

TENTERFIELD SHIRE COUNCIL – Monthly Operational Report - September 2020

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

CONCLUSION

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

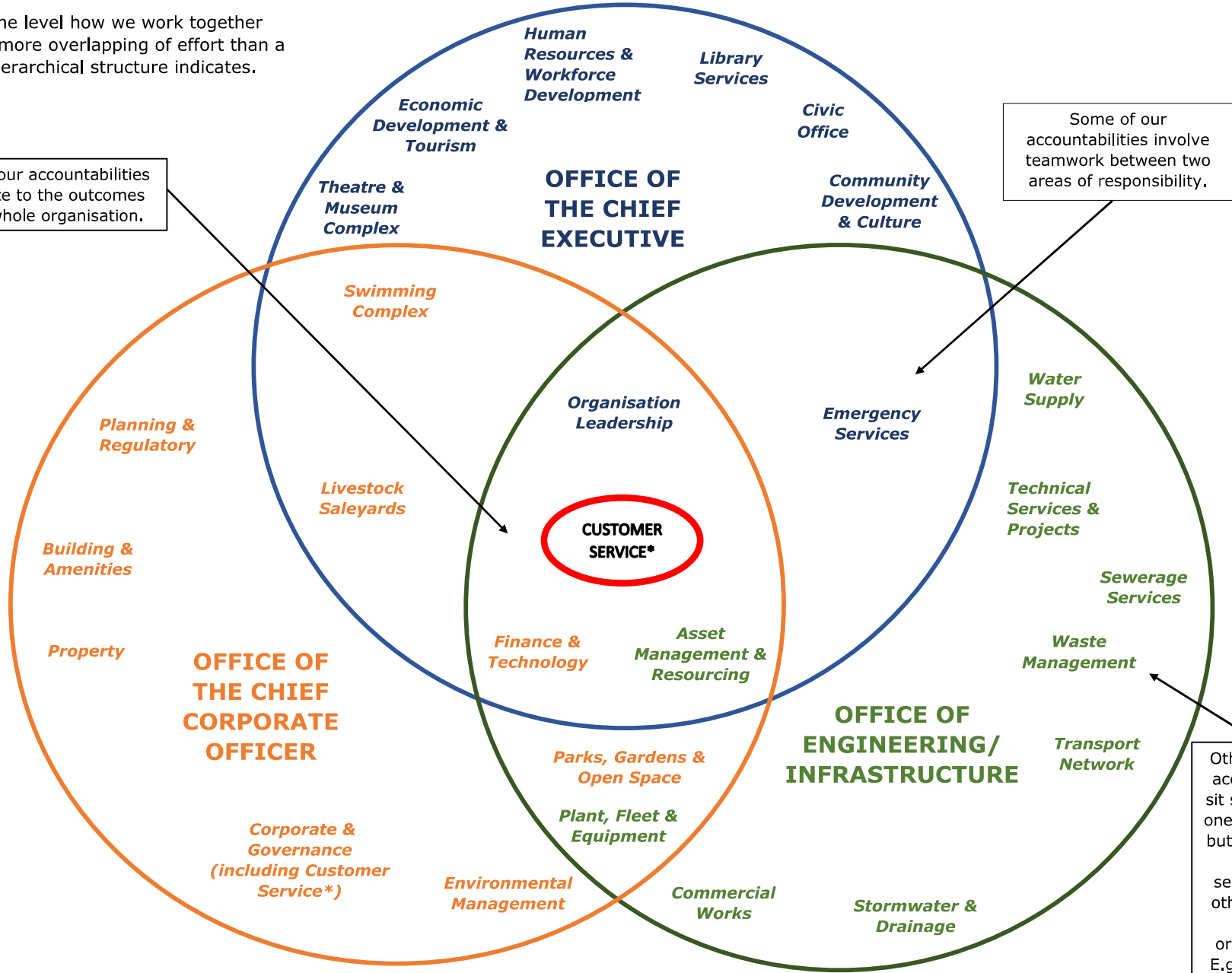
We report on our Delivery Plan quarterly. We also report on many other things in a great many ways. Currently we use multiple platforms to achieve this, which is both inefficient and extremely frustrating. This system will not only change the amount of reporting, it will place all the information in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

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

Terry Dodds, Chief Executive

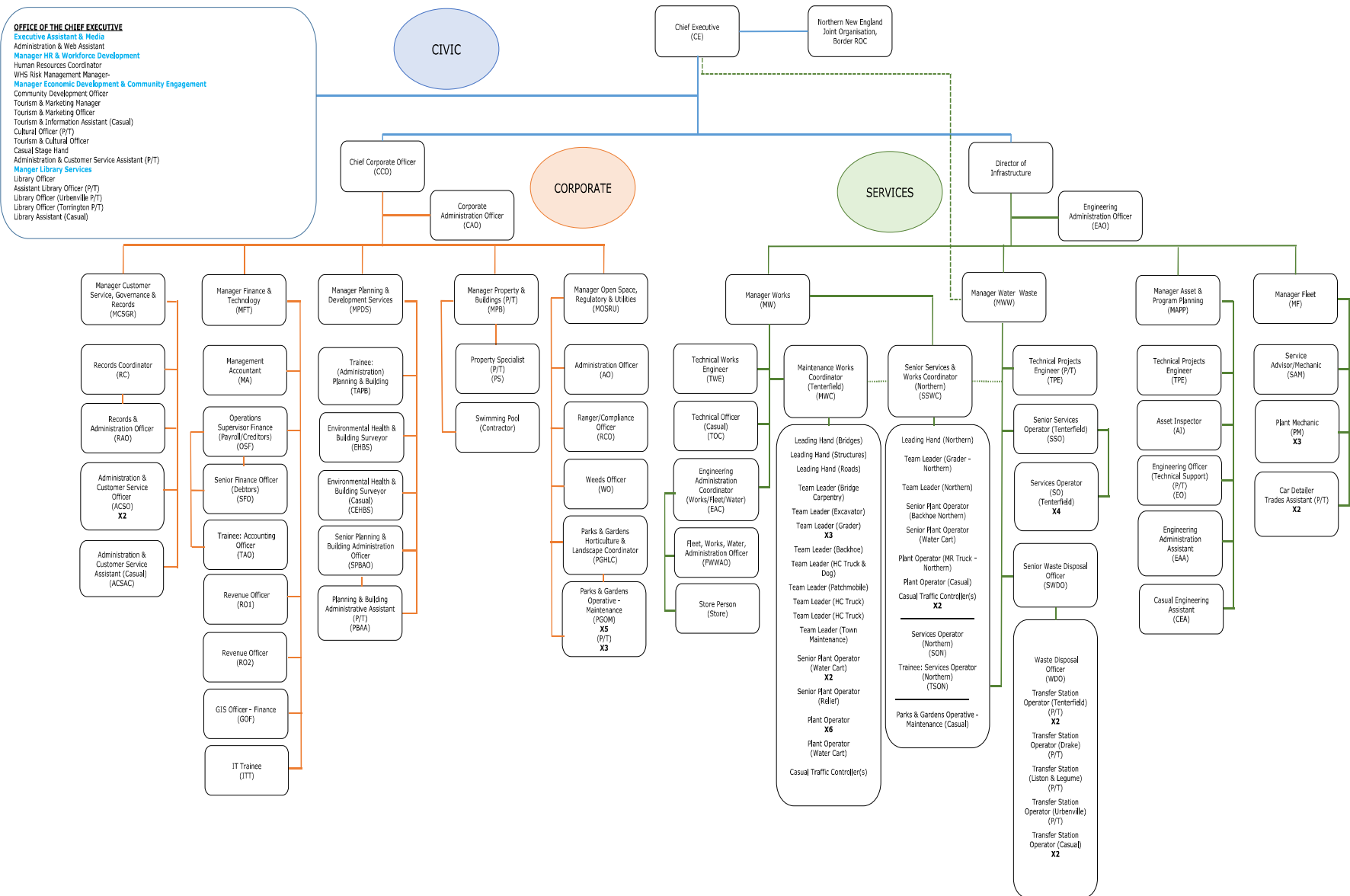
At an outcome level how we work together involves far more overlapping of effort than a traditional hierarchical structure indicates.

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



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

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

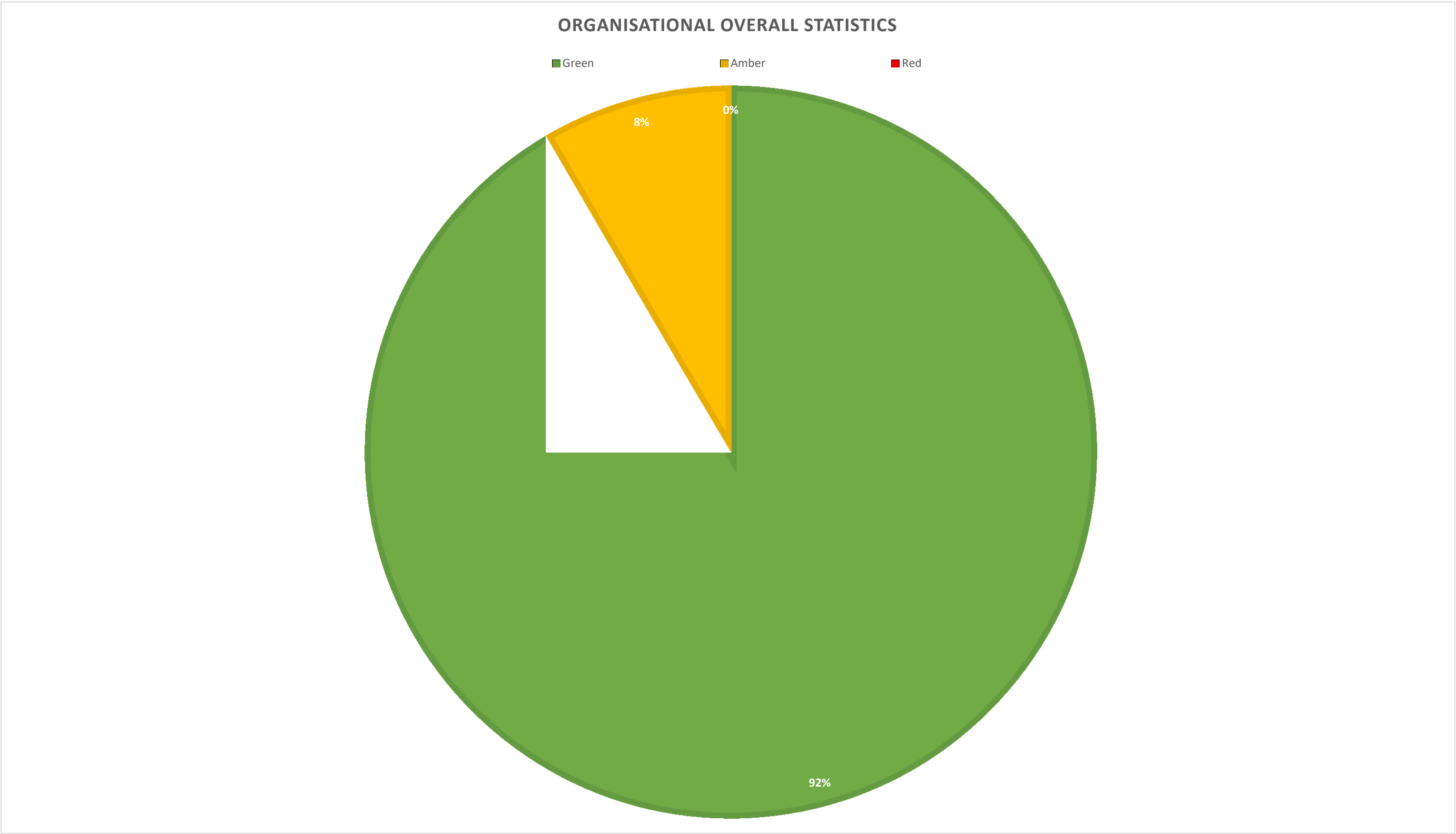


Organisational Overall Statistics – September 2020

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

Amber: Commenced, progressing;

Red: Yet to commence.



STAFF STATISTICS

SEPTEMBER 2020

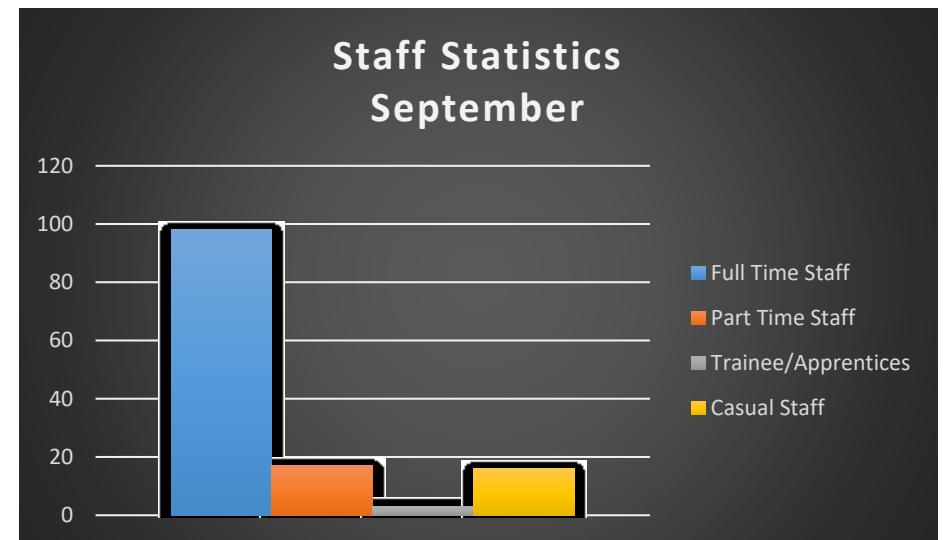
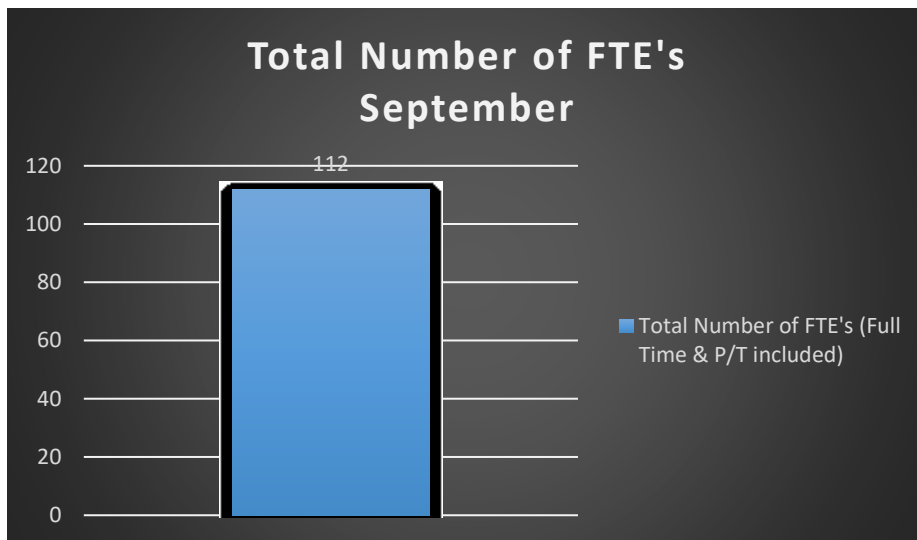
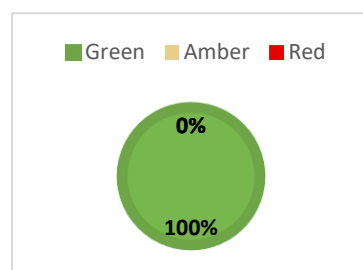


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1. Civic Office



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 Precipis

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

						bubble and health practitioners in Urbenville (who were previously effectively locked out of attending the Hospital).
DP1.5) Identify, represent, advocate and lobby for inclusion of the Shire's needs in regional and state planning. Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive	Advocate for continuing development of grant and funding opportunities at the Federal and State levels.	B:CE C:CE D:EA&M			+1	Correspondence to both State and Federal Government seeking changes to the \$1 for \$1 grant arrangements and increase in Financial Assistance Grant; April 2020. Liaised with Member for Lismore, the Hon. Janelle Saffin MP, to raise concerns in Parliament as to the potential outcome and time taking for the Government to commit to their election promise with transferring the status of the Bruxner Way back to highway status.
DP1.6) Advocate on behalf of the community for improved service levels across the Shires transport network.	Lobby State and Federal Governments for funding to: <ul style="list-style-type: none"> Reconstruct and realign Bruxner Way from the New England Highway to Sunnyside Loop Road. Complete the Tenterfield bypass Reverse the downgrade of the western segment of the Bruxner Highway to Bruxner Way Seal the Mount Lindesay Road 				+1	Council has sought an update from Transport for NSW regards the Tenterfield By-Pass, as TforNSW. Over the last three months the intended traffic count was deferred, as a realistic result (due to COVID) was unlikely to be calculated. The traffic count is important as it is required to complete the Benefit Cost Analysis. Council has many different grant applications pending for the sealing of the remainder of Mount Lindesay Road. The sealing of the remaining sections will largely be dependent on external grant funding success. Due to the safety of motorists the existing alignment of the Bruxner Way has recently been substantially improved by council.
DP1.7) Mayor, Councillor and Committee support Mayoral, councillor and committee support: A – Chief Executive	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.

b) Budget

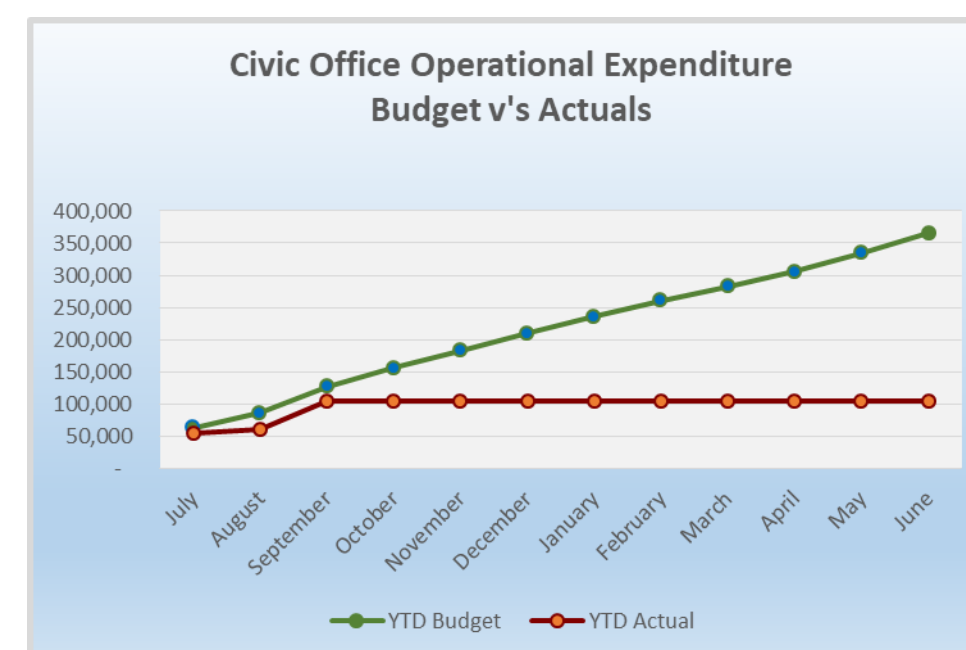
Account Type	20/21 Full Year Budget	20/21 YTD Actuals September	20/21 Percentage Spent
Civic Office	366,387	105,730	28.86%
2. Operating Expenditure	366,387	104,975	28.65%
4. Capital Expenditure	0	755	0.00%
1010500. Civic Office - Computer Equipment	0	755	0.00%

Operational Income:

As per the finance report.

Operational Expense:

Conformance. Ongoing.



c) Emerging Issues, Risks and Opportunities

No change from last month.

d) The Business of Improving the Business

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

e) Customers

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

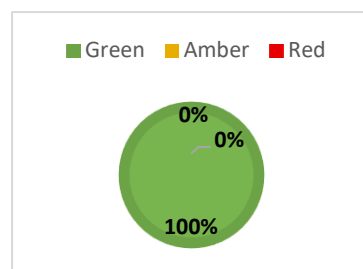
f) Business Statistics

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

g) Special events, achievements of note, celebrations

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

2. Organisation Leadership



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

a) Delivery and Operational Plan Precs

4 Year Delivery Program	1 Year Operational Plan 20/21	Officer	-1	0	+1	Comments: <i>(Business Manager to provide short precis.)</i>
DP2.01) Collaborate and deliver resources with other organisations to ensure a variety of cost effective services across the service area. <i>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</i>	Implement a long term financial strategy pursuant to the community strategic planning legislation, with special emphasis of aligning the Long Term Financial Plan with the Asset Management Plan.	<i>B:CE C:CE</i>			+1	Strategic Asset Plan approved by Council. Road Asset Management Plan, which constitutes the vast majority of our forward expenditure, presented to Council August.
DP2.02) Deliver continuous improvements in Council's business, processes and systems <i>Strategic direction planning: A – Chief Executive</i> <i>Business process improvement & integration: A – Chief Executive</i>	Guide the transformation of the Organisation culturally and technically from database to geospatially based management systems, highlighting interconnectivity.	<i>B:CE C:CCO</i>			+1	Complete. Ongoing.
	Corporate advertising and communications, council publications and web site. Internal communication strategy, management and delivery.	<i>B:EA&M C:EA&M D:EA&M</i>			+1	Websites completed. Acknowledged by the wider industry regards our communication finesse in winning an RH Dougherty Award for communication (August 2020). Council's Media Policy updated for adoption at the September 2020 meeting.
	Deliver Business improvements, recognising emerging risks and opportunities.	<i>B:CCO C:MCSGR D:MCSGR</i>			+1	Council successfully implemented a new: <ul style="list-style-type: none"> Payroll system (Altus Payroll) that came into effect from 1 July 2020. This has resulted in efficiency saving in payroll processing due to a paperless payroll with online timesheet and leave approvals; Online bank reconciliation process (Altus Bank Rec), once again streamlining this process and increasing efficiencies; Records management system (Altus Content) providing a more user friendly records management system; Risk management system (Altus Risk Management) Council will this year be implementing the following: <ul style="list-style-type: none"> Asset Finda - Asset management system Greenlight - Development applications portal Altus Power BI - Reporting tool FlexiPurchase – Corporate Credit Card Manager

	Manage the Organisational Leadership Service of Council in a financially responsible manner in line with Budget allocations.	B:EA&M C:EA&M D:EA&M			+1	Ongoing.
DP2.03) Deliver and facilitate leadership in strategic planning and implementation <i>Strategic direction planning: A – Chief Executive</i> <i>Community engagement: A – Chief Executive</i>	Review of Community Engagement Strategy and ongoing delivery.	B:MEDCE C:MEDCE D:MEDCE			+1	Community engagement always has room for improvement, largely dictated by how much money is available to orchestrate. There have been many changes and many programs, grant funding is one example, where Councillors and staff regularly seek community input – despite COVID.

a) Budget

Account Type	20/21 Full Year Budget	20/21 YTD Actuals September	20/21 Percentage Spent
Organisation Leadership	1,004,124	213,731	21.29%
2. Operating Expenditure	1,004,124	213,731	21.29%

Operational Income:

Refer to finance report.

Operational Expense:

Compliant. Ongoing.

b) Emerging Issues, Risks and Opportunities

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

c) The Business of Improving the Business

Nil to report.

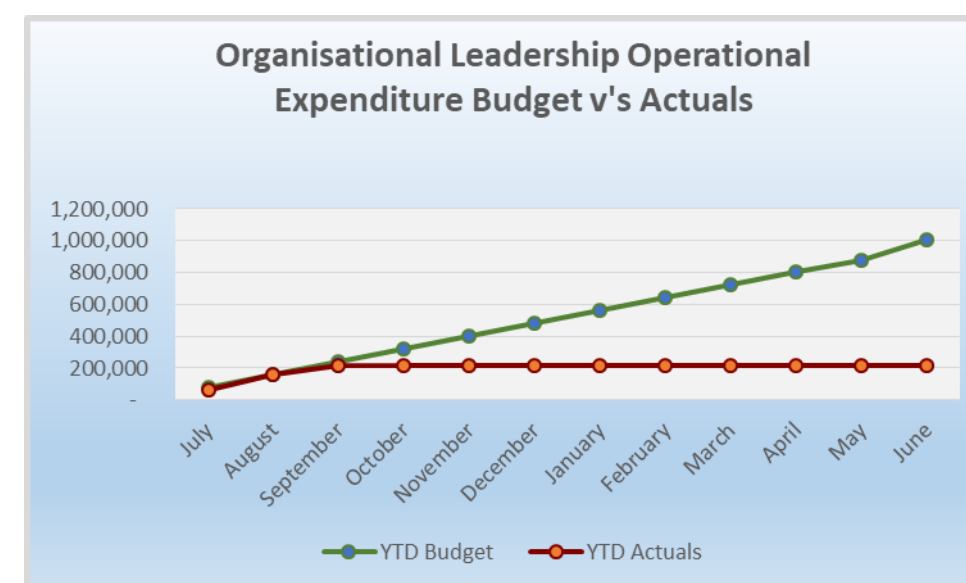
d) Customers

Refer to 'Civic'.

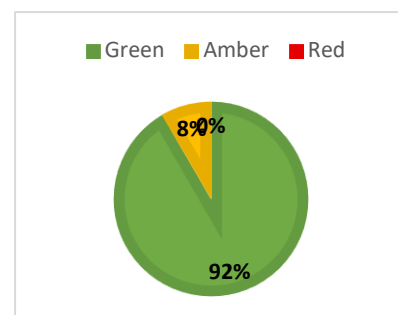
e) Business Statistics

Nil to report.

f) Special events, achievements of note, celebrations



3. Community Development



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

a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 20/21	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP3.01) Engage with the community and develop partnerships with relevant organisations. Community and cultural capacity building: A – Chief Executive Community engagement: A – Chief Executive	Implementation of the Community Engagement Strategy.	B:MEDCE C:MEDCE D:CDO		0		Engaged with the community and partnerships developed with relevant organisations. Implementation needs to occur.
DP3.02) Maintain collaborative partnerships with the local Aboriginal communities. Community and cultural capacity building: 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	Partnering with the Aboriginal Advisory Committee continues to implement programs and support activities within our Shire.
DP3.03) Support people with specific needs through appropriately identified services and advocacy. Community and cultural capacity building: A – Chief Executive	Support community safety and crime prevention partnerships.	B:MEDCE C:MEDCE D:CDO			+1	Community safety and crime prevention partnerships supported.
	Support facilities and activities to improve the physical and mental health of the community.	B:MEDCE C:MEDCE			+1	Physical and mental health activities targeted 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. Community and cultural capacity building: A – Chief Exe.	Support accessibility for people in our Shire.	B:MEDCE C:MEDCE D:CDO			+1	Accessibility needs of people in our Shire continues to be supported.
DP3.05) Develop and implement the Tenterfield Shire Council Disability Inclusion Action Plan with key partners. Community and cultural capacity building: 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	Ongoing promotion of the needs of people with a disability or accessibility issues.

