

TENTERFIELD SHIRE COUNCIL – Monthly Operational Report - November 2020

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

CONCLUSION

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

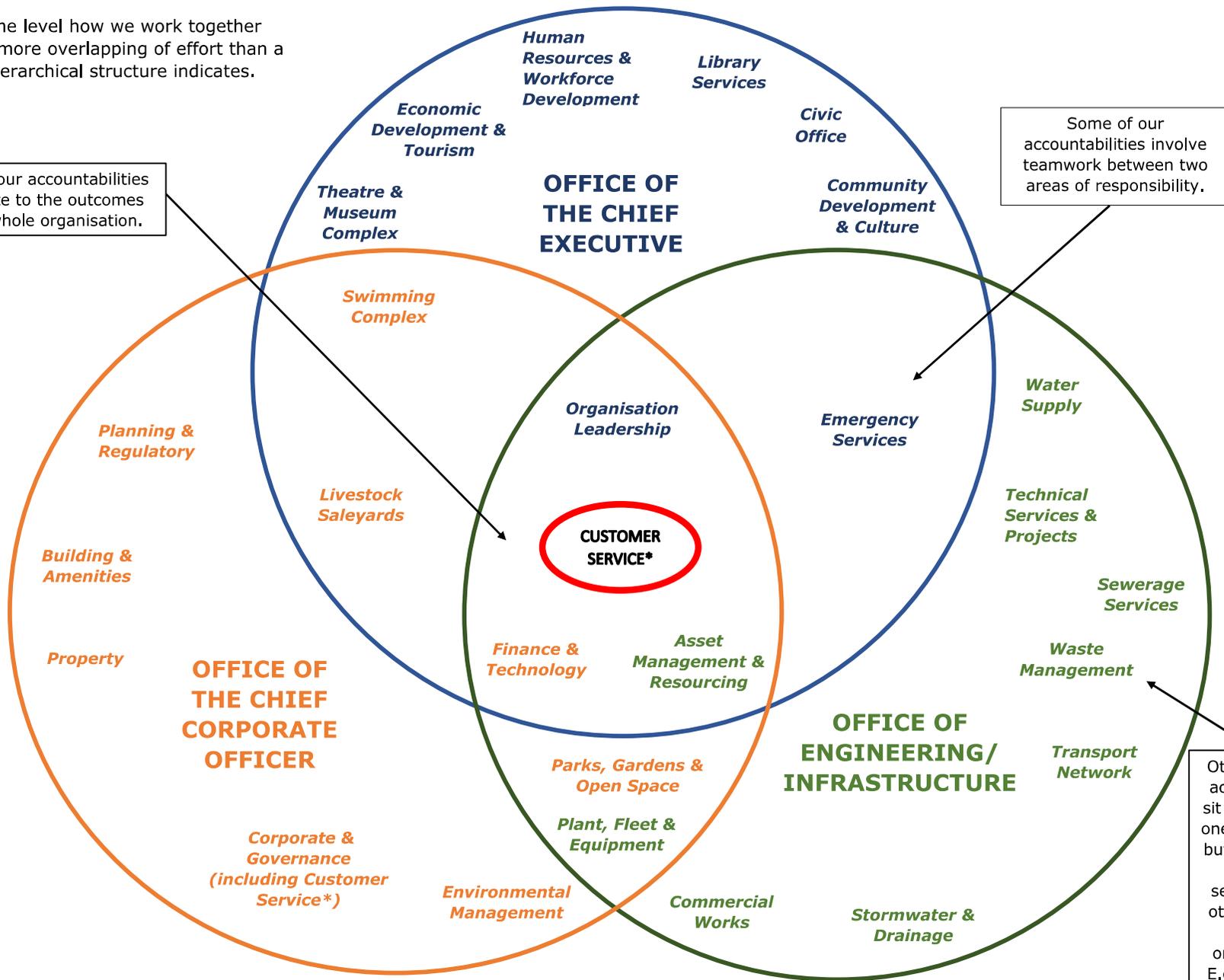
We report on our Delivery Plan quarterly. We also report on many other things in a great many ways. Currently we use multiple platforms to achieve this, which is both inefficient and extremely frustrating. This system will not only change the amount of reporting, it will place all the information in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

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

Terry Dodds, Chief Executive

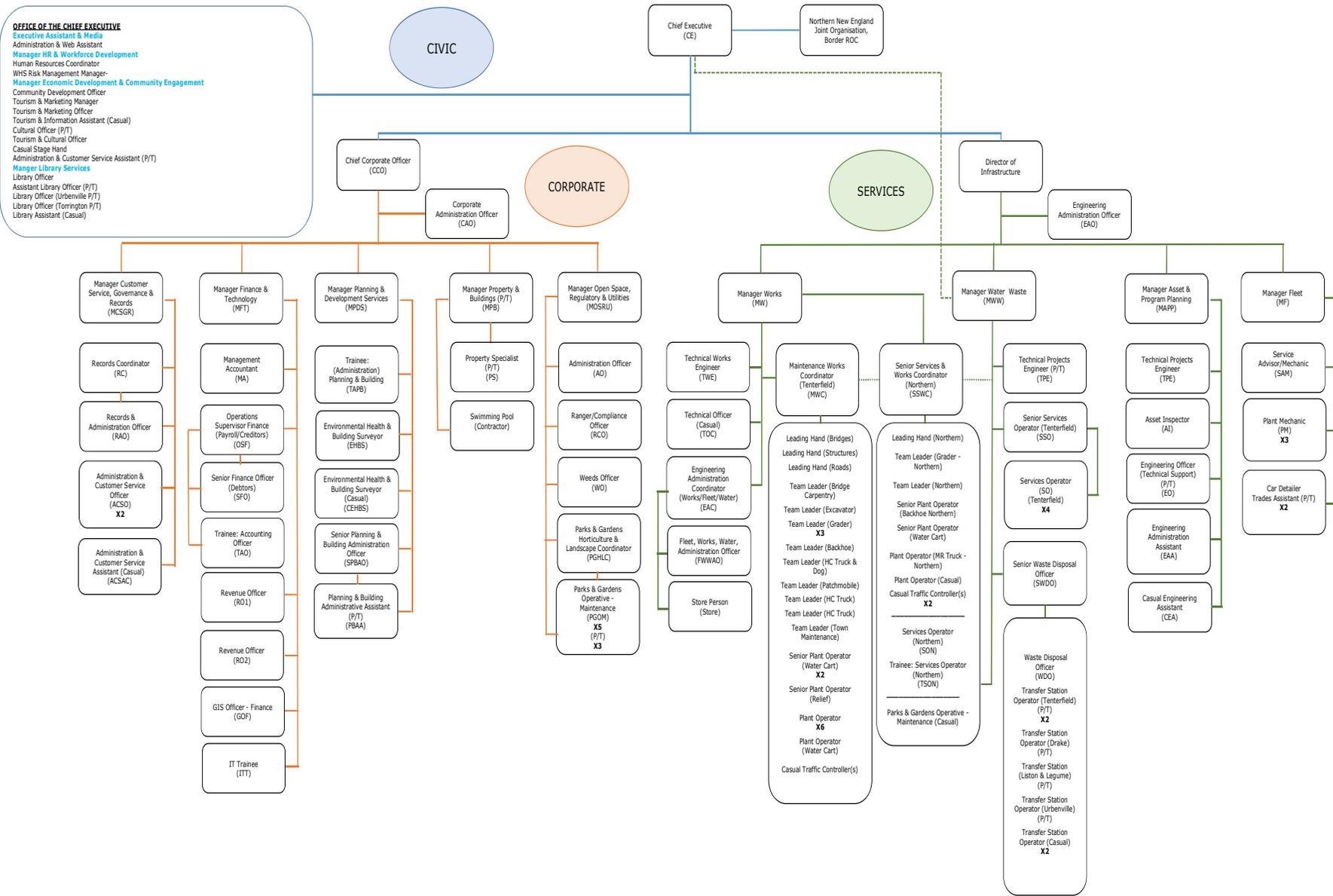
At an outcome level how we work together involves far more overlapping of effort than a traditional hierarchical structure indicates.

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



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

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

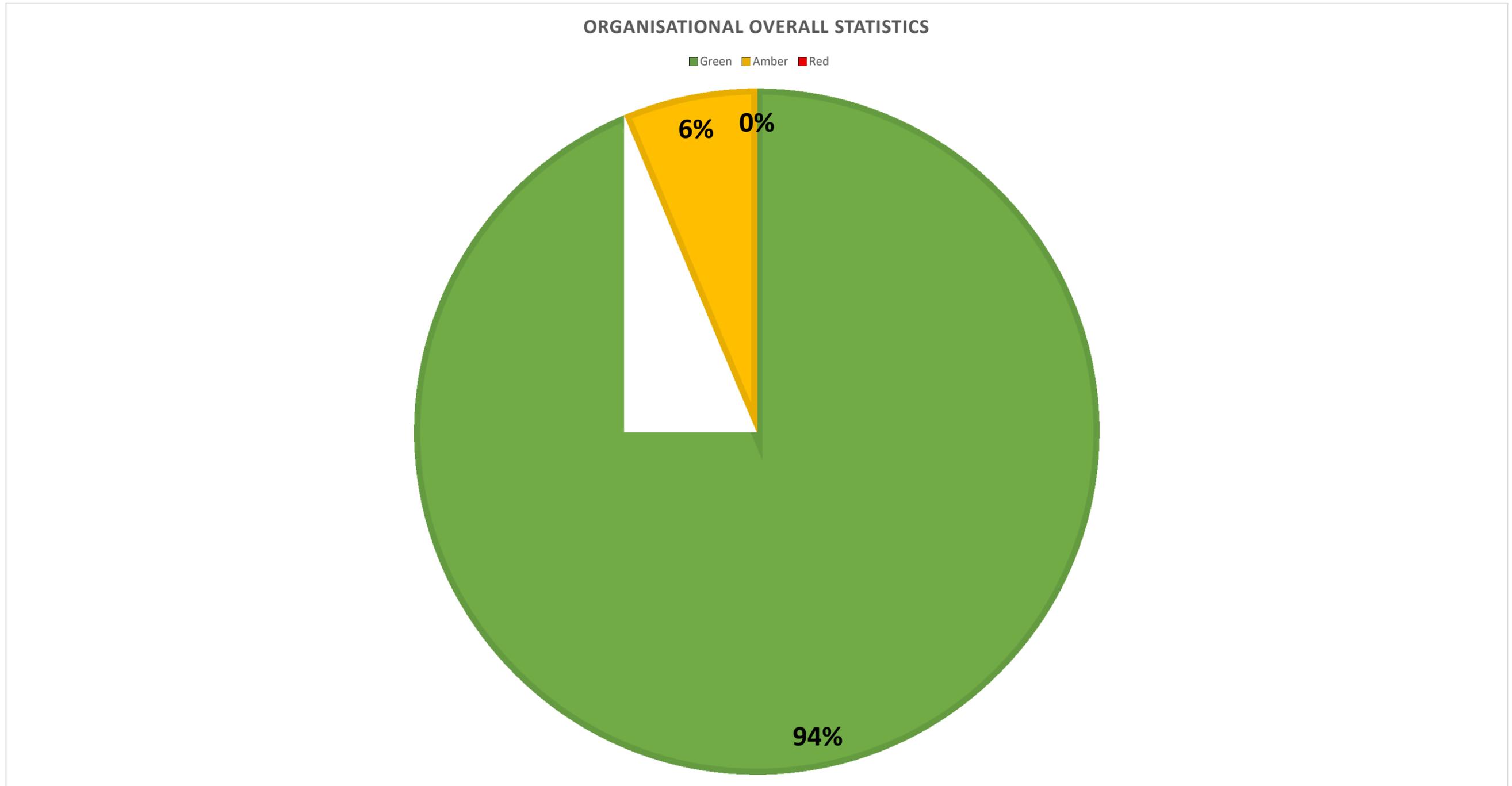


Organisational Overall Statistics – November 2020

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

Amber: Commenced, progressing;

Red: Yet to commence.



STAFF STATISTICS

November 2020

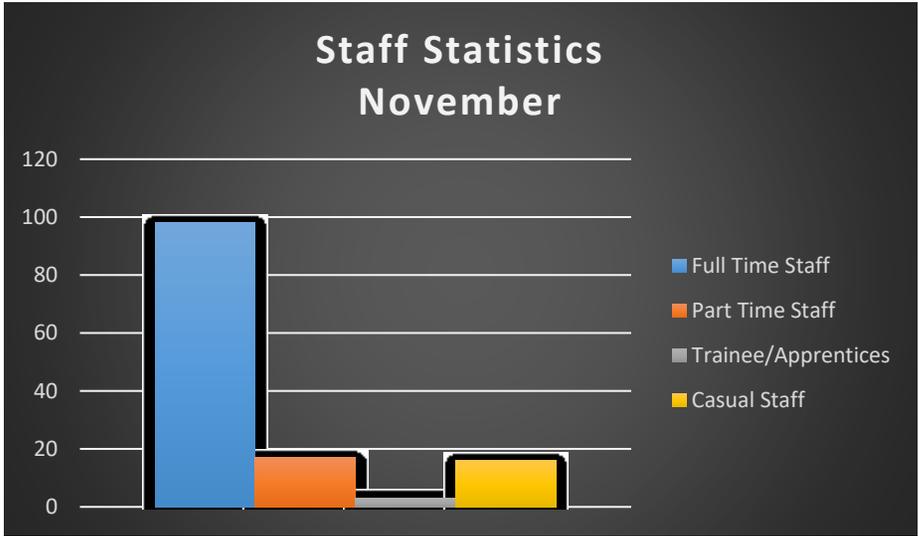
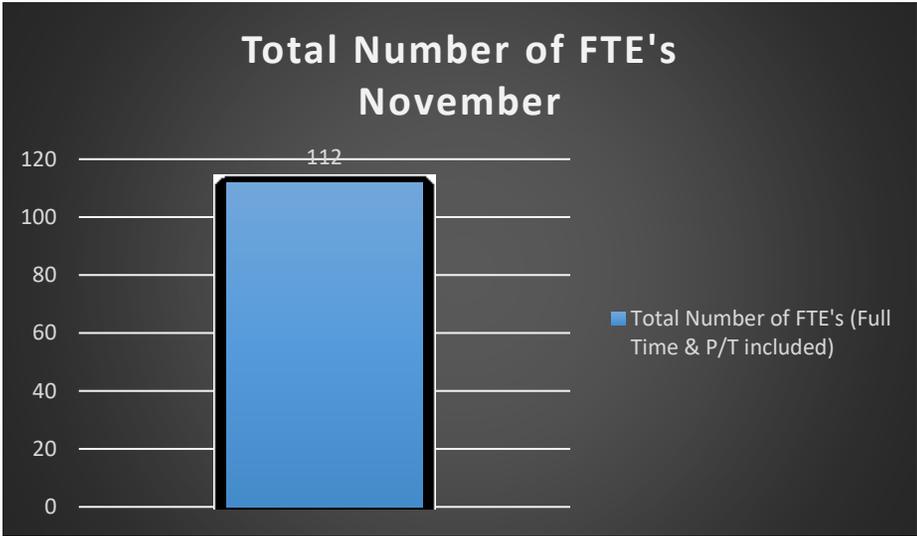
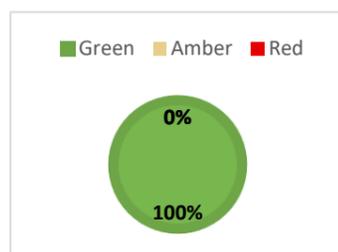


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1. Civic Office



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

a) Delivery and Operational Plan Precis

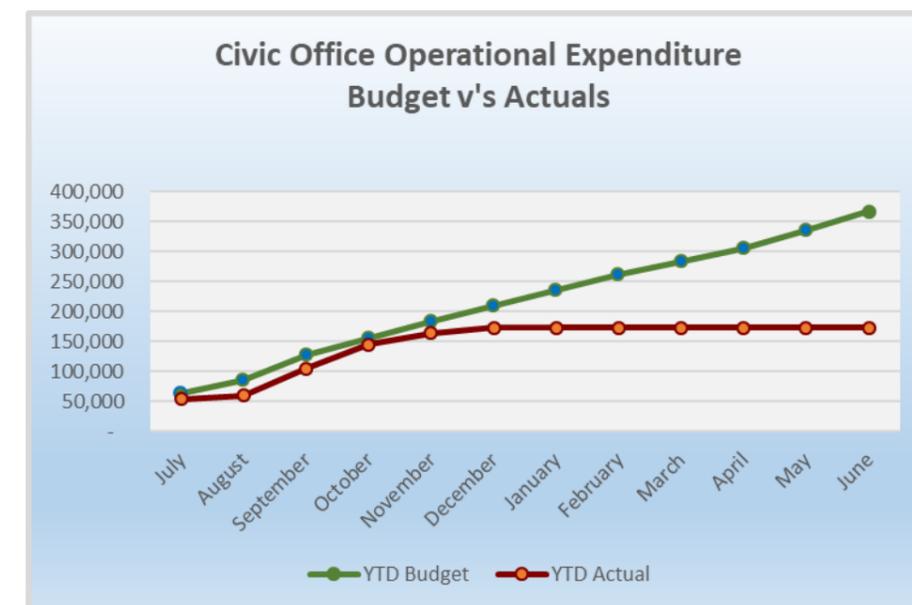
4 Year Delivery Program	1 Year Operational Plan 20/21	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
<p>DP1.1) Maintain strong relationships with all levels of Government and proactively seek involvement in decision making impacting our Shire and the New England Northwest Region.</p> <p>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</p>	<p>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.</p>	<p>B:CE C:CE D:EA&M</p>			+1	<p>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.</p> <p>Council was successful in the Fixing Local Roads (State) grant application (Tooloom Road) for \$3,996,000 in June 2020.</p> <p>Council was successful in the Black Spot grant funding application for \$788,000 (fed) towards sealing an unsealed section of Mt Lindsey Road.</p> <p>Council has been advocating for amendments to the 'Border Bubble' which is adversely effecting many people, especially those residing in or travelling to Urbenville.</p> <p>Council continues to advocate for funding through the plethora of grants now being offered to assist drought, bushfires and COVID-19 recovery efforts. All applications align to the 4 Year Delivery Plan and/or are determined by the Elected Body.</p> <p>Council has been strongly and very actively advocating in every theatre possible, to be granted funds to finish sealing the Mount Lindesay Road. Staff have taken various calls from different government agencies, so there is no doubt that questions are being asked at both a State and Federal level.</p>
<p>DP1.2) Provide sound and inclusive decisions using the Community Engagement Strategy to guide our interactions</p>	<p>Guide the decisions of the community to align with the Local Government Act and the Office of Local Government.</p>	<p>B:MCSGR C:MCSGR D:MCSGR</p> <p>B:CE</p>			+1	<p>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</p>

<p>Governance framework strategy, management & development (including registers and monitoring): A – Chief Corporate Officer</p>		C:CE			<p>of the longer term strategic meetings have been postponed indefinitely, such as the IP&R.</p> <p>Now that COVID-19 restrictions are on the decline, a review of legislated engagement is imminent. It is hoped that the IP&R requirements can recommence in the New Year.</p>
<p>DP1.3) Represent, advocate and lobby for the continued improvement of our local and regional health services.</p> <p>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</p>	<p>Advocate for health services throughout the Region and ensure future government planning aligns with community needs.</p>	B:CE C:CE D:EA&M		+1	<p>Council, through the District Emergency Management Committee, have been in communication with health regards COVID19 on a weekly to fortnightly basis. Council met with (via video conferencing) all Mayors, State politicians and the Cross Border Commissioner on 13 August to discuss the problems with the QLD Government imposed border restrictions and an additional special health exemption category being introduced. Council, and others, successfully advocated for change regards the border bubble and health practitioners in Urbenville (who were previously effectively locked out of attending the Hospital).</p> <p>Council continues to meet weekly, via video conference, with the Cross Border Commissioner in relation to Cross Border (Covid-19) issues.</p>
<p>DP1.5) Identify, represent, advocate and lobby for inclusion of the Shire's needs in regional and state planning.</p> <p>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</p>	<p>Advocate for continuing development of grant and funding opportunities at the Federal and State levels.</p>	B:CE C:CE D:EA&M		+1	<p>Correspondence to both State and Federal Government seeking changes to the \$1 for \$1 grant arrangements and increase in Financial Assistance Grant; April 2020.</p> <p>Liaised with Member for Lismore, the Hon. Janelle Saffin MP, to raise concerns in Parliament as to the potential outcome and time taking for the Government to commit to their election promise with transferring the status of the Bruxner Way back to highway status.</p>
<p>DP1.6) Advocate on behalf of the community for improved service levels across the Shires transport network.</p>	<p>Lobby State and Federal Governments for funding to:</p> <ul style="list-style-type: none"> • 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	<p>Council has sought an update from Transport for NSW regards the Tenterfield By-Pass from the NSW Government. Over the last three months the intended traffic count was deferred, as a realistic result (due to COVID) was unlikely to be calculated. The traffic count is important as it is required to complete the Benefit Cost Analysis.</p> <p>Council has many different grant applications pending for the sealing of the remainder of Mount Lindesay Road. The sealing of the remaining sections will largely be dependent on external grant funding success.</p> <p>Due to the safety of motorists the existing alignment of the Bruxner Way has recently been substantially improved by council, which somewhat negates the need to realign the Bruxner Way.</p> <p>The Bruxner Way reclassification is now at the priority submission stage. It has proven to be a slow process, but at least the process is now well underway.</p>

						Council has liaised with and advocated, with both the State and Federal Member, for funding to finish the last short unsealed section of Mount Lindesay Road. As stated previously, council has had numerous inquiries from State bureaucrats as to the detail, cost and potential timing of work should additional funding be made available. This is a good sign.
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. Tenterfield Shire is about to be showcased on 'Back Roads', possibly sometime in February.

b) Budget

COA	20/21 Review 1 Budget	20/21 YTD Actuals November	20/21 Percentage Spent
Civic Office	367,142	164,333	44.76%
2. Operating Expenditure	366,387	163,578	44.65%
4. Capital Expenditure	755	755	99.93%
1010500. Civic Office - Computer Equipment	755	755	99.93%



Operational Income:
As per the finance report.

Operational Expense:
Conformance. Ongoing.

c) Emerging Issues, Risks and Opportunities

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

The staff are literally counting the days until Christmas, as the work load in all sections has reached new highs.

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

The looking to 'get it done by Christmas' comments are flowing thick and fast. We're doing our best to maintain the level of service expected.

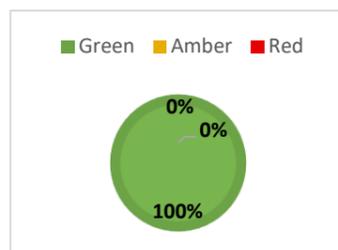
f) Business Statistics

Nothing significant to report.

g) Special events, achievements of note, celebrations

There isn't many councils in NSW that have delivered as many kilometres of bitumen seal as Tenterfield, even less that expect to deliver 43km by 30/6/2021, and I doubt there'd be any that are planning to **DELIVER ANOTHER 36km** of bitumen roads if the criteria for spending the extra \$869K allocated to TSC matches our aims.

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.

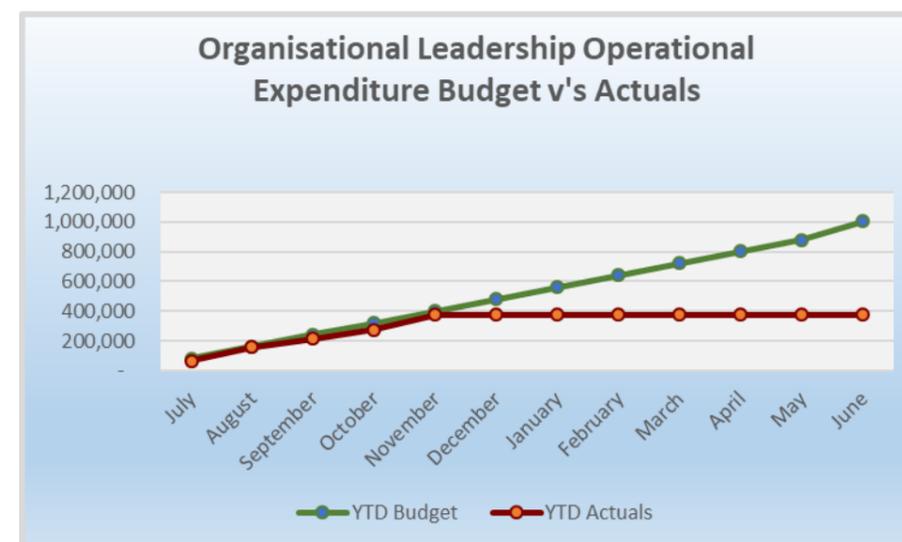
a) Delivery and Operational Plan Precipis

4 Year Delivery Program	1 Year Operational Plan 20/21	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP2.01) Collaborate and deliver resources with other organisations to ensure a variety of cost effective services across the service area. <i>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</i>	Implement a long term financial strategy pursuant to the community strategic planning legislation, with special emphasis of aligning the Long Term Financial Plan with the Asset Management Plan.	B:CE C:CE			+1	Strategic Asset Plan approved by Council. Road Asset Management Plan, which constitutes the vast majority of our forward expenditure, presented to Council August. The number of successful grant applications is wonderful, and will completely change our long-term financial outlook. Have to be wary though, that with new assets comes increased depreciation.
DP2.02) Deliver continuous improvements in Council's business, processes and systems <i>Strategic direction planning: A – Chief Executive</i> <i>Business process improvement & integration: A – Chief Executive</i>	Guide the transformation of the Organisation culturally and technically from database to geospatially based management systems, highlighting interconnectivity.	B:CE C:CCO			+1	Complete.
	Corporate advertising and communications, council publications and web site. Internal communication strategy, management and delivery.	B:EA&M C:EA&M D:EA&M			+1	Websites completed. Acknowledged by the wider industry regards our communication finesse in winning an RH Dougherty Award for communication (August 2020). Council's Media Policy updated for adoption at the September 2020 meeting.
	Deliver Business improvements, recognising emerging risks and opportunities.	B:CCO C:MCSGR D:MCSGR			+1	Council successfully implemented a new: <ul style="list-style-type: none"> 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) <p>Council will this year be implementing the following:</p> <ul style="list-style-type: none"> Asset Finda - Asset management system Greenlight - Development applications portal Altus Power BI - Reporting tool

						<ul style="list-style-type: none"> 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. Streamlined payment of Councillor Allowances and Expenses.
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.

b) Budget

COA	20/21 Review 1 Budget	20/21 YTD Actuals November	20/21 Percentage Spent
Organisation Leadership	1,004,124	377,149	37.56%
2. Operating Expenditure	1,004,124	377,149	37.56%



Operational Income:
Refer to finance report.

Operational Expense:
Compliant. Ongoing.

c) Emerging Issues, Risks and Opportunities

Staff are looking forward to celebrating the end of what has turned out to be one of the most productive years on record. Despite COVID the delivery of assets never stopped. If anything, the delivery actually increased. The opportunity to prop our economy up during COVID was taken – in Spades.

d) The Business of Improving the Business

The 'Transformational Leadership' mantra that was adopted a few years ago (using the 'Purpose, alignment, clarity, trust, measure, manage, improve and celebrate' dictum) has gotten us through the extra hurdles we've faced during Covid-19. It's wonderful to see such a high level of comradery and teamwork occurring on a day-to-day basis. **The culture here is one of 'let's help each other', which as the CEO makes me feel so indebted to my wonderful staff. Truly remarkable people to work with!**

e) Customers

Refer to 'Civic'.

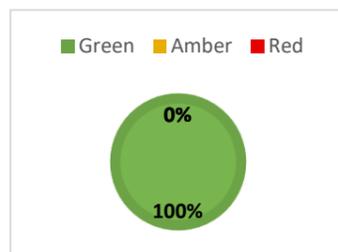
f) Business Statistics

Nil to report.

g) Special events, achievements of note, celebrations

Nil to report.

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			+1	Review of current Community Engagement policy & Community Engagement Strategy.
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	Ongoing partnering to implement programs and activities that enhance the wellbeing of Aboriginal and Torres Strait Islander People in our Shire.
DP3.03) Support people with specific needs through appropriately identified services and advocacy. Community and cultural capacity building: A – Chief Executive	Support community safety and crime prevention partnerships.	B: MEDCE C: MEDCE D: CDO			+1	Partnerships continue to support community safety and crime prevention.
	Support facilities and activities to improve the physical and mental health of the community.	B: MEDCE C: MEDCE			+1	Ongoing support of activities to improve the mental health and wellbeing of our community.
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	Engagement within our community continues regarding support for accessibility needs.
DP3.05) Develop and implement the Tenterfield Shire Council Disability Inclusion Action Plan with key partners. 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	Advocacy for accessibility continues on an ongoing basis with community organisations.
DP3.07) Support community organisations that develop and maintain a range of facilities that meet the diversity of community needs, interests and aspirations.	Support community organisations, groups and events to provide a wide range of activities.	B: MEDCE C: MEDCE D: CDO			+1	A wide range of community organisations are supported to provide a wide range of activities.

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						
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	Ongoing promotion and support of activities that highlight community wellbeing.
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	Ongoing communication with various community organisations maintained.
	Deliver Business improvements, recognising emerging risks and opportunities.	B: MEDCE C: MEDCE D: CDO			+1	Appreciative inquiry in regard to improvements recognizing emerging risks and opportunities continues.
	Manage the Community Development Service of Council in a financially responsible manner in line with Budget allocations.	B: MEDCE C: MEDCE D: CDO			+1	The Community Development Service of Council is managed financially responsibly.

b) Budget

COA	20/21 Review 1 Budget	20/21 YTD Actuals November	20/21 Percentage Spent
Community Development	194,653	122,841	63.11%
1. Operating Income	(6,342)	(500)	7.88%
2. Operating Expenditure	200,995	123,341	61.37%

Capital Income:

N/A

Capital Expenses:

N/A

Operational Income:

N/A

Operational Expense:

This includes Bushfire Recovery Grant expenditure OF \$90,000.

