

TENTERFIELD SHIRE COUNCIL – Monthly Operational Report – February 2021

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 manager*'; the person who oversees the running of the activity, usually a manager. 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.

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

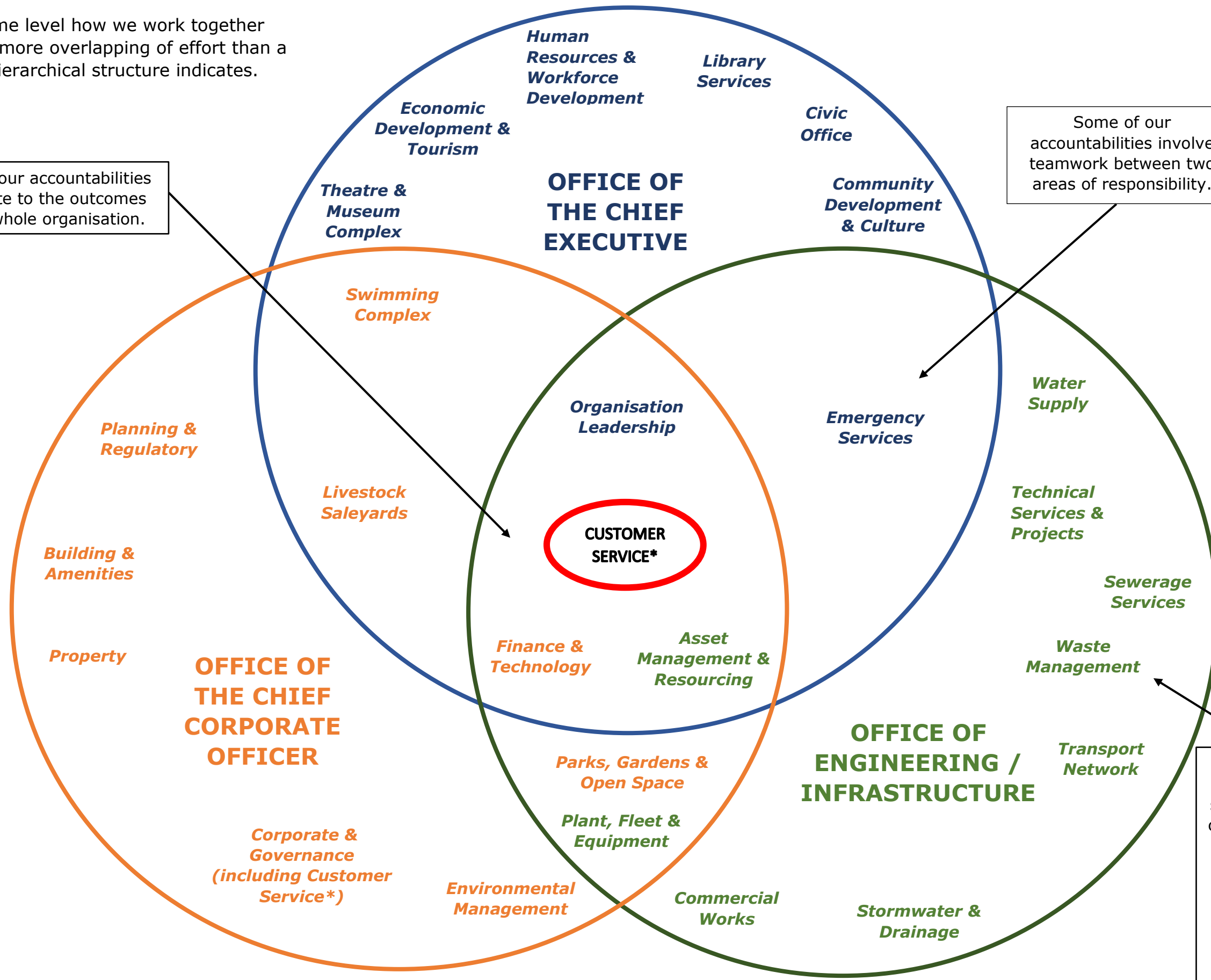
Lastly, in adopting such a transparent and simple model we will be able to adjust our efforts using a *helicopter viewpoint* of the whole organisation, not just various component parts. But most importantly, it will allow us to work better together. That will be an achievement in itself, and definitely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

Terry Dodds, Chief Executive

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

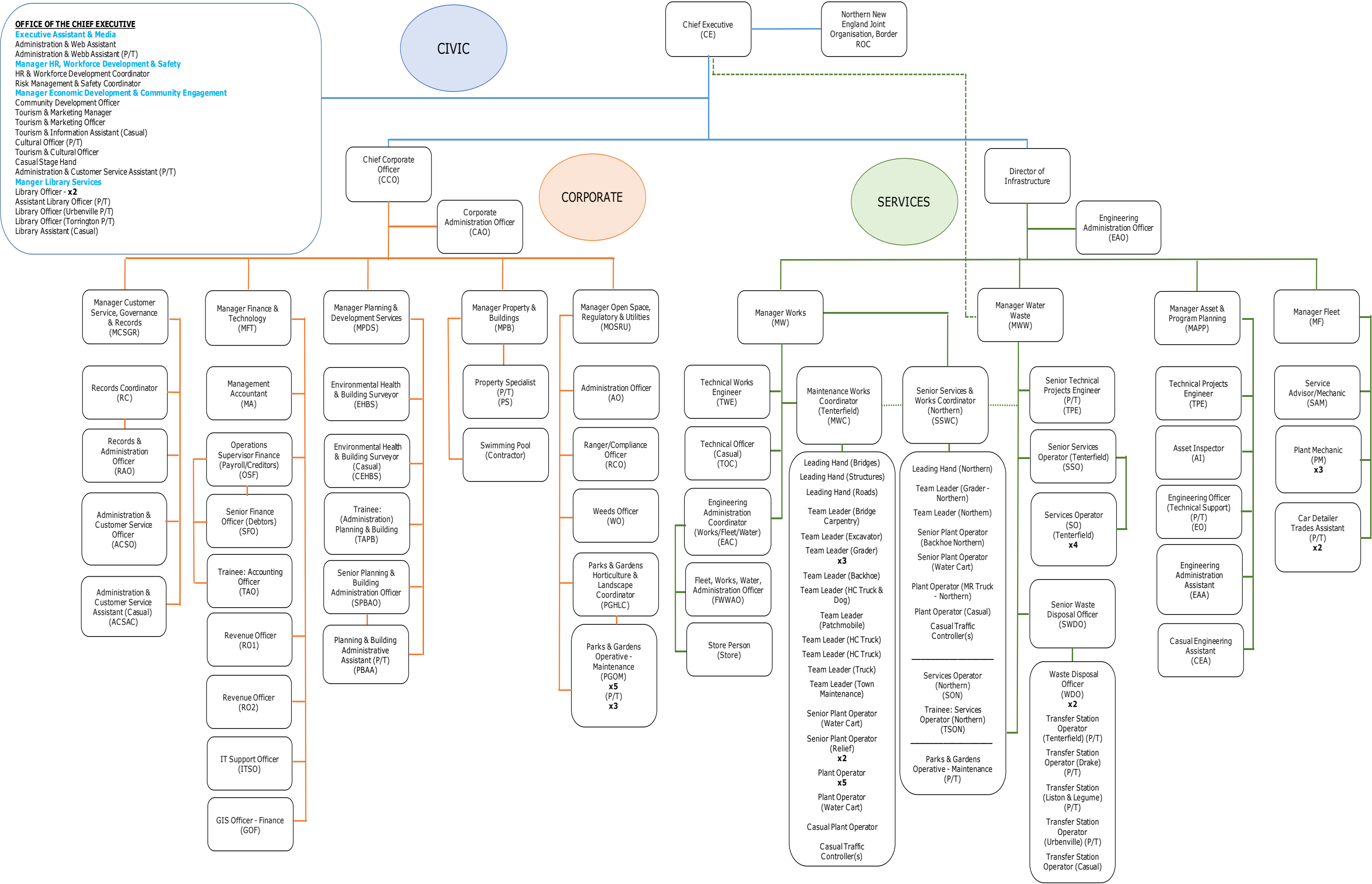
Some of our accountabilities contribute to the outcomes for the whole organisation.

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



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

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

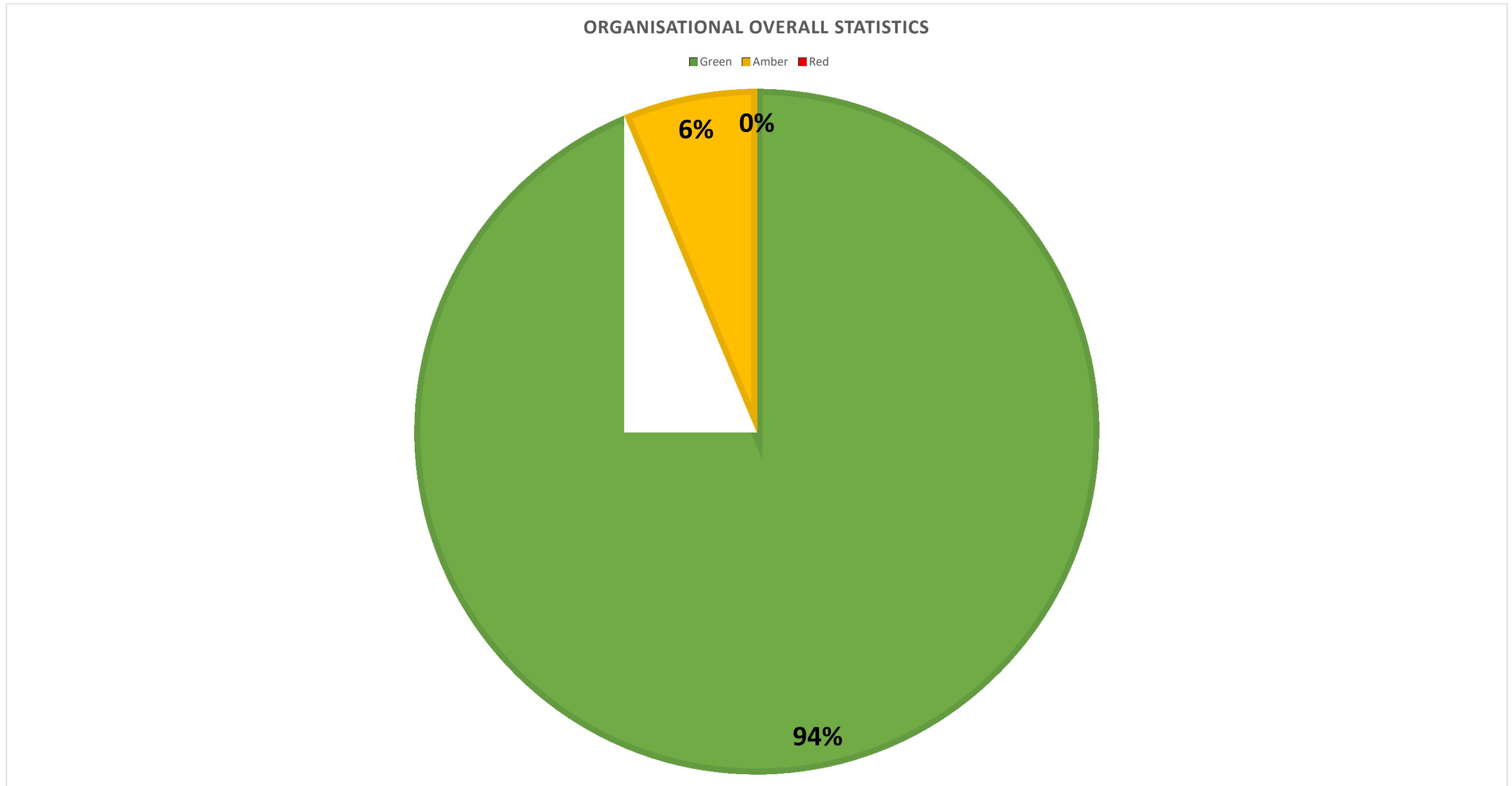


Organisational Overall Statistics – February 2021

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

Amber: Commenced, progressing;

Red: Yet to commence.



STAFF STATISTICS

February 2021

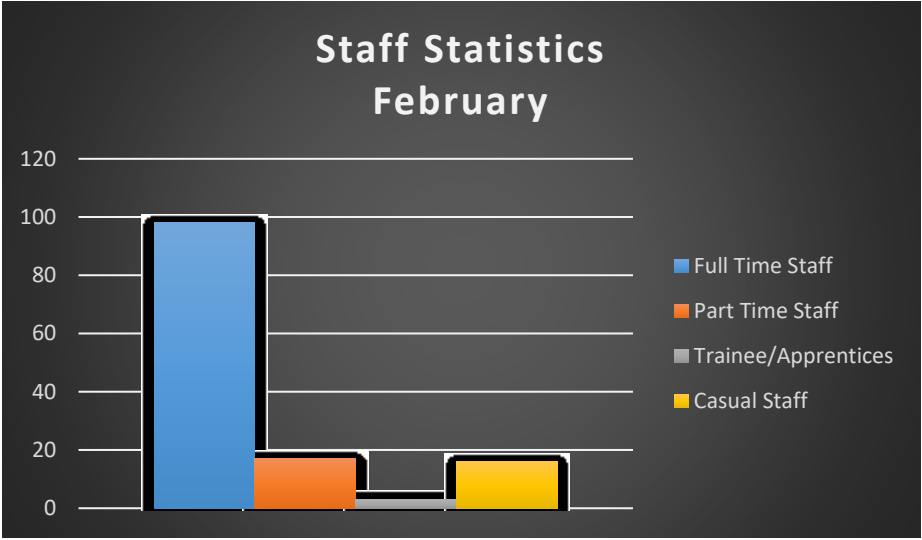
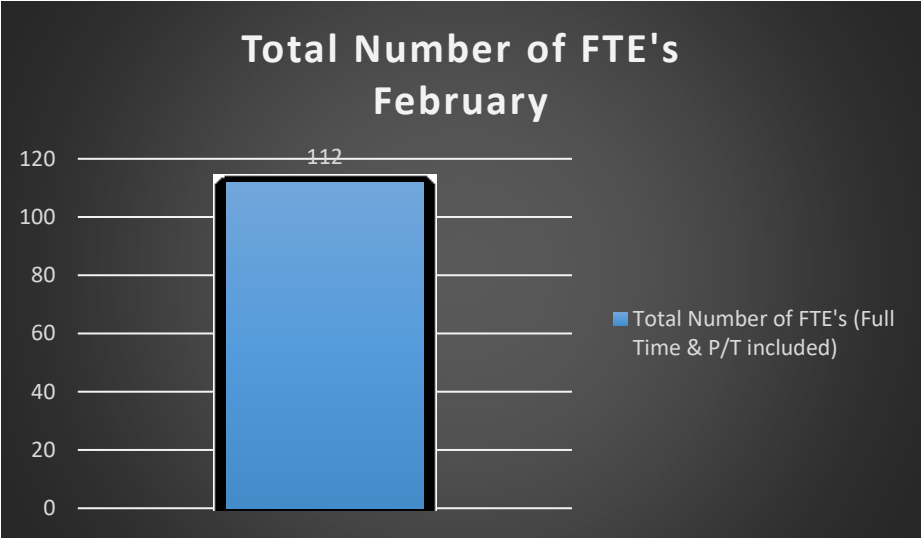
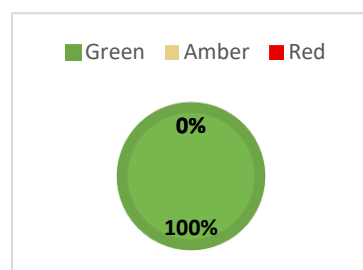


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1. Civic Office



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

a) Delivery and Operational Plan Precis

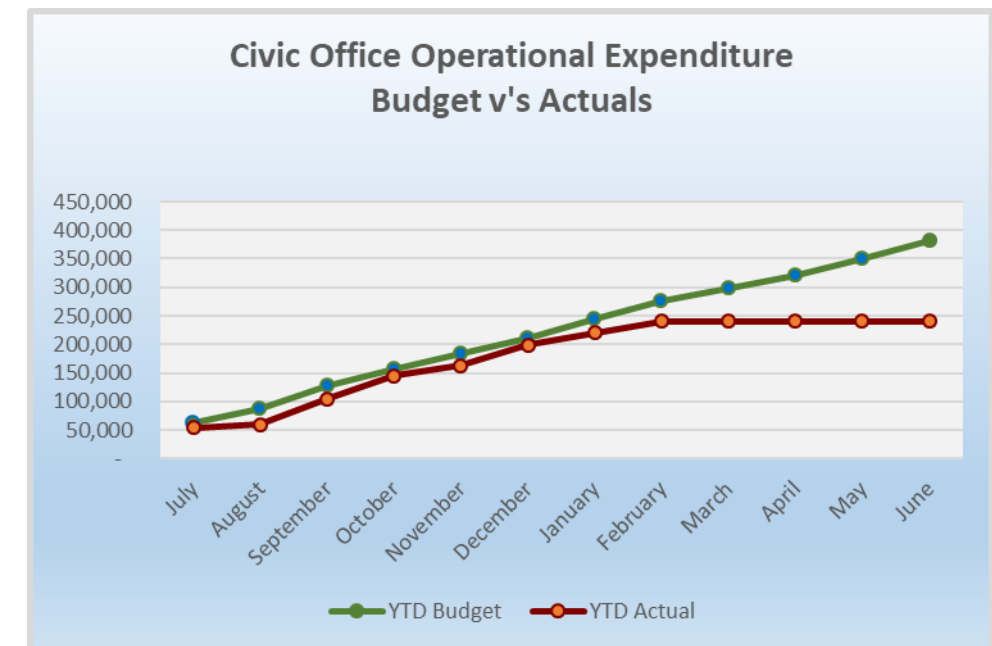
4 Year Delivery Program	1 Year Operational Plan 20/21	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP1.1) Maintain strong relationships with all levels of Government and proactively seek involvement in decision making impacting our Shire and the New England Northwest Region. Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: <i>A – Chief Executive</i>	Influence and engender support from Federal and State Governments, Joint Organisations and ROCs in relation to grants funding, advocacy and ongoing maintenance and improvement to social, economic and environmental fabric of the community.	<i>B:CE</i> <i>C:CE</i> <i>D:EA&M</i>	-1	0	+1	Council was successful in the recent grant application for circa \$2.7 million dollars from the Federal Government (5 June 2020) to provide 25% funding of the new Water Filtration Plant. Council was successful in the Fixing Local Roads (State) grant application (Tooloom Road) for \$3,996,000 in June 2020. Council was successful in the Black Spot grant funding application for \$788,000 (fed) towards sealing an unsealed section of Mt Lindsey Road. Council 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. 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.
DP1.2) Provide sound and inclusive decisions using the Community Engagement Strategy to guide our interactions Governance framework strategy, management & development (including registers and monitoring): <i>A – Chief Corporate Officer</i>	Guide the decisions of the community to align with the Local Government Act and the Office of Local Government.	<i>B:MCSGR</i> <i>C:MCSGR</i> <i>D:MCSGR</i> <i>B:CE</i> <i>C:CE</i>			+1	Community engagement has become quite problematic due to COVID19. Council is still attempting to hold the required meeting and liaisons, but has by and large been severely hampered by the new social distancing requirements. Many of the longer term strategic meetings have been postponed indefinitely, such as the IP&R.

						Now that COVID-19 restrictions are on the decline, a review of legislated engagement is imminent.
DP1.3) Represent, advocate and lobby for the continued improvement of our local and regional health services. <i>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</i>	Advocate for health services throughout the Region and ensure future government planning aligns with community needs.	B:CE C:CE D:EA&M			+1	We continue to monitor the evolving boarder closures and risks to our community and advocate as required. Council continues to advocate for improved health services in the area. Recently a submission was made to the Health outcomes and access to health and hospital services in rural, regional and remote New South Wales, once again calling for improvements the number of staff at the Tenterfield Hospital, more cohesive arrangements to access services in both NSW and QLD and the recognition of previous commitments to the local community that have not been implemented.
DP1.5) Identify, represent, advocate and lobby for inclusion of the Shire's needs in regional and state planning. <i>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</i>	Advocate for continuing development of grant and funding opportunities at the Federal and State levels.	B:CE C:CE D:EA&M			+1	Correspondence to both State and Federal Government seeking changes to the \$1 for \$1 grant arrangements and increase in Financial Assistance Grant; April 2020. Liaised with Member for Lismore, the Hon. Janelle Saffin MP, to raise concerns in Parliament as to the potential outcome and time taking for the Government to commit to their election promise with transferring the status of the Bruxner Way back to highway status.
DP1.6) Advocate on behalf of the community for improved service levels across the Shires transport network.	Lobby State and Federal Governments for funding to: <ul style="list-style-type: none"> Reconstruct and realign Bruxner Way from the New England Highway to Sunnyside Loop Road. Complete the Tenterfield bypass Reverse the downgrade of the western segment of the Bruxner Highway to Bruxner Way Seal the Mount Lindesay Road 				+1	Council has sought an update from Transport for NSW regards the Tenterfield By-Pass 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. 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. Member for Lismore, the Hon. Janelle Saffin MP has provided a letter of support for this project and the letter will be included in future funding applications. 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. 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.
DP1.7) Mayor, Councillor and Committee support	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.

Mayoral, councillor and committee support: <i>A – Chief Executive</i>	Deliver Business improvements, recognising emerging risks and opportunities.	<i>B:CE C:CE D:EA&M</i>			+1	The digitisation of administrative tasks, such as customer service requests, timesheets etc. has been progressing 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.	<i>B:CE C:CE D:EA&M</i>			+1	Ongoing.
	Provide media liaison, manage branding, corporate image and corporate affairs through media.	<i>B:CE C:CE D:EA&M</i>			+1	Ongoing through publication of fortnightly Your Local News, regular media releases and publications from Tourism.

b) Budget

COA	20/21 Review 2 Budget	20/21 YTD Actuals February	20/21 Percentage Spent
Civic Office	367,142	224,790	61.23%
1. Operating Income	(16,000)	(16,000)	0.00%
2. Operating Expenditure	382,387	240,036	65.51%
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.

Staff continue to apply for new opportunities in line with the direction of Council and the work load in all sections remains high as we work internally and with stakeholders, to progress our ambitious grant funded works program. This is further evident as we work with various community groups to take advantage of additional funding opportunities that will have great impact outside the core business of Council.

d) The Business of Improving the Business

e) Customers

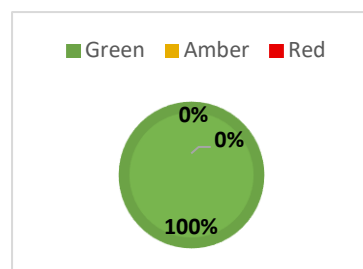
We're doing our best to maintain the level of service expected by the community however we are experiencing a continued demand for increased service levels that are outside our long-term ability to deliver.

f) *Business Statistics*

Nothing significant to report.

g) Special events, achievements of note, celebrations

2. Organisation Leadership



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

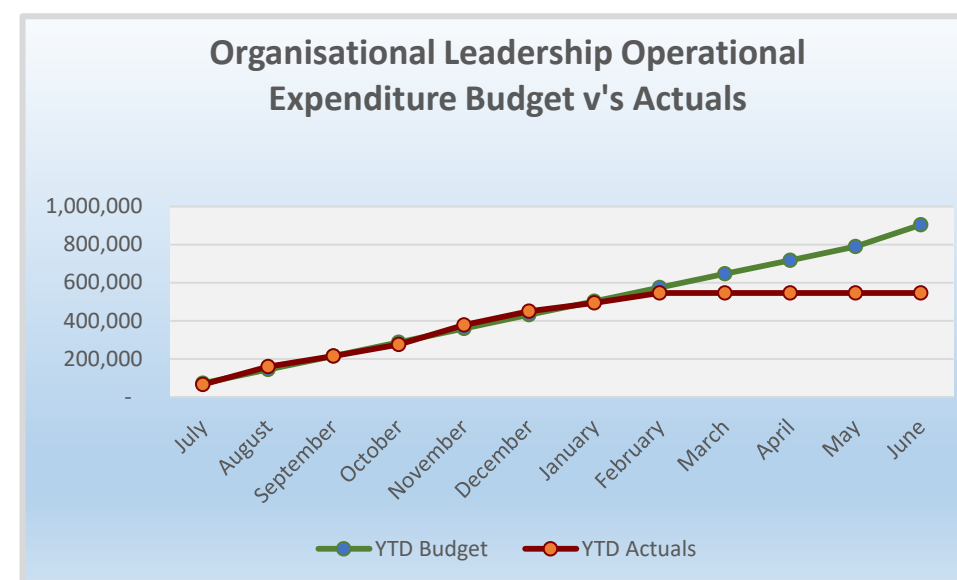
a) Delivery and Operational Plan Precis

4 Year Delivery Program	1 Year Operational Plan 20/21	Officer	-1	0	+1	Comments: (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. Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive	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	Continued opportunities identified in partnership with community groups to increase the level of community amenity while keeping the financial balance in check is a priority at this time. We have many great ideas and a high level of can do in the community, the challenge is how to partner effectively with groups to ensure a win-win outcome.
DP2.02) Deliver continuous improvements in Council's business, processes and systems Strategic direction planning: A – Chief Executive Business process improvement & integration: A – Chief Executive	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); Records management system (Altus Content); 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 FlexiPurchase – Corporate Credit Card Manager

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

a) Budget

COA	20/21 Review 2 Budget	20/21 YTD Actuals February	20/21 Percentage Spent
Organisation Leadership	904,124	546,331	54.41%
2. Operating Expenditure	904,124	546,331	54.41%



Operational Income:
Refer to finance report.

Operational Expense:
Compliant. Ongoing.

b) Emerging Issues, Risks and Opportunities

Staff continue to work hard to move grant funded capital works and the efforts are now nearing completion in some areas, such as the upgrades to Tooloom Road.

c) The Business of Improving the Business

The 'Transformational Leadership' mantra that was adopted a few years ago (using the 'Purpose, alignment, clarity, trust, measure, manage, improve and celebrate' dictum) has gotten us through the extra hurdles we've faced during Covid-19 and is again being called into action as we commence the search for a New Chief Executive. All staff are banding together and displaying a high level of professionalism and commitment to the organisation as Council moves through this process, in conjunction with the ambitious delivery targets we have set.

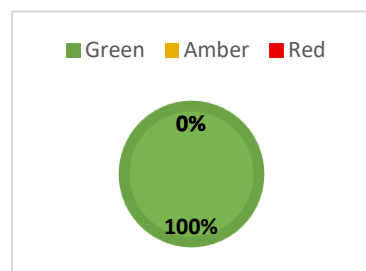
d) Customers

e) Business Statistics

Nil to report.

f) Special events, achievements of note, celebrations

3. Community Development



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

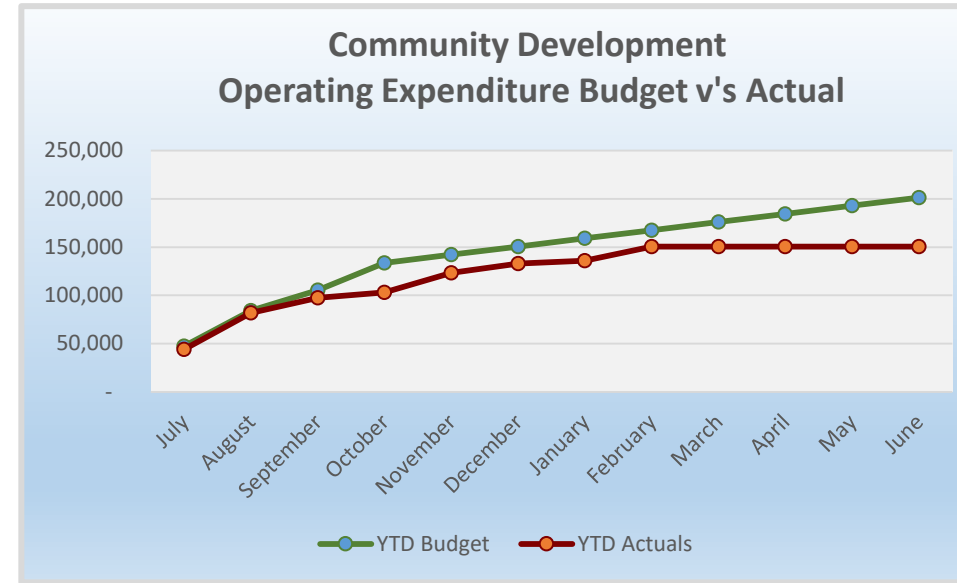
a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 20/21	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP3.01) Engage with the community and develop partnerships with relevant organisations. Community and cultural capacity building: A – Chief Executive Community engagement: A – Chief Executive	Implementation of the Community Engagement Strategy.	B: MEDCE C: MEDCE D: CDO			+1	Review of Community Engagement policy & Community Engagement Strategy occurred.
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 partnership within our Shire.
DP3.03) Support people with specific needs through appropriately identified services and advocacy. Community and cultural capacity building: A – Chief Executive	Support community safety and crime prevention partnerships.	B: MEDCE C: MEDCE D: CDO			+1	Community safety and crime prevention partners are supported.
	Support facilities and activities to improve the physical and mental health of the community.	B: MEDCE C: MEDCE			+1	Support provided to activities to improve the physical and mental health of our community. Including planning activities for targeted Seniors Festival and Youth Festival weeks coming up in April 2021.
DP3.04) Engage with transport providers and the community to assess the transport needs of residents in the Shire. Community and cultural capacity building: A – Chief Exe.	Support accessibility for people in our Shire.	B: MEDCE C: MEDCE D: CDO			+1	Accessibility needs are supported for people within our Shire.
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 for 2019/2020 submitted.
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	Continued advocacy for enhanced accessibility in partnership with organisations.

<p>DP3.07) Support community organisations that develop and maintain a range of facilities that meet the diversity of community needs, interests and aspirations.</p> <p>Volunteer recruitment and placement: A – Chief Executive</p> <p>Community grants: A – Chief Exe.</p> <p>Community and cultural capacity building: A – Chief Exec.</p> <p>Community events: A – Chief Executive</p>	<p>Support community organisations, groups and events to provide a wide range of activities.</p>	<p>B: MEDCE C: MEDCE D: CDO</p>		<p>+1</p>	<p>Community organisations and groups are supported to provide a wide range of activities, events and programs.</p>
<p>DP3.08) Encourage and support activities focusing on the wellbeing of our residents in Tenterfield Shire.</p> <p>Community events: A – Chief Executive</p>	<p>Promote and support activities that highlight community wellbeing.</p>	<p>B: MEDCE C: MEDCE D: CDO</p>		<p>+1</p>	<p>Community wellbeing activities are supported and promoted. A wonderful range of activities are planned for Seniors Week in April including a theatre event, Art of Ageing Exhibition, Mystery Bus Tour, nursery visits, luncheon and movies and a Mens Shed visit.</p> <p>Activities that highlight young people’s wellbeing are planned for Youth Week including sports activities, radio mentoring, visits to TAFE and the library, movie marathon, photo booth and archery.</p>
<p>DP3.09) Enrich the community by supporting a variety of diverse cultural events and activities.</p> <p>Community grants: A – Chief Executive Sponsorship: A Chief Executive</p>	<p>Maintain communication and relationships with various community organisations.</p>	<p>B: MEDCE C: MEDCE D: CDO</p>		<p>+1</p>	<p>Ongoing proactive and targeted positive communication continues with a wide range of community organisations.</p>
	<p>Deliver Business improvements, recognising emerging risks and opportunities.</p>	<p>B: MEDCE C: MEDCE D: CDO</p>		<p>+1</p>	<p>Emerging risks are considered, recognized and emerging opportunities are pro-actively targeted.</p>
	<p>Manage the Community Development Service of Council in a financially responsible manner in line with Budget allocations.</p>	<p>B: MEDCE C: MEDCE D: CDO</p>		<p>+1</p>	<p>The Community Development service of Council is managed financially responsibly.</p>

b) Budget

COA	20/21 Review 2 Budget	20/21 YTD Actuals February	20/21 Percentage Spent
Community Development	194,653	144,374	74.17%
1. Operating Income	(6,704)	(6,229)	98.23%
2. Operating Expenditure	201,357	150,603	74.93%



Capital Income:

N/A

Capital Expenses:

N/A

Operational Income:

Operational Expense:

This includes Bushfire Community Resilience Grant expenditure of \$100,000 (\$10,000 allocated to each village) – this allocation is now complete.

c) Capital Projects

d) The Business of Improving the Business

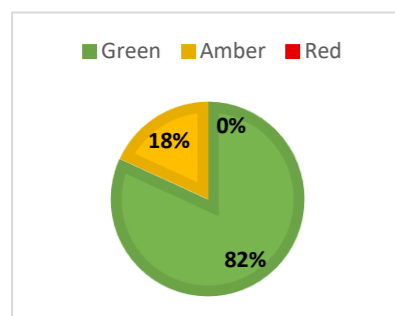
e) Customers

f) Business Statistics

g) Special events, achievements of note, celebrations

Seniors Week NSW Grant success.

