

**ORDINARY COUNCIL MEETING**

**WEDNESDAY, 27 MARCH 2019**

**ATTACHMENT BOOKLET 2**

Attachment No. 2

Monthly Operational Report – February 2019

# TENTERFIELD SHIRE COUNCIL – Monthly Operational Report - February 2019

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

### CONCLUSION

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

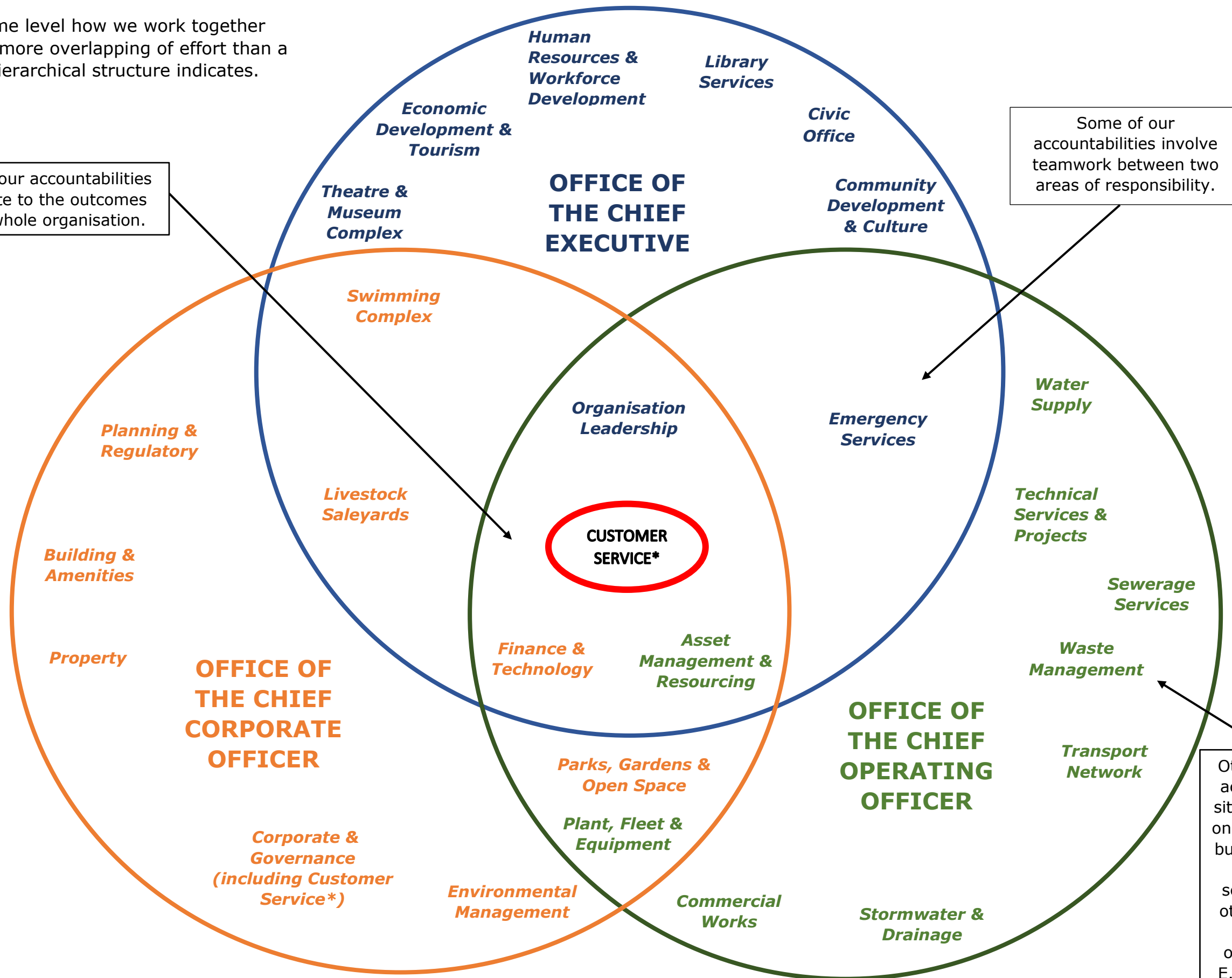
We report on our Delivery Plan quarterly. We also report on many other things in a great many ways. Currently we use multiple platforms to achieve this, which is both inefficient and extremely frustrating. This system will not only change the amount of reporting, it will place all the information in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

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

Terry Dodds, Chief Executive

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

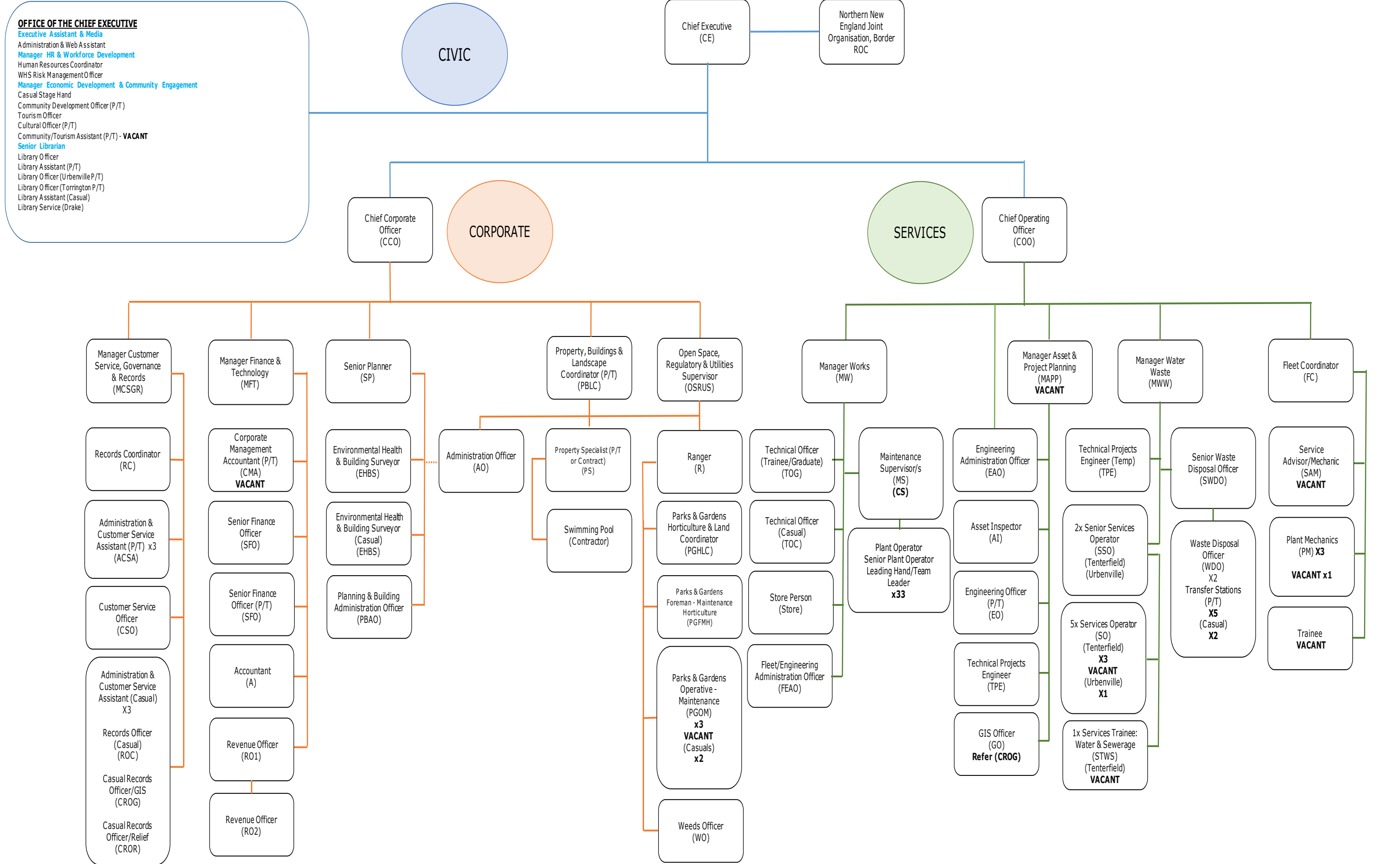
Some of our accountabilities contribute to the outcomes for the whole organisation.



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

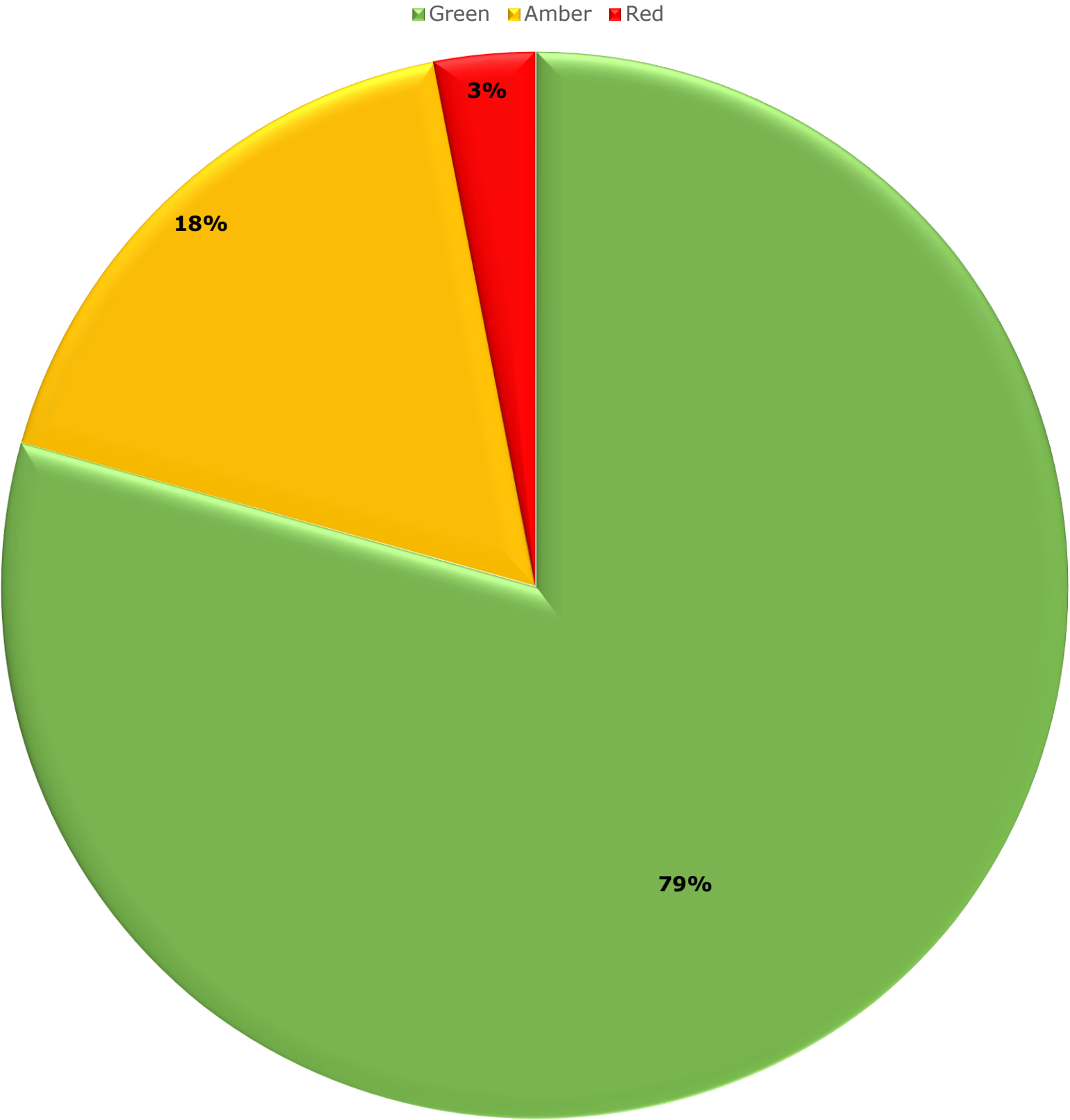
Other areas of accountability sit solely within one directorate, but still receive internal services from other sections of the organisation. E.g. Finance & Technology





Organisational Overall Statistics

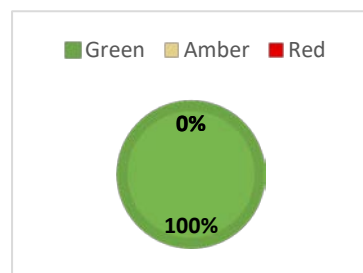
Green: Completed or on track as required, or ongoing;  
Amber: Commenced, progressing;  
Red: Yet to commence.



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# 1. Civic Office



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

## a) Delivery and Operational Plan Precis

4 Year Delivery Program	1 Year Operational Plan 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.  <i>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</i>	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.	<i>B: CE C: CE D: EA&amp;M</i>				<p><b>(Intergovernmental collaboration and relationship building is a key Council objective for the Organisation.)</b></p> <p>Tenterfield's (along with a great many others) advocacy at a LGNSW and ALGA level seems to be working with receipt of the good news in the Federal budget announcement is that funding for the crucial Roads to Recovery Program is returning to pre-2015/16 levels, with NSW to receive \$85.4 million in 2018/19 and \$111.5 million in 2019/20. Ongoing - via advocacy through ALGA, LGNSW and LGA NSW. Tenterfield Shire Council, along with Bega Valley Shire Council and Broken Hill City Council's motions were adopted by the 2018 National General Assembly of Local Government (June - Canberra) - regarding the Federal Assistance grants to be increased to 1%. Strong support from local government nationally, not just the three aforementioned. While ever local government remains unrecognised constitutionally we will always operate under a 'master servant' relationship. This means that local government must rely on coercive politics more than objective economics.</p> <p>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 grant funds from State Gov.)</p> <p>The Policy framework for Fixing Country Roads is <u>sub-optimal</u>. We are about to complete our fourth (4) grant application. Unfortunately the assessment for round four (4) will occur after the Caretaker Period commences for the NSW State</p>

					<p>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 &amp; 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 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</p>
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					<p>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).</p> <p>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"> <li>1. Funds for couple of bores (hydro geologist, exploration, hardware purchases and commissioning).</li> <li>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.</li> </ol>
	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			<p>+1</p> <p>Report submitted to the New England Joint Organisation regards our Waste to Energy feasibility study was unanimously supported. Letters forwarded to 18 councils seeking financial contributions towards supporting WtE project (July) resulted in representations to the Premier and Minister for Local Government.</p> <p>Chief Executive was elected by the New England Joint Organisation (NEJO) members to represent the NEJO on the Department of Premier &amp; 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>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>
DP1.2) Provide sound and inclusive decisions using the Community Engagement Strategy to guide our interactions	Work towards the overall objectives of the Office of Local Government in relation to guiding the decisions of the community to align with the ratios as contained and	<p>B: MCS GR</p> <p>C: MCS GR</p> <p>D: MCS GR</p> <p>B: CE</p>		<p>+1</p>	<p>Ongoing, no current 'Notices of Improvement'. Community Engagement sessions conducted 5 and 7 June 2018.</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</p>





<p><b>Governance framework strategy, management &amp; development (including registers and monitoring): A – Chief Corporate Officer</b></p>	described by the Local Government Act and the Office of Local Government.	C: CE				<p>information will cascade up into Transport Network Asset management Plan; completion by March/April 2019.</p> <p>2. Waste Waste management investigation results were peer reviewed, and finalised in October 2018. This information was to be used to cascade into the Waste Management Strategy which would have in turn effectively controlled and assisted in drafting the Waste Management Asset Plan.</p> <p>However, the whole industry has been turned upside down due to the changes in fee structure proposed by Lismore City Council in receiving Tenterfield's recycled products. It is extremely disappointing, yet a little predicable, that a council with what is effectively a monopoly would seek to use confusion to gain a better outcome for their own community: making a profit. Council resolved (November 2018) to review our own waste strategy (again). Although starting again is disappointing, it only emphasises the need to be in control of our own destiny (and the advantages of Waste to Energy).</p> <p>3. Water Filtration There has been some initial work completed over the last few years. However technological advances occurred so quickly within the industry that council engaged a specialist to review. Fortuitously the person engaged didn't take much time to gain a complete understanding of the situation. In November the Water Supply Asset Management Plan was presented to Council.</p> <p>Subsequently, now that the Integrated Catchment Management Plan is finished, council was able to submit a 9.3 million dollar Expressions of Interest application to the State under the guise of the Safe and Secure Water Program. The Safe and Secure Water Program (SSWP) is a \$1 billion regional infrastructure co-funding program established in 2017 under the NSW Government's Restart NSW Fund. 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	Advocate for the maintenance and improvement of our existing health services throughout the Region and	B: CE C: CE D: EA&M			+1	<p>Ongoing. Council regularly meets local health representatives.</p> <p>Met with Department Premier &amp; 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>our local and regional health services.</p> <p><b>Collaboration between entities:</b> <b>State/Fed Gov, Joint Organisation,</b> <b>MOU's:</b> A – Chief Executive</p>	<p>ensure future government planning aligns with community needs.</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>Corporate Planning and Reporting – Corporate performance and reporting delivery management.</p>	<p>B: CCO C: CCO D: MFT D: MCSGR</p>			<p>+1</p> <p>Complying. This Monthly Operational Report greatly assists reduce duplications, as the information forms the major component of the 6 monthly Integrated Planning and Reporting obligations under the LG Act. The draft 2017/18 Annual Report is finished and has been published.</p>
<p>DP1.5) Identify, represent, advocate and lobby for inclusion of the Shire's needs in regional and state planning.</p> <p><b>Collaboration between entities:</b> <b>State/Fed Gov, Joint Organisation,</b> <b>MOU's:</b> A – Chief Executive</p>	<p>Advocate for continuing development of grant opportunities at the Federal and State level and actively participate in discussions where cost shifting and erosion of support is proposed.</p>	<p>B: CE C: CE D: EA &amp; M</p>			<p>Also refer to above: DP 1.1 &amp; DP 1.2.</p> <p>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).</p> <p>Applied for grant funding under Fixing Country Roads (initially unsuccessful). Fixing Country Roads policy framework flawed, as mentioned previously.</p> <p>+1</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>Mayor and CE met with the Hon. Barnaby Joyce, Federal Member for New England 27 September, to discuss timber bridge funding options.</p> <p>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).</p>

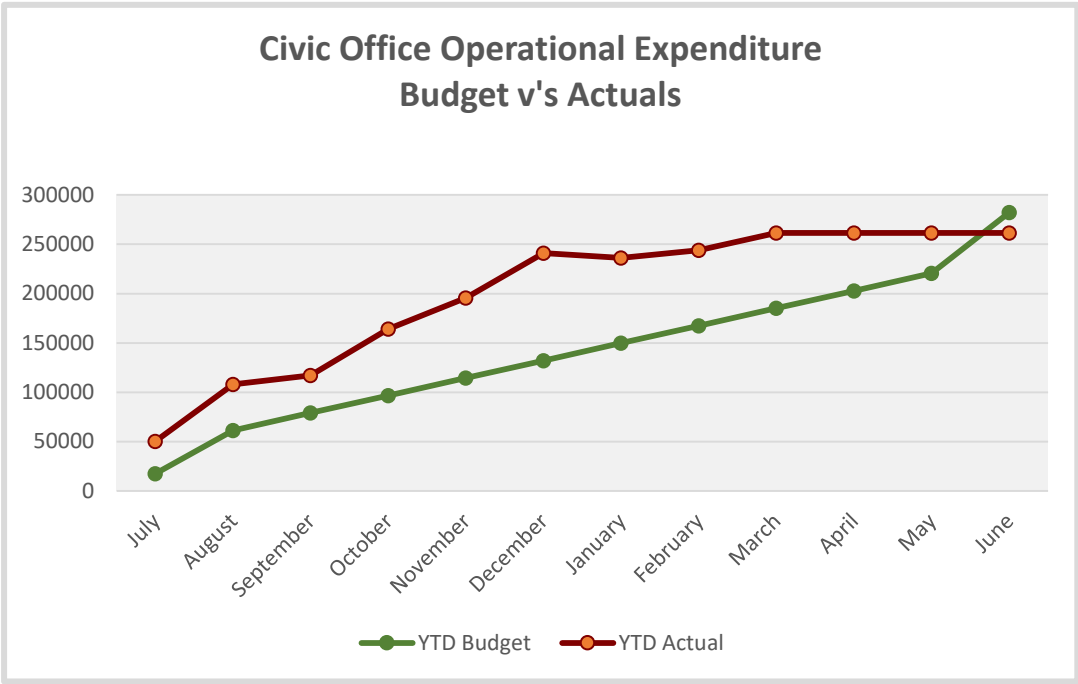
					<p>Advocacy for grant funding as of 15 October 2018:</p> <ol style="list-style-type: none"><li>1. Growing Local Economies- Boonoo Boonoo River bridge replacement - \$2.919M (2 lane concrete)</li><li>2. Growing Local Economies- Beaury Ck bridge replacement - \$1.6M ( 1 lane concrete)</li><li>3. Growing Local Economies- Emu Ck bridge replacement - \$2.18M ( 1 lane concrete)</li><li>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).</li><li>5. Fixing Country Roads - timber bridge testing and inspections over the next 2 years - \$291K</li><li>6. Fixing Country Roads - Boonoo Boonoo River bridge replacement - \$2.919M</li><li>7. Fixing Country Roads - Beaury Ck bridge replacement - \$1.6M</li><li>8. Fixing Country Roads - Emu Ck bridge replacement - \$2.18M</li><li>9. Fixing Country Roads - 2km upgrade of Sunnyside Platform Rd - \$3.39M.</li></ol> <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><tr><td>Tenterfield Memorial Hall Sporting Complex</td><td>\$996,908</td></tr><tr><td>Shirley Park Amenity Block &amp; 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 &amp; 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></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
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						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
					Liston		
						Town Entry Signs	\$38,810
						Toilets	\$83,785
						Concept Plan	\$6,250
						Electric BBQ	\$5,929
					Legume		
						Town Entry Signs	\$38,810
						Concept Plan	\$6,250
					Mingoola		
						Town Entry Signs	\$38,810
						Concept Plan	\$6,250
					Torrington		
						Town Entry Signs	\$38,810
					Liston Community Hall		\$111,405
					Tenterfield Archers Grant		\$54,000
						Total	\$2,358,000
						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.	
					</		

	Continue to lobby both the Federal and State Governments to commit the full funding required for the construction phase of the Tenterfield Heavy Vehicle Bypass.	<i>B:CE C:CE D:EA&amp; M</i>				Ongoing. RMS, Council and Chamber met 22 June 2018 to discuss altered intersection designs. (The RMS listened to council concerns and reviewed the intersection designs.) The 'Mark II design' intersections will now give more emphasis to coerce light vehicles to enter the township rather than follow the by-pass and heavy vehicles to bypass. Design and land acquisition proceeding to schedule. The relationship formed between council, the Chamber and the RMS is now starting to deliver positive results.
	Actively participate in a concept and development phase of the Tenterfield bypass project to encourage an outcome that satisfies the requirement to remove heavy vehicles from the centre of town while maintaining tourist traffic. Ensure that associated developments do not negatively impact the heritage status of existing business and tourism sectors.	<i>B:CE C:CE D:EA&amp; M</i>				See comment above.  Council is actively working Tenterfield Chamber Tourism, Industry and Business and Parks, Gardens and Open Space Committee to ensure the vistas that the motoring public see when approaching Tenterfield from either end of town actively encourage visitation. The RMS have been remarkably supportive (now that their designers understand the objective).
	Develop a strategy with the Border Regional Organisation of Councils to lobby the State government to reverse the decision to downgrade the western segment of the Bruxner Highway to Bruxner Way.	<i>B:CE C:CE D:EA&amp; M</i>				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.
	Continue to apply for grant funding and lobby other levels of government to commit the funding required to fully seal the Mount Lindsay Road in light of the fact that it is now classified as a regionally significant transport	<i>B:CE C:CE D:EA&amp; M</i>				Ongoing. Grant applied for (Stronger Regional Economies) for Boonoo Boonoo Bridge rectification (Emu Creek on Hootons Road and Beaurie 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.  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.

	corridor in the New England North West Regional Plan.					
DP1.6) Mayor, Councillor and Committee support  <i>Mayoral, councillor and committee support: A – Chief Executive</i>	Encourage the governing body (Council) to work with the administrative arm (Organisation).	<i>B: CE C: CE D: EA&amp;M</i>				<p><b><i>(Collaboration and teamwork between the governing body and the administration is a key Council objective for the Organisation)</i></b></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>
	Engage with Media – Provide media liaison, manage branding, corporate image and corporate affairs (through media).	<i>B: CE C: CE D: EA&amp;M</i>				<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). Quotes closed 8 March 2019. Meetings held to discuss quotes and letter to be forwarded to successful candidate on 18 March 2019 once outstanding issues are clarified. Meetings with Council staff to discuss layout are currently being undertaken.</p>

**b) Budget**



**Operational Income:**

Internal transfers.

**Operational Expense:**

Requires quarterly budget review. Advocacy on multiple levels, in parallel, is a genuine cost. It was a risk and cost worth incurring as every grant except one has been successful recently. The results are discussed above.

As well as higher level advocacy there are a great many regional and inter regional issues currently on council's agenda; cross border, health, education, catchment management, and regional economic development. The potential grant funds available in addition to the \$14 million we've been successful for over the last couple of months, is in the vicinity of (another) \$10 million. Keeping the 'Tenterfield' name on the lips of decision makers has already and will continue to pay dividends far beyond the advocacy expense.

**Capital Income:**

Council, through the NSW Country Mayors Association, has requested \$15,000 from every council in NSW to go towards the Waste to Energy at a Local Scale Feasibility Study. Although extremely difficult to calculate success, it is hoped that \$540,000 is raised.

**Capital Expenses:**

Nil.

**a) Capital Projects**

Nil.

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

*Emerging Issues:*

The big issue now is the ongoing drought, our water security, and the mop up from the fires.

*Opportunities:*

It is hoped that the Department of Industry – Water will financially support council to locate extra bore water, provide a portable high quality filtration plant, and assist council cut through the red tape to better secure our medium term water supply.

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

See (f).



**SWOT ANALYSIS**

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

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

**d) Customers**

The toll of the drought and fires has affected council operations very significantly, especially customer services and works, as many 'customers' chose staff to vent against. Counselling for staff was organised by the Office of Emergency Management.

**e) Business Statistics**

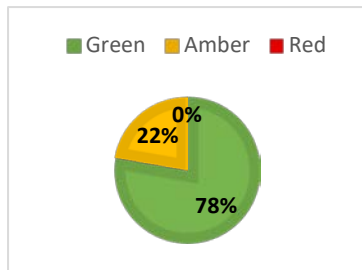
Since the last report, the CE has attended 35 meetings.

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

Something really worth noting was the effort by staff in relation to the bushfires and drought. Both caused and are still causing staff to stretch beyond the pale. There doesn't seem to be an hour go past that a disruption isn't caused that required triage by staff.



## 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.

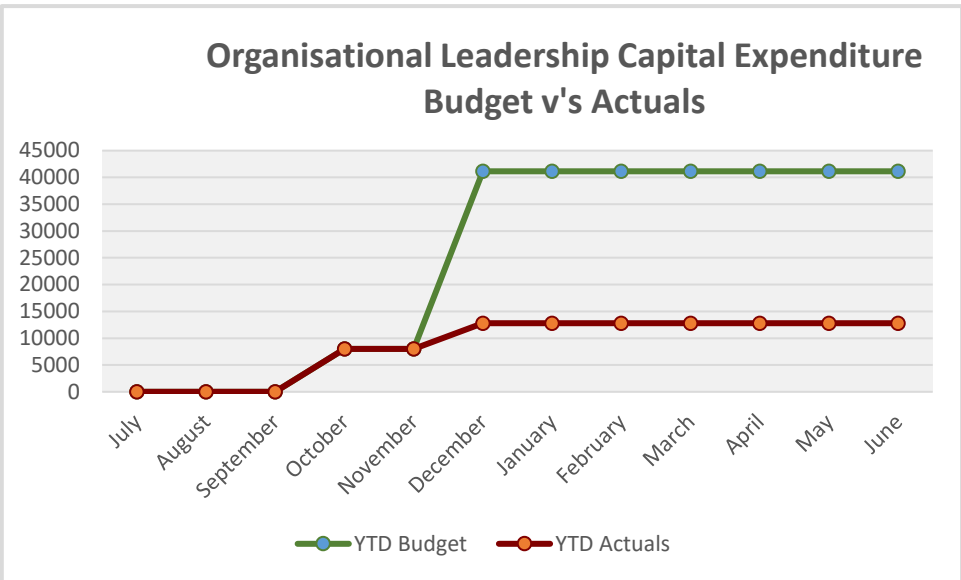
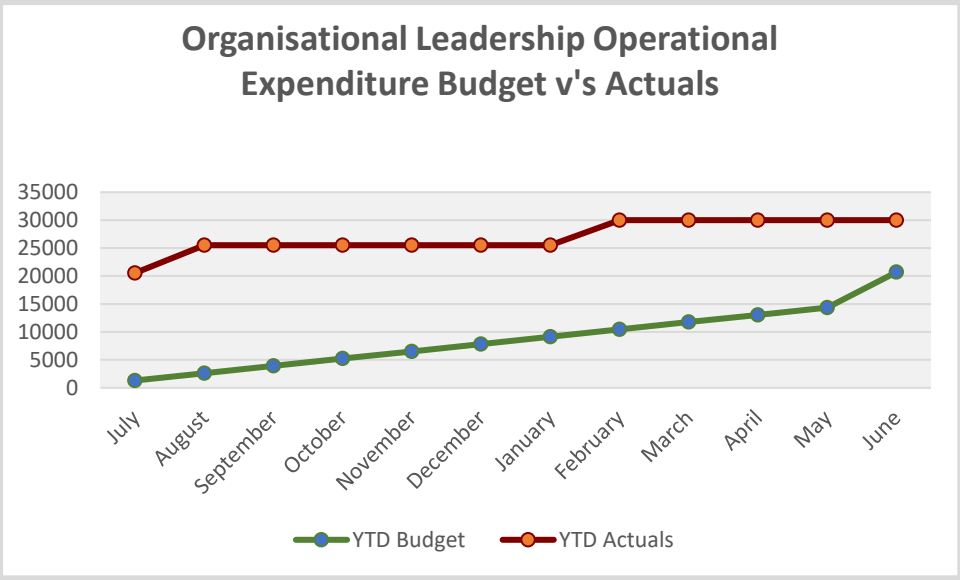
### a) Delivery and Operational Plan Precipis

4 Year Delivery Program	1 Year Operational Plan 18/19	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP2.01) Collaborate and deliver resources with other organisations to ensure a variety of cost effective services across the service area.  <i>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</i>	Implement a long term financial strategy pursuant to the community strategic planning legislation, with special emphasis of aligning the Long Term Financial Plan with the Asset Management Plan.	B: CE C: CE			+1  +1	<p><b>(The alignment of the long term financial plan against asset renewal requirements is a Councillor priority objective.)</b></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"> <li>Transport Network Asset Plan reviewed, reported to August OCM (2018). Timber bridge asset reviews substantially underway, with all bridge structural assessments now completed. This information will cascade up into Transport Network Asset management Plan.</li> <li>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).</li> <li>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). Council has passed the EOI stage and has been invited to progress to stage 2 - the Business Case (due April 2019).</li> </ul> <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>Currently engaging (or finished engaging) with the following in relation to completing a feasibility study on converting waste to energy:</p> <ul style="list-style-type: none"> <li>Northern Inland Regional Waste Group</li> <li>New England Joint Organisation</li> <li>NSW Country Mayors Association</li> <li>Australian Renewable Energy Agency</li> <li>Regional Development Australia – Northern Inland</li> <li>Office of Environment &amp; Heritage</li> <li>Two State and one Federal Member (Lismore, Northern Tablelands &amp; New England)</li> <li>Border Region Organisation of Councils</li> <li>Southern Downs Regional Council (QLD)</li> <li>Federal Minister for Environment and Energy</li> <li>Whitsunday Regional Council</li> <li>Western Australian Waste Authority</li> <li>City of Cockburn West Australia</li> <li>Goulburn Mulwaree Council</li> <li>Northern Rivers Joint Organisation</li> <li>Byron Shire Council</li> <li>Northern Rivers Waste Group</li> </ul> <p>At the time of writing Gwydir, Bathurst, Forbes, Goulburn Mulwaree, Whitsunday, Moree Plains and Regional Development Australia – Northern Inland had contributed to the feasibility study.</p>
<p>DP2.02) Deliver continuous improvements in Council's business, processes and systems</p> <p><b>Strategic direction planning:</b> A – Chief Executive</p> <p><b>Business process improvement &amp; integration:</b> A – Chief Executive</p>	Guide the transformation of the Organisation culturally and technically from database to geospatially based management systems.	<p>B: CE</p> <p>C: CCO</p> <p>D: GISO</p>		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.</p> <p>Working to establish interrelationships between councils mapping and information management software to improve efficiency and productivity across the entire organisation. By unifying data from both SynergySoft, Land Parcel Information and councils own proprietary spatial data and making it available from within MapInfo this will allow better organisation and management. Approximately 75% through the process of this.</p>
	Corporate Advertising and Web Site – Corporate advertising, council publications and web site.	<p>B: EA&amp;M</p> <p>C: EA&amp;M</p> <p>D: EA&amp;M</p>		0	<p><b>(Council's image and information provided through the web is a Councillor priority objective.)</b></p> <p>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. Completion date is end May 2019.</p>
	Monitor, review and implement the Business Improvement Plan Actions.	<p>B: CCO</p> <p>C: MCSGR</p> <p>D: MCSGR</p>		+1	<p>Finance and technological reviews and changes substantially underway.</p> <p>Customer Satisfaction Survey finished (and will guide future improvement efforts).</p> <p>The staff culture survey and the resultant Task Force recommendations, which are largely related to Business Improvement Plans, is finished. A second Staff Culture Survey was completed on 19 November to check progress. Results exceptional. Nominated for inclusion as a finalists through Macquarie University's VoiceProject panel in most improved small to medium sized entity (&lt;200 staff) for 2018.</p>

	Manage Mayoral and Deputy Mayoral elections.	<i>B: EA&amp;M C: EA&amp;M D: EA&amp;M</i>			+1	Completed.
	Corporate Communications – Internal communication strategy, management and service.	<i>B: EA&amp;M C: EA&amp;M D: EA&amp;M</i>			+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  <i>Strategic direction planning: A – Chief Executive</i>  <i>Community engagement: A – Chief Executive</i>	Ensure Council’s expenditure needs are properly identified and funded sustainably.	<i>B: CE C: CCO D: MFT</i>			+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.	<i>B: MEDCE C: MEDCE D: MEDCE</i>			+1	Commenced. Had been held up due to Manager Economic Development & Community Engagement covering for the Community Development Officer’s (CDO) position while it was being recruited. Now that the replacement CDO is on board, this project will be able to start. Councillor Workshop planned to discuss ways to better manage community consultation (specifically the CSP and updates).  Review of the Community Engagement Strategy has been completed with recommendations under consideration. Council Workshop to be re-scheduled for April 2019. Review of current strategy has been undertaken and this may be used as a starting point for the workshop.

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:**

Project commenced November, not finalised yet.

b) Capital Projects

		Revised Budget	YTD		YTD		Status/Comment
Program	Description	QBR1	YTD Actual	Revised Budget	YTD Variance	Variance %	
		\$	\$	\$	\$	%	
Organisational Leadership	Risk Management Software	30,000.00	12,800.00	12,800.00	-	0%	Amount to be journaled from Operating Expenditure
Organisational Leadership	Strategic Projects	11,142.00	-	-	-	0%	

c) Emerging Issues, Risks and Opportunities

The emerging issue relates to organisational capacity; drought, water security and fire management plus almost doubling of our capital grant funding.

d) The Business of Improving the Business

The successful grant applications were only possible because the business was running well enough to afford time to apply for grants. Transformational leadership works.

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’.

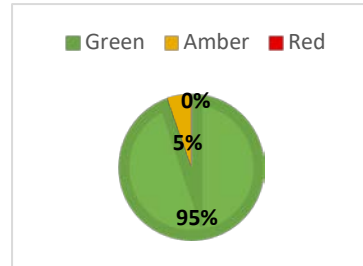
**f) *Business Statistics***

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

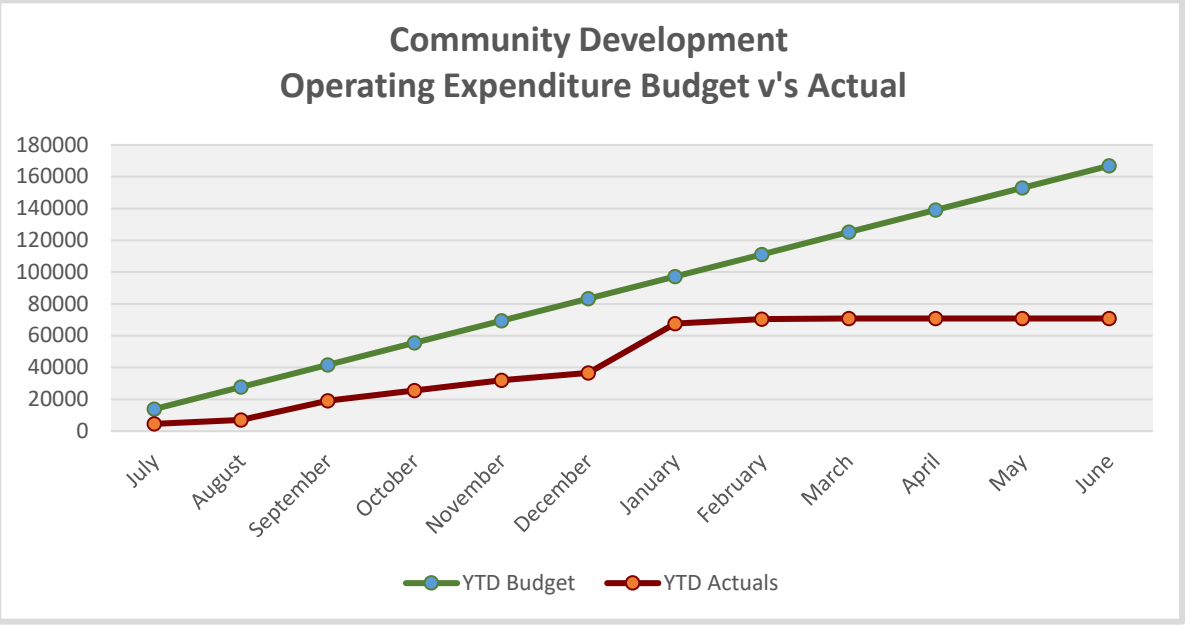
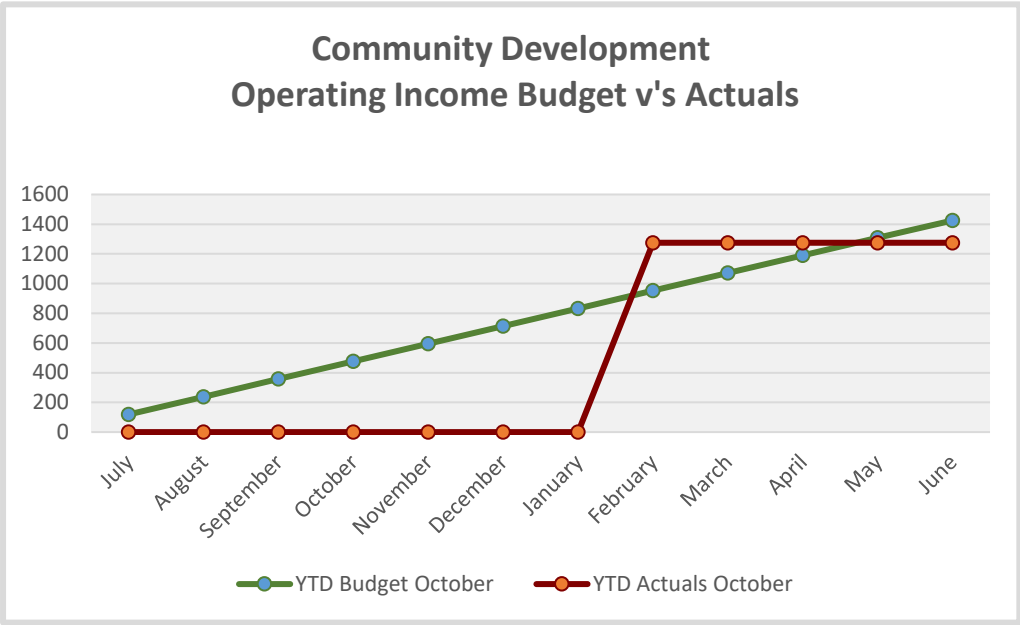
4 Year Delivery Program	1 Year Operational Plan 18/19	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP3.01) Engage with the community and develop partnerships with relevant organisations.  <i>Community and cultural capacity building: A – Chief Executive</i>  <i>Community engagement: 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 Development Officer to continue to plan and attend inter-agency community breakfast monthly; Disability Inclusion and Access Advisory Committee, Aboriginal Advisory Committee and Arts and Culture Advisory Committee meetings & Liquor Accord meetings. Additional attendance at specific planning meetings for events such as Youth Week and Seniors Week also. Attended numerous drought support meetings, fire recovery health and wellbeing meetings and work in partnership with community organisations and services to best support the people of our Shire.
	Revise the Community Engagement Strategy.	B: MEDCE C: MEDCE D: CDO			+1	<b>(The changing and improvement of community consultation is a Councillor priority objective.)</b>  Review of the Community Engagement Strategy has been completed with recommendations under consideration. Review of current strategy has been undertaken.
	Develop Youth Forum and Network.	B: MEDCE C: MEDCE D: CDO			+1	Community Development Officer has partnered with Tenterfield High School and community organisations to plan for Youth Week in April 2019. Ongoing consultation, feedback and participation has occurred with youth throughout this planning process. It is hopeful that through the planning of Youth Week activities and events that this will cascade to an ongoing youth forum and network.
	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 410 subscribers and this figure is steadily increasing.
	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 integrate with current Shire Website and provide an online directory and diary. Ongoing consultation with My Community is occurring to consolidate and cross-reference any services that may not yet be listed.