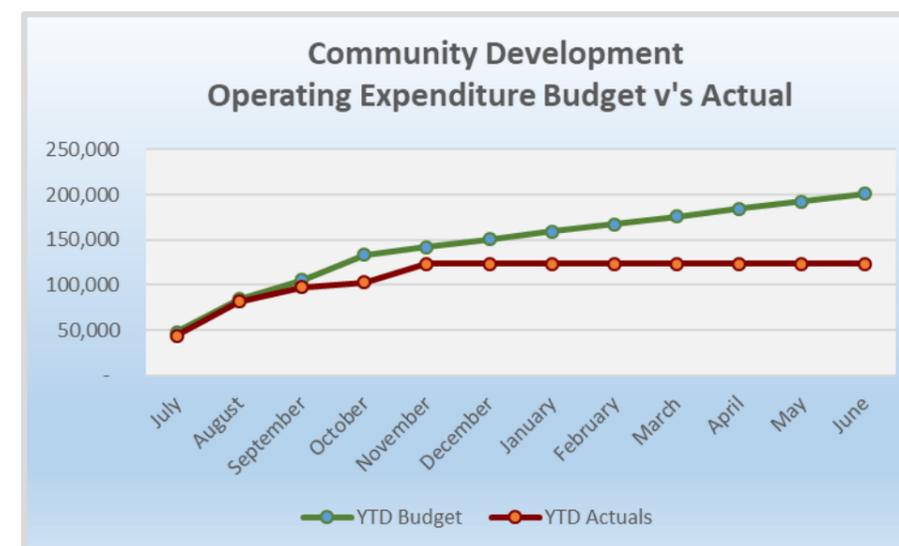
c) Capital Projects

d) The Business of Improving the Business

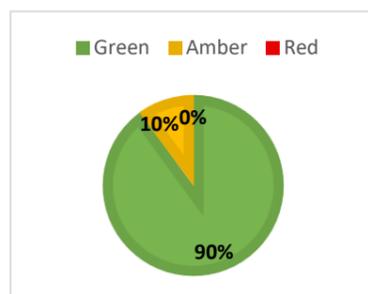
e) Customers

f) Business Statistics

g) Special events, achievements of note, celebrations



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. Increased lot sales for Tenterfield Industrial Estate since September, following reduced lot pricing and removal of development caveats. 4 lots currently remain on the market – 1 under offer.
	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 partnered to give businesses the opportunity to participate in an online marketing mentoring program, facilitated by Tourism e-School, which commenced 27th October with a total of 36 Tenterfield-based businesses registered to participate and 5 Armidale-based businesses, as the program was offered to businesses within the New England High Country Region due to grant funding allocation. The final module of this program was delivered 1 st December.
DP4.03) Lobby for the improvement of telecommunications infrastructure throughout the Shire recognising internet connectivity as a significant barrier to all business activity.	Support future proposals for improved telecommunications infrastructure.	B: CE C: CE				

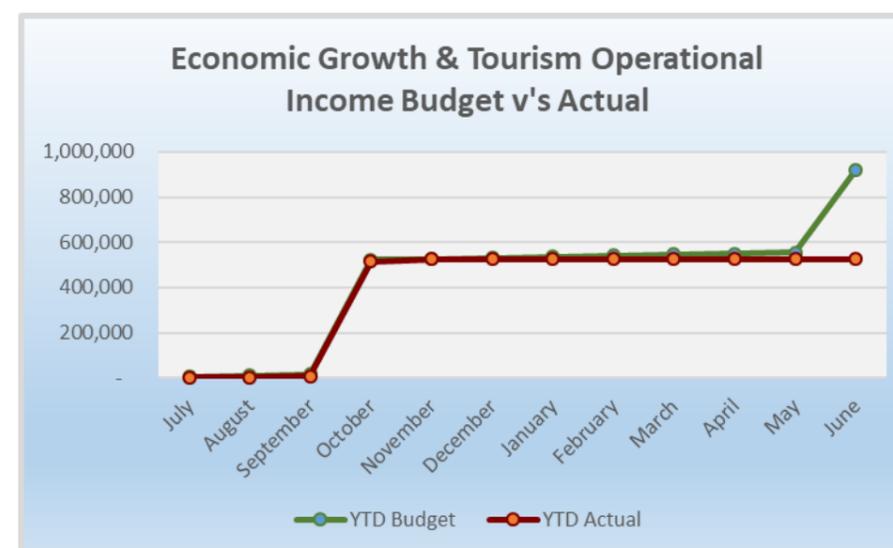
<p>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</p>					
<p>DP4.04) Support agriculture as a significant industry in the Shire and promote initiatives that enhance the economic sustainability of agriculture. Business sector development: A – Chief Executive</p>	<p>Support local agricultural events and investigate an appropriate event that showcases the Tenterfield agricultural district and industries.</p>	<p>B: MEDCE C: MEDCE D: TO</p>		<p>+1</p>	<p>Tenterfield Show Society have set event dates for the 2020 Tenterfield Show as 5-6 February, which will be subject to COVID-19 restrictions.</p> <p>Council provided grant funding to the Tenterfield Show Society to run a photography competition – <u>Capture Tenterfield</u> – a celebration of Tenterfield people and places, which we are assisting to promote.</p>
<p>DP4.05) Promote Tenterfield Shire as a tourism destination. Sponsorship: A – Chief Executive Tourism: A – Chief Executive</p>	<p>Development, management and delivery of the Destination Marketing Plan and marketing campaigns for Tenterfield Shire.</p>	<p>B: MEDCE C: MEDCE D: TO</p>		<p>+1</p>	<p>Ongoing planning and implementation of annual marketing programs.</p> <p>Pre-Christmas Shopping Campaign Pre-Christmas campaign to support the Tenterfield Chamber of Tourism, Industry & Business' 'Christmas Beats in Bruxner' initiative and window dressing efforts of local businesses, particularly retail and hospitality. Campaign consists of a radio advertising campaign to run on Rebel FM Gold Coast + Rebel FM Logan/Scenic Rim from Tuesday 1 December – Wednesday 23 December (3.5 weeks). This will be a high-intensity campaign with a total of 400 ads (200 on each station). Listen to the radio ad here: https://bit.ly/2JkQ7Oj</p> <p>This campaign is supported by the Visit Tenterfield website, which lists our key shopping experiences and relevant blogs. Social media posts, including sharing of user-generated content and Instagram and Facebook 'stories' will also be focussed on bringing people to Tenterfield for a pre-Christmas shopping experience, which will also encourage visitors to make a weekend of it.</p> <p>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 and ongoing advocacy to visitors and local business operators to engage with our social media accounts and hashtags.</p> <p>Council's Tourism & Marketing Officer also designed branded social media promotion cards, which have been printed and distributed to local businesses, as well as made available to visitors and local businesses via the Visitor Information Centre. These cards feature Visit Tenterfield's website, social media account handle, and key hashtags to increase content sharing opportunities across destination marketing social accounts.</p> <p>Tenterfield & District Visitor Guide Distribution of the visitor guide to the QLD visitor centre network</p>

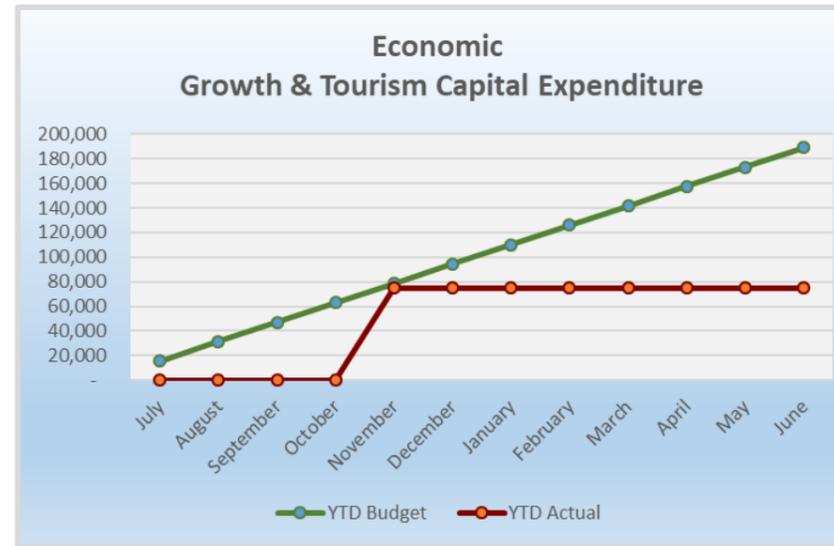
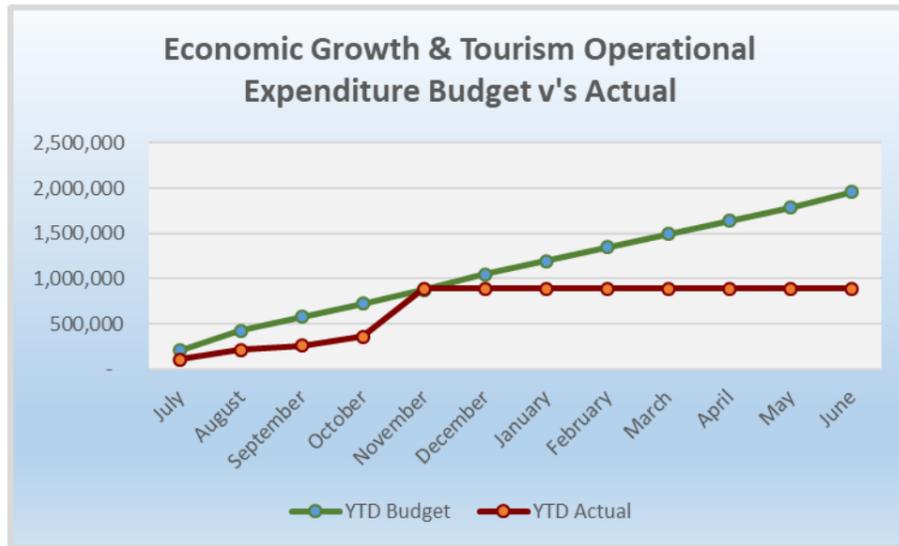
					<p>continues. Distribution to local businesses also continues, but guides are available for collection from the Tenterfield Visitor Information Centre (VIC) and some businesses have collected these directly. A pdf version of the guide is also available online via the Visit Tenterfield website.</p> <p>Visitation 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 spring tourism marketing campaign, which commenced mid-September and concluded at the end of October. The TV ad that was key in this campaign is played daily on the VIC TV and visitors often comment that they saw the ad on TV, which made them want to visit Tenterfield. Note: Qld border reopened Tuesday 1 December.</p>
<p>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</p>	<p>Advocate transport options for the community.</p>	<p>B:MEDCE C:MEDCE</p>			<p>+1</p> <p>Information on current transport options continues to be provided via the Visitor Information Centre and Visit Tenterfield website.</p>
<p>DP4.07) Partner with our neighbours and stakeholders to deliver a diverse destination proposition for visitors. Tourism A – Chief Executive Business sector development: A – Chief Executive</p>	<p>Maintain partnerships with neighbouring Councils and industry.</p>	<p>B:MEDCE C:MEDCE D:TO</p>			<p>+1</p> <p>Research Project: Planning for the Visitors of the Future 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.</p> <p>Media release was distributed by Tenterfield Shire Council to key media and local contacts, which gained traction, resulting in an article published by Tenterfield Star and an ABC radio interview with one of the research team members, as well as another interview with Kyogle Council's General Manager.</p> <p>New England High Country 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 (for which Council's Tourism & Marketing Officer is the Project Lead); new visitor guide and map (developed by Emprise-HemaX Maps); RV & caravan film and content shoot in each LGA (Tenterfield content shoot took place 1st week of November), motorcycle & classic car club touring campaigns; development of 4 x Soundtrails in National Parks across the NEHC region, one being Bald Rock National Park. Council's Tourism & Marketing Officer met with Soundtrails Producer, Hamish Sewell, and local NPWS Team Leader - Ranger, Michael Lieberman to discuss potential contacts, which led to initial recordings being carried out on site and positive progress with sourcing of content from key contacts.</p>

						Tenterfield Chamber of Tourism, Business & Industry Strong relationship maintained with Tenterfield Chamber of Tourism, Business & Industry involving regular communication and updates. Marketing support provided to support the chamber's upcoming 'Christmas in Bruxner' initiative.
DP4.08) Facilitate and participate in ongoing partnership activities with the New England High Country, Tenterfield Chamber of Tourism, Industry and Business. Tourism: A – Chief Executive Business sector development: A – Chief Executive Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive	Collaborate and liaise with State, regional and local organisations and businesses on marketing projects and promotions.	<i>B: MEDCE</i> <i>C: MEDCE</i> <i>D: TO</i>			+1	Ongoing liaison with local, regional and state tourism and business organisations. Relevant information and opportunities regarding marketing projects and opportunities is regularly shared with local business operators through Tourism & Economic Development Newsletter and email communications.
DP4.09) Promote the liveability of Tenterfield Shire as a place to live, work and play. Tourism: A – Chief Executive Business sector development: A – Chief Executive Community and cultural capacity building: A – Chief Executive Sponsorship: A – Chief Executive	Deliver marketing activities and events to promote Tenterfield as a place to visit, live and invest.	<i>B: MEDCE</i> <i>C: MEDCE</i> <i>D: TO</i>			+1	Spring tourism marketing campaign commenced mid-September and concluded end October. Planning of summer tourism marketing campaign was finalised in November for implementation in December. Information on Moving to Tenterfield (live & invest) included in new Visitors Guide and on Council Website. Tenterfield Industrial Estate website remains live. All marketing activity places focus on promoting Tenterfield as a place to visit, live and invest.

b) Budget

COA	20/21 Review 1 Budget	20/21 YTD Actuals November	20/21 Percentage Spent
Economic Growth and Tourism	1,154,924	365,573	31.65%
1. Operating Income	(920,156)	(525,737)	57.14%
2. Operating Expenditure	1,957,180	888,375	45.39%
3. Capital Income	(75,000)	(75,000)	100.00%
4. Capital Expenditure	189,000	75,083	39.73%
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	145,000	75,083	51.78%





Capital Income:

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

Capital Expenses:

First instalment of \$75,000 for Art Installations Tenterfield Creek has been paid to Make It Tenterfield.

Grant Funding to be sourced for these Projects:

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

Operational Income:

Drought Communities Extension grant payment 1 received (\$500,000).

Operational Expense:

This includes bushfire grants expenditure \$183,000, and Drought Communities expenditure of \$484,000.

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

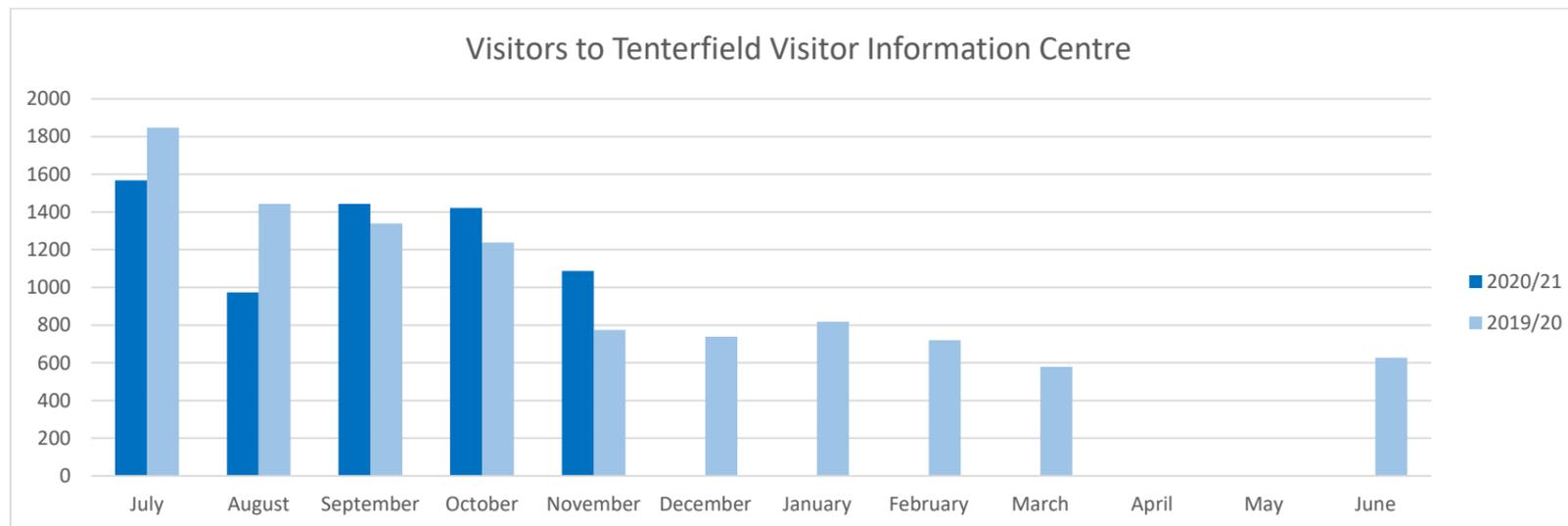
Economic Development, Tourism, Community and Cultural team continues to work collaboratively to improve outcomes for the community.

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 by Council’s Tourism & Cultural Services Officer.

g) Business Statistics

November 2020	Visitor Numbers	Vs previous year	Notes
Visitor Information Centre Visitors	1,087	+40.3%	Queensland border to reopen to all areas of NSW (except Greater Sydney Hotspots) on 3 November 2020, which will likely have a positive impact on visitor numbers to the region.
Visit Tenterfield Website Visitors	2,593	+571.762%	New website is the key call to action for all marketing activities. Note: Tenterfield Tourism website decommissioned 1 July and is redirected to Visit Tenterfield website.
Visit Tenterfield Social Media Accounts	Followers	Engagement	Notes
Visit Tenterfield Facebook Account	5,606 people	Avg. Organic Reach: 1,025 people per post	
Visit Tenterfield Instagram Account	2,026 people	Impressions: 8.92K	



h) Special events, achievements of note, celebrations

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

Country backroads via @mynotesfrom (Lara Flanagan)

Visit Tenterfield is in Tenterfield, New South Wales. Published by Emma Johnson [?] · November 15 · 🌐

There's just something so fulfilling about exploring country backroads...
 📌: Lara of My Notes From shares her love for this one in particular:
 "This is my dreaming road, my meandering road, my love of country roads road, my wind down the windows with Joni Mitchell blaring loudly road. ...
 See More



Get More Likes, Comments and Shares
 When you boost this post, you'll show it to more people.

4,340 People Reached 690 Engagements [Boost Post](#)

👍❤️👤 Marian Stewart, Diana Ri and 281 others 13 Comments 30 Shares

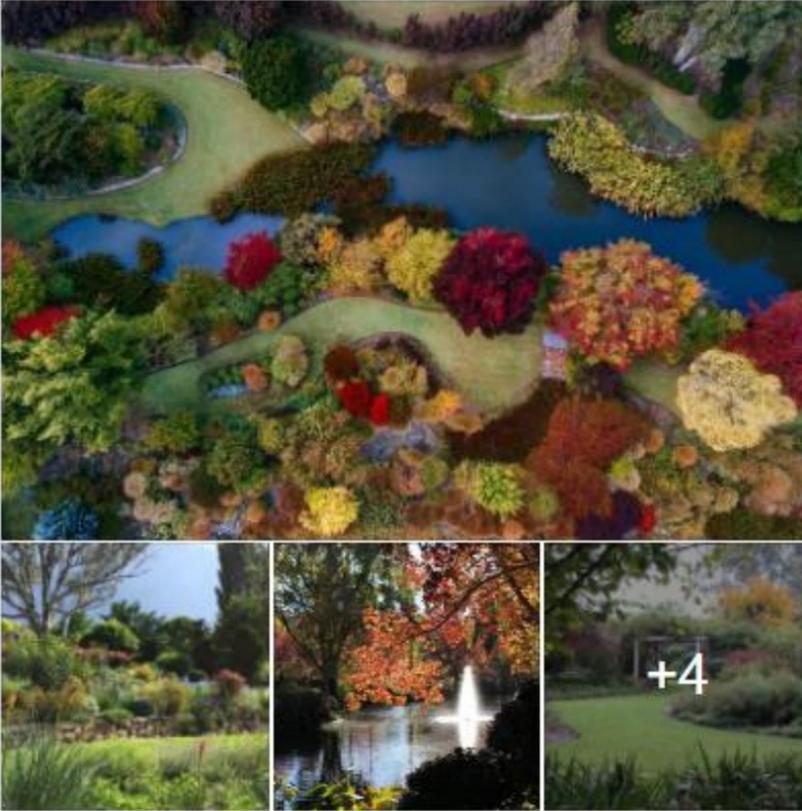
👍 Like 💬 Comment ➦ Share 🗲

4, 340 people reached
 410 reactions, comments & shares
 690 engagements
 Organic (unpaid) Post

Glenrock Gardens Open Day – Sunday 29 November

Visit Tenterfield Published by Emma Johnson [?] · 5d · 🌐

Glenrock Gardens is hosting an Open Garden Day THIS SUNDAY 29th November and you're all invited.
 Take a self-guided tour amongst 10 acres of landscaped beauty that invites you to enjoy the many "outdoor rooms" and water views.
 📍 84 Robinsons Lane, Tenterfield NSW... See More



Get More Likes, Comments and Shares
 When you boost this post, you'll show it to more people.

4,025 People Reached 598 Engagements [Boost Post](#)

👍❤️👤 Sandra Koch, Jenny McPherson and 182 others 12 Comments 30 Shares

👍 Like 💬 Comment ➦ Share 🗲

4,025 people reached
 315 reactions, comments & shares
 598 engagements
 Organic (unpaid) Post

Cherry Dale Orchard - Apricot Harvest

Visit Tenterfield is at Cherrydale Orchard Tenterfield. Published by Emma Johnson [?] · November 8 · Tenterfield · 🌐

Love apricots? You're in for a treat! The team at Cherry Dale Orchard started picking their first variety of apricots during the week and are getting closer to picking more stone fruit varieties as they continue to ripen.
 🍒 Delicious cherries are also still available.
 You can visit this beautiful property to stock up on fresh fruit and experience the orchard, gardens and plant nursery daily between 9am - 5pm.
 This is a great opportunity to support a local farming family celebrating their 39th harvest.
 📍 8116 New England Highway, Tenterfield (approx. 10km south of the Tenterfield township)
 More info: <https://bit.ly/3kFWTLL>
 #tenterfieldtrue



Get More Likes, Comments and Shares
 When you boost this post, you'll show it to more people.

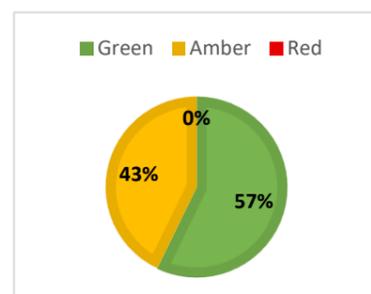
3,684 People Reached 466 Engagements [Boost Post](#)

👍❤️👤 Pamela Cunningham, Emily Tudman and 152 others 9 Comments 23 Shares

👍 Like 💬 Comment ➦ Share 🗲

3,684 people reached
 270 reactions, comments & shares
 466 engagements
 Organic (unpaid) Post

5. Theatre and Museum Complex



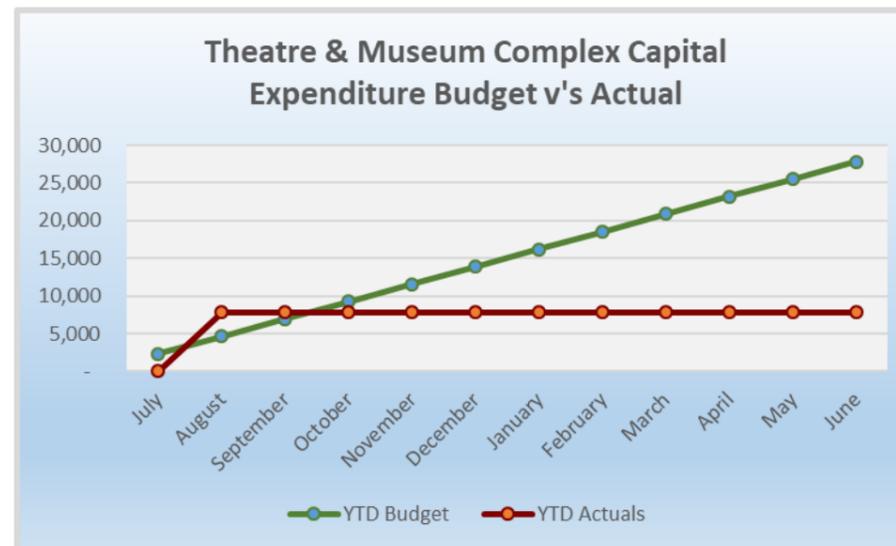
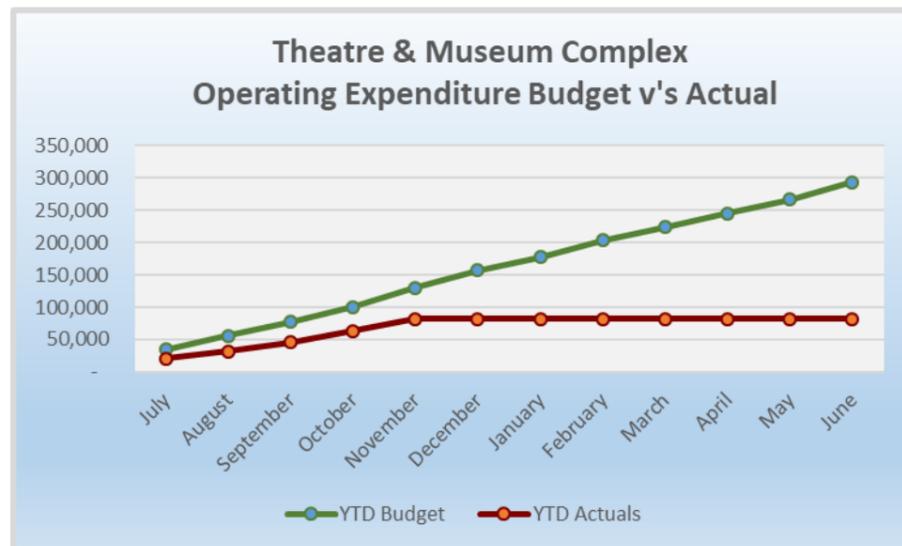
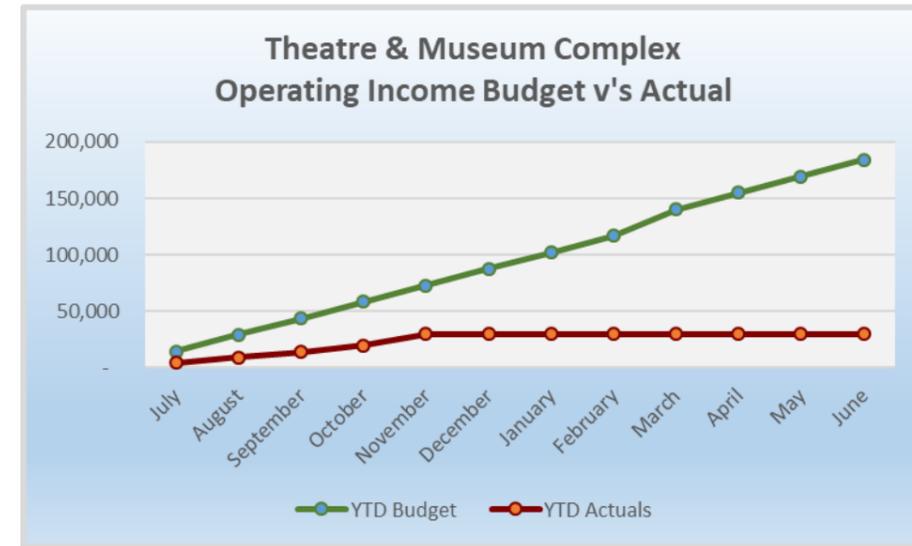
Under the 4 year Delivery Plan *Theatre and Museum Complex* relates to: Sir Henry Parkes School of Art; cultural diversity, events and art activities; youth engagement; volunteering; and festivals. The Office of the Chief Executive directly oversees these outcomes.

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. Culture, theatre & museum: A – Chief Executive	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. Thanks to Peter Harris, David Higgins and the Friends of the SOA our museum is now enhanced with visitors experiencing 15 videos of Federation, Sir Henry Parkes and stories of the SOA.
	Manage the Theatre and Museum Complex in a financially responsible manner in line with Budget allocations.	<i>B: MEDCE C: MEDCE D: CO</i>		0		Ongoing. Regularly monitor current budget. Due to COVID19 theatre productions for 2020 has limited numbers, first theatre show is Country Witches Association 22 November 2020, 89 attended.
DP5.02) Enhance cultural diversity by encouraging cultural and artistic opportunities. Culture, theatre & museum: A – Chief Executive	Maintain a collaborative working relationship with National Trust Australia (NSW) and Friends of the School of Arts.	<i>B: MEDCE C: MEDCE</i>			+1	Ongoing. Regular meetings held with the Friends of the School of Arts and National Trust Representative. Completed tablets with museum information and stories to enhance the museum experience launched at 75 th Anniversary of NSW National Trust.
DP5.03) Enrich the cultural life of the community by supporting a variety of cultural events and activities for residents and visitors Culture, theatre & museum: A – Chief Executive Community events: A – Chief Executive Volunteer recruitment and placement: A – Chief Executive	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		Cinema numbers increasing due to less restrictions on border and Australian movies. First Theatre production has been scheduled for Sunday 22 November 2020 7pm Country Witches Association a Mandy Nolan production Music and Comedy, 89 attended. Promotion of the SOA activities occurs by social media, website, newsletters and programs.
DP5.04) Promote volunteer opportunities and manage volunteers at the Sir Henry Parkes Memorial School of Arts.	Provide volunteer training and upskilling in a safe and engaging work environment.	<i>B: MEDCE C: MEDCE</i>		0		Reduction in Volunteers, difficult to get new volunteers due to COVID19. Volunteer newsletter is going out monthly.
DP5.05) Encourage activities for young people and families in Tenterfield Shire Culture, theatre & museum: A – Chief Executive Community and cultural capacity building: A – Chief Executive	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. with COVID19 restrictions, 50% capacity is now allow in Theatre up to 100 persons.

b) Budget

COA	20/21 Review 1 Budget	20/21 YTD Actuals November	20/21 Percentage Spent
Theatre & Museum Complex	137,637	90,993	66.11%
1. Operating Income	(184,152)	(29,919)	16.25%
2. Operating Expenditure	293,994	82,080	27.92%
3. Capital Income	0	31,036	0.00%
4. Capital Expenditure	27,795	7,795	28.05%
5000506. School of Arts Complex - Upgrade Exterior & Windows (SRV)	7,795	7,795	100.01%
5005509. School of Arts - Update Theatre Lighting	10,000	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.

f) Customers

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

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

g) Business Statistics

Museum – October 2020		Cinema – October 2020	
Total museum visitation	326	Total cinema admissions	502
Average Admission Price	\$5.15	Screenings	27
Merchandising Sales	\$25	Candy Bar	\$682.50
Museum Entry Sales	\$1680	Average Admission Price	\$9.44
		Gross Box Office	\$4741.00
		Net Box Office	\$4310.00
		Website Visitors	109
		Website Change	-14.6%
Museum Volunteers		Newsletter Subscribers	218
10 Volunteers x 198 hours			
Cinema Volunteers 16 x 59 Hours			

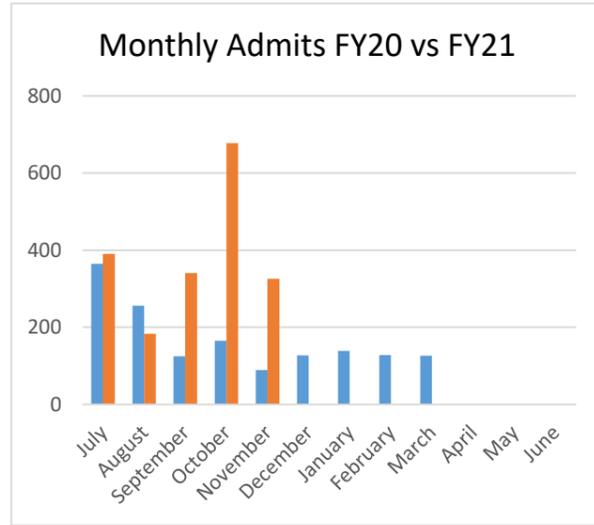
h) Special events, achievements of note, celebrations

November cinema attendance has increased, Australian produced movies Rams, Slim & I and Never to Late has been enjoyed by our patrons.

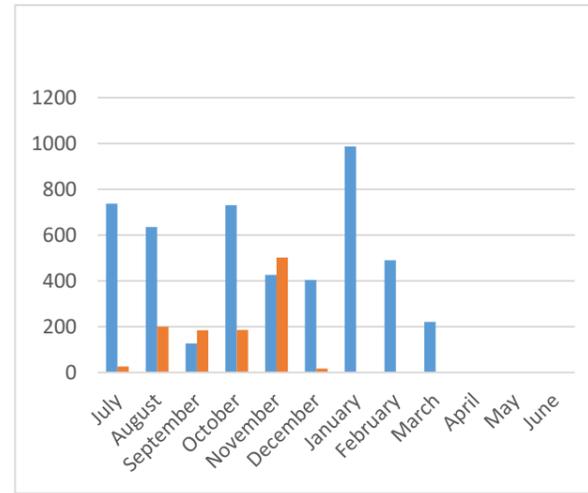
First theatre show Country Witches Association enjoyed by 89 persons. (Maximum amount due to COVID19)

COVID19 Safety plan includes post and rope barriers in place, 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 Dymitric 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. Quote received by qelectrical QLD, will take up to 8 weeks to be build ne controller.

