

TENTERFIELD SHIRE COUNCIL – Monthly Operational Report - May 2019

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

CONCLUSION

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

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

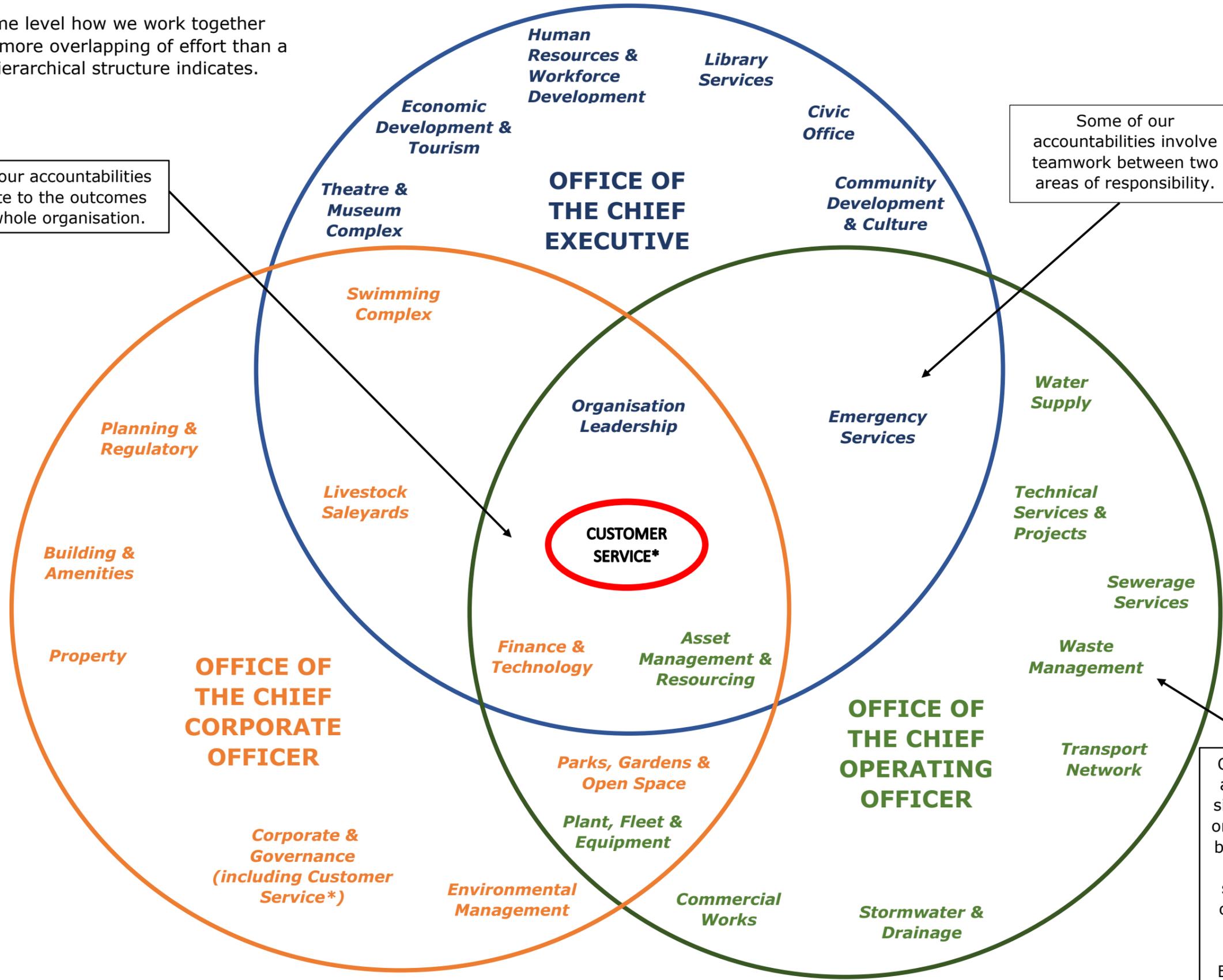
Lastly, in adopting such a transparent and simple model we will be able to adjust our efforts using a *helicopter viewpoint* of the whole organisation, not just various component parts. But most importantly, it will allow us to work better together. That will be an achievement in itself, and definitely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

Terry Dodds, Chief Executive

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

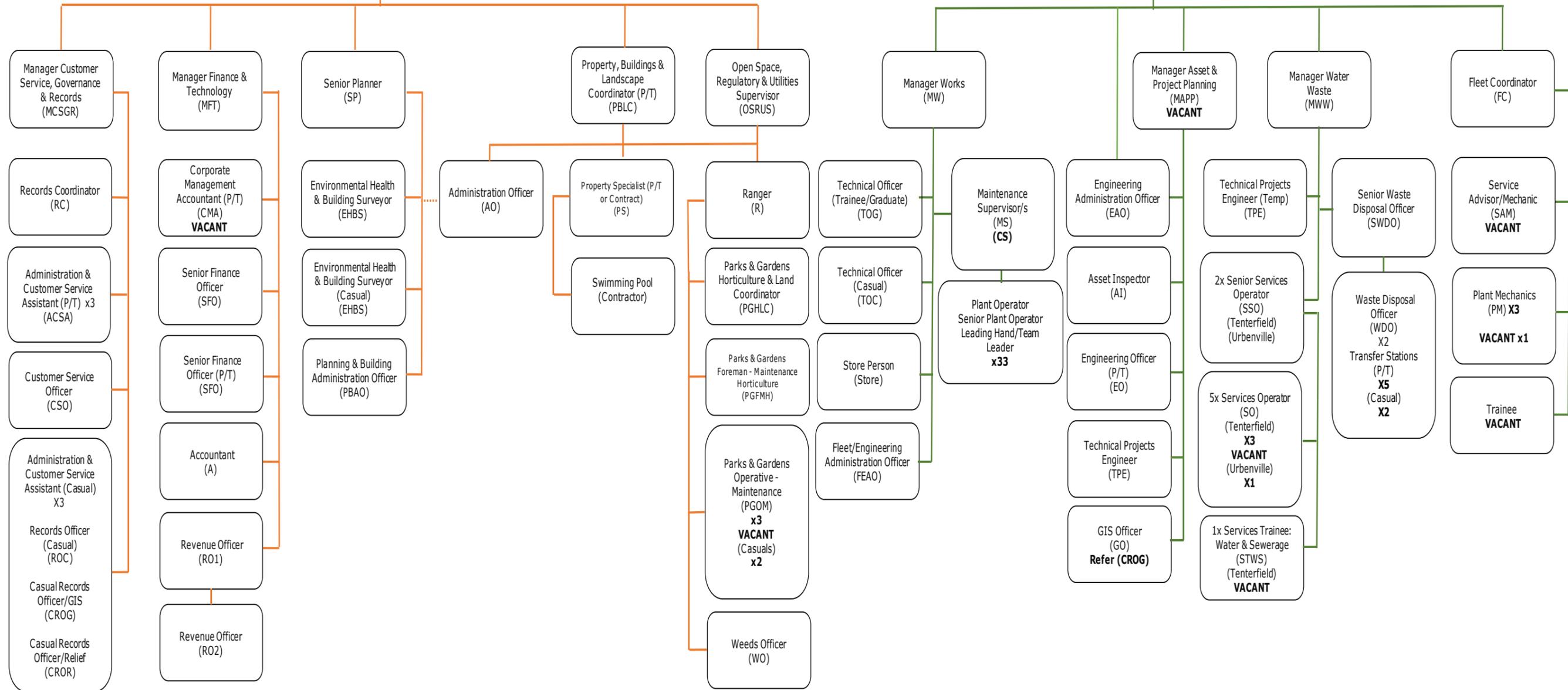
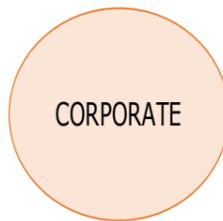
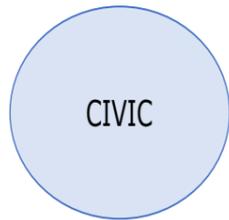
Some of our accountabilities contribute to the outcomes for the whole organisation.

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



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

- OFFICE OF THE CHIEF EXECUTIVE**
 Executive Assistant & Media
 Administration & Web Assistant
 Manager HR & Workforce Development
 Human Resources Coordinator
 WHS Risk Management Officer
 Manager Economic Development & Community Engagement
 Casual Stage Hand
 Community Development Officer (P/T)
 Tourism Officer
 Cultural Officer (P/T)
 Community/Tourism Assistant (P/T) - **VACANT**
 Senior Librarian
 Library Officer
 Library Assistant (P/T)
 Library Officer (Urbenville P/T)
 Library Officer (Torrington P/T)
 Library Assistant (Casual)
 Library Service (Drake)

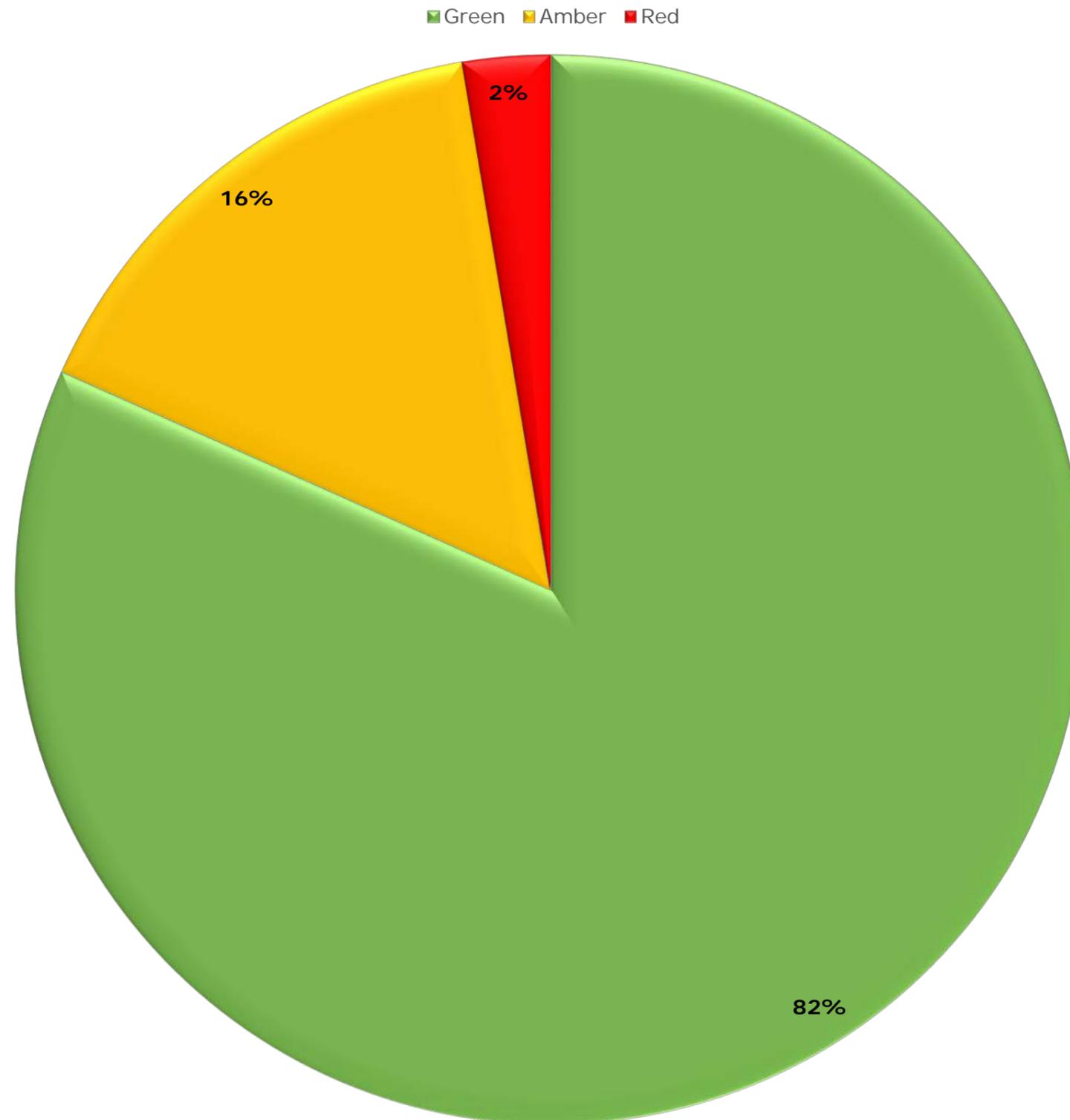


Organisational Overall Statistics

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

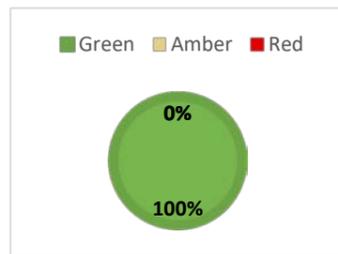
Amber: Commenced, progressing;

Red: Yet to commence.



1. Civic Office7	16. Swimming Complex 129
2. Organisation Leadership26	17. Asset Management and Resourcing 133
3. Community Development33	18. Commercial Works 138
4. Economic Growth and Tourism 39	19. Stormwater and Drainage 141
5. Theatre and Museum Complex 48	20. Transport Network144
6. Library Services 54	21. Plant, Fleet and Equipment158
7. Workforce Development 60	22. Waste Management165
8. Emergency Services 70	23. Water Supply173
9. Finance and Technology 73	24. Sewerage Services181
10. Corporate and Governance 83		
11. Environmental Management 89		
12. Livestock Saleyards 96		
13. Planning and Regulation 105		
14. Building and Amenities 116		
15. Parks, Gardens and Open Space 121		

1. Civic Office



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

a) Delivery and Operational Plan Precipis

4 Year Delivery Program	1 Year Operational Plan 18/19	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
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. Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive	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.	B: CE C: CE D: EA&M				<p>(Intergovernmental collaboration and relationship building is a key Council objective for the Organisation.) 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.</p> <p>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. As an industry though the advocacy worked with an announcement in April 2019 that Tenterfield Shire Council will receive another \$1,000,000 in the Roads to Recovery Grant.</p> <p>During the second week in March, 2019, the Australian Local Government Association Board approved a national local government federal election advocacy plan, which makes the case for why we need one per cent of commonwealth taxation revenue. (Local governments look after 33 per cent of the nation's infrastructure with only three per cent of the total taxation revenue – we need urgent change.)</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 2018 to take our case forward. Letter copied to the Hon. Thomas George, Member for Lismore. (Successful Jan 2019 - \$8.36 Million in grant funds from State Gov.)</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. (Completed Jan 2019; project planning substantially commenced Feb 2019)</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. (Successful Jan 2019 - \$8.36 Million in</p>

					<p>grant funds from State Gov.)</p> <p>The Policy framework for Fixing Country Roads is sub-optimal. 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 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. (Successful Jan 2019 - \$8.36 Million in grant funds from State Gov.)</p> <p>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.</p> <p>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. (Successful Jan 2019 - \$8.36 Million in grant funds from State Gov.)</p> <p>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.</p> <p>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.</p> <p>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. (Successful Jan 2019 - \$8.36 Million in grant funds from State Gov.)</p> <p>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.</p> <p>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. Since then council has been asked to progress to stage 2, the business case, which will need to be submitted by April 2019.</p> <p>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. (Solved issue. Temporary bridge</p>
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					<p>being constructed.)</p> <p>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 2018 to discuss (again) the timber bridge load limits and grant funding. At the time of writing the outcome was not known. (Successful Jan 2019 - \$8.36 Million in grant funds from State Gov.)</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 who met during the National Roads Conference to discuss.</p> <p>Council received advice in late January and early February that all three (3) grant applications for Emu, Boonoo Boonoo and Beaury Creek bridges were successful – 100% funded. Council will receive \$2,919,000 and \$1,820,000 for Emu and Boonoo Boonoo Creek Bridges under the State Government's Fixing Country Roads Program and \$1,590,000 under the State Government's Growing Local Economies Program.</p> <p>Council received a further \$2,770,000 from the State Government's Fixing Country Roads Program for repair (versus new) to 16 other bridges. \$2,636,000 will be spent on the 'Interim Solutions' to lift the 16 load limits recently placed on some of our timber bridges and \$134,000 will contribute towards the cost to structurally assess the remaining timber bridges.</p> <p>Council received \$1,000,000 in January from the Federal Government's Drought Communities Fund. \$850,000 of this money will go towards timber bridges, the remainder for social benefits; Tenterfield Show, Rodeo, potable water supply and community (mental health) fun days.</p> <p>Council received a grant of \$200,000 from the State Government – Emergency Preparedness - to make building alterations and improve emergency communication channels by creating a Local Emergency Operations Control Centre in Tenterfield.</p> <p>Council received \$72,000 from the State Government on 7 February under the Regional Cultural Fund for air conditioning and ventilation improvements for the School of Arts.</p> <p>Advocated with the Cross Border Commissioner and NSW Regional Town Water Supply Coordinator, Mr James McTavish to represent council at the DOI-Water to seek:</p> <ol style="list-style-type: none"> 1. Funds for couple of bores (hydro geologist, exploration, hardware purchases and commissioning). 2. A transportable Water Filtration Plant to put bore water through (if it gets too salty), put WFP waste water through anyway (saving wastage), or any other water should it be required. <p>On 4 April the Chief Executive presented council's 'Waste to Energy at a Local Scale Feasibility Study Project' at the Local Government Research and Innovation Showcase 2019.</p> <p>In 2018 Local Government NSW established a Research and Innovation Program to support new areas of research, policy development and innovation for the advancement of local government in NSW. Its purpose is to fill gaps in the evidence base, explore emerging issues, promote informed discussion and debate, and encourage the development of research capacity within the sector.</p> <p>This event was a showcase of nationally significant research projects currently underway in partnership with universities and NSW councils, and focused on the possible application of these projects more broadly and for other councils in NSW.</p>
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					<p>Senior university and local government experts showcased current projects and innovations, and explored the practical realities of how councils can best work together and with universities and commercial partners to access federal funding and address their most pressing community issues through research and innovation.</p> <p>As a consequence of one of the attendees seeing the presentation (https://www.lgnsw.org.au/files/imce-uploads/206/Terry%20Dodds%20-%20Waste%20to%20Energy.pdf) the City of Ryde will be seeking their Councillor's support in funding the project's cash shortfall. This would require TSC extending the scope of the project to include both small and large scale questions in city and country areas. Without the City of Ryde's support, as shown in the last six pages of the presentation, the project would be shelved.</p> <p>Since August 2018 the Mayor, Peter Petty, and council have been advocating the need for others to assist fund the 'Waste to Energy at a Local Scale Feasibility Study'.</p> <p>As follows:</p> <ul style="list-style-type: none"> • Council attended three meetings of the NSW Country Mayors Association in Parliament House Sydney to advocate, submit motions and consequently have the NSW Country Mayors Association resolve to support and advocate W2E on behalf of regional NSW. • Attended NSW Government Offices in Martin Place, Sydney, to discuss with the (then) Chief of Staff of the Minister for Local Government and others. • Attended three (3) Joint Organisation of Council Meetings to present W2E (New England JO x 2 / Northern Rivers JO x 1), • Submitted a motion, participated in debate, and had a resolution passed at our Associations' State Conference in support of W2E in 2018 • Presented to an 'innovation' forum for local government on W2E • Visited and met with W2E consultants and CEO's in Western Australia • Met with the Executive Director of the EPA (equivalent) in WA • Met the Opposition Environment Minister QLD to discuss opportunities across the border in QLD • Attended the Surat Basin Economic Development Corporation's meeting to hear how W2E is about to progress in the Toowoomba Economic Precinct • Met three (3) times with the Mayor and CEO of our cross-border neighbour (Southern Downs Regional Council) to discuss funding the study and the concept of a joint venture • Met the NSW Cross Border Commissioner to discuss contributing to funding the study on two (2) occasions • Sent hundreds and hundreds - two and a half lever-arch folders (thick) - of emails seeking support • Gained the support of two State and one Federal Member (us in writing and through many press releases) <p>Up until recently, apart from gaining the support of about eight other organisations, council hadn't raised enough for completing the study in earnest.</p> <p>Faced with this problem council wrote to The Honourable John Barilaro MP Deputy Premier, Minister for Regional New South Wales, Industry and Trade. Council was referred by the Deputy Premier to the Office of Regional Economic Development, subsequently meeting with Messer's Ian Smith, Director, NSW Office of Regional Economic Development, and Peter Sniekers, Business Development Manager, New England & North West, DPC Regional, Department of Premier and Cabinet.</p> <p>As a result Mr Smith arranged for council, in attendance with Mr Angus Witherby from Moree Plains Shire Council, to meet representatives on 17 May from the Office of Regional Economic Development (ORED); Julia Ryan, Murray Wood, and Ryan Gleeson. The aim of the meeting is to discuss ways to deliver the project brief with assistance from the ORED.</p> <p>In addition to meeting representatives from the Office of Regional Economic Development Council has been invited to meet with Dr Kar Mei Tang A/Executive Director, Waste Strategy and Policy, NSW Environment Protection Authority to discuss the revision of the NSW Government's Energy from Waste Policy Statement. Council's position is that any revision of the EfW Policy Statement can only properly occur after the answers are determined to the questions in council's independent feasibility study.</p>
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					<p>To do otherwise will deliver a policy that isn't as well grounded to the economic, social, technical and environmental facts – just environmental.</p> <p>Council met with Office of Regional Economic Development (ORED) in Sydney 16 June. ORED were happy to accept our critique of the EPA's current Energy from Waste Policy Statement and confirmed they'd be using the points raised to argue for changes in the EfW Policy from an economic development stance.</p> <p>Mayor Peter Petty and CE Terry Dodds, TSC, Chair NSW Country Mayors, Katrina Humphries and Angus Witherby, Director of Planning and Community Development from Moree Plains Shire Council met with the CEO of EPA, Mark Gifford PSM, and Dr Kar Mei Tang, A/Executive Director Waste Strategy and Policy on 30 June. The discussion centred on the flaws in the EPA's current Energy from Waste Policy Statement. As a consequence both Tenterfield and Moree Plains Shire Councils have been invited by the EPA to assist the EPA review the Policy.</p> <p>Mayor Peter Petty, Chief Executive, Terry Dodds and Chief Operating Officer, Andre Kompler attended a Department of Industry Water presentation on 'Drought & Water Availability' in Moree on 24 May. This meeting gave us an opportunity to meet others in a similar situation and compare notes and strategies.</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.	B: CE C: CE			+1	<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 of a circular economy. 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>Collaboration between Kyogle and Tenterfield during February 2019 bush fires.</p> <p>In March 2019 council requested the New England Joint Organisation consider a report by council and then advocate on our behalf to have an 'Enquiry into the effectiveness of the current Regionalisation of Operations under the Rural Fires Act 1997', based on the concerns of both landholders and RFS volunteers in Tenterfield Shire.</p> <p>Tenterfield Shire Council and two other council's in the New England Joint Organisation are collaborating and sharing resources to draft management plans for Crown Land parcels (now that this is a local government responsibility).</p> <p>Border Regional Organisation of Councils met 10 May in Warwick, QLD, discussions as follows:</p> <ul style="list-style-type: none"> • BROC Transport Plan – Information to be followed up and clarified. Noted that the Bruxner Way may be incorporated in the State Government's Regional Road Network. • Mr James McTavish – Cross Border Commissioner/Regional Town Water Supply Coordinator advised that with current water issues, there is an enormous amount of activity going on: <p>Cross Border Issues – The Cross Border portfolio has been moved from Dept Premier & Cabinet to Department of Planning, Industry & Environment. The push for functional economic regions is being received and accepted by DIRC however there are issues with Treasury in the way regional infrastructure is assessed.</p> <p>An Infrastructure Fund of \$12m has been allocated for spending in the next term of NSW State Government. This is available for bridges, tourism and investment in roads and related infrastructure but requires a co-contribution.</p> <p>Emergency resources are separate across the States but there is a need to ensure that there is a greater commitment for access and shared resources. Regional Town Water Supply Issues.</p> <p>Ongoing issues have been made worse by changes in the NSW Government and have been highlighted by the drought. There is a need to address issues of infrastructure and policy while we have the opportunity and the issue is current.</p> <p>Water administration and licensing is intensely bureaucratic and inefficient in NSW. There is substantial risk of failure of water dependant industry and a high variability in water resources in various areas.</p> <p>Financial sustainability in the water space is very difficult together with a lack of planning for water availability and poor</p>
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					<p>co-ordination within and between catchment areas.</p> <p>There is a poor understanding in metropolitan areas of the water needs of regional areas, an issue regarding complexities of water within Aboriginal communities and the fact that hobby farmers and owners of large urban properties are not able to access the same support as primary producers.</p> <p>The NSW Government is committed to address issues of local water utilities in terms of availability, safety and acceptability and is committed to work with Local Government to program future needs however the Government agencies need a big shift in culture.</p> <p>In closing, Mr McTavish advised that Federally, there is a commitment to build more dams.</p> <ul style="list-style-type: none"> • Mr Ray Lambert – Southern Downs Regional Council Local Laws Coordinator – provided an overview of SDRC’s revised approach to managing invasive pests through their Invasive Pest Control Scheme. • Mr Scott Smith – Chief Executive Officer, Council of Mayors, South East Queensland spoke about three major projects they are undertaking: People Mass Movement Study, SEQ City Deal and the SEQ 2032 Olympic and Paralympic Games • Bruxner Way Traffic Counts – Reports from Tenterfield Shire Council and Inverell Shire Council – referred to Bruxner Way Joint Committee. Tenterfield Shire Council Mayor Peter Petty has written to The Hon Paul Toole MP, Minister for Regional Transport & Roads regarding reinstatement of the Bruxner Way as part of the State Regional Road Network. No response has yet been received. The Hon Adam Marshall MP is also advocating for this reinstatement. • Outstanding Cross Border Issues: Cr Joan White raised the issue of police response as a cross border issue as it appears no action has been taken and issues have not been solved. Goondiwindi Regional Council will be taking up at a Ministerial level. Mayor Peter Petty advised that there are still radio communication problems with Rural Fire Service. However, local police now have radios to communicate across the border. Lester Rodgers suggested that BROOC continue to support the initiatives outlined by the Cross Border Commissioner and continue to get regular updates and status reports, and that BROOC support liaison with the relevant State Members by Councils. <p>New England Joint Organisation met 27 May. Agenda included discussions on: Northern Inland Regional Waste Group - Strategic Partnership, Membership Application – New England Weeds Authority (NEWA), Appointment of Executive Officer, Transport Study Brief, Audit Services, Quarterly Financial Review and the 2019/2020 Operational Plan.</p> <p>On 31 May Mayor Peter Petty and CE Terry Dodds attended the quarterly NSW Country Mayors Association meeting in Parliament House Sydney, as follows:</p> <ul style="list-style-type: none"> • RESOLVED That Country Mayors calls upon the NSW Government to implement a “Royalties for Regions” program based upon a set percentage of royalties being returned to Local Government Areas from where they originate and/or that are directly affected. That LGA representatives from the identified affected areas be invited to participate in the redesign of the new “Royalties for Regions program”. (Gunnedah Shire Council / Singleton Council) • RESOLVED That the Country Mayors Association write to the appropriate Federal and State Ministers requesting that NSW National Parks and Wildlife Service, NSW Forestry Corporation and NSW Local Land Services, as a duty of care undertake an increased level of park and forest fire management activities, including increased hazard reduction burns and increased numbers of dams and water infrastructure points for firefighting purposes into the future (Tenterfield Shire Council / Kyogle Shire Council) • RESOLVED (a) That the Country Mayors Association supports the LGNSW campaign strongly and the State Government be requested to defer any RFS contribution increases for at least 12 months to allow for consultation and any future increases be shown on a separate line on the rate notice and not be included in the rate pegging formula (b) That the Association write to the Premier requesting that the Department of Premier and Cabinet and the
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					<p>Independent Pricing and Regulatory Tribunal be directed to investigate the current Emergency Services arrangements in NSW including the efficiencies and effectiveness to be gained by such an investigation (Kempsey Shire Council / Yass valley Council)</p> <ul style="list-style-type: none"> • HON SHELLEY HANCOCK, MP, MINISTER FOR LOCAL GOVERNMENT The increased RFS contributions are mostly going towards the funded Compensation Scheme. The Minister lobbied on behalf of Local Government to have the increase adsorbed by the State Government but sadly that is not the case as it was overturned by Treasury. The Minister is anxious to have improved relations with Joint Organisations and a meeting with the Joint Organisations was held on Thursday 30 May to discuss issues. Seed funding of \$300,000 will soon come to an end. The Office of Local Government is looking at ways Joint Organisations can be self-funded and is looking at issues raised at yesterday's meeting. The Office of Local Government has not been disbanded contrary to rumours. • RESOLVED That the Country Mayors' Association make representations to the NSW Energy Minister and the Federal Energy Ministers seeking their support for the prioritisation of electricity grid connections at substations that are relevant to rural and regional towns, with priority to be given to applications that have an ongoing community benefit beyond construction of new energy developments that connect to those substations (Lockhart Shire Council / Bland Shire Council) • Gordon Hinds, Managing Director, Better Energy Technology presented on the energy market in Australia and how it's undergoing a revolution as we migrate from centralised large-scale coal generation to distributed renewable energy. • RESOLVED That the Association write to the Deputy Premier advising that it supports Rural Regional Internet Connectivity through Field Solutions and requests urgent attention to this matter (Narromine Shire Council / Shoalhaven City Council) • Cr Bruce Miller, Chairman, LGSuper. LGSuper originated from State Super 23 years ago. A Trust Deed and Constitution were prepared. The Defined Benefits Scheme was funded prior to the financial crisis at a surplus, and councils took the opportunity to receive a holiday from contributions but to put the saved funding aside. The financial crisis resulted in the fund going into deficit. The fund is examined each year to assess its position. Regulated funds need to be fully funded each and every day of the year. LGSuper looked at options to be 100% funded. Investments are currently 80% growth 20% conservative but the objective is 70% growth 30% conservative. The Board has reviewed the two LGNSW resolutions. The current investment strategy is subject to stringent reviews and a further review as suggested is not necessary. In respect of Past Service Contributions after considering advice of actuary and legal opinions LGSuper will look at the level of contributions. LGNSW cannot instruct LGSuper. Irrespective of where Directors come from their responsibility is to the entity and its members. Shares in LGSuper have zero value but shareholders have a right to appoint Directors. Under new legislation the Regulator has power to do whatever. The Board will increase from 8 Directors to 9 Directors one independent to be the Chair with 3 independents, 3 employee and 3 employer representation. • Waste Levy Taskforce <p>RESOLVED</p> <ol style="list-style-type: none"> 1. The NSW Country Mayors recognise that: <ol style="list-style-type: none"> a) The NSW Government still has no clear plan to manage waste in light of the China Sword and other international changes to recycling. b) That land fill sites are processing higher amounts of waste and therefore shortening the lifecycle of these sites. c) That the increase in waste going to landfill also increases the governments revenue and has impacts on the wider environment. d) That NSW are falling behind other States such as Victoria and SA in terms of management of waste e) That Local Government Areas (LGAs) should receive a higher amount of the waste Levy to deal with increase in cost to manage waste. f) That Councils are the best placed government bodies to develop new strategies and industries to better manage waste
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					<p>for their communities.</p> <p>2. That NSW Country Mayors urge the Minister for Local Government take action by</p> <p>a) Establishing a Waste Levy Task Force consisting of EPA, Mayors and LGNSW to begin immediate action to address the waste concerns of LGAs.</p> <p>b) Returning the full amount of the waste Levy to LGA's till there is an acceptable outcome agreed to by all parties.</p> <p>3. That NSW Country Mayor's Association take their own action by:</p> <p>a) Establishing a working group of Country Mayors to:</p> <p>i) identify the total amount of waste levies collected by the NSW Government from regional Councils</p> <p>ii) identify the amount spent by the NSW government on waste reduction strategies in regional areas</p> <p>iii) identify strategies for regional councils to withhold payment of the waste levy might be implemented if the NSW Government does not agree to form the task force recommended in (2) above</p> <p>iv) Bring a report back to the next meeting of the Country Mayors outlining options available to Country Mayors to get action on the Waste Levy, including consideration of the withholding of payment of the levy.</p> <p>v) the working group comprise Michael Pearce (Uralla Shire Council), Peter Petty (Tenterfield Shire Council), Amanda Findley (Shoalhaven City Council) Tracey Norman (Dungog Shire Council) and Dominic King (Bellingen Shire Council)</p> <p>4. That LGNSW be advised of Country Mayors position (Bellingen shire Council / Shoalhaven City Council)</p> <ul style="list-style-type: none"> RESOLVED that Country Mayors ask the RFS Commissioner to have a stay on implementation of the requirements under the Rural Fire Act 1997 to cover grasslands and an invitation be issued to the Commissioner to attend a future meeting (Gwydir Shire Council / Lockhart Shire Council)
<p>DP1.2) Provide sound and inclusive decisions using the Community Engagement Strategy to guide our interactions</p> <p>Governance framework strategy, management & development (including registers and monitoring): A – Chief Corporate Officer</p>	<p>Work towards the overall objectives of the Office of Local Government in relation to guiding the decisions of the community to align with the ratios as contained and described by the Local Government Act and the Office of Local Government.</p>	<p>B: MCS GR C: MCS GR D: MCS GR</p> <p>B: CE C: CE</p>		<p>+1</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 2018. Timber bridge asset reviews finished February 2019. The information will cascade up into Transport Network Asset management Plan; completion by March/April 2019. (Delayed due to the shift in effort/s related to emergency water bore management.)</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. The initial EOI was successful, the State has announced it will fund \$6,975,000 towards the project. Council will still need to proceed to the business case (due April 2019) as there are other bureaucratic requirements to address.</p> <p>Once the big picture is more accurately known for the three asset classes that have the most 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.	B: CE D: EA & M		+1	Complying on a monthly basis.
	Promote and refine Council's Monthly Operational Report such that the community is more informed and actively able to participate.	B: CE C: CE D: EA & M		+1	<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.	B: CE C: CE D: EA & M		+1	<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> <p>NSW Country Mayors Association meeting 31 May, 2019. Hon Brad Hazzard, MP, Minister for Health and Medical Research</p>
Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive					

					presented as follows: The Minister has tried to get around the regions as much as possible. There is a huge commitment by the State Government for the regions to get a fair go. One third of the State budget \$25billion is allocated to health. 25% of health infrastructure is to go to the regions. As part of the regional commitment the Regional Ambulance Update program has been allocated \$122million and many hospitals are being upgraded. The Government is trying to get medical students to do their training in the regions as this has proven to have higher success in keeping graduates in rural areas. Training facilities are situated in Wagga Wagga, Dubbo and Orange. Tele Health Stroke services are being introduced.
	Corporate Planning and Reporting – Corporate performance and reporting delivery management.	B: CCO C: CCO D: MFT D: MCSGR		+1	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.
DP1.5) Identify, represent, advocate and lobby for inclusion of the Shire's needs in regional and state planning. <i>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</i>	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.	B: CE C: CE D: EA&M		+1	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 (initially unsuccessful). Fixing Country Roads policy framework 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 labouriously 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

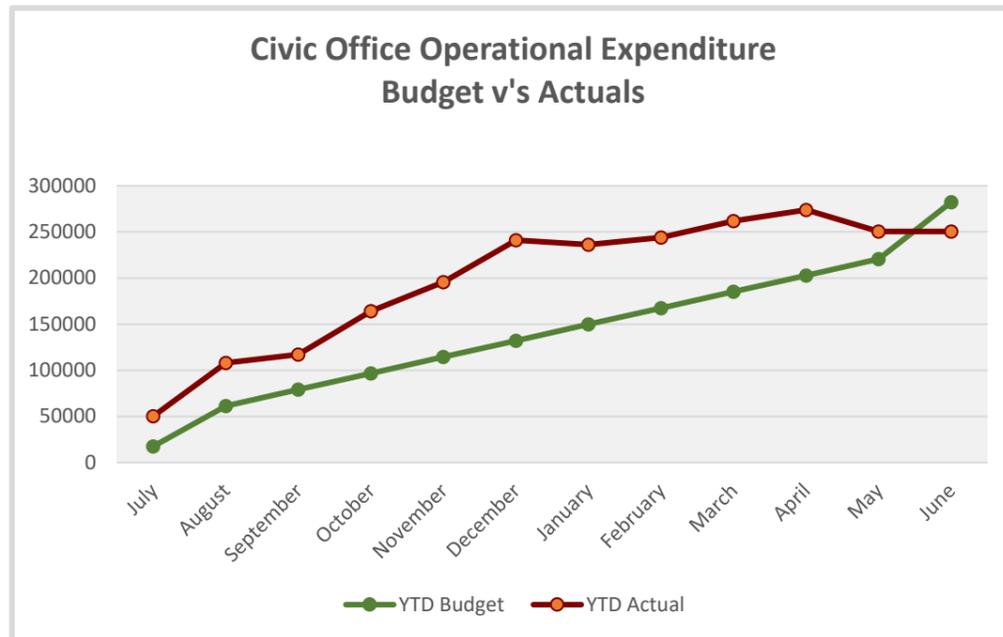
					<p>9. Fixing Country Roads - 2km upgrade of Sunnyside Platform Rd - \$3.39M.</p> <p>On 22 October member councils of Local Government NSW voted unanimously to support Tenterfield Shire Council's motion to modify the process for infrastructure grants in favour of direct grants to councils using a similar formula to the Financial Assistance Grants (FAGs) that the Federal Government administer.</p> <p>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.</p> <p>On 18 December council met with Messer's Darcy Moar, Mark Watson and Eddie Harris from DPI NSW regarding water security. DPI are progressing with water management studies – under the umbrella of the 'Border Rivers Regional Water Strategy'.</p> <p>Council received advice in late January and early February that <u>all three</u> (3) grant applications for Emu, Boonoo Boonoo and Beaury Creek bridges were successful – 100% funded. Council will receive \$2,919,000 and \$1,820,000 for Emu and Boonoo Boonoo Creek Bridges under the State Government's Fixing Country Roads Program and \$1,590,000 under the State Government's Growing Local Economies Program.</p> <p>Council received a further \$2,770,000 from the State Government's Fixing Country Roads Program for repair (versus new) to 16 other bridges. \$2,636,000 will be spent on the 'Interim Solutions' to lift the 16 load limits recently placed on some of our timber bridges and \$134,000 will contribute towards the cost to structurally assess the remaining timber bridges.</p> <p>Council received \$1,000,000 in January from the Federal Government's Drought Communities Fund. \$850,000 of this money will go towards timber bridges, the remainder for social benefits; Tenterfield Show, Rodeo, potable water supply and community (mental health) fun days.</p> <p>Council received a grant of \$200,000 from the State Government – Emergency Preparedness - to make building alterations and improve emergency communication channels by creating a Local Emergency Operations Control Centre in Tenterfield.</p> <p>Council received \$72,000 from the State Government on 7 February under the Regional Cultural Fund for air conditioning and ventilation improvements for the School of Arts.</p> <p>Council received \$2,358,000 from the State Government's Stronger Country Communities Fund to deliver the following:</p> <table border="0"> <tr> <td>Tenterfield Memorial Hall Sporting Complex</td> <td>\$996,908</td> </tr> <tr> <td>Shirley Park Amenity Block & Fencing</td> <td>\$128,092</td> </tr> <tr> <td>Tenterfield Town Centre Revitalisation - Phase 2</td> <td>\$200,000</td> </tr> <tr> <td>Toilet Block Enhancements at Urbenville and Legume</td> <td>\$170,194</td> </tr> <tr> <td>Urbenville & Drake Playground Enhancements</td> <td>\$104,500</td> </tr> <tr> <td>Urbenville</td> <td></td> </tr> <tr> <td> Town Entry Signs</td> <td>\$47,040</td> </tr> <tr> <td> Town Interpretive Signs</td> <td>\$13,400</td> </tr> <tr> <td> Triangle Park Project</td> <td>\$27,950</td> </tr> <tr> <td>Drake</td> <td></td> </tr> <tr> <td> Town Entry Signs</td> <td>\$38,810</td> </tr> <tr> <td> Safe Crossing</td> <td>\$13,500</td> </tr> <tr> <td> Playground Improvement</td> <td>\$24,770</td> </tr> <tr> <td>Jennings(Wallangarra)</td> <td></td> </tr> <tr> <td> Town Entry Signs</td> <td>\$38,810</td> </tr> <tr> <td> Concept Plan</td> <td>\$6,250</td> </tr> <tr> <td> Jennings Toilet Block</td> <td>\$92,934</td> </tr> </table>	Tenterfield Memorial Hall Sporting Complex	\$996,908	Shirley Park Amenity Block & Fencing	\$128,092	Tenterfield Town Centre Revitalisation - Phase 2	\$200,000	Toilet Block Enhancements at Urbenville and Legume	\$170,194	Urbenville & Drake Playground Enhancements	\$104,500	Urbenville		Town Entry Signs	\$47,040	Town Interpretive Signs	\$13,400	Triangle Park Project	\$27,950	Drake		Town Entry Signs	\$38,810	Safe Crossing	\$13,500	Playground Improvement	\$24,770	Jennings(Wallangarra)		Town Entry Signs	\$38,810	Concept Plan	\$6,250	Jennings Toilet Block	\$92,934
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					<p>Liston</p> <p>Town Entry Signs \$38,810</p> <p>Toilets \$83,785</p> <p>Concept Plan \$6,250</p> <p>Electric BBQ \$5,929</p> <p>Legume</p> <p>Town Entry Signs \$38,810</p> <p>Concept Plan \$6,250</p> <p>Mingoola</p> <p>Town Entry Signs \$38,810</p> <p>Concept Plan \$6,250</p> <p>Torrington</p> <p>Town Entry Signs \$38,810</p> <p>Liston Community Hall \$111,405</p> <p>Tenterfield Archers Grant \$54,000</p> <p style="text-align: right;">Total \$2,358,000</p> <p>On 8/3/19 Council received advice from the Hon. Thomas George, Member for Lismore, we were successful in gaining \$6,975,000 towards the construction of a new Water Filtration Plant.</p> <table border="1"> <thead> <tr> <th>Grant/Project</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>Mount Lindesay Road Upgrade</td> <td>\$24,000,000 (over 3 years)</td> </tr> <tr> <td>Fixing Country Roads</td> <td>\$7,506,100</td> </tr> <tr> <td>New Water Treatment facility</td> <td>\$7,000,000</td> </tr> <tr> <td>Stronger Country Communities</td> <td>\$2,358,000</td> </tr> <tr> <td>Drought Communities Funding Program</td> <td>\$1,000,000</td> </tr> <tr> <td>Growing Local Economies</td> <td>\$1,590,000</td> </tr> <tr> <td>Crown Land management Plans</td> <td>\$55,506</td> </tr> <tr> <td>Emergency Management Centre Program</td> <td>\$200,000</td> </tr> <tr> <td>School of Arts Building Repairs</td> <td>\$78,000</td> </tr> <tr> <td>Water Treatment Plant</td> <td>\$6,975,000</td> </tr> <tr> <td>Total</td> <td>\$43,762,606</td> </tr> </tbody> </table> <p>During April council was informed that the Roads to Recovery allocation was being raised \$1,000,000. This is great news.</p> <p>During April council was informed that we were successful in a grant application for \$779,000 for assisting to manage noxious weeds.</p> <p>During June 2019 Council sought emergency funding to the value of \$3.2 million for the investigation and physical works to supplement the Tenterfield Dam water (bores). On 11 June 2019, the Hon. Melinda Pavey, Minister for Water, contacted council to confirm an initial \$373,000 towards the project.</p>	Grant/Project	Amount	Mount Lindesay Road Upgrade	\$24,000,000 (over 3 years)	Fixing Country Roads	\$7,506,100	New Water Treatment facility	\$7,000,000	Stronger Country Communities	\$2,358,000	Drought Communities Funding Program	\$1,000,000	Growing Local Economies	\$1,590,000	Crown Land management Plans	\$55,506	Emergency Management Centre Program	\$200,000	School of Arts Building Repairs	\$78,000	Water Treatment Plant	\$6,975,000	Total	\$43,762,606
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Continue to lobby both the Federal and State Governments to commit the full	B: CE C: CE D: EA & M			+1	<p>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</p>																								

	funding required for the construction phase of the Tenterfield Heavy Vehicle Bypass.				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.	B: CE C: CE D: EA& M		+1	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). RMS representatives, Mayor Peter Petty and Chief Executive, Terry Dodds meet on 2 July to discuss finalisation of plans.
	Develop a strategy with the Border Regional Organisation of Councils to lobby the State government to reverse the decision to downgrade the western segment of the Bruxner Highway to Bruxner Way.	B: CE C: CE D: EA& M		+1	Completed. BROCC- formed sub-committee to advocate to reinstate the Bruxner Way as a State Highway. Meeting of the sub-committee held at the BROCC meeting in Inverell on 15 February 2019. 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. Council advised (via Mayor) on 26 April that the Bruxner Way is one of eighteen (18) roads to be returned to RMS control. Tenterfield Shire Council Mayor Peter Petty has written to The Hon Paul Toole MP, Minister for Regional Transport & Roads regarding reinstatement of the Bruxner Way as part of the State Regional Road Network. No response has yet been received. The Hon Adam Marshall MP is also advocating for this reinstatement. BROCC Transport Plan: Currently there is \$10,000 quarantined to undertake a CSIRO study on the Bruxner Way. Mayor John Coulton advised that funds remain quarantined to clarify and update the existing study and to look at opportunities and work identified - Moree to put up a proposal. ACTION: Angus Witherby to provide an update at the August 2019 BROCC meeting.
	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	B: CE C: CE D: EA& M		+1	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. (All successful) 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. (\$10,000,000 being spent in 2019/20 on the Woodenbong section.)

	light of the fact that it is now classified as a regionally significant transport corridor in the New England North West Regional Plan.				<p>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.</p> <p>Having said that council isn't waiting for more funding. Over the first half of 2019 a new method of maintenance grading has been trialled – additive to bind the pavement – that is hoped will extend the life of the unsealed pavements.</p>
<p>DP1.6) Mayor, Councillor and Committee support</p> <p><i>Mayoral, councillor and committee support: A – Chief Executive</i></p>	<p>Encourage the governing body (Council) to work with the administrative arm (Organisation).</p>	<p>B: CE C: CE D: EA&M</p>			<p>(Collaboration and teamwork between the governing body and the administration is a key Council objective for the Organisation)</p> <p>+1</p> <p>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.</p> <p>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.</p> <p>Council have often commented that the level of reporting through this medium (Monthly Operational Report) is satisfying their needs.</p> <p>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> <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>
	<p>Engage with Media – Provide media liaison, manage branding, corporate image and corporate affairs (through media).</p>	<p>B: CE C: CE D: EA&M</p>			<p>+1</p> <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). Draft layouts in process of finalisation and copy of information is scheduled to commence in June 2019. Anticipated date of "go live" for both sites is early June 2019.</p> <p>Council recently hosted Mr Greg Bearup (4/6/2019) from the Weekend Australian Magazine who is writing a story on the water issues in the New England.</p>

b) Budget



Operational Income:

Internal transfers.

Operational Expense:

On budget.

Capital Income:

As discussed above.

Capital Expenses:

Nil.

a) Capital Projects

Nil.

b) Emerging Issues, Risks and Opportunities

Emerging Issues:

Two ongoing issues;

- Our water security,
- Lismore City Council is about to raise up the recycling charges (again).

Opportunities:

Council met with the DOI-Water and Natural Resources Access Regulator (NRAR) staff on 4 June to review the emergency water allocation project (bores). On 11 June council received a phone call from the Minister for Water, The Hon. Melinda Pavey, (personally) confirming the funding application of \$373,000 towards Stage 1 (hydro geological study, test bores) was successful. This funding represents a 75% contribution from the State. Minister Pavey also mentioned that the regulations regards the Apex Park bore are being changed which will allow council to use.

c) The Business of Improving the Business

Refer to *Section F*.

SWOT ANALYSIS

Executive Assistant & Media – (EA&M)

S **Strengths**

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

W **Weaknesses**

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

O **Opportunities**

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

T **Threats**

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

d) Customers

The drought conditions and the management of water is foremost with everything we do and nearly everyone that staff liaise with.

e) *Business Statistics*

Since the last report update (April Monthly Operational Report), the Chief Executive has attended 66 meetings.

f) Special events, achievements of note, celebrations



On 23 May members of the three (3) Task Forces that helped guide council to win the Small to Medium Enterprise Macquarie University's Voice Project Change Challenge are pictured receiving the winning trophy.

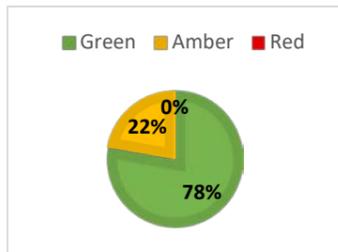
The Voice Change Challenge measures cultural change in a workplace.

Needless to say, changing culture isn't an easy thing to do, so consequently this recognition means so much.

Any organisation needs both business disciplines and organisational culture to have

(L to R: Peter Townes, Kelly Pitkin, Terry Dodds, Jenni Pentland and Gary Chorley.)

2. Organisation Leadership



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

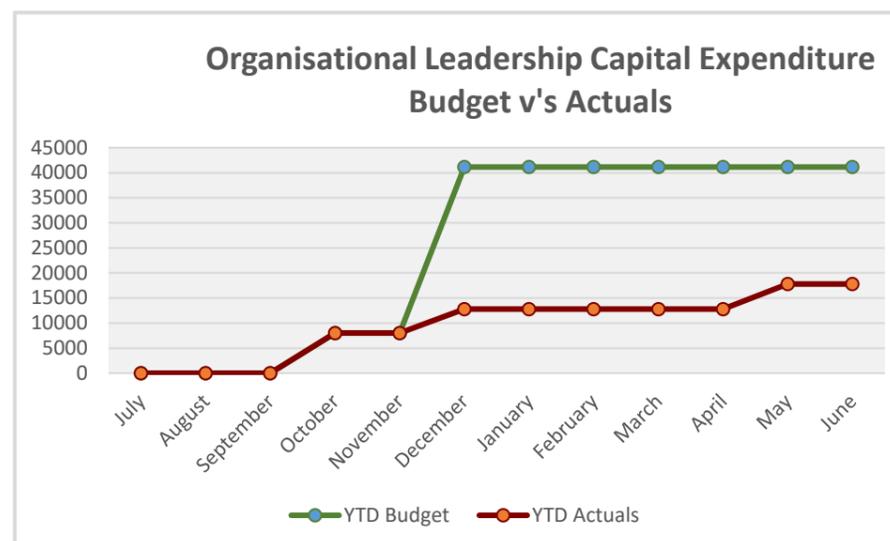
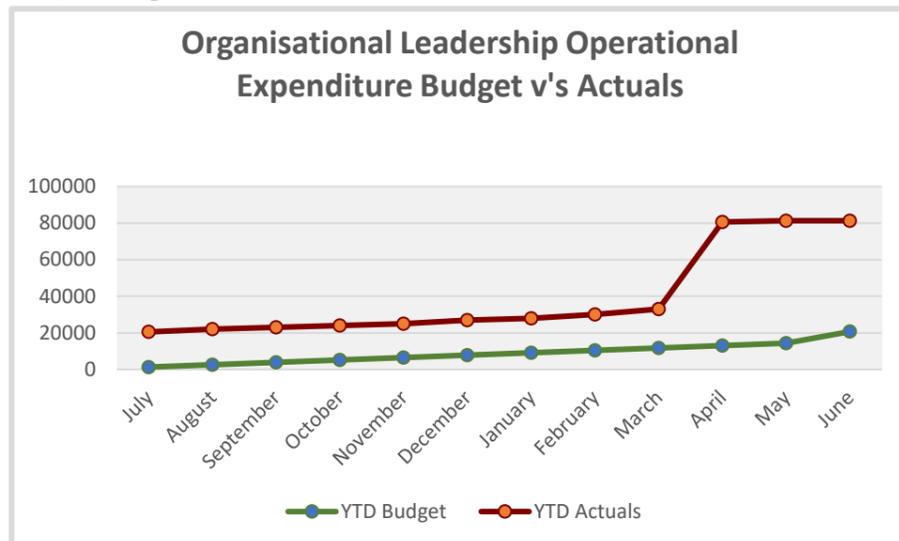
a) Delivery and Operational Plan Precipis

4 Year Delivery Program	1 Year Operational Plan 18/19	Officer	-1	0	+1	Comments: <i>(Business Manager to provide short precis.)</i>
<p>DP2.01) Collaborate and deliver resources with other organisations to ensure a variety of cost effective services across the service area.</p> <p><i>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</i></p>	<p>Implement a long term financial strategy pursuant to the community strategic planning legislation, with special emphasis of aligning the Long Term Financial Plan with the Asset Management Plan.</p>	<p>B: CE C: CE</p>			<p>+1</p> <p>+1</p>	<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 bridge structural assessments now completed. This information will cascade up into Transport Network Asset management Plan. 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) which we were successful with (\$7m in funding). The building asset management plans are in draft, which will add another piece to the jigsaw. <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. It will be fortuitous and expeditious to complete the public consultation for both together.</p>

	Research alternative models, sources and ideas for service funding.	B: CE C: CE			+1	<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. Staff have now completed the assessments of every timber bridge and are in the process of reviewing the risk profiles.</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>Council has been quite tenacious in its actions to seek funding partners for the Waste to Energy at a Local Scale Feasibility Study Scale. Contributions (paid) as follows:</p> <p>Regional Development Australia Northern Inland \$11,000 (plus in kind project work of same value) Bathurst Regional Council \$5,000 Gwydir Shire Council \$15,000 Murray River Council \$15,000 Whitsunday Council \$15,000 Moree Plains Shire Council \$25,000 Tenterfield Shire Council \$15,000 (Plus \$30,000 in kind) Total received \$101,000</p> <p>Council is waiting to see the results of a presentation the Chief Executive made to the 'Big Ideas Local Government Research and Innovation Showcase 2019' as to whether the City of Ryde Council will join forces with Tenterfield to complete the study. Without a big council or councils financial input the project will need to be shelved.</p> <p>The emerging water security issue in Tenterfield will set back the sustainability of the water fund temporarily, but long term we'll be in a much better position to drought proof our community.</p>	
DP2.02) Deliver continuous improvements in Council's business, processes and systems Strategic direction planning: A – Chief Executive Business process improvement & integration: A – Chief Executive	Guide the transformation of the Organisation culturally and technically from database to geospatially based management systems.	B: CE C: CCO D: GISO			0	<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. 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 95% through the process of this.</p>	
	Corporate Advertising and Web Site – Corporate advertising, council publications and web site.	B: EA&M C: EA&M D: EA&M				+1	<p>(Council's image and information provided through the web is a Councillor priority objective.) Initial investigations re refreshing of Council Web sites (both Corporate and Tourism) have substantially commenced with 'consultants brief' finalised. Quotes have closed and letter of appointment to be sent 18 March 2019. Completed.</p>
	Monitor, review and implement the Business Improvement Plan Actions.	B: CCO C: MCSGR D: MCSGR					+1

					November to check progress. Results exceptional. Nominated for inclusion as a finalists through Macquarie University's VoiceProject panel in most improved small to medium sized entity (<200 staff) for 2018. Won!
	Manage Mayoral and Deputy Mayoral elections.	B: EA&M C: EA&M D: EA&M		+1	Completed.
	Corporate Communications – Internal communication strategy, management and service.	B: EA&M C: EA&M D: EA&M		+1	Employee task force finished review of internal communications on 7 August 2019. Implementation of recommendations finished. 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. Staff survey results confirm that there has been a marked improvement.
DP2.03) Deliver and facilitate leadership in strategic planning and implementation Strategic direction planning: A – Chief Executive Community engagement: A – Chief Executive	Ensure Council's expenditure needs are properly identified and funded sustainably.	B: CE C: CCO D: MFT		+1	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).
	Review the Community Engagement Strategy with emphasis on renewing engagement of Advisory Committees.	B: MEDCE C: MEDCE D: MEDCE		+1	Revision has occurred of the Community Engagement Strategy.

a) Budget



Operational Income:

Nil.

Operational Expense:

The timing of recharge allocations skews the graph; will adjust underpinning formulas and transfers.

Capital Income:

Nil.

Capital Expenses:

	18/19 YTD Actuals May	18/19 YTD Budgets May	18/19 Full Year Review 3	18/19 Percentage Spent	Comments
Organisation Leadership					
1000502. Strategic Projects	5,000	10,213.50	11,142	44.88%	OK
1000510. Risk Management Software Project	12,800	27,500	30,000	42.67%	\$15,000 to be spent
	17,800	37,714	41,142	43.26%	

Projects substantially completed.

b) Capital Projects

The invoice for the risk management software is yet to be processed.

c) Emerging Issues, Risks and Opportunities

The emerging issue relates to organisational capacity to manage drought, water security and to reconcile financial costs related to fire management, the NDRRA, and the doubling of our capital grant funding.

d) The Business of Improving the Business

A critical part of work life is to take time out to stop and celebrate what has been achieved – to smell the roses. As a token of my appreciation of how much the organisation has achieved in the 2018/2019 financial year we will be having a small get together to celebrate. It doesn't happen often in government, especially as there is always more to do – the list is endless.