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

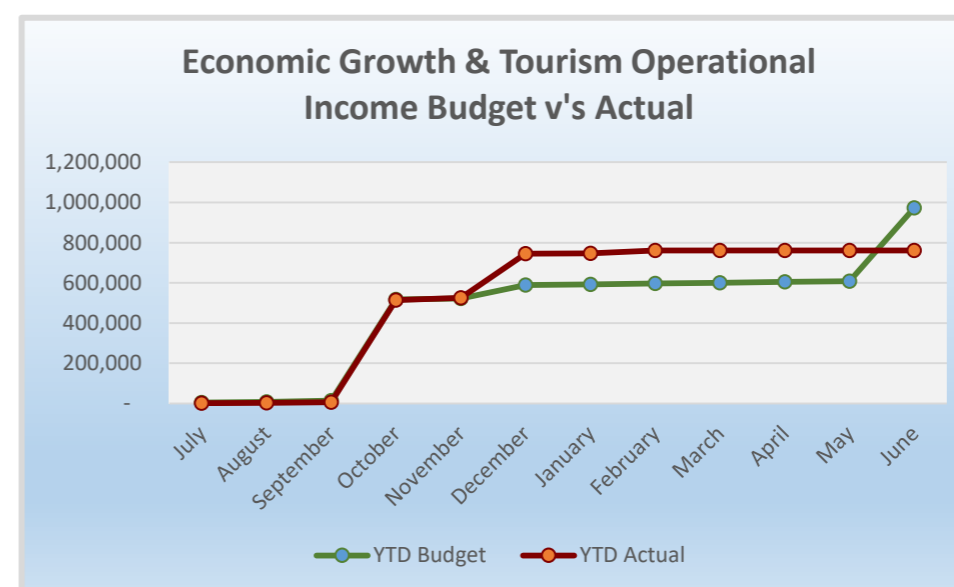
4 Year Delivery Program	1 Year Operational Plan 20/21	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP4.01) Provide and facilitate future economic growth throughout the Shire. Business sector development: A – Chief Executive	Implement the Economic Development Strategy, promoting growth and new development.	B: MEDCE C: MEDCE		0		Ongoing. Economic Development and Tourism actions continue to be implemented. Some actions delayed due to increased workload as a result of grant funding received without provision of additional human resources.
	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	Regular communication with the Tenterfield Chamber of Tourism, Industry & Business (TCTIB). Information on business and training opportunities and available support is regularly provided to community (e.g. e-newsletters: fortnightly Tenterfield in Touch & monthly Tourism & Economic Development Business e-newsletter).
DP4.03) Lobby for the improvement of telecommunications infrastructure throughout the Shire recognising internet connectivity as a significant barrier to all business activity. Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive	Support future proposals for improved telecommunications infrastructure.	B: CE C: CE		0		
DP4.04) Support agriculture as a significant industry in the Shire and promote initiatives that enhance the economic sustainability of agriculture. Business sector development: A – Chief Executive	Support local agricultural events and investigate an appropriate event that showcases the Tenterfield agricultural district and industries.	B: MEDCE C: MEDCE D: TO			+1	2021 Tenterfield Show date: 6 February 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 assisted to promote. Acting Tourism & Marketing Manager has requested and is awaiting deliver of the digital image files to utilise for Shire promotion.

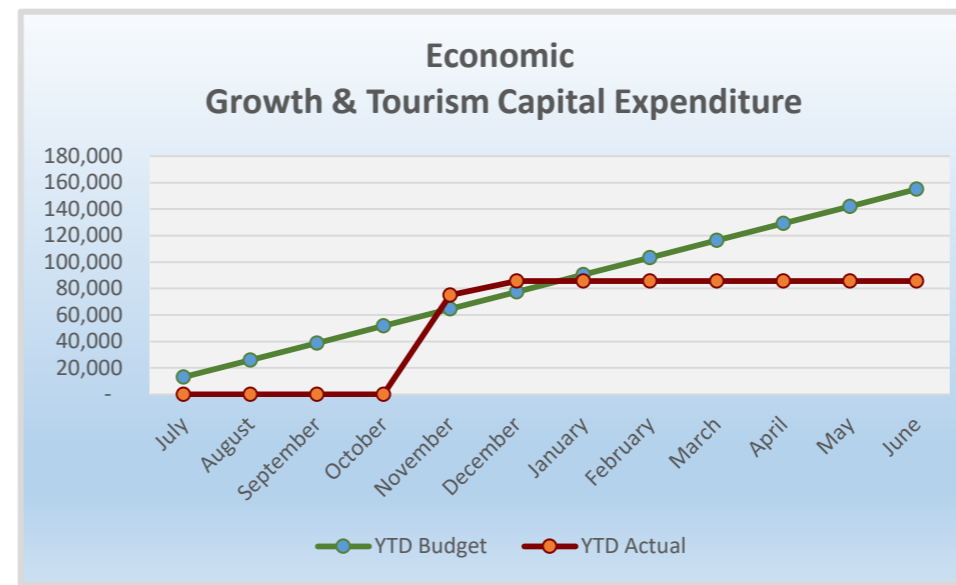
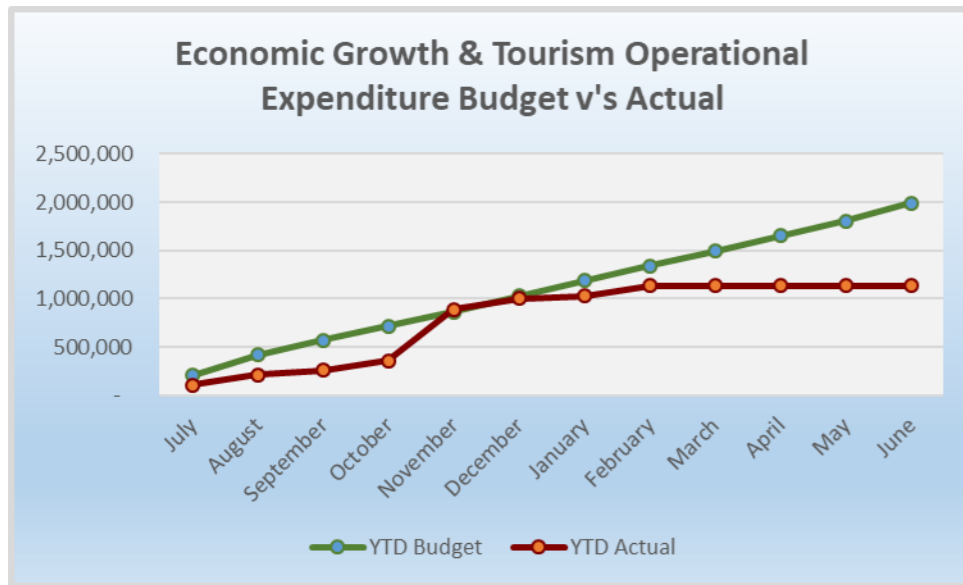
<p>DP4.05) Promote Tenterfield Shire as a tourism destination.</p> <p>Sponsorship: A – Chief Executive Tourism: A – Chief Executive</p>	<p>Development, management and delivery of the Destination Marketing Plan and marketing campaigns for Tenterfield Shire.</p>	<p>B:MEDCE C:MEDCE D:TO</p>		<p>+1</p>	<p>Ongoing planning and implementation of destination marketing campaigns and projects.</p> <p>Visit Tenterfield – Autumn Campaign Print, digital and radio marketing campaign currently being implemented. This includes marketing support for local events.</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>Tenterfield & District Visitor Guide Distribution of the visitor guide to the QLD visitor centre network continues. Guides have been distributed to local businesses and are available for collection from the Tenterfield Visitor Information Centre (VIC). A pdf version of the guide is also available online via the Visit Tenterfield website.</p> <p>Localis Technologies – Data Dashboard Acting Tourism & Marketing Manager subscribed to a new online data platform to monitor and utilise visitor data insights, particularly in regards to accommodation, future demand, mobility, and market demographics. Data from this platform has already been utilised to support various requests, including supporting data for a Council planning report and for Angry Bull Trail/Regional Development Australia – Northern Inland BBRF – Tourism Infrastructure grant.</p> <p>Visitation Recorded by Visitor Information Centre Visitor numbers and information recorded at VIC on a daily basis. We are also working on obtaining regular monthly mobility insights for the Tenterfield region via mobile phone app data through our Data Dashboard (as per above).</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 Council has partnered with Kyogle Council, NSW National Parks, NSW Forestry and Southern Cross University (SCU) to be part of a research project, which aims to strengthen cross-tenure partnerships through the process of identifying and supporting the development of new tourism offerings in the far north-east section of the Shire. Project end date: Mid-June 2021.</p> <p>New England High Country</p>

					<p>Collaboration with the New England High Country (NEHC) group continues through the development of marketing campaigns and visitor collateral.</p> <p>Tenterfield Chamber of Tourism, Business & Industry Strong relationship maintained with Tenterfield Chamber of Tourism, Business & Industry involving regular communication and updates.</p>
<p>DP4.08) Facilitate and participate in ongoing partnership activities with the New England High Country, Tenterfield Chamber of Tourism, Industry and Business.</p> <p>Tourism: A – Chief Executive Business sector development: A – Chief Executive Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</p>	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	<p>Ongoing liaison with local, regional and state tourism and business organisations. Relevant information and opportunities regarding marketing projects and opportunities is regularly shared with local business operators through Tourism & Economic Development Newsletter and email communications.</p>
<p>DP4.09) Promote the liveability of Tenterfield Shire as a place to live, work and play.</p> <p>Tourism: A – Chief Executive Business sector development: A – Chief Executive Community and cultural capacity building: A – Chief Executive Sponsorship: A – Chief Executive</p>	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	<p>Autumn tourism marketing campaign currently being implemented.</p> <p>Information on Moving to Tenterfield (live & invest) included in new Visitors Guide and on Council Website. Tenterfield Industrial Estate website remains live.</p> <p>All marketing activity places focus on promoting Tenterfield as a place to visit, live and invest.</p>

b) Budget

COA	20/21 Review 2 Budget	20/21 YTD Actuals February	20/21 Percentage Spent
Economic Growth and Tourism	1,102,080	390,916	35.47%
1. Operating Income	(972,656)	(760,826)	78.22%
2. Operating Expenditure	1,990,836	1,136,495	57.09%
3. Capital Income	(75,000)	(75,000)	100.00%
4. Capital Expenditure	155,000	85,626	55.24%
5400508. Tourism Signage - Northern Region	10,000	10,543	105.43%
5400509. RTBR - Art Installations Tenterfield Creek	145,000	75,083	51.78%
6. Liabilities	3,900	4,621	118.49%





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.

Operational Income:

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

Operational Expense:

This includes bushfire grants expenditure \$237,111 (ongoing) and Drought Communities expenditure of \$500,000 (ongoing).

b) Capital Projects

Advice and quotation to be sought for Visitor Information Centre redevelopment plan before further consideration given and funding sought for redevelopment project.

c) Emerging Issues, Risks and Opportunities

COVID-19 continues to impact the tourism industry, local businesses and the wider-community.

Visitor Information Centre Volunteer Numbers

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

As at 11 March 2021: 16 volunteers

Pre-COVID-19 volunteer numbers: 21

12-month Maternity Cover Role – Tourism & Marketing Officer

Tourism & Marketing Manager, Caitlin Reid, commenced maternity leave beginning October 2020. Emma Johnson is currently Acting Tourism & Marketing Officer, until 12-month Tourism & Marketing Officer role is filled.

d) The Business of Improving the Business

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

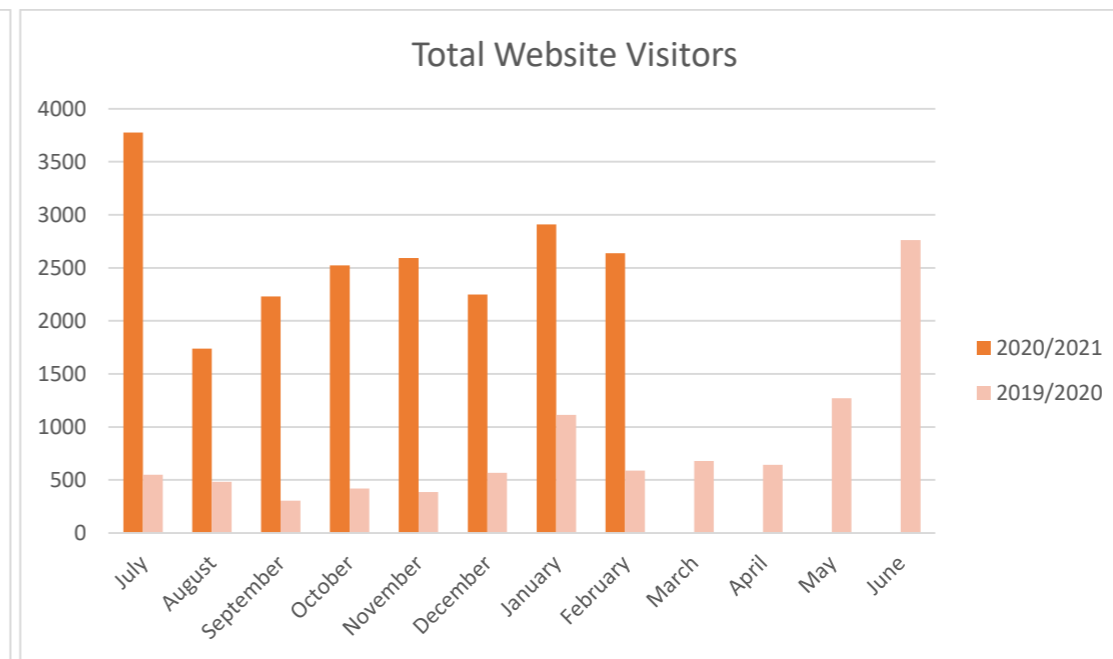
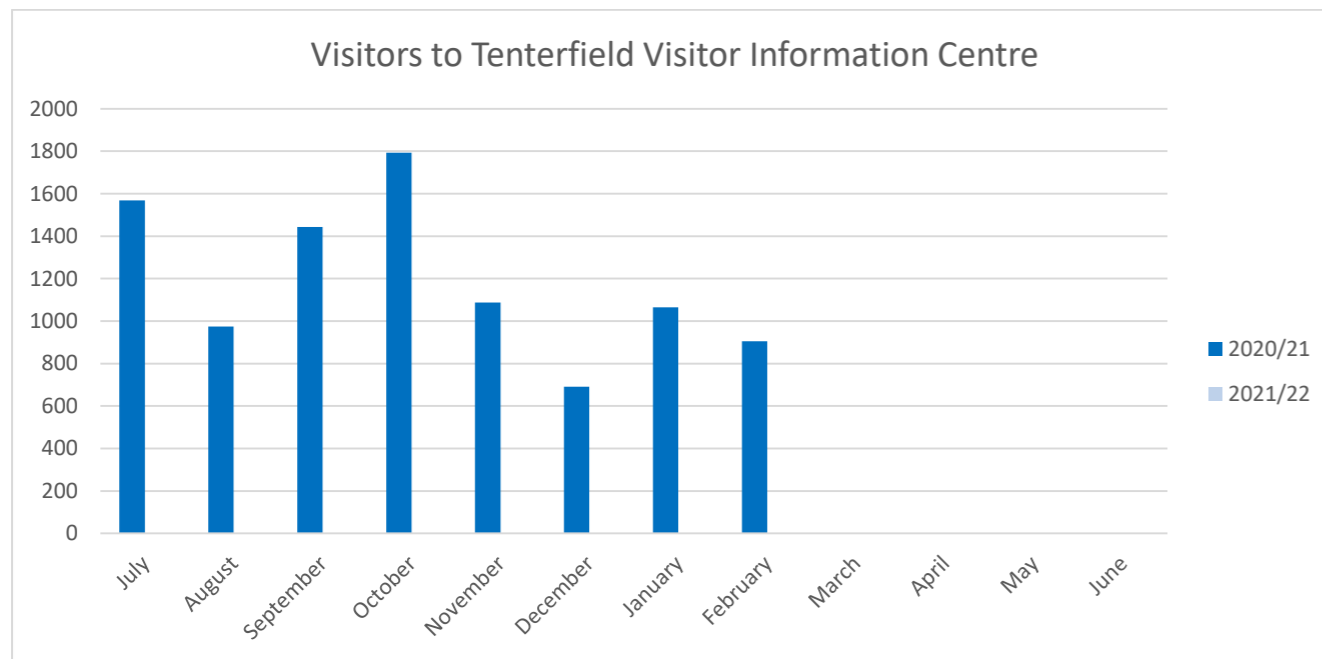
e) Customers

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.

f) Business Statistics

January 2021	Visitor Numbers	VS previous year	Notes
Visitor Information Centre Visitors	905	+25.7%	Queensland border reopened again 1 February 2021
Visit Tenterfield Website Visitors	2,638	+347.9%	Note: Previous year's website was Tenterfield Tourism, not Visit Tenterfield
Visit Tenterfield Social Media Accounts	Followers	Engagement	Notes
Visit Tenterfield Facebook Account	5,692 people	Avg. Organic Reach: 827 people per post	
Visit Tenterfield Instagram Account	2,133 people	Impressions: 4.04K	Impressions are the number of times our content, whether a post or a story, was shown to users.



g) Special events, achievements of note, celebrations

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


Sunset over Sunnyside Rail Bridge

Visit Tenterfield is at Sunnyside.
 Published by Emma Johnson [?] · February 13 · Tenterfield · 🌐

👉 **Sunset over Sunnyside Rail Bridge.**

This heritage-listed former railway bridge was part of the Great Northern Railway and carried the line over Tenterfield Creek to Jennings, before changing gauge at Wallangarra on the border. It was the original main line between Sydney and Brisbane.

Discover more about Tenterfield's railway history:
www.visittenterfield.com.au/.../history-of-te.../railway-history... See More



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

3,660 People Reached **563** Engagements **Boost Post**

👍👎🗨️ Elaine Budd, Libby Stone and 168 others 21 Comments 28 Shares

👍 Like 💬 Comment ➦ Share 🍷

3,660 people reached
 310 reactions, comments & shares
 563 engagements
 Organic (unpaid) Post

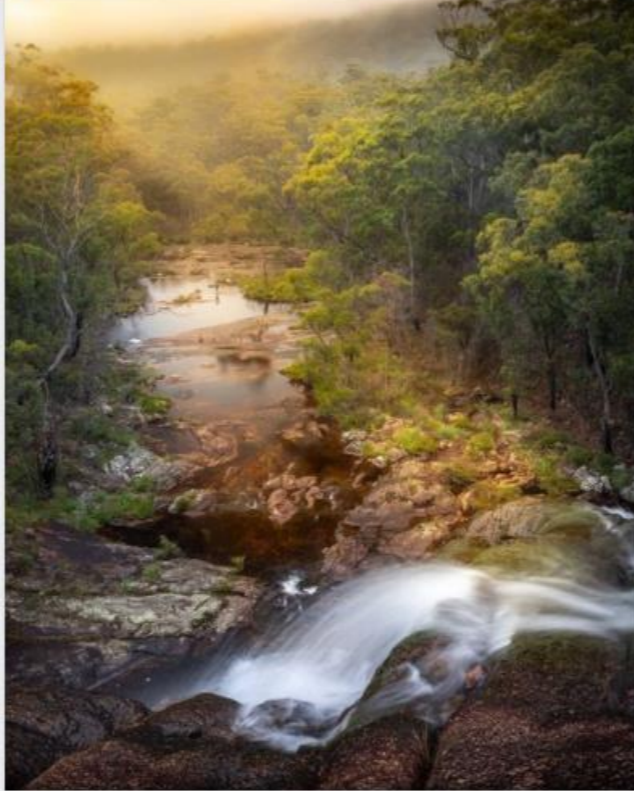
Basket Swamp Falls

Visit Tenterfield is at Basket Swamp National Park.
 Published by visittenterfield [?] · February 26 · Boonoo Boonoo · 🌐

Basket Swamp Falls 🌊 Located a little over 20km north of Tenterfield via Mt Lindesay Rd.

This park is an adventure wonderland 🌿

🚗 Unsealed roads/4WD access
 🐎 Horse riding... See More



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

3,488 People Reached **369** Engagements **Boost Post**

👍👎🗨️ Rebecca Curtis, Marilyn Lee and 134 others 12 Comments 32 Shares

👍 Like 💬 Comment ➦ Share 🍷


3,488 people reached
 271 reactions, comments & shares
 369 engagements
 Organic (unpaid) Post

Bruxner Park Flower Garden

Visit Tenterfield is in Tenterfield, New South Wales.
 Published by visittenterfield [?] · February 16 · 🌐

🌱👍🌿 Some very dedicated green thumbs make up our gardening team here in Tenterfield. We love seeing the flowers and colours change as the weeks go by. From one end of the main thoroughfare to the other, there are flowers for all to admire.

#truecolour #tenterfieldtrue



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

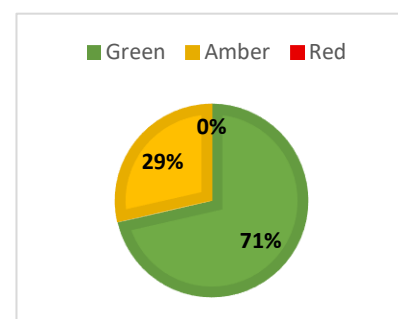
2,878 People Reached **493** Engagements **Boost Post**

👍👎🗨️ Linda Cash, Diane Hyatt and 184 others 10 Comments 21 Shares

👍 Like 💬 Comment ➦ Share 🍷

2,878 people reached
 354 reactions, comments & shares
 493 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.

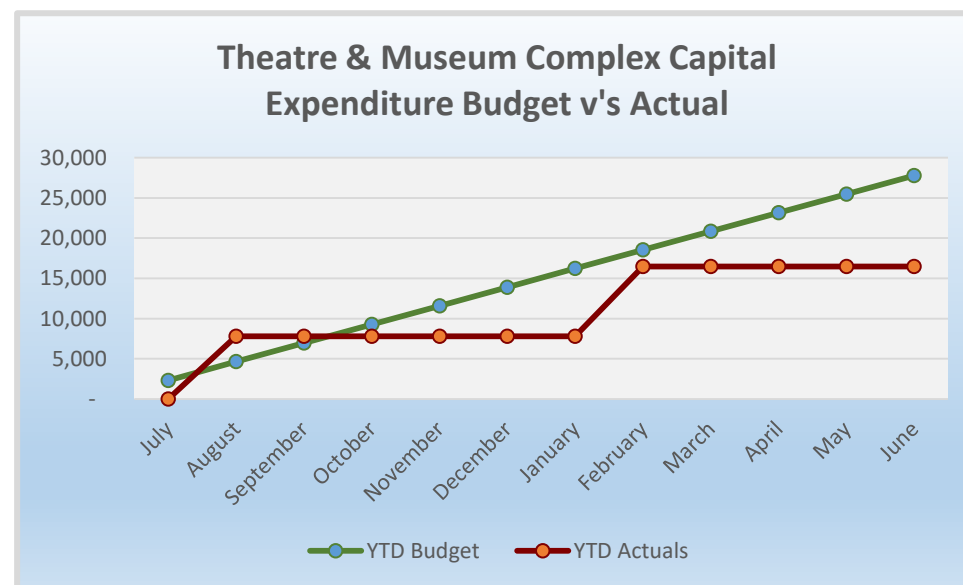
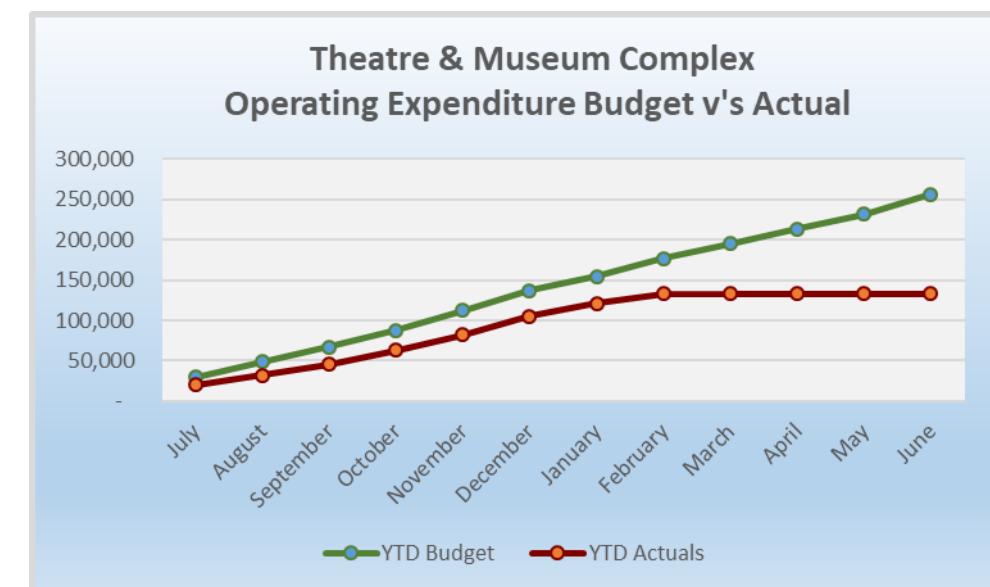
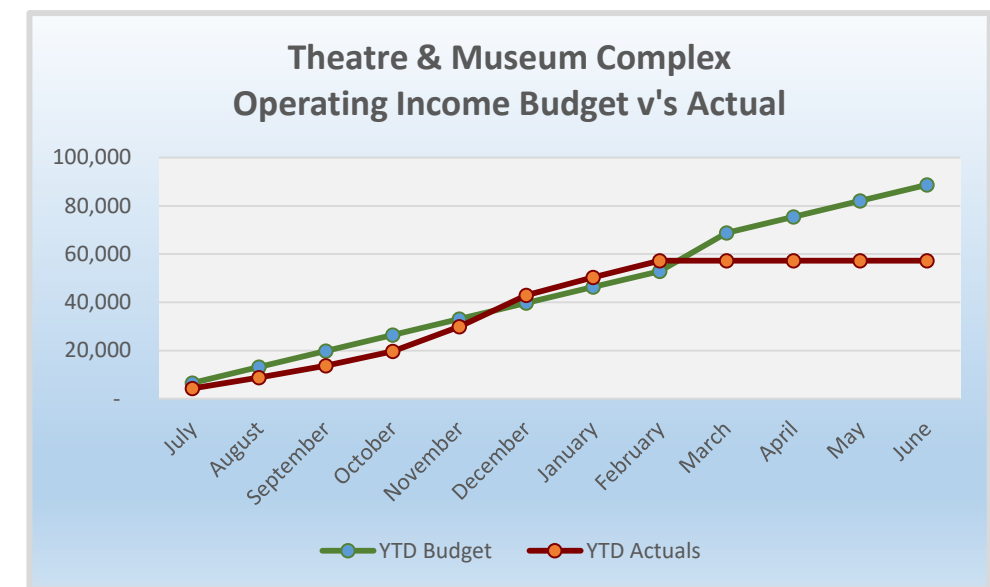
a) Delivery and Operational Plan precis

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. <i>Culture, theatre & museum: A – Chief Executive</i>	Manage and operate all aspects of the Sir Henry Parkes Memorial School of Arts (Cinema, Theatre, and Museum).	<i>B: MEDCE C: MEDCE D: CO</i>			+1	The Museum reopened on the 1 st July, the cinema reopened on the 31 st July under our COVID19 Safety Plan. Since reopening the SOA has been operating seven days a week with movies showing 5 days each week.
	Deliver Business improvements, recognising emerging risks and opportunities.	<i>B: MEDCE C: MEDCE D: CO</i>			+1	COVID 19 Plan was completed, ongoing monitoring of all regulations from NSW government. 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. 100% as from 28 Feb allowed into the cinema.
DP5.02) Enhance cultural diversity by encouraging cultural and artistic opportunities. <i>Culture, theatre & museum: A – Chief Executive</i>	Maintain a collaborative working relationship with National Trust Australia (NSW) and Friends of the School of Arts.	<i>B: MEDCE C: MEDCE</i>			+1	Ongoing. Regular meetings held with the Friends of the School of Arts and National Trust Representative. Completed tablets with museum information and stories to enhance the museum experience launched at 75 th Anniversary of NSW National Trust. 1 May will have National Trust 75 years bring our stories to Life, School of Arts open day for everyone to experience.
DP5.03) Enrich the cultural life of the community by supporting a variety of cultural events and activities for residents and visitors <i>Culture, theatre & museum: A – Chief Executive</i> <i>Community events: A – Chief Executive</i> <i>Volunteer recruitment and placement: A – Chief Executive</i>	Marketing and promotion of the Sir Henry Parkes Memorial School of Arts Complex programs and activities facilitating cultural development opportunities for individuals and groups.	<i>B: MEDCE C: MEDCE D: CO</i>			+1	Cinema numbers increasing due to less restrictions on border and Australian movies. First Theatre production for 2021 has been scheduled for Thursday 16 April 2021 7.30pm Margaret Fulton The Musical by Jally Productions. Promotion of the SOA activities occurs by social media, website, newsletters and programs. Performers for Live Recording Sessions to Stream Online, Performance or Tutorial Session ongoing project.
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.

<p>DP5.05) Encourage activities for young people and families in Tenterfield Shire</p> <p>Culture, theatre & museum: A – Chief Executive</p> <p>Community and cultural capacity building: A – Chief Executive</p>	<p>Development, management and delivery of a Cinema Program, theatre education and youth related programs.</p>	<p>B: MEDCE C: MEDE D: CO</p>		<p>+1</p>	<p>Cinema program continuing, school holiday program included. COVID19 back to 100% capacity is now allow in Theatre.</p>
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b) Budget

COA	20/21 Review 2 Budget	20/21 YTD Actuals February	20/21 Percentage Spent
Theatre & Museum Complex	195,877	123,218	62.91%
1. Operating Income	(88,688)	(57,662)	65.02%
2. Operating Expenditure	256,770	133,354	51.94%
3. Capital Income	0	31,036	0.00%
4. Capital Expenditure	27,795	16,489	59.33%
5000506. School of Arts Complex - Upgrade Exterior & Windows (SRV)	7,795	7,795	100.01%
5005509. School of Arts - Update Theatre Lighting	10,000	8,694	86.94%
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 100 persons only in the cinema, this was changed on 28 Feb to 100%, theatre and 20 persons in museum. Measures have been put in place to ensure staff and volunteers remain safe.

Glass door to glass and steel exhibition display case in the Sir Henry Parkes Gallery shattered 20.37pm Wednesday 27 January 2021. Safehold report completed, plans for stabilizing with anchor points to be fitted to the top of the cabinets.

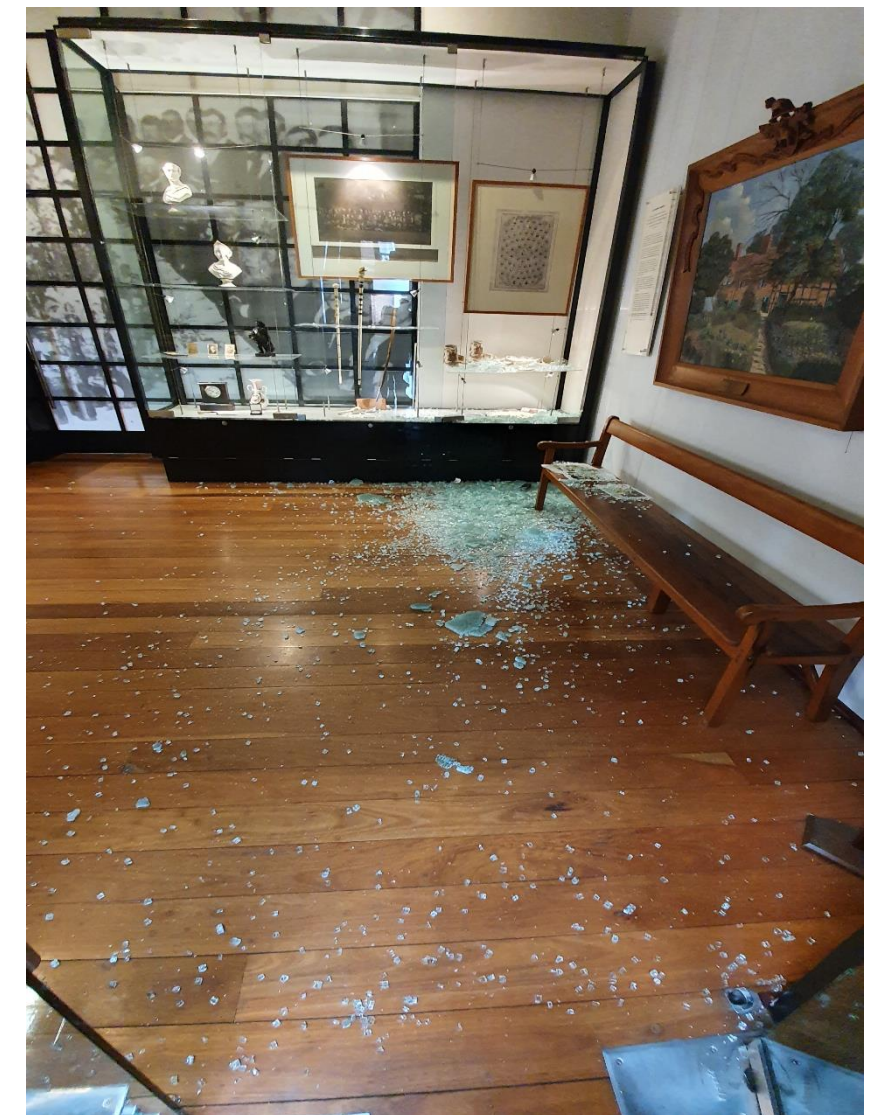
e) The Business of Improving the Business

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	270	Total cinema admissions	501
Average Admission Price	\$5.03	Screenings	35
Merchandising Sales	\$87	Candy Bar	\$375.50
Museum Entry Sales	\$1358	Average Admission Price	\$9.21
		Gross Box Office	\$4615.00
		Net Box Office	\$4195.00
		Website Visitors	109
Museum Volunteers		Website Change	-14.6%
9 Volunteers x 198 hours		Newsletter Subscribers	229
Cinema Volunteers 18 x 74 Hours			

h) Special events, achievements of note, celebrations

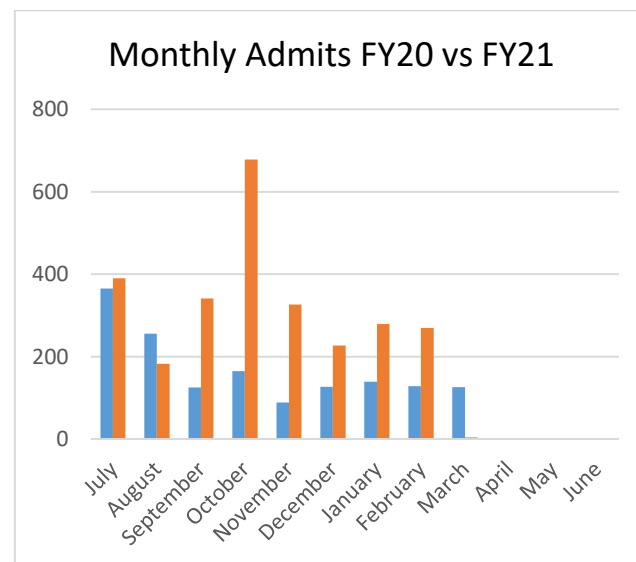
Holiday cinema attendance was very slow due to movies still be pushed back for release, streaming, COVID19 and the Queensland border closure.

