

TENTERFIELD SHIRE COUNCIL – Monthly Operational Report – September 2021

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

CONCLUSION

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

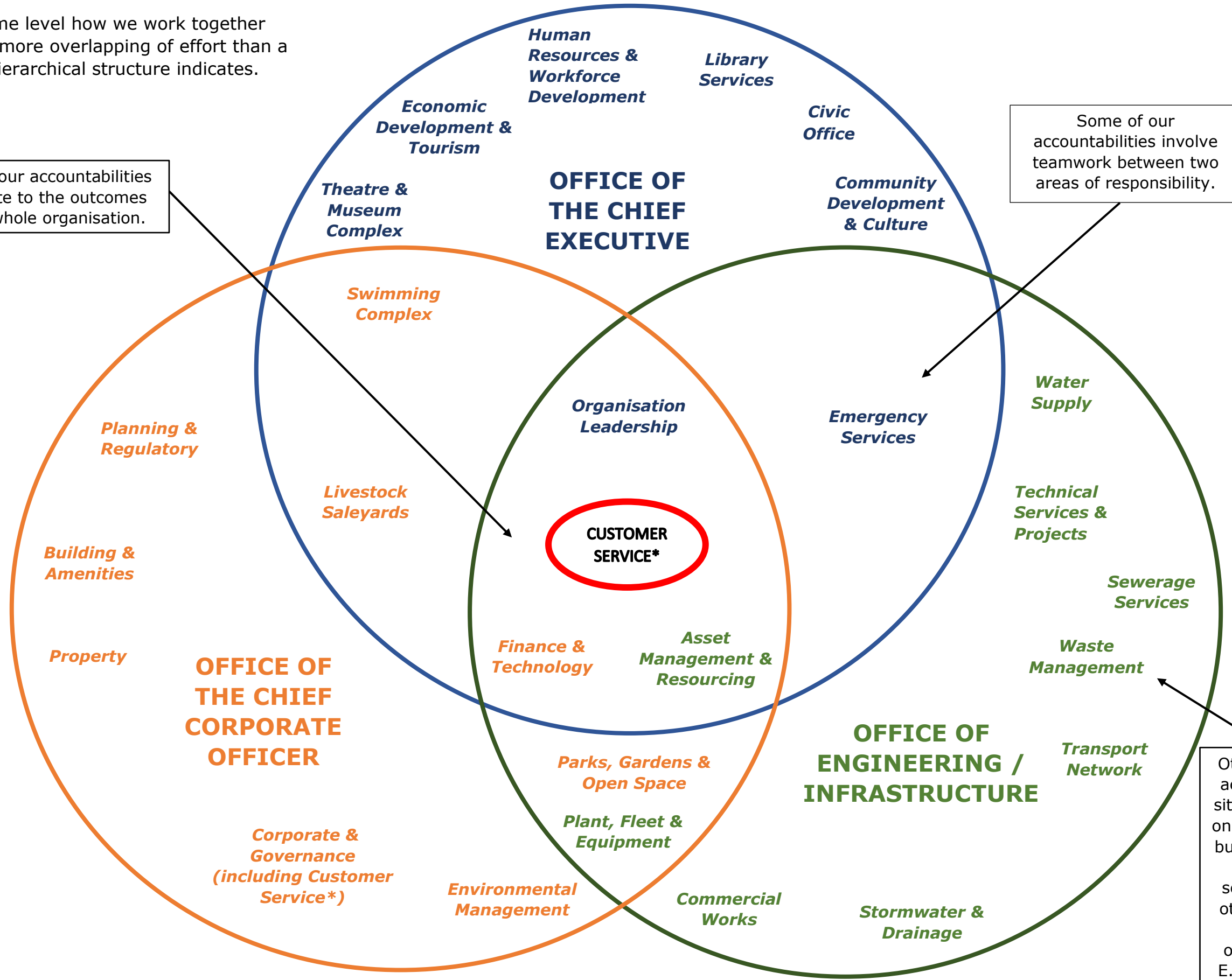
We report on our Delivery Plan quarterly. We also report on many other things in a great many ways. Currently we use multiple platforms to achieve this, which is both inefficient and extremely frustrating. This system will not only change the amount of reporting, it will place all the information in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

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

Terry Dodds, Chief Executive

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

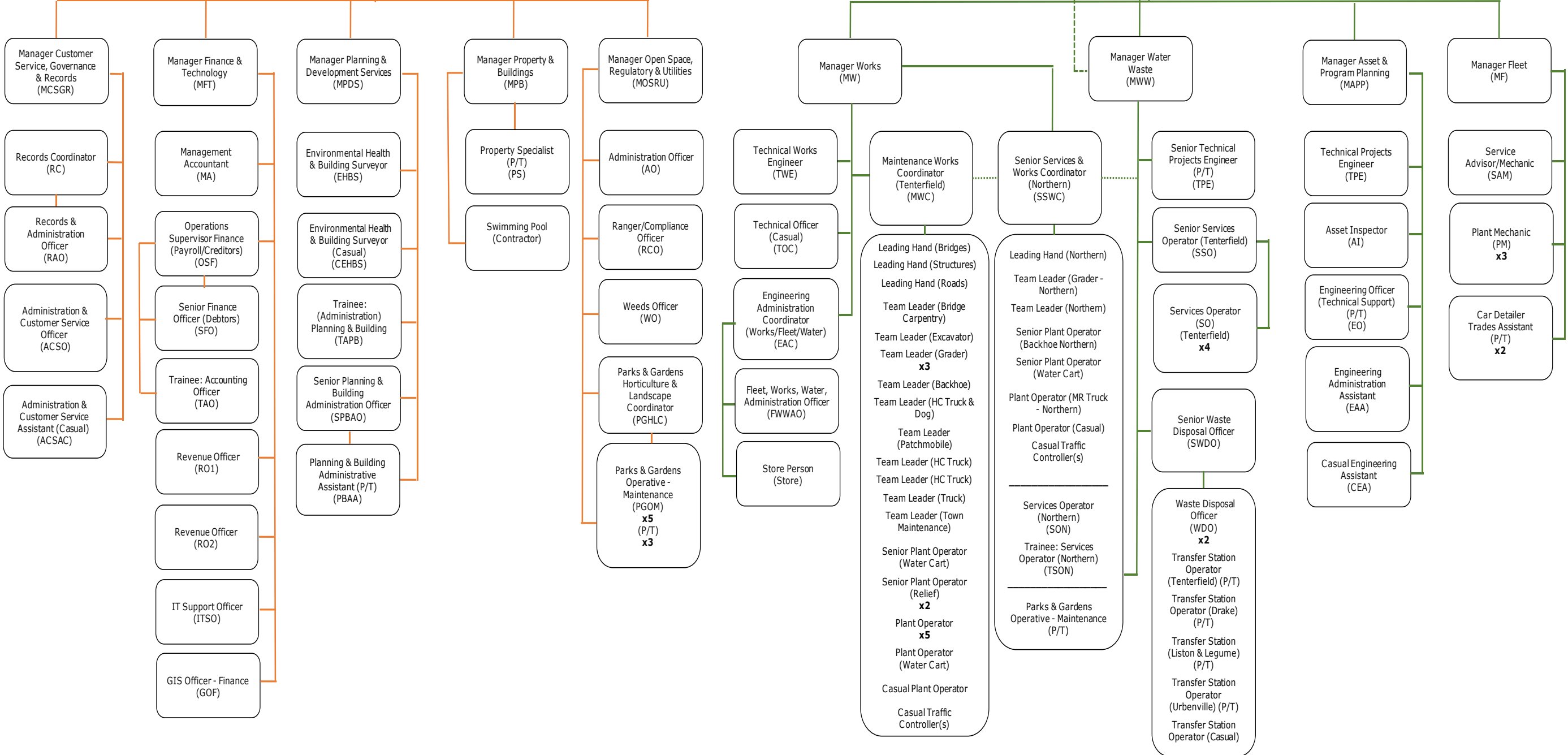
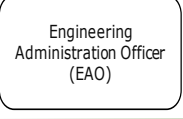
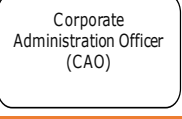
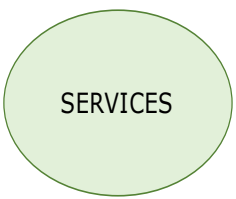
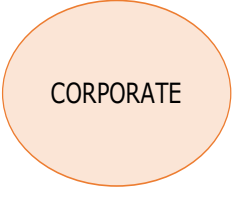
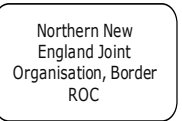
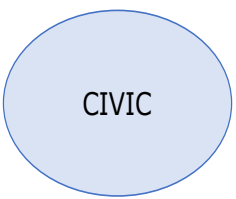
Some of our accountabilities contribute to the outcomes for the whole organisation.



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

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

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

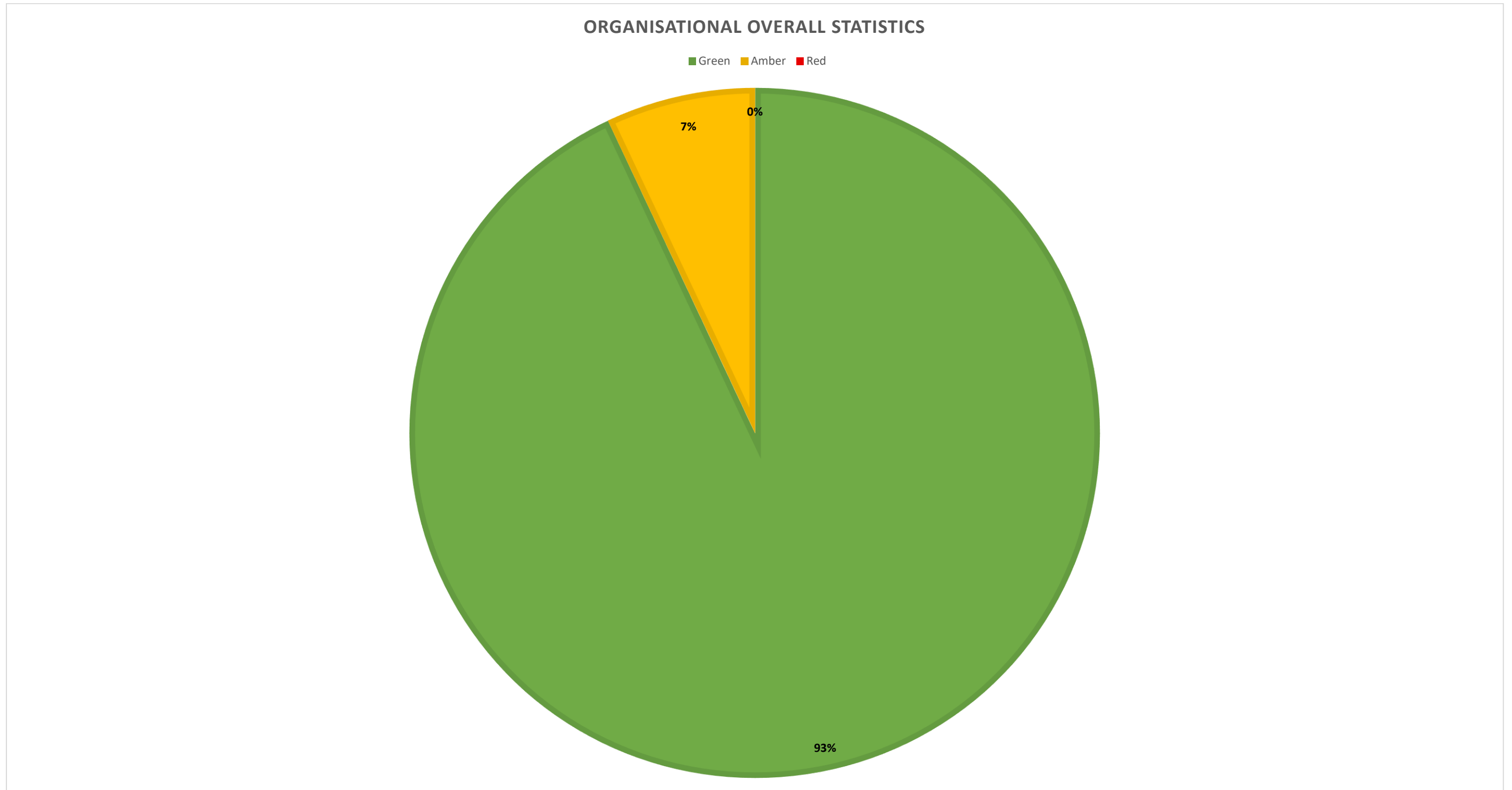


Organisational Overall Statistics – September 2021

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

Amber: Commenced, progressing;

Red: Yet to commence.



