

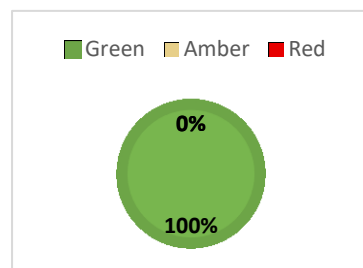


6 Month Delivery Program Report

Financial Year 2019/2020

July to December 2019

1. Civic Office



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

a) Delivery and Operational Plan Precipis

4 Year Delivery Program	1 Year Operational Plan 19/20	Comments: (Business Manager to provide short precis.)
DP1.1) Maintain strong relationships with all levels of Government and proactively seek involvement in decision making impacting our Shire and the New England Northwest Region.	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>(Also refer to June Monthly Operational Report (MOR)).</p> <p>Through communication with the NSW Minister for Water's office, successfully advocated for amendments to the Act controlling water use. The amendment gives the Minister for Water step-in rights during emergencies. It was used on Tuesday the 13th of August, 2019, to assist with the timing of drilling operations in Tenterfield. (Water Management (General) Regulation 2018 was amended on 2 August 2019 to include Clause 39A Exemption relating to certain public authorities granted by Minister during drought.)</p> <p>NEWGrid – Mole River Dam. As per Council Resolution there has been many representations over many weeks made to both Federal and State Government politicians. For many years, if not decades, there has been advocacy applied in an attempt to get a Detailed Business Case funded. When the Federal Government started using the term 'National Water Grid' Tenterfield Shire took the opportunity to advocate, not only for Mole River Dam, but for a pipe network east to Tenterfield as well as north to Stanthorpe and south towards Deepwater.</p> <p>On Sunday 13 October the Federal and State Governments announced \$24 million to go to the project. This money will be used to complete a Detailed Business Case to comply with Infrastructure Australia's P90 estimate criteria as per Council's resolution.</p> <p>On 16 October, 2019, the Mayor, Deputy Mayor and CE met with the Hon. Melinda Pavey MP, Minister for Water, to discuss the Emergency Water Augmentation Project funding. It is pleasing to have received a Deed from the NSW Government, \$4 million, the very next day.</p> <p>The Federal Member for New England, the Hon. Barnaby Joyce MP, visited 12 December to discuss drought relief with Councillors, and open the Mt Lindesay / Killarney Road intersection.</p> <p>Grants submitted awaiting response:</p> <ul style="list-style-type: none"> • Steinbrook Hall Kitchen Extension & Shade Structure with Tables • Revitalisation of Drake Hall • Playground Enhancement of Torrington Park • Revitalisation of Tenterfield Sporting Ground Lights and Covered Seating _ Rugby Park • Installation of Shade Cloth at Rotary Park • Shirley Park Cricket Nets Replacement • Refurbishment of Sunnyside Hall • Revitalisation of Tenterfield Sporting Ground Lights – Shirley Park • Installation of Covered Exercise Area Hockey Field • Revitalisation of Tenterfield Sporting Ground Lights – Federation Park • Jubilee Rotunda Refurbishment. • Shade Cover and BBQ at Tenterfield Pool. • Paddy's Flat South (unnamed creek) - bridge • Torrington Road (Kangaroo Creek) - bridge • Paddy's Flat North (unnamed creek) – has temporary Saunders bridge in place • "Tenterfield Airport – Submission n for Emerging Industries Study New England North West – Aviation Related Industries – RIAR

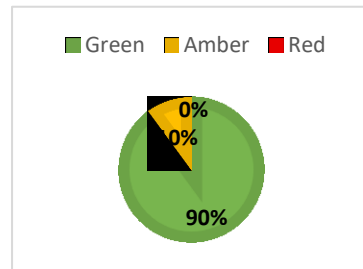
		<ul style="list-style-type: none"> • Tooloom Road - Paddy's Flat North to Urbenville - rehabilitation - stabilise pavement and seal shoulders (Duplicate) • Tooloom Road Paddy's Flat North to Mount Lindesay Road rehab.
	Participate and influence the direction of Joint Organisations and ROCs, specifically, advocate that Joint Organisations remain focussed on delivering reductions in costs without eroding local community capacity.	Currently liaising with SDRC regarding a joint Energy from Waste proposal. Contributed to NEJO's submission to the Committee on Investment, Industry and Regional Development's inquiry into support for drought affected communities in NSW. Working with NEJO on Regional Transport Plan, procurement opportunities and submission regards the new internal audit and risk requirements.
DP1.2) Provide sound and inclusive decisions using the Community Engagement Strategy to guide our interactions	Work towards the overall objectives of the Office of Local Government in relation to guiding the decisions of the community to align with the ratios as contained and described by the Local Government Act and the Office of Local Government. (Noting the potential negative effect in being able to meet OLG ratios due to cost shifting by State Government).	Wrote to LGNSW regarding the effect on council's financial Ratios with well-intended, but poorly aimed, Stronger Country Community Fund grant processes. Sought that LGNSW advocate on behalf of TSC on the increases to election costs by the AEC. Seeking to use grant fund opportunities to reduce depreciation costs.
	Provide a publicly available update on the Council resolution register on a monthly basis.	Completed
	Promote and refine Council's Monthly Operational Report such that the community is more informed and actively able to participate.	Completed
DP1.3) Represent, advocate and lobby for the continued improvement of our local and regional health services.	Advocate for the maintenance and improvement of our existing health services throughout the Region and ensure future government planning aligns with community needs.	<p>Supporting local health providers within our mandate and community expectations at every opportunity. Despite advocacy to the Cross Border Commissioner, Health and local political representatives we (occasionally) still face the same issue with NSW Ambulance overriding doctors and taking patients to where it suits. This is an on-going challenge.</p> <p>Mayor and Deputy Mayor chaired a meeting on 12 September, 2019, with the agenda being to support the nursing levels at the hospital.</p> <p>The Hospital's operations and services to our community remains a priority of council. The Mayor and Deputy Mayor have been advocating on behalf of the community when every chance is placed before council.</p> <p>Public meeting held on 13 November to formulate strategy and agenda prior to meeting Minister for Health, the Hon. Brad Hazzard MP with the Member for Lismore, the Janelle Saffin MP on 19 November 2020.</p> <p>Attendees:</p> <ul style="list-style-type: none"> • State Member for Lismore, Janelle Saffin • Cross Border Commissioner and Regional Town Water Coordinator, James McTavish • NSW Ambulance, John Lawler • Nurses & Midwife Association Union, Jo-Anne McKeough and Brett Holmes (General Secretary) <p>Apologies</p> <ul style="list-style-type: none"> • Minister for Health, Brad Hazzard • Executive Director, Operations – Rural & Regional Health Services Hunter New England Local Health District, Susan Hayman • Fed. Member for New England, Barnaby Joyce. <p>Agenda</p> <p>a) What has prompted community concerns?</p> <ul style="list-style-type: none"> ○ Hospital not having a doctor for 6 days – accident and death ○ Nursing numbers and security of tenure – only 2 nurses ○ Patient transfers – hearing different things from different sources. ○ Actions from last meeting between Health Minister and Council weren't carried out. <p>Further concerns</p> <ul style="list-style-type: none"> ○ Need to guarantee, from a social as well as an economic perspective, that the security of service is maintained ○ People make choices to move or remain in towns often based on health services ○ Risk to staff having to work in situations that are not safe to either them or patients

		<ul style="list-style-type: none"> Patients being forced to hospital locations that aren't in line with their doctor's or family's capacity to manage <p>Susan Hayman (HNEH) and the Mayor and Deputy Mayor have agreed to meet/discuss monthly to allow monitoring of progress.</p>
DP1.5) Identify, represent, advocate and lobby for inclusion of the Shire's needs in regional and state planning.	Advocate for continuing development of grant opportunities at the Federal and State level and actively participate in discussions where cost shifting and erosion of support is proposed, including the return of regional road assets to the State.	In July, as part of TSC's advocacy, the NSW Government reversed its decision to raise the Emergency Service Levy by 24%. Currently engaging through BROCC, the Minister for Lismore, and the NSW Government regards the transfer of the Bruxner Way back to highway status. Sought that the NSW Country Mayors Association and LGNSW advocate on behalf of council regards the new JO internal audit model.
	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.	The RMS have completed MkII of the design, which is far better than the original in all aspects. Public consultation (by RMS) will commence shortly. The NSW Government allocated a further \$2 million in the 19/20 State Budget (to add to the \$10 million already) for further project development, including land acquisition.
	Actively participate in a concept and development phase of the Tenterfield bypass project to encourage an outcome that satisfies the requirement to remove heavy vehicles from the centre of town while maintaining tourist traffic. Ensure that associated developments do not negatively impact the heritage status of existing business and tourism sectors.	See above.
	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.	Currently engaging through BROCC, the Member for Lismore, and the NSW Government, regards the transfer of the Bruxner Way back to highway status. Council wrote to the Hon. Janelle Saffin MP to provide her with commentary so questions as to progress could be asked of the State Government. The government has since responded by instigating a review panel to assess.
	Continue to apply for grant funding and lobby other levels of government to commit the funding required to fully seal the Mount Lindesay Road as it is now classified as a regionally significant transport corridor in the New England North West Regional Plan. Alternatively, in parallel, advocate for road to be handed over to the State.	Council has been successful in obtaining 100% funding to replace the Boonoo Boonoo Bridge on Mt Lindesay Road. Tenders have been advertised for the design and construct bridge work. The Legume/Woodenbong intersection has been completed. A submission has been made for funding under the NSW Road Safety Program to place a new seal over the first unsealed road section of Mt Lindesay Rd near Bookookoorara. As part of the Federal Government's second-round of drought funding, our Roads to Recovery (R2R) grant has been raised circa \$1.05 million over two years. Mt Lindesay will receive the majority of these funds.
DP1.6) Mayor, Councillor and Committee support	Continue to develop the professional relationship between Council's elected body and Council's operational organisation.	Ongoing.
	Provide media liaison, manage branding, corporate image and corporate affairs through media.	Ongoing.