Moving Forward with Theatre operation: We've just completed 4 Multi-Media tutorials in the cinema. By harnessing the big screen, participants are able to take part while observing COVID 19 health regulations.

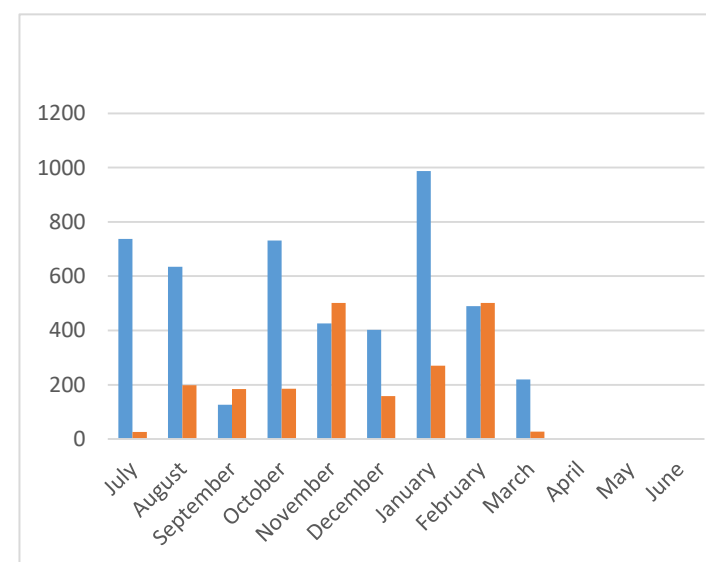
We tackled 4 introductory topics -
Recording and editing voice, Basic video editing, Creating soundscapes for film, Songwriting tips
and will follow up with progressive topics over time.

We also have the stage functioning for filming performers and have a growing schedule developing, including music, poetry, dance, acting. Will keep photos and info coming 'as we go'.

Electrical system is a Dymictric installed by a Brisbane company, Qelectrical QLD, installed new controller 9 Feb.
Museum is continuing to enjoy increased visitors, Australian Tourist enjoying regional NSW.

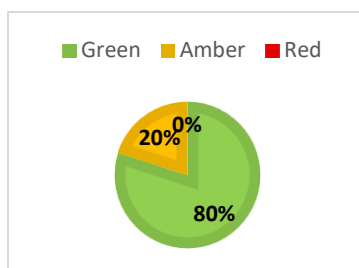


Museum Admits



Cinema Admits

6. Library Services



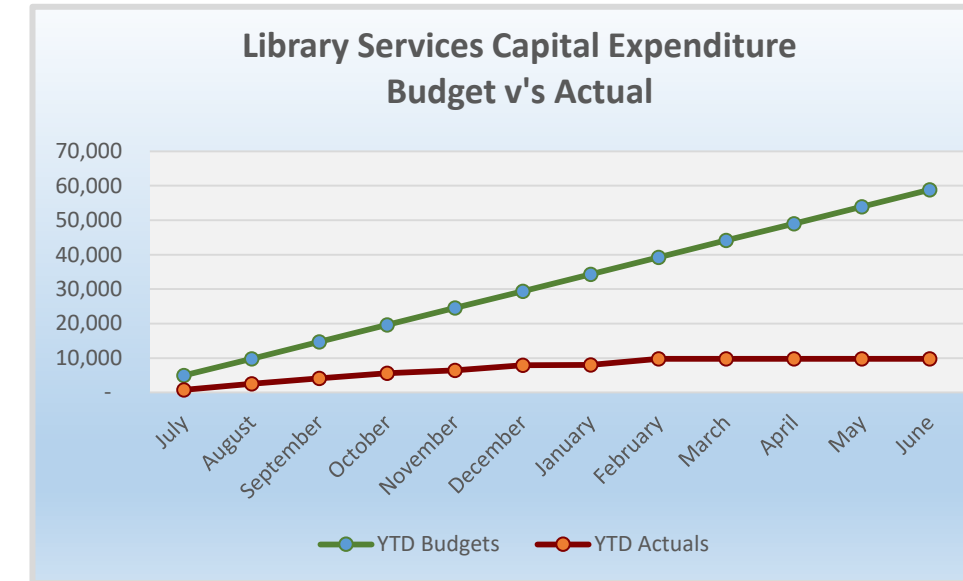
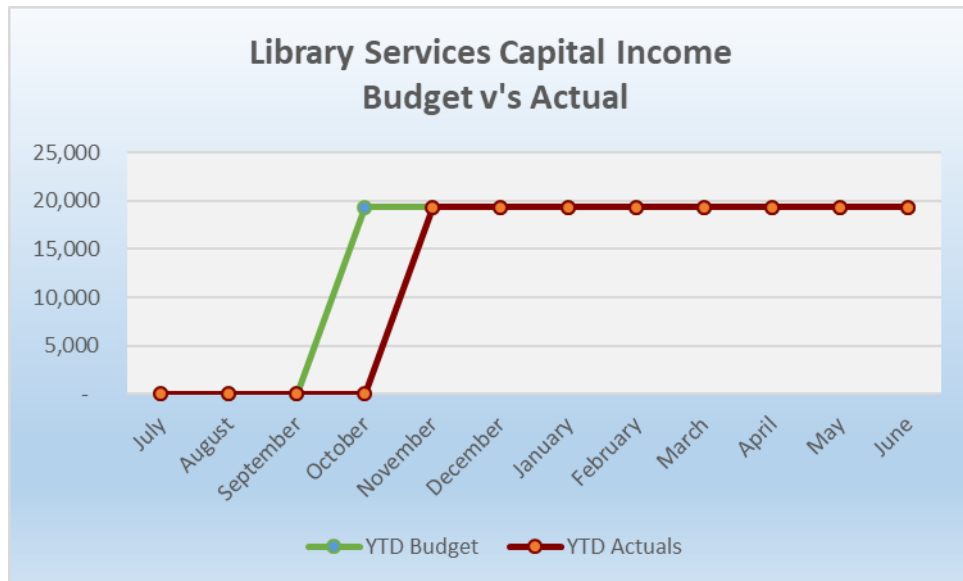
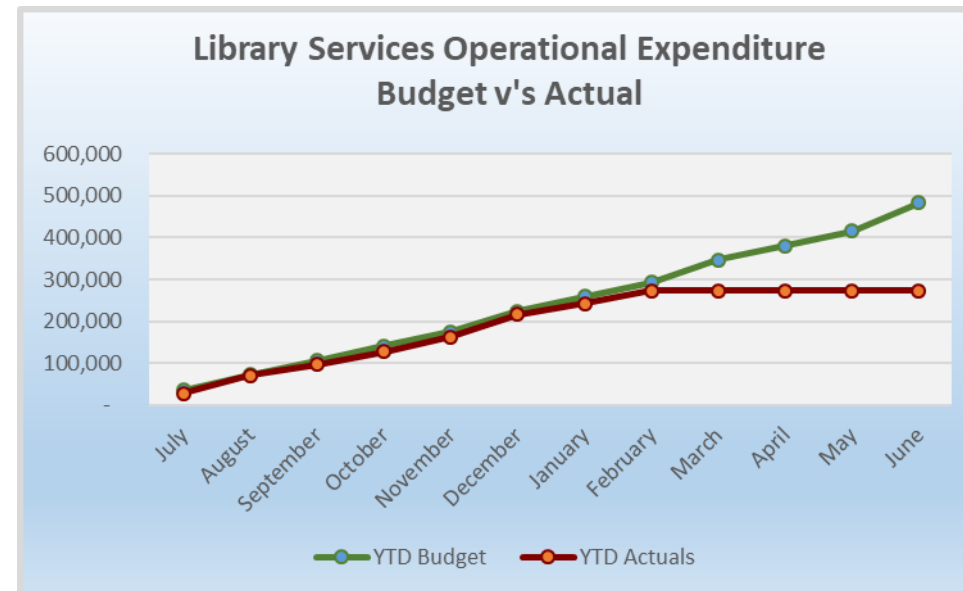
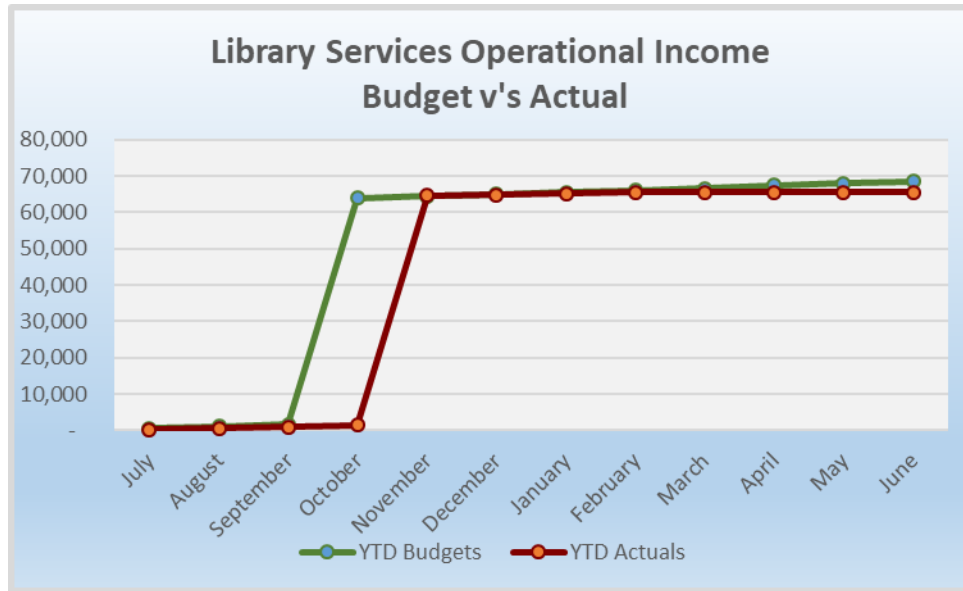
Under the 4 year Delivery Plan *Library Services* relates to: home services; vision impaired; review and updating collections; exchanges; internet and Wi Fi access; accessible technology; exhibitions; online training and resources; research and reference services; and the management of corporate art 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. Significant items in the Library building have been recorded. Significant items in the Theatre and Museum are recorded in the School of Arts Collection and governed by Council's School of Arts Collection Policy.</i>

b) Budget:

COA	20/21 Review 2 Budget	20/21 YTD Actuals February	20/21 Percentage Spent
Library Services	459,956	201,988	43.91%
1. Operating Income	(68,528)	(65,536)	95.63%
2. Operating Expenditure	483,719	272,570	56.35%
3. Capital Income	(19,329)	(19,329)	100.00%
4. Capital Expenditure	58,802	9,814	16.69%
5000500. Library Resources	21,622	9,814	45.39%
5000515. Local Priority Grant 2019/20	17,851	0	0.00%
5000520. Local Priority Grant 2020/21	19,329	0	0.00%
6. Liabilities	5,292	4,469	84.45%



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.
- The Library Service has returned to near normal opening hours (10am – 4.30pm).
- The lobby floor in the Tenterfield library is in need of repair. Options are being investigated.

e) The Business of Improving the Business

- Consideration is being given to adding the Haynes Car Manuals database to the range of databases available to library members.

f) Customers

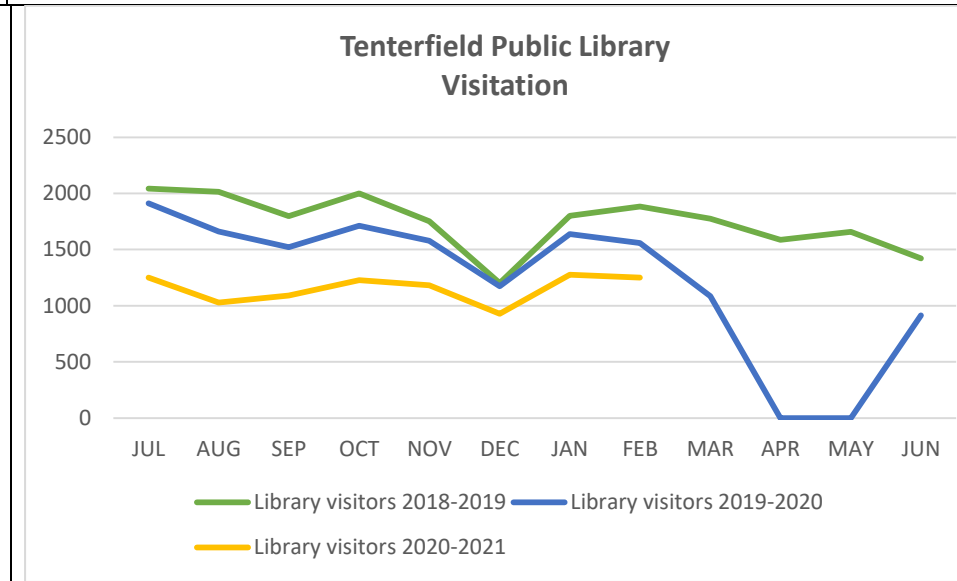
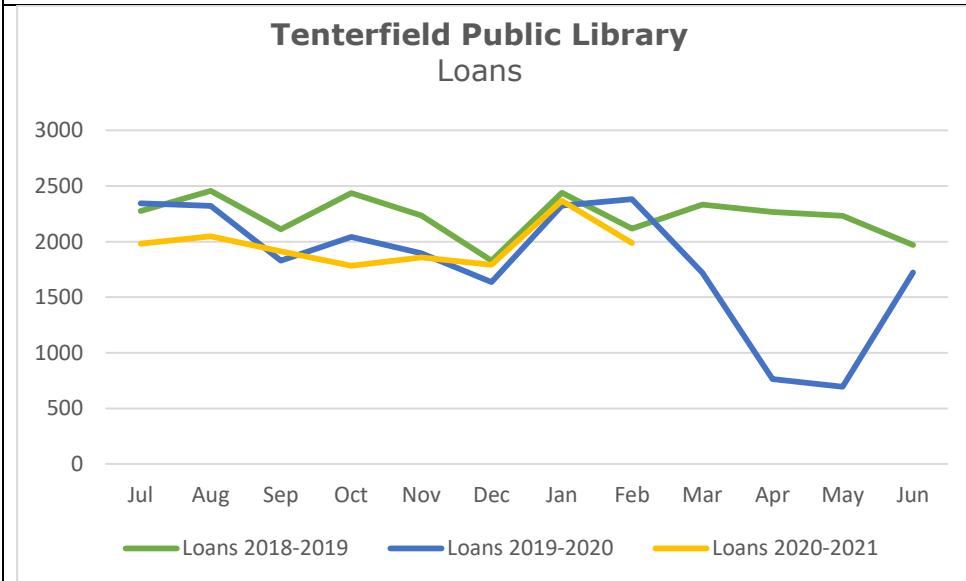
- All internal and external enquiries are responded to within appropriate timeframes.

g) Business Statistics

Tenterfield Public Library Statistics for February 2021

Loans Tenterfield: 1,527
 Loans Drake: 37
 Loans Torrington: 11
 Loans Urbenville: 130
 Total Physical loans: 1,705
 Total eLoans: 282
Total of Loans: 1,987
 Home Library Service Loans: 191
 Tenterfield Door count: 1,209
Total Library Visitors: 1,250

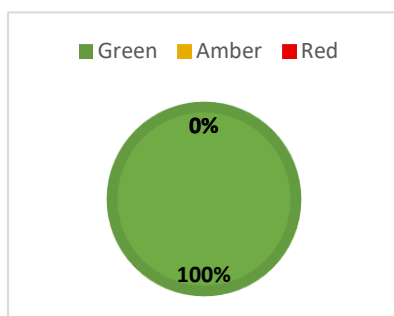
Reservations satisfied: 27
 New borrowers: 15
 Computer Users: 170
 Computer Hours: 226.75
 OPAC searches: 4,640
 Tenterfield Star database searches: 329
 Completed ILL Total: 9
 Deletions: 144
 New Items catalogued: 111
Holdings as at 01/12/2020: 31,599



h) Special events, achievements of note, celebrations

- Chris Halpin has been appointed to the position of Assistant Library Officer.

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.

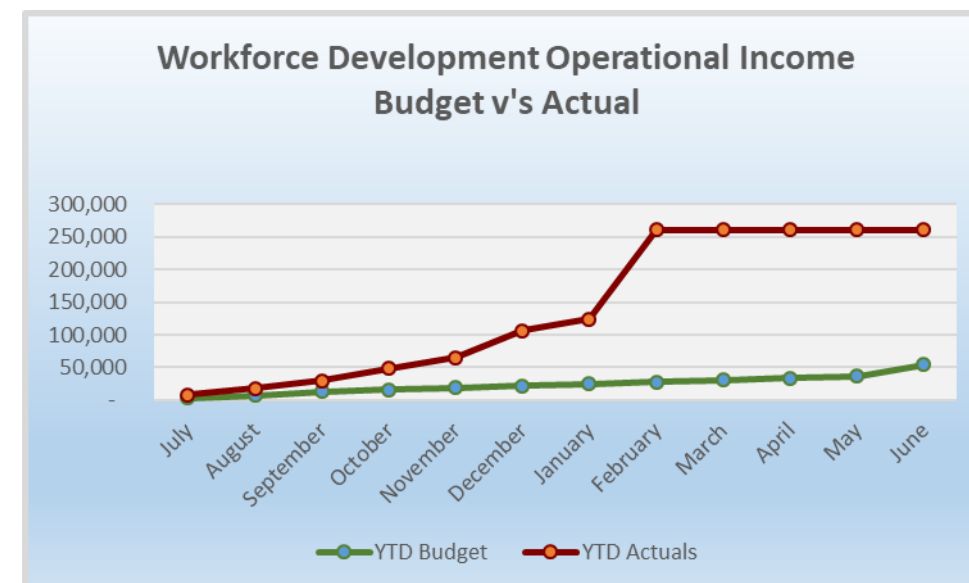
a) Delivery and Operational Plan precis

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.	<i>B:MHRWD</i> <i>C:WHSRMO</i> <i>D:WHSRMO</i>			+1	Consultation communication, and participation processes in line with legislative requirements. Wellbeing strategies being implemented include Mental Health First Aid Training, Mental Health Awareness and continued access to onsite health and wellbeing counseling.
	Develop, implement, monitor and review systems, processes and practices required for continual improvement, regulatory compliance and employee satisfaction.	<i>B:MHRWD</i> <i>C:WHSRMO</i> <i>D:WHSRMO</i>			+1	Higher duties continues to enhance employee recognition & incentive. Practices and processes around flexible work arrangements, COVID 19 and light vehicle arrangements are currently under review for improvements and efficiency gains. Statutory requirements are being met.
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	Regulator training ongoing. Seven (7) staff have begun the Objective Leader Program, an engaging leadership development program that's link to Councils capability framework and strategic direction. Multiple staff have recently been given the opportunity to act in higher duty and project roles enhancing their learning, leadership and career development.
DP7.03) Manage the implementation of Council's Workforce Management Strategy. <i>Workforce planning: A – Chief Executive</i> <i>Workforce performance: A – Chief Executive</i>	Develop, manage and deliver the Workforce Management Strategy (include update on employee numbers here).	<i>B:MHRWD</i> <i>C:MHRWD</i>			+1	The review of the organisation's labour structure will remain ongoing, with a focus on casuals, trainees, contractors, outstanding recruitments and employee retention. Discussions continuing with associated business unit Managers to ensure a continued focus on operational outcomes, required resourcing with strategic and financial alignment. Supporting the labour resourcing of grant funded projects remains a focus this month. Current FTE 112.1
	Deliver Business improvements, recognising emerging risks and opportunities.	<i>B:MHRWD</i> <i>C:MHRWD</i>			+1	Strategic workforce planning is a current focal point ensuring a deep understanding of the current and future states of our workforce. The evaluation on the use of casuals, labour hire and fixed term contracts has led to financial efficiencies

						either through attrition or change of employment agreements.
	Manage the Workforce Development Service of Council in a financially responsible manner in line with Budget allocations.	B:MHRWD C:MHRWD			+1	Operational budgets in line with projected expenditure however costs savings are being explored. State Government training subsidies have been secured
DP7.04) Developing attraction and retention practices across Council. Workers compensation: A – Chief Executive Recruitment & selection: A – Chief Executive Workforce culture : A – Chief Executive Human resource advisory, performance, review and training: A – Chief Executive	Develop, manage and deliver Employer of Choice recruitment and retention services.	B:MHRWD C:MHRWD D:HRC			+1	Further development of selection, recruitment and retention practices continues. Flexible work arrangements along with leadership and development opportunities have taken place this month.
DP7.05) Deliver continuous improvements in Council's business, processes and systems (WHS) Work, Health and Safety: A – Chief Executive	Manage and deliver WHS and Risk Management services.	B:MHRWD C:WHSRMO D:WHSRMO			+1	Council so far as is reasonably practicable, continues to ensure the health and safety of all workers and other people like visitors and volunteers via the implementation of <i>embedded</i> risk management principles in line with regulatory, health, State and Federal requirements. Altus enterprise risk module training conducted. WHS Site project plans have been developed.

b) Budget

COA	20/21 Review 2 Budget	20/21 YTD Actuals February	20/21 Percentage Spent
Workforce Development	972,439	695,482	71.54%
1. Operating Income	(54,225)	(260,800)	480.96%
2. Operating Expenditure	1,016,664	956,281	94.08%
4. Capital Expenditure	10,000	0	0.00%
1000506. Workforce Planning & Evaluation - Capital	10,000	0	0.00%



Capital Income:

Workforce development has capitalised on the State Governments Smart & Skilled subsidies and secured funds in excess of \$170,000

Capital Expenses:

Nil to report

Emerging Issues, Risks and Opportunities

Nil to report

The Business of Improving the Business

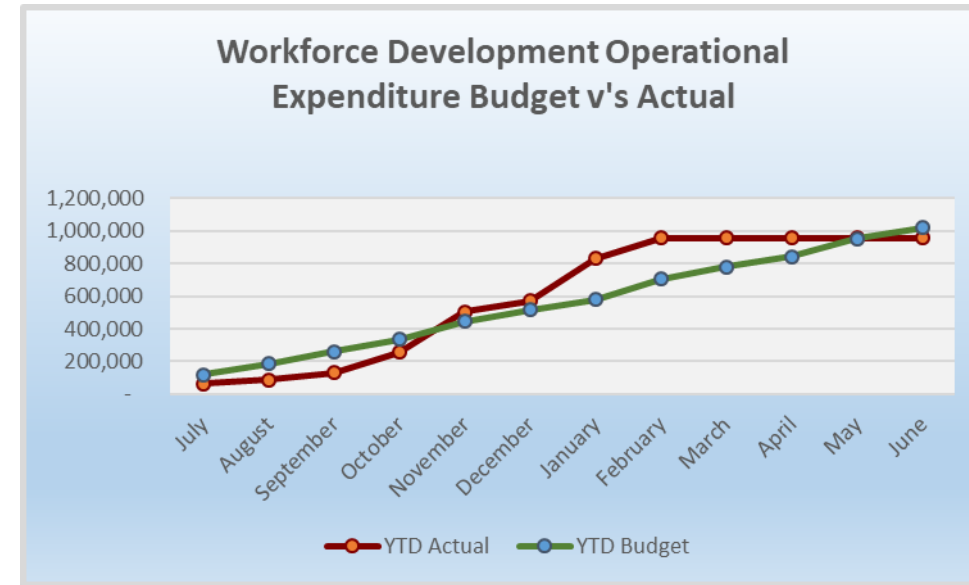
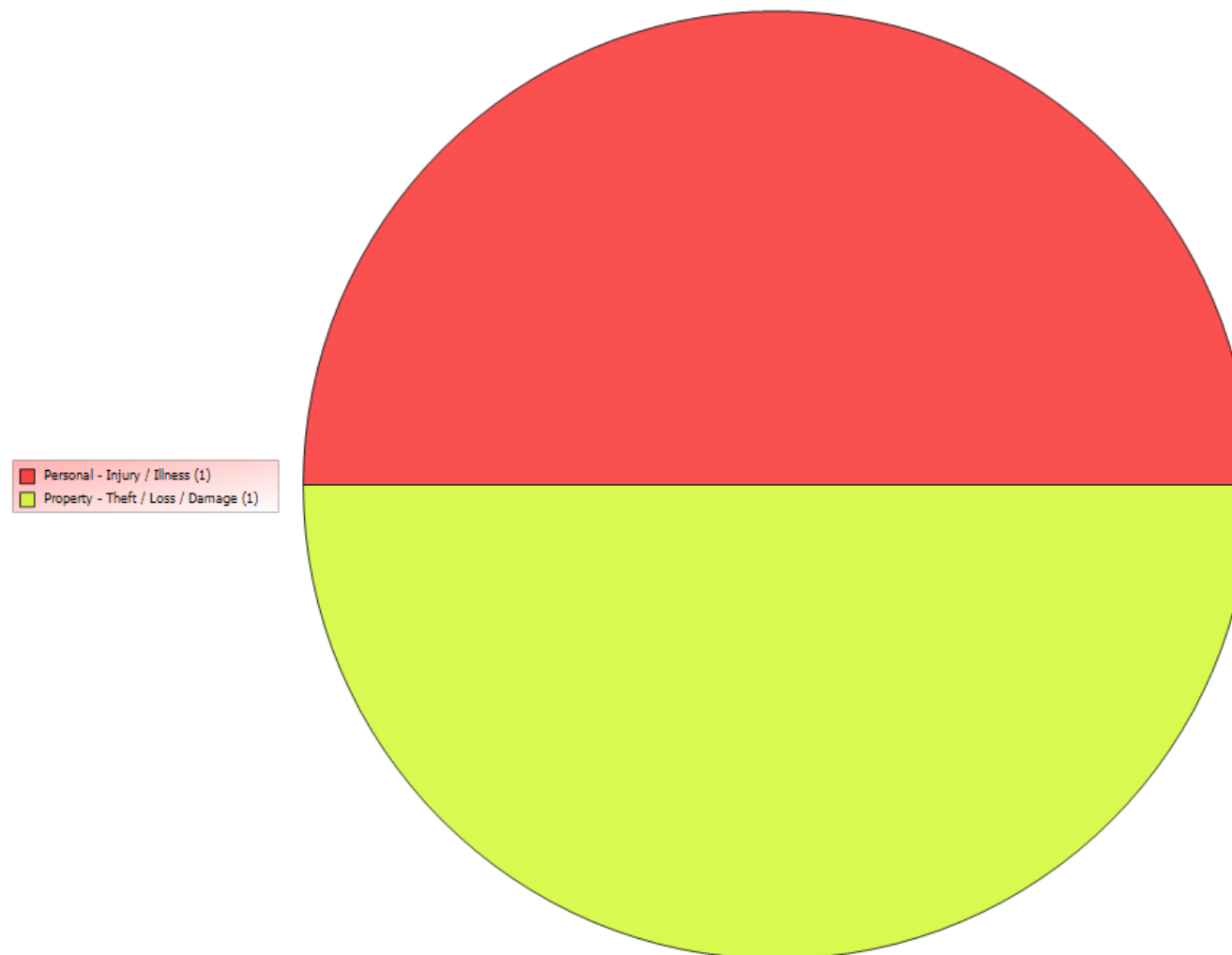
Nil to report

Customers

Nil to report.

Business Statistics

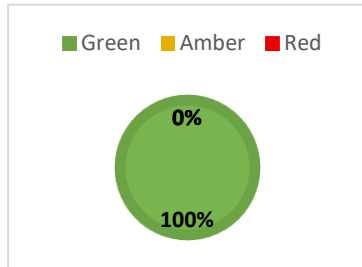
Reported - Incident Types - All Incidents 30 Days to Date - Including Present - Total of 2



Special events, achievements of note, celebrations

Tenterfield Shire Council has been requested to assist StateCover Mutual with their development and delivery of mental health and well-being services.

8. Emergency Services



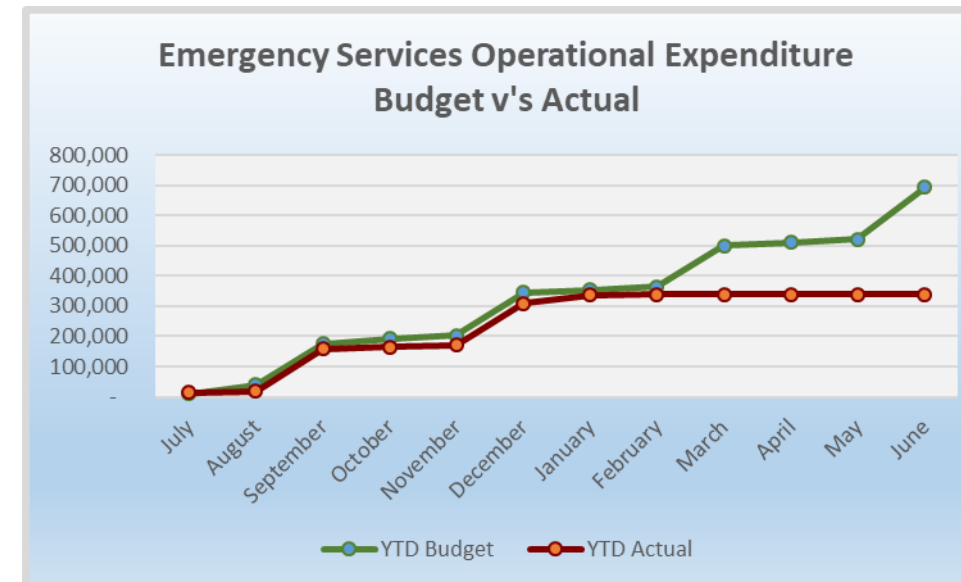
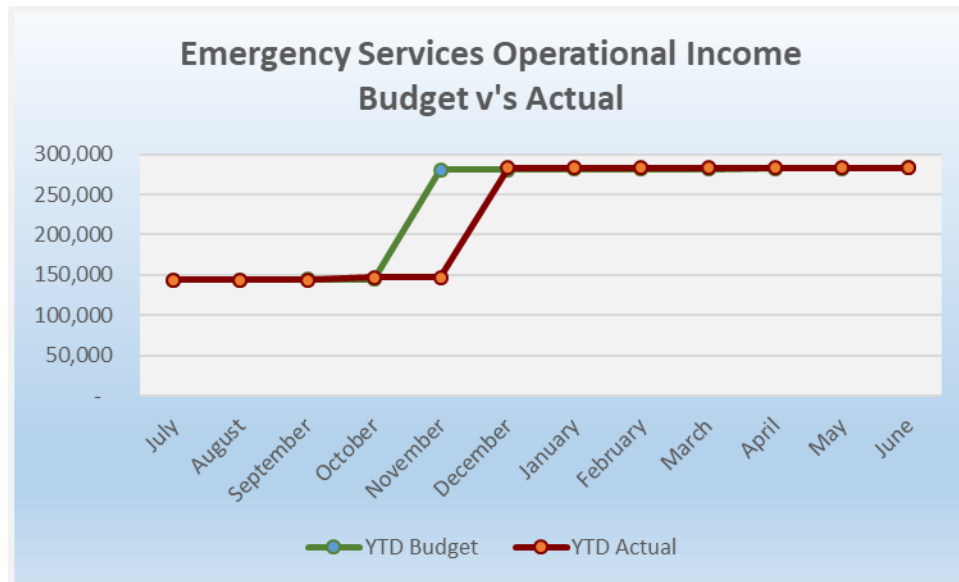
Under the 4 year Delivery Plan *Emergency Services* relates to: integrating land use policies to support emergency management; disaster management; review of emergency management plans; inter-agency communication and collaboration; and rural addressing. The Office of the Chief Executive directly oversees 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.
	Deliver Business improvements, recognising emerging risks and opportunities.	B:MHRWD C:WHSRMO D:WHSRMO			+1	Maintaining awareness of current environment via relevant channels and stakeholder's local state and federal. Helipad for patient transport is a current focus of the LEMC. Council is assisting heavily in its advocacy and administrative facilitation. Possible helipad sites have been identified.
	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 2 Budget	20/21 YTD Actuals February	20/21 Percentage Spent
Emergency Services	569,418	89,555	15.73%
1. Operating Income	(282,637)	(282,637)	100.00%
2. Operating Expenditure	694,111	338,377	48.75%
4. Capital Expenditure	157,944	33,815	21.41%
6600400. Emergency Management Centre Expenditure	157,944	33,815	21.41%



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:

Second quarterly payment for the Emergency Services Levy was paid in December.

