

ORDINARY COUNCIL MEETING
WEDNESDAY, 16 DECEMBER 2020

ATTACHMENT BOOKLET 4

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| Attachment No. 6 | Draft Community Engagement Policy No. 1.036 |
| Attachment No. 7 | Community Engagement Strategy |
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COMMUNITY ENGAGEMENT POLICY

Summary:

The purpose of this policy is to outline Tenterfield Shire Council’s commitment and approach to engaging with our community in a meaningful way.

The Community Engagement Policy, alongside the Community Engagement Strategy and Community Engagement Guide/Toolkit will provide the framework to enable the Tenterfield Shire Community to provide input to the formulation of Council strategy, policy and decision making and to provide a consistent and transparent best-practice approach to consultation.

Policy Number	1.036
File Number	CM/29
Document Version	V2.0
Adoption Date	
Approved By	Council
Endorsed By	General Manager Council
Minute Number	
Consultation Period	28 October – 24 November 2016
Review Due Date	October 2020
Department	Governance Office of the Chief Executive
Policy Custodian	General Manager Community Development Officer
Superseded Documents	Nil
Related Legislation	International Association for Public Participation Guidelines - IAP2 Community Engagement Strategy Community Engagement Guide/Toolkit Local Government Act 1993 Disability Inclusion Act 2014 – NSW
Delegations of Authority	General Manager, Directors, Chief Executive, Senior Staff and Managers Staff

1. Overview

Tenterfield Shire Council recognises that community engagement and participation processes are a vital part of local democracy. Effective engagement practices are critical to good government and accordingly Council is committed to undertaking and developing its engagement with the Tenterfield Shire community.

Community engagement is about involving, seeking out and facilitating the involvement of those potentially affected by or interested in the decision. Meaningful engagement is central to the successful development of strategies, policies and Council decision making by being aware of and responsive to the needs of the community. Public Participation involves seeking broad input and informed agreement to determine the best possible solution for Council and the community however it does not necessarily mean achieving consensus.

2. Policy Principles

Council's community engagement practices are based on the principles of social justice and community inclusivity, which are as follows:

2.1 Social Justice Principles

(a) Equity - There should be fairness in decision making, prioritizing and equitable allocation of resources, particularly for those in need. Everyone should have a fair opportunity to participate in the future of the community. The planning process should take particular care to involve and protect the interests of people in vulnerable circumstances.

(b) Access - All people should have fair access to services, resources and opportunities to improve their quality of life.

(c) Participation - Everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives.

(d) Rights - Equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious, economic and social backgrounds to participate in community life.

2.2 Community Inclusivity

Council, in its engagement activities, will make every effort to ensure that all perspectives are considered, by:

- a) Engaging a balanced cross section of the community and using a wide range of information and engagement methods;
- b) Involving targeted groups as identified in particular projects;
- c) Accommodating participants' cultural, linguistic, religious and other special needs in engagement activities;
- d) Endeavouring to involve community groups and individuals who are sometimes hard to reach such as; young people, people with disabilities, people that may experience social disadvantage,

people from culturally and linguistically diverse backgrounds and people from Aboriginal and Torres Strait Islander backgrounds.

Tenterfield Shire Council is committed to being an inclusive and accessible place for everyone, now and in the future. The Council seeks to meet legislative obligations under the Disability Inclusion Act 2014 (NSW legislation) and provides equitable opportunities for participation for everyone in the Shire.

3. Policy Objectives

1. **Establish, maintain and resource a community engagement framework** to facilitate a consistent, coordinated and well planned approach to engagement that is genuine and inclusive and meets the needs of various stakeholder groups;
2. Ensure that the **Tenterfield Shire community is informed** about issues, strategies or plans that may directly or indirectly affect them;
3. **Monitor and evaluate** Councils engagement activities and incorporate feedback and reflective practice to improve and enhance Councils community engagement activities and capability into the future;
4. Build a **positive reputation** for Tenterfield Shire Council by demonstrating that Council is listening, informing and being informed by a broad and representative cross section of the community;
5. Ensure that broadly **representative information** is obtained from engagement activities and is sourced through a range of mediums to ensure the principles of equity, access, participation and rights;
6. Ensure the engagement of the Tenterfield Shire community in Council's **strategic planning and policy decision making** processes;
7. Ensure that Council is meeting all of its **legislative requirements** regarding community consultation;
8. Encourage greater community **ownership and acceptance** of Council decisions;
9. Assist the Council to **better plan services** to meet community needs and aspirations whilst prioritising competing services and projects to make the best use of limited resources;
10. Enable **Council and the community to work together** to achieve balanced decisions and the best possible outcomes.

4. Policy Statement

- 4.1 The Tenterfield Shire Council community engagement framework consists of this policy, the Community Engagement Strategy and the Community Engagement Guide/Operational Toolkit.

- 4.2** Council will endeavour to ensure that its engagement processes are appropriate, accessible, well-planned and adequately resourced.
- 4.3** The level of community engagement undertaken relates directly to the level of community involvement required and should always be appropriate to the nature, complexity and impact of the issue, plan or strategy.
- 4.4** Where statutory requirements or legal timeframes are in force then these will take precedence.
- 4.5** Council, as the elected representatives for the whole community, should always balance information and opinions received from engagement activities against the best interests of those who are difficult to engage with or those who choose not to engage, based on a support for the proposed strategic direction or policy position.
- 4.6** Councillors must ensure that they bring an open mind to decision making forums in order to inform and be informed by the view of others.
- 4.7** Council staff will ensure that the Councillors are informed of community engagement activities relating to high impact projects and this advice will be provided prior to the activities occurring.
- 4.8** For high impact projects or issues that affect the whole of the Tenterfield Shire (e.g. Local Environment Plan, Community Strategic Plan etc.) Council should consider holding activities at sites across the local government area.
- 4.9** In circumstances where the level of involvement requires members of the public to make submissions to Council, content received may be regarded as public information and be available for general access.
- 4.10** Prior to the making of any decision Council will ensure that it is well informed of the possibility and benefits of alternative decisions on matters before them, including reporting and recommendations that reflect all sides of the issue.
- 4.11** Council's community engagement framework recognises that there is diversity in the activities and projects across Council and the type of engagement undertaken should vary accordingly.
- 4.12** Councils approach to community engagement is based on the spectrum of engagement and core values as established by the International Association for Public Participation (IAP2). The five (5) levels of engagement are shown in the table below:

IAP2 Spectrum of Public Participation



IAP2's Spectrum of Public Participation was designed to assist with the selection of the level of participation that defines the public's role in any public participation process. The Spectrum is used internationally, and it is found in public participation plans around the world.

