

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

52.Urban design	61.Noxious plants	70.Storm water
53.Land use data management & mapping	62.Roads & footpath enforcement	71.Natural waterways
54.Land use reporting	63.Illegal dumping	72.Property investments/divestments
55.Heritage	64.Domestic animal management	73.Private works
56.Regulating premises	65.Transport (roads, bridges and airstrip)	74.Cemeteries
57.Assessment	66.Water supply, filtering and distribution	75.Quarries
58.Built form compliance	67.Sewer	76.Cycleways, pedestrian paths and footpaths
59.Environmental regulation	68.Waste management and recycling	77.Crown lands (including Native Title)
60.Public health	69.Economic development	

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.

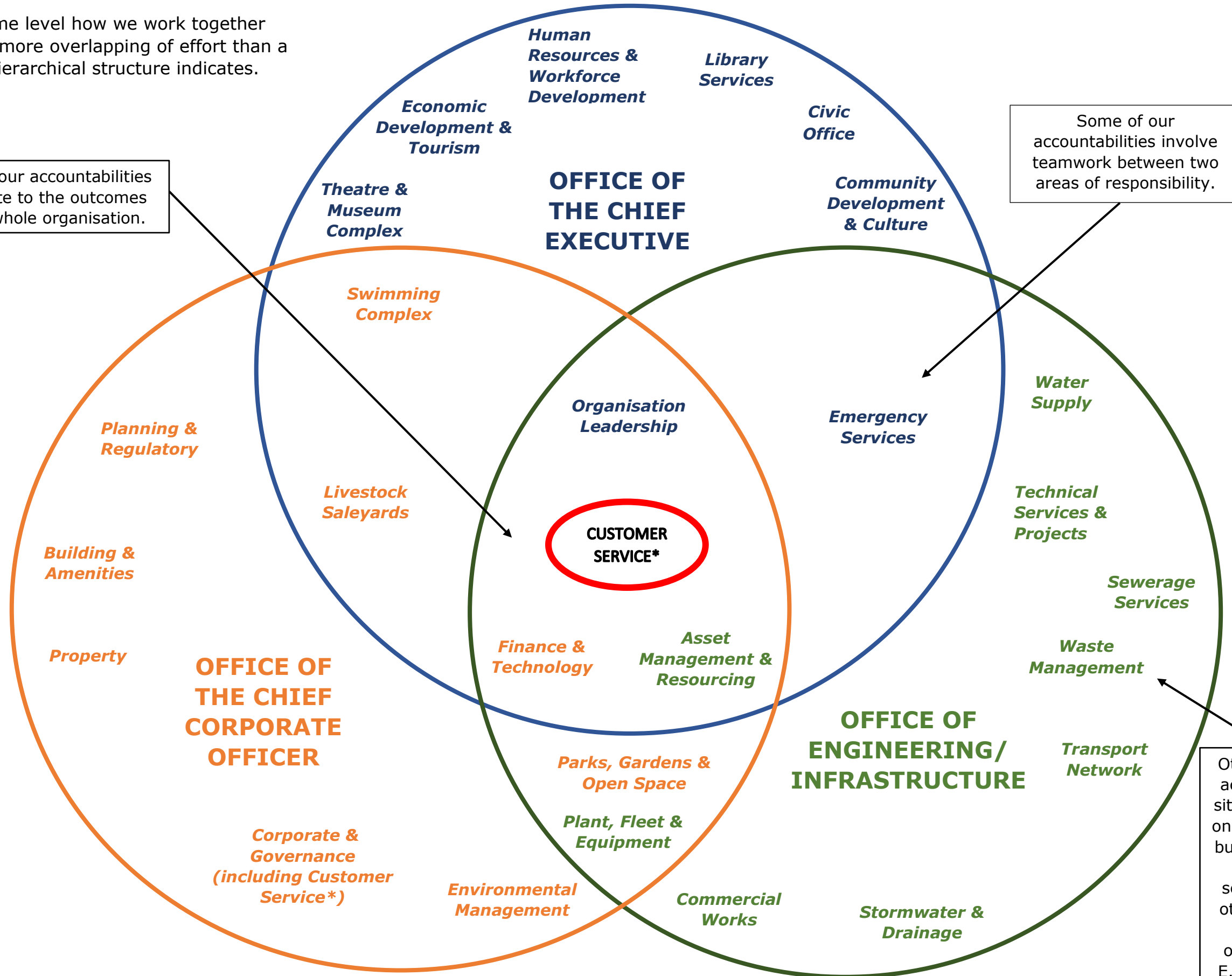
We report on our Delivery Plan quarterly. We also report on many other things in a great many ways. Currently we use multiple platforms to achieve this, which is both inefficient and extremely frustrating. This system will not only change the amount of reporting, it will place all the information in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

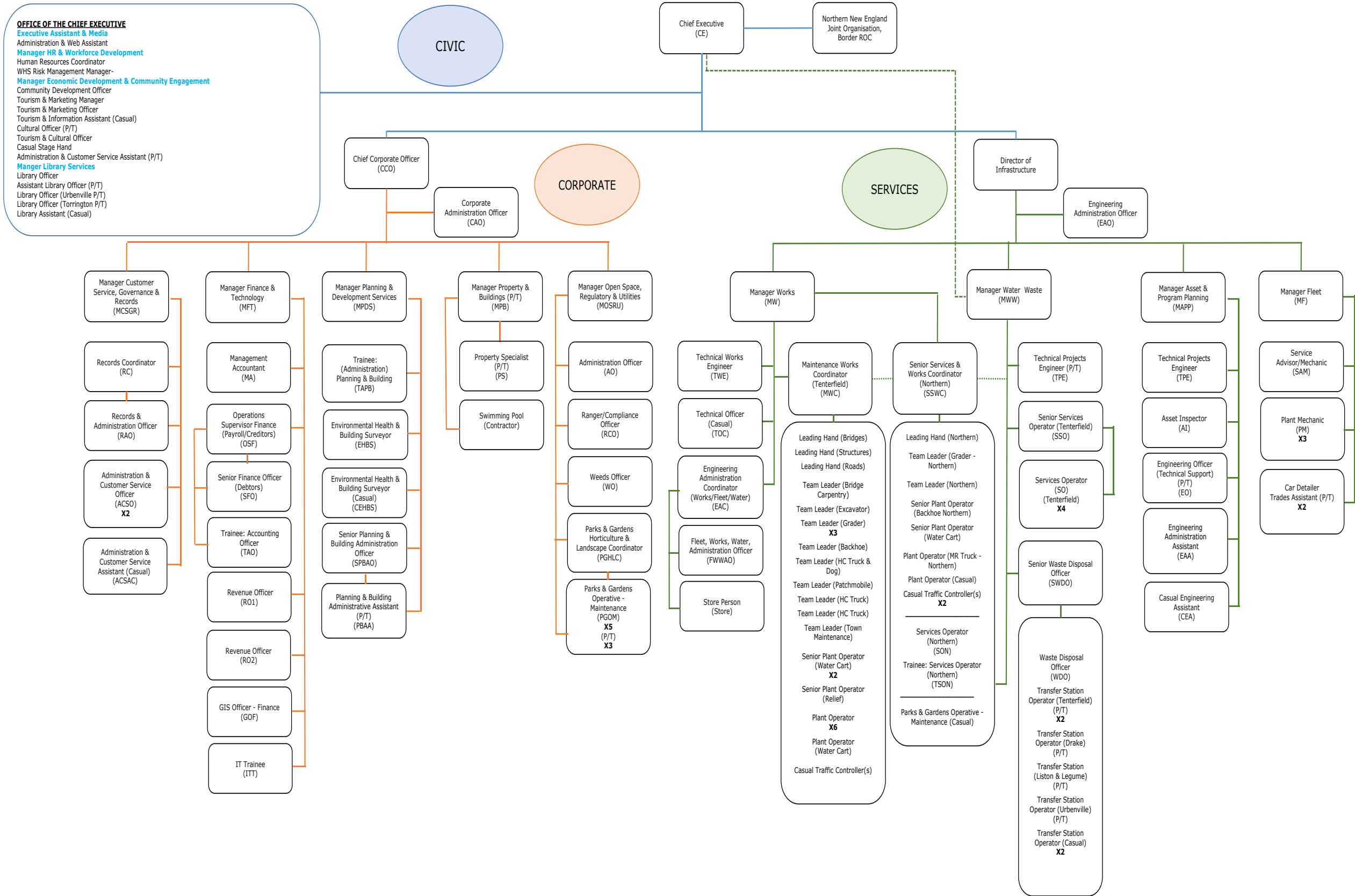
At an outcome level how we work together involves far more overlapping of effort than a traditional hierarchical structure indicates.

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



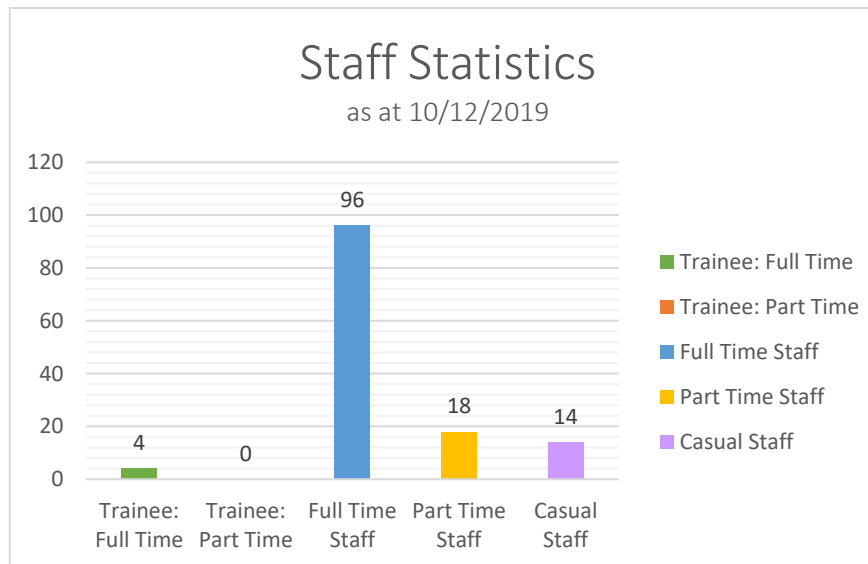
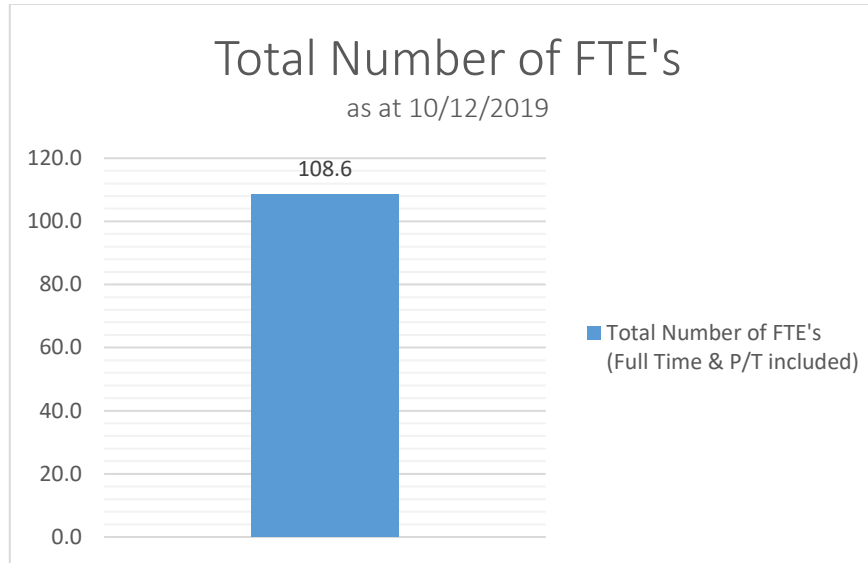
Some of our accountabilities involve teamwork between two areas of responsibility.

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



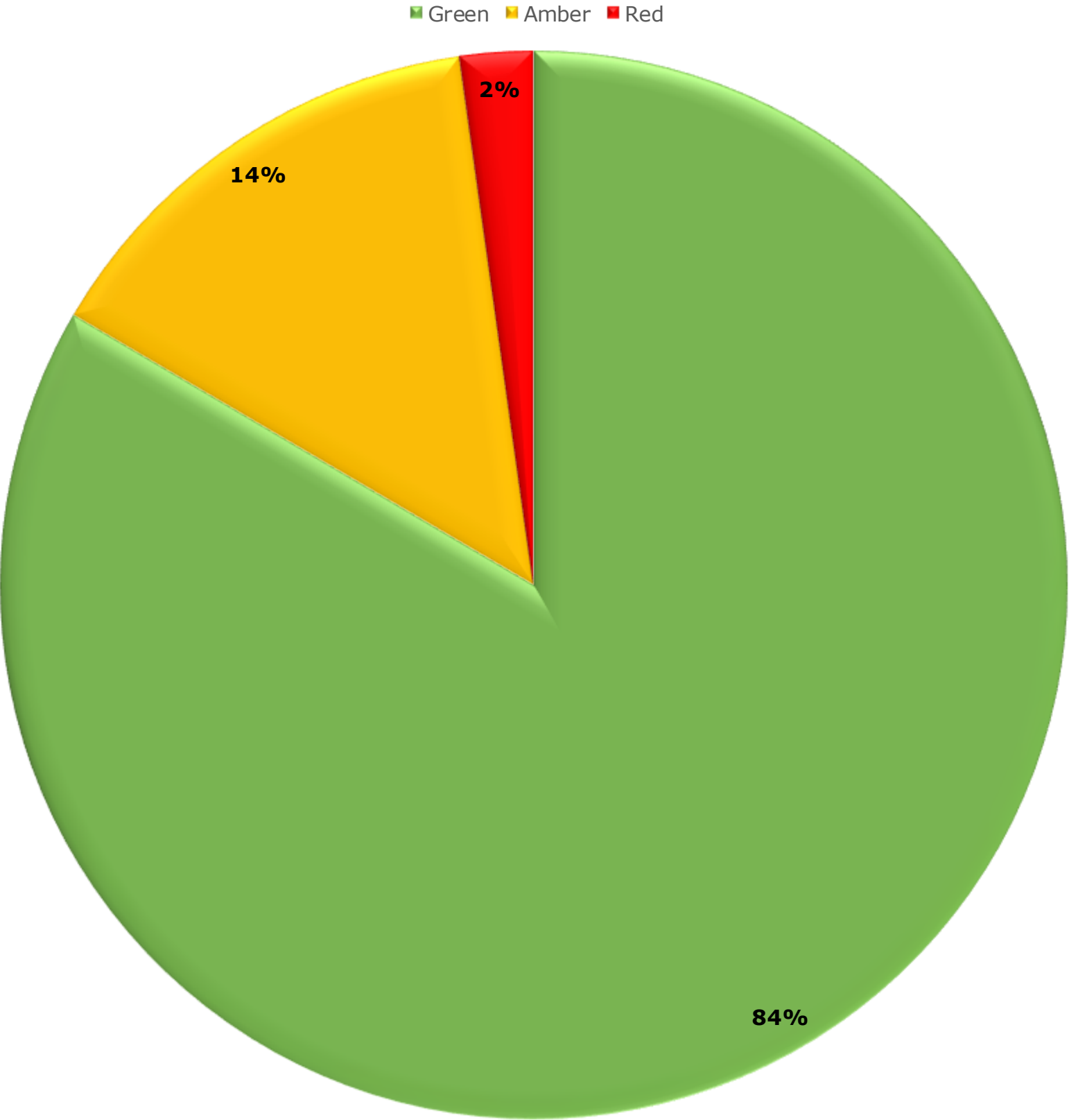


# STAFFING

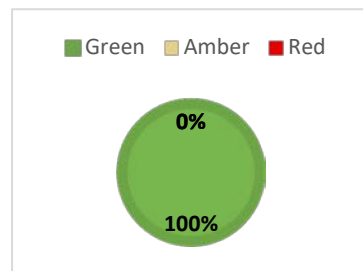


**Organisational Overall Statistics**

Green: Completed or on track as required, or ongoing;  
Amber: Commenced, progressing;  
Red: Yet to commence.



## 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 Precs

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&amp;M</p>			+1	<p>(Also refer to June Monthly Operational Report (MOR)). Through communication with the NSW Minister for Water's office, successfully advocated for amendments to the Act controlling water use. The amendment gives the Minister for Water step-in rights during emergencies. It was used on Tuesday the 13<sup>th</sup> of August, 2019, to assist with the timing of drilling operations in Tenterfield. (Water Management (General) Regulation 2018 was amended on 2 August 2019 to include Clause 39A Exemption relating to certain public authorities granted by Minister during drought.)</p> <p>NEWGrid – Mole River Dam. As per Council Resolution there has been many representations over many weeks made to both Federal and State Government politicians. For many years, if not decades, there has been advocacy applied in an attempt to get a Detailed Business Case funded. When the Federal Government started using the term 'National Water Grid' Tenterfield Shire took the opportunity to advocate, not only for Mole River Dam, but for a pipe network east to Tenterfield as well as north to Stanthorpe and south towards Deepwater. On Sunday 13 October the Federal and State Governments announced \$24 million to go to the project. This money will be used to complete a Detailed Business Case to comply with Infrastructure Australia's P90 estimate criteria as per Council's resolution.</p> <p><a href="https://www.tenterfieldstar.com.au/story/6440289/our-work-is-coming-to-fruit-mole-river-dam-a-step-closer-to-reality/">https://www.tenterfieldstar.com.au/story/6440289/our-work-is-coming-to-fruit-mole-river-dam-a-step-closer-to-reality/</a></p> <p>On 16 October, 2019, the Mayor, Deputy Mayor and CE met with the Hon. Melinda Pavey MP, Minister for Water, to</p>

						<p>discuss the Emergency Water Augmentation Project funding. It is pleasing to have received a Deed from the NSW Government, \$4 million, the very next day.</p> <p>The Federal Member for New England, the Hon. Barnaby Joyce MP, visited 12 December to discuss drought relief with Councillors, and open the Mt Lindesay / Killarney Road intersection.</p> <p>Grants submitted awaiting response:</p> <ul style="list-style-type: none"> <li>• Steinbrook Hall Kitchen Extension &amp; Shade Structure with Tables</li> <li>• Revitalisation of Drake Hall</li> <li>• Playground Enhancement of Torrington Park</li> <li>• Revitalisation of Tenterfield Sporting Ground Lights and Covered Seating _ Rugby Park</li> <li>• Installation of Shade Cloth at Rotary Park</li> <li>• Shirley Park Cricket Nets Replacement</li> <li>• Refurbishment of Sunnyside Hall</li> <li>• Revitalisation of Tenterfield Sporting Ground Lights – Shirley Park</li> <li>• Installation of Covered Exercise Area Hockey Field</li> <li>• Revitalisation of Tenterfield Sporting Ground Lights – Federation Park</li> <li>• Jubilee Rotunda Refurbishment.</li> <li>• Shade Cover and BBQ at Tenterfield Pool.</li> <li>• Paddy's Flat South (unnamed creek) - bridge</li> <li>• Torrington Road (Kangaroo Creek) - bridge</li> <li>• Paddy's Flat North (unnamed creek) – has temporary Saunders bridge in place</li> <li>• "Tenterfield Airport – Submission n for Emerging Industries Study New England North West – Aviation Related Industries – RIAR</li> <li>• Tooloom Road - Paddy's Flat North to Urbenville - rehabilitation - stabilise pavement and seal shoulders (Duplicate)</li> <li>• Tooloom Road Paddy's Flat North to Mount Lindesay Road rehab.</li> </ul>
	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.	<i>B:CE</i> <i>C:CE</i>			+1	<p>(Also refer to June MOR). Currently liaising with SDRC regarding a joint Energy from Waste proposal.</p> <p>Contributed to NEJO's submission to the Committee on Investment, Industry and Regional Development's inquiry into support for drought affected communities in NSW.</p> <p>Working with NEJO on Regional Transport Plan, procurement opportunities and submission regards the new internal audit and risk requirements.</p>
DP1.2) Provide sound and inclusive decisions using the Community Engagement Strategy to guide our interactions	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	<i>B:MCSGR</i> <i>C:MCSGR</i> <i>D:MCSGR</i>			+1	<p>Wrote to LGNSW regarding the effect on council's financial Ratios with well-intended, but poorly aimed, Stronger Country Community Fund grant processes.</p>

<p><b>Governance framework strategy, management &amp; development (including registers and monitoring): A – Chief Corporate Officer</b></p>	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: CE C: CE				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	Ongoing. Seeking to use grant fund opportunities to reduce depreciation costs. 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
<p>DP1.3) Represent, advocate and lobby for the continued improvement of our local and regional health services.</p> <p><b>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</b></p>	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	<p>Supporting local health providers within our mandate and community expectations at every opportunity. It's a very difficult situation, as the Health Service take every opportunity to reduce the provision of services in Tenterfield; the latest example being the reduction in nursing staff. Despite advocacy to the Cross Border Commissioner, Health and local political representatives we still face the same issue with NSW Ambulance overriding doctors and taking patients to where it suits. This is on-going challenge.</p> <p>Mayor and Deputy Mayor chaired a meeting on 12 September, 2019, with the agenda being to support the nursing levels at the hospital.</p> <p>The Hospital's operations and services to our community remains a priority of council The Mayor and Deputy Mayor have been advocating on behalf of the community when every chance is placed before council.</p> <p>Public meeting held on 13 November to formulate strategy and agenda prior to meeting Minister for Health, the Hon. Brad Hazzard MP with the Member for Lismore, the Janelle Saffin MP on 19 November.</p> <p>Attendees:</p> <ul style="list-style-type: none"> <li>State Member for Lismore, Janelle Saffin</li> <li>Cross Border Commissioner and Regional Town Water Coordinator, James McTavish</li> <li>NSW Ambulance, John Lawler</li> <li>Nurses &amp; Midwife Association Union, Jo-Anne McKeough and Brett Holmes (General Secretary)</li> </ul> <p>Apologies</p> <ul style="list-style-type: none"> <li>Minister for Health, Brad Hazzard</li> <li>Executive Director, Operations – Rural &amp; Regional Health Services Hunter New England Local Health District, Susan Hayman</li> <li>Fed. Member for New England, Barnaby Joyce.</li> </ul> <p>Agenda</p>

						<p>a) What has prompted community concerns?</p> <ul style="list-style-type: none"> <li>○ Hospital not having a doctor for 6 days – accident and death</li> <li>○ Nursing numbers and security of tenure – only 2 nurses</li> <li>○ Patient transfers – hearing different things from different sources.</li> <li>○ Actions from last meeting between Health Minister and Council weren't carried out.</li> </ul> <p>Further concerns</p> <ul style="list-style-type: none"> <li>○ Need to guarantee, from a social as well as an economic perspective, that the security of service is maintained</li> <li>○ People make choices to move or remain in towns often based on health services</li> <li>○ Risk to staff having to work in situations that are not safe to either them or patients</li> <li>○ Patients being forced to hospital locations that aren't in line with their doctor's or family's capacity to manage</li> </ul> <p>Susan Hayman (HNEH) and the Mayor and Deputy Mayor have agreed to meet/discuss monthly to allow monitoring of progress.</p>
<p>DP1.5) Identify, represent, advocate and lobby for inclusion of the Shire's needs in regional and state planning.</p> <p><i>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</i></p>	Advocate for continuing development of grant opportunities at the Federal and State level and actively participate in discussions where cost shifting and erosion of support is proposed, including the return of regional road assets to the State.	<p>B: CE</p> <p>C: CE</p> <p>D: EA&amp;M</p>			<p>+1</p>	<p>In July, as part of TSC's advocacy, the NSW Government reversed its decision to raise the Emergency Service Levy by 24%.</p> <p>Currently engaging through BROCC, the Minister for Lismore, and the NSW Government regards the transfer of the Bruxner Way back to highway status.</p> <p>Sought that the NSW Country Mayors Association and LGNSW advocate on behalf of council regards the new JO internal audit model.</p>
	Continue to lobby both the Federal and State Governments to commit the full funding required for the construction phase of the Tenterfield Heavy Vehicle Bypass.	<p>B: CE</p> <p>C: CE</p> <p>D: EA&amp;M</p>			<p>+1</p>	<p>The RMS have completed MkII of the design, which is far better than the original in all aspects. Public consultation (by RMS) will commence shortly. The NSW Government allocated a further \$2 million in the 19/20 State Budget for further project development, including land acquisition.</p>
	Actively participate in a concept and development phase of the Tenterfield bypass project to encourage an outcome that satisfies the requirement to remove heavy vehicles from the centre of town while maintaining tourist traffic. Ensure that associated developments do not negatively impact the heritage status of existing business and tourism sectors.	<p>B: CE</p> <p>C: CE</p> <p>D: EA&amp;M</p>			<p>+1</p>	<p>See above.</p>
	Develop a strategy with the Border Regional Organisation of Councils to lobby the State government to reverse the decision to downgrade	<p>B: CE</p> <p>C: CE</p> <p>D: EA&amp;M</p>			<p>+1</p>	<p>Currently engaging through BROCC, the Member for Lismore, and the NSW Government, regards the transfer of the Bruxner Way back to highway status.</p>

	the western segment of the Bruxner Highway to Bruxner Way.					Council (Administration) wrote to the Hon. Janelle Saffin MP to provide her with commentary so questions as to progress could be asked of the State Government. The government has since responded.
	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.  As part of the Federal Government's second-round of drought funding, our Roads to Recovery (R2R) grant has been raised circa \$1.05 million over two years. Mt Lindesay will receive the majority of these funds.
DP1.6) Mayor, Councillor and Committee support  <i>Mayoral, councillor and committee support:</i> <i>A – Chief Executive</i>	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.

**b) Budget**

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

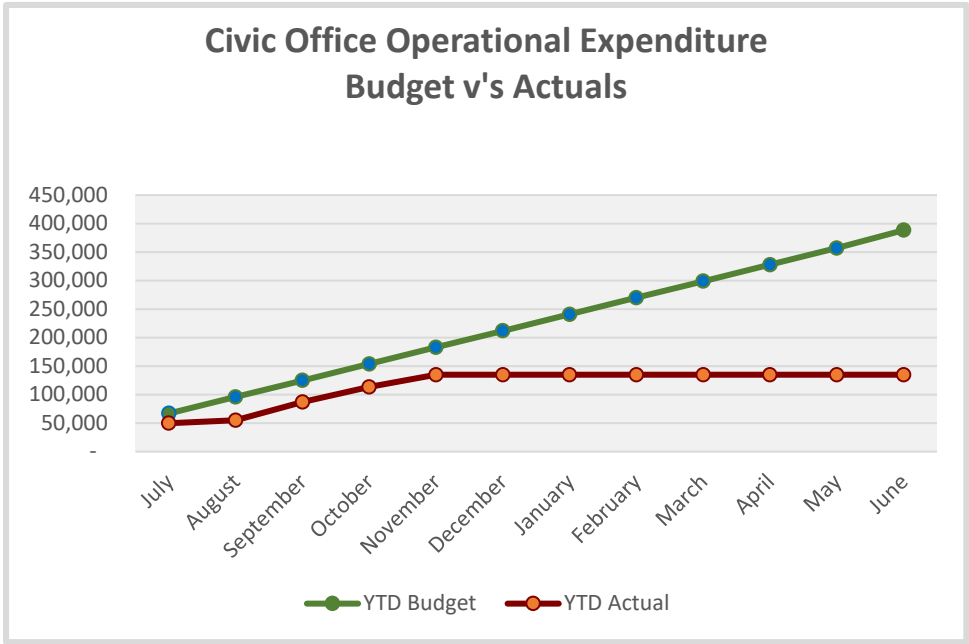
Account Type	2019/20 Full Year Budget	YTD Actuals	YTD Budgets	YTD Variance	Percentage Spent	Variance Comments
<i>Civic Office</i>					%	
<b>2. Operating Expenditure</b>	<b>388,389</b>	<b>134,903</b>	<b>116,310</b>	<b>-18,593</b>	<b>48%</b>	



**Operational Income:**

Internal transfers.

**Operational Expense:**



**Capital Income:**

As discussed.

**Capital Expenses:**

Nil.

**a) Capital Projects**

Nil.

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

Water management overall causing capacity issues.

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

N/A

**SWOT ANALYSIS**

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

<div><div>S</div><div><b>Strengths</b><ul style="list-style-type: none"><li>Well established working relationships with the Media, Local, State and Federal Government Representatives;</li><li>Depth of business understanding of Elected Representative reporting needs and across Council Management, operations and administration;</li><li>Flexibility, adaptability and professional response to change and need;</li><li>Rapport with administration support team and Management team.</li></ul></div></div>	<div><div>W</div><div><b>Weaknesses</b><ul style="list-style-type: none"><li>Limited capacity to deliver all requirements in a timely manner without need for overtime or TOIL;</li><li>Operational demands limit time for planning, improvement or opportunity to exploit team's full skill set;</li><li>User friendliness of Councillor website;</li><li>Promise not always reflected in delivery of technology;</li><li>Administratively resource poor.</li></ul></div></div>
<div><div>O</div><div><b>Opportunities</b><ul style="list-style-type: none"><li>Develop a business support skills matrix and train accordingly, to facilitate delivery;</li><li>Expand social media capability and optimise use of available technology;</li><li>Adequate resource allocation to support functions in the operational budget;</li><li>Develop work instructions for each support role and cross train, share resources.</li></ul></div></div>	<div><div>T</div><div><b>Threats</b><ul style="list-style-type: none"><li>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;</li><li>Demotivation and stress from inability to deliver to required standards without working excess hours;</li><li>Succession if current planning does not continue.</li></ul></div></div>

**d) Customers**

We have a great many extremely distressed customers. The fires have caused so much devastation. Our customers are suffering many hardships which is reflected in our dealings on a daily basis; water quality, drought, economics and mental health.

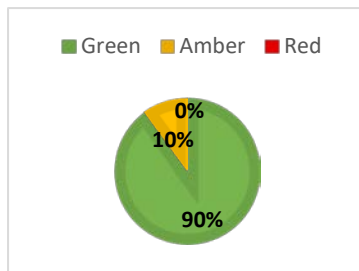
**e) Business Statistics**

The highlight of the month was attending the Local Roads Congress. This gave council access to many high level influencers that have responsibility for road policy, as well as the opportunity to see how electric and semi-autonomous vehicles will influence our decisions.

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

Receiving some rain over the Tenterfield Dam catchment was wonderful.

## 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 Precipis

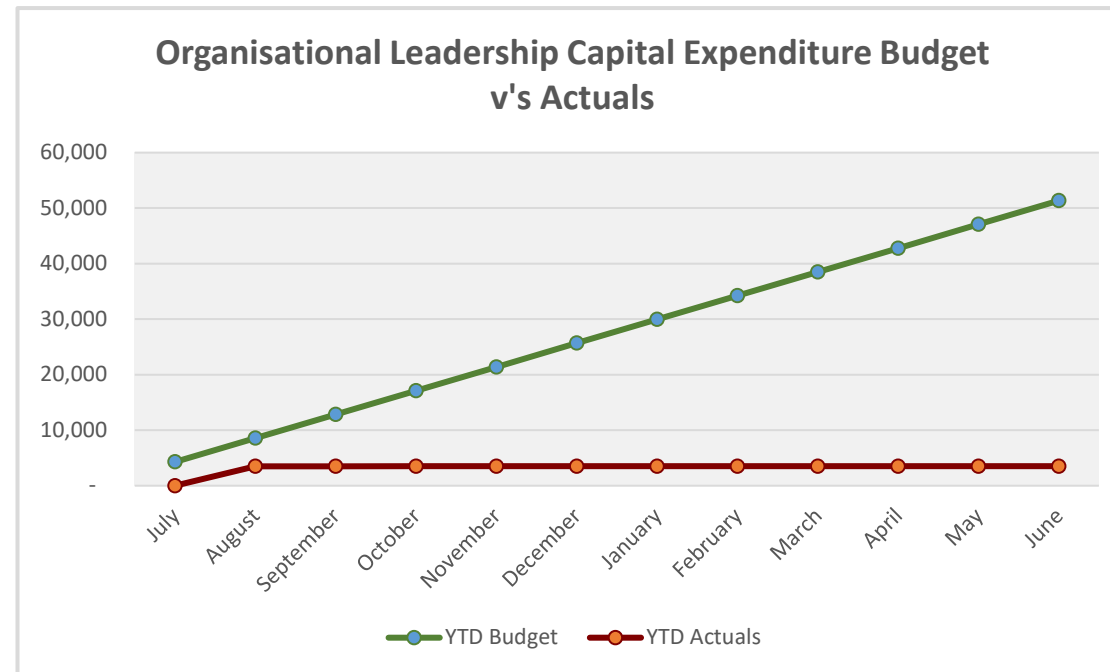
4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP2.01) Collaborate and deliver resources with other organisations to ensure a variety of cost effective services across the service area.  <i>Collaboration between entities: State/Fed 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.	B: CE C: CE			+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.	B: CE C: CE			+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 &amp; integration: A – Chief Executive</i>	Guide the transformation of the Organisation culturally and technically from database to geospatially based management systems, highlighting interconnectivity.	B: CE C: CCO D: GISO		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.	B: EA&M C: EA&M D: EA&M			+1	Ongoing. New Mobile App starting to be up-loaded by the public.
	Monitor, review and implement the Business Improvement Plan Actions.	B: CCO C: MCSGR D: MCSGR			+1	Ongoing. (Has spurts and brakes due to the amount of grants we're receiving – which is great, but slows down other deliverables.)
	Manage Mayoral and Deputy Mayoral elections.	B: EA&M C: EA&M D: EA&M			+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. Currently investigating how to value-add the silt in the Tenterfield Dam as we need to remove and there isn't the \$1.33 million dollar in the water fund to pay for it.
	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			+1	Since council changed meetings from the afternoon to evenings attendance has been revitalised. Ongoing.

a) Budget

Report for the Month of November 2019/20

Account Type	2019/20 Full Year Budget	YTD Actuals	YTD Budgets	YTD Variance	Percentage Spent	Variance Comments
<b>Organisation Leadership</b>					%	
2. Operating Expenditure	1,073,762	317,215	446,360	129,145	29.61%	
4. Capital Expenditure	51,342	3,518	8,335	4,817	18%	
1000502. Strategic Projects	51,342	3,518	8,335	4,817	18%	



**Operational Income:**

Nil.

**Operational Expense:**

**Capital Income:**

Nil.

**Capital Expenses:**

**b) Capital Projects**

Completed a reconciliation of all available Federal and State Government grants 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 many projects at present. There is a risk of burn-out.

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

Nil to report.

**SWOT ANALYSIS**

Chief Executive – **(CE)**

S

**Strengths**

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

O

**Opportunities**

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

W

**Weaknesses**

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

T

**Threats**

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

**e) Customers**

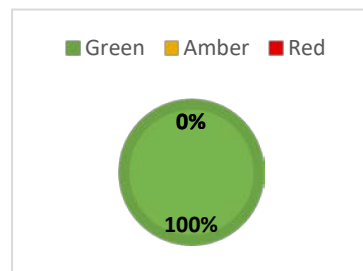
Council staff have been concentrating on management of fire affected customers and the resulting water issues.

**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	In addition CDO attended White Ribbon Day planning meeting, planning meetings for Grandparents & Wellbeing Day as well as Keep Calm One Day suicide intervention training as well as Seniors Festival planning meetings. Attendance also at the community initiated hospital meeting.
	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	Planning of Youth Forum/Network has occurred. Consultation now to occur as to logistics including frequency and timing of meetings.
	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 452 subscribers.
	Ongoing promotion of My Community Directory.	B: MEDCE C: MEDCE D: CDO			+1	My Community Directory and Community Development Officer continues to support interested community partners in listing on the directory.
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	Partnership with the Aboriginal Advisory Committee is ongoing to support activities within 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. Liquor Accord meeting occurred in November and introduction of new officer also.
	Support facilities and activities to improve the physical and mental health of the community.	B: MEDCE C: MEDCE			+1	CDO undertook additional training and ran an activity "kindness rocks" at the Wellbeing Day at the High School alongside community partners.
	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	Continued attendance at OEM recovery meetings as well as health and wellbeing subcommittee meetings and partnering with all recovery partners. Also attendance at intercouncil meeting in Toowoomba on 28 November and participation in ten minute meet the master with Warwick Council on 27 November. Additional support also provided regarding emergency relief to farmers and their families providing information about services and support available. Partnering also with recovery services in supporting



						Torrington – provision of hampers and water to those in need.
DP3.04) Engage with transport providers and the community to assess the transport needs of residents in the Shire. <b>Community and cultural capacity building:</b> A – Chief Exe.	Support accessibility for people in our Shire.	B: MEDCE C: MEDCE D: CDO			+1	Support regarding accessibility for people in our Shire continues.
DP3.05) Develop and implement the Tenterfield Shire Council Disability Inclusion Action Plan with key partners. <b>Community and cultural capacity building:</b> A – Chief Exe.	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.  <b>Volunteer recruitment and placement:</b> A – Chief Executive  <b>Community grants:</b> A – Chief Exe.  <b>Community and cultural capacity building:</b> A – Chief Exec.  <b>Community events:</b> 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.
	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. <b>Community events:</b> A – Chief Executive	Promote and support activities that highlight community wellbeing, e.g. Mental Health Month.	B: MEDCE C: MEDCE D: CDO			+1	Support and promotion of activities that highlight community wellbeing including the Wellbeing Day at the High School, drought support, participation in health and wellbeing subcommittee meetings, planning for activities that support our community and their health and wellbeing.
DP3.09) Enrich the community by supporting a variety of diverse cultural events and activities. <b>Community grants:</b> A – Chief Executive <b>Sponsorship:</b> A Chief Executive	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.