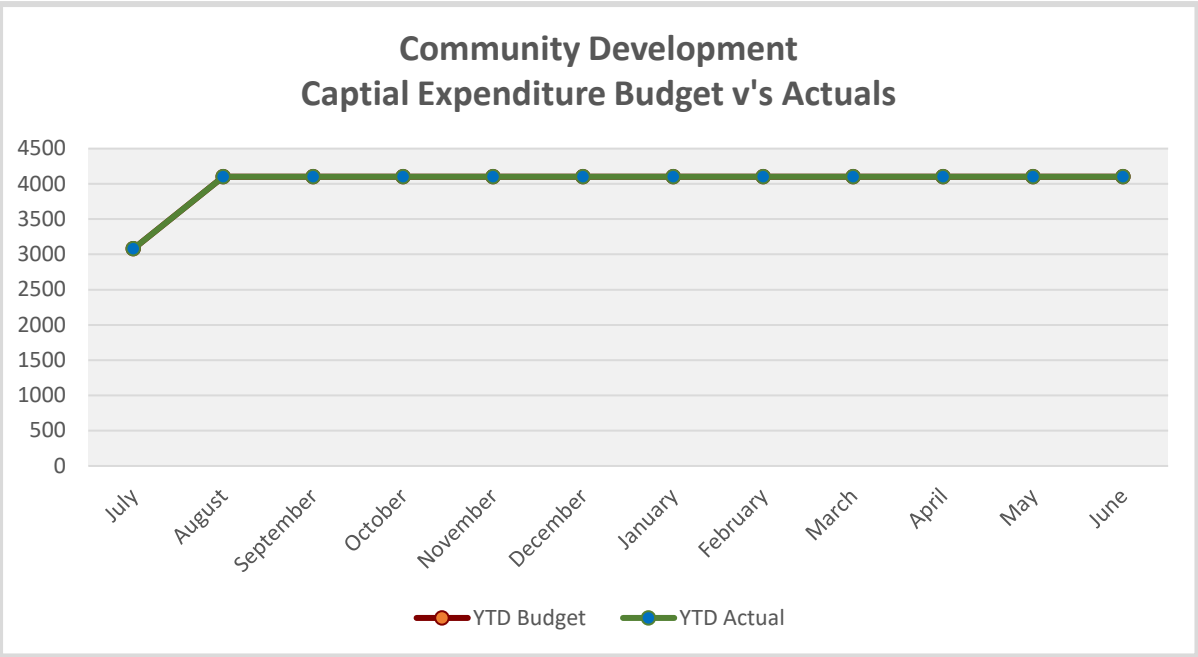
DP3.02) Maintain collaborative partnerships with the local Aboriginal communities. <b>Community and cultural capacity building: A – Chief Exe.</b>	Partner with the Aboriginal Advisory Committee in the implementation of programs and activities that enhance the wellbeing of Aboriginal People in our Shire.	B: MEDCE C: MEDCE D: CDO		0		A Reconciliation Action Plan working group is to be formed and discussed at the next Aboriginal Advisory Committee meeting which will be held in April at Jubullum. Consultation has occurred with Reconciliation Australia as to the formulation of the plan and review process.
DP3.03) Support people with specific needs through appropriately identified services and advocacy. <b>Community and cultural capacity building: A – Chief Executive</b>	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. Support has been provided to people in need due to the drought and recent bushfires, with providing information and resources and links to services. Community Development Officer has also been partnering with Wesley Mission in regard to a Tenterfield Suicide Prevention Network. A community meeting has been held and a further meeting will be held on Thursday 28 March
DP3.04) Engage with transport providers and the community to assess the transport needs of residents in the Shire. <b>Community and cultural capacity building: A – Chief Exe.</b>	Continue to liaise with community groups and organisations.	B: MEDCE C: MEDCE D: CDO			+1	Ongoing.
DP3.05) Develop and implement the Tenterfield Shire Council Disability Inclusion Action Plan with key partners. <b>Community and cultural capacity building: A – Chief Exe.</b>	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	The Disability Inclusion Access Plan has been discussed/reviewed at committee meetings. New committee members have been to inform, implement and to review plans in accordance with policy and enhance participation. Accessibility Walk around town has occurred providing an opportunity for further accessibility conversations as well as identification of any issues.
DP3.06) Promote the needs of persons with a disability and Disability Inclusion Action Plan to stakeholders. <b>Community and cultural capacity building: A – Chief Exec.</b>	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.  <b>Volunteer recruitment and placement: A – Chief Executive</b>  <b>Community grants: A – Chief Exe.</b>  <b>Community and cultural capacity building: A – Chief Exec.</b>	Promote volunteer opportunities and recognition strategies.	B: MEDCE C: MEDCE D: CDO			+1	Promotion of opportunities for volunteers is ongoing.
	Inform about potential grants and assistance available.	B: MEDCE C: MEDCE D: CDO			+1	Ongoing through Tenterfield in Touch, emails, community meetings and through partnerships.
	Support community organisations and groups to provide a wide range of activities as required.	B: MEDCE C: MEDCE D: CDO			+1	Community Development Officer supports many community organisations and groups to plan and partner together for a range of activities.
	Support of community events (excluding Australia Day and civic welcome for Bavarian Band).	B: MEDCE C: MEDCE D: CDO			+1	Ongoing support 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. Webpage for nomination of Australia Day Awards throughout the year. Names of Citizens of the Year to be put on Honour Board when suitable sign writer can be located.



<b>Community events: A – Chief Executive</b>						Civic Event to welcome band held on 7 March 2019 and Media Release completed.
	Distribute information on events, activities and facilities to the community (Tenterfield in Touch, Council newsletters, Tenterfield Connects).	<i>B: MEDCE C: MEDCE D: CDO</i>			+1	Ongoing through Tenterfield in Touch, website and community newsletters and through community interagency, service and committee meetings.
DP3.08) Encourage and support activities focusing on the wellbeing of our residents in Tenterfield Shire. <b>Community events: A – Chief Executive</b>	Promote and support activities that highlight community wellbeing, e.g. Mental Health Month, Women's Health Week, Men's Health Week, and Seniors Week.	<i>B: MEDCE C: MEDCE D: CDO</i>			+1	A bevy of Seniors Week activities occurred in February in partnership with the Seniors Festival Committee and all events were booked out. Feedback from participants was wonderful praising the event variety and opportunities to connect. Current planning under way for Youth Week in partnership with the local schools, services, organisations and police liaison.
DP3.09) Enrich the community by supporting a variety of diverse cultural events and activities. <b>Community grants: A – Chief Executive</b> <b>Sponsorship: A Chief Executive</b>	Maintain communication and relationships with various community organisations.	<i>B: MEDCE C: MEDCE D: CDO</i>			+1	Positive communication and relationships continue with a large variety of community organisations across our Shire resulting in partnering, collaboration, shared skills and ideas and great outcomes for our community.

a) Budget





**Capital Income:**

N/A

**Capital Expenses:**

**Operational Income:**

Acquittal undertaken for Seniors Festival.

**Operational Expense:**

No Significant variance.

b) Capital Projects						
Program Description		Revised Budget QBR1	YTD Actual	YTD Revised Budget	YTD Variance	YTD Variance %
		\$	\$	\$	\$	%
Community Development	Computer Equipment	4,101.00	4,101.15	4,101.15	-	0%

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

In providing support and care to those affected by drought this has meant considerable time in administration, liaising between agencies and coordination of drought relief. This is also the case in regard to being a part of the Health and Wellbeing Committee in regard to the Fire Recovery. This requires time, planning and co-ordination of events, support and community meetings with the Recovery team.

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

**SWOT ANALYSIS**

Economic Development and Community Engagement – **(MEDCE)**

<div><div>S</div><div><b>Strengths</b><ul style="list-style-type: none"><li>Established Arts, Cultural, Economic, Destinalional and Community Networks, partnerships and alliances;</li><li>Cohesive multi skilled team with technical skills, achievement orientation;</li><li>Customer service delivery, political recognition, communication skills;</li><li>Local events and strong destinalional products and brand;</li><li>Adequate budget, quality Cinema equipment, good centre access.</li></ul></div></div>	<div><div>W</div><div><b>Weaknesses</b><ul style="list-style-type: none"><li>Lack of full backing from Destination NSW;</li><li>Public understanding of Council's role;</li><li>Poor technology access and support; dated data bases and website, collection digitising needed;</li><li>Budget staffing and resourcing constraints, volunteer reliance, lack of administration support;</li><li>Reliance on successful events to cover costs;</li><li>Aging Visitor Centre and Museum displays and Heritage signage;</li><li>High power consumption.</li></ul></div></div>
<div><div>O</div><div><b>Opportunities</b><ul style="list-style-type: none"><li>Further development of enhanced business, community and regional (High Country) strategy, alliances and engagement;</li><li>Increased partnership, professional development;</li><li>School based museum education programs;</li><li>Research visitation statistics/decision data;</li><li>Development of a Welcome/Development Campaign and Centre, update VIC, consolidate Economic and Community Development Offices;</li><li>Digital marketing and campaign expansion;</li><li>Address weaknesses.</li></ul></div></div>	<div><div>T</div><div><b>Threats</b><ul style="list-style-type: none"><li>Loss of Volunteer support;</li><li>Staff retention;</li><li>Lack of data;</li><li>Budget reduction;</li><li>Failure to reflect the value of services provided and to meet community expectations (Events and Activities);</li><li>Failure to keep up with technology;</li><li>Tired image;</li><li>Lack of staff development.</li></ul></div></div>

**e) Customers**

Customer Service Requests responded to within appropriate timeframes.

**f) Business Statistics**

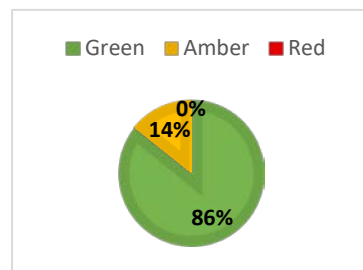
Through strength-based, solution-focussed engagement, the Community Development Officer continues to work in partnership with community networks, organisations and services to target a number of priority areas.

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

Celebrations: - a wonderful Seniors Week Festival has been celebrated in Tenterfield with a robust excited committee who met to weekly plan, prioritise and organise a range of activities and opportunities for our seniors. Surveys capture how well these events were experienced and plans and hopes for future festivals.

Celebrations: Tenterfield High School students are keen to be part of a participatory committee to help plan for Youth Week in April 2019. This is a cause for celebration as this targets the aims and objectives of planning fundamentals for Youth Week and provides the forum, opportunity and voice for young people in planning for their own festival. This also provides a great avenue to develop an engaging consultative youth committee for future community events.

## 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.
	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.
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 attended Business Breakfast on 14 February, which was a joint activity between the Tenterfield Chamber, Tenterfield Shire Council and private business.
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.
DP4.05) Promote Tenterfield Shire as a tourism destination. <i>Sponsorship: 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.	B: MEDCE C: MEDCE D: TO			+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.

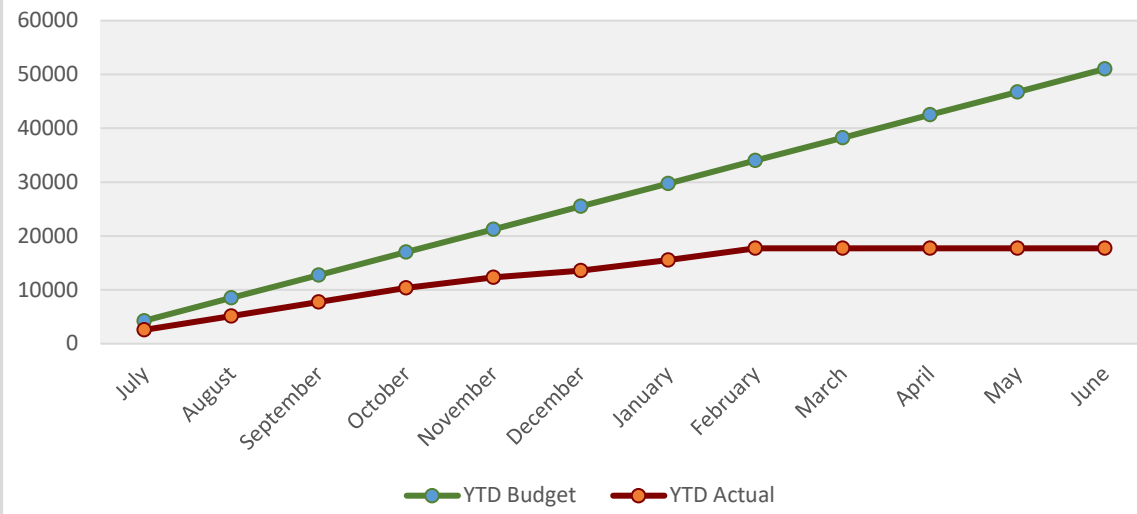
<b>Tourism: A – Chief Executive</b>						Ongoing marketing campaigns running in conjunction with New England High Country. Initial Tourism Committee Meeting (Woodenbong & Tenterfield) was well attended and is off to a great start.
	Ongoing delivery of the Destination Marketing Plan.	B: MEDCE C: MEDCE D: TO			+1	Ongoing. Regular promotion occurring via social media and online mediums. Ongoing video release schedule, supporting Tenterfield True promotional video. 2019 Events Calendars released & distributed to shops and accommodation outlets around Tenterfield.
	Develop a new Tourism website for Tenterfield Shire.	B: MEDCE C: MEDCE D: TO		0		Tourism website being developed in conjunction with update to TSC website. Numerous planning meetings have been held with key staff. Website brief released early February, with designer to be appointed mid-March. Work beginning on both sites late March.
	Continue to develop and maintain high visibility of Tourism Products in the Region (Visitors Guide, website and social media).	B: MEDCE C: MEDCE D: TO			+1	Ongoing. Websites & Social Media regularly updated. New Visitors Guide to be completed by June 2019.
	Support marketing campaigns through the New England High Country.	B: MEDCE C: MEDCE D: TO			+1	Ongoing. My Favourite Corner Motorcycle Campaign Stage 3 launched in Oct and running to March 2019.
	Ongoing management of the Tenterfield Visitor Information Centre (VIC), including volunteer management and training, retail management and provision of customer service.	B: MEDCE C: MEDCE D: TO			+1	Ongoing. Centre operating well, open 7 days per week (only closed Christmas Day & Good Friday). Volunteer numbers maintained. Training and information night scheduled for 13 March 2019.
	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.	B: MEDCE C: MEDCE D: TO		0		This is a project for 2018/2019 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. <b>4.02 Community and cultural capacity building: A – Chief Executive</b>	Provide an advocacy service for the community to maintain current levels of transport options. Promote transport services and options through the Visitor Information Centre.	B: MEDCE C: MEDCE D: CDO			+1	Visitor Information Centre continues to promote transport services and options for visitors and local residents. No transport issues have been raised at any service meetings attended by CDO.
DP4.07) Partner with our neighbours and stakeholders to deliver a diverse destination proposition for visitors. <b>Tourism A – Chief Executive</b> <b>Business sector development: A – Chief Executive</b>	Maintain partnerships with neighbouring Councils and industry, including Southern Downs Regional Council to investigate and support business development and tourism opportunities where available.	B: MEDCE C: MEDCE D: TO			+1	Ongoing TO & MEDCE liaise with New England High Country & counterparts in SDRC & neighbouring Councils. Strong NEHC marketing campaigns underway. Met Chris White, Director Planning & Environment from Kyogle on 12 March 2019 to discuss collaborative arrangements regards tourism in the N/E part of our Shire.
	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.	B: MEDCE C: MEDCE D: TO			+1	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.  Other work commitments are taking priority over this project.  Heritage State Rail have yet to sign agreement to fund building maintenance; problematic.
DP4.08) Facilitate and participate in ongoing partnership activities with the New England High Country, Tenterfield Chamber of Tourism, Industry and Business. <b>Tourism: A – Chief Executive</b>	Work collaboratively on a range of projects and promotions to market Tenterfield Shire.	B: MEDCE C: MEDCE D: TO			+1	Ongoing social media promotions. Continue to work with Tenterfield Chamber and businesses to promote Tenterfield Shire. Tenterfield True Promotional Videos released on Facebook & Instagram & has reached a wide audience.



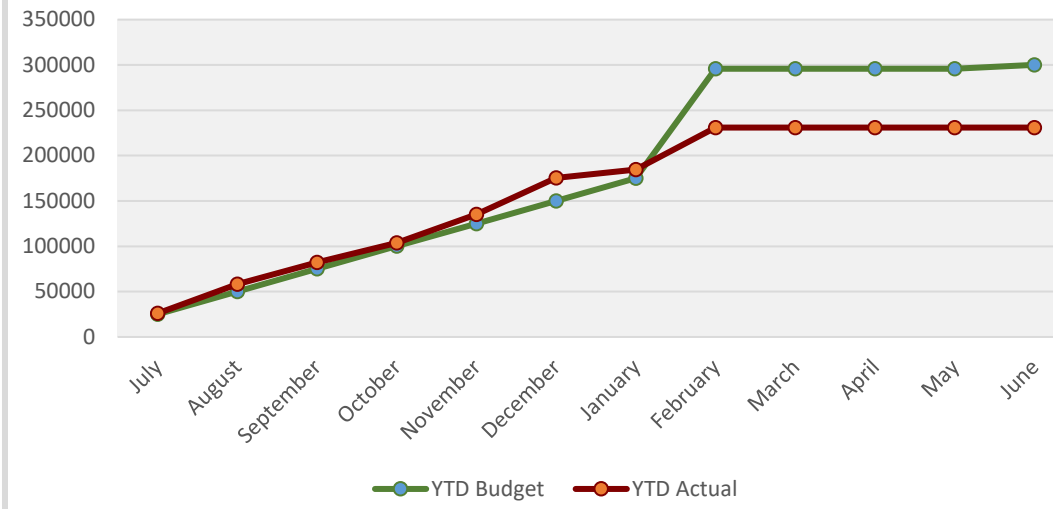
<b>Business sector development: A – Chief Executive</b> <b>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</b>						Provided administrative support required to assist Chamber apply for grant to enable the 2019 Peter Allen Festival to proceed. (Building community capacity to encourage self-sustainability.) Grant was successful.
	Liaise with the local, regional and State tourism industry, including operators and organisations.	B: MEDCE C: MEDCE D: TO			+1	Ongoing-daily activity. Regional Economic Development Strategy is the latest avenue. Work with NEHC, DNSW, Destination Network Country and Outback, Department Premier & Cabinet, RDANI.
	Support strong relationships with the business and tourism community through events (including business breakfasts and networking functions).	B: MEDCE C: MEDCE D: CDO D: TO			+1	MEDCE & TO continue to work closely with the Peter Allen Festival Committee and Tenterfield Chamber. Workshop with Sandwalk Partners and key community members held early December to discuss proposal for Tenterfield National Monument Recovery Project. Sandwalk have completed report on the project, which has been provided to the steering committee.
DP4.09) Promote the liveability of Tenterfield Shire as a place to live, work and play.  <b>Tourism: A – Chief Executive</b> <b>Business sector development: A – Chief Executive</b> <b>Community and cultural capacity building: A – Chief Executive</b> <b>Sponsorship: A – Chief Executive</b>	Development and distribution of new/potential residents and/or investor information prospectus.	B: MEDCE C: MEDCE D: TO		0		Currently investigating use of Our Community online platform as a resource for new/potential residents and/or investors information prospectus. Developers met 11 March 2019 to further progress.
	Support marketing activities and events to promote Tenterfield as a place to, play, live and invest.	B: MEDCE C: MEDCE D: TO D: CDO			+1	Ongoing local & regional promotions. Promoted through Local social media campaigns, Tenterfield in Touch newsletter, Council Website, Visitor Information Centre, School of Arts (community cinema advertising)
	Emerging extra operational requirements caused by drought relief activities (grants, community consultation etc.)	B: MEDCE C: MEDCE D: CDO			+1	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.

## b) Budget

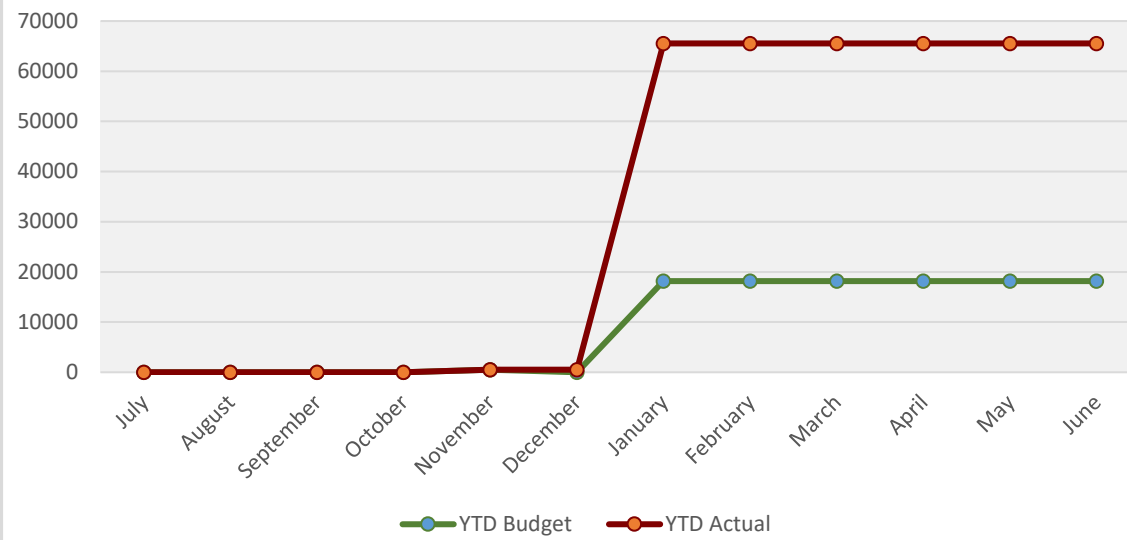
**Economic Growth & Tourism Operational Income  
Budget v's Actual**



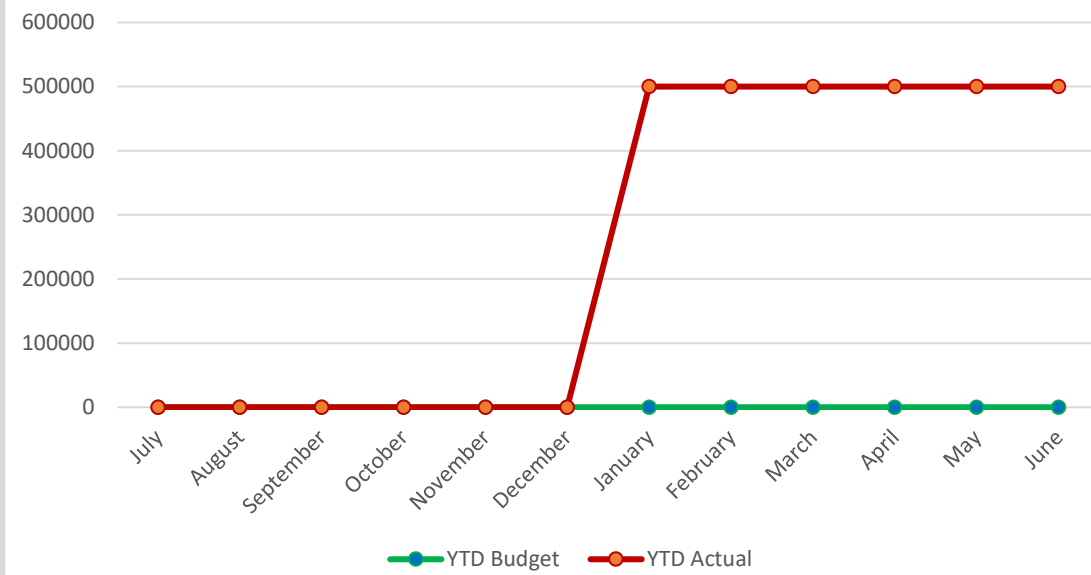
**Economic Growth & Tourism Operational Expenditure  
Budget v's Actual**



**Economic  
Growth & Tourism Capital Expenditure**



**Economic Growth & Tourism Capital Income**





**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**

		Revised	YTD		YTD		Status/Comment
		Budget	YTD	Revised	YTD	Variance	
Program	Description	QBR1	Actual	Budget	Variance	%	
		\$	\$	\$	\$	%	
Economic Growth and Tourism	Web Design	16,053.00	-	-	-	0%	Tendered
Economic Growth and Tourism	Community Wi-Fi	2,117.00	540.00	540.00	-	0%	FINISHED

**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.

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.

Discussions with Sandwalk Partners (company with significant experience in cultural tourism (including Sydney Opera House) and visitor information centres (Visit Canberra)) reinforced this is the direction that Tenterfield needs to be taking and he highlighted some recent centres that have undergone this type of redevelopment and seen a revitalisation of their centres.

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

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

**f) Customers**

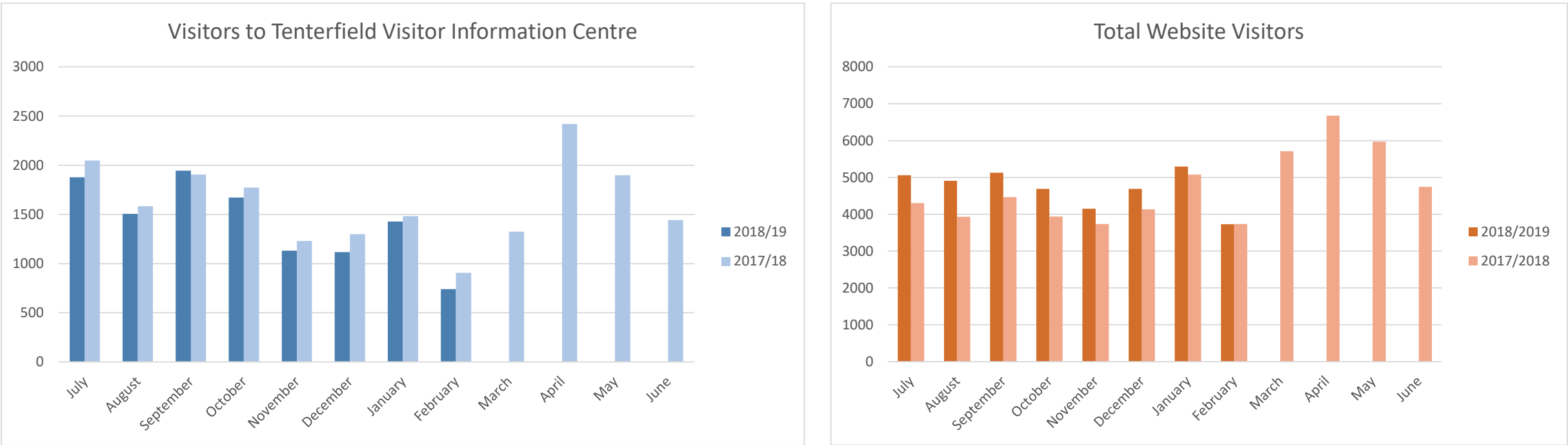
Positive reviews continue to be received on Google and TripAdvisor for the Visitor Information Centre and Tenterfield.  
Customer Service requests continue to be responded to in a timely manner.

**g) Business Statistics**

**Visitor Information Centre Numbers for February 2019** = 741 (18.3% decrease on February 2018)

**Tenterfield Tourism Website Visitors February 2019** = 3,331 (9.5% decrease on February 2018)

**Visit Tenterfield Website Visitors February 2019** = 398 (623.6% increase on February 2018)



*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.*

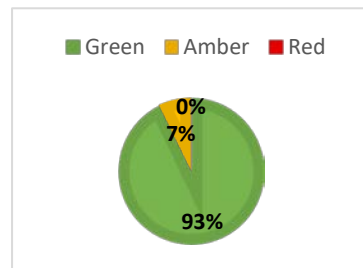
**h) Special events, achievements of note, celebrations**

Newspaper Article on the Gold Coast presented latest realestate.com.au data and shows that searches for Real Estate in Tenterfield is in the top 5 searches from Queensland.

Searches from Queensland – Realestate.com.au

1. Kingscliff	83,659	5. Tenterfield	34,037	9. Launceston	27,883
2. Tweed Heads	75,085	6. Byron Bay	32,313	10. Casuarina	25,457
3. Murwillumbah	43,098	7. Kyogle	29,597		
4. Banora Point	42,660	8. Pottsville	29,233		

## 5. Theatre and Museum Complex



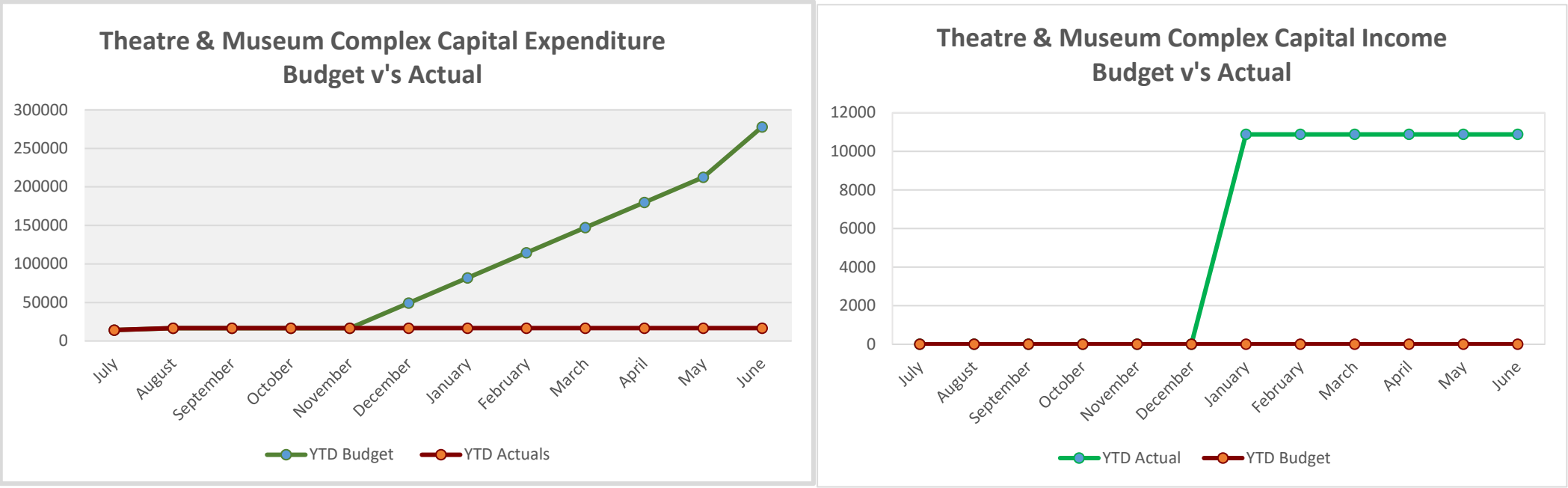
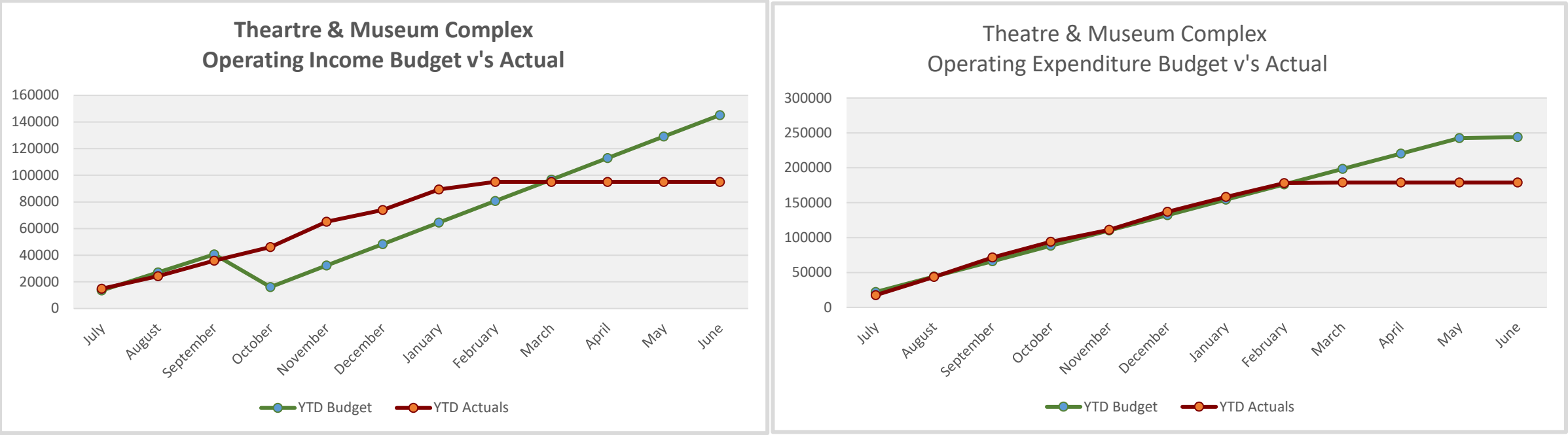
Under the 4 year Delivery Plan *Theatre and Museum Complex* relates to: Sir Henry Parkes School of Art; cultural diversity, events and art activities; youth engagement; volunteering; and festivals. The Office of the Chief Executive directly oversees these outcomes.

### 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 &amp; museum: A – Chief Executive</i>	Manage and operate all aspects of the Sir Henry Parkes Memorial School of Arts (Cinema, Theatre, and Museum).	<i>B: MEDCE C: MEDCE D: 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 &amp; museum: A – Chief Executive</i>	Maintain relationship, partnership and facilitate Museum Advisor Program.	<i>B: MEDCE</i>			+1	Ongoing. Acquittal complete for 2018 funding. Submission completed for 2019 funding.
	Maintain a collaborative working relationship with National Trust Australia (NSW) and Friends of the School of Arts.	<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. New workshops for youth & adults commencing March 2019.
	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 &amp; museum: A – Chief Executive Community events: 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. Seniors Week supported via exhibition opening, banquet hall lunch & movie (Mary Poppins Returns) held at the facility. Bavarian Brass Band concert in conjunction with the Tenterfield Rotary Club held early March 2019.

<b>Volunteer recruitment and placement: A – Chief Executive</b>	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	Exhibitions are sourced both touring and local when funds permit. The Breaker Morant collection has been remounted in the passageway display cabinet of the School of Arts. Two photograph exhibitions have been mounted in the SOA foyer, depicting Bluff River & Sunnyside Railway Bridges, and Love Your Life Seniors Exhibition.
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. Joint training night scheduled for 13 March.
	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  <b>Culture, theatre &amp; museum: A – Chief Executive</b>  <b>Community and cultural capacity building: A – Chief Executive</b>	Annual planning and development of a Cinema Program, including Manhattan Film Festival.	<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 first half, with attendance well above the average. This is due to a strong cinema and theatre program, as well as good attendance from Queensland. Manhattan Film Festival & return of the Lyceum Film Festival, featuring Australian films, 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>		0		Implementation of education program is ongoing with school visits and tours. Project Brief to be prepared and sent out for expressions and interest and quotations by June 2019.
	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. Scheduled events include: BANJO, Kaput, Scotts PGC Pipe Band, Alice in Wonderland Ballet, Cinderella Spinderella & The Twits (Roahl Dahl).

**b) Budget**



**Capital Income:**

Heritage Division Grant Fund.  
Regional Cultural Fund of \$72,000 for air conditioning announced.

**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**

		Revised	YTD		YTD		
		Budget	YTD	Revised	YTD	Variance	
Program	Description	QBR1	Actual	Budget	Variance	%	Status/Comment
		\$	\$	\$	\$	%	
Theatre & Museum Complex	School of Arts Restoration Works	249,308.00	16,784.48	16,784.48	-	0%	
Theatre & Museum Complex	School of Arts - Update Theatre Lighting	28,666.00	-	-	-	0%	Not yet commenced

**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 needs to be assessed as there is no capacity for succession planning.

**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.

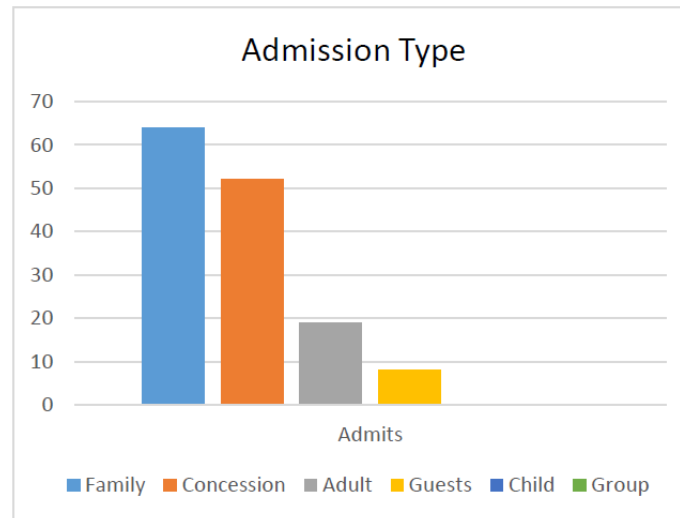
All enquiries (internal and external) are responded to within appropriate timeframes.

### g) Business Statistics

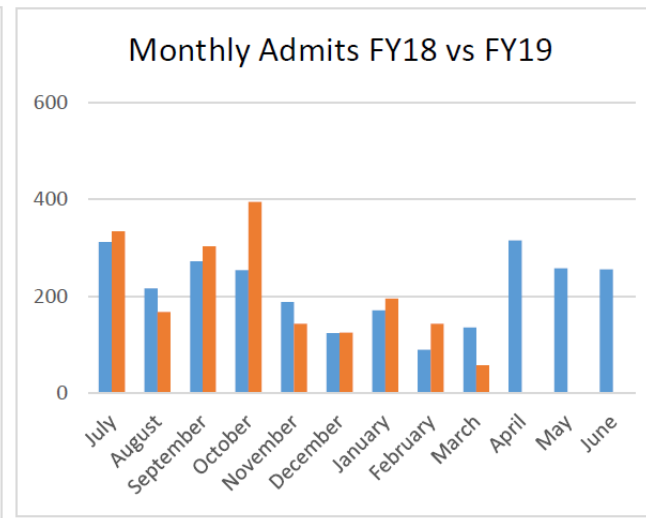
Total museum visitation February 2019 = 143

Total cinema admissions February 2019 = 538 visitors to 19 screenings

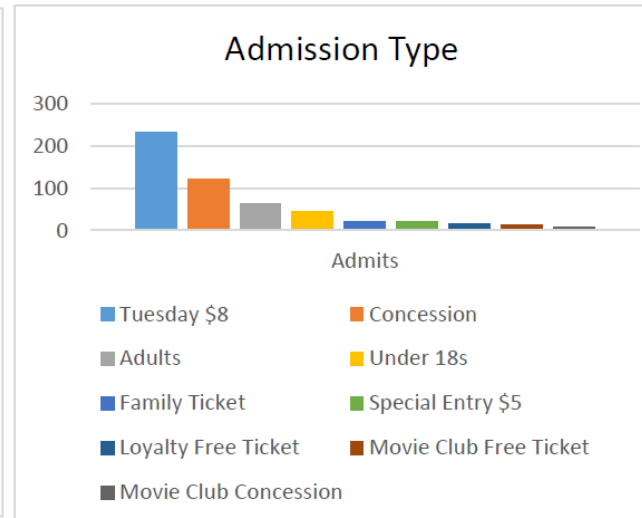
Total website visitors (cinema & theatre) February 2019 = 833 (58% increase on February 2018)



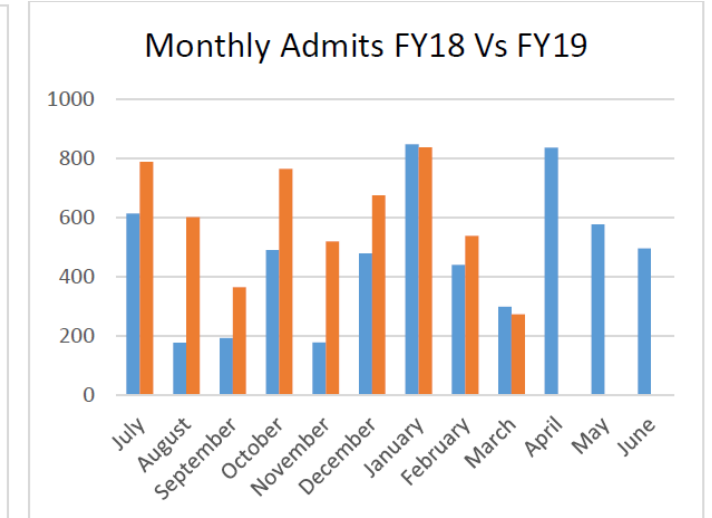
**Museum**



**Museum**



**Cinema**



**Cinema**

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

Funding of \$72,000 for air conditioning project for Banquet Hall and theatre was announced by the Hon Thomas George MP through the Regional Cultural Fund

New newsletter for the Tenterfield Theatre and Cinema is being sent out monthly, promoting upcoming shows. Currently 124 subscribers and a 50.8% open rate (well above average open rates).

20 February – **Art Deco Swing Bands Theatre Restaurant, sold out at 65 attendees.** Started at tables with dinner/sharing platters and live music from Peter Harris, then moved to tiered seating and watched Art Deco Swing Bands on the big screen.