Performance Measures

Description	Measure	Benchmark	Target	Progress as at Dec 2019
Councillor attendance at Council Meetings	%	80%	90%	93%
Implementation of the Delivery Program	%	80%	90%	84%

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 Precs

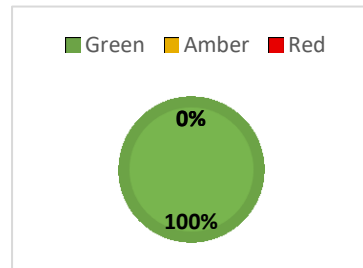
4 Year Delivery Program	1 Year Operational Plan 19/20	Comments: <i>(Business Manager to provide short precis.)</i>
DP2.01) Collaborate and deliver resources with other organisations to ensure a variety of cost effective services across the service area.	Implement a long term financial strategy pursuant to the community strategic planning legislation, with special emphasis of aligning the Long Term Financial Plan with the Asset Management Plan.	The LTFP alignment is progressing very well – especially due to the recent success in grant applications. (Over 51 million to our area since June 18.) There is still work required, but the quantum has been very significantly reduced. We’ve largely got timber bridges now in control, we’ve been granted two lots of money for the water (7 million for WFP and 4 million for the Emergency Water Augmentation Project). We are still struggling with waste management, as in short, our charges haven’t taken into consideration the need to spend \$4.1 million on a new waste cell. Hoping that Waste to Energy assists to solve that problem.
	Research alternative models, sources and ideas for service funding that doesn’t detract from local capacity building and maintenance.	Working with BROCC, NEJO and SDRC to cooperate in service provision.
DP2.02) Deliver continuous improvements in Council’s business, processes and systems	Guide the transformation of the Organisation culturally and technically from database to geospatially based management systems, highlighting interconnectivity.	Progress has been made in the automatic update process and an increased number of layers are now available in mapping. The asset system development is fundamental to future enhancements. Mapping Solution identified as Intramaps. Program is now operational with training still to be provided to staff.
	Corporate advertising, council publications and web site.	New Mobile App starting to be up-loaded by the public.
	Monitor, review and implement the Business Improvement Plan Actions.	Has spurts and brakes due to the amount of grants we’re receiving – which is great, but slows down other deliverables.
	Manage Mayoral and Deputy Mayoral elections.	Completed
	Corporate Communications, internal communication strategy, management and service.	Ongoing.
DP2.03) Deliver and facilitate leadership in strategic planning and implementation	Ensure Council’s expenditure needs are properly identified and advice to Council as to how to fund sustainably is provided.	Water/waste has proven to be challenging. Income currently doesn’t match long-term needs. There will need to be an adjustment to charges and volume of water etc. to allow balancing of the Water Fund.
	Review the Community Engagement Strategy with emphasis on renewing engagement of Advisory Committees.	Huge improvement since the timing was changed to after hours. It is still difficult to coerce attendance in Tenterfield. The village meetings usually fill the halls.

	Review of Community Engagement Strategy and ongoing delivery.	Since council changed meetings from the afternoon to evenings attendance has been revitalised. Ongoing.
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Performance Measures

Description	Measure	Benchmark	Target	Progress as at Dec 2019
Compliance with all legislative requirements.	%	100%	100%	100%
Audit and Risk Plan completed.	%	50%	100%	70%

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.

Delivery and Operational Plan precis

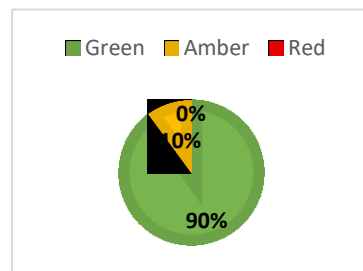
4 Year Delivery Program	1 Year Operational Plan 19/20	Comments: (Business Manager to provide short precis.)
DP3.01) Engage with the community and develop partnerships with relevant organisations.	Attend Progress Association, Hall Committee, Service Network, Local Area Health Committee, Disability Advisory Committee, and other community, event and activity meetings as required.	In addition CDO attended White Ribbon Day planning meeting, planning meetings for Grandparents & Wellbeing Day as well as Keep Calm One Day suicide intervention training as well as Seniors Festival planning meetings. Attendance also at the community initiated hospital meeting.
	Implementation of the Community Engagement Strategy.	<i>Community Engagement Strategy has been reviewed.</i>
	Facilitate Youth Forum and Network, e.g. Youth Week.	Planning of Youth Forum/Network has occurred. Consultation now to occur as to logistics including frequency and timing of meetings.
	Distribute weekly email newsletter across the community promoting events, grant and training opportunities, news and community announcements.	Tenterfield in Touch continues to be distributed weekly with 452 subscribers.
	Ongoing promotion of My Community Directory.	My Community Directory and Community Development Officer continues to support interested community partners in listing on the directory.
DP3.02) Maintain collaborative partnerships with the local Aboriginal communities.	Partner with the Aboriginal Advisory Committee in the implementation of programs and activities that enhance the wellbeing of Aboriginal and Torres Strait Islander People in our Shire.	Partnership with the Aboriginal Advisory Committee is ongoing to support activities within our Shire.
DP3.03) Support people with specific needs through appropriately identified services and advocacy.	Support community safety and crime prevention partnerships.	Ongoing. Liquor Accord meeting occurred in November and introduction of new officer also.
	Support facilities and activities to improve the physical and mental health of the community.	CDO undertook additional training and ran an activity "kindness rocks" at the Wellbeing Day at the High School alongside community partners.
	Additional operational requirements caused by emergency relief activities (e.g. grants, community consultation, recovery meetings, partnering with emergency recovery services).	Continued attendance at OEM recovery meetings as well as health and wellbeing subcommittee meetings and partnering with all recovery partners. Also attendance at intercouncil meeting in Toowoomba on 28 November and participation in ten minute meet the master with Warwick Council on 27 November. Additional support also provided regarding emergency relief to farmers and their families providing information about services and support available. Partnering also with recovery services in supporting Torrington – provision of hampers and water to those in need.
DP3.04) Engage with transport providers and the community to assess the transport needs of residents in the Shire.	Support accessibility for people in our Shire.	Support regarding accessibility for people in our Shire continues.

DP3.05) Develop and implement the Tenterfield Shire Council Disability Inclusion Action Plan with key partners.	Ongoing review and implementation of the Disability Inclusion Action Plan in accordance with legislative guidelines. Facilitate the Disability Advisory Committee meetings.	Ongoing and review of the Disability Inclusion Action plan occurs & facilitation of the committee meetings.
DP3.06) Promote the needs of persons with a disability and Disability Inclusion Action Plan to stakeholders.	Advocate for the needs of accessibility issues in partnership with community organisations within our Shire.	Advocacy continues in partnership with community organisations within our Shire as to accessibility issues.
DP3.07) Support community organisations that develop and maintain a range of facilities that meet the diversity of community needs, interests and aspirations.	Inform about potential grants and assistance available.	Information through Tenterfield in Touch, email and individual support offered and provided.
	Support community organisations and groups to provide a wide range of activities as required.	Ongoing.
	Support community events (excluding Australia Day and civic welcome for Bavarian Band).	Ongoing
	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 and websites).	Ongoing and occurs re distribution of information about events, activities and facilities to the community.
DP3.08) Encourage and support activities focusing on the wellbeing of our residents in Tenterfield Shire.	Promote and support activities that highlight community wellbeing, e.g. Mental Health Month.	Support and promotion of activities that highlight community wellbeing including the Wellbeing Day at the High School, drought support, participation in health and wellbeing subcommittee meetings, planning for activities that support our community and their health and wellbeing.
DP3.09) Enrich the community by supporting a variety of diverse cultural events and activities.	Maintain communication and relationships with various community organisations.	Ongoing communication and relationships with various community organisations maintained, strengthened and further relationships explored and created.

Performance Measures

Description	Measure	Benchmark	Target	Progress as at Dec 2019
Number of community activities supported.	#	3	4	4
Number of committee/community meetings.	#	5	10	14