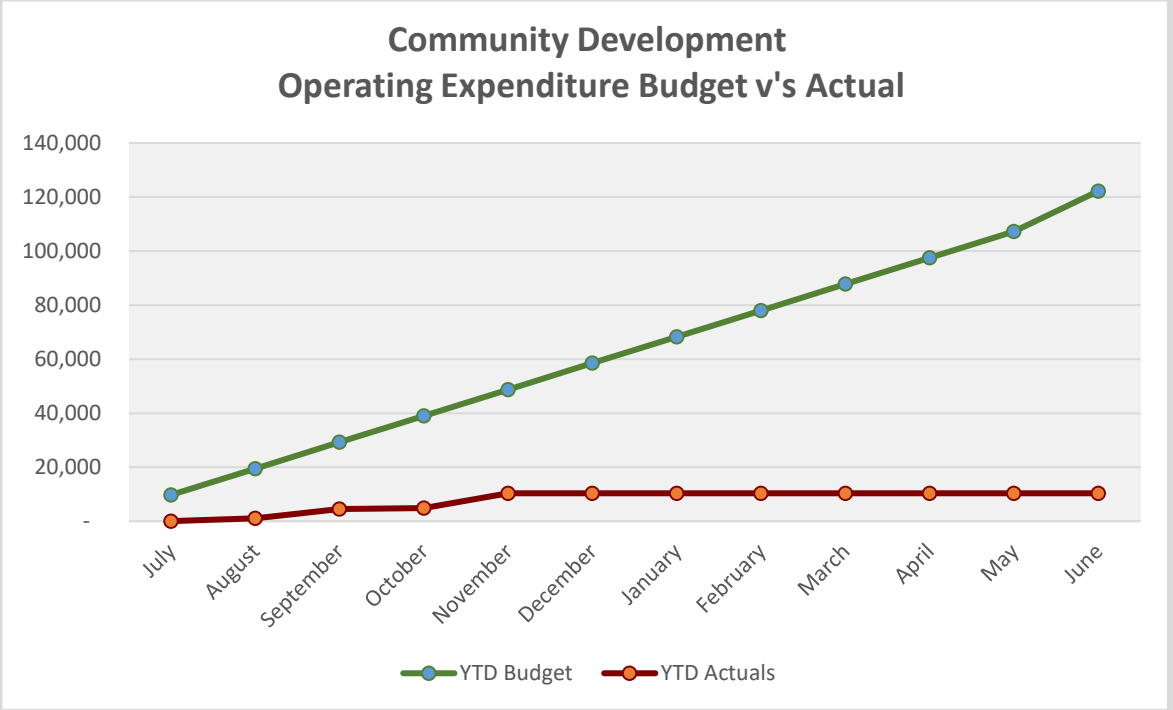
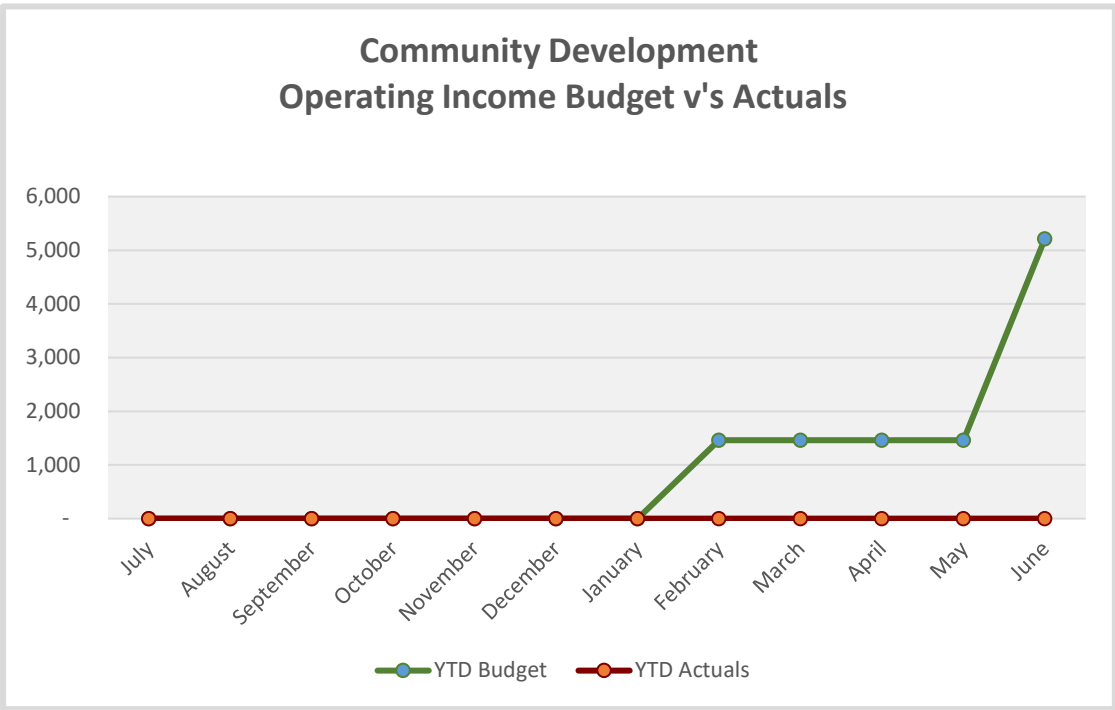
#### a) Budget

Account Type	19/20 Full Year Budget	19/20 YTD Actuals November	19/20 YTD Budgets November	19/20 YTD Variance November	19/20 Percentage Spent	Variance Comments
Community Development						
1. Operating Income	(5,211)	0	(610)	(610)	0.00%	
2. Operating Expenditure	122,217	10,362	34,790	24,428	12.41%	
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

Asset based community development, bottom-up way of working with the community focusing on our communities’ strength and assets is very much CDO focus. Tapping into the natural connections for people to partner together to do the best for our community.

**d) Customers**

**e) Business Statistics**

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

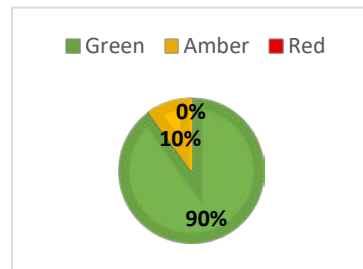
- Support provided to the Torrington community following feedback and requests for assistance from the community for food and water in partnership with community partners. As a result positive feedback from the community was received as to the support Council had provided by having a casual BBQ and offering support alongside community partners.
- Achievements include new positive professional relationships and partnering with CDO's across the border in considering and exploring best approaches for drought support options and as a result sharing of information and ideas.
- Wellbeing Day at the High School was fabulous to be a part of – not only primarily to encourage the health and wellbeing of our treasured young people but also to continue to connect with our fabulous community partners.



Figure 1- Wellbeing Day 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.
	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	Business Instagram Workshop held 29 November 2019 with Lauren Bath (Australia's first professional instagrammer). This was jointly funded by Tenterfield Shire Council and Tenterfield Chamber, and had 50 attendees.
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. 2019 Business & Tourism Awards held Thursday 28 November with Excellence in Agriculture/Agribusiness won by Moore Eggs; highly commended Wilshire & Co – Tenterfield (CRT). 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 (2,443 likes) and Instagram (1,451 followers) promoting Tenterfield. Summer campaign in development focusing on TV, radio & social media.

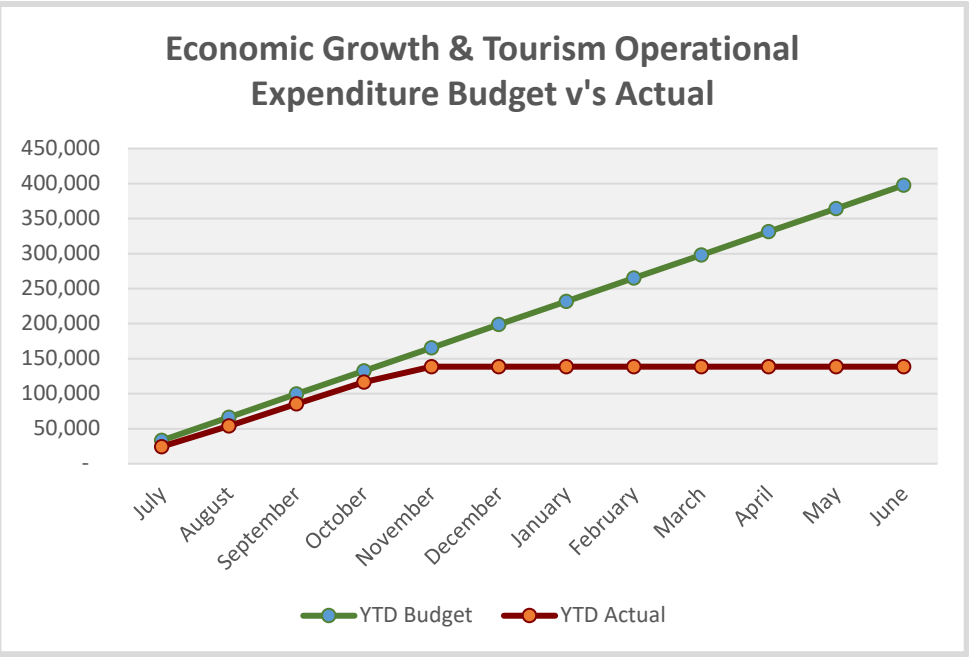
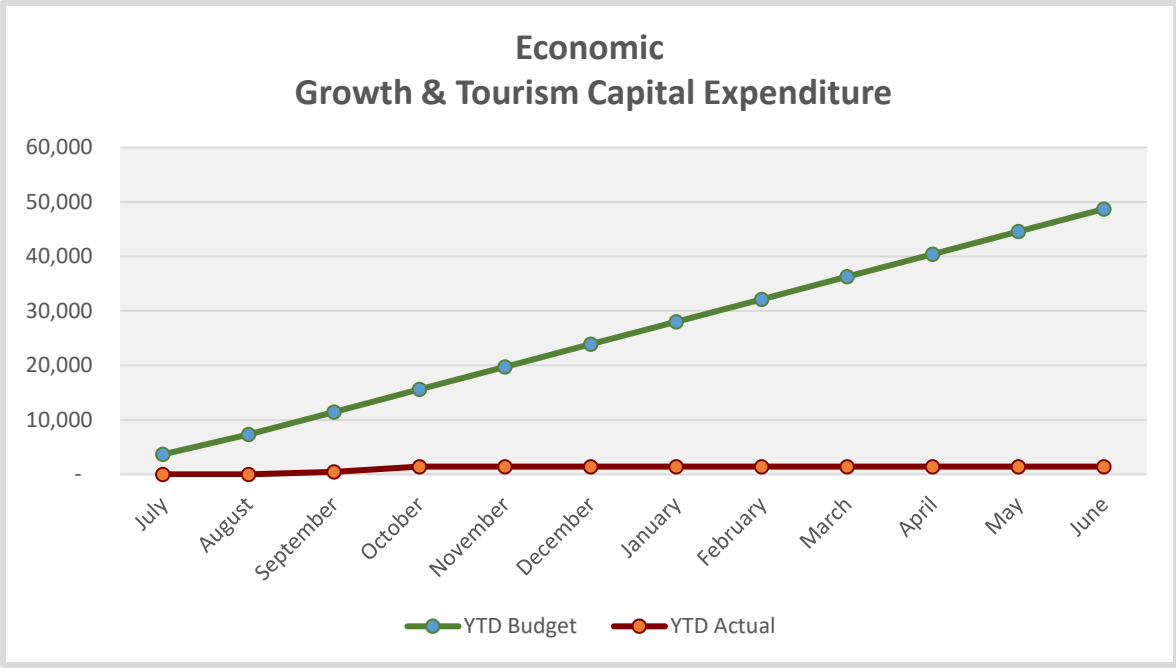
	Launch and maintain a new tourism website for Tenterfield Shire.	B: MEDCE C: MEDCE D: TO			+1	Website has been developed and content is being sought and uploaded. New content for the tourism website is being checked before being optimised for online. Request for businesses to send through updated information has been sent out & will be uploaded over the coming weeks. Website to be finalised & launched end of January 2020.
	Continue to develop and maintain high visibility of Tourism Products in the Region (Visitors Guide, website and social media).	B: MEDCE C: MEDCE D: TO			+1	Ongoing. Redevelopment of visitors guide is underway, with advertisements finalised. New content and images are being supplied. Social media posts happen regularly via Facebook (2,443 likes) and Instagram (1,451 followers).
	Ongoing management of the Tenterfield Visitor Information Centre (VIC), including volunteer management and training, retail management and provision of customer service.	B: MEDCE C: MEDCE D: TO			+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.	B: MEDCE C: MEDCE D: TO		0		Funding opportunities are being investigated. Other work priorities have required delays to the first stage (planning), which will occur early 2020.
	Support the growth of major events in the Tenterfield Shire and assist with promotions through the Visitor Information Centre.	B: MEDCE C: MEDCE D: TO			+1	Ongoing. Events promoted through posters in the visitor centre, social media and tourism websites.
DP4.06) Plan and lobby for affordable transport options to encourage access to our Shire. <b>4.02 Community and cultural capacity building: A – Chief Executive</b>	Provide an advocacy service for the community to maintain current levels of transport options. Promote transport services and options through the Visitor Information Centre.	B: MEDCE C: MEDCE D: CDO			+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. <b>Tourism A – Chief Executive</b> <b>Business sector development: A – Chief Executive</b>	Maintain partnerships with neighbouring Councils and industry, including Southern Downs Regional Council, Kyogle Shire Council and New England High Country Councils to investigate and support business development and tourism opportunities where available.	B: MEDCE C: MEDCE D: TO			+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.	B: MEDCE C: MEDCE D: TO			+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. <b>Tourism: A – Chief Executive</b> <b>Business sector development: A – Chief Executive</b> <b>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</b>	Work collaboratively on a range of projects and promotions to market Tenterfield Shire.	B: MEDCE C: MEDCE D: TO			+1	Ongoing. Summer campaign to be launched late mid December.
	Liaise with the local, regional and State tourism industry, including operators and organisations.	B: MEDCE C: MEDCE D: TO			+1	Ongoing. Partnerships continue with New England High Country, Destination NSW, Destination Network Country & Outback, New England Joint Organisation, Department Premier & Cabinet and Regional Development Australia Northern Inland.
	Support strong relationships with the business and tourism community.	B: MEDCE C: MEDCE D: CDO			+1	Ongoing. MEDCE & TO continue to work closely with the tourism and business industry.

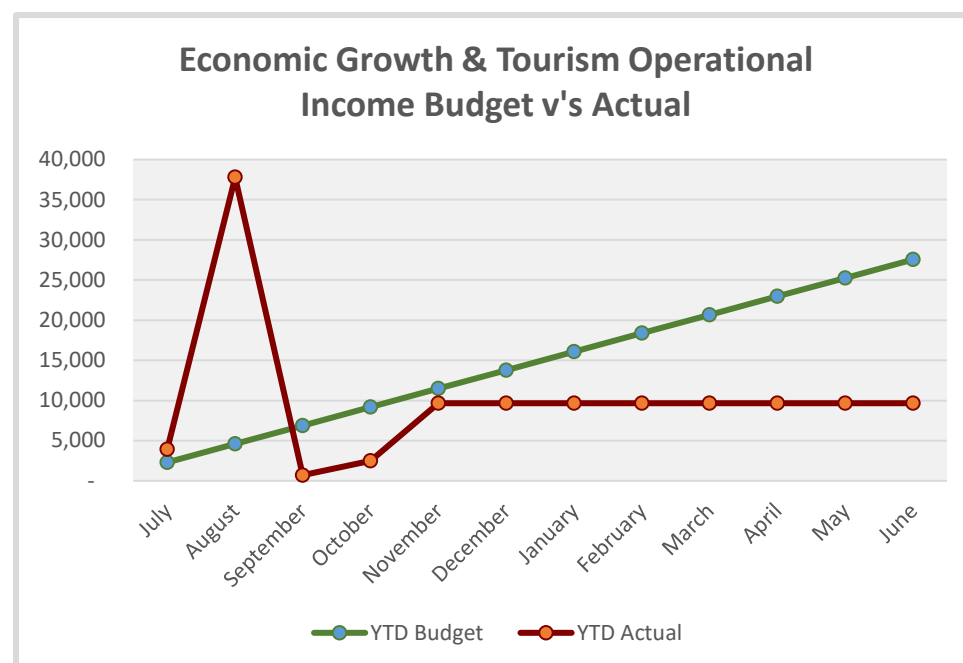
		D: TO				
DP4.09) Promote the liveability of Tenterfield Shire as a place to live, work and play.  <i>Tourism: A – Chief Executive</i> <i>Business sector development: A – Chief Executive</i> <i>Community and cultural capacity building: A – Chief Executive</i> <i>Sponsorship: A – Chief Executive</i>	Development of a comprehensive resource for new/potential residents and/or investors.	B: MEDCE C: MEDCE D: TO		0		Information to be incorporated into new website build for Tenterfield Shire Council.
	Support marketing activities and events to promote Tenterfield as a place to visit, live and invest.	B: MEDCE C: MEDCE D: TO D: CDO			+1	Ongoing local & regional promotions occurring through social media, Tenterfield in Touch newsletter, Council Website, Visitor Information Centre and School of Arts (community cinema advertising).

b) Budget

Report for the Month of November 2019/20

Account Type	2019/20 Full Year Budget	YTD Actuals	YTD Budgets	YTD Variance	Percentage Spent	Variance Comments
<b>Economic Growth and Tourism</b>					%	
1. Operating Income	(27,559.00)	(9,647)	(11,485)	(1,838)	35.01%	
2. Operating Expenditure	438,272	138,567	165,650	27,083	34.85%	
4. Capital Expenditure	48,710	1,424	14,165	12,741	4.19%	
5400505. VIC Refurbishment	34,000	0	14,165	14,165	0%	To commence early to mid 2020
5400507. VIC Photocopier Lease Payments - Capitalised	4,710	1,424	0	(1,424)	30.23%	
5400508. Tourism Signage Northern Region	10,000	0	0	0	0%	





#### Capital Income:

N/A

#### Capital Expenses:

#### Operational Income:

No significant variance at this stage of the year.

#### Operational Expense:

No significant variance at this stage of the year.

#### c) Capital Projects

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

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

Closures to National Parks (including Bald Rock and Torrington State Recreation Area, as well as Boonoo Boonoo and Basket Swamp National Parks), the ongoing fire threat and ongoing drought is hampering any recovery marketing campaigns. A summer campaign focusing on local food, cafes, restaurants and shopping to be launched mid-December to encourage visitors to Tenterfield over the summer period.

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



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

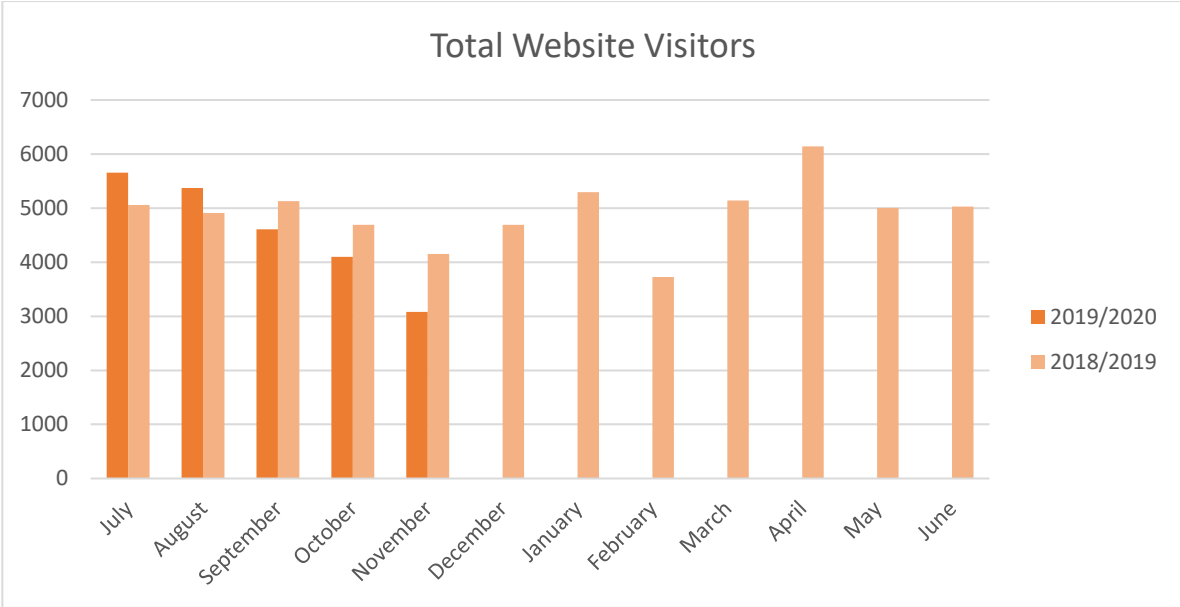
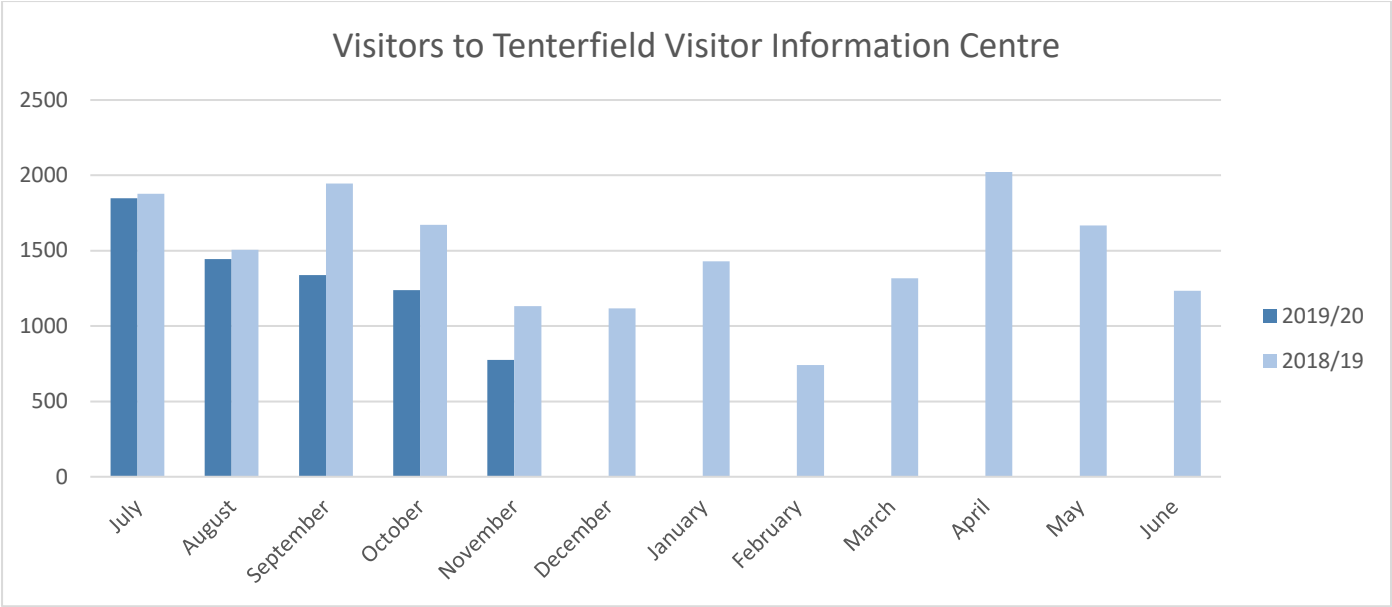
f) Customers

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	775	-32%	Bushfires, ongoing drought, National Park closures and water shortages have impacted on ongoing visitation to the Visitor Information Centre.
Tenterfield Tourism Website Visitors	2,694	-30.2%	
Visit Tenterfield Website Visitors	386	31.3%	
Stock sold through VIC (total)	\$2,276.55	10.1%	*Have been slowly reducing stock for sale in the visitor centre. There has also been reduction in visitors coming to the centre.



h) Special events, achievements of note, celebrations

The 2019 Business & Tourism Excellence Awards were held on Thursday 28<sup>th</sup> November 2019 at the Sir Henry Parkes Memorial School of Arts. Nominations were received by 22 businesses over 11 different categories. The Bigger the Drought Gala Dinner was extremely well attended, with 95 tickets sold. Following the Awards, the audience was treated to a humorous and inspiring presentation by guest speaker, Lauren Bath - Australia’s first professional Instagrammer. Lauren shared her journey of using the digital media platform since its inception, her successes along the way, and an insight into some of the high-profile clients she has worked with over the years, many of which are tourism related.

A special Recognition Award was also presented to Rouse Street icon, Maree Parker of Sherelle Fashions who started working in Tenterfield’s main street in 1945. Maree was joined by family and friends and received 2 standing ovations from the audience while she was praised for her dedication to and involvement in the Tenterfield community, particularly over the past 34 years of running her successful retail fashion business.

Award winners are below:



Award	Winner	Highly Commended
Business of the Year	The Commercial Boutique Hotel	Go Vita Tenterfield Health
Apprentice/Trainee of the Year	Jake Smith - Ray White Rural Tenterfield	N/A
Employee of the Year	Kirsty Ware - KLAS Business + Accounting	Libby Sharpe - Ray White Rural Tenterfield & Tim Dillon - The Commercial Boutique Hotel
Excellence in Micro Business	Little Magnolia Florist	Go Vita Tenterfield Health & The Mobile Vet Team
Excellence in Small Business	Ray White Rural Tenterfield	Wilshire & Co - Tenterfield (CRT)
Excellence in Business	The Commercial Boutique Hotel	KLAS Business + Accounting & Our Place Wine and Espresso Bar
Excellence in Tourism	The Commercial Boutique Hotel	Make It Tenterfield
Excellence in Agriculture/Agribusiness	Moore Eggs	Wilshire & Co - Tenterfield (CRT)
Excellence in Innovation	The Mobile Vet Team	KLAS Business + Accounting
Excellence in Sustainability	Go Vita Tenterfield Health	Moore Eggs
Disability, Inclusion & Access Award	The Commercial Boutique Hotel	Golfers Inn





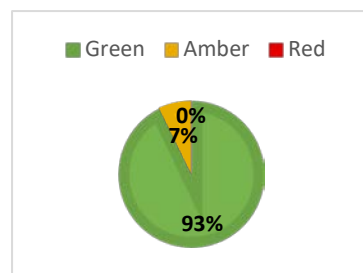


Friday 29<sup>th</sup> November an Instagram Workshop was held with Lauren Bath, Australia's first Professional Instagrammer. The workshop catered to those with varying degrees of Instagram knowledge and experience, and saw 50 people attending.





## 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 &amp; 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 &amp; 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 &amp; 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 are continuing 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	November events include: Byron Steiner School Concert: 85 attendees Me & My Shadow: 56 attendees Bugger the Drought Gala Dinner: 95 attendees Plans underway for Seniors Week & Youth Week 2020.

	Annual planning, development and implementation of a Theatre Program.	<i>B: MEDCE C: MEDCE D: CO</i>			+1	Ongoing. Has been a strong theatre program for 2019, and planning for 2020 is well underway.
	Annual visiting and local museum exhibition program.	<i>B: MEDCE C: MEDCE</i>		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.	<i>B: MEDCE C: MEDCE</i>			+1	Ongoing. Volunteer numbers are being maintained and volunteer training is provided on a regular basis. Volunteer social afternoon held for Melbourne Cup & planning for Volunteer Christmas Party (December 4) underway.
	Facilitation of cultural development opportunities for individuals and groups in arts & culture.	<i>B: MEDCE C: MEDCE</i>			+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 &amp; 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.	<i>B: MEDCE C: MEDCE D: CO</i>			+1	Ongoing with minimum 5 screenings per week. Manhattan Film Festival Held 3 October & Ride Like A Girl Community Movie held 22 October. Lyceum Film Festival postponed for 2019 due to conflicting events.
	Ongoing implementation of theatre education program for Years 5-6 and Years 9-10.	<i>B: MEDCE C: MEDCE D: CO</i>			+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.	<i>B: MEDCE C: MEDCE D: CO</i>			+1	Youth workshops and youth cinema and theatre program ongoing with focus on holiday periods and youth week.

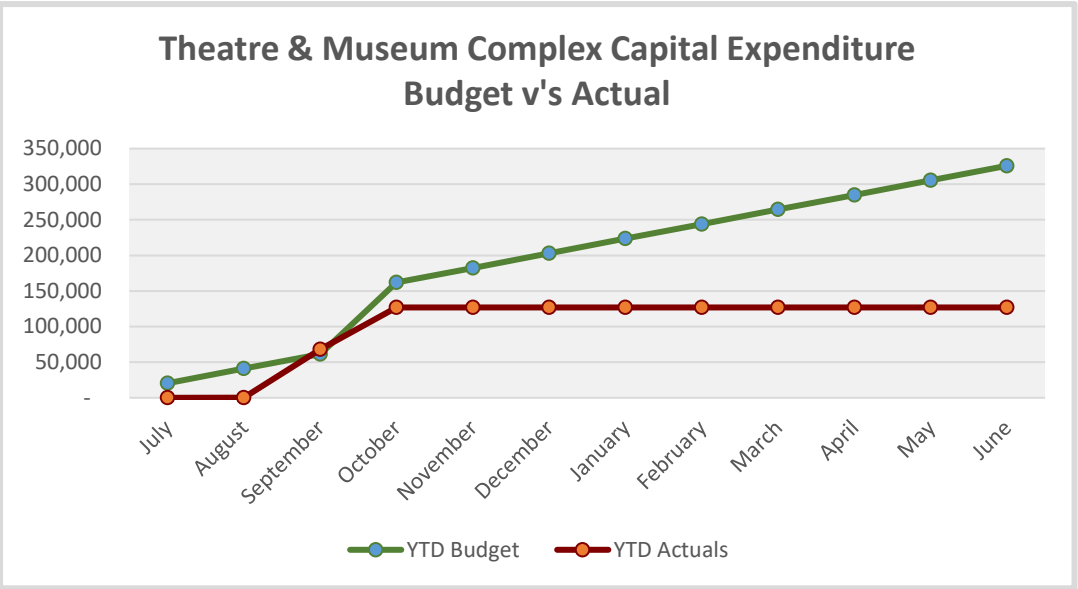
## b) Budget

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

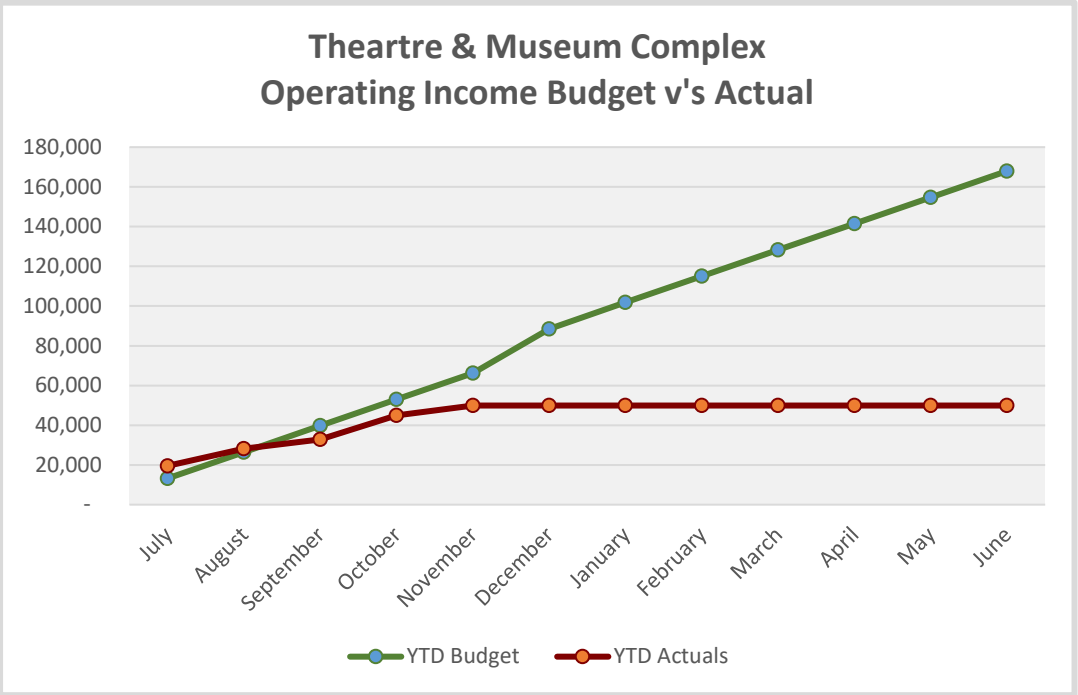
Account Type	2019/20 Full Year Budget	YTD Actuals	YTD Budgets	YTD Variance	Percentage Spent	Variance Comments
<b>Theatre &amp; Museum Complex</b>					%	
1. Operating Income	(167,966)	(49,911)	(69,985)	(20,074)	29.71%	Drought impacting on attendance
2. Operating Expenditure	275,162	127,277	131,590	4,313	40.30%	On track
3. Capital Income	(42,000)	(10,000)	0	(10,000)	23.80%	
4. Capital Expenditure	325,890	126,893	100,297	(26,596)	38.93%	
5000506. School of Arts Complex - Upgrade Exterior & Windows (SRV)	245,815	67,893	100,297	32,403	22.56%	
5005512. Memorial School of Arts Air-Conditioning Project - Dept Planning & Environment EXP	80,075	57,636	0	(57,636)	71.00%	Project completed. Acquittal in progress
5005513. School of Arts - Computer Equipment	0	1,363	0	(1,363)	0.00%	Completed

Capital Income:

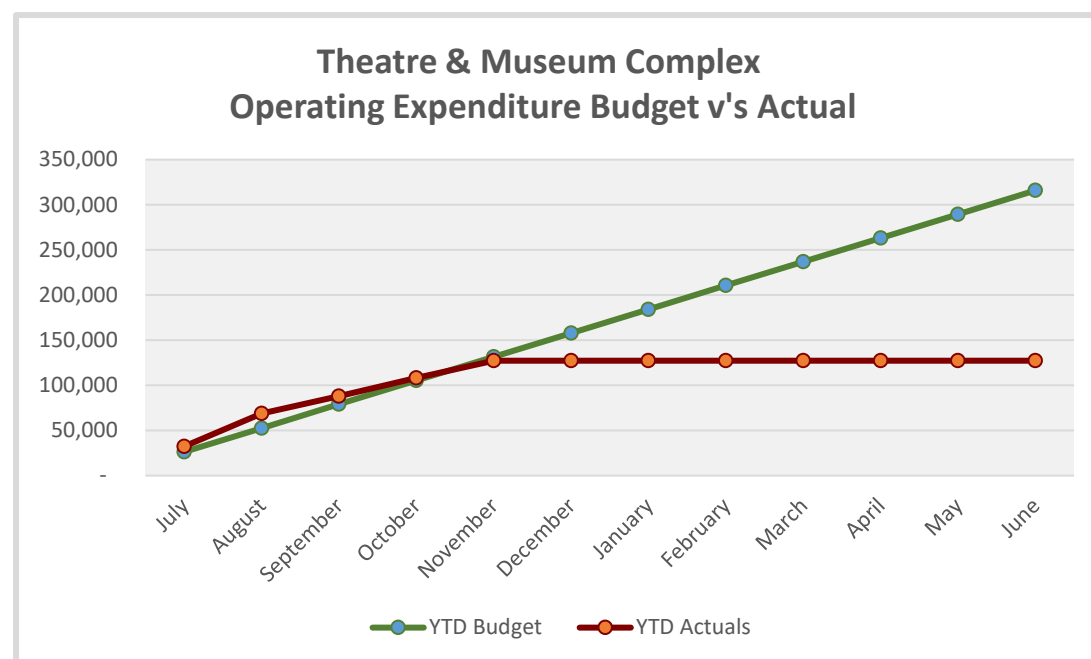
Capital Expenses:



**Operational Income:**



**Operational Expense:**



### c) Capital Projects

Window restoration and painting of the Sir Henry Parkes School of Arts is well underway, with the project expected to be completed by the end of 2019.

Installation of air-conditioning in the Banquet Hall and Theatre Dressing Rooms has been completed, and insulation has also been installed.

### d) Emerging Issues, Risks and Opportunities

Online streaming services are a risk to the ongoing success of the cinema.

Cost of electricity to operate the facility is an ongoing risk.

Changes happening in cinema delivery - Deluxe warehouse QLD is closing 15 January 2020, after this time all movies will be delivered out Sydney Warehouse. Our service model changes are being implemented to meet changing requirements of the industry. For example, content is coming later, marketing materials are declining overall and electronic delivery is getting closer. This revised service model is to address those changes and leverage off the improved freight network in Australia.

### e) The Business of Improving the Business

The School of Arts continues to engage with the community and provide excellent activity and events for the general public.

The Tourism and Cultural Services Officer is working well in assisting with the operations of the School of Arts and Visitor Information Centre.

### f) Customers

Positive reviews continue to be received on Google and TripAdvisor for the Sir Henry Parkes School of Arts Theatre, Museum and Cinema.

All enquiries (internal and external) are responded to within appropriate timeframes.



