

ORDINARY COUNCIL MEETING

WEDNESDAY, 27 MARCH 2019

ATTACHMENT BOOKLET 1

Attachment No. 1 *No attachment*

Attachment No. 3 Operational Plan 2018/2019 to 31 December 2018

1. Civic Office

■ Green ■ Amber ■ Red



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 Precipis

4 Year Delivery Program	1 Year Operational Plan 18/19	Comments:
<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>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><i>(Intergovernmental collaboration and relationship building is a key Council objective for the Organisation.)</i></p> <p>Tenterfield's (along with a great many others) advocacy at a LGNSW and ALGA level seems to be working with receipt of the good news in the Federal budget announcement is that funding for the crucial Roads to Recovery Program is returning to pre-2015/16 levels, with NSW to receive \$85.4 million in 2018/19 and \$111.5 million in 2019/20. Ongoing - via advocacy through ALGA, LGNSW and LGA NSW. Tenterfield Shire Council, along with Bega Valley Shire Council and Broken Hill City Council's motions were adopted by the 2018 National General Assembly of Local Government (June - Canberra) - regarding the Federal Assistance grants to be increased to 1%. Strong support from local government nationally, not just the three aforementioned. While ever local government remains unrecognised constitutionally we will always operate under a 'master servant' relationship. This means that local government must rely on coercive politics more than objective economics.</p> <p>Representation made via New England Joint Organisation to the NSW State Government seeking urgent and critical assistance to deal with the current timber bridge issues (ongoing). New England Joint Organisation Chair, Mayor Michael Pearce, Uralla, met with the NSW Premier on 16 August to take our case forward. Letter copied to the Hon. Thomas George, Member for Lismore.</p> <p>Advocated to State Member for Lismore, The Hon. Thomas George, to support our Stronger Country Communities grant application, which has now been finalised. The amount received is circa \$2.3 million. Working closely with Regional Economic Development (NSW) to ensure Deed is received as soon as possible.</p> <p>Growing Local Economies Fund grant application (timber bridges) progressed to Business Case stage. If successful this will allow council to renew three critical bridges. Working closely with State and Federal members to ensure continued support. Very disappointing that the decision is taking so long, possibly to ensure a good news announcement prior to the State Government Election. This (unnecessary) delay is causing our community much anxiety.</p> <p>The Policy framework for Fixing Country Roads is <u>sub-optimal</u>. We are about to complete our fourth (4) grant application. Unfortunately the assessment for round four (4) will occur after the Caretaker Period commences for the NSW State Government March 2019 Election. Transport for NSW has informed us that unless the road is Higher Mass Limit rated (B-Doubles) we won't get grant funding for bridges (on those roads). This Policy is meant to open up freight routes; the first and last mile. The exact opposite will occur, as Tenterfield (and others) won't spend millions of dollars on changes to horizontal and vertical alignments to get a few hundred thousand dollars</p>

Attachment 3

contribution to renew a bridge up on the same road. This has been conveyed without success or even an admission of failure regards policy settings to Transport for NSW.

A grant is being applied for from Australian Renewable Energy Agency, of which council made representation in Canberra with the Office of the Federal Environment and Energy Minister, with assistance from Regional Development Australia – Northern Inland for our Waste to Energy at a Local Scale Feasibility Study. Representation was made directly to the Chief of Staff from the NSW Office of the Minister for Local Government for grant funding through the EPA for a feasibility study that may change how we manage waste (Waste to Energy Feasibility Project). However, as 90% of the reason no W2E plants have been approved in NSW is the EPA's Waste to Energy Policy, it is unlikely they'd fund a study to attack their own stance. For this reason local government should fund independently.

Actively collaborating with local State Government Ministers (Tablelands and Lismore), and the NSW Government's Regional Infrastructure Coordinator to advocate for funding to assist council with funding of timber bridges. Liaison through New England Joint Organisation, NSW Country Mayors Association, Minister for Local Government's Office and DPC (via NSW Country Mayors Association) occurring very regularly.

Successfully advocated that Tenterfield be chosen by the Regional Leadership Executive (Department Premier and Cabinet) to be the town used for the New England & North West Thriving Small Towns Initiative. This is to understand the perspective from each Government agency on the social and government capital that can be leveraged to support small towns to thrive and what can be done to increase the vibrancy in Tenterfield and other small towns in the future.

Motion regards Timber Bridge Funding to Local Government NSW requesting the Association modify the present application process for infrastructure grants in favour of direct grants to Councils using a similar formula to the Federal Government Assistance Grants (FAGS) placed.

Council sought urgent assistance from the Member for Lismore, the Hon. Thomas George, regards as to whether RMS or Army Engineers could provide assistance with our timber bridge issues. Meeting held with representatives from four (4) councils, Mr Thomas George, and RMS Executive Director Regional and Freight, to discuss (11 September). Meeting with RMS was unsuccessful; no resultant decision.

Council was invited by Dr Ilse Kiessling, A/g Assistant Secretary, Waste Strategy Taskforce, Department of the Environment and Energy, to provide comment in the process to update the Australia's 2009 National Waste Policy. Council used this opportunity to ensure waste to energy was included in the high level strategy.

5 November, 2018, Mayor, Chief Executive and Chief Operating Officer met with two Directors from Regional Infrastructure Coordination – Department Premier and Cabinet to discuss grant opportunities for water filtration plant, timber bridge replacement and waste to energy. As a result of the meeting council submitted a grant application to renew the water filtration plant for 9.3 million dollars.

Mayor, Chief Executive, and Manager Economic Development and Community Engagement met with the Hon. Barnaby Joyce and Thomas George, and owners of the Mountain Blue Berry Farm to discuss options to mitigate the load limit problem on the bridge over Emu Creek. The owners of Mountain Blue Berry were informed that the bridge over Emu Creek was one of the three (3) bridges that have been included in the Growing Local Economies grant application.

At request of council, and assisted by the many letters the public have sent both Members (Fed/State) the Hon. Thomas George MP met with the Minister for Roads 5 December to discuss (again) the timber bridge load limits and grant funding. At the time of writing the outcome was

		<p>not known.</p> <p>Chief Executive wrote to the President of Local Government NSW, Councillor Linda Scott, to inform the Association of the total frustration with the Drought Communities Fund (the \$1 million announcement made four months ago on 16 Dec). Subsequently, most if not all, of the details from Tenterfield's letter has been included with other complaints from many, many other Shires, in a letter drafted by the National President of the Australian Local Government Association, David O'Loughlin, to the Federal Government. The management of the Drought Communities funding by the Federal Government has been slow, not aligned to community needs or expectations, and poorly communicated - all of this corroborated by the council representatives <u>who met during the National Roads Conference to discuss.</u></p>
	<p>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.</p>	<p>Report submitted to the New England Joint Organisation regards our Waste to Energy feasibility study was unanimously supported. Letters forwarded to 18 councils seeking financial contributions towards supporting WtE project (July) resulted in representations to the Premier and Minister for Local Government.</p> <p>Chief Executive was elected by the New England Joint Organisation (NEJO) members to represent the NEJO on the Department of Premier & Cabinet's Renewable Energy Group. This group was to assess the legislative and regulatory approval pathways for waste to energy applications, Microgrids and community agreements. However, it was largely a desk top review exercise, and as there are plenty of solar and wind installations to use as decision paths but no waste to energy plants in NSW, the meetings as far as our W2E Feasibility Study goes, didn't deliver.</p> <p>Chief Executive made a presentation to the NSW Country Mayors Association and Chief of Staff of the Minister Environment, Local Government and Heritage, on 3 August 2018, to seek support and seed funding opportunities to start the Waste to Energy feasibility study (NEJO/TSC). Country Mayors Association members; Singleton, Goulburn, Murray River and Leeton Councils, expressed wishes that Tenterfield Shire Council present the same presentation to their Joint Organisations.</p> <p>After strong representation and advocacy from Tenterfield, on 2 November, 2018, the NSW Country Mayors resolved that the Association write to NSW Councils requesting a maximum contribution of \$15,000 (now completed) to fund Tenterfield's Waste to Energy Feasibility Study at a Local Scale Project that is to be subject to a pro rata redistribution rebate subject to the amount collected (Parkes Shire Council /Forbes Shire Council). Further, that the Association write to the Minister for the Environment requesting that Local Government be included in the EPA's review of their Waste to Energy Policy (Goulburn Mulwaree Council / Bega Valley Shire Council).</p> <p>Border Region Organisation of Councils 'Bruxner Way' road advocacy sub-committee formed. Major strategy meeting was held 10 August. Improving east/west routes to the new high speed inland rail is the catalyst for coercing the RMS to revert the status of the Bruxner Way back to a highway. This will save TSC a significant amount of money. When the original decision was made to lower status the RMS didn't think the inland freight rail would be a reality, and concentrated efforts on north/south interconnectivity.</p> <p>Met with Mayor/CEO of Southern Downs Regional Council 1 August to discuss collaboration on joint projects that may be funded through Border Commissioner (via Border Region of Councils).</p> <p>Discussed with the General Manager of Kyogle collaboration surrounding water, timber bridges, waste and advocacy. In particular the poor Policy related to benefit cost analysis used in regional NSW and the Higher Mass Limit (B-Double) criteria to gain grant funding through Fixing Country Roads. Working together to align Border Commission's assistance.</p> <p>Mayor and Chief Executive met via tele-conference with the Northern Rivers Joint Organisation to discuss collaboration regarding or Waste to Energy (W2E) Feasibility Study Project.</p>

		<p>Goulburn Mulwaree Council have offered to financially support the Waste to Energy at a Local Scale feasibility study project. Requests have been made to Singleton, Murray River, Byron and Leeton Councils.</p> <p>BROC meeting held 9 November to discuss education, health, transport, water resources (dams) and other service/s issues and opportunities.</p> <p>Chief Executive presented to the North East Regional Waste Group managers in Lismore Waste Education Centre 12 November, 2018, on Tenterfield's Waste to Energy at a Local Scale Feasibility Study Project.</p> <p>Chief Executive met with other GM's regards Lismore City Council raising charges for their Material Recycling Facility. In short, the changes to the whole waste and recycling regime in Australia are <u>NOT</u> delivering the utopianism dream propagated by those living in an alternative reality. This only highlights the need to review what Tenterfield can do locally, as the costs of managing this process has reached the stage we may end up being better off looking after it (recycling) ourselves. Council resolved (Mayoral Minute) in the November 2018 Meeting to re-investigate options.</p>
<p>DP1.2) Provide sound and inclusive decisions using the Community Engagement Strategy to guide our interactions</p>	<p>Work towards the overall objectives of the Office of Local Government in relation to guiding the decisions of the community to align with the ratios as contained and described by the Local Government Act and the Office of Local Government.</p>	<p><i>Ongoing, no current 'Notices of Improvement'. Community Engagement sessions conducted 5 and 7 June 2018.</i></p> <p>We're probably a little over half way and gaining speed quickly, with emphasis on understanding the timing of expenditure for three (3) main assets requiring attention; water filtration plant, timber bridge network and waste cell.</p> <p>1. Transport (including timber bridges) Transport Network Asset Plan reviewed, report to August OCM. Timber bridge asset reviews substantially underway 16 finished, 34 to be structurally assessed). Once all finished (Feb/March 2019) the information will cascade up into Transport Network Asset management Plan; completion by March/April 2019.</p> <p>2. Waste Waste management investigation results were peer reviewed, and finalised in October 2018. This information was to be used to cascade into the Waste Management Strategy which would have in turn effectively controlled and assisted in drafting the Waste Management Asset Plan.</p> <p>However, the whole industry has been turned upside down due to the changes in fee structure proposed by Lismore City Council in receiving Tenterfield's recycled products. It is extremely disappointing, yet a little predicable, that a council with what is effectively a monopoly would seek to use confusion to gain a better outcome for their own community: making a profit. Council resolved (November 2018) to review our own waste strategy (again). Although starting again is disappointing, it only emphasises the need to be in control of our own destiny (and the advantages of Waste to Energy).</p> <p>3. Water Filtration There has been some initial work completed over the last few years. However technological advances occurred so quickly within the industry that council engaged a specialist to review. Fortuitously the person engaged didn't take much time to gain a complete understanding of the situation. In November the Water Supply Asset Management Plan was presented to Council.</p> <p>Subsequently, now that the Integrated Catchment Management Plan is finished, council was able to submit a 9.3 million dollar Expressions of Interest application to the State under the guise of the Safe and Secure Water Program. The Safe and Secure Water Program (SSWP) is a \$1 billion regional infrastructure co-funding program established in 2017 under the NSW Government's Restart NSW Fund.</p> <p>Once the big picture is more accurately known for the three asset classes that have the most</p>