INCREASING IMPACT ON THE DECISION

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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The International Association for Public Participation – Core Values are:



1. Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.
2. Public participation includes the promise that the public's contribution will influence the decision.
3. Public participation promotes sustainable decisions by recognising and communicating the needs and interests of all participants, including decision makers.
4. Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
5. Public participation seeks input from participants in designing how they participate.
6. Public participation provides participants with the information they need to participate in a meaningful way.
7. Public participation communicates to participants how their input affected the decision.

(Reference: International Association for Public Participation www.iap2.org).

The Code of Ethics is a set of principles which guide us in our practice of enhancing the integrity of the public participation process. As P2 practitioners, we hold ourselves accountable to these principles and strive to hold all participants to the same standards.

- 1 **Purpose:** we support public participation as a process to make better decisions that incorporate the interests and concerns of all affected stakeholders and meet the needs of the decision-making body.
- 2 **Role of Practitioner:** we will enhance the public's participation in the decision-making process and assist decision-makers in being responsive to the public's concerns and suggestions.
- 3 **Trust:** we will undertake and encourage actions that build trust and credibility for the process and among all the participants.
- 4 **Defining the Public's Role:** we will carefully consider and accurately portray the public's role in the decision-making process.
- 5 **Openness:** we will encourage the disclosure of all information relevant to the public's understanding and evaluation of a decision.
- 6 **Access to the Process:** we will ensure that stakeholders have fair and equal access to the public participation process and the opportunity to influence decisions.
- 7 **Respect for Communities:** we will avoid strategies that risk polarizing community interest or that appear to 'divide and conquer'.
- 8 **Advocacy:** we will advocate for the public participation process and will not advocate for a particular interest, party or project outcome.
- 9 **Commitments:** we will ensure that all commitments made to the public, including those by the decision-maker, are made in good faith.
- 10 **Support of the Practice:** we will mentor new practitioners in the field and educate decision-makers and the public about the value and use of public participation.

Extracted from IAP2 Foundations of Public Participation

Council functions under the *Local Government Act NSW 1993*; and accordingly only the elected body of Council is 'empowered' to make decisions and implement actions.

Hence, engagement activities conducted at the Empower level will be limited to Council.

For Tenterfield Shire Council the key stages can be categorised as:

- Inform;
- Consult;
- Involve/Collaborate.

5. Scope

This policy applies to all areas of Council's activities in the delivery of its functions as a Local Government authority, with the exception of notifications for development applications and other legislated notification periods.

6. Accountability, Roles & Responsibility

Managers and Project Managers from across all sections of Council are responsible for implementing this policy and complying with the community engagement framework.

The Community Engagement Framework sets standards and provides guidance to support consistent community engagement activities; however, successful delivery of community engagement is reliant on effective planning, management and evaluation of those activities.

Support and guidance to staff undertaking community engagement activities will be provided by Councils Communication staff.

Communications staff should be seen as a resource to assist other areas of Council to undertake their consultation projects. It does not, however, absolve any section's responsibility and ultimately accountability regarding undertaking effective community engagement.

7. Definitions

For the purposes of this policy, the following definitions apply:

Community – Includes all of the people who live, work, study, own property, visit or conduct private or government business in our Council area. The community can be referred to as stakeholders or comprise of stakeholders;

Stakeholder – is a person or group who has an interest in a project or issue, or who may be affected by a decision relating to the item;

IAP2 – International Association for Public Participation;

Engagement – A broad term which includes all levels of participation for including the community in decision making. Consultation is just one level of engagement;

Community Engagement - is the processes and structures in which Tenterfield Shire Council:

1. Communicates information to the Tenterfield Shire Community; and
2. Seeks information, involvement and collaboration from the community with the primary aim of informing Council's decision making.

Communication – Generally refers to the exchange of information from Council to the community and can also include the exchange of information or views from the community to Council.

Submission – A submission is a formal response to a public document made during the public exhibition period.

Comment – A comment is a response received during early engagement or consultation that is not part of a formal public exhibition endorsed by Council.

8. Related Documents, Standards & Guidelines

Key legislative requirements with regard to community engagement for NSW local government organisations are located in the:

- Local Government Act NSW 1993;

- NSW Local Government (General) Regulations 2005;
- Disability Inclusion Act 2014

Council will also have regard to all relevant standards and guidelines, including but not limited to:

- Social Justice Principles;
- Public Participation Principles;
- Community Inclusivity Principles; and
- International Association for Public Participation Guidelines (IAP2).

9. Attachments

Nil.

10. Version Control & Change History

Version	Date	Modified by	Details
V1.0	11/10/2016	GM	Original Policy construction
V1.0	24/11/2016	GM	Adopted (Res No. 266/16)
V2.0	16/12/2020	Council	Review/Amended



COMMUNITY ENGAGEMENT STRATEGY



TRANSPORT COMMUNITY ECONOMY LEADERSHIP ENVIRONMENT

INTRODUCTION

This Community Engagement Strategy outlines the process for involving the Tenterfield Shire community in Council's strategic planning and decision-making processes, ranging from the development of Council's Ten (10) Year Community Strategic Plan and policy positions to the annual Operational Plan.

Council supports the right of individuals to participate in decision making that affects their future.





The strategy:

- 1) Defines community engagement and identifies the methods of engagement Council uses for the key stages of engagement – inform, consult, and involve/collaborate;
- 2) Identifies the broad categories of Council matters which require engagement; and
- 3) Provides an Engagement Matrix to align the methods of engagement with the category of Council matters.

Tenterfield Shire has a population of over 7,000 people spread across a diverse area of 7,333 square kilometres that encompasses the main township of Tenterfield and the villages of Drake, Jennings, Legume, Liston, Mingoola, Torrington and Urbenville, as well as a number of smaller rural communities.

Part of Council's core responsibility is to consistently engage with the community through a variety of different forms. From Shire wide high impact projects to locality-based low impact projects, this strategy will outline Council's commitment to keeping the community informed, consulted and involved.

The strategy will result in representation from a broad cross section of the Tenterfield Local Government Area including its citizens, ratepayers, businesses, employees, visitors, community groups, and interest groups - a hallmark of a healthy community.

