

TENTERFIELD SHIRE COUNCIL – Monthly Operational Report - AUGUST 2020

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

CONCLUSION

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

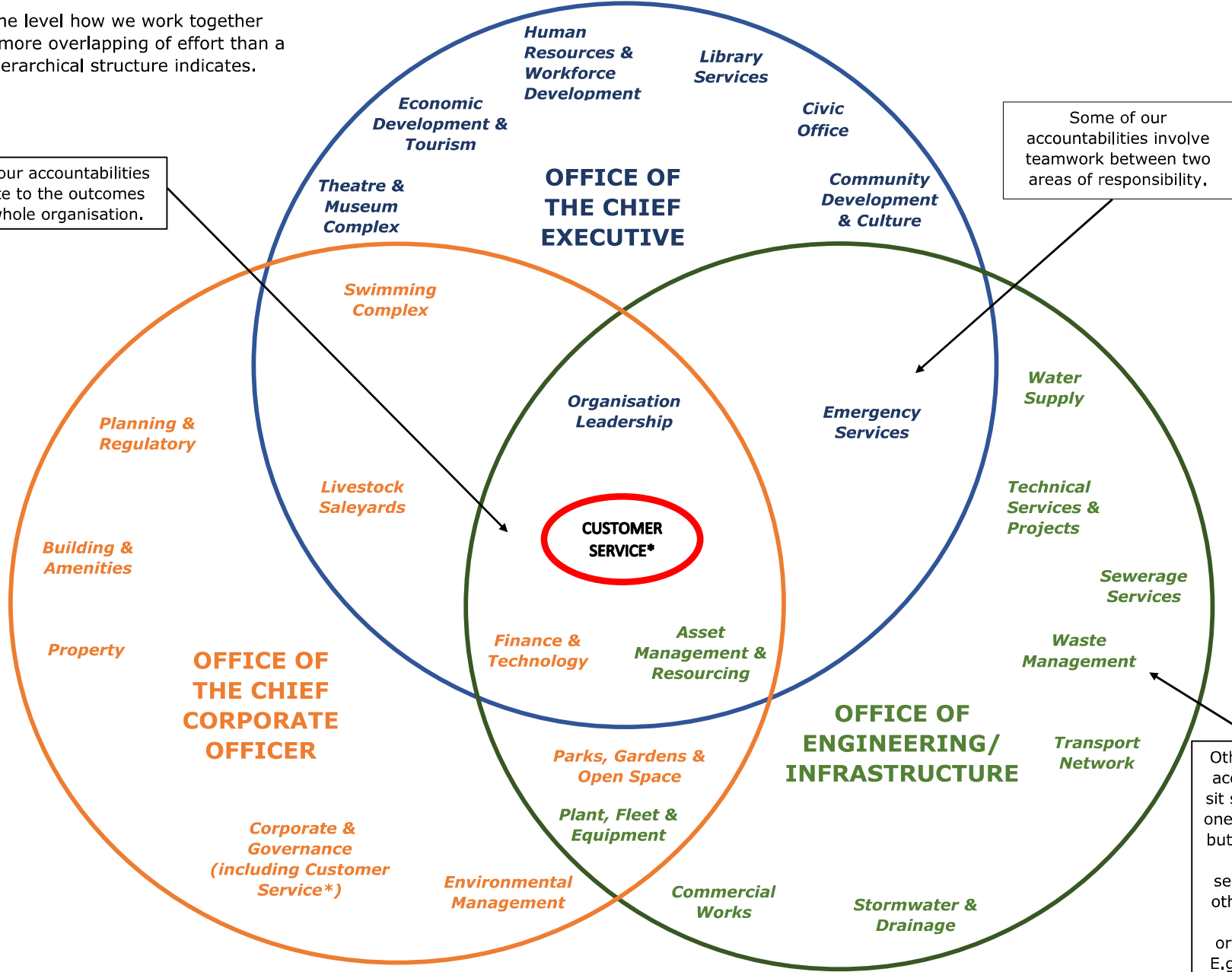
We report on our Delivery Plan quarterly. We also report on many other things in a great many ways. Currently we use multiple platforms to achieve this, which is both inefficient and extremely frustrating. This system will not only change the amount of reporting, it will place all the information in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

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

Terry Dodds, Chief Executive

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

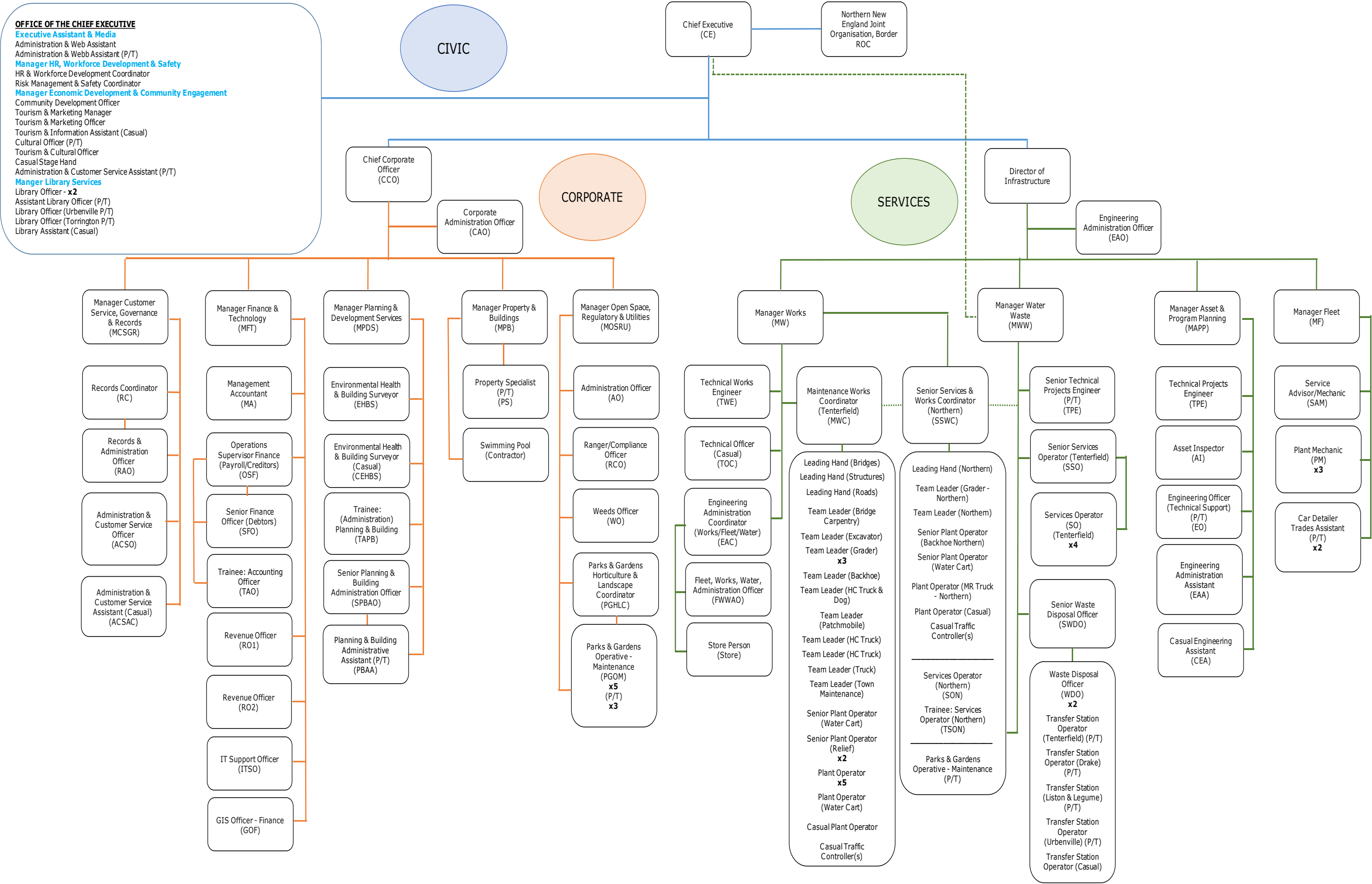
Some of our accountabilities contribute to the outcomes for the whole organisation.



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

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

OFFICE OF THE CHIEF EXECUTIVE
Executive Assistant & Media
Administration & Web Assistant
Administration & Webb Assistant (P/T)
Manager HR, Workforce Development & Safety
HR & Workforce Development Coordinator
Risk Management & Safety Coordinator
Manager Economic Development & Community Engagement
Community Development Officer
Tourism & Marketing Manager
Tourism & Marketing Officer
Tourism & Information Assistant (Casual)
Cultural Officer (P/T)
Tourism & Cultural Officer
Casual Stage Hand
Administration & Customer Service Assistant (P/T)
Manager Library Services
Library Officer - **x2**
Assistant Library Officer (P/T)
Library Officer (Urbenville P/T)
Library Officer (Torrington P/T)
Library Assistant (Casual)

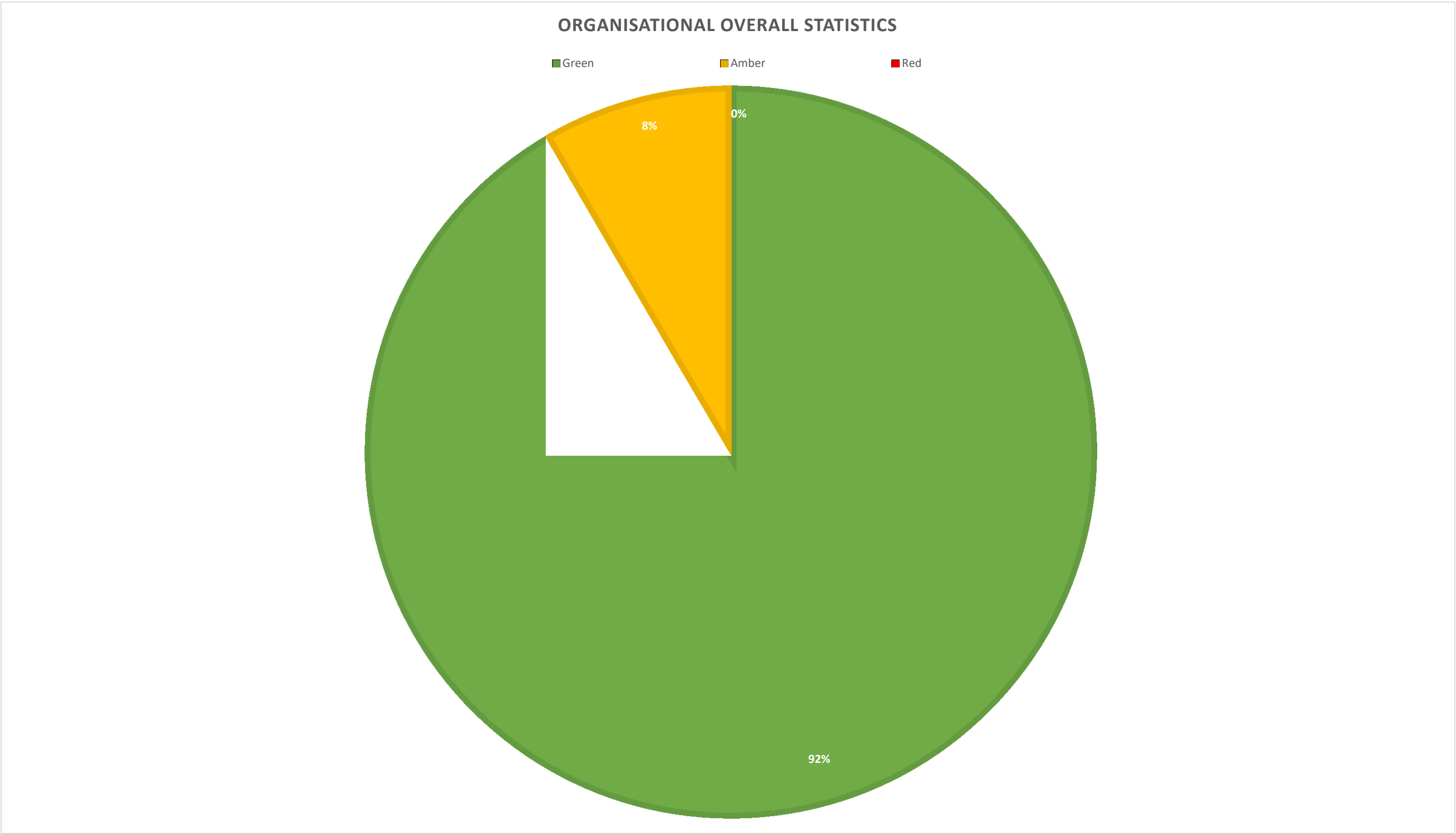


Organisational Overall Statistics – August 2020

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

Amber: Commenced, progressing;

Red: Yet to commence.



STAFF STATISTICS

August 2020

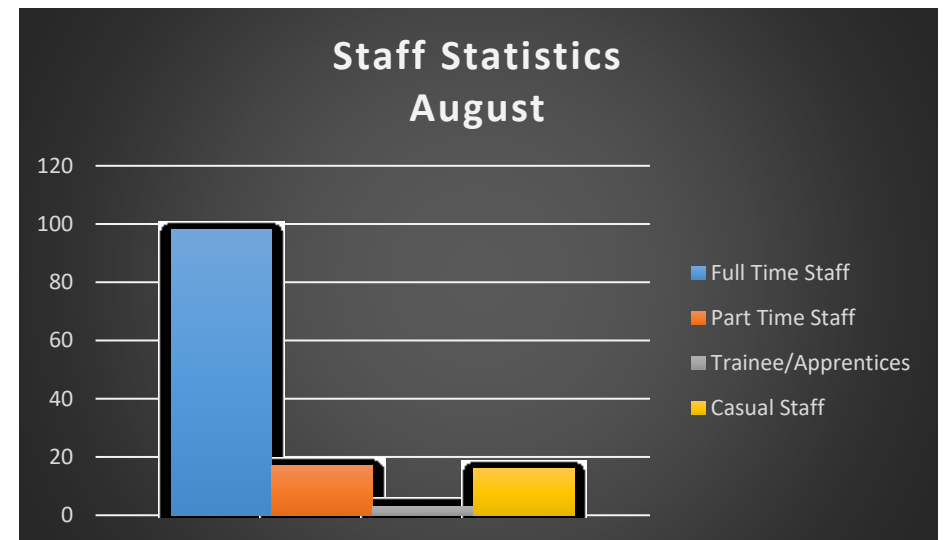
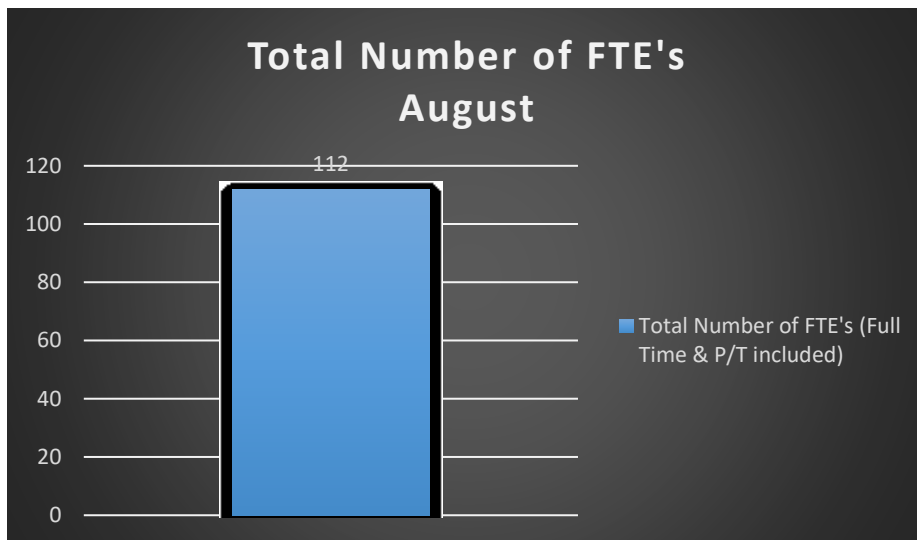
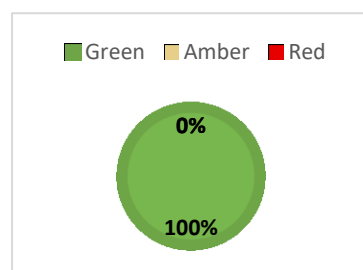


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1. Civic Office



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

a) Delivery and Operational Plan Precis

4 Year Delivery Program	1 Year Operational Plan 20/21	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP1.1) Maintain strong relationships with all levels of Government and proactively seek involvement in decision making impacting our Shire and the New England Northwest Region. <i>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</i>	Influence and engender support from Federal and State Governments, Joint Organisations and ROCs in relation to grants funding, advocacy and ongoing maintenance and improvement to social, economic and environmental fabric of the community.	B:CE C:CE D:EA&M			+1 +1	Council was successful in the recent grant application for circa \$2.7 million dollars from the Federal Government (5 June 2020) to provide 25% funding of the new Water Filtration Plant. Council was successful in the Fixing Local Roads (State) grant application (Tooloom Road) for \$3,996,000 in June 2020. Council was successful in the Black Spot grant funding application for \$788,000 (fed) towards sealing an unsealed section of Mt Lindsey Road. Council has been advocating for amendments to the 'Border Bubble' which is adversely affecting many people, especially those residing in or travelling to Urbenville.
DP1.2) Provide sound and inclusive decisions using the Community Engagement Strategy to guide our interactions <i>Governance framework strategy, management & development (including registers and monitoring): A – Chief Corporate Officer</i>	Guide the decisions of the community to align with the Local Government Act and the Office of Local Government.	B:MCSGR C:MCSGR D:MCSGR B:CE C:CE			+1	Community engagement has become quite problematic due to COVID19. Council is still attempting to hold the required meeting and liaisons, but has by and large been severely hampered by the new social distancing requirements. Many of the longer term strategic meetings have been postponed indefinitely, such as the IP&R.
DP1.3) Represent, advocate and lobby for the continued improvement of our local and regional health services. <i>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</i>	Advocate for health services throughout the Region and ensure future government planning aligns with community needs.	B:CE C:CE D:EA&M			+1	Council, through the District Emergency Management Committee, have been in communication with health regards COVID19 on a weekly to fortnightly basis. Council met with (via video conferencing) all Mayors, State politicians and the Cross Border Commissioner on 13 August to discuss the problems with the QLD Government imposed border restrictions and an additional special health exemption category being introduced. Council, and others, successfully advocated for change regards the border

						bubble and health practitioners in Urbenville (who were previously effectively locked out of attending the Hospital).
DP1.5) Identify, represent, advocate and lobby for inclusion of the Shire's needs in regional and state planning. <i>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</i>	Advocate for continuing development of grant and funding opportunities at the Federal and State levels.	B:CE C:CE D:EA&M			+1	Correspondence to both State and Federal Government seeking changes to the \$1 for \$1 grant arrangements and increase in Financial Assistance Grant; April 2020. Liaised with Member for Lismore, the Hon. Janelle Saffin MP, to raise concerns in Parliament as to the potential outcome and time taking for the Government to commit to their election promise with transferring the status of the Bruxner Way back to highway status.
DP1.6) Advocate on behalf of the community for improved service levels across the Shires transport network.	Lobby State and Federal Governments for funding to: <ul style="list-style-type: none"> Reconstruct and realign Bruxner Way from the New England Highway to Sunnyside Loop Road. Complete the Tenterfield bypass Reverse the downgrade of the western segment of the Bruxner Highway to Bruxner Way Seal the Mount Lindesay Road 				+1	Council has sought an update from Transport for NSW regards the Tenterfield By-Pass, as TforNSW. Over the last three months the intended traffic count was deferred, as a realistic result (due to COVID) was unlikely to be calculated. The traffic count is important as it is required to complete the Benefit Cost Analysis. Council has many different grant applications pending for the sealing of the remainder of Mount Lindesay Road. The sealing of the remaining sections will largely be dependent on external grant funding success. Due to the safety of motorists the existing alignment of the Bruxner Way has recently been substantially improved by council.
DP1.7) Mayor, Councillor and Committee support <i>Mayoral, councillor and committee support: A – Chief Executive</i>	Continue to develop the professional relationship between Council's elected body and Council's operational organisation.	B:CE C:CE D:EA&M			+1	Ongoing.
	Deliver Business improvements, recognising emerging risks and opportunities.	B:CE C:CE D:EA&M			+1	The digitisation of administrative tasks, such as customer service requests, timesheets etc. has been progressing (finished) despite the added challenges due to COVID. The real risks associated with COVID management have caused considerable and ongoing change to many, if not all, of council's business. The latest being disruption to supply chains and specialist labour due to the border closure. To date the extra risks have been able to be mitigated.
	Manage the Civic Service of Council in a financially responsible manner in line with Budget allocations.	B:CE C:CE D:EA&M			+1	Ongoing.
	Provide media liaison, manage branding, corporate image and corporate affairs through media.	B:CE C:CE D:EA&M			+1	Ongoing through publication of fortnightly Your Local News, regular media releases and publications from Tourism.

b) Budget

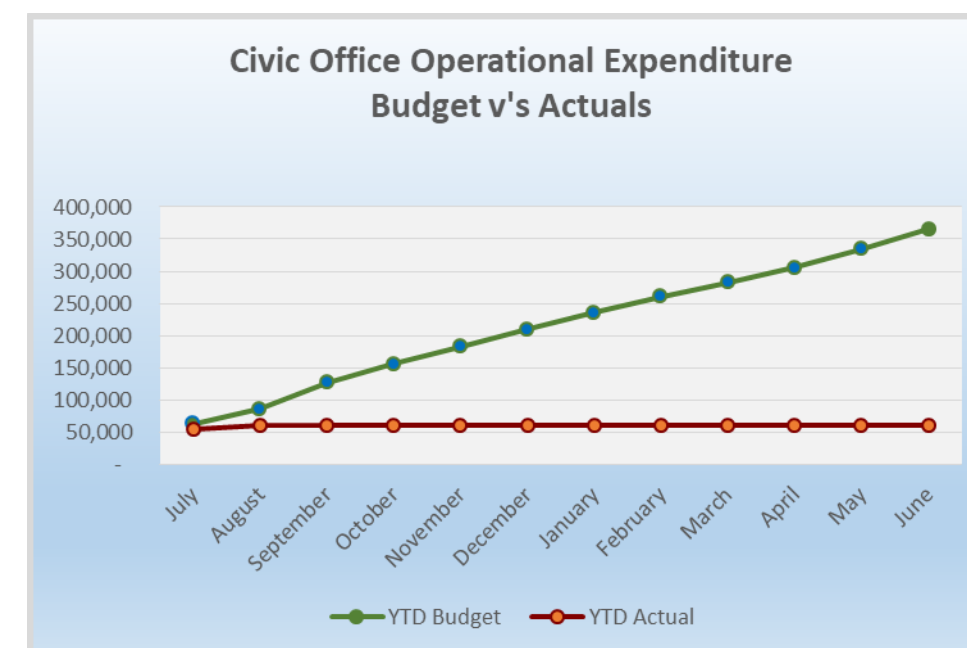
Account Type	20/21 Full Year Budget	20/21 YTD Actuals August	20/21 Percentage Spent
Civic Office	366,387	59,863	16.34%
2. Operating Expenditure	366,387	59,863	16.34%

Operational Income:

As per the finance report.

Operational Expense:

Conformance. Ongoing.



c) Emerging Issues, Risks and Opportunities

No change from last month.

d) The Business of Improving the Business

Council is trialling a digital face scanner that will be used to check a person's temperature (COVID-19).

e) Customers

COVID-19 is still adversely affecting our community, which is often reflected in the level of anxiousness of our customers.

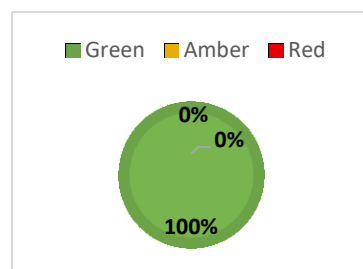
f) Business Statistics

The end of financial year reporting season is now upon us. This is a very busy time for financial staff.

g) Special events, achievements of note, celebrations

It was very pleasing to attend the NEJO General Managers meeting on 7/9/2020 to discuss the next round of 'Fixing Country Bridges' (\$500 million) on the understanding council has delivered 23 bridges in a record time (Feb 2019 to now) and have the next grant applications ready.

2. Organisation Leadership



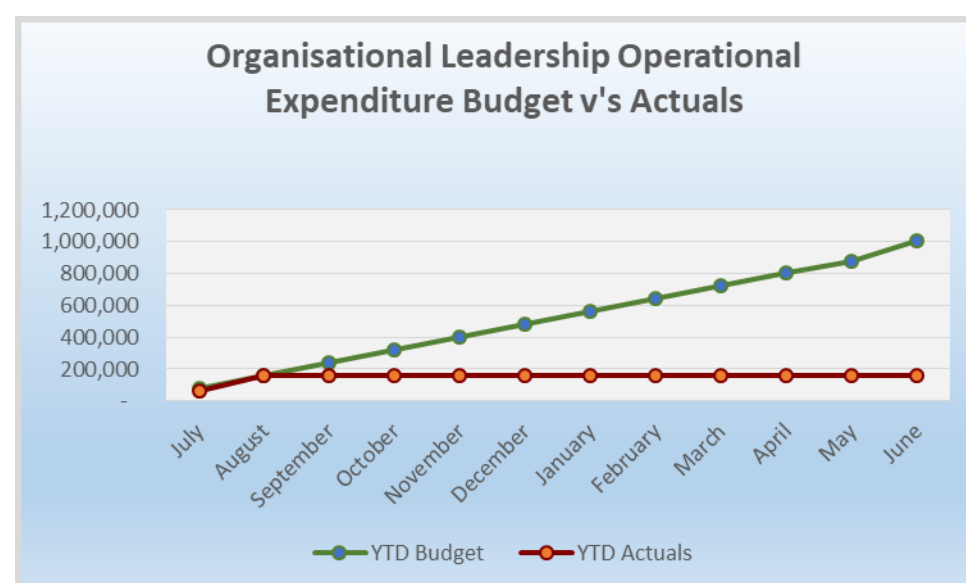
Under the 4 year Delivery Plan: collaboration with other organisations and governments; continual improvement; overall strategic direction of the administrative arm; community engagement; administrative support; service integration and corporate advertising. The Office of the Chief Executive directly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

a) Delivery and Operational Plan Precs

4 Year Delivery Program	1 Year Operational Plan 20/21	Officer	-1	0	+1	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. <i>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</i>	Implement a long term financial strategy pursuant to the community strategic planning legislation, with special emphasis of aligning the Long Term Financial Plan with the Asset Management Plan.	<i>B:CE C:CE</i>			+1	Strategic Asset Plan approved by Council. Road Asset Management Plan, which constitutes the vast majority of our forward expenditure, presented to Council August.
DP2.02) Deliver continuous improvements in Council's business, processes and systems <i>Strategic direction planning: A – Chief Executive</i> <i>Business process improvement & integration: A – Chief Executive</i>	Guide the transformation of the Organisation culturally and technically from database to geospatially based management systems, highlighting interconnectivity.	<i>B:CE C:CCO</i>			+1	Complete. Ongoing.
	Corporate advertising and communications, council publications and web site. Internal communication strategy, management and delivery.	<i>B:EA&M C:EA&M D:EA&M</i>			+1	Websites completed. Acknowledged by the wider industry regards our communication finesse in winning an RH Dougherty Award for communication (August 2020). Council's Media Policy updated for adoption at the September 2020 meeting.
	Deliver Business improvements, recognising emerging risks and opportunities.	<i>B:CCO C:MCSGR D:MCSGR</i>			+1	Council successfully implemented a new: <ul style="list-style-type: none">Payroll system (Altus Payroll) that came into effect from 1 July 2020. This has resulted in efficiency saving in payroll processing due to a paperless payroll with online timesheet and leave approvals;Online bank reconciliation process (Altus Bank Rec), once again streamlining this process and increasing efficiencies;Records management system (Altus Content) providing a more user friendly records management system;Risk management system (Altus Risk Management) Council will this year be implementing the following: <ul style="list-style-type: none">Asset Finda - Asset management systemGreenlight - Development applications portal

						<ul style="list-style-type: none"> Altus Power BI - Reporting tool FlexiPurchase – Corporate Credit Card Manager
	Manage the Organisational Leadership Service of Council in a financially responsible manner in line with Budget allocations.	B:EA&M C:EA&M D:EA&M			+1	Ongoing.
DP2.03) Deliver and facilitate leadership in strategic planning and implementation <i>Strategic direction planning: A – Chief Executive</i> <i>Community engagement: A – Chief Executive</i>	Review of Community Engagement Strategy and ongoing delivery.	B:MEDCE C:MEDCE D:MEDCE			+1	Community engagement always has room for improvement, largely dictated by how much money is available to orchestrate. There have been many changes and many programs, grant funding is one example, where Councillors and staff regularly seek community input – despite COVID.

a) Budget



Account Type	20/21 Full Year Budget	20/21 YTD Actuals August	20/21 Percentage Spent
Organisation Leadership	1,004,124	159,035	15.84%
2. Operating Expenditure	1,004,124	159,035	15.84%

Operational Income:

Refer to finance report.

Operational Expense:

Compliant. Ongoing.

b) Emerging Issues, Risks and Opportunities

There remains are a great many added pressures on the combined leadership team being caused by COVID.

c) The Business of Improving the Business

Nil to report.

d) Customers

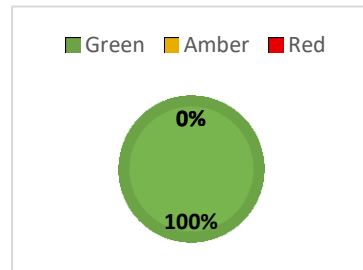
Refer to 'Civic'.

e) Business Statistics

Nil to report.

f) Special events, achievements of note, celebrations

3. Community Development



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

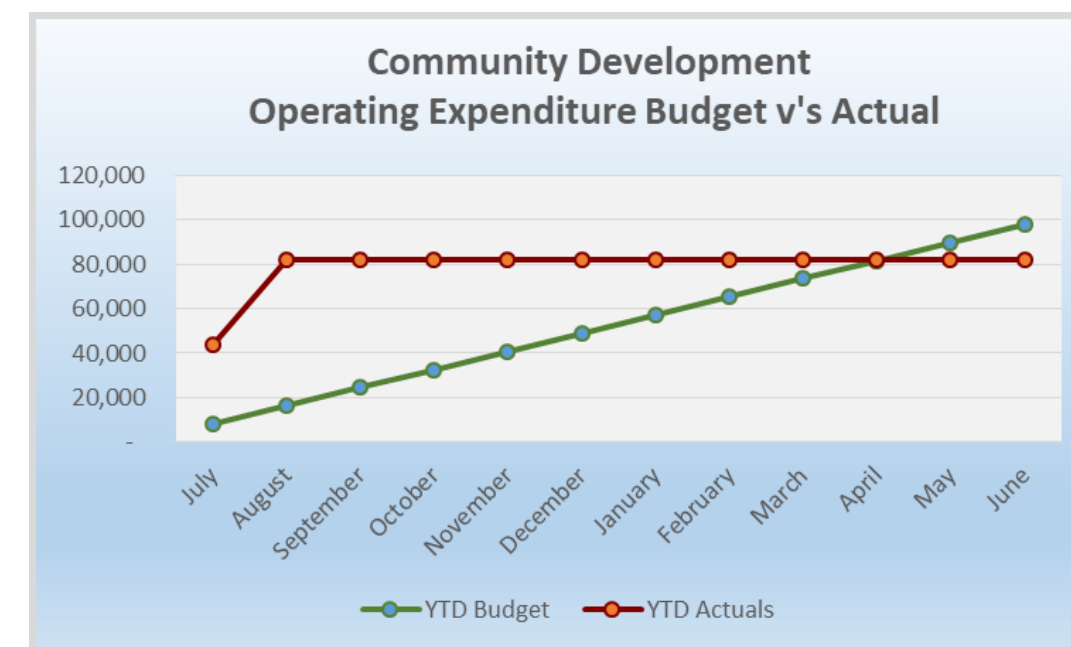
a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 20/21	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP3.01) Engage with the community and develop partnerships with relevant organisations. <i>Community and cultural capacity building: A – Chief Executive</i> <i>Community engagement: A – Chief Executive</i>	Implementation of the Community Engagement Strategy.	<i>B:MEDCE C:MEDCE D:CDO</i>			+1	Engaged with the community and partnerships developed with relevant organisations.
DP3.02) Maintain collaborative partnerships with the local Aboriginal communities. <i>Community and cultural capacity building: A – Chief Exe.</i>	Partner with the Aboriginal Advisory Committee in the implementation of programs and activities that enhance the wellbeing of Aboriginal and Torres Strait Islander People in our Shire.	<i>B:MEDCE C:MEDCE D:CDO</i>			+1	Continued collaborative partnerships with the local Aboriginal community to implement programs and activities.
DP3.03) Support people with specific needs through appropriately identified services and advocacy. <i>Community and cultural capacity building: A – Chief Executive</i>	Support community safety and crime prevention partnerships.	<i>B:MEDCE C:MEDCE D:CDO</i>			+1	Support provided to people with specific needs and connected to appropriate services.
	Support facilities and activities to improve the physical and mental health of the community.	<i>B:MEDCE C:MEDCE</i>			+1	Continued support of activities and facilities to improve the mental and physical health of the community.
DP3.04) Engage with transport providers and the community to assess the transport needs of residents in the Shire. <i>Community and cultural capacity building: A – Chief Exe.</i>	Support accessibility for people in our Shire.	<i>B:MEDCE C:MEDCE D:CDO</i>			+1	Accessibility needs continued to be discussed and support needs identified.
DP3.05) Develop and implement the Tenterfield Shire Council Disability Inclusion Action Plan with key partners. <i>Community and cultural capacity building: A – Chief Exe.</i>	Deliver the Disability Inclusion Action Plan in accordance with legislative guidelines.	<i>B:MEDCE C:MEDCE D:CDO</i>			+1	Disability Inclusion Action Plan remains a live document that is reviewed by the committee.
DP3.06) Promote the needs of persons with a disability and Disability Inclusion Action Plan to stakeholders.	Advocate for accessibility in partnership with community organisations.	(Promote) <i>B:MEDCE C:MEDCE D:CDO</i> (Implement) <i>B:DI C:MA&PP D:WM</i>			+1	Partnership continues with community organisations for the advocacy of people with a disability.

<p>DP3.07) Support community organisations that develop and maintain a range of facilities that meet the diversity of community needs, interests and aspirations.</p> <p>Volunteer recruitment and placement: A – Chief Executive</p> <p>Community grants: A – Chief Exe.</p> <p>Community and cultural capacity building: A – Chief Exec.</p> <p>Community events: A – Chief Executive</p>	<p>Support community organisations, groups and events to provide a wide range of activities.</p>	<p>B:MEDCE C:MEDCE D:CDO</p>			+1	<p>Wide range of support provided to community organisations, groups and events to provide a range of activities. Dependant upon COVID19 social gathering restrictions also.</p>
<p>DP3.08) Encourage and support activities focusing on the wellbeing of our residents in Tenterfield Shire.</p> <p>Community events: A – Chief Executive</p>	<p>Promote and support activities that highlight community wellbeing.</p>	<p>B:MEDCE C:MEDCE D: CDO</p>			+1	<p>Continued promotion, support and advocacy for activities that highlight community wellbeing such as R U Ok? Day and Mental Health Month – October.</p>
<p>DP3.09) Enrich the community by supporting a variety of diverse cultural events and activities.</p> <p>Community grants: A – Chief Executive</p> <p>Sponsorship: A Chief Executive</p>	<p>Maintain communication and relationships with various community organisations.</p>	<p>B:MEDCE C:MEDCE D:CDO</p>			+1	<p>Targeted, solution-focused, asset-based communication and relationships with a wide cross section of community organisations continues.</p>
	<p>Deliver Business improvements, recognising emerging risks and opportunities.</p>	<p>B:MEDCE C:MEDCE D:CDO</p>			+1	<p>Emerging risks and opportunities recognized.</p>
	<p>Manage the Community Development Service of Council in a financially responsible manner in line with Budget allocations.</p>	<p>B:MEDCE C:MEDCE D:CDO</p>			+1	<p>The Community Development Service of Council is managed financially responsibly.</p>

b) Budget

Account Type	20/21 Full Year Budget	20/21 YTD Actuals August	20/21 Percentage Spent
Community Development	90,865	91,426	100.62%
1. Operating Income	(6,842)	9,500	-138.85%
2. Operating Expenditure	97,707	81,926	83.85%



Capital Income:

Capital Expenses:

Operational Income:

Operational Expense:

This includes Bushfire Recovery Grant expenditure. Budget to be added in Quarterly Budget Review 1.

c) Capital Projects

d) The Business of Improving the Business

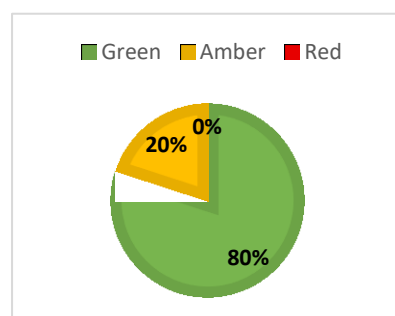
e) Customers

f) Business Statistics

g) Special events, achievements of note, celebrations

- Mental Health Month Grant success – to provide some targeted activities during October 2020 – the new theme for 2020 is “Tune In”.

