

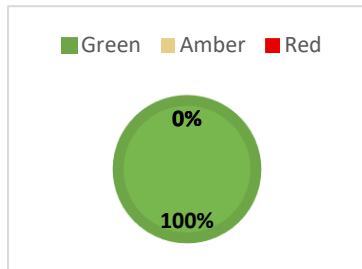
OPERATIONAL PLAN 2018/2019

SUMMARY OF ACTIONS TO 30 JUNE 2019

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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	Comments: <i>(Business Manager to provide short precis.)</i>
<p>DP1.1) Maintain strong relationships with all levels of Government and proactively seek involvement in decision making impacting our Shire and the New England Northwest Region.</p> <p>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</p>	<p>Influence and engender support from Federal and State Governments in relation to grants funding, advocacy and ongoing maintenance and improvement to social, economic and environmental fabric of the community.</p>	<p><i>(Intergovernmental collaboration and relationship building is a key Council objective for the Organisation.)</i> Tenterfield's (along with a great many others) advocacy at a LGNSW and ALGA level seems to be working with receipt of the good news in the Federal budget announcement is that funding for the crucial Roads to Recovery Program is returning to pre-2015/16 levels, with NSW to receive \$85.4 million in 2018/19 and \$111.5 million in 2019/20. Ongoing - via advocacy through ALGA, LGNSW and LGA NSW.</p> <p>Council, along with Bega Valley Shire Council and Broken Hill City Council's motions were adopted by the 2018 National General Assembly of Local Government (June - Canberra) - regarding the Federal Assistance grants to be increased to 1%. Strong support from local government nationally, not just the three aforementioned. While ever local government remains unrecognised constitutionally we will always operate under a 'master servant' relationship. This means that local government must rely on coercive politics more than objective economics. As an industry though the advocacy worked with an announcement in April 2019 that Council will receive another \$1,000,000 in the Roads to Recovery Grant.</p> <p>During the second week in March, 2019, the Australian Local Government Association Board approved a national local government federal election advocacy plan, which makes the case for why we need one per cent of commonwealth taxation revenue. (Local governments look after 33 per cent of the nation's infrastructure with only three per cent of the total taxation revenue – we need urgent change.)</p> <p>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</p>

		<p>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 sub-optimal. We are about to complete our fourth (4) grant application. Unfortunately the assessment for round four (4) will occur after the Caretaker Period commences for the NSW State Government March 2019 Election. Transport for NSW has informed us that unless the road is Higher Mass Limit rated (B-Doubles) we won't get grant funding for bridges (on those roads). This Policy is meant to open up freight routes; the first and last mile. The exact opposite will occur, as Tenterfield (and others) won't spend millions of dollars on changes to horizontal and vertical alignments to get a few hundred thousand dollars contribution to renew a bridge up on the same road. This has been conveyed without success or even an admission of failure regards policy settings to Transport for NSW. (Successful Jan 2019 - \$8.36 Million in grant funds from State Gov.).</p> <p>Actively collaborating with local State Government Ministers (Tablelands and Lismore), and the NSW Government's Regional Infrastructure Coordinator to advocate for funding to assist council with funding of timber bridges. Liaison through New England Joint Organisation, NSW Country Mayors Association, Minister for Local Government's Office and DPC (via NSW Country Mayors Association) occurring very regularly. (Successful Jan 2019 - \$8.36 Million in grant funds from State Gov.).</p> <p>Successfully advocated that Tenterfield be chosen by the Regional Leadership Executive (Department Premier and Cabinet) to be the town used for the New England & North West Thriving Small Towns Initiative. This is to understand the perspective from each Government agency on the social and government capital that can be leveraged to support small towns to thrive and what can be done to increase the vibrancy in Tenterfield and other small towns in the future.</p> <p>Motion regards Timber Bridge Funding to Local Government NSW requesting the Association modify the present application process for infrastructure grants in favour of direct grants to Councils using a similar formula to the Federal Government Assistance Grants (FAGS) placed.</p> <p>Council sought urgent assistance from the Member for Lismore, the Hon. Thomas George, regards as to whether RMS or Army Engineers could provide assistance with our timber bridge issues. Meeting held with representatives from four (4) councils, Mr Thomas George, and RMS Executive Director Regional and Freight, to discuss (11 September). Meeting with RMS was unsuccessful; no resultant decision. (Successful Jan 2019 - \$8.36 Million in grant funds from State Gov.).</p> <p>Council was invited by Dr Ilse Kiessling, A/g Assistant Secretary, Waste Strategy Taskforce, Department of the Environment and Energy, to provide comment in the process to update the Australia's 2009 National Waste Policy. Council used this opportunity to ensure waste to energy was included in the high level strategy.</p> <p>Council 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>
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		<p>have the NSW Country Mayors Association resolve to support and advocate W2E on behalf of regional NSW.</p> <ul style="list-style-type: none"> • Attended NSW Government Offices in Martin Place, Sydney, to discuss with the (then) Chief of Staff of the Minister for Local Government and others. • Attended three (3) Joint Organisation of Council Meetings to present W2E (New England JO x 2 / Northern Rivers JO x 1), • Submitted a motion, participated in debate, and had a resolution passed at our Associations' State Conference in support of W2E in 2018 • Presented to an 'innovation' forum for local government on W2E • Visited and met with W2E consultants and CEO's in Western Australia • Met with the Executive Director of the EPA (equivalent) in WA • Met the Opposition Environment Minister QLD to discuss opportunities across the border in QLD • Attended the Surat Basin Economic Development Corporation's meeting to hear how W2E is about to progress in the Toowoomba Economic Precinct • Met three (3) times with the Mayor and CEO of our cross-border neighbour (Southern Downs Regional Council) to discuss funding the study and the concept of a joint venture • Met the NSW Cross Border Commissioner to discuss contributing to funding the study on two (2) occasions • Sent hundreds and hundreds - two and a half lever-arch folders (thick) - of emails seeking support • Gained the support of two State and one Federal Member (us in writing and through many press releases) <p>Up until recently, apart from gaining the support of about eight other organisations, council hadn't raised enough for completing the study in earnest.</p> <p>Faced with this problem council wrote to The Honourable John Barilaro MP Deputy Premier, Minister for Regional New South Wales, Industry and Trade. Council was referred by the Deputy Premier to the Office of Regional Economic Development, subsequently meeting with Messer's Ian Smith, Director, NSW Office of Regional Economic Development, and Peter Sniekers, Business Development Manager, New England & North West, DPC Regional, Department of Premier and Cabinet.</p> <p>As a result Mr Smith arranged for council, in attendance with Mr Angus Witherby from Moree Plains Shire Council, to meet representatives on 17 May from the Office of Regional Economic Development (ORED); Julia Ryan, Murray Wood, and Ryan Gleeson. The aim of the meeting is to discuss ways to deliver the project brief with assistance from the ORED.</p> <p>In addition to meeting representatives from the Office of Regional Economic Development Council has been invited to meet with Dr Kar Mei Tang A/Executive Director, Waste Strategy and Policy, NSW Environment Protection Authority to discuss the revision of the NSW Government's Energy from Waste Policy Statement. Council's position is that any revision of the EfW Policy Statement can only properly occur after the answers are determined to the questions in council's independent feasibility study. To do otherwise will deliver a policy that isn't as well grounded to the economic, social, technical and environmental facts – just environmental.</p> <p>Council met with Office of Regional Economic Development (ORED) in Sydney 16 June. ORED were happy to accept our critique of the EPA's current Energy from Waste Policy Statement and confirmed they'd be using the points raised to argue for changes in the EfW Policy from an economic development stance.</p>
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	<p>Participate and influence the direction of Joint Organisations and ROCs, specifically, advocate that Joint Organisations remain focussed on delivering reductions in costs without eroding local community capacity.</p>	<p>Chief Executive was elected by the New England Joint Organisation (NEJO) members to represent the NEJO on the Department of Premier & Cabinet's Renewable Energy Group. This group was to assess the legislative and regulatory approval pathways for waste to energy applications, Microgrids and community agreements. However, it was largely a desk top review exercise, and as there are plenty of solar and wind installations to use as decision paths but no waste to energy plants in NSW, the meetings as far as our W2E Feasibility Study goes, didn't deliver.</p> <p>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>Chief Executive met with other GM's regards Lismore City Council raising charges for their Material Recycling Facility. In short, the changes to the whole waste and recycling regime in Australia are <u>not</u> delivering the utopianism dream of a circular economy. This only highlights the need to review what Tenterfield can do locally, as the costs of managing this process has reached the stage we may end up being better off looking after it (recycling) ourselves. Council resolved (Mayoral Minute) in the November 2018 Meeting to re-investigate options.</p> <p>Collaboration between Kyogle and Tenterfield during February 2019 bush fires.</p> <p>In March 2019 Council requested the New England Joint Organisation consider a report by council and then advocate on our behalf to have an 'Enquiry into the effectiveness of the current Regionalisation of Operations under the Rural Fires Act 1997', based on the concerns of both landholders and RFS volunteers in Tenterfield Shire.</p>

		<p>Tenterfield Shire Council and two other council's in the New England Joint Organisation are collaborating and sharing resources to draft management plans for Crown Land parcels (now that this is a local government responsibility).</p> <p>Border Regional Organisation of Councils met 10 May 2019 in Warwick, QLD, discussions as follows:</p> <ul style="list-style-type: none"> • BROC Transport Plan – Information to be followed up and clarified. Noted that the Bruxner Way may be incorporated in the State Government's Regional Road Network. • Mr James McTavish – Cross Border Commissioner/Regional Town Water Supply Coordinator advised that with current water issues, there is an enormous amount of activity going on: <p>Cross Border Issues – The Cross Border portfolio has been moved from Dept Premier & Cabinet to Department of Planning, Industry & Environment. The push for functional economic regions is being received and accepted by DIRC however there are issues with Treasury in the way regional infrastructure is assessed.</p> <p>An Infrastructure Fund of \$12m has been allocated for spending in the next term of NSW State Government. This is available for bridges, tourism and investment in roads and related infrastructure but requires a co-contribution.</p> <p>Emergency resources are separate across the States but there is a need to ensure that there is a greater commitment for access and shared resources. Regional Town Water Supply Issues.</p> <p>Ongoing issues have been made worse by changes in the NSW Government and have been highlighted by the drought. There is a need to address issues of infrastructure and policy while we have the opportunity and the issue is current.</p> <p>Water administration and licensing is intensely bureaucratic and inefficient in NSW. There is substantial risk of failure of water dependant industry and a high variability in water resources in various areas.</p> <p>Financial sustainability in the water space is very difficult together with a lack of planning for water availability and poor co-ordination within and between catchment areas.</p> <p>The NSW Government is committed to address issues of local water utilities in terms of availability, safety and acceptability and is committed to work with Local Government to program future needs however the Government agencies need a big shift in culture.</p> <p>In closing, Mr McTavish advised that Federally, there is a commitment to build more dams.</p> <ul style="list-style-type: none"> • Mr Ray Lambert – Southern Downs Regional Council Local Laws Coordinator – provided an overview of SDRC's revised approach to managing invasive pests through their Invasive Pest Control Scheme.
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		<p>to be gained by such an investigation (Kempsey Shire Council / Yass valley Council)</p> <ul style="list-style-type: none"> • HON SHELLEY HANCOCK, MP, MINISTER FOR LOCAL GOVERNMENT The increased RFS contributions are mostly going towards the funded Compensation Scheme. The Minister lobbied on behalf of Local Government to have the increase adsorbed by the State Government but sadly that is not the case as it was overturned by Treasury. The Minister is anxious to have improved relations with Joint Organisations and a meeting with the Joint Organisations was held on Thursday 30 May to discuss issues. Seed funding of \$300,000 will soon come to an end. The Office of Local Government is looking at ways Joint Organisations can be self-funded and is looking at issues raised at yesterday's meeting. The Office of Local Government has not been disbanded contrary to rumours. • RESOLVED That the Country Mayors' Association make representations to the NSW Energy Minister and the Federal Energy Ministers seeking their support for the prioritisation of electricity grid connections at substations that are relevant to rural and regional towns, with priority to be given to applications that have an ongoing community benefit beyond construction of new energy developments that connect to those substations (Lockhart Shire Council / Bland Shire Council) • Gordon Hinds, Managing Director, Better Energy Technology presented on the energy market in Australia and how it's undergoing a revolution as we migrate from centralised large-scale coal generation to distributed renewable energy. • RESOLVED That the Association write to the Deputy Premier advising that it supports Rural Regional Internet Connectivity through Field Solutions and requests urgent attention to this matter (Narromine Shire Council / Shoalhaven City Council) • Cr Bruce Miller, Chairman, LGSuper. LGSuper originated from State Super 23 years ago. A Trust Deed and Constitution were prepared. The Defined Benefits Scheme was funded prior to the financial crisis at a surplus, and councils took the opportunity to receive a holiday from contributions but to put the saved funding aside. The financial crisis resulted in the fund going into deficit. The fund is examined each year to assess its position. Regulated funds need to be fully funded each and every day of the year. LGSuper looked at options to be 100% funded. Investments are currently 80% growth 20% conservative but the objective is 70% growth 30% conservative. The Board has reviewed the two LGNSW resolutions. The current investment strategy is subject to stringent reviews and a further review as suggested is not necessary. In respect of Past Service Contributions after considering advice of actuary and legal opinions LGSuper will look at the level of contributions. LGNSW cannot instruct LGSuper. Irrespective of where Directors come from their responsibility is to the entity and its members. Shares in LGSuper have zero value but shareholders have a right to appoint Directors. Under new legislation the Regulator has power to do whatever. The Board will increase from 8 Directors to 9 Directors one independent to be the Chair with 3 independents, 3 employee and 3 employer representation. • Waste Levy Taskforce <p>RESOLVED</p>
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		<p>1. The NSW Country Mayors recognise that:</p> <ol style="list-style-type: none"> a) The NSW Government still has no clear plan to manage waste in light of the China Sword and other international changes to recycling. b) That land fill sites are processing higher amounts of waste and therefore shortening the lifecycle of these sites. c) That the increase in waste going to landfill also increases the governments revenue and has impacts on the wider environment. d) That NSW are falling behind other States such as Victoria and SA in terms of management of waste e) That Local Government Areas (LGAs) should receive a higher amount of the waste Levy to deal with increase in cost to manage waste. f) That Councils are the best placed government bodies to develop new strategies and industries to better manage waste for their communities. <p>2. That NSW Country Mayors urge the Minister for Local Government take action by</p> <ol style="list-style-type: none"> a) Establishing a Waste Levy Task Force consisting of EPA, Mayors and LGNSW to begin immediate action to address the waste concerns of LGAs. b) Returning the full amount of the waste Levy to LGA's till there is an acceptable outcome agreed to by all parties. <p>3. That NSW Country Mayor's Association take their own action by:</p> <ol style="list-style-type: none"> a) Establishing a working group of Country Mayors to: <ol style="list-style-type: none"> i) identify the total amount of waste levies collected by the NSW Government from regional Councils ii) identify the amount spent by the NSW government on waste reduction strategies in regional areas iii) identify strategies for regional councils to withhold payment of the waste levy might be implemented if the NSW Government does not agree to form the task force recommended in (2) above iv) Bring a report back to the next meeting of the Country Mayors outlining options available to Country Mayors to get action on the Waste Levy, including consideration of the withholding of payment of the levy. v) the working group comprise Michael Pearce (Uralla Shire Council), Peter Petty (Tenterfield Shire Council), Amanda Findley (Shoalhaven City Council) Tracey Norman (Dungog Shire Council) and Dominic King (Bellingen Shire Council) <p>4. That LGNSW be advised of Country Mayors position (Bellingen shire Council / Shoalhaven City Council)</p> <ul style="list-style-type: none"> • RESOLVED that Country Mayors ask the RFS Commissioner to have a stay on implementation of the requirements under the Rural Fire Act 1997 to cover grasslands and an invitation be issued to the Commissioner to attend a future meeting (Gwydir Shire Council / Lockhart Shire Council)
<p>DP1.2) Provide sound and inclusive decisions using the Community Engagement Strategy to guide our interactions</p> <p>Governance framework strategy, management & development (including registers and monitoring): A – Chief Corporate Officer</p>	<p>Work towards the overall objectives of the Office of Local Government in relation to guiding the decisions of the community to align with the ratios as contained and described by the Local Government Act and the Office of Local Government.</p>	<p><i>Ongoing, no current 'Notices of Improvement'.</i> <i>Community Engagement sessions conducted 5 and 7 June 2018.</i> We're probably a little over half way and gaining speed quickly, with emphasis on understanding the timing of expenditure for three (3) main assets requiring attention; water filtration plant, timber bridge network and waste cell.</p> <p>1. Transport (including timber bridges) Transport Network Asset Plan reviewed, report to August OCM 2018. Timber bridge asset reviews finished February 2019. The information will cascade up into Transport Network Asset management Plan; completion by March/April 2019.</p>