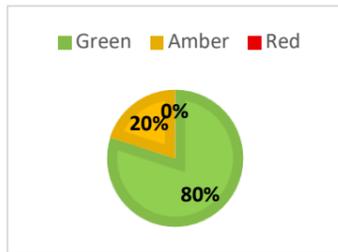


Museum Admits



Cinema Admits

6. Library Services



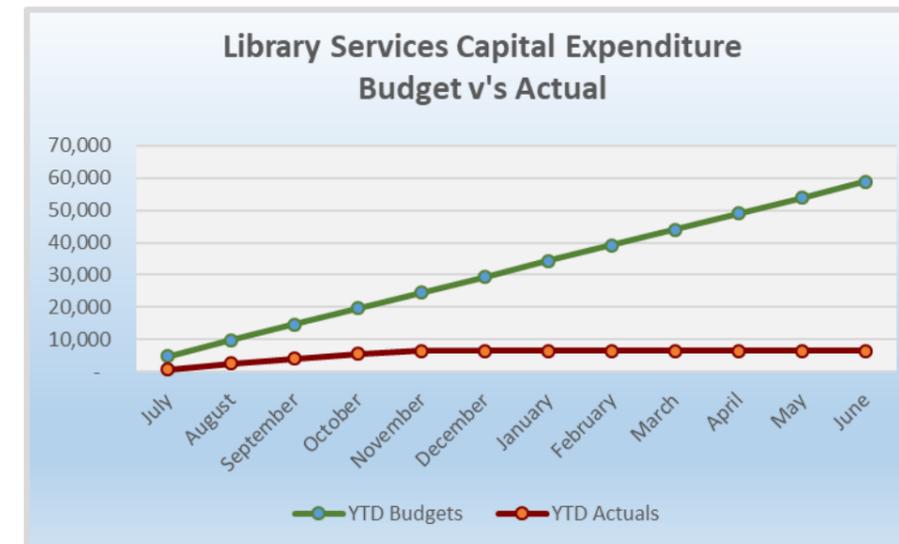
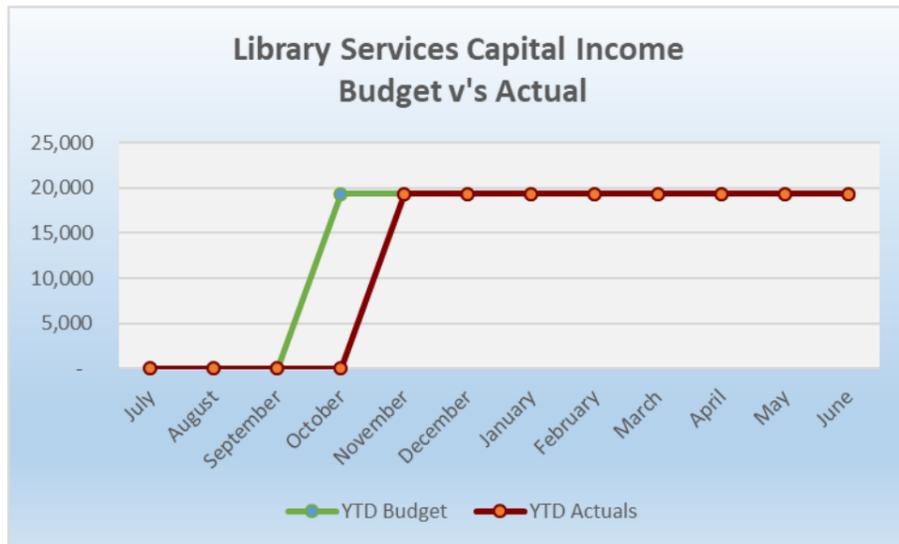
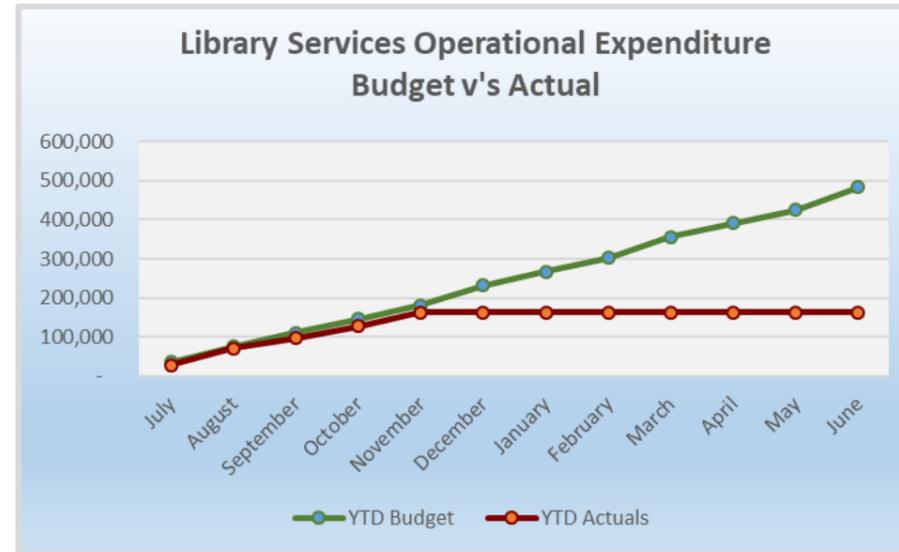
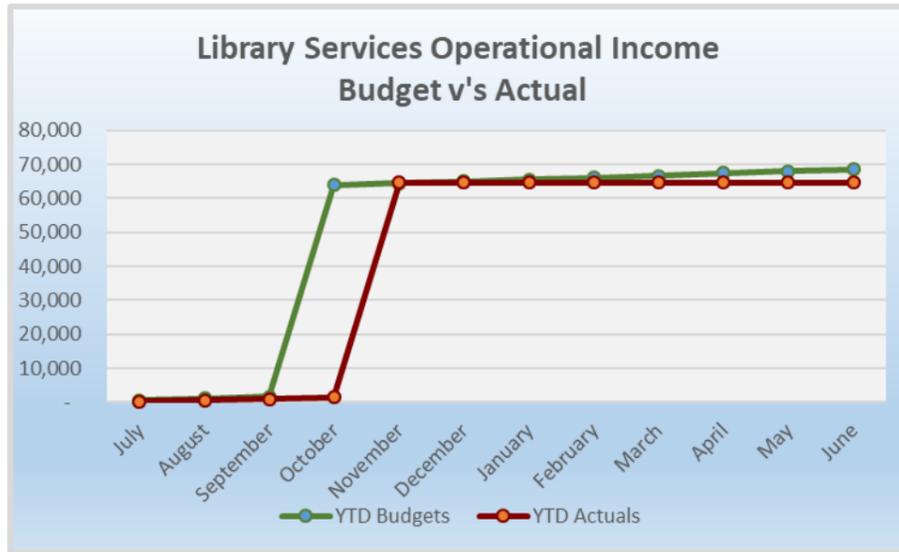
Under the 4 year Delivery Plan *Library Services* relates to: home services; vision impaired; review and updating collections; exchanges; internet and Wi Fi access; accessible technology; exhibitions; online training and resources; research and reference services; and the management of corporate art 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:

COA	20/21 Review 1 Budget	20/21 YTD Actuals November	20/21 Percentage Spent
Library Services	459,956	88,068	19.15%
1. Operating Income	(68,528)	(64,687)	94.40%
2. Operating Expenditure	483,719	162,925	33.68%
3. Capital Income	(19,329)	(19,329)	100.00%
4. Capital Expenditure	58,802	6,453	10.97%
5000500. Library Resources	21,622	6,453	29.85%
5000515. Local Priority Grant 2019/20	17,851	0	0.00%
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.
- Members of the Northern Tablelands Cooperative Library Service met online on 12 November to discuss budget priorities. It was decided to keep the subscription to Pressreader (online access to newspapers and magazines) for the present and decrease the budget for large print and talking books to compensate for the shortfall.
- The Library Service is planning to return to near normal opening hours on 14 December (10am – 4.30pm).

e) The Business of Improving the Business

- Members of the Family History Group have assisted staff in culling the magazine section of the Family History Collection to ensure the relevance of the collection.

f) Customers

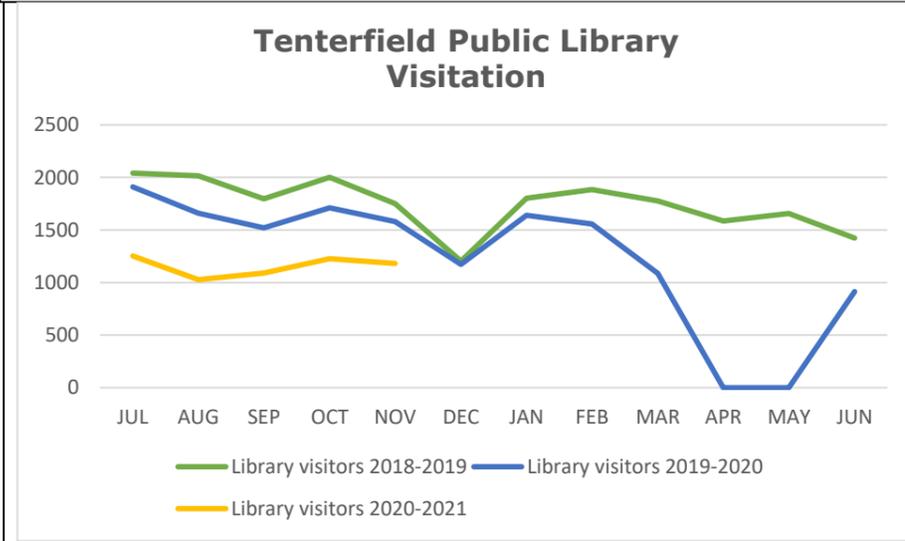
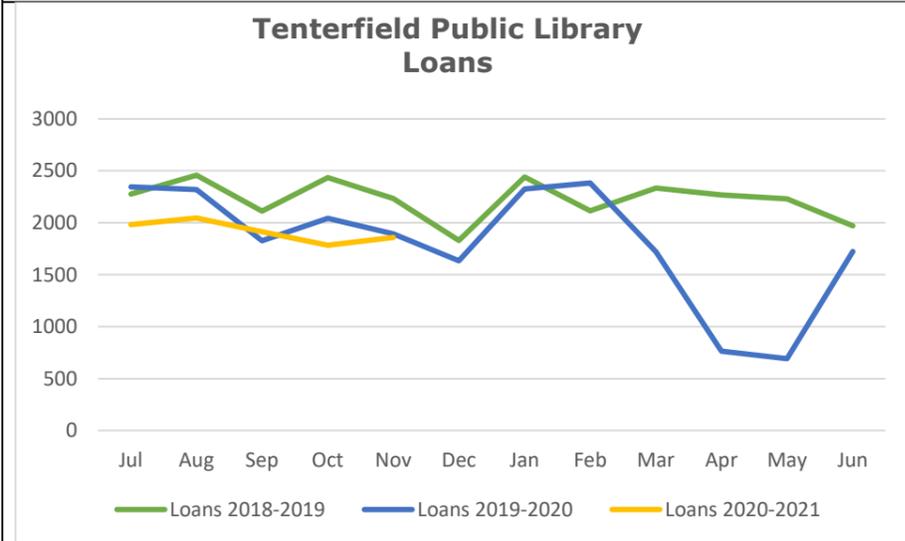
- All internal and external enquiries are responded to within appropriate timeframes.

g) Business Statistics

Tenterfield Public Library Statistics for November 2020

Loans Tenterfield: 1,239
 Loans Drake: 24
 Loans Torrington: 33
 Loans Urbenville: 75
 Total Physical loans: 1,371
 Total eLoans: 488
Total of Loans: 1,859
 Home Library Service Loans: 162
 Tenterfield Door count: 1,135
Total Library Visitors: 1,181

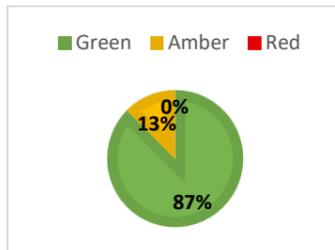
Reservations satisfied: 57
 New borrowers: 7
 Computer Users: 173
 Computer Hours: 184.75
 OPAC searches: 2,044
 Tenterfield Star database searches: 311
 Completed ILL Total: 19
 Deletions: 1640 (cull of FHG)
 New Items catalogued: 123
Holdings as at 01/12/2020: 31,604



h) Special events, achievements of note, celebrations

Christopher Halpin has been appointed as Assistant Library Officer (Part Time). Christopher commences duties on 10 December.

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.

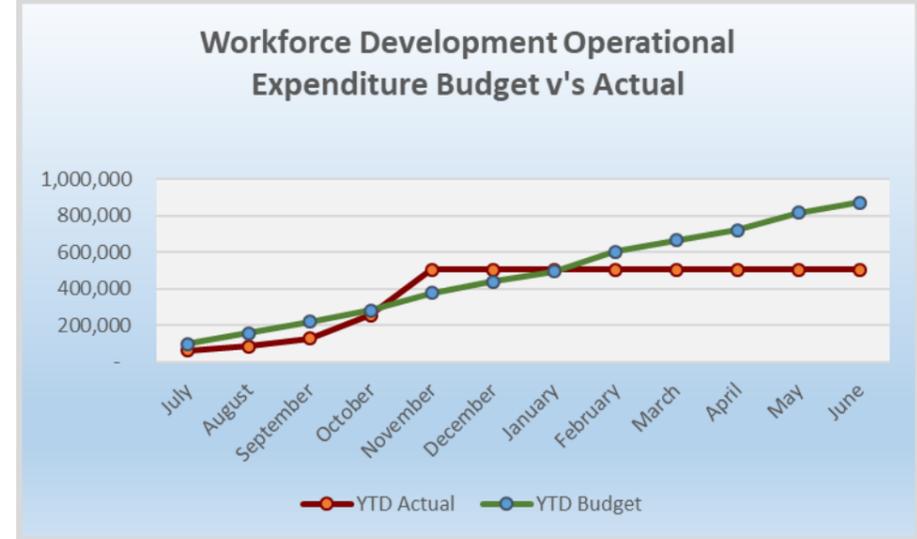
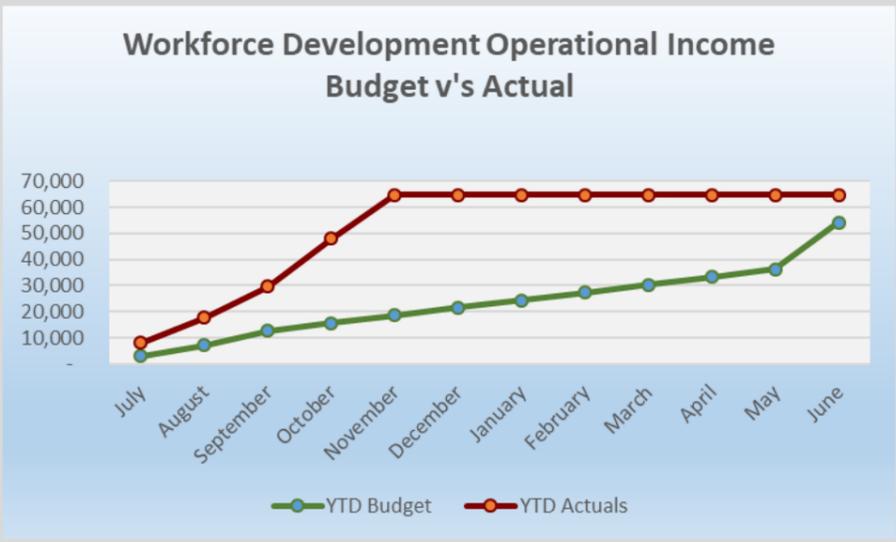
a) Delivery and Operational Plan precis

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> <i>B:MHRWD</i> <i>C:WHSRMO</i> <i>D:WHSRMO</i>	-1	0	+1	Consultation communication, and participation processes in line with legislative requirements. This will now be enhance with the appointment of the new WHS Risk Management Coordinator facilitating regular scheduled forums. Wellbeing strategies continuing to be enhance and developed in consultation with our provider. Health and wellbeing services continue. Recovery at work processes currently being implemented are reducing costs, maintaining good employer-employee relationships enhancing employee satisfaction and regulatory compliance. Higher duties flat rate allowance where applicable continues to enhance employee recognition & incentive. All staff are now currently working from or in a Council office or asset. This strategy to improve comradery and communication was implemented due the extended length of time some staff have been isolated from the normal work environment. Ongoing and will continue until the Administration building is complete.
DP7.02) Delivery of programs to grow and invest in our existing and emerging leaders and support a culture of high performance. <i>Workforce culture: A – Chief Executive</i> <i>Workforce performance: A – Chief Executive</i> <i>Human resource advisory, performance, review and training: A – Chief Executive</i>	Develop, manage and deliver the skills targeted training plan and opportunities for staff to excel.	<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 still being categorised into competency, skill enhancement or career development and matrixed for budgetary alignment. Remains ongoing. The Objective leadership program finalised this month producing excellent results for both staff and the organisation. Regulatory training delivery has been a key focus this month due to the earlier COVID-19 delays and restrictions.

<p>DP7.03) Manage the implementation of Council's Workforce Management Strategy.</p> <p>Workforce planning: A – Chief Executive</p> <p>Workforce performance: A – Chief Executive</p>	<p>Develop, manage and deliver the Workforce Management Strategy (include update on employee numbers here).</p>	<p>B:MHRWD C:MHRWD</p>		<p>+1</p>	<p>The review of the organisation's labour structure continues, with a focus on casuals, trainees, contractors and outstanding recruitments. Discussions continuing with associated business unit Managers to ensure a continued focus on operational outcomes, required resourcing with strategic alignment and financial alignment. Strategic, operational and risk analysis and evaluation of the use of casuals, labour hire and fixed term contracts within the current structure has been completed. Some mitigating measures have been implemented and planned. Ongoing monitoring and review. Current FTE 112.1</p>
	<p>Deliver Business improvements, recognising emerging risks and opportunities.</p>	<p>B:MHRWD C:MHRWD</p>		<p>+1</p>	<p>Strategic workforce planning is a current focal point ensuring a deep understanding of the current and future states of our workforce. The completed evaluation on the use of casuals, labour hire and fixed term contracts under the new 2020 State Award has highlighted opportunities and risks that Council can assess, mitigate and or take advantage of. Assessments ongoing. Mitigating measures have been implemented and planned.</p>
	<p>Manage the Workforce Development Service of Council in a financially responsible manner in line with Budget allocations.</p>	<p>B:MHRWD C:MHRWD</p>		<p>+1</p>	<p>Operational budgets in line with projected expenditure.</p>
<p>DP7.04) Developing attraction and retention practices across Council.</p> <p>Workers compensation: A – Chief Executive</p> <p>Recruitment & selection: A – Chief Executive</p> <p>Workforce culture : A – Chief Executive</p> <p>Human resource advisory, performance, review and training: A – Chief Executive</p>	<p>Develop, manage and deliver Employer of Choice recruitment and retention services.</p>	<p>B:MHRWD C:MHRWD D:HRC</p>		<p>+1</p>	<p>Further development of selection, recruitment and retention practices continues. Areas of focus have been the University labour market, recruitment software and retention options available within the award.</p>
<p>DP7.05) Deliver continuous improvements in Council's business, processes and systems (WHS)</p> <p>Work, Health and Safety: A – Chief Executive</p>	<p>Manage and deliver WHS and Risk Management services.</p>	<p>B:MHRWD C:WHSRMO D:WHSRMO</p>		<p>0</p>	<p>Council so far as is reasonably practicable, continues to ensure the health and safety of all workers and other people like visitors and volunteers via the implementation of embedded risk management principles in line with regulatory, health, State and Federal requirements. The COVID focus has relaxed a little COVID information, instruction and inspections along with associated compliances and reporting continues. COVID-SAFE plans have been developed for all Council workplaces. New COVID-19 standard signage has been developed and implemented Monthly insurance, public liability and risk processes and procedures continue within the legislative, organisational and guideline requirements ensuring Councils risk exposures are mitigated. Recruitment of the replacement WHS Risk Management Coordinator has been finalised.</p>

b) Budget

COA	20/21 Review 1 Budget	20/21 YTD Actuals November	20/21 Percentage Spent
Workforce Development	828,208	438,660	52.96%
1. Operating Income	(54,225)	(64,696)	119.31%
2. Operating Expenditure	872,433	503,356	57.70%
4. Capital Expenditure	10,000	0	0.00%
1000506. Workforce Planning & Evaluation - Capital	10,000	0	0.00%



Capital Income:
N/A

Capital Expenses:
Nil to report

c)Emerging Issues, Risks and Opportunities

Nil to report

d) The Business of Improving the Business

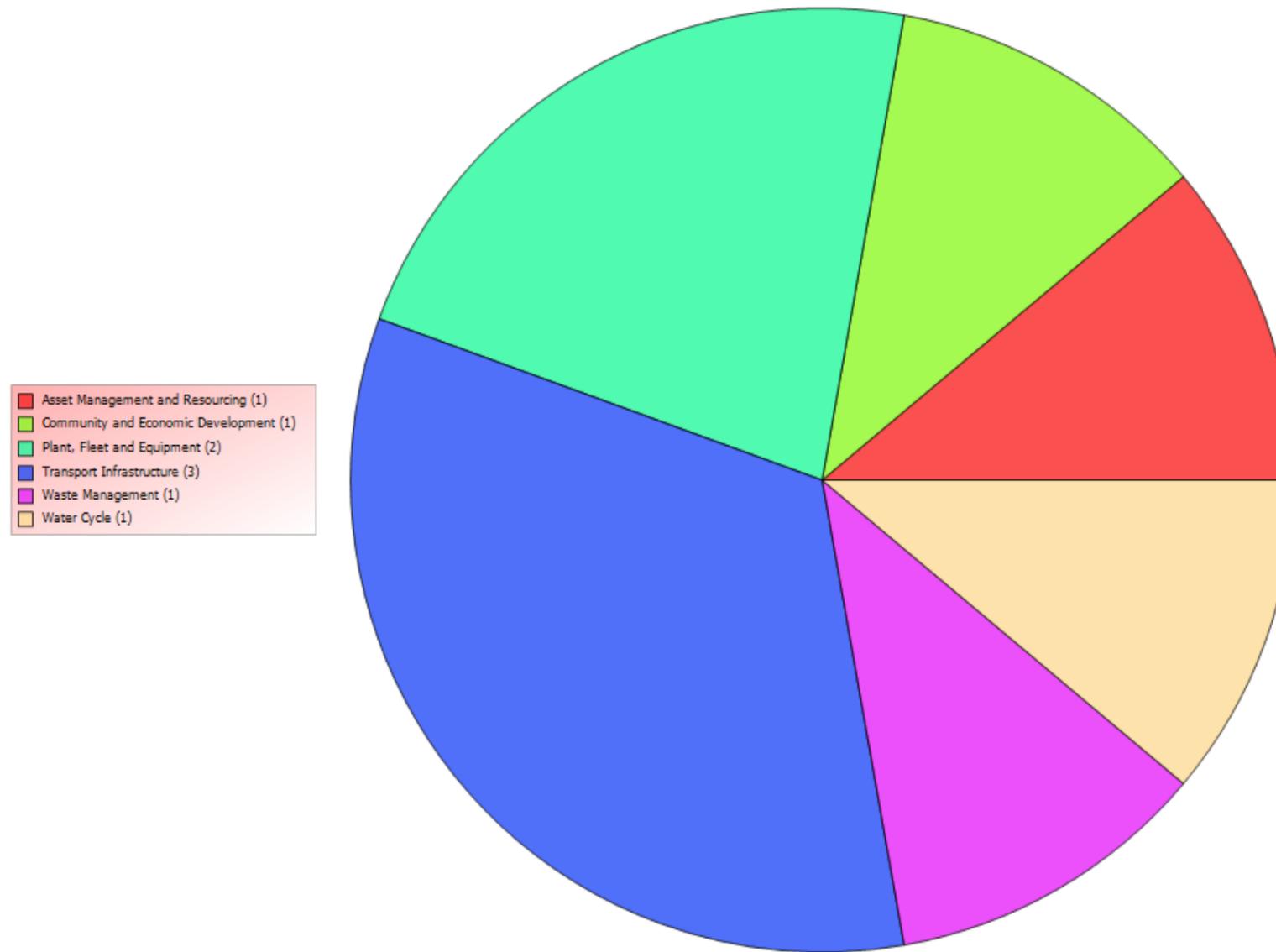
The engagement of the new WHS Risk Management Coordinator – Mr. James Taylor

e)Customers

Nil to report.

f) Business Statistics

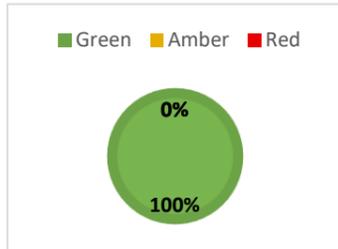
Workplace - Departments - All Incidents 12 Weeks to Date - Including Present - Total of 9



g) Special events, achievements of note, celebrations

Nil to report

8. Emergency Services



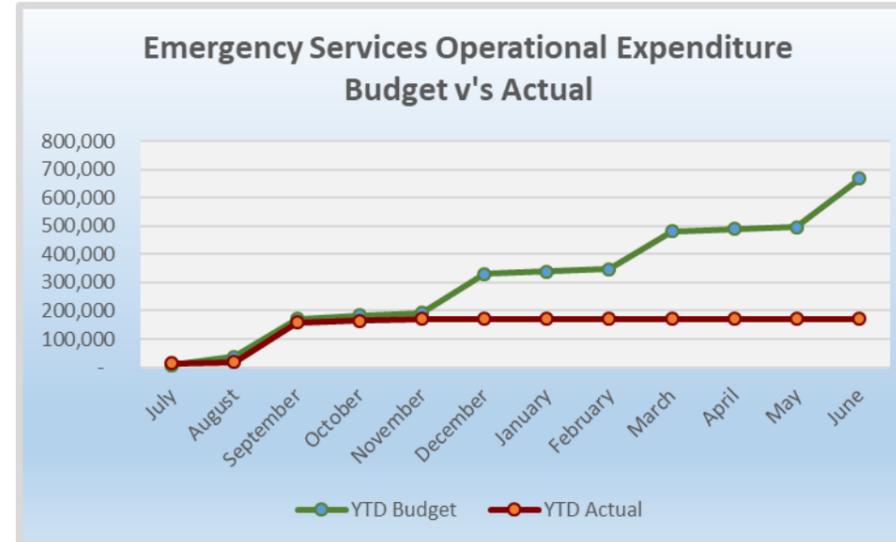
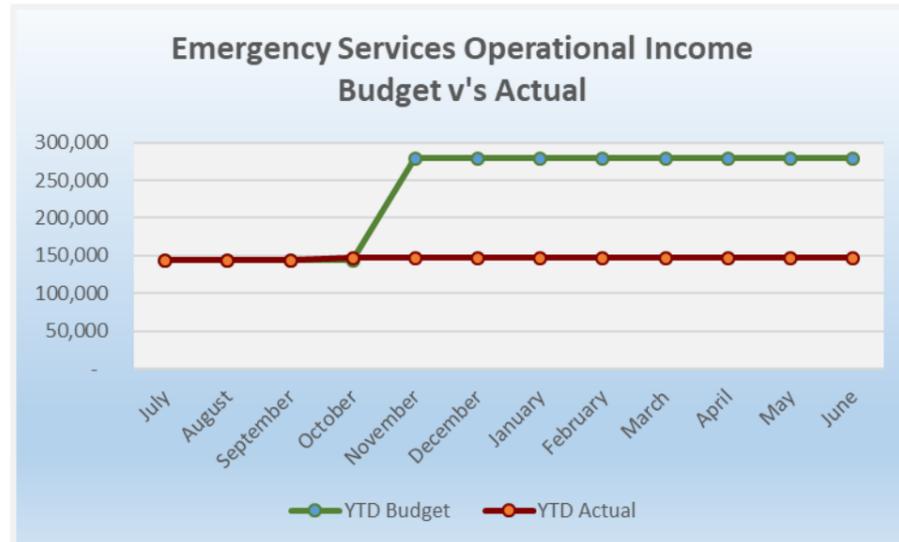
Under the 4 year Delivery Plan *Emergency Services* relates to: integrating land use policies to support emergency management; disaster management; review of emergency management plans; inter-agency communication and collaboration; and rural addressing. The Office of the Chief Executive directly oversees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

a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 20/21	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP8.01) Review and ensure the integration of Council current studies and plans into strategic land use planning and operational planning documents and policies to support our emergency management function. <i>Disaster management: A – Chief Executive</i> <i>Roads, bridges and retaining walls: A – Director Infrastructure</i>	Develop, manage and deliver Emergency Management functions and facilities.	B:MHRWD C:WHSRMO D:WHSRMO			+1	Emergency Management Centre staged work in line with major Administration Building construction works. Working continuing with SES regarding asset maintenance and service level agreement. COVID-19 LEMC meetings continue
	Deliver Business improvements, recognising emerging risks and opportunities.	B:MHRWD C:WHSRMO D:WHSRMO			+1	Attendance and facilitation of Local Emergency Management Committee (LEMC) meetings. Attendance of COVID-19 LEMC Meetings. Attendance of Regional Emergency Management Committee (REMC) meetings. Maintaining awareness of current environment via relevant channels and stakeholder's local state and federal.
	Manage the Emergency Service of Council in a financially responsible manner in line with Budget allocations.	B:MHRWD C:WHSRMO D:WHSRMO			+1	Working with RFS with service level briefings. Operating within budget.

b) Budget

COA	20/21 Review 1 Budget	20/21 YTD Actuals November	20/21 Percentage Spent
Emergency Services	546,468	24,148	4.42%
1. Operating Income	(278,943)	(147,137)	52.75%
2. Operating Expenditure	667,467	170,837	25.59%
4. Capital Expenditure	157,944	448	0.28%
5800512. RFS Torrington - Re-lay pipes & seal entrance	0	448	0.00%
6600400. Emergency Management Centre Expenditure	157,944	0	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.