		<p>material effect on our finances, the next stage will be to seek Council feedback. This will occur in the current term of council, most likely towards the sunset of this current 4 Year Delivery Plan; such that community consultation occurs for all aspects and strategies in one attempt when the next 4 Year Delivery Plan (underpinning the CSP) is drafted and adopted.</p>
	Provide a publicly available update on the Council resolution register on a monthly basis.	<p>Complying on a monthly basis.</p>
	Promote and refine Council's Monthly Operational Report such that the community is more informed and actively able to participate.	<p>This Monthly Operational Report continually documents on a monthly basis how the Organisation is performing in relation to 1 Year Operational and 4 Year Delivery Plan.</p> <p>Monthly meetings held with Chamber and ratepayers to discuss outcomes, requests, change and general progress. Addressing the <i>too dear, too little, too many staff, I'm not paying for that, or, someone else can pay for it</i> representations takes about one day of the CE's time per month, which would be better served to actually deliver items in the Operational Plan. This isn't unique to Tenterfield, as most people don't realise the number of responsibilities that local government has been legislated to manage by the State. (See comments on pages 1 and 2 of this document.)</p> <p>ICAC, NSW Audit Office, and our Internal Auditor have asked permission to distribute this document as an example of best practice to other councils, as it assists with defining accountability and changes organisational culture.</p>
DP1.3) Represent, advocate and lobby for the continued improvement of our local and regional health services.	Advocate for the maintenance and improvement of our existing health services throughout the Region and ensure future government planning aligns with community needs.	<p>Ongoing. Council regularly meets local health representatives.</p> <p>Met with Department Premier & Cabinet Regional Manager to advocate inviting aged care health service providers in Tenterfield (2 July 2018) to discuss with the State what the Government could do to promote aged care education in Tenterfield.</p> <p>The DPC thought engagement with TAFE NSW, aged care providers here in Tenterfield, and Dept. of Health, may facilitate Tenterfield becoming an education hub for the industry. The advantages would relate to the economy in general, the utilisation of the existing TAFE facility and the provision of more people trained in aged care. The CEO of Tenterfield Hospital informed council (W/E 12/10) that he was meeting with the DPC about the issue week commencing 15 October, and that he was very supportive.</p> <p>Mayor, Deputy Mayor and Chief Executive attended a regional NSW meeting in Albury 21 October chaired by Gwydir Shire Council regards concern over the provision of health services in rural NSW and difficulties in attracting and retaining doctors to rural NSW. Subsequently council has supported a petition designed to advocate required policy improvements. Council circulated a petition regards the Federal Government's changes which came into effect on November 1, collecting 151 signatures. Additionally, the electronic petition was circulated. (At the time of writing the numbers weren't known regards the electronic version.)</p> <p>Health services, in particular patient transport hospital options, was the most discussed topic at the cross border meeting held 8 November, 2018, between Southern Downs Regional Council, Tenterfield Shire Council, and NSW/QLD Department representatives. The issue wasn't resolved, but was passed to the Cross Border Commissioner to further address.</p>
	Corporate Planning and Reporting – Corporate performance and reporting delivery management.	<p>Complying. This Monthly Operational Report greatly assists reduce duplications, as the information forms the major component of the 6 monthly Integrated Planning and Reporting obligations under the LG Act. The draft 2017/18 Annual Report is finished and has been published.</p>

DP1.5) Identify, represent, advocate and lobby for inclusion of the Shire's needs in regional and state planning.

Advocate for continuing development of grant opportunities at the Federal and State level and actively participate in discussions where cost shifting and erosion of support is proposed.

Also refer to above: DP 1.1 & DP 1.2.

State Government: Participated in the Regional Economic Development Strategy which highlighted the infrastructure challenges required in the Shire to support economic pursuits (draft report made recommendations supporting TSC's position on the importance of funding timber bridge replacement).

Applied for grant funding under Fixing Country Roads (unsuccessful). Fixing Country Roads policy framework completely flawed, as mentioned previously.

Advocated at State level, via NSW Country Mayors Association and the NEJO, to remove some of the onerous requirements and worse, repetitious grant application processes. In short, every government department has similar (but not the same unfortunately) and laboriously expensive and resource hungry grant application processes. Rarely if ever does one government department accept the grant application used to seek funds from another – despite the fact they operate under the same Treasury edict.

Federal government: As a result of meeting with the Member for New England to discuss infrastructure delivery (financial phasing of Federal grants) the RMS have agreed to bankroll and manage the 24 million dollar Woodenbong Road upgrade project. This will save council \$361K in interest over three (3) years.

Actively seeking urgent assistance (ongoing- mostly weekly) regards emerging timber bridge issues via (NSW) Premier, Deputy Premier, Minister for Roads, and Minister for Local Government and Member for Lismore.

Mayor and CE met with the Hon. Barnaby Joyce, Federal Member for New England 27 September, to discuss timber bridge funding options.

Mayor and CE spoke to the Hon. Thomas George, State Member for Lismore 27 September, to discuss latest round of 'Fixing Country Roads' grant application protocols (in particular the policy on Higher Mass Limits which has knocked TSC out twice).

Advocacy for grant funding as of 15 October 2018:

1. Growing Local Economies- Boonoo Boonoo River bridge replacement - \$2.919M (2 lane concrete)
2. Growing Local Economies- Beaury Ck bridge replacement - \$1.6M (1 lane concrete)
3. Growing Local Economies- Emu Ck bridge replacement - \$2.18M (1 lane concrete)
4. Fixing Country Roads - Interim timber bridge replacement solutions for Council's timber bridge inventory - \$3.18M. This is to provide interim solutions to allow the lifting of load limits (Note: the Benefit Cost Ratio is 12.9, which is very high).
5. Fixing Country Roads - timber bridge testing and inspections over the next 2 years - \$291K
6. Fixing Country Roads - Boonoo Boonoo River bridge replacement - \$2.919M
7. Fixing Country Roads - Beaury Ck bridge replacement - \$1.6M
8. Fixing Country Roads - Emu Ck bridge replacement - \$2.18M
9. Fixing Country Roads - 2km upgrade of Sunnyside Platform Rd - \$3.39M.

On 22 October member councils of Local Government NSW voted unanimously to support Tenterfield Shire Council's motion to modify the process for infrastructure grants in favour of direct grants to councils using a similar formula to the Financial Assistance Grants (FAGs) that the Federal Government administer.

5 October 2018 Mayor and Chief Executive met with members of the Department Premier and Cabinet's Regional Infrastructure Coordinator's Office to discuss council's Waste to Energy at a Local Scale Feasibility Project and the financial challenges regarding timber bridges and water filtration we face.

	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.	Ongoing. RMS, Council and Chamber met 22 June 2018 to discuss altered intersection designs. (The RMS listened to council concerns and reviewed the intersection designs.) The 'Mark II design' intersections will now give more emphasis to coerce light vehicles to enter the township rather than follow the by-pass and heavy vehicles to bypass. Design and land acquisition proceeding to schedule. The relationship formed between council, the Chamber and the RMS is now starting to deliver positive results.
	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.	See comment above. Council is actively working Tenterfield Chamber Tourism, Industry and Business and Parks, Gardens and Open Space Committee to ensure the vistas that the motoring public see when approaching Tenterfield from either end of town actively encourage visitation. The RMS have been remarkably supportive (now that their designers understand the objective).
	Develop a strategy with the Border Regional Organisation of Councils to lobby the State government to reverse the decision to downgrade the western segment of the Bruxner Highway to Bruxner Way.	Completed. BROCC- formed sub-committee to advocate to reinstate the Bruxner Way as a State Highway. Strategy meeting held 10/8. Next BROCC Meeting 9 November. Moree Plains Shire Council (Angus Witherby) presented to the BROCC sub-committee meeting of 9 November information regarding the CSIRO's transport/economic development model. This model integrates economic freight routes and can showcase how potential changes can deliver a benefit. The cost is sub \$100,000. The consensus of the sub-committee was to seek a grant to facilitate the use of the CSIRO modelling to investigate the Bruxner Way upgrade.
	Continue to apply for grant funding and lobby other levels of government to commit the funding required to fully seal the Mount Lindsay Road in light of the fact that it is now classified as a regionally significant transport corridor in the New England North West Regional Plan.	Ongoing. Grant applied for (Stronger Regional Economies) for Boonoo Boonoo Bridge rectification (Emu Creek on Hootons Road and Beaury Creek Bridge) – on 6 September. On 15 October applied for Fixing Country Roads grant funding. Challenging period of time to seek funding to extend bitumen seal on Mt Lindsay Road after receiving \$24 million for Woodenbong section rehabilitation, especially when we are actively pursuing millions of dollars to address the critical issue of timber bridge management at present. Council has to ensure it doesn't send mixed messages to those whose carriage it is to make decisions over grant funding for the timber bridges, as those making decisions may not take the timber bridge issue as seriously as required. It's very serious, and until council is, at the very least, able to remove the recently imposed load limits, timber bridge management will need to remain our prime transportation objective.
DP1.6) Mayor, Councillor and Committee support	Encourage the governing body (Council) to work with the administrative arm (Organisation).	<i>(Collaboration and teamwork between the governing body and the administration is a key Council objective for the Organisation)</i> The whole Administration arm of council has been encouraged to be communicative and transparent. The Chief Executive encourages Managers to speak to Councillors as necessary. The monthly brainstorming sessions appear to be greatly assisting, as Councillors have direct access to middle management to ask as many questions as they wish, offer ideas, present alternative views and do what all Boards do, ensure that all avenues for harvesting opportunities are investigated and risks averted. Council have often commented that the level of reporting through this medium (Monthly Operational Report) is satisfying their needs. Each month, at the Council Meeting, two Managers present their Section's Monthly Operational Report. This is greatly assisting Councillors understand who does what and gives Councillors the opportunity to ask questions. It also allows staff the opportunity to see different perspectives.

		<p>A member of the public made comment on how well the Parks, Gardens and Open Space Committee interaction with council and delivery is now going (9/8/18 meeting). The Chair of the Parks, Gardens and Open Space Committee made that comment during the August Council Meeting also.</p> <p>The success of TSC isn't measured only by harmony, as the mathematical chances of everyone agreeing all the time is practically zero. Our success is measured by the outcomes we ultimately achieve, how we <i>play the ball not the man</i>, and how we back the decision of the whole council. Remaining outcome focused is therefore one of the key attributes to building strong relationships.</p> <p>The Chief Executive strongly encourages the asking of questions versus the making of statements from all. Although seemingly a benign thing to do, it gives an 'out' to those who were going to make a statement if it turns out to be incorrect. It also opens up the possibility of gaining more than one perspective if an answer isn't 'framed'.</p>
	Engage with Media – Provide media liaison, manage branding, corporate image and corporate affairs (through media).	<p>Ongoing. Council's relationship with media is healthy. Council regularly meets and discusses issues with local media representatives.</p> <p>Council is in the process of reinvigorating the web sites (tourism and general). Website upgrade meeting to be held on Thursday, 22 November 2018 to ensure the project remains on track.</p>

Performance Measures

Description	Measure	Benchmark	Target	Progress as at Dec 2018
Councillor attendance at Council Meetings	%	80%	90%	90%
Implementation of the Delivery Program	%	80%	90%	78%

2. Organisation Leadership

Green Amber Red



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

a) Delivery and Operational Plan Precis

4 Year Delivery Program	1 Year Operational Plan 18/19	Comments:
DP2.01) Collaborate and deliver resources with other organisations to ensure a variety of cost effective services across the service area.	Implement a long term financial strategy pursuant to the community strategic planning legislation, with special emphasis of aligning the Long Term Financial Plan with the Asset Management Plan.	<p><i>(The alignment of the long term financial plan against asset renewal requirements is a Councillor priority objective.)</i></p> <p>Ongoing; refer to 'Civic'. The understanding and integration of the Asset Management Plans to the 10 Year Financial Plan <u>is taking shape - very quickly.</u></p> <ul style="list-style-type: none"> Transport Network Asset Plan reviewed, reported to August OCM (2018). Timber bridge asset reviews substantially underway, with 34 more bridge structural assessments still to be undertaken (structural engineering assessment commenced). This information will cascade up into Transport Network Asset management Plan; completion by March 2019. The Waste management review is finished but as a result of huge changes in the recycling industry will need more work. Refer to Mayoral Minute November 2018. Report to December Council Meeting (2018). In November Ordinary Council Meeting the Water Supply Asset Management Plan was presented to Council. This was timed with a grant application for \$9.3 million for a new water filtration plant (75:25% split). <p>In short, although the forward estimates (driven by the AMPs) haven't been finished, it is fair to say that we now know enough about our assets to strategise and plan for their renewal now already. As the AMPs are integrated into the 10 Year Financial Plan we'll be able to review income streams.</p> <p>Once the income stream quantum is determined the next stage will be to complete community consultation (if required). The sun-set of the current 4 Year Delivery Plan and the need to develop a revised 4 Year Delivery Plan at the beginning of a new will coincide with the understanding of and requirement to consult regards the assets. <u>It will be fortuitous and expeditious to complete the public consultation for both together.</u></p>
	Research alternative models, sources and ideas for service funding.	<p>Staff have been investigating and have delivered ways to streamline and improve servicing, in particular, unsealed roads. The emphasis for unsealed roads has been to improving actual hours delivered on site, and doing more while there (drainage, tree clearing, pipe work etc.). Feedback from the changes made to operations (unsealed roads) has been very positive.</p> <p>The emphasis on timber bridges has been to define the exact circumstances related to each bridge and develop a risk matrix that assesses all alternatives. Completed 16 bridges, 34 yet to assess (tendered). Due to finish February/March 2019.</p> <p>Council has also spent effort on investigation to develop production-line like construction methods (bridge construction) and has been working closely with Kyogle and Glen Innes Severn to gain insight into their learnings (Kyogle are definitely the best in NSW at bridge building).</p>