		<p>(Delayed due to the shift in effort/s related to emergency water bore management.)</p> <p>2. Waste Waste management investigation results were peer reviewed, and finalised in October 2018. This information was to be used to cascade into the Waste Management Strategy which would have in turn effectively controlled and assisted in drafting the Waste Management Asset Plan. 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.</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 (April 2019) as there are other bureaucratic requirements to address.</p>
	Provide a publicly available update on the Council resolution register on a monthly basis.	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.	<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.</p> <p>ICAC, Audit Office of NSW and Council's 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>
<p>DP1.3) Represent, advocate and lobby for the continued improvement of our local and regional health services.</p> <p>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</p>	Advocate for the maintenance and improvement of our existing health services throughout the Region and ensure future government planning aligns with community needs.	<p>Ongoing. Council regularly meets local health representatives.</p> <p>NSW Country Mayors Association meeting 31 May, 2019. Hon Brad Hazzard, MP, Minister for Health and Medical Research presented as follows: The Minister has tried to get around the regions as much as possible. There is a huge commitment by the State Government for the regions to get a fair go. One third of the State budget \$25billion is allocated to health. 25% of health infrastructure is to go to the regions. As part of the regional commitment the Regional Ambulance Update program has been allocated \$122million and many hospitals are being upgraded. The Government is trying to get medical students to do their training in the regions as this has proven to have higher success in keeping graduates in rural areas. Training facilities are situated in Wagga Wagga, Dubbo and Orange. Tele Health Stroke services are being introduced.</p>

	Corporate Planning and Reporting – Corporate performance and reporting delivery management.	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.						
<p>DP1.5) Identify, represent, advocate and lobby for inclusion of the Shire’s needs in regional and state planning.</p> <p>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</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>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>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>Council received advice in late January 2019 and early February 2019 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 2019 from the Federal Government’s Drought Communities Fund. \$850,000 of this money went 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 2019 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 amenities, signage and community hall improvements in Tenterfield, Urbenville, Drake, Jennings, Liston, Legume and Torrington.</p> <p>On 8 March 2019 Council received advice from the Hon. Thomas George, Member for Lismore, we were successful in gaining \$6,975,000 towards the construction of a new Water Filtration Plant.</p> <table border="1" data-bbox="1727 1709 2769 1894"> <thead> <tr> <th data-bbox="1727 1709 2249 1772">Grant/Project</th> <th data-bbox="2249 1709 2769 1772">Amount</th> </tr> </thead> <tbody> <tr> <td data-bbox="1727 1772 2249 1835">Mount Lindesay Road Upgrade</td> <td data-bbox="2249 1772 2769 1835">\$24,000,000 (over 3 years)</td> </tr> <tr> <td data-bbox="1727 1835 2249 1894">Fixing Country Roads</td> <td data-bbox="2249 1835 2769 1894">\$7,506,100</td> </tr> </tbody> </table>	Grant/Project	Amount	Mount Lindesay Road Upgrade	\$24,000,000 (over 3 years)	Fixing Country Roads	\$7,506,100
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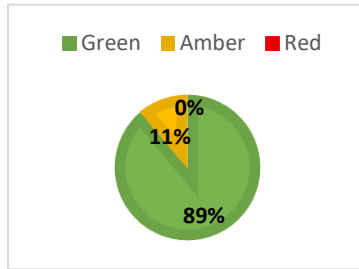
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		<p>During April Council was informed that the Roads to Recovery allocation was being raised \$1,000,000. This is great news.</p> <p>During April Council was informed that we were successful in a grant application for \$779,000 for assisting to manage noxious weeds.</p> <p>During June 2019 Council sought emergency funding to the value of \$3.2 million for the investigation and physical works to supplement the Tenterfield Dam water (bores). On 11 June 2019, the Hon. Melinda Pavey, Minister for Water, contacted council to confirm an initial \$373,000 towards the project.</p>																		
	Continue to lobby both the Federal and State Governments to commit the full funding required for the construction phase of the Tenterfield Heavy Vehicle Bypass.	<p>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 bypass 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.</p> <p>Met with RMS representatives 8 July 2018 to discuss current status of Heavy Vehicle By-Pass.</p>																		
	Actively participate in a concept and development phase of the Tenterfield bypass project to encourage an outcome that satisfies the requirement to remove heavy vehicles from the centre of town while maintaining tourist traffic. Ensure that associated developments do not negatively impact the heritage status of existing business and tourism sectors.	<p>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). Final design is in concert with original discussions.</p>																		
	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.	<p>Completed. BROOC - formed sub-committee to advocate to reinstate the Bruxner Way as a State Highway. Meeting of the sub-committee held at the BROOC meeting in Inverell on 15 February 2019.</p> <p>Council advised on 26 April 2019 that the Bruxner Way is one of eighteen (18) roads to be returned to RMS control. Mayor Peter Petty has written to The Hon Paul Toole MP, Minister for Regional Transport & Roads regarding reinstatement of the Bruxner Way as part of the State Regional Road Network. No response has yet been received.</p> <p>The Hon Adam Marshall MP is also advocating for this reinstatement.</p>																		

		<p>BROC Transport Plan: Currently there is \$10,000 quarantined to undertake a CSIRO study on the Bruxner Way.</p> <p>Mayor John Coulton advised that funds remain quarantined to clarify and update the existing study and to look at opportunities and work identified - Moree to put up a proposal.</p> <p>Challenging period of time to seek funding to extend bitumen seal on Mt Lindsay Road after receiving \$24 million for Woodenbong section rehabilitation, especially when we are actively pursuing millions of dollars to address the critical issue of timber bridge management at present. (\$10,000,000 being spent in 2019/20 on the Woodenbong section).</p>
	Continue to apply for grant funding and lobby other levels of government to commit the funding required to fully seal the Mount Lindesay Road in light of the fact that it is now classified as a regionally significant transport corridor in the New England North West Regional Plan.	
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).	<p><i>(Collaboration and teamwork between the governing body and the administration is a key Council objective for the Organisation)</i></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>
	Engage with Media – Provide media liaison, manage branding, corporate image and corporate affairs (through media).	<p>Council is in the process of reinvigorating the web sites (Corporate and Tourism). Draft layouts in process of finalisation and copy of information is scheduled to commence in June 2019. Council hosted Mr Greg Bearup (4 June 2019) from the Weekend Australian Magazine who is writing a story on the water issues in the New England region. Council has had an extraordinarily high amount of positive media coverage on our advocating to improve water security of Tenterfield Dam.</p>

Performance Measures

Description	Measure	Benchmark	Target	Progress as at Dec 2018	Progress as at Jun 2019
Councillor attendance at Council Meetings	%	80%	90%	90%	90%
Implementation of the Delivery Program	%	80%	90%	78%	83%

2. Organisation Leadership



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

a) Delivery and Operational Plan Precis

4 Year Delivery Program	1 Year Operational Plan 18/19	Comments: <i>(Business Manager to provide short precis.)</i>
<p>DP2.01) Collaborate and deliver resources with other organisations to ensure a variety of cost effective services across the service area.</p> <p>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</p>	<p>Implement a long term financial strategy pursuant to the community strategic planning legislation, with special emphasis of aligning the Long Term Financial Plan with the Asset Management Plan.</p>	<p><i>(The alignment of the long term financial plan against asset renewal requirements is a Councillor priority objective.)</i></p> <p>Ongoing; refer to 'Civic'. The understanding and integration of the Asset Management Plans to the 10 Year Financial Plan <u>is taking shape – very quickly.</u></p> <ul style="list-style-type: none"> Transport Network Asset Plan reviewed, reported to August OCM (2018). Timber bridge asset reviews substantially underway, with bridge structural assessments now completed. This information will cascade up into Transport Network Asset management Plan. The Waste management review is finished but as a result of huge changes in the recycling industry will need more work. Refer to Mayoral Minute November 2018. Report to December Council Meeting (2018). In November Ordinary Council Meeting the Water Supply Asset Management Plan was presented to Council. This was timed with a grant application for \$9.3 million for a new water filtration plant (75:25% split) which we were successful with (\$7m in funding). The building asset management plans are in draft, which will add another piece to the jigsaw. <p>In short, although the forward estimates (driven by the AMPs) haven't been finished, it is fair to say that we now know enough about our assets to strategise and plan for their renewal now already. As the AMPs are integrated into the 10 Year Financial Plan we'll be able to review income streams.</p> <p>Once the income stream quantum is determined the next stage will be to complete community consultation (if required). The sun-set of the current 4 Year Delivery Plan and the need to develop a revised 4 Year Delivery Plan at the beginning of a new will coincide with the understanding of and requirement to consult regards the assets. It will be fortuitous and expeditious to complete the public consultation for both together.</p>
	<p>Research alternative models, sources and ideas for service funding.</p>	<p>Staff have been investigating and have delivered ways to streamline and improve servicing, in particular, unsealed roads. The emphasis for unsealed roads has been to improving actual hours delivered on site, and doing more while there (drainage, tree clearing, pipe work etc.). Feedback from the changes made to operations (unsealed roads) has been very positive.</p>

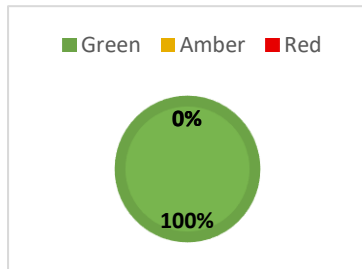
		<p>The emphasis on timber bridges has been to define the exact circumstances related to each bridge and develop a risk matrix that assesses all alternatives. Staff have now completed the assessments of every timber bridge and are in the process of reviewing the risk profiles.</p> <p>Council has also spent effort on investigation to develop production-line like construction methods (bridge construction) and has been working closely with Kyogle and Glen Innes Severn to gain insight into their learnings (Kyogle are definitely the best in NSW at bridge building).</p> <p>Council has been quite tenacious in its actions to seek funding partners for the Waste to Energy at a Local Scale Feasibility Study Scale. Contributions (paid) as follows:</p> <p>Regional Development Australia Northern Inland \$11,000 (plus in kind project work of same value) Bathurst Regional Council \$5,000 Gwydir Shire Council \$15,000 Murray River Council \$15,000 Whitsunday Council \$15,000 Moree Plains Shire Council \$25,000 Tenterfield Shire Council \$15,000 (Plus \$30,000 in kind) Total received \$101,000</p> <p>Council is waiting to see the results of a presentation the Chief Executive made to the 'Big Ideas Local Government Research and Innovation Showcase 2019' as to whether the City of Ryde Council will join forces with Tenterfield to complete the study. Without a big council or councils financial input the project will need to be shelved.</p> <p>The emerging water security issue in Tenterfield will set back the sustainability of the water fund temporarily, but long term we'll be in a much better position to drought proof our community.</p>
<p>DP2.02) Deliver continuous improvements in Council's business, processes and systems</p> <p>Strategic direction planning: A – Chief Executive</p> <p>Business process improvement & integration: A – Chief Executive</p>	<p>Guide the transformation of the Organisation culturally and technically from database to geospatially based management systems.</p> <p>Corporate Advertising and Web Site – Corporate advertising, council publications and web site.</p> <p>Monitor, review and implement the Business Improvement Plan Actions.</p> <p>Manage Mayoral and Deputy Mayoral elections.</p> <p>Corporate Communications – Internal communication strategy, management and service.</p>	<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 95% through the process of this.</p> <p>(Council's image and information provided through the web is a Councillor priority objective.)</p> <p>Initial investigations re refreshing of Council Web sites (both Corporate and Tourism) have substantially commenced with 'consultants brief' finalised. Quotes have closed and letter of appointment to be sent 18 March 2019. Completed.</p> <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 (<200 staff) for 2018. Won!</p> <p>Completed.</p> <p>Employee task force finished review of internal communications on 7 August 2018. 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.</p>

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.	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.	Revision has occurred of the Community Engagement Strategy.