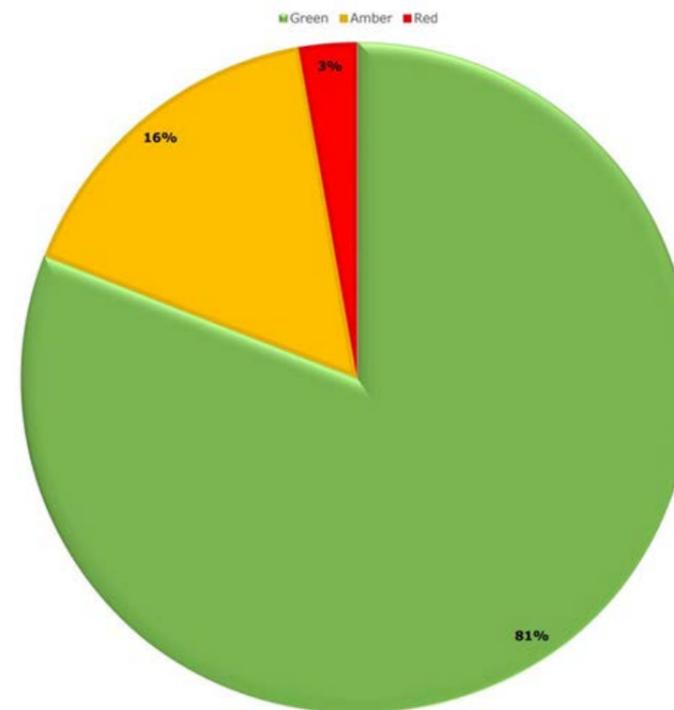
Furthermore, as a society we often look at the new things we've built and accomplished and take little heed of the other 95% of things we do on a day to day basis. Over the last twelve months staff, as a team, have consistently delivered in circumstances that can hardly be described as ideal:

- Bridge issues – ongoing but doing very well
- Two catastrophic fires – stopped the whole show for about 4-6 weeks.

- Massive increases in grant funding – we almost DOUBLED our income in less than 6 months
- The worst drought in the New England recorded – the ramifications have been felt in every area of council
- Tenterfield Dam running low – a ‘drop everything’ emergency project
- Recycling of waste issues (worldwide) – every time we think we’ve got it about right there is another massive influence on our operations
- Development Applications that raised the public antennae – placed enormous scrutiny on our planning staff (even those in disagreement said the Reports were flawless!)
- Little water for unsealed road maintenance or new road construction – changing programs on a daily basis adds stress and difficulty to operations
- Well-meaning government legislation, regulation and bureaucracy completely missing the mark - water, Higher Mass Limits on bridges, and recycling regulations are a bit of a farce
- Cost shifting – despite promises to the contrary the first we knew about the Emergency Services Levy going up was when we got a bill that was 24% higher than last year
- I’m sure there’s much more

But regardless of the hurdles listed above staff implemented an organisational cultural change program so well that the Tenterfield Shire WON an award for Change Management - beating 105 other organisations.

As an organisation the percentage delivered in the 4 Year Delivery Plan is now 81%.



SWOT ANALYSIS

Chief Executive – (CE)

S **Strengths**

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

O **Opportunities**

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

W **Weaknesses**

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

T **Threats**

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

e) Customers

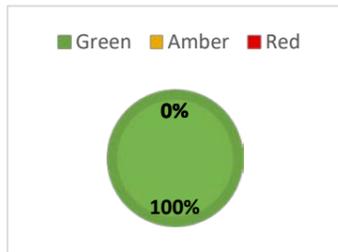
See 'Civic'.

f) Business Statistics

See 'Civic'.

g) Special events, achievements of note, celebrations

3. Community Development



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

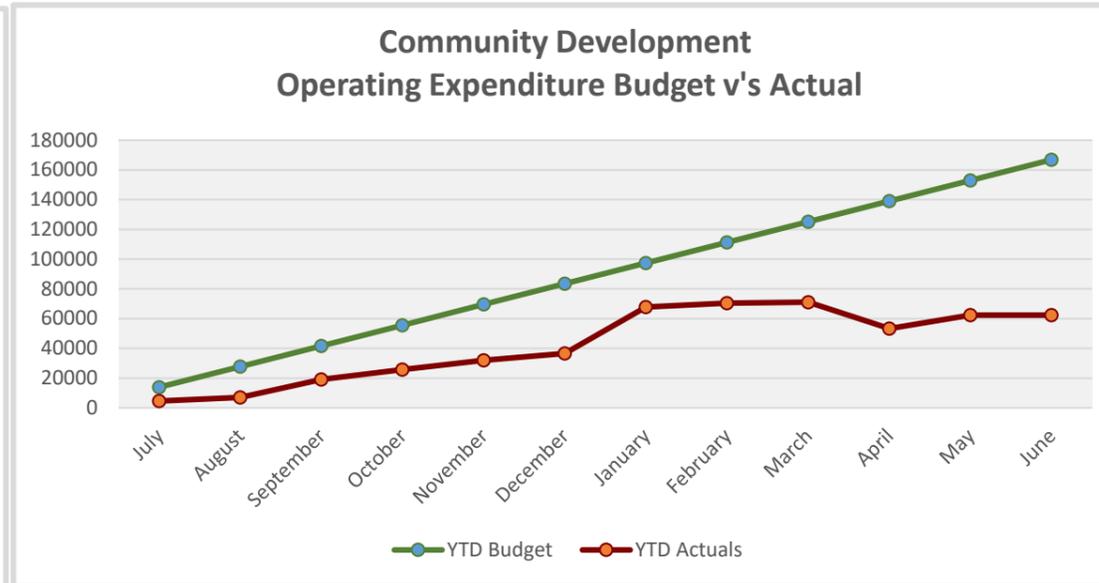
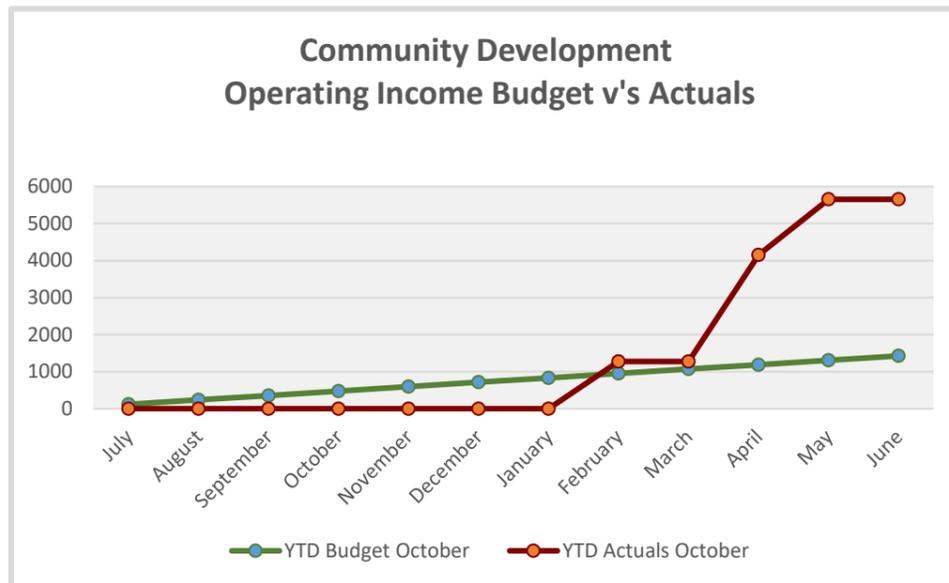
a) Delivery and Operational Plan precis

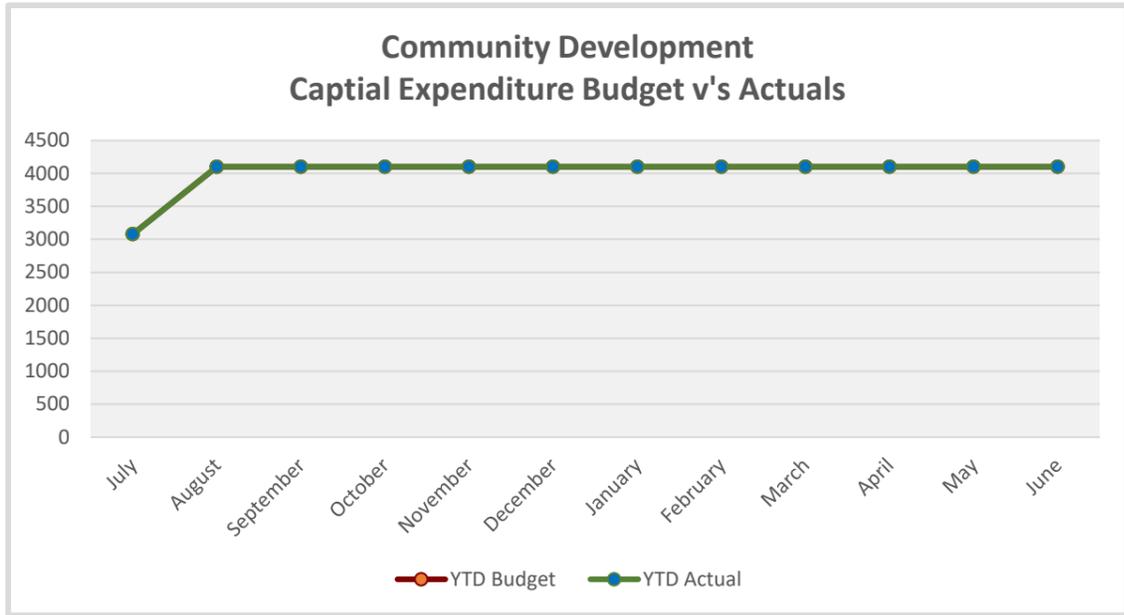
4 Year Delivery Program	1 Year Operational Plan 18/19	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP3.01) Engage with the community and develop partnerships with relevant organisations. <i>Community and cultural capacity building: A – Chief Executive</i> <i>Community engagement: A – Chief Executive</i>	Attend Progress Association, Hall Committee, Service Network, Local Area Health Committee, Disability Advisory Committee, and other community, event and activity meetings as required.	B: MEDCE C: MEDCE D: CDO			+1	Community Engagement sessions have been attended across the Shire with Tourism Officer and Manager Economic Development and Community Engagement. Disability, Aboriginal Advisory, Arts and Culture Committee Meetings, Liquor Accord also facilitated. Other events and community meetings have occurred including interagency breakfast, National Aboriginal Islander Day of Celebration meeting and primary health meeting.
	Revise the Community Engagement Strategy.	B: MEDCE C: MEDCE D: CDO			+1	(The changing and improvement of community consultation is a Councillor priority objective.) Revision has occurred of the Community Engagement Strategy.
	Develop Youth Forum and Network.	B: MEDCE C: MEDCE D: CDO			+1	Planning is to occur in regard to the development of a youth forum and to plan for events for Local Government Week.
	Distribute weekly email newsletter across the community promoting events, grant and training opportunities, news and community announcements.	B: MEDCE C: MEDCE D: CDO			+1	Tenterfield in Touch distributed weekly and has more than 433 subscribers. There are ongoing requests for subscriptions.
	Finalise development and maintain community website.	B: MEDCE C: MEDCE D: CDO			+1	My Community Online Platform has been engaged to replace current community directory, which will be linked with the new Shire Website and provide an online directory and diary.
DP3.02) Maintain collaborative partnerships with the local Aboriginal communities. <i>Community and cultural capacity building: A – Chief Exe.</i>	Partner with the Aboriginal Advisory Committee in the implementation of programs and activities that enhance the wellbeing of Aboriginal People in our Shire.	B: MEDCE C: MEDCE D: CDO			+1	Ongoing partnership with Aboriginal Advisory Committee continues to work together in partnership to strengthen and support our community.

DP3.03) Support people with specific needs through appropriately identified services and advocacy. Community and cultural capacity building: A – Chief Executive	Support community safety and crime prevention partnerships.	B: MEDCE C: MEDCE D: CDO			+1	Ongoing.
	Support facilities and activities to improve the physical and mental health of the community.	B: MEDCE C: MEDCE			+1	Ongoing. Community Development Officer has also been participating in Bruxner Highway Fires Health and Wellbeing Recovery Sessions. Community Development Officer has been partnering with Wesley Mission in regard to the Tenterfield Suicide Prevention Network. Community meetings have been held and further community meeting held – regular meetings will continue and it is hopeful that there will be an increase in attendees.
DP3.04) Engage with transport providers and the community to assess the transport needs of residents in the Shire. Community and cultural capacity building: A – Chief Exe.	Continue to liaise with community groups and organisations.	B: MEDCE C: MEDCE D: CDO			+1	Community organisations have reached out for support and advice and information about possible grant opportunities. Support, advice and information has been provided and the impact has been twofold in providing information and building relationships.
DP3.05) Develop and implement the Tenterfield Shire Council Disability Inclusion Action Plan with key partners. Community and cultural capacity building: A – Chief Exe.	Review and implement the Disability Inclusion Action Plan in accordance with legislative guidelines. Facilitate the Disability Advisory Committee meetings.	B: MEDCE C: MEDCE D: CDO			+1	Ongoing review and implementation of the Disability Inclusion Action Plan occurs at the Disability Advisory Committee meetings.
	Implement the Disability Inclusion Action Plan. Liaise with Town Planner.	(Promote) B: MEDCE C: MEDCE D: CDO (Implement) B: COO C: MA&PP D: WM			+1	This implementation is ongoing with committee consultation.
DP3.07) Support community organisations that develop and maintain a range of facilities that meet the diversity of community needs, interests and aspirations. Volunteer recruitment and placement: A – Chief Executive Community grants: A – Chief Exe. Community and cultural capacity building: A – Chief Exec. Community events: A – Chief Executive	Promote volunteer opportunities and recognition strategies.	B: MEDCE C: MEDCE D: CDO			+1	There is ongoing promotion of the benefits, opportunities and options in regard to volunteering within our community.
	Inform about potential grants and assistance available.	B: MEDCE C: MEDCE D: CDO			+1	A bevy of information is provided about potential grants and assistance available. This is reiterated throughout ongoing meetings, communications and in newsletters. As a result community organisations and groups are reaching out for information and assistance.
	Support community organisations and groups to provide a wide range of activities as required.	B: MEDCE C: MEDCE D: CDO			+1	There are wonderful plans happening for our community in regard to NAIDOC week, Mental Health Month, youth events, seniors festival and more.
	Support of community events (excluding Australia Day and civic welcome for Bavarian Band).	B: MEDCE C: MEDCE D: CDO			+1	Ongoing support, facilitation, planning and is provided to community events.
	Support and management of Australia Day ceremonies and civic welcome for Bavarian Band.	B: EA&M C: EA&M D: EA&M			+1	Ongoing.
	Distribute information on events, activities and facilities to the community (Tenterfield in Touch, Council newsletters, Tenterfield Connects).	B: MEDCE C: MEDCE D: CDO			+1	Ongoing through various mediums including website, newsletters, communications and meetings.

<p>DP3.08) Encourage and support activities focusing on the wellbeing of our residents in Tenterfield Shire. Community events: A – Chief Executive</p>	<p>Promote and support activities that highlight community wellbeing, e.g. Mental Health Month, Women’s Health Week, Men’s Health Week, and Seniors Week.</p>	<p>B: MEDCE C: MEDCE D: CDO</p>		<p>+1</p>	<p>Proactive planning is occurring to highlight community wellbeing and there has been great success in grant applications to support our community for women’s health, men’s health and youth.</p>
<p>DP3.09) Enrich the community by supporting a variety of diverse cultural events and activities. Community grants: A – Chief Executive Sponsorship: A Chief Executive</p>	<p>Maintain communication and relationships with various community organisations.</p>	<p>B: MEDCE C: MEDCE D: CDO</p>		<p>+1</p>	<p>Working in partnership with various community organisations on a common goal to partner together to enhance activities, events and experiences within our Shire has resulted in some wonderful activities and events planned. Positive working relationships are established and resulting in great outcomes for our community.</p>

a) Budget





Capital Income:

N/A

Capital Expenses:

Operational Income:

Acquittal undertaken for Seniors Festival.

Operational Expense:

No Significant variance.

b) Capital Projects

	18/19 YTD Actuals May	18/19 YTD Budgets May	18/19 Full Year Review 3	18/19 Percentage Spent	Comments
Community Development					
5405500. Computer Equipment	4,101	-	4,101	100.00%	
	4,101	-	4,101	100.00%	

c) The Business of Improving the Business

SWOT ANALYSIS

Economic Development and Community Engagement – (MEDCE)

S **Strengths**

- Established Arts, Cultural, Economic, Destinal and Community Networks, partnerships and alliances;
- Cohesive multi skilled team with technical skills, achievement orientation;
- Customer service delivery, political recognition, communication skills;
- Local events and strong destinal products and brand;
- Adequate budget, quality Cinema equipment, good centre access.

W **Weaknesses**

- Lack of full backing from Destination NSW;
- Public understanding of Council's role;
- Poor technology access and support; dated data bases and website, collection digitising needed;
- Budget staffing and resourcing constraints, volunteer reliance, lack of administration support;
- Reliance on successful events to cover costs;
- Aging Visitor Centre and Museum displays and Heritage signage;
- High power consumption.

O **Opportunities**

- Further development of enhanced business, community and regional (High Country) strategy, alliances and engagement;
- Increased partnership, professional development;
- School based museum education programs;
- Research visitation statistics/decision data;
- Development of a Welcome/Development Campaign and Centre, update VIC, consolidate Economic and Community Development Offices;
- Digital marketing and campaign expansion;
- Address weaknesses.

T **Threats**

- Loss of Volunteer support;
- Staff retention;
- Lack of data;
- Budget reduction;
- Failure to reflect the value of services provided and to meet community expectations (Events and Activities);
- Failure to keep up with technology;
- Tired image;
- Lack of staff development.

d) Customers

Customer Service Requests responded to within appropriate timeframes.

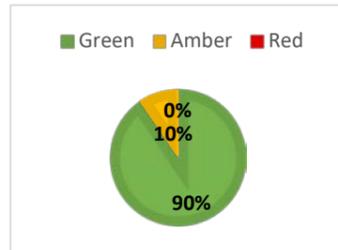
e) Business Statistics

Through strength-based, solution-focussed engagement, the Community Development Officer continues to work in partnership with community networks, organisations and services to target a number of priority areas and this has resulted in some wonderful events and outcomes for our community.

f) Special events, achievements of note, celebrations

Community Development Officer has been a part of Community Meetings across the Shire which have provided an opportunity for feedback, ideas on moving forward and celebrations of work achieved. Community Development Officer has also been successful in some grant applications including Empowering Our Communities grant which will provide a great opportunity for partnering with community organisations to provide events to our community.

4. Economic Growth and Tourism



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

a) Delivery and Operational Plan precis

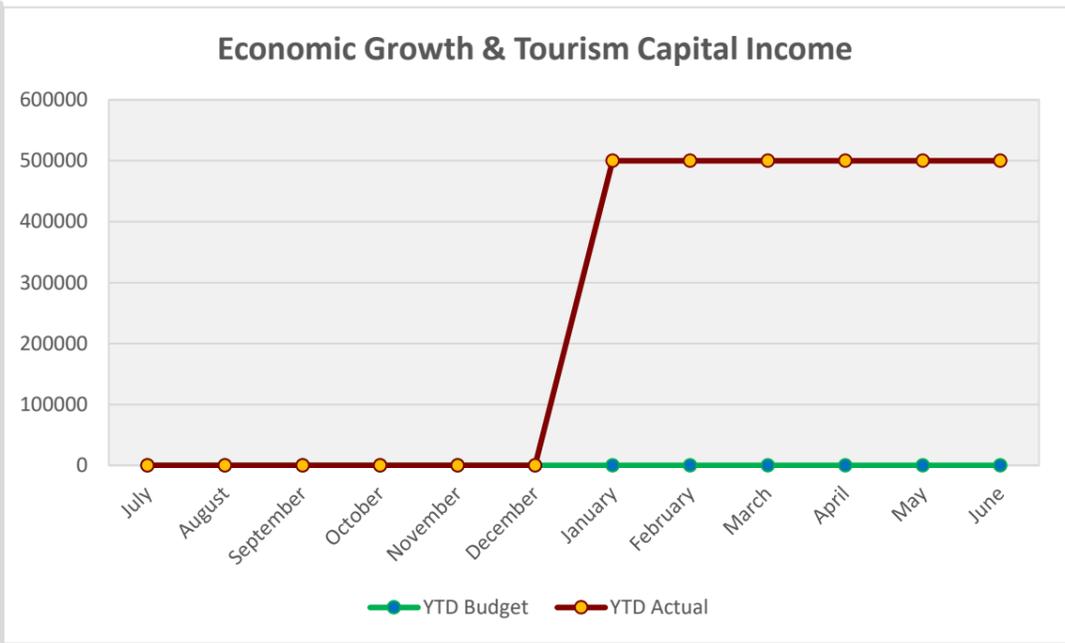
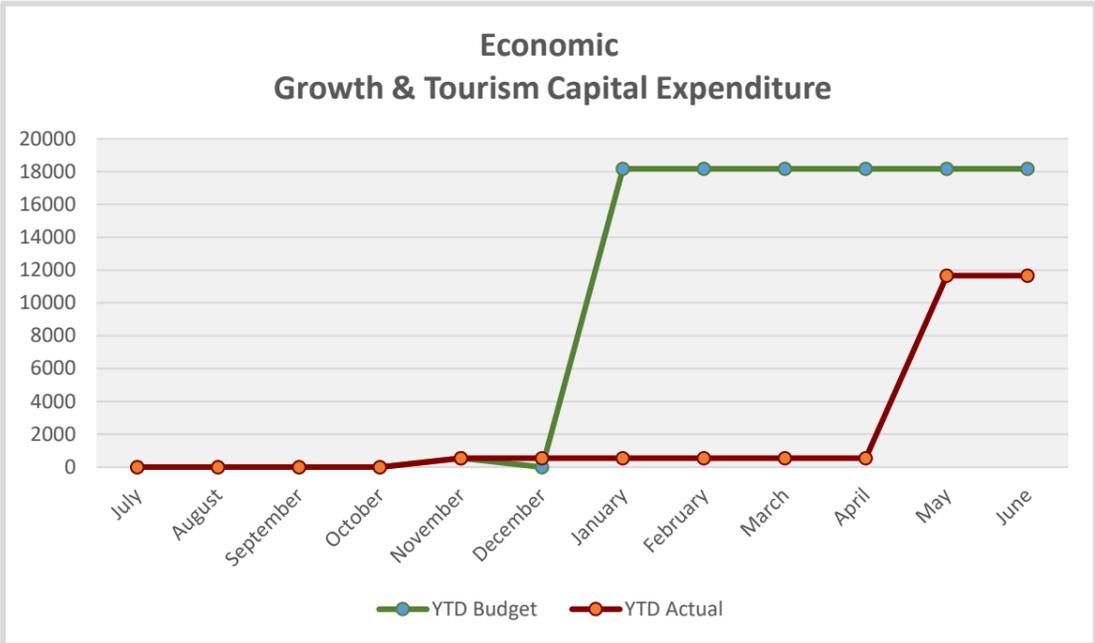
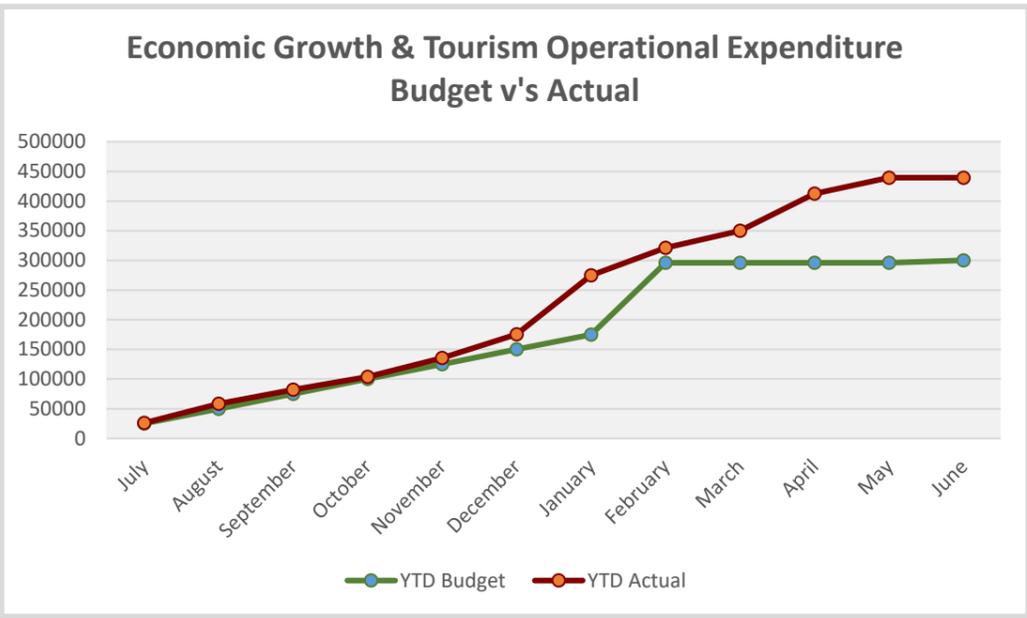
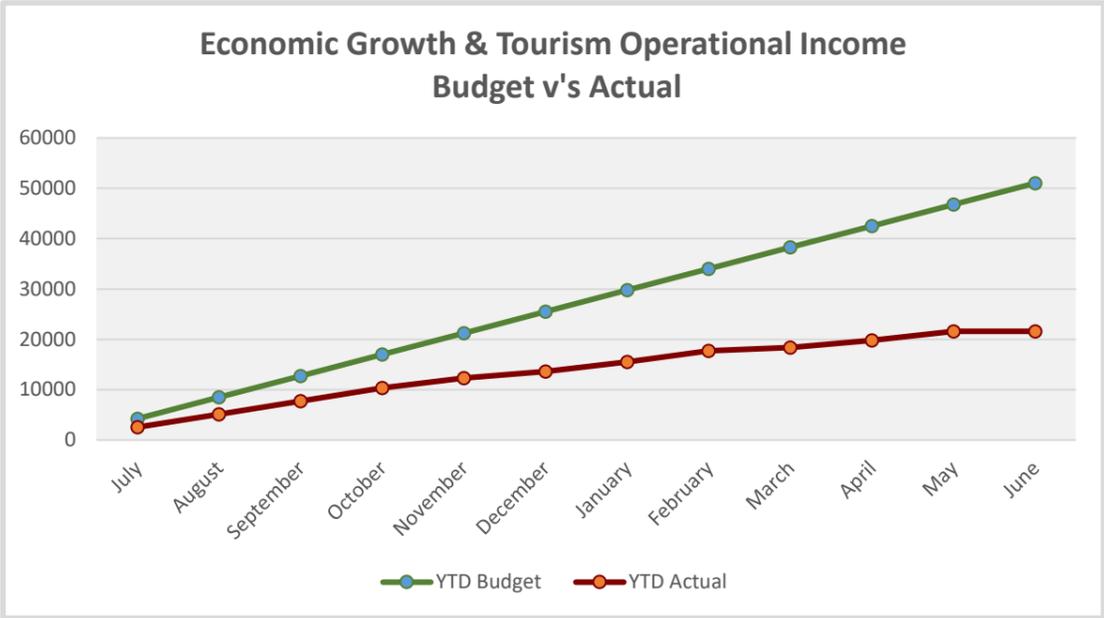
4 Year Delivery Program	1 Year Operational Plan 18/19	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP4.01) Provide and facilitate future economic growth throughout the Shire. <i>Business sector development: A – Chief Executive</i>	Facilitate opportunities for industrial and commercial business development.	B: MEDCE C: MEDCE			+1	Ongoing. Meetings held with potential investors and developers as required. MEDCE & Senior Town Planner continue to be in discussion with developers in relation to developments in retail, function space, tourism, accommodation and hospitality ventures. Target Country is scheduled to close in August 2019, however it is understood that the centre owners are in discussions with several prospective clients for the space.
	Implement the Economic Development Strategy, promoting growth and new development.	B: MEDCE C: MEDCE			+1	Ongoing. Regional Economic Development Engagement Strategy finalised. Review and update of Economic Development and Tourism Strategy is in progress. Community consultation for this plan began in May, with community engagement meetings held in Liston, Legume, Mingoola, Jennings/Wallangarra and Woodenbong. Further meetings to occur in June in Drake, Tenterfield, Torrington and Urbenville. Draft plan to be finalised by June 30.
DP4.02) Support business and industry to identify and implement emerging trends in technology to facilitate growth. <i>Sponsorship: A – Chief Executive</i>	Facilitate and support the delivery of business training, workshops and forums in conjunction with the Tenterfield Chamber of Tourism, Industry and Business.	B: MEDCE C: MEDCE D: TO			+1	MEDCE & TO regularly communicate with Chamber to arrange workshops & forums. MEDCE & TO attended Chamber General Meeting with The Hon Janelle Saffin MP on May 15.
DP4.03) Lobby for the improvement of telecommunications infrastructure throughout the Shire recognising internet connectivity as a significant barrier to all business activity. <i>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</i>	Promote the need for telecommunications infrastructure in Council planning and continue to raise the issue in appropriate forums.	B: CE C: CE			+1	Issue brought up (by Mayor) with Federal Member 20/3/18. Local government continues to advocate through LG NSW and other avenues. Three new telecommunication towers being delivered.
DP4.04) Support agriculture as a significant industry in the Shire and promote initiatives that enhance the economic sustainability of agriculture. <i>Business sector development: A – Chief Executive</i>	Support local agricultural events and investigate an appropriate event that showcases the Tenterfield agricultural district and industries.	B: MEDCE C: MEDCE D: TO			+1	MEDCE & CDO continue to work with drought in partnership with community organisations to deliver assistance where required. Planning is underway for the 2019 Business & Tourism Excellence Awards, including agricultural categories. The ongoing drought management has had a huge negative effect not only on the agricultural sector, but the whole economy. It's

						also detracting from our internal capacity to deliver more positive things. This is unavoidable, and as dire as it is, we're a lot better off than some LG's further out west. The impact of drought has been a major focus throughout all community engagement sessions, when discussing tourism, community and economic development.
DP4.05) Promote Tenterfield Shire as a tourism destination. <i>Sponsorship: A – Chief Executive</i> <i>Tourism: A – Chief Executive</i>	Formulate a Destination Management Plan for the New England High Country as part of the New England Joint Organisation of Councils.	<i>B: MEDCE</i> <i>C: MEDCE</i> <i>D: TO</i>			+1	Destination Management Plan for Destination Country & Outback Destination Network released June 2018. Review and update of Economic Development and Tourism Strategy is in progress, with attendance at village progress association meetings occurring in May & June. Ongoing marketing campaigns running in conjunction with New England High Country. Workshop with the Tilma Group and Northern Region Tourism Committee (partnership between Tenterfield and Kyogle Councils) was held 30 May in Woodenbong, with 35 attendees, to determine tourism assets and future tourism development priorities in the northern part of the Shire. A report will be provided detailing priorities and recommended steps forward.
	Ongoing delivery of the Destination Marketing Plan.	<i>B: MEDCE</i> <i>C: MEDCE</i> <i>D: TO</i>			+1	Ongoing. Regular promotion occurring via social media and online mediums. Ongoing video release schedule, supporting Tenterfield True promotional video. Winter marketing campaign proposal is being discussed, as is a partnership with the Chamber to increase the reach of the campaign.
	Develop a new Tourism website for Tenterfield Shire.	<i>B: MEDCE</i> <i>C: MEDCE</i> <i>D: TO</i>			+1	Tourism website being developed in conjunction with update to TSC website. Website developers Nucleo have been appointed to redevelop both websites. Workshop was held with Councillors to present the new concept designs. Websites have been built and content is currently being uploaded. The Tilma Group have been engaged to rewrite content for the new tourism website, and this is underway.
	Continue to develop and maintain high visibility of Tourism Products in the Region (Visitors Guide, website and social media).	<i>B: MEDCE</i> <i>C: MEDCE</i> <i>D: TO</i>			+1	Ongoing. Websites & Social Media regularly updated. Quote received and accepted for update of new Visitors Guide. Advertising sales to commence mid-June.
	Support marketing campaigns through the New England High Country.	<i>B: MEDCE</i> <i>C: MEDCE</i> <i>D: TO</i>			+1	Ongoing.
	Ongoing management of the Tenterfield Visitor Information Centre (VIC), including volunteer management and training, retail management and provision of customer service.	<i>B: MEDCE</i> <i>C: MEDCE</i> <i>D: TO</i>			+1	Ongoing. Centre operating well, open 7 days per week (only closed Christmas Day & Good Friday). Volunteer numbers decreased slightly, with current volunteers stepping up to take on extra shifts. Volunteers visited Tenterfield Railway Museum as part of an open day held by the museum volunteers.
	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.	<i>B: MEDCE</i> <i>C: MEDCE</i> <i>D: TO</i>		0		This is a project for 2019/2020 and funding is still being sought. Application for funding to the Building Better Regions Fund was unsuccessful.
DP4.06) Plan and lobby for affordable transport options to encourage access to our Shire. <i>4.02 Community and cultural capacity building: A – Chief Executive</i>	Provide an advocacy service for the community to maintain current levels of transport options. Promote transport services and options through the Visitor Information Centre.	<i>B: MEDCE</i> <i>C: MEDCE</i> <i>D: CDO</i>			+1	Visitor Information Centre continues to promote transport services and options for visitors and local residents. No transport issues have been raised at any service meetings attended by CDO.

<p>DP4.07) Partner with our neighbours and stakeholders to deliver a diverse destination proposition for visitors. Tourism A – Chief Executive Business sector development: A – Chief Executive</p>	<p>Maintain partnerships with neighbouring Councils and industry, including Southern Downs Regional Council to investigate and support business development and tourism opportunities where available.</p>	<p>B: MEDCE C: MEDCE D: TO</p>			<p>+1</p>	<p>Ongoing TO & MEDCE liaise with New England High Country & counterparts in SDRC & neighbouring Councils. Strong NEHC marketing campaigns underway. TO & MEDCE worked closely with counterparts in Kyogle Council to organise and hold tourism priorities workshop for Urbenville & Woodenbong, facilitated by the Tilma Group (30 May). Wallangarra/Jennings May Progress Association Meeting was attended by the MEDCE & TO, with members from Southern Downs Regional Council also in attendance. Some discussion centred around collaborative projects on border crossing beautification upgrades, however recent developments with the new Queenslander signage limits our ability to develop this space further.</p>
	<p>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.</p>	<p>B: MEDCE C: MEDCE D: TO</p>			<p>+1</p>	<p>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.</p> <p>Other work commitments are taking priority over this project.</p> <p>Heritage State Rail have yet to sign agreement to fund building maintenance; problematic. – this issue has now been resolved and work on the barracks will commence in the near future.</p>
<p>DP4.08) Facilitate and participate in ongoing partnership activities with the New England High Country, Tenterfield Chamber of Tourism, Industry and Business. Tourism: A – Chief Executive Business sector development: A – Chief Executive Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</p>	<p>Work collaboratively on a range of projects and promotions to market Tenterfield Shire.</p>	<p>B: MEDCE C: MEDCE D: TO</p>			<p>+1</p>	<p>Ongoing social media promotions. Continue to work with Tenterfield Chamber and businesses to promote Tenterfield Shire – including proposal for joint winter marketing campaign.</p>
	<p>Liaise with the local, regional and State tourism industry, including operators and organisations.</p>	<p>B: MEDCE C: MEDCE D: TO</p>			<p>+1</p>	<p>Ongoing-daily activity. Regional Economic Development Strategy is the latest avenue. Work with NEHC, DNSW, Destination Network Country and Outback, Department Premier & Cabinet, RDANI.</p>
	<p>Support strong relationships with the business and tourism community through events (including business breakfasts and networking functions).</p>	<p>B: MEDCE C: MEDCE D: CDO D: TO</p>			<p>+1</p>	<p>MEDCE & TO continue to work closely with the Peter Allen Festival Committee and Tenterfield Chamber. MEDCE & TO engaged with the Farmers Market Committee to assist with ongoing management and growth of the markets.</p>
<p>DP4.09) Promote the liveability of Tenterfield Shire as a place to live, work and play. Tourism: A – Chief Executive Business sector development: A – Chief Executive Community and cultural capacity building: A – Chief Executive Sponsorship: A – Chief Executive</p>	<p>Development and distribution of new/potential residents and/or investor information prospectus.</p>	<p>B: MEDCE C: MEDCE D: TO</p>			<p>0</p>	<p>Information to be incorporated into the new website build for Tenterfield Shire Council.</p>
	<p>Support marketing activities and events to promote Tenterfield as a place to, play, live and invest.</p>	<p>B: MEDCE C: MEDCE D: TO D: CDO</p>			<p>+1</p>	<p>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). MEDCE & TO engaged with Farmers Market Committee to discuss declining attendance and to assist Landcare with ongoing management of the event.</p>
	<p>Emerging extra operational requirements caused by drought relief activities (grants, community consultation etc.)</p>	<p>B: MEDCE C: MEDCE D: CDO</p>			<p>+1</p>	<p>CDO & MEDCE continue to work with local, state and Federal agencies to provide outcomes and drought relief for farmers, families and local businesses experiencing difficulty. This program has had <u>considerable impact</u> on our ability to undertake our planned projects.</p>

Commitment to drought activity has been considerably reduced, and now having only a minor impact on daily activities.

b) Budget



Capital Income:

N/A

Capital Expenses:

No Capital expenditure has been incurred.

Operational Income:

No significant variance at this stage of the year.

Operational Expense:

No significant variance at this stage of the year.

c) Capital Projects

	18/19 YTD Actuals May	18/19 YTD Budgets May	18/19 Full Year Review 3	18/19 Percentage Spent	Comments
Economic Growth and Tourism					
5400220. Drought Relief Event - Tenterfield	50,000	45,833	50,000	0.00%	Funds have been issued
5400230. Drought Relief Event - Tenterfield Rodeo	25,000	22,917	25,000	0.00%	Funds have been issued
5400240. Drought Relief - Family Fun Day	51,546	46,750	51,000	0.00%	Event completed
5400504. Community Wi-Fi	540	1,941	2,117	25.51%	Work underway
5400506. Web Design	11,124	14,715	16,053	69.30%	Not yet commenced
	138,210	132,156	144,170	94.80%	

d) Emerging Issues, Risks and Opportunities

Subject to capital funding being available, redevelopment of Visitor Information Centre will streamline functions and create a more efficient environment.

Drought conditions have a significant risk to tourism in Tenterfield, due to a lack of water, impacting on accommodation providers, including caravan parks. The Tenterfield Showgrounds is no longer providing water to travellers, unless they are staying overnight.

What is typically our busiest tourism period will suffer significantly, due to the closure of Bald Rock and Boonoo Boonoo National Parks following the fires. National Parks have reported large scale infrastructure damage, and they are likely to remain closed until at least July. The lack of autumn colour is already having a significant impact on visitation to the town. While April in the Visitor Information Centre saw an increase on visitation in previous months, there is a significant decrease based on previous years. The intention is to provide a strong winter marketing campaign to encourage visitation during the winter months, and attempt to combat downturn during autumn.

The pending closure of Target Country is another emerging risk and will have a significant impact on our community, both for employment and provision of necessary goods and services at a reasonable price for our community.

Current staffing structure has been assessed and advertisements for a position is imminent.

The Business of Improving the Business

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

e) Customers

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

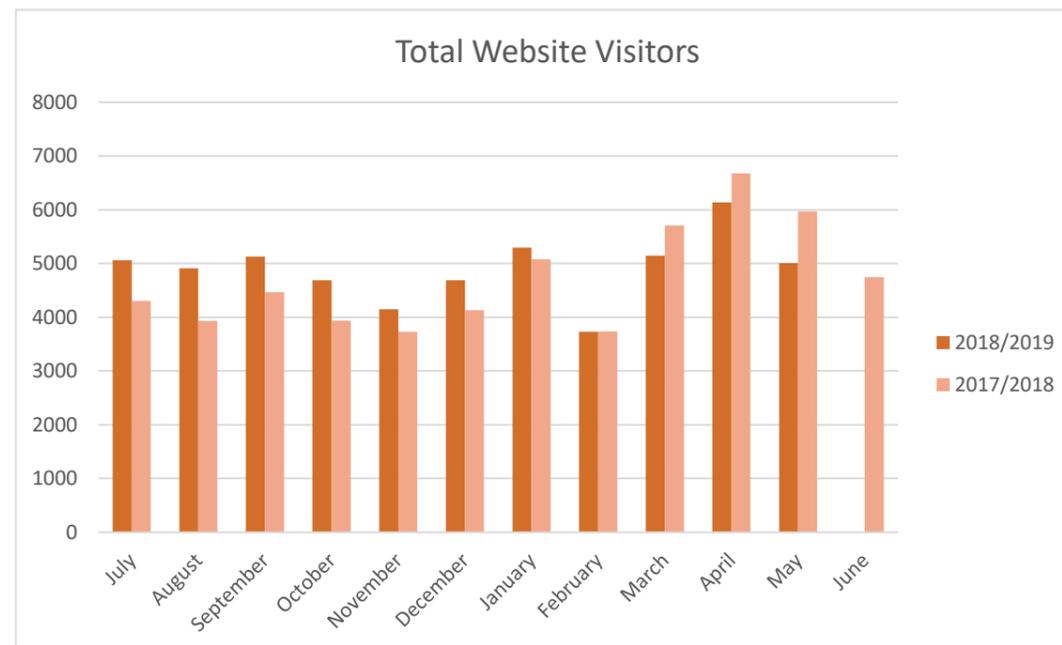
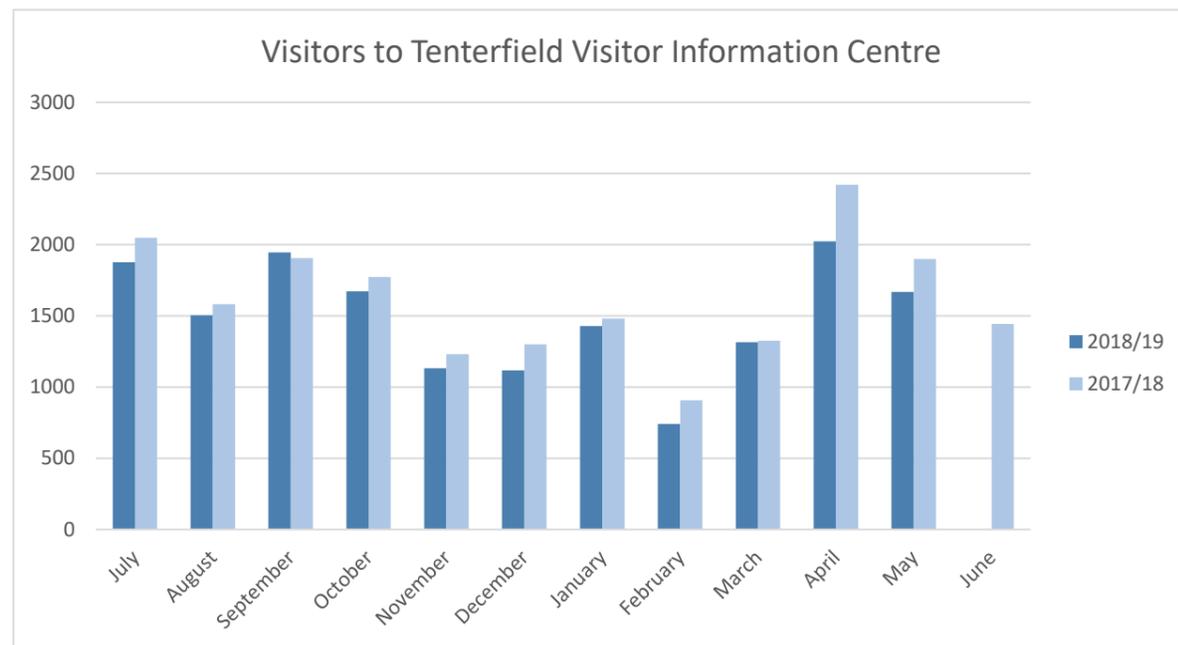
f) Business Statistics

Visitor Information Centre Numbers for May 2019 = 1,668 (12.2% decrease on May 2018)

Tenterfield Tourism Website Visitors May 2019 = 4,416 (9.4% decrease on May 2018)

Visit Tenterfield Website Visitors May 2019 = 589 (46% decrease on May 2018)

**March, April & May 2018 saw strong marketing campaign for Commonwealth Games, directing people to Visit Tenterfield website – no current campaigns underway to drive traffic.*



Increases to visitors to the Tenterfield Tourism and Visit Tenterfield websites show that an increasing number of people are looking for information on Tenterfield online, and anecdotal evidence suggests we are seeing an increase in visitation to the region. However, we are seeing a significant decrease in visitors to the Visitor Information Centre. This supports the proposal and need to redevelop the visitor information centre to ensure it remains relevant to our current visitors. Decrease in visitation to the website over March, April & May (compared to 2018) proves the need to have ongoing marketing campaigns running, directing potential visitors to the website for more information.

g) Special events, achievements of note, celebrations

MEDCE, TO & CDO attended progress association meetings in Liston, Legume, Mingoola, Jennings/Wallangarra during May to discuss tourism and economic development opportunities for the new Tourism & Economic Development Strategic Plan. Key themes from these meetings have centred on signage, drought, marketing and possible new tourism developments.



Community Engagement Session in Liston

A joint workshop between Tenterfield Shire Council and Kyogle Council was held in Woodenbong on 30 May, to discuss potential tourism opportunities and priorities in the northern region of our Shire. This was facilitated by the Tilma Group, with 35 attending the activity. Discussions were positive, and many creative ideas and opportunities were tabled. A report will be provided by the Tilma Group, detailing opportunities and further steps.



Volunteers and staff from the Tenterfield Visitor Information Centre visited the Railway Museum for morning tea and a tour of what the railway volunteers have been working on.

MEDCE & TO attended the Tenterfield Chamber of Tourism, Industry & Business' General Meeting, where the Hon Janelle Saffin MP was the guest speaker and the Chamber provided an update on their projects and activities.

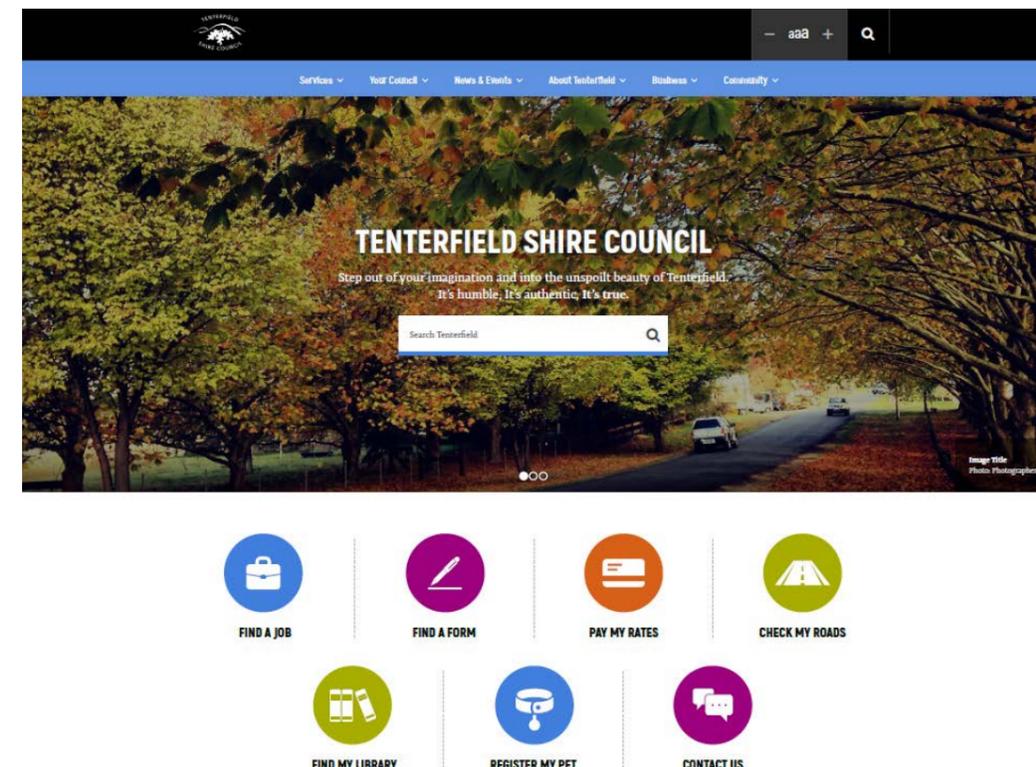
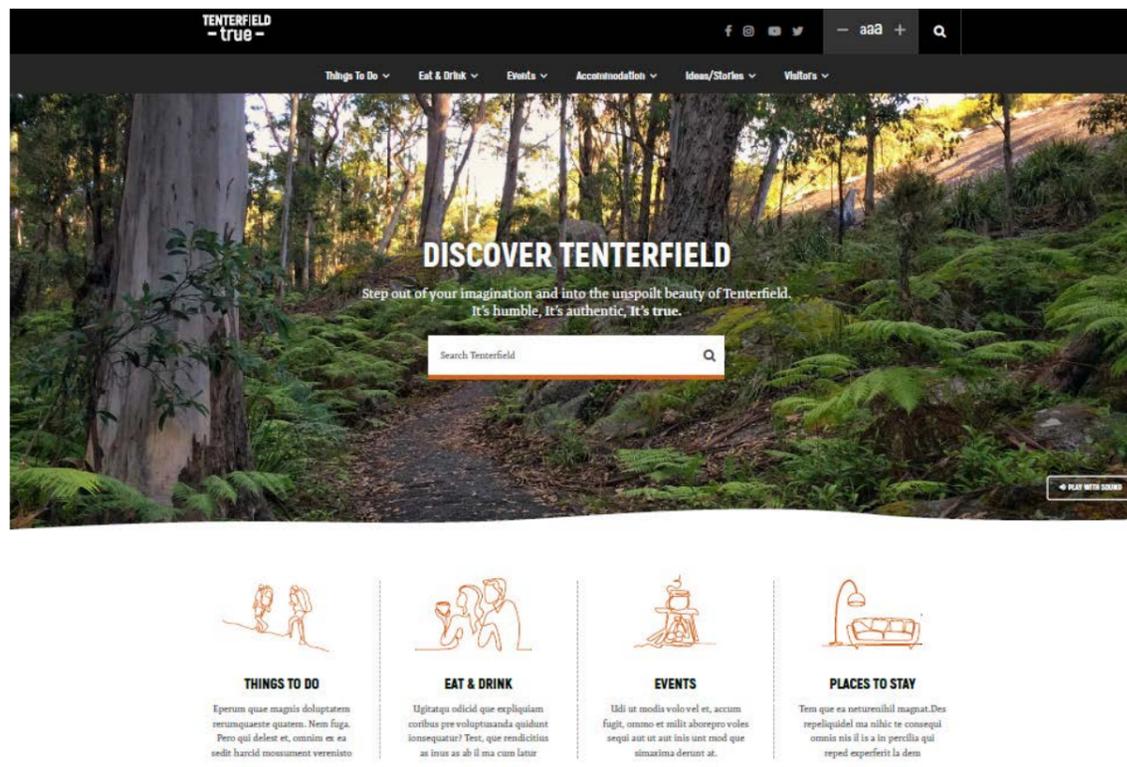


Volunteers at Tenterfield Railway Museum



Chamber General Meeting

The new websites for Visit Tenterfield and Tenterfield Shire Council have been built and will be released once all the content has been inputted. These designs were presented to the Councillors at a workshop in May.



Tourism Sentiment Index (TSI)

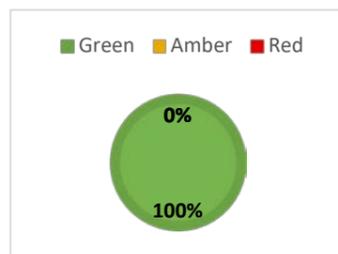
The TSI is a one of its kind report by a Destination Management and Marketing company who have clients all over the world. The report analysed over 148 000 online conversations from around the world, and over 500 000 different sources (including online media sites, forums, reviews & social media networks) from 1 January to 31 December 2017.

Conversations are analysed & assigned to:

- Destination Promoter – someone actively recommending or speaking positively about destination
- Destination Passive – someone speaking about the destination from a passive/indifferent point of view
- Destination Detractor – someone actively discouraging or speaking negatively about destination to others.

Of all conversations online being driven by Tenterfield's Shire's tourism experience or products, 52% of those conversations have been identified as destination promoters. This equates to 2 000+ online conversations actively promoting Tenterfield Shire each year. With 3% of detractor conversations – this gives us a Tourism Sentiment Score of 49, which is within the median range (high is 53). The report analysed 25 tourism assets & compared data against five competitors (Uralla, Bangalow, Kyogle, Glen Innes, Stanthorpe). Destination Services – including tours & frontline staff, scored significantly higher than competitors, and top tourism assets were identified as nature photography, hiking & rock climbing, camping, fishing & golfing. Report goes into detail about where improvements and opportunities lie, and what are top performers. Another two reports will be received for data from 2018 and 2019.

5. Theatre and Museum Complex



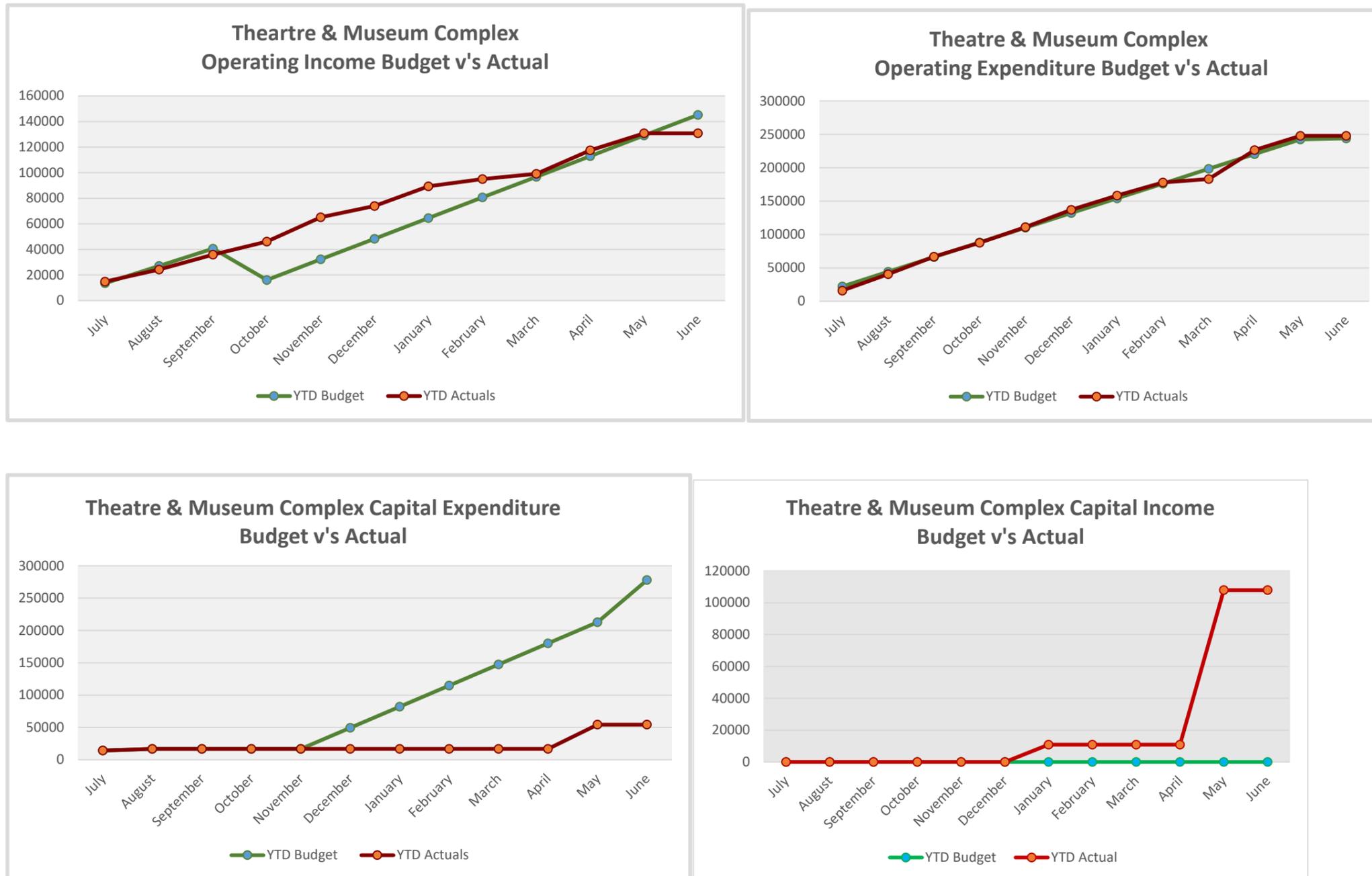
Under the 4 year Delivery Plan *Theatre and Museum Complex* relates to: Sir Henry Parkes School of Art; cultural diversity, events and art activities; youth engagement; volunteering; and festivals. The Office of the Chief Executive directly oversees these outcomes.

a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 18/19	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP5.01) Sir Henry Parkes Memorial School of Art is provided by Council as a cultural hub of Tenterfield Shire. <i>Culture, theatre & museum: A – Chief Executive</i>	Manage and operate all aspects of the Sir Henry Parkes Memorial School of Arts (Cinema, Theatre, and Museum).	<i>B: MEDCE C: MEDCE D: CDO</i>			+1	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. <i>Culture, theatre & museum: A – Chief Executive</i>	Maintain relationship, partnership and facilitate Museum Advisor Program.	<i>B: MEDCE</i>			+1	Ongoing. Submission completed for 2019 funding.
	Maintain a collaborative working relationship with National Trust Australia (NSW) and Friends of the School of Arts.	<i>B: MEDCE C: MEDCE</i>			+1	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. National Trust Property and Collection Managers are planning a visit during 2019.
	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.	<i>B: MEDCE C: MEDCE</i>			+1	Ongoing. Tenterfield Drama Group has now been reformed as Tenterfield Players Inc. as part of their new direction for Tenterfield Dramatic training and performances.
	Provide support to School of Arts Joint Management Committee.	<i>B: MEDCE C: MEDCE</i>			+1	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 <i>Culture, theatre & museum: A – Chief Executive Community events: A – Chief Executive Volunteer recruitment and placement: A – Chief Executive</i>	Marketing and promotion of the Sir Henry Parkes Memorial School of Arts Complex programs and activities.	<i>B: MEDCE C: MEDCE D: CDO</i>			+1	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).	<i>B: MEDCE C: MEDCE D: TO</i>			+1	These events continue to be supported and are always well attended. Henry Parkes Oration has been scheduled for Saturday 26 October and the orator is Professor AJ Brown (Griffith University).
	Annual planning, development and implementation of a Theatre Program.	<i>B: MEDCE C: MEDCE D: CDO</i>			+1	Annual program established and ongoing. Strong and exciting program underway for 2019.