STAFF STATISTICS

September 2021

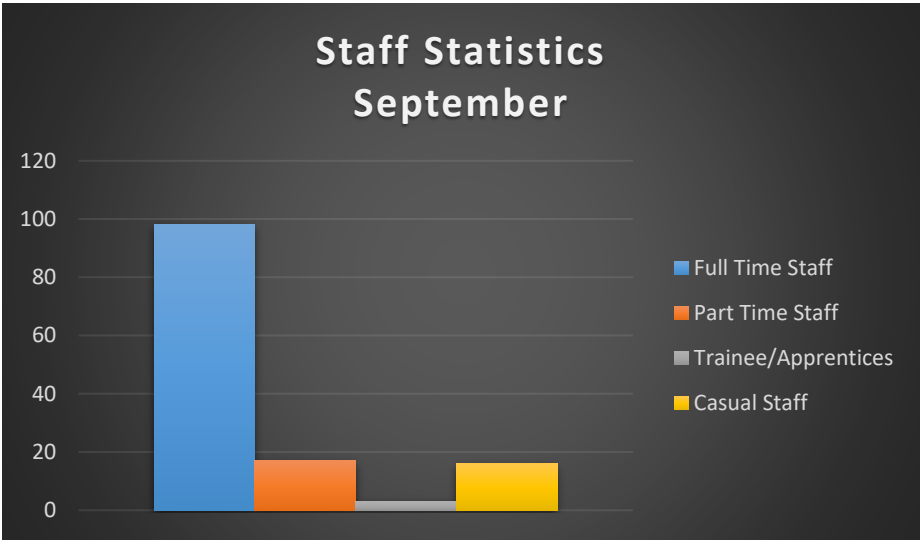
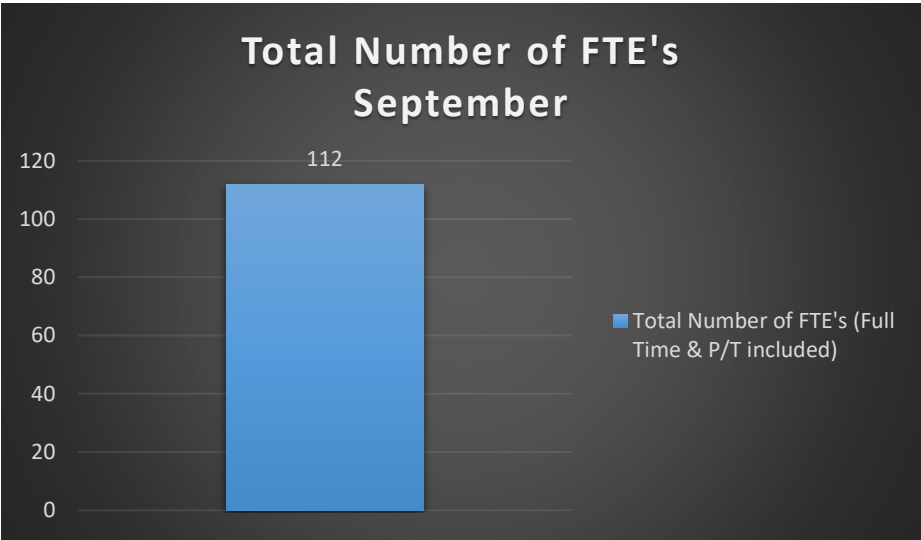
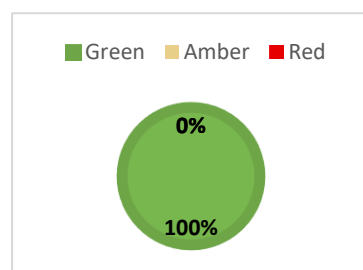


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1. Civic Office



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

a) Delivery and Operational Plan Precipis

4 Year Delivery Program	1 Year Operational Plan 21/22	Officer	-1	0	+1	Comments: <i>(Business Manager to provide short precis.)</i>
DP1.1) Maintain strong relationships with all levels of Government and proactively seek involvement in decision making impacting our Shire and the New England Northwest Region. Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: <i>A – Chief Executive</i>	Influence and engender support from Federal and State Governments, Joint Organisations and ROCs in relation to grants funding, advocacy and ongoing maintenance and improvement to social, economic and environmental fabric of the community.	<i>B:CE C:CE D:EA&M</i>			+1	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. Council was successful in the Black Spot grant funding application for \$788,000 (fed) towards sealing an unsealed section of Mt Lindsey Road. Council continues to advocate for funding through the plethora of grants now being offered to assist drought, bushfires and COVID-19 recovery efforts. All applications align to the 4 Year Delivery Plan and/or are determined by the Elected Body. Council advocacy has been rewarded with a high chance of securing the additional funding to seal the Mount Lindesay Road. Once completed this important strategic road will have a positive benefit for visitors and locals using the road. 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.
DP1.2) Provide sound and inclusive decisions using the Community Engagement Strategy to guide our interactions	Guide the decisions of the community to align with the Local Government Act and the Office of Local Government.	<i>B:MCSGR C:MCSGR</i>			+1	Community engagement via public meetings is returning, with engagement sessions scheduled to gather final community input into the Village Concept Plans.

<p>Governance framework strategy, management & development (including registers and monitoring): A – Chief Corporate Officer</p>		<p><i>D:MCSGR</i></p> <p><i>B:CE</i> <i>C:CE</i></p>			<p>Sessions are being arranged for to seek final input into the village master plans with each area invited to provide in person feedback to the documents on exhibition. Covid has once again interrupted planning for the sessions and they will be programed as soon as practicable.</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. Our residents who are less proficient in the use of technology are impacted by the national and state system demands in response to Covid management, more acutely than those with the technology to participate.</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 and most recently received a response from State Member for Lismore Janelle Saffin taking up further targeted efforts to endure that the service levels are improved.</p> <p>In 2019 the NSW Government established the Joint Organisation Capacity Building Fund. This fund has supported the JOs with an initial share of \$1.95 million to build additional capacity and deliver their strategic plans. A second round of the Fund is now available thanks to an additional \$1.95 million investment, and aims to provide JOs with additional financial assistance to further build capacity and demonstrate capability to work with State agencies, while delivering their strategic plans. NEJO now has an additional \$150,000 available to contribute towards a project or program designed to improve the JO's ongoing sustainability. This can be an existing or an entirely new project and must address one or more of the strategic priorities identified by the JO while delivering measurable outcomes towards its sustainability.</p> <p>A letter was sent to Janelle Saffin MP to request the Health Minister to implement an urgent independent investigation of the management of the Tenterfield Hospital, including interviews with all staff who have resigned in the last three years following resolution by Council at June 2021 Meeting. Ms Saffin's responded with an urgent request to the Minister for Health, Brad Hazzard.</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>B:CE C:CE D:EA&M</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>Essential Energy has provided an initial rejection of the request to have the old powerhouse site in Tenterfield returned to the community under the ownership of the Tenterfield National Monument group. Requests have been made to ensure that the Heritage Plan for the site that was compiled by Country Energy is considered in the process.</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>Works undertake 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>

DP1.7) Mayor, Councillor and Committee support Mayoral, councillor and committee support: A – Chief Executive	Continue to develop the professional relationship between Council's elected body and Council's operational organisation.	B:CE C:CE D:EA&M			+1	Ongoing. Re-election (uncontested) of Mayor Peter Petty and Deputy Mayor Greg Sauer for the period to Councillor Elections in 2021.
	Deliver Business improvements, recognising emerging risks and opportunities.	B:CE C:CE D:EA&M			+1	The digitisation of administrative tasks, such as customer service requests, timesheets etc. has been progressing despite the added challenges due to COVID. The real risks associated with COVID management have caused considerable and ongoing change to many, if not all, of council's business. The latest being disruption to supply chains and specialist labour due to the border closure. To date the extra risks have been able to be mitigated.
	Manage the Civic Service of Council in a financially responsible manner in line with Budget allocations.	B:CE C:CE D:EA&M			+1	Ongoing.
	Provide media liaison, manage branding, corporate image and corporate affairs through media.	B:CE C:CE D:EA&M			+1	Ongoing through publication of fortnightly Your Local News, regular media releases and publications from Tourism.

b) Budget

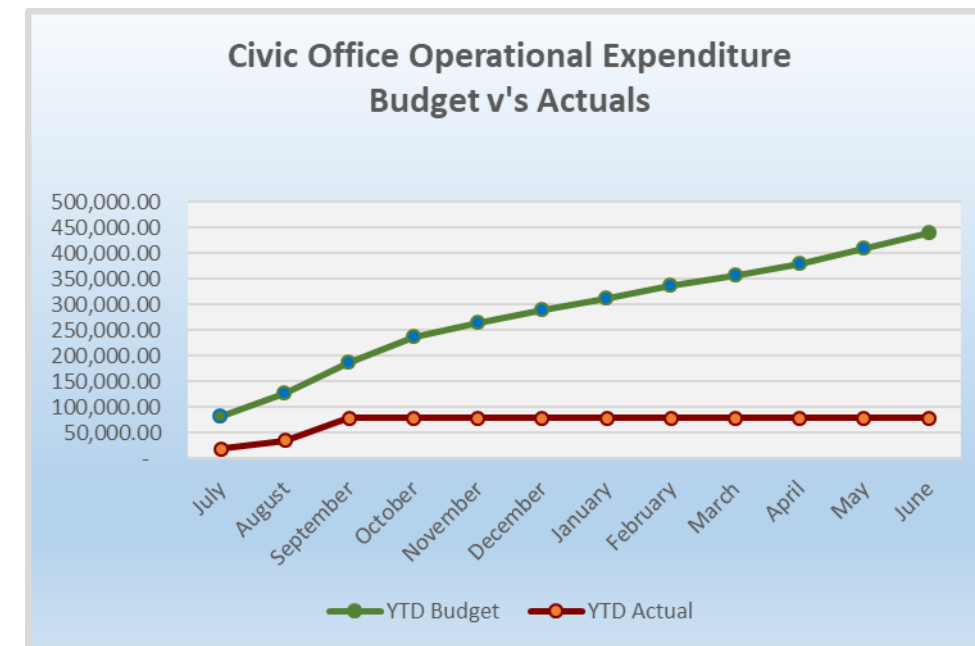
COA	21/22 Full Year Budget	21/22 YTD Actuals September	21/22 Percentage Spent
Civic Office	438,755	78,254	17.84%
1. Operating Income	0	(255)	0.00%
2. Operating Expenditure	438,755	78,509	17.89%

Operational Income:

N/A

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. Our success in this area is to be commended however poses additional pressure on the future financial sustainability and service levels of Council.

d) The Business of Improving the Business

e) Customers

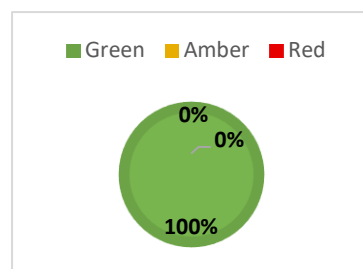
As we continue to try and maintain the level of service expected by the community addressing the recent flood damage to the road network we have once again had to modify our work practices in light of the new Public Health Orders. The continued response to local disaster events is also contributing to the demand for responses that is outside our current resources and continues to impact on response times.

Business Statistics

Nothing significant to report.

f) 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.

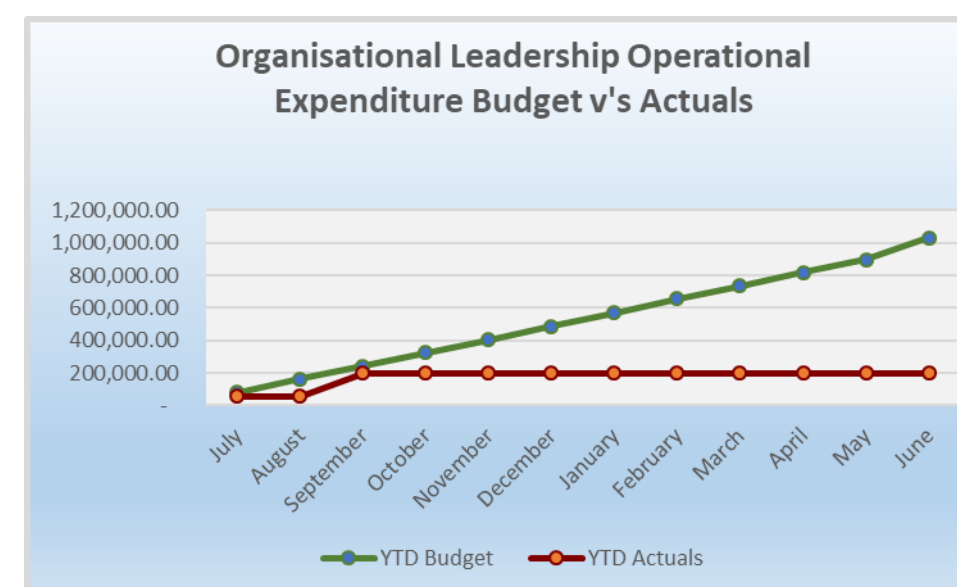
a) Delivery and Operational Plan Precis

4 Year Delivery Program	1 Year Operational Plan 21/22	Officer	-1	0	+1	Comments: <i>(Business Manager to provide short precis.)</i>
DP2.01) Collaborate and deliver resources with other organisations to ensure a variety of cost effective services across the service area. 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.
	Deliver Business improvements, recognising emerging risks and opportunities.	B:CCO C:MCSGR D:MCSGR			+1	<p>Council successfully implemented a new:</p> <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 <p>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.</p>

	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>	Advocacy on issues of strategic importance to Council including submissions to various Government processes and participation in consultative opportunities.	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	21/22 Full Year Budget	21/22 YTD Actuals September	21/22 Percentage Spent
Organisation Leadership	1,030,747	197,645	19.17%
2. Operating Expenditure	1,030,747	197,645	19.17%



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.