Performance Measures

Description	Measure	Benchmark	Target	Progress as at Dec 2018	Progress as at Jun 2019
Compliance with all legislative requirements.	%	100%	100%	100%	100%
Audit and Risk Plan completed.	%	80%	90%	80%	85%

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

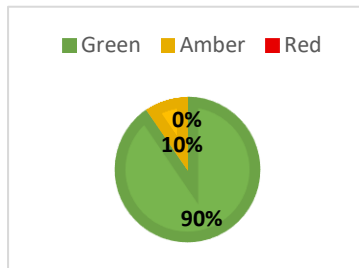
4 Year Delivery Program	1 Year Operational Plan 18/19	Comments: (Business Manager to provide short precis.)
DP3.01) Engage with the community and develop partnerships with relevant organisations. <i>Community and cultural capacity building: A – Chief Executive</i> <i>Community engagement: A – Chief Executive</i>	Attend Progress Association, Hall Committee, Service Network, Local Area Health Committee, Disability Advisory Committee, and other community, event and activity meetings as required.	CDO has attended Community Engagement sessions at Liston, Legume, Drake, Torrington and Urbenville during May and June 2019. CDO has attended Service Network, Local Area Health, Disability Advisory, Liquor Accord, Suicide Prevention Network, Arts & Culture Committee and other community, event and activity meetings as required.
	Revise the Community Engagement Strategy.	(The changing and improvement of community consultation is a Councillor priority objective.) Revision has occurred of the Community Engagement Strategy.
	Develop Youth Forum and Network.	Youth Forum and Youth Advisory Committee consultation has occurred with Tenterfield High School, in partnership with the Tenterfield Shire Council.
	Distribute weekly email newsletter across the community promoting events, grant and training opportunities, news and community announcements.	Tenterfield in Touch distributed weekly and has more than 437 subscribers. There are ongoing requests for subscriptions.
	Finalise development and maintain community website.	My Community Online Platform has been engaged to replace current community directory, which will be linked with the new Shire Website and provide an online directory and diary. This continues to capture community events and services.
DP3.02) Maintain collaborative partnerships with the local Aboriginal communities. <i>Community and cultural capacity building: A – Chief Exe.</i>	Partner with the Aboriginal Advisory Committee in the implementation of programs and activities that enhance the wellbeing of Aboriginal People in our Shire.	Positive partnership with the Aboriginal Advisory Committee continues and has resulted in working together to plan community events and activities.
DP3.03) Support people with specific needs through appropriately identified services and advocacy. <i>Community and cultural capacity building: A – Chief Executive</i>	Support community safety and crime prevention partnerships.	Ongoing. Consultation continues with police in regard to the Tenterfield Liquor Accord, Youth Week and other community forums.
	Support facilities and activities to improve the physical and mental health of the community.	Community Development Officer has been partnering with Wesley Mission in regard to the Tenterfield Suicide Prevention Network. Plans have been made for mental health month and funding received from Rural Regional Youth to target young people 12-24. Mental Health Grant has been applied for. Ongoing partnership with local mental health providers.
DP3.04) Engage with transport providers and the community to assess the transport needs of residents in the Shire. <i>Community and cultural capacity building: A – Chief Exe.</i>	Continue to liaise with community groups and organisations.	Ongoing liaising with community groups and organisations and sharing of information in regard to any potential grant opportunities also. This has resulted in successful partnerships within our shire.
DP3.05) Develop and implement the Tenterfield Shire Council Disability Inclusion Action Plan with key partners. <i>Community and cultural capacity building: A – Chief Exe.</i>	Review and implement the Disability Inclusion Action Plan in accordance with legislative guidelines. Facilitate the Disability Advisory Committee meetings.	Ongoing review and implementation of the Disability Inclusion Action Plan occurs at the Disability Advisory Committee meetings.

	Implement the Disability Inclusion Action Plan. Liaise with Town Planner.	This implementation is ongoing with committee consultation.
<p>DP3.07) Support community organisations that develop and maintain a range of facilities that meet the diversity of community needs, interests and aspirations.</p> <p>Volunteer recruitment and placement: A – Chief Executive</p> <p>Community grants: A – Chief Exe.</p> <p>Community and cultural capacity building: A – Chief Exec.</p> <p>Community events: A – Chief Executive</p>	Promote volunteer opportunities and recognition strategies.	Volunteer opportunities are continually promoted through verbal encouragement married with promotion in Tenterfield in Touch.
	Inform about potential grants and assistance available.	Information about potential grants and assistance available is sent out regularly and as information is come across to those that may be interested.
	Support community organisations and groups to provide a wide range of activities as required.	Successful community events held for Seniors Week and Youth Week in partnership with community organisations. Interagency breakfasts held monthly. Drought relief and pamper tent arranged at Tenterfield Show and support provided for drought relief across the Shire. Disaster recovery support provided following bushfires, on the ground also.
	Support of community events (excluding Australia Day and civic welcome for Bavarian Band).	Ongoing support, facilitation, planning is provided to community events. Proactive planning.
	Support and management of Australia Day ceremonies and civic welcome for Bavarian Band.	Ongoing.
	Distribute information on events, activities and facilities to the community (Tenterfield in Touch, Council newsletters, Tenterfield Connects).	Ongoing through various mediums including website, newsletters, communications and meetings.
<p>DP3.08) Encourage and support activities focusing on the wellbeing of our residents in Tenterfield Shire.</p> <p>Community events: A – Chief Executive</p>	Promote and support activities that highlight community wellbeing, e.g. Mental Health Month, Women’s Health Week, Men’s Health Week, and Seniors Week.	Promotion and support of activities that highlight our fabulous community and wellbeing is continual. Planning underway for Mental Health Month, R U Ok? Day, and community events, in addition successful grant application made in partnership with Primary Health Network for men’s health and women’s health events.
<p>DP3.09) Enrich the community by supporting a variety of diverse cultural events and activities.</p> <p>Community grants: A – Chief Executive</p> <p>Sponsorship: A Chief Executive</p>	Maintain communication and relationships with various community organisations.	Ongoing.

Performance Measures

Description	Measure	Benchmark	Target	Progress as at Dec 2018	Progress as at Jun 2019
Number of community activities supported.	#	3	4	5	10
Number of committee/community meetings.	#	5	10	15	25

4. Economic Growth and Tourism



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

a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 18/19	Comments: (Business Manager to provide short precis.)
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.	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. Number of new developments in main street in 2019.
	Implement the Economic Development Strategy, promoting growth and new development.	Ongoing. Regional Economic Development Engagement Strategy finalised. Review and update of Economic Development and Tourism Strategy is in progress. Community consultation occurred during May & June, with community engagement meetings held in Liston, Legume, Mingoola, Jennings/Wallangarra, Woodenbong, Drake, Tenterfield, Torrington and Urbenville. Comments and projects have been built into draft plan.
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.	MEDCE & TO regularly communicate with Chamber to arrange workshops & forums. MEDCE & TO have attended a number of Chamber general meetings.
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.	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.	MEDCE & CDO continue to work with drought in partnership with community organisations to deliver assistance where required. Planning is underway for the 2019 Business & Tourism Excellence Awards, including agricultural categories. The ongoing drought management has had a huge negative effect not only on the agricultural sector, but the whole economy. It's also detracting from our internal capacity to deliver more positive things. This is unavoidable, and as dire as it is, we're a lot better off than some LG's further out west. The impact of drought has been a major focus throughout all community engagement sessions, when discussing tourism, community and economic development.
DP4.05) Promote Tenterfield Shire as a tourism destination. <i>Sponsorship: A – Chief Executive</i> <i>Tourism: A – Chief Executive</i>	Formulate a Destination Management Plan for the New England High Country as part of the New England Joint Organisation of Councils.	Destination Management Plan for Destination Country & Outback Destination Network released June 2018. Review and update of Economic Development and Tourism Strategy is in progress, with attendance at village progress association meetings occurring in May & June. Ongoing marketing campaigns running in conjunction with New England High Country.
	Ongoing delivery of the Destination Marketing Plan.	Ongoing. Regular promotion occurred via social media and online mediums. Ongoing video release schedule, supporting Tenterfield True promotional video. Development of a winter marketing campaign is underway.

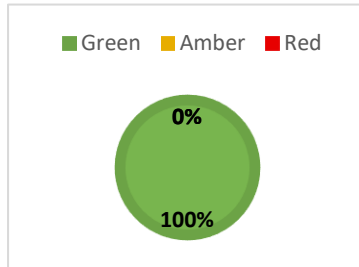
	Develop a new Tourism website for Tenterfield Shire.	Tourism website being developed in conjunction with update to TSC website. Website developers Nucleo were appointed to redevelop both websites. Workshop has been held with Councillors to present the new concept designs. Websites have been built and content is currently being uploaded. The Tilma Group have been engaged to rewrite content for the new tourism website.
	Continue to develop and maintain high visibility of Tourism Products in the Region (Visitors Guide, website and social media).	Ongoing. Websites & Social Media regularly updated. Quote received and accepted for update of new Visitors Guide & advertising sales to begin early July.
	Support marketing campaigns through the New England High Country.	Ongoing. Successful New England High Country Motorcycle campaigns run in conjunction with New England High Country. Motorcycle the New England HEMA Map released November 2018 in partnership with HEMA, BMW and New England High Country.
	Ongoing management of the Tenterfield Visitor Information Centre (VIC), including volunteer management and training, retail management and provision of customer service.	Ongoing. Centre operating well, open 7 days per week (only closed Christmas Day & Good Friday). Volunteer numbers decreased slightly, with current volunteers stepping up to take on extra shifts.
	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.	This is a project for 2019/2020 and funding is still being sought. Application for funding to the Building Better Regions Fund was unsuccessful.
DP4.06) Plan and lobby for affordable transport options to encourage access to our Shire. 4.02 Community and cultural capacity building: A – Chief Executive	Provide an advocacy service for the community to maintain current levels of transport options. Promote transport services and options through the Visitor Information Centre.	Visitor Information Centre continues to promote transport services and options for visitors and local residents. No transport issues have been raised at any service meetings attended by CDO.
DP4.07) Partner with our neighbours and stakeholders to deliver a diverse destination proposition for visitors. Tourism A – Chief Executive Business sector development: A – Chief Executive	Maintain partnerships with neighbouring Councils and industry, including Southern Downs Regional Council to investigate and support business development and tourism opportunities where available.	Ongoing TO & MEDCE liaise with New England High Country & counterparts in SDRC & neighbouring Councils. Strong NEHC marketing campaigns underway. Partnership with Kyogle Council where Northern Tourism Workshop was held in Woodenbong in May.
	Work collaboratively with Tenterfield Railway Station Preservation Society to investigate, plan, advocate and support the re-introduction of trike use, or similar, on the rail line south from Tenterfield Railway Station for approximately 15km.	Tenterfield Shire Council continue to advocate for the Tenterfield Heavy Vehicle Detour to pass over the southbound line to enable future use of the rail line for rail cruising. Other work commitments have taken priority over this project. Heritage State Rail have yet to sign agreement to fund building maintenance; problematic. – this issue has now been resolved and work on the barracks will commence in the near future.
DP4.08) Facilitate and participate in ongoing partnership activities with the New England High Country, Tenterfield Chamber of Tourism, Industry and Business. Tourism: A – Chief Executive Business sector development: A – Chief Executive Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive	Work collaboratively on a range of projects and promotions to market Tenterfield Shire.	Ongoing social media promotions. Continue to work with Tenterfield Chamber and businesses to promote Tenterfield Shire – including proposal for joint winter marketing campaign – funded by Tenterfield Shire Council, Sir Henry Parkes School of Arts and Tenterfield Chamber.
	Liaise with the local, regional and State tourism industry, including operators and organisations.	Ongoing-daily activity. Regional Economic Development Strategy is the latest avenue. Work with NEHC, DNSW, Destination Network Country and Outback, Department Premier & Cabinet, RDANI.
	Support strong relationships with the business and tourism community through events (including business breakfasts and networking functions).	MEDCE & TO continue to work closely with the Peter Allen Festival Committee and Tenterfield Chamber.
DP4.09) Promote the liveability of Tenterfield Shire as a place to live, work and play. Tourism: A – Chief Executive Business sector development: A – Chief Executive Community and cultural capacity building: A – Chief Executive Sponsorship: A – Chief Executive	Development and distribution of new/potential residents and/or investor information prospectus.	Information to be incorporated into the new website build for Tenterfield Shire Council.
	Support marketing activities and events to promote Tenterfield as a place to, play, live and invest.	Ongoing local & regional promotions. Promoted through local social media campaigns, Tenterfield in Touch newsletter, Council Website, Visitor Information Centre, School of Arts (community cinema advertising).