		<p>Currently engaging (or finished engaging) with the following in relation to completing a feasibility study on converting waste to energy:</p> <ul style="list-style-type: none"> • Northern Inland Regional Waste Group • New England Joint Organisation • NSW Country Mayors Association • Australian Renewable Energy Agency • Regional Development Australia – Northern Inland • Office of Environment & Heritage • Two State and one Federal Member (Lismore, Northern Tablelands & New England) • Border Region Organisation of Councils • Southern Downs Regional Council (QLD) • Federal Minister for Environment and Energy • Whitsunday Regional Council • Western Australian Waste Authority • City of Cockburn West Australia • Goulburn Mulwaree Council • Northern Rivers Joint Organisation • Byron Shire Council • Northern Rivers Waste Group <p>At the time of writing Gwydir, Bathurst, Forbes, Goulburn Mulwaree, Whitsunday, Moree Plains and Regional Development Australia – Northern Inland had contributed to the feasibility study.</p>
DP2.02) Deliver continuous improvements in Council's business, processes and systems	Guide the transformation of the Organisation culturally and technically from database to geospatially based management systems.	<p>Implementing entirely new data delivery process to obtain the most current and accurate information from the Land Parcel Information service on a daily basis.</p> <p>Working to establish interrelationships between councils mapping and information management software to improve efficiency and productivity across the entire organisation. By unifying data from both SynergySoft, Land Parcel Information and councils own proprietary spatial data and making it available from within MapInfo this will allow better organisation and management. Approximately 75% through the process of this.</p>
	Corporate Advertising and Web Site – Corporate advertising, council publications and web site.	<p>(Council's image and information provided through the web is a Councillor priority objective.)</p> <p>Initial investigations re refreshing of Council Web sites (both Corporate and Tourism) have substantially commenced. Projected completion date is end March 2019.</p>
	Monitor, review and implement the Business Improvement Plan Actions.	<p>Finance and technological reviews and changes substantially underway.</p> <p>Customer Satisfaction Survey finished (and will guide future improvement efforts).</p> <p>The staff culture survey and the resultant Task Force recommendations, which are largely related to Business Improvement Plans, is finished. A second Staff Culture Survey was completed on 19 November to check progress. Results expected early December.</p>
	Manage Mayoral and Deputy Mayoral elections.	Completed.
	Corporate Communications – Internal communication strategy, management and service.	<p>Employee task force finished review of internal communications on 7 August. Implementation of recommendations commenced. Anecdotally internal communications seems to be improving since the commencement of the 'Combined Managers Monthly Meeting' where each Manager (level 3) gets two minutes to present in front of all other managers.</p>
DP2.03) Deliver and facilitate leadership in strategic planning and implementation	Ensure Council's expenditure needs are properly identified and funded sustainably.	<p>The review of GL code alignment finished. Finance for non-finance people training finished. 'Magiq Performance' Software (financial controls) training finished. The management of expenditure - from a monitoring point of view - will now match the newly acquired finessing of asset management principles, disciplines and understanding (as mentioned previously). Management of finances at the manager four (M4) level – Supervisors – has been progressing and is allowing greater financial control (of transport assets in particular).</p>

	<p>Review the Community Engagement Strategy with emphasis on renewing engagement of Advisory Committees.</p>	<p>Commenced. Had been held up due to Manager Economic Development & Community Engagement covering for the Community Development Officer's (CDO) position while it was being recruited. Now that the replacement CDO is on board, this project will be able to start. Councilor Workshop planned to discuss ways to better manage community consultation (specifically the CSP and updates).</p> <p>Review of the Community Engagement Strategy has been completed with recommendations under consideration. Council Workshop to be re-scheduled for Feb/March 2019. Review of current strategy has been undertaken and this may be used as a starting point for the workshop.</p>
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Performance Measures

Description	Measure	Benchmark	Target	Progress as at Dec 2018
Compliance with all legislative requirements.	%	100%	100%	100%
Audit and Risk Plan completed.	%	80%	90%	80%

3. Community Development

Green Amber Red

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 18/19	Comments: (Business Manager to provide short precis.)
DP3.01) Engage with the community and develop partnerships with relevant organisations.	Attend Progress Association, Hall Committee, Service Network, Local Area Health Committee, Disability Advisory Committee, and other community, event and activity meetings as required.	CDO has attended meetings as necessary. CDO has attended inter-agency community breakfasts monthly; disability advisory committee, Aboriginal Advisory Committee and arts and cultural advisory committee meetings. The Liquor Accord meeting also occurred in November 2018. Attended drought support meetings, collated information and worked in partnership with community to develop strategies. CDO & TO also supported local student wellbeing day in partnership with local organisations at Tenterfield High School.
	Revise the Community Engagement Strategy.	(The changing and improvement of community consultation is a Councillor priority objective.) Review of the Community Engagement Strategy has been completed with recommendations under consideration. Council Workshop to be re-scheduled for April 2019. Review of current strategy has been undertaken and this may be used as a starting point for the workshop.
	Develop Youth Forum and Network.	CDO and TSDC met with students at Tenterfield High School and mind-mapped youth network planning. Further meetings to occur at other communities within the Shire following consultation between CDO and Tenterfield Social Development Society in conjunction with Tenterfield High School in particular regarding working with the Student Representative Council also.
	Distribute weekly email newsletter across the community promoting events, grant and training opportunities, news and community announcements.	Tenterfield in Touch distributed weekly. 405 subscribers. This figure is steadily increasing and exceeded our target for 2018.
	Finalise development and maintain community website.	My Community Online Platform has been engaged to replace current community directory, which will integrate with current Shire Website and provide an online directory and diary. Ongoing consultation with My Community is continuing to occur for more services/organisations/health to have their information registered as a listing. Further review and community information to be planned to ensure the capturing of all appropriate services on the platform. Second set of community contacts were forwarded November. Information Session was held at Visitors Information Centre on December 3 for the community.
DP3.02) Maintain collaborative partnerships with the local Aboriginal communities.	Partner with the Aboriginal Advisory Committee in the implementation of programs and activities that enhance the wellbeing of Aboriginal People in our Shire.	A Reconciliation Action Plan working group is to be formed and discussed at the next Aboriginal Advisory Committee meeting. Further planning to occur with Armajun Health Services Participation also to plan for Aboriginal families and representatives from local services and agencies. Consultation has occurred with Reconciliation Australia as to the formulation of the plan and review process.
DP3.03) Support people with specific needs through appropriately identified services and advocacy.	Support community safety and crime prevention partnerships.	Council has attended crime and prevention meetings with ongoing consultation. NSW Police attended the Aboriginal Advisory Committee Meeting. The Tenterfield Liquor Accord meeting occurred on November 19 with attendance from Tenterfield based NSW Police.

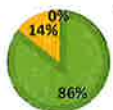
	Support facilities and activities to improve the physical and mental health of the community.	Ongoing. In particular drought assistance and support in partnership with a bevy of services for the community.
DP3.04) Engage with transport providers and the community to assess the transport needs of residents in the Shire.	Continue to liaise with community groups and organisations.	Ongoing.
DP3.05) Develop and implement the Tenterfield Shire Council Disability Inclusion Action Plan with key partners.	Review and implement the Disability Inclusion Action Plan in accordance with legislative guidelines. Facilitate the Disability Advisory Committee meetings.	The Disability Inclusion Access Plan has been discussed/reviewed at committee meetings. New committee members have been to inform, implement and to review plans in accordance with policy and enhance participation.
DP3.06) Promote the needs of persons with a disability and Disability Inclusion Action Plan to stakeholders.	Implement the Disability Inclusion Action Plan. Liaise with Town Planner.	Implementation Ongoing. Ongoing consultation with Council staff and community partnerships to be established to implement, monitor and review the plan.
DP3.07) Support community organisations that develop and maintain a range of facilities that meet the diversity of community needs, interests and aspirations.	Promote volunteer opportunities and recognition strategies.	Volunteer participation at the School of Arts and VIC continues to be strong indicating that strategies are working and volunteer opportunities are continually promoted resulting in further volunteers.
	Inform about potential grants and assistance available.	Ongoing through Tenterfield in Touch, TCTIB, Council Web Site, direct email and all committee and community meetings.
	Support community organisations and groups to provide a wide range of activities as required.	Ongoing. Inter-Agency monthly breakfast meeting commenced 16 August, to provide an opportunity for networking and sharing of information between organisations. CDO continues to support community organisations and groups in a wide range of activities.
	Support of community events (excluding Australia Day and civic welcome for Bavarian Band).	Ongoing. Council continues to meet with and support Peter Allen Festival committee and working in partnership with Tenterfield Rotary. Support provided to the Anzac Centenary of Armistice commemorations.
	Support and management of Australia Day ceremonies and civic welcome for Bavarian Band.	Ongoing. Webpage for nomination of Australia Day Awards throughout the year – limited numbers received although this has increased in the last month. Visit of Bavarian Band in March 2019 confirmed – purchase of gifts has been finalised.
	Distribute information on events, activities and facilities to the community (Tenterfield in Touch, Council newsletters, Tenterfield Connects).	Ongoing.
DP3.08) Encourage and support activities focusing on the wellbeing of our residents in Tenterfield Shire.	Promote and support activities that highlight community wellbeing, e.g. Mental Health Month, Women's Health Week, Men's Health Week, and Seniors Week.	Seniors Week grant application submitted and was successful in obtaining some funds to support Seniors Festival in February 2019. Seniors Week planning has also occurred in consultation with Tenterfield High School and the Lions Club. A fabulous program has been planned. Morning tea fundraiser held for White Balloon Day during National Child Protection Week.
DP3.09) Enrich the community by supporting a variety of diverse cultural events and activities.	Maintain communication and relationships with various community organisations.	Ongoing. Inter-Agency monthly breakfast meetings provide an opportunity for networking and sharing of information between organisations.

Performance Measures

Description	Measure	Benchmark	Target	Progress as at Dec 2018
Number of community activities supported.	#	3	4	5
Number of committee/community meetings.	#	5	10	15

4. Economic Growth and Tourism

Green Amber Red



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 18/19	Comments:
DP4.01) Provide and facilitate future economic growth throughout the Shire.	Facilitate opportunities for industrial and commercial business development.	Ongoing. Meetings held with potential investors and developers as required. Council continue to be in discussion with developers in relation to developments in retail, function space, tourism, accommodation and hospitality ventures.
	Implement the Economic Development Strategy, promoting growth and new development.	Ongoing. Regional Economic Development Engagement Strategy finalised. Review and update of Economic Development and Tourism Strategy is in progress.
DP4.02) Support business and industry to identify and implement emerging trends in technology to facilitate growth.	Facilitate and support the delivery of business training, workshops and forums in conjunction with the Tenterfield Chamber of Tourism, Industry and Business.	MEDCE regularly communicate with Chamber to arrange workshops & forums. MEDCE attended Block Chain Business Breakfast, which was a joint activity between the Tenterfield Chamber, Tenterfield Shire Council and private business. MEDCE & TO attended Tenterfield Chamber AGM. MEDCE, TO & CDO coordinated Mayor's Breakfast with a focus on agricultural industry, in particular the beef and horticultural industries.
DP4.03) Lobby for the improvement of telecommunications infrastructure throughout the Shire recognising internet connectivity as a significant barrier to all business activity.	Promote the need for telecommunications infrastructure in Council planning and continue to raise the issue in appropriate forums.	Local government continues to advocate through LG NSW and other avenues. Three new towers being delivered.
DP4.04) Support agriculture as a significant industry in the Shire and promote initiatives that enhance the economic sustainability of agriculture.	Support local agricultural events and investigate an appropriate event that showcases the Tenterfield agricultural district and industries.	Council continues to work with drought in partnership with community organisations to deliver assistance where required. Considerable resources have been committed to community consultation, planning and funding applications to assist with drought relief, including coordination and delivery of these programs. MEDCE, TO & CDO coordinated Mayor's Breakfast with a focus on agricultural industry, in particular the beef and horticultural industries. Planning is underway for the 2019 Business & Tourism Excellence Awards, including agricultural categories.
DP4.05) Promote Tenterfield Shire as a tourism destination.	Formulate a Destination Management Plan for the New England High Country as part of the New England Joint Organisation of Councils.	Destination Management Plan for Destination Country & Outback Destination Network released June 2018. Review and update of Economic Development and Tourism Strategy is in progress. Ongoing marketing campaigns running in conjunction with New England High Country.
	Ongoing delivery of the Destination Marketing Plan.	Ongoing. Regular promotion occurring via social media and online mediums. Ongoing video release schedule, supporting Tenterfield True promotional video.
	Develop a new Tourism website for Tenterfield Shire.	Tourism website being developed in conjunction with update to TSC website. A number of planning meetings have been held with key staff. Website brief to be released early February, with work beginning on both sites in March.
	Continue to develop and maintain high visibility of Tourism Products in the Region (Visitors Guide, website and social media).	Ongoing. Websites & Social Media regularly updated. Tooloom & Koreelah World Heritage Listed National Parks Brochure & maps released.
	Support marketing campaigns through the New England High Country.	Ongoing. My Favourite Corner Motorcycle Campaign Stage 3 launched in Oct and running to Dec. Motorcycle the New England HEMA Map launched November 15 at Parliament House in Sydney,