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.

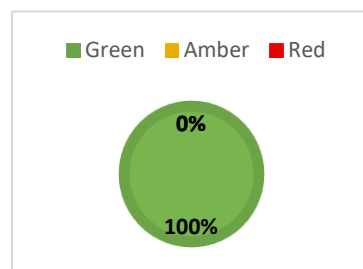
c) Customers

d) Business Statistics

Nil to report.

e) 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 21/22	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	Continued community engagement and development of partnerships.
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	Collaboration and partnership continues.
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	Support and advocacy continues with various services.
	Support facilities and activities to improve the physical and mental health of the community.	B: MEDCE C: MEDCE			+1	Continued advocacy.
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	Continues.
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 delivered.
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 advocacy.

DP3.07) Support community organisations that develop and maintain a range of facilities that meet the diversity of community needs, interests and aspirations. Volunteer recruitment and placement: A – Chief Executive Community grants: A – Chief Exe. Community and cultural capacity building: A – Chief Exec. Community events: A – Chief Executive	Support community organisations, groups and events to provide a wide range of activities.	B: MEDCE C: MEDCE D: CDO			+1	Community organisations, groups and events are supported to provide a wide range of activities and events.
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 for activities focusing on wellbeing of our residents within 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	Support provided to a variety of diverse 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	21/22 Full Year Budget	21/22 YTD Actuals September	21/22 Percentage Spent
Community Development	92,420	23,104	25.00%
1. Operating Income	(6,318)	0	0.00%
2. Operating Expenditure	98,738	23,104	23.40%

Capital Income:

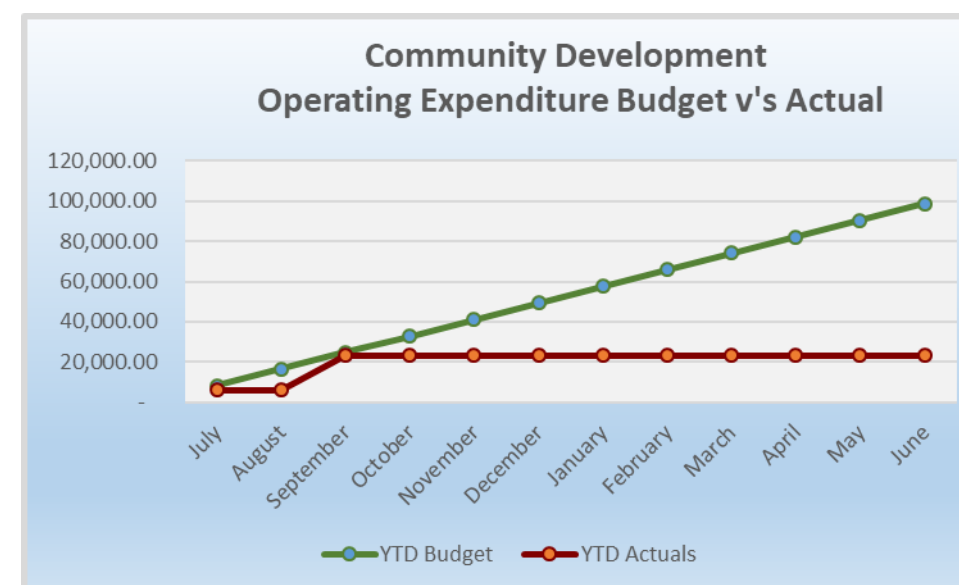
N/A

Capital Expenses:

N/A

Operational Income:

Operational Expense:



c) Capital Projects

d) The Business of Improving the Business

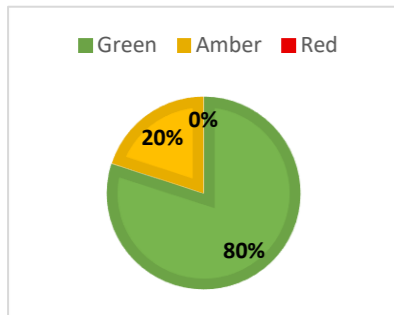
e) Customers

f) Business Statistics

g) Special events, achievements of note, celebrations

Youth Week & Seniors Festival planning will commence for 2022 celebrations.

4. Economic Growth and Tourism



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

a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 21/22	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP4.01) Provide and facilitate future economic growth throughout the Shire. Business sector development: A – Chief Executive	Implement the Economic Development Strategy, promoting growth and new development.	B: MEDCE C: MEDCE		0		Ongoing. Economic Development and Tourism actions continue to be implemented. Some actions delayed due to increased workload as a result of grant funding received without provision of additional human resources.
	Deliver Business improvements, recognising emerging risks and opportunities.	B: MEDCE C: MEDCE			+1	Continued monitoring of the COVID-19 situation, restrictions, and regulations, and the impacts on local business and the tourism industry. This involves regular communication directly with our business network, as well as our Visitor Information Centre volunteers in order to effectively communicate up to date information with visitors to the centre. 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. Local event committee members have also voiced frustration regarding the lack of dining options available over weekends during high visitation periods and subsequently seeing them hiring food vendors from outside the region to fill this gap. Data via Localis Data Technologies as at 16/09/2021: <div data-bbox="1715 1507 2858 1892" data-label="Figure"> <p>A bar chart titled "What day of the week are people visiting?". The y-axis is labeled "% of Visitors" and ranges from 0% to 15% in 5% increments. The x-axis lists the days of the week: Sunday, Monday, Tuesday, Wednesday, Thursday, Friday, and Saturday. The bars show the following approximate percentages: Sunday (15%), Monday (14%), Tuesday (12%), Wednesday (12%), Thursday (14%), Friday (16%), and Saturday (15%).</p> </div>

	Manage the Economic Growth and Tourism Service of Council in a financially responsible manner in line with Budget allocations.	<i>B: MEDCE C: MEDCE</i>			+1	Ongoing monitoring of Council budgets. Project plans are developed in accordance with annual budgets.
DP4.02) Support business and industry to identify and implement emerging trends in technology to facilitate growth. <i>Sponsorship: A – Chief Executive</i>	Facilitate and support the delivery of business training, workshops and forums in conjunction with the Tenterfield Chamber of Tourism, Industry and Business.	<i>B: MEDCE C: MEDCE D: TO</i>			+1	Regular communication with the Tenterfield Chamber of Tourism, Industry & Business (TCTIB). Information on business and training opportunities and available support is regularly provided to local tourism and business operators through email correspondence. Marketing Mentoring Program for Tourism & Business Operators – Re-engagement In October 2020, we contracted Tourism eSchool to run a program for our local business/tourism operators, which included the following learning modules: <ul style="list-style-type: none"> • Tourism Landscape, Experience + Packaging Design + Profiling Customers • Storytelling • Social Media • Customer Advocacy, Online Reputation Management + Location Based Marketing • Website Marketing • Search Engine Optimisation As engagement was low during the 2020 program duration, Tourism eSchool offered to run the program again July – Sep 2021. This involves live webinars, online learning materials, and access to a Facebook group for mentoring and networking.
DP4.03) Lobby for the improvement of telecommunications infrastructure throughout the Shire recognising internet connectivity as a significant barrier to all business activity. <i>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</i>	Support future proposals for improved telecommunications infrastructure.	<i>B: CE C: CE</i>			0	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.
DP4.04) Support agriculture as a significant industry in the Shire and promote initiatives that enhance the economic sustainability of agriculture. <i>Business sector development: A – Chief Executive</i>	Support local agricultural events that showcase Tenterfield's agricultural district and industries.	<i>B: MEDCE C: MEDCE D: TO</i>			+1	2021 Tenterfield Show date: 6 February 2022 Tenterfield Show date: 4 & 5 February
DP4.05) Promote Tenterfield Shire as a tourism destination. <i>Sponsorship: A – Chief Executive Tourism: A – Chief Executive</i>	Development, management and delivery of the Destination Marketing Plan and marketing campaigns and activities under Tenterfield Shire Council's Visit Tenterfield and the Tenterfield True tourism brand.	<i>B: MEDCE C: MEDCE D: TO</i>			+1	<i>Guiding strategic plan: Tenterfield Shire Council Destination Management Plan 2014-2017</i> Ongoing planning and implementation of destination marketing campaigns and projects. National Bushfire Recovery Grant Funded Projects Projects to be delivered by Tourism department by end June 2022 Completed: <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

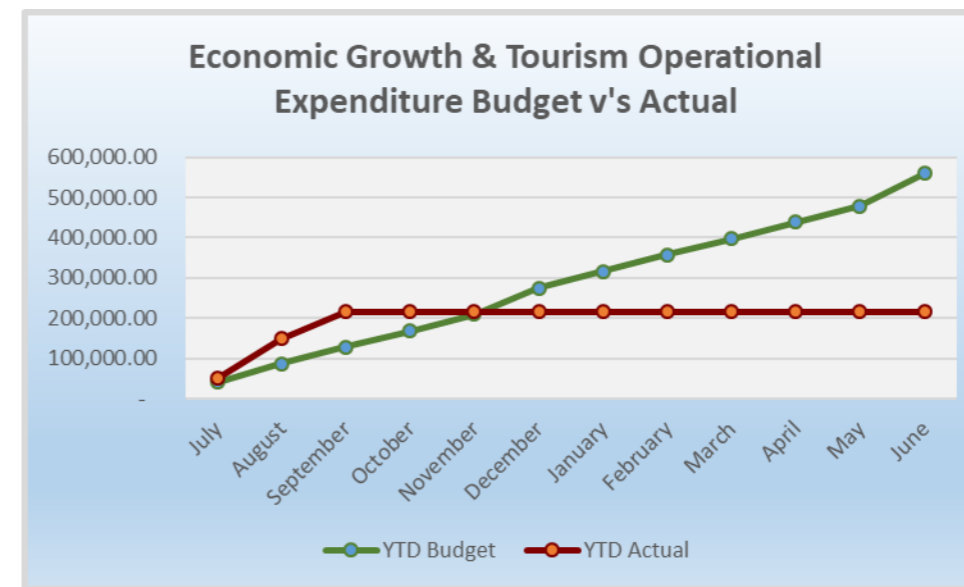
					<ul style="list-style-type: none"> • Climbed Bald Rock Certificates • Visit Tenterfield Social Media Promotion Cards • New England High Country Campaign 2020 • Regional and town map cartography <p>In-progress:</p> <ul style="list-style-type: none"> • Winter Campaign 2021 • Tenterfield Shire Villages Videos – <i>Discovering our Hidden Gems</i> • Layout, design & printing of town/regional maps <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</p> <p>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>
DP4.06) Plan and lobby for affordable transport options to encourage access to our Shire. 4.02 Community and cultural capacity building: A – Chief Executive	Advocate transport options for the community.	B: MEDCE C: MEDCE		+1	<p>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> <p>Information on current transport options continues to be provided via the Visitor Information Centre and Visit Tenterfield website.</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	Maintain partnerships with neighbouring Councils and industry.	B: MEDCE C: MEDCE D: TO		+1	<p>Research Project: Planning for the Visitors of the Future</p> <p>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.</p> <p>Draft reports received. Awaiting final reports.</p> <p>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><u>New England High Country</u> Collaboration with the New England High Country (NEHC) group continues through the development of the website, marketing campaigns, and visitor collateral.</p> <p><u>Tenterfield Chamber of Tourism, Business & Industry</u> Strong relationship maintained with Tenterfield Chamber of Tourism, Business & Industry involving regular communication and updates. 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.</p> <p>Tourism: A – Chief Executive Business sector development: A – Chief Executive Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</p>	<p>Collaborate and liaise with State, regional and local organisations and businesses on marketing projects and promotions.</p>	<p>B: MEDCE C: MEDCE D: TO</p>			<p>+1</p> <p>Ongoing liaison with local, regional and state tourism and business organisations. Relevant information and opportunities regarding marketing projects and opportunities is regularly shared with local business operators.</p>
<p>DP4.09) Promote the liveability of Tenterfield Shire as a place to live, work and play.</p> <p>Tourism: A – Chief Executive Business sector development: A – Chief Executive Community and cultural capacity building: A – Chief Executive Sponsorship: A – Chief Executive</p>	<p>Deliver marketing activities and events to promote Tenterfield as a place to live, work and visit.</p>	<p>B: MEDCE C: MEDCE D: TO</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> <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>Successful Grant Funding Application – Tenterfield Gravel n Granite – 21 August 2021 – Postponed until 12 March 2022 due to COVID-19</u> Successful application of \$15,000 Regional Tourism Bushfire Recovery funding, following Council's request that the recently-formed club run a mountain biking event this year. Our team is providing marketing/promotion support. The gravel race event 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>Successful Grant Funding Application – Oracles of the Bush Festival 2022</u> Successful application of \$15,000 Regional Tourism Bushfire Recovery funding for the Oracles of the Bush Festival 2022.</p> <p><u>Successful Grant Funding Application – Peter Allen Festival 2021</u> Successful application of \$15,000 Regional Tourism Bushfire Recovery funding granted to Council via applicant: Destination Network Country & Outback NSW for</p>

Peter Allen Festival. Originally granted for 2020 festival. Extension granted to 2021 due to COVID-19. Council approved to allocate funding to Cuskelly College of Music to plan and execute event planned to be held 5-7 November 2021.

b) Budget

COA	21/22 Full Year Budget	21/22 YTD Actuals September	21/22 Percentage Spent
Economic Growth and Tourism	529,475	121,517	22.95%
1. Operating Income	(37,489)	(7,096)	18.93%
2. Operating Expenditure	560,105	216,614	38.67%
3. Capital Income	0	(90,000)	0.00%
6. Liabilities	6,859	1,998	29.14%



Capital Income:

Carry-forward budget of \$75,000 for milestone 2 grant income for *Art Installations Tenterfield Creek* has not yet been added to the budgets – this will be in QBR 1.