	Emerging extra operational requirements caused by drought relief activities (grants, community consultation etc.)	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.
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Performance Measures

Description	Measure	Benchmark	Target	Progress as at Dec 2018	Progress as at Jun 2019
Number of Visitor Information Centre Visitors	#	18,995	19,000	9,249	17,660
Number of Business Events held in conjunction with TCTIB and Industry	#	3	4	2	4

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) a) Delivery and Operational Plan precis

b)

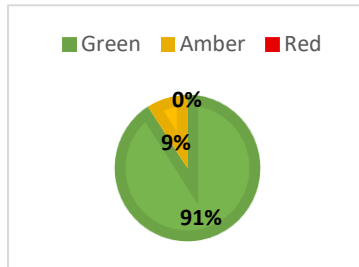
4 Year Delivery Program	1 Year Operational Plan 18/19	Comments: (Business Manager to provide short precis.)
DP5.01) Sir Henry Parkes Memorial School of Art is provided by Council as a cultural hub of Tenterfield Shire. <i>Culture, theatre & museum: A – Chief Executive</i>	Manage and operate all aspects of the Sir Henry Parkes Memorial School of Arts (Cinema, Theatre, and Museum).	Tenterfield School of Arts is open 7 days a week (closed Christmas Day & Good Friday) and has a regular program of cinema and theatre activity.
DP5.02) Enhance cultural diversity by encouraging cultural and artistic opportunities. <i>Culture, theatre & museum: A – Chief Executive</i>	Maintain relationship, partnership and facilitate Museum Advisor Program.	Ongoing. Submission completed for 2019 funding.
	Maintain a collaborative working relationship with National Trust Australia (NSW) and Friends of the School of Arts.	Joint management committee meet twice a year (minimum) with representatives from Friends of the School of Arts, National Trust and Council. These meetings are reported back to National Trust annually.
	Ongoing partnership programs with community organisations, Tenterfield dramatic group, production companies, Arts North West, the New England North West Performing Arts Network and Arts NSW.	Ongoing. Tenterfield Drama Group has now been reformed as Tenterfield Players Inc. as part of their new direction for Tenterfield Dramatic training and performances. Continued to work closely with Arts North West and provided grant information sessions and support and access to theatre productions. Supported the Tenterfield Eisteddfod Group through community contributions.
	Provide support to School of Arts Joint Management Committee.	Joint management committee meet twice a year (minimum) with representatives from Friends of the School of Arts, National Trust and Council. These meetings are reported back to National Trust annually.
DP5.03) Enrich the cultural life of the community by supporting a variety of cultural events and activities for residents and visitors <i>Culture, theatre & museum: A – Chief Executive</i> <i>Community events: A – Chief Executive</i> <i>Volunteer recruitment and placement: A – Chief Executive</i>	Marketing and promotion of the Sir Henry Parkes Memorial School of Arts Complex programs and activities.	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. Introduced monthly email newsletter in January 2019.
	Support annual events (Sir Henry Parkes Oration and Banquet, Eisteddfod (Biennial), Bavarian Brass Band Concert (Biennial), Seniors Week, Youth Week and NAIDOC week.	These events continue to be supported and are always well attended. Bavarian Brass Band Concert held March 2019, photographic exhibition, banquet hall lunch and movie for seniors week held February 2019 and movie and pizza for youth week held April 2019.
	Annual planning, development and implementation of a Theatre Program.	Annual program established and ongoing. Theatre Program for 2019 included Theatre Restaurant Big Band Music, Bavarian Brass Band Concert, Banjo, Kaput (Children’s Theatre), Warwick Scots College Highland Pipe Band Concert, Melbourne Comedy Festival. Strong and exciting program to June 2019 saw good attendance.
	Annual visiting and local museum exhibition program.	The Friends of the School of Arts, in conjunction with the MEDCE, Museum Advisor & Centenary Cottage are developing a new exhibition for the Showcase Banquet Table and will focus on development of education and its impacts on community development during the time of Federation. This is in keeping with topics from Sir Henry Parkes’ speech for Federation.

DP5.03.01) Promote volunteer opportunities and manage volunteers at the Sir Henry Parkes Memorial School of Arts.	Provide volunteer opportunities, offer volunteer training and upskilling in a safe and engaging work environment.	Ongoing. Volunteer Numbers are being maintained and volunteer training is provided on a rotational basis ensuring all skills are up-to-date and relevant. Volunteer Training Night held in March 2019.
	Facilitation of cultural development opportunities for individuals and groups through creating opportunities in film, music and theatre.	Support workshops, both visiting and local, local drama group, and music supper nights. Theatre Restaurant Big Bands Music Supper Club held February 2019. Number of local community groups have held community movie screenings as fundraisers. Theatre program has included music, dance, comedy and children's theatre.
DP5.04) Encourage activities for young people and families in Tenterfield Shire <i>Culture, theatre & museum: A – Chief Executive</i> <i>Community and cultural capacity building: A – Chief Executive</i>	Annual planning and development of a Cinema Program, including Manhattan Film Festival.	Cinema program is ongoing with minimum 5 screenings per week. Tenterfield Cinema has experienced an excellent year, with attendance well above the average. This is due to a strong cinema and theatre program, as well as good attendance from Queensland.
	Annually review and implement education program for Years 5-6 and Years 9-10.	Implementation of education program is ongoing with school visits and tours. Upgrades to education program is ongoing.
	Support Youth Week, support youth theatre workshops and provide youth entertainment during school holiday periods (dependent on product availability).	Youth workshops and youth cinema and theatre program ongoing with focus on holiday periods and youth week. Supported youth week movie. Programmed additional movie screenings during QLD and NSW School Holidays.

Performance Measures

Description	Measure	Benchmark	Target	Progress as at Dec 2018	Progress as at Jun 2019
Maintain and increase visitation to the Museum	#	3000	3400	1366	2725
Number of Theatre Productions held annually	#	3	3	6	12

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.

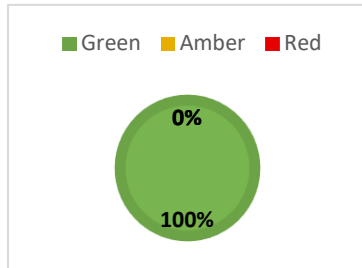
a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 18/19	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.	Ongoing. Group activities include Book Week and interest groups such as Family History.
	Provide and promote a Home Library Service to people in the town area who are unable to visit the Library.	Ongoing.
	Provide and promote resources available for people with limited vision and hearing such as Talking Books and Large Print books.	Ongoing.
	Review Library Services Policy.	Completed.
	Ongoing collection management including acquisition and disposal of resources.	Ongoing. New funding for Library Services as a result of advocacy.
	Provision of library branch exchange services in villages.	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.	One-off and regular small community group meetings encouraged.
	Provide a space for exhibitions and displays of public interest.	Ongoing.
	Provide public access to online training and resources.	Free public access computers provided. Free online access provided to the Technology Training Directory for the community.
	Provide free basic research and reference services.	Ongoing.
	Manage all corporate art, artefacts, honour boards and memorabilia (including audit and security).	Cataloguing of Tenterfield Shire Council's Art Works project is progressing with Library items identified and recorded and a start made on the items in the Council Administration lobby.

Performance Measures

Description	Measure	Benchmark	Target	Progress as at Dec 2018	Progress as at Jun 2019
Number of Registered Visits	#	20,005	20,100	10,809	20,935
Number of Items Borrowed	#	24,300	24,400	13,342	26,701

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	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.	(Workforce safety is a Councillor priority objective.) <i>Strong performance in this area continues, with continued premium reductions. Major current focus on ensuring worker attitudes, behaviors and understanding of WHS is in line with safety being a precondition to all activities, work tasks, jobs and projects. Continual delivery of regulatory type training this month helps ensure the implementation of robust administrative controls. Recent Drug and Alcohol tests (24) applied randomly to a sample of staff all demonstrated negative outcomes (“no evidence of use”) with continued proactive management of workplace health.</i>
	Consult with staff, contractors, volunteers and workers who may be directly affected by a health and safety matter to improve and maintain health and safety in the workplace.	Regular WHS Consultative Toolbox talks and updates held with Outdoor staff at key locations, including Urbenville. Key site and incident inspections continue to ensure/re-enforce safety. Up skilling of staff in these processes has expanded our capacity handle these situations. Random site safety audits and inspection have begun with the involvement of the Works Manager. Counselling services are being provided where helpful.
	Develop and implement physical and mental health initiatives to improve health and wellbeing of staff.	<i>Action is being taken to introduce further incentive funded programs. Council has engaged Daly & Ritchie Consulting to provide on-site customised counselling services for all Staff and their immediate family members. A registered Dietician has been booked to provide introductory information at the next tool box meetings.</i>
	Continue initiatives and systems that currently support flexible work arrangements.	Several initiatives in place for remote working and adjusted hours are working well with the employees involved, including maternity leave. Arrangements are in accordance with the Award.
DP7.02) Delivery of programs to grow and invest in our existing and emerging leaders and support a culture of high performance. <i>Workforce culture: A – Chief Executive</i> <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.	Delivery by visiting TAFE instructors/assessors for those completing Certificates in Civil Construction including carpentry disciplines continues regularly. Traineeship subsidies have been applied for. Over 20 Traineeships/Apprenticeships, for long term and new staff members, working effectively. Future training and development plans, designed to heighten staff skill levels, are being drawn up and developed from Performance reviews. Incentive payment claims lodged and being received.
	Provide leadership with periodic updates on useful trends in management style, cultural awareness and develop approaches that encourage managers to be more prudent in their selection of Learning and Development opportunities for their staff.	(Growing leadership within the organisation is a Councillor priority objective.) <i>A number of staff are progressing through Degree Courses to enhance skill levels. A series of leadership training events planned and to commence in August 2019 and continue through the remainder of 2019. These will further ensure increasing effectiveness in dealing with cultural change and workforce management. Training in Fraud and corruption prevention is a priority to maintain our current strong stance in these areas.</i>
	Identify rewards that effectively recognise staff whose performance consistently exceeds expectations.	Broad-banding has allowed recognition of skills and qualifications with a focus on performance standards. The repeat of the Voice survey has reinforced that significant

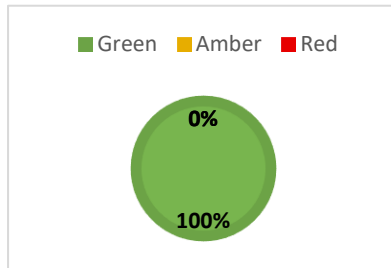
		improvement in workplace motivation and culture. A focus on this achievement and the Award continues. The next round of Performance Reviews is being implemented.
	Reintroduce a staff newsletter and reinforce the maintenance of all staff communication programs.	Staff Newsletters will continue to be rolled out. Interdepartmental communication clearly strengthened and positive responses to post Council briefings recorded, with strong attendance and interest evidenced.
	Continue current informal mentoring program and formalise program in future years.	(Training of Councillors and staff is a Councillor priority objective) Face to face mentoring of some staff continues and training programs pursued, as above, to strengthen our skill base. The leadership program scheduled to commence in August 2019 contains formalized mentoring, which targets capability frameworks.
	Audit business owner engagement to produce the Council's Monthly Operational Report.	Engagement evident in growing awareness and performance against accountabilities.
	Implement effective and efficient workplace practices and strategies that include the use of technology, including devices that may be personally acquired and used in the workplace.	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. IT focus on equipment upgrades.
DP7.03) Manage the implementation of Council's Workforce Management Strategy. Workforce planning: A – Chief Executive Workforce performance: A – Chief Executive	Complete the 2017/18 review based on statistical and HR metrics. Measure progress in achievement of strategies in the workplace.	Annual surveys completed, which will improve benchmarking. Review of positions, staff numbers, full time, part-time, trainees & casual is a continuous process. FTE (Full Time Equivalents) levels currently stand at 108.35 exclusive of casuals (mostly irregular) and trainees. Positions are as reflected in Council's organisation chart. Impact of additional Grant funding to be assessed in terms of impact on staffing metrics. Workforce supplementation is achieved by obtaining some labour at minimal cost, through work for dole, community service and volunteering and traineeships. Recruitment process is being completed for a number of established positions. 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.	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, being installed in June/July 2019.
	Update Human Resources policies, procedures and processes where appropriate, build on work completed in the specific assignment of accountabilities contained in the Operational Program/Plan.	A number of Policies already reviewed and redrafted, several procedures introduced to strengthen existing processes e.g. ID Checks/Security checks. Revised and updated policies submitted to Council and approved. Supporting operating procedures progressively being developed and issued to ensure currency and reflect contemporary Policy and approaches.
	Refine the organisation structure determined in first quarter 2018 in order to achieve greater efficiencies.	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.	"Voice" Survey and "Voice Task Force" process has provided excellent reporting/results. A 360 degree feedback process will shortly begin to provide support data to the leadership and leadership programs on their effectiveness and individual approaches to cultural change, in the workplace.
DP7.04) Developing attraction and retention practices across Council. Workers compensation: A – Chief Executive Recruitment & selection: A – Chief Executive Workforce culture : A – Chief Executive Human resource advisory, performance, review and training: A – Chief Executive	Further develop the Succession Planning Program and a Staff Retention and Recruitment Plan for continued implementation across Council.	(Ensuring the alignment of training is a Councillor priority objective.) Succession planning progressed through identified training needs, strong back up provisions in place. Attention being given to potential shortfall in capability to cover roles during absences. Recent success in this area has been evidenced in the HR, WHS, Governance, Risk and Engineering environments. Training aligned with regulatory requirements and identified training needs.
	Provide managers with tools and insight into motivational behaviors that facilitate retention of key staff.	Some behavioral change observed in recognition of good performance. Performance reviews which begin a new cycle will provide managers and management with further insight into the tools needed to assist retention and motivate. 360 type reviews mentioned above will provide further tools.
	Continue to foster an environment that supports and celebrates diversity and where the best person for the job gets the job.	Merit selection from quality applicant pools continues to result in diversity that can and should be celebrated. EEO continues to be a focus through the recruitment, selection and induction process. Updated metrics will assist achievement of balanced outcomes.
	Where possible, provide traineeships to allow affirmative action within diversity groupings, such as school leavers and refugees.	Support from State Government programs will assist further traineeship developments. Traineeship has been secured in the northern area of the shire for water and waste and

		civil areas. Appointment of a new school based workshop trainee in fabrication has occurred. Health and Building and Finance are being addressed.
	Manage recruitment and selection processes and delivery.	Recruitment and selection results have achieved quality selection outcomes. Process continuously managed, alternative approaches taken in areas of shortage. Improvements have been made in this area based on assistance and advice from a recent third party audit.
DP7.05) Deliver continuous improvements in Council's business, processes and systems (WHS) <i>Work, Health and Safety: A – Chief Executive</i>	Manage Workers Compensation and Rehabilitation.	Non-related injuries/illnesses being managed and monitored. Lost time controlled and at minimal levels. Zero lost time injuries this month. No worker is currently receiving workers compensation.
	Develop, communicate, consult and implement the Work Health and Safety Management System (WHSMS) elements.	Safe Work Method Statements reviews continuing towards completion. Quarry safety management plans currently being developed. Major work on Enterprise Risk Management is now nearing completion.
	Develop and implement Emergency Preparedness Procedure in conjunction with State Cover WHS Action Plan, Legislative requirements and ISO 45001 Occupational Health and Safety Management Systems.	Continued work with State Cover, including staff information sessions has enhanced preparedness. Strategies and procedures developed and being updated/prepared to achieve further progress.
	Continual review of Safe Operating Procedures, Safe Work Method Statements, work processes and work practices to determine whether the measures are effective and have a positive impact in eliminating or minimising risk.	Continuous review has produced positive results in terms of incident free days. Site audits, inspections and reviews are continuing with effective controls. Risk Management Principle training is currently being rolled out to all service units. StateCover Mutual's WHS Desk Top Audit is currently underway.