		hosted by the Hon Adam Marshall MP. Received a positive reception and BMW's 25 th anniversary Safari to be held in New England region. Ongoing partnerships with BMW & Garmin secured.
	Ongoing management of the Tenterfield Visitor Information Centre (VIC), including volunteer management and training, retail management and provision of customer service.	Ongoing. Centre operating well, open 7 days per week (only closed Christmas Day & Good Friday). Volunteer numbers maintained. A number of volunteer familiarisation tours have been held.
	Investigate opportunities for redevelopment of VIC to include economic development, community and tourism hub and modernise and consolidate VIC displays, retail shop and information services.	Application for funding to the Building Better Regions Fund submitted in November 2018.
DP4.06) Plan and lobby for affordable transport options to encourage access to our Shire.	Provide an advocacy service for the community to maintain current levels of transport options. Promote transport services and options through the Visitor Information Centre.	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 Council.
DP4.07) Partner with our neighbours and stakeholders to deliver a diverse destination proposition for visitors.	Maintain partnerships with neighbouring Councils and industry, including Southern Downs Regional Council to investigate and support business development and tourism opportunities where available.	Ongoing Council liaison with New England High Country & counterparts in SDRC & neighbouring Councils. Strong NEHC marketing campaigns underway.
	Work collaboratively with Tenterfield Railway Station Preservation Society to investigate, plan, advocate and support the re-introduction of trike use, or similar, on the rail line south from Tenterfield Railway Station for approximately 15km.	Tenterfield Shire Council continue to advocate for the Tenterfield Heavy Vehicle Detour to pass over the southbound line to enable future use of the rail line for rail cruising. Council wrote to Railcruising in Mamaku New Zealand (3 Sept) to commence discussions on whether Trike tours in Tenterfield would be feasible. Representatives from DP&C visited the Railway museum with Council to discuss progressing this project
DP4.08) Facilitate and participate in ongoing partnership activities with the New England High Country, Tenterfield Chamber of Tourism, Industry and Business.	Work collaboratively on a range of projects and promotions to market Tenterfield Shire.	Ongoing social media promotions. Continue to work with Tenterfield Chamber and businesses to promote Tenterfield Shire. Tenterfield True Promotional Videos released on Facebook & Instagram & has reached a wide audience.
	Liaise with the local, regional and State tourism industry, including operators and organisations.	Ongoing-daily activity. Regional Economic Development Strategy is the latest avenue. Work with NEHC, DNSW, Destination Network, Department Premier & Cabinet, RDANI. Council attended New England North West AGM. Group decided to dissolve organisation, due to insurance costs outweighing leftover funds. Remaining funds will be held in trust by Inverell Shire Council, and will be used to represent the NENW Group at the Sydney and Brisbane Caravan & Camping Shows in 2019. The group will continue to meet annually as a networking opportunity.
	Support strong relationships with the business and tourism community through events (including business breakfasts and networking functions).	Council has held several meetings with the Chair of the Tenterfield Chamber of Tourism, Industry and Business to discuss strategic direction for the Peter Allen Festival, Business development & tourism. Council working with Peter Allen Festival directors and committee to complete grant acquittals. Council attended Peter Allen Festival strategy meeting to discuss 2019 festival. Workshop with Sandwalk Partners and key community members held early December to discuss proposal for Tenterfield National Monument Recovery Project. Sandwalk to provide report and recommendations on the way forward.
DP4.09) Promote the liveability of Tenterfield Shire as a place to live, work and play.	Development and distribution of new/potential residents and/or investor information prospectus.	Currently investigating use of Our Community online platform as a resource for new/potential residents and/or investors information prospectus.

	Support marketing activities and events to promote Tenterfield as a place to, play, live and invest.	Ongoing local & regional promotions. Promoted through Local social media campaigns, Tenterfield In Touch newsletter, Council Website, Visitor Information Centre, School of Arts (community cinema advertising).
	Emerging extra operational requirements caused by drought relief activities (grants, community consultation etc.)	Council has committed considerable time and resources into investigating and researching grants for drought relief. This has required workshops, community consultation, attending Hay Days and other community events. Council has submitted Drought Relief application for \$1 million. Further time has been committed by reworking application to align with changes to funding guidelines.

Performance Measures

Description	Measure	Benchmark	Target	Progress as at Dec 2018
Number of Visitor Information Centre Visitors	#	18,995	19,000	9,249
Number of Business Events held in conjunction with TCTIB and Industry	#	3	4	2

5. Theatre and Museum Complex

Green Amber Red



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 18/19	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.	Manage and operate all aspects of the Sir Henry Parkes Memorial School of Arts (Cinema, Theatre, and Museum).	Tenterfield School of Arts is open 7 days a week (closed Christmas Day & Good Friday) and has a regular program of cinema and theatre activity.
DP5.02) Enhance cultural diversity by encouraging cultural and artistic opportunities.	Maintain relationship, partnership and facilitate Museum Advisor Program.	Ongoing. Acquittal complete for 2018 funding. Submission completed for 2019 funding.
	Maintain a collaborative working relationship with National Trust Australia (NSW) and Friends of the School of Arts.	Joint management committee meet twice a year (minimum) with representatives from Friends of the School of Arts, National Trust and Council. These meetings are reported back to National Trust annually.
	Ongoing partnership programs with community organisations, Tenterfield dramatic group, production companies, Arts North West, the New England North West Performing Arts Network and Arts NSW.	Ongoing. Tenterfield Drama Group has now been reformed as Tenterfield Players Inc. As part of their new direction for Tenterfield Dramatic training and performances. Theatre Program included: Peter Allen Festival Danny Elliott Tenterfield to Rio (September), 'All About Me' Tenterfield Players Performance (September), Aladdin (October), Taste of Ireland (November), Live Dream Dance Concerts (November), Armidale Youth String Orchestra (November).
	Provide support to School of Arts Joint Management Committee.	Joint management committee meet twice a year (minimum) with representatives from 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	Marketing and promotion of the Sir Henry Parkes Memorial School of Arts Complex programs and activities.	Sir Henry Parkes School of Arts has an extensive suite of marketing activity including social media, print, radio, cinema programs, email, online (websites) and brochures.
	Support annual events (Sir Henry Parkes Oration and Banquet, Eisteddfod (Biennial), Bavarian Brass Band Concert (Biennial), Seniors Week, Youth Week and NAIDOC week.	These events continue to be supported and are always well attended. Planning for the 2019 Bavarian Brass Band concert in conjunction with the Tenterfield Rotary Club is underway. The inaugural Live Dream Dance concerts were held in November with two performances showcasing approximately 60 dancers.
	Annual planning, development and implementation of a Theatre Program.	Annual program established and ongoing. Strong and exciting program developed for 2019.
	Annual visiting and local museum exhibition program.	Exhibitions are sourced both touring and local when funds permit. The Museum displayed a new exhibition to celebrate the end of WW1 in conjunction with Remembrance Day celebrations. The Breaker Morant collection has been remounted in the passageway display cabinet of the School of Arts.

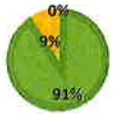
DP5.03.01) Promote volunteer opportunities and manage volunteers at the Sir Henry Parkes Memorial School of Arts.	Provide volunteer opportunities, offer volunteer training and upskilling in a safe and engaging work environment.	Ongoing. Volunteer Numbers are being maintained and volunteer training is provided on a rotational basis ensuring all skills are up-to-date and relevant.
	Facilitation of cultural development opportunities for individuals and groups through creating opportunities in film, music and theatre.	Support workshops, both visiting and local, local drama group, and music supper nights.
DP5.04) Encourage activities for young people and families in Tenterfield Shire	Annual planning and development of a Cinema Program, including Manhattan Film Festival.	Cinema program is ongoing with minimum 5 screenings per week. Tenterfield Cinema has experienced an excellent first half, with attendance well above the average. This is due to a strong cinema and theatre program, as well as good attendance from Queensland. Manhattan Film Festival held September 2018.
	Annually review and implement education program for Years 5-6 and Years 9-10.	Implementation of education program is ongoing with school visits and tours. Education Program Proposal to be developed during 2018-19. Armidale Youth String Orchestra provided a free concert to school students early November.
	Support Youth Week, support youth theatre workshops and provide youth entertainment during school holiday periods (dependent on product availability).	Youth workshops and youth cinema and theatre program ongoing with focus on holiday periods.

Performance Measures

Description	Measure	Benchmark	Target	Progress as at Dec 2018
Maintain and increase visitation to the Museum	#	3000	3400	1366
Number of Theatre Productions held annually	#	3	3	6

6. Library Services

Green Amber Red



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 18/19	Comments:
DP6.01) Provide ongoing delivery of broad range of library services that respond to community needs. <i>Library: A – Chief Executive</i>	Provide a wide range of facilities and activities to support the physical and mental health of the community.	<i>Ongoing.</i>
	Provide and promote a Home Library Service to people in the town area who are unable to visit the Library.	<i>Ongoing.</i>
	Provide and promote resources available for people with limited vision and hearing such as Talking Books and Large Print books.	<i>Ongoing.</i>
	Review Library Services Policy.	<i>Completed.</i>
	Ongoing collection management including acquisition and disposal of resources.	<i>Ongoing.</i>
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>	Provision of library branch exchange services in villages.	<i>Ongoing. Regular communication with Branch staff and monthly exchange visits.</i>
	Provide spaces and opportunities for individuals and small community groups to meet and access technology.	<i>One-off and regular small community group meetings encouraged.</i>
	Provide a space for exhibitions and displays of public interest.	<i>Ongoing.</i>
	Provide public access to online training and resources.	<i>Free public access computers provided. Free online access provided to the Technology Training Directory for the community.</i>
	Provide free basic research and reference services.	<i>Ongoing.</i>
	Manage all corporate art, artefacts, honour boards and memorabilia (including audit and security).	<i>Cataloguing of Tenterfield Shire Council's Art Works project is progressing with items in the Library identified and recorded.</i>

Performance Measures

Description	Measure	Benchmark	Target	Progress as at Dec 2018
Number of Registered Visits	#	20,005	20,100	10,809
Number of Items Borrowed	#	24,300	24,400	13,342

7. Workforce Development

Green Amber Red



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 18/19	Comments: (Business Manager to provide short precis.)
DP7.01) Provide an organisation-wide approach to the effective management of workplace health and wellbeing.	Proactively manage and ensure the workplace health and safety functions of Council are delivered effectively.	(Workforce safety is a Councillor priority objective.) <i>Proactive management has led to a 23.5% reduction in Councils 18/19 Workers Compensation Premium. Again there has been Zero lost time due injury this month. Incentive rewards have also been received from StateCover/insurer to provide additional benefits that reward safe work and staff health and well-being. Major current focus on Risk management.</i>
	Consult with staff, contractors, volunteers and workers who may be directly affected by a health and safety matter to improve and maintain health and safety in the workplace.	WHS Consultative Toolbox talks and updates were held with Outdoor staff including those at Urbenville and at Works and Water locations. Key site inspections continue to ensure safety.
	Develop and implement physical and mental health initiatives to improve health and wellbeing of staff.	EAP (Employee Assistance Program) maintained and recommended to staff seeking assistance, Provider name/brand change to LifeWorks. Eligible exercise, mental health and fitness programs under consideration, to utilise the State Cover incentive, including a follow up session with the Black Dog Institute.
	Continue initiatives and systems that currently support flexible work arrangements.	Several initiatives in place and working well with the employees involved. Situations checked to update currency.
DP7.02) Delivery of programs to grow and invest in our existing and emerging leaders and support a culture of high performance.	Ensure staff enrolled in longer term Certificate Courses are assisted and complete the programs, which are relevant to operational requirements.	Continued delivery by visiting TAFE instructors/assessors for enrollees, additional enrolments actioned for new employees with associated traineeship subsidies applied for and billed out. Now 20 plus Traineeships/Apprenticeships in progress for long term and new staff members. Outcomes will be reflected in future training and development plans, designed to heighten staff skill levels.
	Provide leadership with periodic updates on useful trends in management style, cultural awareness and develop approaches that encourage managers to be more prudent in their selection of Learning and Development opportunities for their staff.	(Growing leadership within the organisation is a Councillor priority objective.) <i>Management Courses provided for senior managers/managers, funding for supervisory training being pursued, appropriate prudent training courses The performance appraisal of managers has identified training needs – External VET Funding is being maximized, to include Dogging and load restraint training. (These programs fully externally funded, saving at least \$1600 per person trained). Drone familiarization training provided, outcome indicated the requirement for this technology to enhance performance in the field, for several departments.</i>
	Identify rewards that effectively recognise staff whose performance consistently exceeds expectations.	Broad-banding initiatives has allowed recognition opportunities, following qualifications obtained and performance standards achieved. Current performance review round will identify opportunities for training and development as a reward and skill step increases in line with the salary system. Voice Task Force suggested initiatives have been implemented with some benefits adjusted including to Uniform provision. Revitalisation of consultative processes and a repeat Voice survey will identify additional opportunities to enhance performance.
	Reintroduce a staff newsletter and reinforce the maintenance of all staff communication programs.	Monthly Newsletters continue to be rolled out, with staff take up of suggestions and recommendations beginning to emerge.
	Continue current informal mentoring program and formalise program in future years.	(Training of Councillors and staff is a Councillor priority objective) Continued face to face mentoring and encouragement opportunities have been taken. Completed Performance reviews