Capital Expenses:

Carry-forward budget of \$75,000 for the grant project *Art Installations Tenterfield Creek* has not yet been added to the budgets – this will be in QBR 1.

Operational Income:

Operational Expense:

This includes National Bushfire Recovery grant expenditure \$26,277 (ongoing) – carry-forward budgets for both this grant and the Drought Communities Extension grant will be added in QBR 1.

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.

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.

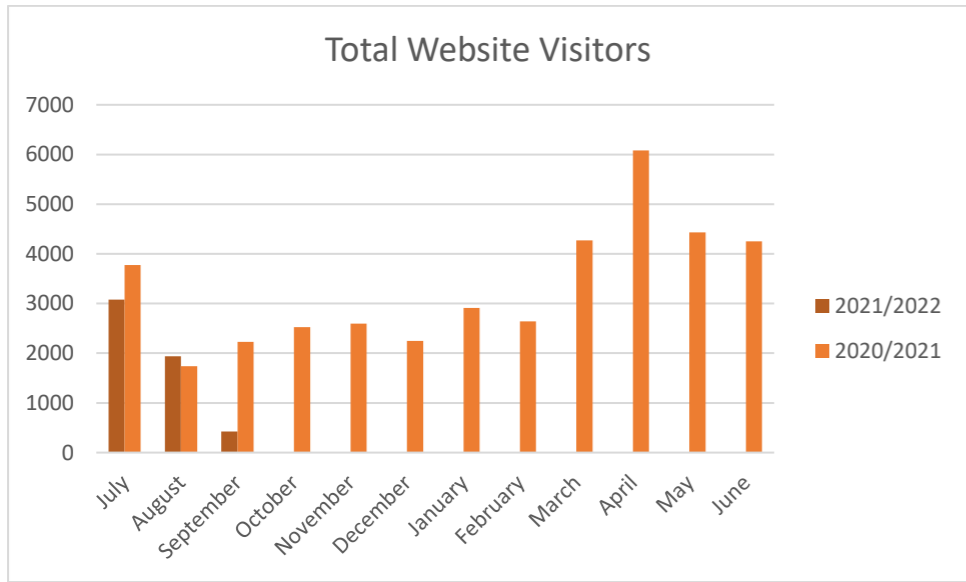
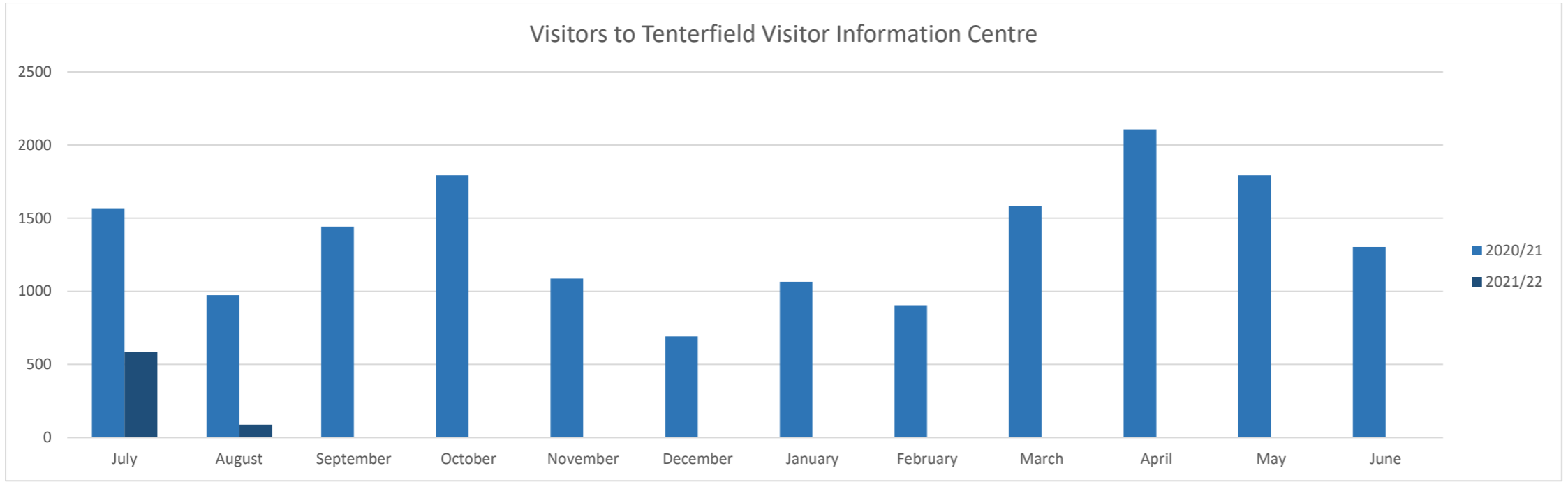
Customer service requests continue to be responded to in a timely manner.

f) Business Statistics

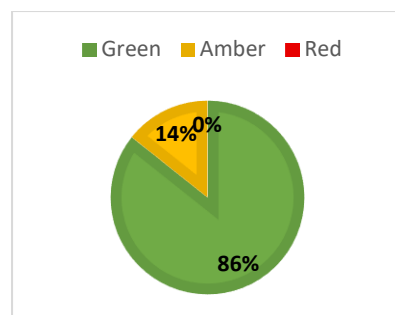
Visitation Recorded by Visitor Information Centre

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.

	Visitor Numbers	VS previous year	Notes
Visitor Information Centre Visitors	0		<i>The Visitor Information Centre was closed for the month of September</i>
Visit Tenterfield Website Visitors	422	2230	
Visit Tenterfield Social Media Accounts	Followers	Engagement	Notes
Visit Tenterfield Facebook Account	6,401		Post reach shows the number of people who saw any of our posts at least once.
Visit Tenterfield Instagram Account	2,481 people		Impressions are the number of times our content, whether a post or a story, was shown to users.



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.

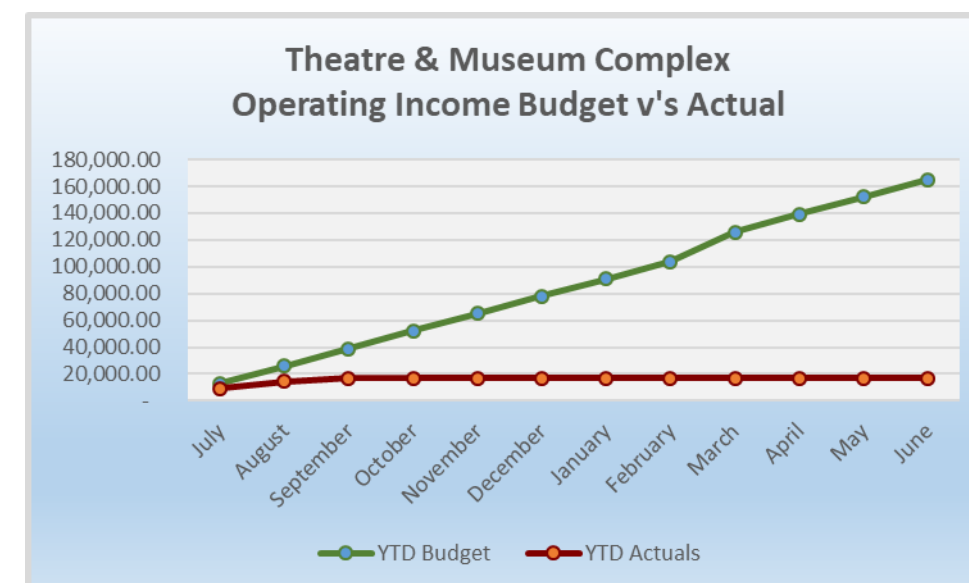
a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 21/22	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP5.01) Sir Henry Parkes Memorial School of Art is provided by Council as a cultural hub of Tenterfield Shire. <i>Culture, theatre & museum: A – Chief Executive</i>	Manage and operate all aspects of the Sir Henry Parkes Memorial School of Arts (Cinema, Theatre, and Museum).	<i>B: MEDCE C: MEDCE D: CO</i>			+1	The Sir Henry Parkes Museum and Tenterfield Cinema School Of Arts facility closed to the public and volunteers at 4pm On Saturday 14 th August due to NSW statewide Covid19 Lockdown restrictions. During the past reporting period up to August 14 th , 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 started to increase despite the has dropped considerably due to recent Covid19 restrictions outbreaks.
	Deliver Business improvements, recognising emerging risks and opportunities.	<i>B: MEDCE C: MEDCE D: CO</i>			+1	COVID 19 Plan executed; services NSW sign-in app operating, ongoing monitoring of all regulations from NSW government. 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.	<i>B: MEDCE C: MEDCE D: CO</i>			+1	Ongoing. Regularly monitor current budget. 25% as from 26 June allowed into the cinema/Theatre. Patronage slowly increasing despite recent Covid19 regulations.
DP5.02) Enhance cultural diversity by encouraging cultural and artistic opportunities. <i>Culture, theatre & museum: A – Chief Executive</i>	Maintain a collaborative working relationship with National Trust Australia (NSW) and Friends of the School of Arts.	<i>B: MEDCE C: MEDCE</i>			+1	Ongoing. Regular meetings held with the Friends of the School of Arts and National Trust Representative. The latest Covid19 outbreak has caused recent meetings to be cancelled/ postponed. Sir Henry Parkes Oration was moved to Sydney with the Theatre/Cinema being utilised to live stream the event to patrons and friends of the School of Arts.
DP5.03) Enrich the cultural life of the community by supporting a variety of cultural events and activities for residents and visitors	Marketing and promotion of the Sir Henry Parkes Memorial School of Arts Complex programs and	<i>B: MEDCE C: MEDCE D: CO</i>			+1	<ul style="list-style-type: none"> Cinema numbers remain stable after consecutive pushbacks of quality film due to latest Covid19 Outbreaks in Sydney/ NSW.

<p>Culture, theatre & museum: A – Chief Executive</p> <p>Community events: A – Chief Executive</p> <p>Volunteer recruitment and placement: A – Chief Executive</p>	activities facilitating cultural development opportunities for individuals and groups.					<ul style="list-style-type: none"> 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. Peter Harris has engaged with the local aboriginal community to teach interview techniques and filming techniques
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		Continued ongoing promotion of volunteer opportunities – however volunteer recruitment and retention is challenging during uncertain times due to the pandemic. Volunteers continue to be kept up to date with Covid19 restrictions and NSW roadmap.
DP5.05) Encourage activities for young people and families in Tenterfield Shire	Development, management and delivery of a Cinema Program, theatre education and youth related programs.	B: MEDCE C: MEDE D: CO			+1	<ul style="list-style-type: none"> First youth theatre production for the year 'Snow White And The Seven Cool Dudes' a Jally production was rescheduled due to Covid19 restrictions. Southport School choir free concert and tour cancelled due to Covid19 restrictions and boarder closures Melbourne comedy Festival was cancelled due to capacity requirements and vaccination requirements. 24th Manhattan Film festival is being screened at the Tenterfield Cinema on the 14th of October. 100 years History of dance performance booked for early 2022. Cinema programs slowly regaining momentum after releases being pushed back due to Sydney NSW lockdown restrictions.

b) Budget

COA	21/22 Full Year Budget	21/22 YTD Actuals September	21/22 Percentage Spent
Theatre & Museum Complex	120,960	30,307	25.06%
1. Operating Income	(165,016)	(17,089)	10.36%
2. Operating Expenditure	285,976	43,749	15.30%
4. Capital Expenditure	0	3,647	0.00%
5005512. Memorial School of Arts Air-Conditioning Project - Dept Planning & Environment	0	3,306	0.00%
5005513. School of Arts - Computer Equipment	0	341	0.00%



Capital Income:

N/A.