	Annual visiting and local museum exhibition program.	<i>B: MEDCE C: MEDCE</i>			+1	The Friends of the School of Arts, in conjunction with the MEDCE, Museum Advisor & Centenary Cottage are developing a new exhibition for the Showcase Banquet Table and will focus on development of education and its impacts on community development during the time of Federation. This is in keeping with topics from Sir Henry Parkes' speech for Federation.
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.	<i>B: MEDCE C: MEDCE</i>			+1	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.	<i>B: MEDCE C: MEDCE</i>			+1	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 <i>Culture, theatre & museum: A – Chief Executive Community and cultural capacity building: A – Chief Executive</i>	Annual planning and development of a Cinema Program, including Manhattan Film Festival.	<i>B: MEDCE C: MEDCE D: CO</i>			+1	Cinema program is ongoing with minimum 5 screenings per week. Tenterfield Cinema has experienced an excellent year, 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 scheduled for early October.
	Annually review and implement education program for Years 5-6 and Years 9-10.	<i>B: MEDCE C: MEDCE D: CDO</i>			+1	Implementation of education program is ongoing with school visits and tours. This program will be upgraded as part of the new exhibition being developed by the Friends of the School of Arts.
	Support Youth Week, support youth theatre workshops and provide youth entertainment during school holiday periods (dependent on product availability).	<i>B: MEDCE C: MEDCE D: CDO</i>			+1	Youth workshops and youth cinema and theatre program ongoing with focus on holiday periods and youth week. Upcoming events include: Alice in Wonderland Ballet & Cinderella Spinderella.

b) Budget



Capital Income:

Heritage Division Grant Fund.
Regional Cultural Fund of \$72,000 for air conditioning announced. Expression of Interest for Quotes have been sent out.

Capital Expenses:

The capital expenditure budget now incorporates the 2017/18 budget carryover, adjusted as per the Quarterly Budget Review.

Operational Income:

No significant variance at this stage of the year.

Operational Expense:

No significant variance at this stage of the year.

c) Capital Projects

	18/19 YTD Actuals May	18/19 YTD Budgets May	18/19 Full Year Review 3	18/19 Percentage Spent	Comments
Theatre & Museum Complex					
5000506. School of Arts Complex - Restoration Works	54,339	216,090	259,308	20.96%	
5005509. School of Arts - Update Theatre Lighting	-	23,888	28,666	0.00%	Not yet commenced
	16,784	239,978	287,974	5.83%	

d) Emerging Issues, Risks and Opportunities

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

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

Current staffing structure has been assessed and advertisements for a position is imminent.

e) The Business of Improving the Business

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

Community cinema nights continue to be very successful.

f) Customers

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

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

g) Business Statistics

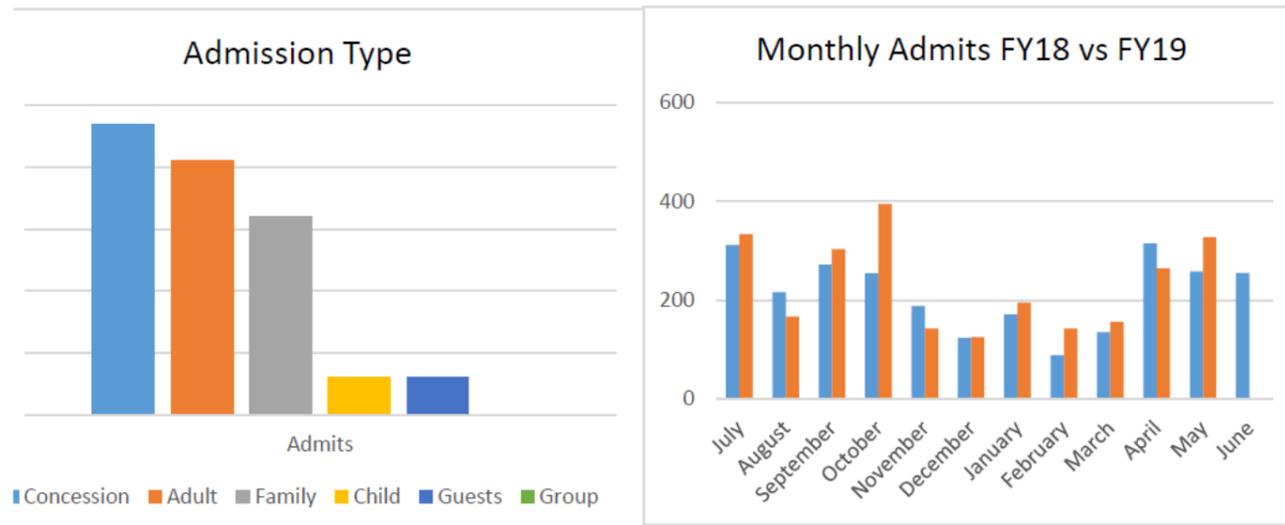
Total museum visitation May 2019 = 328

Total cinema admissions May 2019 = 501 visitors to 24 screenings

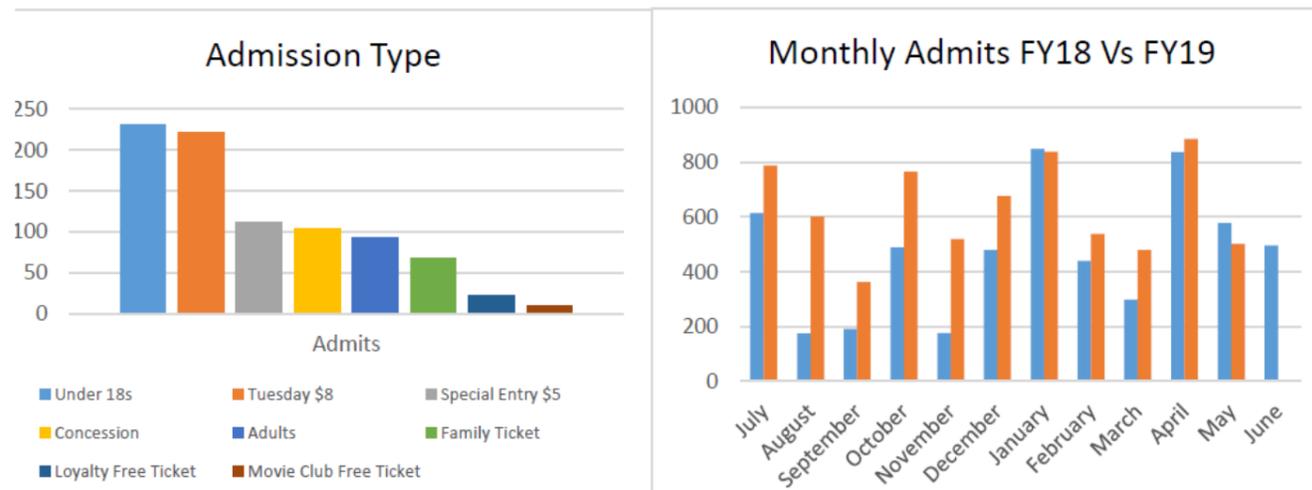
Total website visitors (cinema & theatre) May 2019 = 895 (32.2% increase on May 2018)

Tenterfield Cinema & Theatre Subscriptions = 136 subscribers

Museum Admission – May 2019



Cinema Admission – May 2019



h) Special events, achievements of note, celebrations

Facility Use May 2019

Date	Activity	Facility	Attendees
2 May	Tour	Museum	27
2 May	Tour	Museum	27
24 April	Local Group Theatre Hire	Theatre	
22 May	Tour Group	Museum	11
30 May	Tour Group	Museum	30

30 May	Community Movie	Cinema	82
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Cinema Program May 2019

Film	Screenings	Admits	Adm / Scr
Avengers: Endgame	3	177	59
Top End Wedding	3	105	35
Five Feet Apart	5	79	16
Breakthrough	5	52	10
Sometimes Always Never	5	50	10
Dumbo	3	38	13
Total	24	501	21

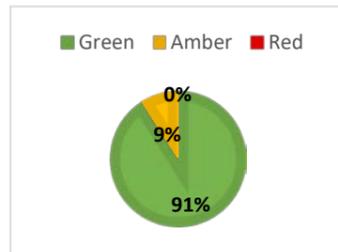


Scots College Highland Pipe Band Concert

2019 Theatre Program

20 Feb	Theatre Restaurant – Big Bands Music	65 attendees
7 March	Brass Band Concert – Bavarian Music Festival & Beer Fest	146 attendees
27 March	Banjo – contemporary dance with Banjo's poetry	140 attendees
29 March	Kaput – Children's Theatre	42 attendees
1 June	Warwick Scots College Highland Pipe Band Concert	83 attendees
12 June	Melbourne Comedy Festival	
8-11 July	Beat of The Bush Festival	
12 July	Alice in Wonderland – Melbourne City Ballet	
22 July	Cinderella Spinderella	
6-8 Sept	Peter Allen Festival	
16-20 Sept	Tenterfield Eisteddfod	
24-27 Sept	Tenterfield Eisteddfod	
3 October	Manhattan Film Festival	
26 October	Sir Henry Parkes Oration	
4 Dec	Volunteer Xmas Party	

6. Library Services

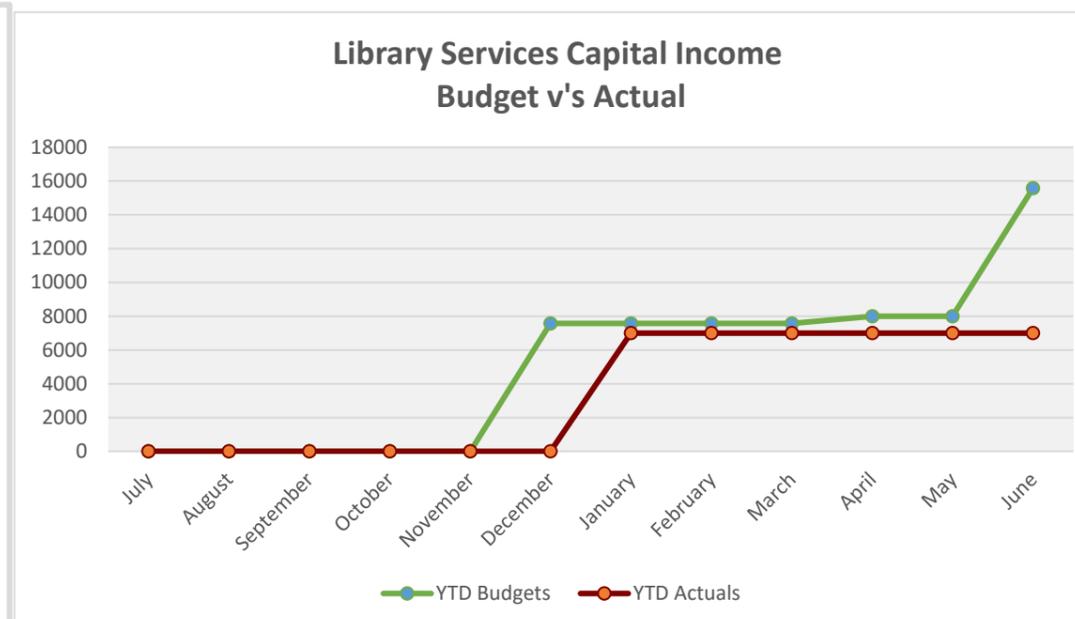
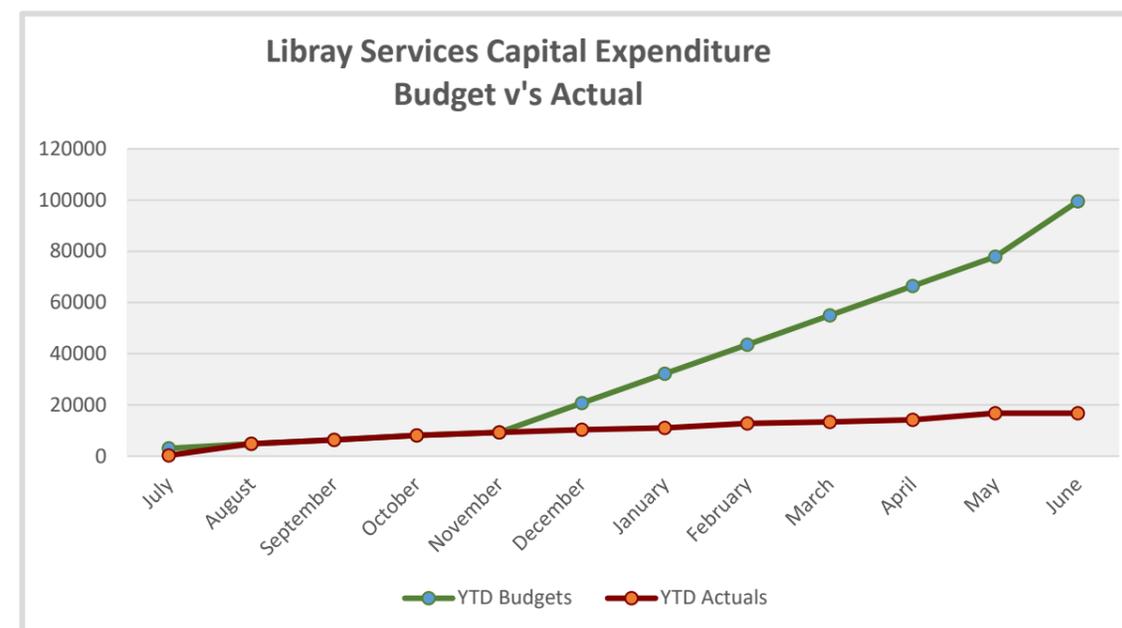
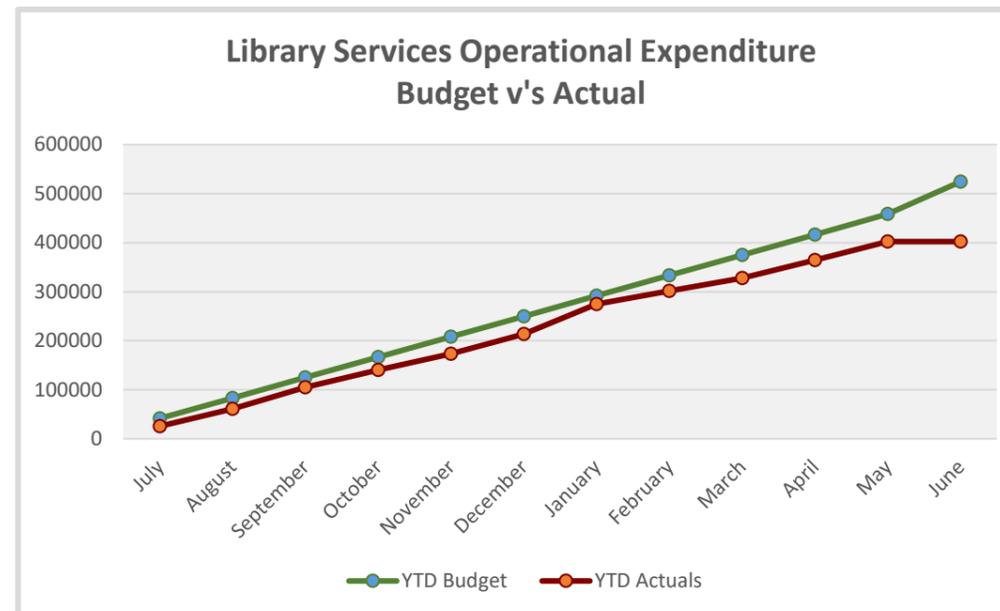
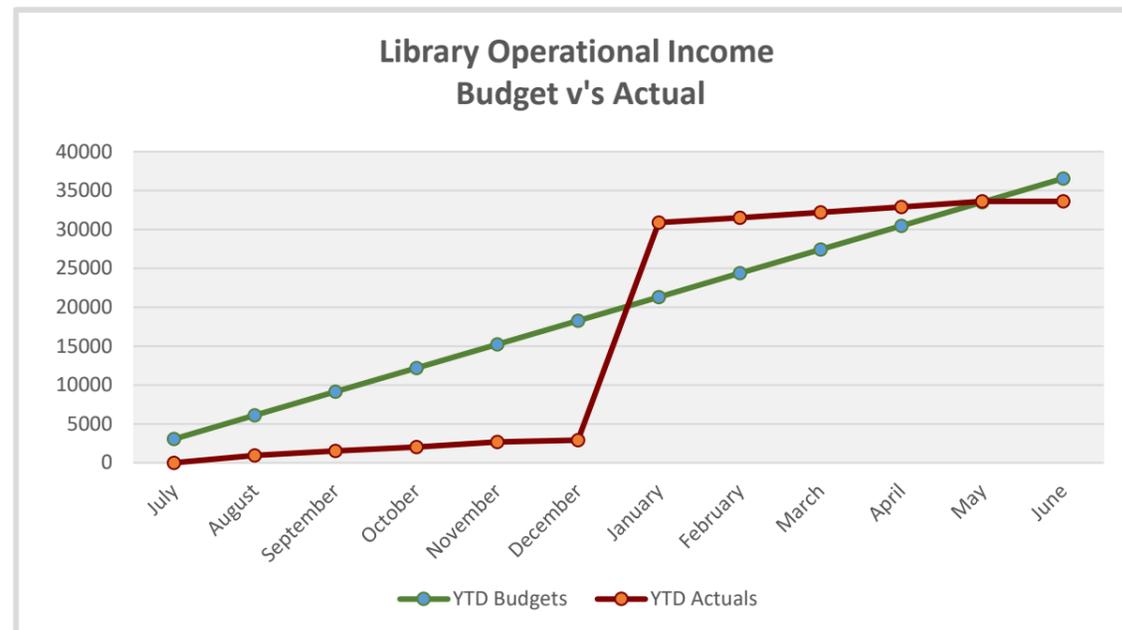


Under the 4 year Delivery Plan *Library Services* relates to: home services; vision impaired; review and updating collections; exchanges; internet and Wi Fi access; accessible technology; exhibitions; online training and resources; research and reference services; and the management of corporate art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

Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 18/19	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP6.01) Provide ongoing delivery of broad range of library services that respond to community needs. <i>Library: A – Chief Executive</i>	Provide a wide range of facilities and activities to support the physical and mental health of the community.	B: SL C: SL D: SL			+1	Ongoing.
	Provide and promote a Home Library Service to people in the town area who are unable to visit the Library.	B: SL C: SL			+1	Ongoing.
	Provide and promote resources available for people with limited vision and hearing such as Talking Books and Large Print books.	B: SL C: SL			+1	Ongoing.
	Review Library Services Policy.	B: SL C: SL			+1	Completed.
	Ongoing collection management including acquisition and disposal of resources.	B: SL C: SL D: SL			+1	Ongoing.
	Provision of library branch exchange services in villages.	B: SL C: SL			+1	Ongoing. Regular communication with Branch staff and monthly exchange visits.
DP6.02) Develop and maintain a range of community facilities that meet the diversity of community needs, interests and aspirations <i>Library: A – Chief Executive</i>	Provide spaces and opportunities for individuals and small community groups to meet and access technology.	B: SL C: SL D: SL			+1	One-off and regular small community group meetings encouraged.
	Provide a space for exhibitions and displays of public interest.	B: SL C: SL D: SL			+1	Ongoing.
	Provide public access to online training and resources.	B: SL C: SL D: SL			+1	Free public access computers provided. Free online access provided to the Technology Training Directory for the community.
	Provide free basic research and reference services.	B: SL C: SL D: SL			+1	Ongoing.
	Manage all corporate art, artefacts, honour boards and memorabilia (including audit and security).	B: SL D: SL		0		Cataloguing of Tenterfield Shire Council's Art Works project is progressing with Library items identified and recorded and a start made on the items in the Council Administration lobby.

Budget



Capital Expenses:

Library resources are funded from the State Library allocation.

Operational Income:

No significant variation at this stage of the Financial Year.

Operational Expense: On budget.

Capital Projects

	18/19 YTD Actuals May	18/19 YTD Budgets May	18/19 Full Year Review 3	18/19 Percentage Spent	Comments
Library Services					
5000500. Library Resources	13,989	45,772.83	49,934	28.01%	
5000501. Local Priority Grant 2017/18	-	5,276.33	5,756	0.00%	
5000502. Local Priority Grant 2016/17	-	1,100.00	1,200	0.00%	
5000509. Library Repaint Interior	-	31,533.33	34,400	0.00%	Not yet commenced
5000510. Local Priority Grant 2015/16	1,726	539.92	589	293.04%	Allocated to tech updates
5000511. Local Priority Grant 2018/19	1,066	6,948.33	7,580	14.06%	Allocated to tech updates
5005514. Local Priority Grant			7,000	0.00%	Allocated to refurbishment of Urbenville branch library
	16,781	91,171	106,459	15.76%	

Local Priority Grant Funding for 2018/2019 will be used to continue and/or complete the renovations of the Urbenville branch library.

Emerging Issues, Risks and Opportunities

- A formal Risk Management assessment of the Library's public computers is being undertaken.
- Renovations to Urbenville branch library are in the planning stage, shelving for DVD's has been received and tradespeople are being contacted for pricing of repairs and painting.
- Repair and external painting of the School of Arts building is underway.

The Business of Improving the Business
SWOT ANALYSIS

Library – (SL)

S **Strengths**

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

W **Weaknesses**

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

O **Opportunities**

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

T **Threats**

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

Customers

Customer service responses are within Charter timeframes.

Business Statistics

Tenterfield Public Library Statistics for May 2019

Loans Tenterfield: 1879

Loans Drake: 50

Loans Torrington: 38

Loans Urbenville: 126

Total Physical loans: 2093

Co-op eLoans: 138 (approx.)

Total of Loans: 2231

Library Visitors: 1658

New borrowers: 18

Computer Users: 299

Computer Hours: 366.75

WiFi logins: N/A

OPAC searches: 2798

Tenterfield Star database searches: 383

Completed Inter Library Loans: 39

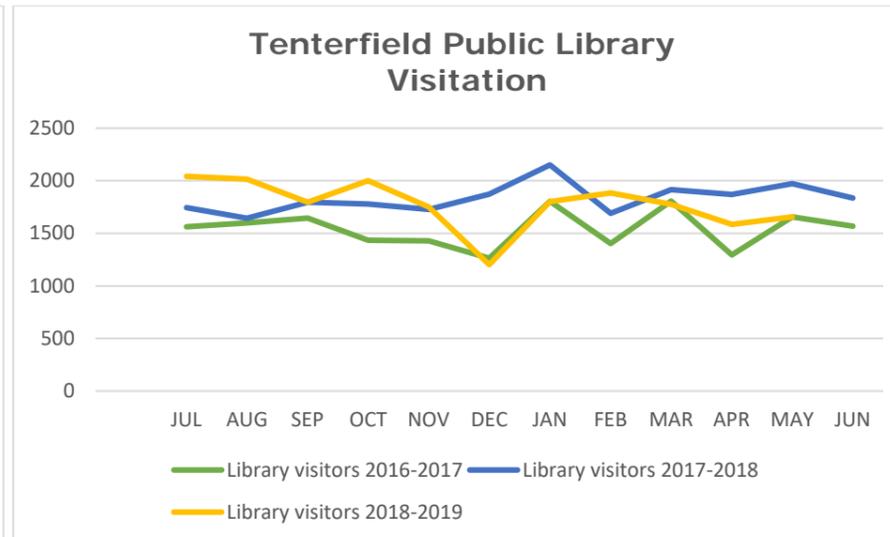
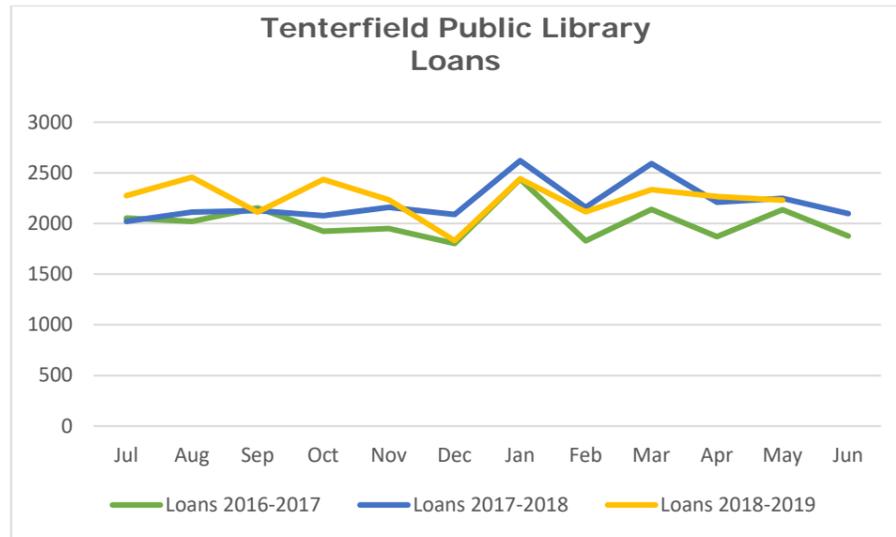
Home Library Service Loans: 153

Reservations satisfied: 54

Items catalogued: 205

Deletions: 148

Holdings as at 31/05/2019: 34856

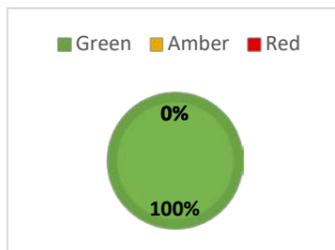


h) Special events, achievements of note, celebrations

- 1st May Law Week presentation – Legal Aid Lawyer. 6 participants
- Library staff took part in a Webinar on the new membership model for Libraries Australia
- Put in an expression of interest in aerial photos from the 70's and 80s for Mt Lindesay, Tenterfield & Drake that the Department of Environment and Heritage no longer needed. 2 boxes have arrived.
- Subscriptions renewed for Owner Builder magazine and Double Helix magazine.
- The Library participated in National Simultaneous Storytime on May 22 at 11am. Australian Library and Information Association (ALIA) facilitates NSS with the aim to promote the value of reading and literacy, promote the value and fun of books, promote an Australian writer and publisher, promote storytime activities in public libraries and communities around the country, and provide opportunities to involve parents, grandparents, the media and others to participate in and enjoy the occasion. Tenterfield Kindergarten visited Tenterfield Public Library with 22 children attending. The children enjoyed the story "Alpacas with Maracas" and played and danced with maracas provided for the day by council staff and Peter Allen Festival committee.



7. Workforce Development



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

a) Delivery and Operational Plan precis

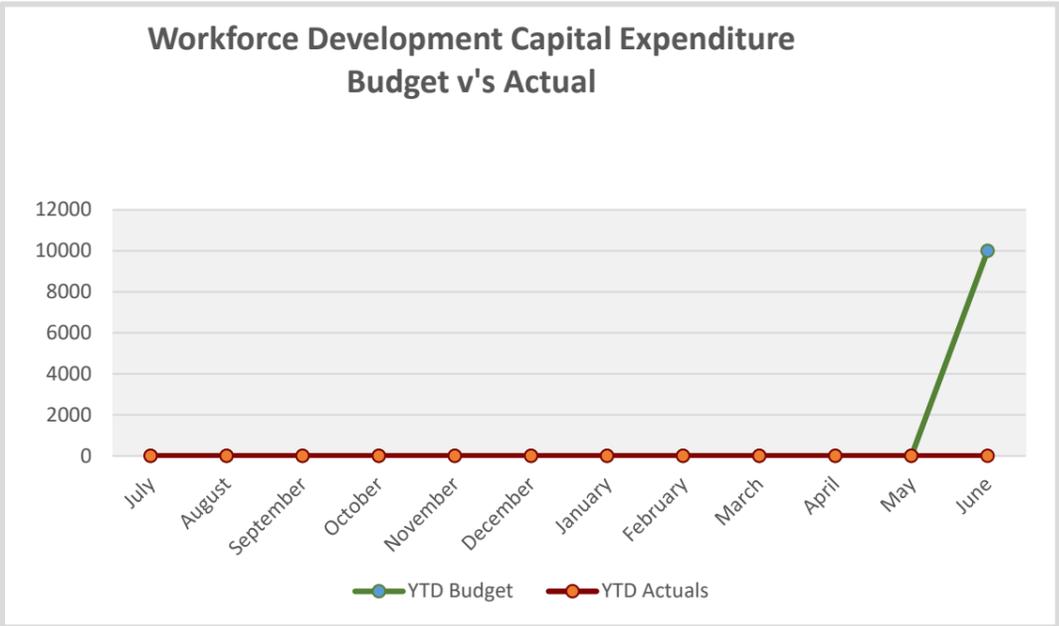
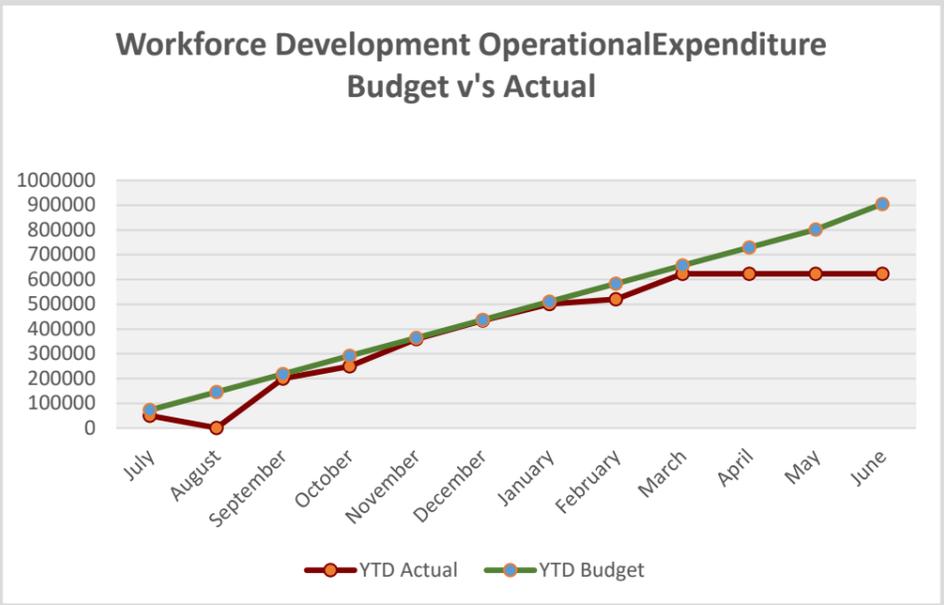
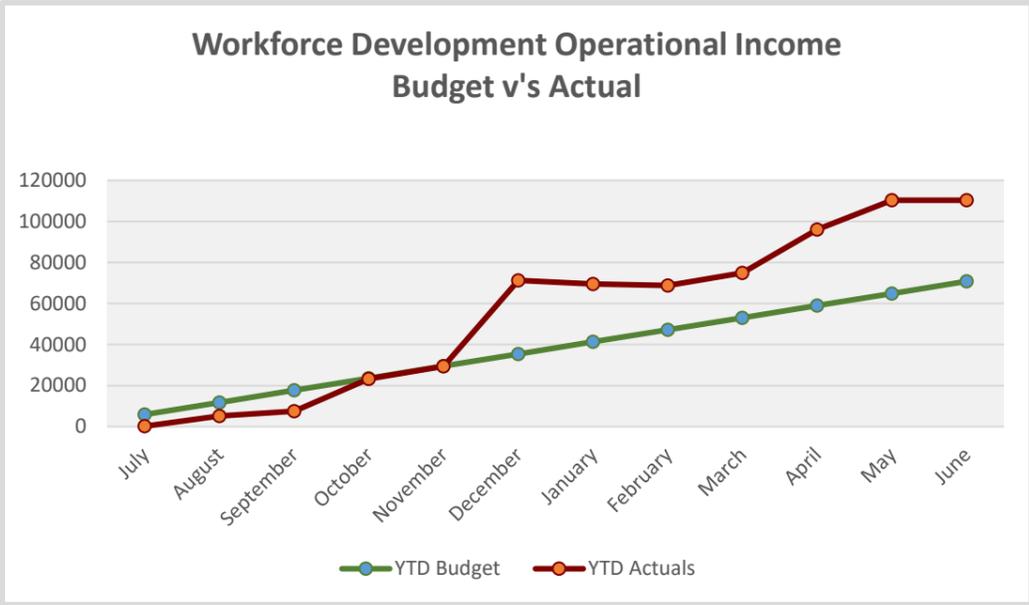
4 Year Delivery Program	1 Year Operational Plan 18/19	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP7.01) Provide an organisation-wide approach to the effective management of workplace health and wellbeing. <i>Workforce planning: A – Chief Executive</i> <i>Workforce culture: A – Chief Executive</i> <i>Workers compensation: A – Chief Executive</i>	Proactively manage and ensure the workplace health and safety functions of Council are delivered effectively.	B: MHRWD C: WHSRMO D: WHSRMO			+1	(Workforce safety is a Councillor priority objective.) <i>Strong performance in this area continues, with continued premium reductions. Major current focus on ensuring worker attitudes, behaviors and understanding of WHS is in line with safety being a precondition to all activities, work tasks, jobs and projects. Continual delivery of regulatory type training this month helps ensure the implementation of robust administrative controls. Recent Drug and Alcohol tests (20) applied randomly to a sample of staff all demonstrated negative outcomes (“no evidence of use”), with continued proactive management of workplace health.</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.	B: MHRWD C: WHSRMO D: WHSRMO			+1	Regular WHS Consultative Toolbox talks and updates held with Outdoor staff at key locations, including Urbenville. Key site and incident inspections continue to ensure/re-enforce safety. Up skilling of staff in these processes has expanded our capacity handle these situations. The Dam de-silting project and depot was audited leading to immediate improvements in safety control measures. Staff with non –work related injuries or illness continue to be monitored with successful returns to work achieved. Counselling services are being provided where helpful.
	Develop and implement physical and mental health initiatives to improve health and wellbeing of staff.	B: MHRWD C: WHSRMO D: WHSRMO			+1	Action is being taken to introduce further incentive funded programs. These include dietary guidance and defensive driving skills. Council has engaged Daly & Ritchie Consulting to provide on-site customised counselling services for all Staff and their immediate family members.
	Continue initiatives and systems that currently support flexible work arrangements.	B: MHRWD C: MHRWD			+1	Several initiatives in place for remote working and adjusted hours are working well with the employees involved, including maternity leave. Arrangements are in accordance with the Award.
DP7.02) Delivery of programs to grow and invest in our existing and emerging leaders and support a culture of high performance. <i>Workforce culture: A – Chief Executive</i>	Ensure staff enrolled in longer term Certificate Courses are assisted and complete the programs, which are relevant to operational requirements.	B: MHRWD C: MHRWD			+1	Delivery by visiting TAFE instructors/assessors for those completing Certificates in Civil Construction including carpentry disciplines continues regularly. Traineeship subsidies have been applied for. Over 20 Traineeships/Apprenticeships, for long term and new staff members, working effectively. Future training and

<p>Workforce performance: A – Chief Executive</p> <p>Human resource advisory, performance, review and training: A – Chief Executive</p>					development plans, designed to heighten staff skill levels, are being drawn up and developed from Performance reviews.	
	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.	B: MHRWD D: HRC			+1	(Growing leadership within the organisation is a Councillor priority objective.) Follow up Supervisory training, at “coalface” levels to that delivered NSW State Training Services is being followed up. A number of staff are progressing through Degree Courses to enhance skill levels.
	Identify rewards that effectively recognise staff whose performance consistently exceeds expectations.	B: MHRWD C: MHRWD D: MHRWD			+1	Broad-banding has allowed recognition of skills and qualifications a focus on performance standards. Performance reviews have identified staff levels of performance, providing opportunity for recognition of particular staff. The repeat of the Voice survey has reinforced that significant improvement in workplace motivation and culture. Council’s efforts have been rewarded by receipt of the Voice Change Challenge Award for 2018/19, ahead of private sector contenders and recognizing the contributions staff have made.
	Reintroduce a staff newsletter and reinforce the maintenance of all staff communication programs.	B: MHRWD C: HRC			+1	Staff Newsletters will continue to be rolled out. Interdepartmental communication clearly strengthened and positive responses to post Council briefings recorded, with strong attendance and interest evidenced.
	Continue current informal mentoring program and formalise program in future years.	B: MHRWD C: MHRWD D: HRC			+1	(Training of Councillors and staff is a Councillor priority objective) Face to face mentoring of some staff continues and training programs pursued, as above, to strengthen our skill base. Additional funding opportunities for leadership development being pursued as well as research into suitable available on- line programs.
	Audit business owner engagement to produce the Council’s Monthly Operational Report.	B: MHRWD C: MHRWD			+1	Engagement evident in growing awareness and performance against accountabilities.
	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.	B: MFT C: MFT			+1	Clearance of paper storage volumes has now been completed. Digitisation/off site storage nearing completion. More effective use of, and updating, of devices/technology achieved.
<p>DP7.03) Manage the implementation of Council’s Workforce Management Strategy.</p> <p>Workforce planning: A – Chief Executive</p> <p>Workforce performance: A – Chief Executive</p>	Complete the 2017/18 review based on statistical and HR metrics. Measure progress in achievement of strategies in the workplace.	B: MHRWD C: MHRWD			+1	Annual surveys completed, which will improve benchmarking. Review of positions, staff numbers, full time, Part-Time & casual continues to maintain staff at approved FTE (Full Time Equivalents) levels, as reflected in Council’s organisation chart. Impact of additional Grant funding to be assessed in terms of impact on staffing metrics. There are increasing opportunities to obtain labour at minimal cost, through work for dole, community service and volunteering, together with traineeships. The recruitment process is being completed for a number of positions in the northern part of the shire. Receipt of Federal Employment subsidies is continuing to improve 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.	B: MHRWD C: MHRWD			+1	Inconsistencies have been identified and corrected to ensure equity in local government employment comparisons. Reconstruction progressing with all Position Descriptions (PDs) reviewed and rewritten to represent current structure and ready for placement in an upgraded salary evaluation system, to be implemented in June.

	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.	B: MHRWD C: MHRWD			+1	A number of Policies already reviewed and redrafted, several procedures introduced to strengthen existing processes e.g. ID Checks/Security checks. Priority given to finalisation of the Policy, for submission to Council together with supporting operating procedures to ensure currency and to reflect contemporary approaches.
	Refine the organisation structure determined in first quarter 2018 in order to achieve greater efficiencies.	B: MHRWD C: MHRWD			+1	Small refinements made in reporting relationships. Ongoing refinements, at interface levels continuing as we move from structural change to consolidation
	Identify and commence processes that will improve management of culture change and implement key recommendations derived from the "Voice" staff survey.	B: MHRWD C: MHRWD			+1	"Voice" Survey and "Voice Task Force" process has provided excellent reporting/results. A 360 degree feedback process will shortly begin to provide support data to the leadership, on their effectiveness and individual approaches to cultural change in the workplace.
DP7.04) Developing attraction and retention practices across Council. <i>Workers compensation: A – Chief Executive</i> <i>Recruitment & selection: A – Chief Executive</i> <i>Workforce culture : A – Chief Executive</i> <i>Human resource advisory, performance, review and training: A – Chief Executive</i>	Further develop the Succession Planning Program and a Staff Retention and Recruitment Plan for continued implementation across Council.	B: MHRWD C: MHRWD D: HRC			+1	(Ensuring the alignment of training is a Councillor priority objective.) Succession planning progressed through identified training needs, strong back up provisions in place. Attention being given to potential shortfall in capability to cover roles during absences. Recent success in this area has been evidence in the HR, WHS, Risk and Engineering environments.
	Provide managers with tools and insight into motivational behaviors that facilitate retention of key staff.	B: MHRWD C: MHRWD D: HRC			+1	Some behavioral change observed in recognition of good performance. Performance reviews have now been completed with the next round due to commence, synchronized with financial year end. 360 reviews will provide further tools that can be used effectively. Feed-back provided to managers in the area of staff performance management and retention practices.
	Continue to foster an environment that supports and celebrates diversity and where the best person for the job gets the job.	B: MHRWD C: MHRWD			+1	Merit selection from quality applicant pools continues to result in diversity that can and should be celebrated. Diversity in the workforce increasing. EEO continues to be a focus through the recruitment, selection and induction process. Several newly appointed replacement customer service and administration staff are completing training and induction, to ensure service standards are maintained. Senior leadership gender profile now reflects a more equitable split of 46% female and 54% male. Work continues to improve the outdoor staff gender split currently sitting at 10% female and 90% male.
	Where possible, provide traineeships to allow affirmative action within diversity groupings, such as school leavers and refugees.	B: MHRWD C: MHRWD			+1	Support from State Government programs will assist further traineeship developments. Traineeship has been advertised in the northern area of the shire for our water and waste and civil areas. Appointment of a new school based workshop trainee has occurred.
	Manage recruitment and selection processes and delivery.	B: MHRWD C: MHRWD			+1	Recruitment and selection results have achieved quality selection outcomes. Process continuously managed, alternative approaches taken in areas of shortage. Improvements have been made in this area based on assistance and advice from a recent third party audit.
	DP7.05) Deliver continuous improvements in Council's business, processes and systems (WHS)	Manage Workers Compensation and Rehabilitation.	B: MHRWD C: WHSRMO D: WHSRMO			+1

Work, Health and Safety: A – Chief Executive	Develop, communicate, consult and implement the Work Health and Safety Management System (WHSMS) elements.	<i>B: MHRWD C: WHSRMO D: WHSRMO</i>			+1	Safe Work Method Statements reviews continuing towards completion. Quarry safety management plans currently being developed. Major work on Enterprise Risk Management is now nearing completion.
	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.	<i>B: MHRWD C: WHSRMO D: WHSRMO</i>			+1	Continued work with State Cover, including staff information sessions has enhanced preparedness. Strategies and procedures developed and being updated/prepared to achieve further progress. Formal evacuation drills have occurred, with good results.
	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.	<i>B: MHRWD C: WHSRMO D: WHSRMO</i>			+1	Continuous review has produced positive results in terms of incident free days. Site audits, inspections and reviews are continuing with effective controls. New Safe Work Method Statements have been developed for Parks & Gardens. Risk Management Principle training is currently being rolled out to all service units.

b) Budget



Capital Income:
N/A

Capital Expenses:

	18/19 YTD Actuals May	18/19 YTD Budgets May	18/19 Full Year Review 3	18/19 Percentage Spent	Comments
Workforce Development					
1000506. Workforce Planning & Evaluation	-	8,333	10,000	0.00%	Not yet commenced
	-	6,664	10,000	0.00%	

The \$10,000 allocated for the Workforce, Planning and Evaluation or related Software has been scheduled to be purchased in the last quarter of the Financial Year.

Operational Income:

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

Operational Expense:

Expenditure on training, including travel, committed and incurred. Expenditure continues as forecasted, expectations on track. .

Emerging Issues, Risks and Opportunities

Risks – Councils provision of plant machinery and manpower to assist the RFS firefighting activities posed a number of risks to Council and its staff that are not normally present in day to day activities. Managers and Supervisor with the assistance of the WHS Risk Management ensured Councils Risk Management and Enterprise Risk Management Principles policies and procedures were implemented, monitored and reviewed. Appropriate control measures were enacted to ensure the safety of staff, protection of assets and the environment.

c)The Business of Improving the Business

Funded Supervisory training for their Managers and Supervisors has been conducted. Some in house follow up training will be provided. Extensive required safety training supplied in areas such as forklift, chainsaw, first aid and Chemcalcert. A Manager Assets and Program Planning has now been appointed and is addressing outstanding program planning needs.

SWOT ANALYSIS

Human Resources and Workforce Development – (MHRWD)

S

Strengths

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

W

Weaknesses

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

O

Opportunities

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

T

Threats

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

SWOT ANALYSIS

WHS and Risk Management – (MHRWD)

S **Strengths**

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

W **Weaknesses**

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

O **Opportunities**

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

T **Threats**

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

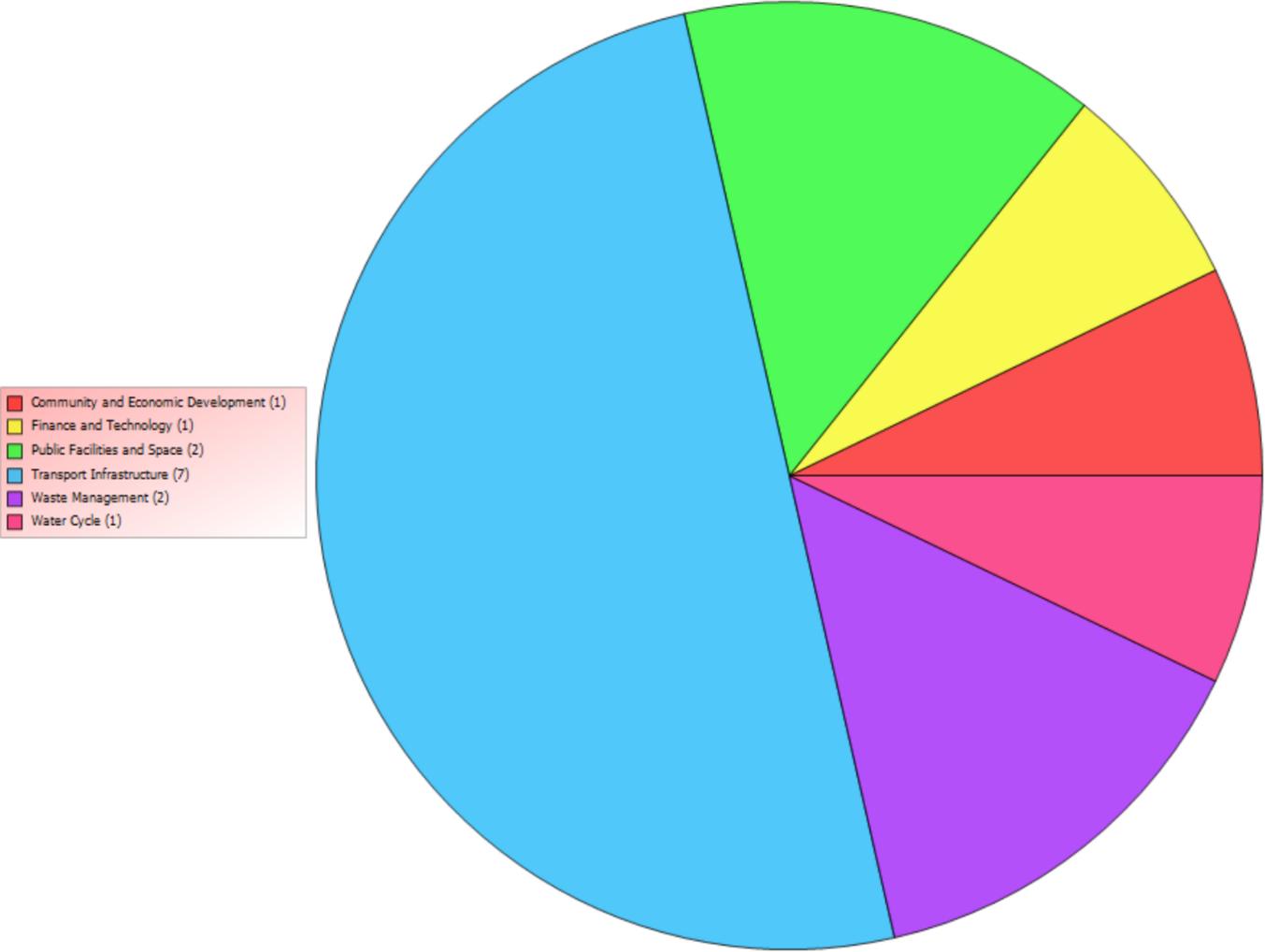
d) Customers

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

e) Business Statistics

3 Months to Date – Incident Statistics / Business Units

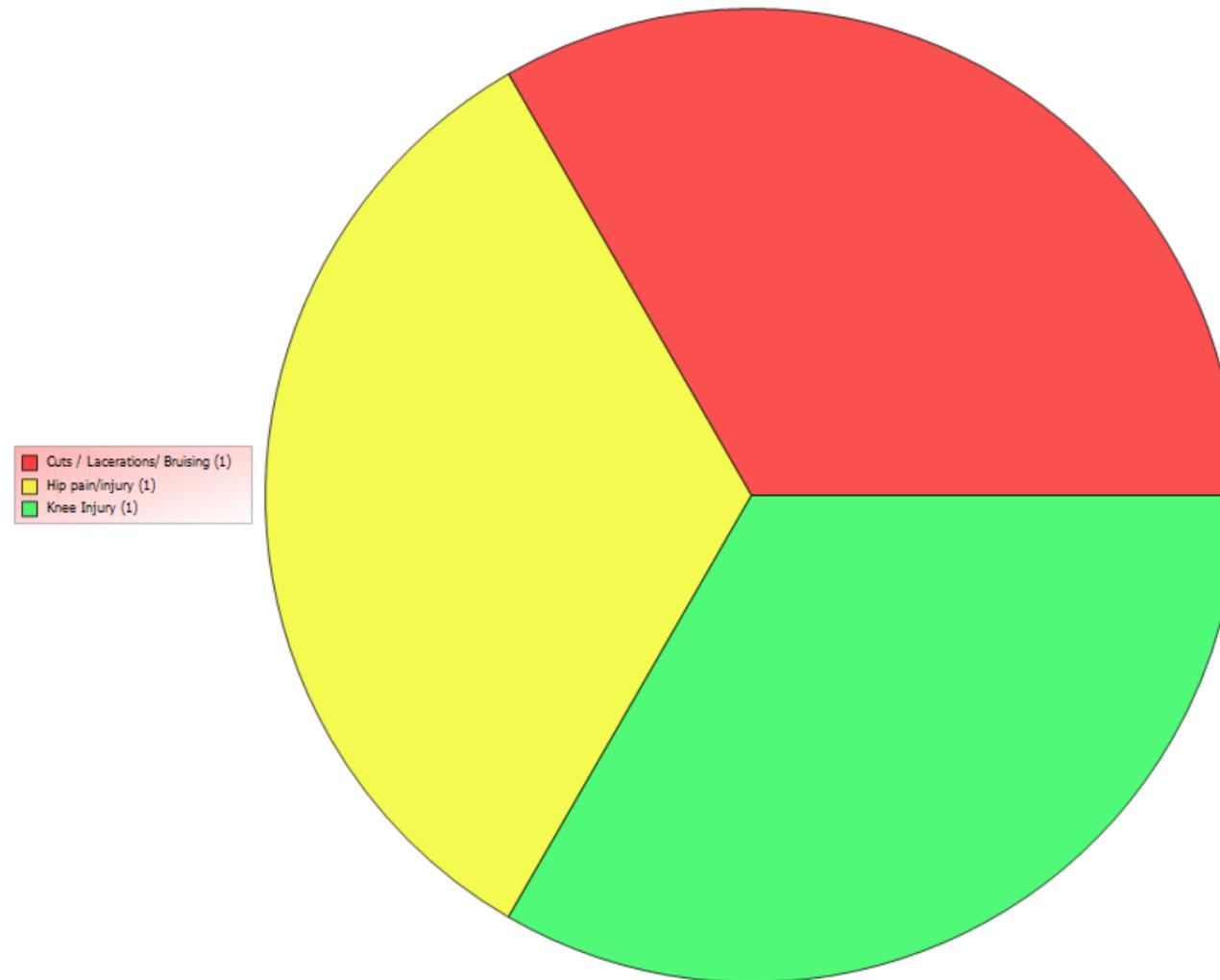
Workplace - Business Units - All Incidents 12 Weeks to Date - Including Present - Total of 14



3 Months to Date – Injury Statistics

Model - Types - All Injuries

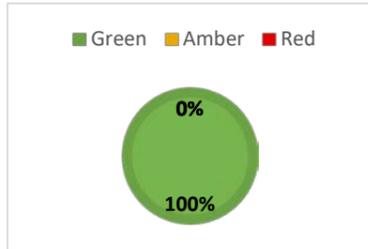
12 Weeks to Date - Including Present - Total of 3



f) Special events, achievements of note, celebrations

The WHS Risk Management Officer has successfully completed unit 1 of the Graduate Certificate in Human Resource Management with the University of New England.