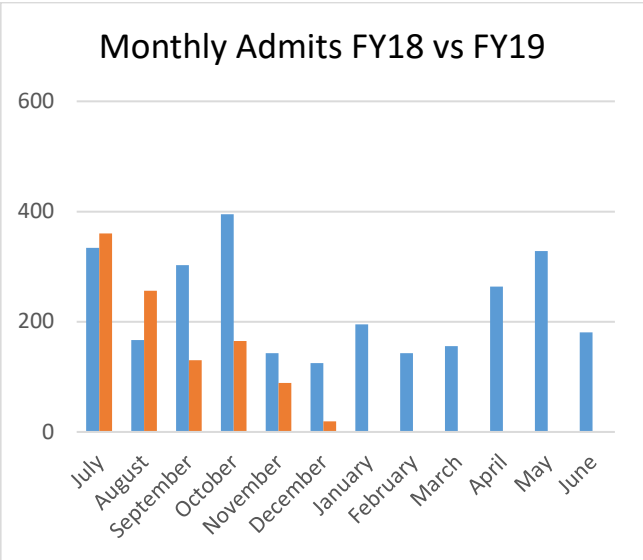
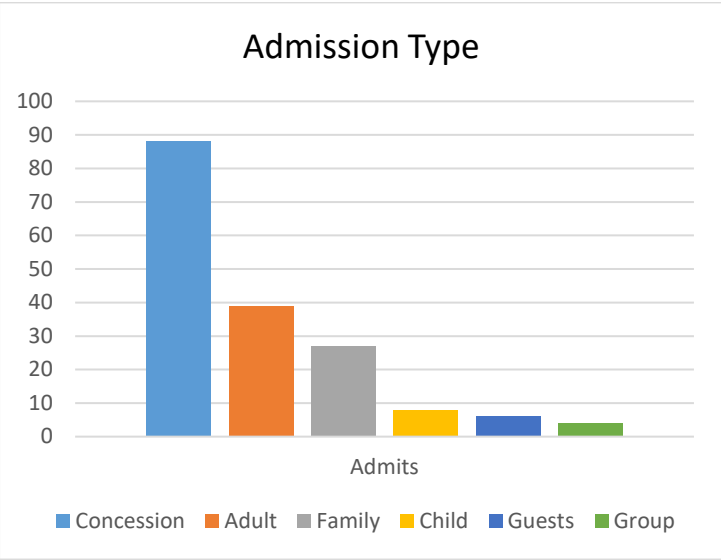
g) Business Statistics

Museum – October 2019		Cinema – October 2019	
Total museum visitation	89	Total cinema admissions	426
Average Admission Price	\$4.61	Screenings	22
Merchandising Sales	\$42	Candy Bar	\$706.50
Museum Entry Sales	\$410	Average Admission Price	\$9.18
		Gross Box Office	\$3,912
		Net Box Office	\$3,556
		Website Visitors	713
Volunteers		Website Increase	-9.3%
18 x 243 hours		Newsletter Subscribers	156

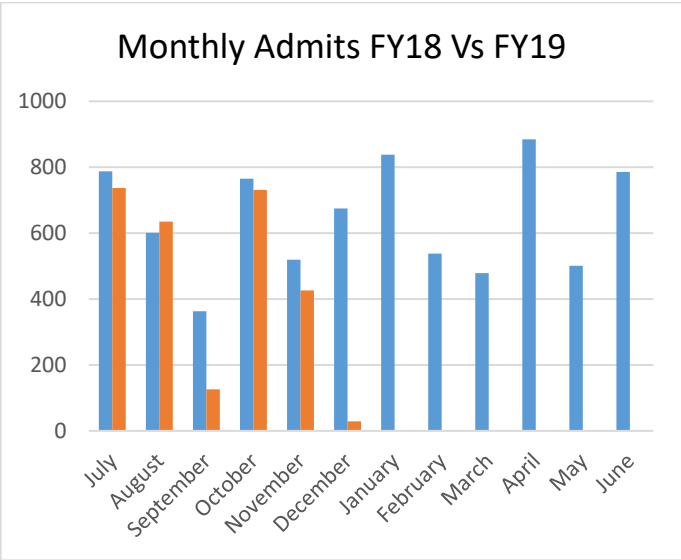
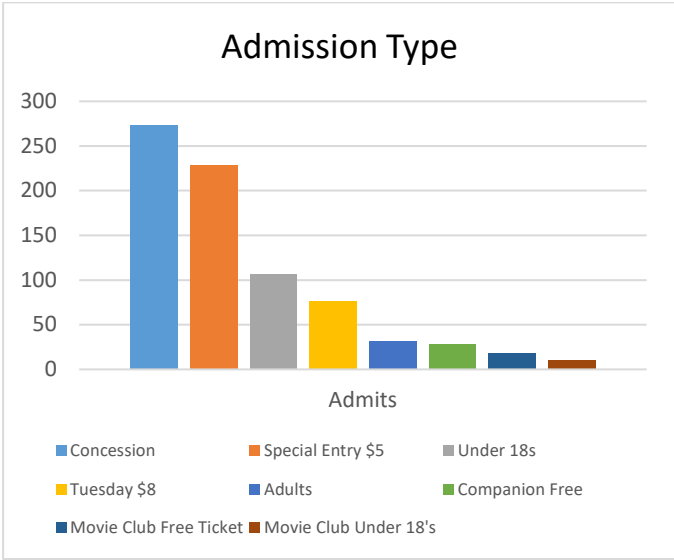
h) Special events, achievements of note, celebrations

Facility Use October 2019		Cinema Program October 2019			
Activity	Attendees	Film	Screenings	Admits	Adm/Scr
Byron Steiner School Concert	85	Ride Like a Girl	5	274	55
Me and My Shadow	56	Maleficent Mistress of Evil	5	69	14
Bugger the Drought Gala Dinner	95	White Crow	5	44	9
		Joker	3	38	13
		After the Wedding	1	1	1
		Abominable	2	0	0
TOTAL	236	TOTAL	21	426	20

Museum – Ticket Types & Monthly admissions



Cinema – Ticket Types & Monthly admissions







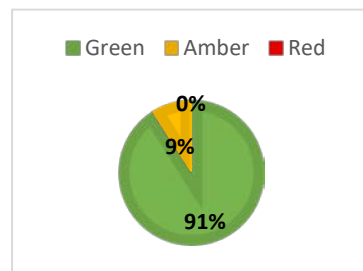
*Bugger the Drought Gala Dinner*



*Me & My Shadow*



## 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

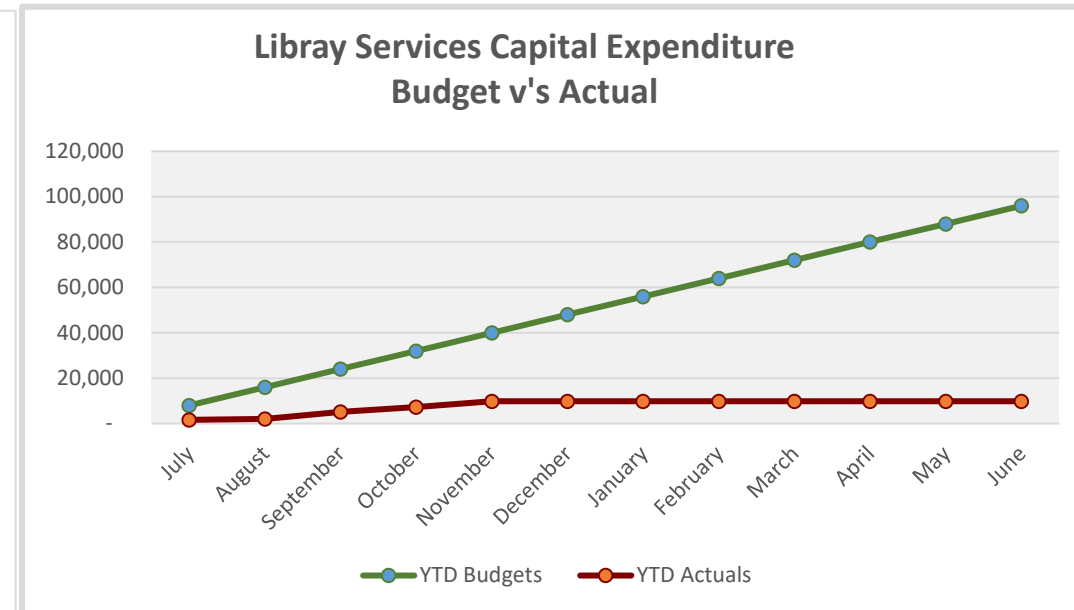
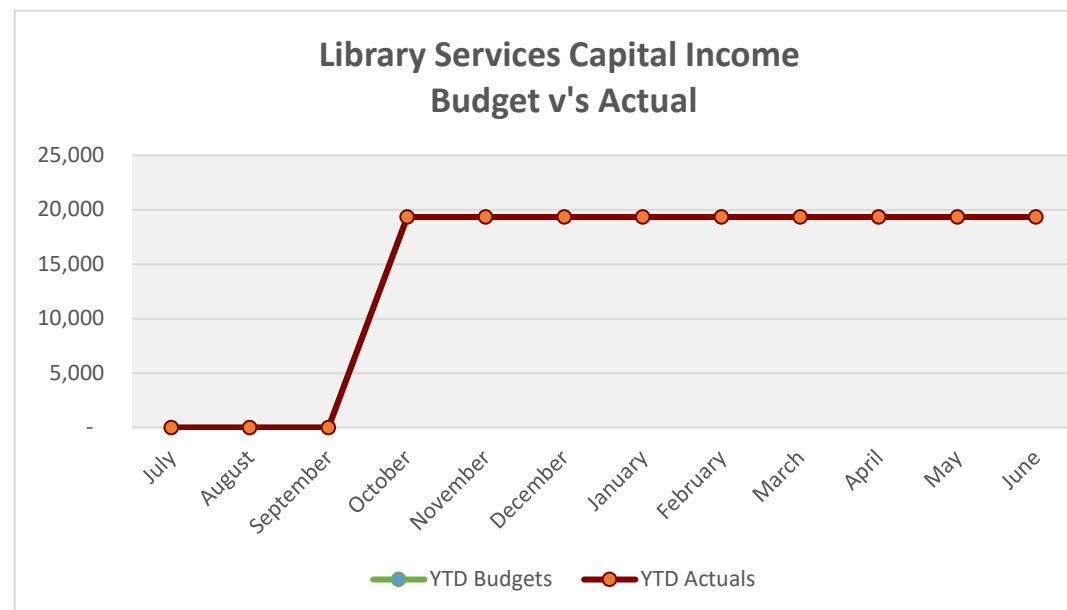
4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP6.01) Provide ongoing delivery of broad range of library services that respond to community needs.  <i>Library: A – Chief Executive</i>	Provide a relevant range of facilities and activities to support the physical and mental health of the community.	<i>B: SL C: SL D: SL</i>			+1	Ongoing.
	Provide and promote a Home Library Service to people in the town area who are unable to visit the Library.	<i>B: SL C: SL</i>			+1	Ongoing.
	Provide and promote resources available for people with limited vision and hearing such as Talking Books and Large Print books.	<i>B: SL C: SL</i>			+1	Ongoing.
	Review Library Services Policy.	<i>B: SL C: SL</i>			+1	Will be undertaken in December.
	Collection management including acquisition, evaluation and disposal of resources.	<i>B: SL C: SL D: SL</i>			+1	Ongoing
	Provision of library branch exchange services in villages.	<i>B: SL C: SL</i>			+1	Ongoing. Monthly exchange visits and regular communication with branch staff. Small disruptions have occurred due to ongoing fire emergencies.
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.	<i>B: SL C: SL D: SL</i>			+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.	<i>B: SL C: SL D: SL</i>			+1	Ongoing.
	Provide public access to online resources and training.	<i>B: SL C: SL D: SL</i>			+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.	<i>B: SL C: SL D: SL</i>			+1	Ongoing.
	Manage all corporate art, artefacts, honour boards and memorabilia (including audit and security).	<i>B: SL D: SL</i>		0		Cataloging of Tenterfield Shire Council's Art Works project is underway with a target completion date in 2020.

## Budget

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

Account Type	2019/20 Full Year Budget	YTD Actuals	YTD Budgets	YTD Variance	Percentage Spent	Variance Comments
<b>Library Services</b>					%	
1. Operating Income	-72,864	-63,962	-14,560	49,402	87.78%	
2. Operating Expenditure	470,483	120,404	198,170	77,766	25.59%	
3. Capital Income	-19,329	-19,329	-5,000	14,329	100.00%	
4. Capital Expenditure	95,994	9,831	17,360	7,529	10.24%	
5000500. Library Resources	21,094	6,643	8,790	2,147	31.49%	
5000509. Library Repaint Interior	34,400	0	0	0	0.00%	
5000511. Local Priority Grant 2017/18	2,805	0	0	0	0.00%	
5000514. Local Priority Grant 2018/19	7,000	1,061	0	-1,061	15.16%	
5000515. Local Priority Grant 2019/20	19,329	0	5,000	5,000	0.00%	
5000516. Library - Furniture & Fittings	789	0	330	330	0.00%	
5000517. Library - Office Equipment	3,601	0	1,500	1,500	0.00%	
5000518. Library - Intangible Assets	4,180	0	1,740	1,740	0.00%	
5000519. Library Photocopier Lease Payments - Capitalised	2,796	2,127	0	-2,127	76.09%	

## Capital Income:



/8-



### Capital Expenses:

### Operational Income:

Increased funding from NSW State Library will see Tenterfield Library Service \$46,076 better off in the 2019/2020 financial year.

### Operational Expense:

There has been an unexpected glass door maintenance account for \$3,855.51.

### Capital Projects

Local Priority Grant funding for 2018/2019 was allocated to refurbishment of Urbenville Branch Library which has now been completed.

Local priority Grant funding for 2019/2020 is allocated to upgrading technology and purchasing new computer chairs for the public computers.

### Emerging Issues, Risks and Opportunities

- Ongoing drought and fire disasters are negatively affecting visitation and borrowing at the Library.
- Library ceiling work – close to completion without having to close the library.



- While there were leaks in the library following a hail storm on 24 November there have been no further leaks with the rain over the weekend of 29-30November. There were thirty six, mostly Reference books, which library staff had delete from the collection due to water damage but, there were many more that staff were able to save due to quick, appropriate action. An example of a book that will not be able to be replaced is a copy of *Following the Flame* which is about the Torch Relay that passed through Tenterfield in 2000.

**The Business of Improving the Business**

- The project to catalogue Council's Corporate Art Collection is progressing.
- The replacement public computer and task chairs have been ordered.
- 

**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**

All internal and external enquiries are responded to within appropriate timeframes.

### **Business Statistics**

#### **Tenterfield Public Library Statistics for the month of November 2019**

Loans Tenterfield: 1523

Loans Drake: 27

Loans Torrington: 30

Loans Urbenville: 167

Total Physical loans: 1747

Co-op eLoan: 147 (approx.)

Total of Loans: 1894

Library Visitors: 1579

New borrowers: 12

Computer Users: 246

Computer Hours: 284.75

WiFi logins: N/A

OPAC searches: 3052

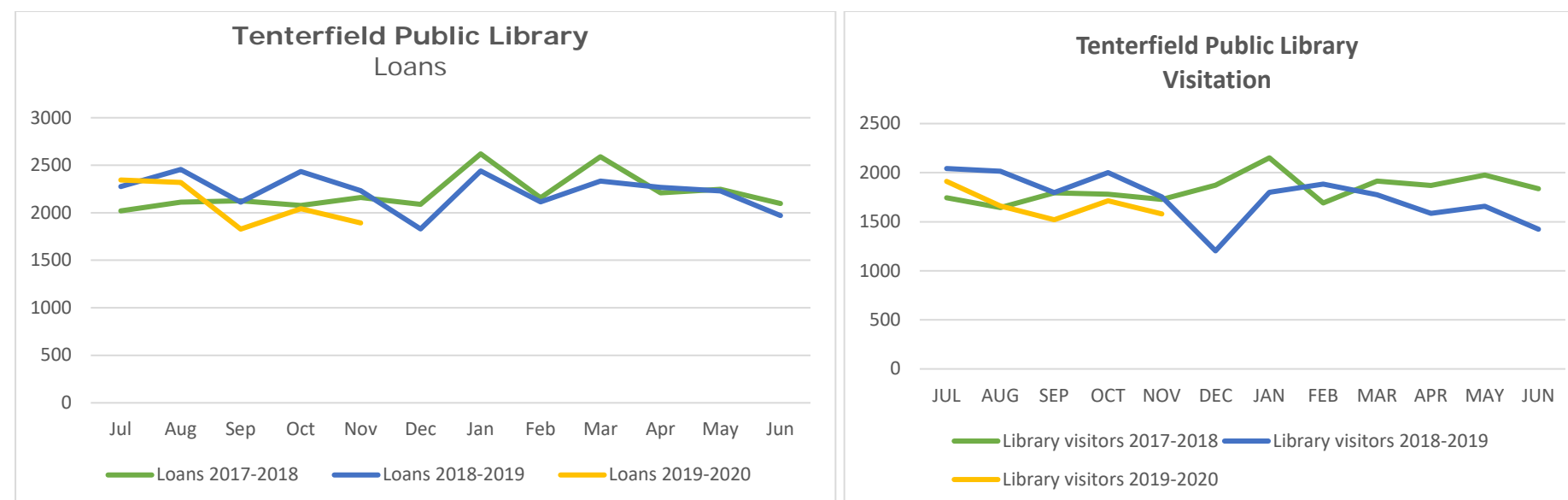
Tenterfield Star database searches: 343

Completed Inter Library Loans: 30

Home Library Service Loans: 117

Reservations satisfied: 43

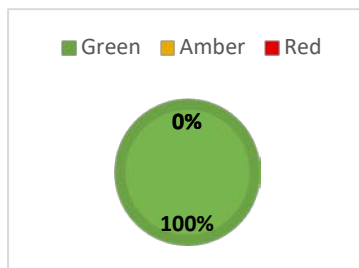
Holdings as at 02/12/2019: 34206 ; Deletions: 195 ; Items catalogued: 134



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

- Tenterfield Public Library hosted work experience student Struan Trenning for the last week in November. Struan experienced as many aspects of library work as was possible with staff explaining many of the processes that they undertake each day, week and month.

## 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.	B: MHRWD C: WHSRMO D: WHSRMO			+1	Regular inspections continue monthly, cycling through each workplace Weekly/monthly `Toolbox meetings provide educational and training opportunities. The moderate 2019-2020 workers compensation premium is reflective of successful WHS initiatives, training and culture.
	Continue toolbox meetings for staff, contractors and volunteers. Highlight potential for improvement. Encourage continued achievements of low incident / lost time targets.	B: MHRWD C: WHSRMO D: WHSRMO			+1	. Onsite education, information and advice, in Tenterfield and Urbenville, is a current focus. The number of days since the last Lost Time Injury (LTI) is 17.
	Follow up health check program provided to staff as part of the StateCover Mutual funding incentives.	B: MHRWD C: WHSRMO D: WHSRMO			+1	Mental health, wellbeing, development and behavior advice and services, focusing on drought, the fires, diet and bereavement continue on a scheduled and appointment basis.
	Review applications for flexible work agreements with a focus on work/life balance for staff.	B: MHRWD C: MHRWD			+1	Flexible working arrangements continue to address a number of needs including Drought related problems. Review targets established. Implementation continues, to assist staff in the current difficult drought, associated financial pressures and mental health stress environment.
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.	B: MHRWD C: MHRWD			+1	Plan continues based on Performance Reviews. Delivery attached to need and courses availability. Focus remains on Leadership, Bridges, Overhead Power lines, New Code of Conduct, Bullying and Harassment Updates, Certificate III in Civil Construction (Plant Operations) and apprenticeships.
	Introduce online learning modules that are easily accessible to staff that focus on effective initiative approaches to maintain staff to enhance productivity.	B: MHRWD D: HRC			+1	Coaching program (Objective Leader) has been developed, implementation commencing in December for selected supervisors and managers. Some on line learning safety and project management modules being assessed.

	Revise higher duties allowance procedure that supplies adequate recognition & incentive.	<i>B: MHRWD C: MHRWD D: MHRWD</i>			+1	Individual instances reviewed and recognition value assessed and adjusted as necessary. Current focus is on assistance available from the upgrade of the salary system, together with meaningful "flat rate" allowances.
	Continue to provide staff newsletter, facilitate Management Team & Staff meetings.	<i>B: MHRWD C: HRC</i>			+1	Management (monthly) and staff meetings regularly scheduled and working well, high staff acceptance and attendance/involvement. Significant topics identified for the Staff newsletter; regular creation being addressed.
	Retain 3 highly successful mentors to be paired with Senior Management Staff and explore exchange program with other selected regional Councils.	<i>B: MHRWD C: MHRWD D: HRC</i>			+1	<i>Mentors now provided through the Objective Leader program. Contact established with provider/mentor for most senior management. Regional P&amp;C Department developing a useful leadership development exchange program.</i>
	Encourage participation in the Bring your own device program and improve conferencing & video technology for learning.	<i>B: MHRWD C: MHRWD</i>			+1	Take up continues at a moderate pace. Video Conferencing using ZOOM effectively established and ongoing. New Emergency Management Centre with upgraded Video Conferencing facilities will fully support.
	Encourage hot desking and remote working instead of residency to reduce office costs.	<i>B: MFT/MHR C: MFT</i>			+1	Hot Desks (some currently in use) included in Office Refurb. Plan. Senior and some specialists use the now easier access remote facilities. Occupation of former now renovated Records Room, provides identifiable benefits.
DP7.03) Manage the implementation of Council's Workforce Management Strategy.  <i>Workforce planning: A – Chief Executive Workforce performance: A – Chief Executive</i>	Publish the latest HR metrics and encourage achievement of related targets.	<i>B: MHRWD C: MHRWD</i>			+1	FTE data and graphs presented in the statistical section within the MOR. Annual metrics surveys scheduled for completion before calendar year end
	Finalise the implementation of changes made in 2017/2018 to Councils salary system.	<i>B: MHRWD C: MHRWD</i>			+1	Currently a work in progress. Latest Salary data loaded a sample created for testing and verification. New bands being considered.
	Complete any outstanding updates following the April/May 2019 changes to policy & procedures.	<i>B: MHRWD C: MHRWD</i>			+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.	<i>B: MHRWD C: MHRWD</i>			+1	Structure Chart completed and circulated. Cultural changes being supported through plans for further leadership development.
	Enhance consultation & staff consultative committee activity.	<i>B: MHRWD C: MHRWD</i>			+1	Consultative Committee restored to activity, Constitution reviewed/updated. Meetings scheduled and proceeding with good input from staff.
	Continue approaches based on the Voice staff survey. Repeat survey November 2019 to measure improvements.	<i>B: MHRWD C: MHRWD</i>			+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.  <i>Workers compensation: A – Chief Executive Recruitment &amp; selection: A – Chief Executive Workforce culture : A – Chief Executive</i>	Consolidate our position as an employer of choice, ensure all positions are adequately backed up with potential successors	<i>B: MHRWD C: MHRWD D: HRC</i>			+1	<i>Most positions now backed up. A number of staff undertaking advanced courses e.g. Health and Building, Business Degrees, project management, apprenticeships.</i>
	Deliver in house supervisor / manager program targeting excellence in management motivational style.	<i>B: MHRWD C: MHRWD D: HRC</i>			+1	Program selected and in implementation stages. First training session has been delivered. Next stages commence in December.
	Publish diversity data report and support scholarship programs for diversity.	<i>B: MHRWD C: MHRWD</i>			+1	Focus on current diversity, through traineeships (school based). Improvements to HR Metrics will assist data reporting. Strong high school participation with work experience placements.



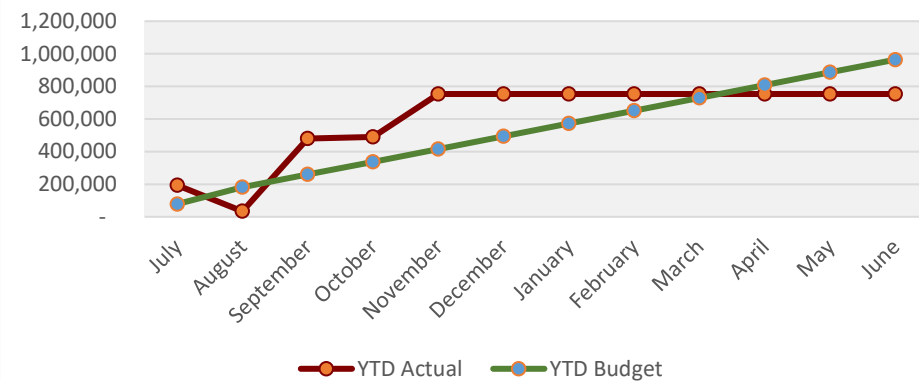
<b>Human resource advisory, performance, review and training: A – Chief Executive</b>	Target increase in current distribution of diversity among trainees / recruit trainee apprentices.	<i>B: MHRWD C: MHRWD</i>				Trainees in place and include youth and mature aged.
	Continue current effective program, deliver training, and update process to reflect change.	<i>B: MHRWD C: MHRWD</i>				Continuing/ongoing. Budget and grants impact on numbers. School based traineeships being further pursued.
DP7.05) Deliver continuous improvements in Council's business, processes and systems <b>(WHS)</b>  <b>Work, Health and Safety: A – Chief Executive</b>	Focus on maintaining current status & achievements and develop and implement strategies for continual improvement.	<i>B: MHRWD C: WHSRMO D: WHSRMO</i>				This month all outdoor staff and some indoor staff received risk management fundamentals training which was inclusive of an outdoor practical scenario in the depot. This scenario was a mock site setup with intentional hazards for staff identification and control.
	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 and used during current bushfire emergencies.
	Continue to monitor and review as required, near miss, incident and accident data.	<i>B: MHRWD C: WHSRMO D: WHSRMO</i>				Lead and lag indicators are continually monitored and reviewed with corrective actions, safety alerts and safe work method statements being developed to ensure learning and continual improvement

## b) Budget

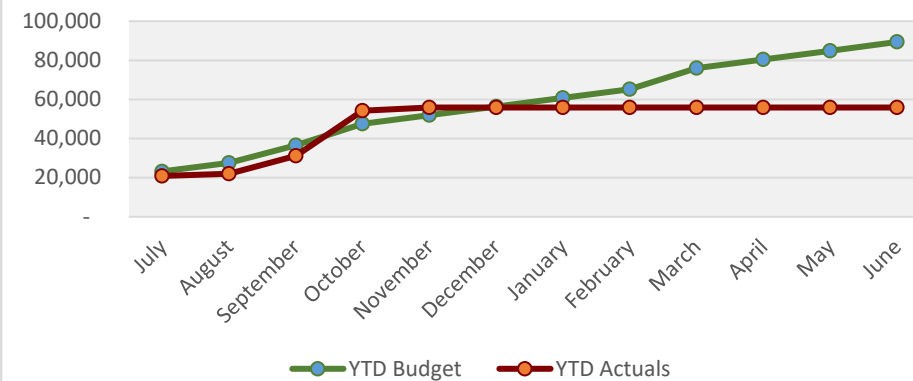
### Report for the Month of November 2019/20

Account Type	2019/20 Full Year Budget	YTD Actuals	YTD Budgets	YTD Variance	Percentage Spent	Variance Comments
<b>Workforce Development</b>					%	
1. Operating Income	-89,391	-55,869	-27,495	28,374	62%	Better results anticipated to continue throughout
2. Operating Expenditure	940,784	753,304	391,995	-361,309	78%	Heavy demand first two quarters, increased income will offset some second two quarter costs

**Workforce Development  
Operational Expenditure Budget v's Actual**



**Workforce Development Operational Income  
Budget v's Actual**



**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. Work on CAMMS has delayed consideration.

**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 is forecast to trend to budget within the financial year.

### Emerging Issues, Risks and Opportunities

Risks – Councils provision of plant machinery and manpower to assist the RFS firefighting activities continue to pose 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. Opportunities to learn from Councils contribution to the fire-fighting efforts have been taken advantage of and lessons learnt along with identified improvements will be transferred into fundamental day to day Council operations.

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. Council has recently applied for a small training scholarship being offered by StateCover Mutual. If successful it will allow further staff development in the area of Risk Management.

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

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

**SWOT ANALYSIS**

Human Resources and Workforce Development – **(MHRWD)**

<div><div>S</div><div><b>Strengths</b><ul style="list-style-type: none"><li>• Workforce Management Strategy approved and in place with strategies being progressively implemented, including training with external and internal funding and budget capability support;</li><li>• Availability of internal metrics and external comparative data to aid decision making;</li><li>• Current staff capabilities, quantity of well-defined procedures, knowledge of workforce and their needs to facilitate planning;</li><li>• Sound payroll data and system operations, stable industrial relations.</li></ul></div></div>	<div><div>W</div><div><b>Weaknesses</b><ul style="list-style-type: none"><li>• Cumbersome nature of some processes including job evaluation and performance appraisal, that need automation support;</li><li>• Periodic difficulty in obtaining performance against budget data;</li><li>• Prior handling of the Change process;</li><li>• Inconsistent identification of training needs for some staff by responsible supervisors, need for some managers to improve management techniques.</li></ul></div></div>
<div><div>O</div><div><b>Opportunities</b><ul style="list-style-type: none"><li>• Improve management of the Change process and enhance communication; Complete staff surveys</li><li>• Republish/establish approved Organisation Structure, develop the Organisation; Establish Succession Planning for key positions</li><li>• Complete reviews of and changes to the Performance Appraisal, Position Descriptions and Salary Evaluation Systems. Complete training programs including Councillor training;</li><li>• Update selected HR Policies, become an Employer of Choice;</li><li>• Effectively re-establish the Consultative Committee.</li></ul></div></div>	<div><div>T</div><div><b>Threats</b><ul style="list-style-type: none"><li>• Failure to address some inefficiencies related to particular staff duties;</li><li>• Overlook particular priority training needs, which impair performance;</li><li>• Technology change unavailable or not capable or provision;</li><li>• If inappropriate selection decisions are made;</li><li>• Poor application of management skills and missed opportunities for mentoring;</li><li>• Incomplete Succession Planning</li><li>• Reduction in available funding.</li></ul></div></div>

**SWOT ANALYSIS**

WHS and Risk Management – (MHRWD)

S

**Strengths**

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

W

**Weaknesses**

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

O

**Opportunities**

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

T

**Threats**

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

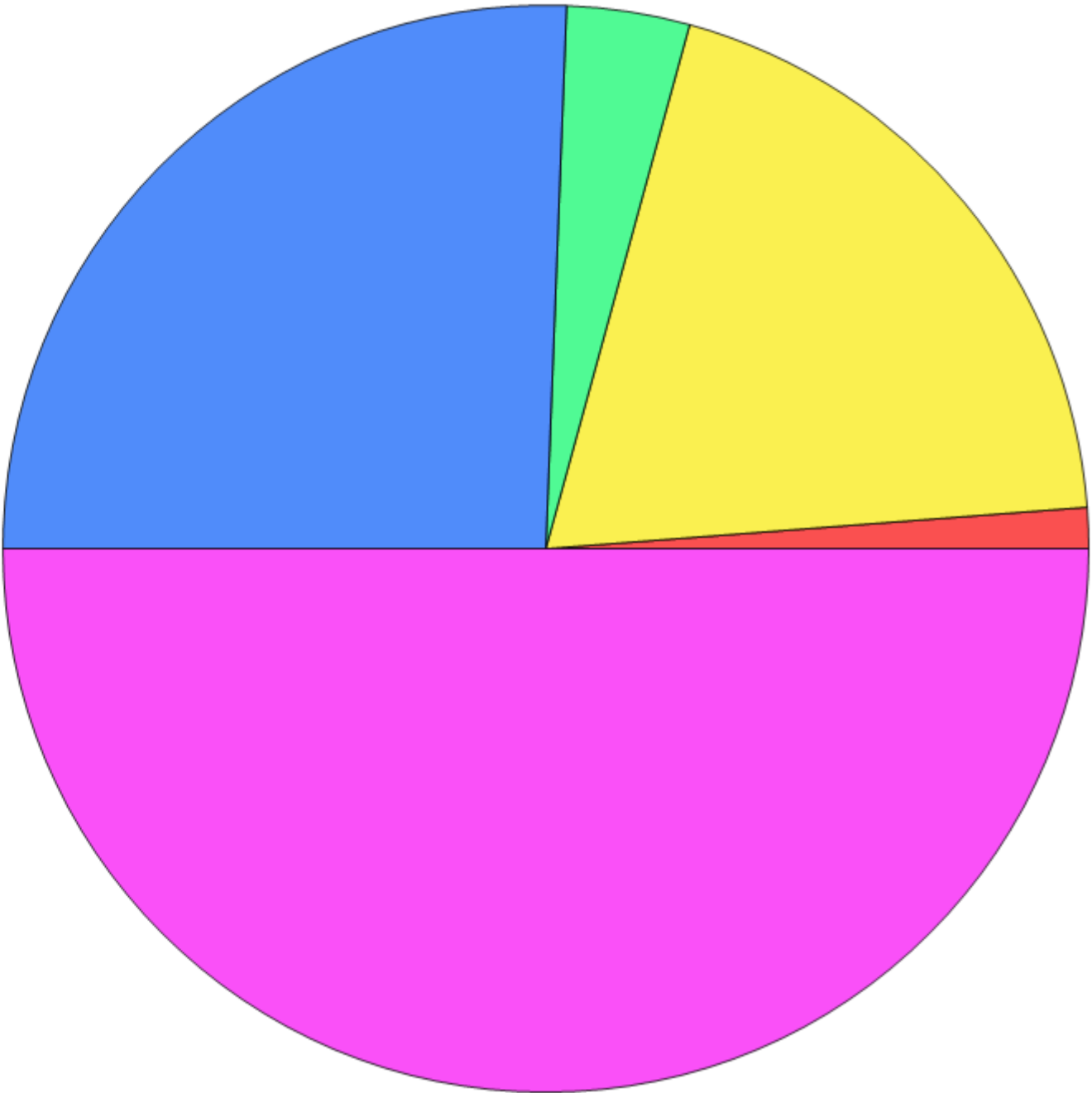
**d) Customers**

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

e) *Business Statistics*

12 Months to Date – All Incident Statistics

Reported - Incident Types - All Incidents 12 Months to Date - Including Present - Total of 82



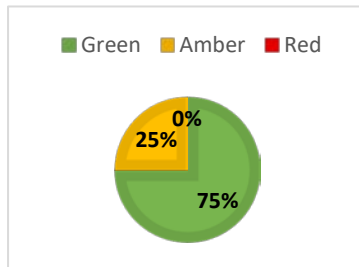


**f) Special events, achievements of note, celebrations**

**Risk Management Fundamentals - Practical Exercise/Training**



## 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: (Business Manager to provide short precis.)
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.	B: MHRWD C: WHSRMO D: WHSRMO			+1	2019 Emergency Management Plan recently reviewed and signed off by the LEMC. Lessons from February and September fires will be applied in future events. These lessons include safety, works efficiencies and financial improvements.
	Work with Assets / Planning, Finance, GIS & Works to complete at least 15 % installation of rural address identifiers.	B: MHRWD C: WHSRMO D: WHSRMO			+1	GIS/Finance has updated Mapping software available project planning to upgrade and update rural addressing underway. Departments involved working together.
	Continue to work with the local Rural Fire Service.	B: MAPP/MHRWD C: MAPP D: MW		0		Frequent direct contact with RFS. On Accounting functions. Recoveries from Bush fire related actions also progressed with funds received and to be received. Council LEMO's and staff are continuing to assist combat agencies. Current Heightened involvement during the current emergencies through direct liaison and support.
	Deliver an upgraded Emergency Management Centre at Rouse St with associated Local and Regional Emergency Management review.	B: CCO C: CCO			+1	HR & WD working with Property and Buildings to advance achievement in a timely manner and to acquit Grant.

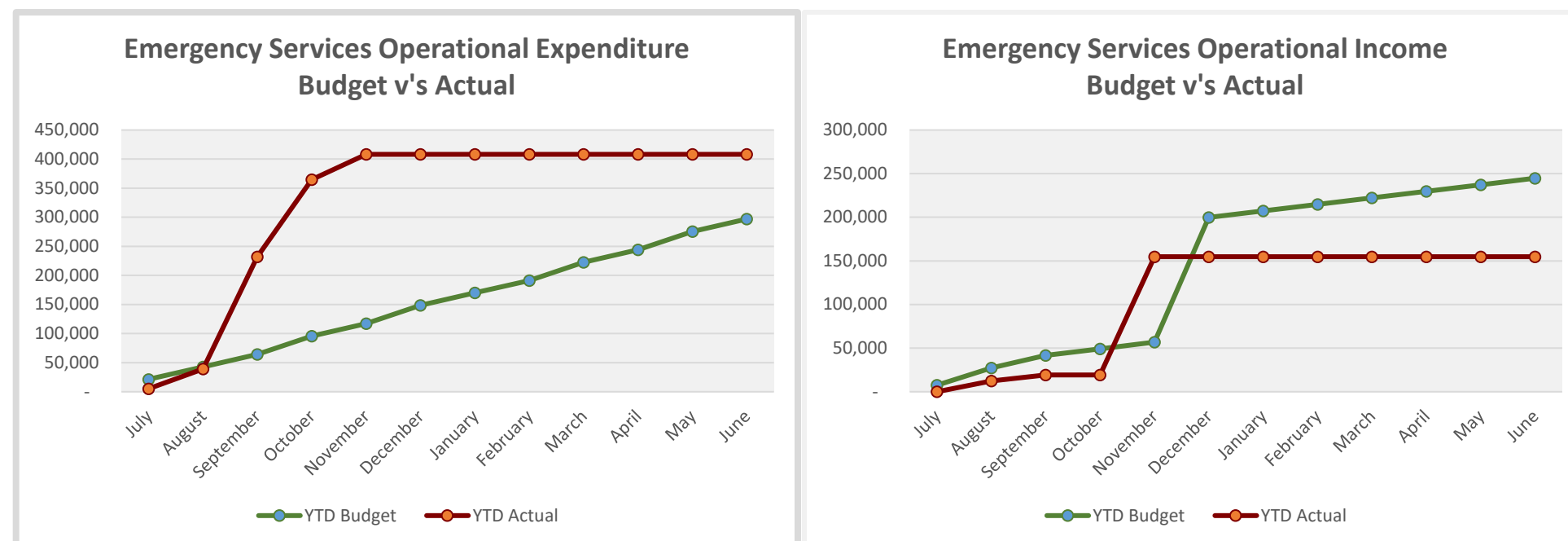
### a) Budget

See above and footnote on EMC.

Report for the Month of November 2019/20						
Account Type	2019/20 Full Year Budget	YTD Actuals	YTD Budgets	YTD Variance	Percentage Spent	Variance Comments
<b>Emergency Services</b>					%	
1. Operating Income	-244,794	-154,795	-97,415	57,380	63.23	
2. Operating Expenditure	296,957	408,204	127,185	-281,019	137.46	
4. Capital Expenditure	200,000	0	0	0	0.00	
6600400. Emergency Management Centre Expenditure	200,000	0	0	0	0.00	

Expenditure to be recorded in December





**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. A selection of expenses recoverable from RFS will mitigate heightened expenditure as a result of the fires.

#### **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. Excellent support, communication and liaison has been established between council and all combat agencies due to the on-going interactions in relation to the current bush fires.

**f) Business Statistics**

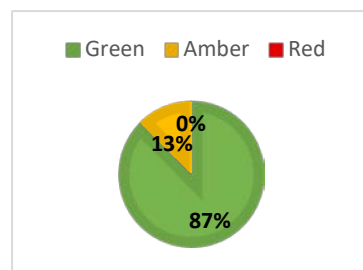
Regular Situation Reports received from the RFS and Regional Emergency Management, highlighting resources engaged and fire damage incurred.

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

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



## 9. Finance and Technology



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

### a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP9.01) Ensure that information technology meets Councils operational requirements.  <i>IT system / software and hardware: A – Chief Corporate Officer</i>  <i>Network systems and corporate business applications integration: A – Chief Corporate Officer</i>	Finalise development of the Technology Strategic Plan to guide Council's information technology related decision making.	B:MFT C:MFT		0		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 commenced in November 2019.  Work to improve connectivity and speeds at sites other than the main administration building should be are now completed.  Ways to improve internet speeds at Urbenville are currently being investigated.  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).
DP9.02) Make prioritised decisions in the long-term interest of the broad community and have regard to financial and infrastructure sustainability.  <i>Corporate financial planning: A - Chief Corporate Officer</i>	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	
DP9.04) Ensure that financial sustainability and the community's capacity to pay inform adopted community service levels.  <i>Procurement and tendering compliance: A - Chief Corporate Officer</i>	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.