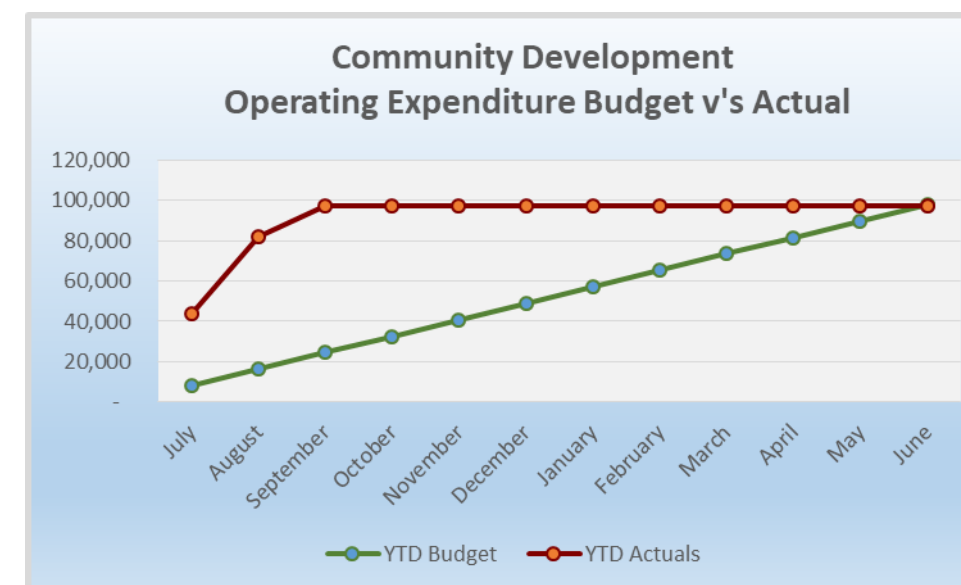
DP3.07) Support community organisations that develop and maintain a range of facilities that meet the diversity of community needs, interests and aspirations. Volunteer recruitment and placement: A – Chief Executive Community grants: A – Chief Exe. Community and cultural capacity building: A – Chief Exec. Community events: A – Chief Executive	Support community organisations, groups and events to provide a wide range of activities.	B:MEDCE C:MEDCE D:CDO			+1	Community needs, interests and aspirations supported on an ongoing basis with a wide range of activities.
DP3.08) Encourage and support activities focusing on the wellbeing of our residents in Tenterfield Shire. Community events: 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 particularly targeted for October 2020 being Mental Health Month.
DP3.09) Enrich the community by supporting a variety of diverse cultural events and activities. Community grants: A – Chief Executive Sponsorship: A Chief Executive	Maintain communication and relationships with various community organisations.	B:MEDCE C:MEDCE D:CDO			+1	Communication based on building relationships, focusing on strengths, building on community leadership, social networking and capacity building maintained with a wide range of community organisations with an asset-based approach.
	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

Account Type	20/21 Full Year Budget	20/21 YTD Actuals September	20/21 Percentage Spent
Community Development	90,865	97,118	106.88%
1. Operating Income	(6,842)	(500)	7.31%
2. Operating Expenditure	97,707	97,618	99.91%

Capital Income:

Capital Expenses:



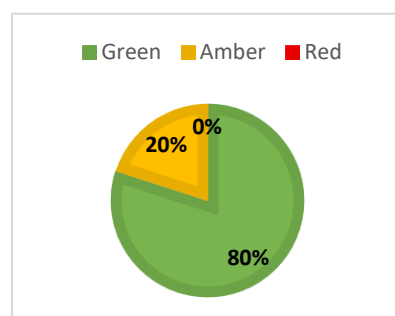
Operational Income:**Operational Expense:**

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**

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

4. Economic Growth and Tourism



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

a) Delivery and Operational Plan precis

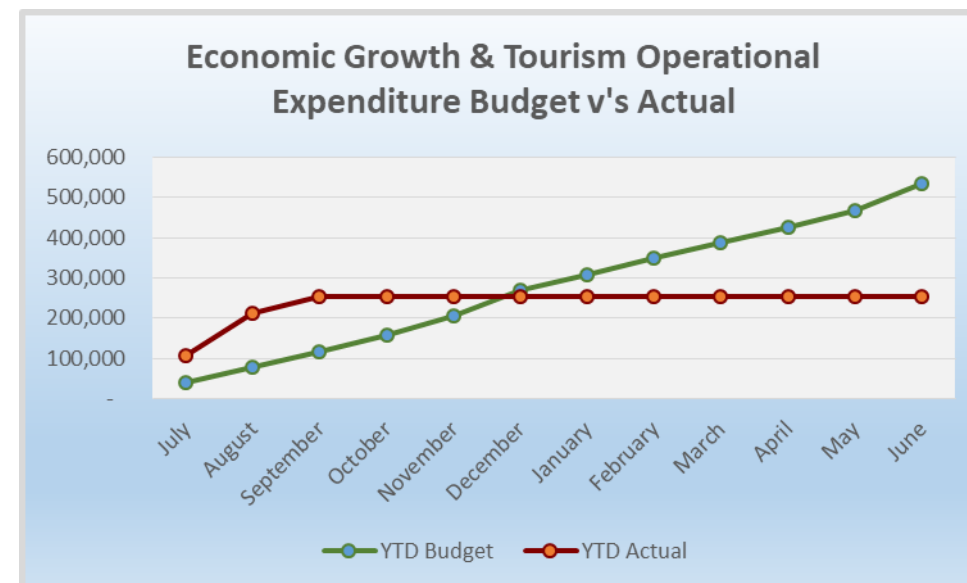
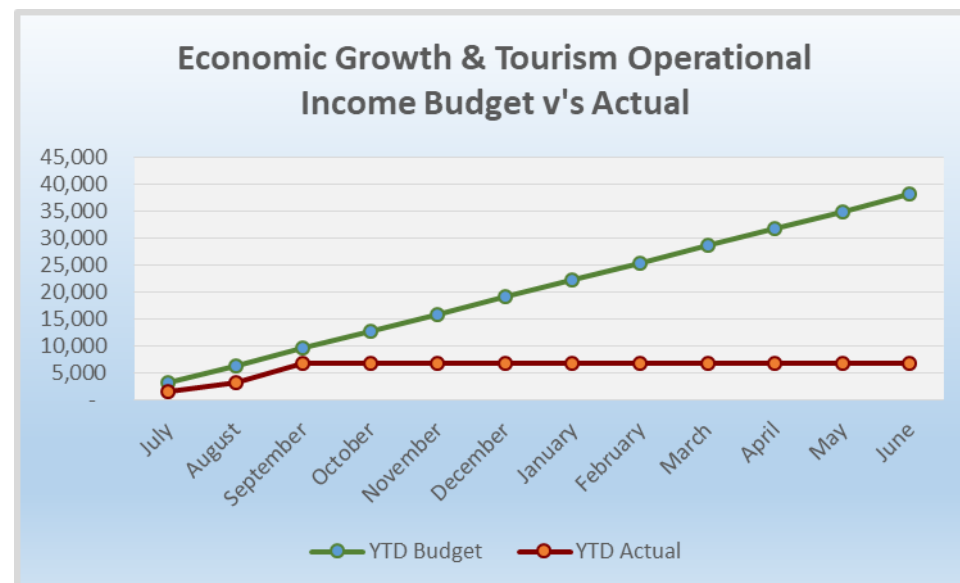
4 Year Delivery Program	1 Year Operational Plan 20/21	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP4.01) Provide and facilitate future economic growth throughout the Shire. Business sector development: A – Chief Executive	Implement the Economic Development Strategy, promoting growth and new development.	B:MEDCE C:MEDCE		0		Ongoing. Economic Development and Tourism actions continue to be implemented. Some actions delayed due to workload surrounding grant funding. Positive feedback has been received regarding Council's recent decision to reduce development contribution fees. Information regarding this has been uploaded to TSC website.
	Deliver Business improvements, recognising emerging risks and opportunities.	B:MEDCE C:MEDCE			+1	Continued monitoring of the COVID-19 situation, restrictions, and regulations, and the impacts on local business and the tourism industry. This involves regular communication directly with our business network, as well as our volunteers at the Visitor Information Centre.
	Manage the Economic Growth and Tourism Service of Council in a financially responsible manner in line with Budget allocations.	B:MEDCE C:MEDCE			+1	Ongoing monitoring of Council budgets. Project plans are developed in accordance with annual budgets.
DP4.02) Support business and industry to identify and implement emerging trends in technology to facilitate growth. Sponsorship: A – Chief Executive	Facilitate and support the delivery of business training, workshops and forums in conjunction with the Tenterfield Chamber of Tourism, Industry and Business.	B:MEDCE C:MEDCE D:TO			+1	Ongoing communication continues to occur with the Tenterfield Chamber of Tourism, Industry & Business (TCTIB). Information on business and training opportunities and available support is regularly provided (e.g. e-newsletters: fortnightly Tenterfield in Touch & monthly Tourism & Economic Development Business Newsletter). Council and TCTIB have partnered to give businesses the opportunity to participate in an online marketing mentoring program, facilitated by Tourism e-School and beginning 27th October.
DP4.03) Lobby for the improvement of telecommunications infrastructure throughout the Shire recognising internet connectivity as a significant barrier to all business activity. Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive	Support future proposals for improved telecommunications infrastructure.	B:CE C:CE				

DP4.04) Support agriculture as a significant industry in the Shire and promote initiatives that enhance the economic sustainability of agriculture. Business sector development: A – Chief Executive	Support local agricultural events and investigate an appropriate event that showcases the Tenterfield agricultural district and industries.	B:MEDCE C:MEDCE D:TO		0		Tenterfield Show Society have set event dates for the 2020 Tenterfield Show as 5-6 February, which will be subject to COVID-19 restrictions. Council provided grant funding to the Tenterfield Show Society to run a photography competition – <u>Capture Tenterfield</u> – a celebration of Tenterfield people and places.
DP4.05) Promote Tenterfield Shire as a tourism destination. Sponsorship: A – Chief Executive Tourism: A – Chief Executive	Development, management and delivery of the Destination Marketing Plan and marketing campaigns for Tenterfield Shire.	B:MEDCE C:MEDCE D:TO			+1	Ongoing planning and implementation of annual marketing programs. Spring Tourism Marketing Campaign 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 Armidale regions across social media, television, and print media. Social Media 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. Visitation Recorded by Visitor Information Centre 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. QLD visitation was much lower than September 2019, which can be attributed directly to the closure of the QLD border and the restrictions relating to the QLD/NSW border bubble zone. However, NSW resident visitation strong. September 2019 Visitors: 1,339 September 2020 Visitors: 1,443 QLD Visitors – September 2019: 488 QLD Visitors – September 2020: 33 Tenterfield & District Visitor Guide Planned distribution of the new Tenterfield & District visitor guide completed for our NSW visitor centre network. Distribution for 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.
DP4.06) Plan and lobby for affordable transport options to encourage access to our Shire. 4.02 Community and cultural capacity building: A – Chief Executive	Advocate transport options for the community.	B:MEDCE C:MEDCE			+1	Information on current transport options continues to be provided via the Visitor Information Centre and tourism website.

<p>DP4.07) Partner with our neighbours and stakeholders to deliver a diverse destination proposition for visitors.</p> <p>Tourism A – Chief Executive Business sector development: A – Chief Executive</p>	<p>Maintain partnerships with neighbouring Councils and industry.</p>	<p>B:MEDCE C:MEDCE D:TO</p>			<p>+1</p>	<p><u>Research Project: Planning for the Visitors of the Future</u> 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. Worked on media release for future distribution by all stakeholders.</p> <p><u>New England High Country</u> 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 & caravan film and content shoot in each LGA, motorcycle & 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><u>Tenterfield Chamber of Tourism, Business & Industry</u> Strong relationship maintained with Tenterfield Chamber of Tourism, Business & 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.</p> <p>Tourism: A – Chief Executive Business sector development: A – Chief Executive Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</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 & Economic Development Newsletter and email communications.</p>
<p>DP4.09) Promote the liveability of Tenterfield Shire as a place to live, work and play.</p> <p>Tourism: A – Chief Executive Business sector development: A – Chief Executive Community and cultural capacity building: A – Chief Executive Sponsorship: A – Chief Executive</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 will run until late October.</p> <p>Information on Moving to Tenterfield (live & 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

Account Type	20/21 Full Year Budget	20/21 YTD Actuals September	20/21 Percentage Spent
Economic Growth and Tourism	498,892	174,623	35.00%
1. Operating Income	(38,156)	(6,684)	17.52%
2. Operating Expenditure	533,148	254,573	47.75%
3. Capital Income	0	(75,000)	0.00%
6. Liabilities	3,900	1,734	44.46%
5400507. VIC Photocopier Lease Payments - Captilised	3,900	1,734	44.46%



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:

No Significant variance.

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.

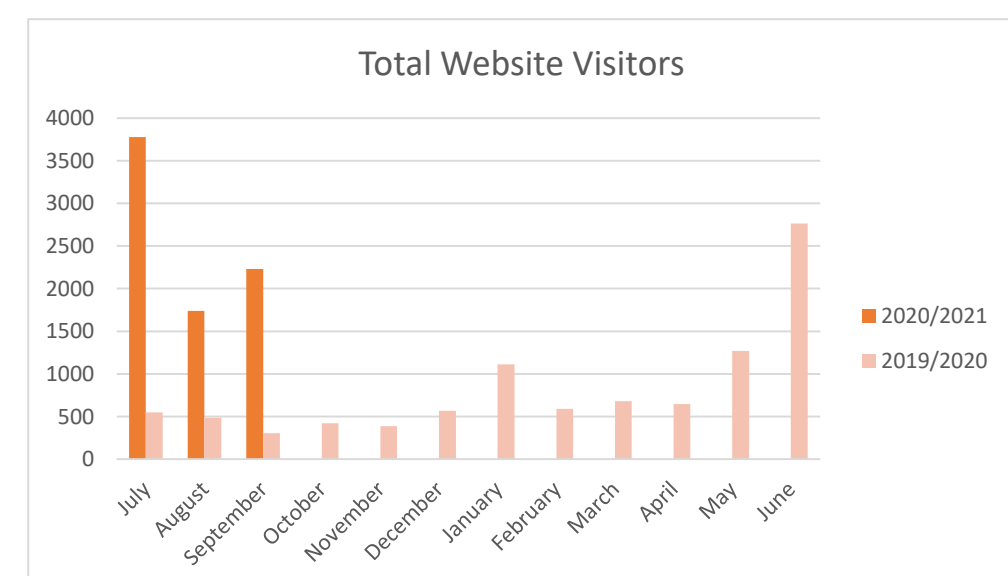
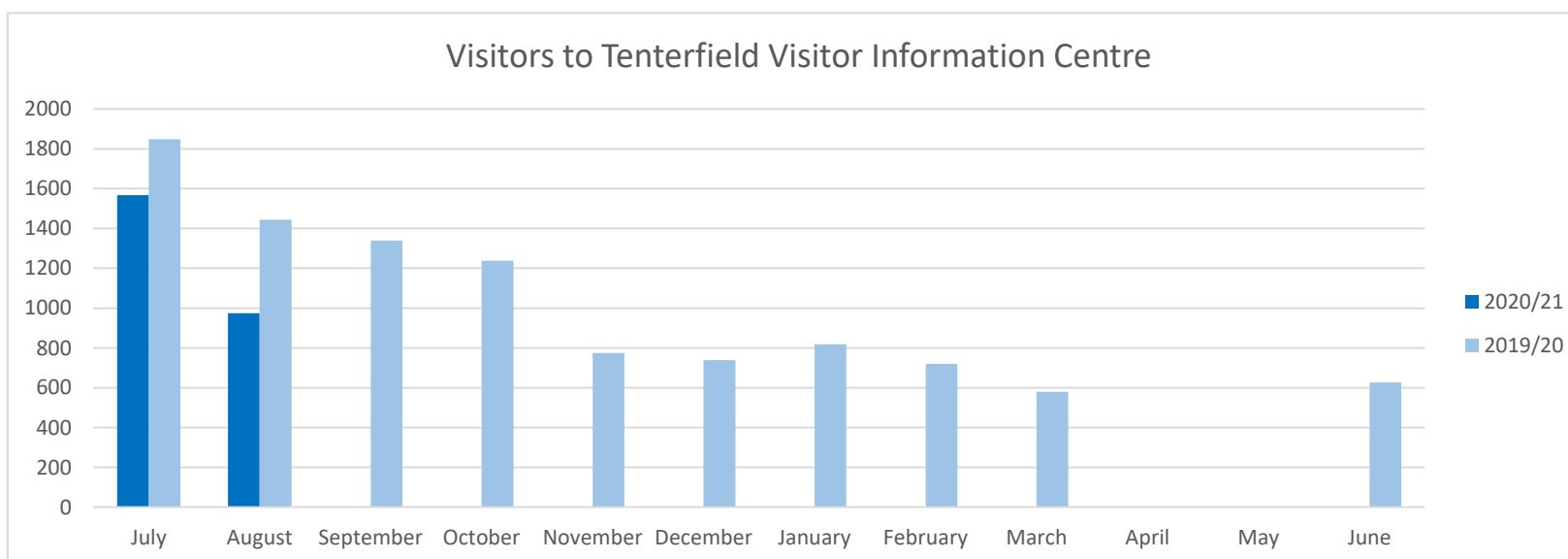
f) Customers

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.

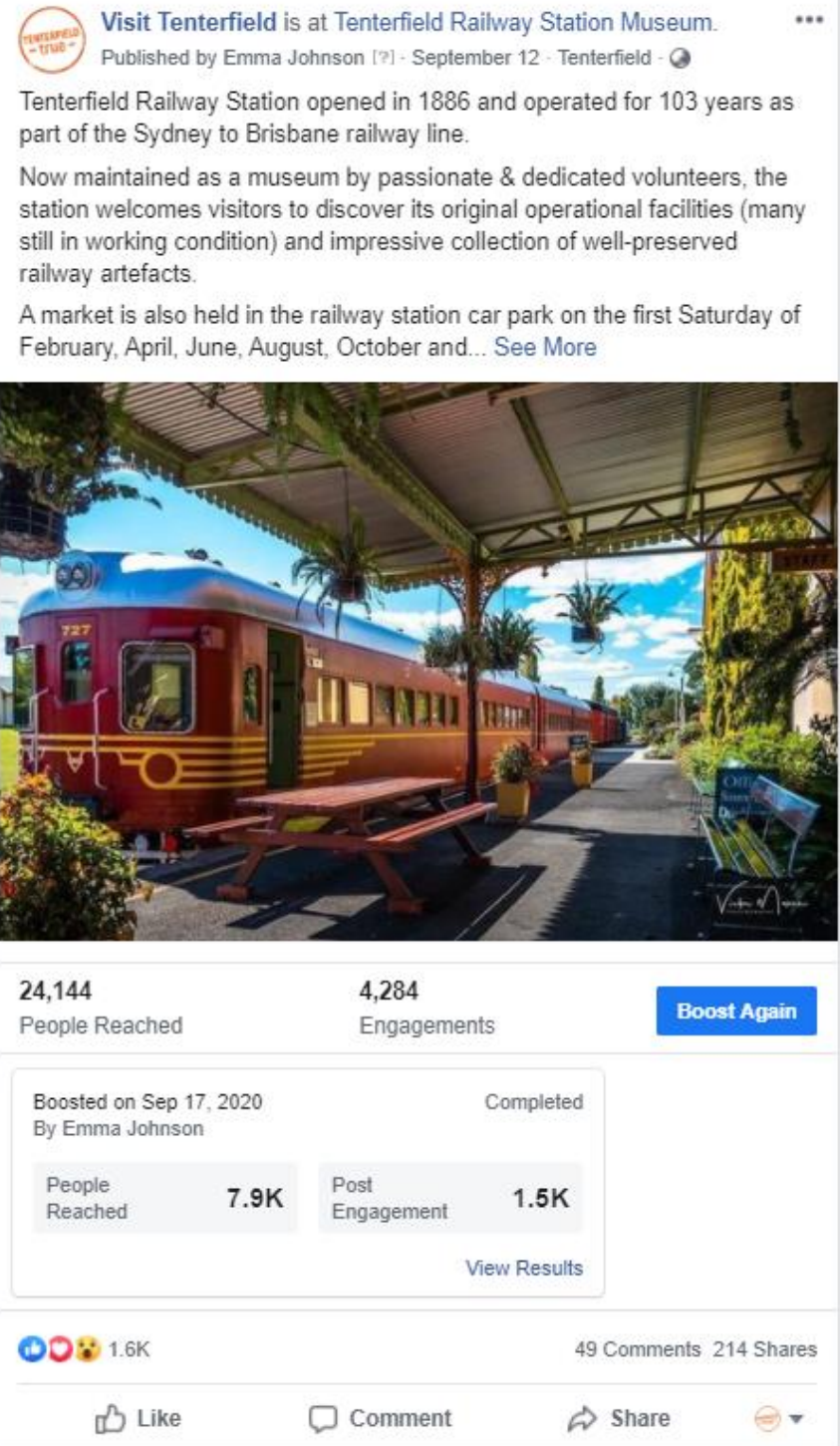
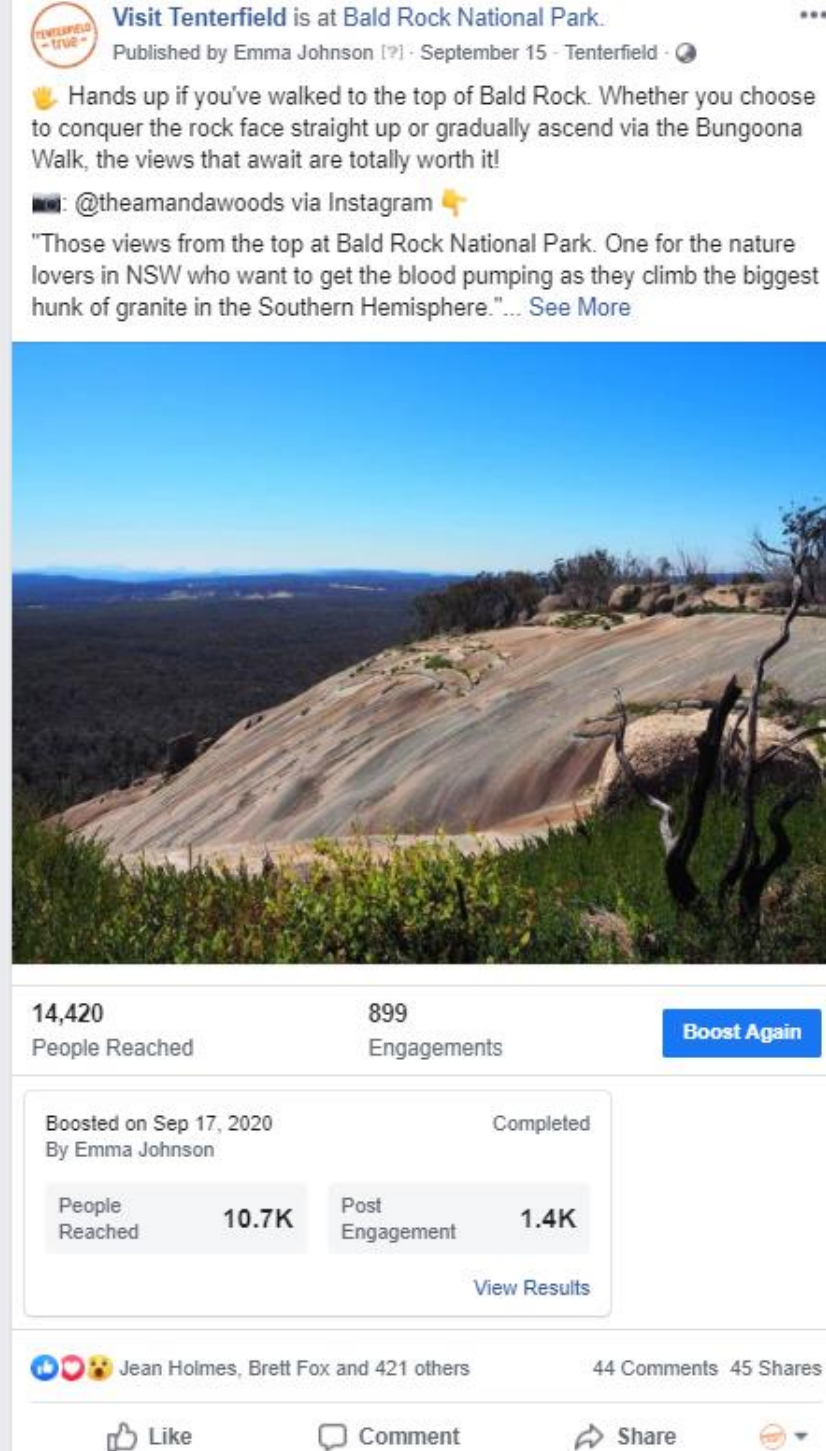

g) Business Statistics

September 2020	Visitor Numbers	Vs previous year	Notes
Visitor Information Centre Visitors	1,443	+7.8%	COVID-19 travel restrictions continue to impact visitors to VIC. Although visitor numbers remain down, usually 50% of visitors are from QLD. Considering the QLD border closure visitor numbers remain strong.
Visit Tenterfield Website Visitors	2,230	+633.6%	New website is the key call to action for all marketing activities. Note: Tenterfield Tourism website deactivated 1 July and is redirected to Visit Tenterfield website.
Visit Tenterfield Social Media Accounts	Followers	Engagement	Notes
Visit Tenterfield Facebook Account	5,566 people	Avg. Reach: 1,854 people per post	
Visit Tenterfield Instagram Account	1,963 people	Impressions: 15.25K	

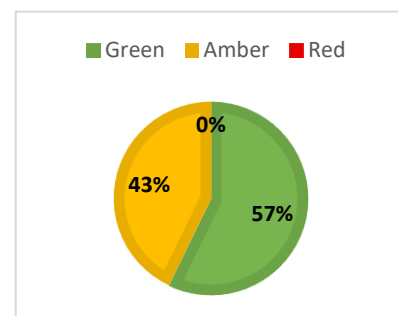


h) Special events, achievements of note, celebrations

Social Media posts over September have continuously seen extremely strong engagement and reach – see over page for best performing Facebook posts.

Tenterfield Railway Station Museum Promo Post	Hands up if you've walked to the top of Bald Rock	3 reasons to take a road trip to Tenterfield
 <p>24,144 people reached 2,900 reactions, comments & shares 4,284 engagements Boosted (paid) Post (following high engagement on organic post)</p>	 <p>14,420 people reached 899 reactions, comments & shares 1,400 engagements Boosted (paid) Post (following high engagement on organic post)</p>	 <p>5,958 people reached 697 reactions, comments & shares 1,090 engagements Organic (unpaid) Post</p>

5. Theatre and Museum Complex



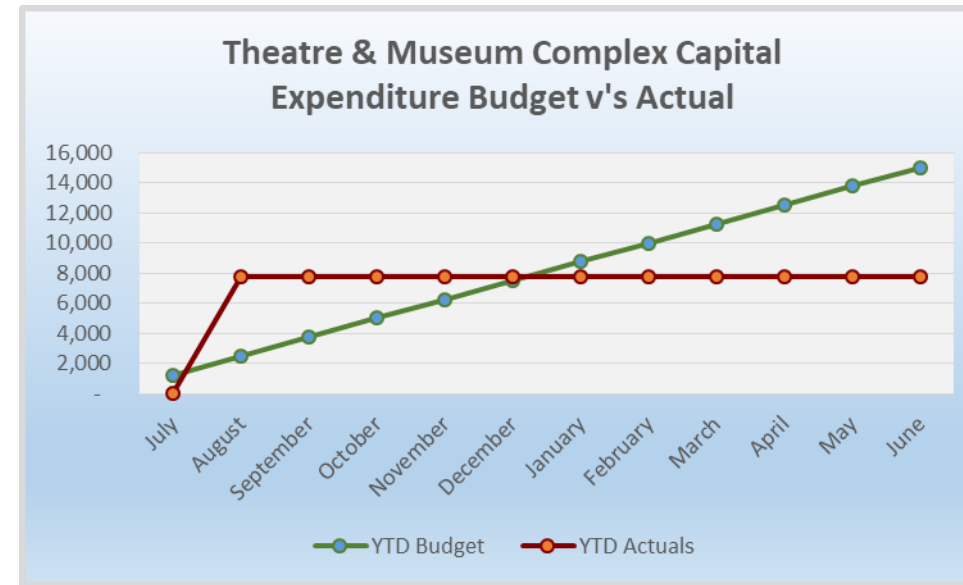
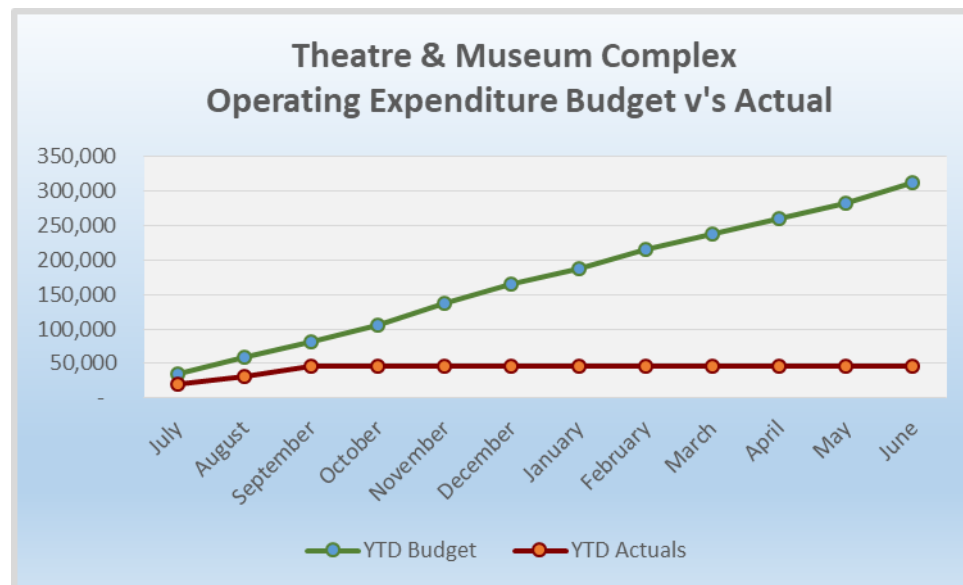
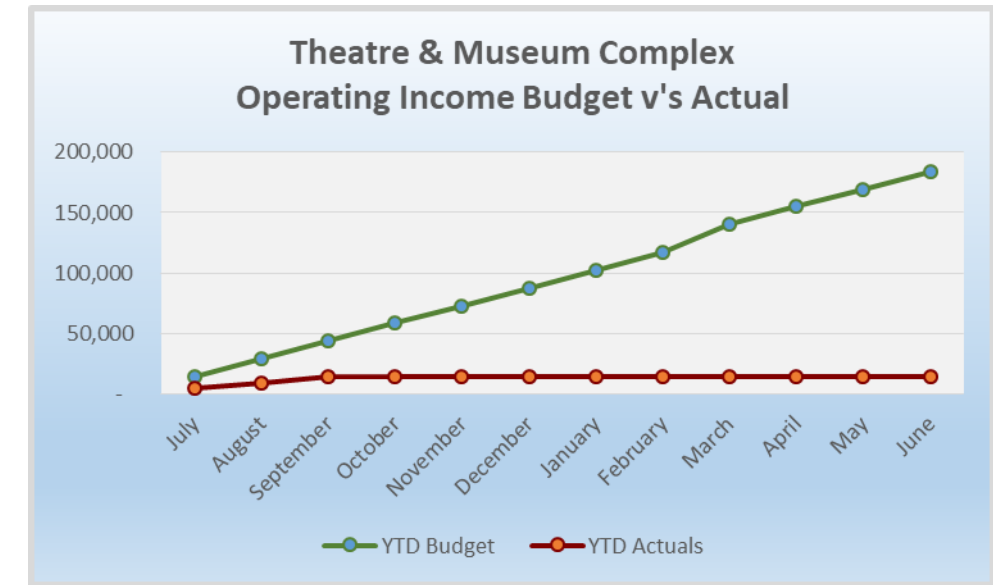
Under the 4 year Delivery Plan *Theatre and Museum Complex* relates to: Sir Henry Parkes School of Art; cultural diversity, events and art activities; youth engagement; volunteering; and festivals. The Office of the Chief Executive directly oversees these outcomes.

