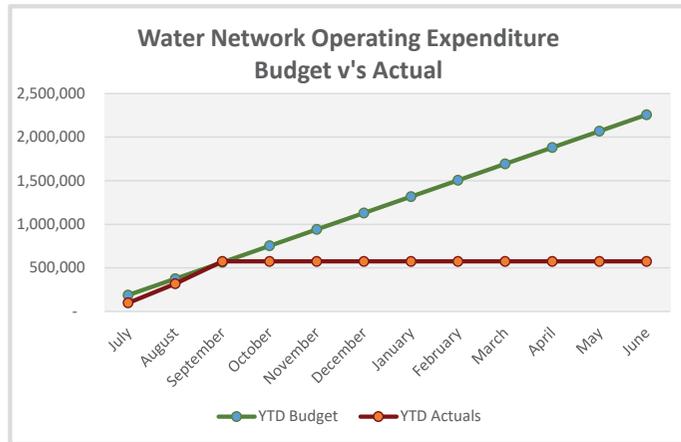
Under the 4-year Delivery Plan *Water Supply* relates to: ongoing water catchment, storage, treatment, distribution, monitoring, regulating, reporting, compliance, charging and administration. The Office of the Chief Operating Officer directly oversees the outcomes.

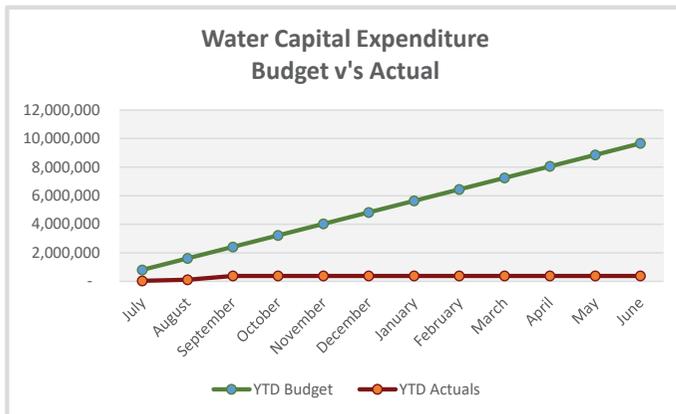
a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP23.01) Ensure effective and efficient delivery of water services in accordance with existing service levels. Water & Sewer: A - Chief Operating Officer	Review treatment process of Urbenville Water Treatment Plant.	B: MWW C: MWW			+1	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
	Construct new water treatment plant at Tenterfield with funding from the NSW Safe and Secure Water Program funding program.	B: MWW C: MWW			+1	IWCM updates underway; initial designs completed, upgraded plans under review. On track.
	Tenterfield Valve Renewal Program.	B: MWW C: MWW			+1	Works are continuing on track.
	Jennings Water Mains Replacement Program.	B: MWW C: MWW			+1	Works have commenced with some replacements these works are scheduled to continue.
DP23.02) Implementation of Water Quality Assurance Framework in accordance with the Public Health Act. Water & Sewer: A - Chief Operating Officer	Implementation of Water Service Strategic Plan in accordance with NSW Office of Water Guidelines.	B: MWW C: MWW			+1	Works are underway to ensure compliance.
	Delivery of ongoing water quality monitoring program.	B: MWW C: MWW D: MWW			+1	Ongoing. The monitoring program has been extended due to drought conditions and requirements of bore supply; and new bores.