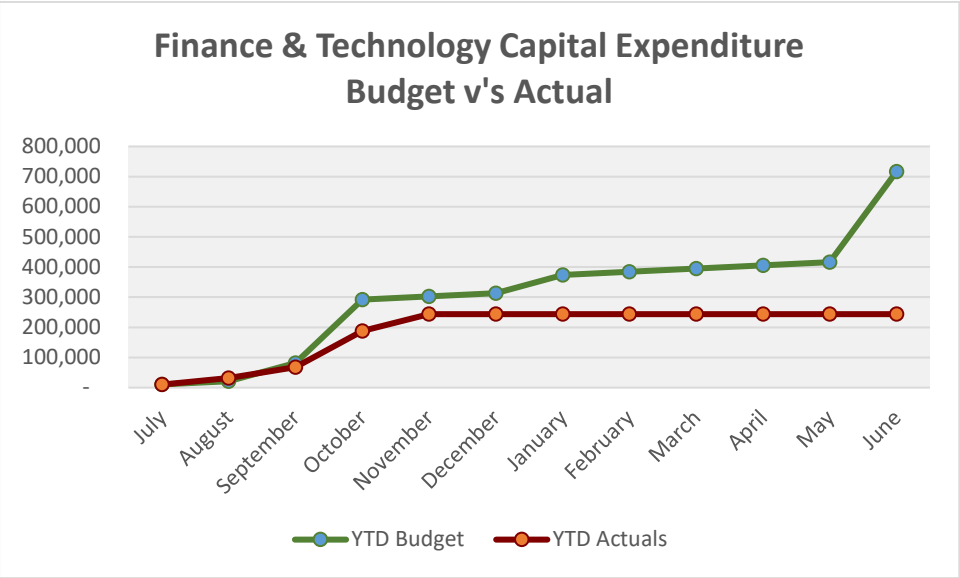
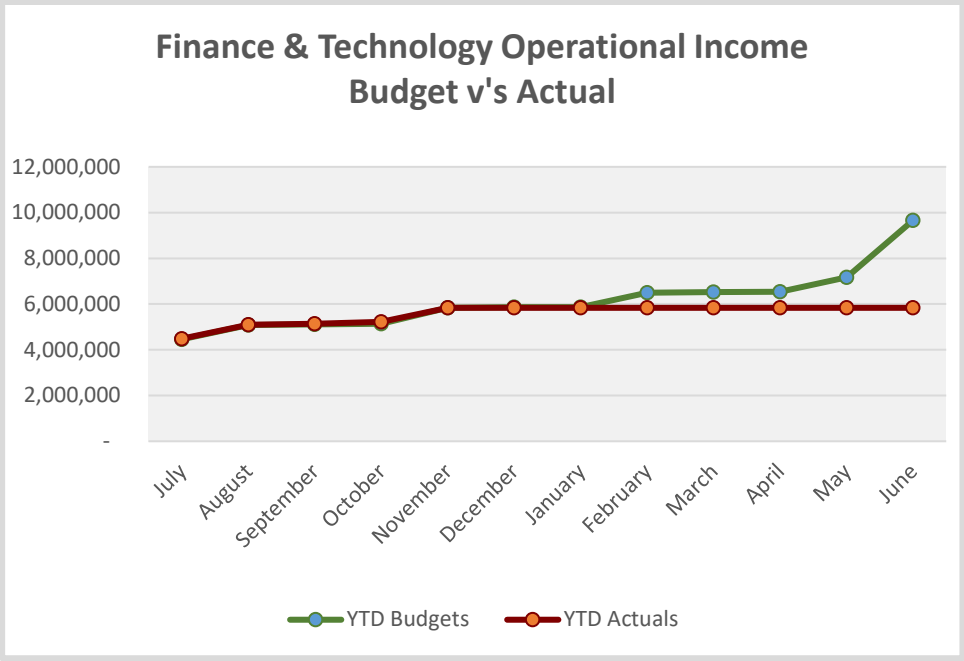
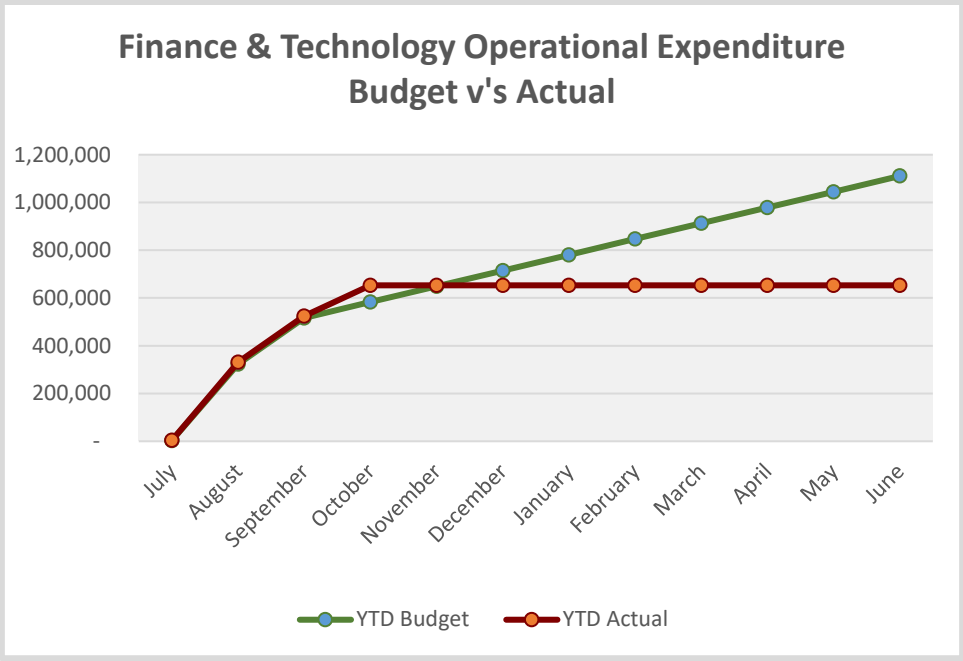
<b>Procurement and tendering framework:</b> A – Chief Operating Officer <b>Corporate financial planning:</b> A - Chief Corporate Officer <b>Rates and revenue:</b> A - Chief Corporate Officer	Manage investments in the long term interest of the community and within regulatory requirements - Plan, develop 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.
DP9.05) Ensure compliance with regulatory and statutory requirements and that operations are supported by effective corporate management.  <b>Corporate financial planning:</b> A Chief Corporate Officer	Complete quarterly budget review statements in-line with statutory requirements.	B:MFT C:MFT D:A			+1	The first quarterly budget review was provided to the November Ordinary Council meeting.
	Process accounts payable in-line with Councils protocols and suppliers terms of trade.	B:MFT D:P/AP			+1	Accounts are being processed in line with Council's protocols and suppliers terms of trade.
	Complete and lodge Annual Financial Statements in accordance with Statutory Requirements.	B:MFT D:A			+1	Council's Annual Financial Statements were lodged by 31 October 2019.
	Complete all taxation returns and grant acquittals (where not undertaken by direct service recipients of grant funding within Council) as required by external bodies.	B:MFT C:MFT D:A			+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.	B:MFT C:MFT D:A			+1	The external audit is now completed.
DP9.06) Deliver continuous improvements in Council's business, processes and systems  <b>Corporate financial planning:</b> A Chief Corporate Officer	Implement any actions arising out of issues raised by Auditors during the interim and final audit as per agreed timeframes.	B:MFT C:MFT			+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.	B:MFT C:MFT			+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.	B:MFT C:MFT D:A			+1	Council continues to improve in this area.

## Budget

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

Account Type	2019/20 Full Year Budget	YTD Actuals	YTD Budgets	YTD Variance	Percentage Spent	Variance Comments
<b>Finance &amp; Technology</b>					%	
1. Operating Income	-9,659,126	-5,835,997	-4,185,680	1,650,317	60.42	
2. Operating Expenditure	1,110,710	653,007	653,007	0	58.79	
4. Capital Expenditure	716,923	243,693	211,995	-31,698	33.99	
1810501. Computer Equipment	300,000	157,016	125,000	-32,016	52.34	On target
1810502. IT Infrastructure Upgrade	200,000	8,920	0	-8,920	4.46	On target
1810503. Intranet	8,123	0	0	0	0.00	On target
1810507. Fibre Optic Cabling of Sites	50,000	292	20,835	20,543	0.58	On target
1810508. Capitalised Software	100,000	31,944	41,665	9,721	31.94	On target
1810509. Furniture & Equipment Purchases	40,000	0	16,665	16,665	0.00	

1810510. Photocopier Lease Payments - Capitalised	10,000	4,255	4,165	-90	42.55	On target
1810511. Digital Scanner Lease Payments - Capitalised	8,800	3,244	3,665	421	36.86	On target
2200500. Monthly Operational Plan Digitisation	0	38,021	0	-38,021	0.00	On target



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

**Operational Expense:**  
*Operational Expenditure is as expected for November 2019.*

**Capital Income: *Not Applicable***

**Capital Projects**

As depicted in both the Capital Expenditure graph and the table above, expenditure is on target for the year..

**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 throughout the course of the year.

**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 now that work in this area has been completed.

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

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

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

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

**SWOT ANALYSIS**

Finance & Technology – **(MFT)**

S

**Strengths**

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

W

**Weaknesses**

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

O

**Opportunities**

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

T

**Threats**

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



## **Customers**

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

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

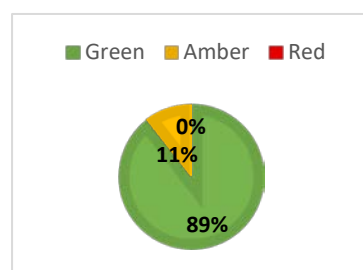
Not applicable.

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

The audit of the Financial Statements is completed.

Council's new phone technology has been rolled out.

## 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

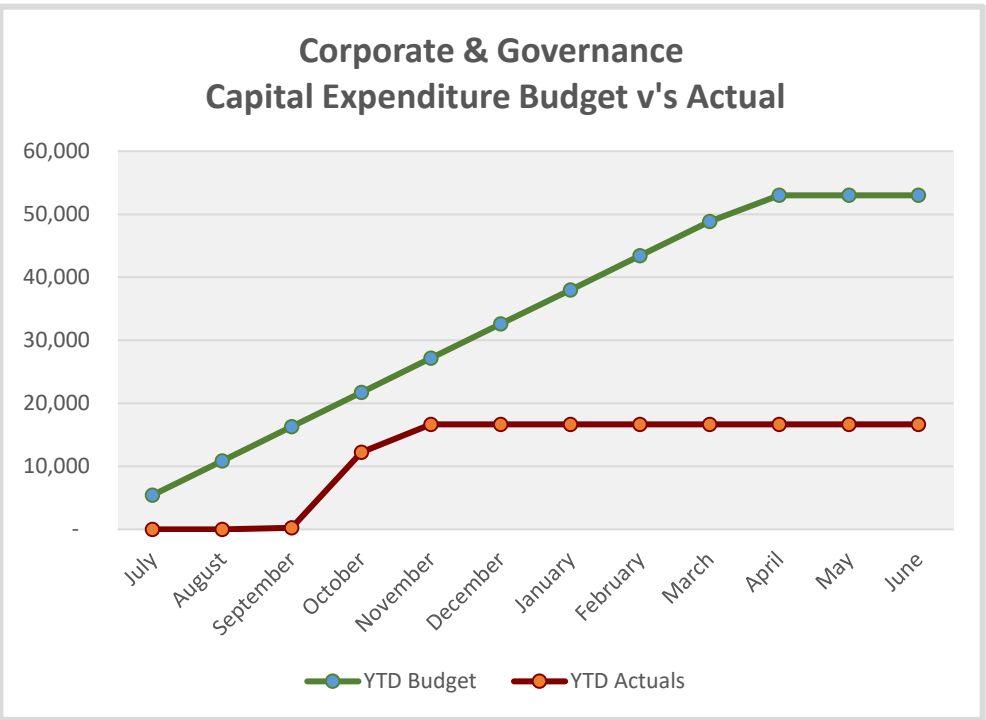
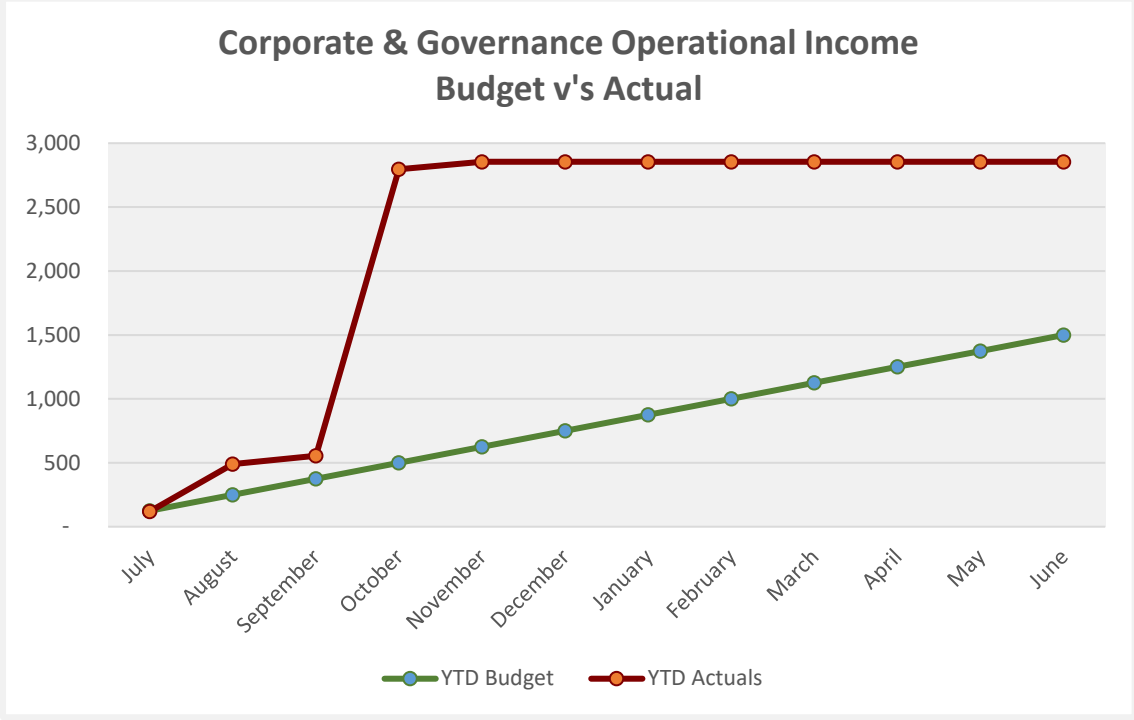
4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
<b>DP10.01) Ensure that the performance of Council as an organisation complies with all statutory reporting guidelines and information is available to decision makers.</b>  <i>Corporate performance &amp; reporting: A – Chief Corporate Officer</i>  <i>Business process improvement &amp; integration: A – Chief Corporate Officer</i>  <i>Procurement and tendering compliance: A – Chief Corporate Officer</i>  <i>Internal audit: A – Chief Corporate Officer</i>	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			+1	Annual Report 2018/19 adopted by Council 27 November 2019.
	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 received, one informal GIPA application received in November 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). Requests for information and site visits undertaken in November 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 November 2019. No new legal actions. One ongoing legal action (previously reported to Council).
<b>DP10.02) Promote and support community involvement in Council decision making process.</b>  <i>Community engagement: A – Chief Executive</i> <i>Customer service: A – Chief Corporate Officer</i> <i>Governance framework (including registers and monitoring): A – Chief Corporate Officer</i>	Compliments and Complaints Register maintained, monitored and reported.	B: MCSGR C: MCSGR D: MCSGR			+1	12 compliments, 9 complaints in November 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	203 Customer Service General Enquiries received in November 2019.
	Deliver biannual Customer Satisfaction Survey.	B: MCSGR C: MCSGR D: RC		0		Customer Satisfaction Survey to be undertaken in February/March 2020.

<b>IT system / software and hardware:</b> A – Chief Corporate Officer <b>Business process improvement &amp; integration:</b> A – Chief Corporate Officer						
DP10.03) Deliver Customer Service and Business Services in the support of corporate outcomes. <b>Customer service:</b> A – Chief Corporate Officer	Customer Service Charter applied to customer services.	B: MCSGR C: MCSGR D: CSO			+1	Customer services being delivered within charter timeframes.
	Training and development of customer service staff to deliver Council Customer Service Charter, Policy and Strategy requirements and improvements.	B: MCSGR C: MCSGR D: MCSGR			+1	Cash handling training course completed in October 2019 for customer service staff, 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.	B: MCSGR C: MCSGR D: MCSGR			+1	Providing ongoing advice to the organisation.
DP10.04) Deliver continuous improvements in Council's business, processes and systems <b>Business process improvement &amp; integration:</b> A – Chief Corporate Officer  <b>Governance framework (including registers and monitoring):</b> A – Chief Corporate Officer  <b>Insurance, risk &amp; business continuity:</b> A – Chief Executive	Governance policies, procedures and protocols reviewed, developed and implemented.	B: MCSGR C: MCSGR D: MCSGR			+1	Fraud prevention policy, procedure and plan being developed. Procurement policy and tendering procedure being redeveloped.
	Delivery of customer services to ratepayers, residents and visitors through streamlined processes.	B: MCSGR C: MCSGR D: CSO			+1	Installation and operation of new phone system to completed September 2019. Call centre software to be installed in November 2019.
	Procurement and tendering framework strategy and methodology review and development.	B: MCSGR C: RO D: RO, AO			+1	Procurement and tendering policy, procedures and practices being reviewed as part of Council's Internal Audit, commenced in November 2019.
DP10.04.01) Deliver and facilitate leadership in strategic planning and implementation.	Records management, storage and distribution as per statutory and organisational requirements.	B: MCSGR C: MCSGR D: MCSGR			+1	Electronic records system (AltusECM) purchased from IT Vision in October 2019. Migration and training to commence mid-November 2019 to end-December 2019.
	Manage external legal services.	B: MHRWFD C: WHSRMO D: WHSRMO			+1	One existing legal case (previously reported).
	Records digitisation program continued, in line with State and Federal Records digitisation programs.	B: MCSGR C: RC D: RC, RO			+1	Staff continuing to digitise records. Access to 134 Manners Street delayed due to delay in remediation of asbestos.

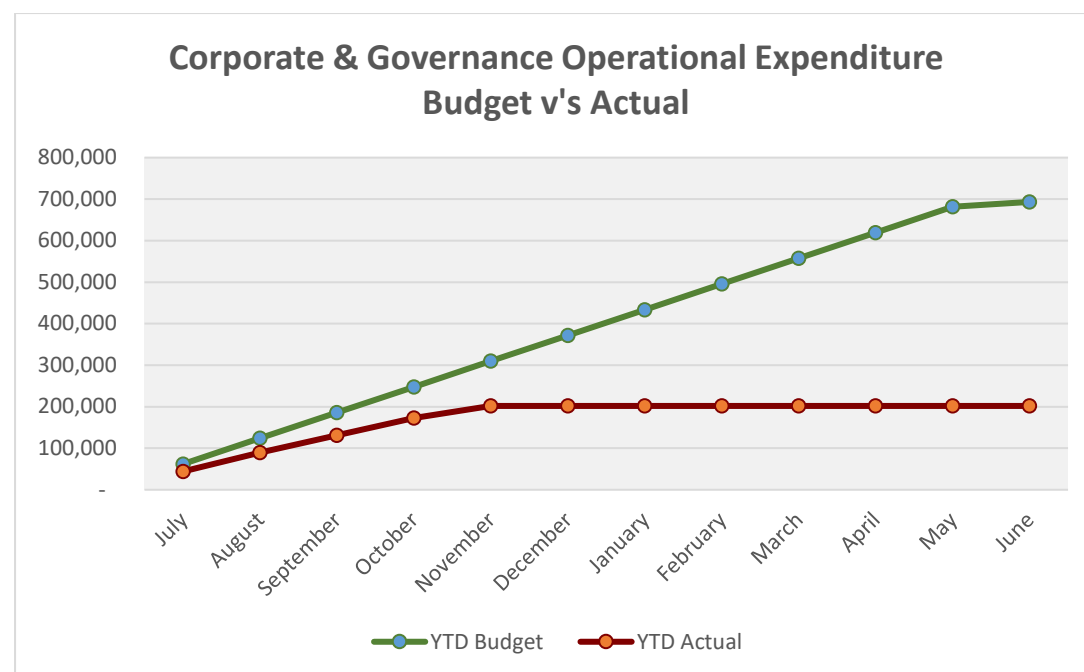
b) Budget

Report for the Month of November 2019/20

Account Type	2019/20 Full Year Budget	YTD Actuals	YTD Budgets	YTD Variance	Percentage Spent	Variance Comments
Corporate and Governance					%	
1. Operating Income	-1,500	-2,855	-625	2,230	356.78	
2. Operating Expenditure	688,285	201,887	286,790	84,903	29.60	
4. Capital Expenditure	61,000	16,663	25,420	8,757	34.45	
1810255. Risk Management Module	8,000	0	3,335	3,335	0.00	
1810500. Office Furniture & Equipment	3,000	0	1,250	1,250	0.00	
2220505. Corporate Planning & Performance (OS)	50,000	16,663	20,835	4,172	20.02	







#### **Capital Income:**

- No identified capital income.

#### **Capital Expenses:**

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

#### **Operational Income:**

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

#### **Operational Expense:**

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

#### **c)Capital Projects**

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

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

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

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

- Council's mobile application went live in July 2019, with over 5,000 views to 30 November 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**

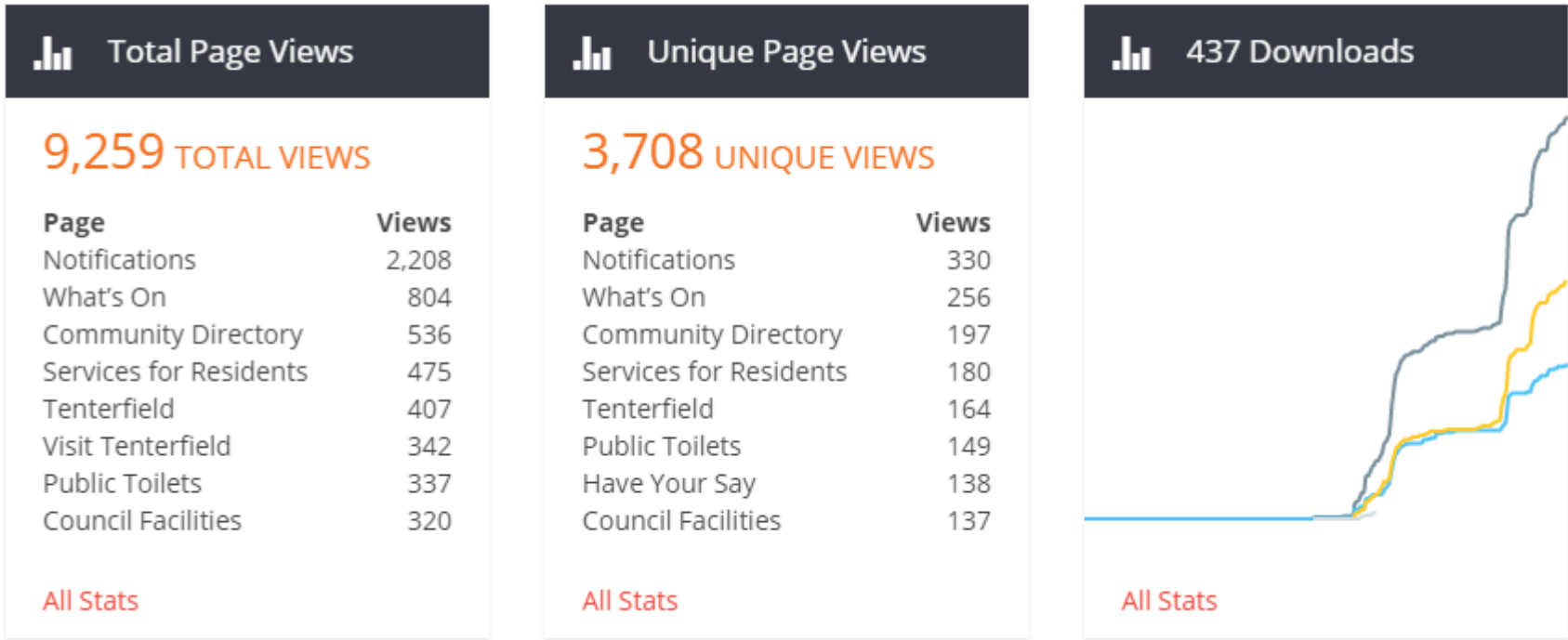
12 compliments, 9 complaints in November 2019.

184 Customer Service General Enquiries received in November 2019.

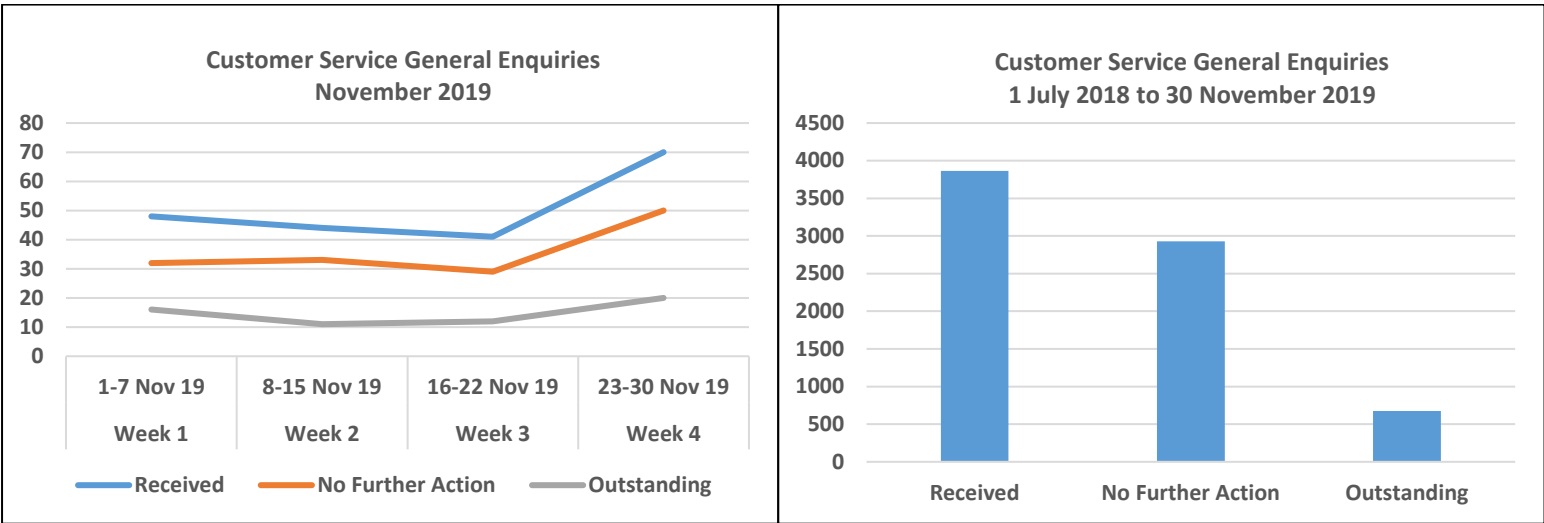
**g) Business Statistics**

November 2019

Mobile Application



**Customer Service**



**Explanatory Notes**

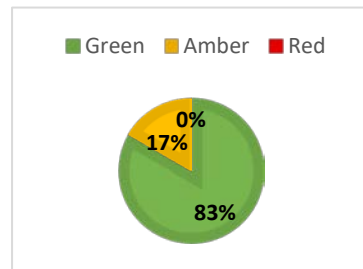
Total Customer Service General Enquiries for November 2019 were 203.

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

Downloads of Council's mobile application increased from 395 to 437 in November 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

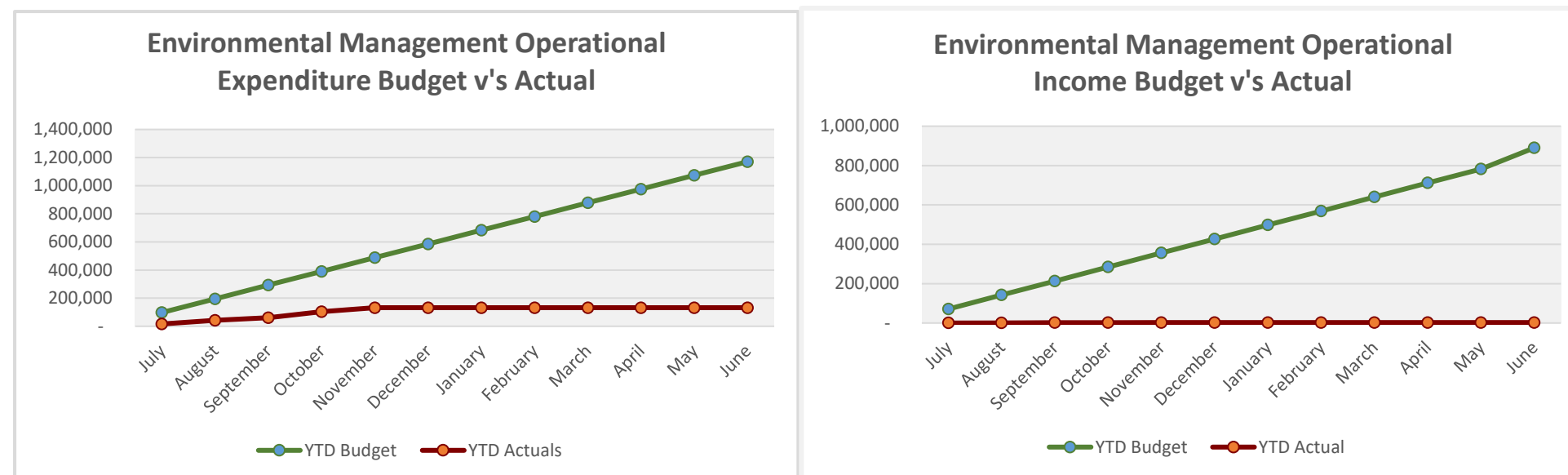
4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP11.01) Provide community education program to encourage residents and visitors to reduce their impact on vegetation including the management of pests and weeds.  <i>Noxious plants: A – Chief Corporate Officer</i>  <i>Feral pests: A – Chief Corporate Officer</i>  <i>Illegal dumping and littering: A – Chief Corporate Officer</i>  <i>Pollution regulation: A – Chief Corporate Officer</i>  <i>Parking, traffic &amp; DDA regulation: A – Chief Corporate Officer</i>	Attend local Agricultural Shows and issue handouts. Update the Council website in relation to weed concerns.	B: OSRUS C: OSRUS D: WO			+1	Attended Stanthorpe and Tenterfield shows in 2019. Aquip at Gunnadah was attended in August. Website is up to date and reviewed monthly.
	Public awareness weed signs installed on high risk pathways and water ways.	B: OSRUS C: OSRUS D: WO			+1	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
	Provide advocacy to residents to support feral pest management. Provide advice and support any pest animal management concerns.	B: OSRUS			+1	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.
	Illegal dumping and pollution management and regulation provided as needed.	B: OSRUS C: OSRUS D: OSRUS			+1	Action taken immediately to investigate and remove all illegal dumping's and litter reports. No illegal dumping reported for October. Two abandon vehicles reported and removed for October, located on the Mt McKenzie Rd and Pretty Gully Rd.
	Parking, traffic and regulatory enforcement. Regular patrols, with enforcement of parking, footpath trading and signage requirements. New footpath policy for adoption to Council.	B: OSRUS D: OSRUS			+1	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 the November Council and approved. No submissions were received
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.  <i>Noxious plants: A – Chief Corporate Officer</i>	Property inspections of high risk areas and pathways.	B: OSRUS C: OSRUS D: WO			+1	Regular inspections are conducted on properties considered to be in high risk areas and on properties known to have high risk weed species. Black Knapweed found and treated on Bellevue Rd and inspections and treatments done on those properties where Black Knapweed is known to be present. Monthly inspections are done on High risk pathways to identify any new incursions. No new incursions found. Ongoing
	Regular high risk pathway and waterway inspections conducted.	B: OSRUS C: OSRUS D: WO			+1	Ongoing, Monthly inspections are done on High risk pathways and waterways to identify any new incursions. No new incursions found.
	Weed management funding secured annually and delivered in line with funding requirements.	B: OSRUS C: OSRUS		0		Weed funding is yet to be distributed by DPI.

	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 monthly to the 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. An information day about the opportunities that exist for landholders with infestations of Serrated Tussock was held in Deepwater on 27<sup>th</sup> November. The Blackberry component of the grant will commence in December.</i>

## b) Budget

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

Account Type	2019/20 Full Year Budget	YTD Actuals	YTD Budgets	YTD Variance	Percentage Variance	Variance Comments
<b>Environmental Management</b>					%	
1. Operating Income	-889,849	-2,506	-342,015	-339,509	.31	
2. Operating Expenditure	1,170,789	132,370	459,130	326,760	12.01	



### Capital Income

*Nil to report*

### Capital Expenses:

### Operational Income:

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

### Operational Expense:

#### c) Capital Projects

*Communities Combating pests and weeds during drought program grant for control of Serrated Tussock and Blackberrys. Minimal works have been carried out on the Serrated Tussock and the Blackberry component of the grant is expected to start in December.*

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

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

The transportation of fodder from different regions of the country poses a risk for landholders and Council of new weeds being introduced to the area once we receive adequate rainfall.

#### e) Abandon vehicles

*Nil to report*

**SWOT ANALYSIS**

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

S

**Strengths**

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

W

**Weaknesses**

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

O

**Opportunities**

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

T

**Threats**

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

**f) Customers**  
No Complaints concerning weeds for November.

**g) Business Statistics**

**Weed Control**

- Tropical Soda Apple - Tooloom River Urbenville
- Black Knapweed – Bellevue Rd and on private properties where Black Knapweed was found during inspections.
- Serrated Tussock – Lazy Corner, Fourmile and Deepwater station TSR’s in Deepwater, Rockdale Rd and New England highway around the Deepwater, area all treatments coming under the grant funding.



- Patterson's curse – Bellevue Rd and Boundary Rd.

### Inspections

- All high risk pathways and Dumaresq River and the Clarence river
- 25 Property inspections.
- Surveyed roadsides for Blackberry's for the grant program.
- Tropical Soda apple re-inspections to known properties

### Meetings

- Weeds Committee meeting in Armidale
- Tropical Soda Apple taskforce meeting in Coffs Harbour

### Other

- Information day held in Deepwater for the *Communities Combating pests and weeds during drought program grant, Outlining the grant and informing landholders of the opportunities that exist for the control of serrated Tussock.*



**Serrated Tussock information day held in Deepwater**



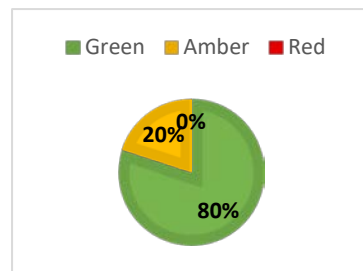
**Black knapweed Plant about to flower**

### **Council**

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

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

## 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.

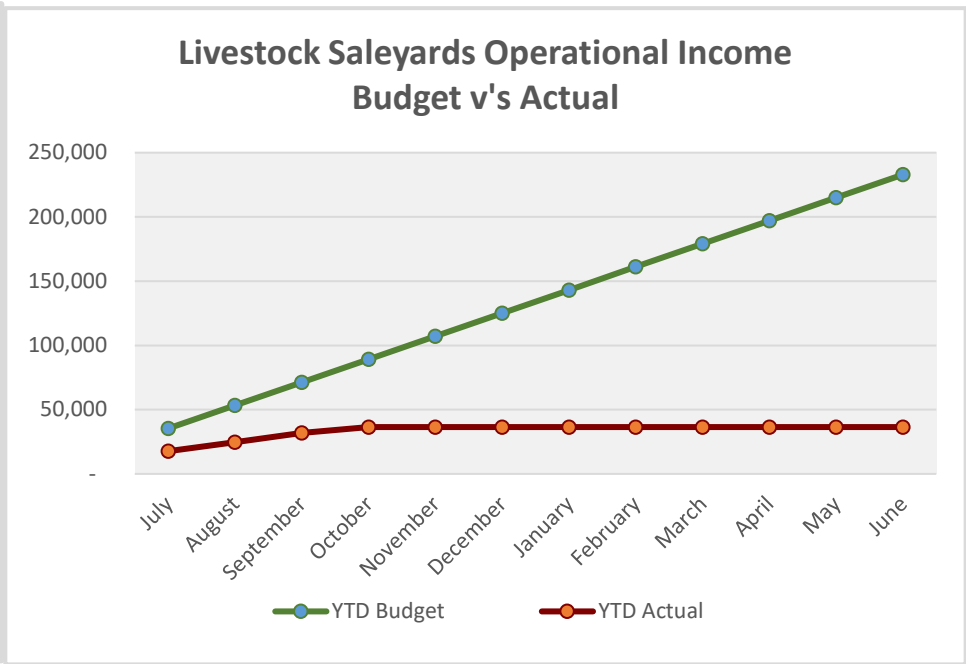
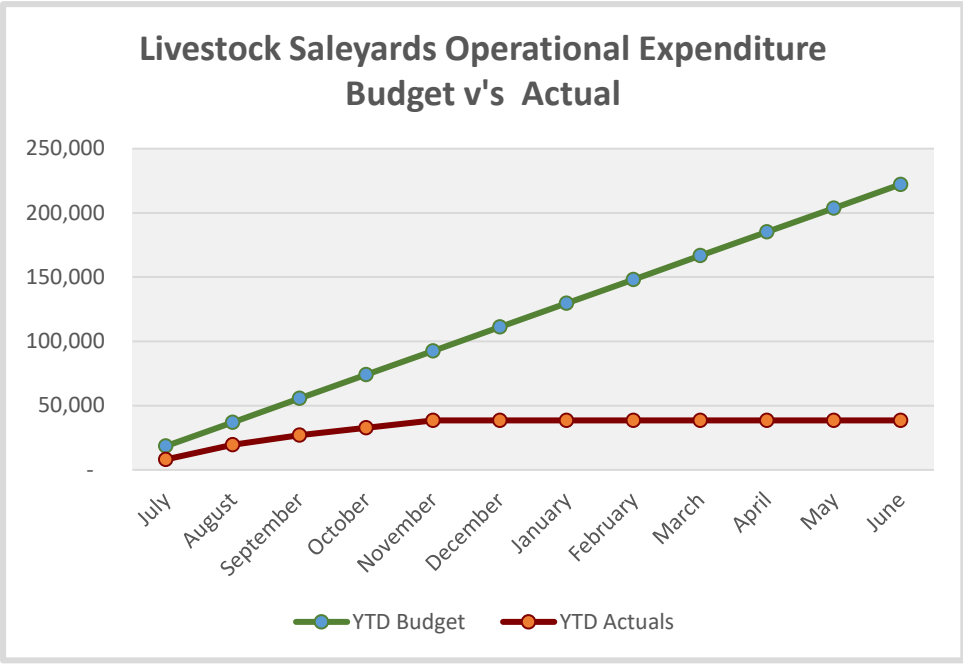
### a) Delivery and Operational Plan precis

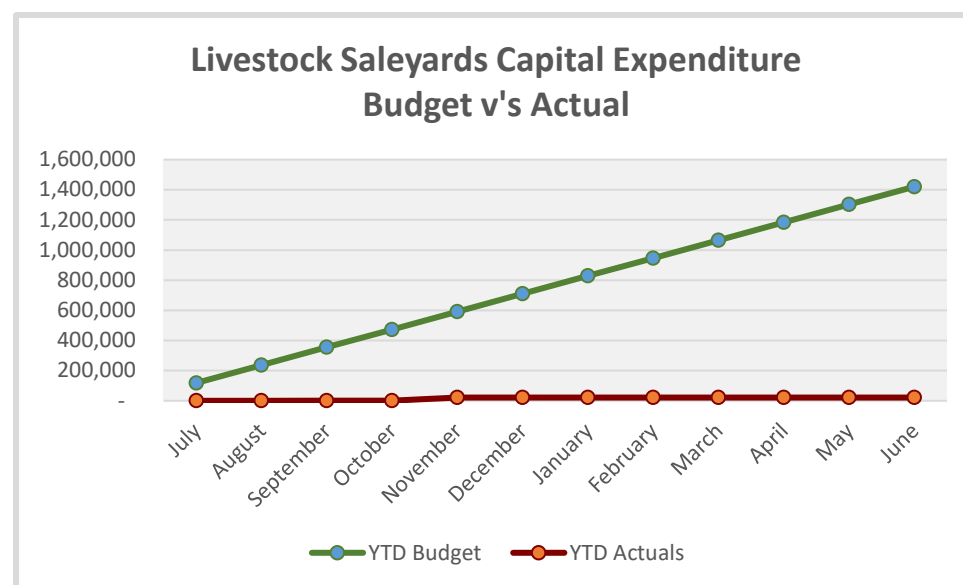
4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP12.01) Ensure safe, effective and efficient operation of the Saleyards.  <i>Saleyards: A - Chief Corporate Officer</i>	Continue to maintain the saleyards to a high standard.	<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.	<i>B: OSRUS D: OSRUS</i>			+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.	<i>B: OSRUS D: OSRUS</i>			+1	<i>Completed.</i>
	Development of Asset Management, Strategic and Management Plans for the Saleyards.	<i>B: OSRUS D: OSRUS</i>		0		<i>Working towards.</i>
	Renew Agents Office, showers and toilets.	<i>B: OSRUS D: OSRUS</i>			+1	<i>Completed. Discussion on an opening date.</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 24 holding pens.</i>
	Truck wash construction and completion.			0		<i>Ongoing as per Council resolution to review options.</i>

**b) Budget**

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

Account Type	2019/20 Full Year Budget	YTD Actuals	YTD Budgets	YTD Variance	Percentage Spent	Variance Comments
<b>Livestock Saleyards</b>					%	
1. Operating Income	-232,915	-36,447	-117,675	-81,228	15.65	
2. Operating Expenditure	222,224	38,517	166,760	128,243	17.33	
3. Capital Income	-409,391	0	-170,580	-170,580	0.00	
4. Capital Expenditure	1,420,028	21,538	528,785	507,247	1.52	
4220501. Renewal Timber Rails With Metal (SRV)	33,274	16,193	11,665	-4,528	48.67	
4220504. Improvements to Loading Ramps & Traffic Facilities	158,000	0	517,120	517,120	0.00	
4220506. Saleyards Truck Wash - Design	140,657	0	0	0	0.00	
4220508. Installation of Fibre at Saleyards	5,000	5,345	0	-5,345	106.91	
4220510. Truck Wash - Construction	1,083,097	0	0	0	0.00	





**Capital Income:**

- Nil to report

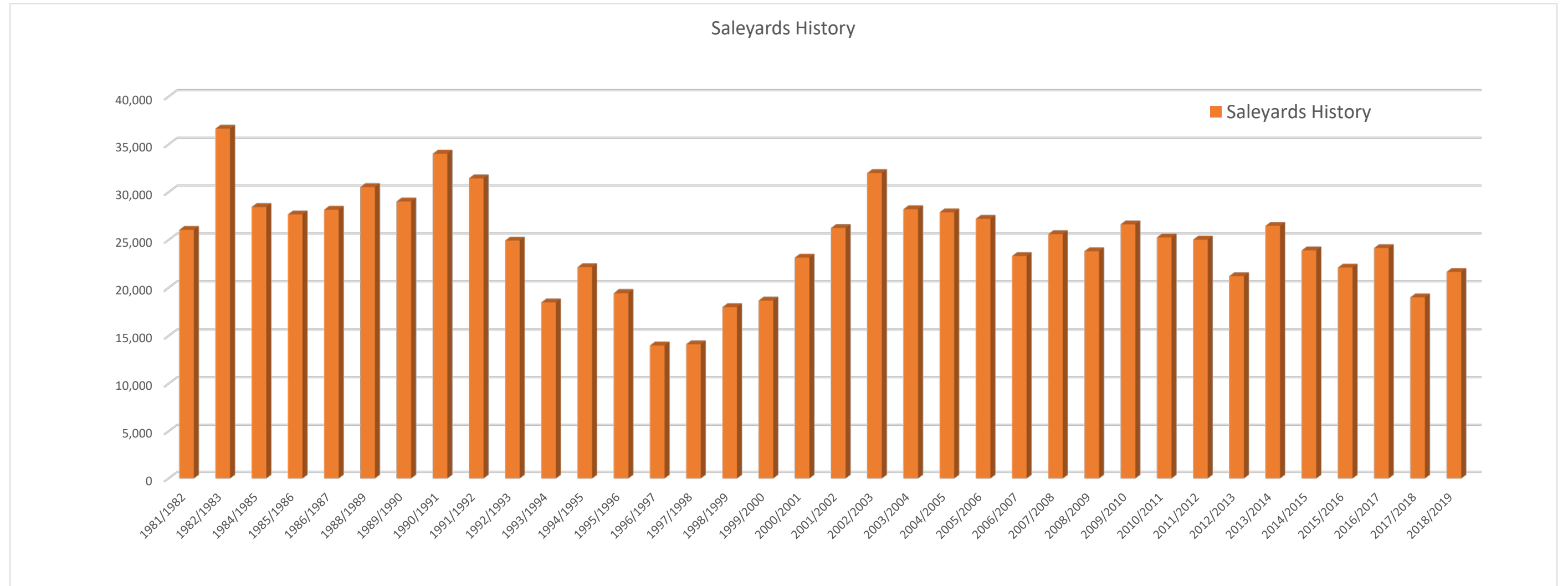
**Capital Expenses:**

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

**Operational Income:**

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





#### Operational Expense:

- Cleaning and gravelling pens.
- General maintenance

#### Capital Projects

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

Truck wash program ongoing.