Capital Expenses:

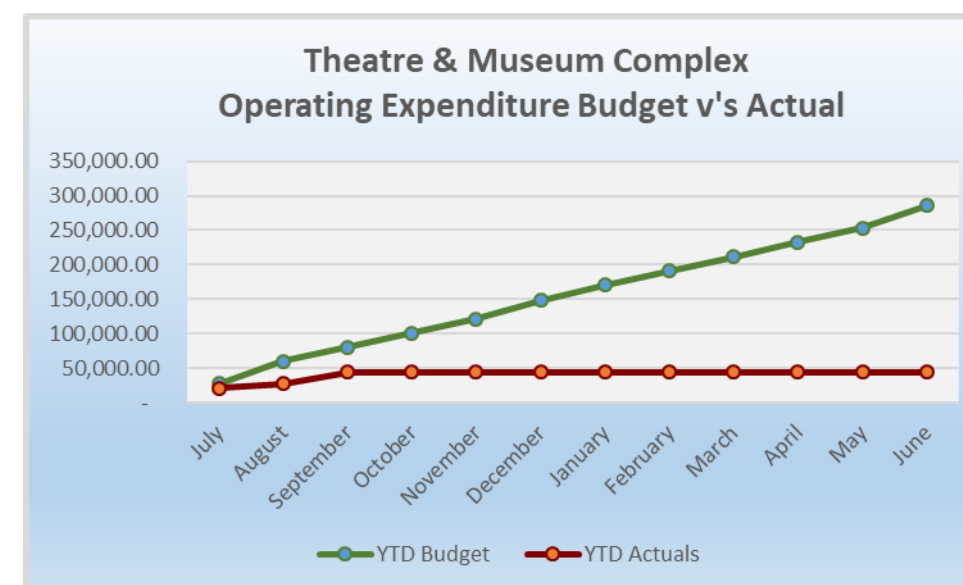
No significant variance

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.

Current Covid19 outbreak in NSW being monitored closely to ensure volunteers and staff remain safe

Potential backlash from NSW newly released roadmap with 100% vaccination requirements for entertainment venues.

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.

Peter Harris continues to engage with benevolent society teaching interview skills and filming lessons.

New opportunities arising from having the newly installed NBN allowing Live streaming of events.

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 – June 2021		Cinema – June 2021	
Total museum visitation	69	Total cinema admissions	88
Average Admission Price	\$4.68	Screenings	35
Merchandising Sales	-	Candy Bar	\$269.50
Museum Entry Sales	\$323	Average Admission Price	\$9.52
		Gross Box Office	\$838.00
		Net Box Office	\$762.00
		Website Visitors	230
Museum Volunteers		Website Change	15.3%
7 Volunteers x 156 hours		Newsletter Subscribers	228
Cinema Volunteers 13 x 82 Hours			

h) Special events, achievements of note, celebrations

24th Annual Manhattan film festival booked for 14th October. We continue to see an increase in uptake of special event screenings in the cinema, along with a live stream booked for October 24th of the Sir Henry Parkes Oration in Sydney

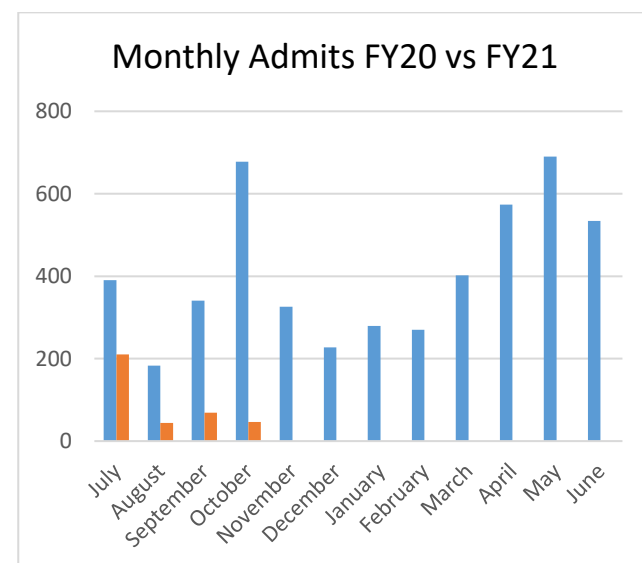
Moving Forward with Theatre operation: 4 Multi-Media tutorials have been developed for the cinema. By harnessing the big screen, participants are able to take part while observing COVID 19 health regulations.

Introductory topics included–

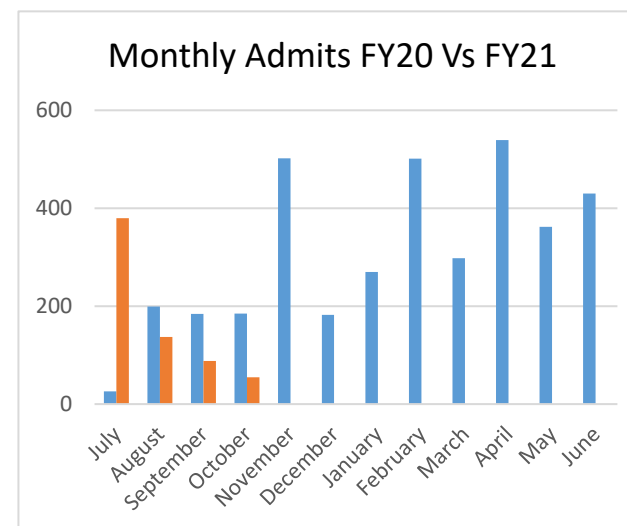
- Continuation of current tutorial programing including recording and editing voice, Basic video editing, creating soundscapes for film and Songwriting tips will continue.

Other activities include:

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

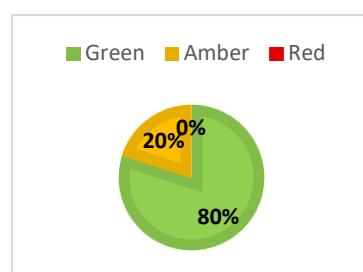


Museum Admits



Cinema Admits

6. Library Services



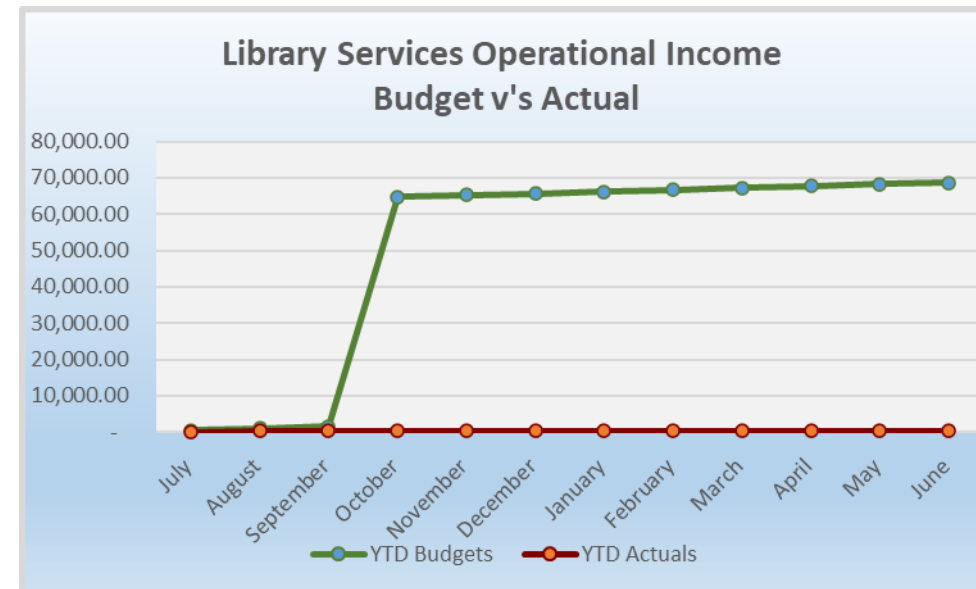
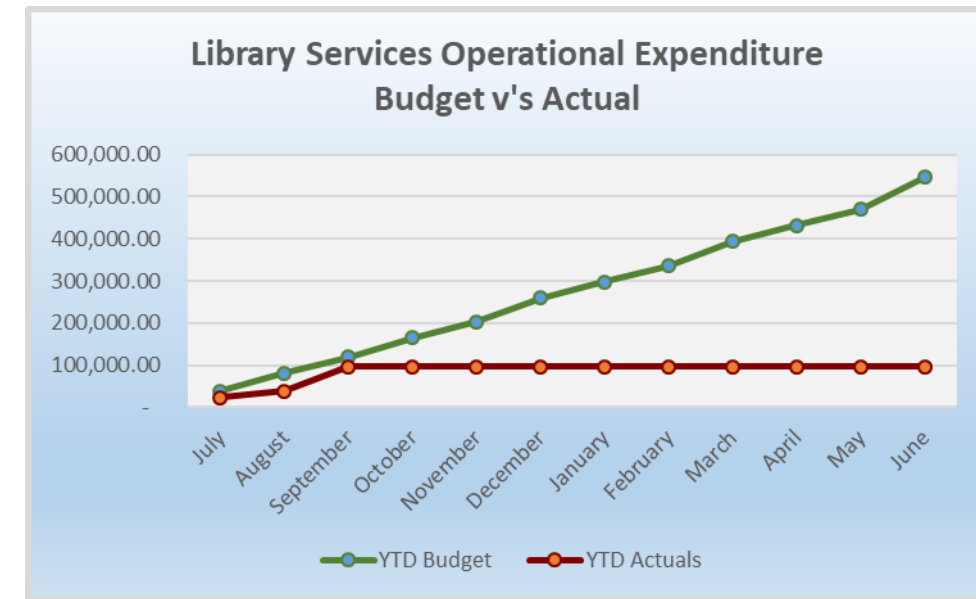
Under the 4 year Delivery Plan *Library Services* relates to: home services; vision impaired; review and updating collections; exchanges; internet and Wi Fi access; accessible technology; exhibitions; online training and resources; research and reference services; and the management of corporate art 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 21/22	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP6.01) Provide ongoing delivery of broad range of library services that respond to community needs. <i>Library: A – Chief Executive</i>	Provide a relevant range of facilities and activities to support the physical and mental health of the community.	<i>B:SL C:SL D:SL</i>			+1	<i>A wide range of relevant resources and activities is provided to support the community.</i>
	Deliver business improvements, recognising emerging risks and opportunities.	<i>B:SL C:SL</i>			+1	<i>The current circumstances around the COVID-19 pandemic, including restrictions to opening hours and services, have challenged library staff.</i>
	Manage the Library Service of Council in a financially responsible manner in line with Budget allocations.	<i>B:SL C:SL</i>			+1	<i>Budget allocations are adhered to.</i>
DP6.02) Develop and maintain a range of community facilities that meet the diversity of community needs, interests and aspirations <i>Library: A – Chief Executive</i>	Provide services, opportunities and spaces for individuals and small community groups to meet and access technology and resources.	<i>B:SL C:SL D:SL</i>			+1	<i>Community groups are unable to meet in the library at present because of COVID-19 restrictions. Online access to resources is encouraged.</i>
	Manage all corporate art, artefacts, honour boards and memorabilia (including audit and security).	<i>B:SL C:SL D:SL</i>		0		<i>The project to identify and record all items in this collection has been delayed due to the work on Council's administration building. Significant items in the Library building have been recorded. Significant items in the Theatre and Museum are recorded in the School of Arts Collection and governed by Council's School of Arts Collection Policy.</i>

b) Budget:

COA	21/22 Full Year Budget	21/22 YTD Actuals September	21/22 Percentage Spent
Library Services	483,580	98,098	20.29%
1. Operating Income	(68,692)	(580)	0.84%
2. Operating Expenditure	545,272	96,952	17.78%
3. Capital Income	(19,329)	0	0.00%
4. Capital Expenditure	19,329	0	0.00%
5000522. Local Priority Grant 2021/22	19,329	0	0.00%
6. Liabilities	7,000	1,726	24.66%



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. 2021-2022 will be allocated toward collection maintenance and further investment in technology.

d) Emerging Issues, Risks and Opportunities

- Obtaining a quote to supply and install a wheel chair access door at Urbenville Library. In Progress.
- Internet connectivity at Drake and Torrington Branches has been an issue in receiving reliable statistics. In progress.

e) The Business of Improving the Business

- The Library has ordered 8 new Public Computers to improve digital access and lifelong learning opportunities for the Tenterfield Community. Computers due to arrive in December 2021.