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 & museum: A – Chief Executive</i>	Manage and operate all aspects of the Sir Henry Parkes Memorial School of Arts (Cinema, Theatre, and Museum).	<i>B:MEDCE C:MEDCE D:CO</i>			+1	The Museum reopened on the 1 st July, the cinema reopened on the 31 st July under our COVID19 Safety Plan. Since reopening the SOA has been operating seven days a week with movies showing 5 days each week.
	Deliver Business improvements, recognising emerging risks and opportunities.	<i>B:MEDCE C:MEDCE D:CO</i>			+1	COVID 19 Plan was completed, ongoing monitoring of all regulations from NSW government. Working with Peter Harris and the Friends of the School of Arts Committee to bring the museum into the digital age.
	Manage the Theatre and Museum Complex in a financially responsible manner in line with Budget allocations.	<i>B:MEDCE C:MEDCE D:CO</i>		0		Ongoing. Regularly monitor current budget. Due to COVID19 all theatre for 2020 has been cancelled. Border closure has reduced museum income.
DP5.02) Enhance cultural diversity by encouraging cultural and artistic opportunities. <i>Culture, theatre & museum: A – Chief Executive</i>	Maintain a collaborative working relationship with National Trust Australia (NSW) and Friends of the School of Arts.	<i>B:MEDCE C:MEDCE</i>			+1	Ongoing. Regular meetings held with the Friends of the School of Arts and National Trust Representative. Planning and workshops to have tablets with museum information and stories to enhance the museum experience. Planning the 75 th Anniversary of the National Trust 24 October 2020.
DP5.03) Enrich the cultural life of the community by supporting a variety of cultural events and activities for residents and visitors <i>Culture, theatre & museum: A – Chief Executive</i> <i>Community events: A – Chief Executive</i> <i>Volunteer recruitment and placement: A – Chief Executive</i>	Marketing and promotion of the Sir Henry Parkes Memorial School of Arts Complex programs and activities facilitating cultural development opportunities for individuals and groups.	<i>B:MEDCE C:MEDCE D:CO</i>		0		Ongoing. Border closure has reduced the patrons of the museum and the cinema from Queensland, NSW visitation has increased. 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 planned for 14 October 2020.
DP5.05) Encourage activities for young people and families in Tenterfield Shire <i>Culture, theatre & museum: A – Chief Executive</i> <i>Community and cultural capacity building: A – Chief Executive</i>	Development, management and delivery of a Cinema Program, theatre education and youth related programs.	<i>B:MEDCE C:MEDE D:CO</i>			+1	Cinema program continuing, school holiday program included. to COVID19 restrictions, 50% capacity is now allow in Theatre up to 100 persons.

b) Budget

Account Type	20/21 Full Year Budget	20/21 YTD Actuals September	20/21 Percentage Spent
Theatre & Museum Complex	141,847	39,530	27.87%
1. Operating Income	(184,152)	(13,767)	7.48%
2. Operating Expenditure	310,999	45,501	14.63%
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 75th Anniversary in October to launch the new museum experience.

f) Customers

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

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

g) Business Statistics

Museum – August 2020		Cinema – August 2020	
Total museum visitation	341	Total cinema admissions	184
Average Admission Price	\$5.49	Screenings	27
Merchandising Sales	\$42	Candy Bar	\$219.50
Museum Entry Sales	\$1871	Average Admission Price	\$9.65
		Gross Box Office	\$1775.00
		Net Box Office	\$1614.00
		Website Visitors	515
Museum Volunteers		Website Change	39.9%
9 x 198 hours		Newsletter Subscribers	218

h) Special events, achievements of note, celebrations

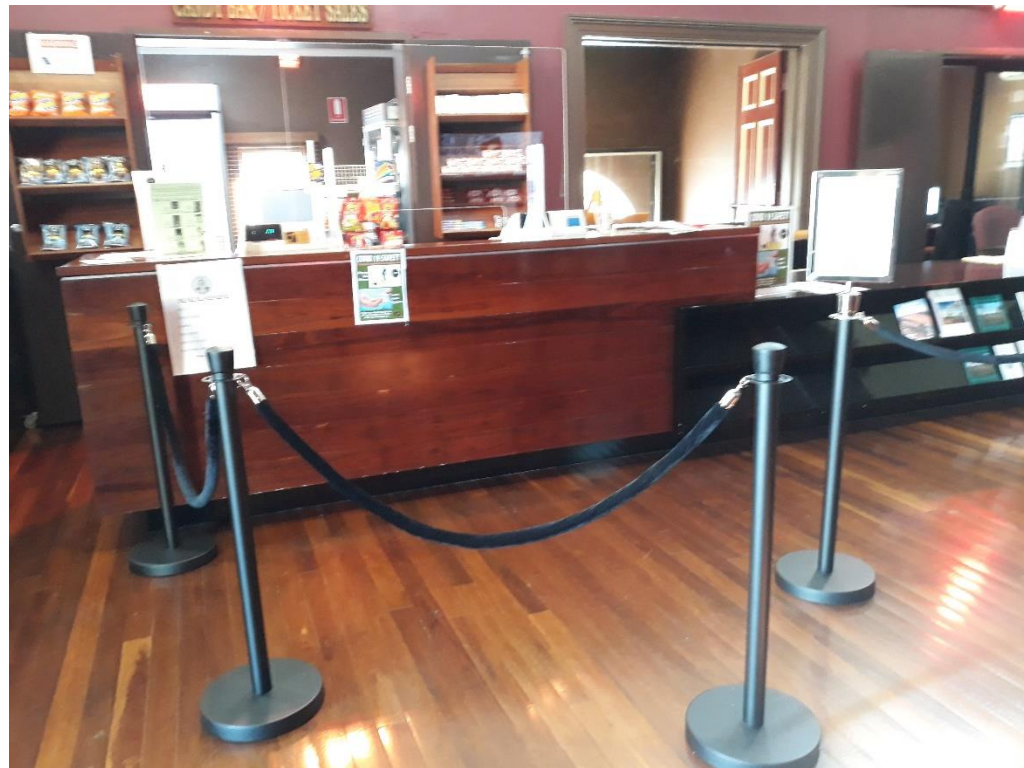
The Museum re-opened on 1st July, since then Queensland border visitors have decreased. The cinema re-opened on 31st July with restricted numbers, patrons are still be careful about being in public, they have expressed their appreciation for the cinema reopening and giving them a safe social place to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

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

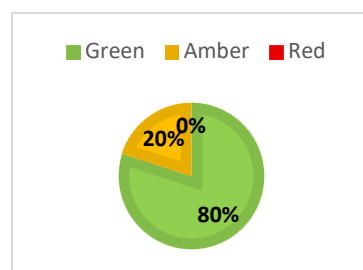
Sunday 30 August Lizard (photo) took out two electrical circuits, taking out 17 lights. This electrical system is a Dymictric installed by a Brisbane company, still waiting for parts to be delivered from over the border. Theatre LED lighting (photo) has been set up as a back up to current circuit bypass.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

Volunteer Information evening on 14 October for new people to town to connect with their local community.

Phones have not been working correctly, No phone system Monday and Tuesday 12 & 13 October 2020. Computer issues is a continueing problem with the SOA.



6. Library Services



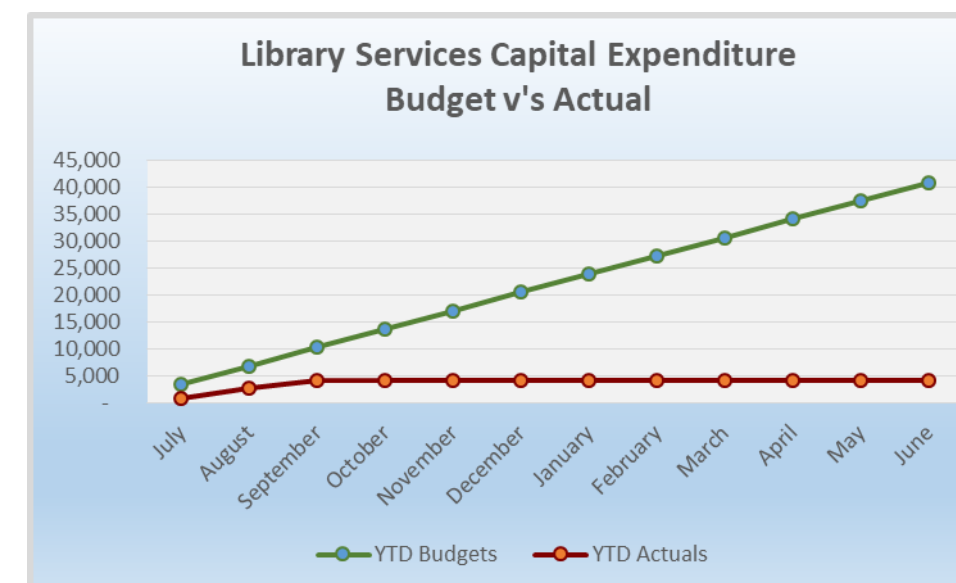
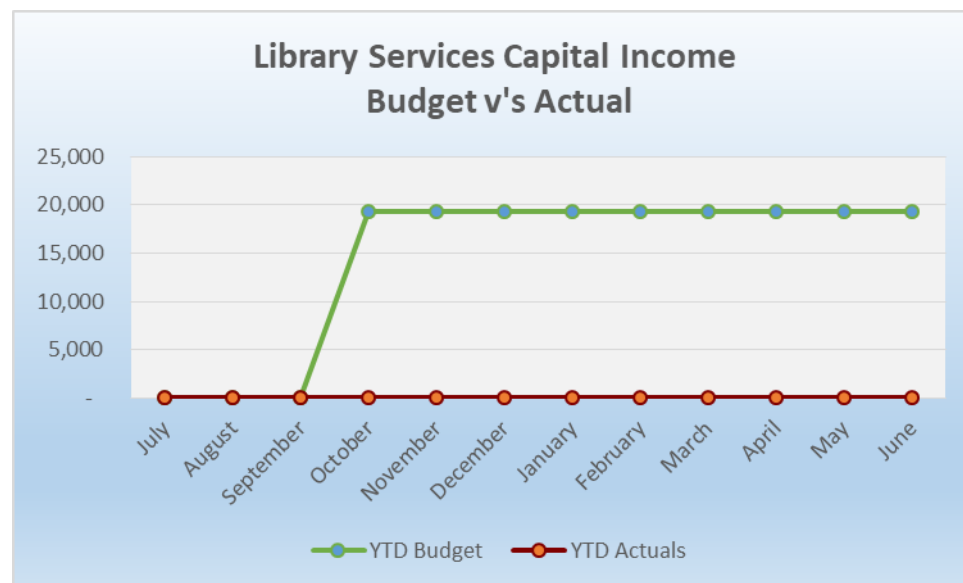
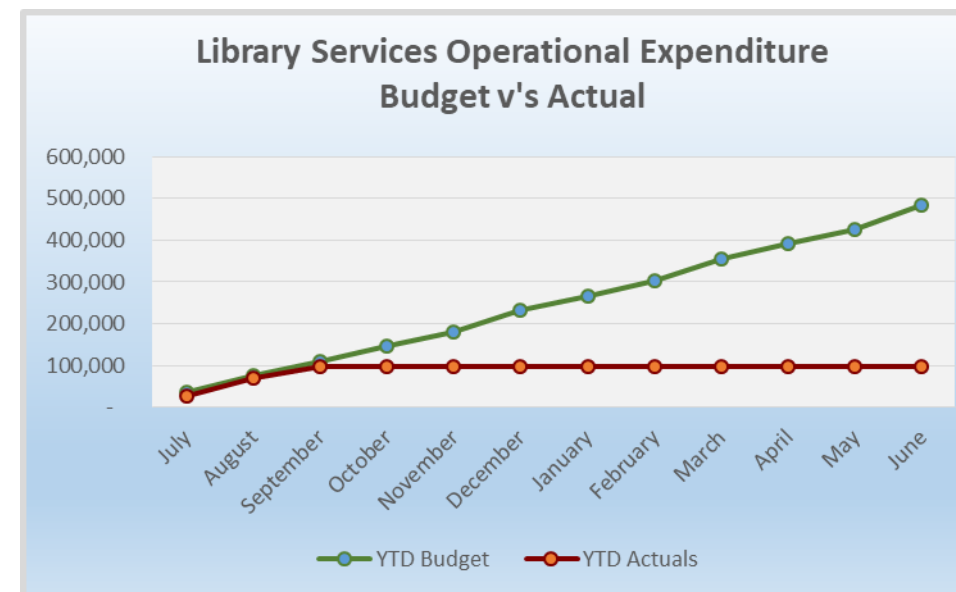
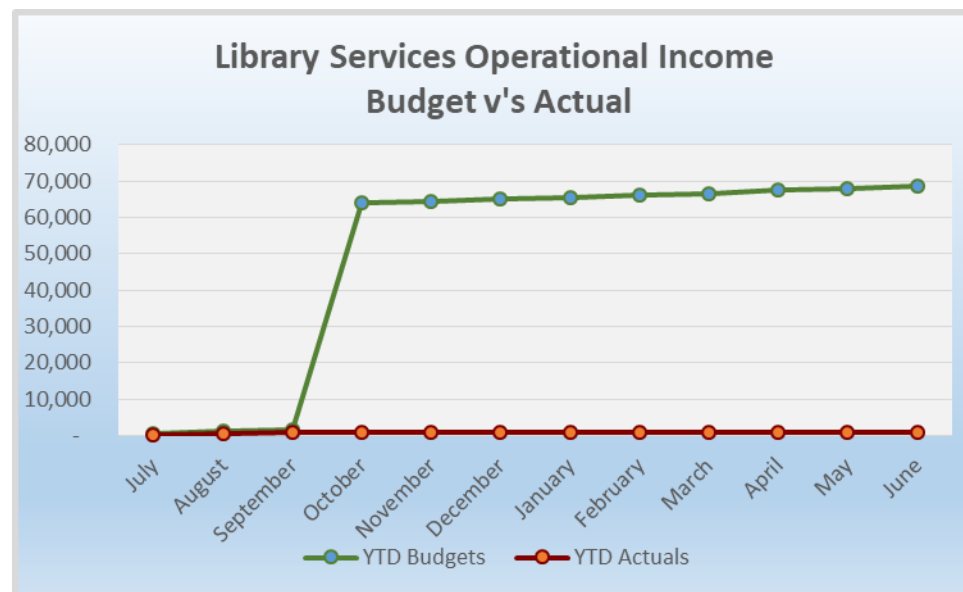
Under the 4 year Delivery Plan *Library Services* relates to: home services; vision impaired; review and updating collections; exchanges; internet and Wi Fi access; accessible technology; exhibitions; online training and resources; research and reference services; and the management of corporate art 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.	<i>B:SL C:SL D:SL</i>			+1	<i>A wide range of relevant resources and activities is provided to support the community.</i>
	Deliver Business improvements, recognising emerging risks and opportunities.	<i>B:SL C:SL</i>			+1	<i>The current circumstances around the COVID-19 pandemic, including restrictions to opening hours and services, have challenged library staff.</i>
	Manage the Library Service of Council in a financially responsible manner in line with Budget allocations.	<i>B:SL C:SL</i>			+1	<i>Budget allocations are adhered to.</i>
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.	<i>B:SL C:SL D:SL</i>			+1	<i>Community groups are unable to meet in the library at present because of COVID-19 restrictions. Online access to resources is encouraged.</i>
	Manage all corporate art, artefacts, honour boards and memorabilia (including audit and security).	<i>B:SL C:SL D:SL</i>		0		<i>The project to identify and record all items in this collection has been delayed due to the work on Council's administration building.</i>

b) Budget:

Account Type	20/21 Full Year Budget	20/21 YTD Actuals September	20/21 Percentage Spent
Library Services	442,105	100,833	22.81%
1. Operating Income	(68,528)	(849)	1.24%
2. Operating Expenditure	483,719	95,996	19.85%
3. Capital Income	(19,329)	0	0.00%
4. Capital Expenditure	40,951	4,070	9.94%
5000500. Library Resources	21,622	4,070	18.82%
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.

c) Capital Projects

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

d) Emerging Issues, Risks and Opportunities

- The uncertainty surrounding the COVID-19 pandemic has restricted the physical services that the library has been able to provide but has also been the impetus for many members of the community to explore digital alternatives and opportunities.
- Even though Library statistics for September show that the number of loans is nearly back to what it has been in the past library visitation is down due mostly because of the reduced opening hours.
- Budget restrictions and budget reductions for members of the Northern Tablelands Cooperative Library Service may see a major reorganisation of the priorities of the Cooperative.

e) The Business of Improving the Business

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

f) Customers

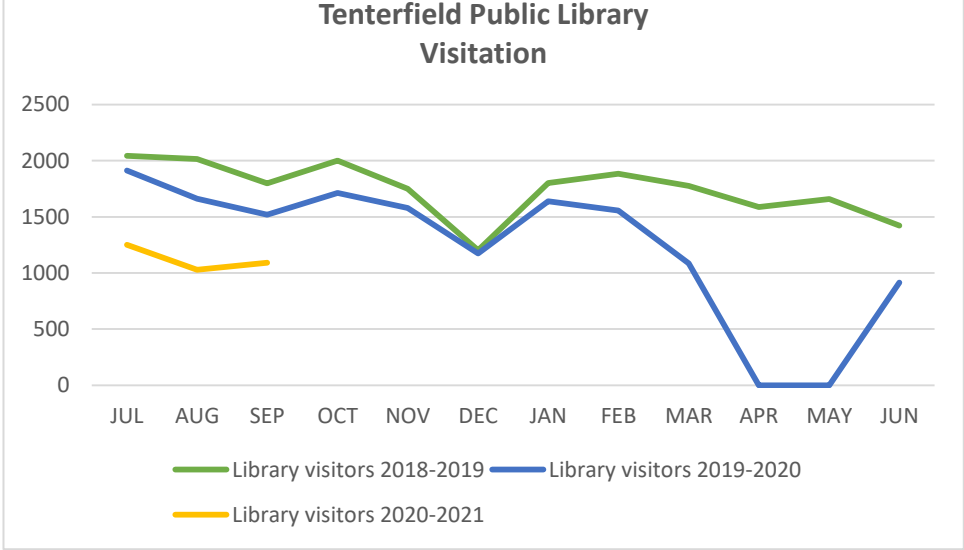
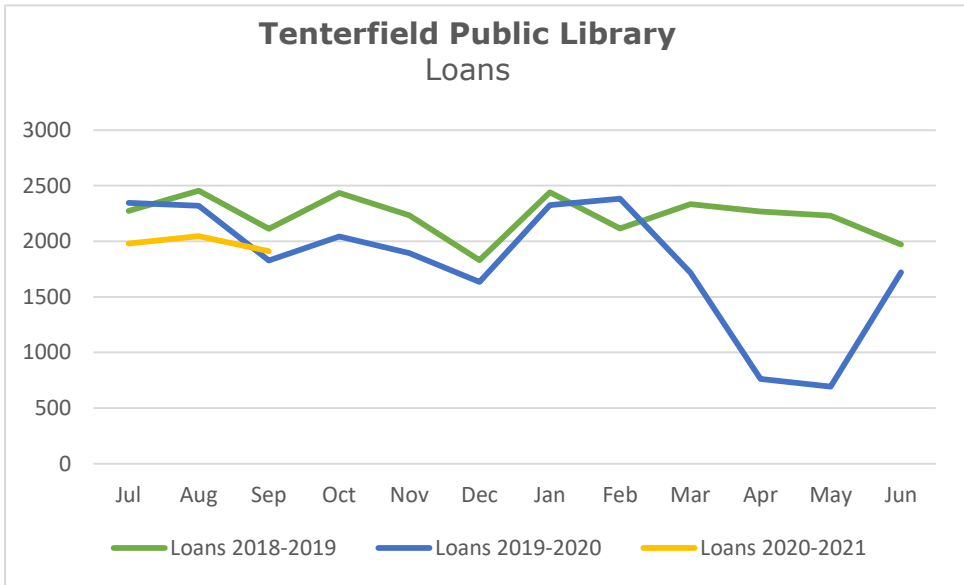
- All internal and external enquiries are responded to within appropriate timeframes.

g) Business Statistics

Tenterfield Public Library Statistics for September 2020

Loans Tenterfield: 1472
Loans Drake: 24
Loans Torrington: 41
Loans Urbenville: 115
Total Physical loans: 1652
Total eLoans: 260
Total of Loans: 1912
Tenterfield Door count: 1028
Library Visitors: 1090
Holdings as at 01/10/2020: 33080

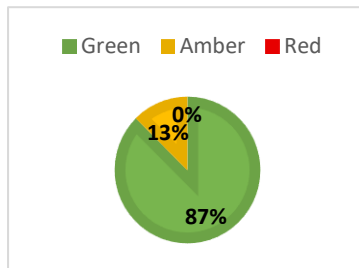
New borrowers: 10 New digital only borrowers: 1
Computer Users: 195
Computer Hours: 211
OPAC searches: 2812
Tenterfield Star database searches: 401
Completed ILL Total: 21
Home Library Service Loans: 146
Reservations satisfied: 53
Deletions: 29 New Items catalogued: 191



h) Special events, achievements of note, celebrations

Nil.

7. Workforce Development



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

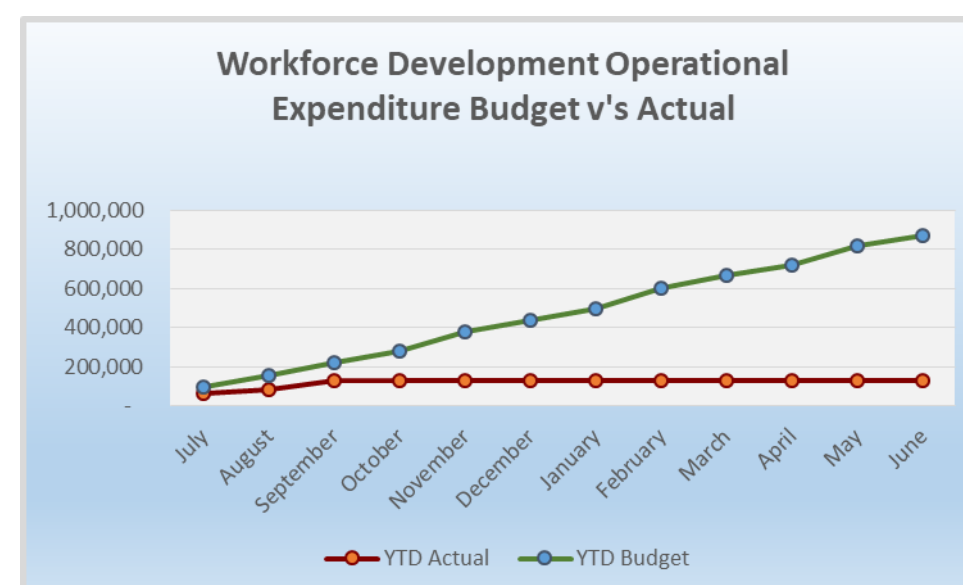
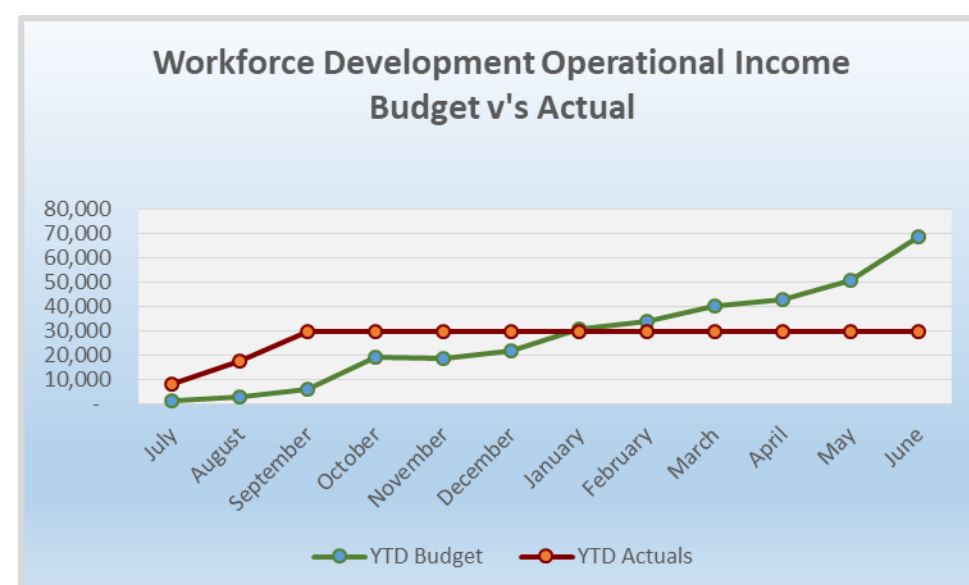
a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 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. Develop, implement, monitor and review systems, processes and practices required for continual improvement, regulatory compliance and employee satisfaction.	<i>B:MHRWD</i> <i>C:WHSRMO</i> <i>D:WHSRMO</i>			+1	Consultation communication, and participation processes in line with legislative requirements. This will be enhance with the appointment of the new WHS Risk Management Coordinator. Wellbeing strategies continuing to be enhance. Health and wellbeing services continue. Recovery at work processes currently being implemented are reducing costs, maintaining good employer-employee relationships enhancing employee satisfaction and regulatory compliance. Higher duties flat rate allowance where applicable continues to enhance employee recognition & incentive. All staff are now currently working from or in a Council office or asset. This strategy to improve comradery and communication was implemented due the extended length of time some staff have been isolated from the work environment.
DP7.02) Delivery of programs to grow and invest in our existing and emerging leaders and support a culture of high performance. <i>Workforce culture: A – Chief Executive</i> <i>Workforce performance: A – Chief Executive</i> <i>Human resource advisory, performance, review and training: A – Chief Executive</i>	Develop, manage and deliver the skills targeted training plan and opportunities for staff to excel.	<i>B:MHRWD</i> <i>C:MHRWD</i>			+1	Staff and Manager annual performance completed giving HR the opportunity to assess individual learning and development assessments. Requested training will be categorised into competency, skill enhancement or career development and matrixed for budgetary alignment. Ongoing.
DP7.03) Manage the implementation of Council's Workforce Management Strategy. <i>Workforce planning: A – Chief Executive</i> <i>Workforce performance: A – Chief Executive</i>	Develop, manage and deliver the Workforce Management Strategy (include update on employee numbers here).	<i>B:MHRWD</i> <i>C:MHRWD</i>			+1	The review of the organisation's labour structure continues, with a focus on casuals, trainees, contractors and outstanding recruitments. Discussions continuing with associated business unit Managers to ensure a continued focus on operational outcomes, required resourcing with strategic alignment and financial alignment.

						Strategic, operational and risk analysis and evaluation of the use of casuals, labour hire and fixed term contracts within the current structure has been completed. Ongoing monitoring and review. Current FTE 112.1
	Deliver Business improvements, recognising emerging risks and opportunities.	B:MHRWD C:MHRWD			+1	Strategic workforce planning is a current focal point ensuring a deep understanding of the current and future states of our workforce. The completed evaluation on the use of casuals, labour hire and fixed term contracts under the new 2020 State Award has highlighted opportunities and risks that Council can assess, mitigate and or take advantage of. Assessments ongoing.
	Manage the Workforce Development Service of Council in a financially responsible manner in line with Budget allocations.	B:MHRWD C:MHRWD			+1	20/21 staffing budget review continues to ensure alignment with current FTE and business unit workforce expectations to ensure operating within budget. Operational budgets in line with projected expenditure.
DP7.04) Developing attraction and retention practices across Council. Workers compensation: A – Chief Executive Recruitment & selection: A – Chief Executive Workforce culture : A – Chief Executive Human resource advisory, performance, review and training: A – Chief Executive	Develop, manage and deliver Employer of Choice recruitment and retention services.	B:MHRWD C:MHRWD D:HRC			+1	A Recent recruitment strategy utilising a partnership with Scout Talent has yielded favourable results not only producing cost savings for the organisation but also delivering an exceptional talent pool. Successful Recruitment of 3 new staff members filling existing roles occurred this month. Further development of selection, recruitment and retention practices continues.
DP7.05) Deliver continuous improvements in Council's business, processes and systems (WHS) Work, Health and Safety: A – Chief Executive	Manage and deliver WHS and Risk Management services.	B:MHRWD C:WHSRMO D:WHSRMO		0		Council so far as is reasonably practicable, continues to ensure the health and safety of all workers and other people like visitors and volunteers via the implementation of <i>embedded</i> risk management principles in line with regulatory, health, State and Federal requirements. Heavy focus continues around maintaining COVID information, instruction and inspections along with associated compliances and reporting. COVID-SAFE plans have been developed for all Council workplaces. Monthly insurance, public liability and risk processes and procedures continue within the legislative, organisational and guideline requirements ensuring Councils risk exposures are mitigated. Recruitment of the replacement WHS Risk Management Coordinator now in the final stages

b) Budget

Account Type	20/21 Full Year Budget	20/21 YTD Actuals September	20/21 Percentage Spent
Workforce Development	803,758	99,110	12.33%
1. Operating Income	(68,675)	(29,684)	43.22%
2. Operating Expenditure	872,433	128,794	14.76%
4. Capital Expenditure	0	0	0.00%



Capital Income:
N/A

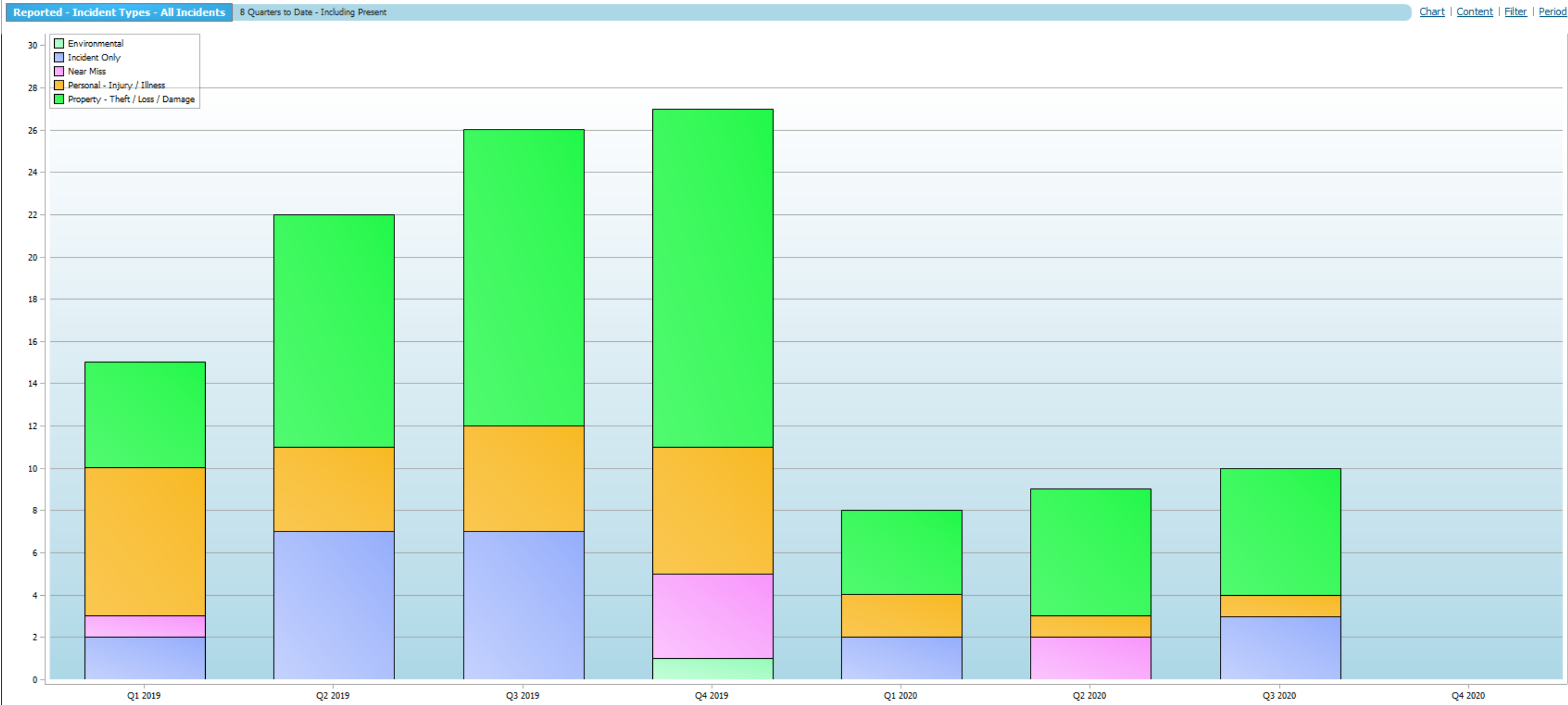
Capital Expenses:
Nil to report

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

The Business of Improving the Business
Nil to report

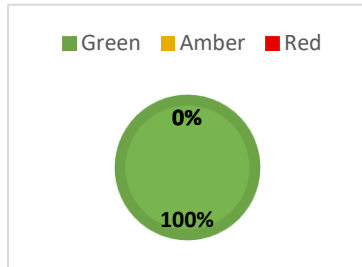
Customers
Nil to report.