Performance Measures

Description	Measure	Benchmark	Target	Progress as at Dec 2018	Progress as at Jun 2019
Lost time injury rate (per 100 employees)	%	<4%	<3%	<4%	1.76% (<2%)
Training and Development investment	%	>0.7	>1%	>0.7%	>0.7%

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.

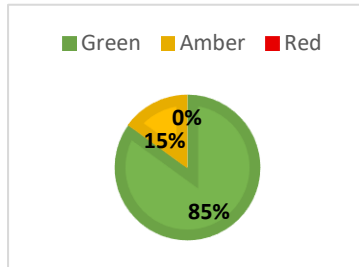
a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 18/19	Comments: (Business Manager to provide short precis.)
DP8.01) Review and ensure the integration of Council current studies and plans into strategic land use planning and operational planning documents and policies to support our emergency management function. Disaster management: A – Chief Executive Roads, bridges and retaining walls: A – Chief Operating Officer	Annual Review of Emergency Plans.	Plans for improving Council’s Emergency Management Centre capability with Grant funding progressing with plans being finalised. Funding to support practical exercises/simulations available from NSW Justice and applied for. Emergency Management Committee has reviewed and updated aspects of EM Plans including contact lists following recent fires. Recovery strategies nearing completion and will be reviewed to identify inadequacies and incorporate, efforts for change, where necessary. Recent closer involvement with RFS will assist access to a new round of funding for bushfire hazard reduction, talks with Works arranged. A Bush fire procedure protocol is currently being developed to provide a framework to staff and management when providing asset and labor resources to fire combat agencies. Also being implemented this year is additional Bush Fire Awareness training and specific PPE/equipment response kits.
	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.	GIS effective upgrade of MapInfo, Synergysoft and GIS systems, completed, with new useful tools generated. Now carrying out Finance/IT responsibilities associated with asset management and Planning. Improvements introduced will support rural addressing.
	Assess whether IT platforms and applications foster transition from a Data Base to a GIS Spatial based management culture, to assist data to be automatically managed, updated and information used effectively, particularly with respect to the use of GIS for the installation of marker posts.	Finance Officer - GIS has IT Engineering background and has assessed current platforms and upgrading needed. Use and upgrade will facilitate marker post project. Manager Assets and Program Planning (now appointed), will receive needed support.
	Continue to advocate for the removal of RFS assets as a financial asset under Council financial responsibility.	Discussions with RFS are ongoing covering financial processes. Mutual agreement exists on their value in improving understanding. The RFS assets issues are being advocated through LGNSW and the State Audit Office (a Statewide issue), with some protracted delays in updating Service Delivery agreements in their 3 year cycles. Monitoring continues.

Performance Measures

Description	Measure	Benchmark	Target	Progress as at Dec 2018	Progress as at Jun 2019
EMPLAN reviewed annually	#	1	1	0	1
LEMC Meetings	#	3	3	1	3

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	Comments: <i>(Business Manager to provide short precis.)</i>
<p>DP9.01) Ensure that information technology meets Councils operational requirements.</p> <p><i>IT system / software and hardware: A – Chief Corporate Officer</i></p> <p><i>Network systems and corporate business applications integration: A – Chief Corporate Officer</i></p>	<p>Develop Information Technology Strategic Plan to guide Council’s information technology related decision making.</p>	<p><i>(The improvement of the IT system is a Councillor priority objective).</i></p> <p><i>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.</i></p> <p><i>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.</i></p> <p><i>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.”</i></p> <p><i>As a follow up to this, and because of the slow speed of computers particularly at the Depot, Northern Communications reviewed the speeds and bandwidth of the existing wireless infrastructure. A report on this was included for consideration of Council at the March Council meeting and we are progressing the implementation of the solution to these issues.</i></p> <p><i>Some of the key activities that have recently been undertaken in the Technology Space include:</i></p> <ol style="list-style-type: none"> <i>1) The completion of the Main Street Community Wi-Fi project. This is now up and running between High Street and Manners Street and Bruxner Park; it is also available at the Visitor Information Centre. There are plans to further extend free public wifi up to the Swimming Pool in the near future. While speed is acceptable for basic browsing, this will improve when the NBN Connection comes on line in the next few weeks.</i> <i>2) the deployment of a management agent and backups to the Treatment Plant computer;</i> <i>3) New computers being made available for outdoor staff use at the Depot;</i> <i>4) All staff being given access to Council email and intranet</i> <p><i>Some other key achievements this financial year include:</i></p>

		<ol style="list-style-type: none"> 1) an upgrade to Public Wi-Fi in the Library; 2) new software installed on the public computers in the Library to refresh them overnight; 3) continued roll out of software agents to enable RMT to remotely manager IT issues as they are arise and to enable the installation of new products and product updates as required; 4) additional security to the Office Wi-Fi system; 5) Additional backups to some of Council's systems; 6) Work completed in the server room, racking the new servers and UPS to maximize protection against mains power outages. <p>Staff have been given an opportunity to express their Technology requirements for the future so as to include a section on each service area of Council into the Technology Strategic Plan.</p>
	Ensure managed service arrangements are effectively supporting business requirements.	<p>(Business system improvement is a Councillor priority objective.) RMT are effectively supporting Council's managed IT Services. RMT are a Local Government Procurement (LGP) approved contractor for the provision of IT Managed Services and have undertaken an approved provider process through LGP.</p>
	Replace and upgrade technology to ensure that user requirements are serviced.	<p>Council is and has updated technology across a number of areas eg planning, works and waste teams because of feedback from the Voice Project. Smart devices such as iPads and iPhones or equivalent are required to efficiently perform a range of tasks out in the field and management have listened to staff concerns about the age of existing equipment and their functionality and are addressing these issues. A bank of PC's were deployed to the Depot for outdoor staff to have access to computers (unfortunately due to the slow connection and the time it takes to logon the uptake of use has not been high at present).</p> <p>Council has renegotiated the telephony system contract in May 2019 with Leading Edge Tamworth for the upgrade of Council's existing Mitel phone system with the latest Mitel technology. This upgrade is imperative to ensure we upgrade from the current ISDN connection which is being phased out of service.</p>
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).	<p>(The alignment of the long term financial plan against asset renewal requirements is a Councillor priority objective.) Work on Asset Management Plans has commenced and with that will come a review of the LTFP in line with identified budget requirements from these plans.</p> <p>Timber Bridges, Waste Management and the Water filtration plant are clear priorities to address but all of Council's Asset Management Plants need to be reviewed and updated to provide realistic and accurate information for Council's long-term financial plan. The waste review is nearing completion. Now that an Asset manager has been appointed, some further traction should be able to be gained.</p>
	Review, revise and maintain Council's Long Term Financial Plan in line with statutory requirements.	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.	<p>(The introduction of monthly financial metrics to the staff is a Councillor priority objective). Council staff have commenced using Power Budget for managing their budgets and providing input into the Quarterly Budget Reviews. The majority of graphs in this Monthly Operational Report have been embedded from Power Budget which should make their preparation more efficient in future.</p>
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>	Procurement and tendering framework strategy and methodology development and delivery (Tendering/procurement development and delivery).	<p>Tenders for professional services in plant & labour hire are closed, a panel of Preferred Suppliers has been prepared. Other major contracts are being dealt with as needed using appropriate Australian Standards and conditions of tender.</p> <p>Please note that one of the recommendations that came from the Audit Office in our Management Letter from the 2017/18 Audit is that Council Implement a Contract Management Policy: "Council does not have a Contract Management Policy. A</p>

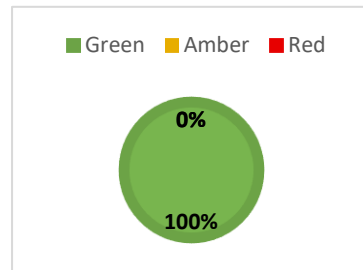
<p>Corporate financial planning: A - Chief Corporate Officer Rates and revenue: A - Chief Corporate Officer</p>		<p>comprehensive Contract Management Policy provides guidance in addressing contract issues which can arise throughout the contract lifecycle including managing disputes, variations, overruns, deadlines and performance.</p> <p>Implications include an increased risk of contracts not meeting expectations about quality, timeliness and budget.</p> <p>Recommendations: Management should create and implement a comprehensive contract management policy that provides guidance on contract management and covers at minimum:</p> <ul style="list-style-type: none"> • contract inception • contract performance monitoring • variation processes • reporting to Management on contract performance • succession planning <p>evaluation and debrief at conclusion of contract.”</p> <p>Council has asked the Auditors to provide some examples of best practice policies in this area.</p>
	<p>Ensure adequate and effective internal controls are in place for all financial management and purchasing functions (Compliance).</p>	<p>Internal controls are in place, but these need to be updated in light of the move to a new Risk Management software tool (Magiq). At the moment only a few high level controls have been added into this product but there are a comprehensive set of financial risks and financial controls for Councils that can be captured in Council’s new Risk Management system at some stage in the near future.</p> <p>Council is implementing EFT Sure as an additional security measure to protect against fraud. The project is currently in the data cleansing phase in May 2019.</p>
	<p>Maintain a strategic rating structure that is equitable across the region.</p>	<p>A review of the rating structure should occur every three to five years to ensure equity in the category of ratepayers paying rates. Council has reviewed the rating structure in recent years, moving away from a minimum rate to a base rate. It has been suggested that a review of the number of categories of rates take place with a view to consolidating them. My preference is to introduce changes (if any are agreed to) in the 2020/21 financial year. Some discussion on this matter took place at a recent Council budget workshop.</p>
	<p>Manage investments in the long term interest of the community and within regulatory requirements - Plan, develop and manage Council’s investment portfolio.</p>	<p>Investments of Council are managed in line with Council’s Investment Policy except where otherwise stated.</p>
<p>DP9.05) Ensure compliance with regulatory and statutory requirements and that operations are supported by effective corporate management.</p> <p>Corporate financial planning: A Chief Corporate Officer</p>	<p>Complete quarterly budget review statements in-line with statutory requirements.</p> <p>Process accounts payable in-line with Councils protocols and suppliers terms of trade.</p> <p>Complete and lodge Annual Financial Statements in accordance with Statutory Requirements.</p> <p>Complete all taxation returns and grant acquittals (as a financial service) as required by external bodies.</p> <p>Organise and manage the external audit of Council and address any Management Letter issues.</p>	<p>All reviews have been completed in line with requirements. March 2019 QBR reported to Council’s meeting of May 2019.</p> <p>Ongoing.</p> <p>Completed for 2017/18. Tenterfield Shire Council lodged their Audited Financial Statements by 31 October 2018.</p> <p>Ongoing.</p> <p>Council continues to retain contract services to assist with the audit, valuations and related accounting matters for the 2018/19 Audit.</p>
<p>DP9.06) Deliver continuous improvements in Council’s business, processes and systems</p>	<p>Deliver Auditor’s Management Plan actions.</p>	<p>Council has received the final Audit Management Letter for the 2017/18 Audit. The issues raised include:</p>

<p>Corporate financial planning: A Chief Corporate Officer</p>		<ol style="list-style-type: none"> 1) the lack of a Comprehensive Contract Management Policy (<i>Council is seeking examples of best practice from the Auditors</i>); 2) an improved Project Costing Methodology particularly for overhead costs (<i>overheads are being reviewed as a part of the budget process for 2019/20</i>); 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. (<i>This is being addressed for Year end 18/19</i>); 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. (<i>This has now been corrected</i>). <p>In addition to the above, Council is in the process of finalising some issues from the 2017/18 interim audit, namely:</p> <ol style="list-style-type: none"> 1) Legislative compliance framework; 2) Related Parties questionnaire; 3) Sundry Debtor Reconciliation Reviews; 4) Updating supplementary land valuations.
	Implement recommendations of Audit and Risk Committee from TSC Internal Audit Program.	Some of the key areas of Council's internal audit focus this financial year include IT Security, Fraud Control and Recruitment & Selection processes. Recruitment and Selection Processes Audit has been completed on 21 March 2019. IT Audit RFQ process commenced in May 2019, following initial IT security and data breach testing.
	Land and Mapping Service - Corporate Land information, mapping, data and program application services.	<p>A significant amount of work is being undertaken in this area with MapInfo being updated to link to Council's rating software and also a move to Mapinfo Version 17 (the latest version of the software).</p> <p>Some achievements this financial year have included the Automatic updating of Mapping Data from Land Parcel Information (LPI) each night; development work on Map Info internal reporting; and developing synergies across Council's existing systems.</p> <p>A training session was given to users of the system in late January and improvements continue to be made in this area.</p>
	Oversee strategy related to all properties, including investments, divestments and the total 'estate' (not operational leases, licenses, deeds, etc.).	A list of all Council owned property is being developed and mapped for review.
	Manage Land and Property Register.	Financial use of Land and Property Register compliant. More evaluation needs to be undertaken to develop management guidelines for each asset class.

Performance Measures

Description	Measure	Benchmark	Target	Progress as at Dec 2018	Progress as at Jun 2019
Own Source Revenue	%	>60%	>60% (average 3 years)	This will be calculated at Year's end but is not likely to be met this year and is an unrealistic performance measure for Councils such as TSC which rely heavily on grant funding.	As indicated, this is unlikely to be met especially given the increase in grant funding in 2018/19.
Outstanding rates and annual charges	%	10%	5%	Approximately 7%.	Council will come in below the benchmark but it is expected that this will improve in 2019/20 due to the work that is progressing on the sale of land for unpaid rates.