February 2019 at the School of Arts:

Film	Screenings	Admits	Adm / Scr
A Star is Born	1	44	44
Mary Poppins Returns	8	229	29
Mortal Engines	2	17	9
Storm Boy	5	147	29
Mary Queen of Scots	3	101	34
<b>Total</b>	<b>19</b>	<b>538</b>	<b>28</b>

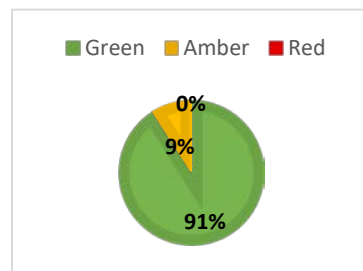
### 2019 Theatre Program

<b>20 Feb</b>	Theatre Restaurant – Big Bands Music	65 attendees
<b>7 March</b>	Brass Band Concert – Bavarian Music Festival & Beer Fest	
<b>27 March</b>	Banjo – contemporary dance with Banjo's poetry	



<b>29 March</b>	Kaput – Children’s Theatre	
<b>1 June</b>	Warwick Scotts College Highland Pipe Band Concert	
<b>12 June</b>	Melbourne Comedy Festival	
<b>8-11 July</b>	Beat of The Bush Festival	
<b>12 July</b>	Alice in Wonderland – Melbourne City Ballet	
<b>22 July</b>	Cinderella Spinderella	
<b>8 August</b>	Tenterfield Business & Tourism Excellence Awards	
<b>18 August</b>	Roald Dahl – The Twits	
<b>6-8 Sept</b>	Peter Allen Festival	
<b>16-20 Sept</b>	Tenterfield Eisteddfod	
<b>24-27 Sept</b>	Tenterfield Eisteddfod	
<b>3 October</b>	Manhattan Film Festival	
<b>4-7 October</b>	Australian Film Festival	
<b>26 October</b>	Sir Henry Parkes Oration	
<b>4 Dec</b>	Volunteer Xmas Party	

## 6. Library Services

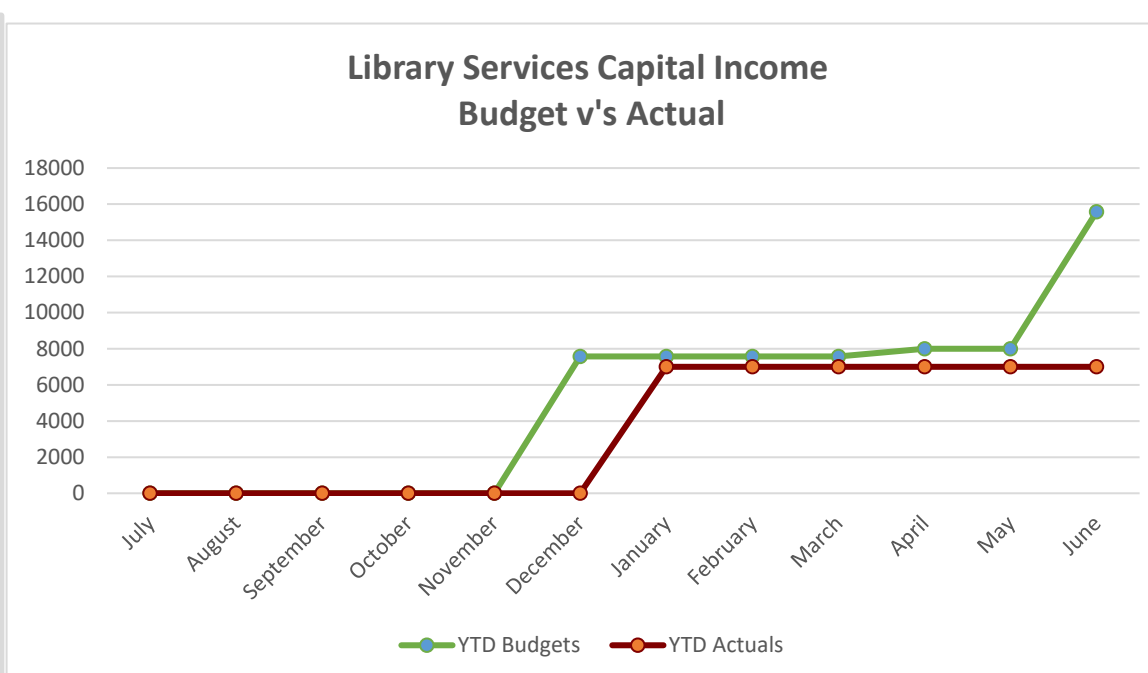
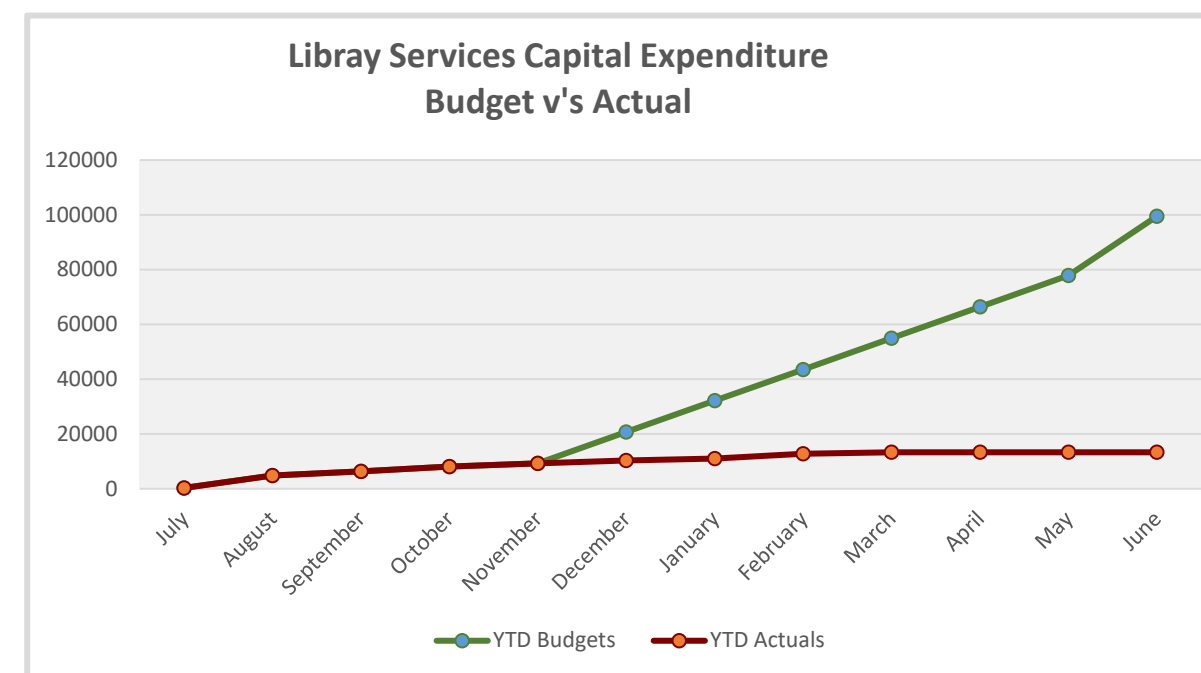
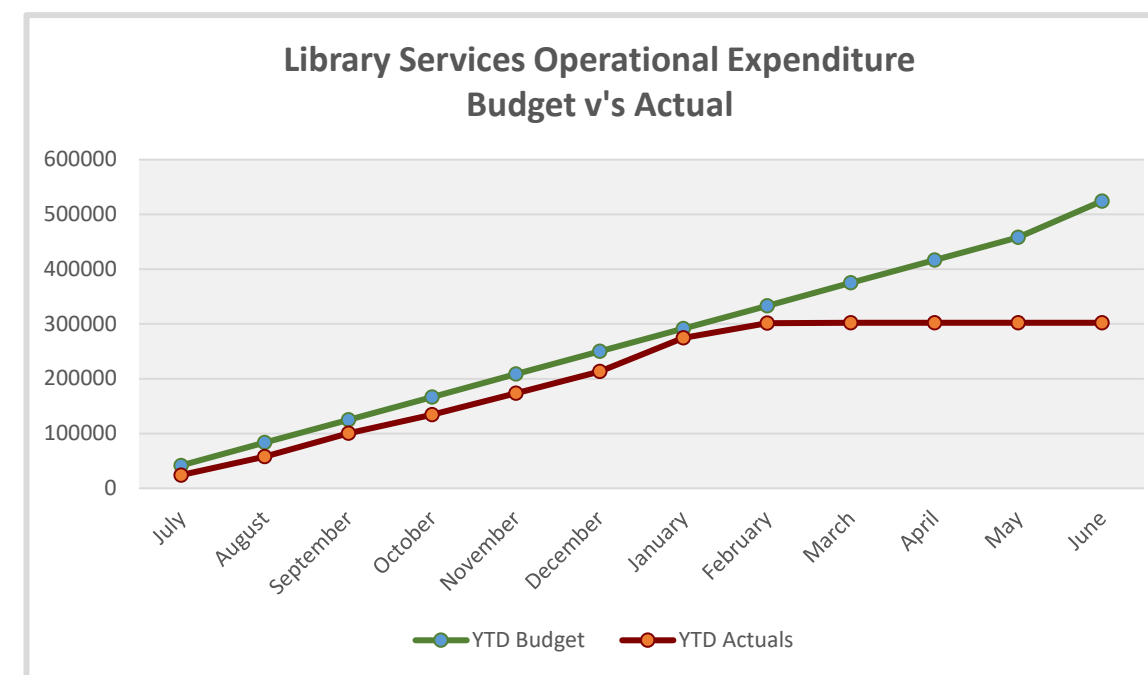
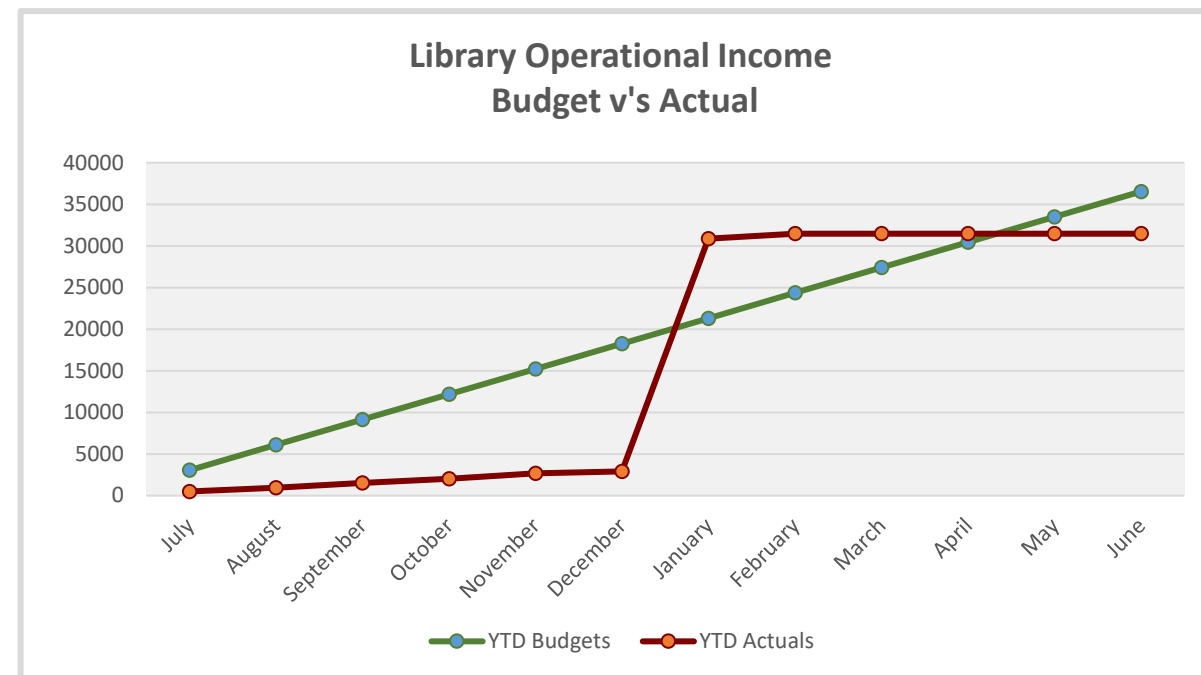


Under the 4 year Delivery Plan *Library Services* relates to: home services; vision impaired; review and updating collections; exchanges; internet and Wi Fi access; accessible technology; exhibitions; online training and resources; research and reference services; and the management of corporate art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

## 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

		Revised	YTD		YTD	Status/Comment
		Budget	YTD	Revised	Variance	
Program	Description	QBR1	Actual	Budget	%	
		\$	\$	\$	\$	%
Library Services	Library Resources	49,934.00	9,047.75	9,047.75	-	0%
Library Services	Local Priority Grant 2015/16	589.27	-	-	-	0%
Library Services	Local Priority Grant 2016/17	1,200.28	1,726.08	1,726.08	-	0%
Library Services	Local Priority Grant 2017/18	5,755.64	268.34	268.34	-	0%
Library Services	Local Priority Grant 2018/19	7,580.00	-	-	-	0%
Library Services	Library - Repaint Interior	34,400.00	-	-	-	0%

- 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

- There is a risk of extensive damage to the Library building, furniture, floor and floor coverings as well as resources if there are any rain events before the current damage is repaired. Library building repairs that were scheduled to commence in early February are yet to commence.
  - Renovations to Urbenville branch library are in the planning stage, shelving for DVD's has been ordered.

The Business of Improving the Business

- The project to catalogue Council's Corporate Art Collection is progressing with items located in the Library identified and recorded.
- New membership cards are now being used. Staff have commented on how the new cards have greatly reduced the time spent processing new borrowers.



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 February 2019**

Loans Tenterfield: 1848

Loans Drake: 56

Loans Torrington: 32

Loans Urbenville: 83

Total Physical loans: 2019

Co-op eLoans: 97 (approx.)

Total of Loans: 2116

Library Visitors: 1883

New borrowers: 28

Computer Users: 369

Computer Hours: 430.25

WiFi logins: N/A

OPAC searches: 8205

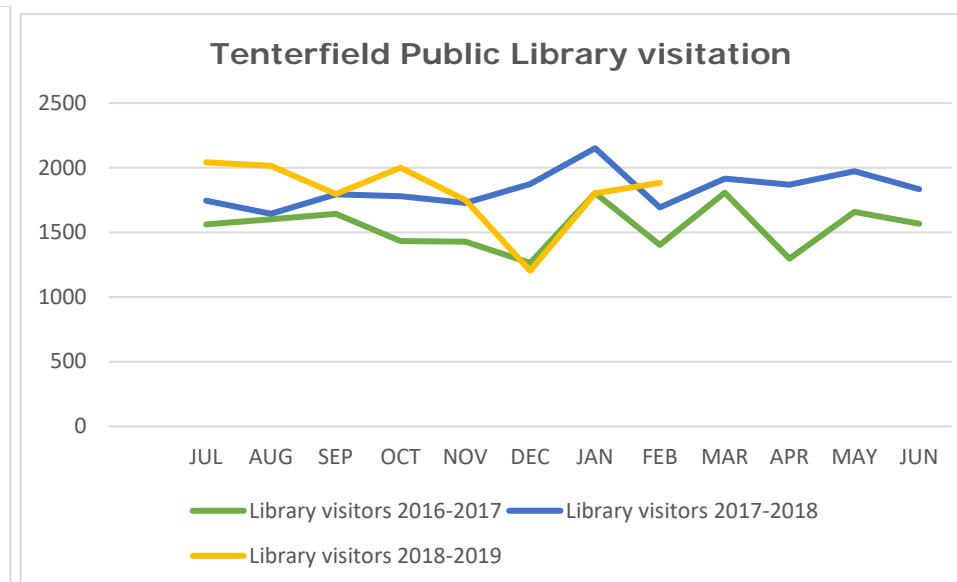
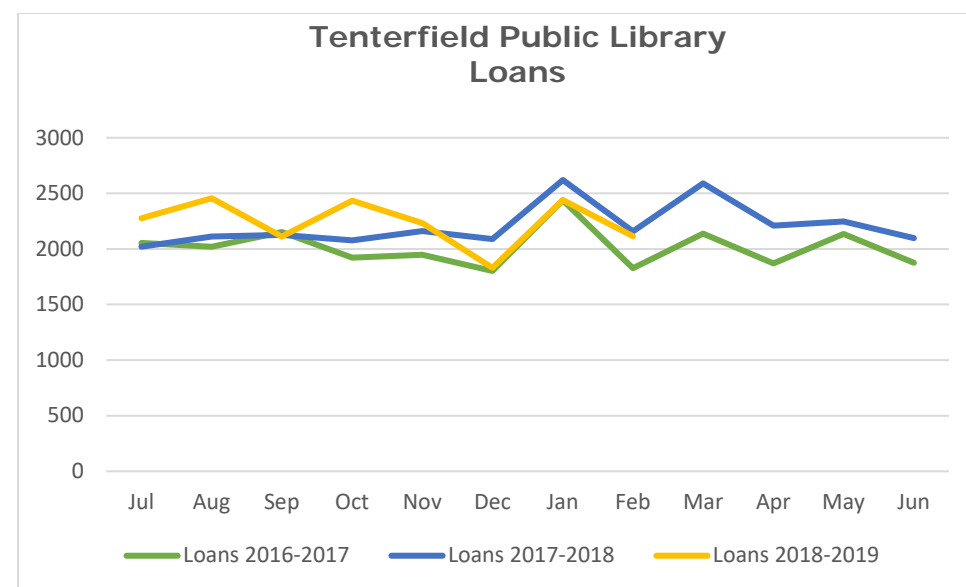
Tenterfield Star database searches: 555

Interlibrary loans completed: 30

Home Library Service Loans: 149

Reservations satisfied: 62

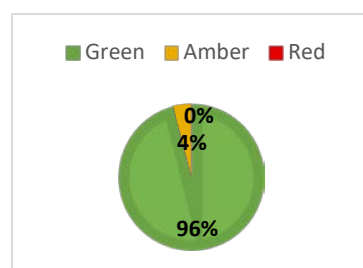
Holdings as at 28/02/2019: 34664   Deletions: 104   Items catalogued: 127



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



## 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.

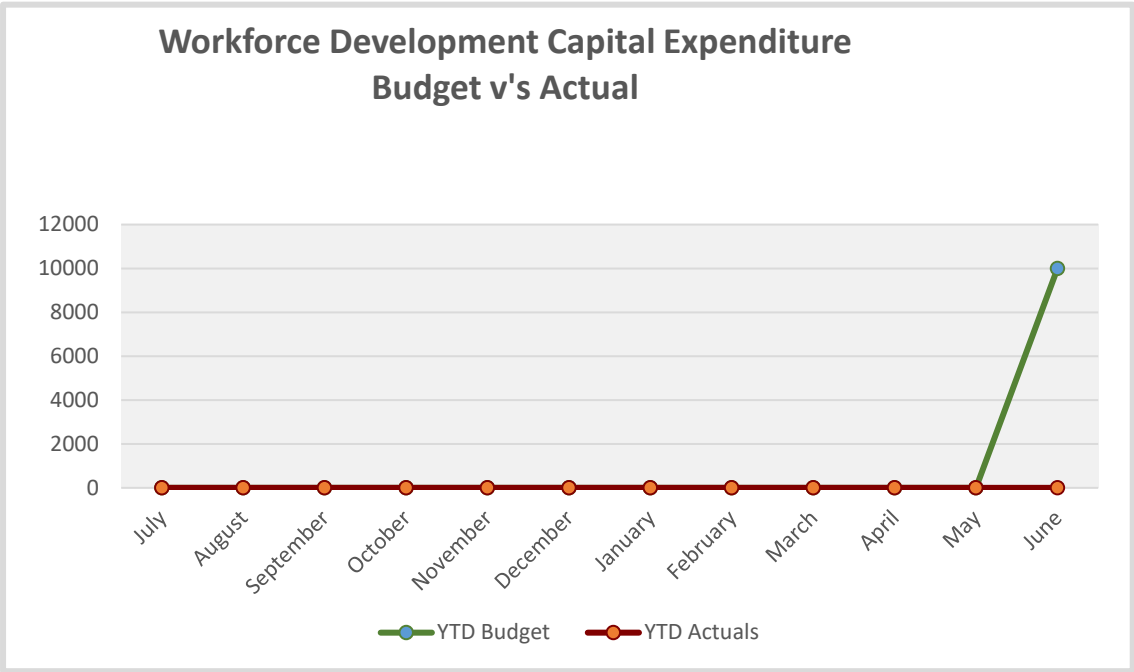
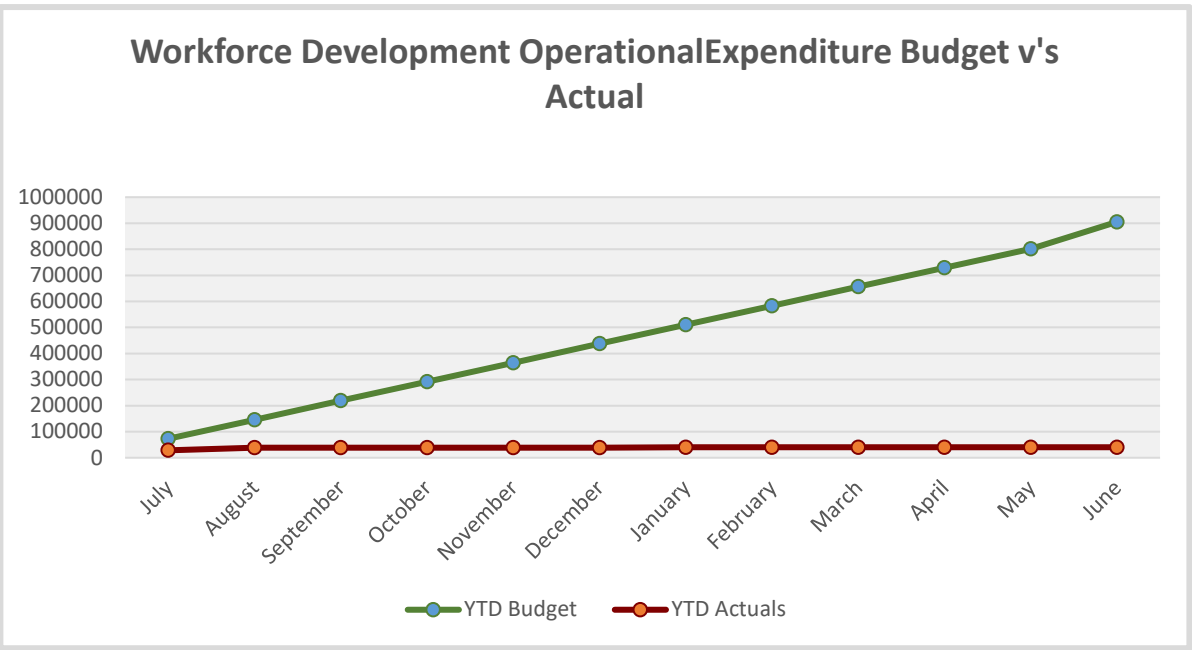
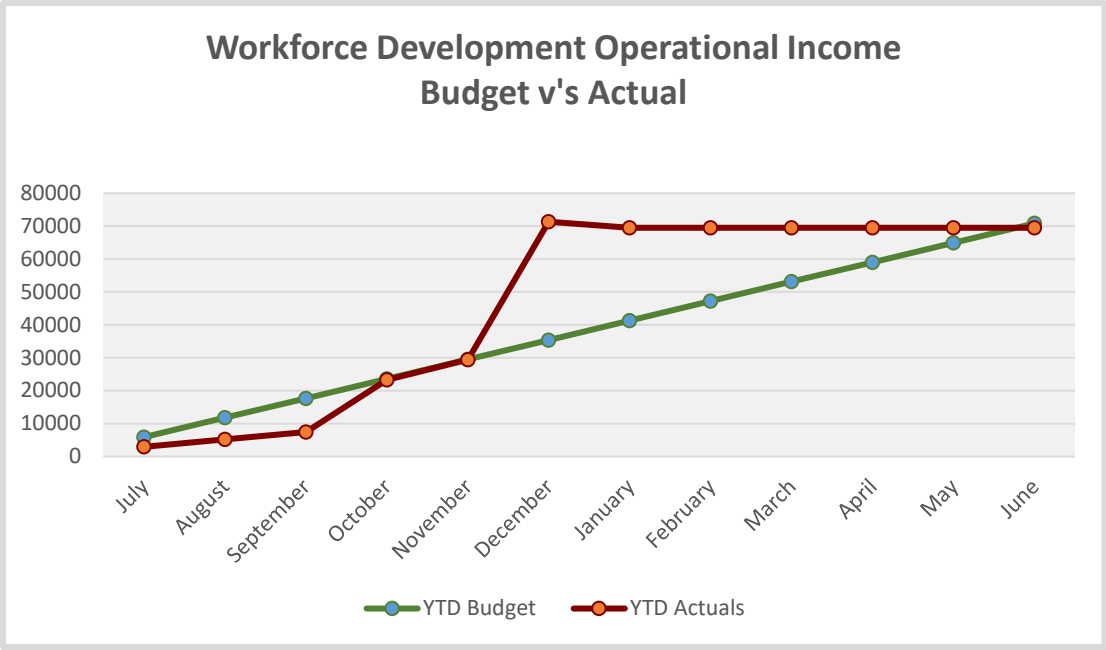
### a) Delivery and Operational Plan precis

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	<b>(Workforce safety is a Councillor priority objective.)</b> <i>Our strong performance in this area, with the resultant premium reductions. Major current focus on Risk management/Enterprise risks continues. The management and delivery of Councils WHS functions has been enhanced by Councils representation on the StateCover Mutual's Advisory Board.</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	WHS Consultative Toolbox talks and updates were held with Outdoor staff at key locations. Key site inspections continue to ensure safety. A number of staff with non –work related injuries or illness are still being monitored and followed up appropriately to establish continued fitness for work. Specific Bush Fire awareness training and equipment delivered to 13 staff that were required to assist the RFS with firefighting efforts at Jennings, Tabulum and Drake fires.
	Develop and implement physical and mental health initiatives to improve health and wellbeing of staff.	B: MHRWD C: WHSRMO D: WHSRMO			+1	Health checks for 77 staff have been conducted to assist their continued health and well-being. These health checks were very comprehensive and provided staff with valuable information and health advice.
	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. Situations checked to ensure currency.
DP7.02) Delivery of programs to grow and invest in our existing and emerging leaders and support a culture of high performance.  <i>Workforce culture: A – Chief Executive</i>  <i>Workforce performance: A – Chief Executive</i>  <i>Human resource advisory, performance, review and training: A – Chief Executive</i>	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	Continued delivery by visiting TAFE instructors/assessors for those completing Certificates in Civil Construction including carpentry disciplines. Traineeship subsidies have been applied for. Now 20 plus Traineeships/Apprenticeships, for long term and new staff members, working effectively. Future training and development plans, designed to heighten staff skill levels, are still being reviewed 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	<b>(Growing leadership within the organisation is a Councillor priority objective.)</b> Supervisory training, at "coalface" levels is being delivered in March.
	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 obtained and performance standards achieved. Current performance review round has identified opportunities

						for training and development and skill step increases in line with the salary system/Award have been made. The repeat of the Voice survey has reinforced that significant improvement in workplace motivation and culture has been achieved.
	Reintroduce a staff newsletter and reinforce the maintenance of all staff communication programs.	B: MHRWD C: HRC			+1	Staff Newsletters continue to be rolled out, with staff take up of suggestions and recommendations beginning to emerge. Interdepartmental communication clearly strengthened.
	Continue current informal mentoring program and formalise program in future years.	B: MHRWD C: MHRWD D: HRC			+1	<b>(Training of Councillors and staff is a Councillor priority objective)</b> 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.
	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. Review and monitor the RAG outcomes to ensure areas of concern are actioned or support provided.
	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.
DP7.03) Manage the implementation of Council's Workforce Management Strategy.  <i>Workforce planning: A – Chief Executive</i>  <i>Workforce performance: A – Chief Executive</i>	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 FTE (Full Time Equivalents) levels. Impact of additional Grant funding to be assessed in terms of impact on staffing metrics. Increasing opportunities to obtain labour at minimal cost, through work for dole, community service and volunteering, together with traineeships. The recruitment process has begun 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.
	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		0		A number of Policies already reviewed and redrafted, several procedures introduced to strengthen existing processes e.g. ID Checks/Security checks. Priority is being given to finalisation of the Policy and protocols review and updating processes.
	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 Task Force" process has provided excellent reporting, Repeat survey completed with stronger response rate. Results being analysed, providing a solid measure of change results achieved to date. 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 &amp; 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.
	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. 360 reviews will provide further tools that may be required. Supervisory training, at “coalface” levels is being delivered in March.
	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.
	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 department.
	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.
DP7.05) Deliver continuous improvements in Council's business, processes and systems (WHS)  <i>Work, Health and Safety: A – Chief Executive</i>	Manage Workers Compensation and Rehabilitation.	B: MHRWD C: WHSRMO D: WHSRMO			+1	One Lost Time Injury (LTI) of 4days occurred this month. Non-related injuries/illnesses still being managed and monitored.
	Develop, communicate, consult and implement the Work Health and Safety Management System (WHSMS) elements.	B: MHRWD C: WHSRMO D: WHSRMO			+1	Review of 100 Council Safe Work Method Statements completed. Quarry safety management plans currently being developed. Major work on Enterprise Risk Management undertaken.
	Develop and implement Emergency Preparedness Procedure in conjunction with State Cover WHS Action Plan, Legislative requirements and ISO 45001 Occupational Health and Safety Management Systems.	B: MHRWD C: WHSRMO D: WHSRMO			+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.
	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.	B: MHRWD C: WHSRMO D: WHSRMO			+1	Continuous review has produced positive results in terms of incident free days (see previous report and Charts). Site audits, inspections and reviews are continuing with effective controls and improvements being communicated and implemented. Task specific Safe Work Method Statements were developed in consultation with staff involved assisting the RFS with firefighting efforts. Due to work loads and work hours required in providing assistance to the RFS work plans and rosters were developed to ensure fatigue management was incorporated.

**b) Budget**



**Capital Income:**  
N/A

**Capital Expenses:**

The \$10,000 allocated for the Workforce, Planning and Evaluation Software has been scheduled to be purchased in the latter half 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.

**Operational Expense:**

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

**Capital Expense:**

		Revised	YTD		YTD		Status/Comment
		Budget	YTD	Revised	YTD	Variance	
Program	Description	QBR1	Actual	Budget	Variance	%	
Workforce Development	Workforce Planning & Evaluation Software	10,000.00	-	-	-	0%	Not yet commenced

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

Risks – Councils provision of plant machinery and manpower to assist the RFS firefighting activities have 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 have ensured Councils Risk Management and Enterprise Risk Management Principles policies and procedures where implemented, monitored and reviewed. Appropriate control measures were enacted to ensure the safety of staff, protection of assets and the environment.

**d) 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 and Chemical cert. A Manager Assets and Program Planning has now been appointed.



**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

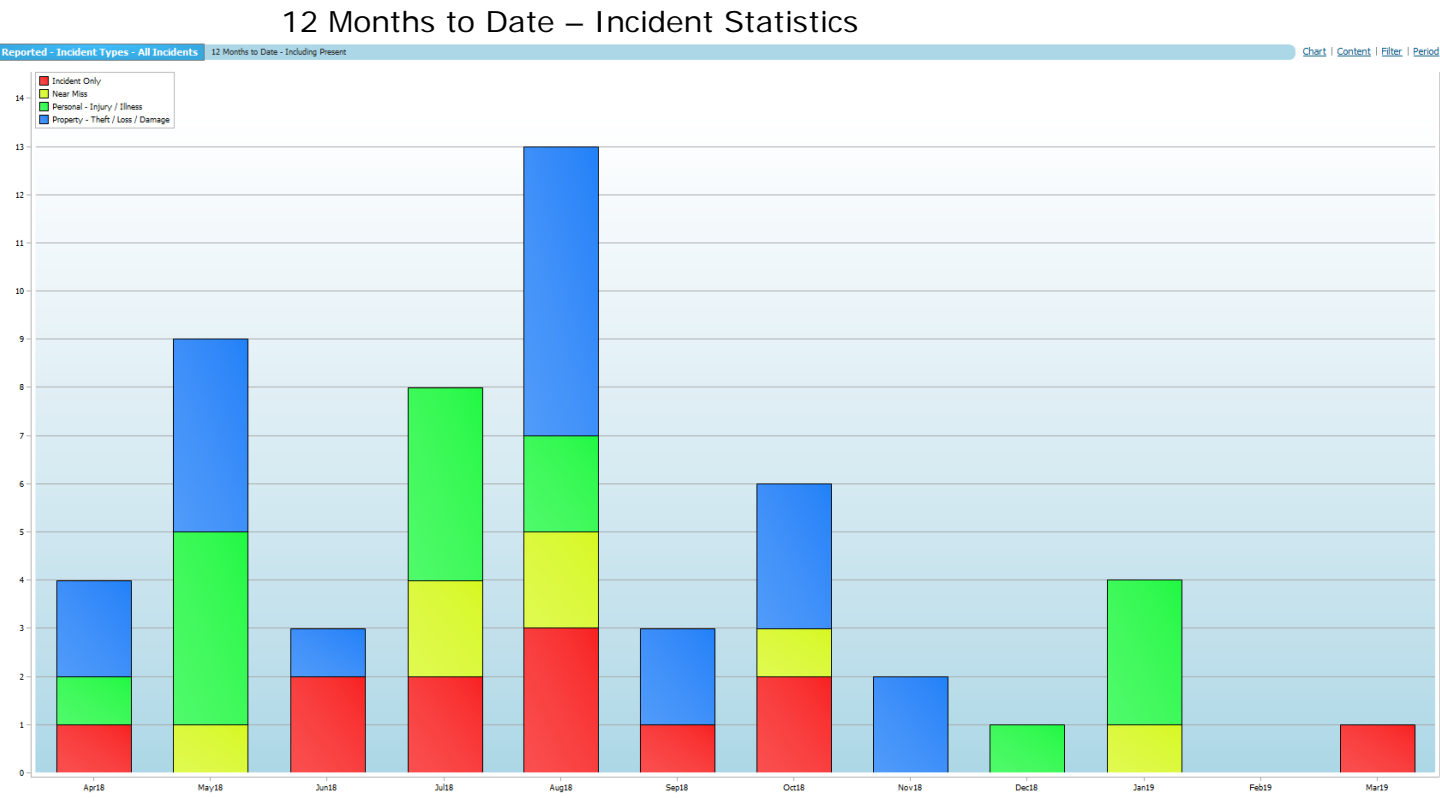
**Threats**

- 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.

**e)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.

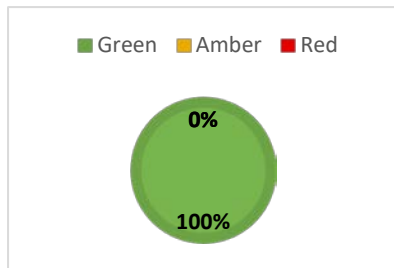
**f) Business Statistics**



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

The WHS Risk Management Officer is currently undertaking a Graduate Certificate in Human Resource Management with the University of New England.

## 8. Emergency Services

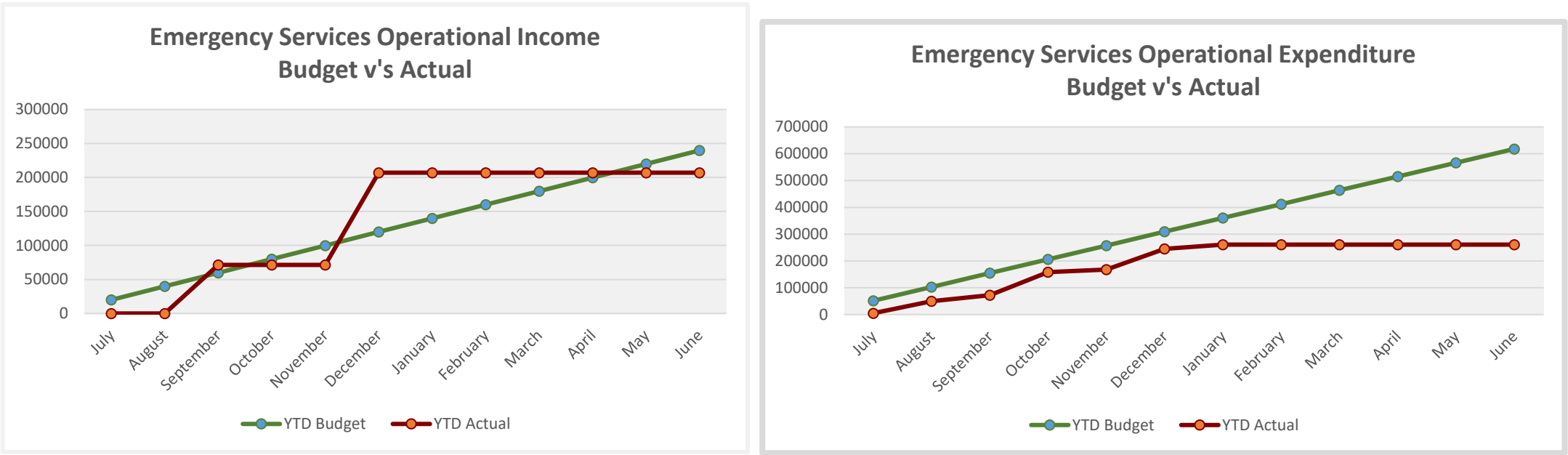


Under the 4 year Delivery Plan *Emergency Services* relates to: integrating land use policies to support emergency management; disaster management; review of emergency management plans; inter-agency communication and collaboration; and rural addressing. The Office of the Chief Executive directly oversees 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.	Annual Review of Emergency Plans.	B: MHRWD C: WHSRMO D: WHSRMO			+1	Grant funding approved to improve Council's Emergency Management Centre capability. Funding to support practical exercises/simulations being sought from NSW Justice. Emergency Management Committee has agreed to review and update current Planning documentation particularly in view of current threats. Learning for the LEMC to be garnered/consolidated from various situations recently presented as soon as the recovery stage is near its end. Reviewing learnings from 2019 bushfires and recovery strategies to incorporate where necessary in Emergency Plans
<b>Disaster management:</b> A – Chief Executive	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.	B: MHRWD C: WHSRMO D: WHSRMO			+1	GIS effective upgrade of MapInfo, Synergysoft and GIS systems, nearing completion. New useful tools generated. Carrying out Finance/IT responsibilities associated with asset management. Improvements introduced will support rural addressing.
<b>Roads, bridges and retaining walls:</b> A – Chief Operating Officer	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.	B: MAPP C: MAPP D: MW			+1	Above Officer has IT Engineering background and is assessing current platforms, in order to reach a position where decisions on upgrade can be recommended/made. Will facilitate marker post project. Manager Assets (Contractor) and Manager Assets and Program Planning, on appointment, will be able to support system improvements together with appropriate Finance staff..
	Continue to advocate for the removal of RFS assets as a financial asset under Council financial responsibility.	B: CCO C: CCO			+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). Recent closer involvement with RFS will now assist funding and assets processes.

a) Budget



**Capital Income:**

Review undertaken with the Manager Finance & Technology progressed with outcome pending. Reviewing sources and application

**Capital Expenses:**

Review undertaken with the Manager Finance & Technology progressed with outcome pending,

**Operational Income:**

Review undertaken with the Manager Finance & Technology progressed with outcome pending. Reviewing sources and application.

**Operational Expense:**

Ramping up to match forecasts.

b) Capital Projects

Mingoola Fire Service Facility to proceed.

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.

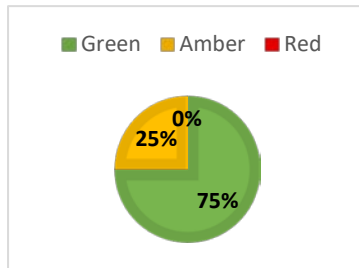
**f) Business Statistics**

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.

## 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><b>IT system / software and hardware:</b> A – Chief Corporate Officer</p> <p><b>Network systems and corporate business applications integration:</b> A – Chief Corporate Officer</p>	<p>Develop Information Technology Strategic Plan to guide Council's information technology related decision making.</p>	<p>B:MFT C:MFT</p>		0		<p><b><i>(The improvement of the IT system is a Councillor priority objective).</i></b></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 were brought in to review the speeds and bandwidth of the existing wireless infrastructure. A report on this has been included for consideration of Council this month.</p>



					<p>Some of the key activities that have recently been undertaken in the Technology Space include:</p> <ol style="list-style-type: none"> <li>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.</li> <li>2) the deployment of a management agent and backups to the Treatment Plant computer;</li> <li>3) New computers being made available for outdoor staff use at the Depot</li> <li>4) All staff being given access to Council email and intranet</li> </ol> <p>Some other key achievements this financial year include:</p> <ol style="list-style-type: none"> <li>1) an upgrade to Public Wi-Fi in the Library;</li> <li>2) new software installed on the public computers in the Library to refresh them overnight;</li> <li>3) continued roll out of software agents to enable RMT to remotely manager IT issues as they arise and to enable the installation of new products and product updates as required;</li> <li>4) additional security to the Office Wi-Fi system;</li> <li>5) Additional backups to some of Council's systems;</li> <li>6) Work completed in the server room, racking the new servers and UPS to maximize protection against mains power outages.</li> </ol> <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.	<p><i>B: MFT</i>  <i>C: MFT</i>  <i>D: MFT</i></p>			<div>+1</div> <p><b>(Business system improvement is a Councillor priority objective.)</b>  RMT are effectively supporting Council's managed IT Services. I do not believe it is necessary to go out to Tender once the initial one year agreement is up with RMT for the provision of such services. RMT are a Local Government Procurement (LGP) approved contractor for the provision of IT Managed Services and as a result have already undertaken an approved provider process through LGP. It therefore would be a double up of time and resources for Council to go through the tender process (that is not required under the Local Government Act). The only reason why I would look for another contractor through LGP would be if Council or RMT believed the arrangement was not working out. At this stage I am very happy with the level of</p>

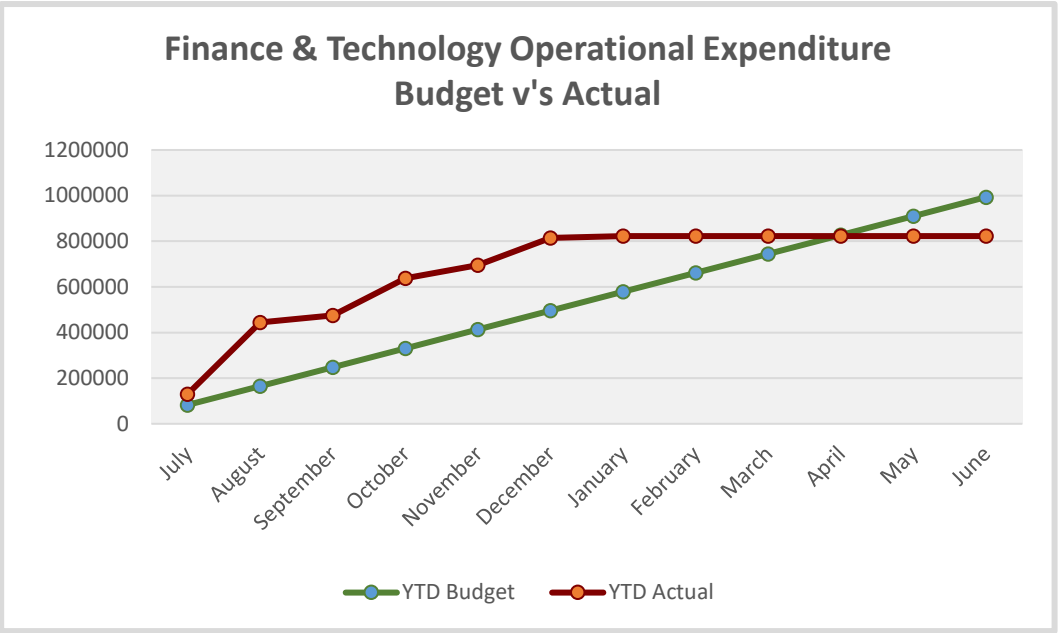
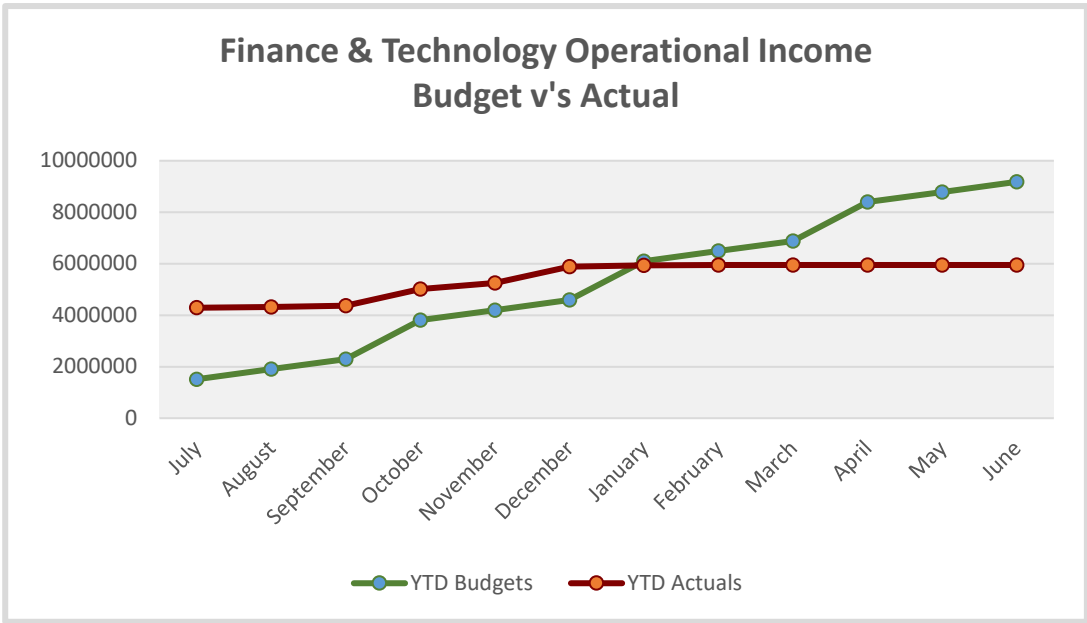
						service being provided by RMT and to my knowledge they have no issues with Council.
	Replace and upgrade technology to ensure that user requirements are serviced.	B: MFT C: MFT D: MFT			+1	Council is and has updated technology across a number of areas eg planning, works and waste teams as a result of feedback from the Voice Project. Smart devices such as iPads and iPhones or equivalent are required to efficiently perform a range of tasks out in the field and management have listened to staff concerns about the age of existing equipment and their functionality and are addressing these issues. A bank of PC's has being 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.
DP9.02) Make prioritised decisions in the long-term interest of the broad community and have regard to financial and infrastructure sustainability.  <i>Corporate financial planning: A - Chief Corporate Officer</i>	Operate in a financially responsible and sustainable manner (IPR ratios).	B: MFT C: MFT		0		<b><i>(The alignment of the long term financial plan against asset renewal requirements is a Councillor priority objective.)</i></b> 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.  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.
	Review, revise and maintain Councils Long Term Financial Plan in line with statutory requirements.	B: MFT C: MFT D: MFT			+1	The LTFP has been completed and adopted by Council on 23 May 2018.
	Provide financial reports to Management and staff to assist in budget control and decision making.	B: MFT C: MFT D: MFT			+1	<b><i>(The introduction of monthly financial metrics to the staff is a Councillor priority objective).</i></b> 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.
DP9.04) Ensure that financial sustainability and the community's capacity to pay inform adopted community service levels. <i>Procurement and tendering compliance: A - Chief Corporate Officer</i> <i>Procurement and tendering framework: A – Chief Operating Officer</i> <i>Corporate financial planning: A - Chief Corporate Officer</i> <i>Rates and revenue: A - Chief Corporate</i>	Procurement and tendering framework strategy and methodology development and delivery (Tendering/procurement development and delivery).	B: COO C: MAPP D: MAPP			+1	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.  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:  "Council does not have a Contract Management Policy. A comprehensive Contract Management Policy provides guidance in

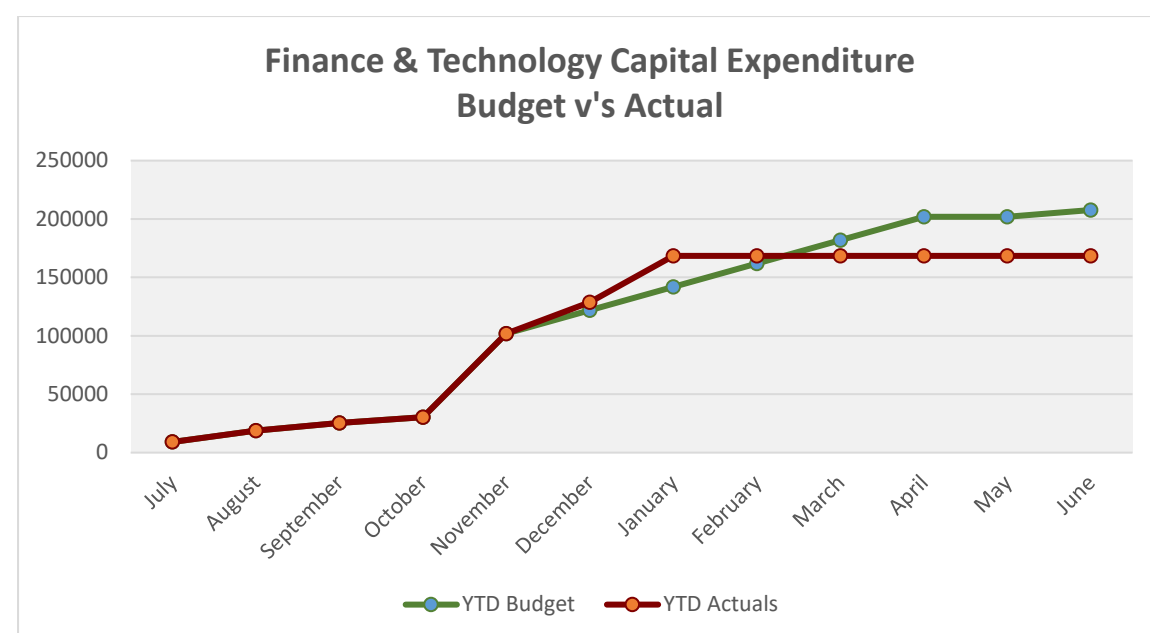
Officer						<p>addressing contract issues which can arise throughout the contract lifecycle including managing disputes, variations, overruns, deadlines and performance.</p> <p>Implications include an increased risk of contracts not meeting expectations about quality, timeliness and budget.</p> <p>Recommendations:</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"> <li>contract inception</li> <li>contract performance monitoring</li> <li>variation processes</li> <li>reporting to Management on contract performance</li> <li>succession planning</li> </ul> <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).	B:CCO C:MFT D:MFT			+1	<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 were prepared by Deloitte some years ago and these have been mandated legislatively in South Australia for a number of years now. It is my view that all of these should 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.</p>
	Maintain a strategic rating structure that is equitable across the region.	B:MFT C:MFT D:RevC			+1	<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, but has been mentioned in previous reports, some work has being done in this area for discussion purposes (if there is an appetite from the Councillors for such a discussion as part of the 2019/20 budget process).</p>
	Manage investments in the long term interest of the community and within regulatory requirements - Plan, develop and manage Council's investment portfolio.	B:MFT C:MFT D:MFT			+1	<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 corporate management.  <i>Corporate financial planning: A Chief Corporate Officer</i>	Complete quarterly budget review statements in-line with statutory requirements.	B:MFT C:MFT D:A			+1	All reviews have been completed in line with requirements.
	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. There is a separate Council report this month on Council's financial Statements and representatives from the State Audit Office will be present to discuss the audit results.
	Complete all taxation returns and grant acquittals (as a financial service) as required by external bodies.	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	The external audit was organised and managed well for the 2017/18 Audit. Council has again appointed Igor Ivannikov to assist with the audit, valuations and related accounting matters for the 2018/19 Audit.
DP9.06) Deliver continuous improvements in Council's business, processes and systems  <i>Corporate financial planning: A Chief Corporate Officer</i>	Deliver Auditor's Management Plan actions.	B:MFT C:MFT			+1	Council has received the final Audit Management Letter for the 2017/18 Audit. The issues raised include: <ol style="list-style-type: none"> <li>1) the lack of a Comprehensive Contract Management Policy (Council is seeking examples of best practice from the Auditors);</li> <li>2) an improved Project Costing Methodology particularly for overhead costs (overheads are being reviewed as a part of the budget process for 2019/20);</li> <li>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);</li> <li>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).</li> </ol> In addition to the above, Council is in the process of finalizing some issues from the 2017/18 interim audit, namely: <ol style="list-style-type: none"> <li>1) Legislative compliance framework;</li> <li>2) Related Parties questionnaire;</li> <li>3) Sundry Debtor Reconciliation Reviews;</li> <li>4) Updating supplementary land valuations.</li> </ol>
	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.
	Land and Mapping Service - Corporate Land information, mapping, data and program application services.	B:MFT C:MFT D:A		0		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).  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.
						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		0		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 on target YTD February 2019.

