

# TENTERFIELD SHIRE COUNCIL – Monthly Operational Report - October 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 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.

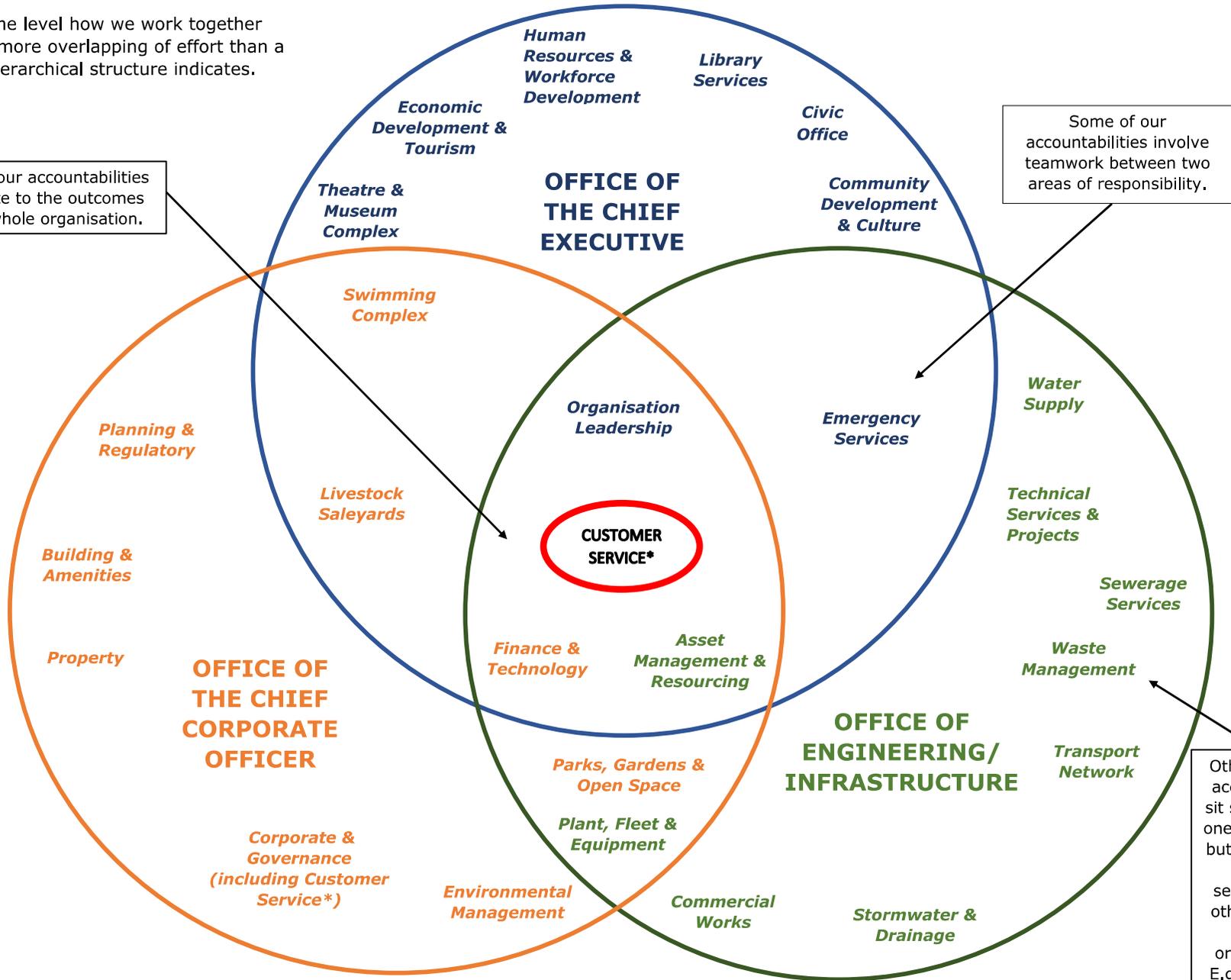
We report on our Delivery Plan quarterly. We also report on many other things in a great many ways. Currently we use multiple platforms to achieve this, which is both inefficient and extremely frustrating. This system will not only change the amount of reporting, it will place all the information in 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  
 Manager HR & Workforce Development  
 Human Resources Coordinator  
 WHS Risk Management Manager-  
 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  
 Assistant Library Officer (P/T)  
 Library Officer (Lisburnville P/T)  
 Library Officer (Torrington P/T)  
 Library Assistant (Casual)

CIVIC

Chief Executive (CE)  
 Northern New England  
 Joint Organisation,  
 Border ROC

Chief Corporate Officer (CCO)

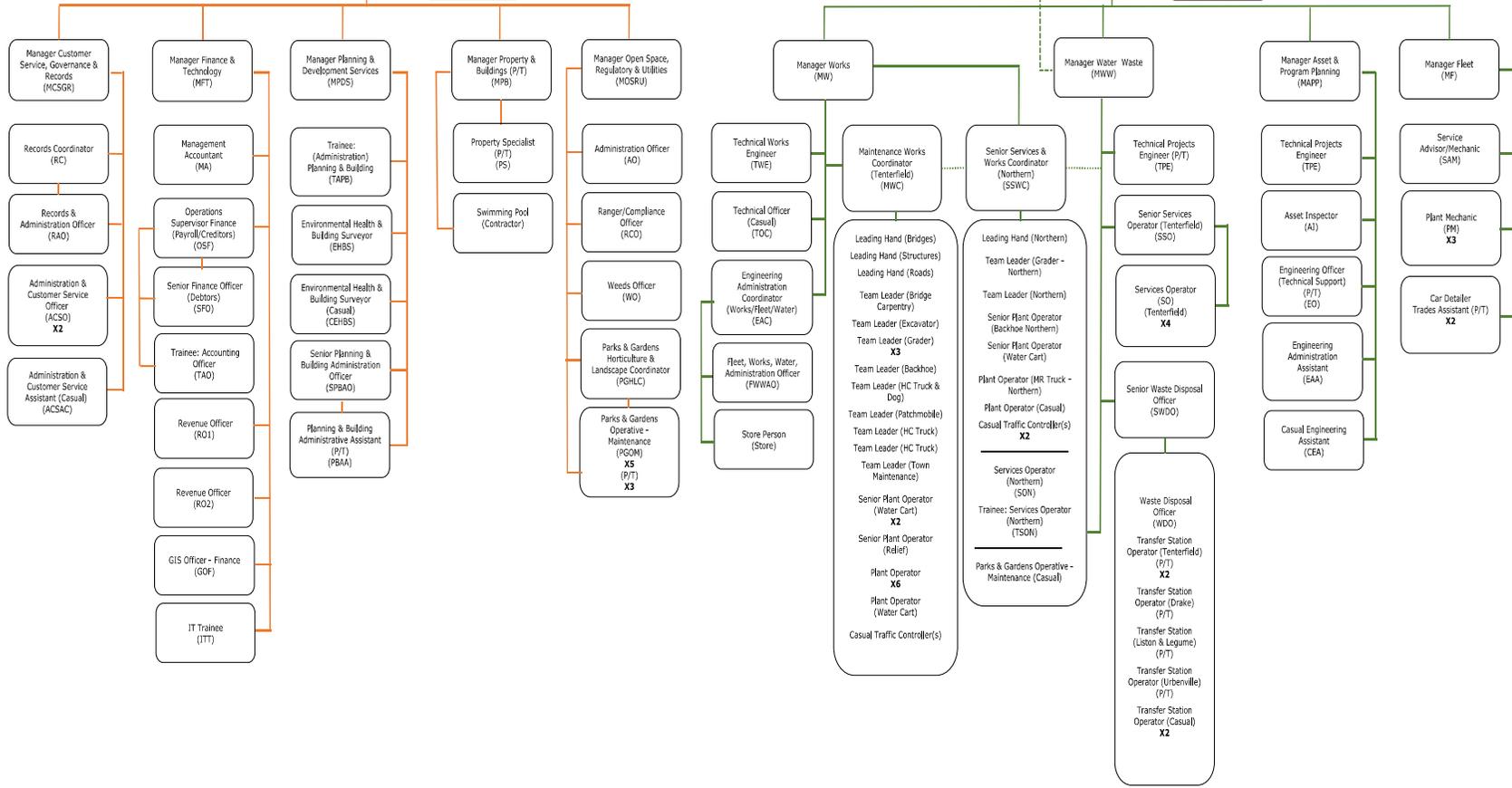
Corporate Administration Officer (CAO)

CORPORATE

SERVICES

Director of Infrastructure

Engineering Administration Officer (EAO)

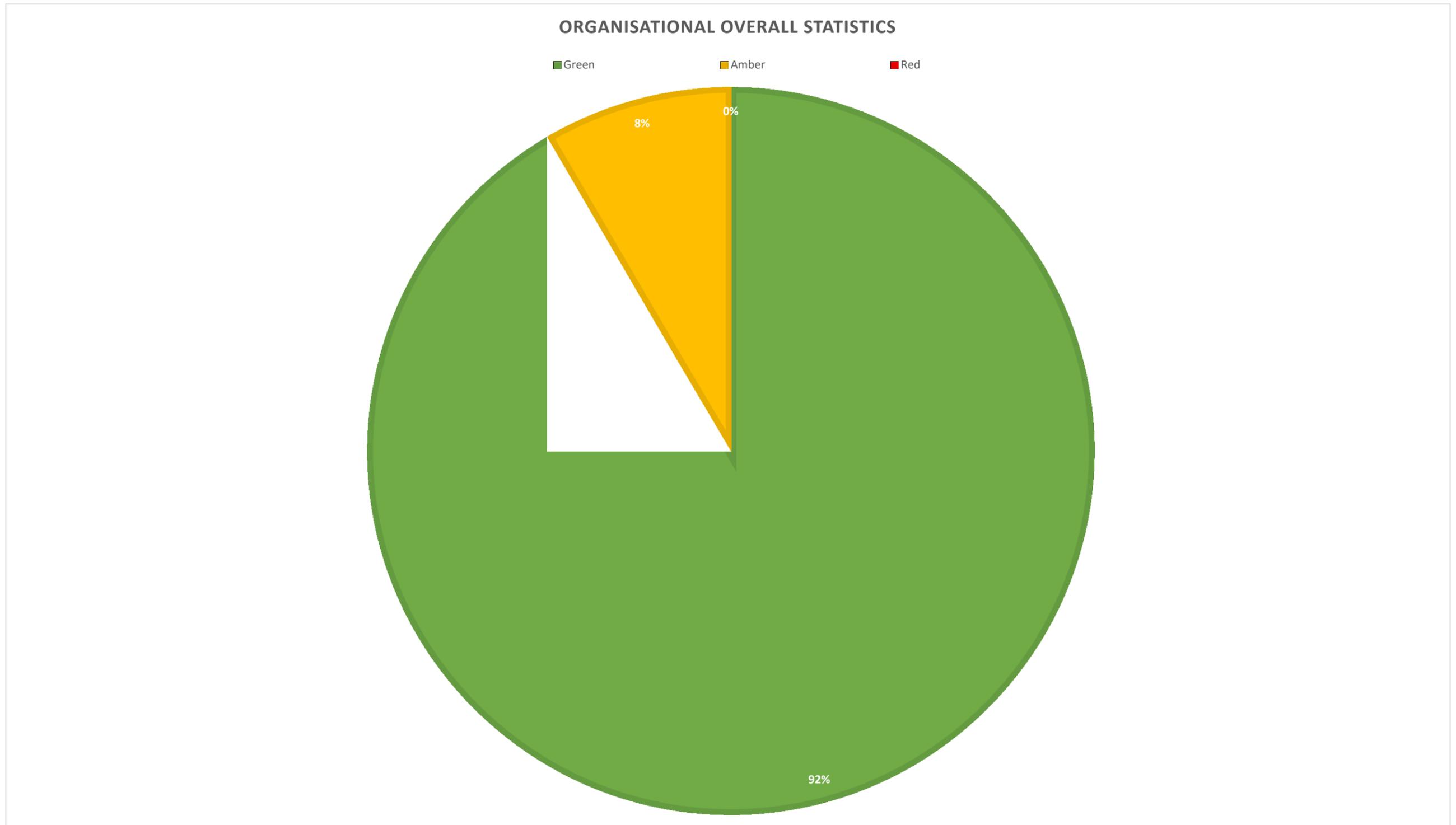


## Organisational Overall Statistics – October 2020

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

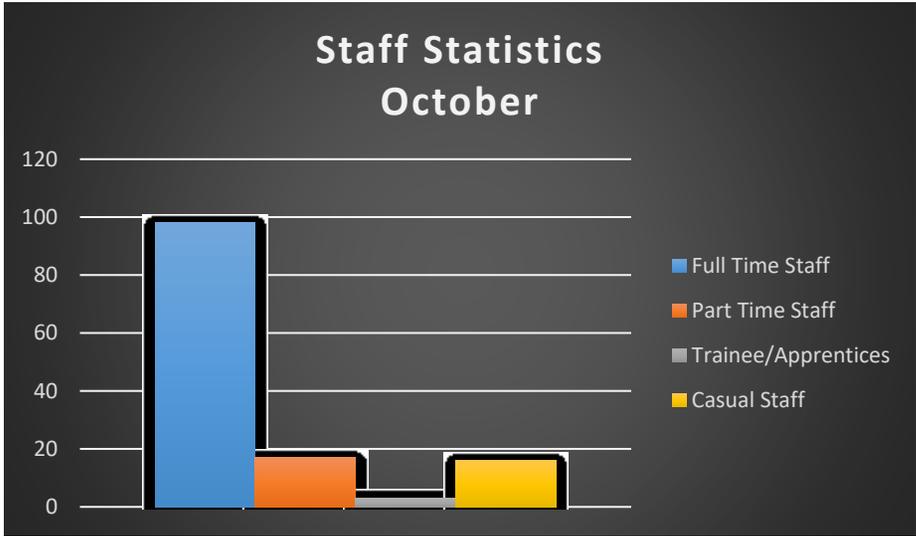
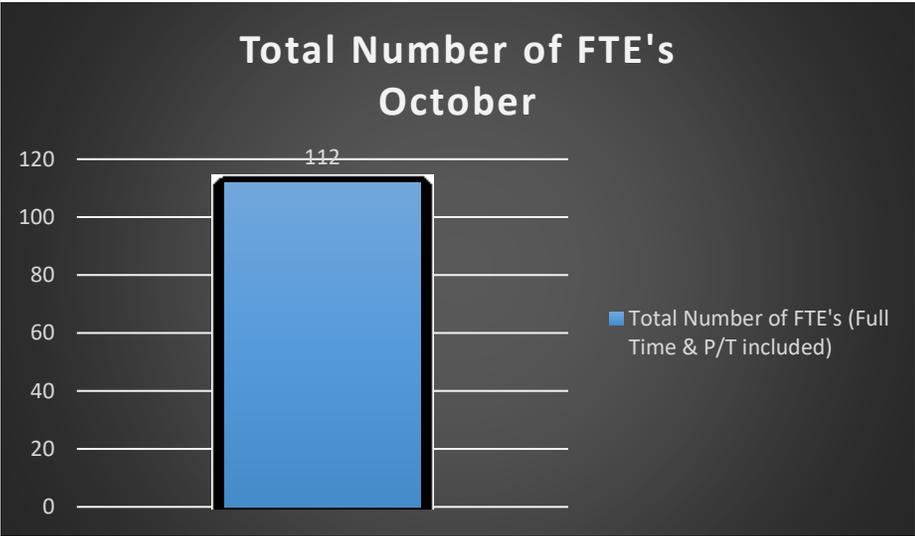
**Amber:** Commenced, progressing;

**Red:** Yet to commence.



# STAFF STATISTICS

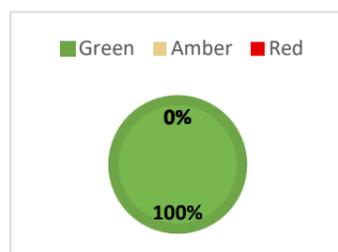
## October 2020



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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

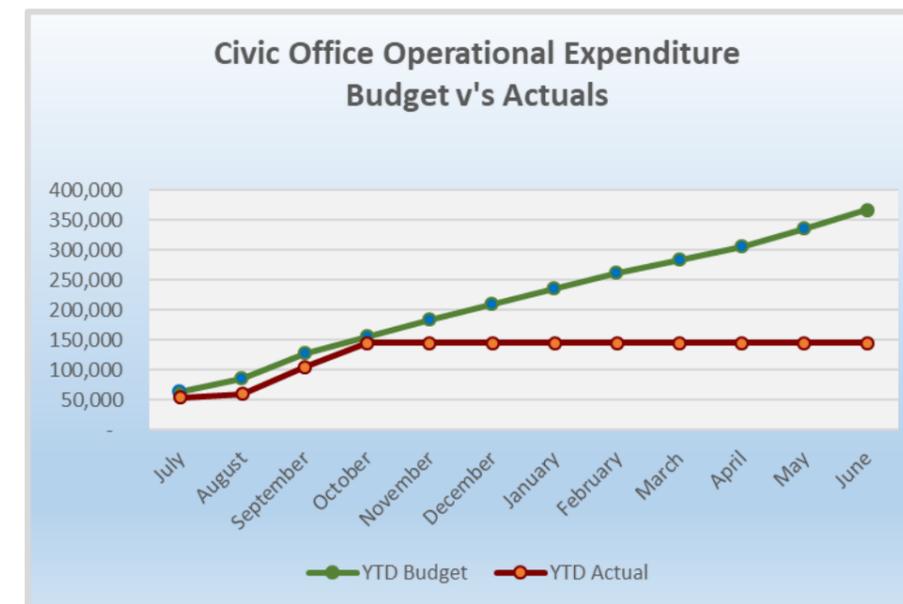
4 Year Delivery Program	1 Year Operational Plan 20/21	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP1.1) Maintain strong relationships with all levels of Government and proactively seek involvement in decision making impacting our Shire and the New England Northwest Region.  <b>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's:</b> <i>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.	<i>B:CE</i> <i>C:CE</i> <i>D:EA&amp;M</i>			+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 effecting many people, especially those residing in or travelling to Urbenville.  Council continues to advocate for funding through the plethora of grants now being offered to assist drought, bushfires and COVID-19 recovery efforts. All applications align to the 4 Year Delivery Plan and/or are determined by the Elected Body.
DP1.2) Provide sound and inclusive decisions using the Community Engagement Strategy to guide our interactions  <b>Governance framework strategy, management &amp; development (including registers and monitoring):</b> <i>A – Chief Corporate Officer</i>	Guide the decisions of the community to align with the Local Government Act and the Office of Local Government.	<i>B:MCSGR</i> <i>C:MCSGR</i> <i>D:MCSGR</i>  <i>B:CE</i> <i>C:CE</i>			+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.  Now that COVID-19 restrictions are on the decline, a review of legislated engagement is imminent. It is hoped that the IP&R requirements can recommence in the New Year.

<p>DP1.3) Represent, advocate and lobby for the continued improvement of our local and regional health services.</p> <p><b>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</b></p>	<p>Advocate for health services throughout the Region and ensure future government planning aligns with community needs.</p>	<p>B:CE C:CE D:EA&amp;M</p>		<p>+1</p>	<p>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).</p> <p>Council continues to meet weekly, via video conference, with the Cross Border Commissioner in relation to Cross Border (Covid-19) issues.</p>
<p>DP1.5) Identify, represent, advocate and lobby for inclusion of the Shire's needs in regional and state planning.</p> <p><b>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</b></p>	<p>Advocate for continuing development of grant and funding opportunities at the Federal and State levels.</p>	<p>B:CE C:CE D:EA&amp;M</p>		<p>+1</p>	<p>Correspondence to both State and Federal Government seeking changes to the \$1 for \$1 grant arrangements and increase in Financial Assistance Grant; April 2020.</p> <p>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.</p>
<p>DP1.6) Advocate on behalf of the community for improved service levels across the Shires transport network.</p>	<p>Lobby State and Federal Governments for funding to:</p> <ul style="list-style-type: none"> <li>• Reconstruct and realign Bruxner Way from the New England Highway to Sunnyside Loop Road.</li> <li>• Complete the Tenterfield bypass</li> <li>• Reverse the downgrade of the western segment of the Bruxner Highway to Bruxner Way</li> <li>• Seal the Mount Lindesay Road</li> </ul>			<p>+1</p>	<p>Council has sought an update from Transport for NSW regards the Tenterfield By-Pass from the NSW Government. 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.</p> <p>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.</p> <p>Due to the safety of motorists the existing alignment of the Bruxner Way has recently been substantially improved by council, which somewhat negates the need to realign the Bruxner Way.</p> <p>The Bruxner Way reclassification is now at the priority submission stage. It has proven to be a slow process, but at least the process is now well underway.</p> <p>Council has liaised with and advocated, with both the State and Federal Member, for funding to finish the last short unsealed section of Mount Lindesay Road. Council has had numerous inquiries from State bureaucrats as to the detail,</p>

					cost and potential timing of work should additional funding be made available. This is a good sign.	
DP1.7) Mayor, Councillor and Committee support  <b>Mayoral, councillor and committee support:</b> <i>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. Re-election (uncontested) of Mayor Peter Petty and Deputy Mayor Greg Sauer for the period to Councillor Elections in 2021.
	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. Tenterfield Shire is about to be showcased on 'Back Roads'.

## b) Budget

COA	20/21 Full Year Budget	20/21 YTD Actuals October	20/21 Percentage Spent
Civic Office	366,387	145,510	39.71%
2. Operating Expenditure	366,387	144,756	39.51%
4. Capital Expenditure	0	755	0.00%
1010500. Civic Office - Computer Equipment	0	755	0.00%



**Operational Income:**  
As per the finance report.

**Operational Expense:**  
Conformance. Ongoing.

## c) Emerging Issues, Risks and Opportunities

There are numerous opportunities being presented to council in the form of grants. The emerging risk relates to the capacity to actually apply for grants. It's easy to say, "We will just get assistance to write them," but the reality is that unless you know the systems and have local knowledge we'd spend more time instructing the 'assistant' than writing the application.

**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.

This time of year has historically been a difficult time for customer service in council, as people are tired and looking to 'get it done by Christmas'.

**f) Business Statistics**

Nothing significant to report.

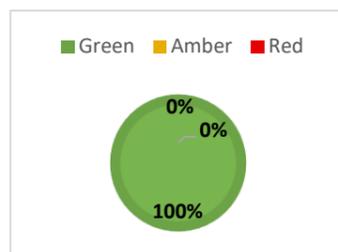
**g) Special events, achievements of note, celebrations**

There was plenty to celebrate this month.

Tenterfield Shire council achieved an Unmodified Audit opinion for the past financial year and was not issued with a Management Letter identifying items to address.

**This is the first Council I have worked at that did not get issued with a Management Letter and is a real achievement by Council and Staff. Remarkable.**

## 2. Organisation Leadership



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

### a) Delivery and Operational Plan Precis

4 Year Delivery Program	1 Year Operational Plan 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.	B:CE C:CE			+1	Strategic Asset Plan approved by Council. Road Asset Management Plan, which constitutes the vast majority of our forward expenditure, presented to Council August.  The number of successful grant applications is wonderful, and will completely change our long-term financial outlook. Have to be wary though, that with new assets comes increased depreciation.
DP2.02) Deliver continuous improvements in Council's business, processes and systems  <i>Strategic direction planning: A – Chief Executive</i>  <i>Business process improvement &amp; integration: A – Chief Executive</i>	Guide the transformation of the Organisation culturally and technically from database to geospatially based management systems, highlighting interconnectivity.	B:CE C:CCO			+1	Complete.
	Corporate advertising and communications, council publications and web site. Internal communication strategy, management and delivery.	B:EA&M C:EA&M D:EA&M			+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.	B:CCO C:MCSGR D:MCSGR			+1	Council successfully implemented a new: <ul style="list-style-type: none"> <li>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;</li> <li>Online bank reconciliation process (Altus Bank Rec), once again streamlining this process and increasing efficiencies;</li> <li>Records management system (Altus Content) providing a more user friendly records management system;</li> <li>Risk management system (Altus Risk Management)</li> </ul> <p>Council will this year be implementing the following:</p> <ul style="list-style-type: none"> <li>Asset Finda - Asset management system</li> <li>Greenlight - Development applications portal</li> <li>Altus Power BI - Reporting tool</li> </ul>

	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	<ul style="list-style-type: none"> <li>FlexiPurchase – Corporate Credit Card Manager Ongoing.</li> </ul>
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**

COA	20/21 Full Year Budget	20/21 YTD Actuals October	20/21 Percentage Spent
Organisation Leadership	1,004,124	274,571	27.34%
2. Operating Expenditure	1,004,124	274,571	27.34%



**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. As is usually the situation in November, the fatigue levels, stress, and increase in general apprehension, is upon us, but overall more 'delivery' is happening than ever.

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

The 'Transformational Leadership' mantra that was adopted a few years ago (using the 'Purpose, alignment, clarity, trust, measure, manage, improve and celebrate' dictum) has gotten us through the extra hurdles we've faced during Covid-19. It's wonderful to see such a high level of comradery and teamwork occurring on a day-to-day basis.

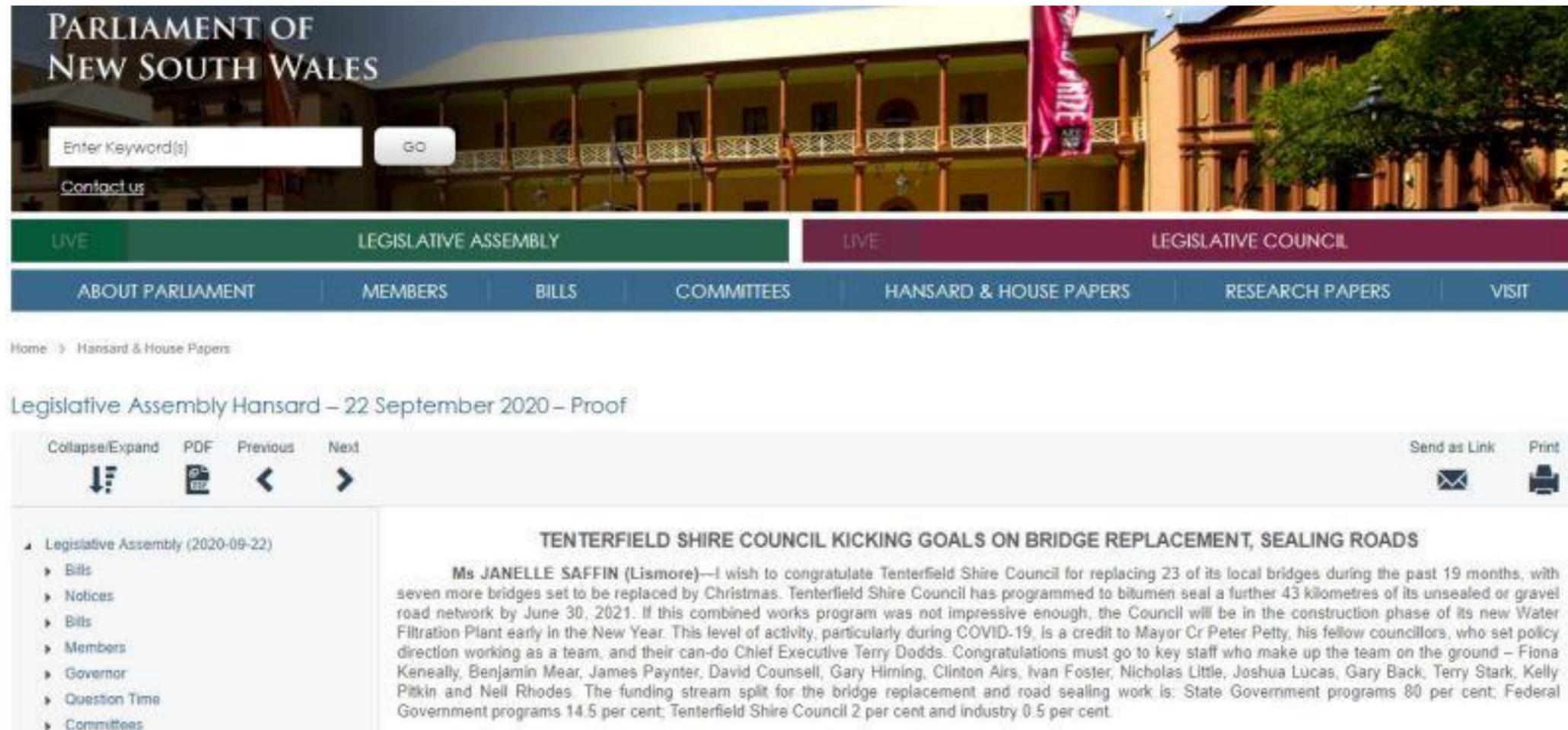
**d) Customers**

Refer to 'Civic'.

**e) Business Statistics**

Nil to report.

f) Special events, achievements of note, celebrations



The screenshot displays the Parliament of New South Wales website. At the top, there is a search bar with the text "Enter Keyword(s)" and a "GO" button. Below the search bar is a "Contact us" link. The main navigation bar is divided into two sections: "LEGISLATIVE ASSEMBLY" and "LEGISLATIVE COUNCIL", each with a "LIVE" indicator. Below this is a secondary navigation bar with links for "ABOUT PARLIAMENT", "MEMBERS", "BILLS", "COMMITTEES", "HANSARD & HOUSE PAPERS", "RESEARCH PAPERS", and "VISIT".

The page content shows a breadcrumb trail: "Home > Hansard & House Papers". The main heading is "Legislative Assembly Hansard – 22 September 2020 – Proof". Below the heading are navigation options: "Collapse/Expand" (with a downward arrow icon), "PDF" (with a PDF icon), "Previous" (with a left arrow icon), and "Next" (with a right arrow icon). On the right side, there are "Send as Link" (with an envelope icon) and "Print" (with a printer icon) options.

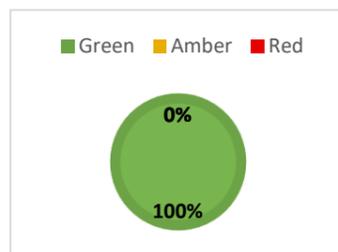
The main content area features a section titled "TENTERFIELD SHIRE COUNCIL KICKING GOALS ON BRIDGE REPLACEMENT, SEALING ROADS". The text of the speech is as follows:

**Ms JANELLE SAFFIN (Lismore)**—I wish to congratulate Tenterfield Shire Council for replacing 23 of its local bridges during the past 19 months, with seven more bridges set to be replaced by Christmas. Tenterfield Shire Council has programmed to bitumen seal a further 43 kilometres of its unsealed or gravel road network by June 30, 2021. If this combined works program was not impressive enough, the Council will be in the construction phase of its new Water Filtration Plant early in the New Year. This level of activity, particularly during COVID-19, is a credit to Mayor Cr Peter Pelty, his fellow councillors, who set policy direction working as a team, and their can-do Chief Executive Terry Dodds. Congratulations must go to key staff who make up the team on the ground – Fiona Keneally, Benjamin Mear, James Paynter, David Counsell, Gary Himing, Clinton Ains, Ivan Foster, Nicholas Little, Joshua Lucas, Gary Back, Terry Stark, Kelly Pitkin and Neil Rhodes. The funding stream split for the bridge replacement and road sealing work is: State Government programs 80 per cent, Federal Government programs 14.5 per cent, Tenterfield Shire Council 2 per cent and industry 0.5 per cent.