New replacement steel rails to holding pens before and after photos.

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

#### **Emerging Issues, Risks and Opportunities Risk**

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

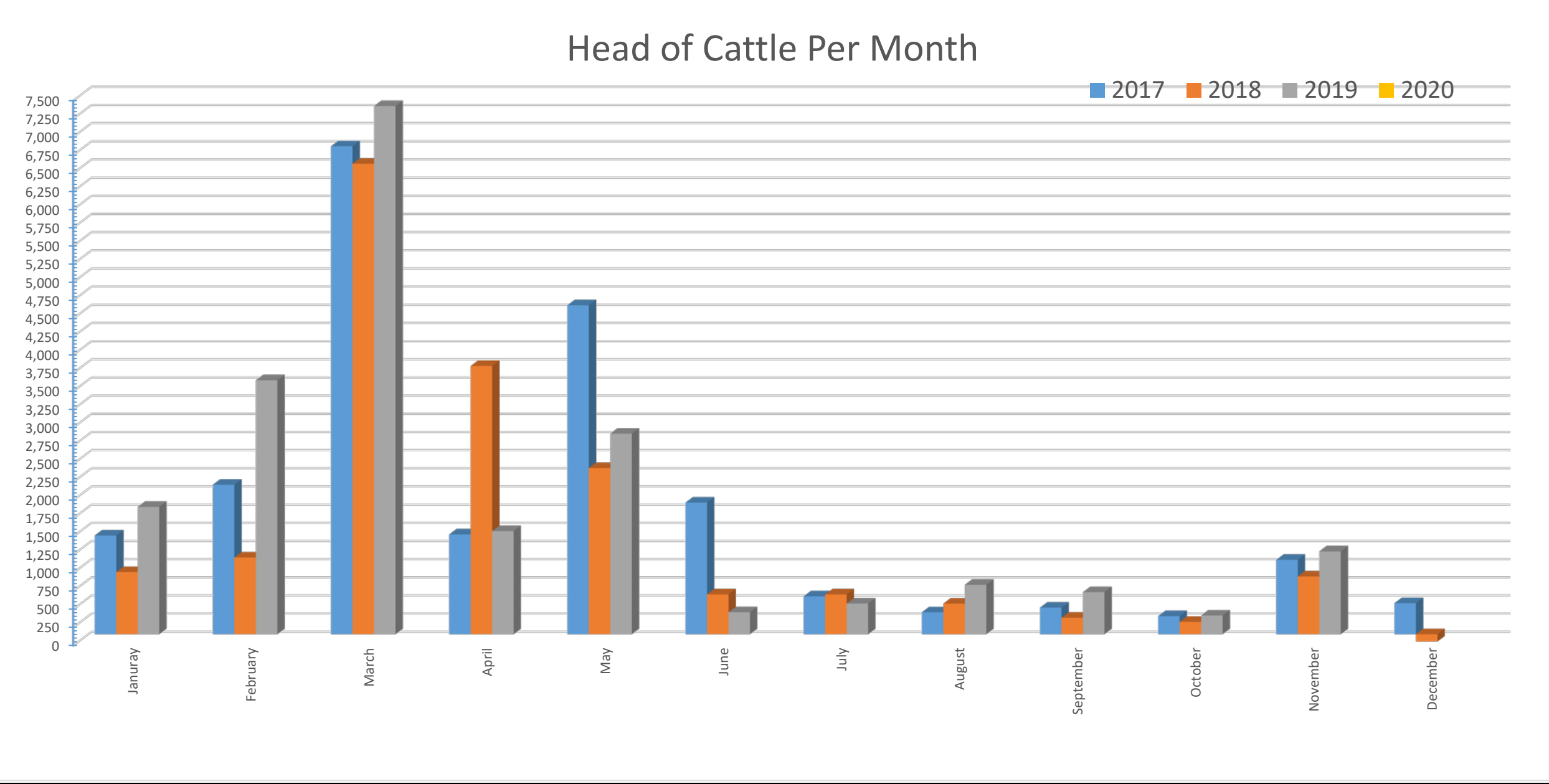
#### **a)The Business of Improving the Business**

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

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

Nil to Report

Business Statistics



Special events, achievements of note, celebrations

Cattle numbers for November 2019		
Prime Sale	945 Head	\$568,410.06
Feature Sales	0 Head	\$0.00
Private Weighing	295 Head	\$194,660.46
Total	1240 Head	\$763,070.52
Financial Year 2019/2020		

3579 Head	<u>\$1,921,188.54</u>
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**Financial Year 2018/2019**

21,656 Head \$12,517,711.39

**Financial Year 2017/2018**

19,027 Head \$15,984,517.65

**Financial Year 2016/2017**

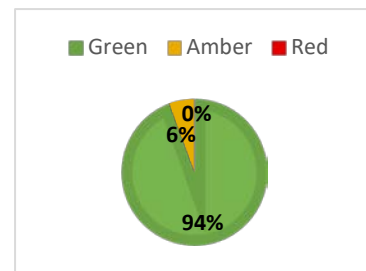
24,151 Head \$23,233,573.17

**Financial Year 2015/2016**

22,654 Head \$19,613,572.47



## 13. Planning and Regulation



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

### a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	-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 C: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 end June 2020.
	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.

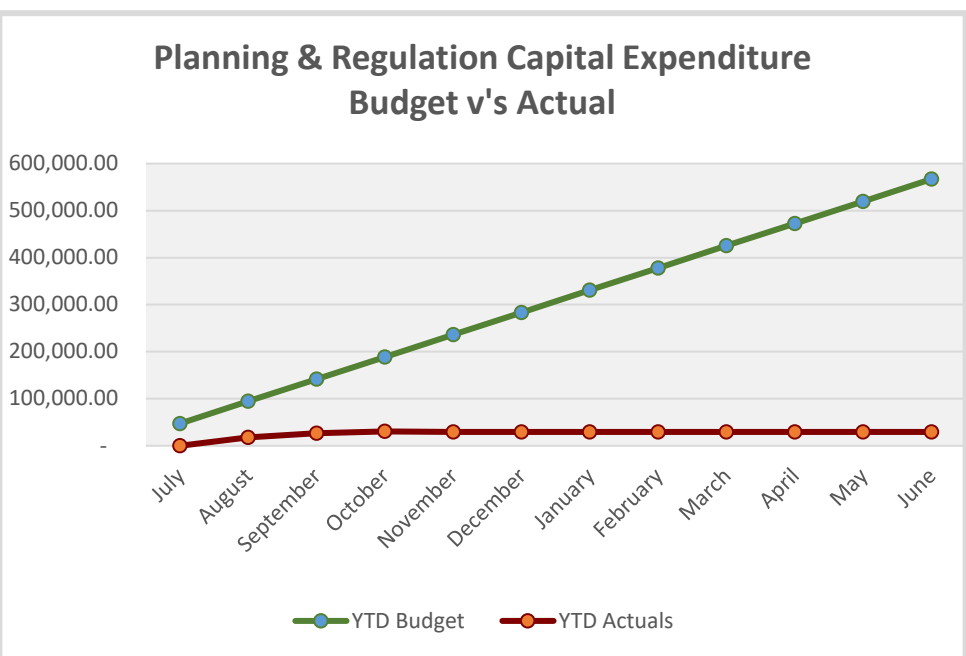
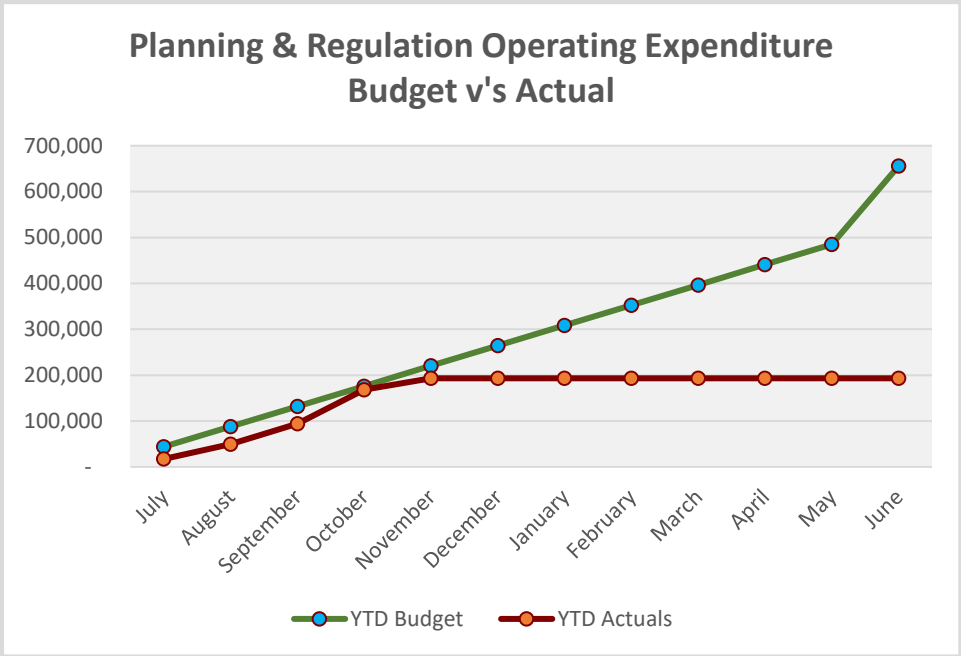
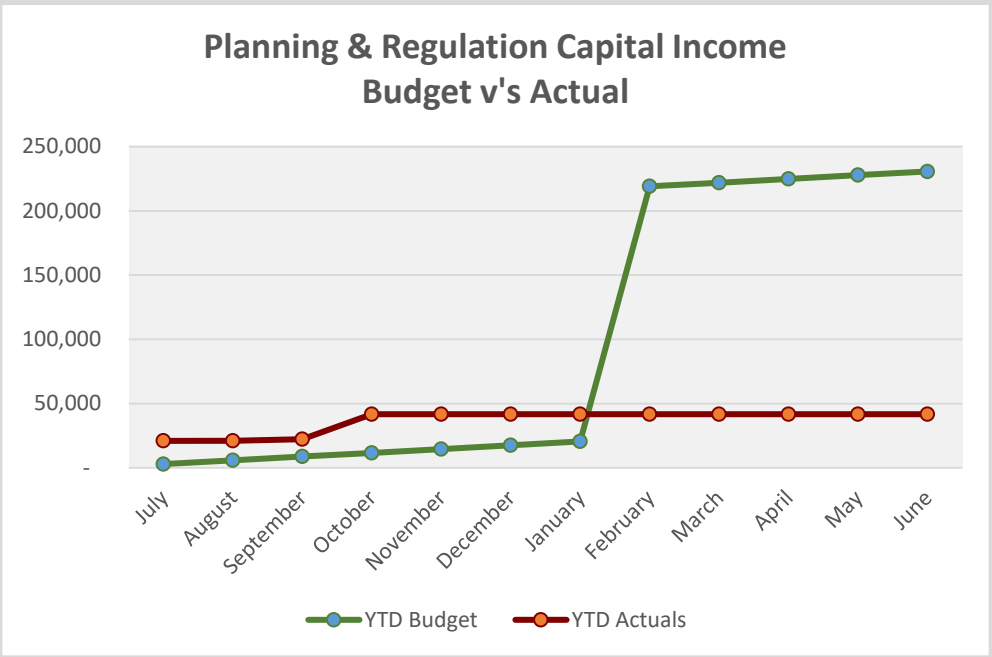
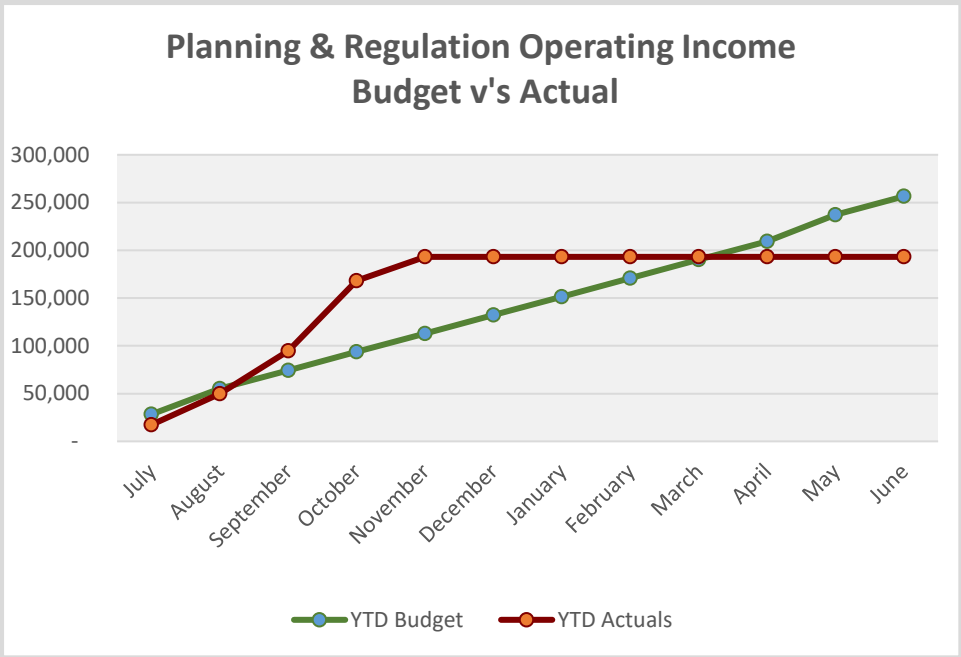


<b>Heritage: A – Chief Corporate Officer</b>	Advertise and seek applications for 2019/20 funding to local owners of heritage listed/conservation area items.	B:MPDS C:MPDS D:MPDS			+1	All applications accepted and progressing.
	Provision of urban design planning. Strategise, collaborate and conceptualise 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.	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 - maps being prepared for finalization of amendment.
<b>Domestic animals regulation: A – Chief Corporate Officer</b>	Land Use Data and Reporting – Collate and manage data, mapping and reporting.	B:MPDS C:MPDS D:EHBS			+1	Ongoing.
<b>Public health regulatory: A – Chief Corporate Officer</b>	Administer the Companion Animals legislation across the Shire and operate pound facility.	B:OSRUS C:R D:R			+1	Operational - as required.
<b>DA/BA Compliance: A – Chief Corporate Officer</b>	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 - numerous instances of camping grounds operating without consent being followed up
	Assess and process swimming pool barrier compliance certificate applications.	B:MPDS C:MPDS D:EHBS			+1	No applications received November.
	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.	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 November.
<b>Pollution regulation: A – Chief Corporate Officer</b> <b>Public health regulatory: A – Chief Corporate Officer</b>						
DP13.10) Identify, plan and enhance local environments in partnership with the community and stakeholders.	Preparation of the 2019/20 State of the Environment Report.	B:MPDS C:MPDS D:MPDS			+1	Completed
<b>Land use reporting: A – Chief Corporate Officer</b> <b>Roads and footpath enforcement: A Chief Corporate Officer</b> <b>Illegal dumping: A Chief Corporate Officer</b> <b>Domestic animal management: A Chief Corporate Officer</b>						

## b) Budget

**Novemb  
Report for the Month of er 2019/20**

Account Type	2019/20 Full Year Budget	YTD Actuals	YTD Budgets	YTD Variance	Percentag e Spent	Variance Comments
<b>Planning &amp; Regulation</b>					%	
1. Operating Income	-256,500	-116,261	-106,875	9,386	45.33	
2. Operating Expenditure	655,789	193,157	220,415	27,258	29.45	
3. Capital Income	-230,657	-41,736	-14,585	27,151	18.09	
4. Capital Expenditure	567,008	29,652	0	-29,652	5.23	
<i>3001000. Tenterfield Shire - Vibrant &amp; Connected Mingoola - SCCF - Round 1</i>	47,104	563	3925	3,362	1.19	
<i>3001100. Tenterfield Shire - Vibrant &amp; Connected Torrington - SCCF - Round 1</i>	39,160	563	3263	2,700	1.44	
<i>3005000. Tenterfield - Vibrant &amp; Connected Urbenville</i>	92,400	631	7700	7,069	0.68	
<i>3006000. Tenterfield - Vibrant &amp; Connected Drake - SCCF - Round 1</i>	61,958	23,532	5163	-18,369	37.98	
<i>3007000. Tenterfield Shire Vibrant &amp; Connected - Jennings (Wallangara) SCCF-Round 1</i>	141,466	1,900	11789	9,889	1.34	
<i>3008000. Tenterfield Shire - Vibrant &amp; Connected Liston SCCF - Round 1</i>	140,889	1,900	11741	9,841	1.35	
<i>3009000. Tenterfield Shire - Vibrant &amp; Connected Legume SCCF - Round 1</i>	44,031	563	3669	3,106	1.28	



**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	<del>30/08/2019</del> 30/12/2019 \$195,657	0	<del>1/10/2020</del> 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)

<div><b>S</b></div> <div><b>Strengths</b><ul style="list-style-type: none"><li>• Legislation and Regulation define parameters;</li><li>• Experienced, accredited, aware staff;</li><li>• Time frames met consistently;</li><li>• Strong communication interface with community, information availability;</li><li>• Generous LIP Provisions aid development;</li><li>• Well defined process, built data base, delegations, good response times;</li><li>• Strong working relationships with external Agencies.</li></ul></div>	<div><b>W</b></div> <div><b>Weaknesses</b><ul style="list-style-type: none"><li>• Public perception and misunderstanding of roles in some cases;</li><li>• External Agency timeframe impact on integrated DA's;</li><li>• Tyranny of Shire distances to undertake inspections;</li><li>• Small size of team can present challenges;</li><li>• Document duplication requirements;</li><li>• Lack of funding for Legal advice;</li><li>• Deficiencies in SynergySoft, IT Data and historical records.</li></ul></div>
<div><b>O</b></div> <div><b>Opportunities</b><ul style="list-style-type: none"><li>• Field Access to compatible software and data bases, upgrade field technology equipment;</li><li>• Own source income to offset costs;</li><li>• Public and Special Interest Group Education Programs;</li><li>• Online lodgement and tracking;</li><li>• Budget for Legal Advice;</li><li>• Address Public Health issues;</li><li>• Train internal staff in planning and regulatory support processes.</li></ul></div>	<div><b>T</b></div> <div><b>Threats</b><ul style="list-style-type: none"><li>• Political change to provisions that do not account for full scope of impact;</li><li>• State Government changes to Policy and Process, cost and duty responsibility shifts;</li><li>• Loss of staff and corporate knowledge;</li><li>• Developers undertaking unauthorised development;</li><li>• Reliance on internal systems (IT) that require upgrade;</li><li>• Costs of unfunded litigation.</li></ul></div>

### f) Customers

#### Companion Animal Activities

- Zero (0) dog and One (1) cat were impounded in; November;
- Zero (0) dog and zero (0) cats were released from the pound in November.
- Two (2) dogs and zero (0) cater were picked up and returned home in November
- Six (6) dogs and Zero (0) cats were surrendered in November;
- Six (6) dogs and One (1) cat were euthanased; in November;

#### Registration

- There were a total of Two (2) dogs and Zero (0) cats permanently identified (micro chipped) and registered in November.

#### Barking/Nuisance Dogs

- There were One (1) barking complaints received in November.



### **Dog Attacks**

- Zero Dog Attack reported in November.
- To date Council has received (since July 2019) two dog attacks. In both cases the dogs were surrendered to Council and as a result no further action was taken.

### **Illegal Dumping**

- Zero complaints received regarding illegal dumping in November.

### **Untidy/Unhealthy Premises**

- Council Rangers are currently dealing with several properties regarding untidy/unhealthy. Where required Notices and correspondence have been issued and Council Officers have spoken directly with property owner/occupants.

### **Infringement Notices**

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

### ***g) Business Statistics***

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

<b>App No.</b>	<b>Lodged</b>	<b>Applicant</b>	<b>Lot/Sec/DP</b>	<b>Location</b>	<b>Development</b>
DA 2019.112	07-Nov-19	HASLAM HOLDINGS PTY LTD	21/1161424	139 Logan Street, Tenterfield	Temporary Use (Food Event)
DA 2019.113	19-Nov-19	Darryl McCarthy Constructions P/L (Macnish)	12/751540	8801 New England Highway, Tenterfield	Extractive Industry - Gravel Quarry
CDC 2019.114	20-Nov-19	PATERSON Douglas John	6/1155455	75 Scrub School Road, Tenterfield	Alteration to Existing Dwelling
DA 2019.115	20-Nov-19	GALLAGHER Michael Raymond & Kerrie Ann	1052/124080	265 Mt Lindesay Road, Tenterfield	Manufactured Dwelling
DA 2019.116	22-Nov-19	SNT Projects Pty Ltd (Serge Rosato)	10/1241545	159 Rouse Street, Tenterfield	Extension to Existing Petrol Station
DA 2019.117	27-Nov-19	PUGLISI Sebastiano	52/1246357	199 Schroders Lane, Tenterfield	Dwelling
DA 2019.118	27-Nov-19	SULLIVAN Brett	234/751039	Via Flagstone Road, Legume	Shed
DA 2019.119	28-Nov-19	SCOFIELD Michael John	1/370038	19 Stephen Street, Urbenville	Shed
DA 2019.120	29-Nov-19	Rhombus Contracting (Bolton)	29/2/975665	13 High Street, Tenterfield	Shed
CDC 2019.121	29-Nov-19	MORTON Richard (Rudge)	A/156216	177 Manners Street, Tenterfield	Garage
CDC 2019.122	29-Nov-19	Rhombus Contracting (Cowin)	29/25/738673	9 Molesworth Street, Tenterfield	Shed

**DETERMINATIONS ISSUED – NOVEMBER 2019**

App No.	Lodged	Date of Approval	No. of Days	Applicant	Lot/Sec/DP	Locality	Description of Development
DA 2019.092	11-Sep-19	27-Nov-19	78 Days	Tenterfield Surveys (Hensley)	11/1173703	Millers Lane, Tenterfield	Two (2) Lot Subdivision
DA 2019.093	12-Sep-19	26-Nov-19	76 Days	Tenterfield Surveys (Kutschkau)	2/1088722	59 Schrodgers Road, Tenterfield	Two (2) Lot Subdivision
DA 2019.100	10-Oct-19	1-Nov-19	23 Days	Tenterfield Surveys (McCotter)	8/56/758959	90 Bulwer Street, Tenterfield	Two (2) Lot Subdivision
DA 2019.103	14-Oct-19	18-Nov-19	36 Days	BMM Group (Zac Coombes) (Elmer)	5/2/758607	9297 Mount Lindesay Road, Legume	Telecommunication Facility (9 Metre Pole)
DA 2019.106	18-Oct-19	12-Nov-19	33 Days	Uniplan Group Pty Ltd (Butchers)	1/12/7688	23 Tooloom Road, Urbenville	Manufactured Dwelling
DA 2019.110	31-Oct-19	7-Nov-19	8 Days	HICKEY Tony Arnold	2/717094	22 High Street, Tenterfield	Dwelling
DA 2019.111	31-Oct-19	12-Nov-19	13 Days	GROGAN Daniel William	2/785416	33 Logan Street, Tenterfield	Shed
DA 2019.112	07-Nov-19	26-Nov-19	20 Days	HASLAM HOLDINGS PTY LTD	21/1161424	139 Logan Street, Tenterfield	Temporary Use (Food Event)
CDC 2019.114	20-Nov-19	21-Nov-19	2 Days	PATERSON Douglas John	6/1155455	75 Scrub School Road, Tenterfield	Alteration to Existing Dwelling

s4.55 Modifications of Consent				
Application No.	Applicant	Lot/DP	Location	Description of Development
Nil				

**OUTSTANDING APPLICATIONS**

Application No.	Lodged	Status of Application/Comment	Applicant	Location	Proposed Development
DA 2017.045	18-Apr-17	Information Required from Applicant	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 2019.055	17-May-19	Information Required from Applicant	RAWNSLEY Derek & PAINE Janine	632 Sugarbag Road, Drake	Tourist & Visitor Accommodation (Backpackers Accommodation)
		Insufficient Information provided to complete assessment			
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 2019.101	10-Oct-19	Under Assessment	Darryl McCarthy Constructions P/L (Dowe)	668 Mount Lindesay Road, Tenterfield	Extractive Industry – Continued Use and Expansion of Dowe's Gravel Quarry
DA 2019.104	15-Oct-19	Information Required from Applicant	Wilshire & Co Superannuation Fund (Todd Wilshire)	1-9 Manners Street, Tenterfield	New Shed & Extension to Existing Shed (Awning)
		Insufficient Information provided to complete assessment			
DA 2019.107	22-Oct-19	Awaiting NSW RFS Recommendations	Australian Motorcyclist Association Ltd	1590 Upper Rocky River Road, Rocky River	Temporary Use - Recreation Facility (Outdoor) Motorcycle Event
		All Council Requirements Completed			
DA 2019.113	19-Nov-19	Neighbour Notification	Darryl McCarthy Constructions P/L (Macnish)	8801 New England Highway, Tenterfield	Extractive Industry - Gravel Quarry
DA 2019.116	22-Nov-19	Information Required from Applicant		159 Rouse Street, Tenterfield	Extension to Existing Petrol Station

		Insufficient Information provided to complete assessment	SNT Projects Pty Ltd (Serge Rosato)		
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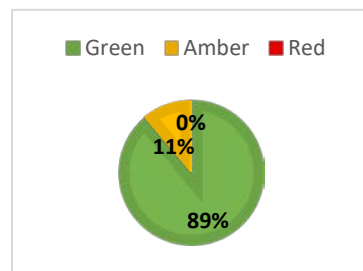
FY 19/20 Development Statistics									
		Dwellings	Additions/ Renovations to Existing Dwellings	Garages, Carports & Sheds	Commercial or Industrial Works	Subdivision	Recreation/ Tourism	FY 19/20 Monthly Total	FY 18/19 Monthly Total
Jul-19	No.	3	0	2	2	2	1	10	10
	Value	\$240,000.00	\$0.00	\$51,093.00	\$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.	2	0	4	4	2	1	13	21
	Value	\$420,000.00	\$0.00	\$157,020.00	\$453,878.00	\$0.00	\$0.00	\$1,030,898.00	\$1,785,525.00
Nov-19	No.	2	1	5	2	0	1	11	16
	Value	\$304,932.00	\$7,000.00	\$78,540.00	\$180,000.00	\$0.00	\$0.00	\$570,472.00	\$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)		11	2	20	8	8	3	52	141
FY 19/20 Total Value (Year to Date)		\$2,046,695.00	\$166,000.00	\$570,641.00	\$688,878.00	\$0.00	\$0.00	\$3,472,214.00	
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**

A further external inspection of the Drake property has found that the issue has now been resolved, the last caravan has been removed.  
No Further Action Required.

## 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.

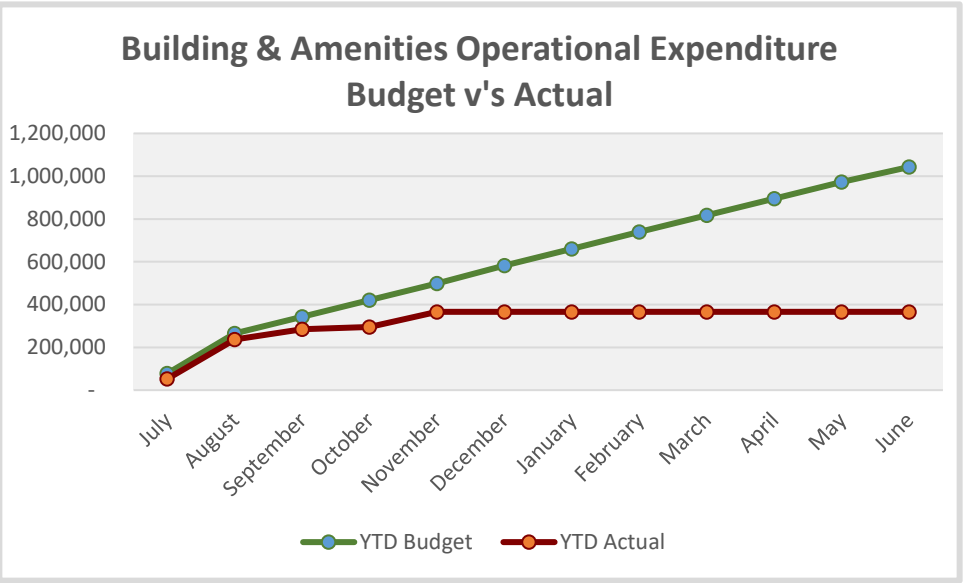
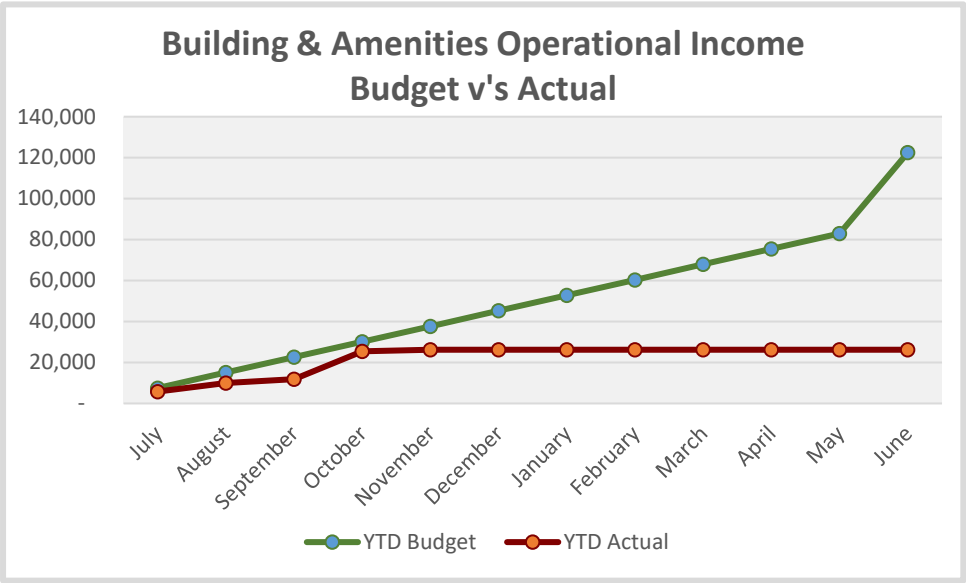
### a) Delivery and Operational Plan precis

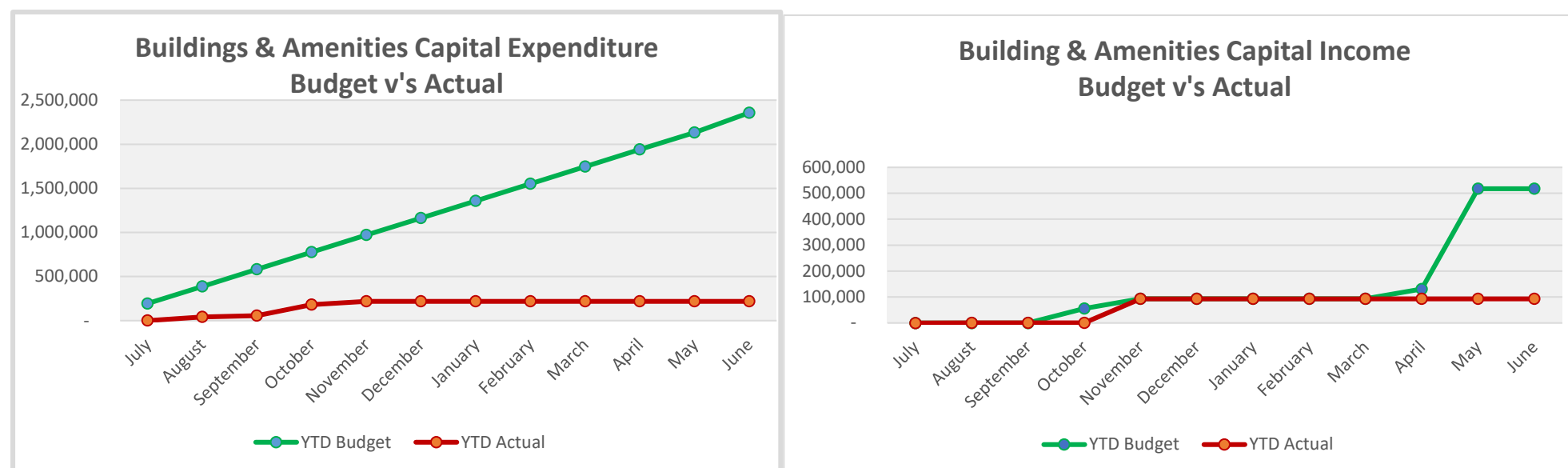
4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	-1	0	+1	Comments:
DP14.01) Provide systems and processes to identify opportunities to reduce the energy consumption of Council owned buildings and amenities.  <i>Community &amp; corporate buildings: A – Chief Corporate Officer</i>	Continued 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>			+1	<i>First draft prepared. More information to be added.</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>Drafting process underway.</i>
	Develop management plans for Crown Land.	<i>B: PBLC C: PBLC D: PS</i>			+1	<i>Draft Plans of Management (POM) commenced. Categorisation complete and forwarded for Minister's approval.</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. Resource constraints due to number of large projects being delivered.</i>
	Manage Land and Property Register.	<i>B: PBLC C: PBLC D: PS</i>			+1	<i>Existing Register in use but under review. Lease register also being developed.</i>

a)Budget

Report for the Month of November 2019/20

Account Type	2019/20 Full Year Budget	YTD Actuals	YTD Budgets	YTD Variance	Percentage Spent	Variance Comments
<b>Buildings &amp; Amenities</b>					%	
1. Operating Income	-122,493	-26,236	-51,690	-25,454	21.42	
2. Operating Expenditure	1,043,039	366,062	413,205	47,143	35.10	
3. Capital Income	-517,651	-92,928	-215,688	-122,760	17.95	
4. Capital Expenditure	2,357,300	218,525	509,585	291,060	9.27	
4200501. Admin Building -- Refurbishment	1,000,000	123,359	500,000	376,642	12.34	
4205500. Housing - Repaint Exteriors (SRV)	24,731	0	0	0	0.00	
4205501. Council Houses Renewal	24,612	239	9,585	9,346	0.97	
4232000. Legume Hall Reclad	14,500	12,114	0	-12,114	83.54	
4235000. Tenterfield Memorial Hall Sporting Complex - SCCF-1023	996,908	14,322	0	-14,322	1.44	
4610507. Liston Community Hall - SCCF - 1091	126,405	25,855	0	-25,855	20.45	
4610508. Toilet Block Enhancements at Urbenville and Legume - SCCF-1105	170,144	42,637	0	-42,637	25.06	





### Capital Income:

Being received for:

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

### Capital Expenses:

Refer below to Capital Projects

### Operational Income:

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

### Operational Expense:

Some maintenance items have commenced.

### b) Capital Projects

1. The School of Arts – building works to be complete December 2019.
2. Administration Building Refurbishment and Emergency Management Centre – Out to tender, closing 4 December 2019
3. Council Housing Repaint Exteriors – scope for quoting to be prepared. Work likely to occur in 2020, depending on water availability and drought.
4. Council House Renewal – Welburn Lane bathroom scope prepared for pricing. Likely to occur early 2020
5. Memorial Hall – pricing for stormwater, audio visual and retractable seating underway. Schematic design proposals being developed. Some consultation has been conducted with users of the facility.
6. Legume Community Hall – construction complete, final invoices being processed.
7. Depot Admin Building – Documentation being finalised for pricing.
8. Shirley Park Kiosk Upgrade – External works complete

### 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	+1	<del>30/11/2019</del> 30/04/2020 \$328,980	0	<del>30/09/2020</del> 31/10/2020 \$338,948	0	\$996,908

Comments	First payment has been received. Pricing for stormwater, audio visual and retractable seating has been received. Schematic design proposals being developed. Some consultation has been conducted with users of the facility. Site investigations carried out referencing asbestos and mould.								
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	+1	2/03/2020 \$37,877	0	\$111,405
Comments	Works being carried out, one progress claim received. Second claimed made in November. Works to be completed by end of December 2019, with defect rectification period to follow.								
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

- Mingoola RFS Shed – Awaiting Minister’s consent and gazettal.
- Mingoola Transfer Station – Application for Crown Land licence sent to the Minister, further information required has been sent.
- Crown Land surrounding Band Hall – Investigating acquisition process for land surrounding Hall.
- Stronger Country Communities Round 3 – Applications made for Drake Hall, Steinbrook Hall and Sunnyside Hall.
- Crown Land Plans of Management - Classification process complete, response received from Minister requiring further clarification.

