

TENTERFIELD SHIRE COUNCIL – Monthly Operational Report – May 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.

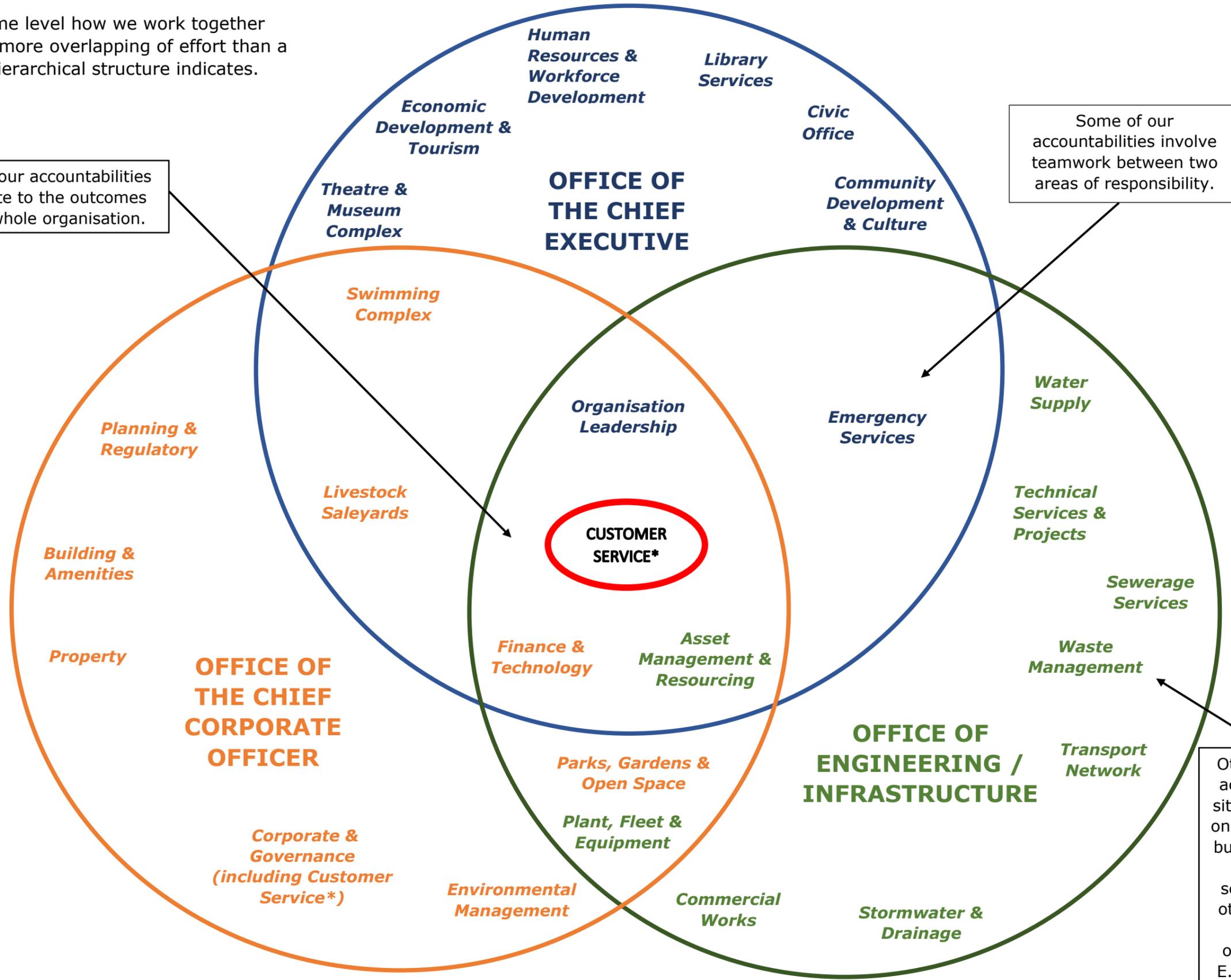
We report on our Delivery Plan quarterly. We also report on many other things in a great many ways. Currently we use multiple platforms to achieve this, which is both inefficient and extremely frustrating. This system will not only change the amount of reporting, it will place all the information in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

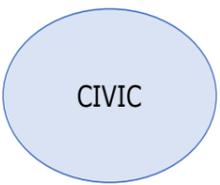
Some of our accountabilities contribute to the outcomes for the whole organisation.



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

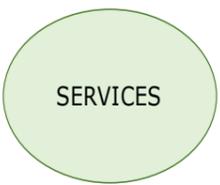
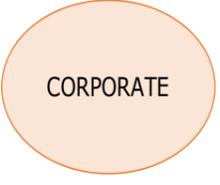
Other areas of accountability sit solely within one directorate, but still receive internal services from other sections of the organisation. E.g. Finance & Technology

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)



Chief Executive (CE)

Northern New England Joint Organisation, Border ROC

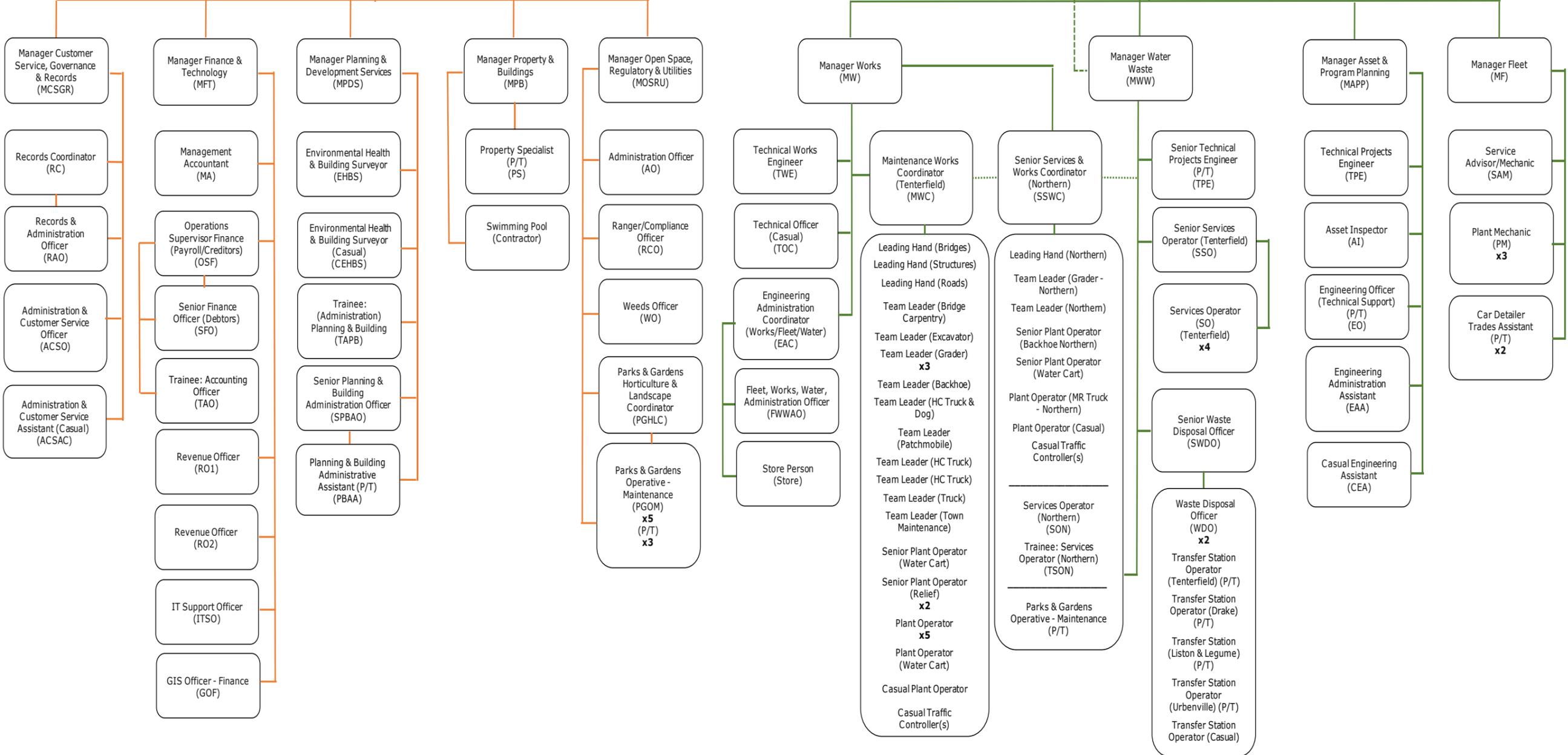


Chief Corporate Officer (CCO)

Corporate Administration Officer (CAO)

Director of Infrastructure

Engineering Administration Officer (EAO)

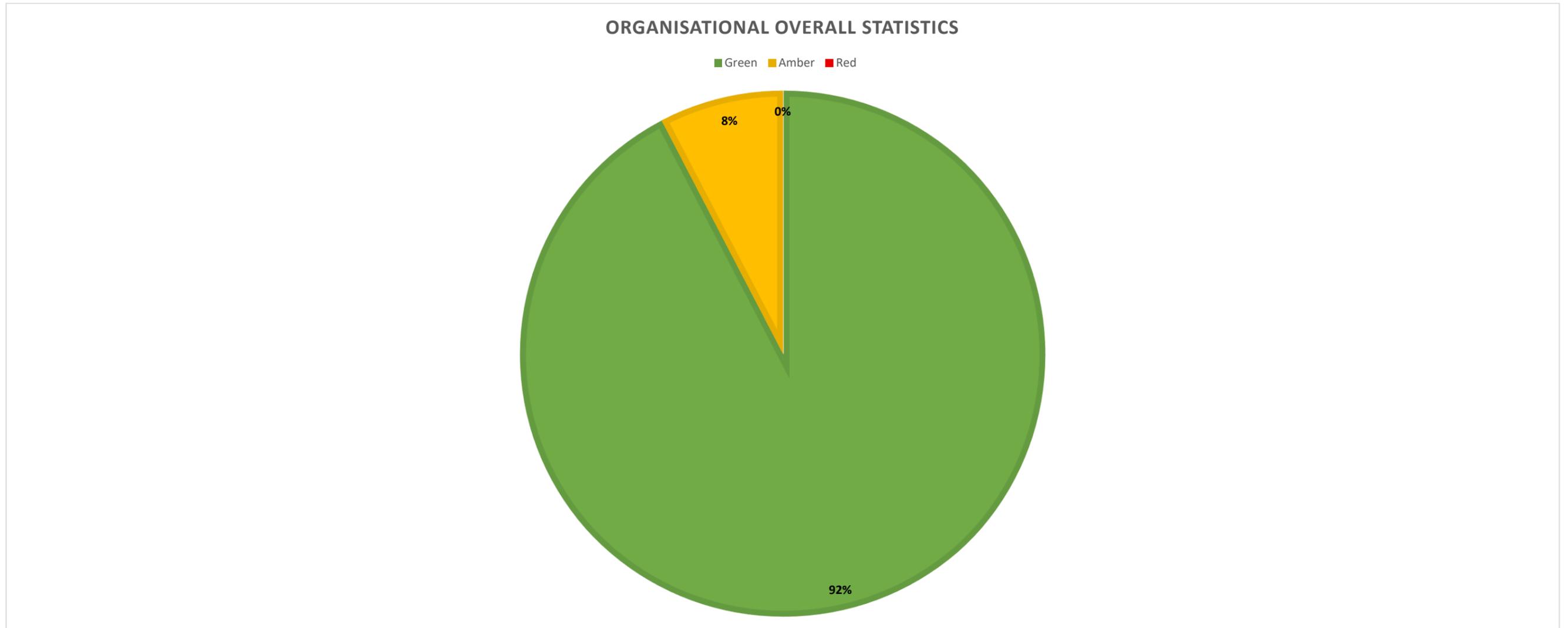


Organisational Overall Statistics – May 2021

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

Amber: Commenced, progressing;

Red: Yet to commence.



STAFF STATISTICS

May 2021

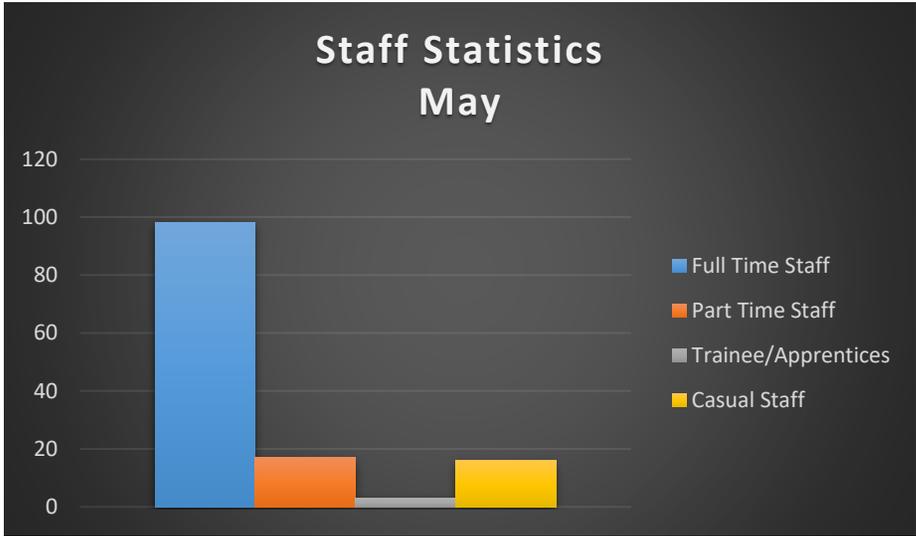
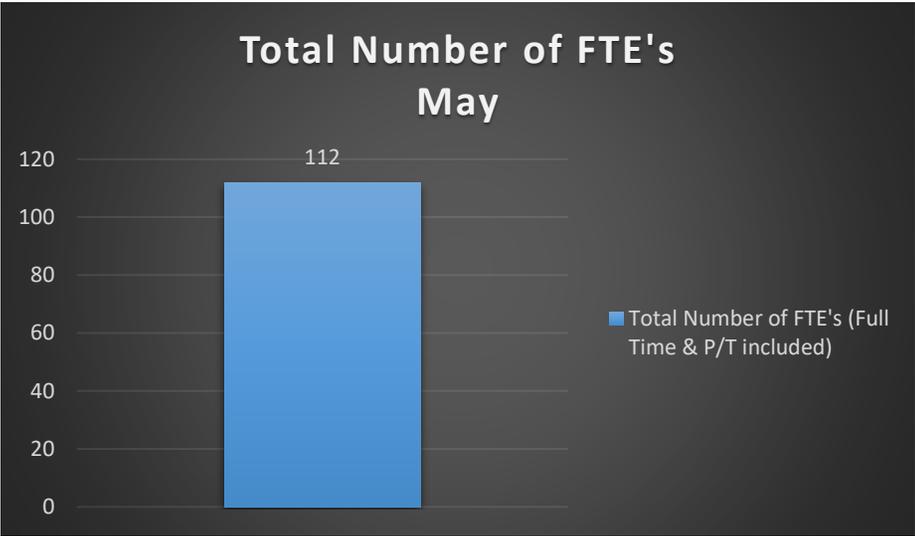
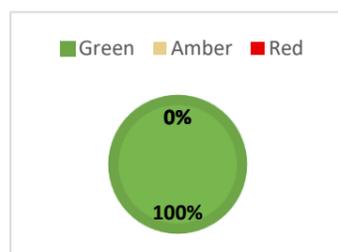


TABLE OF CONTENTS

| | | | |
|--|----|--|-----|
| 1. Civic Office | 8 | 16. Swimming Complex | 78 |
| 2. Organisation Leadership | 12 | 17. Asset Management and Resourcing | 80 |
| 3. Community Development | 15 | 18. Commercial Works | 83 |
| 4. Economic Growth & Tourism | 18 | 19. Stormwater & Drainage | 85 |
| 5. Theatre & Museum Complex | 26 | 20. Transport Network | 88 |
| 6. Library Services | 31 | 21. Plant, Fleet & Equipment | 94 |
| 7. Workforce Development | 35 | 22. Waste Management | 98 |
| 8. Emergency Services | 39 | 23. Water Supply | 103 |
| 9. Finance & Technology | 42 | 24. Sewerage Services | 109 |
| 10. Corporate and Governance | 46 | | |
| 11. Environmental Management | 50 | | |
| 12. Livestock Saleyards | 54 | | |
| 13. Planning & Regulation | 59 | | |
| 14. Buildings & Amenities | 69 | | |
| 15. Parks, Gardens & Open Space | 73 | | |

1. Civic Office



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

a) Delivery and Operational Plan Precipis

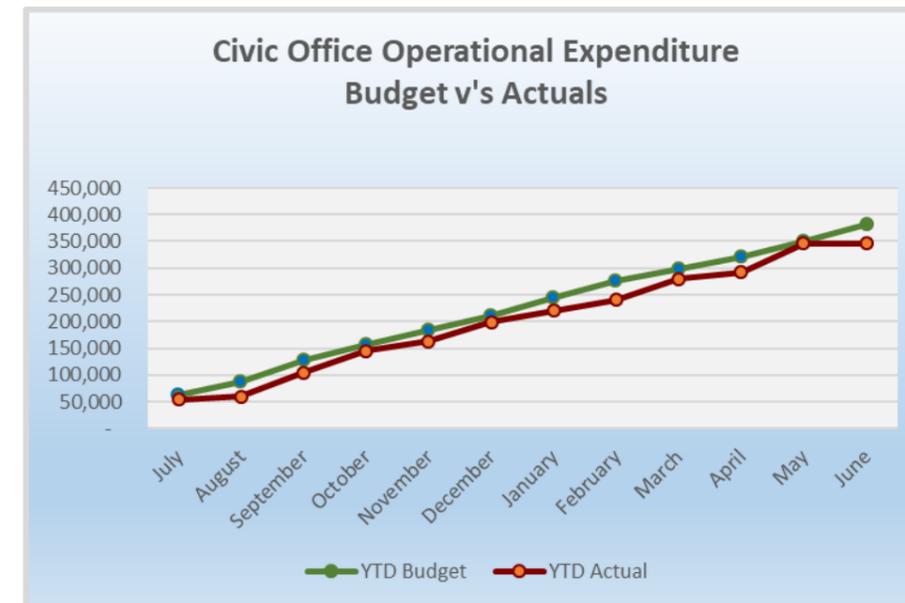
| 4 Year Delivery Program | 1 Year Operational Plan 20/21 | Officer | -1 | 0 | +1 | Comments: (Business Manager to provide short precis.) |
|---|---|-------------------------------------|----|---|----|--|
| <p>DP1.1) Maintain strong relationships with all levels of Government and proactively seek involvement in decision making impacting our Shire and the New England Northwest Region.</p> <p>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</p> | <p>Influence and engender support from Federal and State Governments, Joint Organisations and ROCs in relation to grants funding, advocacy and ongoing maintenance and improvement to social, economic and environmental fabric of the community.</p> | <p>B:CE C:CE D:EA&M</p> | -1 | 0 | +1 | <p>Council was successful in the recent grant application for circa \$2.7 million dollars from the Federal Government (5 June 2020) to provide 25% funding of the new Water Filtration Plant.</p> <p>Council was successful in the Fixing Local Roads (State) grant application (Tooloom Road) for \$3,996,000 in June 2020. This work is nearing completion and a more recent announcement under Fixing Local Roads Round 2, has Council successful in securing \$3,359,880 for Kildare Road (Tenterfield Tourist Route 9) Sealing.</p> <p>Council was successful in the Black Spot grant funding application for \$788,000 (fed) towards sealing an unsealed section of Mt Lindsey Road.</p> <p>Council continues to advocate for funding through the plethora of grants now being offered to assist drought, bushfires and COVID-19 recovery efforts. All applications align to the 4 Year Delivery Plan and/or are determined by the Elected Body.</p> <p>Council has been strongly and very actively advocating in every theatre possible, to be granted funds to finish sealing the Mount Lindesay Road. Staff have taken various calls from different government agencies, so there is no doubt that questions are being asked at both a State and Federal level.</p> <p>Representations have been made to the Minister for Water, Property and Housing with regard to the Urbenville Water Scheme. Funding is being sought for a new off-stream storage facility and ground water source assessment.</p> |

| | | | | | |
|---|--|--|--|--|--|
| <p>DP1.2) Provide sound and inclusive decisions using the Community Engagement Strategy to guide our interactions</p> <p>Governance framework strategy, management & development (including registers and monitoring): A – Chief Corporate Officer</p> | <p>Guide the decisions of the community to align with the Local Government Act and the Office of Local Government.</p> | <p><i>B:MCSGR</i> <i>C:MCSGR</i> <i>D:MCSGR</i></p> <p><i>B:CE</i> <i>C:CE</i></p> | | | <p>+1</p> <p>Community engagement via public meetings is returning, with engagement sessions scheduled to gather final community input into the Village Concept Plans.</p> <p>Sessions are being arranged for mid-May to seek final input into the village master plans with each area invited to provide in person feedback to the documents on exhibition.</p> |
| <p>DP1.3) Represent, advocate and lobby for the continued improvement of our local and regional health services.</p> <p>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</p> | <p>Advocate for health services throughout the Region and ensure future government planning aligns with community needs.</p> | <p><i>B:CE</i> <i>C:CE</i> <i>D:EA&M</i></p> | | | <p>+1</p> <p>We continue to monitor the evolving boarder closures and risks to our community and advocate as required.</p> <p>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. Council representatives continue to engage in ongoing advocacy around this issue.</p> |
| <p>DP1.5) Identify, represent, advocate and lobby for inclusion of the Shire's needs in regional and state planning.</p> <p>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</p> | <p>Advocate for continuing development of grant and funding opportunities at the Federal and State levels.</p> | <p><i>B:CE</i> <i>C:CE</i> <i>D:EA&M</i></p> | | | <p>+1</p> <p>Correspondence to both State and Federal Government seeking changes to the \$1 for \$1 grant arrangements and increase in Financial Assistance Grant; April 2020.</p> <p>Update received from LGNSW on the progress of Council lead advocacy where council submitted a motion to the LGNSW Annual Conference (resolution 12 – Funding increase to drought proof Australia. <i>That Local Government NSW advocates for the State and Federal Governments to increase funding for agricultural research, including pasture research to assist in drought proofing Australia.</i>) LGNSW made representations to The Hon. David Littleproud MP, the federal Minister for Agriculture Drought and Emergency Management regarding this issue. A response was received outlining the various government programs to support agricultural research and encouraging future engagement with the network of recovery officers to identify local opportunities for research.</p> <p>Meeting held with David Salisbury Executive Manager Engineering and Geoff Burgess Head of Strategic Council Partnerships from Essential Energy. This meeting conveyed the need to have the powerlines in the CBD relocated to the rear of buildings to enhance local amenity in the ongoing strategy and discussions on the intended use of the old powerhouse site.</p> |

| | | | | | |
|--|---|---|--|---|---|
| <p>DP1.6) Advocate on behalf of the community for improved service levels across the Shires transport network.</p> | <p>Lobby State and Federal Governments for funding to:</p> <ul style="list-style-type: none"> • Reconstruct and realign Bruxner Way from the New England Highway to Sunnyside Loop Road. • Complete the Tenterfield bypass • Reverse the downgrade of the western segment of the Bruxner Highway to Bruxner Way • Seal the Mount Lindesay Road | | | <p>+1</p> | <p>Council has sought an update from Transport for NSW regards the Tenterfield By-Pass from the NSW Government. Over the last three months the intended traffic count was deferred, as a realistic result (due to COVID) was unlikely to be calculated. The traffic count is important as it is required to complete the Benefit Cost Analysis.</p> <p>Council has contacted TfNSW seeking additional consultation to update the community and Council on progress of the THVB. Council has been advised that the concept design and Review of Environmental Factors are now complete, however no projected date for consultation has been established.</p> <p>Council has many different grant applications pending for the sealing of the remainder of Mount Lindesay Road. The sealing of the remaining sections will largely be dependent on external grant funding success. Works undertaken in this financial year have seen 4.5km of the Mount Lindesay Road sealed and reconstruction of 13km of Tooloom Road.</p> <p>Due to the safety of motorists the existing alignment of the Bruxner Way has recently been substantially improved by council, which somewhat negates the need to realign the Bruxner Way.</p> <p>The Bruxner Way reclassification is now at the priority submission stage. It has proven to be a slow process, but at least the process is now well underway.</p> |
| <p>DP1.7) Mayor, Councillor and Committee support</p> <p>Mayoral, councillor and committee support: A – Chief Executive</p> | <p>Continue to develop the professional relationship between Council's elected body and Council's operational organisation.</p> <p>Deliver Business improvements, recognising emerging risks and opportunities.</p> <p>Manage the Civic Service of Council in a financially responsible manner in line with Budget allocations.</p> <p>Provide media liaison, manage branding, corporate image and corporate affairs through media.</p> | <p>B:CE C:CE D:EA&M</p> <p>B:CE C:CE D:EA&M</p> <p>B:CE C:CE D:EA&M</p> <p>B:CE C:CE D:EA&M</p> | | <p>+1</p> <p>+1</p> <p>+1</p> <p>+1</p> | <p>Ongoing. Re-election (uncontested) of Mayor Peter Petty and Deputy Mayor Greg Sauer for the period to Councillor Elections in 2021.</p> <p>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.</p> <p>Ongoing.</p> <p>Ongoing through publication of fortnightly Your Local News, regular media releases and publications from Tourism.</p> |

b) Budget

| COA | 20/21 Review 3 Budget | 20/21 YTD Actuals May | 20/21 Percentage Spent (Review3) |
|--|-----------------------|-----------------------|----------------------------------|
| Civic Office | 367,142 | 330,490 | 90.02% |
| 1. Operating Income | (16,000) | (16,000) | 100.00% |
| 2. Operating Expenditure | 382,387 | 345,735 | 90.42% |
| 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

Grants continue to provide both opportunities and risks to Council as Staff continue to apply for new opportunities in line with the direction of Council. Staff are continuing to work with local groups and associations to write shovel ready applications that can be updated for inclusion in future funding opportunities. 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

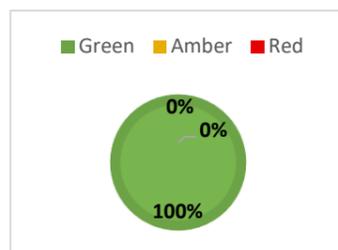
We're doing our best to maintain the level of service expected by the community however we are experiencing a continued demand for increased service levels that are outside our long-term ability to deliver. The continued response to local disaster events is also contributing to the demand for responses that is outside our current resources and is impacting on response times. The biggest increase in this area is road requests.

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.

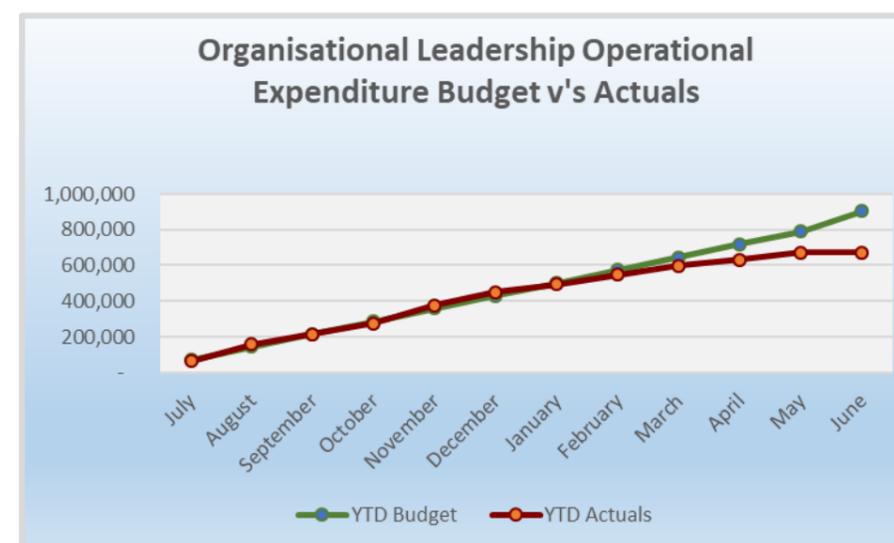
a) Delivery and Operational Plan Precis

| 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 |

| | | | | | | |
|--|--|-------------------------------|--|--|----|--|
| | | | | | | The NSW Government has announced funding of up to \$50,000 to assist Council with the transition to the NSW Government's Planning Portal by 1st July 2021. A grant application has been submitted to facilitate and support the movement of the paper based development application process to online submissions. |
| | 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 3 Budget | 20/21 YTD Actuals May | 20/21 Percentage Spent (Review3) |
|--------------------------|-----------------------|-----------------------|----------------------------------|
| Organisation Leadership | 904,124 | 673,720 | 74.52% |
| 2. Operating Expenditure | 904,124 | 673,720 | 74.52% |



Operational Income:

NA

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. Many smaller community and property grants area also in the final stages of completion and it is great to see the projects providing service to the community.

c) The Business of Improving the Business

The most recent flooding event has provided the opportunity to review the data collection process and program used to identify and support Disaster Recovery Funding requirements. New equipment and training across the Infrastructure Team has streamlined the process with more accurate data that meets the requirements of the program. Data is now uploaded to the system as soon as inspected and provides the opportunity to streamline work programs to minimise disruption to traffic and maximise the efficiency of repair work.

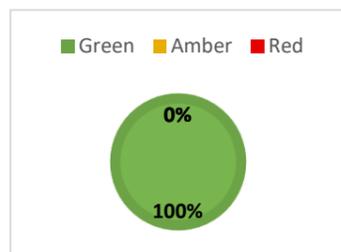
d) Customers

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.

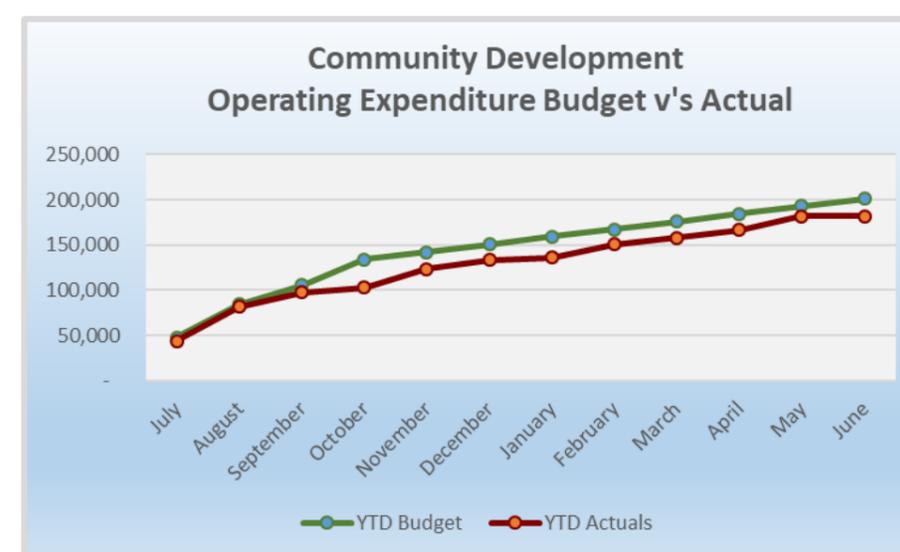
a) Delivery and Operational Plan precis

| 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 | Planning in regard to NAIDOC week with local Aboriginal communities. |
| 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. Including BackTrack. |
| | Support facilities and activities to improve the physical and mental health of the community. | B: MEDCE C: MEDCE | | | +1 | Information and connection provided to a number of services to support people with specific needs. |
| 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 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 | Ongoing promotion and advocacy for enhanced accessibility within our community. |

| | | | | | | |
|---|--|--------------------------------|--|--|----|---|
| DP3.07) Support community organisations that develop and maintain a range of facilities that meet the diversity of community needs, interests and aspirations. Volunteer recruitment and placement: A – Chief Executive Community grants: A – Chief Exe. Community and cultural capacity building: A – Chief Exec. Community events: A – Chief Executive | Support community organisations, groups and events to provide a wide range of activities. | B: MEDCE C: MEDCE D: CDO | | | +1 | Support in partnership with community organisations and events to respond to community needs continues including plans for NAIDOC week. |
| DP3.08) Encourage and support activities focusing on the wellbeing of our residents in Tenterfield Shire. Community events: A – Chief Executive | Promote and support activities that highlight community wellbeing. | B: MEDCE C: MEDCE D: CDO | | | +1 | Encouragement and support focusing on the wellbeing of residents in our Shire continues. |
| DP3.09) Enrich the community by supporting a variety of diverse cultural events and activities. Community grants: A – Chief Executive Sponsorship: A Chief Executive | Maintain communication and relationships with various community organisations. | B: MEDCE C: MEDCE D: CDO | | | +1 | Positive partnering with community organisations to support a number of events and activities. |
| | Deliver Business improvements, recognising emerging risks and opportunities. | B: MEDCE C: MEDCE D: CDO | | | +1 | Emerging risks are considered, recognized and emerging opportunities are pro-actively targeted. |
| | Manage the Community Development Service of Council in a financially responsible manner in line with Budget allocations. | B: MEDCE C: MEDCE D: CDO | | | +1 | The Community Development service of Council is managed financially responsibly. |

b) Budget

| COA | 20/21 Review 3 Budget | 20/21 YTD Actuals May | 20/21 Percentage Spent (Review3) |
|--------------------------|-----------------------|-----------------------|----------------------------------|
| Community Development | 194,653 | 171,741 | 88.23% |
| 1. Operating Income | (6,704) | (10,161) | 151.57% |
| 2. Operating Expenditure | 201,357 | 181,902 | 90.34% |



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

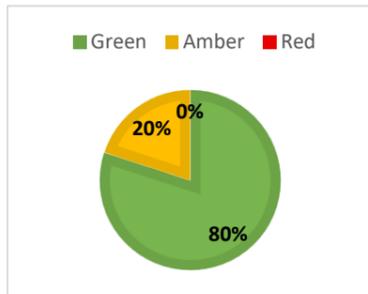
e) Customers

f) Business Statistics

g) Special events, achievements of note, celebrations

Wonderful feedback from the community re Seniors Festival and Youth Week.