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. Site locations being assessed.

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

Tenterfield Shire Council now has representation at the Bush Fire Management Committee meetings.

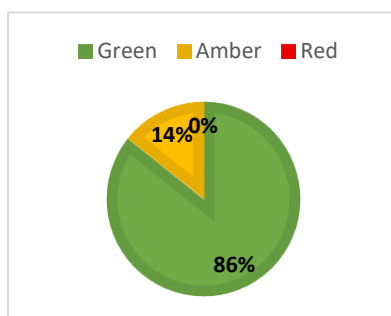
g) Business Statistics

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.

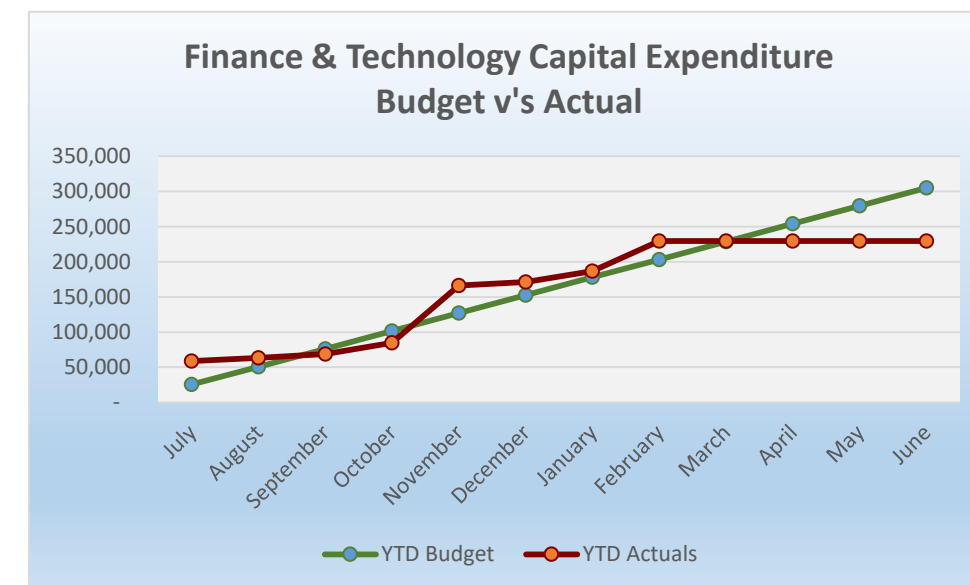
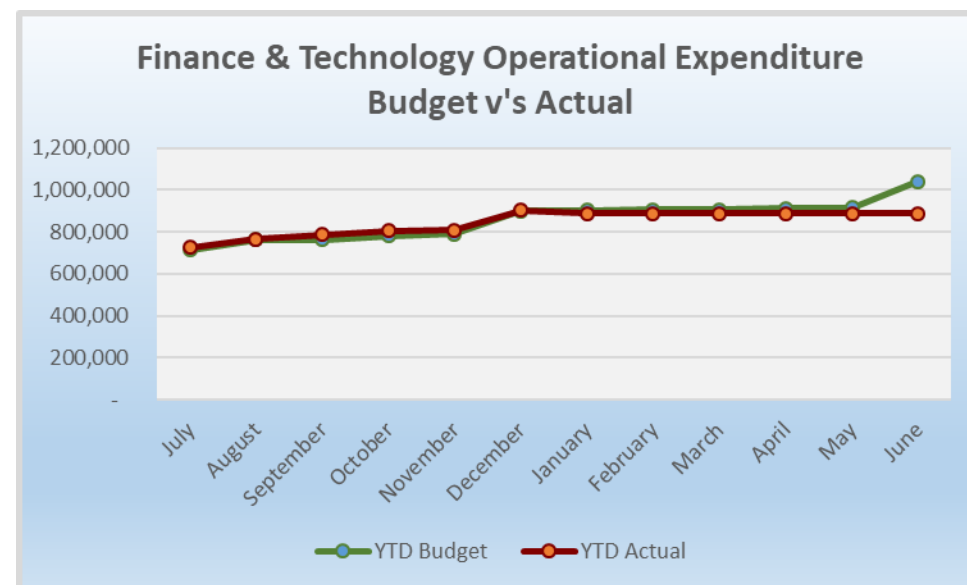
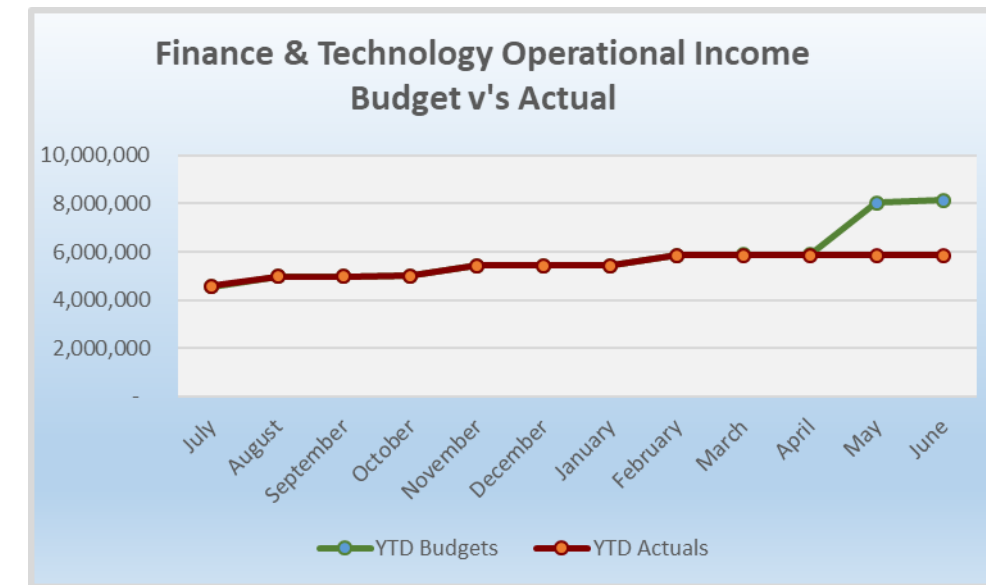
a) Delivery and Operational Plan precis

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 was adopted by Council 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 uploaded into AssetFinda in January 2021. Work on this is ongoing as each asset class is being uploaded into the new system.</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 2 Budget	20/21 YTD Actuals February	20/21 Percentage Spent
Finance & Technology	(6,722,299)	(4,690,555)	65.52%
1. Operating Income	(8,143,722)	(5,850,504)	71.84%
2. Operating Expenditure	1,040,465	888,250	85.37%
4. Capital Expenditure	305,000	229,741	75.32%
1810501. Computer Equipment - Finance	55,000	39,965	53.29%
1810508. Capitalised Software	250,000	189,776	75.91%
6. Liabilities	75,958	41,959	55.24%



Capital Income:

Not applicable.

Capital Expenses:

No Significant variance.

\$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

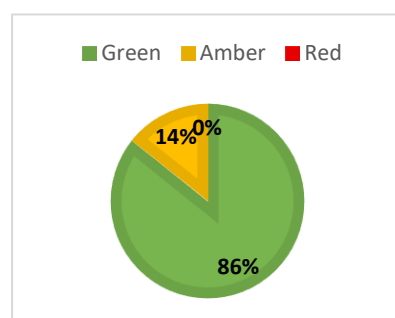
Water billing and the issue of the price per kilolitre of water was addressed at the December 2020 Council meeting, after water meter reads for the first half of the year were completed. As a result, the water consumption charges were reduced for all categories for the 2020/2021 financial year.

e) Business Statistics**f) Special events, achievements of note, celebrations**

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

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.

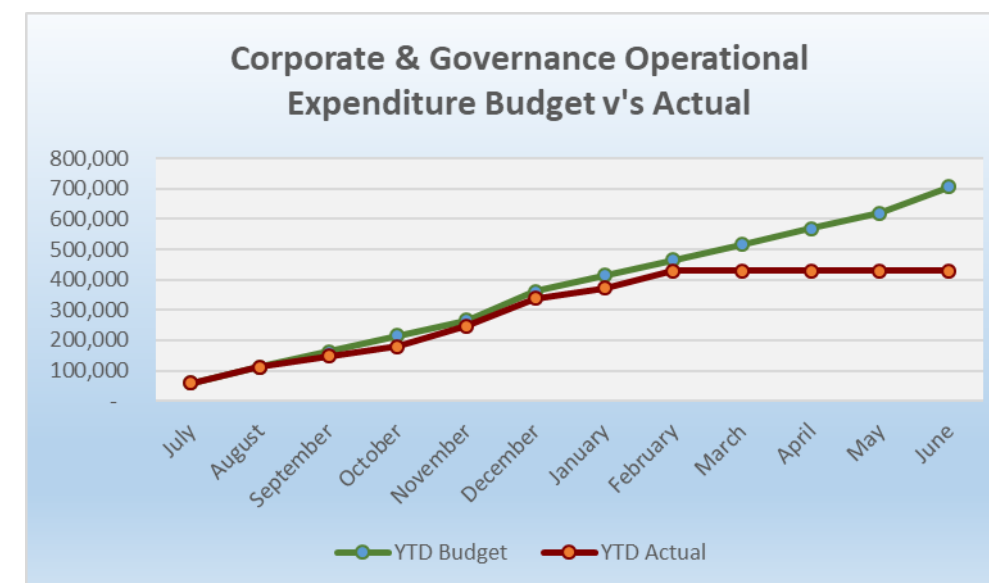
a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 20/21	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
<p>DP10.01) Ensure that the performance of Council as an organisation complies with all statutory reporting guidelines and information is available to decision makers.</p> <p>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</p>	Develop, manage and deliver Governance Services.	B: MCSGR C: MCSGR D: MCSGR			+1	<p>Adopted Operational Plan 2020/2021 provided to Office of Local Government on 10 July 2020.</p> <p>+1 Public Interest Disclosure (PID) Report for 2019/2020 submitted to NSW Ombudsman on 30 July 2020. No PID's for the period 2019/2020.</p> <p>Fraud Control Policy adopted by Council on 23 October 2020.</p> <p>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.</p> <p>Audit & Risk Committee Meeting held on 9 December 2020.</p> <p>Code of Conduct reporting for 2019/2020 provided to Office of Local Government on 27 January 2021 (unable to access OLG reporting portal until this time).</p>
<p>DP10.02) Promote and support community involvement in Council decision making process.</p> <p>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</p>	Manage and deliver services for community involvement in Council decision making processes.	B: MCSGR C: MCSGR D: MCSGR			+1	<p>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.</p>

DP10.03) Deliver Customer Service and Business Services in the support of corporate outcomes. Customer service: A – Chief Corporate Officer	Develop, manage and deliver Customer Services.	B:MCSGR C:MCSGR D:CSO		+1	Customer Services being delivered from Visitor Information Centre during February 2020.
	Deliver Business improvements, recognising emerging risks and opportunities.	B:MCSGR C:MCSGR D:MCSGR		+1	Further improvements in the use of altus ECM, with training sessions being conducted with staff on a one-on-one basis. Records is developing updates to procedures for each task in altus, to assist with user functionality.
	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. Movements in personnel resources have been undertaken to ensure full functionality of leave vacancy. While Customer Service and Administration Officers from the CSGR team are doing backfilling, there is no administrative support for Governance function.
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 and three other extensions 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 (eleven months as at February 2021). 78 customer service general enquiries for January 2021. 3,270 phone calls came in to Council fixed and mobile phone numbers in February 2021.
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 February 2021. Records staff continue to review and amend the Instructions to Records Officer (de facto protocol) and are continuing with the complete rewrite of the instructions.

b) Budget

COA	20/21 Review 2 Budget	20/21 YTD Actuals February	20/21 Percentage Spent
Corporate and Governance	704,025	427,161	60.67%
1. Operating Income	(1,538)	(1,129)	73.43%
2. Operating Expenditure	705,563	428,291	60.70%



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 Corporate & Governance in financial year 2020/21.

d) Emerging Issues, Risks and Opportunities

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 other services. This continues to create delays in providing Governance services to the organisation.

e) The Business of Improving the Business

Nil to report.

f) Customers

78 Customer Service General Enquiries in March 2021.

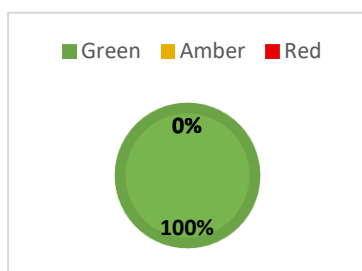
g) Business Statistics

3,270 phone calls came in to Council fixed and mobile phone numbers in February 2021.

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.

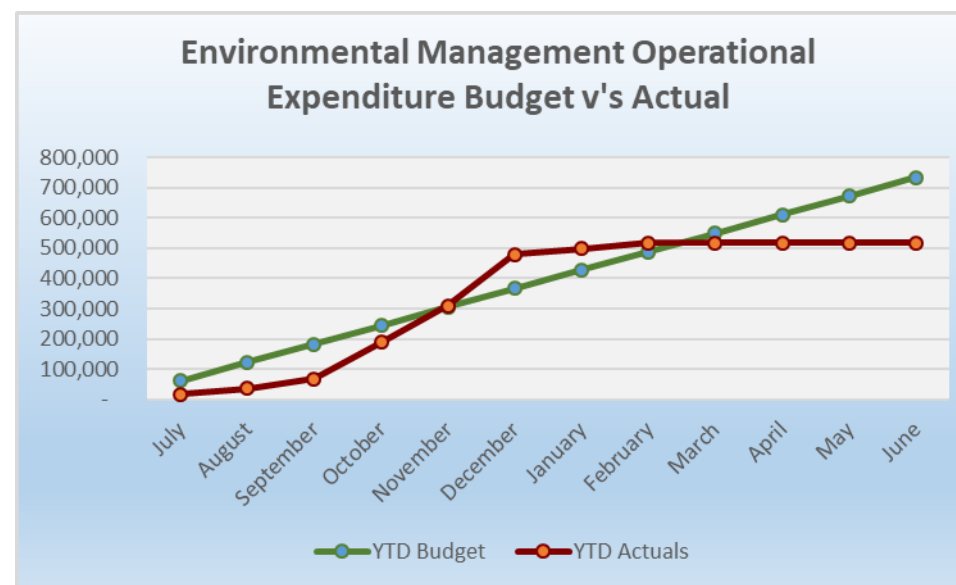
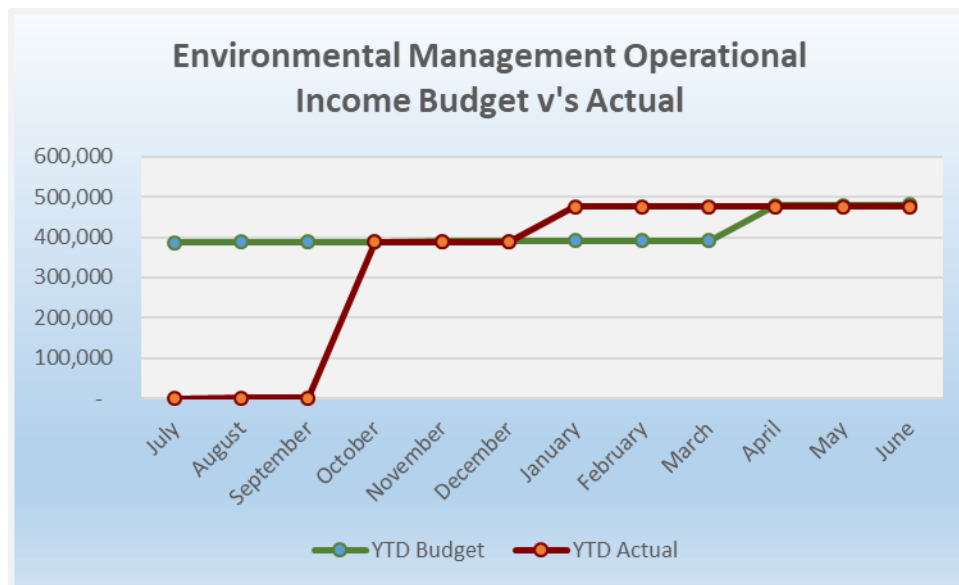
a) Delivery and Operational Plan precis

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. <i>Illegal dumping and littering: A – Chief Corporate Officer</i> <i>Parking, traffic & DDA regulation: A – Chief Corporate Officer</i>	Develop and manage systems and processes to deliver Companion Animals requirements, Illegal Dumping and Parking Control.	B:OSRUS C:OSRUS D:RCO			+1	<i>Regular patrols are carried out in the Tenterfield Shire. Where Council receives complaints regarding the keeping of animals, illegal dumping or parking breaches Councils Ranger/Compliance Officer investigates.</i> <i>Two dogs were surrendered in February, both dogs were rehomed through a welfare organization. No cats were impounded in February.</i> <i>Council Officers are conducting regular parking patrols and in the month of February Zero infringements were issued for parking breaches. Officers regularly monitor parking availability in the main street and identify vehicles that may be in breach of parking requirements.</i>
DP11.02) Provide community education program to encourage residents and visitors to reduce their impact on vegetation including the management of pests and weeds. <i>Noxious plants: A – Chief Corporate Officer</i> <i>Feral pests: A – Chief Corporate Officer</i>	Develop, manage and deliver community weed and pest management reduction programs.	B:OSRUS C:OSRUS D:WO			+1	<i>Weeds officer attends local agricultural shows, field days and includes a weed of the month in the council newsletter. Weed information and books are handed out to landholders during inspections. High risk weed signs are installed roadside in high risk areas.</i> <i>Council contractors have completed all of the Grant works on roadsides for Blackberry and private lands for Serrated Tussock with reconciliation finalized.</i>
DP11.03) Provide systems and processes to manage excess vegetation to ensure land and premises are in a safe and/or healthy condition. <i>Pollution regulation: A – Chief Corporate Officer</i>	Notices and Orders to be issued or served where necessary as per the Local Government Act, EPA Act and POEO Act and Associated Regulations.	B:OSRUS C:OSRUS			+1	<i>Where Council receives complaints regarding overgrown unsightly lots Notices are issued requiring the owner to undertake work to comply. 4 Notices were issued in February and Council officers are working with the property owners to bring the properties into compliance.</i>
DP11.04) Ensure the timely detection of new weed incursions in the Tenterfield Shire Council region and do not	Manage and deliver the Weeds Management Program, Council’s Weeds Action Plan and regional weeds management plans.	B:OSRUS C:OSRUS D:WO			+1	<i>Regular inspections are carried out on private and government lands for all weeds but specifically the regional priority weeds outlined in the Northern Tablelands Regional Strategic Weed Management Plan 2017-2022 that set the guidelines for councils weed management. Ongoing</i>

adversely affect the health and welfare of the community. <i>Noxious plants: A – Chief Corporate Officer</i>	Deliver Business improvements, recognising emerging risks and opportunities.	<i>B:OSRUS C:OSRUS</i>			+1	<i>High Risk Pathways and Waterways are inspected regularly for new weed incursions. High risk inspections are being carried out on properties within the Tenterfield LGA after recent outbreaks of Parthenium weed across the state from hay deliveries from Qld. Information is supplied from the DPI. ongoing</i>
	Manage the Environmental Service of Council in a financially responsible manner in line with Budget allocations.	<i>B:OSRUS C:OSRUS D: WO</i>			+1	<i>All works are carried out within Budget allocations.</i>

b) Budget

COA	20/21 Review 2 Budget	20/21 YTD Actuals February	20/21 Percentage Spent
Environmental Management	257,538	41,694	16.19%
1. Operating Income	(479,906)	(476,013)	99.19%
2. Operating Expenditure	733,444	517,382	70.54%
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:

Operational Expense:

c) Capital Projects

d) Emerging Issues, Risks and Opportunities

e) The Business of Improving the Business

The purchase of a Drone that will be an asset for many areas of the Business.

f) Customers

No complaints for weeds in February

g) Business Statistics

REPORT BY NOXIOUS WEEDS OFFICER December 2020 and January 2021

Weed Control

- Black Knapweed – Aldershot and Bellevue Rds and private property Tenterfield.
- Tropical Soda Apple – Urbenville
- Giant Parramatta Grass – Patterson's Rd
- Roadside Spray for Sealing – Bruxner way from New England highway to Sunnyside Loop Rd

Council Lands Sprayed

- Tenterfield Cemetery
- Torrington and Stannum Cemeteries
- Tenterfield Town Streets and Parks
- Tenterfield Transfer station and pound
- Tenterfield Aerodrome

Inspections

- Private Property Inspections – 20 Property inspections
- High-risk pathway Inspections – New England Hwy Tenterfield to Deepwater, Beardy River to Tenterfield.

Meetings

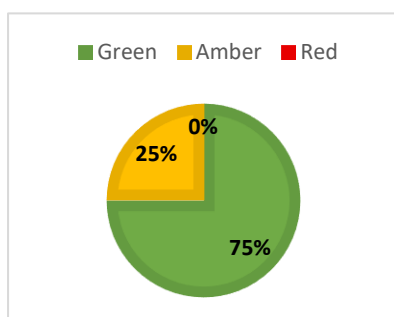
- Regional Weeds Committee meeting at Glen Innes

Other – Rapid Response project for the detection and treatments for Parthanium Weed at Cropper Creek in the Gwydir Shire (3 days).

h) Special events, achievements of note, celebrations

Nil to report.

12. Livestock Saleyards



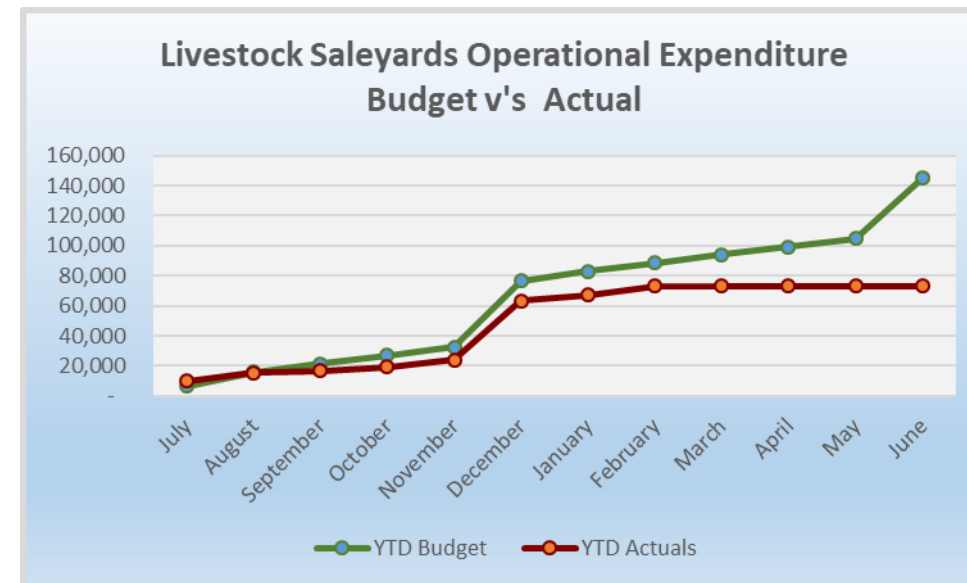
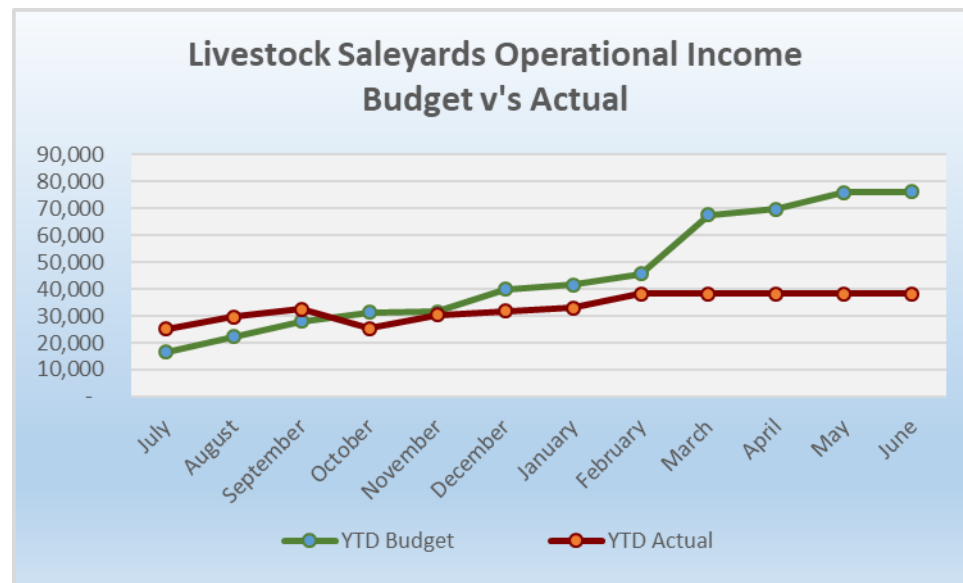
Under the 4 year Delivery Plan *Livestock and Saleyards* relates to planning, development, maintenance, operations and administration of the Saleyards. The Office of the Chief Corporate Officer directly oversees these outcomes.

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>Draft Saleyard Management Plan presented to the committee at the last meeting for comment. No comment or changes to the Management Plan</i>
DP12.02) Provide a financially sustainable saleyard operation, attractive to local producers. <i>Saleyards: A - Chief Corporate Officer</i>	Manage and deliver Saleyards Services.	<i>B:OSRUS C:OSRUS</i>			+1	<i>Cattle Numbers for February- 2021; Prime Sale - 485 Head - \$849,517.58 Private Weighing - 119 Head - \$221,870.88 Total - 604 Head - \$1,071,388.46 Financial Year 2020/2021 2,059 Head - \$3,173,845.63 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 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 2 Budget	20/21 YTD Actuals February	20/21 Percentage Spent
Livestock Saleyards	226,758	34,840	15.36%
1. Operating Income	(76,229)	(38,265)	50.20%
2. Operating Expenditure	144,987	73,106	50.42%
4. Capital Expenditure	158,000	0	0.00%
4220504. Improvements to Loading Ramps & Traffic Facilities	158,000	0	0.00%



Capital Income:

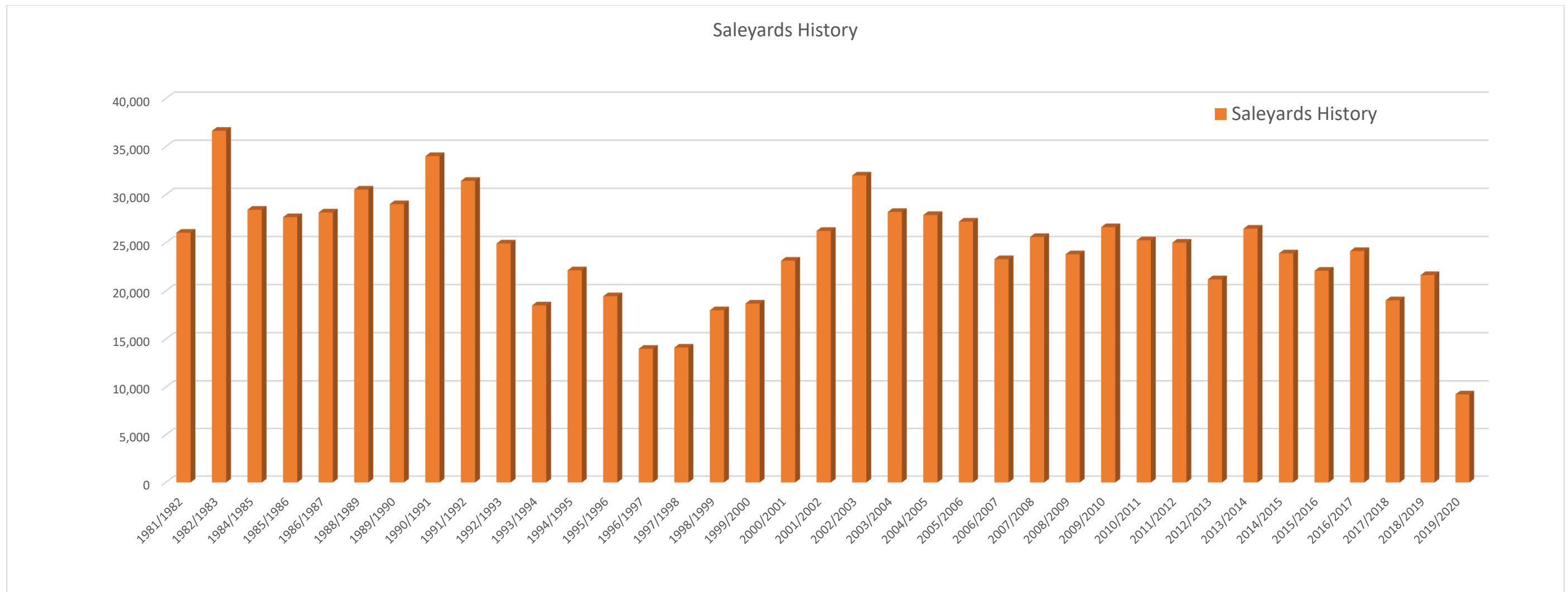
- Nil to Report

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.**

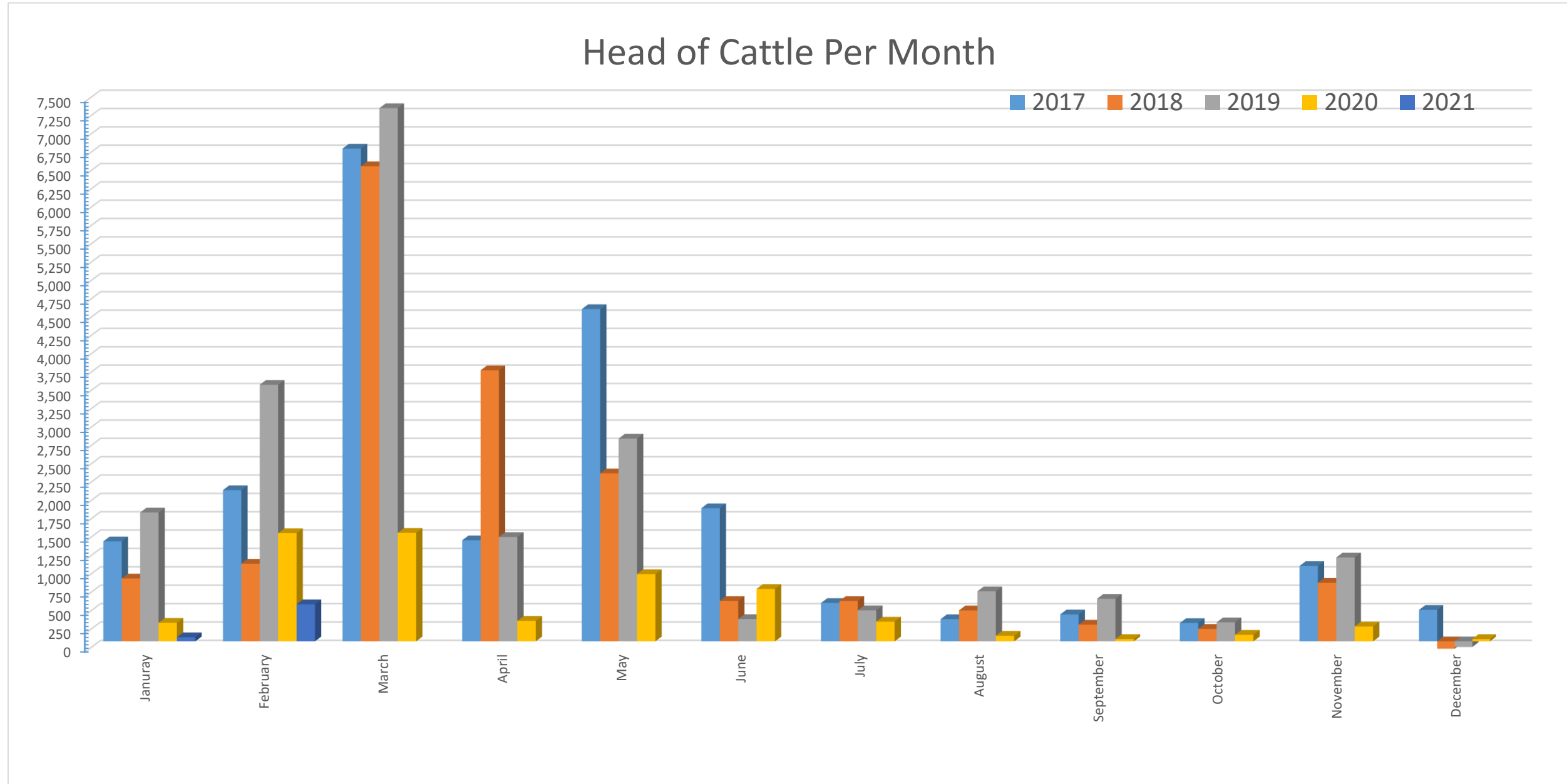
e) The Business of Improving the Business

- 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

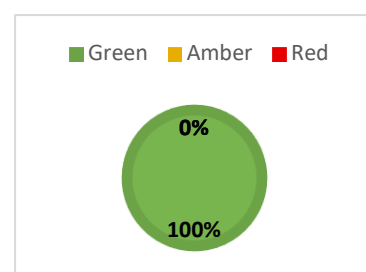
g) Business Statistics



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.