4. Economic Growth and Tourism



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

a) Delivery and Operational Plan precis

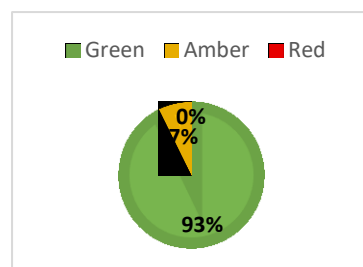
4 Year Delivery Program	1 Year Operational Plan 19/20	Comments: (Business Manager to provide short precis.)
DP4.01) Provide and facilitate future economic growth throughout the Shire.	Facilitate opportunities for industrial and commercial business development. Implement the Economic Development Strategy, promoting growth and new development.	Meetings held with potential investors and developers as required. Ongoing.
DP4.02) Support business and industry to identify and implement emerging trends in technology to facilitate growth.	Facilitate and support the delivery of business training, workshops and forums in conjunction with the Tenterfield Chamber of Tourism, Industry and Business.	Business Instagram Workshop held 29 November 2019 with Lauren Bath (Australia's first professional instagrammer). This was jointly funded by Tenterfield Shire Council and Tenterfield Chamber, and had 50 attendees.
DP4.03) Lobby for the improvement of telecommunications infrastructure throughout the Shire recognising internet connectivity as a significant barrier to all business activity.	Support future proposals for improved telecommunications infrastructure.	There has been an improvement since the new infrastructure has been delivered. Continuing to advocate for Torrington telecommunications tower.
DP4.04) Support agriculture as a significant industry in the Shire and promote initiatives that enhance the economic sustainability of agriculture.	Support local agricultural events and investigate an appropriate event that showcases the Tenterfield agricultural district and industries.	2019 Business & Tourism Awards held Thursday 28 November with Excellence in Agriculture/Agribusiness won by Moore Eggs; highly commended Wilshire & Co – Tenterfield (CRT). The impact of the drought continues to be a major focus.
DP4.05) Promote Tenterfield Shire as a tourism destination.	Support marketing campaigns and the visitor economy through the New England High Country.	Discussions occurring with the New England High Country group to finalise marketing activities for 2019/20. A new website has been developed for the regional collective & content is being finalised.
	Ongoing delivery of the Destination Marketing Plan and marketing campaigns for Tenterfield Shire.	Regular social media posts occurring on Facebook (2,443 likes) and Instagram (1,451 followers) promoting Tenterfield. Summer campaign in development focusing on TV, radio & social media.
	Launch and maintain a new tourism website for Tenterfield Shire.	Website has been developed and content is being sought and uploaded. New content for the tourism website is being checked before being optimised for online. Request for businesses to send through updated information has been sent out & will be uploaded over the coming weeks. Website to be finalised & launched end of January 2020.
	Continue to develop and maintain high visibility of Tourism Products in the Region (Visitors Guide, website and social media).	Redevelopment of visitors guide is underway, with advertisements finalised. New content and images are being supplied. Social media posts happen regularly via Facebook (2,443 likes) and Instagram (1,451 followers).
	Ongoing management of the Tenterfield Visitor Information Centre (VIC), including volunteer management and training, retail management and provision of customer service.	Volunteer numbers being maintained, positive customer reviews continue to be received. Tourism & Cultural Services Officer working well across School of Arts and Visitor Information Centre.
	Develop plans and investigate funding opportunities for redevelopment of VIC to include economic development, community and tourism hub and modernise and consolidate VIC displays, retail shop and information services.	Funding opportunities are being investigated. Other work priorities have required delays to the first stage (planning), which will occur early 2020.

	Support the growth of major events in the Tenterfield Shire and assist with promotions through the Visitor Information Centre.	Events promoted through posters in the visitor centre, social media and tourism websites.
DP4.06) Plan and lobby for affordable transport options to encourage access to our Shire.	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.	Maintain partnerships with neighbouring Councils and industry, including Southern Downs Regional Council, Kyogle Shire Council and New England High Country Councils to investigate and support business development and tourism opportunities where available.	Strong New England High Country marketing campaigns ongoing. Communication and continuation of partnerships continues with Kyogle Council and Southern Downs Regional Council.
	Work collaboratively with other tourism bodies within Tenterfield Shire to encourage the development and growth of tourism assets.	Work continues with Tenterfield Chamber, event organisers and tourism businesses.
DP4.08) Facilitate and participate in ongoing partnership activities with the New England High Country, Tenterfield Chamber of Tourism, Industry and Business.	Work collaboratively on a range of projects and promotions to market Tenterfield Shire.	Summer campaign to be launched late mid-December.
	Liaise with the local, regional and State tourism industry, including operators and organisations.	Partnerships continue with New England High Country, Destination NSW, Destination Network Country & Outback, New England Joint Organisation, Department Premier & Cabinet and Regional Development Australia Northern Inland.
	Support strong relationships with the business and tourism community.	MED&CE & TO continue to work closely with the tourism and business industry.
DP4.09) Promote the liveability of Tenterfield Shire as a place to live, work and play.	Development of a comprehensive resource for new/potential residents and/or investors.	Information to be incorporated into new website build for Tenterfield Shire Council.
	Support marketing activities and events to promote Tenterfield as a place to visit, live and invest.	Ongoing local & regional promotions occurring through social media, Tenterfield in Touch newsletter, Council Website, Visitor Information Centre and School of Arts (community cinema advertising).

Performance Measures

Description	Measure	Benchmark	Target	Progress as at Dec 2019
Number of Visitor Information Centre Visitors	#	18,995	19,000	7383
Number of Business Events held in conjunction with TCTIB and Industry	#	3	4	2

5. Theatre and Museum Complex



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

a) Delivery and Operational Plan precis

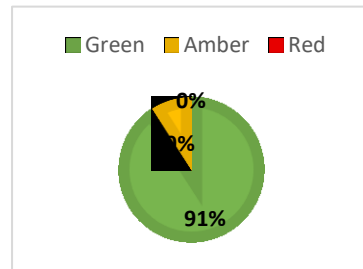
4 Year Delivery Program	1 Year Operational Plan 19/20	Comments: (Business Manager to provide short precis.)
DP5.01) Sir Henry Parkes Memorial School of Art is provided by Council as a cultural hub of Tenterfield Shire.	Manage and operate all aspects of the Sir Henry Parkes Memorial School of Arts (Cinema, Theatre, and Museum).	The Tenterfield School of Arts is open 7 days a week (only closed Christmas Day & Good Friday) and has a regular program of cinema and theatre activity for the community.
DP5.02) Enhance cultural diversity by encouraging cultural and artistic opportunities.	Maintain relationship, partnership and facilitate Museum Advisor Program.	Monthly meetings held with museum advisor.
	Maintain a collaborative working relationship with National Trust Australia (NSW) and Friends of the School of Arts.	Ongoing.
	Ongoing partnership programs with community organisations, Tenterfield Players, production companies, Arts North West, the New England North West Performing Arts Network and Arts NSW.	Ongoing.
	Work with the School of Arts Joint Management Committee.	Joint management committee meet twice a year (minimum) with representatives from the Friends of the School of Arts, National Trust and Council. These meetings are reported back to National Trust annually.
DP5.03) Enrich the cultural life of the community by supporting a variety of cultural events and activities for residents and visitors	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, distribution of cinema programs, email newsletters, websites and brochures. Weekly interviews with TenFM are continuing each Thursday morning, promoting upcoming events at the cinema and theatre.
	Support annual events such as Sir Henry Parkes Oration and Banquet, Eisteddfod (Biennial), Bavarian Brass Band Concert (Biennial), Peter Allen Festival, Seniors Week, Youth Week and NAIDOC week.	November events include: Byron Steiner School Concert: 85 attendees Me & My Shadow: 56 attendees Bugger the Drought Gala Dinner: 95 attendees Plans underway for Seniors Week & Youth Week 2020.
	Annual planning, development and implementation of a Theatre Program.	Has been a strong theatre program for 2019, and planning for 2020 is well underway.
	Annual visiting and local museum exhibition program.	The Friends of the School of Arts, in conjunction with the MEDCE, Museum Advisor and Centenary Cottage are developing a new exhibition for the Showcase Banquet Table.
DP5.03.01) Promote volunteer opportunities and manage volunteers at the Sir Henry Parkes Memorial School of Arts.	Provide volunteer training and upskilling in a safe and engaging work environment.	Volunteer numbers are being maintained and volunteer training is provided on a regular basis. Volunteer social afternoon held for Melbourne Cup & planning for Volunteer Christmas Party (December 4) underway.
	Facilitation of cultural development opportunities for individuals and groups in arts & culture.	Regularly support workshops (visiting and local), local drama group and music supper clubs.

DP5.04) Encourage activities for young people and families in Tenterfield Shire	Annual planning and development of a Cinema Program, including Manhattan Film Festival and Lyceum Film Festival.	Ongoing with minimum 5 screenings per week. Manhattan Film Festival Held 3 October & Ride Like A Girl Community Movie held 22 October. Lyceum Film Festival postponed for 2019 due to conflicting events.
	Ongoing implementation of theatre education program for Years 5-6 and Years 9-10.	Ongoing with regular school visits and tours. Quotes are being sought for the upgrade of the education program.
	Support Youth Week, support youth theatre workshops and provide youth entertainment during school holiday periods.	Youth workshops and youth cinema and theatre program ongoing with focus on holiday periods and youth week.

Performance Measures

Description	Measure	Benchmark	Target	Progress as at Dec 2019
Maintain and increase visitation to the Museum	#	3000	3400	1127
Number of Theatre Productions held annually	#	3	3	7

6. Library Services



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

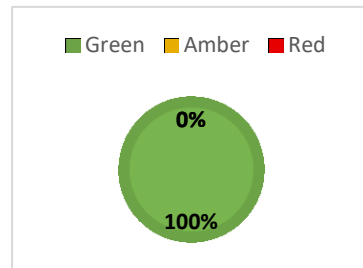
Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	Comments: (Business Manager to provide short precis.)
DP6.01) Provide ongoing delivery of broad range of library services that respond to community needs.	Provide a relevant range of facilities and activities to support the physical and mental health of the community.	Ongoing.
	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.	Will be undertaken in December.
	Collection management including acquisition, evaluation and disposal of resources.	Ongoing
	Provision of library branch exchange services in villages.	Monthly exchange visits and regular communication with branch staff. Small disruptions have occurred due to ongoing fire emergencies.
DP6.02) Develop and maintain a range of community facilities that meet the diversity of community needs, interests and aspirations	Provide spaces and opportunities for individuals and small community groups to meet and access technology.	Small community groups, such as the Family History Group, are encouraged to meet in the library.
	Provide a space for exhibitions and displays of public interest.	Ongoing.
	Provide public access to online resources and training.	Free access to computers and the Internet provided. Free online access to the Technology Training directory and numerous databases provided.
	Provide free basic research and reference services.	Ongoing.
	Manage all corporate art, artefacts, honour boards and memorabilia (including audit and security).	Cataloging of Tenterfield Shire Council's Art Works project is underway with a target completion date in 2020.