Business Statistics



Special events, achievements of note, celebrations
Nil to report

8. Emergency Services



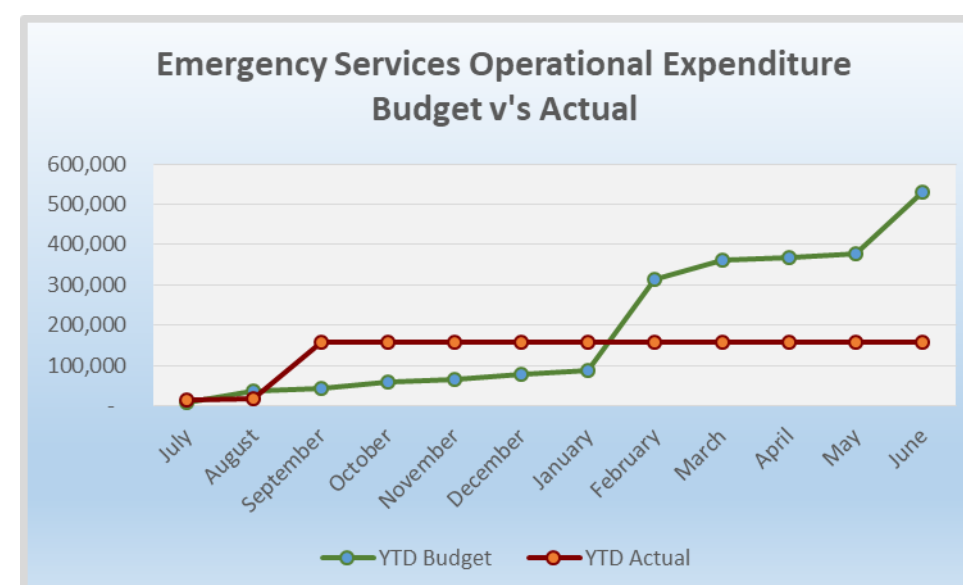
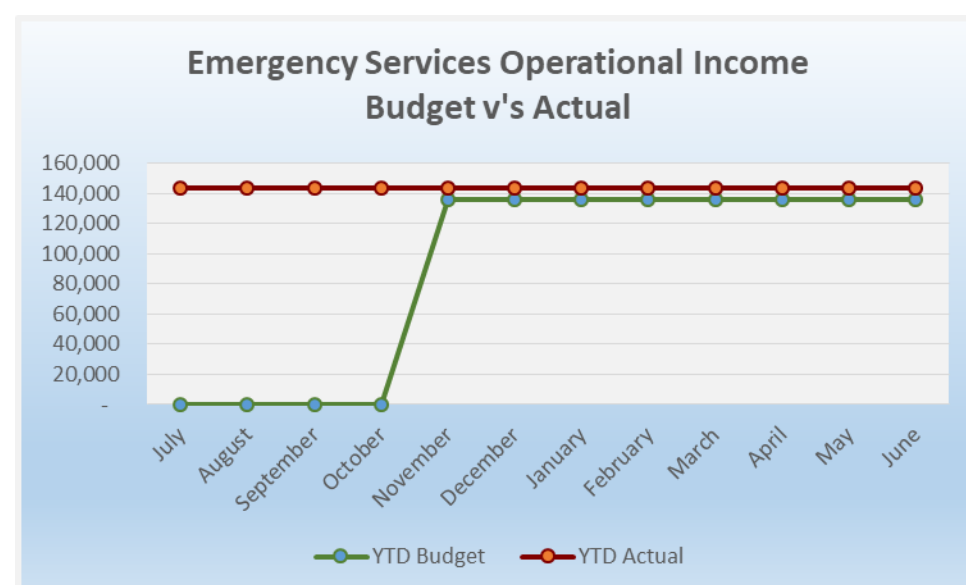
Under the 4 year Delivery Plan *Emergency Services* relates to: integrating land use policies to support emergency management; disaster management; review of emergency management plans; inter-agency communication and collaboration; and rural addressing. The Office of the Chief Executive directly oversees 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. Successful selection and recruitment with the appointment of Councils Community Recovery Officer. Working with SES regarding asset maintenance and service level agreement.
	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

Account Type	20/21 Full Year Budget	20/21 YTD Actuals September	20/21 Percentage Spent
Emergency Services	396,168	15,709	3.97%
1. Operating Income	(135,500)	(143,443)	105.86%
2. Operating Expenditure	531,668	158,703	29.85%
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	

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

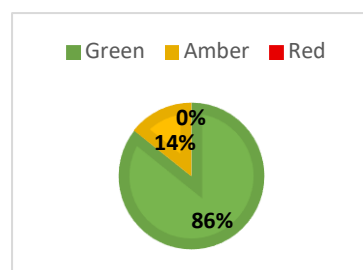
g) Business Statistics

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.

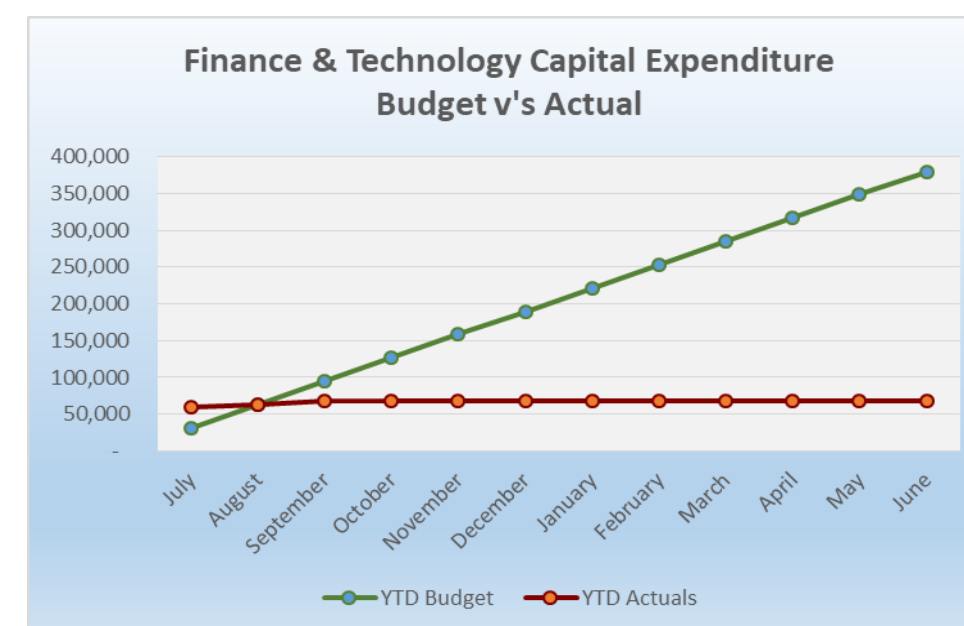
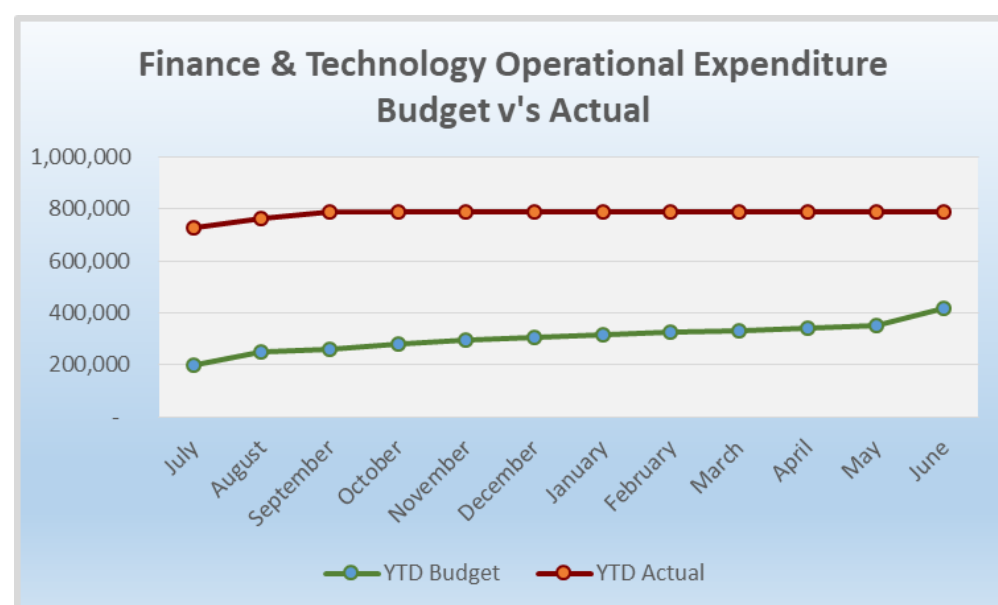
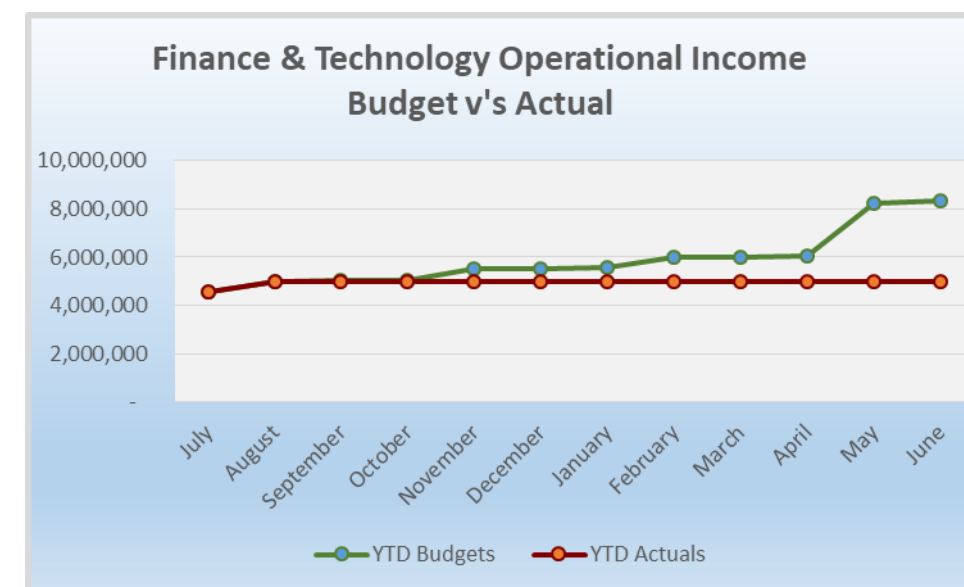
a) Delivery and Operational Plan precis

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. IT system / software and hardware: A – Chief Corporate Officer Network systems and corporate business applications integration: A – Chief Corporate Officer	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.
DP9.02) Make prioritised decisions in the long-term interest of the broad community and have regard to financial and infrastructure sustainability. Corporate financial planning: A - Chief Corporate Officer	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. Procurement and tendering compliance: A - Chief Corporate Officer Procurement and tendering framework: A – Chief Operating Officer Corporate financial planning: A - Chief Corporate Officer Rates and revenue: A - Chief Corporate Officer	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 operations are supported by effective corporate management.	Manage and deliver financial services in line with statutory requirements.	B:MFT C:MFT D:A			+1	Statutory requirements are being met.
	Deliver Business improvements, recognising emerging risks and opportunities.	B:MFT D:P/AP			+1	A number of improvements particularly around IT Systems have been identified and will be implemented as mentioned above.

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

b) Budget

Account Type	20/21 Full Year Budget	20/21 YTD Actuals September	20/21 Percentage Spent
Finance & Technology	(7,652,024)	(4,120,339)	53.85%
1. Operating Income	(8,343,722)	(4,983,834)	59.73%
2. Operating Expenditure	415,740	787,152	189.34%
3. Capital Income	(190,000)	0	0.00%
4. Capital Expenditure	380,000	68,651	18.07%
1810501. Computer Equipment - Finance	75,000	901	1.20%
1810507. Fibre Optic Cabling of Sites	50,000	0	0.00%
1810508. Capitalised Software	250,000	67,750	27.10%
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.

a) Capital Projects

No Significant variance

b) Emerging Issues, Risks and Opportunities

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

c) The Business of Improving the Business

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

d) Customers

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

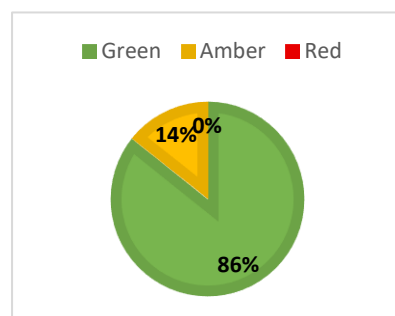
e) Business Statistics

-

f) Special events, achievements of note, celebrations

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

10. Corporate and Governance



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

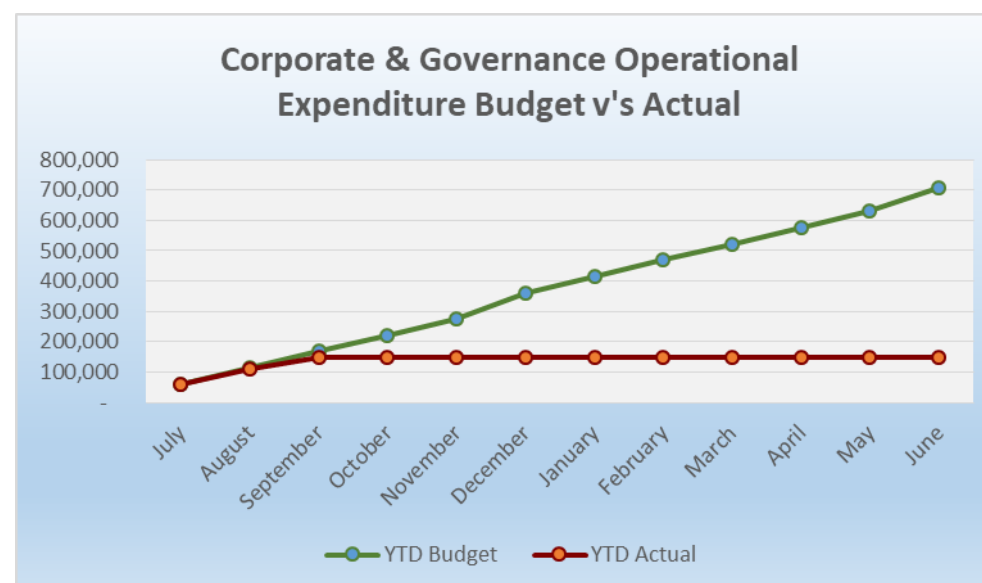
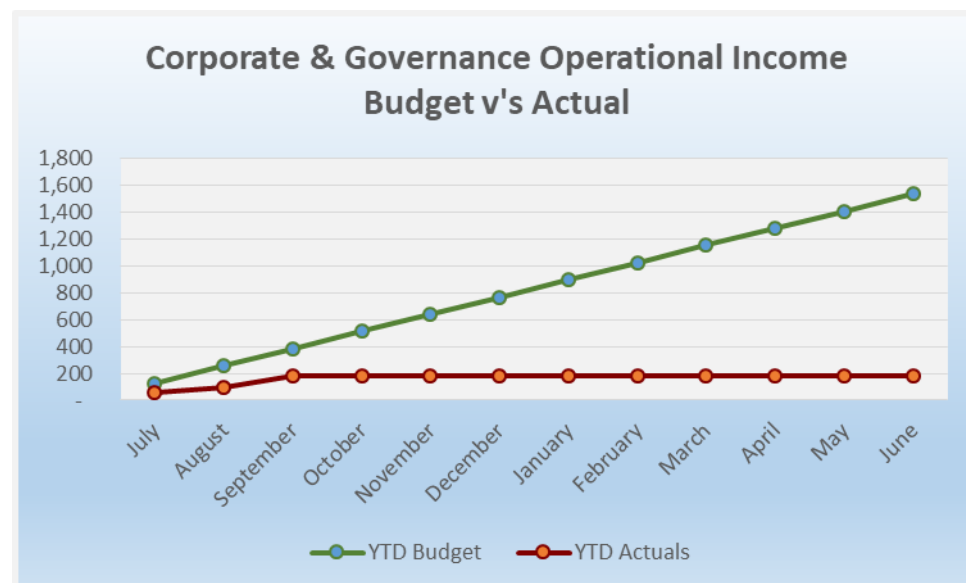
Delivery and Operational Plan precis

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. <i>Corporate performance & reporting: A – Chief Corporate Officer</i> <i>Business process improvement & integration: A – Chief Corporate Officer</i> <i>Procurement and tendering compliance: A – Chief Corporate Officer</i> <i>Internal audit: A – Chief Corporate Officer</i>	Develop, manage and deliver Governance Services.	<i>B:MCSGR</i> <i>C:MCSGR</i> <i>D:MCSGR</i>			+1 +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. <i>Community engagement: A – Chief Executive</i> <i>Customer service: A – Chief Corporate Officer</i> <i>Governance framework (including registers and monitoring): A – Chief Corporate Officer</i> <i>IT system / software and hardware: A – Chief Corporate Officer</i> <i>Business process improvement & integration: A – Chief Corporate Officer</i>	Manage and deliver services for community involvement in Council decision making processes.	<i>B:MCSGR</i> <i>C:MCSGR</i> <i>D:MCSGR</i>			+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.	Develop, manage and deliver Customer Services.	<i>B:MCSGR</i> <i>C:MCSGR</i> <i>D:CSO</i>			+1	Customer Services being delivered from Visitor Information Centre during September 2020. Cash not being accepted for payments due to potential COVID-19 hazards.

Customer service: A – Chief Corporate Officer	Deliver Business improvements, recognising emerging risks and opportunities.	B:MCSGR C:MCSGR D:MCSGR			+1	Records Officer commenced on 21 September 2020.
	Manage the Corporate and Governance Service of Council in a financially responsible manner in line with Budget allocations.	B:MCSGR C:MCSGR D:MCSGR			+1	No capital budgets allocated in 2020/21. Operational budgets in line with projected expenditure.
DP10.04) Deliver continuous improvements in Council's business, processes and systems Business process improvement & integration: A – Chief Corporate Officer Governance framework (including registers and monitoring): A – Chief Corporate Officer Insurance, risk & business continuity: A – Chief Executive	Develop, manage and deliver Customer and Stakeholder Services.	B:MCSGR C:MCSGR D:MCSGR			+1	Customer Service phone calls are being routed from the main Council phone number to a mobile phone. This restricts the ability of Customer Service staff to answer only one call at a time. Customer call statistics not available for September 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 September 2020. Updated Records Management Policy ready for Council adoption. Withdrawn from September 2020 Council meeting. Policy being resubmitted to October 2020 Council meeting.

a) Budget

Account Type	20/21 Full Year Budget	20/21 YTD Actuals September	20/21 Percentage Spent
Corporate and Governance	704,025	148,145	21.04%
1. Operating Income	(1,538)	(183)	11.87%
2. Operating Expenditure	705,563	148,328	21.02%



Capital Income:

No capital expenditure budget allocated for 2020/21.

Capital Expenses:

No capital expenditure budget allocated for 2020/21.

Operational Income:

No significant variance.

Operational Expense:

No significant variance.

c) Capital Projects

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

d) Emerging Issues, Risks and Opportunities

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

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

e) The Business of Improving the Business

Nil to report.

f) Customers

Customer statistics not available for September 2020.

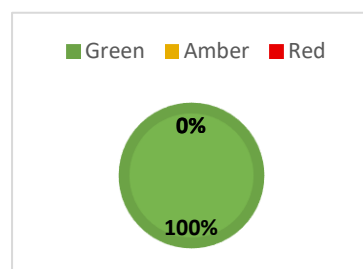
g) Business Statistics

Call statistics not available for September 2020.

h) Special events, achievements of note, celebrations

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

11. Environmental Management



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

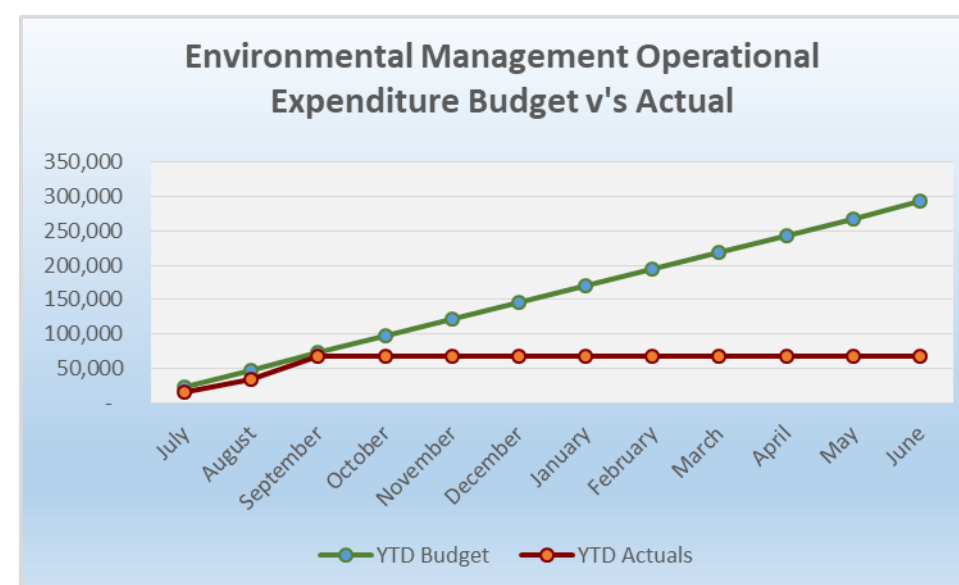
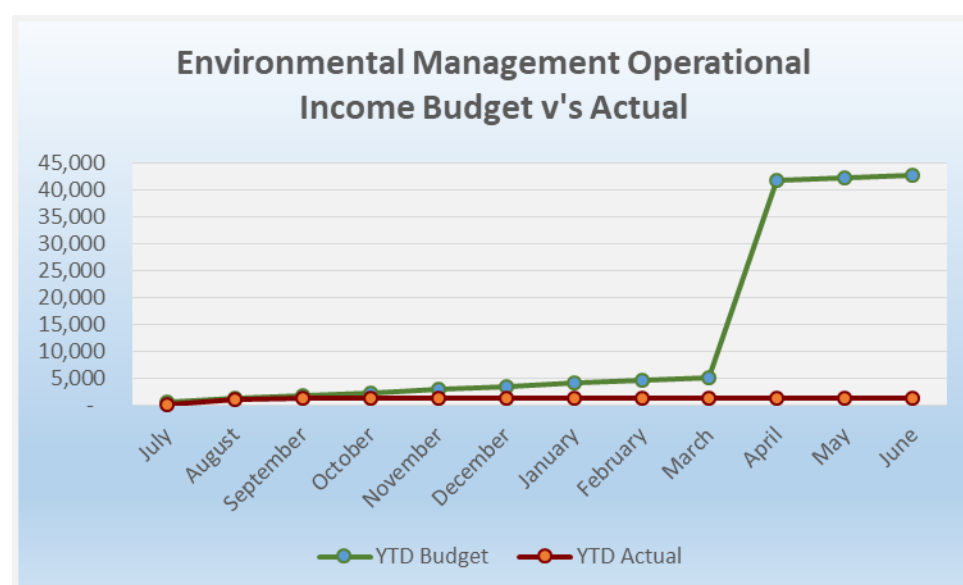
a) Delivery and Operational Plan precis

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

	Manage the Environmental Service of Council in a financially responsible manner in line with Budget allocations.	B:OSRUS C:OSRUS D: WO			+1	All works are carried out within Budget allocations.
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b) Budget

Account Type	20/21 Full Year Budget	20/21 YTD Actuals September	20/21 Percentage Spent
Environmental Management	249,528	65,819	26.38%
1. Operating Income	(42,850)	(1,331)	3.11%
2. Operating Expenditure	292,378	67,151	22.97%



Capital Income:

Nil to report for weeds

Capital Expenses:

Nil to report for weeds

Operational Income:

No significant variance.

Operational Expense:

No significant variance.

c) Capital Projects

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 31st 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 pathanum 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

Weeds officer has received many inquiries about possible Tropical Soda Apple outbreaks in areas where the fires from last year had been through. Inspections found that the plants where a native Solanum Species that had regenerated after the fires.

g) Business Statistics

REPORT BY NOXIOUS WEEDS OFFICER September 2020

Weed Control

- Serrated Tussock - Rockdale Rd, New England Highway at Deepwater and private properties in Bolivia and Deepwater as part of grant funding.
- Black Knapweed - Aldershot and Bellevue Rds and private property Tenterfield.
- Mother of Millions - Mt Lindsey Highway at Maryland and Legume, and Rivertree Rd.
- Lantana - Mt Lindsey Highway and Rivertree Rd
- Cats Claw Creeper - Rivertree Rd

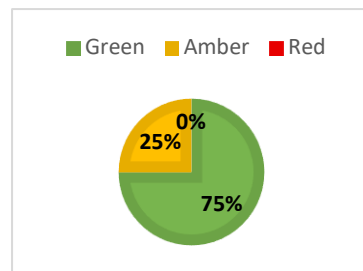
Inspections

- Private Property Inspections - 14 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

2. Livestock Saleyards



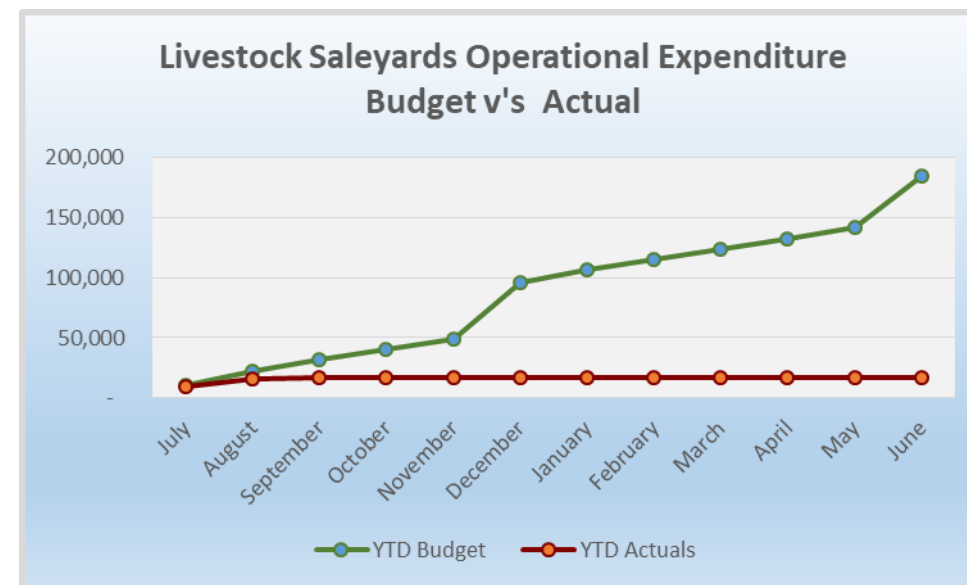
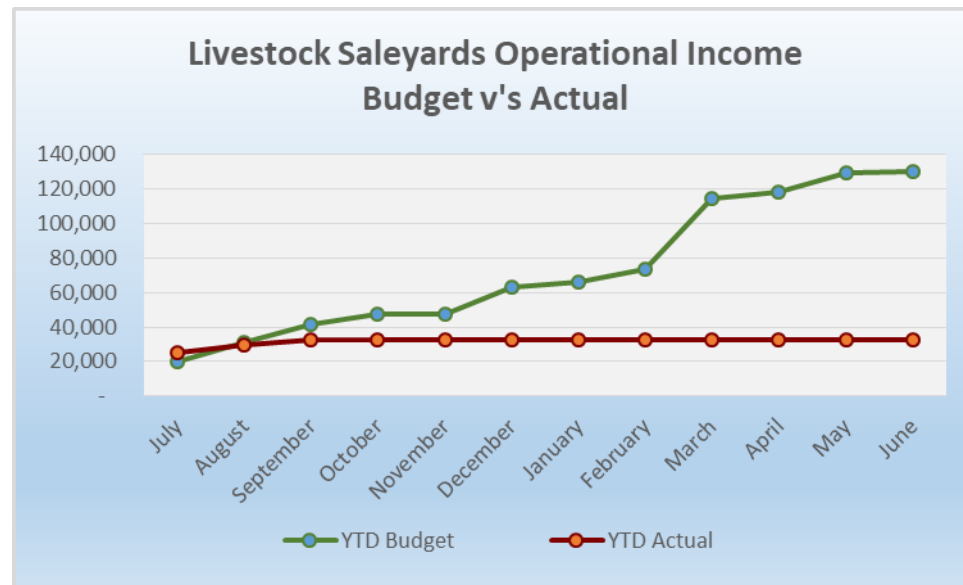
Under the 4 year Delivery Plan *Livestock and Saleyards* relates to planning, development, maintenance, operations and administration of the Saleyards. The Office of the Chief Corporate Officer directly oversees these outcomes.

a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 20/21	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP12.01) Ensure safe, effective and efficient operation of the Saleyards. <i>Saleyards: A - Chief Corporate Officer</i>	Develop, manage and deliver Asset Management, Strategic and Management Plans for the Saleyards.	<i>B:OSRUS C:OSRUS D:OSRUS</i>		0		<i>Bio Security and Emergency Disease management Plans completed. Working on Saleyard Management Plan.</i>
DP12.02) Provide a financially sustainable saleyard operation, attractive to local producers. <i>Saleyards: A - Chief Corporate Officer</i>	Manage and deliver Saleyards Services.	<i>B:OSRUS C:OSRUS</i>			+1	<i>Cattle Numbers for September 2020 ; Prime Sale -132 Head -\$175,917.16 Private Weighing – 0 Head - \$ Total - 132 Head - \$175,917.16 Financial Year 2020/2021 500 Head - \$716,805.50 Financial Year 2019/2020 9,247 Head - \$8,441,858.64 Financial Year 2018/2019 21,656 head - \$12,517,711.39 Financial Year 2017/2018 19,027 Head - \$15,984,517.65 Financial Year 2016/2017 24,151 Head - \$23,233,573.17 Financial Year 2015/2016 22,654 Head - \$19,613,572.47</i>
	Deliver Business improvements, recognising emerging risks and opportunities.	<i>B:OSRUS</i>			+1	<i>Awaiting design and quotes for the installation of the Double height loading ramp and safety system to include the ramp 4 upgrade hard standing surface. Truckwash construction ongoing. Near completion of the steel rail replacement of all holding pens that are used on a regular basis. Biggest risk being further reduction in throughput and loss of income as to whether the saleyards will remain viable.</i>
	Manage the Saleyards Service of Council in a financially responsible manner in line with Budget allocations.	<i>B:OSRUS C:OSRUS D:OSRUS</i>			+1	<i>Working and operating within budget. Major financial impact being the very low numbers of cattle being processed through the saleyards.</i>

b) Budget

Account Type	20/21 Full Year Budget	20/21 YTD Actuals September	20/21 Percentage Spent
Livestock Saleyards	55,258	(16,020)	-28.99%
1. Operating Income	(129,729)	(32,549)	25.09%
2. Operating Expenditure	184,987	16,529	8.94%



Capital Income:

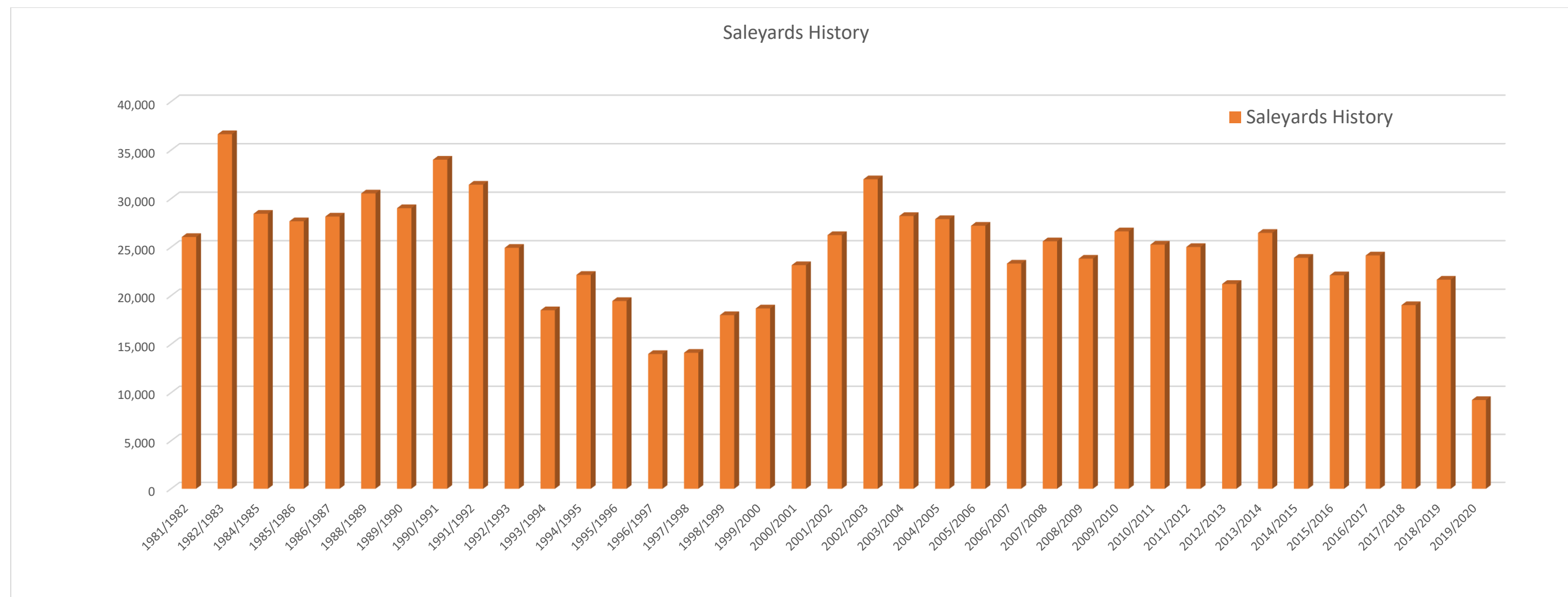
- Nil to Report

Capital Expenses:

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

Operational Income:

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



Operational Expense:

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

c) Capital Projects

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

d) Emerging Issues, Risks and Opportunities

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

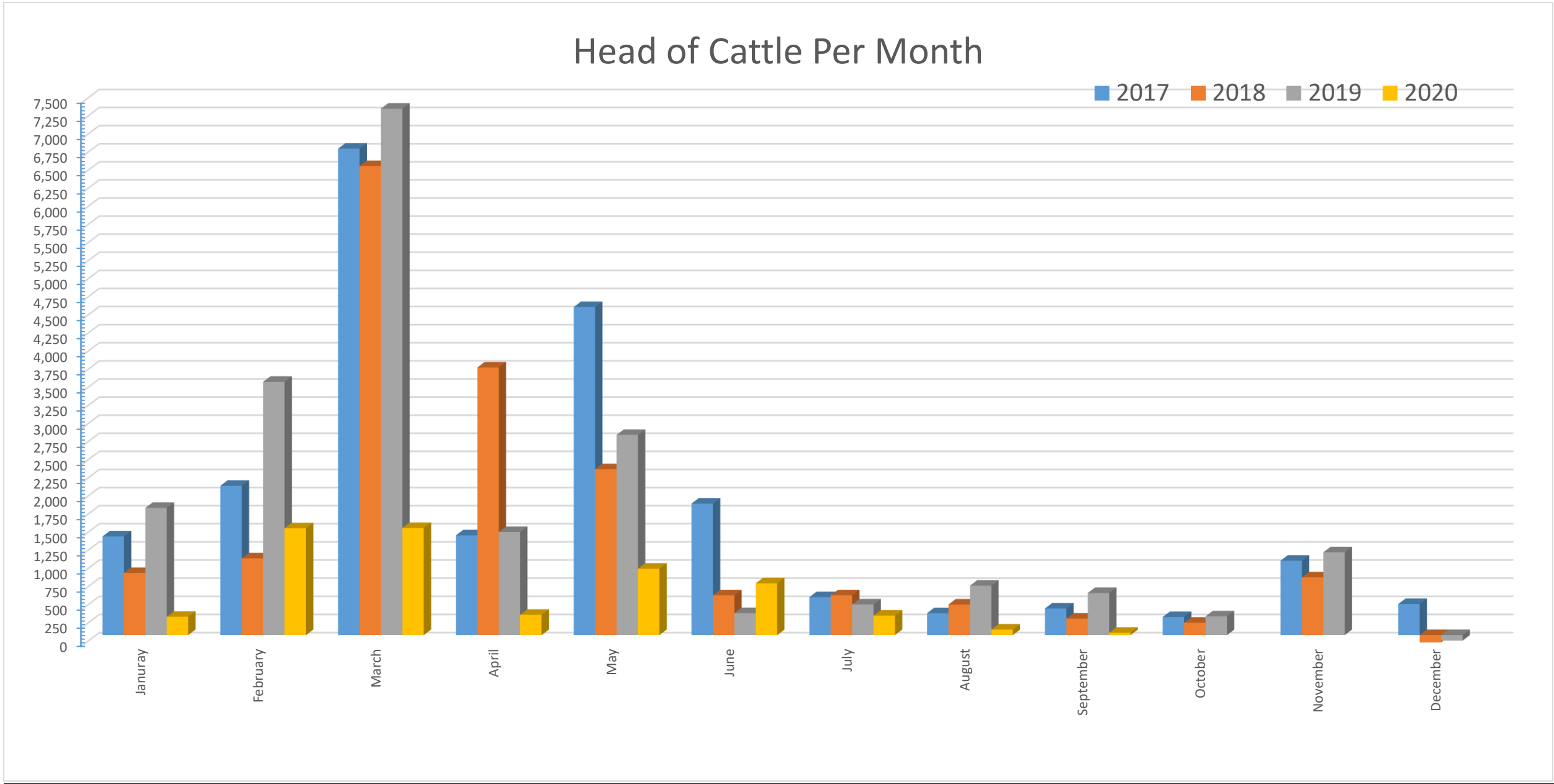
e) The Business of Improving the Business

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

f) Customers

- Nil to report

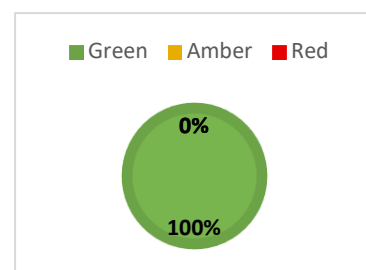
g) Business Statistics



h) Special events, achievements of note, celebrations

- Nil To report

13. Planning and Regulation



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

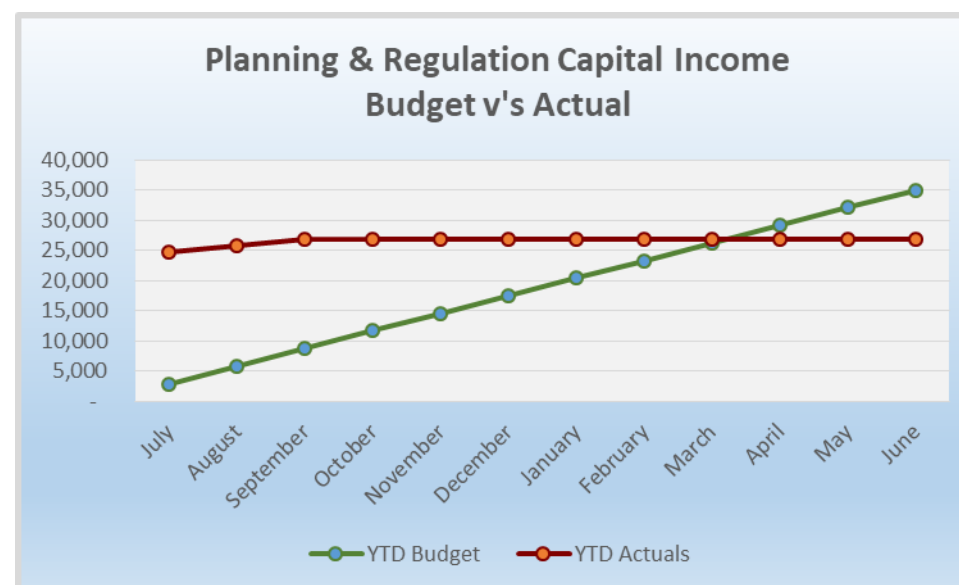
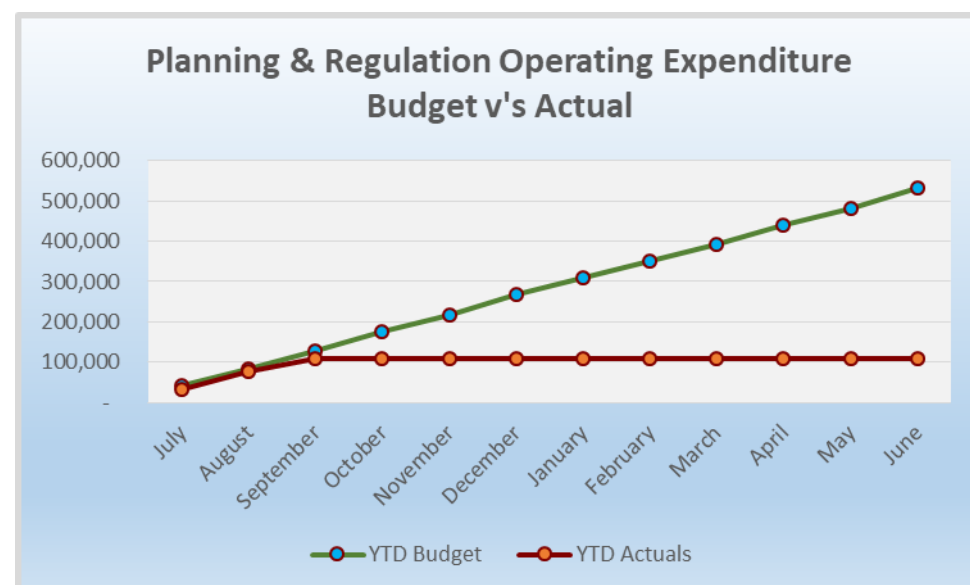
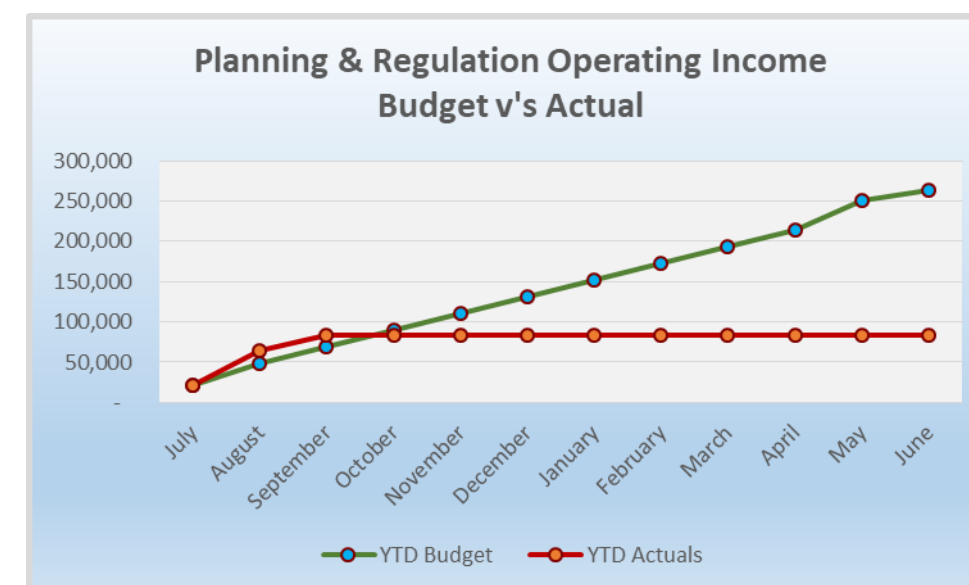
a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 20/21	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP13.01) Assess and process construction certificate applications in accordance with legislation and Building Code. <i>Building and development: A – Chief Corporate Officer</i> <i>Regulated premises: A – Chief Corporate Officer</i> <i>Statutory planning certificates, unauthorised activity and building certification: A – Chief Corporate Officer</i>	Manage and deliver building and construction regulatory services.	B:MPDS C:MPDS D:MPDS			+1	Ongoing assessment of Construction Certificates in accordance with legislative requirements
DP13.02) Ensure that the community is provided with a high quality built environment that meets the needs of our ageing population. <i>Accountability 11.01: A – Chief Corporate Officer</i>	Monitor and assess application of Tenterfield Local Environmental Plan 2013 and Development Control Plan 2014 (as amended).	B:MPDS C:MPDS D:MPDS			+1	Ongoing application of provisions of LEP and DCP
DP13.04) The development of plans and applications for development consider the demand and provision of parking. <i>Accountability 11.06: A – Chief Corporate Officer</i>	Facilitate cross department meetings reviewing development applications and opportunities for supportive strategies and actions.	B:MPDS C:MPDS C:MAPP			+1	Cross department communication continuing during Covid restrictions – meetings commenced again September
DP13.06) Provision of advice and guidance on legislative compliance for the construction of dwellings and commercial/industrial buildings. <i>Building and development: A – Chief Corporate Officer</i> <i>Statutory planning certificates, unauthorised activity and building certification: A – Chief Corporate Officer</i>	Assess and determine regulatory applications, including Development Applications, Complying Development Certificates, Construction Certificates, Section 68 Certificates and Conveyancing Certificates.	B:MPDS C:MPDS D:EHBS			+1	Ongoing advice provided through email, phone and meetings where possible. Applications continue to be assessed and determined in accordance with legislation.
DP13.07) Provide advice, planning and inspection that preserve and promotes the Shire's heritage. <i>Heritage: A – Chief Corporate Officer</i>	Management and delivery of heritage advisory services including management of the Heritage Advisor and community in the development and upgrade of heritage assets.	B:MPDS C:MPDS D:MPDS			+1	Heritage Advisor attends bi-monthly heritage committee meetings and on other occasions when required. Advice provided to land owners via phone, email and site meetings where possible. Local Heritage Fund applications closed – 15 applications received – to be presented to Council 28 October

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

b) Budget

Account Type	20/21 Full Year Budget	20/21 YTD Actuals September	20/21 Percentage Spent
Planning & Regulation	233,296	64,644	27.71%
1. Operating Income	(263,000)	(83,968)	31.93%
2. Operating Expenditure	531,296	107,353	20.21%
3. Capital Income	(35,000)	(26,887)	76.82%
4. Capital Expenditure	0	68,146	0.00%
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)	0	16,989	0.00%
3008000. Tenterfield Shire - Vibrant & Connected Liston SCCF - Round 1	0	21,964	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 all capital income

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 – two (2) signs remain to be installed.

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

Urban Design Plans – to be completed prior to end October/early September 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 - SEPTEMBER 2020**

App No.	Lodged	Applicant	Lot/Sec/DP	Location	Development
DA 2020.079	02-Sep-20	CHURCHIN Mark Warwick	2/572476	470 Rouse Street, Tenterfield	Installation of a Previously Used Residence
DA 2020.080	07-Sep-20	CURRY Glen Andrew	122/1220542	46 Polworth Street, Tenterfield	Relocation of Existing Shipping Container and Two (2) Rain Water Tanks
DA 2020.081	08-Aug-20	DOLAN Kieran	2/601599	118 Wood Street, Tenterfield	Dwelling
DA 2020.082	14-Sep-20	Wes Smith Building Pty Ltd (Merchant)	1053/1240803	Mount Lindesay Road, Tenterfield	Dwelling & Shed
DA 2020.083	21-Sep-20	ZELLERS David Abraham & Aleeca Jeannine	2/1050660	1291 Mole River Road, Mole River	Dwelling
DA 2020.084	28-Sep-20	DJL Consolidated Pty Ltd (Priem)	1/1146947	52 Molesworth Street, Tenterfield	Shed

DETERMINATIONS ISSUED – SEPTEMBER 2020

App No.	Lodged	Date of Approval	No. of Days	Applicant	Lot/Sec/DP	Locality	Description of Development
DA 2020.070	13-Aug-20	14-Sep-20	17 Days	Westbuilt Quality Homes (Warburton)	10/1256161	271 East Street, Tenterfield	Manufactured Dwelling
DA 2020.071	17-Aug-20	9-Sep-20	24 Days	RuralPlan Consultants (Bicknell)	171/751517	Kildare Road, Tenterfield	Dwelling
DA 2020.075	19-Aug-20	22-Sep-20	35 days	Matt Bradley Designs Pty Ltd (Pascoe)	89/4/1266132	9276 Mount Lindesay Road, Legume	Installation of a Previously Used Residence and Addition (Deck)
DA 2020.077	26-Aug-20	7-Sep-20	13 Days	WRIGHT Lynette	12/751060	2380 Paddy's Flat Road, Tabulam	Dwelling
DA 2020.078	28-Aug-20	30-Sep-20	32 Days	Willjack Pty Ltd as Trustee for the Jackwill Trust (Deborah Jackson)	662/1172644	167 Nutshell Road, Tenterfield	Use of Part Building As Dwelling & Extension
DA 2020.079	02-Sep-20	15-Sep-20	12 Days	CHURCHIN Mark Warwick	2/572476	470 Rouse Street, Tenterfield	Installation of a Previously Used Residence
DA 2020.080	07-Sep-20	9-Sep-20	3 Days	CURRY Glen Andrew	122/1220542	46 Polworth Street, Tenterfield	Relocation of Existing Shipping Container and Two (2) Rain Water Tanks
DA 2020.081	08-Aug-20	30-Sep-20	23 Days	DOLAN Kieran	2/601599	118 Wood Street, Tenterfield	Dwelling
DA 2020.082	14-Sep-20	21-Sep-20	8 Days	Wes Smith Building Pty Ltd (Merchant)	1053/1240803	Mount Lindesay Road, Tenterfield	Dwelling & Shed

s4.55 Modifications of Consent

Application No.	Applicant	Lot/DP	Location	Description of Development
2016.116/1	O'BRIEN David Sean & Donna Janinne	150/751058	11 Cullendore Creek Road, Cullendore	Alterations of Internal Layout, Addition of Garage, Rear Deck & Entry & Extension of Front Deck

OUTSTANDING APPLICATIONS

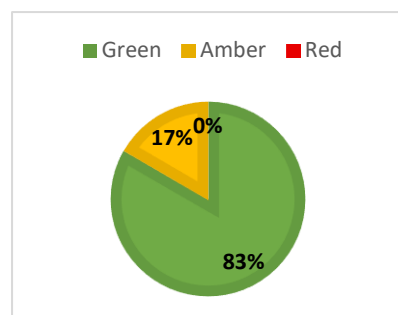
Application No.	Lodged	Status of Application/Comment	Applicant	Location	Proposed Development
DA 2017.045	18-Apr-17	Information Required from Applicant Insufficient Information provided to complete assessment	Currie Brown Australia P/L	1823 New England Hwy, Jennings	Demolition of Existing Service Station & Construction of New Service Station
DA 2018.072	6-Aug-18	Information Required from Applicant	Tenterfield Shire Council	66-80 Boundary Road, Tenterfield	Truck Wash Facility

		Insufficient Information provided to complete assessment			
DA 2019.055	17-May-19	Refusal from NSW RFS 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 2019.078	25-Jul-19	Report to Council	THOMPSON Kim	141 Miles Street, Tenterfield	Bed & Breakfast Accommodation & Part Time Function Centre
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 Insufficient Information provided to complete assessment	Wilshire & Co Superannuation Fund (Todd Wilshire)	1-9 Manners Street, Tenterfield	New Shed & Extension to Existing Shed (Awning)
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 Insufficient Information provided to complete assessment	Killarney P-10 State School P & C Border Ranges Trail Ride	Acacia Street, Legume	Trail Ride
DA 2020.033	21-Apr-20	Information Required from Applicant Insufficient Information provided to complete assessment	MOSER Eric (Marian Hansson)	332B Mount Lindesay Road, Tenterfield	Manufactured Building
DA 2020.066	05-Aug-20	Awaiting NSW RFS Recommendations Under Assessment	ROBERTS James David Richard & Catherine Maree	1404 Mount Lindesay Road, Boonoo Boonoo	Conversion of Existing 'Tourist and Visitor Accommodation' to Dwelling - Erection of Dwelling (Manufactured) to create Dual Occupancy
DA 2020.069	13-Aug-20	Awaiting NSW RFS Recommendations Under Assessment	VAN DER WALT Cathryn Elizabeth	57 Holleys Road, Tenterfield	Primitive Camp Ground
DA 2020.072	17-Aug-20	Awaiting NSW RFS & Engineering Recommendations Under Assessment	Tenterfield Surveys (Smith)	177 Killarney Road, Acacia Creek	Two (2) Lot Boundary Adjustment
DA 2020.074	18-Aug-20	Awaiting NSW RFS & Engineering Recommendations Under Assessment	Tenterfield Surveys (Kane)	62 Mud Flat Road, Drake	Four (4) Lot Subdivision
A 2020.087	01-Oct-20	Under Assessment	Tenterfield Surveys (Gungel)	243 Washpool Creek Road, Tenterfield	Two (2) Lot Subdivision

h) Special events, achievements of note, celebrations

Completion and installation of the Heritage Walk interpretive signs.

14. Buildings and Amenities



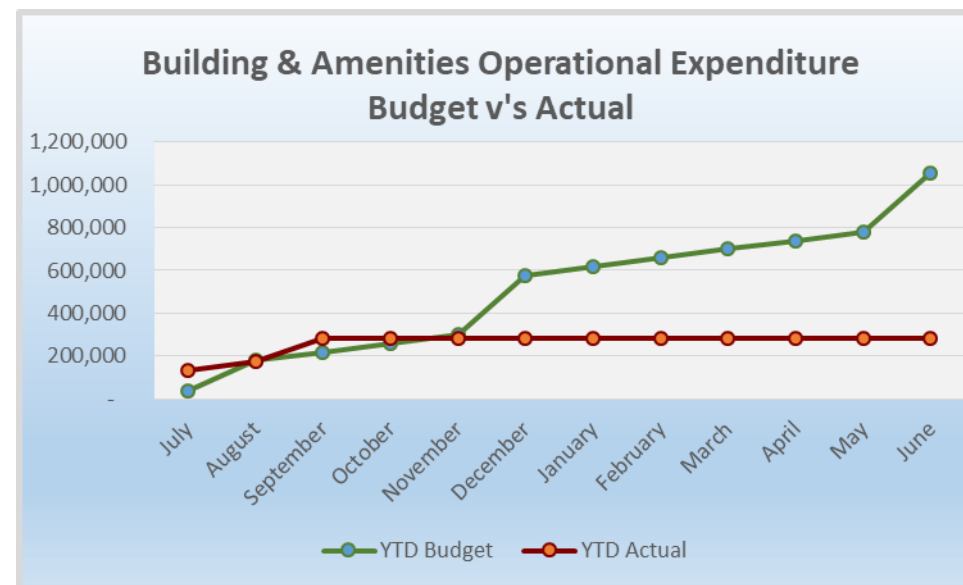
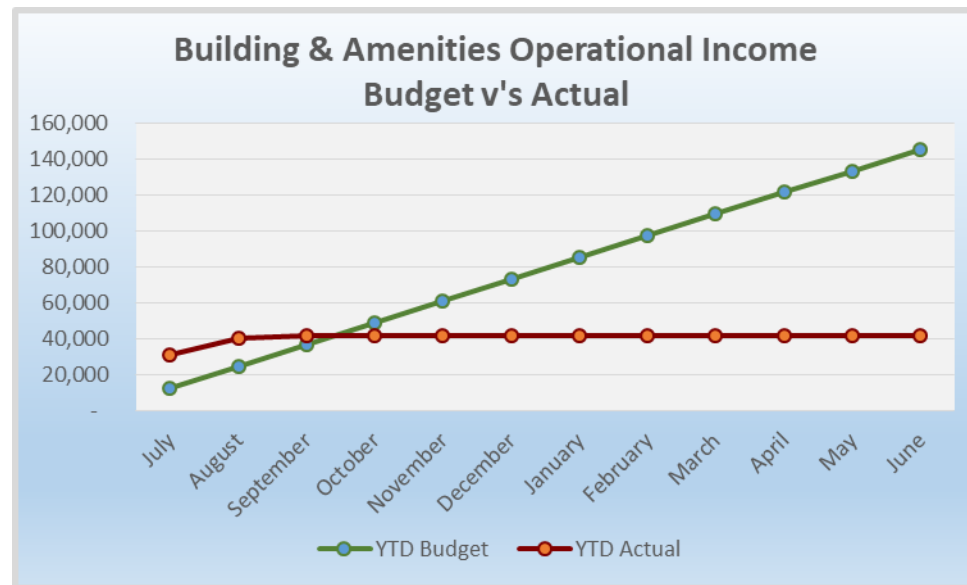
Under the 4 year Delivery Plan *Buildings and Amenities* relates to: energy management and conservation, asset planning and maintenance scheduling; building and amenities utilisation, income generation and administration. The Office of the Chief Corporate Officer directly oversees these outcomes.

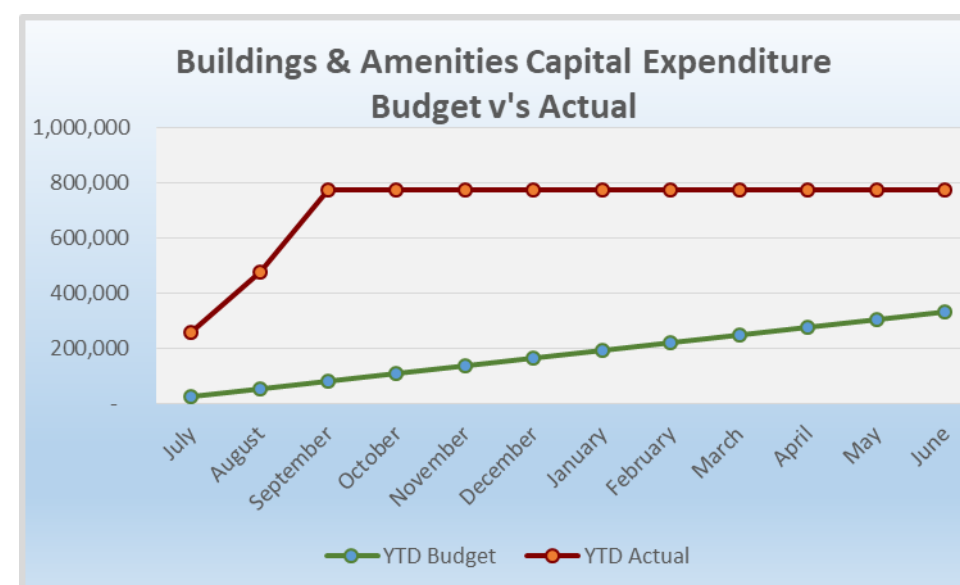
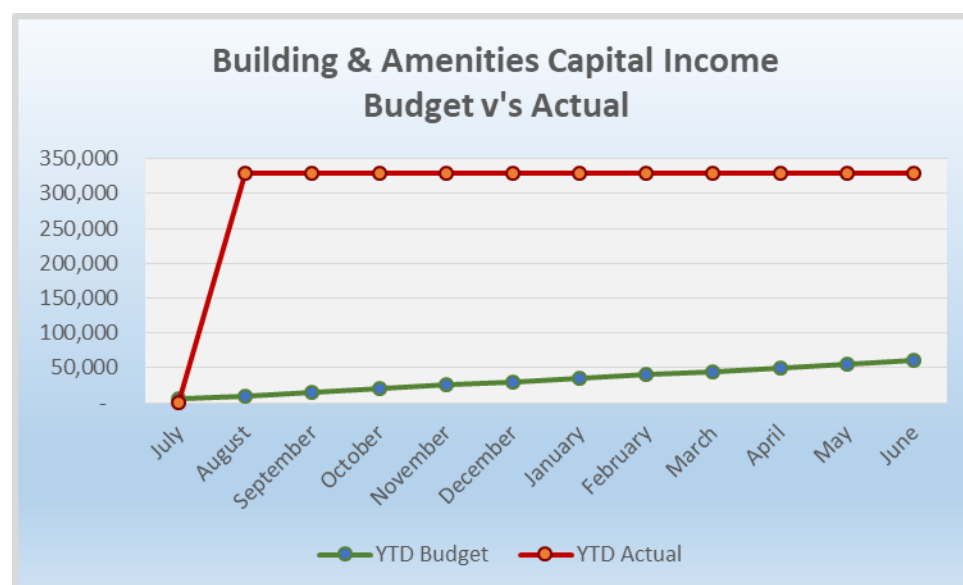
a) Delivery and Operational Plan precis

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 & 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

Account Type	20/21 Full Year Budget	20/21 YTD Actuals September	20/21 Percentage Spent
Buildings & Amenities	1,176,585	689,931	58.64%
1. Operating Income	(145,363)	(41,349)	28.45%
2. Operating Expenditure	1,051,948	285,390	27.13%
3. Capital Income	(60,000)	(328,980)	548.30%
4. Capital Expenditure	330,000	774,870	234.81%
4200501. Admin Building -- Refurbishment	250,000	449,343	179.74%
4200508. Admin Building - Asbestos Removal	60,000	0	0.00%
4235000. Tenterfield Memorial Hall Sporting Complex - SCCF-1023	0	217,249	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	108,182	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

Capital Expenses:

Expenditure delayed due to project program and natural progression of works, also due to Covid-19 delays. Carry-forward budgets from 2019/20 to be added in QBR 1 – for Admin Building Refurbishment and SCCF projects.