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

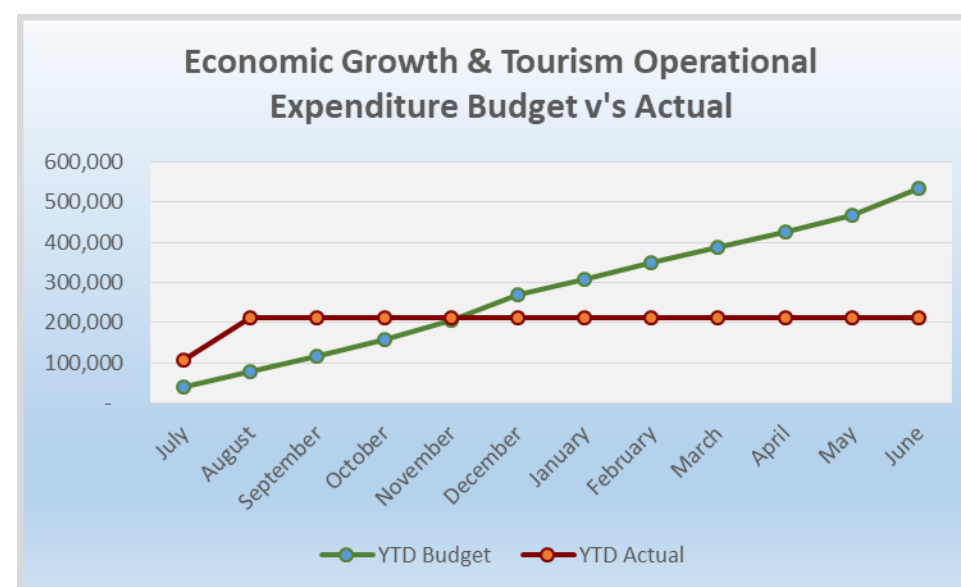
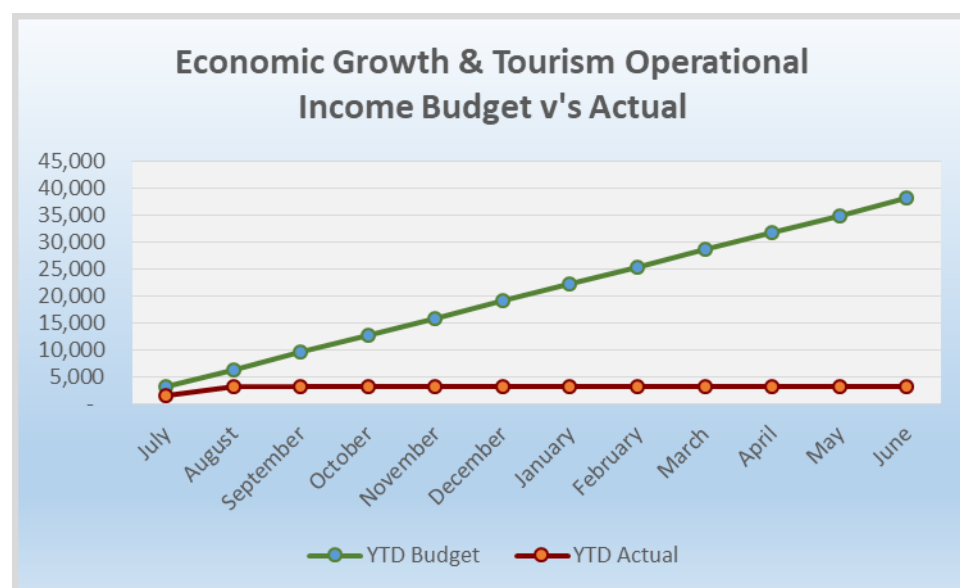
4 Year Delivery Program	1 Year Operational Plan 20/21	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP4.01) Provide and facilitate future economic growth throughout the Shire. Business sector development: A – Chief Executive	Implement the Economic Development Strategy, promoting growth and new development.	B:MEDCE C:MEDCE		0		Ongoing. Economic Development and Tourism actions continue to be implemented. Some actions delayed due to workload surrounding grant funding. Positive feedback has been received regarding Council's recent decision to reduce development contribution fees. Information regarding this has been uploaded to TSC website.
	Deliver Business improvements, recognising emerging risks and opportunities.	B:MEDCE C:MEDCE			+1	Continued monitoring of the COVID-19 situation, restrictions, and regulations, and the impacts on local business and the tourism industry. This involves regular communication directly with our business network, as well as our volunteers at the Visitor Information Centre.
	Manage the Economic Growth and Tourism Service of Council in a financially responsible manner in line with Budget allocations.	B:MEDCE C:MEDCE			+1	Ongoing monitoring of Council budgets. Project plans are developed in accordance with annual budgets.
DP4.02) Support business and industry to identify and implement emerging trends in technology to facilitate growth. Sponsorship: A – Chief Executive	Facilitate and support the delivery of business training, workshops and forums in conjunction with the Tenterfield Chamber of Tourism, Industry and Business.	B:MEDCE C:MEDCE D:TO			+1	Ongoing communication continues to occur with the Tenterfield Chamber of Tourism, Industry & Business (TCTIB). Information on business and training opportunities and available support is regularly provided (e.g. e-newsletters: fortnightly Tenterfield in Touch & monthly Tourism & Economic Development Business Newsletter). Council and TCTIB have partnered to give businesses the opportunity to participate in an online business marketing and mentoring program, facilitated by Tourism e-School and beginning in October. This program will be promoted mid-September.
DP4.03) Lobby for the improvement of telecommunications infrastructure throughout the Shire recognising internet connectivity as a significant barrier to all business activity. Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive	Support future proposals for improved telecommunications infrastructure.	B:CE C:CE				

DP4.04) Support agriculture as a significant industry in the Shire and promote initiatives that enhance the economic sustainability of agriculture. Business sector development: A – Chief Executive	Support local agricultural events and investigate an appropriate event that showcases the Tenterfield agricultural district and industries.	B:MEDCE C:MEDCE D:TO		0		All event discussions and plans currently on hold due to the current COVID-19 situation.
DP4.05) Promote Tenterfield Shire as a tourism destination. Sponsorship: A – Chief Executive Tourism: A – Chief Executive	Development, management and delivery of the Destination Marketing Plan and marketing campaigns for Tenterfield Shire.	B:MEDCE C:MEDCE D:TO			+1	Ongoing planning and implementation of annual marketing programs. Strong results continue to be seen from 2020 June/July recovery campaign, with increases in visitation from Northern Rivers, Port Macquarie and Coffs Harbour. Distribution new Tenterfield & District visitor guides continues to local businesses and wider visitor centre network throughout NSW and QLD. A pdf version of the guide is also available online. Spring 2020 campaign has been locked in, promoting to Northern Rivers, Coffs Harbour and Port Macquarie via TV commercials and print publications (Granite Belt Magazine, High Country Escape & Focus Magazines). Regular content continues to be published via the Visit Tenterfield social media accounts and website, which continues to see strong engagement.
DP4.06) Plan and lobby for affordable transport options to encourage access to our Shire. 4.02 Community and cultural capacity building: A – Chief Executive	Advocate transport options for the community.	B:MEDCE C:MEDCE			+1	Information on current transport options continues to be provided via the Visitor Information Centre and tourism website.
DP4.07) Partner with our neighbours and stakeholders to deliver a diverse destination proposition for visitors. Tourism: A – Chief Executive Business sector development: A – Chief Executive	Maintain partnerships with neighbouring Councils and industry.	B:MEDCE C:MEDCE D:TO			+1	Research project with Kyogle Council, NSW National Parks, NSW Forestry and Southern Cross University is underway. Initial audit of current tourism and recreation offerings across northern area has been completed. Notable findings include: lack of 'anchor' attraction, few high-end accommodation and limited food offerings, resident-focused economy and remarkable landscapes requiring further interpretation. Collaboration with the New England High Country (NEHC) group continues through the development of marketing campaigns and collateral. Current projects include update to NEHC website; new visitor guide; RV & caravan, motorcycle & classic car club touring campaigns; development of 4 Soundtrails in National Parks.
DP4.08) Facilitate and participate in ongoing partnership activities with the New England High Country, Tenterfield Chamber of Tourism, Industry and Business. Tourism: A – Chief Executive Business sector development: A – Chief Executive Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive	Collaborate and liaise with State, regional and local organisations and businesses on marketing projects and promotions.	B:MEDCE C:MEDCE D:TO			+1	Ongoing liaison with local, regional and state tourism and business organisations. Relevant information and opportunities regarding marketing projects and opportunities is regularly shared with local business operators through Tourism & Economic Development Newsletter and email communications.

DP4.09) Promote the liveability of Tenterfield Shire as a place to live, work and play. <i>Tourism: A – Chief Executive</i> <i>Business sector development: A – Chief Executive</i> <i>Community and cultural capacity building: A – Chief Executive</i> <i>Sponsorship: A – Chief Executive</i>	Deliver marketing activities and events to promote Tenterfield as a place to visit, live and invest.	<i>B:MEDCE</i> <i>C:MEDCE</i> <i>D:TO</i>				+1	Tourism Recovery Campaign finished. Spring campaign beginning mid-September. Information on Moving to Tenterfield (live & invest) included in new Visitors Guide and on Council Website. All marketing activity places focus on promoting Tenterfield as a place to visit, live and invest.
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b) Budget

Account Type	20/21 Full Year Budget	20/21 YTD Actuals August	20/21 Percentage Spent
Economic Growth and Tourism	494,992	209,447	42.31%
1. Operating Income	(38,156)	(3,177)	8.33%
2. Operating Expenditure	533,148	212,624	39.88%



Capital Income:**Capital Expenses:****Grant Funding to be sourced for these Projects:**

Service area	Account Type	Project	Funds Required 2020/21	Funds Received 2020/21
Economic & Tourism	Operational	VIC Building Asset Maintenance	10,000	

Operational Income:

No Significant variance.

Operational Expense:

This includes Bushfire Recovery Grant expenditure. Budget to be added in Quarterly Budget Review 1.

c) Capital Projects

Funding opportunities for redevelopment of Visitor Information Centre continue to be investigated.

d) Emerging Issues, Risks and Opportunities

COVID-19 continues to impact the tourism industry, local businesses and the wider-community. The recent QLD border closure will have a significant impact on these business who were just starting to see some return of normality.

Recruitment of new volunteers to assist in operating the Visitor Information Centre continues to prove difficult. Volunteer numbers have significantly reduced due to the risks associated with COVID-19, particularly due to the majority of volunteers considered to be in the high-risk category.

e) The Business of Improving the Business

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

f) Customers

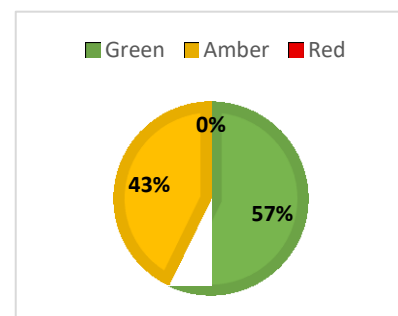
Positive reviews continue to be received on Google and TripAdvisor for the Visitor Information Centre and Tenterfield.

Customer service requests continue to be responded to in a timely manner.

g) Business Statistics

August 2020	Visitor Numbers	Vs previous year	Notes
Visitor Information Centre Visitors	974	-32.5%	COVID-19 travel restrictions continue to impact visitors to VIC. Although visitor numbers remain down, usually 50% of visitors are from QLD. Considering the QLD border closure visitor numbers remain strong.
Visit Tenterfield Website Visitors	1,739	+259%	New website is the key call to action for all marketing activities. Note: Tenterfield Tourism website deactivated 1 July and is redirected to Visit Tenterfield website.
Visit Tenterfield Social Media Accounts	Followers	Engagement	Notes
Visit Tenterfield Facebook Account	5,278 people	Avg. Reach: 1,950 people per post	
Visit Tenterfield Instagram Account	1,912 people	Impressions: 14.84K	

5. Theatre and Museum Complex



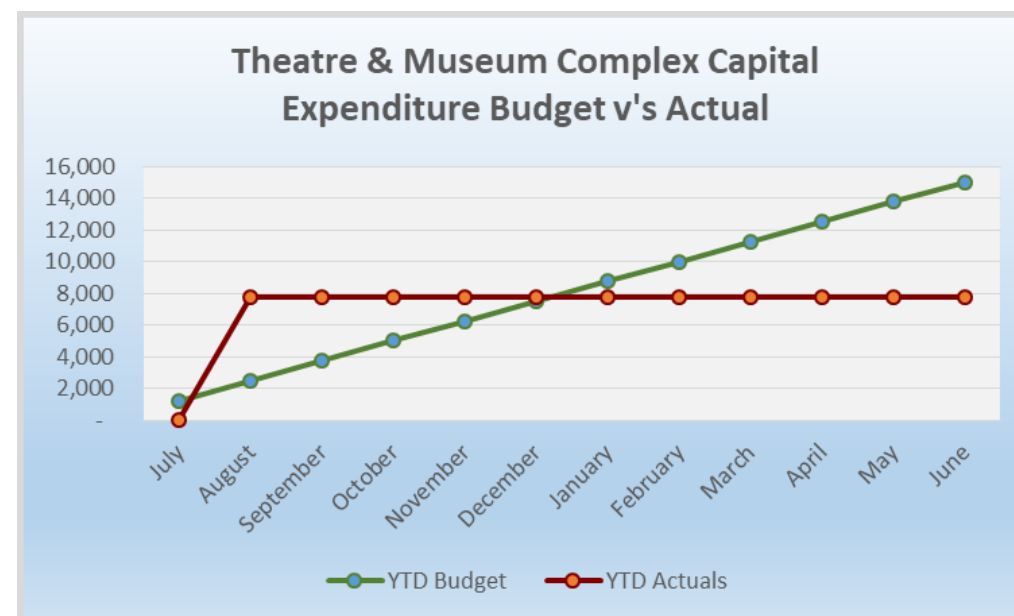
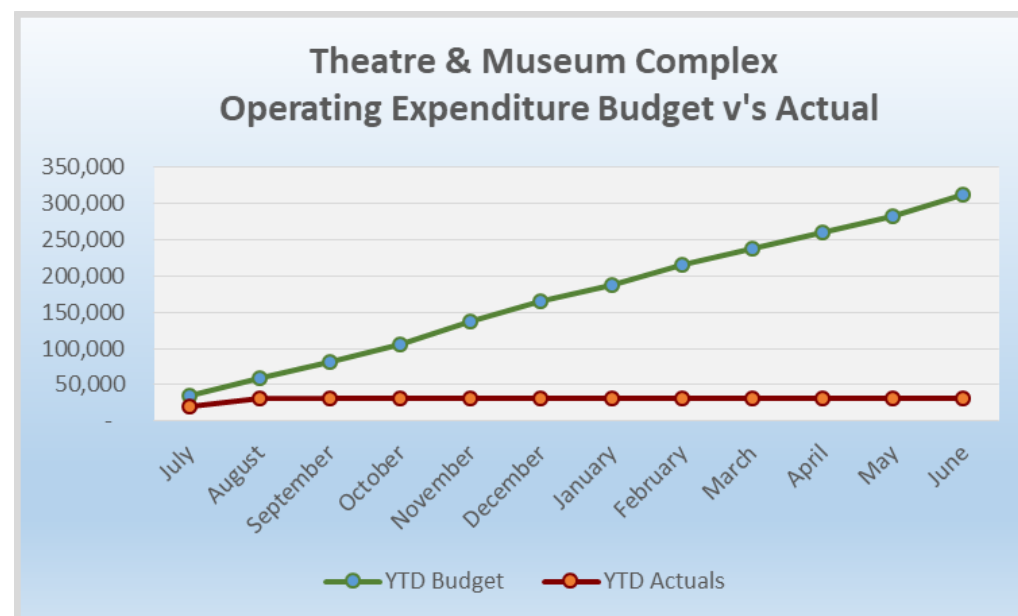
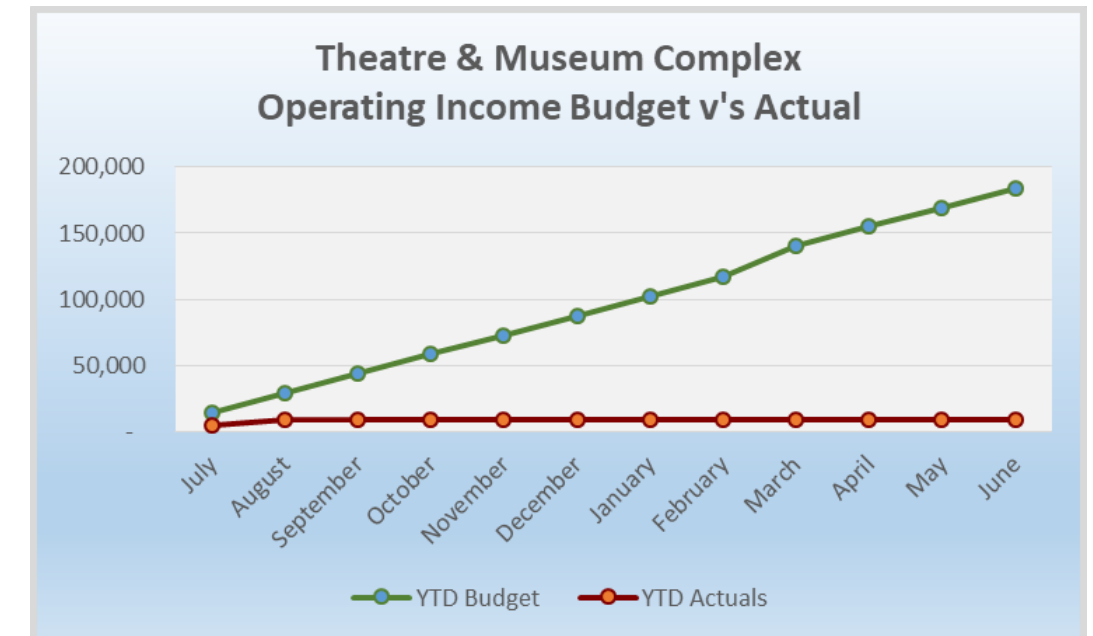
Under the 4 year Delivery Plan *Theatre and Museum Complex* relates to: Sir Henry Parkes School of Art; cultural diversity, events and art activities; youth engagement; volunteering; and festivals. The Office of the Chief Executive directly oversees these outcomes.

a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 20/21	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP5.01) Sir Henry Parkes Memorial School of Art is provided by Council as a cultural hub of Tenterfield Shire. <i>Culture, theatre & museum: A – Chief Executive</i>	Manage and operate all aspects of the Sir Henry Parkes Memorial School of Arts (Cinema, Theatre, and Museum).	<i>B:MEDCE C:MEDCE D:CO</i>			+1	The Museum reopened on the 1 st July, the cinema reopened on the 31 st July under our COVID19 Safety Plan. Since reopening the SOA has been operating seven days a week with movies showing 5 days each week.
	Deliver Business improvements, recognising emerging risks and opportunities.	<i>B:MEDCE C:MEDCE D:CO</i>			+1	COVID 19 Plan was completed, ongoing monitoring of all regulations from NSW government. Working with Peter Harris and the Friends of the School of Arts Committee to bring the museum into the digital age.
	Manage the Theatre and Museum Complex in a financially responsible manner in line with Budget allocations.	<i>B:MEDCE C:MEDCE D:CO</i>		0		Ongoing. Regularly monitor current budget. Due to COVID19 all theatre for 2020 has been cancelled. Border closure has reduced museum income.
DP5.02) Enhance cultural diversity by encouraging cultural and artistic opportunities. <i>Culture, theatre & museum: A – Chief Executive</i>	Maintain a collaborative working relationship with National Trust Australia (NSW) and Friends of the School of Arts.	<i>B:MEDCE C:MEDCE</i>			+1	Ongoing. Regular meetings held with the Friends of the School of Arts and National Trust Representative. Planning and workshops to have tablets with museum information and stories to enhance the museum experience. Planning the 75 th Anniversary of the National Trust October 2020.
DP5.03) Enrich the cultural life of the community by supporting a variety of cultural events and activities for residents and visitors <i>Culture, theatre & museum: A – Chief Executive</i> <i>Community events: A – Chief Executive</i> <i>Volunteer recruitment and placement: A – Chief Executive</i>	Marketing and promotion of the Sir Henry Parkes Memorial School of Arts Complex programs and activities facilitating cultural development opportunities for individuals and groups.	<i>B:MEDCE C:MEDCE D:CO</i>		0		Ongoing. Border closure has reduced the patrons of the museum and the cinema. All Theatre productions has been cancelled for 2020 due to COVID19. Promotion of the SOA activities occurs by social media, website, newsletters and programs.
DP5.04) 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.	<i>B:MEDCE C:MEDCE</i>		0		Reduction in Volunteers, difficult to get new volunteers due to COVID19. Volunteer newsletter is going out monthly.
DP5.05) Encourage activities for young people and families in Tenterfield Shire <i>Culture, theatre & museum: A – Chief Executive</i> <i>Community and cultural capacity building: A – Chief Executive</i>	Development, management and delivery of a Cinema Program, theatre education and youth related programs.	<i>B:MEDCE C:MEDE D:CO</i>			+1	Cinema program continuing, school holiday program included. Theatre activities on hold due to COVID19 restrictions, 27 persons only in Theatre.

b) Budget

Account Type	20/21 Full Year Budget	20/21 YTD Actuals August	20/21 Percentage Spent
Theatre & Museum Complex	141,847	31,005	21.86%
1. Operating Income	(184,152)	(8,878)	4.82%
2. Operating Expenditure	310,999	32,087	10.32%
4. Capital Expenditure	15,000	7,795	51.97%
5000506. School of Arts Complex - Upgrade Exterior & Windows (SRV)	0	7,795	0.00%
5005509. School of Arts - Update Theatre Lighting	5,000	0	0.00%
5005513. School of Arts - Computer Equipment	1,500	0	0.00%
5005514. School of Arts - Replace Tableware	500	0	0.00%
5005515. School of Arts - Electronic Entrance Sign	2,000	0	0.00%
5005516. School of Arts - Upgrade Cinema Technology	6,000	0	0.00%



Capital Income:
N/A.

Capital Expenses:
No significant variance

Grant Funding to be sourced for these Projects:

Service area	Account Type	Project	Funds Required 2020/21	Funds Received 2020/21
Theatre & Museum	Operational	SOA Building Asset Maintenance	35,464	

Operational Income:

No significant variance.

Operational Expense:

No significant variance.

c) Capital Projects

N/A

d) Emerging Issues, Risks and Opportunities

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

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

COVID-19 restrictions have resulted in the 27 persons only in the cinema, theatre and 20 persons in museum. Measures have been put in place to ensure staff and volunteers remain safe.

e) The Business of Improving the Business

The School of Arts continues to engage with the community and provide excellent activity and events for the general public. Working with Peter Harris and the Friends of the School of Arts Committee to bring the museum into the digital age, planning 75th Anniversary in October to launch the new museum experience.

f) Customers

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

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

g) Business Statistics

Museum – August 2020		Cinema – August 2020	
Total museum visitation	183	Total cinema admissions	199
Average Admission Price	\$5.68	Screenings	21
Merchandising Sales	\$111	Candy Bar	\$290.00
Museum Entry Sales	\$1040	Average Admission Price	\$9.52
		Gross Box Office	\$1894.00
		Net Box Office	\$1722.00
		Website Visitors	380
Museum Volunteers		Website Change	-57%
9 x 198 hours		Newsletter Subscribers	216

h) Special events, achievements of note, celebrations

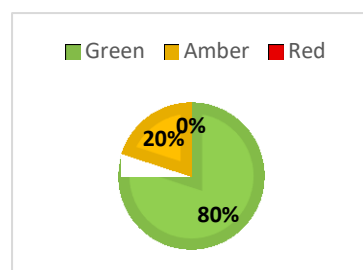
The Museum re-opened on 1st July, since then Queensland border visitors have decreased. The cinema re-opened on 31st July with restricted numbers, patrons are still be careful about being in public, they have expressed their appreciation for the cinema reopening and giving them a safe social place to attend. Limited movie options due to COVID19, distribution companys are still holding back realease dates for the popular movies.

COVID19 Safety plan includes post and rope barriers inplace, screen on counter and every second row tapped off, not to be used. Signin tracing forms, hand sanitizer and regular cleaning procedures in all areas of the museum.

Sunday 30 August Lizard (photo) took out two electrical circuits, taking out 17 lights. This electrical system is a Dymictric installed by a Brisbane company, still waiting for parts to be delivered from over the border. Theatre LED lighting (photo) has been set up as a back up to current circuit bypass.



6. Library Services



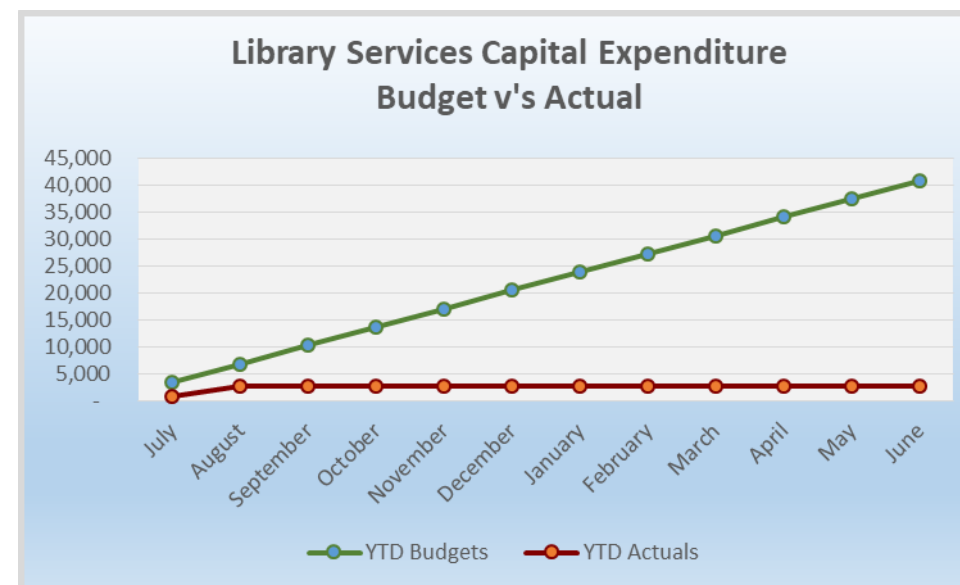
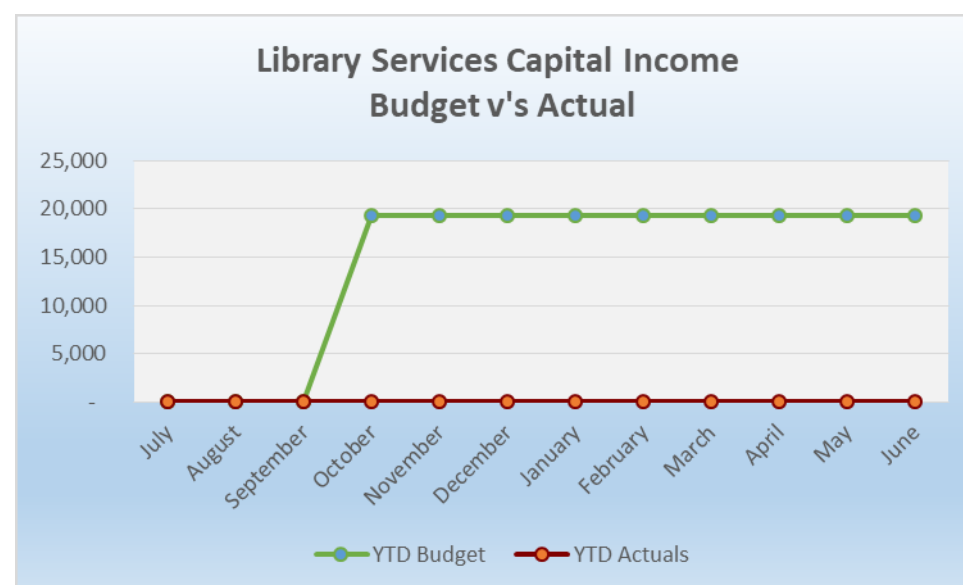
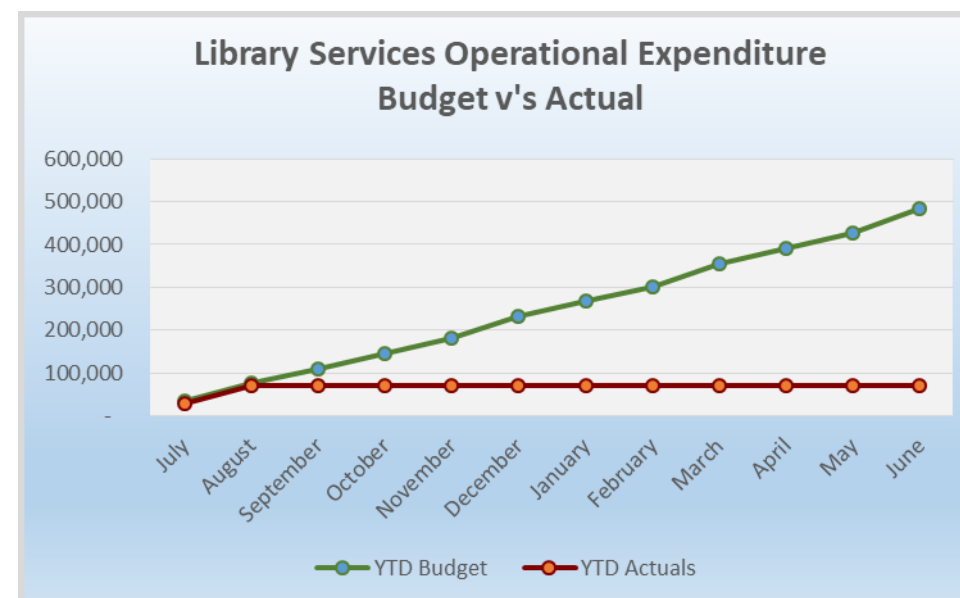
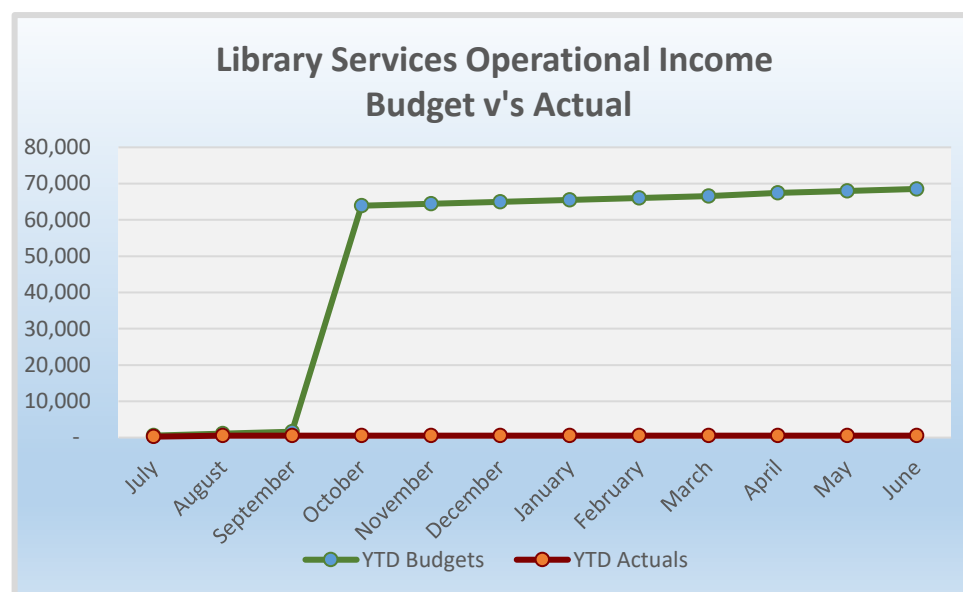
Under the 4 year Delivery Plan *Library Services* relates to: home services; vision impaired; review and updating collections; exchanges; internet and Wi Fi access; accessible technology; exhibitions; online training and resources; research and reference services; and the management of corporate art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

a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 20/21	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP6.01) Provide ongoing delivery of broad range of library services that respond to community needs. <i>Library: A – Chief Executive</i>	Provide a relevant range of facilities and activities to support the physical and mental health of the community.	B:SL C:SL D:SL			+1	A wide range of relevant resources and activities is provided to support the community.
	Deliver Business improvements, recognising emerging risks and opportunities.	B:SL C:SL			+1	The current circumstances around the COVID-19 pandemic, including restrictions to opening hours and services, have challenged library staff.
	Manage the Library Service of Council in a financially responsible manner in line with Budget allocations.	B:SL C:SL			+1	Budget allocations are adhered to.
DP6.02) Develop and maintain a range of community facilities that meet the diversity of community needs, interests and aspirations <i>Library: A – Chief Executive</i>	Provide services, opportunities and spaces for individuals and small community groups to meet and access technology and resources.	B:SL C:SL D:SL			+1	Community groups are unable to meet in the library at present because of COVID-19 restrictions. Online access to resources is encouraged.
	Manage all corporate art, artefacts, honour boards and memorabilia (including audit and security).	B:SL C:SL D:SL		0		The project to identify and record all items in this collection has been delayed due to the work on Council's administration building.

b) Budget:

Account Type	20/21 Full Year Budget	20/21 YTD Actuals August	20/21 Percentage Spent
Library Services	436,813	71,682	16.41%
1. Operating Income	(68,528)	(525)	0.77%
2. Operating Expenditure	483,719	69,644	14.40%
3. Capital Income	(19,329)	0	0.00%
4. Capital Expenditure	40,951	2,564	6.26%
5000500. Library Resources	21,622	2,564	11.86%
5000520. Local Priority Grant 2020/21	19,329	0	0.00%



Capital Income:

No significant variance.

Capital Expenses:

No significant variance.

Operational Income:

No significant variance.