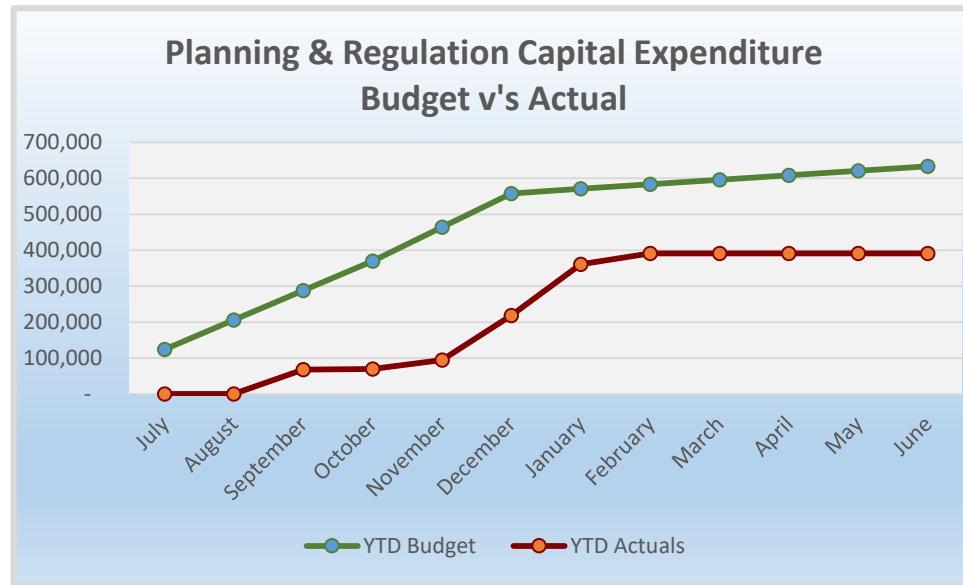
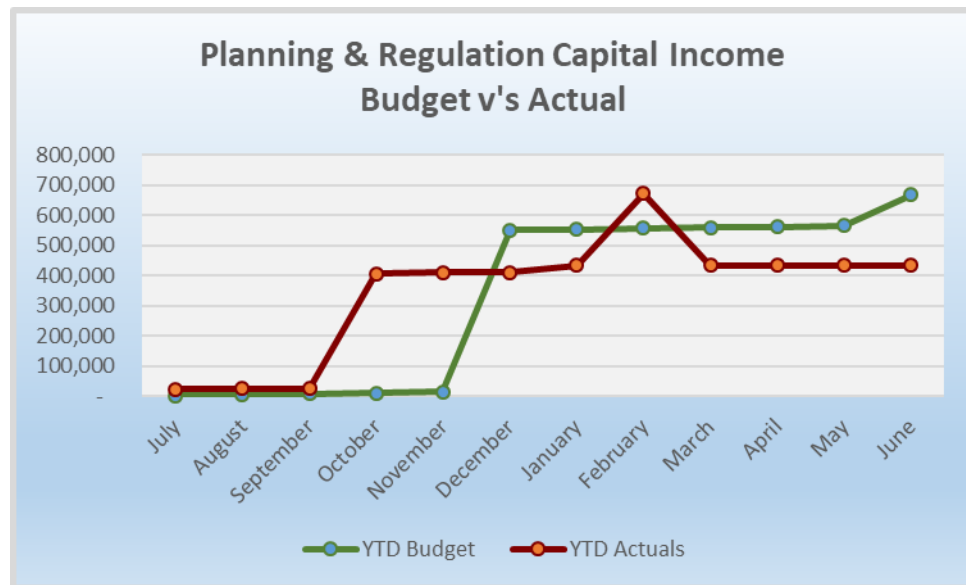
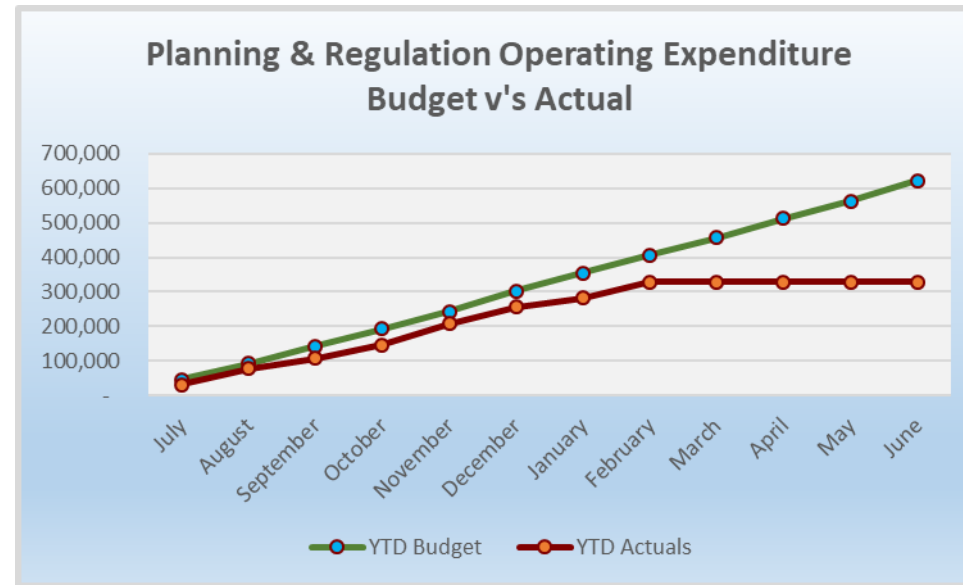
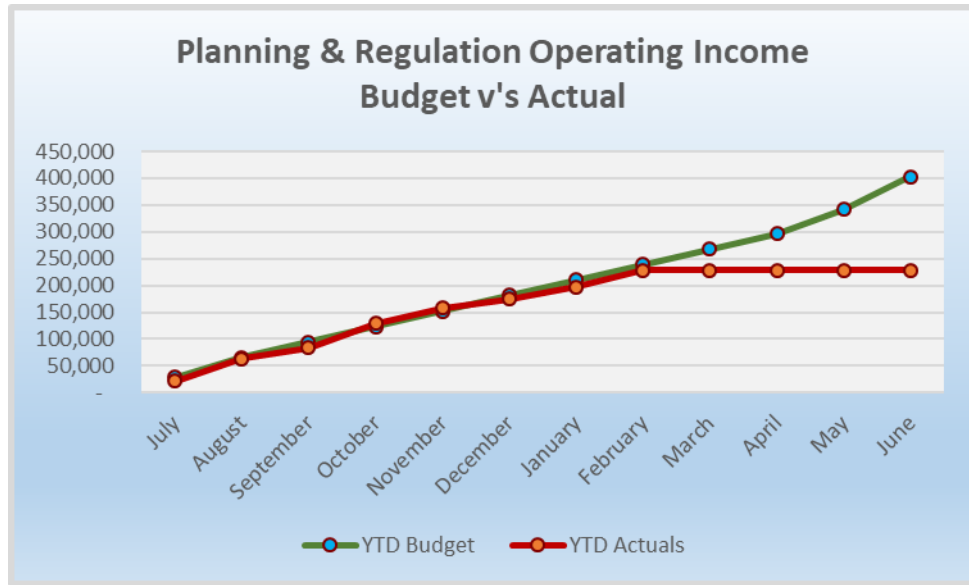
a) Delivery and Operational Plan precis

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

						Local Heritage Fund applications –works under way by successful applicants. To be completed early April 2021
						Application lodged with Heritage NSW to continue Local Fund.
DP13.10) Identify, plan and enhance local environments in partnership with the community and stakeholders. <i>Land use reporting: A – Chief Corporate Officer</i> <i>Roads and footpath enforcement: A Chief Corporate Officer</i> <i>Illegal dumping: A Chief Corporate Officer</i> <i>Domestic animal management: A Chief Corporate Officer</i>	Local Strategic Planning Statements are implemented and provide guidance for actions to support the desired outcomes.	B:MPDS C:MPDS D:MPDS			+1	Local Strategic Planning Statement adopted August 2020 and uploaded to NSW Planning Portal.
	Deliver Business improvements, recognising emerging risks and opportunities.	B:MPDS C:MPDS D:MPDS			+1	Implementation of Greenlight system and integration with NSW Planning Portal is in progress. All applications will be able to be lodged on line. NSW Planning Portal – applications can be lodged on line – 1 application received on line to date. On line Planning Certificate application process almost complete.
	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 2 Budget	20/21 YTD Actuals February	20/21 Percentage Spent
Planning & Regulation	184,827	(180,016)	-98.01%
1. Operating Income	(403,000)	(228,281)	56.64%
2. Operating Expenditure	622,827	328,604	52.76%
3. Capital Income	(668,072)	(671,047)	100.45%
4. Capital Expenditure	633,072	390,708	61.72%
3001000. Tenterfield Shire - Vibrant & Connected Mingoola - SCCF - Round 1	45,027	22,904	50.87%
3001001. Drought Communities Extension - Shire Entry Signs	100,000	76,197	76.20%
3001100. Tenterfield Shire - Vibrant & Connected Torrington - SCCF - Round 1	38,055	22,949	60.30%
3005000. Tenterfield - Vibrant & Connected Urbenville	91,308	24,989	27.37%
3006000. Tenterfield - Vibrant & Connected Drake - SCCF - Round 1	37,917	22,915	60.44%
3007000. Tenterfield Shire Vibrant & Connected - Jennings (Wallangarra) SCCF-Round 1	139,147	95,645	68.74%
3008000. Tenterfield Shire - Vibrant & Connected Liston SCCF - Round 1	138,529	102,192	73.77%
3009000. Tenterfield Shire - Vibrant & Connected Legume SCCF - Round 1	43,089	22,916	53.18%



Capital Income:

Section 7.11 and 7.12 developer contributions comprise capital income.

Capital Expenses:

Grant-funded projects.

Operational Income:

On Budget.

Operational Expense:

No significant variance

c) Capital Projects

Village Entry Signs – installed – landscaping around signs to be installed in March

Urban Design Plans – Draft plans on exhibition until 1 April 2021.

Shire Entry Signs – installation underway.

d) Emerging Issues, Risks and Opportunities

Public Spaces Legacy Program – team on target to meet processing targets for DA's. Detailed application lodged for Pump Track/Skate Park in Crown street and Jennings Playground/Park improvements.
Heritage Grants pending – Local Fund, Advisor Service, Torrington & Mingoola Trails Interpretive Panels and walks.

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 early 2021. Department of Planning assisting IT team to integrate system with Planning Portal.

f) Customers

Ongoing customer support provided. Significant increase in enquiries relating to purchase of properties and proposed building.

g) Business Statistics**APPLICATIONS FOR DEVELOPMENT LODGED WITH COUNCIL – FEBRUARY 2021**

App No.	Lodged	Applicant	Lot/Sec/DP	Location	Development
DA 2021.012	01-Feb-21	CORBETT Arran	1202/1141683	Bluff River Road, Tenterfield	Primitive Camp Ground
DA 2021.013	05-Feb-21	Wes Smith Building Pty Ltd (Rose)	31/1236284	281 Rivertree Road, Liston	Dwelling
CDC 2021.014	08-Feb-21	HIND Ronald Harry & Judith Ann	1/831754	161 Petrie Street, Tenterfield	Shed
DA 2021.015	10-Feb-21	SOSHNIN Nikita Yurievich	11/1182836	519A Bellevue Road, Tenterfield	Dwelling
DA 2021.016	10-Feb-21	Tenterfield Surveys (Parker)	4/815691	16 Naas Street, Tenterfield	Two (2) Lot Urban Subdivision
DA 2021.017	10-Feb-21	Tenterfield Surveys (McConville)	66/943783	964 Bruxner Way, Tenterfield	Three (3) Lot Rural Subdivision
DA 2021.018	17-Feb-21	Wes Smith Building Pty Ltd (Storer)	22/1119555	210 Logan Street, Tenterfield	Dwelling
DA 2021.019	17-Feb-21	Wes Smith Building Pty Ltd (Condrick)	3/80/758959	25 Logan Street, Tenterfield	Dwelling
DA 2021.020	17-Feb-21	DAVIS Kathryn Louise	112/1270648	21 Millers Lane, Tenterfield	Function Centre
DA 2021.021	22-Feb-21	Resolution Architecture (Contact Person: Robert Sanderson) – On Behalf of Tenterfield National Monument Association Incorporated [TNMAI]	B/358729	325 Rouse Street, Tenterfield	Reconstruction Of The Original Timber Framed Verandah And Facade Repair
DA 2021.022	23-Feb-21	HENNESSY Julianne Maree	3/1064351	139 East Street, Tenterfield	Shed
CDC 2021.023	24-Feb-21	Barrier Reef Pools (Wockner)	2/346074	133 Ridge Road, Maryland	Inground Swimming Pool
DA 2021.024	26-Feb-21	ROBERTS James David Richard	5/1155323	15 Melaleuca Circuit, Tenterfield	Industrial Shed

DETERMINATIONS ISSUED – FEBRUARY 2021

App No.	Lodged	Date of Approval	No. of Days	Applicant	Lot/Sec/DP	Locality	Description of Development
DA 2018.089	03-Oct-18	15-Feb-21	100 Day	BRENNAN Anne Mary & JONES Chris	186/ 751540	Robinsons Lane, Tenterfield	Function Centre
DA 2020.002	02-Jan-20	24-Feb-21	127 Days	Darryl McCarthy Constructions P/L (Smith)	35/751486	Kildare Road, Tenterfield	Extractive Industry - Gravel Quarry
DA 2020.069	13-Aug-20	24-Feb-21	178 Days	VAN DER WALT Cathryn	6/1146294	57 Holleys Road, Tenterfield	Primitive Camp Ground (12 Persons)
DA 2020.072	17-Aug-20	12-Feb-21	69 Days	Tenterfield Surveys (Peter SMITH)	2/611507 & 3/1252754	177 Killarney Road, Acacia Creek	Two (2) Lot Boundary Adjustment
DA 2020.114	23-Nov-20	24-Feb-21	98 Days	Kembul Pty Ltd T/as AB Contracting (BULMER Allen & Kristina)	(16, 60, 61, 19 & 1) 652789, 751524 & 1119615	162A Sandy Flat Road, Tenterfield	Truck Depot & Office
DA 2020.116	25-Nov-20	12-Feb-21	80 Days	Tenterfield Surveys (Carpenter)	62/5672 & 1/653043	288 Schrodgers Road, Tenterfield	Two (2) Lot Boundary Adjustment
DA 2021.001	04-Jan-21	4-Feb-21	2 Days	Tenterfield Shire Council (Torrington Landfill)	2/751535	615 Silent Grove Road, Torrington	Site Office
DA 2021.005	15-Jan-21	18-Feb-21	35 Days	Wes Smith Building Pty Ltd (Fletcher)	165/751497	295 Bungulla Reserve Road, Tenterfield	Dwelling
DA 2021.006	15-Jan-21	8-Feb-21	12 Days	Wes Smith Building Pty Ltd (Grayson)	3/1243301	Flagstone Road, Legume	Dwelling
DA 2021.010	28-Jan-21	5-Feb-21	2 Days	MONTAGUE Elaine Mary	30/1039954	13 Railway Street, Tenterfield	Carport
DA 2021.011	29-Jan-21	10-Feb-21	13 Days	STUART James Arthur & Roxanne Shirley BANCROFT-STUART	19/58/758959	84 Wood Street, Tenterfield	Carport
CDC 2021.014	08-Feb-21	10-Feb-21	2 Days	HIND Ronald Harry & Judith Ann	1/831754	161 Petrie Street, Tenterfield	Shed
DA 2021.015	10-Feb-21	12-Feb-21	3 Days	SOSHNIN Nikita Yurievich	11/1182836	519A Bellevue Road, Tenterfield	Dwelling

s4.55 Modifications of Consent

Application No.	Applicant	Lot/DP	Location	Description of Development
DA 2013.058/1	FOX Ian David & Teena May	130/40613	1720B Bruxner Way, Woodside	Dwelling

DA 2018.049/1	Tenterfield Surveys (Elks)	56/1084625	145 East Street, Tenterfield	Three (3) Lot Subdivision
DA 2020.047/1	Tenterfield Surveys (Paynter)	142/1067251	103 Sunnyside Hall Road, Tenterfield	Four (4) Lot Rural Subdivision
DA 2016.022/1	HOOD Graham James	229/1127298	630 Beaury Creek Road, Urbenville	1. Dwelling 2. Use of Existing Building as a Detached Studio/Workshop 3. Use of Existing Building as a Dwelling (Dual Occupancy) 4. Shipping Containers & Associated Roof Structure for Storage and 5. Construction of a Retaining Wall

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 2019.101	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 2020.033	21-Apr-20	Information Required from Applicant Insufficient Information provided to complete assessment	MOSER Eric (Marian Hansson)	332B Mount Lindesay Road, Tenterfield	Manufactured Building

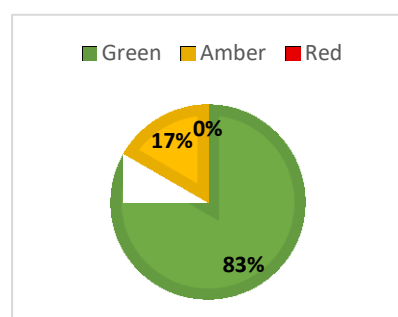
DA 2020.074	18-Aug-20	Under Assessment	Tenterfield Surveys (Kane)	62 Mud Flat Road, Drake	Four (4) Lot Subdivision
DA2020.104	03-Nov-20	Information Required from Applicant	ROLPH Derek & Leonie	85 Logan Street, Tenterfield	Garage & Carport
		Insufficient Information provided to complete assessment			
DA 2021.002	05-Jan-21	Awaiting NSW RFS Recommendations	Tenterfield Surveys (Malcolm)	38 Neagles Lane, Tenterfield	Six (6) Lot Rural Subdivision
		Under Assessment			
DA 2021.012	01-Feb-21	Awaiting NSW RFS Recommendations	CORBETT Arran	Bluff River Road, Tenterfield	Primitive Camp Ground
		Under Assessment			
DA 2021.017	10-Feb-21	Awaiting NSW RFS & Engineering Recommendations	Tenterfield Surveys (McConville)	964 Bruxner Way, Tenterfield (Sunnyside)	Three (3) Lot Rural Subdivision
		Under Assessment			
DA 2021.028	03-Mar-27	Under Assessment	Killarney P-10 State School P & C Border Ranges Trail Ride Committee	Killarney Road, Legume	Temporary Use - "Border Ranges Trail Ride" 28 March 2021

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.	1	2	2	0	0	0	5	7
	Value	\$380,000.00	\$253,000.00	\$21,000.00	\$0.00	\$0.00	\$0.00	\$654,000.00	\$699,600.00
Jan-21	No.	3	0	4	0	3	1	11	8
	Value	\$999,210.00	\$0.00	\$43,250.00	\$0.00	\$0.00	\$0.00	\$1,042,460.00	\$697,981.00
Feb-21	No.	4	1	2	1	2	2	12	9
	Value	\$1,332,669.00	\$96,000.00	\$18,000.00	\$213,200.00	\$0.00	\$30,000.00	\$1,689,869.00	\$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)		39	6	27	3	12	8	95	113
FY 20/21 Total Value (Year to Date)		\$11,271,618.00	\$448,480.00	\$512,687.00	\$329,200.00	\$0.00	\$186,500.00	\$12,748,485.00	
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



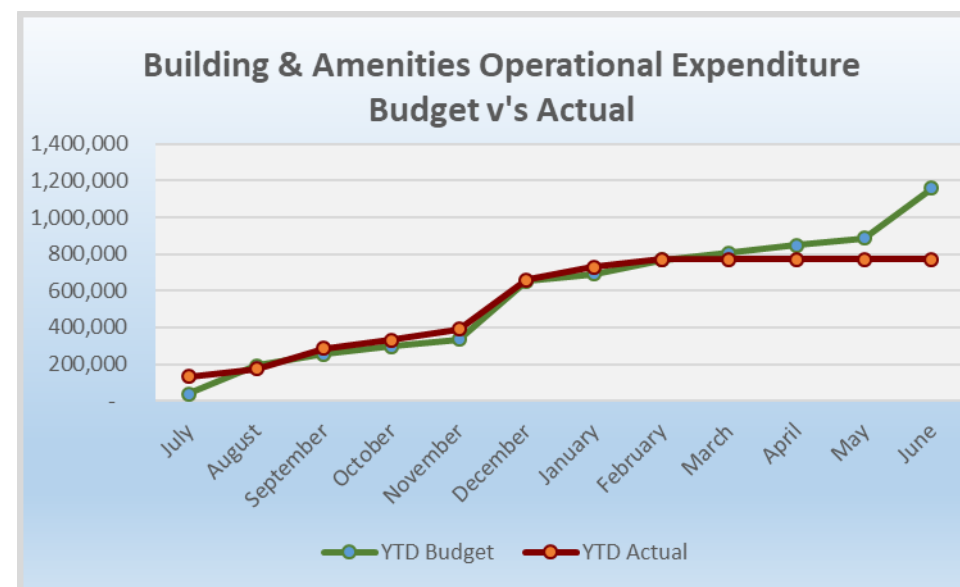
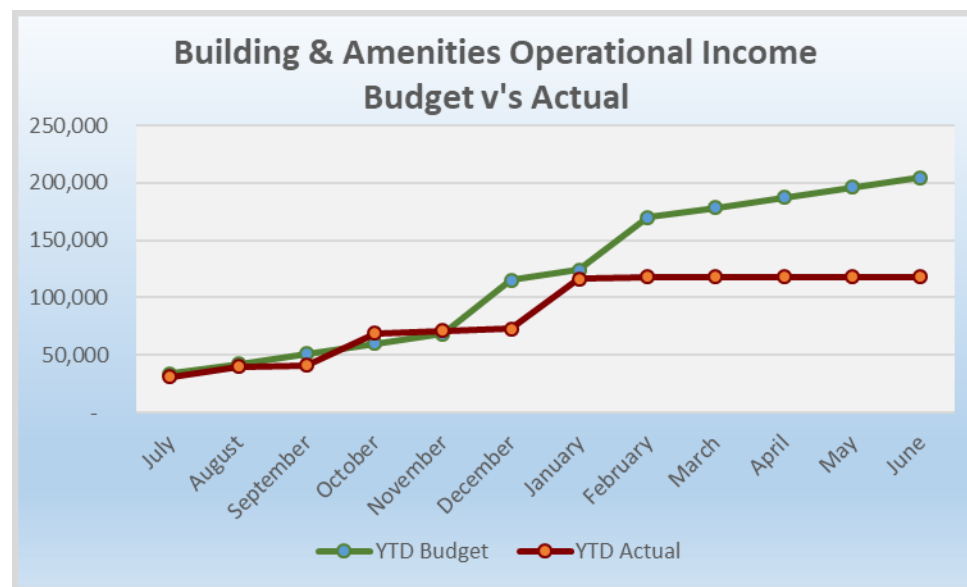
Under the 4 year Delivery Plan *Buildings and Amenities* relates to: energy management and conservation, asset planning and maintenance scheduling; building and amenities utilisation, income generation and administration. The Office of the Chief Corporate Officer directly oversees these outcomes.

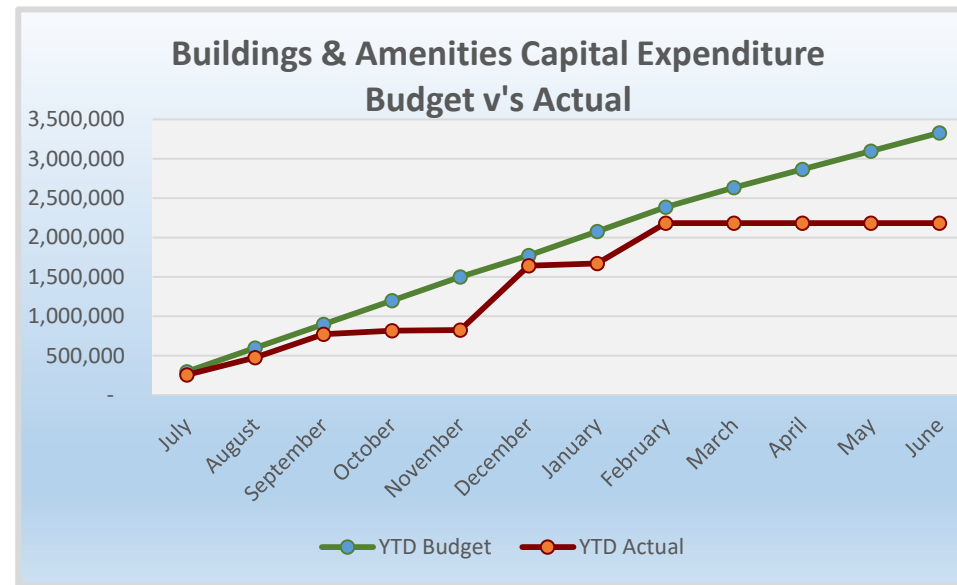
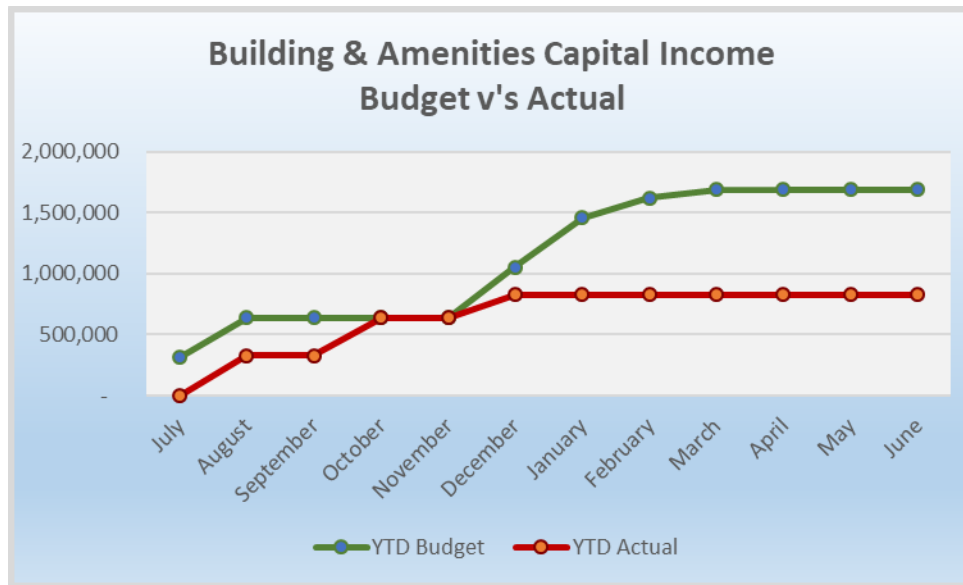
a) Delivery and Operational Plan precis

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.</i>
	Manage Land and Property Register and actions.	<i>B:MPB C:MPB D:PS</i>			+1	<i>Being managed as required. Spreadsheets are being updated as required.</i>

b) Budget

COA	20/21 Review 2 Budget	20/21 YTD Actuals February	20/21 Percentage Spent
Buildings & Amenities	2,594,358	2,008,980	77.44%
1. Operating Income	(204,723)	(117,957)	57.62%
2. Operating Expenditure	1,159,333	771,001	66.50%
3. Capital Income	(1,689,805)	(827,991)	49.00%
4. Capital Expenditure	3,329,553	2,183,927	65.59%
4200501. Admin Building -- Refurbishment	1,475,136	978,497	66.33%
4235000. Tenterfield Memorial Hall Sporting Complex - SCCF-1023	888,678	776,853	87.42%
4235001. Memorial Hall Internal Acoustic, Ventilation & Insulation Treatments	440,000	142,608	32.41%
4235002. Restorations to Pioneer Cottage	180,000	162,621	90.35%
4235003. BCRRF Stream 1 Memorial Hall	187,500	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	123,348	89.23%





Capital Income:

Being received for:

- Memorial Hall has received approx. 58% of the overall funding.
- Emergency Operations Centre & Administration Building Project has received 90% of the Disaster Readiness & Community Infrastructure Grant. Final payment on final grant acquittal.
- The Pioneer Cottage has received 25% of the Local Drought Stimulus Package funding. Final payment on final grant acquittal.
- Legume & Urbenville Amenity Blocks have received 19% of the Stronger Country Communities Grant. Final payment on final grant acquittal.

Capital Expenses:

- Memorial Hall has expended approx. 50% of the overall funding.
- Emergency Operations Centre & Administration Building Project shows it has expended approx 20% of the Disaster Readiness & Community Infrastructure Grant, however this needs to be updated to reflect approx. 75%
- The Pioneer Cottage shows it has expended approx 90% of the Local Drought Stimulus Package funding, retention funds to be paid at defects rectification period expiration 4/2/22.
- Legume & Urbenville Amenity Blocks show it has expended approx 89% of the Stronger Country Communities Grant.

Administration Building Refurbishment and Emergency Management Centre:

Below is a summary of the expenditure to date (as of 11/03/21) compared to budget:

Original Budget 2019/20	\$ 1,200,000
Addition - QBR December 2019	\$ 628,589
Addition - Original Budget 2020/21	\$ 250,000
Total Budget	\$ 2,078,589
Expenditure-to-date (financial years 2019/20 & 2020/21)	\$ 1,470,785

Addition - QBR December 2019	\$ 628,589
<i>Comprised of:</i>	
- Communications upgrade (security, generator, audio/visual)	234,003
- Furniture & fittings	245,000
- Conversion & fitout of Records room to Finance section	186,000
- less: savings from original budget	(36,414)

Operational Income:

Invoices to be raised for some communication leases. There has also been a reduction in the income from the Urbenville Medical Centre, due to a fire on the 15 December 2020 which has cause the practice to temporarily relocate to the hospital. The insurance claim is underway.