**Operational Expense:**

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

**Capital Income:**

Not Applicable.

**Capital Expenses:**

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



## Capital Projects

		Revised	YTD		YTD		Status/Comment
		Budget	YTD	Revised	YTD	Variance	
Program	Description	QBR1	Actual	Budget	Variance	%	
		\$	\$	\$	\$	%	
Finance & Technology	Intranet	18,923.00	800.00	800.00	-	0%	Cost allocation to be reviewed and journal prepared if necessary
Finance & Technology	Financial Reporting Software	23,600.00	19,707.80	19,707.80	-	0%	
Finance & Technology	Powerbudget SQL	-	13,299.50	-	(13,299.50)	-100%	
Finance & Technology	Computer Equipment Monthly	145,178.00	134,632.95	134,632.95	-	0%	
Finance & Technology	Operational Plan Digitisation	20,000.00	-	-	-	0%	
							About to commence this work.

## 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. Quotations were in the process of being obtained however Council has held off on proceeding with these loans at present, as approval is being sought to access TCorp Borrowings for these purposes. An additional \$1.03M in borrowing may be required for the Dam Wall and this was approved by Council at the November Ordinary Council Meeting.

Another historical 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.

Work on strategy and business improvement opportunities continues.

Council is reviewing the existing telephony systems and are looking for synergy's re integration with our IT system (Synergysoft) to improve both internal and external customer service. Along with this we are looking at encouraging staff to use their own mobile phone and laptop rather than a council one.

## The Business of Improving the Business

Monthly Operational Plan graphs were produced by Power budget this month. These will then continue to be improved upon over the coming months.

Work continues on catching up on the backlog of supplementary valuations. Once caught up these will be updated monthly as they should be.

**Debtors Update:** The total amount outstanding at the time of commencing the debtor's review was \$206,935.36 with \$55,752.03 outstanding greater than 90 days (26.94%). As at 28 February 2019, the total amount outstanding is now \$84,973.37 with the amount outstanding for greater than 90 days being \$45,164.79 (53.15% of outstanding debtors). It should be noted that the high receivables balance is due to invoicing for recent grants that have been announced for TSC.



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 Council's web interface for the electronic distribution of rates notices.

### **b) Business Statistics**

Not applicable.

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

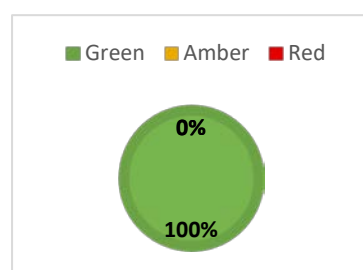
Tenterfield Shire Council made it into this month's **"Debits and Credits"** publication from LG Solutions for taking the lead on developing a position paper on the financial treatment of Crown Reserves. Congratulations to Council's Financial Advisor Igor Ivannikov for putting the paper together and thanks to the staff who provided Igor with some input into it.

Council's Financial Statements were Audited and lodged with the OLG on 28 October 2018 before the 31 October deadline. Council was the 41<sup>st</sup> Council out of the 101 Council's that lodged by the deadline.

RMT have successfully and smoothly transitioned across from Sideffekt as Council's Managed Service IT Provider.

Power Budget is now being used by staff for budget monitoring and reporting purposes and has resulted in closer than ever liaison between members of the Finance team and other areas of Council.

## 10. Corporate and Governance



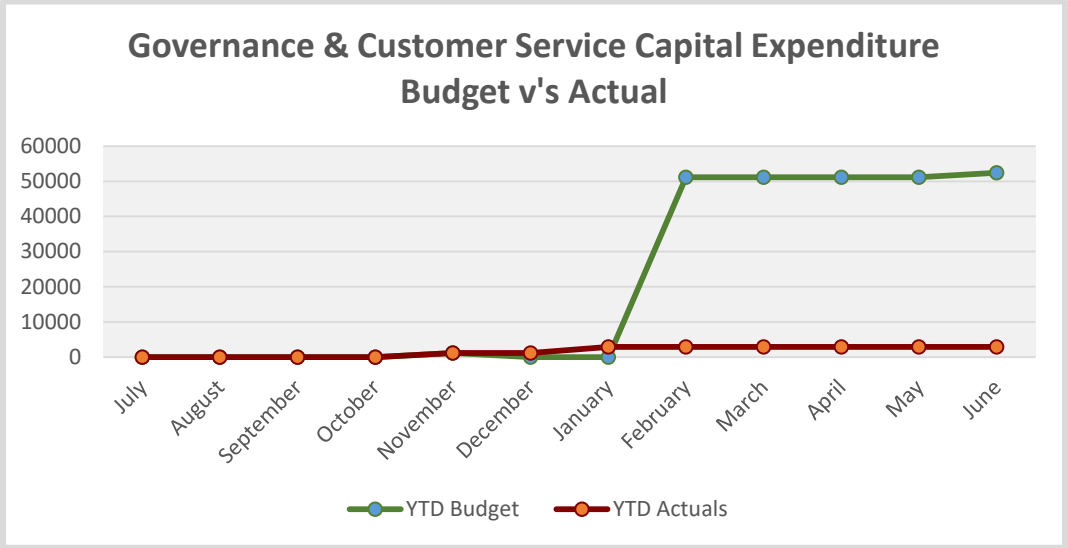
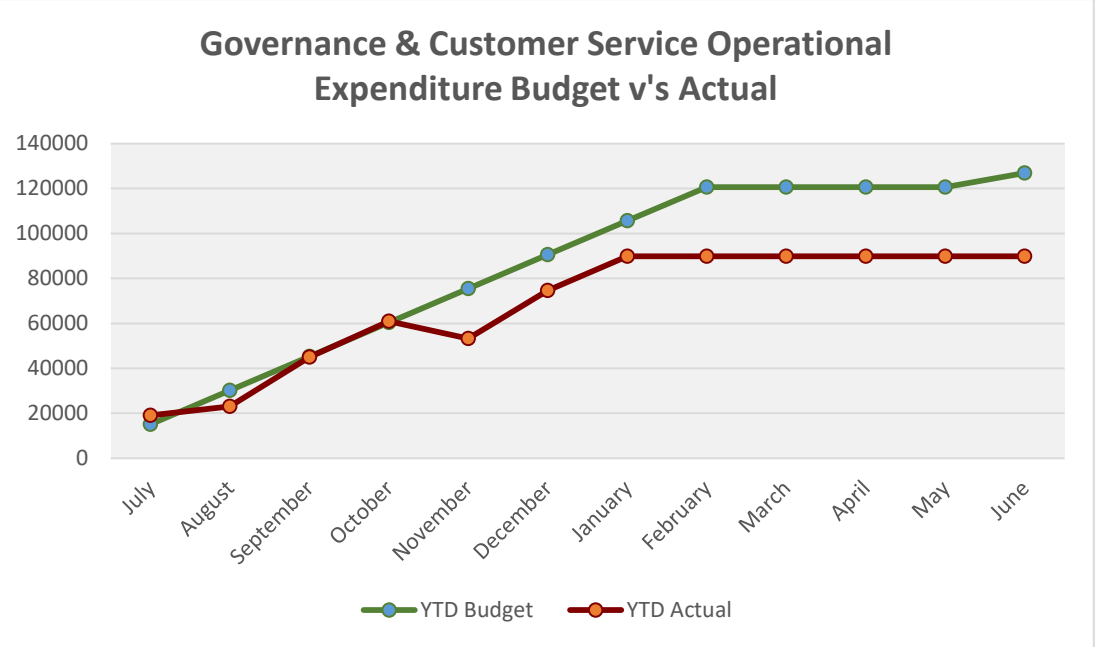
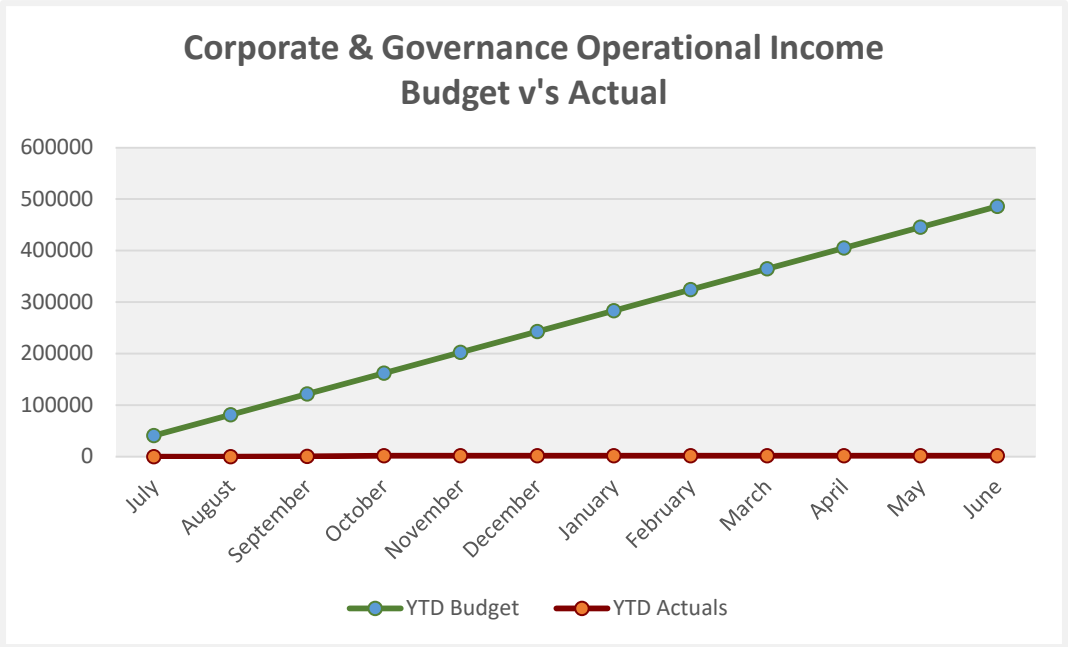
Under the 4 year Delivery Plan *Corporate and Governance* relates to: statutory reporting, business processes and integration; procurement compliance; audit; community involvement; customer service; governance; information technology and information management; insurance, risk and business continuity; 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><i>Corporate performance &amp; reporting: A – Chief Corporate Officer</i></p> <p><i>Business process improvement &amp; integration: A – Chief Corporate Officer</i></p> <p><i>Procurement and tendering compliance: A – Chief Corporate Officer</i></p> <p><i>Internal audit: A – Chief Corporate Officer</i></p>	Development of annual Operational Plan aligned to Council's four year Delivery Plan.	B:CCO C:MCSGR D:MCSGR			+1	Operational Plan for 2018/19 adopted by Council 23 May 2018.
	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. One Code of Conduct complaint was recorded for the reporting period (unfounded following preliminary assessment and subsequent withdrawal). No Code of Conduct complaints received in February 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. 1 GIPA application received in February 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 work plan commenced on 5 December 2018. Auditor on site with Council officers in January 2019. Management Actions Workshop held in February 2019. Audit and Risk Committee met on 6 March 2019. Draft report presented to Committee. Deadline for completion of audit extended to end March/early April 2019.
	Development of a legislative compliance framework, within Council's governance framework.	B:CCO C:MCSGR D:MCSGR			+1	Development of delegations and related legislative framework commenced in Hunter Legal Delegations Database.
	Monthly reporting to Council on fraud, misconduct, compliance breaches and legal actions via the Monthly Operational Report.	B:CCO C:MCSGR D:MCSGR			+1	No fraud, misconduct or compliance breaches for February 2019. No new legal actions. One ongoing legal action (previously reported to Council).
<p>DP10.02) Promote and support community involvement in Council decision making process.</p> <p><i>Community engagement: A – Chief Executive</i></p>	Review of Community Engagement Strategy and ongoing delivery.	B:MEDCE C:MEDCE D:CDO			+1	Review of the Community Engagement Strategy has been completed with recommendations under consideration. Council Workshop to be re-scheduled for Feb/March 2019. Review of current strategy has been undertaken and this may be used as a starting point for the workshop.

<b>Customer service:</b> A – Chief Corporate Officer <b>Governance framework (including registers and monitoring):</b> A – Chief Corporate Officer <b>IT system / software and hardware:</b> A – Chief Corporate Officer <b>Business process improvement &amp; integration:</b> A – Chief Corporate Officer	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	6 compliments, 9 complaints in February 2019.
	Customer Service Policy and Strategy Framework reviewed and applied to ongoing delivery of Monthly Operational Plans, including development of supporting metrics.	B: MCSGR C: MCSGR D: MCSGR			+1	255 Customer Service General Enquiries received in February 2019. No progress in February 2019 due to resources being committed to Wallangarra and Tabulam bushfires.
DP10.03) Deliver Customer Service and Business Services in the support of corporate outcomes. <b>Customer service:</b> A – Chief Corporate Officer	Customer Service Charter reviewed and applied to customer services.	B: MCSGR C: MCSGR D: MCSGR			+1	<b>(Developing a strong 'can do' customer focus is a Council priority objective.)</b> No further progress due to resources committed to Wallangarra and Tabulam bushfires.
	Training and development of customer service staff to deliver Council Customer Service Charter, Policy and Strategy requirements and improvements.	B: MCSGR C: MCSGR D: MCSGR			+1	Cash handling training course was going to be conducted in October 2018 for customer service staff, waste operators at Transfer Stations, staff and volunteers at the School of Arts and Visitor Information Centre. TAFE Tenterfield has not updated HR & WFD on training dates.
	Delivery of policy, procedure and protocol advice and guidance to Council, the Executive Management Team and staff.	B: MCSGR C: MCSGR D: MCSGR			+1	<b>(Staff accessibility related to customer service is a Council priority objective.)</b>
DP10.04) Deliver continuous improvements in Council's business, processes and systems  <b>Business process improvement &amp; integration:</b> A – Chief Corporate Officer  <b>Governance framework (including registers and monitoring):</b> A – Chief Corporate Officer  <b>Insurance, risk &amp; business continuity:</b> A – Chief Executive	Governance policies, procedures and protocols reviewed and prepared for approval.	B: MCSGR C: MCSGR D: MCSGR			+1	Conference/Seminar/Training Expenses Policy adopted 28 November 2018.
	Delivery of operational risk management processes and strategies in conjunction with Statewide Mutual Risk Management Action Plan.	B: MHRWD C: WHSRMO D: WHSRMO			+1	Risk Management software introduction session for Managers held on 14 December 2018.
	Delivery of customer services to ratepayers, residents and visitors through streamlined processes.	B: MCSGR D: MCSGR			+1	Review of cashless payment systems commenced. Petty cash to be removed from February 2019 but resources allocated to Wallangarra and Tabulam bushfires.
	Implement and deliver Council mobile application for smartphones, tablet computers and other mobile devices to enhance customer experience.	B: MFT C: MFT D: MFT			+1	Entegy Pty Ltd engaged to develop mobile application. App development to take place during December 2018 and January 2019. Implementation and launch planned for March 2019, has now been delayed due to resources committed to Wallangarra and Tabulam bushfires.
	Implement and optimise Council Intranet and introduce an Internal Communication Framework.	B: MCSGR C: MCSGR D: MCSGR			+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.	B: MCSGR C: MCSGR D: MCSGR			+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.	B: MCSGR C: MCSGR D: MCSGR			+1	Records relocated from storeroom to Riley St depot and Manners St storage. Archives being prepared for transfer to State Archives.
	Legal Services – Manage external legal services.	B: MHRWD C: WHSRMO D: WHSRMO			+1	One existing legal action (previously reported).

**b) Budget**



**Capital Income:**

- No identified capital income.

**Capital Expenses:**

- Risk Management software populated with risk information from sections. Training to commence by April 2019.
- IP&R Reconstructions funds of \$35,000 in 2018/19 budget, to source appropriate reporting software. Project Manager commencing on 18 February 2019, for acquisition of software and implementation.
- 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 planned for March 2019. First version of app reviewed by working group. Apple and Google store licences being set up. Part payments for app have been made for stages completed.

**Operational Income:**

- No identified operational income.

**Operational Expense:**

- Internal Audit budget of \$50,000 in 2018/19 budget, to undertake internal audit reviews. Quotation of \$16,000 accepted from Centium Pty Ltd for Recruitment and Selection Processes Audit. This audit commenced in December 2018 and auditor met with relevant Council staff in January 2019. Management workshop held on 5 February 2019, and report for management actions issued 7 February 2019. Final report with management actions provided to Audit and Risk Committee on 6 March 2019.
- Internal recharges are yet to be processed hence the higher operational expenditure to budget at present.
- Current Forecast will be adjusted when non-operational Graphs are included, variance exists due to operational re-charges

**c)Capital Projects**

Program	Description	Revised	YTD		YTD		Status/Comment
		Budget	YTD	Revised	YTD	Variance	
		QBR1	Actual	Budget	Variance	%	
Corporate & Governance	Office Furniture & Equipment	4,131.00	-	-	-	0%	Part payment for chairs in 2018.
Corporate & Governance	Mobile Application	12,000.00	1,700.00	1,700.00	-	0%	Part payment in Jan 2019.
Corporate & Governance	IP&R	-	1,200.00	-	(1,200.00)	-100%	Project Manager engaged.
Corporate & Governance	Reconstruction	-	-	-	-	-	-
Corporate & Governance	Corporate Planning & Performance (OS)	35,000.00	-	-	-	0%	Project commencing 18 Feb 2019.

- \$1,590.91 paid from Office Furniture & Equipment operational budget, for office desks and chairs in main Administration building is to be journaled to the capital account.
- \$3,500 committed for Mobile Application Software. Balance of budget will be used to supplement budget for websites, to deliver a comprehensive websites update and mobile app capability, across the whole organisation. Mobile app version 2 being finalised, with Apple and Google app store licences being set up in February and March 2019.

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

The Records Digitisation Project was tasked with relocating the Archive area to alternate storage during February which was successfully completed by 28 February 2019 but has delayed the original goal of the project. A remote office set up at 134 Manners St would benefit project members by providing closer access to the storage area for scanning of documents.

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

Council has engaged Entegy Pty Ltd to develop and deliver Council's mobile application, to enhance the customer experience when accessing Council websites. Development has taken place over December 2018 and January 2019, with version one of the app being reviewed by the working group. Version two is currently being completed, and Council is setting up both Apple and Google app store licences in order to operate the app.



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

6 compliments, 9 complaints in February 2019.

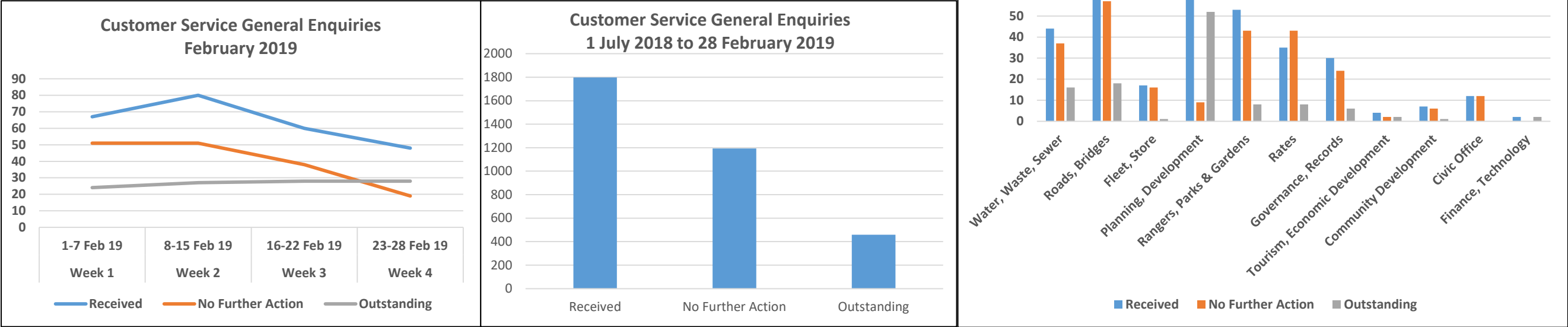
255 Customer Service General Enquiries received in February 2019.

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).

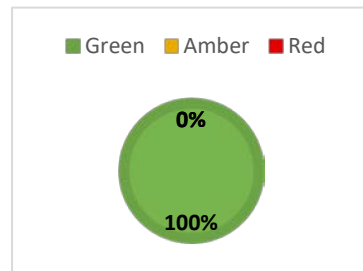
Total Customer Service General Enquiries for February 2019 were 255.

Customer Service General Enquiries by Service statistics indicate that the main areas of enquiry for February 2019 were Roads & Bridges (76) and Planning & Development (61).

h) Special events, achievements of note, celebrations

The project to remove Records from the Archive area at the rear of Council’s Administration Building was completed a day ahead of schedule, on 27 February 2019. The area is now available for refitting for use by office personnel.

## 11. Environmental Management



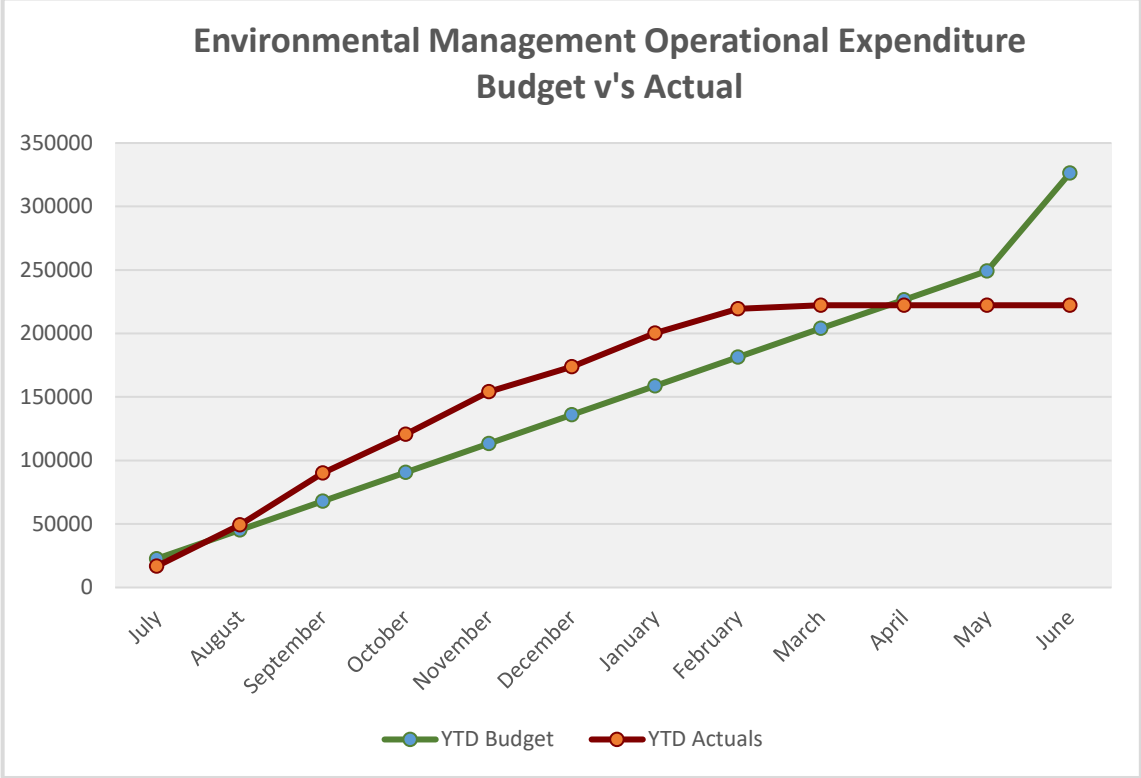
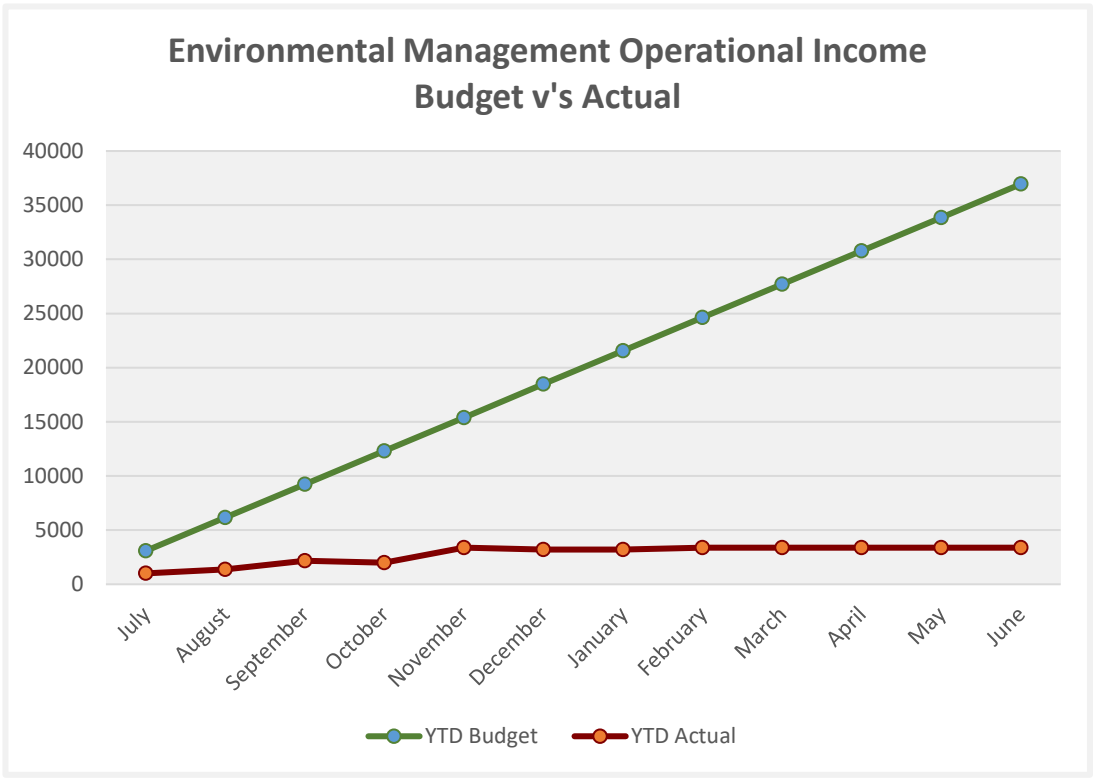
Under the 4 year Delivery Plan *Environmental Management* relates to: education; noxious plants; feral pests (advocacy); illegal dumping and pollution; and roads & footpath regulatory enforcement. The Office of the Chief Corporate Officer directly oversees these outcomes.

### 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.)
DP11.01) Provide community education program to encourage residents and visitors to reduce their impact on vegetation including the management of pests and weeds.	Attend local Agricultural Shows and issue handouts. Update the Council website in relation to weed concerns.	B: OSRUS C: OSRUS D: WO			+1	Weeds officer attended both the Stanthorpe and Tenterfield shows during the month of February. The regional weeds display trailer was used for the stalls Website is up to date with links to important and useful weed information websites. The regional Management plans for the regional priority weeds are available to the public on the Council website.
<b>Noxious plants:</b> A – Chief Corporate Officer	Public awareness signs to be installed on high risk pathways and water ways.	B: OSRUS C: OSRUS D: WO			+1	Serrated Tussock/community awareness program is being developed by the LLS for the high risk areas. A template for a Serrated Tussock awareness sign is being made for distribution for local LCA's to use. Tropical Soda Apple signs are still in place in high risk areas. Water Hyacinth signs put in public access points on the Dumaresq river.
<b>Feral pests:</b> A – Chief Corporate Officer	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.
<b>Illegal dumping and littering:</b> A – Chief Corporate Officer	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. Three (3) abandon vehicles reported for February.
<b>Pollution regulation:</b> A – Chief Corporate Officer	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.
<b>Parking, traffic &amp; DDA regulation:</b> A – Chief Corporate Officer	Property inspections of high risk areas and pathways.	B: OSRUS C: OSRUS D: WO			+1	Monthly inspection complete. No new incursions have been found.
	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.
<b>Noxious plants:</b> A – Chief Corporate Officer	Weed management funding secured annually.	B: OSRUS C: OSRUS			+1	Confirmed, a Tax Invoice is to be sent back to New England Weeds Authority so that payment can be made. An increase of 7.52% has been granted on the previous year's funding. The total amount of funding for 2018 -2019 is \$38,733.79.

	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, all problems with the new tablet and weeds program have been resolved. 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, Management are looking in to the use of Drone technology to assist with inspections.
	Identify and source additional resources for weed control activities, recognising the increased risk from weed infestations.	D: WO			+1	Ongoing, a grant application was submitted for the Communities Combating Pests and Weed Impacts During Drought Program to assist with the control of Blackberries on road verges and Serrated Tussock in the Deepwater and Bolivia districts.

b) Budget



Capital Income:

N/A

Capital Expenses:

N/A

### **Operational Income:**

From the hire of cat traps;  
Private works;  
Infringements

### **Operational Expense:**

Running over budget at this time however expenditure allocation will be checked as no additional activities have been undertaken.

### **c)Capital Projects**

Rangers - Nil

Weeds - Nil

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

Opportunity exists for some grant funding from the **Communities Combating Pests and Weed Impacts during Drought Program**, an application was submitted for the control of Blackberries on road verges and for control of Serrated Tussock in the Deepwater and Bolivia districts to assist landholders and prevent the spread to the clean surrounding areas.

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.

## **Weed of the month**

### **How does this weed affect you?**

### **Chilean needle grass:**

- takes over pastures
- can halve productivity during summer
- injures animals eyes
- downgrades wool
- pierces hides
- can affect meat quality
- reduces biodiversity.

- **What does it look like?**

Chilean needle grass grows in tussocks about 1 m high.

#### **Leaves are:**

- flat
- coarse or ribbed on the surface
- 1 – 5 mm wide
- with a small tuft of hairs at the junction of the leaf blade and leaf sheath.

#### **Seeds are:**

- pale brown when mature
- 8 – 10 mm long
- held inside two purple colour structures, 16 – 25 mm long called glumes
- very sharp at the end joining the stem
- with backwards pointing hairs at the stem end.

Chilean needle grass has a long bristle called an awn attached to the end of the seed further from the stem. The awn is:

- 6 – 9 cm long
- twisted when dry
- straight or with one or two distinctive bends
- difficult to pull off the seed
- surrounded by a corona of small teeth where it joins the seed. The corona teeth are 1 mm long.

Chilean needle grass also produces seeds in the nodes of the flowering stems. These stem seeds have a shorter awn, and account for about ¼ of seeds a plant produces.

#### **Similar looking plants**

Chilean needle grass looks like native spear grasses (*Austrostipa spp.*). It's related to serrated tussock (*Nassella trichotoma*) and Mexican feather grass (*Nassella tenuissima*). It can also look like other winter green grasses such as Danthonia and fescue.

Only Chilean needle grass has the corona of little 'teeth' where the awn joins the seed.

- **Where is it found?**

The main infestations are in the:

- Northern Tablelands and north-west slopes
- Southern Tablelands and southwest slopes.

It was first identified in NSW during the early 1940s in the Glen Innes region. In 1996, there was a major infestation near Tamworth in the Reedy Creek catchment.

Chilean needle grass is native to South America. It is also found in New Zealand, South Africa and Europe.

#### **What type of environment does it grow in?**

Chilean needle grass grows in:

- pastures
- native grasslands.

It establishes best on bare ground, and can survive heavy grazing and drought.

- **How does it spread?**

Animals, vehicles, and machinery spread Chilean needle grass seeds. The hairs at the sharp end of the seed anchor into in wool or fur. Seeds can stay attached to animals for months.

Hay baled from paddocks with Chilean needle grass may contain seeds. Seed comes from the flowers and along the nodes of the stalks.

Seeds can spread in floodwaters, and are only rarely dispersed by wind.





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

With the presence of the Rangers, the public are obeying the signage and also dog related concerns around the parks and streets.

Further enforcing of the Local Orders Policy when required.

#### **f) Abandon vehicles**

Council Rangers have received a number of complaints regarding abandon vehicles. In some cases where the owner can be ascertained, Letters/Notices are sent to the owner requiring them to move the vehicle. In cases where the owner cannot be determined Council arranges to have the vehicle removed.



**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.

**g) Customers**  
No customer complaints for February for weeds.

**h) Business Statistics**

**Weed Control**

- Groundsel Bush – Beaury Creek Rd, Mt Lindsey Hwy, Tooloom Rd.
- Blackberries - Scrub Rd, Part of Bellevue Rd.
- Patterson’s Curse – Tenterfield Cemetery.
- Mimosa Bush – Bruxner way Mingoola.
- Tenterfield Town streets.



### Council Lands Sprayed

- Tenterfield Saleyards

### Training, Meetings and Other

- Attended the Tenterfield and Stanthorpe Shows.
- Attended the Regional Weeds Committee meeting in Armidale.

### Inspections

- All high risk pathways and waterways
- Re-inspections for Tropical Soda Apple on known properties
- 12 property inspections



Photos of the Weeds stand at the Tenterfield Show



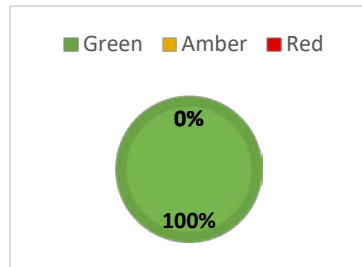
Photos of Mimosa Bush that was treated along the roadside along Bruxner Way Mingoola

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

Nil to report



## 12. Livestock Saleyards

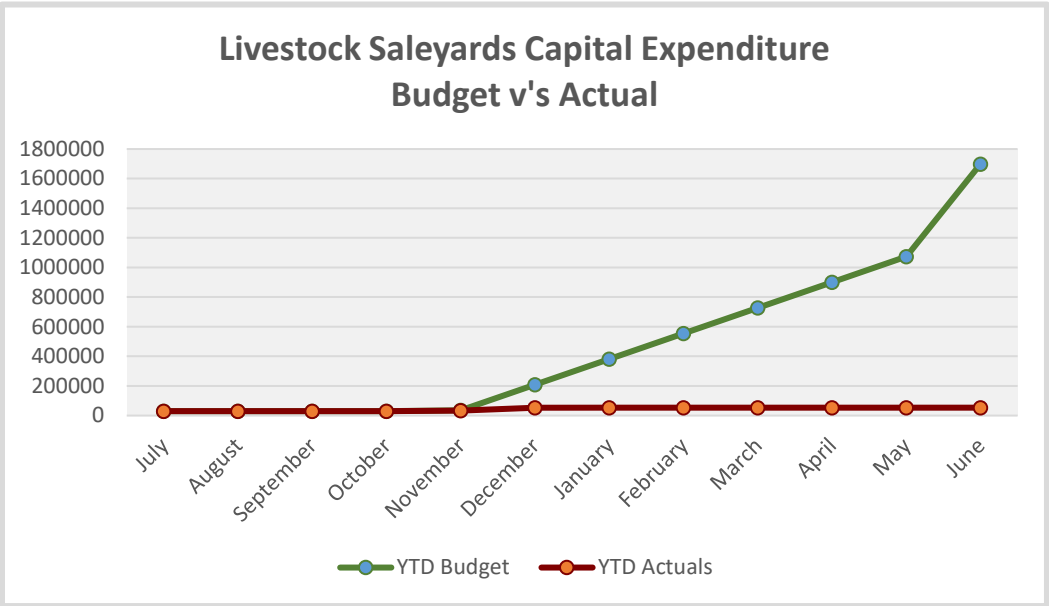
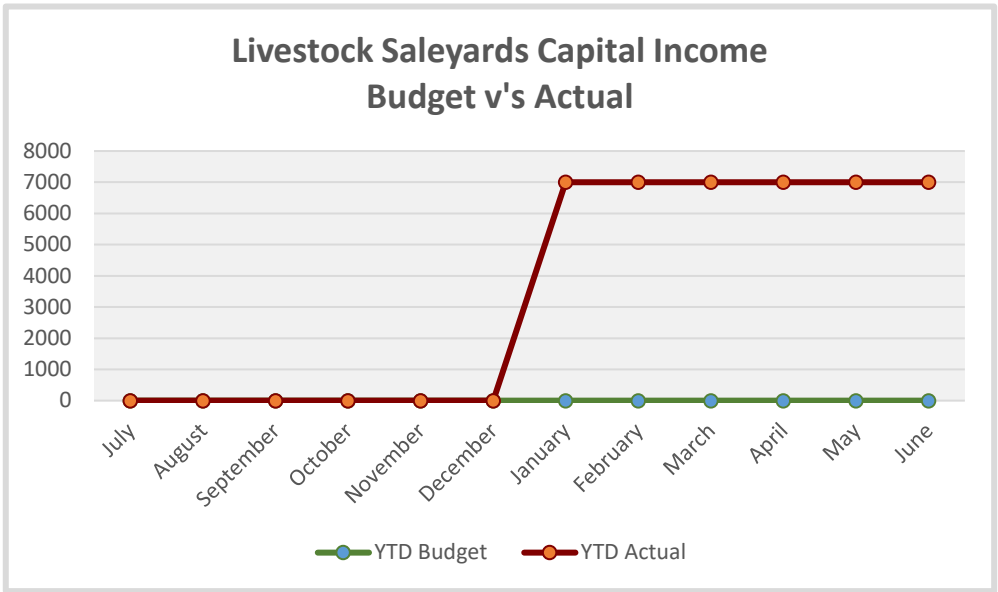
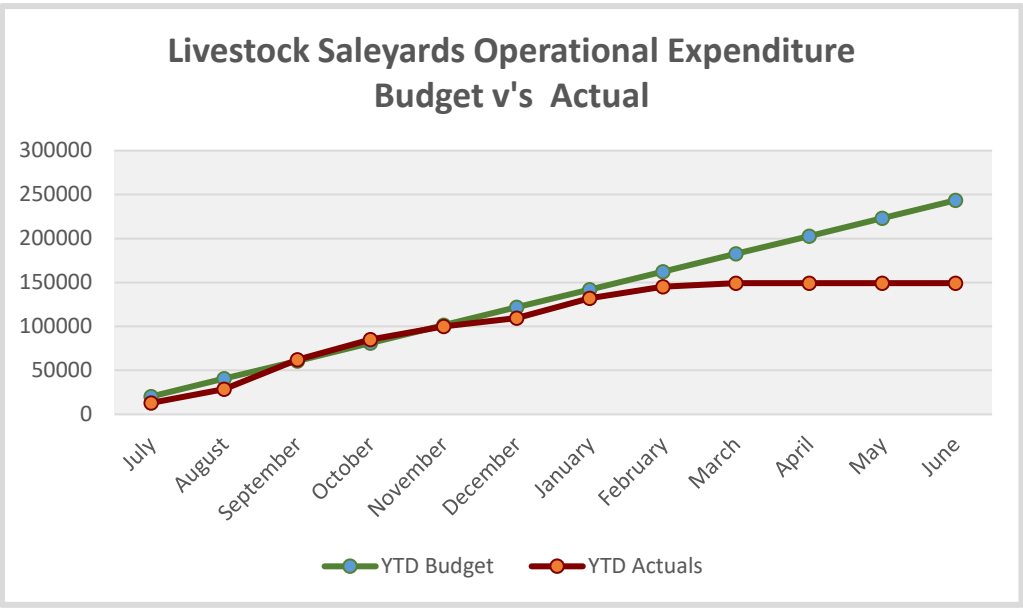
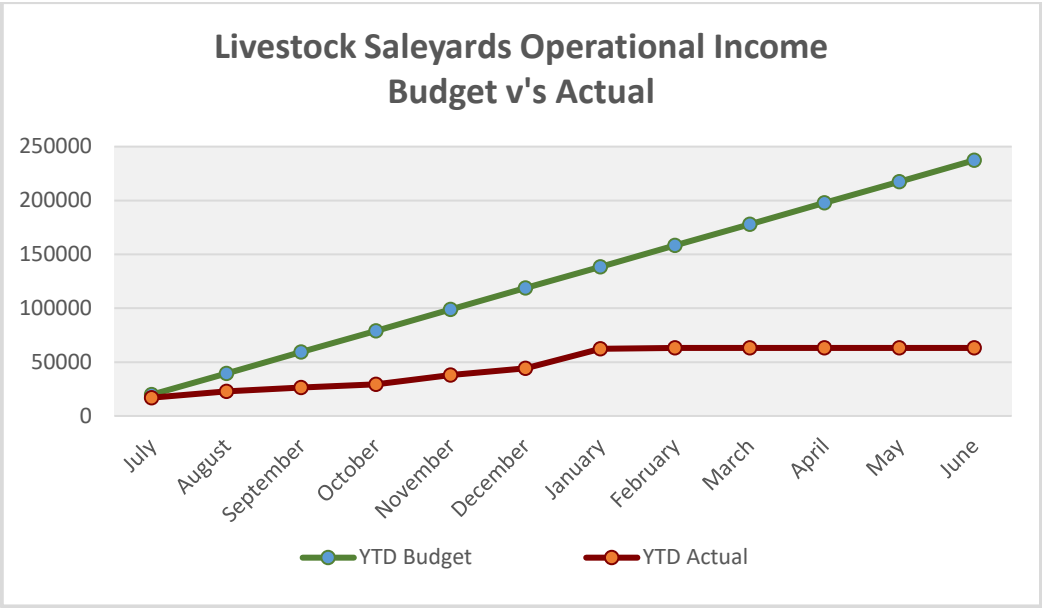


Under the 4 year Delivery Plan *Livestock and Saleyards* relates to planning, development, maintenance, operations and administration of the Saleyards. The Office of the Chief Corporate Officer directly oversees these outcomes.