Operational Expense:

c) Capital Projects

- Local Priority Grant Funding for 2020-2021 will be allocated to upgrading technology including exploring technology related to digitisation of physical resources especially those held in the Family History collection. If there are any remaining funds they will be allocated to expanding the library's online presence.

d) Emerging Issues, Risks and Opportunities

- The uncertainty surrounding the COVID-19 pandemic has restricted the physical services that the library has been able to provide but has also been the impetus for many members of the community to explore digital alternatives and opportunities.

e) The Business of Improving the Business

- The AXIS360 and Indyreads platforms have been installed to extend the range of eBooks and eAudiobooks that library members have access to.

f) Customers

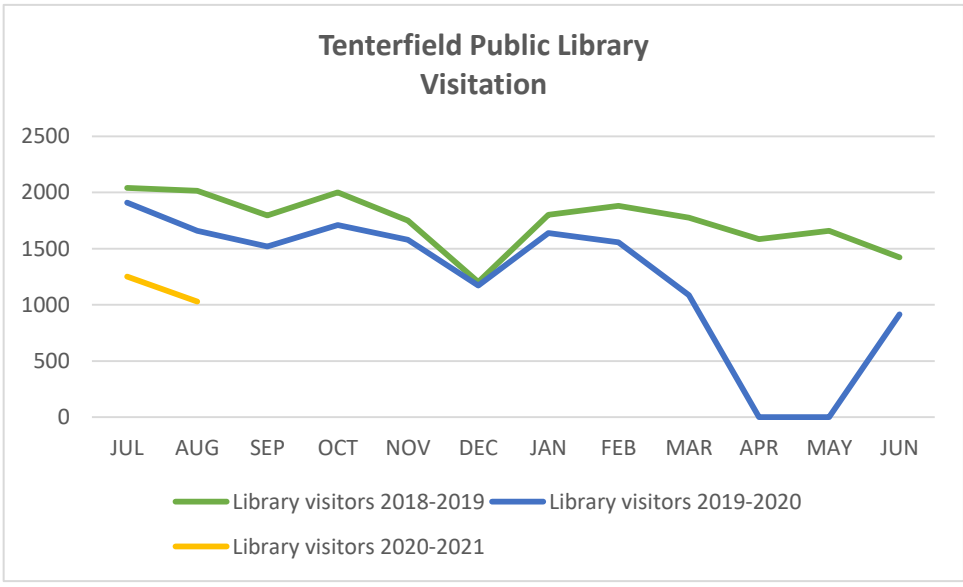
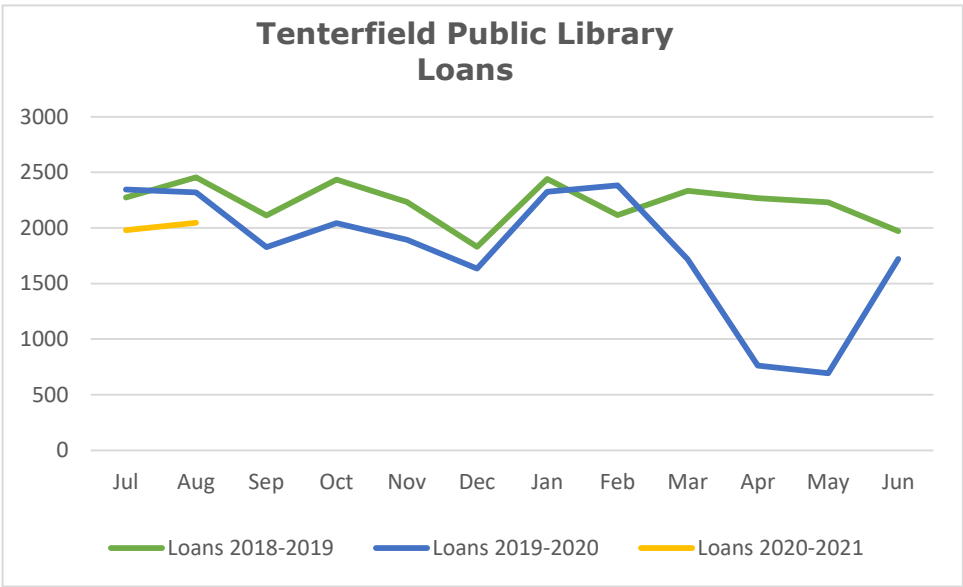
- All internal and external enquiries are responded to within appropriate timeframes.

g) Business Statistics

Tenterfield Public Library Statistics for August 2020

Loans Tenterfield: 1482
Loans Drake: 30
Loans Torrington: 32
Loans Urbenville: 123
Total Physical loans: 1667
Co-op eLoan: 343
Ziptales hits: 67
Total of Loans: 2047
Tenterfield Door count: 974
Library Visitors: 1028

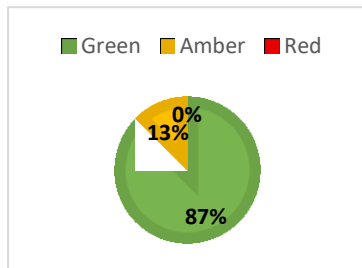
New borrowers: 13
Computer Users: 189
Computer Hours: 202
OPAC searches: 1715
Tenterfield Star database searches: 384
Completed ILL's: 19
Home Library Service Loans: 153
Reservations satisfied: 39
Holdings as at 01/09/2020: 32917 Deletions: 7 New Items catalogued: 83



h) Special events, achievements of note, celebrations

- The Library is farewelling our Permanent Part-time Library Assistant Grant Ovenden who has gained a full-time position in the Records section of Council. We wish him well in his new role.

7. Workforce Development



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

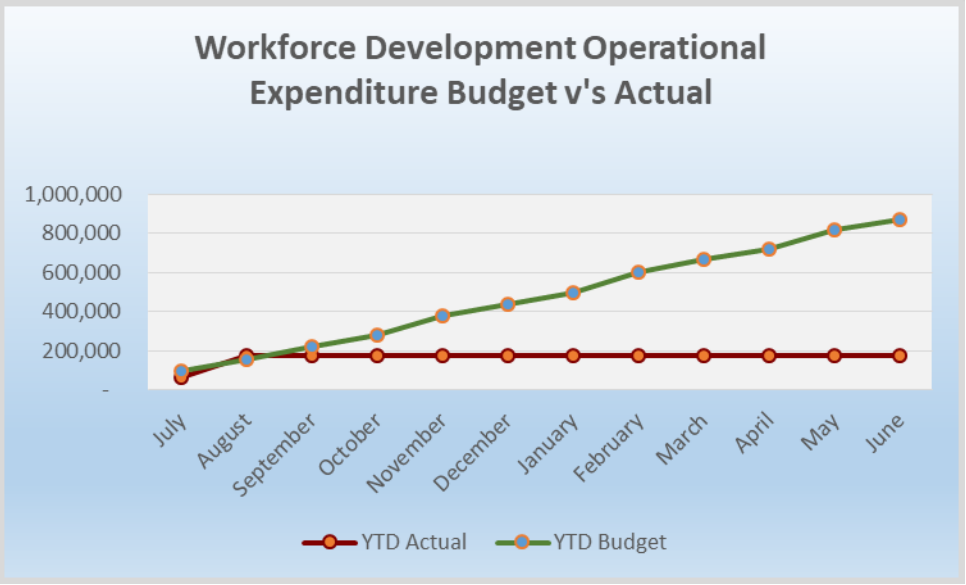
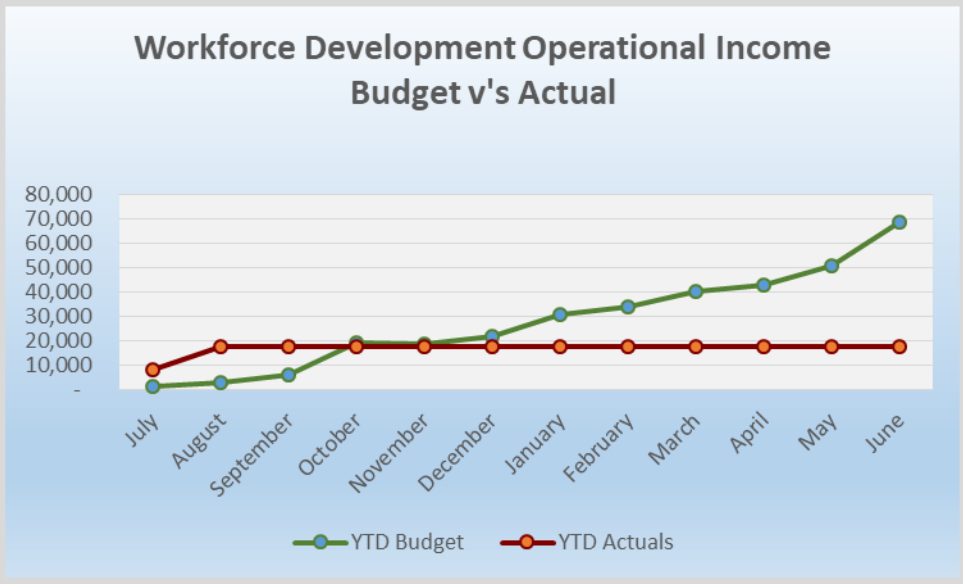
a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 20/21	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP7.01) Provide an organisation-wide approach to the effective management of workplace health and wellbeing. <i>Workforce planning: A – Chief Executive</i> <i>Workforce culture: A – Chief Executive</i> <i>Workers compensation: A – Chief Executive</i>	Facilitate worker health and wellbeing consultation communication, and participation processes.	B:MHRWD C:WHSRMO D:WHSRMO			+1	The environment continues to curtail some of WHS consultative forums however strategies such as emails, text messaging, zoom and small group gatherings are still achieving the required forums providing WHS consultation, cooperation and coordination. Wellbeing strategies continuing to be enhance. <i>Ongoing</i>
	Develop, implement, monitor and review systems, processes and practices required for continual improvement, regulatory compliance and employee satisfaction.	B:MHRWD C:WHSRMO D:WHSRMO			+1	Health and wellbeing services continue. Recovery at work processes currently being implemented are reducing costs, maintaining good employer-employee relationships enhancing employee satisfaction and regulatory compliance. Higher duties flat rate allowance where applicable continues to enhance employee recognition & incentive. All staff are now currently working from or in a Council office or asset. This strategy to improve comradery and communication was implemented due the extended length of time some staff have been isolated from the work environment.
DP7.02) Delivery of programs to grow and invest in our existing and emerging leaders and support a culture of high performance. <i>Workforce culture: A – Chief Executive</i> <i>Workforce performance: A – Chief Executive</i> <i>Human resource advisory, performance, review and training: A – Chief Executive</i>	Develop, manage and deliver the skills targeted training plan and opportunities for staff to excel.	B:MHRWD C:MHRWD			+1	Staff and Manager annual performance completed giving HR the opportunity to assess individual learning and development assessments. Requested training will be categorised into competency, skill enhancement or career development and matrixed for budgetary alignment. Coaching is continuing for the staff still undergoing the Objective Leader development program.

<p>DP7.03) Manage the implementation of Council's Workforce Management Strategy.</p> <p>Workforce planning: A – Chief Executive</p> <p>Workforce performance: A – Chief Executive</p>	Develop, manage and deliver the Workforce Management Strategy (include update on employee numbers here).	B:MHRWD C:MHRWD			+1	The review of the organisation's labour structure continues, with a focus on casuals, trainees, contractors and outstanding recruitments. Discussions continuing with associated business unit Managers to ensure a continued focus on operational outcomes, required resourcing with strategic alignment and financial alignment. Strategic, operational and risk analysis and evaluation of the use of casuals, labour hire and fixed term contracts within the current structure has been completed. Ongoing review.
	Deliver Business improvements, recognising emerging risks and opportunities.	B:MHRWD C:MHRWD			+1	Strategic workforce planning is a current focal point ensuring a deep understanding of the current and future states of our workforce. The completed evaluation on the use of casuals, labour hire and fixed term contracts under the new 2020 State Award has highlighted opportunities and risks that Council can assess, mitigate and or take advantage of. Ongoing assessments.
	Manage the Workforce Development Service of Council in a financially responsible manner in line with Budget allocations.	B:MHRWD C:MHRWD			+1	20/21 staffing budget reviewed to ensure alignment with current FTE and business unit workforce expectations to ensure operating within budget.
<p>DP7.04) Developing attraction and retention practices across Council.</p> <p>Workers compensation: A – Chief Executive</p> <p>Recruitment & selection: A – Chief Executive</p> <p>Workforce culture : A – Chief Executive</p> <p>Human resource advisory, performance, review and training: A – Chief Executive</p>	Develop, manage and deliver Employer of Choice recruitment and retention services.	B:MHRWD C:MHRWD D:HRC			+1	A Recent recruitment strategy utilising a partnership with Scout Talent has yielded favourable results not only producing cost savings for the organisation but also delivering an exceptional talent pool. Successful Recruitment of 3 new staff members filling existing roles occurred this month.
<p>DP7.05) Deliver continuous improvements in Council's business, processes and systems (WHS)</p> <p>Work, Health and Safety: A – Chief Executive</p>	Manage and deliver WHS and Risk Management services.	B:MHRWD C:WHSRMO D:WHSRMO		0		Council so far as is reasonably practicable, continues to ensure the health and safety of all workers and other people like visitors and volunteers via the implementation of embedded risk management principles in line with regulatory, health, State and Federal requirements. Heavy focus continues around maintaining COVID information, instruction and inspections along with associated compliances and reporting. COVID-SAFE plans and signage reviews underway for all Council workplaces. Monthly insurance, public liability and risk processes and procedures continue within the legislative, organisational and guideline requirements ensuring Councils risk exposures are mitigated. Selection and recruitment process for the replacement Safety & Risk Coordinator well underway. Currently 23 applications under review.

b) Budget

Account Type	20/21 Full Year Budget	20/21 YTD Actuals August	20/21 Percentage Spent
Workforce Development	803,758	160,127	19.92%
1. Operating Income	(68,675)	(17,616)	25.65%
2. Operating Expenditure	872,433	177,743	20.37%



Capital Income:
N/A

Capital Expenses:
Nil to report

Capital Projects
N/A

Emerging Issues, Risks and Opportunities
Opportunities taken to test innovative recruitment strategies have yielded favourable results for the organisation.

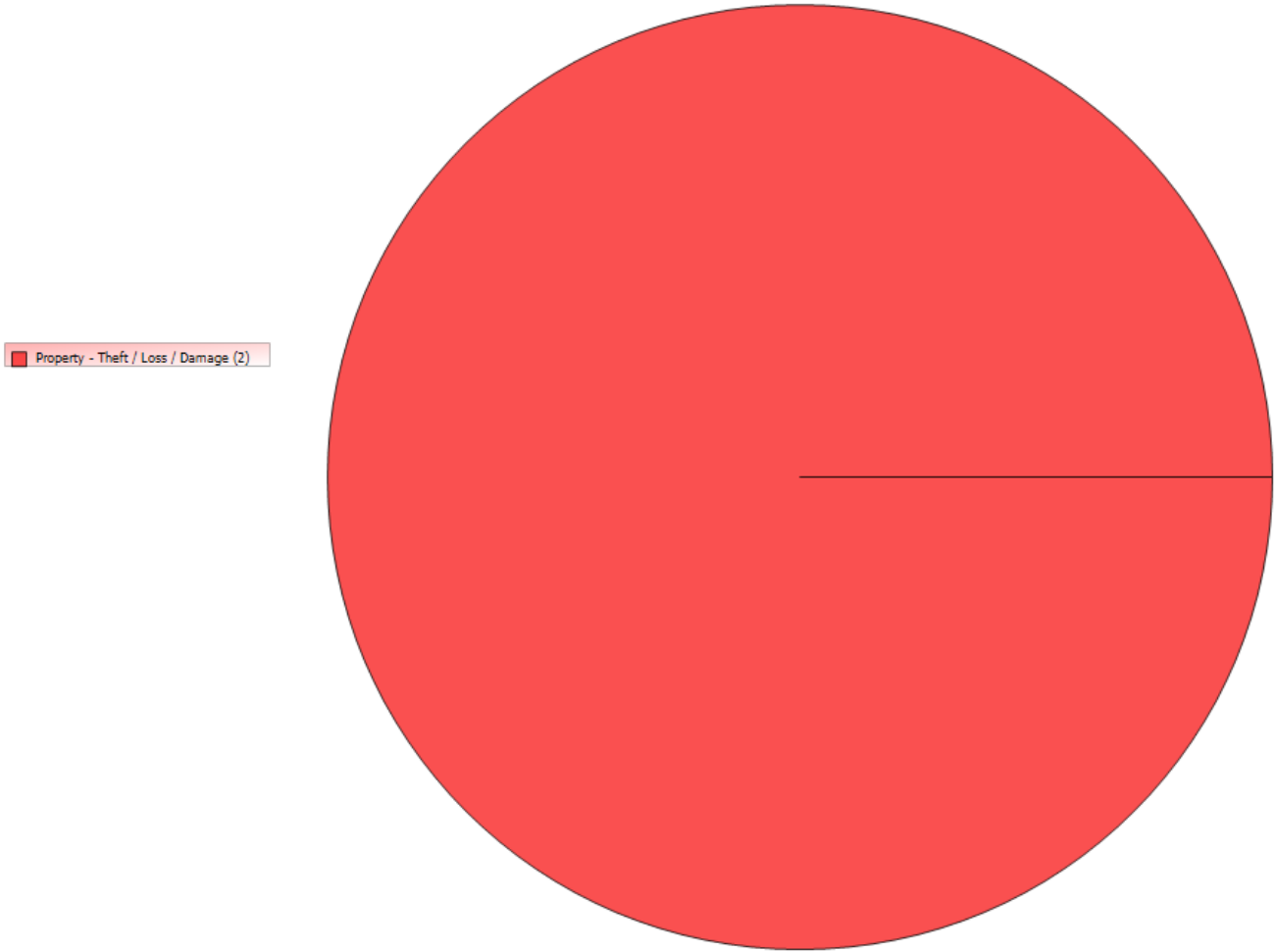
The Business of Improving the Business
Nil to report

Customers
Internal business unit customers have been effectively serviced this month with the delivery of multiple recruitments replacement positions.

Business Statistics

All Incidents 12 weeks to date.

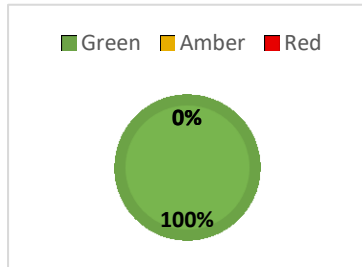
Reported - Incident Types - All Incidents 30 Days to Date - Including Present - Total of 2



Special events, achievements of note, celebrations

Nil to report.

8. Emergency Services



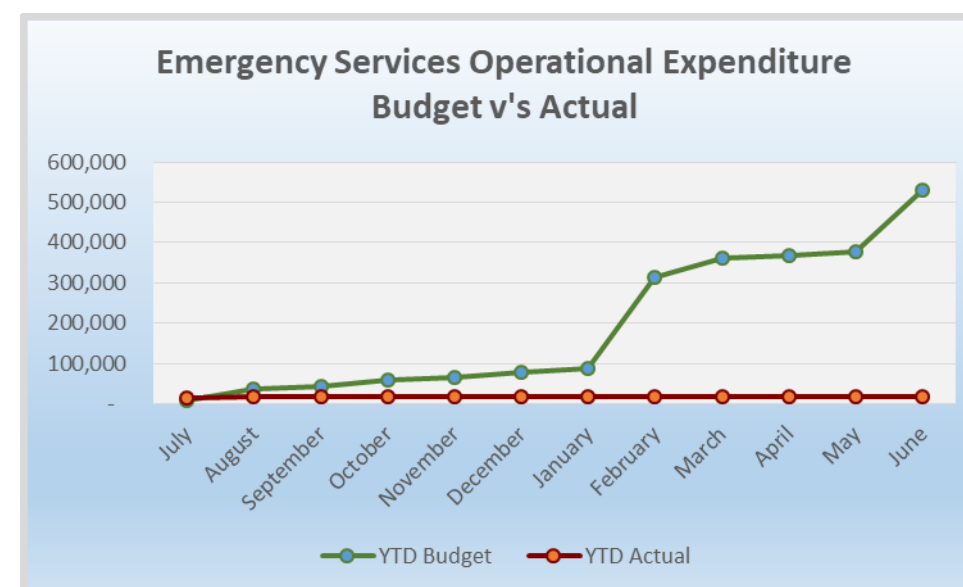
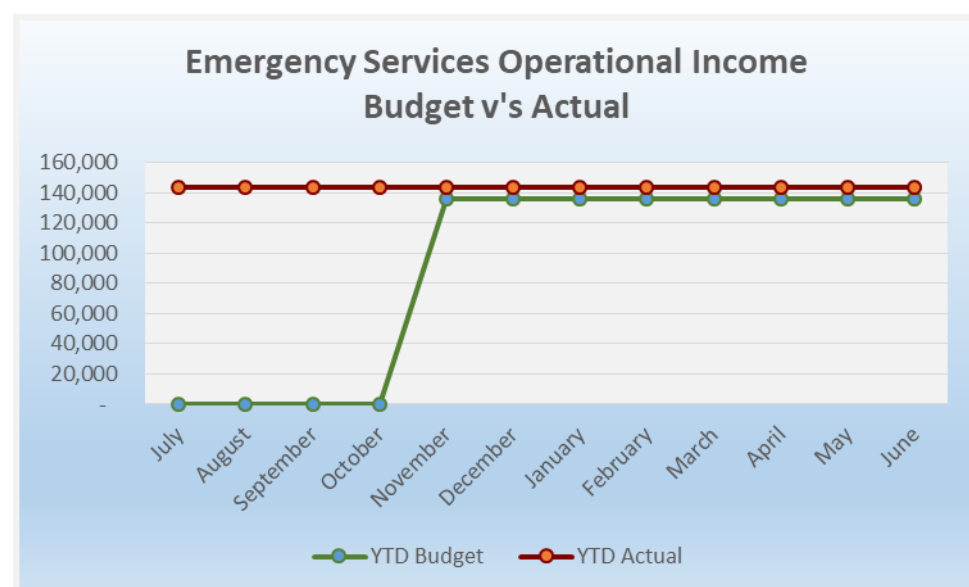
Under the 4 year Delivery Plan *Emergency Services* relates to: integrating land use policies to support emergency management; disaster management; review of emergency management plans; inter-agency communication and collaboration; and rural addressing. The Office of the Chief Executive directly oversees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

a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 20/21	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP8.01) Review and ensure the integration of Council current studies and plans into strategic land use planning and operational planning documents and policies to support our emergency management function. <i>Disaster management: A – Chief Executive</i> <i>Roads, bridges and retaining walls: A – Director Infrastructure</i>	Develop, manage and deliver Emergency Management functions and facilities.	B:MHRWD C:WHSRMO D:WHSRMO			+1	Emergency Management Centre staged work in line with major Administration Building construction works. Successful selection and recruitment with the appointment of Councils Community Recovery Officer.
	Deliver Business improvements, recognising emerging risks and opportunities.	B:MHRWD C:WHSRMO D:WHSRMO			+1	Warwick DDMG Disaster Management Desktop Exercise attended by two Tenterfield Shire LEMO's. Attendance and facilitation of Local Emergency Management Committee (LEMC) meetings. Attendance of COVID-19 LEMC Meetings Attendance of Regional Emergency Management Committee (REMC) meetings
	Manage the Emergency Service of Council in a financially responsible manner in line with Budget allocations.	B:MHRWD C:WHSRMO D:WHSRMO			+1	Working with RFS with service level briefings. Operating within budget.

b) Budget

Account Type	20/21 Full Year Budget	20/21 YTD Actuals August	20/21 Percentage Spent
Emergency Services	396,168	(125,564)	-31.69%
1. Operating Income	(135,500)	(143,443)	105.86%
2. Operating Expenditure	531,668	17,414	3.28%
4. Capital Expenditure	0	464	0.00%
5800512. RFS Torrington - Re-lay pipes & seal entrance	0	464	0.00%



Grant Funding to be sourced for these Projects:

Service area	Account Type	Project	Funds Required 2020/21	Funds Received 2020/21
Emergency	Capital	Helipad (RFS)	200,000	

Operational Income:

Grant for \$143,443.00 received from the Office of Local Government for the cost of the Emergency Services Levy increase for 2020/21. Budget to be adjusted in Quarterly Budget Review 1.

Operational Expense:

No significant variance.

c) Capital Projects

Nil to report

d) Emerging Issues, Risks and Opportunities

Community Recovery Officer has been engaged for a 12 month tenure. The position will assist Council coordinate and facilitate community led projects, activities and events that contribute to the community's recovery, resilience and future disaster preparedness.

e) The Business of Improving the Business

Cross boarder desk top exercise in Warwick attended by Councils two alternate LEMO's.

f) Customers

On-going relationships with combat and support agencies strengthening further through effective operation of the LEMC, COVID LEMC, REMC and the exchange of information and built participation at the Local emergency Management Committee. Excellent support, communication and liaison has been established between council and all combat agencies due to the on-going interactions in relation to the current bush fires. The COVID environment has seen increased involvement by Council in all facets of engagement and representation at all levels of emergency management seeing a strong growth and diversity in emergency stakeholder relationships and partnership

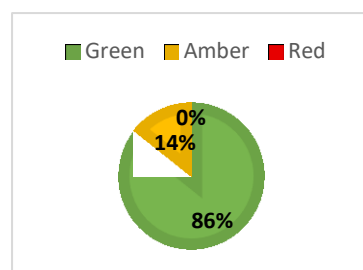
g) Business Statistics

Regular reports received from the Regional Emergency Management Officer, LEMC and REMC committees.

h) Special events, achievements of note, celebrations

Nil to report.

9. Finance and Technology



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

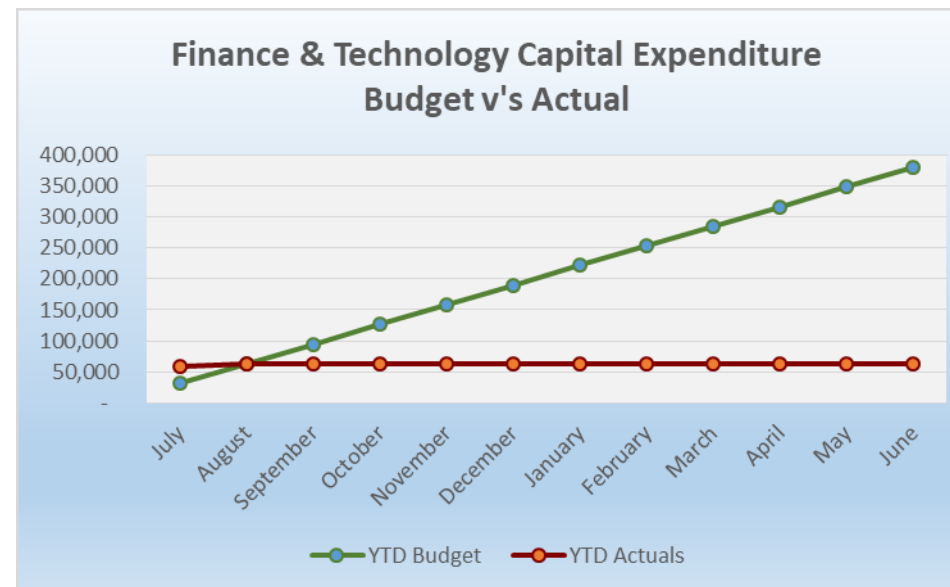
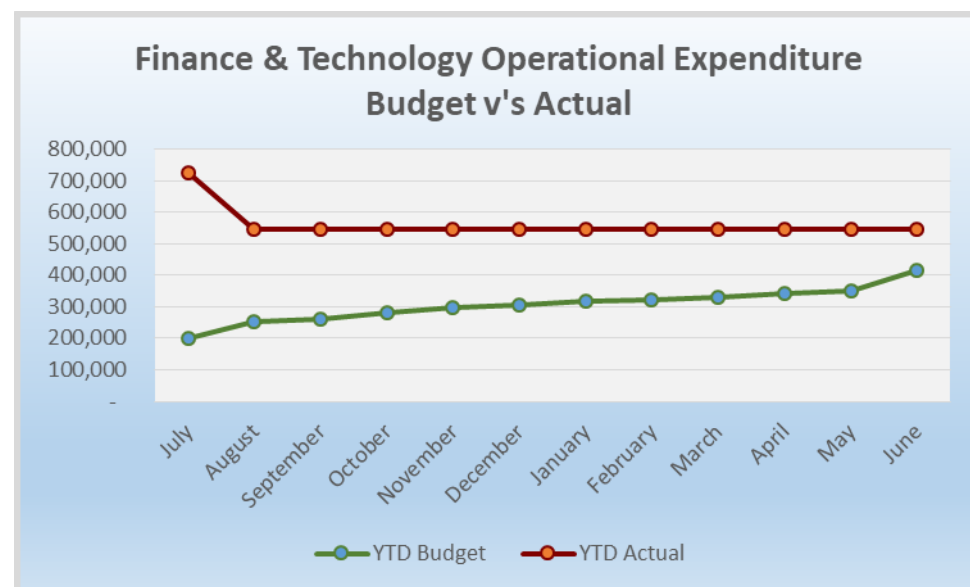
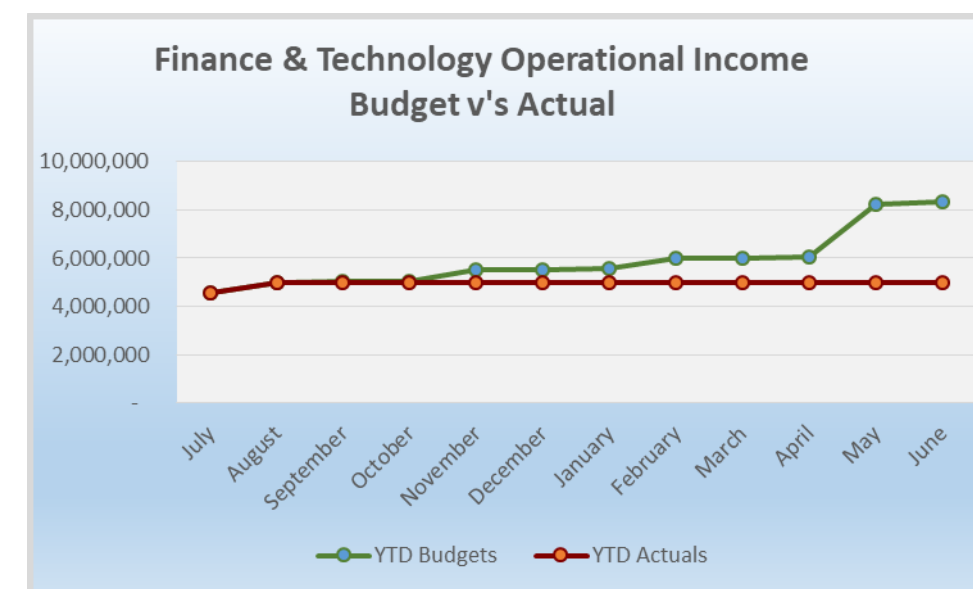
a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 20/21	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP9.01) Ensure that information technology meets Councils operational requirements. <i>IT system / software and hardware: A – Chief Corporate Officer</i> <i>Network systems and corporate business applications integration: A – Chief Corporate Officer</i>	Develop, manage and deliver Council's Technology Strategic Plan.	<i>B:MFT</i> <i>C:MFT</i> <i>D:MFT</i>		0		<i>Work is continuing on the development of the IT Strategic Plan and additional policies are in the process of being developed to comply with relevant legislative requirements.</i> <i>There have been a number of enhancements to Councils systems including Payroll, Bank Rec, Records, and Risk systems with others on the horizon including Asset Management, Credit Card Management and Development Applications.</i>
DP9.02) Make prioritised decisions in the long-term interest of the broad community and have regard to financial and infrastructure sustainability. <i>Corporate financial planning: A - Chief Corporate Officer</i>	Manage and deliver Council's Long Term Financial Plan in line with statutory requirements.	<i>B:MFT</i> <i>C:MFT</i> <i>D:MFT</i>			+1	<i>Statutory requirements have been met. Additional detailed development is continuing in conjunction with the Asset Manager and Asset Management Plans with a view to assessing the reasonableness or otherwise of Depreciation figures on Council owned assets.</i>
DP9.04) Ensure that financial sustainability and the community's capacity to pay inform adopted community service levels. <i>Procurement and tendering compliance: A - Chief Corporate Officer</i> <i>Procurement and tendering framework: A – Chief Operating Officer</i> <i>Corporate financial planning: A - Chief Corporate Officer</i> <i>Rates and revenue: A - Chief Corporate Officer</i>	Manage investments in the long term interest of the community and within regulatory requirements - Plan, develop and manage Council's investment portfolio.	<i>B:MFT</i> <i>C:MFT</i>			+1	<i>Investments are managed within Council's Investment Policy guidelines.</i>
DP9.05) Ensure compliance with regulatory and statutory requirements and that operations are supported by effective corporate management.	Manage and deliver financial services in line with statutory requirements.	<i>B:MFT</i> <i>C:MFT</i> <i>D:A</i>			+1	<i>Statutory requirements are being met.</i>
	Deliver Business improvements, recognising emerging risks and opportunities.	<i>B:MFT</i> <i>D:P/AP</i>			+1	<i>A number of improvements particularly around IT Systems have been identified and will be implemented as mentioned above.</i>

Corporate financial planning: A Chief Corporate Officer	Manage the Finance and Technology Service of Council in a financially responsible manner in line with Budget allocations.	B:MFT D:A			+1	The Finance and Technology Service is managed within budget.
DP9.06) Deliver continuous improvements in Council's business, processes and systems Corporate financial planning: A Chief Corporate Officer	Develop, manage and deliver processes and systems to meet recommendations of external and internal reviews, investigations or findings.	B:MFT C:MFT			+1	Processes and systems are being developed, managed and delivered in line with external reviews, investigations and findings.

b) Budget

Account Type	20/21 Full Year Budget	20/21 YTD Actuals August	20/21 Percentage Spent
Finance & Technology	(7,737,982)	(4,367,528)	56.44%
1. Operating Income	(8,343,722)	(4,976,432)	59.64%
2. Operating Expenditure	415,740	545,330	131.17%
3. Capital Income	(190,000)	0	0.00%
4. Capital Expenditure	380,000	63,574	16.73%
1810501. Computer Equipment - Finance	75,000	0	0.00%
1810507. Fibre Optic Cabling of Sites	50,000	0	0.00%
1810508. Capitalised Software	250,000	63,574	25.43%
1810509. Furniture & Equipment Purchases	5,000	0	0.00%



Capital Income:

No Significant variance

Capital Expenses:

No Significant variance.

Grant Funding to be sourced for these Projects:

Service area	Account Type	Project	Funds Required 2020/21	Funds Received 2020/21
Finance & Technology	Capital	Computer Equipment & Technology (Fibre Optic and Other Infrastructure)	\$380,000	\$-

\$190K available via loan funding but if grant funding can be obtained this will be a better result for Council.

Operational Income:

On Budget, phasing will be adjusted to reflect this.

Operational Expense:

Variance due to National Bushfire recovery Grant Rates Credit of \$500K being expended but budget is to be brought across in the Quarterly Budget Review.

a) Capital Projects

No Significant variance

b) Emerging Issues, Risks and Opportunities

Over the next few months some finance staff will have the opportunity for additional training /use of the new payroll system to ensure a number of people know how to use it and process payroll for Council staff. This is a risk area and the opportunity associated with that risk is to upskill other staff to mitigate the succession planning risk or risk of the existing person who undertakes this task being away.

c) The Business of Improving the Business

New asset management system is to be introduced this Financial Year along with a new credit card management system. In addition, a new Development Application portal will be introduced as well as a new financial and management reporting tool.

d) Customers

Some rates customers due to COVID-19 received their Rates Notice a little later than usual.

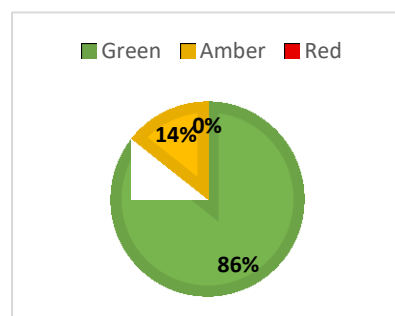
e) Business Statistics

-

f) Special events, achievements of note, celebrations

The new payroll system was implemented for the first pay of the new Financial Year and the new automated Bank Reconciliation System is also now fully up and running. Well done to the staff involved in both of these projects.