b) Budget

Account Type	19/20 Full Year Budget	19/20 YTD Actuals September	19/20 YTD Budgets September	19/20 YTD Variance September	19/20 Percentage Spent	Variance Comments
Grand Total	2,160,194	(291,502)	540,039	831,541	-11.73%	
Water Supply	2,160,194	(291,502)	540,039	831,541	-11.73%	
1. Operating Income	(2,765,354)	(1,247,299)	(691,341)	555,958	45.10%	
2. Operating Expenditure	2,257,448	574,930	564,354	(10,576)	25.47%	
3. Capital Income	(7,000,000)	0	(1,749,993)	(1,749,993)	0.00%	
4. Capital Expenditure	9,668,100	380,866	2,417,019	2,036,153	3.94%	
7484500. Tenterfield Sludge Removal	0	8,354	0	(8,354)	0.00%	Carry forward to be added in the Quarterly Budget Review
7484505. Tenterfield Mains Replacement	262,700	0	65,676	65,676	0.00%	New year planning underway
7484506. Tenterfield Meter Replacement	21,000	949	5,250	4,301	4.52%	New year continuing program
7484515. Tenterfield Flood Warning System	16,800	0	4,200	4,200	0.00%	Grant awarded planning completed
7484516. Tenterfield Shirley Park Bore Flood Damage Restoration	2,000	3,054	501	(2,553)	152.70%	Continuing with variable speed device and sensors fitted-telemetry to go
7484521. Tenterfield Water Treatment Plant Design	0	5,328	0	(5,328)	0.00%	Initial planning
7484522. Tenterfield Water Treatment Plant Construct	9,350,000	0	2,337,492	2,337,492	0.00%	Initial planning
7484531. Tenterfield - Additional Bore Water Supply	0	1,965	0	(1,965)	0.00%	Underway 5 trials continuing
7484532. Tenterfield Water Supply - Drought Augmentation	0	361,216	0	(361,216)	0.00%	Underway
7484801. Urbenville Mains Extension	5,000	0	1,251	1,251	0.00%	New year continuing program
7484901. Jennings Mains Replacement	10,600	0	2,649	2,649	0.00%	New year continuing program





Operational Income:

New financial year; budgets in line.

Operational Expense:

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

Capital Income:

New financial year; new water filtration plant funding.

Capital Expenses:

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 increased marginally due to another spate of fires in the Shire increases on average spiked by 30KL to 710KL last reporting with inflows at the STP slightly increased by 10KL to 510KL.

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 (awaiting delivery).

Boiled water Alert was enacted on Friday the 4th October and has continued from a turbidity failure due to ash from the recent fires.

EPA undertook sampling of the dam to ensure water quality.



Figure 1 & Figure 2 EPA Dam After fires October 2019

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.

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 has continued with some successes for supply at the transport museum and RFS sites additional drawdown testing is required to ensure productivity of bores.

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.