Grant Funding to be sourced for these Projects:

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

Operational Income:

Operational Expense:

c) Capital Projects

1. Administration Building Refurbishment and Emergency Management Centre –Building works in progress. Delays experienced due to Covid-19. Situation appears to be worsening rather than improving with materials becoming more difficult to source, transport still unreliable and some sub-contractors not maintain reliability due to uncertainty of the market and the lack of consistency of continued work generally within the industry.
2. Memorial Hall – Amenities package has commenced construction. Acoustics package pricing being reviewed. Variations to deeds to be obtained to address unforeseen issues with floor and roof.
3. Depot Admin Building – defects being addressed and final variations being carried out.
4. Shirley Park Kiosk Upgrade – Internal works being finalised. Opening to be organised.
5. Amenities at Liston, Legume, Urbenville & Jennings – works are progressing at all sites. 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 – EOI advertised for the removal of the Hall.
3. Crown Land Plans of Management - Preparing draft reports for submission to the Minister.
4. Tenterfield Transport Museum – Request to lease additional land. Survey plan to be lodged, draft lease prepared for negotiation.
5. Administration Building – under construction, delays experienced due to Covid-19.
6. Memorial Hall – Issues with the support to the flooring and integrity of the roof sheeting has been identified. Investigations into these matters to rectified has occurred and variations to the deeds requested.
7. Mingoola RFS – Council resolved to submit application to Crown Lands for reclassification.

e) The Business of Improving the Business

f) Customers

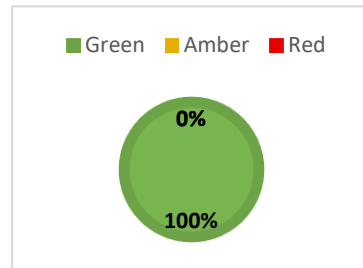
- Nil to Report

g) Business Statistics

- Nil to Report

h) Special events, achievements of note, celebrations

15. Parks, Gardens and Open Space



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

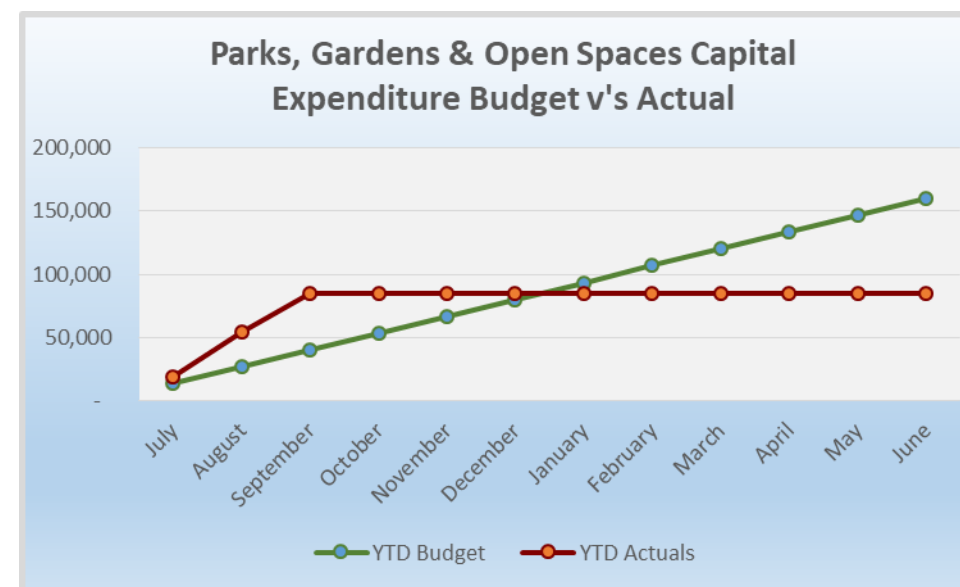
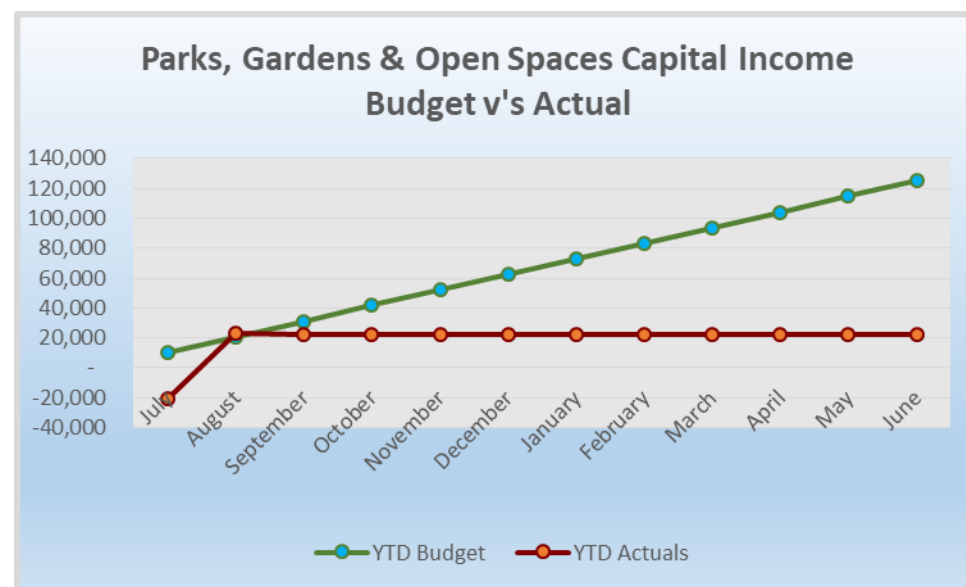
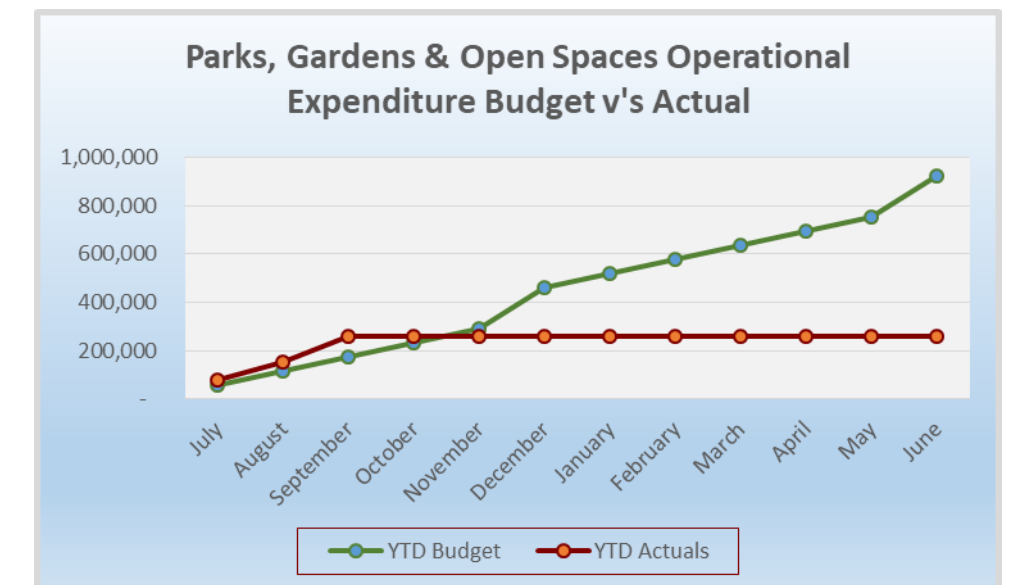
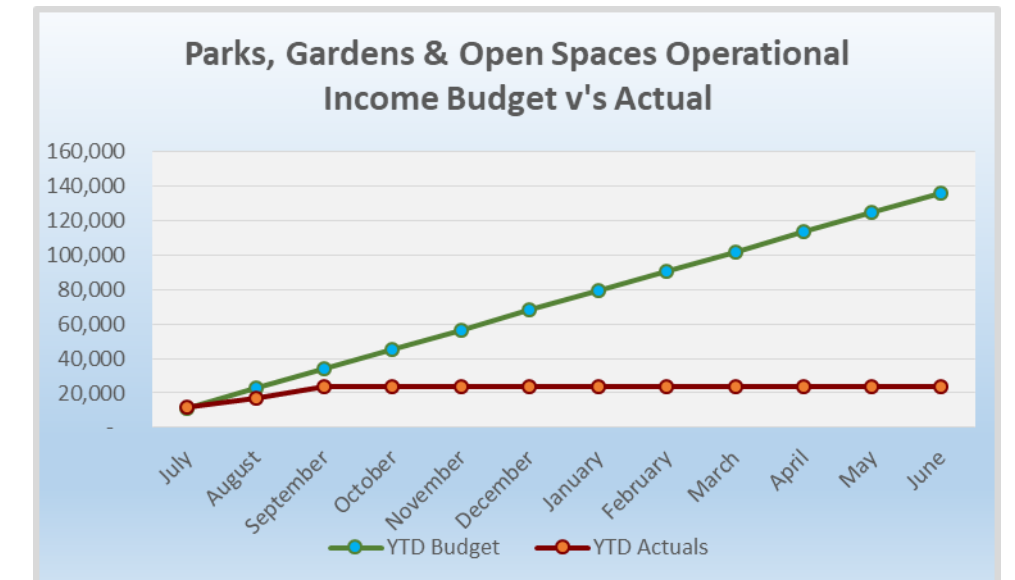
a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 20/21	Officer	-1	0	+1	Comments: <i>(Business Manager to provide short precis.)</i>
DP15.01) Identify and pursue opportunities to increase usage of open spaces assets throughout the Shire. <i>Sport and recreation (passive & active): A - Chief Corporate Officer</i> <i>Open Space Amenities: A - Chief Corporate Officer</i>	Engage with the Parks, Gardens and Open Space Committee and the Tenterfield Shire community to assist in identifying further ideas to increase open space usage throughout the Shire.	<i>B:OSRUS</i> <i>C:PGLHC</i> <i>D:PGLHC</i>			+1	Forms part of the (ongoing) agenda for all Parks and Garden Committee meetings. Successful grant funding for further upgrading projects within Tenterfield and villages. Possibility of online bookings for park functions in future however needs development.
DP15.02) Identify and partner with local residents in the development and delivery of town and village beautification initiatives. <i>Place & public art/beautification: A - Chief Executive ("Identify & partner with....")</i> <i>Place & public art/beautification A - Director Infrastructure (Development/implementation/finalisation)</i>	Ensure maintenance standards are conducted and delivered efficiently through Parks, Gardens and Open Space Committee and Village Progress Associations.	<i>B:MEDCE</i> <i>C:MEDCE</i> <i>D:CDO</i> <i>B:OSRUS</i> <i>C:PGHLC</i> <i>D:PGHLC</i>			+1	The dead tree removal grant funding project has seen 1044 trees submitted. Contractor now appointed with 106 trees being removed with the funding available, approximately 45 trees have been removed. Installation on new drip line irrigation in gardens in Rouse Street near completion in readiness for plantings. Plant species selected have been ordered awaiting arrival. Village of Legume have completed the tree removal through the Bush Fire Recovery Grant Funding. The plantings in the park have been mulched and fertilized. The playground is looking to be installed starting 12 th October, held up due to border restrictions. New picnic tables and path are next to be actioned. Liston has been given approval for village enhancement and upgrade to the Park and land behind the hall. Dead tree removal and village approach grant funding under way. Drake village dead tree removal. Trees identified for removal. Urbenville gardens in front of the toilet block have had further maintenance, with 30 new cheery trees planted in the park in Tooloom Street. Staff have been pruning and mulching street trees, and maintenance to plants and gardens in Rouse street. Mowing has commenced. Two (2) large dead pinoaks have been removed in Logan St, with a further 4 to be removed.

DP15.03) Deliver public spaces that are clean, well maintained and encourage usage by visitors and residents of Tenterfield Shire. Sport and recreation (passive & active): A - Chief Corporate Officer Open Space Amenities: A - Chief Corporate Officer	Ensure all Parks, Gardens and Open Space amenities maintenance programs are delivered to a high standard.	B:OSRUS C:PGHLC D:PGHLC B:PBLC C:PGHLC D:PGHLC			+1	Continuing to provide amenities and park facilities to the public with high levels of service within budget constraints. Daily cleaning of Tenterfield township public toilets with rubbish removal and park inspections adding to the cleanliness and appearance to the town. Grant funded toilet blocks at Urbenville and Legume near completion. Liston and Jennings commenced. Completion date October. Supplier notified for the installation of the shade structure over the Rotary Park playground, through SCC Grant Funding round (2).
	Develop and implement a tree management strategy.	B:OSRUS C:PGHLC			+1	Draft tree management plan recommended and approved by the Parks and Gardens Committee.
DP15.04) Development and implementation of township and village streetscape plans and policy. Place & public art/beautification: A - Chief Executive (Community engagement: concept) Place & public art/beautification A - Chief Corporate Officer (Development/implementation/finalisation)	Work with the Tenterfield Shire Village Progress Associations and the Parks, Gardens and Open Space Committee to deliver individual town and village themes, promoting the unique aspects of each locality.	B:MEDCE C:MEDCE D:CDO B:OSRUS C:PGHLC			+1	Contact made with village progress members to identify dead trees for removal through the Bush Fire recovery within the approaches to the villages, near completed. Discussion with the Liston Progress Association about the top dressing of the park and improvement to the area behind the hall. BBQ to be installed mid October. Torrington trying to organize a metal cleanup after the fire. Village entrance signs near completion.
DP15.05) Identify suitable areas for the extension and embellishment of the current and future cycleway network. Footpaths & cycleways: A - Director Infrastructure	Investigate options for further exercise stations sited along existing cycleway.	B:MAPP C:MAPP D:MW			+1	Council received grant funding for a covered area to include up to ten pieces of exercise equipment. This is to be constructed within the Hockey Field adjacent to the pathway. Quotes and design near completed. Signed Deed returned with progress on contacting suppliers for updates ready for the installation.
DP15.06) Deliver, review and update Parks, Gardens and Open Space, Maintenance Programs across the Shire. Cemeteries: A – Chief Corporate Officer Sport and recreation (passive & active): A - Chief Corporate Officer Open Space Amenities: A - Chief Corporate Officer Place & public art/beautification A - Chief Corporate Officer (Development/implementation/finalisation)	Implement and deliver maintenance programs for Parks, Gardens and Open Spaces across the Tenterfield Shire Council area.	B:OSRUS C:PGHLC D:PGHLC			+1	Difficult to implement maintenance programs as all the town should be of the one standard. Working towards.
	Deliver Business improvements, recognising emerging risks and opportunities.	B:OSRUS C:PGHLC D:PGHLC			+1	Looking at ways to reduce maintenance within parks and increase levels of service. The newly purchased Walker mower has reduced mowing time at the cemetery.
	Manage the Parks, Gardens and Open Space Service of Council in a financially responsible manner in line with Budget allocations.	B:OSRUS C:OSRUS			+1	Budget allocations are monitored and adhered to.

b) Budget

Account Type	20/21 Full Year Budget	20/21 YTD Actuals September	20/21 Percentage Spent
Parks, Gardens and Open Space	820,388	299,471	36.50%
1. Operating Income	(136,000)	(23,423)	17.22%
2. Operating Expenditure	921,388	260,384	28.26%
3. Capital Income	(125,000)	(21,900)	17.52%
4. Capital Expenditure	160,000	84,409	52.76%
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	770	1.93%
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%
4610505. Shirley Park Amenity Block & Fencing - SCCF - 1107	0	49,394	0.00%
4610509. Tenterfield Town Centre Revitalisation - Phase 2 SCCF -1094	0	19,978	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 when budget sourced

New storage shed at Cemetery

Rouse street planting and irrigation

Jubilee Park Pathway

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.

Planting of Cherry trees in Urbenville.

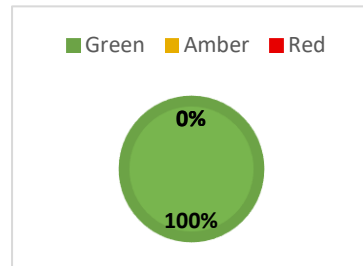
g) Business Statistics

Nil to report

h) Special events, achievements of note, celebrations

Nil to report

16. Swimming Complex



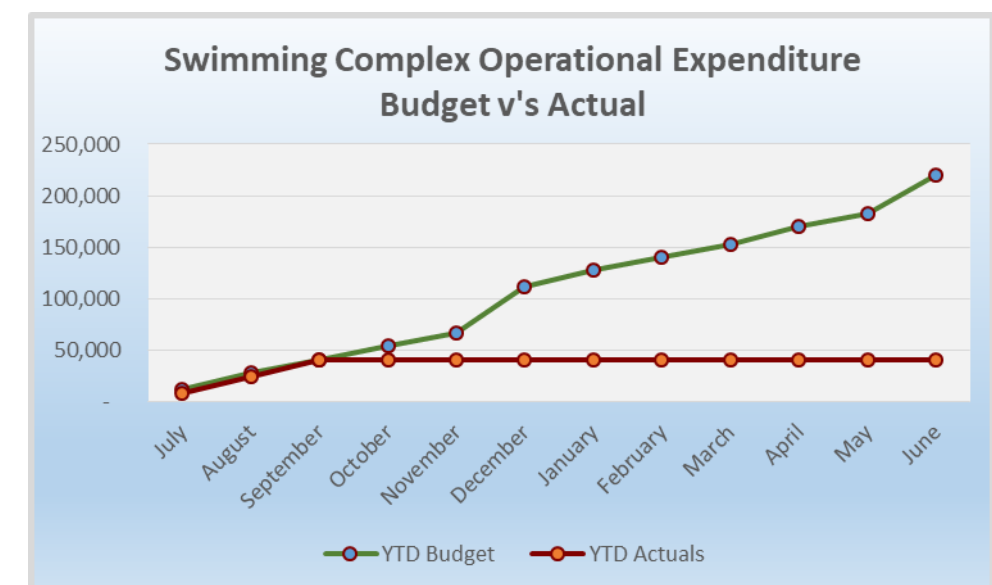
Under the 4 year Delivery Plan *Swimming Complex* relates to the ongoing: service provision; regulatory compliance; planning; supervision of patrons; and management. The Office of the Chief Corporate Officer directly oversees these outcomes.

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	Being identified in the preparation of the coming season.
	Manage the Swimming Complex Service of Council in a financially responsible manner in line with Budget allocations.	B:MPB C:PS			+1	Currently being implemented in the season preparations.

b) Budget

Account Type	20/21 Full Year Budget	20/21 YTD Actuals September	20/21 Percentage Spent
Swimming Complex	220,648	39,354	17.84%
2. Operating Expenditure	220,648	41,088	18.62%
3. Capital Income	(200,000)	(20,000)	10.00%
4. Capital Expenditure	200,000	18,266	9.13%
4600504. Masterplan for the Memorial Pool	0	14,300	0.00%
4600509. Swimming Pool - Pump	0	3,966	0.00%
4600510. Swimming Pool - Water Heater	100,000	0	0.00%
4600511. Swimming Pool - Pool Blankets	75,000	0	0.00%
4600512. Swimming Pool - Equipment Renewal	25,000	0	0.00%



Capital Income:

Grants to be found to fund improvements.

Capital Expenses:

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:

Incurred for pool preparations commencing in August 2020. Season commences 3rd October 2020.

c) Capital Projects

Masterplan and feasibility continues.

d) Emerging Issues, Risks and Opportunities

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

e) The Business of Improving the Business

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

f) Customers

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

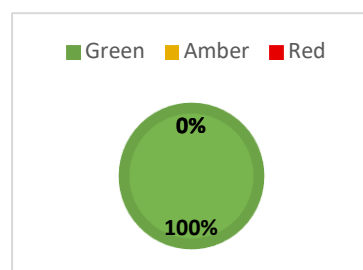
g) Business Statistics

Nil to date

h) Special events, achievements of note, celebrations

Nil to date

17. Asset Management and Resourcing



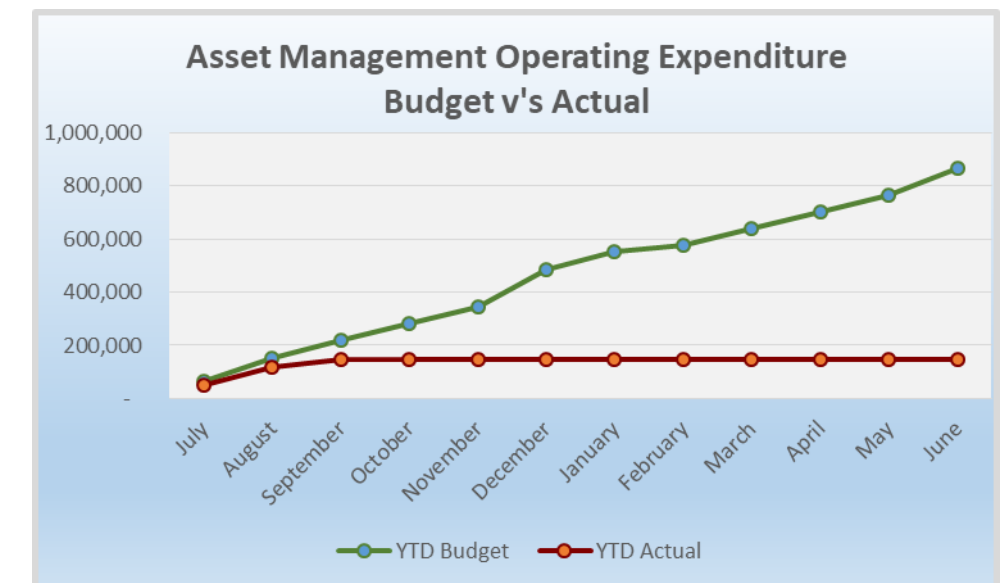
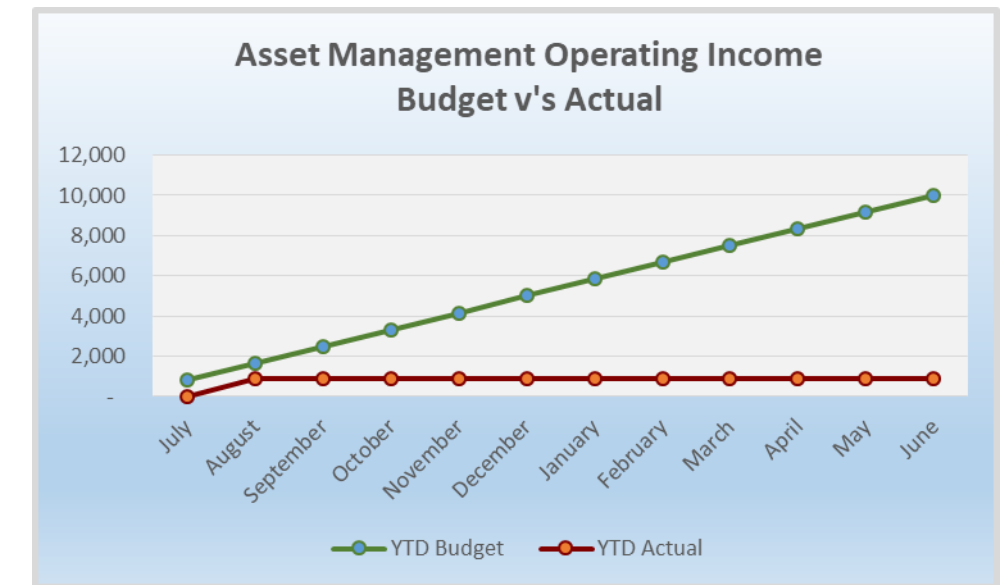
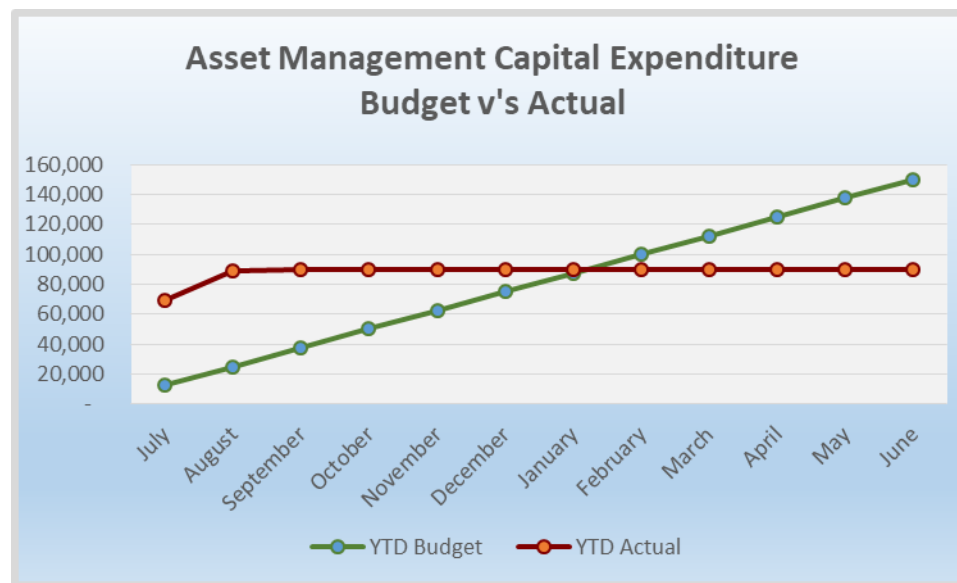
Under the 4 year Delivery Plan *Asset Management and Resourcing* relates to: review, investigation, survey, design, development and project management; asset investigation, planning, policy formulation and management (both as a bureau service to whole organisation and for transport infrastructure). The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

a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 20/21	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP17.01) Delivery of survey and design works for infrastructure services, including stormwater drainage, transport, and water and sewer infrastructure. <i>Assets & 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 commencing with a focus on Mt Lindesay Road and timber bridge works.
	Deliver Business improvements, recognising emerging risks and opportunities.	B:MAPP C:MAPP D:MAPP			+1	Project delivery is scheduled with the aim to gain 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.
DP17.02) Review and implement planning for footpaths and cycleway infrastructure that is safe for users and supports connectivity and active recreation in urban environments. <i>Assets & projects: A – 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 were placed on display for 28 days seeking public submissions. These comments will be reviewed and the Plans referred 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 & 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.
DP17.04) Asset Planning, Policy and Management provide strategic direction and information to Council enabling the sustainable management of its asset portfolio as a whole. <i>Assets & projects: A – 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.
DP17.05) Risk Management embedded in our Asset Management Planning forms the basis for our intervention programs and our Asset Management practices. <i>Assets & 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

Account Type	20/21 Full Year Budget	20/21 YTD Actuals September	20/21 Percentage Spent
Asset Management & Resourcing	856,010	237,656	27.76%
1. Operating Income	(10,000)	(913)	9.13%
2. Operating Expenditure	866,010	148,243	17.12%
3. Capital Income	(150,000)	0	0.00%
4. Capital Expenditure	150,000	89,651	59.77%
6250501. Tenterfield Depot - Refurbishment Stage 1	0	88,994	0.00%
6250504. Tenterfield Depot - Fuel Tank Investigation/ UPSS Compliance	50,000	0	0.00%
6250505. Tenterfield Depot - WHS & Environmental Initiative Enhancements	100,000	657	0.66%



Capital Income:

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

Capital Expenses:

Management of major projects are funding under the Mt Lindesay Road upgrade and timber bridge replacement grants. Carry-forward budgets from 2019/20 for the Tenterfield and Urbenville depot refurbishments 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
Asset Management	Capital	Tenterfield Depot - Fuel Tank Investigation/ UPSS Compliance	50,000	
Asset Management	Capital	Tenterfield Depot - WHS & Environmental Initiative Enhancements	100,000	

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

Operational Income:

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

Operational Expense:

Operational expenses are monitored in respect to the annual budget.

c) Capital Projects

Work on the Depot Refurbishment is still being finalised from the 19/20 project with some issues outstanding.

Major project on Mt Lindesay Road has commenced on Stage 3 Legume and on Stage 4 at Koreelah. Survey works are underway on Stage 5 at Big Hill.

Work to strengthen timber bridges is continuing, tenders have closed for the Torrington Road (Deepwater River) and Paddys Flat Road (Kangaroo Creek) bridges. A report will be prepared to a future Council meeting.

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

d) Emerging Issues, Risks and Opportunities

Technical Project Engineer Graduate position has been filled.

e) The Business of Improving the Business

A focus is being made to use records management through digital systems.

f) Customers

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

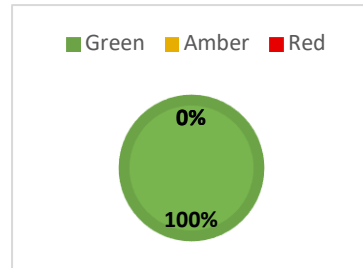
g) Business Statistics

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



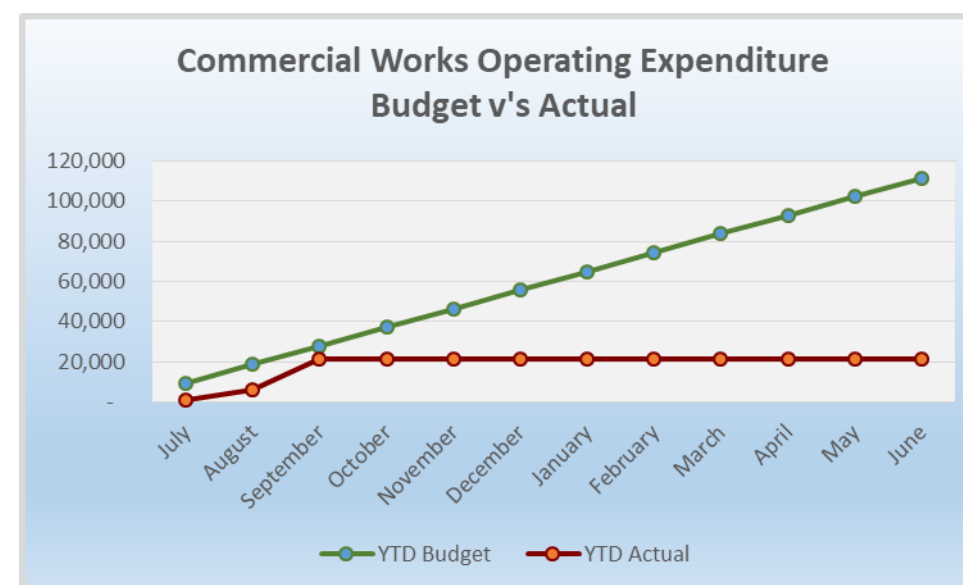
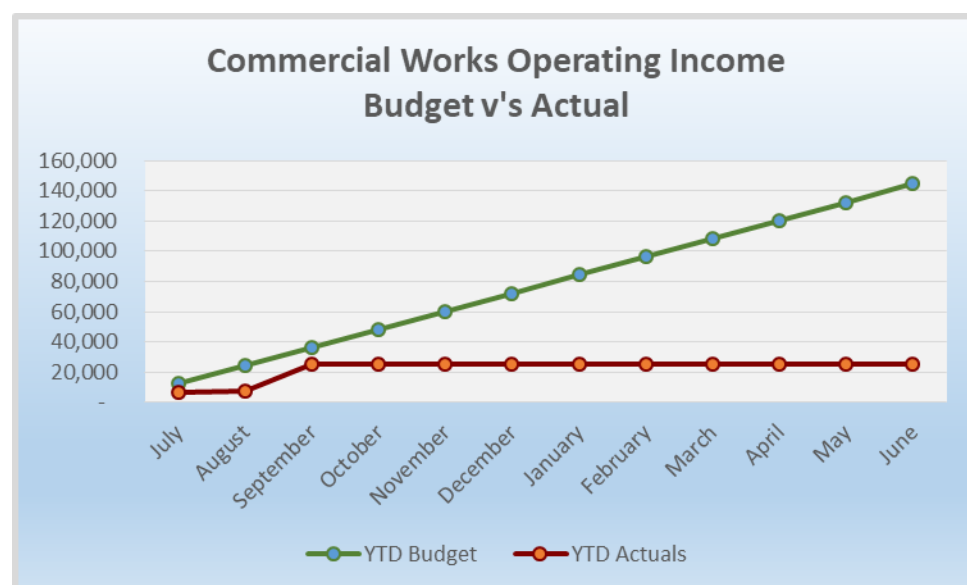
Under the 4 year Delivery Plan *Commercial Works* relates to: private works management, benchmarking, offsetting costs through creating synergies. The Office of the Chief Operating Officer directly oversees these outcomes.