Performance Measures

Description	Measure	Benchmark	Target	Progress as at Dec 2019
Number of Registered Visits	#	20,005	20,100	9,555
Number of Items Borrowed	#	24,300	24,400	12,065

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.

Delivery and Operational Plan precis

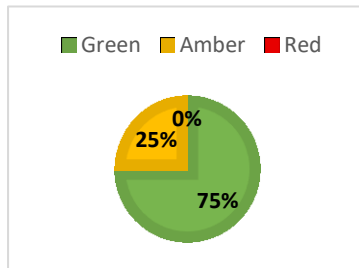
4 Year Delivery Program	1 Year Operational Plan 19/20	Comments: (Business Manager to provide short precis.)
DP7.01) Provide an organisation-wide approach to the effective management of workplace health and wellbeing.	Regular inspections (site) each month. Ongoing education programs & demonstrations. Target further reductions in premium costs.	Regular inspections continue monthly, cycling through each workplace Weekly/monthly `Toolbox meetings provide educational and training opportunities. The moderate 2019-2020 workers compensation premium is reflective of successful WHS initiatives, training and culture.
	Continue toolbox meetings for staff, contractors and volunteers. Highlight potential for improvement. Encourage continued achievements of low incident / lost time targets.	. Onsite education, information and advice, in Tenterfield and Urbenville, is a current focus. The number of days since the last Lost Time Injury (LTI) is 17.
	Follow up health check program provided to staff as part of the StateCover Mutual funding incentives.	Mental health, wellbeing, development and behaviour advice and services, focusing on drought, the fires, diet and bereavement continue on a scheduled and appointment basis.
	Review applications for flexible work agreements with a focus on work/life balance for staff.	Flexible working arrangements continue to address a number of needs including Drought related problems. Review targets established. Implementation continues, to assist staff in the current difficult drought, associated financial pressures and mental health stress environment.
DP7.02) Delivery of programs to grow and invest in our existing and emerging leaders and support a culture of high performance.	Implement the 2019/2020 skills targeted training plan.	Plan continues based on Performance Reviews. Delivery attached to need and courses availability. Focus remains on Leadership, Bridges, Overhead Power lines, New Code of Conduct, Bullying and Harassment Updates, Certificate III in Civil Construction (Plant Operations) and apprenticeships.
	Introduce online learning modules that are easily accessible to staff that focus on effective initiative approaches to maintain staff to enhance productivity.	Coaching program (Objective Leader) has been developed, implementation commencing in December for selected supervisors and managers. Some on line learning safety and project management modules being assessed.
	Revise higher duties allowance procedure that supplies adequate recognition & incentive.	Individual instances reviewed and recognition value assessed and adjusted as necessary. Current focus is on assistance available from the upgrade of the salary system, together with meaningful "flat rate" allowances.
	Continue to provide staff newsletter, facilitate Management Team & Staff meetings.	Management (monthly) and staff meetings regularly scheduled and working well, high staff acceptance and attendance/involvement. Significant topics identified for the Staff newsletter; regular creation being addressed.
	Retain 3 highly successful mentors to be paired with Senior Management Staff and explore exchange program with other selected regional Councils.	<i>Mentors now provided through the Objective Leader program. Contact established with provider/mentor for most senior management. Regional P&C Department developing a useful leadership development exchange program.</i>
	Encourage participation in the Bring your own device program and improve conferencing & video technology for learning.	Take up continues at a moderate pace. Video Conferencing using ZOOM effectively established and ongoing. New Emergency Management Centre with upgraded Video Conferencing facilities will fully support.
	Encourage hot desking and remote working instead of residency to reduce office costs.	Hot Desks (some currently in use)included in Office Refurb. Plan. Senior and some specialists use the now easier access remote facilities. Occupation of former now renovated Records Room, provides identifiable benefits.

DP7.03) Manage the implementation of Council's Workforce Management Strategy.	Publish the latest HR metrics and encourage achievement of related targets.	FTE data and graphs presented in the statistical section within the MOR. Annual metrics surveys scheduled for completion before calendar year end
	Finalise the implementation of changes made in 2017/2018 to Councils salary system.	Currently a work in progress. Latest Salary data loaded a sample created for testing and verification. New bands being considered.
	Complete any outstanding updates following the April/May 2019 changes to policy & procedures.	Back up Procedures/Protocols in production for progressive delivery, review and publication. Ongoing
	Optimise the organisation structure changes achieved and bed down. Continue support for cultural changes, implement simplify where appropriate.	Structure Chart completed and circulated. Cultural changes being supported through plans for further leadership development.
	Enhance consultation & staff consultative committee activity.	Consultative Committee restored to activity, Constitution reviewed/updated. Meetings scheduled and proceeding with good input from staff.
	Continue approaches based on the Voice staff survey. Repeat survey November 2019 to measure improvements.	Following consultation with Voice and appointment of new Director repeat now scheduled for March 2020.
DP7.04) Developing attraction and retention practices across Council.	Consolidate our position as an employer of choice, ensure all positions are adequately backed up with potential successors	<i>Most positions now backed up. A number of staff undertaking advanced courses e.g. Health and Building, Business Degrees, project management, apprenticeships.</i>
	Deliver in house supervisor / manager program targeting excellence in management motivational style.	Program selected and in implementation stages. First training session has been delivered. Next stages commence in December.
	Publish diversity data report and support scholarship programs for diversity.	Focus on current diversity, through traineeships (school based). Improvements to HR Metrics will assist data reporting. Strong high school participation with work experience placements.
	Target increase in current distribution of diversity among trainees / recruit trainee apprentices.	Trainees in place and include youth and mature aged.
	Continue current effective program, deliver training, and update process to reflect change.	Continuing/ongoing. Budget and grants impact on numbers. School based traineeships being further pursued.
DP7.05) Deliver continuous improvements in Council's business, processes and systems	Focus on maintaining current status & achievements and develop and implement strategies for continual improvement.	This month all outdoor staff and some indoor staff received risk management fundamentals training which was inclusive of an outdoor practical scenario in the depot. This scenario was a mock site setup with intentional hazards for staff identification and control.
	Implement supervisor training on Councils WHS Management Software (Safe Hold) to increase usage.	Continuing focus.
	Continue develop and implement Emergency Preparedness Procedure in conjunction with State Cover WHS Action Plan.	Works in progress to confirm and develop awareness of requirements. Safety packs and support equipment developed and used during current bushfire emergencies.
	Continue to monitor and review as required, near miss, incident and accident data.	Lead and lag indicators are continually monitored and reviewed with corrective actions, safety alerts and safe work method statements being developed to ensure learning and continual improvement

Performance Measures

Description	Measure	Benchmark	Target	Progress as at Dec 2018
Lost time injury rate (per 100 employees)	%	<4%	<3%	1.76
Training and Development investment	%	>0.7	>1%	73%

8. Emergency Services



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

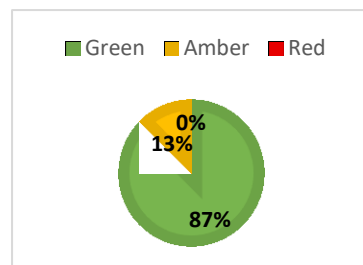
a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	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.	Review learnings from 2019 bushfires & 2018/2019 Local Emergency Management Committee exercises, with updates to the Emergency Management Plan.	2019 Emergency Management Plan recently reviewed and signed off by the LEMC. Lessons from February and September fires will be applied in future events. These lessons include safety, works efficiencies and financial improvements.
	Work with Assets / Planning, Finance, GIS & Works to complete at least 15 % installation of rural address identifiers.	GIS/Finance has updated Mapping software available project planning to upgrade and update rural addressing underway. Departments involved working together.
	Continue to work with the local Rural Fire Service.	Frequent direct contact with RFS. On Accounting functions. Recoveries from Bush fire related actions also progressed with funds received and to be received. Council LEMO's and staff are continuing to assist combat agencies. Current Heightened involvement during the current emergencies through direct liaison and support.
	Deliver an upgraded Emergency Management Centre at Rouse St with associated Local and Regional Emergency Management review.	HR & WD working with Property and Buildings to advance achievement in a timely manner and to acquit Grant.

Performance Measures

Description	Measure	Benchmark	Target	Progress as at Dec 2019
EMPLAN reviewed annually	#	1	1	0
LEMC Meetings	#	3	3	2

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.

Delivery and Operational Plan precis

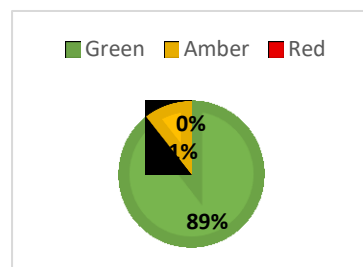
4 Year Delivery Program	1 Year Operational Plan 19/20	Comments: (Business Manager to provide short precis.)
DP9.01) Ensure that information technology meets Councils operational requirements.	Finalise development of the Technology Strategic Plan to guide Council's information technology related decision making.	Work continues on the development of this plan.
	Ensure managed service arrangements are effectively supporting business requirements.	Managed Service arrangements are working well.
	As per Council's Technology Strategic Plan and Budget ensure technology is of a sufficient standard to support Council's operations.	Upgrades to some of Council Corporate systems commenced in November 2019. Work to improve connectivity and speeds at sites other than the main administration building should be are now completed. Ways to improve internet speeds at Urbenville are currently being investigated. Fibre Optic Cable has been laid at the Saleyards between the Weigh Office and the Administration Building to provide additional connectivity between the two areas (in addition to the wireless link which will become the backup solution).
DP9.02) Make prioritised decisions in the long-term interest of the broad community and have regard to financial and infrastructure sustainability.	Review, revise and maintain Councils Long Term Financial Plan in line with statutory requirements.	Work has commenced on aligning the asset management plans with the Long Term Financial Plan.
	Provide financial reports to Management and staff to assist in budget control and decision making.	
DP9.04) Ensure that financial sustainability and the community's capacity to pay inform adopted community service levels. Procurement and tendering framework: A – Chief Operating Officer	Ensure adequate and effective internal controls are in place for all financial management and purchasing functions (Compliance).	Council is progressively moving the risks and internal controls to mitigate them to the new Risk Management software package.
	Maintain a strategic rating structure that is equitable across the region.	Council's response to the Rating Review was submitted to the Office of Local Government by before the deadline.
	Manage investments in the long term interest of the community and within regulatory requirements - Plan, develop and manage Council's investment portfolio.	Interest rates are at record lows within Australia, which has resulted in a reduction in interest income to Council.
DP9.05) Ensure compliance with regulatory and statutory requirements and that operations are supported by effective corporate management.	Complete quarterly budget review statements in-line with statutory requirements.	The first quarterly budget review was provided to the November Ordinary Council meeting.
	Process accounts payable in-line with Councils protocols and suppliers terms of trade.	Accounts are being processed in line with Council's protocols and suppliers terms of trade.