f) Customers

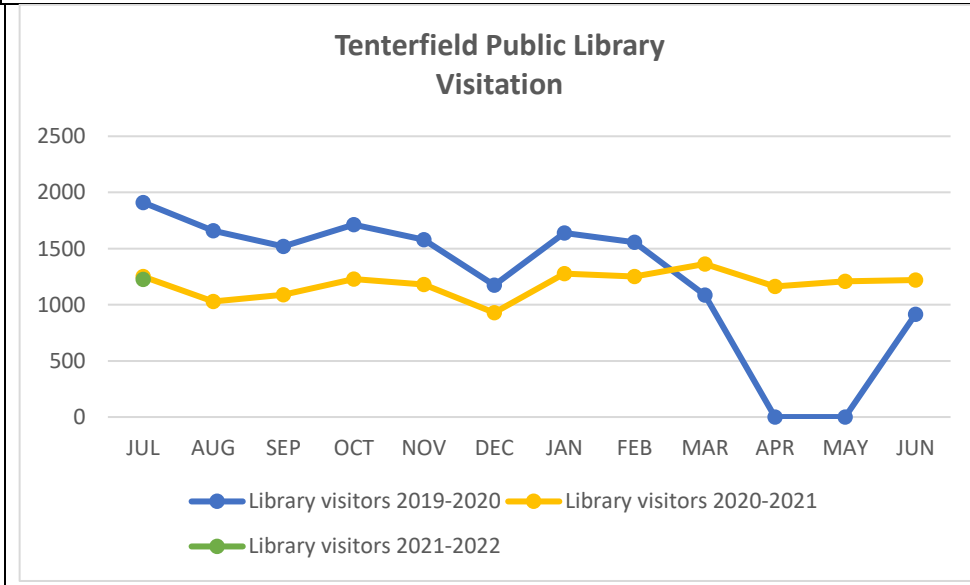
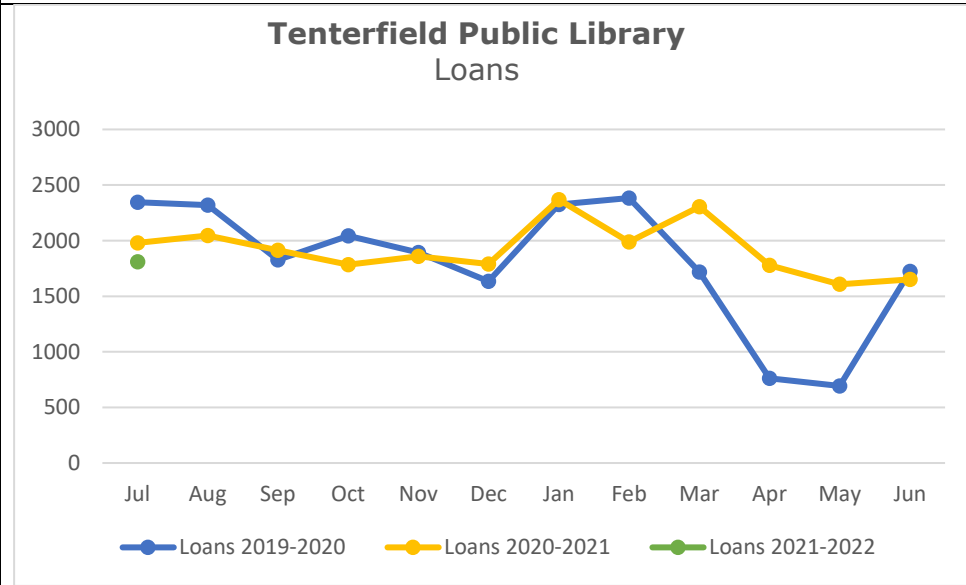
- The introduction of school holiday programming starting with our summer School holiday programs. Programs and dates to be confirmed.

- The introduction of a weekly Storytime program at the start of the new School term in 2022. Commencement date, regular time and day to be confirmed.

g) Business Statistics

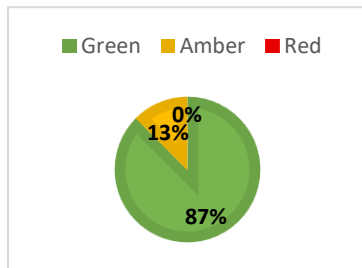
Tenterfield Public Library Statistics for September 2021

<p>Loans Tenterfield: 1,544 Loans Drake: 18 Loans Torrington:4 Loans Urbenville: 74 Total Physical loans: 1,640 Total eLoans:144 Total of Loans: 1,788 Tenterfield Door count: 630 Total Library Visitors: 639 Home Library Service Loans: 186</p>	<p>Reservations satisfied: 45 New borrowers: 13 Computer Users: 111 Computer Hours: 147 OPAC searches: 3,509 Tenterfield Star database searches: 610 Completed ILL: 2 Deletions: 485 New Items catalogued: 192 Holdings as at 07/09/2021: 31,616</p>
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h) Special events, achievements of note, celebrations

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 21/22	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 have been implemented. Training has been conducted in Mental Health First Aid, and Mental Health Awareness. Staff have continued access to onsite health and wellbeing counseling services. Continued access to counseling services has been provided during Government Mandate restrictions for staff.
	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 and recent Secondments continues to enhance employee recognition & incentive. Continuing to assess and evolve work practices and procedures in line with the changing COVID environment and NSW health mandates. Statutory requirements are being met. COVID-19 Vaccinations for staff have been organised for those eligible.
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	Regulatory training ongoing. First Aid funding has been approved for 75 staff members. Multiple staff have recently been given the opportunity to act in higher duty and project roles enhancing their learning, leadership and career development. Annual Performance Reviews have been distributed and ready for Management implementation. Through the current supporting apprentices and trainees retention wage subsidy program, initiation of 11 existing staff members are due to enroll in Certificate IV in Civil Construction (Supervision).

<p>DP7.03) Manage the implementation of Council's Workforce Management Strategy.</p> <p>Workforce planning: A – Chief Executive</p> <p>Workforce performance: A – Chief Executive</p>	<p>Develop, manage and deliver the Workforce Management Strategy (include update on employee numbers here).</p>	<p>B:MHRWD C:MHRWD</p>		0		<p>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</p>
	<p>Deliver Business improvements, recognising emerging risks and opportunities.</p>	<p>B:MHRWD C:MHRWD</p>			+1	<p>Strategic workforce planning is a current focal point ensuring a deep understanding of the current and future states of our workforce. A review of HR processes, practices and framework has commenced to ensure strategic alignment and best practice.</p>
	<p>Manage the Workforce Development Service of Council in a financially responsible manner in line with Budget allocations.</p>	<p>B:MHRWD C:MHRWD</p>			+1	<p>Operational budgets in line with projected expenditure and costs savings still explored. State Government training subsidies are still being secured and sourced where/when available.</p>
<p>DP7.04) Developing attraction and retention practices across Council.</p> <p>Workers compensation: A – Chief Executive</p> <p>Recruitment & selection: A – Chief Executive</p> <p>Workforce culture : A – Chief Executive</p> <p>Human resource advisory, performance, review and training: A – Chief Executive</p>	<p>Develop, manage and deliver Employer of Choice recruitment and retention services.</p>	<p>B:MHRWD C:MHRWD D:HRC</p>			+1	<p>Development of selection, recruitment and retention practices continues.</p>
<p>DP7.05) Deliver continuous improvements in Council's business, processes and systems (WHS)</p> <p>Work, Health and Safety: A – Chief Executive</p>	<p>Manage and deliver WHS and Risk Management services.</p>	<p>B:MHRWD C:WHSRMO D:WHSRMO</p>			+1	<p>Council so far as is reasonably practicable, continues to ensure the health and safety of all workers and other people like visitors and volunteers via the implementation of <i>embedded</i> risk management principles in line with regulatory, health, State and Federal requirements. Continuing to assess and evolve work practices and procedures in line with the changing COVID environment and NSW health mandates. Statutory requirements are being met. A complete organisational review of Councils enterprise risks and classifications has been completed leading to improved reporting and risk maturity.</p>

b) Budget

COA	21/22 Full Year Budget	21/22 YTD Actuals September	21/22 Percentage Spent
Workforce Development	880,097	(19,194)	-2.18%
1. Operating Income	(184,836)	(256,614)	138.83%
2. Operating Expenditure	1,064,933	237,420	22.29%

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 currently 11.6%

The current COVID Delta environment is changing more rapidly, with increased numbers and geographic locations. As such, in addition to the COVID control measures we have already in place (both government mandated and organisational) we have decided to implement the following additional measures;

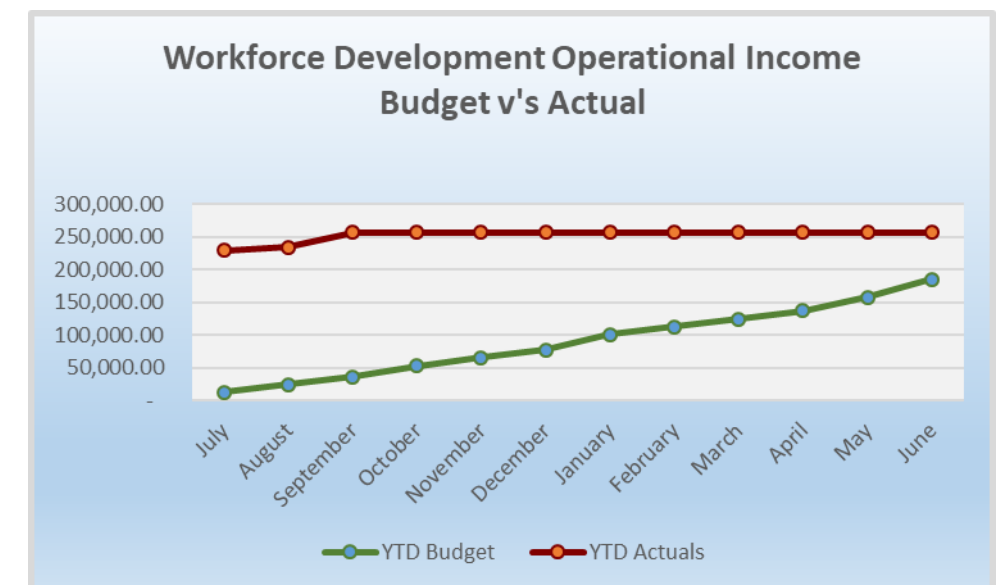
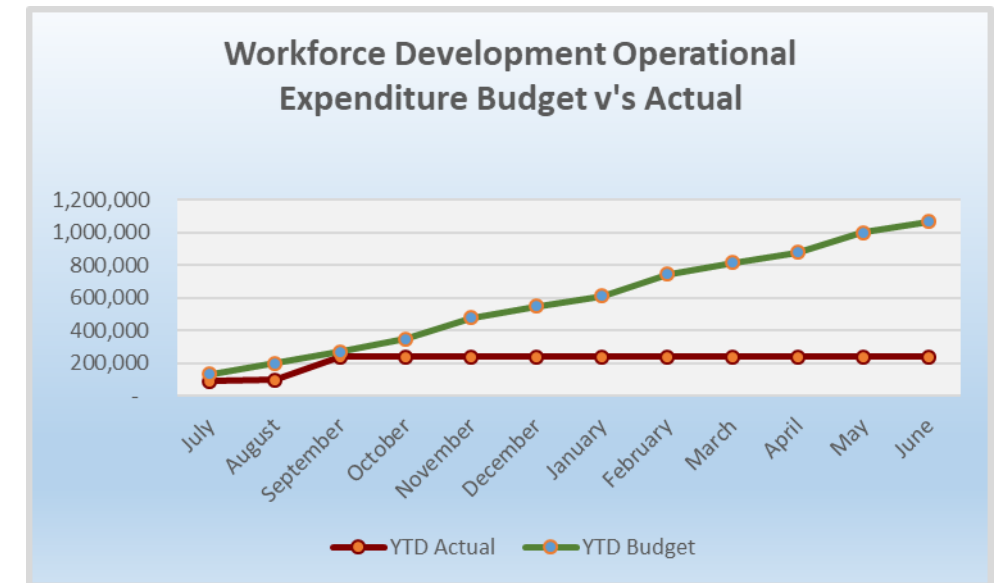
- The Visitor information Centre will temporarily closed.(at this stage in line with the Armidale lockdown)
- Delivery drivers will not be permitted to enter Council offices or the store.

The Business of Improving the Business

Current opportunities through the Supporting Apprentices and Trainees Retention Wage Subsidy Program, has provided the initiation of 11 existing staff members enrolling in Certificate IV in Civil Construction (Supervision).