### 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. Plans and quotes received for the construction of new office and toilet facilities, with costings over the budget for the job.</i>
	Conduct Saleyard Committee meetings.	<i>B: OSRUS</i>				<i>Saleyard Committee meetings are conducted every (3) months and have been going well. Attendance include; Councilors, Local Agents, LLS representative, New South Wales Farmers representative Local stock carriers and council staff. Ongoing.</i>
	Continually removing rock from pens and re-gravelling to reduce stress on cattle. Ensure all cattle have access to water and all signage throughout the saleyards is adhered to. Review the Emergency Animal Disease Response Plan to include Biosecurity Act and training.	<i>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. Working on Bio-security, Disease Management, 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>Have completed all 120 selling pens and 10 drafting yards. 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>				<i>Ongoing. Truck wash signage installed. New project manager engaged. DA going to March Council meeting. Truckwash and double height ramp going onto tender link. Hopeful of turning dirt around May.</i>

**b) Budget**



**Capital Income:**

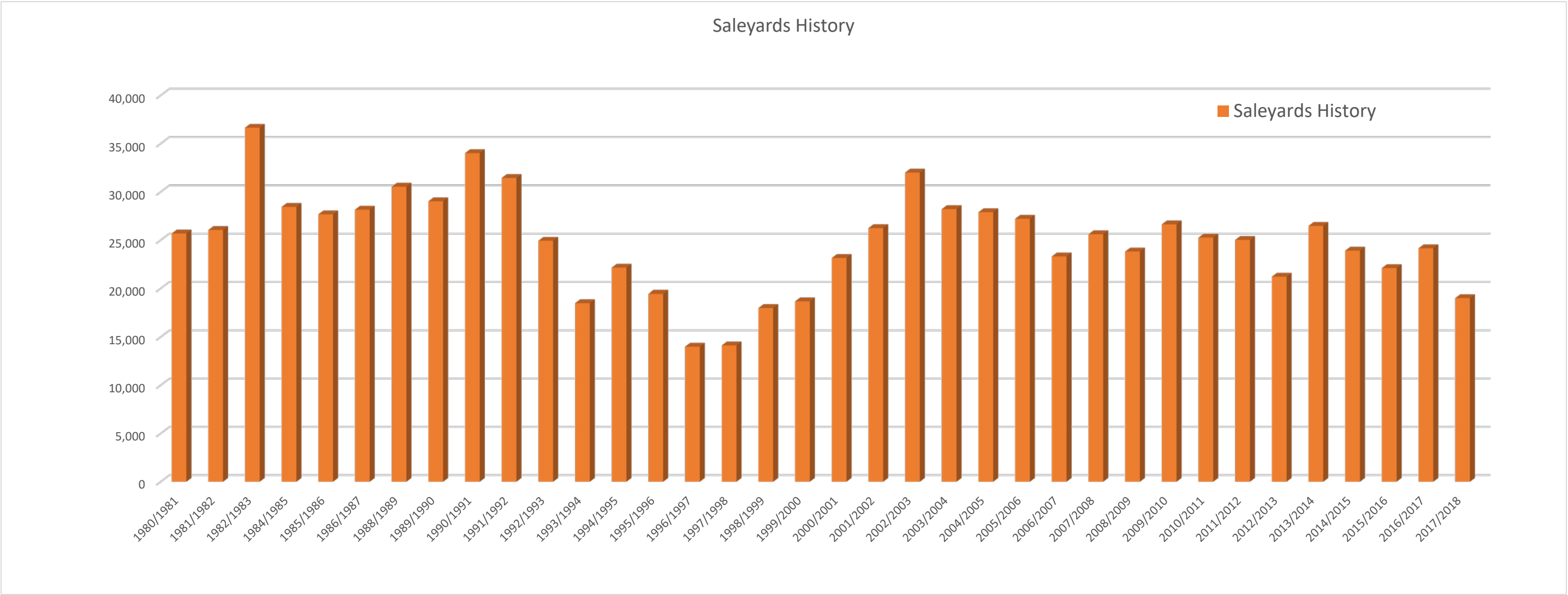
Income for Truck Wash project approved but not received. Phasing is over the year when a payment is expected under one or two milestones and will be updated in due course.

Capital Expenses:

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 weekly;  
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 programme will see a lot more steel rails installed this financial year.
- All selling pens **completed**.
- All drafting pens **completed**
- Repricing of Loading Ramp and Double Height save system.

Truck wash program due to commence by possibly May 2019

Plans and quotes have been received for the new office/toilet block at the saleyards, coming over the budgeted amount.

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

Program	Description	Revised Budget QBR1	YTD Actual	YTD Revised Budget	YTD Variance	YTD Variance %	Status/Comment
Livestock Saleyards	Renewal of Timber Rails with Metal Renew Agent Offices & Showers & Toilets	31,025.00	13,716.32	13,716.32	-	0%	Not yet commenced
Livestock Saleyards	Improvements to Loading Ramps & Traffic Facilities (Saleyards Truck Wash)	68,906.00	-	-	-	0%	
Livestock Saleyards	Install fibre optic cabling to Saleyards	1,391,697.00	305.70	305.70	-	0%	
Livestock Saleyards	Saleyards Truck Wash - Design	15,000.00	-	-	-	0%	Not yet commenced
Livestock Saleyards	Saleyards Truck Wash - Construction	-	39,320.01	39,320.01	-	0%	
Livestock Saleyards		-	-	-	-	0%	

### d) Emerging Issues, Risks and Opportunities

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

**Opportunity** - Installation of the truck wash this will increase income and possible throughput;

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

Weigh bridge issues resulting in the replacement of the load cell under the scales;

Increase in the throughput of cattle due to drought conditions.



**e)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 Plan tabled at saleyard meeting, awaiting comment and further changes.



Ariel photos of the Pens at the Saleyards



Replace load Cell under Weighbridge at Saleyards



f) **Business Statistics**

## New South Wales

### Cattle

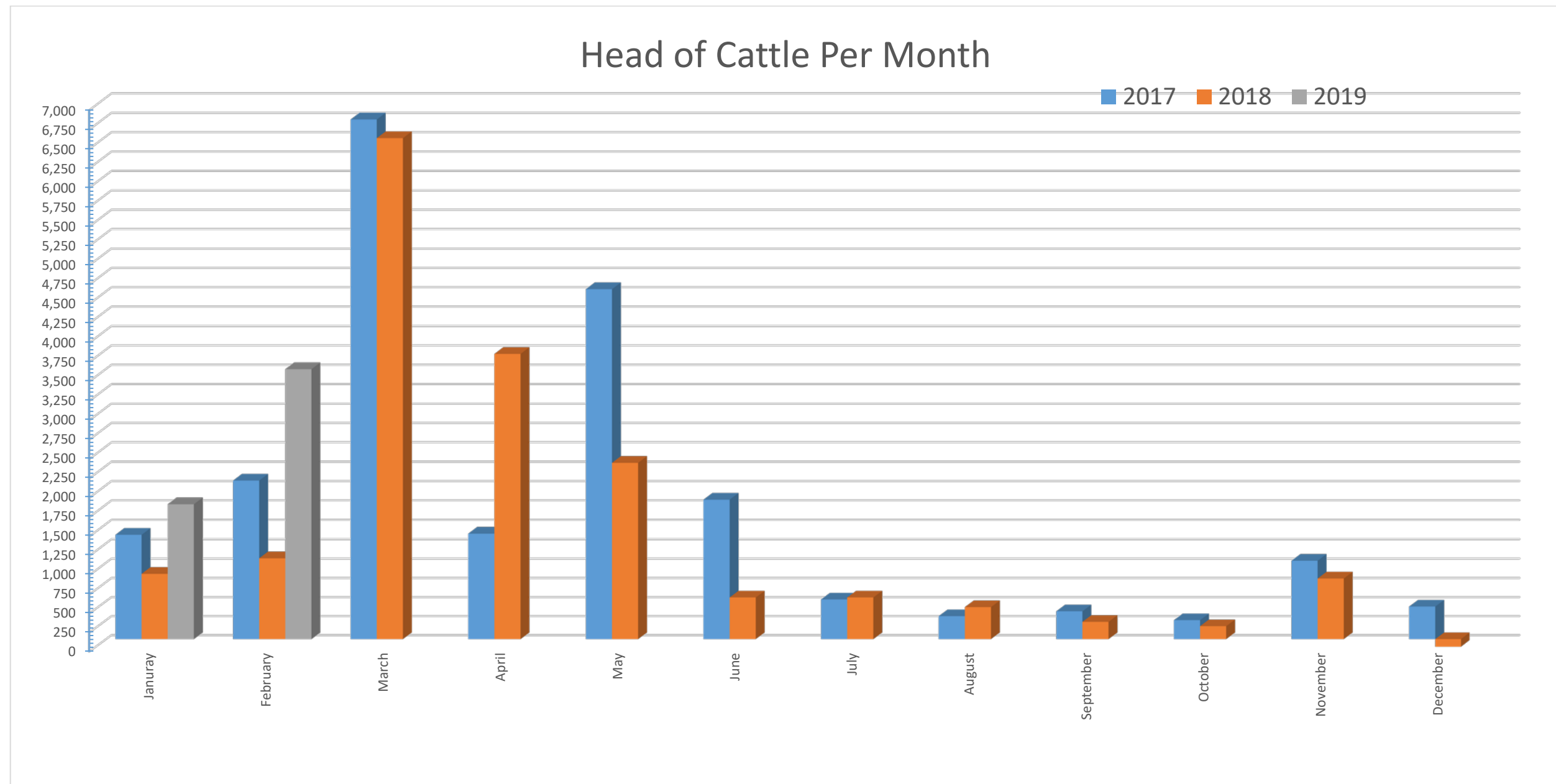
Town	Saleyard	2016-17	2017-18	% of State	% Change
Dubbo	Dubbo Regional Livestock Market**	199,431	241,282	13.8%	21.0%
Wagga Wagga	Wagga Wagga Livestock Marketing Centre**	168,725	178,357	10.2%	5.7%
Carcoar	Central Tablelands Livestock Exchange**	129,006	172,925	9.9%	34.0%
Tamworth	Tamworth Regional Livestock 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
<b>Total</b>		<b>1,619,277</b>	<b>1,752,457</b>		<b>8.2%</b>

\*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;

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

**Truck wash to commence construction possibly by May 2019**

Cattle numbers for February 2019		
Prime Sale/Store Sale	1357 Head	\$ 955,590.87
Feature Sales	2140 Head	\$1,121,680.69
Private Weighing	98 Head	\$91,512.50
<b>Total</b>	<b>3,595 Head</b>	<b>\$2,168,784.06</b>
Financial Year 2018/2019		
8641 Head	<b><u>\$5,850,529.30</u></b>	

**Financial Year 2017/2018**

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

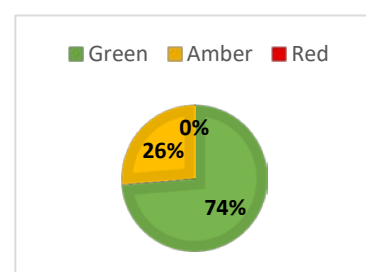
**Financial Year 2016/2017**

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

**Financial Year 2015/2016**

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

## 13. Planning and Regulation



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

### a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 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.
	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.
	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 with owners who lost buildings in the recent fires. 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.  <i>Heritage: A – Chief Corporate Officer</i>	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.) Ongoing – Heritage Advisor attended Heritage Committee meeting and provides email and phone advice on heritage matters for residents.

						Consultant engaged to undertake Strategic Heritage Inventory Review as per Project Plan and \$100k funding received from Office of Environment and Heritage. Community heritage information gathering day held 7 <sup>th</sup> March
	Advertise and seek applications for 2018/19 funding to local owners of heritage listed/conservation area items.	B: SP C: SP D: SP			+1	Offers accepted by all recipients - works to be completed by April 2019
	Provision of urban design planning – Strategise, collaborate and conceptualise urban design plans for all towns and villages.	B: SP C: SP D: SP		0		Stronger Country Community funding will allow for urban design plans for Liston, Legume, Mingoola and Jennings.
DP13.08) Provide systems and processes to ensure compliance with legislation and standards.  <i>Domestic animals regulation: A – Chief Corporate Officer</i>  <i>Public health regulatory: A – Chief Corporate Officer</i>  <i>DA/BA Compliance: A – Chief Corporate Officer</i>	Undertake review of the Local Environmental Plan and associated Development Control Plan.	B: SP C: SP D: SP		0		General housekeeping LEP commenced which will incorporate a review of current provisions on a broad scale. Complete review to be carried out after LSPS completed.
	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.
	Administer the Companion Animals legislation across the Shire and operate pound facility.	B: OSRUS C: R D: R			+1	<b>(Improved control of animals is a Councillor priority objective)</b> Enforcement of the Local Orders for the keeping of Animals policy has reduced animal complaints and impoundings, which leads to less animals being euthanized. Pound records are submitted to local government each month.
	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.  Ranger undertaking inspections and follow up in relation to alleged unauthorized developments in shire. One Penalty Infringement Notice issued for Development Without Consent.
	Assess and process swimming pool barrier compliance certificate applications.	B: SP C: SP D: EHBS			+1	No applications received.
	Carry out food premises inspections to ensure compliance with the Food Act.	B: SP C: SP D: EHBS			+1	<b>(Regulation and inspection of food premises is a Councillor priority objective.)</b> 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.  <i>Pollution regulation: A – Chief Corporate Officer</i> <i>Public health regulatory: A – Chief Corporate Officer</i>	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.

DP13.10) Identify, plan and enhance local environments in partnership with the community and stakeholders.

*Land use reporting: A – Chief Corporate Officer*  
*Roads and footpath enforcement: A Chief Corporate Officer*  
*Illegal dumping: A Chief Corporate Officer*  
*Domestic animal management: A Chief Corporate Officer*

Preparation of the 2018/19 State of the Environment Report.

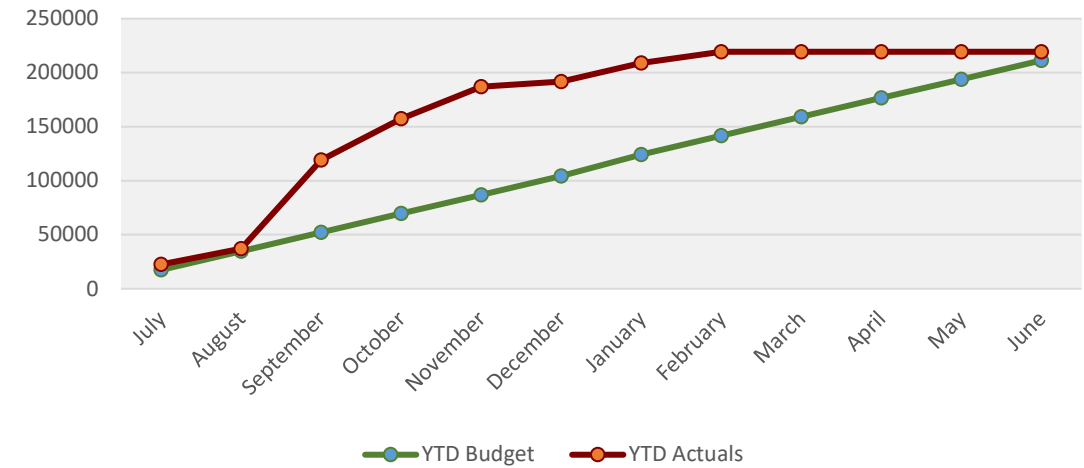
*B: SP*  
*C: SP*  
*D: SP*

+1

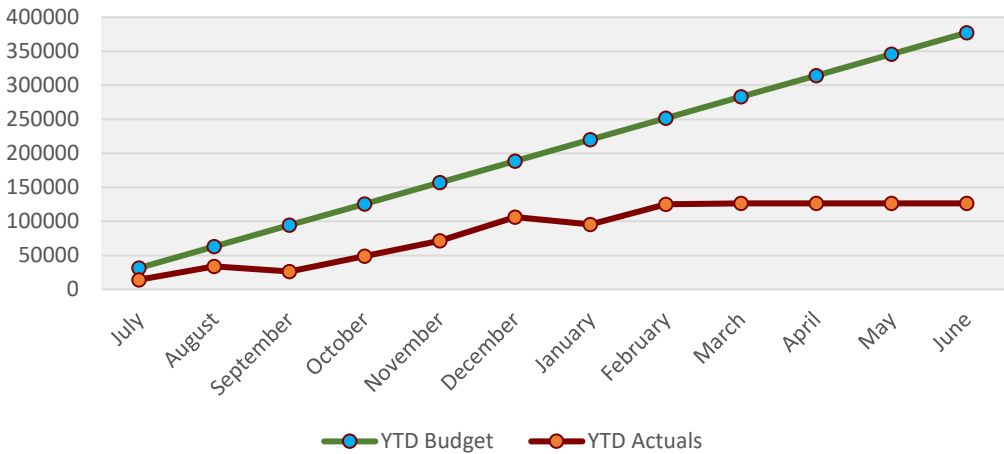
*State of Environment Report completed.*

**b) Budget**

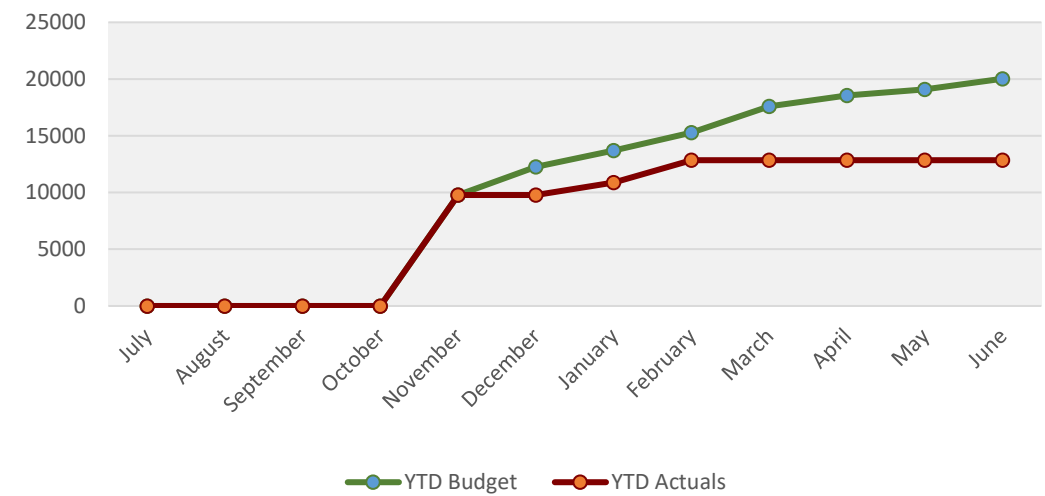
**Planning & Regulation Operating Income  
Budget v's Actual**



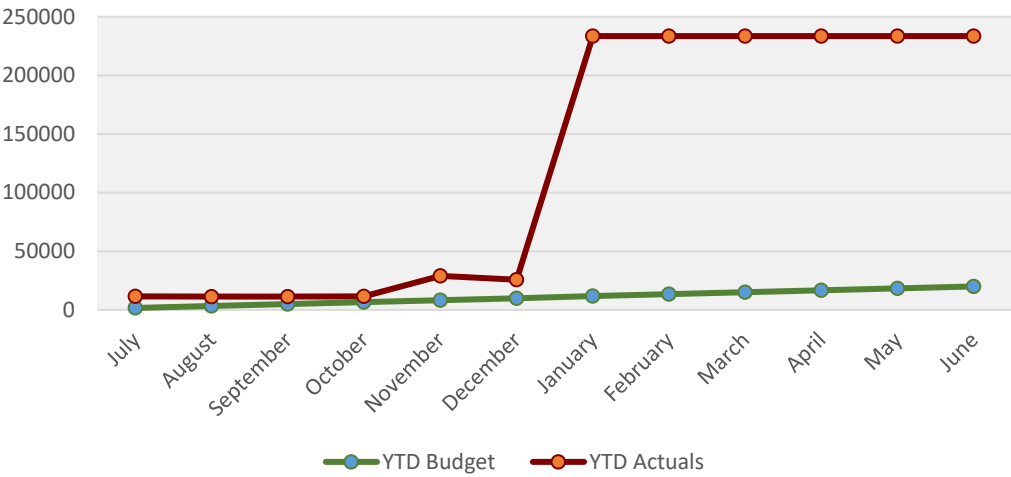
**Planning & Regulation Operating Expenditure  
Budget v's Actual**



**Planning & Regulation Capital Expenditure Budget v's  
Actual**



**Planning & Regulation Capital Income  
Budget v's Actual**



**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**

		Revised	YTD		YTD		Status/Comment
		Budget	YTD	Revised	YTD	Variance	
Program	Description	QBR1	Actual	Budget	Variance	%	
		\$	\$	\$	\$	%	
Planning & Regulation	Tenterfield Shire - Vibrant & Connected Legume SCCF Round 1	-	1,104.55	1,104.55	-		

**Schedule SCCF - Stronger Country Community Fund**

Project Number	Project Name	Location	Milestone 1 Complete By		Milestone 2 Complete By		Milestone 3 Complete By		Total
SCCF2-1069	Tenterfield Shire - Vibrant and Connected	247 Rouse St, Tenterfield NSW 2372; Multiple locations across the Shire in each of its towns and villages.	31/01/2019 \$195,657	0	30/08/2019 \$195,657	0	1/10/2020 \$201,587	0	\$592,901
Comments	First milestone payment has been received.								

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

Current vacant Health and Building Surveyor position. Applications lodged is lower for February, however likely to see an increase in March. 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 2 days/week to assist in this area.

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

**SWOT ANALYSIS**

Planning – (SP)

**S**

**Strengths**

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

**O**

**Opportunities**

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

**W**

**Weaknesses**

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

**T**

**Threats**

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

**f) Customers**

**Companion Animal Activities**

- Two (2) dogs and Zero (0) cats were impounded in February;
- Zero dogs and One (1) cats were surrendered in February;



- Two (2) dogs and Zero (0) cats were euthanased; and
- One (1) dog was picked up and returned to the owner without being impounded.

#### **Registration**

- Three (3) dogs registered in February.

#### **Barking/Nuisance Dogs**

- Two (2) barking complaints received February.

#### **Dog Attacks**

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

#### **Illegal Dumping**

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

#### **Untidy/Unhealthy Premises**

- Council officers are still working with property owners regarding untidy/unhealthy premises who have previously received written notification requiring them to tidy premises - 3 ongoing issues
- No further complaints regarding Untidy/Unhealthy premises were received in February.

#### **Infringement Notices**

- Zero (0) infringement Notices were issued (Companion Animals related) in February.
- Three (3) Infringement Notices was issued for in February however ongoing patrols are carried out.

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

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

<b>App No.</b>	<b>Lodged</b>	<b>Applicant</b>	<b>Lot/Sec/DP</b>	<b>Location</b>	<b>Development</b>
CDC 2019.012	05-Feb-19	CMC Constructions (Keogh)	4/668417	22 Bulwer Street, Tenterfield	Shed
DA 2019.013	05-Feb-19	PICCINI Simon Thomas & Michelle	4/1088722	1158 Bruxner Way, Tenterfield	Veterinary Hospital (Restricted)
DA 2019.014	05-Feb-19	UHRIG Kirsten & Christian	1/999209	17 Naas Street, Tenterfield	Above Ground Rainwater Tank (375,000 ltr)
CDC 2019.015	07-Feb-19	HASEMAN Arthur Craig & DIAMOND Christine Norma	1/86/527740	253 Douglas Street, Tenterfield	Dwelling
DA 2019.016	12-Feb-19	Steel Caves Pty Ltd (Giacosa)	22/740544	102 Cowper Street, Tenterfield	Carport
DA 2019.017	13-Feb-19	Uniplan Group Pty Ltd (Druitt)	4/848539	139 Millers Lane, Tenterfield	Manufactured Dwelling

**DETERMINATIONS ISSUED – FEBRUARY 2019**

App No.	Lodged	Date of Approval	No. of Days	Applicant	Lot/Sec/DP	Locality	Description of Development
DA 2018.118	21-Nov-18	6-Feb-19	56 Days	Tenterfield Surveys (Bulmer)	1, 2 & 29/ 751522	New England Highway, Tenterfield (Bluff Rock)	Three (3) Lot Boundary Adjustment
DA 2019.001	02-Jan-19	4-Feb-19	34 Days	BRIMELOW Lloyd Keith & Mary Isabelle	51/1246354	233 Schrodgers Road, Tenterfield (Sunnyside)	Dwelling
DA 2019.004	10-Jan-18	18-Feb-19	40 Days	Tenterfield Traditional Archers Inc (Robert Rogan)	566/1078300	36 Dam Lane, Tenterfield	Shelter & Deck
DA 2019.009	25-Jan-19	22-Feb-19	23 Days	McNALLY Constructions Pty Ltd (Tomasel)	1/211282	Border Gate Road, Cottonvale	Dwelling
CDC 2019.012	05-Feb-19	8-Feb-19	4 Days	CMC Constructions (Keogh)	4/668417	228 Bulwer Street, Tenterfield	Shed
DA 2019.013	05-Feb-19	13-Feb-19	9 Days	PICCINI Simon Thomas & Michelle	4/1088722	1158 Bruxner Way, Tenterfield	Veterinary Hospital (Restricted)
DA 2019.014	05-Feb-19	15-Feb-19	11 Days	UHRIG Kirsten & Christian	1/999209	17 Naas Street, Tenterfield	Above Ground Rainwater Tank (375,000 ltr)
CDC 2019.015	07-Feb-19	12-Feb-19	6 Days	HASEMAN Arthur Craig & DIAMOND Christine Norma	1/86/527740	253 Douglas Street, Tenterfield	Dwelling

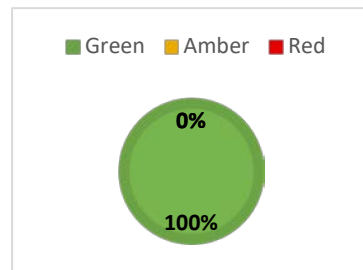
s4.55 Modifications of Consent				
Application No.	Applicant	Lot/DP	Location	Description of Development
Nil				

**APPLICATIONS CURRENTLY OUTSTANDING (AS AT 18 MARCH 2019)**

Application No.	Lodged	Status of Application/Comment	Applicant	Location	Proposed Development
DA 2017.045	18-Apr-17	Information Required from Applicant	Currie Brown Australia P/L	1823 New England Hwy, Jennings	Demolition of Existing Service Station & Construction of New Service Station
		Insufficient Information provided to complete assessment			
DA 2018.072	6-Aug-18	Information Required from Applicant	Tenterfield Shire Council	66-80 Boundary Road, Tenterfield	Truck Wash Facility
		Insufficient Information provided to complete assessment			
DA 2018.089	03-Oct-18	Information Required from Applicant	BRENNAN Anne & JONES Chris	84 Robinsons Lane, Tenterfield	Function Centre
		Insufficient Information provided to complete assessment			
DA 2018.110	14-Nov-18	Information Required from Applicant	Tenterfield Surveys (Harvey)	1214 Mt McKenzie Road, Tenterfield	Two (2) Lot Subdivision
		Insufficient Information provided to complete assessment			
DA 2019.002	02-Jan-19	Awaiting NSW RFS Recommendations	Tenterfield Surveys (Lake)	247 Schrodgers Road, Tenterfield	Three (3) Lot Subdivision
		All Council Requirements Completed			
DA 2019.010	25-Jan-19	Awaiting NSW RFS Recommendations	Tenterfield Surveys (Fagg & Griffiths)	65 Vinegar Hill Road, Legume	Two (2) Lot Subdivision
		All Council Requirements Completed			
DA 2019.017	13-Feb-19	In Progress	Uniplan Group Pty Ltd (Druitt)	139 Millers Lane, Tenterfield	Manufactured Dwelling

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.							0	11
	Value							\$0.00	\$708,108.00
Apr-19	No.							0	10
	Value							\$0.00	\$652,780.00
May-19	No.							0	12
	Value							\$0.00	\$1,239,724.00
Jun-19	No.							0	8
	Value							\$0.00	\$396,838.00
No. (Year to Date)		25	13	22	10	9	6	85	134
FY 18/19 Total Value (Year to Date)		\$6,000,478.00	\$417,218.00	\$530,087.00	\$2,169,825.00	\$0.00	\$499,000.00	\$9,616,608.00	
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



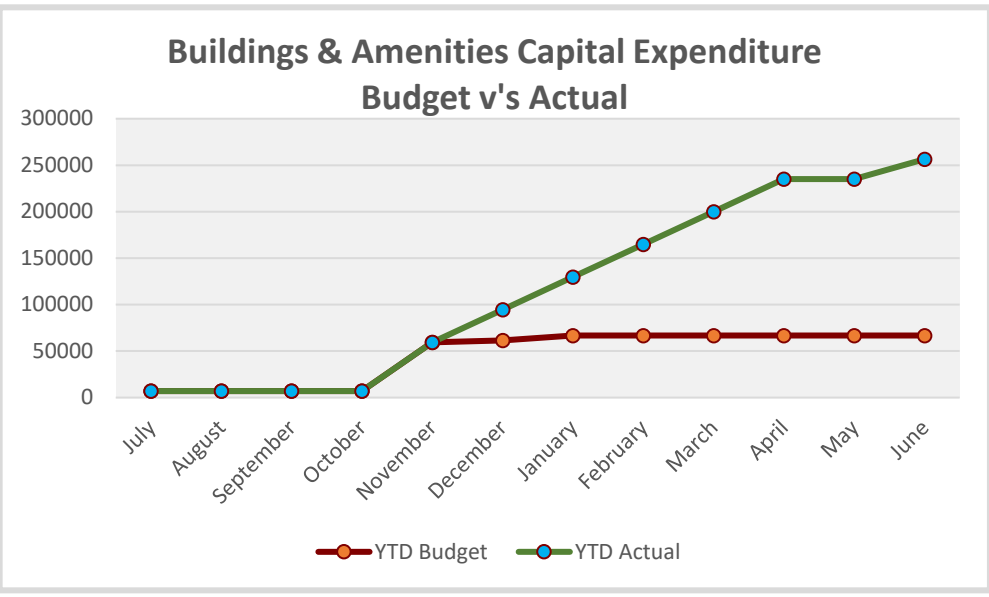
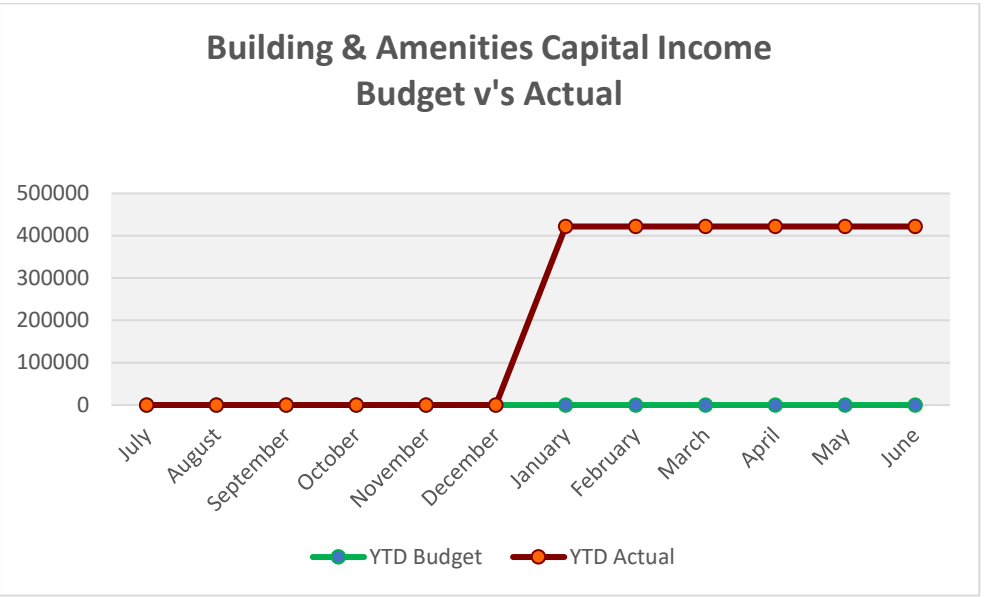
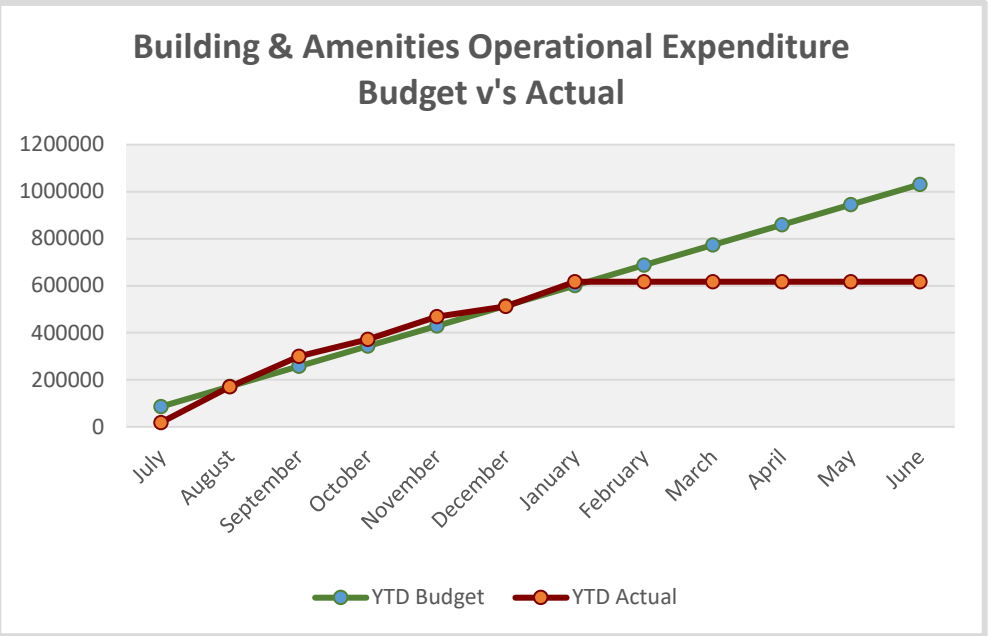
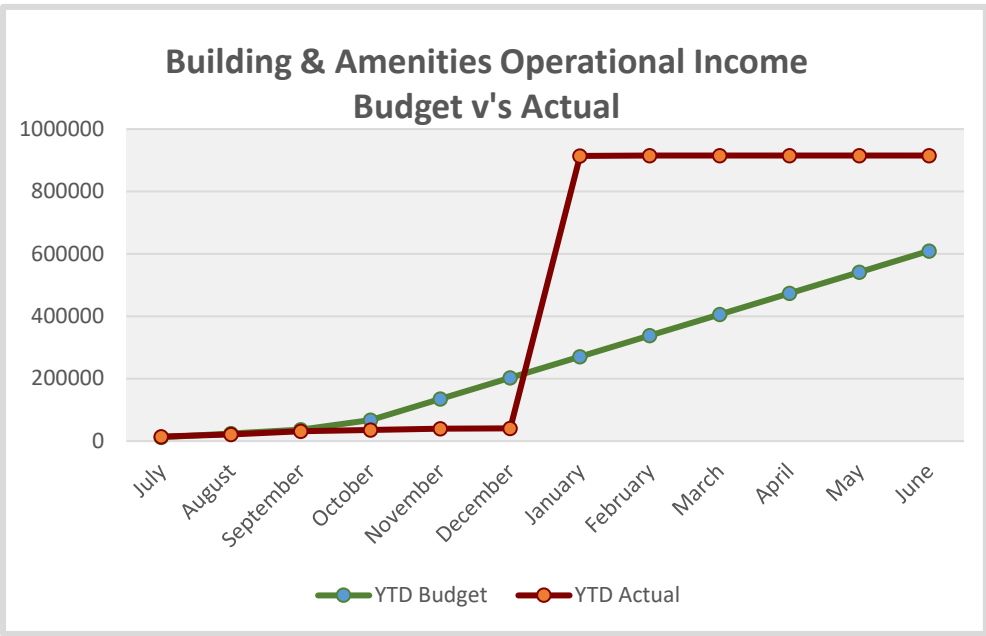
Under the 4 year Delivery Plan *Buildings and Amenities* relates to: energy management and conservation, asset planning and maintenance scheduling; building and amenities utilisation, income generation and administration. The Office of the Chief Corporate Officer directly oversees these outcomes.

### 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 &amp; corporate buildings: A – Chief Corporate Officer</i>	Continued development and delivery of the Building and Amenities Asset Management plan. To incorporate: Commercial, Residential, Recreational, Community Halls, Buildings and Facilities.	<i>B:PBLC C:PBLC D:EHBS</i>			+1	<i>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.  134 &amp; 136 Manners Street,  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 identified  Ten FM Shed – construction work has been completed  Testing and Tagging on equipment in the Memorial Hall</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).	B:PBLC C:PBLC D:PS			<div>+1</div>	<i>Some templates already exist. Development of performers and generic contracts has commenced.</i>  <i>Some specialised leases are required and are prepared accordingly.</i>  <i>Documentation of Process to completed.</i>
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a)Budget





Capital Income:

Capital income received for:

- 1. The Stronger Country Communities Grant – Memorial Hall, Archery Club, Liston Hall
- 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. Administration Building Replace Window Frames – contract signed, preliminary 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 – scope of work to be confirmed and painters to quote.
  - 4. Development of Infrastructure Renewal Program (Property Asset Database Project) – inspections carried out, awaiting reports from Consultant.
  - 5. Council House Renewal –Site inspections carried out. Building works have commenced. Stage 2 of works to be priced and programed.
  - 6. Memorial Hall – program, scope and consultants to be engaged.
  - 7. Legume Community Hall – site inspection with builders complete, awaiting quotes
- 
- 1. Ten FM Shed – Complete
  - 2. Administration Building Air-Conditioning - Complete

Operational Income:

Increase in Operational Income reflects the sale of the Service Station. It is anticipated to reinvest this income by renovating some Council buildings to prevent further decay.

Income is received from the Council owned properties such as the Service Station, Aerodrome hangers, Radio and Communication Towers, 136 Manners Street, RTA Riley Street, Urbenville Medical Centre, Courtyard Café, and Council Houses.

Memorial & RSL Hall, and other properties are leased for functions, income is expected to increase in the warmer months with more venue bookings, particularly with the use of the hall as the Emergency Evacuation Centre during the February fires.

Fees & Charges reviewed to include fees for Road Side signage.

Operational Expense:

No significant variance to date. On track.

b) Capital Projects

Program Description	Revised Budget	YTD		YTD		Status/Comment
	QBR1	YTD Actual	Revised Budget	YTD Variance	Variance %	

		\$	\$	\$	\$	%	
Buildings & Amenities	Admin Building - Replace Window Frames (SRV)	24,526.00	2,903.94	2,903.94	-	0%	
Buildings & Amenities	Admin Building - Refurbishment	80,000.00	81.53	81.53	-	0%	
Buildings & Amenities	Housing - Repaint Exteriors	24,731.00	-	-	-	0%	Not yet commenced
Buildings & Amenities	Development of Infrastructure Renewal Program - Building - renewal or new Council Houses	30,000.00	-	-	-	0%	Not yet commenced
Buildings & Amenities	Council Chambers Refurbishment	28,969.00	11,915.22	11,915.22	-	0%	
Buildings & Amenities	Replace Existing Shed 10FM	34,400.00	-	-	-	0%	Not yet commenced
Buildings & Amenities	Admin Building Airconditioning System	38,000.18	32,148.18	32,148.18	-	0%	
Buildings & Amenities	New Public Toilets	20,325.00	19,600.00	19,600.00	-	0%	Complete
Buildings & Amenities	Urbenville Captain Cook Park	-	141.28	-	(141.28)	0%	Cost allocation to be reviewed and journal prepared if necessary

#### 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	0	30/11/2019 \$328,980	0	30/09/2020 \$338,948	0	\$996,908
Comments	Preparing scope for external consultants								
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	0	30/10/2019 \$36,764	0	2/03/2020 \$37,877	0	\$111,405
Comments	Sketch proposal for toilets prepared								
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	0	31/09/2019 \$17,820	0	31/09/2019 \$18,360	0	<b>\$54,000</b>
<b>Comments</b>	<b>DA application has been lodged. Awaiting quotes from builders.</b>								

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

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

Classification processes have begun 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.

Sugar Bag Road, investigating options for moving the road easement.

Crown Land near Band Hall, discussions with Crown Land regarding the future of the parcels near the Band Hall. Awaiting a response from Crown Land.

Mt Mackenzie Telecommunication Towers, upgrades to Optus equipment approved, review of agreement required. 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.

Finalising lease documents for Council land on New England Highway and Aerodrome.