4. Economic Growth and Tourism



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

a) Delivery and Operational Plan precis

| 4 Year Delivery Program | 1 Year Operational Plan 20/21 | Officer | -1 | 0 | +1 | Comments: (Business Manager to provide short precis.) |
|--|--|----------------------|----|---|----|--|
| DP4.01) Provide and facilitate future economic growth throughout the Shire. <i>Business sector development: A – Chief Executive</i> | Implement the Economic Development Strategy, promoting growth and new development. | B: MEDCE C: MEDCE | | 0 | | Ongoing. Economic Development and Tourism actions continue to be implemented. Some actions delayed due to 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 Visitor Information Centre volunteers. Opportunity exists for more food/hospitality and retail businesses to operate in Rouse Street, Tenterfield, particularly on weekends and weeknights. This opportunity has been recognised through visitation data showing highest visitation is Friday to Monday, as well as customer feedback via the Tenterfield Visitor Information Centre regarding the lack of dining options available in town in the afternoon, weeknights, and weekends. Data via Localis Data Technologies: What day of the week are people visiting? |
| | Manage the Economic Growth and Tourism Service of Council in a financially responsible manner in line with Budget allocations. | B: MEDCE C: MEDCE | | | | +1 |

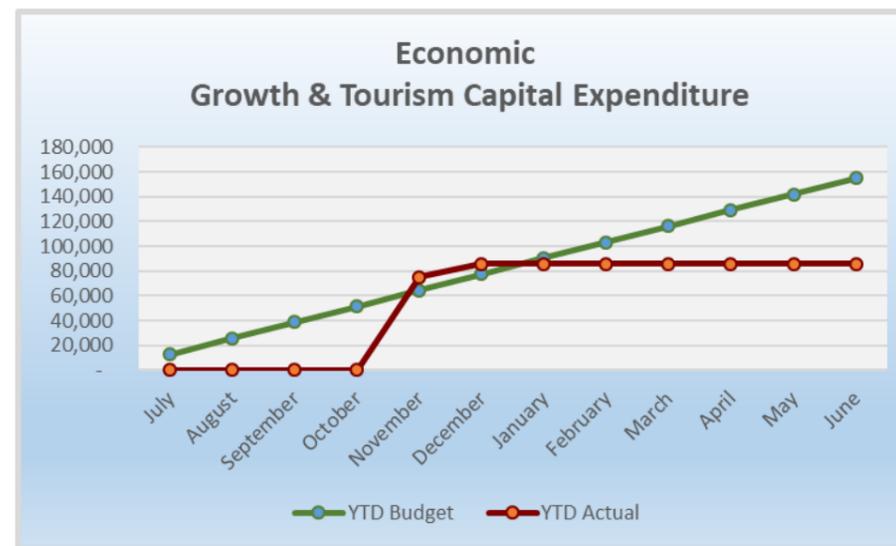
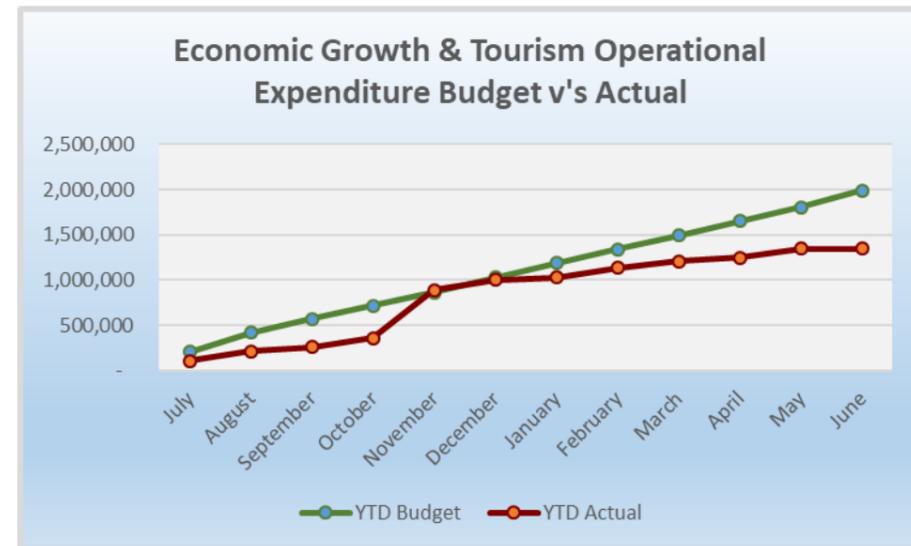
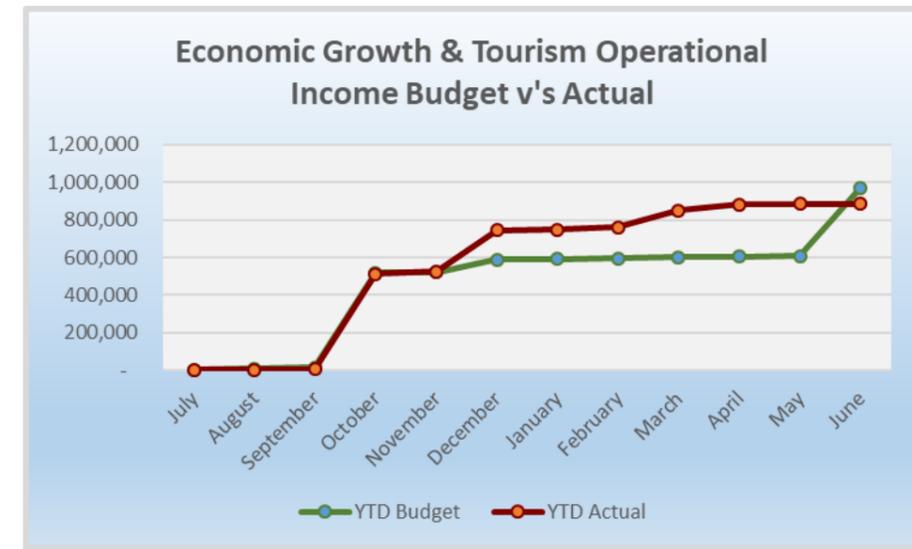
| | | | | | |
|--|--|---|----------|-----------|--|
| <p>DP4.02) Support business and industry to identify and implement emerging trends in technology to facilitate growth. Sponsorship: A – Chief Executive</p> | <p>Facilitate and support the delivery of business training, workshops and forums in conjunction with the Tenterfield Chamber of Tourism, Industry and Business.</p> | <p><i>B: MEDCE C: MEDCE D: TO</i></p> | | <p>+1</p> | <p>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).</p> |
| <p>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</p> | <p>Support future proposals for improved telecommunications infrastructure.</p> | <p><i>B: CE C: CE</i></p> | <p>0</p> | | <p>Upgrade works to mobile phone base station - Lot 7003 Plan DP 92653 - Mount Mackenzie Road Tenterfield - RFNSA No. 2372001 - 28 April 2021 Council staff continue to lobby for improved telecommunications across the shire.</p> |
| <p>DP4.04) Support agriculture as a significant industry in the Shire and promote initiatives that enhance the economic sustainability of agriculture. Business sector development: A – Chief Executive</p> | <p>Support local agricultural events and investigate an appropriate event that showcases the Tenterfield agricultural district and industries.</p> | <p><i>B: MEDCE C: MEDCE D: TO</i></p> | | <p>+1</p> | <p>2021 Tenterfield Show date: 6 February 2022 Tenterfield Show date: 4 & 5 February</p> |
| <p>DP4.05) Promote Tenterfield Shire as a tourism destination. Sponsorship: A – Chief Executive Tourism: A – Chief Executive</p> | <p>Development, management and delivery of the Destination Marketing Plan and marketing campaigns for Tenterfield Shire.</p> | <p><i>B: MEDCE C: MEDCE D: TO</i></p> | | <p>+1</p> | <p>Ongoing planning and implementation of destination marketing campaigns and projects.</p> <p><u>Marketing Support – Tenterfield Gravel n Granite – 21 August 2021</u> Our Tourism Marketing team has provided support to assist the Saddlers Mountain Bike Club Tenterfield to apply for grant funds and assist with marketing/promotion, following Council’s request that the club run a mountain biking event this year. The gravel race event will be held on Saturday 21 August and is expected to attract hundreds of visitors to Tenterfield, as it caters for participants aged 13+, offering 3 ride routes (located to the west of Tenterfield’s township) for all levels of experience. Each race will commence and finish at the Tenterfield Showgrounds and will culminate with an after-race party at the showgrounds with a slideshow of event photos, DJ music, food vans, local beer & wine, and fire pits. Full details (including route maps) & registration: https://thesaddlersmtbclub.com.au/</p> <p><u>Marketing Support – Oracles of the Bush Festival 2022</u> Our Tourism Marketing team was successful in obtaining grant funds for the Oracles of the Bush Festival 2022 and will assist the event committee to create and implement marketing content and activity to promote the 2022 event.</p> <p><u>Marketing Support – Events - Tenterfield Shire</u> Our Tourism Marketing team regularly monitor information regarding upcoming events throughout our Shire and create event listings on the Visit Tenterfield website to increase awareness to our visitors. Our team will also look to create and distribute a 2022 events calendar.</p> <p><u>National Bushfire Recovery Grant Funded Projects</u> Projects to be delivered by end June 2022</p> |

| | | | | | | |
|---|---|----------------------|--|--|----|---|
| | | | | | | <p>Completed:</p> <ul style="list-style-type: none"> • Autumn Campaign 2020 • Tourism Recovery Campaign 2020 • Spring Campaign 2020 • Summer Campaign 20/21 • Oracles of the Bush Festival event promotion • Autumn Campaign 2021 • Climbed Bald Rock Certificates • Visit Tenterfield Social Media Promotion Cards • New England High Country Campaign 2020 <p>In-progress:</p> <ul style="list-style-type: none"> • Winter Campaign 2021 • Tenterfield Shire Villages Videos – <i>Discovering our Hidden Gems</i> • Regional & Tenterfield town map <p>Pending:</p> <ul style="list-style-type: none"> • Spring Campaign 2021 • Summer Campaign 2021/22 • Autumn Campaign 2022 • Additional stock images – autumn photos • Regional photo shoot • Business Photos • Scenic Drives Brochure • History & Heritage Booklet • Attraction Brochures <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>Business/tourism operators are encouraged to tag their social media posts and stories with @visittenterfield and use the hashtag #tenterfieldtrue to increase visibility of their content, including to Council so that we can share their content with our wider visitor network.</p> <p>Visitation Recorded by Visitor Information Centre Visitor numbers and information recorded at VIC on a daily basis. We are also now able to obtain monthly mobility/accommodation occupancy insights for the Tenterfield region via mobile phone app data through Localis Technologies.</p> |
| DP4.06) Plan and lobby for affordable transport options to encourage access to our Shire. | Advocate transport options for the community. | B: MEDCE C: MEDCE | | | +1 | Reduced bus services due to New England Coaches ceasing its Tamworth to Brisbane and Tamworth to Coffs Harbour services 30 April 2021 due to low passenger numbers. |

| | | | | | |
|---|---|---|--|-----------|---|
| <p>4.02 Community and cultural capacity building: A – Chief Executive</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><i>B: MEDCE</i> <i>C: MEDCE</i> <i>D: TO</i></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. 3 x reports to be received by 15 June 2021 More info: https://www.tenterfield.nsw.gov.au/content/uploads/2020/11/Cross-tenure-Research-Partnership-to-Plan-for-the-Visitors-of-the-Future.pdf</p> <p>New England High Country Collaboration with the New England High Country (NEHC) group continues through the development of the website, 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. Visitor Information Centre liaised with chamber to arrange for relocation of all Peter Allen Festival merchandise from previous year's events.</p> |
| <p>DP4.08) Facilitate and participate in ongoing partnership activities with the New England High Country, Tenterfield Chamber of Tourism, Industry and Business. Tourism: A – Chief Executive Business sector development: A – Chief Executive Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</p> | <p>Collaborate and liaise with State, regional and local organisations and businesses on marketing projects and promotions.</p> | <p><i>B: MEDCE</i> <i>C: MEDCE</i> <i>D: TO</i></p> | | <p>+1</p> | <p>Ongoing liaison with local, regional and state tourism and business organisations. Relevant information and opportunities regarding marketing projects and opportunities is regularly shared with local business operators.</p> |
| <p>DP4.09) Promote the liveability of Tenterfield Shire as a place to live, work and play. Tourism: A – Chief Executive Business sector development: A – Chief Executive Community and cultural capacity building: A – Chief Executive Sponsorship: A – Chief Executive</p> | <p>Deliver marketing activities and events to promote Tenterfield as a place to visit, live and invest.</p> | <p><i>B: MEDCE</i> <i>C: MEDCE</i> <i>D: TO</i></p> | | <p>+1</p> | <p>Information on Moving to Tenterfield (live & invest) included in new Visitors Guide and on Council's website. Tenterfield Industrial Estate website remains live.</p> <p>Marketing activity places focus on promoting Tenterfield as a place to visit, live and invest.</p> |

b) Budget

| COA | 20/21 Review 3 Budget | 20/21 YTD Actuals May | 20/21 Percentage Spent (Review3) |
|---|-----------------------|-----------------------|----------------------------------|
| Economic Growth and Tourism | 1,102,080 | 474,077 | 43.02% |
| 1. Operating Income | (972,656) | (885,362) | 91.03% |
| 2. Operating Expenditure | 1,990,836 | 1,342,423 | 67.43% |
| 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 | 6,390 | 163.84% |



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 \$253,420 (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 30 April 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. Leah Osborne commenced a 12-month position as Tourism & Marketing Officer, effective April 2021.

d) The Business of Improving the Business

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

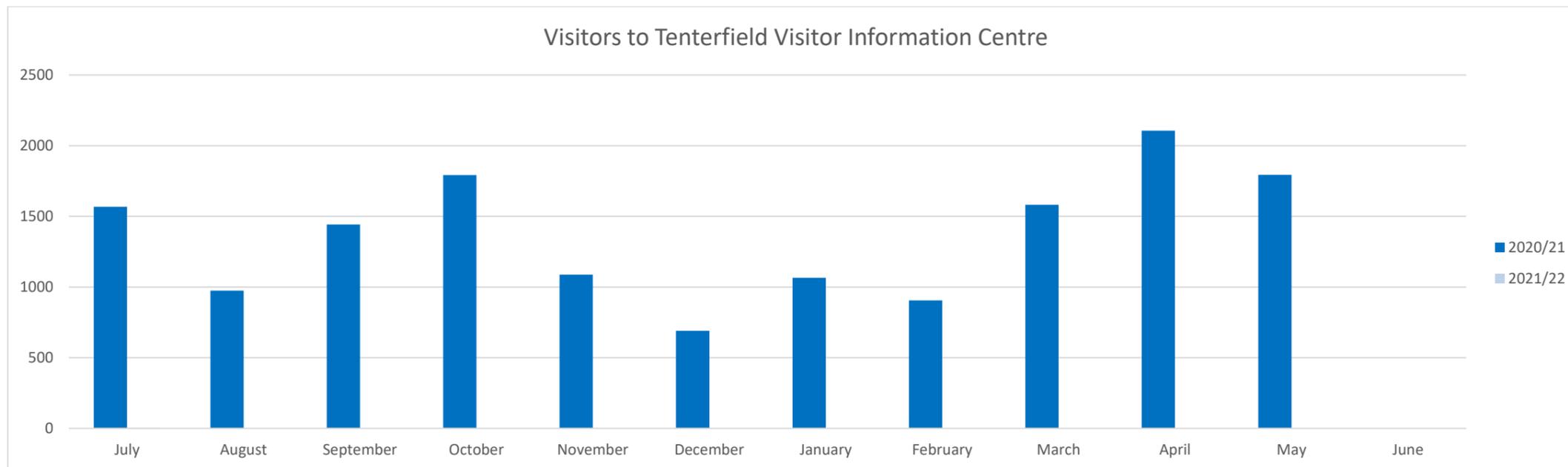
e) Customers

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

| May 2021 | Visitor Numbers | VS previous year | Notes |
|---|-----------------|---|---|
| Visitor Information Centre Visitors | 1,794 | VIC closed in 2020 due to COVID-19 | Queensland border reopened again 1 February 2021 |
| Visit Tenterfield Website Visitors | 4,429 | + 145.1% | Note: Previous year's website was Tenterfield Tourism, not Visit Tenterfield |
| Visit Tenterfield Social Media Accounts | Followers | Engagement | Notes |
| Visit Tenterfield Facebook Account | 6,086 people | Avg. Organic Reach: 1,802 people per post | Post reach shows the number of people who saw any of our posts at least once. |
| Visit Tenterfield Instagram Account | 2,338 people | Impressions: 27,027 | Impressions are the number of times our content, whether a post or a story, was shown to users. |

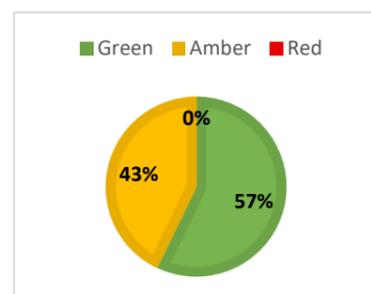


g) Special events, achievements of note, celebrations

Social Media posts throughout the month generated strong engagement and reach – best performing Facebook posts (in order of greatest reach).

| Visit Tenterfield – Winter Promo Video | Dean + his goat, Tilda, in Downtown Tenterfield | Centenary Cottage Museum |
|---|--|---|
|  <p>Visit Tenterfield... The perfect place to explore and relax through winter... True soul True hospitality True flavours True history True nature True adventure #tenterfieldtrue</p> |  <p>Get More Likes, Comments and Shares When you boost this post, you'll show it to more people.</p> <p>4,645 People Reached 770 Engagements Boost Post</p> <p>KerryMarge Martin, Pam Baskett and 201 others 20 Comments 28 Shares</p> <p>Like Comment Share</p> |  <p>Get More Likes, Comments and Shares When you boost this post, you'll show it to more people.</p> <p>3,090 People Reached 721 Engagements Boost Post</p> <p>Debbie McCall, Kathy Burke and 128 others 10 Comments 19 Shares</p> <p>Like Comment Share</p> |
| <p>8.5K people reached 152 reactions, comments & shares 1.2k engagements Paid Post</p> | <p>4.6K people reached 282 reactions, comments & shares 770 engagements Organic (unpaid) Post</p> | <p>3.1K people reached 211 reactions, comments & shares 721 engagements Organic (unpaid) Post</p> |

5. Theatre and Museum Complex



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

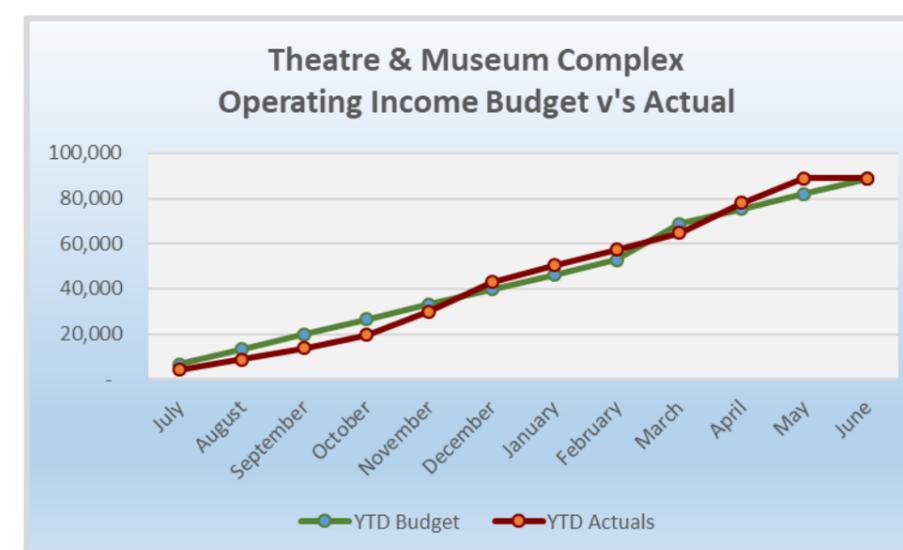
a) Delivery and Operational Plan precis

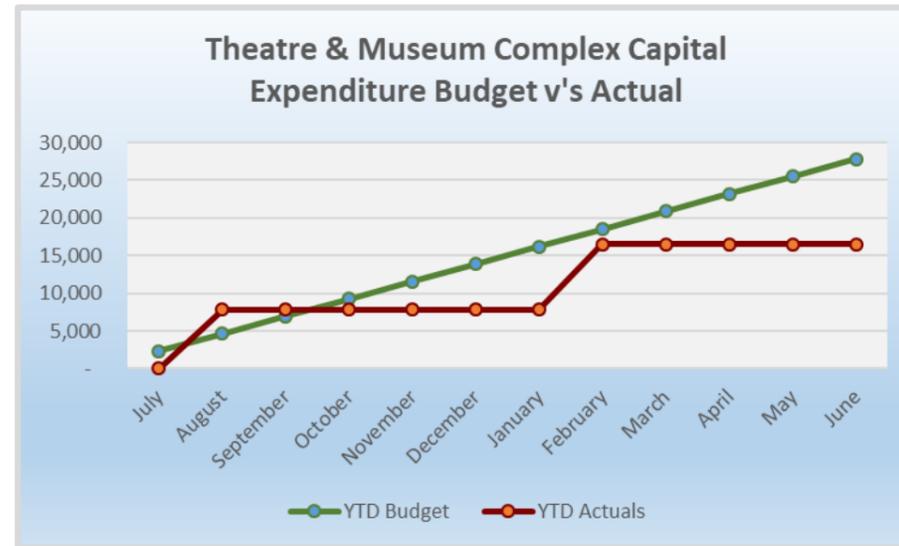
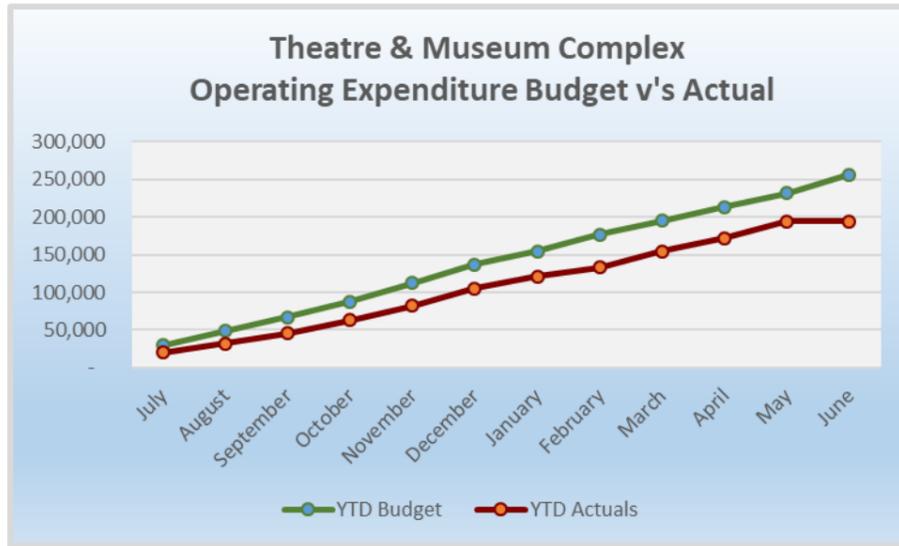
| 4 Year Delivery Program | 1 Year Operational Plan 20/21 | Officer | -1 | 0 | +1 | Comments: (Business Manager to provide short precis.) |
|--|---|-------------------------------|----|---|----|---|
| DP5.01) Sir Henry Parkes Memorial School of Art is provided by Council as a cultural hub of Tenterfield Shire. <i>Culture, theatre & museum: A – Chief Executive</i> | Manage and operate all aspects of the Sir Henry Parkes Memorial School of Arts (Cinema, Theatre, and Museum). | B: MEDCE C: MEDCE D: CO | | | +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. During the past reporting period the school of Arts has maintained its operations seven days a week. Servicing the community with cinema, theatre and museum activities. Patronage to the facility has returned to a high level, with particular interest in the museum. |
| | Deliver Business improvements, recognising emerging risks and opportunities. | B: MEDCE C: MEDCE D: CO | | | +1 | COVID 19 Plan was completed, ongoing monitoring of all regulations from NSW government. During this reporting period the new assets of film and screens have been utilized to encourage patrons to access further stories on the museum artifacts enhancing the visitors experience in the museum |
| | Manage the Theatre and Museum Complex in a financially responsible manner in line with Budget allocations. | B: MEDCE C: MEDCE D: CO | | | +1 | 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. | B: MEDCE C: MEDCE | | | +1 | Ongoing. Regular meetings held with the Friends of the School of Arts and National Trust Representative. Held 75 th Anniversary of National Trust with excellent attendance of 130 attendees over 3 events. |
| 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. | B: MEDCE C: MEDCE D: CO | | | +1 | <ul style="list-style-type: none"> Cinema numbers increasing due to less Covid19 restrictions and improved availability of quality film. Second Theatre production for 2021 has been scheduled for Tuesday 29th June 2021 7.30pm Melbourne international comedy Roadshow. Winter school music program scheduled for 28th June – 2nd July. Dine and Discover vouchers have proved popular with our patrons utilising them for various activity throughout the complex. 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. | B: MEDCE C: MEDCE | 0 | Volunteer numbers for the Sir Henry Parkes Memorial School Of Arts have stabilized with good participation supporting events and overall running of the facility. The annual Volunteers training day breakfast held on the 19 th of May, with excellent attendance with 30 volunteers attending and positive feedback provided by the volunteers. |
| DP5.05) Encourage activities for young people and families in Tenterfield Shire <i>Culture, theatre & museum: A – Chief Executive</i> <i>Community and cultural capacity building: A – Chief Executive</i> | Development, management and delivery of a Cinema Program, theatre education and youth related programs. | B: MEDCE C: MEDE D: CO | +1 | The Sir Henry Parkes Memorial School Of Arts supported The National Simultaneous Story time read from space event held in the Cinema/Theatre. The event was attended by three school groups along with high school students and was run successfully on the big screen. |

b) Budget

| COA | 20/21 Review 3 Budget | 20/21 YTD Actuals May | 20/21 Percentage Spent (Review3) |
|--|-----------------------|-----------------------|----------------------------------|
| Theatre & Museum Complex | 195,877 | 152,536 | 77.87% |
| 1. Operating Income | (88,688) | (89,064) | 100.42% |
| 2. Operating Expenditure | 256,770 | 194,073 | 75.58% |
| 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 | 1,500 | 0 | 0.00% |
| 5005515. School of Arts - Electronic Entrance Sign | 2,000 | 0 | 0.00% |
| 5005516. School of Arts - Upgrade Cinema Technology | 5,000 | 0 | 0.00% |





Capital Income:
N/A.

Capital Expenses:

No significant variance

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.

Measures have been put in place to ensure staff and volunteers remain safe.

e) The Business of Improving the Business

The School of Arts continues to engage with the community and provide excellent activity and events for the general public.

f) Customers

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

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

g) Business Statistics

| Museum – March 2021 | | Cinema – March 2021 | |
|---|---------|-------------------------|-----------|
| Total museum visitation | 690 | Total cinema admissions | 362 |
| Average Admission Price | \$3.95 | Screenings | 35 |
| Merchandising Sales | \$126 | Candy Bar | \$882.00 |
| Museum Entry Sales | \$2,727 | Average Admission Price | \$9.38 |
| | | Gross Box Office | \$3396.00 |
| | | Net Box Office | \$3807.00 |
| | | Website Visitors | 226 |
| Museum Volunteers | | Website Change | 14.7% |
| 8 Volunteers x 210 hours | | Newsletter Subscribers | 228 |
| Cinema Volunteers 17 x 136 Hours | | | |

h) Special events, achievements of note, celebrations

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

Moving Forward with Theatre operation: 4 Multi-Media tutorials have been developed for the cinema. By harnessing the big screen, participants are able to take part while observing COVID 19 health regulations.

Introductory topics included–

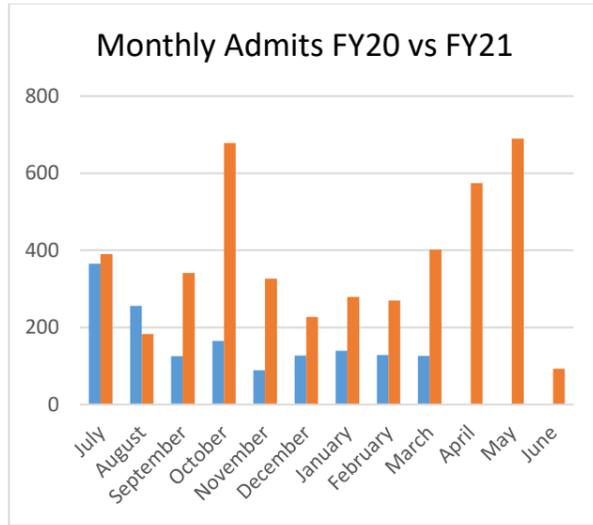
- Continuation of current tutorial programming including recording and editing voice, Basic video editing, creating soundscapes for film and Songwriting tips will continue.

Other activities include:

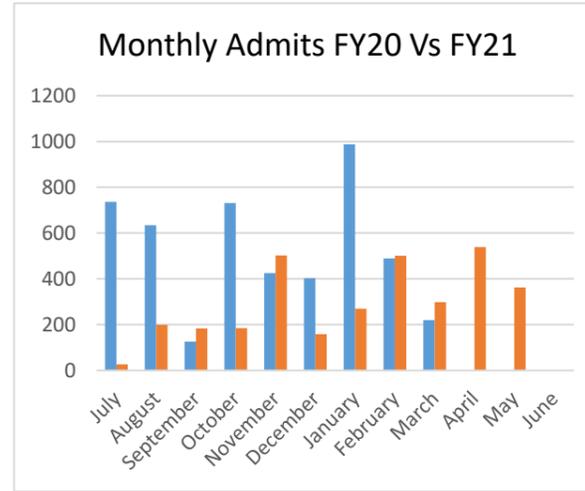
- stage functioning for filming performers
- Schedule developing, music, poetry, dance and drama.