The strategy aims to give all stakeholders opportunities to participate, so no sector of the community is disadvantaged. It includes measures to involve groups that are at risk of absence from public debate, such as older people, youth, indigenous people, people with a disability, low socio-economic groups and people from culturally and linguistically diverse backgrounds.



What is Community Engagement?

For the purposes of this strategy, community engagement is defined as the processes and structures in which Council:

1. Communicates information to the community; and
2. Seeks information, involvement and collaboration from the community with the primary aim of informing Council's decision making.

Best practice community engagement as prescribed by the International Association for the Public Participation (IAP2) defines community engagement as:

"Any process that involves the public in problem solving or decision making and uses public input to make decisions".

In general terms it is an inclusive process to ensure the community has the opportunity to participate in decisions that impact them.

The process of community engagement can extend from a phone call or letter, to a program of major community workshops. The initiative for community engagement may come from within Tenterfield Shire Council or from outside.

A rustic interior scene featuring a window with white curtains and a wooden table and chairs. The scene is dimly lit, with light coming from the window. A large dark blue circle is overlaid on the right side of the image, containing the text.

Scope

This Community Engagement Strategy relates to most activities undertaken by Council, with the exception of regulated or statutory notifications (i.e. development applications). If legislative requirements or other council policies exist which address specific information/consultation processes, they take precedence, but the implementation of that legislation and those policies should be cognisant of the Community Engagement Strategy.

There are many external factors that sometimes limit the level of engagement possible. For example, state or federal legislation may prescribe specific activities, or project characteristics may determine what can or should be done. Community members also have opportunities to participate beyond the approaches outlined in the Community Engagement Strategy by making a presentation directly to Council on any matter being considered at the monthly meetings.

Benefits

Effective engagement makes communities feel more connected with their councils, strengthens trust, goodwill and respect.

There are a number of benefits resulting from a Community Engagement Strategy which:

- Helps Council plan services better to meet community needs and aspirations
- Helps Council prioritise services and make the best use of resources
- Allows a broader range of views to be expressed, more information to be assembled, and more possible solutions to be considered before making decisions
- Enables Council and the community to work together to achieve balanced decisions
- Offers opportunities for residents to contribute to and influence outcomes which directly affect their lives
- Encourages greater community ownership and acceptance of Council decisions
- Reinforces Council's commitment to be open and accountable



Objectives

1. Provide a framework to facilitate a consistent, coordinated and well planned approach to community engagement that is genuine and inclusive and meets the needs of various stakeholder groups
2. Ensure that the Tenterfield Shire community is informed about issues, strategies or plans that may directly or indirectly affect them
3. Build a positive reputation for Tenterfield Shire Council by demonstrating that Council is listening, informing and being informed by a broad and representative cross section of the community
4. Ensure the involvement of the Tenterfield Shire community in the development, implementation and review of Councils strategic planning and policy decision making processes
5. Encourage greater community ownership and acceptance of Council decisions
6. Assist the Council to better plan services to meet community needs and aspirations whilst prioritising competing services and projects to make the best use of limited resources.
7. Monitor and evaluate Council's engagement activities and incorporate feedback to improve and enhance Council's community engagement activities and capability into the future

Principles

Council's community engagement practices are based on the principles of Social Justice and Community Inclusivity:

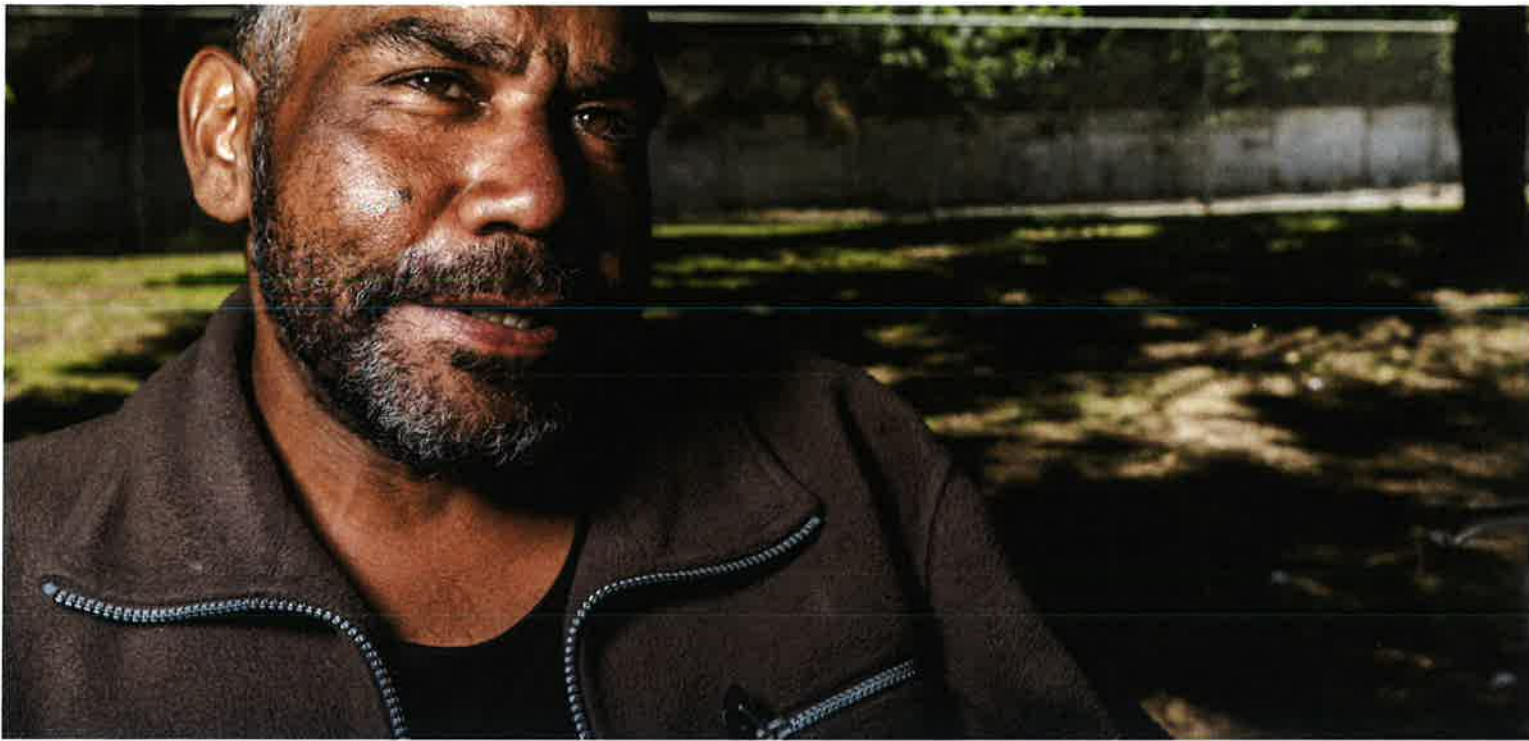
Social Justice Principles

Equity - There should be fairness in decision making, prioritizing and allocation of resources, particularly for those in need. Everyone should have a fair opportunity to participate in the future of the community. The planning process should take particular care to involve and protect the interests of people in vulnerable circumstances.