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

### **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 the rate of return.

### **e)Customers**

Nil to report

### **f) Business Statistics**

Assisting with projects across other portfolios:

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

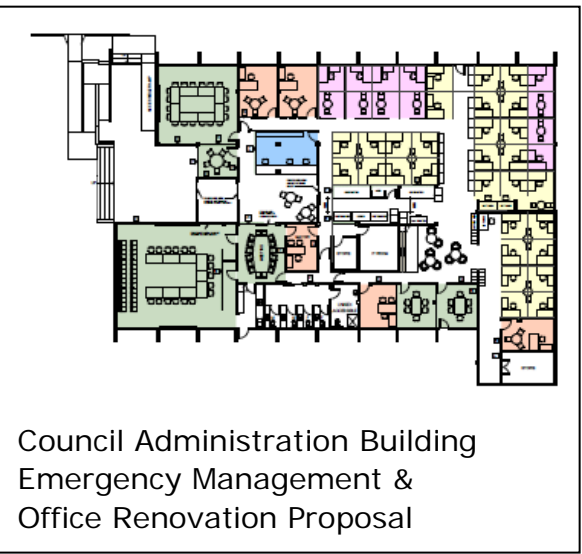
**g) Special events, achievements of note, celebrations**



School of Arts  
Window Restoration Project

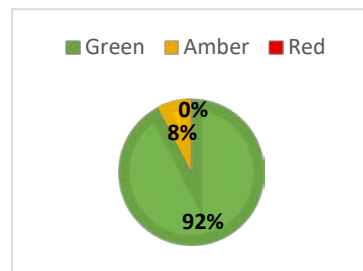


Stronger Country Communities Grant  
Memorial Hall



Council Administration Building  
Emergency Management &  
Office Renovation Proposal

## 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; cycleways; public trees; sportsgrounds (active and passive); cleanliness and administration. The Office of the Chief Corporate Officer directly oversees these outcomes.

### a. Delivery and Operational Plan precis

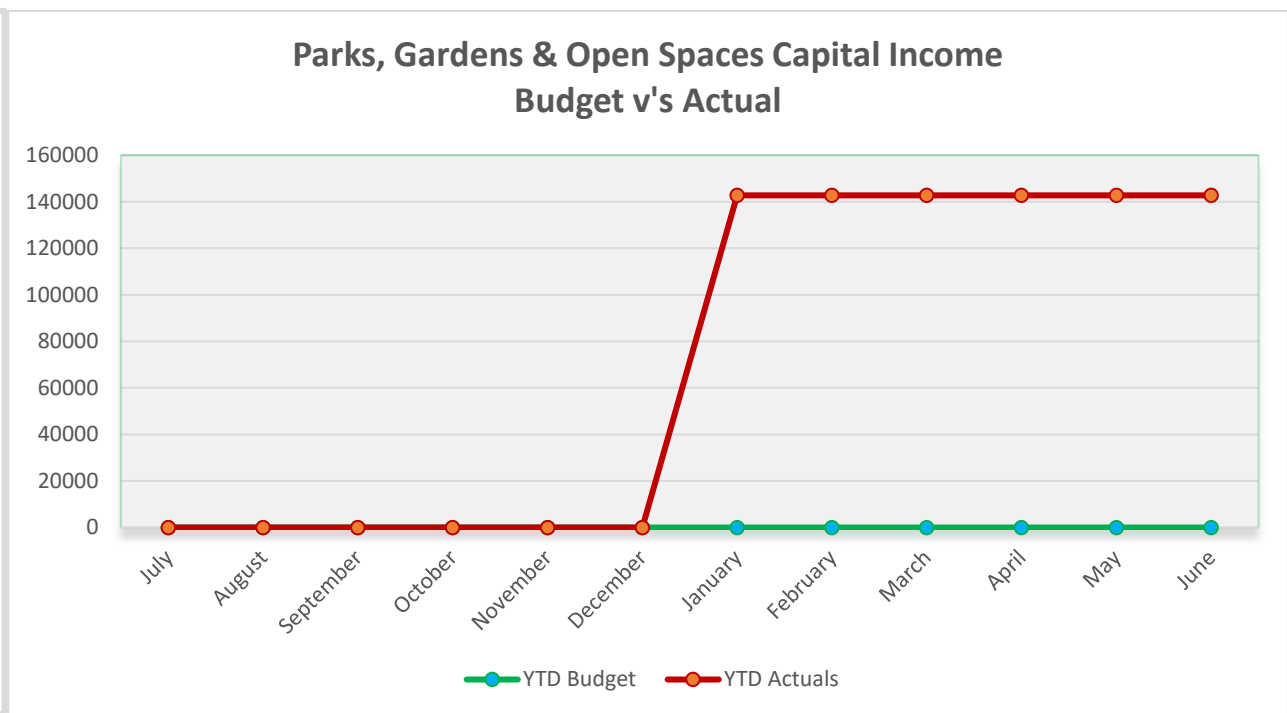
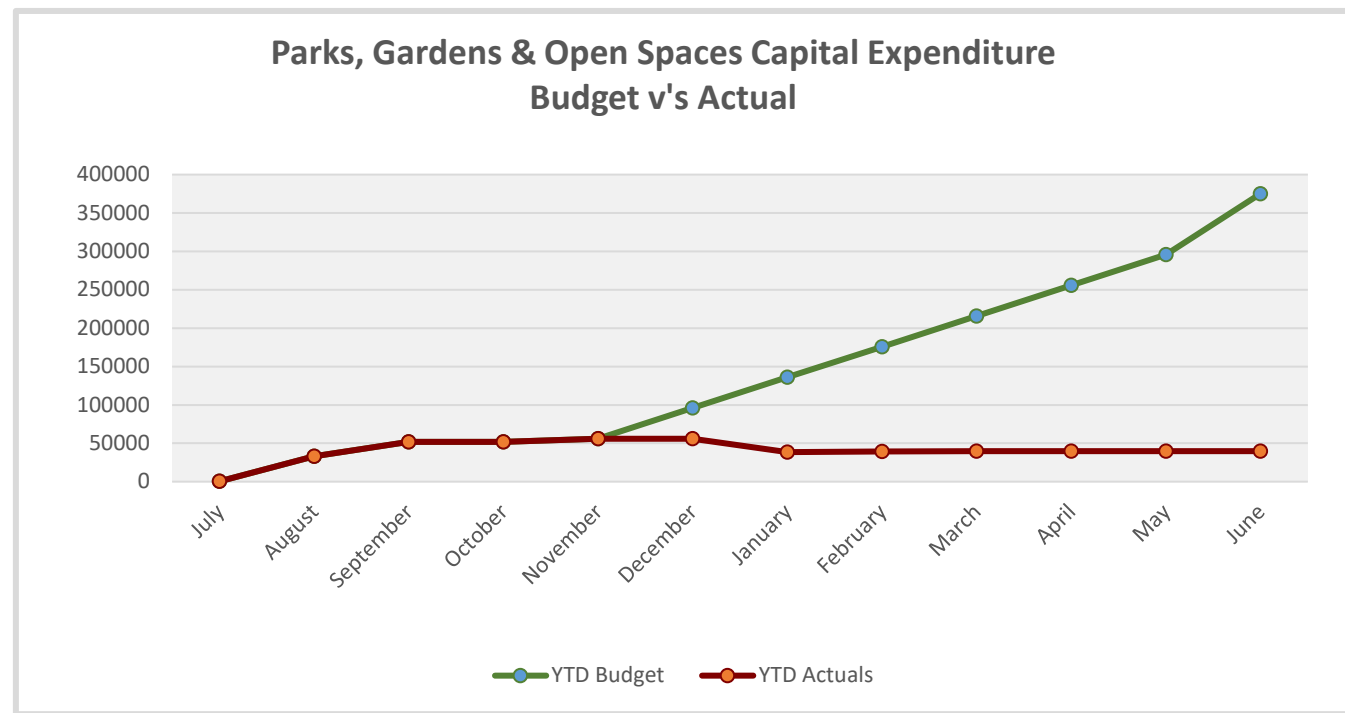
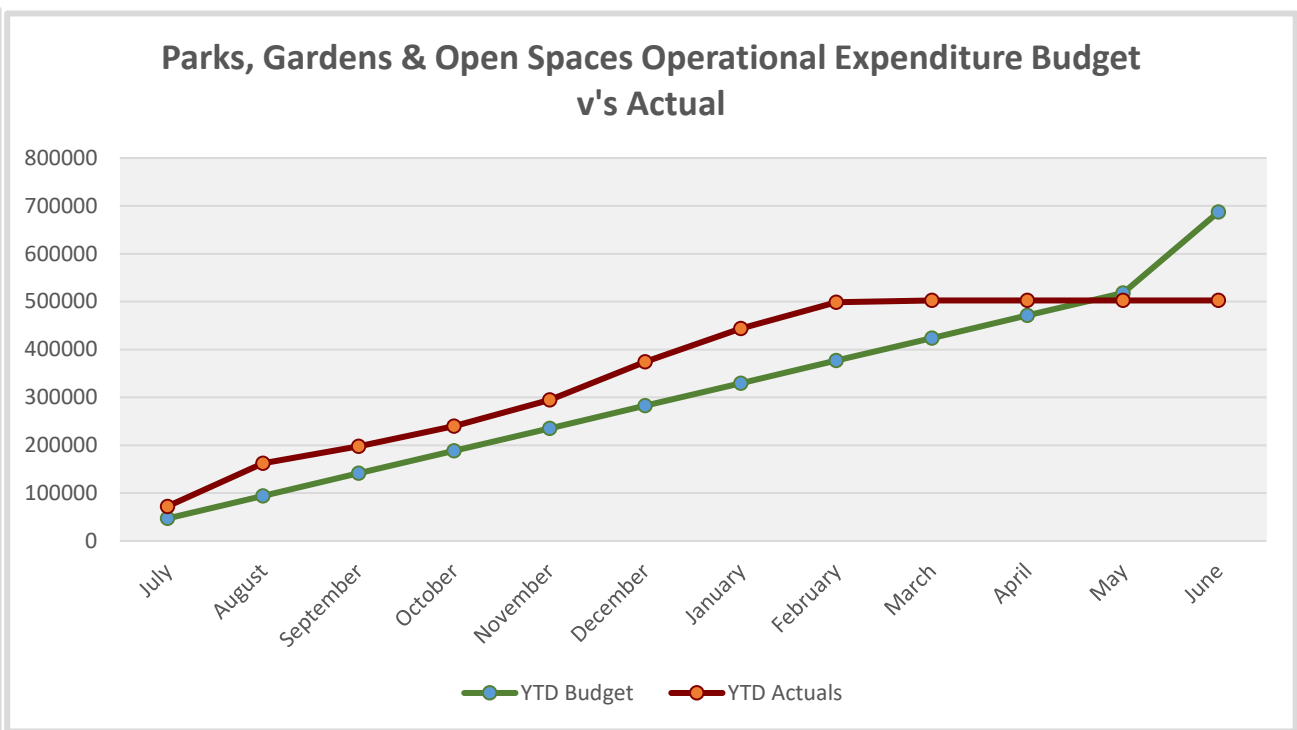
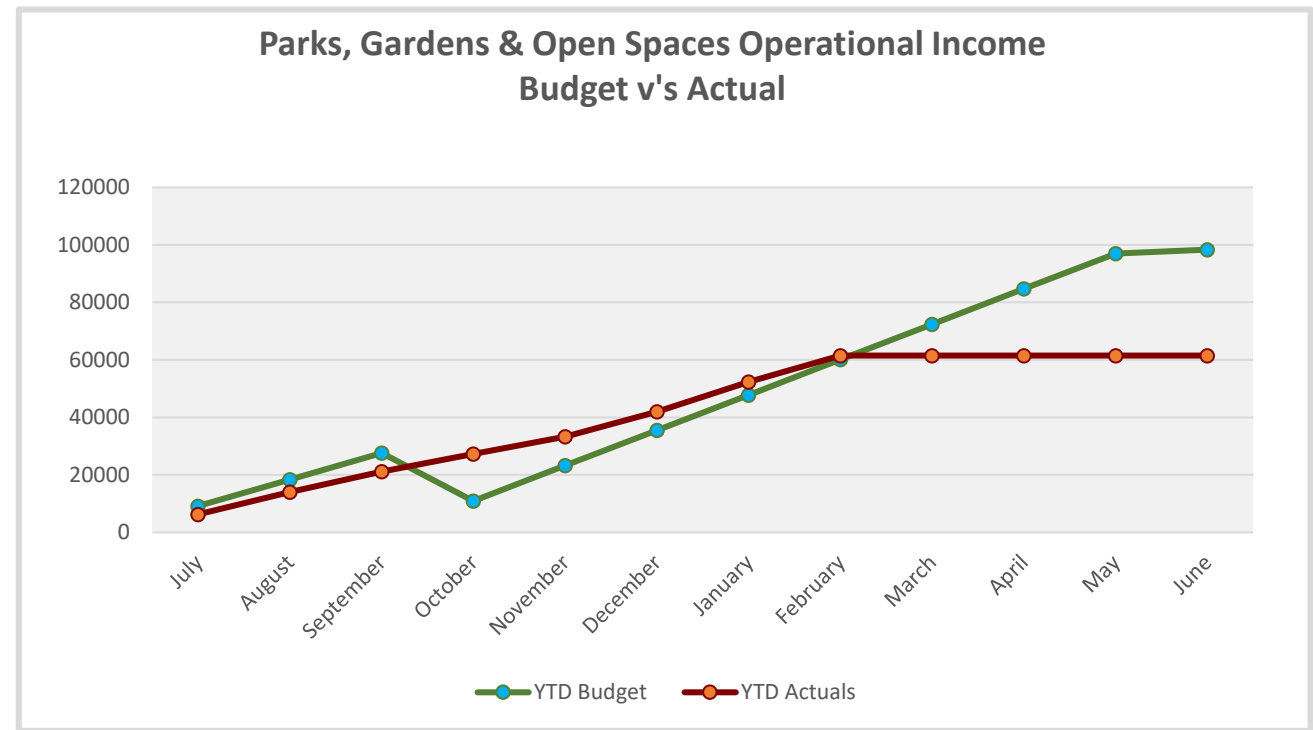
4 Year Delivery Program	1 Year Operational Plan 18/19	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP15.01) Identify and pursue opportunities to increase usage of open spaces assets throughout the Shire.  <i><b>Sport and recreation (passive &amp; active): A - Chief Corporate Officer</b></i> <i><b>Open Space Amenities: A - Chief Corporate Officer</b></i>	Engage with the Parks, Gardens and Open Space Committee and the Tenterfield Shire community to assist in identifying further ideas to increase open space usage throughout the Shire.	<i>B: OSRUS</i> <i>C: PGLHC</i> <i>D: PGLHC</i>			+1	<i>Forms part of the (ongoing) agenda for all Parks and Garden committee meetings. Applying for grant funding for Tenterfield Creek stage one, Manners Street bridge to High Street bridge. With assistance from Ausfish, Landcare and other interested parties. Possibility of online bookings for park functions in future however needs development.</i>
DP15.02) Identify and partner with local residents in the development and delivery of town and village beatification initiatives.  <i><b>Place &amp; public art/beautification: A - Chief Executive ("Identify &amp; partner with....")</b></i> <i><b>Place &amp; public art/beautification A - Chief Operating Officer (Development/implementation/finalisation)</b></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		<i>Working with village progress associations to achieve positive outcomes to include Urban Design Plans and grant funding. Delivering parks, gardens and open spaces to the public that are of a high maintained standard. Maintenance plans and park schedules being reviewed. Received grant funding through Stronger Country Communities for upgrade to park facilities in villages. Further emphasis on Gardens and flowers in Rouse street. Hand watering of gardens and street trees only.</i>
DP15.03) Deliver public spaces that are clean, well maintained and encourage usage by visitors and residents of Tenterfield Shire.  <i><b>Sport and recreation (passive &amp; active): A - Chief Corporate Officer</b></i> <i><b>Open Space Amenities: A - Chief Corporate Officer</b></i>	Ensure all Parks, Gardens and Open Space amenities maintenance programs are delivered to a high standard.	<i>B: OSRUS</i> <i>C: PGHLC</i> <i>D: PGHLC</i>  <i>B: PBLC</i> <i>C: PGHLC</i> <i>D: PGHLC</i>			+1	<i>Continuing to provide amenities and park facilities to the public with high levels of service within budget constraints. Daily cleaning of public toilets with rubbish removal and park inspections adding to the cleanliness and appearance to the town.</i>
DP15.04) Development and implementation of township and village streetscape plans and policy.  <i><b>Place &amp; public art/beautification: A - Chief Executive (Community engagement: concept)</b></i> <i><b>Place &amp; public art/beautification A - Chief Corporate Officer (Development/implementation/finalisation)</b></i>	Work with the Tenterfield Shire Village Progress Associations and the Parks, Gardens and Open Space Committee to deliver individual town and village themes, promoting the unique aspects of each locality.	<i>B: MEDCE</i> <i>C: MEDCE</i> <i>D: CDO</i>  <i>B: OSRUS</i> <i>C: PGHLC</i>			+1	<i>Discussion at Parks, Garden &amp; Open Space Committee Meetings for ideas for village themes for beautification. Possibility of more tree plantings and upgrade to park facilities within the villages. Increase service levels with the urban design plan for a new park area and playground in Legume, village entry signage and concept planning within other Shire villages.</i>
DP15.05) Identify suitable areas for the extension and embellishment of the current and future cycleway network. <i><b>Footpaths &amp; cycleways: A - Chief Operating Officer</b></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	<i>Ongoing. Trying to achieve something within budget restraints. Grant funding being sought as opportunities arise. Preparing to replace damaged exercise equipment in Jubilee Park.</i>



<p>DP15.06) Deliver, review and update Parks, Gardens and Open Space, Maintenance Programs across the Shire.</p> <p><b>Cemeteries:</b> A – Chief Corporate Officer</p> <p><b>Sport and recreation (passive &amp; active):</b> A - Chief Corporate Officer</p> <p><b>Open Space Amenities:</b> A - Chief Corporate Officer</p> <p><b>Place &amp; public art/beautification</b> A - Chief Corporate Officer (Development/implementation/finalisation)</p>	Review maintenance programs for Parks, Gardens and Open Spaces.	B:OSRUS C:PGHLC D:PGHLC			+1	Current maintenance schedules being reviewed with the Parks Garden and open space strategy and asset management plan. Possible assistance from a contractor to implement.
	Ongoing replacement of all existing playground equipment in accordance with Australian Playground Safety Standards.	B:OSRUS C:PGHLC D:PGHLC			+1	Jubilee park playground to be renewed this financial year, design work completed. Stronger Country Community Grant funding for Urbenville and Drake playground enhancement. Continuation of playground inspections for regulation.
	Renewal of Jubilee Park playground equipment.	B:OSRUS C:OSRUS			+1	Company selected - works scheduled to commence in May.
	Call for quotations and commence earthworks preparation for Tenterfield Cemetery Stage 1 expansion.	B:OSRUS C:PGHLC D:PGHLC			+1	Contact made with designer in relation, as to why (2) sets of drawings were done in regard to the cemetery masterplan. Need to investigate further about any Council resolutions as to why. Plans show different areas as to the access of the new cemetery and design works. Ongoing. Design plan decided.
	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 [MC1]			+1	Visual inspections for tree issues 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	Further develop and maintain sporting grounds to a higher standard to encourage more usage. Encourage and assist sporting organisations to seek grant funding. Work with sporting groups to achieve positive outcomes. Booking have been received from Soccer, Cricket and Touch football for ground usage.
	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**



### c. Capital works Income & Expenses

<b>Capital Income:</b>	N/A.
<b>Capital Expenses:</b>	<ul style="list-style-type: none"><li>• Shirley Park upgrade to roll over to 2018/19 (Council applied for Grant funding)</li><li>• Jubilee Park Playground replacement.</li><li>• Repair/Reseal car park at Federation Park - completed.</li></ul>
<b>Operational Income:</b>	<ul style="list-style-type: none"><li>• Through park bookings. Weddings functions.</li><li>• Section 67 private mowing, (Police station, TAFE, St Josephs and Henry Parkes schools);</li><li>• Wood chipper hire;</li><li>• Sporting ground hire usage.</li></ul>
<b>Operational Expense:</b>	<ul style="list-style-type: none"><li>• Over budget due to large portion of Operation Expenses for the first quarter are from the rating and payment of the park and sporting fields land. Will be addressed by improved forecasting of expenditure in future and the take-up will occur throughout this annual period.</li></ul>

#### d. Capital works Projects

Program	Description	Revised Budget QBR1	YTD Actual	YTD Revised Budget	YTD Variance	YTD Variance %	Status/Comment
Parks, Gardens and Open Space	Niche Wall/Rose Garden at Cemetery Cemeteries - Construction of	9,601.00	13,599.15	9,601.00	(3,998.15)	-29%	Adjustment to be made in December Quarterly Budget Review
Parks, Gardens and Open Space	Road Access and Carpark - Masterplan	28,710.00	-	-	-	0%	Not yet commenced
Parks, Gardens and Open Space	Renewal of Jubilee Park Playground Equipment	97,617.00	-	-	-	0%	Not yet commenced
Parks, Gardens and Open Space	Renewal of Driveway & Carpark - Federation Park	34,502.00	-	-	-	0%	Not yet commenced
Parks, Gardens and Open Space	Villages, Streetscapes & Signage Revitalisation	48,461.00	-	-	-	0%	Not yet commenced
Parks, Gardens and Open Space	Renewal of Urbenville Playground Equipment	28,666.00	25,760.00	25,760.00	-	0%	
Parks, Gardens and Open Space	Tenterfield Main Street Lights	16,611.00	16,611.06	16,611.06	-	0%	
Parks, Gardens and Open Space	Renewal of Shirley Park Amenities Building	111,000.00	-	-	-	0%	Not yet commenced
Parks, Gardens and Open Space	Combined Administration Charge tenterfield Town Revitalisation Phase 2 - SCCF1094	-	259.84	-	(259.84)		Adjustment to be made in March Quarterly Budget Review

#### 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	0	30/06/2019 \$34,485	0	31/09/2019 \$35,530	0	<b>\$104,500</b>
Comments	Draft designs under consideration								
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	0	30/07/2019 \$56,164	0	30/10/2019 \$57,866	0	<b>\$170,194</b>
Comments	Received preliminary designs and costings - under review								
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	0	30/10/2019 \$42,270	0	31/08/2020 \$43,552	0	<b>\$128,092</b>
Comments	Fencing approved and scheduled to be installed in April/May								

#### e. Information on Staff, Parks issues, vandalism, & special events

<b>Emerging Issues &amp; Risks</b>	<ul style="list-style-type: none"> <li>Continuation with the replacement of timber park benches with aluminum-to be completed by end FY</li> <li>Replacement Drake Playground Equipment and possible electric BBQ for park (SCCF funded).</li> <li>Jubilee Park playground, including soft fall starting in May</li> <li>Water restrictions to level 4 - drip line to be designed and costed to help effectively manage water usage.</li> <li>Grant application completed and sent for Restoration and Rehabilitation on Tenterfield creek.</li> <li>Watering of street trees are being done by works large water truck using non potable water - bi-product from water treatment works.</li> </ul>
<b>Customer Service</b>	<ul style="list-style-type: none"> <li>Remove dead trees</li> </ul>
<b>Vandalism</b>	<ul style="list-style-type: none"> <li>No graffiti reported for the month</li> <li>Removed old graffiti at Skate park as shown in picture</li> </ul>

<b>Special events, achievements &amp; celebrations</b>	<ul style="list-style-type: none"> <li>• Tenterfield Show</li> </ul>
<b>Staff</b>	<ul style="list-style-type: none"> <li>• One Park staff is on 1 year long leave service and one part time Parks staff has been increased from 20 hrs a week to Permanent/Part time position.</li> <li>• One Parks staff was off work for over 1 month due to personal injury (not work related)</li> <li>• During February the allocation of staff time has been to watering tasks, one staff member 36 hours/week to saleyards and maintaining amenities - review of staffing to be carried out to ensure Council meets community needs.</li> </ul>

## f. SUMMARY

- Parks currently have works water cart watering Rouse Street and also 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 on Parks truck 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.
- Parks prepared for Tenterfield Show by Brushcutting and mowing all town verges and parks
- Millbrook Park arbour structure - damaged timber removed, however signs of rotting wood through structure - to be investigated.



**g. Parks activities pictures**



Plants along Rouse street are being watered by water truck and water tank by parks. Removal of dead plants along Rouse street continues. Gardens being prepared for installation of dripline as approved by Manager Water and Waste.



Bolts at Skate park has been cut off and a appoxy placed over holes





Skate park walls painted to remove graffiti



Basket ball back board replaced

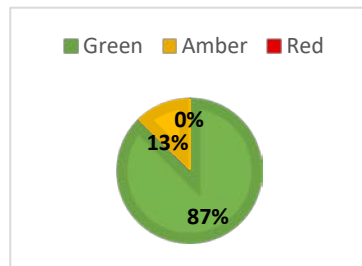


The climber at Jubilee park has been removed and waiting for new rubber tubing for repairs, the bent planks on exercise equipment are currently being replaced.





## 16. Swimming Complex



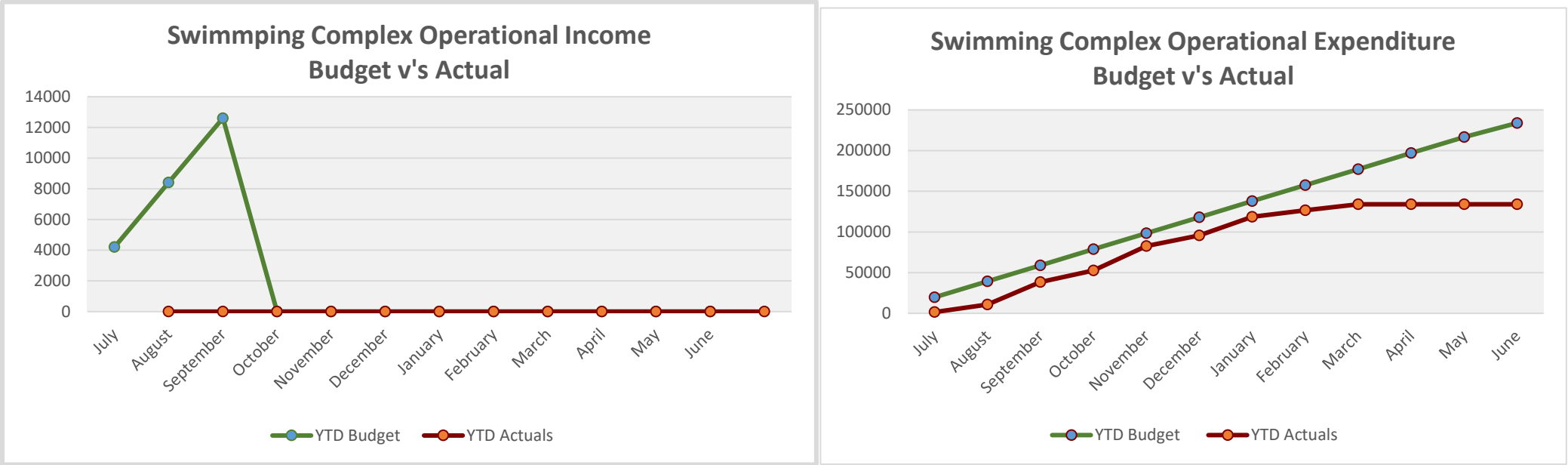
Under the 4 year Delivery Plan *Swimming Complex* relates to the ongoing: service provision; regulatory compliance; planning; supervision of patrons; and management. The Office of the Chief Corporate Officer directly oversees these outcomes.

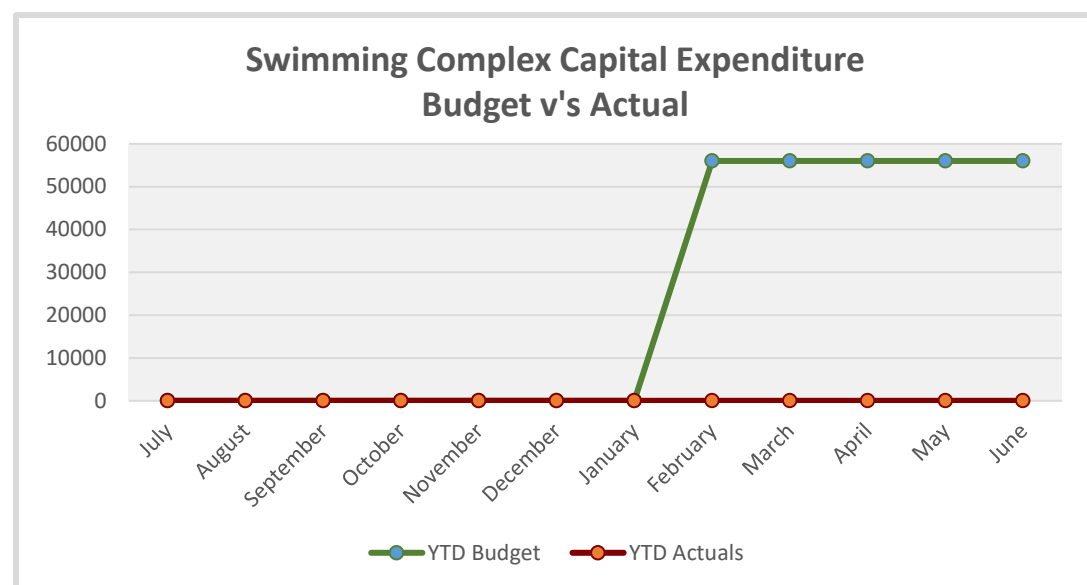
### a) Delivery and Operational Plan precis

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 achieved and pool attendance has increased. February's report indicates an attendance in excess of 13,000 for the year, which exceeds the total number for 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.  Swimming Carnivals for the schools were held February 2019.
	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.

#### 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.

**b) Capital Projects**

Program	Description	Revised	YTD		YTD		Status/Comment
		Budget	YTD	Revised	YTD	Variance	
		QBR1	Actual	Budget	Variance	%	
Swimming Complex	Consultation Fees for development of Masterplan for the Memorial Pool	56,000.00	-	-	-	0%	Not yet commenced

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

Identified Issues & Opportunities:

Small Schools Carnival, 1 Feb  
Sir Henry Parks Water Safety Test, 4 Feb  
Sior Henry Parks carnival, 5 Feb  
St Josephs Swimming Carnival, 6 Feb  
Tenterfield High School Water Safety Test, 6 Feb  
Tenterfield High School Water Safety Test, 12 Feb  
Tenterfield High School Swimming Carnival, 13 Feb  
Private Party 8 Feb 3.30-5.30pm

Weekly Programs:  
Swim Club – Thursdays 5.30 – 7.30pm  
Squad Training (Club) – Mon & Wed – 3.30 – 5.45pm  
Squad Training – Tues & Thurs – 3.30 – 5.45pm, Saturday 10.30am  
Lap Swimming – 6am – 8am, Monday – Friday  
Aqua Fitness Tuesdays 10am  
Tenterfield High School Year 7 Swimming Sports – Wednesdays 1.50pm – 2.50pm

Identified Risks:  
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.

Water restrictions could impact the pool and the filtration system, and the pool may consider seeking exemption to maintain the water quality and health of the pools  
The restrictions are being implemented within the grounds and amenities as per the Tenterfield Shire Council Drought Management Plan.

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

The Council is meeting monthly with the Pool Operators to carry out the Contract Management review.  
  
Mustard Algae has been chemical treatment and the pool looks great.



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.

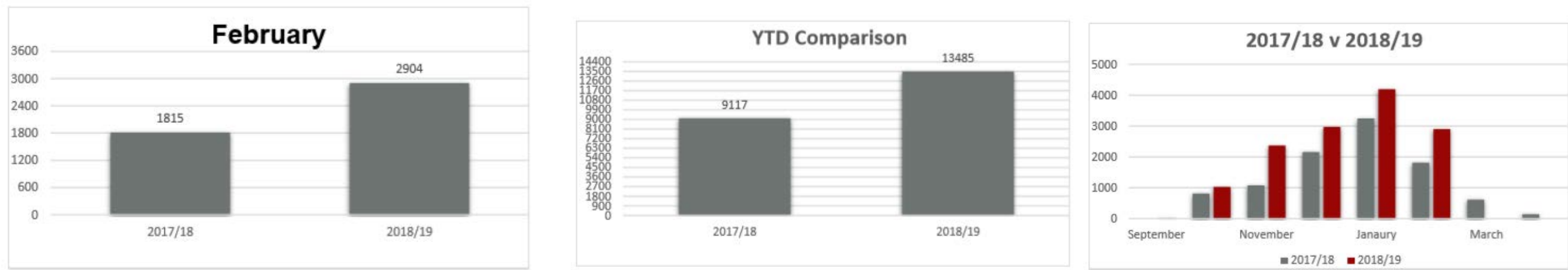
**e) Customers**

Customer Service Feedback to Council:  
0 Customer Compliments recorded  
0 Customer Complaints recorded

Verbal feedback to the facility that the toilet roll dispensers are not adequate, and the toilet door was not working – the door lock has been rectified. Additional locks have been ordered for all doors to the female amenities.

**f) Business Statistics**

The month of February 2019 reported 2904 patrons which is an increase from February 2018 of 1815 patrons. Year to date patrons are 13485, an increase from last seasons total.



**Attendance**

	September	October	November	December	January	February	March	April	YTD
2017/18	0	817	1079	2159	3247	1815	615	142	9117
2018/19	13	1027	2372	2972	4197	2904			13485

Incidents:

1 – Minor – 17 February 2019 – Pool Jumping, head & neck incident – incident report provided.

0 – Major

Pool Closures:

NIL

Plant Room Closures:

21/02/19 – 5.30am plant room was found with filtration pump shut down. Resulting from power outage. Pump reset and filtration back on.

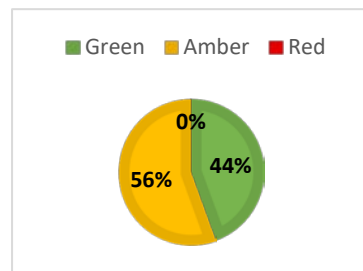
Pool tests show normal parameters, pool opened as normal

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

Increase in patrons.

Planned opening of the Gym next season.

## 17. Asset Management and Resourcing



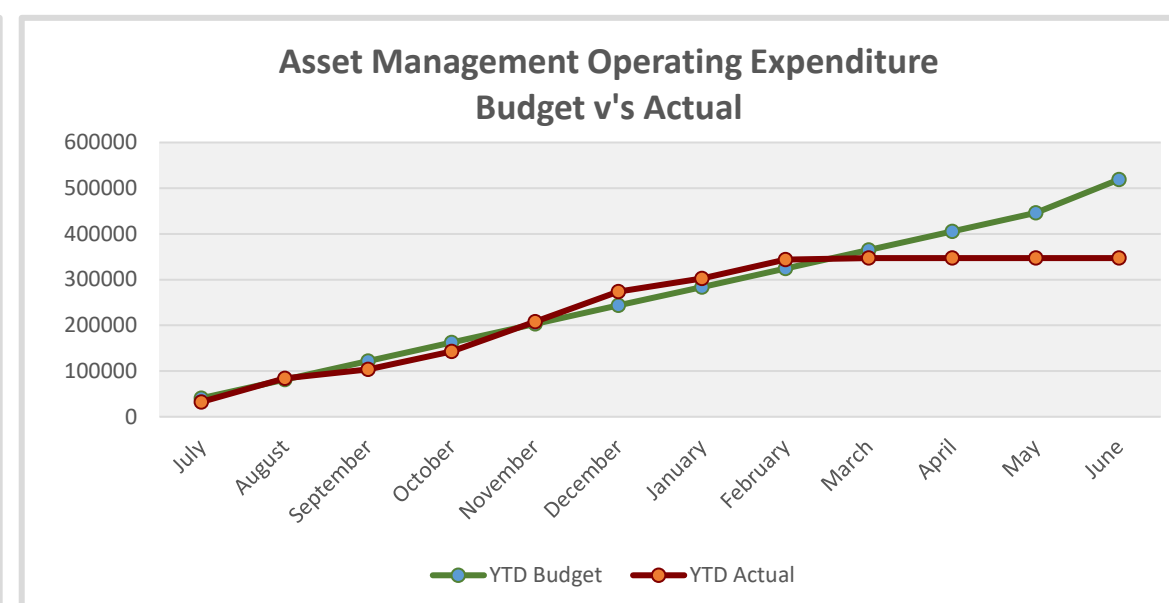
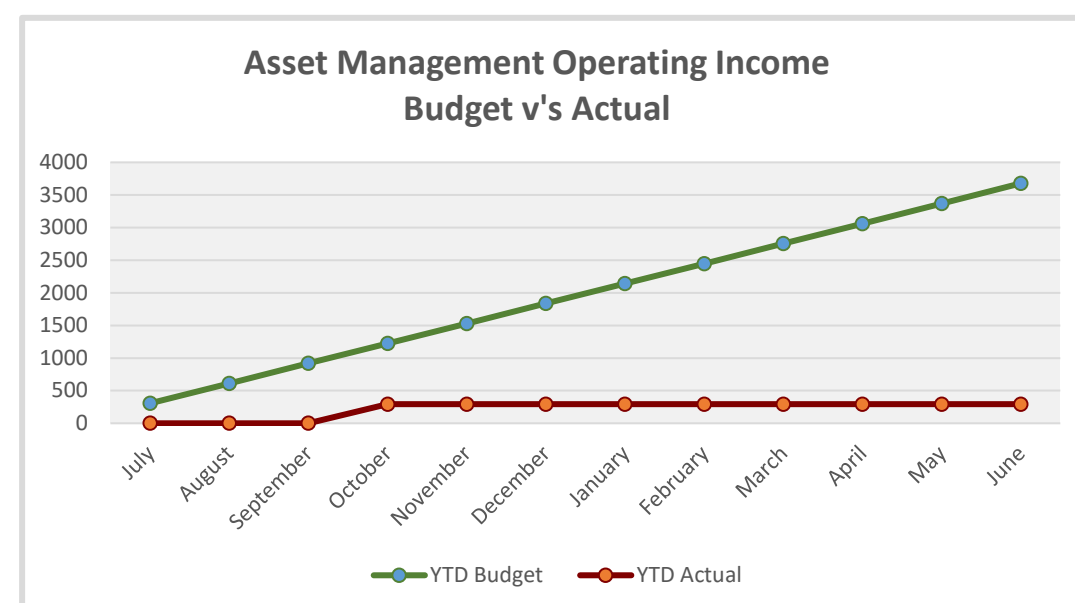
Under the 4 year Delivery Plan *Asset Management and Resourcing* relates to: review, investigation, survey, design, development and project management; asset investigation, planning, policy formulation and management (both as a bureau service to whole organisation and for transport infrastructure). The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

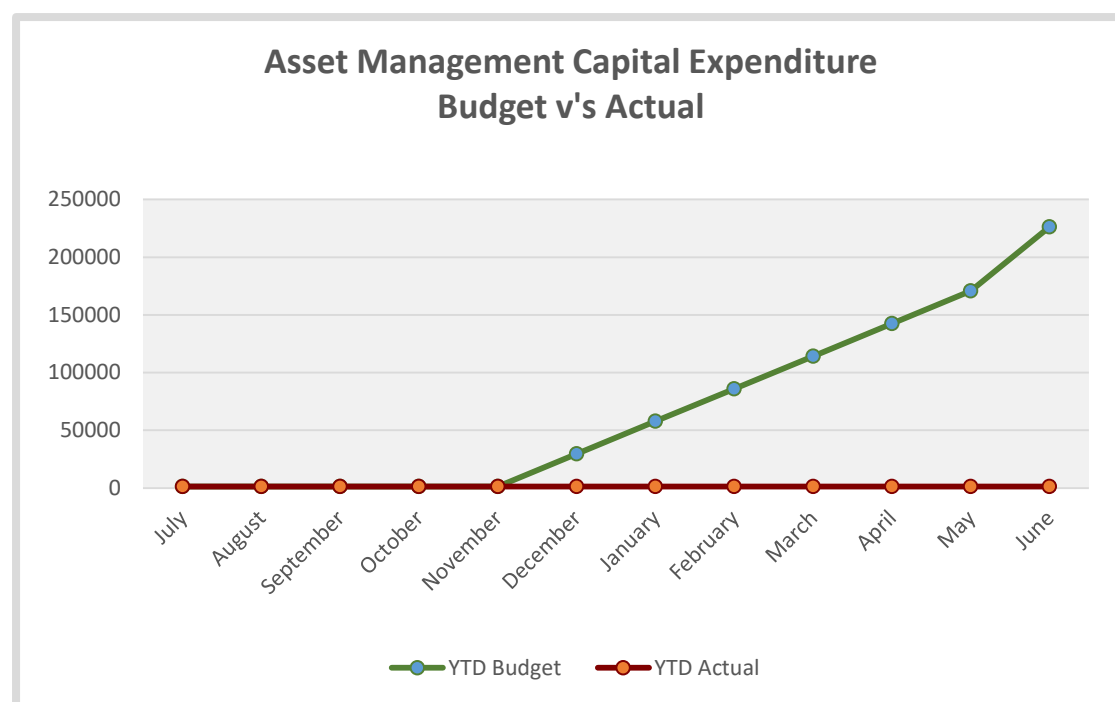
### a) Delivery and Operational Plan precis

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 &amp; projects: A – Chief Operating Officer</i>	Ensure that asset management, project planning and design activities meet agreed quality and industry standards	B: MAPP C: MAPP D: MAPP			+1	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 &amp; 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 &amp; 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.  The recently completed timber bridges Level 3 structural assessments are being reviewed for potential works needed and the updating of asset condition ratings.  Water services asset audit inspections are being scheduled by the Manager Water Services for updating the asset register condition ratings in 2019.
DP17.04) Asset Planning, Policy and Management provide strategic direction and information to Council enabling the sustainable management of its asset portfolio as a whole.  <i>Assets &amp; 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 in 2019.
	Review and update the Asset Management Strategy and Policy.	B: MAPP			+1	Asset management strategy to be reviewed in 2019. Note asset management plans for water and sewer services, and transport services have been undertaken.
	Prepare and review maintenance, renewal and capital improvement programs for roads, bridges, drainage and other community infrastructure.	B: MAPP C: MAPP			+1	Forward long term programs will be prepared during 2019 each of the respective Asset Management Plan updates.

						The 2019/2020 capital expenditure programs are being prepared to identify priorities for the next financial year.
	Provide asset revaluations when scheduled.	B: MAPP C: MAPP			+1	Transport revaluations are currently 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.
DP17.05) Risk Management embedded in our Asset Management Planning forms the basis for our intervention programs and our Asset Management practices. <b>Assets &amp; projects:</b> 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.

#### a) Budget





**Capital Income:**

N/A.

**Capital Expenses:**

Minimal capital expenditure has been incurred to date.

**Operational Income:**

Operational budget income will be monitored.

**Operational Expense:**

Operational expenses have been generally on trend and will be monitored over coming months.



Capital Projects:

		Revised	YTD		YTD		Status/Comment
Program	Description	Budget QBR1	YTD Actual	Revised Budget	YTD Variance	Variance %	
Asset Management & Resourcing	Survey Instrumentation - GPS Equip, Cable Detector, Bridge Assyst	50,000.00	-	-	-	0%	Not yet commenced
Asset Management & Resourcing	Project Management (OS)	10,571.00	-	-	-	0%	Not yet commenced
Asset Management & Resourcing	Asset Management System	150,650.00	1,200.00	1,200.00	-	0%	
Asset Management & Resourcing	Contribution to Washbay	14,900.00	-	-	-	0%	Not yet commenced

b) Emerging Issues, Risks & Opportunities

Manager Asset and Program Planning position has recently been appointed. A Technical Project Engineer position will be sought over coming months to complete the department’s resources.

c)The Business of Improving the Business

**SWOT ANALYSIS**

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

S

**Strengths**

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

W

**Weaknesses**

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

O

**Opportunities**

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

T

**Threats**

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

**d) Customers**

There are a number of ongoing matters with customers that are being dealt with as staff resources are able to. The attention to these matters will be monitored over coming months to ensure it is at an acceptable level.

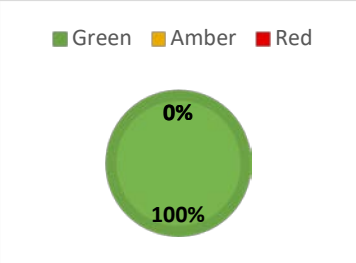
**e) Business Statistics**

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

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

No special events at this point.