On the left side of the page, there is a sidebar menu with the following items:

- Legislative Assembly (2020-09-22)
  - Bills
  - Notices
  - Bills
  - Members
  - Governor
  - Question Time
  - Committees

### 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. <b>Community and cultural capacity building:</b> A – Chief Executive <b>Community engagement:</b> A – Chief Executive	Implementation of the Community Engagement Strategy.	B: MEDCE C: MEDCE D: CDO			+1	Implementation to occur.
DP3.02) Maintain collaborative partnerships with the local Aboriginal communities. <b>Community and cultural capacity building:</b> A – Chief Exe.	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.	B: MEDCE C: MEDCE D: CDO			+1	Ongoing partnering to implement programs and activities that enhance the wellbeing of Aboriginal and Torres Strait Islander People in our Shire.
DP3.03) Support people with specific needs through appropriately identified services and advocacy. <b>Community and cultural capacity building:</b> A – Chief Executive	Support community safety and crime prevention partnerships.	B: MEDCE C: MEDCE D: CDO			+1	Partnerships continue to support community safety and crime prevention.
	Support facilities and activities to improve the physical and mental health of the community.	B: MEDCE C: MEDCE			+1	Physical and mental health activities facilitated and supported for October being Mental Health month with 2020 theme of “tuning in”.
DP3.04) Engage with transport providers and the community to assess the transport needs of residents in the Shire. <b>Community and cultural capacity building:</b> A – Chief Exe.	Support accessibility for people in our Shire.	B: MEDCE C: MEDCE D: CDO			+1	Engagement within our community continues regarding support for accessibility needs.
DP3.05) Develop and implement the Tenterfield Shire Council Disability Inclusion Action Plan with key partners. <b>Community and cultural capacity building:</b> A – Chief Exe.	Deliver the Disability Inclusion Action Plan in accordance with legislative guidelines.	B: MEDCE C: MEDCE D: CDO			+1	Disability Inclusion Action Plan to be reviewed in accordance with legislative guidelines.
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) B: MEDCE C: MEDCE D: CDO (Implement) B: DI C: MA&PP D: WM			+1	Advocacy for accessibility continues on an ongoing basis with community organisations.
DP3.07) Support community organisations that develop and maintain a range of facilities	Support community organisations, groups and events to provide a wide range of activities.	B: MEDCE C: MEDCE D: CDO			+1	A wide range of community organisations are supported to provide a wide range of activities.

that meet the diversity of community needs, interests and aspirations. <b>Volunteer recruitment and placement:</b> A – Chief Executive <b>Community grants:</b> A – Chief Exe. <b>Community and cultural capacity building:</b> A – Chief Exec. <b>Community events:</b> A – Chief Executive					
DP3.08) Encourage and support activities focusing on the wellbeing of our residents in Tenterfield Shire. <b>Community events:</b> A – Chief Executive	Promote and support activities that highlight community wellbeing.	B: MEDCE C: MEDCE D: CDO		+1	Facilitation, advocacy, co-ordination and promotion of activities focused on wellbeing were targeted for October 2020 – Mental Health Month.
DP3.09) Enrich the community by supporting a variety of diverse cultural events and activities. <b>Community grants:</b> A – Chief Executive <b>Sponsorship:</b> A Chief Executive	Maintain communication and relationships with various community organisations.	B: MEDCE C: MEDCE D: CDO		+1	Positive communication and relationships with various community organisations are maintained to enrich the community for supporting a variety of diverse events and activities.
	Deliver Business improvements, recognising emerging risks and opportunities.	B: MEDCE C: MEDCE D: CDO		+1	Appreciative inquiry in regard to improvements recognizing emerging risks and opportunities continues.
	Manage the Community Development Service of Council in a financially responsible manner in line with Budget allocations.	B: MEDCE C: MEDCE D: CDO		+1	The Community Development Service of Council is managed financially responsibly.

### b) Budget

COA	20/21 Full Year Budget	20/21 YTD Actuals October	20/21 Percentage Spent
Community Development	90,865	102,498	112.80%
1. Operating Income	(6,842)	(500)	7.31%
2. Operating Expenditure	97,707	102,998	105.42%

#### Capital Income:

N/A

#### Capital Expenses:

N/A

#### Operational Income:

#### Operational Expense:

This includes Bushfire Recovery Grant expenditure OF \$80,000. Budget \$100,000 to be added in Quarterly Budget Review 1.

### c) Capital Projects

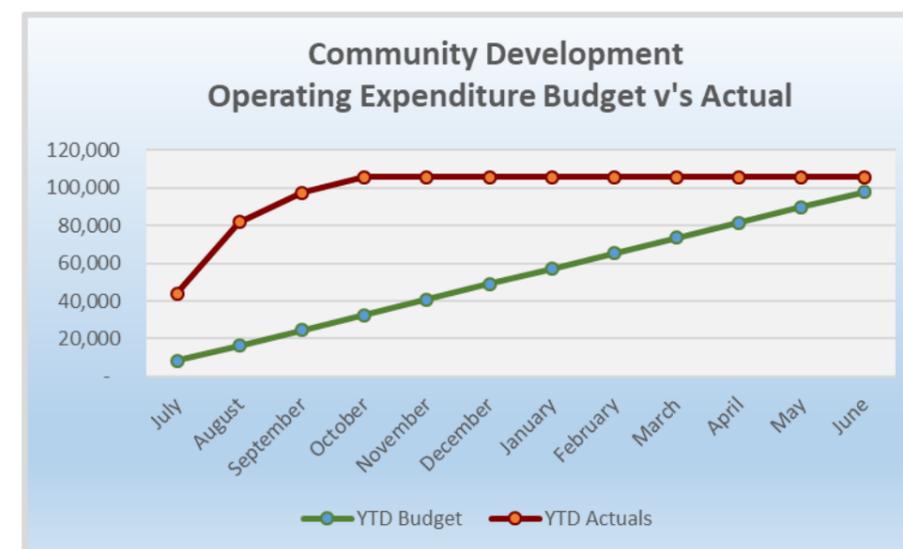
### d) The Business of Improving the Business

### e) Customers

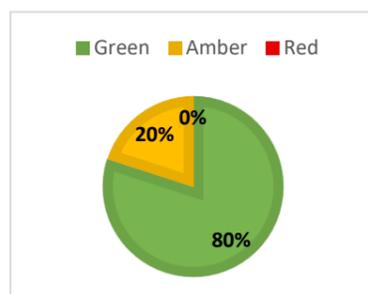
### f) Business Statistics

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

During October a number of events were held to target "Tuning In" as part of Mental Health Month. PPositive feedback received.



## 4. Economic Growth and Tourism



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

### a) Delivery and Operational Plan precis

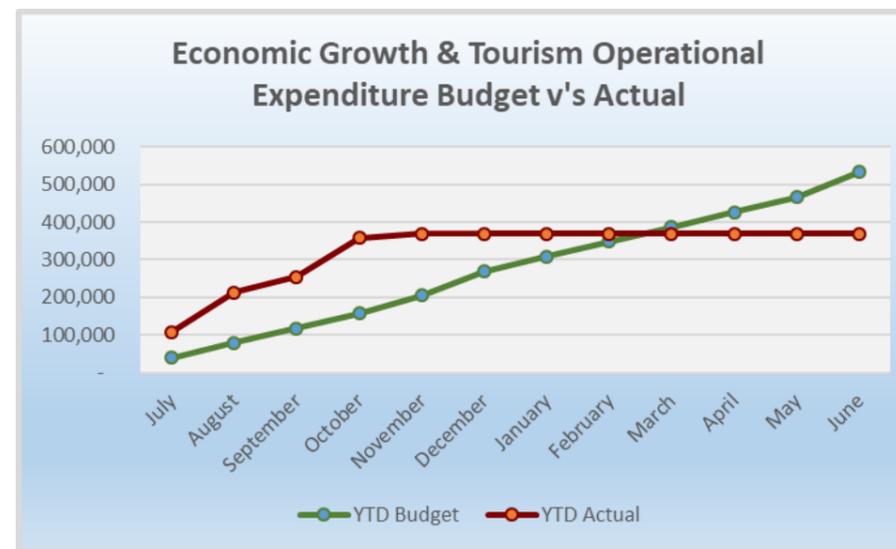
4 Year Delivery Program	1 Year Operational Plan 20/21	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP4.01) Provide and facilitate future economic growth throughout the Shire. <i>Business sector development: A – Chief Executive</i>	Implement the Economic Development Strategy, 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. <i>Sponsorship: A – Chief Executive</i>	Facilitate and support the delivery of business training, workshops and forums in conjunction with the Tenterfield Chamber of Tourism, Industry and Business.	B: MEDCE C: MEDCE D: TO			+1	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 partnered to give businesses the opportunity to participate in an online marketing mentoring program, facilitated by Tourism e-School, which commenced 27th October with a total of 36 Tenterfield-based businesses registered to participate and 5 Armidale-based businesses, as the program was offered to businesses within the New England High Country Region due to grant funding allocation.
DP4.03) Lobby for the improvement of telecommunications infrastructure throughout the Shire recognising internet connectivity as a significant barrier to all business activity.	Support future proposals for improved telecommunications infrastructure.	B: CE C: CE				

<p><b>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</b></p>					
<p>DP4.04) Support agriculture as a significant industry in the Shire and promote initiatives that enhance the economic sustainability of agriculture. <b>Business sector development: A – Chief Executive</b></p>	<p>Support local agricultural events and investigate an appropriate event that showcases the Tenterfield agricultural district and industries.</p>	<p>B: MEDCE C: MEDCE D: TO</p>		0	<p>Tenterfield Show Society have set event dates for the 2020 Tenterfield Show as 5-6 February, which will be subject to COVID-19 restrictions.</p> <p>Council provided grant funding to the Tenterfield Show Society to run a photography competition – <a href="#">Capture Tenterfield</a> – a celebration of Tenterfield people and places.</p>
<p>DP4.05) Promote Tenterfield Shire as a tourism destination. <b>Sponsorship: A – Chief Executive</b> <b>Tourism: A – Chief Executive</b></p>	<p>Development, management and delivery of the Destination Marketing Plan and marketing campaigns for Tenterfield Shire.</p>	<p>B: MEDCE C: MEDCE D: TO</p>		+1	<p>Ongoing planning and implementation of annual marketing programs.</p> <p><b>Spring Tourism Marketing Campaign</b> Spring campaign marketed to SE QLD (commenced ahead of the NSW border bubble zone being extended and QLD border bubble zone being removed) and Northern Rivers, Coffs Harbour, Port Macquarie, Newcastle, and Tamworth regions across social media, television, and print media.</p> <p><b>Social Media</b> Regular content continues to be published via the Visit Tenterfield social media accounts and website, which continues to see strong engagement. Majority of content we share is user generated content, of which there is currently a lot of to share, which is an ideal position to be in. This can be attributed to our social media engagement with our target audiences, as well as the increase in regional NSW travel, which can be mostly attributed to impacts on COVID-19 and more people exploring their own backyard.</p> <p><b>Visitation Recorded by Visitor Information Centre</b> Continued high visitation rates from Northern Rivers, Port Macquarie and Coffs Harbour, some of which can be directly attributed to our current spring tourism marketing campaign, which commenced mid-September and concluded at the end of October.</p> <p><b>Tenterfield &amp; District Visitor Guide</b> Distribution of the visitor guide to the QLD visitor centre network continues. Distribution to local businesses also continues, but guides are available for collection from the Tenterfield Visitor Information Centre (VIC) and some businesses have collected these directly. A pdf version of the guide is also available online via the <a href="#">Visit Tenterfield website</a>.</p>
<p>DP4.06) Plan and lobby for affordable transport options to encourage access to our Shire. <b>4.02 Community and cultural capacity building: A – Chief Executive</b></p>	<p>Advocate transport options for the community.</p>	<p>B: MEDCE C: MEDCE</p>		+1	<p>Information on current transport options continues to be provided via the Visitor Information Centre and tourism website.</p>

<p>DP4.07) Partner with our neighbours and stakeholders to deliver a diverse destination proposition for visitors.  <b>Tourism A – Chief Executive</b>  <b>Business sector development: A – Chief Executive</b></p>	<p>Maintain partnerships with neighbouring Councils and industry.</p>	<p>B: MEDCE  C: MEDCE  D: TO</p>		<p>+1</p>	<p><b>Research Project: Planning for the Visitors of the Future</b>  Research project with Kyogle Council, NSW National Parks, NSW Forestry and Southern Cross University (SCU) is underway. Initial audit of current tourism and recreation offerings across northern area has been completed. Notable findings include: lack of 'anchor' attractions, few high-end accommodation providers and limited food offerings, resident-focused economy and remarkable landscapes requiring further interpretation. Scenarios presented at last meeting for discussion by group. SCU are hopeful that this project will strengthen cross-tenure partnerships to support the development of new tourism offerings. Finalised media release for distribution by all stakeholders.</p> <p><b>New England High Country</b>  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 and map (developed by Hema Maps); RV &amp; caravan film and content shoot in each LGA (in Tenterfield region 1<sup>st</sup> week of November), motorcycle &amp; classic car club touring campaigns; development of 4 x Soundtrails in National Parks across the NEHC region, one being Bald Rock National Park.</p> <p><b>Tenterfield Chamber of Tourism, Business &amp; Industry</b>  Strong relationship maintained with Tenterfield Chamber of Tourism, Business &amp; Industry involving regular communication and updates.</p>
<p>DP4.08) Facilitate and participate in ongoing partnership activities with the New England High Country, Tenterfield Chamber of Tourism, Industry and Business.  <b>Tourism: A – Chief Executive</b>  <b>Business sector development: A – Chief Executive</b>  <b>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</b></p>	<p>Collaborate and liaise with State, regional and local organisations and businesses on marketing projects and promotions.</p>	<p>B: MEDCE  C: MEDCE  D: TO</p>		<p>+1</p>	<p>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 &amp; Economic Development Newsletter and email communications.</p>
<p>DP4.09) Promote the liveability of Tenterfield Shire as a place to live, work and play.  <b>Tourism: A – Chief Executive</b>  <b>Business sector development: A – Chief Executive</b>  <b>Community and cultural capacity building: A – Chief Executive</b>  <b>Sponsorship: A – Chief Executive</b></p>	<p>Deliver marketing activities and events to promote Tenterfield as a place to visit, live and invest.</p>	<p>B: MEDCE  C: MEDCE  D: TO</p>		<p>+1</p>	<p>Spring tourism marketing campaign commenced mid-September and concluded end October. Planning of summer tourism marketing campaign underway.</p> <p>Information on Moving to Tenterfield (live &amp; invest) included in new Visitors Guide and on Council Website.</p> <p>All marketing activity places focus on promoting Tenterfield as a place to visit, live and invest.</p>

**b) Budget**

COA	20/21 Full Year Budget	20/21 YTD Actuals October	20/21 Percentage Spent
<b>Economic Growth and Tourism</b>	<b>498,892</b>	<b>(229,535)</b>	<b>-46.01%</b>
1. Operating Income	(38,156)	(514,118)	1347.41%
2. Operating Expenditure	533,148	357,230	67.00%
3. Capital Income	0	(75,000)	0.00%
4. Capital Expenditure	0	83	0.00%
5400509. RTBR - Art Installations Tenterfield Creek	0	83	0.00%
6. Liabilities	3,900	2,270	58.21%
5400507. VIC Photocopier Lease Payments - Capitilised	3,900	2,270	58.21%



**Capital Income:**

\$75,000 milestone 1 grant income received for Art Installations Tenterfield Creek.

**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:**

Drought Communities Extension grant payment 1 received (\$500,000) – budget to be added in Quarterly Budget Review 1.

**Operational Expense:**

This includes bushfire grants expenditure \$158,000. Budgets for these grants totalling \$519,000 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.

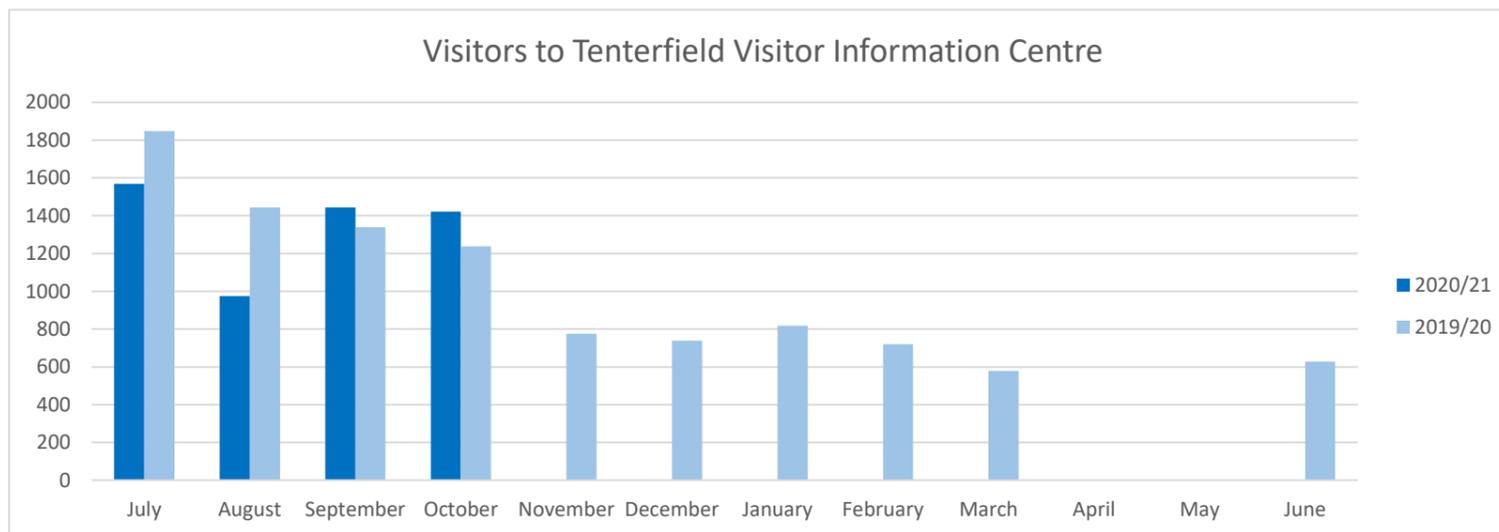
**f) Customers**

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.

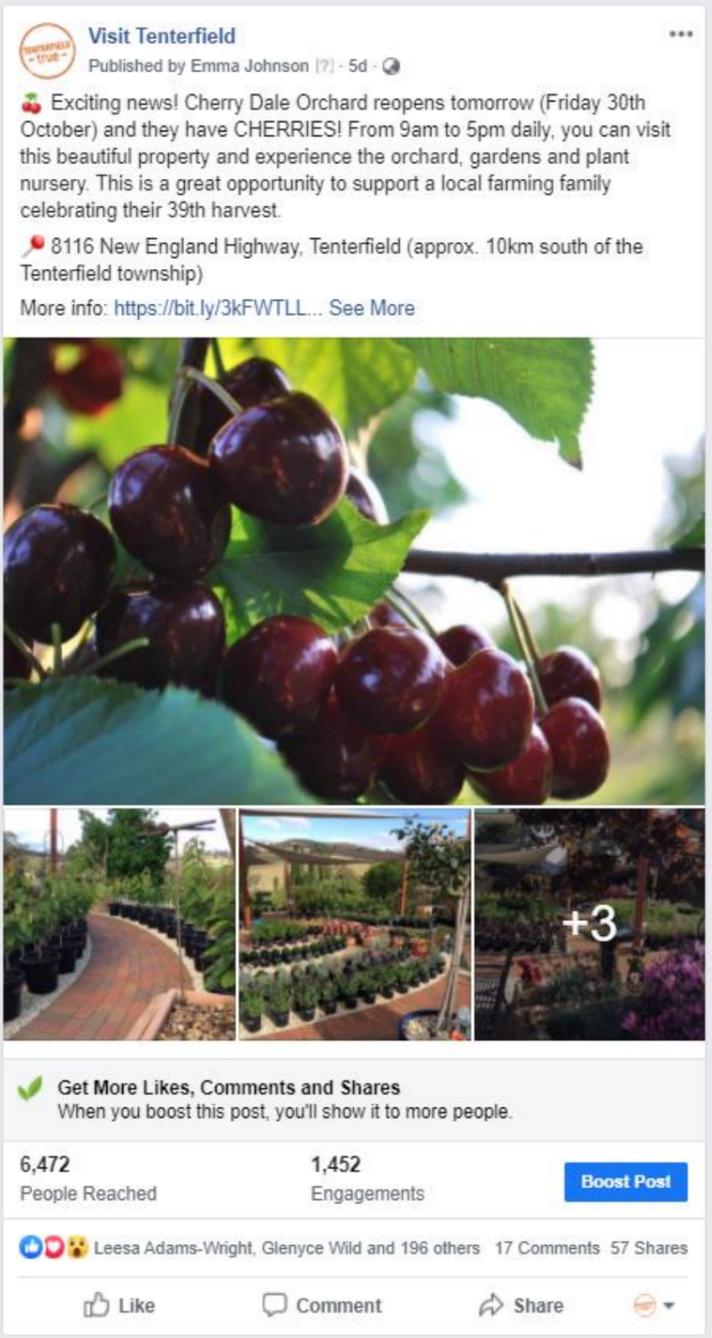
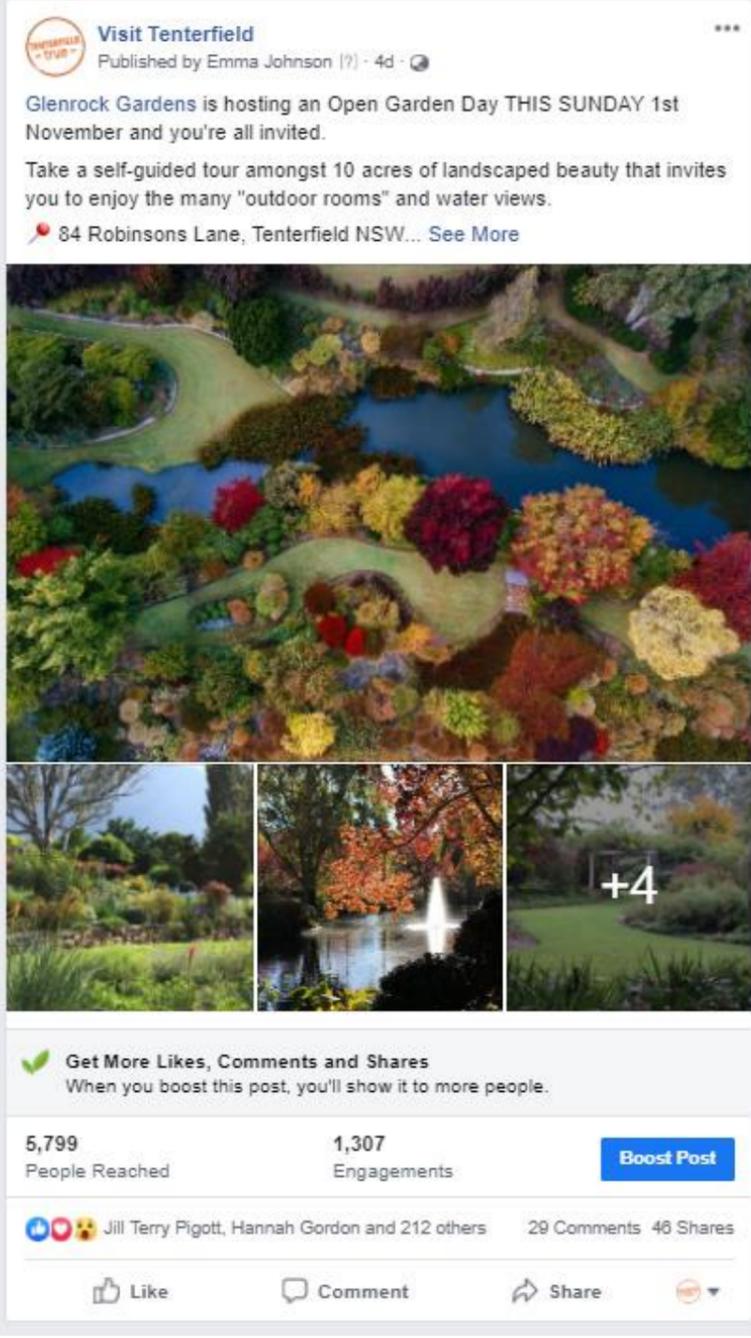
**g) Business Statistics**

September 2020	Visitor Numbers	Vs previous year	Notes
Visitor Information Centre Visitors	1,422	+14.9%	Queensland border to reopen to all areas of NSW (except Greater Sydney Hotspots) on 3 November 2020, which will likely have a positive impact on visitor numbers to the region.
Visit Tenterfield Website Visitors	2,523	+500.71%	New website is the key call to action for all marketing activities. Note: Tenterfield Tourism website decommissioned 1 July and is redirected to Visit Tenterfield website.
Visit Tenterfield Social Media Accounts	Followers	Engagement	Notes
Visit Tenterfield Facebook Account	5,606 people	Avg. Organic Reach: 1,590 people per post	
Visit Tenterfield Instagram Account	1,996 people	Impressions: 15.32K	

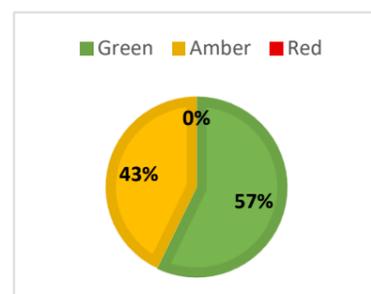


**h) Special events, achievements of note, celebrations**

Social Media posts over September have continuously seen extremely strong engagement and reach – see over page for best performing Facebook posts for the month (in order of greatest reach).

Reopening announcement: Cherry Dale Orchard	3 reasons to take a road trip to Tenterfield	Open Garden event announcement: Glenrock Gardens
		
<p>6,472 people reached 612 reactions, comments &amp; shares 1,452 engagements Organic (unpaid) Post</p>	<p>6,042 people reached 706 reactions, comments &amp; shares 1,111 engagements Organic (unpaid) Post</p>	<p>5,799 people reached 706 reactions, comments &amp; shares 1,111 engagements Organic (unpaid) Post</p>

## 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.

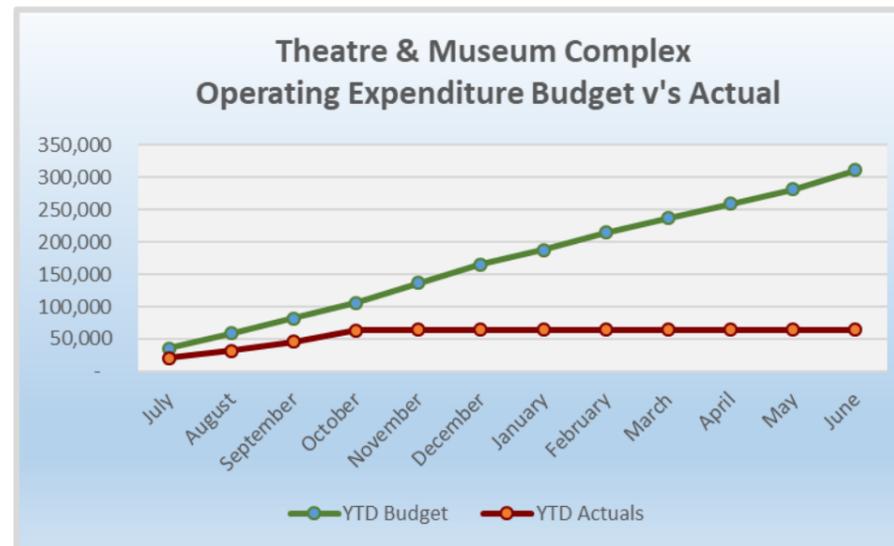
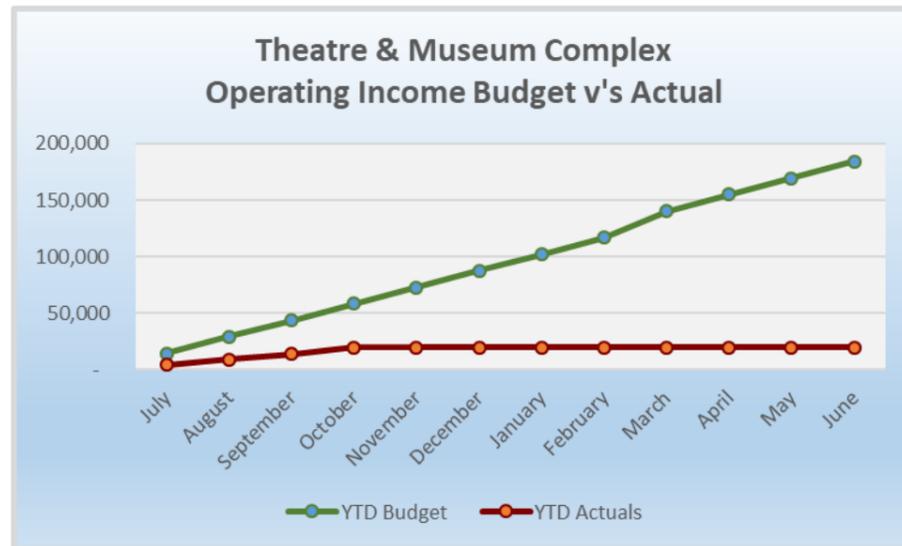
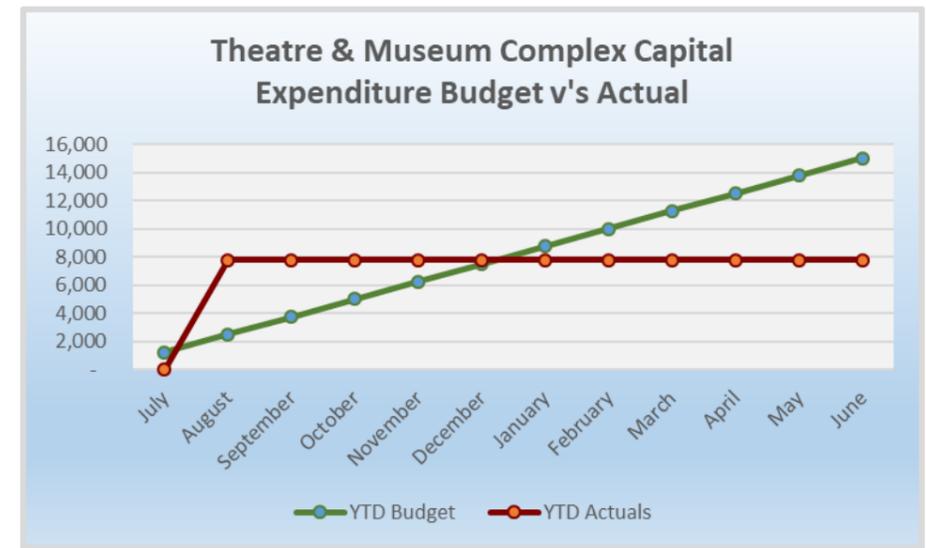
### a) Delivery and Operational Plan precis

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 &amp; museum: A – Chief Executive</i>	Manage and operate all aspects of the Sir Henry Parkes Memorial School of Arts (Cinema, Theatre, and Museum).	<i>B:MEDCE C:MEDCE D:CO</i>			+1	The Museum reopened on the 1 <sup>st</sup> July, the cinema reopened on the 31 <sup>st</sup> 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. The 75 Anniversary National Trust on 24 October 2020, 100 people attended the launch of the museum digital videos and youtube site. Thanks to Peter Harris, David Higgins and the Friends of the SOA our museum is now enhanced with visitors experiencing 15 videos of Federation, Sir Henry Parkes and stories of the SOA.
	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 theatre productions for 2020 has limited numbers, first theatre show is Country Witches Association 22 November 2020. Increase numbers for museum due to NSW people travelling within the state.
DP5.02) Enhance cultural diversity by encouraging cultural and artistic opportunities.  <i>Culture, theatre &amp; 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. Completed tablets with museum information and stories to enhance the museum experience launched at 75 <sup>th</sup> Anniversary of NSW National Trust.
DP5.03) Enrich the cultural life of the community by supporting a variety of cultural events and activities for residents and visitors  <i>Culture, theatre &amp; museum: A – Chief Executive Community events: A – Chief Executive 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 cinema from Queensland. First Theatre production has been scheduled for Sunday 22 November 2020 7pm Country Witches Association a Mandy Nolan production Music and Comedy. 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. Volunteer induction night 14 October 2020, four persons

						completed volunteer forms, one person has started volunteering.
DP5.05) Encourage activities for young people and families in Tenterfield Shire  <i>Culture, theatre &amp; 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</i> <i>C: MEDE</i> <i>D: CO</i>			+1	Cinema program continuing, school holiday program included. to COVID19 restrictions, 50% capacity is now allow in Theatre up to 100 persons.