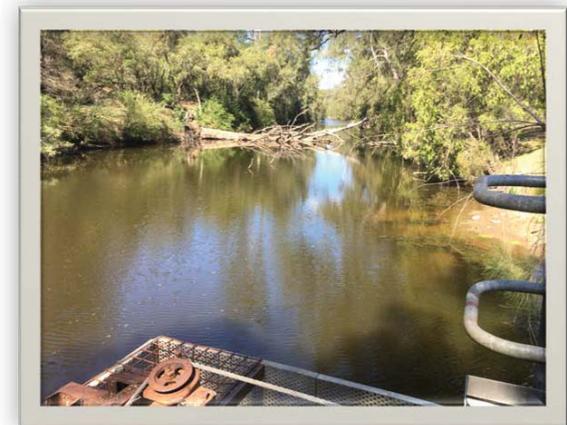


Figure 3, Figure 4 & Figure 5 Urbenville intake structure October 2019

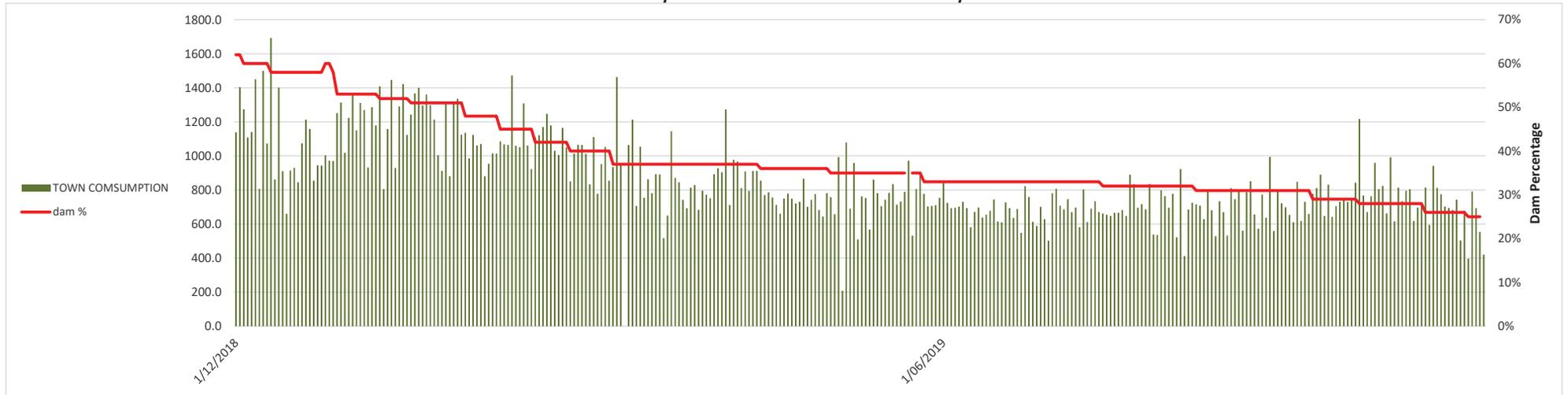
f) Customers

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

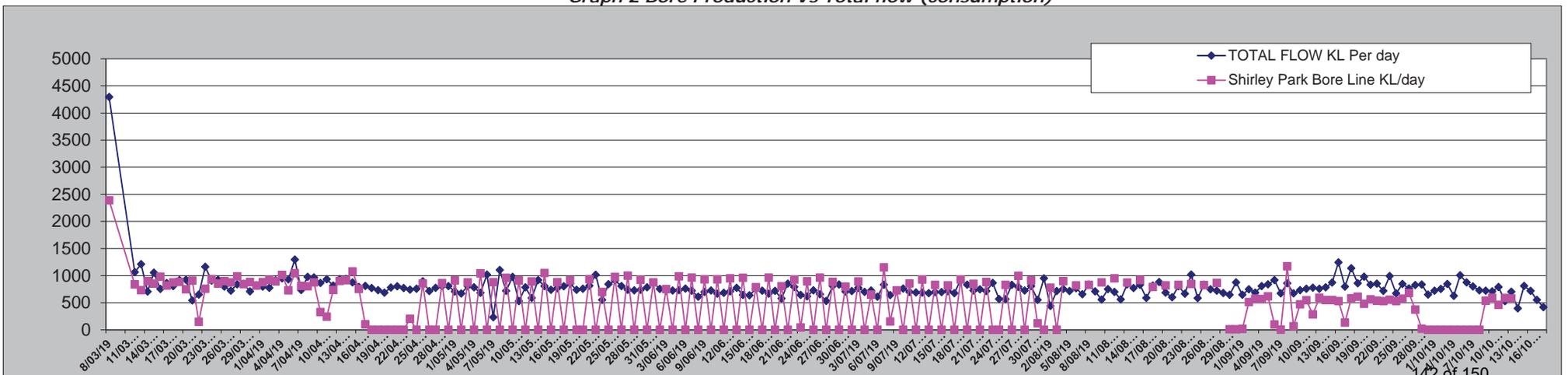
g) Business Statistics:

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 were added to the bore increasing effectiveness demonstrating by the secondary supply in delivering water.

Graph 1 Dam % Levels and Consumption



Graph 2 Bore Production Vs Total flow (consumption)



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 (figure 6) additional mobile advertising with restriction signs (Figure 7)



Figure 6 New Banner 2019



Figure 7 Mobile advertising for restrictions



Figure 8 Staff receiving an award; Well done!

SWOT ANALYSIS

Water and Sewer – (MWW)



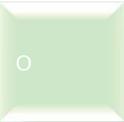
Strengths

- 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

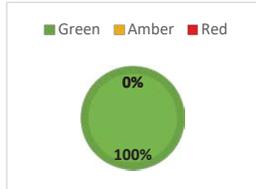
- Obtain possible subsidy funding for water treatment facilities;
- Obtain funding for flood systems/studies;
- New technologies are available to provide solutions for regulatory compliance and energy and operational efficiency. They can meet changing customer expectations and supply features central 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