# 8. Commercial Works

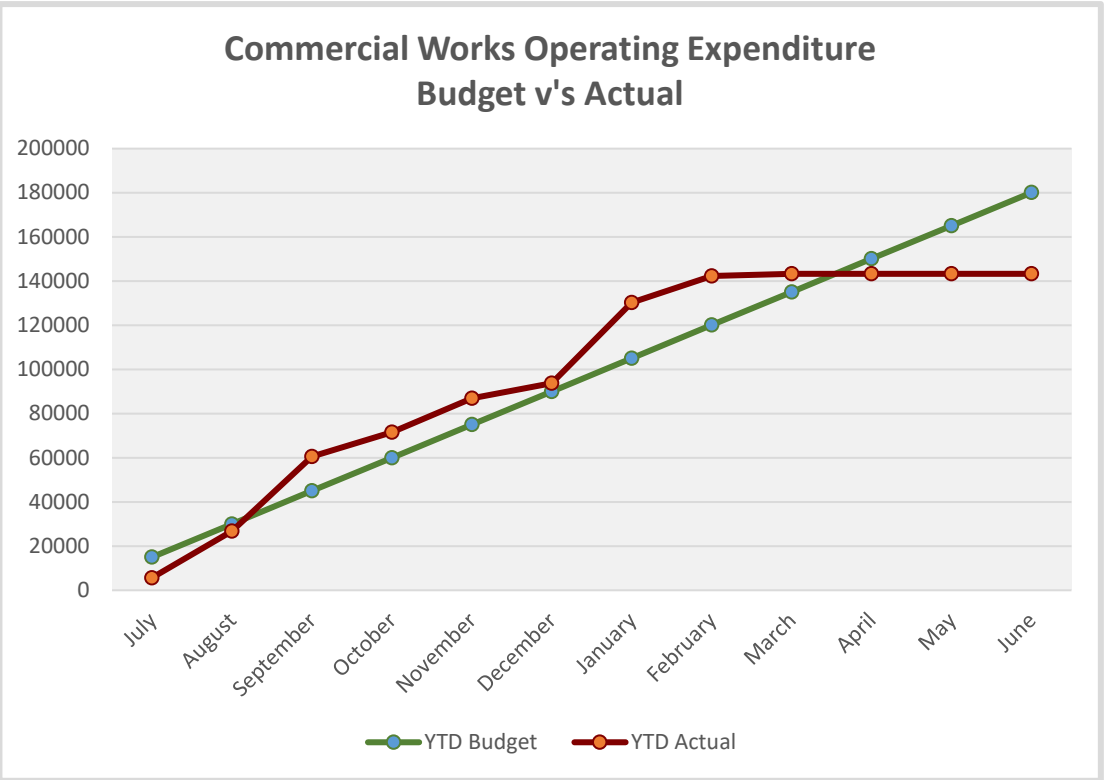
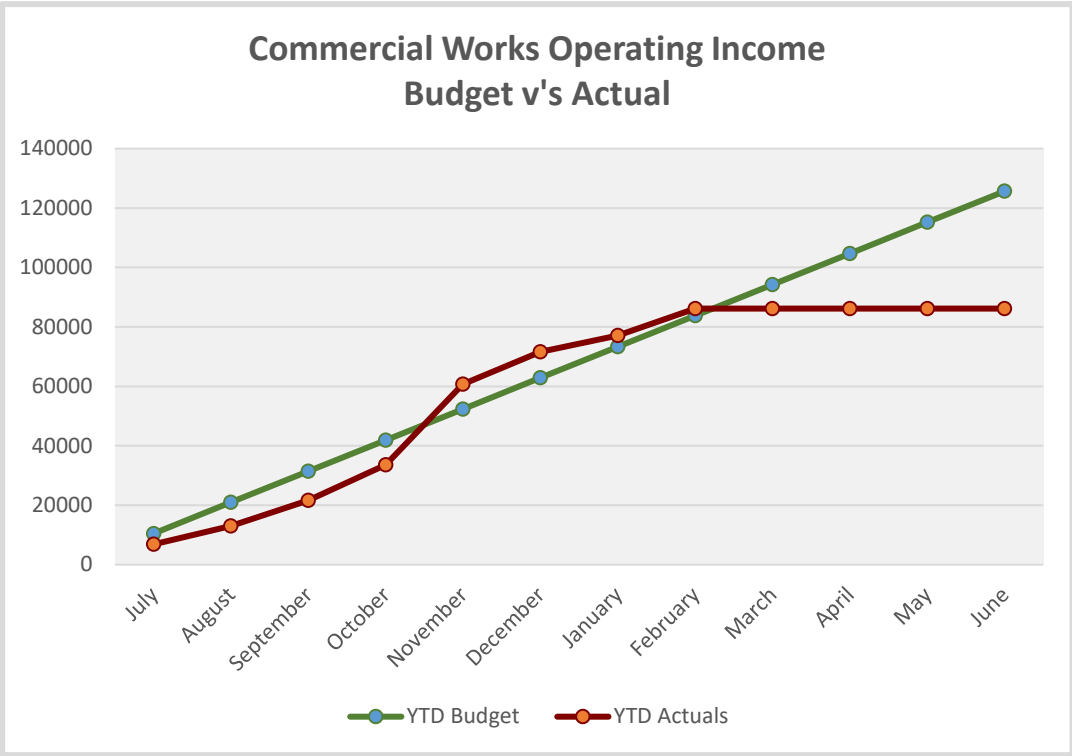


Under the 4 year Delivery Plan *Commercial Works* relates to: private works management, benchmarking, offsetting costs through creating synergies. The Office of the Chief Operating Officer directly oversees these outcomes.

## a) Delivery and Operational Plan precis

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

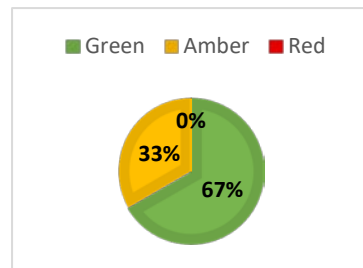
The work is on schedule and under budgeted expenditure.

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

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



## 19. Stormwater and Drainage

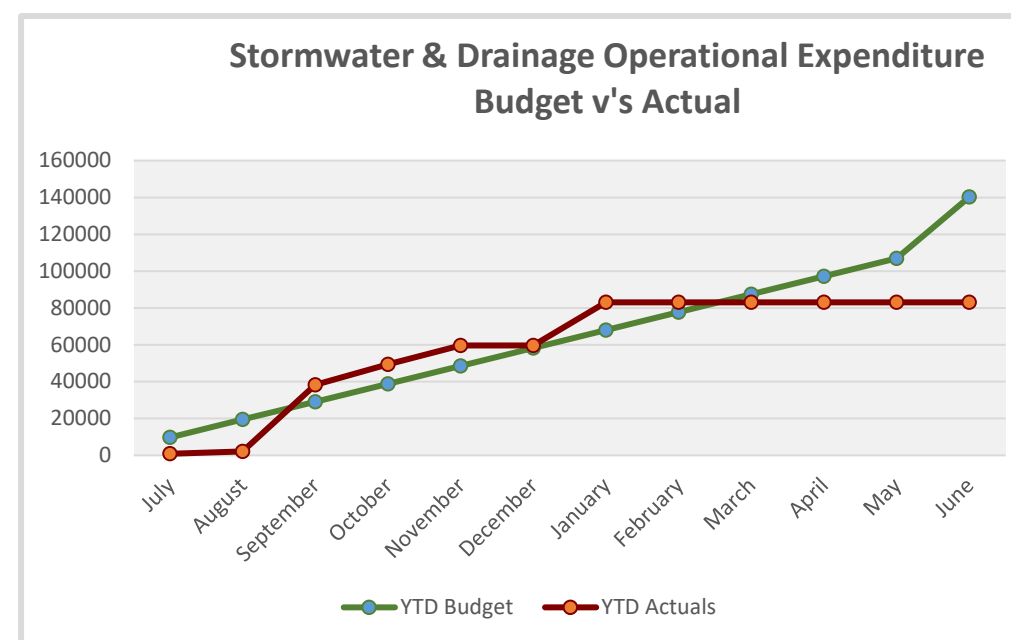
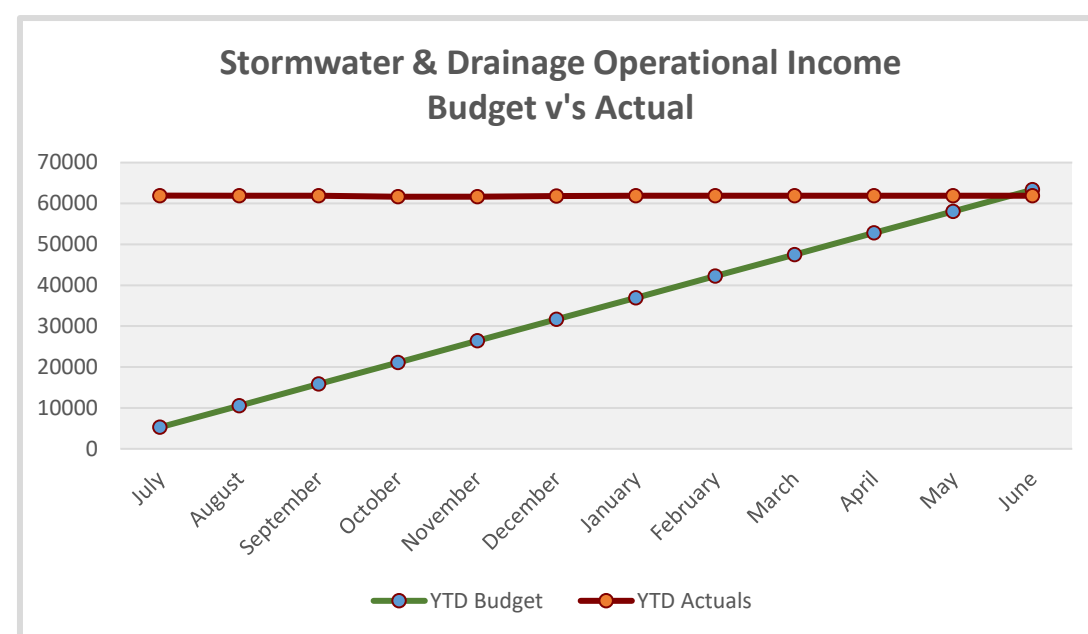


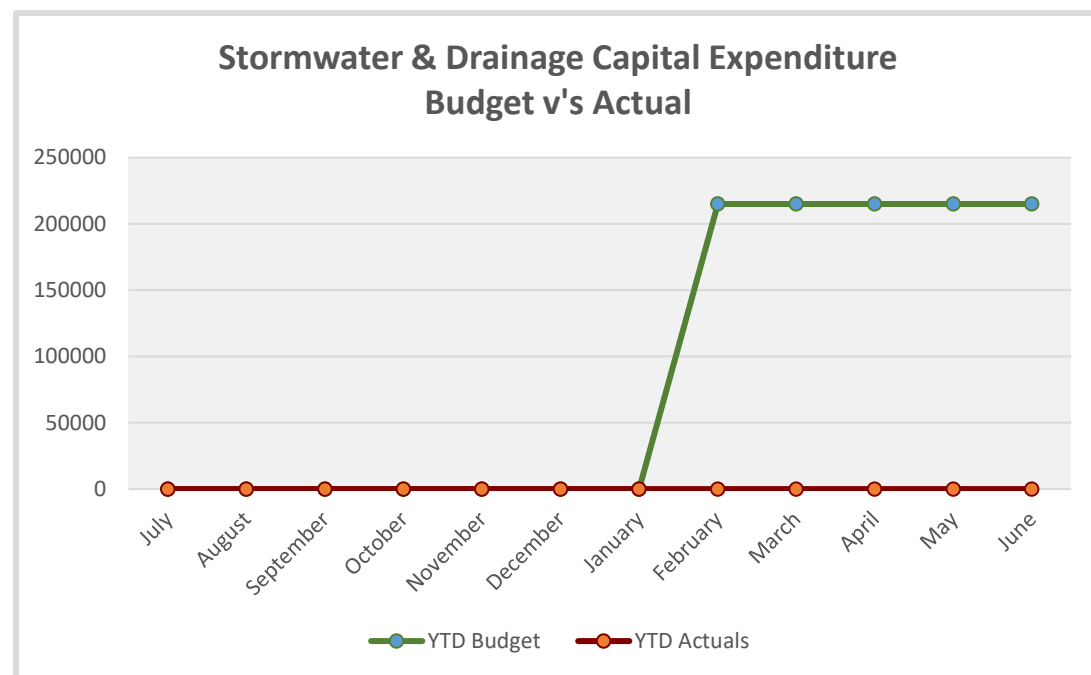
Under the 4 year Delivery Plan *Stormwater and Drainage* relates to ongoing management and improvement of all stormwater infrastructure, gross pollutant traps, natural urban waterways and erosion control apparatus. The Office of the Chief Operating Officer directly oversees the outcomes.

### 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:**

Nil expenditure to date.

**Operational Income:**

Not applicable.

**Operational Expense:**

Limited to reactive maintenance.

**b) Capital Projects**

		Revised Budget QBR1	YTD Actual	YTD Revised Budget	YTD Variance	YTD Variance %	Status/Comment
Program	Description						
Stormwater & Drainage	Stormwater Network - Rouse & Miles Street Reconstruction	210,000.00	-	-	-	0%	Not yet commenced
Stormwater & Drainage	Stormwater Network - Pelham Street - Manners to Miles - Child Proofing Culvert	5,000.00	-	-	-	0%	Not yet commenced

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

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 with its available funds. Stormwater drainage has to be take a lower priority whilst council deals with more important bridge asset liabilities.

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

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

**e)Customers**

No outstanding complaints

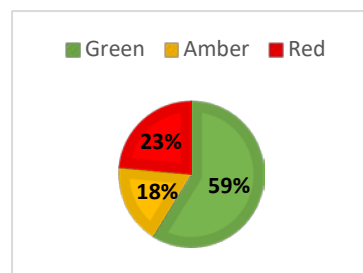
**f) Business Statistics:**

N/A

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

N/A

## 20. Transport Network



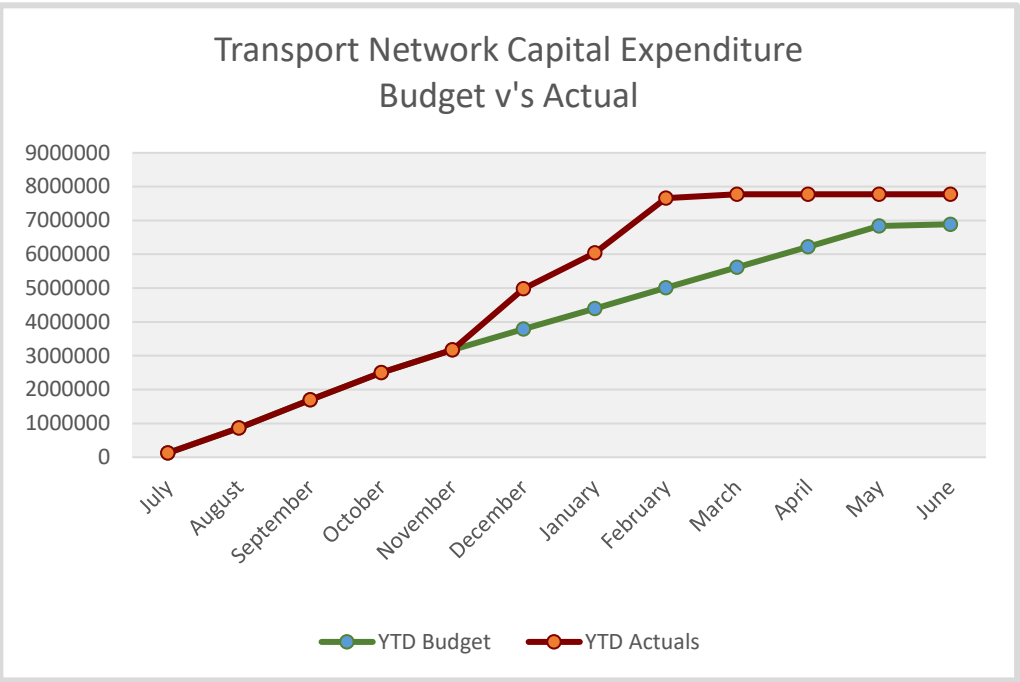
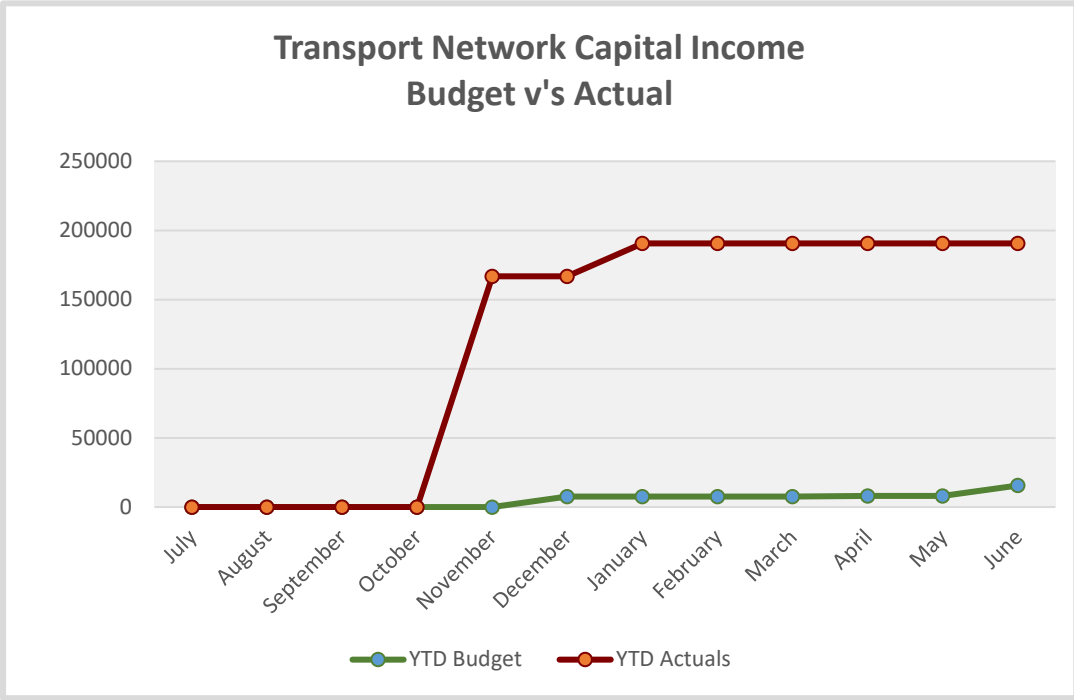
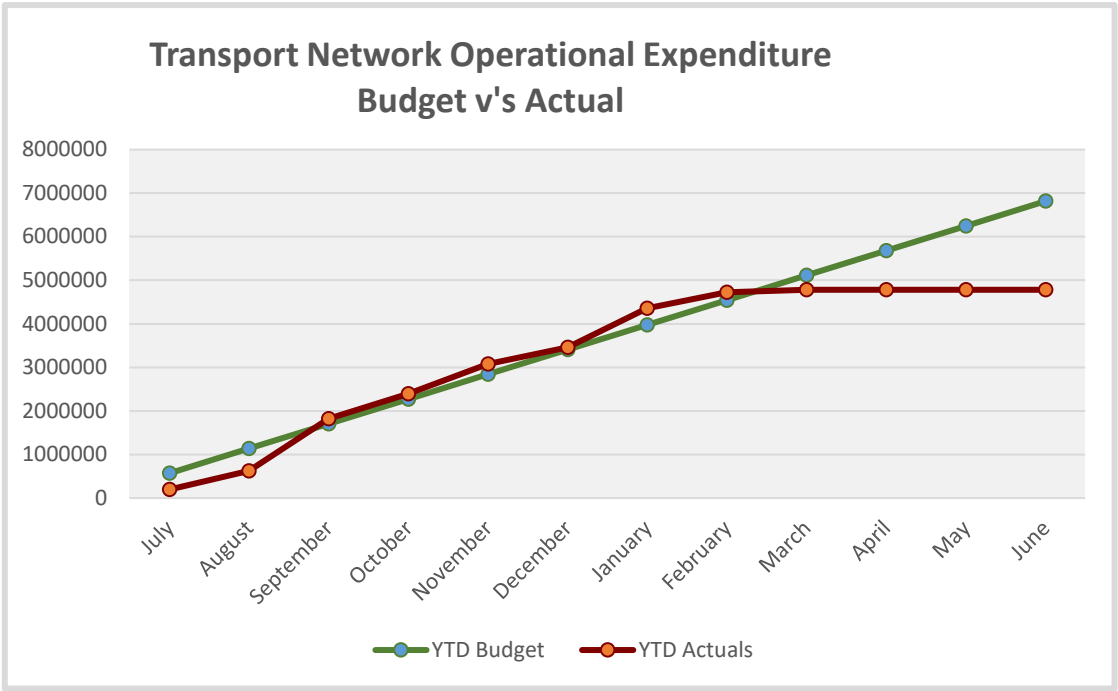
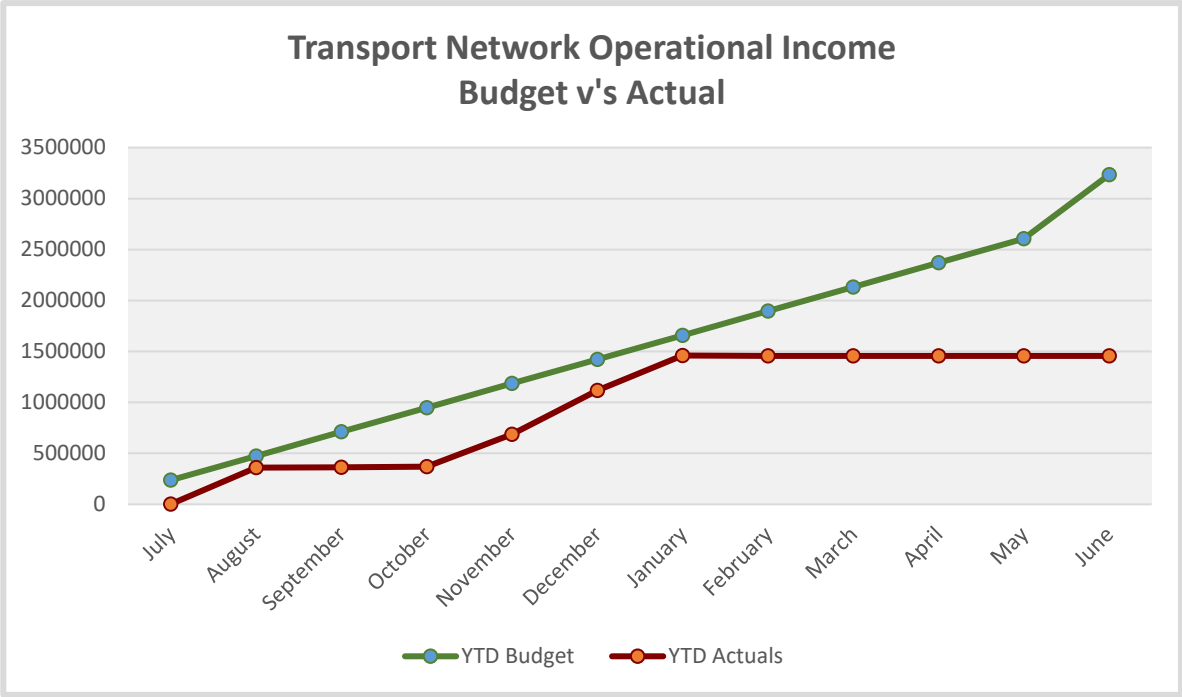
Under the 4 year Delivery Plan *Transport Network* relates to the sustainable management and improvement of all infrastructure used to facilitate transportation: vehicular, aviation, Mt McKenzie and cyclists; car parking; quarries; delineation, line marking, signage and lighting; regulatory compliance; 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: (Business Manager to provide short precis.)
DP20.01) Construction of Transport Infrastructure.  <b>Roads, bridges and retaining walls:</b> A - Chief Operating Officer	Construct and seal the remaining unsealed sections of Mt Lindesay Road.	B: MAPP C: TPE	-1			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 Roding and delivery parameters, as well as funding payments. <b>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.</b>
	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.  <b>Progressive role out of load limits is occurring.            Also happening is a fortnightly meeting of the timber bridges task force to co-ordinate and update on progress.            The TSC website is being updated.            There is work occurring on temporary solutions to minimise impact of load limits in keeping with the Council resolution.            Three grant applications to NSW Govt's Growing Local Economies fund were submitted 7/9/18. The three bridges are Emu Ck on Hootens Rd, Beaury Ck bridges and Boonoo Boonoo bridge on Mt Lindesay Rd. The value of the works on the 3 bridges is \$6.6Million.            The Chief Operating Officer met with Thomas George and RMS's Roy Wakelin-King (executive director answerable to RMS CEO) re \$3M of funding assistance to facilitate interim solutions to minimise community impact. No promises but the message was heard.            Ongoing dealing with enquiry from landowners despite the Council resolutions, ongoing media and updating.            Four community meetings were held in December 2018 (ie at Tenterfield, Torrington, Urbenville &amp; Liston) to update community on progress and listen to concerns.            There is ongoing advocacy for additional bridge related funding.</b>

	Implement the resealing program for the Regional and Local sealed road network.	B: MAPP C: MW D: MW			+1	Ongoing.
	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.
DP20.02) Maintenance of transport infrastructure.  <b>Roads, bridges and retaining walls:</b> 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.  <b>Collaboration between entities:</b> 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.  <b>Road safety and Traffic Committee:</b> A - Chief Operating Officer  <b>Quarries and stockpiling:</b> A - Chief Operating Officer  <b>Aviation:</b> A - Chief Operating Officer  <b>Roads, bridges and retaining walls:</b> 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.

**b) Budget**





**Capital Income:**

*Comment to be provided in future reports*

**Capital Expenses:**

- Reseals commenced March 13 2019 but have been delayed due to anticipated weather by the contractor.
- NDRRA works are progressing well with a concentration on earthworks in the northern region of the shire, having completed most of the earthworks in the Tenterfield Region. Council will utilise our preferred supplier's panel to gather quotes/ estimates to complete a number of culverts including Headgate Rd culvert, Sawyers Gully culvert, Woodenbong culvert and Rivertree culvert. 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 continues to await a decision from the Federal Government.
- 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. We anticipate to commence earthworks in April 2019. 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 are not working in their area due to the complete lack of water. When we get access to water, we will finish Boorook off and then go back to Billirimba. This crew is covering the western grader crew's area – grading Redhill, Pyes Ck, Rochdale roads and a patrol grade along Bluff River Road to cut out the corrugations.
- **Northern Grader** –Grade Acacia Plateau, Thulimbah, The Summit, Border, Smalls, Maryland Lane and Dalmoak.
- **Western Grader** –This crew is part of the resheeting crew on the Mt Lindesay Road.
- **Central Grader** –Grading Mt Mackenzie and assisting with the pavement rehabilitation work on the Bruxner Way, due to commence March 19.
- **Drainage Crew** –The drainage crew have completed reseal preps.
- **Urbenville Crew** completing drainage work on Tooloom Rd, Sykes Gap and Tin Hut roads. There are a set of pipes to be installed on Beaury Ck Road.

**c) Capital Projects**

- The timber bridge at the end of Rocky River road has had three girders replaced, Council has adjusted our design to meet the recommendations set out in the level three report and consequently there are more girders and work to be completed.
- Level Three inspections are complete, the Chief Operating Officer (COO) and the technical officer are reviewing and formulating a plan for repairs.
- White Swamp Bridge has a side track in place with a temporary bridge. Materials have arrived to reconstruct the bridge super structure. The side track is not in use yet.
- Investigations are occurring for design and ordering of materials as per recent level three inspection reports for Deepwater Ck bridges on Castlerag and Torrington Roads and Hawkins Gully on Billirimba Road. A sidetrack with a bridge will be erected over Emu Ck on Hootens Road.
- Council is currently resheeting 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.
- Council is also attending to a number of slips on the Mt Lindesay road between Legume and Woodenbong, once again this is funded by NDRRA and this work is almost complete, ready to seal the pavement.
- Council will commence work in the next month on replacement of culverts at Headgate Road and Sawyers Gully Road. Pending some State approvals, Council plans to commence works on the Maryland River Crossing on Rivertree Road and the flood damaged culvert at Woodenbong on the Mt Lindesay Road at Woodenbong.
- Work has commenced on the replacement of a causeway with culverts at a floodway on the Rocky River Road approx. chainage 15km. A sidetrack is in place.
- Council will commence replacing the pavers between High St and Molesworth St in Rouse St – beginning March 25.



**Slip work completed on Mt Lindesay Rd – to be sealed in the next two weeks.**





**Construction of Temporary Bridge and side track at Hootens Rd, Emu Ck Bridge. Expect the bridge to be operational by early April.**





**Shaping and fitting girders to Rocky River Bridge**





**Rebuilding Rocky River Bridge under Traffic**







## White Swamp Bridge side track and Temporary Bridge in place, ready to be commissioned.

### Schedule SCCF - Stronger Country Community Fund

Project Number	Project Name	Location	Milestone 1 Complete By		Milestone 2 Complete By		Milestone 3 Complete By		Total
SCCF2-1094	Tenterfield Town Centre Revitalisation - Phase 2	Rouse St, Tenterfield NSW 2372	31/01/2019 \$66,000	0	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 to commence 25 <sup>th</sup> March 2019 between High St and Molesworth St.								

Program Description		Revised Budget QBR1	YTD Actual	YTD Revised Budget	YTD Variance	YTD Variance %	Status/Comment
Transport Network	MR622 Repair 2018/19 (Part of this is Block Grant funded)	563,138.00	49,275.63	49,275.63	-	0%	Work to commence in April.
Transport Network	MR622 Repair 2016/17	-	1,636.20	-	(1,636.20)		Journal required
Transport Network	MR622 Repair 2017/18	274,922.00	274,913.34	274,913.34	-	0%	Work Completed.
Transport Network	MR622 Repair 2015/16	47,469.00	-	-	-	0%	Not yet commenced
Transport Network	Main Street Upgrade	60,000.00	-	-	-	0%	Work to commence March 25. Offset by Income from RMS to be adjusted in the December Quarterly Budget Review
Transport Network	Special Grant Mt Lindesay Road (RMS/Fed)	954,717.00	2,549,404.92	954,717.00	(1,594,687.92)	0%	
Transport Network	MR622 - Ch 28 to Ch 29 (Safer Roads - Safer Local Government Roads - P.0022394) (Carolls Creek)	54,303.87	21,798	21,798	-	0%	
Transport Network	Jubullum - Public Internal Road Upgrade (Aboriginal Communities - P.0022282)	9,746.62	519.01	519.01	-	0%	
Transport Network	Jubullum - Upgrade T intersection at Plains Station Rd and Jubullum Access Road (Aboriginal Communities - P.0022280)	-	12,644.80	9,227.61	(3,417.19)	0%	Cost allocation to be reviewed

Transport Network	Jubullum - Upgrade of Access Road and gateway Treatment (Aboriginal Communities - P.0022280)	-	-	-	-	0%	Completed. Offset by Income from RMS to be adjusted in the December Quarterly Budget Review
Transport Network	NDRRA 2017 - 28 March - Local Roads (Restoration)	262,367.00	571,880.74	571,880.74	-	0%	Offset by Income from RMS to be adjusted in the December Quarterly Budget Review
Transport Network	NDRRA 2017 - 28 March - Regional Roads (Restoration)	14,158.00	79,090.23	79,090.23	-	0%	Offset by Income from RMS to be adjusted in the December Quarterly Budget Review
Transport Network	Reseal Program - Regional Roads (Block Grant Funded)	350,000.00	41.50	41.50	-	0%	Orders completed – work to commence end of March 2019. Add almost \$400,00 in committed orders. This work is well under way. R2R will also fund the reseals this FY.
Transport Network	Roads to Recovery 2014-2019	1,693,270.00	440,548.57	440,548.57	-	0%	Offset by Income from RMS to be adjusted in the December Quarterly Budget Review
Transport Network	NDRAA 2017 Mid March - Local Roads	410,580.00	777,820.60	777,820.60	-	0%	Offset by Income from RMS
Transport Network	NDRAA 2017 Mid March - Regional Roads	968.00	968.38	968.38	-	0%	Offset by Income from RMS
Transport Network	Road Renewal - Gravel Roads	543,973.00	297,301.06	297,301.06	-	0%	On target. To be adjusted in the December Quarterly Budget Review
Transport Network	Gravel Resheets	511,165.00	521,486.63	511,165.00	(10,321.63)	0%	On target. To be adjusted in the December Quarterly Budget Review
Transport Network	Bridges/Causeways	1,292,585.00	166,242.97	166,242.97	-	0%	To be adjusted in the December Quarterly Budget Review
Transport Network	Culverts & Pipes (Miscellaneous Replacement of Collapsed Pipes - SRV)	134,000.00	177,863.40	177,863.40	-	0%	Not yet commenced, commence in April.
Transport Network	Kerbing & Guttering	10,000.00	-	-	-	0%	Not yet commenced
Transport Network	Stormwater Works - Investigate Rouse Street	50,000.00	-	-	-	0%	Not yet commenced
Transport Network	Developer Contributions (Inc Gravel Pits) McCarthy	100,000.00	-	-	-	0%	Not yet commenced

#### 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 BROOC 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.
- Two (2) of these grant applications were resubmissions – i.e. Boonoo Boonoo Bridge on the Mount Lindesay and Emu Creek Bridge on Hooton's Road. After 2 rounds of FCR rejection and advice on one of the criteria being the desire of the State to open local roads to B-doubles/HML as a requirement to bridge funding which Council cannot do in most instances owing to road alignment and width constraints. The 3 bridges (Beaury Ck, Emu Ck and Boonoo Boonoo Ck will submitted under Growing Economic Regions Funding. Council will apply to FCR3 re pending bridge level 3 inspections and for \$3.18M 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.

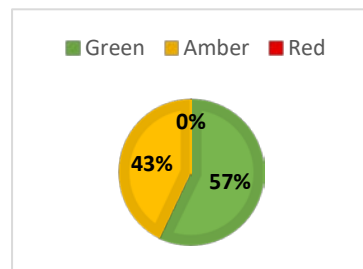
**g) Business Statistics**

*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



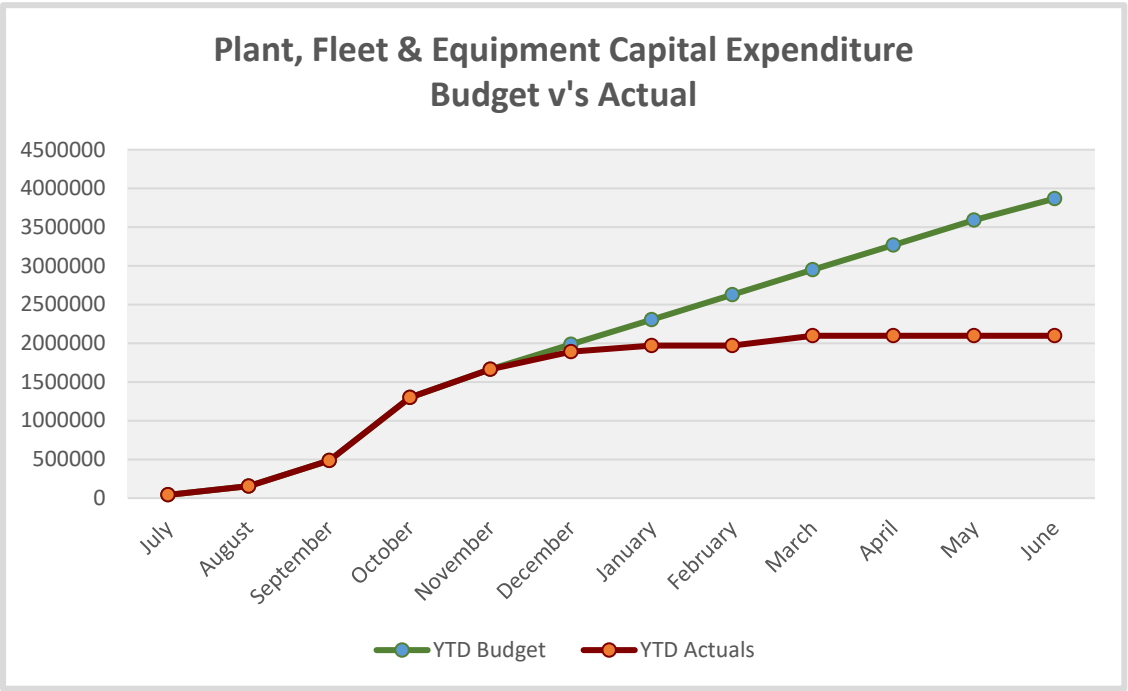
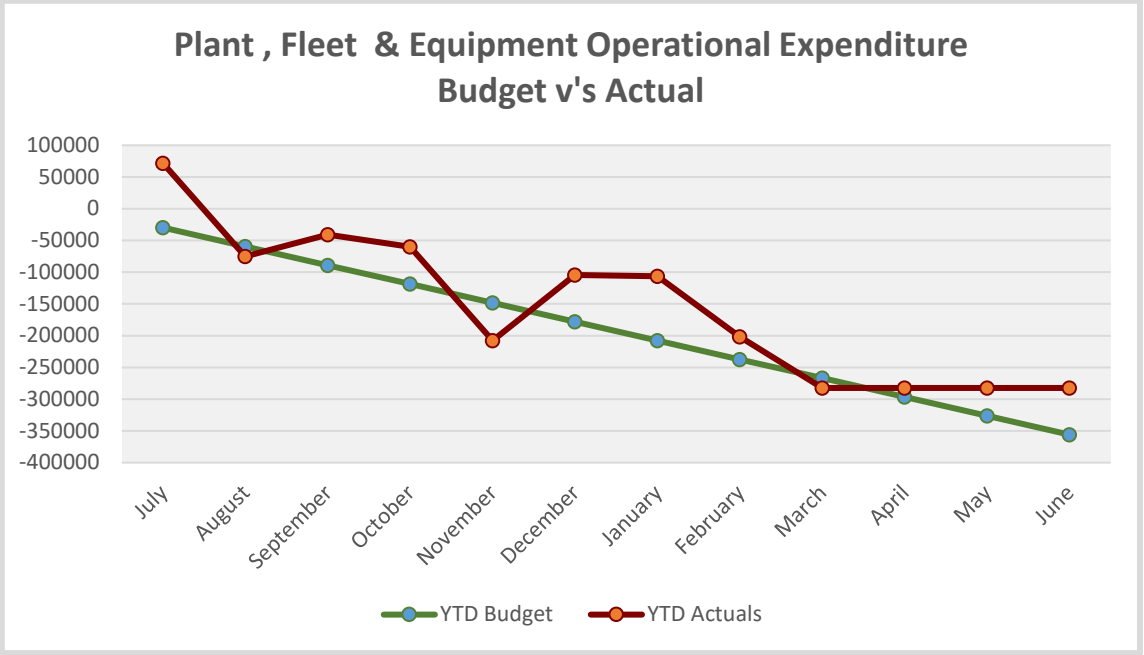
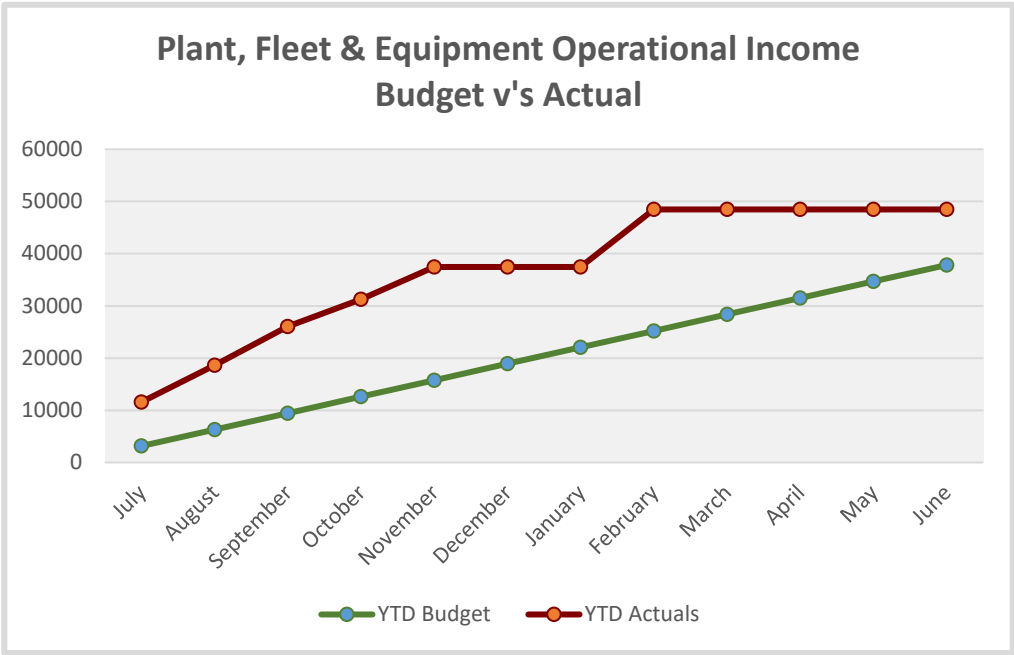
Under the 4 year Delivery Plan *Plant, Fleet and Equipment* relates to: effective provision and management of plant, fleet, equipment, store and depots; and tendering and procurement. The Office of the Chief Operating Officer directly oversees these outcomes.

### 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.)
DP21.01) Maximise productivity of Council fleet and stores service.  <i>Depot, Store: A – Chief Operating Officer</i>  <i>Fleet &amp; Plant: A – Chief Operating Officer</i>  <i>Procurement and tendering framework: A – Chief Operating Officer</i>  <i>Depot, Store, fleet &amp; plant: A – Chief Operating Officer</i>	Arrange safety and other inspections of Council Depot and Store, applying corrective actions where required, in accordance with Council procedures.	<i>B: MW</i>		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.	<i>B: FC</i>			+1	Completed 90%. Approximately 10% 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.	<i>B: FC C: FC D: FC</i>			+1	Approximately 90% 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.	<i>B: MW D: Store</i>			+1	Store stock levels have been audited during June 2018.
	Ongoing implementation of Fleet Asset Management plan.	<i>B: FC C: FC D: FC</i>		0		Analysis, reporting and review of some key management areas have been impacted by staff shortages. Significant gains are now being made in this area.
	Ongoing delivery of the Plant Replacement Program.	<i>B: FC C: FC D: FC</i>			+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. Procurement has commenced on 2 further items with submissions pending.
	Depot Master Plan Development.	<i>B: MW C: MW</i>		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, product demonstration of two brands held with key stake holders, procurement through a three quote process, currently awaiting return quotations.
- Unit 100 Mini Excavator, (delay requested by Works manager)
- Unit 361 Fuel Trailer, delivery 22<sup>nd</sup> 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.