	Complete and lodge Annual Financial Statements in accordance with Statutory Requirements.	Council's Annual Financial Statements were lodged by 31 October 2019.
	Complete all taxation returns and grant acquittals (where not undertaken by direct service recipients of grant funding within Council) as required by external bodies.	The Drought Grant Funding was acquitted, audited and submitted and Council has now received the final payment of \$200K.
	Organise and manage the external audit of Council.	The external audit is now completed.
DP9.06) Deliver continuous improvements in Council's business, processes and systems	Implement any actions arising out of issues raised by Auditors during the interim and final audit as per agreed timeframes.	Council staff follow up on these actions as agreed to with the Auditors.
	Implement any actions arising from the Audit & Risk Committee of TSC Internal Audit Program as per agreed timeframes.	Council staff follow up on these actions as agreed to with the Internal Audit Committee.
	Continue to improve Council's Land and Mapping Service and program application services.	Council continues to improve in this area.

Performance Measures

Description	Measure	Benchmark	Target	Progress as at Dec 2019
Own Source Revenue	%	>60%	>60% (average 3 years)	Will not be achieved due to significant grant income.
Outstanding rates and annual charges	%	10%	5%	Determined at year end.

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.

Delivery and Operational Plan precis

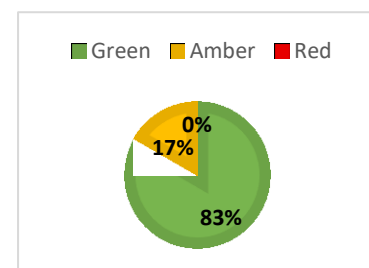
4 Year Delivery Program	1 Year Operational Plan 19/20	Comments: (Business Manager to provide short precis.)
DP10.01) Ensure that the performance of Council as an organisation complies with all statutory reporting guidelines and information is available to decision makers.	Development of annual Operational 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 2018/19 adopted by Council 27 November 2019.
	Statutory Reporting, progress reports and advice provided to Council, the Executive Management Team, the Audit and Risk Committee and staff.	Annual Public Interest Disclosure reporting to NSW Ombudsman's Office in July 2019. No PIDs made in 2018/19.
	Delivery of Government Information (Public) Access information services within statutory requirements and associated reporting to the Information and Privacy Commission.	GIPA reporting for 2018/19 submitted to the IPC on 30 September 2019. No formal GIPA applications received, one informal GIPA application received in November 2019.
	Management, development and delivery of the Internal Audit Program and services to the Audit and Risk Committee. Implementation of the Audit and Risk Committee recommendations.	Internal Audit – Centium Group Pty Ltd engaged to undertake Internal Audits in 2019/20 (Light Fleet, Procurement & Tendering, IT Systems). Requests for information and site visits undertaken in November 2019.
	Development of a legislative compliance framework, within Council's governance framework.	Delegations updates required for new staff titles and positions in updated organisational framework. Delayed due to competing priorities with Customer Service.
	Monthly reporting to Council on fraud, misconduct, compliance breaches and legal actions via the Monthly Operational Report.	No fraud, misconduct or compliance breaches from 1 July 2019 to 31 December 2019. No new legal actions. One ongoing legal action (previously reported to Council).
DP10.02) Promote and support community involvement in Council decision making process.	Compliments and Complaints Register maintained, monitored and reported.	12 compliments, 9 complaints in November 2019.
	Customer Service Policy and Strategy Framework reviewed and applied to ongoing delivery of Monthly Operational Plans, including development of supporting metrics.	1316 Customer Service General Enquiries received by 31 December 2019.
	Deliver biannual Customer Satisfaction Survey.	Biannual Customer Satisfaction Survey to be undertaken in 2020.
DP10.03) Deliver Customer Service and Business Services in the support of corporate outcomes.	Customer Service Charter applied to customer services.	Customer services being delivered within charter timeframes.
	Training and development of customer service staff to deliver Council Customer Service Charter, Policy and Strategy requirements and improvements.	Cash handling training course completed in October 2019 for customer service staff, staff and volunteers at the School of Arts and Visitor Information Centre.

	Delivery of policy, procedure and protocol advice and guidance to Council, the Executive Management Team and staff.	Providing ongoing advice to the organisation.
DP10.04) Deliver continuous improvements in Council's business, processes and systems	Governance policies, procedures and protocols reviewed, developed and implemented.	Fraud prevention policy, procedure and plan being developed. Procurement policy and tendering procedure being redeveloped.
	Delivery of customer services to ratepayers, residents and visitors through streamlined processes.	Installation and operation of new phone system to completed September 2019. Call centre software installed in December 2019.
	Procurement and tendering framework strategy and methodology review and development.	Procurement and tendering policy, procedures and practices being reviewed as part of Council's Internal Audit, commenced in November 2019.
DP10.04.01) Deliver and facilitate leadership in strategic planning and implementation.	Records management, storage and distribution as per statutory and organisational requirements.	Electronic records system (AltusECM) purchased from IT Vision in October 2019. Migration commenced mid-November 2019 to end-December 2019.
	Manage external legal services.	One existing legal case (previously reported).
	Records digitisation program continued, in line with State and Federal Records digitisation programs.	Staff continuing to digitise records. Access to 134 Manners Street delayed due to delay in remediation of asbestos.

Performance Measures

Description	Measure	Benchmark	Target	Progress as at Dec 2019
Community Satisfaction Survey (biennial)	%	>70%	>75%	To be reported June 2020
Compliance with State Records Act	%	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.

Delivery and Operational Plan precis

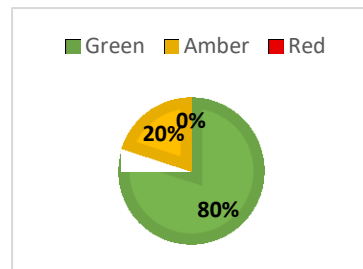
4 Year Delivery Program	1 Year Operational Plan 19/20	Comments: (Business Manager to provide short precis.)
DP11.01) Provide community education program to encourage residents and visitors to reduce their impact on vegetation including the management of pests and weeds.	Attend local Agricultural Shows and issue handouts. Update the Council website in relation to weed concerns.	Attended Stanthorpe and Tenterfield shows in 2019. Aquip at Gunnedah was attended in August. Website is up to date and reviewed monthly.
	Public awareness weed signs installed on high risk pathways and water ways.	Black Knapweed and Tropical Soda Apple awareness signs are installed to high risk areas and known infestation areas within the LGA. Signs are regularly checked and replaced if need be. Ongoing
	Provide advocacy to residents to support feral pest management. Provide advice and support any pest animal management concerns.	Cat traps are continually being hired from Council office. Rangers are being contacted to assist in the control of rabbits around the town streets, sporting fields, and cemetery Landcare also have cat/dog/ bird traps for hire.
	Illegal dumping and pollution management and regulation provided as needed.	Action taken immediately to investigate and remove all illegal dumping's and litter reports. No illegal dumping reported for October. Two abandon vehicles reported and removed for October, located on the Mt McKenzie Rd and Pretty Gully Rd.
	Parking, traffic and regulatory enforcement. Regular patrols, with enforcement of parking, footpath trading and signage requirements. New footpath policy for adoption to Council.	Regular patrols and Ranger presence, marking of tyres has decreased complaints in relation to parking. Footpath Dining/Trading and Sandwich board renewal all now processed and approved. The new Footpath Activities Policy was presented to the November Council and approved. No submissions were received
DP11.02) Ensure the timely detection of new weed incursions in the Tenterfield Shire Council region and do not adversely affect the health and welfare of the community.	Property inspections of high risk areas and pathways.	Regular inspections are conducted on properties considered to be in high risk areas and on properties known to have high risk weed species. Black Knapweed found and treated on Bellevue Rd and inspections and treatments done on those properties where Black Knapweed is known to be present. Monthly inspections are done on High risk pathways to identify any new incursions. No new incursions found. Ongoing
	Regular high risk pathway and waterway inspections conducted.	Ongoing, Monthly inspections are done on High risk pathways and waterways to identify any new incursions. No new incursions found.
	Weed management funding secured annually and delivered in line with funding requirements.	Weed funding is yet to be distributed by DPI.
	Delivery of Tenterfield Shire Council Weeds action plan, as aligned with Northern Tablelands Regional Strategic Weed Management plan 2017-2022.	Ongoing, TSC have adopted and follow guidelines for inspections and control that are set within the Northern Tablelands regional Strategic Weed Management plan. Weeds Action Plan inspection reports are submitted each quarter to lead agency, The New England Weeds Authority and monthly to the DPI.
	Deliver Weeds Management program and record weeds required to be compliant with Biosecurity. Monthly weed reporting to DPI.	Ongoing, All inspections and control are recorded through TSC's Weeds data capturing program CHARTIS and monthly reports are generated and sent to the DPI.
	Conduct a review of existing weed operations to identify improvements in service levels through technology.	Ongoing, Improvements can be made for inspections and control through the purchase of new equipment such as a drone and the relevant software An ATV vehicle has been purchased to

		assist with inspections and control in hard to reach areas on properties and along river and creek lines.
	Identify and source additional resources (grants) for weed control activities, and opportunities for field days in conjunction with other government groups.	Grant secured from the Communities Combating pests and weeds during drought program. An information day about the opportunities that exist for landholders with infestations of Serrated Tussock was held in Deepwater on 27 th November. The Blackberry component of the grant will commence in December.