10. Corporate and Governance



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

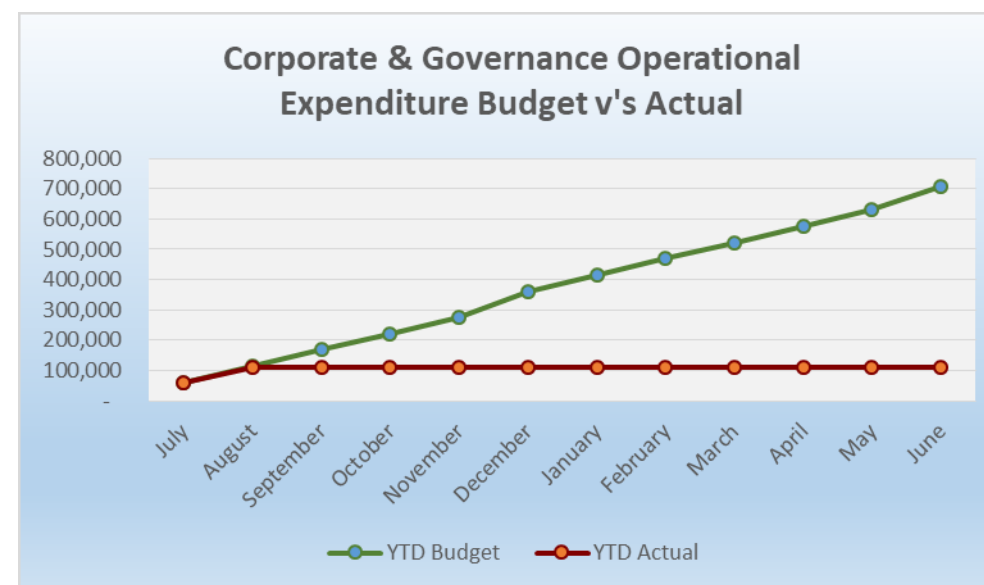
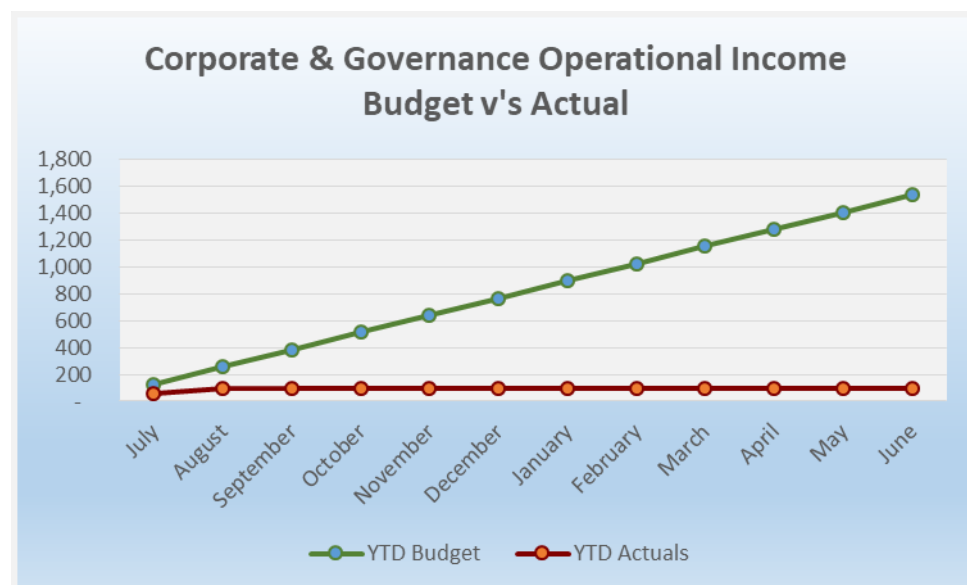
a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 20/21	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP10.01) Ensure that the performance of Council as an organisation complies with all statutory reporting guidelines and information is available to decision makers. Corporate performance & reporting: A – Chief Corporate Officer Business process improvement & integration: A – Chief Corporate Officer Procurement and tendering compliance: A – Chief Corporate Officer Internal audit: A – Chief Corporate Officer	Develop, manage and deliver Governance Services.	B:MCSGR C:MCSGR D:MCSGR			+1	Adopted Operational Plan 2020/2021 provided to Office of Local Government on 10 July 2020. Public Interest Disclosure (PID) Report for 2019/2020 submitted to NSW Ombudsman on 30 July 2020. No PID's for the period 2019/2020.
DP10.02) Promote and support community involvement in Council decision making process. Community engagement: A – Chief Executive Customer service: A – Chief Corporate Officer Governance framework (including registers and monitoring): A – Chief Corporate Officer IT system / software and hardware: A – Chief Corporate Officer Business process improvement & integration: A – Chief Corporate Officer	Manage and deliver services for community involvement in Council decision making processes.	B:MCSGR C:MCSGR D:MCSGR			+1	Results of Customer Satisfaction Survey 2020 presented to Council meeting of 23 July 2020. Results to be implemented where suitable into forward planning for services over next two years. Next survey to be undertaken in 2022.
DP10.03) Deliver Customer Service and Business Services in the support of corporate outcomes. Customer service: A – Chief Corporate Officer	Develop, manage and deliver Customer Services.	B:MCSGR C:MCSGR D:CSO			+1	Customer Services being delivered from Visitor Information Centre during August 2020. Cash not being accepted for payments due to potential COVID-19 hazards.
	Deliver Business improvements, recognising emerging risks and opportunities.	B:MCSGR C:MCSGR D:MCSGR			+1	Records Coordinator and Records Officer appointed in August 2020, with Records Coordinator commencing on 17 August 2020. Records Officer commencing on 21 September

						2020. Casual Administration & Customer Service Officer commenced on 24 August 2020.
	Manage the Corporate and Governance Service of Council in a financially responsible manner in line with Budget allocations.	B:MCSGR C:MCSGR D:MCSGR			+1	No capital budgets allocated in 2020/21. Operational budgets in line with projected expenditure.
DP10.04) Deliver continuous improvements in Council's business, processes and systems Business process improvement & integration: A – Chief Corporate Officer Governance framework (including registers and monitoring): A – Chief Corporate Officer Insurance, risk & business continuity: A – Chief Executive	Develop, manage and deliver Customer and Stakeholder Services.	B:MCSGR C:MCSGR D:MCSGR			+1	Customer Service phone calls are being routed from the main Council phone number to a mobile phone. This restricts the ability of Customer Service staff to answer only one call at a time. 631 calls came in to Council's main phone number in August 2020.
DP10.04.01) Deliver and facilitate leadership in strategic planning and implementation.	Develop, manage and deliver Records Services.	B:MCSGR C:MCSGR D:RC		0		Continuation of implementation of altus Enterprise Content Management (ECM) System in August 2020. Records Coordinator commenced on 17 August 2020. Departure of experienced Records staff in July and August 2020 has seen a loss of corporate knowledge that has severely impacted Records Management. In addition, significant increases in email and phone contact to Council has impacted distribution.

b) Budget

Account Type	20/21 Full Year Budget	20/21 YTD Actuals August	20/21 Percentage Spent
Corporate and Governance	704,025	112,620	16.00%
1. Operating Income	(1,538)	(93)	6.02%
2. Operating Expenditure	705,563	112,713	15.97%



Capital Income:

No capital expenditure budget allocated for 2020/21.

Capital Expenses:

No capital expenditure budget allocated for 2020/21.

Operational Income:

No significant variance.

Operational Expense:

No significant variance.

c) Capital Projects

No capital projects are budgeted for in financial year 2020/21.

d) Emerging Issues, Risks and Opportunities

Departure of Records Management staff in July and August 2020 has resulted in a significant loss of corporate knowledge. A new Records Coordinator commenced on 17 August 2020, and a new Records Officer will commence on 21 September 2020. It is anticipated that it will take three to six months for both officers to become fully effective in their roles.

Competing priorities in Records and Customer Services has seen a significant reduction in the ability to address Governance requirements.

e) The Business of Improving the Business

Nil to report.

f) Customers

173 Customer Service General Enquiry phone calls in August 2020.

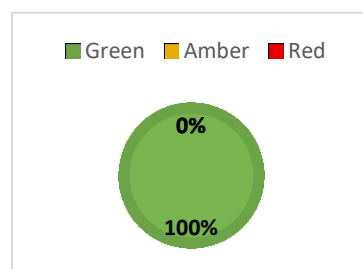
g) Business Statistics

631 phone calls to Council's main phone number, 6736 6000, in August 2020.

h) Special events, achievements of note, celebrations

Records and Governance services moved in to temporary accommodation at 134 Manners Street Tenterfield on 21 August 2020. This allows for easier access to the main administration building, key business linkages such as Australia Post (the post office) and the Visitor Information Centre, where Customer Services are currently being delivered. The Council owned property has the capacity to support 4 staff members, while maintaining social distancing requirements, should these restrictions be reintroduced in the future. It is expected that this property will be used by the team until at least March 2021.

11. Environmental Management



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

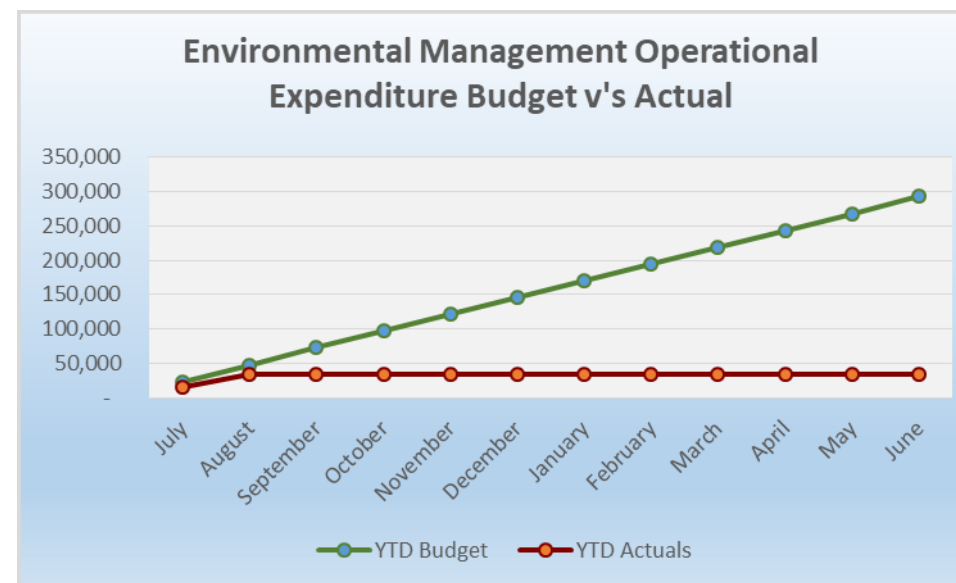
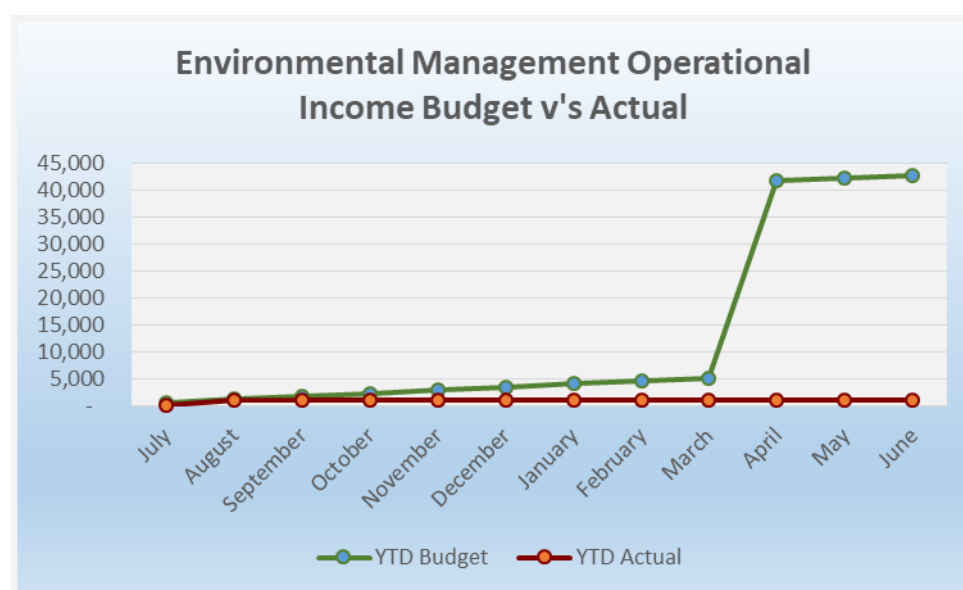
a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 20/21	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP11.01) Provide systems and processes to ensure compliance with legislation and standards. <i>Illegal dumping and littering: A – Chief Corporate Officer</i> <i>Parking, traffic & DDA regulation: A – Chief Corporate Officer</i>	Develop and manage systems and processes to deliver Companion Animals requirements, Illegal Dumping and Parking Control.	<i>B:OSRUS</i> <i>C:OSRUS</i> <i>D:RCO</i>			+1	<i>Regular patrols are carried out in the Tenterfield Shire. Where Council receives complaints regarding the keeping of animals, illegal dumping or parking breaches Councils Ranger/Compliance Officer investigates.</i> <i>One dog was impounded and released this month.</i> <i>One feral cat has been impounded and euthanased this month.</i>
DP11.02) Provide community education program to encourage residents and visitors to reduce their impact on vegetation including the management of pests and weeds. <i>Noxious plants: A – Chief Corporate Officer</i> <i>Feral pests: A – Chief Corporate Officer</i>	Develop, manage and deliver community weed and pest management reduction programs.	<i>B:OSRUS</i> <i>C:OSRUS</i> <i>D:WO</i>			+1	<i>Weeds officer attends local agricultural shows, field days and includes a weed of the month in the council newsletter. Weed information and books are handed out to landholders during inspections. High risk weed signs are installed roadside in high risk areas. On going</i>
DP11.03) Provide systems and processes to manage excess vegetation to ensure land and premises are in a safe and/or healthy condition. <i>Pollution regulation: A – Chief Corporate Officer</i>	Notices and Orders to be issued or served where necessary as per the Local Government Act, EPA Act and POEO Act and Associated Regulations.	<i>B:OSRUS</i> <i>C:OSRUS</i>			+1	<i>Where Council receives complaints regarding overgrown unsightly lots One notice was issued for an overgrown lot and the block has not been cleared.</i> <i>Council officers are currently working with two other property owners to have the properties cleaned up.</i>
DP11.04) 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.	Manage and deliver the Weeds Management Program, Council's Weeds Action Plan and regional weeds management plans.	<i>B:OSRUS</i> <i>C:OSRUS</i> <i>D:WO</i>			+1	<i>Regular inspections are carried out on private and government lands for all weeds but specifically the regional priority weeds outlined in the Northern Tablelands Regional Strategic Weed Management Plan 2017-2022 that set the guidelines for councils weed management. Ongoing</i>
	Deliver Business improvements, recognising emerging risks and opportunities.	<i>B:OSRUS</i> <i>C:OSRUS</i>			+1	<i>High Risk Pathways and Waterways are inspected regularly for new weed incursions. High risk inspections are being carried out on properties within the Tenterfield LGA after recent outbreaks of</i>

Noxious plants: A – Chief Corporate Officer						<i>Parthanenium weed across the state from hay deliveries from Qld. Information is supplied from the DPI. ongoing</i>
	Manage the Environmental Service of Council in a financially responsible manner in line with Budget allocations.	<i>B:OSRUS C:OSRUS D: WO</i>			+1	<i>All works are carried out within Budget allocations.</i>

b) Budget

Account Type	20/21 Full Year Budget	20/21 YTD Actuals August	20/21 Percentage Spent
Environmental Management	249,528	33,786	13.54%
1. Operating Income	(42,850)	(903)	2.11%
2. Operating Expenditure	292,378	34,690	11.86%



Capital Income:

Nil to report for weeds

Capital Expenses:

Nil to report for weeds

Operational Income:

No significant variance.

Operational Expense:

No significant variance.

c) Capital Projects

d) Emerging Issues, Risks and Opportunities

The risk of new weeds being introduced to the area is high after the drought and fodder deliveries arriving in the shire from across the country. Recent outbreaks of pathanium weed across the state have lead to a directive from the DPI to inspect properties that hay received hay deliveries from Queensland. All information has been provided from the DPI and inspections are ongoing.

e) The Business of Improving the Business

f) Customers

No complaints from customers regarding weeds.

g) Business Statistics

REPORT BY NOXIOUS WEEDS OFFICER July 2020

Weed Control

- Tropical Soda Apple – Urbenville
- Black Knapweed – Aldershot and Bellevue Rds and private property Tenterfield.

Council Lands Sprayed

- Sale yards.
- Culverts and drains in Tenterfield.
- Sewage Treatment Plant.
- Swimming pool.

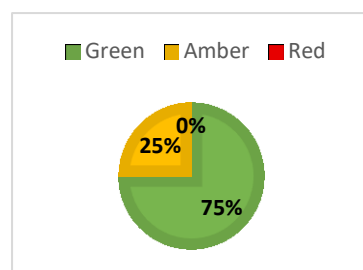
Inspections

- Private Property Inspections – 14 Property inspections.
- High-risk pathway Inspections – New England Hwy Tenterfield to Deepwater, Beardy River to Tenterfield and Legume to Woodenbong.
- Border Inspections - White Swamp, Cullendore Rd, Killarney Rd and Amosfield Rd.

h) Special events, achievements of note, celebrations

Nil to report

2. Livestock Saleyards



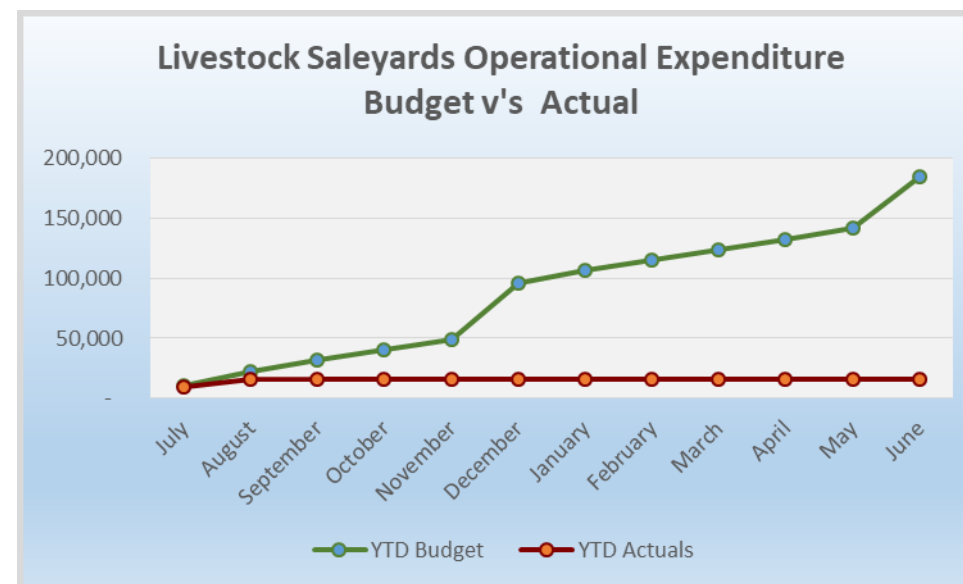
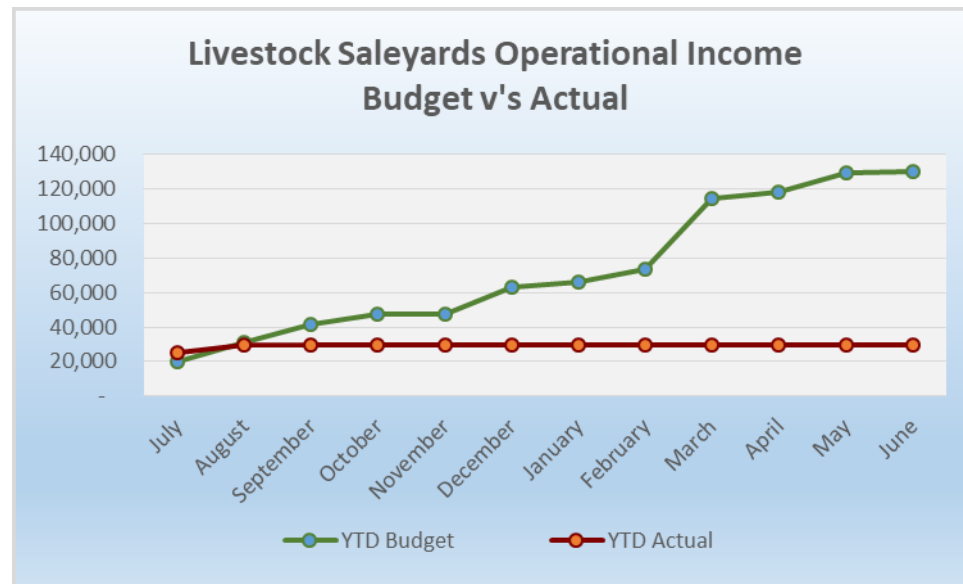
Under the 4 year Delivery Plan *Livestock and Saleyards* relates to planning, development, maintenance, operations and administration of the Saleyards. The Office of the Chief Corporate Officer directly oversees these outcomes.

a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 20/21	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP12.01) Ensure safe, effective and efficient operation of the Saleyards. <i>Saleyards: A - Chief Corporate Officer</i>	Develop, manage and deliver Asset Management, Strategic and Management Plans for the Saleyards.	<i>B:OSRUS C:OSRUS D:OSRUS</i>		0		<i>Bio Security and Emergency Disease management Plans completed. Working on Saleyard Management Plan.</i>
DP12.02) Provide a financially sustainable saleyard operation, attractive to local producers. <i>Saleyards: A - Chief Corporate Officer</i>	Manage and deliver Saleyards Services.	<i>B:OSRUS C:OSRUS</i>			+1	<i>Cattle Numbers for August 2020 ; Prime Sale -128 Head -\$162,682.96 Private Weighing – 48 Head - \$63,182.57 Total - 176 Head - \$225,865.53 Financial Year 2020/2021 368 Head - \$540,888.34 Financial Year 2019/2020 9,247 Head - \$8,441,858.64 Financial Year 2018/2019 21,656 head - \$12,517,711.39 Financial Year 2017/2018 19,027 Head - \$15,984,517.65 Financial Year 2016/2017 24,151 Head - \$23,233,573.17 Financial Year 2015/2016 22,654 Head - \$19,613,572.47</i>
	Deliver Business improvements, recognising emerging risks and opportunities.	<i>B:OSRUS</i>			+1	<i>Awaiting design and quotes for the installation of the Double height loading ramp and safety system to include the ramp 4 upgrade hard standing surface. Truckwash construction ongoing. Near completion of the steel rail replacement of all holding pens that are used on a regular basis. Biggest risk being further reduction in throughput and loss of income as to whether the saleyards will remain viable.</i>
	Manage the Saleyards Service of Council in a financially responsible manner in line with Budget allocations.	<i>B:OSRUS C:OSRUS D:OSRUS</i>			+1	<i>Working and operating within budget. Major financial impact being the very low numbers of cattle being processed through the saleyards.</i>

b) Budget

Account Type	20/21 Full Year Budget	20/21 YTD Actuals August	20/21 Percentage Spent
Livestock Saleyards	55,258	(14,316)	-25.91%
1. Operating Income	(129,729)	(29,714)	22.91%
2. Operating Expenditure	184,987	15,399	8.32%



Capital Income:

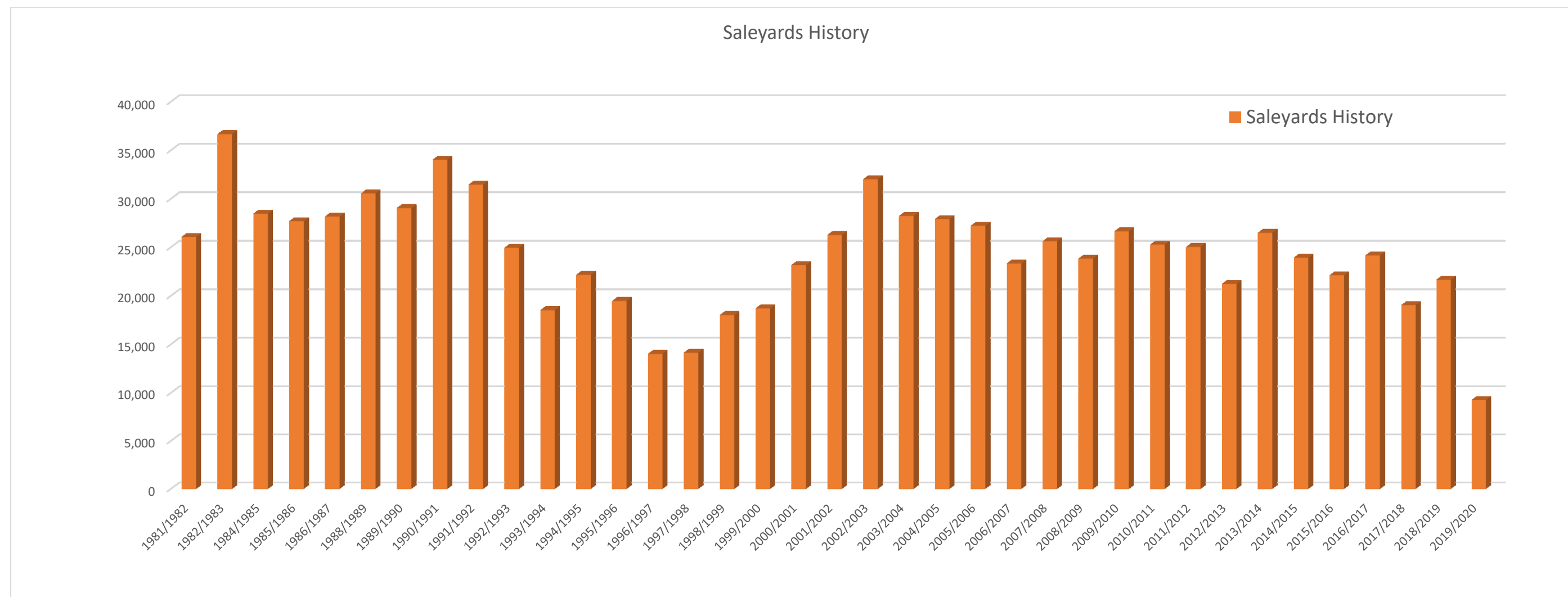
Nil to Report

Capital Expenses:

No Capital works programs for the 20/21 financial year.

Operational Income:

- Numbers decreasing due to many different marketing options, with cattle sales continuing to be fortnightly and often monthly.
- Private weighing.
- Private yard usage and holding fees contributes to operational income.



Operational Expense:

- *Cleaning and gravelling pens*
- *General Maintenance*
- *Mowing and Spraying*
- *Amenities Cleaning*

c) Capital Projects

- Double Height Loading Ramp and safety System to include hard standing surface upgrade to Ramp 4
- Truckwash

d) Emerging Issues, Risks and Opportunities

- Very large number of cattle in the area are being sold on Auction Plus.
- Some cattle are being sent direct to feedlots, meatworks or other selling centres. These factors are having a major impact on the Saleyards viability.
- Installation of the truck wash may increase income and possible throughput however will add to the expenditure and depreciation.
- Further increase in the cost for non-sale cattle usage at the yards.
- Decrease of cattle in the Tenterfield area.
- Less buyers are attending due to low numbers.

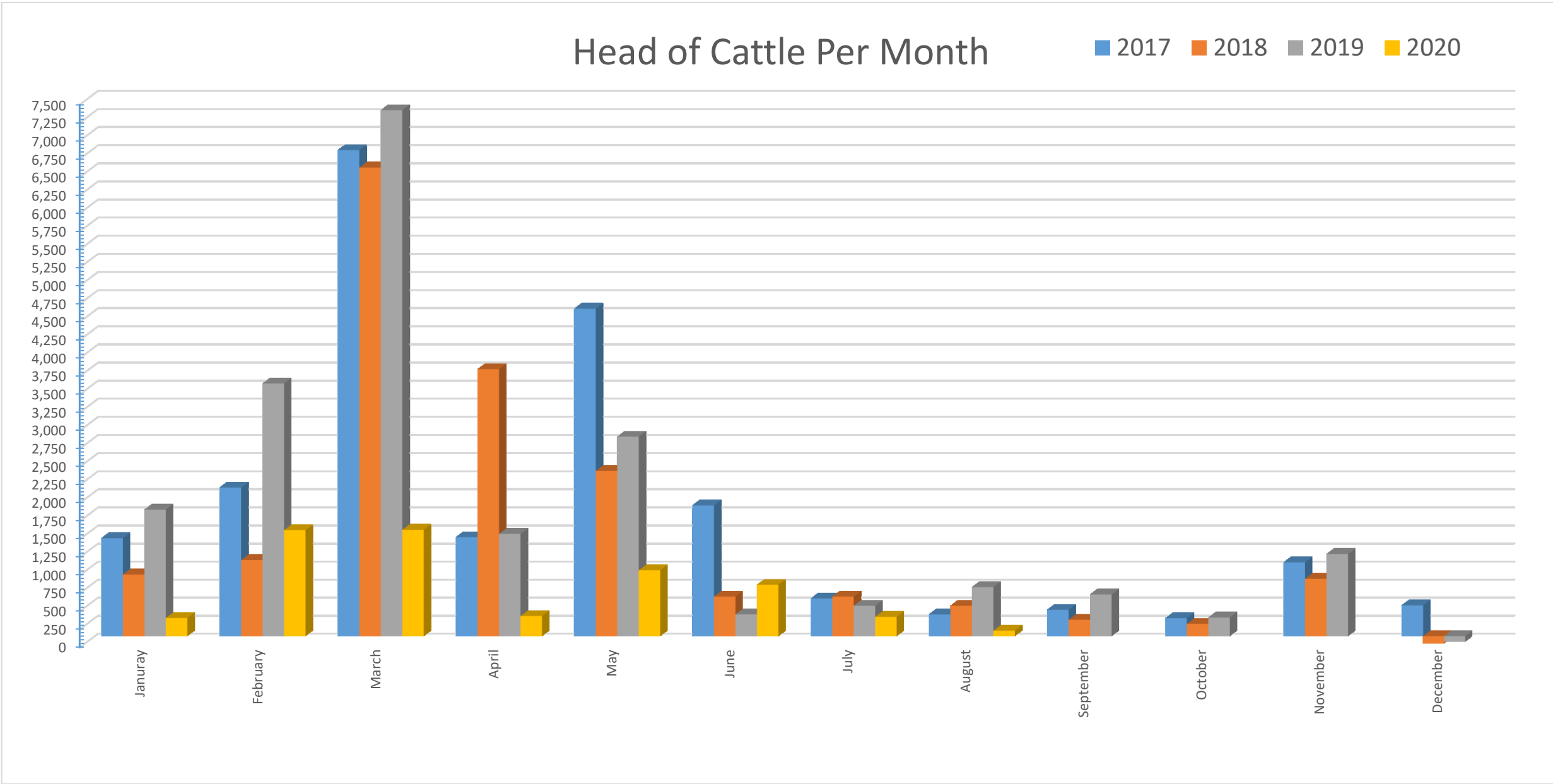
e) The Business of Improving the Business

- Further improvements to the removal of rocks and the gravelling of both selling and holding pens may increase throughput and less stress on cattle.
- Presenting the Saleyards to the public in a positive manner, and a well maintained facility.
- Confidence in the management of the Livestock Selling Centre.

f) Customers

Nil to report

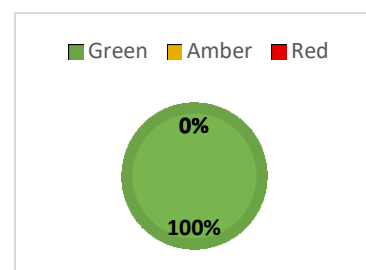
g) Business Statistics



h) Special events, achievements of note, celebrations

Nil To report

13. Planning and Regulation



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

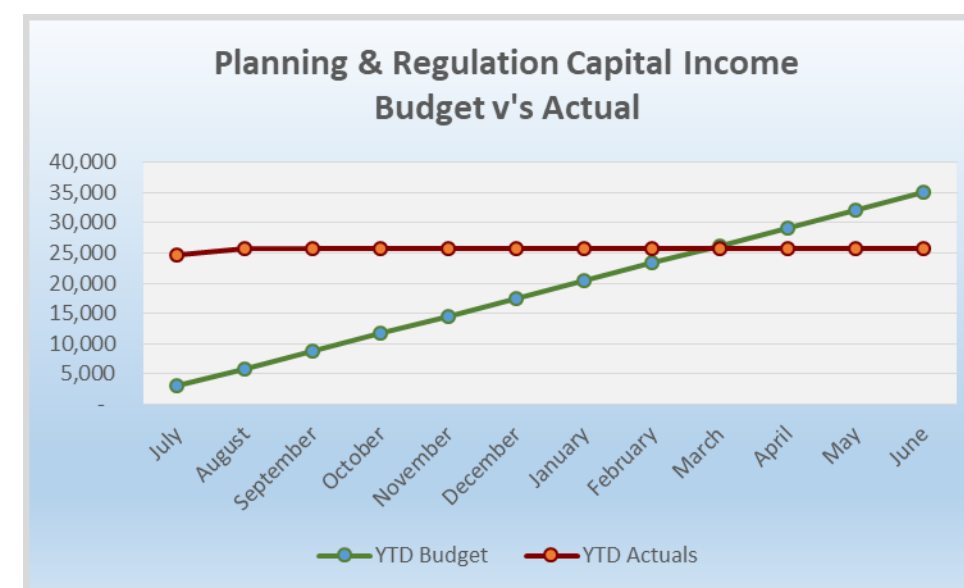
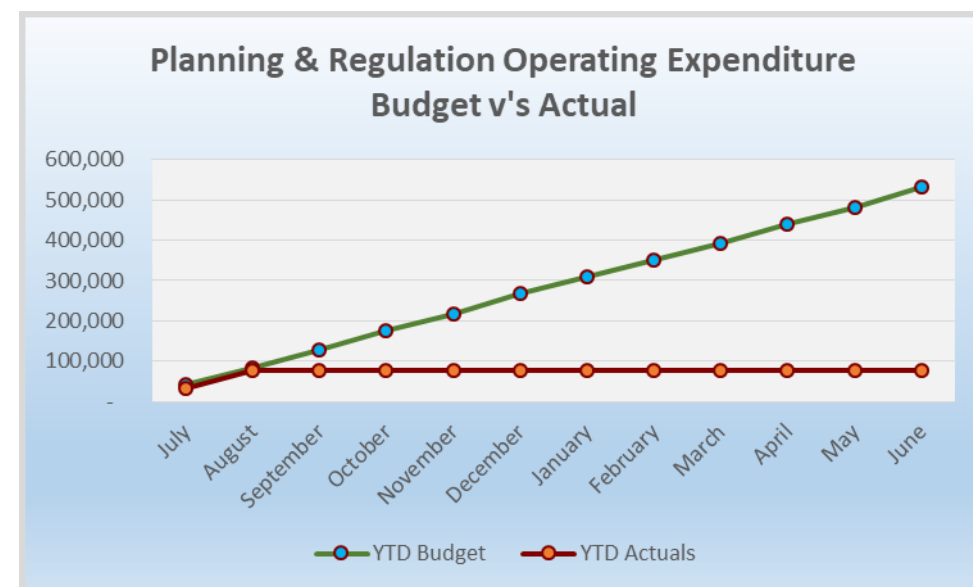
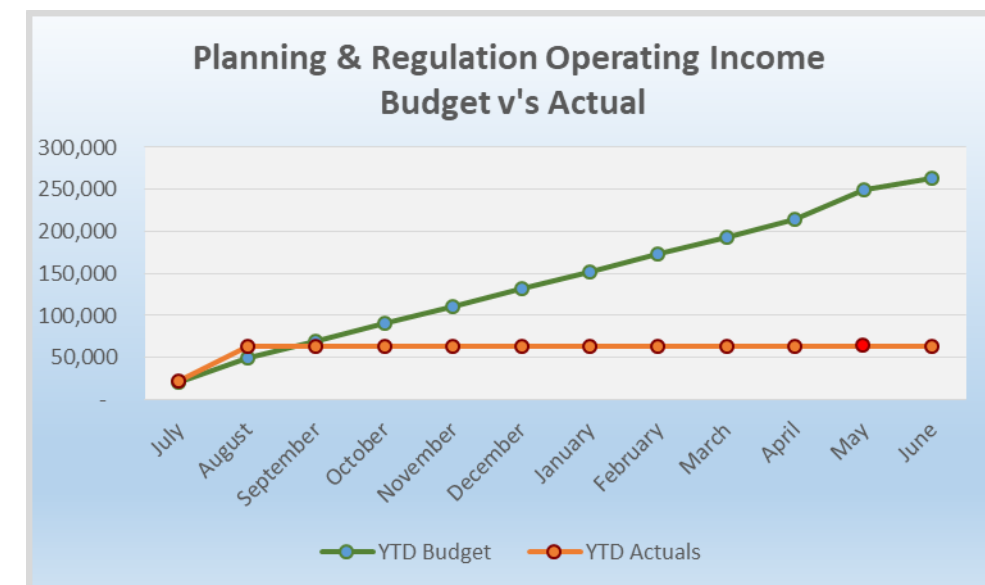
a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 20/21	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP13.01) Assess and process construction certificate applications in accordance with legislation and Building Code. <i>Building and development: A – Chief Corporate Officer</i> <i>Regulated premises: A – Chief Corporate Officer</i> <i>Statutory planning certificates, unauthorised activity and building certification: A – Chief Corporate Officer</i>	Manage and deliver building and construction regulatory services.	B:MPDS C:MPDS D:MPDS			+1	Ongoing assessment of Construction Certificates in accordance with legislative requirements
DP13.02) Ensure that the community is provided with a high quality built environment that meets the needs of our ageing population. <i>Accountability 11.01: A – Chief Corporate Officer</i>	Monitor and assess application of Tenterfield Local Environmental Plan 2013 and Development Control Plan 2014 (as amended).	B:MPDS C:MPDS D:MPDS			+1	Ongoing application of provisions of LEP and DCP
DP13.04) The development of plans and applications for development consider the demand and provision of parking. <i>Accountability 11.06: A – Chief Corporate Officer</i>	Facilitate cross department meetings reviewing development applications and opportunities for supportive strategies and actions.	B:MPDS C:MPDS C:MAPP			+1	Cross department communication continuing during Covid restrictions – meetings to be reconvened during August/September
DP13.06) Provision of advice and guidance on legislative compliance for the construction of dwellings and commercial/industrial buildings. <i>Building and development: A – Chief Corporate Officer</i> <i>Statutory planning certificates, unauthorised activity and building certification: A – Chief Corporate Officer</i>	Assess and determine regulatory applications, including Development Applications, Complying Development Certificates, Construction Certificates, Section 68 Certificates and Conveyancing Certificates.	B:MPDS C:MPDS D:EHBS			+1	Ongoing advice provided through email, phone and meetings where possible. Applications continue to be assessed and determined in accordance with legislation.
DP13.07) Provide advice, planning and inspection that preserve and promotes the Shire's heritage. <i>Heritage: A – Chief Corporate Officer</i>	Management and delivery of heritage advisory services including management of the Heritage Advisor and community in the development and upgrade of heritage assets.	B:MPDS C:MPDS D:MPDS			+1	Heritage Advisor attends bi-monthly heritage committee meetings and on other occasions when required. Advice provided to land owners via phone, email and site meetings where possible.