Operational Expense:

Are on track.

c) Capital Projects

1. Administration Building Refurbishment and Emergency Management Centre –Building works in progress. Furniture and workstation deliveries expected March 2021.
2. Memorial Hall – Amenities package is in construction, bathroom tiling complete sanitary ware being installed, and painting works proceeding. Retractable seating installed. Internal works to hall to commence.
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. Demolition of Urbenville and Legume expired toilet blocks underway, Liston and Jennings demolition complete.

d) Emerging Issues, Risks and Opportunities

1. Mingoola Transfer Station – Awaiting for response from local Aboriginal Land Claim.
2. Crown Land Plans of Management – Submitted to the Minister, awaiting comment.
3. Increase in Aboriginal Land Claims
4. Initial meeting and investigations to negotiate appropriate support to Granite Borders Landcare.
5. Resolve long standing negotiations with Rebel Radio Network

e) The Business of Improving the Business

- Seeking to manage Council property to reduce ongoing maintenance and depreciation costs.
- Seeking to increase revenue from Council assets as the opportunity presents

f) Customers

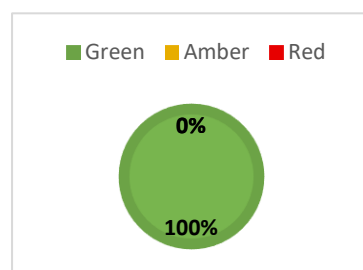
- Nil to Report

g) Business Statistics

- Nil to Report

h) Special events, achievements of note, celebrations

15. Parks, Gardens and Open Space



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

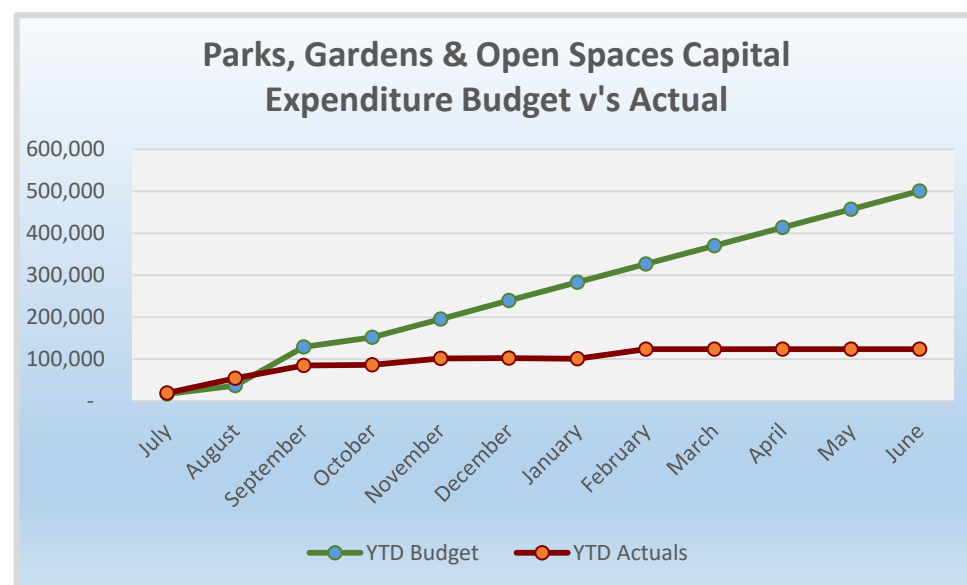
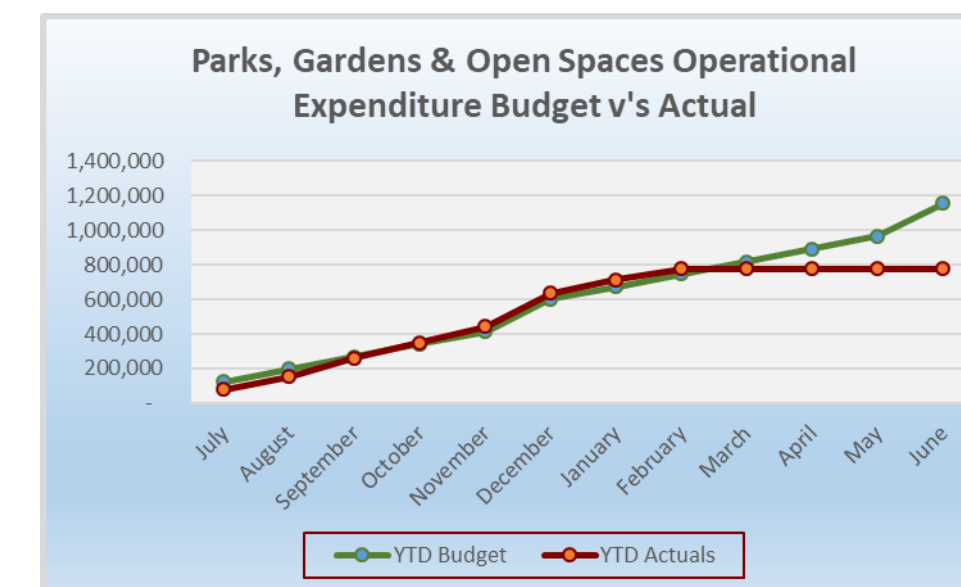
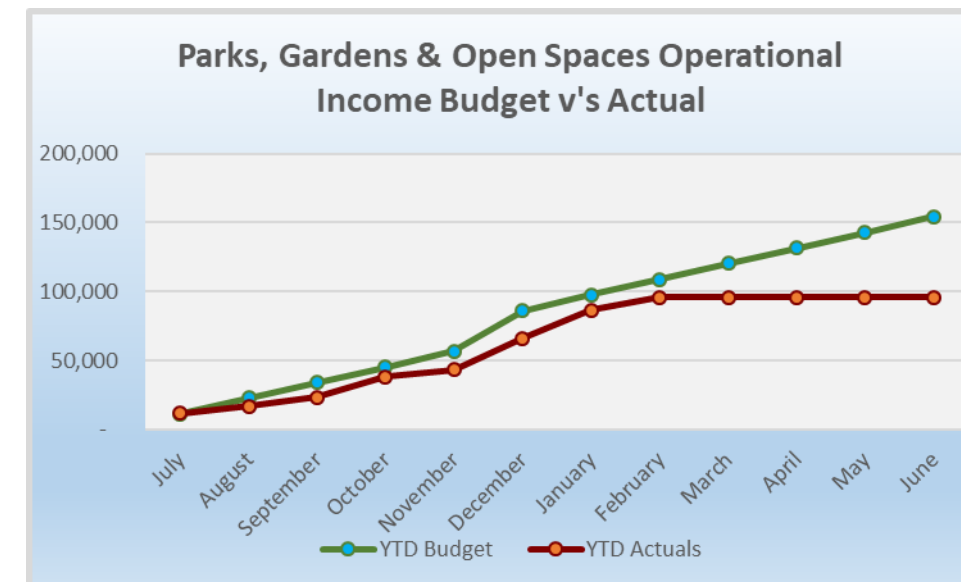
a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 20/21	Officer	-1	0	+1	Comments: (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 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>			<p>+1</p>	<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....") 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>			<p>+1</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. 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>Staff have been pruning, watering and mulching street trees, and maintenance to plants and gardens in Rouse street. Mowing has commenced. Several large Pin Oak Trees and branches have fallen during storms causing damage to power lines and private property.</p> <p>Received correspondence from Liston & Area Progress Association in relation to not being able to maintain the public toilet facility due to aging population and reduction in progress members. Council will need to look at services levels within the</p>

						current and future budget as to the village cleaning and maintenance of the toilets and possibly park area into the future.
<p>DP15.03) Deliver public spaces that are clean, well maintained and encourage usage by visitors and residents of Tenterfield Shire.</p> <p>Sport and recreation (passive & active): A - Chief Corporate Officer Open Space Amenities: A - Chief Corporate Officer</p>	<p>Ensure all Parks, Gardens and Open Space amenities maintenance programs are delivered to a high standard.</p>	<p><i>B:OSRUS</i> <i>C:PGHLC</i> <i>D:PGHLC</i></p> <p><i>B:PBLC</i> <i>C:PGHLC</i> <i>D:PGHLC</i></p>			+1	<p>Continuing to provide amenities and park facilities to the public with high levels of service within budget constraints. Daily cleaning of Tenterfield township public toilets with rubbish removal and park inspections adding to the cleanliness and appearance to the town.</p> <p>Grant funded toilet blocks at Urbenville, Legume, Liston and Jennings near completion. Supplier notified for the installation of the shade structure over the Rotary Park playground, through SCC Grant Funding round (2).</p> <p>Five (5) new toilet systems have been replaced in Jubilee Park</p>
	<p>Develop and implement a tree management strategy.</p>	<p><i>B:OSRUS</i> <i>C:PGHLC</i></p>			+1	<p>Draft tree management plan recommended and approved by the Parks and Gardens Committee. Plan is now on Public Exhibition for submissions.</p>
<p>DP15.04) Development and implementation of township and village streetscape plans and policy.</p> <p>Place & public art/beautification: A - Chief Executive (Community engagement: concept) Place & public art/beautification A - Chief Corporate Officer (Development/implementation/finalisation)</p>	<p>Work with the Tenterfield Shire Village Progress Associations and the Parks, Gardens and Open Space Committee to deliver individual town and village themes, promoting the unique aspects of each locality.</p>	<p><i>B:MEDCE</i> <i>C:MEDCE</i> <i>D:CDO</i></p> <p><i>B:OSRUS</i> <i>C:PGHLC</i></p>			+1	<p>Torrington trying to organize a metal cleanup after the fire. Village entrance signs near completion.</p> <p>Village Concept Designs are in draft form, to be adopted through Council soon.</p> <p>Village Progress Associations have received funding from several grants to assist with maintenance and projects around each village.</p>
<p>DP15.05) Identify suitable areas for the extension and embellishment of the current and future cycleway network.</p> <p>Footpaths & cycleways: A - Director Infrastructure</p>	<p>Investigate options for further exercise stations sited along existing cycleway.</p>	<p><i>B:MAPP</i> <i>C:MAPP</i> <i>D:MW</i></p>			+1	<p>Council received grant funding for a covered area to include up to ten pieces of exercise equipment. This is to be constructed within the Hockey Field adjacent to the pathway. Quotes and design near completed.</p> <p>Cricket nets in Shirley Park have commenced with funding from SCCF3.</p>
<p>DP15.06) Deliver, review and update Parks, Gardens and Open Space, Maintenance Programs across the Shire.</p> <p>Cemeteries: A - Chief Corporate Officer</p> <p>Sport and recreation (passive & active): A - Chief Corporate Officer</p> <p>Open Space Amenities: A - Chief Corporate Officer</p> <p>Place & public art/beautification A - Chief Corporate Officer (Development/implementation/finalisation)</p>	<p>Implement and deliver maintenance programs for Parks, Gardens and Open Spaces across the Tenterfield Shire Council area.</p>	<p><i>B:OSRUS</i> <i>C:PGHLC</i> <i>D:PGHLC</i></p>			+1	<p>Difficult to implement maintenance programs as all the town should be of the one standard. Working towards.</p>
	<p>Deliver Business improvements, recognising emerging risks and opportunities.</p>	<p><i>B:OSRUS</i> <i>C:PGHLC</i> <i>D:PGHLC</i></p>			+1	<p>Looking at ways to reduce maintenance within parks and increase levels of service.</p> <p>The newly purchased Walker mower has reduced mowing time at the cemetery.</p>
	<p>Manage the Parks, Gardens and Open Space Service of Council in a financially responsible manner in line with Budget allocations.</p>	<p><i>B:OSRUS</i> <i>C:OSRUS</i></p>			+1	<p>Budget allocations are monitored and adhered to.</p>

b) Budget

COA	20/21 Review 2 Budget	20/21 YTD Actuals February	20/21 Percentage Spent
Parks, Gardens and Open Space	1,344,481	804,894	59.87%
1. Operating Income	(154,250)	(95,975)	62.22%
2. Operating Expenditure	1,156,830	777,288	67.21%
3. Capital Income	(158,990)	336	-0.21%
4. Capital Expenditure	500,891	123,245	24.61%
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	0	0.00%
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	45,345	66.28%
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	95.05%
4610509. Tenterfield Town Centre Revitalisation - Phase 2 SCCF -1094	20,306	23,483	115.65%



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

Nil to report

e) The Business of Improving the Business

Seeking further grant funding to improve amenities.

f) Customers

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

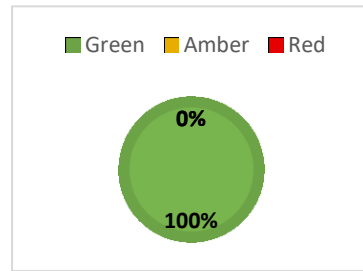
g) Business Statistics

Nil to report

h) Special events, achievements of note, celebrations

Australia Day celebrations

16. Swimming Complex



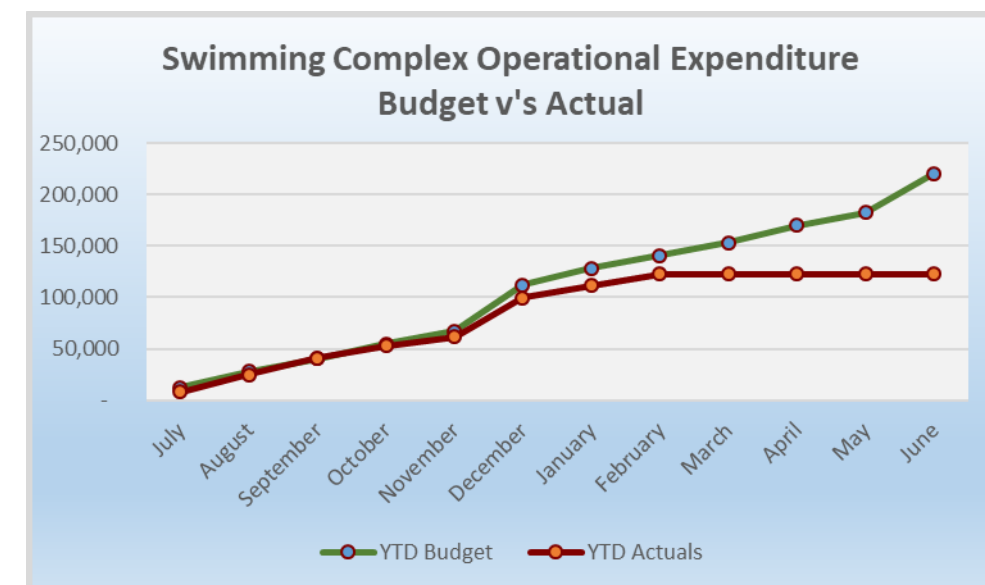
Under the 4 year Delivery Plan *Swimming Complex* relates to the ongoing: service provision; regulatory compliance; planning; supervision of patrons; and management. The Office of the Chief Corporate Officer directly oversees these outcomes.

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

b) Budget

COA	20/21 Review 2 Budget	20/21 YTD Actuals February	20/21 Percentage Spent
Swimming Complex	258,914	121,055	46.75%
2. Operating Expenditure	220,648	122,633	55.58%
3. Capital Income	(220,000)	(20,000)	9.09%
4. Capital Expenditure	258,266	18,422	7.13%
4600504. Masterplan for the Memorial Pool	14,300	14,457	101.10%
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:

Expenses which center around the operations of the pool, chemical and services and down as some maintenance and repairs items are yet to be finalized.

c) Capital Projects

Masterplan public exhibition period closes 18 February 2021.

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. Currently no funding available to address these issues.

e) The Business of Improving the Business

Installation of sunshades across the BBQ area to be installed towards the end of the season.
 Flood lights replaced in the pool grounds.

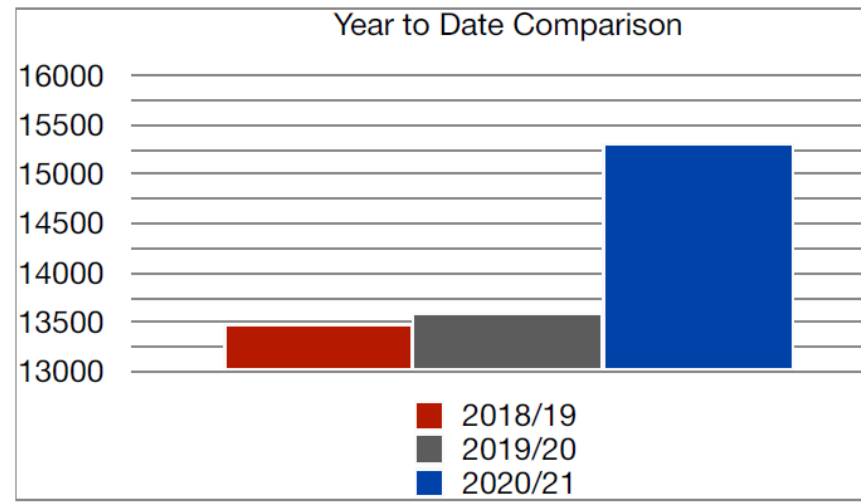
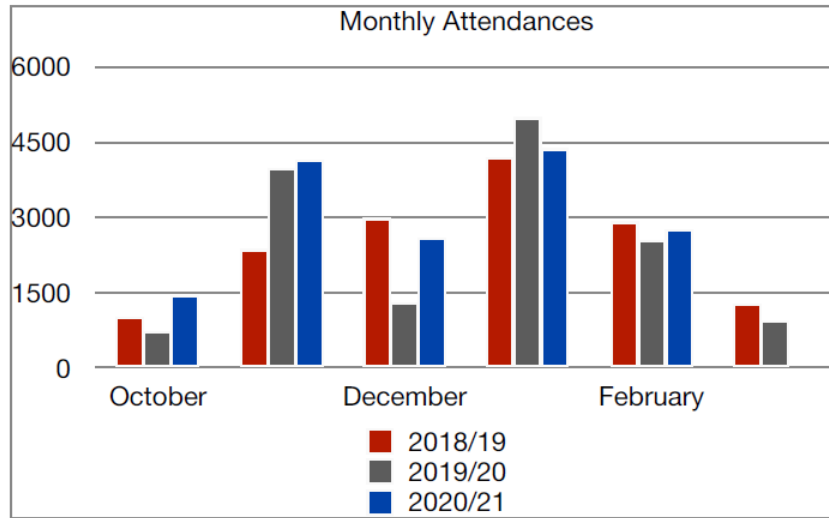
f) Customers

Some comments received from the public exhibition or the Option 2 Masterplan.

g) Business Statistics

Attendances

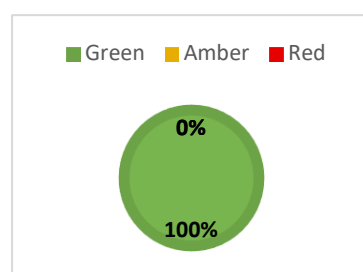
	October	November	December	January	February	March	YTD
2018/19	1037	2372	2972	4196	2904	1,275	13481
2019/20	732	3984	1318	5006	2560	930	13600
2020/21	1459	4144	2568	4383	2759		15313



h) Special events, achievements of note, celebrations

The Pool will be hosting the Tenterfield Swimming Club Championships on Saturday 20th March 2021, as a result will not be open for public use.

7. Asset Management and Resourcing



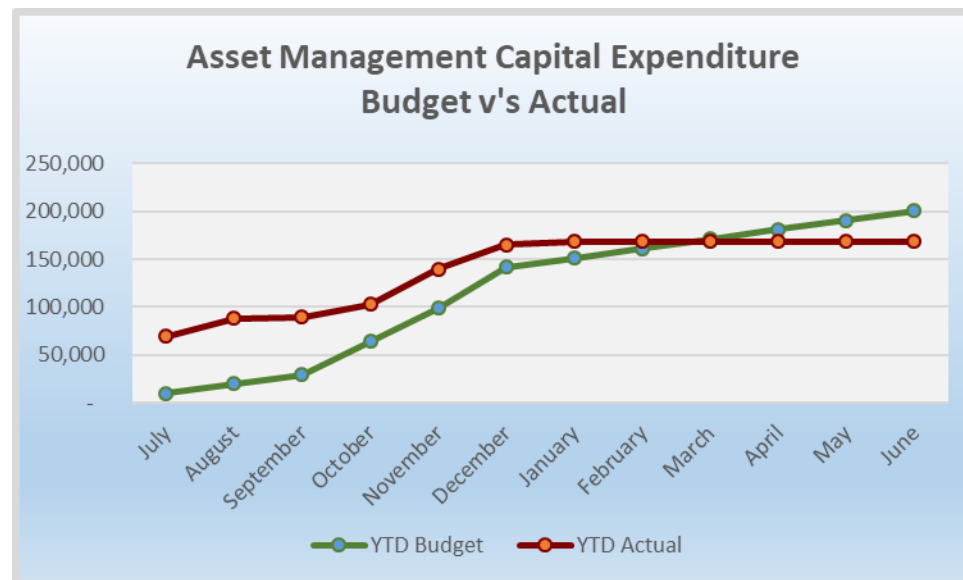
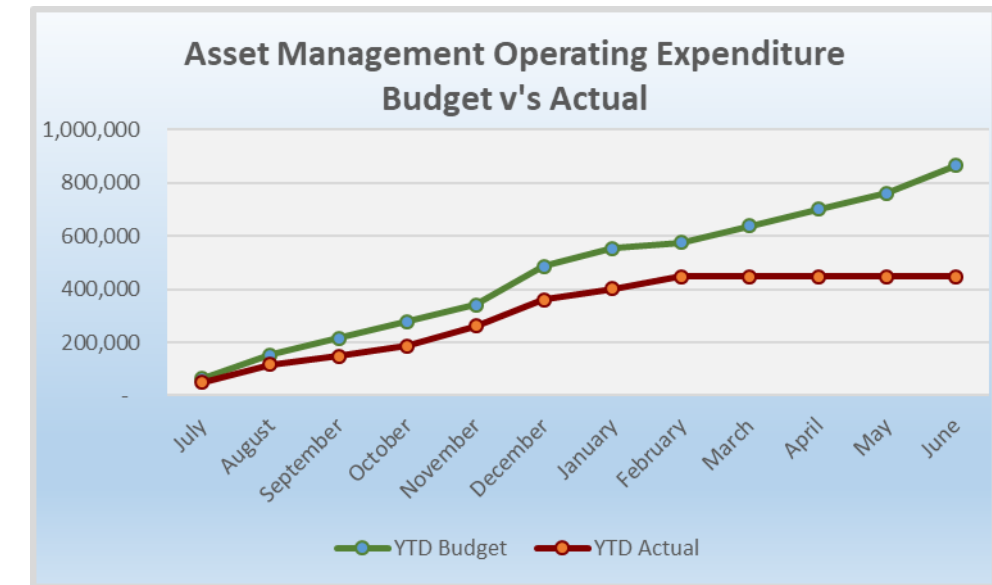
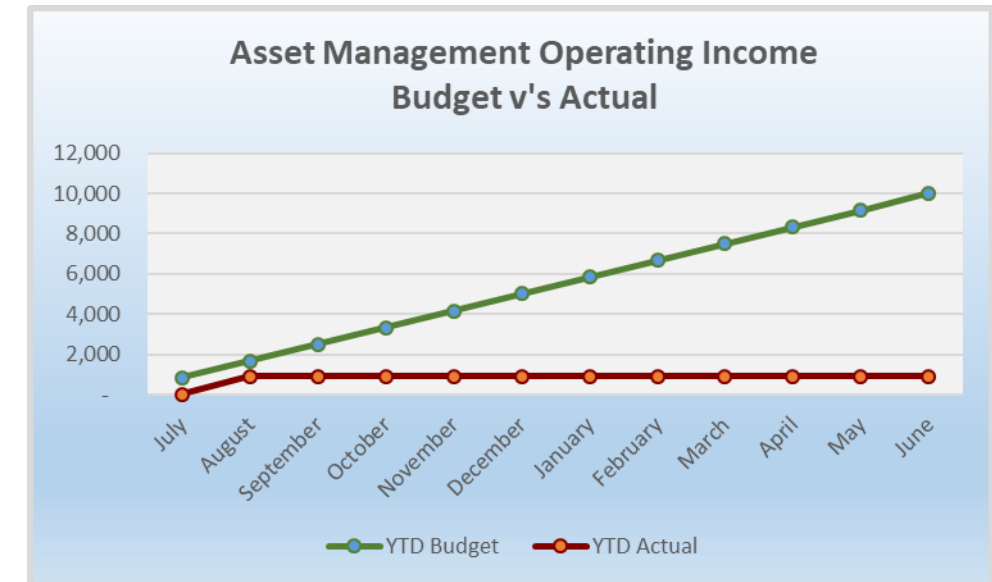
Under the 4 year Delivery Plan *Asset Management and Resourcing* relates to: review, investigation, survey, design, development and project management; asset investigation, planning, policy formulation and management (both as a bureau service to whole organisation and for transport infrastructure). The 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 are still being considered due to number of other projects at present.
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 has completed with inspection culverts structures to commence soon.
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 adopted by Council including the ongoing Improvement Plan. The Asset Management Policy 1.014 was updated in November 2020.
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 2 Budget	20/21 YTD Actuals February	20/21 Percentage Spent
Asset Management & Resourcing	1,066,691	619,503	58.08%
1. Operating Income	(10,000)	(913)	9.13%
2. Operating Expenditure	866,010	447,722	51.70%
4. Capital Expenditure	200,681	168,361	83.90%
6205507. Asset Management - Commbx Touchscreen Display	8,017	8,017	100.00%
6250501. Tenterfield Depot - Refurbishment Stage 1	20,172	18,409	91.26%
6250504. Tenterfield Depot - Fuel Tank Investigation/ UPSS Compliance	20,000	16,832	84.16%
6250505. Tenterfield Depot - WHS & Environmental Initiative Enhancements	60,000	51,991	86.65%
6250507. Urbenville Depot - Refurbishment	82,492	68,480	83.01%
6250509. Urbenville Depot - WHS & Environmental Initiative Enhancements	10,000	4,632	46.32%
6. Liabilities	10,000	4,332	43.32%



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 for capital renewals.

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 under the EPA UPSS Act is continuing.

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

LRCI Program work has seen 4km of Billirimba Road seal extended with an initial bitumen seal to the Imbergers Road intersection.

Mt Lindesay Road project is has drainage and earthworks progressing in Stage 3 at Legume.

The Contractor for the Torrington Road (Deepwater River) and Paddys Flat Road (Kangaroo Creek) bridges is commencing the design process for new bridges.

Bridge approach works at Boonoo Boonoo Creek bridge are ongoing.

d) Emerging Issues, Risks and Opportunities

Ongoing risks are monitored throughout major projects. Recent heavy rainfalls are delaying some major project works.

e) The Business of Improving the Business

Asset Management is working with ITVision to implement AssetFinda. Asset databases have been provided to ITVision.

f) Customers

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

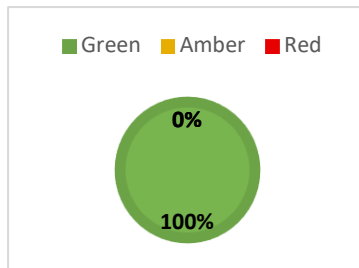
g) Business Statistics

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

h) Special events, achievements of note, celebrations

No special events at this stage.

18. Commercial Works



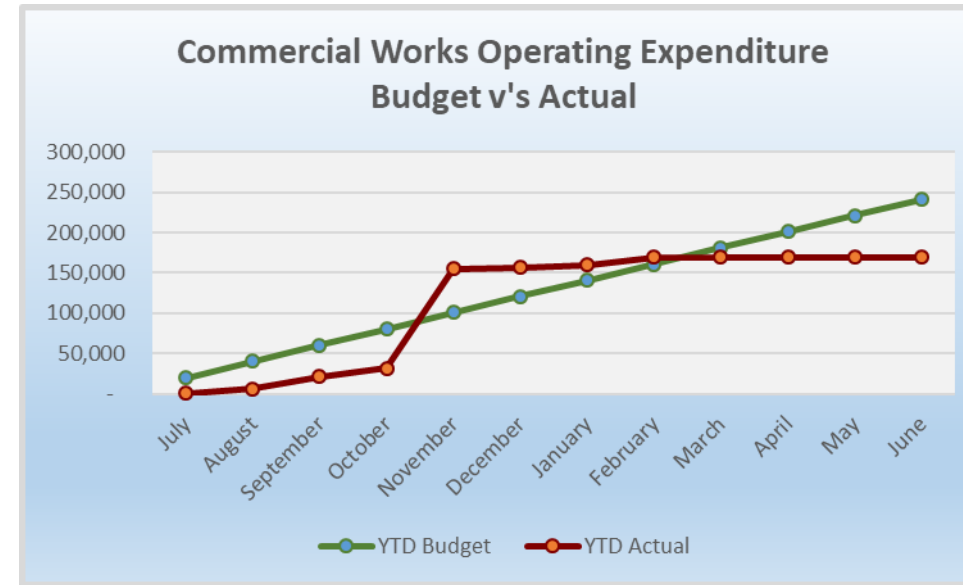
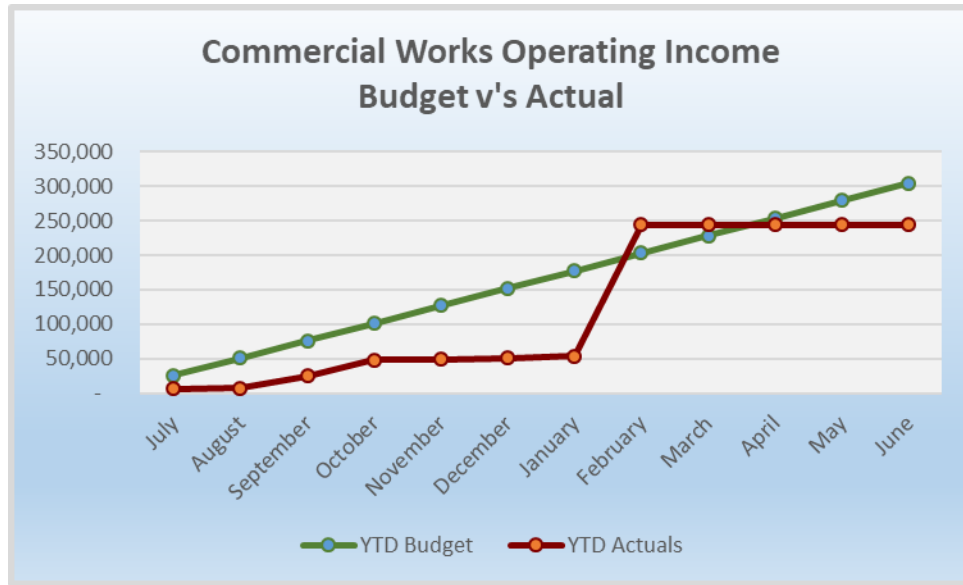
Under the 4 year Delivery Plan *Commercial Works* relates to: private works management, benchmarking, offsetting costs through creating synergies. The Office of the Chief Operating Officer directly oversees these outcomes.

a) Delivery and Operational Plan precis

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

b) Budget

COA	20/21 Review 2 Budget	20/21 YTD Actuals February	20/21 Percentage Spent
Commercial Works	(63,016)	(74,065)	117.53%
1. Operating Income	(304,525)	(243,711)	80.03%
2. Operating Expenditure	241,509	169,646	70.24%



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

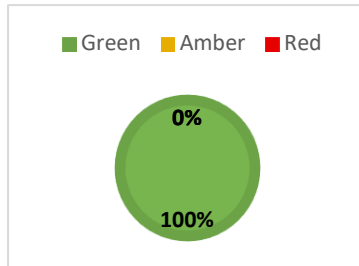
e) The Business of Improving the Business

f) Customers

g) Business Statistics

h) Special events, achievements of note, celebrations

9. Stormwater and Drainage



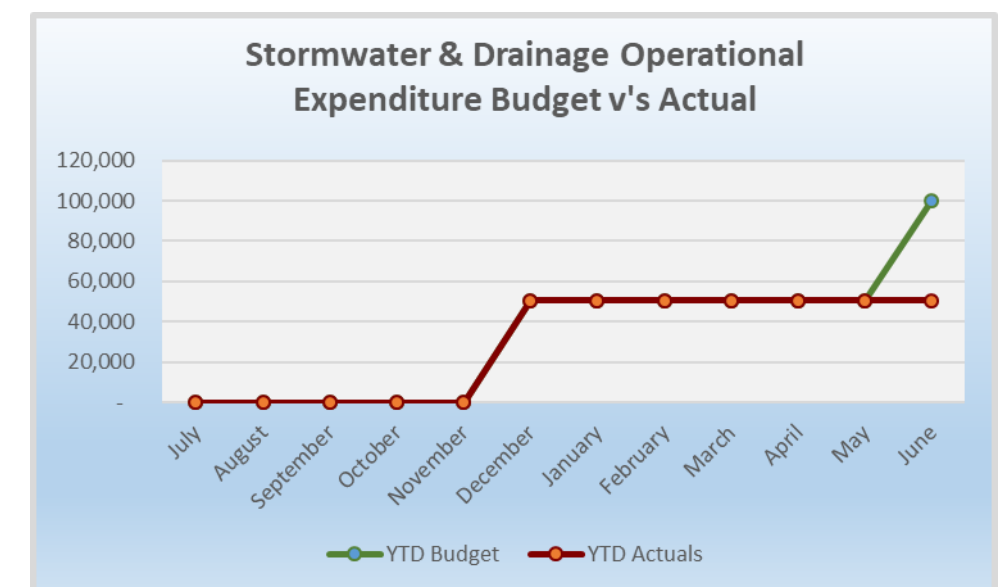
Under the 4 year Delivery Plan *Stormwater and Drainage* relates to ongoing management and improvement of all stormwater infrastructure, gross pollutant traps, natural urban waterways and erosion control apparatus. The Office of the Director Infrastructure directly oversees the outcomes.

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 for the next financial year have commenced. A focus of projects will be to enhance drainage pits for child protection in public area.
	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 in accordance with the adopted annual budget limitations.

b) Budget

COA	20/21 Review 2 Budget	20/21 YTD Actuals February	20/21 Percentage Spent
Stormwater & Drainage	257,745	(15,945)	-6.19%
1. Operating Income	(72,566)	(70,547)	97.22%
2. Operating Expenditure	100,111	50,460	50.40%
3. Capital Income	0	(1,460)	0.00%
4. Capital Expenditure	230,200	5,602	2.43%
8252502. Drainage Pits - Upgrade	63,000	5,602	8.89%
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 with Council funding.

Capital Expenses:

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

Operational Income:

Operational expenses are funded through the Council's budget.

Operational Expense:

Operational expenses are solely limited to depreciation expenses as there is no specific maintenance budget allocation.

c) Capital Projects

Pit upgrading Stephen Street and Welch Street in Urbenville.

d) Emerging Issues, Risks and Opportunities

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

e) The Business of Improving the Business

Scoping of capital works is being processed to prioritise delivery of the capital works program.

f) Customers

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

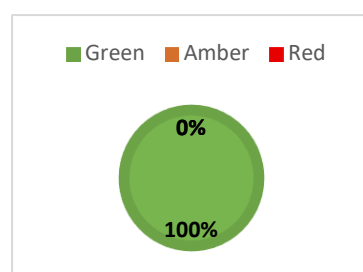
g) Business Statistics

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.