Performance Measures:

Description	Measure	Benchmark	Target	Progress as at Dec 2019
Number of private landholders assisted with pest management issues.	#	140	140	10
Number of noxious weeds targeted per annum.	#	30	30	35

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.

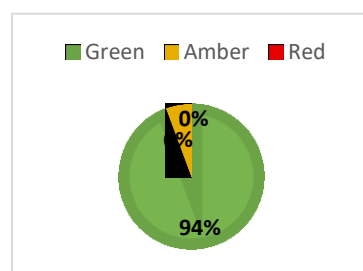
Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	Comments: (Business Manager to provide short precis.)
DP12.01) Ensure safe, effective and efficient operation of the Saleyards.	Continue to maintain the saleyards to a high standard.	Maintenance completed within budgetary constraints.
	Conduct Saleyard Committee meetings.	Saleyard Committee meetings are conducted every three (3) months. Attendance include; Councilors, Local Agents, LLS representative, New South Wales Farmers representative Local stock carriers and Council staff.
	Completion of cleaning and gravelling of all the holding pens.	All selling pens and drafting pens regavelled. There are nine (9) holding pens remaining to be cleaned and graveled. This is an ongoing maintenance project.
	Ensure all signage throughout the saleyards is adhered to.	Council staff enforce the signage whilst cattle sales are being conducted for public safety.
	Final development and implementation of the Bio-security and Emergency Disease Management Plan.	Completed.
	Development of Asset Management, Strategic and Management Plans for the Saleyards.	Working towards.
	Renew Agents Office, showers and toilets.	Completed. Discussion on an opening date.
DP12.02) Provide a financially sustainable saleyard operation, attractive to local producers.	Completion of hard standing surface in front of ramp 4.	Awaiting the possible realignment of ramp 4 and the installation of the new double height ramp.
	Continuation with the timber rail replacement program.	Completed all selling pens and drafting yards. Fully completed 24 holding pens.
	Truck wash construction and completion.	Ongoing as per Council resolution to review options.

Performance Measures:

Description	Measure	Benchmark	Target	Progress as at Dec 2019
Number of stock sold per annum	#	20,000	22,000	3892
Value of stock sold per annum	\$	\$21,336,467	\$21,560,000	2,222,450.12

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.

Delivery and Operational Plan precis

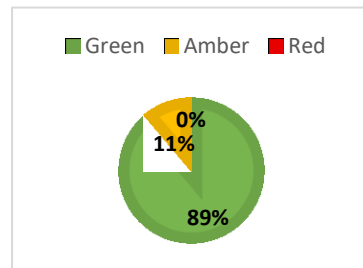
4 Year Delivery Program	1 Year Operational Plan 19/20	Comments: (Business Manager to provide short precis.)
DP13.01) Assess and process construction certificate applications in accordance with legislation and Building Code.	Review current guideline documents and prepare new guideline document for Temporary Events.	Second draft completed.
	Undertake inspections of commercial and industrial buildings.	As required.
	Ensure that building certification and inspection is carried out as per National Construction Code and the requirements of the Building Professionals Board.	As required - online logging of inspection data program ongoing.
DP13.02) Ensure that the community is provided with a high quality built environment that meets the needs of our ageing population.	Monitor application of Tenterfield DCP. Apply outcomes of Chapter 8 review – Signage & Outdoor Advertising.	Ongoing.
DP13.04) The development of plans and applications for development consider the demand and provision of parking.	As required when traffic studies completed – no specific action identified.	As required.
DP13.06) Provision of advice and guidance on legislative compliance for the construction of dwellings and commercial/industrial buildings.	Undertake review of existing rural residential subdivision potential in village locations as per council resolution.	Local Strategic Planning Statement draft document prepared which identifies future growth potential across the shire. LSPS to be exhibited May/June 2020.
	Assess and determine regulatory applications, including Development Applications, Complying Development Certificates, Construction Certificates, Section 68 Certificates and Conveyancing Certificates.	Assessment ongoing.
DP13.07) Provide advice, planning and inspection that preserve and promotes the Shire's heritage.	Liaison and oversight of the Heritage Advisor and community in the development and upgrade of heritage assets.	Ongoing liaison and site visits with Advisor.
	Advertise and seek applications for 2019/20 funding to local owners of heritage listed/conservation area items.	All applications accepted and progressing – some minor delays expected due to Covid-19 restrictions.
	Provision of urban design planning. Strategise, collaborate and conceptualise urban design plans for all towns and villages.	Being undertaken as part of Stronger Country Community Funding for all villages without UDPs. Draft UDP's underway – consultation to be carried out mid 2020 via Engagement Hub.
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.	To be undertaken during LSPS process.

		Current LEP amendment to remove 'crematorium' as permitted use from RU5 Village zone - maps being prepared for finalization of amendment.
	Land Use Data and Reporting – Collate and manage data, mapping and reporting.	Ongoing.
	Administer the Companion Animals legislation across the Shire and operate pound facility.	Operational - as required.
	Develop, deliver and manage a Development Application/Building Application compliance audit process.	Ongoing - Council's Rangers assisting with ongoing matters - numerous instances of camping grounds operating without consent being followed up
	Assess and process swimming pool barrier compliance certificate applications.	No applications received.
	Carry out food premises inspections and education on registration requirements to ensure compliance with the Food Act.	Inspections 90% completed.
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 issued November.
DP13.10) Identify, plan and enhance local environments in partnership with the community and stakeholders.	Preparation of the 2019/20 State of the Environment Report.	Completed

Performance Measures:

Description	Measure	Benchmark	Target	Progress as at Dec 2019
Food premises inspections per annum	%	100%	100%	90%
Average processing time to issue a Development Assessment	Days	35 Days	30 days	30 days

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.

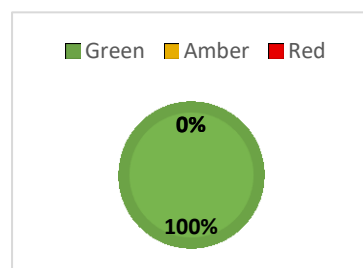
Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	Comments:
DP14.01) Provide systems and processes to identify opportunities to reduce the energy consumption of Council owned buildings and amenities.	Continued development and delivery of the Building and Amenities Asset Management plan. To incorporate: Commercial, Residential, Recreational, Community Halls, Buildings and Facilities.	Developing plan from recent Building Condition Assessment Report. The report is valuable in terms of a list of items that need attention however the indicative costs in the report are being found to fall short of the market costs when quotations and tenders are called.
DP14.02) Ensure that Council building and facilities meet the needs of users.	Identify repair work and potential projects through the Inspection and Maintenance Schedules.	Work identified, inspections complete. Prioritisation underway.
	Progress Council Chambers and Administration Building Refurbishment, Depot upgrades (Tenterfield and Urbenville).	Design Development underway. Prototype nearing completion with defects being resolved
	Develop and implement long term Property Management Strategy, for the commercial management of property assets.	Gathering data – no further development this month.
	Deliver a process for customers to purchase the use of Community or Operational land and/or buildings.	First draft prepared. More information to be added.
	Manage hiring, permits, leases, licenses, deeds, contracts or Heads of Agreements pertaining to Council owned or managed properties (excluding sportsgrounds).	Drafting process underway.
	Develop management plans for Crown Land.	Draft Plans of Management (POM) commenced. Categorisation complete and forwarded for Minister's approval.
DP14.03) Deliver continuous improvements in Council's business, processes and systems.	Develop a Property Strategy for adoption by Council to guide property related transactions.	Gathering data. Resource constraints due to number of large projects being delivered.
	Manage Land and Property Register.	Existing Register in use but under review. Lease register also being developed.

Performance Measures:

Description	Measure	Benchmark	Target	Progress as at Dec 2019
Number of registered complaints about public toilets pa	#	<10	<10	1
Accessible facilities comply with current standards	#	90%	90%	45%
Community Satisfaction Survey - biennial project	Days	70%	>70%	To be undertaken June 2020

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.