Access - All people should have fair access to services, resources and opportunities to improve their quality of life.

Participation - Everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives.

Rights - Equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.



Community Inclusivity

Council, in its engagement activities, will make every effort to ensure that all perspectives are considered, by:

- a) Engaging a cross section of the community and using a wide range of information and engagement methods;
- b) Involving targeted groups as identified in particular projects;
- c) Accommodating participants' cultural, linguistic, religious and other special needs in engagement activities;
- d) Endeavouring to involve community groups and individuals who are sometimes hard to reach such as; young people, people with disabilities, the socially disadvantaged, people from culturally and linguistically diverse backgrounds and people from Aboriginal and Torres Strait Islander backgrounds.

Tenterfield Shire is committed to being an inclusive and accessible place for everyone, now and in the future. The Council seeks to meet legislative obligations under the Disability Inclusion Act 2014 and provide equitable opportunities for participation for everyone in the Shire.

HOW WE WILL ENGAGE

LEVELS OF PARTICIPATION

The Public Participation Spectrum developed by IPA2 identifies five different stages of consultation relative to the level of impact the community should have on decision making. The stages are:

INFORM



CONSULT



INVOLVE

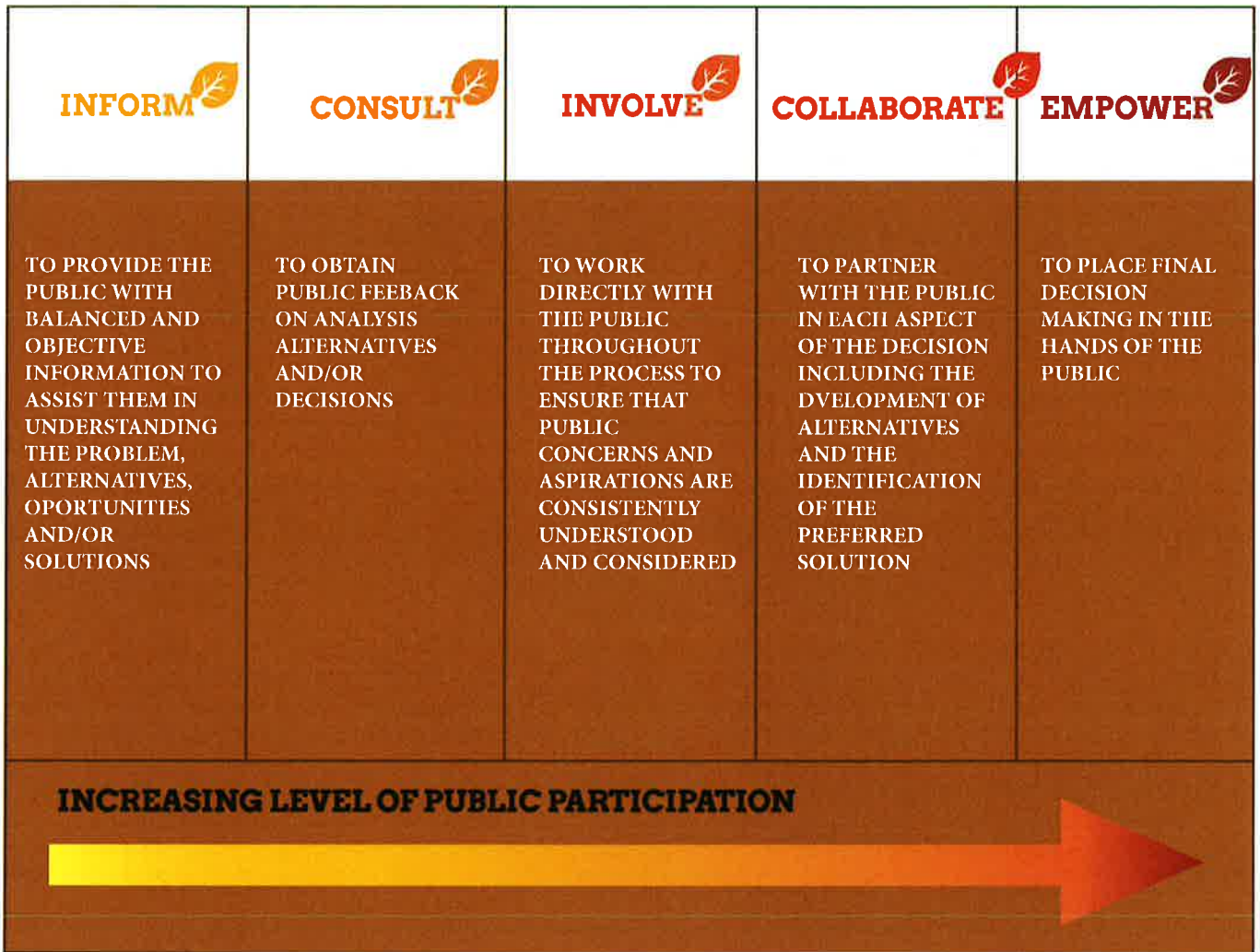


COLLABORATE



EMPOWER*





*Reference: International Association for Public Participation www.iap2.org

**Council functions under the Local Government Act NSW 1993; and accordingly only the elected body of Council is 'empowered' to make decisions and implement actions.*

Hence, engagement activities conducted at the Empower level will be limited to Council.

For Tenterfield Shire Council the key stages can be categorised as:

Inform

Consult

Involve/Collaborate

INFORM

Commitment to the Community - We will keep you informed.

Council's Role - Give stakeholders balanced, accurate and relevant information on decisions, policies, plans and strategies. The Community's Role - Listen.

The inform stage is for day-to-day use, often when Council has already made a decision, to communicate the outcome or status of projects, or when there is only one way that Council believes it can progress a project.