**b) Budget**

COA	20/21 Full Year Budget	20/21 YTD Actuals October	20/21 Percentage Spent
<b>Theatre &amp; Museum Complex</b>	<b>141,847</b>	<b>82,375</b>	<b>58.07%</b>
1. Operating Income	(184,152)	(19,664)	10.68%
2. Operating Expenditure	310,999	63,207	20.32%
3. Capital Income	0	31,036	0.00%
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:**

Reduced income as a result of COVID-19 restrictions.

**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 75<sup>th</sup> 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 – October 2020		Cinema – October 2020	
Total museum visitation	678	Total cinema admissions	185
Average Admission Price	\$4.64	Screenings	27
Merchandising Sales	\$104	Candy Bar	\$345.50
Museum Entry Sales	\$3147	Average Admission Price	\$9.97
		Gross Box Office	\$1844.00
		Net Box Office	\$1676.00
		Website Visitors	490
		Website Change	1.2%
<b>Museum Volunteers</b>		Newsletter Subscribers	218
<b>11</b> Volunteers x 216 hours			
<b>Cinema Volunteers 14</b> x 42 Hours			

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

The Museum re-opened on 1<sup>st</sup> July, since then Queensland border visitors have decreased. The cinema re-opened on 31<sup>st</sup> 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 release 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. (Still waiting for this to be repaired).

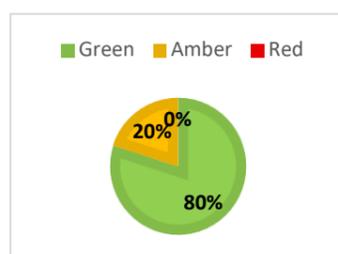


**75<sup>th</sup> National Trust Anniversary Celebration and launch of the museum videos**



**14 October Volunteer Information Evening**

## 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.

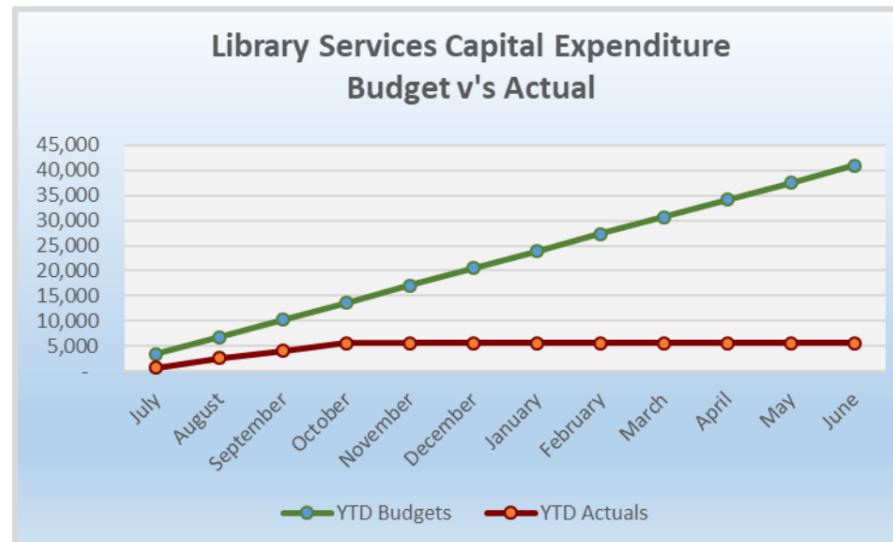
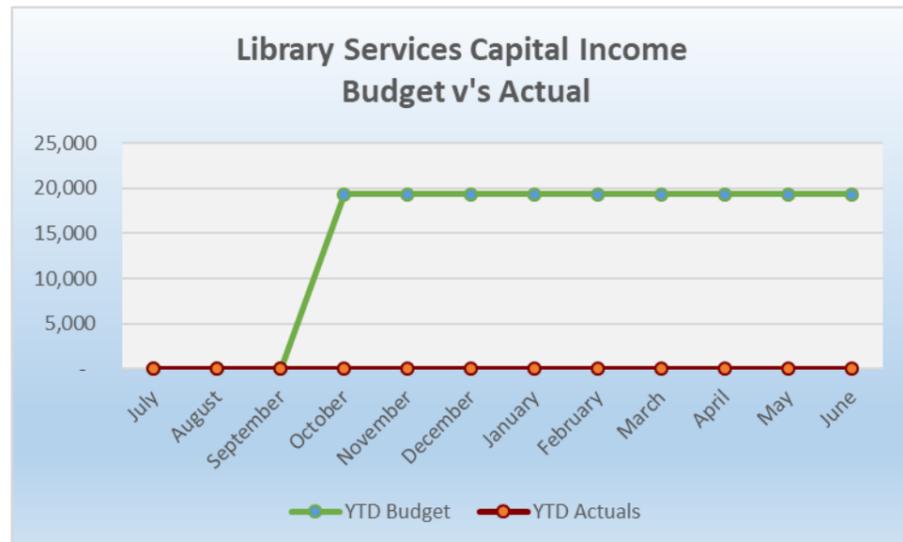
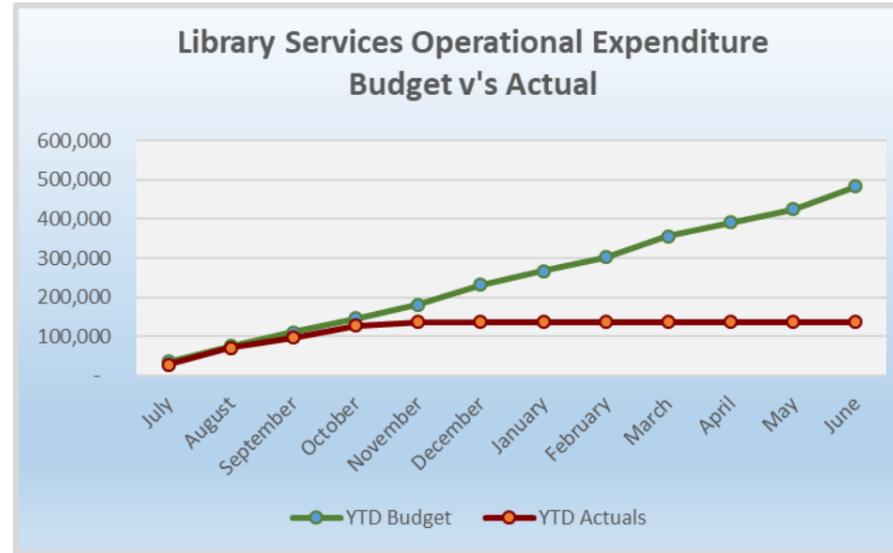
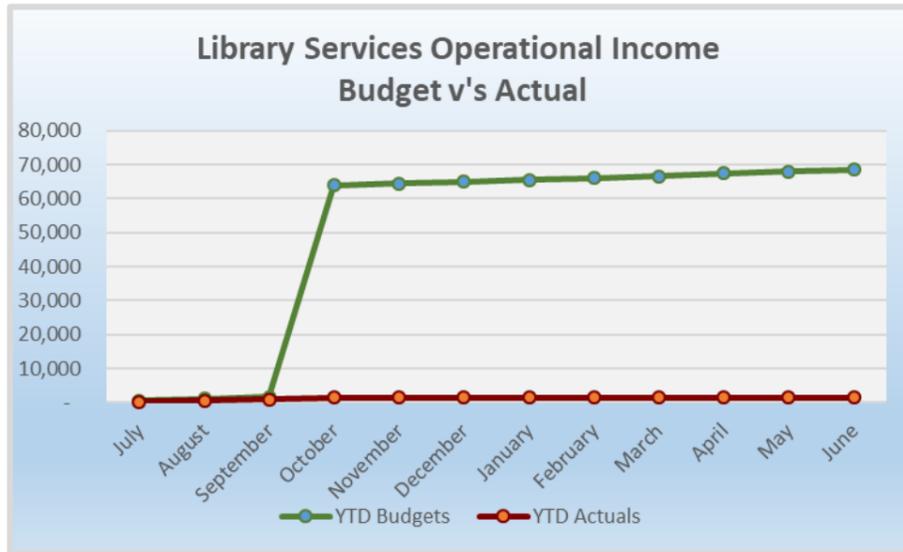
### a) Delivery and Operational Plan precis

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)

### c) Budget:

COA	20/21 Full Year Budget	20/21 YTD Actuals October	20/21 Percentage Spent
<b>Library Services</b>	<b>442,105</b>	<b>134,170</b>	<b>30.35%</b>
1. Operating Income	(68,528)	(1,424)	2.08%
2. Operating Expenditure	483,719	127,817	26.42%
3. Capital Income	(19,329)	0	0.00%
4. Capital Expenditure	40,951	5,624	13.73%
5000500. Library Resources	21,622	5,624	26.01%
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 Expenses:**

No significant variance.

**d) 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.

**e) 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.
- A meeting to discuss budget restrictions and reductions for members of the Northern Tablelands Cooperative Library Service and how it may affect the priorities of the cooperative will be held in November.
- The Library Service is planning to return to normal opening hours by the end of November.

**f) 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.

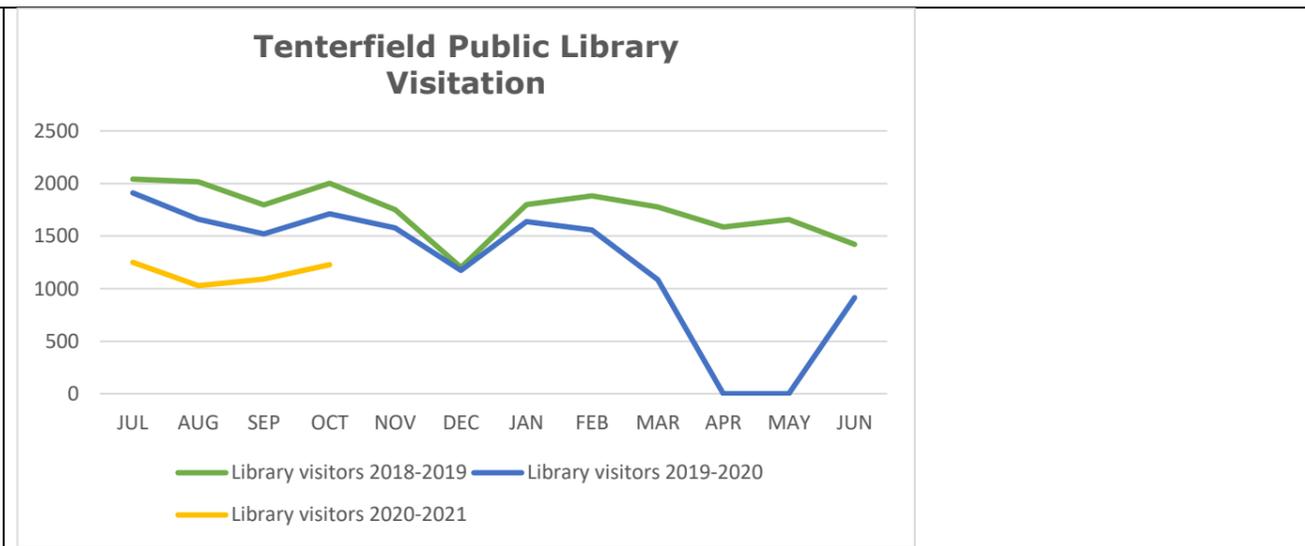
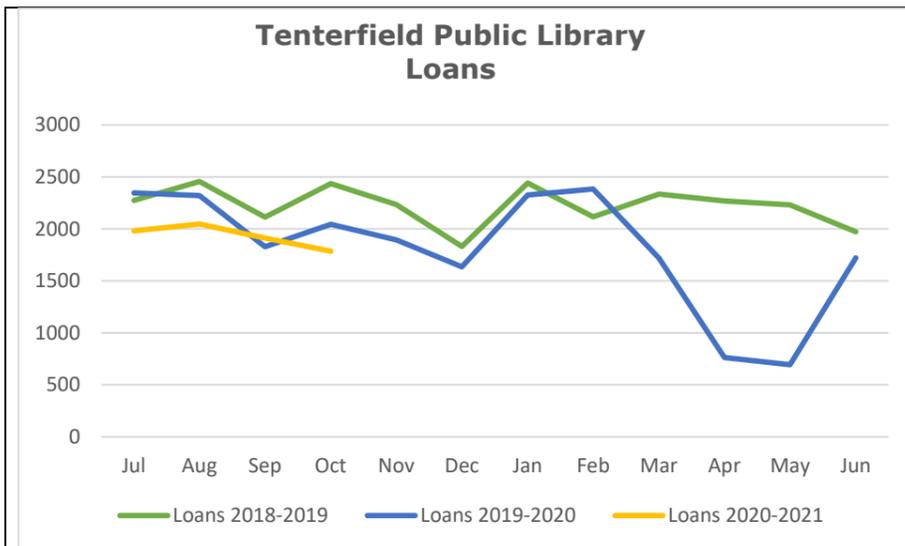
**g) Customers**

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

**h) Business Statistics**

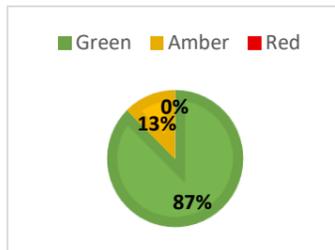
**Tenterfield Public Library Statistics for October 2020**

<p>Loans Tenterfield: 1,392                  Loans Drake: 27                  Loans Torrington: 36                  Loans Urbenville: 134                  Total Physical loans: 1,589                  Total eLoans: 195  <b>Total of Loans: 1784</b>                  Reservations satisfied: 48                  Home Library Service Loans: 185                  Tenterfield Star database searches: 343</p>	<p><b>Library Visitors: 1228</b>                  New borrowers: 13                  Computer Users: 200                  Computer Hours: 207.5                  OPAC searches: 2030                  Completed ILL Total: 15                  Home Library Service Loans: 185                  Deletions: 60                  New Items catalogued: 101  <b>Holdings as at 01/10/2020: 33,122</b></p>
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**i) h) Special events, achievements of note, celebrations**

## 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.

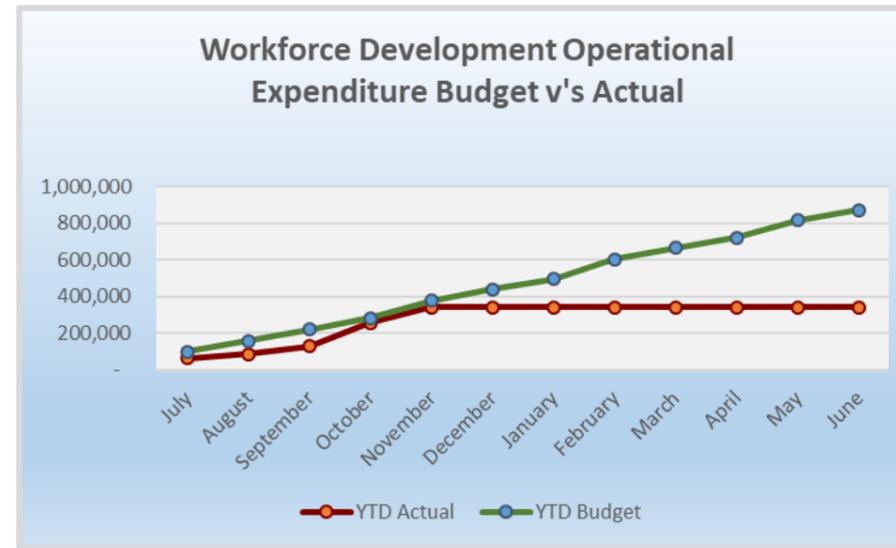
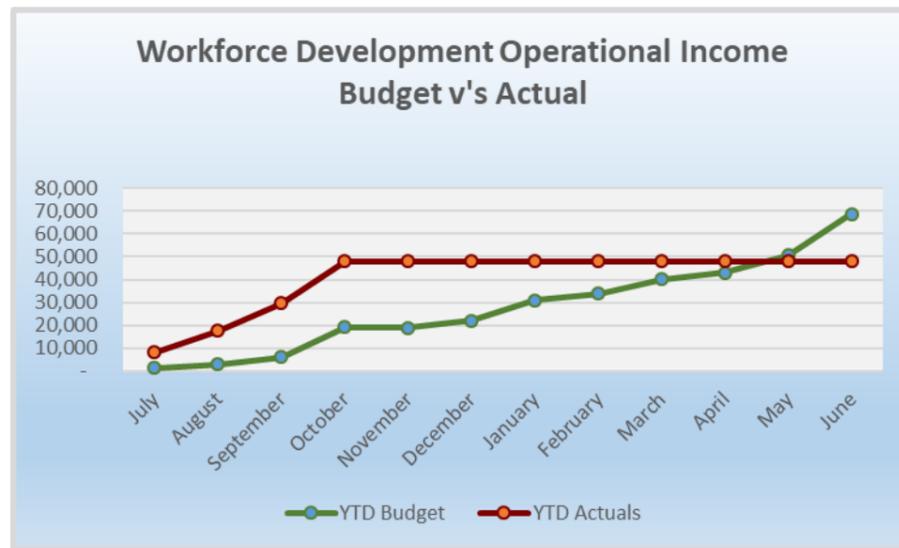
### a) Delivery and Operational Plan precis

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	Consultation communication, and participation processes in line with legislative requirements. This will now be enhance with the appointment of the new WHS Risk Management Coordinator facilitating regular scheduled forums. Wellbeing strategies continuing to be enhance and developed in consultation with our provider.
	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 normal work environment. Ongoing and will continue until the Administration building is complete.
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 still being categorised into competency, skill enhancement or career development and matrixed for budgetary alignment. Remains ongoing. The Objective leadership program finalised this month producing excellent results for both staff and the organisation. Regulatory training delivery has been a key focus this month due to the earlier COVID-19 delays and restrictions.

<p>DP7.03) Manage the implementation of Council's Workforce Management Strategy.</p> <p><b>Workforce planning: A – Chief Executive</b></p> <p><b>Workforce performance: A – Chief Executive</b></p>	<p>Develop, manage and deliver the Workforce Management Strategy (include update on employee numbers here).</p>	<p>B:MHRWD C:MHRWD</p>		<p>+1</p>	<p>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. Some mitigating measures have been implemented and planned. Ongoing monitoring and review. Current FTE 112.1</p>
	<p>Deliver Business improvements, recognising emerging risks and opportunities.</p>	<p>B:MHRWD C:MHRWD</p>		<p>+1</p>	<p>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. Assessments ongoing. Mitigating measures have been implemented and planned.</p>
	<p>Manage the Workforce Development Service of Council in a financially responsible manner in line with Budget allocations.</p>	<p>B:MHRWD C:MHRWD</p>		<p>+1</p>	<p>Operational budgets in line with projected expenditure.</p>
<p>DP7.04) Developing attraction and retention practices across Council.</p> <p><b>Workers compensation: A – Chief Executive</b></p> <p><b>Recruitment &amp; selection: A – Chief Executive</b></p> <p><b>Workforce culture : A – Chief Executive</b></p> <p><b>Human resource advisory, performance, review and training: A – Chief Executive</b></p>	<p>Develop, manage and deliver Employer of Choice recruitment and retention services.</p>	<p>B:MHRWD C:MHRWD D:HRC</p>		<p>+1</p>	<p>Further development of selection, recruitment and retention practices continues. Areas of focus have been the University labour market, recruitment software and retention options available within the award.</p>
<p>DP7.05) Deliver continuous improvements in Council's business, processes and systems (WHS)</p> <p><b>Work, Health and Safety: A – Chief Executive</b></p>	<p>Manage and deliver WHS and Risk Management services.</p>	<p>B:MHRWD C:WHSRMO D:WHSRMO</p>		<p>0</p>	<p>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 <i>embedded</i> risk management principles in line with regulatory, health, State and Federal requirements. The COVID focus has relaxed a little COVID information, instruction and inspections along with associated compliances and reporting continues. COVID-SAFE plans have been developed for all Council workplaces. New COVID-19 standard signage has been developed and implemented. Monthly insurance, public liability and risk processes and procedures continue within the legislative, organisational and guideline requirements ensuring Councils risk exposures are mitigated. Recruitment of the replacement WHS Risk Management Coordinator has been finalised.</p>

**b) Budget**

COA	20/21 Full Year Budget	20/21 YTD Actuals October	20/21 Percentage Spent
Workforce Development	803,758	208,309	25.92%
1. Operating Income	(68,675)	(48,007)	69.90%
2. Operating Expenditure	872,433	256,316	29.38%



**Capital Income:**

N/A

**Capital Expenses:**

Nil to report

**Emerging Issues, Risks and Opportunities**

Nil to report

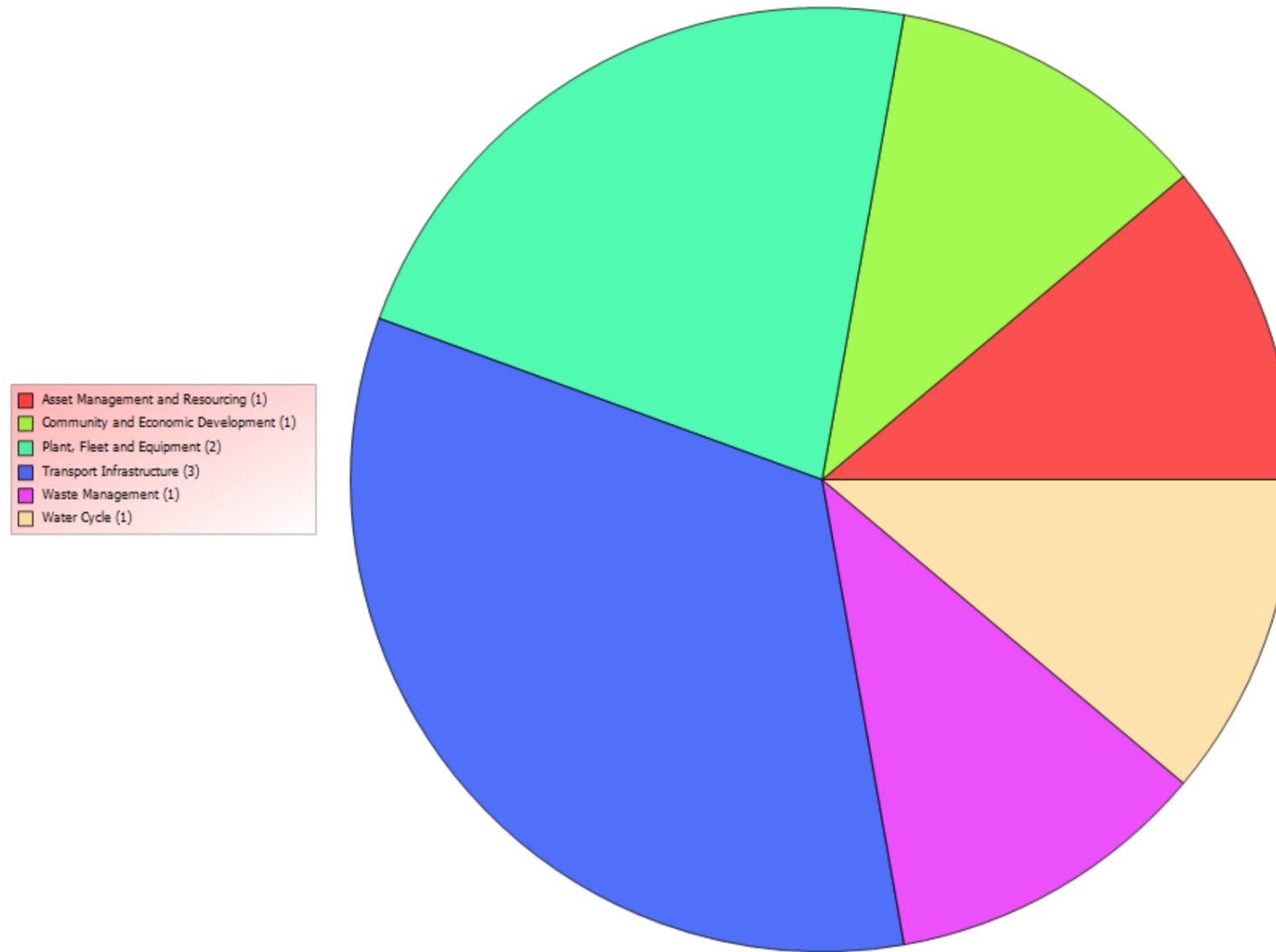
**The Business of Improving the Business**

The engagement of the new WHS Risk Management Coordinator – Mr. James Taylor

**Customers**

Nil to report.

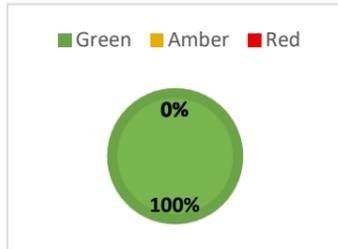
**Business Statistics**



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

Nil to report

## 8. Emergency Services



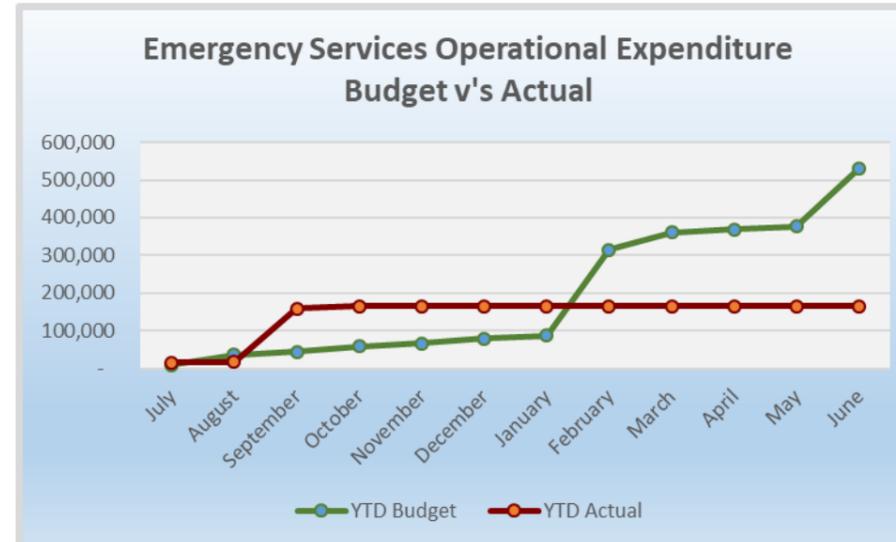
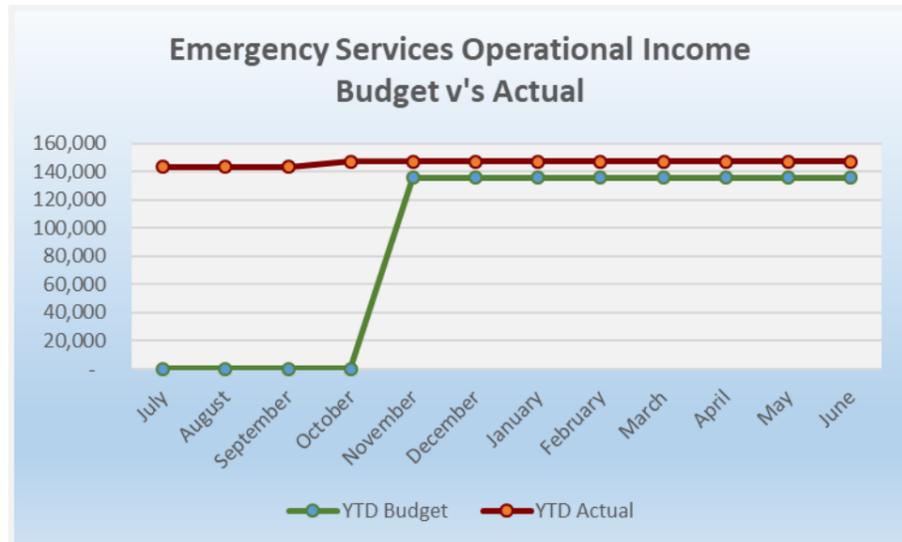
Under the 4 year Delivery Plan *Emergency Services* relates to: integrating land use policies to support emergency management; disaster management; review of emergency management plans; inter-agency communication and collaboration; and rural addressing. The Office of the Chief Executive directly oversees 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. Working continuing with SES regarding asset maintenance and service level agreement. COVID-19 LEMC meetings continue
	Deliver Business improvements, recognising emerging risks and opportunities.	B:MHRWD C:WHSRMO D:WHSRMO			+1	Attendance and facilitation of Local Emergency Management Committee (LEMC) meetings. Attendance of COVID-19 LEMC Meetings Attendance of Regional Emergency Management Committee (REMC) meetings Maintaining awareness of current environment via relevant channels and stakeholder’s local state and federal.
	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

COA	20/21 Full Year Budget	20/21 YTD Actuals October	20/21 Percentage Spent
Emergency Services	396,168	18,185	4.59%
1. Operating Income	(135,500)	(147,137)	108.59%
2. Operating Expenditure	531,668	164,873	31.01%
4. Capital Expenditure	0	448	0.00%
5800512. RFS Torrington - Re-lay pipes & seal entrance	0	448	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)	200,000.00	

**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:**

First quarterly payment for Emergency Services Levy paid in September.

**c) Capital Projects**

Nil to report

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

Helipad for Tenterfield Shire a topic of discussion at the LEMC meeting. NSW Ambulance strongly requested the need for capital funding to be lobbied for. All agencies and relevant stakeholders in support.

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

Maintaining awareness of the current environment via relevant channels and stakeholder's local, state and federal.

**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

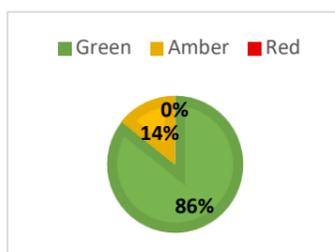
**g) Business Statistics**

Regular reports received from the Regional Emergency Management Officer, LEMC, COVID 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.