8. Emergency Services

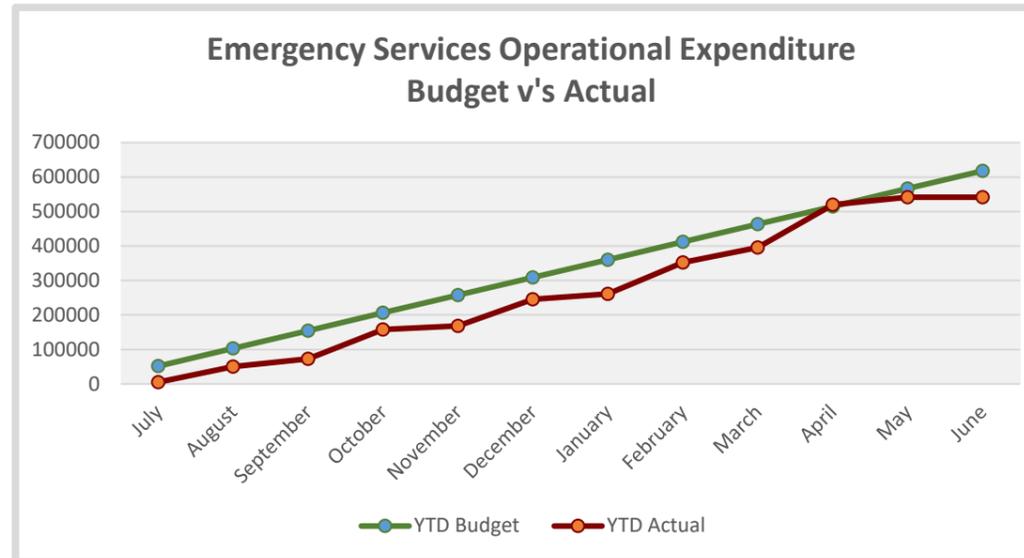
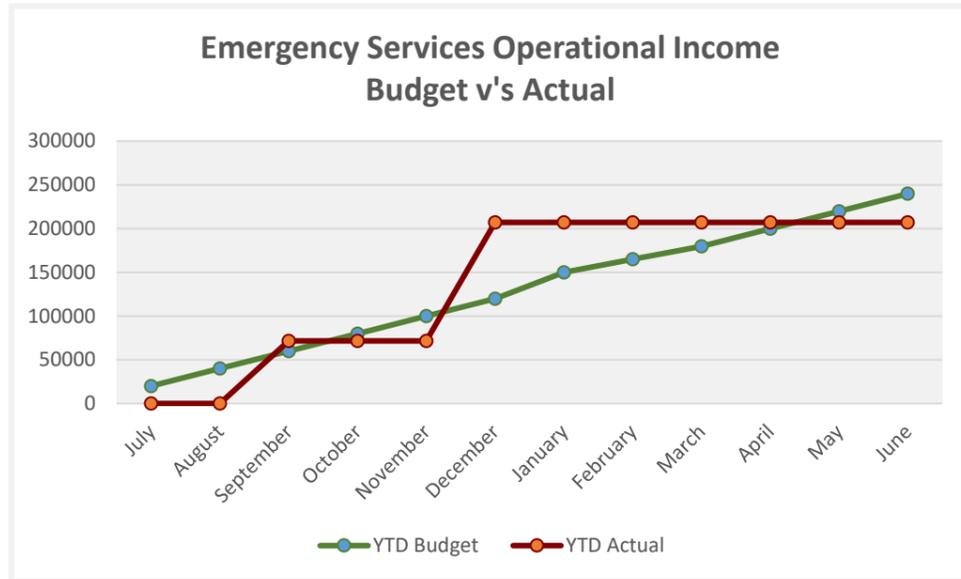


Under the 4 year Delivery Plan *Emergency Services* relates to: integrating land use policies to support emergency management; disaster management; review of emergency management plans; inter-agency communication and collaboration; and rural addressing. The Office of the Chief Executive directly oversees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

a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 18/19	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP8.01) Review and ensure the integration of Council current studies and plans into strategic land use planning and operational planning documents and policies to support our emergency management function. Disaster management: <i>A – Chief Executive</i> Roads, bridges and retaining walls: <i>A – Chief Operating Officer</i>	Annual Review of Emergency Plans.	<i>B: MHRWD C: WHSRMO D: WHSRMO</i>			+1	Plans for improving Council's Emergency Management Centre capability with Grant funding progressing. Funding to support practical exercises/simulations available from NSW Justice. Emergency Management Committee has reviewed and updated aspects of EM Plans including contact lists following recent fires. Meetings attended with RFS and other Agencies at Glen Innes FCC to assess Bush Fire Management Plans and current responses, including future water shortage ramifications. Blazeaid contributions highly valued and recognized. Recovery strategies nearing completion and need to be reviewed to identify inadequacies and incorporate, efforts for change, where necessary. Recent closer involvement with RFS will assist access to a new round of funding for bushfire hazard reduction.
	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.	<i>B: MHRWD C: WHSRMO D: WHSRMO</i>			+1	GIS effective upgrade of MapInfo, Synergysoft and GIS systems, completed, with new useful tools generated. Now carrying out Finance/IT responsibilities associated with asset management and Planning. 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.	<i>B: MAPP C: MAPP D: MW</i>			+1	Finance Officer - GIS has IT Engineering background and has assessed current platforms and upgrading needed. Use and upgrade will facilitate marker post project. Manager Assets and Program Planning (now appointed), will receive needed support.
	Continue to advocate for the removal of RFS assets as a financial asset under Council financial responsibility.	<i>B: CCO C: CCO</i>			+1	Discussions with RFS are ongoing covering financial processes. Mutual agreement exists on their value in improving understanding. The RFS assets issues are being advocated through LGNSW and the State Audit Office (a Statewide issue), with some protracted delays in updating Service Delivery agreements in their 3 year cycles. Monitoring continues.

a) Budget



Capital Income:

Review and management continues the Manager Finance & Technology and Mgr. HR & Workforce Development (LEMO). Claims made.

Capital Expenses:

Review and management continues the Manager Finance & Technology and Mgr. HR & Workforce Development (LEMO).

Operational Income:

Review and management continues the Manager Finance & Technology and Mgr. HR & Workforce Development (LEMO).

Operational Expense:

Ramping up to match forecasts.

b) Capital Projects

Mingoola Fire Service Facility to proceed and budgeted for 2019/2020. Improvements made at several stations.

c) Emerging Issues, Risks and Opportunities

As with all changes to responsibilities it will take time for personnel to become familiar with systems, tasks and accountabilities.

d) The Business of Improving the Business

Refer to Section 8. Workforce Development, subsection f – WHS and Risk Management.

e) Customers

The main issue with customer service is how well Council has previously, and is currently, engaging and providing internal service to combat agencies. Good support received from combat agencies for grant funding application.

f) Business Statistics

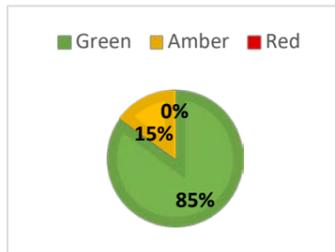
Nil to report this month.

g) Special events, achievements of note, celebrations

Discussions with RFS over Mingoola facility have facilitated resolution and action in accordance with previous Council Resolution.

RFS deeply involved with recent local bushfire emergencies, which impacted the Shire and the level of protection, although encountering property loss/damage meant that there was no loss of life. Emergency Management Centre in Glen Innes received strong workout offering learning experience and strategies for future potential operations. Need for improved local facilities reinforced. All operations continued to be extensively reviewed together with the annual Bush Fire Management Plan. Council participating at a Regional level at useful forums. Steps taken to identify methods to reduce hazards near Tabulam.

9. Finance and Technology



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

a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 18/19	Officer	-1	0	+1	Comments: <i>(Business Manager to provide short precis.)</i>
<p>DP9.01) Ensure that information technology meets Councils operational requirements.</p> <p><i>IT system / software and hardware: A – Chief Corporate Officer</i></p> <p><i>Network systems and corporate business applications integration: A – Chief Corporate Officer</i></p>	<p>Develop Information Technology Strategic Plan to guide Council's information technology related decision making.</p>	<p><i>B:MFT</i> <i>C:MFT</i></p>		0		<p><i>(The improvement of the IT system is a Councillor priority objective).</i></p> <p>The issue of filtering of web content on the library computers has been a point of discussion. Library staff (and the Library Council of NSW) believe that there should be no filtering of internet content as it is censorship and people should be able to choose what they look at on the internet. From an IT perspective a lot of such sites are sources of viruses, malware etc. In discussions with the Library staff we are trying to come up with a happy medium where the filtering isn't so tight that patrons can't access legitimate sites, while still keeping Council systems safe and secure.</p> <p>While connectivity issues have been resolved throughout the course of this year for the depot and other council sites, speed is an issue. New computers were installed at the depot recently and it can take an inordinate amount of time to log in and once logged in systems can be very slow.</p> <p>One of the comments in the report prepared by Roberts and Morrow Technology (RMT) when they reviewed Council's IT Systems last year was: "Confirmation of the bandwidth available on the Microwave network needs to be determined and reviewed."</p> <p>As a follow up to this, and because of the slow speed of computers particularly at the Depot, Northern Communications reviewed the speeds and bandwidth of the existing wireless infrastructure. A report on this was included for consideration of Council at the March Council meeting and we are progressing the implementation of the solution to these issues.</p>

					<p>Some of the key activities that have recently been undertaken in the Technology Space include:</p> <ol style="list-style-type: none"> 1) The completion of the Main Street Community Wi-Fi project. This is now up and running between High Street and Manners Street and Bruxner Park; it is also available at the Visitor Information Centre. There are plans to further extend free public wifi up to the Swimming Pool in the near future. While speed is acceptable for basic browsing, this will improve when the NBN Connection comes on line in the next few weeks. 2) the deployment of a management agent and backups to the Treatment Plant computer; 3) New computers being made available for outdoor staff use at the Depot; 4) All staff being given access to Council email and intranet <p>Some other key achievements this financial year include:</p> <ol style="list-style-type: none"> 1) an upgrade to Public Wi-Fi in the Library; 2) new software installed on the public computers in the Library to refresh them overnight; 3) continued roll out of software agents to enable RMT to remotely manager IT issues as they are arise and to enable the installation of new products and product updates as required; 4) additional security to the Office Wi-Fi system; 5) Additional backups to some of Council's systems; 6) Work completed in the server room, racking the new servers and UPS to maximize protection against mains power outages. <p>Staff have been given an opportunity to express their Technology requirements for the future so as to include a section on each service area of Council into the Technology Strategic Plan.</p>
	Ensure managed service arrangements are effectively supporting business requirements.	B: MFT C: MFT D: MFT			<p>(Business system improvement is a Councillor priority objective.)</p> <p>RMT are effectively supporting Council's managed IT Services. RMT are a Local Government Procurement (LGP) approved contractor for the provision of IT Managed Services and have undertaken an approved provider process through LGP.</p>
	Replace and upgrade technology to ensure that user requirements are serviced.	B: MFT C: MFT D: MFT			<p>Council is and has updated technology across a number of areas eg planning, works and waste teams because of feedback from the Voice Project. Smart devices such as iPads and iPhones or equivalent are required to efficiently</p>

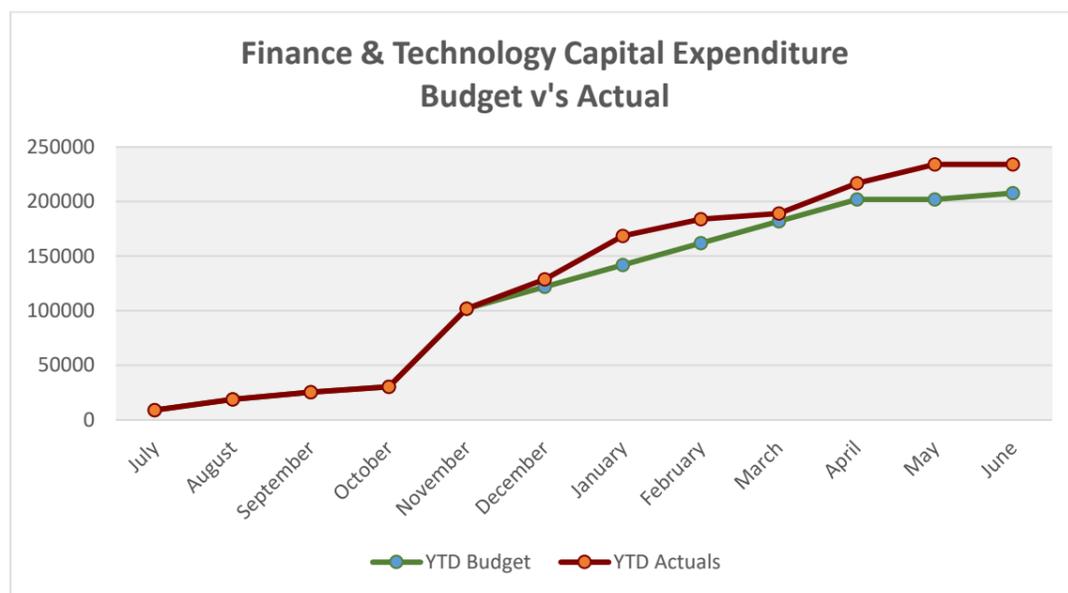
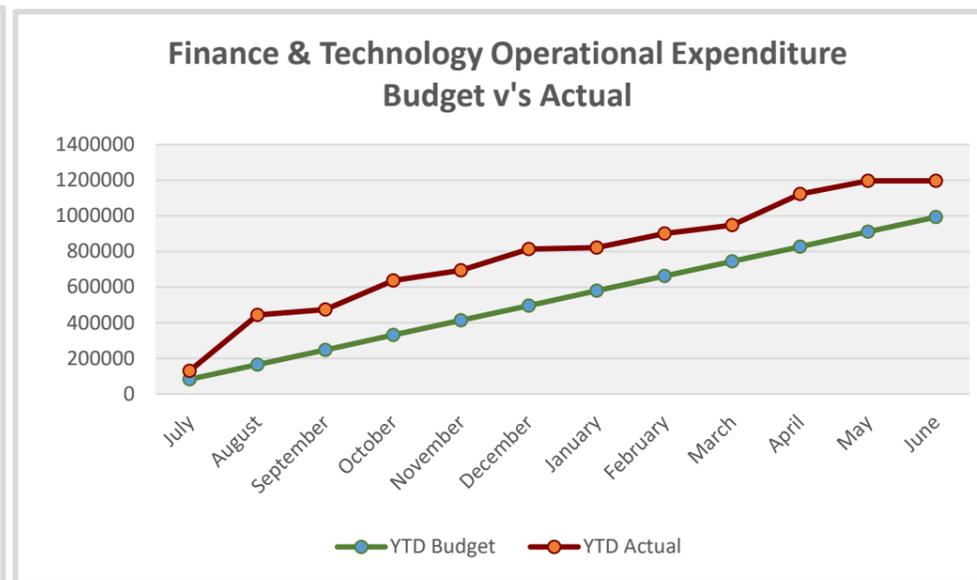
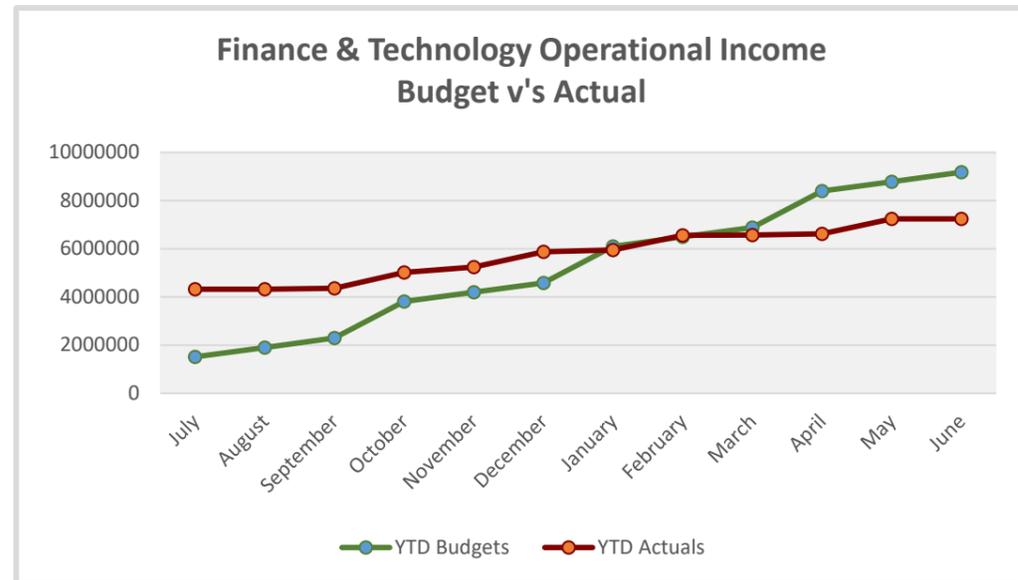
					<p>perform a range of tasks out in the field and management have listened to staff concerns about the age of existing equipment and their functionality and are addressing these issues. A bank of PC's were deployed to the Depot for outdoor staff to have access to computers (unfortunately due to the slow connection and the time it takes to logon the uptake of use has not been high at present).</p> <p>Council has renegotiated the telephony system contract in May 2019 with Leading Edge Tamworth for the upgrade of Council's existing Mitel phone system with the latest Mitel technology. This upgrade is imperative to ensure we upgrade from the current ADSL connection and to enable more flexible use of workspaces.</p>	
<p>DP9.02) Make prioritised decisions in the long-term interest of the broad community and have regard to financial and infrastructure sustainability.</p> <p>Corporate financial planning: A - Chief Corporate Officer</p>	<p>Operate in a financially responsible and sustainable manner (IPR ratios).</p>	<p>B: MFT C: MFT</p>		0	<p>(The alignment of the long term financial plan against asset renewal requirements is a Councillor priority objective.)</p> <p>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. Now that an Asset manager has been appointed, some further traction should be able to be gained.</p>	
	<p>Review, revise and maintain Council's Long Term Financial Plan in line with statutory requirements.</p>	<p>B: MFT C: MFT D: MFT</p>			+1	<p>The LTFP has been completed and adopted by Council on 23 May 2018.</p>
	<p>Provide financial reports to Management and staff to assist in budget control and decision making.</p>	<p>B: MFT C: MFT D: MFT</p>			+1	<p>(The introduction of monthly financial metrics to the staff is a Councillor priority objective).</p> <p>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.</p>
<p>DP9.04) Ensure that financial sustainability and the community's capacity to pay inform adopted community service levels.</p> <p>Procurement and tendering compliance: A - Chief Corporate Officer Procurement and tendering framework: A - Chief Operating Officer Corporate financial planning: A - Chief Corporate Officer Rates and revenue: A - Chief Corporate Officer</p>	<p>Procurement and tendering framework strategy and methodology development and delivery (Tendering/procurement development and delivery).</p>	<p>B: COO C: MAPP D: MAPP</p>			+1	<p>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.</p> <p>Please note that one of the recommendations that came from the Audit Office in our Management Letter from the 2017/18 Audit is that Council Implement a Contract Management Policy:</p> <p>"Council does not have a Contract Management Policy. A comprehensive Contract Management Policy provides</p>

					<p>guidance in addressing contract issues which can arise throughout the contract lifecycle including managing disputes, variations, overruns, deadlines and performance.</p> <p>Implications include an increased risk of contracts not meeting expectations about quality, timeliness and budget.</p> <p>Recommendations:</p> <p>Management should create and implement a comprehensive contract management policy that provides guidance on contract management and covers at minimum:</p> <ul style="list-style-type: none"> • contract inception • contract performance monitoring • variation processes • reporting to Management on contract performance • succession planning <p>evaluation and debrief at conclusion of contract."</p> <p>Council has asked the Auditors to provide some examples of best practice policies in this area.</p>
	Ensure adequate and effective internal controls are in place for all financial management and purchasing functions (Compliance).	<i>B: CCO C: MFT D: MFT</i>			<p>+1</p> <p>Internal controls are in place, but these need to be updated in light of the move to a new Risk Management software tool (Magiq). At the moment only a few high level controls have been added into this product but there are a comprehensive set of financial risks and financial controls for Councils that can be captured in Council's new Risk Management system at some stage in the near future.</p> <p>Council is implementing EFT Sure as an additional security measure to protect against fraud. The project is currently in the data cleansing phase in May 2019.</p>
	Maintain a strategic rating structure that is equitable across the region.	<i>B: MFT C: MFT D: RevC</i>			<p>+1</p> <p>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. My preference is to introduce changes (if any are agreed to) in the 2020/21 financial year. Some discussion on this matter took place at a recent Council budget workshop.</p>
	Manage investments in the long term interest of the community and within regulatory requirements - Plan, develop and manage Council's investment portfolio.	<i>B: MFT C: MFT D: MFT</i>			<p>+1</p> <p>Investments of Council are managed in line with Council's Investment Policy except where otherwise stated.</p>
DP9.05) Ensure compliance with regulatory and statutory requirements and that operations are supported by effective	Complete quarterly budget review statements in-line with statutory requirements.	<i>B: MFT C: MFT D: A</i>			<p>+1</p> <p>All reviews have been completed in line with requirements. March 2019 QBR reported to Council's meeting of May 2019.</p>

corporate management. <i>Corporate financial planning: A Chief Corporate Officer</i>	Process accounts payable in-line with Councils protocols and suppliers terms of trade.	B: MFT D: P/AP			+1	Ongoing.
	Complete and lodge Annual Financial Statements in accordance with Statutory Requirements.	B: MFT D: A			+1	Completed for 2017/18. Tenterfield Shire Council lodged their Audited Financial Statements by 31 October 2018.
	Complete all taxation returns and grant acquittals (as a financial service) as required by external bodies.	B: MFT C: MFT D: A			+1	Ongoing.
	Organise and manage the external audit of Council and address any Management Letter issues.	B: MFT C: MFT D: A			+1	Council continues to retain contract services 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 <i>Corporate financial planning: A Chief Corporate Officer</i>	Deliver Auditor's Management Plan actions.	B: MFT C: MFT			+1	<p>Council has received the final Audit Management Letter for the 2017/18 Audit. The issues raised include:</p> <ol style="list-style-type: none"> 1) the lack of a Comprehensive Contract Management Policy (Council is seeking examples of best practice from the Auditors); 2) an improved Project Costing Methodology particularly for overhead costs (overheads are being reviewed as a part of the budget process for 2019/20); 3) The Council's assessment of fair value of Road assets incorrectly included carrying values of roads that had been replaced. Whilst Management's policy is to exclude such assets on replacement, the adjustment entries had not been recorded on asset renewals. (This is being addressed for Year end 18/19); 4) Council's detailed analysis of its Bonds, Retentions and Deposits at 30 June 2018 indicated a difference between the funds held and the balance reported in the general ledger. (This has now been corrected). <p>In addition to the above, Council is in the process of finalising some issues from the 2017/18 interim audit, namely:</p> <ol style="list-style-type: none"> 1) Legislative compliance framework; 2) Related Parties questionnaire; 3) Sundry Debtor Reconciliation Reviews; 4) Updating supplementary land valuations.
	Implement recommendations of Audit and Risk Committee from TSC Internal Audit Program.	B: MFT C: MFT			+1	Some of the key areas of Council's internal audit focus this financial year include IT Security, Fraud Control and Recruitment & Selection processes. Recruitment and Selection Processes Audit has been completed on 21 March 2019. IT Audit RFQ process commenced in May 2019, following initial IT security and data breach testing.
	Land and Mapping Service - Corporate Land information, mapping, data and program application services.	B: MFT C: MFT D: A			+1	<p>A significant amount of work is being undertaken in this area with MapInfo being updated to link to Council's rating software and also a move to Mapinfo Version 17 (the latest version of the software).</p> <p>Some achievements this financial year 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.</p>

						A training session was given to users of the system in late January and improvements continue to be made in this area.
	Oversee strategy related to all properties, including investments, divestments and the total 'estate' (not operational leases, licenses, deeds, etc.).	B:MFT C:MFT		0		A list of all Council owned property is being developed and mapped for review.
	Manage Land and Property Register.	B:MFT C:MFT D:A			+1	Financial use of Land and Property Register compliant. More evaluation needs to be undertaken to develop management guidelines for each asset class.

Budget



Operational Income:

Actual Income is tracking slightly under budget YTD May 2019.

Operational Expense:

Operational expenditure continues to be slightly over budget due to additional projects undertaken and transitional staff arrangements for Audit preparation.

Capital Income:

Not Applicable.

Capital Expenses:

The budget incorporates carry forward amounts from 2017/18 as per the Quarterly Budget Reviews.

Capital Projects

	18/19 YTD Actuals May	18/19 YTD Budgets May	18/19 Full Year Review 3	18/19 Percentage Spent	Comments
Finance & Technology					
1810501. Computer Equipment	170,179	133,080	145,178	117.22%	
1810502. Fibre Optic Upgrade for Depot	-	183,333	200,000		
1810503. Intranet	800	17,346	18,923	4.23%	
1810505. Financial Reporting Software	19,708	21,633	23,600	83.51%	
1810506. Power Budget SQL	16,600	-	-	0.00%	
2200500. Monthly Operational Plan Digitisation	26,696	18,333	20,000	133.48%	Project under review
	233,983	57,313	407,701	338.44%	

Emerging Issues and Risks

Loans of \$2,830,000 were included in the forecast borrowings for the 2018/19 Financial Year: \$2,000,000 for the Dam Wall and \$830,000 for Saleyards Truck wash. Council approved these borrowings and additional \$1.051M borrowing for the Dam Wall in May 2019 (\$1.03M of this was approved by Council at the November 2018 Ordinary Council Meeting).

Another historic matter to manage is 28 outstanding RMS grant acquittals from a number of financial years that need to be completed. While some of these have now been completed and submitted there are still a significant number outstanding.

Recouping expenses from the recent bush fire event is an ongoing action for the Finance section, with the first claim was submitted in May 2019 and first payment received early June. The second claim will be submitted in June 2019.

Work on strategy and business improvement opportunities continues.

The Business of Improving the Business

Council has renegotiated the existing telephony system contract with Leading Edge Tamworth in May 2019. The project to upgrade telephone and call management technology is scheduled to commence in the last week of June 2019. Council is looking at Synergy's re integration with our IT system (Synergysoft) to improve both internal and external customer service.

SWOT ANALYSIS

Finance & Technology – (MFT)

S

Strengths

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

W

Weaknesses

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

O

Opportunities

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

T

Threats

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

Customers

Finance services a range of customers both external and internal to Council and we aim to provide a high level of customer service. Finance staff have assisted other sections of Council with budget information and grant acquittals/returns. Rates staff are working on improving Councils web interface for the electronic distribution of rates notices.

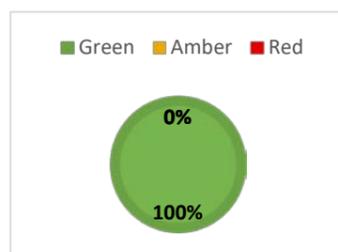
b) *Business Statistics*

Not applicable.

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

Following extensive consultation and review of quotations from Telstra and Leading Edge Tamworth, Council has decided to go with the proposal from Leading Edge on 31 May 2019, to replace Council's 'phones with the latest technology Mitel smartphones and associated call management software. The project will commence introduction of the new hardware and software in late June 2019.

10. Corporate and Governance



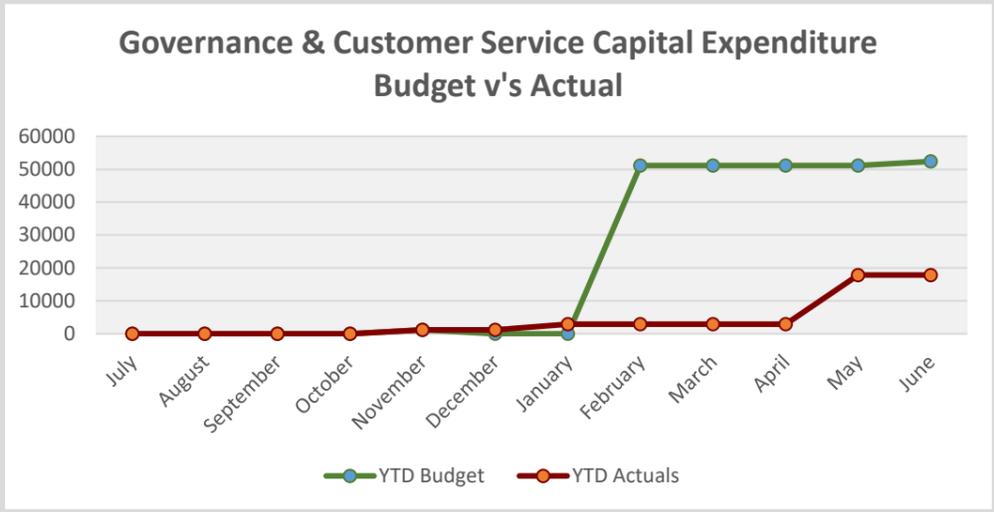
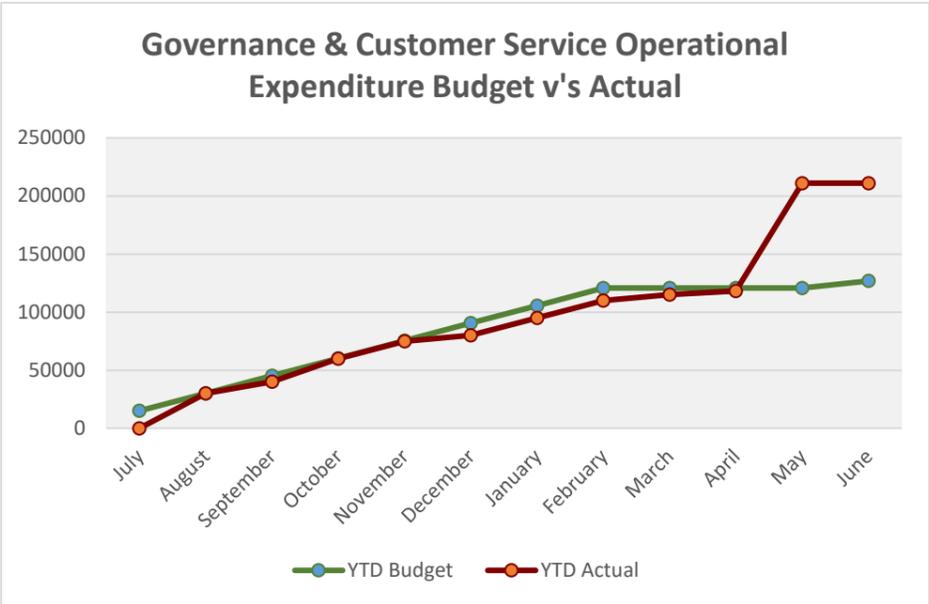
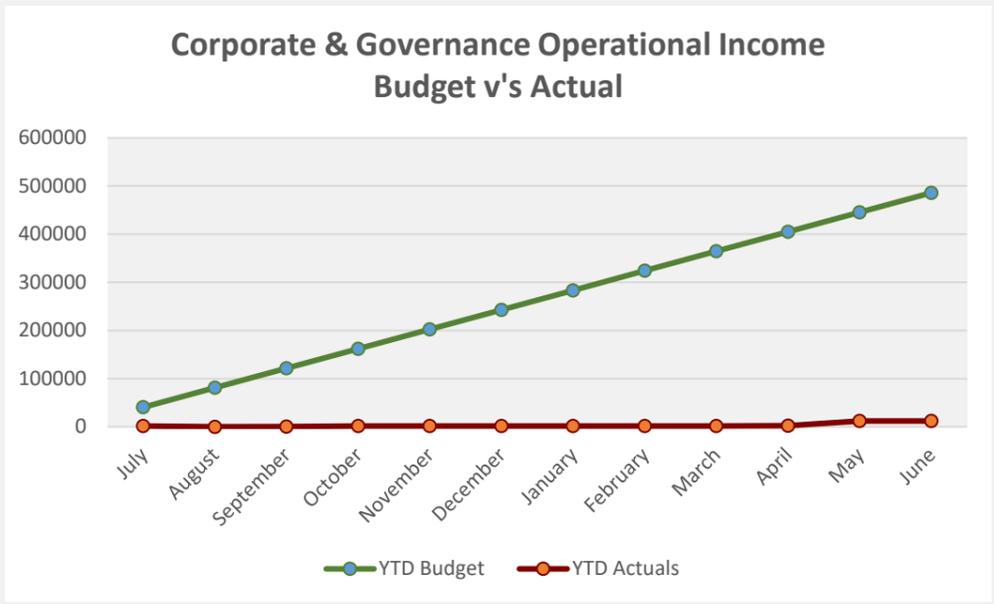
Under the 4 year Delivery Plan *Corporate and Governance* relates to: statutory reporting, business processes and integration; procurement compliance; audit; community involvement; customer service; governance; information technology and information management; insurance, risk and business continuity;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

a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 18/19	Officer	-1	0	+1	Comments: <i>(Business Manager to provide short precis.)</i>
<p>DP10.01) Ensure that the performance of Council as an organisation complies with all statutory reporting guidelines and information is available to decision makers.</p> <p>Corporate performance & reporting: A – Chief Corporate Officer</p> <p>Business process improvement & integration: A – Chief Corporate Officer</p> <p>Procurement and tendering compliance: A – Chief Corporate Officer</p> <p>Internal audit: A – Chief Corporate Officer</p>	Development of annual Operational Plan aligned to Council's four year Delivery Plan.	B:CCO C:MCSGR D:MCSGR			+1	Operational Plan for 2019/20 adopted by Council 29 May 2019.
	Development of Council Annual Report on all services.	B:CCO C:MCSGR D:MCSGR			+1	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.	B:CCO C:MCSGR D:MCSGR			+1	Annual Code of Conduct statistics to 30 September 2018 reported to OLG on 5 October 2018. No Code of Conduct complaints received in May 2019.
	Delivery of Government Information (Public) Access information services within statutory requirements and associated reporting to the Information and Privacy Commission.	B:CCO C:MCSGR D:MCSGR			+1	GIPA reporting for 2017/18 submitted to the IPC on 11 September 2018. Two GIPA applications received in May 2019.
	Management, development and delivery of the Internal Audit Program and services to the Audit and Risk Committee. Implementation of the Audit and Risk Committee recommendations.	B:CCO C:MCSGR D:MCSGR			+1	Internal Audit – Recruitment & Selection Processes audit completed. Management action plan being implemented by HR & WFD.
	Development of a legislative compliance framework, within Council's governance framework.	B:CCO C:MCSGR D:MCSGR			+1	Delegations updated for relevant staff commenced in Hunter Legal Delegations Database.
	Monthly reporting to Council on fraud, misconduct, compliance breaches and legal actions via the Monthly Operational Report.	B:CCO C:MCSGR D:MCSGR			+1	No fraud, misconduct or compliance breaches for May 2019. No new legal actions. One ongoing legal action (previously reported to Council).
<p>DP10.02) Promote and support community involvement in Council decision making process.</p> <p>Community engagement: A – Chief Executive</p> <p>Customer service: A – Chief Corporate Officer</p> <p>Governance framework (including registers and monitoring): A – Chief Corporate Officer</p>	Review of Community Engagement Strategy and ongoing delivery.	B:MEDCE C:MEDCE D:CDO			+1	Community engagement sessions conducted in Legume and Drake in May 2019. Sessions to be held in Tenterfield and Torrington in June 2019.
	Implement bi-annual Customer Service survey.	B:MCSGR C:MCSGR D:MCSGR			+1	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.	B:MCSGR C:MCSGR D:RC			+1	15 compliments, 14 complaints in May 2019.
	Customer Service Policy and Strategy Framework reviewed and applied to ongoing delivery of Monthly	B:MCSGR C:MCSGR D:MCSGR			+1	281 Customer Service General Enquiries received in May 2019.

IT system / software and hardware: <i>A – Chief Corporate Officer</i>	Operational Plans, including development of supporting metrics.				
Business process improvement & integration: <i>A – Chief Corporate Officer</i>					
DP10.03) Deliver Customer Service and Business Services in the support of corporate outcomes. Customer service: <i>A – Chief Corporate Officer</i>	Customer Service Charter reviewed and applied to customer services.	<i>B: MCSGR C: MCSGR D: MCSGR</i>			(Developing a strong 'can do' customer focus is a Council priority objective.) Charter reviewed by customer service and administration staff, managers and Chief Officers in October 2018. Delays in progressing have occurred due to priorities with Audit & Risk (setting up Recruitment and Selection Processes Audit), Water & Waste and Planning & Regulation (setting up and running RFQ-07-18/19 process).
	Training and development of customer service staff to deliver Council Customer Service Charter, Policy and Strategy requirements and improvements.	<i>B: MCSGR C: MCSGR D: MCSGR</i>			+1 Cash handling training course to be conducted in July 2019 for customer service staff, waste operators at Transfer Stations, staff and volunteers at the School of Arts and Visitor Information Centre.
	Delivery of policy, procedure and protocol advice and guidance to Council, the Executive Management Team and staff.	<i>B: MCSGR C: MCSGR D: MCSGR</i>			+1 (Staff accessibility related to customer service is a Council priority objective.) Providing ongoing advice to the organisation.
DP10.04) Deliver continuous improvements in Council's business, processes and systems	Governance policies, procedures and protocols reviewed and prepared for approval.	<i>B: MCSGR C: MCSGR D: MCSGR</i>			+1 Conference/Seminar/Training Expenses Policy adopted 28 November 2018.
Business process improvement & integration: <i>A – Chief Corporate Officer</i>	Delivery of operational risk management processes and strategies in conjunction with Statewide Mutual Risk Management Action Plan.	<i>B: MHRWD C: WHSRMO D: WHSRMO</i>			+1 Managers populating software with service specific risk details in May 2019.
Governance framework (including registers and monitoring): <i>A – Chief Corporate Officer</i>	Delivery of customer services to ratepayers, residents and visitors through streamlined processes.	<i>B: MCSGR D: MCSGR</i>			+1 Review of cashless payment systems commenced. Petty cash facility removed from Administration; all eligible purchases are now on account facilities or by credit card.
Insurance, risk & business continuity: <i>A – Chief Executive</i>	Implement and deliver Council mobile application for smartphones, tablet computers and other mobile devices to enhance customer experience.	<i>B: MFT C: MFT D: MFT</i>			+1 Information entered into mobile app by staff and Entegy Pty Ltd. Requirement has been identified for updated photos of key buildings, parks and facilities. This will also assist with the website projects. A Request For Quotation process will be done in June 2019.
	Implement and optimise Council Intranet and introduce an Internal Communication Framework.	<i>B: MCSGR C: MCSGR D: MCSGR</i>			+1 Bring Your Own Device (BYOD) Policy implemented. Communications Taskforce commenced.
	Develop and optimise systems to improve accessibility of Council Resolutions, Plans, Policies and Procedures.	<i>B: MCSGR C: MCSGR D: MCSGR</i>			+1 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.	<i>B: MCSGR C: MCSGR D: MCSGR</i>			+1 Records (rates books) have been transferred to State Archives. SynergySoft Disposal Module purchased from IT Vision in March 2019. Initial testing of Module has begun and is expected to be integrated in June 2019.
	Legal Services – Manage external legal services.	<i>B: MHRWD C: WHSRMO D: WHSRMO</i>			+1 One existing legal action (previously reported).

b) Budget



Capital Income:

- No identified capital income.

Capital Expenses:

	18/19 YTD Actuals May	18/19 YTD Budgets May	18/19 Full Year Review 3	18/19 Percentage Spent	Comments
Corporate and Governance					
1810500. Office Furniture & Equipment	2,548	4,935	5,384	47.33%	Not yet commenced
2220503. Mobile Application	15,318	11,000	12,000	127.65%	\$5,318 to be journalled out to Web Design account
2220505. Corporate Planning & Performance	-	32,083	35,000	0.00%	Not yet commenced
	17,866	48,019	52,384	34.11%	

- Risk Management software populated with risk information from sections. Staff and Managers adding risk causes, impacts, inherent consequences and likelihood.
- IP&R Reconstructions funds of \$35,000 in 2018/19 budget, to source appropriate reporting software. Project Manager commenced on 18 February 2019, for acquisition of software and implementation. Three providers have been invited to submit quotations for the project. Assessment of quotes to be undertaken in June 2019.
- Mobile Device Software funds of \$12,000 in 2018/19 budget, to enhance customer use of Council's website. Development work commenced 30 November 2018. Implementation and launch now planned for June/July 2019. Second version of app reviewed by working group. Apple and Google store licences have been set up. Part payments for app have been made for stages completed. Population of app pages has commenced.

Operational Income:

- No identified operational income.

Operational Expense:

- Internal Audit budget of \$50,000 in 2018/19 budget, to undertake internal audit reviews. Expenditure as at May 2019 stands at \$16,562 for the Recruitment and Selection Processes Audit, completed by Centium Pty Ltd in March 2019. Expenditure on data breach and security testing of Council's IT system stands at \$10,000. While the Internal Audit – Information Technology will go to Request for Quotation in June 2019, there will not be any further expenditure in the Internal Audit budget for this audit in the 2018/2019 financial year.
- Current Forecast will be adjusted when non-operational Graphs are included, variance exists due to operational re-charges.

c)Capital Projects

- \$1,995 paid from Office Furniture & Equipment operational budget, for office desks and chairs in main Administration building is to be journalled to the capital account.
- \$8,635 has been paid to Entegy Pty Ltd for the Mobile Application Software. Additional expenditure will be required for updated images of key buildings, parks and facilities in the Shire, for use in the app, as well as the two Council websites. The balance of budget will be used to supplement budget for websites,

d) Emerging Issues, Risks and Opportunities

The Records Digitisation Project is continuing work with scanning of old records to SynergySoft. A temporary stand-alone Records office at 134 Manners Street for approximately 12 months will provide Records officers closer access to the storage area for digitisation and categorisation of documents. Quotes for scanning equipment have been received and are being reviewed.

e)The Business of Improving the Business

Council has engaged Entegy Pty Ltd to develop and deliver Council's mobile application (app), to enhance the customer experience when accessing Council information. Development has taken place from December 2019, with version two of the app being reviewed by the working group. Council has now set up both Apple and Google app store licences in order to operate the

app. Information has been loaded into the app, and updated photos of key buildings, landmarks and facilities have been sourced. The app is expected to go live by the last week of June 2019.

SWOT ANALYSIS

Governance – (MCSGR)

S **Strengths**

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

W **Weaknesses**

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

O **Opportunities**

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

T **Threats**

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

f) Customers

External Customers

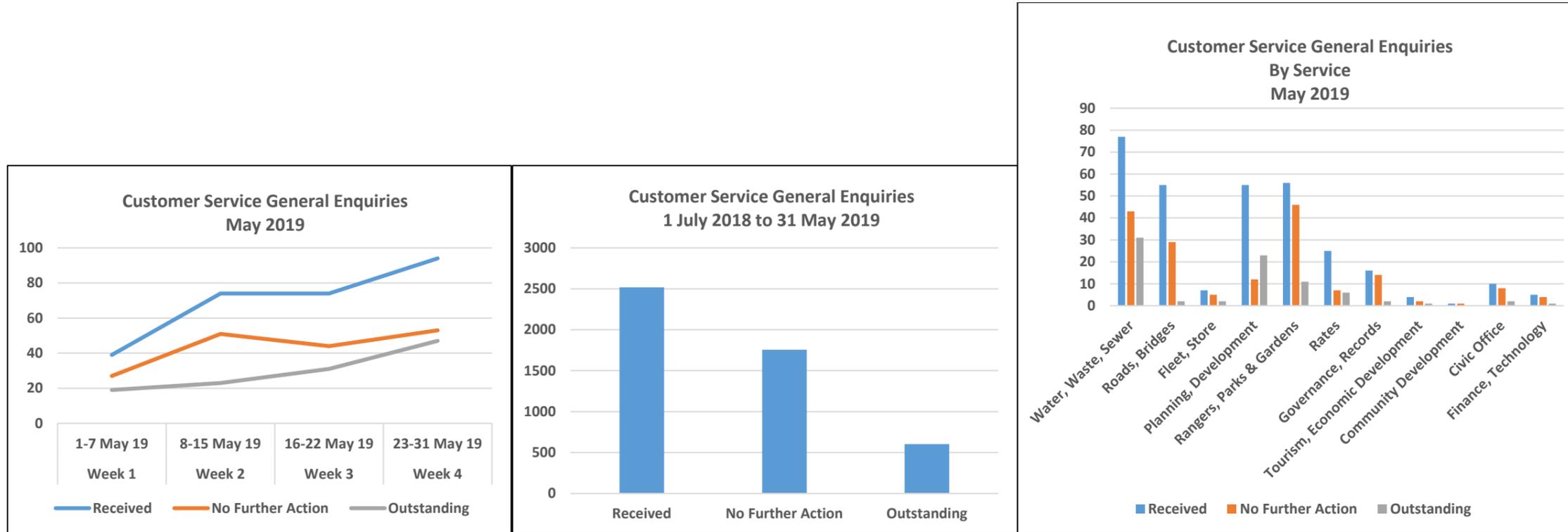
15 compliments, 14 complaints in May 2019.

281 Customer Service General Enquiries received in May 2019.

Internal Customers

No internal customer issues.

g) Business Statistics



Explanatory Notes

Data is sourced from Council’s SynergySoft System (Synergy), from the Customer Service General Enquiries file (CS/7).

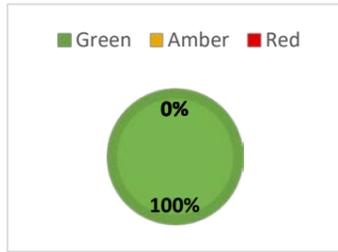
Total Customer Service General Enquiries for May 2019 were 281.

Customer Service General Enquiries by Service statistics indicate that the main areas of enquiry for May 2019 were Planning & Development (XX) and Waste Management (XX).

h) Special events, achievements of note, celebrations

- The Operational Plan, Revenue Statement and Fees and Charges for 2019/2020 were adopted by Council on 29 May 2019. A terrific effort by everyone to prepare and deliver this key document one month ahead of the end of financial year.
- The Shire’s historic rates books have been safely delivered to the State Archives Regional Repository in Armidale. The rates books can be accessed at the Repository by staff or members of the public, should Council’s digital records not be sufficient for their enquiries.

11. Environmental Management



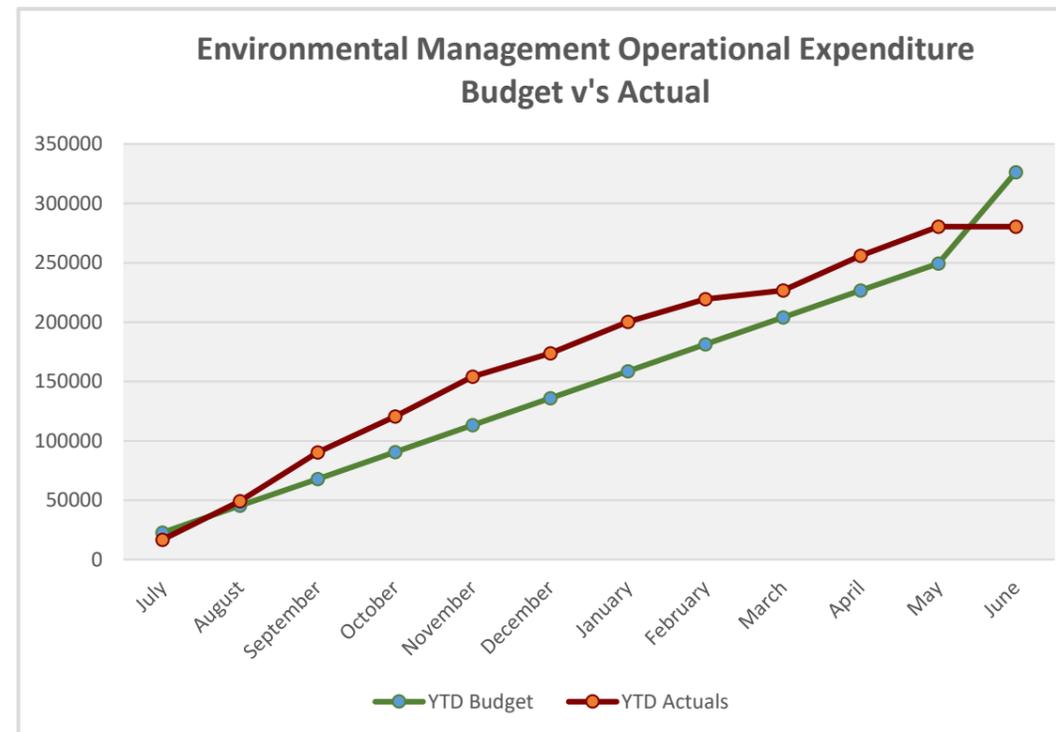
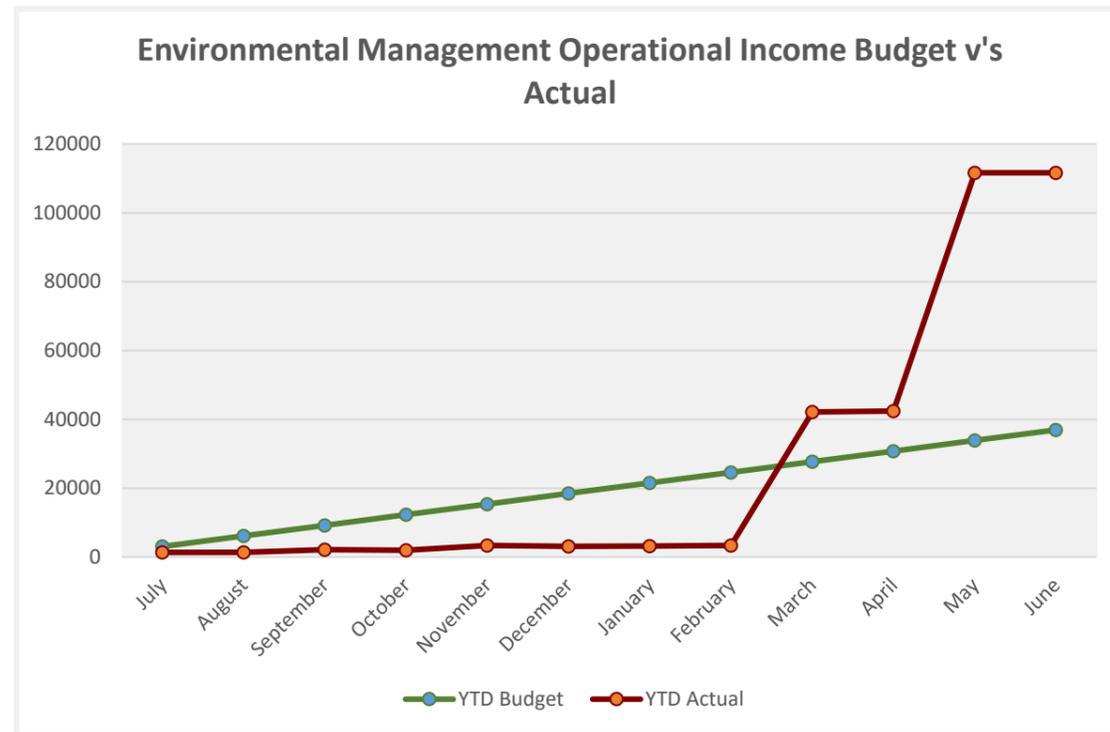
Under the 4 year Delivery Plan *Environmental Management* relates to: education; noxious plants; feral pests (advocacy); illegal dumping and pollution; and roads & footpath regulatory enforcement. The Office of the Chief Corporate Officer directly oversees these outcomes.

a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 18/19	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
<p>DP11.01) Provide community education program to encourage residents and visitors to reduce their impact on vegetation including the management of pests and weeds.</p> <p><i>Noxious plants: A – Chief Corporate Officer</i></p> <p><i>Feral pests: A – Chief Corporate Officer</i></p> <p><i>Illegal dumping and littering: A – Chief Corporate Officer</i></p> <p><i>Pollution regulation: A – Chief Corporate Officer</i></p> <p><i>Parking, traffic & DDA regulation: A – Chief Corporate Officer</i></p>	Attend local Agricultural Shows and issue handouts. Update the Council website in relation to weed concerns.	B: OSRUS C: OSRUS D: WO			+1	Weeds officer attended both the Stanthorpe and Tenterfield shows during the month of February. Website updated monthly, all priority weed management plans are available to be downloaded.
	Public awareness signs to be installed on high risk pathways and water ways.	B: OSRUS C: OSRUS D: WO			+1	Black Knapweed awareness signs were installed in high risk areas to include the sale yards.
	Feral Pests – Provide advocacy to residents to support feral pest management.	B: OSRUS			+1	Cat traps are continually being hired from Council office. Rangers are being contacted to assist in the control of rabbits around the town streets and sporting fields, and cemetery. Reports of a fox living in the vicinity of the Telegraph hotel as several chooks being killed and taken.
	Illegal Dumping – Illegal dumping and pollution management and regulation.	B: OSRUS C: OSRUS D: OSRUS			+1	Action taken immediately to investigate and remove all illegal dumping's and litter reports. No illegal dumping reported for May. No abandon vehicles reported for May,
	Roads and Footpaths Enforcement – Parking, traffic and regulatory enforcement.	B: OSRUS D: OSRUS			+1	Regular patrols and Ranger presence, marking of tyres has decreased complaints in relation to parking. Footpath Dining/Trading and Sandwich board enforcement. Footpath issues with skate boards and scooters being addressed new signage ordered.
<p>DP11.02) Ensure the timely detection of new weed incursions in the Tenterfield Shire Council region and do not adversely affect the health and welfare of the community.</p> <p><i>Noxious plants: A – Chief Corporate Officer</i></p>	Property inspections of high risk areas and pathways.	B: OSRUS C: OSRUS D: WO			+1	Monthly inspection complete. 48 property inspections were done for the month of May. 1 new minor incursion of Black knapweed was located in the Tenterfield area
	Regular high risk pathway and waterway inspections conducted.	B: OSRUS C: OSRUS D: WO			+1	Ongoing monthly inspections complete. No new incursions found on our High Risk pathways or Waterways.
	Weed management funding secured annually.	B: OSRUS C: OSRUS			+1	Annual WAP Funding Confirmed, payment received. TSC secured an extra \$69,000 for inspections and the treatment of Black Knapweed for the next 4 years.
	Delivery of Tenterfield Shire Council Weeds action plan, as aligned with Northern Tablelands Regional Strategic Weed Management plan 2017-2022.	B: OSRUS C: OSRUS D: WO			+1	Ongoing, being implemented.
	Deliver Weeds Management program and record weeds required to be compliant with Biosecurity.	B: OSRUS C: OSRUS			+1	Ongoing. Monthly reports are generated by the weeds program and sent to the DPI

	Conduct a review of existing weed operations to identify improvements in service levels through technology.	D:WO			+1	Ongoing. New equipment is being sourced to roll out the drought funding received for Blackberry and Serrated Tussock program
	Identify and source additional resources for weed control activities, recognising the increased risk from weed infestations.	D:WO			+1	Ongoing, DPI to provide funding for any works carried out regarding Black Knapweed. \$69,000 in funding secured for inspections and treatments of Black Knapweed.

b) Budget



Capital Income:

N/A

Capital Expenses:

N/A

Operational Income:

From the hire of cat traps;
Private works;
Infringements.

Operational Expense:

Running on budget when timeframes are adjusted.

c)Capital Projects

Rangers - Nil

Weeds – The eradication and inspections for Black Knapweed within the Tenterfield district.

d) Emerging Issues, Risks and Opportunities

Rangers have still been active in enforcing the parking within the CBD and surrounding sign posted street. There has been an increase in the public awareness of the times allocated for parking, with less infringements being issued. Less complaints are being received and more parking spaces are available.

Update of signage to enforce both scooter and skateboards being ridden on the footpath.

Weed of the Month: Fireweed

How does this weed affect you?

Fireweed is hard to get rid of. Each plant produces up to 30,000 seeds in a season.

Livestock poisoning

Fireweed contains chemicals called pyrrolizidine alkaloids. Livestock that eat it get liver damage. The damage is irreversible and gets worse the more fireweed an animal eats. Hay, silage or grain contaminated with fireweed plants or seeds can poison livestock.

Identifying fireweed poisoning is tricky. Other things like mineral deficiencies or internal parasites can cause similar symptoms. If you think you have affected animals contact your vet.

Cattle

Cattle are usually reluctant to eat fireweed. Young, hungry or new stock not familiar with fireweed are more likely to eat it. Cattle can lose weight, or their growth slows. Some develop brain damage, which can show as confusion and poor coordination. Sudden death can happen in fat cattle that have eaten fireweed in the last 3 to 6 months.

Sheep and goats

Sheep and goats are more inclined to eat fireweed than cattle. They are also up to 20 times more tolerant of its toxins. Merinos tend to eat less fireweed, other sheep breeds can eat it to excess. Sheep that eat fireweed over two or more years may become unwell or die suddenly. Sheep and goats rarely show signs of brain damage.

Fireweed can poison apacacs too, but less is known about the effects on them.

Horses

Horses have more problems with fireweed poisoning. Unpigmented skin can become sensitive to sunlight, redden and peel away. Brain damage is common. Symptoms can include:

- dullness
- aimless wandering
- an uncoordinated gait
- pressing up against fences, gates or trees
- reduced awareness, and possible blindness.

What does it look like?

Fireweed plants are 10–60 cm tall. Most fireweed is low growing, with many branches. You can see most stages of the plant (seedlings to flowering) at almost all times of the year. Flushes of seedlings appear after rain in warm weather.

Leaves are:

- bright green
- fleshy and narrow
- 2–7 cm long and 3–10 mm wide
- staggered (not opposite each other) on the stems
- serrated, smooth or lobed on the edges.
- clasped around the stem when large.

Flowers are:

- small, yellow and daisy-like
- 1–2 cm across
- in clusters at the ends of branches
- commonly with 13 petals per flower
- emerging from a small cup of modified leaves called bracts.
- usually with 21 bracts forming the cup structure.

Similar looking plants

Variable groundsel (*Senecio pinnatifolius*) is sometimes confused with fireweed. It's a native Australian plant, not considered a weed. Often it grows in places where fireweed is unlikely to be, such as bushland and undisturbed sites.

Where is it found?

Fireweed grows along the Australian east coast from Victoria to Central Queensland. It is most invasive in coastal regions. It's also on the northern and southern tablelands of New South Wales (NSW). Inland NSW has isolated areas of fireweed.

Fireweed comes from southeast Africa. It was first seen in the Hunter Valley in 1918.

What type of environment does it grow in?

Fireweed thrives in:

- overgrazed pastures
- disturbed or cultivated soil
- most soil types.

Fireweed is less active in:

- shaded areas
- wet areas – it does not survive waterlogging.

How does it spread?

Wind spreads the light, fluffy seeds. Most seeds fall within five metres of the parent plant. Some seed travels further on windy days. The fluff can come away from the seed. The detached fluff can move long distances on the wind. Spreading beyond one kilometre is more likely through human activity. Fireweed reaches new areas via:

- livestock
- clothing, vehicles and machinery
- contaminated hay, silage and grain products
- movement of seed by wild animals.

Do not bale pastures with fireweed for silage or hay.

Control

Long-term fireweed control needs to consider that:

- most new seedlings appear in autumn
- many new seedlings appear after rain when temperatures are 15–27°C
- seedlings grow fast and can flower 6–10 weeks after emerging
- flowering and seeding occur mostly in spring
- most plants die off by late spring
- some plants live for up to three years - the tops die back in spring and regrow the following autumn
- fireweed seed buried deeper than two centimetres is unlikely to germinate
- long-term follow up is essential because about 15% of seeds remain dormant for over 10 years.