		are providing more opportunities for specific mentoring. Additional funding opportunities for leadership development being pursued.
	Audit business owner engagement to produce the Council's Monthly Operational Report.	Engagement evident in growing awareness and performance against accountabilities. Further survey to be conducted systematically on an ongoing basis.
	Implement effective and efficient workplace practices and strategies that include the use of technology, including devices that may be personally acquired and used in the workplace.	Heightened awareness of the need to digitize actions and record demonstrated. Good progress with the clearance of paper storage volumes.
DP7.03) Manage the implementation of Council's Workforce Management Strategy.	Complete the 2017/18 review based on statistical and HR metrics. Measure progress in achievement of strategies in the workplace.	Annual surveys being completed, which will improve benchmarking. Review of positions, staff numbers, full time, Part-Time & casual undertaken. FTE (Full Time Equivalents) employees equate to the approved 111, made up from permanents at 35 or 38 hours per week, casual and part time staff with a range of 4 hours a fortnight through to those on plus or minus 20 hours per week. Names on payroll count, which includes staff on less than full time hours rise to in excess of 120 total staff. These do not include figures for labour provided at minimal cost, through work for dole, community service and volunteering. Examination of a number of positions has prompted strategies to focus more resources in the northern part of the shire and reshape, remove or refigure some positions effectively. Application for and receipt of Federal Employment subsidies is also effectively improving the quantum of labour available.
	Complete the review and reconstruction of Council's salary system, cost potential change needed to reduce inconsistencies and maintain equity.	Inconsistencies have been identified and corrected to ensure equity in local government employment comparisons. Review completed and reconstruction progressed. Position Descriptions (PDs) reviewed and rewritten to represent current structure and ready for placement in an upgraded salary evaluation system. i
	Update Human Resources policies, procedures and processes where appropriate, build on work completed in the specific assignment of accountabilities contained in the Operational Program/Plan.	A number of Policies already reviewed and redrafted, several procedures introduced to strengthen existing processes e.g. ID Checks/Security checks. Following imminent completion of our intensive vacancy replacement program, priority will be given to finalization of the Policy and protocols review. These include Health and Wellbeing, Nine day fortnight, Light Motor Vehicles, Protective Clothing, Relieving, Selection and Recruitment, Salary System and Succession Planning
	Refine the organisation structure determined in first quarter 2018 in order to achieve greater efficiencies.	Small refinements made in reporting relationships in crews with positions now filled. Ongoing refinements, at interface levels, anticipated as structure "beds" down.
	Identify and commence processes that will improve management of culture change and implement key recommendations derived from the "Voice" staff survey.	"Voice Task Force" process has provided excellent reporting, Repeat survey completed in November with strong response rate. Results due December. They will assist us to measure change and improvements achieved to date. A 360 degree feedback process will begin in January 2019 to provide support data to the leadership on their effectiveness and individual approaches
DP7.04) Developing attraction and retention practices across Council.	Further develop the Succession Planning Program and a Staff Retention and Recruitment Plan for continued implementation across Council.	(Ensuring the alignment of training is a Councillor priority objective.) Succession planning progressed through identified training needs, strong back up provisions in place.
	Provide managers with tools and insight into motivational behaviours that facilitate retention of key staff.	Some behavioral change observed in recognition of good performance. Performance reviews being completed. 360 reviews, about to be launched, will provide tools required.
	Continue to foster an environment that supports and celebrates diversity and where the best person for the job gets the job.	Merit selection from often quality applicant pools continues to result in diversity that can and should be celebrated. Diversity in the workforce increasing.
	Where possible, provide traineeships to allow affirmative action within diversity groupings, such as school leavers and refugees.	School year end is prime time. IT traineeship achieved. Support from State Government programs will assist further development. Work experience opportunities taken up with local High School, Three students recently placed in the library, with the Ranger and in the workshop. .
	Manage recruitment and selection processes and delivery.	Recruitment and selection results have achieved quality selection outcomes. Process continuously managed, alternative approaches taken in areas of shortage.
DP7.05) Deliver continuous improvements in Council's business, processes and systems (WHS)	Manage Workers Compensation and Rehabilitation.	No staff member is currently off work or recovering due to a workplace injury, illness or disease. Several non-related injuries/illnesses being monitored.
	Develop, communicate, consult and implement the Work Health and Safety Management System (WHSMS) elements.	New staff inducted receive WHS Instruction and training. Review of 400 Council Safe Work Method Statements continues. Major work on Enterprise Risk Management undertaken.

	Develop and implement Emergency Preparedness Procedure in conjunction with State Cover WHS Action Plan, Legislative requirements and ISO 45001 Occupational Health and Safety Management Systems.	Continued work with State Cover, including staff information sessions has enhanced preparedness. Strategies and procedures developed and being updated/prepared to achieve further progress.
	Continual review of Safe Operating Procedures, Safe Work Method Statements, work processes and work practices to determine whether the measures are effective and have a positive impact in eliminating or minimising risk.	Continuous review has produced positive results in terms of incident free days (see previous report and Charts).

Performance Measures

Description	Measure	Benchmark	Target	Progress as at Dec 2018
Lost time injury rate (per 100 employees)	%	<4%	<3%	<4%
Training and Development investment	%	>0.7	>1%	>0.7

8. Emergency Services

■ Green ■ Amber ■ Red



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 18/19	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.	Annual Review of Emergency Plans.	Council is undertaking the review of emergency services, with completion imminent. Local Emergency Management meetings continuing cooperatively with LEOM's attending related meetings on Bolivia Hill and scheduled meetings on seasonal bushfire planning. Joint exercise e.g. (Flood/Chemical Spill) in planning stages with good support from all Emergency Services/Providers. Business Continuity Plans now in place. Grant Funding for an upgrade of Council's Emergency Management Centre applied for: awaiting response. Gaining further involvement in Regional issues.
	Work with Asset Management, Planning, Finance and IT and GIS personnel on the assessment of applications and installation of marker posts for rural address identification.	Council upgrading MapInfo, Synergysoft and GIS systems, carrying out Finance/IT responsibilities associated with asset management. Improvements introduced will support rural addressing.
	Assess whether IT platforms and applications foster transition from a Data Base to a GIS Spatial based management culture, to assist data to be automatically managed, updated and information used effectively, particularly with respect to the use of GIS for the installation of marker posts.	Council is assessing current platforms, current GIS System and integration with Synergysoft. Reaching a position where decisions on upgrade can be recommended/made. Will facilitate marker post project.
	Continue to advocate for the removal of RFS assets as a financial asset under Council financial responsibility.	Discussions held with RFS on financial processes with mutual agreement on their value in improving understanding. The RFS assets issues are being advocated through LGNSW and the State Audit Office (a Statewide Issue). Recent closer involvement with RFS will now assist funding and assets processes.

Performance Measures

Description	Measure	Benchmark	Target	Progress as at Dec 2018
EMPLAN reviewed annually	#	1	1	0
LEMC Meetings	#	3	3	1

9. Finance and Technology

Green Amber Red



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 18/19	Comments: (Business Manager to provide short precis.)
DP9.01) Ensure that information technology meets Councils operational requirements.	Develop Information Technology Strategic Plan to guide Council's information technology related decision making.	<p>(The improvement of the IT system is a Councillor priority objective). Some of the key activities about to be undertaken include:</p> <ol style="list-style-type: none"> 1) The completion of the Main Street Community Wi-Fi project; 2) An upgrade to wi-fi in the library and management software of the public computers located there; 3) additional security to the Office wi-fi system; 4) the deployment of a management agent and backups to the Treatment Plant computer; 5) Additional backups to some of Council's systems; 6) Work in the server room, racking the new servers and UPS to maximize protection against mains power outages during the Christmas break. <p>The development of a Strategic Plan for Information Technology for the next three (3) years is underway.</p>
	Ensure managed service arrangements are effectively supporting business requirements.	<p>(Business system improvement is a Councillor priority objective.) RMT are effectively supporting Council's managed IT Services.</p>
	Replace and upgrade technology to ensure that user requirements are serviced.	<p>Council is updating technology across a number of areas eg planning, works and waste teams as a result of feedback from the Voice Project. Smart devices such as iPads and iPhones or equivalent are required to efficiently perform a range of tasks out in the field and management have listened to staff concerns about the age of existing equipment and their functionality and are addressing these issues. A bank of PC's are being deployed to the Depot for outdoor staff to have access to Council's intranet.</p>
DP9.02) Make prioritised decisions in the long-term interest of the broad community and have regard to financial and infrastructure sustainability.	Operate in a financially responsible and sustainable manner (IPR ratios).	<p>(The alignment of the long term financial plan against asset renewal requirements is a Councillor priority objective.) Work on Asset Management Plans has commenced and with that will come a review of the LTFP in line with identified budget requirements from these plans.</p> <p>Timber Bridges, Waste Management and the Water filtration plant are clear priorities to address but all of Council's Asset Management Plants need to be reviewed and updated to provide realistic and accurate information for Council's long term financial plan. The waste review is nearing completion.</p>
	Review, revise and maintain Councils Long Term Financial Plan in line with statutory requirements.	<p>The LTFP has been completed and adopted by Council on 23 May 2018.</p>

	Provide financial reports to Management and staff to assist in budget control and decision making.	(The introduction of monthly financial metrics to the staff is a Councillor priority objective). Council staff have commenced using Power Budget for managing their budgets and providing input into the Quarterly Budget Reviews. The majority of graphs in this Monthly Operational Report have been embedded from Power Budget which should make their preparation more efficient in future. The traffic light in this area should change to green over the coming months.
DP9.04) Ensure that financial sustainability and the community's capacity to pay inform adopted community service levels.	Procurement and tendering framework strategy and methodology development and delivery (Tendering/procurement development and delivery).	Tenders for professional services in plant & labour hire are closed, a panel of Preferred Suppliers has been prepared. Other major contracts are being dealt with as needed using appropriate Australian Standards and conditions of tender.
	Ensure adequate and effective internal controls are in place for all financial management and purchasing functions (Compliance).	Internal controls are in place, but these need to be updated in light of the change to organisational reporting. To be discussed at the next Audit Committee meeting.
	Maintain a strategic rating structure that is equitable across the region.	A review of the rating structure should occur every three to five years to ensure equity in the category of ratepayers paying rates. Council has reviewed the rating structure in recent years, moving away from a minimum rate to a base rate. It has been suggested that a review of the number of categories of rates take place with a view to consolidating them. While, as I indicated last month, my personal preference had been to introduce such a change (if it were to be agreed to) in the 2020/21 financial year, some modelling will be done in January around consolidating the rating categories so that it can be discussed as part of the budget process.
	Manage investments in the long term interest of the community and within regulatory requirements - Plan, develop and manage Council's investment portfolio.	Investments of Council are managed in line with Council's Investment Policy except where otherwise stated.
DP9.05) Ensure compliance with regulatory and statutory requirements and that operations are supported by effective corporate management.	Complete quarterly budget review statements in-line with statutory requirements.	All reviews have been completed in line with requirements.
	Process accounts payable in-line with Councils protocols and suppliers terms of trade.	Ongoing.
	Complete and lodge Annual Financial Statements in accordance with Statutory Requirements.	Completed for 2017/18. Tenterfield Shire Council lodged their Audited Financial Statements by 31 October. There is a separate Council report this month on Council's financial Statements and representatives from the State Audit Office will be present to discuss the audit results.
	Complete all taxation returns and grant acquittals (as a financial service) as required by external bodies.	Ongoing.
	Organise and manage the external audit of Council and address any Management Letter issues.	The external audit was organised and managed well for the 2017/18 Audit. Council has again appointed Igor Ivannikov to assist with the audit, valuations and related accounting matters for the 2018/19 Audit.
DP9.06) Deliver continuous improvements in Council's business, processes and systems	Deliver Auditor's Management Plan actions.	Council is awaiting receipt of the Audit Management Letter for the 2017/18 Audit.
	Implement recommendations of Audit and Risk Committee from TSC Internal Audit Program.	Some of the key areas of Council's internal audit focus this financial year include IT Security, Fraud Control and Recruitment & Selection processes.
	Land and Mapping Service - Corporate Land information, mapping, data and program application services.	A significant amount of work is being undertaken in this area with MapInfo being updated. Some achievements over the past month have included the Automatic updating of Mapping Data from Land Parcel Information (LPI) each night; development work on Map Info internal reporting; and developing synergies across Council's existing systems.
	Oversee strategy related to all properties, including investments, divestments and the total 'estate' (not operational leases, licenses, deeds, etc.).	A list of all Council owned property is being developed and mapped for review.
	Manage Land and Property Register.	Financial use of Land and Property Register compliant. More evaluation needs to be undertaken to develop management guidelines for each asset class.

Performance Measures

Description	Measure	Benchmark	Target	Progress as at Dec 2018
	%		>60% (average 3 years)	This will be calculated at Year's end but is not likely to be met this year and is an unrealistic performance measure for Councils such as TSC which rely heavily on grant funding.
Own Source Revenue		>60%		
Outstanding rates and annual charges	%	10%	5%	Approximately 7%. A work in progress.

10. Corporate and Governance

Green Amber Red



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 18/19	Comments:
DP10.01) Ensure that the performance of Council as an organisation complies with all statutory reporting guidelines and information is available to decision makers.	Development of annual Operational Plan aligned to Council's four year Delivery Plan.	Operational Plan for 2018/19 adopted by Council 23 May 2018.
	Development of Council Annual Report on all services.	Annual Report 2017/2018 adopted by Council 28 November 2018.
	Statutory Reporting - Progress reports and advice provided to Council, the Executive Management Team, the Audit and Risk Committee and staff.	Annual Code of Conduct statistics to 30 September 2018 reported to OLG on 5 October 2018. One Code of Conduct complaint was recorded for the reporting period (unfounded following preliminary assessment and subsequent withdrawal).
	Delivery of Government Information (Public) Access information services within statutory requirements and associated reporting to the Information and Privacy Commission.	GIPA reporting for 2017/18 submitted to the IPC on 11 September 2018. 2 GIPA applications received in November 2018.
	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.	RFQ from Centium Pty Ltd accepted for Internal Audit - Recruitment & Selection Processes. Audit work plan commenced on 5 December 2018.
	Development of a legislative compliance framework, within Council's governance framework.	Development of delegations and related legislative framework commenced in Hunter Legal Delegations Database.
	Monthly reporting to Council on fraud, misconduct, compliance breaches and legal actions via the Monthly Operational Report.	No fraud, misconduct or compliance breaches for November 2018. No new legal actions. EPA legal action concluded. One ongoing legal action (previously reported to Council).
DP10.02) Promote and support community involvement in Council decision making process.	Review of Community Engagement Strategy and ongoing delivery.	Review of the Community Engagement Strategy has been completed with recommendations under consideration. Council Workshop to be re-scheduled for Feb/March 2019. Review of current strategy has been undertaken and this may be used as a starting point for the workshop.
	Implement bi-annual Customer Service survey.	Customer Satisfaction Survey delivered 28 June 2018. Results being used as basis for review and update to Customer Service Charter.
	Compliments and Complaints Register maintained, monitored and reported.	8 Compliments in November 2018. 12 Complaints in November 2018.
	Customer Service Policy and Strategy Framework reviewed and applied to ongoing delivery of Monthly Operational Plans, including development of supporting metrics.	189 Customer Service General Enquiries received in November 2018. No progress in November 2018 due to resources being focused on production of Annual Report for 2017/2018. Service specific metrics provided for November 2018 are provided below.