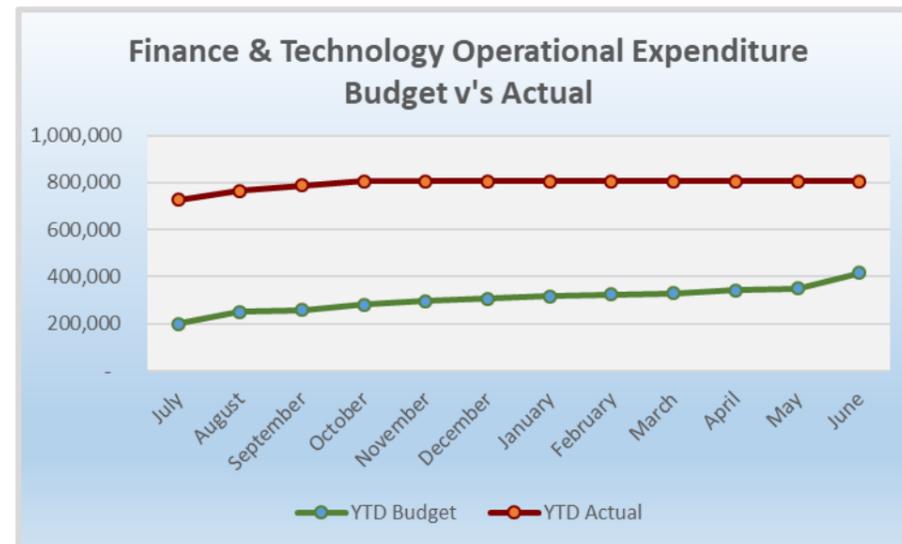
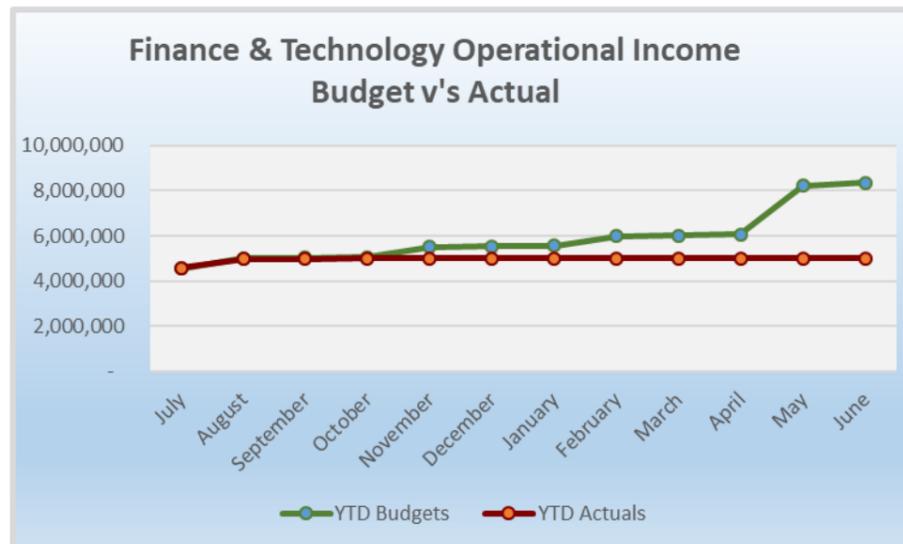
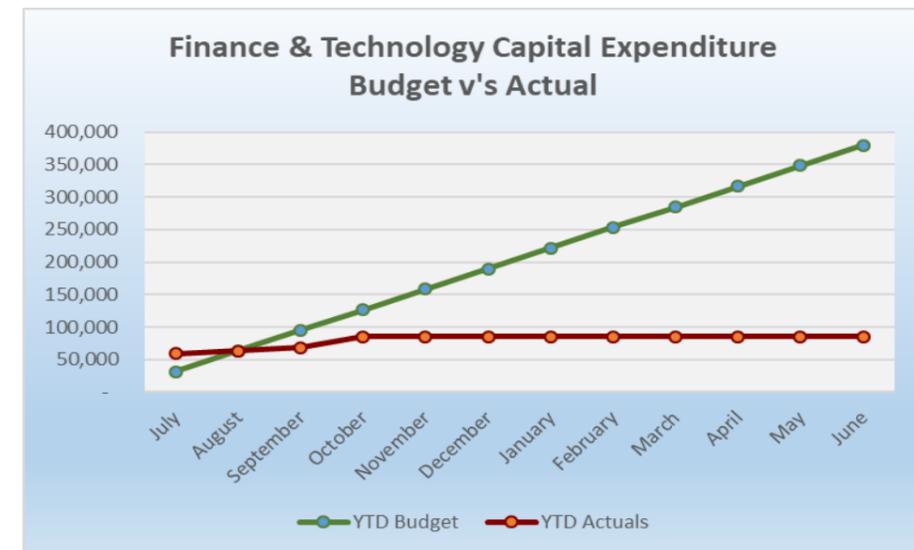
### a) Delivery and Operational Plan precis

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.	B:MFT C:MFT D:MFT		0		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.  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. These latter two are nearing completion and the New Asset Management System Implementation Group will commence in October 2020.
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.	B:MFT C:MFT D:MFT			+1	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.
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.	B:MFT C:MFT			+1	Investments are managed within Council’s Investment Policy guidelines.
DP9.05) Ensure compliance with regulatory and statutory requirements and that	Manage and deliver financial services in line with statutory requirements.	B:MFT C:MFT D:A			+1	Statutory requirements are being met.

operations are supported by effective corporate management.  <i>Corporate financial planning: A Chief Corporate Officer</i>	Deliver Business improvements, recognising emerging risks and opportunities.	<i>B:MFT D:P/AP</i>			+1	A number of improvements particularly around IT Systems have been identified and will be implemented as mentioned above. Staff training has been held in Council's mapping software.
	Manage the Finance and Technology Service of Council in a financially responsible manner in line with Budget allocations.	<i>B:MFT D:A</i>			+1	The Finance and Technology Service is managed within budget.
DP9.06) Deliver continuous improvements in Council's business, processes and systems  <i>Corporate financial planning: A Chief Corporate Officer</i>	Develop, manage and deliver processes and systems to meet recommendations of external and internal reviews, investigations or findings.	<i>B:MFT C:MFT</i>			+1	Processes and systems are being developed, managed and delivered in line with external reviews, investigations and findings.

**b) Budget**

COA	20/21 Full Year Budget	20/21 YTD Actuals October	20/21 Percentage Spent
<b>Finance &amp; Technology</b>	<b>(7,652,024)</b>	<b>(4,094,162)</b>	<b>53.50%</b>
1. Operating Income	(8,343,722)	(4,995,759)	59.87%
2. Operating Expenditure	415,740	805,989	193.87%
3. Capital Income	(190,000)	0	0.00%
4. Capital Expenditure	380,000	84,832	22.32%
1810501. Computer Equipment - Finance	75,000	2,757	3.68%
1810503. Internet Webpage	0	100	0.00%
1810507. Fibre Optic Cabling of Sites	50,000	0	0.00%
1810508. Capitalised Software	250,000	81,975	32.79%
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.

**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 1.

**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. Finance staff are also ensuring procedures and processes are well documented to mitigate risks if people are away sick, on leave or if an employee leaves the organisation.

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

A new asset management system is being 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**

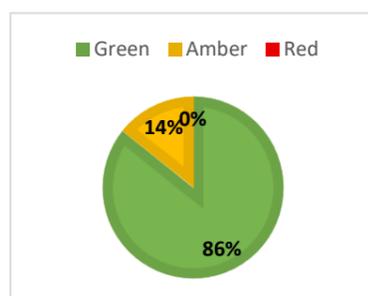
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**f) Special events, achievements of note, celebrations**

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.

Council did not receive a management letter in relation to the final audit of the Financial Statements for 2019-20. This means that no points were identified that warranted the attention of the finance team and management.

## 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.

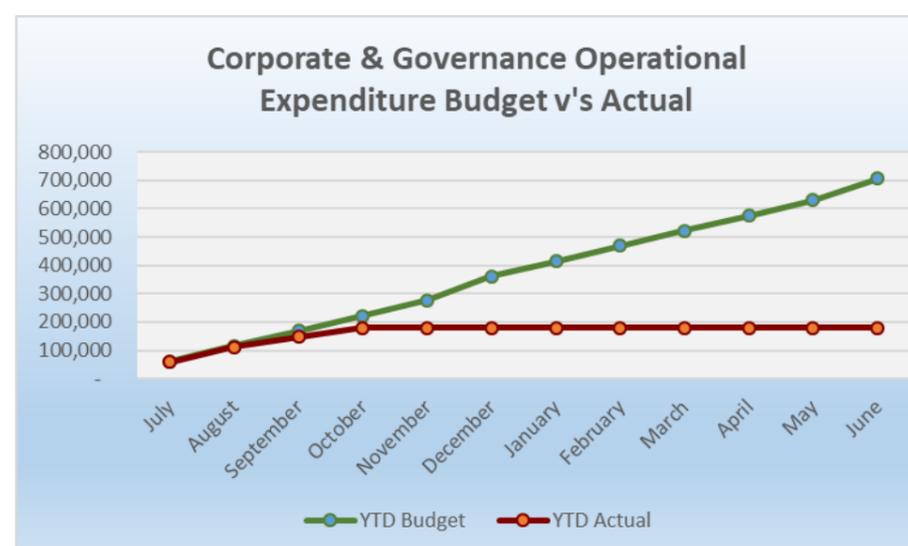
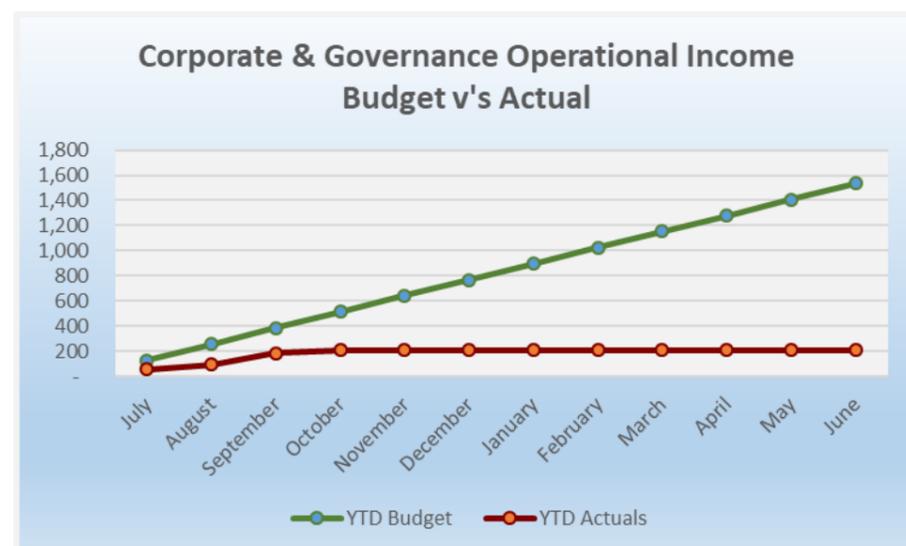
### a) Delivery and Operational Plan precis

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.  <b>Corporate performance &amp; reporting: A</b> – Chief Corporate Officer <b>Business process improvement &amp; integration: A</b> – Chief Corporate Officer <b>Procurement and tendering compliance: A</b> – Chief Corporate Officer <b>Internal audit: A</b> – 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.  <b>Community engagement: A</b> – Chief Executive <b>Customer service: A</b> – Chief Corporate Officer <b>Governance framework (including registers and monitoring): A</b> – Chief Corporate Officer <b>IT system / software and hardware: A</b> – Chief Corporate Officer <b>Business process improvement &amp; integration: A</b> – 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.  <b>Customer service: A</b> – 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 September 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			+1	Records staff developing better understanding of altus ECM system. Queries on functionality are sent to IT Vision and in

		D:MCSGR			some cases are rectified quickly. Some functionality issues, such as not being able to delink records that have been incorrectly linked, have been identified within the system, and these have been highlighted for rectification with IT Vision.
	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 <b>Business process improvement &amp; integration:</b> A – Chief Corporate Officer  <b>Governance framework (including registers and monitoring):</b> A – Chief Corporate Officer  <b>Insurance, risk &amp; business continuity:</b> A – Chief Executive	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. There has been difficulty in purchasing suitable headsets to use with the mobile phone. A request has been made to set up at least one, but preferably two, Mitel phones at the VIC for Customer Service staff to take customer phone calls as the mobile phone arrangement was never meant to be used for such a long period of time (seven months as at October 2020). 43 customer service general enquiries for October 2020. Customer phone call statistics not available for October 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 October 2020. Updated Records Management Policy adopted in October 2020. Records staff continue to review and amend the Instructions to Records Officer (de facto protocol) with a view to doing a complete rewrite of the instructions.

## b) Budget

COA	20/21 Full Year Budget	20/21 YTD Actuals October	20/21 Percentage Spent
Corporate and Governance	704,025	178,641	25.37%
1. Operating Income	(1,538)	(208)	13.50%
2. Operating Expenditure	705,563	178,849	25.35%



**Capital Income:**

No capital income forecast 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**

Records Management staff have continued to develop their understanding of the altus ECM system, and several functionality gaps have been identified with the developer, IT Vision. With several other areas of Council still using the Synergysoft system, and not having moved to altus modules yet, there are issues regarding double handling of information. There are also issues of staff comfort in using the new system. Records Management staff have been providing assistance with using the system, when this has been requested, by phone, email and in person.

Competing priorities in Records Management 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**

43 Customer Service General Enquiries in October 2020.

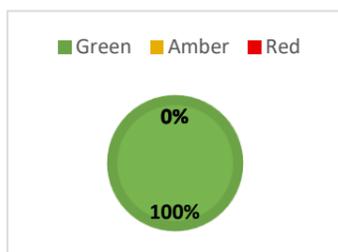
**g) Business Statistics**

Phone system call statistics not available for October 2020.

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

Nil.

# 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.

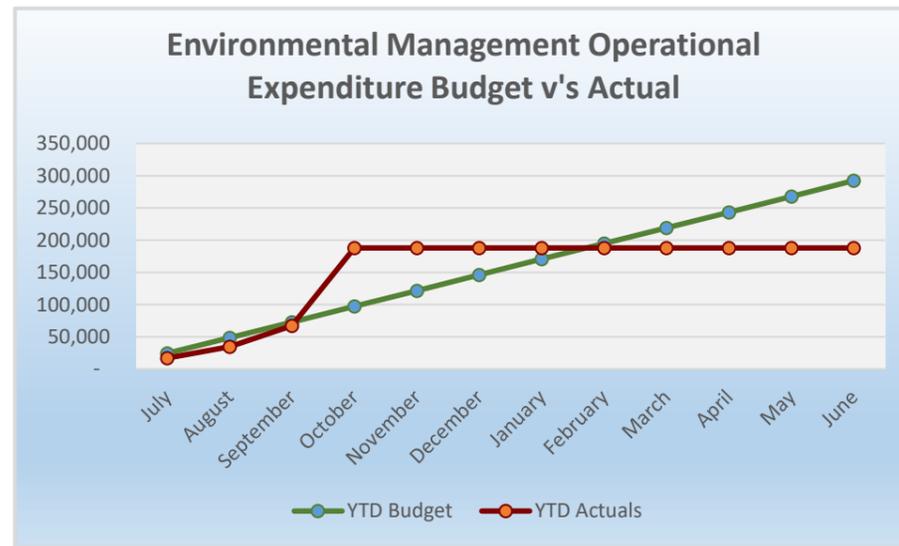
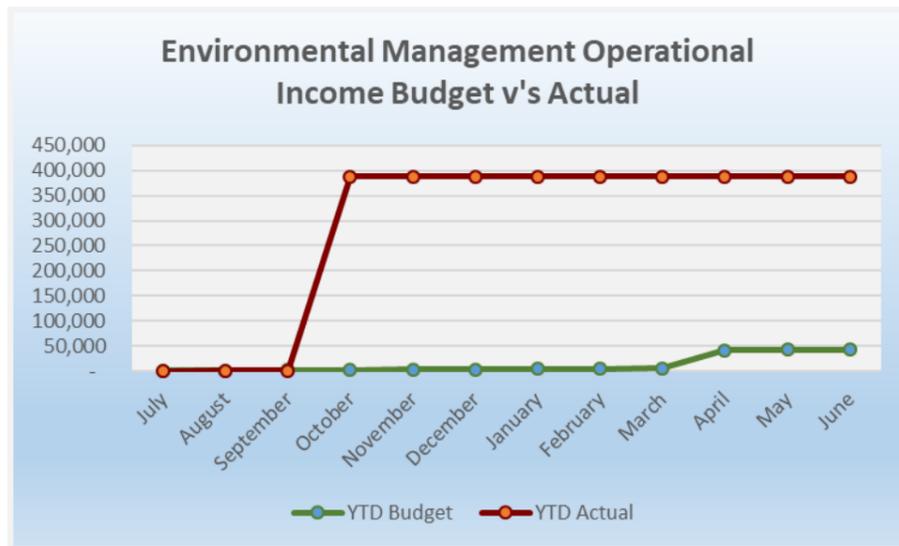
## a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 20/21	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
<p>DP11.01) Provide systems and processes to ensure compliance with legislation and standards.</p> <p><b>Illegal dumping and littering: A – Chief Corporate Officer</b></p> <p><b>Parking, traffic &amp; DDA regulation: A – Chief Corporate Officer</b></p>	Develop and manage systems and processes to deliver Companion Animals requirements, Illegal Dumping and Parking Control.	B:OSRUS C:OSRUS D:RCO			+1	<p>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.</p> <p>Two dogs were impounded this month. One dog was rehomed. One was not suitable for rehoming and was euthanased.</p> <p>Council conducted a follow up investigation into two dogs that were allegedly involved in attacks on stock however the allegations could not be substantiated. Council Officers had previously issued infringements for the animals roaming and further complaints were received regarding the dogs roaming. The dog owner surrendered the dogs and they were euthanased.</p>
<p>DP11.02) Provide community education program to encourage residents and visitors to reduce their impact on vegetation including the management of pests and weeds.</p> <p><b>Noxious plants: A – Chief Corporate Officer</b></p> <p><b>Feral pests: A – Chief Corporate Officer</b></p>	Develop, manage and deliver community weed and pest management reduction programs.	B:OSRUS C:OSRUS D:WO			+1	<p>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.</p> <p>Council contractors have commenced works on roadside spraying and on private properties for Serrated Tussock as a part of the Communities Combating pests and weeds during drought program.</p> <p>On going</p>
<p>DP11.03) Provide systems and processes to manage excess vegetation to ensure land and premises are in a safe and/or healthy condition.</p> <p><b>Pollution regulation: A – Chief Corporate Officer</b></p>	Notices and Orders to be issued or served where necessary as per the Local Government Act, EPA Act and POEO Act and Associated Regulations.	B:OSRUS C:OSRUS			+1	<p>Where Council receives complaints regarding overgrown unsightly lots One notice was issued for an overgrown lot and the block has not been cleared.</p> <p>Council officers are currently working with two other property owners to have the properties cleaned up.</p>
<p>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.</p>	Manage and deliver the Weeds Management Program, Council’s Weeds Action Plan and regional weeds management plans.	B:OSRUS C:OSRUS D:WO			+1	<p>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</p>
	Deliver Business improvements, recognising emerging risks and opportunities.	B:OSRUS C:OSRUS			+1	<p>High Risk Pathways and Waterways are inspected regularly for new weed incursions. High risk inspections are being carried out on properties</p>

<b>Noxious plants: A – Chief Corporate Officer</b>						<i>within the Tenterfield LGA after recent outbreaks of Parthenenium 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**

COA	20/21 Full Year Budget	20/21 YTD Actuals October	20/21 Percentage Spent
<b>Environmental Management</b>	<b>249,528</b>	<b>(200,256)</b>	<b>-80.25%</b>
1. Operating Income	(42,850)	(388,143)	905.82%
2. Operating Expenditure	292,378	187,887	64.26%



**Capital Income:**

Nil to report for weeds

**Capital Expenses:**

Nil to report for weeds

**Operational Income:**

Income for Communities Combating Pests & Weeds grant – budget to be added in Quarterly Budget Review 1.

**Operational Expense:**

Communities Combating Pests & Weeds grant – budget to be added in Quarterly Budget Review 1.

### **c) Capital Projects**

Three weed contractors commenced work on roadsides spraying and on private properties in the Bolivia and Deepwater areas for the control of Serrated Tussock as part of the Communities combating pests and weeds during drought program after TSC was successful in gaining an extension through to December 31<sup>st</sup> 2020.

### **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 led 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 for weeds in October.

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

## **REPORT BY NOXIOUS WEEDS OFFICER October 2020**

### **Weed Control**

- Serrated Tussock - Private properties in Bolivia and Deepwater as part of grant funding.
- Black Knapweed - Aldershot and Bellevue Rds and private property Tenterfield.
- Groundsel Bush - Tooloom Rd Urbenville
- Patterson's Curse - Mt Lindsey Highway Wilsons Downfall and Corner of Bryan Gap Rd, Fourmile Creek Rd, Kildare Rd, Bruxner Way in various locations and the Tenterfield Aerodrome.
- St John's Wort - New England Highway at Bungulla and Bellevue Rd near the rifle range.
- Tree Of Heaven - Bruxner Way in various locations
- Silverleaf Nightshade - Bruxner Way Mingoola

### **Council Lands Sprayed**

- Tenterfield Town streets and Carparks
- Tenterfield Transfer Station and Pound
- Liston Transfer Station
- Legume Transfer Station
- Tenterfield Aerodrome
- Water and Sewage Pump stations

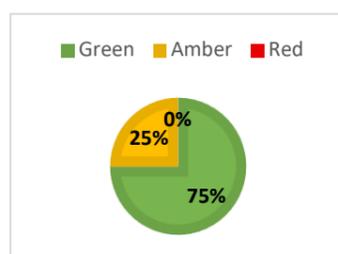
### **Inspections**

- Private Property Inspections - 19 Property inspections.
- High-risk pathway Inspections - New England Hwy Tenterfield to Deepwater, Beardy River to Tenterfield.

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

Nil to report

## 12. Livestock Saleyards



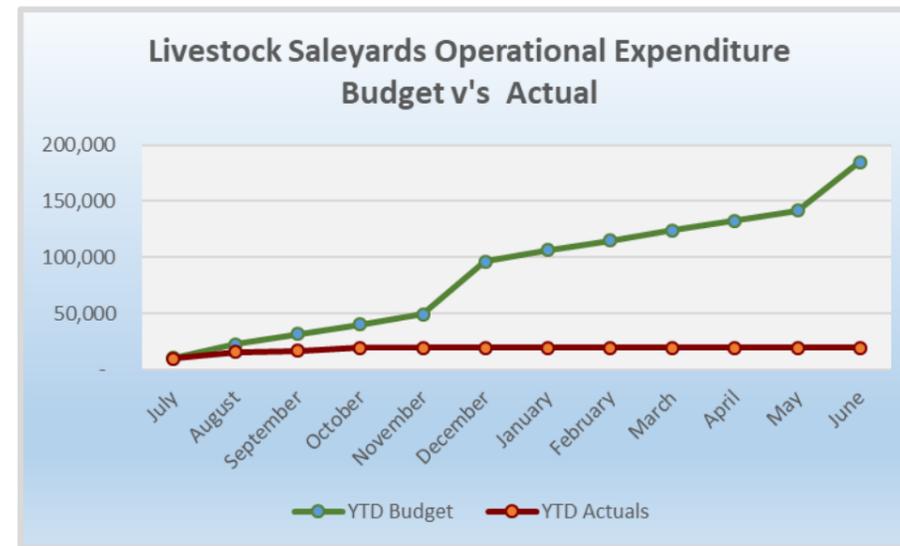
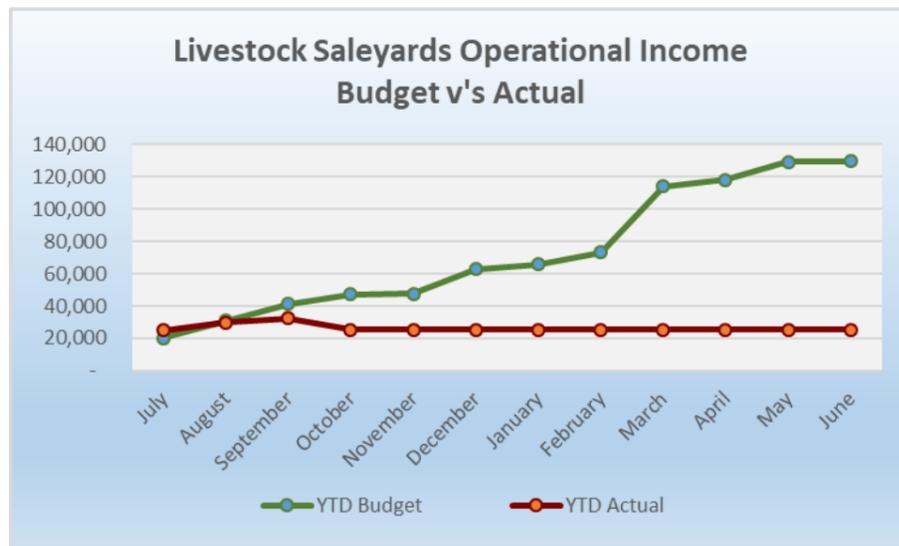
Under the 4 year Delivery Plan *Livestock and Saleyards* relates to planning, development, maintenance, operations and administration of the Saleyards. The Office of the Chief Corporate Officer directly oversees these outcomes.

### a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 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 October 2020 ; Prime Sale -173 Head -\$253,427.26 Private Weighing – 16 Head - \$25,247081 Total - 189 Head - \$278,675.07  Financial Year 2020/2021 865 Head - \$1,221,346.10 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 design 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**

COA	20/21 Full Year Budget	20/21 YTD Actuals October	20/21 Percentage Spent
Livestock Saleyards	55,258	(5,977)	-10.82%
1. Operating Income	(129,729)	(25,357)	19.55%
2. Operating Expenditure	184,987	19,380	10.48%



**Capital Income:**

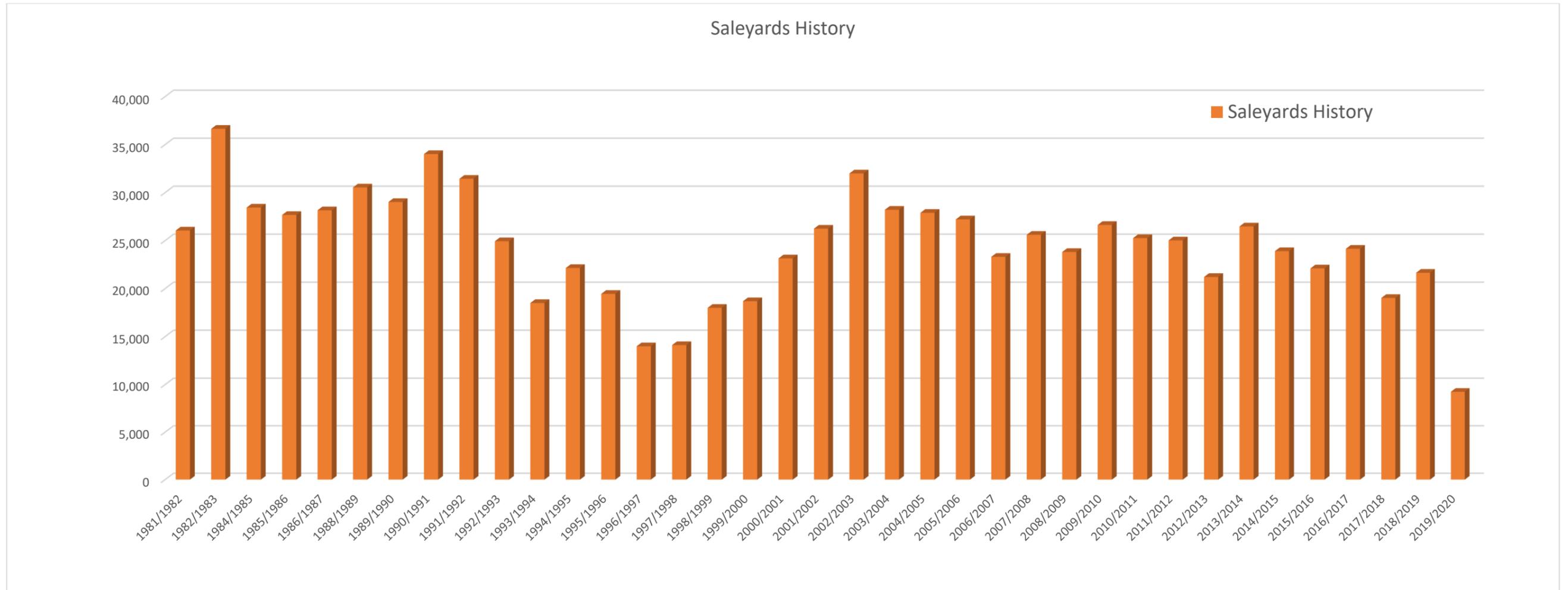
- Nil to Report

**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.**

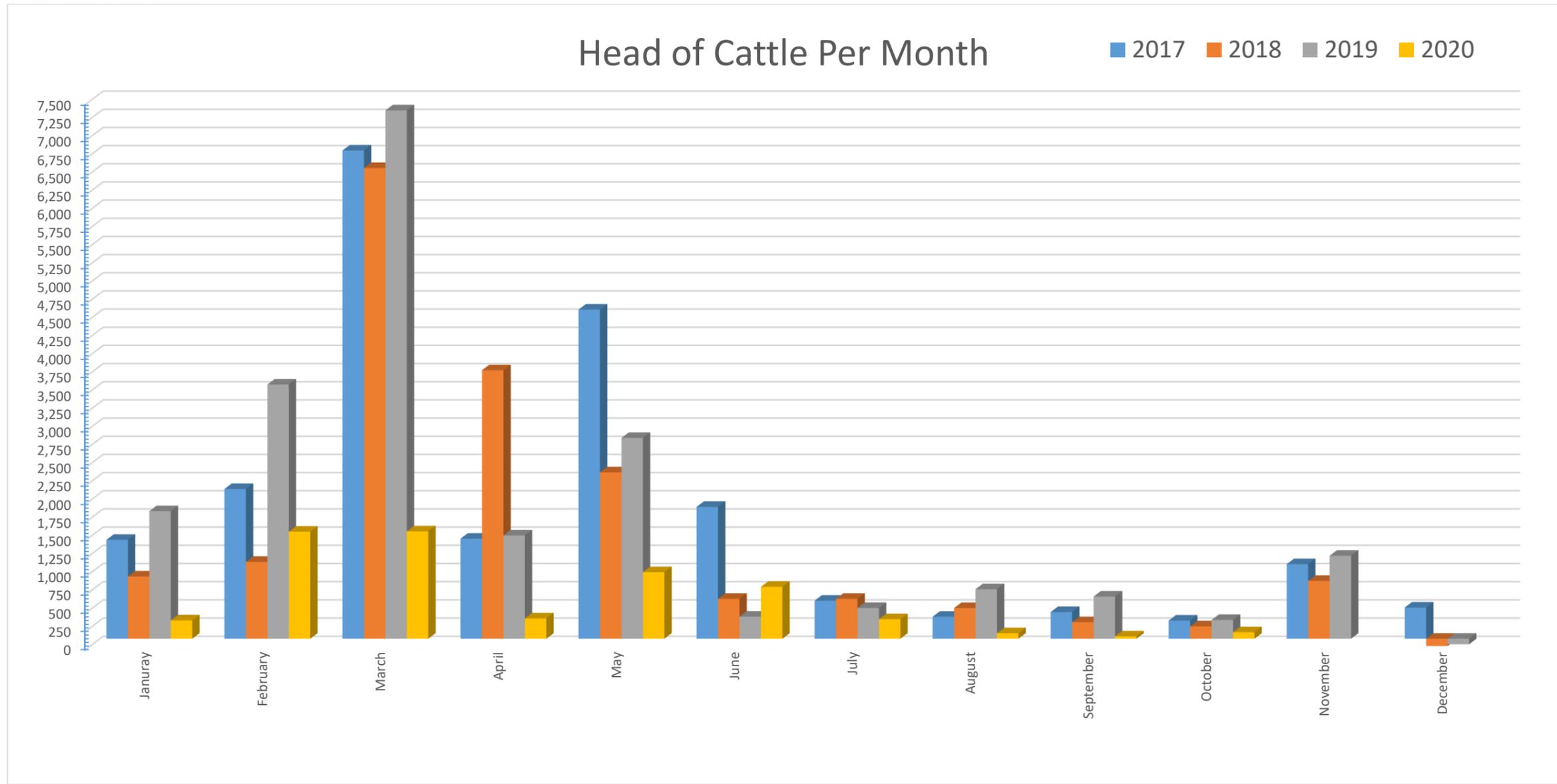
**e) The Business of Improving the Business**