For more information on Fireweed including control options and pasture improvements visit NSW WEEDWISE weeds.dpi.nsw.gov.au or contact councils weeds officer on 02 67 36 6000



e) Abandon vehicles

Nil.

SWOT ANALYSIS

Environment, Buildings and Amenities – (PBLC)

S **Strengths**

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

W **Weaknesses**

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

O **Opportunities**

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

T **Threats**

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

f) Customers

Weeds - Complaint received about mother of millions and overgrown block at Urbenville.

g) Business Statistics

Weed Control

- Mother of Millions – Cullendore Rd Border crossing, Mt Lindsey Highway Legume, Corner of Mt Lindsey Highway and Tooloom Rd and Flagstone Rd Legume.
- Black Knapweed – Bellevue Rd and private property. Removed seed heads from Black Knapweed Plants along roadsides.
- Gorse – Mt Lindsey Highway Boonoo Boonoo.
- Tropical Soda Apple – Tooloom Creek and Tabulam

Council Lands Sprayed

- Tenterfield Shire Depot

Inspections

- All high risk pathways and waterways
- Approximately 48 Property inspections.
- 7 Border inspections

Meetings

- Regional Weeds Committee meeting in Inverell
- Bio-control Taskforce meeting in Grafton.

Other

- Black Knapweed Seed Head removal along Bellevue and Aldershot roads and on private property with minor infestations.
- Erected fence along Bellevue Rd where main core of Black Knapweed is present.

Gorse plant found at Boonoo Boonoo



Healthy Black Knapweed Plants found along Bellevue Rd still flowering after frosts



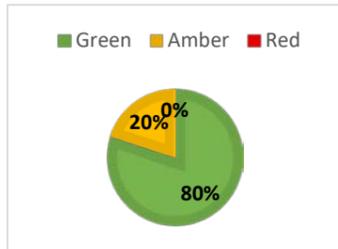
Mother of Millions at Legume



h) Special events, achievements of note, celebration

Funding secured from DPI to continue the Black Knapweed program and letter of offer received for the grant allocation regarding the Blackberry and Serrated Tussock programs.

12. Livestock Saleyards

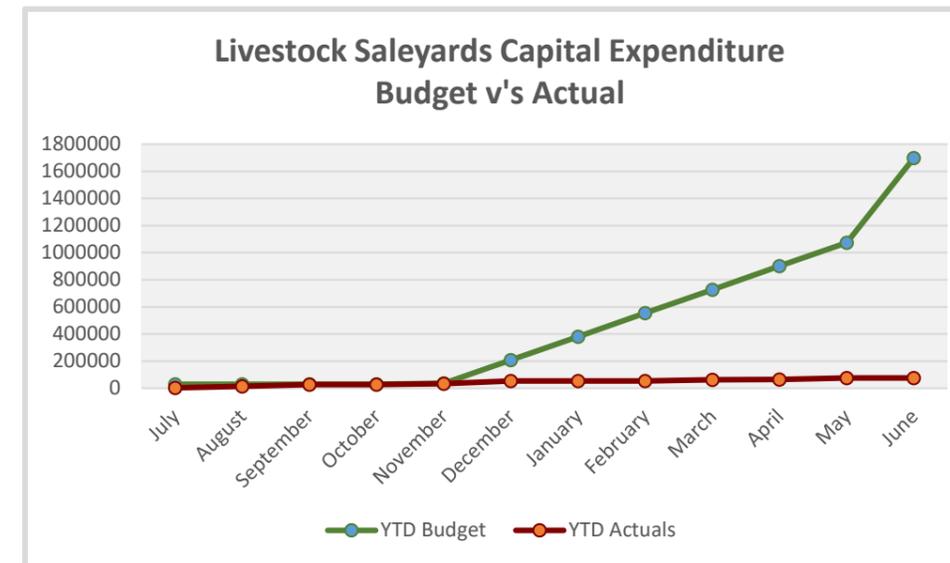
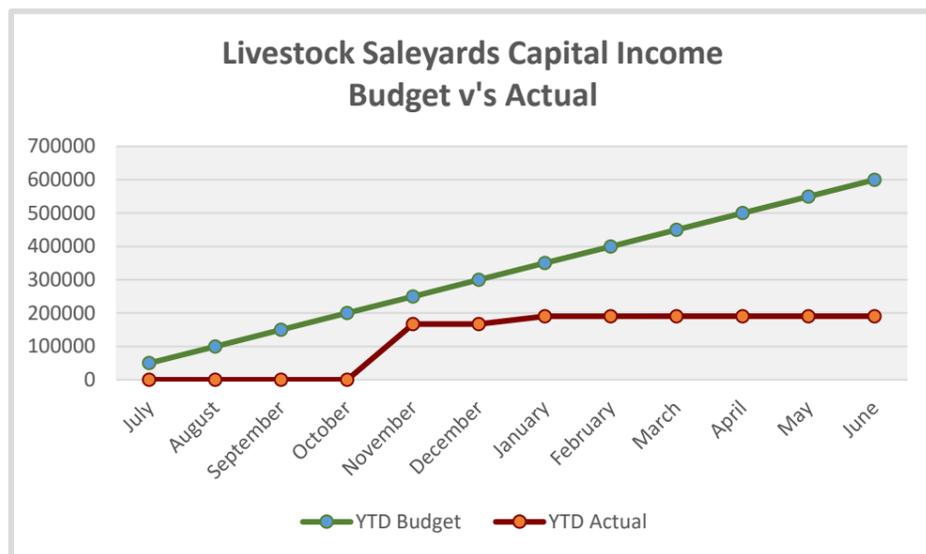
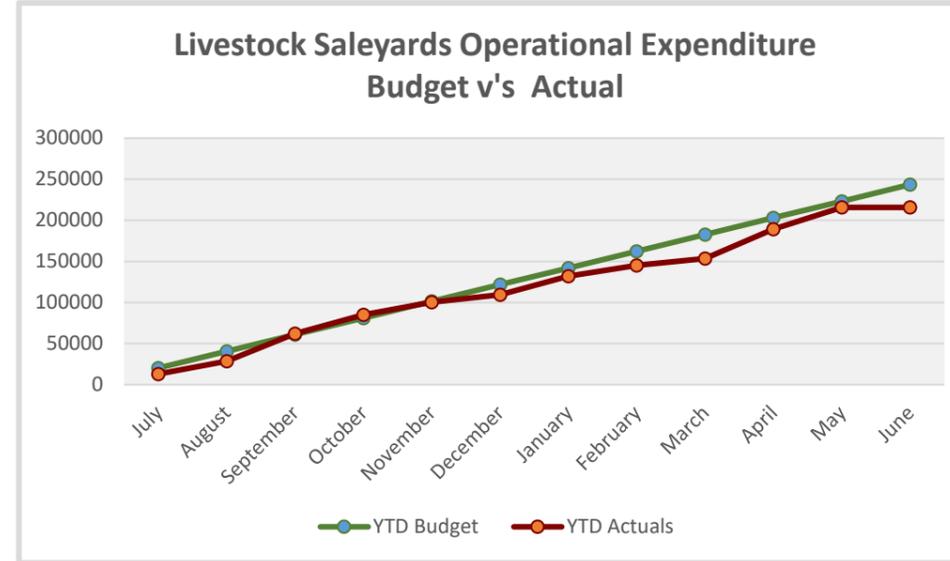
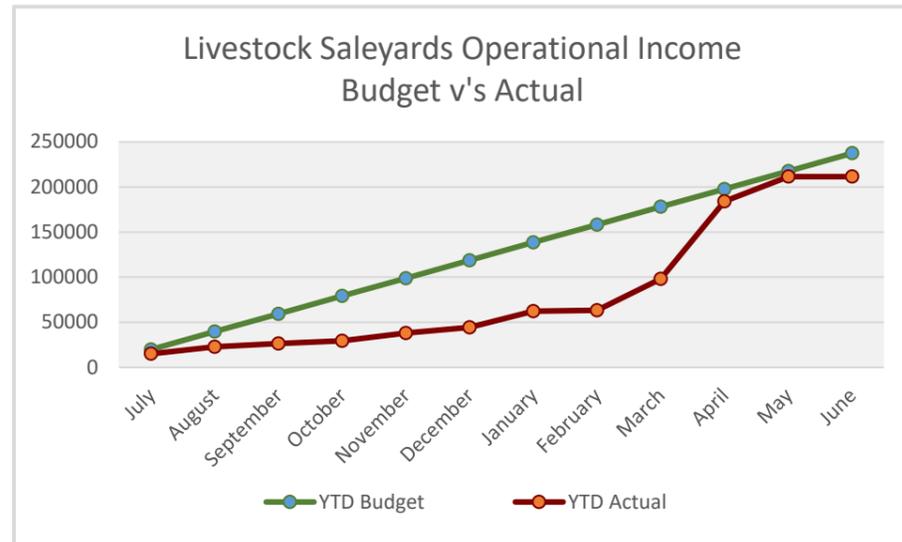


Under the 4 year Delivery Plan *Livestock and Saleyards* relates to planning, development, maintenance, operations and administration of the Saleyards. The Office of the Chief Corporate Officer directly oversees these outcomes.

a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 18/19	Officer	-1	0	Comments: (Business Manager to provide short precis.)
DP12.01) Ensure safe, effective and efficient operation of the Saleyards. <i>Saleyards: A - Chief Corporate Officer</i>	Continue to maintain the saleyards to a high standard.	<i>B: OSRUS C: OSRUS D: OSRUS</i>			<i>Regular maintenance completed within budgetary constraints. New office/ toilet block near completion</i>
	Conduct Saleyard Committee meetings.	<i>B: OSRUS</i>			<i>Saleyard Committee meetings are conducted every (3) months. 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>B: OSRUS D: OSRUS</i>			<i>All selling pens and drafting pens regravelled. There are 12 holding pens remaining to be cleaned and graveled. 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. Bio-security, Disease Management, plans prepared for Council meeting June. Working on Asset Management, Strategic and Management Plans for the Saleyards. Ensuring minimal water usage due to restrictions.</i>
DP12.02) Provide a financially sustainable saleyard operation, attractive to local producers. <i>Saleyards: A - Chief Corporate Officer</i>	Continue the timber rail replacement program and upgrade to ramp 4, with hard standing surface to reduce wash.	<i>B: OSRUS C: OSRUS</i>			<i>Completed all selling pens and drafting yards. Fully completed 15 holding pens. Looking at quotes to cement the area in front of ramp 4 to reduce wash, within budget.</i>
	Commencement of truck wash facility.	<i>B: OSRUS</i>		0	<i>Ongoing. Truck wash signage installed. New project manager engaged. DA has been exhibited for feedback. Truckwash and double height ramp going onto tender link. (1) Tender received and not accepted. Looking at further options.</i>

b) Budget



Capital Income:

Income for Truck Wash project approved but not received. Phasing is over the year when a payment is expected under one or two milestones and will be updated in due course.

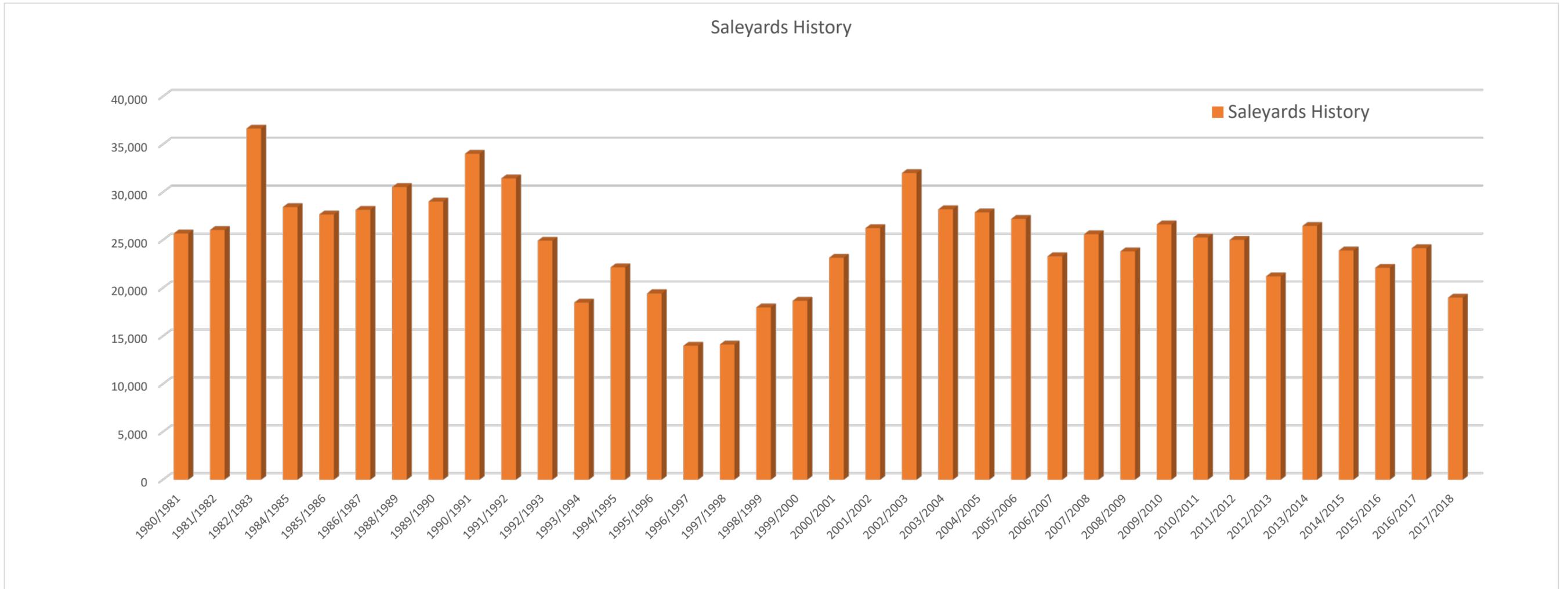
Capital Expenses:

	18/19 YTD Actuals May	18/19 YTD Budgets May	18/19 Full Year Review 3	18/19 Percentage Spent	Comments
Livestock Saleyards					
4220501. Renewal Timber Rails With Metal	20,482	28,440	31,025	66.02%	
4220503. Renew Agents Offices & Showers & Toilets	4,080	63,164	68,906	5.92%	
4220504. Improvements to Loading Ramps & Traffic Facilities (Saleyards Truck Wash)	-	1,275,722	1,391,697	0.00%	
4220506. Saleyard Truckwas Design	51,529	176,171	192,186	26.81%	
4220508. Installation of Fibre at Saleyards	-	4,583	5,000	0.00%	Not yet commenced
	76,091	1,548,080	1,688,814	4.51%	

General Saleyard maintenance has been reduced due to near completion of replacement of timber rails and upgrade of water trough floats. Less usage means less breakages, water trough usage and pen cleaning

Operational Income:

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



Operational Expense:

On budget;
 Major works being the timber rail replacement;
 Removing rock and graveling holding pens;
 Cleaning of selling pens.

c)Capital Projects

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

Truck wash program ongoing.

Construction of the new office/toilet near completion

Installation of NBN cabling from scale office to new office near canteen, ongoing.

Emerging Issues, Risks and Opportunities

Risk - More cattle being sold on Auction plus or being sent direct to feedlots or meatworks or other selling centres, reducing the throughput of cattle at the saleyards.

Opportunity - Installation of the truck wash this will increase income and possible throughput however will add to the expenditure;

Further increase in cost for non-sale cattle usage at the yards;

Increase in the throughput of cattle due to drought conditions.

d) The Business of Improving the Business

Further improvements to the removal of rocks and the gravelling of both selling and holding pens will increase throughput and less stressful on cattle;

Presenting the Saleyards to the public in a positive manner, presenting a well maintained facility.

Confidence in the management of the Livestock Selling Centre.

Draft Bio-security and Emergency Disease response plans completed ready for the June Council meeting.

EU audit conducted and no issues found.



Demolition of Old Saleyards Office



Construction of New Saleyards Office



e) Business Statistics

New South Wales

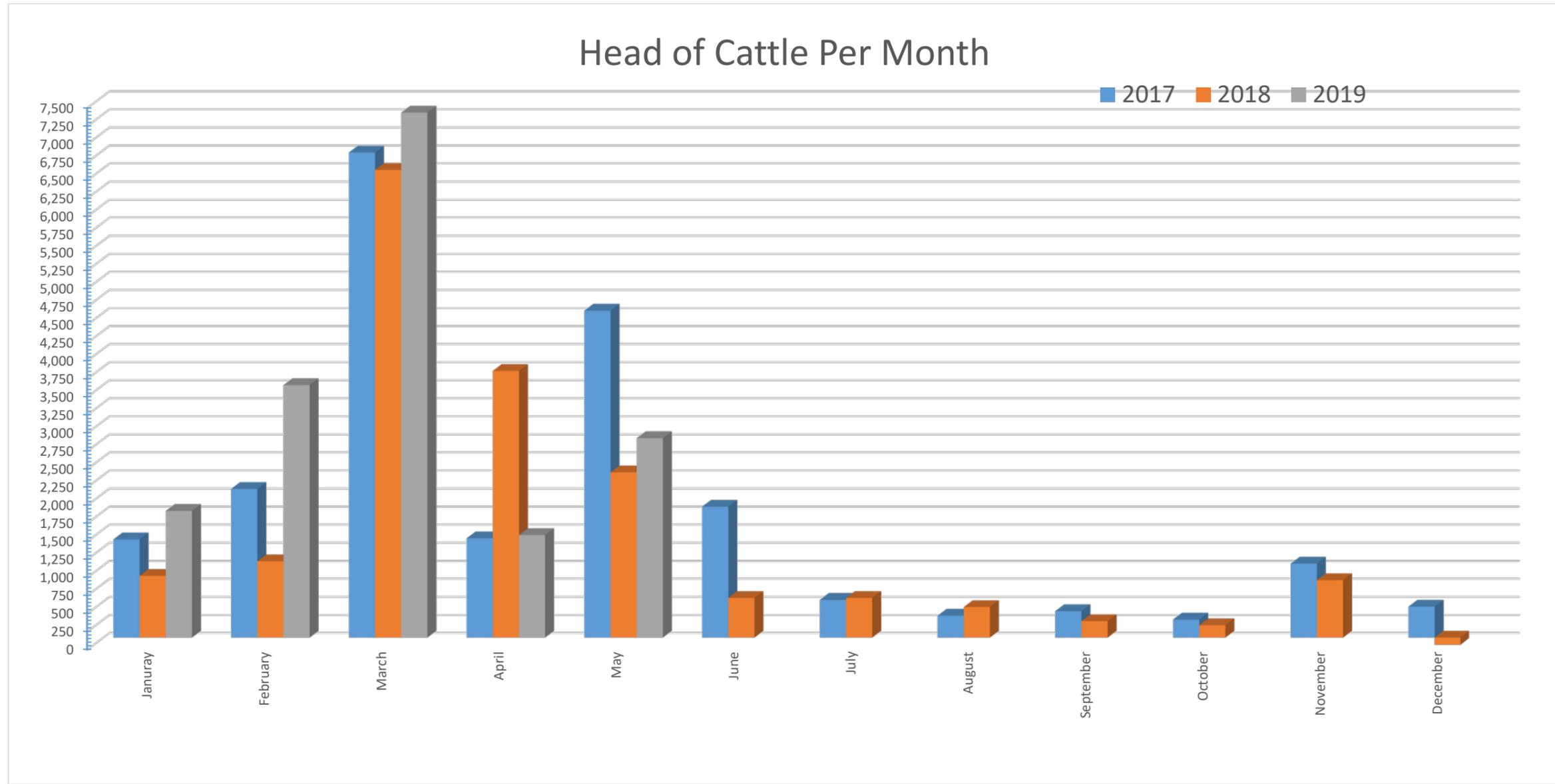
Cattle

Town	Saleyard	2016-17	2017-18	% of State	% Change
Dubbo	Dubbo Regional Livestock Market**	199,431	241,282	13.8%	21.0%
Wagga Wagga	Wagga Wagga Livestock Marketing Centre**	168,725	178,357	10.2%	5.7%
Carcoar	Central Tablelands Livestock Exchange**	129,006	172,925	9.9%	34.0%
Tamworth	Tamworth Regional Livestock Exchange**	114,895	137,745	7.9%	19.9%
Gunnedah	Gunnedah Regional Saleyard**	91,448	133,367	7.6%	45.8%
Casino	Northern Rivers Livestock Exchange**	119,572	92,010	5.3%	-23.1%
Inverell	Inverell Regional Livestock Exchange**	60,078	85,091	4.9%	41.6%
Yass	South Eastern Livestock Exchange**	66,062	77,709	4.4%	17.6%
Scone (Merriwa)	Scone & Upper Regional Saleyards**	59,119	73,085	4.2%	23.6%
Forbes	Central West Livestock Exchange**	59,911	70,063	4.0%	16.9%
Moss Vale	Southern Regional Livestock Exchange**	51,359	52,501	3.0%	2.2%
Armidale	New England Livestock Selling Facility**	40,120	48,951	2.8%	22.0%
Singleton	Singleton Regional Livestock Markets**	43,966	44,347	2.5%	0.9%
Maitland	Maitland Saleyards	41,022	40,754	2.3%	-0.7%
Mudgee	Mudgee Regional Saleyards	25,343	35,044	2.0%	38.3%
Grafton	Grafton Regional Livestock Selling Centre	44,579	33,180	1.9%	-25.6%
Kempsey	Kempsey Regional Saleyards	37,757	32,546	1.9%	-13.8%
Bega Valley	Bega Valley Saleyard / Pambula	28,182	22,363	1.3%	-20.6%
Lismore	Lismore Saleyards	20,521	20,063	1.1%	-2.2%
Dunedoo	Dunedoo Saleyards	19,209	19,993	1.1%	4.1%
Tenterfield	Tenterfield Livestock Selling Centre	24,151	19,027	1.1%	-21.2%
Glen Innes	Glen Innes Severn Regional Saleyards	23,278	18,612	1.1%	-20.0%
Cooma	Cooma Livestock Selling Centre	21,268	17,623	NA	NA
Narrabri	Narrabri Livestock Selling Centre	15,723	16,458	0.9%	4.7%
Finley	Finley Livestock Exchange**	11,851	13,367	0.8%	12.8%
Taree	Taree Town Head Selling Complex	*	11,000	0.6%	NA
Gloucester	Gloucester Saleyards	16,593	9,582	0.5%	-42.3%
Macksville	Macksville Saleyards	10,344	8,829	0.5%	-14.6%
Wauchope	Wauchope Saleyards	8,848	6,652	0.4%	-24.8%
Dorrigo (Bellingen)	Dorrigo Saleyards	9,563	5,401	0.3%	-43.5%
Deniliquin	Deniliquin Saleyards	5,189	5,369	0.3%	3.5%
Nabiac	Nabiac Saleyards	*	5,000	0.3%	NA
Cowra	Cowra Saleyards	6,963	4,161	0.2%	-40.2%
Gundagai	Gundagai Livestock Exchange	2,334	2,611	0.1%	11.9%
Dungog	Dungog Saleyards	1,547	2,463	0.1%	59.2%
Hay	Hay Saleyards	*	1,800	0.1%	NA
Denman	Denman Saleyards	*	1,440	0.1%	NA
Moruya	Moruya Saleyards	666	452	0.0%	-32.1%
Walgett	Walgett Saleyards	122	114	0.0%	-6.6%
Cootamundra	Cootamundra Saleyards	82	0	0.0%	-100.0%
Adelong	Adelong Saleyard	1,086	*	NA	NA
Braidwood	Braidwood Saleyards	15,762	*	NA	NA
Coonamble	Coonamble Regional Livestock Market	10,457	0	NA	NA
Goulburn	Goulburn Regional Livestock Exchange	8,118	*	NA	NA
Tumut	Tumut Saleyards	3,346	*	NA	NA
Walcha	Walcha Saleyards	1,681	*	NA	NA
Total		1,619,277	1,752,457		8.2%

*Survey data not supplied

** Reported by the National Livestock Reporting Service (NLRS)

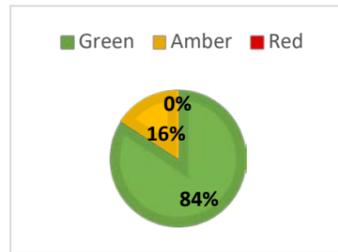
The National Livestock Reporting Service conducts an annual, voluntary survey of saleyard throughput figures by state. Care is taken to ensure the accuracy of the information contained in this publication. However MLA cannot accept responsibility for the accuracy or completeness of the information or opinions contained in the publication. You should make your own enquiries before making decisions concerning your interests. MLA accepts no liability for any losses incurred if you rely solely on this publication.



Duties at Saleyards

- Spraying Saleyards;
- General saleyards maintenance;
- Fence repairs;
- Progression with Truck Wash, plan and design changes;
- Repairs and cleaning to water troughs, canteen and toilets;
- Demolition of old office, toilet building

13. Planning and Regulation



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

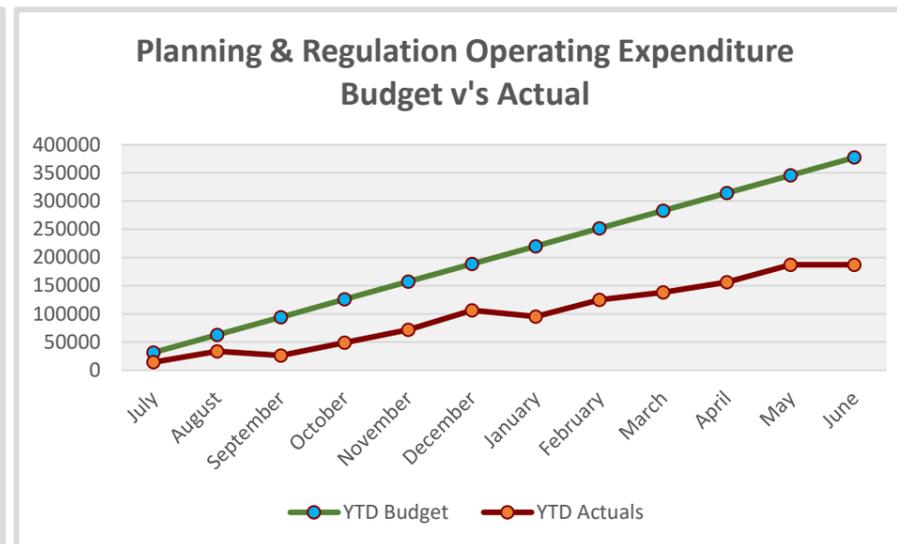
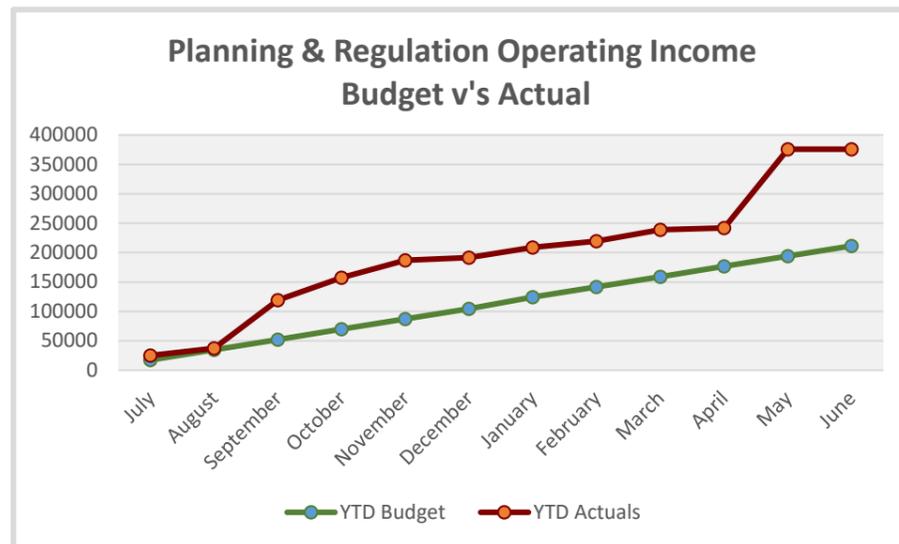
a) Delivery and Operational Plan precis

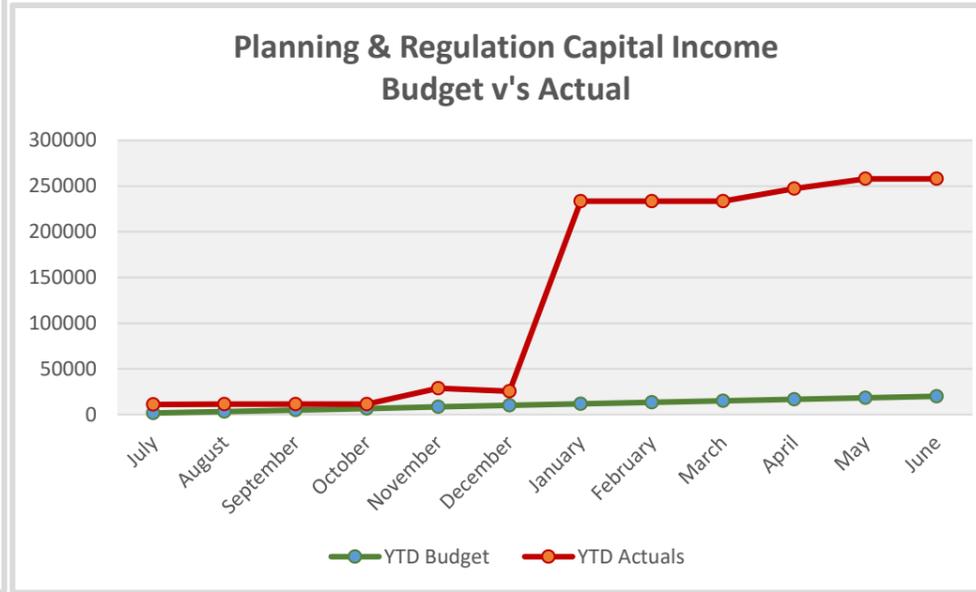
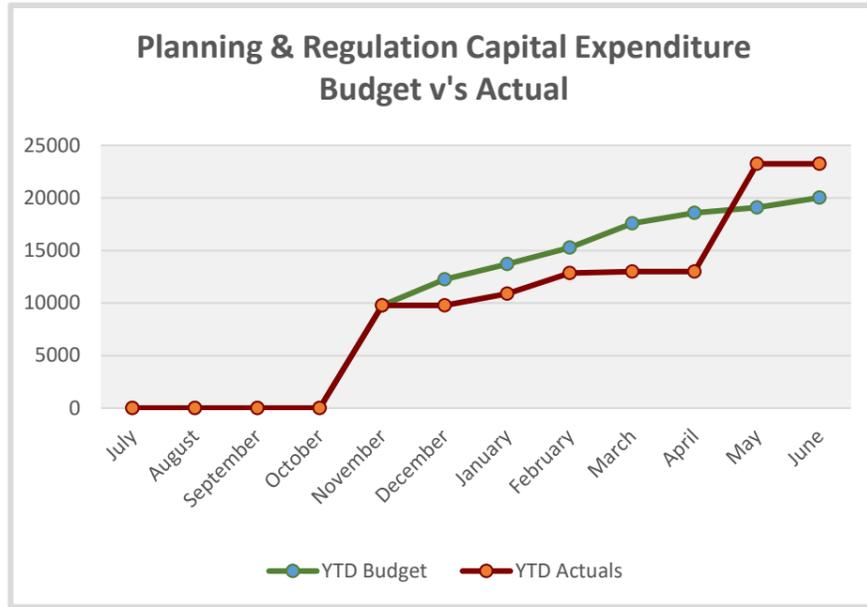
4 Year Delivery Program	1 Year Operational Plan 18/19	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP13.01) Assess and process construction certificate applications in accordance with legislation and Building Code. <i>Building and development: A – Chief Corporate Officer</i> <i>Regulated premises: A – Chief Corporate Officer</i> <i>Statutory planning certificates, unauthorised activity and building certification: A – Chief Corporate Officer</i>	Review current guideline documents and prepare new guideline document for Temporary Events.	B: SP C: SP D: SP			+1	Free pre-lodgment and inspections available for planning, building and heritage matters. Temporary Event Guideline document drafted and being reviewed.
	Undertake inspections of commercial and industrial buildings.	B: SP C: SP D: EHBS			+1	Undertaken as requested.
	Ensure that building certification and inspection is carried out as per National Construction Code and the requirements of the Building Professionals Board.	B: SP C: SP D: EHBS		0		Undertaken as requested. As of 1 July 2018 all mandatory inspections must be reported on line within 48 hours - staff have been consulting with Building Professionals Board - current technical issues with the APP.
DP13.02) Ensure that the community is provided with a high quality built environment that meets the needs of our ageing population. <i>Accountability 11.01: A – Chief Corporate Officer</i>	Monitor application of Tenterfield DCP and complete review of Chapter 8 – Signage & Outdoor Advertising.	B: SP C: SP D: SP			+1	(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.) Amendments incorporated in to Amended DCP October 2018.
DP13.04) The development of plans and applications for development consider the demand and provision of parking. <i>Accountability 11.06: A – Chief Corporate Officer</i>	As required when traffic studies completed – no specific action identified.	B: SP C: SP C: MAPP			+1	No recent traffic studies required or undertaken (with exception of the RMS driven Tenterfield Heavy Vehicle By-Pass).
DP13.06) Provision of advice and guidance on legislative compliance for the construction of dwellings and commercial/industrial buildings. <i>Building and development: A – Chief Corporate Officer</i> <i>Statutory planning certificates, unauthorised activity and building certification: A – Chief Corporate Officer</i>	Undertake review of existing rural residential subdivision potential in village locations as per council resolution.	B: SP C: SP D: SP			+1	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. Staff to attend workshop in July.
	Assess and determine regulatory applications, including Development Applications, Complying Development Certificates, Construction Certificates, Section 68 Certificates and Conveyancing Certificates.	B: SP C: SP D: SAPA D: EHBS			+1	Staff have commenced discussions and will undertake inspections with owners who lost buildings in the recent fires in mid June. 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.
DP13.07) Provide advice, planning and inspection that preserve and promotes the Shire’s heritage.	Liaison and oversight of the Heritage Advisor and community in the development and upgrade of heritage assets.	B: SP C: SP D: SP			+1	(Implanting pragmatic heritage management requirements is a Councillor priority objective.)

<i>Heritage: A – Chief Corporate Officer</i>						Ongoing – Heritage Advisor provides email and phone advice on heritage matters for residents. Funding of \$6000 pa received from OEH for 2019-2021 Consultant engaged to undertake Strategic Heritage Inventory Review as per Project Plan and \$100k funding received from Office of Environment and Heritage. Milestone 1 completed (gap analysis & additional items review) Milestone 3 & 4 completed (fieldwork and workshop).
	Advertise and seek applications for 2018/19 funding to local owners of heritage listed/conservation area items.	B: SP C: SP D: SP			+1	All claims finalized and OEH funding reimbursed to Council. Council has received funding for 2019-2021 \$550 pa.
	Provision of urban design planning – Strategise, collaborate and conceptualise urban design plans for all towns and villages.	B: SP C: SP D: SP			+1	Stronger Country Community funding will allow for urban design plans for Liston, Legume, Mingoola and Jennings. Draft plans being prepared for consultation with communities.
DP13.08) Provide systems and processes to ensure compliance with legislation and standards.	Undertake review of the Local Environmental Plan and associated Development Control Plan.	B: SP C: SP D: SP			+1	LEP review commenced which will incorporate a review of current provisions on a broad scale (including Crematorium prohibition in RU5 Zone), preparation of Planning Proposal document underway - to be presented to Council 2019. Complete review to be carried out after LSPS are completed.
<i>Domestic animals regulation: A – Chief Corporate Officer</i>	Land Use Data and Reporting – Collate and manage data, mapping and reporting.	B: SP C: SP D: EHBS			+1	All mandatory data reporting completed for the month.
<i>Public health regulatory: A – Chief Corporate Officer</i>	Administer the Companion Animals legislation across the Shire and operate pound facility.	B: OSRUS C: R D: R			+1	(Improved control of animals is a Councillor priority objective) Enforcement of the Local Orders for the keeping of Animals policy has reduced animal complaints and impounding, which leads to less animals being euthanized. Pound records are submitted to local government each month.
<i>DA/BA Compliance: A – Chief Corporate Officer</i>	Develop, deliver and manage a Development Application/Building Application compliance audit process.	B: SP C: SP D: EHBS		0		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. Proposed amendments to planning rules are expected to be implemented in 2019 - the Department of Planning & Environment are currently considering feedback received during the exhibition period. Ongoing discussions with owners of land where unauthorized developments observed. 3 new developments observed and under investigation. Legal proceedings underway with one longstanding matter of unauthorized caravan occupation.
	Assess and process swimming pool barrier compliance certificate applications.	B: SP C: SP D: EHBS			+1	No applications received in May.
	Carry out food premises inspections to ensure compliance with the Food Act.	B: SP C: SP D: EHBS			+1	(Regulation and inspection of food premises is a Councillor priority objective.) Inspections scheduled to be completed prior to end FY.
	Undertake a food premises operator workshop to advise of latest legislative requirements.	B: SP C: SP D: EHBS		0		Resource capacity constraints.
DP13.09) Provide systems and processes to manage excess vegetation to ensure land and premises are in a safe and/or healthy condition.	Notices and Orders to be issued or served where necessary as per the Local Government Act, EPA Act and POEO Act and Associated Regulations.	B: SP C: SP D: EHBS			+1	No notices or orders issued.

<p><i>Pollution regulation: A – Chief Corporate Officer</i> <i>Public health regulatory: A – Chief Corporate Officer</i></p>					
<p>DP13.10) Identify, plan and enhance local environments in partnership with the community and stakeholders.</p> <p><i>Land use reporting: A – Chief Corporate Officer</i> <i>Roads and footpath enforcement: A Chief Corporate Officer</i> <i>Illegal dumping: A Chief Corporate Officer</i> <i>Domestic animal management: A Chief Corporate Officer</i></p>	<p>Preparation of the 2018/19 State of the Environment Report.</p>	<p><i>B: SP</i> <i>C: SP</i> <i>D: SP</i></p>		<p>+1</p>	<p><i>State of Environment Report to be completed Oct/Nov 2019.</i></p>

b) Budget





Capital Income:

Section 94 developer contributions comprise all capital income.

Capital Expenses:

Nil YTD.

Operational Income:

Showing as above budget due to timing of cash flows.

Operational Expense:

No significant variance.

c) Capital Projects

	18/19 YTD Actuals May	18/19 YTD Budgets May	18/19 Full Year Review 3	18/19 Percentage Spent	Comments
Planning & Regulation					
3009000. Tenterfield Shire - Vibrant & Connected Legume SCCF Round 1	3,073	13,768	15,020	0.00%	
3010200. Local Heritage Strategic Project	144	45,696	49,850	0.00%	
	3,217	13,768	64,870	0.00%	

Schedule SCCF - Stronger Country Community Fund

Project Number	Project Name	Location	Milestone 1 Complete		Milestone 2 Complete		Milestone 3 Complete		Total
			By		By		By		
SCCF2-1069	Tenterfield Shire - Vibrant and Connected	247 Rouse St, Tenterfield NSW 2372; Multiple locations across the Shire in each of its towns and villages.	31/01/2019 \$195,657	+1	30/08/2019 \$195,657	0	1/10/2020 \$201,587	0	\$592,901
Comments	Heritage Walk interpretive signage locations determined and reviewed by Heritage Committee, drafting of wording underway - quotes received for signs. First Payment has been made.								

d) Emerging Issues, Risks and Opportunities

Current vacant Health and Building Surveyor position. An increase in applications lodged was experienced in May, with 20 received and 19 consent issued. Temporary certifier continues to operate for 2-3 days each fortnight and will cover leave for health and building surveyor. Additional administration support secured for 4 days/week to assist in this area.

e)The Business of Improving the Business

SWOT ANALYSIS

Planning – (SP)

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

f) Customers

Companion Animal Activities

- Zero (0) dogs and One (1) cat were impounded in May;
- Four (4) dogs and Zero (0) cats were surrendered in May;
- One (1) dogs and One (1) cats were euthanased; and
- Zero (0) dogs were picked up and returned to the owner without being impounded.
- Three (3) dogs/pups were rehomed through a rehoming organisation.

Registration

- There were a total of six (6) dogs, zero (0) cats and zero (0) working dogs permanently identified (micro-chipped) and registered in May.

Barking/Nuisance Dogs

- One (1) barking complaints was received in May.

Dog Attacks

- Zero (0) dog attacks were reported in May.

Illegal Dumping

- Zero (0) incidents of illegal dumping in May were reported.

Untidy/Unhealthy Premises

- One (1) complaint has been received regarding untidy and unhealthy premises in May.

Infringement Notices

- Zero (0) infringement Notices were issued (Companion Animals related) in May.
- Zero (0) Infringement Notices were issued for parking offences in May however patrols are continuing.

g) Business Statistics

APPLICATIONS FOR DEVELOPMENT LODGED WITH COUNCIL IN MAY 2019

App No.	Lodged	Applicant	Lot/Sec/DP	Location	Development
DA 2019.041	01-May-19	Rhombus Contracting (Transfer Station Shed Extension)	491/751540	121 Sunnyside Loop Road, Tenterfield	Shed - Extension to Existing Transfer Station Building
DA 2019.042	01-May-19	DJL Consolidated Pty Ltd (Lancaster)	2/1057855	193 East Street, Tenterfield	Shed
CDC 2019.043	02-May-19	Rhombus Contracting (Jordan)	B/10237	53 Molesworth Street, Tenterfield	Hobby/Storage Shed
DA 2019.044	02-May-19	Woodenbong Trailbike Ride (Ray Buchanan)	Multiple	West of Woodenbong Properties, Koreelah	Special Event - Trailbike Ride
DA 2019.045	03-May-19	KANE Robert & Desley	2/835385	62 Mud Flat Road, Drake	Roof structure over existing buildings
DA 2019.046	03-May-19	Gilbert Building Pty Ltd (C-LINK (QLD) Pty Ltd (Justin & Vikki Rowe)	95/751507	206 Timbarra Road, Tenterfield	Dwelling
DA 2019.047	08-May-19	HUTH Shane Francis & Donna Maree	20/751081	7174 Mount Lindesay Road, Cullendore	Installation of Previously Used Residence & Construction of a Deck
DA 2019.048	10-May-19	STANFORD Rodney & Marianne	3/839289	80 Derby Street, Tenterfield	Two (2) Story Dwelling With Attached Garage
DA 2019.049	13-May-19	CURRY Glen & HILLIER Troy	121/1220542	60 Polworth Street, Tenterfield	Awning
DA 2019.050	16-May-19	WAIT Richard & Jacqueline	70/751541	Timbarra Road, Tenterfield	Installation of Previously Used Residence
DA 2019.051	16-May-19	Rhombus Contracting (TSC - Saleyards)	B/920627	66-80 Boundary Road, Tenterfield	Demolition of Existing Building & Construction of New Office/Toilet Building
DA 2019.052	16-May-19	HOLLEY Bradley (Petrie)	2/35956	1 Jubilee Street, Tenterfield	Demolition of Existing Sheds & Construction of New Shed
DA 2019.053	16-May-19	McCOTTER Kellie	8/56/758959	90 Bulwer Street, Tenterfield	Installation of Previously Used Residence
DA 2019.054	17-May-19	MORRIS Rex & Marilyn	4/1/758540	2 Duke Street, Jennings	Shed
DA 2019.055	17-May-19	RAWNSLEY Derek & PAINE Janine	151/864708	632 Sugarbag Road, Drake	Tourist & Visitor Accommodation (Backpacker Accommodation)
DA 2019.056	22-May-19	CROTTY Cole Michael (McDonald)	15/60/758959	98 Wood Street, Tenterfield	Alterations & Additions to Existing Dwelling
DA 2019.057	27-May-19	CURRY Glen Andrew	122/1220542	46 Polworth Street, Tenterfield	Shed
DA 2019.058	29-May-19	DONADEL Darren & Jennifer	2/111989	281 Bryans Gap Road, Tenterfield	Extension to Existing Building
DA 2019.059	29-May-19	Enerparc Australia Pty Ltd (Benjamin Hannig) - Silver Downs Farms	85, 87, 89 & 90/751540	Old Racecourse Road, Tenterfield	Electricity Generating Works - Solar Farm
DA 2019.060	31-May-19	Cawongla Pty Ltd T/A GNE Sheds & Kit Homes (Saunders)	2/1111878	48 Ballandean Street, Jennings	Garage

DETERMINATIONS ISSUED – MAY 2019

App No.	Lodged	Date of Approval	No. of Days	Applicant	Lot/Sec/DP	Locality	Description of Development
DA 2019.007	23-Jan-19	6-May-19	105 Days	BALL Shane & Pauline	6/751488	29 Catarrah Creek Road, Torrington	Shed & Use of 2 Shipping Containers
DA 2019.034	04-Apr-19	17-May-19	44 Days	NEAVES Colin John	2/218424 & 3/1221384	185 Ridge Road, The Summit	Resource Transfer Station
DA 2019.036	17-Apr-19	9-May-19	23 Days	SKINNER Susan Kaye	11/78/758959	1 Scott Street, Tenterfield	2 x Shipping Containers
DA 2019.037	26-Apr-19	21-May-19	26 Days	WHITMORE Raymond John	307/751083	30 Stoney Ridge Road, Liston	Extension & Alterations to Existing Dwelling
DA 2019.039	29-Apr-19	10-May-19	12 Days	COWLEY Peter Terrence	7/55/666802	247 Douglas Street, Tenterfield	Storage Shed
DA 2019.040	30-Apr-19	27-May-19	17 Days	SNT Projects Pty Ltd (Serge Rosato)	10/1241545	159 Rouse Street, Tenterfield	Above Ground Fuel Tanks
DA 2019.041	01-May-19	1-May-19	0 Days	Rhombus Contracting (Transfer Station Shed Extension)	491/751540	121 Sunnyside Loop Road, Tenterfield	Shed - Extension to Existing Transfer Station Building
DA 2019.042	01-May-19	9-May-19	9 Days	DJL Consolidated Pty Ltd (Lancaster)	2/1057855	193 East Street, Tenterfield	Shed
CDC 2019.043	02-May-19	2-May-19	0 Days	Rhombus Contracting (Jordan)	B/10237	53 Molesworth Street, Tenterfield	Hobby/Storage Shed
DA 2019.044	02-May-19	8-May-19	7 Days	Woodenbong Trailbike Ride (Ray Buchanan)	Multiple	West of Woodenbong Properties, Koreelah	Special Event - Trailbike Ride
DA 2019.045	03-May-19	16-May-19	14 Days	KANE Robert & Desley	2/835385	62 Mud Flat Road, Drake	Roof structure over existing buildings
DA 2019.047	08-May-19	24-May-19	17 Days	HUTH Shane Francis & Donna Maree	20/751081	7174 Mount Lindesay Road, Cullendore	Installation of Previously Used Residence & Construction of a Deck
DA 2019.048	10-May-19	22-May-19	13 Days	STANFORD Rodney & Marianne	3/839289	80 Derby Street, Tenterfield	Two (2) Story Dwelling With Attached Garage
DA 2019.050	16-May-19	31-May-19	16 Days	WAIT Richard & Jacqueline	70/751541	Timbarra Road, Tenterfield	Installation of Previously Used Residence
DA 2019.051	16-May-19	24-May-19	9 Days	Rhombus Contracting (TSC - Saleyards)	B/920627	66-80 Boundary Road, Tenterfield	Demolition of Existing Building & Construction of New Office/Toilet Building
DA 2019.052	16-May-19	28-May-19	13 Days	HOLLEY Bradley (Petrie)	2/35956	1 Jubilee Street, Tenterfield	Demolition of Existing Sheds & Construction of New Shed
DA 2019.053	16-May-19	30-May-19	15 Days	McCOTTER Kellie	8/56/758959	90 Bulwer Street, Tenterfield	Installation of Previously Used Residence
DA 2019.054	17-May-19	29-May-19	13 Days	MORRIS Rex & Marilyn	4/1/758540	2 Duke Street, Jennings	Shed
DA 2019.056	22-May-19	31-May-19	10 Days	CROTTY Cole Michael (McDonald)	15/60/758959	98 Wood Street, Tenterfield	Alterations & Additions to Existing Dwelling

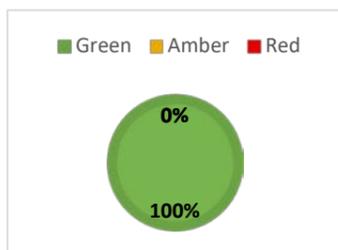
APPLICATIONS CURRENTLY OUTSTANDING (AS AT 11 JUNE 2019)

Application No.	Lodged	Status of Application/Comment	Applicant	Location	Proposed Development
DA 2017.045	18-Apr-17	Information Required from Applicant Insufficient Information provided to complete assessment	Currie Brown Australia P/L	1823 New England Hwy, Jennings	Demolition of Existing Service Station & Construction of New Service Station
DA 2018.072	6-Aug-18	Information Required from Applicant Insufficient Information provided to complete assessment	Tenterfield Shire Council	66-80 Boundary Road, Tenterfield	Truck Wash Facility
DA 2018.089	03-Oct-18	Information Required from Applicant Insufficient Information provided to complete assessment	BRENNAN Anne & JONES Chris	84 Robinsons Lane, Tenterfield	Function Centre
DA 2019.023	13-Mar-19		Magoffin & Deakin Pty Ltd Architects (Michael McPhillips)	126 Duncan Street, Tenterfield	Addition to Existing Nursing Home
DA 2019.026	20-Mar-19		HANSEN Mark Roger Henning	508 Rouse Street, Tenterfield	Installation of Previously Used Residence
DA 2019.038	29-Apr-19	Awaiting NSW RFS Recommendations All Council Requirements Completed	BONNER David John	5425 Mt Lindesay Road, Liston	Six Lot (Staged) Subdivision
DA 2019.046	03-May-19	Information Required from Applicant All Council Requirements Completed	GILBERT Gregory William	206 Timbarra Road, Tenterfield	Dwelling
DA 2019.055	17-May-19	Awaiting NSW RFS Recommendations Insufficient Information provided to complete assessment	RAWNSLEY Derek & PAINE Janine	632 Sugarbag Road, Drake	Tourist & Visitor Accommodation (Backpackers Accommodation)
DA 2019.059	29-May-19		Enerparc Australia Pty Ltd (Benjamin Hannig)	Old Racecourse Road, Tenterfield	Electricity Generating Works - Solar Farm

FY 18/19 Development Statistics

		Dwellings	Additions/ Renovations to Existing Dwellings	Garages, Carports & Sheds	Commercial or Industrial Works	Subdivision	Recreation/ Tourism	FY 18/19 Monthly Total	FY 17/18 Monthly Total
Jul-18	No.	3	1	3	0	2	1	10	10
	Value	\$500,000.00	\$12,000.00	\$72,905.00	\$0.00	\$0.00	\$10,000.00	\$594,905.00	\$980,385.00
Aug-18	No.	1	3	2	1	0	1	8	10
	Value	\$186,000.00	\$108,000.00	\$48,500.00	\$1,193,325.00	\$0.00	\$0.00	\$1,535,825.00	\$701,000.00
Sep-18	No.	4	1	2	3	0	1	11	12
	Value	\$1,727,137.00	\$7,931.00	\$43,363.00	\$372,000.00	\$0.00	\$200,000.00	\$2,350,431.00	\$1,069,200.00
Oct-18	No.	6	4	7	3	0	1	21	22
	Value	\$842,000.00	\$200,470.00	\$188,555.00	\$354,500.00	\$0.00	\$200,000.00	\$1,785,525.00	\$1,933,814.00
Nov-18	No.	6	0	3	1	5	1	16	14
	Value	\$1,168,712.00	\$0.00	\$73,260.00	\$180,000.00	\$0.00	\$30,000.00	\$1,451,972.00	\$1,480,894.00
Dec-18	No.	0	1	0	1	0	0	2	5
	Value	\$0.00	\$19,700.00	\$0.00	\$60,000.00	\$0.00	\$0.00	\$79,700.00	\$321,464.00
Jan-19	No.	3	2	3	0	2	1	11	5
	Value	\$1,261,629.00	\$52,117.00	\$59,200.00	\$0.00	\$0.00	\$59,000.00	\$1,431,946.00	\$292,063.00
Feb-19	No.	2	1	2	1	0	0	6	15
	Value	\$315,000.00	\$17,000.00	\$44,304.00	\$10,000.00	\$0.00	\$0.00	\$386,304.00	\$702,039.00
Mar-19	No.	4	2	3	3	0	2	14	11
	Value	\$834,154.00	\$39,900.00	\$52,146.00	\$4,615,632.00	\$0.00	\$0.00	\$5,541,832.00	\$708,108.00
Apr-19	No.	0	1	5	2	2	0	10	10
	Value	\$0.00	\$105,000.00	\$116,570.00	\$40,000.00	\$0.00	\$0.00	\$261,570.00	\$652,780.00
May-19	No.	5	2	6	5	0	2	20	12
	Value	\$1,670,500.00	\$189,500.00	\$195,359.00	\$23,729,130.00	\$0.00	\$215,000.00	\$25,999,489.00	\$1,239,724.00
Jun-19	No.							0	8
	Value							\$0.00	\$396,838.00
No. (Year to Date)		34	18	36	20	11	10	129	134
FY 18/19 Total Value (Year to Date)		\$8,505,132.00	\$751,618.00	\$894,162.00	\$30,554,587.00	\$0.00	\$714,000.00	\$41,419,499.00	
FY 17/18 Total Value		\$7,770,616.00	\$699,420.00	\$1,058,410.00	\$872,963.00	\$0.00	\$76,900.00		\$10,478,309.00

14. Buildings and Amenities

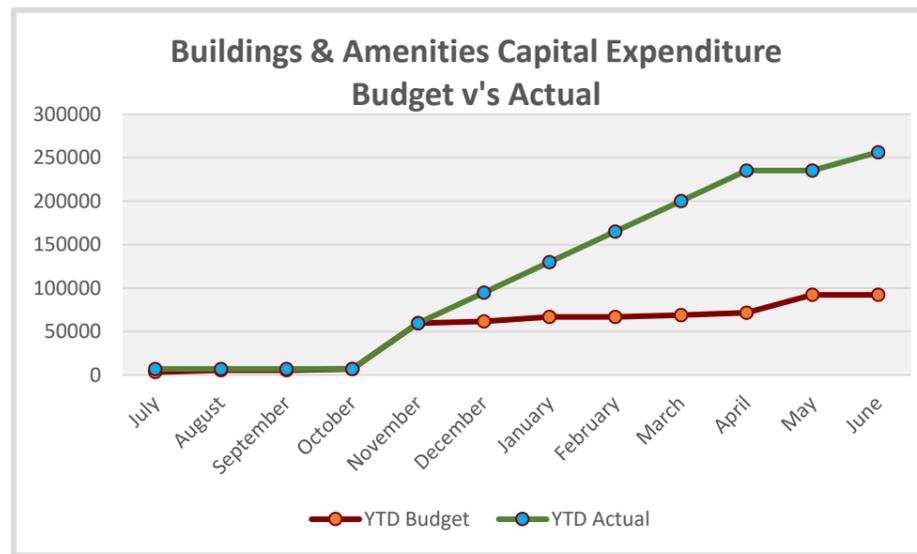
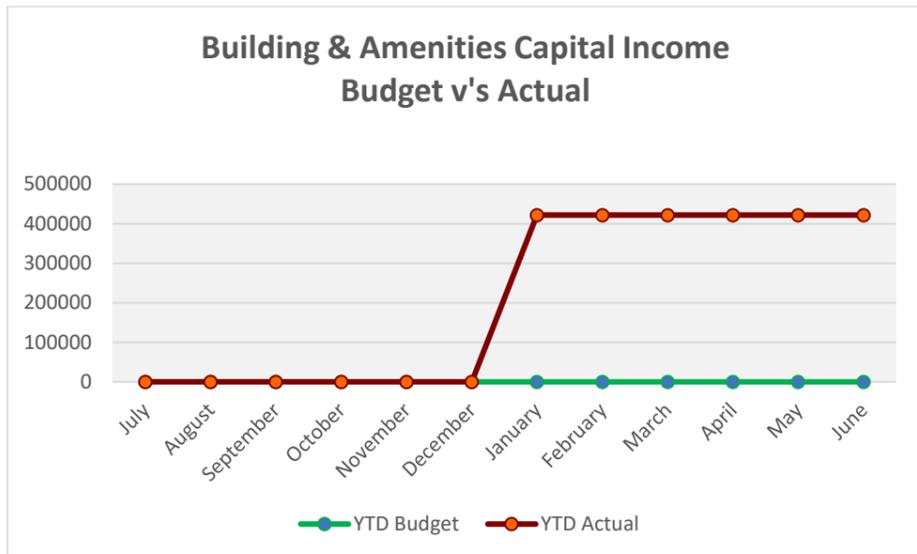
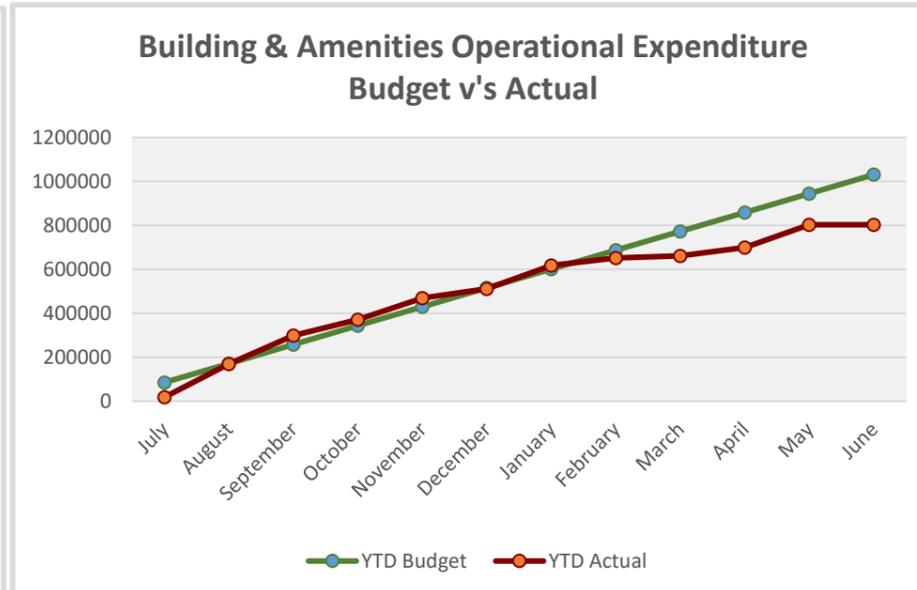
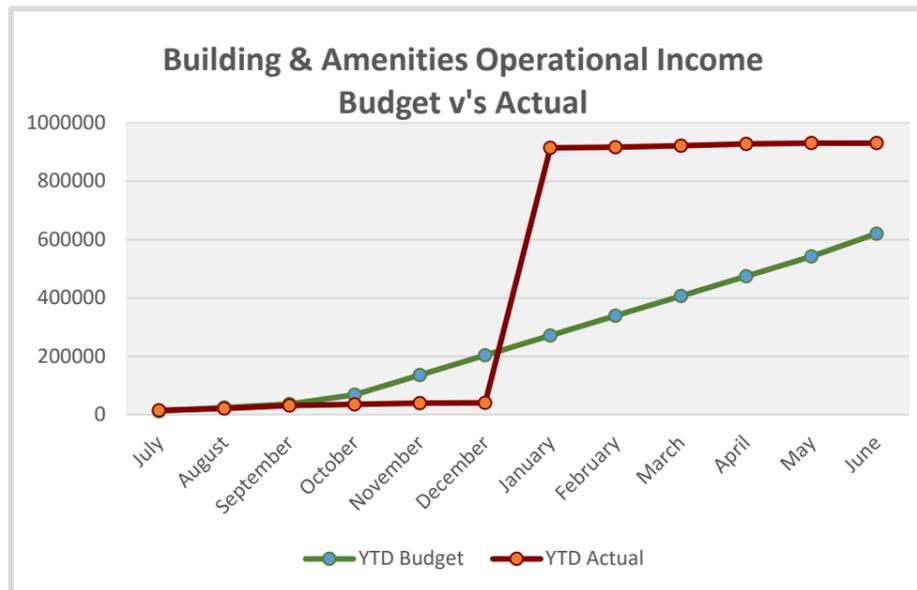


Under the 4 year Delivery Plan *Buildings and Amenities* relates to: energy management and conservation, asset planning and maintenance scheduling; building and amenities utilisation, income generation and administration. The Office of the Chief Corporate Officer directly oversees these outcomes.

a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 18/19	Officer	-1	0	+1	Comments:
DP14.01) Provide systems and processes to identify opportunities to reduce the energy consumption of Council owned buildings and amenities. <i>Community & corporate buildings: A – Chief Corporate Officer</i>	Continued development and delivery of the Building and Amenities Asset Management plan. To incorporate: Commercial, Residential, Recreational, Community Halls, Buildings and Facilities.	<i>B:PBLC C:PBLC D:EHBS</i>			+1	<i>Property Asset Database Project due to commence mid-February 2019. Inspections carried out, awaiting the report from the Consultant.</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>B:PBLC D:EHBS</i>			+1	<i>Inspections carried out, awaiting the report from the Consultant to review.</i>
	Identify repair work and potential projects through the Inspection and Maintenance Schedules.	<i>B:PBLC D:EHBS</i>			+1	<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. Liston and Legume Halls were inspected as part of the Stronger Country Community Grants; funding has been announced. The Band Hall, a scope of work has been drafted.</i>
	Progress Council Chambers and Administration Building – Refurbishment from briefing stage to project delivery.	<i>B:PBLC C:PBLC D:EHBS</i>			+1	<i>Initial schematic design has been completed, further design development has commenced. Grant funding has been approved for the Emergency Management Centre.</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>B:PBLC C:PBLC D:PS</i>			+1	<i>Some templates already exist. Development of performers and generic contracts has commenced. Some specialised leases are required and are prepared accordingly. Documentation of Process to be completed.</i>

a) Budget



Capital Income:

Capital income received for:

1. The Stronger Country Communities Grant – Memorial Hall, Archery Club, Liston Hall, Public Toilets at Legume, Liston, Jennings & Urbenville
2. Infrastructure Grant from Office of Responsible Gambling - Emergency Management Centre

Capital Expenses:

To date work has commenced on the following projects, expenditure is expected to increase in the coming months.