The National Simultaneous Story time read from space event held in the Cinema/Theatre



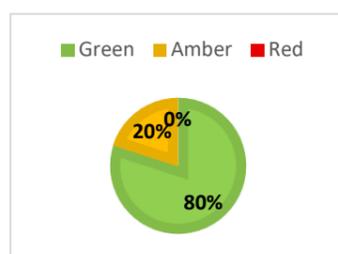


Museum Admits



Cinema Admits

6. Library Services



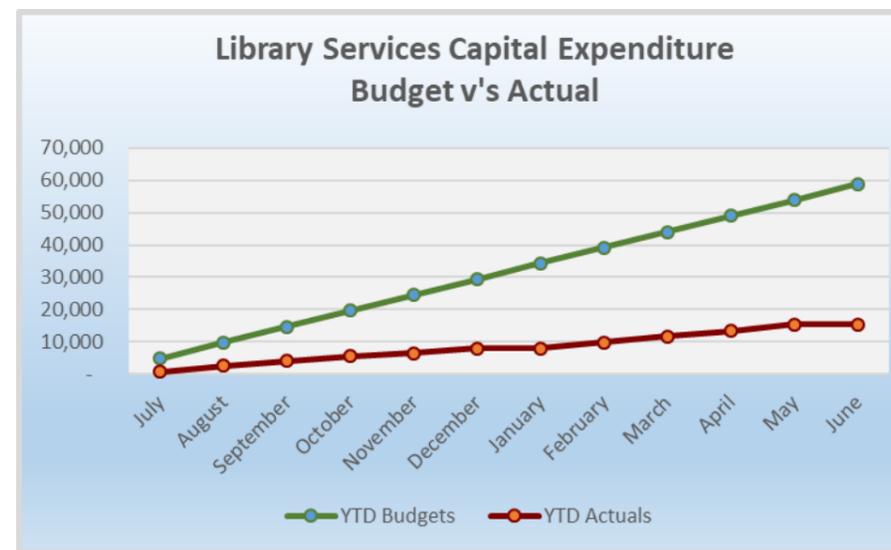
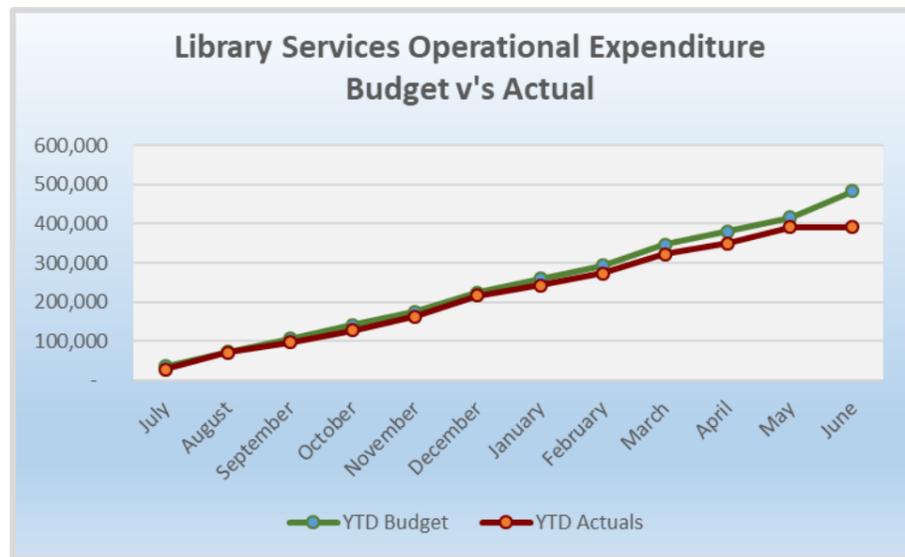
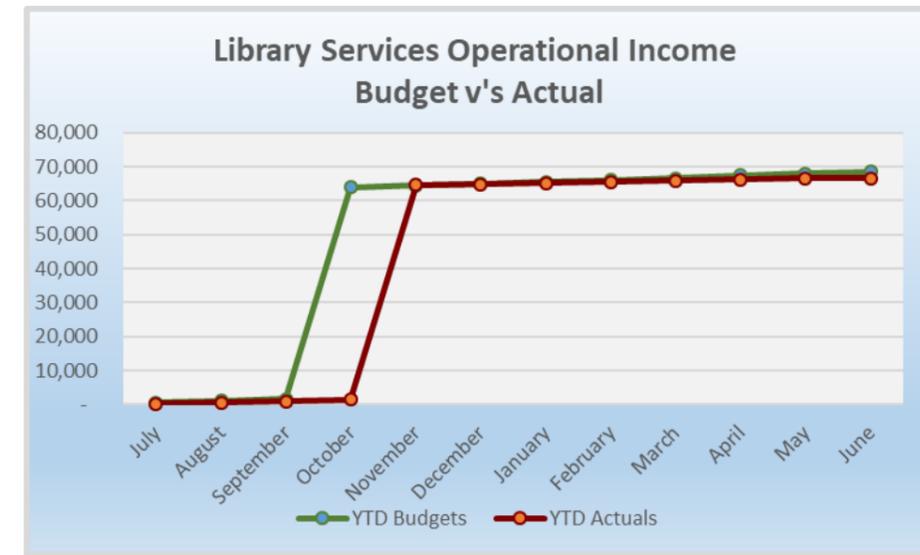
Under the 4 year Delivery Plan *Library Services* relates to: home services; vision impaired; review and updating collections; exchanges; internet and Wi Fi access; accessible technology; exhibitions; online training and resources; research and reference services; and the management of corporate art 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. | B:SL C:SL D:SL | | | +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. | B:SL C:SL | | | +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. | B:SL C:SL | | | +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. | B:SL C:SL D:SL | | | +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). | B:SL C:SL D:SL | | 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 3 Budget | 20/21 YTD Actuals May | 20/21 Percentage Spent (Review3) |
|---------------------------------------|-----------------------|-----------------------|----------------------------------|
| Library Services | 459,956 | 326,331 | 70.95% |
| 1. Operating Income | (68,528) | (66,618) | 97.21% |
| 2. Operating Expenditure | 483,719 | 390,579 | 80.75% |
| 3. Capital Income | (19,329) | (19,329) | 100.00% |
| 4. Capital Expenditure | 58,802 | 15,444 | 26.26% |
| 5000500. Library Resources | 21,622 | 14,035 | 64.91% |
| 5000515. Local Priority Grant 2019/20 | 17,851 | 1,410 | 7.90% |
| 5000520. Local Priority Grant 2020/21 | 19,329 | 0 | 0.00% |
| 6. Liabilities | 5,292 | 6,254 | 118.18% |



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.
- Grant application for Inaugural Country Library Grants for \$1500 for a new public desktop computer/s. This computer will be utilised by the High School study group during their sessions in the Library. This will enable Local Priority Grant Funding for a similar amount to be allocated for other technology including new public computers.

d) Emerging Issues, Risks and Opportunities

- The Library Service has returned to near normal opening hours (10am – 4.30pm).
- Waiting for a start time to commence foyer renovations.

e) The Business of Improving the Business

- National Simultaneous Storytime was held in the Sir Henry Parkes Theatre with 50 children attending. Tenterfield High School students joined in this event reading stories and performing rhymes and songs with staff from the Library.
- A Law week event “Your money and the Law” was held as a zoom event in the Library with four participants attending.
- High School study group has commenced in the Library. These are once a week study sessions for High School students. This is a community initiative between The Benevolent Society, Armajun Aboriginal Health Service, Tenterfield High School and Tenterfield Public Library.
- We have added more Science Fiction titles to our catalogue to fill a niche.

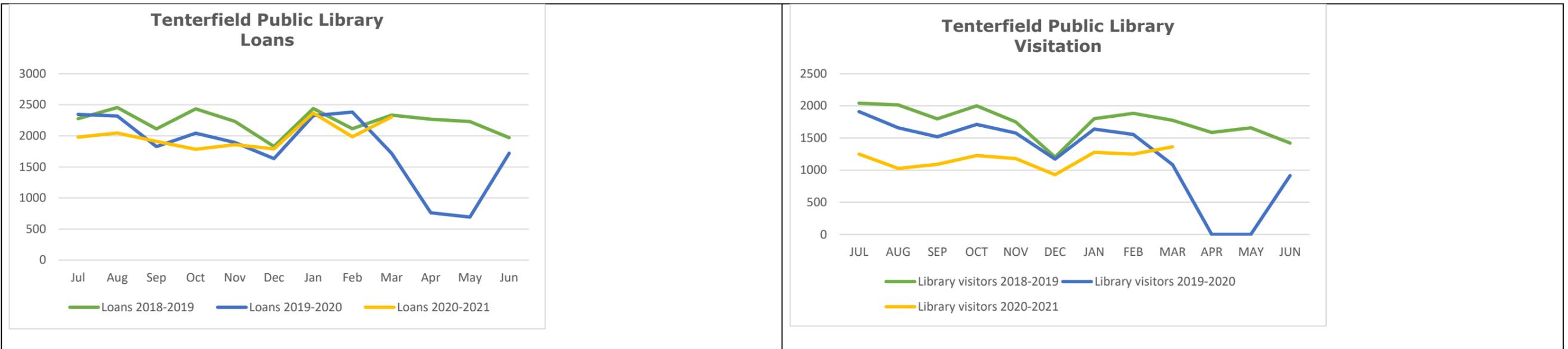
f) Customers

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

g) Business Statistics

Tenterfield Public Library Statistics for April 2021

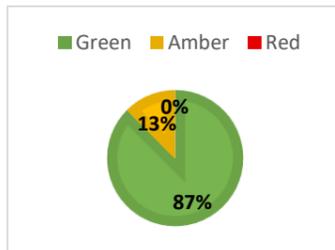
| | |
|---|--|
| Loans Tenterfield: 1,607 Loans Drake: 21 Loans Torrington:37 Loans Urbenville: 114 Total Physical loans: 1,779 Total eLoans: 264 Total of Loans: 2,043 Tenterfield Door count: 1,160 Total Library Visitors: 1,210 Home Library Service Loans: 181 | Reservations satisfied: 46 New borrowers: 11 Computer Users: 174 Computer Hours: 210 OPAC searches: 2,012 Tenterfield Star database searches: 281 Completed ILL: 13 Deletions: 66 New Items catalogued: 67 Holdings as at 01/04/2021: 31,764 |
|---|--|



h) Special events, achievements of note, celebrations

- As illustrated in the above statistics graph the library's loans have returned to pre-Covid levels.

7. Workforce Development



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

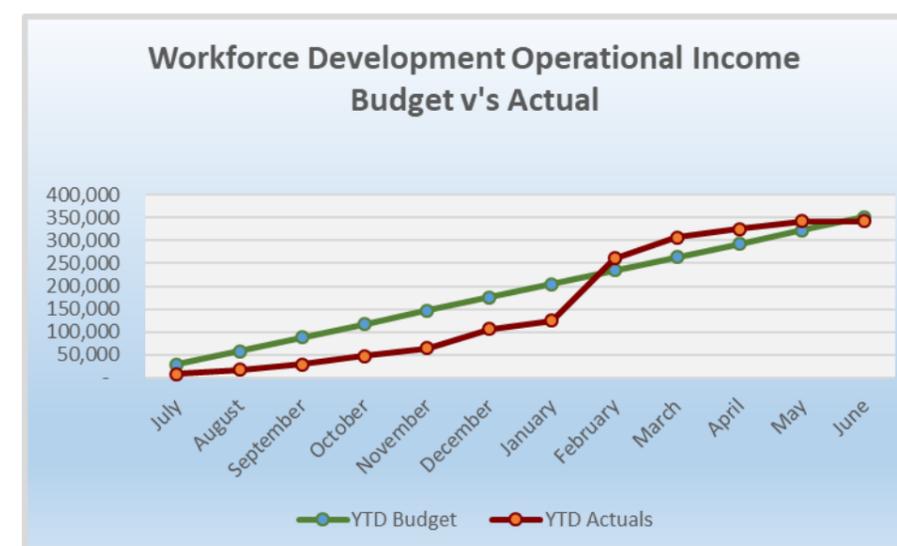
a) Delivery and Operational Plan precis

| 4 Year Delivery Program | 1 Year Operational Plan 20/21 | Officer | -1 | 0 | +1 | Comments: (Business Manager to provide short precis.) |
|--|--|---------------------------------|----|---|----|---|
| DP7.01) Provide an organisation-wide approach to the effective management of workplace health and wellbeing. <i>Workforce planning: A – Chief Executive</i> <i>Workforce culture: A – Chief Executive</i> <i>Workers compensation: A – Chief Executive</i> | Facilitate worker health and wellbeing consultation communication, and participation processes. | B:MHRWD C:WHSRMO D:WHSRMO | | | +1 | Consultation communication, and participation processes in line with legislative requirements. 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. | B:MHRWD C:WHSRMO D:WHSRMO | | | +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. | B:MHRWD C:MHRWD | | | +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. Certificate IV in civil construction is currently being organise for thirteen (13) Transport & Infrastructure staff. |
| 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). | B:MHRWD C:MHRWD | | 0 | | Discussions continuing with associated business unit Managers to ensure a continued focus on operational outcomes, required resourcing with strategic and financial alignment. Challenges are currently being faced aligning some of our technical skill shortages with skill supply. Current FTE 112 |

| | | | | | |
|---|--|---------------------------------|--|----|---|
| | Deliver Business improvements, recognising emerging risks and opportunities. | B:MHRWD C:MHRWD | | +1 | Strategic workforce planning is still a current focal point ensuring a deep understanding of the current and future states of our workforce. A complete review of HR processes, practices and framework has been planned this month to ensure strategic alignment, the implementation of improvements and efficiencies |
| | 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 and costs savings have been explored. Recent high staff turnover, multiple retirements and extended leave have heavily impacted operating expenditure this month. State Government training subsidies are still being 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. Novated leasing arrangements, secondment, career development opportunities and flexible work arrangements have all been elements this month that have contributed to happier/more motivated staff members. |
| 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 management continues to be implemented. Formal reporting to the Audit Committee implemented. |

b) Budget

| COA | 20/21 Review 3 Budget | 20/21 YTD Actuals May | 20/21 Percentage Spent (Review3) |
|--------------------------|-----------------------|-----------------------|----------------------------------|
| Workforce Development | 962,439 | 955,753 | 99.31% |
| 1. Operating Income | (351,508) | (342,484) | 97.43% |
| 2. Operating Expenditure | 1,313,947 | 1,298,236 | 98.80% |



Capital Income:

Nil to report

Capital Expenses:

Nil to report

Emerging Issues, Risks and Opportunities

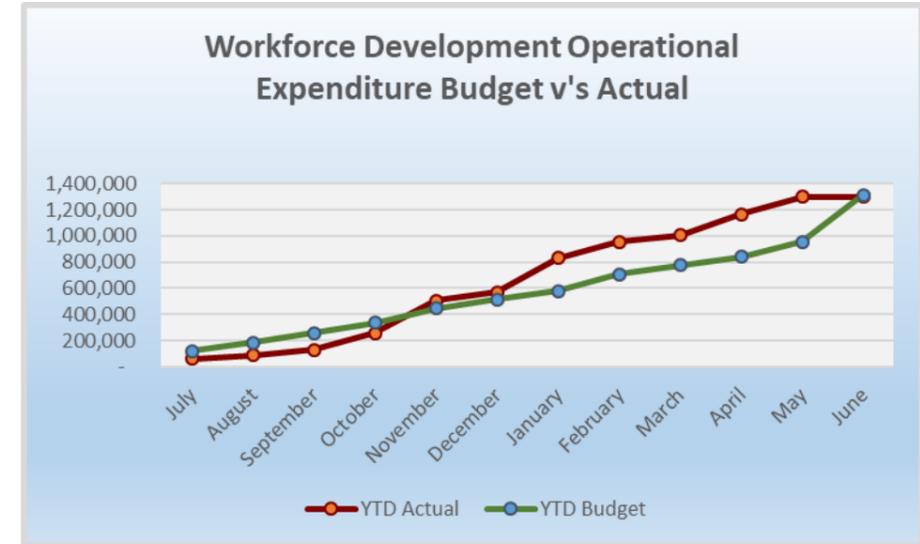
Challenges are currently being faced aligning some of our technical skill shortages with skill supply.
Vacancy rate still currently 11%

The Business of Improving the Business

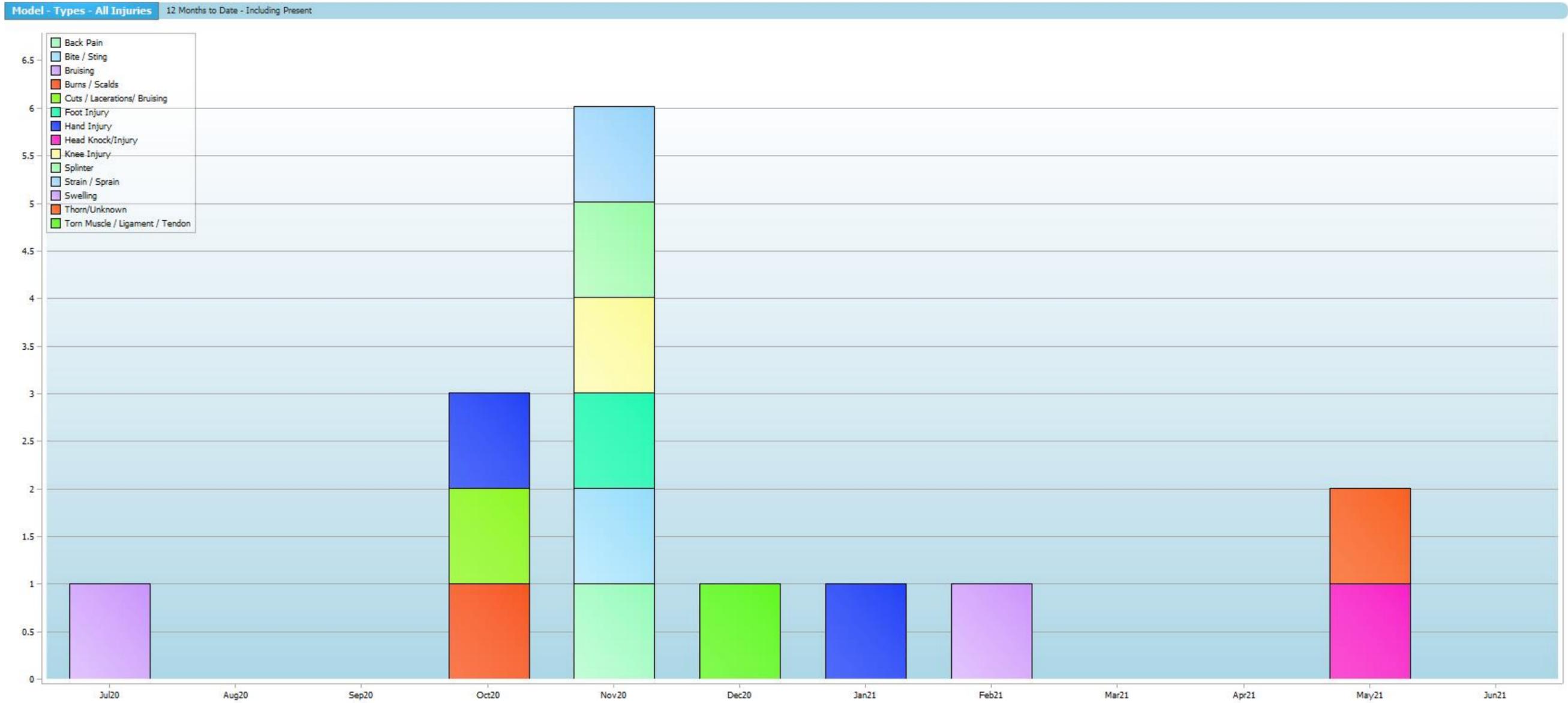
A review of HR processes, practices and framework continued this month to ensure strategic alignment, the implementation of improvements and efficiencies.

Customers

Nil to report.



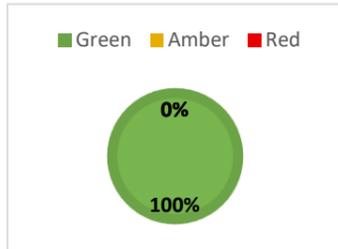
Business Statistics



Special events, achievements of note, celebrations

Nil to report.

8. Emergency Services



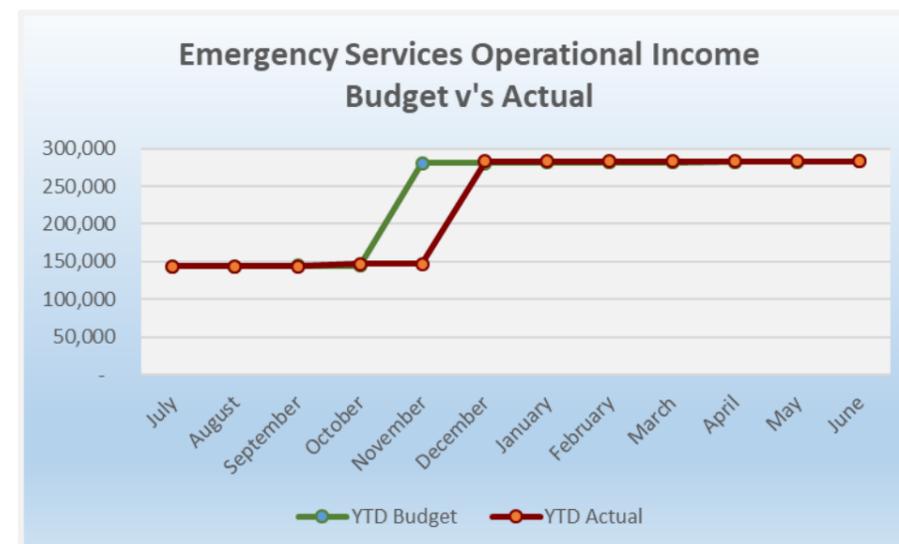
Under the 4 year Delivery Plan *Emergency Services* relates to: integrating land use policies to support emergency management; disaster management; review of emergency management plans; inter-agency communication and collaboration; and rural addressing. The Office of the Chief Executive directly oversees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

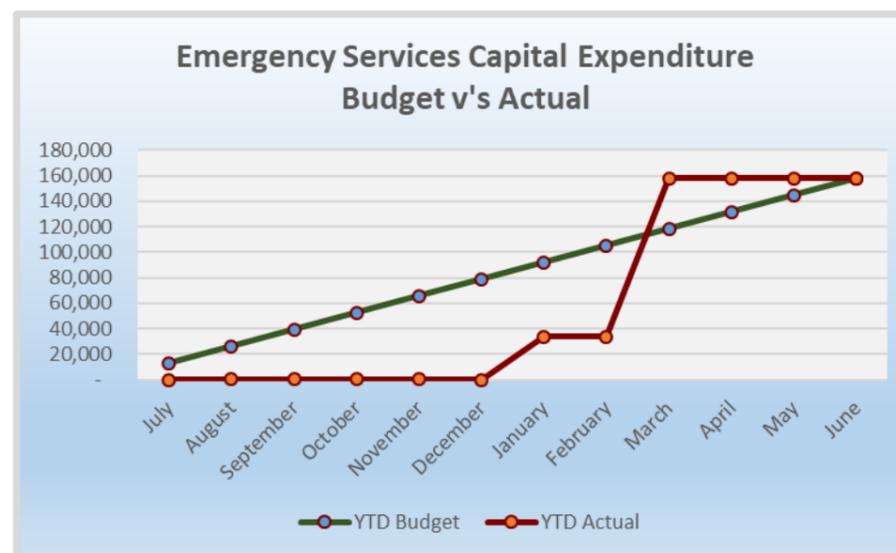
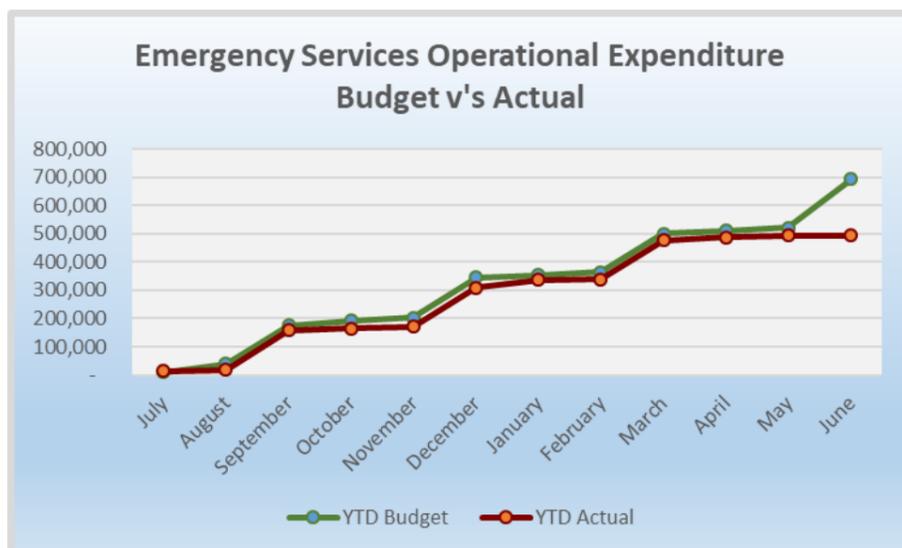
a) Delivery and Operational Plan precis

| 4 Year Delivery Program | 1 Year Operational Plan 20/21 | Officer | -1 | 0 | +1 | Comments: (Business Manager to provide short precis.) |
|--|--|---------------------------------|----|---|----|--|
| DP8.01) Review and ensure the integration of Council current studies and plans into strategic land use planning and operational planning documents and policies to support our emergency management function. Disaster management: A – Chief Executive Roads, bridges and retaining walls: A – Director Infrastructure | Develop, manage and deliver Emergency Management functions and facilities. | B:MHRWD C:WHSRMO D:WHSRMO | | 0 | | Emergency Management Centre completed and undergoing commissioning LEMC committee meetings are well attended and effective. REMC committee meetings are well attended and effective Mingoola RFS shed scope of works has been finalised and Tenders formally requested by RFS Northern Table Lands. |
| | 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. NSW Ambulance Tenterfield has contacted Aeromedical to conduct prospective helipad site assessments. Awaiting Aeromedical timeline. |
| | 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 3 Budget | 20/21 YTD Actuals May | 20/21 Percentage Spent (Review3) |
|--|-----------------------|-----------------------|----------------------------------|
| Emergency Services | 569,418 | 369,012 | 64.81% |
| 1. Operating Income | (282,637) | (282,637) | 100.00% |
| 2. Operating Expenditure | 694,111 | 493,613 | 71.11% |
| 4. Capital Expenditure | 157,944 | 158,036 | 100.06% |
| 5800505. Bush Fire Brigade Stations 2015/16 (Steinbrook) | 0 | 92 | 0.00% |
| 6600400. Emergency Management Centre Expenditure | 157,944 | 157,944 | 100.00% |





Grant Funding to be sourced for these Projects:

| Service area | Account Type | Project | Funds Required 2020/21 | Funds Received 2020/21 |
|--------------|--------------|---------------|------------------------|------------------------|
| Emergency | Capital | Helipad (RFS) | 200,000 | |

Operational Income:

Grant for \$143,443.00 received from the Office of Local Government for the cost of the Emergency Services Levy increase for 2020/21.

Operational Expense:

Third quarterly payment for the Emergency Services Levy was paid in March.

c) Capital Projects

Emergency Management Centre grant fully expended and acquitted.

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.

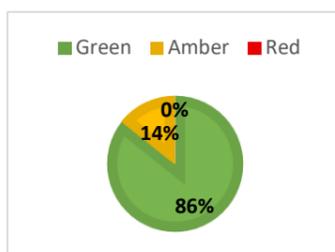
g) Business Statistics

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.

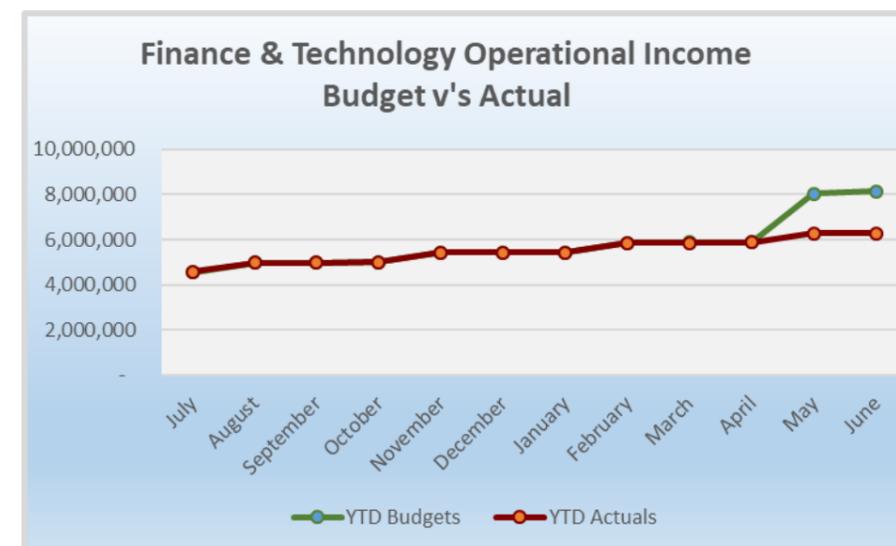
a) Delivery and Operational Plan precis

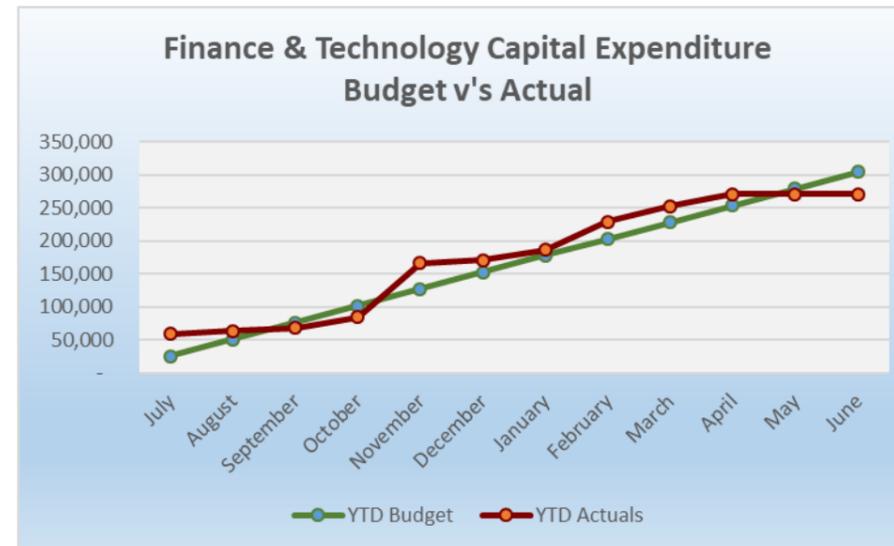
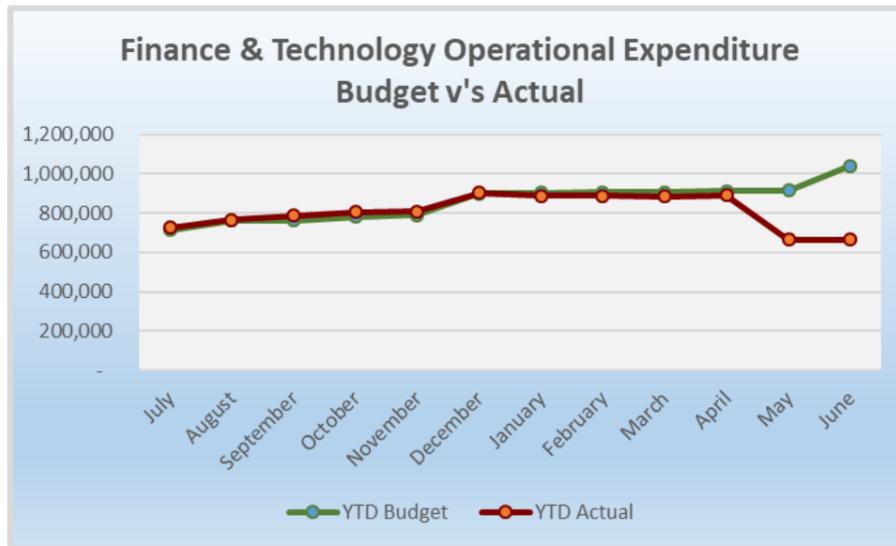
| 4 Year Delivery Program | 1 Year Operational Plan 20/21 | Officer | -1 | 0 | +1 | Comments: (Business Manager to provide short precis.) |
|---|---|-------------------------|----|---|----|---|
| DP9.01) Ensure that information technology meets Councils operational requirements. <i>IT system / software 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 3 Budget | 20/21 YTD Actuals May | 20/21 Percentage Spent (Review3) |
|---------------------------------------|-----------------------|-----------------------|----------------------------------|
| Finance & Technology | (6,722,299) | (5,304,608) | 78.91% |
| 1. Operating Income | (8,143,722) | (6,290,941) | 77.25% |
| 2. Operating Expenditure | 1,040,465 | 663,217 | 63.74% |
| 4. Capital Expenditure | 305,000 | 271,400 | 88.98% |
| 1810501. Computer Equipment - Finance | 55,000 | 49,228 | 89.51% |
| 1810508. Capitalised Software | 250,000 | 222,171 | 88.87% |
| 6. Liabilities | 75,958 | 51,717 | 68.09% |





Capital Income:

Not applicable.

Capital Expenses:

No Significant variance.

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

Some finance staff are having 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 work is well under way on importing existing asset data from spreadsheets into the new system. A new credit card management system has also been implemented. 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 will be launched in May/June 2021.

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

-

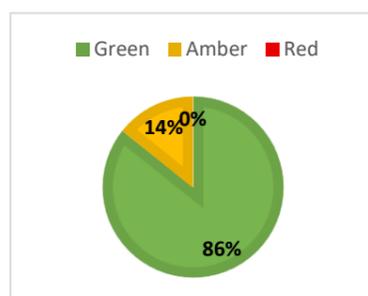
f) Special events, achievements of note, celebrations

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.

The 2020/21 Interim audit was conducted in April 2021, with the audit team from Forsyth's onsite in late April. Council is awaiting the final report; in the meantime staff have already begun implementing a number of improvements to procedures following suggestions from the auditors.