- 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

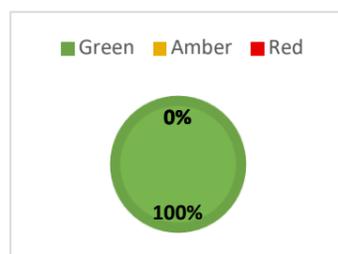
**g) Business Statistics**



**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.

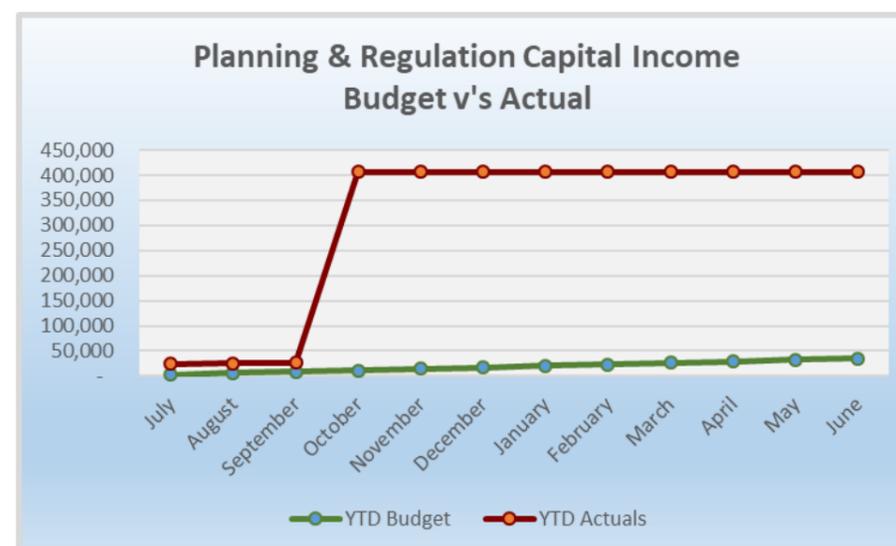
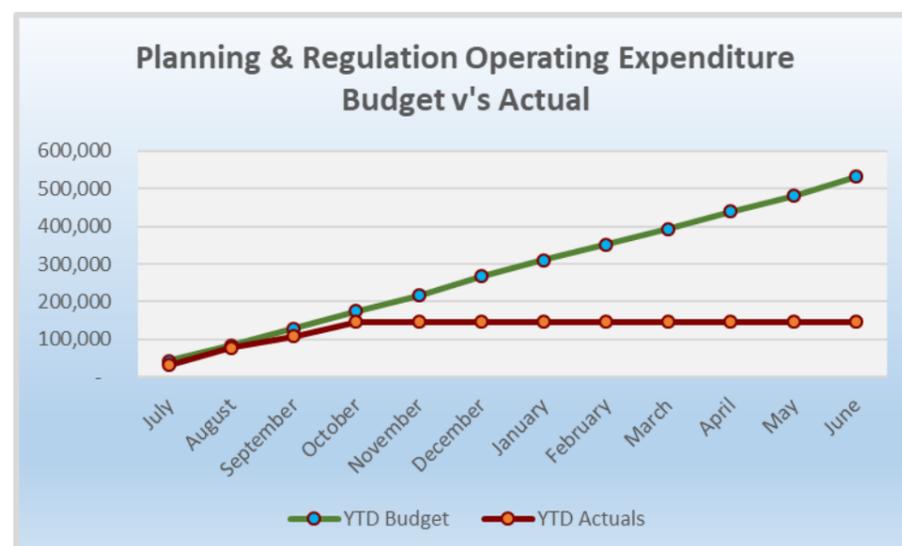
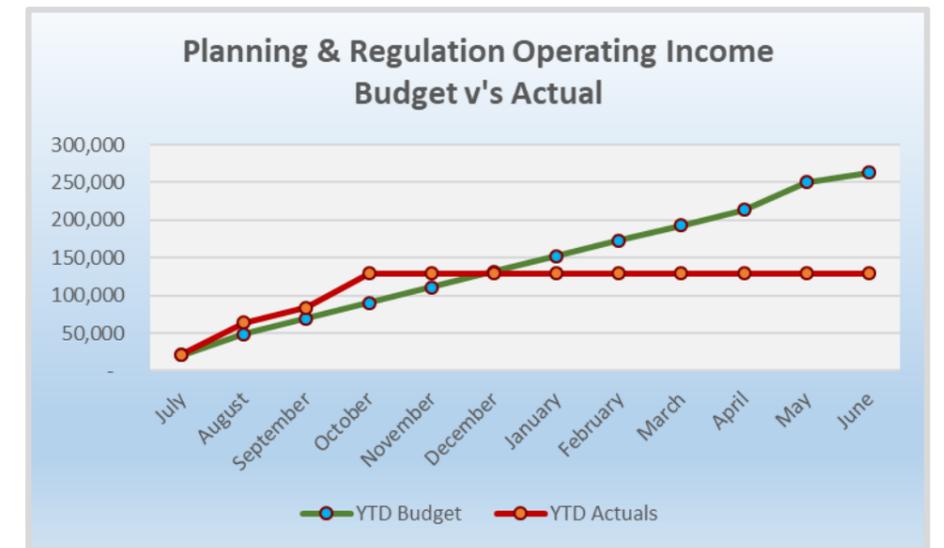
#### a) Delivery and Operational Plan precis

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
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 closed – 15 applications received – letters of offer sent out to successful applicants

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**

COA	20/21 Full Year Budget	20/21 YTD Actuals October	20/21 Percentage Spent
<b>Planning &amp; Regulation</b>	<b>233,296</b>	<b>(319,884)</b>	<b>-137.11%</b>
<b>1. Operating Income</b>	<b>(263,000)</b>	<b>(129,400)</b>	<b>49.20%</b>
<b>2. Operating Expenditure</b>	<b>531,296</b>	<b>146,306</b>	<b>27.54%</b>
<b>3. Capital Income</b>	<b>(35,000)</b>	<b>(406,564)</b>	<b>1161.61%</b>
<b>4. Capital Expenditure</b>	<b>0</b>	<b>69,774</b>	<b>0.00%</b>
3001000. Tenterfield Shire - Vibrant & Connected Mingoola - SCCF - Round 1	0	5,625	0.00%
3001100. Tenterfield Shire - Vibrant & Connected Torrington - SCCF - Round 1	0	5,625	0.00%
3005000. Tenterfield - Vibrant & Connected Urbenville	0	6,693	0.00%
3006000. Tenterfield - Vibrant & Connected Drake - SCCF - Round 1	0	5,625	0.00%
3007000. Tenterfield Shire Vibrant & Connected - Jennings (Wallangara) SCCF-Round 1	0	17,122	0.00%
3008000. Tenterfield Shire - Vibrant & Connected Liston SCCF - Round 1	0	23,458	0.00%
3009000. Tenterfield Shire - Vibrant & Connected Legume SCCF - Round 1	0	5,625	0.00%



**Capital Income:**

Section 7.11 and 7.12 developer contributions comprise capital income. Budgets for SCCF grant income to be added in Quarterly Budget Review 1.

**Capital Expenses:**

Carry-forward budgets from 2019/20 for SCCF projects to be added in Quarterly Budget Review 1.

**Operational Income:**

On Budget.

**Operational Expense:**

No significant variance

**c) Capital Projects**

Heritage Walk Signs – one remaining sign to be installed at Telegraph Hotel

Village Entry Signs – manufacture underway – to be installed Nov/Dec.

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

Shire Entry Signs – design complete – to be installed at same time as Village Entry Signs.

**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 - OCTOBER 2020**

App No.	Lodged	Applicant	Lot/Sec/DP	Location	Development
DA 2020.085	01-Oct-20	BARNEY Brett George & Michelle	1 & 2/34165	311A Mount Lindesay Road, Tenterfield	Dwelling
DA 2020.086	01-Oct-20	GRASS Michael & Michele	58/751543	1924 Billirimba Road, Tenterfield	Dwelling
DA 2020.087	01-Oct-20	Tenterfield Surveys (Gungel)	2/1000867	243 Washpool Creek Road, Tenterfield	Two (2) Lot Subdivision
DA 2020.088	06-Oct-20	SHAW David Hugh	42/1146575	1121 Woodside Road, Tenterfield	Dwelling
DA 2020.089	07-Oct-20	R & F Steel Buildings (Lisa Simpson) Butler	139/751039	24 Barlows Gate Road, Lower Acacia Creek	Shed
DA 2020.090	07-Oct-20	Cullendore High Country	Multiple	248 Cullendore Creek Road, Cullendore	Recreation Facility (Outdoor)
DA 2020.091	07-Oct-20	PRESTON Bradley	17/1068426	8 Railway Street, Tenterfield	Shed
DA 2020.092	08-Oct-20	MELLING Felicity Elizabeth	2/521112	150 Drummond Street, Tenterfield	Two (2) Lot Subdivision
DA 2020.093	14-Oct-20	KELLY Jamie Terrence & Amy	1/520246	57 Wood Street, Tenterfield	Carport

DA 2020.094	14-Oct-20	BRAUER Dean & GRIFFITHS Ellie	A/183689	766 Bruxner Way, Tenterfield	Dwelling
DA 2020.095	14-Oct-20	DJL Consolidated Pty Ltd (Fletcher)	3/716181	12 Wood Street, Tenterfield	Shed
DA 2020.096	14-Oct-20	Wes Smith Building Pty Ltd (Airs)	11/1256161	265 East Street, Tenterfield	Dwelling
CDC 2020.097	14-Oct-20	DJL Consolidated Pty Ltd (Warburton)	10/1256161	271 East Street, Tenterfield	Shed
CDC 2020.098	20-Oct-20	Picton Brothers Spanline - Samantha Egan (Quinn)	8/705576	23 George Street, Tenterfield	Alterations to Existing Dwelling
CDC 2020.099	20-Oct-20	BROOME John Andrew Uther & Ann Rose	2/547878	68 Molesworth Street, Tenterfield	Detached Garage & Demolition of Existing Shed
CDC 2020.100	21-Oct-20	CHURCHIN Mark Warwick	2/572476	470 Rouse Street, Tenterfield	Shed
DA 2020.101	22-Oct-20	KING Nola Mary	18/41/758359	Tabulam Street, Drake	Garage
DA 2020.102	23-Oct-20	TOM Bradley & Rebecca	1/1140050	Leechs Gully Road, Tenterfield	Dwelling
DA 2020.103	30-Oct-20	COWLEY Peter Terrence & Dana Sheree	7/55/666802	247 Douglas Street, Tenterfield	Dwelling (Dual Occupancy-Detached)

#### DETERMINATIONS ISSUED – OCTOBER 2020

App No.	Lodged	Date of Approval	No. of Days	Applicant	Lot/Sec/DP	Locality	Description of Development
DA 2019.078	25-Jul-19	28-Oct-20	43 Days	THOMPSON Kim	1/580114	141 Miles Street, Tenterfield	Bed and Breakfast Accommodation & Part-Time Function Centre & Related Signage
DA 2020.083	21-Sep-20	9-Oct-20	18 Days	ZELLERS David Abraham & Aleeca Jeannine	2/1050660	1291 Mole River Road, Mole River	Dwelling
DA 2020.085	01-Oct-20	14-Oct-20	14 Days	BARNEY Brett George & Michelle	1 & 2/34165	311A Mount Lindesay Road, Tenterfield	Dwelling
DA 2020.086	01-Oct-20	16-Oct-20	16 Days	GRASS Michael & Michele	58/751543	1924 Billirimba Road, Tenterfield	Dwelling
DA 2020.088	06-Oct-20	26-Oct-20	21 Days	SHAW David Hugh	42/1146575	1121 Woodside Road, Tenterfield	Dwelling
DA 2020.089	07-Oct-20	15-Oct-20	9 Days	R & F Steel Buildings (Lisa Simpson) Butler	139/751039	24 Barlows Gate Road, Lower Acacia Creek	Shed
DA 2020.091	07-Oct-20	29-Oct-20	23 Days	PRESTON Bradley	17/1068426	8 Railway Street, Tenterfield	Shed
DA 2020.093	14-Oct-20	22-Oct-20	9 Days	KELLY Jamie Terrence & Amy	1/520246	57 Wood Street, Tenterfield	Carport
DA 2020.095	14-Oct-20	22-Oct-20	9 Days	DJL Consolidated Pty Ltd (Fletcher)	3/716181	12 Wood Street, Tenterfield	Shed
DA 2020.096	14-Oct-20	19-Oct-20	6 Days	Wes Smith Building Pty Ltd (Airs)	11/1256161	265 East Street, Tenterfield	Dwelling
CDC 2020.097	14-Oct-20	20-Oct-20	7 Days	DJL Consolidated Pty Ltd (Warburton)	10/1256161	271 East Street, Tenterfield	Shed

CDC 2020.098	20-Oct-20	30-Oct-20	10 Days	Picton Brothers Spanline Samantha Egan (Quinn)	8/705576	23 George Street, Tenterfield	Alterations to Existing Dwelling
CDC 2020.100	21-Oct-20	22-Oct-20	1 Day	CHURCHIN Mark Warwick	2/572476	470 Rouse Street, Tenterfield	Shed
DA 2020.102	23-Oct-20	27-Oct-20	5 Days	TOM Bradley & Rebecca	1/1140050	Leechs Gully Road, Tenterfield	Dwelling

#### s4.55 Modifications of Consent

Application No.	Applicant	Lot/DP	Location	Description of Development
2017.011/1	CMC Constructions	5/1192951	295 East Street, Tenterfield	Stage One: Temporary Dwelling - Stage Two: Dwelling & Detached Shed

#### OUTSTANDING APPLICATIONS

Application No.	Lodged	Status of Application/Comment	Applicant	Location	Proposed Development
DA 2017.045	18-Apr-17	Information Required from Applicant Insufficient Information provided to complete assessment	Currie Brown Australia P/L	1823 New England Hwy, Jennings	Demolition of Existing Service Station & Construction of New Service Station
DA 2018.072	6-Aug-18	Information Required from Applicant Insufficient Information provided to complete assessment	Tenterfield Shire Council	66-80 Boundary Road, Tenterfield	Truck Wash Facility
DA 2019.055	17-May-19	Refusal from NSW RFS Insufficient Information provided to complete assessment	RAWNSLEY Derek & PAINE Janine	632 Sugarbag Road, Drake	Tourist & Visitor Accommodation (Backpackers Accommodation)
DA 2019.059	29-May-19	Final traffic management information received – awaiting concurrence from TfNSW	Enerparc Australia Pty Ltd (Benjamin Hannig)	Old Racecourse Road, Tenterfield	Electricity Generating Works - Solar Farm
DA 2019.101	10-Oct-19	Under Assessment – Planning Panel determination	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		1-9 Manners Street, Tenterfield	New Shed & Extension to Existing Shed (Awning)

		Insufficient Information provided to complete assessment	Wilshire & Co Superannuation Fund (Todd Wilshire)		
DA 2020.002	02-Jan-20	Under Assessment – application proposal modified – to be renotified to neighbours	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 2020.069	13-Aug-20	Awaiting NSW RFS Recommendations	VAN DER WALT Cathryn Elizabeth	57 Holleys Road, Tenterfield	Primitive Camp Ground
		Under Assessment			
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			
A 2020.087	01-Oct-20	Under Assessment	Tenterfield Surveys (Gungel)	243 Washpool Creek Road, Tenterfield	Two (2) Lot Subdivision
DA 2020.090	07-Oct-20	Information Required from Applicant	Cullendore High Country	248 Cullendore Creek Road, Cullendore	Recreation Facility (Outdoor) - Recreation tracks including signs
		Insufficient Information provided to complete assessment			
DA 2020.092	08-Oct-20	Under Assessment	MELLING Felicity Elizabeth	150 Drummond Street, Tenterfield	Two (2) Lot Subdivision
DA2020.104	03-Nov-20	Information Required from Applicant	ROLPH Derek & Leonie	85 Logan Street, Tenterfield	Garage & Carport
		Insufficient Information provided to complete assessment			
DA2020.105	04-Nov-20	Under Assessment	COOLEY, Geoffrey Philip	Bluff River Road, Tenterfield	Dwelling
DA2020.106	04-Nov-20	Under Assessment	D'ANDILLY Michael & Barbara	247 Schrodgers Road, Tenterfield	Dwelling & Detached Studio

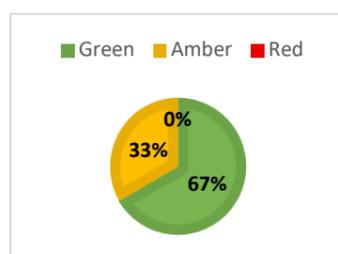
## FY 20/21 Development Statistics

		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	<b>\$1,168,890.00</b>	\$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	<b>\$3,132,224.00</b>	\$786,488.00
Sep-20	No.	4	0	2	0	0	0	6	8
	Value	\$1,141,135.00	\$0.00	\$30,308.00	\$0.00	\$0.00	\$0.00	<b>\$1,171,443.00</b>	\$738,263.00
Oct-20	No.	7	1	8	0	2	1	19	13
	Value	\$2,100,450.00	\$29,980.00	\$124,415.00	\$0.00	\$0.00	\$8,000.00	<b>\$2,262,845.00</b>	\$1,030,898.00
Nov-20	No.							0	11
	Value							<b>\$0.00</b>	\$570,472.00
Dec-20	No.							0	7
	Value							<b>\$0.00</b>	\$699,600.00
Jan-21	No.							0	8
	Value							<b>\$0.00</b>	\$697,981.00
Feb-21	No.							0	9
	Value							<b>\$0.00</b>	\$617,029.00
Mar-21	No.							0	14
	Value							<b>\$0.00</b>	\$720,825.00
Apr-21	No.							0	7
	Value							<b>\$0.00</b>	\$553,422.00
May-21	No.							0	6
	Value							<b>\$0.00</b>	\$827,334.00
Jun-21	No.							0	10
	Value							<b>\$0.00</b>	\$666,710.00
No. (Year to Date)		<b>26</b>	<b>2</b>	<b>14</b>	<b>1</b>	<b>4</b>	<b>5</b>	<b>52</b>	113
FY 20/21 Total Value (Year to Date)		<b>\$7,146,399.00</b>	<b>\$39,480.00</b>	<b>\$357,023.00</b>	<b>\$36,000.00</b>	<b>\$0.00</b>	<b>\$156,500.00</b>	<b>\$7,735,402.00</b>	
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 and installation of the Heritage Walk interpretive signs.

## 14. Buildings and Amenities



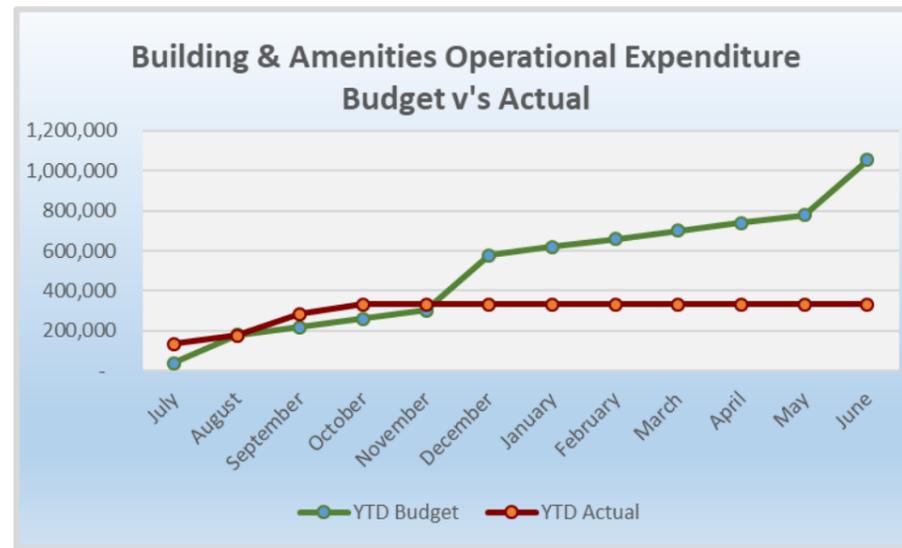
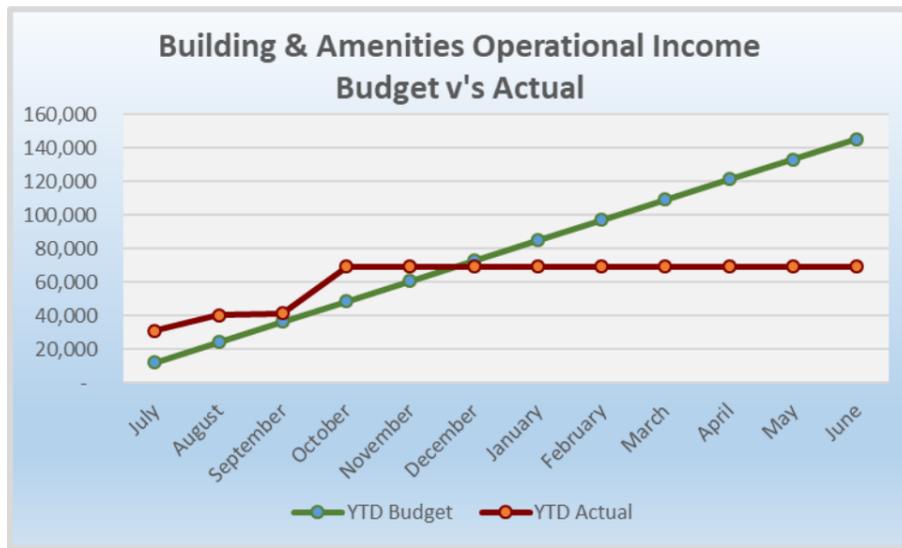
Under the 4 year Delivery Plan *Buildings and Amenities* relates to: energy management and conservation, asset planning and maintenance scheduling; building and amenities utilisation, income generation and administration. The Office of the Chief Corporate Officer directly oversees these outcomes.

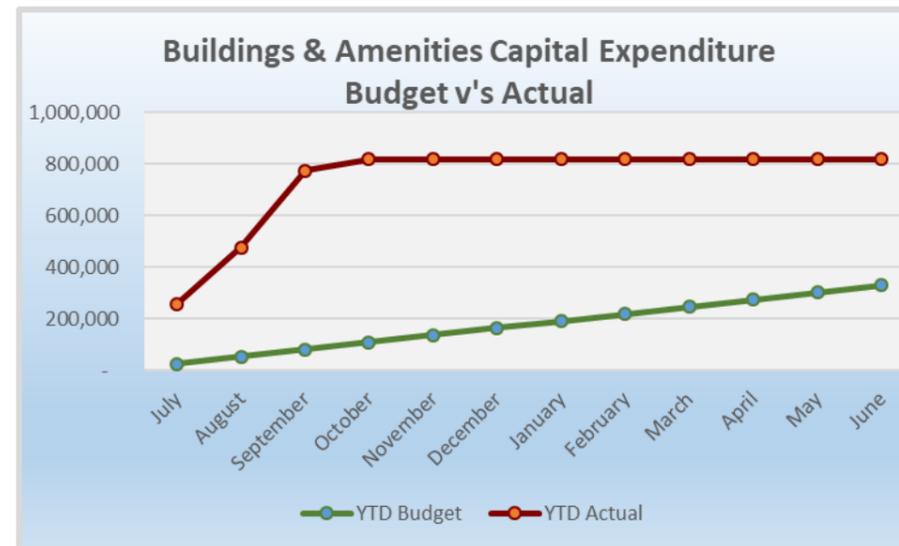
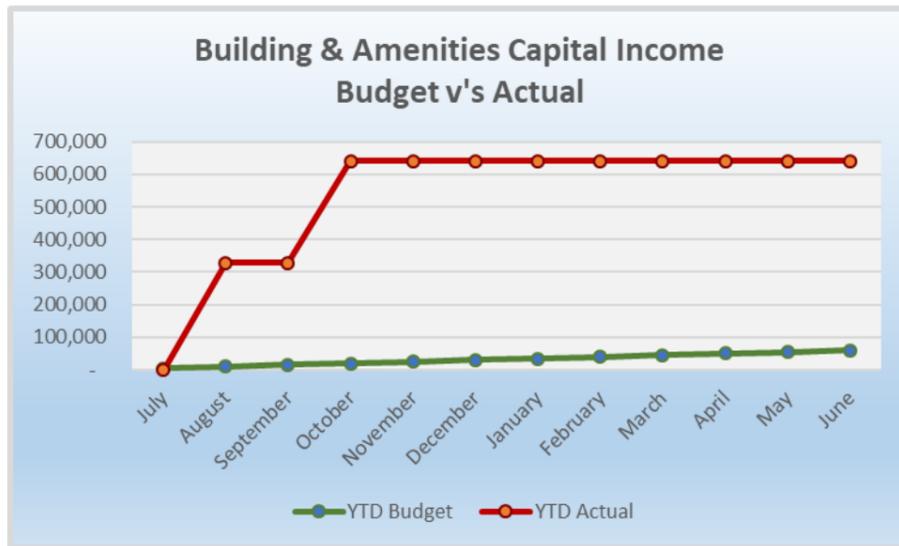
### a) Delivery and Operational Plan precis

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 &amp; corporate buildings: A – Chief Corporate Officer</i>	Development and delivery of the Building and Amenities Asset Management plan.	<i>B:MPB C:MPB D:EHBS</i>			+1	<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:MPB 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:MPB 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:MPB C:MPB</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:MPB C:MPB 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:MPB C:MPB D:PS</i>			+1	<i>Being managed as required</i>

**b) Budget**

COA	20/21 Full Year Budget	20/21 YTD Actuals October	20/21 Percentage Spent
<b>Buildings &amp; Amenities</b>	<b>1,176,585</b>	<b>440,356</b>	<b>37.43%</b>
1. Operating Income	(145,363)	(69,084)	47.53%
2. Operating Expenditure	1,051,948	332,279	31.59%
3. Capital Income	(60,000)	(640,491)	1067.49%
4. Capital Expenditure	330,000	817,652	247.77%
4200501. Admin Building -- Refurbishment	250,000	449,779	179.91%
4200508. Admin Building - Asbestos Removal	60,000	0	0.00%
4235000. Tenterfield Memorial Hall Sporting Complex - SCCF-1023	0	256,828	0.00%
4235001. Memorial Hall Internal Acoustic, Ventilation & Insulation Treatments	0	2,500	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	96	0.00%
4610508. Toilet Block Enhancements at Urbenville and Legume - SCCF-1105	0	108,449	0.00%





**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
- Local Drought Stimulus Package Grant: Memorial Hall

Budgets for these projects are being added as part of the QBR

**Capital Expenses:**

Carry-forward budgets from 2019/20 to be added in QBR 1 – for Admin Building Refurbishment and SCCF projects, Local Drought Stimulus Package.

**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:**

An additional \$100K is shown from the Drought Stimulus grant for Bolivia Hall, as this not a Council asset.

**Operational Expense:**

**c) Capital Projects**

1. Administration Building Refurbishment and Emergency Management Centre –Building works in progress.
2. Memorial Hall – Amenities package is in construction. Acoustics package scope being reviewed. Variations to deeds were obtained to address unforeseen issues with floor and roof.
3. Depot Admin Building – defects being addressed and final variations being carried out.
4. Amenities at Liston, Legume, Urbenville & Jennings – works are progressing at all sites. Completion expected by end of October 2020.

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

1. Mingoola Transfer Station – Application for Crown Land licence sent to the Minister and granted. Council report submitted for land acquisition September meeting. Council Resolved to pursue compulsory acquisition (CA) WTS. Working with Crown to identify exactly what is required for the CA process. Submitted Land Owners Consent application for DA. Submitted CA application.
2. Crown Land surrounding Band Hall – Council resolved not to accept the EOI and to look for an alternative solution.
3. Crown Land Plans of Management - Preparing draft reports for submission to the Minister.
4. Tenterfield Transport Museum – Draft lease prepared for negotiations.
5. Administration Building – under construction, delays experienced due to Covid-19.
6. Memorial Hall – Flooring and roofing works to proceed.
7. Mingoola RFS – Council resolved to submit application to Crown Lands for reclassification.

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

**f) Customers**

- Nil to Report

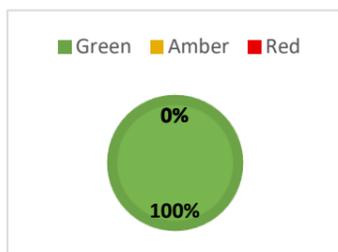
**g) Business Statistics**

- Nil to Report

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

Shirley Park Kiosk Upgrade – Project 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.