Operational Expense:

First quarterly payment for Emergency Services Levy paid in September.

c) Capital Projects

Nil to report

d) Emerging Issues, Risks and Opportunities

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

e) The Business of Improving the Business

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

f) Customers

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

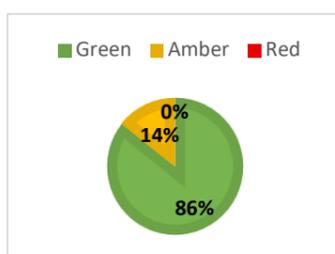
g) Business Statistics

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

h) Special events, achievements of note, celebrations

Nil to report

9. Finance and Technology



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

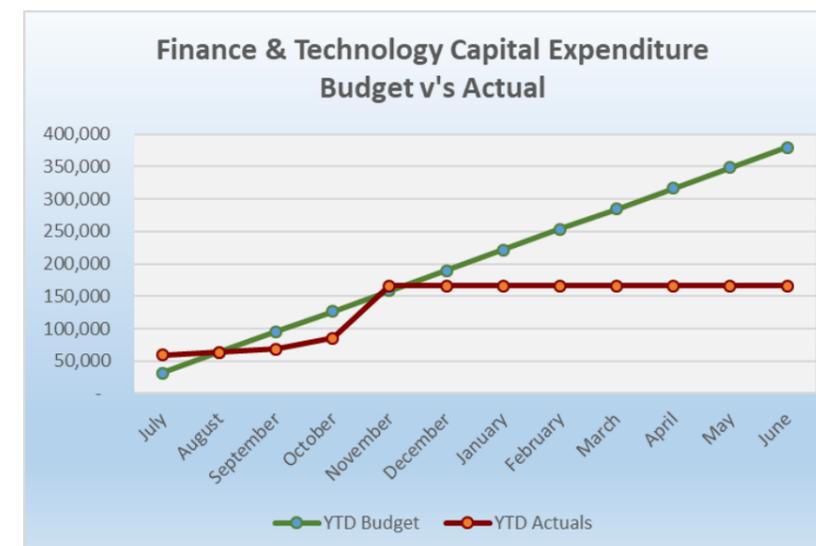
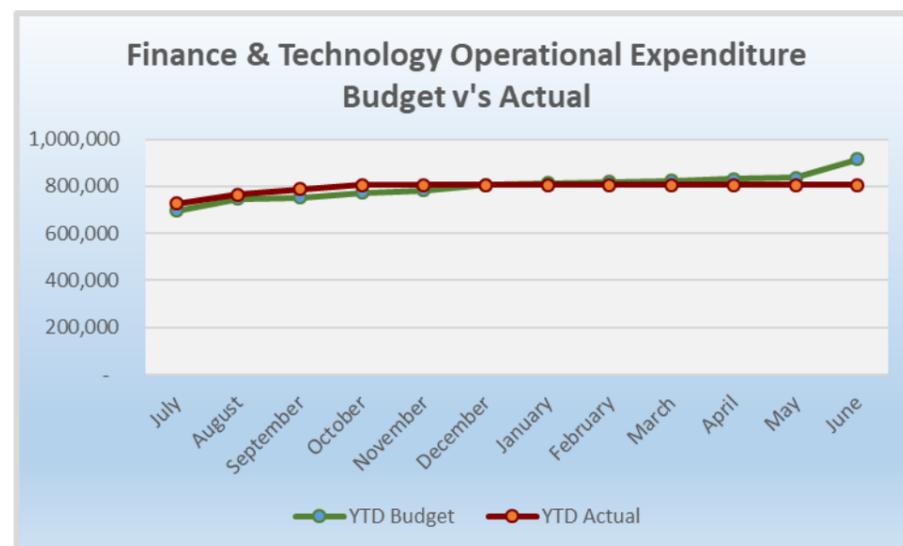
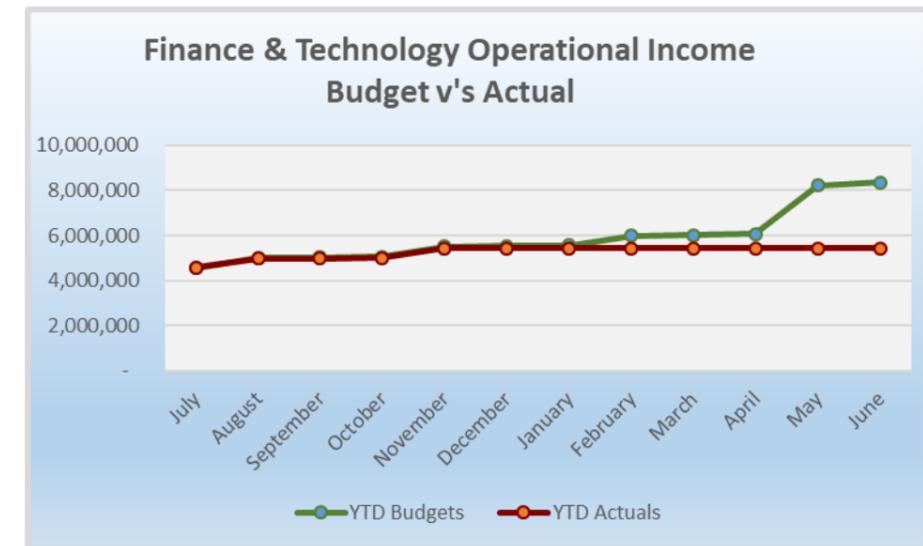
a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 20/21	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP9.01) Ensure that information technology meets Councils operational requirements. <i>IT system / software and hardware: A – Chief Corporate Officer</i> <i>Network systems and corporate business applications integration: A – Chief Corporate Officer</i>	Develop, manage and deliver Council’s Technology Strategic Plan.	B:MFT C:MFT D:MFT		0		<i>Work is continuing on the development of the IT Strategic Plan and additional policies are in the process of being developed to comply with relevant legislative requirements. One of these is the Workplace Surveillance Policy which should be ready to be adopted in February 2021.</i> <i>There have been a number of enhancements to Councils systems including Payroll, Bank Rec, Records, Risk and Credit Card Management systems with others on the horizon including Asset Management and Development Applications. The new Asset Management System Implementation Group has commenced with initial trial data to be uploaded into AssetFinda by the end of January 2021.</i>
DP9.02) Make prioritised decisions in the long-term interest of the broad community and have regard to financial and infrastructure sustainability. <i>Corporate financial planning: A - Chief Corporate Officer</i>	Manage and deliver Council’s Long Term Financial Plan in line with statutory requirements.	B:MFT C:MFT D:MFT			+1	<i>Statutory requirements have been met. Additional detailed development is continuing in conjunction with the Asset Manager and Asset Management Plans with a view to assessing the reasonableness or otherwise of Depreciation figures on Council owned assets.</i>
DP9.04) Ensure that financial sustainability and the community's capacity to pay inform adopted community service levels. <i>Procurement and tendering compliance: A - Chief Corporate Officer</i> <i>Procurement and tendering framework: A – Chief Operating Officer</i> <i>Corporate financial planning: A - Chief Corporate Officer</i> <i>Rates and revenue: A - Chief Corporate Officer</i>	Manage investments in the long term interest of the community and within regulatory requirements - Plan, develop and manage Council’s investment portfolio.	B:MFT C:MFT			+1	<i>Investments are managed within Council’s Investment Policy guidelines.</i>

DP9.05) Ensure compliance with regulatory and statutory requirements and that operations are supported by effective corporate management. <i>Corporate financial planning: A Chief Corporate Officer</i>	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. Staff training has been held in Council's mapping software.
	Manage the Finance and Technology Service of Council in a financially responsible manner in line with Budget allocations.	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 <i>Corporate financial planning: A Chief Corporate Officer</i>	Develop, manage and deliver processes and systems to meet recommendations of external and internal reviews, investigations or findings.	B:MFT C:MFT			+1	Processes and systems are being developed, managed and delivered in line with external reviews, investigations and findings.

b) Budget

COA	20/21 Review 1 Budget	20/21 YTD Actuals November	20/21 Percentage Spent
Finance & Technology	(7,162,024)	(4,428,442)	61.83%
1. Operating Income	(8,343,722)	(5,415,792)	64.91%
2. Operating Expenditure	915,740	806,465	88.07%
3. Capital Income	(190,000)	0	0.00%
4. Capital Expenditure	380,000	166,274	43.76%
1810501. Computer Equipment - Finance	75,000	4,897	6.53%
1810503. Internet Webpage	0	100	0.00%
1810507. Fibre Optic Cabling of Sites	50,000	0	0.00%
1810508. Capitalised Software	250,000	161,276	64.51%
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:

Includes National Bushfire Recovery Grant Rates Credit of \$500,000.

a) Capital Projects

No Significant variance

b) Emerging Issues, Risks and Opportunities

Over the next few months some finance staff will have the opportunity for additional training /use of the new payroll system to ensure a number of people know how to use it and process payroll for Council staff. This is a risk area and the opportunity associated with that risk is to upskill other staff to mitigate the succession planning risk or risk of the existing person who undertakes this task being away. Finance staff are also ensuring procedures and processes are well documented to mitigate risks if people are away sick, on leave or if an employee leaves the organisation.

c) The Business of Improving the Business

A new asset management system is being introduced this Financial Year and a new credit card management system has now been implemented. In addition, work is nearing completion on a new Development Application portal. The job costing component of the Altus Payroll App is also nearing completion which will mean no more manual plant sheets. A public facing mapping tool is also nearing completion.

d) Customers

Water billing and the issue of the price per kilolitre of water will be addressed over the coming month as water meter reads for the first half of the year are near completion.

e) Business Statistics

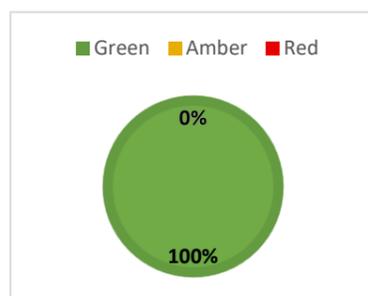
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f) Special events, achievements of note, celebrations

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

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

10. Corporate and Governance



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

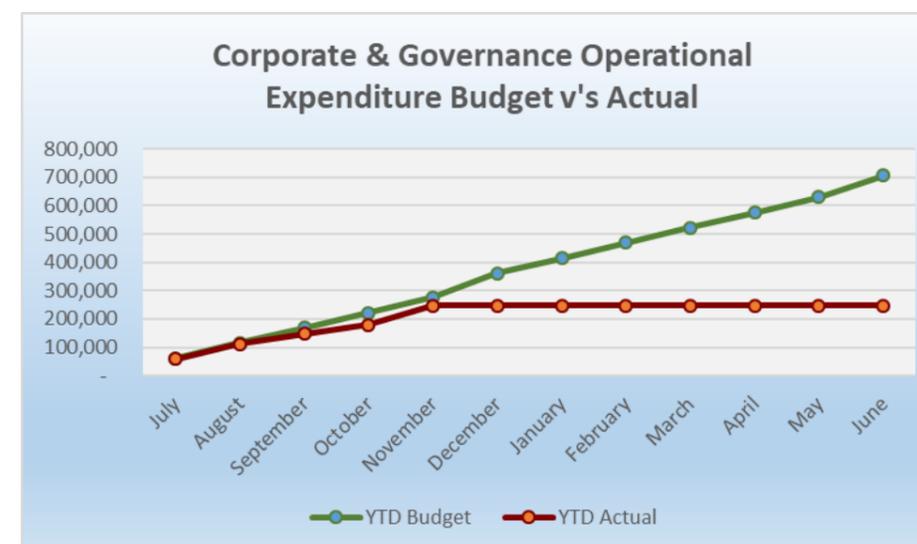
a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 20/21	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP10.01) Ensure that the performance of Council as an organisation complies with all statutory reporting guidelines and information is available to decision makers. Corporate performance & reporting: A – Chief Corporate Officer Business process improvement & integration: A – Chief Corporate Officer Procurement and tendering compliance: A – Chief Corporate Officer Internal audit: A – Chief Corporate Officer	Develop, manage and deliver Governance Services.	B:MCSGR C:MCSGR D:MCSGR				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. Fraud Control Policy adopted by Council on 23 October 2020. Annual Report for 2019/2020 adopted by Council on 25 November 2020. Link to report emailed to Office of Local Government on 30 November 2020.
DP10.02) Promote and support community involvement in Council decision making process. Community engagement: A – Chief Executive Customer service: A – Chief Corporate Officer Governance framework (including registers and monitoring): A – Chief Corporate Officer IT system / software and hardware: A – Chief Corporate Officer Business process improvement & integration: A – Chief Corporate Officer	Manage and deliver services for community involvement in Council decision making processes.	B:MCSGR C:MCSGR D:MCSGR				Results of Customer Satisfaction Survey 2020 presented to Council meeting of 23 July 2020. Results to be implemented where suitable into forward planning for services over next two years. Next survey to be undertaken in 2022.
DP10.03) Deliver Customer Service and Business Services in the support of corporate outcomes. Customer service: A – Chief Corporate Officer	Develop, manage and deliver Customer Services.	B:MCSGR C:MCSGR D:CSO				Customer Services being delivered from Visitor Information Centre during September 2020. Cash not being accepted for payments due to potential COVID-19 hazards.
	Deliver Business improvements, recognising emerging risks and opportunities.	B:MCSGR C:MCSGR D:MCSGR				Further improvements in the use of altus ECM, with the altus Mailroom now functioning from 26 November 2020. Council emails are auto routed into the Mailroom, and Records staff

					are able to directly allocate mail to the service areas within the ECM system.
	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. Additional personnel resources are required for processing s603 applications. While Customer Service and Administration Officers from the CSGR team are doing these, there is no administrative support for Governance. A request will be developed in 2021 to allocate resources for administration support to Rates for processing of these certificates, as well as provide specific administration support to Rates.
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. A request has been made to set up at least one, but preferably two, Mitel phones at the VIC for Customer Service staff to take customer phone calls as the mobile phone arrangement was never meant to be used for such a long period of time (eight months as at November 2020). 140 customer service general enquiries for November 2020. Customer phone call statistics not available for November 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		+1	Continuation of implementation of altus Enterprise Content Management (ECM) System in November 2020. Records staff continue to review and amend the Instructions to Records Officer (de facto protocol) with a view to doing a complete rewrite of the instructions.

b) Budget

COA	20/21 Review 1 Budget	20/21 YTD Actuals November	20/21 Percentage Spent
Corporate and Governance	704,025	245,543	34.88%
1. Operating Income	(1,538)	(1,125)	73.16%
2. Operating Expenditure	705,563	246,669	34.96%



Capital Income:

No capital income forecast for 2020/21.

Capital Expenses:

No capital expenditure budget allocated for 2020/21.

Operational Income:

No significant variance.

Operational Expense:

No significant variance.

c) Capital Projects

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

d) Emerging Issues, Risks and Opportunities

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

Competing priorities in Records Management and Customer Services has seen a significant reduction in the ability to address Governance requirements. There is no administration support for Governance services, due to the demand for administration support to Rates. This has created delays in providing Governance services to the organisation.

e) The Business of Improving the Business

Nil to report.

f) Customers

140 Customer Service General Enquiries in November 2020.

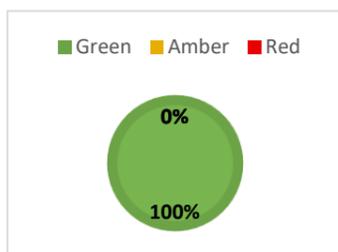
g) Business Statistics

Phone system call statistics not available for November 2020.

h) Special events, achievements of note, celebrations

N/A

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.

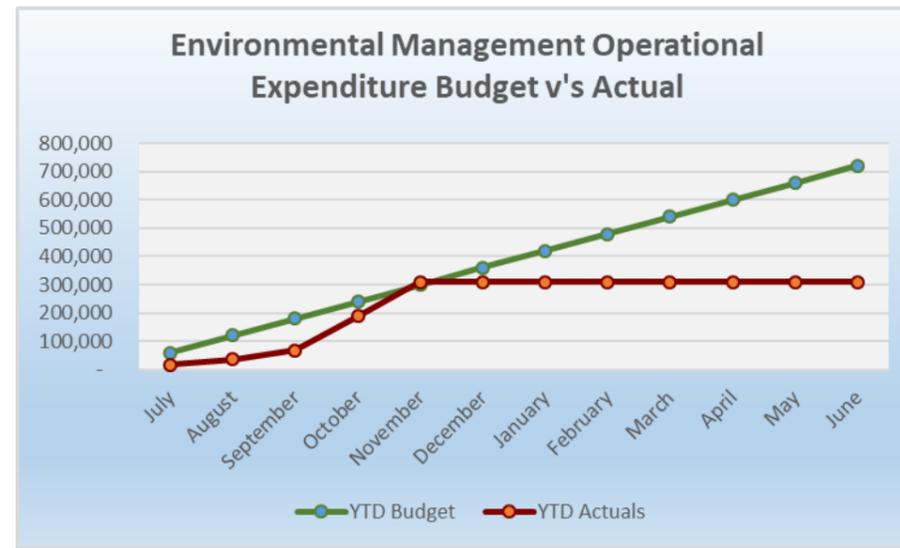
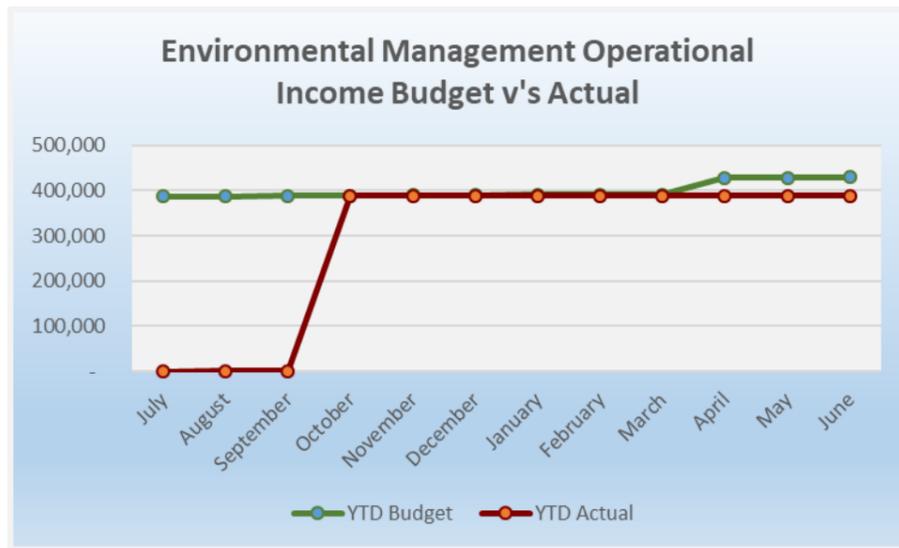
a) Delivery and Operational Plan precis

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. Illegal dumping and littering: A – Chief Corporate Officer Parking, traffic & DDA regulation: A – Chief Corporate Officer	Develop and manage systems and processes to deliver Companion Animals requirements, Illegal Dumping and Parking Control.	B:OSRUS C:OSRUS D:RCO			+1	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. Two dogs were impounded this month. One dog was rehomed. One was not suitable for rehoming and was euthanased. Council conducted a follow up investigation into two dogs that were allegedly involved in attacks on stock however the allegations could not be substantiated. Council Officers had previously issued infringements for the animals roaming and further complaints were received regarding the dogs roaming. The dog owner surrendered the dogs and they were euthanased.
DP11.02) Provide community education program to encourage residents and visitors to reduce their impact on vegetation including the management of pests and weeds. Noxious plants: A – Chief Corporate Officer Feral pests: A – Chief Corporate Officer	Develop, manage and deliver community weed and pest management reduction programs.	B:OSRUS C:OSRUS D:WO			+1	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. 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. On going
DP11.03) Provide systems and processes to manage excess vegetation to ensure land and premises are in a safe and/or healthy condition. Pollution regulation: A – Chief Corporate Officer	Notices and Orders to be issued or served where necessary as per the Local Government Act, EPA Act and POEO Act and Associated Regulations.	B:OSRUS C:OSRUS			+1	Where Council receives complaints regarding overgrown unsightly lots One notice was issued for an overgrown lot and the block has not been cleared. Council officers are currently working with two other property owners to have the properties cleaned up.
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. Noxious plants: A – Chief Corporate Officer	Manage and deliver the Weeds Management Program, Council’s Weeds Action Plan and regional weeds management plans.	B:OSRUS C:OSRUS D:WO			+1	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
	Deliver Business improvements, recognising emerging risks and opportunities.	B:OSRUS C:OSRUS			+1	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. Information is supplied from the DPI. ongoing

	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

COA	20/21 Review 1 Budget	20/21 YTD Actuals November	20/21 Percentage Spent
Environmental Management	295,205	(78,078)	-26.45%
1. Operating Income	(429,406)	(388,801)	90.54%
2. Operating Expenditure	720,611	310,398	43.07%
4. Capital Expenditure	4,000	325	8.13%
4235501. Covid-19 Council Pound Grant Expenditure	4,000	325	8.13%



Capital Income:

Nil to report for weeds

Capital Expenses:

Nil to report for weeds

Operational Income:

Includes income for Communities Combating Pests & Weeds grant \$386,000.

Operational Expense:

Includes Communities Combating Pests & Weeds grant \$386,000.

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 pathanium weed across the state have led to a directive from the DPI to inspect properties that hay received hay deliveries from Queensland. All information has been provided from the DPI and inspections are ongoing.

e) The Business of Improving the Business

f) Customers

No complaints for weeds in November.

g) Business Statistics

REPORT BY NOXIOUS WEEDS OFFICER November 2020

Weed Control

- Serrated Tussock - Private properties in Bolivia and Deepwater as part of grant funding.
- Black Knapweed - Aldershot and Bellevue Rds and private property Tenterfield.
- Privet - Mt Lindsey Highway Liston
- St John's Wort - Various locations on New England Highway between Deepwater and Wallangarra and on the Mt Lindsey Highway at Black swamp Rd.
- Hemlock - Tenterfield Creek and Bellevue Rd.

Council Lands Sprayed

- Tenterfield Cemetery

Inspections

- Private Property Inspections - 30 Property inspections.
- High-risk pathway Inspections - New England Hwy Tenterfield to Deepwater, Beardy River to Tenterfield.

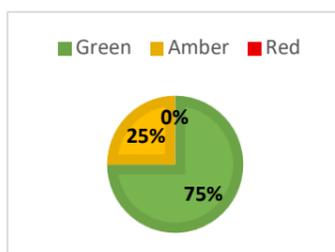
Meetings

- Regional Weeds committee meeting Armidale
- Tropical Soda Apple taskforce meeting Coffs Harbour

h) Special events, achievements of note, celebrations

Nil to report

12. Livestock Saleyards



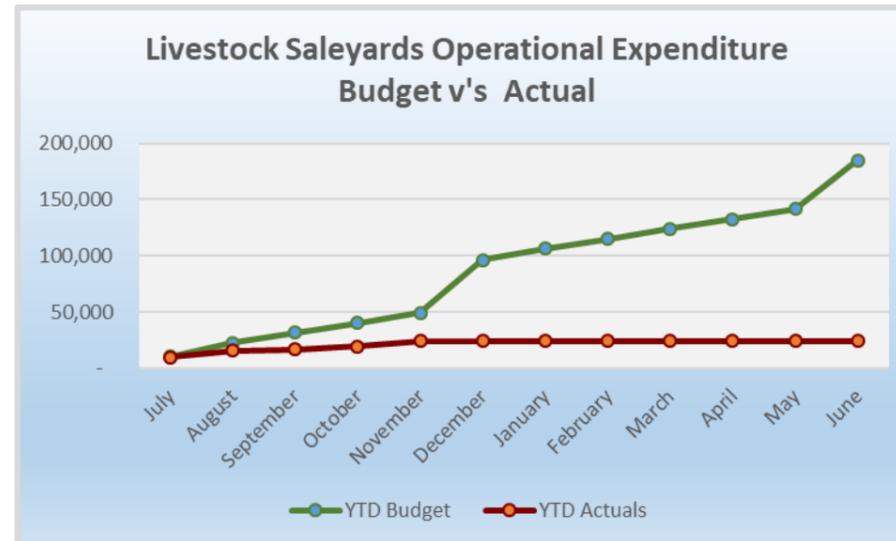
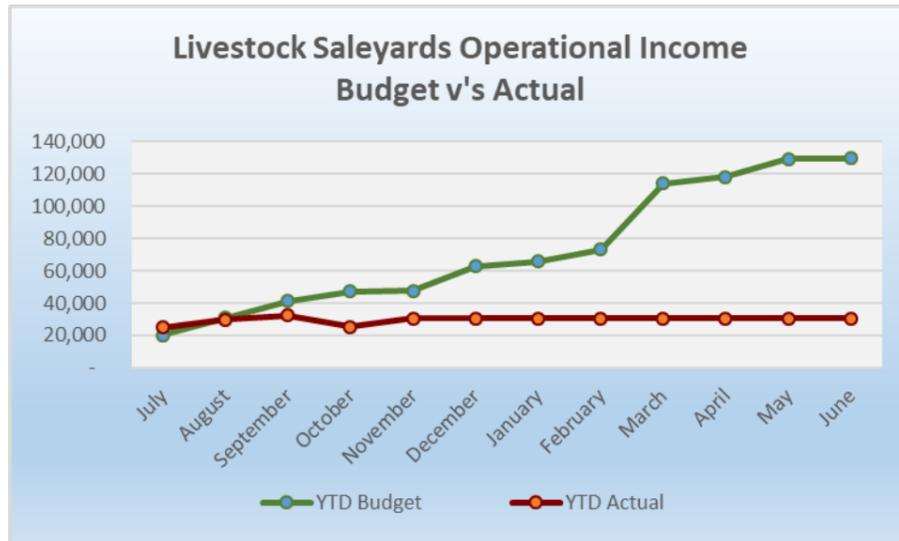
Under the 4 year Delivery Plan *Livestock and Saleyards* relates to planning, development, maintenance, operations and administration of the Saleyards. The Office of the Chief Corporate Officer directly oversees these outcomes.

a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 20/21	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP12.01) Ensure safe, effective and efficient operation of the Saleyards. <i>Saleyards: A - Chief Corporate Officer</i>	Develop, manage and deliver Asset Management, Strategic and Management Plans for the Saleyards.	<i>B:OSRUS C:OSRUS D:OSRUS</i>		0		<i>Bio Security and Emergency Disease management Plans completed. Draft Saleyard Management Plan presented to the committee at the last meeting for comment.</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 November 2020 ; Prime Sale -296 Head -\$448,483.84 Private Weighing – 6 Head - \$9,292.30 Total - 302 Head - \$457,776.14 Financial Year 2020/2021 1,167 Head - \$1,679,122.24 Financial Year 2019/2020 9,247 Head - \$8,441,858.64 Financial Year 2018/2019 21,656 Head - \$12,517,711.39 Financial Year 2017/2018 19,027 Head - \$15,984,517.65 Financial Year 2016/2017 24,151 Head - \$23,233,573.17 Financial Year 2015/2016 22,654 Head - \$19,613,572.47</i>
	Deliver Business improvements, recognising emerging risks and opportunities.	<i>B:OSRUS</i>			+1	<i>Awaiting design and quotes for the installation of the Double height loading ramp and safety system to include the ramp 4 upgrade hard standing surface. Truckwash design ongoing. Near completion of the steel rail replacement of all holding pens that are used on a regular basis. Biggest risk being further reduction in throughput and loss of income as to whether the saleyards will remain viable.</i>
	Manage the Saleyards Service of Council in a financially responsible manner in line with Budget allocations.	<i>B:OSRUS C:OSRUS D:OSRUS</i>			+1	<i>Working and operating within budget. Major financial impact being the very low numbers of cattle being processed through the saleyards.</i>

b) Budget

COA	20/21 Review 1 Budget	20/21 YTD Actuals November	20/21 Percentage Spent
Livestock Saleyards	213,258	(6,321)	-2.96%
1. Operating Income	(129,729)	(30,369)	23.41%
2. Operating Expenditure	184,987	24,048	13.00%
4. Capital Expenditure	158,000	0	0.00%
4220504. Improvements to Loading Ramps & Traffic Facilities	158,000	0	0.00%



Capital Income:

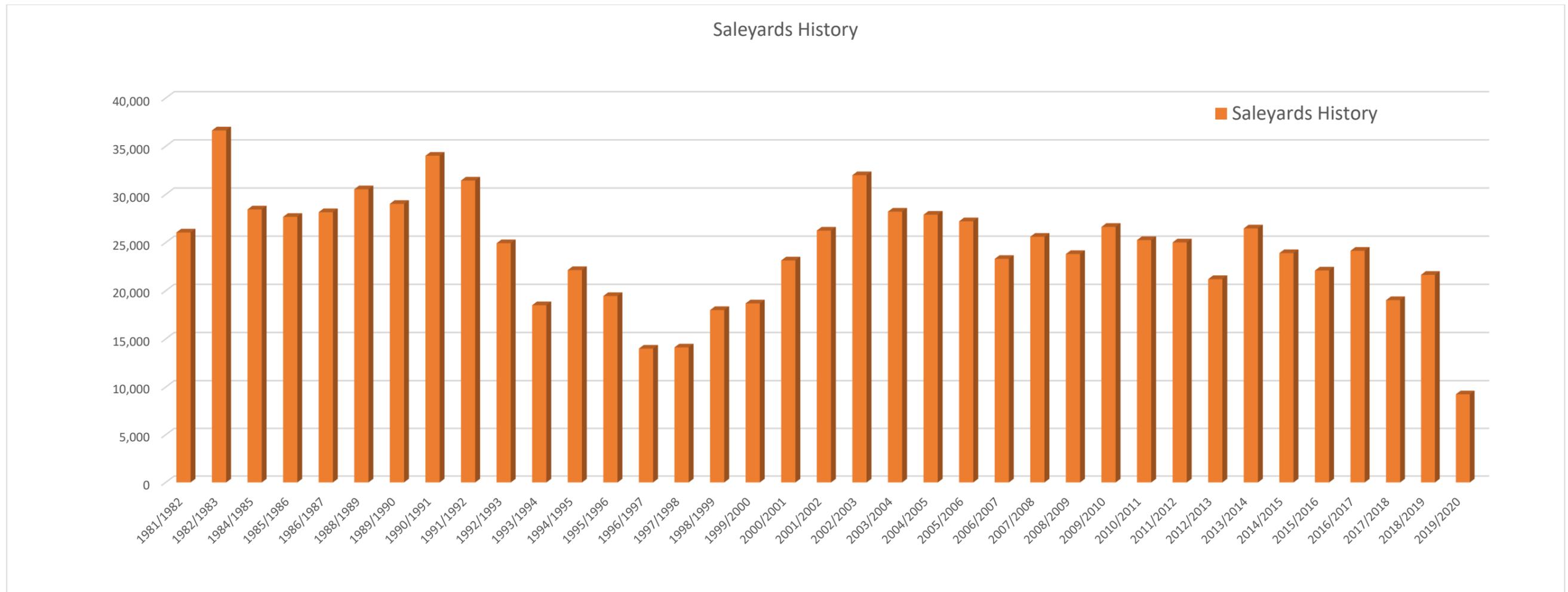
- Nil to Report

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.

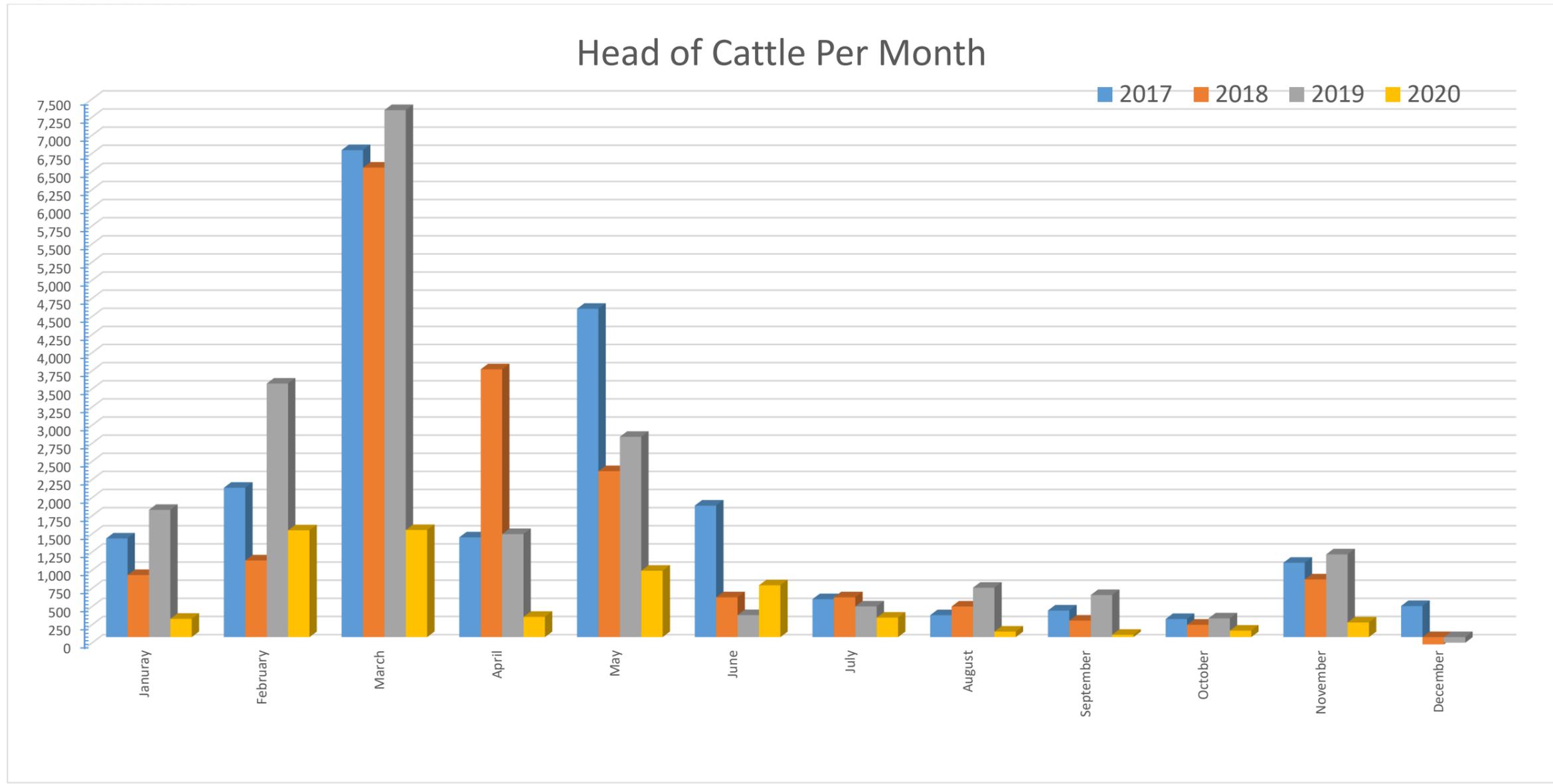
e) The Business of Improving the Business

- 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

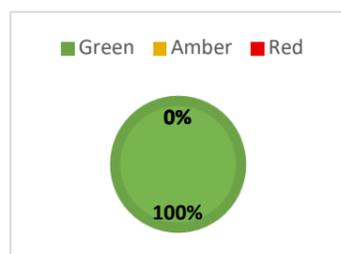
g) Business Statistics



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.