Delivery and Operational Plan precis

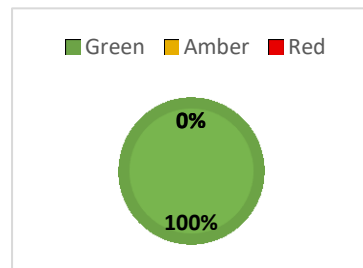
4 Year Delivery Program	1 Year Operational Plan 19/20	Comments: (Business Manager to provide short precis.)
DP15.01) Identify and pursue opportunities to increase usage of open spaces assets throughout the Shire.	Engage with the Parks, Gardens and Open Space Committee and the Tenterfield Shire community to assist in identifying further ideas to increase open space usage throughout the Shire.	Forms part of the (ongoing) agenda for all Parks and Garden committee meetings. Successful grant funding for Tenterfield Creek restoration. 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.	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 plan however implementation will depend on water availability. 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.	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.
	Develop and implement a tree management strategy.	Near completion. Draft document supplied to Parks and Gardens Committee meeting in September.
DP15.04) Development and implementation of township and village streetscape plans and policy.	Work with the Tenterfield Shire Village Progress Associations and the Parks, Gardens and Open Space Committee to deliver individual town and village themes, promoting the unique aspects of each locality.	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 toilet 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.	Investigate options for further exercise stations sited along existing cycleway.	Two (2) exercise stations in budget for this financial year. Designs and quotes received. Option for Gant Funding SCC Funding round 3.
DP15.06) Deliver, review and update Parks, Gardens and Open Space, Maintenance Programs across the Shire.	Implement and deliver maintenance programs for Parks, Gardens and Open Spaces.	Ongoing.
	Ongoing replacement of all existing playground equipment in accordance with Australian Playground Safety Standards.	Legume replacement this financial year. Jennings will be the only playground remaining to be upgraded.
	Renewal of Legume playground equipment.	Started to contact suppliers for designs and quotes.
	Investigate funding and site options for upgraded Skate Park.	Awaiting Grant Funding. Most recent grant application unsuccessful. New site being alongside the Jubilee park playground.

	Call for quotations and commence earthworks preparation for Tenterfield Cemetery Stage 1 expansion.	Ongoing.
	Public tree management, development, maintenance including arborist services.	Used as needed. Drought conditions not helping trees that are frail.
	Sportsgrounds and active sports management, development and booking services.	Booking have been received from Soccer, Cricket and Touch football Little Athletics for ground usage.
	Management of street and public lighting, including awnings, smart poles, banner poles and all park lighting.	Looking at options of solar lighting along the walking path, pricing received. Further trees in Rouse Street to have fairy lights installed, quote received. With installation early December.
	Renewal of Shirley Park Amenities Building.	Outside of the Shirley Park building has been completed. Scope of works done on the inside in readiness to be quoted on.

Performance Measures:

Description	Measure	Benchmark	Target	Progress as at Dec 2019
Cost recovery percentage of expenditure funded by income	\$	11%	20%	10%
Total Use of ovals hours pa	hours	4,864	4,900	1980

16. Swimming Complex



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

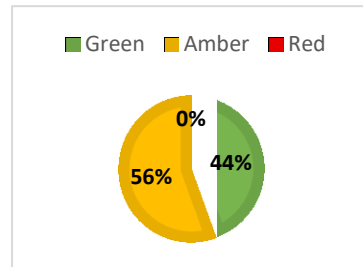
a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	Comments: (Business Manager to provide short precis.)
DP16.01) Provision of an accessible, quality swimming and recreation facility which encourages participation.	Implement Tenterfield War Memorial Baths (TWMB) Management Plan, review and update as necessary.	Adopted plan continues to be implemented.
	Continue and implement Inspection and Maintenance schedules for the pool, concourse, plant and equipment.	Ongoing. Concourse grinding works commenced, approx. 30% complete.
	Identify repair work and potential projects through the Inspection and Maintenance Schedules and work.	Ongoing. Items identified being repaired in off-season or as necessary.
	Develop TWMB Master Plan.	Scope for Master Plan being developed for quotation.
	Implement and monitor operational systems and processes in accordance with the updated TWMB Management Plan.	Has commenced
	Continue water testing to ensure compliance with Government regulations for public pools.	Has commenced
	Maintain supervision levels based on patronage and service delivery for carnivals and aquatic events.	Has commenced

Performance Measures:

Description	Measure	Benchmark	Target	Progress as at Dec 2019
Swimming Centre attendance	#	12,459	12,550	6,034
Net annual operating cost per visit per person	\$	\$8.17	\$8.17	\$14.61

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.

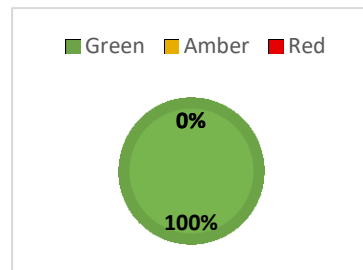
Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	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.	Ensure that asset management, project planning and design activities meet agreed quality and industry standards.	Design standards are met and the RFQ process is used for the engagement of consultants to undertake investigation and design for major projects.
DP17.02) Review and implement planning for footpaths and cycleway infrastructure that is safe for users and supports connectivity and active recreation in urban environments.	Review the Pedestrian Access and Mobility Plan (incorporating the Disability Action Plan) and Bike Plan to identify any priority gaps in connectivity in our Towns and Villages.	PAMP and Bike Plans are being reviewed for updates of completed projects and consider inclusion of footpath and bicycle connection improvements. The review is on hold pending available staff resourcing to complete the task.
DP17.03) Asset planning considers the impact of consumption and cost driven by the increased demand for existing services and attracts a contribution priced to reflect this impact.	Undertake annual inspections (or as deemed appropriate) for condition assessment of Council infrastructure and assets.	An asset inspection program is carried out for safety and to update condition data for the asset registers where new works are completed. Reflect software is being implemented to assist in the efficiency of data collection.
DP17.04) Asset Planning, Policy and Management provide strategic direction and information to Council enabling the sustainable management of its asset portfolio as a whole.	Review options and implement new Asset Management System.	Asset databases have been reviewed with each manager, building data will be loaded to the synergy system asset management module as a trial.
	Review and update the Asset Management Strategy and Policy.	A review of the Asset Management Strategy is ongoing.
	Prepare and review specific maintenance, renewal and capital improvement programs for roads, bridges, drainage and other community infrastructure.	The 2019/20 capital expenditure program for transport assets has being finalized, major project planning is underway.
	Provide asset revaluations when scheduled.	Asset revaluations are prepared as scheduled.
DP17.05) Risk Management embedded in our Asset Management Planning forms the basis for our intervention programs and our Asset Management practices.	Implement and review a Project Management methodology.	Projects are developed in consultation with the Works Manager and key staff. The key components of the methodology procedure are currently being discussed with key staff stakeholders.
	Review and update Council's Risk Register and intervention programs on an ongoing basis in accordance with inspection schedules.	Review of asset risks levels has been prepared for the Risk Manager. Further consideration of risks forms part of the Asset Management Strategy and Project Management methodology.

Performance Measures:

Description	Measure	Benchmark	Target	Progress as at Dec 2019
Annual Asset Condition Inspections completed per schedule	%	90%	95%	90%
Infrastructure Renewal Ratio	%	100%	100%	17%

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.

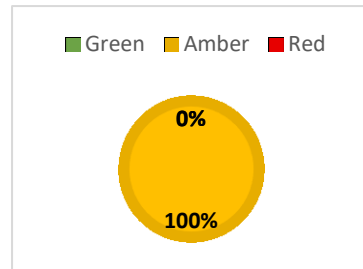
Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	Comments: (Business Manager to provide short precis.)
DP18.01) Deliver Commercial Works in accordance with Council Policy.	Quotes to be provided within one month of the written request from the customer.	Ongoing.
	Minor works to be programmed into day to day operations, medium works (one day to a week) to be programmed into the "Four Week Outlook" and Major works (more than one week) to be programmed into the Yearly Works Program.	Ongoing

Performance Measures:

Description	Measure	Benchmark	Target	Progress as at Dec 2019
Annual commercial operating surplus.	%	TBC	TBC	TBC
Annual Profit margin.	%	10%	15%	28%

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.

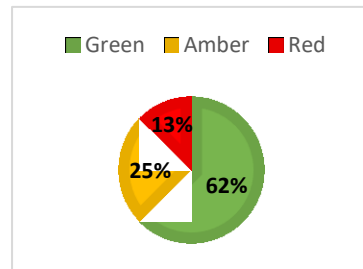
Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	Comments:
DP19.01) Stormwater and drainage infrastructure is provided, maintained and renewed.	Implement the Stormwater Asset Management Plan.	Plans of existing storm water assets in Rouse Street CBD are being compiled based upon the Stormwater Asset Management Plan. Stormwater inlets in urban areas are being reviewed for child entry protection. This project has been delayed in recent weeks due to grant funding applications and general management reporting tasks.
	Condition rate all drainage assets and prioritise according to available funding.	Inspection of drainage assets is programmed to review conditions and maintenance requirements. Reflect maintenance and condition software training for staff has been undertaken early in December.

Performance Measures:

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

Delivery and Operational Plan precis

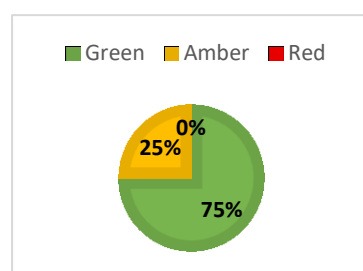
4 Year Delivery Program	1 Year Operational Plan 19/20	Comments: (Business Manager to provide short precis.)
DP20.01) Construction of Transport Infrastructure.	Continue to apply for grants to complete sealing of unsealed sections of Mount Lindesay Road.	Since there is no current budget allocated for this work, external grant applications are currently being prepared to seal the two unsealed sections near Bookookarara.
	Reconstruct and realign Mt Lindesay Road from Legume to Woodenbong. Under the direction of the Chief Operating Officer.	2.4km at Dalman North is complete. Construction of the intersection at Legume is complete. The delivery of remaining stages is being discussed with RMS with set out survey and land acquisition surveys to be arranged next.
	Deliver the timber bridge replacement program.	Emu Creek on Hootons Rd, Beaury Creek on Tooloom Rd and Boonoo Boonoo River bridge on Mt Lindesay Rd D&C tenders have been received and are the subject of a report to Council.
	Implement the resealing program for the Regional and Local sealed road network. Allow a suitable budget that falls in line with depreciation of the sealed network.	19/20 program will be called for tenders towards the end of 2019 and assessed in February 2020.
	Complete yearly renewal (replacement) of drainage assets as identified from condition ratings from inspections.	19/20 FY has funding towards drainage assets. Some culverts have been identified for replacement and materials have been purchased ready for installation. Some replacements have been completed on Binghi Rd and Log Hut Rd.
DP20.02) Maintenance of transport infrastructure.	Review practices every six months – measure by road maintenance longevity. Difficult to measure with abnormal conditions.	Ongoing with crews and the Asset Manager.
	Continue works as per the bridge replacement and repair program as per grant funding for 19/20 & 20/21.	Program set, continually reviewed and maintenance works occurring Some bridges are complete under Interim Solutions Funding and further work is ongoing. Bridge superstructure has now been replaced on Silent Grove Rd.
	Ongoing maintenance of road network and cleaning of streets and car parks.	Street sweeping contract in place, road network program set and implemented.
	Maintain Council's footpath network in accordance with the Asset Management Plan.	Footpaths maintained as budget funds allow.
DP20.03) Advocate on behalf of the community for improved service levels across the Shires transport network.	Lobby State and Federal Governments for funding to reconstruct and realign Bruxner Way from the New England Highway to Sunnyside Loop Road.	Commenced. BROC task force initiated. BROC strategy meeting held 10 August. Agenda is to collate all the information available and complete a gap analysis prior to engaging a consultant to complete an independent business case and review of the original determination by RMS. Now that the inland rail project has commenced there will be a need to review past, out-of-date, strategies.
	Lobby State and Federal Governments for funding to reconstruct Tooloom Road.	Not commenced. Advocacy efforts being spent on timber bridge replacements and other roads (Bruxner Way). At the present, requesting the State to financially support Tooloom Road will send the wrong signals to decision makers. The most looming issue in the immediate time is maintaining the integrity of our timber bridge fleet. The risk being that decision makers may then misunderstand the level of importance of funding bridges, as the Tooloom Road business case

		simply won't be as robust. A funding application through Fixing Local Roads has been submitted for two sections with the priority being Paddys Flat Road to Urbenville
DP20.04) Management of the transport infrastructure assets in response to changing community need.	Review and implement the Road Network Management Plan and the Road Network Asset Management Plan.	Both plans to be reviewed by June 2020. Existing plans are in place and being implemented.
	Ongoing management of quarries, borrow pits and stockpiles. Meet Mining documentation requirements.	Some gravel pits are registered. Other pits are used under Section 94 of the State Environmental Planning Policy (Infrastructure) 2007.
	Ongoing management of airstrip, in conjunction with the Asset Manager.	Airstrip maintained regularly and available for use.
	Management of road safety and the Traffic Committee.	Road safety issues are being addressed through the Local Traffic Committee – ongoing.
	Review operational strategy regards grading delivery models involving contracting services in partnership or parallel with current internal service delivery.	Grading practices to be reviewed as part of the review of Road Network Management Plan.

Performance Measures:

Description	Measure	Benchmark	Target	Progress as at Dec 2019
Renewal expenditure on local roads	\$	\$2,934,669	\$3,298,000	17%
Capital Projects Completed on Time	%	85%	80%	25%

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.

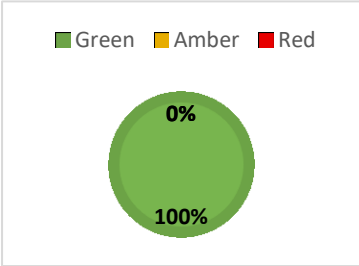
Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	Comments: (Business Manager to provide short precis.)
DP21.01) Maximise productivity of Council fleet and stores service.	Set out a Safety Inspection Schedule with WHS by December 2019 – reflects timelines for inspections, where and who to do, with an actions list.	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 fleet assets in accordance with Council procedures	Completed 95%. Approximately 5% of inspections extend beyond the prescribed 3 month period. Fleet is achieving its benchmark in this area.
	Deliver an effective Plant Maintenance Program in line with industry best practice.	Approximately 95% of Fleet asset maintenance is conducted within a week of falling due; maintenance is conducted in line with industry best practice.
	Stock Inventory levels to be finalized with budgets by June 30 2019.	Store stock levels have been audited during June 2019.
	Ongoing implementation and review of the Fleet Asset Management plan.	Analysis, reporting and review of most key management areas are now being achieved.
	Ongoing delivery and review of the Plant Replacement Program.	Five replacements have carried forward from last financial year, There are six items in this year's program Two of these have been completed to date.
	Depot Master Plan Commenced – to be finalised with budgets, timelines and action plans by June 30 2020.	Depot Master Plan has commenced with a steering committee including Fleet Coordinator, Property, Building & Landscape Coordinator and the Works Manager. Other stakeholders will be involved as the plan progresses.
	Ongoing review of Fleet structure through the engagement of stakeholders, to insure fleet assets are fit for purpose and provide for councils operational needs.	Councils Fleet structure size and composition looks to be fit for purpose as indicated by strong utilisation figures. Fleet is investigating the purchase of a timber mulching head attachment to council's 24 ton excavator.

Performance Measures:

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

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.

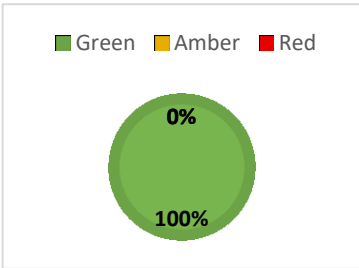
Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	Comments: (Business Manager to provide short precis.)
DP22.01) Investigate and implement strategies to reduce waste produced by households and industry across the Shire.	Provide recycling services in line with existing service levels.	Operational staff continue to provide an excellent service in line with service level agreements
	Delivery of the Tenterfield Shire Council Waste Management Strategy.	Implementation is progressing; awarded small Grants that have been applied for to assist with this process in 2019.
	Development of Boonoo Boonoo Landfill New Cell Construction.	Hydrology and REF completed and provided to Council, EPA consultation continuing.
	Development of Torrington Waste Transfer Station, pending receipt of grant funding.	EPA inspection occurred this month; successful outcome of Grants (been applied for to assist with this process in 2019) deed has been signed awaiting payments for commencement of closure works. Community consultation pending fires have delayed progress.
	Continue investigations and implementation of processes and systems to reduce waste.	Ongoing; New bailer bay completed and operational, firming pickup protocols and instigated separation at Tenterfield WTS.
	Community Education Program, targeting schools and businesses, including the mega-muncher strategy.	First mega-munchers completed, liaison with schools to commence installation, 3 mega-munchers deployed.
	Investigate alternative recycling options in addition to sending it to the Lismore Co-Mingled Recycling Facility.	Lismore recycling is temporarily halted due to fire; options are still under investigation. Re-commencement of e-waste recycling with stockpiled pallets expected to be picked up this month.
	Waste Reduction Education – Investigate, develop and implement waste reduction education.	The success of the Colouring books was received well, and have been re-ordered and received. Schedules continue for presentations to schools about waste and reducing our waste continue.

Performance Measures:

Description	Measure	Benchmark	Target	Progress as at Dec 2019
Compliance with EPA discharge licence for Waste Landfill Facilities.	%	100%	100%	100%
Total waste diverted from landfill.	tonnes	500	570	643
Total waste collected per annum by weight.	tonnes	2240	2270	2075

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.

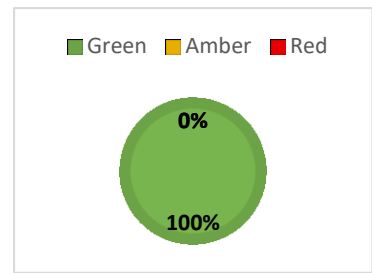
Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	Comments: (Business Manager to provide short precis.)
DP23.01) Ensure effective and efficient delivery of water services in accordance with existing service levels.	Review treatment process of Urbenville Water Treatment Plant.	Urbenville WTP was built in 2009; optimisation and upgrades are being investigated and implemented including provision of a sludge drying pad at Urbenville and a settling tank. New intake submersibles are costed, planning completed contractor engaged.
	Construct new water treatment plant at Tenterfield with funding from the NSW Safe and Secure Water Program funding program.	IWCM updates underway; initial designs completed, upgraded plans under review. On track.
	Tenterfield Valve Renewal Program.	Works are continuing on track.
	Jennings Water Mains Replacement Program.	Works have commenced with some replacements these works are scheduled to continue.
DP23.02) Implementation of Water Quality Assurance Framework in accordance with the Public Health Act.	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. The monitoring program has been extended due to drought conditions and requirements of bore supply; and new bores. Production licences have been attained for the RFS and Archery sites and pipe and infrastructure installation underway.

Performance Measures:

Description	Measure	Benchmark	Target	Progress as at Dec 2019
Average annual residential water consumption	Kl	190	185	71 Note under drought conditions
Drinking water quality - compliance with microbiological requirements	%	100%	100%	100%

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.

Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	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.	Ongoing maintenance and operation of sewerage network, in line with the Asset Management Strategy.	Systems are performing as designed. Asset inspections for sewer manholes planning and survey completed. Final Effluent Line at Urbenville final installation completed.
	Tenterfield sewer mains relining; 1 kilometre per annum.	Scheduling has commenced for the next licence 1km relining. Continuing the major main line.
	Tenterfield manhole levels alterations.	Scheduling has commenced for the next manholes to be relined, after assessment.
DP24.02) Ensure improvement of infrastructure in line with best practice water treatment guidelines and increased capacity for sewage treatment in service areas.	Tenterfield sewerage network extension.	Scheduling has commenced for the next extensions.

Performance Measures:

Description	Measure	Benchmark	Target	Progress as at Dec 2019
Compliance with EPA discharge licence for Waste Water Treatment Plants	%	100%	100%	71%
Interruptions to service per annum	#	15	<10	2