						Local Heritage Fund applications open until 11 September for small projects.
DP13.10) Identify, plan and enhance local environments in partnership with the community and stakeholders. <i>Land use reporting: A – Chief Corporate Officer</i> <i>Roads and footpath enforcement: A Chief Corporate Officer</i> <i>Illegal dumping: A Chief Corporate Officer</i> <i>Domestic animal management: A Chief Corporate Officer</i>	Local Strategic Planning Statements are implemented and provide guidance for actions to support the desired outcomes.	B:MPDS C:MPDS D:MPDS			+1	Local Strategic Planning Statement adopted August 2020 and uploaded to NSW Planning Portal.
	Deliver Business improvements, recognising emerging risks and opportunities.	B:MPDS C:MPDS D:MPDS			+1	Implementation of Greenlight system and integration with NSW Planning Portal is in progress. All applications will be able to be lodged on line. NSW Planning Portal – applications can be lodged on line – 1 application received on line to date.
	Manage the Planning and Regulation Service of Council in a financially responsible manner in line with Budget allocations.	B:MPDS C:MPDS D:MPDS			+1	All projects on budget

b) Budget

Account Type	20/21 Full Year Budget	20/21 YTD Actuals August	20/21 Percentage Spent
Planning & Regulation	233,296	(12,237)	-5.25%
1. Operating Income	(263,000)	(63,761)	24.24%
2. Operating Expenditure	531,296	77,296	14.55%
3. Capital Income	(35,000)	(25,772)	73.64%



Capital Income:

Section 7.11 and 7.12 developer contributions comprise all capital income

Capital Expenses:

Not applicable.

Operational Income:

On Budget.

Operational Expense:

No significant variance

c) Capital Projects

Heritage Walk Signs completed and delivered – installation to commence during September- on target for completion prior to end October 2020.

Village Entry Signs – manufacture underway – to be installed prior to end October 2020.

Urban Design Plans – to be completed prior to end October 2020.

Shire Entry Signs – with designers for draft concepts

d) Emerging Issues, Risks and Opportunities

None identified at this point.

e) The Business of Improving the Business

Implementation of Greenlight on line lodgement and tracking of DA/CC/CDC and integration with the NSW Planning Portal scheduled to be completed prior to end of year.

f) Customers

Ongoing customer support provided.

g) Business Statistics**APPLICATIONS FOR DEVELOPMENT LODGED WITH COUNCIL - AUGUST 2020**

App No.	Lodged	Applicant	Lot/Sec/DP	Location	Development
DA 2020.063	03-Aug-20	Westbuilt Quality Homes (Loweke)	22/1207937	5403 Mount Lindesay Road, Liston	Manufactured Dwelling & Temporary Use - Storage of Vehicles
DA 2020.064	04-Aug-20	FERGUSON James Daniel	4/504008	108 Logan Street Tenterfield	Construction of Internal Mezzanine Floor
DA 2020.065	04-Aug-20	CLIFFORD Rodney & Lily	49/1096327	2 Parkes Drive, Tenterfield	Dwelling & Shed
DA 2020.066	05-Aug-20	ROBERTS James David Richard & Catherine Maree	221/751491	1404 Mount Lindesay Road	Conversion of Existing 'Tourist and Visitor Accommodation' to Dwelling - Erection of Dwelling (Manufactured) to create Dual Occupancy
DA 2020.067	05-Aug-20	PETERSEN Patrick Richard	27/751081	Mount Lindesay Road	Use of Existing Building as a Residence

DA 2020.068	11-Aug-20	SCHRODER Alan & Vicki	5/591169	8874 New England Highway, Tenterfield	Machinery/Farm Shed
DA 2020.069	13-Aug-20	VAN DER WALT Cathryn	6/1146294	57 Holleys Road, Tenterfield	Primitive Camp Ground
DA 2020.070	13-Aug-20	Westbuilt Quality Homes (Warburton)	10/1256161	271 East Street, Tenterfield	Manufactured Dwelling
DA 2020.071	17-Aug-20	RuralPlan Consultants (Bicknell)	171/751517	Kildare Road, Tenterfield	Dwelling
DA 2020.072	17-Aug-20	Tenterfield Surveys (Peter SMITH)	2/611507 & 3/1252754	177 Killarney Road, Acacia Creek	Two (2) Lot Boundary Adjustment
DA 2020.073	18-Aug-20	Public Works Advisory - Alex Manning (Crisp)	13/774325	Chauvel Road, Tabulam	Dwelling
DA 2020.074	18-Aug-20	Tenterfield Surveys (Kane)	2/835385	62 Mud Flat Road, Drake	Four (4) Lot Subdivision
DA 2020.075	19-Aug-20	Matt Bradley Designs Pty Ltd (Pascoe)	89/4/1266132	9276 Mount Lindesay Road, Legume	Installation of a Previously Used Residence and Addition (Deck)
DA 2020.076	19-Aug-20	HOLLEY Bradley (Jenfield)	26/751083	633 Rivertree Road, Liston	Machinery Shed
DA 2020.077	26-Aug-20	WRIGHT Lynette	12/751060	2380 Paddy's Flat Road, Tabulam	Dwelling
DA 2020.078	28-Aug-20	Willjack Pty Ltd as Trustee for the Jackwill Trust (Deborah Jackson)	662/1172644	167 Nutshell Road, Tenterfield	Use of Part Building As Dwelling & Extension

DETERMINATIONS ISSUED – AUGUST 2020

App No.	Lodged	Date of Approval	No. of Days	Applicant	Lot/Sec/DP	Locality	Description of Development
DA 2020.047	23-Jun-20	31-Aug-20	70	Tenterfield Surveys (Paynter)	142/1067251	103 Sunnyside Hall Road, Tenterfield	Four (4) Lot Subdivision
DA 2020.048	23-Jun-20	19-Aug-20	58	Tenterfield Surveys (Ihle)	2/855241	315B Old Ballandean Road, Tenterfield	Two (2) Lot Subdivision
DA 2020.058	22-Jul-20	3-Aug-20	13	Wes Smith Building Pty Ltd (Horn & Daly)	1051/1240803	277 Mount Lindesay Road, Tenterfield	Dwelling
DA 2020.059	22-Jul-20	24-Aug-20	34	ROBERTSON Elizabeth	111/1178983 & 67/751056	224 Wallaroo Range Road, Willison's Downfall	Bed & Breakfast
DA 2020.060	27-Jul-20	31-Aug-20	36	Bolivia Hall Progress Association INC (per Mrs Fay McCowen)	1/965934	129 AM White Drive, Bolivia	Additions & Disabled Amenities to Bolivia Hall
DA 2020.061	31-Jul-20	4-Aug-20	5	DRUITT Darrin Wayne & Kimberley Heather	4/848539	139 Millers Lane, Tenterfield	Storage Shed & Retaining Wall
DA 2020.062	31-Jul-20	12-Aug-20	13	BRIERLEY Charlotte Kate	103/1173005	Mount Lindesay Road, Wylie Creek (Liston)	Manufactured Dwelling, Extension & Use of Three (3) Existing Shipping Containers for Agricultural Storage

DA 2020.063	03-Aug-20	31-Aug-20	29	Westbuilt Quality Homes (Loweke)	22/1207937	5403 Mount Lindesay Road, Liston	Manufactured Dwelling & Temporary Use - Storage of Vehicles
DA 2020.064	04-Aug-20	13-Aug-20	10	FERGUSON James Daniel	4/504008	108 Logan Street, Tenterfield	Construction of Internal Mezzanine Floor
DA 2020.065	04-Aug-20	14-Aug-20	14	CLIFFORD Rodney & Lily	49/1096327	2 Parkes Drive, Tenterfield	Dwelling & Shed
DA 2020.067	05-Aug-20	10-Aug-20	6	PETERSEN Patrick Richard	27/751081	Mount Lindesay Road, Cullendore	Use of Existing Building as a Residence
DA 2020.068	11-Aug-20	25-Aug-20	15	SCHRODER Alan & Vicki	5/591169	8874 New England Highway, Tenterfield	Machinery/Farm Shed
DA 2020.073	18-Aug-20	21-Aug-20	4	Public Works Advisory - Alex Manning (Crisp)	13/774325	Chauvel Road, Tabulam	Dwelling
DA 2020.076	19-Aug-20	31-Aug-20	13	HOLLEY Bradley (Jenfield)	26/751083	633 Rivertree Road, Liston	Machinery Shed

s4.55 Modifications of Consent				
Application No.	Applicant	Lot/DP	Location	Description of Development
2017.022/1	DE GIT Nicholas Daniel Gerard	A/400600	104 Rouse Street, Tenterfield	Advertising Signage
2016.030/1	Tenterfield Surveys Pty Ltd (Kirk & Hackett)	10/1115307	Urbenville Road, Urbenville	Four (4) Lot Subdivision

OUTSTANDING APPLICATIONS

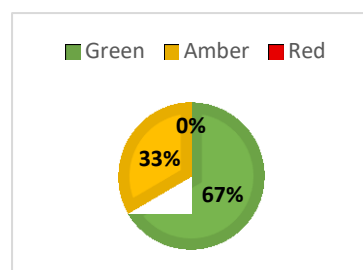
Application No.	Lodged	Status of Application/Comment	Applicant	Location	Proposed Development
DA 2017.045	18-Apr-17	Information Required from Applicant	Currie Brown Australia P/L	1823 New England Hwy, Jennings	Demolition of Existing Service Station & Construction of New Service Station
		Insufficient Information provided to complete assessment			
DA 2018.072	6-Aug-18	Information Required from Applicant	Tenterfield Shire Council	66-80 Boundary Road, Tenterfield	Truck Wash Facility
		Insufficient Information provided to complete assessment			
DA 2019.055	17-May-19	Refusal from NSW RFS	RAWNSLEY Derek & PAINE Janine	632 Sugarbag Road, Drake	Tourist & Visitor Accommodation (Backpackers Accommodation)
		Insufficient Information provided to complete assessment			

DA 2019.059	29-May-19	Information Required from Applicant	Enerparc Australia Pty Ltd (Benjamin Hannig)	Old Racecourse Road, Tenterfield	Electricity Generating Works - Solar Farm
		Insufficient Information provided to complete assessment			
DA 2019.078	25-Jul-19	Under Assessment	THOMPSON Kim	141 Miles Street, Tenterfield	Bed & Breakfast Accommodation & Part Time Function Centre
DA 2019.101	10-Oct-19	Under Assessment	Darryl McCarthy Constructions P/L (Dowe)	668 Mount Lindesay Road, Tenterfield	Extractive Industry – Continued Use and Expansion of Dowe's Gravel Quarry
DA 2019.104	15-Oct-19	Information Required from Applicant	Wilshire & Co Superannuation Fund (Todd Wilshire)	1-9 Manners Street, Tenterfield	New Shed & Extension to Existing Shed (Awning)
		Insufficient Information provided to complete assessment			
DA 2020.002	02-Jan-20	Under Assessment	Darryl McCarthy Constructions P/L (Smith)	890 Kildare Road, Tenterfield	Extractive Industry - Gravel Quarry
DA 2020.023	11-Mar-20	Information Required from Applicant	Killarney P-10 State School P & C Border Ranges Trail Ride	Acacia Street, Legume	Trail Ride
		Insufficient Information provided to complete assessment			
DA 2020.033	21-Apr-20	Information Required from Applicant	MOSER Eric (Marian Hansson)	332B Mount Lindesay Road, Tenterfield	Manufactured Building
		Insufficient Information provided to complete assessment			
DA 2020.066	05-Aug-20	Awaiting NSW RFS Recommendations	ROBERTS James David Richard & Catherine Maree	1404 Mount Lindesay Road, Boonoo Boonoo	Conversion of Existing 'Tourist and Visitor Accommodation' to Dwelling - Erection of Dwelling (Manufactured) to create Dual Occupancy
		Under Assessment			
DA 2020.069	13-Aug-20	Awaiting NSW RFS Recommendations	VAN DER WALT Cathryn Elizabeth	57 Holleys Road, Tenterfield	Primitive Camp Ground
		Under Assessment			
DA2020.070	13-Aug-20	Under Assessment	Westbuilt Quality Homes (Warburton)	271 East Street, Tenterfield	Manufactured Dwelling
DA 2020.071	17-Aug-20	Under Assessment	RuralPlan Consultants (Bicknell)	Kildare Road, Tenterfield	Dwelling
DA 2020.072	17-Aug-20	Awaiting NSW RFS & Engineering Recommendations	Tenterfield Surveys (Smith)	177 Killarney Road, Acacia Creek	Two (2) Lot Boundary Adjustment
		Under Assessment			
DA 2020.074	18-Aug-20	Awaiting NSW RFS & Engineering Recommendations	Tenterfield Surveys (Kane)	62 Mud Flat Road, Drake	Four (4) Lot Subdivision
		Under Assessment			
DA 2020.078	28-Aug-20	Under Assessment	Willjack Pty Ltd	167 Nutshell Road, Tenterfield	Use of Part Building As Dwelling & Extension

FY 20/21 Development Statistics									
		Dwellings	Additions/ Renovations to Existing Dwellings	Garages, Carports & Sheds	Commercial or Industrial Works	Subdivision	Recreation/ Tourism	FY 20/21 Monthly Total	FY 19/20 Monthly Total
Jul-20	No.	5	0	1	1	0	3	10	10
	Value	\$1,010,590.00	\$0.00	\$22,300.00	\$36,000.00	\$0.00	\$100,000.00	\$1,168,890.00	\$346,093.00
Aug-20	No.	10	1	3	0	2	1	17	10
	Value	\$2,894,224.00	\$9,500.00	\$180,000.00	\$0.00	\$0.00	\$48,500.00	\$3,132,224.00	\$786,488.00
Sep-20	No.							0	8
	Value							\$0.00	\$738,263.00
Oct-20	No.							0	13
	Value							\$0.00	\$1,030,898.00
Nov-20	No.							0	11
	Value							\$0.00	\$570,472.00
Dec-20	No.							0	7
	Value							\$0.00	\$699,600.00
Jan-21	No.							0	8
	Value							\$0.00	\$697,981.00
Feb-21	No.							0	9
	Value							\$0.00	\$617,029.00
Mar-21	No.							0	14
	Value							\$0.00	\$720,825.00
Apr-21	No.							0	7
	Value							\$0.00	\$553,422.00
May-21	No.							0	6
	Value							\$0.00	\$827,334.00
Jun-21	No.							0	10
	Value							\$0.00	\$666,710.00
No. (Year to Date)		15	1	4	1	2	4	27	113
FY 20/21 Total Value (Year to Date)		\$3,904,814.00	\$9,500.00	\$202,300.00	\$36,000.00	\$0.00	\$148,500.00	\$4,301,114.00	
FY 19/20 Total Value		\$4,348,528.00	\$1,033,684.00	\$1,001,310.00	\$1,791,993.00	\$0.00	\$79,600.00		\$8,255,115.00

h) Special events, achievements of note, celebrations
 Completion of the Heritage Walk interpretive signs.

14. Buildings and Amenities



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

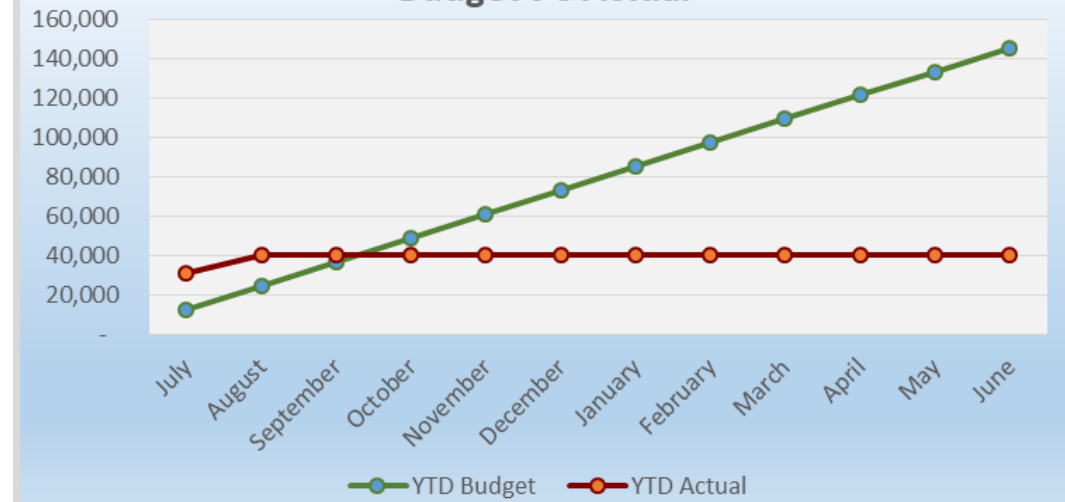
a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 20/21	Officer	-1	0	+1	Comments:
DP14.01) Provide systems and processes to identify opportunities to reduce the energy consumption of Council owned buildings and amenities. <i>Community & corporate buildings: A – Chief Corporate Officer</i>	Development and delivery of the Building and Amenities Asset Management plan.	<i>B:PBLC C:PBLC D:EHBS</i>		0		<i>Being developed using the Building Condition and Assessment Report 2019 in collaboration with the Asset Manager</i>
DP14.02) Ensure that Council building and facilities meet the needs of users.	Deliver the Property Management Strategy, including maintenance and upgrades in line with Council needs.	<i>B:PBLC D:EHBS</i>			+1	<i>Property Management Strategy to be formally developed. Maintenance upgrades continually progressing through grant projects at the moment. Clear position has been identified for future works.</i>
	Deliver Business improvements, recognising emerging risks and opportunities.	<i>B:PBLC D:EHBS</i>			+1	<i>Business improvements continue to be monitored and developed. Potential risks and opportunities are currently limited.</i>
	Manage the Buildings and Amenities of Council in a financially responsible manner in line with Budget allocations.	<i>B:PBLC C:PBLC</i>			+1	<i>A number of projects are currently being carried out in accordance with the 20/21 financial budget.</i>
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.	<i>B:PBLC C:PBLC D:PS</i>		0		<i>Some property strategies have been drafted, further work required on appointment of new property staff member.</i>
	Manage Land and Property Register and actions.	<i>B:PBLC C:PBLC D:PS</i>			+1	<i>Being managed as required</i>

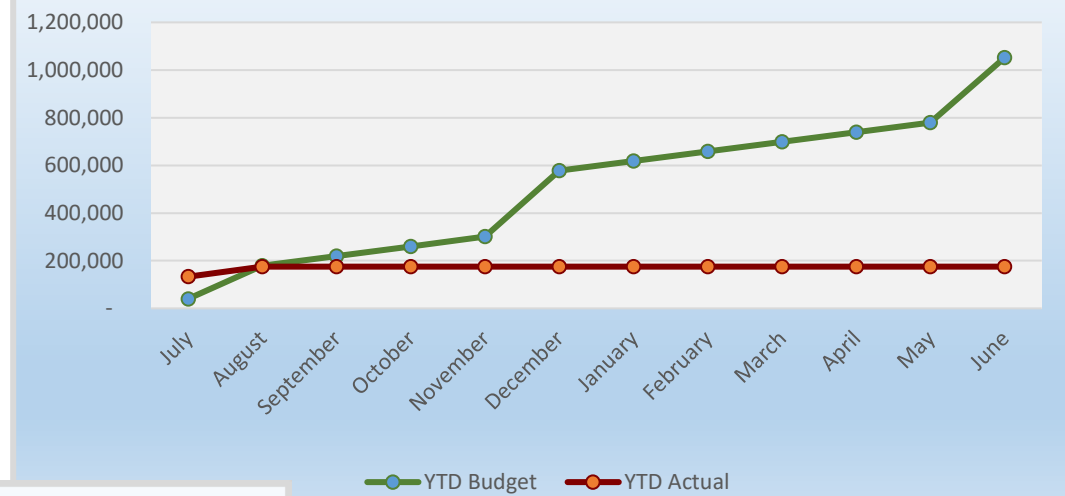
b) Budget

Account Type	20/21 Full Year Budget	20/21 YTD Actuals August	20/21 Percentage Spent
Buildings & Amenities	1,176,585	284,307	24.16%
1. Operating Income	(145,363)	(40,075)	27.57%
2. Operating Expenditure	1,051,948	175,159	16.65%
3. Capital Income	(60,000)	(328,980)	548.30%
4. Capital Expenditure	330,000	478,202	144.91%
4200501. Admin Building -- Refurbishment	250,000	227,605	91.04%
4200508. Admin Building - Asbestos Removal	60,000	0	0.00%
4235000. Tenterfield Memorial Hall Sporting Complex - SCCF-1023	0	206,436	0.00%
4240501. Rotary Park - Toilet Cistern Upgrade	10,000	0	0.00%
4240502. Jubilee Park - Toilet Cistern Upgrade	10,000	0	0.00%
4610507. Liston Community Hall - SCCF - 1091	0	162	0.00%
4610508. Toilet Block Enhancements at Urbenville and Legume - SCCF-1105	0	44,000	0.00%

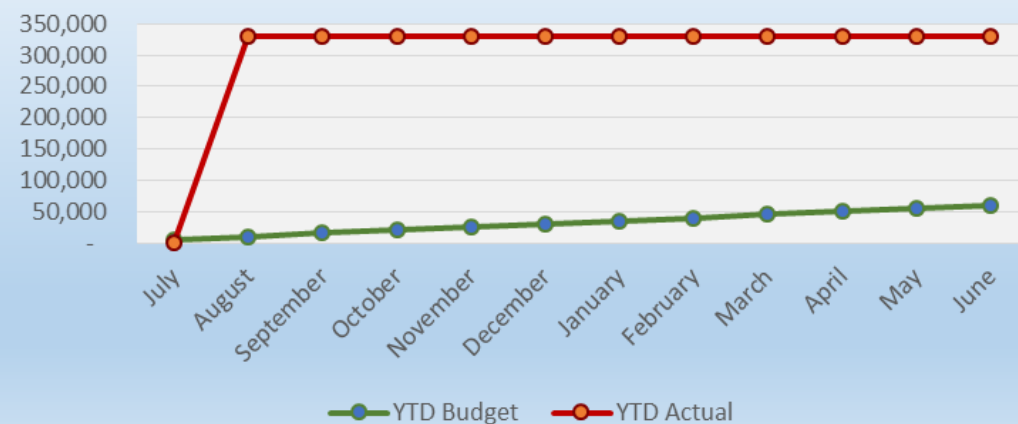
**Building & Amenities Operational Income
Budget v's Actual**



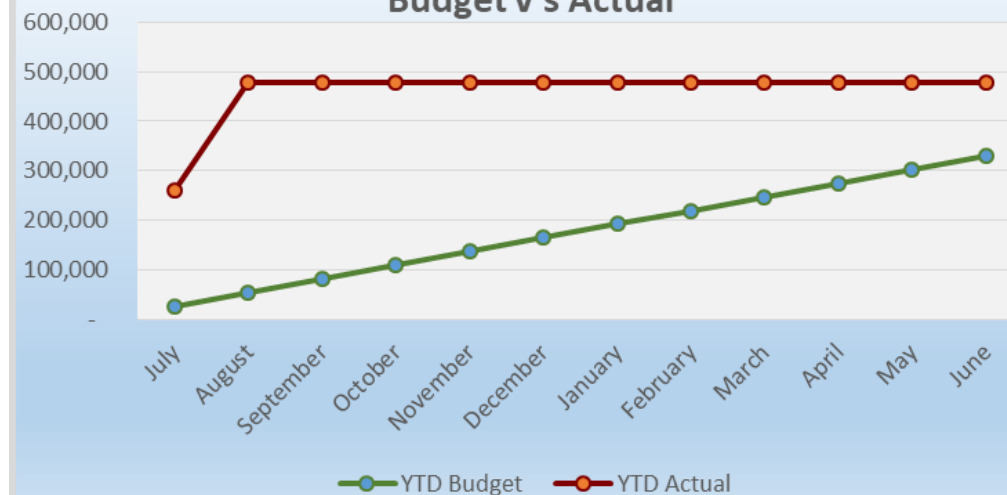
**Building & Amenities Operational Expenditure
Budget v's Actual**



**Building & Amenities Capital Income
Budget v's Actual**



**Buildings & Amenities Capital Expenditure
Budget v's Actual**



Capital Income:

Being received for:

- Stronger Country Community Fund Projects: Memorial Hall, Liston Hall, and Liston, Legume, Urbenville & Jennings Amenity Blocks
- Disaster Readiness & Community Infrastructure Grant: Emergency Operations Centre & Administration Building Refurbishment

Capital Expenses:

Expenditure delayed due to project program and natural progression of works, also due to Covid-19 delays

Grant Funding to be sourced for these Projects:

Service area	Account Type	Project	Funds Required 2020/21	Funds Received 2020/21
Buildings & Amenities	Capital	Admin Building - Asbestos Removal	60,000	

Operational Income:**Operational Expense:****c) Capital Projects**

1. Administration Building Refurbishment and Emergency Management Centre –Building works in progress. Delays experienced due to Covid-19. All contractors working to expedite progress in response.
2. Memorial Hall – Amenities package has commenced construction. Acoustics package pricing being reviewed. Variations to deeds to be obtained to address unforeseen issues with floor and roof.
3. Depot Admin Building – defects being addressed and final variations being carried out.
4. Shirley Park Kiosk Upgrade – Internal works being finalised. Opening to be organised.
5. Amenities at Liston, Legume, Urbenville & Jennings – works are progressing at all sites. Delays experienced due to Covid-19, alternative suppliers sourced to obtain products.

d) Emerging Issues, Risks and Opportunities

1. Mingoola Transfer Station – Application for Crown Land licence sent to the Minister and granted. Council report to be prepared for land acquisition. Site survey has commenced.
2. Crown Land surrounding Band Hall – Advertisement to be prepared for the removal of the Hall.
3. Crown Land Plans of Management - Preparing draft reports for submission to the Minister.
4. Tenterfield Transport Museum – Request to lease additional land. Survey plan to be lodged, draft lease prepared for negotiation.
5. Administration Building – under construction
6. Memorial Hall – Issues with the support to the flooring and integrity of the roof sheeting has been identified. Investigations into these matters to rectified has occurred and variations to the deeds requested.

e) The Business of Improving the Business

- Other properties - Courtyard Café, Total Care, Transport Museum and Wood Street

f) Customers

- Nil to Report

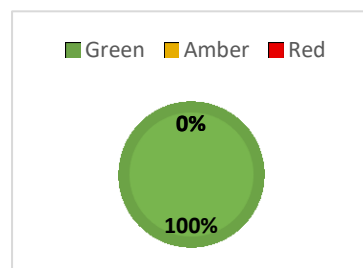
g) Business Statistics

- Nil to Report

h) Special events, achievements of note, celebrations

Shirley Park Kiosk Building Refurbishment complete

15. Parks, Gardens and Open Space



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

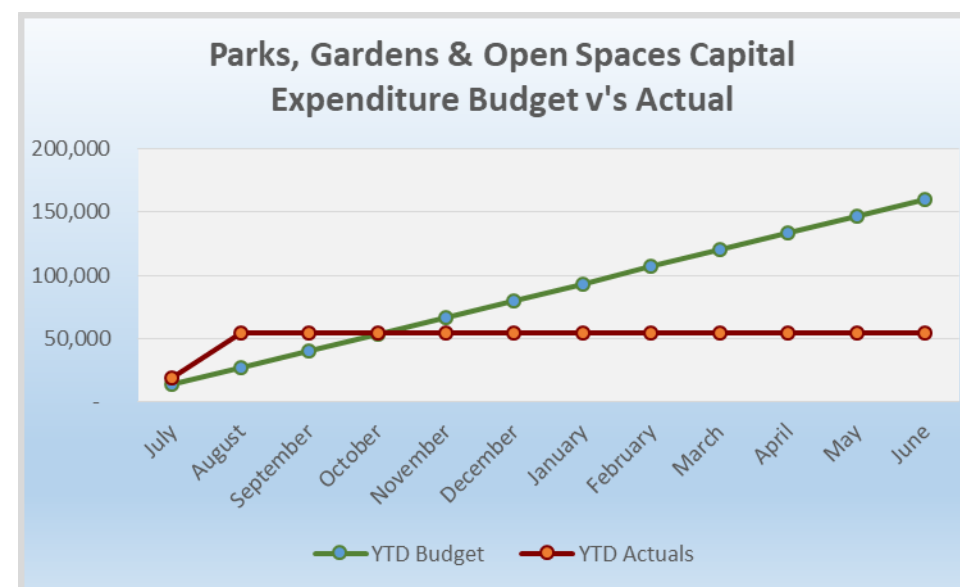
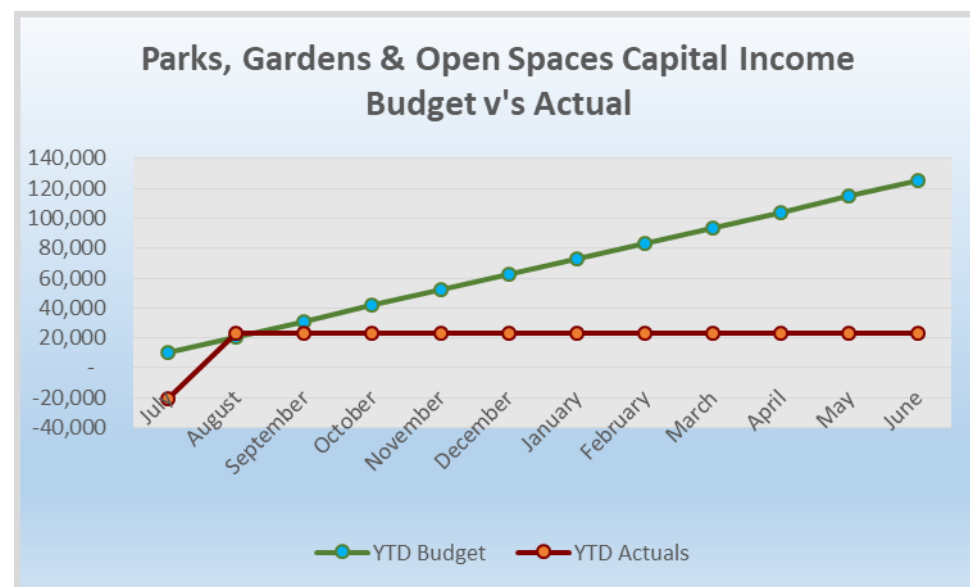
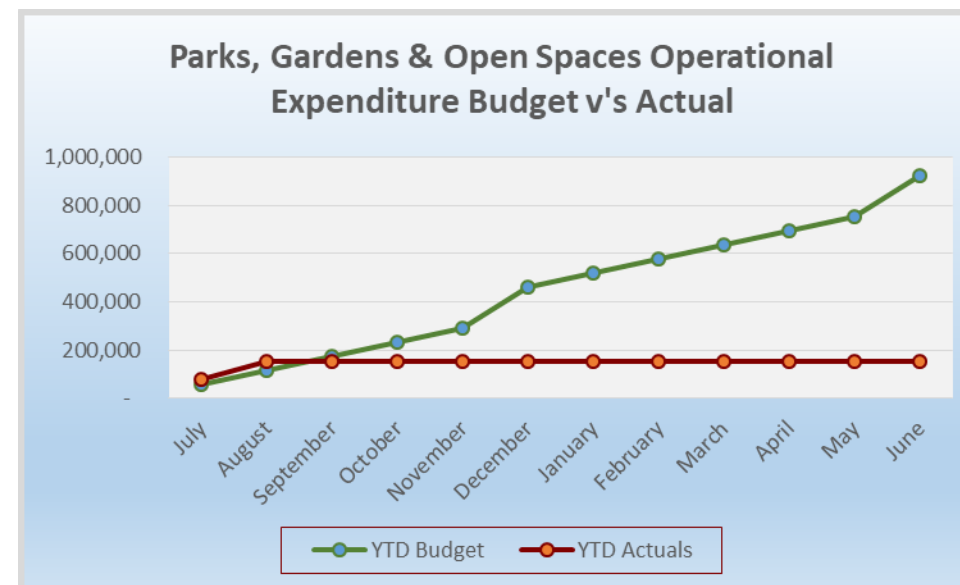
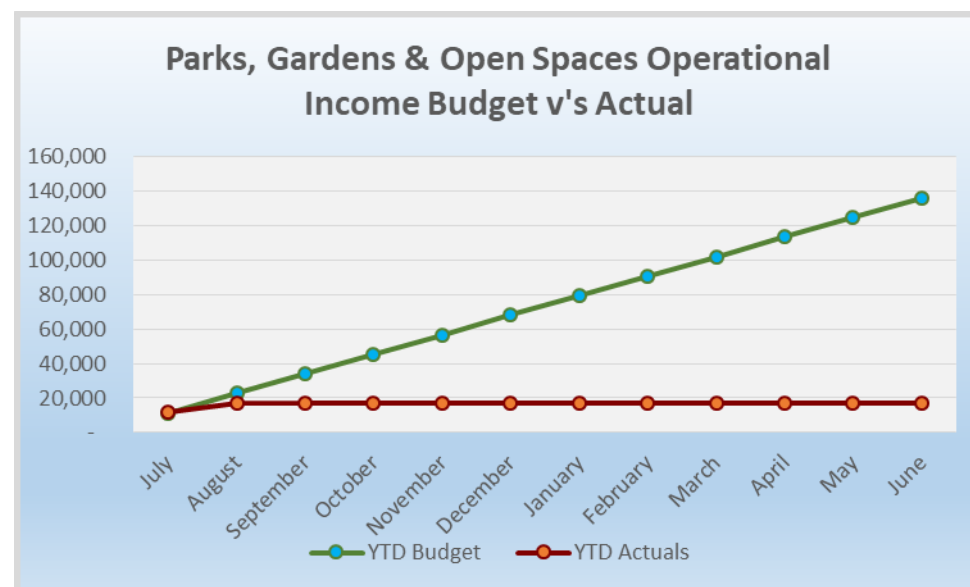
a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 20/21	Officer	-1	0	+1	Comments: <i>(Business Manager to provide short precis.)</i>
DP15.01) Identify and pursue opportunities to increase usage of open spaces assets throughout the Shire. Sport and recreation (passive & active): A - Chief Corporate Officer Open Space Amenities: A - Chief Corporate Officer	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.	B:OSRUS C:PGLHC D:PGLHC			+1	Forms part of the (ongoing) agenda for all Parks and Garden Committee meetings. Successful grant funding for further upgrading projects within Tenterfield and villages. 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. Place & public art/beautification: A - Chief Executive ("Identify & partner with....") Place & public art/beautification A - Director Infrastructure (Development/implementation/finalisation)	Ensure maintenance standards are conducted and delivered efficiently through Parks, Gardens and Open Space Committee and Village Progress Associations.	B:MEDCE C:MEDCE D:CDO B:OSRUS C:PGHLC D:PGHLC			+1	The dead tree removal grant funding project has seen 1044 trees submitted. Contractor now appointed with 106 trees being removed with the funding available, approximately 30 trees have been removed. Installation on new drip line irrigation in gardens in Rouse Street near completion in readiness for plantings. Many plant species selected are not available till the commencement of spring. Village of Legume have completed the tree removal through the Bush Fire Recovery Grant Funding. The plantings in the park have been mulched and fertilized. The playground is looking to be installed early October, hold up due to border restrictions. New picnic tables and path are next to be actioned. Liston has been given approval for village enhancement and upgrade to the Park and land behind the hall. Dead tree removal and village approach grant funding under way. Contacted Drake to arrange a meeting for the same grant funding. Urbenville gardens in front of the toilet block have had further maintenance, with 30 new cheery trees planted in the park in Tooloom Street. Staff have been pruning and mulching street trees, and maintenance to plants and gardens in Rouse street
DP15.03) Deliver public spaces that are clean, well maintained and encourage usage by visitors and residents of Tenterfield Shire. Sport and recreation (passive & active): A - Chief Corporate Officer	Ensure all Parks, Gardens and Open Space amenities maintenance programs are delivered to a high standard.	B:OSRUS C:PGHLC D:PGHLC B:PBLC C:PGHLC			+1	Continuing to provide amenities and park facilities to the public with high levels of service within budget constraints. Daily cleaning of Tenterfield township public toilets with rubbish removal and park inspections adding to the cleanliness and appearance to the town.