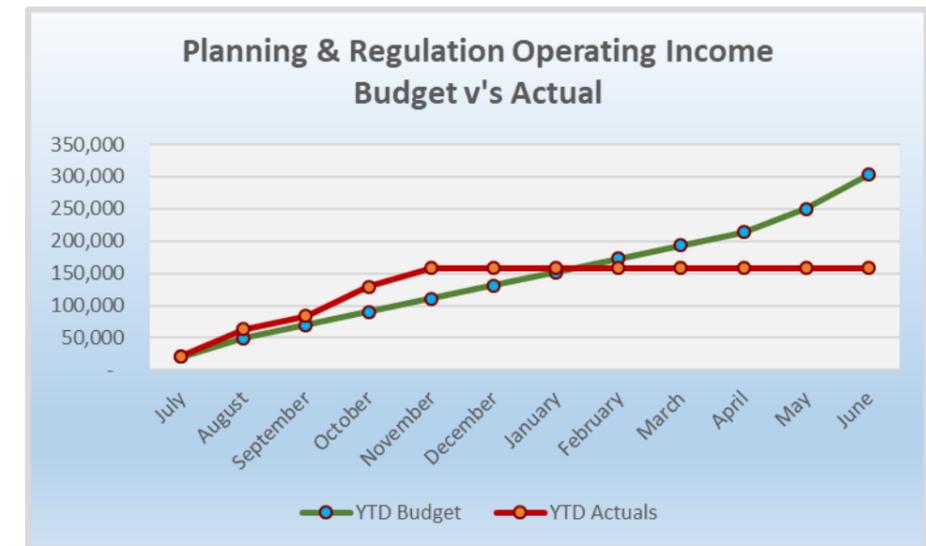
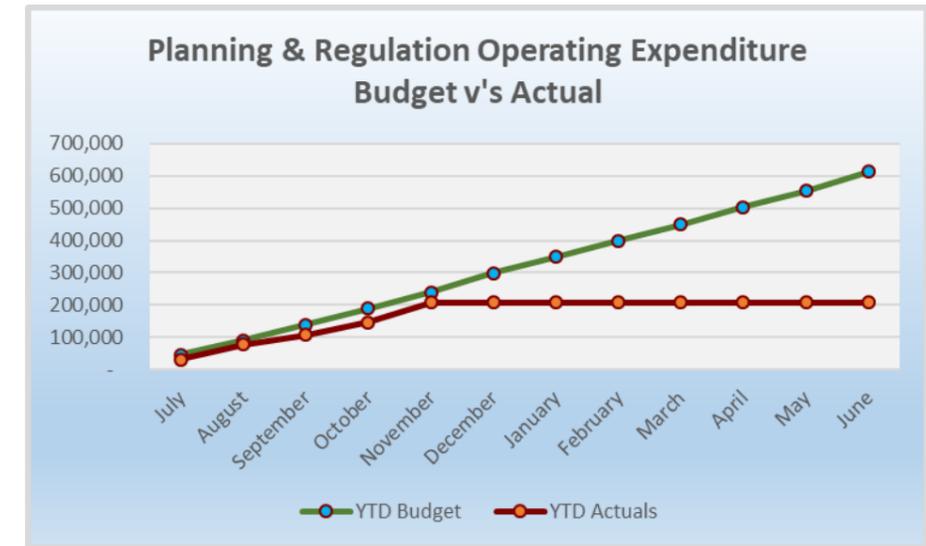
a) Delivery and Operational Plan precis

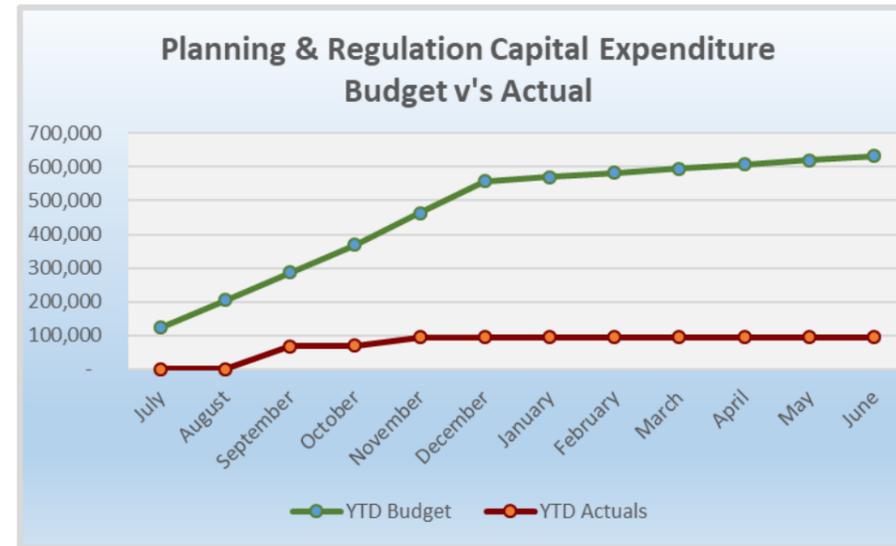
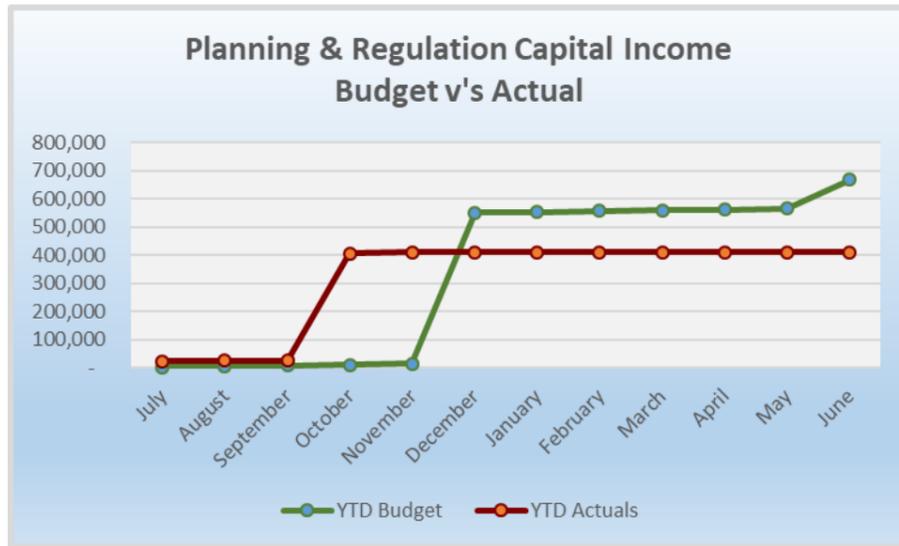
4 Year Delivery Program	1 Year Operational Plan 20/21	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP13.01) Assess and process construction certificate applications in accordance with legislation and Building Code. Building and development: A – Chief Corporate Officer Regulated premises: A – Chief Corporate Officer Statutory planning certificates, unauthorised activity and building certification: A – Chief Corporate Officer	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. Accountability 11.01: A – Chief Corporate Officer	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. Accountability 11.06: A – Chief Corporate Officer	Facilitate cross department meetings reviewing development applications and opportunities for supportive strategies and actions.	B:MPDS C:MPDS C:MAPP			+1	Cross department communication continuing
DP13.06) Provision of advice and guidance on legislative compliance for the construction of dwellings and commercial/industrial buildings. Building and development: A – Chief Corporate Officer Statutory planning certificates, unauthorised activity and building certification: A – Chief Corporate Officer	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. As a result of the recent government grant for residential development over the value of \$150k, Council has seen an increase in lodgment of applications. For the FY to date, the total value of DA’s lodged is \$8.5million, the total value of DA’s for the 19/20 FY was \$4.38million.
DP13.07) Provide advice, planning and inspection that preserve and promotes the Shire’s heritage. Heritage: A – Chief Corporate Officer	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 –works under way by successful applicants.
DP13.10) Identify, plan and enhance local environments in partnership with the community and stakeholders.	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.

Land use reporting: A – Chief Corporate Officer Roads and footpath enforcement: A Chief Corporate Officer Illegal dumping: A Chief Corporate Officer Domestic animal management: A Chief Corporate Officer	Deliver Business improvements, recognising emerging risks and opportunities.	B:MPDS C:MPDS D:MPDS		+1	Implementation of Greenlight system and integration with NSW Planning Portal is in progress. All applications will be able to be lodged on line. NSW Planning Portal – applications can be lodged on line – 1 application received on line to date.
	Manage the Planning and Regulation Service of Council in a financially responsible manner in line with Budget allocations.	B:MPDS C:MPDS D:MPDS		+1	All projects on budget

b) Budget

COA	20/21 Review 1 Budget	20/21 YTD Actuals November	20/21 Percentage Spent
Planning & Regulation	274,827	(265,493)	-96.60%
1. Operating Income	(303,000)	(158,119)	52.18%
2. Operating Expenditure	612,827	208,043	33.95%
3. Capital Income	(668,072)	(410,054)	61.38%
4. Capital Expenditure	633,072	94,637	14.95%
3001000. Tenterfield Shire - Vibrant & Connected Mingoola - SCCF - Round 1	45,027	5,874	13.04%
3001001. Drought Communities Extension - Shire Entry Signs	100,000	23,125	23.13%
3001100. Tenterfield Shire - Vibrant & Connected Torrington - SCCF - Round 1	38,055	5,874	15.43%
3005000. Tenterfield - Vibrant & Connected Urbenville	91,308	6,941	7.60%
3006000. Tenterfield - Vibrant & Connected Drake - SCCF - Round 1	37,917	5,874	15.49%
3007000. Tenterfield Shire Vibrant & Connected - Jennings (Wallangara) SCCF	139,147	17,371	12.48%
3008000. Tenterfield Shire - Vibrant & Connected Liston SCCF - Round 1	138,529	23,705	17.11%
3009000. Tenterfield Shire - Vibrant & Connected Legume SCCF - Round 1	43,089	5,874	13.63%





Capital Income:

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

Capital Expenses:

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

Operational Income:

On Budget.

Operational Expense:

No significant variance

c) Capital Projects

- Heritage Walk Signs – one remaining sign to be installed at Telegraph Hotel
- Village Entry Signs – manufacture underway – to be installed Nov/Dec.
- Urban Design Plans – to be completed prior to end 2020.
- Shire Entry Signs – design complete – to be installed at same time as Village Entry Signs.

d) Emerging Issues, Risks and Opportunities

Opportunity for grant under the Public Spaces Legacy Program – team on target to meet processing targets for DA's.

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 - NOVEMBER 2020

App No.	Lodged	Applicant	Lot/Sec/DP	Location	Development
DA 2020.104	03-Nov-20	ROLPH Derek David & Leonie Ronda	1/604136	85 Logan Street, Tenterfield	Garage & Carport
DA 2020.105	04-Nov-20	COOLEY Geoffrey Philip	19/740513	Bluff River Road, Tenterfield	Dwelling
DA 2020.106	04-Nov-20	D'ANDILLY Michael & Barbara	61/1258670	247 Schrodgers Road, Tenterfield	Dwelling & Detached Studio
DA 2020.107	05-Nov-20	Uniplan Group Pty Ltd (Hennessy)	3/1064351	139 East Street, Tenterfield	Manufactured Dwelling
CDC2020.108	09-Nov-20	SKINNER Clifford Allan	2/50/600043	26 George Street, Tenterfield	Extension to Existing Dwelling
DA 2020.109	10-Nov-20	Tenterfield Surveys (Clifton)	D/163266	65 Duncan Street, Tenterfield	Four (4) Lot Residential Subdivision
DA 2020.110	11-Nov-20	Cawongla Pty Ltd ATF The Eastwell Family Trust T/as GNE Sheds & Kit Homes (King & Pilgrim)	1622/1257688	8 Acacia Scrub Road, Legume	Storage Shed
DA 2020.111	12-Nov-20	McLEANMILTON - Alex PAPAS (Wisnieski)	32/1258229	47 Duncan Street, Tenterfield	Dwelling & Garage
DA 2020.112	16-Nov-20	EVANS Robert Hugh & CRISP Evelynne Joyce	100/751507	321 Timbarra Road, Tenterfield	Change of Use Shed to Habitable Dwelling, Extension to Existing Dwelling & Swimming Pool
CDC 2020.113	16-Nov-20	PROCTOR Tricia Kylie	2/569418	135 Wood Street, Tenterfield	Garage
DA 2020.114	23-Nov-20	Kembul Pty Ltd T/as AB Contracting (Bulmer)	16/652789, 19, 60 & 61/ 751524 & 1/1119615	162A Sandy Flat Road, Sandy Flat	Truck Depot & Office
DA 2020.115	25-Nov-20	Tenterfield Surveys (Carpenter)	2 & 3/236737	Schrodgers Road, Tenterfield	Two (2) Lot Boundary Adjustment
DA 2020.116	25-Nov-20	Tenterfield Surveys (Carpenter)	62/5672 & 1/653043	288 Schrodgers Road, Tenterfield	Two (2) Lot Boundary Adjustment
DA 2020.117	30-Nov-20	De GIT Peter Joseph	2/249574	10 Naas Street, Tenterfield	Carport

DETERMINATIONS ISSUED – NOVEMBER 2020

App No.	Lodged	Date of Approval	No. of Days	Applicant	Lot/Sec/DP	Locality	Description of Development
DA 2020.066	05-Aug-20	3-Nov-20	54 Days	ROBERTS James David Richard & Catherine Maree	221/751491	1404 Mount Lindesay Road, Boonoo Boonoo	Conversion of Existing 'Tourist and Visitor Accommodation' to Dwelling - Erection of Dwelling (Manufactured) to create Dual Occupancy
DA 2020.084	28-Sep-20	3-Nov-20	11 Days	DJL Consolidated Pty Ltd (Priem)	1/1146947	52 Molesworth Street, Tenterfield	Shed
DA 2020.087	01-Oct-20	13-Nov-20	44 Days	Tenterfield Surveys (Gungel)	2/1000867	243 Washpool Creek Road, Tenterfield	Two (2) Lot Subdivision
DA 2020.094	14-Oct-20	3-Nov-20	21 Days	BRAUER Dean & GRIFFITHS Ellie	A/183689	766 Bruxner Way, Tenterfield	Dwelling

CDC 2020.099	20-Oct-20	4-Nov-20	16 Days	BROOME John Andrew Uther & Ann Rose	2/547878	68 Molesworth Street, Tenterfield	Detached Garage & Demolition of Existing Shed
DA 2020.101	22-Oct-20	10-Nov-20	20 Days	KING Nola Mary	18/41/758359	Tabulam Street, Drake	Garage
DA 2020.103	30-Oct-20	13-Nov-20	7 Days	COWLEY Peter Terrence & Dana Sheree	7/55/666802	247 Douglas Street, Tenterfield	Dwelling (Dual Occupancy-Detached)
DA 2020.105	04-Nov-20	26-Nov-20	23 Days	COOLEY Geoffrey Philip	19/740513	Bluff River Road, Tenterfield	Dwelling
DA 2020.107	05-Nov-20	19-Nov-20	7 Days	Uniplan Group Pty Ltd (Hennessy)	3/1064351	139 East Street, Tenterfield	Manufactured Dwelling
CDC2020.108	09-Nov-20	16-Nov-20	8 Days	SKINNER Clifford Allan	2/50/600043	26 George Street, Tenterfield	Extension to Existing Dwelling
DA 2020.110	11-Nov-20	30-Nov-20	20 Days	Cawongla Pty Ltd ATF The Eastwell Family Trust T/as GNE Sheds & Kit Homes (King & Pilgrim)	1622/1257688	8 Acacia Scrub Road, Legume	Storage Shed
DA 2020.111	12-Nov-20	20-Nov-20	4 Days	McLEANMILTON - Alex PAPAS (Wisnieski)	32/1258229	47 Duncan Street, Tenterfield	Dwelling & Garage
DA 2020.112	16-Nov-20	30-Nov-20	15 Days	EVANS Robert Hugh & CRISP Evelynne Joyce	100/751507	321 Timbarra Road, Tenterfield	Change of Use Shed to Habitable Dwelling, Extension to Existing Dwelling & Swimming Pool
CDC 2020.113	16-Nov-20	19-Nov-20	3 Days	PROCTOR Tricia Kylie	2/569418	135 Wood Street, Tenterfield	Garage

s4.55 Modifications of Consent

Application No.	Applicant	Lot/DP	Location	Description of Development
Nil				

OUTSTANDING APPLICATIONS

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

DA 2019.059	29-May-19	Final traffic management information received – awaiting concurrence from TfNSW	Enerparc Australia Pty Ltd (Benjamin Hannig)	Old Racecourse Road, Tenterfield	Electricity Generating Works - Solar Farm
DA 2019.101	10-Oct-19	Under Assessment – Planning Panel determination	Darryl McCarthy Constructions P/L (Dowe)	668 Mount Lindesay Road, Tenterfield	Extractive Industry – Continued Use and Expansion of Dowe's Gravel Quarry
DA 2019.104	15-Oct-19	Information Required from Applicant 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 2020.033	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 2020.069	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
DA 2020.090	07-Oct-20	Information Required from Applicant Insufficient Information provided to complete assessment	Cullendore High Country	248 Cullendore Creek Road, Cullendore	Recreation Facility (Outdoor) - Recreation tracks including signs
DA 2020.092	08-Oct-20	Under Assessment	MELLING Felicity Elizabeth	150 Drummond Street, Tenterfield	Two (2) Lot Subdivision
DA2020.104	03-Nov-20	Information Required from Applicant Insufficient Information provided to complete assessment	ROLPH Derek & Leonie	85 Logan Street, Tenterfield	Garage & Carport

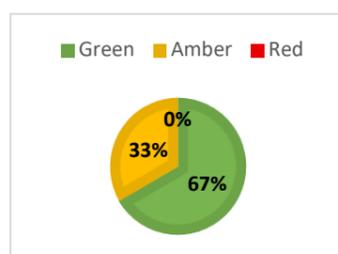
DA2020.106	04-Nov-20	Under Assessment	D'ANDILLY Michael & Barbara	247 Schroders Road, Tenterfield	Dwelling & Detached Studio
DA 2020.109	10-Nov-20	Under Assessment	Tenterfield Surveys (Clifton)	Cnr Duncan & Petrie Street, Tenterfield	Four (4) Lot Residential Subdivision
DA 2020.114	23-Nov-20	Neighbour Notification to 8 December 2020	Kembul Pty Ltd T/as AB Contracting (BULMER Allen & Kristina)	162A Sandy Flat Rod, Tenterfield	Truck Depot & Office
DA 2020.115	25-Nov-20	Awaiting NSW RFS & Engineering Recommendations	Tenterfield Surveys (Carpenter)	Schroders Road, Tenterfield	Two (2) Lot Boundary Adjustment
		Under Assessment			
DA 2020.116	25-Nov-20	Awaiting NSW RFS & Engineering Recommendations	Tenterfield Surveys (Carpenter)	288 Schroders Road, Tenterfield	Two (2) Lot Boundary Adjustment
		Under Assessment			

FY 20/21 Development Statistics

		Dwellings	Additions/ Renovations to Existing Dwellings	Garages, Carports & Sheds	Commercial or Industrial Works	Subdivision	Recreation/ Tourism	FY 20/21 Monthly Total	FY 19/20 Monthly Total
Jul-20	No.	5	0	1	1	0	3	10	10
	Value	\$1,010,590.00	\$0.00	\$22,300.00	\$36,000.00	\$0.00	\$100,000.00	\$1,168,890.00	\$346,093.00
Aug-20	No.	10	1	3	0	2	1	17	10
	Value	\$2,894,224.00	\$9,500.00	\$180,000.00	\$0.00	\$0.00	\$48,500.00	\$3,132,224.00	\$786,488.00
Sep-20	No.	4	0	2	0	0	0	6	8
	Value	\$1,141,135.00	\$0.00	\$30,308.00	\$0.00	\$0.00	\$0.00	\$1,171,443.00	\$738,263.00
Oct-20	No.	7	1	8	0	2	1	19	13
	Value	\$2,100,450.00	\$29,980.00	\$124,415.00	\$0.00	\$0.00	\$8,000.00	\$2,262,845.00	\$1,030,898.00
Nov-20	No.	5	1	5	1	3	0	15	11
	Value	\$1,413,340.00	\$60,000.00	\$73,414.00	\$80,000.00	\$0.00	\$0.00	\$1,626,754.00	\$570,472.00
Dec-20	No.							0	7
	Value							\$0.00	\$699,600.00
Jan-21	No.							0	8
	Value							\$0.00	\$697,981.00
Feb-21	No.							0	9
	Value							\$0.00	\$617,029.00
Mar-21	No.							0	14
	Value							\$0.00	\$720,825.00
Apr-21	No.							0	7
	Value							\$0.00	\$553,422.00
May-21	No.							0	6
	Value							\$0.00	\$827,334.00
Jun-21	No.							0	10
	Value							\$0.00	\$666,710.00
No. (Year to Date)		31	3	19	2	7	5	67	113
FY 20/21 Total Value (Year to Date)		\$8,559,739.00	\$99,480.00	\$430,437.00	\$116,000.00	\$0.00	\$156,500.00	\$9,362,156.00	
FY 19/20 Total Value		\$4,348,528.00	\$1,033,684.00	\$1,001,310.00	\$1,791,993.00	\$0.00	\$79,600.00		\$8,255,115.00

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

14. Buildings and Amenities



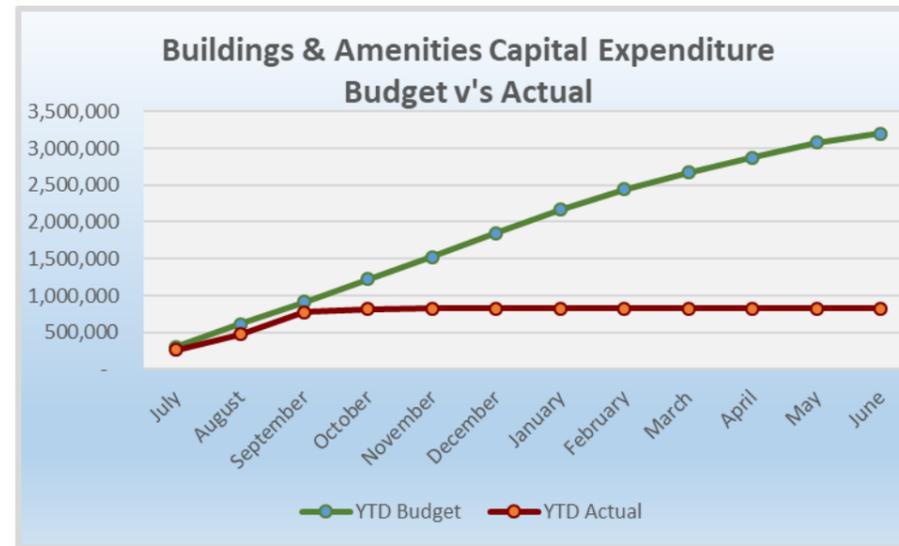
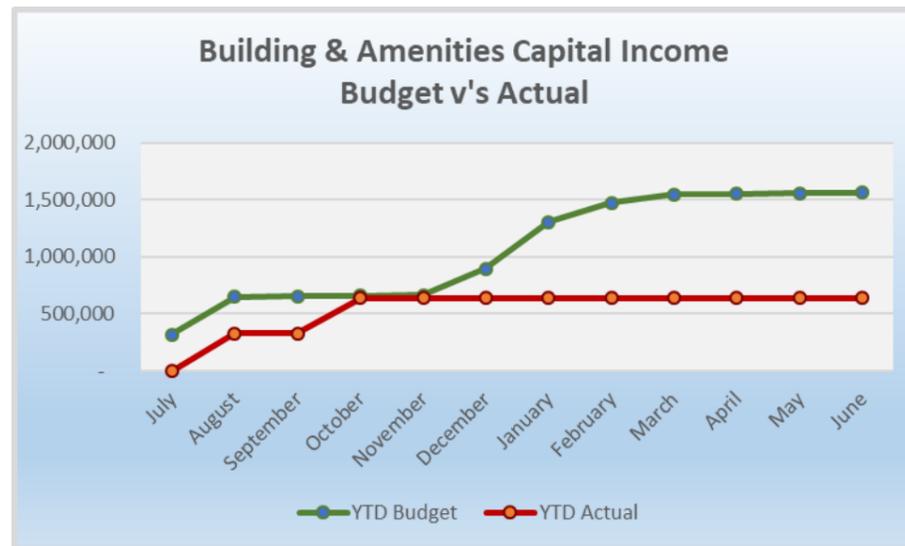
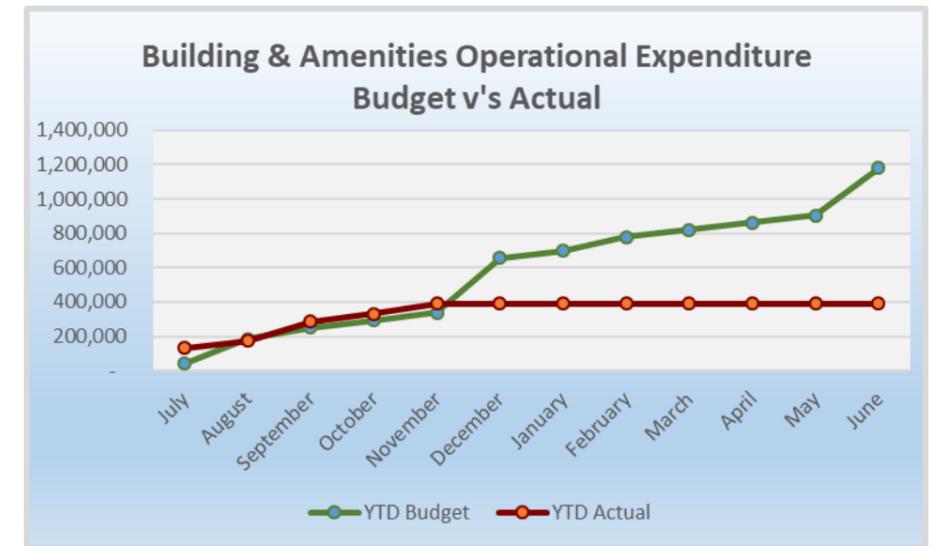
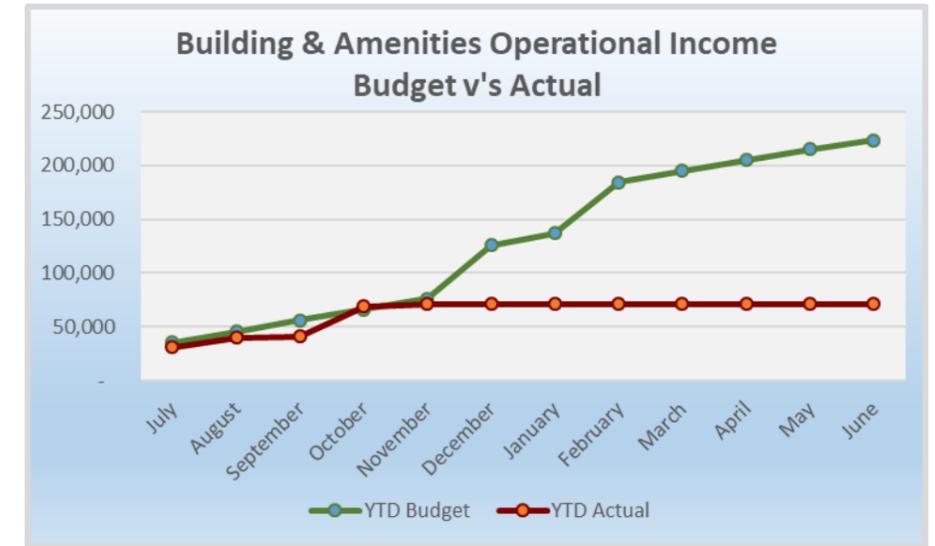
Under the 4 year Delivery Plan *Buildings and Amenities* relates to: energy management and conservation, asset planning and maintenance scheduling; building and amenities utilisation, income generation and administration. The Office of the Chief Corporate Officer directly oversees these outcomes.

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

COA	20/21 Review 1 Budget	20/21 YTD Actuals November	20/21 Percentage Spent
Buildings & Amenities	2,594,358	506,457	19.52%
1. Operating Income	(223,523)	(71,363)	31.93%
2. Operating Expenditure	1,178,133	391,175	33.20%
3. Capital Income	(1,562,305)	(640,491)	41.00%
4. Capital Expenditure	3,202,053	827,136	25.83%
4200501. Admin Building -- Refurbishment	1,475,136	449,779	30.49%
4200508. Admin Building - Asbestos Removal	60,000	0	0.00%
4235000. Tenterfield Memorial Hall Sporting Complex - SCCF-1023	888,678	266,258	29.96%
4235001. Memorial Hall Internal Acoustic, Ventilation & Insulation Treatments	440,000	2,650	0.60%
4235002. Restorations to Pioneer Cottage	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	138,239	108,449	78.45%



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

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

Operational Income:

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

Operational Expense:**c) Capital Projects**

1. Administration Building Refurbishment and Emergency Management Centre –Building works in progress. Carpet to be laid 7 December 2020.
2. Memorial Hall – Amenities package is in construction, external cladding being installed, roofing works and underfloor works proceeding.
3. Depot Admin Building – defects being addressed and final variations being carried out.
4. Amenities at Liston, Legume, Urbenville & Jennings – Liston & Legume complete, Jennings & Urbenville works are being finalised.

d) Emerging Issues, Risks and Opportunities

1. Mingoola Transfer Station – Negotiations with local Aboriginal Land Claim office to discuss site and claim.
2. Crown Land Plans of Management – Submitted to the Minister.

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

- Nil to Report

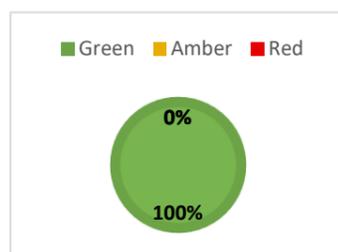
g) Business Statistics

- Nil to Report

h) Special events, achievements of note, celebrations

Liston and Legume Amenities complete.

15. Parks, Gardens and Open Space

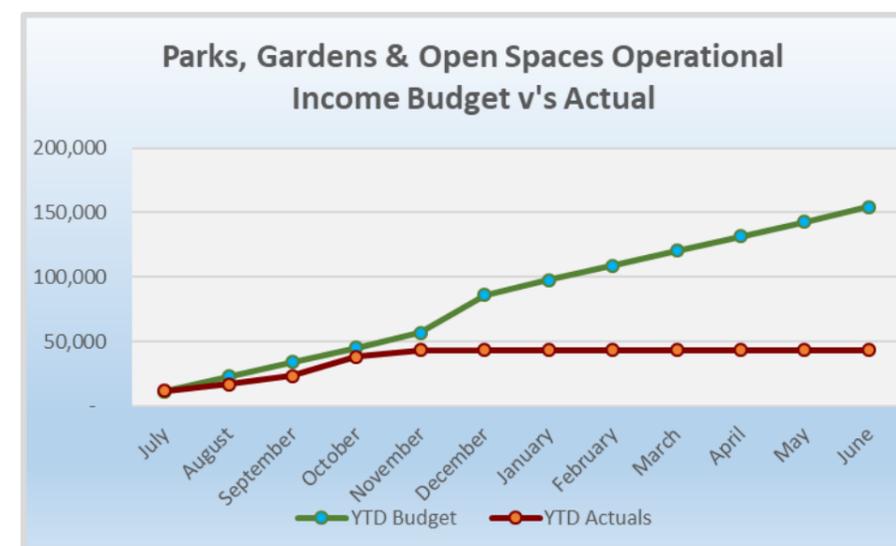
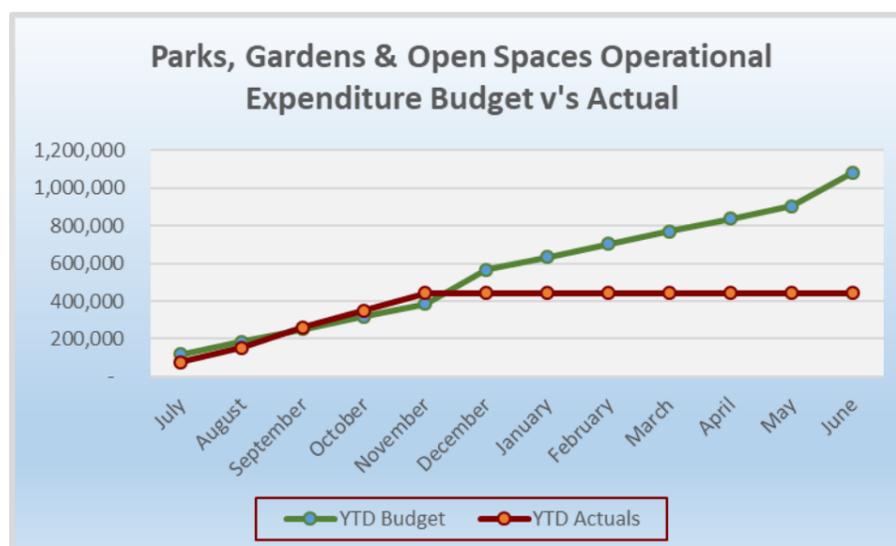


Under the 4-year Delivery Plan *Parks, Gardens and Open Space* relates to: consultation, planning, development; increasing patronage; amenity; maintenance and operations; public art; cycle ways; public trees; sportsgrounds (active and passive); cleanliness and administration. The Office of the Chief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

a) Delivery and Operational Plan precis

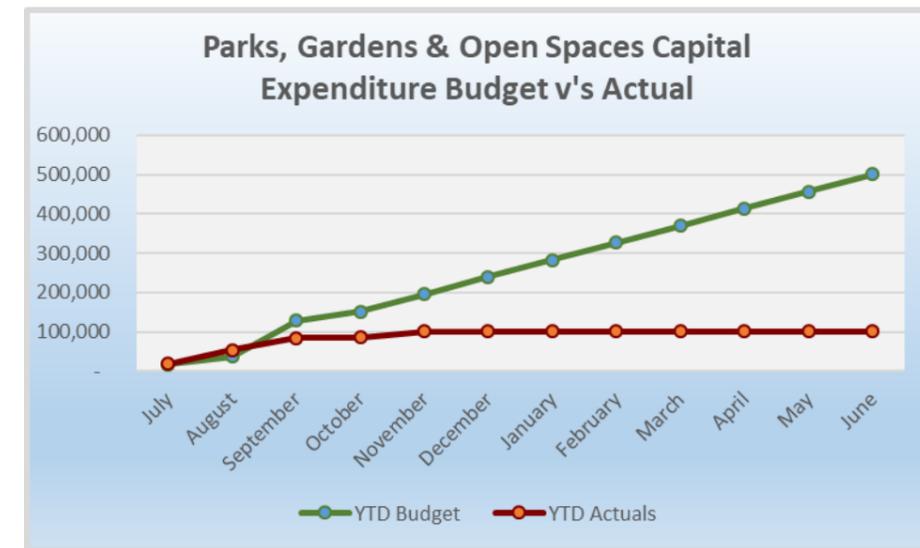
4 Year Delivery Program	1 Year Operational Plan 20/21	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
<p>DP15.01) Identify and pursue opportunities to increase usage of open spaces assets throughout the Shire.</p> <p>Sport and recreation (passive & active): A - Chief Corporate Officer</p> <p>Open Space Amenities: A - Chief Corporate Officer</p>	<p>Engage with the Parks, Gardens and Open Space Committee and the Tenterfield Shire community to assist in identifying further ideas to increase open space usage throughout the Shire.</p>	<p>B:OSRUS C:PGLHC D:PGLHC</p>			+1	<p>Forms part of the (ongoing) agenda for all Parks and Garden Committee meetings. Successful grant funding for further upgrading projects within Tenterfield and villages. Possibility of online bookings for park functions in future however needs development.</p>
<p>DP15.02) Identify and partner with local residents in the development and delivery of town and village beautification initiatives.</p> <p>Place & public art/beautification: A - Chief Executive ("Identify & partner with...")</p> <p>Place & public art/beautification A - Director Infrastructure (Development/implementation/finalisation)</p>	<p>Ensure maintenance standards are conducted and delivered efficiently through Parks, Gardens and Open Space Committee and Village Progress Associations.</p>	<p>B:MEDCE C:MEDCE D:CDO</p> <p>B:OSRUS C:PGHLC D:PGHLC</p>			+1	<p>The dead tree removal grant funding project has seen 1044 trees submitted and 106 trees selected for removal. The dead tree removal program has been completed.</p> <p>Installation on new drip line irrigation in gardens in Rouse Street near completion in readiness for plantings. Plant species selected and ordered, some have arrived.</p> <p>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.</p> <p>New picnic tables and path are next to be actioned.</p> <p>Liston has had village enhancements to include the park being top dressed and seeded and land behind the hall cleared. Dead tree removal and village approach grant funding commenced along Rivertree Rd.</p> <p>Drake village dead tree removal near completion.</p> <p>Lower Acacia and Old Koorelah have been completed.</p> <p>Staff have been pruning, watering and mulching street trees, and maintenance to plants and gardens in Rouse street.</p> <p>Mowing has commenced.</p> <p>One very large pinoak tree had to be removed in Logan street as a limb fell taking the power lines and showing further decay.</p>

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, Legume, Liston and Jennings near completion. Supplier notified for the installation of the shade structure over the Rotary Park playground, through SCC Grant Funding round (2).
	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. Report to the December Council meeting.
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	Grant funding options for further village projects. Discussion with the Liston Progress Association about the top dressing of the park and improvement to the area behind the hall. BBQ installed. 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

COA	20/21 Review 1 Budget	20/21 YTD Actuals November	20/21 Percentage Spent
Parks, Gardens and Open Space	1,271,190	568,788	44.74%
1. Operating Income	(154,250)	(43,379)	28.12%
2. Operating Expenditure	1,083,539	442,352	40.82%
3. Capital Income	(158,990)	68,402	-43.02%
4. Capital Expenditure	500,891	101,414	20.25%
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	40,000	1,001	2.50%
4605510. Shade Structure over Rotary Park Playground	99,420	0	0.00%
4605511. Installation of Covered Exercise Area at Hockey Park	63,789	0	0.00%
4605512. Shirley Park Cricket Net Replacement	68,418	23,152	33.84%
4605513. Jubilee Park - Upgrade Pathway	35,000	0	0.00%
4605514. Jennings Park - Playground Renewal	50,000	0	0.00%
4610501. Renewal of Shirley Park Amenities Building (SRV)	52,403	49,809	0.79%
4610509. Tenterfield Town Centre Revitalisation - Phase 2 SCCF -1094	20,306	22,843	112.50%



Capital Income:

Milestone payments for SCCF grants received.