10. Corporate and Governance



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

Delivery and Operational Plan precis

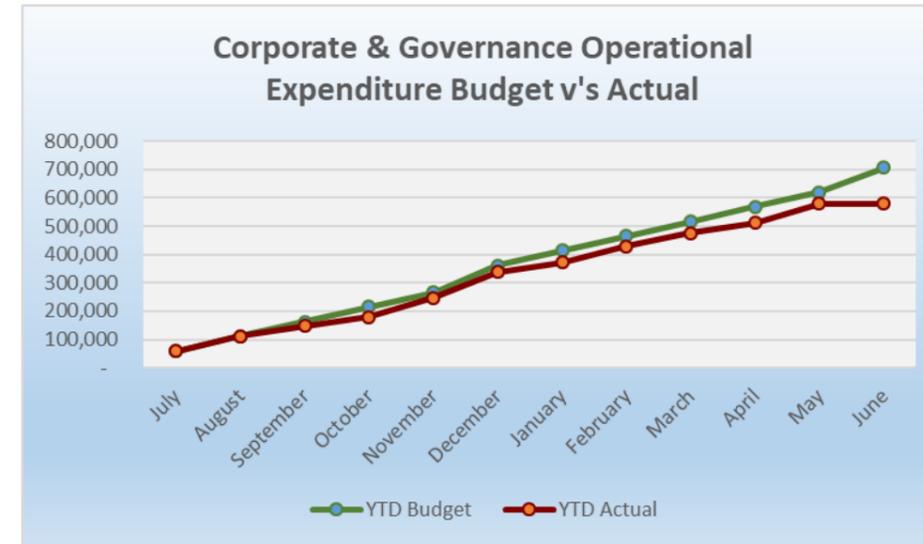
| 4 Year Delivery Program | 1 Year Operational Plan 20/21 | Officer | -1 | 0 | +1 | Comments: (Business Manager to provide short precis.) |
|---|---|--|----|---|----|---|
| DP10.01) Ensure that the performance of Council as an organisation complies with all statutory reporting guidelines and information is available to decision makers. <i>Corporate performance & reporting: A – Chief Corporate Officer</i> <i>Business process improvement & integration: A – Chief Corporate Officer</i> <i>Procurement and tendering compliance: A – Chief Corporate Officer</i> <i>Internal audit: A – Chief Corporate Officer</i> | Develop, manage and deliver Governance Services. | <i>B:MCSGR</i> <i>C:MCSGR</i> <i>D:MCSGR</i> | | | | Adopted Operational Plan 2020/2021 provided to Office of Local Government on 10 July 2020. Public Interest Disclosure (PID) Report for 2019/2020 submitted to NSW Ombudsman on 30 July 2020. No PID's for the period 2019/2020. Fraud Control Policy adopted by Council on 23 October 2020. Annual Report for 2019/2020 adopted by Council on 25 November 2020. Link to report emailed to Office of Local Government on 30 November 2020. Audit & Risk Committee Meeting held on 9 December 2020. 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). Procurement Policy adopted by Council on 24 March 2021, pending public submissions (no submissions received). Legislative Compliance Policy adopted by Council on 24 March 2021, pending public submissions (no submissions received). Fraud Control Plan approved by Acting Chief Executive Officer on 9 March 2021. Operational Plan, Budget and Fees and Charges for 2021/22 adopted on 31 May 2021. |
| DP10.02) Promote and support community involvement in Council decision making process. | Manage and deliver services for community involvement in Council decision making processes. | <i>B:MCSGR</i> <i>C:MCSGR</i> <i>D:MCSGR</i> | | | | 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>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> | | | | | |
| <p>DP10.03) Deliver Customer Service and Business Services in the support of corporate outcomes. Customer service: A – Chief Corporate Officer</p> | <p>Develop, manage and deliver Customer Services.</p> | <p>B:MCSGR C:MCSGR D:CSO</p> | | <p>0</p> | <p>Customer Services being delivered from Visitor Information Centre during May 2021. Noise levels at the VIC continue to cause issues with hearing phone calls coming through to the mobile phone being used to receive calls. Use of the mobile phone for customer calls is not sustainable, given the phone's lack of capability to manage calls, other than receive the calls.</p> |
| | <p>Deliver Business improvements, recognising emerging risks and opportunities.</p> | <p>B:MCSGR C:MCSGR D:MCSGR</p> | | <p>+1</p> | <p>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.</p> |
| | <p>Manage the Corporate and Governance Service of Council in a financially responsible manner in line with Budget allocations.</p> | <p>B:MCSGR C:MCSGR D:MCSGR</p> | | <p>+1</p> | <p>No capital budgets allocated in 2020/21. Operational budgets in line with projected expenditure.</p> <p>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 this backfilling, there is no administrative support for Governance function.</p> |
| <p>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</p> | <p>Develop, manage and deliver Customer and Stakeholder Services.</p> | <p>B:MCSGR C:MCSGR D:MCSGR</p> | | <p>+1</p> | <p>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 (fourteen months as at May 2021).</p> <p>123 customer service general enquiries for May 2021.</p> <p>652 phone calls came in to 6736 6000.</p> <p>3,503 phone calls came in to Council fixed and mobile phone numbers in May 2021.</p> |
| <p>DP10.04.01) Deliver and facilitate leadership in strategic planning and implementation.</p> | <p>Develop, manage and deliver Records Services.</p> | <p>B:MCSGR C:MCSGR D:RC</p> | | <p>+1</p> | <p>Continuation of implementation of altus Enterprise Content Management (ECM) system in May 2021.</p> <p>Introduction to altus procedures have been finalised, as well as specific procedures related to user tasks, for example, Folder Management.</p> |

| | | | | | | |
|--|--|--|--|--|--|---|
| | | | | | | One on one training will continue while Records staff are located in Records House, and group training will take place when a suitable venue becomes available (administration building). |
|--|--|--|--|--|--|---|

Budget:

| COA | 20/21 Review 3 Budget | 20/21 YTD Actuals May | 20/21 Percentage Spent (Review3) |
|--------------------------|-----------------------|-----------------------|----------------------------------|
| Corporate and Governance | 704,025 | 578,900 | 82.23% |
| 1. Operating Income | (1,538) | (1,159) | 75.38% |
| 2. Operating Expenditure | 705,563 | 580,060 | 82.21% |



a) Capital Income:

No capital income forecast for 2020/21.

c) Capital Expenses:

No capital expenditure budget allocated for 2020/21.

Operational Income:

No significant variance.

Operational Expense:

No significant variance.

Capital Projects

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

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.

The Business of Improving the Business

No update.

Customers

123 Customer Service General Enquiries in May 2021.

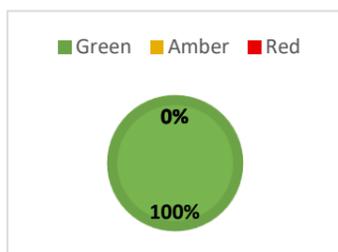
b) Business Statistics

3,503 phone calls came in to Council's fixed and mobile phone numbers in May 2021.

c) 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.

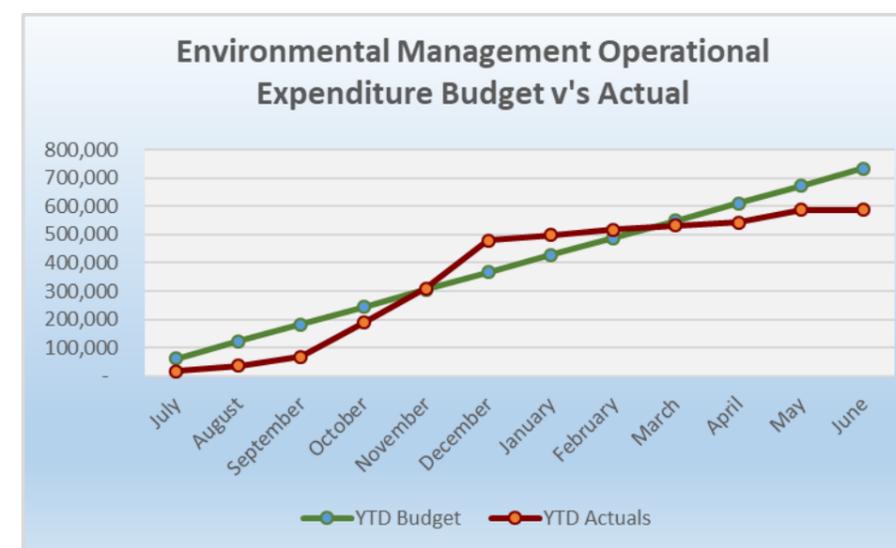
a) Delivery and Operational Plan precis

| 4 Year Delivery Program | 1 Year Operational Plan 20/21 | Officer | -1 | 0 | +1 | Comments: (Business Manager to provide short precis.) |
|--|---|---|----|---|-----------|---|
| <p>DP11.01) Provide systems and processes to ensure compliance with legislation and standards.</p> <p><i>Illegal dumping and littering: A – Chief Corporate Officer</i></p> <p><i>Parking, traffic & DDA regulation: A – Chief Corporate Officer</i></p> | <p>Develop and manage systems and processes to deliver Companion Animals requirements, Illegal Dumping and Parking Control.</p> | <p><i>B:OSRUS</i> <i>C:OSRUS</i> <i>D:RCO</i></p> | | | <p>+1</p> | <p><i>Regular patrols were carried out in the Tenterfield Shire. Again numerous people cautioned for walking dogs off lead along walking track in Tenterfield. New signs have been ordered for people walking dogs along walking track to clarify dogs must be on leads.</i></p> <p><i>Five dogs and one cat picked up for straying in May. Returned to owner. 3 x Fines issued as owner’s dog repeat offenders. Two other cautioned. Owner of cat cautioned for not registered.</i></p> <p><i>Council Officers are conducting regular parking patrols and in the month of April, Two 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></p> <p><i>One person issued fine for illegal dumping and one issued for Abandoned vehicle.</i></p> <p><i>Six fines issued for Unregistered dogs.</i></p> <p><i>Three further letters sent out for Unregistered dogs.</i></p> <p><i>One person fined for fail to clean block.</i></p> <p><i>On the 24/5/21 council was involved in a micro-chipping day with RSPCA, resulting in forty dogs and cats being micro-chipped. Letters will now be sent out for the registering of their animals.</i></p> <p><i>Also six dogs surrendered to Council from the Aboriginal Mission, resulting in five being picked by the Rescue group and one adult dog, desexed and rehomed with a family in Tenterfield.</i></p> |
| <p>DP11.02) Provide community education program to encourage residents and visitors to reduce their impact on vegetation including the management of pests and weeds.</p> | <p>Develop, manage and deliver community weed and pest management reduction programs.</p> | <p><i>B:OSRUS</i> <i>C:OSRUS</i> <i>D:WO</i></p> | | | <p>+1</p> | <p><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></p> |

| | | | | | |
|--|---|-------------------------------------|--|----|--|
| Noxious plants: A – Chief Corporate Officer | | | | | |
| Feral pests: A – Chief Corporate Officer | | | | | |
| DP11.03) Provide systems and processes to manage excess vegetation to ensure land and premises are in a safe and/or healthy condition. Pollution regulation: A – Chief Corporate Officer | Notices and Orders to be issued or served where necessary as per the Local Government Act, EPA Act and POEO Act and Associated Regulations. | B:OSRUS C:OSRUS | | +1 | Where Council receives complaints regarding overgrown unsightly lots 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. |
| DP11.04) Ensure the timely detection of new weed incursions in the Tenterfield Shire Council region and do not adversely affect the health and welfare of the community. Noxious plants: A – Chief Corporate Officer | Manage and deliver the Weeds Management Program, Council’s Weeds Action Plan and regional weeds management plans. | B:OSRUS C:OSRUS D:WO | | +1 | Regular inspections are carried out on private and government lands for all weeds but specifically the regional priority weeds outlined in the Northern Tablelands Regional Strategic Weed Management Plan 2017-2022 that set the guidelines for councils weed management. Ongoing |
| | Deliver Business improvements, recognising emerging risks and opportunities. | B:OSRUS C:OSRUS | | +1 | High Risk Pathways and Waterways are inspected regularly for new weed incursions. High risk inspections are being carried out on properties within the Tenterfield LGA for priority weeds |
| | Manage the Environmental Service of Council in a financially responsible manner in line with Budget allocations. | B:OSRUS C:OSRUS D:WO | | +1 | All works are carried out within Budget allocations. |

b) Budget

| COA | 20/21 Review 3 Budget | 20/21 YTD Actuals May | 20/21 Percentage Spent (Review3) |
|---|-----------------------|-----------------------|----------------------------------|
| Environmental Management | 257,538 | 86,225 | 33.48% |
| 1. Operating Income | (479,906) | (502,875) | 104.79% |
| 2. Operating Expenditure | 733,444 | 588,776 | 80.28% |
| 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:

Tracking as expected

Operational Expense:

Tracking as expected

c) Capital Projects**d) Emerging Issues, Risks and Opportunities**

Council were successful in securing a \$50,000 grant for the treatment of Tropical Soda Apple in Urbenville and Tabulam through the Local Land Services, Regional Land Partnership Program- Bush fire recovery project. This will be for 2021 – 2022 financial year.

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

No complaints for weeds in May

g) Business Statistics**REPORT BY NOXIOUS WEEDS OFFICER April 2021****Weed Control**

- Black Knapweed – Aldershot and Bellevue Rds and private property Tenterfield.
- Tropical Soda Apple – Urbenville 5 days' work with contractor.
- Cats Claw Creeper – Mt Lindsey Highway Lower Acacia.
- Rivertree rd - spray along roadsides for environmental weeds.
- Mt Lindsey highway – Maryland Hill roadside.

Inspections

- Private Property Inspections – 34 Property inspections
- High-risk pathway Inspections – Mt Lindsey Hwy Tenterfield to Woodenbong, New England Highway Deepwater to Jennings.
- Waterway inspection – Clarence River

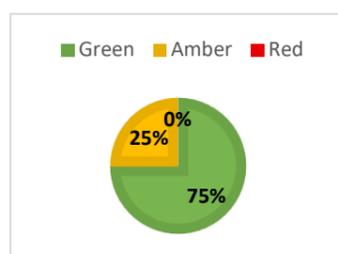
Meetings

- Weeds Committee meeting Armidale

h) Special events, achievements of note, celebrations

Nil to report

12. Livestock Saleyards



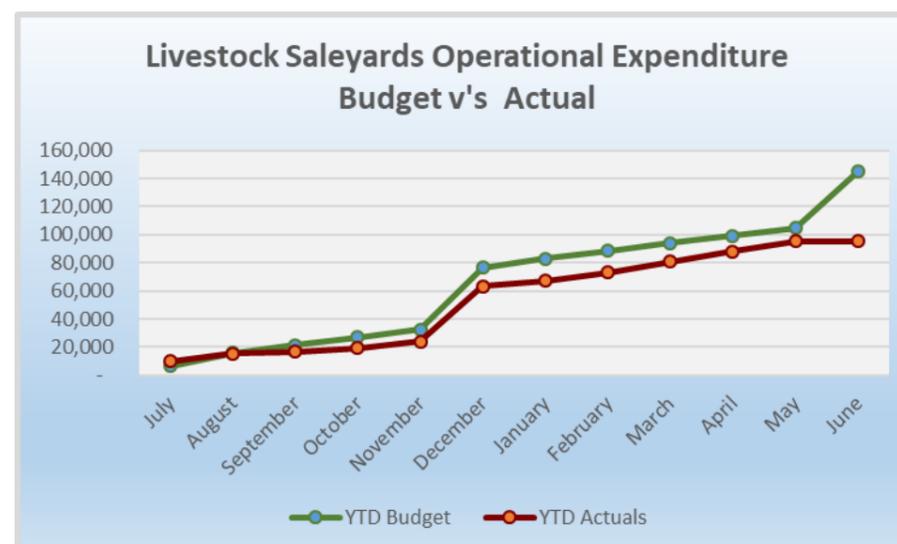
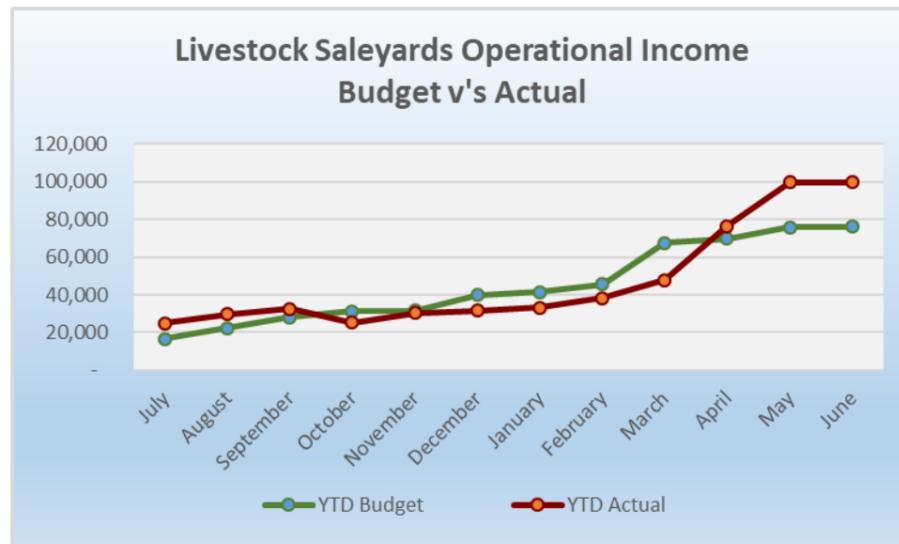
Under the 4 year Delivery Plan *Livestock and Saleyards* relates to planning, development, maintenance, operations and administration of the Saleyards. The Office of the Chief Corporate Officer directly oversees these outcomes.

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. No comments or changes to the Management Plan. Discussed at Council Workshop Council report for adoption at June meeting.</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 May - 2021; Prime Sale - 526 Head - \$847,906.88 Private Weighing - 105 Head - \$192,214.75 Feature Weaner Sale - 1,689 Head - \$2,459,656.79 Total - 2,320 Head - \$3,499,778.42 Financial Year 2020/2021 8,509 Head - \$13,469,904.58 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>Obtaining design and quotes for the installation of the Double Height loading ramp. 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 3 Budget | 20/21 YTD Actuals May | 20/21 Percentage Spent (Review3) |
|---|-----------------------|-----------------------|----------------------------------|
| Livestock Saleyards | 226,758 | (4,362) | -1.92% |
| 1. Operating Income | (76,229) | (99,798) | 130.92% |
| 2. Operating Expenditure | 144,987 | 95,436 | 65.82% |
| 4. Capital Expenditure | 158,000 | 0 | 0.00% |
| 4220504. Improvements to Loading Ramps & Traffic Facilities | 158,000 | 0 | 0.00% |



Capital Income:

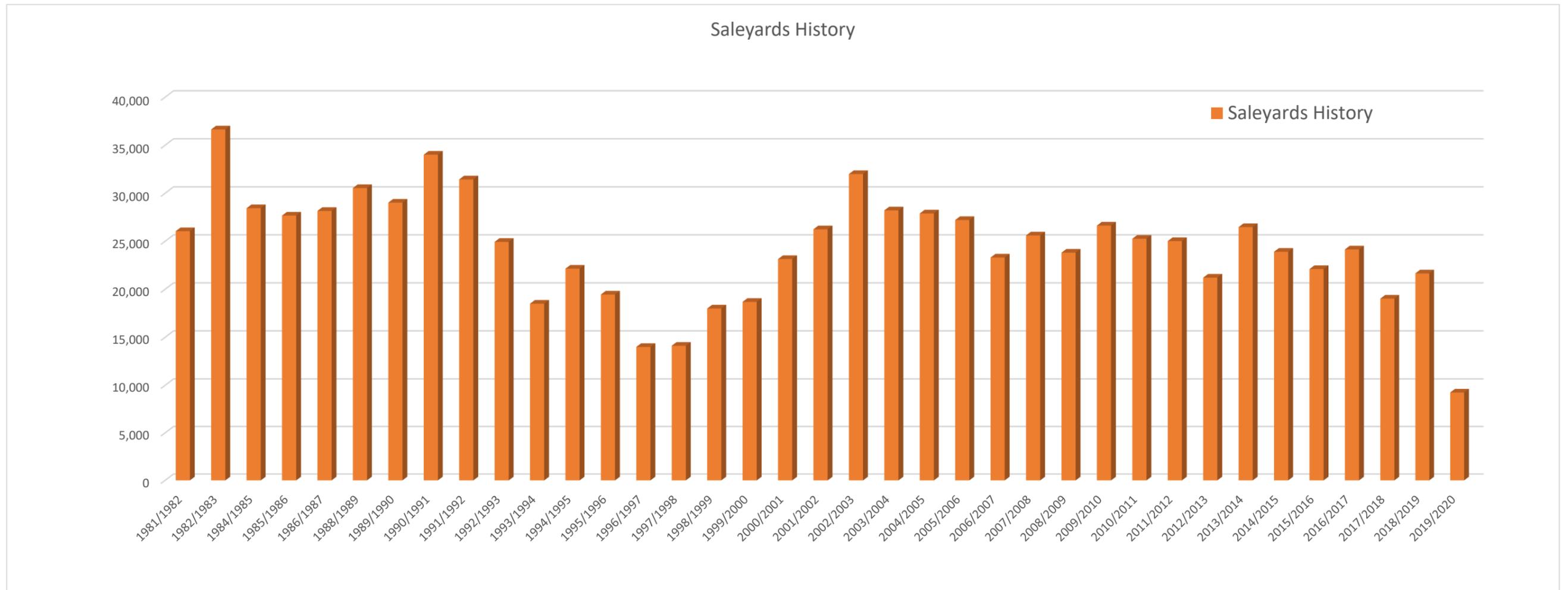
- Nil to Report

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.

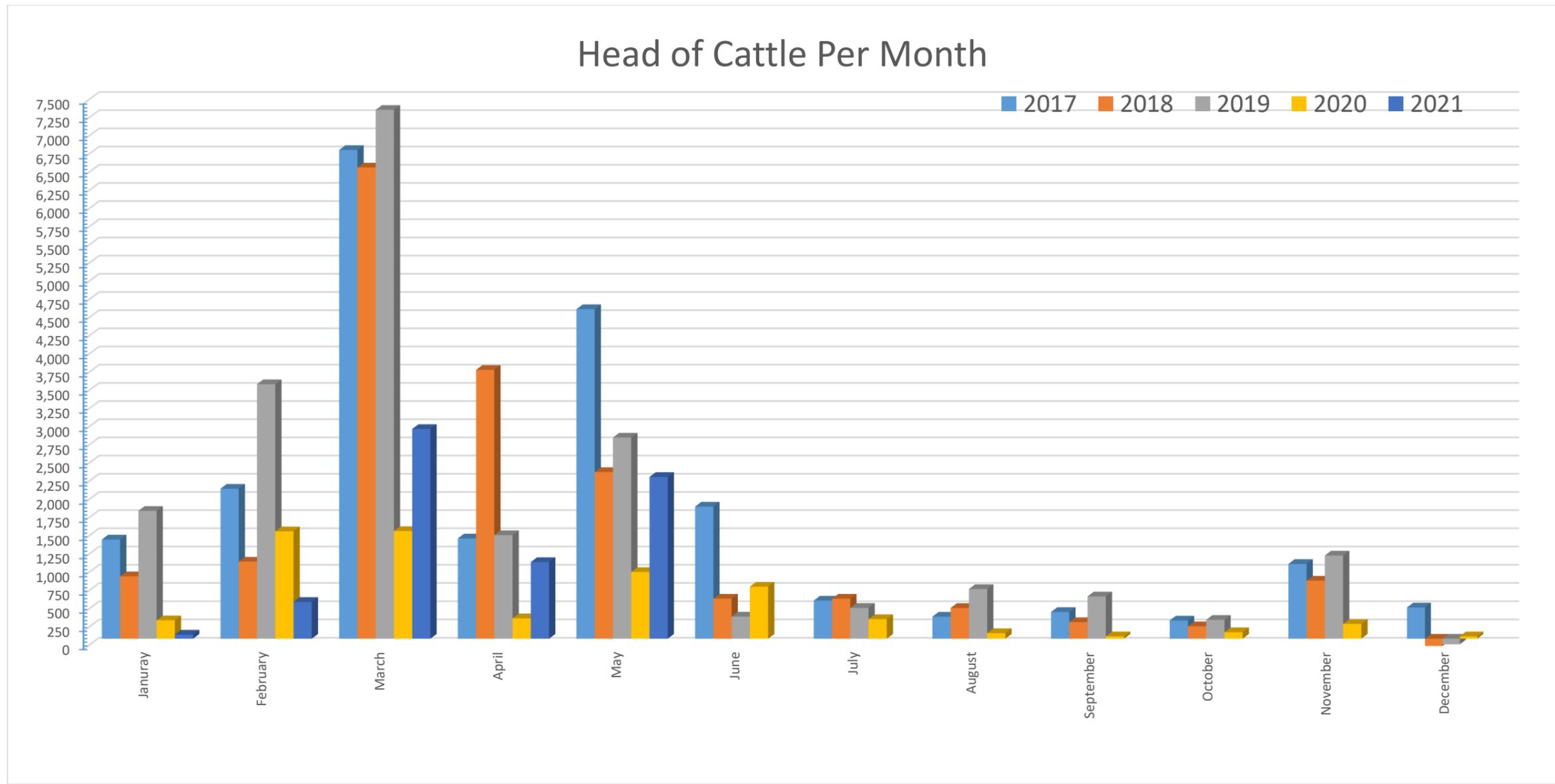
e) The Business of Improving the Business

- 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

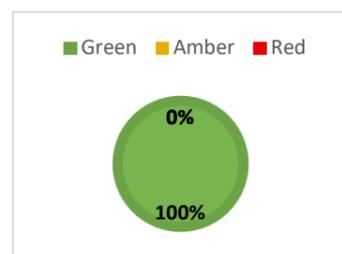
g) Business Statistics



h) Special events, achievements of note, celebrations

- Nil To report

13. Planning and Regulation



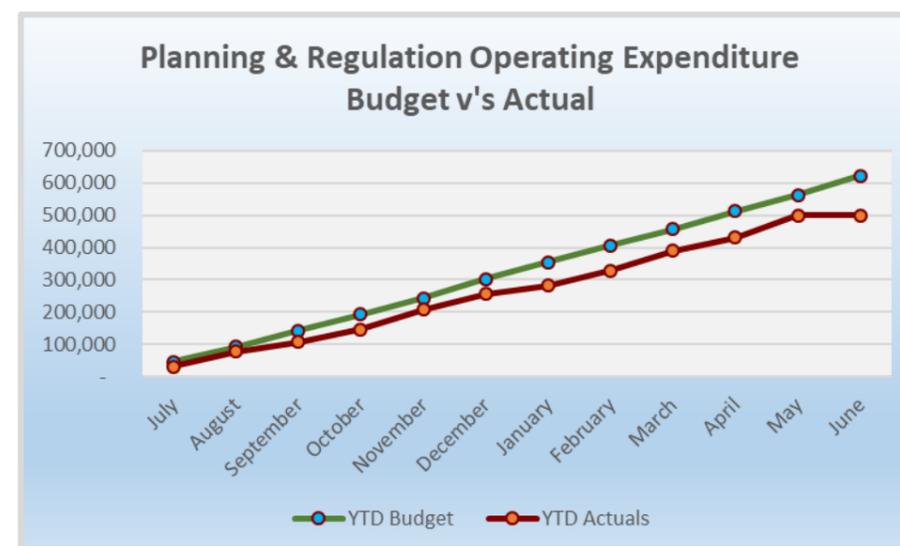
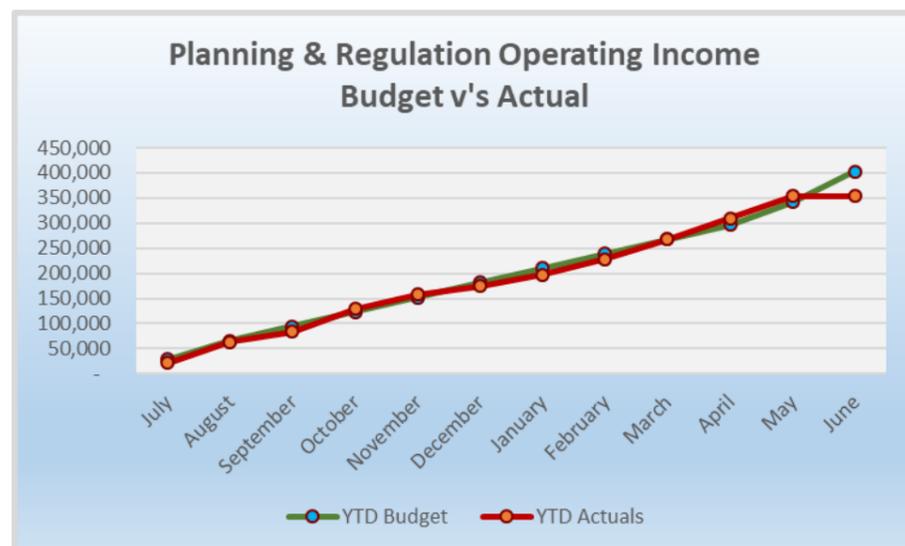
Under the 4 year Delivery Plan *Planning and Regulation* relates to: development planning, controls, assessment and certification; regulation of premises; built environment; urban design; land use data, mapping and reporting; building and assessment advice; heritage; domestic animals; public health and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

a) Delivery and Operational Plan precis

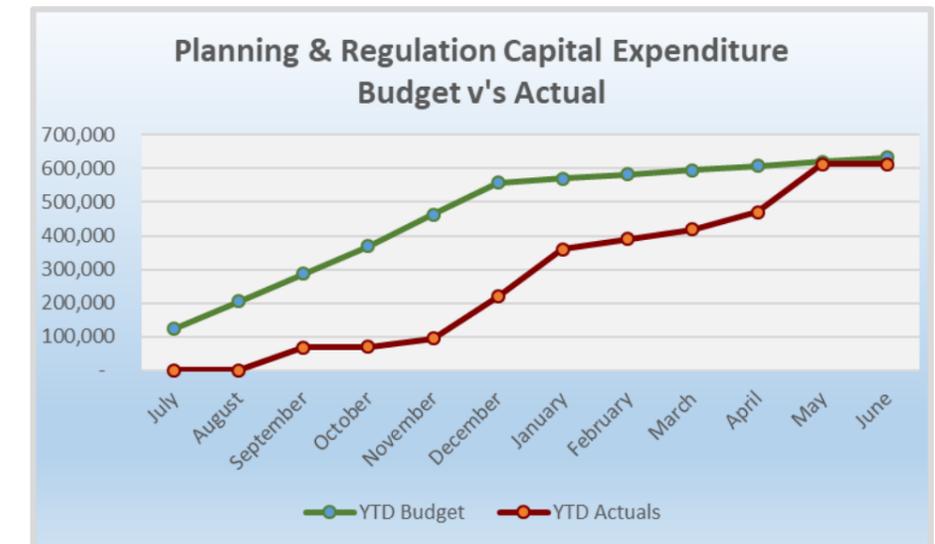
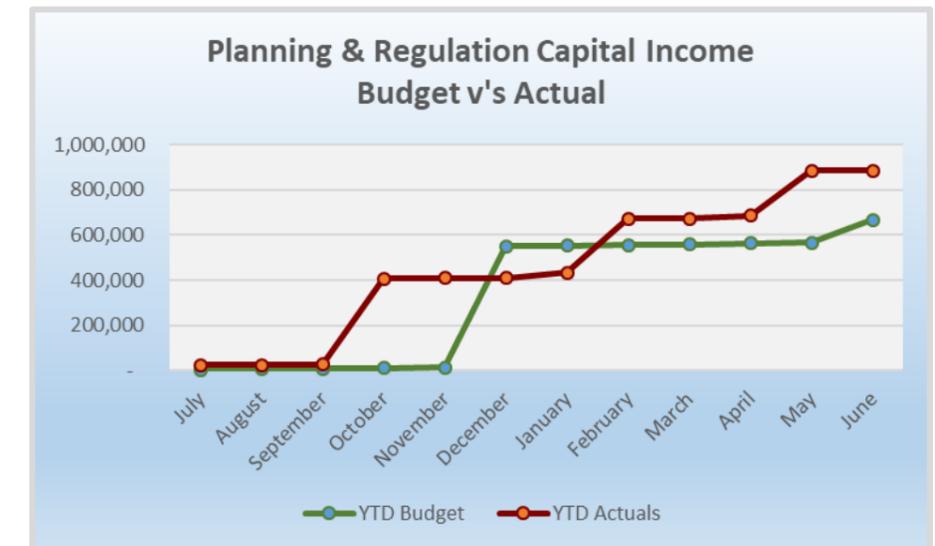
| 4 Year Delivery Program | 1 Year Operational Plan 20/21 | Officer | -1 | 0 | +1 | Comments: (Business Manager to provide short precis.) |
|--|---|----------------------------|----|---|----|---|
| DP13.01) Assess and process construction certificate applications in accordance with legislation and Building 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. Strong growth in new dwellings as reflected in monthly statistics. <u>Online Planning Applications– Mandatory Requirements</u> The NSW Government has mandated that from 1 July 2021, all planning applications including Development Applications (DA's) and Complying Development Certificates (CDC's) will need to be electronically lodged online via the NSW Government Planning Portal. The new process enables customers to lodge applications anytime using the online portal, paper applications will no longer be accepted. |

| | | | | | |
|---|--|---|--|-------------------------------|---|
| <p>DP13.07) Provide advice, planning and inspection that preserve and promotes the Shire's heritage.</p> <p><i>Heritage: A – Chief Corporate Officer</i></p> | <p>Management and delivery of heritage advisory services including management of the Heritage Advisor and community in the development and upgrade of heritage assets.</p> | <p>B:MPDS C:MPDS D:MPDS</p> | | <p>+1</p> | <p>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 has been granted. Local Heritage Fund applications –works completed and grant acquittal lodged 17 May 2021.</p> |
| <p>DP13.10) Identify, plan and enhance local environments in partnership with the community and stakeholders.</p> <p><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></p> | <p>Local Strategic Planning Statements are implemented and provide guidance for actions to support the desired outcomes.</p> <p>Deliver Business improvements, recognising emerging risks and opportunities.</p> <p>Manage the Planning and Regulation Service of Council in a financially responsible manner in line with Budget allocations.</p> | <p>B:MPDS C:MPDS D:MPDS</p> <p>B:MPDS C:MPDS D:MPDS</p> <p>B:MPDS C:MPDS D:MPDS</p> | | <p>+1</p> <p>+1</p> <p>+1</p> | <p>Local Strategic Planning Statement adopted August 2020 and uploaded to NSW Planning Portal.</p> <p>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 – 2 application received on line to date. On line Planning Certificate application process almost complete.</p> <p>All projects on budget</p> |

b) Budget



| COA | 20/21 Review 3 Budget | 20/21 YTD Actuals May | 20/21 Percentage Spent (Review3) |
|--|-----------------------|-----------------------|----------------------------------|
| Planning & Regulation | 184,827 | (127,699) | -69.09% |
| 1. Operating Income | (403,000) | (354,132) | 87.87% |
| 2. Operating Expenditure | 622,827 | 500,321 | 80.33% |
| 3. Capital Income | (668,072) | (885,985) | 132.62% |
| 4. Capital Expenditure | 633,072 | 612,098 | 96.69% |
| 3001000. Tenterfield Shire - Vibrant & Connected Mingoola - SCCF - Round 1 | 45,027 | 41,775 | 92.78% |
| 3001001. Drought Communities Extension - Shire Entry Signs | 100,000 | 96,852 | 96.85% |
| 3001100. Tenterfield Shire - Vibrant & Connected Torrington - SCCF - Round 1 | 38,055 | 38,240 | 100.49% |
| 3005000. Tenterfield - Vibrant & Connected Urbenville | 91,308 | 62,335 | 68.27% |
| 3006000. Tenterfield - Vibrant & Connected Drake - SCCF - Round 1 | 37,917 | 56,554 | 149.15% |
| 3007000. Tenterfield Shire Vibrant & Connected - Jennings (Wallangarra) SCCF-Round 1 | 139,147 | 140,301 | 100.83% |
| 3008000. Tenterfield Shire - Vibrant & Connected Liston SCCF - Round 1 | 138,529 | 132,830 | 95.89% |
| 3009000. Tenterfield Shire - Vibrant & Connected Legume SCCF - Round 1 | 43,089 | 43,211 | 100.28% |



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 completed.