Customers

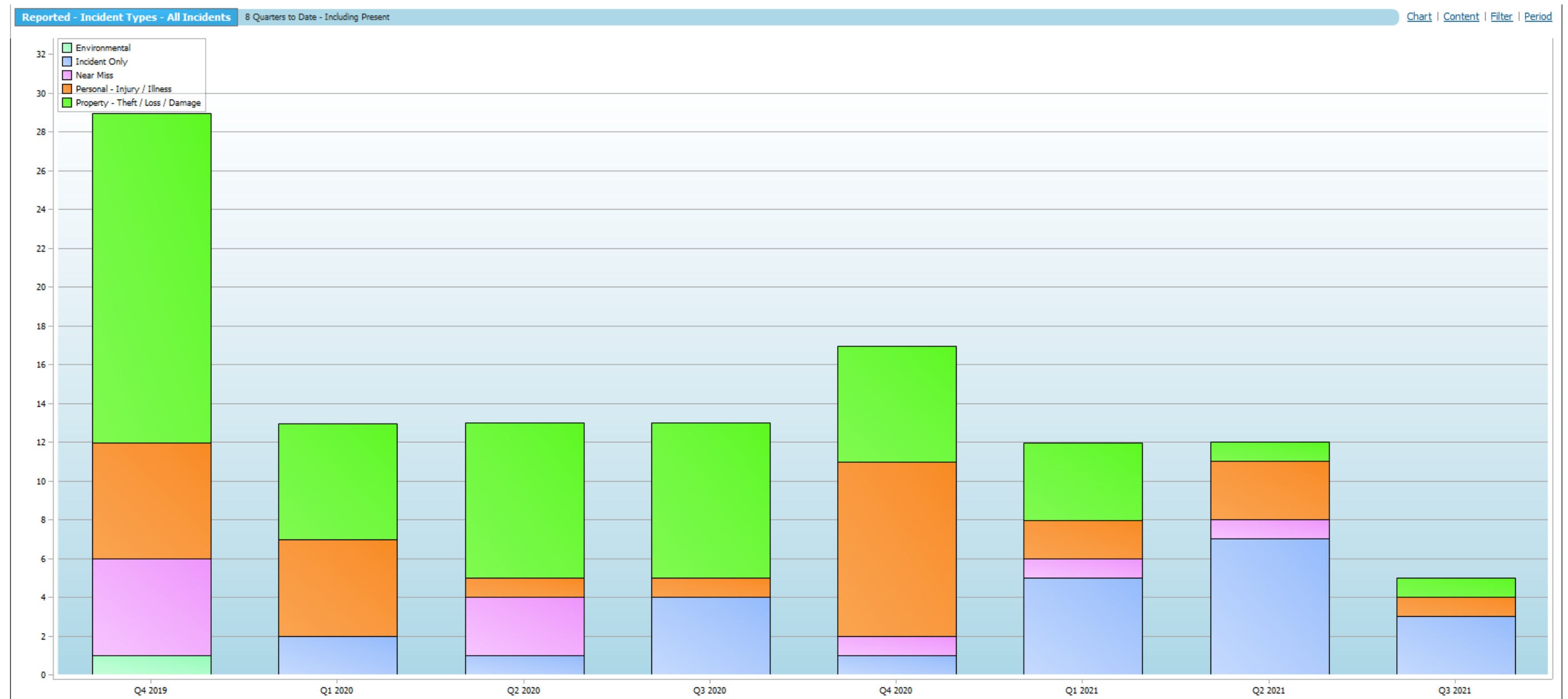
Nil to report.



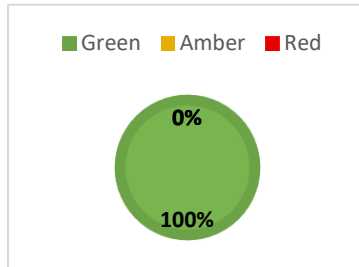
Special events, achievements of note, celebrations

Nil to report.

Business Statistics



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 21/22	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP8.01) Review and ensure the integration of Council current studies and plans into strategic land use planning and operational planning documents and policies to support our emergency management function. <i>Disaster management: A – Chief Executive</i> <i>Roads, bridges and retaining walls: A – Director Infrastructure</i>	Develop, manage and deliver Emergency Management functions and facilities.	B:MHRWD C:WHSRMO D:WHSRMO			+1	LEOCON NSW Police Superintendent James Parsons has activated the LEMC locally due to the current COVID environment. LEMC committee meetings are well attended and effective. REMC committee meetings are well attended and effective. Mingoola RFS project has now been awarded to Rhombus Contracting.
	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. In addition to the COVID control measures we have already in place (both government mandated and organisational) we have decided to implement the following additional measures; <ul style="list-style-type: none"> The Visitor information Centre will temporarily close.(at this stage in line with the Armidale/Lismore lockdown) Delivery drivers will not be permitted to enter Council offices or the store.
	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. Quarterly Service Level Agreement meeting held with RFS

b) Budget

COA	21/22 Full Year Budget	21/22 YTD Actuals September	21/22 Percentage Spent
Emergency Services	562,700	174,819	31.07%
1. Operating Income	(135,500)	0	0.00%
2. Operating Expenditure	698,200	174,819	25.04%

Grant Funding to be sourced for these Projects:

Service area	Account Type	Project	Funds Required 2021/22
Emergency	Capital	Helipad (RFS)	200,000

Operational Income:

Operational Expense:

c) Capital Projects

Emergency Management Centre grant fully expended and acquitted.

d) Emerging Issues, Risks and Opportunities

LEMC has been activated due to the current COVID environment. LEOCON Superintendent James Parson from NSW Police chairing meetings

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

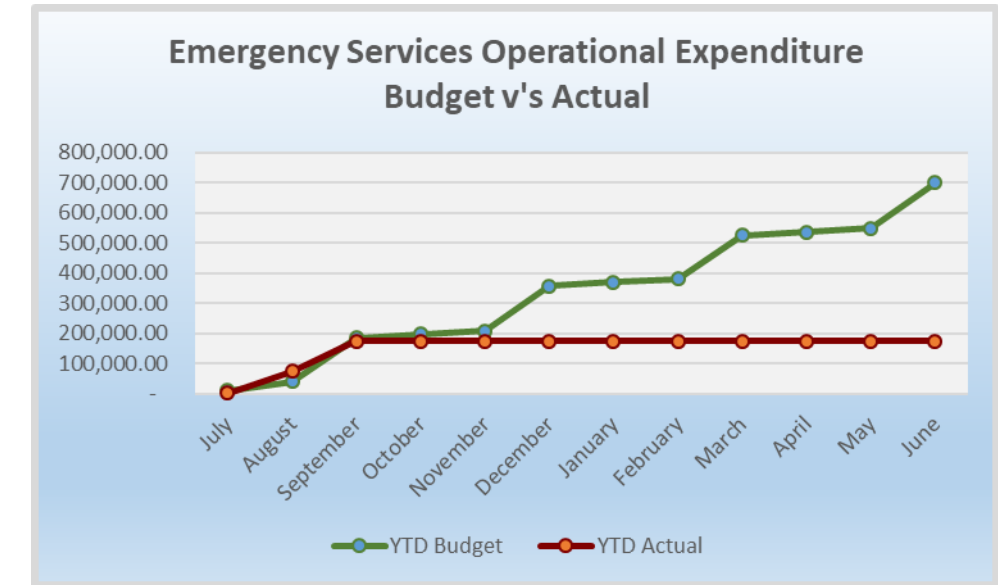
Nil to report

g) Business Statistics

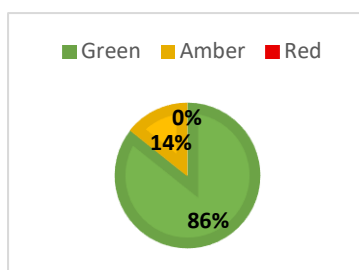
Regular reports received from the Regional Emergency Management Officer, LEMC, COVID LEMC and REMC committees.

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.

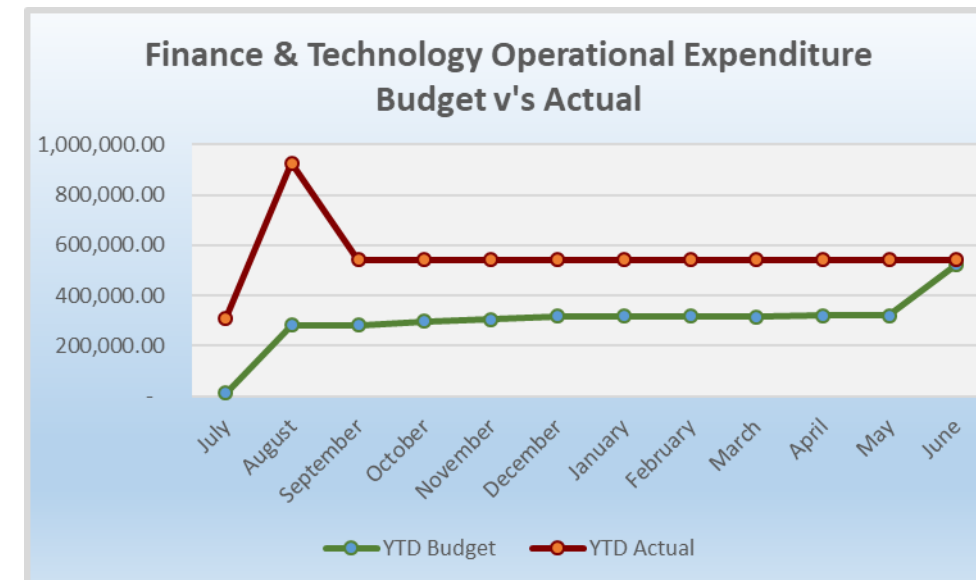
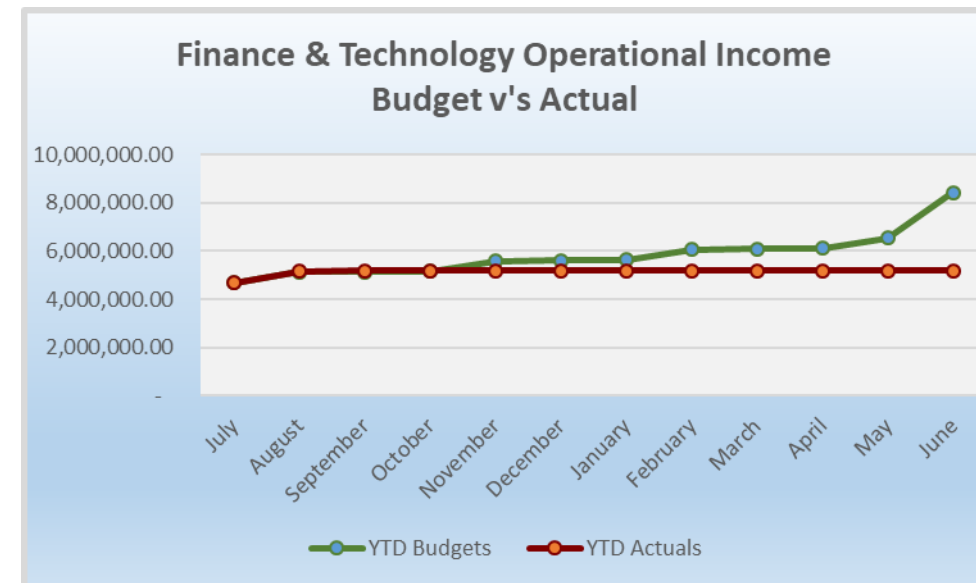
a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 21/22	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		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. 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.
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	Statutory requirements have been met. Additional detailed development is continuing in conjunction with the Asset Manager and Asset Management Plans with a view to assessing the reasonableness or otherwise of Depreciation figures on Council owned assets.
DP9.04) Ensure that financial sustainability and the community's capacity to pay inform adopted community service levels. <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	Investments are managed within Council’s Investment Policy guidelines.

DP9.05) Ensure compliance with regulatory and statutory requirements and that operations are supported by effective corporate management. <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	21/22 Full Year Budget	21/22 YTD Actuals September	21/22 Percentage Spent
Finance & Technology	(7,575,604)	(4,574,504)	60.38%
1. Operating Income	(8,423,816)	(5,174,382)	61.43%
2. Operating Expenditure	521,804	541,684	103.81%
4. Capital Expenditure	250,000	48,559	19.42%
1810501. Computer Equipment - Finance	50,000	13,126	26.25%
1810508. Capitalised Software	200,000	35,433	17.72%
6. Liabilities	76,408	9,635	12.61%



Capital Income:

Not applicable.

Capital Expenses:

No Significant variance.

Operational Income:

On Budget.

Operational Expense:

Internal overheads have not yet been applied for the first quarter, therefore operational expenditure appears to be over budget. This will be corrected once the internal overhead calculation is reviewed and entered into the accounting system.

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.

d) Customers**e) Business Statistics**

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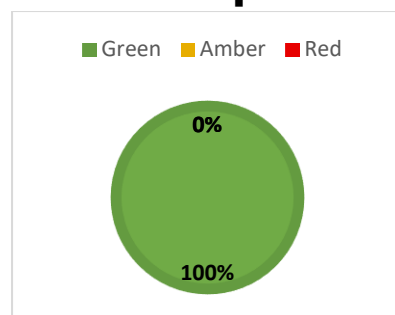
f) Special events, achievements of note, celebrations

The new payroll system was implemented in 2020/21 and the new automated Bank Reconciliation System is fully up and running. Well done to the staff involved in both of these projects.

The 2020/21 Interim audit was conducted in April 2021, with the audit team from Forsyth's onsite in late April. Staff have already begun implementing a number of improvements to procedures following suggestions from the auditors.

The final 2020/21 financial audit was conducted in September 2021, working remotely with Forsyth's due to the Covid-19 restrictions. The draft financial statements were presented to the Audit & Risk Committee on 27 August 2021, and to Council on 22 September 2021. The financial statements are currently being audited by the NSW Audit Office, and are on track for finalisation before the due date of 31 October.