Capital Expenses:

Grant Funding to be sourced for these Projects:

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

Operational Income:

Through Park/Sporting ground bookings.

Operational Expense:

On Budget.

c) Capital Projects

Upgrade Jennings Playground (Grant Funded)

New storage shed at Cemetery

Rouse street planting and irrigation (Grant Funded)

Jubilee Park Pathway (Grant Funded)

d) Emerging Issues, Risks and Opportunities

Dryer weather conditions staff are spending a lot of time watering trees and some gardens not having irrigation.

e) The Business of Improving the Business

Seeking further grant funding to improve amenities.

f) Customers

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

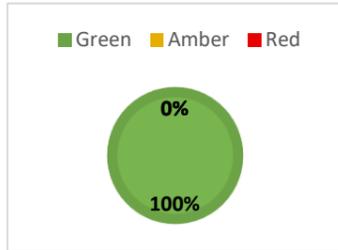
g) Business Statistics

Nil to report

h) Special events, achievements of note, celebrations

Nil to report

16. Swimming Complex



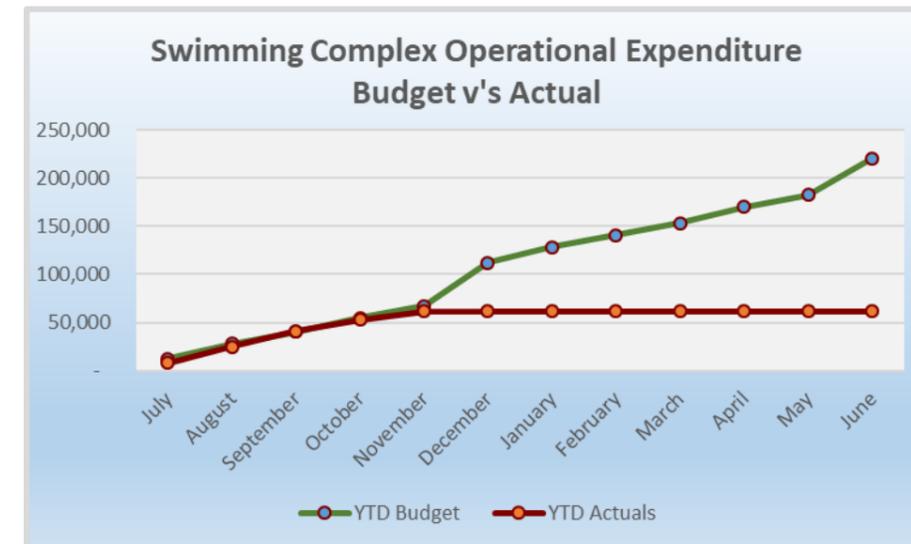
Under the 4 year Delivery Plan *Swimming Complex* relates to the ongoing: service provision; regulatory compliance; planning; supervision of patrons; and management. The Office of the Chief Corporate Officer directly oversees these outcomes.

a) Delivery and Operational Plan precis

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

b) Budget

COA	20/21 Review 1 Budget	20/21 YTD Actuals November	20/21 Percentage Spent
Swimming Complex	258,914	59,574	23.01%
2. Operating Expenditure	220,648	61,308	27.79%
3. Capital Income	(220,000)	(20,000)	9.09%
4. Capital Expenditure	258,266	18,266	7.07%
4600504. Masterplan for the Memorial Pool	14,300	14,300	100.00%
4600506. Shade Structure Over BBQ at Pool	40,000	0	0.00%
4600509. Swimming Pool - Pump	3,966	3,966	99.99%
4600510. Swimming Pool - Water Heater	100,000	0	0.00%
4600511. Swimming Pool - Pool Blankets	75,000	0	0.00%
4600512. Swimming Pool - Equipment Renewal	25,000	0	0.00%



Capital Income:

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

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

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

Operational Income:

Nil

Operational Expense:

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

c) Capital Projects

Masterplan and feasibility continues.

d) Emerging Issues, Risks and Opportunities

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

e) The Business of Improving the Business

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

f) Customers

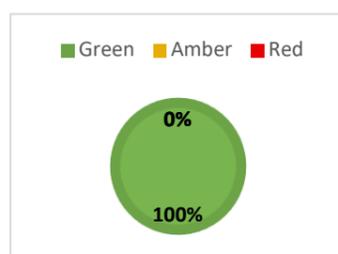
Nil

g) Business Statistics

Nil to date

h) Special events, achievements of note, celebrations

17. Asset Management and Resourcing



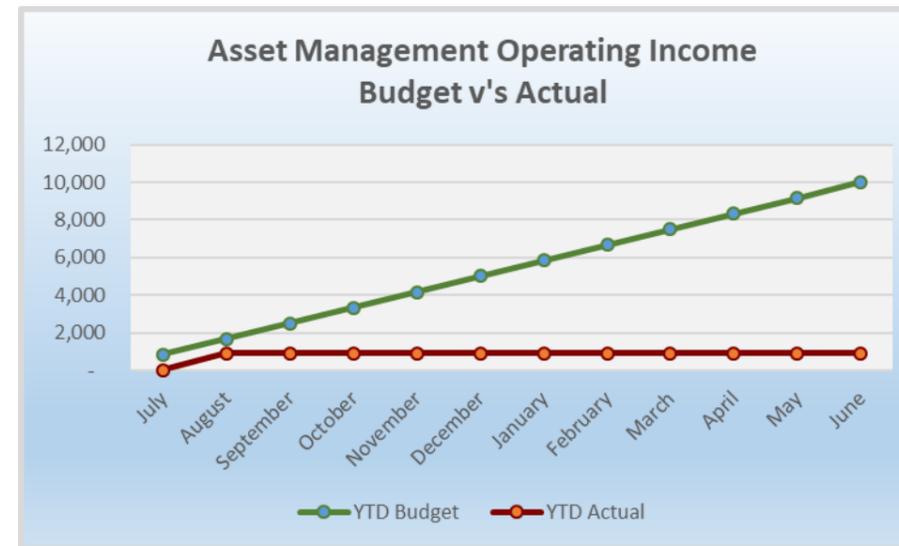
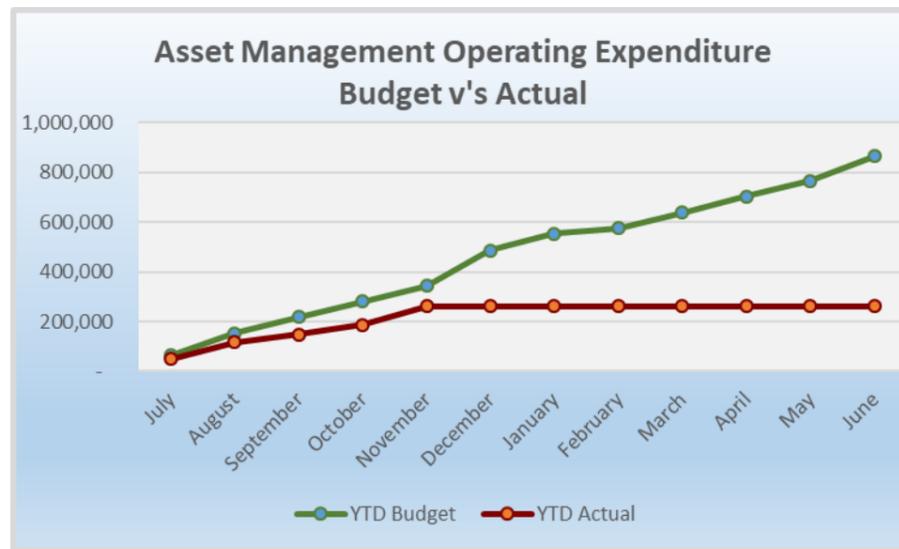
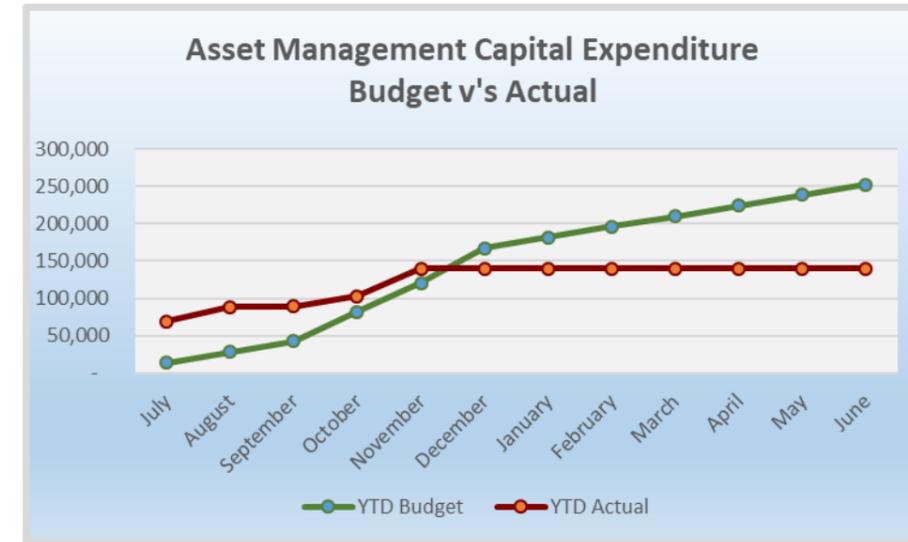
Under the 4 year Delivery Plan *Asset Management and Resourcing* relates to: review, investigation, survey, design, development and project management; asset investigation, planning, policy formulation and management (both as a bureau service to whole organisation and for transport infrastructure). The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

a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 20/21	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP17.01) Delivery of survey and design works for infrastructure services, including stormwater drainage, transport, and water and sewer infrastructure. Assets & projects: A – Director Infrastructure	Ensure that asset management, project planning and design activities meet agreed quality and industry standards	B:MAPP C:MAPP D:MAPP			+1	Major works in the 20/21 program are continuing on Mt Lindesay Road, Tooloom Road and various 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 achieve efficiencies. Risks are assessed and controls put in place during design and construction phases.
	Manage the Asset Management and Resourcing Service of Council in a financially responsible manner in line with Budget allocations.	B:MAPP C:MAPP D:MAPP			+1	Asset replacement projects are scoped in line with the adopted annual budget. Opportunities are being gained through external grant funds to accelerate asset replacement where appropriate.
DP17.02) Review and implement planning for footpaths and cycleway infrastructure that is safe for users and supports connectivity and active recreation in urban environments. Assets & projects: A – Director Infrastructure	Review the Pedestrian Access and Mobility Plan (incorporating the Disability Action Plan) and Bike Plan to identify any priority gaps in connectivity in our Towns and Villages.	B:MAPP C:MAPP D:MAPP			+1	The Pedestrian Access Mobility Plan and the Bike Plan has been displayed for public submissions. These Plans will be referred back to Council in the New Year for further consideration of submissions and implications.
DP17.03) Asset planning considers the impact of consumption and cost driven by the increased demand for existing services and attracts a contribution priced to reflect this impact. Assets & projects: A – Director Infrastructure	Undertake annual inspections (or as deemed appropriate) for condition assessment of Council infrastructure and assets.	B:MAPP D:MAPP			+1	The inspection program assists in asset renewal identification and updating asset registers. This will be required for the new asset management system data inputs.
DP17.04) Asset Planning, Policy and Management provide strategic direction and information to Council enabling the sustainable management of its asset portfolio as a whole. Assets & projects: A – Director Infrastructure	Develop and implement the Strategic Asset Management Plan and associated systems.	B:MAPP C:MAPP			+1	Asset Management Strategy has been reviewed and adopted by Council. This document includes an ongoing Improvement Plan. The Asset Management Policy 1.014 has recently been updated and forms a part of the Strategy.
DP17.05) Risk Management embedded in our Asset Management Planning forms the basis for our intervention programs and our Asset Management practices. Assets & projects: A – Director Infrastructure	Review and update Council's Risk Register and intervention programs on an ongoing basis in accordance with inspection schedules.	B:MAPP C:MAPP			+1	Review of asset risks has been prepared for the Risk Management system.

b) Budget

COA	20/21 Review 1 Budget	20/21 YTD Actuals November	20/21 Percentage Spent
Asset Management & Resourcing	968,674	403,748	41.68%
1. Operating Income	(10,000)	(913)	9.13%
2. Operating Expenditure	866,010	262,330	30.29%
3. Capital Income	(150,000)	0	0.00%
4. Capital Expenditure	252,664	140,102	55.45%
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%
6. Liabilities	10,000	2,228	22.28%



Capital Income:

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

Capital Expenses:

Management of major projects are funded through grant programs where possible to reduce the burden to Council funds.

Grant Funding to be sourced for these Projects:

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

Above projects have been funded through Council's annual budget for 2020/21. Works for fuel tank compliance have been undertaken and further works including documentation is continuing, access control and security infrastructure is being investigated, depot safety signage has been upgraded. New environmentally safe bunded emulsion storage tanks have been installed at the Tenterfield and Urbenville depots.

Operational Income:

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

Operational Expense:

Operational expenses are monitored in respect to the annual budget.

c) Capital Projects

Work on the depot refurbishment is being finalised from the 19/20 project.

Castlerag Road has been sealed under the LRCI Program and work has commenced on Hootons Road near the Clarence River under this same program.

Major work on Mt Lindesay Road Stage 5 at Big Hill is ongoing to clear and grub vegetation.

Drainage works have commenced on Mt Lindesay Road unsealed section near Cullendore Road. This project will see a further 2.1 km section bitumen sealed to reduce annual maintenance requirements on the road.

Contracts documents are being prepared for the Torrington Road (Deepwater River) and Paddys Flat Road (Kangaroo Creek) bridges.

Replacement work on the Boonoo Boonoo bridge on Mt Lindesay Road and Beaury Creek bridge on Tooloom Road are well advanced.

Road approach works for the bridge on Hootons Road (Emu Creek) are underway.

d) Emerging Issues, Risks and Opportunities

Ongoing risks are monitored throughout major projects.

e) The Business of Improving the Business

A focus is being made for improved records management, timely delivery of major projects with a high level of quality for the longevity of the infrastructure.

f) Customers

Customer matters are dealt with on a priority basis where resources are available, however some delays may encountered due to the large extent of major capital works Council is undertaking for improvement of facilities for the community as a whole.

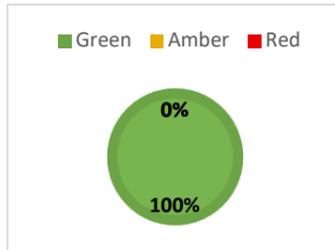
g) Business Statistics

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

h) Special events, achievements of note, celebrations

No special events at this stage.

18. Commercial Works



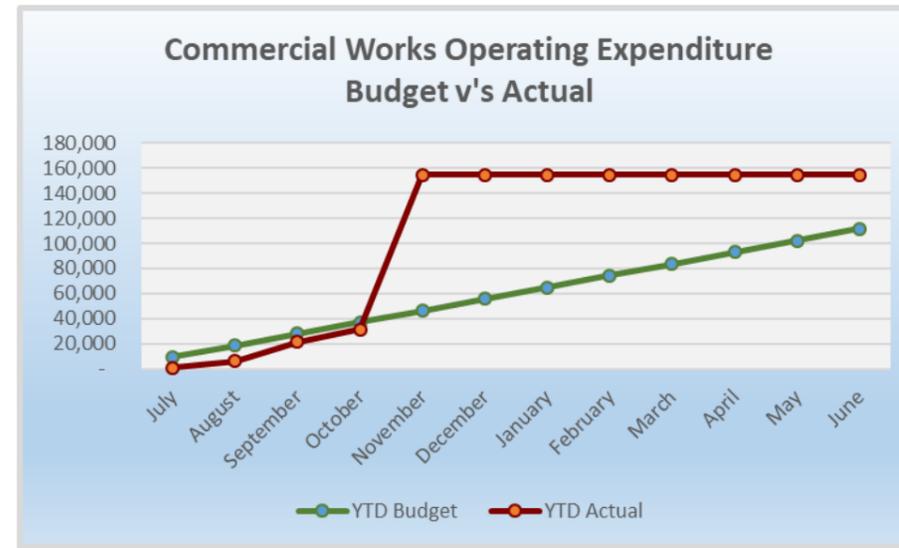
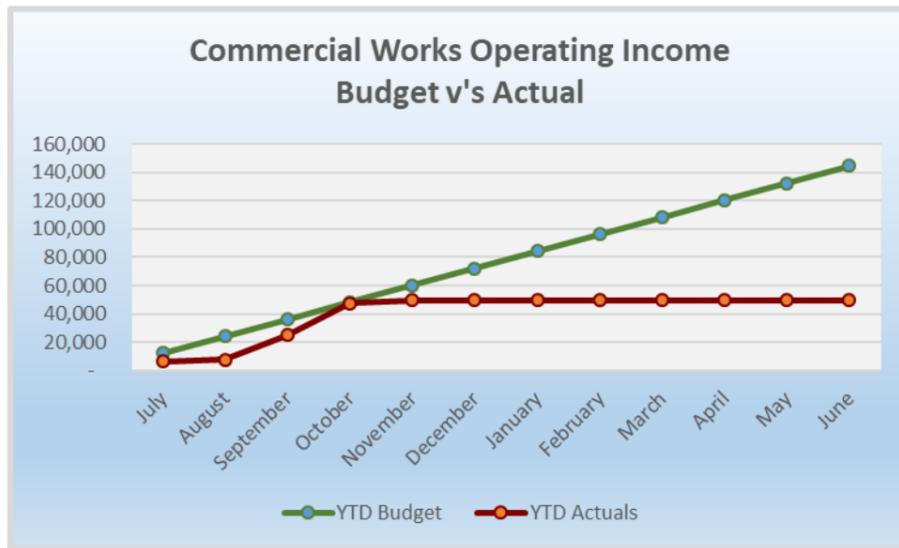
Under the 4 year Delivery Plan *Commercial Works* relates to: private works management, benchmarking, offsetting costs through creating synergies. The Office of the Chief Operating Officer directly oversees these outcomes.

a) Delivery and Operational Plan precis

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

b) Budget

COA	20/21 Review 1 Budget	20/21 YTD Actuals November	20/21 Percentage Spent
Commercial Works	(33,016)	105,427	-319.32%
1. Operating Income	(144,525)	(49,435)	34.21%
2. Operating Expenditure	111,509	154,862	138.88%



Capital Income:

NA

Capital Expenses:

NA

Operational Income:

No significant variance.

Operational Expense:

No significant variance.

c) Capital Projects

d) Emerging Issues, Risks and Opportunities

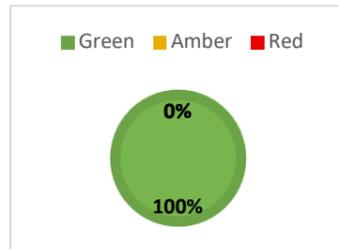
e) The Business of Improving the Business

f) Customers

g) Business Statistics

h) Special events, achievements of note, celebrations

19. Stormwater and Drainage



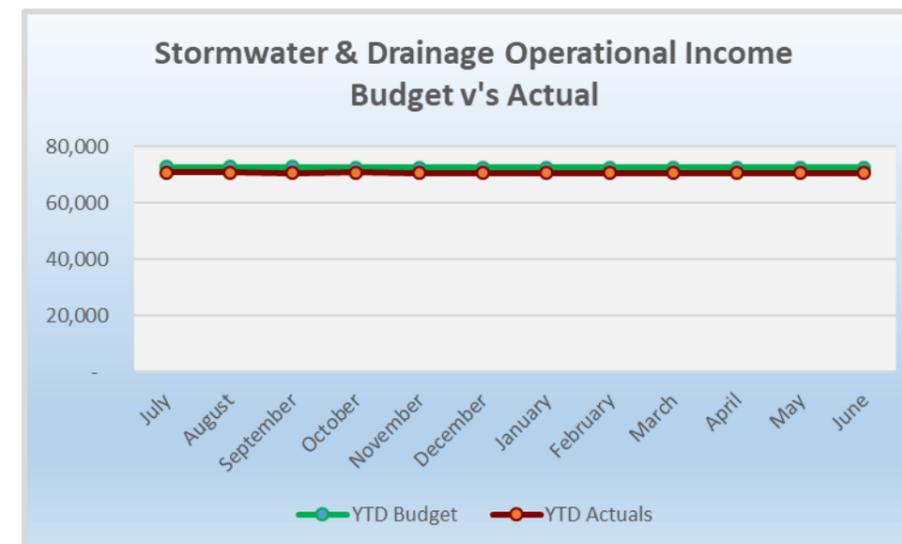
Under the 4 year Delivery Plan *Stormwater and Drainage* relates to ongoing management and improvement of all stormwater infrastructure, gross pollutant traps, natural urban waterways and erosion control apparatus. The Office of the Director Infrastructure directly oversees the outcomes.

a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 20/21	Officer	-1	0	+1	Comments:
DP19.01) Stormwater and drainage infrastructure is provided, maintained and renewed. <i>Stormwater: A - Director Infrastructure</i>	Implement the Stormwater Asset Management Plan.	B:MAPP C:MAPP D:MW			+1	Project planning for stormwater asset renewals is being undertaken. A number of projects are programmed to upgrade drainage pits for child protection in public areas and flow efficiency.
	Deliver Business improvements, recognising emerging risks and opportunities.	B:MAPP C:MAPP D:MW			+1	Project delivery is scheduled with the aim to gain efficiencies. Project scoping is undertaken to assess risks and to seek opportunities to improve the performance of the asset.
	Manage the Stormwater and Drainage of Council in a financially responsible manner in line with Budget allocations.	B:MAPP C:MAPP D:MW			+1	Asset replacement projects are scoped in line with the adopted annual budget limitations.

b) Budget

COA	20/21 Review 1 Budget	20/21 YTD Actuals November	20/21 Percentage Spent
Stormwater & Drainage	257,745	(70,346)	-27.29%
1. Operating Income	(72,566)	(70,534)	97.20%
2. Operating Expenditure	100,111	0	0.00%
3. Capital Income	0	(395)	0.00%
4. Capital Expenditure	230,200	584	0.25%
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%



Capital Income:

Capital works are funded through the current budget.

Capital Expenses:

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

Operational Income:

Operational works are funded through the current budget.

Operational Expense:

Operational expenses are kept within the allocated budget.

c) Capital Projects

Storm water pit upgrade projects have been programmed for 2020/21 including Wood Street, Scott Street, and East Street in Tenterfield, and Stephen Street and Welch Street in Urbenville. Materials have been ordered and works are being programmed over the Christmas New Year period to avoid disruption to pedestrian and vehicle traffic as most of these projects are near public schools.

d) Emerging Issues, Risks and Opportunities

Staffing resources are limited and demands high given the increased level of grant funding on other major road works. Works near schools are being programmed to reduce any safety risks to the public, particularly school aged pedestrians – hence taking the opportunity to use low traffic volume periods through school holiday breaks.

e) The Business of Improving the Business

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

f) Customers

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

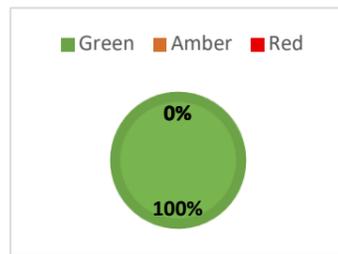
g) Business Statistics

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

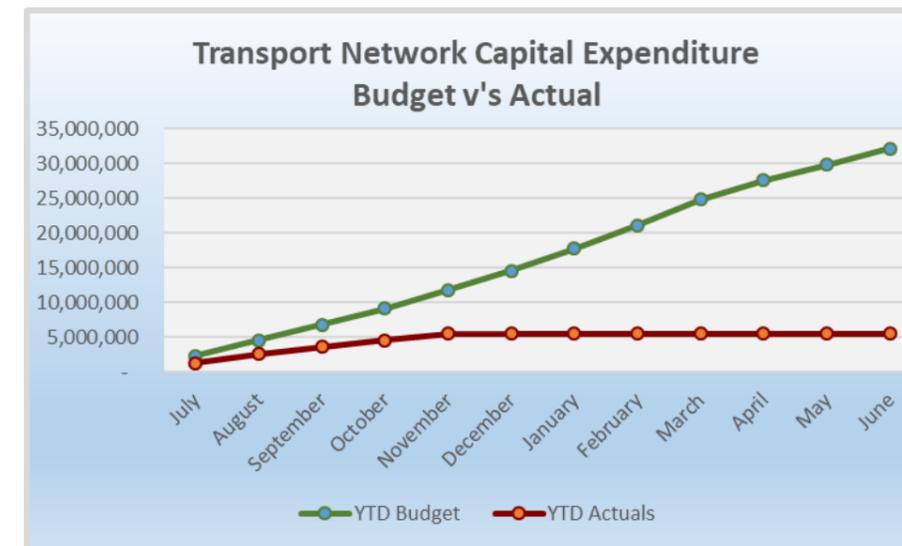
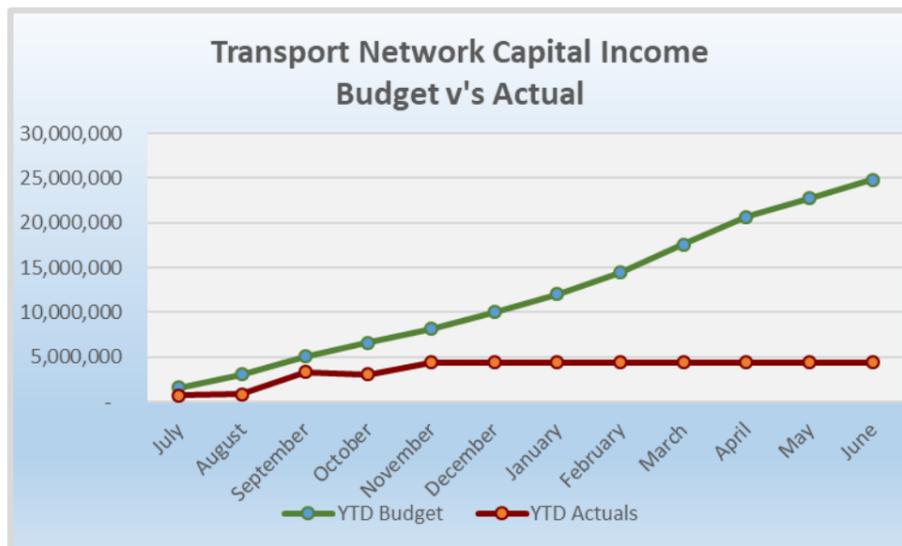
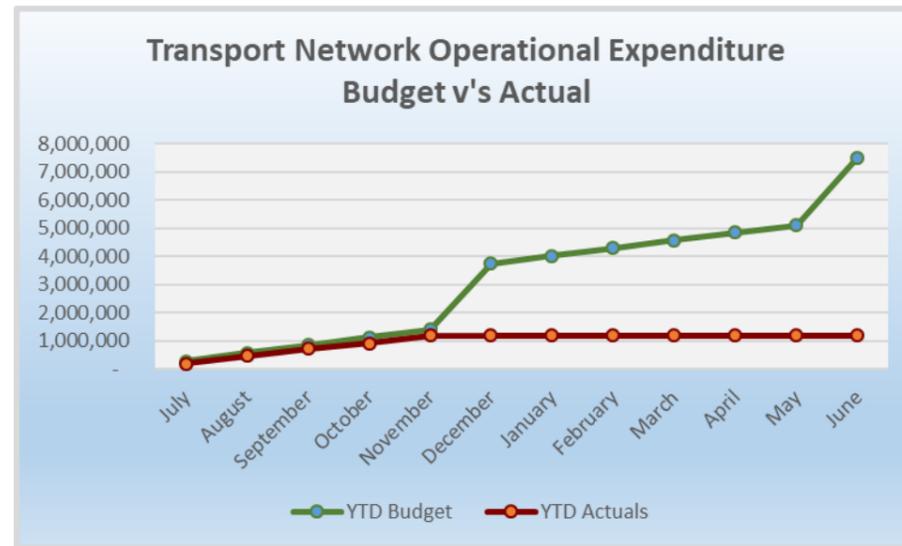
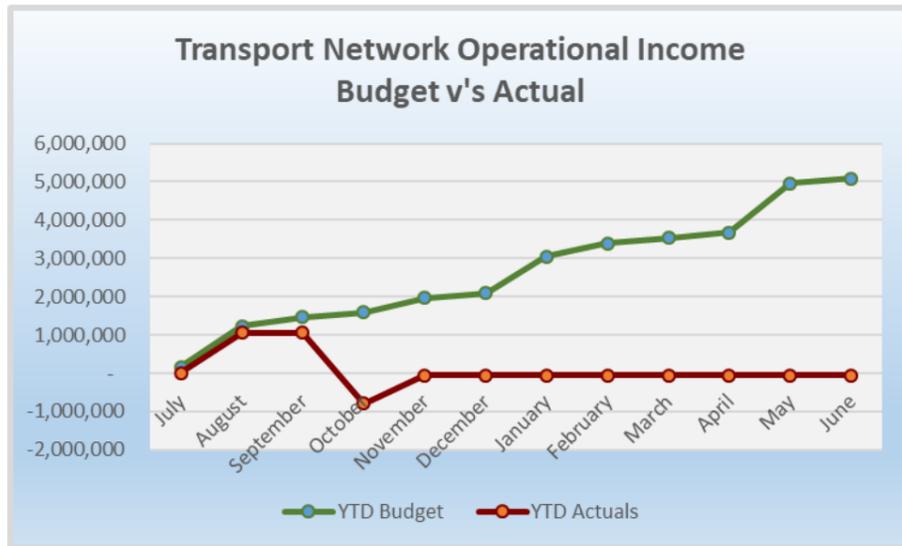
4 Year Delivery Program	1 Year Operational Plan 20/21	Officer	-1	0	+1	Has been made
DP20.01) Construction of Transport Infrastructure. Roads, bridges and retaining walls: A - Director Infrastructure	Manage and deliver construction services for transport infrastructure.	B:MAPP C:TPE			+1	Capital projects continue on Mt Lindesay Road east of Legume with clearing commenced now on Stage 5. Timber bridge renewals are continuing at Boonoo Boonoo, Emu Creek and Beaury Creek (Tooloom Rd) bridges. R2R rehabilitation road works are continuing on Torrington Road.
DP20.02) Maintenance of transport infrastructure. Roads, bridges and retaining walls: A - Director Infrastructure	Manage and deliver maintenance services for transport infrastructure.	B:MAPP C:MW D:MW			+1	Transport assets, which are mainly roads, are maintained in accordance with the adopted annual budget.
DP20.04) Management of the transport infrastructure assets in response to changing community need. Road safety and Traffic Committee: A - Director Infrastructure Quarries and stockpiling: A - Director Infrastructure Aviation: A - Director Infrastructure Roads, bridges and retaining walls: A - Director Infrastructure	Review and implement the Road Network Management Plan and the Road Network Asset Management Plan.	B:MAPP C:MAPP			+1	A review of the Road Network Management Plan has been reviewed and submissions will be referred back to Council for further consideration.
	Deliver Business improvements, recognising emerging risks and opportunities.	B:MW C:MW D:MW			+1	Project delivery is scheduled with the aim to gain efficiencies. Projects are undertaken utilizing internal teams and external contractors to deliver projects within grant funding time requirements.
	Manage the Transport Network Service of Council in a financially responsible manner in line with Budget allocations.	B:MAPP C:MW D:MW			+1	Asset replacement projects are scoped in line with the adopted annual budget. Where external grant opportunities are available, successful grants are assisting with the asset renewal program.