Village Concept Plans – Community consultation to be undertaken May/June – meetings in villages to be arranged.

Shire Entry Signs – completed.

Tank Traps Interpretive Signage –installed

Willsons Downfall Cemetery Signage – sign received – parking area and identification of boundaries to be completed prior to sign installation.

d) Emerging Issues, Risks and Opportunities

- Public Spaces Legacy Program – team on target to meet processing targets for DA’s completion end June 2021. Detailed application lodged for Pump Track/Skate Park in Crown street and Jennings Playground/Park improvements.
- As of 1 July 2021 all planning applications must be lodged on line via the NSW Planning Portal – system has been mandated by NSW Government – this may cause some confusion for one off applicants in terms of lodgement – paper applications can no longer be accepted – Council staff investigating the establishment of a kiosk and scanner in the customer service area to allow for customers to lodge applications. Information to be provided to regular customers, in YLN and on Council’s website.
- Development Application update – applications considered by Council and of interest

| | |
|---|--------------|
| DA 2020.114 Truck Depot & Office, 162A Sandy Flat Road, Sandy Flat | AS AT 1/6/21 |
| Approved 24/2/21 Council | |
| Application on track to meet 24/8/21 deadline for completion of roadworks and operation | |

| | |
|---|--------------|
| DA 2019.059 Solar Farm - Old Racecourse Road, Tenterfield | AS AT 1/6/21 |
| Approved 8/12/20 JRPP | |
| Development Application approved – 5 years from date of consent to commence – no further correspondence since consent issued. | |

| | |
|--|--------------|
| DA 2019.101 Extractive Industry – Dowe’s Quarry, Mt Lindesay Road, Tenterfield | AS AT 1/6/21 |
| Approved 31/3/21 JRPP | |
| Development Application approved by Joint Regional Planning Panel 31/3/21 – 5 years from date of consent to commence – site operating under existing DA consent 2014.078/1 – no further correspondence since consent issued. | |

| | |
|---|--------------|
| DA 2020.069 Primitive Campground, 57 Holleys Road, Tenterfield | AS AT 1/6/21 |
| Approved 24/2/21 Council | |
| Development Application approved by Council 24/2/21 – application on track to commence construction. Construction Certificate and On Site Sewage Management applications issued April 2021. | |

| | |
|--|---|
| DA 2018.072 Loading Ramp, 66-80 Boundary Road, Tenterfield Saleyards | AS AT 1/6/21 |
| Undetermined | |
| 30/4/21 | Engineering drawings being prepared for assessment by Glen Innes Severn Council |

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 July 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 – MAY 2021

| App No. | Lodged | Applicant | Lot/Sec/DP | Location | Development |
|----------------|---------------|--|--------------------|---|---|
| DA 2021.055 | 04-May-21 | Resolution Architecture [TNMAI] Lyric Picture Theatre (Mitchell) | A/160666 | 337 Rouse Street, Tenterfield | Reconstruction Of Historic Verandah & Facade Repair |
| DA 2021.056 | 04-May-21 | Resolution Architecture [TNMAI] Sing Sing & Co - Cheap Store (Swney) | C/160666 | 327 Rouse Street, Tenterfield | Reconstruction Of Historic Verandah & Facade Repair |
| DA 2021.057 | 04-May-21 | Resolution Architecture [TNMAI] Premier Shop (Ryan) | 2/1048387 | 242 Rouse Street, Tenterfield | Reconstruction Of Historic Verandah & Facade Repair |
| DA 2021.058 | 04-May-21 | Resolution Architecture [TNMAI] National Buildings (Alford & Duff) | 1/18403 | 275-281 Rouse Street, Tenterfield | Reconstruction Of Historic Verandah & Facade Repair |
| DA 2021.059 | 05-May-21 | KOCH Kynan Mark | 152/1262360 | 231 Geyers Road, Tenterfield | Dwelling |
| DA 2021.060 | 06-May-21 | PAYNE Luke Peterus & Simone Michelle | 1/1266883 | 5470A Mount Lindesay Road, Liston | Dwelling |
| DA 2021.061 | 07-May-21 | Resolution Architecture [TNMAI] Sing Sing & Co - The Noted (Chittick) | 1/738630 | 333 Rouse Street, Tenterfield | Reconstruction Of Historic Verandah & Facade Repair |
| DA 2021.062 | 10-May-21 | Tenterfield Surveys (Spark) | 6/1057612 | 456 Mount Lindesay Road, Tenterfield | Five (5) Lot Rural Subdivision |
| DA 2021.063 | 10-May-21 | Tenterfield Surveys (Jondol) | 173/44654 | 101 Castlerag Road, Deepwater | Two (2) Lot Rural Subdivision |
| DA 2021.064 | 10-May-21 | Tenterfield Surveys (Duff/Lyons) | 1, 10 & 14/1155323 | Riley Street/Banksia Drive, Tenterfield | Boundary Adjustment |
| DA 2021.065 | 20-May-21 | CHARLTON Angus Frazer & Karen Aileen | 5/737420 | 1215 Rocky River Road, Tenterfield | Primitive Camping Ground & Amenities Block |
| CDC 2021.066 | 25-May-21 | Wes Smith Building Pty Ltd (Webb) | 27/1096327 | 37 Parkes Drive, Tenterfield | Dwelling |
| DA 2021.067 | 25-May-21 | LEDERHOSE Raymond Edgar & Zoe | 44/751496 | 2501 Rocky River Road, Tenterfield | Dwelling, Studio & Pool |
| DA 2021.068 | 31-May-21 | Bell Country Homes (James) | 317/753286 | 17 Silent Grove, Torrington | Garage |

DETERMINATIONS ISSUED – MAY 2021

| App No. | Lodged | Date of Approval | No. of Days | Applicant | Lot/Sec/DP | Locality | Description of Development |
|-------------|-----------|------------------|-------------|--|-------------|---------------------------------------|--|
| DA 2021.038 | 24-Mar-21 | 14-May-21 | 52 Days | RYKERS Anthonius Cornelius | 5/789006 | 168 Mountain Creek Road, Mole River | Use of the Two (2) Existing Buildings as 'Dwelling (Dual Occupancy)' & Two (2) Shipping Containers |
| DA 2021.039 | 24-Mar-21 | 11-May-21 | 49 Days | KORNACKI Jerzy & Halina | 2/730790 | 414 Long Gully Road, Drake | Use Of Existing Building as a Dwelling |
| DA 2021.041 | 30-Mar-21 | 31-May-21 | 54 Days | LM Planning Solutions Pty Ltd (Joyce) | 281/1027129 | 454 Paddy's Flat Road, Tabulam | Manufactured Dwelling |
| DA 2021.045 | 06-Apr-21 | 19-May-21 | 16 Days | Uniplan Group Pty Ltd (Battistuzzi & Mooney) | 62/1258670 | 281 Schrodgers Road | Manufactured Dwelling |
| DA 2021.046 | 13-Apr-21 | 11-May-21 | 5 Days | CMC Constructions (Havlin & Crowe) | 7/1192951 | 287 East Street, Tenterfield | Dwelling & Shed |
| DA 2021.047 | 13-Apr-21 | 26-May-21 | 20 Days | Stephen P McElroy & Associates (Burtenshaw) | 44/42480 | Bruxner Highway, Drake | Dwelling (Dual Occupancy) |
| DA 2021.049 | 21-Apr-21 | 19-May-21 | 30 Days | Outlook Planning & Development Pty Ltd (Jones) | 33/789006 | 67 Ironbark Road, Mole River | Manufactured Dwelling (Dual Occupancy) |
| DA 2021.050 | 22-Apr-21 | 5-May-21 | 14 Days | MINNS Brendan James & LOCKWOOD Jessica Rachel | 33/1217890 | 100A Sunnyside Hall Road, Tenterfield | Dwelling & Shed |
| DA 2021.053 | 29-Apr-21 | 31-May-21 | 33 Days | DJL Consolidated Pty Ltd (Sharpe) | 53/751507 | 91 Swamp Oak Creek Road, Tenterfield | Alterations & Extension to Existing Dwelling |
| DA 2021.054 | 29-Apr-21 | 31-May-21 | 33 Days | CALDWELL Peter Ewan (Green) | 3/862559 | 292 Long Gully Road, Drake | Dwelling |
| DA 2021.055 | 04-May-21 | 21-May-21 | 18 Days | Resolution Architecture [TNMAI] - Lyric Picture Theatre (Mitchell) | A/160666 | 337 Rouse Street, Tenterfield | Reconstruction Of Historic Verandah & Facade Repair |
| DA 2021.056 | 04-May-21 | 25-May-21 | 22 Days | Resolution Architecture [TNMAI] - Sing Sing & Co - Cheap Store (Swney) | C/160666 | 327 Rouse Street, Tenterfield | Reconstruction Of Historic Verandah & Facade Repair |
| DA 2021.057 | 04-May-21 | 26-May-21 | 23 Days | Resolution Architecture [TNMAI] - Premier Shop (Ryan) | 2/1048387 | 242 Rouse Street, Tenterfield | Reconstruction Of Historic Verandah & Facade Repair |

| | | | | | | | |
|--------------|-----------|-----------|---------|---|-------------|-----------------------------------|---|
| DA 2021.058 | 04-May-21 | 27-May-21 | 24 Days | Resolution Architecture [TNMAI] - National Buildings (Alford & Duff) | 1/18403 | 275-281 Rouse Street, Tenterfield | Reconstruction Of Historic Verandah & Facade Repair |
| DA 2021.059 | 05-May-21 | 13-May-21 | 9 Days | KOCH Kynan Mark | 152/1262360 | 231 Geyers Road, Tenterfield | Dwelling |
| DA 2021.060 | 06-May-21 | 31-May-21 | 26 Days | PAYNE Luke Peterus & Simone Michelle | 1/1266883 | 5470A Mount Lindesay Road, Liston | Dwelling |
| DA 2021.061 | 07-May-21 | 28-May-21 | 22 Days | Resolution Architecture [TNMAI] - Sing Sing & Co - The Noted (Chittick) | 1/738630 | 333 Rouse Street, Tenterfield | Reconstruction Of Historic Verandah & Facade Repair |
| CDC 2021.066 | 25-May-21 | 28-May-21 | 3 Days | Wes Smith Building Pty Ltd (Webb) | 27/1096327 | 37 Parkes Drive, Tenterfield | Dwelling |

s4.55 Modifications of Consent

| Application No. | Applicant | Lot/DP | Location | Description of Development |
|-----------------|-----------------------------|------------|---------------------------------------|-----------------------------------|
| DA 2021.026/1 | CICHON Glen S & Elisabeth E | 2/1032764 | 40 East Street, Tenterfield NSW 2372 | In Ground Swimming Pool |
| DA 2018.049/2 | Tenterfield Surveys (Elks) | 56/1084625 | 145 East Street, Tenterfield NSW 2372 | Three (3) Lots Staged Subdivision |

OUTSTANDING APPLICATIONS

| Application No. | Lodged | Status of Application/Comment | Applicant | Location | Proposed Development |
|-----------------|-----------|---|-------------------------------|----------------------------------|---|
| 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 2019.104 | 15-Oct-19 | Information Required from Applicant | | 1-9 Manners Street, Tenterfield | New Shed & Extension to Existing Shed (Awning) |

| | | | | | |
|-------------|-----------|--|---|--|--|
| | | Insufficient Information provided to complete assessment | Wilshire & Co Superannuation Fund (Todd Wilshire) | | |
| DA 2020.033 | 21-Apr-20 | Information Required from Applicant | MOSER Eric (Marian Hansson) | 332B Mount Lindesay Road, Tenterfield | Manufactured Building |
| | | Insufficient Information provided to complete assessment | | | |
| DA 2020.074 | 18-Aug-20 | Information Required from Applicant | Tenterfield Surveys (Kane) | 62 Mud Flat Road, Drake | Four (4) Lot Subdivision |
| | | Insufficient Information provided to complete assessment | | | |
| DA 2021.012 | 01-Feb-21 | Information Required from Applicant | CORBETT Arran | Bluff River Road, Tenterfield | Primitive Camp Ground |
| | | Insufficient Information provided to complete assessment | | | |
| DA 2021.048 | 12-Apr-21 | Under Assessment | PITKIN Kelvin John | 517A Bungulla Platform Road, Tenterfield | Use of Existing Building as a Dwelling & Extension |
| DA 2021.051 | 26-Apr-21 | Awaiting NSW RFS & Engineering Recommendations | Tenterfield Surveys (Brown) | 208 Bellevue Road, Tenterfield | Two (2) Lot Rural Subdivision |
| | | Under Assessment | | | |
| DA 2021.062 | 10-May-21 | Awaiting NSW RFS Recommendations | Tenterfield Surveys (Spark) | 456 Mt Lindesay Road, Tenterfield | Five (5) Lot Rural Subdivision |
| | | Under Assessment | | | |
| DA 2021.063 | 10-May-21 | Awaiting NSW RFS Recommendations | Tenterfield Surveys (Jondol) | 101 Castle Rag Road, Deepwater | Two (2) Lot Rural Subdivision |
| | | Under Assessment | | | |
| DA 2021.064 | 10-May-21 | Referred to June Council Meeting | Tenterfield Surveys (Duff/Lyons) | Riley Street/Banksia Drive, Tenterfield | Boundary Adjustment |
| DA 2021.065 | 21-May-21 | Awaiting NSW RFS Recommendations | CHARLTON Angus Frazer & Karen Aileen | 1215 Rocky River Road, Tenterfield | Primitive Camp Ground |
| | | Under Assessment | | | |

FY 20/21 Development Statistics

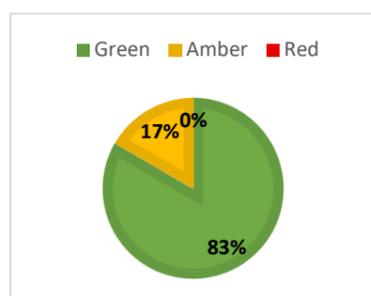
| | | Dwellings | Additions/ Renovations to Existing Dwellings | Garages, Carports & Sheds | Commercial or Industrial Works | Subdivision | Recreation/ Tourism | FY 20/21 Monthly Total | FY 19/20 Monthly Total |
|--|-------|-----------------|--|------------------------------|-----------------------------------|-------------|------------------------|---------------------------|---------------------------|
| Jul-20 | No. | 5 | 0 | 1 | 1 | 0 | 3 | 10 | 10 |
| | Value | \$1,010,590.00 | \$0.00 | \$22,300.00 | \$36,000.00 | \$0.00 | \$100,000.00 | \$1,168,890.00 | \$346,093.00 |
| Aug-20 | No. | 10 | 1 | 3 | 0 | 2 | 1 | 17 | 10 |
| | Value | \$2,894,224.00 | \$9,500.00 | \$180,000.00 | \$0.00 | \$0.00 | \$48,500.00 | \$3,132,224.00 | \$786,488.00 |
| Sep-20 | No. | 4 | 0 | 2 | 0 | 0 | 0 | 6 | 8 |
| | Value | \$1,141,135.00 | \$0.00 | \$30,308.00 | \$0.00 | \$0.00 | \$0.00 | \$1,171,443.00 | \$738,263.00 |
| Oct-20 | No. | 7 | 1 | 8 | 0 | 2 | 1 | 19 | 13 |
| | Value | \$2,100,450.00 | \$29,980.00 | \$124,415.00 | \$0.00 | \$0.00 | \$8,000.00 | \$2,262,845.00 | \$1,030,898.00 |
| Nov-20 | No. | 5 | 1 | 5 | 1 | 3 | 0 | 15 | 11 |
| | Value | \$1,413,340.00 | \$60,000.00 | \$73,414.00 | \$80,000.00 | \$0.00 | \$0.00 | \$1,626,754.00 | \$570,472.00 |
| Dec-20 | No. | 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. | 5 | 3 | 8 | 2 | 0 | 1 | 19 | 14 |
| | Value | \$710,639.00 | \$228,900.00 | \$147,678.00 | \$135,000.00 | \$0.00 | \$0.00 | \$1,222,217.00 | \$720,825.00 |
| Apr-21 | No. | 8 | 1 | 3 | 0 | 1 | 0 | 13 | 7 |
| | Value | \$1,939,579.00 | \$294,800.00 | \$81,400.00 | \$0.00 | \$0.00 | \$0.00 | \$2,315,779.00 | \$553,422.00 |
| May-21 | No. | 4 | 0 | 1 | 5 | 3 | 1 | 14 | 6 |
| | Value | \$1,146,918.00 | \$0.00 | \$30,000.00 | \$380,000.00 | \$0.00 | \$90,000.00 | \$1,646,918.00 | \$827,334.00 |
| Jun-21 | No. | | | | | | | 0 | 10 |
| | Value | | | | | | | \$0.00 | \$666,710.00 |
| No. (Year to Date) | | 56 | 10 | 39 | 10 | 16 | 10 | 141 | 113 |
| FY 20/21 Total Value (Year to Date) | | \$15,068,754.00 | \$972,180.00 | \$771,765.00 | \$844,200.00 | \$0.00 | \$276,500.00 | \$17,933,399.00 | |
| 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

Successful applications for grant funding received for;

- Community Heritage - Community Engagement — 21-23ENG078 — The Mingoola Trail - 'Aboriginal, Cobb & Co., mining, tobacco farming and a multi-cultural settlement in northern NSW'
- Community Heritage - Local Government Advisors — Heritage Advisor Service
- Community Heritage - Local Government Small Heritage Grants — Small Grant Program Tenterfield

14. Buildings and Amenities



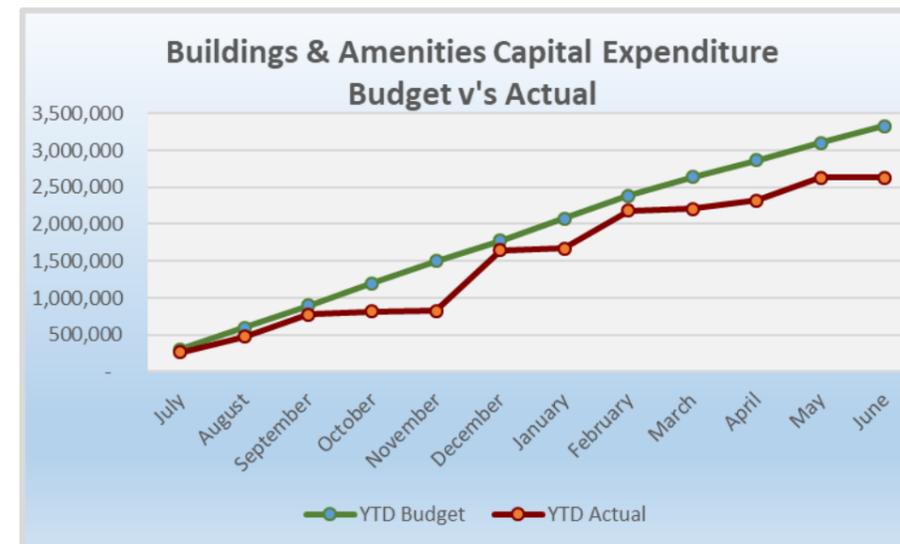
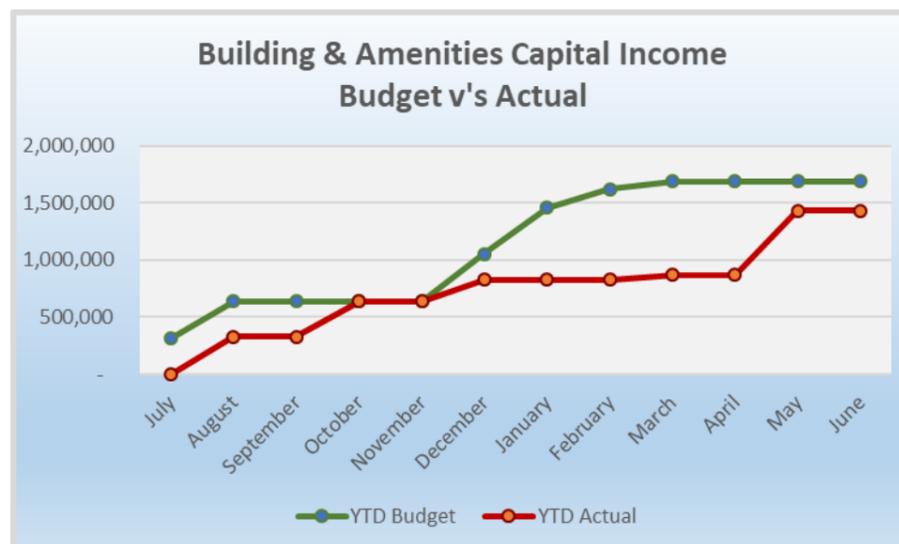
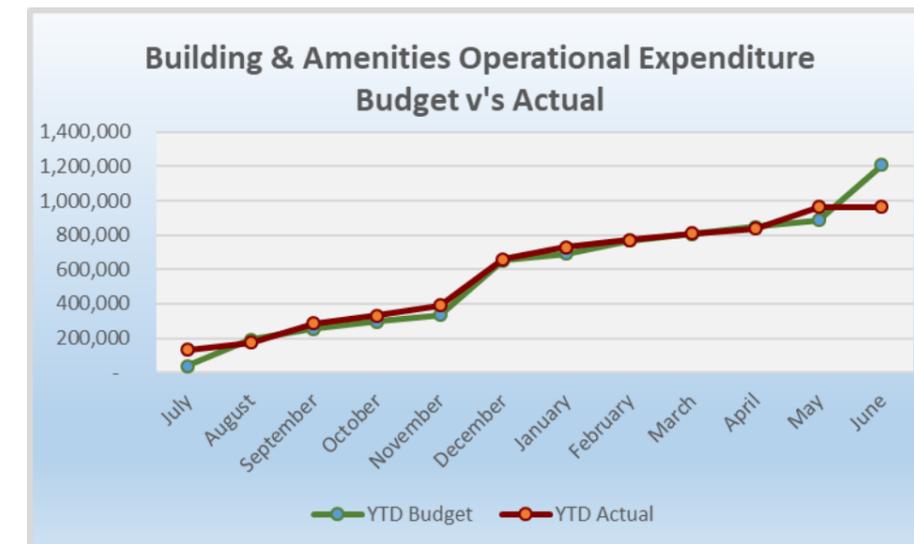
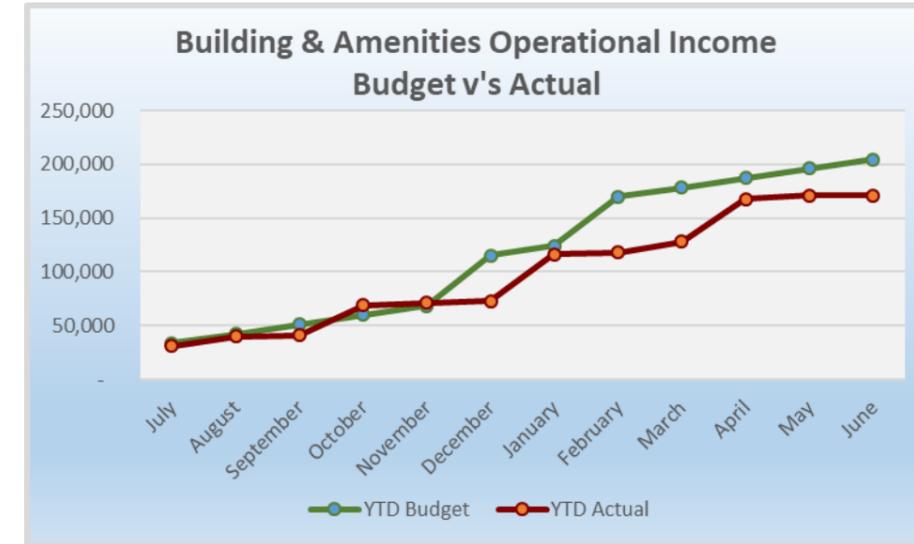
Under the 4 year Delivery Plan *Buildings and Amenities* relates to: energy management and conservation, asset planning and maintenance scheduling; building and amenities utilisation, income generation and administration. The Office of the Chief Corporate Officer directly oversees these outcomes.

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 3 Budget | 20/21 YTD Actuals May | 20/21 Percentage Spent (Review3) |
|---|-----------------------|-----------------------|----------------------------------|
| Buildings & Amenities | 2,644,358 | 1,982,646 | 74.98% |
| 1. Operating Income | (204,723) | (171,199) | 83.62% |
| 2. Operating Expenditure | 1,209,333 | 962,511 | 79.59% |
| 3. Capital Income | (1,689,805) | (1,434,505) | 84.89% |
| 4. Capital Expenditure | 3,329,553 | 2,625,839 | 78.86% |
| 4200501. Admin Building -- Refurbishment | 1,475,136 | 1,228,353 | 83.27% |
| 4235000. Tenterfield Memorial Hall Sporting Complex - SCCF-1023 | 888,678 | 850,531 | 95.71% |
| 4235001. Memorial Hall Internal Acoustic, Ventilation & Insulation Treatments | 440,000 | 257,886 | 58.61% |
| 4235002. Restorations to Pioneer Cottage | 180,000 | 165,721 | 92.07% |
| 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. 63% 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 60% of the Local Drought Stimulus Package funding. Final payment on final grant acquittal.
- Legume & Urbenville Amenity Blocks have received 100% of the Stronger Country Communities Grant.

Capital Expenses:

- Memorial Hall has expended approx. 95% of the overall funding for the Amenities Wing
- Memorial Hall has expended approx. 58% of the overall funding for the Internal Fitout of the Hall
- Emergency Operations Centre & Administration Building Project shows it has expended 100% of the Disaster Readiness & Community Infrastructure Grant.
- The Pioneer Cottage shows it has expended approx 92% 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 31/05/21) 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) | \$ 1,842,953 |

| | |
|--|-------------------|
| 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) |
| Addition - Original Budget 2020/21 | \$ 250,000 |
| <i>Comprised of:</i> | |
| - Contingency | 250,000 |

Operational Income:

Council Housing income invoices to be raised at end of financial year.

Bolivia Hall funding shown for the Hall Association.

There has also been a reduction in the income from the Urbenville Medical Centre, due to a fire on the 15 December 2020. Insurance still to be finalised for the loss of income.

Operational Expense:

Are on track.

c) Capital Projects

1. Administration Building Refurbishment and Emergency Management Centre –Building works undergoing defects inspections and commissioning. Staff relocation anticipated June 2021.
2. Memorial Hall – Amenities Wing flooring now installed, final clean and defects inspection and rectification works to be finalised. Retractable seating installed. Internal works to hall have commenced, demolition complete, ceiling painted and 90% of acoustic pabnels installed to ceiling. Acoustic panels have been ordered awaiting confirmation on delivery for installation on walls.
3. Depot Admin Building – defects being addressed and final variations being carried out.
4. Amenities at Liston, Legume, Urbenville & Jennings – All toilets now complete and old existing amenities demolished where necessary.
5. Band Hall relocation to Leechs Gully Progress Association – negotiations in train. LGPA to liaise with surveyor and heritage consultants.

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. Crown lands have advised they are reviewing them and should advise soon.
3. Initial meeting and investigations to negotiate appropriate support to Granite Borders Landcare.
4. Rebel Radio have paid the back rent invoices and are being invoiced monthly for rent.
5. Successful negotiation of a 5 year option to Transport for NSW over 32A Riley Street. The market review increased the rent per annum.
6. Urbenville Medical Centre repairs to the fire damage complete. Insurer has agreed to fund new communications system. Awaiting details from the tenant regarding suitable system due to Urbenville limited satellite NBN.
7. An application has been sent to Crown Lands for Council to be appointed as the Crown Land Manager of 3 reserves. Crown lands advised that they expect notifications of the appointment in gazette during week 14th to 18th June. We then will need to categorise and classify each and submit POM's.
8. Continued delays and issues with building materials and trades, and increase in building materials costs.
9. Increasing maintenance/repair issues with the aged buildings fronting Manners Street. They are deteriorating and will need upgrades to continue to be habitable.
10. Only 1 sign at 8933 New England Hwy (Bendall's) is rented. Commenced a review of the signs to determine suitability for renting with goal of increasing the signage revenue.

e) The Business of Improving the Business

- Seeking to manage Council property to reduce ongoing maintenance and depreciation costs.
- Checking that tenants are invoiced correctly.
- Seeking to increase revenue from Council assets as the opportunity presents.
- Regular discussion with builders delivering projects to ensure delays are kept to a minimum or alternative solutions are identified.

f) Customers

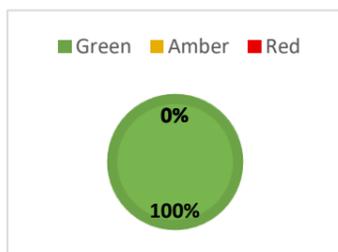
- Nil to Report

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.