Customer Service Centre: Council's administration office in Tenterfield provides a 'one-stop-shop' for Council services using customer service, visual displays, and printed materials for Council related business.

Tenterfield Shire Council websites: One of Council's primary communication tools, the website should be a comprehensive source of information for all Council services and programs.

Advertising & Features: Council will consider the use of advertising/features with any local media servicing the area e.g. the Tenterfield Star.

Media Releases: Regular media releases ensure Council provides reliable, timely and accurate information to all media servicing the Tenterfield Local Government Area, including print and broadcast.

Publications/information material: Tenterfield Shire Council publications about Council specific programs, services and initiatives are a valuable source of information.

Council facilitated community events: Council-hosted events which provide opportunities for councillors and staff to provide information to the community. Council also strongly supports and participates in other community events.

Your Local News: The newsletter is distributed fortnightly to households throughout the Shire to provide general Council information to residents.

Targeted Direct Mail: Addressed letters sent directly to the customer. This is usually specific to a project, geographic location or members of a particular group or demographic.

Presentation/Public Speaking: Councillors and staff speak at relevant meetings or events such as community events.

Community Notice Boards: At Council facilities, libraries, and areas relevant to the audience.

Site Specific Signage: Erected temporarily or permanently to inform the public of the project and relevant project details.





Commitment to the Community - We will listen to you, consider your ideas and concerns and keep you informed.

Council's Role - Facilitate two-way communication between Council and the community. At this level, Council seeks feedback to identify important community issues and perspectives that can influence and assist decision making. Informing is a prerequisite for consultation.

Community's Role – Contribute

Community Forums: These provide an opportunity for members of the community to attend a structured two-way information session hosted by Council, usually about specific projects and topics.

Public exhibitions and submissions: Required by legislation for certain types of issues, items on exhibition and development applications are open to submissions from the public. The information is made available for the public to comment on within a certain time frame, while informing citizens how they can make their submissions/comments to Council.

Community displays/stalls: Councillors and Council officers are available at a nominated venue and for a specific period of time, encouraging citizens to attend and discuss the topic/s.

Surveys: Target audience surveys should be integrated with broader consultation for larger projects, using independent market research companies or survey specialists where possible.

Site Meeting/Tour: Interaction at specific locations, usually facilitated by Council for invited participants.

Briefings: Inform relevant community groups that they may request a briefing with a Councillor/s or Council staff to discuss a particular issue.



INVOLVE / COLLABORATE

Commitment to the Community - We will work with you on an ongoing basis to ensure your ideas, concerns and aspirations are considered. We will provide feedback on Council's decisions.

Council's Role - Create a collaborative relationship/partnership between Council and the community, facilitating involvement in shaping decisions that affect community life. Informing and consulting are components of involving/collaborating.

Community's Role – Participate

Meetings by invitation: Community leaders, stakeholders and representatives meet with Councillors and Council staff for discussion, debate and exchange of views on a specific issue.

Consultation with Specific Purpose Committees: Formal consultation between Councillors and Council staff with members of the Specific Purpose Committees or other groups with expertise in particular areas. Engagement will be governed by the groups' terms of reference.

Large Group/Stakeholder Collaboration: As forums to address a strategic issue or plan, these collaborations bring together Councillors, Council staff, stakeholder groups and individuals with relevant expertise and knowledge to formulate a response.





EMPOWER

Commitment to the community- We will give the community the opportunity to participate in a transparent flow of information and feedback to Councillors, who have been empowered as the community representatives to make decisions in accordance with the Local Government Act 1993.

Council's Role -Decide

Community's Role - Vote for Councillors that you believe will make decisions in the best interests of the broad community.

Items for Engagement

Consultation methods vary according to the type of project/issue. This Strategy sets guidelines for engagement on matters which are classified into one of four categories:

1. **Shire-wide / High Impact:** Strategic plans, major projects and resource issues. For example, Community Strategic Plan, Local Environment Plans, Shire-wide Development Control Plans.
2. **Shire-wide / Low Impact:** Operational Plans and Policy Development, minor projects and major projects with limited impact. For example major festivals and events.
3. **Locality Based / High Impact:** Locality improvement and site specific matters and events. For example, development applications in accordance with statutory requirements, construction of Council facilities, and works in central business districts.
4. **Locality Based / Low Impact:** Council service / program planning and delivery. For example, local road works, operational services such as traffic management and general maintenance of public areas or upgrade of parks and recreational areas (minor works level).



This strategy relates to many activities undertaken by Council. However, legislative requirements and other council policies regulate the procedures and outcomes of some Council activities, limiting the opportunities for public input and the scope for community engagement.

WHAT TO DO?	WHEN YOU'RE DEALING WITH				
	Shire wide/ high impact	Shire wide/ low impact	locality based/ high impact	locality based/ low impact	
					1 = EVERY TIME
					2 = IN MOST CIRCUMSTANCES
					3 = ON SPECIFIC OCCASIONS
4 = ON RARE OCCASIONS					
Customer Service Centre	1	1	1	1	
Tenterfield Shire Council Website/s	1	1	1	3	
Newspaper/advertising/features	1	1	2	3	
Media Release	1	1	2	3	
Publications/Information Material	1	2	2	4	
Council Facilitated Events	4	4	4	4	
Targeted Direct Mail	2	2	2	3	
Your Local News	2	2	2	2	
Presentation/Public Speaking	2	3	3	4	
Community Notice Boards	3	3	3	3	
Site Specific Signage	3	3	3	3	
Community Forum	3	3	2	2	
Public Exhibitions Submissions	1	1	3	4	
Community displays/Information Sessions	2	2	3	4	
Surveys	3	4	4	4	
Site Meeting/Tour	2	3	2	4	
Briefing	1	2	2	2	
Meeting By Invitation	1	2	3	4	
Council Committees/advisory groups	1	2	3	4	
Large Group/Stakeholder Collaboration	1	2	3	4	

Engagement Tools in the involve/collaborate stage will vary depending on the nature of the project



TENTERFIELD

Evaluation & Feedback

Following the implementation of an involve/consult engagement project, Council will evaluate the effectiveness of the program in reaching the desired audience and achieving the required outcomes.

Council will then provide feedback for the people who participated in the program, in order to increase their understanding of how the input gathered during the program was considered/utilized in the decision making process, and what direction was ultimately taken.

By providing open and timely feedback to participants, Council will enhance the transparency of its decision making and further strengthen its relationship with the broad community. Feedback will also improve future engagement programs through a greater understanding of the engagement process.