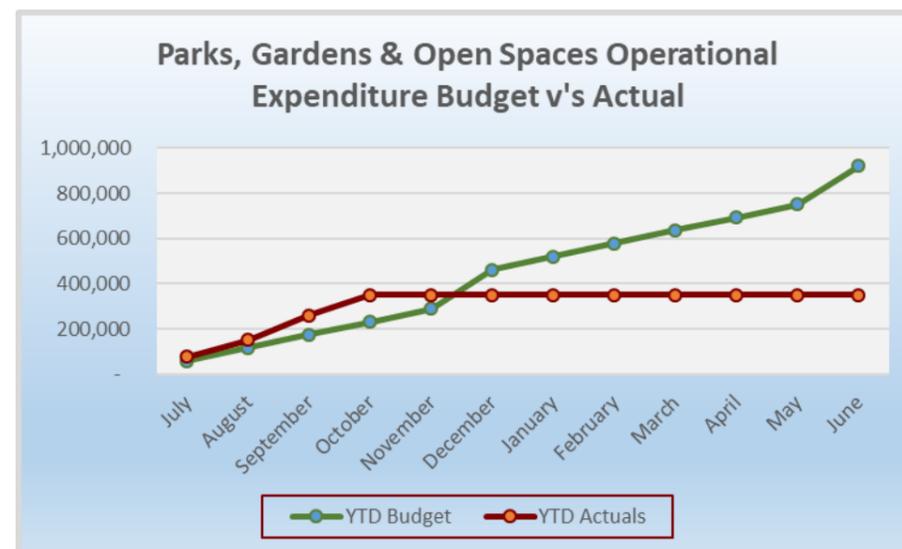
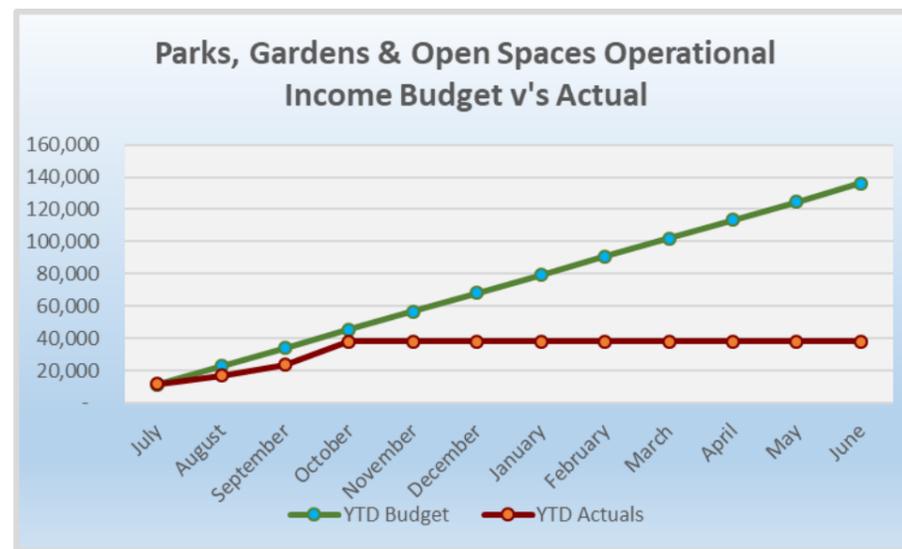
### a) Delivery and Operational Plan precis

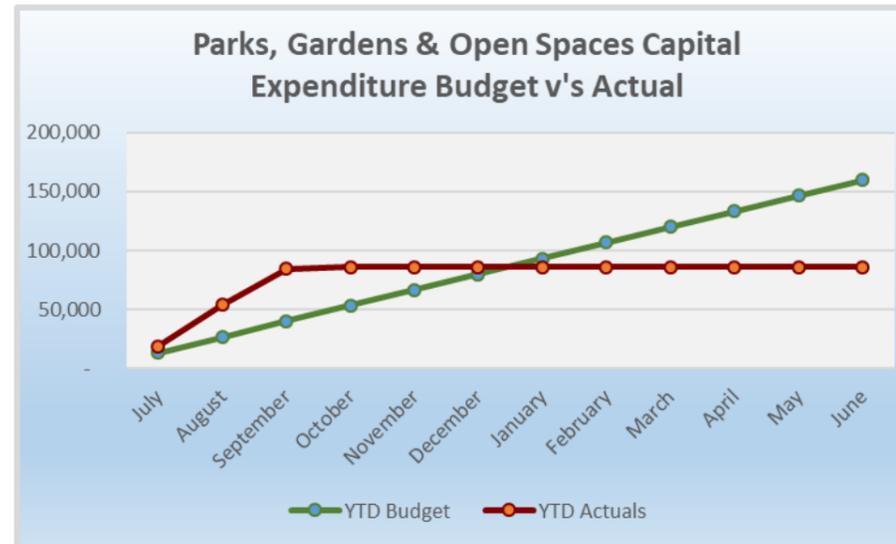
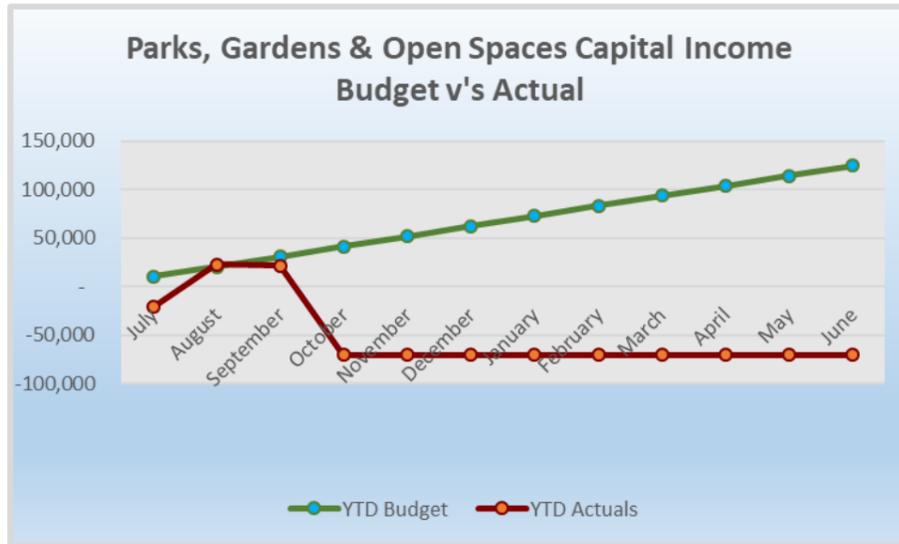
4 Year Delivery Program	1 Year Operational Plan 20/21	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
<p>DP15.01) Identify and pursue opportunities to increase usage of open spaces assets throughout the Shire.</p> <p><b>Sport and recreation (passive &amp; active): A - Chief Corporate Officer</b>  <b>Open Space Amenities: A - Chief Corporate Officer</b></p>	<p>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.</p>	<p>B:OSRUS C:PGLHC D:PGLHC</p>			+1	<p>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.</p>
<p>DP15.02) Identify and partner with local residents in the development and delivery of town and village beautification initiatives.</p> <p><b>Place &amp; public art/beautification: A - Chief Executive ("Identify &amp; partner with...")</b>  <b>Place &amp; public art/beautification A - Director Infrastructure (Development/implementation/finalisation)</b></p>	<p>Ensure maintenance standards are conducted and delivered efficiently through Parks, Gardens and Open Space Committee and Village Progress Associations.</p>	<p>B:MEDCE C:MEDCE D:CDO</p> <p>B:OSRUS C:PGHLC D:PGHLC</p>			+1	<p>The dead tree removal grant funding project has seen 1044 trees submitted.  Contractor now appointed with 106 trees chosen for removal with the funding available, approximately 3 properties and 15 trees remain to be removed.  Installation on new drip line irrigation in gardens in Rouse Street near completion in readiness for plantings. Plant species selected and ordered, some have arrived.  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 has been installed.  New picnic tables and path are next to be actioned.  Liston has had village enhancements to include the park being top dressed and seeded and land behind the hall cleared. Dead tree removal and village approach grant funding commenced along Rivertree Rd.  Drake village dead tree removal. Trees identified for removal. Urbenville gardens in front of the toilet block have had further maintenance.</p> <p>Staff have been pruning and mulching street trees, and maintenance to plants and gardens in Rouse street.  Mowing has commenced.  Two (1) large dead pinoak have been removed in Logan St, with a further 3 to be removed.</p>

<p>DP15.03) Deliver public spaces that are clean, well maintained and encourage usage by visitors and residents of Tenterfield Shire.</p> <p><b>Sport and recreation (passive &amp; active): A - Chief Corporate Officer</b>  <b>Open Space Amenities: A - Chief Corporate Officer</b></p>	<p>Ensure all Parks, Gardens and Open Space amenities maintenance programs are delivered to a high standard.</p>	<p>B:OSRUS C:PGHLC D:PGHLC</p> <p>B:PBLC C:PGHLC D:PGHLC</p>			+1	<p>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.</p> <p>Grant funded toilet blocks at Urbenville, Legume, Liston and Jennings near completion. Supplier notified for the installation of the shade structure over the Rotary Park playground, through SCC Grant Funding round (2).</p>
	<p>Develop and implement a tree management strategy.</p>	<p>B:OSRUS C:PGHLC</p>			+1	<p>Draft tree management plan recommended and approved by the Parks and Gardens Committee.</p>
<p>DP15.04) Development and implementation of township and village streetscape plans and policy.</p> <p><b>Place &amp; public art/beautification: A - Chief Executive (Community engagement: concept)</b>  <b>Place &amp; public art/beautification A - Chief Corporate Officer (Development/implementation/finalisation)</b></p>	<p>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.</p>	<p>B:MEDCE C:MEDCE D:CDO</p> <p>B:OSRUS C:PGHLC</p>			+1	<p>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.</p> <p>Discussion with the Liston Progress Association about the top dressing of the park and improvement to the area behind the hall. BBQ installed.</p> <p>Torrington trying to organize a metal cleanup after the fire. Village entrance signs near completion.</p>
<p>DP15.05) Identify suitable areas for the extension and embellishment of the current and future cycleway network.</p> <p><b>Footpaths &amp; cycleways: A - Director Infrastructure</b></p>	<p>Investigate options for further exercise stations sited along existing cycleway.</p>	<p>B:MAPP C:MAPP D:MW</p>			+1	<p>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 near completed.</p> <p>Signed Deed returned with progress on contacting suppliers for updates ready for the installation.</p>
<p>DP15.06) Deliver, review and update Parks, Gardens and Open Space, Maintenance Programs across the Shire.</p> <p><b>Cemeteries: A - Chief Corporate Officer</b>  <b>Sport and recreation (passive &amp; active): A - Chief Corporate Officer</b>  <b>Open Space Amenities: A - Chief Corporate Officer</b>  <b>Place &amp; public art/beautification A - Chief Corporate Officer (Development/implementation/finalisation)</b></p>	<p>Implement and deliver maintenance programs for Parks, Gardens and Open Spaces across the Tenterfield Shire Council area.</p>	<p>B:OSRUS C:PGHLC D:PGHLC</p>			+1	<p>Difficult to implement maintenance programs as all the town should be of the one standard.</p> <p>Working towards.</p>
	<p>Deliver Business improvements, recognising emerging risks and opportunities.</p>	<p>B:OSRUS C:PGHLC D:PGHLC</p>			+1	<p>Looking at ways to reduce maintenance within parks and increase levels of service.</p> <p>The newly purchased Walker mower has reduced mowing time at the cemetery.</p>
	<p>Manage the Parks, Gardens and Open Space Service of Council in a financially responsible manner in line with Budget allocations.</p>	<p>B:OSRUS C:OSRUS</p>			+1	<p>Budget allocations are monitored and adhered to.</p>

**b) Budget**

COA	20/21 Full Year Budget	20/21 YTD Actuals October	20/21 Percentage Spent
<b>Parks, Gardens and Open Space</b>	<b>820,388</b>	<b>467,372</b>	<b>56.97%</b>
<b>1. Operating Income</b>	<b>(136,000)</b>	<b>(37,992)</b>	<b>27.94%</b>
<b>2. Operating Expenditure</b>	<b>921,388</b>	<b>349,251</b>	<b>37.90%</b>
<b>3. Capital Income</b>	<b>(125,000)</b>	<b>70,229</b>	<b>-56.18%</b>
<b>4. Capital Expenditure</b>	<b>160,000</b>	<b>85,884</b>	<b>53.68%</b>
4215502. Cemeteries - Earthworks Preparation for Stage 1 Expansion	0	4,609	0.00%
4215504. Cemeteries - Storage Shed & Unisex Disabled Toilet	35,000	0	0.00%
4605509. Rouse Street Irrigation & Replanting	40,000	916	2.29%
4605512. Shirley Park Cricket Net Replacement	0	9,658	0.00%
4605513. Jubilee Park - Upgrade Pathway	35,000	0	0.00%
4605514. Jennings Park - Playground Renewal	50,000	0	0.00%
4610501. Renewal of Shirley Park Amenities Building (SRV)	0	414	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	20,893	0.00%





**Capital Income:**

Milestone payments for SCCF grants received.

**Capital Expenses:**

Carry-forward budgets from 2019/20 for SCCF round 2 projects to be added in QBR 1. New grants for SCCF round 3 also to be added.

**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 (Grant Funded)
- New storage shed at Cemetery
- Rouse street planting and irrigation (Grant Funded)
- Jubilee Park Pathway ( Grant Funded)

**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**

Many Compliments in relation to the flower gardens in Rouse Street.

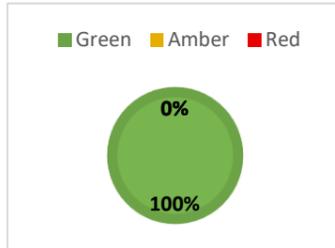
**g) Business Statistics**

Nil to report

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

Nil to report

## 16. Swimming Complex



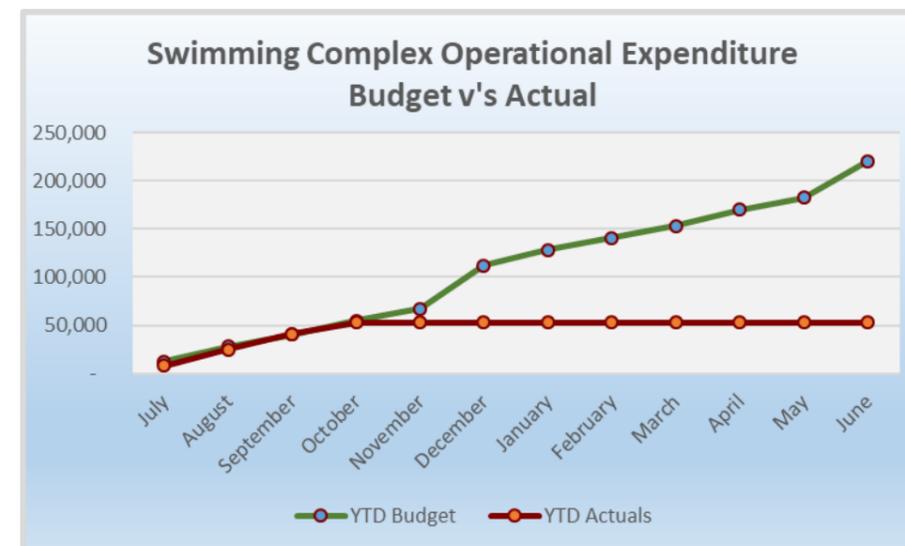
Under the 4 year Delivery Plan *Swimming Complex* relates to the ongoing: service provision; regulatory compliance; planning; supervision of patrons; and management. The Office of the Chief Corporate Officer directly oversees these outcomes.

### 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:MPB D:MPB			+1	Current plan to be implemented in the new season.
	Deliver Business improvements, recognising emerging risks and opportunities.	B:MPB C:PS			+1	Identified in the preparation of the commencement of the season. Action being taken to suit.
	Manage the Swimming Complex Service of Council in a financially responsible manner in line with Budget allocations.	B:MPB C:PS			+1	Currently being implemented.

### b) Budget

COA	20/21 Full Year Budget	20/21 YTD Actuals October	20/21 Percentage Spent
<b>Swimming Complex</b>	<b>220,648</b>	<b>50,917</b>	<b>23.08%</b>
2. Operating Expenditure	220,648	52,651	23.86%
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:**

Community Building Partnership Grant received for a new shelter to the BBQ Area.  
Additional grants to be found to fund improvements of water heaters, pool blankets and equipment.

**Capital Expenses:**

Carry-forward budgets from 2019/20 for the Masterplan and Pool Pump to be added in Quarterly Budget review 1.

**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

**Operational Income:**

Nil

**Operational Expense:**

On track for expenses which center around the operations of the pool, chemical and services.

**c) Capital Projects**

Masterplan and feasibility continues.  
Site meeting with the builder to discuss the program and details of the project.

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

New pool blankets are required, the existing blankets have started to perish making them difficult to use and a potential risk.

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

Installation of sunshades across the BBQ area to be installed towards the end of the season.

**f) Customers**

Council Administration have issued the season passes for 2020-2021 to the Pool Managers.

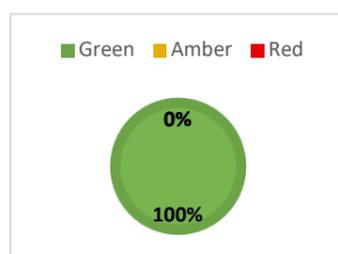
**g) Business Statistics**

Nil to date

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

Pool opened 3 October 2020.

## 17. Asset Management and Resourcing



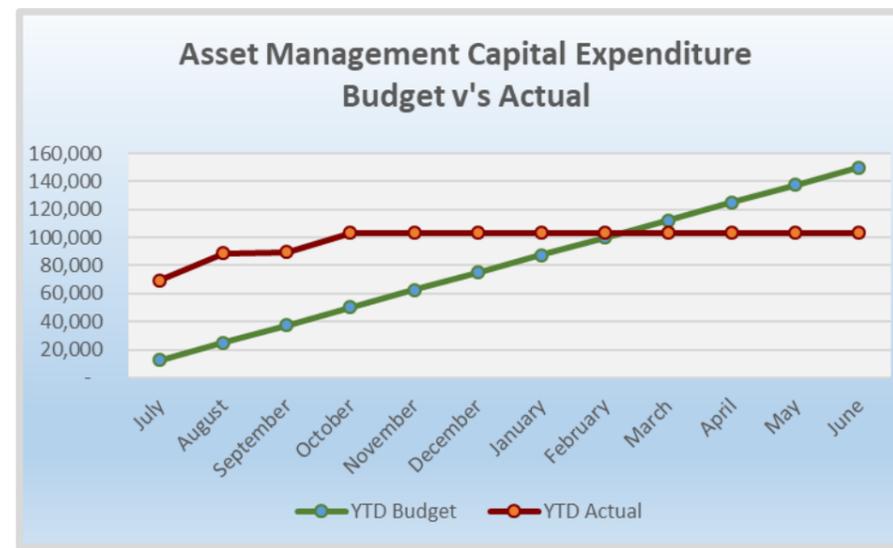
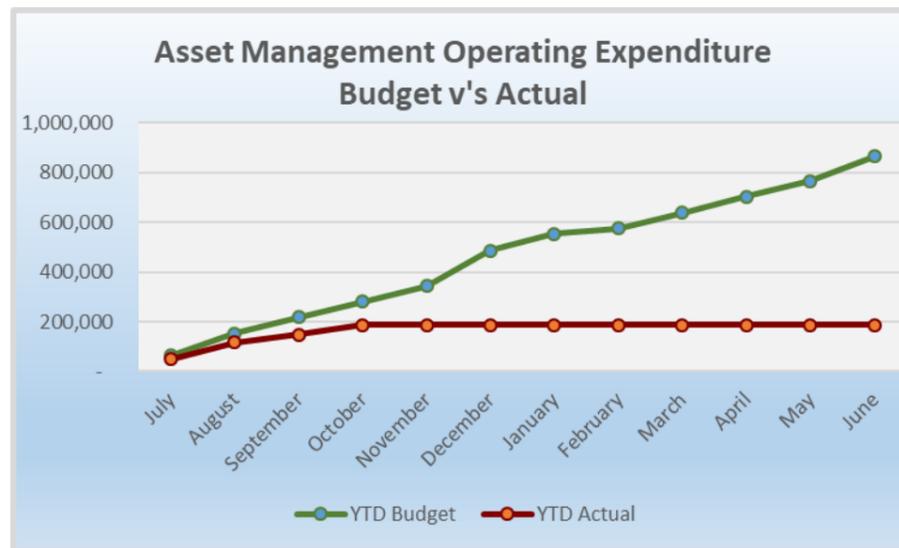
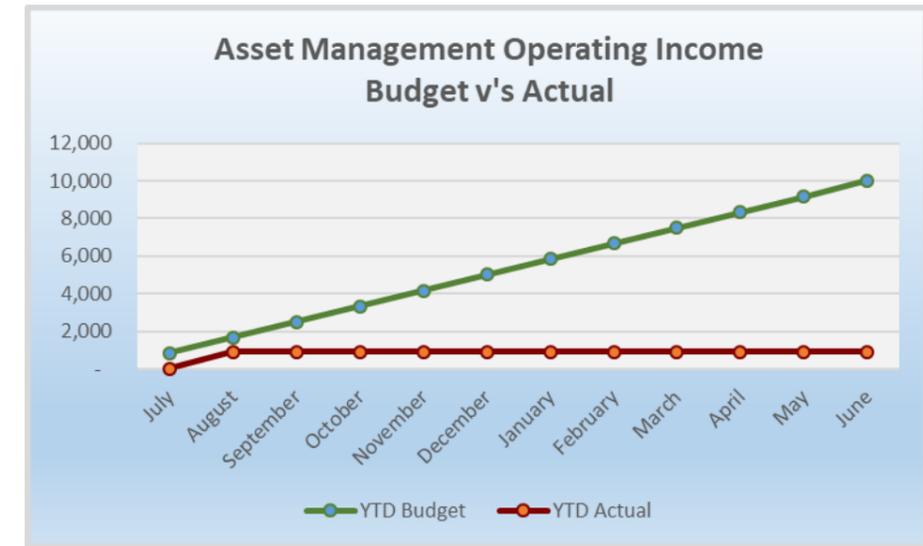
Under the 4 year Delivery Plan *Asset Management and Resourcing* relates to: review, investigation, survey, design, development and project management; asset investigation, planning, policy formulation and management (both as a bureau service to whole organisation and for transport infrastructure). The 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.  <i>Assets &amp; projects: A – Director Infrastructure</i>	Ensure that asset management, project planning and design activities meet agreed quality and industry standards	B:MAPP C:MAPP D:MAPP			+1	Major works in the 20/21 program are continuing at Legume on Mt Lindesay Road and on timber bridge replacement / strengthening works.
	Deliver Business improvements, recognising emerging risks and opportunities.	B:MAPP C:MAPP D:MAPP			+1	Project delivery is scheduled with the aim to achieve efficiencies. Risks are assessed and controls put in place during design and construction phases.
	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			+1	Asset replacement projects are scoped in line with the adopted annual budget. Opportunities are being gained through external grant funds to accelerate asset replacement where appropriate.
DP17.02) Review and implement planning for footpaths and cycleway infrastructure that is safe for users and supports connectivity and active recreation in urban environments.  <i>Assets &amp; projects: A – Director Infrastructure</i>	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 has been displayed for public submissions. Plans are to be referred back to Council for further consideration.
DP17.03) Asset planning considers the impact of consumption and cost driven by the increased demand for existing services and attracts a contribution priced to reflect this impact.  <i>Assets &amp; projects: A – Director Infrastructure</i>	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. This will be required for the new asset management system data inputs.
DP17.04) Asset Planning, Policy and Management provide strategic direction and information to Council enabling the sustainable management of its asset portfolio as a whole.  <i>Assets &amp; projects: A – Director Infrastructure</i>	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. This document includes an ongoing Improvement Plan.
DP17.05) Risk Management embedded in our Asset Management Planning forms the basis for our intervention programs and our Asset Management practices.  <i>Assets &amp; projects: A – Director Infrastructure</i>	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**

COA	20/21 Full Year Budget	20/21 YTD Actuals October	20/21 Percentage Spent
<b>Asset Management &amp; Resourcing</b>	<b>856,010</b>	<b>290,018</b>	<b>33.88%</b>
1. Operating Income	(10,000)	(913)	9.13%
2. Operating Expenditure	866,010	186,099	21.49%
3. Capital Income	(150,000)	0	0.00%
4. Capital Expenditure	150,000	103,297	68.86%
6250501. Tenterfield Depot - Refurbishment Stage 1	0	17,448	0.00%
6250504. Tenterfield Depot - Fuel Tank Investigation/ UPSS Compliance	50,000	14,900	29.80%
6250505. Tenterfield Depot - WHS & Environmental Initiative Enhancements	100,000	7,508	7.51%
6250507. Urbenville Depot - Refurbishment	0	60,441	0.00%
6250509. Urbenville Depot - WHS & Environmental Initiative Enhancements	0	3,000	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 funded under the Mt Lindesay Road upgrade and timber bridge replacement grants. Carry-forward budgets from 2019/20 for the Tenterfield and Urbenville depot refurbishments are to be included in Quarterly Budget Review 1.

**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. Works for fuel tank compliance have been undertaken and further works including documentation is continuing, access control and security infrastructure is being investigated, depot safety signage has been upgraded and environmentally safe material storage for emulsion is being carried out during November with the installation of new storage tanks.

**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 being finalised from the 19/20 project.

Major work on Mt Lindesay Road Stage 5 at Big Hill has commenced for clearing and grubbing. Survey works are ongoing for construction.

Work to strengthen timber bridges is continuing with the Beaury Creek bridge on Beaury Creek Road west of Urbenville replaced by Council's timber bridge crew.

Tenders are being assessed for the Torrington Road (Deepwater River) and Paddys Flat Road (Kangaroo Creek) bridges.

Replacement work on the Boonoo Boonoo bridge is ongoing.

Road approach works for the bridge on Hootons Road (Emu Creek) will commence during November and December.

Work continues on Beaury Creek bridge replacement on Tooloom Road.

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

Ongoing risks are monitored.

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

A focus is being made for improved records management.

**f) Customers**

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

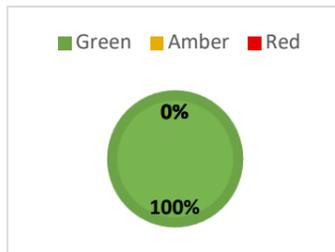
**g) Business Statistics**

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



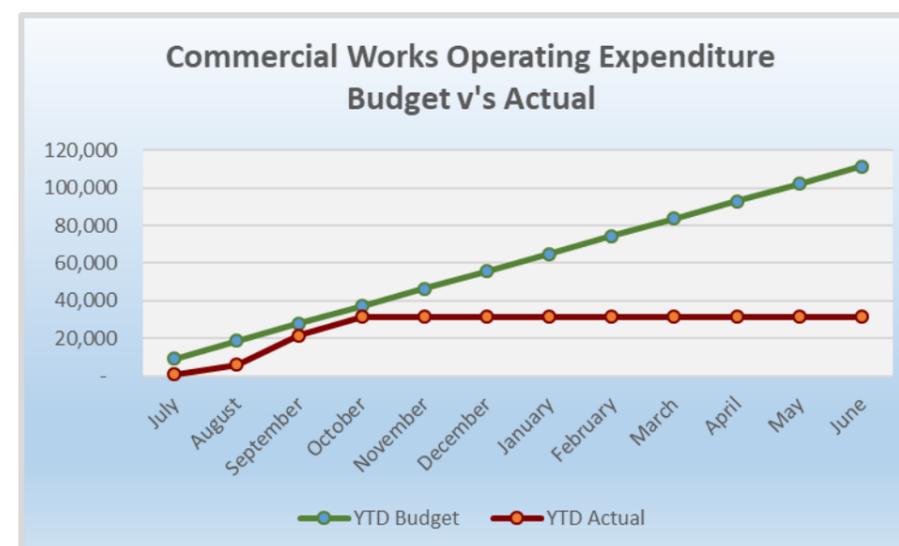
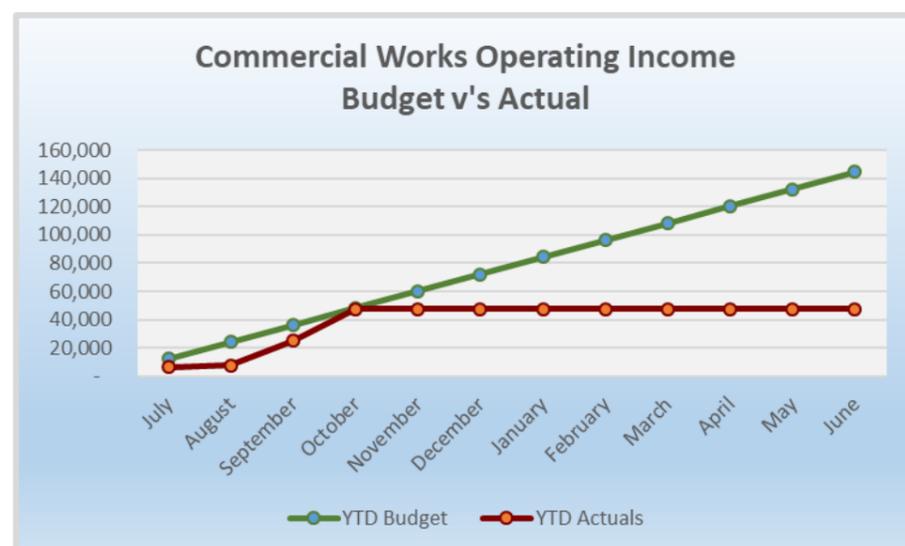
Under the 4 year Delivery Plan *Commercial Works* relates to: private works management, benchmarking, offsetting costs through creating synergies. The Office of the Chief Operating Officer directly oversees these outcomes.

### 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.	B:MW C:MW D:MW			+1	Works are undertaken on demand, with scheduled work and operational priorities a consideration
	Deliver Business improvements, recognising emerging risks and opportunities.	D:MAPP			+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.	D:MAPP			+1	Works are delivered within projected estimates and quotations

### b) Budget

COA	20/21 Full Year Budget	20/21 YTD Actuals October	20/21 Percentage Spent
Commercial Works	(33,016)	(16,095)	48.75%
1. Operating Income	(144,525)	(47,644)	32.97%
2. Operating Expenditure	111,509	31,548	28.29%



**Capital Income:**

NA

**Capital Expenses:**

NA

**Operational Income:**

No significant variance.

**Operational Expense:**

No significant variance.

**c) Capital Projects**

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

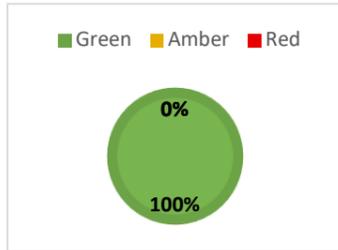
**e) The Business of Improving the Business**

**f) Customers**

**g) Business Statistics**

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

# 19. Stormwater and Drainage



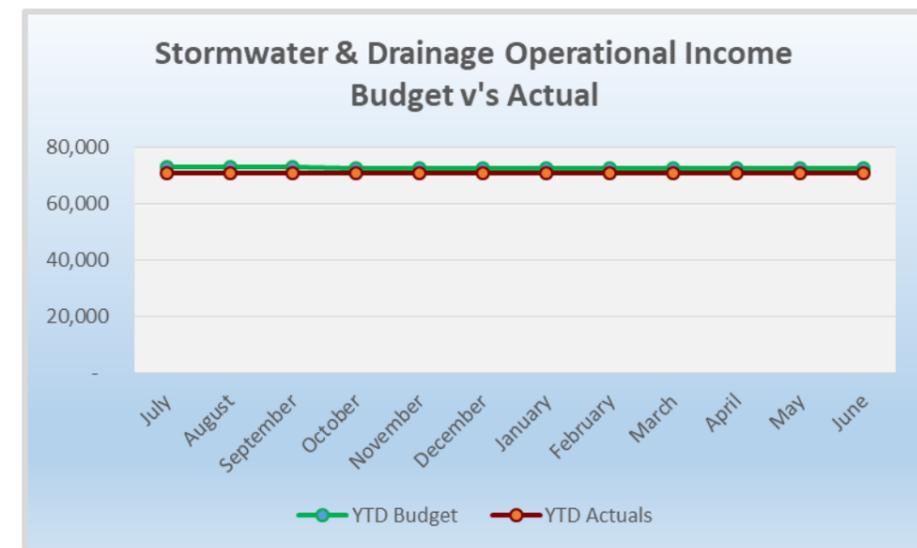
Under the 4 year Delivery Plan *Stormwater and Drainage* relates to ongoing management and improvement of all stormwater infrastructure, gross pollutant traps, natural urban waterways and erosion control apparatus. The Office of the Director Infrastructure directly oversees the outcomes.

## 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 undertaken. A number of projects are programmed to upgrade drainage pits for child protection in public areas and flow efficiency.
	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. Project scoping is undertaken to assess risks and to seek opportunities to improve the performance of the asset.
	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 limitations.

## b) Budget

COA	20/21 Full Year Budget	20/21 YTD Actuals October	20/21 Percentage Spent
<b>Stormwater &amp; Drainage</b>	<b>157,745</b>	<b>(71,158)</b>	<b>-45.11%</b>
1. Operating Income	(72,566)	(70,763)	97.52%
2. Operating Expenditure	100,111	0	0.00%
3. Capital Income	0	(395)	0.00%
4. Capital Expenditure	130,200	0	0.00%
8252502. Drainage Pits - Upgrade	63,000	0	0.00%
8252523. Urban 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:**

Works projects have been programmed in accordance with the adopted budget.

**Operational Income:**

Operational works are funded through the current budget.

**Operational Expense:**

Operational expenses are kept within the allocated budget.

**c) Capital Projects**

Storm water pit upgrade projects have been programmed for 2020/21 including Wood Street, Scott Street, and East Street in Tenterfield, and Stephen Street and Welch Street in Urbenville.