### d) The Business of Improving the Business

A focus on commencing projects for the property portfolio as well as assisting other portfolios with their maintenance and capital projects.

Review and update of the following leases to occur:

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

### e)Customers

Customer feedback received for:

- the Bruxner Park Amenities
- Tenterfield War Memorial Baths (Pool)
- Liston Toilets
- Bolivia Hall

### f) Business Statistics

Nil to report

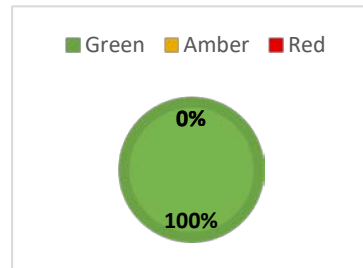


**g) Special events, achievements of note, celebrations**

Shirley Park Kiosk Upgrade – External works complete

EOC & Administration Building Refurbishment – Out to tender

## 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

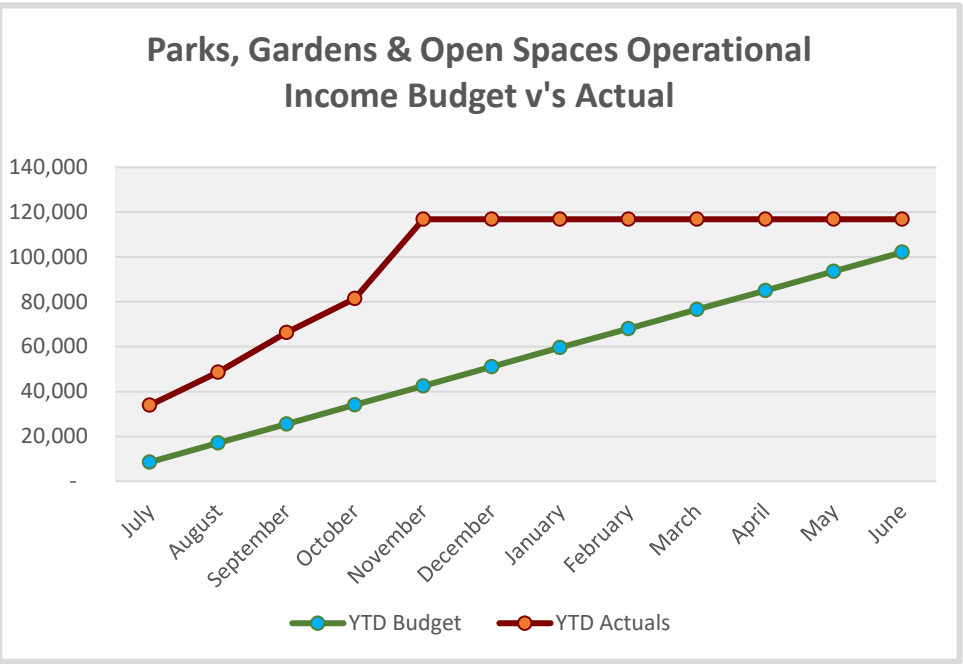
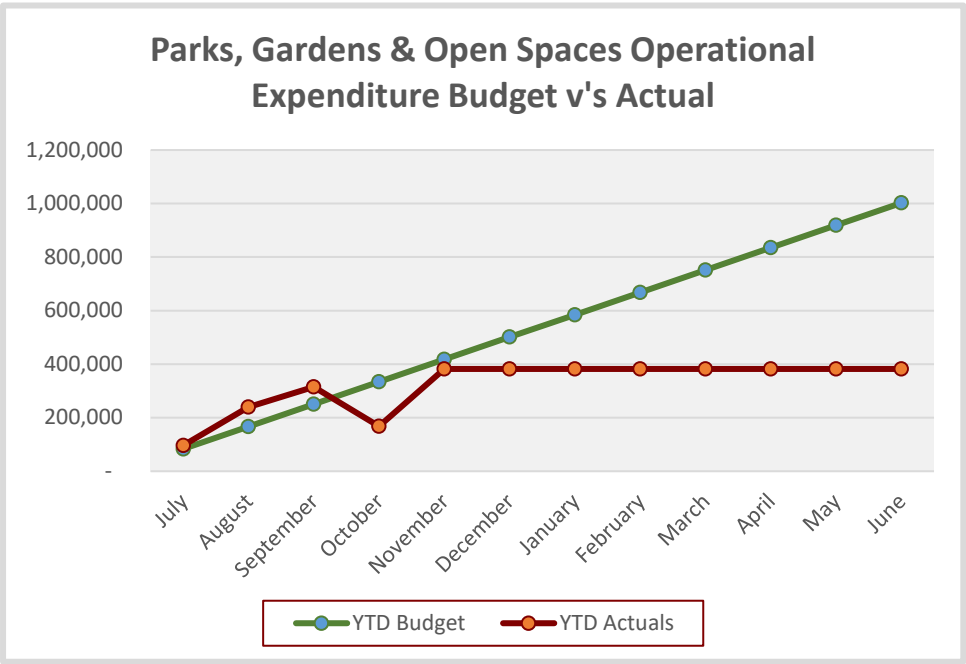
4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP15.01) Identify and pursue opportunities to increase usage of open spaces assets throughout the Shire.  <i>Sport and recreation (passive &amp; active): A - Chief Corporate Officer</i> <i>Open Space Amenities: A - Chief Corporate Officer</i>	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.	<i>B:OSRUS</i> <i>C:PGLHC</i> <i>D:PGLHC</i>			+1	<i>Forms part of the (ongoing) agenda for all Parks and Garden committee meetings. Successful grant funding for Tenterfield Creek restoration.</i> <i>Possibility of online bookings for park functions in future however needs development.</i>
DP15.02) Identify and partner with local residents in the development and delivery of town and village beatification initiatives.  <i>Place &amp; public art/beautification: A - Chief Executive ("Identify &amp; partner with....")</i> <i>Place &amp; public art/beautification A - Chief Operating Officer (Development/implementation/finalisation)</i>	Ensure maintenance standards are conducted and delivered efficiently through Parks, Gardens and Open Space Committee and Village Progress Associations.	<i>B:MEDCE</i> <i>C:MEDCE</i> <i>D:CDO</i>  <i>B:OSRUS</i> <i>C:PGHLC</i> <i>D:PGHLC</i>			+1	<i>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.</i> <i>Hand watering of gardens and street trees only.</i>
DP15.03) Deliver public spaces that are clean, well maintained and encourage usage by visitors and residents of Tenterfield Shire.  <i>Sport and recreation (passive &amp; active): A - Chief Corporate Officer</i> <i>Open Space Amenities: A - Chief Corporate Officer</i>	Ensure all Parks, Gardens and Open Space amenities maintenance programs are delivered to a high standard.	<i>B:OSRUS</i> <i>C:PGHLC</i> <i>D:PGHLC</i>  <i>B:PBLC</i> <i>C:PGHLC</i> <i>D:PGHLC</i>			+1	<i>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.</i>
	Develop and implement a tree management strategy.				+1	<i>Near completion. Draft document supplied to Parks and Gardens Committee meeting in September.</i>
DP15.04) Development and implementation of township and village streetscape plans and policy.  <i>Place &amp; public art/beautification: A - Chief Executive (Community engagement: concept)</i> <i>Place &amp; public art/beautification A - Chief Corporate Officer (Development/implementation/finalisation)</i>	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.	<i>B:MEDCE</i> <i>C:MEDCE</i> <i>D:CDO</i>  <i>B:OSRUS</i> <i>C:PGHLC</i>			+1	<i>Discussion at Parks, Garden &amp; Open Space Committee Meetings for ideas for village themes for beautification to be included in Urban Design plans under development with the SCCF.</i> <i>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.</i>

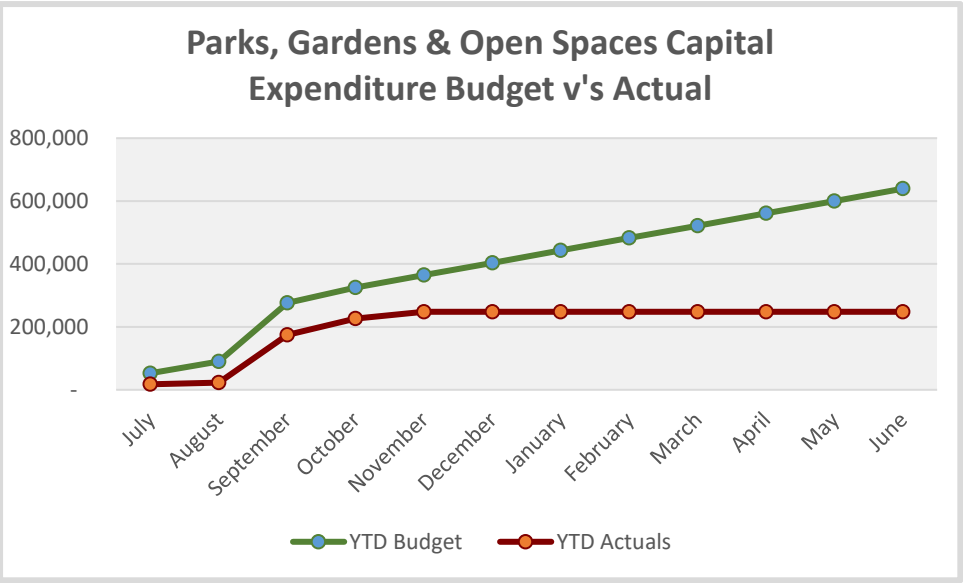
DP15.05) Identify suitable areas for the extension and embellishment of the current and future cycleway network. <b>Footpaths &amp; cycleways:</b> A - Chief Operating Officer	Investigate options for further exercise stations sited along existing cycleway.	B: MAPP C: MAPP D: MW			+1	Two (2) exercise stations 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.  <b>Cemeteries:</b> A – Chief Corporate Officer  <b>Sport and recreation (passive &amp; active):</b> A - Chief Corporate Officer  <b>Open Space Amenities:</b> A - Chief Corporate Officer  <b>Place &amp; public art/beautification</b> A - Chief Corporate Officer (Development/implementation/finalisation)	Implement and deliver maintenance programs for Parks, Gardens and Open Spaces.	B: OSRUS C: PGHLC D: PGHLC			+1	Ongoing.
	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.
	Renewal of Legume playground equipment.	B: OSRUS C: OSRUS			+1	Started to contact suppliers for designs and quotes.
	Investigate funding and site options for upgraded Skate Park.	B: OSRUS C: PGHLC D: PGHLC			+1	Awaiting Grant Funding. Most recent grant application unsuccessful. 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. With installation early December
	Renewal of Shirley Park Amenities Building.				+1	Outside of the Shirley Park building has been completed. Scope of works done on the inside in readiness to be quoted on.

## b) Budget

Report for the Month of November 2019/20

Account Type	2019/20 Full Year Budget	YTD Actuals	YTD Budgets	YTD Variance	Percentage Spent	Variance Comments
<b>Parks, Gardens and Open Space</b>					%	
1. Operating Income	-102,121	-116,838	-42,550	74,288	114.41	
2. Operating Expenditure	1,002,263	382,171	417,645	35,474	38.13	
3. Capital Income	-233,846	-56,294	0	56,294	24.07	
4. Capital Expenditure	639,549	248,032	89,770	-158,262	38.78	
4215502. Cemeteries - Earthworks Preparation for Stage 1 Expansion	42,510	3,735	5,750	2,015	8.79	
4605504. Renewal of Legume Playground Equipment (SRV)	32,202	0	13,415	13,415	0.00	
4605508. Tenterfield Main Street Lighting	16,000	0	6,665	6,665	0.00	
4605509. Rouse Street Irrigation & Replanting	45,000	0	18,750	18,750	0.00	
4605510. Shade Structure over Rotary Park Playground	40,000	0	16,665	16,665	0.00	
4605511. Exercise Stations x 2 on Bike Track	20,000	0	8,335	8,335	0.00	
4610501. Renewal of Shirley Park Amenities Building (SRV)	111,000	2,080	0	-2,080	1.87	
4610505. Shirley Park Amenity Block & Fencing - SCCF - 1107	65,314	51,650	0	-51,650	79.08	
4610506. Urbenville & Drake Playground Enhancements SCCF - 1063	104,500	104,500	0	-104,500	100.00	
4610509. Tenterfield Town Centre Revitalisation - Phase 2 SCCF -1094	62,337	33,842	0	-33,842	54.29	
4610650. Tenterfield Archery Grant - SCCF - 0769	52,225	52,225	0	-52,225	100.00	
6240504. Villages Streetscape & Signage Revitalisation	48,461	0	20,190	20,190	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:**

Through park bookings

**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	+1	30/06/2019	+1	31/09/2019	+1	\$104,500
			\$34,485		\$34,485		\$35,530		



<b>Comments</b>	Playgrounds have been installed waiting to install signage so the last payment can be made. Third payment has been invoiced.								
<b>Project Number</b>	<b>Project Name</b>	<b>Location</b>	<b>Milestone 1 Complete By</b>		<b>Milestone 2 Complete By</b>		<b>Milestone 3 Complete By</b>		<b>Total</b>
SCCF2-1105	Toilet Block Enhancements at Urbenville and Legume	Tooloom St, Urbenville NSW 2475; Acacia Avenue, Legume	31/01/2019 \$56,164	+1	30/07/2019 30/09/2019 \$56,164	+1	30/10/2019 30/04/2020 \$57,866	0	<b>\$170,194</b>
<b>Comments</b>	First payment has been received. Second claim made in November. New location has been approved for Urbenville from Crown Lands, toilets are to be completed by 30 April 2020.								
<b>Project Number</b>	<b>Project Name</b>	<b>Location</b>	<b>Milestone 1 Complete By</b>		<b>Milestone 2 Complete By</b>		<b>Milestone 3 Complete By</b>		<b>Total</b>
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	+1	31/08/2020 \$43,552	0	<b>\$128,092</b>
<b>Comments</b>	First payment has been received. Fencing has been completed, External work has been completed on the amenities block and second claim made in November. Tenders to go out in December 2020 for internal work to the building. and Tenders have gone out for the external work on Shirley Park amenities block. Work to commence in September 19 and to be finished early November 19.								

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

Nil to Report

#### d) The Business of Improving Business

Continuation of SCC grant funding will improve village amenities.

#### e) Customers

Watering of Trees.

Remove dead trees in front of properties

Inspection of tree dying due to the drought

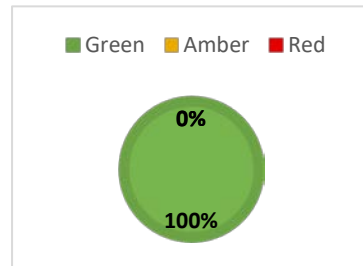
#### f) Business statistics

Nil to report

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

No special events or achievements for the month of November.

## 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.

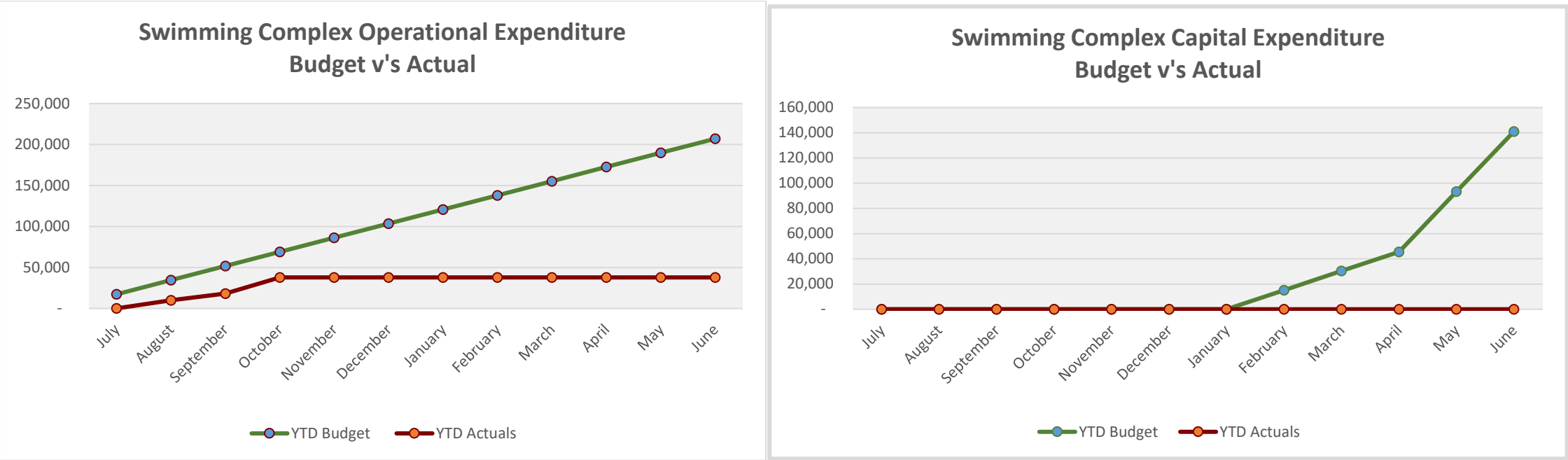
### a) Delivery and Operational Plan precis

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.	B: PBLC D: PBLC			+1	Adopted plan continues to be implemented.
	Continue and implement Inspection and Maintenance schedules for the pool, concourse, plant and equipment.	B: PBLC C: PS			+1	Ongoing. Concourse grinding works commenced, approx. 30% complete.
	Identify repair work and potential projects through the Inspection and Maintenance Schedules and work.	B: PBLC C: PS			+1	Ongoing. Items identified being repaired in off-season or as necessary.
	Develop TWMB Master Plan.	B: PBLC C: PBLC			+1	Scope for Master Plan being developed for quotation.
	Implement and monitor operational systems and processes in accordance with the updated TWMB Management Plan.	B: PBLC C: PBLC			+1	Has commenced
	Continue water testing to ensure compliance with Government regulations for public pools.	B: PBLC D: PBLC			+1	Has commenced
	Maintain supervision levels based on patronage and service delivery for carnivals and aquatic events.	B: PBLC C: PBLC			+1	Has commenced

a)Budget

Report for the Month of October 2019/20

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



Capital Income:  
Nil to report

Capital Expenses:  
Nil to report

Operational Income:  
Nil to report.

Operational Expense:  
Pool season commenced 26 October, 2019

**b) Capital Projects**

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

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

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

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

Investigation into acquiring a new back up pump for the pool, to ensure continued service is highlighted even more with the recent failure of the compressor. The compressor was recently renewed.  
New signage has been installed at the pool making parents water wise and safety conscious.  
New signage has also been installed promoting water swimming workouts.

**e) Customers**

One customer complaint received – reply sent

**f) Business Statistics**

Swimming Clinic Numbers:  
Adults – 8  
Juniors – 28  
Seniors – 20

Opening Day – 173 attendees

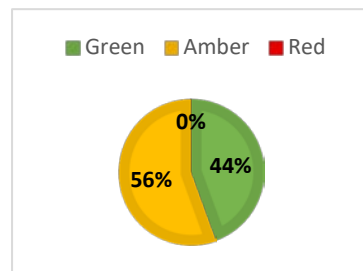
**g) Special events, achievements of note, celebrations**

Pool Opening 26 October 2019 – family fun day was held with free-swimming clinics, toddler splash & play circuit and donated give-a-ways.  
Aqua Aerobics started on the 27 October 2019  
Learn to Swim, Swim Club, Squads and the Tenterfield High School PASS swimming has also commenced.  
A lot of positive feedback has been received regarding the opening of the pool and the family fun day.  
The gym is also in full swing with patrons taking advantage of the Gym & Swim entry package.

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



## 17. Asset Management and Resourcing



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

### a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	-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 &amp; 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	Design standards are 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 &amp; 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 &amp; 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. Reflect software is being implemented to assist in the efficiency of data collection.
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 &amp; projects: A – Chief Operating Officer</i>	Review options and implement new Asset Management System.	B: MAPP C: MAPP		0		Asset databases have been reviewed with each manager, building data will be loaded to the synergy system asset management module as a trial.
	Review and update the Asset Management Strategy and Policy.	B: MAPP			+1	A review of the Asset Management Strategy 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 has being finalized, major project planning is underway.
	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. The key components of the methodology procedure are currently being discussed with key staff stakeholders.

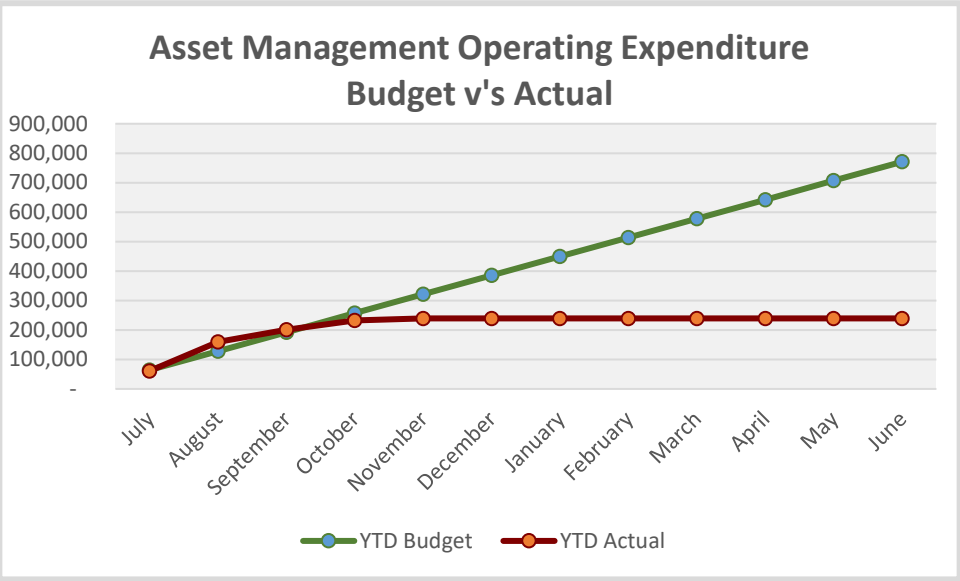
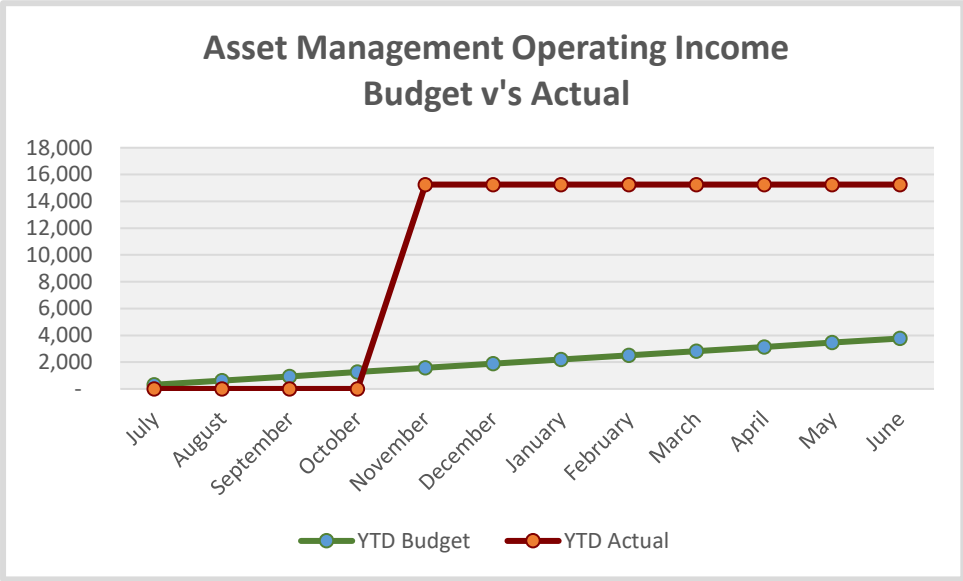


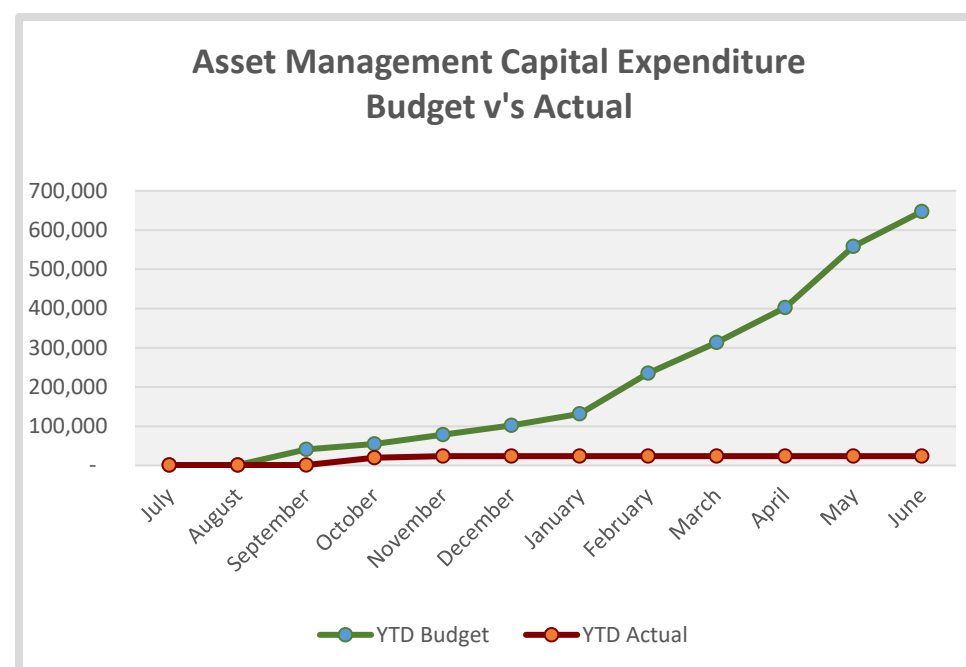
DP17.05) Risk Management embedded in our Asset Management Planning forms the basis for our intervention programs and our Asset Management practices. <i>Assets &amp; projects: A – Chief Operating Officer</i>	Review and update Council's Risk Register and intervention programs on an ongoing basis in accordance with inspection schedules.	B: MAPP C: MAPP			+1	Review of asset risks levels has been prepared for the Risk Manager. Further consideration of risks forms part of the Asset Management Strategy and Project Management methodology.
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a)Budget

Report for the Month of November 2019/20

Account Type	2019/20 Full Year Budget	YTD Actuals	YTD Budgets	YTD Variance	Percentage Spent	Variance Comments
<b>Asset Management &amp; Resourcing</b>					%	
1. Operating Income	-3,763	-15,251	-1,570	13,681	-40.05	
2. Operating Expenditure	770,922	239,363	321,210	81,847	31.04	
4. Capital Expenditure	647,250	23,775	269,685	245,910	3.67	
6205500. Survey Instrumentation - GPS Equip, Cable Detector,Bridge Assyst	50,000	3,165	20,835	17,670	6.00	
6205507. Asset Management System	100,000	0	41,665	41,665	0.06	
6205508. Assets - Software Licences	0	8,075	0	-8,075	-100.00	
6205509. Tenterfield Store - New Air Conditioner	0	3,091	0	-3,091	-100.00	
6250501. Tenterfield Depot - Refurbishment Stage 1	145,000	9,414	60,415	51,001	6.00	
6250502. Tenterfield Depot - Wash Down & Recycle Bay	160,000	0	66,665	66,665	0.00	
6250503. Tenterfield Depot - Water Wise Initiatives	20,000	30	8,335	8,305	0.34	
6250504. Tenterfield Depot - Minor Works & Furniture Replacement	36,000	0	15,000	15,000	0.00	
6250505. Tenterfield Depot - Carpet	16,250	0	6,770	6,770	0.00	
6250506. Tenterfield Depot - Training Room Furniture	20,000	0	8,335	8,335	0.00	
6250507. Urbenville Depot - Refurbishment	100,000	0	41,665	41,665	0.00	





#### **Capital Income:**

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

#### **Capital Expenses:**

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

#### **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 budget for the year to date.

#### **Capital Projects:**

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

The Engineering Administration Assistant has commenced work with the team.

Technical Project Engineer position has been re-advertised. The recruitment process will continue in the new year where appropriate applications are received.

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

A number of hardcopy engineering documents from past works and general information have been actively copied to electronic format so the files can be archived. This is addressing a records management weakness that maximises workspace efficiency and will assist with future business continuity planning.

**SWOT ANALYSIS**

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

S

**Strengths**

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

W

**Weaknesses**

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

O

**Opportunities**

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

T

**Threats**

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

**d) Customers**

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

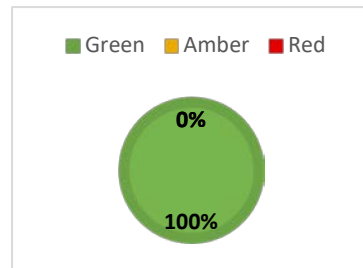
**e) Business Statistics**

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

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

No special events at this stage.

## 18. Commercial Works



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

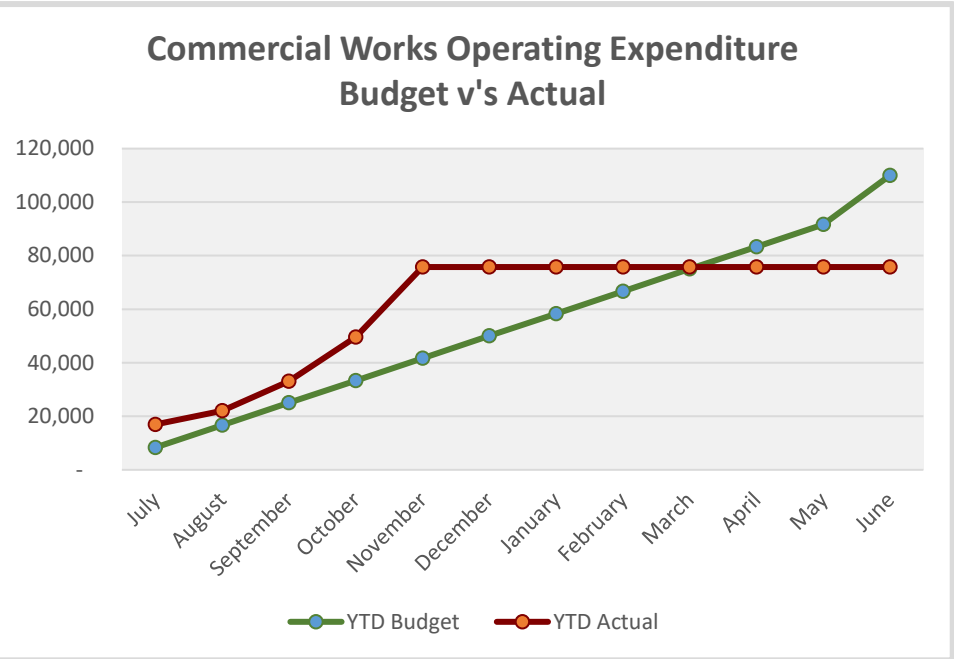
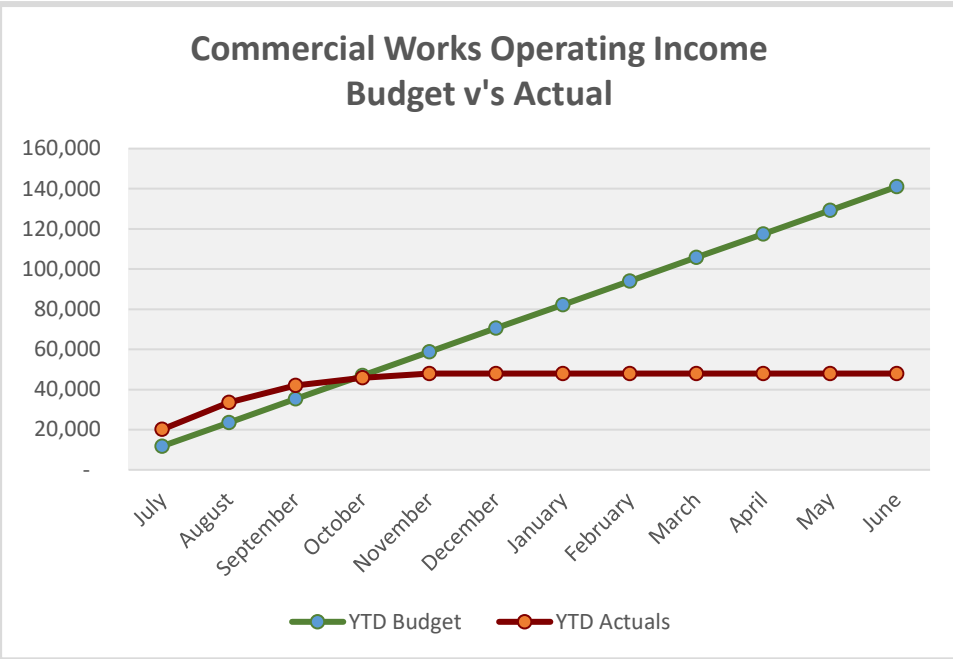
### a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	-1	0	+1	Comments: <i>(Business Manager to provide short precis.)</i>
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.	<i>B: MW C: WM D: MW</i>			+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.	<i>D: MAPP</i>			+1	Ongoing

### a) Budget

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

Account Description	2019/20 Full Year Budget	YTD Actuals	YTD Budgets	YTD Variance	Percentage Spent	Variance Comments
<b>Commercial Works</b>					%	
1. Operating Income	-141,000	-47,657	-58,750	-10,793	34.01	
2. Operating Expenditure	110,000	75,759	41,665	-34,094	75.76	



**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.

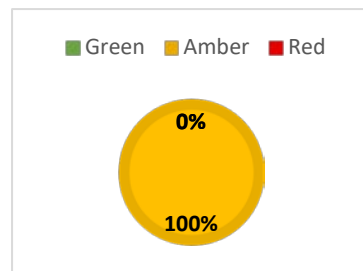
**e)Customers**

- 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.

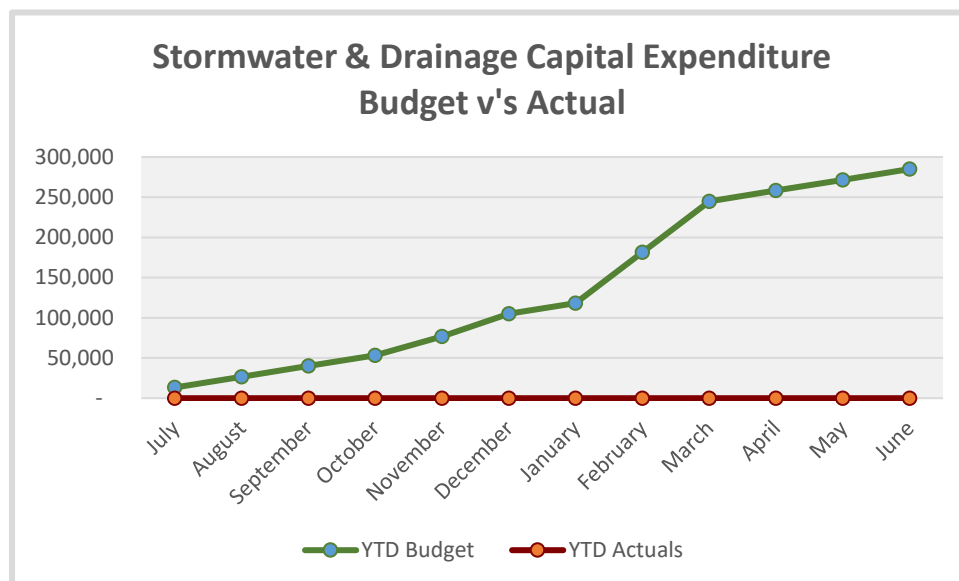
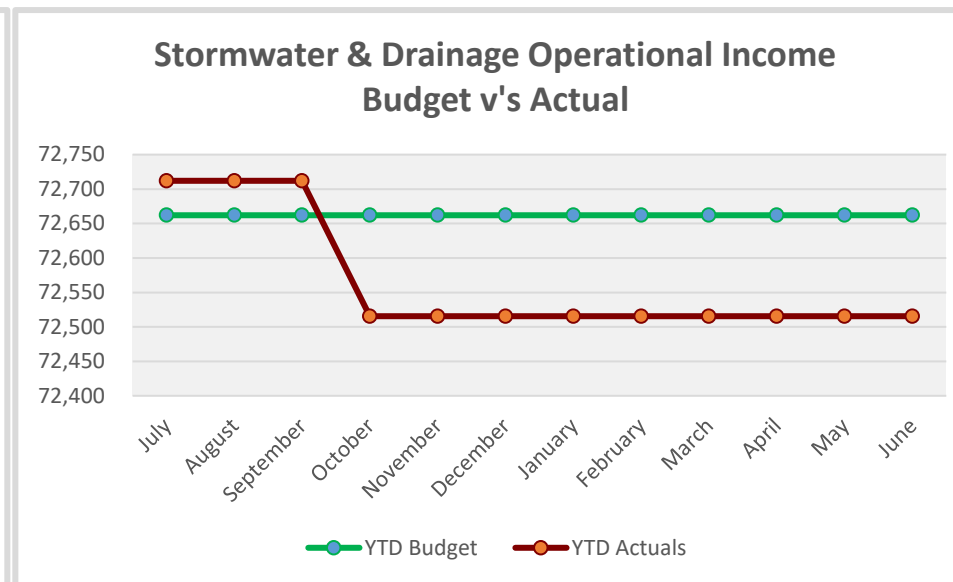
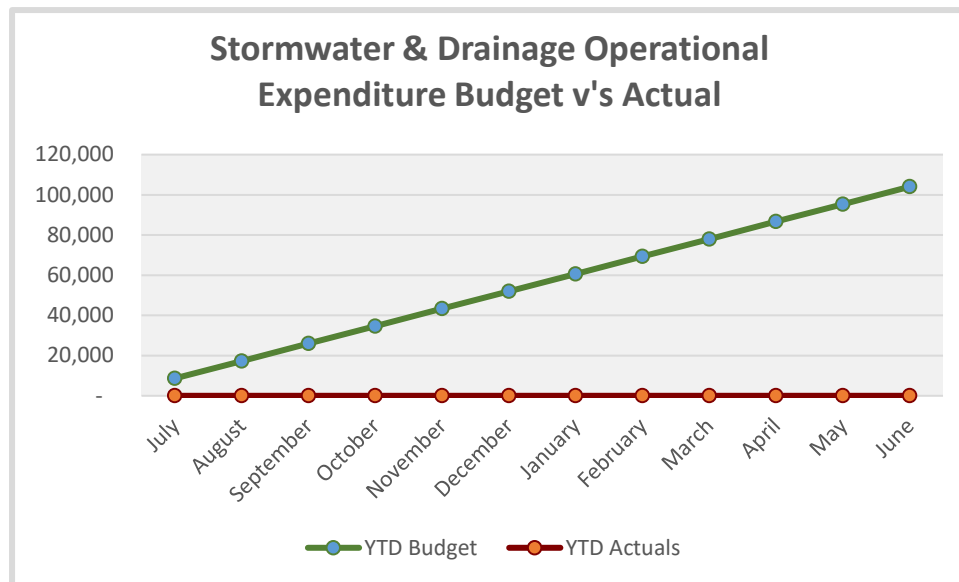
### a) Delivery and Operational Plan precis

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		Plans of existing storm water assets in Rouse Street CBD are being compiled based upon the Stormwater Asset Management Plan. Stormwater inlets in urban areas are being reviewed for child entry protection. This project has been delayed in recent weeks due to grant funding applications and general management reporting tasks.
	Condition rate all drainage assets and prioritise according to available funding.	<i>B: MAPP C: MAPP D: MW</i>		0		Inspection of drainage assets is programmed to review conditions and maintenance requirements. Reflect maintenance and condition software training for staff has been undertaken early in December.