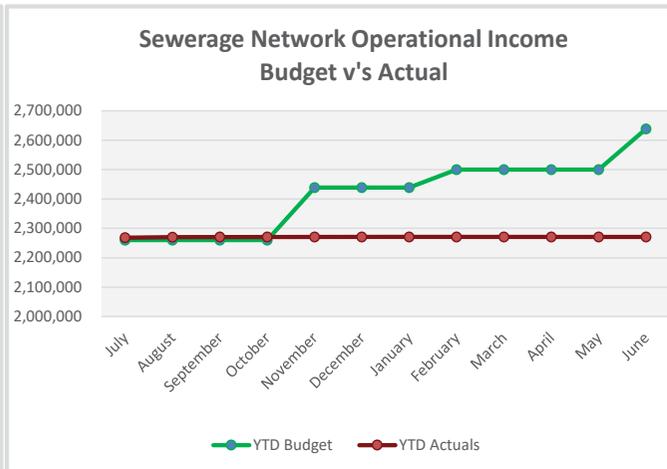
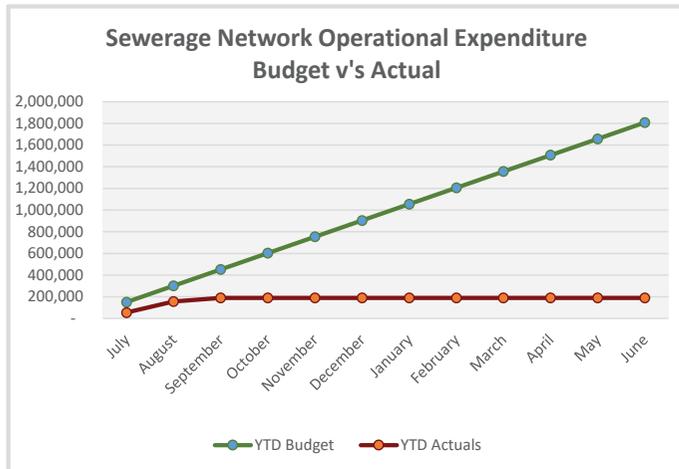
Under the 4-year Delivery Plan *Sewerage Services* relates to: ongoing catching, transportation, and treatment; monitoring, reporting, environmental compliance and emergency management; trade waste and commercial; fees and charges; public education and administration. The Office of the Chief Operating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

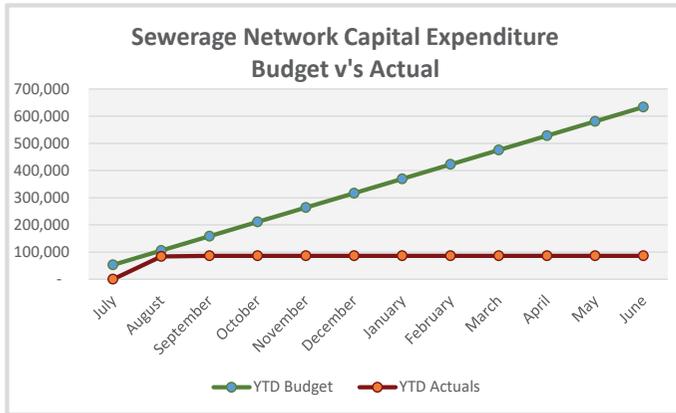
a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP24.01) Provide effective and efficient delivery of sewerage services across to the townships of Tenterfield and Urbenville. <i>Water & Sewer: A - Chief Operating Officer</i>	Ongoing maintenance and operation of sewerage network, in line with the Asset Management Strategy.	B: MWW C: MWW D: SSO (Urbenville)			+1	Systems are performing as designed. Asset inspections for sewer manholes planning completed with survey expected later this month of October.
	Tenterfield sewer mains relining; 1 kilometre per annum.	B: MWW C: MWW			+1	Scheduling has commenced for the next licence 1km relining. Continuing the major main line.
	Tenterfield manhole levels alterations.	B: MWW C: MWW			+1	Scheduling has commenced for the next manholes to be relined, after assessment.
DP24.02) Ensure improvement of infrastructure in line with best practice water treatment guidelines and increased capacity for sewage treatment in service areas. <i>Water & Sewer: A - Chief Operating Officer</i>	Tenterfield sewerage network extension.	B: MWW C: MWW			+1	Scheduling has commenced for the next extensions.