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

Account Type	20/21 Full Year Budget	20/21 YTD Actuals September	20/21 Percentage Spent
Commercial Works	(33,016)	(3,380)	10.24%
1. Operating Income	(144,525)	(24,930)	17.25%
2. Operating Expenditure	111,509	21,550	19.33%



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

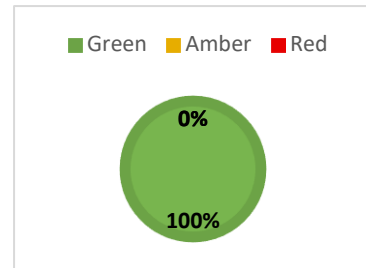
e) The Business of Improving the Business

f) Customers

g) Business Statistics

h) Special events, achievements of note, celebrations

19. Stormwater and Drainage



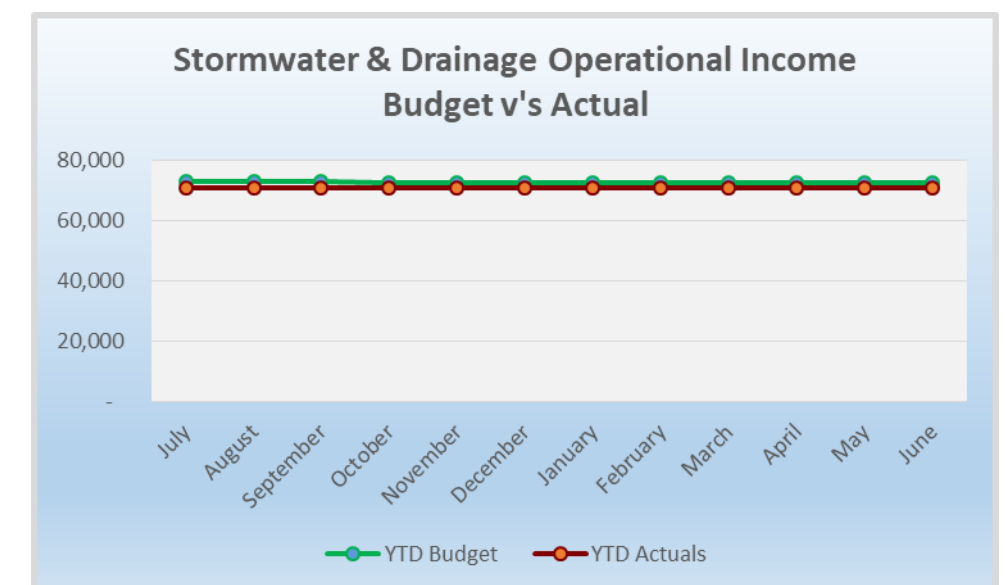
Under the 4 year Delivery Plan *Stormwater and Drainage* relates to ongoing management and improvement of all stormwater infrastructure, gross pollutant traps, natural urban waterways and erosion control apparatus. The Office of the Director Infrastructure directly oversees the outcomes.

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

Account Type	20/21 Full Year Budget	20/21 YTD Actuals September	20/21 Percentage Spent
Stormwater & Drainage	157,745	(69,577)	-44.11%
1. Operating Income	(72,566)	(70,696)	97.42%
2. Operating Expenditure	100,111	0	0.00%
3. Capital Income	0	(395)	0.00%
4. Capital Expenditure	130,200	1,513	1.16%
8252502. Drainage Pits - Upgrade	63,000	0	0.00%
8252523. Culverts Renewal	27,200	1,513	5.56%
8252526. Stormwater Pipe Renewal	40,000	0	0.00%



Capital Income:

Capital works are funded through the current budget.

Capital Expenses:

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

Operational Income:

Operational works are funded through the current budget.

Operational Expense:

Operational expenses are kept within the allocated budget.

c) Capital Projects

A number of storm water pit upgrade projects have been scoped for works during 2020/21. Locations include Wood Street, Scott Street, and East Street in Tenterfield. Other works are planned in Urbenville at Stephen Street and Welch Street.

d) Emerging Issues, Risks and Opportunities

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

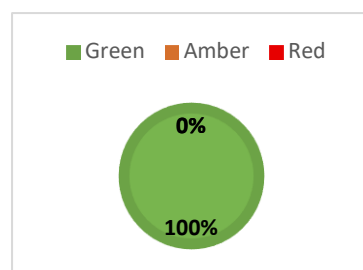
g) Business Statistics

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



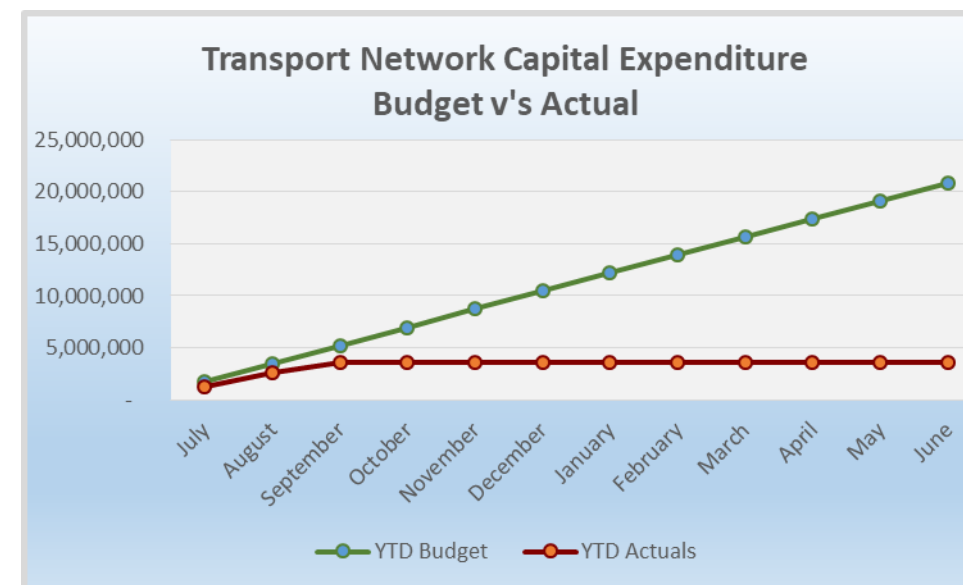
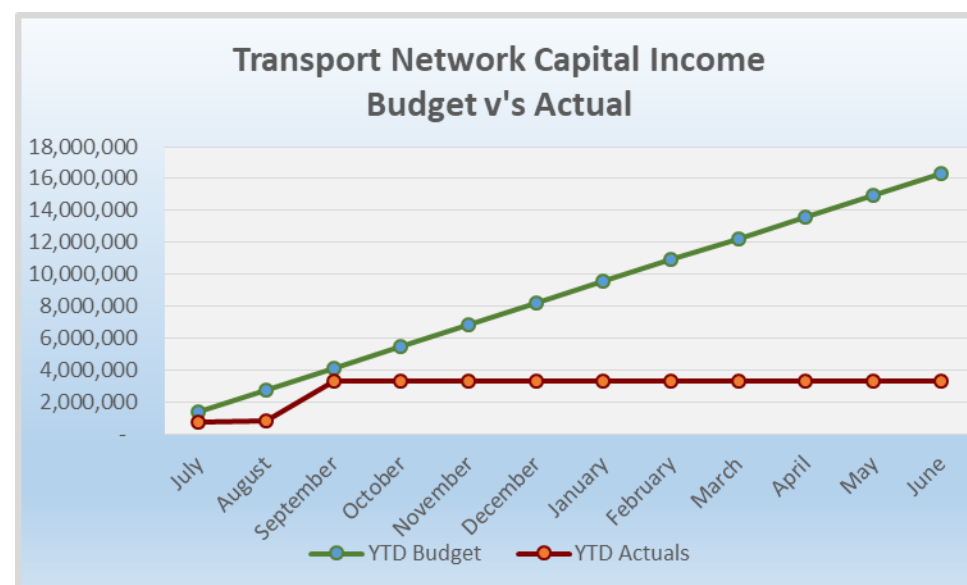
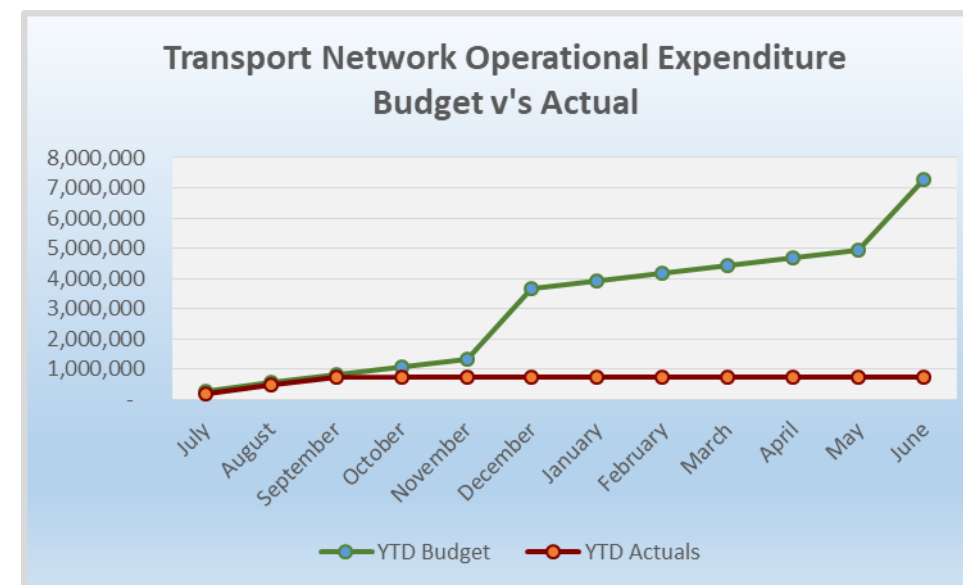
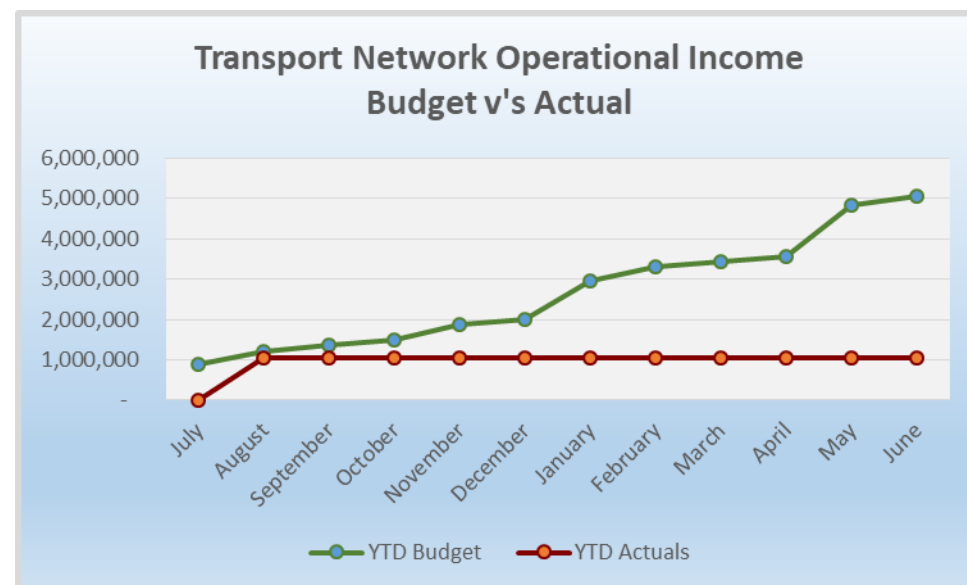
Under the 4 year Delivery Plan *Transport Network* relates to the sustainable management and improvement of all infrastructure used to facilitate transportation: vehicular, aviation, Mt McKenzie and cyclists; car parking; quarries; delineation, line marking, signage and lighting; regulatory compliance; 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. Roads, bridges and retaining walls: A - 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 on Stages 4. Timber bridge renewals are ongoing underway at Boonoo Boonoo, Emu Creek and Beaury Creek bridges.
DP20.02) Maintenance of transport infrastructure. Roads, bridges and retaining walls: A - Director Infrastructure	Manage and deliver maintenance services for transport infrastructure.	B:MAPP C:MW D:MW			+1	Transport assets, which are mainly roads, are maintained in accordance with the adopted annual budget.
DP20.04) Management of the transport infrastructure assets in response to changing community need. Road safety and Traffic Committee: A - Director Infrastructure Quarries and stockpiling: A - Director Infrastructure Aviation: A - Director Infrastructure Roads, bridges and retaining walls: A - Director Infrastructure	Review and implement the Road Network Management Plan and the Road Network Asset Management Plan. Deliver Business improvements, recognising emerging risks and opportunities. Manage the Transport Network Service of Council in a financially responsible manner in line with Budget allocations.	B:MAPP C:MAPP B:MW C:MW D:MW B:MAPP C:MW D:MW			+1 +1 +1	A review of the Road Network Management Plan has been displayed for public submissions. The submissions received will be reviewed and the Plan referred back to Council for further consideration. Project delivery is scheduled with the aim to gain efficiencies. Some projects are being undertaken with a team of internal crews and external contractors to deliver projects within grant funding time requirements. Asset replacement projects are scoped in line with the adopted annual budget. Where external grant opportunities are available, successful grants may assist with the asset renewal program.

b) Budget

Account Type	20/21 Full Year Budget	20/21 YTD Actuals September	20/21 Percentage Spent
Transport Network	6,924,241	(22,784)	-0.33%
1. Operating Income	(5,071,077)	(1,053,919)	20.78%
2. Operating Expenditure	7,277,982	717,792	9.86%
3. Capital Income	(16,338,278)	(3,324,787)	20.35%
4. Capital Expenditure	20,884,732	3,577,873	17.13%
6215110. Regional & Local Roads Traffic Facilities	66,500	0	0.00%
6215510. Regional Roads Block Grant - Reseals Program.	619,473	1,711	0.28%
6215531. Special Grant Mt Lindesay Road (RMS/Fed)	9,999,999	834,691	8.35%
6215548. Restart NSW Funding - Beaury Creek Bridge Replacement - Tooloom Road	805,000	334,421	41.54%
6215550. Footpaths	0	34	0.00%
6215551. Repair Program 2019/20	575,055	677,366	117.79%
6215552. Roads to Recovery 2019-24	0	110,307	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%
6215559. Safer Roads Program - Boonoo Boonoo Falls Road	298,000	0	0.00%
6215561. Fixing Local Roads - Tooloom Road Heavy Vehicle Access	0	3,493	0.00%
6220270. Boonoo Boonoo Bridge, Mt Lindesay Road - Restart NSW Funding	1,459,500	189,752	13.00%
6220271. Bridges Renewal Program - Deepwater River Bridge Renewal - Torrington Road	960,080	451	0.05%
6220272. Bridges Renewal Program - Kangaroo Creek Bridge Replacement - Paddys Flat Road Nth	973,920	1,968	0.20%
6220273. Contribution to Clarence River Bridge (Kyogle Shire)	550,000	0	0.00%
6220275. Emu Creek Bridge Replacement - Hootons Road - Restart NSW Funding	980,000	612,326	62.48%
6220280. Restart NSW Funding - Bridge Interim Solutions Project - Expenditure	1,313,001	454,110	34.59%
6220500. Urban Streets - Reseal Program	122,000	0	0.00%
6220501. Road Renewal - Gravel Roads	620,126	135,456	21.84%
6220503. Gravel Resheets	632,425	95,514	15.10%
6220506. Bridges / Causeways (SRV to 2023/24)	470,000	9,476	2.02%
6220507. Rural Roads - Reseal Program	259,402	95,781	36.92%
6220512. Culverts & Pipes	140,000	3,853	2.75%
6220513. Concrete Bridges	30,000	0	0.00%
6240101. Gravel Pit Rehabilitation	10,251	5,042	49.19%
6240505. Urbenville Beautification of Main Street	0	612	0.00%
6240506. Footpath Extension in Drake	0	814	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. New grant-funded projects also to be added (LRCI, Tooloom Road, & Drought Stimulus projects).

Grant Funding to be sourced for these Projects:

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

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

Operational Income:

Operational works are funded through the current budget.

Operational Expense:

Operational expenses are kept within budget.

- **Grader Works completed in September**

- o Eastern Grader – Finished grading Gap Rd, Chauvel Rd, Doughertys Rd, Cyril Smith Circuit, Bushy Drive, Ogilvie Drive,
- o Northern Grader – Finished grading New Koreelah Rd, Hornesmens Rd, White Swamp Rd, Headgate Rd
- o Western Grader – Finished grading Castlerag Rd Re-sheet
- o Central Grader – Washpool Creek Rd, Robinsons Ln, Geyers Rd, Homestead Rd, Washpool Ln, Sunnyside Hall Rd, Haddocks Rd

- **Grader Schedule for October**

- o Eastern Grader – Mud flat Rd, Osbournes Rd, Patemans Rd, Ramsay Rd
- o Northern Grader – Mt Clunie Rd, Hines Rd, Grahams Creek Rd, Turners Flat Rd, Martins Rd, Hills Rd
- o Western Grader – Torrington Streets, Tenthill Rd, Silent Grove Rd
- o Central Grader - Kildare Rd, Quarry Rd, Hootons Rd

c) Capital Projects

Mt Lindesay Road Special Grant project is the major project for the year. Works have begun on Torrington Rd rehab works from shire boundary at Deepwater to bridge crossing Deepwater River are being undertaken with Roads to Recovery funding. Drainage works on Tooloom Rd have begun with roadworks due by start of November.

- **Bridge Works**

- Interim Bridge Solutions

- o Lower Rocky River Rd Bridge Completed
- o Wallaroo Range Rd currently underway
- o Beaury Creek Rd, Beaury Creek Bridge works to begin start of November
- o Ordering of additional bridge materials currently underway

d) 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.

e) 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.

f) Customers

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

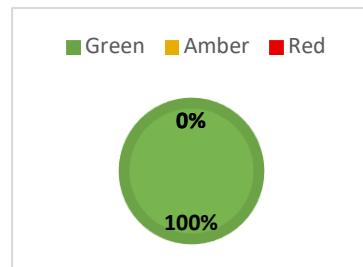
g) Business Statistics

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

h) Special events, achievements of note, celebrations

No special events at this stage

21. Plant, Fleet and Equipment



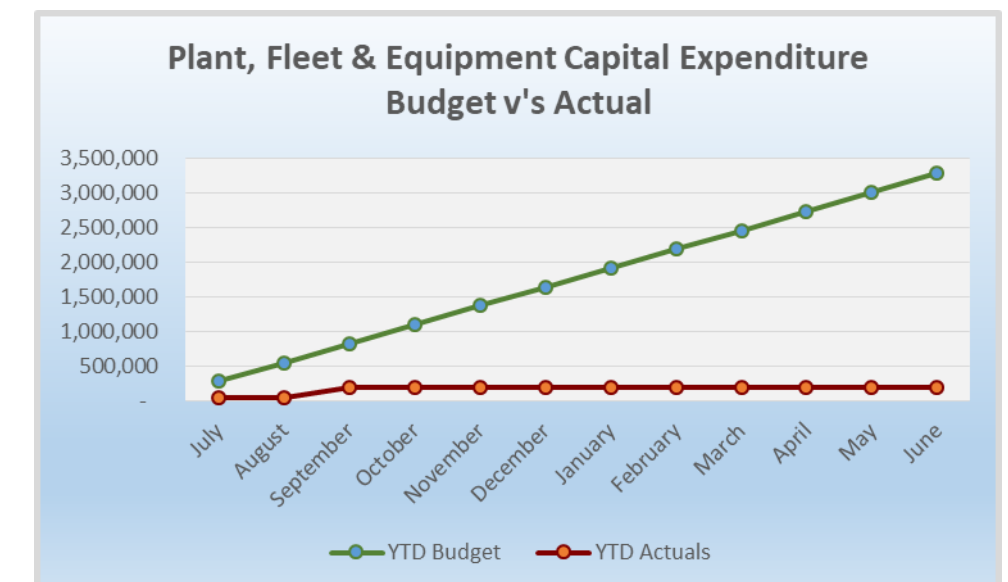
Under the 4 year Delivery Plan *Plant, Fleet and Equipment* relates to: effective provision and management of plant, fleet, equipment, store and depots; and tendering and procurement. The Office of the Director Infrastructure directly oversees these outcomes.

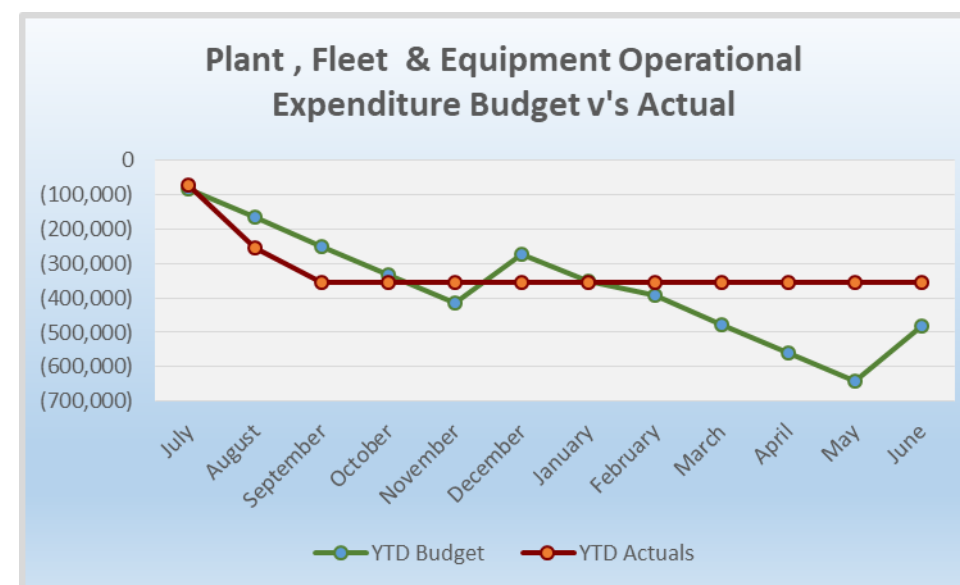
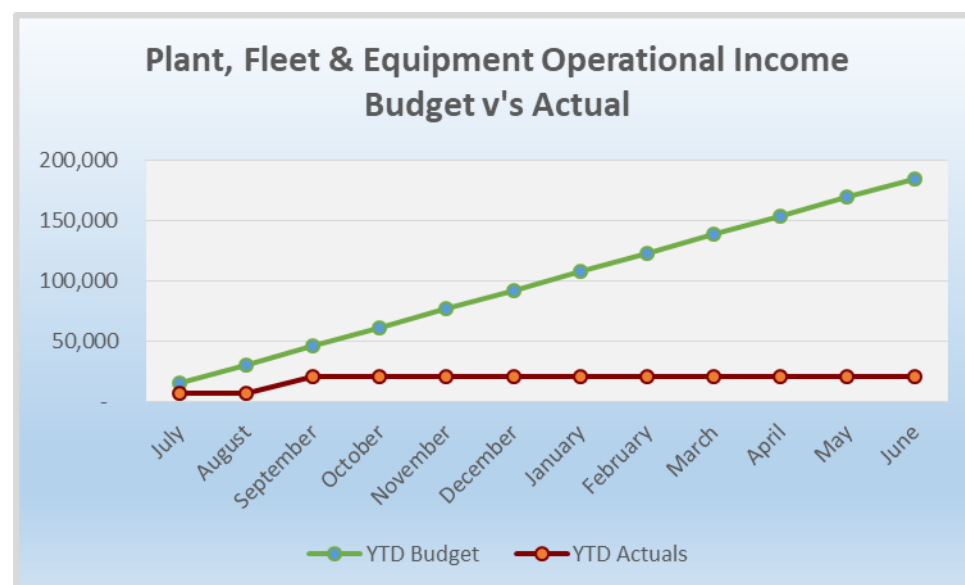
a) Delivery and Operational Plan precis

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

b) Budget

Account Type	20/21 Full Year Budget	20/21 YTD Actuals September	20/21 Percentage Spent
Plant, Fleet & Equipment	194,498	(347,846)	-178.84%
1. Operating Income	(184,500)	(21,243)	11.51%
2. Operating Expenditure	(481,502)	(354,970)	73.72%
4. Capital Expenditure	3,281,932	181,591	5.53%
6210500. Public Works Plant - Purchases	3,281,932	181,591	5.53%
8. WDB of Asset Disposals	(2,421,432)	(153,224)	6.33%





Operational Income:

Recovered through plant charges, fleet income is indicating a 4.56% Surplus for September.

Operational Expense:

Fleet operational expenditure was 1.75% under budget for September

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 214 3" Trailer Mounted Pump set - Stake holder engagement yet to be undertaken, specifications yet to be drafted.
- Unit 340 Front Deck Mower (Urbenville) - Stake holder engagement yet to be undertaken, specifications yet to be drafted.
- Light Vehicle Fleet – Public expressions of interest to be called in the open market for the provision of a Light Vehicle Fleet solution. Establishment of assessment criteria, scope and deliverables currently being drafted.

d) Emerging Issues, Risks and Opportunities

Fleet performance has continued to recover slightly surplus utilisation and under budget operational expenditure during September. We are hopeful for this trend to continue.

e) The Business of Improving the Business

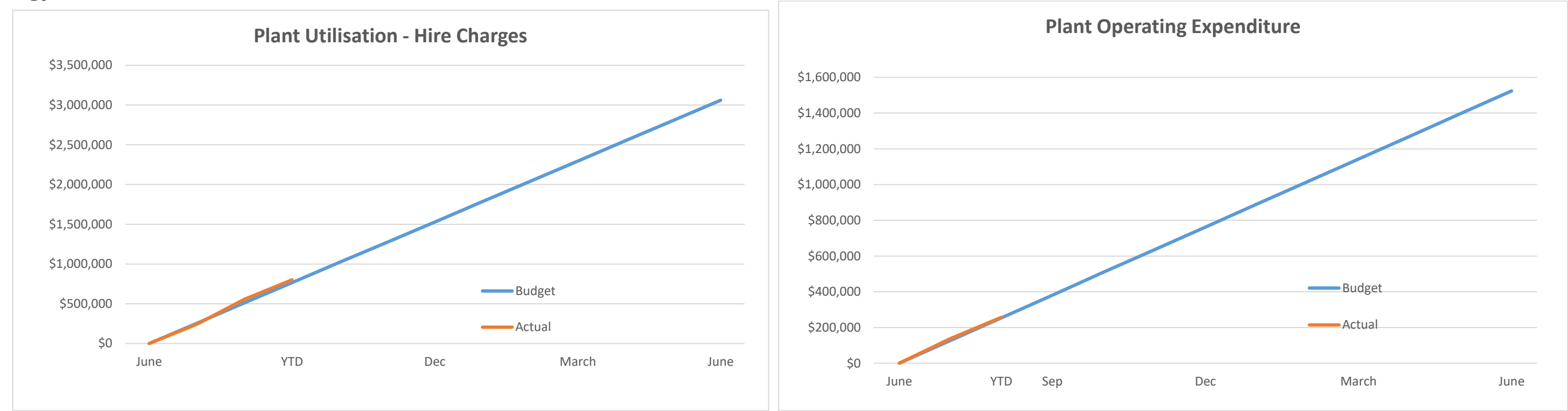
Quotations have been received a replacement workshop compressor including an air dryer, with the existing unit inefficient and struggling with demand. A rotary screw blower style unit has been priced due its superior efficiency and is better suited to council's demand, this will yield a reduction in workshop operating costs.

f) Customers

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

The Fleet team completed re-fitment the solar pump ahead of the coming season.

g) Business Statistics



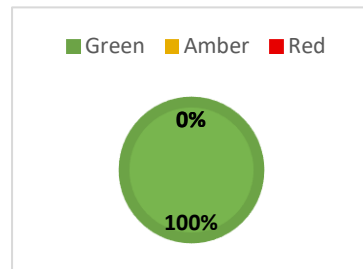
Fleet utilisation is indicating a 4.56% surplus for September.

The plant operating expense was 1.75% under budget for September.

h) Special events, achievements of note, celebrations

All workshop staff attended Work Near Overhead Powerlines training and attained accreditation in September.