Open Space Amenities: A - Chief Corporate Officer		D:PGHLC				Grant funded toilet blocks at Urbenville and Legume near completion. Liston and Jennings just commenced.
	Develop and implement a tree management strategy.	B:OSRUS C:PGHLC			+1	Draft document supplied to Parks and Gardens Committee meeting in March.
DP15.04) Development and implementation of township and village streetscape plans and policy. Place & public art/beautification: A - Chief Executive (Community engagement: concept) Place & public art/beautification A - Chief Corporate Officer (Development/implementation/finalisation)	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.	B:MEDCE C:MEDCE D:CDO B:OSRUS C:PGHLC			+1	Contact made with village progress members to identify dead trees for removal through the Bush Fire recovery within the approaches to the villages, near completed. Discussion with the Liston Progress Association about the top dressing of the park and improvement to the area behind the hall. Quotes received for the installation of the new BBQ at Liston Torrington trying to organize a metal cleanup after the fire. Village entrance signs near completion. Arranging to discuss the dead tree removal with the Drake village.
DP15.05) Identify suitable areas for the extension and embellishment of the current and future cycleway network. Footpaths & cycleways: A - Director Infrastructure	Investigate options for further exercise stations sited along existing cycleway.	B:MAPP C:MAPP D:MW			+1	Council received grant funding for a covered area to include up to ten pieces of exercise equipment. This is to be constructed within the Hockey Field adjacent to the pathway. Quotes and design are underway. Signed Deed returned with progress on contacting suppliers for updates ready for the installation.
DP15.06) Deliver, review and update Parks, Gardens and Open Space, Maintenance Programs across the Shire. Cemeteries: A – Chief Corporate Officer Sport and recreation (passive & active): A - Chief Corporate Officer Open Space Amenities: A - Chief Corporate Officer Place & public art/beautification A - Chief Corporate Officer (Development/implementation/finalisation)	Implement and deliver maintenance programs for Parks, Gardens and Open Spaces across the Tenterfield Shire Council area.	B:OSRUS C:PGHLC D:PGHLC			+1	Difficult to implement maintenance programs as all the town should be of the one standard. Working towards.
	Deliver Business improvements, recognising emerging risks and opportunities.	B:OSRUS C:PGHLC D:PGHLC			+1	Looking at ways to reduce maintenance within parks and increase levels of service. The newly purchased Walker mower has reduced mowing time at the cemetery.
	Manage the Parks, Gardens and Open Space Service of Council in a financially responsible manner in line with Budget allocations.	B:OSRUS C:OSRUS			+1	Budget allocations are monitored and adhered to.

b) Budget

Account Type	20/21 Full Year Budget	20/21 YTD Actuals August	20/21 Percentage Spent
Parks, Gardens and Open Space	820,388	165,914	20.22%
1. Operating Income	(136,000)	(16,985)	12.49%
2. Operating Expenditure	921,388	151,682	16.46%
3. Capital Income	(125,000)	(22,910)	18.33%
4. Capital Expenditure	160,000	54,128	33.83%
4215504. Cemeteries - Storage Shed & Unisex Disabled Toilet	35,000	0	0.00%
4605509. Rouse Street Irrigation & Replanting	40,000	796	1.99%
4605513. Jubilee Park - Upgrade Pathway	35,000	0	0.00%
4605514. Jennings Park - Playground Renewal	50,000	0	0.00%
4610505. Shirley Park Amenity Block & Fencing - SCCF - 1107	0	49,394	0.00%
4610509. Tenterfield Town Centre Revitalisation - Phase 2 SCCF -1094	0	3,938	0.00%



Capital Income:

Nil to Report

Capital Expenses:

On budget

Grant Funding to be sourced for these Projects:

Service area	Account Type	Project	Funds Required 2020/21	Funds Received 2020/21
Parks & Gardens	Capital	Rouse Street Irrigation & Replanting	40,000	
Parks & Gardens	Capital	Jubilee Park - Upgrade Pathway	35,000	
Parks & Gardens	Capital	Jennings Park - Playground Renewal	50,000	

Operational Income:

Through Park/Sporting ground bookings.

Operational Expense:

On Budget.

c) Capital Projects

Upgrade Jennings Playground when budget sourced

New storage shed at Cemetery

Rouse street planting and irrigation

d) Emerging Issues, Risks and Opportunities

Nil to Report

e) The Business of Improving the Business

Seeking further grant funding to improve amenities.

f) Customers

Compliments in relation to the gardens in Rouse Street

Planting of Cherry trees in Urbenville.

g) Business Statistics

Nil to report

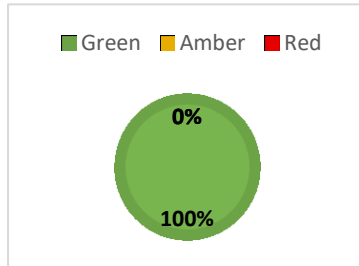
h) Special events, achievements of note, celebrations



Rouse street gardens



16. Swimming Complex



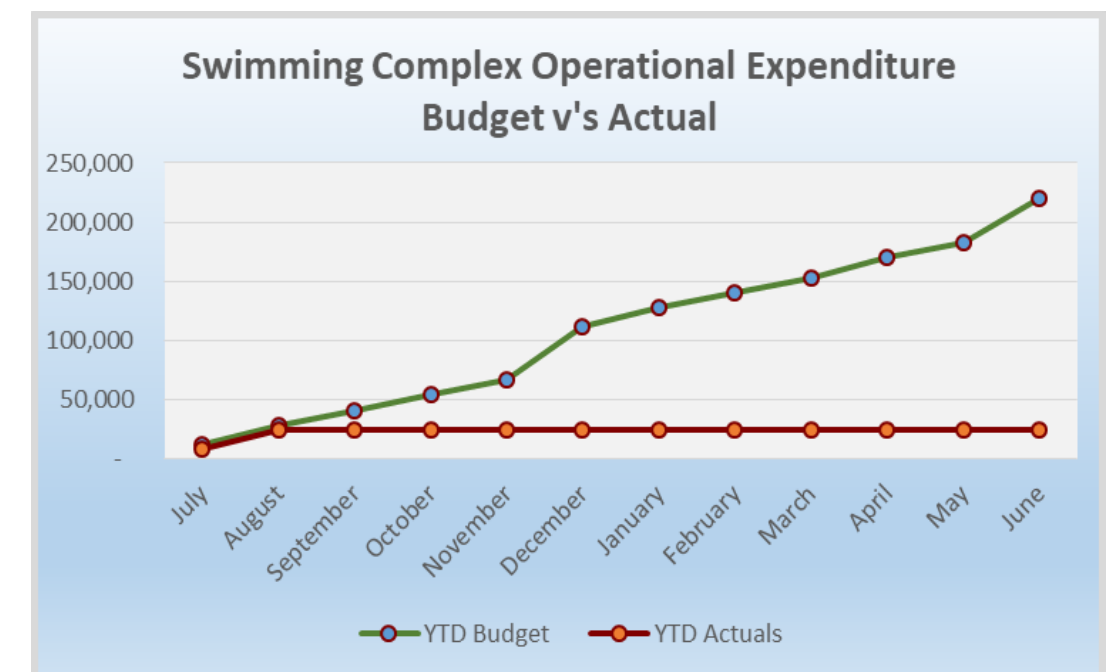
Under the 4 year Delivery Plan *Swimming Complex* relates to the ongoing: service provision; regulatory compliance; planning; supervision of patrons; and management. The Office of the Chief Corporate Officer directly oversees these outcomes.

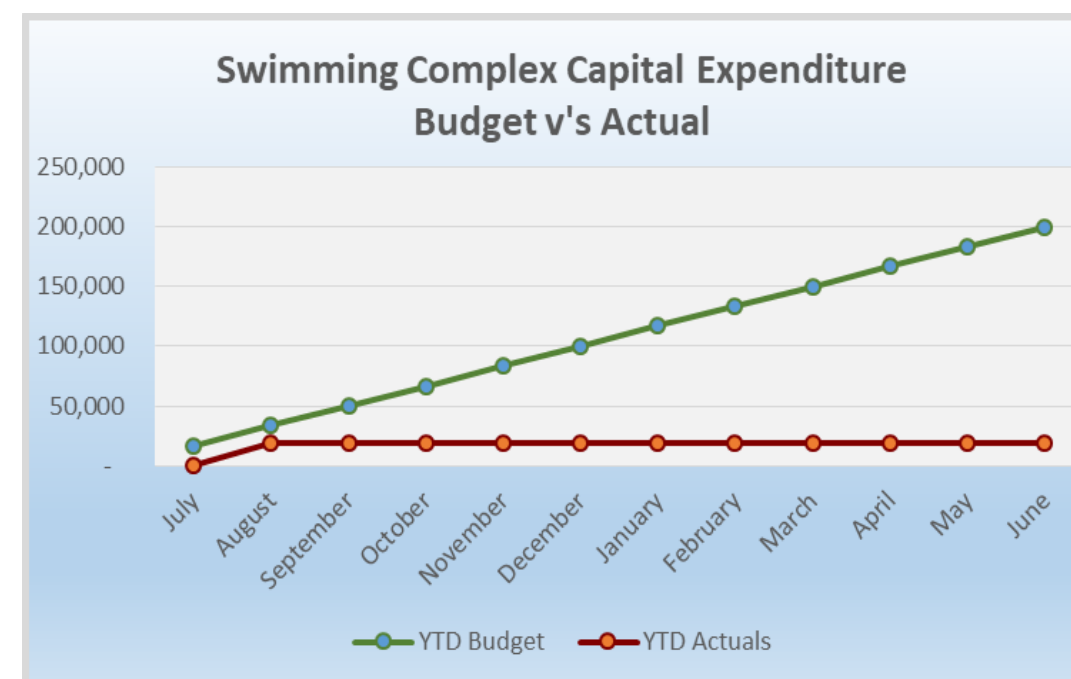
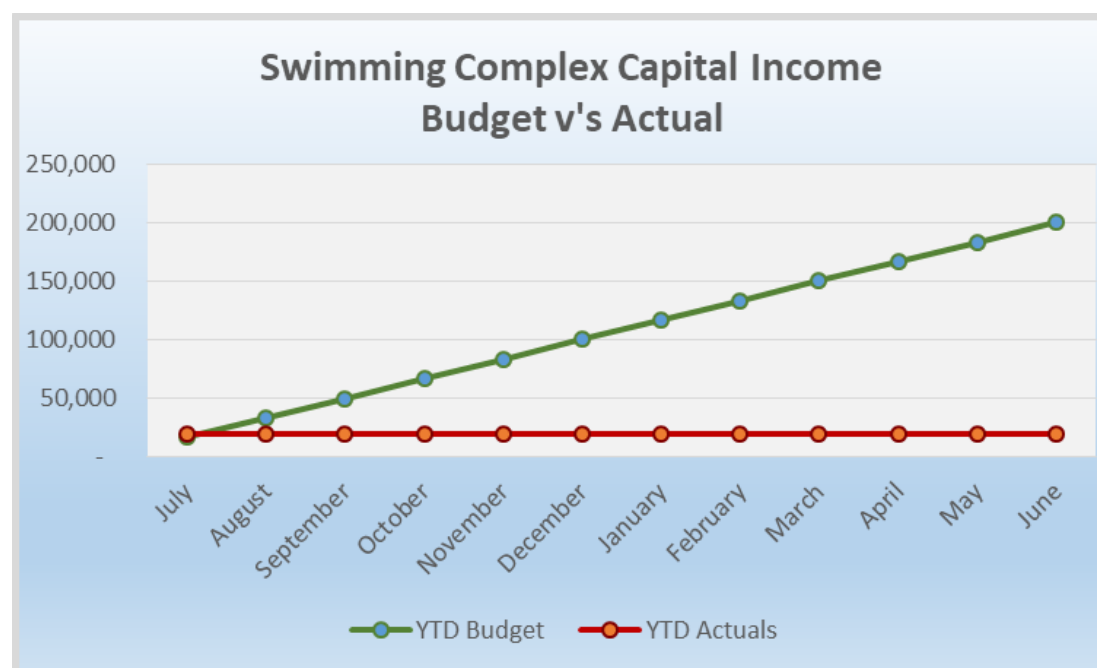
a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 20/21	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP16.01) Provision of an accessible, quality swimming and recreation facility which encourages participation. <i>Aquatic: A - Chief Corporate Officer</i>	Implement Tenterfield War Memorial Baths (TWMB) Management Plan, review and update as necessary.	B:PBLC D:PBLC			+1	Current plan to be implemented in the new season.
	Deliver Business improvements, recognising emerging risks and opportunities.	B:PBLC C:PS			+1	Being identified in the preparation of the coming season.
	Manage the Swimming Complex Service of Council in a financially responsible manner in line with Budget allocations.	B:PBLC C:PS			+1	Currently being implemented in the season preparations.

b) Budget

Account Type	20/21 Full Year Budget	20/21 YTD Actuals August	20/21 Percentage Spent
Swimming Complex	220,648	22,750	10.31%
2. Operating Expenditure	220,648	24,484	11.10%
3. Capital Income	(200,000)	(20,000)	10.00%
4. Capital Expenditure	200,000	18,266	9.13%
4600504. Masterplan for the Memorial Pool	0	14,300	0.00%
4600509. Swimming Pool - Pump	0	3,966	0.00%
4600510. Swimming Pool - Water Heater	100,000	0	0.00%
4600511. Swimming Pool - Pool Blankets	75,000	0	0.00%
4600512. Swimming Pool - Equipment Renewal	25,000	0	0.00%





Capital Income:

Grants to be found to fund improvements

Capital Expenses:

Grant Funding to be sourced for these Projects:

Service area	Account Type	Project	Funds Required 2020/21	Funds Received 2020/21
Swimming Pool	Capital	Water Heater	100,000	\$0.00
Swimming Pool	Capital	Pool Blankets	75,000	\$0.00
Swimming Pool	Capital	Equipment Replacement	25,000	\$0.00

Pool pump ordered and installed.
Masterplan payment for continued works.

Operational Income:

Nil

Operational Expense:

Incurred for pool preparations commencing in August 2020. Season commences October 2020.

c) Capital Projects

Masterplan and feasibility continues.

New pool pump has been installed to mitigate any failures.

d) Emerging Issues, Risks and Opportunities

Preparing for the new season with anticipated opening date of Saturday 3 October 2020.

e) The Business of Improving the Business

A new pool pump was installed as a backup in case there is a failure with the original pump to mitigate against delays and disruptions.

f) Customers

Council Administration have prepared the season passes for 2020-2021.

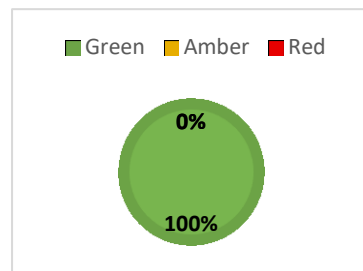
g) Business Statistics

Nil to date

h) Special events, achievements of note, celebrations

Nil to date

17. Asset Management and Resourcing



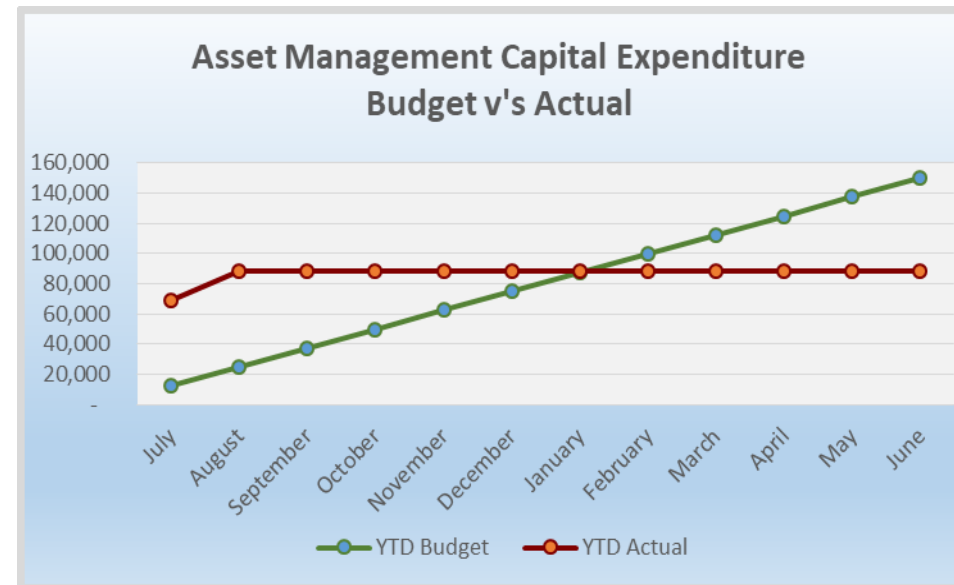
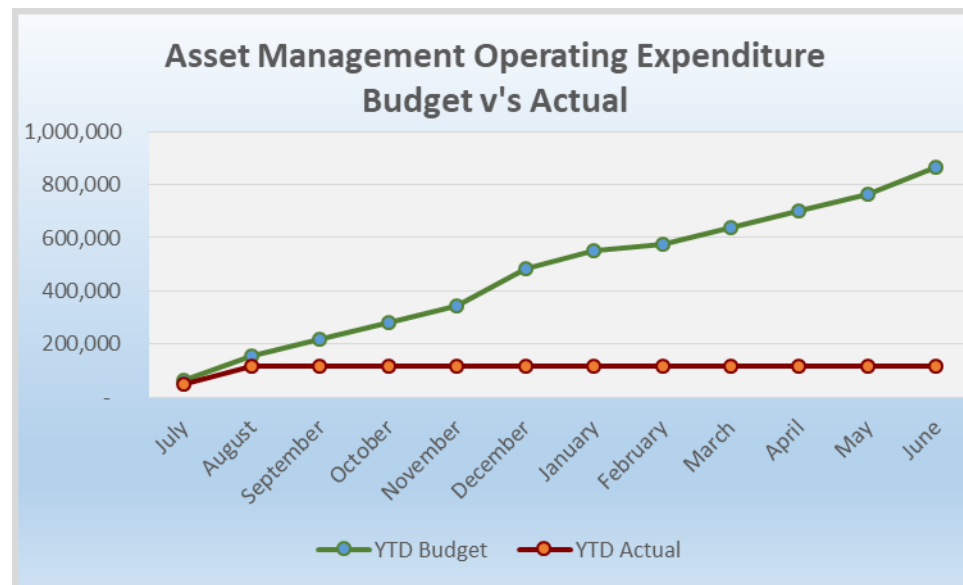
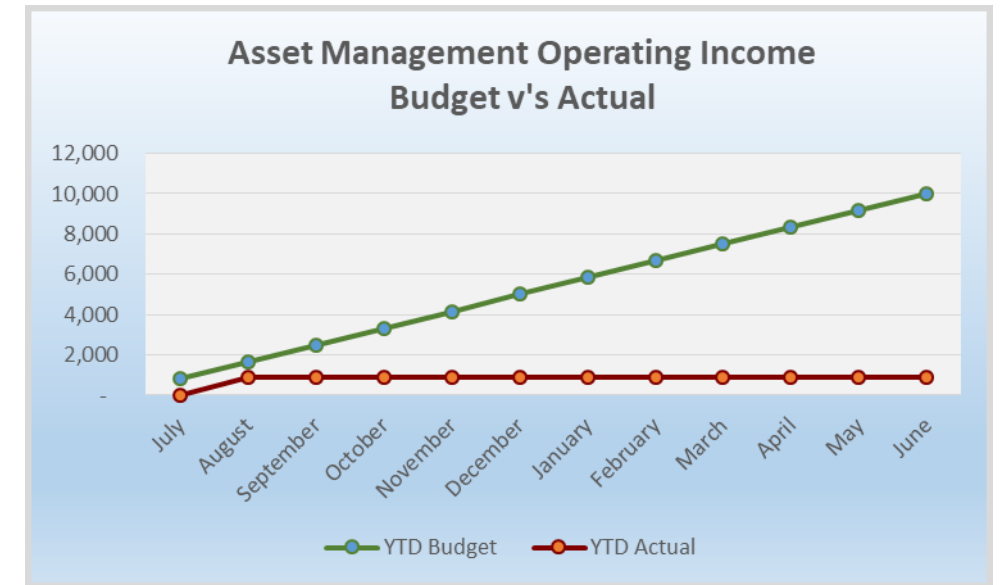
Under the 4 year Delivery Plan *Asset Management and Resourcing* relates to: review, investigation, survey, design, development and project management; asset investigation, planning, policy formulation and management (both as a bureau service to whole organisation and for transport infrastructure). The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

a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 20/21	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP17.01) Delivery of survey and design works for infrastructure services, including stormwater drainage, transport, and water and sewer infrastructure. Assets & projects: A – Director Infrastructure	Ensure that asset management, project planning and design activities meet agreed quality and industry standards Deliver Business improvements, recognising emerging risks and opportunities. Manage the Asset Management and Resourcing Service of Council in a financially responsible manner in line with Budget allocations.	B:MAPP C:MAPP D:MAPP B:MAPP C:MAPP D:MAPP B:MAPP C:MAPP D:MAPP			+1 +1 +1	Major works in the 20/21 program are commencing with a focus on Mt Lindesay Road and timber bridge works. Project delivery is scheduled with the aim to gain efficiencies. Health and movement activities are a risk for the industry generally at present which opportunities are being taken through external grant funding of capital works. Asset replacement projects are scoped in line with the adopted annual budget.
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. Assets & projects: A – Director Infrastructure	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.	B:MAPP C:MAPP D:MAPP			+1	The Pedestrian Access Mobility Plan and the Bike Plan have been placed on display for 28 days seeking public submissions.
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. Assets & projects: A – Director Infrastructure	Undertake annual inspections (or as deemed appropriate) for condition assessment of Council infrastructure and assets.	B:MAPP D:MAPP			+1	The inspection program assists in asset renewal identification and updating asset registers.
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. Assets & projects: A – Director Infrastructure	Develop and implement the Strategic Asset Management Plan and associated systems.	B:MAPP C:MAPP			+1	Asset Management Strategy has been reviewed and adopted by Council.
DP17.05) Risk Management embedded in our Asset Management Planning forms the basis for our intervention programs and our Asset Management practices. Assets & projects: A – Director Infrastructure	Review and update Council's Risk Register and intervention programs on an ongoing basis in accordance with inspection schedules.	B:MAPP C:MAPP			+1	Review of asset risks has been prepared for the Risk Management system.

b) Budget

Account Type	20/21 Full Year Budget	20/21 YTD Actuals August	20/21 Percentage Spent
Asset Management & Resourcing	856,010	203,889	23.82%
1. Operating Income	(10,000)	(913)	9.13%
2. Operating Expenditure	866,010	116,234	13.42%
3. Capital Income	(150,000)	0	0.00%
4. Capital Expenditure	150,000	88,567	59.04%
6250501. Tenterfield Depot - Refurbishment Stage 1	0	88,567	0.00%
6250504. Tenterfield Depot - Fuel Tank Investigation/ UPSS Compliance	50,000	0	0.00%
6250505. Tenterfield Depot - WHS & Environmental Initiative Enhancements	100,000	0	0.00%



Capital Income:

Grant funding for major works is being sought through a number of grant applications where appropriate.

Capital Expenses:

Management of major projects are funding under the Mt Lindesay Road upgrade and timber bridge replacement grants.

Grant Funding to be sourced for these Projects:

Service area	Account Type	Project	Funds Required 2020/21	Funds Received 2020/21
Asset Management	Capital	Tenterfield Depot - Fuel Tank Investigation/ UPSS Compliance	50,000	
Asset Management	Capital	Tenterfield Depot - WHS & Environmental Initiative Enhancements	100,000	

Above projects have been funded through Council's annual budget for 2020/21. Planning for a number of tasks has commenced for fuel tank compliance, access control and security, depot safety signage and environmentally safe material storage.

Operational Income:

Operational budget income for the assets section is a nominal amount sourced from the sale of surplus materials if any become redundant.

Operational Expense:

Operational expenses are monitored in respect to the annual budget.

c) Capital Projects

Work on the Depot Refurbishment is still being finalised from the 19/20 project with some minor tasks to be completed.

Major project on Mt Lindesay Road is commencing for Stage 3, while survey and planning of works on Stages 4 and 5.

Work to strengthen timber bridges is continuing, while tenders have been advertised for two further replacements on Torrington Road (Deepwater River) and Paddys Flat Road (Kangaroo Creek).

Replacement works have commenced on Mt Lindesay Road Boonoo Boonoo bridge. The bridge on Hootons Road (Emu Creek) is nearing completion and ongoing activity continues on Tooloom Road with the Beaury Creek bridge.

d) Emerging Issues, Risks and Opportunities

Technical Project Engineer position is to be recruited with the Asset Team at 85% capacity, interviews for the position have been held early in September.

e) The Business of Improving the Business

A focus is being made to use records through digital electronic format to control and minimise the use of paper document management. A number of team meetings are convened on line.

f) Customers

Customer matters are dealt with on a priority basis where resources are available.

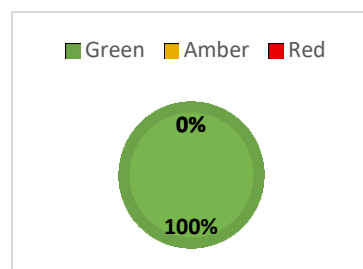
g) Business Statistics

Business statistics are reflected through the capital expenditure programs and budgets.

h) Special events, achievements of note, celebrations

No special events at this stage.

18. Commercial Works



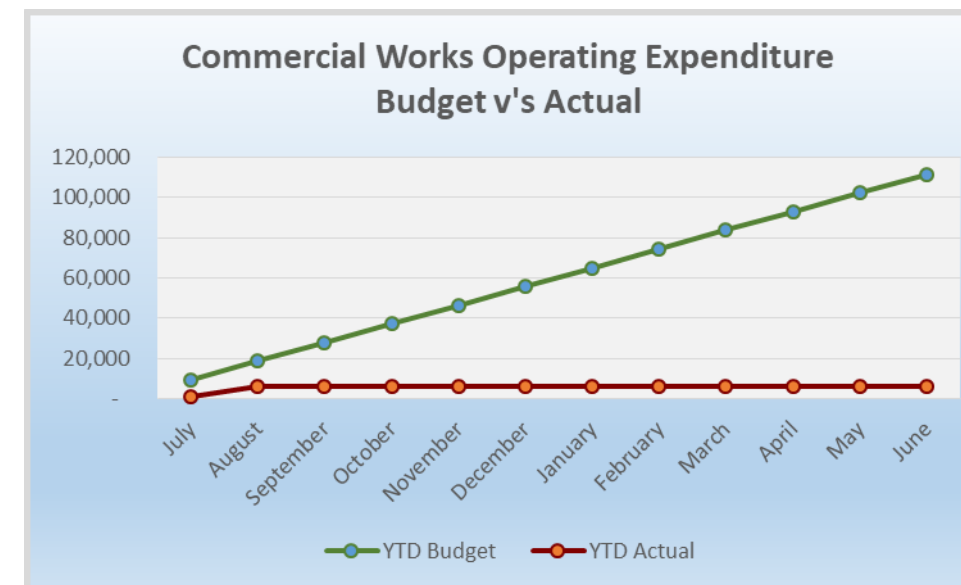
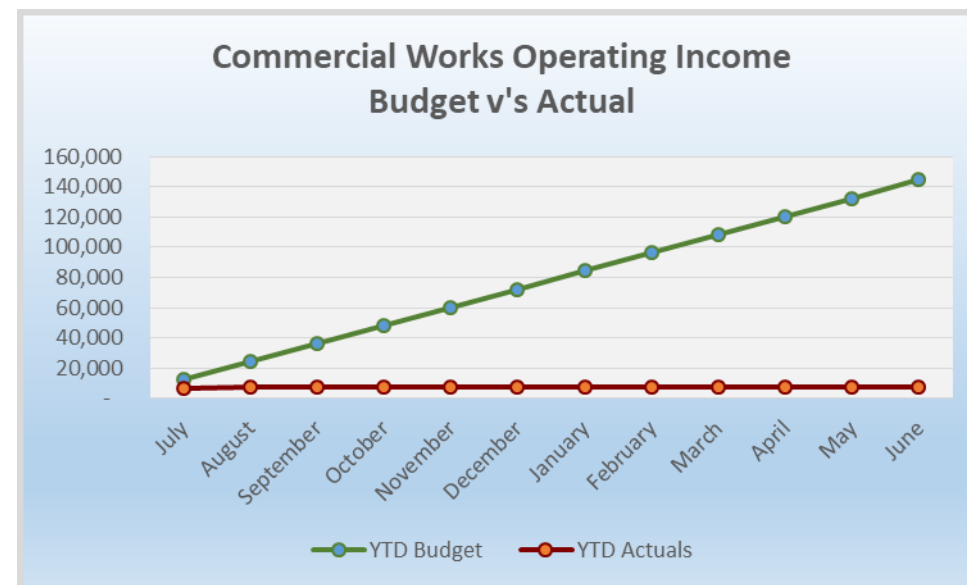
Under the 4 year Delivery Plan *Commercial Works* relates to: private works management, benchmarking, offsetting costs through creating synergies. The Office of the Chief Operating Officer directly oversees these outcomes.

a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 20/21	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP18.01) Deliver Commercial Works in accordance with Council Policy. <i>Private works: A – Director Infrastructure</i>	Commercial Works undertaken in accordance with demand.	<i>B:MW C:MW D:MW</i>			+1	Works are undertaken on demand, with scheduled work and operational priorities a consideration
	Deliver Business improvements, recognising emerging risks and opportunities.	<i>D:MAPP</i>			+1	Delivery of commercial work is scheduled with the aim to gain efficiencies alongside operational and capital projects
	Manage the Commercial Work Service of Council in a financially responsible manner in line with Budget allocations.	<i>D:MAPP</i>			+1	Works are delivered within projected estimates and quotations

b) Budget

Account Type	20/21 Full Year Budget	20/21 YTD Actuals August	20/21 Percentage Spent
Commercial Works	(33,016)	(1,522)	4.61%
1. Operating Income	(144,525)	(7,636)	5.28%
2. Operating Expenditure	111,509	6,114	5.48%



Capital Income:

NA

Capital Expenses:

NA

Operational Income:

Operational Expense:

c) Capital Projects

d) Emerging Issues, Risks and Opportunities

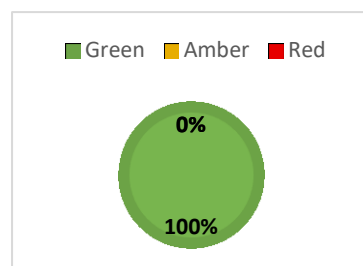
e) The Business of Improving the Business

f) Customers

g) Business Statistics

h) Special events, achievements of note, celebrations

19. Stormwater and Drainage



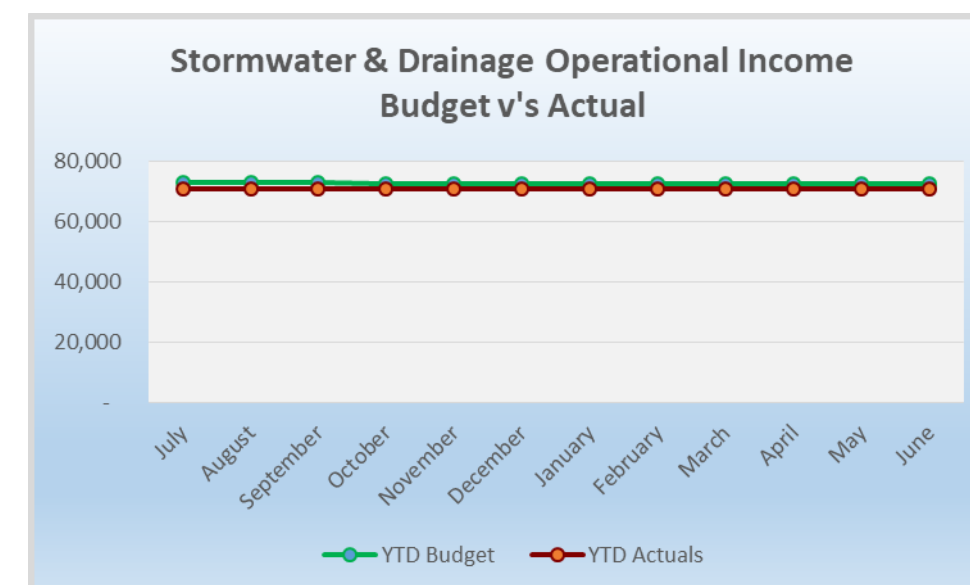
Under the 4 year Delivery Plan *Stormwater and Drainage* relates to ongoing management and improvement of all stormwater infrastructure, gross pollutant traps, natural urban waterways and erosion control apparatus. The Office of the Director Infrastructure directly oversees the outcomes.

a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 20/21	Officer	-1	0	+1	Comments:
DP19.01) Stormwater and drainage infrastructure is provided, maintained and renewed. <i>Stormwater: A - Director Infrastructure</i>	Implement the Stormwater Asset Management Plan.	B:MAPP C:MAPP D:MW			+1	Project planning for stormwater asset renewals is being completed based upon Stormwater Asset Management Plan asset register data.
	Deliver Business improvements, recognising emerging risks and opportunities.	B:MAPP C:MAPP D:MW			+1	Project delivery is scheduled with the aim to gain efficiencies.
	Manage the Stormwater and Drainage of Council in a financially responsible manner in line with Budget allocations.	B:MAPP C:MAPP D:MW			+1	Asset replacement projects are scoped in line with the adopted annual budget.

b) Budget

Account Type	20/21 Full Year Budget	20/21 YTD Actuals August	20/21 Percentage Spent
Stormwater & Drainage	27,545	(70,696)	-44.82%
1. Operating Income	(72,566)	(70,696)	97.42%
2. Operating Expenditure	100,111	0	0.00%
4. Capital Expenditure	130,200	0	0.00%
8252502. Drainage Pits - Upgrade	63,000	0	0.00%
8252523. Culverts Renewal	27,200	0	0.00%
8252526. Stormwater Pipe Renewal	40,000	0	0.00%



Capital Income:

Capital works are funded through the current budget.

Capital Expenses:

Projects are being scoped for the program in accordance with the adopted budget.

Operational Income:

Operational works are funded through the current budget.

Operational Expense:

Operational expenses are kept within budget.