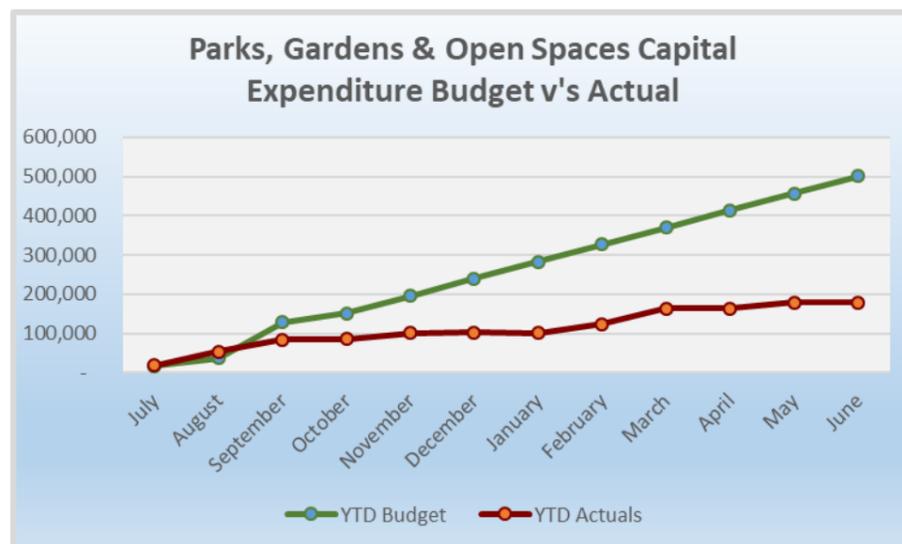
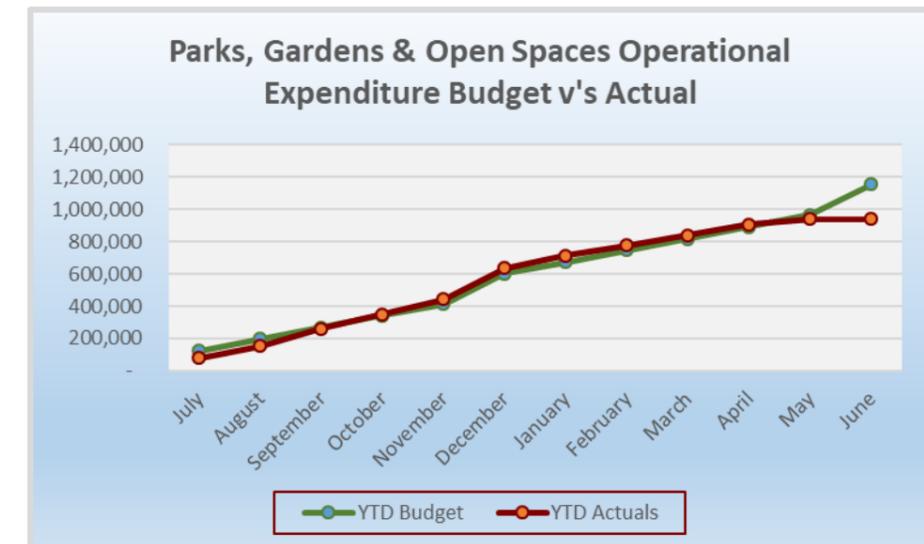
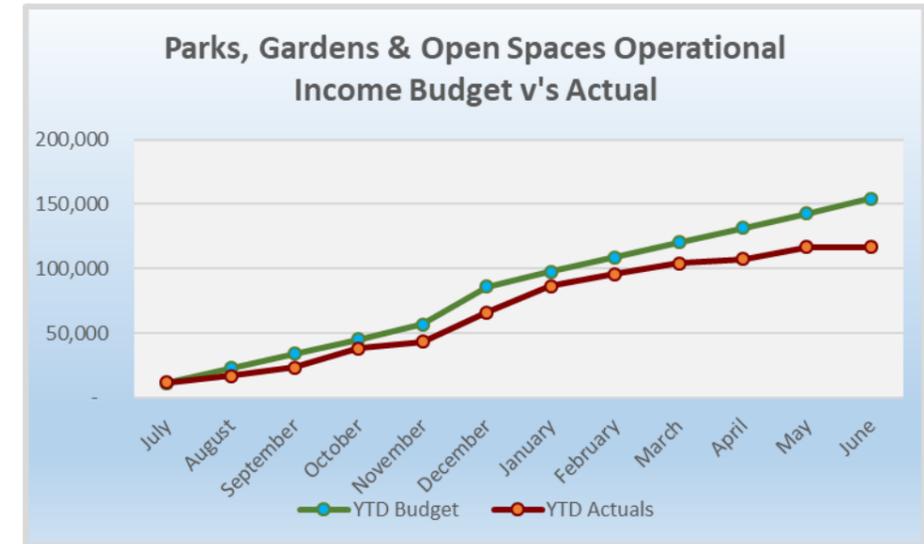
Delivery and Operational Plan precis

| 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> | 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>B:OSRUS C:PGLHC D:PGLHC</p> | | | +1 | <p>Forms part of the (ongoing) agenda for all Parks and Garden Committee meetings. Successful grant funding for further upgrading projects within Tenterfield and villages. Possibility of online bookings for park functions in future however needs development.</p> |
| <p>DP15.02) Identify and partner with local residents in the development and delivery of town and village beautification initiatives.</p> <p>Place & public art/beautification: A - Chief Executive ("Identify & partner with....") Place & public art/beautification A - Director Infrastructure (Development/implementation/finalisation)</p> | Ensure maintenance standards are conducted and delivered efficiently through Parks, Gardens and Open Space Committee and Village Progress Associations. | <p>B:MEDCE C:MEDCE D:CDO</p> <p>B:OSRUS C:PGHLC D:PGHLC</p> | | | +1 | <p>Near completion of the installation of new drip line irrigation in gardens in Rouse Street.</p> <p>Pansies planted in all Rouse Street garden beds, and also Bruxner Park.</p> <p>Legume-Disable toilet cement access completed, also slab for new picnic table in park opposite the shop.</p> <p>Jennings – Toilet block all completed.</p> <p>Staff have been pruning and mulching street trees, and maintenance to plants and gardens in Rouse street and gardens in some parks.</p> <p>Mowing season near completed</p> <p>Over 100 trees were washed away by the recent flood. These have been replanted.</p> <p>Liston- Contract toilet cleaner appointed.</p> |
| DP15.03) Deliver public spaces that are clean, well maintained and encourage usage by visitors and residents of Tenterfield Shire. | Ensure all Parks, Gardens and Open Space amenities maintenance programs are delivered to a high standard. | <p>B:OSRUS C:PGHLC D:PGHLC</p> | | | +1 | Continuing to provide amenities and park facilities to the public with high levels of service within budget constraints. Daily cleaning of Tenterfield township public toilets with rubbish |

| | | | | | |
|---|---|---|--|--|---|
| <p>Sport and recreation (passive & active): A - Chief Corporate Officer</p> <p>Open Space Amenities: A - Chief Corporate Officer</p> | | <p>B:PBLC C:PGHLC D:PGHLC</p> | | | <p>removal and park inspections adding to the cleanliness and appearance to the town.</p> <p>Quotes received for the fencing to be installed around the Rotary park playground.</p> |
| | Develop and implement a tree management strategy. | <p>B:OSRUS C:PGHLC</p> | | | <p>+1</p> <p>Draft tree management plan recommended and approved by the Parks and Gardens Committee, to adopt the plan excluding Logan Street and the Pinoak trees. Public exhibition has now been completed and submissions have been received all commenting on the future of the Pin oaks. Discussed at the Council Workshop</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)</p> <p>Place & public art/beautification A - Chief Corporate Officer (Development/implementation/finalisation)</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>B:MEDCE C:MEDCE D:CDO</p> <p>B:OSRUS C:PGHLC</p> | | | <p>+1</p> <p>Torrington trying to organize a metal cleanup after the fire. All village entrance signs completion, with gardens yet to be installed.</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> | Investigate options for further exercise stations sited along existing cycleway. | <p>B:MAPP C:MAPP D:MW</p> | | | <p>+1</p> <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 are completed with funding from SCCF3. Lights have also been installed at the new cricket nets.</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> | Implement and deliver maintenance programs for Parks, Gardens and Open Spaces across the Tenterfield Shire Council area. | <p>B:OSRUS C:PGHLC D:PGHLC</p> | | | <p>+1</p> <p>Difficult to implement maintenance programs as all the town should be of the one standard. Working towards.</p> |
| | Deliver Business improvements, recognising emerging risks and opportunities. | <p>B:OSRUS C:PGHLC D:PGHLC</p> | | | <p>+1</p> <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. New storage shed and slabs has commenced as part of the new masterplan expansion for the cemetery.</p> |
| | Manage the Parks, Gardens and Open Space Service of Council in a financially responsible manner in line with Budget allocations. | <p>B:OSRUS C:OSRUS</p> | | | <p>+1</p> <p>Budget allocations are monitored and adhered to.</p> <p>Interviews for the horticulture position conducted.</p> |

Budget

| COA | 20/21 Review 3 Budget | 20/21 YTD Actuals May | 20/21 Percentage Spent (Review3) |
|--|-----------------------|-----------------------|----------------------------------|
| Parks, Gardens and Open Space | 1,344,481 | 1,003,190 | 74.62% |
| 1. Operating Income | (154,250) | (116,786) | 75.71% |
| 2. Operating Expenditure | 1,156,830 | 940,702 | 81.32% |
| 3. Capital Income | (158,990) | 336 | -0.21% |
| 4. Capital Expenditure | 500,891 | 178,938 | 35.72% |
| 4215502. Cemeteries - Earthworks Preparation for Stage 1 Expansion | 36,555 | 16,727 | 45.76% |
| 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 | 34,506 | 34.71% |
| 4605511. Installation of Covered Exercise Area at Hockey Park | 63,789 | 0 | 0.00% |
| 4605512. Shirley Park Cricket Net Replacement | 68,418 | 52,225 | 76.33% |
| 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 | 51,996 | 99.22% |
| 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.

Capital Projects

Upgrade Jennings Playground (Grant Funded)

New storage shed at Cemetery

Rouse street planting and irrigation (Grant Funded)

Jubilee Park Pathway (Grant Funded)

Emerging Issues, Risks and Opportunities

The Pin Oaks in Logan Street and the approaches to town are a major risk.

The Business of Improving the Business

Seeking further grant funding to improve amenities.

Customers

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

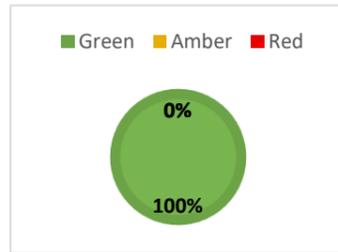
Business Statistics

Nil to report

Special events, achievements of note, celebrations

Nil to report

16. Swimming Complex



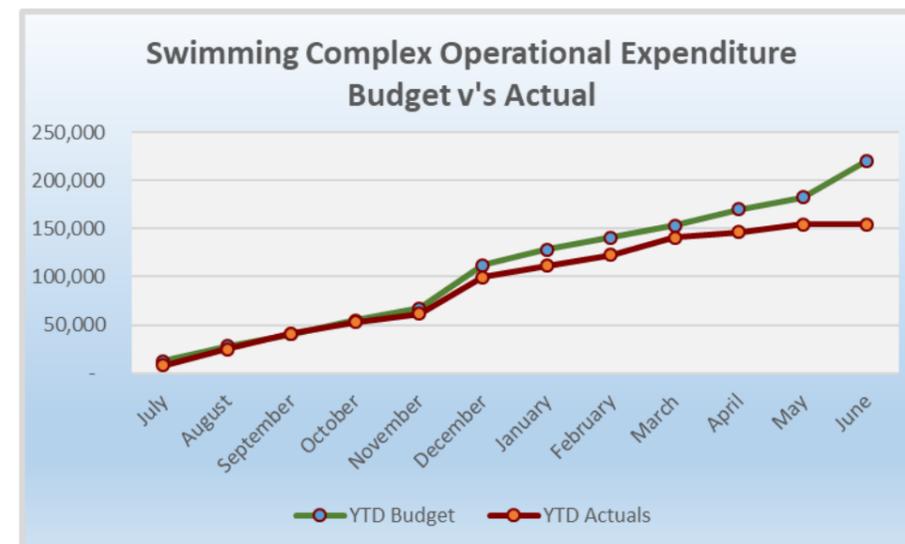
Under the 4 year Delivery Plan *Swimming Complex* relates to the ongoing: service provision; regulatory compliance; planning; supervision of patrons; and management. The Office of the Chief Corporate Officer directly oversees these outcomes.

a) Delivery and Operational Plan precis

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

b) Budget

| COA | 20/21 Review 3 Budget | 20/21 YTD Actuals May | 20/21 Percentage Spent (Review3) |
|--|-----------------------|-----------------------|----------------------------------|
| Swimming Complex | 258,914 | 157,790 | 60.94% |
| 2. Operating Expenditure | 220,648 | 154,368 | 69.96% |
| 3. Capital Income | (220,000) | (15,000) | 6.82% |
| 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:

Season closed 28 March 2021.

c) Capital Projects

Community Building Partnership Grant for a new shelter to the BBQ Area, structure and electrical works complete with screening and picnic tables to be finalised.

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.
Chlorine tubing needs replacing to be addressed prior to opening of next season; planning underway for this to occur.

e) The Business of Improving the Business

Nil

f) Customers

Nil

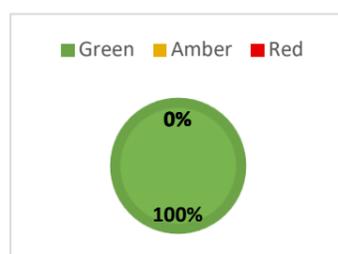
g) Business Statistics

Nil

h) Special events, achievements of note, celebrations

The Pool season closed 28 March 2021 with record attendances since the new Pool Managers took over, 12% growth for the season.

17. Asset Management and Resourcing



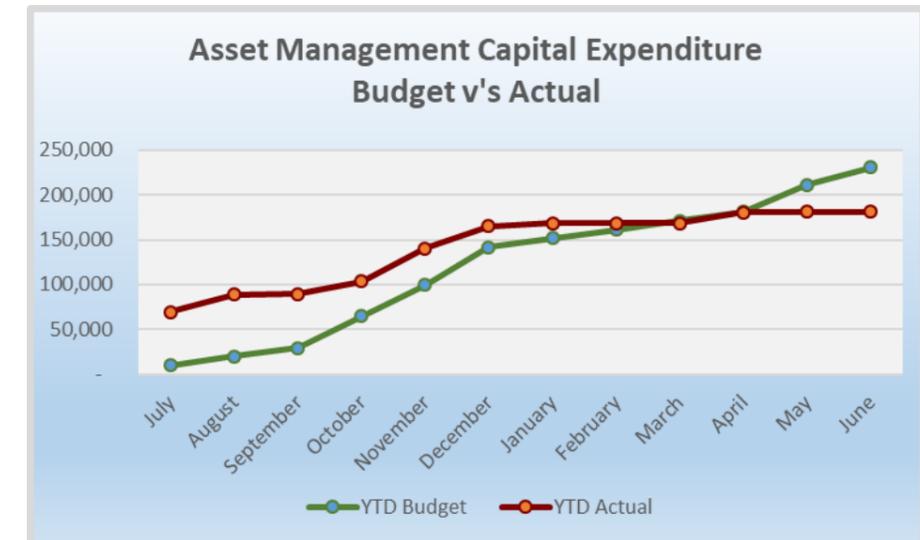
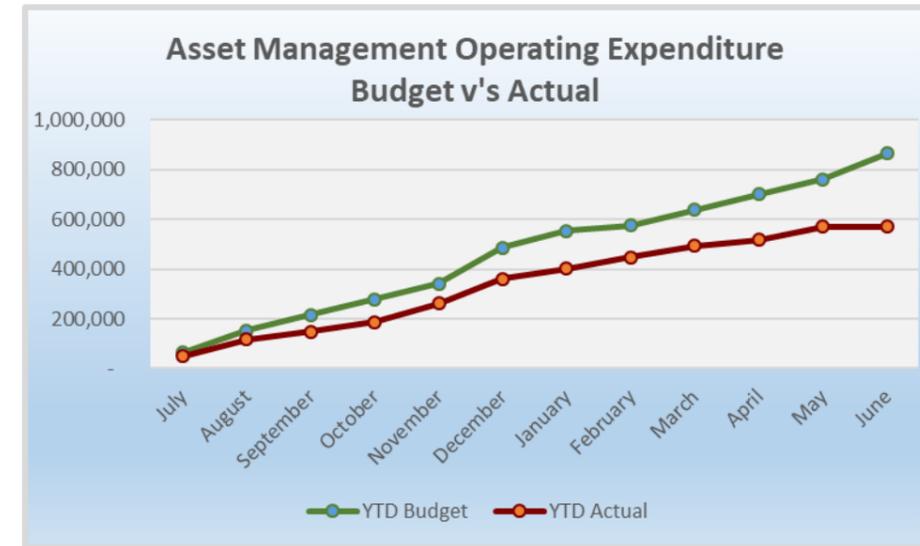
Under the 4 year Delivery Plan *Asset Management and Resourcing* relates to: review, investigation, survey, design, development and project management; asset investigation, planning, policy formulation and management (both as a bureau service to whole organisation and for transport infrastructure). The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

a) Delivery and Operational Plan precis

| 4 Year Delivery Program | 1 Year Operational Plan 20/21 | Officer | -1 | 0 | +1 | Comments: (Business Manager to provide short precis.) |
|---|--|----------------------------|----|---|----|--|
| DP17.01) Delivery of survey and design works for infrastructure services, including stormwater drainage, transport, and water and sewer infrastructure. <i>Assets & projects: A – Director Infrastructure</i> | Ensure that asset management, project planning and design activities meet agreed quality and industry standards | B:MAPP C:MAPP D:MAPP | | | +1 | Project delivery of projects is undertaken to industry standards. |
| | Deliver Business improvements, recognising emerging risks and opportunities. | B:MAPP C:MAPP D:MAPP | | | +1 | Planning for the 21/22 program is underway based upon the adopted budget assessing risks and opportunities during this process. |
| | 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 possible. |
| DP17.02) Review and implement planning for footpaths and cycleway infrastructure that is safe for users and supports connectivity and active recreation in urban environments. <i>Assets & projects: A – Director Infrastructure</i> | Review the Pedestrian Access and Mobility Plan (incorporating the Disability Action Plan) and Bike Plan to identify any priority gaps in connectivity in our Towns and Villages. | B:MAPP C:MAPP D:MAPP | | | +1 | The Pedestrian Access Mobility Plan and the Bike Plans have been reviewed and adopted by Council. |
| DP17.03) Asset planning considers the impact of consumption and cost driven by the increased demand for existing services and attracts a contribution priced to reflect this impact. <i>Assets & projects: A – Director Infrastructure</i> | Undertake annual inspections (or as deemed appropriate) for condition assessment of Council infrastructure and assets. | B:MAPP D:MAPP | | 0 | | Drainage culvert structures are being assessed on individual specific site basis for works planning due to resourcing limitations. |
| DP17.04) Asset Planning, Policy and Management provide strategic direction and information to Council enabling the sustainable management of its asset portfolio as a whole. <i>Assets & projects: A – Director Infrastructure</i> | Develop and implement the Strategic Asset Management Plan and associated systems. | B:MAPP C:MAPP | | | +1 | Asset Management Strategy has been adopted by Council. The Asset Management Policy 1.014 updated 2020. AssetFinda management system is being implemented with transfer and correlation of databases. |
| DP17.05) Risk Management embedded in our Asset Management Planning forms the basis for our intervention programs and our Asset Management practices. <i>Assets & projects: A – Director Infrastructure</i> | Review and update Council's Risk Register and intervention programs on an ongoing basis in accordance with inspection schedules. | B:MAPP C:MAPP | | | +1 | Asset risks have been prepared for the Risk Management system. |

b) Budget

| COA | 20/21 Review 3 Budget | 20/21 YTD Actuals May | 20/21 Percentage Spent (Review3) |
|--|-----------------------|-----------------------|----------------------------------|
| Asset Management & Resourcing | 1,096,691 | 712,111 | 64.93% |
| 1. Operating Income | (10,000) | (47,276) | 472.76% |
| 2. Operating Expenditure | 866,010 | 571,610 | 66.00% |
| 4. Capital Expenditure | 230,681 | 181,065 | 78.49% |
| 6205507. Asset Management - Commbox Touchscreen Display | 8,017 | 8,017 | 99.99% |
| 6250501. Tenterfield Depot - Refurbishment Stage 1 | 50,172 | 28,982 | 57.76% |
| 6250504. Tenterfield Depot - Fuel Tank Investigation/ UPSS Compliance | 20,000 | 18,188 | 90.94% |
| 6250505. Tenterfield Depot - WHS & Environmental Initiative Enhancements | 60,000 | 52,766 | 87.94% |
| 6250507. Urbenville Depot - Refurbishment | 87,492 | 68,480 | 78.27% |
| 6250509. Urbenville Depot - WHS & Environmental Initiative Enhancements | 5,000 | 4,632 | 92.64% |
| 6. Liabilities | 10,000 | 6,712 | 67.12% |



Capital Income:

Grant funding for major works has been obtained through a number of external grants. A significant degree of work by the assets section is then reflected through increased income and expenditure in other sections such as the Transport section.

Capital Expenses:

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

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

Mt Lindesay Road (Legume to Woodenbong section) project is ongoing with major drainage structures being extended and bulk earthworks under Stage 3 near Legume. Survey work is continuing on Stage 4 Koreelah and Stage 5 Big Hill set out for construction and land acquisitions.

Torrington Road (Deepwater River) and Paddys Flat Road (Kangaroo Creek) bridge design is underway for new bridges.

d) Emerging Issues, Risks and Opportunities

The Asset and Planning section has encountered two recent staff vacancies and one secondment to another department, hence staff resources will be under pressure over the next few months during the end of financial year completion and new budget planning process. Major capital works continue to be a priority.

e) The Business of Improving the Business

Asset management system AssetFinda is still being implemented and this system will aid the review of Asset Management Plans for all asset categories.

f) Customers

Customer matters are dealt with as resources are available, however due to the risks in staffing levels identified above, there will be some delays in responses while staff continue to give priority to the major grant funded capital projects. These projects are a priority as they generally benefit the broader community and residents of Tenterfield Shire.

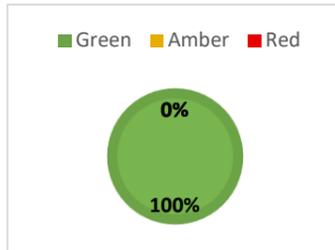
g) Business Statistics

Business statistics are reflected through the capital expenditure program completion and financial budget control.

h) Special events, achievements of note, celebrations

No special events at this stage.

18. Commercial Works



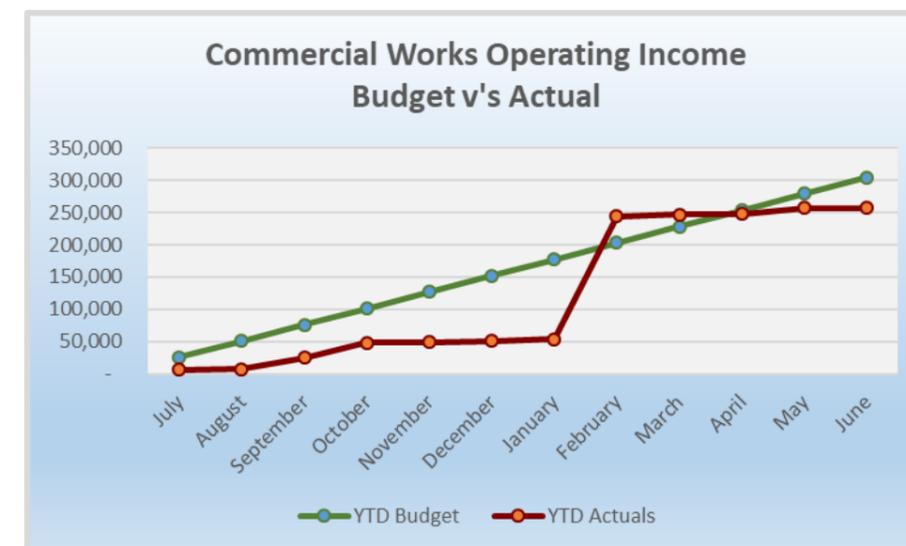
Under the 4 year Delivery Plan *Commercial Works* relates to: private works management, benchmarking, offsetting costs through creating synergies. The Office of the Chief Operating Officer directly oversees these outcomes.

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 3 Budget | 20/21 YTD Actuals May | 20/21 Percentage Spent (Review3) |
|--------------------------|-----------------------|-----------------------|----------------------------------|
| Commercial Works | (63,016) | (68,972) | 109.45% |
| 1. Operating Income | (304,525) | (256,846) | 84.34% |
| 2. Operating Expenditure | 241,509 | 187,874 | 77.79% |



Capital Income:

NA

Capital Expenses:

NA

Operational Income:

No significant variance.

Operational Expense:

No significant variance.

c) Capital Projects

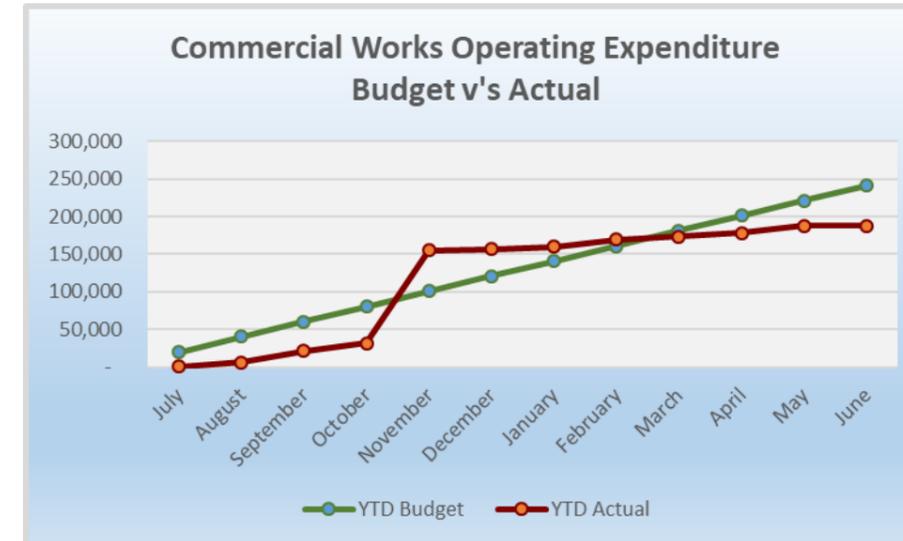
d) Emerging Issues, Risks and Opportunities

e) The Business of Improving the Business

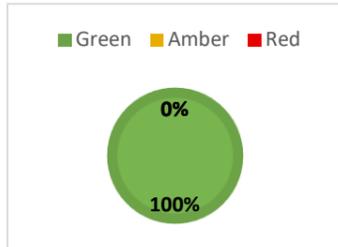
f) Customers

g) Business Statistics

h) Special events, achievements of note, celebrations



9. Stormwater and Drainage



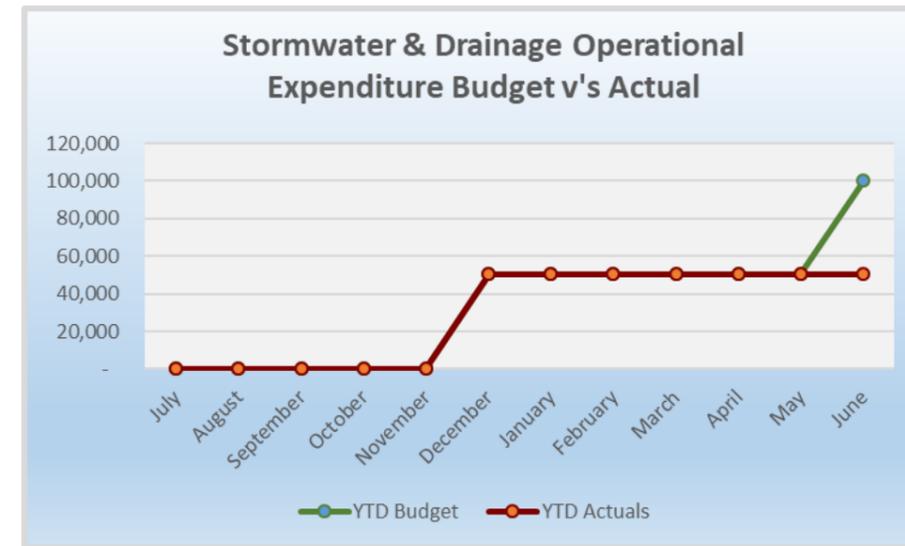
Under the 4 year Delivery Plan *Stormwater and Drainage* relates to ongoing management and improvement of all stormwater infrastructure, gross pollutant traps, natural urban waterways and erosion control apparatus. The Office of the Director Infrastructure directly oversees the outcomes.

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 | Planning of storm water asset renewals for the 2021/22 financial year is ongoing. Projects are being prioritized towards safety and integrity of drainage pits near areas used by children such as schools and parks. |
| | Deliver Business improvements, recognising emerging risks and opportunities. | B:MAPP C:MAPP D:MW | | | +1 | Project delivery is scheduled to gain efficiencies where possible, considering site 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 3 Budget | 20/21 YTD Actuals May | 20/21 Percentage Spent (Review3) |
|--|-----------------------|-----------------------|----------------------------------|
| Stormwater & Drainage | 257,745 | (7,346) | -2.85% |
| 1. Operating Income | (72,566) | (70,572) | 97.25% |
| 2. Operating Expenditure | 100,111 | 50,460 | 50.40% |
| 3. Capital Income | 0 | (1,460) | 0.00% |
| 4. Capital Expenditure | 230,200 | 14,227 | 6.18% |
| 8252502. Drainage Pits - Upgrade | 63,000 | 14,126 | 22.42% |
| 8252509. Rouse Street - Design & Investigation | 100,000 | 0 | 0.00% |
| 8252523. Urban Culverts Renewal | 27,200 | 0 | 0.00% |
| 8252525. Stormwater Works Investigation | 0 | 60 | 0.00% |
| 8252526. Stormwater Pipe Renewal | 40,000 | 41 | 0.10% |



c)

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. There are a number of drainage materials ordered and these costs will not be reflected until the materials are delivered and invoiced, which will be by the end of June. This supply issue is consistent with shortage in supply of drainage products across the state over the past year.

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. The expense is allocated in two half portions, therefore the second expense will exhaust the budget allocation.

Capital Projects

Pit renewal of Structure 9/47R in Wood Street has been completed to make the pit entry child safe.

Further drainage pit upgrades are programmed for East Street in Tenterfield.

Urbenville has drainage projects planned when staff and equipment resources are available from larger projects.

Emerging Issues, Risks and Opportunities

Resources are limited due to additional grant funded works and delays have been experienced in material supply.

The Business of Improving the Business

Scoping of works aims to prioritise delivery of the capital works program.

Customers

Customer matters are dealt with on a priority basis in keeping with the Asset Plan renewals and as funds are available.

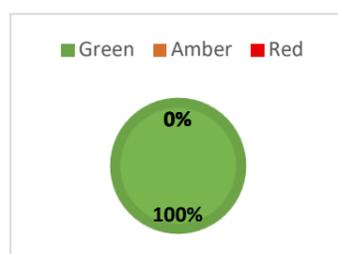
Business Statistics

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

Special events, achievements of note, celebrations

No special events at this stage.

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.