1. School of Arts – building works commenced.

2. Refurbishment and Emergency Management Centre – infrastructure grant approved with Office of Responsible Gambling, developing documentation and design.
3. Council Housing Repaint Exteriors – not to proceed this financial year due to lack of available trades people
4. Development of Infrastructure Renewal Program (Property Asset Database Project) – inspections carried out, draft report from Consultant received.
5. Council House Renewal – Building works have commenced. Stage 2 of works being finalised.
6. Memorial Hall – program, scope and consultants to be engaged.
7. Legume Community Hall – construction has commenced.

1. Ten FM Shed – Complete
2. Administration Building Air-Conditioning - Complete

Operational Income:

No additional funds.

Operational Expense:

No significant variance to date. On track.

b) Capital Projects

	18/19 YTD Actuals May	18/19 YTD Budgets May	18/19 Full Year Review 3	18/19 Percentage Spent	Comments
Buildings & Amenities					
4200501. Admin Building -- Refurbishment	6,418	79,362.25	86,577	7.41%	
4200503. Admin Building - Replace Carpet	111	-	-	0.00%	
4200506. Admin Building - Air Conditioning	19,600	17,967	19,600	100.00%	Completed
4200507. Council Chambers Refurbishment	-	-	-	0.00%	Not yet commenced
4205500. Housing - Repaint Exteriors	-	22,670	24,731	0.00%	Not yet commenced
4205501. Council Houses Renewal	20,916	26,555	28,969	72.20%	Kitchens in two houses commenced
4210501. Replace Existing Shed 2-Ten-FM	32,148	29,469	32,148	100.00%	Completed
4230508. Property Asset Database Project	-	27,500	30,000	0.00%	Payment under negotiation
4232000. Legume Hall Reclad	13,000	50,417	55,000	23.64%	
	92,193	253,940	256,425	35.95%	

Schedule SCCF - Stronger Country Community Fund

Project Number	Project Name	Location	Milestone 1 Complete By		Milestone 2 Complete By		Milestone 3 Complete By		Total
SCCF2-1023	Tenterfield Memorial Hall Sporting Complex	95 Molesworth St, Tenterfield NSW 2372	31/01/2019 \$328,980	+1	30/11/2019 \$328,980	0	30/09/2020 \$338,948	0	\$996,908

Comments	Scope for external consultants to be advertised in Tenderlink. Expression of Interest received by some consultants. First payment has been received.								
Project Number	Project Name	Location	Milestone 1 Complete By		Milestone 2 Complete By		Milestone 3 Complete By		Total
SCCF2-1091	Liston Community Hall Toilets and Games Room Extension	Stanthorpe St, Liston NSW 2372	31/01/2019 \$36,764	+1	30/10/2019 \$36,764	0	2/03/2020 \$37,877	0	\$111,405
Comments	Out for pricing, site visit scheduled with interested contractors 19 June. First payment has been received.								
Project Number	Project Name	Location	Milestone 1 Complete By		Milestone 2 Complete By		Milestone 3 Complete By		Total
SCCF2-0769	Tenterfield Archery Shelter Area	36 Dam Road, Tenterfield NSW 2372	31/01/2019 \$17,820	+1	31/09/2019 \$17,820	0	31/09/2019 \$18,360	0	\$54,000
Comments	Builder engaged, construction to commence August and be complete at the end of the month. First payment has been received.								

c)Emerging Issues, Risks and Opportunities

Council Chambers & Administration Renovations –grant approved to assist with the Emergency Management Centre.

Classification processes have commenced for Plans of Management (POMs) for the Crown Land Management Act 2016.

Awaiting Ministers consent to become manager of part of Crown Land at Mingoola to construct RFS shed.

Crown Land near Band Hall, investigations regarding the future of the parcels near the Band Hall, ongoing.

Mt Mackenzie Telecommunication Towers, upgrades to Optus equipment approved, review of agreement required. New Crown Land License to be obtained, including identification survey to be completed. Contract with Visionstream signed for Critical Communications Enhancement Program. Letter from Rebel Radio Station requesting to share the Council Array on the tower to improve their broadcasting capacity.

Stronger Country Communities Grant Received, Tenterfield Memorial Hall upgrade, amenities at Urbenville, Legume, Liston and Jennings. High risk for delivery due to limited resources and tight timeframe. Opportunity for engaging consultants and local trades people to deliver project.

Archery, builder engaged construction to commence and be completed by the end of August.

Skate Park Grant Application, lodged 22 March 2019 notice of success or otherwise due August 2019.

Kitchen upgrade of 29 High Street being finalised, defects to be addressed.

d) The Business of Improving the Business

Additional resourcing to be sought to assist with delivering the grant related projects in a short timeframe.

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

Currently reviewing leasing portfolio and rate of return.

e) Customers

Nil to report

f) Business Statistics

Assisting with projects across other portfolios:

- School of Arts Windows Restoration – Works commenced
- Cemetery Masterplan – deferred to financial year 2019/2020 due to increased grant funding and project work with limited resources.

g) Special events, achievements of note, celebrations



Stronger Country Communities Grant
Archery



BEFORE

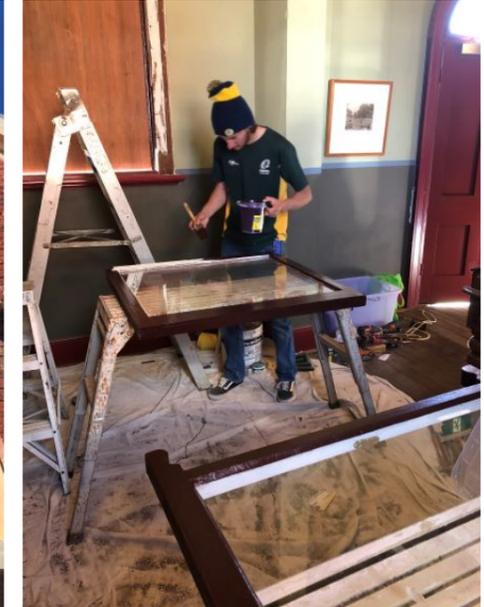
29 High Street, Tenterfield
Kitchen Renovation



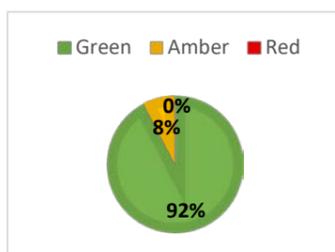
AFTER



School of Arts Window Restoration Projects



15. Parks, Gardens and Open Space



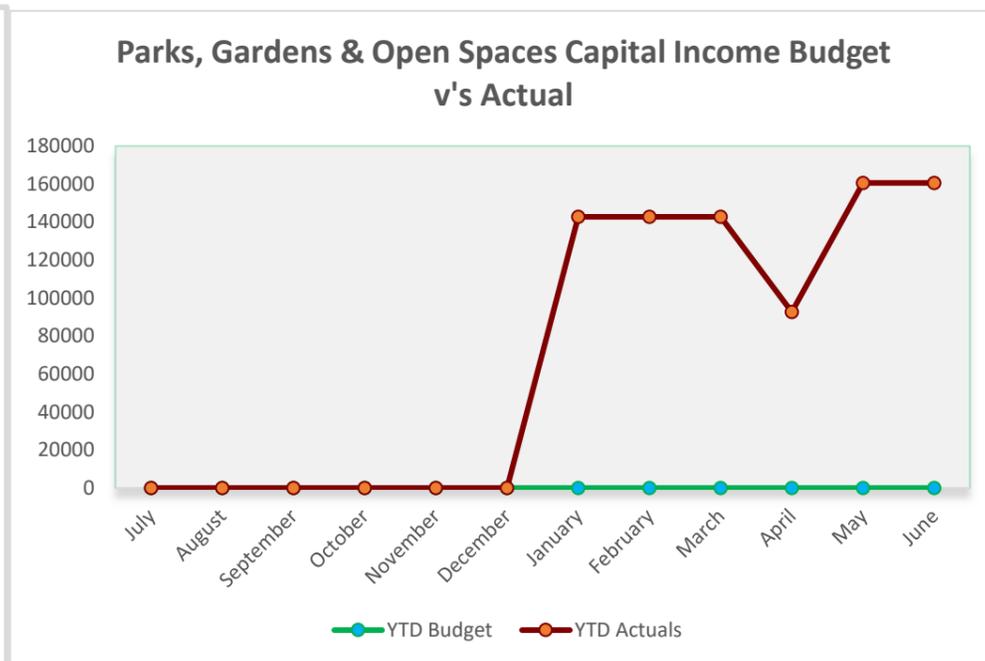
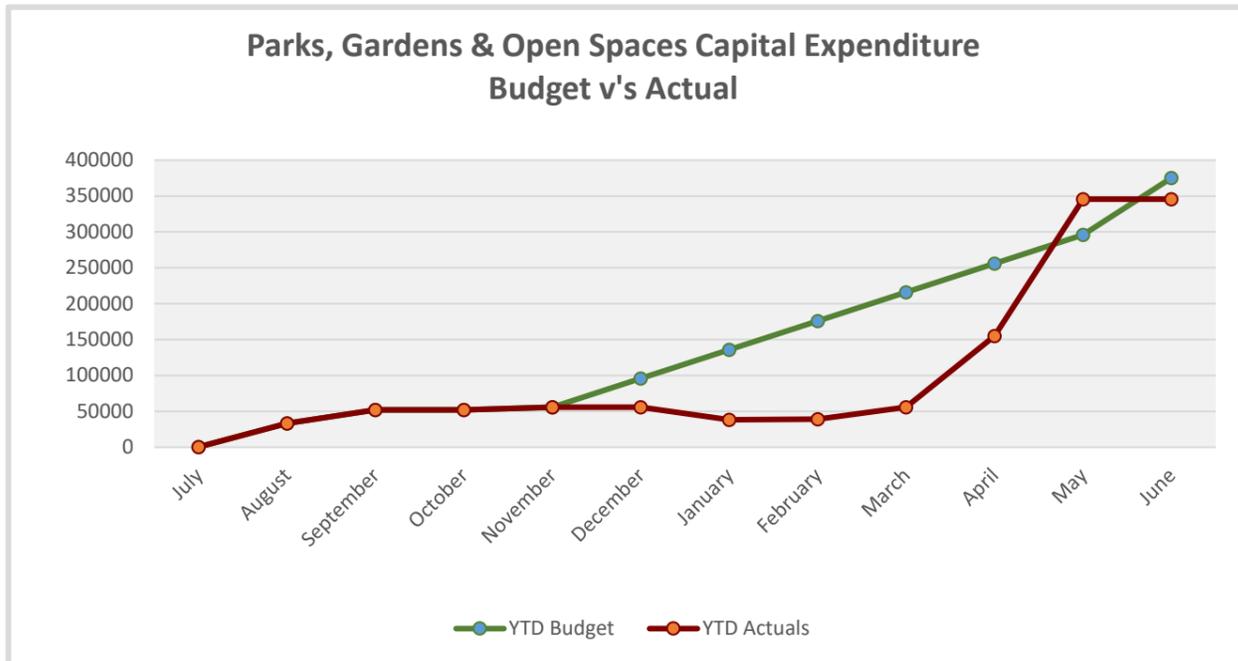
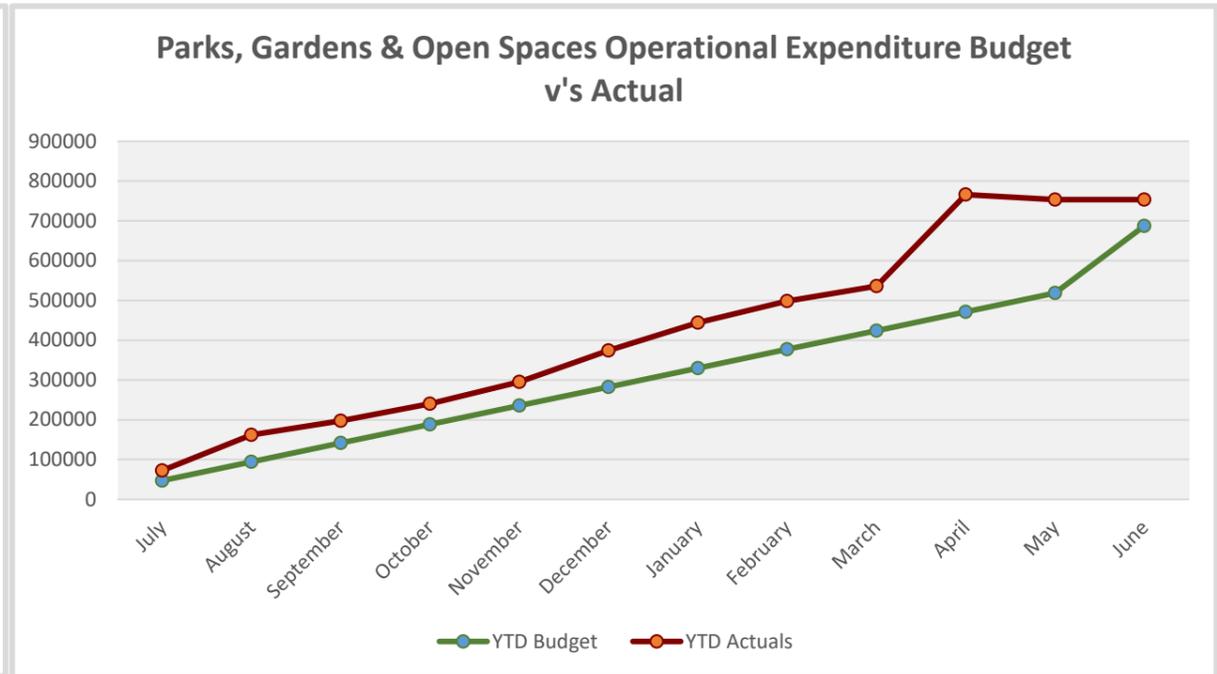
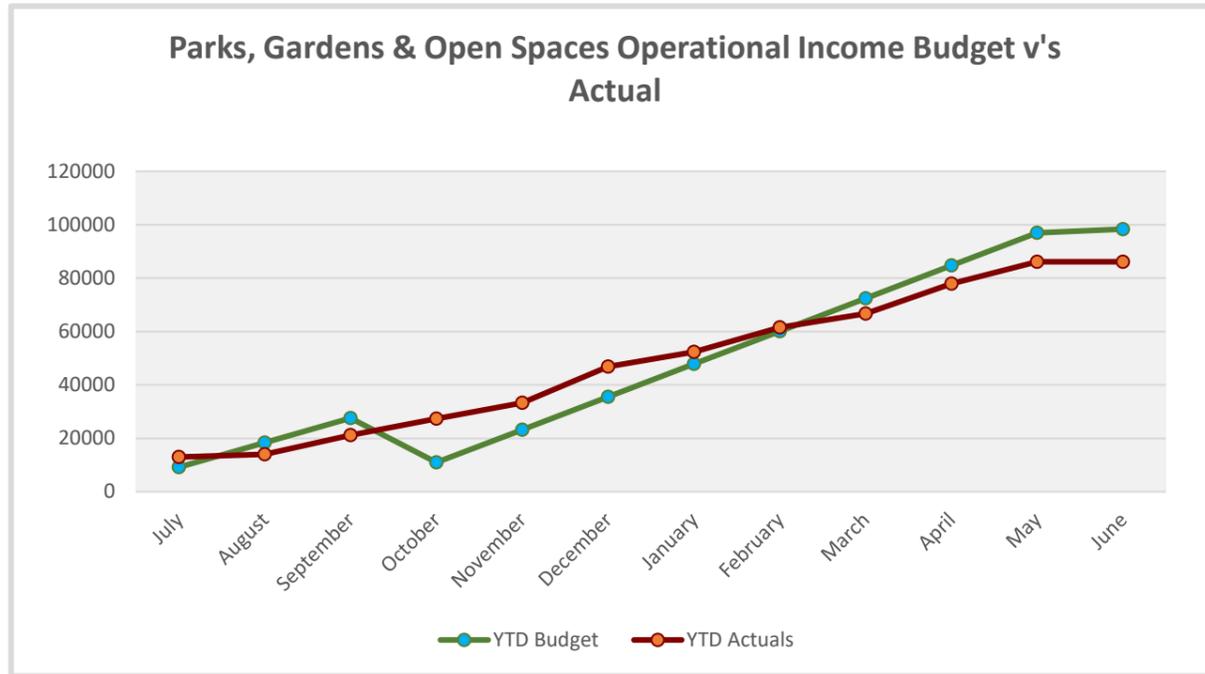
Under the 4-year Delivery Plan *Parks, Gardens and Open Space* relates to: consultation, planning, development; increasing patronage; amenity; maintenance and operations; public art; cycle ways; public trees; sportsgrounds (active and passive); cleanliness and administration. The Office of the Chief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

a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 18/19	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP15.01) Identify and pursue opportunities to increase usage of open spaces assets throughout the Shire. <i>Sport and recreation (passive & active): A - Chief Corporate Officer</i> <i>Open Space Amenities: A - Chief Corporate Officer</i>	Engage with the Parks, Gardens and Open Space Committee and the Tenterfield Shire community to assist in identifying further ideas to increase open space usage throughout the Shire.	<i>B: OSRUS</i> <i>C: PGLHC</i> <i>D: PGLHC</i>			+1	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.
DP15.02) Identify and partner with local residents in the development and delivery of town and village beatification initiatives. <i>Place & public art/beautification: A - Chief Executive ("Identify & partner with...")</i> <i>Place & public art/beautification A - Chief Operating Officer (Development/implementation/finalisation)</i>	Ensure maintenance standards are conducted and delivered efficiently through Parks, Gardens and Open Space Committee and Village Progress Associations.	<i>B: MEDCE</i> <i>C: MEDCE</i> <i>D: CDO</i> <i>B: OSRUS</i> <i>C: PGHLC</i> <i>D: PGHLC</i>		0		Working with village progress associations to achieve positive outcomes to include Urban Design Plans and grant funding. Delivering parks, gardens and open spaces to the public that are of a high maintained standard. Maintenance plans and park schedules being reviewed. Received grant funding through Stronger Country Communities for upgrade to park facilities in villages. Further emphasis on Gardens and flowers in Rouse street. Hand watering of gardens and street trees only.
DP15.03) Deliver public spaces that are clean, well maintained and encourage usage by visitors and residents of Tenterfield Shire. <i>Sport and recreation (passive & active): A - Chief Corporate Officer</i> <i>Open Space Amenities: A - Chief Corporate Officer</i>	Ensure all Parks, Gardens and Open Space amenities maintenance programs are delivered to a high standard.	<i>B: OSRUS</i> <i>C: PGHLC</i> <i>D: PGHLC</i> <i>B: PBLC</i> <i>C: PGHLC</i> <i>D: PGHLC</i>			+1	Continuing to provide amenities and park facilities to the public with high levels of service within budget constraints. Daily cleaning of Tenterfield township public toilets with rubbish removal and park inspections adding to the cleanliness and appearance to the town.
DP15.04) Development and implementation of township and village streetscape plans and policy. <i>Place & public art/beautification: A - Chief Executive (Community engagement: concept)</i> <i>Place & public art/beautification A - Chief Corporate Officer (Development/implementation/finalisation)</i>	Work with the Tenterfield Shire Village Progress Associations and the Parks, Gardens and Open Space Committee to deliver individual town and village themes, promoting the unique aspects of each locality.	<i>B: MEDCE</i> <i>C: MEDCE</i> <i>D: CDO</i> <i>B: OSRUS</i> <i>C: PGHLC</i>			+1	Discussion at Parks, Garden & Open Space Committee Meetings for ideas for village themes for beautification to be included in Urban Design plans under development with the SCCF. Review service levels with the urban design plan for a new park area and playground in Legume, village entry signage and concept planning within other Shire villages.
DP15.05) Identify suitable areas for the extension and embellishment of the current and future cycleway network. <i>Footpaths & cycleways: A - Chief Operating Officer</i>	Investigate the extension of the cycleways heading north, with an emphasis on future exercise stations along the existing cycleway.	<i>B: MAPP</i> <i>C: MAPP</i> <i>D: MW</i>			+1	Ongoing. Grant funding being sought as opportunities arise.
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>B: OSRUS</i> <i>C: PGHLC</i> <i>D: PGHLC</i>			+1	Current maintenance schedules being reviewed with the Parks Garden and Open Space strategy and asset management plan.

<p>Cemeteries: A – Chief Corporate Officer</p> <p>Sport and recreation (passive & active): A - Chief Corporate Officer</p> <p>Open Space Amenities: A - Chief Corporate Officer</p> <p>Place & public art/beautification A - Chief Corporate Officer (Development/implementation/finalisation)</p>	Ongoing replacement of all existing playground equipment in accordance with Australian Playground Safety Standards.	B:OSRUS C:PGHLC D:PGHLC			+1	Stronger Country Community Grant funding for Urbenville and Drake playground enhancement. Continuation of playground inspections in accordance with regulation.
	Renewal of Jubilee Park playground equipment.	B:OSRUS C:OSRUS			+1	Completed
	Call for quotations and commence earthworks preparation for Tenterfield Cemetery Stage 1 expansion.	B:OSRUS C:PGHLC D:PGHLC			+1	Design plan formalised.
	Interpretive signage, path, edging and gardens at Tenterfield Cemetery niche wall to be planned and delivered.	B:OSRUS C:PGHLC D:PGHLC			+1	Completed.
	Public Tree Management – Public tree management, development, maintenance including arborist services.	B:OSRUS C:PGHLC D:PGHLC			+1	Visual inspections for tree maintenance and removal if required, with new replacement trees planted. Street tree management plan is currently being developed with work commenced by Contractor. Database being prepared for tree inspection records, location and species linked to Council's mapping system.
	Sportsgrounds and Active Sports – Sportsgrounds and active sports management, development and booking services.	B:OSRUS C:PGHLC D:AO			+1	Booking have been received from Soccer, Cricket and Touch football for ground usage.
	Street Lighting – Management of street and public lighting, including awnings, smart poles, banner poles and all park lighting.	B:PBLC C:MAPP			+1	Looking at options of solar lighting along the walking path, pricing received.

b) Budget



Capital Income: N/A.

Capital Expenses:

- Shirley Park upgrade to roll over to 2018/19 (Council applied for Grant funding).
- Jubilee Park Playground replacement completed.

Operational Income:

- Park bookings such as Weddings and functions.
- Section 67 private mowing, (Police station, TAFE, St Josephs and Henry Parkes schools);
- Sporting ground hire usage.

Operational Expense:

- Due to increased water costs the Parks operational expenditure cost has increase is in excess of \$10,000.00 for this Financial year, this year costs total over \$45,000 from an annual Budget of \$35,000 with the majority of cost for toilets. Taps in Parks have had locks placed on them and investigations are underway to use spring loaded taps in sinks.
- Parks, Gardens & Open Space Long Service Leave has increased this year due to staff having long leave service with and increase from \$16,000 last Financial year to \$75,000 this Financial year, this is supported by internal restrictions.
- Over the past months Parks have been purchasing small plant machinery as many of the small plant, equipment was over used and constantly having faults. With discussions with Fleet manager, parks will be looking at a better way of managing small plant equipment and renewals and this will be reflected in future Parks budgets.

Capital Expenses

	18/19 YTD Actuals April	18/19 YTD Budgets April	18/19 Full Year Review 2	18/19 Percentage Spent	Comments
Parks, Gardens and Open Space					
4215500. Niche Wall / Rose Garden at Cemetery	14,502	8,001	9,601	151.05%	Adjustment to be made in April Quarterly Budget Review
4215502. Cemeteries - Eathworks Preparation for Stage 1 Expansion	(28,710)	23,925	28,710	-100.00%	
4215503. Cemeteries - Construction of Road Access and Carpark - Masterplan	28,710	0	0	0.00%	Not yet commenced
4600550. Tenterfield Archers Grant SCCF -	1,775	0	0	0.00%	
4605502. Renewal of Jubilee Park Playground	0	81,348	97,617	0.00%	Not yet commenced
4605505. Renewal of Urbenville Playground	25,760	23,888	28,666	89.86%	
4605508. Tenterfield Main Street Lighting	16,611	13,843	16,611	100.00%	
4610501. Renewal of Shirley Park Amenities	0	92,500	111,000	0.00%	Not yet commenced
4610509. Tenterfield Town Centre Revitalisation SCCF	95810	0	0	0.00%	
4610503. Renewal of Driveway & Carpark - Federation Park	0	28,752	34,502	0.00%	Not yet commenced
6240504. Villages Streetscape & Signage	0	40,384	48,461	0.00%	Not yet commenced
	154,458	121,376	375,168	41.17%	

	18/19 YTD Actuals May	18/19 YTD Budgets May	18/19 Full Year Review 3	18/19 Percentage Spent	Comments
Parks, Gardens and Open Space					
4215500. Niche Wall / Rose Garden at Cemetery	14,933	8,800.92	9,601	155.54%	Adjustment to be made in May Quarterly Budget Review
4215502. Cemeteries - Eathworks Preparation for Stage 1 Expansion	-	26,318	28,710	0.00%	
4215503. Cemeteries - Construction of Road Access and Carpark - Masterplan	-	-	-	0.00%	Not yet commenced
4600550. Tenterfield Archers Grant SCCF -	1,775	-	-	0.00%	
4605502. Renewal of Jubilee Park Playground	97,383	89,482	97,617	99.76%	Not yet commenced
4605505. Renewal of Urbenville Playground	25,760	26,277	28,666	89.86%	
4605508. Tenterfield Main Street Lighting	16,611	15,227	16,611	100.00%	
4610501. Renewal of Shirley Park Amenities	-	101,750	111,000	0.00%	Not yet commenced
4610505. Shirley Park & Amenity Block Fencing (SCCF)	62,778	-	-	0.00%	
4610509. Tenterfield Town Centre Revitalisation SCCF	125,872	-	-	0.00%	
4610503. Renewal of Driveway & Carpark - Federation Park	-	31,627	34,502	0.00%	Not yet commenced
6240504. Villages Streetscape & Signage	-	44,423	48,461	0.00%	Not yet commenced
	345,112	343,904	375,168	91.99%	

Schedule SCCF - Stronger Country Community Fund

Project Number	Project Name	Location	Milestone 1 Complete By		Milestone 2 Complete By		Milestone 3 Complete By		Total
SCCF2-1063	Playground Enhancements	Woodward Park, Allison Street, Drake NSW 2469; Captain Cook Park - Urban Street, Urbenville	31/01/2019 \$34,485	+1	30/06/2019 \$34,485	0	31/09/2019 \$35,530	0	\$104,500
Comments	Draft designs under consideration, site visit has been undertaken. First payment has been received.								
Project Number	Project Name	Location	Milestone 1 Complete By		Milestone 2 Complete By		Milestone 3 Complete By		Total
SCCF2-1105	Toilet Block Enhancements at Urbenville and Legume	Tooloom St, Urbenville NSW 2475; Acacia Avenue, Legume	31/01/2019 \$56,164	+1	30/07/2019 \$56,164	0	30/10/2019 \$57,866	0	\$170,194
Comments	Received preliminary designs and costings - under review. First payment has been received.								
Project Number	Project Name	Location	Milestone 1 Complete By		Milestone 2 Complete By		Milestone 3 Complete By		Total

SCCF2-1107	Shirley Park Amenity Refurbishment and Tenterfield Rugby Park Fencing	High St, Tenterfield NSW 2372; Simpson Street, Tenterfield	31/01/2019 \$42,270	+1	30/10/2019 \$42,270	0	31/08/2020 \$43,552	0	\$128,092
Comments	Fencing approved and scheduled to be installed in April/May. First payment has been received.								

c) Emerging Issues, Risks and Opportunities

The SCCF grants will provide a great opportunity to get things done but will require additional work for staff in the short term.

Tree management and maintenance is a high priority for town and village amenity and managing current and future risk. At present, we have identified several trees that are at the end of their life. This is due to many factors, such as the environment, incorrect pruning practices over the past years, the current drought and pest infestations. Others are simply at the end of their life. Due to the decline of many trees, a replacement plan will be developed as a subsection of the Tree Management Plan, along with planting schedule and species identification for future plantings.

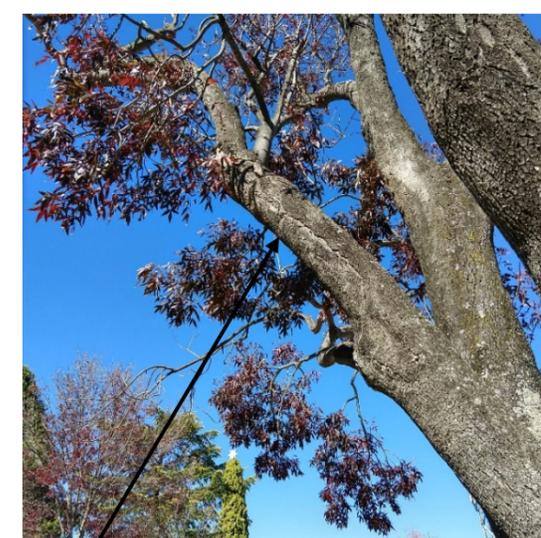
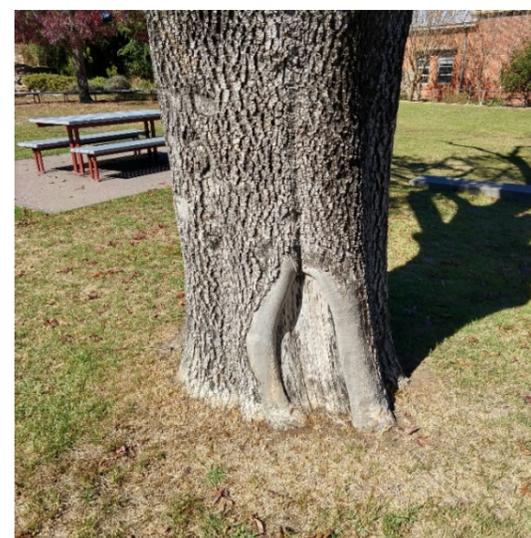
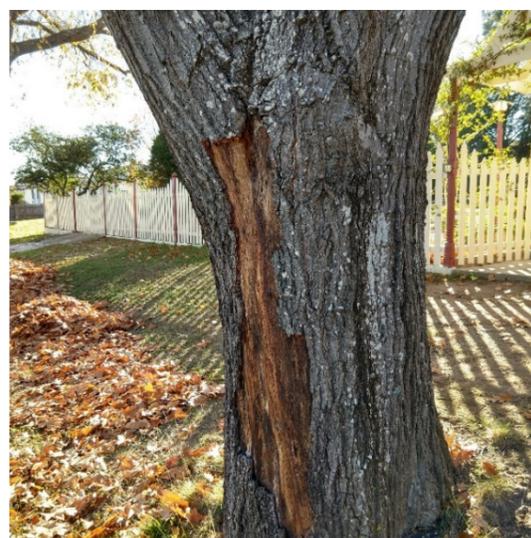
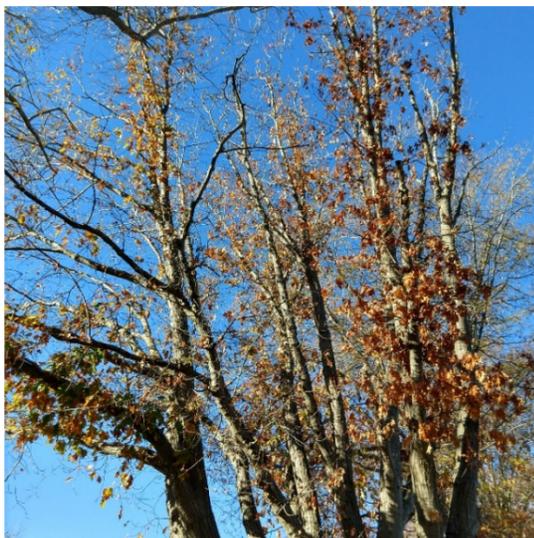
Trees requiring current approval for removal this winter

Claret Ash Bruxner Park

Logan Street 3 trees

New England Hwy 2 dead Pin oaks

Below are picture of trees in Logan Street also Bruxner Park



Logan street dead wood in canopy



Logan Street nearly dead

Logan St Trunk showing dead wood

Dead wood in Claret Ash

Cracking through branches dangerous

d) The Business of Improving Business

e) Customers

- Staff continue to use water cart for the watering of Rouse Street and large trees along Naas Street, Douglas Street, Logan Street and others when requested using Non-potable water from the water treatment plant. We also have a large water tank watering all the trees in Rouse Street and the annuals in the planted beds and trees throughout parks where larger trucks are unable to access.
- Pick up of leaves

f) Business statistics

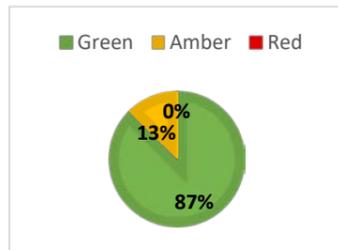
g) Special events, achievements of note, celebrations

- Completion of Jubilee playground

Parks activities in April



16. Swimming Complex



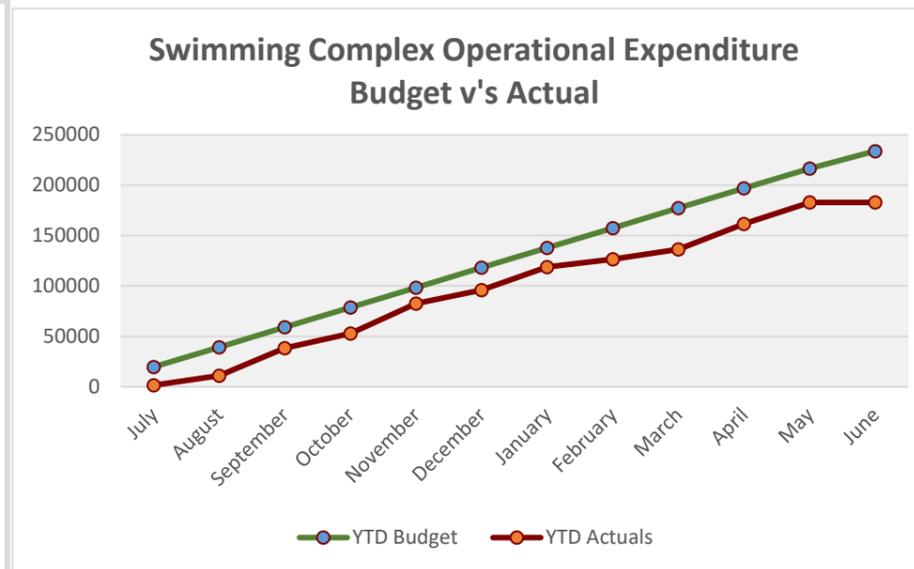
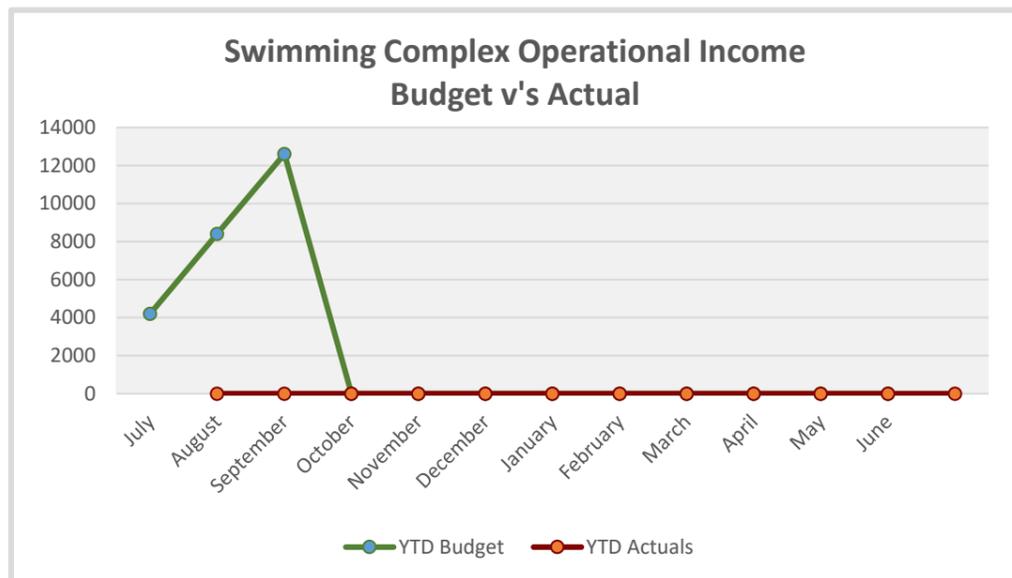
Under the 4 year Delivery Plan *Swimming Complex* relates to the ongoing: service provision; regulatory compliance; planning; supervision of patrons; and management. The Office of the Chief Corporate Officer directly oversees these outcomes.

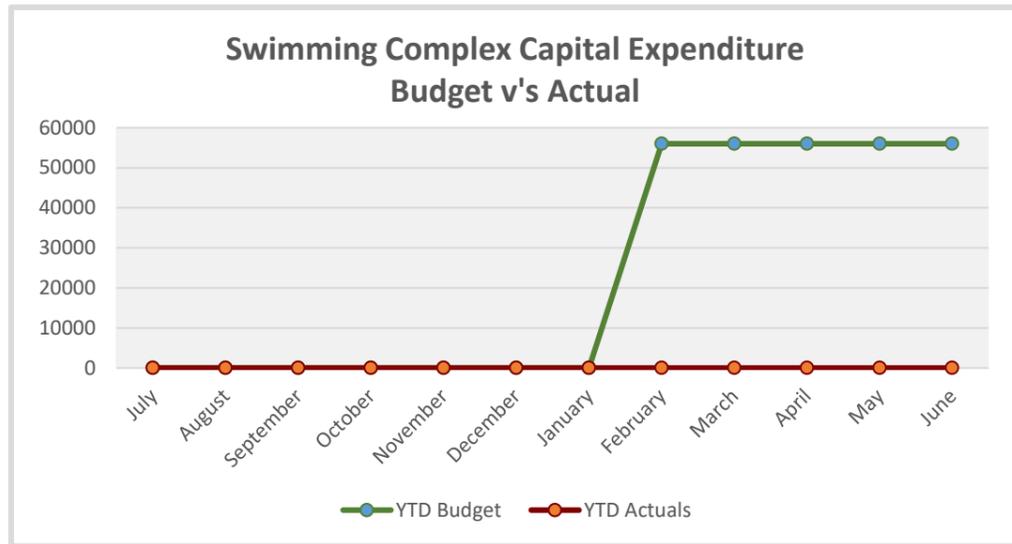
a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 18/19	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP16.01) Provision of an accessible, quality swimming and recreation facility which encourages participation. <i>Aquatic: A - Chief Corporate Officer</i>	Develop Tenterfield War Memorial Baths (TWMB) Management Plan.	B: PBLC D: PBLC			+1	Document complete and submitted to Council April 2018 for acknowledgement and formed part of the contract between Council and the Pool Contractor. It was adopted by Council December 2018 with some minor amendments. The document now is in use and has been uploaded onto the Council website.
	Develop Inspection and Maintenance schedules for the pool, concourse, plant and equipment.	B: PBLC C: PS			+1	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. Awaiting reports from Consultant.
	Identify repair work and potential projects through the Inspection and Maintenance Schedules and work.	B: PBLC C: PS			+1	Currently being identified by the new Pool Contractor, but will also be included in the Property Asset Database Project. Maintenance is currently being addressed by priority as items arise.
	Develop TWMB Master Plan.	B: PBLC C: PBLC		0		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.
	Implement and monitor operational systems and processes in accordance with the updated TWMB Management Plan.	B: PBLC C: PBLC			+1	Contract management plan has been developed in accordance with identified KPIs. Monthly reports are being received, KPIs are being surpassed. Total attendance for the season is 14,770, which exceeds the previous season.

	Continue water testing to ensure compliance with Government regulations for public pools.	B: PBLC D: PBLC			+1	Water testing conducted every 2 hours in both pools.
	Maintain supervision levels based on patronage and service delivery for carnivals and aquatic events.	B: PBLC C: PBLC			+1	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.
	Review fees and charges annually.	B: PBLC D: PBLC			+1	Completed.

a) Budget





Capital Income:

Nil to report

Capital Expenses:

Commencement on the Swimming Pool Masterplan has begun with preliminary discussions with the Pool Contractor.

The Master Plan will be re-programmed to the next financial year due to the focus on achieving the best outcome for the Pool Management Plan and allowing the new Pool Contractor the first season to settle in and focus on improving business and pool patronage.

Operational Income:

Nil operating income due to the new Pool Management Contract.

Just Sports and Fitness took possession of the pool to manage and operate mid-September 2018.

Pool season commence Saturday 29 September 2018.

Pool season closed 31 March 2019.

Operational Expense:

One of the probes has seized and will need replacing, however due to the associated costs we are reviewing alternative options. Manual monitoring is being carried out successfully.

Request for a new defibrillator

Operational cost are currently lower than projected, this could be due to the manual dosing being carried out and also the change in usage of the pool chemicals.

Investigation into maintenance work at the pool for the off season.

b) Capital Projects

	18/19 YTD Actuals May	18/19 YTD Budgets May	18/19 Full Year Review 3	18/19 Percentage Spent	Comments
Swimming Complex					
4600504. Masterplan for the Memorial Pool	-	-	-	0.00%	Moved to 2019/20

c)Emerging Issues, Risks and Opportunities

Identified Issues & Opportunities:
 Maintenance issues concerning the pump and the filtering system have been identified. Initial inspection has occurred and temporary solutions are being identified until some of the work can be carried out in the off-season. If the pump or the filtering system fails, it will compromise the opening of the pool.

The pool water is being drained from the pool and used for building projects in the Shire.

d) The Business of Improving the Business

The Council is meeting monthly with the Pool Operators to carry out the Contract Management review.
 JUST Sports & Fitness have proposed to provide gym equipment to the facility to benefit patron and also attract new ones.
 The gym will be available at the commencement of next season.

Continued ground keeping.

e) Customers

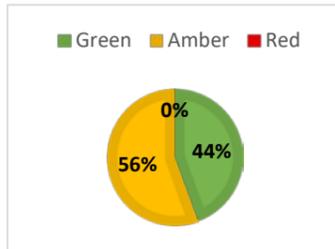
Customer Service Feedback to Council:
 Letter received regarding the covering of the pool in the shoulder seasons.

f) Business Statistics

g) Special events, achievements of note, celebrations

Pool closed at end of season. Total attendance for the season 14,770. Surpasses previous season attendance.
 Planned opening of the Gym next season.

17. Asset Management and Resourcing



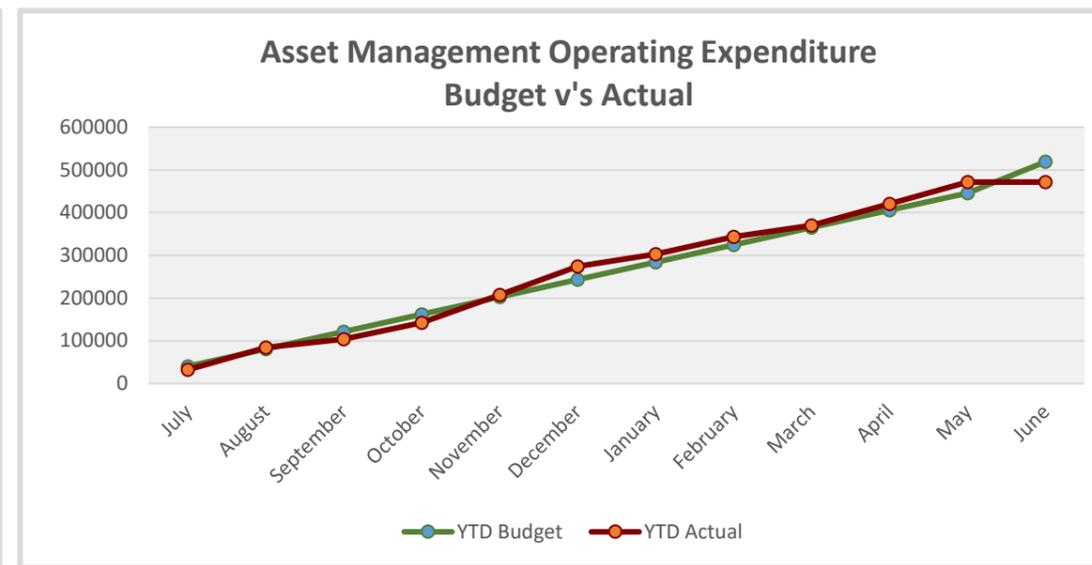
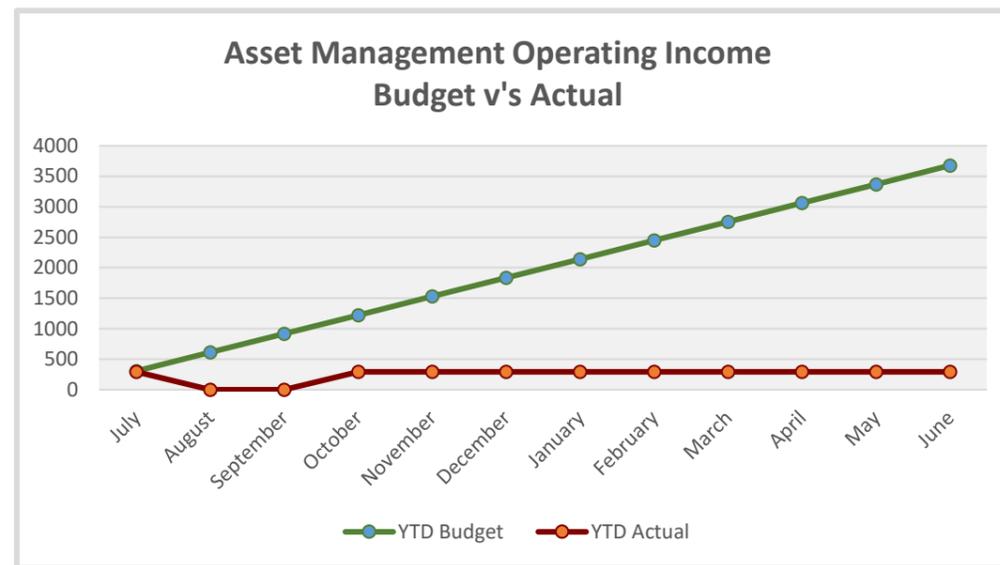
Under the 4 year Delivery Plan *Asset Management and Resourcing* relates to: review, investigation, survey, design, development and project management; asset investigation, planning, policy formulation and management (both as a bureau service to whole organisation and for transport infrastructure). The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

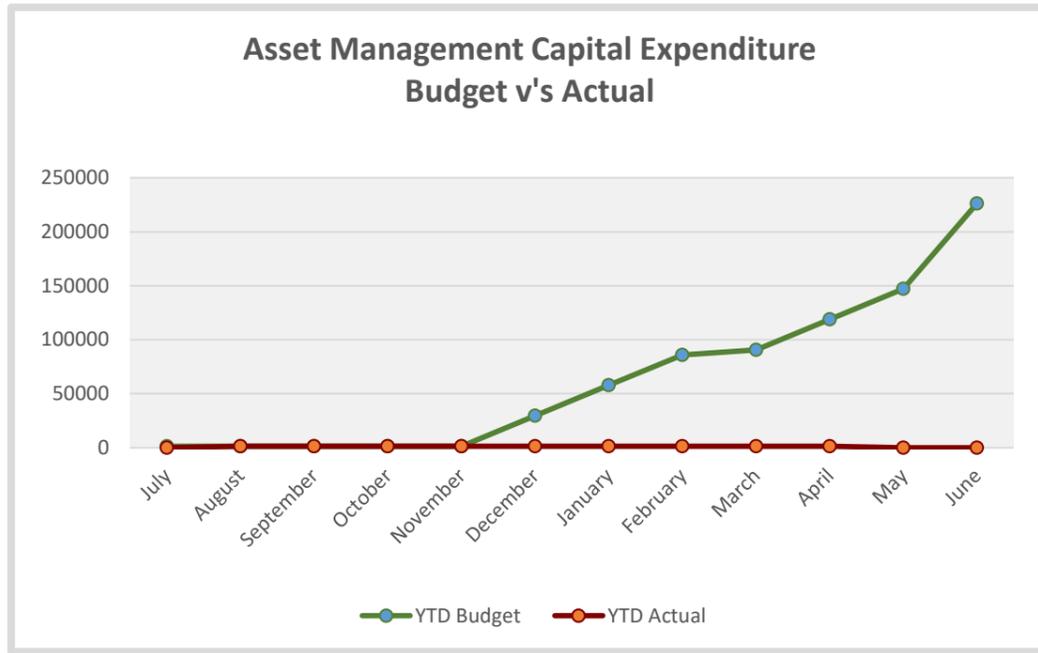
a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 18/19	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP17.01) Delivery of survey and design works for infrastructure services, including stormwater drainage, transport, and water and sewer infrastructure. <i>Assets & projects: A – Chief Operating Officer</i>	Ensure that asset management, project planning and design activities meet agreed quality and industry standards	B: MAPP C: MAPP D: MAPP			+1	Normal industry quality and design standards are being met. RFQ process is being used for the engagement of consultants to undertake investigation and design for major projects. Other projects are investigated within the department where resources are available.
DP17.02) Review and implement planning for footpaths and cycleway infrastructure that is safe for users and supports connectivity and active recreation in urban environments. <i>Assets & projects: A – Chief Operating Officer</i>	Review existing plans and identify gaps in connectivity in our Towns and Villages referencing the Pedestrian Access Plan and Disability Inclusion Action Plan.	B: MAPP C: MAPP D: MAPP		0		Review to be undertaken in 2019 initially with an assessment of the current documents to update projects completed to date and then review any outstanding priority items.
DP17.03) Asset planning considers the impact of consumption and cost driven by the increased demand for existing services and attracts a contribution priced to reflect this impact. <i>Assets & projects: A – Chief Operating Officer</i>	Undertake annual inspections (or as deemed appropriate) and condition assessment of Council infrastructure and assets.	B: MAPP D: MAPP		0		Ongoing program of inspections and condition assessment being undertaken, and reviewed against the asset registers. Water services asset audit inspections are being scheduled by the Manager Water Services for updating the asset register condition ratings in 2019. Scoping brief is being prepared by MWW for consultants to assist in this task.
DP17.04) Asset Planning, Policy and Management provide strategic direction and information to Council enabling the sustainable management of its asset portfolio as a whole. <i>Assets & projects: A – Chief Operating Officer</i>	Implement new Asset Management System.	B: MAPP C: MAPP		0		Available options for asset management systems will be investigated later in 2019.
	Review and update the Asset Management Strategy and Policy.	B: MAPP			+1	Asset management strategy to be reviewed in 2019. The 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.	B: MAPP C: MAPP			+1	Forward long term programs are being prepared for Transport and during 2019 for each of the respective Asset Management Plans.

					The 2019/2020 capital expenditure projects are being prepared based on priorities and the proposed budget allocations.
	Provide asset revaluations when scheduled.	B: MAPP C: MAPP		+1	Transport revaluations report is being finalised.
	Implement and review a Project Management methodology	B: MAPP D: MAPP		0	Review will be undertaken later in 2019 as resources allow more time to focus on this task. Initial processes have commenced in co-operation with the Works Manager, including joint inspections of prospective future projects.
DP17.05) Risk Management embedded in our Asset Management Planning forms the basis for our intervention programs and our Asset Management practices. Assets & projects: A – Chief Operating Officer	Review and update Council's Risk Register and intervention programs on an ongoing basis in accordance with inspection schedules.	B: MAPP C: MAPP		0	Review to be undertaken in 2019 with updates to the Asset Management Plans and the Asset Strategy review. Initial actions in respect to risks have been drafted for the Risk Manager.

a) Budget





Capital Income:

N/A.