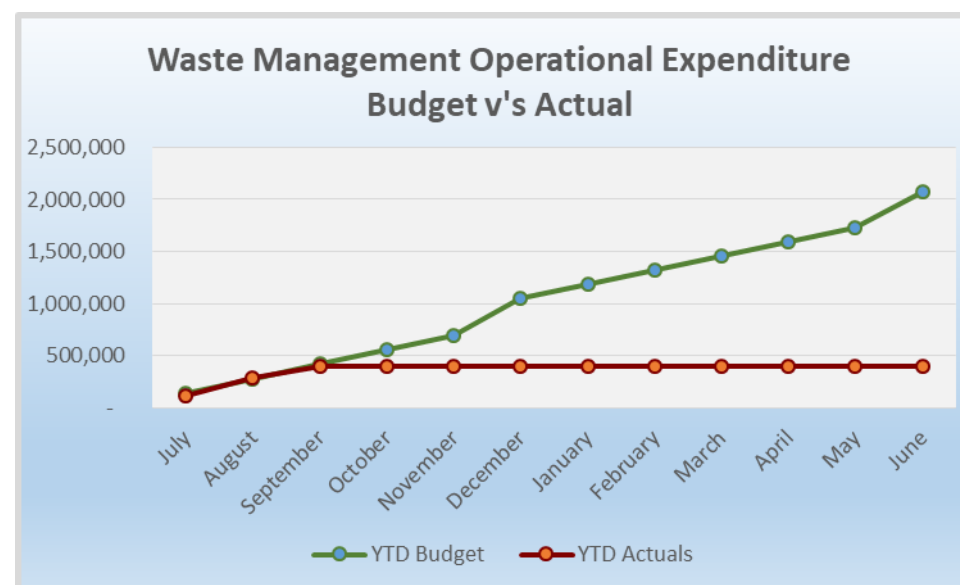
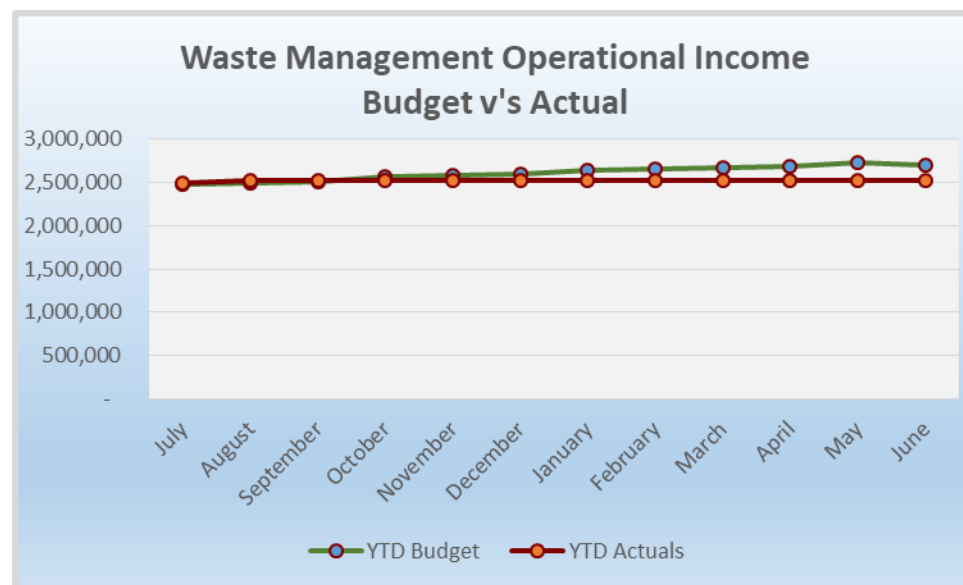
22. Waste Management



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

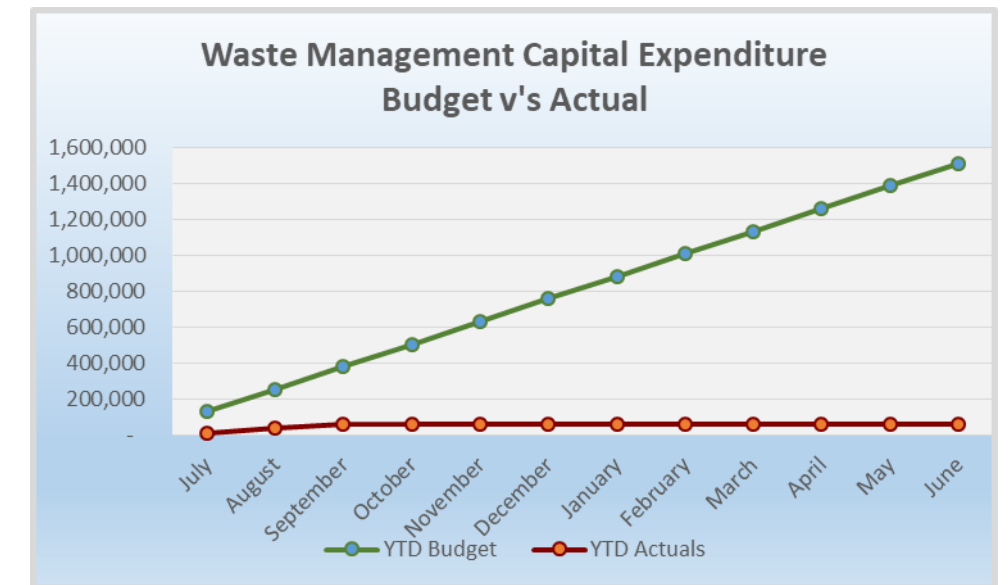
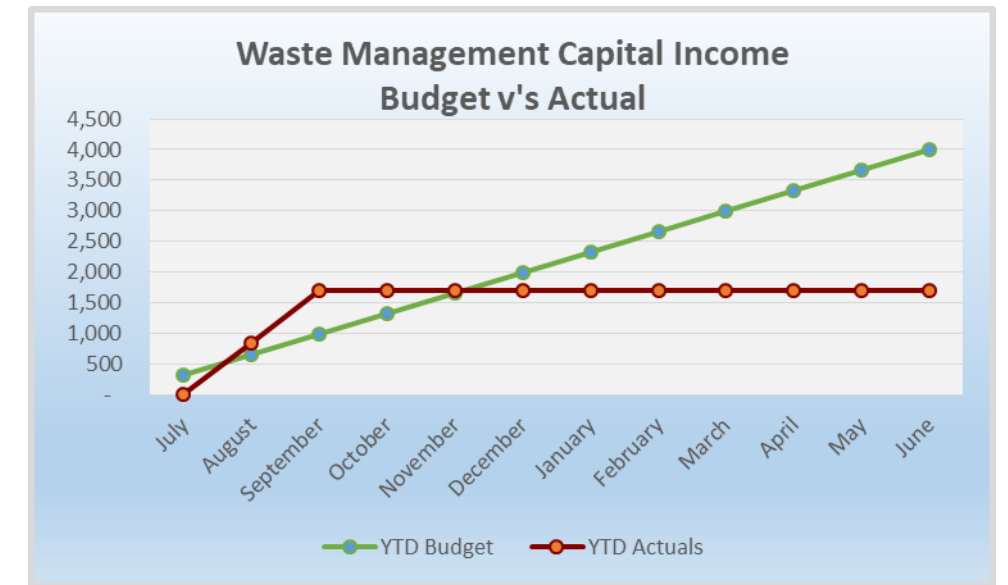
a) Delivery and Operational Plan precis

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



b) Budget

Account Type	20/21 Full Year Budget	20/21 YTD Actuals September	20/21 Percentage Spent
Waste Management	1,054,897	(2,045,626)	-193.92%
1. Operating Income	(2,702,990)	(2,531,870)	93.67%
2. Operating Expenditure	2,078,044	396,724	19.09%
3. Capital Income	(4,000)	(1,696)	42.40%
4. Capital Expenditure	1,509,869	55,611	3.68%
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	378	0.00%
7080566. Boonoo Boonoo - Landfill EPA Remediation - Capping Topsoil Ref No 30	252,000	0	0.00%
7080567. Boonoo Boonoo - Landfill EPA Remediation - Capping Clay Ref No 31	299,000	0	0.00%
7080568. Boonoo Boonoo - WHS Facilities & Amenities Upgrade	137,869	0	0.00%
7080720. Mingoola - Open Transfer Station	0	15,327	0.00%
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.

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

Industrial bins are under investigation with request for quotations.

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

Torrington clean-up has been completed by Lang O'Rourke, scheduling for works to complete access and bays are underway 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 \(Figure 1 to 3\) and tip shop \(community requested\).](#)



Figure 1 to 3 Arrival of new site offices for Torrington and Mingoola September 2020

d) Emerging Issues, Risks and Opportunities

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

e) The Business of Improving the Business

f) Customers

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

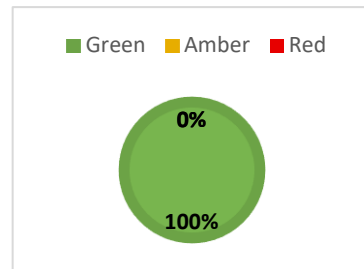
The Where's your Bin Sticker competition is finalised with delivery of winning entrant stickers (randomly) to the community. Many residents have already 'dressed' their bin with the stickers (Figure 4 and 5).



g) Business Statistics

h) Special events, achievements of note, celebrations

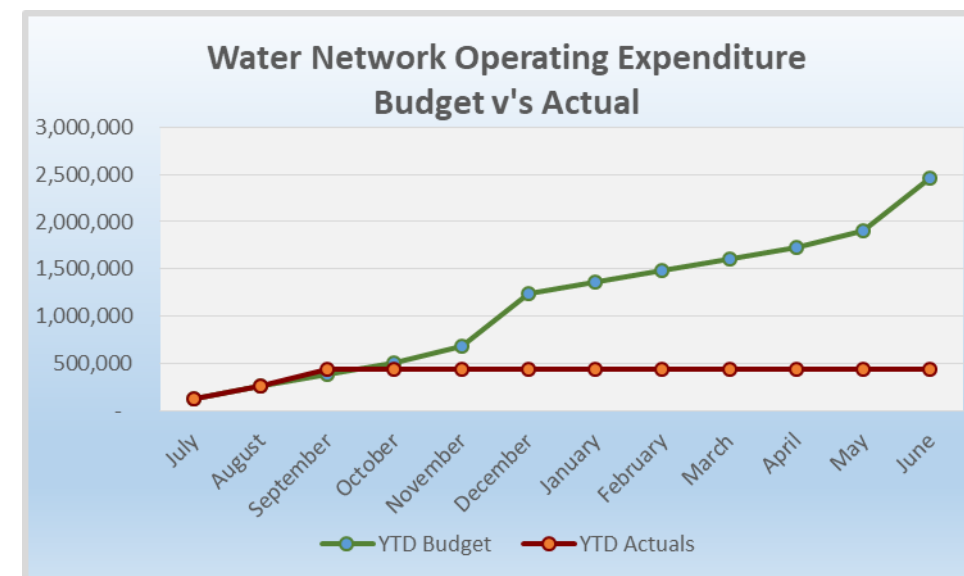
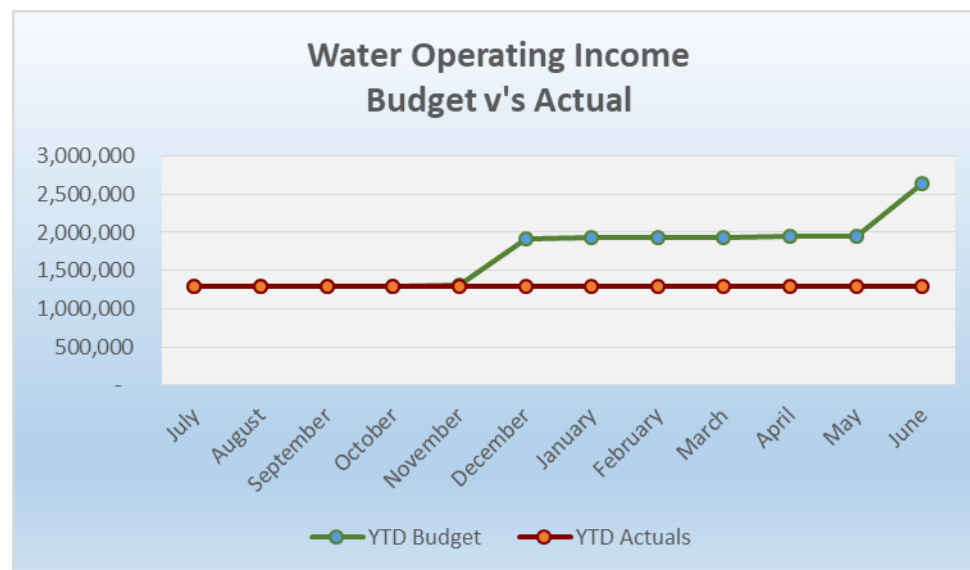
23. Water Supply



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

a) Delivery and Operational Plan precis

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



b) Budget

Account Type	20/21 Full Year Budget	20/21 YTD Actuals September	20/21 Percentage Spent
Water Supply	436,489	(3,229,227)	-739.82%
1. Operating Income	(2,644,192)	(1,303,546)	49.30%
2. Operating Expenditure	2,455,122	431,672	17.58%
3. Capital Income	(120,000)	(2,807,025)	2339.19%
4. Capital Expenditure	501,700	443,602	88.42%
7484505. Tenterfield Mains Replacement	269,300	35,295	13.11%
7484506. Tenterfield Meter Replacement	21,500	0	0.00%
7484515. Tenterfield Flood Warning System - Capex	200,000	34,713	17.36%
7484521. Tenterfield Water Treatment Plant Design	0	1,491	0.00%
7484522. Tenterfield Water Treatment Plant Construct	0	32,485	0.00%
7484532. Tenterfield Water Supply - Drought Augmentation	0	339,619	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:

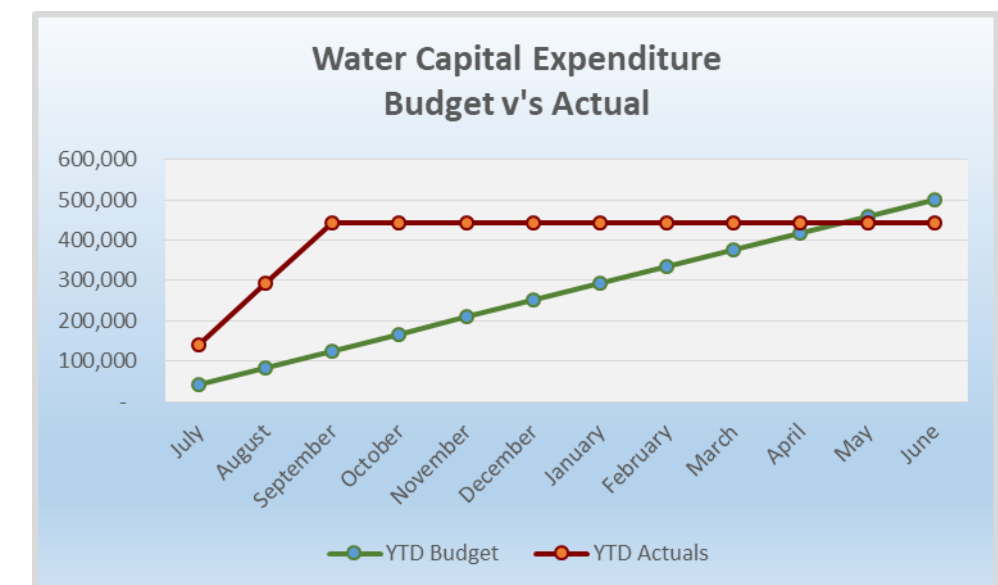
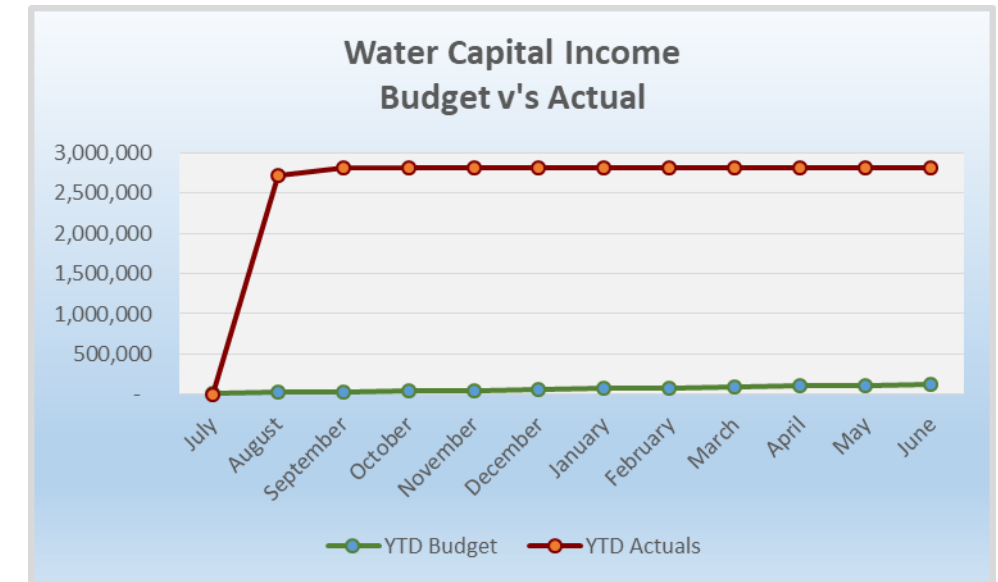
Commencement of new financial year, annual charges have been issued with rates notices.

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 \(Figure 3\)](#).
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 and first power pole installation at Archery Club Bores \(Figure 1 and 2\)](#)



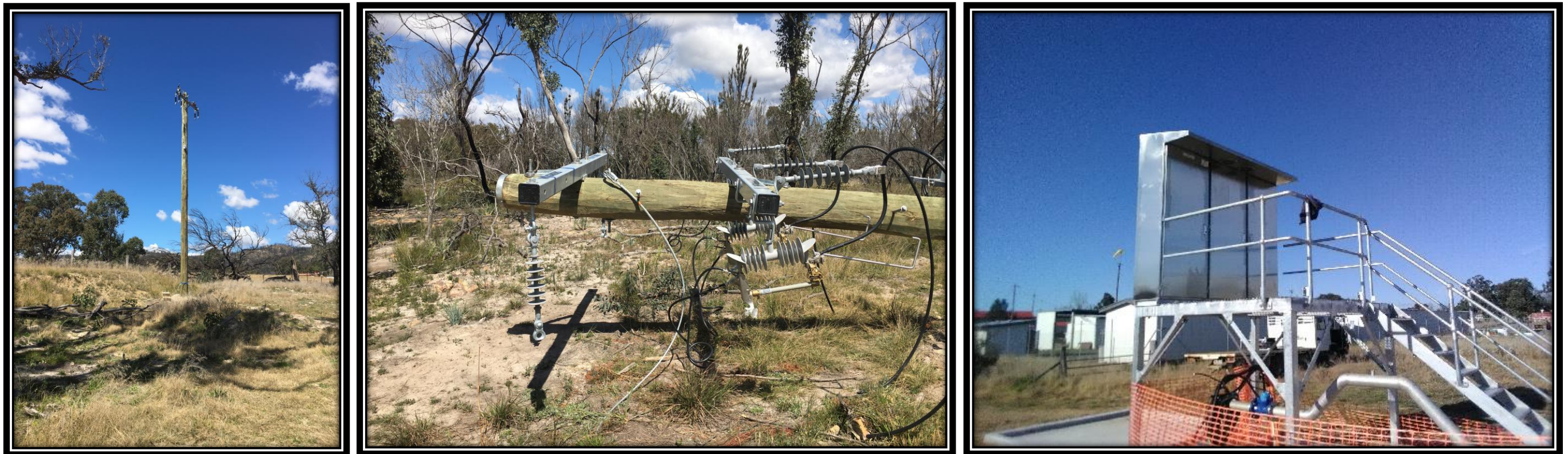


Figure 1 and 2 Power pole instalation at Archery Club bore site; Figure 3 Electronic control box installation at RFS bore

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 \(Figures 4 to 6\), revised work plan for ensuring compaction of trenches with skinning trench areas with tar after crossing completion.](#)



Figure 4, 5 and 6 New England 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.](#)

f) Customers

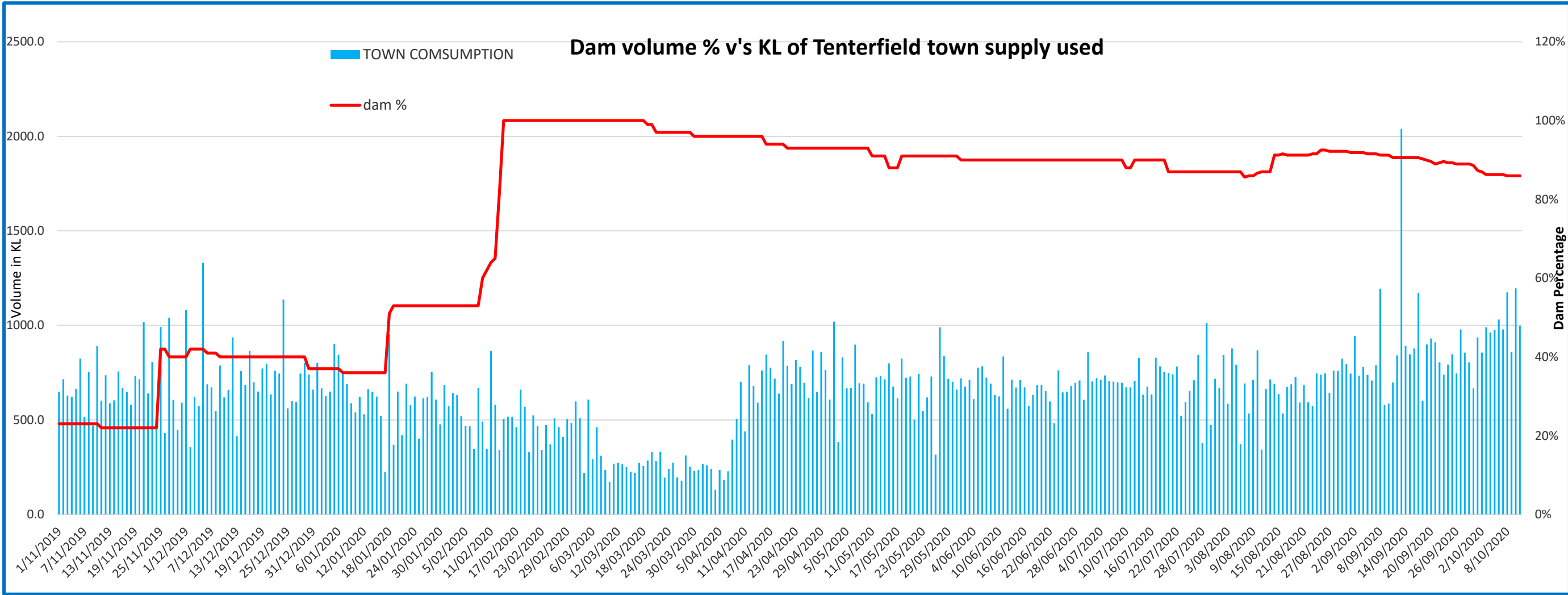
Water supply, is provided to the community under Australian Drinking Water Guidelines (ADWG), current usage at Tenterfield is currently [868 KL/day increasing by 158 KL/day.](#)

g) Business Statistics

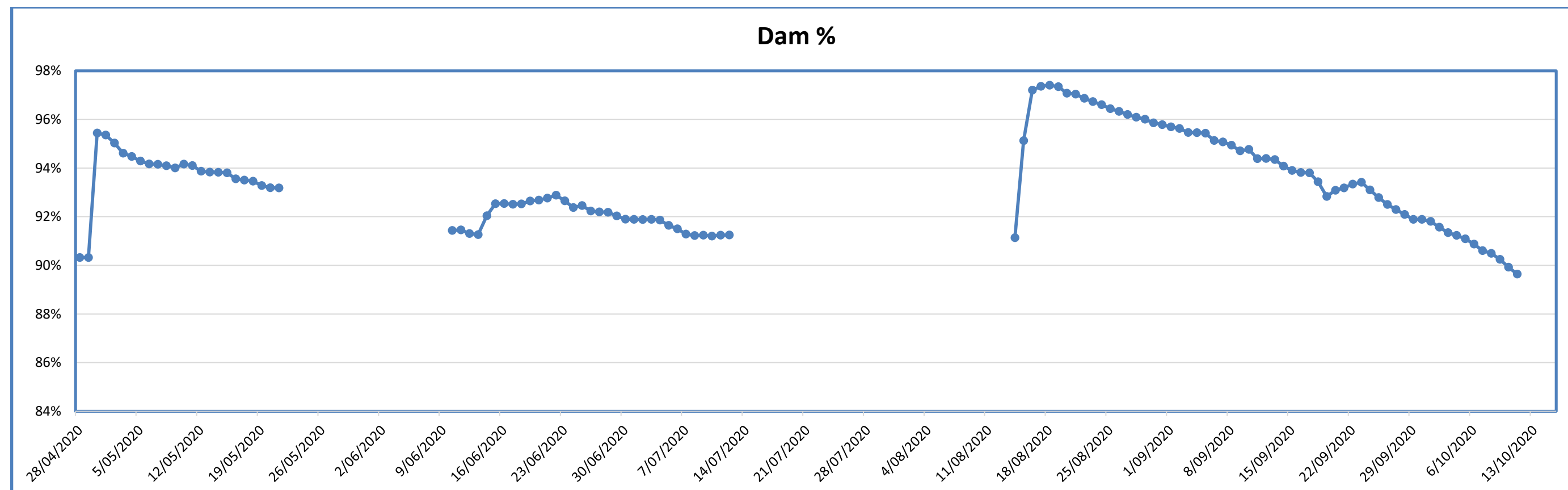
Tenterfield Dam Level is [86%-new data loggers place level at 90%](#); Urbenville Tooloom Creek Level is [86%](#).

Tenterfield [2](#) new service connections including meter [0](#) 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 commences on Monday the 19th October this year with events focused on schools and the community as tours for school groups to the Dam wall to witness the gate valve opening (Figure 7) 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! (Figure 8 to 10)



Figure 7, Example of Gate Valve Opening in September 2020

WATER NIGHT

Thursday 22 October 2020
5pm-5am

No taps. One bucket.

How often do you use tap water?
- it's more than you think

Water Facts

A quarter of Australians don't know how water arrives at their taps... 45% of them say they certainly don't think about using it

- 1 Flushing the toilet uses 4.5 litres
- 2 Brushing teeth uses 7.5 litres
- 3 A full load of a dishwasher uses 20 litres
- 4 A 10 minute shower uses 90 litres

WATER NIGHT

Get ready for your Water Night experience with a few preparation pointers.

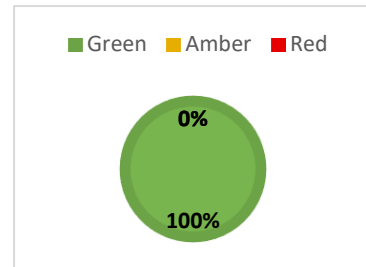
- 1 Fill up enough water bottles for your household and put them in the fridge
- 2 Fill your kettle ready for your cuppa later
- 3 Make sure your phones are charged up and ready to record the fun you'll have

WATER NIGHT Sign up at www.waternight.com.au

Brought to you by

Figure 8, 9 and 10 Water Night Information Posters

24. Sewerage Services

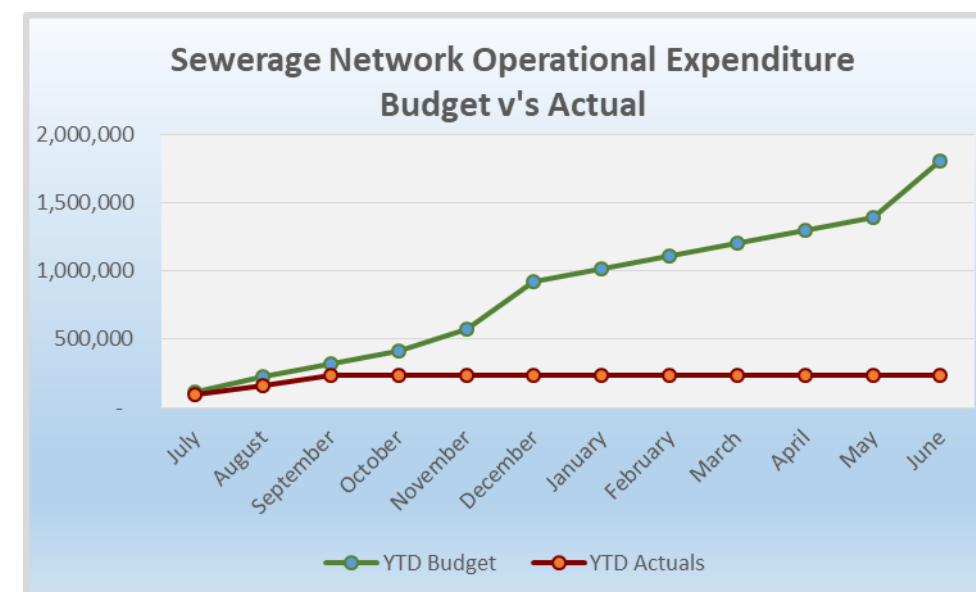
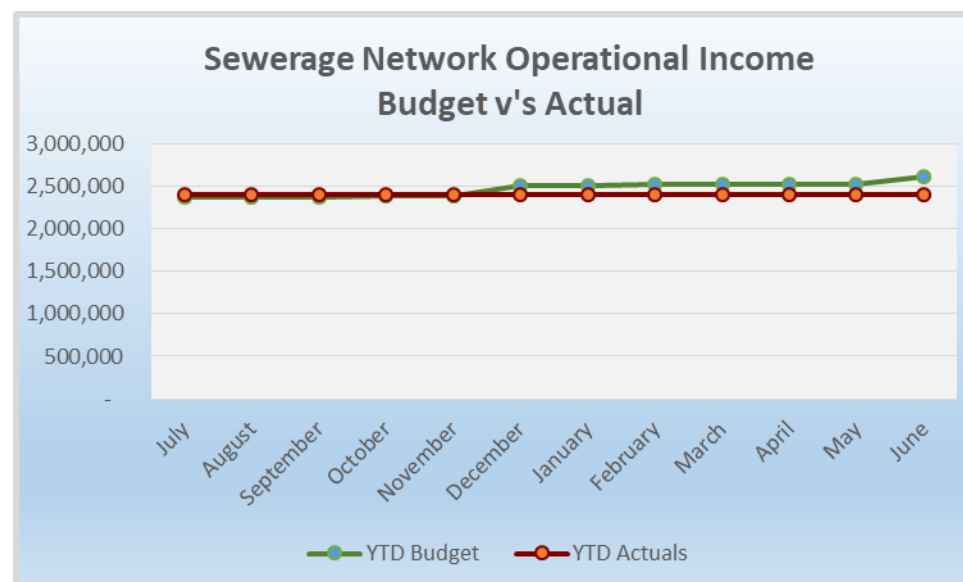


Under the 4-year Delivery Plan *Sewerage Services* relates to: ongoing catchment, transportation, and treatment; monitoring, reporting, environmental compliance and emergency management; trade waste and commercial; fees and charges; public education and administration. The Office of the Director Infrastructure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

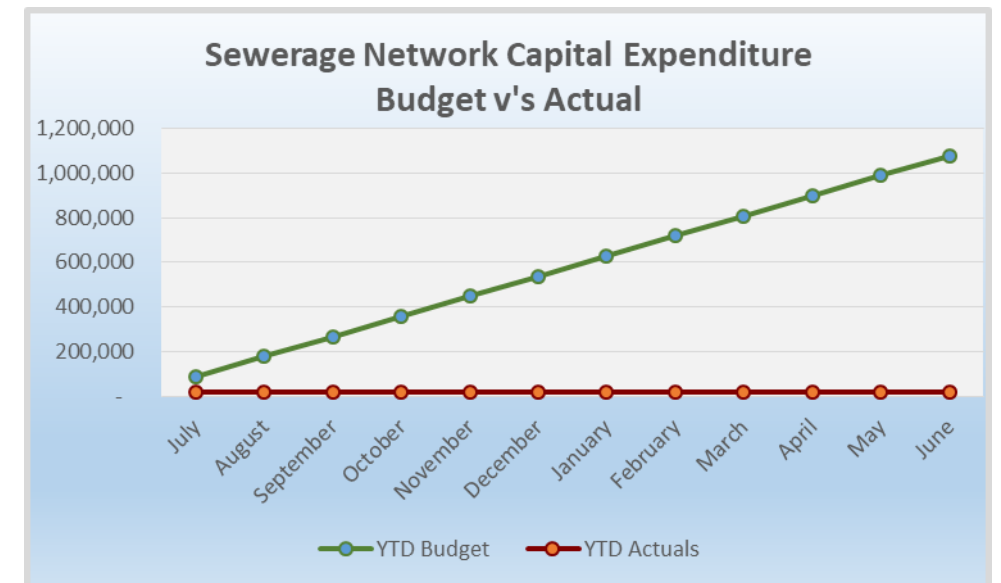
a) Delivery and Operational Plan precis

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

b) Budget



Account Type	20/21 Full Year Budget	20/21 YTD Actuals September	20/21 Percentage Spent
Sewerage Service	352,613	(2,154,790)	-611.09%
1. Operating Income	(2,618,249)	(2,405,165)	91.86%
2. Operating Expenditure	1,806,665	232,240	12.85%
3. Capital Income	0	(3,066)	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.

b) 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.

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

c) 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 (Figure 1).



Figure 1 Derby Street sewer crossing completed for New England Highway.

d) 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.

e) Customers

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

Sewer connections **2** at Tenterfield **0** Urbenville; Blockages were reported and cleared at **9** locations including **1** broken main repair, with **3** mains visually checked with new CCTV equipment in Tenterfield and **0** broken mains and **0** effluent line repair in Urbenville in this reporting period.

f) Business Statistics

Average time for response to sewer chokes has decreased to **30** minutes while the median response time is at **20** minutes.

g) Special events, achievements of note, celebrations