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

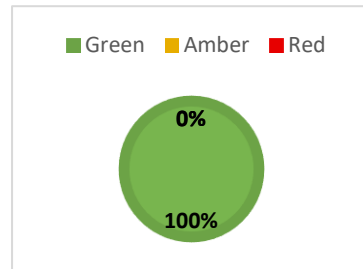
4 Year Delivery Program	1 Year Operational Plan 18/19	Comments: (Business Manager to provide short precis.)
DP10.01) Ensure that the performance of Council as an organisation complies with all statutory reporting guidelines and information is available to decision makers. Corporate performance & reporting: A – Chief Corporate Officer Business process improvement & integration: A – Chief Corporate Officer Procurement and tendering compliance: A – Chief Corporate Officer Internal audit: A – Chief Corporate Officer	Development of annual Operational Plan aligned to Council's four year Delivery Plan.	Operational Plan for 2019/20 adopted by Council 29 May 2019.
	Development of Council Annual Report on all services.	Annual Report 2017/2018 adopted by Council 28 November 2018.
	Statutory Reporting – Progress reports and advice provided to Council, the Executive Management Team, the Audit and Risk Committee and staff.	Annual Code of Conduct statistics to 30 September 2018 reported to OLG on 5 October 2018. No Code of Conduct allegations made in 6 months to 30 June 2019.
	Delivery of Government Information (Public) Access information services within statutory requirements and associated reporting to the Information and Privacy Commission.	GIPA reporting for 2017/18 submitted to the IPC on 11 September 2018.
	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.	Internal Audit – Information Technology Internal Audit request for quotation process commenced. Recruitment and Selection Processes Management action plan being implemented by HR & WFD.
	Development of a legislative compliance framework, within Council's governance framework.	Delegations updated for relevant staff commenced in Hunter Legal Delegations Database.
	Monthly reporting to Council on fraud, misconduct, compliance breaches and legal actions via the Monthly Operational Report.	One ongoing legal action (previously reported to Council).
DP10.02) Promote and support community involvement in Council decision making process. Community engagement: A – Chief Executive Customer service: A – Chief Corporate Officer Governance framework (including registers and monitoring): A – Chief Corporate Officer IT system / software and hardware: A – Chief Corporate Officer Business process improvement & integration: A – Chief Corporate Officer	Review of Community Engagement Strategy and ongoing delivery.	Community engagement sessions conducted in Tenterfield, Liston and Drake in June 2019. Additional community meetings occurred in Torrington and Urbenville in relation to the Tourism & Economic Development Strategic Plan. Revision has occurred of the Community Engagement Strategy.
	Implement bi-annual Customer Service survey.	Customer Satisfaction Survey delivered 28 June 2018.
	Compliments and Complaints Register maintained, monitored and reported.	52 compliments, 48 complaints for previous six months.
	Customer Service Policy and Strategy Framework reviewed and applied to ongoing delivery of Monthly Operational Plans, including development of supporting metrics.	1340 Customer Service General Enquiries received for previous six months.
DP10.03) Deliver Customer Service and Business Services in the support of corporate outcomes. Customer service: A – Chief Corporate Officer	Customer Service Charter reviewed and applied to customer services.	(Developing a strong 'can do' customer focus is a Council priority objective.) Charter reviewed by customer service and administration staff, managers and Chief Officers in October 2018.

	Training and development of customer service staff to deliver Council Customer Service Charter, Policy and Strategy requirements and improvements.	Cash handling training course to be conducted in August 2019 for customer service staff, waste operators at Transfer Stations, staff and volunteers at the School of Arts and Visitor Information Centre.
	Delivery of policy, procedure and protocol advice and guidance to Council, the Executive Management Team and staff.	(Staff accessibility related to customer service is a Council priority objective.) Providing ongoing advice to the organisation.
DP10.04) Deliver continuous improvements in Council's business, processes and systems	Governance policies, procedures and protocols reviewed and prepared for approval.	HR and Workforce Development policies reviewed and streamlined by MHRWFD.
Business process improvement & integration: A – Chief Corporate Officer	Delivery of operational risk management processes and strategies in conjunction with Statewide Mutual Risk Management Action Plan.	Managers populating software with service specific risk details in June 2019. Basic reporting will be functional by late August 2019.
Governance framework (including registers and monitoring): A – Chief Corporate Officer	Delivery of customer services to ratepayers, residents and visitors through streamlined processes.	Engaged Leading Edge Tamworth in June 2019 to supply new MITEL phone system to Council. Installation and operation expected to commence by end August 2019.
Insurance, risk & business continuity: A – Chief Executive	Implement and deliver Council mobile application for smartphones, tablet computers and other mobile devices to enhance customer experience.	Soft launch of mobile application in July 2019. Information entered into mobile app by staff and Entegy Pty Ltd. Requirement has been identified for updated photos of key buildings, parks and facilities. This will also assist with the website projects. Photographer contracted to take new photos.
	Implement and optimise Council Intranet and introduce an Internal Communication Framework.	Bring Your Own Device (BYOD) Policy implemented. Communications Taskforce commenced.
	Develop and optimise systems to improve accessibility of Council Resolutions, Plans, Policies and Procedures.	C A Technologies engaged in June 2019 to provide CAMM's IP&R software, including automated delivery of Council's Monthly Operational Report.
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.	SynergySoft Disposal Module purchased from IT Vision in March 2019. Module was integrated in June and training to commence August 2019.
	Legal Services – Manage external legal services.	One existing legal action (previously reported).

Performance Measures

Description	Measure	Benchmark	Target	Progress as at Dec 2018	Progress as at Jun 2019
Community Satisfaction Survey (biennial)	%	>70%	>75%	66%	66%
Compliance with State Records Act	%	100%	100%	100%	100%

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.

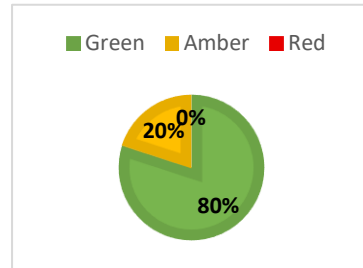
a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 18/19	Comments: (Business Manager to provide short precis.)
DP11.01) Provide community education program to encourage residents and visitors to reduce their impact on vegetation including the management of pests and weeds. <i>Noxious plants: A – Chief Corporate Officer</i> <i>Feral pests: A – Chief Corporate Officer</i> <i>Illegal dumping and littering: A – Chief Corporate Officer</i> <i>Pollution regulation: A – Chief Corporate Officer</i> <i>Parking, traffic & DDA regulation: A – Chief Corporate Officer</i>	Attend local Agricultural Shows and issue handouts. Update the Council website in relation to weed concerns.	Weeds officer attended both the Stanthorpe and Tenterfield shows during the month of February. Website updated monthly, all priority weed management plans are available to be downloaded.
	Public awareness signs to be installed on high risk pathways and water ways.	Black Knapweed awareness signs were installed in high risk areas to include the sale yards.
	Feral Pests – Provide advocacy to residents to support feral pest management.	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. Fox caught in a trap in Bulwer St and destroyed. Rabbits have been destroyed from the cemetery, parks and town streets.
	Illegal Dumping – Illegal dumping and pollution management and regulation.	Action taken immediately to investigate and remove all illegal dumping's and litter reports. No illegal dumping reported for June. One abandon vehicles reported for June.
	Roads and Footpaths Enforcement – Parking, traffic and regulatory enforcement.	Regular patrols and Ranger presence, marking of tyres has decreased complaints in relation to parking. Footpath Dining/Trading and Sandwich board renewals sent to business owners.
	DP11.02) Ensure the timely detection of new weed incursions in the Tenterfield Shire Council region and do not adversely affect the health and welfare of the community. <i>Noxious plants: A – Chief Corporate Officer</i>	Property inspections of high risk areas and pathways.
Regular high risk pathway and waterway inspections conducted.		Ongoing monthly inspections complete. No new incursions found on our High Risk pathways or Waterways.
Weed management funding secured annually.		Annual WAP Funding Confirmed, payment received.
Delivery of Tenterfield Shire Council Weeds action plan, as aligned with Northern Tablelands Regional Strategic Weed Management plan 2017-2022.		Ongoing, being implemented.
Deliver Weeds Management program and record weeds required to be compliant with Biosecurity.		Ongoing. Monthly reports are generated by the weeds program and sent to the DPI
Conduct a review of existing weed operations to identify improvements in service levels through technology.		Ongoing. New equipment is being sourced to roll out the drought funding received for Blackberry and Serrated Tussock program
Identify and source additional resources for weed control activities, recognising the increased risk from weed infestations.	Ongoing. Two grant funding amounts secured.	

Performance Measures:

Description	Measure	Benchmark	Target	Progress as at Dec 2018	Progress as at Jun 2019
Number of private landholders assisted with pest management issues.	#	140	140	25	15
Number of noxious weeds targeted per annum.	#	30	30	40	40

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.

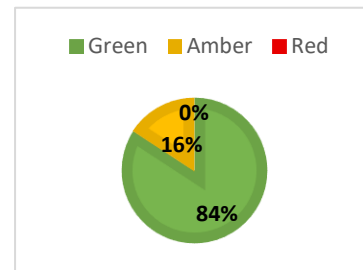
a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 18/19	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.	Regular maintenance completed within budgetary constraints. New office/ toilet block completed
	Conduct Saleyard Committee meetings.	Saleyard Committee meetings are conducted every (3) months. Attendance include; Councillors, Local Agents, LLS representative, New South Wales Farmers representative Local stock carriers and council staff. Plans of management updated
	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.	All selling pens and drafting pens regravelled. There are 9 holding pens remaining to be cleaned and gravelled. This is an ongoing maintenance project. Council staff enforce the signage whilst cattle sales are being conducted for public safety. All cattle have access to water whilst at the saleyards. Bio-security, Disease Management, plans adopted by Council. Working on Asset Management, Strategic and Management Plans for the Saleyards. Ensuring minimal water usage due to restrictions.
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.	Completed all selling pens and drafting yards. Fully completed 15 holding pens.
	Commencement of truck wash facility.	Ongoing. Truck wash signage installed DA has been exhibited for feedback. Truck wash and double height loading ramp proposal to be 2 separate projects. Looking at further options.

Performance Measures:

Description	Measure	Benchmark	Target	Progress as at Dec 2018	Progress as at Jun 2019
Number of stock sold per annum	#	20,000	22,000	19,026	21,656
Value of stock sold per annum	\$	\$21,336,467	\$21,560,000	\$15,984,517	\$12,517,711

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

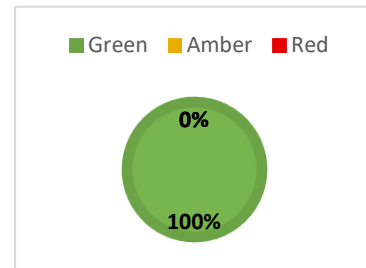
4 Year Delivery Program	1 Year Operational Plan 18/19	Comments: (Business Manager to provide short precis.)
DP13.01) Assess and process construction certificate applications in accordance with legislation and Building Code. <i>Building and development: A – Chief Corporate Officer</i> <i>Regulated premises: 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.	Free pre-lodgment and inspections available for planning, building and heritage matters. Temporary Event Guideline document drafted and being reviewed.
	Undertake inspections of commercial and industrial buildings.	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.	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.	(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.	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.	Matters to be included in Local Strategic Planning Statements which Council must have completed by 1 July 2020. LSPS set out a 20 year vision for land use across the shire. Staff attended workshop in July and have developed a workplan for commencing the process. Report to August 2019 Council meeting.
	Assess and determine regulatory applications, including Development Applications, Complying Development Certificates, Construction Certificates, Section 68 Certificates and Conveyancing Certificates.	Inspections with some property owners who lost buildings in the recent fires were undertaken in June - Bushfire Attack Level Certificates being issued to allow for building design. 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.	(Implanting pragmatic heritage management requirements is a Councillor priority objective.) Ongoing – Heritage Advisor provides email and phone advice on heritage matters for residents. Funding of \$6000 pa received from OEH for 2019-2021 Consultant engaged to undertake Strategic Heritage Inventory Review as per Project Plan and \$100k funding received from Office of Environment and Heritage. Milestone 1 completed (gap analysis & additional items review) Milestone 3 & 4 completed (fieldwork and workshop). Consultant to present at 16 August Heritage Committee meeting.

	Advertise and seek applications for 2018/19 funding to local owners of heritage listed/conservation area items.	Small Heritage Grants Program advertised - applications be sought up until 9 August 2019.
	Provision of urban design planning – Strategise, collaborate and conceptualise urban design plans for all towns and villages.	Stronger Country Community funding will allow for urban design plans for Liston, Legume, Mingoola and Jennings. Draft plans being prepared for consultation with communities.
DP13.08) Provide systems and processes to ensure compliance with legislation and standards.	Undertake review of the Local Environmental Plan and associated Development Control Plan.	Planning Proposal to remove crematorium from RU5 Village zone as permissible use forwarded to Department of Planning for Gateway Determination. Complete review to be carried out after LSPS are completed.
<i>Domestic animals regulation: A – Chief Corporate Officer</i>	Land Use Data and Reporting – Collate and manage data, mapping and reporting.	All mandatory data reporting completed for the month.
<i>Public health regulatory: A – Chief Corporate Officer</i>	Administer the Companion Animals legislation across the Shire and operate pound facility.	(Improved control of animals is a Councillor priority objective) Enforcement of the Local Orders for the keeping of Animals policy has reduced animal complaints and impounding, which leads to less animals being euthanized. Pound records are submitted to local government each month.
<i>DA/BA Compliance: A – Chief Corporate Officer</i>	Develop, deliver and manage a Development Application/Building Application compliance audit process.	Human resources capacity constraints. Recently announced changes to short term tourist accommodation mean that audit of these premises is on hold until legislation reflects government’s changes. Proposed amendments to planning rules are expected to be implemented in 2019 - the Department of Planning & Environment are currently considering feedback received during the exhibition period. Ongoing discussions with owners of land where unauthorized developments observed. 3 new developments observed and under investigation. Legal proceedings underway with one longstanding matter of unauthorized caravan occupation.
	Assess and process swimming pool barrier compliance certificate applications.	One application received.
	Carry out food premises inspections to ensure compliance with the Food Act.	(Regulation and inspection of food premises is a Councillor priority objective.) 52 inspections carried out.
	Undertake a food premises operator workshop to advise of latest legislative requirements.	Resource capacity constraints.
DP13.09) Provide systems and processes to manage excess vegetation to ensure land and premises are in a safe and/or healthy condition.	Notices and Orders to be issued or served where necessary as per the Local Government Act, EPA Act and POEO Act and Associated Regulations.	No notices or orders issued.
<i>Pollution regulation: A – Chief Corporate Officer</i> <i>Public health regulatory: A – Chief Corporate Officer</i>		
DP13.10) Identify, plan and enhance local environments in partnership with the community and stakeholders. <i>Land use reporting: A – Chief Corporate Officer</i> <i>Roads and footpath enforcement: A Chief Corporate Officer</i> <i>Illegal dumping: A Chief Corporate Officer</i> <i>Domestic animal management: A Chief Corporate Officer</i>	Preparation of the 2018/19 State of the Environment Report.	State of Environment Report to be completed Oct/Nov 2019.