b) Budget

COA	20/21 Review 1 Budget	20/21 YTD Actuals November	20/21 Percentage Spent
Transport Network	9,888,559	2,456,436	24.84%
1. Operating Income	(5,087,444)	48,214	-0.95%
2. Operating Expenditure	7,504,349	1,202,729	16.03%
3. Capital Income	(24,807,304)	(4,367,266)	17.60%
4. Capital Expenditure	32,108,076	5,512,502	17.17%
6215110. Regional & Local Roads Traffic Facilities	66,731	1,798	2.69%

6215510. Regional Roads Block Grant - Reseals Program.	877,001	259,127	29.55%
6215531. Special Grant Mt Lindesay Road (RMS/Fed)	10,000,000	1,406,546	14.07%
6215548. Restart NSW Funding - Beaury Creek Bridge Replacement - Tooloom Road - Expenditure	1,515,337	353,540	23.33%
6215550. Footpaths	0	34	0.00%
6215551. Repair Program 2019/20	491,571	491,571	100.00%
6215552. Roads to Recovery 2019-24	1,645,913	221,482	13.46%
6215553. MR 462 Bruxner Way Curve Improvements (Segments 7010, 7020 & 7030)	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	14,000	219	1.56%
6215559. Safer Roads Program - Boonoo Boonoo Falls Road	298,000	1,044	0.35%
6215560. Local Roads & Community Infrastructure Program	1,044,335	186,275	17.84%
6215561. Fixing Local Roads - Tooloom Road Heavy Vehicle Access	3,996,201	257,863	6.45%
6215562. Repair Program 2020/21	575,055	190,004	33.04%
6215563. Federal Stimulus Safety Project 2299 Mt Lindesay Rd	788,000	6,805	0.86%
6215564. Mt Lindesay Rd & Boundary Rd Intersection Safety Signposting	0	1,402	0.00%
6220270. Boonoo Boonoo Bridge, Mt Lindesay Road - Restart NSW Funding	2,673,772	376,906	14.10%
6220271. Bridges Renewal Program - Deepwater River Bridge Renewal - Torrington Road	1,176,433	11,193	0.95%
6220272. Bridges Renewal Program - Kangaroo Creek Bridge Replacement - Paddys Flat Road Nth	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	1,773,906	413,830	23.33%
6220280. Restart NSW Funding - Bridge Interim Solutions Project - Expenditure	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	160,000	1,212	0.76%
6240506. Footpath Extension in Drake	20,000	22,237	111.18%
6. Liabilities	170,882	60,257	35.26%



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.

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 Fixing Country Bridges, Federal Assistance Grants, Roads to Recovery program, TfNSW Regional Roads Repair program and Interim Bridges Solutions grant. The Local Roads Community Infrastructure (LRCI) project continues with sealing works in progress on Hootons Road.

The following bridges were successful in receiving 50% funding under the Australian Government Bridges Renewal Program R5

- Paddys Flat Road South Bridge 67161 replacement (unnamed creek), Tabulam
- Paddys Flat Road North Bridge 67203 replacement (unnamed creek), Upper Tooloom

Operational Income:

Operational works are funded through the current budget.

Operational Expense:

Operational expenses are kept within budget.

- **Grader Works completed in November**

- o Eastern Grader – Patemans Rd, Leslie Creek Rd, O’Driscolls Rd, Bellbird Rd, Fairfield Rd
- o Northern Grader –Grahams Creek Road, Turners Flat Road, Martins Road, Hills Road
- o Western Grader – Torrington Streets, began on Silent Grove Rd
- o Central Grader – Hootons Rd (LRCI Sealing capital works)

- **Grader Schedule for December / January**

- o Eastern Grader – Ramsay Rd, Drake Streets/Lanes, Red Rock Rd, Rover Park Rd
- o Northern Grader – Beaury Creek Road
- o Western Grader – Silent Grove Road, Binghi Rd
- o Central Grader - Hootons Road (inc LRCI sealing) and Paddys Flat Road (inc Tank Trap parking area)

c) Capital Projects

Mt Lindesay Road (Legume – Woodenbong) Special Grant project is the major project for the year with Stage 5 at Big Hill clearing and grubbing to be completed in December. Drainage works have also commenced on Stage 3 Legume East.

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

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

Mt Lindesay Road Hill View 2.0km upgrade and sealing (Roads to Recovery) – drainage works commenced during November.

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

Urbenville main street footpath upgrade will commence in December.

- **Bridge Works**

- Interim Bridge Solutions
 - o Wallaroo Range Rd has the bridge structure completed with road approaches to be commenced when equipment is available.

- Beaury Creek Rd, Beaury Creek Bridge super replacement is complete.
- Preliminary works on the Pattersons Road (Acacia Creek) bridge replacement will occur in December.
- Barlows Gate bridge replacement materials have been built into the major structural components ready to be shipped to Australia for installation in the new year.
- Ordering of additional bridge materials is underway
- Torrington Road (Deepwater River) and Paddys Flat North (Kangaroo Creek) Bridge Replacement tenders to be awarded to Ozwide Bridge and Rail in December / January.

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

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 where resources are available.

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

f) Customers

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

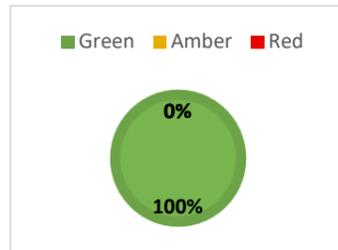
g) Business Statistics

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



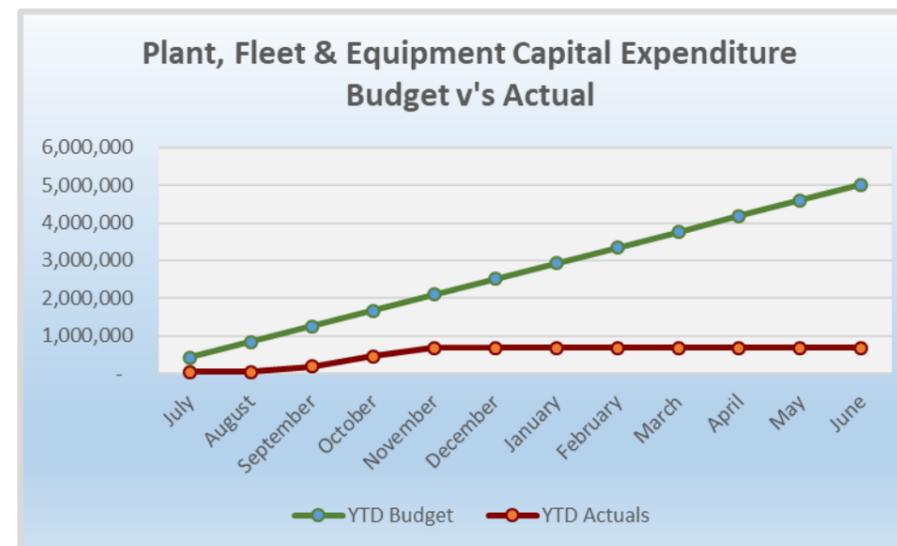
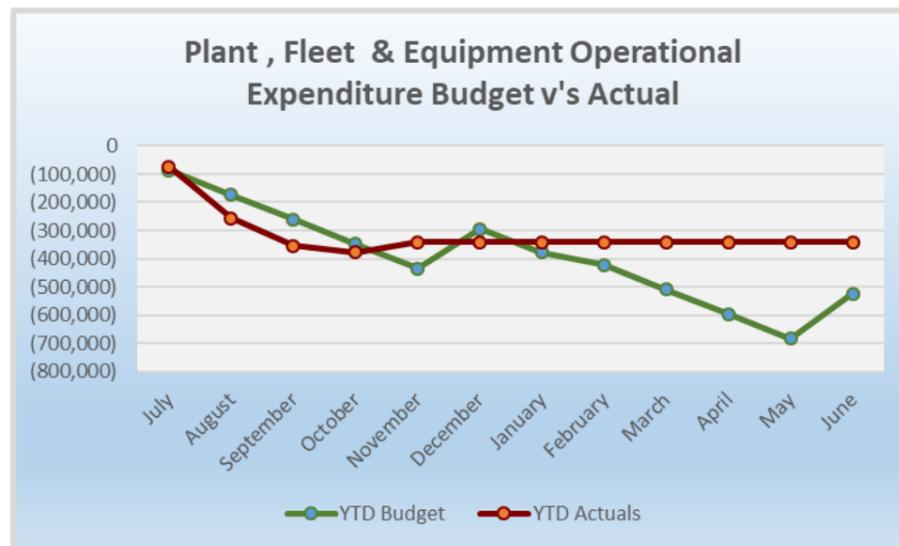
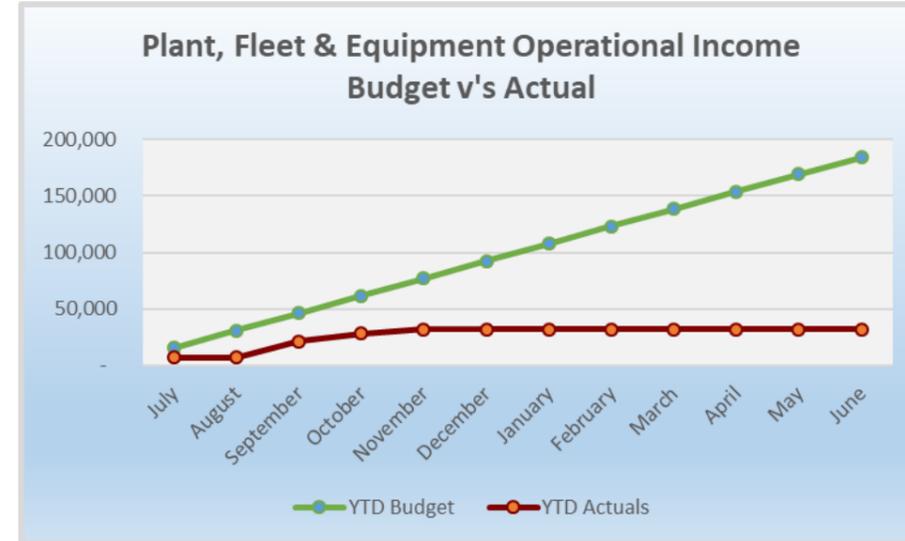
Under the 4 year Delivery Plan *Plant, Fleet and Equipment* relates to: effective provision and management of plant, fleet, equipment, store and depots; and tendering and procurement. The Office of the Director Infrastructure directly oversees these outcomes.

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.)
<p>DP21.01) Maximise productivity of Council fleet and stores service.</p> <p>Depot, Store: A – Director Infrastructure</p> <p>Fleet & Plant: A – Director Infrastructure</p> <p>Procurement and tendering framework: A – Director Infrastructure</p> <p>Depot, Store, fleet & plant: A – Director Infrastructure</p>	Implementation and delivery of the Fleet Asset Management Plan and the Plant Replacement Program.	B:MF C: MF D: MF			+1	Review of Fleet Asset Management Plan complete, including LTFP and hire rate review. Integration into the new format a working progress with Manager Assets and Projects. Awaiting delivery of two watercarts, a Grader, a Garbage Truck, and two Forklifts. Pricing has been requested for the replacement of the Jennings village mower. The Light Vehicle tender documents remain in draft.
	Develop and implement the Depot Master Plan.	B: MW C:MAPP D:MW			+1	WHS and environmental considerations are being prioritised for progression of the depot plan for the 20/21 FY. An emulsion storage tank will soon be installed to replace the existing tank which has reached the end of its useful life. Fuel bowsers have recently been repaired and a report will be prepared addressing the future viability of the fuel storage tanks.
	Deliver Business improvements, recognising emerging risks and opportunities.	B:MF C:MF D:MF			+1	The Fleet operational expenditure is up slightly across the fleet. And utilisation continues to be strong during November despite a difficult month of registration renewals.
	Manage the Plant, Fleet and Equipment Service of Council in a financially responsible manner in line with Budget allocations.	B:MF C:MF D:MF			+1	Approximately 90% of Fleet asset maintenance is conducted within a week of falling due; maintenance is conducted in line with industry best practice. 100% of general Fleet safety inspections completed with the 90 day target. Fleet is achieving its benchmarks in this area. Council's Council entire Fleet renewals occurred in November which has attributed to the small spike in operational costs.

b) Budget

COA	20/21 Review 1 Budget	20/21 YTD Actuals November	20/21 Percentage Spent
Plant, Fleet & Equipment	1,801,685	(312,155)	-17.33%
1. Operating Income	(184,500)	(32,088)	17.39%
2. Operating Expenditure	(524,799)	(341,630)	65.10%
4. Capital Expenditure	5,014,391	681,199	13.58%
6210500. Public Works Plant - Purchases	5,014,391	681,199	13.58%
8. WDB of Asset Disposals	(2,503,407)	(619,637)	24.75%
6210501. Public Works Plant - WDV of Asset Disposals	(2,503,407)	(619,637)	24.75%



Operational Income:

Recovered through plant charges, fleet income is indicating a 2.72% deficit for November with staff training being a contributing factor.

Operational Expense:

Fleet operational expenditure was 11.25% over expended for November due to the renewal of the entire fleet registrations in the period.

c) Capital Projects

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

- Unit 68 Grader – **Completed** awaiting delivery.
- Unit 17 and 11 Watercarts – **Completed** awaiting delivery.
- Unit 107 Mini Excavator 5.5T - Delay requested by works manager, trial continuing to assess feasibility.
- Unit 98 Micro Excavator 1.8T – **Completed,**
- Unit 99 Micro Excavator 1.8T – **Completed,**

- Unit 24 Front Loading Garbage Compactor – **Completed** awaiting delivery.
- Unit 69 and 70 Backhoe Loaders – Specification drafted, pricing has been obtained to verify capacity and affordability (machine size). Scope in draft
- Unit 103 and 102 Forklift Trucks – **Completed** awaiting delivery.
- Unit 612 Aluminium Plant Trailer for Unit 98 Mini Excavator – **Completed**
- Unit 613 Aluminium Plant Trailer for Unit 99 Mini Excavator – **Completed**
- Unit 611 6" Pump Set – Stake holder engagement yet to be undertaken, specifications yet to be drafted.
- Unit 337 Zero Turn Mower (Jennings) – Quotations requested
- Unit 214 3" Trailer Mounted Pump set - Stake holder engagement yet to be undertaken, specifications yet to be drafted.
- Unit 340 Front Deck Mower (Urbenville) - Stake holder engagement yet to be undertaken, specifications yet to be drafted.
- Light Vehicle Fleet – Public expressions of interest to be called in the open market for the provision of a Light Vehicle Fleet solution. Tender documents in final stages of draft.

d) Emerging Issues, Risks and Opportunities

Fleet performance has declined slightly in November with a slight reduction in utilisation and over budget operational expenditure. This largely being contributed to the increased level of works staff training in the period, and payment of the entire fleet’s registration renewals.

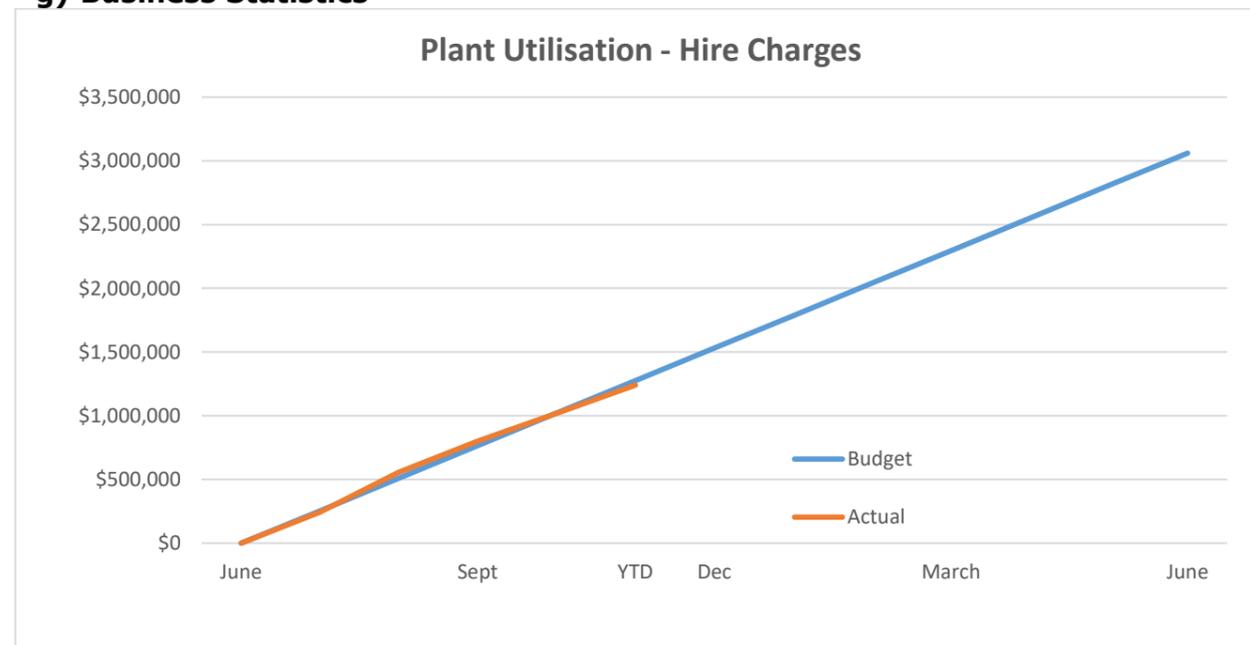
e) The Business of Improving the Business

The workshop has taken delivery of all the necessary equipment to undertake air conditioning work internally, this will shorten repair times, reduce costs and provide repair scheduling flexibility. Staff are undertaken the required training to undertake these works.

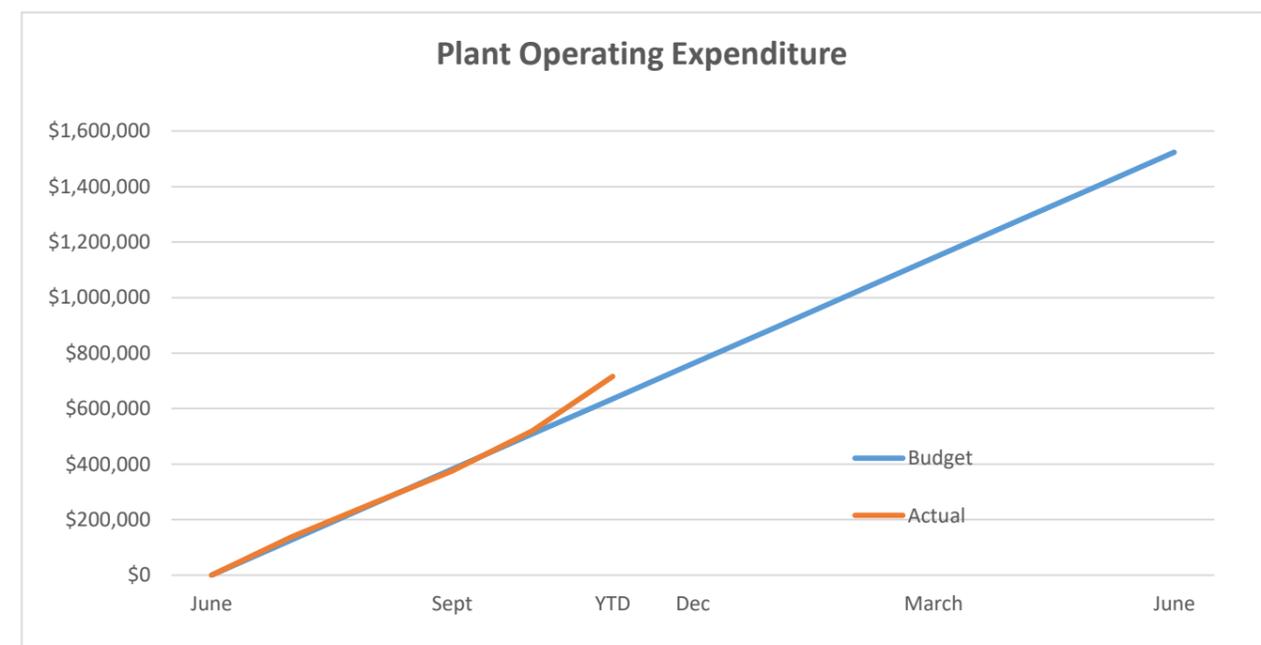
f) Customers

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

g) Business Statistics



Fleet utilisation is indicating a 2.72% deficit for November.

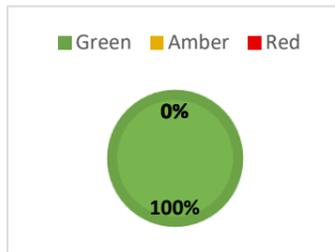


The plant operating expense was 11.25% over expended for November.

h) Special events, achievements of note, celebrations

Council’s Plant mechanic/apprentice has completed his certificate III studies in automotive technology – Plant and Agriculture, and is now a qualified Plant Mechanic, Neil will complete all road transport modules in the New Year which will then allow him to work unsupervised on road registered trucks and passenger vehicles. Neil has received a very positive report from TAFE New England which is a credit to his efforts.

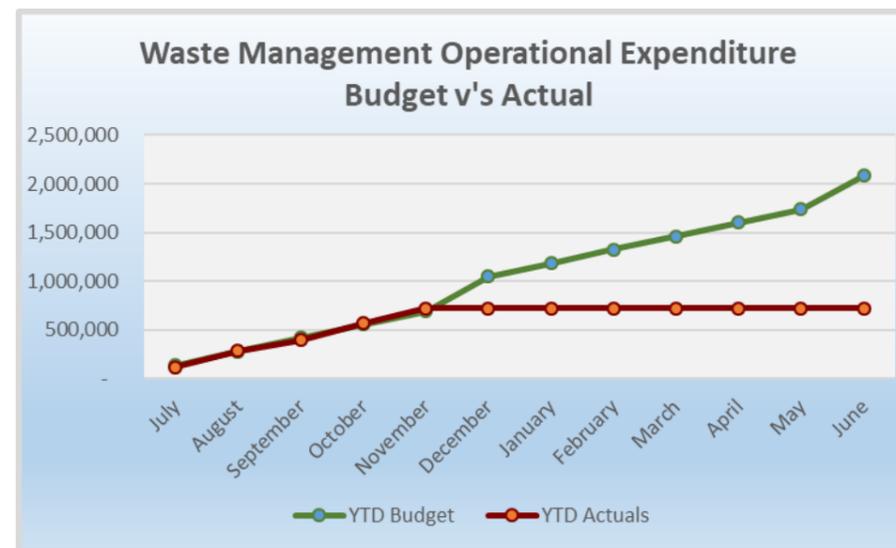
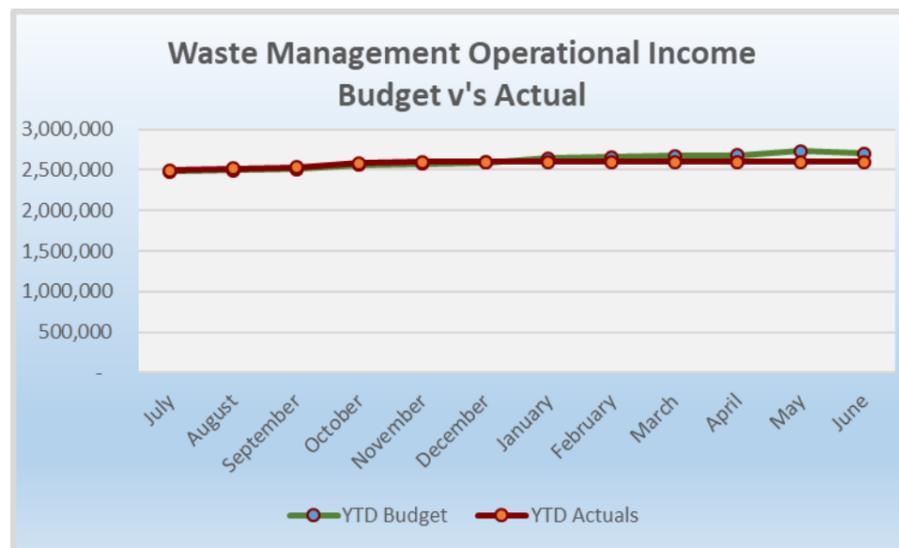
22. Waste Management



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

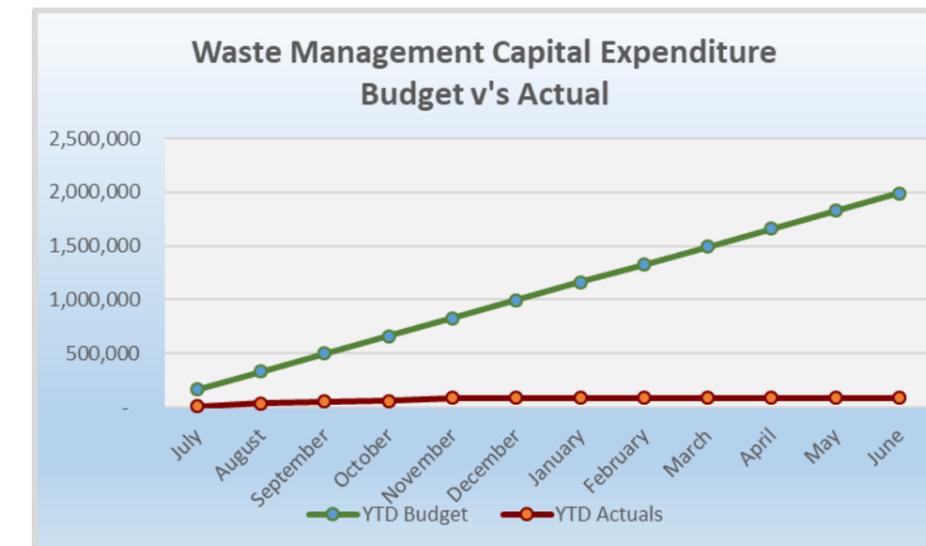
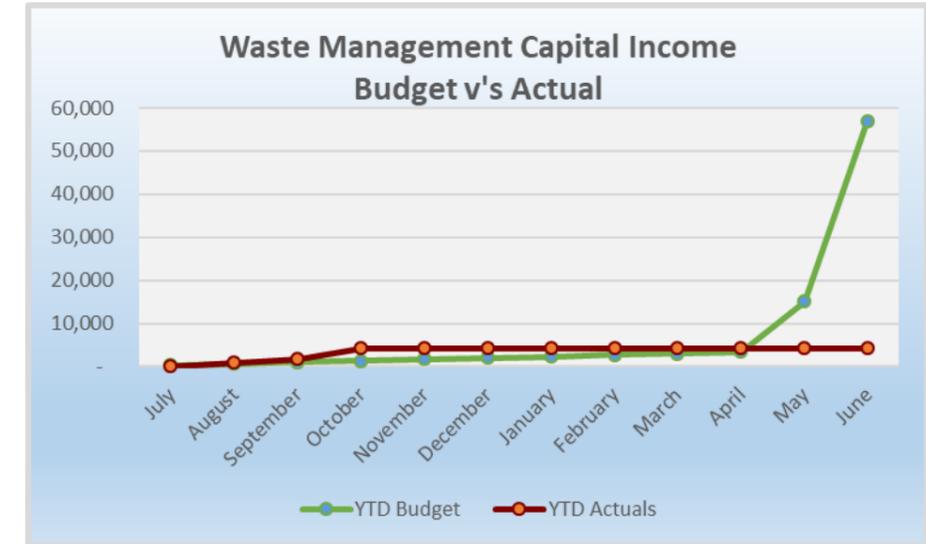
a) Delivery and Operational Plan precis

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



b) Budget

COA	20/21 Review 1 Budget	20/21 YTD Actuals November	20/21 Percentage Spent
Waste Management	1,489,573	(1,757,872)	-118.01%
1. Operating Income	(2,702,990)	(2,596,760)	96.07%
2. Operating Expenditure	2,083,044	719,695	34.55%
3. Capital Income	(56,881)	(4,237)	7.45%
4. Capital Expenditure	1,992,426	87,826	4.41%
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	24,986	23,357	93.48%
7080559. Green Waste Hungry Bin - School Trial	9,598	1,858	19.36%
7080561. Boonoo Boonoo Landfill - Environmental Improvements	31,700	1,406	4.44%
7080563. Torrington - Landfill Closure & Transfer Station Construction	119,872	155	0.13%
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	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%
7080821. Tenterfield WTS Bailer Bay Structure	0	901	0.00%
6. Liabilities	173,974	35,605	20.47%



Capital Income:**Capital Expenses:****Grant Funding to be sourced for these Projects:****Note: NGA -No Grant Available**

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

Operational Income:

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

Operational Expense:

On budget.

c) Capital Projects

Inspections commenced last month for installation of tip-shops for Liston and Drake, sheds ordered for installation. Tenterfield tip shop has progressed with slab and access concrete pours. Drake has been poured for the tip-shop, [Torrington has also been poured \(Figure 1\)](#).



Figure 1 New Tip-shop Slab at Torrington November 2020

Investigations and design underway for Boonoo Boonoo facilities upgrade designs have been selected, [quotations received, selection commenced additionally, finalisation and approval of septic tank application.](#)

Industrial bins are under investigation with request for quotations.

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

Torrington clean-up has been completed by Lang O'Rourke, scheduling for works to complete access and bays are underway Consultation session with the community was provided by Council staff and EPA. Process to convert to transfer station has commenced with ordering and arrival of site offices for Torrington and Mingoola and tip shop (community requested). Onsite meetings with Works staff to ensure a superior facility is constructed to meet both community and operational requirements, [works have commenced late October and continue in December 2020 including fit out of the new site-office Donga \(Figure 2 and 3\).](#)



Figure 2 & 3 New Bin Slab at Torrington and Donga fit-out November 2020

d) Emerging Issues, Risks and Opportunities

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

Site inspection was undertaken by EPA representatives at Urbenville waste transfer station occurred on the 28th October 2020 with positive comments received for the site's neat appearance.

Boonoo Boonoo site fire over the weekend of the 28th November now extinguished utilisation of Rural Fire Service personal, Fire and Rescue as well as local contractors MJ & SJ Hughs, Towns Contracting, Southern Downs Slashing, AB Contracting as well Council Waste, Works and Fleet Staff (A Fabulous Team Effort with a special thanks to the Waste staff who endured the nights babysitting the fire). Well done all involved a gigantic effort most appreciated by Council. Noting Southern Downs Slashing-Blue's cannon was immensely effective and plans are underway to include in Council's new fleet (Figure 4 to 12).