Capital Expenses:

Minimal capital expenditure has been incurred to date.

Operational Income:

Operational budget income is being monitored and is sourced from the sale of surplus materials when they are redundant.

Operational Expense:

Operational expenses are generally on trend.

Capital Projects:

	18/19 YTD Actuals May	18/19 YTD Budgets May	18/19 Full Year Review 3	18/19 Percentage Spent	Comments
Asset Management & Resourcing					
1000504. Project Management	-	9,690	10,571	0.00%	Not yet commenced
6205500. Survey Instrumentation - GPS Equip, Cable Detector, Bridge Assyst	-	45,833	50,000	0.00%	Not yet commenced
6205502. Works Depot - Contribution to Washbay	-	13,658	14,900	0.00%	Not yet commenced
6205507. Asset Management System	-	138,096	150,650	0.00%	
	-	207,278	226,121	0.00%	

b) Emerging Issues, Risks & Opportunities

A Technical Project Engineer position is being advertised to assist in the department's technical resources and additional temporary resources are being used to assist with administrative demands due to grant funded projects.

c) The Business of Improving the Business

SWOT ANALYSIS

Asset Management & Project Planning - (MAPP)



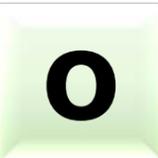
Strengths

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



Weaknesses

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



Opportunities

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



Threats

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

d) Customers

There are a number of ongoing matters with customers that are being dealt with as staff resources are able to be prioritised. The attention to these matters will be monitored by the Manager to ensure that attention is given to customer matters.

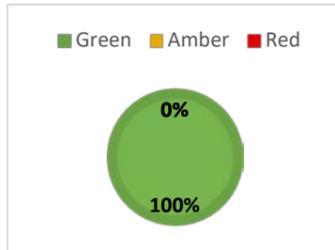
e) Business Statistics

The Manager will develop reporting of business statistics relating to assets as the asset plans and forward capital expenditure programs are developed.

f) Special events, achievements of note, celebrations

No special events at this point.

18. Commercial Works

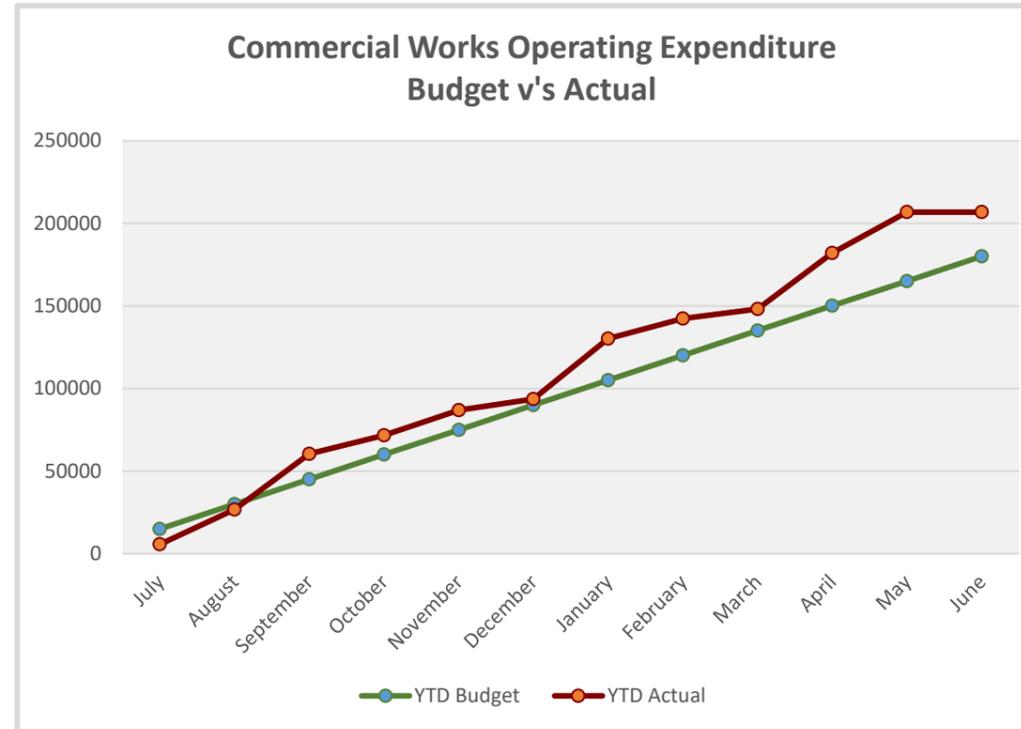
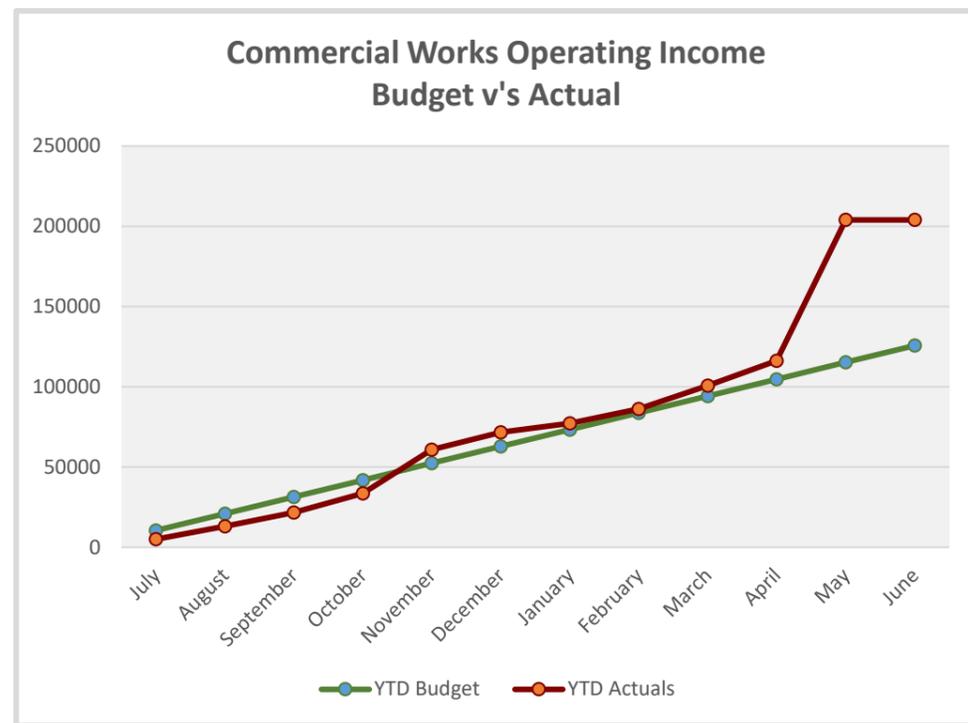


Under the 4 year Delivery Plan *Commercial Works* relates to: private works management, benchmarking, offsetting costs through creating synergies. The Office of the Chief Operating Officer directly oversees these outcomes.

a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 18/19	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP18.01) Deliver Commercial Works in accordance with Council Policy. <i>Private works: A – Chief Operating Officer</i>	Provide quotations for private works requests in a timely manner.	B: MW C: WM D: MW			+1	See below comment.
	Program and undertake private works cost effectively.	D: MAPP			+1	See below comment.
	Identify opportunities for private works to offset costs of asset maintenance and renewal.	B: MW D: MW			+1	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.)

a) Budget



Capital Income:

Comment to be provided in future reports when a new asset manager is recruited.

Capital Expenses:

Comment to be provided in future reports when a new asset manager is recruited.

Operational Income:

Comment to be provided in future reports when a new asset manager is recruited.

Operational Expense:

Note Council's main private works this year in excess of \$100k has been road works on private lands as part of a grant from RMS. The work is on schedule and under budgeted expenditure.

b) Capital Projects

Nil.

c)Emerging Issues, Risks and Opportunities

Comment to be provided in future reports as per above.

d) The Business of Improving the Business

Refer to Section 21. Transport Network, Subsection f, Works (Transport & Infrastructure).

e)Customers

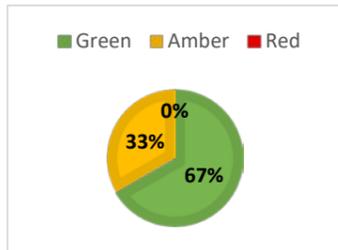
Comment to be provided in future reports as per above.

Note Council's main private works this year in excess of \$100k has been road works on private lands as part of a grant from RMS.
The work is on schedule and under budgeted expenditure.

f) Special events, achievements of note, celebrations

The NDRRA funded works, which are essentially private works, are proceeding very well.

19. Stormwater and Drainage

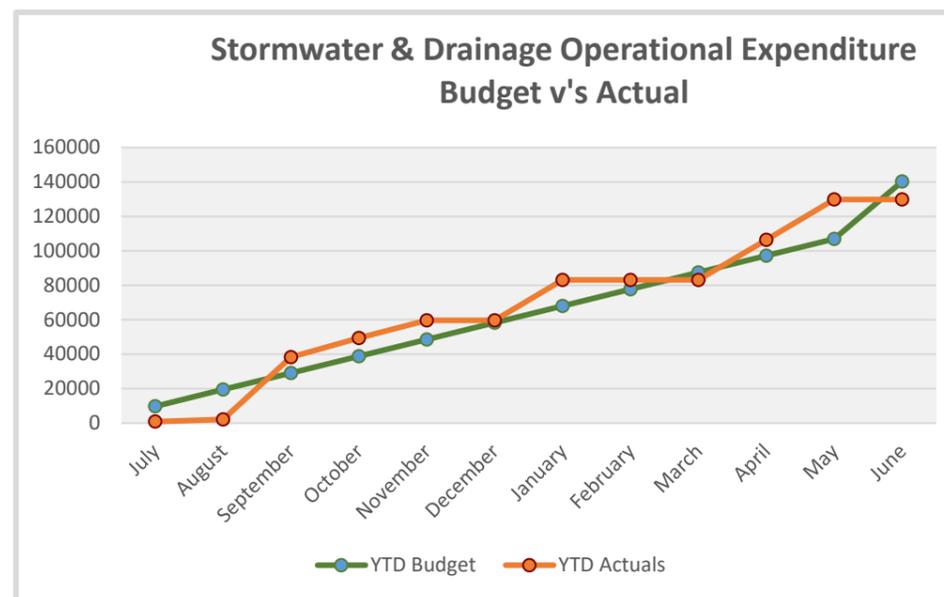
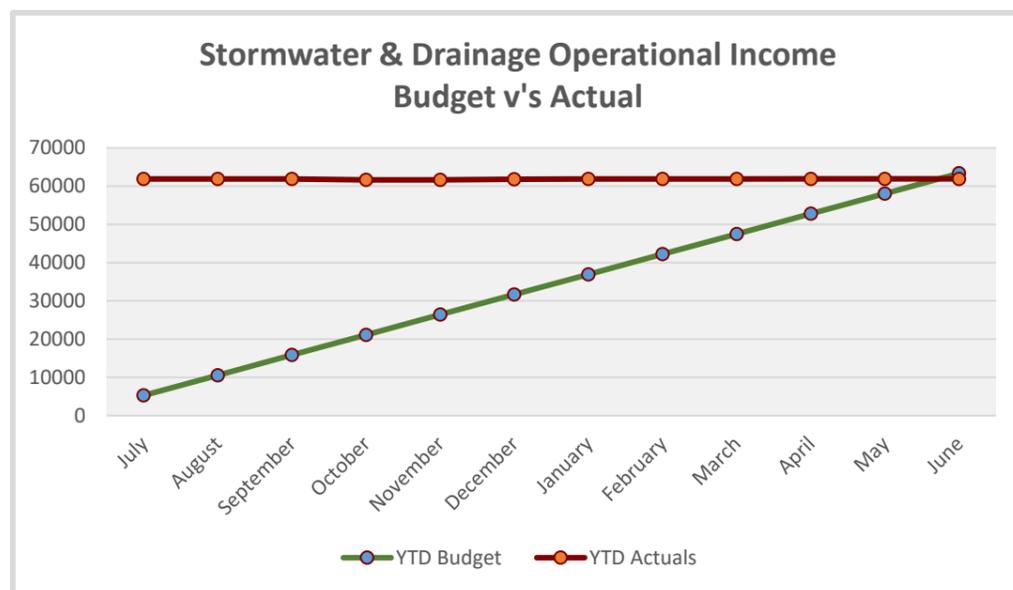


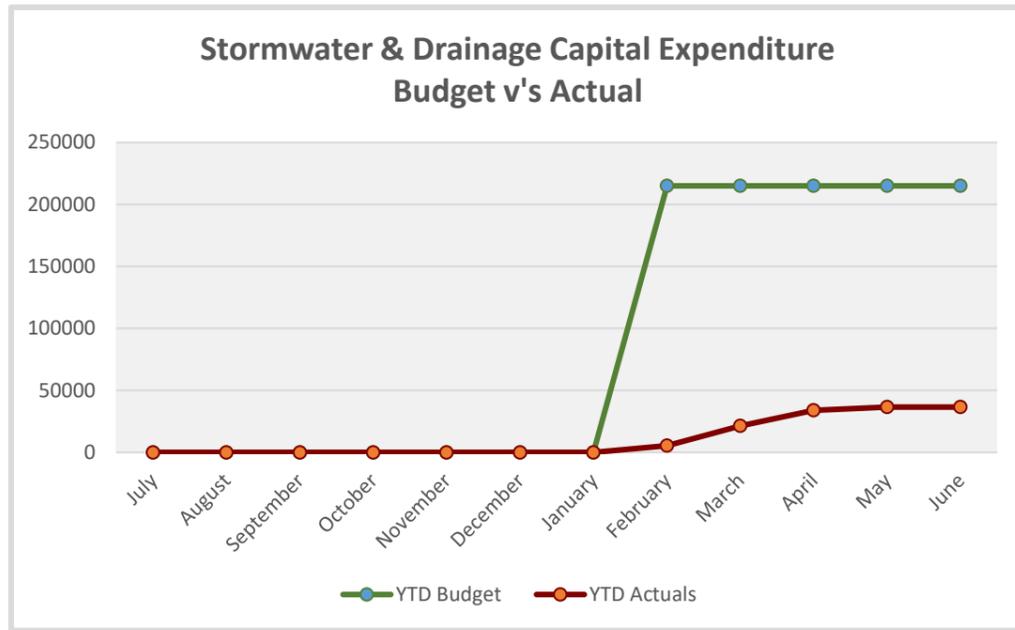
Under the 4 year Delivery Plan *Stormwater and Drainage* relates to ongoing management and improvement of all stormwater infrastructure, gross pollutant traps, natural urban waterways and erosion control apparatus. The Office of the Chief Operating Officer directly oversees the outcomes.

a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 18/19	Officer	-1	0	+1	Comments:
DP19.01) Stormwater and drainage infrastructure is provided, maintained and renewed. <i>Stormwater: A - Chief Operating Officer</i>	Maintain and renew stormwater and drainage infrastructure in accordance with the Asset Management Plan.	B: MAPP C: MAPP D: MW			+1	Maintenance undertaken as required. Renewals on hold while finances are directed to the timber bridge assets.
	Maintain and renew gross pollutant traps in accordance with the Asset Management Plan.	B: MAPP C: MAPP D: MW			+1	Maintenance undertaken as required. No renewals required at present.
	Update the Stormwater Asset Management Plan.	B: MAPP C: MAPP		0		Update planned for 2019 after timber bridge strategy is first finished.

a) Budget





Capital Income:

Internally funded.

Capital Expenses:

Operational Income:

Not applicable.

Operational Expense:

Limited to reactive maintenance.

b) Capital Projects

	18/19 YTD Actuals May	18/19 YTD Budgets May	18/19 Full Year Review 3	18/19 Percentage Spent	Comments
Stormwater & Drainage					
8252508. Rouse & Miles Street - Design & Reconstruction	36,566	192,500	210,000	17.41%	Commenced
8252524. Pelham Street - Manners to Miles - Child Proofing Culvert	-	4,583	5,000	0.00%	Not yet commenced
	36,566	197,083	215,000	17.01%	

The main risk is some intersection locations which have flooded before following rainfall events which exceed the 1 in 5 year ARI capacity of urban drainage capacity, will flood again. There is a limit to what council can do with its available funds. Stormwater drainage has to be taken a lower priority whilst council deals with more important bridge asset liabilities.

c) The Business of Improving the Business

Refer to Section 11. Asset Management & Resourcing, Subsection f, Asset Management & Program Planning.

d) Customers

No outstanding complaints

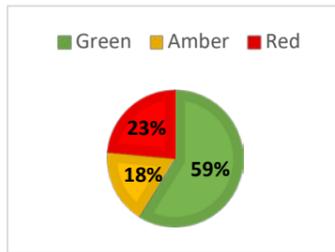
e) Business Statistics:

N/A

f) Special events, achievements of note, celebrations

N/A

20. Transport Network



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

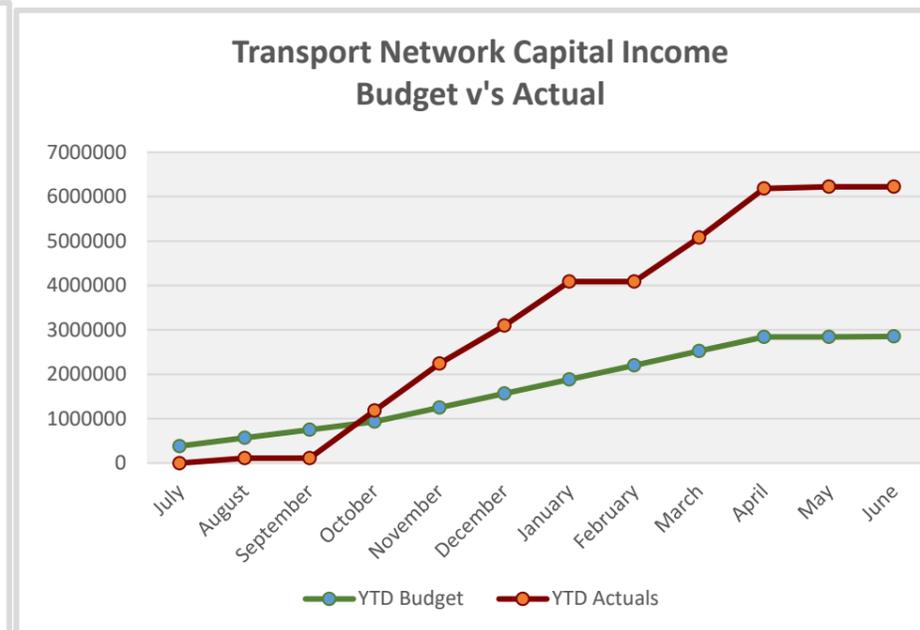
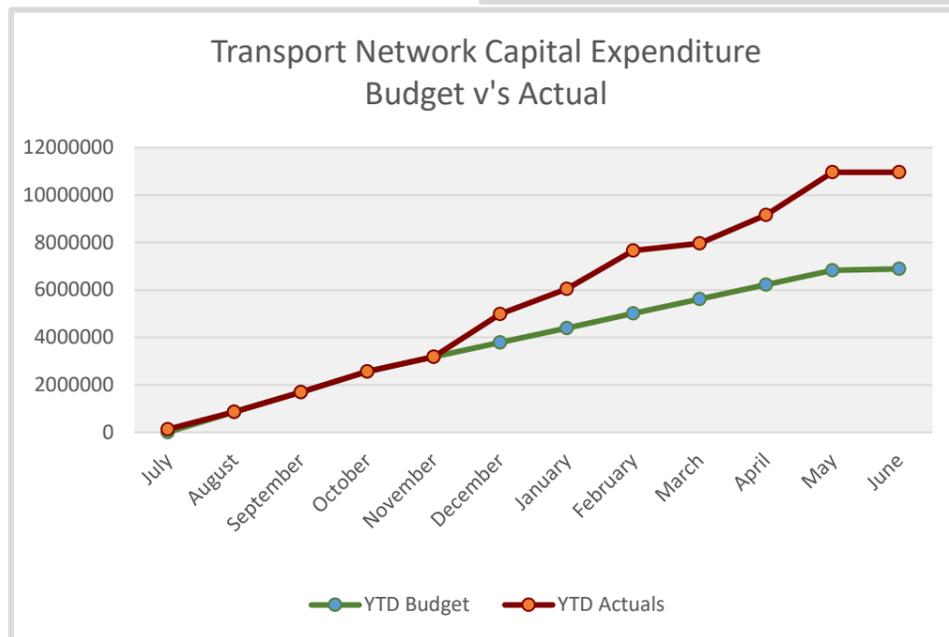
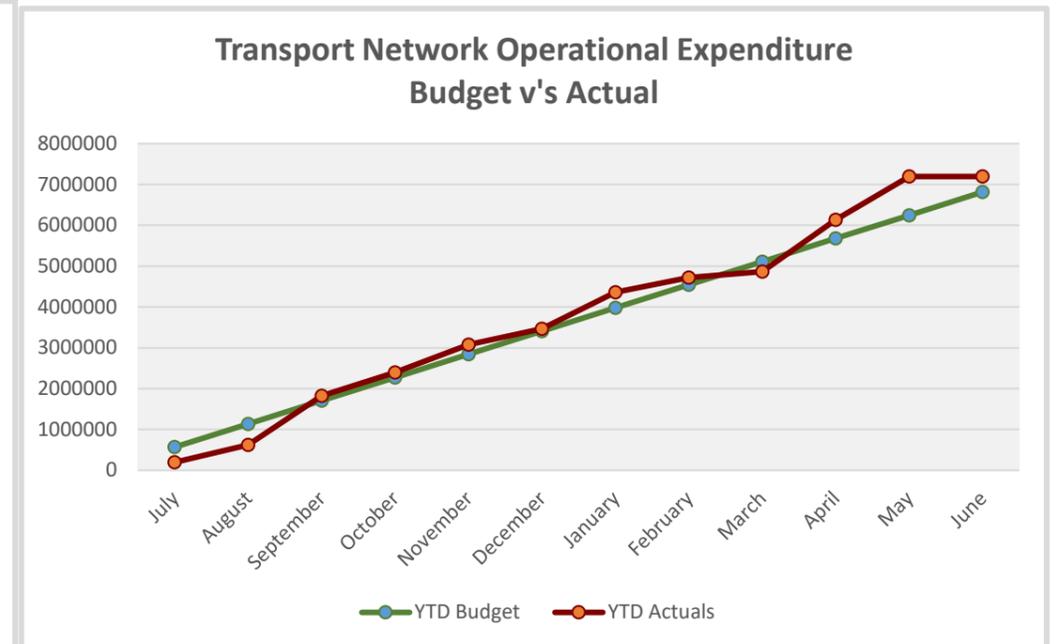
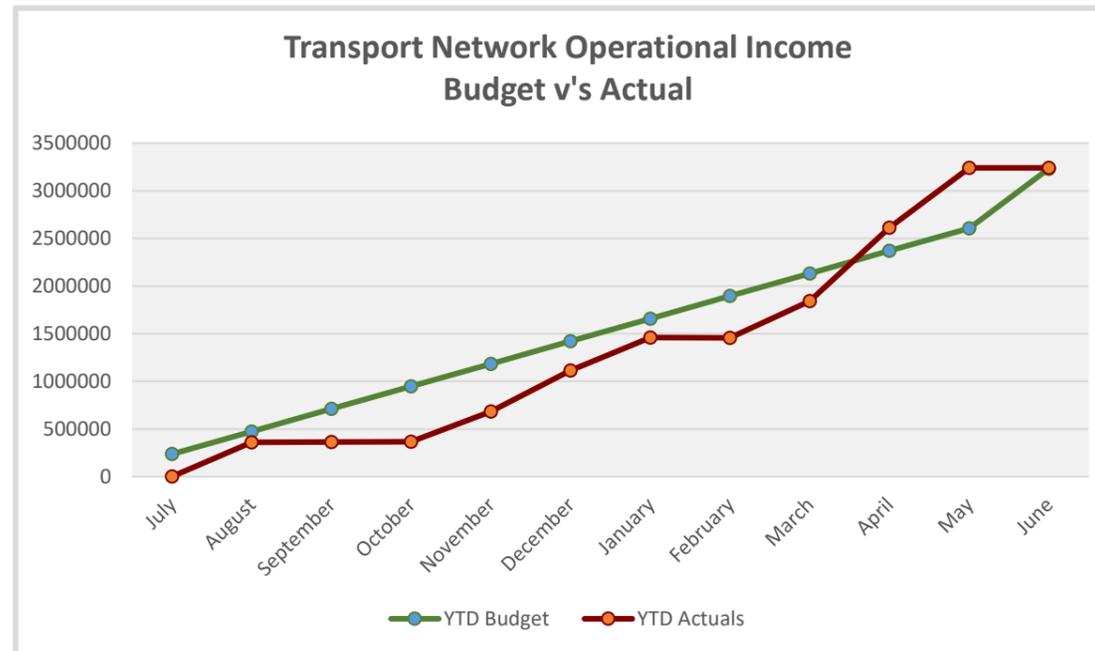
a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 18/19	Officer	-1	0	+1	Comments: <i>(Business Manager to provide short precis.)</i>
DP20.01) Construction of Transport Infrastructure. Roads, bridges and retaining walls: A - Chief Operating Officer	Construct and seal the remaining unsealed sections of Mt Lindesay Road.	B: MAPP C: TPE	-1	0		Funding needs to be sought for this work.
	Reconstruct and realign Mt Lindesay Road from Legume to Woodenbong.	B: MAPP C: TPE			+1	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 Roading 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.	B: MAPP C: MW D: MW			+1	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 – these grant applications have been successful. 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. This grant has been awarded totaling \$2.76 million for interim bridge solutions and further testing of bridges. 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.	B: MAPP C: MW D: MW			+1	2018/19 reseal program is delivered April/ May 2019. 19/20 program will be called for tenders in June 2019.
	Complete yearly renewal (replacement) of drainage assets as identified from condition ratings from inspections.	B: MAPP C: MW D: MW	-1			No replacement work this financial year. Effort being diverted to the timber bridge assets. 19/20 FY has funding towards some drainage assets.
DP20.02) Maintenance of transport infrastructure. Roads, bridges and retaining walls: A - Chief Operating Officer	Implement and review the regional and local sealed road network maintenance program.	B: MAPP C: MW D: MW			+1	Reviewed. Report to August Ordinary Council Meeting.
	Implement and review the local unsealed road network maintenance program.	B: MAPP C: MW D: MW			+1	Reviewed. Report to August Ordinary Council Meeting.
	Implement and review the bridge maintenance program.	B: MAPP C: MW D: MW		0		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.	B: MAPP C: MW D: MW			+1	Car parks maintained.
	Maintain Council's footpath network in accordance with the Asset Management Plan.	B: MAPP C: MW D: MW			+1	Footpaths maintained.
DP20.03) Advocate on behalf of the community for improved service levels across the Shires transport network. Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive	Lobby State and Federal Governments for funding to reconstruct and realign Bruxner Way from the New England Highway to Sunnyside Loop Road.	B: CE C: CE		0		Commenced. BROCC task force initiated. BROCC strategy meeting held 10 August. Agenda is to collate all the information available and complete a gap analysis prior to engaging a consultant to complete an independent business case and review of the original determination by RMS. Now that the inland rail project has commenced there will be a need to review past, out-of-date, strategies.
	Lobby State and Federal Governments for funding to reconstruct Tooloom Road.	B: CE C: CE	-1			Not commenced. Advocacy efforts being spent on timber bridge replacements and other roads (Bruxner Way). At the present, requesting the State to financially support Tooloom Road will send the wrong signals to decision makers. The most looming issue in the immediate time is maintaining the integrity of our timber bridge fleet. The risk being that decision makers may then misunderstand the level of importance of funding bridges, as the Tooloom Road business case simply won't be robust.
DP20.04) Management of the transport infrastructure assets in response to changing community need. Road safety and Traffic Committee: A - Chief Operating Officer Quarries and stockpiling: A - Chief Operating Officer Aviation: A - Chief Operating Officer Roads, bridges and retaining walls: A - Chief Operating Officer	Implement and review the Road Network Management Plan and the Road Network Asset Management Plan.	B: MAPP C: MAPP	-1			On hold. Resources diverted to timber bridge issues. RNMP to be reviewed in 2019.
	Manage Quarries – Ongoing management of quarries, borrow pits and stockpiles.	B: MW C: MW D: MW		0		Some gravel pits are registered. Other pits are used under Section 94 of the State Environmental Planning Policy (Infrastructure) 2007. Documentation and logging of all these pits is occurring, ongoing.
	Aviation Service – Ongoing management of airstrip.	B: MAPP C: MW D: MW			+1	Airstrip maintained regularly and available for use.
	Road Safety and Traffic Committee – Management of road safety (and the Traffic Committee). (Physical assets)	B: MAPP C: MAPP D: MW			+1	No outstanding road safety issues.
	Review Operational Strategic Plan – Review operational strategy regards grading delivery models involving contracting services in	B: MW			+1	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

	partnership or parallel with current internal service delivery.					improving by monitoring work results and improving on operational routine maintenance practices. Review and standards yet to be formalized.
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b) Budget



Capital Income:

Comment to be provided in future reports

Capital Expenses:

- Reseals are complete. There will be a final visit in June to seal the Amosfield Road after reconstruction.

- NDRRA - Headgate Rd culvert structure is complete. Sawyers Gully culvert has commenced construction and Woodenbong culvert near the end of June 2019. Rivertree culvert has been postponed to next financial year. All of these jobs have Capital expenditure allocated as well. Drainage works continue to occur throughout the shire for NDRRA works. We have requested an 'extension of time' (EOT) from RMS to complete these projects due to the need for more funding from RMS due to environmental and Fisheries permit reasons – Council has received correspondence that the EOT has been approved.
- Other NDRRA works include repair of slips on Plains Stn Road at Fraser's Cutting and road widening.
- Repair Program – extensive pavement investigations have occurred to assist Council to prepare a fit for purpose design to achieve the best value for money rehabilitation of the pavement on the Amosfield road, works have commenced. The area is of significance environmentally and we have facilitated a scope of works that meets the needs of the environmental considerations. The next four year program for the 'Repair Program' for Regional Roads has been submitted to RMS.

Operational Income:

Grant reconciliation ongoing.

Operational Expense:

- **Eastern Grader** –this grader crew have experienced difficulty in gaining access to water for grading purposes. They will now return to their run, grading Boorook and lay gravel out on McLeod's Ck for NDRRA.
- **Northern Grader** –Grading, Paddy's Flat Rd north, Skyes Gap Rd and Tin Hut Rd, Beaury Ck Rd, Hills Rd, Martins Rd, Mt Clunie Rd and Graham's Ck Rd.
- **Western Grader** – Grading Legume/ Woodenbong on Mt Lindesay Road shoulders where there are deep edge breaks and Cottesbrook Rd and Brassington Ck.
- **Central Grader** – This crew is working on the Amosfield Rd full construction Repair funding project.
- **Drainage Crew** – Working with the excavator in the Tenterfield Dam.
- **Urbenville Crew** completed drainage work on Tooloom Rd, Sykes Gap and Tin Hut roads.
- **Bridge Crew** – Have replaced/ repaired piers at Hawkins Gully bridge on Billirimba Rd. Replacing the super structure (bridge top) at White Swamp Rd and assisting contractors with repairs and interim solutions repairs to bridges at Castlerag, Back Ck and others.

c) Capital Projects

- The timber bridge at the end of Rocky River road is completely restored as per findings from the Level Three inspection.
- Level Three inspections are complete, the Chief Operating Officer (COO) and the technical officer are reviewing and formulating a plan for repairs. Major bridge components have been ordered for the identified bridges.
- Replacement of a causeway on the Rocky River Road, located at chainage 16km, is completed.
- Ordering of materials as per recent level three inspection reports and funded with the Interim Solutions funding are arriving.
- Council resheeted all the unsealed sections on the Mt Lindesay Road and adding additives to the pavements where needed to prolong the life of the unsealed pavement. This work is funded through the Regional Road Block Grant funding and NDRRA. This work will facilitate Council's ambition to seal the remaining unsealed sections of Mt Lindesay between Tenterfield and Legume future grant funding opportunities.
- Council has rehabilitated a number of sections on the Bruxner Way, between Mingoola and Back Ck Road, which have been resealed.
- Slips on the Mt Lindesay road between Legume and Woodenbong, are completed, once again this is funded by NDRRA. Council is stabilising a number of slips along Plains Stn Rd, through Fraser's Cutting. This work is funded by NDRRA and Drought Relief Heavy Vehicle Access Program
- Council will commence work in the next month on replacement of culverts on Mt Lindesay at Woodenbong.
- Council has commenced replacing the pavers along Rouse St, between High and Molesworth St. This work is funded by Stronger Country Communities Fund.



Slip and widening work on Plains Stn Rd – through Frasers Cutting.



Slip and widening work on Plains Stn Rd – through Frasers Cutting.



Amosfield Rd – Full reconstruction of subbase.



Placing of culverts at Sawyers Gully Rd



NDRRA resheeting at Tooloom Falls Rd



Paving in Rouse St

Schedule SCCF - Stronger Country Community Fund

Project Number	Project Name	Location	Milestone 1 Complete		Milestone 2 Complete		Milestone 3 Complete		Total
			By		By		By		
SCCF2-1094	Tenterfield Town Centre Revitalisation - Phase 2	Rouse St, Tenterfield NSW 2372	31/01/2019 \$66,000	+1	29/11/2019 \$66,000	0	30/06/2020 \$68,000	0	\$200,000
Comments	Pavers ordered and stored in the Council depot. Contractor appointed – paving has commenced between High St and Molesworth St.								

	18/19 YTD Actuals May	18/19 YTD Budgets May	18/19 Full Year Review 3	18/19 Percentage Spent	Comments
Transport Network					
5400410. Drought Communities Program 2018/19 - Timber Bridges	332,153	779,167	850,000		
6215500. MR622 Repair 2015/16	-	43,513	47,469	0.00%	Not yet commenced
6215503. Plains Stration Road NSW Government	225,125				
6215510. Regional Roads Block Grant - Reseal Program	347,869	320,833	350,000	99.39%	
6215514. Roads to Recovery 2014-19	1,458,595	1,552,164	1,693,270	86.14%	
6215518. MR 290 Repair Program	11,088	43,513	47,469	23.36%	
6215528. Stormwater Works - Investigate Rouse Street	-	45,833	50,000	0.00%	Not yet commenced
6215530. MR622 Repair 2017/18	280,049	252,012	274,922	101.86%	
6215531. Special Grant Mt Lindesay Road	3,582,715	3,408,656	3,718,534	96.35%	
6215532. NDRRA 2017 - 12 May - Local	1,114,655	1,427,378	1,557,140	71.58%	
6215533. NDRRA 2017 - 12 May - Reg.	2,582	50,287	54,859	4.71%	Offset by Income from RMS
6215534. MR622 - Ch 28 to Ch 29 (Safer Local Roads)	16,374	49,779	54,304	30.15%	
6215535. Jubullum - Public Internal Road Upgrade (Aboriginal Communities)	5,519	8,935	9,747	56.62%	
6215537. Jubullum - Upgrade T intersection at Plains Station Road	23,923	-	-	0.00%	Cost allocation to be reviewed
6215538. NDRRA 2017 - 28 May - Local	938,098	1,941,162	2,117,631	44.30%	
6215539. NDRRA 2017 - 28 May - Regional	604,597	704,403	768,440	78.68%	
6215541. MR290 Repair Program 2018/19	75,552	-	-	0.00%	
6215545. DRFA 2019 Declaration Expenditure	25,318	-	-	0.00%	
6220270. Boonoo Boonoo Bridges Mt Lindesay Road - Restarrt NSW Funding	2,173	-	-	0.00%	
6220275. Emu Creek Bridge Replacement - Hootens road - Restart NSW Funding	22,348	-	-	0.00%	
6220280. Restart NSW Funding - Bridge Interim Solution Program	6,478				
6220295. Restart NSW Funding - Bridge Load	76,987	-			
6220501. Road Renewal - Gravel Roads	413,516	498,642	543,973	76.02%	
6220503. Gravel Resheets	496,164	468,568	511,165	97.07%	
6220505. Kerbing & Guttering	-	9,167	10,000	0.00%	Not yet commenced
6220506. Bridges / Causeways	254,135	1,184,879	1,292,595	19.66%	
6220507. Rural Roads - Reseal Program	40	-	-	0.00%	
6220511. Miscellaneous Replacement of Collapsed Pipes	277,801	-	-	0.00%	
6220512. Culverts & Pipes	198,597	122,833	134,000	148.21%	To be adjusted in the May Quarterly Budget Review
6240500. Main Street Program	-	55,000	60,000	0.00%	Not yet commenced
6240503. Developer Contributions Expenditure (inc Gravel Pits)		91,667	100,000	0.00%	Not yet commenced
	10,792,451	12,279,225	14,245,518	75.76%	

d) Emerging Issues, Risks and Opportunities

- The Regional Road Block grant allocation supplies 'just' enough money to maintain the running surface asset but the allocations do not allow for asset replacement. The Regional Roads have a higher 'level of service' asset installed when built by the State Government than when the same were gifted over to Council. Into the future, we need to source funding for these asset replacements that we have inherited, unless BROC are successful in their advocating to the RMS that the road be re-declared highway status.

e) The Business of Improving the Business

- Four grant applications have been prepared various bridge replacements and road reconstruction of the first section of the Bruxner Way, combined with Sunnyside Platform Road.
- 3 bridges Beaury Ck, Emu Ck and Boonoo Boonoo Ck have received funding. Council have received funding to continue bridge level 3 inspections (\$170k) and for \$2.6M of bridge funding to put in place interim solutions that would see most load limits taken away over the next 2 years for a period of 5 to 20 years as Council progressively replaces its problematic timber bridge inventory over the next 20 years .
- Sourcing funding for the sealing of all the unsealed sections on the Mount Lindesay Road between Tenterfield and Legume in the coming years.
- Council continues to lobby the State government to increase the Regional Road Block Grant funding for normal routine maintenance and asset replacement.
- Commenced reviewing our grading and resheeting practices of Council to achieve a best outcome for expenditure, to assist the asset to last longer between maintenance grades under reasonable conditions. We are achieving better results because of consistent crossfall in our maintenance grading practice and the dedication of a rural backhoe to doing drainage works.

SWOT ANALYSIS

Works (Transport & Infrastructure) – (MW)

S **Strengths**

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

W **Weaknesses**

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

O **Opportunities**

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

T **Threats**

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

f) Customers

Customer requests form a major part of our operational response. If a reported incident exceeds the intervention level set out in the Road Network Management Plan, we are required to respond within set timeframes.

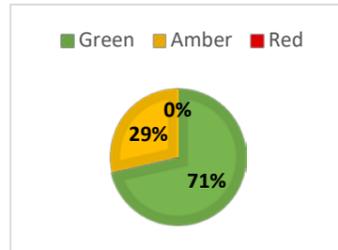
g) Business Statistics

Comment to be provided in future reports

h) Special events, achievements of note, celebrations

By closely managing the NDRRA works in conjunction with planned maintenance; such as gravel resheeting, maintenance grading and drainage works, operational efficiencies have been gained by reducing mobilization and demobilisation costs which has resulted in more resources being delivered on the ground.

21. Plant, Fleet and Equipment

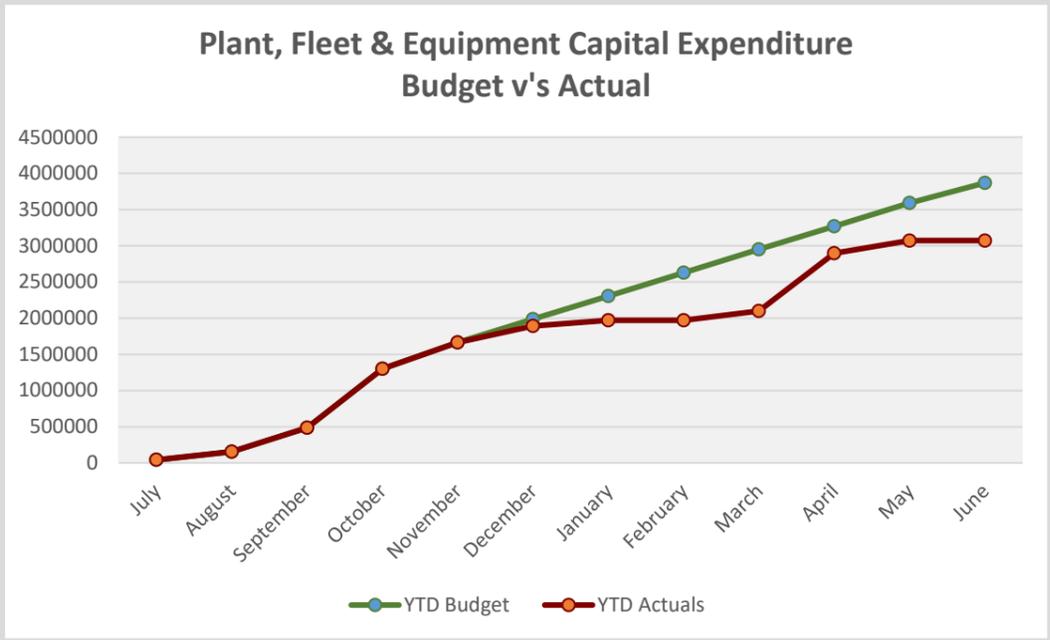
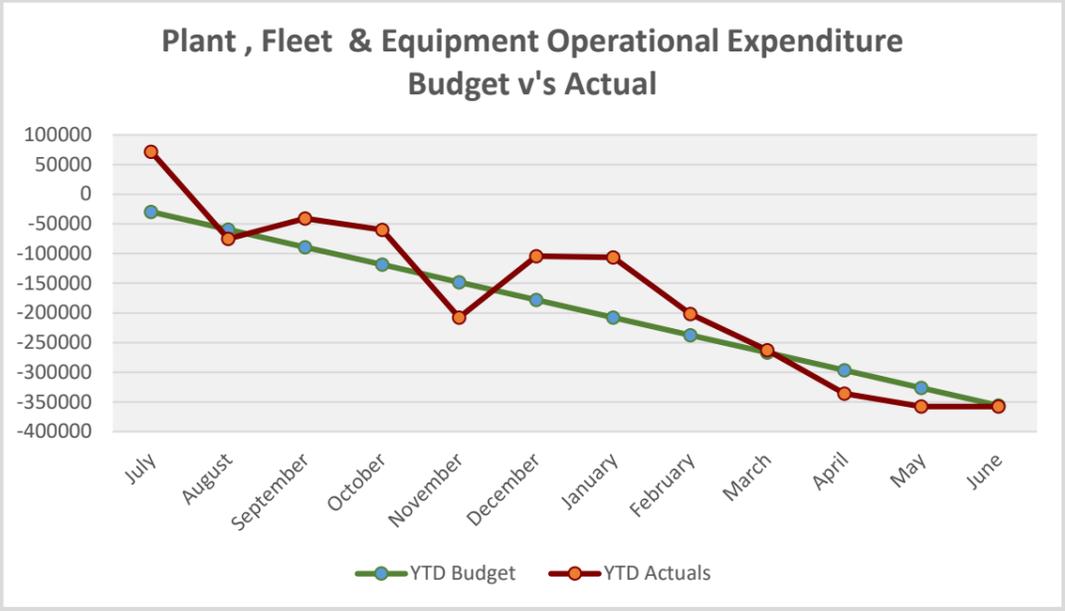
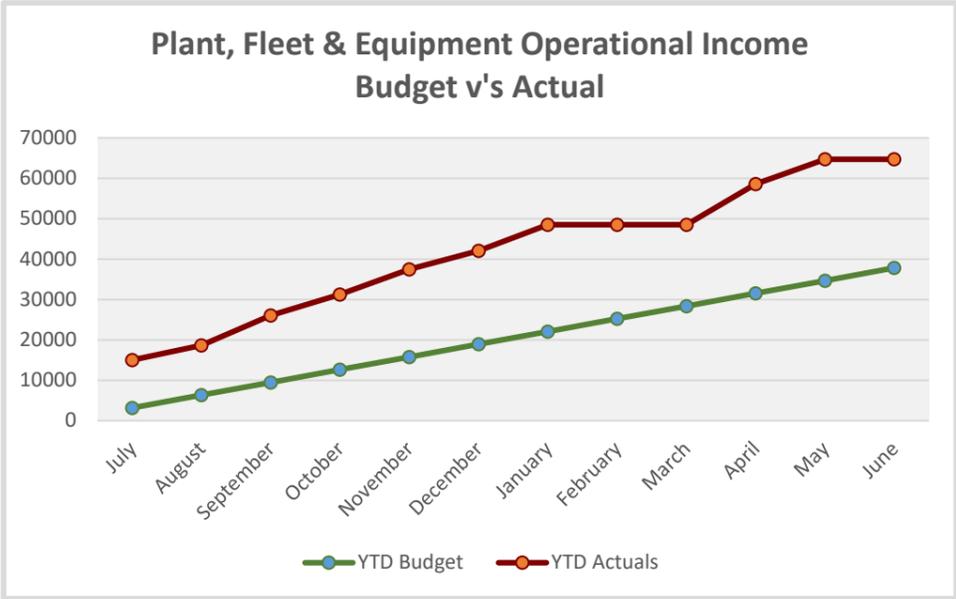


Under the 4 year Delivery Plan *Plant, Fleet and Equipment* relates to: effective provision and management of plant, fleet, equipment, store and depots; and tendering and procurement. The Office of the Chief Operating Officer directly oversees these outcomes.

a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 18/19	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
<p>DP21.01) Maximise productivity of Council fleet and stores service.</p> <p>Depot, Store: A – Chief Operating Officer</p> <p>Fleet & Plant: A – Chief Operating Officer</p> <p>Procurement and tendering framework: A – Chief Operating Officer</p> <p>Depot, Store, fleet & plant: A – Chief Operating Officer</p>	Arrange safety and other inspections of Council Depot and Store, applying corrective actions where required, in accordance with Council procedures.	B: MW		0		Up to date inspections include: Fire Extinguishers, First Aid Kits, Liftings Chains, Pressure Vessels, Safety Harness and Gas detectors and other confined space items. 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.	B: FC			+1	Completed 85%. Approximately 15% of inspections extend beyond the prescribed 3 month period. Fleet is achieving its benchmark in this area. The direct product of its now full complement of staff.
	Delivery of Plant Maintenance Program.	B: FC C: FC D: FC			+1	Approximately 95% of Fleet asset maintenance is conducted within a week of falling due; maintenance is conducted in line with industry best practice. Gains have also been made in this area with a full complement of staff.
	Maintain and review stock inventory records to ensure accuracy of information and adequacy of stock levels.	B: MW D: Store			+1	Store stock levels have been audited during June 2018.
	Ongoing implementation of Fleet Asset Management plan.	B: FC C: FC D: FC			+1	Analysis, reporting and review of most key management areas are now being achieved.
	Ongoing delivery of the Plant Replacement Program.	B: FC C: FC D: FC			+1	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. Four items remain a work in progress.
	Depot Master Plan Development.	B: MW C: MW		0		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.

b) Budget



Capital Expenses:

Capital renewals are prescribed in the Plant Replacement Program in line with councils 10 Year Fleet Asset Management Plan, delivery of some items have extend into the 18/19 financial year as a direct impact of staff resource shortages; and include:

- Unit 390 Wood Chipper, delivery 15th April. **Completed.**
- Unit 100 Mini Excavator, (delay requested by Works manager)
- Unit 361 Fuel Trailer, delivery 22nd December. **Completed.**
- Unit 10 Bridge Truck. Cab chassis to be purchased through LG Procurement under government contract ongoing, crane fitment to be procured through three quote process, ongoing.

Items prescribed in the 2018/19 Plant Replacement program are as follows:

- Unit 17 Watercart, tender delayed to incorporate the procurement of unit 11 Watercart scheduled for next financial year to halve administration and advertising costs.
- Unit 338 Slasher, delivery 23rd November. **Completed.**
- Unit 307 Flat Bed Tandem Trailer. After a condition and needs analysis, renewal of this asset is not required, funding will be utilised for an increased scope of unit 390 **Completed.**
- Unit 305 Tandem Box Trailer, delivery 1st February. **Completed**
- Unit 68 Grader, review of council’s current tender spec work in progress.
- Unit 422 Builders Trailer. After a condition and needs analysis, renewal of this asset is not required, funding will be utilised for an increased scope of unit 390 **Completed.**
- Unit 101 Franna Crane, second hand unit delivered 15th October. **Completed**

c)Capital Projects

	18/19 YTD Actuals May	18/19 YTD Budgets May	18/19 Full Year Review 3	18/19 Percentage Spent	Comments
Plant, Fleet & Equipment					
6210500. Public Works Plant - Purchases	3,065,056	3,545,667	3,868,000	79.24%	
6210502. Minor Plant Purchases	6,862	29,333	32,000		
	3,071,918	3,575,000	3,900,000	78.77%	

Operational Income:

Recovered through plant charges, fleet income is indicating a 2.16% surplus for May, which is a 4% increase over last month, a great result!

Operational Expense:

Fleet operational expenditure was 4.02% over expended for May, with current harsh environmental conditions continuing to placing challenging demands on council’s fleet assets and increased travel distance to obtain water in council’s watercarts a major contributing factor, this is expected to continue; closing out the financial year over budget by as much as 6%.

d) Emerging Issues, Risks and Opportunities

Harsh environmental conditions are also impacting tyre and ground engaging tool wear, currently indications show it is approximately 60% above normal in these dry conditions. Roo strikes have sadly increased during this period of limited feed as well.

e)The Business of Improving the Business

Members of the workshop team attained First Aid certification through TAFE NSW during May, giving participants the skills, knowledge and confidence to successfully treat common injuries and the potential to save a life as a first responder in council’s remote operations; where professional medical treatment may be considerable distance from site.

Fleet have completed the refurbishment of old unit 305 Tandem axle box trailer and has re-purposed the asset to carry a 32kVA Generator set combination. The generator will be tasked to providing a mobile backup power solution to council’s depot and other remote sites, as well as supply power to a mobile Polly pipe welder utilised by councils Water and Sewage department.



The fleet has provided battery operated grease guns to all road maintenance crews to expedite the time required to conduct basic daily fleet asset maintenance, in most cases reducing the time by half. Fleet is hopeful to see the benefits of increased joint lubrication especially in these current dry dusty conditions.

An underutilised area was identified along the outer Western wall of the workshop for the re-location of the fleet's bulk oils, a concrete pad was formed by the structures crew ahead of the manufacture of an enclosed storage area. This will afford more room around the service pit within the workshop where the bulk oils are currently stored.



Battery operated grease gun



Concrete footing for new bulk oil storage are

f) Customers

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

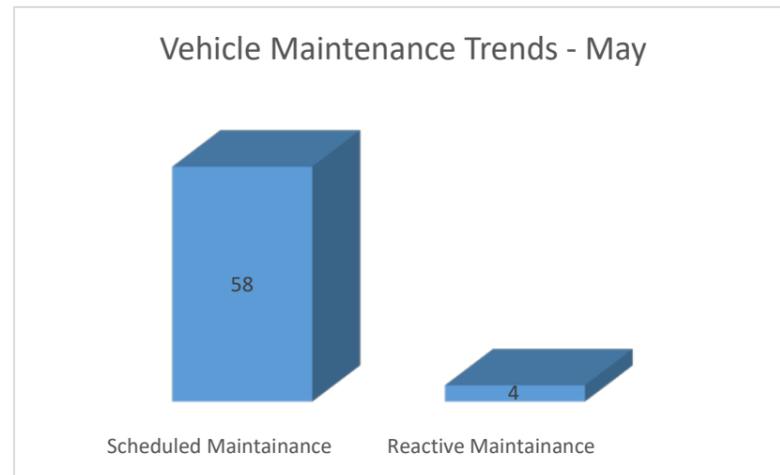
The workshop has been busy refurbishing industrial bins for the waste department, with the removal of the corroded bottoms and fabricating replacements. Completing approximately five per month with fifteen to do.



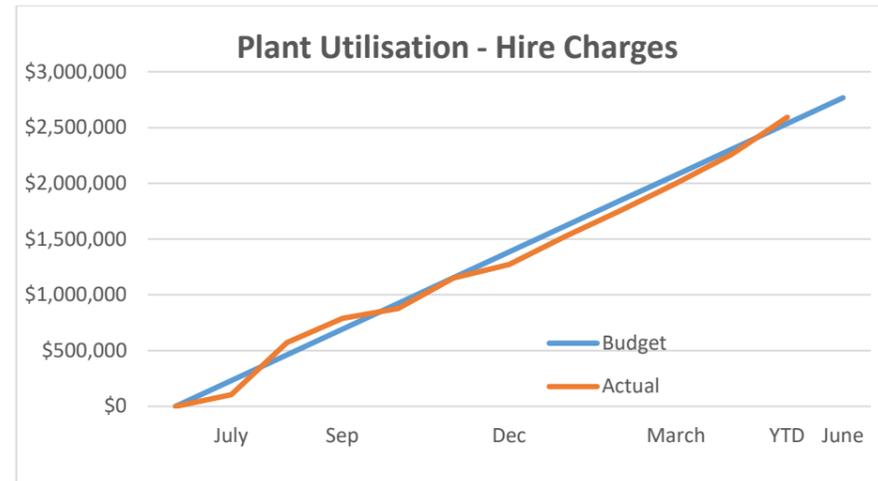
Fleet have also been tasked with fabricating an enclosure to protect the Shirley Park bore pump and electronics, the enclosure is made from 3mm plate mild steel and is designed to withstand a one in one hundred year flood event if the concrete slab doesn't shift. The enclosure will be fully sealed water tight when completed along with mesh guards and two bollards/posts to protect the exposed pipework.



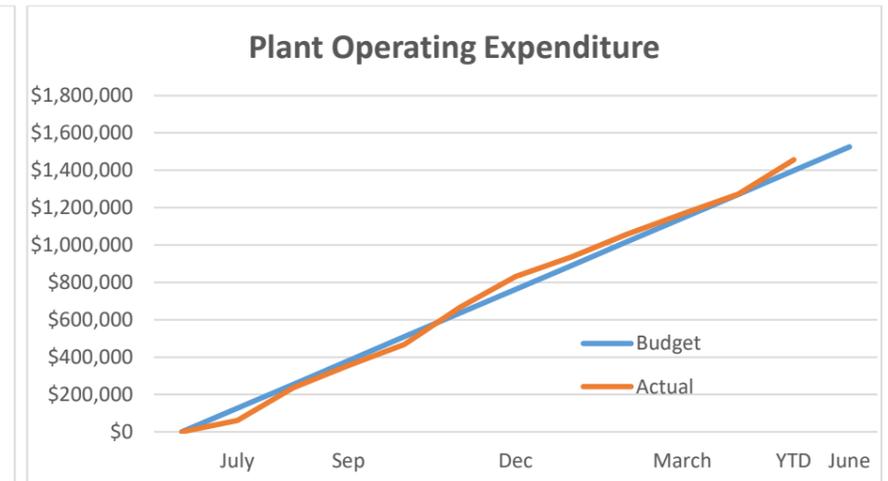
g) Business Statistics



62 Vehicle maintenance orders conducted in May
Ratio 14.50: 1, Target >3: 1.



Fleet utilisation is indicating a 2.16% surplus for May.



The plant expense budget was 4.02% over budget for May.

SWOT ANALYSIS

Fleet – (FC)

S Strengths

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

W Weaknesses

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

O Opportunities

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

T Threats

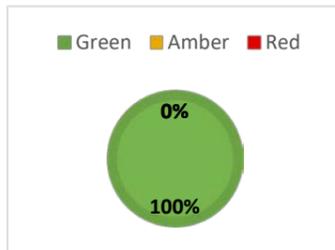
- Technological change to skill base requirements or emission standards;
- Damage to Plant due to terrain and environment;
- Loss of external customers;
- Storage tank failure and impact;
- Lack of backup generator at Depot;
- Staff churn;
- Cost increases.

h) Special events, achievements of note, celebrations

Council's Fleet Manager Brad Foan completed a Diploma of Leadership and Management through Swinburne University of Technology in conjunction with the Australasian Fleet Management Association (AfMA). This completed seven months of study much of this in his own time and included 15 subject's specificity contextualised to the challenges of the modern Fleet Manager. Brad travelled to Melbourne for his graduation and was given the honour of speaking on behalf of all the graduates at the Australasian Fleet Conference of 400 delegates. Brad was charged with presenting his journey, learnings and experiences along with the sharing the challenges of a small government department such as our rural council. Further to this Brad and Tenterfield Shire Council was made mention in a European based international e-Magazine for the fleet industry, with reference made to the Tenterfield LGA area of 713,000 hectares being comparable to three times that of Luxemburg and the challenges that presents with minimal population density. Recognition that our little council is viewed as punching well above its weight!