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

- Unit 17 Watercart, review of council's current tender spec work in progress, meetings held with key stake holders and specification amended, tender panel selected and Tender advertisement in draft stage.
- Unit 338 Slasher, delivery 23<sup>rd</sup> 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 1<sup>st</sup> February. [Completed](#)
- Unit 68 Grader, review of council's current tender spec work in progress, tender scheduled late March.
- 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 15<sup>th</sup> October. [Completed](#)

**c)Capital Projects**

		Revised	YTD		YTD		Status/Comment
		Budget	YTD	Revised	YTD	Variance	
Program	Description	QBR1	Actual	Budget	Variance	%	
Plant, Fleet & Equipment	Plant Purchases	3,868,000.00	1,970,767.66	1,970,767.66	-	0%	

**Operational Income:**

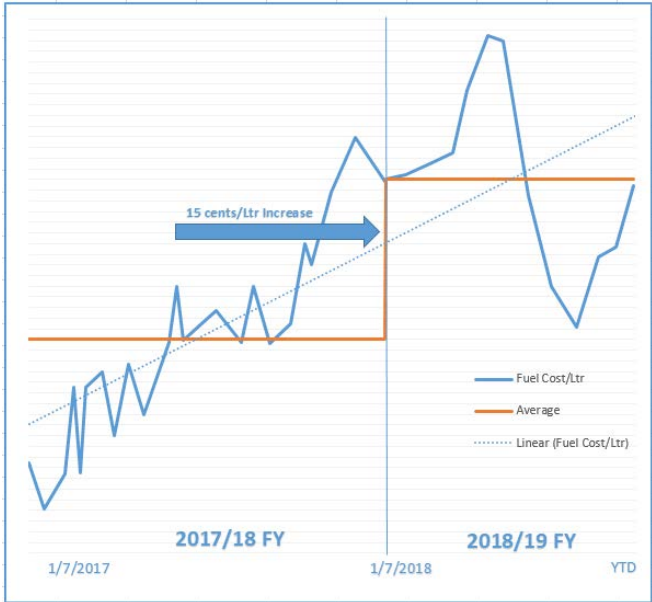
Recovered through plant charges, fleet income is indicating a 4.87% deficit for February, this being party due to the reduction in Councils mowing operations.

**Operational Expense:**

Fleet operational expenditure was 6.2% over budget for February, the current harsh environmental conditions are placing challenging demands on council's fleet assets.

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

Operating expenses are creeping above projections due to the significant increase in the average fuel price from last financial year, and the dry conditions are proving challenging with air filter and tyre life being significantly reduced, in some case by as much as 65%.



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

Fleet have taken delivery of a 600mm Roland GS-24 vinyl cutter, this unit will afford council the ability to create signage in-house as required including: temporary road signage, the sign writing of assets and creation of detailed information boards for events, and emergencies. To date temporary emergency signage had been spray painted to re-purposed sign boards which were difficult to read, unsightly and often not re-usable. The vinyl cutter is a welcomed addition and will be housed in the store office away from dust and debris.

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

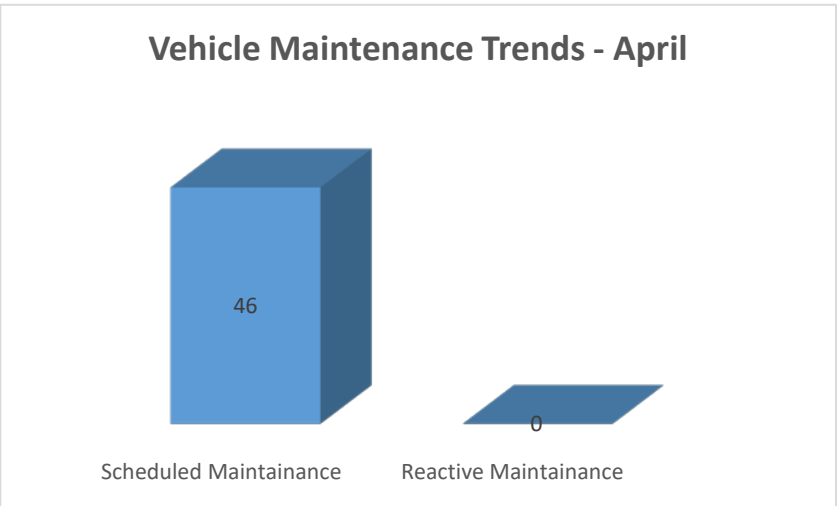
- Technological change to skill base requirements or emission standards;
- Damage to Plant due to terrain and environment;
- Loss of external customers;
- Storage tank failure and impact;
- Lack of backup generator at Depot;
- Staff churn;
- Cost increases.

f) Customers

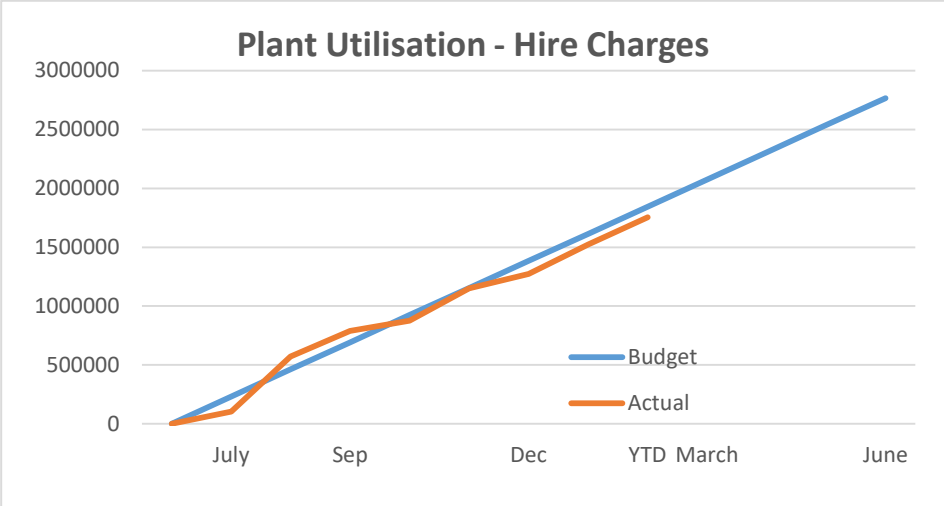
Support to all internal customers is ongoing, including mechanical and technical assistance, and provision of fleet assets through a system of internal hire.

During the recent section 44 fire events, fleet provided additional support to the RFS, Forestry, and National Parks with the provision of council fleet assets and the overnight supervision of the Council operators involved in the fire response effort. A considerable increase in mechanical and technical assistance to RFS was required throughout the event.

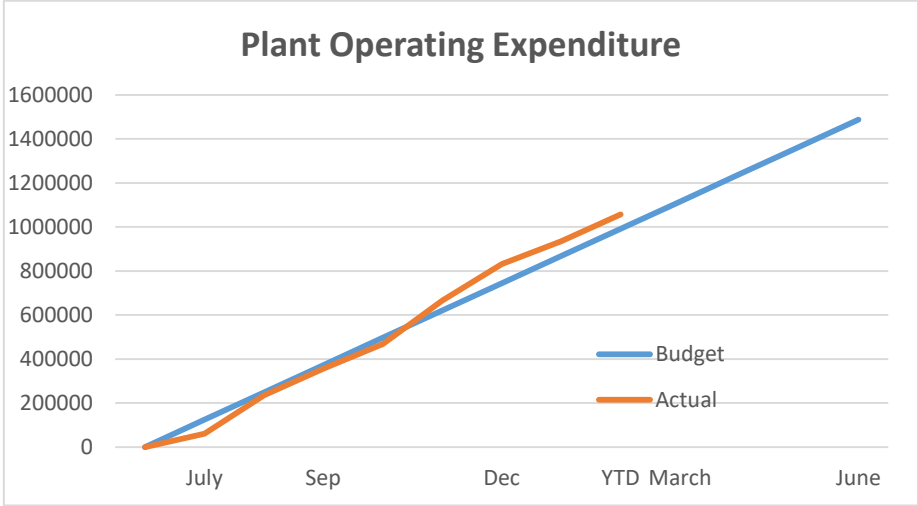
**g) Business Statistics**



46 Vehicle maintenance orders conducted in November  
Ratio 46:0, Target >3:1.



Fleet utilisation is indicating a 3.36% deficit for January.



The plant expense budget was 7.17% over budget for January.

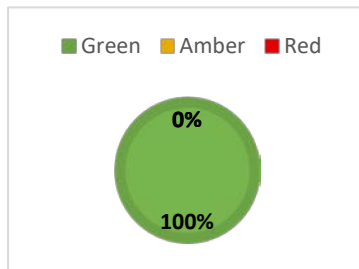
**h) Special events, achievements of note, celebrations**

Council's Unit 101 AT20 Franna crane in action, loading unit 145 Temporary Bridge onto transport for installation on White Swamp Rd. A load of 11.4 tons.





## 22. Waste Management

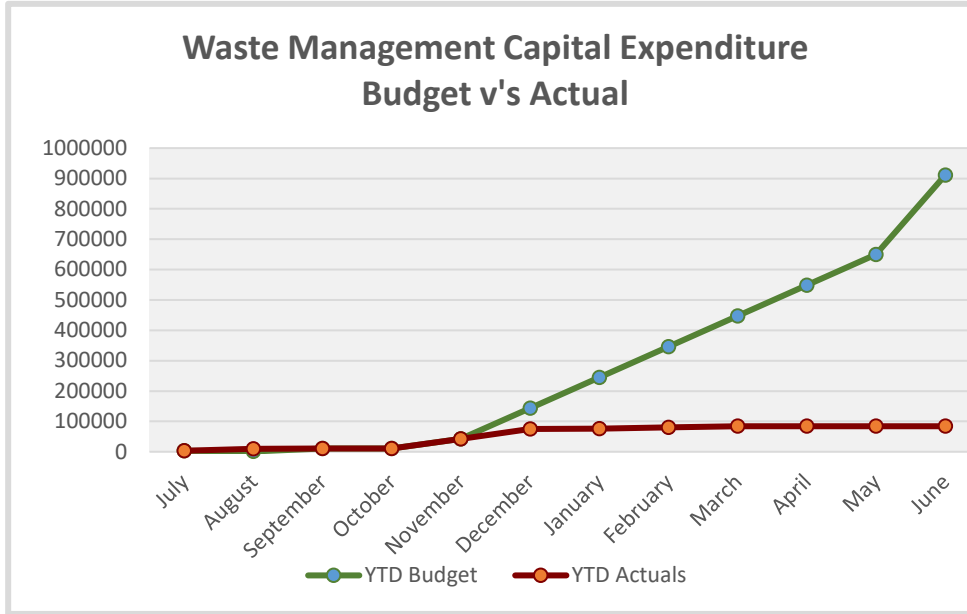
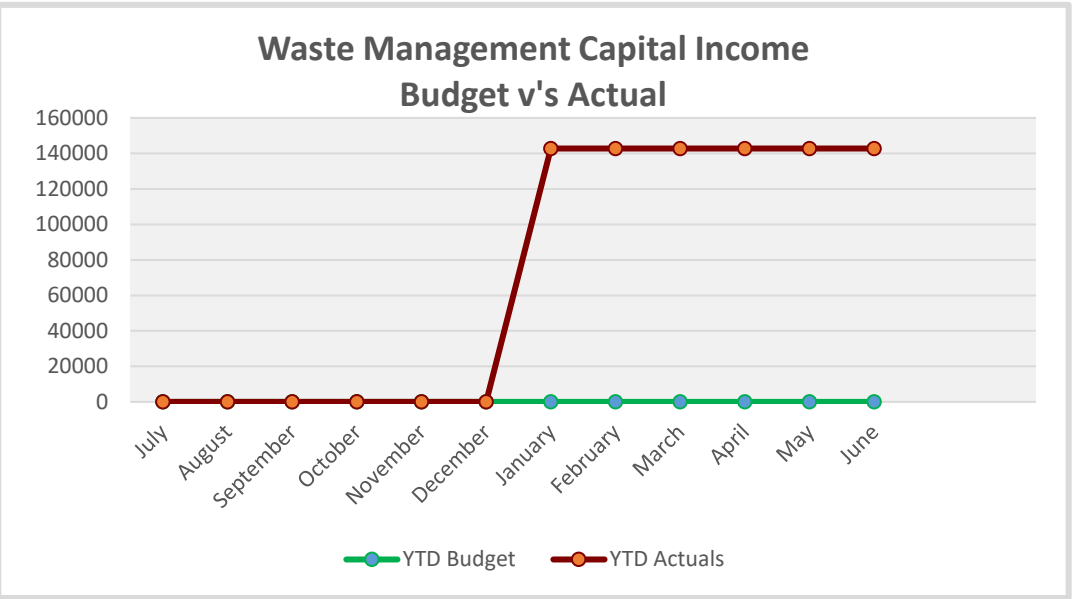
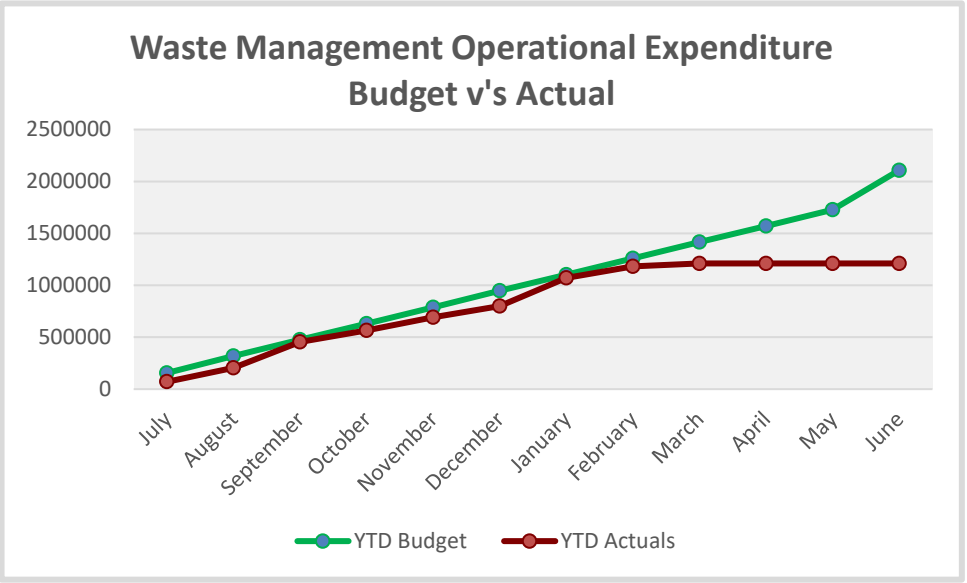
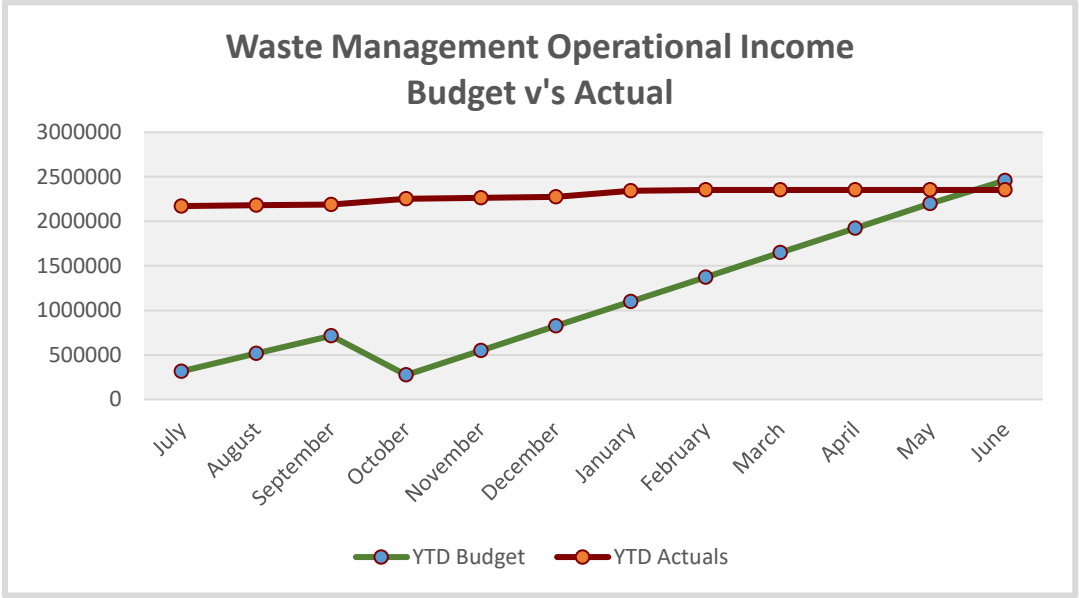


Under the 4 year Delivery Plan *Waste Management* relates to ongoing and sustainably managing waste: reduction; recycling; landfill remediation and development; and public education. The Office of the Chief Operating Officer directly oversees the outcomes.

### 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><b>Waste &amp; recycling:</b> 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, <i>Grants have been applied for to assist with this process in March 2019.</i>
	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 <i>additionally grant to convert to Waste Transfer Station has been submitted.</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. <i>Application for funding has been sought and applied for in March 2019.</i>
	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	<i>Green waste infrastructure organics processing grant submitted and acknowledgement of receipt provided 6/09/2018 awaiting notification of award.</i> <i>Investigations for e-waste collection network continue, potential to supply to QLD however tariffs are prohibitive.</i> <i>Re-establishment for cardboard processing is underway.</i>
	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.</i> <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.</i>
	Investigate the option of powering all WTS, utilising Solar Power.	B: MWW C: MWW D: MWW			+1	<i>Solar including capacity to store as battery banks have been investigated with feasibility analysis underway for Drake. Legume and Listen where considered for this option however resourcing constraints provided generator energy considerably more cost effective for these sites. Urbenville and Tenterfield remain to undergo assessment.</i>
	Waste Reduction Education – Investigate, develop and implement waste reduction education.	B: MWW C: MWW D: MWW			+1	<i>Colouring books have been received about a range of waste related issues. Schedules are underway for a presentation to schools about waste and reducing our waste First presentation completed a success.</i>

a) 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. Some of the capital works budget, such as the Boonoo Boonoo Landfill Site Design, **has commenced since** the review of the Waste Management business, which is currently underway. The works for Torrington Landfill are also on hold until a Council resolution is 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.

**b) Capital Projects**

		Revised		YTD		YTD	
		Budget	YTD	Revised	YTD	Variance	
Program	Description	QBR1	Actual	Budget	Variance	%	Status/Comment
Waste	240 Wheelie Bins	3,934.00	782.50	782.50	-	0%	On-going
Waste	Industrial Bins	47,594.00	4,656.53	4,656.53	-	0%	On-going
Waste	Legume Awning with Pad	7,900.00	-	-	-	0%	Completed
Waste	Liston Awning with Pad	7,963.00	619.96	619.96	-	0%	Completed
Waste	Mingoola - Open Transfer Station	70,000.00	100.00	100.00	-	0%	Planning
Waste	Torrington Landfill - Convert to Transfer	70,000.00	-	-	-	0%	Grant application
Waste	Torrington Transfer Station/Landfill Closure	75,000.00	-	-	-	0%	Grant application

Waste	Develop/operate borrow area BB Tenterfield WTS - Leachate	10,000.00	-	-	-	0%	Not yet commenced
Waste	Collection - ref No 18	31,659.00	-	-	-	0%	On-going
Waste	Boonoo Boonoo Landfill Site Design	5,000.00	6,113.64	6,113.64	-	0%	Remaining funding carried forward to 2019/20
Waste	Boonoo Boonoo Landfill - New Cell Reconstruction	150,000.00	-	-	-	0%	Not yet commenced
Waste	Boonoo Boonoo Landfill - New Cell Remediation Asset (Non Cash)	50,000.00	-	-	-	0%	EOFY transfer
Waste	Water Tank - Boonoo Boonoo	1,500.00	-	-	-	0%	Not yet commenced
Waste	Tip Shop - Drake, Liston & Tenterfield	17,000.00	-	-	-	0%	Planning-materials sourced
Waste	Toilet Facilities - Boonoo Boonoo Landfill	17,000.00	-	-	-	0%	On-going
Waste	Green Waste Hungry Bin - School Trial	5,000.00	431.36	431.36	-	0%	On-going
Waste	Tenterfield - Met EPA Req. to Open	250,000.00	-	-	-	0%	Completed

### c) 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 call at Boonoo Boonoo has commenced with contract hydrology report sent to tender and awarded; undertaking the REF \(review of environmental factors\), with brief prepared and sent to quotation closing 22/3/2019. Design quotation for cell lining will be linked to hydrology and REF outcomes. A new pit was undertaken for asbestos \(Figure 2\)](#)

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 with works expected to commence imminently**.

**Council's landfill escaped the fires last month at Boonoo Boonoo and recommenced activities on the site See Figure 3**



**Figure 2, Figure 3 and Figure 4 Waste unloading at Boonoo Boonoo New Asbestos Pit March 2019 and local resident watching after last month's fires February 2019**

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](http://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, for any advice on chemicals please contact TOX FREE 1300 869 373 or see website <http://www.toxfree.com.au>

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 May this Year.

An inspection by the EPA occurred in January at various sites in Tenterfield and Urbenville with Urbenville WTS examined.

#### **d) 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



trail 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 March.

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 March information demonstrate modest sales, however the volume of space saved from not returning these items to landfill is expected to become significant.

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 (Figure 1) with other Transfer stations under rolling installation. Theft of water at Drake in February has seen the need to include anti-theft devices (Figure 4 & 5).



**Figure 3 New Split Window March 2019; Figure 4 and Figure 5 Drake generator installation and Water tank March 2019**

SWOT ANALYSIS

Waste Services – (MWW)

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

e) Customers

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

f) Business Statistics

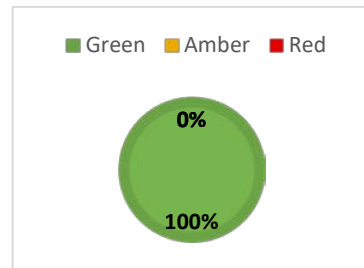
Tenterfield has recycled 1,313,662 containers through the Container Deposit Reverse Vending Machine, averaging 6,000 to 7,000 containers recycled per day. Our CRC has also collected 4,263 tonnes of waste since opening in January 2018. The scheme nationally has reached 1 Billion in containers collected.

g) 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 issued with warning notice and or penalty for continued contamination.

## 23. Water Supply



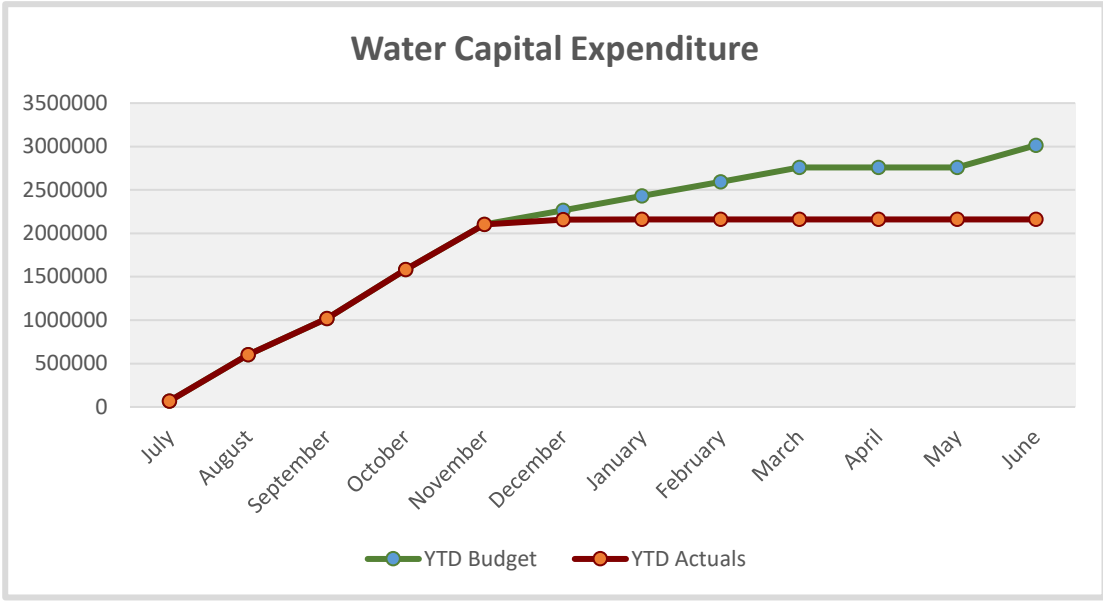
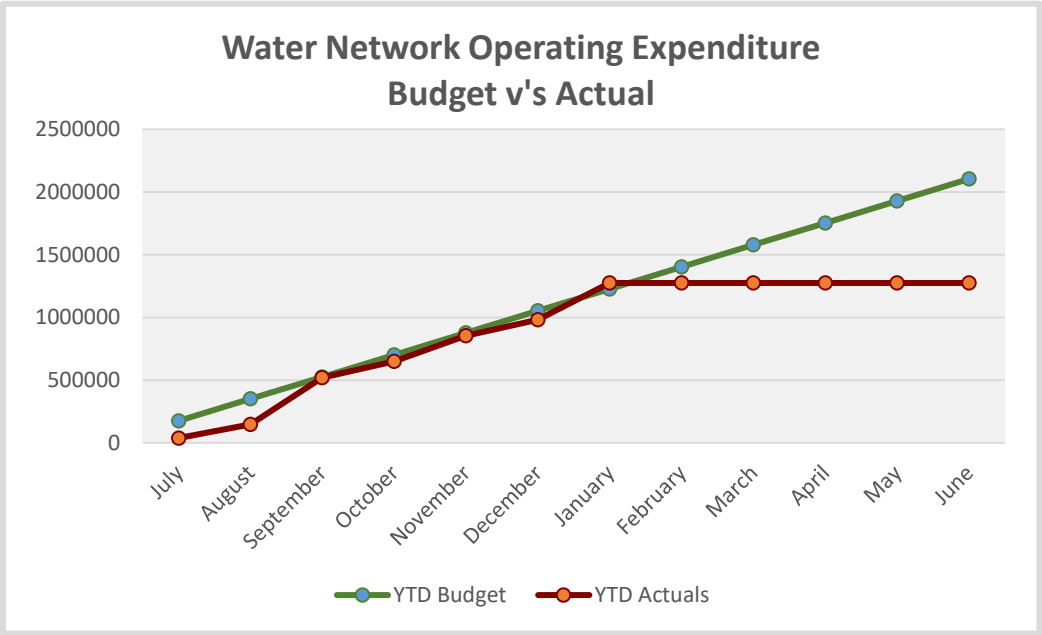
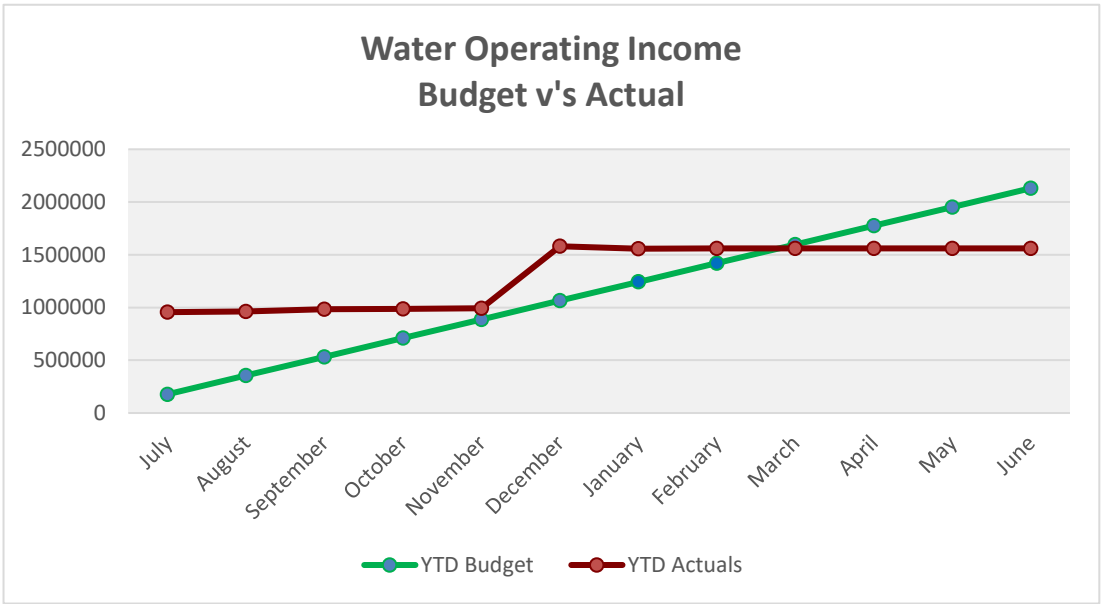
Under the 4 year Delivery Plan *Water Supply* relates to: ongoing water catchment, storage, treatment, distribution, monitoring, regulating, reporting, compliance, charging and administration. The Office of the Chief Operating Officer directly oversees the outcomes.

### a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 18/19	Officer	-1	0	+1	Comments: <i>(Business Manager to provide short precis.)</i>
DP23.01) Ensure effective and efficient delivery of water services in accordance with existing service levels.  <i>Water &amp; Sewer: A - Chief Operating Officer</i>	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. <a href="#">Notice has been provided that we are successful in attaining funding as \$7Million for the new plant.</a>
	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.  <i>Water &amp; Sewer: A - Chief Operating Officer</i>	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.



a) 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, some works have been delayed by works at the dam. 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.

**Capital Income:**

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

**Capital Expenses:**



The current capital works expenditure to date is shown graphically and in table form below. Figure 1 shows figures including and excluding the Dam Construction works. 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.

## b) Capital Projects

		Revised		YTD		YTD	
		Budget	YTD	Revised	YTD	Variance	
Program	Description	QBR1	Actual	Budget	Variance	%	Status/Comment
Water	Tenterfield Mains Replacement	409,660.47	1,635.00	1,635.00	-	0%	Planning has commenced
Water	Tenterfield Dam Wall Construction	1,973,975.04	1,784,637.45	1,784,637.45	-	0%	Works Completed
Water	Tenterfield Dam Wall Project Management Costs	83,791.00	121,421.77	83,791.00	(37,630.77)	0%	To be adjusted in the December Quarterly Budget Review
Water	Tenterfield Dam Wall Supervision	89,512.00	89,511.50	89,511.50	-	0%	Works Completed
Water	Meter Replacement	30,794.28	(272.73)	-	272.73	0%	Some meters replaced To be adjusted in the December Quarterly Budget Review
Water	Tenterfield Sludge Removal	80,349.00	98,646.32	80,349.00	(18,297.32)	0%	Cost allocation to be reviewed and journal prepared if necessary
Water	Tenterfield Valve Renewal	8,037.33	39.50	39.50	-	0%	
Water	Shirley Park Bore Flood Damage restoration	12,135.00	598.30	598.30	-	0%	Bore installed
Water	Jennings Mains Replacement	12,057.07	-	-	-	0%	Planning has commenced
Water	Urbenville (Water Treatment Plant)	5,000.00	287.00	287.00	-	0%	
Water	Tenterfield WTP - In Line Telemetry	360.00	720.00	360.00	(360.00)	0%	Allocation to be reviewed
Water	Water Treatment Plant Signage	1,000.00	-	-	-	0%	Not yet commenced
Water	Flood Warning System Renewal	107,883.00	-	-	-	0%	Quotations sourced
Water	Tenterfield treatment Plant Pump Upgrade	75,518.00	-	-	-	0%	Quotations sourced
Water	SCADA Renewal	3,237.00	-	-	-	0%	Quotations sourced

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

Tenterfield Dam is now at 36% capacity (Figure 1 and 2). Council has now further enacted the Drought Management plan and issued the town of Tenterfield with Level 4 water restrictions. Excellent news was received by NSW State member Thomas George with the exciting news, that Council has been given a grant for 7Million dollars to help replace our aging water filtration plant see images below of the announcement, the work behind the replacement grant spans several years.



**Figure 1 & Figure 2 Tenterfield Dam Water Filtration Plant Announcement**

Apex Park Bore site (Figure 3) underwent an inspection of location and is progressing with planned livestock bore to be installed in coming weeks. Shirley Park bore is now operational (Figure 4 &5) with temporary supply from Shirley Park Cricket Grounds.



**Figure 3 Apex Park Livestock Bore March 2019 Figure 4 & 5 Shirley Park Secondary Supply Checking connections and Bore outlet March 2019**

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](mailto:catherine.travers@sdrc.qld.gov.au).

Urbenville since the last reporting period has entered Level 2 water restrictions. Noting that the Tooloom Creek system had stopped flowing and no significant rainfall has been received over the last reporting period now have low water levels at the draw off town supply point. 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](#).

#### d) 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 (Figures 6 to 8).



*Figure 6, 7 & Figure 8 Urbenville Water Dispenser Arrival, Transport to Urbenville and ground work, March 2019*

The Shirley Park Bore replacement pump is installed [the electrical component of installation is completed and Council is waiting for metering](#).

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 is working on completing the preliminary designs, expected plans for review in March 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 completion of works by early March 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.

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

We respond to customer service requests regularly with people reporting 2 main breaks this reporting period and 1 leaks or faults with water meters etc. All requests are responded to in a timely manner. Replaced 3 new water services.



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 see Figures 9 & 10



**Figure 9 & Figure 10 Tenterfield Water Treatment Plant road seal**

#### **f) Business Statistics:**

The production of water at the Tenterfield Water Treatment Plant [is currently producing an average of 1.2ML/day lower than last month](#). However, [only an average of 0.500ML/day](#) is being received at the Sewer Treatment Plant, indicating that [42%](#) of water being produced in being used for watering gardens (or other such activities such as filling ponds/pools).

#### **g) 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! \(Figures 11 to 14\)](#)



**Figure 11 Staff Setting up**



**Figure 12 First fish caught**



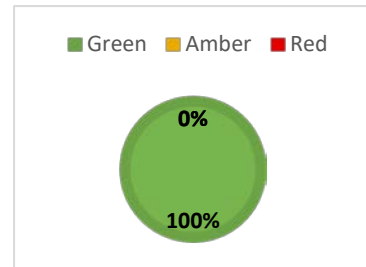
**Figure 13 Largest fish caught**



**Figure 14 Community enjoying event**



## 24. Sewerage Services

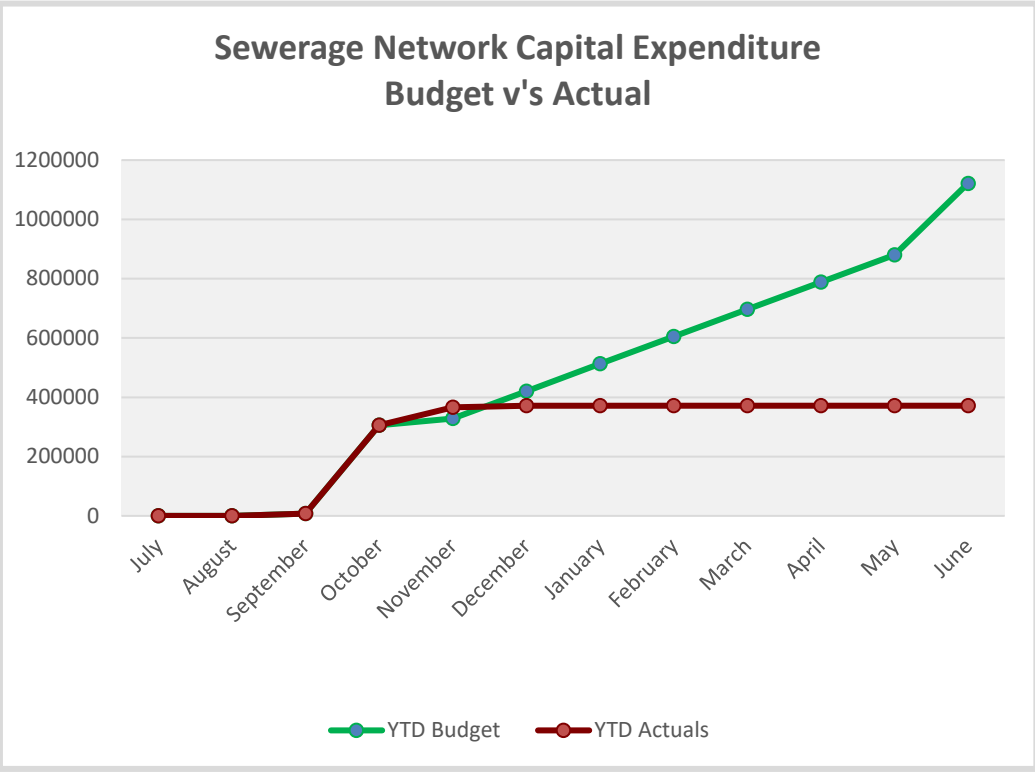
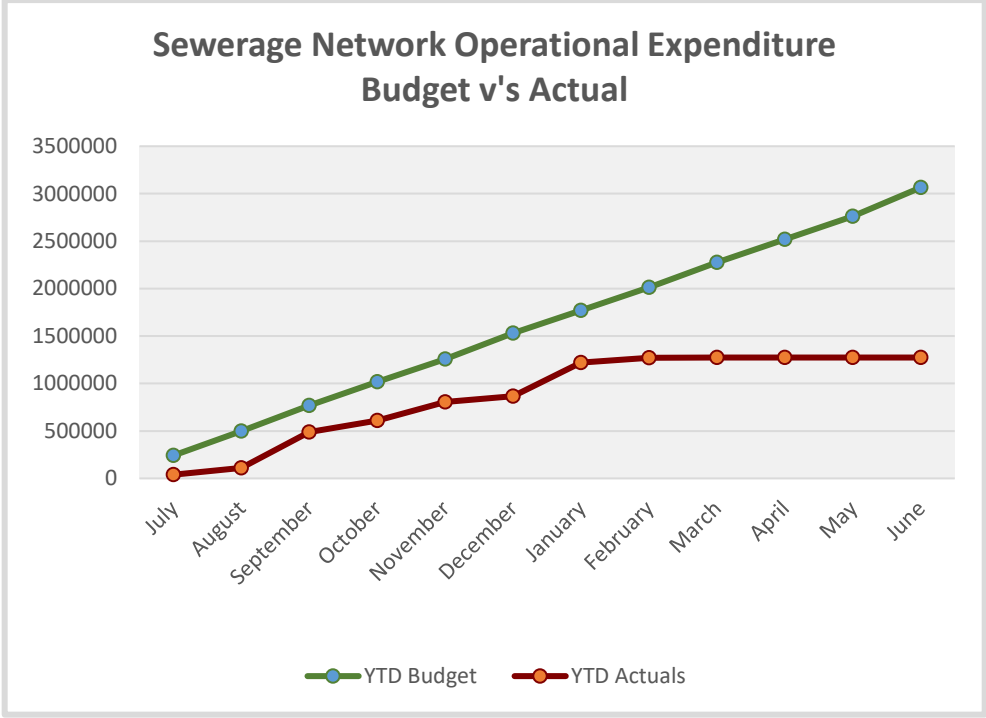
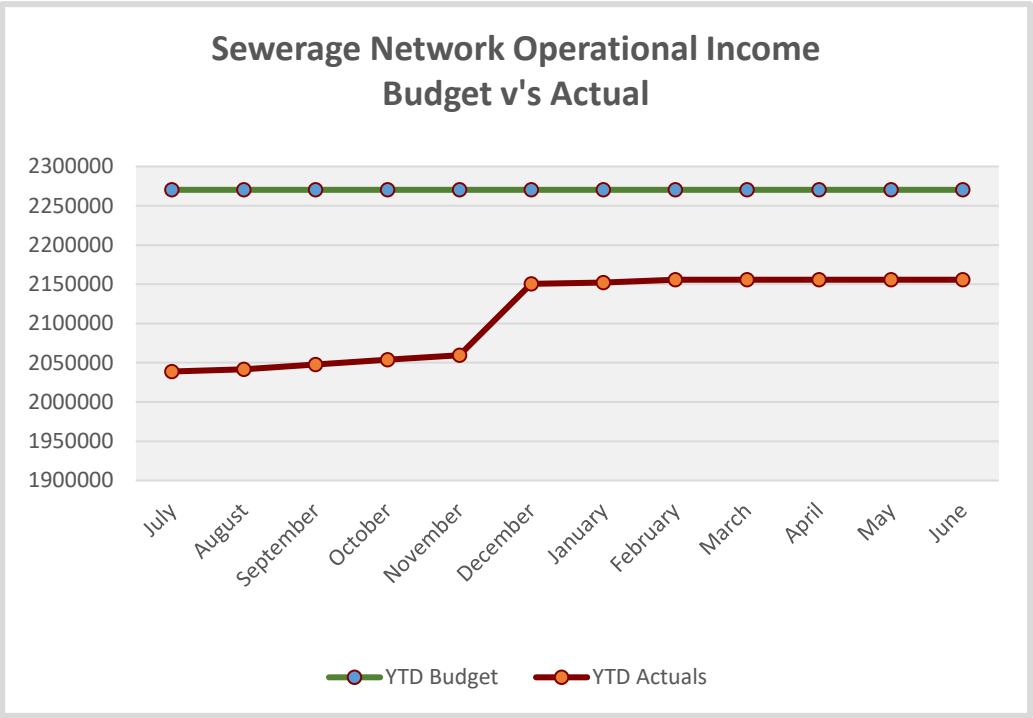


Under the 4 year Delivery Plan *Sewerage Services* relates to: ongoing catchment, transportation, and treatment; monitoring, reporting, environmental compliance and emergency management; trade waste and commercial; fees and charges; public education and administration. The Office of the Chief Operating 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: <i>(Business Manager to provide short precis.)</i>
DP24.01) Provide effective and efficient delivery of sewerage services across to the townships of Tenterfield and Urbenville.  <i>Water &amp; Sewer: A - Chief Operating Officer</i>	Ongoing maintenance and operation of sewerage network.	<i>B: MWW C: MWW D: SSO D: SSO (Urbenville)</i>			+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	<i>B: MWW C: MWW</i>			+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	<i>B: MWW C: MWW</i>			+1	Planning for the manhole level and augmentation program has developed to specification, contract and tender documents, project quotation closed 14/11/2018. <b>Tender evaluation is completed and awarded, with works completed in February 2019.</b>
DP24.02) Ensure improvement of infrastructure in line with best practice water treatment guidelines and increased capacity for sewage treatment in service areas.  <i>Water &amp; Sewer: A - Chief Operating Officer</i>	Tenterfield sewerage network extension	<i>B: MWW C: MWW</i>			+1	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 March 2019.
	Investigate funding opportunities and interstate agreement options for the Jennings sewerage system.	<i>B: MWW C: MWW</i>			+1	Report completed and provided in April. Discussions are continuing with SDRC. Investigations reveal cross boarder funding possible with QLD state.

a) 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 in April 2019. A tender has been sent out for the manhole alterations, [with contract awarded in January 2019 and works to complete in February 2019 \(Figure 1 to 3\)](#).

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). Spending in November has been low, as contracts either are to be awarded or have been awarded with no invoice being received to date.

### b) Capital Projects

Program	Description	Revised Budget QBR1	YTD Actual	YTD Revised Budget	YTD Variance	YTD Variance %	Status/Comment
Sewer	Mains Relining (1Km Year - Renewal)	298,227.00	298,226.70	298,226.70	-	0%	Completed
Sewer	Tenterfield SCADA System Upgrade	57,736.00	-	-	-	0%	Not yet commenced
Sewer	Mains Augmentation	63,000.00	12,602.40	12,602.40	-	0%	Tender Awarded
Sewer	Man Hole Level Alterations (Water Infiltration) - Renewal	147,100.00	21,144.26	21,144.26	-	0%	Completed
Sewer	Upgrade Road to Tertiary Ponds	21,765.85	2,221.31	2,221.31	-	0%	Waiting on seal

Sewer	Remove Sludge from Tertiary Ponds/Renewal of Capacity	4,695.00	-	-	-	0%	Not yet commenced
Sewer	STP Dehydrator Replacement	73,512.00	-	-	-	0%	Tender Awarded
Sewer	Urbenville Sludge Removal	12,251.00	-	-	-	0%	Not yet commenced
Sewer	STP - Network Extension	363,320.21	-	-	-	0%	Tender Awarded



Figure 1, Figure 2 and Figure 3 Demonstration of new equipment and operation; and completed refurbishment of manhole

c) 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 31<sup>st</sup> 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 (Figure 4 to 6).





*Figure 4, Figure 5 and Figure 6 Demonstration of operation, internal inspection and arrival of new pump*

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.

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.

**d) 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.



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 7 locations in this reporting period.

f) Business Statistics

Average time for response to sewer chokes has shortened to 27 minutes while the median time remains at 15 minutes example of clean up for sewer chokes (Figure 7 and 8).



*Figure 7 and Figure 8 Sewer spill clean-up example*

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