**Tenterfield Shire Council
Capital Expenditure Report as at 30 November 2020**

Capital Projects	20/21 Review 1 Budget \$	20/21 YTD Actuals \$	20/21 Percentage Spent %	Variance Comments
Office of the Chief Executive	444,296	90,534	20.38%	
Civic Office				
1010500. Civic Office - Computer Equipment	755	755	99.93%	iPad replacement for the Mayor
Total Civic Office	755	755	99.93%	
Economic Growth and Tourism				
5400505. VIC Refurbishment Masterplan	34,000	0	0.00%	
5400508. Tourism Signage - Northern Region	10,000	0	0.00%	
5400509. RTBR - Art Installations Tenterfield Creek (Grant Funded)	145,000	75,083	51.78%	First installment paid to Make It Tenterfield
Total Economic Growth and Tourism	189,000	75,083	39.73%	
Emergency Services				
5800512. RFS Torrington - Re-lay pipes & seal entrance	0	448	0.00%	
6600400. Emergency Management Centre Expenditure (Grant Funded)	157,944	0	0.00%	Works ongoing
Total Emergency Services	157,944	448	0.28%	
Library Services				
5000500. Library Resources (Grant Funded)	21,622	6,463	29.85%	Ongoing purchase of books and other resources
5000515. Local Priority Grant 2019/20 (Grant Funded)	17,851	0	0.00%	
5000520. Local Priority Grant 2020/21 (Grant Funded)	19,329	0	0.00%	
Total Library Services	58,802	6,463	10.97%	
Theatre & Museum Complex				
5000506. School of Arts Complex - Upgrade Exterior & Windows (SRV)	7,795	7,795	100.01%	Final payment - project complete
5005509. School of Arts - Update Theatre Lighting	10,000	0	0.00%	Obtaining quotes
5005513. School of Arts - Computer Equipment	1,500	0	0.00%	Planned for later in the year
5005514. School of Arts - Replace Tableware	500	0	0.00%	Obtaining quotes
5005515. School of Arts - Electronic Entrance Sign	2,000	0	0.00%	Obtaining quotes
5005516. School of Arts - Upgrade Cinema Technology	6,000	0	0.00%	Obtaining quotes
Total Theatre & Museum Complex	27,795	7,795	28.05%	
Workforce Development				
1000506. Workforce Planning & Evaluation - Capital	10,000	0	0.00%	Human Resources software
Total Workforce Development	10,000	0	0.00%	
Office of the Chief Corporate Officer	5,136,282	1,208,052	23.52%	
Buildings & Amenities				
4200501. Admin Building -- Refurbishment	1,475,136	449,779	30.49%	Ongoing
4200508. Admin Building - Asbestos Removal	60,000	0	0.00%	
4235000. Tenterfield Memorial Hall Sporting Complex - SCCF-1023 (Grant Funded)	888,678	266,258	29.96%	Ongoing
4235001. Memorial Hall Internal Acoustic, Ventilation & Insulation Treatments (Grant Funded)	440,000	2,650	0.60%	Ongoing
4235002. Restorations to Pioneer Cottage (Grant Funded)	180,000	0	0.00%	
4240501. Rotary Park - Toilet Cistern Upgrade	10,000	0	0.00%	
4240502. Jubilee Park - Toilet Cistern Upgrade	10,000	0	0.00%	
4610508. Toilet Block Enhancements at Urbenville and Legume - SCCF-1105 (Grant Funded)	138,239	108,449	78.45%	Ongoing
Total Buildings & Amenities	3,202,053	827,136	25.83%	
Environmental Management				
4235501. Covid-19 Council Pound Grant Expenditure (Grant Funded)	4,000	325	8.13%	
Total Environmental Management	4,000	325	8.13%	
Finance & Technology				
1810501. Computer Equipment - Finance	75,000	4,897	6.53%	Ongoing
1810503. Internet Webpage	0	100	0.00%	To be journalled to operational account
1810507. Fibre Optic Cabling of Sites (Only if Grant Funding can be sourced)	50,000	0	0.00%	Grant to be sought for this purpose
1810508. Capitalised Software (Seeking some Grant Funding to support this)	250,000	161,276	64.51%	On target
1810509. Furniture & Equipment Purchases	5,000	0	0.00%	
Total Finance & Technology	380,000	166,274	43.76%	
Livestock Saleyards				
4220504. Improvements to Loading Ramps & Traffic Facilities	158,000	0	0.00%	
Total Livestock Saleyards	158,000	0	0.00%	
Parks, Gardens and Open Space				
4215502. Cemeteries - Earthworks Preparation for Stage 1 Expansion	36,555	4,609	12.61%	
4215504. Cemeteries - Storage Shed & Unisex Disabled Toilet	35,000	0	0.00%	
4605509. Rouse Street Irrigation & Replanting (Only if Grant Funding can be sourced)	40,000	1,001	2.50%	Grant to be sought for this purpose
4605510. Shade Structure over Rotary Park Playground (Partly Grant Funded)	99,420	0	0.00%	SCCF grant funds \$59,420
4605511. Installation of Covered Exercise Area at Hockey Park (Partly Grant Funded)	63,789	0	0.00%	SCCF grant funds \$43,789