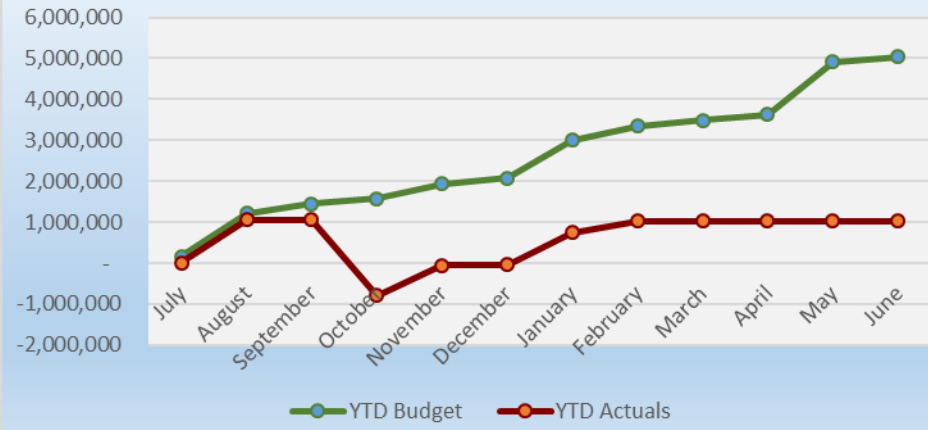
a) Delivery and Operational Plan precis

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.	<i>B:MAPP C:TPE</i>			+1	Capital projects are being delivered with significant additional works currently underway due to grant funding in areas of road enhancement and timber bridge replacements.
DP20.02) Maintenance of transport infrastructure. Roads, bridges and retaining walls: A - Director Infrastructure	Manage and deliver maintenance services for transport infrastructure.	<i>B:MAPP C:MW D:MW</i>			+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	Review and implement the Road Network Management Plan and the Road Network Asset Management Plan.	<i>B:MAPP C:MAPP</i>			+1	A review of the Road Network Management Plan is underway in respect to submissions from the public.
Quarries and stockpiling: A - Director Infrastructure	Deliver Business improvements, recognising emerging risks and opportunities.	<i>B:MW C:MW D:MW</i>			+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 requirements.
Aviation: A - Director Infrastructure Roads, bridges and retaining walls: A - Director Infrastructure	Manage the Transport Network Service of Council in a financially responsible manner in line with Budget allocations.	<i>B:MAPP C:MW D:MW</i>			+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.

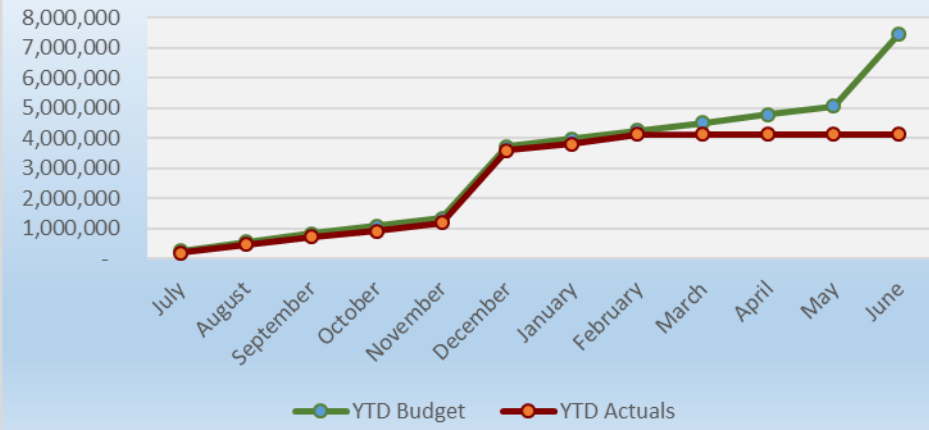
b) Budget

COA	20/21 Review 2 Budget	20/21 YTD Actuals February	20/21 Percentage Spent
Transport Network	9,812,463	5,811,139	59.22%
1. Operating Income	(5,044,944)	(1,019,632)	20.21%
2. Operating Expenditure	7,461,849	4,119,869	55.21%
3. Capital Income	(25,696,921)	(8,199,688)	31.91%
4. Capital Expenditure	32,921,597	10,850,334	32.95%
6215110. Regional & Local Roads Traffic Facilities	66,731	16,237	24.33%
6215510. Regional Roads Block Grant - Reseals Program.	877,001	259,127	29.55%
6215531. Special Grant Mt Lindesay Road (RMS/Fed)	10,000,000	2,090,728	20.91%
6215548. Restart NSW Funding - Beaury Creek Bridge Replacement - Tooloom Road - Expenditure	1,515,337	592,107	39.07%
6215551. Repair Program 2019/20	491,571	491,571	100.00%
6215552. Roads to Recovery 2019-24	1,645,913	739,773	44.95%
6215553. MR 462 Bruere Way Curve Improvements (Segments 7010, 7020 & 7030)	57,416	31,435	54.75%
6215558. National Bushfire Recovery Grant - Paddys Flat Tank Traps Vehicle Layby	14,000	559	3.99%
6215559. Safer Roads Program - Boonoo Boonoo Falls Road	298,000	1,044	0.35%
6215560. Local Roads & Community Infrastructure Program	1,044,335	363,791	34.83%
6215561. Fixing Local Roads - Tooloom Road Heavy Vehicle Access	3,996,201	2,165,754	54.20%
6215562. Repair Program 2020/21	565,572	191,679	33.89%
6215563. Federal Stimulus Safety Project 2299 Mt Lindesay Rd	788,000	88,404	11.22%
6215564. Mt Lindesay Rd & Boundary Rd Intersection Safety Signposting	24,800	5,645	22.76%
6215565. Local Roads & Community Infrastructure Program - Extension	869,559	0	0.00%
6220270. Boonoo Boonoo Bridge, Mt Lindesay Road - Restart NSW Funding	2,673,772	894,730	33.46%
6220271. Bridges Renewal Program - Deepwater River Bridge Renewal - Torrington Road	1,176,433	18,057	1.53%
6220272. Bridges Renewal Program - Kangaroo Creek Bridge Replacement - Paddys Flat Road Nth	1,194,096	4,375	0.37%
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	849,535	47.89%
6220280. Restart NSW Funding - Bridge Interim Solutions Project - Expenditure	1,343,529	1,094,321	81.45%
6220500. Urban Streets - Reseal Program	122,000	0	0.00%
6220501. Road Renewal - Gravel Roads	620,126	347,704	56.07%
6220503. Gravel Resheets	632,425	379,497	60.01%
6220506. Bridges / Causeways (SRV to 2023/24)	14,000	13,230	94.50%
6220507. Rural Roads - Reseal Program	259,402	95,781	36.92%
6220512. Rural Culverts & Pipes	47,645	16,930	35.53%
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	49,425	30.89%
6240506. Footpath Extension in Drake	20,000	22,237	111.18%
6250600. Purchase of Land - Transport Network	21,000	21,000	100.00%
6. Liabilities	170,882	60,257	35.26%

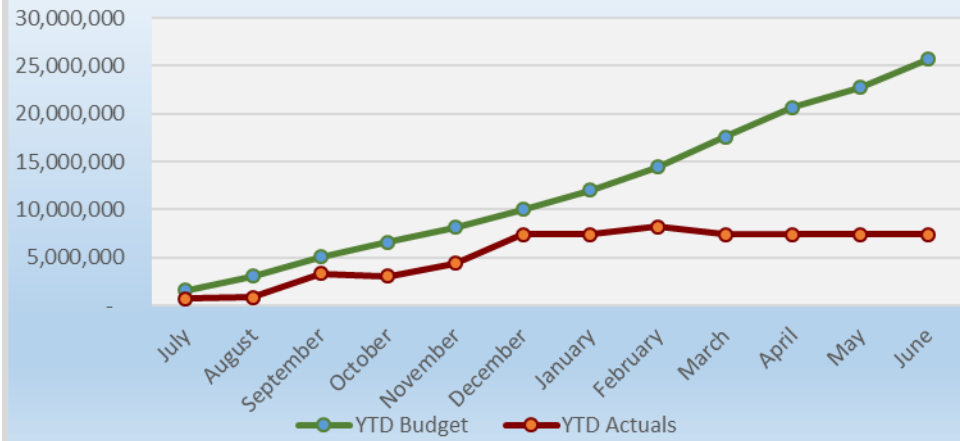
**Transport Network Operational Income
Budget v's Actual**



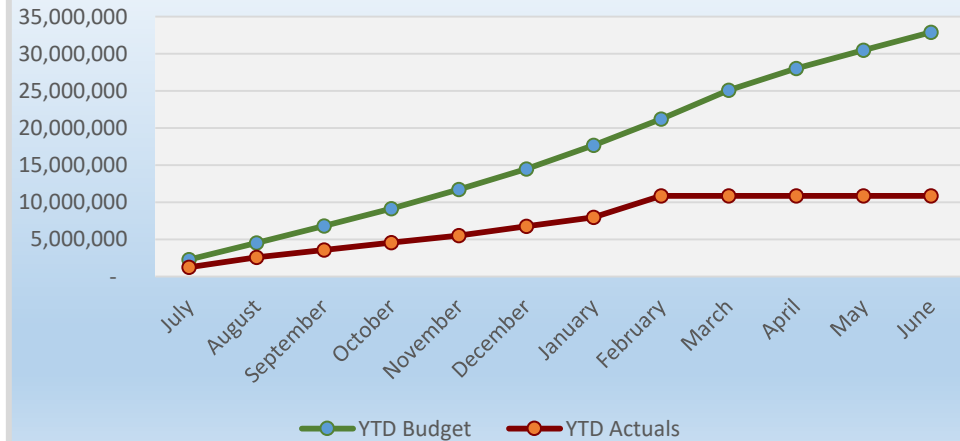
**Transport Network Operational Expenditure
Budget v's Actual**



**Transport Network Capital Income
Budget v's Actual**



**Transport Network Capital Expenditure
Budget v's Actual**



Capital Income:

Capital works are funded through the current budget with amendments made with any additional external grant funding.

Capital Expenses:

Major projects have budgets allocated from grants and Council funding allocations. Those projects tied to external funding.

Grant Funding to be sourced for these Projects:

Service area	Account Type	Project	Funds Required 2020/21	Funds Received 2020/21
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, Interim Bridges Solutions grant and the Local Roads Community Infrastructure (LRCI) project which has also received an extension with additional works. 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 February/ March**

- Eastern Grader – Boorook Road & Gilgurry Road
- Northern Grader –Paddys Flat Road North, Kangaroo Ck Road, Tin Hut Road, Sykes Gap Road & Lees Road.
- Western Grader – Sealing 3km Pyes Ck Road, preparing Torrington Waste Transfer Station and grading Silent Grove Road.
- Central Grader – Patrol grading Black Swamp Road & Wellington Lookout Road. Sealing 4.15 km of Billirimba Road.
-

- **Grader Schedule for March/ April**

- Eastern Grader – Billirimba Road, Upper Rocky Road, Rocky River Road & Rover Park Road.
- Northern Grader – Vinegar Hill Road, Acacia Plateau Road, Acacia Scrub Road & Goulds Falls Rd.
- Western Grader – Silent Grove Road, Mole River Road & Woodside Road.
- Central Grader - Billirimba Road sealing, Mt Lindesay north of Bookookoorara & Undercliffe Road. Sealing works in the next three months include Bryans Gap, Millers Lane, Jennings Town Streets, Nutshell Road and Gum Flat Road.

Capital Projects

Mt Lindesay Road (Legume – Woodenbong) Special Grant project is the major project with clearing and grubbing completed on all three remaining stages. Drainage works are now continuing on Stage 3 Legume East between 0.1km to 6.1 km east of Legume.

Torrington Road R2R rehabilitation road works are completed 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 and earthworks are ongoing at present.

Mt Lindesay Road Hill View 2.0km upgrade and sealing (Roads to Recovery) – drainage works have been completed.

Drainage works on Tooloom Rd (Fixing Local Roads Project) are complete between Urbenville and Paddys Flat Road, with pavement renewal and bitumen surfacing undertaken between Urbenville and Windy Hill. Further pavement works will continue through February and March.

Urbenville main street footpath upgrade is in progress.

Bridge Works

Interim Bridge Solutions

- 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.
- Barlows Gate bridge replacement pre-built materials have been shipped to Australia and are awaiting quarantine before transporting to site at Acacia Creek.

Torrington Road (Deepwater River) and Paddys Flat North (Kangaroo Creek) Bridge Replacement tenders to be awarded to Ozwide Bridge and Rail in December / January.

Timber bridge structure renewals have almost been completed at Boonoo Boonoo, Emu Creek and Beaury Creek (Tooloom Rd) with approach road works underway to finalise these projects.

Emerging Issues, Risks and Opportunities

Staffing resources are limited and demands high given the increased level of grant funding on major works for roads and bridges. Due to the extent of additional grant funding on other regions, external contractors have limited availability due to other committed works, increasing to works project management.

The Business of Improving the Business

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

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

Customers

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

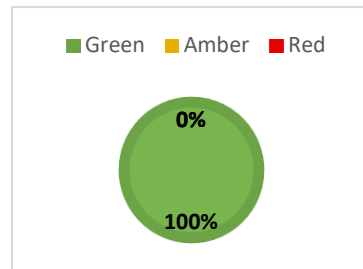
Business Statistics

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

Special events, achievements of note, celebrations

No special events at this stage

21. Plant, Fleet and Equipment



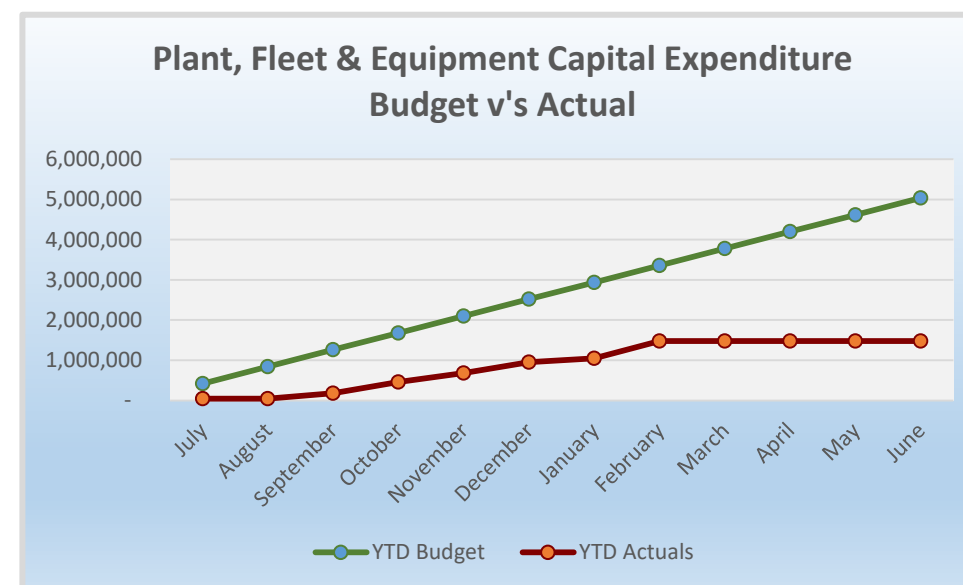
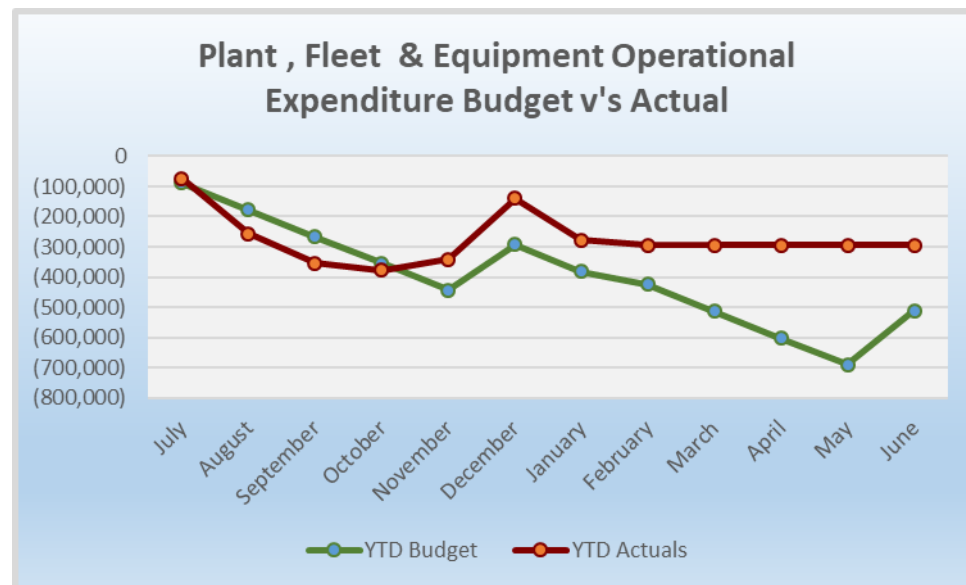
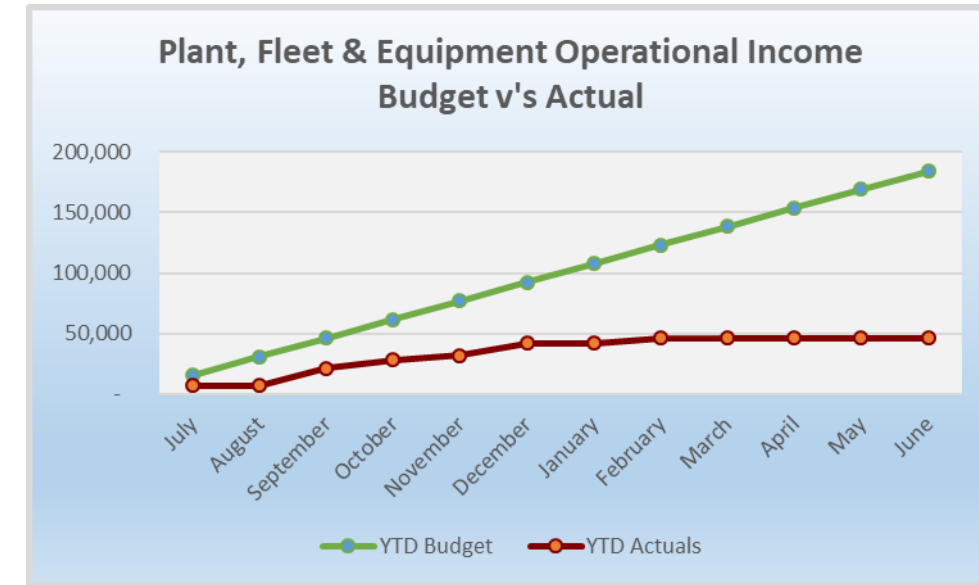
Under the 4 year Delivery Plan *Plant, Fleet and Equipment* relates to: effective provision and management of plant, fleet, equipment, store and depots; and tendering and procurement. The Office of the Director Infrastructure directly oversees these outcomes.

a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 20/21	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP21.01) Maximise productivity of Council fleet and stores service. Depot, Store: A – Director Infrastructure	Implementation and delivery of the Fleet Asset Management Plan and the Plant Replacement Program.	B:MF C: MF D: MF			+1	Review of Fleet Asset Management Plan is complete, including LTFP and hire rate review. Integration into the new format a working progress with Manager Assets and Projects. Awaiting delivery of two watercarts, a Grader, a Garbage Truck, two Forklifts, two mowers, a float and a ute mounted spray unit. The Light Vehicle Tender has closed with assessments of the submissions being conducted currently.
Fleet & Plant: A – Director Infrastructure	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 is installed replacing 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.
Procurement and tendering framework: A – Director Infrastructure	Deliver Business improvements, recognising emerging risks and opportunities.	B:MF C:MF D:MF			+1	The Fleet operational expenditure has decreased substantially across the fleet during the period. And utilisation continues to be strong during February.
Depot, Store, fleet & plant: A – Director Infrastructure	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.

b) Budget

COA	20/21 Review 2 Budget	20/21 YTD Actuals February	20/21 Percentage Spent
Plant, Fleet & Equipment	1,838,751	(135,753)	-7.53%
1. Operating Income	(184,500)	(46,099)	24.99%
2. Operating Expenditure	(510,327)	(295,187)	57.84%
4. Capital Expenditure	5,036,985	1,477,920	29.34%
6210500. Public Works Plant - Purchases	5,014,391	1,455,326	29.02%
6210502. Minor Plant Purchases	22,594	22,594	0.00%
8. WDB of Asset Disposals	(2,503,407)	(1,272,387)	50.83%



Operational Income:

Recovered through plant charges, fleet income is indicating a 2.12% deficit for February with staff training being a contributing factor.

Operational Expense:

Fleet operational expenditure was 0.28% over expended for February which is a fantastic result coming back from 11.25% in November.

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 – Specification have been drafted, now awaiting approval of the stakeholders.
- 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) – **Completed** awaiting delivery.
- 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) - **Completed** awaiting delivery.
- Light Vehicle Fleet – Tender is completed and submission are currently being assessed.

d) Emerging Issues, Risks and Opportunities

Fleet performance improved dramatically in February with consistent utilisation and a large reduction in operational expenditure.

e) The Business of Improving the Business

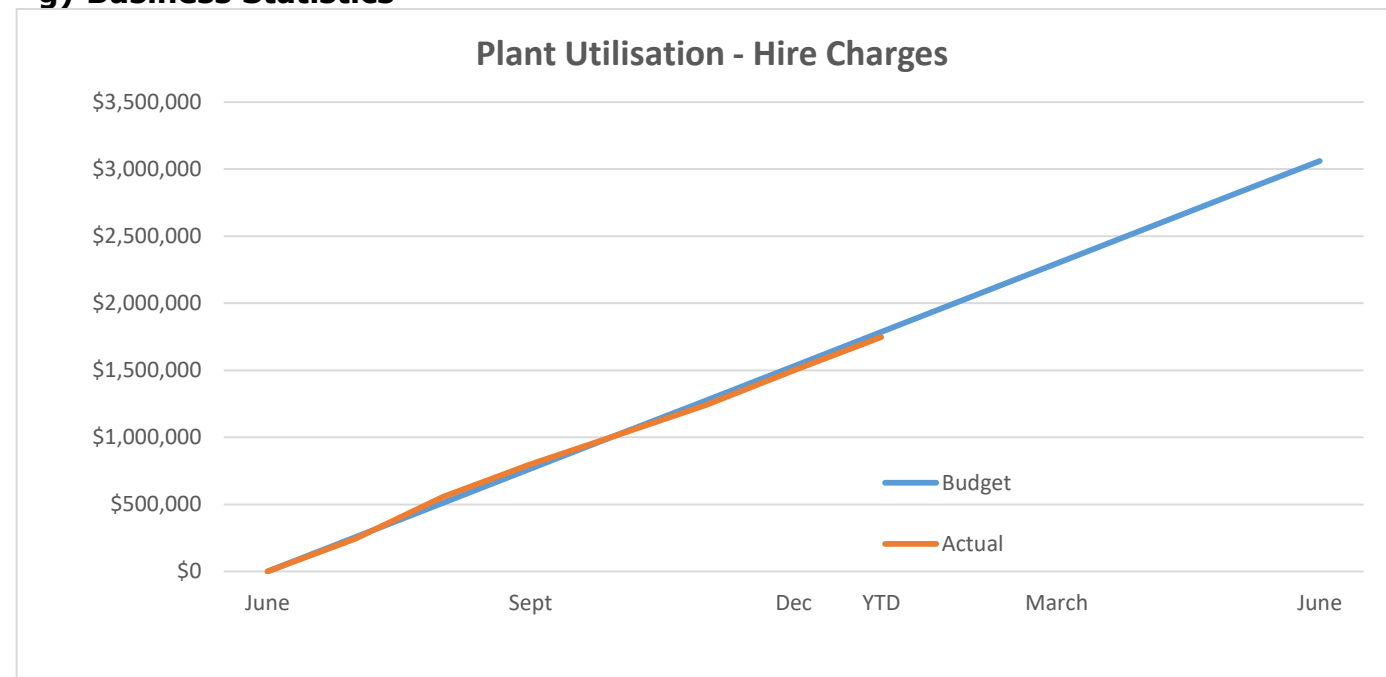
The workshop oil system components have arrived and bulk oils are in the process of being relocated to a more suitable location.

f) Customers

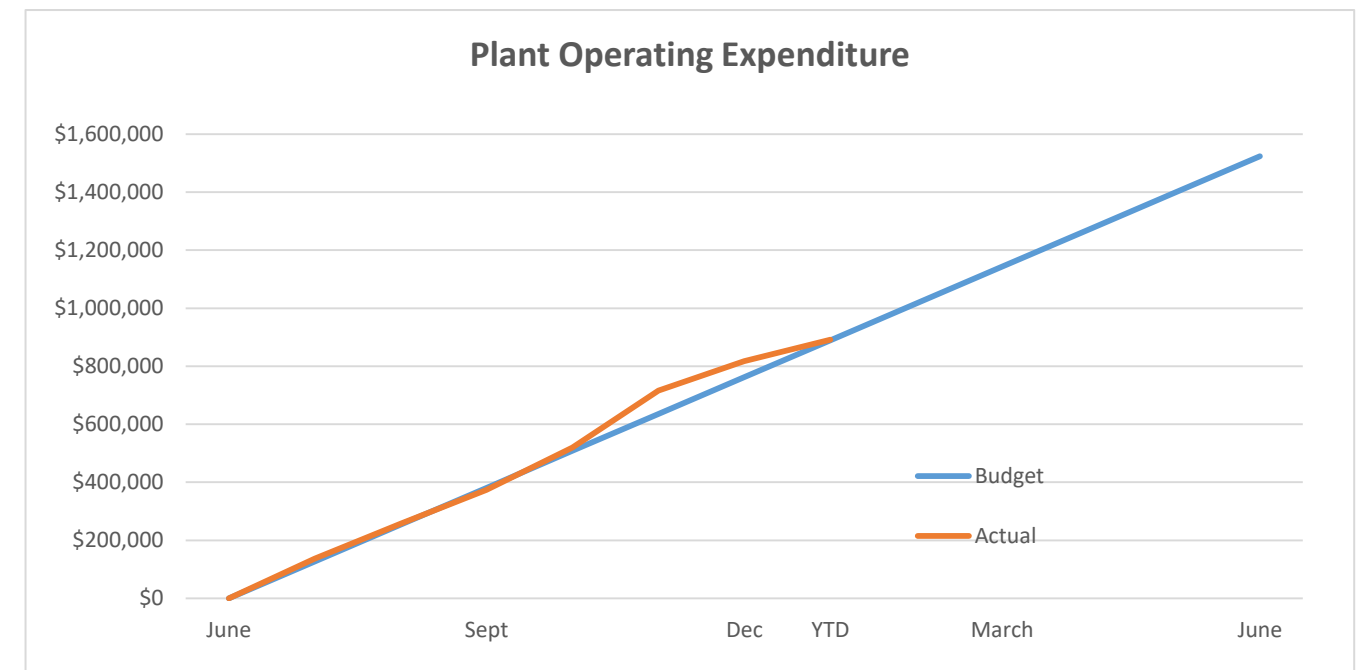
Support to all internal customers is ongoing, including mechanical and technical assistance, and provision of fleet assets through a system of internal hire. Ongoing support to the Rural Fire Service is provided by means of scheduled servicing and repairs to all appliances within the Tenterfield LGA.

Fleet manufactured and fitted protective post caps to the Clinton Speedy memorial entrance at Millbrook Park, the caps are designed to protect the tops of the posts from the weather and from splitting further. Stainless steel IBC filling standpipes were manufactured to facilitate their filling from ground level preventing the operative for needing to climb onto the back of the truck reducing WHS and fatigue risks when conducting tree irrigation tasks.

g) Business Statistics



Fleet utilisation is indicating a 2.12% deficit for February.

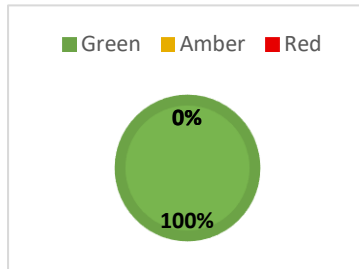


The plant operating expense was 0.28% over expended for February.

h) Special events, achievements of note, celebrations

Manager Fleet received the Industry leader award at the councils Christmas celebrations in December along with Fleet Plant mechanic Neil Savins receiving the innovation award. Recruitment of the Labourer (Trades Assistant) has been finalised with appointment of Andy Whitlock, Andy enjoys forty odd years of fabrication experience, and Andy is a welcomed addition to the fleet team.

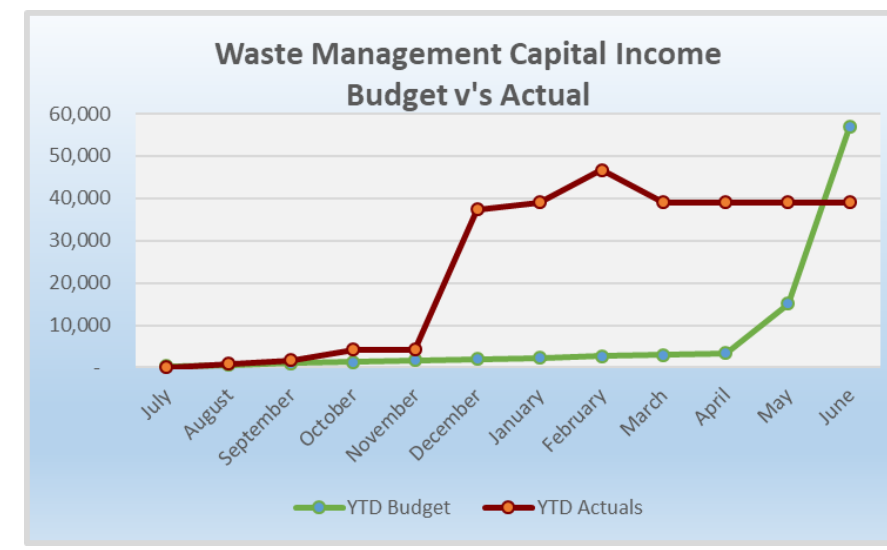
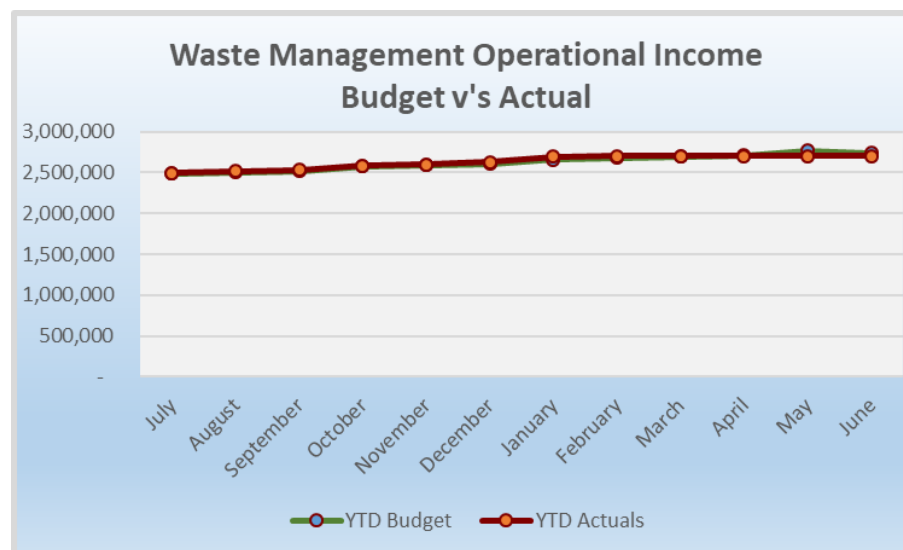
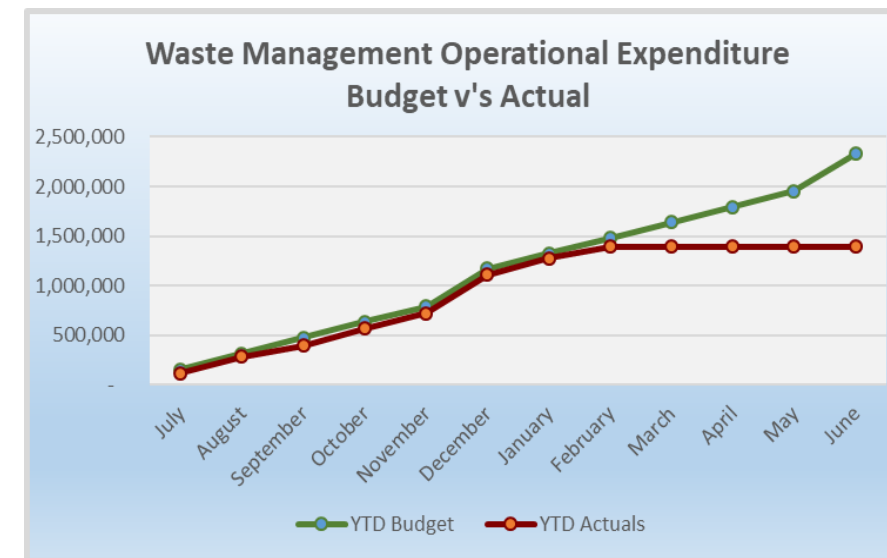
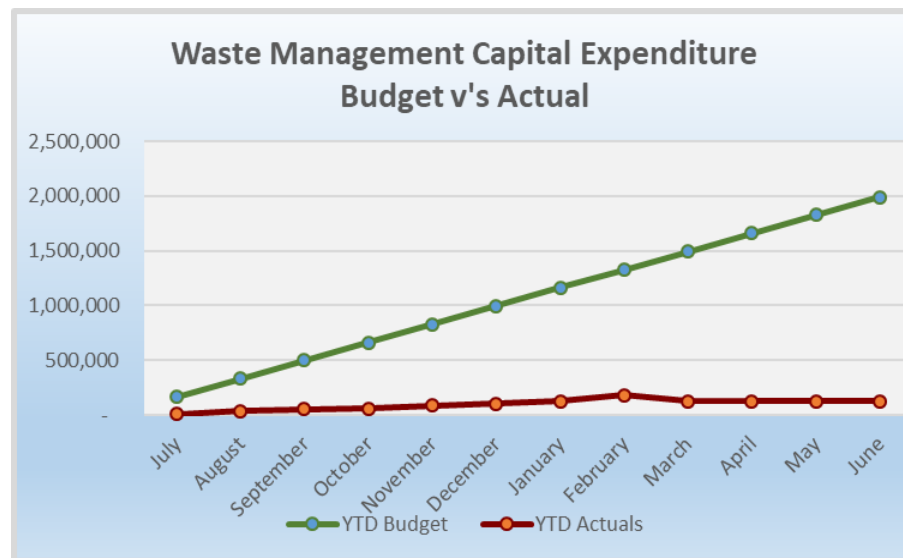
22. Waste Management



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 2 Budget	20/21 YTD Actuals February	20/21 Percentage Spent
Waste Management	1,699,462	(1,102,583)	-64.88%
1. Operating Income	(2,737,990)	(2,704,622)	98.78%
2. Operating Expenditure	2,327,933	1,392,611	59.82%
3. Capital Income	(56,881)	(46,650)	82.01%
4. Capital Expenditure	1,992,426	184,385	9.25%
7080500. 240L Wheelie Bins	2,000	2,534	126.68%
7080503. Industrial Bins	40,000	0	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	23,984	95.99%
7080559. Green Waste Hungry Bin - School Trial	3,598	2,303	24.00%
7080561. Boonoo Boonoo Landfill - Environmental Improvements	31,700	13,896	43.84%
7080563. Torrington - Landfill Closure & Transfer Station Construction	119,872	30,984	25.85%
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	172	0.12%
7080720. Mingoola - Open Transfer Station	70,000	19,707	28.15%
7080730. Torrington Landfill - New Cell	0	693	0.00%
7080731. Torrington Landfill - Access Road	75,000	8,038	10.72%
7080732. Torrington Landfill - Convert to Transfer	70,000	80,938	115.63%
7080733. New Pump Combination	15,000	0	0.00%
7080811. Tenterfield WTS Groundwater Bores	48,401	236	0.31%
7080821. Tenterfield WTS Bailer Bay Structure	0	901	0.00%
6. Liabilities	173,974	71,693	41.21%

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:

Progressing as expected.