Capital Projects

A number of storm water pit upgrade projects have been scoped for works during 2020/21.

Emerging Issues, Risks and Opportunities

Staffing resources are limited and demands high given the increased level of grant funding on major works.

The Business of Improving the Business

Scoping of capital works is being processed to enable delivery of the program in a timely manner.

Customers

Customer matters are dealt with on a priority basis where resources are available.

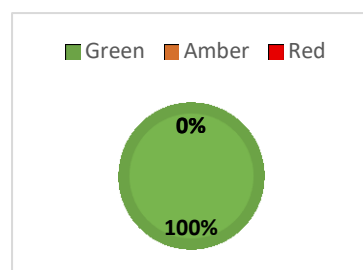
Business Statistics

Business statistics are reflected through the capital expenditure programs and budgets.

Special events, achievements of note, celebrations

No special events at this stage

20. Transport Network



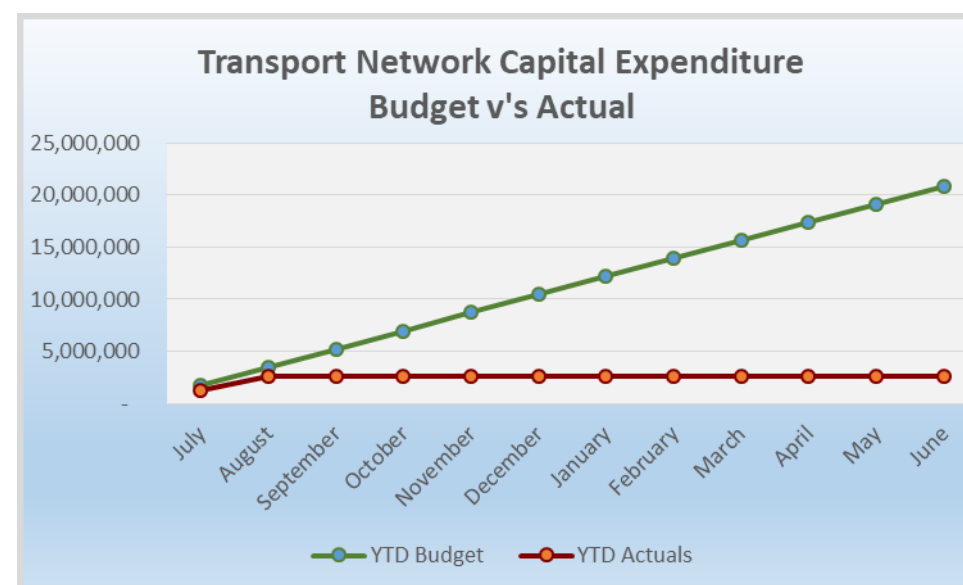
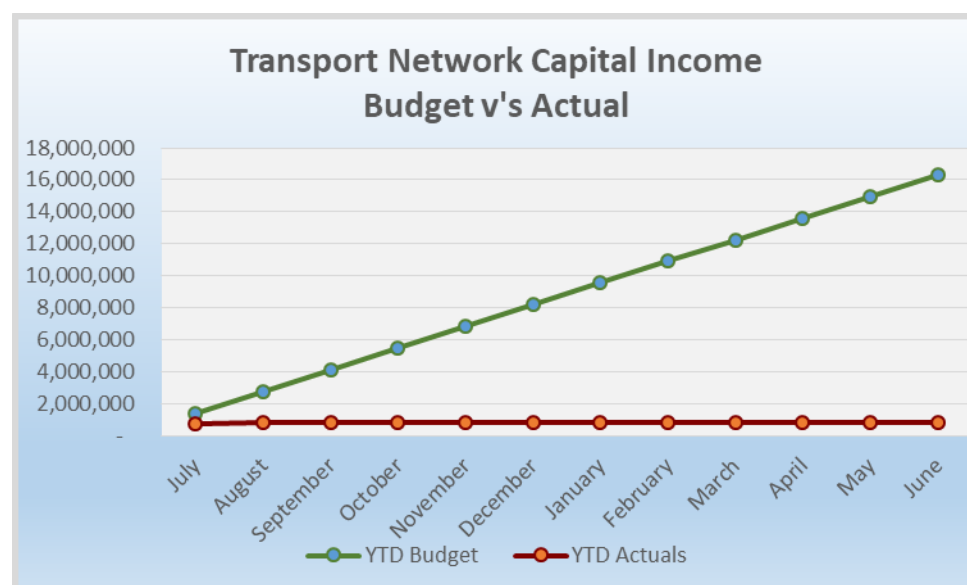
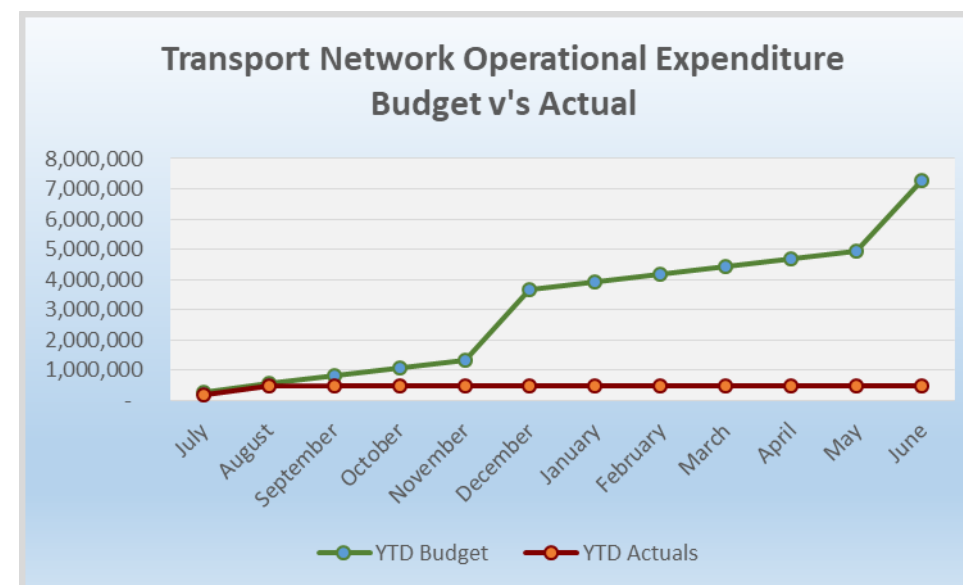
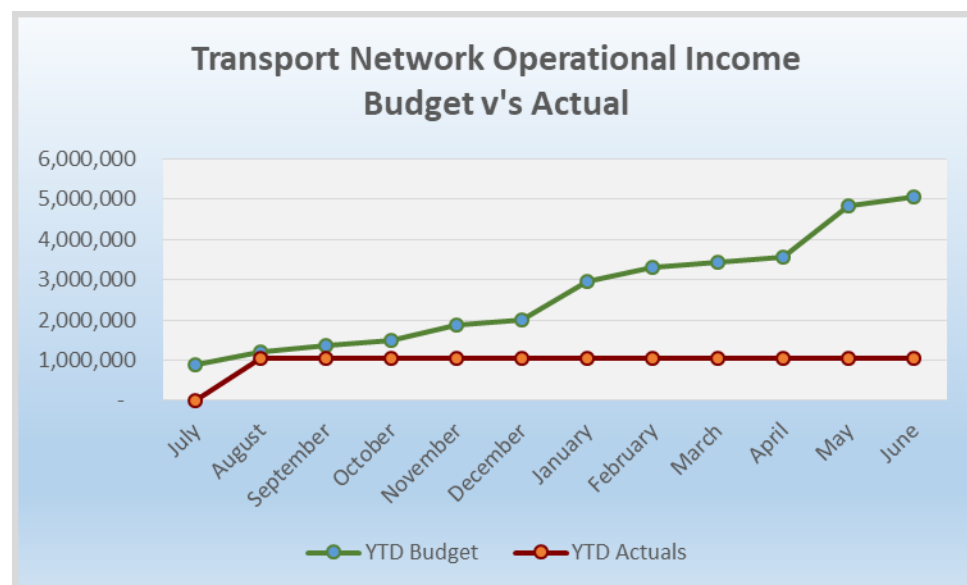
Under the 4 year Delivery Plan *Transport Network* relates to the sustainable management and improvement of all infrastructure used to facilitate transportation: vehicular, aviation, Mt McKenzie and cyclists; car parking; quarries; delineation, line marking, signage and lighting; regulatory compliance;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

a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 20/21	Officer	-1	0	+1	Has been made
DP20.01) Construction of Transport Infrastructure. Roads, bridges and retaining walls: A - Director Infrastructure	Manage and deliver construction services for transport infrastructure.	B:MAPP C:TPE			+1	Capital projects work is underway focusing Mt Lindesay Road Stage 3 east of Legume, Planning for Mt Lindesay Road Stages 4 & 5 and timber bridge renewals. Major bridge replacements are underway at Boonoo Boonoo, Emu Creek and Beaury Creek bridges.
DP20.02) Maintenance of transport infrastructure. Roads, bridges and retaining walls: A - Director Infrastructure	Manage and deliver maintenance services for transport infrastructure.	B:MAPP C:MW D:MW			+1	Transport assets, which are mainly roads, are maintained in accordance with the adopted annual budget.
DP20.04) Management of the transport infrastructure assets in response to changing community need. Road safety and Traffic Committee: A - Director Infrastructure Quarries and stockpiling: A - Director Infrastructure Aviation: A - Director Infrastructure Roads, bridges and retaining walls: A - Director Infrastructure	Review and implement the Road Network Management Plan and the Road Network Asset Management Plan.	B:MAPP C:MAPP			+1	A review of the Road Network Management Plan has been undertaken with a draft placed on display for 42 days to allow for public submissions.
	Deliver Business improvements, recognising emerging risks and opportunities.	B:MW C:MW D:MW			+1	Project delivery is scheduled with the aim to gain efficiencies. Some projects are being undertaken with a team of internal crews and external contractors to deliver projects within grant funding time requirements.
	Manage the Transport Network Service of Council in a financially responsible manner in line with Budget allocations.	B:MAPP C:MW D:MW			+1	Asset replacement projects are scoped in line with the adopted annual budget. Where external grant opportunities are available, successful grants may assist with the asset renewal program.

b) Budget

Account Type	20/21 Full Year Budget	20/21 YTD Actuals August	20/21 Percentage
Transport Network	6,753,359	1,171,588	17.35%
1. Operating Income	(5,071,077)	(1,051,808)	20.74%
2. Operating Expenditure	7,277,982	465,730	6.40%
3. Capital Income	(16,338,278)	(815,187)	4.99%
4. Capital Expenditure	20,884,732	2,572,853	12.32%
6215110. Regional & Local Roads Traffic Facilities	66,500	0	0.00%
6215510. Regional Roads Block Grant - Reseals Program.	619,473	1,722	0.28%
6215531. Special Grant Mt Lindesay Road (RMS/Fed)	9,999,999	413,499	4.13%
6215548. Restart NSW Funding - Beaury Creek Bridge Replacement	805,000	332,857	41.35%
6215549. TSC Funding (Industry Funding) - Beaury Creek Bridge Replacement	0	1,517	0.00%
6215550. Footpaths	0	34	0.00%
6215551. Repair Program 2019/20	575,055	599,612	104.27%
6215552. Roads to Recovery 2019-24	0	109,818	0.00%
6215553. MR 462 Bruxner Way Curve Improvements (Segments 7010, 7020 & 7030)	0	9,242	0.00%
6215559. Safer Roads Program - Boonoo Boonoo Falls Road	298,000	0	0.00%
6220270. Boonoo Boonoo Bridge, Mt Lindesay Road - Restart NSW Funding	1,459,500	24,575	1.68%
6220271. Bridges Renewal Program - Deepwater River Bridge Renewal - Torrington Road	960,080	150	0.02%
6220272. Bridges Renewal Program - Kangaroo Creek Bridge Replacement	973,920	1,667	0.17%
6220273. Contribution to Clarence River Bridge (Kyogle Shire)	550,000	0	0.00%
6220275. Emu Creek Bridge Replacement - Hootons Road - Restart NSW Funding	980,000	612,279	62.48%
6220280. Restart NSW Funding - Bridge Interim Solutions Project - Expenditure	1,313,001	261,817	19.94%
6220500. Urban Streets - Reseal Program	122,000	0	0.00%
6220501. Road Renewal - Gravel Roads	620,126	67,555	10.89%
6220503. Gravel Resheets	632,425	28,503	4.51%
6220506. Bridges / Causeways (SRV to 2023/24)	470,000	3,212	0.68%
6220507. Rural Roads - Reseal Program	259,402	95,781	36.92%
6220512. Culverts & Pipes	140,000	4,652	3.32%
6220513. Concrete Bridges	30,000	0	0.00%
6240101. Gravel Pit Rehabilitation	10,251	4,360	42.53%



Capital Income:

Capital works are funded through the current budget. Some additional external grant applications

Capital Expenses:

Major projects have budgets allocated from grants and Council funding allocations. Those projects tied to external funding will be a priority for construction crews.

Grant Funding to be sourced for these Projects:

Service area	Account Type	Project	Funds Required 2020/21	Funds Received 2020/21
Transport	Capital	Bridges & Causeways	470,000	
Transport	Capital	Other Transport Infrastructure	1,814,202	

Grant funding has been sought from a number of programs including the Bridges Renewal Program, Federal Assistance Grants, Roads to Recovery program, TfNSW Regional Roads Repair program and Interim Bridges Solutions grant.

Operational Income:

Operational works are funded through the current budget.

Operational Expense:

Operational expenses are kept within budget.

- **Grader Works completed in August**
 - o Eastern Grader – Finished grading Paddys flat Rd Sth, Crescent Hills Rd, Frames Rd, Bruxner Rd
 - o Northern Grader – Finished grading Herding Yard Creek Rd, Liston Streets, Stoney Ridge Rd, Bondi Rd, Catarins Rd, Ruby Creek Rd, Maryland Lane, Border Lane, Border gate Rd
 - o Western Grader – Finished grading McCliftys Rd, Bluff River Rd, Calthorps Rd, Red Hill Rd, Heatherdean Rd
 - o Central Grader – Harrigans Lane, Grader currently out of action in for repairs
- **Grader Schedule for September**
 - o Eastern Grader – Gap Rd, Chauvel Rd, Doughertys Rd, Cyril Smith Circuit, Bushy Drive, Ogilvie Drive,
 - o Northern Grader – New Koreelah Rd, Hornesmens Rd, White Swamp Rd
 - o Western Grader – Tent Hill Rd, Torrington Streets, Silent Grove Rd
 - o Central Grader - Re-sheet program Castlerag Rd, Racecourse Rd, Redhill Rd
 - o Hired Grader – Boonoo Boonoo Falls Rd, Talmoi Rd, Leeches Gully Rd

Capital Projects

Further road improvement on a short section of Amosfield Road is being scoped for 2020/21. Mt Lindesay Road Special Grant project is the major project for the year.

Tooloom Road has also received grant funding to renew the road out from Urbenville.

- **Bridge Works**
- Interim Bridge Solutions
 - o Urbenville Rd Bridge complete side track removed and road reinstated
 - o Cullens Creek Rd replaced with new timber bridge
 - o Mt Speribo Rd Bridge replaced with new timber bridge
 - o Sunnyside Loop Rd Bridge fibre strengthened and load limit removed
 - o Lower Rocky River Rd Bridge replaced with 3 cell 1650 concrete pipes
 - o Wallaroo Range Rd currently underway

Emerging Issues, Risks and Opportunities

Staffing resources are limited and demands high given the increased level of grant funding on major works for roads and bridges.

The Business of Improving the Business

Scoping of capital works is planned so that delivery of the program can be completed in a timely manner.

Customers

Customer matters are dealt with on a priority basis where resources are available.

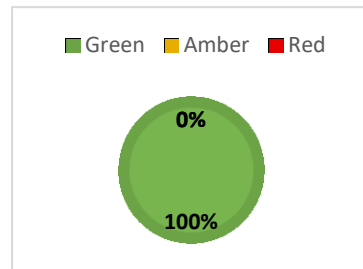
Business Statistics

Business statistics are reflected through the capital expenditure programs and budgets.

Special events, achievements of note, celebrations

No special events at this stage

21. Plant, Fleet and Equipment



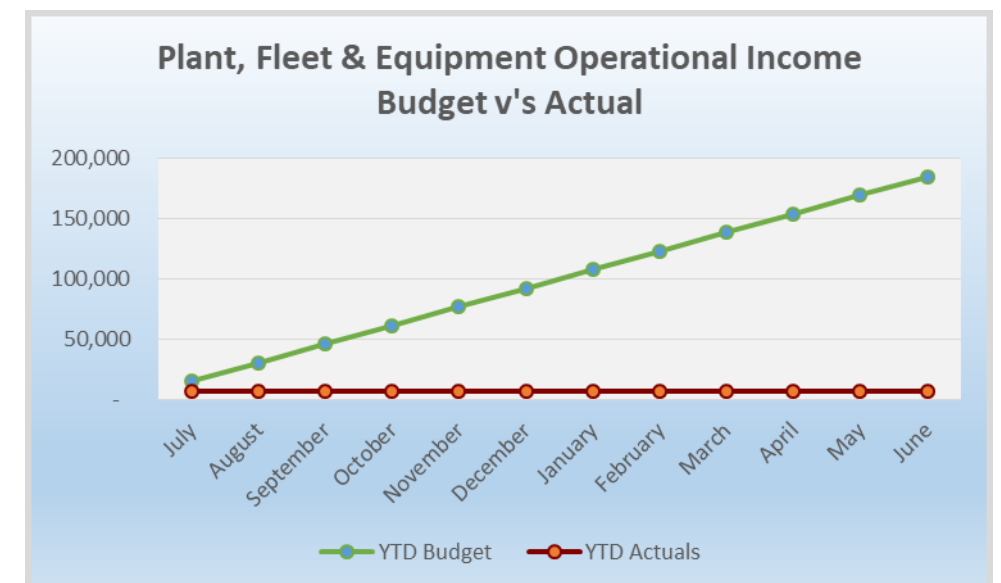
Under the 4 year Delivery Plan *Plant, Fleet and Equipment* relates to: effective provision and management of plant, fleet, equipment, store and depots; and tendering and procurement. The Office of the Director Infrastructure directly oversees these outcomes.

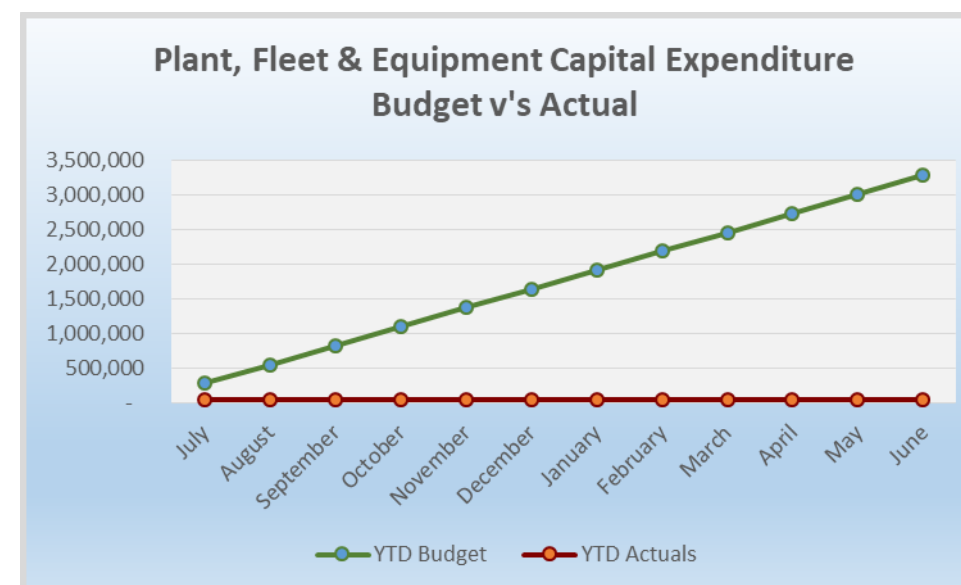
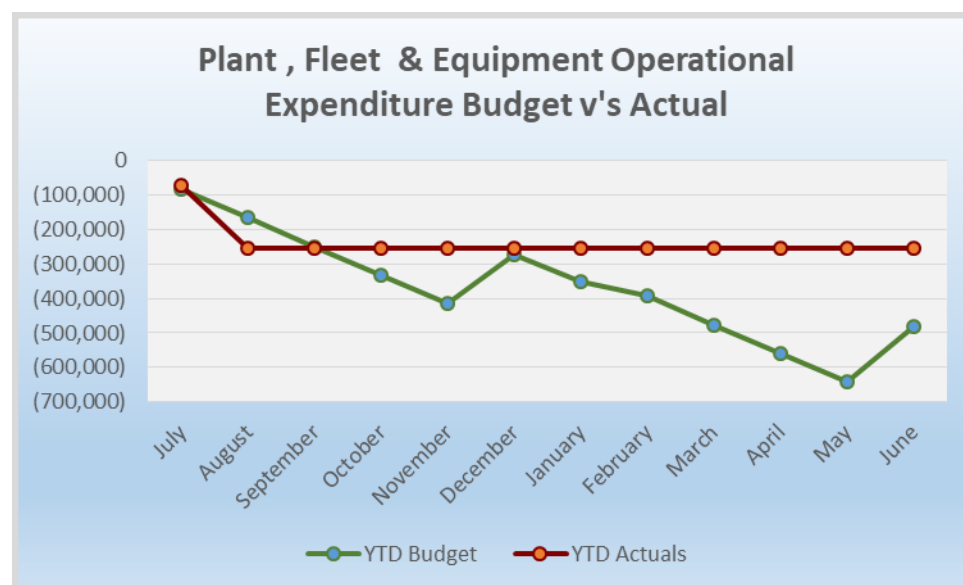
a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 20/21	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP21.01) Maximise productivity of Council fleet and stores service. Depot, Store: A – Director Infrastructure Fleet & Plant: A – Director Infrastructure Procurement and tendering framework: A – Director Infrastructure Depot, Store, fleet & plant: A – Director Infrastructure	Implementation and delivery of the Fleet Asset Management Plan and the Plant Replacement Program.	B:MF C: MF D: MF			+1	Review of Fleet Asset Management Plan complete, including LTFP and hire rate review. Integration into the new format a working progress with Manager Assets and Projects. Awaiting delivery of two watercarts, a Grader, a Garbage Truck, two Small Plant Trailers and two Forklifts. A review of backhoe pricing and scope a working progress ahead of tender. The Light Vehicle solution tender documents in draft.
	Develop and implement the Depot Master Plan.	B: MW C:MAPP D:MW			+1	WHS and environmental considerations are being prioritised for progression of the depot plan for the 20/21 FY. An emulsion storage tank will soon be installed to replace the existing tank which has reached the end of its useful life. Fuel bowzers have recently been repaired and a report will be prepared addressing the future viability of the fuel storage tanks.
	Deliver Business improvements, recognising emerging risks and opportunities.	B:MF C:MF D:MF			+1	The Fleet operational expenditure has started to reduce across the fleet back to what could be considered normal. Und utilisation has recovered slightly during August which is very positive.
	Manage the Plant, Fleet and Equipment Service of Council in a financially responsible manner in line with Budget allocations.	B:MF C:MF D:MF			+1	Approximately 90% of Fleet asset maintenance is conducted within a week of falling due; maintenance is conducted in line with industry best practice. 95% of general Fleet safety inspections completed with the 90 day target. Fleet is achieving its benchmarks in this area. Preparation for fleet registrations are now taking place.

b) Budget

Account Type	20/21 Full Year Budget	20/21 YTD Actuals August	20/21 Percentage Spent
Plant, Fleet & Equipment	194,498	(233,180)	-119.89%
1. Operating Income	(184,500)	(7,155)	3.88%
2. Operating Expenditure	(481,502)	(256,001)	53.17%
4. Capital Expenditure	3,281,932	40,341	1.23%
6210500. Public Works Plant - Purchases	3,281,932	40,341	1.23%
8. WDB of Asset Disposals	(2,421,432)	(10,365)	0.43%





Operational Income:

Recovered through plant charges, fleet income is indicating an 8.97% Surplus for August.

Operational Expense:

Fleet operational expenditure was 1.19% over expended for August.

c) Capital Projects

Capital renewals are prescribed in the Plant Replacement Program in line with councils 10 Year Fleet Asset Management Plan, and include:

- Unit 68 Grader – **Completed** awaiting delivery.
- Unit 17 and 11 Watercarts – **Completed** awaiting delivery.
- Unit 107 Mini Excavator 5.5T - Delay requested by works manager, trial continuing to assess feasibility.
- Unit 98 Micro Excavator 1.8T – **Completed**, excavator delivered, awaiting trailer delivery.
- Unit 99 Micro Excavator 1.8T – **Completed**, excavator delivered, awaiting trailer delivery.
- Unit 24 Front Loading Garbage Compactor – **Completed** awaiting delivery.
- Unit 69 and 70 Backhoe Loaders – Specification drafted, pricing has been obtained to verify capacity and affordability (machine size). Scope in draft
- Unit 103 and 102 Forklift Trucks – **Completed** awaiting delivery.
- Unit 611 6" Pump Set – Stake holder engagement yet to be undertaken, specifications yet to be drafted.
- Unit 214 3" Trailer Mounted Pump set - Stake holder engagement yet to be undertaken, specifications yet to be drafted.
- Unit 340 Front Deck Mower (Urbenville) - Stake holder engagement yet to be undertaken, specifications yet to be drafted.
- Light Vehicle Fleet – Public expressions of interest to be called in the open market for the provision of a Light Vehicle Fleet solution. Establishment of assessment criteria, scope and deliverables currently being drafted.

d) Emerging Issues, Risks and Opportunities

Fleet performance has recovered slightly with surplus utilisation and a reduction in operational expenditure during August. We are hopeful for this trend to continue.

e) The Business of Improving the Business

Recruitment of the vacant mechanic positions has been finalised with the new member "Tommy" welcomed to the team on the 31st August. Tommy has a wealth of experience in the automotive trade and is a great addition to the Fleet team.

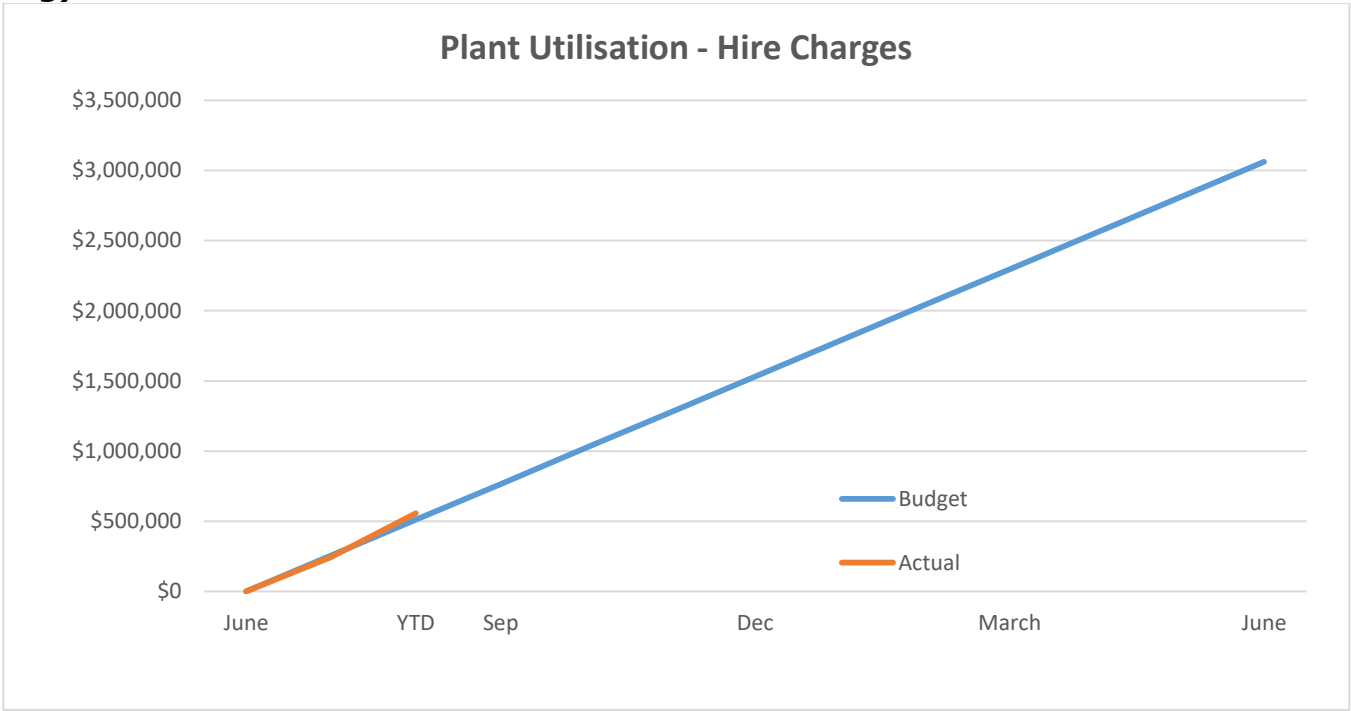
f) Customers

Support to all internal customers is ongoing, including mechanical and technical assistance, and provision of fleet assets through a system of internal hire. Ongoing support to the Rural Fire Service is provided by means of scheduled servicing and repairs to all appliances within the Tenterfield LGA.

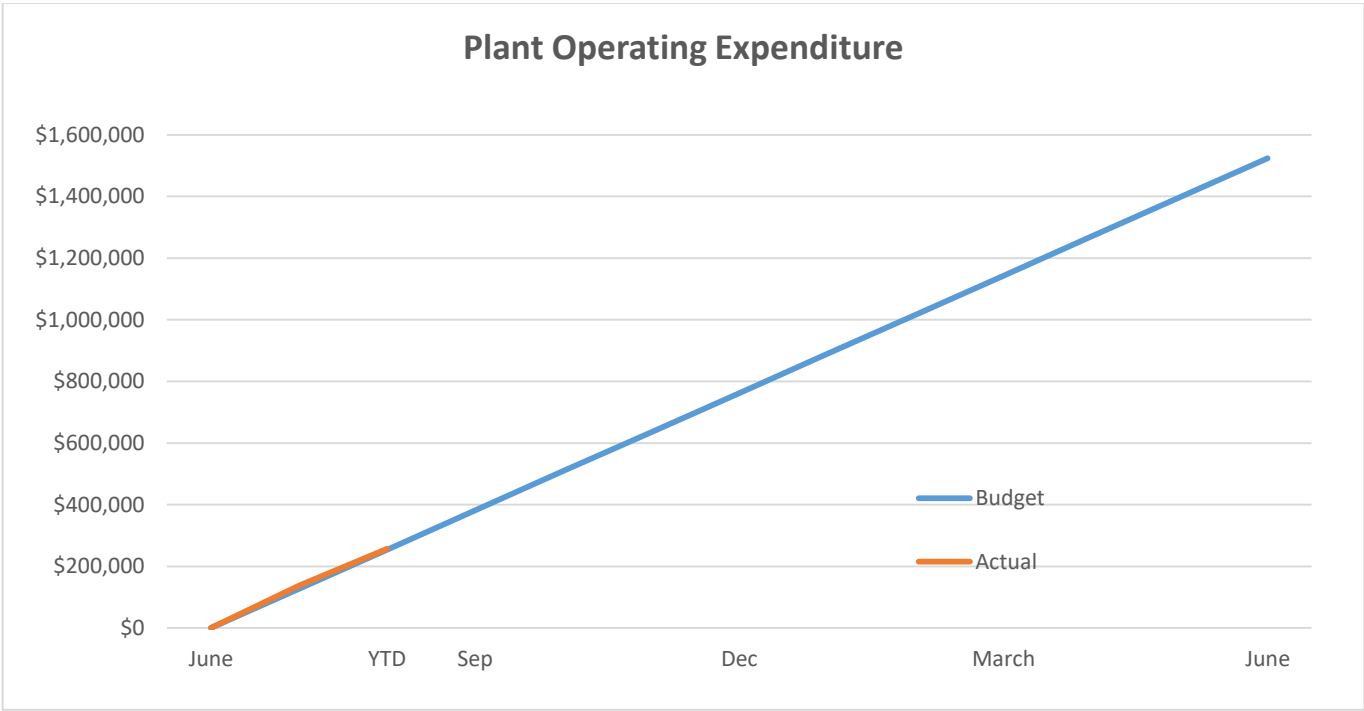
The Fleet team completed fitment of a new reticulation pump at the Tenterfield Memorial Swimming Baths, along with the removal of the solar pump for service and the installation of new stainless steel air scour plumbing in preparation for the coming season.

Fitment and commissioning of the Tenterfield Dam aeration blower has been finalised with the system scheduled to go into service early September.

g) Business Statistics



Fleet utilisation is indicating an 8.97% surplus for August.