b) Budget

Account Type	19/20 Full Year Budget	19/20 YTD Actuals September	19/20 YTD Budgets September	19/20 YTD Variance September	19/20 Percentage Spent	Variance Comments
Grand Total	(196,573)	(1,995,298)	(49,140)	1,946,158	1705.14%	
Sewerage Service	(196,573)	(1,995,298)	(49,140)	1,946,158	1705.14%	
1. Operating Income	(2,638,517)	(2,270,836)	(659,625)	1,611,211	86.06%	
2. Operating Expenditure	1,808,244	189,245	452,058	262,813	10.47%	
3. Capital Income	0	0	0	0	0.00%	
4. Capital Expenditure	633,700	86,293	158,427	72,134	13.62%	
7872502. Tenterfield Mains Relining (1km Year)	161,500	0	40,374	40,374	0.00%	Areas identified planning continuing
7872503. Tenterfield Mains Augmentation	64,600	6,495	16,149	9,654	10.05%	Areas identified planning continuing
7872505. Tenterfield Man Hole Level Alterations (Water Infiltration)	150,800	2,475	37,701	35,226	1.64%	Areas identified assest inspections/planning continuing
7872519. Tenterfield Network Renewal	184,500	77,323	46,125	(31,198)	41.91%	Areas identified planning continuing
7872523. Tenterfield STP - Entrance Road & Drainage Repair	16,000	0	3,999	3,999	0.00%	Planning with works
7872801. Removal Sludge from Tertiary Ponds/Renewal of Capacity	10,300	0	2,574	2,574	0.00%	Assessment and planning continuing
7872809. STP - Pad and Building including access to STP - Urbenville	8,000	0	2,001	2,001	0.00%	Assessment and planning continuing
7872810. Surface Aerator/Mixer sized for Urbenville	14,000	0	3,501	3,501	0.00%	Aerator aquired awaiting dehydrator
7872941. Moving Dehydrator to Urbenville STP	2,000	0	501	501	0.00%	Pending installation Tenterfield
7872942. Pad and Building including access to STP Urbenville	8,000	0	2,001	2,001	0.00%	as Urbenville not Jennings
7872943. Surface Aerator/Mixer sized for Urbenville	14,000	0	3,501	3,501	0.00%	as Urbenville not Jennings





Operational Income

New financial year; budgets in line.

Operational Expense:

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

Capital Income:

New financial year; no private works scheduled.

Capital Expenses:

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 (Figure 1 & 2).

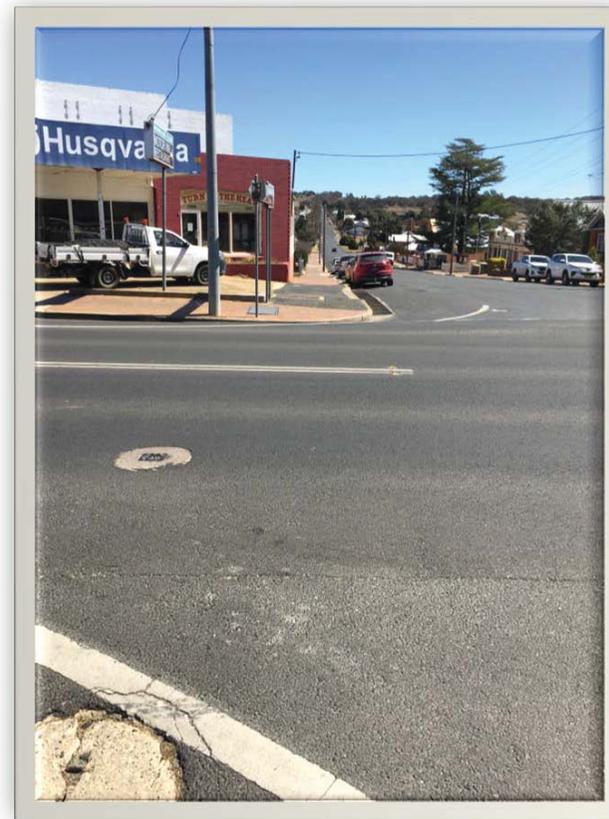


Figure 1 and Figure 2 Site inspection of The New England and Molesworth Street

Planning underway for 2019/2020 works.

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 are expected at the end of October 2019.
- 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 on future works.

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.

f) Customers

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

Blockages were reported and cleared at 2 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 3 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;
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- 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.