Operational Expense:

On budget.

b) 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 and Torrington has also been poured.

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

Industrial bins are under investigation with request for quotations [that have been received, reviewed, ordered and delivered in February 2021 \(Figure 1 to 3\).](#)



Figure 1, 2 & 3 New Industrial Bins arrival February 2021

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 completed, released and reviewed, contractor engaged in February initial meeting completed with site visit scheduled for March 2021.](#)

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 February 2021\(Figure 4 to 6\), including fit out of the new site-office Donga. The expected opening of the Torrington Waste Transfer Station \(WTS\) was scheduled for March, however delayed until April 2021.](#)



Figure 4, 5 & 6 View from top of drop-off area, New Bin Slab and blockwork, Rocking bank of drop-off at Torrington February 2021

c) Emerging Issues, Risks and Opportunities

Opportunity to apply for green waste infrastructure grant-completed and submitted 3 September 2020. Advised unsuccessful January 2021.

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.

Increased rainfall from November 2020 to January have slowed Boonoo Boonoo fire restoration works, new drainage was required to aid in surface runoff.

Due to staff injury, new automatic gate installation for Tenterfield Waste Transfer Station has progressed with quotations received and under review.

d) The Business of Improving the Business

New site office for Boonoo Boonoo has progressed with quotation received and assessed.

e) Customers

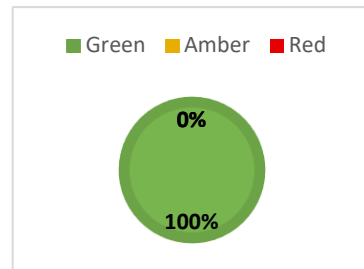
Our customer base is the public, other Council departments and contractors. Our waste operational staff continue to assist the community with waste.

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.

f) Business Statistics

g) Special events, achievements of note, celebrations

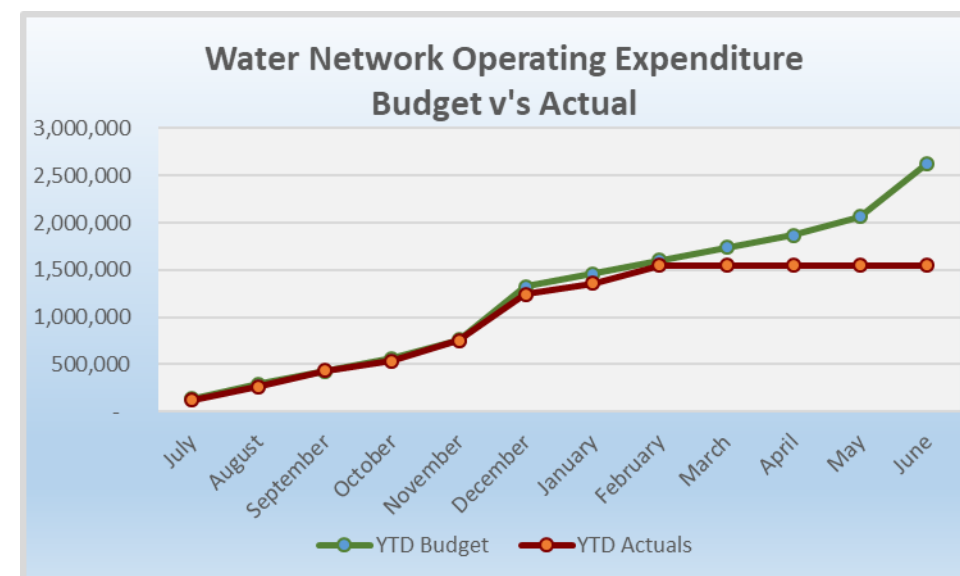
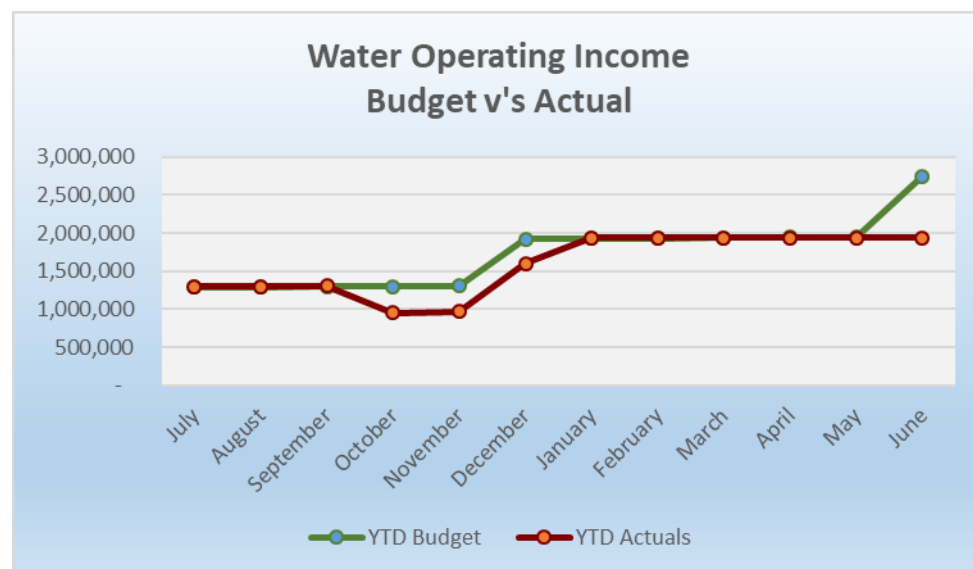
23. Water Supply



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.

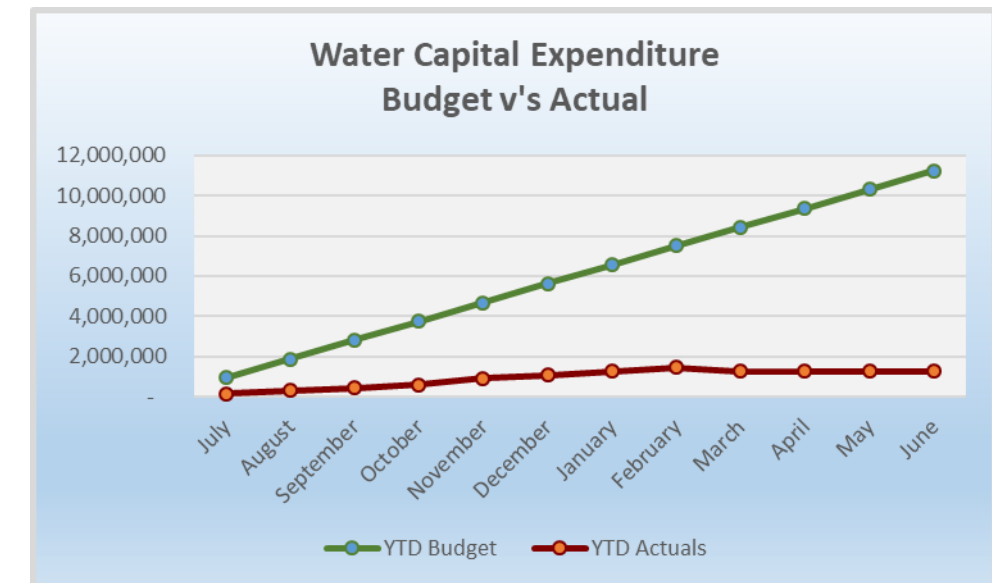
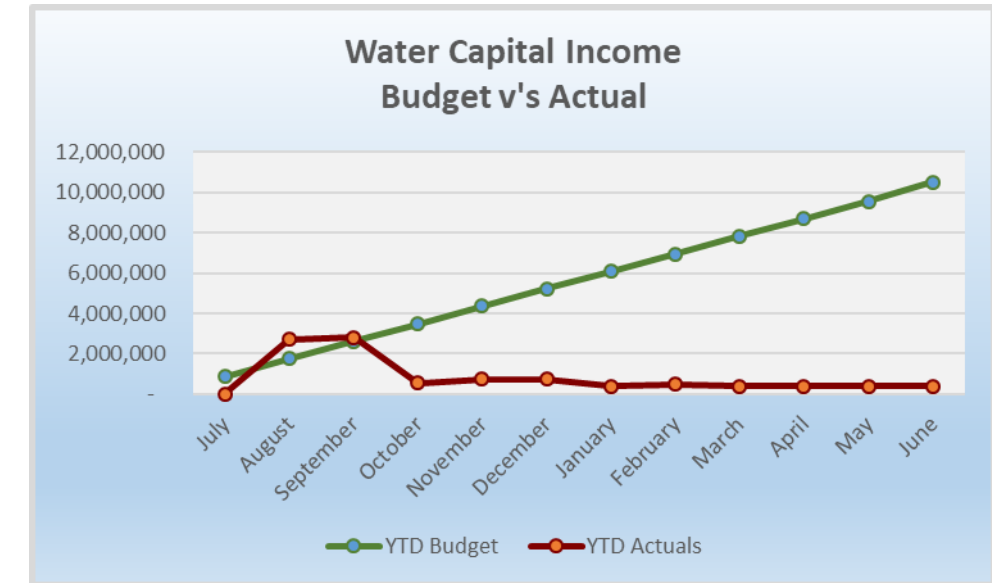
a) Delivery and Operational Plan precis

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 2 Budget	20/21 YTD Actuals February	20/21 Percentage Spent
Water Supply	847,379	741,670	87.53%
1. Operating Income	(2,745,335)	(1,940,517)	70.68%
2. Operating Expenditure	2,629,622	1,548,239	58.88%
3. Capital Income	(10,523,157)	(468,085)	4.45%
4. Capital Expenditure	11,242,390	1,467,551	13.31%
7484505. Tenterfield Mains Replacement	453,134	547,721	203.39%
7484506. Tenterfield Meter Replacement	21,500	171	0.79%
7484515. Tenterfield Flood Warning System - Capex	200,000	95,117	47.56%
7484521. Tenterfield Water Treatment Plant Design	0	2,485	0.00%
7484522. Tenterfield Water Treatment Plant Construct	9,490,153	83,398	0.88%
7484532. Tenterfield Water Supply - Drought Augmentation	917,809	722,808	78.75%
7484533. Water Network Mapping Improvements	20,000	0	0.00%
7484534. Tenterfield Apex Park Bore Dispenser	30,000	0	0.00%
7484801. Urbenville Mains Extension	5,000	0	0.00%
7484811. Urbenville Water Treatment Plant Upgrade	20,000	572	2.86%
7484812. Scada Renewal	23,237	15,279	65.75%
7484814. Urbenville Intake Pipe Replacement	28,000	0	0.00%
7484901. Jennings Mains Replacement	33,557	0	0.00%
6. Liabilities	243,859	134,482	55.15%



Capital Income:

Invoices for the Drought Augmentation project are issued to the State government on an ongoing basis.

Capital Expenses:

Unexpected works with main road replacement is progressing well, expenditure on target.

Operational Income:

Progressing as expected.

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 and meters are still expected to be installed in November 2020 and completed in January 2021.

Final remediation works completed (Figure 1) with continued asphaltting of roads impacted by the bore line construction.

Bore line project is continuing with pad completed at Archery (Figure 2)



Figure 1 and 2 Completed road seal and pad installation Archery February 2021

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. In November 2020, installation of over 600m of new main has continued 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.

The RMS works continued through December and February 2021 ensuring schedule and amenity of the town through re-instatement of garden beds which were redesigned to narrow the beds, as originals were too wide for the Parks and Gardens staff creating some safety traffic concerns. Due to the works undertaken on the New England Highway and the traffic load all works are required to be finalised by the end of day including restoring pavement works expected to be completed in March 2021

Flood warning system was awarded in 2020 and works have been steadily ongoing with consultation with stakeholders to ensure Tenterfield's Flood Warning system is upgraded in line with funding and community needs. The system underwent testing of the warning alarms which were installed this month. Web based platform is underdevelopment with training and release scheduled for March 2021 (Figure 2 to 4).



Figure 3, 4 and 5 New hardware for Flood warning system, new sirens and installation on the Federation Park light tower

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.

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. [Advisement of finalist for Young Water Professional of the Year has been announced for Melissa Blum with winners announced in March 2021.](#)

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](#).

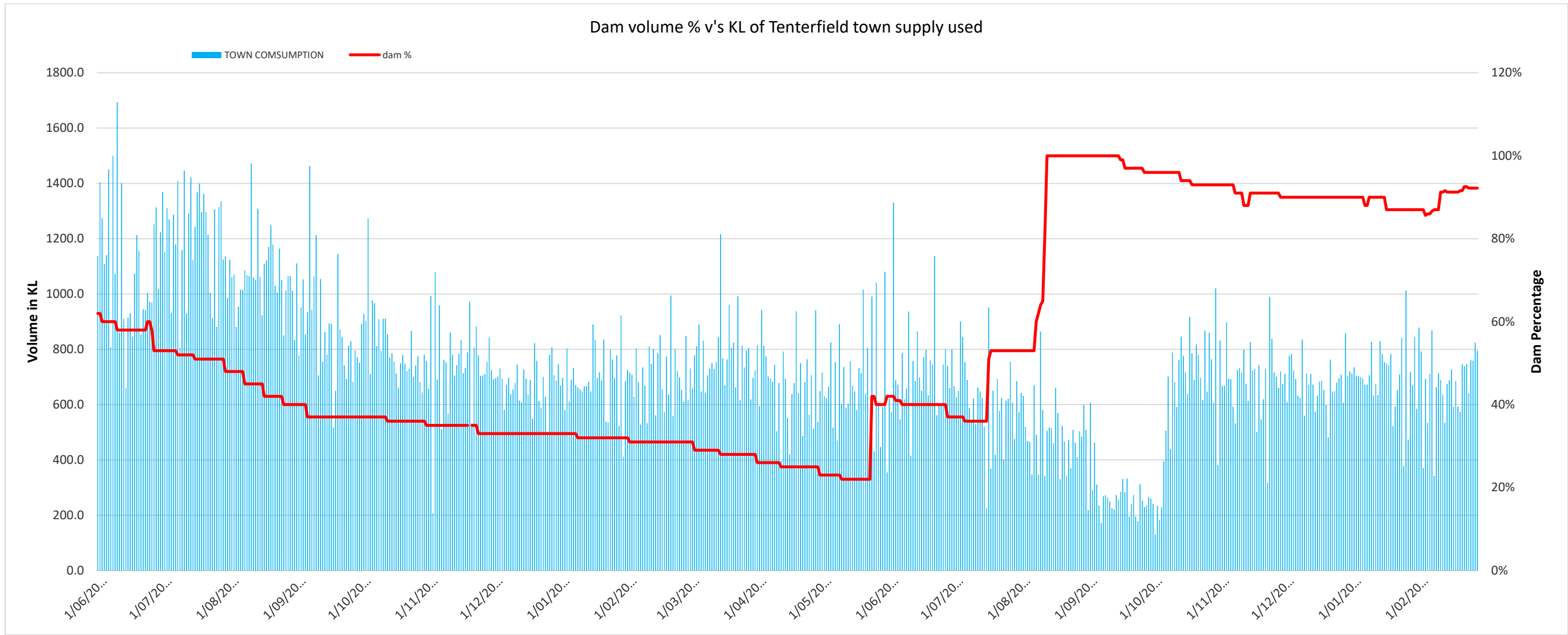
g) Business Statistics

Tenterfield Dam Level is [100%-new data loggers place level at 100%](#); Urbenville Tooloom Creek Level is [100%](#).

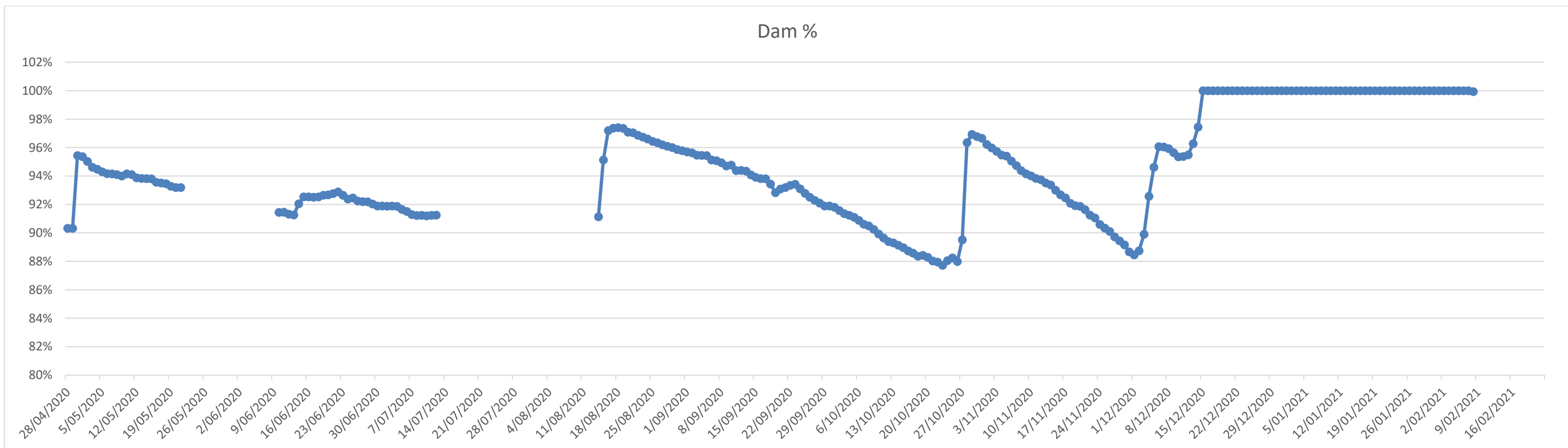
[Meter Reading was undertaken in the October/November.](#)

Tenterfield [5](#) new service connections including meter [0](#) meter repairs and [4](#) broken services repaired. Urbenville had [1 major main](#) broken main repairs, mains flushing occurred in [0](#) location, [0](#) meter replacement and [0](#) broken service repaired.

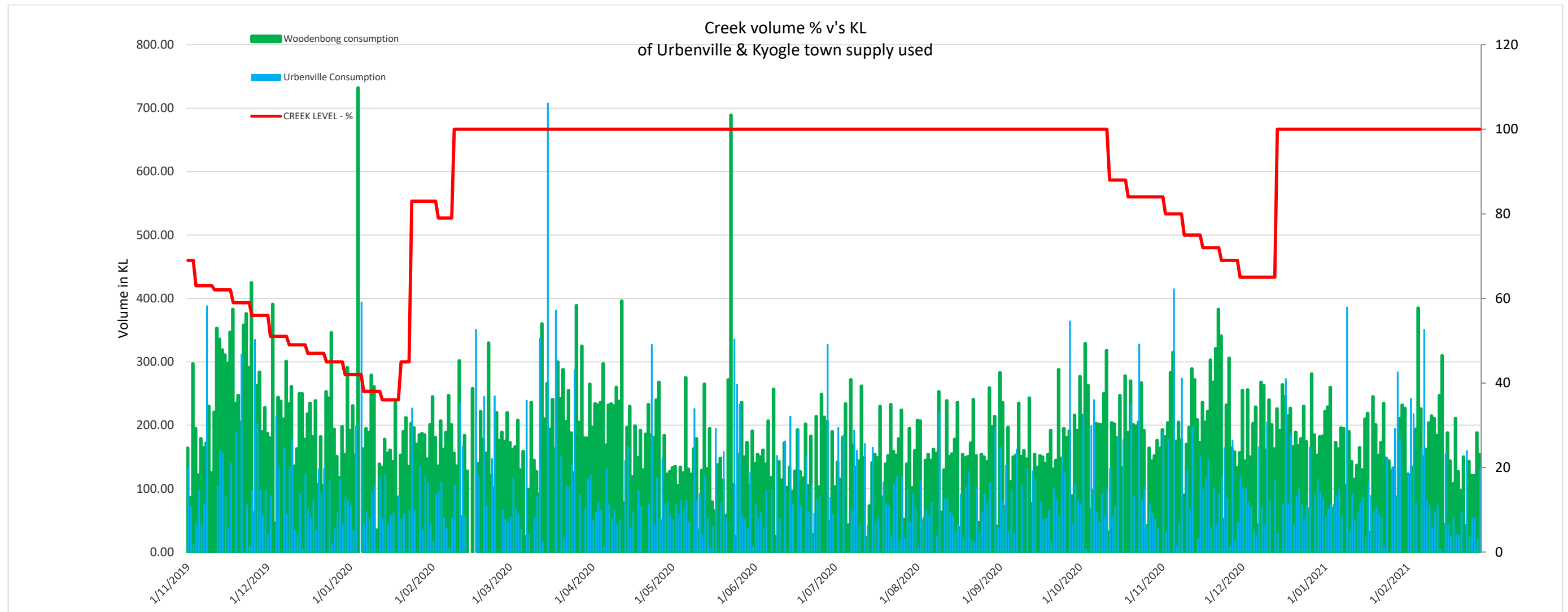
[Tenterfield Dam capacity and consumption graphs are provided below \(Graph 1\); the new data logging probes to assist with raw water information are on-line and delivering a variety of information including a more precise depth measure, allowing dam percentage to be measured more accurately \(Graph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

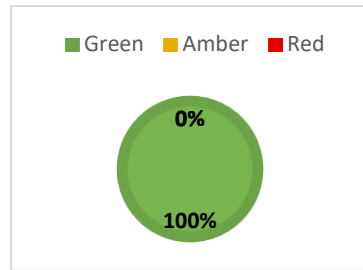


Graph 3 Urbenville & Kyogle Consumption Vs Creek Percentage Level

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.

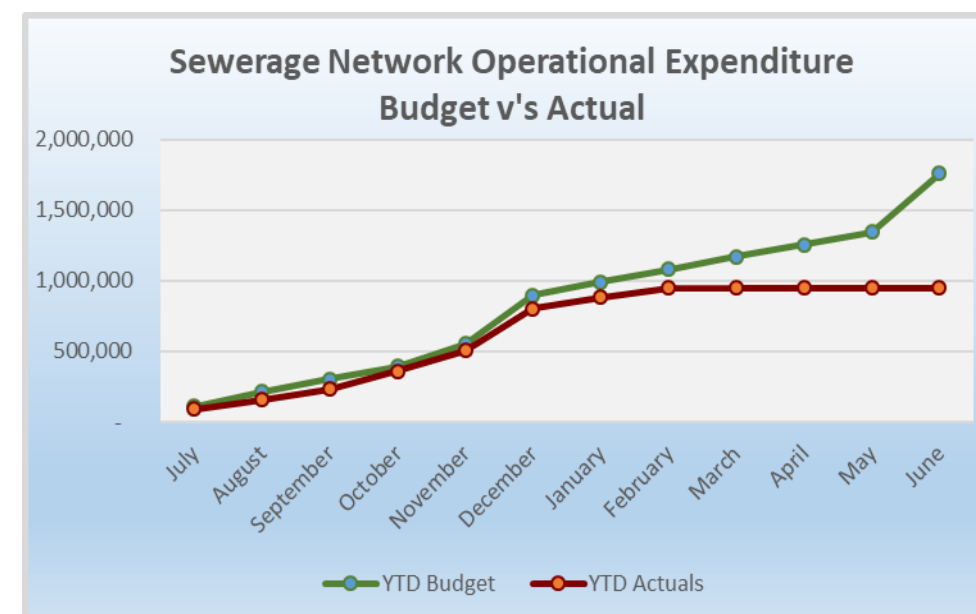
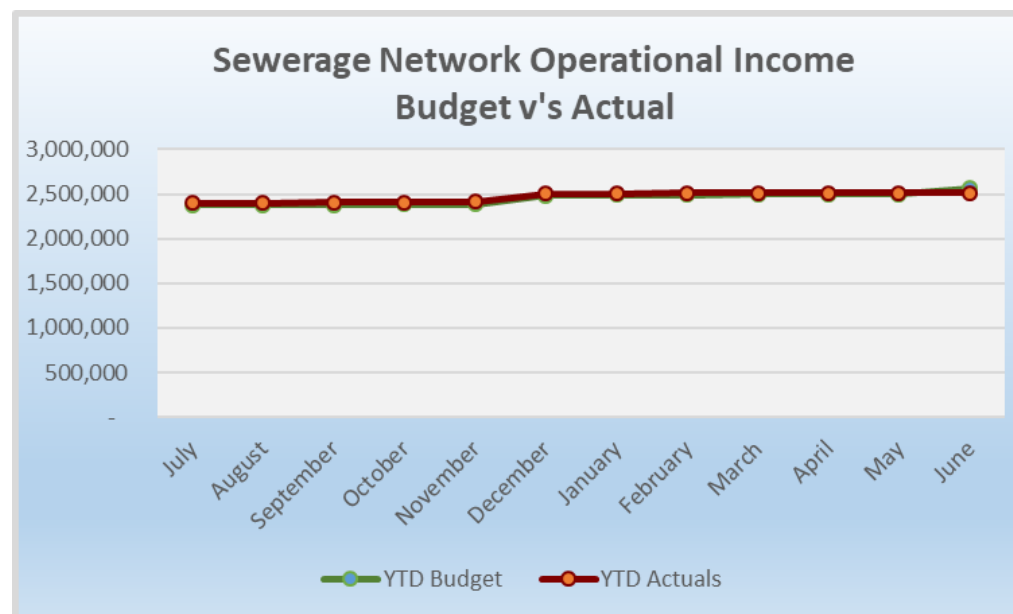
24. Sewerage Services



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.

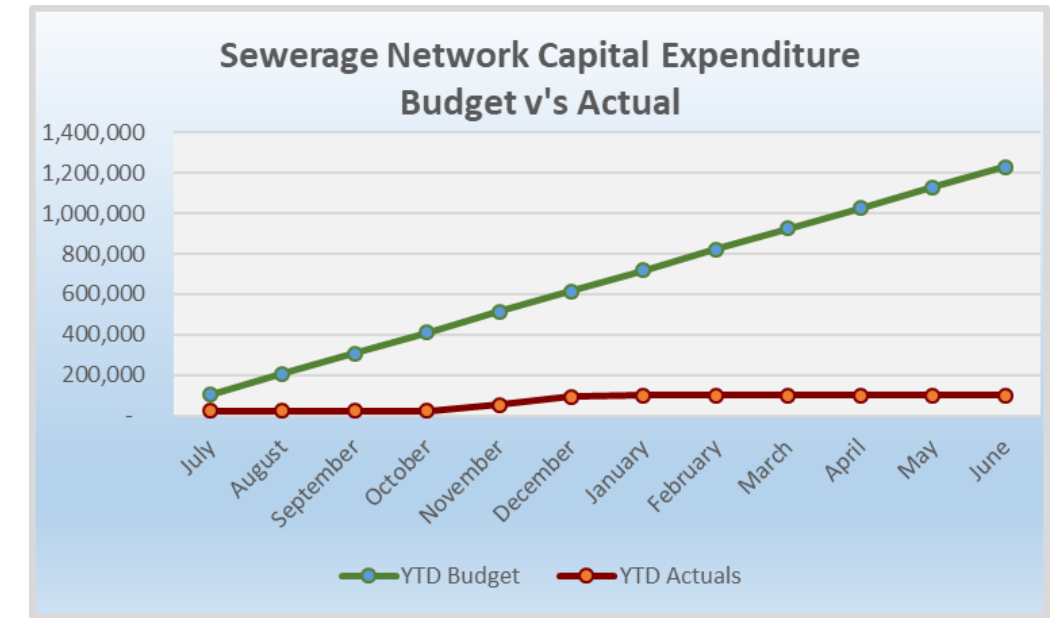
a) Delivery and Operational Plan precis

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.	<i>B:MWW C:MWW D:SSO D:SSO (Urbenville)</i>			+1	Ongoing operations in-line with asset management strategy.
	Deliver Business improvements, recognising emerging risks and opportunities.	<i>B:MWW C:MWW</i>			+1	Ongoing assessments and improvements to the sewer system ensuring licence conditions as a risk are undertaken.
	Manage the Sewerage Services of Council in a financially responsible manner in line with Budget allocations.	<i>B:MWW C:MWW</i>			+1	Continuous review of best fiscal practice for managing Sewerage Services and maintaining budgets
DP24.02) Ensure improvement of infrastructure in line with best practice water treatment guidelines and increased capacity for sewage treatment in service areas. <i>Water & Sewer: A - Director Infrastructure</i>	Tenterfield Shire Council sewerage network upgrades and maintenance conducted in accordance with demand and affordability constraints.	<i>B:MWW C:MWW</i>			+1	Review of network upgrades conducted in accordance with demand and financial constraints.



b) Budget

COA	20/21 Review 2 Budget	20/21 YTD Actuals February	20/21 Percentage Spent
Sewerage Service	491,207	(1,438,818)	-278.26%
1. Operating Income	(2,568,249)	(2,512,969)	97.85%
2. Operating Expenditure	1,756,665	949,080	54.02%
3. Capital Income	(15,000)	(15,634)	104.23%
4. Capital Expenditure	1,231,494	97,556	7.85%
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	139,100	0	0.00%
7872521. Tenterfield STP - Equipment renewal	36,777	36,777	0.00%
7872522. STP - Dehydrator Replacement	30,000	26,634	88.78%
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 - Urbenvilley	8,000	0	0.00%
7872810. Surface Aerator/Mixer sized for Urbenville	14,000	0	0.00%
7872812. Urbenville - STP equipment	2,345	2,345	0.00%
6. Liabilities	86,297	43,148	50.00%



Capital Income:

No significant variance.

Capital Expenses:

No significant variance.

Operational Income:

Progressing as expected.

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.

RFQ for manhole refurbishment progressed to release with finalisation expected to occur March 2021.

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. Subsequent reticulation was also identified, and replaced in December 2020 and February 2021.

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. Work is now underway (quotations received) to trailer-mount the old dehydrator for Urbenville.

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 **1** at Tenterfield **0** Urbenville; Blockages where reported and cleared at **6** locations in Tenterfield and **0** in Urbenville 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 increased to **25** minutes while the median response time is at **20** minutes.

h) Special events, achievements of note, celebrations