Figure 4, 5 & 6 Boonoo Boonoo Landfill fire images as; Initial Fire, RFS and MJ & SJ Hughs (working in conjunction) and Fire image at dusk.



Figure 7, 8 & 9 Boonoo Boonoo Landfill fire images as; RFS and MJ & SJ Hughs (working in conjunction), Fire and Rescue arrival and Towns contracting working with Council Staff

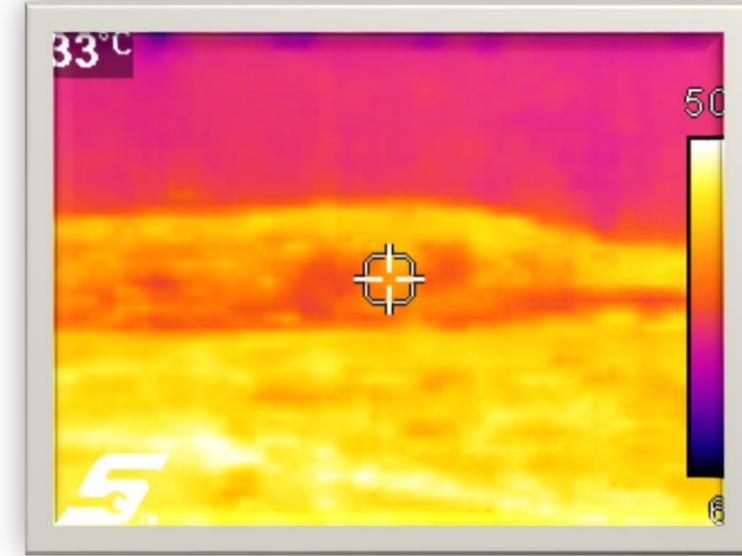


Figure 10, 11 & 12 Boonoo Boonoo Landfill fire images as; RFS disappearing in smoke haze, Southern Downs Slashing water cannon and Thermal Image of the extinguished fire.

e) The Business of Improving the Business

f) Customers

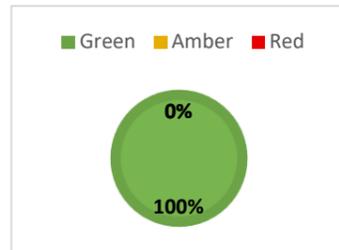
Our customer base is the public, other Council departments and contractors. Our waste operational staff continue to assist the community with waste.

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

g) Business Statistics

h) Special events, achievements of note, celebrations

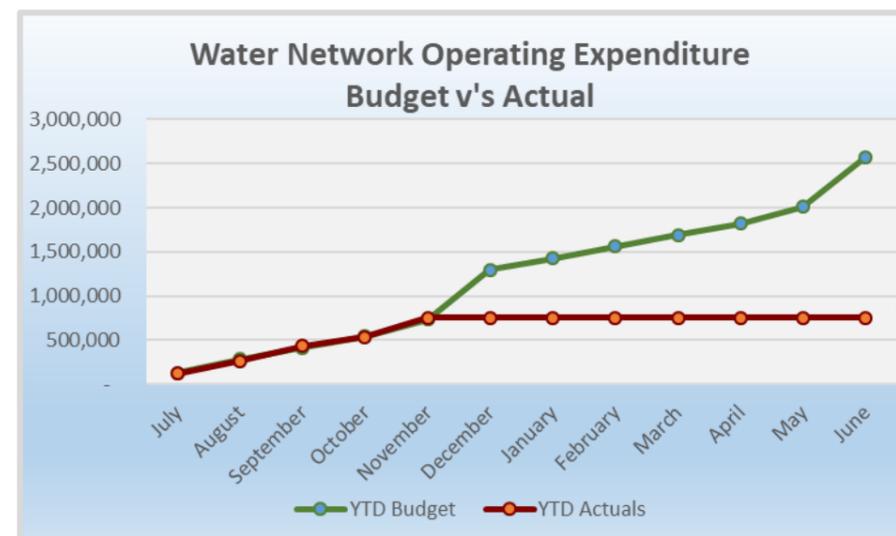
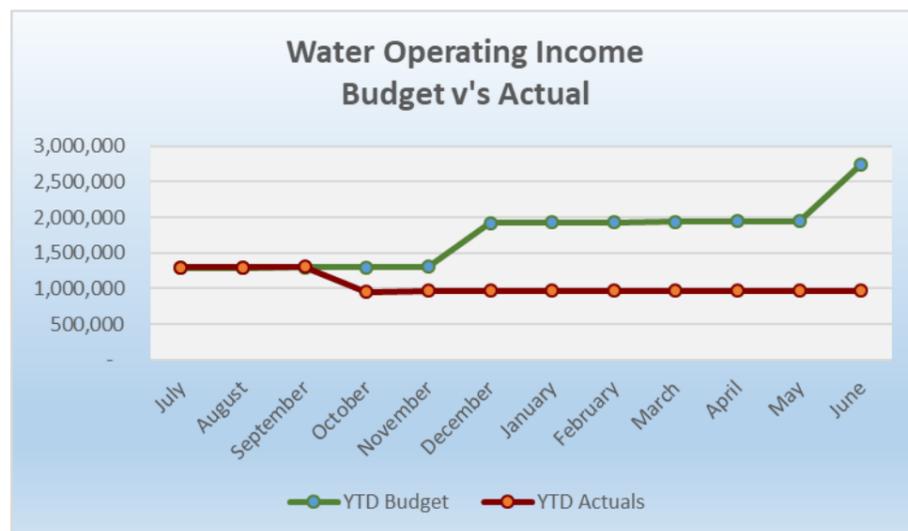
23. Water Supply



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

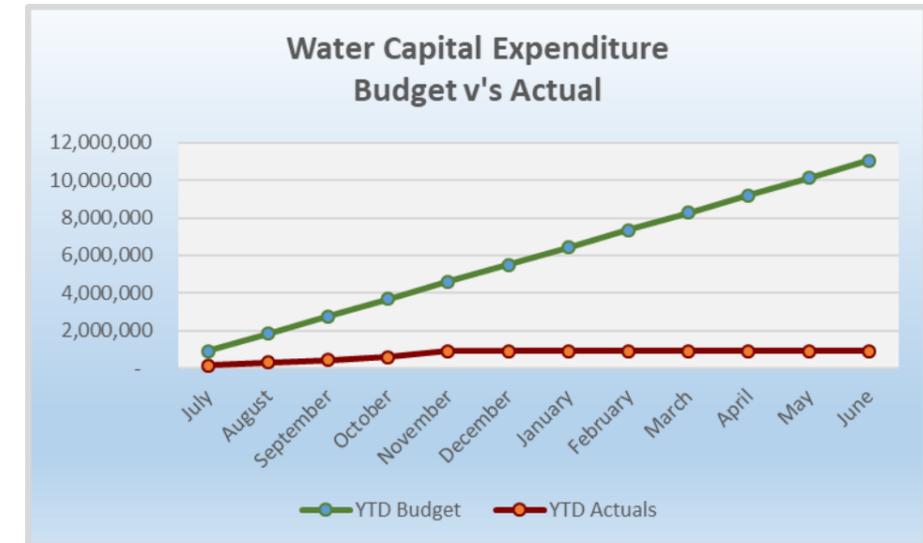
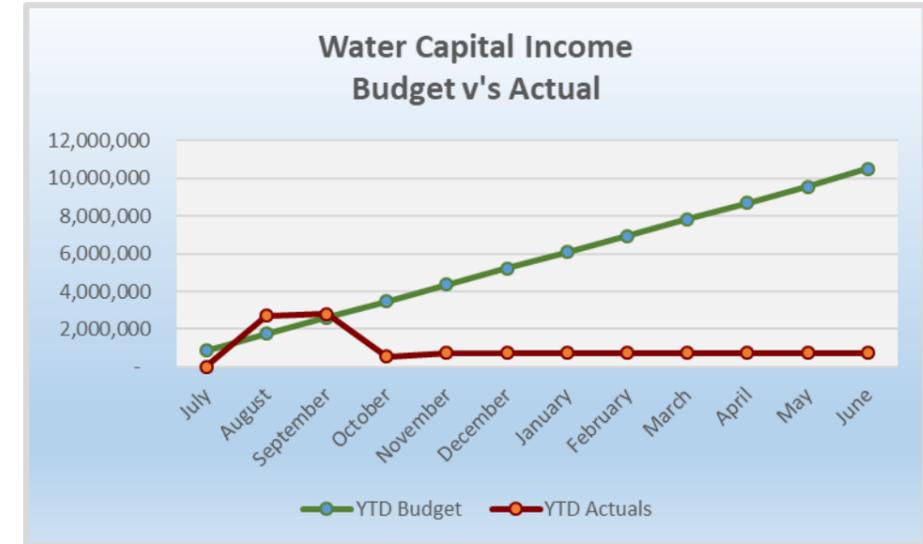
a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 20/21	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP23.01) Ensure effective and efficient delivery of water services in accordance with existing service levels. <i>Water & 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

COA	20/21 Review 1 Budget	20/21 YTD Actuals November	20/21 Percentage Spent
Water Supply	577,045	54,720	9.48%
1. Operating Income	(2,745,335)	(966,974)	35.22%
2. Operating Expenditure	2,573,122	751,379	29.20%
3. Capital Income	(10,523,157)	(722,923)	6.87%
4. Capital Expenditure	11,028,556	925,017	8.39%
7484505. Tenterfield Mains Replacement	269,300	312,477	116.03%
7484506. Tenterfield Meter Replacement	21,500	171	0.79%
7484515. Tenterfield Flood Warning System - Capex	200,000	43,441	21.72%
7484521. Tenterfield Water Treatment Plant Design	0	2,485	0.00%
7484522. Tenterfield Water Treatment Plant Construct	9,490,153	48,262	0.51%
7484532. Tenterfield Water Supply - Drought Augmentation	917,809	512,287	55.82%
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%
6. Liabilities	243,859	68,221	27.98%



Capital Income:

Invoice for Drought Augmentation project has been issued to State government.

Capital Expenses:

Operational Income:

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

Operational Expense:

On budget.

c) Capital Projects

Infrastructure for the bore project, under the drought funding is nearing completion with electrical and control boards installed in September and October. Works for the electrical and controlling system for the aerator and the new tank are underway. Installation of bore aeration waterfall is now complete and functional. Emergency Drought project is continuing with pipe installation completed for the large Tank and first power pole installation at Archery Club Bores [essential energy installed 2nd power pole \(Figure 1\) and meters are still expected to be installed in November 2020.](#) Remediation works are nearing completion with asphaltting of roads impacted by the bore line construction (Figure 2 to 4).



Figure 1 Completed 2nd power pole installation November 2020



Figure 2, 3 and 4 Reinstatement of road pavement (asphaltting) November 2020

d) Emerging Issues, Risks and Opportunities

RMS have notified Council, of works for the New England to ensure infrastructure is sound before works commence. Council has undertaken an assessment to ensure replacements are required. It is expected infrastructure will be required to ensure unnecessary rework isn't required. Works have commenced to verify underground services with undertaking the major main crossings, revised work plan for ensuring compaction of trenches with skinning trench areas with tar after crossing completion. [Installation of over 600m of new main has continued,](#) last month night work required to ensure least influence on service stations, preparation for service installation has occurred, [with works expected to be completed \(for services\) additional night work is expected to allow concrete pours to cure, in November 2020.](#)



Figure 5, 6 and 7 New pavement restoration 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.

Inspections have occurred at Legume (Figure 8)

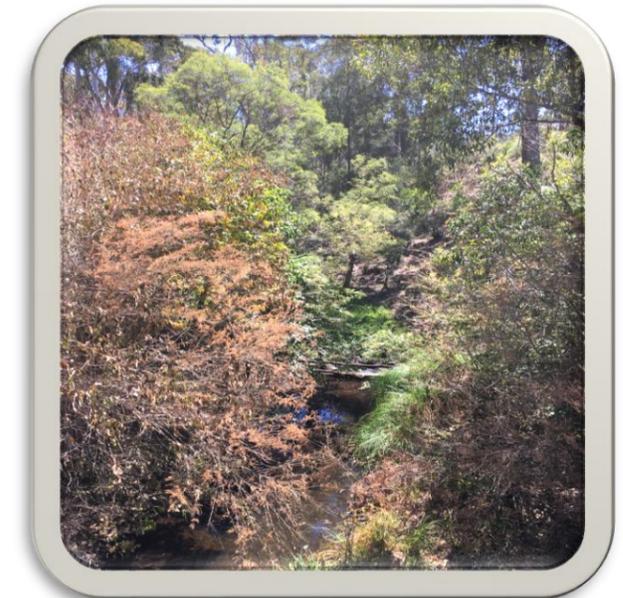


Figure 8 Acacia Creek Legume

e) The Business of Improving the Business

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

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

A Grant has been submitted to aid in improvements to the dam, as a disabled fishing platform October 2020.

Awards have been applied for with the Australian Water Association (AWA) for Organisational excellence and Young Water Professional of the Year the announcements are expected in December 2020.

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**.

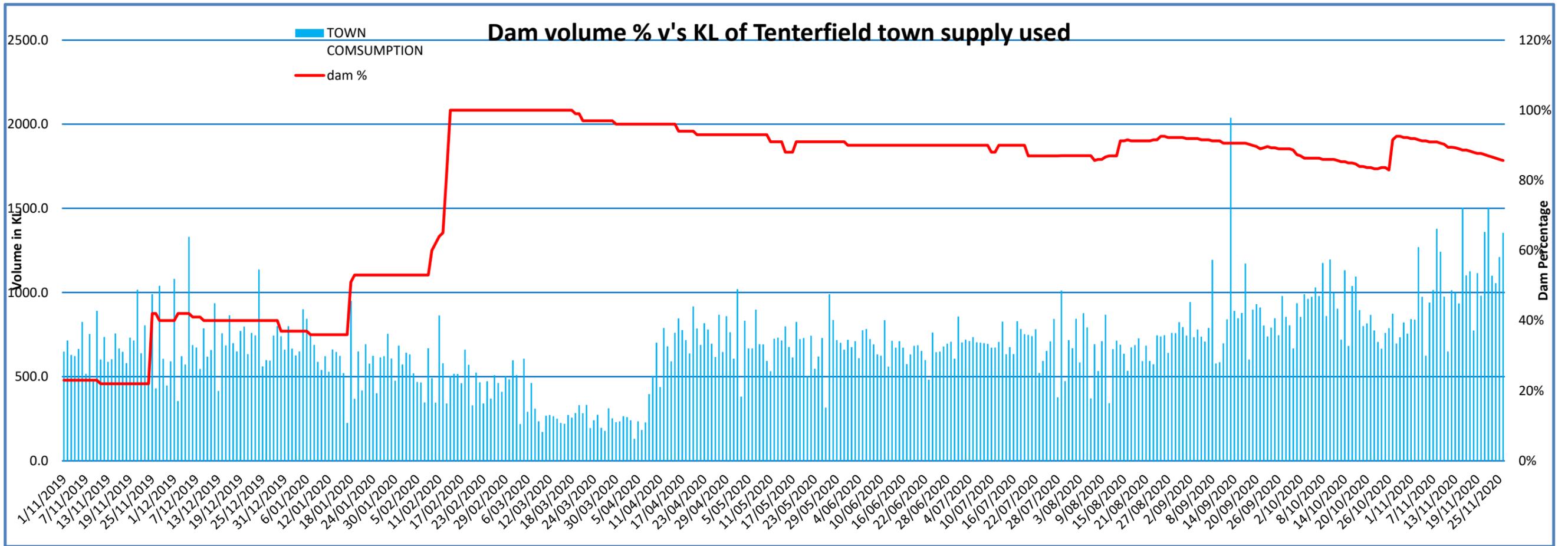
g) Business Statistics

Tenterfield Dam Level is **86%-new data loggers place level at 97%**; Urbenville Tooloom Creek Level is **69%**.

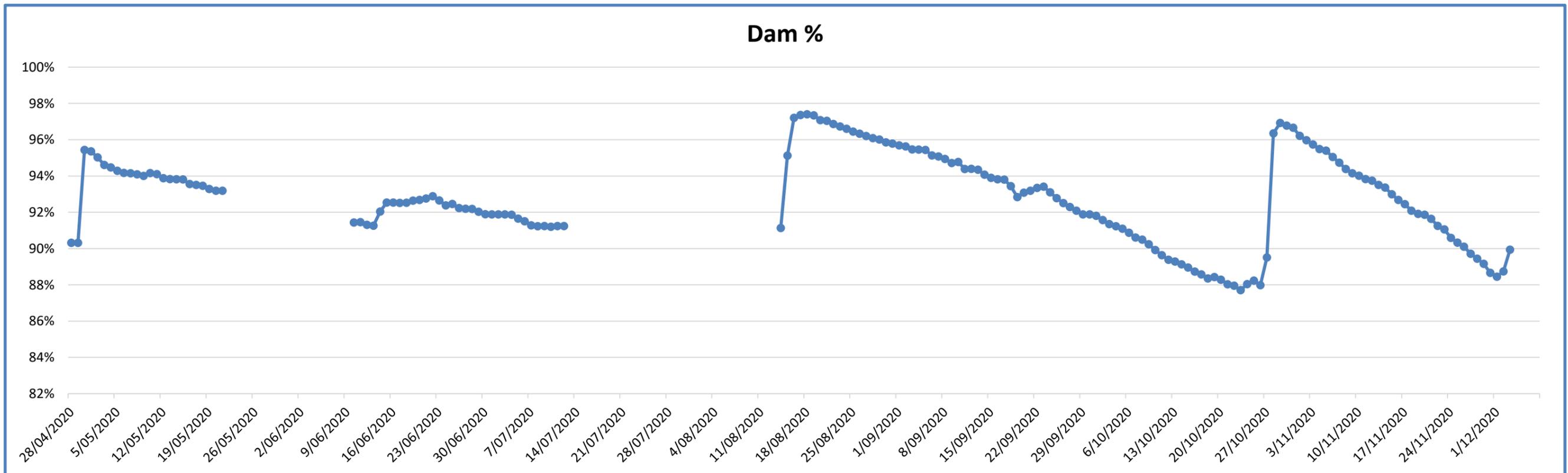
Meter Reading was undertaken in the October/November.

Tenterfield **0** new service connections including meter **0** meter repairs and **4** broken services repaired. Urbenville had **0** broken main repairs, mains flushing occurred in **0** location, **0** meter replacement and **1** broken service repaired.

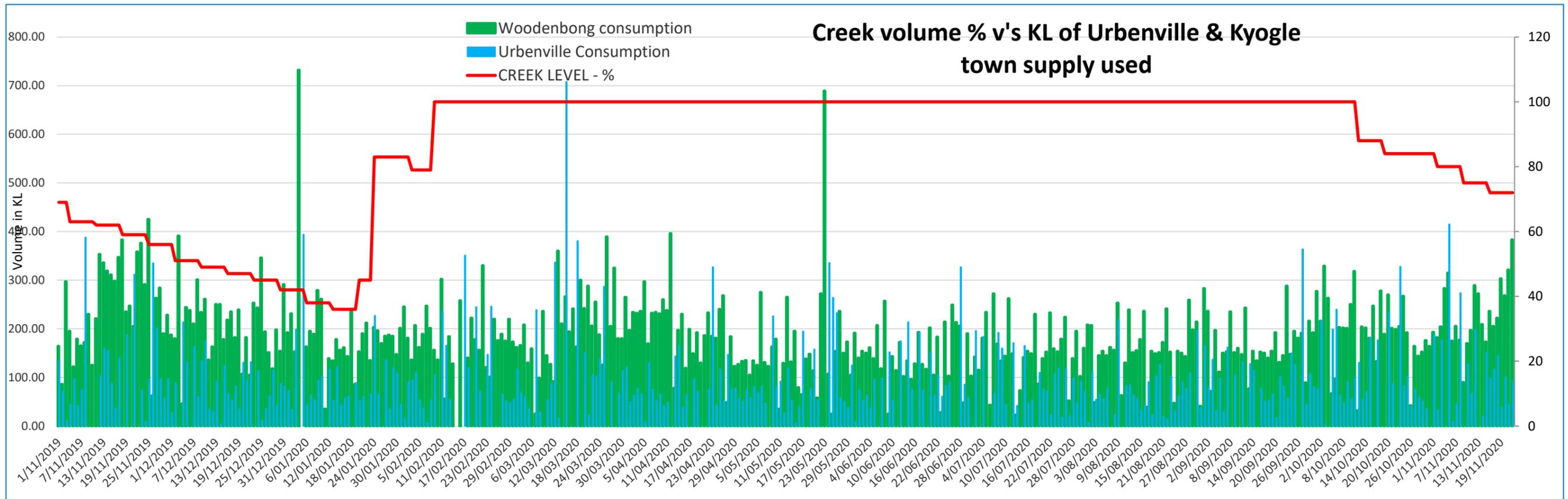
Tenterfield Dam capacity and consumption graphs are provided below (Graph 1); the new data logging probes to assist with raw water information are on-line and delivering a variety of information including a more precise depth measure, allowing dam percentage to be measured more accurately (Graph 2). Installation and testing periods are demonstrated by gaps in information (Graph 2); Tooloom Creek capacity and consumption graph is provided below (Graph 3).



Graph 1 Tenterfield Town Consumption Vs Dam Percentage Level



Graph 2 Tenterfield Dam Data Logger Percentage Level

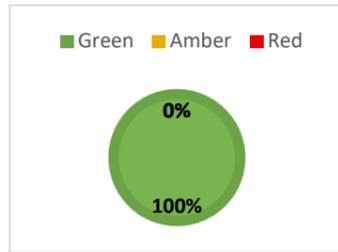


Graph 3 Urbenville & Kyogle Consumption Vs Creek Percentage Level

h) Special events, achievements of note, celebrations

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

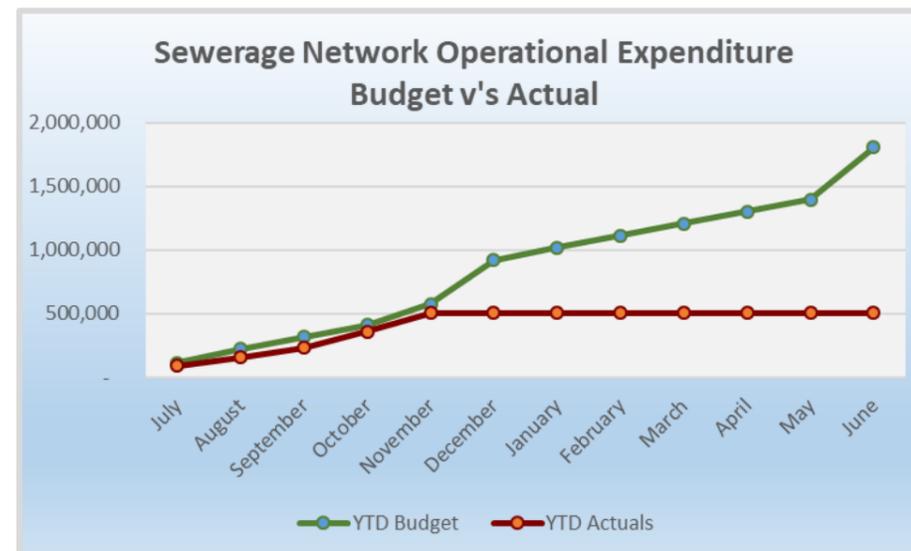
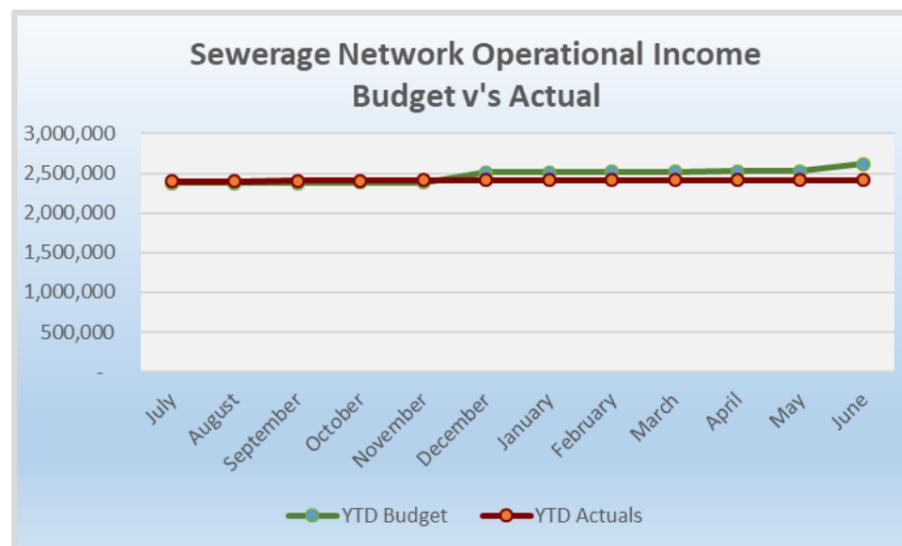
24. Sewerage Services



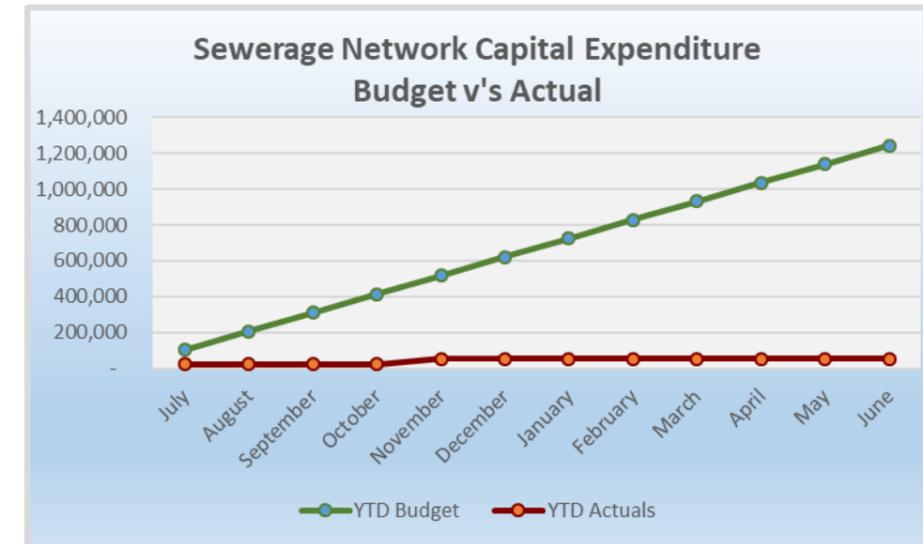
Under the 4-year Delivery Plan *Sewerage Services* relates to: ongoing catchment, transportation, and treatment; monitoring, reporting, environmental compliance and emergency management; trade waste and commercial; fees and charges; public education and administration. The Office of the Director Infrastructure 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.	B:MWW C:MWW D:SSO D:SSO (Urbenville)			+1	Ongoing operations in-line with asset management strategy.
	Deliver Business improvements, recognising emerging risks and opportunities.	B:MWW C:MWW			+1	Ongoing assessments and improvements to the sewer system ensuring licence conditions as a risk are undertaken.
	Manage the Sewerage Services of Council in a financially responsible manner in line with Budget allocations.	B:MWW C:MWW			+1	Continuous review of best fiscal practice for managing Sewerage Services and maintaining budgets
DP24.02) Ensure improvement of infrastructure in line with best practice water treatment guidelines and increased capacity for sewage treatment in service areas. <i>Water & Sewer: A - Director Infrastructure</i>	Tenterfield Shire Council sewerage network upgrades and maintenance conducted in accordance with demand and affordability constraints.	B:MWW C:MWW			+1	Review of network upgrades conducted in accordance with demand and financial constraints.



COA	20/21 Review 1 Budget	20/21 YTD Actuals November	20/21 Percentage Spent
Sewerage Service	517,085	(1,817,136)	-351.42%
1. Operating Income	(2,618,249)	(2,413,685)	92.19%
2. Operating Expenditure	1,806,665	506,225	28.02%
3. Capital Income	0	(5,826)	0.00%
4. Capital Expenditure	1,242,372	53,001	4.27%
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	31,800	20.57%
7872517. Tenterfield Scada System Upgrade	57,226	0	0.00%
7872519. Tenterfield Network Renewal	189,100	0	0.00%
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%
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%
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%
6. Liabilities	86,297	43,148	50.00%



Capital Income:

No significant variance.

Capital Expenses:

No significant variance.

Operational Income:

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

Operational Expense:

On budget.

c) Capital Projects

Manhole refurbishment quotations received and under review. RFQ under development, additional manhole assessment has commenced with council’s contractor FITT undertaking a review of 400 inspections. Manhole inspections completed, with some high risk replacement manholes identified, these will be added to the RFQ. Molesworth/Miles Street pumping station review and design amendment under development.

d) Emerging Issues, Risks and Opportunities

Opportunity to undertake a new main at Derby Street as pre-construction with RMS. Discussions occurred to resolve scheduling issues with equipment under order. Derby Street new sewer main construction across New England highway completed. Identification through the New England RMS replacement has identified sewer main replacement which will be undertaken as part of the water main replacement.

e) The Business of Improving the Business

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

Dehydrator, replacement is operational (Figure 1 to 3).

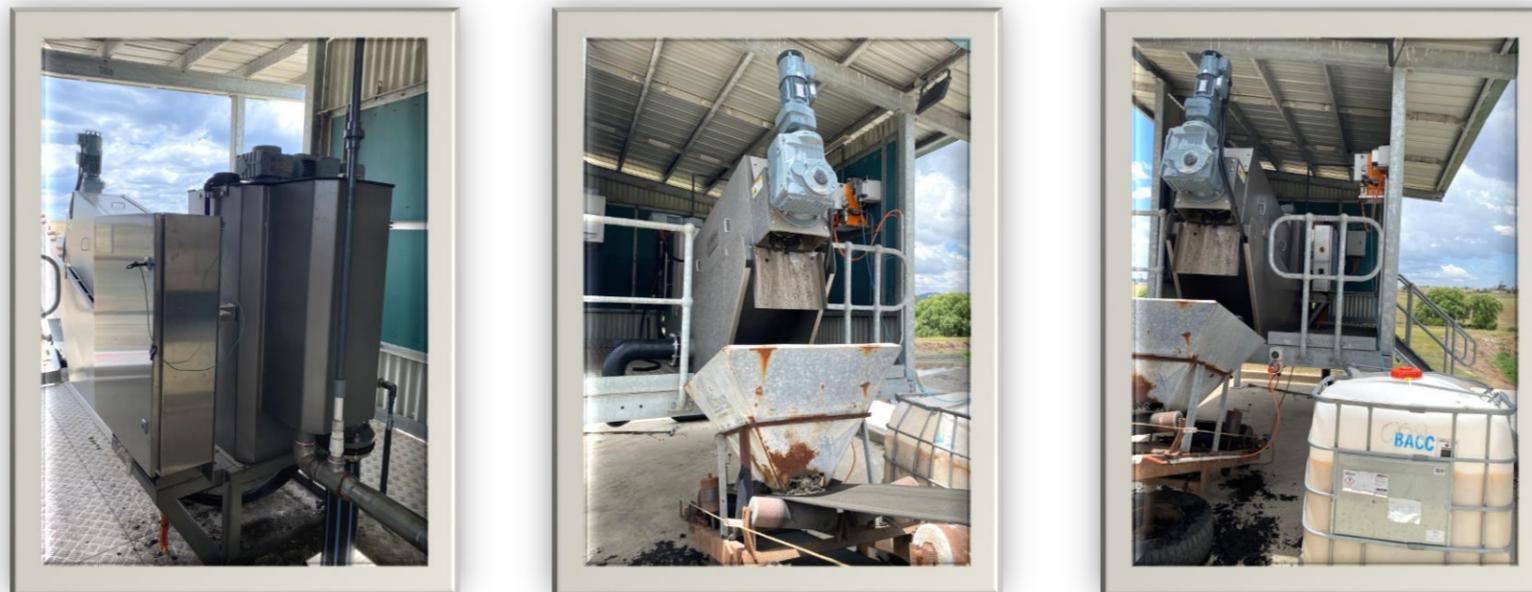


Figure 1, 2 and 3 Tenterfield new Dehydrator (Sludge press) in operation.

f) Customers

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

Sewer connections 0 at Tenterfield 0 Urbenville; Blockages where reported and cleared at 4 locations including 0 broken main repair, with 0 mains visually checked with new CCTV equipment in Tenterfield and 0 broken mains and 0 effluent line repair in Urbenville in this reporting period.

g) Business Statistics

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

h) Special events, achievements of note, celebrations