### a) Budget

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

Account Type	2019/20 Full Year Budget	YTD Actuals	YTD Budgets	YTD Variance	Percentage Spent	Variance Comments
<b>Stormwater &amp; Drainage</b>					%	
1. Operating Income	-72,662	-72,516	-30,275	42,241	99.80	
2. Operating Expenditure	104,000	0	43,335	43,335	0.00	
4. Capital Expenditure	285,000	0	118,755	118,755	0.00	
8252502. Drainage Pits - Upgrade	20,000	0	8,335	8,335	0.00	
8252509. Rouse Street - Design & Investigation	100,000	0	0	0	0.00	
8252510. Rouse Street Construction	110,000	0	87,500	87,500	0.00	
8252524. Child Proofing Culverts	5,000	0	2,085	2,085	0.00	
8252525. Stormwater Works Investigation	50,000	0	20,835	20,835	0.00	



#### Capital Income:

Budget funding has been allocated for Rouse Street investigation.

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

#### Operational Income:

*Budget allocated for stormwater maintenance.*

#### Operational Expense:

Expenses subject to identified maintenance priorities with allocated budget.

#### b) Capital Projects

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

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

*Ongoing commitment to enhance the community stormwater.*

**d) Customers**

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

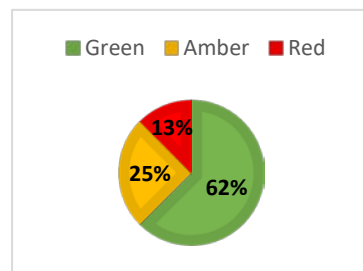
**e) Business Statistics:**

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

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

No special events at this stage.

## 20. Transport Network



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

### a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	-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.	<i>B: MAPP</i> <i>C: TPE</i>		0		Since there is no current budget allocated for this work, external grant applications are currently being prepared to seal the two unsealed sections near Bookookarara.
	Reconstruct and realign Mt Lindesay Road from Legume to Woodenbong. Under the direction of the Chief Operating Officer.	<i>B: MAPP</i> <i>C: TPE</i>			+1	2.4km at Dalman North is complete. Construction of the intersection at Legume is complete. The delivery of remaining stages is being discussed with RMS with set out survey and land acquisition surveys to be arranged next.
	Deliver the timber bridge replacement program.	<i>B: MAPP</i> <i>C: MW</i> <i>D: MW</i>			+1	Emu Creek on Hootons Rd, Beaury Creek on Tooloom Rd and Boonoo Boonoo River bridge on Mt Lindesay Rd D&C tenders have been received and are the subject of a report to Council.
	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.	<i>B: MAPP</i> <i>C: MW</i> <i>D: MW</i>			+1	19/20 program will be called for tenders towards the end of 2019 and assessed in February 2020.
	Complete yearly renewal (replacement) of drainage assets as identified from condition ratings from inspections.	<i>B: MAPP</i> <i>C: MW</i> <i>D: MW</i>		0		19/20 FY has funding towards drainage assets. Some culverts have been identified for replacement and materials have been purchased ready for installation. Some replacements have been completed on Binghi Rd and Log Hut Rd.
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.	<i>B: MAPP</i> <i>C: MW</i> <i>D: MW</i>			+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.	<i>B: MAPP</i> <i>C: MW</i> <i>D: MW</i>			+1	Program set, continually reviewed and maintenance works occurring. Some bridges are complete under Interim Solutions Funding and further work is ongoing. Bridge superstructure has now been replaced on Silent Grove Rd.
	Ongoing maintenance of road network and cleaning of streets and car parks.	<i>B: MAPP</i> <i>C: MW</i> <i>D: MW</i>			+1	Street sweeping contract in place, road network program set and implemented.
	Maintain Council's footpath network in accordance with the Asset Management Plan.	<i>B: MAPP</i> <i>C: MW</i> <i>D: MW</i>			+1	Footpaths maintained as budget funds allow.



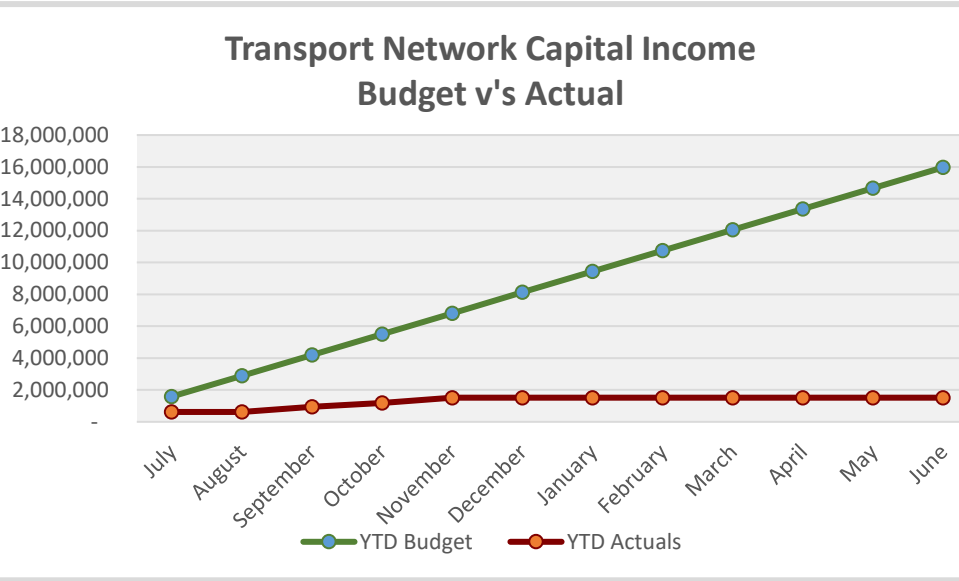
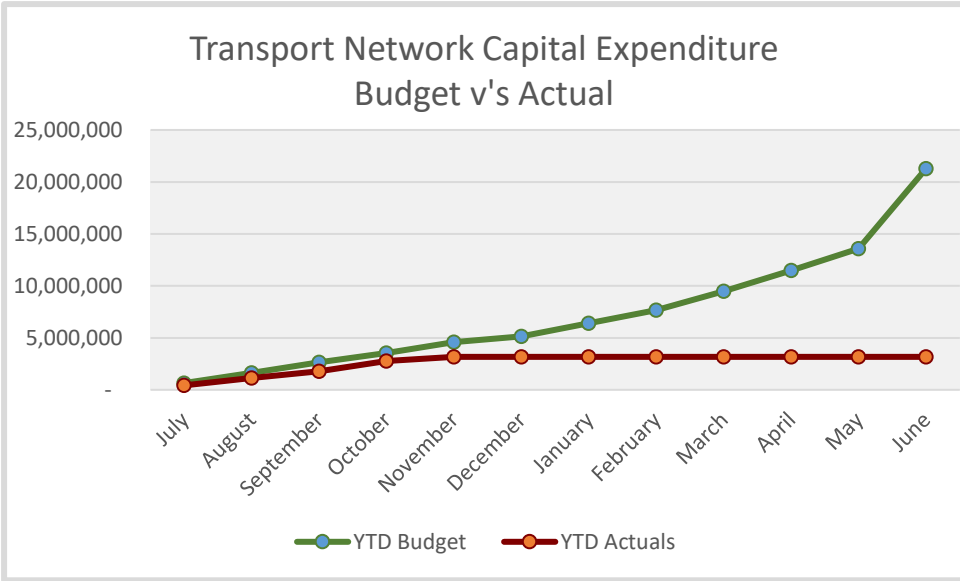
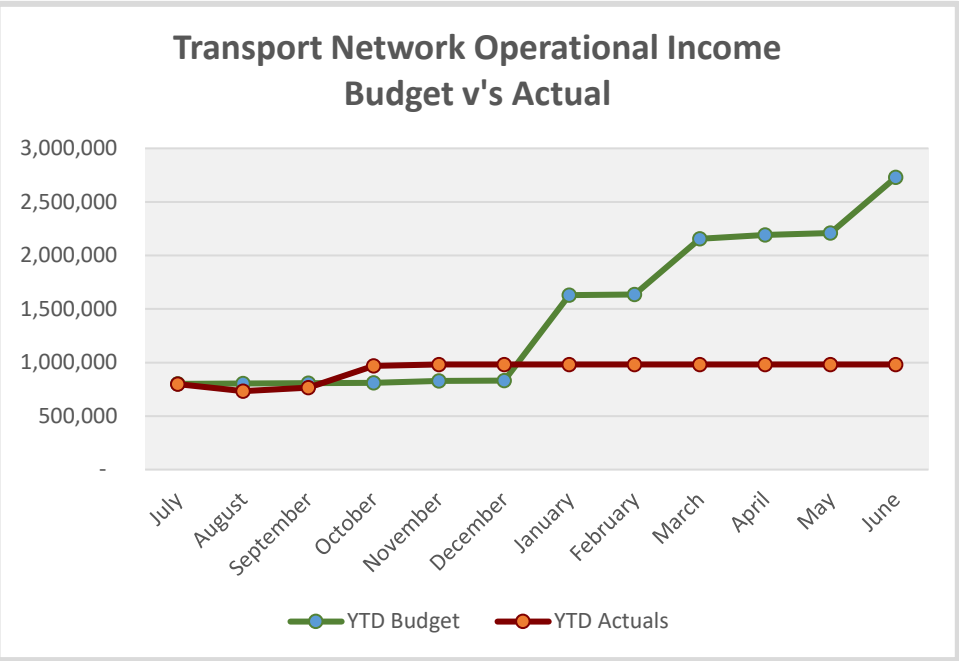
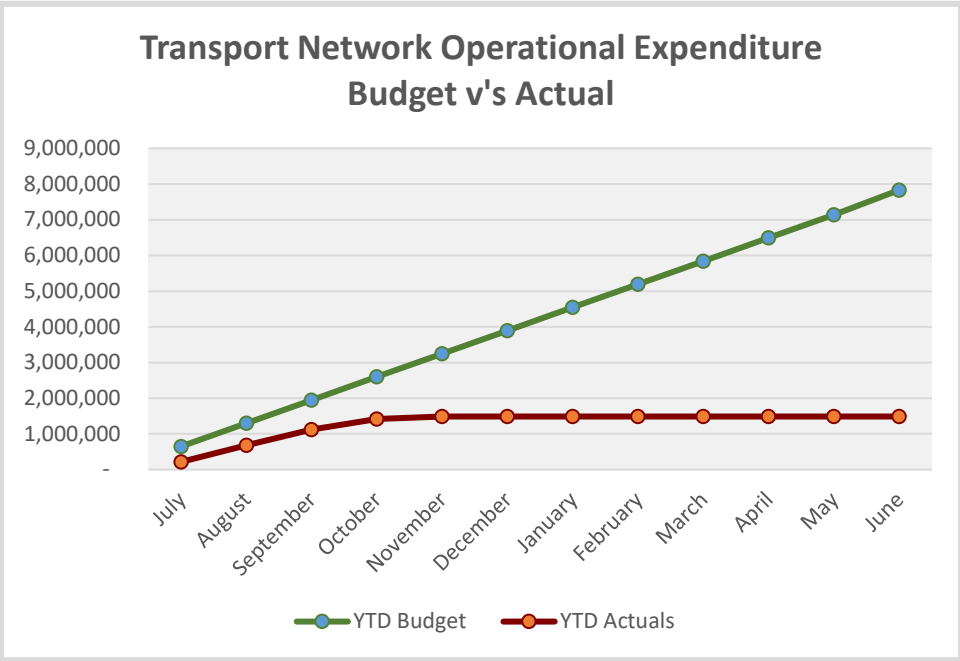
DP20.03) Advocate on behalf of the community for improved service levels across the Shires transport network.  <i>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</i>	Lobby State and Federal Governments for funding to reconstruct and realign Bruxner Way from the New England Highway to Sunnyside Loop Road.	B:CE C:CE		0		Commenced. BROCC task force initiated. BROCC 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.	B:CE C:CE	-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. A funding application through Fixing Local Roads has been submitted for two sections with the priority being Paddys Flat Road to Urbenville
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.	B:MAPP C:MAPP		0		Both plans to be reviewed by June 2020. Existing plans are in place and being implemented.
	Ongoing management of quarries, borrow pits and stockpiles. Meet Mining documentation requirements.	B:MW C:MW D:MW		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.	B:MAPP C:MW D:MW			+1	Airstrip maintained regularly and available for use.
	Management of road safety and the Traffic Committee.	B:MAPP C:MAPP D:MW			+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.	B: MW			+1	Grading practices to be reviewed as part of the review of Road Network Management Plan.

**b) Budget**
**Report for the Month of November 2019/20**

Account Type	2019/20 Full Year Budget	YTD Actuals	YTD Budgets	YTD Variance	Percentage Spent	Variance Comments
<b>Transport Network</b>					%	
1. Operating Income	-2,729,695	-981,918	-1,137,375	-155,457	35.97	
2. Operating Expenditure	7,832,924	1,487,165	3,245,665	1,758,500	18.99	
3. Capital Income	-15,973,917	-1,516,144	-6,149,725	-4,633,581	9.49	
4. Capital Expenditure	21,290,980	3,171,433	7,955,790	4,784,357	14.90	
6. Liabilities	256,029	58,095	106,680	48,585	22.69	
5400410. Drought Communities Program 2018/19 - Timber Bridges	134,922	136,875	0	-136,875	101.45	
6205513. RMS Lighting Review - Tenterfield CBD	0	5,000	0	-5,000	0.00	
6215110. Regional & Local Roads Traffic Facilities	66,028	62,833	27,515	-35,318	95.16	
6215509. Regional Roads Block Grant - Gravel Resheeting Program.	0	0	104,165	104,165	0.00	
6215510. Regional Roads Block Grant - Reseals Program.	250,000	1,091	0	-1,091	0.44	
6215514. Roads to Recovery 2014-19	0	0	431,445	431,445	0.00	
6215528. Stormwater Works - Investigate Rouse St	50,000	0	0	0	0.00	
6215531. Special Grant Mt Lindesay Road (RMS/Fed)	10,000,000	1,133,052	4,166,650	3,033,598	11.33	
6215538. NDRRA 2017 - 28 March - Local Roads (Restoration)	394,619	114,167	0	-114,167	28.93	
6215539. NDRRA 2017 - 28 March - Regional Roads (Restoration)	336,408	239,229	0	-239,229	71.11	
6215541. MR290 Repair Program 2018/19	0	15,695	0	-15,695	0.00	
6215545. DRFA 2019 Declaration Expenditure AGRN 843 - February Fires	0	18,334	0	-18,334	0.00	
6215548. Restart NSW Funding - Beaury Creek Bridge Replacement - Tooloom Road - Expenditure	795,000	68,015	331,250	263,235	8.56	
6215550. Footpaths	11,479	1,544	0	-1,544	13.45	
6215551. Repair Program 2019/20	895,890	172,959	373,290	200,331	19.31	
6215552. Roads to Recovery 2019-24	1,035,468	0	0	0	0.00	
6215553. MR 462 Bruxner Way Curve Improvements (Segments 7010, 7020 & 7030)	694,000	0	0	0	0.00	
6215554. DRFA Restoration Works AGRN871 - September 2019 Fires	0	352,023	0	-352,023	0.00	
6220270. Boonoo Boonoo Bridge, Mt Lindesay Road - Restart NSW Funding	1,459,500	152,715	608,120	455,405	10.46	
6220271. Bridges Renewal Program - Deepwater River Bridge Renewal - Torrington Roady	240,020	0	0	0	0.00	
6220272. Bridges Renewal Program - Kangaroo Creek Bridge Replacement - Paddys Flat Road Nth	243,480	0	0	0	0.00	
6220275. Emu Creek Bridge Replacement - Hootens Road - Restart NSW Funding	910,000	67,259	379,165	311,906	7.39	
6220280. Restart NSW Funding - Bridge Interim Solutions Project - Expenditure	1,313,000	311,153	547,080	235,927	23.70	
6220500. Urban Streets - Reseal Program	105,000	0	43,745	43,745	0.00	
6220501. Road Renewal - Gravel Roads	605,000	141,351	252,085	110,734	23.36	
6220503. Gravel Resheets	617,000	45,615	257,080	211,465	7.39	
6220505. Kerbing & Guttering	40,000	0	16,670	16,670	0.00	
6220506. Bridges / Causeways (SRV to 2023/24)	510,000	54,456	212,500	158,044	10.68	
6220507. Rural Roads - Reseal Program	252,828	0	105,340	105,340	0.00	
6220512. Culverts & Pipes	134,000	18,363	55,835	37,472	13.70	
6240101. Gravel Pit Rehabilitation	10,250	926	4,270	3,344	9.03	
6240502. Main Street - Complete Final Stage	92,088	58,781	0	-58,781	63.83	

6240503. Road Rehabilitation	95,000	0	39,585	39,585	0.00
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c)



### Capital Income:

### Capital Expenses:

- *Sawyers Gully is complete, sidetrack removed and the road reinstated.*
- *Replacement of a causeway on Woodside Road has commenced.*

#### Bridges Work

- *Installation of replacement bridge superstructure on Silent Grove Rd bridge is complete.*
- *Interim Solutions work to two bridges on Boorook Rd is complete.*
- *Council will replace two bridges in the Urbenville area with an InQuik bridge, commencing in the new calendar year.*
- *Council will commence the replacement of a section on the Maryland River (Rivertree Rd) with an InQuik bridge to facilitate the requirements of DPI Fisheries on this river.*

### Operational Income:

### Operational Expense:

- **Eastern Grader** – grading Mudflat Rd, Patemans Rd, and Ramsay Rd – however these works may be in doubt as water supply sourcing is close to affecting local stock water.
- **Northern Grader** –Grading Undercliffe Rd, Red Ridge Rd, Wallaroo Range Rd and Wylie Ck Rd.
- **Western Grader** –Council will grade those roads that have access to water if needed. The grader should complete shoulder work on the Tooloom Rd prior to Christmas.
- **Central Grader** – Grading Black Swamp Rd, Bryan's Gap Rd and Timbarra Rd.
- **Drainage Crew** – Excavator is desilting the Tenterfield Dam.
- **Urbenville Crew** - general patching, spraying and slashing of road verges, grading Tooloom shoulders. Completion of headwalls for the culvert in Legume for the pathway to the Legume park area.
- **Response to essential public infrastructure fire damage** works on Torrington Rd and Silent Grave Rd removing hazardous or fallen trees.
  - Billirimba Rd and Scrub Rd have had initial safety works undertaken to remove hazardous trees.
  - Red Rock Rd is having hazardous trees removed.
- **Main Street** –Planning is underway for the tree planting at the northern entrance to Tenterfield CBD, replicating the southern entrance to the CBD, in the New Year.
- **Water Bore Pipeline** –Works crews are assisting the water team to trench and lay a water trunk main along Billirimba Road for the new bores. This work will be subject to slow progress given the extent of hard rock in this area.





*Silent Grove Rd Bridge superstructure constructed in the depot for more efficient costing*



*Silent Grove Road Bridge replacement completed*



#### 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	+1	29/11/2019 \$66,000	+1	30/06/2020 \$68,000	0	\$200,000
Comments	Paving is complete. Second claim to be made by December 2019.								

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

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

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

- Three bridge replacement grant opportunities have been successful as well as two bridges that have 50/50 funding. This combined with the Bridges 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; A separate application to seal Mt Lindesay Rd on the gravel section Tenterfield side of Bookookoorara Ck under this funding has been unsuccessful.

**SWOT ANALYSIS**

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

S

**Strengths**

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

W

**Weaknesses**

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

O

**Opportunities**

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

T

**Threats**

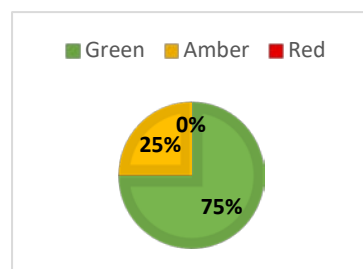
- State and Federal cost shifting;
- Acquiring new assets without corresponding resources;
- Climate change;
- Less annual funding;
- Increase in service levels without resources, shifts in priorities that are unplanned.

**f) Customers**

**g) Business Statistics**

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

## 21. Plant, Fleet and Equipment



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.

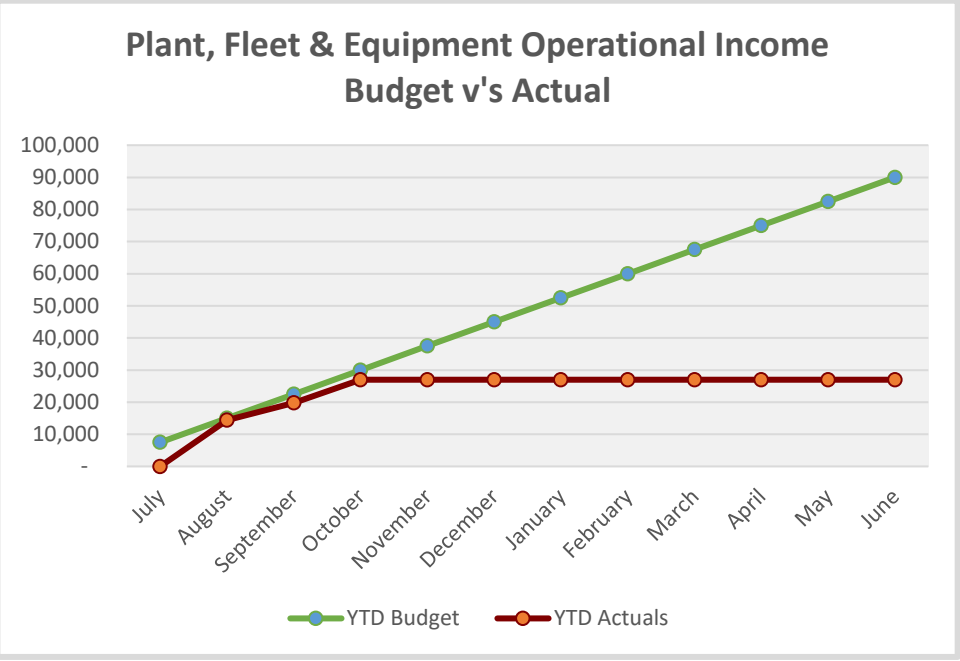
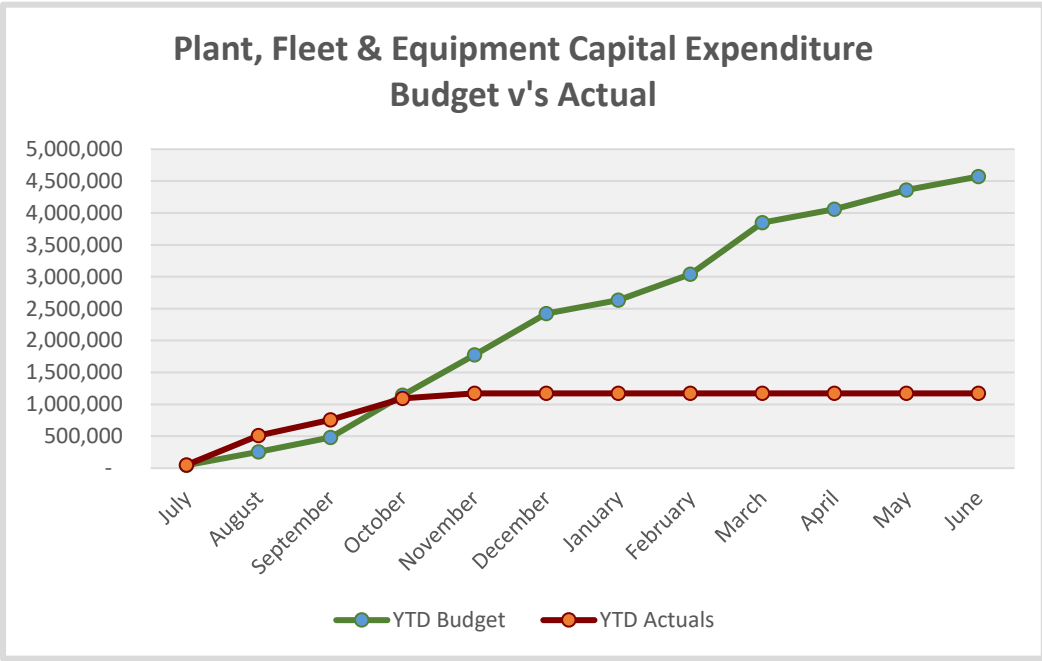
### a) Delivery and Operational Plan precis

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><b>Depot, Store:</b> A – Chief Operating Officer</p> <p><b>Fleet &amp; Plant:</b> A – Chief Operating Officer</p> <p><b>Procurement and tendering framework:</b> A – Chief Operating Officer</p> <p><b>Depot, Store, fleet &amp; plant:</b> A – Chief Operating Officer</p>	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		0		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			+1	WHS inspections yet to be performed.
	Deliver an effective Plant Maintenance Program in line with industry best practice.	B: FC C: FC D: FC			+1	Completed 95%. Approximately 5% 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			+1	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			+1	Store stock levels have been audited during June 2019.
	Ongoing delivery and review of the Plant Replacement Program.	B: FC C: FC D: FC			+1	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		0		Five replacements have carried forward from last financial year, There are six items in this year's program Two 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			+1	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. Fleet is investigating the purchase of a timber mulching head attachment to council's 24 ton excavator.

b) Budget

Report for the Month of November 2019/20

Account Type	2019/20 Full Year Budget	YTD Actuals	YTD Budgets	YTD Variance	Percentage Spent	Variance Comments
<b>Plant, Fleet &amp; Equipment</b>					%	
1. Operating Income	-90,000	-26,993	-37,500	-10,507	29.99	
2. Operating Expenditure	-2,209,329	-206,093	-920,560	-714,467	9.33	
4. Capital Expenditure	4,596,205	1,172,392	1,561,680	392,288	31.22	
8. WDB of Asset Disposals	-2,349,171	-1,077,607	-978,815	98,792	45.87	
6210500. Public Works Plant - Purchases	4,572,205	1,146,210	1,564,680	418,470	14.5299	
6210502. Minor Plant Purchases	24,000	24,000			100	
6210503. Workshop - New Air Conditioner	-	2,182	-	2,182	100	



### **c) Capital Projects**

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

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

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

- Unit 11 Watercart,
- Unit 343 Slasher,
- Unit 98 Micro Excavator 1.8T, quotations received and currently being assessed. Probable addition of a second machine which will be based in Urbenville
- Unit 24 Front Loading Garbage Compactor,
- Unit 109 Landfill Compactor, a second hand Caterpillar 836H has been inspected by council's Fleet manager on the 26th November in Wollongong. The asset looks in good condition and a decision to purchase has been made. Delivery is scheduled for the 6<sup>th</sup> December to council's Boonoo Boonoo landfill site.
- Unit 289 Tommy Vac leaf vacuum.

### **Operational Income:**

Recovered through plant charges, fleet income is indicating a 3.38% surplus for the November.

Fleet operational expenditure was 21.72% over expended for November, with the current harsh environmental conditions and fire containment efforts placing extreme demands on council's fleet assets. All annual registration and insurance costs are included in this expenditure, which has elevated the first half yearly cost figures.



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

With the increased wind and storm weather experienced in November, large volumes of sand and aggregate have migrated from the West into the depot and workshop facility. Several air sampling units have been installed to monitor air quality and laboratory testing will take place on the samples. The ingress of sand into the workshop has caused the floor to become slippery and forced the re-disassembly of several components prior to repair due to sand contamination. This sand has also caused several eye irritations within the depot.

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

Fleet recently embraced an app based login system for it workshop facility, the system is now fully operational and has provision to print visitor and contractor passes. The system also affords for other departmental staff to 'sign in' to the workshop. The system can provide reporting to an indefinite period of time in the past, and has a 'role call' feature that can be referenced in the event of an emergency or evacuation. The system is cloud based meaning data is maintained off site and available remotely if required. Other departments of councils have indicated they may choose to embrace this app based visitor log system into the future.

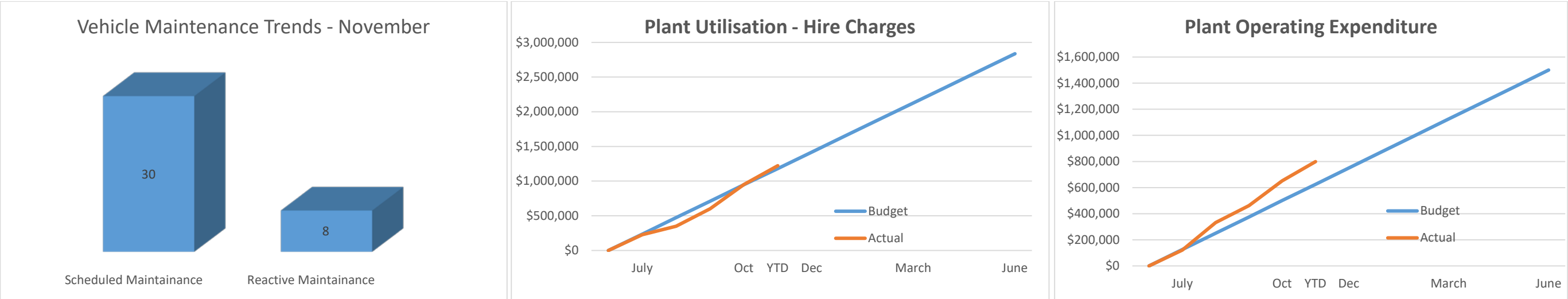


**f) Customers**

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

Further support to water services has occurred in November to fabricate an aeration system for Tenterfield water supply dam, this system is will be implemented to assist with de-stratification of the body of water. There are several unique challenges in the deployment and instillation of the system which have required a modified strategy and fluid design of the system.

**g) Business Statistics**



38 Vehicle maintenance orders conducted in November  
Ratio 3.75: 1, Target >3: 1.)

Fleet utilisation is indicating a 3.38% surplus for November.

The plant expense budget was 21.72% over budget for November.

**SWOT ANALYSIS**

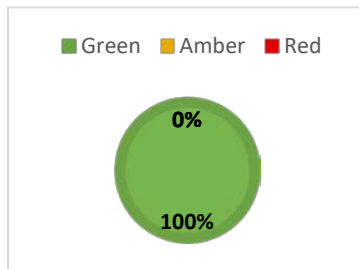
Fleet – (FC)

<p><b>S</b> <b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Modern, diverse and flexible fleet with annual funding in line with Fleet Asset Management Plan;</li> <li>• Functional workshop with onsite service capability;</li> <li>• Motivated, skilled staff who enjoy positive customer/supplier relationships, effective management and prompt response times;</li> <li>• Facilities include, emulsion storage, vessel/mixer, sizeable Store, pipe and element areas, safety, signage and staff areas.</li> </ul>	<p><b>W</b> <b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Staff numbers requires Contractor use to meet KPI's, some succession planning needed;</li> <li>• Network coverage for communication to remote parts of Shire;</li> <li>• Age of some infrastructure imposes demands on equipment;</li> <li>• Training in Software use;</li> <li>• Lighting, AdBlue, shelving and small plant maintenance monitoring, access and Depot funding, wash down bay, trade waste;</li> <li>• Administration support and local skills availability.</li> </ul>
<p><b>O</b> <b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Private works for heavy plant and fleet maintenance, external hire of plant and equipment, sale of stores to external customers;</li> <li>• Revised Fleet structure;</li> <li>• Satellite telemetric systems to enhance vehicle safety, reduce premiums;</li> <li>• Driver and Operator training to enhance skill;</li> <li>• Boom gate, fueling station, Grant to upgrade Depot;</li> <li>• Air conditioning repair and hydraulic hose manufacture.</li> </ul>	<p><b>T</b> <b>Threats</b></p> <ul style="list-style-type: none"> <li>• Technological change to skill base requirements or emission standards;</li> <li>• Damage to Plant due to terrain and environment;</li> <li>• Loss of external customers;</li> <li>• Storage tank failure and impact;</li> <li>• Lack of backup generator at Depot;</li> <li>• Staff churn;</li> <li>• Cost increases.</li> </ul>

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

Council's Fleet registrations have taken place, with annual renewal on the 25<sup>th</sup> November. The re-classification of several vehicle usage declarations has reduced council's Fleet registration costs by a couple of thousand dollars. Several vehicles were identified as being eligible for 'road works concession' which had previously be classified as 'business use' at a much higher registration rate. One new fire appliance had been registered for 'business use' by the RFS instead of 'Fire concession' which was identified and rectified saving several hundred dollars also.

## 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

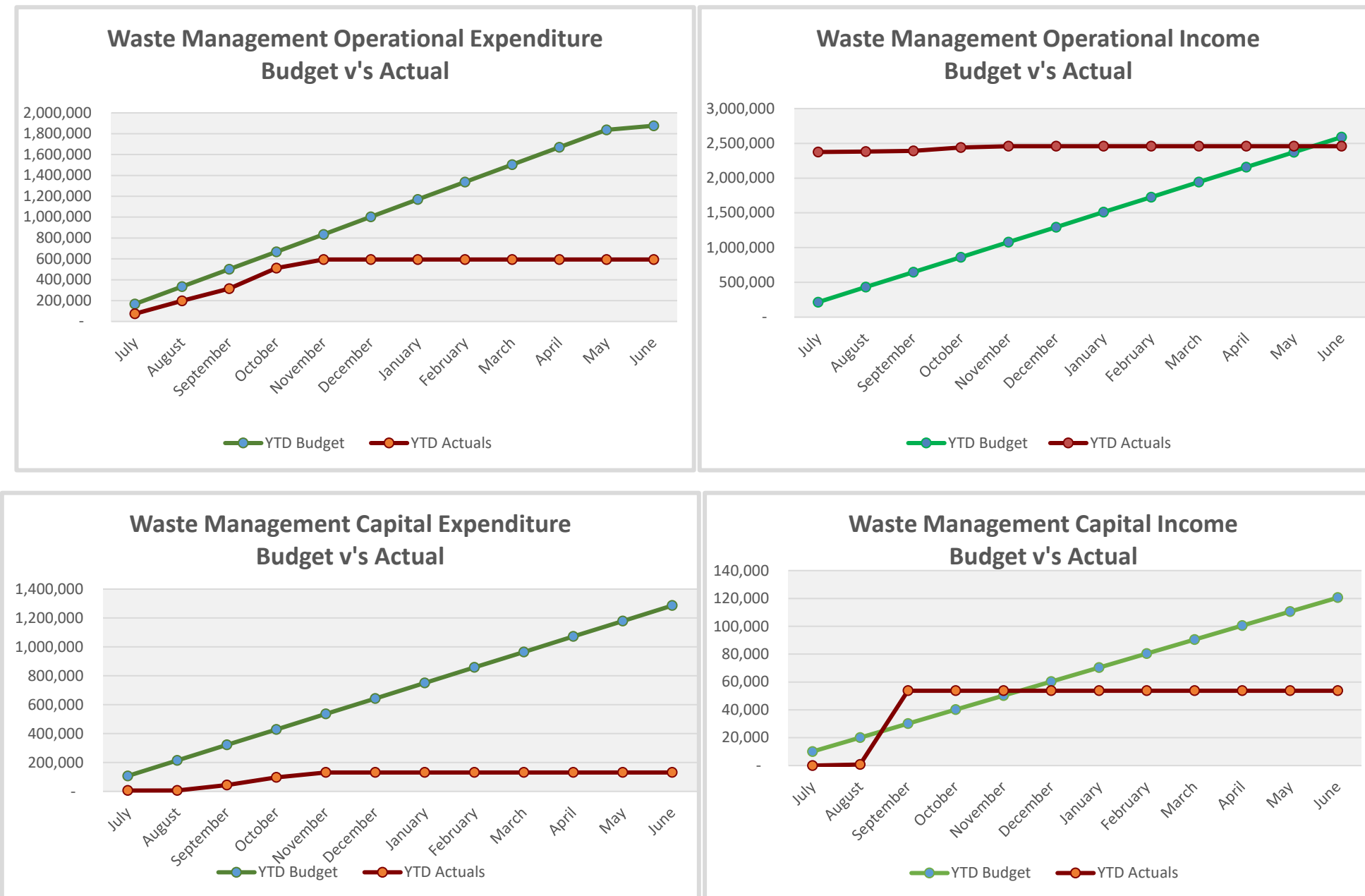
4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP22.01) Investigate and implement strategies to reduce waste produced by households and industry across the Shire.  <i>Waste &amp; recycling: A - Chief Executive</i>	Provide recycling services in line with existing service levels.	<i>B: MWW D: MWW</i>			+1	Operational staff continue to provide an excellent service in line with service level agreements
	Delivery of the Tenterfield Shire Council Waste Management Strategy.	<i>B: MWW C: MWW D: MWW</i>			+1	Implementation is progressing; awarded small Grants that have been applied for to assist with this process in 2019.
	Development of Boonoo Boonoo Landfill New Cell Construction.	<i>B: MWW D: MWW</i>			+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.	<i>B: MWW C: MWW</i>			+1	EPA inspection occurred this month; successful outcome of Grants (been applied for to assist with this process in 2019) deed has been signed awaiting payments for commencement of closure works. <i>Community consultation pending fires have delayed progress.</i>
	Continue investigations and implementation of processes and systems to reduce waste.	<i>B: MWW C: MWW</i>			+1	Ongoing; New bailer 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.	<i>B: MWW C: MWW</i>			+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.	<i>B: MWW C: MWW</i>			+1	Lismore recycling is temporarily halted due to fire; options are still under investigation. <i>Re-commencement of e-waste recycling with stockpiled pallets expected to be picked up this month.</i>
	Waste Reduction Education – Investigate, develop and implement waste reduction education.	<i>B: MWW C: MWW D: MWW</i>			+1	The success of the Colouring books was received well, and have been re-ordered and received. Schedules continue for presentations to schools about waste and reducing our waste <i>continue.</i>

## B. Budget

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

Account Type	2019/20 Full Year Budget	YTD Actuals	YTD Budgets	YTD Variance	Percentage Spent	Variance Comments
<b>Waste Management</b>					%	
1. Operating Income	-2,588,766	-2,458,274	-1,078,650	1,379,624	94.96	
2. Operating Expenditure	1,876,324	593,998	835,225	241,227	31.66	
3. Capital Income	-120,517	-53,713	-6,150	47,563	44.57	
4. Capital Expenditure	1,286,072	131,001	6. Liabilities	282,744	10.19	
7080500. 240L Wheelie Bins	3,113	1,050	835	-215	33.73	
7080503. Industrial Bins	16,000	6,208	2,500	-3,708	38.80	
7080550. Boonoo Boonoo - Groundwater Bores	1,500	0	0	0	0.00	
7080551. Boonoo Boonoo - Capping Cell/Remediation #5 (Pool) (Remediation)	31,659	0	0	0	0.00	
7080552. Boonoo Boonoo - EPA Remediation (works to be defined) (Remediation)	0	5,837	0	-5,837	0.00	
7080553. Boonoo Boonoo - New Cell Construction	323,228	0	83,335	83,335	0.00	
7080554. Boonoo Boonoo -develop/operate borrow area	20,000	0	4,165	4,165	0.00	
7080555. Boonoo Boonoo - New Cell Remediation Asset (Non Cash)	50,000	0	20,835	20,835	0.00	
7080557. Toilet Facilities - Boonoo Boonoo Landfill	17,000	0	0	0	0.00	
7080558. Tip shop - Drake, Liston & Tenterfield	17,000	0	4,165	4,165	0.00	
7080559. Green Waste Hungry Bin - School Trial	10,000	329	4,165	3,836	3.29	
7080560. Boonoo Boonoo New Office	15,000	0	6,250	6,250	0.00	
7080561. Boonoo Boonoo Landfill - Environmental Improvements	31,700	0	0	0	0.00	
7080562. Boonoo Boonoo Asbestos Cleanup	0	93,978	0	-93,978	0.00	
7080563. Torrington - Landfill Closure & Transfer Station Construction	119,872	0	0	0	0.00	
7080720. Mingoola - Open Transfer Station	70,000	0	29,165	29,165	0.00	
7080731. Torrington Landfill - Capping Cell (Remediation)	75,000	0	31,250	31,250	0.00	
7080732. Torrington Landfill - Convert to Transfer	70,000	0	29,165	29,165	0.00	
7080733. New Pump Combination	15,000	0	6,250	6,250	0.00	
7080811. Tenterfield WTS Groundwater Bores	100,000	23,599	41,665	18,066	23.60	
7080815. Tenterfield WTS EIS - Return to Landfill	50,000	0	20,835	20,835	0.00	
7080819. Tenterfield Meet EPA Requirements to Open	250,000	0	104,165	104,165	0.00	
7080821. Tenterfield WTS Bailer Bay Structure	0	0	25,000	25,000	0.00	





#### Operational Income:

New financial year; budgets in line.