Capital Projects	20/21 Review 1 Budget \$	20/21 YTD Actuals \$	20/21 Percentage Spent %	Variance Comments
4605512. Shirley Park Cricket Net Replacement (Grant Funded)	68,418	23,152	33.84%	100% SCCF grant funded
4605513. Jubilee Park - Upgrade Pathway (Only if Grant Funding can be sourced)	35,000	0	0.00%	Grant to be sought for this purpose
4605514. Jennings Park - Playground Renewal (Only if Grant Funding can be sourced)	50,000	0	0.00%	Grant to be sought for this purpose
4610501. Renewal of Shirley Park Amenities Building (SRV)	52,403	49,809	95.05%	Complete
4610509. Tenterfield Town Centre Revitalisation - Phase 2 SCCF -1094 (Grant Funded)	20,306	22,843	112.50%	Almost completed
Total Parks, Gardens and Open Space	500,891	101,414	20.25%	
Planning & Regulation				
3001001. Drought Communities Extension - Shire Entry Signs (Grant Funded)	100,000	23,125	23.13%	
3001000. Tenterfield Shire - Vibrant & Connected Mingoala - SCCF - Round 1 (Grant Funded)	45,027	5,874	13.04%	Village signage due for completion late December/early January
3001100. Tenterfield Shire - Vibrant & Connected Torrington - SCCF - Round 1 (Grant Funded)	38,055	5,874	15.43%	
3005000. Tenterfield - Vibrant & Connected Urbenville (Grant Funded)	91,308	6,941	7.60%	
3006000. Tenterfield - Vibrant & Connected Drake - SCCF - Round 1 (Grant Funded)	37,917	5,874	15.49%	
3007000. Tenterfield Shire Vibrant & Connected - Jennings (Wailangara) SCCF (Grant Funded)	139,147	17,371	12.48%	
3008000. Tenterfield Shire - Vibrant & Connected Liston SCCF - Round 1 (Grant Funded)	138,529	23,705	17.11%	
3009000. Tenterfield Shire - Vibrant & Connected Legume SCCF - Round 1 (Grant Funded)	43,089	5,874	13.63%	
Total Planning & Regulation	633,072	94,637	14.95%	
Swimming Complex				
4600504. Masterplan for the Memorial Pool	14,300	14,300	100.00%	Complete
4600506. Shade Structure Over BBQ at Pool. (Partly Grant Funded)	40,000	0	0.00%	Grant funds \$20,000
4600509. Swimming Pool - Pump	3,966	3,966	99.99%	Complete
4600510. Swimming Pool - Water Heater (Only if Grant Funding can be sourced)	100,000	0	0.00%	Grant to be sought for this purpose
4600511. Swimming Pool - Pool Blankets (Only if Grant Funding can be sourced)	75,000	0	0.00%	Grant to be sought for this purpose
4600512. Swimming Pool - Equipment Renewal (Only if Grant Funding can be sourced)	25,000	0	0.00%	Grant to be sought for this purpose
Total Swimming Complex	258,266	18,266	7.07%	
Office of the Chief Operating Officer	49,365,278	6,780,594	13.74%	
Asset Management & Resourcing				
6205500. Survey Instrumentation - GPS Equip, Cable Detector, Bridge Assyst	0	1,540	0.00%	
6205508. Assets - Software Licences	0	15,300	0.00%	
6250501. Tenterfield Depot - Refurbishment Stage 1	20,172	17,618	87.34%	
6250504. Tenterfield Depot - Fuel Tank Investigation/ UPSS Compliance	50,000	14,900	29.80%	
6250505. Tenterfield Depot - WHS & Environmental Initiative Enhancements	90,000	19,804	22.00%	
6250507. Urbenville Depot - Refurbishment	82,492	67,940	82.36%	
6250509. Urbenville Depot - WHS & Environmental Initiative Enhancements	10,000	3,000	30.00%	
Total Asset Management & Resourcing	252,664	140,102	55.45%	
Plant, Fleet & Equipment				
6210500. Public Works Plant - Purchases				
6210501. Public Works Plant - WDV of Asset Disposals	5,014,391	681,199	13.58%	Ongoing
Total Plant, Fleet & Equipment	(2,503,407)	(619,637)	24.75%	Ongoing
Sewerage Service				
7872502. Tenterfield Mains Relining (1km Year)	165,500	0	0.00%	Planning underway
7872503. Tenterfield Mains Augmentation	66,200	0	0.00%	Planning underway
7872505. Tenterfield Man Hole Level Alterations (Water Infiltration)	154,600	31,800	20.57%	Quotations received
7872517. Tenterfield Scada System Upgrade	57,226	0	0.00%	
7872519. Tenterfield Network Renewal	189,100	0	0.00%	Planning underway
7872522. STP - Dehydrator Replacement	30,000	21,201	70.67%	
7872523. Tenterfield STP - Entrance Road & Drainage Repair	8,000	0	0.00%	
7872524. Tenterfield STP - 3 Bay Shed for Storage	50,000	0	0.00%	Some redesign required
7872526. Tenterfield STP - Refurbishment	102,500	0	0.00%	Planning underway
7872527. Tenterfield New Pump Station - Molesworth St	200,000	0	0.00%	Some redesign required
7872528. Tenterfield New Pump Station - Trail Lane	150,000	0	0.00%	Works planning - infrastructure P/S planning underway.
7872529. Sewer System Mapping Improvements	20,000	0	0.00%	
7872800. Urbenville Geotube for Sludge Removal	12,251	0	0.00%	
7872801. Removal Sludge from Tertiary Ponds/Renewal of Capacity	14,995	0	0.00%	
7872809. STP - Pad and Building including access to STP - Urbenville	8,000	0	0.00%	
7872810. Surface Aerator/Mixer sized for Urbenville	14,000	0	0.00%	
Total Sewerage Service	1,242,372	53,001	4.27%	
Stormwater & Drainage				
8252502. Drainage Pits - Upgrade	63,000	584	0.93%	
8252509. Rouse Street - Design & Investigation	100,000	0	0.00%	
8252523. Urban Culverts Renewal	27,200	0	0.00%	
8252526. Stormwater Pipe Renewal	40,000	0	0.00%	
Total Stormwater & Drainage	230,200	584	0.25%	
Transport Network				
6215110. Regional & Local Roads Traffic Facilities (Grant Funded)	66,731	1,798	2.69%	
6215510. Regional Roads Block Grant - Reseals Program (Grant Funded)	877,001	259,127	29.55%	
6215631. Special Grant Mt Lindesay Road (RMS/Fed) (Grant Funded)	10,000,000	1,406,546	14.07%	
6215548. Restart NSW Funding - Beary Creek Bridge Replacement (Grant Funded)	1,515,337	353,540	23.33%	