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

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

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

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

**f) Customers**

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

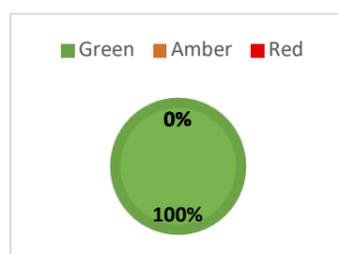
**g) Business Statistics**

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

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

No special events at this stage

## 20. Transport Network



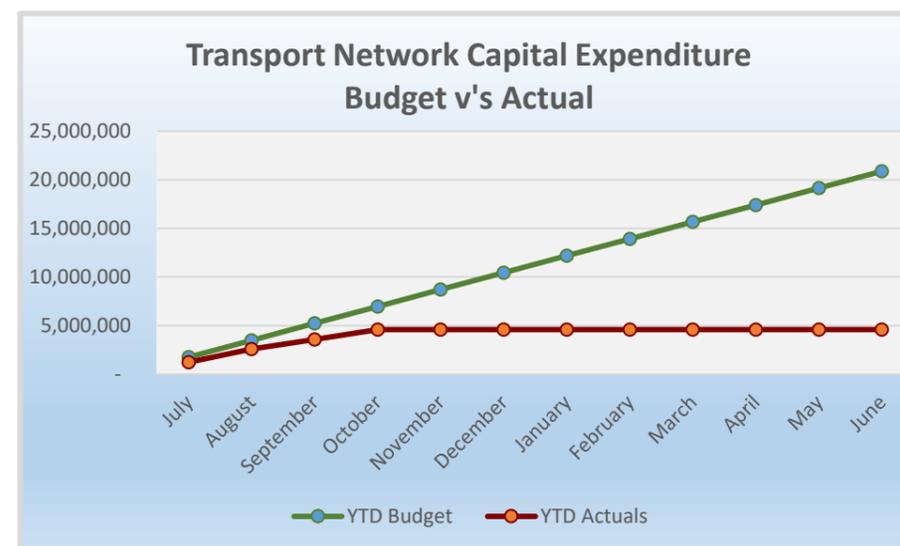
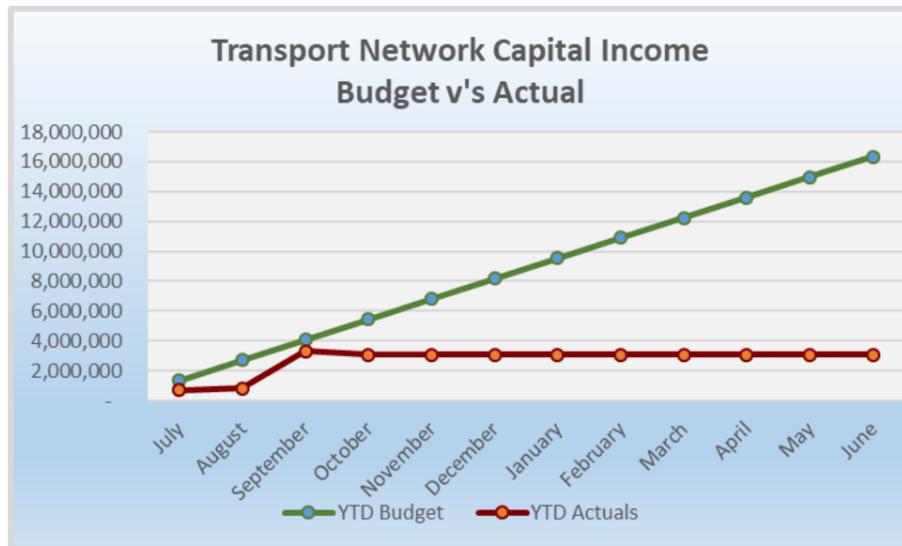
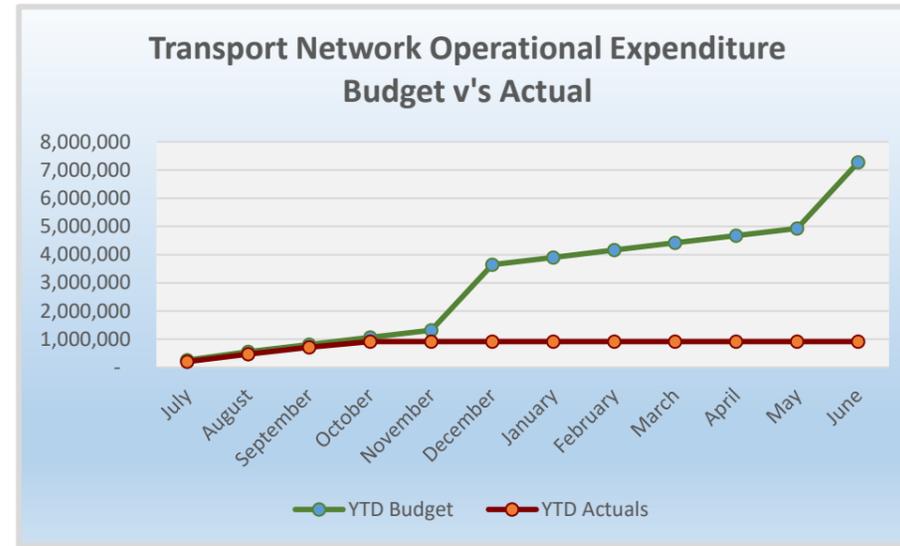
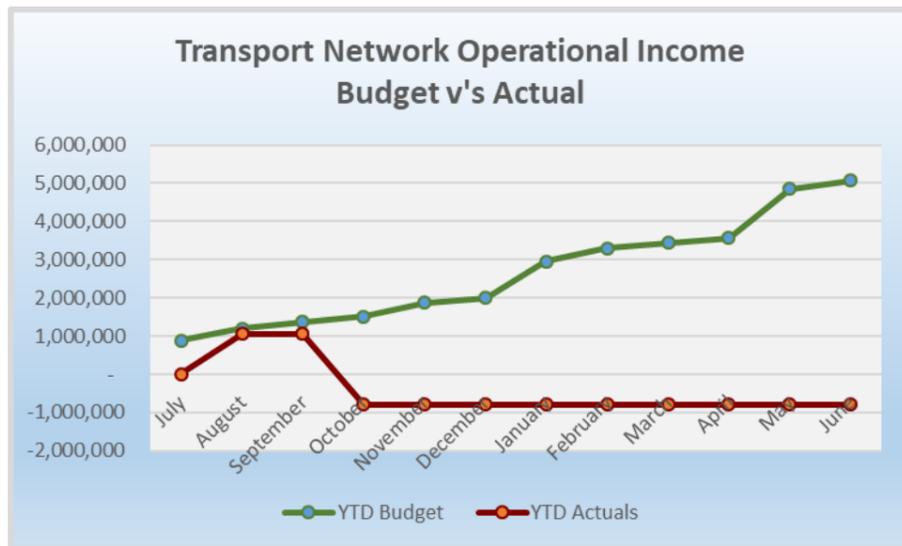
Under the 4 year Delivery Plan *Transport Network* relates to the sustainable management and improvement of all infrastructure used to facilitate transportation: vehicular, aviation, Mt McKenzie and cyclists; car parking; quarries; delineation, line marking, signage and lighting; regulatory compliance; 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.  <b>Roads, bridges and retaining walls: A</b> - Director Infrastructure	Manage and deliver construction services for transport infrastructure.	B:MAPP C:TPE			+1	Capital projects continue on Mt Lindesay Road east of Legume with clearing commenced now on Stage 5. Timber bridge renewals are continuing at Boonoo Boonoo, Emu Creek and Beaury Creek bridges. R2R rehabilitation road works are continuing on Torrington Road.
DP20.02) Maintenance of transport infrastructure.  <b>Roads, bridges and retaining walls: A</b> - 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.  <b>Road safety and Traffic Committee: A</b> - 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 reviewed and submissions will be referred back to Council for further consideration.
<b>Quarries and stockpiling: A</b> - Director Infrastructure	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. Projects are undertaken internal teams and external contractors to deliver projects within grant funding time requirements.
<b>Aviation: A</b> - Director Infrastructure  <b>Roads, bridges and retaining walls: A</b> - Director Infrastructure	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 are assisting with the asset renewal program.

### b) Budget

COA	20/21 Full Year Budget	20/21 YTD Actuals October	20/21 Percentage Spent
<b>Transport Network</b>	<b>6,924,241</b>	<b>3,285,175</b>	<b>47.44%</b>
<b>1. Operating Income</b>	<b>(5,071,077)</b>	<b>785,944</b>	<b>-15.50%</b>
<b>2. Operating Expenditure</b>	<b>7,277,982</b>	<b>919,465</b>	<b>12.63%</b>
<b>3. Capital Income</b>	<b>(16,338,278)</b>	<b>(3,073,807)</b>	<b>18.81%</b>
<b>4. Capital Expenditure</b>	<b>20,884,732</b>	<b>4,593,316</b>	<b>21.99%</b>
6215110. Regional & Local Roads Traffic Facilities	66,500	0	0.00%
6215510. Regional Roads Block Grant - Reseals Program.	619,473	259,127	41.83%
6215531. Special Grant Mt Lindesay Road (RMS/Fed)	9,999,999	1,136,309	11.36%
6215548. Restart NSW Funding - Beaury Creek Bridge Replacement - Tooloom Road - Expenditure	805,000	352,893	43.84%
6215550. Footpaths	0	34	0.00%
6215551. Repair Program 2019/20	575,055	491,571	85.48%
6215552. Roads to Recovery 2019-24	0	134,644	0.00%
6215553. MR 462 Bruxner Way Curve Improvements (Segments 7010, 7020 & 7030)	0	9,196	0.00%
6215556. Regional Roads Block Grant - Rehabilitation	0	1,500	0.00%
6215558. National Bushfire Recovery Grant - Paddys Flat Tank Traps Vehicle Layby	0	219	0.00%
6215559. Safer Roads Program - Boonoo Boonoo Falls Road	298,000	0	0.00%
6215560. Local Roads & Community Infrastructure Program	0	2,310	0.00%
6215561. Fixing Local Roads - Tooloom Road Heavy Vehicle Access	0	82,954	0.00%
6215562. Repair Program 2020/21	0	188,069	0.00%
6220270. Boonoo Boonoo Bridge, Mt Lindesay Road - Restart NSW Funding	1,459,500	375,457	25.73%
6220271. Bridges Renewal Program - Deepwater River Bridge Renewal - Torrington Road	960,080	5,586	0.58%
6220272. Bridges Renewal Program - Kangaroo Creek Bridge Replacement - Paddys Flat Road Nth	973,920	2,587	0.27%
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	386,668	39.46%
6220280. Restart NSW Funding - Bridge Interim Solutions Project - Expenditure	1,313,001	667,997	50.88%
6220500. Urban Streets - Reseal Program	122,000	0	0.00%
6220501. Road Renewal - Gravel Roads	620,126	202,767	32.70%
6220503. Gravel Resheets	632,425	152,830	24.17%
6220506. Bridges / Causeways (SRV to 2023/24)	470,000	13,230	2.81%
6220507. Rural Roads - Reseal Program	259,402	95,781	36.92%
6220512. Rural Culverts & Pipes	140,000	11,172	7.98%
6220513. Concrete Bridges	30,000	618	2.06%
6240101. Gravel Pit Rehabilitation	10,251	5,042	49.19%
6240505. Urbenville Beautification of Main Street	0	1,212	0.00%
6240506. Footpath Extension in Drake	0	13,544	0.00%



**Capital Income:**

Capital works are funded through the current budget. Some additional external grant applications may be successful in obtaining additional funding.

**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. Carry-forward budgets from 2019/20 are to be added under the Quarterly Budget Review 1.

**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. The Local Roads Community Infrastructure (LRCI) project has commenced with the sealing of Castlerag Road in October.

**Operational Income:**

Operational works are funded through the current budget.

### **Operational Expense:**

Operational expenses are kept within budget.

- **Grader Works completed in October / November**
  - o Eastern Grader – Mud Flat Road, Osbournes Road, Patemans Road, Ramsay Road and Fairfield Road.
  - o Northern Grader – Mt Clunie Road, Hines Road, Grahams Creek Road, Turners Flat Road, Martins Road, Hills Road
  - o Western Grader – Torrington Streets and Tenthill Road.
  - o Central Grader - Haddocks Road, Kildare Road and repair sections of Quarry Road.
- **Grader Schedule for November / December**
  - o Eastern Grader – Fairfield Road, O’Driscolls Road and Bellbird Road.
  - o Northern Grader – Beaury Creek Road
  - o Western Grader – Silent Grove Road
  - o Central Grader - Hootons Road (inc LRCI sealing) and Paddys Flat Road (inc Tank Trap parking area)

### **Capital Projects**

Mt Lindesay Road (Legume – Woodenbong) Special Grant project is the major project for the year with Stage 5 at Big Hill commenced for clearing and grubbing.

Torrington Road works are continuing to rehabilitate 700m from the shire boundary towards the bridge crossing Deepwater River with Roads to Recovery funding.

Mt Lindesay Road Bookookoorara Creek 2.1km upgrade and sealing (Federal Stimulus Safety Project) – drainage works to commence during November.

Drainage works on Tooloom Rd (Fixing Local Roads Project) are continuing between Urbenville and Paddys Flat Road, with shoulder replacement commencing in November.

Urbenville main street footpath upgrade will commence in November.

- **Bridge Works**
- Interim Bridge Solutions
  - o Wallaroo Range Rd has the bridge structure completed with road approaches to be commenced when equipment is available.
  - o Beaury Creek Rd, Beaury Creek Bridge replacement is complete.
  - o Preliminary works on the Pattersons Road (Acacia Creek) bridge replacement will occur in November / December.
  - o Barlows Gate bridge replacement materials have been built into the major structural components ready to be shipped to Australia for installation in the new year.
  - o Ordering of additional bridge materials is underway
- Torrington Road (Deepwater River) and Paddys Flat North (Kangaroo Creek) Bridge Replacement tenders closed in October and are currently being evaluated.

### **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. Due to the extent of additional grant funding on other regions, external contractors have limited availability due to other committed works, increasing to works project management.

### **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 where resources are available.

Bituminous sealing, asphalt and stabilization panel contracts to facilitate the timely completion of funded works over the coming 12 – 18 months have been established through Local Government Procurement Contract LGP213-2.

### **Customers**

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

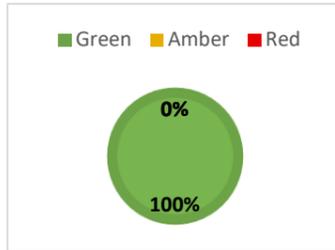
### **Business Statistics**

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



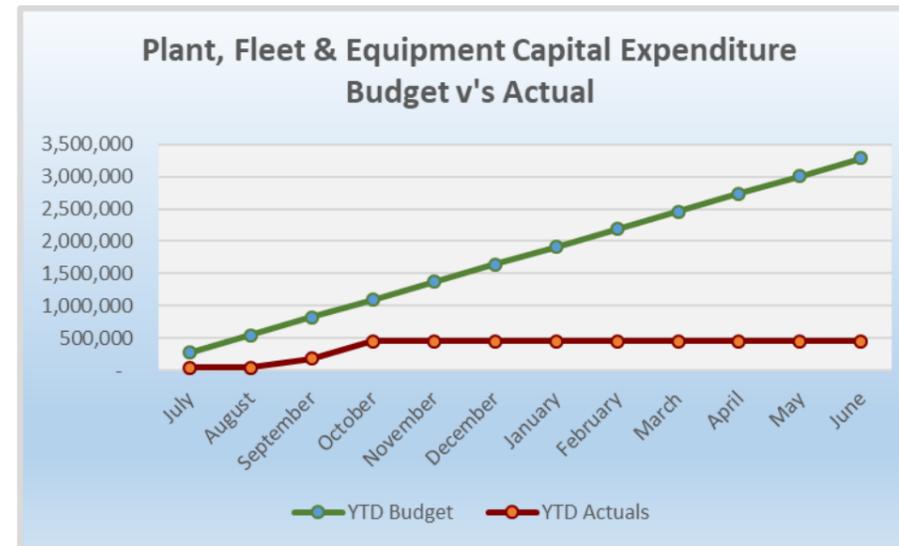
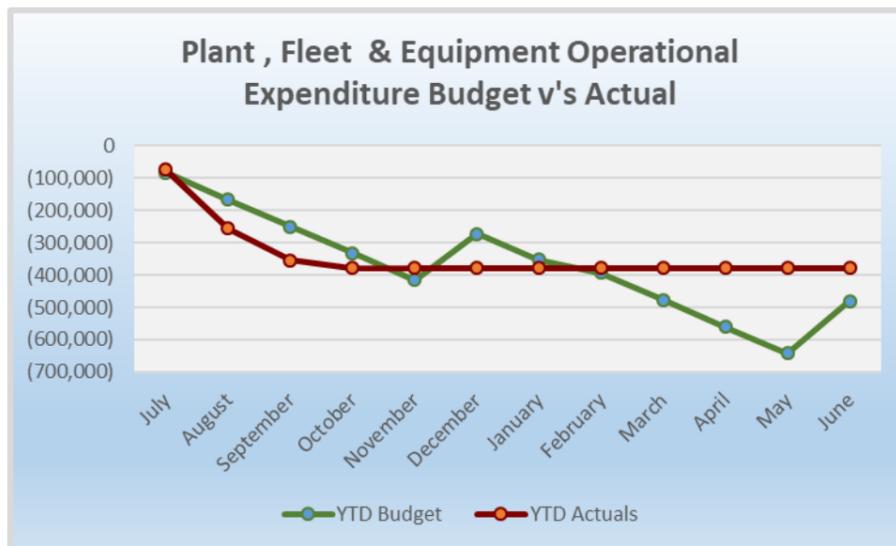
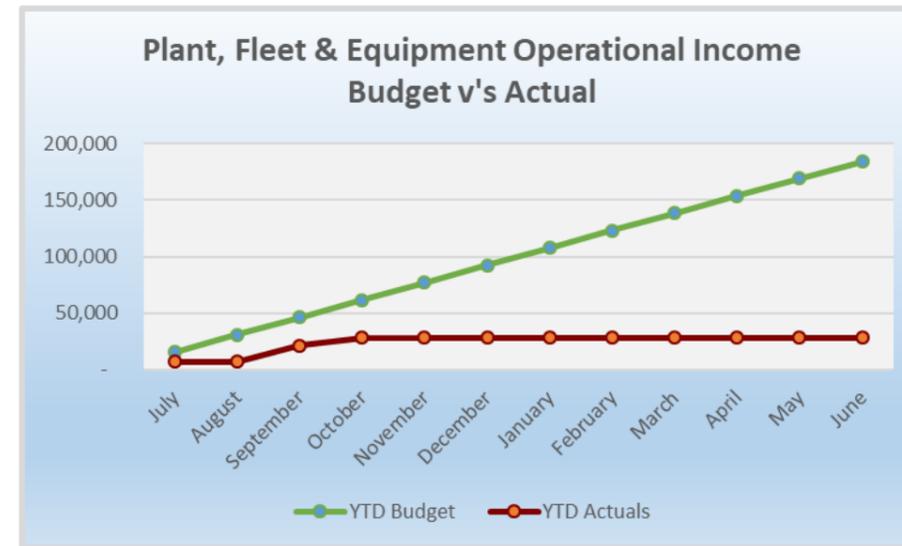
Under the 4 year Delivery Plan *Plant, Fleet and Equipment* relates to: effective provision and management of plant, fleet, equipment, store and depots; and tendering and procurement. The Office of the Director Infrastructure directly oversees these outcomes.

### 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.)
<p>DP21.01) Maximise productivity of Council fleet and stores service.</p> <p><b>Depot, Store:</b> A – Director Infrastructure</p> <p><b>Fleet &amp; Plant:</b> A – Director Infrastructure</p> <p><b>Procurement and tendering framework:</b> A – Director Infrastructure</p> <p><b>Depot, Store, fleet &amp; plant:</b> A – Director Infrastructure</p>	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, and two Forklifts. Pricing has been requested for the replacement of the Jennings village mower. The Light Vehicle tender documents remain 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 bowsers 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 is up slightly across the fleet. And utilisation continues to be strong during October despite a difficult month of registration renewals.
	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. 100% of general Fleet safety inspections completed with the 90 day target. Fleet is achieving its benchmarks in this area. Council's Council entire Fleet has passed roadworthy inspections ahead of registration renewals in November.

### b) Budget

COA	20/21 Full Year Budget	20/21 YTD Actuals October	20/21 Percentage Spent
<b>Plant, Fleet &amp; Equipment</b>	<b>194,498</b>	<b>(351,164)</b>	<b>-180.55%</b>
<b>1. Operating Income</b>	<b>(184,500)</b>	<b>(28,204)</b>	<b>15.29%</b>
<b>2. Operating Expenditure</b>	<b>(481,502)</b>	<b>(378,332)</b>	<b>78.57%</b>
<b>4. Capital Expenditure</b>	<b>3,281,932</b>	<b>456,032</b>	<b>13.90%</b>
6210500. Public Works Plant - Purchases	3,281,932	456,032	13.90%
<b>8. WDB of Asset Disposals</b>	<b>(2,421,432)</b>	<b>(400,660)</b>	<b>16.55%</b>



**Operational Income:**

Recovered through plant charges, fleet income is indicating a 0.39% deficit for October.

**Operational Expense:**

Fleet operational expenditure was 2.03% over expended for October.

**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**,
- Unit 99 Micro Excavator 1.8T – **Completed**,
- 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 612 Aluminium Plant Trailer for Unit 98 Mini Excavator – **Completed**
- Unit 613 Aluminium Plant Trailer for Unit 99 Mini Excavator – **Completed**
- Unit 611 6" Pump Set – Stake holder engagement yet to be undertaken, specifications yet to be drafted.
- Unit 337 Zero Turn Mower (Jennings) – Quotations requested
- 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. Tender documents in final stages of draft.

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

Fleet performance has declined slightly in October with a slight reduction in utilisation and over budget operational expenditure. This largely being contributed to the downtime, parts and repairs associated with annual registration renewal and inspections.

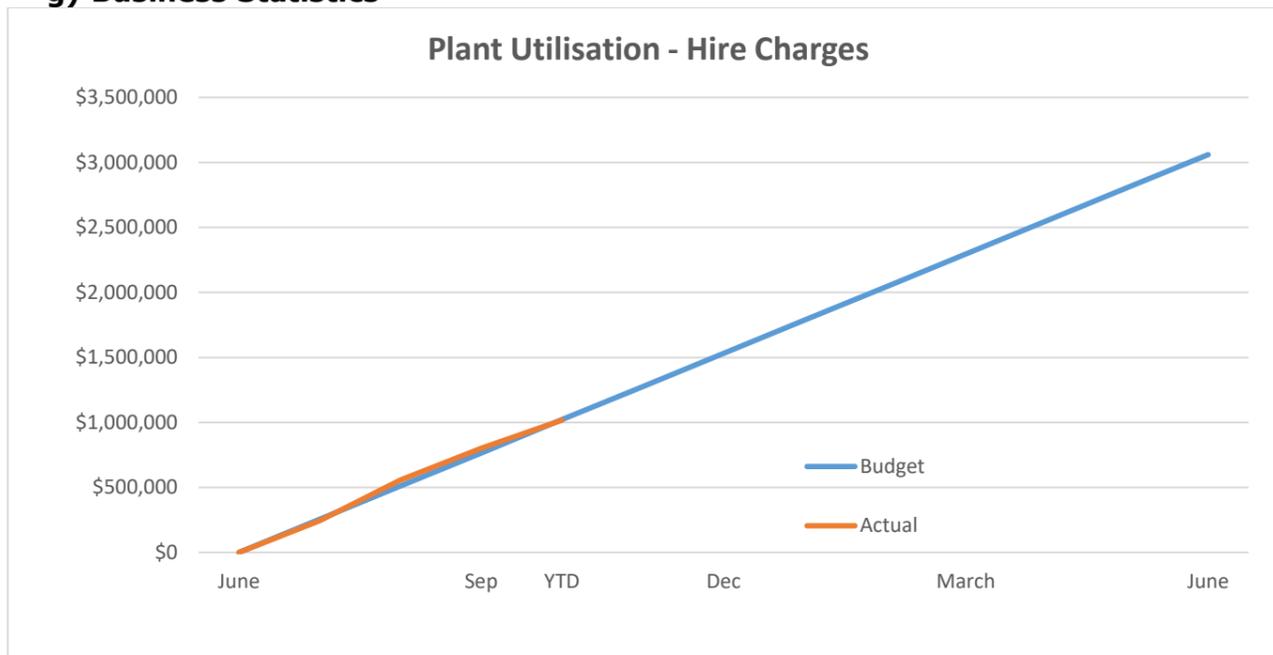
**e) The Business of Improving the Business**

A review of councils Light Vehicle Fleet structure is underway to identify assets displaying limited distribution and operational utilisation, with the view of better utilising slightly fewer assets, resulting in a reduction in fleet size where possible.

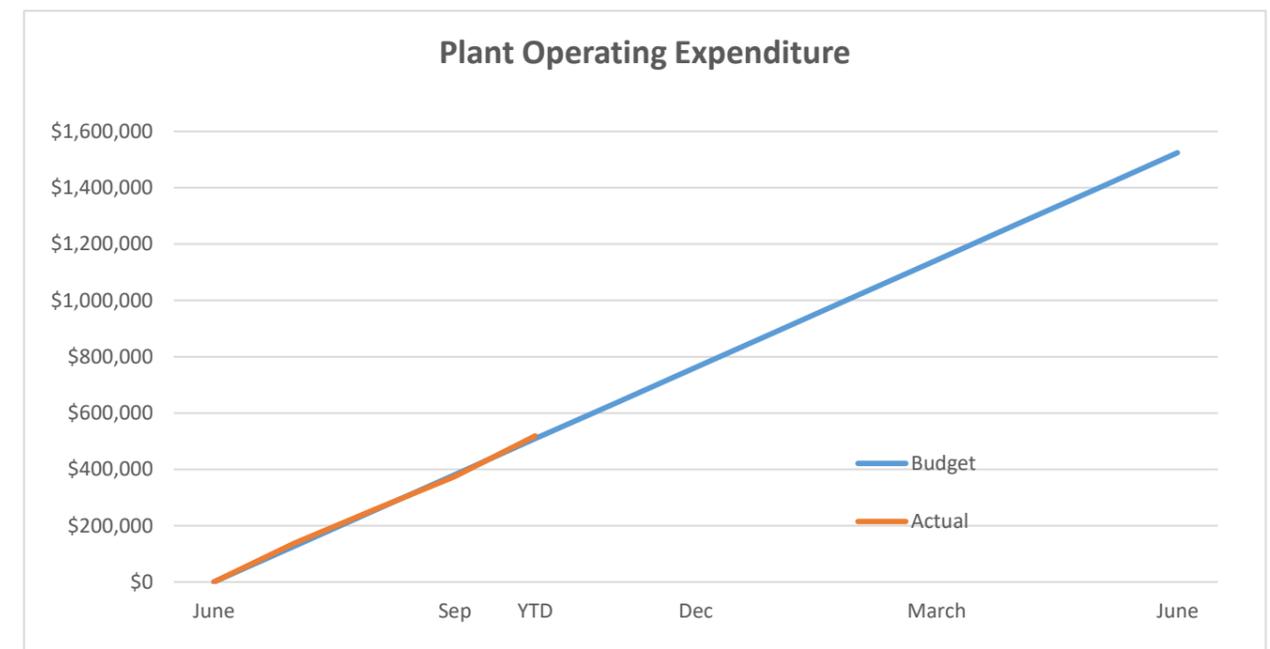
**f) Customers**

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.

**g) Business Statistics**



Fleet utilisation is indicating a 0.39% deficit for October.

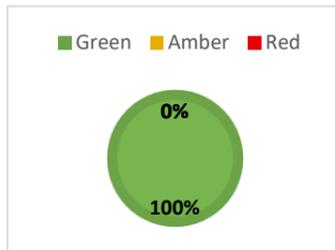


The plant operating expense was 2.03% over expended for October.

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

Members of the workshop team attended General Construction Induction (White Card), Bush Fire Awareness and Cyber Security training during October.

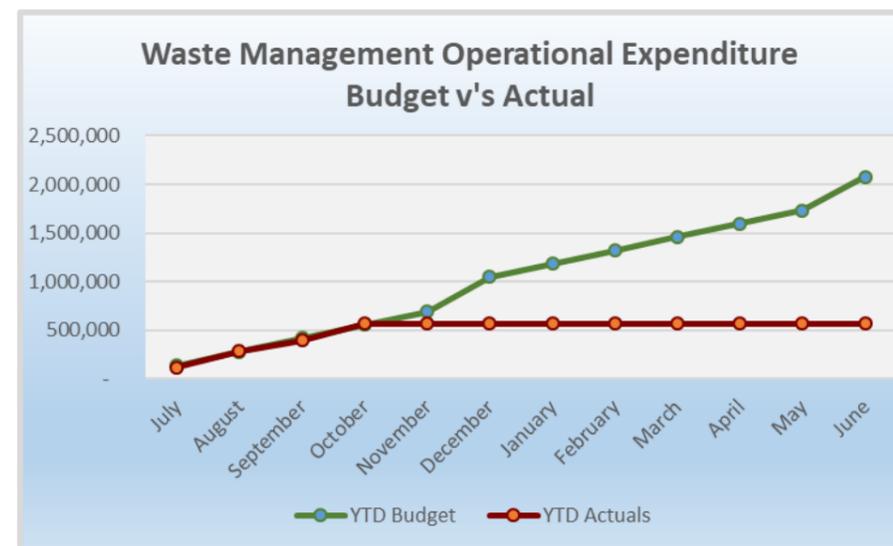
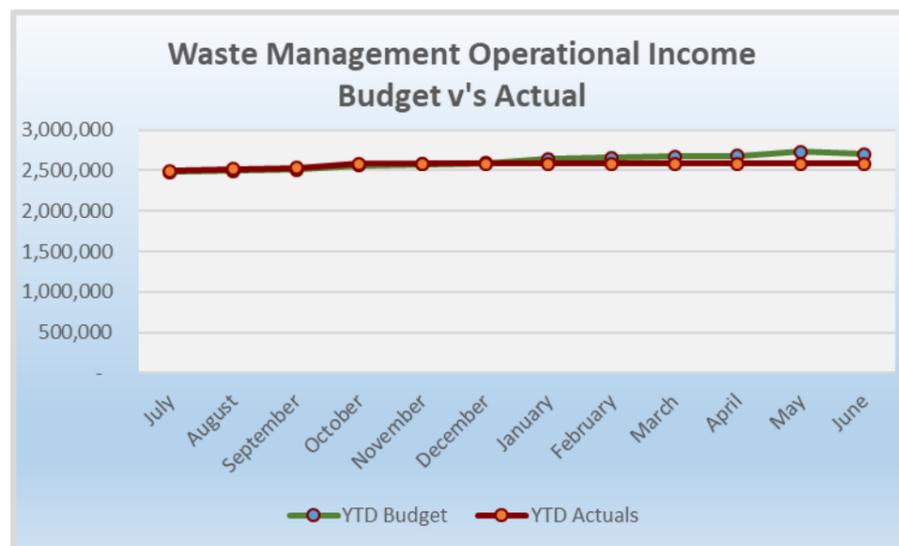
## 22. Waste Management



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: (Business Manager to provide short precis.)
DP22.01) Investigate and implement strategies to reduce waste produced by households and industry across the Shire.  <i>Waste &amp; recycling: A - Chief Executive</i>	Delivery of the Waste Management Strategy.	B:MWW D:MWW			+1	Ongoing operations with delivery in-line with Waste Management strategy.
	Deliver Business improvements, recognising emerging risks and opportunities.	B:MWW C:MWW D:MWW			+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.	B:MWW D:MWW			+1	Continuous review of best fiscal practice for managing Waste Services and maintaining budgets



**b) Budget**

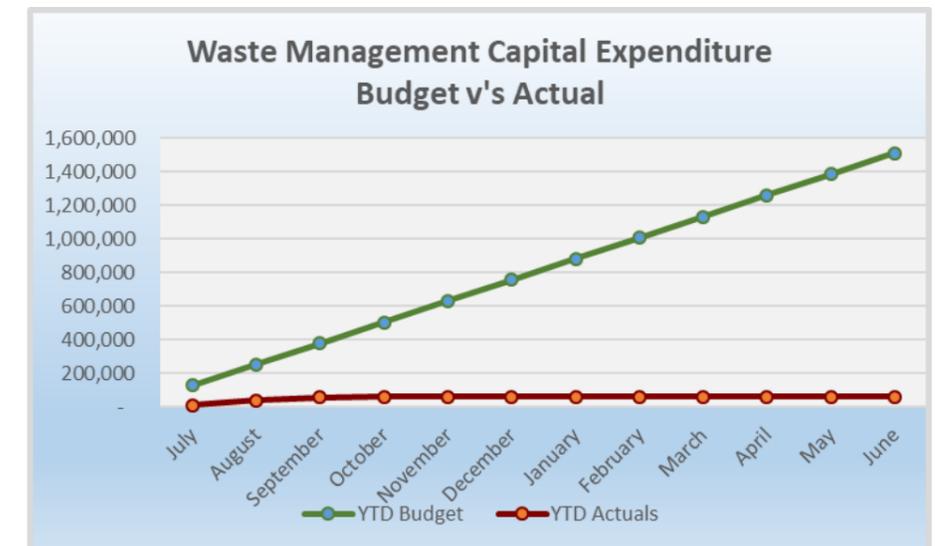
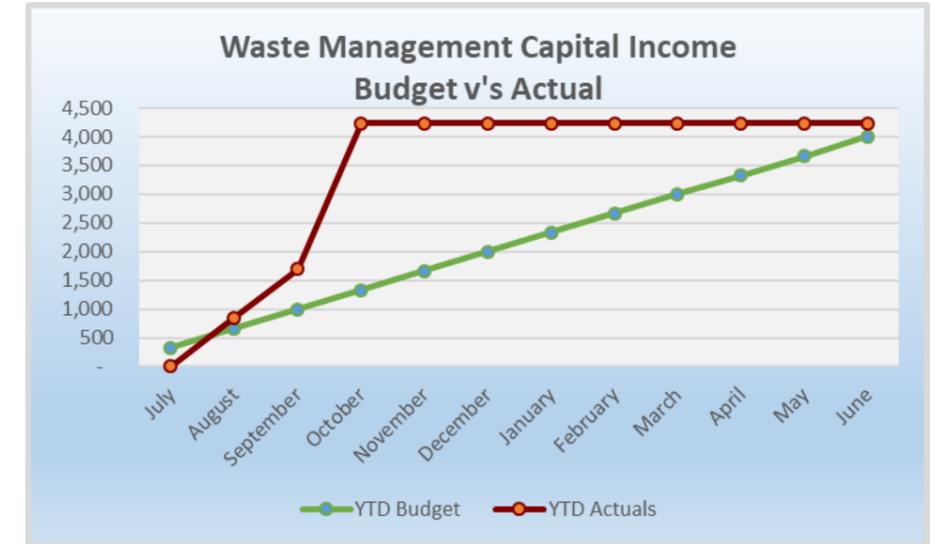
COA	20/21 Full Year Budget	20/21 YTD Actuals October	20/21 Percentage Spent
<b>Waste Management</b>	<b>1,054,897</b>	<b>(1,925,748)</b>	<b>-182.55%</b>
1. Operating Income	(2,702,990)	(2,583,367)	95.57%
2. Operating Expenditure	2,078,044	566,760	27.27%
3. Capital Income	(4,000)	(4,237)	105.93%
4. Capital Expenditure	1,509,869	59,491	3.94%
7080500. 240L Wheelie Bins	2,000	2,534	126.68%
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	23,357	233.57%
7080559. Green Waste Hungry Bin - School Trial	0	1,858	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	17,727	0.00%
7080732. Torrington Landfill - Convert to Transfer	0	13,727	0.00%
7080811. Tenterfield WTS Groundwater Bores	0	153	0.00%

**Capital Income:**

No significant variance.