#### Operational Expense:

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

#### Capital Income:

Small increases in income, expected to even out through the year.

#### Capital Projects

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

C. Emerging Issues, Risks and Opportunities

Compactor repairs completed efforts by fleet to secure hire/purchase are ongoing. Council’s bulldozer was utilised at Boonoo Boonoo to prepare old cell for asbestos from February fires 2019. Due to the fires in September Boonoo Boonoo site handover was delayed by 4 weeks with Public works asbestos contractors officially assuming site responsibilities on the 30/9/2019. Delays from new fires increased timeframe for completion official site handover 29<sup>th</sup> November. Torrington Landfill was burnt in the latest November fires (Figure 1 to 3), the fires continued to late November with additional burden of torrential rain. Council has temporarily closed the landfill and deployed industrial bins at the landfill and the RFS to assist residents of Torrington. Illegal dumping of asbestos has also occurred (Figure 1 and 2) a media has been issued to alert the residents of the area.



Figure 1, 2 & 3 Torrington Fire November 2019

A new glass shield was installed the Tenterfield Waste transfer station. Temporary stock piling at the former landfill at Jennings has commenced, with EPA inspections occurring 2/10/2019 and favourable comments received. Current stockpile will be relocated back to Boonoo Boonoo now site has been returned (Figures 4 and 5).



Figure 4 & 5 Glass Shield 2019

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

Note: two successful grants for Boonoo Boonoo (improvements grant) and Torrington (conversion to Waste Transfer Station) have been received and accepted confirmation confirmed. [The grants are underway with preparations for acquisitions.](#)

Boonoo Boonoo wind speed and direction stations purchased and installed working to capacity.

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

Mega-muncher education pack completed and continued to be released this month, with continuing onsite visits.

Boonoo Boonoo Site Office works commenced with DA conformation and site preparation.

Bryant's Gap collection is progressing with information and expression letters completed [reported to council with an opt-in option for waste and recycling resolved, preparation for service offers are being prepared.](#)

New recycling collection for x-rays installed at Tenterfield WTS.

[Re-commencement of e-waste recycling at Tenterfield waste transfer station.](#)

#### **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.



***Figure 6 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

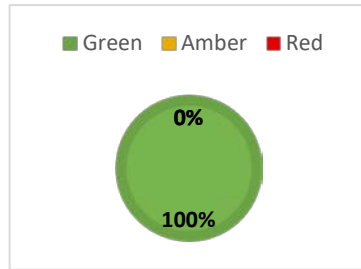
- Leadership and best practice in all aspects of waste management;
- Development of new and better use of Existing markets for resale/reuse;
- Increase community education;
- Negotiate an MOU (Memorandum of Understanding) interstate (QLD) to reduce transport costs;
- Reduce waste to landfill through 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

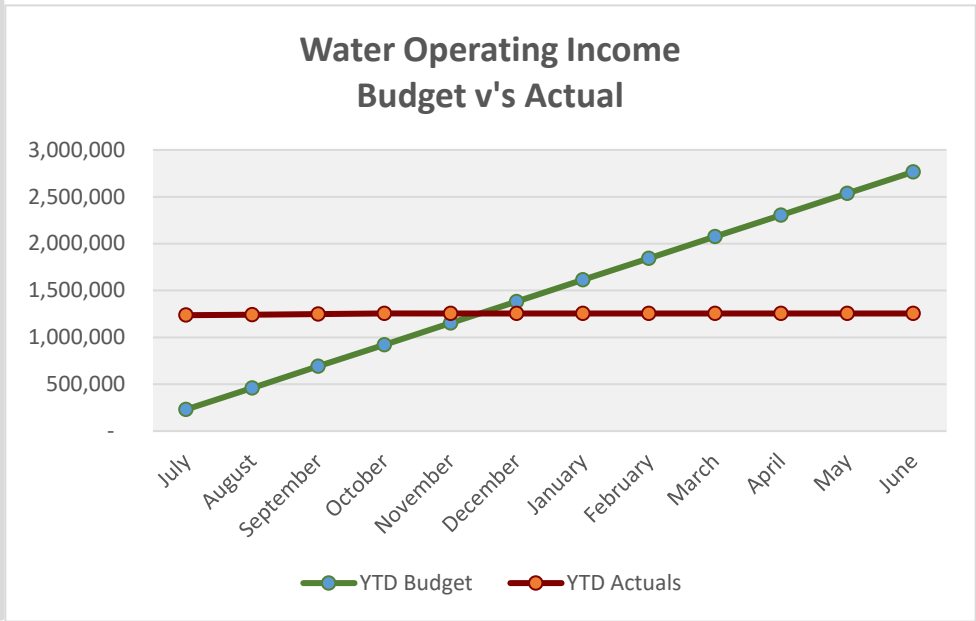
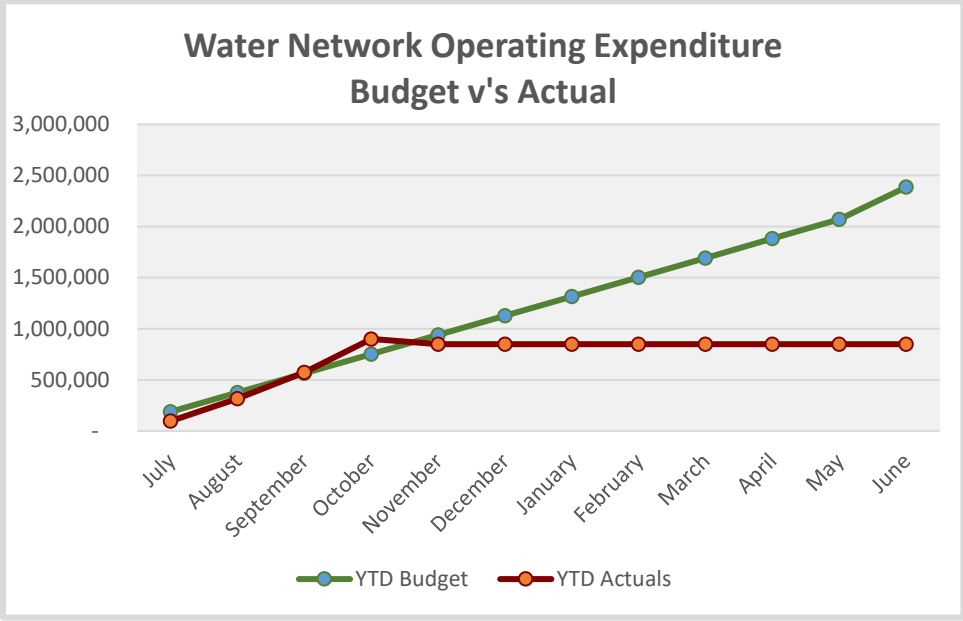
4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP23.01) Ensure effective and efficient delivery of water services in accordance with existing service levels.  <b>Water &amp; Sewer:</b> A - Chief Operating Officer	Review treatment 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. <i>New intake submersibles are costed, planning completed contractor engaged.</i>
	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.  <b>Water &amp; Sewer:</b> 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. Production licences have been attained for the RFS and Archery sites and pipe installation expected to commence in November.

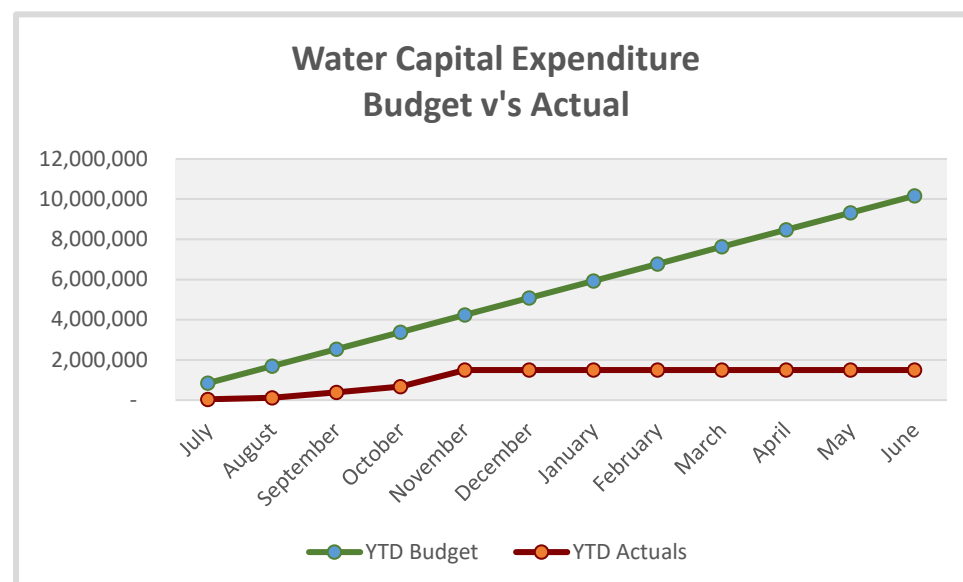
### b) Budget



# Report for the Month of November 2019/20

Account Type	2019/20 Full Year Budget	YTD Actuals	YTD Budgets	YTD Variance	Percentage Spent	Variance Comments
<b>Water Supply</b>					%	
1. Operating Income	-2,765,354	-1,254,884	-1,152,235	102,649	45.38	
2. Operating Expenditure	2,385,311	848,396	940,590	92,194	35.57	
3. Capital Income	-7,000,000	-373,000	-2,916,655	-2,543,655	5.33	
4. Capital Expenditure	10,169,392	1,496,343	4,028,365	2,532,022	14.71	
7484500. Tenterfield Sludge Removal	0	8,354	0	-8,354	0.00	
7484502. Tenterfield Valve Renewal	7,998	0	667	667	0.00	
7484505. Tenterfield Mains Replacement	262,700	0	109,460	109,460	0.00	
7484506. Tenterfield Meter Replacement	21,000	1,673	8,750	7,077	7.97	
7484513. Tenterfield Dam Wall Construction	0	245	0	-245	0.00	
7484515. Tenterfield Flood Warning System	16,800	0	7,000	7,000	0.00	
7484516. Tenterfield Shirley Park Bore Flood Damage Restoration	2,000	3,199	835	-2,364	159.95	
7484521. Tenterfield Water Treatment Plant Design	0	9,390	0	-9,390	0.00	
7484522. Tenterfield Water Treatment Plant Construct	9,350,000	0	3,895,820	3,895,820	0.00	
7484531. Tenterfield - Additional Bore Water Supply	0	18,945	0	-18,945	0.00	
7484532. Tenterfield Water Supply - Drought Augmentation	400,000	1,161,243	0	-1,161,243	290.31	
7484536. Tenterfield Catchment Areas - Land Improvements	0	290,959	0	-290,959	0.00	
7484801. Urbenville Mains Extension	5,000	0	2,085	2,085	0.00	
7484810. Urbenville Off Stream Storage Install, Pipework, Commission	0	2,335	0	-2,335	0.00	
7484811. Urbenville Water Treatment Plant Construction	5,000	0	417	417	0.00	
7484812. Scada Renewal	23,237	0	1,936	1,936	0.00	
7484813. Urbenville Intake Pump Station	25,000	0	2,083	2,083	0.00	
7484814. Urbenville Intake Pipe Replacement	28,000	0	2,333	2,333	0.00	
7484901. Jennings Mains Replacement	22,657	0	4,415	4,415	0.00	





**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](#). Drought funding is expected to increase capital.

**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 [decreased even with another spate of fires in the Shire decreases by 57KL to 648KL since the last reporting with inflows at the STP increased due to storms by 25KL to 490KL demonstrating the recycling of water throughout the town](#).

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

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

EPA undertook sampling of the dam to ensure water quality.

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

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

[Storms on Sunday the 26<sup>th</sup> November 2019, caused damage, including ash and flotsam into the dam, some aquatic life has perished due to temperature and changes in oxygen levels \(Figures 1-3\)](#).



*Figure 1, 2 & 3 Hail stones, height of flash flood and debris and silt trap view of dam.*

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

Drilling Rig arrived and commenced drilling positive news with water found in first test site core samples and test site 2; recent fires in Tenterfield left the bore site undamaged at the archery club. Drilling successes for supply at the transport museum and RFS sites additional drawdown testing has been completed and authorisation for production bores for transport museum, RFS and Archery Club have been received. [Commencement of pipeline for secondary bores have commences along Billarimba road For Archery, East Street and the Common and Douglas Street RFS site \(Figure 4\).](#)



***Figure 4 Commencement of bore infrastructure.***

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. [Works have halted due to storms.](#)

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

[Developer servicing plans review by Cardno council's consultants are continuing the audit stage.](#)

[Installation of additional aerator at the dam to assist with storm impacts \(Nessie has had a baby!\) \(Figures 6-8\)](#)





**Figure 5, 6 & 7 New Nessie at the Dam!**

Additional Solar Panels installed by the Fleet department to enable supplies for stock water at Apex Park (Figures 9 & 10)



**Figure 8 & Figure 9 Apex Park Upgrade**

#### **f) Customers**

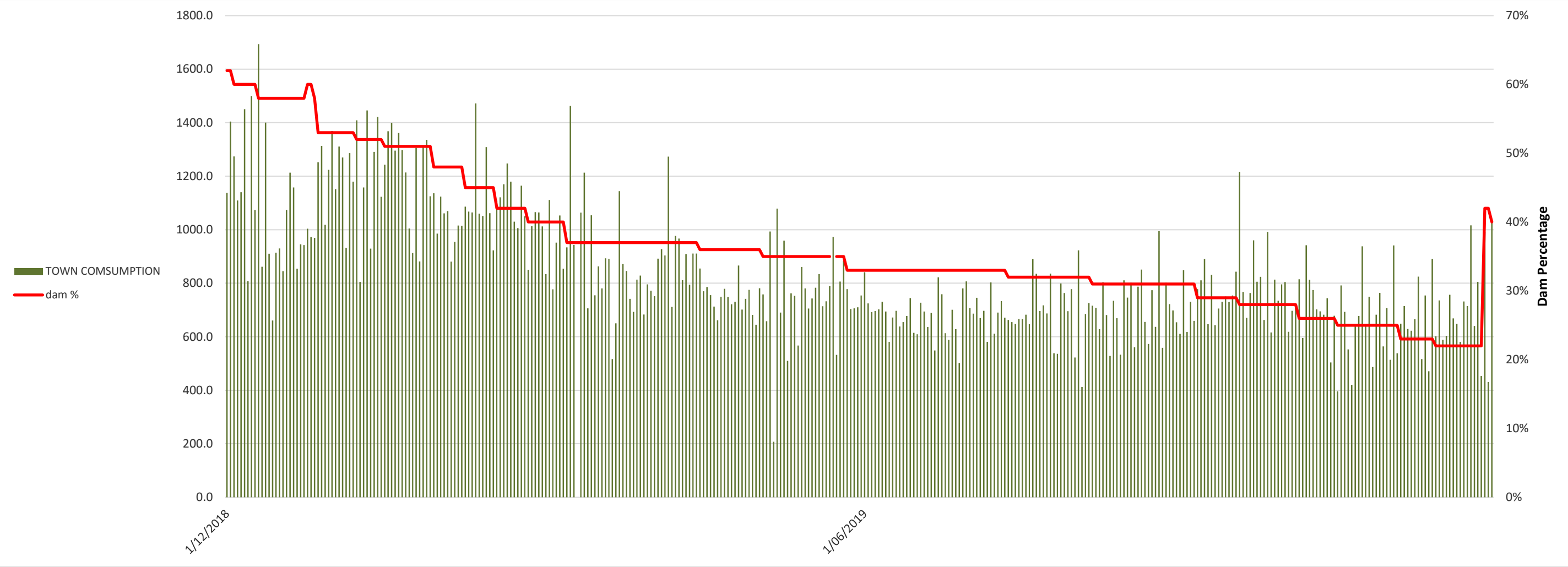
We respond to customer service requests regularly with people reporting 2 main breaks this reporting period, 2 leaks or faults and 0 new water services Tenterfield; 0 in Jennings and 0 main break 2 leaks or faults and 3 new water services in Urbenville. All requests are responded to in a timely manner. Meter readings where completed for the shire this month.

#### **g) Business Statistics:**

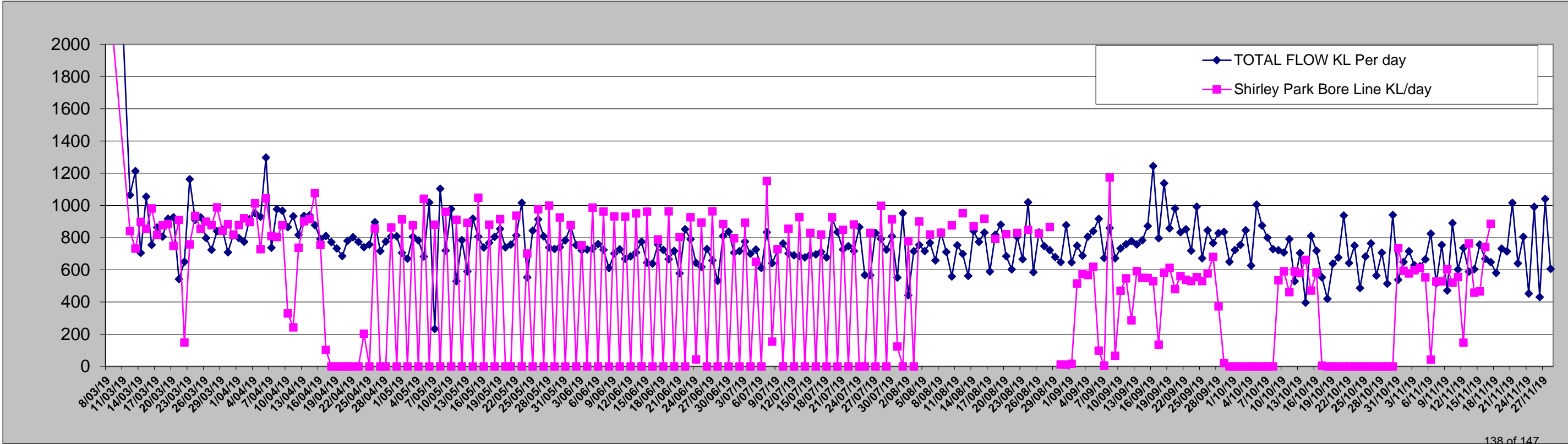
The below graph (Graph 1) shows the amount of water being taken from the Tenterfield Dam. As can be seen, the dam is now at 42%. The second graph (Graph 2) demonstrates the performance of Shirley Park bore in comparison to town consumption, a variable speed device and level sensors where added to the bore increasing effectiveness demonstrating by the secondary supply in delivering water. The third graph (Graph 3) demonstrates the usage of the livestock bore.



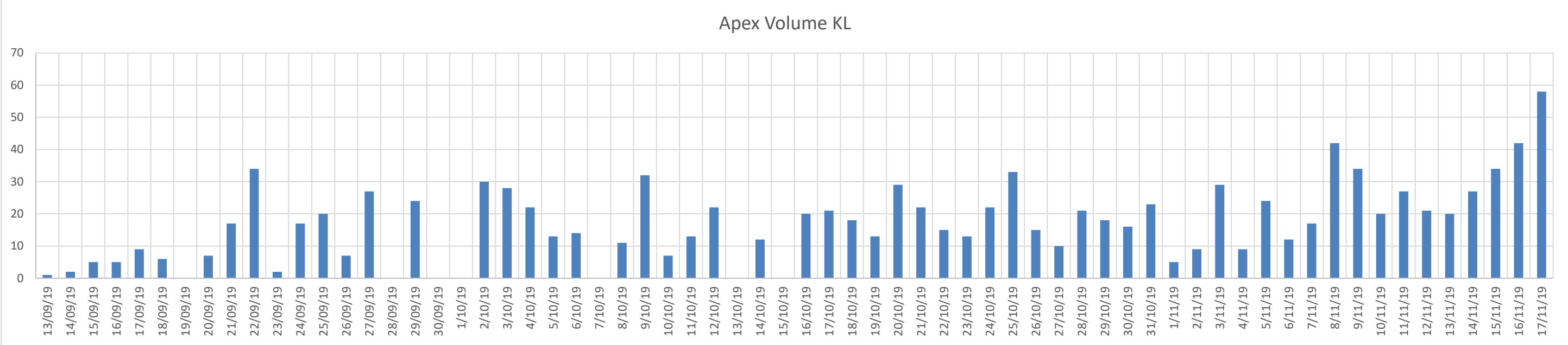
Graph 1 Dam % Levels and Consumption



Graph 2 Bore Production Vs Total flow (consumption)



Graph 3 Bore Production of Apex Park Livestock

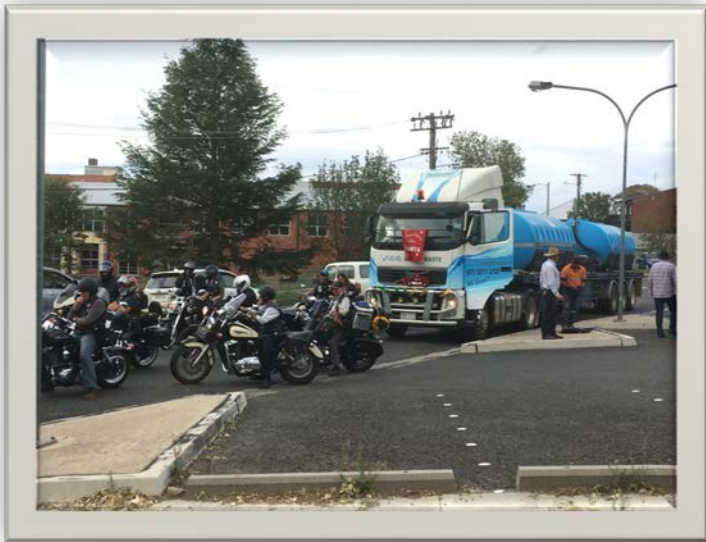
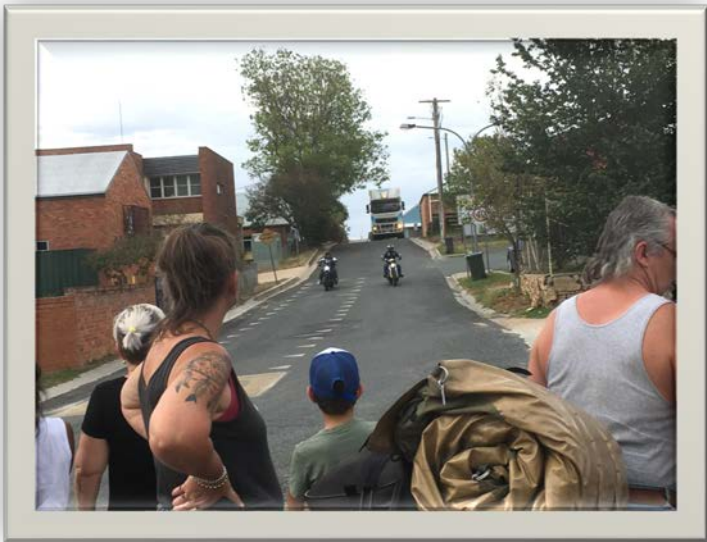


**h) Special events, achievements of note, celebrations**

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

Success for finding water supplies was celebrated with the media.

A donation of water was also received at the Dam organised by Colin Pomery, (aka UnCol), The Social Club (smc) Lockyer Valley Chapter and Tenterfield's own chamber of commerce (Figure 11-16)





***Figure 10, 11, 12, 13, 14 and 15 Donation of Water***

Staff Award- Voice Project



***Figure 16 Staff receiving an award; Well done!***

## SWOT ANALYSIS

### Water and Sewer – (MWW)

S

#### Strengths

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

W

#### Weaknesses

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

O

#### Opportunities

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

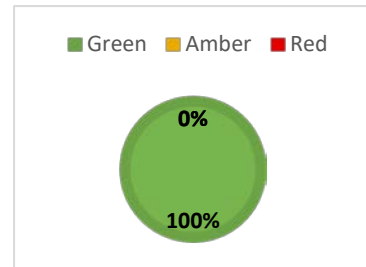
T

#### Threats

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



## 24. Sewerage Services



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

### a) Delivery and Operational Plan precis

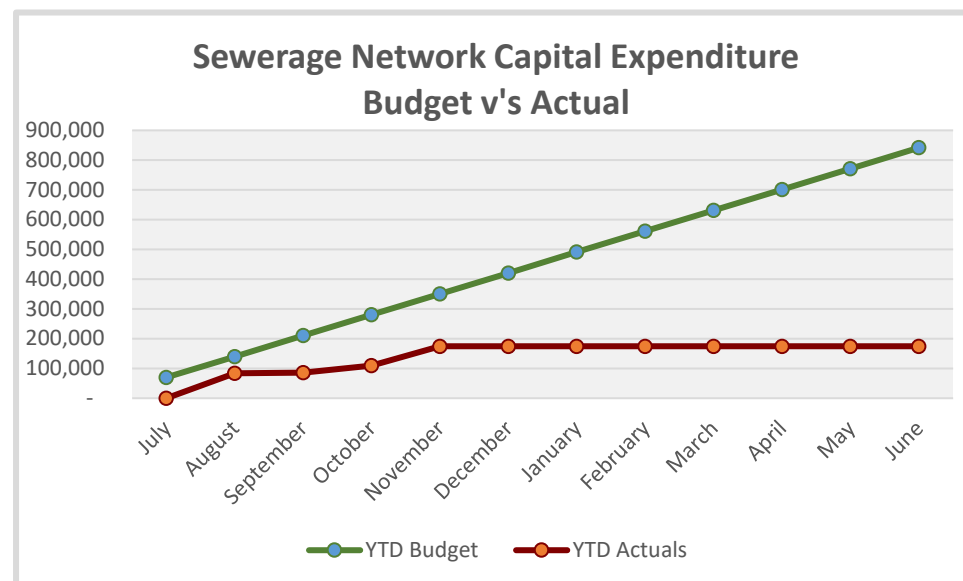
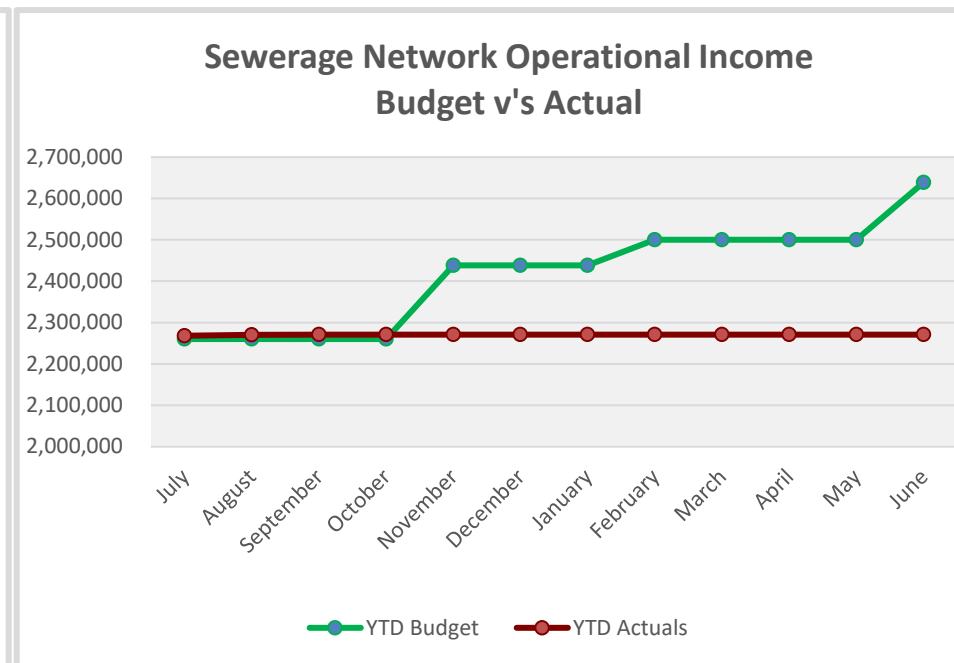
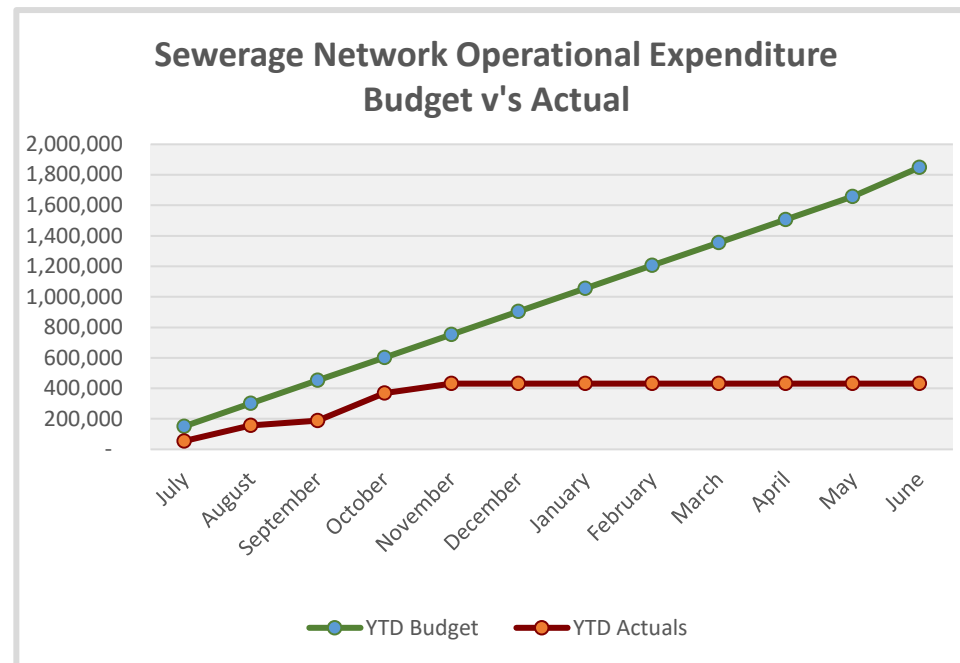
4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP24.01) Provide effective and efficient delivery of sewerage services across to the townships of Tenterfield and Urbenville.  <i>Water &amp; Sewer: A - Chief Operating Officer</i>	Ongoing maintenance and operation of sewerage network, in line with the Asset Management Strategy.	<i>B: MWW C: MWW D: SSO D: SSO (Urbenville)</i>			+1	Systems are performing as designed. <i>Asset inspections for sewer manholes planning and survey completed. Final Effluent Line at Urbenville final installation completed.</i>
	Tenterfield sewer mains relining; 1 kilometre per annum.	<i>B: MWW C: MWW</i>			+1	Scheduling has commenced for the next licence 1km relining. <i>Continuing the major main line.</i>
	Tenterfield manhole levels alterations.	<i>B: MWW C: MWW</i>			+1	Scheduling has commenced for the next manholes to be relined, <i>after assessment.</i>
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 &amp; Sewer: A - Chief Operating Officer</i>	Tenterfield sewerage network extension.	<i>B: MWW C: MWW</i>			+1	Scheduling has commenced for the next extensions.



b) Budget

Report for the Month of November 2019/20

Account Type	2019/20 Full Year Budget	YTD Actuals	YTD Budgets	YTD Variance	Percentage Spent	Variance Comments
<b>Sewerage Service</b>					%	
1. Operating Income	-2,539,165	-2,275,966	-1,099,375	1,176,591	89.63	
2. Operating Expenditure	1,848,244	505,829	753,430	247,601	27.37	
4. Capital Expenditure	841,727	174,651	264,045	89,394	20.75	
7872501. Tenterfield Mains Extension (S67)	0	701	0	-701	0.00	
7872502. Tenterfield Mains Relining (1km Year)	161,500	0	67,290	67,290	0.00	
7872503. Tenterfield Mains Augmentation	114,998	6,495	26,915	20,420	5.65	
7872505. Tenterfield Man Hole Level Alterations (Water Infiltration)	222,775	18,375	62,835	44,460	8.25	
7872517. Tenterfield Scada System Upgrade	57,736	0	0	0	0.00	
7872519. Tenterfield Network Renewal	184,500	100,270	76,875	-23,395	54.35	
7872522. STP - Dehydrator Replacement	40,972	48,810	0	-48,810	119.13	
7872523. Tenterfield STP - Entrance Road & Drainage Repair	8,000	0	6,665	6,665	0.00	
7872800. Urbenville Geotube for Sludge Removal	12,251	0	0	0	0.00	
7872801. Removal Sludge from Tertiary Ponds/Renewal of Capacity	14,995	0	4,290	4,290	0.00	
7872809. STP - Pad and Building including access to STP - Urbenville	8,000	0	3,335	3,335	0.00	
7872810. Surface Aerator/Mixer sized for Urbenville	14,000	0	5,835	5,835	0.00	
7872941. Moving Dehydrator to Urbenville STP	2,000	0	835	835	0.00	
7872942. Pad and Building including access to STP Urbenville	0	0	3,335	3,335	0.00	
7872943. Surface Aerator/Mixer sized for Urbenville	0	0	5,835	5,835	0.00	



#### 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; increasing as expected, 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.

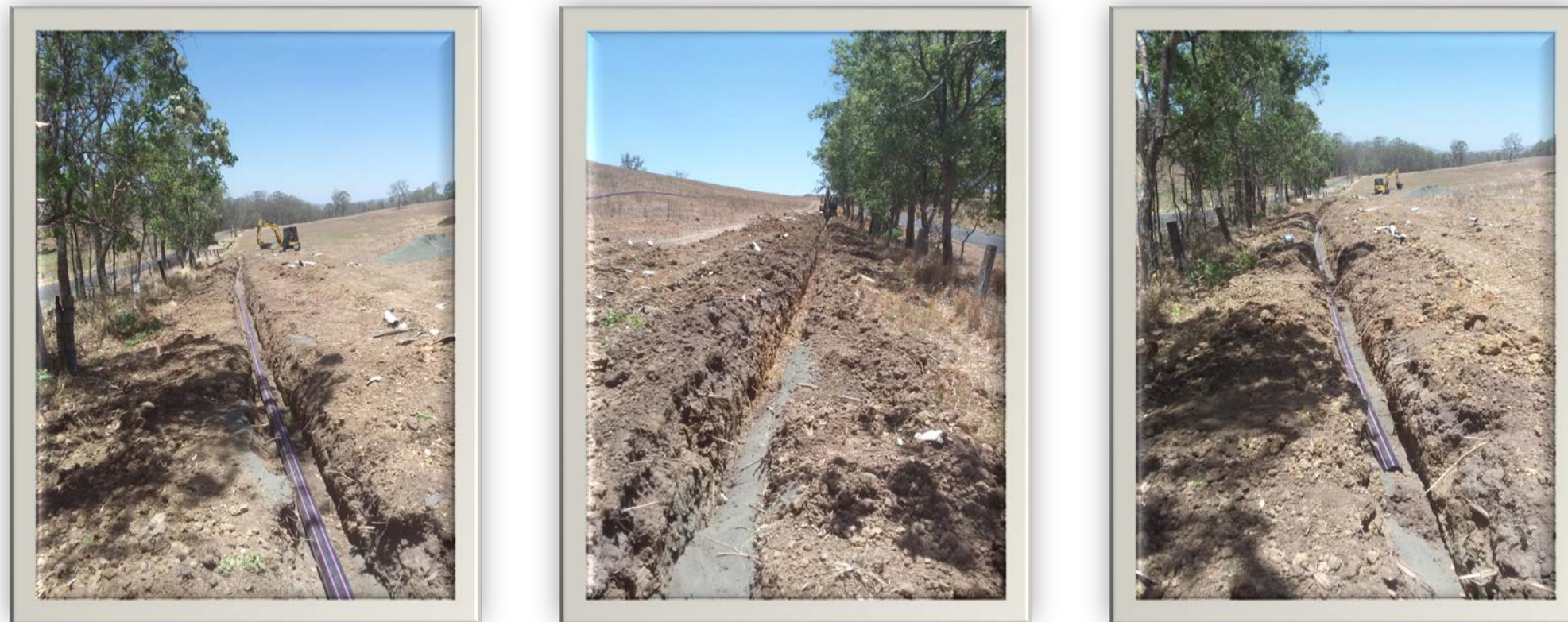
Joint project to deliver new planter boxes, with W&S consulting for requirements and augmentation needs.

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

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

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

Replacement final effluent line installation completed at Urbenville (Figure 1-3).



*Figure 1, 2 & 3 Laying poly butt welded final effluent line Urbenville*

### d) Emerging Issues, Risks and Opportunities

Aging infrastructure is an issue for Council;

- Urbenville- Butt welding, completed for Urbenville in late August with burial due underway with 1km completed in Late September 2019.
- Molesworth Street replacement infrastructure has commenced with design awarded and contract commencement including site inspections and survey, for a new pump station to replace the Molesworth Street bridging structure. To save on costs a second pump station design at Derby Street will be brought forward. Designs are nearing completion and draft designs reviewed at the end of October 2019, finalised plans are expected at the end of December 2019. Received confirmation that under bore doesn't require fisheries permit.

- An opportunity has arisen from the water/bore second phase of infrastructure deployment, which requires the utilisation of under-borers'. It is expected to package jobs to potentially provide savings, survey for intersection completed. RMS approval with conditions received.

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

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

Investigations into a cross boarder scheme for Jennings connections is still under funding source investigations.

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

**f) Customers**

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

Blockages where reported and cleared at 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 4 Staff receiving an award; Well done!*

SWOT ANALYSIS

Water and Sewer – (MWW)

S

Strengths

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

W

Weaknesses

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

O

Opportunities

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

T

Threats

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