DP10.03) Deliver Customer Service and Business Services in the support of corporate outcomes.	Customer Service Charter reviewed and applied to customer services.	(Developing a strong 'can do' customer focus is a Council priority objective.) No further progress in November 2018 due to resources being focused on production of Annual Report for 2017/2018, RFQ for Internal Audit and RFQ for Developer Contributions activities.
	Training and development of customer service staff to deliver Council Customer Service Charter, Policy and Strategy requirements and improvements.	Cash handling training course was going to be conducted in October 2018 for customer service staff, waste operators at Transfer Stations, staff and volunteers at the School of Arts and Visitor Information Centre. TAFE Tenterfield has not updated HR & WFD on training dates.
	Delivery of policy, procedure and protocol advice and guidance to Council, the Executive Management Team and staff.	(Staff accessibility related to customer service is a Council priority objective.) Two existing complex customer complaints resolved in November 2018. One petition received regarding DA for mortuary and funeral home, to be tabled at Council's meeting of 19 December 2018.
DP10.04) Deliver continuous improvements in Council's business, processes and systems	Governance policies, procedures and protocols reviewed and prepared for approval.	Conference/Seminar/Training Expenses Policy adopted 28 November 2018,
	Delivery of operational risk management processes and strategies in conjunction with Statewide Mutual Risk Management Action Plan.	Risk Management software update session for Managers held on 14 December 2018.
	Delivery of customer services to ratepayers, residents and visitors through streamlined processes.	Review of cashless payment systems commenced. Petty cash to be removed from February 2019.
	Implement and deliver Council mobile application for smartphones, tablet computers and other mobile devices to enhance customer experience.	Entegy Pty Ltd engaged to develop mobile application. App development to take place during December 2018 and January 2019. Implementation and launch planned for February 2019.
	Implement and optimise Council Intranet and introduce an Internal Communication Framework.	Bring Your Own Device (BYOD) Policy implemented. Communications Taskforce commenced.
	Develop and optimise systems to improve accessibility of Council Resolutions, Plans, Policies and Procedures.	Infocouncil templates amended for 2018/19 reporting.
DP10.04.01) Deliver and facilitate leadership in strategic planning and implementation.	Records Management – Manage information received, storage and distribution as per statutory and organisational requirements.	Recordkeeping newsletter for November 2018 distributed to all staff.
	Legal Services – Manage external legal services.	EPA legal action concluded. One existing legal action (previously reported).

Performance Measures

Description	Measure	Benchmark	Target	Progress as at Dec 2018
Community Satisfaction Survey (biennial)	%	>70%	>75%	66%
Compliance with State Records Act	%	100%	100%	100%

11. Environmental Management

Green Amber Red



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 18/19	Comments
DP11.01) Provide community education program to encourage residents and visitors to reduce their impact on vegetation including the management of pests and weeds.	Attend local Agricultural Shows and issue handouts. Update the Council website in relation to weed concerns.	<i>The Tenterfield Show and the Stanthorpe Show are attended in February each year. Website is up to date with links to important and useful weed information websites. The regional Management plans for the regional priority weeds are available to the public mon the Council website.</i>
	Public awareness signs to be installed on high risk pathways and water ways.	<i>7 Tropical soda apple awareness signs were purchased and installed in high-risk areas such as Legume, Woodenbong, Urbenville, Tabulam, Drake and the Rocky River.</i>
	Feral Pests – Provide advocacy to residents to support feral pest management.	<i>Inquires received in relation to foxes within the township. Local Land Services (LLS) provide a trap to assist in the control. Cat traps are continually being hired from Council office. Rangers are being contacted to assist in the control of rabbits around the town streets and sporting fields, and cemetery. Indian Miners (bird) are also becoming a concern with traps available from Landcare office.</i>
	Illegal Dumping – Illegal dumping and pollution management and regulation.	<i>Action taken immediately to investigate and remove all illegal dumpings and litter reports. All reported to EPA. Tyres dumped at Ruby Creek Liston (on Crown Land) have been removed. One dumping reported for August, New England Hwy between Tenterfield and Jennings all cleaned up.</i>
Roads and Footpaths Enforcement – Parking, traffic and regulatory enforcement.	<i>Regular patrols and Ranger presence, marking of tyres has decreased complaints in relation to parking. Footpath Dining/Trading and Sandwich board renewals near completion.</i>	
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.	Property inspections of high risk areas and pathways.	<i>Monthly inspection complete. Inspections are being conducted on properties in the Bolivia and Deepwater areas with Serrated Tussock being found on 3 properties. Voluntary Compliance letters have been sent to those landholders, with re-inspections to be done at the end of October to ensure there Biosecurity Duty has been meant, if not further action may be taken.</i>
	Regular high risk pathway and waterway inspections conducted.	<i>Ongoing monthly inspections complete. No new incursions found on our High Risk pathways or Waterways.</i>
	Weed management funding secured annually.	<i>Confirmed, awaiting DPI to issue.</i>
	Delivery of Tenterfield Shire Council Weeds action plan, as aligned with Northern Tablelands Regional Strategic Weed Management plan 2017-2022.	<i>Ongoing, being implemented.</i>
	Deliver Weeds Management program and record weeds required to be compliant with Biosecurity.	<i>Ongoing, all problems with the new tablet and weeds program have been resolved.</i>
	Conduct a review of existing weed operations to identify improvements in service levels through technology.	<i>Ongoing, Management are looking in to the use of Drone technology to assist with inspections,</i>
Identify and source additional resources for weed control activities, recognising the increased risk from weed infestations.	<i>Ongoing the potential risk with new weeds being introduced to the area due to the drought from the hay runs on the highways and local properties feeding livestock with fodder sourced from outside the district still exists. Monthly inspections are done of all high risk pathways within the Shire boundaries to detect</i>	

		<i>any new incursions.</i>
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Performance Measures:

Description	Measure	Benchmark	Target	Progress as at Dec 2018
Number of private landholders assisted with pest management issues.	#	140	140	25
Number of noxious weeds targeted per annum.	#	30	30	40

12. Livestock Saleyards

Green Amber Red



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 18/19	Comments
DP12.01) Ensure safe, effective and efficient operation of the Saleyards.	Continue to maintain the saleyards to a high standard.	<i>Regular maintenance completed within budgetary constraints. Investigating ideas and designs for new office block, toilets and shower.</i>
	Conduct Saleyard Committee meetings.	<i>Saleyard Committee meetings are conducted every (3) months and have been going well. Attendance include; Councilors, Local Agents, LLS representative, New South Wales Farmers representative Local stock carriers and council staff. Ongoing.</i>
	Continually removing rock from pens and re-gravelling to reduce stress on cattle. Ensure all cattle have access to water and all signage throughout the saleyards is adhered to. Review the Emergency Animal Disease Response Plan to include Biosecurity Act and training.	<i>All selling pens and drafting pens regravelled. There are 12 holding pens remaining This is an ongoing maintenance project. Council staff enforce the signage whilst cattle sales are being conducted for public safety. All cattle have access to water whilst at the saleyards. Strategic plan to be reviewed by February 2019.</i>
DP12.02) Provide a financially sustainable saleyard operation, attractive to local producers.	Continue the timber rail replacement program and upgrade to ramp 4, with hard standing surface to reduce wash.	<i>Have completed all 120 selling pens. Timber rails have been removed and new steel cattle rail installed on 8 drafting pens. Looking at quotes to cement the area in front of ramp 4 to reduce wash.</i>
	Commencement of truck wash facility.	<i>Ongoing. Truck wash signage installed. New project manager engaged. Program back on track, hoping to commence by march 2019.</i>

Performance Measures:

Description	Measure	Benchmark	Target	Progress as at Dec 2018
Number of stock sold per annum	#	20,000	22,000	19,026
Value of stock sold per annum	\$	\$21,336,467	\$21,560,000	\$15,984,517.65

13. Planning and Regulation

Green Amber Red



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 18/19	Comments
DP13.01) Assess and process construction certificate applications in accordance with legislation and Building Code.	Review current guideline documents and prepare new guideline document for Temporary Events.	<i>Free pre-lodgment and inspections available for planning, building and heritage matters.</i>
	Undertake inspections of commercial and industrial buildings.	<i>Undertaken as requested.</i>
	Ensure that building certification and inspection is carried out as per National Construction Code and the requirements of the Building Professionals Board.	<i>Undertaken as requested. As of 1 July 2018 all mandatory inspections must be reported on line within 48 hours - research continuing to determine best method of achieving this.</i>
DP13.02) Ensure that the community is provided with a high quality built environment that meets the needs of our ageing population.	Monitor application of Tenterfield DCP and complete review of Chapter 8 – Signage & Outdoor Advertising.	<i>(Planning policies and process review to ensure we encourage new investment is a Councillor priority objective. Strategic business plan review to be completed by end Q3 2018/19.)</i> <i>Amendments incorporated in to Amended DCP October 2018</i>
DP13.04) The development of plans and applications for development consider the demand and provision of parking.	As required when traffic studies completed – no specific action identified.	<i>No recent traffic studies required or undertaken (with exception of the RMS driven Tenterfield Heavy Vehicle By-Pass).</i>
DP13.06) Provision of advice and guidance on legislative compliance for the construction of dwellings and commercial/industrial buildings.	Undertake review of existing rural residential subdivision potential in village locations as per council resolution.	<i>Matters to be included in Local Strategic Planning Statements which Council must have completed by 1 July 2020. LSPS set out a 20 year vision for land use across the shire.</i>
	Assess and determine regulatory applications, including Development Applications, Complying Development Certificates, Construction Certificates, Section 68 Certificates and Conveyancing Certificates.	<i>Ongoing as lodged - one Health and Building Surveyor position currently vacant. Part time staff currently assisting with inspections and assessment and issue of Construction Certificates.</i>
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.	<i>(Implanting pragmatic heritage management requirements is a Councillor priority objective.)</i> <i>Ongoing – Heritage Advisor attended Heritage Committee meeting and provides email and phone advice on heritage matters for residents. Consultant engaged to undertake Strategic Heritage Inventory Review as per Project Plan and \$100k funding received from Office of Environment and Heritage.</i>
	Advertise and seek applications for 2018/19 funding to local owners of heritage listed/conservation area items.	<i>Offers accepted by all recipients - works to be completed by April 2019.</i>
	Provision of urban design planning – Strategise, collaborate and conceptualise	<i>Human resource capacity constraints will be further progressed with new staff arrival.</i>

	urban design plans for all towns and villages.	
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.	<i>Human resource capacity constraints for LEP review. DCP amendments to Chapter 8 - Advertising completed.</i>
	Land Use Data and Reporting – Collate and manage data, mapping and reporting.	<i>All mandatory data reporting completed for the month.</i>
	Administer the Companion Animals legislation across the Shire and operate pound facility.	(Improved control of animals is a Councillor priority objective) <i>Enforcement of the Local Orders for the keeping of Animals policy has reduced animal complaints and impoundings, which leads to less animals being euthanized. Pound records are submitted to local government each month.</i>
	Develop, deliver and manage a Development Application/Building Application compliance audit process.	<i>Human resources capacity constraints. Recently announced changes to short term tourist accommodation mean that audit of these premises is on hold until legislation reflects government's changes.</i> <i>Ranger undertaking inspections and follow up in relation to alleged unauthorized developments in shire.</i>
	Assess and process swimming pool barrier compliance certificate applications.	<i>No applications received.</i>
	Carry out food premises inspections to ensure compliance with the Food Act.	(Regulation and inspection of food premises is a Councillor priority objective.) <i>Premise inspections to be completed prior to 31 June 2019. Contractor to be engaged to undertake inspections during first half of 2019.</i>
	Undertake a food premises operator workshop to advise of latest legislative requirements.	<i>All food premises received a free food safety calendar from Council in December.</i>
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.	<i>No notices or orders issued.</i>
DP13.10) Identify, plan and enhance local environments in partnership with the community and stakeholders.	Preparation of the 2018/19 State of the Environment Report.	<i>State of Environment Report completed.</i>

Performance Measures:

Description	Measure	Benchmark	Target	Progress as at Dec 2018
Food premises inspections per annum	%	100%	100%	Scheduled for Jan-June 2019
Average processing time to issue a Development Assessment	Days	35 Days	30 days	35