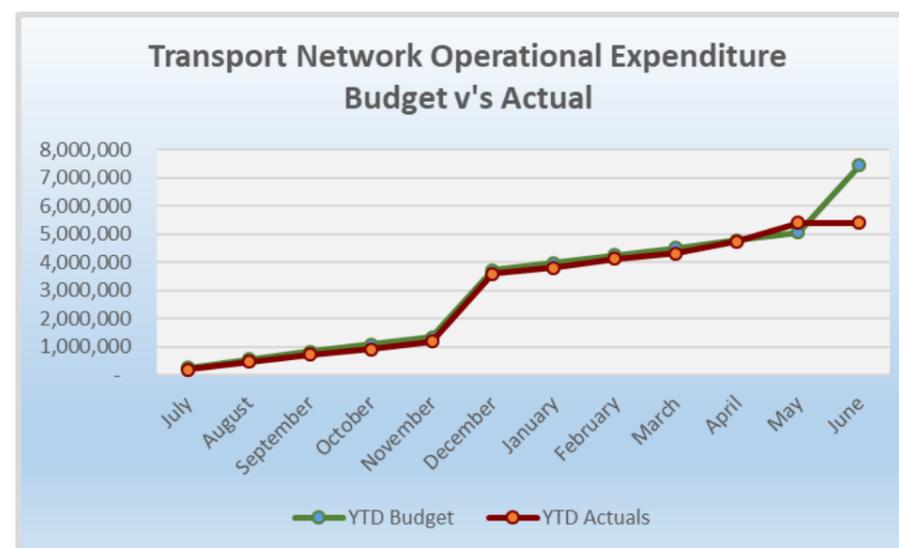
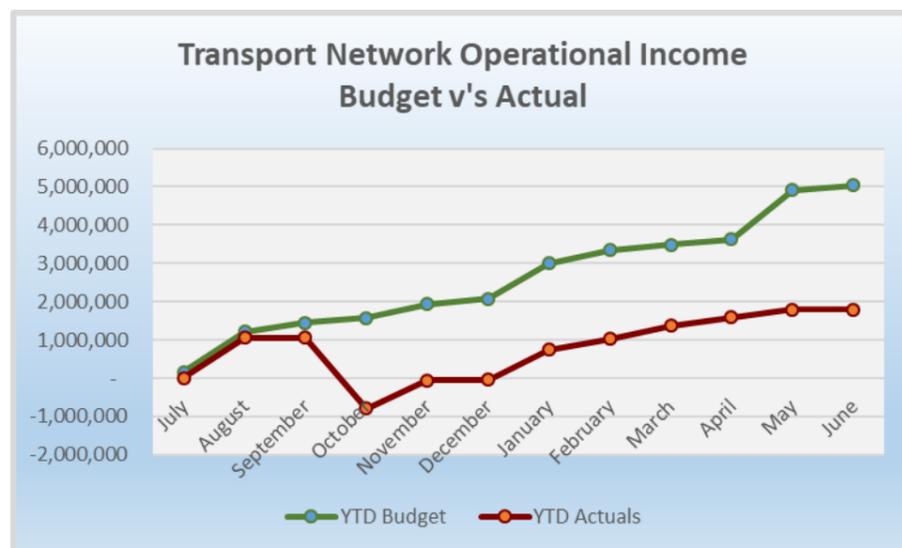
a) Delivery and Operational Plan precis

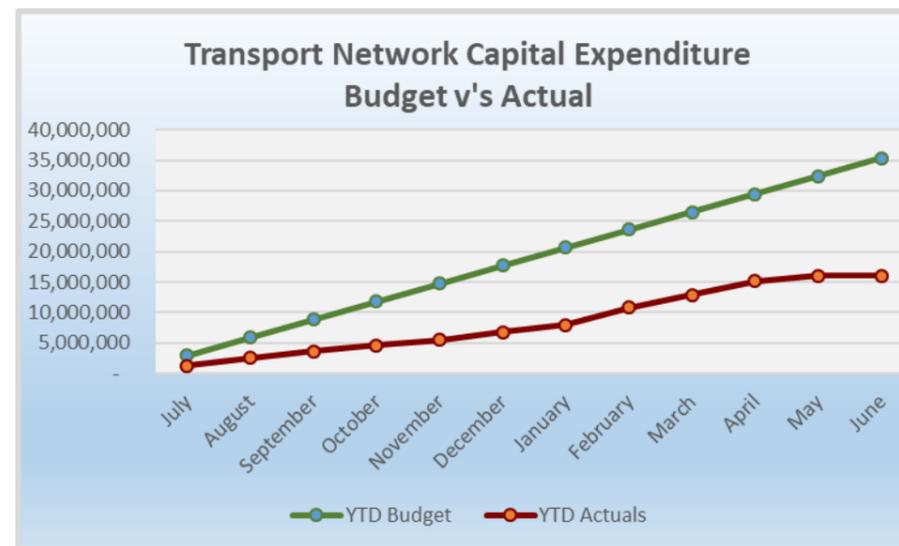
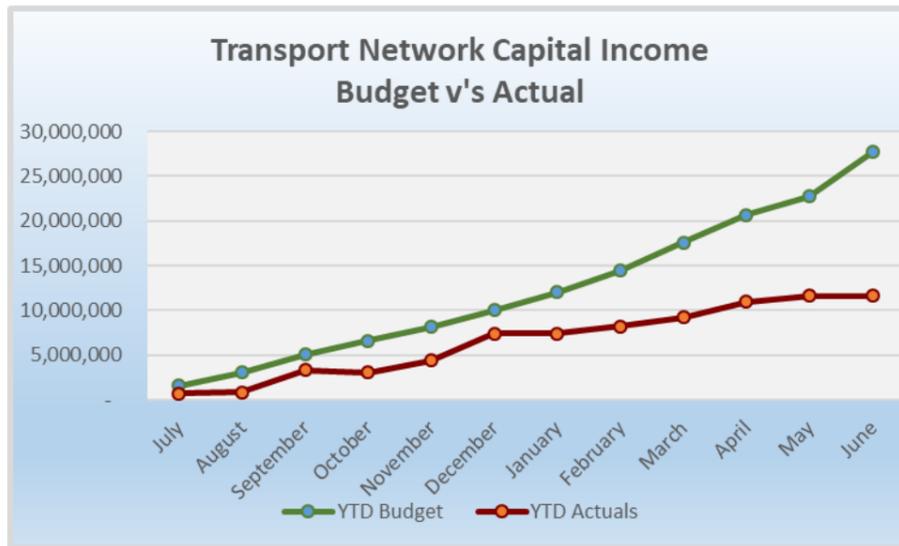
| 4 Year Delivery Program | 1 Year Operational Plan 20/21 | Officer | -1 | 0 | +1 | Has been made |
|--|--|----------------------------------|----|---|----|---|
| DP20.01) Construction of Transport Infrastructure. Roads, bridges and retaining walls: A - Director Infrastructure | Manage and deliver construction services for transport infrastructure. | <i>B:MAPP C:TPE</i> | | | +1 | Capital projects are being delivered with additional works funded through grant funding for road upgrading 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 has been exhibited for a further period for additional public consultation. |
| 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 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 3 Budget | 20/21 YTD Actuals May | 20/21 Percentage Spent (Review3) |
|--|-----------------------------|--------------------------------|---|
| Transport Network | 10,203,680 | 8,082,576 | 79.21% |
| 1. Operating Income | (5,044,944) | (1,802,091) | 35.72% |
| 2. Operating Expenditure | 7,432,444 | 5,395,293 | 72.59% |
| 3. Capital Income | (27,687,871) | (11,633,558) | 42.02% |
| 4. Capital Expenditure | 35,382,547 | 16,001,427 | 45.22% |
| 6215110. Regional & Local Roads Traffic Facilities | 66,731 | 64,940 | 97.32% |
| 6215510. Regional Roads Block Grant - Reseals Program. | 877,001 | 297,210 | 33.89% |
| 6215531. Special Grant Mt Lindesay Road (RMS/Fed) | 10,000,000 | 3,116,577 | 31.17% |
| 6215548. Restart NSW Funding - Beaury Creek Bridge Replacement - Tooloom Road - Expenditure | 1,515,337 | 824,836 | 54.43% |
| 6215551. Repair Program 2019/20 | 491,571 | 496,125 | 100.93% |
| 6215552. Roads to Recovery 2019-24 | 1,645,913 | 1,445,225 | 87.81% |
| 6215553. MR 462 Bruxner 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 | 16,063 | 114.73% |
| 6215559. Safer Roads Program - Boonoo Boonoo Falls Road | 298,000 | 11,515 | 3.86% |
| 6215560. Local Roads & Community Infrastructure Program | 1,044,335 | 544,536 | 52.14% |
| 6215561. Fixing Local Roads - Tooloom Road Heavy Vehicle Access | 3,996,201 | 3,491,554 | 87.37% |
| 6215562. Repair Program 2020/21 | 565,572 | 437,593 | 77.37% |
| 6215563. Federal Stimulus Safety Project 2299 Mt Lindesay Rd | 788,000 | 663,650 | 84.22% |
| 6215564. Mt Lindesay Rd & Boundary Rd Intersection Safety Signposting | 24,800 | 15,683 | 63.24% |
| 6215565. Local Roads & Community Infrastructure Program - Extension | 869,559 | 63,265 | 7.28% |
| 6220270. Boonoo Boonoo Bridge, Mt Lindesay Road - Restart NSW Funding | 2,673,772 | 921,316 | 34.46% |
| 6220271. Bridges Renewal Program - Deepwater River Bridge Renewal - Torrington Road | 1,176,433 | 18,589 | 1.58% |
| 6220272. Bridges Renewal Program - Kangaroo Creek Bridge Replacement - Paddys Flat Road Nth | 1,194,096 | 5,353 | 0.45% |
| 6220273. Contribution to Clarence River Bridge (Kyogle Shire) | 550,000 | 0 | 0.00% |
| 6220274. Bridges Renewal Program - Unknown Creek Bridge (67203) Replacement, Paddy's Flat Rd Nth | 730,950 | 0 | 0.00% |
| 6220275. Emu Creek Bridge Replacement - Hootons Road - Restart NSW Funding | 1,773,906 | 883,641 | 49.81% |
| 6220276. Bridges Renewal Program - Unknown Creek Bridge (67161) Replacement, Paddy's Flat Rd Sth | 700,000 | 653 | 0.09% |

| COA | 20/21 Review 3 Budget | 20/21 YTD Actuals May | 20/21 Percentage Spent (Review3) |
|--|-----------------------|-----------------------|----------------------------------|
| 6220277. Fixing Country Bridges - Grahams Creek Bridge Replacement, Grahams Creek Rd | 660,000 | 0 | 0.00% |
| 6220278. Fixing Country Bridges - Washpool Creek Bridge Replacement, Leechs Gully Rd | 370,000 | 0 | 0.00% |
| 6220280. Restart NSW Funding - Bridge Interim Solutions Project - Expenditure | 1,343,529 | 1,359,446 | 101.18% |
| 6220500. Urban Streets - Reseal Program | 122,000 | 4,575 | 3.75% |
| 6220501. Road Renewal - Gravel Roads | 620,126 | 449,099 | 72.42% |
| 6220503. Gravel Resheets | 632,425 | 510,980 | 80.80% |
| 6220506. Bridges / Causeways (SRV to 2023/24) | 14,000 | 13,230 | 94.50% |
| 6220507. Rural Roads - Reseal Program | 259,402 | 96,852 | 37.34% |
| 6220512. Rural Culverts & Pipes | 47,645 | 20,193 | 42.38% |
| 6220513. Concrete Bridges | 30,000 | 618 | 2.06% |
| 6240101. Gravel Pit Rehabilitation | 10,251 | 5,123 | 49.97% |
| 6240502. Main Street - Complete Final Stage | 18,576 | 13,394 | 72.10% |
| 6240505. Urbenville Beautification of Main Street | 160,000 | 134,857 | 84.29% |
| 6240506. Footpath Extension in Drake | 20,000 | 22,300 | 111.50% |
| 6250600. Purchase of Land - Transport Network | 21,000 | 21,000 | 100.00% |
| 6. Liabilities | 121,504 | 121,504 | 100.00% |





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 external grants and Council funding allocations. Capital expenditure trend is low compared to annual trend projection, however significant budget funding allocations for bridge replacements and Mt Lindesay Road Special Project have funding arrangements that allow for expenditure to continue into the 2021/22 financial year under the funding agreements.

Increased resources have been engaged on the Mt Lindesay Road project, urban and rural road resealing has been undertaken and cooler weather has restricted completion of any further works, LCRI funded initial sealing work continued to complete already prepared road pavement.

Capital Projects

Mt Lindesay Road (Legume – Woodenbong) Special Grant project continues with major culvert drainage works and bulk earthworks on Stage 3 Legume East between 0.1km to 6.1km east of Legume.

LRCI completed works include Castlerag Rd (7.7km), Deepwater Racecourse Rd (800 metres), Hootons Rd (7.4km), Red Hill Rd (3.2 km), Paddys Flat Rd South (2.5km), Billirimba Rd (4 km), Bryans Gap (5.7km), Pyes Ck Rd (3km) and Sugarloaf Rd (2.1 km). McKechnie Rd (2.8km), Morwood (400 metres), Millers Lane (1.2km), Gumflat Rd (1.1km). Nutshell Rd is prepared for sealing, awaiting dry back and sealing contractor availability, anticipating week beginning 14-06-2021.

Boonoo Boonoo Falls Road low cost pavement preparation and sealing will be available to seal during June. This project also includes guard rail installation as identified in the funded Road Safety Treatments.

Reconstruction of a pipe extension on the corner of East and Miles Street is completed.

Bridge Works

Interim Bridge Solutions

- Mole River Road bridge at Tablelands Creek is completed and open.
- Boorook Road bridge at Boorook Creek will have the new timber structure transported to site late June.

- Barlows Gate bridge replacement at Acacia Creek is complete and open.
- Black Swamp Bridge on Cataract River is having a new deck replacement, anticipate to be completed in June.

Torrington Road (Deepwater River) and Paddys Flat North (Kangaroo Creek) bridge replacement designs are underway.

Mt Lindesay Rd - Boonoo Boonoo River bridge approaches are being constructed during June / July.

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, Fixing Local Roads, Building Better Regions (Infrastructure) Fund, Bushfire Local Economic Recovery Fund, Federal Assistance Grants, Roads to Recovery program, TfNSW Regional Roads Repair program, Interim Bridges Solutions grant and the Local Roads Community Infrastructure (LRCI) project.

Operational Income:

Operational works are funded through the current budget.

Operational Expense:

Operational expenses are kept within budget and are on target with annual projection trend to date.

Council and additional contractors are grading roads and undertaking repair and restoration works following the significant rain event in March.

- Grading Schedule

- Eastern Grader – Steinbrook Hall and Steinbrook School Rd are graded, currently grading Billirimba Road
 - Northern Grader –Morwood Road (LRCI sealed), McKechnie Road (LRCI sealed). Thurlimbah Road graded, followed by Dalmoak and Wylie Creek Road.
 - Western Grader – Currently grading Silent Grove Road (this road suffered substantial damage during the rain event), followed by Mole River Road & Woodside Road.
 - Central Grader – Bryans Gap Road (sealed), Millers Lane (sealed), Gum Flat Road (sealed), Nutshell Road (ready for seal, week beginning 14-06-2021) followed by preparing Jennings town streets. Grading Black Swamp School road.
 - Other roads that have received attention with local contractors to rectify storm event damage include Mt Speribo Road, Currs Road and Cottesbrook Road, Cyril Smith Circuit, Bushy Drive, Daisy Mount Road, Matheson Road, Lower Rocky Road, Brassington Creek Road, Common Rd and Rivertree Rd. Roads to be repaired include Pyes Ck, Upper Mole, Woodside, Silent Grove, Back Ck, Bald Rock and Snakes Valley.
 - Many roads have had minor repairs, including patching on Main Camp Rd, Old Main Camp Rd and Morgan’s Ck Rd.
 - Pavement Repairs are programmed for Rivertree, Cullendore and Harrigans Lane
- Many roads have had initial repairs conducted to achieve access for residents following the recent storm event. Council crews along with local contractors are completing flood damage on roads as part of Council’s programmed works. *The entire LGA suffered significant damage in the rain event and crews are working as quickly as possible to address a wide range of issues across the Shire. It will take several months to attend to all damage and we ask that residents are patient as we progressively undertake repairs and restoration.*

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

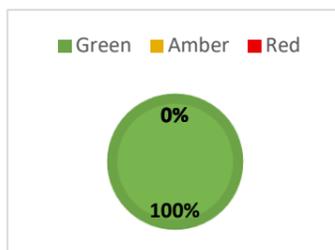
Customer matters are dealt with on a priority basis where resources are available.

Business Statistics

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

Special events, achievements of note, celebrations

21. Plant, Fleet and Equipment



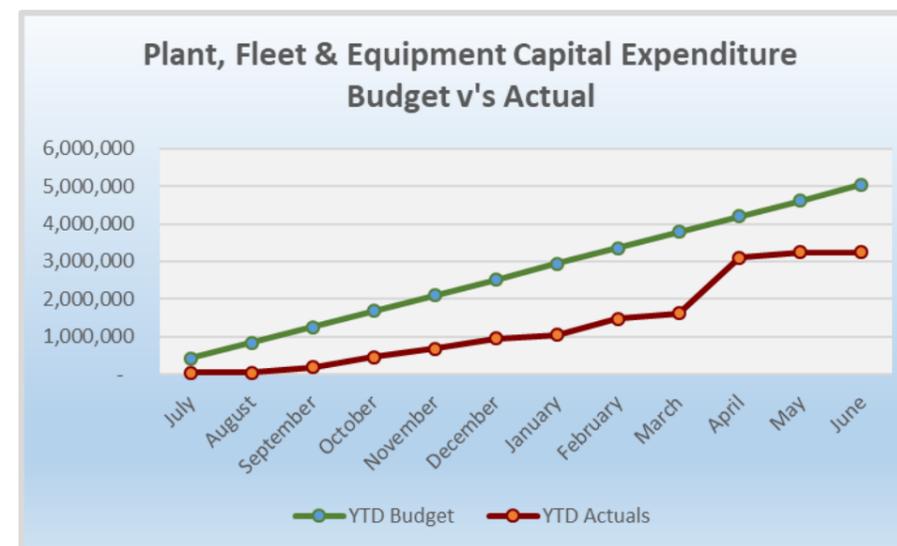
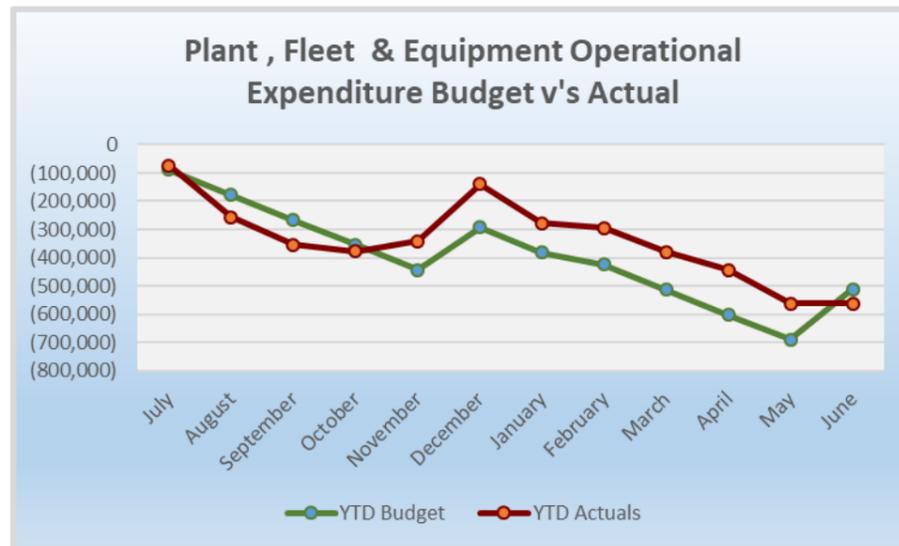
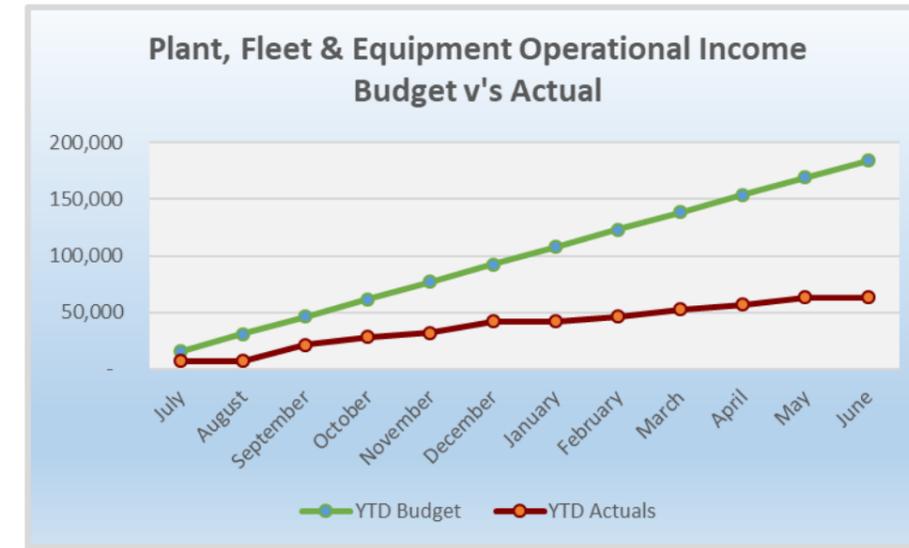
Under the 4 year Delivery Plan *Plant, Fleet and Equipment* relates to: effective provision and management of plant, fleet, equipment, store and depots; and tendering and procurement. The Office of the Director Infrastructure directly oversees these outcomes.

a) Delivery and Operational Plan precis

| 4 Year Delivery Program | 1 Year Operational Plan 20/21 | Officer | -1 | 0 | +1 | Comments: (Business Manager to provide short precis.) |
|---|---|-------------------------|----|---|----|--|
| <p>DP21.01) Maximise productivity of Council fleet and stores service.</p> <p>Depot, Store: A – Director Infrastructure</p> <p>Fleet & Plant: A – Director Infrastructure</p> <p>Procurement and tendering framework: A – Director Infrastructure</p> <p>Depot, Store, fleet & plant: A – Director Infrastructure</p> | Implementation and delivery of the Fleet Asset Management Plan and the Plant Replacement Program. | B:MF C: MF D: MF | | | +1 | Review of Fleet Asset Management Plan 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 and a float trailer. The Light Vehicle Tender has closed with assessments of the submissions being conducted currently. |
| | 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. |
| | Deliver Business improvements, recognising emerging risks and opportunities. | B:MF C:MF D:MF | | | +1 | The Fleet operational expenditure has remained below budget across the fleet during the period. And utilisation has increased slightly but remains under target. |
| | 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 3 Budget | 20/21 YTD Actuals May | 20/21 Percentage Spent (Review3) |
|---|-----------------------|-----------------------|----------------------------------|
| Plant, Fleet & Equipment | 1,838,751 | 593,631 | 32.28% |
| 1. Operating Income | (184,500) | (63,148) | 34.23% |
| 2. Operating Expenditure | (510,327) | (561,580) | 110.04% |
| 4. Capital Expenditure | 5,036,985 | 3,249,873 | 64.52% |
| 6210500. Public Works Plant - Purchases | 5,014,391 | 3,227,279 | 64.36% |
| 6210502. Minor Plant Purchases | 22,594 | 22,594 | 100.00% |
| 8. WDB of Asset Disposals | (2,503,407) | (2,031,514) | 81.15% |



Operational Income:

Recovered through plant charges, fleet income is indicating a 1.70% deficit for May. Capital project works figures are also not included in these numbers, and council is currently executing considerable capital works projects

Operational Expense:

Fleet operational expenditure was 1.12% under expended for May which is indicative of the reduced utilisation over the period.

c) Capital Projects

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

- Unit 68 Grader – **Completed**,
- Unit 17 and 11 Watercarts – **Completed** awaiting delivery (ETA early May).
- Unit 107 Mini Excavator 5.5T – Quotes received, assessment in progress.
- 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**,
- Light Vehicle Fleet – Tender is completed and submission are currently being assessed.

d) Emerging Issues, Risks and Opportunities

Fleet utilisation is 1.70% behind budget.

e) The Business of Improving the Business

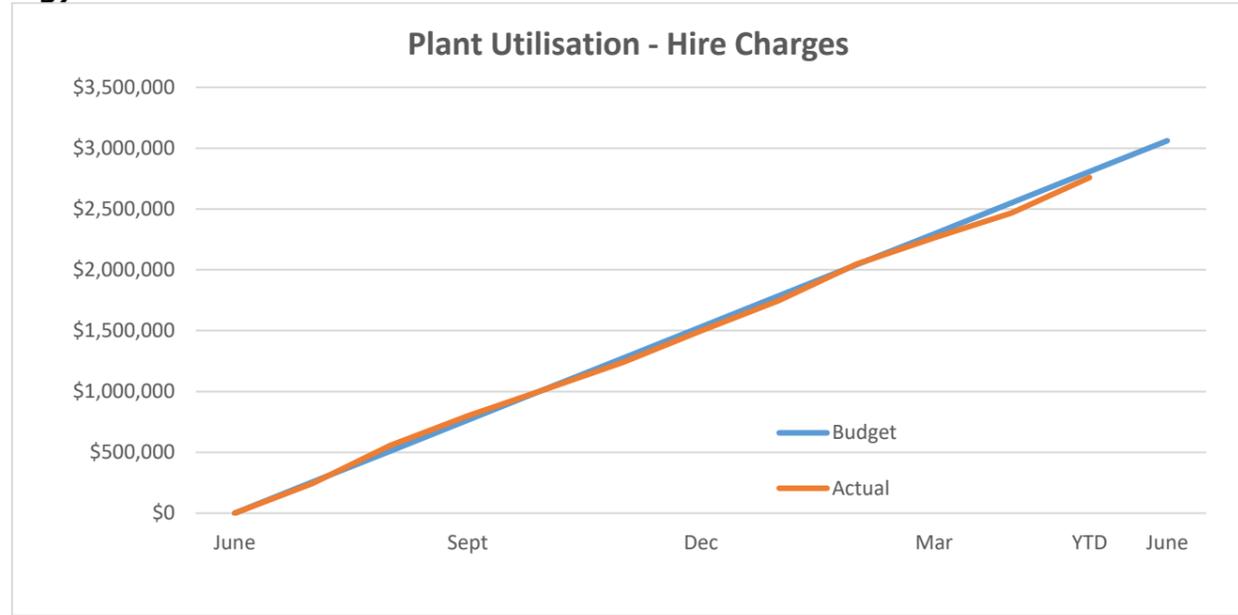
The Western aspect awning is 60% complete which will afford Fleet the ability to relocate its bulk **oi** storage to more suitable location. Implementation of the Fleet Maintenance software "Formbird" is in the closing stages with full rollout scheduled for July.

f) Customers

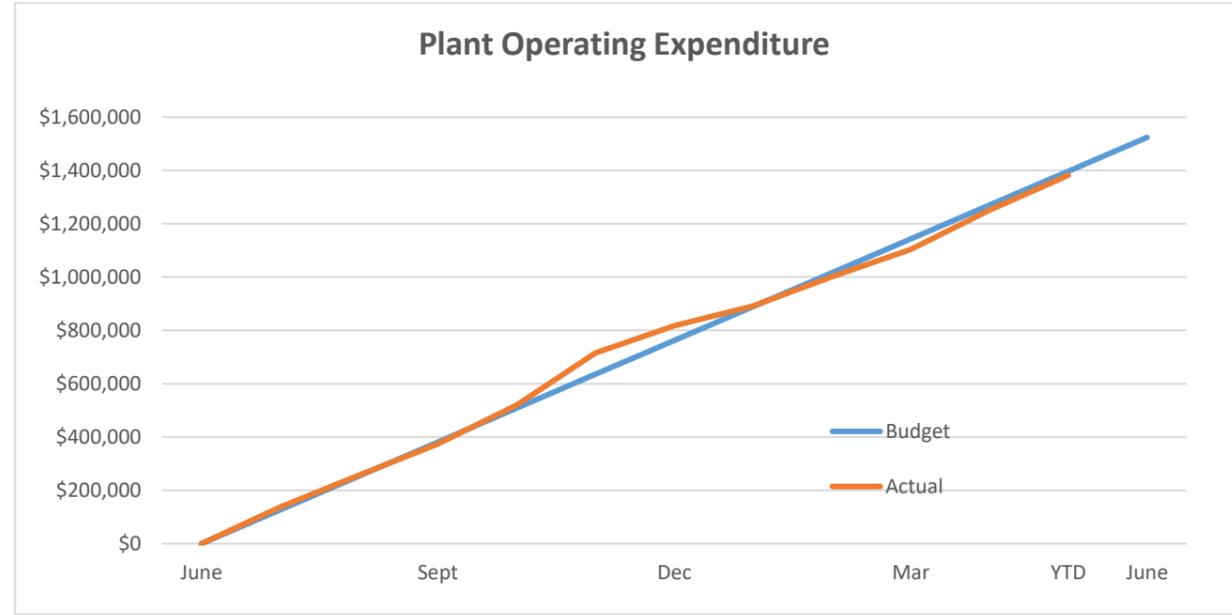
Support to all internal customers is ongoing, including mechanical and technical assistance, and provision of fleet assets through a system of internal hire. Ongoing support to the Rural Fire Service is provided by means of scheduled servicing and repairs to all appliances within the Tenterfield LGA.

Significant fabrication tasks are ongoing for the new Torrington Transfer Station.

g) Business Statistics



Fleet utilisation is indicating a 1.70% deficit for May.

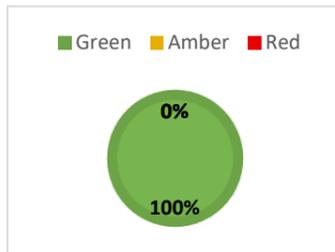


The plant operating expense was 1.12% under expended for May.

h) Special events, achievements of note, celebrations

Council's Workshop Supervisor successfully completed training to become a vehicle inspector and is now able to conduct road worthy inspections.

22. Waste Management

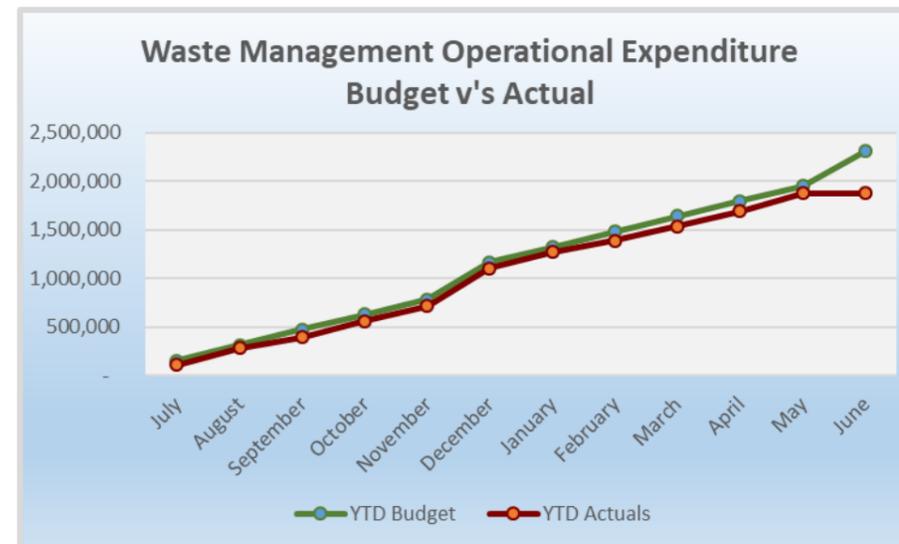
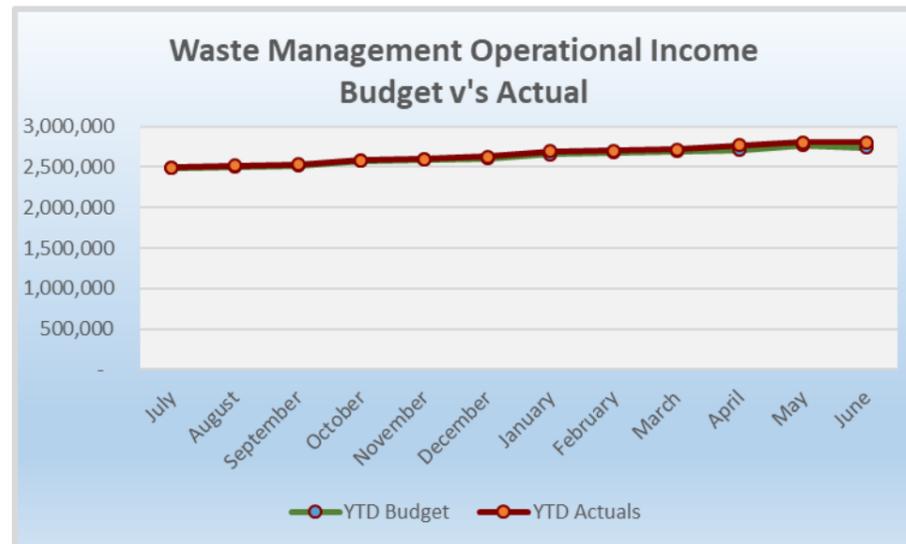


Under the 4-year Delivery Plan *Waste Management* relates to ongoing and sustainably managing waste: reduction; recycling; landfill remediation and development; and public education. The Office of the Chief Operating Officer directly oversees the outcomes.