*Report Contains Filters

Capital Projects	20/21 Review 1 Budget \$	20/21 YTD Actuals \$	20/21 Percentage Spent %	Variance Comments
6215550. Footpaths	0	34	0.00%	To be journalled to operational account
6215551. Repair Program 2019/20 (Partly Grant Funded)	491,571	491,571	100.00%	Complete
6215552. Roads to Recovery 2019-24 (Grant Funded)	1,645,913	221,482	13.46%	
6215553. MR 462 Brunner Way Curve Improvements (Segments 7010, 7020 & 7030) (Funded)	57,416	9,196	16.02%	
6215556. Regional Roads Block Grant - Rehabilitation	0	1,500	0.00%	
6215558. National Bushfire Recovery Grant - Paddys Flat Tank Traps Vehicle Layby (Grant Funded)	14,000	219	1.56%	
6215559. Safer Roads Program - Boonoo Boonoo Falls Road (Grant Funded)	298,000	1,044	0.35%	
6215560. Local Roads & Community Infrastructure Program (Grant Funded)	1,044,335	186,275	17.84%	
6215561. Fixing Local Roads - Tooloom Road Heavy Vehicle Access (Grant Funded)	3,996,201	257,863	6.45%	
6215562. Repair Program 2020/21 (Partly Grant Funded)	575,055	190,004	33.04%	
6215563. Federal Stimulus Safety Project 2299 Mt Lindesay Rd (Grant Funded)	788,000	6,805	0.86%	
6215564. Mt Lindesay Rd & Boundary Rd Intersection Safety Signposting (Grant Funded)	0	1,402	0.00%	New grant \$24,800 - budget to be added QBR 2
6220270. Boonoo Boonoo Bridge, Mt Lindesay Road - Restart NSW Funding (Grant Funded)	2,673,772	376,906	14.10%	
6220271. Bridges Renewal Program - Deepwater River Bridge Renewal (50% Grant Funded)	1,176,433	11,193	0.95%	
6220272. Bridges Renewal Program - Kangaroo Creek Bridge Replacement (50% Grant Funded)	1,194,096	2,587	0.22%	
6220273. Contribution to Clarence River Bridge (Kyogle Shire)	550,000	0	0.00%	
6220275. Emu Creek Bridge Replacement - Hootons Road - Restart NSW Funding (Grant Funded)	1,773,906	413,830	23.33%	
6220280. Restart NSW Funding - Bridge Interim Solutions Project - Expenditure (Grant Funded)	1,343,529	737,530	54.90%	
6220500. Urban Streets - Reseal Program	122,000	0	0.00%	
6220501. Road Renewal - Gravel Roads	620,126	268,968	43.37%	
6220503. Gravel Resheets	632,425	162,920	25.76%	
6220506. Bridges / Causeways (SRV to 2023/24)	14,000	13,230	94.50%	
6220507. Rural Roads - Reseal Program	259,402	95,781	36.92%	
6220511. Miscellaneous Replacement of Collapsed Pipes (SRV)	0	643	0.00%	
6220512. Rural Culverts & Pipes	140,000	11,400	8.14%	
6220513. Concrete Bridges	30,000	618	2.06%	
6240101. Gravel Pit Rehabilitation	10,251	5,042	49.19%	
6240502. Main Street - Complete Final Stage	18,576	0	0.00%	
6240505. Urbenville Beautification of Main Street (Grant Funded)	160,000	1,212	0.76%	
6240506. Footpath Extension in Drake (Grant Funded)	20,000	22,237	111.18%	
Total Transport Network	32,108,076	5,512,502	17.17%	
Waste Management				
7080500. 240L Wheelie Bins	2,000	2,534	126.68%	As required
7080503. Industrial Bins	6,000	0	0.00%	Pending order
7080550. Boonoo Boonoo - Groundwater Bores	0	136	0.00%	Ongoing monitoring
7080553. Boonoo Boonoo - New Cell Construction	743,000	0	0.00%	EPA approved requirements under review.
7080554. Boonoo Boonoo - Develop/operate borrow area	10,000	0	0.00%	EPA approved requirements under review.
7080555. Boonoo Boonoo - New Cell Remediation Asset (Non Cash)	50,000	0	0.00%	EPA approved requirements under review.
7080558. Tip shop - Drake, Liston & Tenterfield	24,986	23,357	93.48%	Commenced Tenterfield, shops/sheds ordered.
7080559. Green Waste Hungry Bin - School Trial	9,598	1,858	19.36%	Ongoing program
7080561. Boonoo Boonoo Landfill - Environmental Improvements (Partly Grant Funded)	31,700	1,406	4.44%	Grant funds \$23,000
7080563. Torrington - Landfill Closure & Transfer Station Construction (Partly Grant Funded)	119,872	155	0.13%	Grant funds \$82,762
7080566. Boonoo Boonoo - Landfill EPA Remediation - Capping Topsoil Ref No 30	252,000	0	0.00%	EPA approved requirements under review.
7080567. Boonoo Boonoo - Landfill EPA Remediation - Capping Clay Ref No 31	299,000	0	0.00%	EPA approved requirements under review.
7080568. Boonoo Boonoo - WHS Facilities & Amenities Upgrade	137,869	0	0.00%	Research underway, options under assessment
7080720. Mingoola - Open Transfer Station	70,000	17,727	25.32%	
7080731. Torrington Landfill - Access Road	75,000	0	0.00%	
7080732. Torrington Landfill - Convert to Transfer	70,000	39,600	56.57%	
7080733. New Pump Combination	15,000	0	0.00%	
7080811. Tenterfield WTS Groundwater Bores	76,401	153	0.20%	Ongoing Program
7080821. Tenterfield WTS Bailler Bay Structure	0	901	0.00%	
Total Waste Management	1,992,426	87,826	4.41%	
Water Supply				
7484505. Tenterfield Mains Replacement	269,300	312,477	116.03%	Ongoing program, alternative main New England-Saddlers to Miles Street replacement underway, pre-orders commenced & awarded through LGP.
7484506. Tenterfield Meter Replacement	21,500	171	0.79%	Ongoing program some additional meters to be sourced for New England - Saddlers to Miles Street program
7484515. Tenterfield Flood Warning System - Capex (Partially Grant Funded)	200,000	43,441	21.72%	Underway Milestone 2 completed
7484521. Tenterfield Water Treatment Plant Design (Grant Funded)	0	2,485	0.00%	Tender closed September 2020
7484522. Tenterfield Water Treatment Plant Construct (Grant Funded)	9,490,153	48,262	0.51%	Tender released
7484532. Tenterfield Water Supply - Drought Augmentation (Grant Funded)	917,809	512,287	55.82%	Electrical works continue
7484533. Water Network Mapping Improvements	20,000	0	0.00%	
7484801. Urbenville Mains Extension	5,000	0	0.00%	
7484811. Urbenville Water Treatment Plant Upgrade	20,000	0	0.00%	
7484812. Scada Renewal	23,237	5,517	23.74%	
7484813. Urbenville Intake Pump Station	0	377	0.00%	
7484814. Urbenville Intake Pipe Replacement	28,000	0	0.00%	
7484901. Jennings Mains Replacement	33,557	0	0.00%	Planning completed awaiting schedule.
Total Water Supply	11,028,556	925,017	8.39%	
Grand Total	54,945,856	8,079,180	14.70%	