**Capital Expenses:**

No significant variance. Carry-forward budgets from 2019/20 to be added in Quarterly Budget Review 1.



**Grant Funding to be sourced for these Projects:**

**Note: NGA -No Grant Available**

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. [Drake has also been poured for the tip-shop \(Figure 1\).](#)



**Figure 1 New Tip-shop Slab at Drake October 2020**

Investigations and design underway for Boonoo Boonoo facilities upgrade designs have been selected, [commencement of septic tank application.](#)

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). [Masterplan review and update RFQ has commenced in October 2020.](#)

Torrington clean-up has been completed by Lang O'Rourke, scheduling for works to complete access and bays are underway Consultation session with the community was provided by Council staff and EPA. Process to convert to transfer station has commenced with ordering and arrival of site offices for Torrington and Mingoola and tip shop (community requested). Onsite meetings with Works staff to ensure a superior facility is constructed to meet both community and operational requirements, works are expected to commence in November 2020.

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

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

Site inspection was undertaken by EPA representatives at Urbenville waste transfer station occurred on the 28<sup>th</sup> October 2020 with positive comments received for the site's neat appearance (Figures 2 to 4).



**Figures 2 to 4 Urbenville Waste Transfer Station Office, Drum muster cage and before conversion the landfill's old leachate pond October 2020**

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

**f) Customers**

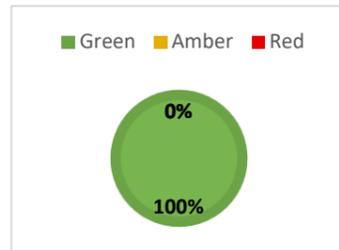
Our customer base is the public, other Council departments and contractors. Our waste operational staff continue to assist the community with waste.

The Where's your Bin Sticker competition is finalised with delivery of winning entrant stickers (randomly) to the community. Many residents have already 'dressed' their bin with the stickers.

**g) Business Statistics**

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

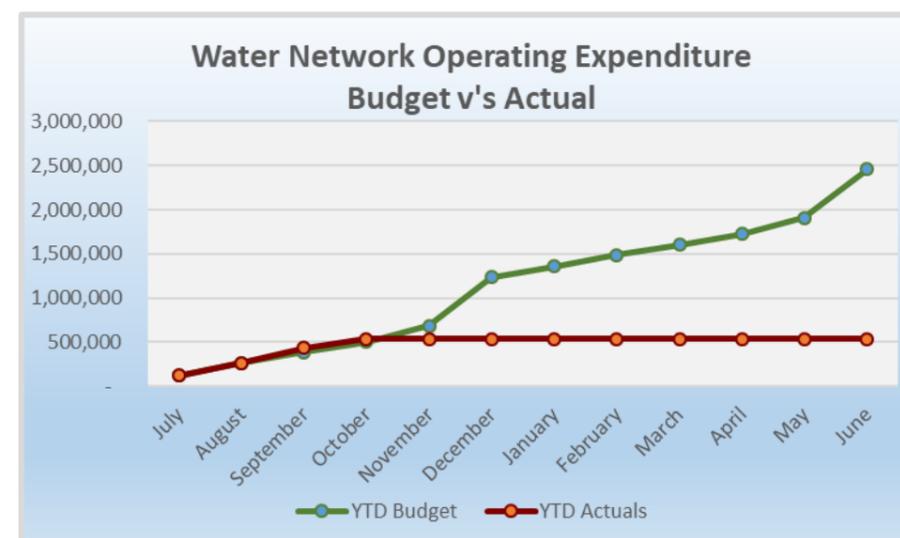
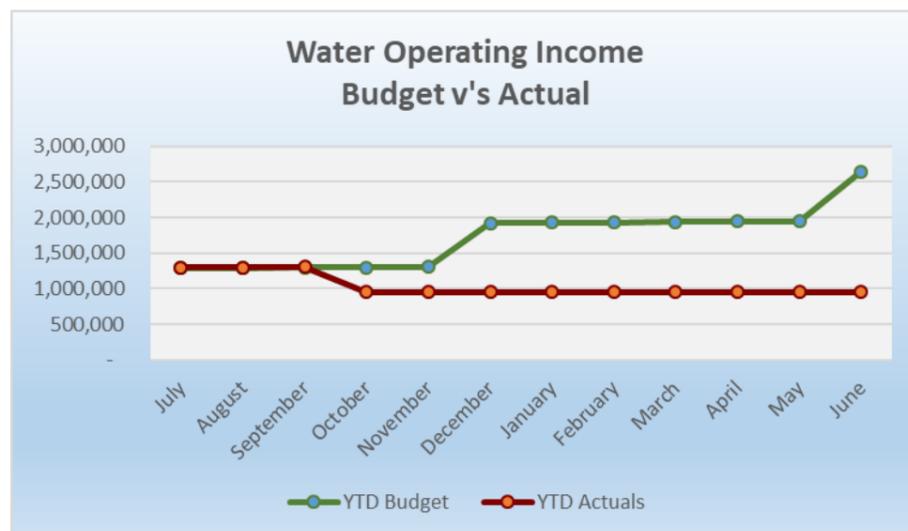
## 23. Water Supply



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.

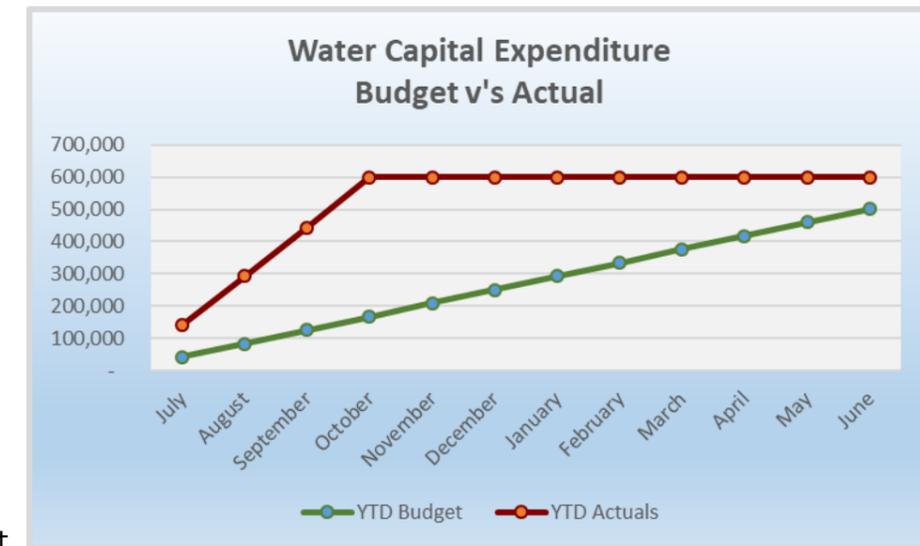
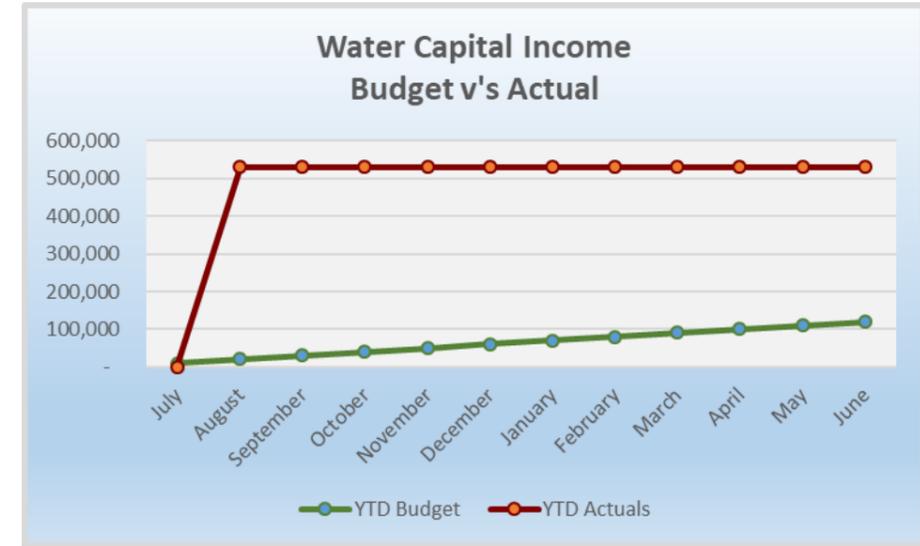
### a) Delivery and Operational Plan precis

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 &amp; 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 &amp; 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**

COA	20/21 Full Year Budget	20/21 YTD Actuals October	20/21 Percentage Spent
<b>Water Supply</b>	<b>436,489</b>	<b>(347,403)</b>	<b>-79.59%</b>
1. Operating Income	(2,644,192)	(954,909)	36.11%
2. Operating Expenditure	2,455,122	532,886	21.71%
3. Capital Income	(120,000)	(530,899)	442.42%
4. Capital Expenditure	501,700	599,449	119.48%
7484505. Tenterfield Mains Replacement	269,300	123,523	45.87%
7484506. Tenterfield Meter Replacement	21,500	0	0.00%
7484515. Tenterfield Flood Warning System - Capex	200,000	43,441	21.72%
7484521. Tenterfield Water Treatment Plant Design	0	2,485	0.00%
7484522. Tenterfield Water Treatment Plant Construct	0	36,918	0.00%
7484532. Tenterfield Water Supply - Drought Augmentation	0	387,566	0.00%
7484812. Scada Renewal	0	5,517	0.00%
7484901. Jennings Mains Replacement	10,900	0	0.00%



**Capital Income:**

Invoice for Drought Augmentation project has been issued to State government. Budget to be added in Quarterly Budget Review 1.

**Capital Expenses:**

Carry-forward budgets from 2019/20 to be added in QBR 1, including Drought Augmentation & Water Treatment Plant.

**Operational Income:**

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

**Operational Expense:**

On budget.

**c) Capital Projects**

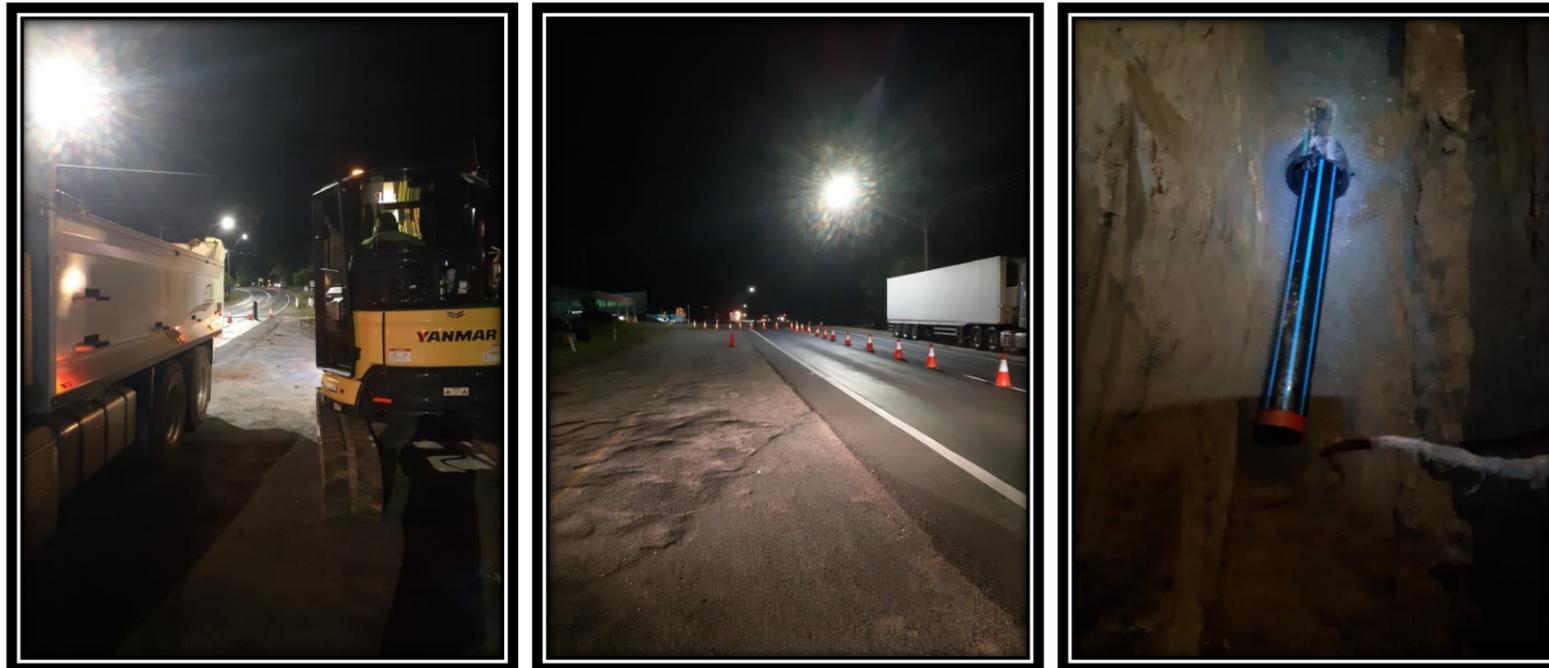
Infrastructure for the bore project, under the drought funding is nearing completion with electrical and control boards installed in September and October. Works for the electrical and controlling system for the aerator and the new tank are underway. Installation of bore aeration waterfall is now complete and functional. Emergency Drought project is continuing with pipe installation completed for the large Tank (Figure 1) and first power pole installation at Archery Club Bores waiting on essential energy to install 2<sup>nd</sup> power pole and meter expected November 2020.



**Figure 1 Completed pipework installation October 2020**

**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. Works have commenced to verify underground services with undertaking the major main crossings, revised work plan for ensuring compaction of trenches with skinning trench areas with tar after crossing completion. [Installation of over 300m of new main has commenced with night work required to ensure least influence on service stations \(Figure 2 to 4\), preparation for service installation has occurred, with works expected to be completed \(for services\) in November 2020.](#)



**Figure 2, 3 and 4 New England Night works**

Smartwater a business assisting council with promotional and educational materials have provided information on a recent survey with the results according to the survey, 95% of subscribers are using the Smartwater website content and 76% link directly to the [Smart Water Advice](#) website. 85% use our [traditional factsheets and postcards](#) and 45% use our interactive tools - [Blue House](#), [Water Calculators](#) and our [Plant Finder](#).

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

Council's new drought management plan is complete and has finished the consultation period with a singular response received. A response has been formulated to be sent next month.

To aid in the ecology and potential increased recreational use DPI Fisheries and OZ have commenced a restocking program with the release of over 100 ex-breeding stock rainbow trout (Figure 5 to 7).



**Figure 5, 6 and 7 Rainbow Trout Release**

**f) Customers**

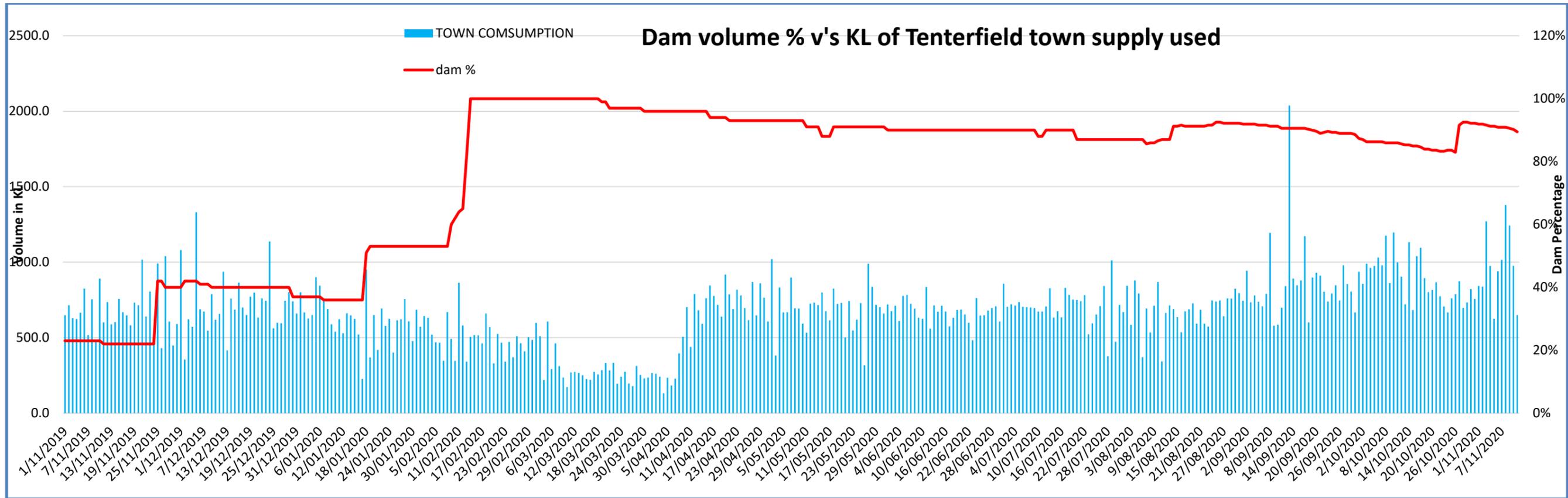
Water supply, is provided to the community under Australian Drinking Water Guidelines (ADWG), current usage at Tenterfield is currently 868 KL/day increasing by 158 KL/day.

**g) Business Statistics**

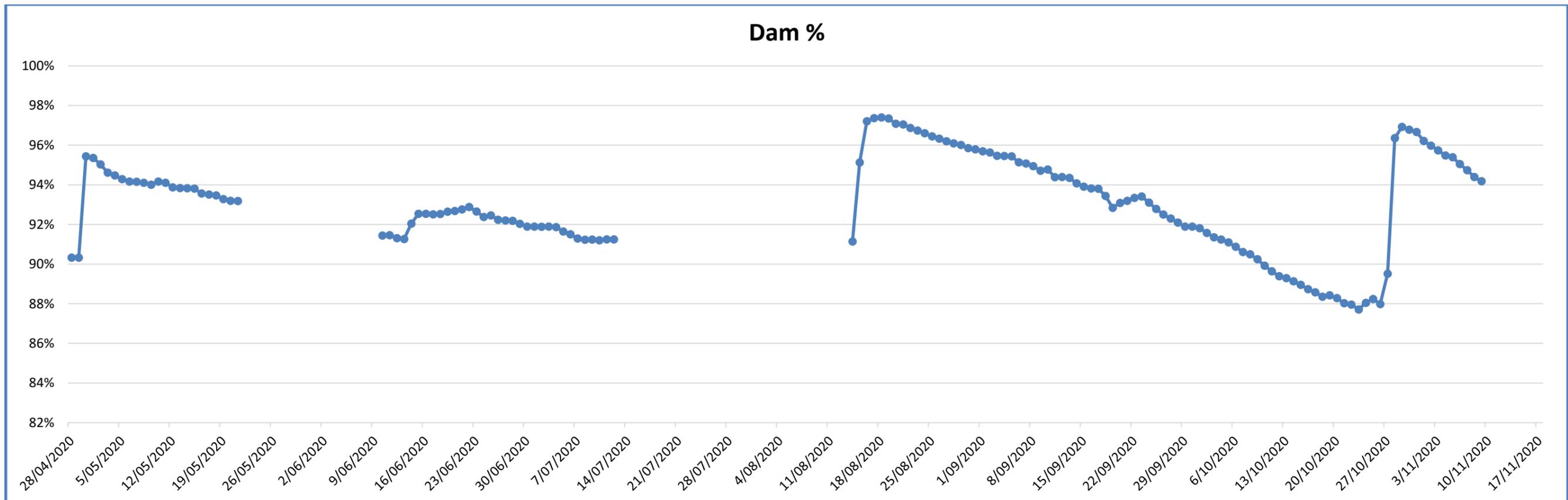
Tenterfield Dam Level is 92%-new data loggers place level at 97%; Urbenville Tooloom Creek Level is 75%.

Tenterfield 3 new service connections including meter 1 meter repairs and 3 broken services repaired. Urbenville had 0 broken main repairs, mains flushing occurred in 0 location and 0 meter replacement.

Tenterfield Dam capacity and consumption graphs are provided below (Graph 1); the new data logging probes to assist with raw water information are on-line and delivering a variety of information including a more precise depth measure, allowing dam percentage to be measured more accurately (Graph 2). Installation and testing periods are demonstrated by gaps in information (Graph 2).



**Graph 1 Tenterfield Town Consumption Vs Dam Percentage Level**



**Graph 2 Tenterfield Dam Data Logger Percentage Level**

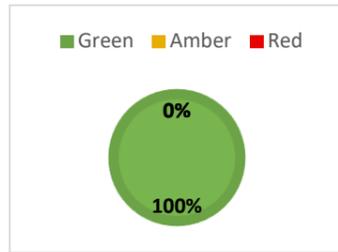
**h) Special events, achievements of note, celebrations**

The Special event this month is Water Week that commenced on Monday the 19<sup>th</sup> October, this was delayed by wet weather and differed till the following week. Water week events focused schools and the community as tours for school groups to the Dam wall to witness the gate valve opening as part of operational maintenance, and community challenge as the one bucket challenge where residents test their consumption through limiting themselves to 10 litres of water to use in one night! Council would like to thank the Tenterfield High School and Tenterfield Preschool for the photos from the day (Figure 8 to 10).



**Figure 8, 9 and 10 Water week Valve opening event**

## 24. Sewerage Services



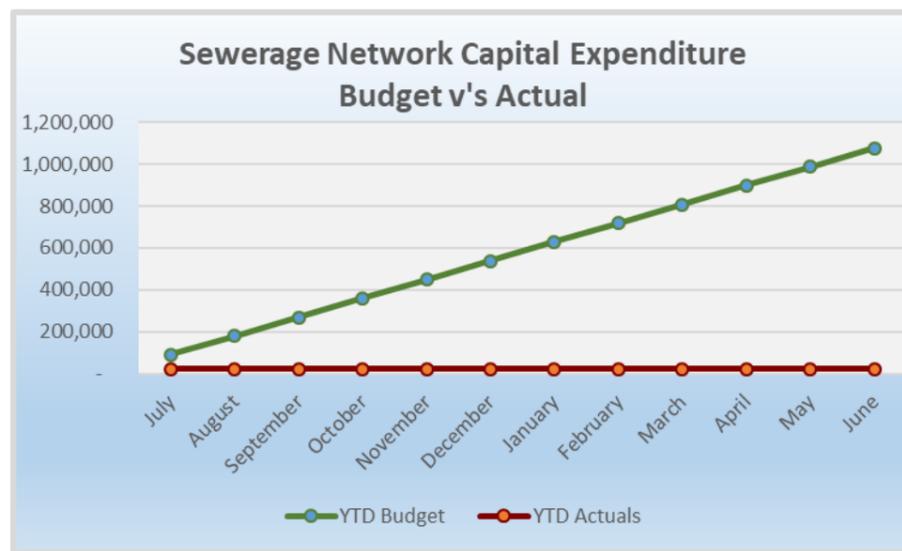
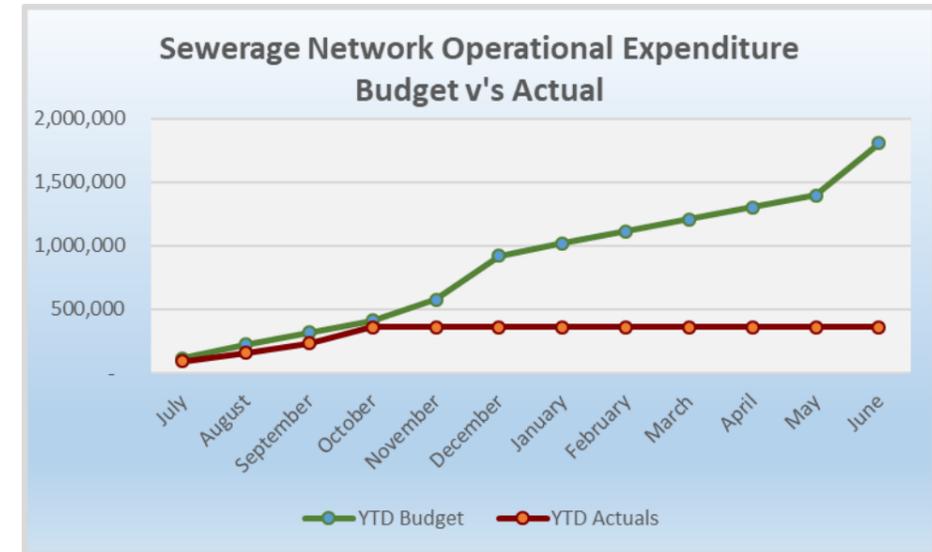
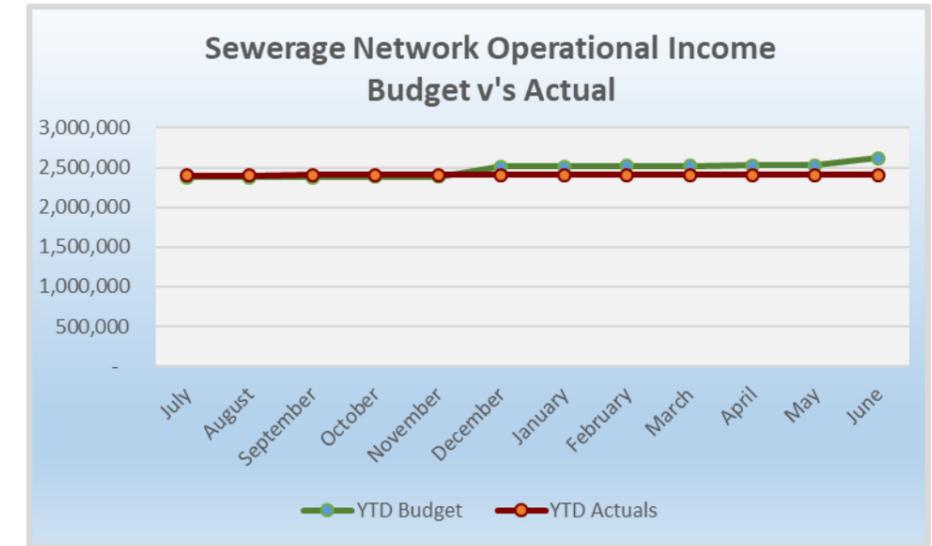
Under the 4-year Delivery Plan *Sewerage Services* relates to: ongoing catchment, transportation, and treatment; monitoring, reporting, environmental compliance and emergency management; trade waste and commercial; fees and charges; public education and administration. The Office of the Director Infrastructure 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 &amp; Sewer: A - Director Infrastructure</i>	Maintenance and operation of sewerage network, in line with the Asset Management Strategy.	B:MWW C:MWW D:SSO D:SSO (Urbenville)			+1	Ongoing operations in-line with asset management strategy.
	Deliver Business improvements, recognising emerging risks and opportunities.	B:MWW C:MWW			+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.	B:MWW C:MWW			+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 &amp; Sewer: A - Director Infrastructure</i>	Tenterfield Shire Council sewerage network upgrades and maintenance conducted in accordance with demand and affordability constraints.	B:MWW C:MWW			+1	Review of network upgrades conducted in accordance with demand and financial constraints.

**b) Budget**

COA	20/21 Full Year Budget	20/21 YTD Actuals October	20/21 Percentage Spent
<b>Sewerage Service</b>	<b>352,613</b>	<b>(2,028,741)</b>	<b>-575.34%</b>
1. Operating Income	(2,618,249)	(2,409,482)	92.03%
2. Operating Expenditure	1,806,665	359,234	19.88%
3. Capital Income	0	306	0.00%
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:**

No significant variance.

**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. RFQ under development, additional manhole assessment has commenced with council's contractor FITT undertaking a review of 400 inspections. **Manhole inspections completed, with some high risk replacement manholes identified, these will be added to the RFQ.**

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. Derby Street new sewer main construction across New England highway completed. **Identification through the New England RMS replacement has identified sewer main replacement which will be undertaken as part of the water main replacement.**

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

Replacement of the sewercam is under review with quotations received. Demonstration was a success, replacement sewercam ordered, received and operational.

**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 **9** locations including **0** broken main repair, with **1** mains visually checked with new CCTV equipment in Tenterfield and **0** broken mains and **0** effluent line repair in Urbenville in this reporting period.

**g) Business Statistics**

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

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