14. Buildings and Amenities

Green Amber Red



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 18/19	Comments:
DP14.01) Provide systems and processes to identify opportunities to reduce the energy consumption of Council owned buildings and amenities.	Continued development and delivery of the Building and Amenities Asset Management plan. To incorporate: Commercial, Residential, Recreational, Community Halls, Buildings and Facilities.	<i>Preparation of scope of work and quotation documents to be commenced for the Property Asset Database Project.</i>
DP14.02) Ensure that Council building and facilities meet the needs of users.	Develop Inspection and Maintenance schedules for Commercial, Residential, Recreational, Community Halls, Buildings and Facilities.	<i>Some inspection and maintenance schedules have been developed, however it is likely to change with the engagement of a consultant to inspect buildings and prepare reports for the Property Asset Database Project.</i>
	Identify repair work and potential projects through the Inspection and Maintenance Schedules.	<i>Audits on some buildings have commenced. Further inspections and maintenance schedules will be developed as part of the work for the Property Asset Database Project to be outsourced. 134 & 136 Manners Street, Liston and Legume Halls were inspected as part of the Stronger Country Community Grants; awaiting confirmation of funding deed. The Band Hall, a scope of work has been identified Ten FM Shed – construction work has commenced Testing and Tagging on equipment in the Memorial Hall</i>
	Progress Council Chambers and Administration Building – Refurbishment from briefing stage to project delivery.	<i>Initial schematic design has been completed, further design development is to commence. Grant funding has been applied for to assist with the Committee Room and Chambers being an Emergency Management Centre. Awaiting notification in February 2019</i>
	Interact with and provide a process for customers to purchase the use of Community or Operational land and/or buildings – Managing hiring, permits, leases, licenses, deeds, contracts or Heads of Agreements pertaining to Council owned or managed properties (excluding sportsgrounds).	<i>Some templates already exist. Development of performers and generic contracts has commenced. Some specialised leases are required and are prepared accordingly.</i>

Performance Measures:

Description	Measure	Benchmark	Target	Progress as at Dec 2018
Number of registered complaints about public toilets pa	#	<10	<10	0
Accessible facilities comply with current standards	#	90%	90%	
Community Satisfaction Survey - biennial project	Days	70%	>70%	

15. Parks, Gardens and Open Space

■ Green ■ Amber ■ Red



Under the 4 year Delivery Plan *Parks, Gardens and Open Space* relates to: consultation, planning, development; increasing patronage; amenity; maintenance and operations; public art; cycleways; 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 18/19	Comments
DP15.01) Identify and pursue opportunities to increase usage of open spaces assets throughout the Shire.	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>Forms part of the (ongoing) agenda for all Parks and Garden committee meetings. Applying for grant funding for Tenterfield Creek stage one, Manners Street bridge to High Street bridge. With assistance from Ausfish, Landcare and other interested parties. 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 beautification initiatives.	Ensure maintenance standards are conducted and delivered efficiently through Parks, Gardens and Open Space Committee and Village Progress Associations.	<i>Working with village progress associations to achieve positive outcomes to include Urban Design Plans. Spoke with Legume Progress on Urban design. Delivering parks, gardens and open spaces to the public that are of a high maintained standard. Received grant funding through Stronger Country Communities for upgrade to park facilities in all villages. Further emphasis on Gardens and flowers in Rouse street. Water gardens with exemptions on times given the current restrictions.</i>
DP15.03) Deliver public spaces that are clean, well maintained and encourage usage by visitors and residents of Tenterfield Shire.	Ensure all Parks, Gardens and Open Space amenities maintenance programs are delivered to a high standard.	<i>Continuing to provide amenities and park facilities to the public with high levels of service within budget constraints. Daily cleaning of public toilets with rubbish removal and park inspections adding to the cleanliness and appearance to the town.</i>
DP15.04) Development and implementation of township and village streetscape plans and policy.	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>Discussion at Parks, Garden & Open Space Committee Meetings for ideas for village themes for beautification. Seeking grant funding opportunities at present through Stronger Country Communities Grant. Possibility of more tree plantings and upgrade to park facilities within the villages. Increase service levels with the urban design plan for a new park area 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. Footpaths & cycleways: A - Chief Operating Officer	Investigate the extension of the cycleway heading north, with an emphasis on future exercise stations along the existing cycleway.	<i>Ongoing. Trying to achieve something within budget restraints. Grant funding being sought as opportunities arise. Preparing to replace damaged exercise equipment in Jubilee Park.</i>
DP15.06) Deliver, review and update Parks, Gardens and Open Space, Maintenance Programs across the Shire.	Review maintenance programs for Parks, Gardens and Open Spaces.	<i>Current maintenance schedules being implemented with a review of the Parks Garden and open space strategy and asset management plan. Possible assistance from a contractor to implement.</i>
	Ongoing replacement of all existing playground equipment in accordance with Australian Playground Safety Standards.	<i>Jubilee park playground to be renewed this financial year, design work near completion. Stronger Country Community Grant funding for Urbenville and Drake playground enhancement. Replacement of the softfall at Rotary Park with Takura bark, a new engineered playground softfall product completed. Two staff have obtained their certificate of attainment in inspection of park facilities.</i>
	Renewal of Jubilee Park playground equipment.	<i>Designs and costings now arrived. Speaking to public and getting ideas from parents on the options provided.</i>
	Call for quotations and commence earthworks preparation for Tenterfield Cemetery Stage 1 expansion.	<i>Contact made with designer in relation, as to why (2) sets of drawings were done in regard to the cemetery masterplan. Need to investigate further about any Council resolutions as to why. Plans show different areas as to the access of the new cemetery and design works. Ongoing. Design plan decided.</i>

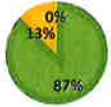
	Interpretive signage, path, edging and gardens at Tenterfield Cemetery niche wall to be planned and delivered.	<i>Completed.</i>
	Public Tree Management – Public tree management, development, maintenance including arborist services.	<i>Visual inspections for tree issues and removal if required, with new replacement trees planted. Bare root trees have been planted around streets in Tenterfield. Street tree management plan to be developed by June 2019 with work commenced by Contractor.</i>
	Sportsgrounds and Active Sports – Sportsgrounds and active sports management, development and booking services.	<i>Further develop and maintain sporting grounds to a higher standard to encourage more usage. Encourage and assist sporting organisations to seek grant funding. Work with sporting groups to achieve positive outcomes. Booking have been received from Soccer, Cricket and Touch football for ground usage. Federation Park sprayed again for Bindies.</i>
	Street Lighting – Management of street and public lighting, including awnings, smart poles, banner poles and all park lighting.	<i>Looking at options of solar lighting along the walking path, pricing received.</i>

Performance Measures:

Description	Measure	Benchmark	Target	Progress as at Dec 2018
Cost recovery percentage of expenditure funded by income	\$	11%	20%	25%
Total Use of ovals hours pa	hours	4,864	4,900	1000

16. Swimming Complex

■ Green ■ Amber ■ Red



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 18/19	Comments: (Business Manager to provide short precis.)
DP16.01) Provision of an accessible, quality swimming and recreation facility which encourages participation.	Develop Tenterfield War Memorial Baths (TWMB) Management Plan.	<i>Document complete and submitted to Council April 2018 for acknowledgement and formed part of the contract between Council and the Pool Contractor. The document now is in use and will be updated to reflect the Risk Assessments, Report and community comment. It will submitted to Council for adoption December. Once approved it is proposed to upload onto the Council website.</i>
	Develop Inspection and Maintenance schedules for the pool, concourse, plant and equipment.	<i>A maintenance register has been developed to assist with recording maintenance issues as identified. However schedules will be developed in the Property Asset Database Project.</i>
	Identify repair work and potential projects through the Inspection and Maintenance Schedules and work.	<i>Currently being identified by the new Pool Contractor, but will also be included in the Property Asset Database Project.</i>
	Develop TWMB Master Plan.	<i>Discussion has commenced with the new Pool Contractor, this project is proposed to be moved to the following financial year once the Pool Management Plan is finalised and the first season by the new operator have been completed.</i>
	Implement and monitor operational systems and processes in accordance with the updated TWMB Management Plan.	<i>Contract management plan has been developed in accordance with identified KPIs. November report has been received, KPIs have been achieved and pool attendance has increased compared to November 2017.</i>
	Continue water testing to ensure compliance with Government regulations for public pools.	<i>Water testing conducted every 2 hours in both pools.</i>
	Maintain supervision levels based on patronage and service delivery for carnivals and aquatic events.	<i>All Staff have the relevant qualifications and contractor ensures appropriate staff to patronage ratio. Risk Assessments are performed regularly to ensure Operator has measures in place to combat risk and provide a safe environment.</i>
	Review fees and charges annually.	<i>Completed.</i>

Performance Measures:

Description	Measure	Benchmark	Target	Progress as at Dec 2018
Swimming Centre attendance	#	12,459	12,550	6384
Net annual operating cost per visit per person	\$	\$8.17	\$8.17	\$16.00 approx

17. Asset Management and Resourcing

■ Green ■ Amber ■ Red



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 18/19	Comments
DP17.01) Delivery of survey and design works for infrastructure services, including storm water drainage, transport, and water and sewer infrastructure.	Ensure that asset management, project planning and design activities meet agreed quality and industry standards	Normal industry quality and design standards are being met. RFQ process is used for the engagement of consultants for survey and designs works.
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.	Review existing plans and identify gaps in connectivity in our Towns and Villages referencing the Pedestrian Access Plan and Disability Inclusion Action Plan.	Review to be undertaken in 2019.
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.	Undertake annual inspections (or as deemed appropriate) and condition assessment of Council infrastructure and assets.	Rolling program of inspections and condition assessment. Instigated the road network asset audit inspections to calibrate the asset condition ratings- Such is complete and indicates good validation of the existing roads and transport assets register. All of Council's 58 timber bridges have been given a Level 3 Structural and condition assessment. Council has received the second phase of the reports and is reviewing the condition ratings and recommended bridge works, with an action program being prepared based on an assessment of these reports and site inspections. Water services asset audit inspections and updating of the asset register condition ratings is being tasked by the Manager Water Services for action to complete during 2019.
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.	Implement new Asset Management System.	Available asset management systems will be investigated in 2019 with the appointment of a MAPP.
	Review and update the Asset Management Strategy and Policy.	Asset management strategy to be reviewed in 2019. Note asset management plans for water and sewer services, and transport services have been undertaken.
	Prepare and review maintenance, renewal and capital improvement programs for roads, bridges, drainage and other community infrastructure.	Existing needs identified as part of the 2018/2019 budget preparation process. Programs for the long term will be reviewed in 2019 as part of Asset Management Plan updates.
	Provide asset revaluations when scheduled.	Transport revaluation being completed.
	Implement and review a Project Management methodology	Review to be undertaken during 2019.
DP17.05) Risk Management embedded in our Asset Management Planning forms the basis for our intervention programs and our Asset Management practices.	Review and update Council's Risk Register and intervention programs on an ongoing basis in accordance with inspection schedules.	Review to be undertaken during 2019.

Performance Measures:

Description	Measure	Benchmark	Target	Progress as at Dec 2018
Annual Asset Condition Inspections completed per schedule	%	90%	95%	50%
Infrastructure Renewal Ratio	%	100%	100%	44%

8. Commercial Works

■ Green ■ Amber ■ Red



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.

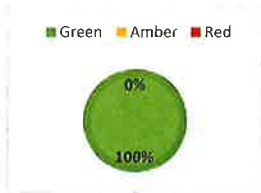
a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 18/19	Comments
DP18.01) Deliver Commercial Works in accordance with Council Policy.	Provide quotations for private works requests in a timely manner.	See below comment.
	Program and undertake private works cost effectively.	See below comment.
	Identify opportunities for private works to offset costs of asset maintenance and renewal.	Identified that there isn't current capacity. Council's resourcing levels preclude this at this point in time. Also any works done have to be to Council's standards and not detract from Council staff's prime purpose of delivering on Council's Operational Plan. This is particularly relevant at this point in time as we have a huge flood damage program to deliver as well as managing the timber bridges. (However we still do some longer standing private works on behalf of other entities, as they fit into our social license and operational delivery.)

Performance Measures:

Description	Measure	Benchmark	Target	Progress as at Dec 2018
Annual commercial operating surplus.	%	TBC	TBC	To Dec 30 2018, expended \$53,713.18 and Income of \$65,322.33.
Annual Profit margin.	%	10%	15%	To Dec 2018 – profit of \$11,609

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.

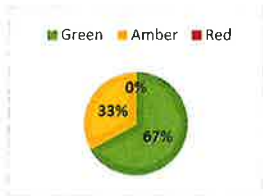
a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 18/19	Comments
DP18.01) Deliver Commercial Works in accordance with Council Policy.	Provide quotations for private works requests in a timely manner.	See below comment.
	Program and undertake private works cost effectively.	See below comment.
	Identify opportunities for private works to offset costs of asset maintenance and renewal.	Identified that there isn't current capacity. Council's resourcing levels preclude this at this point in time. Also any works done have to be to Council's standards and not detract from Council staff's prime purpose of delivering on Council's Operational Plan. This is particularly relevant at this point in time as we have a huge flood damage program to deliver as well as managing the timber bridges. (However we still do some longer standing private works on behalf of other entities, as they fit into our social license and operational delivery.)

Performance Measures:

Description	Measure	Benchmark	Target	Progress as at Dec 2018
Annual commercial operating surplus.	%	TBC	TBC	To Dec 30 2018, expended \$53,713.18 and Income of \$65,322.33.
Annual Profit margin.	%	10%	15%	To Dec 2018 - profit of \$11,609

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 18/19	Comments:
DP19.01) Stormwater and drainage infrastructure is provided, maintained and renewed.	Maintain and renew stormwater and drainage infrastructure in accordance with the Asset Management Plan.	<i>Maintenance undertaken as required. Renewals on hold while finances are directed to the timber bridge assets.</i>
	Maintain and renew gross pollutant traps in accordance with the Asset Management Plan.	<i>Maintenance undertaken as required. No renewals required at present.</i>
	Update the Stormwater Asset Management Plan.	<i>Update planned for 2019 after timber bridge strategy is first finished.</i>

Performance Measures:

Description	Measure	Benchmark	Target	Progress as at Dec 2018
Number of incidents of public nuisance attributable to stormwater infrastructure per annum.	#	0	0	None recorded.
Number of incidents of vehicular and pedestrian traffic interruptions.	#	3	1	None recorded.