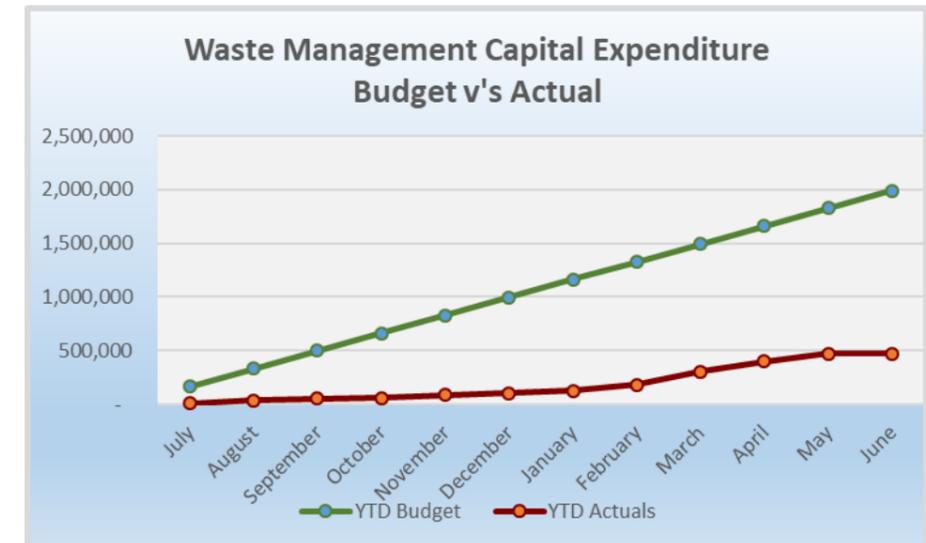
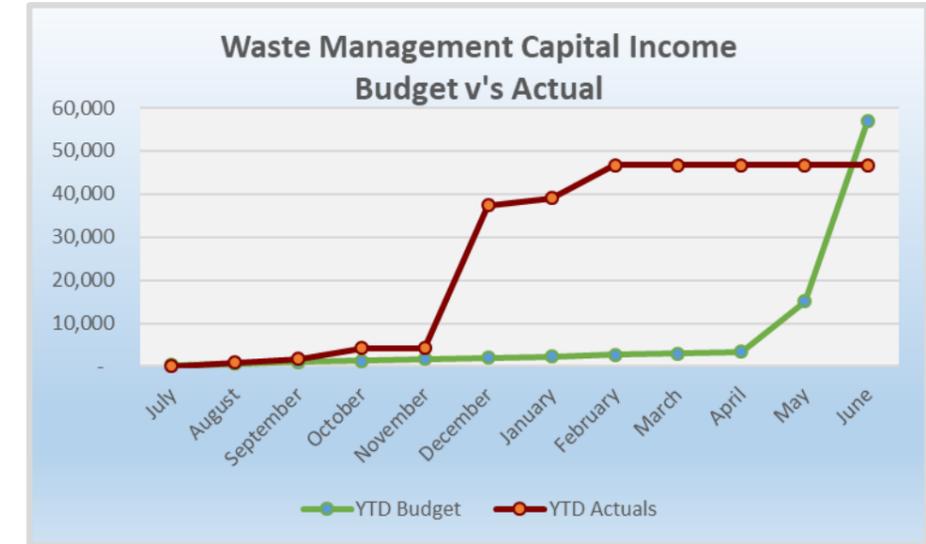
a) Delivery and Operational Plan precis

| 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. | <i>B:MWW D:MWW</i> | | | +1 | Ongoing operations with delivery in-line with Waste Management strategy. |
| | Deliver Business improvements, recognising emerging risks and opportunities. | <i>B:MWW C:MWW D:MWW</i> | | | +1 | Ongoing assessments and improvements to the business program ensuring risks are undertaken as priorities. |
| | Manage Waste Services of Council in a financially responsible manner in line with Budget allocations. | <i>B:MWW D:MWW</i> | | | +1 | Continuous review of best fiscal practice for managing Waste Services and maintaining budgets |

b) Budget



| COA | 20/21 Review 3 Budget | 20/21 YTD Actuals May | 20/21 Percentage Spent (Review3) |
|---|-----------------------|-----------------------|----------------------------------|
| Waste Management | 1,650,226 | (397,434) | -24.08% |
| 1. Operating Income | (2,737,990) | (2,807,142) | 102.53% |
| 2. Operating Expenditure | 2,307,323 | 1,874,151 | 81.23% |
| 3. Capital Income | (56,881) | (46,650) | 82.01% |
| 4. Capital Expenditure | 1,992,426 | 473,936 | 23.79% |
| 7080500. 240L Wheelie Bins | 2,000 | 3,839 | 191.93% |
| 7080503. Industrial Bins | 40,000 | 8,775 | 21.94% |
| 7080553. Boonoo Boonoo - New Cell Construction | 743,000 | 20,243 | 2.72% |
| 7080554. Boonoo Boonoo - Landfill Cover | 10,000 | 0 | 0.00% |
| 7080555. Boonoo Boonoo - Cell Remediation Asset (Non Cash) | 50,000 | 0 | 0.00% |
| 7080556. Boonoo Boonoo - Landfill Site Design | 0 | 10,227 | 0.00% |
| 7080558. Tip shop - Drake, Liston & Tenterfield | 24,986 | 44,149 | 176.69% |
| 7080559. Green Waste Hungry Bin - School Trial | 3,598 | 3,677 | 102.20% |
| 7080561. Boonoo Boonoo Landfill - Environmental Improvements | 31,700 | 19,680 | 62.08% |
| 7080563. Torrington - Landfill Closure & Transfer Station Construction | 119,872 | 302,765 | 252.57% |
| 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 | 19,349 | 14.03% |
| 7080720. Mingoola - Open Transfer Station | 70,000 | 30,582 | 43.69% |
| 7080731. Torrington Landfill - Access Road | 75,000 | 9,514 | 12.69% |
| 7080732. Torrington Landfill - Convert to Transfer | 70,000 | 0 | 0.00% |
| 7080733. New Pump Combination | 15,000 | 0 | 0.00% |
| 7080811. Tenterfield WTS Groundwater Bores | 48,401 | 236 | 0.49% |
| 7080821. Tenterfield WTS Bailer Bay Structure | 0 | 901 | 0.00% |
| 6. Liabilities | 145,348 | 108,272 | 74.49% |



Capital Income:

On track

Capital Expenses:

Revised schedules providing balance.

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. Designs finalised and plans provided for the new site office, installation expected to commence in May 2021.

Industrial bins are under investigation with request for quotations that have been received, reviewed, ordered and delivered in February 2021.

Boonoo Boonoo new cells and remediation approval has been granted with the provision that 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 22 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 April 2021, including tie in slab for bin bay and new Tip shop. *The expected Official opening of the Torrington Waste Transfer Station (WTS) was scheduled for March, however delayed until May 2021 (Figure 1 to 4).*



Figure 1, 2, 3 & 4 Site sign, Councillors and Staff at Opening, Staff in-front of New site Office & Site opening with Mayor Peter Petty and Acting CE Kylie Smith.

The Operational opening of Torrington is expected in June 2021, (Figures 5 to 9) installation of site handrail, tank stand, septic and office facilities are completed/underway with industrial bins with hungry boards (extension shrouds) has commenced with 8 remaining, safety car stops, handrails and power connections are pending equipment delivery.



Figure 5, 6, 7 & 8 New industrial bins, Site office handrail, Facilities & Septic tank and water tank stand installation.

Upgrade for Mingoola new waste transfer station, has stalled Council entered into leases with Crown lands initially and now Council entering into negotiations with the Moombahlene LALC to purchase the site.

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 Hughes, 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.

Expansion of the future cell (cell 5) to aid in the fire restoration work, with EPA approval has continued this month with expansion of cell 5 and reconstruction of cells 1 and 2 wall works (Figures 9 & 12).



Figure 9, 10, 11 & 12 View north western side of cell 5 and view south eastern side cell 5.

Due to staff injury, new automatic gate installation for Tenterfield Waste Transfer Station has progressed with quotations received reviewed and awarded, works where schedule for March however postponed due to rain, work was completed in May 2021, automatic feature pending (Figures 13 to 15).



Figure 13, 14 & 15 Installation of concrete footings for gate track, Re-bitumen of surface and Gate installed

d) The Business of Improving the Business

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

Torrington Mega Muncher rollout has progressed with 47 Bins completed.

Boonoo Boonoo Clean-up went well with errant litter cleaned from the woodland.

Fire in the New England highway in Tenterfield's main street witnessed a semi-trailer full of cardboard engulfed with flames. Police, Fire crews, Contractors and Council staff were on the scene and quickly extinguished the flames, waste was transported to behind the transport museum site and once extinguished sent to Boonoo Boonoo. Well done to all concerned for a coordinated professional approach that ensured safety, security and environmental concerns.

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.

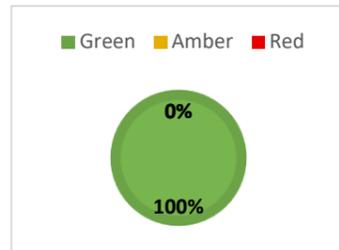
Council Staff have started preparation to name the newest member of our Waste Fleet the new Front Loader which has a cost of \$488k and is already on the job. To engage with the community, initially Staff were invited to provide an initial list of names, these have been provided to Council's Director of Infrastructure (Fiona Keneally), Council's acting Chief Executive (Kylie Smith) and Council's Mayor (Peter Petty) to review and select. The finalised list will be provided on-line for the community to vote on. Results are expected in June 2021.

f) Business Statistics

g) Special events, achievements of note, celebrations

Council's project engineer Melissa Blum has now left Council to start a 12 month sabbatical and Council's Acting Waste Supervisor Trent Airs Achieved an award for outstanding performance in the Objective Leader, Leadership Program.

23. Water Supply

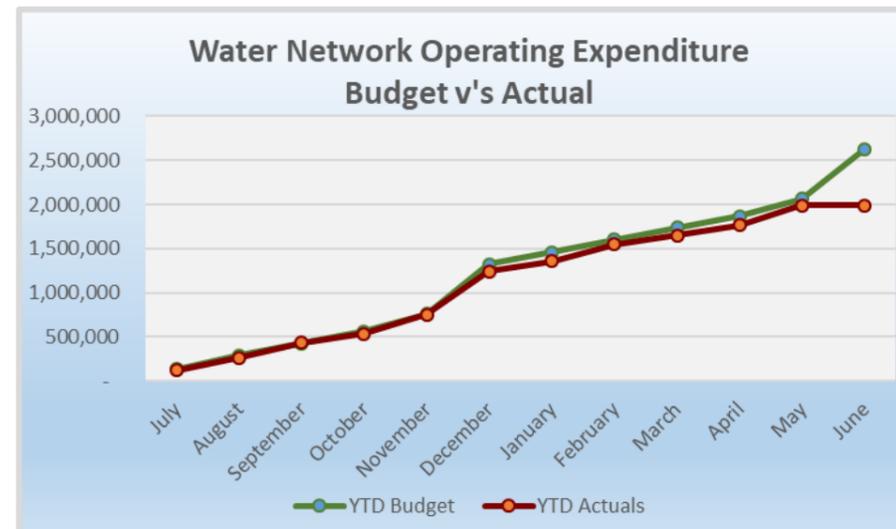
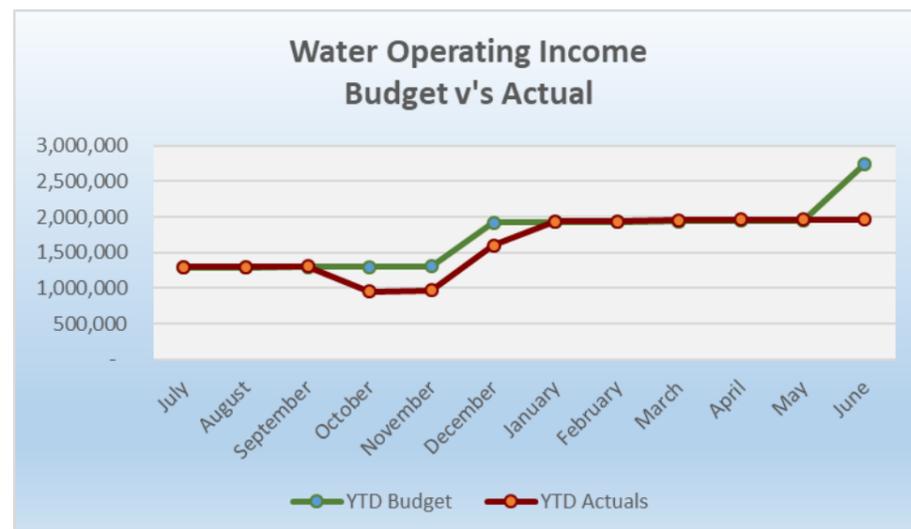


Under the 4-year Delivery Plan *Water Supply* relates to: ongoing water catchment, storage, treatment, distribution, monitoring, regulating, reporting, compliance, charging and administration. The Office of the Director Infrastructure directly oversees the outcomes.

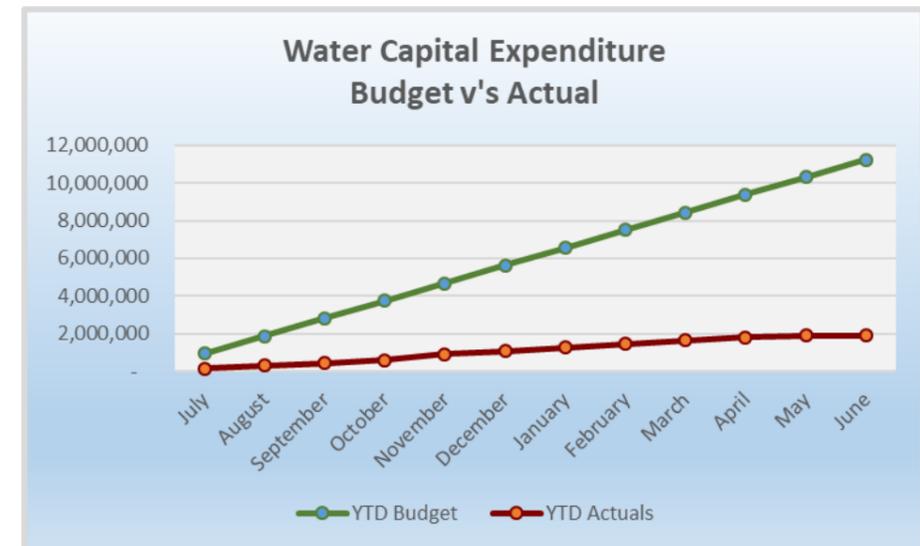
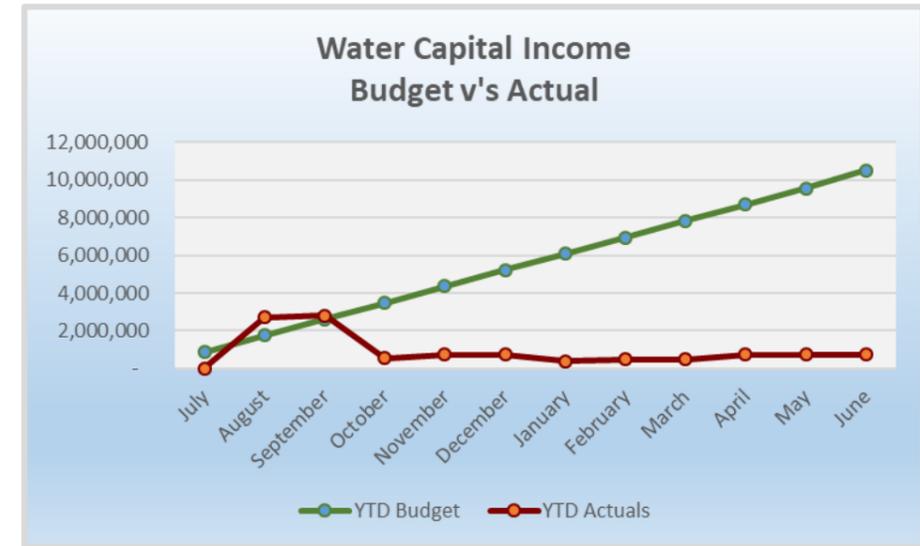
a) Delivery and Operational Plan precis

| 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 3 Budget | 20/21 YTD Actuals May | 20/21 Percentage Spent (Review3) |
|--|-----------------------|-----------------------|----------------------------------|
| Water Supply | 852,379 | 1,380,646 | 161.98% |
| 1. Operating Income | (2,745,335) | (1,968,626) | 71.71% |
| 2. Operating Expenditure | 2,629,622 | 1,989,504 | 75.66% |
| 3. Capital Income | (10,523,157) | (745,711) | 7.09% |
| 4. Capital Expenditure | 11,247,390 | 1,907,619 | 16.96% |
| 7484505. Tenterfield Mains Replacement | 453,134 | 709,950 | 156.68% |
| 7484506. Tenterfield Meter Replacement | 21,500 | 171 | 0.79% |
| 7484515. Tenterfield Flood Warning System - Capex | 200,000 | 129,634 | 64.82% |
| 7484521. Tenterfield Water Treatment Plant Design | 0 | 2,485 | 0.00% |
| 7484522. Tenterfield Water Treatment Plant Construct | 9,490,153 | 159,194 | 1.68% |
| 7484532. Tenterfield Water Supply - Drought Augmentation | 917,809 | 861,407 | 93.85% |
| 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% |
| 7484810. Urbenville Off Stream Storage Install, Pipework, Commission | 0 | 16,000 | 0.00% |
| 7484811. Urbenville Water Treatment Plant Upgrade | 20,000 | 1,709 | 8.55% |
| 7484812. Scada Renewal | 23,237 | 22,068 | 94.97% |
| 7484814. Urbenville Intake Pipe Replacement | 28,000 | 0 | 0.00% |
| 7484901. Jennings Mains Replacement | 33,557 | 0 | 0.00% |
| 7484950. Legume Catchment - Water Supply Options Study | 5,000 | 5,000 | 100.00% |
| 6. Liabilities | 243,859 | 197,860 | 81.14% |



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 with continued asphaltting of roads impacted by the bore line construction.

Arrival of new (Council requested) dispenser to be located at the Apex Livestock Bore site, a non-potable water source reflected in the green stripe colours chosen for this dispenser. Council's other water dispensers located near the Depot at Tenterfield and park at Urbenville as potable supplies are solid blue in colour with installation expected to be completed in May 2021.

Bore line project is continuing with second pad formed at Archery, well head and controller installed. Shirley Park has been formed with new flood tower. East Street has new well head constructed with installation expected to occur next month. Testing of the main controller at Museum/RFS is complete with electrical and electronic components working efficiently (Figures 1 to 4).



Figure 1, 2, 3 & 4 Shirley Park flood platform, Testing main controller MB Industries, Pump test Council Staff and Well head and controller Archery 2.

Works have commenced for the New Water Filtration Plant on Scrub Road, the project was awarded to contractors LC Water. Final designs have progressed with some plans under review. To ensure the timeframes for the project initial site establishment and preliminary groundwork has commenced. Additionally Councillors, Staff, Minister Melinda Pavey and Council's Major Peter Petty conducted a Sod-turning event this month to commemorate the commencement of the program for the New Water Treatment Plant (Figures 5 to 8).



Figure 5, 6, 7 & 8 Preparation for Sod turning, Minister Melinda Pavey turning the Sod, Excavators undertaking site preliminary groundwork and Sign for the project.

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 900m 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. First utilisation of the information from the flood warning system occurred during the floods in March with the on-line function allowing height of water flow in creeks and over the dam crest to be viewed in real time, which for the dam reached the white alert.

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](#). [Smartwater are undertaking another 'Water Night 2021' details pending.](#)

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, fingerlings were also released into the dam in February and a further 300 tagged and 200 untagged trout ranging in size from 25-30cm were released late this month.

A Grant has been submitted to aid in improvements to the dam, as a disabled fishing platform October 2020, [awaiting response](#).

f) Customers

Water supply, is provided to the community under Australian Drinking Water Guidelines (ADWG), current usage at Tenterfield is currently [708 KL/day decreasing by 160 KL/day](#).

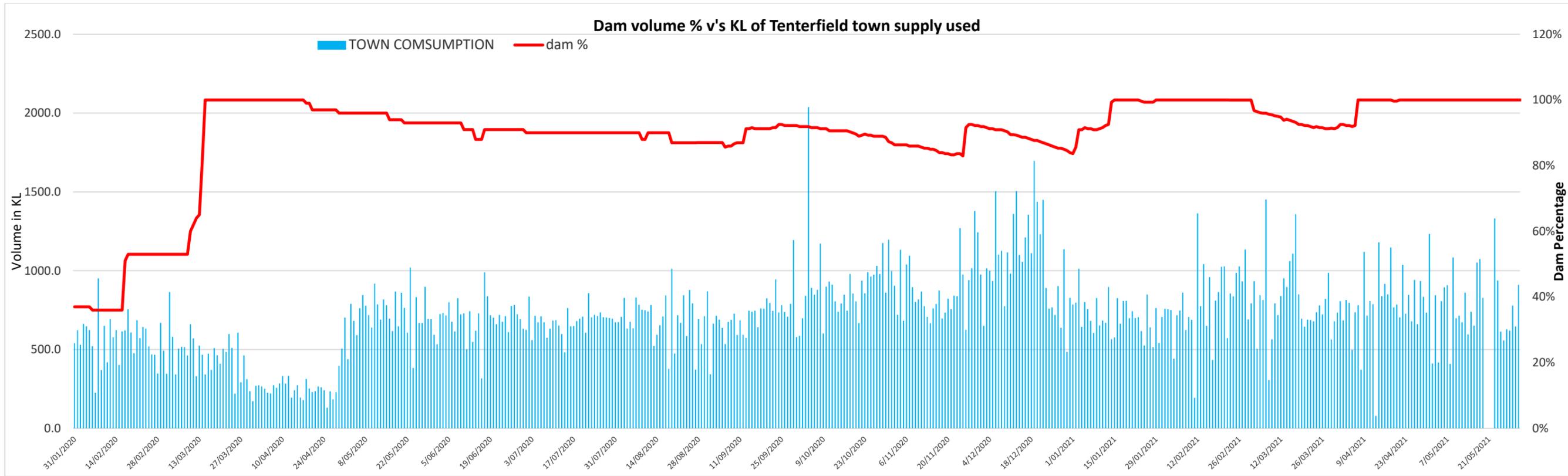
g) Business Statistics

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

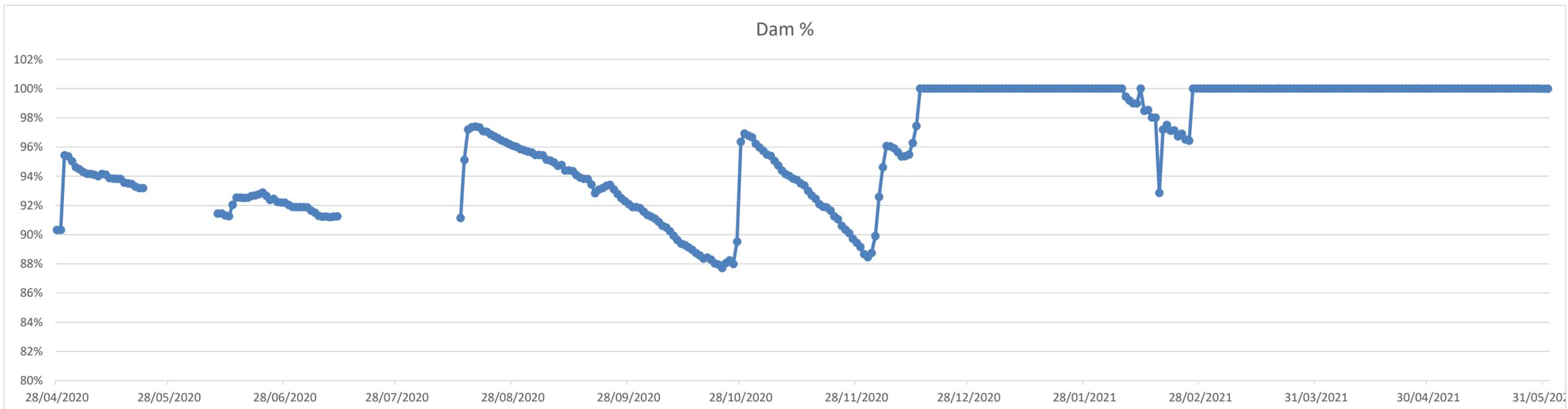
[Meter Reading was undertaken in the October/November and April/May.](#)

Tenterfield [0 major main 1 at Jennings and section 67 at Jennings Base, 3](#) new service connections and [4 at Jennings](#) including meter [0](#) meter repairs and [5](#) broken services repaired. Urbenville had [0 major main](#) broken main repairs, mains flushing occurred in [1](#) location, [0](#) meter replacement and [2](#) broken service repaired [1](#) hydrant replacement from damage. [Water meter readings have been undertaken this month completion next month.](#)

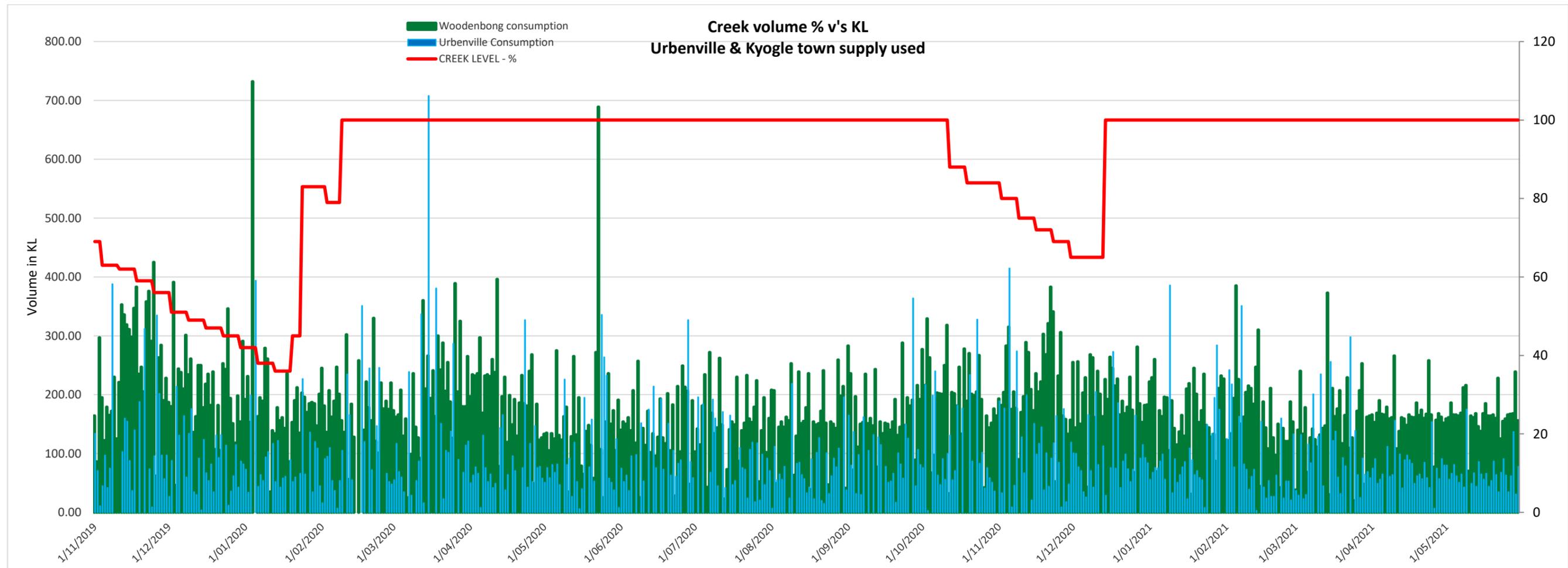
[Tenterfield Dam capacity and consumption graphs are provided below \(Graph 1\); the new data logging probes to assist with raw water information are on-line and delivering a variety of information including a more precise depth measure, allowing dam percentage to be measured more accurately \(Graph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



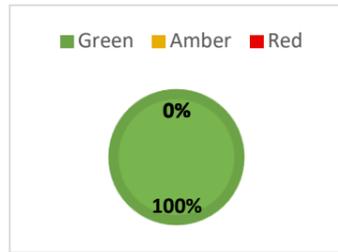
Graph 3 Urbenville & Kyogle Consumption Vs Creek Percentage Level

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.

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 with Melissa Blum as one of three finalists, the winner announced in March 2021. Unfortunately Mel was pipped at the post by Shannon Davies, Environmental Engineer, for AECOM.

24. Sewerage Services



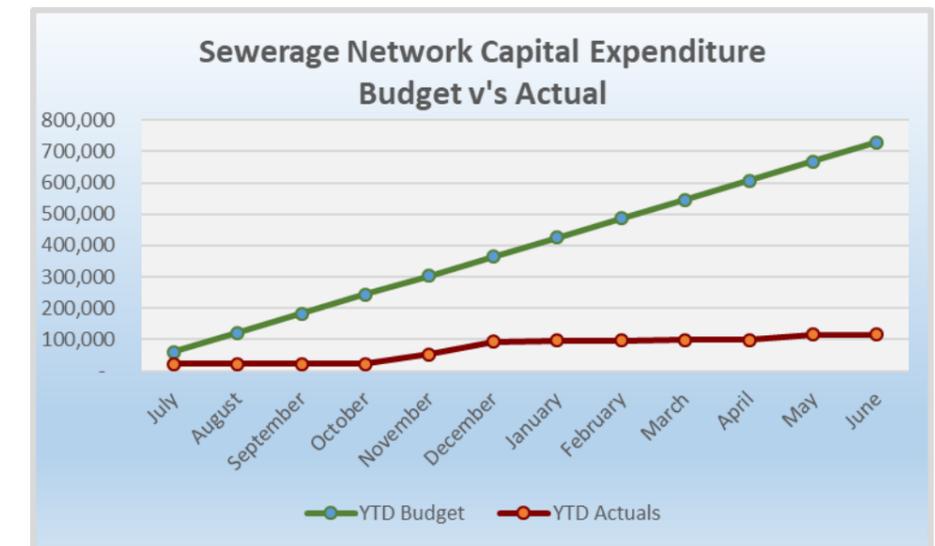
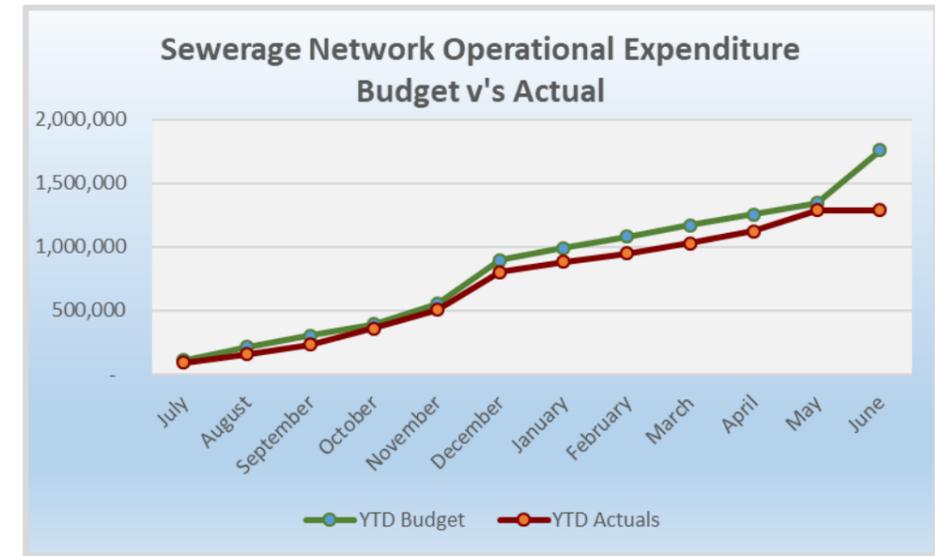
Under the 4-year Delivery Plan *Sewerage Services* relates to: ongoing catchment, transportation, and treatment; monitoring, reporting, environmental compliance and emergency management; trade waste and commercial; fees and charges; public education and administration. The Office of the Director Infrastructure 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 3 Budget | 20/21 YTD Actuals May | 20/21 Percentage Spent (Review3) |
|--|-----------------------|-----------------------|----------------------------------|
| Sewerage Service | (11,293) | (1,051,096) | 9307.50% |
| 1. Operating Income | (2,568,249) | (2,528,443) | 98.45% |
| 2. Operating Expenditure | 1,756,665 | 1,289,020 | 73.38% |
| 3. Capital Income | (15,000) | (13,260) | 88.40% |
| 4. Capital Expenditure | 728,994 | 115,291 | 15.82% |
| 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 | 49,535 | 32.04% |
| 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 | 100.00% |
| 7872522. STP - Dehydrator Replacement | 30,000 | 26,634 | 88.78% |
| 7872523. Tenterfield STP - Entrance Road & Drainage Repair | 8,000 | 0 | 0.00% |
| 7872529. Sewer System Mapping Improvements | 20,000 | 0 | 0.00% |
| 7872800. Urbenville Geotube for Sludge Removal | 12,251 | 0 | 0.00% |
| 7872801. Removal Sludge from Tertiary Ponds/Renewal of Capacity | 14,995 | 0 | 0.00% |
| 7872809. STP - Pad and Building including access to STP - Urbenville | 8,000 | 0 | 0.00% |
| 7872810. Surface Aerator/Mixer sized for Urbenville | 14,000 | 0 | 0.00% |
| 7872812. Urbenville - STP equipment | 2,345 | 2,345 | 100.02% |
| 6. Liabilities | 86,297 | 86,297 | 100.00% |



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 **released assessed and reviewed for budgetary constraints; re-released with finalisation expected to occur June 2021.**

RFQ for relining is underway with expected release in June 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. A single replacement/repair for a manhole is expected to be completed by **May 2021.**

Flooding in March 2021 again tested the strengthening for the Molesworth Street sewer aquifer.

e) The Business of Improving the Business

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

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

f) Customers

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

Sewer connections **0** at Tenterfield **0** Urbenville; Blockages where reported and cleared at **1** locations in Tenterfield and **0** in Urbenville including **0** broken main repair, with **0** mains visually checked with new CCTV equipment with contracted larger CCTV equipment that checked and jetted sewer mains from Rotary park to Tenterfield bowling club and found large tree roots in Tenterfield and **0 major manhole repair, 2** broken main repairs and **0** effluent line repair in Urbenville in this reporting period.

g) Business Statistics

Average time for response to sewer chokes has decreased to **20** minutes while the median response time is at **40** minutes.

h) Special events, achievements of note, celebrations