22. Waste Management

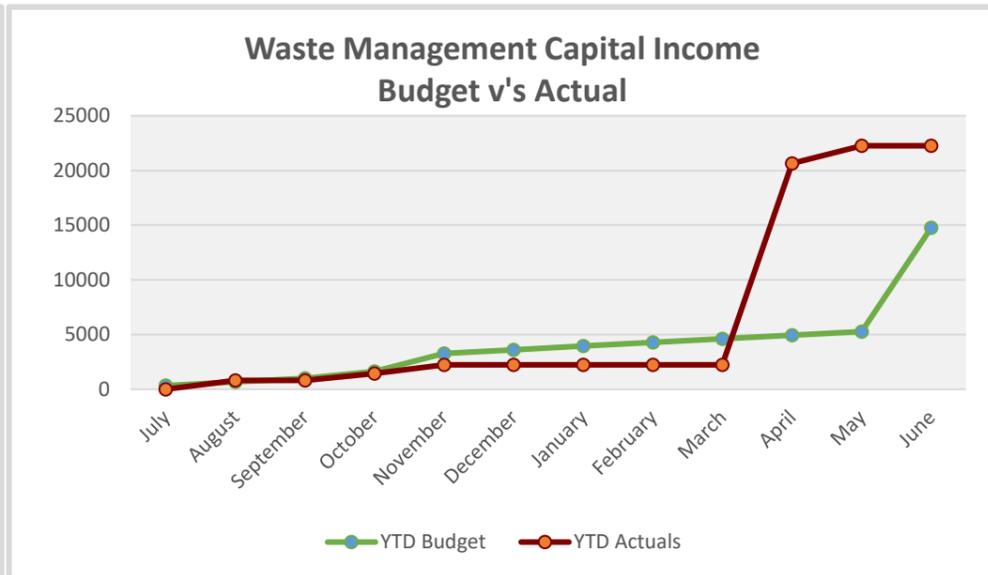
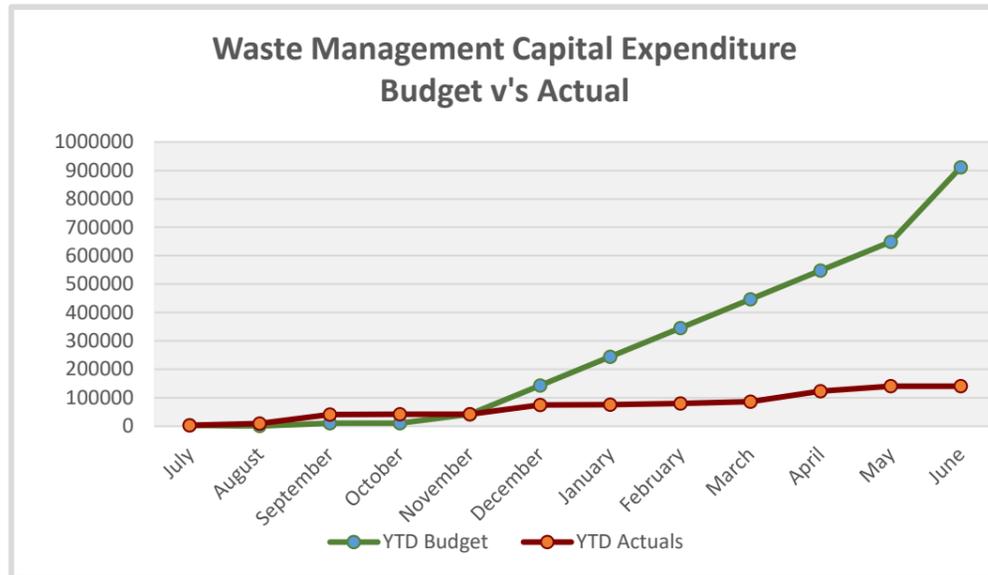
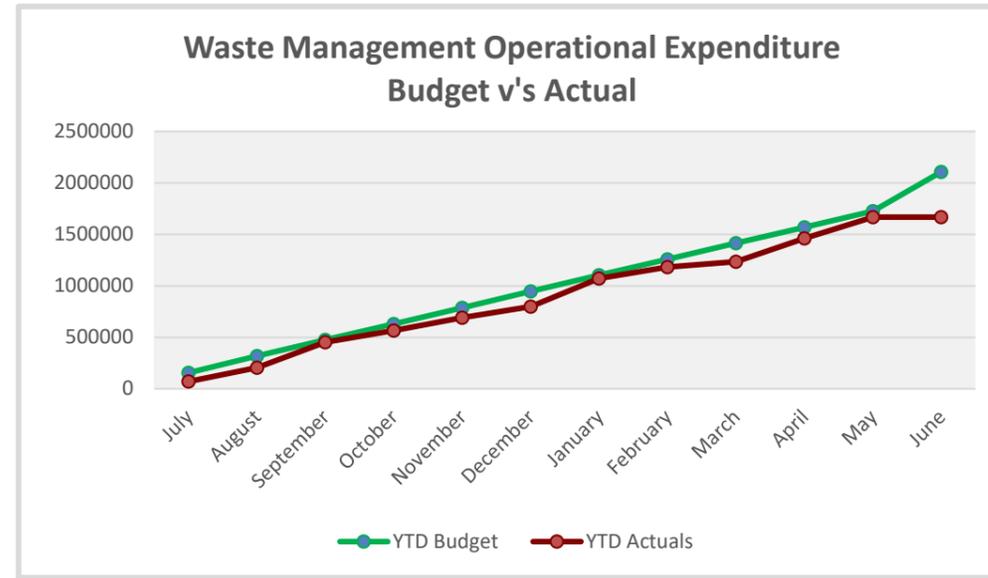
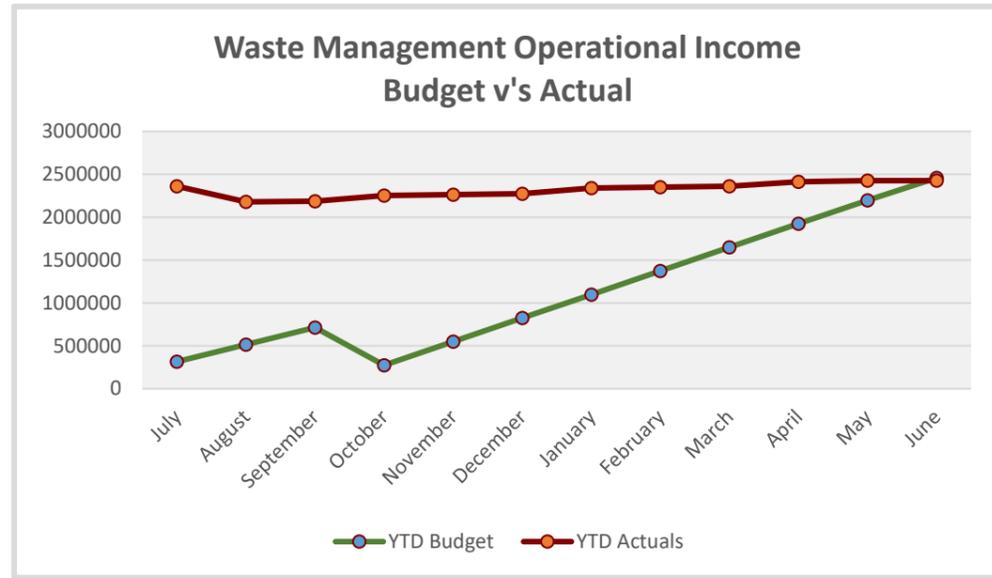


Under the 4 year Delivery Plan *Waste Management* relates to ongoing and sustainably managing waste: reduction; recycling; landfill remediation and development; and public education. The Office of the Chief Operating Officer directly oversees the outcomes.

a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 18/19	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP22.01) Investigate and implement strategies to reduce waste produced by households and industry across the Shire. <i>Waste & recycling: A - Chief Operating Officer</i>	Provide recycling services in line with existing service levels.	B: MWW D: MWW			+1	Operational staff continue to provide an excellent service in line with service level agreements
	Delivery of the Tenterfield Shire Council Waste Management Strategy.	B: MWW C: MWW D: MWW			+1	The waste management strategy will be implemented in 2019. Grants have been applied for to assist with this process in March 2019.
	Development of Boonoo Boonoo Landfill New Cell Construction Stage 1, subject to the review of waste management practises.	B: MWW D: MWW			+1	Waste management review is finalised, brought to the ordinary meeting of Council in Dec 2018, implementing recommendations as directed.
	Commencement of Torrington Landfill staged closure. Development of Torrington Waste Transfer Station, subject to the review of waste management practices.	B: MWW C: MWW			+1	Report going to Council with recommendations additionally grant to convert to Waste Transfer Station has been submitted. <i>Report to Council in for land acquisition approval at Mingoola for WTS.</i>
	Commission study to develop scope for the closure/remediation of the Tenterfield old landfill cell to EPA requirements.	B: MWW C: MWW			+1	A new study needs to be undertaken to define the scope of works. Application for funding has been sought and applied for in March 2019.
	Assessment and implementation of waste disposal and landfill management feasibility study recommendations.	B: MWW C: MWW			+1	Feasibility study has been commissioned for works
	Continue investigations and implementation of processes and systems to reduce waste.	B: MWW C: MWW			+1	Green waste infrastructure organics processing grant submitted and acknowledgement of receipt provided 6/09/2018 advisement of unsuccessful application re-application pending advice in April. Investigations for e-waste collection network continue, potential to supply to QLD however tariffs are prohibitive. Re-establishment for cardboard processing is underway.
	Community Education Program, targeting schools and businesses.	B: MWW C: MWW D: MWW			+1	A program is being developed around worm farms for schools, <i>worm farm progressing with design and first prototype; final designs completed, equipment delivered construction commenced.</i> We have a school EnviroMentors program coming later in the year. This is part of our agreement with NIRW. School presentations have occurred provided by Council staff in March 2019.
	Investigate the option of powering all WTS, utilising Solar Power.	B: MWW C: MWW D: MWW			+1	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.
Waste Reduction Education – Investigate, develop and implement waste reduction education.	B: MWW C: MWW D: MWW			+1	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.	

b) Budget



Operational Income:

Continues to have a small outstanding balance expected to be reconciled.

Operational Expense:

Council's operational budget is currently on-track - depreciation is yet to be included.

Capital Income:

Capital income is provided by sales that were expected to remain static this is demonstrated by income finalized by June 2018. Some items that are in the Operational Plan are not reflected in any of our financial programs.

Capital Expenses:

Capital Expenditure is provided by budgets for normal business function including renewal/replacement of assets and asset creation. Spend to date is low due to some major project being put on hold – see information below.

The current capital works expenditure to date is shown in the table below. This figure does not show outstanding Purchase Orders or invoices that have not yet been processed.

The current capital works expenditure to date is shown in the table below. This figure does not show outstanding Purchase Orders or invoices that have not yet been processed. Some of the capital works budget, such as the Boonoo Boonoo Landfill Site Design, **has commenced with hydrology study nearing completion and REF nearing completion report expected in June since** the review of the Waste Management business. The works for Torrington Landfill are **also on hold until pending outcome of grant application. A Council resolution for Mingoola is required to be** obtained, determining the way forward for the site (see h - Council Reports). There may be some cost savings in purchasing double the infrastructure to set up both the Torrington and Mingoola sites.

c) Capital Projects

	18/19 YTD Actuals May	18/19 YTD Budgets May	18/19 Full Year Review 3	18/19 Percentage Spent	Comments
Waste Management					
7080500. 240L Wheelie Bins	2,822	3,606	3,934	71.73%	On-going
7080503. Industrial Bins	6,596	43,628	47,594	13.86%	On-going
7080550. Boonoo Boonoo -Water Tank	-	1,375	1,500	0.00%	Not yet commenced
7080551. Tenterfield WTS - Leachate collection	-	29,021	31,659	0.00%	On-going
7080553. Boonoo Boonoo - New Cell Reconstruction	13,214	137,500	150,000	8.81%	Not yet commenced
7080554. Boonoo Boonoo -develop/operate	-	9,167	10,000	0.00%	Not yet commenced
7080555. Boonoo Boonoo - New Cell Remediation Asset (Non Cash)	-	45,833	50,000	0.00%	EOFY transfer
7080556. Boonoo Boonoo - Landfill Site Design	13,234	4,583	5,000	264.68%	
7080692. Legume - Awning with Pad	-	7,242	7,900	0.00%	Works completed
7080712. Liston - Awning with Pad	620	7,299	7,963	7.79%	Works completed
7080557. Toilet Facilites Boonoo Boonoo Landfill	242	15,583	17,000	1.42%	Planning
7080558. Tip Shop Drake, Liston & Tenterfield	-	15,583	17,000	0.00%	Planning - materials sourced
7080559. Green Waste Hungry Bin - School Trial	4,385	4,583	5,000	87.70%	Prototype completed
7080720. Mingoola - Open Transfer Station	567	64,167	70,000	0.81%	Planning
7080731. Torrington Landfill - Capping Cell	-	68,750	75,000	0.00%	Grant underway
7080732. Torrington Landfill - Convert to Transfer	-	64,167	70,000	0.00%	Grant underway
7080819. Tenterfield Meet EPA Requirements	-	229,167	250,000	0.00%	
7080821. Tenterfield WTS Bailer Bay Structure	2,130	-	-		
	43,810	751,254	819,550	5.35%	

d) Emerging Issues, Risks and Opportunities

The changes in the Chinese recycling acceptable limits poses a major threat to our operations with a possible increase in gate fees from Lismore City Council to accept and process our recycling. There is also a high risk of recycling loads being rejected and thus having to go to landfill, which would result in additional charges over and above the current recycling forecast. Investigations are continuing to negotiate against increases and examine operational cost NIRW has provided a proposed agreement documents as well as Lismore in September 2018. These documents have been reviewed to enable further negotiation with Lismore. Additionally, Lismore MRF glass recycling plant has suffered a major failure. These issues were taken to Council in November. The CDS refund scheme was signed with commitment to pursue options including feedstock agreement and alternatives.

Mexican Glass price to drop for commodity is still impacting our recycling agreement with Lismore requesting additional fees to assist in repair.

EPA is tightening controls on landfill operation requirements posing a risk for both Boonoo Boonoo and Torrington landfill sites.

There is a risk of the EPA issuing fines if we do not comply with current standards. Whilst EPA have in the past expressed concerns on the existing Boonoo Boonoo landfill, long time frame piezo hole water level monitoring does not support the concerns, and Council has a Master Plan for the staged development of the Boonoo Boonoo landfill site which potentially could operate for another 50 years' subject to new cells being built when needed. Any consideration of extending and re-opening of the old Sunnyside loop Tenterfield landfill site for landfilling purposes in place and the early closure of Boonoo Boonoo, as suggested in the dated 2013 Waste Management Strategy, needs to be reconsidered in any future review of the Waste Strategy as such will have large financial implications coupled with potential community backlash in view of close proximity to town and encroaching residential development. Investigations into viable long term alternatives continue. (Note by Chief Executive: Refer to Waste to Energy Report May Ordinary Council Meeting.) Establishing the new cell at Boonoo Boonoo has commenced with contract hydrology report sent to tender and awarded. The contractors will be on-site on 10 April to commence the installation of the new monitoring bores and to begin on-ground investigations these were installed on the 10th April 2019. [The REF \(review of environmental factors\), commenced in May with reports expected to in June 2019.](#) Design quotation for cell lining will be linked to hydrology and REF outcomes.

An inspection by the EPA occurred in January at various sites in Tenterfield and Urbenville with Urbenville WTS examined. [The EPA also inspected the Boonoo Boonoo site on the 28th May 2019 \(Figure 1 & 2\).](#) Due to renovations a new pit was undertaken for asbestos.



Figure 1, and Figure 2 EPA Boonoo Boonoo Inspection in May 2019;

Green waste processing; the green waste piles at all sites are becoming large and the last contract for mulching has expired. We are looking into options to better manage our green waste and initial investigations for contractor to process provided high costs, investigations continue. The EPA requirements for testing to enable the selling of raw green mulch are onerous. Grant opportunities to provide value adding for compliance have been submitted and Council are now awaiting announcements. Discussions with the EPA, require Council to undertake methods for biosecurity to eliminate the chance of weed seed propagation requiring proof of high temperatures obtained in the process of composting mulch, undertaking this process will allow new green waste deposited at the WTS's into a viable income stream.

Potential hazard for the safety of staff occurred at closing time for one of the transfer stations, Patrons are reminded that there are conditions of entry to the transfer stations and as with all business Council can refuse entry.

Opportunity to value add by re-commencing cardboard collection and baling have continued with a service of the bailer raising issues of water damage. The site was inspected, with plans created to refine the housing of the press and cardboard bay to allow for more efficient handling, quality and transportation as weekly/bi-weekly pick-ups of recycled materials. Some estimates to provide the cover and bay have been received; under Council resolution staff have progressed with award of contract. **The works are underway, with the pad cleared and construction with DA approval has commenced the roof is erected and slab is expected to be poured later this month.** To ensure value for Council additional drainage works commenced on-site to rectify some longstanding issues behind the pound site.

Some of the Drum Muster cages have been constructed by the Workshop, which will enable all our WTS's to accept Drum Muster containers. A new initiative as Chem Clear for the collection of unwanted or out of date Agricultural chemicals is expected to commence with pick up of registered chemicals in March 2019. Registration requires label manufacturer, expiry date, size of container, estimate of what's left and condition of container. Booking essential at; phone 1800008182 or email www.chemclear.com.au.

Residents impacted by fires in the Tabulam/Drake and Wallangarra/Jennings are advised to contact LawAccess NSW's dedicated **Disaster Response Hotline 1800 801 529**. Information related to the Fires are provided on Council's website see link <https://www.tenterfield.nsw.gov.au/news/fire-recovery-information>. A chemical collection will be scheduled utilizing TOX FREE initial dates , for any advice on chemicals please contact TOX FREE 1300 869 373 or see website <http://www.toxfree.com.au>
TOX FREE provided their first deployment on Thursday the 2nd May 2019 there is another collection completed Thursday the 27th June 2019 commenced at 9:00am and concluding at 2:00pm behind the Drake Tavern at the Drake Oval.

The Mingoola WTS proposal is under project investigation; preliminary and secondary site investigation and assessment has been undertaken. Costs have been identified for site conversion with the work required to acquire property commencing. Additionally, initial quotations have also been received for site work these works are expected to commence by **end of June this Year. The approvals process with Crown lands where undertaken and approved under an initial licence with expectation to purchase land under investigation.**

Torrington unlicensed landfill has undergone a clean-up due to the amounts of waste being provided from the village and suggested (through complaints) area of Deepwater.



Figure 3, and Figure 4 Torrington Clean up June 2019;

a) The Business of Improving the Business

Discussions are continuing with the EPA to ensure that the product does meet the required standards. Information obtained from the EPA provides for a site by site approach, with trials expected to provide the information. The initial stage 2 and 3 of the small trial has been completed, with best mixtures and timeframes determined. The second phase of the trial to cover the landfill completely as a daily and intermediate cover is underway with equipment selected under assessment. **Due to staff shortages phase 2 of the trial is expected to commence in May 2019.**

Investigations continue for the construction of purpose built 'Tip Shops' with initial designs to provide element protection, some used roof sheeting has been saved for this purpose pending review of sale trials. The sale trials to; repurpose items and reduce the amount of waste sent to landfill, commenced in late February 2018 at Drake, Liston and Tenterfield Waste Transfer Stations (WTS). January to April information demonstrate modest sales, however the volume of space saved from not returning these items to landfill is expected to become significant. **Commencement of works at Tenterfield with installation of the tip shop pad after drainage works in May expected in June 2019.**

Installation of new window split window at the Tenterfield transfer station has alleviated the window weight for operators as a safety concern see Figure 5. Transfer station upgrades to include awnings (Liston and Legume) as well as air-conditioning and anti-theft devices have been installed at Drake with other Transfer stations under rolling installation. Theft of water at Drake in February has seen the need to include anti-theft devices.

Arrival of new battery powered cash registers will allow the smaller transfer station's staff the ability to process customers easily and provide electronic receipts. Additionally, a new register was purchased for Tenterfield. Additional training will be scheduled for operation of registers before deployment.

Arrival of the educational programs green waste bins for conversion to worm farms arrived in late April 2019, these bins will be available for Tenterfield shire schools after conversion to the Mega Muncher with roll out of first bins later this Month.

We have been provided with information from containers collected from our CDS - Tenterfield Shire has collected a total of 2,872,776 containers (since installation in February 2018 to 24 June 2018: 528,333; February 2018 to 30 December 2018: 1,297,443; February 2018 to March 2019: 2,872,776).

SWOT ANALYSIS

Waste Services – (MWW)

<div style="background-color: #d9e1f2; padding: 10px;"> <div style="background-color: #d9e1f2; color: white; padding: 5px; text-align: center; font-weight: bold; font-size: 2em; margin-bottom: 5px;">S</div> <p>Strengths</p> <ul style="list-style-type: none"> Few Customer complaints; 20 Year engineered Landfill at Boonoo Boonoo; Modern Waste Transfer Stations; Staff competence, dedication and support of change and management experience; Multiskilling and succession planning; Support from Northern Inland Regional Waste (NIRW); While the ability for delivery of strategic goals and team meetings/action due to remoteness, scheduled after hours meetings have provided successful integration of actions and innovation. </div>	<div style="background-color: #e6e6e6; padding: 10px;"> <div style="background-color: #e6e6e6; color: white; padding: 5px; text-align: center; font-weight: bold; font-size: 2em; margin-bottom: 5px;">W</div> <p>Weaknesses</p> <ul style="list-style-type: none"> Limited financial resources and ability to raise revenue; Staff shortage/establishment limits. Public perception of waste management as a low value function. </div>
<div style="background-color: #d9ead3; padding: 10px;"> <div style="background-color: #d9ead3; color: white; padding: 5px; text-align: center; font-weight: bold; font-size: 2em; margin-bottom: 5px;">O</div> <p>Opportunities</p> <ul style="list-style-type: none"> Leadership and best practice in all aspects of waste management; Development of new and better use of Existing markets for resale/reuse; Increase community education; Negotiate an MOU (Memorandum of Understanding) interstate (QLD) to reduce transport costs; Reduce waste to landfill through combined food organics + garden organics; Investigate construction of a Materials Recovery Facility/Waste to Energy; Alternate collection of recyclables; Seek grant opportunities for green waste. </div>	<div style="background-color: #fff2cc; padding: 10px;"> <div style="background-color: #fff2cc; color: white; padding: 5px; text-align: center; font-weight: bold; font-size: 2em; margin-bottom: 5px;">T</div> <p>Threats</p> <ul style="list-style-type: none"> High and increasing costs of domestic waste management; Reliance on costly road transportation for collection and disposal, distance to markets; Accelerated consumption of landfill assets through climate change, natural disasters etc.; Time/cost to establish a new Cell; Potential staff churn; Illegal dumping of asbestos; Lack of focus on waste strategic vision; Local miss-interpretation of rates and fees; Public perceptions of low value of waste staff. </div>

b) Customers

Our customer base is the public, other Council departments and contractors. Our waste operational staff continue to assist the community with waste.

The Mt Lindsay survey to seek residential ratepayer's assessment of the service was provided in May with results of surveys collected a report is expected to be provided to Council July 2019.

c) Business Statistics

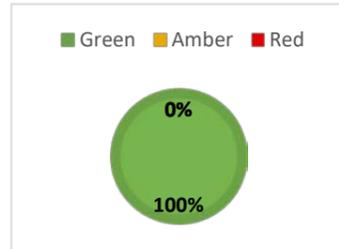
Tenterfield has recycled 2,872,776 containers through the Container Deposit Reverse Vending Machine, averaging 6,000 to 7,000 containers recycled per day. Our CRC has also collected approximately 9,323 tonnes of waste since opening in February 2018. The scheme nationally is over 1 Billion in containers collected.

d) Special events, achievements of note,

A review of the waste services business is continuing and includes;

- Council's Staff undertook an audit of the types of bins residents are utilising for waste disposal as 240 Litre and 120 Litre bins. Residents can check which size of bin they are paying for as they are listed on Council rate notices. The bin audit ensures that Council and residents are receiving the correct rateable amount for the waste service.
- Audits of Yellow lid recycling bins continue to be undertaken by Council staff to ensure that there is no contamination in recyclable material collected. Contamination of recyclable material costs the community of Tenterfield. This is because contaminated recycling is rejected by the Lismore's Materials Recovery Facility to the sum of \$250 per tonne and disposed of in landfill. Residents found to be utilising the recycling bin for rubbish will be issues with warning notice and or penalty for continued contamination.

1.23. Water Supply

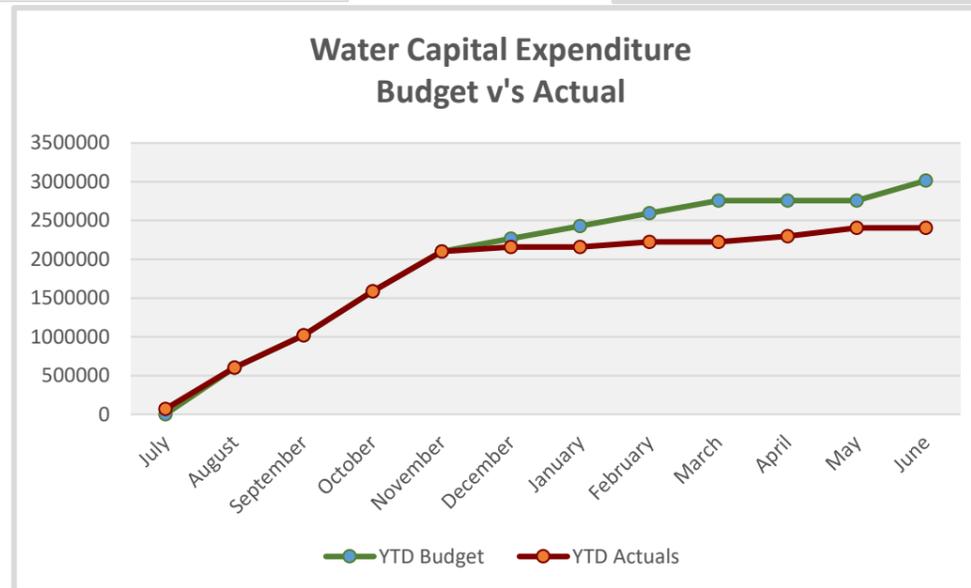
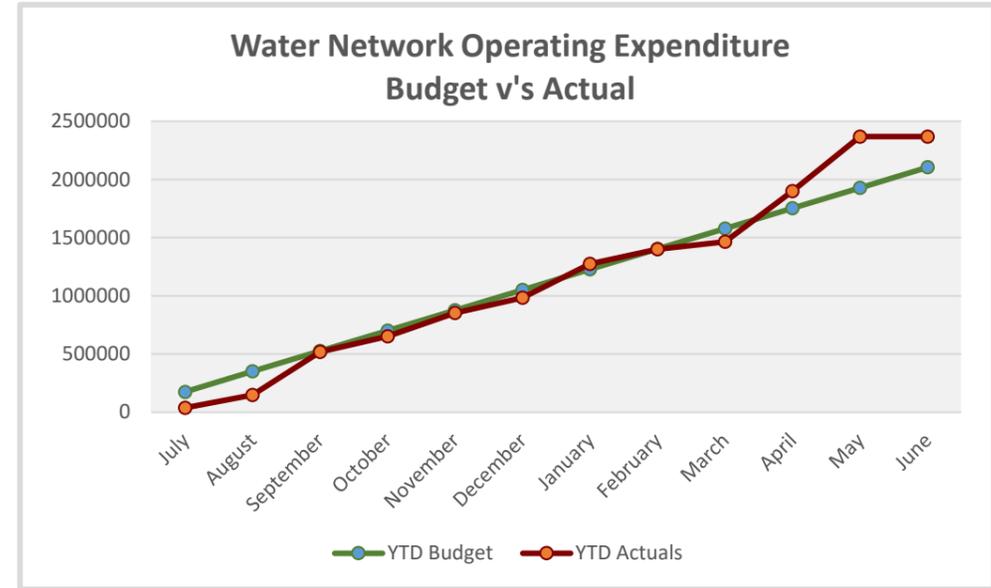
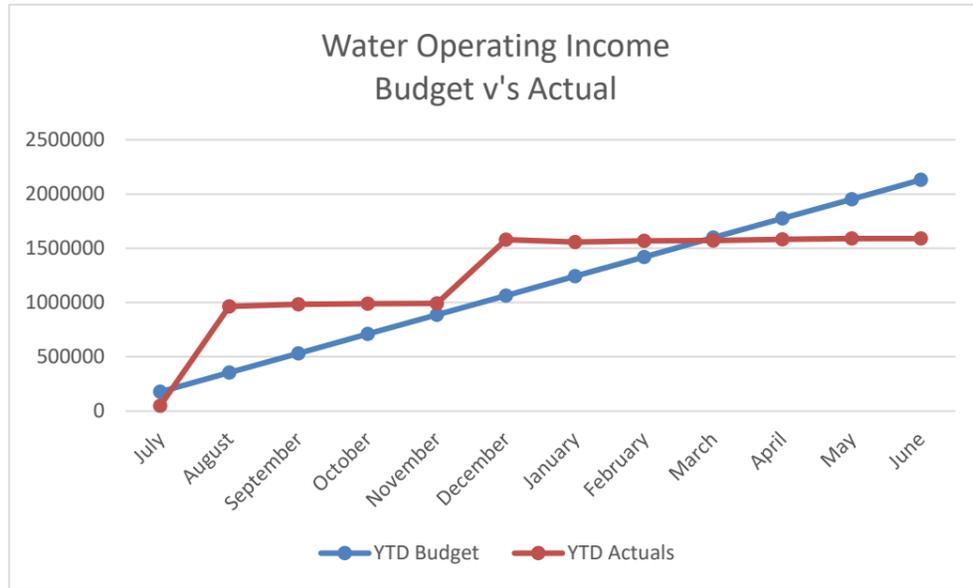


Under the 4-year Delivery Plan *Water Supply* relates to: ongoing water catchment, storage, treatment, distribution, monitoring, regulating, reporting, compliance, charging and administration. The Office of the Chief Operating Officer directly oversees the outcomes.

a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 18/19	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP23.01) Ensure effective and efficient delivery of water services in accordance with existing service levels. Water & Sewer: A - Chief Operating Officer	Review and assessment of Urbenville Water Treatment Plant Concept Design.	B: MWW C: MWW			+1	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.	B: MWW C: MWW			+1	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 moved onto Stage 2 – Detailed Application. We expect to hear early 2019 if we are successful in moving into Stage 2. Notice has been provided that we are successful in attaining funding as \$7 Million for the new plant.
	Construction of Tenterfield Dam Upgrade Project as contracted.	B: MWW C: MWW			+1	Works are complete. Leeds have left site and Council has resumed operations
	Tenterfield Valve Renewal Program.	B: MWW C: MWW			+1	Works are continuing.
	Jennings Water Mains Replacement Program.	B: MWW C: MWW			+1	Works for this financial year are continuing
DP23.02) Implementation of Water Quality Assurance Framework in accordance with the Public Health Act. Water & Sewer: A - Chief Operating Officer	Implementation of Water Service Strategic Plan in accordance with NSW Office of Water Guidelines.	B: MWW C: MWW			+1	Works are underway to ensure compliance.
	Delivery of ongoing water quality monitoring program.	B: MWW C: MWW D: MWW			+1	Ongoing. 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.

b) Budget



Operational Income:

N/A

Operational Expense:

The operational expense is progressing as expected with finalisation of maintenance expected to be complete by the end of financial year. The expense budget has a number of items that are required to be budgeted for as part of the Australian Drinking Water Guidelines for potential water treatment issues, such as Algae Control which have been required. There is also some training is required for our staff, the courses (external) have not yet been run. Some scheduled maintenance tasks have also been delayed due to emergency repairs required on both the water and sewer infrastructure due to lack of staffing resources. There has been additional strain on resources due to additional works relating to the drought.

Capital Income:

Not an issue. All claims have been made upon the NSW Government- DPI Water.

Capital Expenses:

The majority of Capital expenditure is associated with the dam wall upgrade project which is now completed.

The Flood Warning System upgrade works including the gas bubbler have not been undertaken, as we have applied for a grant to offset some of the costs. We have been made aware that we have been successful in the grant, formal notice along with the grant conditions and deed have been received. Other works, such as the Tenterfield Sludge Removal is dependent on site conditions and has been completed for Tenterfield and scheduled and nearing completion for Urbenville with works undertaken to empty a lagoon. There has been additional expenses due to additional works relating to the drought.

c) Capital Projects

	18/19 YTD Actuals May	18/19 YTD Budgets May	18/19 Full Year Review 3	18/19 Percentage Spent	Comments
Water Supply					
5400400. Drought Relief - Water Carting	22,727	22,917	25,000		
7484531. Additional Bore Water Supply	2,000	-			
7484535. Water Treatment Plant - Business Plan	16,795	-			
7484500. Tenterfield Sludge Removal	197,004	73,653	80,349	245.19%	Works completed
7484503. Tenterfield WTP - In Line Telemetry	1,080	-	-	0.00%	
7484505. Tenterfield Mains Replacement	1,635	375,522	409,660	0.40%	Planning has commenced
7484506. Tenterfield Meter Replacement	- 273	28,228	30,794	-0.89%	Some meters replaced
7484513. Tenterfield Dam Wall Construction	1,784,637	1,809,477	1,973,975	90.41%	Works completed
7484515. Tenterfield Flood Warning System	-	98,893	107,883	0.00%	Planning is underway
7484516. Tenterfield Shirley Park Bore Flood	32,469	11,124	12,135	267.56%	Bore installed
7484520. Tenterfield WTP - Options & Concept Design	854	11,124	12,135	7.04%	
7484521. Tenterfield Water Treatment Plant Design	2,902	11,124	12,135	23.91%	
7484524. Tenterfield WTP - Sign	4,819	917	1,000	481.90%	Works completed
7484525. Tenterfield Dam Wall Project Management costs	121,422	76,808	83,791	144.91%	Works completed
7484527. Tenterfield Treatment Plant Pump Upgrade	-	69,225	75,518	0.00%	Quotations sourced
7484529. Tenterfield Dam Wall Supervision	89,512	82,053	89,512	100.00%	Works completed
7484811. Urbenville Water Treatment Plant	287	4,583	5,000	5.74%	
7484812. Scada Renewal	-	2,967	3,237	0.00%	Not yet commenced
7484901. Jennings Mains Replacement	-	11,052	12,057	0.00%	Planning has commenced
	2,277,870	2,666,749	2,909,181	78.30%	

d) Emerging Issues, Risks and Opportunities

Tenterfield Dam is now at [33% capacity](#) (Figure 1). Council has now further enacted the Drought Management plan and issued the town of Tenterfield with Level 4.5 water restrictions. Signs have been erected at the 3 entrance points to Tenterfield to assist in advising the community and travellers to think about water saving, additionally some signs have been placed in public amenities.



Figure 1 Tenterfield Dam June 2019

Excellent news was received by NSW State member Thomas George with the exciting news, that Council has been given a grant for \$7 Million dollars to help replace our aging water filtration plant see images below of the announcement, the work behind the replacement grant spans several years.

Tenterfield dam is under a process of desilting and vegetation removal, while the dam is at low levels these works can progress aiding in raised performance of the dam (Figure 2 to 6). The works are being undertaken by the Works department; thank you from Water!



Figure 2, 3 and 4 Tenterfield Dam Desilting South Western inlet -reshaping June 2019



Figure 5 and 6 Tenterfield Dam Desilting Eastern inlet -reshaping June 2019

Apex Park Bore site underwent an inspection of location and progressed with the planned [livestock bore installed](#). [The equipment purchased, delivered and installed; connections for community use is currently occurring as approval has been granted from NRAR](#). Shirley Park bore is now operational with temporary supply from Shirley Park Cricket Grounds.

Meetings held with contract personnel and RMS officers in regard to works requiring potable supply which at Level 4 continues to be banned.

Jennings supplied by Southern Downs are now at EXTREAM water restrictions from the 14/3/2019 limiting residents to 120L/day/person. For more information on the water restrictions at Jennings contact Catherine Travers, Sustainability Officer, on 1300 MY SDRC (1300 697 372) or please catherine.travers@sdrc.qld.gov.au.

Urbenville since the last reporting period has entered Level 2 water restrictions. Urbenville have had some rainfall recently, however the Tooloom Creek system is still not flowing despite some small flow over the weir. The intake cage has undergone de-sedimentation as matter of urgency, with in-stream catchment under a licence application.

We have become aware that we have been successful for the Flood Warning Grant see website <https://www.environment.nsw.gov.au/coasts/floodplain-management-grants-2018-19.htm> . Council has received formal notification including conditions of the grant and deed. A meeting was held with NSW DPI Flood personnel in late January to review initial plans for system upgrade and stakeholder consultation.

Our Drinking Water Management System has been reviewed. There are a number of outcomes that will need to be actioned to ensure the continual supply of safe water to our communities. There is a priority improvement plan which will continue to be acted on over the coming months.

Our Urbenville WTP operations are currently under review with assistance from NSW Health and NSW DPI to optimise the running of the plant.

A brief for safety upgrades to the Tenterfield WTP is currently being compiled with review of reports and inspections occurring 5/10/2018, updated report pending.

e) The Business of Improving the Business

Refer to Section 22. Sewerage Services, Subsection (f), Water and Sewer.

The new water dispenser has been operational in Tenterfield since July and has provided additional revenue of approximately \$22,000 for Council. Due to the effects of drought and the continuing dry predictions and the need for potable water access a new dispenser is scheduled for installation at Urbenville to assist the community to access water locally reducing the large transport costs associated with water delivery. A report has been prepared for Council's February meeting and was approved, works continue with delivery of dispenser and ground preparation for installation Works continue for the Urbenville dispenser the pad was installed on Tuesday 9th April 2019.

The Shirley Park Bore replacement pump is installed the electrical component of installation is completed [a variable speed device will be added to ensure maximum efficiency for the bore](#). [A new cover to protect the bore outlet has been installed a thank you from Water to Fleet for constructing the cover! \(Figures 7 and 8\)](#).



Figure 7 and 8 Bore Cover June 2019

The replacement impellers/paddles to replace ageing infrastructure has arrived and installation will progress including removal of the old flocculation system and augmentation of the gantry. The contract for the design of the walkways has been awarded, with on-site meetings scheduled and held in December 2018, the consultant has completed the review of the plant and has preliminary designs, [expected plans for review where undertaken in April and May 2019 with final documents completed in June 2019.](#)

The road into the treatment plant was repaired to reduce erosion by sealing (thanks to works crews) in January from the effects of plant required during dam wall construction.

Works to upgrade the water reticulation and fire hydrant system in Jennings as a private works undertaking for Thales were put on hold due to the second phase of works having asbestos contamination was completed. The work has been completed, Thales have advised in November that the clean-up has been finished, with work scheduled and completion of works by late March 2019. Additional works uncovered during early stages of completion; additional equipment ordered, received and installed May 2019.

Investigations are underway into smart water meters to make water meter reading quicker, more efficient and cost effective. The smart meter technology now allows an online real-time viewing of water consumption. The technology will assist Council to advise residents if any abnormal water use is detected potentially saving residents from costs associated with water leaks. All presentations from suppliers have occurred with the final presentation in December 2018 and due to cost a trial is expected to occur in the shire next financial year. In the interim ITRON will be updated as current system has malfunctioned. [A trial of the new system is due to take place for the next water meter read in May the system performed well and shortened the time taken to perform the readings.](#)

The air scouring of the mains in Tenterfield has been completed as of 18th April 2019.

Utilisation of the new pump at the Tenterfield Water Treatment plant has occurred thanks to the fleet department.

SWOT ANALYSIS

Water and Sewer – (MWW)

<p>S</p> <h3>Strengths</h3> <ul style="list-style-type: none">• Few Customer complaints;• High level of regulatory compliance associated with service supply;• Understanding of strategic/business planning and needs over a 10-year horizon;• Research, data and reporting capabilities and analysis to inform capital works;• Excellent day to day and emergency response capability;• Some assets near new (Urbenville and STP Tenterfield);• Dam wall project nearing completion.	<p>W</p> <h3>Weaknesses</h3> <ul style="list-style-type: none">• Insufficient capacity to ensure compliance with all aspects of regulation and timely delivery of all renewals and new capital works in the Strategic Plan;• Tightening regulatory compliance will require future capital works, which may be beyond Council capacity to fully fund advocacy will be needed;• Current administrative support structure requires Managers to do administration. Duties better performed by an Administration professional;• Geographical information system requires review.
<p>O</p> <h3>Opportunities</h3> <ul style="list-style-type: none">• Obtain possible subsidy funding for water treatment facilities;• Obtain funding for flood systems/studies;• New technologies are available to provide solutions for regulatory compliance and energy and operational efficiency. They can meet changing customer expectations and supply features central to planning, design, construction, system control, communication, asset management and data.	<p>T</p> <h3>Threats</h3> <ul style="list-style-type: none">• Lack of funds for new water treatment – Federal and State funding needs to be restored for projects to proceed in a timely way. Un-programmed capital works;• Increased Legislation and Management requirements diverting staff from planned work and problem solving;• Reduced Section 64 income, due to slow growth and need for higher charges;• Inability to deliver asset management, the impact of climate change;• Water rate misconceptions.

f) Customers

We respond to customer service requests regularly with people reporting 2 main breaks (Jennings) this reporting period and 5 leaks or faults Tenterfield and 1 in Urbenville with water meters etc. All requests are responded to in a timely manner. [Replaced 1 new water service at Tenterfield.](#)

There have been no complaints about the water service this year.

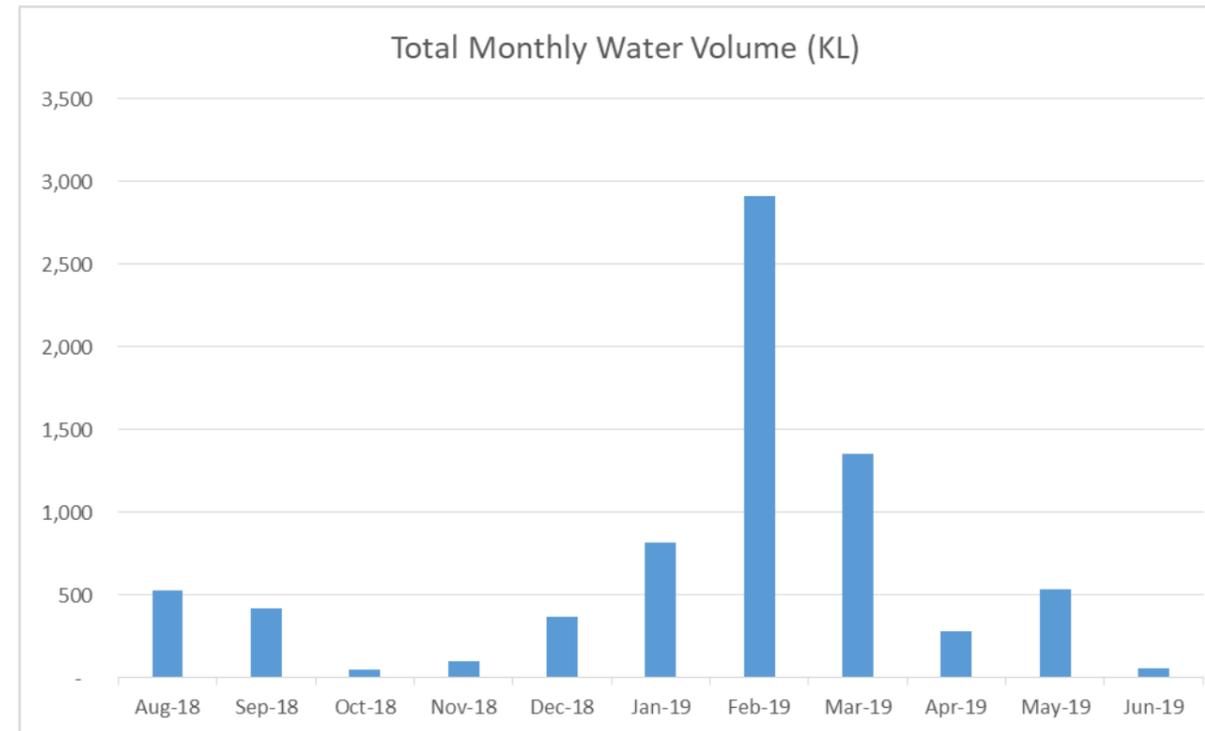
Continued utilisation of the valve exercising and vacuum excavation trailer allowed many valves to be exercised as part of the valve maintenance program.

Hospital fire connection completed

g) Business Statistics:

The production of water at the Tenterfield Water Treatment Plant is currently producing an average of 0.78ML/day lower than last month. However, an average of 0.54ML/day is being received at the Sewer Treatment Plant, indicating that external utilisation is lower than last month that translates to an additional 2% reduction or water saving of water being produced in being used for watering gardens (or other such activities such as filling ponds/pools). Well done Tenterfield we have achieved 14% water saving in the past 2 months!

[The below graph shows the amount of water being taken from the Tenterfield water dispenser. As can be seen, there was a large spike in usage in February which has since dropped off.](#)



h) Special events, achievements of note, celebrations

The TSC Dam Wall project is Council's biggest active project and the same is on time and on budget with site handover completed. The Fishing Day organised by Council staff and held at the Tenterfield Dam was a success with everyone enjoying the Day!

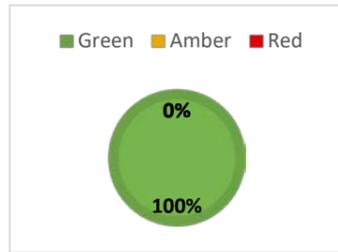
Water Saving Tip:



**Time your Shower!
5 minutes is best!**



24. Sewerage Services

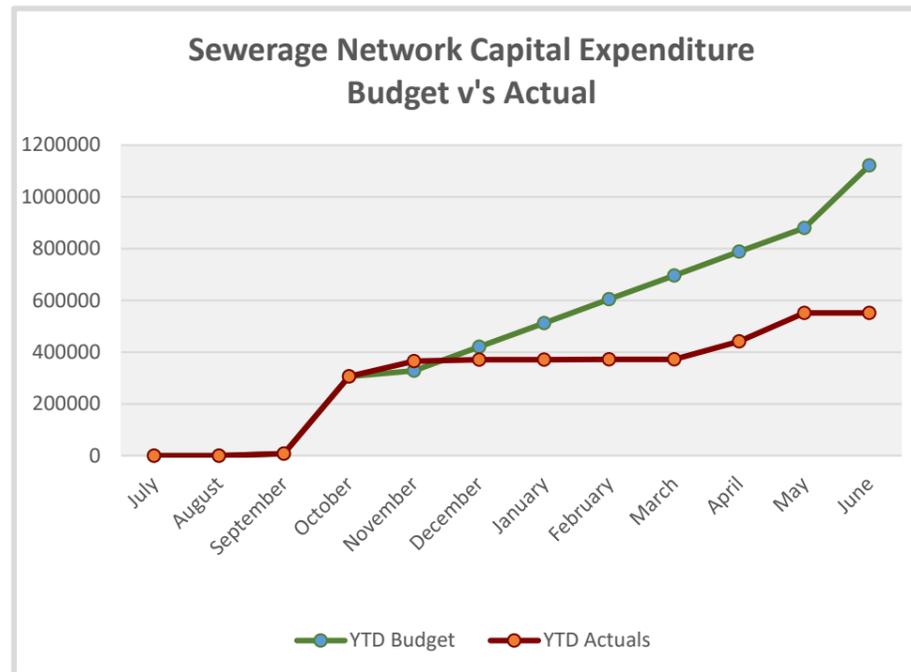
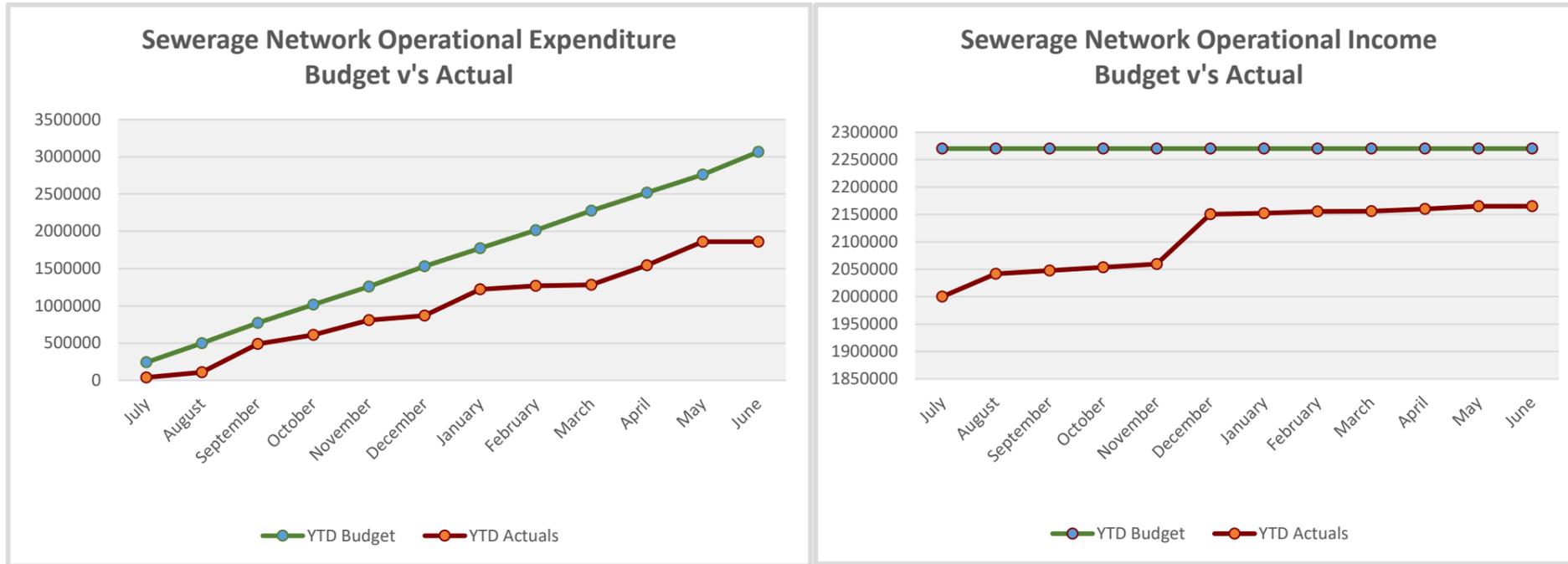


Under the 4-year Delivery Plan *Sewerage Services* relates to: ongoing catchment, transportation, and treatment; monitoring, reporting, environmental compliance and emergency management; trade waste and commercial; fees and charges; public education and administration. The Office of the Chief Operating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

a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 18/19	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP24.01) Provide effective and efficient delivery of sewerage services across to the townships of Tenterfield and Urbenville. <i>Water & Sewer: A - Chief Operating Officer</i>	Ongoing maintenance and operation of sewerage network.	B: MWW C: MWW D: SSO D: SSO (Urbenville)			+1	Systems are performing as designed, Tenterfield pump station daily data collection for pump run times continue to provide excellent information. Two smart cover manhole lids have been installed at Molesworth street either side of the bridging structure.
	Tenterfield sewer mains relining; 1 kilometre per annum	B: MWW C: MWW			+1	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	B: MWW C: MWW			+1	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 completed and awarded, with works completed 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. <i>Water & Sewer: A - Chief Operating Officer</i>	Tenterfield sewerage network extension	B: MWW C: MWW			+1	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 June 2019.
	Investigate funding opportunities and interstate agreement options for the Jennings sewerage system.	B: MWW C: MWW			+1	Report completed and provided in April. Discussions are continuing with SDRC. Investigations reveal cross boarder funding possible with QLD state.

b) Budget



Operational Income

Operational income is provided by rates budgets which are tracking well with expected final income to be finalised in 2019.

Operational Expense:

Operational expenses are provided by budgets for normal business function and have been lower than expected, due to some cost savings however budgets are tracking well with expected finalization by June 2019. Shortfall due to some scheduled maintenance tasks have also been delayed due to emergency repairs required on both the water and sewer infrastructure due to lack of staffing resources.

Capital Income:

Capital income is provided by private works budgets, only one private works job has been completed this financial year.

Capital Expenses:

Capital Expenditure is provided by budgets for normal business function including renewal/replacement of assets and asset creation which are tracking well with expected final income to be finalized by June 2019.

The current capital works expenditure to date is shown in the table below. The contract has been awarded for the Clifton Street sewer extension with works due to start **the site was marked out with slight delay in commencement. The contractor continues to delay in this project, though continually advises that the works will be completed before 30 June 2019.** A tender has been sent out for the manhole alterations, with contract awarded in January 2019 and works completed in February 2019.

The relining works, were undertaken over a few months, with the invoicing occurring in one month, causing a large increase in the capital spend that month (October 2018).

c) Capital Projects

	18/19 YTD Actuals May	18/19 YTD Budgets May	18/19 Full Year Review 3	18/19 Percentage Spent	Comments
Sewerage Service					
7872502. Tenterfield Mains Relining (1km Year)	298,227	273,375	298,227	100.00%	Work completed
7872503. Tenterfield Mains Augmentation	12,602	57,750	63,000	20.00%	Planning
7872505. Tenterfield Man Hole Level Alterations (Water Infiltration) Renewal	75,125	134,842	147,100	51.07%	Tender awarded
7872515. Tenterfield Upgrade Road to Tertiary	2,221	19,952	21,766	10.20%	Waiting on seal
7872517. Tenterfield Scada System Upgrade	-	52,925	57,736	0.00%	Not yet commenced
7872518. Tenterfield Renewal Capacity of Sewerage	16,300	-	-	0.00%	
7872519. Tenterfield Network Renewal	-	333,043	363,320	0.00%	Tender awarded
7872522. STP - Dehydrator Replacement	32,540	67,386	73,512	44.26%	Out to tender
7872800. Urbenville Sludge Removal	-	11,230	12,251	0.00%	Not yet commenced
7872801. Remove Sludge from Tertiary Ponds. Renewal of Capacity	-	4,304	4,695	0.00%	Not yet commenced
	437,015	954,806	1,041,607	41.96%	

d) Emerging Issues, Risks and Opportunities

Aging infrastructure is an issue for Council;

- Urbenville- Butt welding preparation to replace the white PVC polyline failures for the recycled waste water line. A delay caused by faulty equipment has progressed and Council has been advised that the equipment returned in December 2018, utilisation in Tenterfield since December, scheduled for Urbenville in May 2019.

EPA have amended Council's operational licence with a further report about 'SmartCover' sewer manhole monitoring implementation Part 1 demonstrating the data software platform was completed and sent to the EPA officers on the 31st October 2018, Part 2 is expected to be sent later this month detailing installation. The contract for this work has been awarded with installation finished in November. There was a delay in the installation due to the equipment not being available. Installation occurred late November. The EPA have been informed of the delay. The contractor has since noticed that the antennae on the equipment might need to be upgraded, as signals are not as strong as they should be. They are to conduct an investigation into this in February 2019. In conjunction with this, the Operators suggested getting additional SmartCovers installed on either side of the Molesworth Street bridge sewer crossing, so that we can get quick confirmation if there is an issue with that pipe. This is crucial as the pipe is suspended across the Tenterfield creek. Installation completed and functioning at the End of February 2019. Additionally, a large pump was sourced to enable quick response in the failure of the structure supplied March 2019, thanks to the assistance of the mechanical workshop who were able to assess functionality and quality. Council can utilise this equipment in other areas to ensure best value for costs.

Repair works were scheduled for the bridging structure including strengthening the joints with gbolts and replacement of timber beams completed by the water/sewer and bridge teams at the end of December 2018. [Planning for replacement infrastructure has commenced with preparation for RFQ to design a new pump station to replace the Molesworth Street bridging structure. To save on costs a second pump station design at Derby Street will be brought forward. The RFQ closes in mid-June 2019.](#)

Additionally, Council has called for quotation and supply for sewer pipe blockers (utilised to stem the flow), flexible pipe connection & pump which is underway to ensure the backup plan can be implemented at short notice to connect manholes either side of the bridge in the event of the pile trestle support (bridging structure) being seriously damaged during a flood event. To ensure this could be undertaken a scenario was run in January 2019.

e) The Business of Improving the Business

Investigations for redesign of inlet to works to remove issues of rag entanglement for the current propeller system are on hold.

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

SWOT ANALYSIS

Water and Sewer – (MWW)

S Strengths

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

W Weaknesses

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

O Opportunities

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

T Threats

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

e) Customers

Our customer base is the public, other Council departments and contractors.
Blockages were reported and cleared at 4 locations in Tenterfield and 1 cleared in Urbenville this reporting period.

f) Business Statistics

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

g) Special events, achievements of note, celebrations