Performance Measures:

Description	Measure	Benchmark	Target	Progress as at Dec 2018	Progress as at Jun 2019
Food premises inspections per annum	%	100%	100%	Scheduled for Jan-June 2019	100%
Average processing time to issue a Development Assessment	Days	35 Days	30 days	35	31

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.

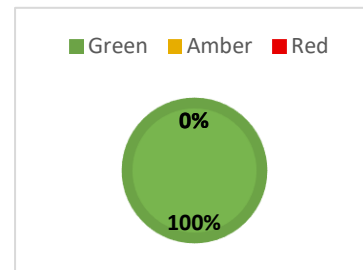
a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 18/19	Comments:
DP14.01) Provide systems and processes to identify opportunities to reduce the energy consumption of Council owned buildings and amenities. <i>Community & corporate buildings: A – Chief Corporate Officer</i>	Continued development and delivery of the Building and Amenities Asset Management plan. To incorporate: Commercial, Residential, Recreational, Community Halls, Buildings and Facilities.	Property and Buildings Condition Assessment Report has been complete with maintenance to some buildings commenced. A draft 3 year plan has been developed.
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.	Inspections carried out, report received from the Consultant. A draft 3 year plan has been developed, with projected view for cyclic maintenance.
	Identify repair work and potential projects through the Inspection and Maintenance Schedules.	Maintenance has been identified through the Property Asset Database Project. Review and planning in process. Works to Liston and Legume Halls has commenced.
	Progress Council Chambers and Administration Building – Refurbishment from briefing stage to project delivery.	Store room prototype area in construction. Emergency Management Centre Grant granted, design work underway. Meetings with Stakeholders for Emergency Management Centre to occur.
	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).	Some templates already exist. Development of performers has commenced. Some specialised leases are required and are prepared accordingly. Documentation of Process to be completed.

Performance Measures:

Description	Measure	Benchmark	Target	Progress as at Dec 2018	Progress as at Jun 2019
Number of registered complaints about public toilets pa	#	<10	<10	0	0
Accessible facilities comply with current standards	#	90%	90%	90%	90%

15. Parks, Gardens and Open Space



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

a) Delivery and Operational Plan precis

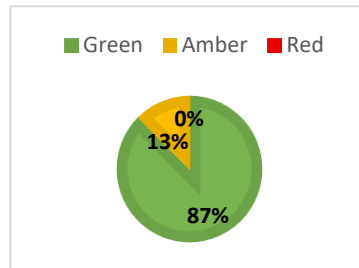
4 Year Delivery Program	1 Year Operational Plan 18/19	Comments: <i>(Business Manager to provide short precis.)</i>
DP15.01) Identify and pursue opportunities to increase usage of open spaces assets throughout the Shire. <i>Sport and recreation (passive & active): A - Chief Corporate Officer</i> <i>Open Space Amenities: A - Chief Corporate Officer</i>	Engage with the Parks, Gardens and Open Space Committee and the Tenterfield Shire community to assist in identifying further ideas to increase open space usage throughout the Shire.	Forms part of the (ongoing) agenda for all Parks and Garden committee meetings. Applying for grant funding for Tenterfield Creek stage one, Manners Street bridge to High Street bridge. With assistance from Ausfish, Landcare and other interested parties. Possibility of online bookings for park functions in future however needs development.
DP15.02) Identify and partner with local residents in the development and delivery of town and village beatification initiatives. <i>Place & public art/beautification: A - Chief Executive ("Identify & partner with...")</i> <i>Place & public art/beautification A - Chief Operating Officer (Development/implementation/finalisation)</i>	Ensure maintenance standards are conducted and delivered efficiently through Parks, Gardens and Open Space Committee and Village Progress Associations.	Working with village progress associations to achieve positive outcomes to include Urban Design Plans and grant funding. Delivering parks, gardens and open spaces to the public that are of a high maintained standard. Maintenance plans and park schedules being reviewed. Received grant funding through Stronger Country Communities for upgrade to park facilities in villages. Further emphasis on Gardens and flowers in Rouse street. Hand watering of gardens and street trees only.
DP15.03) Deliver public spaces that are clean, well maintained and encourage usage by visitors and residents of Tenterfield Shire. <i>Sport and recreation (passive & active): A - Chief Corporate Officer</i> <i>Open Space Amenities: A - Chief Corporate Officer</i>	Ensure all Parks, Gardens and Open Space amenities maintenance programs are delivered to a high standard.	Continuing to provide amenities and park facilities to the public with high levels of service within budget constraints. Daily cleaning of Tenterfield township public toilets with rubbish removal and park inspections adding to the cleanliness and appearance to the town.
DP15.04) Development and implementation of township and village streetscape plans and policy. <i>Place & public art/beautification: A - Chief Executive (Community engagement: concept)</i> <i>Place & public art/beautification A - Chief Corporate Officer (Development/implementation/finalisation)</i>	Work with the Tenterfield Shire Village Progress Associations and the Parks, Gardens and Open Space Committee to deliver individual town and village themes, promoting the unique aspects of each locality.	Discussion at Parks, Garden & Open Space Committee Meetings for ideas for village themes for beautification to be included in Urban Design plans under development with the SCCF. Review service levels with the urban design plan for a new park area and playground in Legume, village entry signage and concept planning within other Shire villages.
DP15.05) Identify suitable areas for the extension and embellishment of the current and future cycleway network. <i>Footpaths & cycleways: A - Chief Operating Officer</i>	Investigate the extension of the cycleways heading north, with an emphasis on future exercise stations along the existing cycleway.	Ongoing. Grant funding being sought as opportunities arise.
DP15.06) Deliver, review and update Parks, Gardens and Open Space, Maintenance Programs across the Shire. <i>Cemeteries: A - Chief Corporate Officer</i>	Review maintenance programs for Parks, Gardens and Open Spaces. Ongoing replacement of all existing playground equipment in accordance with Australian Playground Safety Standards.	Current maintenance schedules being reviewed with the Parks Garden and Open Space strategy and asset management plan. Stronger Country Community Grant funding for Urbenville and Drake playground enhancement. Continuation of playground inspections in accordance with regulation.

<p>Sport and recreation (passive & active): A - Chief Corporate Officer</p> <p>Open Space Amenities: A - Chief Corporate Officer</p> <p>Place & public art/beautification A - Chief Corporate Officer (Development/implementation/finalisation)</p>	Renewal of Jubilee Park playground equipment.	Completed.
	Call for quotations and commence earthworks preparation for Tenterfield Cemetery Stage 1 expansion.	Design plan formalised.
	Interpretive signage, path, edging and gardens at Tenterfield Cemetery niche wall to be planned and delivered.	Completed.
	Public Tree Management – Public tree management, development, maintenance including arborist services.	Visual inspections for tree maintenance and removal if required, with new replacement trees planted. Street tree management plan is currently being developed with work commenced by Contractor. Database being prepared for tree inspection records, location and species linked to Council’s mapping system.
	Sportsgrounds and Active Sports – Sportsgrounds and active sports management, development and booking services.	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.	Looking at options of solar lighting along the walking path, pricing received.

Performance Measures:

Description	Measure	Benchmark	Target	Progress as at Dec 2018	Progress as at Jun 2019
Cost recovery percentage of expenditure funded by income	\$	11%	20%	25%	20%
Total Use of ovals hours pa	hours	4,864	4,900	1,000	1,000

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.

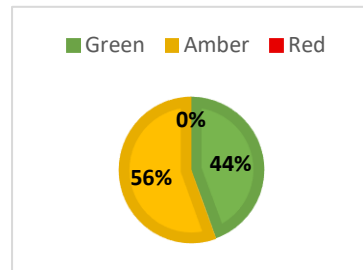
a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 18/19	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.	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.	A maintenance register has been developed to assist with recording maintenance issues as identified. A full audit and inspection has been carried out in the Property Asset Database Project. Report being reviewed and planning taking place for action in 2019/20.
	Identify repair work and potential projects through the Inspection and Maintenance Schedules and work.	A full audit and inspection has been carried out in the Property Asset Database Project. Report being reviewed and planning taking place for action 2019/20. Maintenance is currently being addressed by priority as items arise.
	Develop TWMB Master Plan.	Discussions have commenced with the new Pool Contractor. Masterplan works to be quoted on completion of a scope of works in financial year 19/20.
	Implement and monitor operational systems and processes in accordance with the updated TWMB Management Plan.	Contract management plan has been developed in accordance with identified KPIs. Monthly reports were received throughout the season, KPIs are being surpassed. Total attendance for the season is 14,770, which exceeds the previous season.
	Continue water testing to ensure compliance with Government regulations for public pools.	Water testing conducted every 2 hours in both pools when in operation.
	Maintain supervision levels based on patronage and service delivery for carnivals and aquatic events.	All Staff have the relevant qualifications and contractor ensures appropriate staff to patronage ratio. Risk Assessments are performed regularly to ensure Operator has measures in place to combat risk and provide a safe environment.
	Review fees and charges annually.	Completed.

Performance Measures:

Description	Measure	Benchmark	Target	Progress as at Dec 2018	Progress as at Jun 2019
Swimming Centre attendance	#	12,459	12,550	6384	14770
Net annual operating cost per visit per person	\$	\$8.17	\$8.17	\$16.00 approx	\$16.00 approx

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

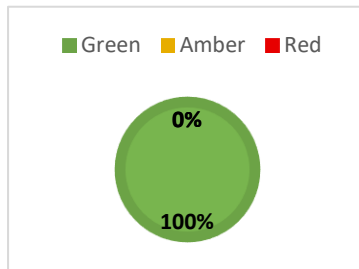
4 Year Delivery Program	1 Year Operational Plan 18/19	Comments: (Business Manager to provide short precis.)
DP17.01) Delivery of survey and design works for infrastructure services, including stormwater drainage, transport, and water and sewer infrastructure. <i>Assets & projects: A – Chief Operating Officer</i>	Ensure that asset management, project planning and design activities meet agreed quality and industry standards	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 on key infrastructure. Other projects are investigated within the department where resources are available.
DP17.02) Review and implement planning for footpaths and cycleway infrastructure that is safe for users and supports connectivity and active recreation in urban environments. <i>Assets & projects: A – Chief Operating Officer</i>	Review existing plans and identify gaps in connectivity in our Towns and Villages referencing the Pedestrian Access Plan and Disability Inclusion Action Plan.	Review of the current documents has commenced to update completed footpaths and cycleways. Review of priorities will be taken into account for forward planning to obtain future grants.
DP17.03) Asset planning considers the impact of consumption and cost driven by the increased demand for existing services and attracts a contribution priced to reflect this impact. <i>Assets & projects: A – Chief Operating Officer</i>	Undertake annual inspections (or as deemed appropriate) and condition assessment of Council infrastructure and assets.	Ongoing program of inspections and condition assessment being undertaken, and reviewed against the asset registers. Water services asset audit inspections are being scheduled by the Manager Water Services for updating the asset register condition ratings in 2019. Scoping brief is being prepared by MWW for consultants to assist in this task.
DP17.04) Asset Planning, Policy and Management provide strategic direction and information to Council enabling the sustainable management of its asset portfolio as a whole. <i>Assets & projects: A – Chief Operating Officer</i>	Implement new Asset Management System.	Available options for asset management systems will be investigated later in 2019.
	Review and update the Asset Management Strategy and Policy.	Asset management strategy review has commenced. The asset management plans for water and sewer services, and transport services have been undertaken.
	Prepare and review maintenance, renewal and capital improvement programs for roads, bridges, drainage and other community infrastructure.	Forward programs are being prepared for roads and bridges for major renewal projects. The 2019/2020 capital expenditure project work scopes are being finalised.
	Provide asset revaluations when scheduled.	Transport revaluations report has been finalised. Future reviews will be carried out to enhance the integrity of the data relative to recent unit rates and procedures.
	Implement and review a Project Management methodology	Review is to be made during 2019 with further documentation in the second part of the year. Value engineering reviews are being undertaken in co-operation with the Works Manager for future projects as part of the scoping process for major works.

<p>DP17.05) Risk Management embedded in our Asset Management Planning forms the basis for our intervention programs and our Asset Management practices. Assets & projects: A – Chief Operating Officer</p>	<p>Review and update Council’s Risk Register and intervention programs on an ongoing basis in accordance with inspection schedules.</p>	<p>Asset management risks have been included in the Risk Management Strategy review within the Magiq format.</p>
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Performance Measures:

Description	Measure	Benchmark	Target	Progress as at Dec 2018	Progress as at Jun 2019
Annual Asset Condition Inspections completed per schedule	%	90%	95%	50%	95%
Infrastructure Renewal Ratio	%	100%	100%	44%	95%

18. Commercial Works



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

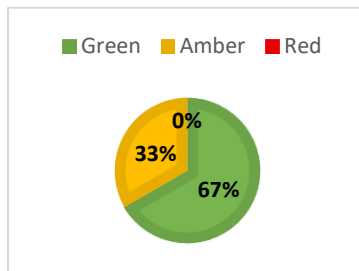
a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 18/19	Comments: <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.	See below comment.
	Program and undertake private works cost effectively.	See below comment.
	Identify opportunities for private works to offset costs of asset maintenance and renewal.	Private works are requested, Council Officers speak to the client about Council's capacity to complete the works as per the Operational Plan. Council quotes the works and speak with the client about programming of works against conflicting priorities in the Operational Plan. Most works are minor domestic works, with very little opportunity for large margins.