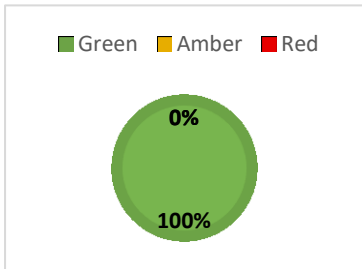


The plant operating expense was 1.19% over budget for August.

h) Special events, achievements of note, celebrations

NIL

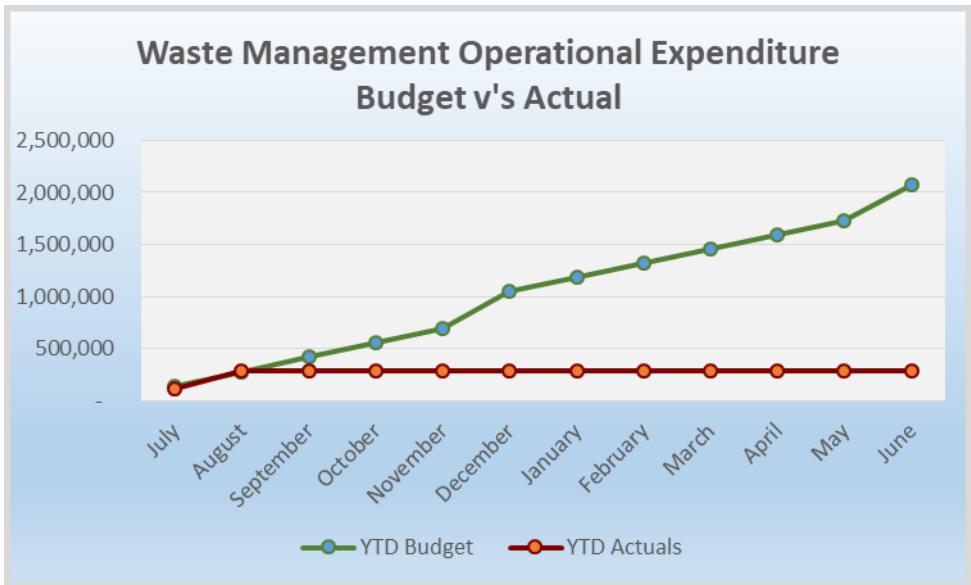
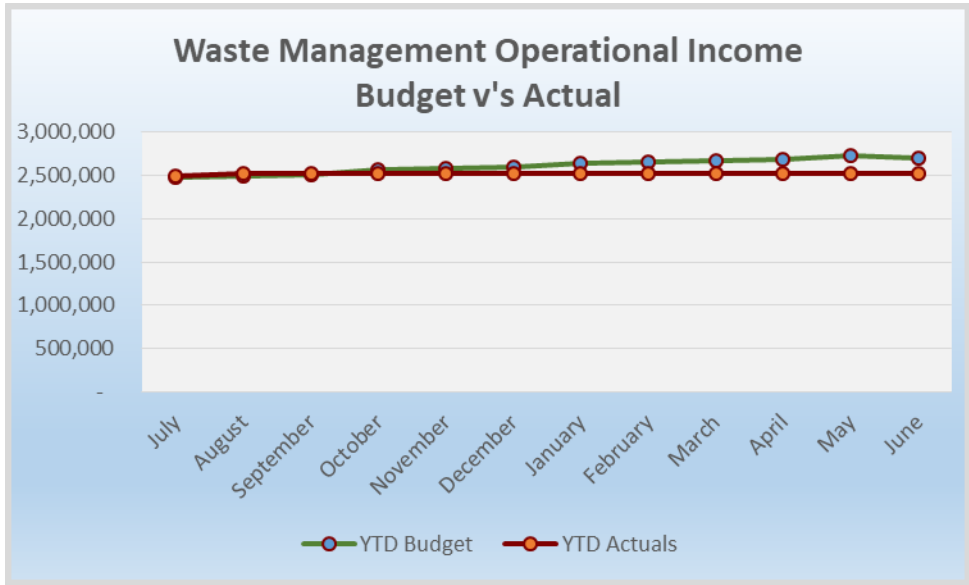
22. Waste Management



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

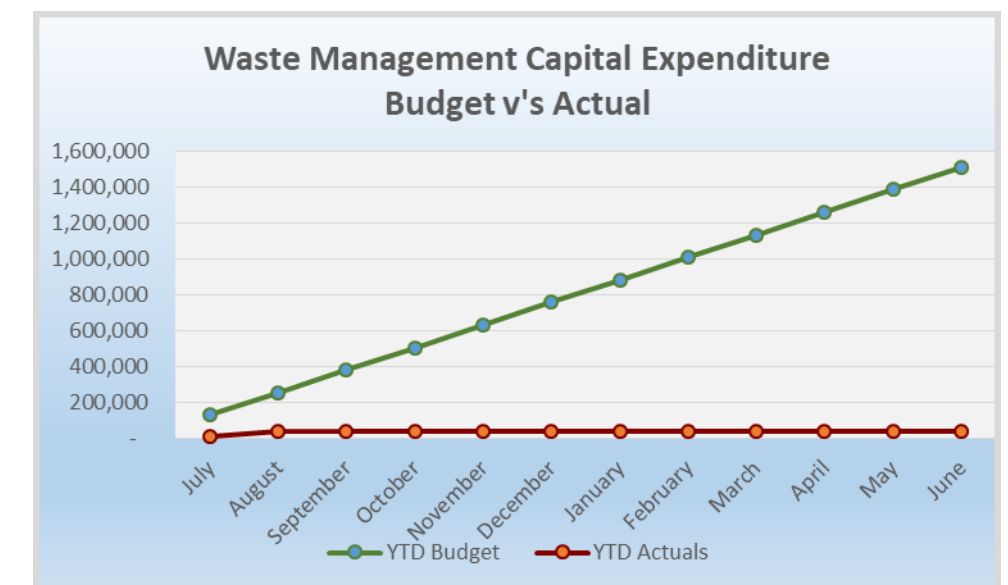
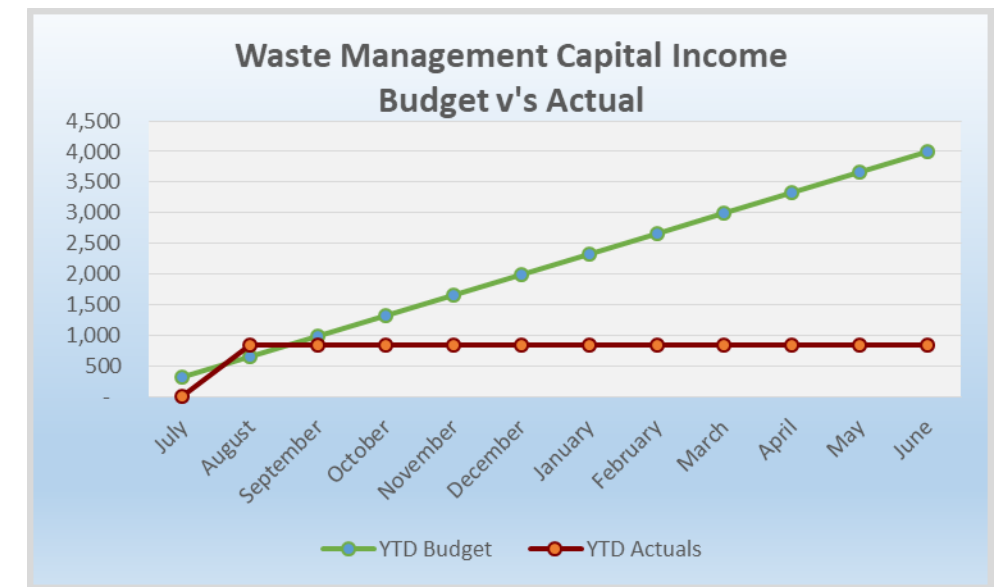
a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 20/21	Officer	-1	0	+1	Comments: <i>(Business Manager to provide short precis.)</i>
DP22.01) Investigate and implement strategies to reduce waste produced by households and industry across the Shire. <i>Waste & recycling: A - Chief Executive</i>	Delivery of the Waste Management Strategy.	<i>B:MWW D:MWW</i>			+1	Ongoing operations with delivery in-line with Waste Management strategy.
	Deliver Business improvements, recognising emerging risks and opportunities.	<i>B:MWW C:MWW D:MWW</i>			+1	Ongoing assessments and improvements to the business program ensuring risks are undertaken as priorities.
	Manage Waste Services of Council in a financially responsible manner in line with Budget allocations.	<i>B:MWW D:MWW</i>			+1	Continuous review of best fiscal practice for managing Waste Services and maintaining budgets



b) Budget

Account Type	20/21 Full Year Budget	20/21 YTD Actuals August	20/21 Percentage Spent
Waste Management	880,923	(2,197,077)	-249.41%
1. Operating Income	(2,702,990)	(2,520,947)	93.27%
2. Operating Expenditure	2,078,044	285,263	13.73%
3. Capital Income	(4,000)	(849)	21.23%
4. Capital Expenditure	1,509,869	39,456	2.61%
7080500. 240L Wheelie Bins	2,000	1,219	60.96%
7080503. Industrial Bins	6,000	0	0.00%
7080550. Boonoo Boonoo - Groundwater Bores	0	136	0.00%
7080553. Boonoo Boonoo - New Cell Construction	743,000	0	0.00%
7080554. Boonoo Boonoo - Develop/operate borrow area	10,000	0	0.00%
7080555. Boonoo Boonoo - New Cell Remediation Asset (Non Cash)	50,000	0	0.00%
7080558. Tip shop - Drake, Liston & Tenterfield	10,000	22,242	222.42%
7080559. Green Waste Hungry Bin - School Trial	0	378	0.00%
7080566. Boonoo Boonoo - Landfill EPA Remediation - Capping Topsoil Ref No 30	252,000	0	0.00%
7080567. Boonoo Boonoo - Landfill EPA Remediation - Capping Clay Ref No 31	299,000	0	0.00%
7080568. Boonoo Boonoo - WHS Facilities & Amenities Upgrade	137,869	0	0.00%
7080720. Mingoola - Open Transfer Station	0	15,327	0.00%
7080811. Tenterfield WTS Groundwater Bores	0	154	0.00%



Capital Income:

Commencement of new financial year, income is yet to commence collection.

Capital Expenses:

No significant variance.

Grant Funding to be sourced for these Projects:

Service area	Account Type	Project	Funds Required 2020/21	Funds Received 2020/21
Waste Management	Waste	- Industrial Bins and other bins	8,000	NGA
Waste Management	Waste	- Tip shop - Drake, Liston & Tenterfield	10,000	NGA
Waste Management	Waste	- Boonoo Boonoo - New Cell Construction	743,000	NGA
Waste Management	Waste	- Boonoo Boonoo - Develop/operate borrow area	10,000	NGA
Waste Management	Waste	- Boonoo Boonoo - New Cell Remediation Asset (Non Cash)	50,000	NGA
Waste Management	Waste	- Boonoo Boonoo - Landfill EPA Remediation - Capping Topsoil Ref No 30	252,000	NGA
Waste Management	Waste	- Boonoo Boonoo - Landfill EPA Remediation - Capping Clay Ref No 31	299,000	NGA
Waste Management	Waste	- Boonoo Boonoo - WHS Facilities & Amenities Upgrade	137,869	NGA

Operational Income:

Commencement of new financial year, annual charges have been issued with rates notices.

Operational Expense:

On budget.

c) Capital Projects

Inspections commenced last month for installation of tip-shops for Liston and Drake, sheds ordered for installation. Tenterfield tip shop has progressed with slab and access concrete pours.

Investigations and design underway for Boonoo Boonoo facilities upgrade.

Industrial bins are under investigation with request for quotations.

Boonoo Boonoo new cells and remediation [approval has been granted with the provision the waste management masterplan be updated including works for the new cell 5 \(peer reviewed\) estimated timeframe for preliminary completion of requested works November 2021 \(EPA Letter-21/8/2020\).](#)

Torrington clean-up has been completed by Lang O'Rourke, scheduling for works to complete access and bays are underway (Figure 1 to 3). Consultation session with the community was provided by Council staff and EPA. Process to convert to transfer station has commenced with ordering of site office and tip shop (community requested).



Figure 1 to 3 Torrington Landfill disposal of fire waste completed August 2020

d) Emerging Issues, Risks and Opportunities

Opportunity to apply for green waste infrastructure grant-completed and submitted 3 September 2020.

e) The Business of Improving the Business

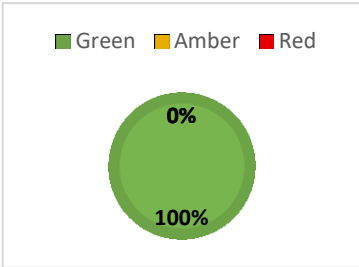
f) Customers

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

g) Business Statistics

h) Special events, achievements of note, celebrations

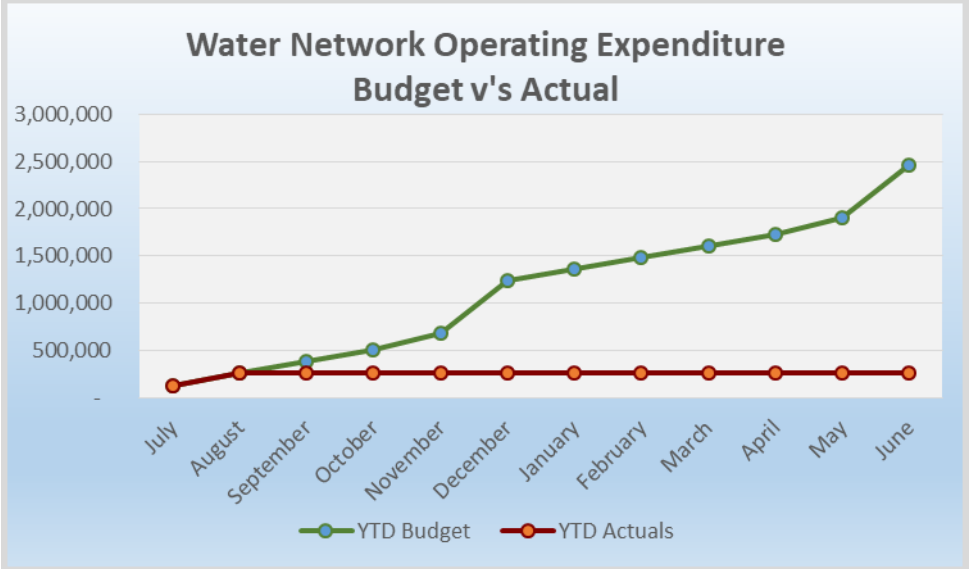
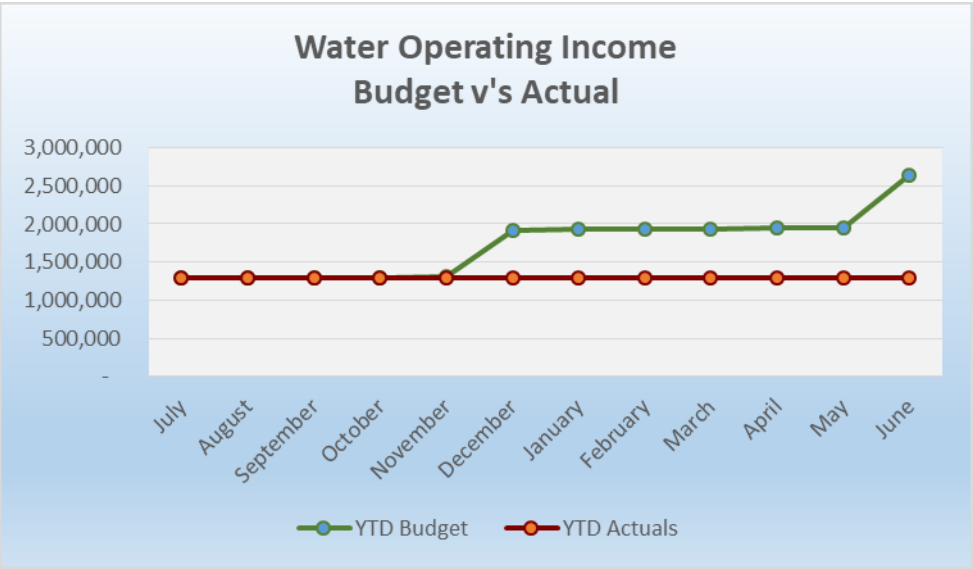
23. Water Supply



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 Director Infrastructure directly oversees the outcomes.

a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 20/21	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP23.01) Ensure effective and efficient delivery of water services in accordance with existing service levels. <i>Water & Sewer: A - Director Infrastructure</i>	Implementation of the Water and Drought Management Plans.	B:MWW C:MWW			+1	Ongoing operations with implementation in-line with Water and Drought Management plans.
	Deliver Business improvements, recognising emerging risks and opportunities.	B:MWW C:MWW			+1	Ongoing assessments and improvements to the reticulation and water systems ensuring licence conditions and risks are undertaken.
	Manage the Water Supply Service of Council in a financially responsible manner in line with Budget allocations.	B:MWW C:MWW			+1	Continuous review of best fiscal practice for managing Water Supply Services and maintaining budgets
DP23.02) Implementation of Water Quality Assurance Framework in accordance with the Public Health Act. <i>Water & Sewer: A - Director Infrastructure</i>	Implementation of Water Service Strategic Plan in accordance with NSW Office of Water Guidelines.	B:MWW C:MWW			+1	Ongoing operations with implementation in-line with Water Service Strategic plan as provided by NSW Office of Water Guidelines.



b) Budget

Account Type	20/21 Full Year Budget	20/21 YTD Actuals August	20/21 Percentage Spent
Water Supply	192,630	(3,460,749)	-1796.58%
1. Operating Income	(2,644,192)	(1,299,545)	49.15%
2. Operating Expenditure	2,455,122	261,404	10.65%
3. Capital Income	(120,000)	(2,715,493)	2262.91%
4. Capital Expenditure	501,700	292,885	58.38%
7484505. Tenterfield Mains Replacement	269,300	0	0.00%
7484506. Tenterfield Meter Replacement	21,500	0	0.00%
7484515. Tenterfield Flood Warning System - Capex	200,000	17,788	8.89%
7484521. Tenterfield Water Treatment Plant Design	0	1,491	0.00%
7484522. Tenterfield Water Treatment Plant Construct	0	24,391	0.00%
7484532. Tenterfield Water Supply - Drought Augmentation	0	249,216	0.00%
7484901. Jennings Mains Replacement	10,900	0	0.00%

Capital Income:

Commencement of new financial year, income is yet to commence collection.

Capital Expenses:

No significant variance.

Operational Income:

Commencement of new financial year, annual charges have been issued with rates notices.

Operational Expense:

On budget.

c) Capital Projects

Infrastructure for the bore project, under the drought funding is nearing completion with electrical and control boards expected to be installed by the end of September.

Works for the electrical and controlling system for the aerator and the new tank are underway. [Aerator installation, occurred this month \(Figure 1 to 2\).](#) [Installation of bore aeration waterfall is nearing completion \(Figure 3\).](#)

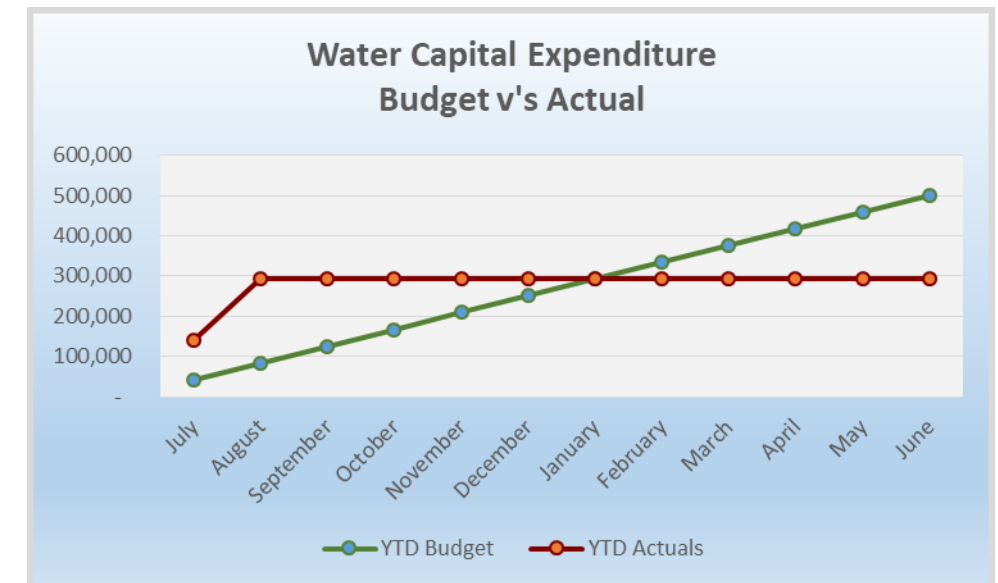
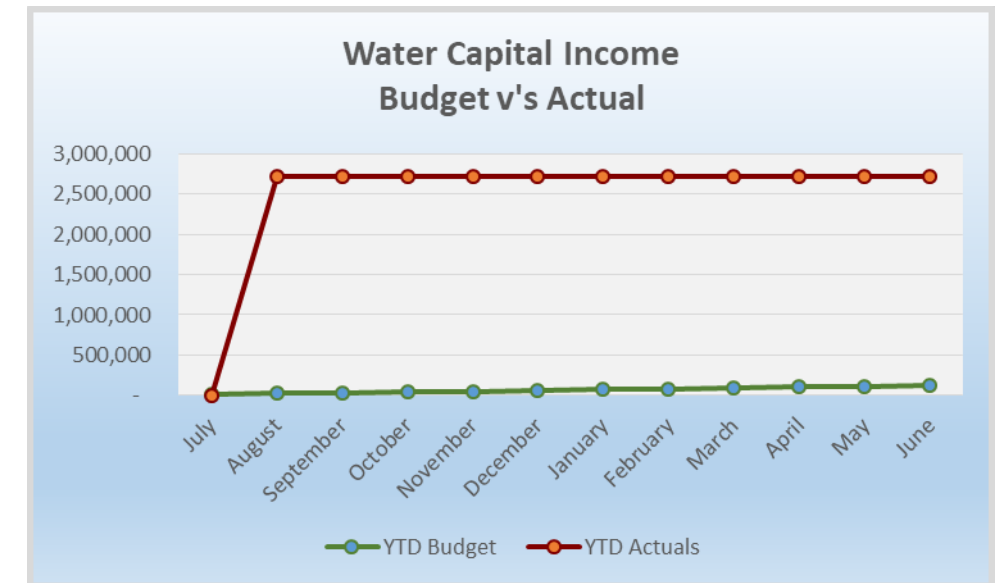




Figure 1, 2 and 3 Aerator pipe installation with pontoon barge, sunken aeration line; and, Bore waterfall.

d) Emerging Issues, Risks and Opportunities

RMS have notified Council, of works for the New England to ensure infrastructure is sound before works commence. Council has undertaken an assessment to ensure replacements are required. It is expected infrastructure will be required to ensure unnecessary rework isn't required.

e) The Business of Improving the Business

Council's new drought management plan is complete and [is under consultation](#).

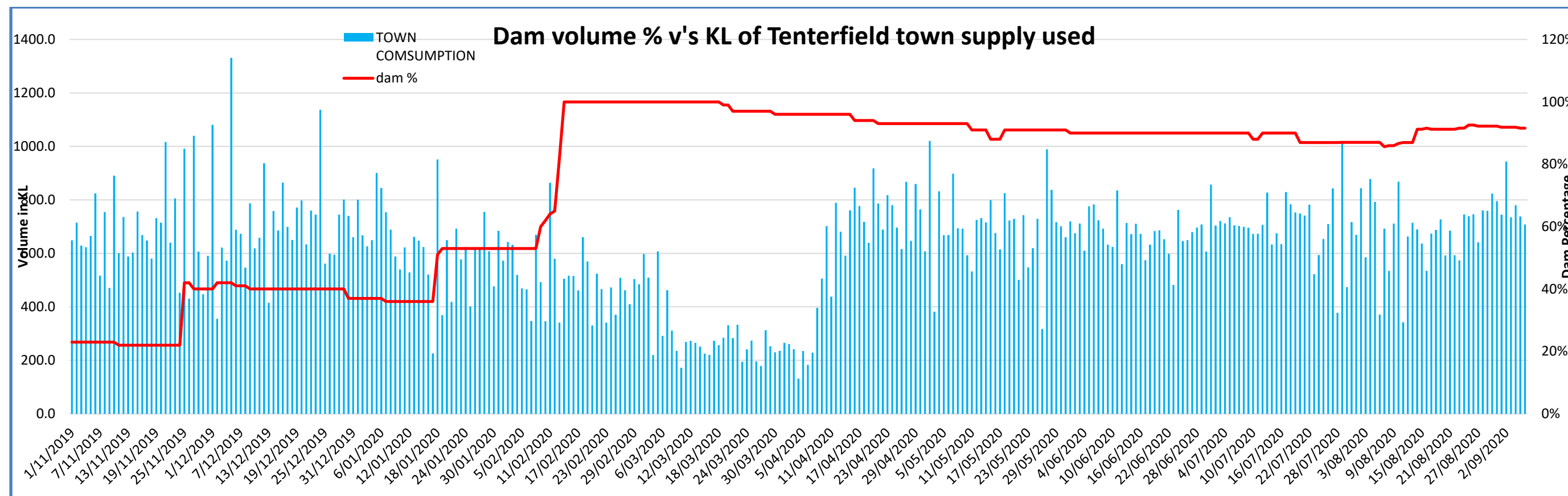
f) Customers

Water supply, is provided to the community under Australian Drinking Water Guidelines (ADWG), current usage at Tenterfield is currently [710KL/day](#)

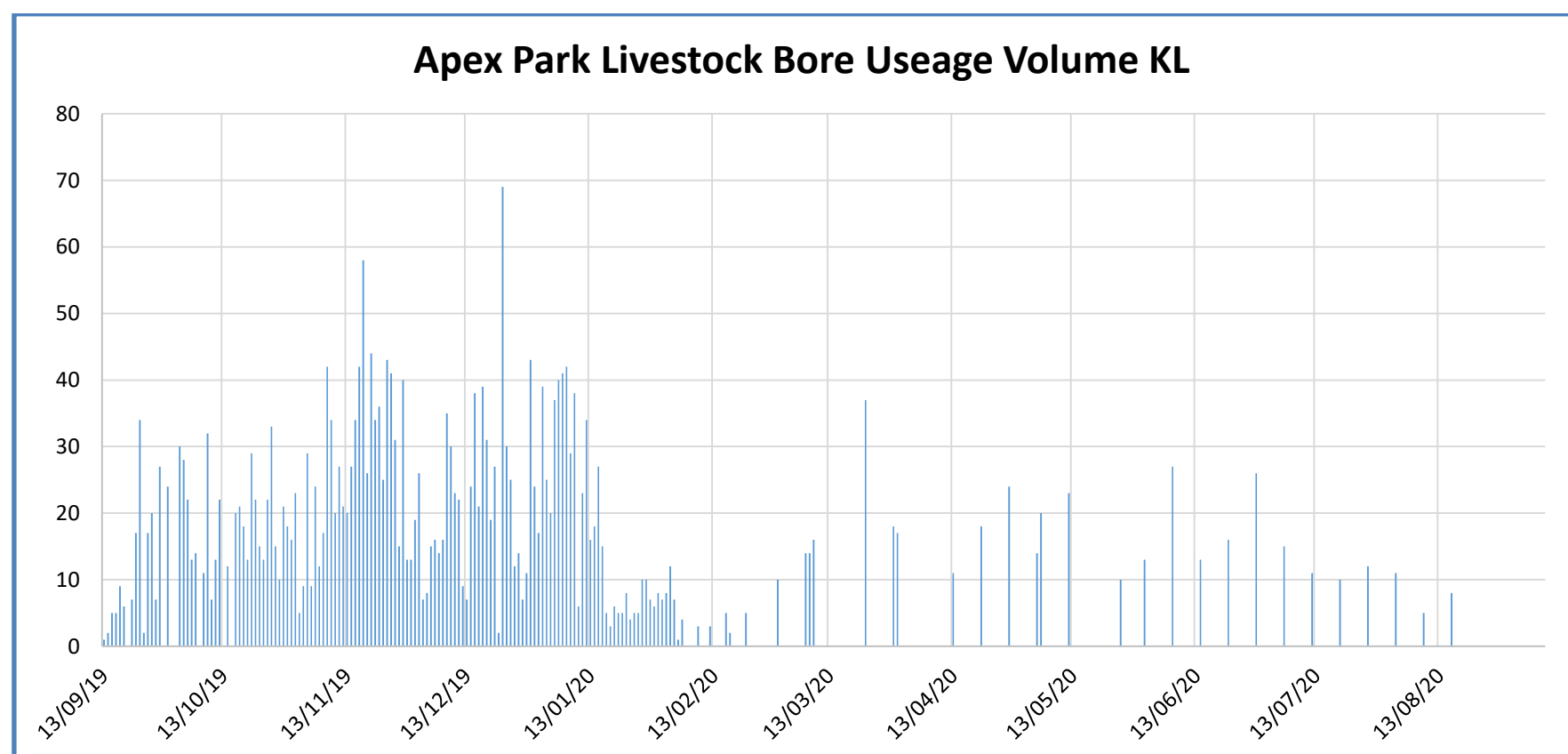
g) Business Statistics

Tenterfield Dam Level is [92%](#); Urbenville Tooloom Creek Level is [100%](#) ([Figure 4](#))

Tenterfield [4](#) new service connection including meter [0](#) meter repairs and [11](#) broken services repaired. Urbenville had [0](#) broken main repairs, mains flushing occurred in [1](#) location and [0](#) meter replacement.



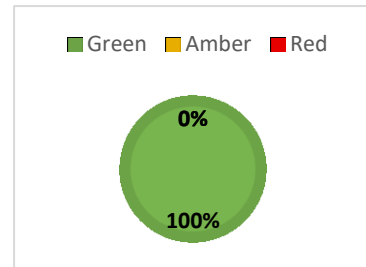
Graph 1 Tenterfield Town Consumption Vs Dam Percentage Level



Graph 2 Apex Livestock Bore (note-access has been suspended)

h) Special events, achievements of note, celebrations

24. Sewerage Services



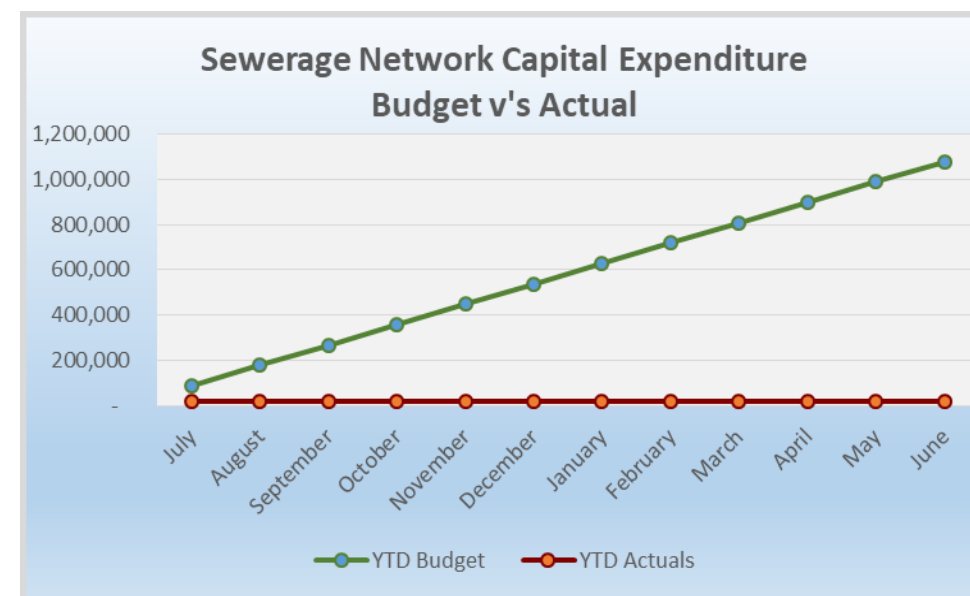
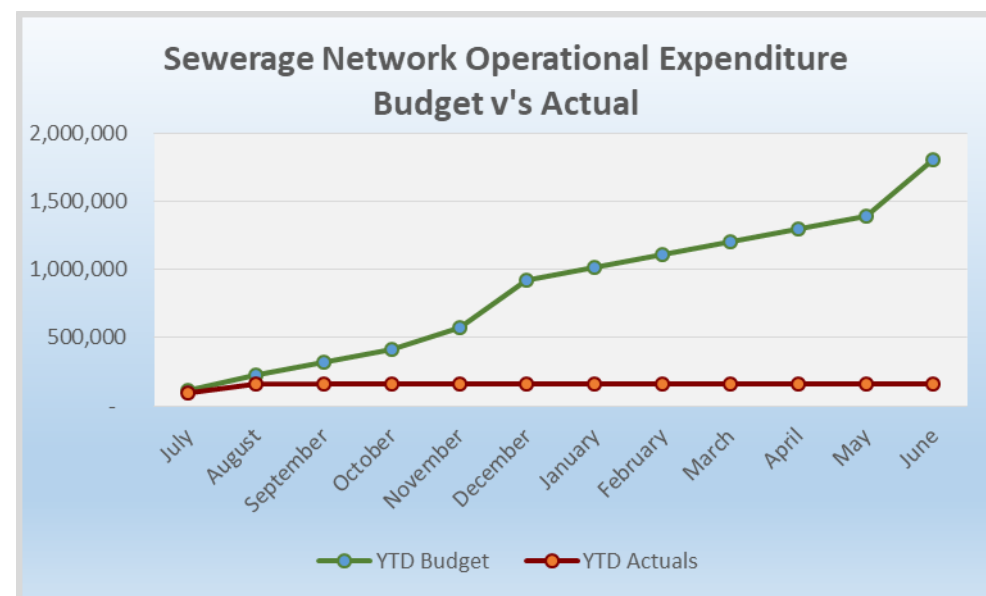
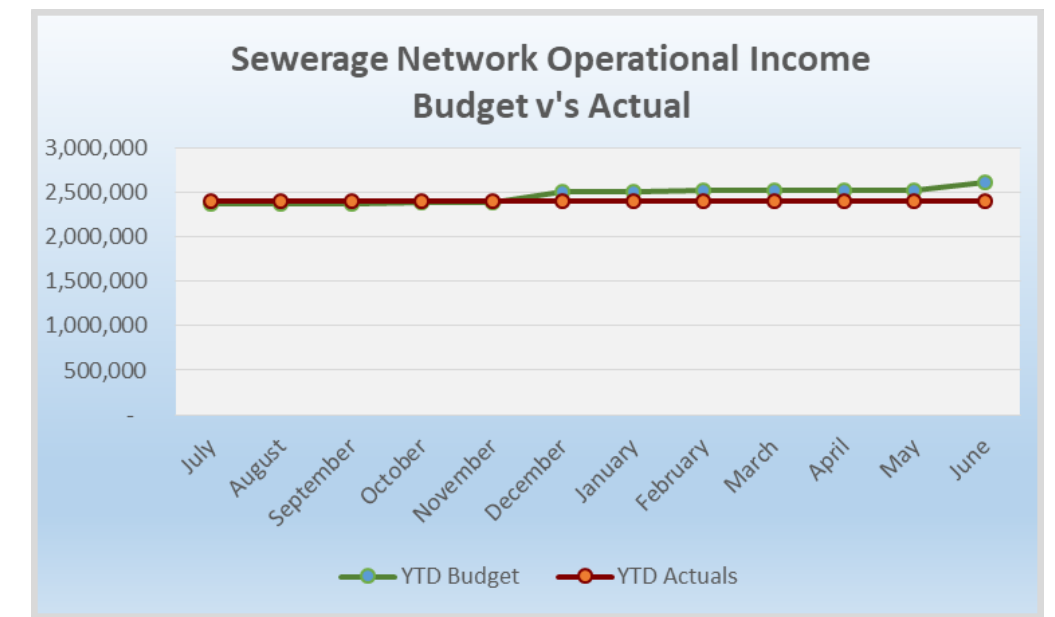
Under the 4-year Delivery Plan *Sewerage Services* relates to: ongoing catchment, transportation, and treatment; monitoring, reporting, environmental compliance and emergency management; trade waste and commercial; fees and charges; public education and administration. The Office of the Director Infrastructure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

a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 20/21	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP24.01) Provide effective and efficient delivery of sewerage services across to the townships of Tenterfield and Urbenville. <i>Water & Sewer: A - Director Infrastructure</i>	Maintenance and operation of sewerage network, in line with the Asset Management Strategy.	<i>B:MWW C:MWW D:SSO D:SSO (Urbenville)</i>			+1	Ongoing operations in-line with asset management strategy.
	Deliver Business improvements, recognising emerging risks and opportunities.	<i>B:MWW C:MWW</i>			+1	Ongoing assessments and improvements to the sewer system ensuring licence conditions as a risk are undertaken.
	Manage the Sewerage Services of Council in a financially responsible manner in line with Budget allocations.	<i>B:MWW C:MWW</i>			+1	Continuous review of best fiscal practice for managing Sewerage Services and maintaining budgets
DP24.02) Ensure improvement of infrastructure in line with best practice water treatment guidelines and increased capacity for sewage treatment in service areas. <i>Water & Sewer: A - Director Infrastructure</i>	Tenterfield Shire Council sewerage network upgrades and maintenance conducted in accordance with demand and affordability constraints.	<i>B:MWW C:MWW</i>			+1	Review of network upgrades conducted in accordance with demand and financial constraints.

b) Budget

Account Type	20/21 Full Year Budget	20/21 YTD Actuals August	20/21 Percentage Spent
Sewerage Service	266,316	(2,222,782)	-834.64%
1. Operating Income	(2,618,249)	(2,402,198)	91.75%
2. Operating Expenditure	1,806,665	158,215	8.76%
4. Capital Expenditure	1,077,900	21,201	1.97%
7872502. Tenterfield Mains Relining (1km Year)	165,500	0	0.00%
7872503. Tenterfield Mains Augmentation	66,200	0	0.00%
7872505. Tenterfield Man Hole Level Alterations (Water Infiltration)	154,600	0	0.00%
7872519. Tenterfield Network Renewal	189,100	0	0.00%
7872522. STP - Dehydrator Replacement	0	21,201	0.00%
7872524. Tenterfield STP - 3 Bay Shed for Storage	50,000	0	0.00%
7872526. Tenterfield STP - Refurbishment	102,500	0	0.00%
7872527. Tenterfield New Pump Station - Molesworth St	200,000	0	0.00%
7872528. Tenterfield New Pump Station - Trail Lane	150,000	0	0.00%



Capital Income:

Commencement of new financial year, income is yet to commence collection.

Capital Expenses:

No significant variance.

Operational Income:

Commencement of new financial year, annual charges have been issued with rates notices.

Operational Expense:

On budget.

c) Capital Projects

Manhole refurbishment quotations received and under review.

Molesworth/Miles Street pumping station review and design amendment under development.

d) Emerging Issues, Risks and Opportunities

Opportunity to undertake a new main at Derby Street as pre-construction with RMS. Discussions occurred to resolve scheduling issues with equipment under order.

e) The Business of Improving the Business

Replacement of the sewercam is under review with quotations received. A demonstration is scheduled for next month.

f) Customers

Our customer base is the public, other Council departments and contractors.

Sewer connections **2** at Tenterfield **0** Urbenville; Blockages where reported and cleared at **7** locations including **2** broken main repair in Tenterfield and **0** broken mains and **1** effluent line repair in Urbenville in this reporting period.

g) Business Statistics

Average time for response to sewer chokes has decreased to **40** minutes while the median response time is at **20** minutes.

h) Special events, achievements of note, celebrations