20. Transport Network

■ Green ■ Amber ■ Red



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

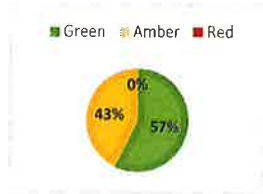
4 Year Delivery Program	1 Year Operational Plan 18/19	Comments
DP20.01) Construction of Transport Infrastructure.	Construct and seal the remaining unsealed sections of Mt Lindesay Road.	Funding needs to be sought for this work.
	Reconstruct and realign Mt Lindesay Road from Legume to Woodenbong.	Council staff met with RMS and have now a satisfactory arrangement to progress the \$24 million Mt Lindesay \$24M project. The contract for first 2.4km \$3.5M Dalman North stage has been let. Possession granted to the contractor week ending July 20. The COO meet with RMS to establish a Project Control Group. The group set boundaries on operational matters such as design, tender letting, contract awarding Rooding and delivery parameters, as well as funding payments. Council is progressing with the contract for design of the Koreelah Creek bridge strengthening stage of the wider project. Also have gone out to tender for the Big Hill and Koreelah road design sections.
	Deliver the timber bridge replacement program.	The development of a timber bridge replacement strategy has commenced in earnest. Council received a report regarding the first 17 bridges (that have been inspected) in May. The report stated that 15 bridges needed load limitations and acute management plans put in place. The community information process has commenced. Progressive role out of load limits is occurring. Also happening is a fortnightly meeting of the timber bridges task force to co-ordinate and update on progress. The TSC website is being updated. There is work occurring on temporary solutions to minimise impact of load limits in keeping with the Council resolution. Three grant applications to NSW Govt's Growing Local Economies fund were submitted 7/9/18. The three bridges are Emu Ck on Hootens Rd, Beaury Ck bridges and Boonoo Boonoo bridge on Mt Lindesay Rd. The value of the works on the 3 bridges is \$6.6Million. The Chief Operating Officer met with Thomas George and RMS's Roy Wakelin-King (executive director answerable to RMS CEO) re \$3M of funding assistance to facilitate interim solutions to minimise community impact. No promises but the message was heard. Ongoing dealing with enquiry from landowners despite the Council resolutions, ongoing media and updating. Four community meetings were held in December 2018 (ie at Tenterfield, Torrington, Urbenville & Liston) to update community on progress and listen to concerns. There is ongoing advocacy for additional bridge related funding.
	Implement the resealing program for the Regional and Local sealed road network.	Ongoing.
	Complete yearly renewal (replacement) of drainage assets as identified from condition ratings from inspections.	No replacement work this financial year. Effort being diverted to the timber bridge assets.
DP20.02) Maintenance of transport infrastructure.	Implement and review the regional and local sealed road network maintenance program.	Reviewed. Report to August Ordinary Council Meeting.

	Implement and review the local unsealed road network maintenance program.	Reviewed. Report to August Ordinary Council Meeting.
	Implement and review the bridge maintenance program.	Bridge maintenance program is being reviewed in parallel with the development of the timber bridge strategy (which has commenced, see above).
	Ongoing maintenance of road network and cleaning of streets and car parks.	Car parks maintained.
	Maintain Council's footpath network in accordance with the Asset Management Plan.	Footpaths maintained.
DP20.03) Advocate on behalf of the community for improved service levels across the Shires transport network.	Lobby State and Federal Governments for funding to reconstruct and realign Bruxner Way from the New England Highway to Sunnyside Loop Road.	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.	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 robust.
DP20.04) Management of the transport infrastructure assets in response to changing community need.	Implement and review the Road Network Management Plan and the Road Network Asset Management Plan.	On hold. Resources diverted to timber bridge issues. RNMP to be reviewed in 2019.
	Manage Quarries – Ongoing management of quarries, borrow pits and stockpiles.	Some gravel pits are registered. Other pits are used under Section 94 of the State Environmental Planning Policy (Infrastructure) 2007. Documentation and logging of all these pits is occurring, ongoing.
	Aviation Service – Ongoing management of airstrip.	Airstrip maintained regularly and available for use.
	Road Safety and Traffic Committee – Management of road safety (and the Traffic Committee). (Physical assets)	No outstanding road safety issues.
	Review Operational Strategic Plan – Review operational strategy regards grading delivery models involving contracting services in partnership or parallel with current internal service delivery.	To be further developed in conjunction with 18/19 review of the RNMP and RNAMP. Current NDRRA contract works, renewal works (e.g. Killarney Road), and maintenance and capital works are being delivered with a combination of contract plant hire, internal plant and specialist contractors. This allows council to review business practices in collaboration with others. Council's unsealed network is improving by monitoring work results and improving on operational routine maintenance practices. Review and standards yet to be formalized.

Performance Measures:

Description	Measure	Benchmark	Target	Progress as at Dec 2018
Renewal expenditure on local roads	\$	\$2,934,669	\$3,298,000	Local Roads Renewal expenditure is \$1,973,137 to date
Capital Projects Completed on Time	%	85%	80%	44% to date

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 18/19	Comments
DP21.01) Maximise productivity of Council fleet and stores service.	Arrange safety and other inspections of Council Depot and Store, applying corrective actions where required, in accordance with Council procedures.	Up to date inspections include: Fire Extinguishers, First Aid Kits, Liftings Chains, Pressure Vessels, Safety Harness and Gas detectors and other confined space items. WHS inspections yet to be performed.
	Arrange safety and other related inspections, applying corrective actions where required, of Council assets and fleet in accordance with Council procedures.	Completed 90%. Approximately 10% of inspections extend beyond the prescribed 3 month period. With all staff positions now filled, Fleet continue to make considerable gains in this area.
	Delivery of Plant Maintenance Program.	Approximately 95% of Fleet asset maintenance is conducted within a week of falling due; maintenance is conducted in line with industry best practice.
	Maintain and review stock inventory records to ensure accuracy of information and adequacy of stock levels.	Store stock levels have been audited during June 2018.
	Ongoing implementation of Fleet Asset Management plan.	Analysis, reporting and review of some key management areas have been impacted by staff shortages. Significant gains are now being made in this area.
	Ongoing delivery of the Plant Replacement Program.	Four replacements have carried forward from last financial year, There are seven items in this year's program seven of these have been completed to date. Procurement has commenced on 2 further items with submissions pending.
	Depot Master Plan Development.	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.

Performance Measures:

Description	Measure	Benchmark	Target	Progress as at Dec 2018
Plant safety inspections complete within 14 days of them falling due.	%	90%	100%	Fleet have successfully achieved benchmark results, and continue to make gains toward the 100% target.
Ratio of un-scheduled to scheduled maintenance.	#	<3.10	<3.10	Councils Fleet continue to meet target in this area. This is a measure of general fleet health, the performance of our preventative maintenance programs and the general operator attitude towards fleet assets.

22. Waste Management

Green Amber Red



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

a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 18/19	Comments
DP22.01) Investigate and implement strategies to reduce waste produced by households and industry across the Shire.	Provide recycling services in line with existing service levels.	<i>Operational staff continue to provide an excellent service in line with service level agreements</i>
	Delivery of the Tenterfield Shire Council Waste Management Strategy.	<i>The waste management strategy will be reviewed in 2019</i>
	Development of Boonoo Boonoo Landfill New Cell Construction Stage 1, subject to the review of waste management practises.	<i>Put on hold until the waste management review is finalised, brought to the ordinary meeting of Council in Dec 2018, implementing recommendations as directed.</i>
	Commencement of Torrington Landfill staged closure. Development of Torrington Waste Transfer Station, subject to the review of waste management practices.	<i>Report going to Council with recommendations after waste management review.</i>
	Commission study to develop scope for the closure/remediation of the Tenterfield old landfill cell to EPA requirements.	<i>A new study needs to be undertaken to define the scope of works.</i>
	Assessment and implementation of waste disposal and landfill management feasibility study recommendations.	<i>Feasibility study has been commissioned for works</i>
	Continue investigations and implementation of processes and systems to reduce waste.	<i>Green waste infrastructure organics processing grant submitted and acknowledgement of receipt provided 6/09/2018 awaiting notification of award. Investigations for e-waste collection network continue, potential to supply to QLD however tariffs are prohibitive. Re-establishment for cardboard processing is underway.</i>
	Community Education Program, targeting schools and businesses.	<i>A program is being developed around worm farms for schools, worm farm progressing with design and first prototype. We have a school EnviroMentors program coming later in the year. This is part of our agreement with NIRW</i>
	Investigate the option of powering all WTS, utilising Solar Power.	<i>Solar including capacity to store as battery banks have been investigated with feasibility analysis underway for Drake. Legume and Listen where considered for this option however resourcing constraints provided generator energy considerably more cost effective for these sites. Urbenville and Tenterfield remain to undergo assessment.</i>
Waste Reduction Education – Investigate, develop and implement waste reduction education.	<i>Colouring books have been received about a range of waste related issues. Schedules are underway for a presentation to schools about waste and reducing our waste First presentation completed a success.</i>	

Performance Measures:

Description	Measure	Benchmark	Target	Progress as at Dec 2018
Compliance with EPA discharge licence for Waste Landfill Facilities.	%	100%	100%	100
Total waste diverted from landfill.	tonnes	500	570	234*
Total waste collected per annum by weight.	tonnes	2240	2270	1,210#
* Note, this excludes green waste, it includes recycling, scrap metal and chemicals collected at the Community Recycling Centre				
# Note, this excludes green waste				

23. Water Supply

■ Green ■ Amber ■ Red

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 18/19	Comments
DP23.01) Ensure effective and efficient delivery of water services in accordance with existing service levels.	Review and assessment of Urbenville Water Treatment Plant Concept Design.	Urbenville WTP was built in 2009. There is no Concept Design at this stage, proposal in initial stages to aid pre-treatment. NSW Health and DPI are providing some support to help optimise the operation of the plant – they undertook a site visit during August. More investigations are required however suggestions for optimisation are being implemented including provision of a sludge drying pad at Urbenville and a settling tank.
	Investigate funding opportunities for the construction of a new water treatment plant at Tenterfield.	Discussions with NSW DPI during a consultation session to revise Councils Drinking Water Management Plan about Safe and Secure Water Funding and how the application process works. Council staff were encouraged to pull together some information for the EOI – stage 1 of the application process. The EOI has been submitted and Council will wait to hear if we have has been successful in the EOI and have moved onto Stage 2 – Detailed Application. We expect to hear early 2019 if we are successful in moving into Stage 2.
	Construction of Tenterfield Dam Upgrade Project as contracted.	Works are complete. Leeds have left site and Council has resumed operations
	Tenterfield Valve Renewal Program.	Works are continuing.
	Jennings Water Mains Replacement Program.	Works for this financial year are continuing
DP23.02) Implementation of Water Quality Assurance Framework in accordance with the Public Health Act.	Implementation of Water Service Strategic Plan in accordance with NSW Office of Water Guidelines.	Works are underway to ensure compliance.
	Delivery of ongoing water quality monitoring program.	Ongoing. Water quality policy adopted by Council. Yearly report has been submitted. The updated Drinking Water Management System has been finished. This report also lists actions to undertaken.

Performance Measures:

Description	Measure	Benchmark	Target	Progress as at Dec 2018
Average annual residential water consumption	Kl	190	185	70KL*
Drinking water quality - compliance with microbiological requirements	%	100%	100%	100%
* consumption for 6 months				

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24. Sewerage Services

Green Amber Red

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 18/19	Comments
DP24.01) Provide effective and efficient delivery of sewerage services across to the townships of Tenterfield and Urbenville.	Ongoing maintenance and operation of sewerage network.	Systems are performing as designed, Tenterfield pump station daily data collection for pump run times continue to provide excellent information.
	Tenterfield sewer mains relining; 1 kilometre per annum	Cleaning and relining of the 375mm Main has finished final report completed. Fully invoiced, no further relining scheduled this financial year.
	Tenterfield manhole levels alterations	Planning for the manhole level and augmentation program has developed to specification, contract and tender documents, project quotation closed 14/11/2018. Tender evaluation is underway, with works expected to commence in January 2019. has been awarded and works to commence in February 2019
DP24.02) Ensure improvement of infrastructure in line with best practice water treatment guidelines and increased capacity for sewage treatment in service areas.	Tenterfield sewerage network extension	Planning is continuing to complete the scheduled sewer extension works for the Clifton Street extension that has been delayed. Infrastructure has been ordered, and delivered, however staff shortages have required a request for quotation to be prepared to complete works which is underway. The request for quote for Clifton Street was issued, with 2 responses received in late October. Contract has been awarded for Clifton Street, with works due to start in 2019.
	Investigate funding opportunities and interstate agreement options for the Jennings sewerage system.	Report completed and provided in April. Discussions are continuing with SDRC. Investigations reveal cross boarder funding possible with QLD state.

Performance Measures:

Description	Measure	Benchmark	Target	Progress as at Dec 2018
Compliance with EPA discharge licence for Waste Water Treatment Plants	%	100%	100%	97%
Interruptions to service per annum	#	15	<10	2

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