Performance Measures:

Description	Measure	Benchmark	Target	Progress as at Dec 2018	Progress as at Jun 2019
Annual commercial operating surplus.	%	TBC	TBC	82%	106%
Annual Profit margin.	%	10%	15%	18%	6%

19. Stormwater and Drainage



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

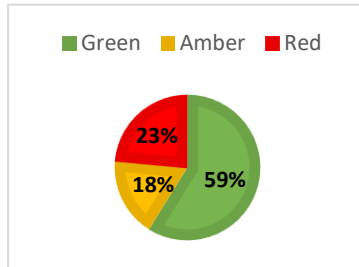
a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 18/19	Comments:
DP19.01) Stormwater and drainage infrastructure is provided, maintained and renewed. <i>Stormwater: A - Chief Operating Officer</i>	Maintain and renew stormwater and drainage infrastructure in accordance with the Asset Management Plan.	<i>Maintenance undertaken as required. Renewals are constantly under review.</i>
	Maintain and renew gross pollutant traps in accordance with the Asset Management Plan.	<i>Maintenance requirements being reviewed. Council will review all gross pollutant traps in the 19-20 FY.</i>
	Update the Stormwater Asset Management Plan.	<i>Update planned for later in 2019.</i>

Performance Measures:

Description	Measure	Benchmark	Target	Progress as at Dec 2018	Progress as at Jun 2019
Number of incidents of public nuisance attributable to stormwater infrastructure per annum.	#	0	0	0	0
Number of incidents of vehicular and pedestrian traffic interruptions.	#	3	1	0	0

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

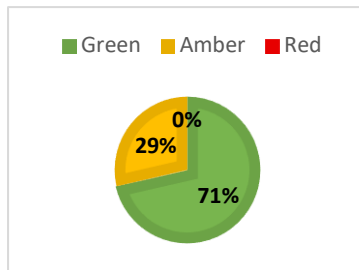
4 Year Delivery Program	1 Year Operational Plan 18/19	Comments: (Business Manager to provide short precis.)
DP20.01) Construction of Transport Infrastructure. <i>Roads, bridges and retaining walls: A - Chief Operating Officer</i>	Construct and seal the remaining unsealed sections of Mt Lindesay Road.	Council Officers continue to source funding opportunities for this work.
	Reconstruct and realign Mt Lindesay Road from Legume to Woodenbong.	RMS are under undertaking load stress monitoring of the Koreelah Creek bridge. Big Hill and Koreelah road designs are being reviewed by Council Officers. The first 2.4km section has been completed and is now in the Contractor's 12 month maintenance period. The Project Control Group has been established and a MoU has been agreed between TSC and RMS. A contract has been let for reconstruction of the Mt Lindesay Road/Killarney Road intersection. Reconstruction is expected to be complete in early September. Design of the Big Hill and Koreelah Creek sections is complete. Design of all roadwork for the project is now complete.
	Deliver the timber bridge replacement program.	Council has had all timber bridges inspected. Council has sought funding and has been successful under various funding streams for replacement of bridges and interim solutions to repair bridges. Five bridges will be replaced over the next two to three years, including Boonoo Boonoo on Mt Lindesay Rd, Emu Ck on Hootens Rd, Beaury Ck on Tooloom Rd, Clarence River on Hootens Rd, Kangaroo Ck on Paddy's Flat Rd North and Deepwater River on Torrington Rd. Under the Interim Solutions funding, Council has repaired 12 bridges to T44 rating, awaiting compliance testing to remove load restrictions. Council will repair and replace (where funding allows) the remaining timber bridges under the Interim Solutions.
	Implement the resealing program for the Regional and Local sealed road network.	2018/19 reseal program has been delivered. Tenders for the 19/20 program will be called in September 2019.
	Complete yearly renewal (replacement) of drainage assets as identified from condition ratings from inspections.	19/20 FY has funding towards some drainage assets.
DP20.02) Maintenance of transport infrastructure. <i>Roads, bridges and retaining walls: A - Chief Operating Officer</i>	Implement and review the regional and local sealed road network maintenance program.	Reviewed. Maintenance program implemented.
	Implement and review the local unsealed road network maintenance program.	Reviewed. Maintenance program implemented.
	Implement and review the bridge maintenance program.	Bridge maintenance program is being reviewed in parallel with the development of the timber bridge strategy (which has commenced).
	Ongoing maintenance of road network and cleaning of streets and car parks.	Car parks maintained.
	Maintain Council's footpath network in accordance with the Asset Management Plan.	Footpaths maintained.

DP20.03) Advocate on behalf of the community for improved service levels across the Shires transport network. Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive	Lobby State and Federal Governments for funding to reconstruct and realign Bruxner Way from the New England Highway to Sunnyside Loop Road.	Design work has commenced to do work on the first 3.5km of the Bruxner Way, anticipating to complete works by December 2019. RMS have committed to taking back ownership of the Bruxner Way.
	Lobby State and Federal Governments for funding to reconstruct Tooloom Road.	Not commenced. Advocacy efforts being spent on timber bridge replacements and other roads (Bruxner Way). At the present, requesting the State to financially support Tooloom Road will send the wrong signals to decision makers. The most looming issue in the immediate time is maintaining the integrity of our timber bridge fleet. The risk being that decision makers may then misunderstand the level of importance of funding bridges, as the Tooloom Road business case simply won't be robust.
DP20.04) Management of the transport infrastructure assets in response to changing community need. Road safety and Traffic Committee: A - Chief Operating Officer Quarries and stockpiling: A - Chief Operating Officer Aviation: A - Chief Operating Officer Roads, bridges and retaining walls: A - Chief Operating Officer	Implement and review the Road Network Management Plan and the Road Network Asset Management Plan.	RNMP to be reviewed in 2019/ 2020 Financial Year.
	Manage Quarries – Ongoing management of quarries, borrow pits and stockpiles.	Some gravel pits are registered. Other pits are used under Section 94 of the State Environmental Planning Policy (Infrastructure) 2007. Documentation and logging of all these pits is occurring, ongoing. Council Officers are currently reviewing all Council owned/ responsible for, gravel pits.
	Aviation Service – Ongoing management of airstrip.	Airstrip maintained regularly and available for use.
	Road Safety and Traffic Committee – Management of road safety (and the Traffic Committee). (Physical assets)	Road safety issues are being addressed through the Local Traffic Committee – ongoing.
	Review Operational Strategic Plan – Review operational strategy regards grading delivery models involving contracting services in partnership or parallel with current internal service delivery.	To be further developed in conjunction with 2019 review of the RNMP and RNAMP. Council's unsealed network is improving by monitoring work results and improving on operational routine maintenance practices. Review and standards yet to be formalized.

Performance Measures:

Description	Measure	Benchmark	Target	Progress as at Dec 2018	Progress as at Jun 2019
Renewal expenditure on local roads	\$	\$2,934,669	\$3,298,000	\$1,973,137	\$2,974,539
Capital Projects Completed on Time	%	85%	80%	44%	90%

21. Plant, Fleet and Equipment



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

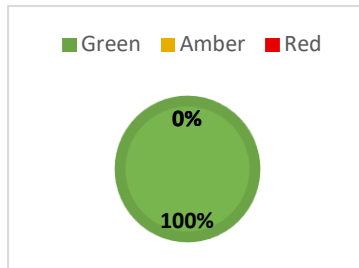
a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 18/19	Comments: (Business Manager to provide short precis.)
DP21.01) Maximise productivity of Council fleet and stores service. Depot, Store: A – Chief Operating Officer Fleet & Plant: A – Chief Operating Officer Procurement and tendering framework: A – Chief Operating Officer Depot, Store, fleet & plant: A – Chief Operating Officer	Arrange safety and other inspections of Council Depot and Store, applying corrective actions where required, in accordance with Council procedures.	Up to date inspections include: Fire Extinguishers, First Aid Kits, Liftings Chains, Pressure Vessels, Safety Harness and Gas detectors and other confined space items. WHS inspections yet to be performed.
	Arrange safety and other related inspections, applying corrective actions where required, of Council assets and fleet in accordance with Council procedures.	Completed 90%. Approximately 10% of inspections extend beyond the prescribed 3 month period. Fleet is achieving its benchmark in this area.
	Delivery of Plant Maintenance Program.	Approximately 95% of Fleet asset maintenance is conducted within a week of falling due; maintenance is conducted in line with industry best practice.
	Maintain and review stock inventory records to ensure accuracy of information and adequacy of stock levels.	Store stock levels have been audited during June 2018.
	Ongoing implementation of Fleet Asset Management plan.	Analysis, reporting and review of most key management areas are now being achieved.
	Ongoing delivery of the Plant Replacement Program.	Four replacements have carried forward from last financial year, There are seven items in this year's program seven of these have been completed to date. Four items will carry to next financial year.
	Depot Master Plan Development.	Depot Master Plan has commenced with a steering committee including Fleet Manager, Property, Building & Landscape Coordinator and the Works Manager. Other stakeholders will be involved as the plan progresses.

Performance Measures:

Description	Measure	Benchmark	Target	Progress as at Dec 2018	Progress as at Jun 2019
Plant safety inspections complete within 14 days of them falling due.	%	90%	100%	100%	100%.
Ratio of un-scheduled to scheduled maintenance.	#	<3.10	<3.10	<3.10	<3.10

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.

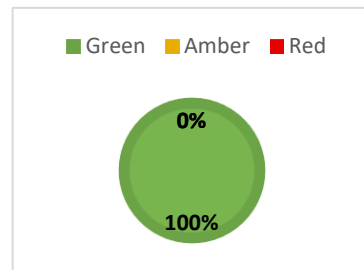
a) Delivery and Operational Plan precis

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

Performance Measures:

Description	Measure	Benchmark	Target	Progress as at Dec 2018	Progress as at Jun 2019
Compliance with EPA discharge licence for Waste Landfill Facilities.	%	100%	100%	100	100%
Total waste diverted from landfill.	tonnes	500	570	234*	243*
Total waste collected per annum by weight.	tonnes	2240	2270	1,210#	1180#
* Note, this excludes green waste, it includes recycling, scrap metal and chemicals collected at the Community Recycling Centre # Note, this excludes green waste					

23. Water Supply



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

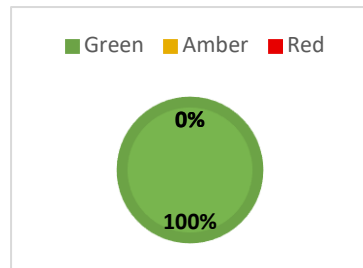
a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 18/19	Comments: (Business Manager to provide short precis.)
DP23.01) Ensure effective and efficient delivery of water services in accordance with existing service levels. Water & Sewer: A - Chief Operating Officer	Review and assessment of Urbenville Water Treatment Plant Concept Design.	Urbenville WTP was built in 2009. There is no Concept Design at this stage, proposal in initial stages to aid pre-treatment. NSW Health and DPI are providing some support to help optimise the operation of the plant – they undertook a site visit during August. More investigations are required however suggestions for optimisation are being implemented including provision of a sludge drying pad at Urbenville and a settling tank.
	Investigate funding opportunities for the construction of a new water treatment plant at Tenterfield.	Discussions with NSW DPI during a consultation session to revise Councils Drinking Water Management Plan about Safe and Secure Water Funding and how the application process works. Council staff were encouraged to pull together some information for the EOI – stage 1 of the application process. The EOI has been submitted and Council will wait to hear if we have moved onto Stage 2 – Detailed Application. We expect to hear early 2019 if we are successful in moving into Stage 2. Notice has been provided that we are successful in attaining funding as \$7 Million for the new plant.
	Construction of Tenterfield Dam Upgrade Project as contracted.	Works are complete. Leeds have left site and Council has resumed operations
	Tenterfield Valve Renewal Program.	Works are continuing.
	Jennings Water Mains Replacement Program.	Works for this financial year are continuing
DP23.02) Implementation of Water Quality Assurance Framework in accordance with the Public Health Act. Water & Sewer: A - Chief Operating Officer	Implementation of Water Service Strategic Plan in accordance with NSW Office of Water Guidelines.	Works are underway to ensure compliance.
	Delivery of ongoing water quality monitoring program.	Ongoing. Water quality policy adopted by Council. Yearly report has been submitted. The updated Drinking Water Management System has been finished. This report also lists actions to undertaken.

Performance Measures:

Description	Measure	Benchmark	Target	Progress as at Dec 2018	Progress as at Jun 2019
Average annual residential water consumption	Kl	190	185	70KL*	82KL*
Drinking water quality - compliance with microbiological requirements	%	100%	100%	100%	100%
* consumption for 6 months					

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.

b) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 18/19	Comments: (Business Manager to provide short precis.)
DP24.01) Provide effective and efficient delivery of sewerage services across to the townships of Tenterfield and Urbenville. <i>Water & Sewer: A - Chief Operating Officer</i>	Ongoing maintenance and operation of sewerage network.	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	Cleaning and relining of the 375mm Main has finished final report completed. Fully invoiced, no further relining scheduled this financial year.
	Tenterfield manhole levels alterations	Planning for the manhole level and augmentation program has developed to specification, contract and tender documents, project quotation closed 14/11/2018. Tender evaluation is completed and awarded, with works completed in February 2019.
DP24.02) Ensure improvement of infrastructure in line with best practice water treatment guidelines and increased capacity for sewage treatment in service areas. <i>Water & Sewer: A - Chief Operating Officer</i>	Tenterfield sewerage network extension	Planning is continuing to complete the scheduled sewer extension works for the Clifton Street extension that has been delayed. Infrastructure has been ordered, and delivered, however staff shortages have required a request for quotation to be prepared to complete works which is underway. The request for quote for Clifton Street was issued, with 2 responses received in late October. Contract has been awarded for Clifton Street, with works due to start in June 2019.
	Investigate funding opportunities and interstate agreement options for the Jennings sewerage system.	Report completed and provided in April. Discussions are continuing with SDRC. Investigations reveal cross border funding possible with QLD state.

Performance Measures:

Description	Measure	Benchmark	Target	Progress as at Dec 2018	Progress as at Jun 2019
Compliance with EPA discharge licence for Waste Water Treatment Plants	%	100%	100%	97%	97%
Interruptions to service per annum	#	15	<10	2	3