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 21/22	Officer	-1	0	+1	Comments: <i>(Business Manager to provide short precis.)</i>
<p>DP10.01) Ensure that the performance of Council as an organisation complies with all statutory reporting guidelines and information is available to decision makers.</p> <p>Corporate performance & reporting: A – Chief Corporate Officer Business process improvement & integration: A – Chief Corporate Officer Procurement and tendering compliance: A – Chief Corporate Officer Internal audit: A – Chief Corporate Officer</p>	Develop, manage and deliver Governance Services.	B:MCSGR C:MCSGR D:MCSGR			+1	<p>Adopted Operational Plan 2021/2022 provided to Office of Local Government on 1 July 2021.</p> <p>Public Interest Disclosure (PID) Report for second half of 2020/2021 submitted to NSW Ombudsman on 19 July 2021. No PID's for the period.</p> <p>Fraud Control Review Internal Audit commenced in June 2021. Site visit conducted by Centium Pty Ltd on 14 and 15 June 2021. Draft report received by Council on 21 July 2021.</p> <p>Audit & Risk Committee meeting of 27 August 2021 was held to review and recommend financial statements be sent to audit.</p>
<p>DP10.02) Promote and support community involvement in Council decision making process.</p> <p>Community engagement: A – Chief Executive Customer service: A – Chief Corporate Officer Governance framework (including registers and monitoring): A – Chief Corporate Officer</p>	Manage and deliver services for community involvement in Council decision making processes.	B:MCSGR C:MCSGR D:MCSGR			+1	<p>Results of Customer Satisfaction Survey 2020 presented to Council meeting of 23 July 2020. Results to be implemented where suitable into forward planning for services over next two years. Next survey to be undertaken in 2022.</p>

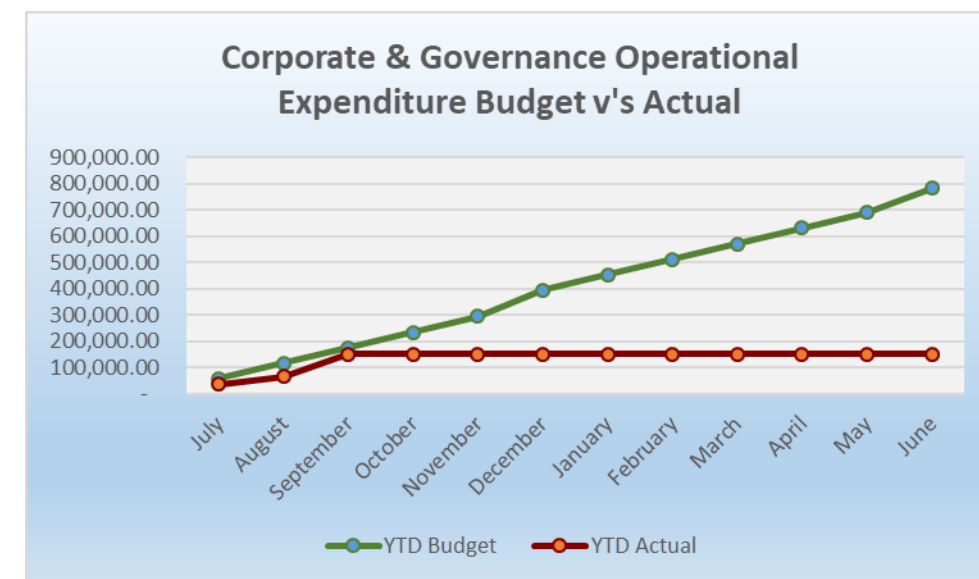
<p>IT system / software and hardware: A – Chief Corporate Officer Business process improvement & integration: A – Chief Corporate Officer</p>					
<p>DP10.03) Deliver Customer Service and Business Services in the support of corporate outcomes. Customer service: A – Chief Corporate Officer</p>	<p>Develop, manage and deliver Customer Services.</p>	<p>B:MCSGR C:MCSGR D:CSO</p>		<p>+1</p>	<p>Customer Services returned to the administration building on 23 June 2021 and opened to the public on 5 July 2021.</p> <p>Customer Compliments for July 2021 – 4 Customer Compliments for August 2021 – 0 Customer Compliments for September 2021 - 3</p> <p>Customer Complaints for July 2021 – 4 Customer Complaints for August 2021 – 1 Customer Complaints for September 2021 - 1</p> <p>Movements in personnel resources continue to ensure full functionality of Depot Office and support to Tourism in September 2021.</p> <p>Two Customer Service and Administration Officers continue to deliver customer services in the main Administration Building to ensure that all services remain as close to normal and provide surety to the community that Council remains in business.</p>
	<p>Deliver business improvements, recognising emerging risks and opportunities.</p>	<p>B:MCSGR C:MCSGR D:MCSGR</p>		<p>+1</p>	<p>Records Management staff delivering services from administration building from 1 July 2021. Continued stabilisation of the altus ECM system during September 2021. Some functional requests to IT Vision remain outstanding from November 2020. These are being followed up.</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 2021/22.</p> <p>Operational expenditure slightly under budget at 30 September 2021, due to movement in Customer Service and Administration staff to Depot Office and VIC.</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>72 customer service general enquiries for July 2021. 73 customer service general enquiries for August 2021. 46 customer service general enquiries for September 2021</p> <p>2,864 phone calls came into Council at the front counter in July 2021. Unable to access Mitel phone system software for August 2021 phone statistics. Unable to access Mitel phone system software for September 2021 phone statistics.</p> <p>34 x 603 certificates processed for Rates in July 2021. 40 x 603 certificates processed for Rates in August 2021. 35 x 603 certificates processed for Rates in September 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>Continuation of correction of Business Classification Scheme and records framework in altus ECM.</p>

+1

						Records staff have adapted to the COVID-19 restrictions in August and September 2021 with one staff member working from home and one staff member working at the main Administration Building. This is to ensure that all communications to Council through email and Australia Post are processed in as close a timeframe to normal service delivery periods.
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Budget:

COA	21/22 Full Year Budget	21/22 YTD Actuals September	21/22 Percentage Spent
Corporate and Governance	780,226	150,850	19.33%
1. Operating Income	(1,576)	(53)	3.33%
2. Operating Expenditure	781,802	150,903	19.30%



a) Capital Income:

No capital income forecast for 2021/22.

c) Capital Expenses:

No capital expenditure budget allocated for 2021/22.

Operational Income:

No significant variance.

Operational Expense:

Slight underspend at the end of the first quarter of 2021/2022 (30 September 2021) due to one permanent staff member being on long term leave and one permanent staff member seconded to another area.

Capital Projects

No capital projects are budgeted for Corporate & Governance in financial year 2021/22.

Emerging Issues, Risks and Opportunities

Returning to the main Administration Building has seen a significant improvement in our ability to manage customer, 'phone and email communications, through returning these operations to the main MITEL 250 'phone system and the Council computer network.

The Business of Improving the Business

No update.

Customers

72 Customer Service General Enquiries in July 2021.

73 Customer Service General Enquiries in August 2021.

42 Customer Service General Enquiries in September 2021.

b) Business Statistics

5,867 phone calls came into Council's fixed and mobile phone numbers in July 2021.

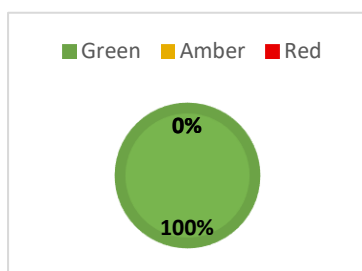
Due to access issue, no phone statistics are available for August 2021.

Due to access issue, no phone statistics are available for September 2021.

c) Special events, achievements of note, celebrations

N/A

1. 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.

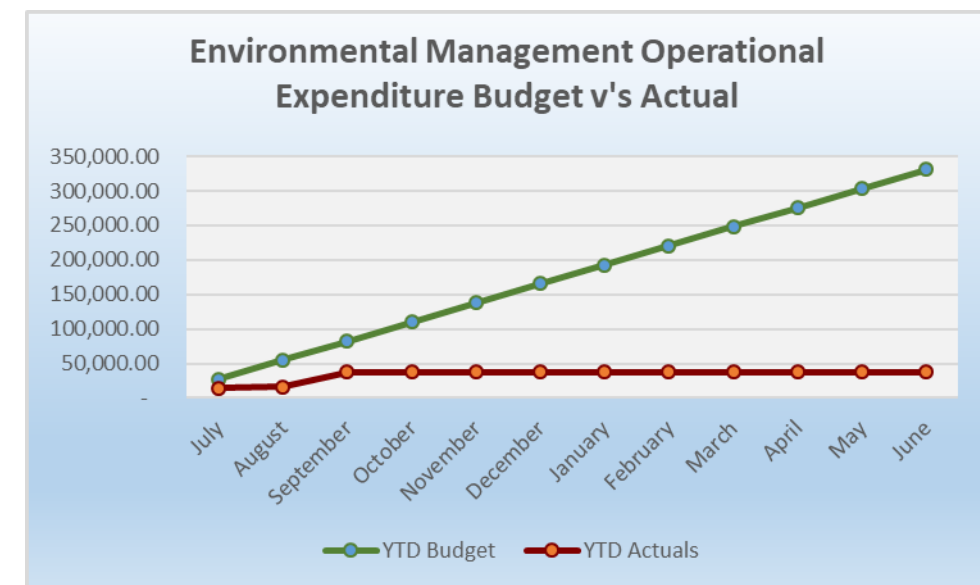
a) Delivery and Operational Plan precise

4 Year Delivery Program	1 Year Operational Plan 21/22	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>Illegal dumping and littering: A – Chief Corporate Officer</p> <p>Parking, traffic & DDA regulation: A – Chief Corporate Officer</p>	<p>Develop and manage systems and processes to deliver Companion Animals requirements, Illegal Dumping and Parking Control.</p>	<p>B:OSRUS C:OSRUS D:RCO</p>	-1	0	+1	<p>Regular patrols were carried out in the Tenterfield Shire. Again numerous people cautioned for walking dogs off lead along walking track in Tenterfield.</p> <p>Several persons overnight camping in their vehicles have been asked to move on.</p> <p>One dog surrendered and rehomed. One dog impounded and released back to their owners. Two feral cats caught and euthanized in September No fines issued for dog related offence.</p> <p>Council Officers are conducting regular parking patrols and in the month of September no infringements were issued for parking breaches, as there is minimal car movements due to lock down restrictions. Officers regularly monitor parking availability in the main street and identify vehicles that may be in breach of parking requirements.</p> <p>No illegal dumping reported for September.</p> <p>Letters sent and further follow up for Unregistered dogs.</p> <p>De-sexing month for September, final figures not yet in.</p> <p>One letter sent for overgrown and untidy blocks, and has since been slashed</p> <p>Two vehicles have been impounded for September.</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>Noxious plants: A – Chief Corporate Officer</p> <p>Feral pests: A – Chief Corporate Officer</p>	<p>Develop, manage and deliver community weed and pest management reduction programs.</p>	<p>B:OSRUS C:OSRUS D:WO</p>			+1	<p>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.</p>

DP11.03) Provide systems and processes to manage excess vegetation to ensure land and premises are in a safe and/or healthy condition. <i>Pollution regulation: A – Chief Corporate Officer</i>	Notices and Orders to be issued or served where necessary as per the Local Government Act, EPA Act and POEO Act and Associated Regulations.	B:OSRUS C:OSRUS		+1	Where Council receives complaints regarding overgrown unsightly lots Notices are issued requiring the owner to undertake work to comply. 1 notice was issued in September and Council officers are working with the property owner to bring the property into compliance. No weed compliance orders sent out for September.
DP11.04) Ensure the timely detection of new weed incursions in the Tenterfield Shire Council region and do not adversely affect the health and welfare of the community. <i>Noxious plants: A – Chief Corporate Officer</i>	Manage and deliver the Weeds Management Program, Council’s Weeds Action Plan and regional weeds management plans.	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	21/22 Full Year Budget	21/22 YTD Actuals September	21/22 Percentage Spent
Environmental Management	244,507	36,330	14.86%
1. Operating Income	(86,600)	(916)	1.06%
2. Operating Expenditure	331,107	37,246	11.25%



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

e) The Business of Improving the Business

f) Customers

2 complaints about fireweed

g) Business Statistics

REPORT BY NOXIOUS WEEDS OFFICER September 2021

Weed Control

- Black Knapweed – Aldershot and Bellevue Rds and private property Tenterfield.
- Gorse – Mt Lindsey Hwy at Boonoo Boonoo
- Fireweed – Bilirimba Rd, Scrub Rd, Scrub School Rd and Quarry Rd (complaints)
- Tropical Soda Apple - Urbenville
- Tree Suckers – Amosfield Rd and Undercliffe Rd
- Serrated Tussock – New England Hwy at Deepwater, Rockdale Rd and Bruxner Way Sunnyside.
- Hemlock – Bellevue Rd, Tenterfield Creek at Geyers Rd, Tarban Loop Rd and Back Creek Rd.

Council Lands Sprayed

- Tenterfield Aerodrome
- Federation Oval, Hockey Fields and Shirley Park
- Town Streets and Parks
- Swimming Pool
- Rural Fire Service grounds

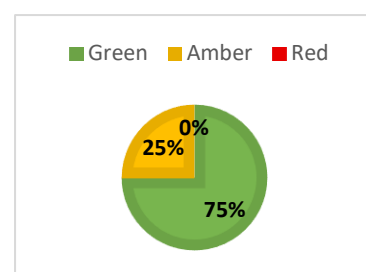
Inspections

- Private Property Inspections – 25 Property inspections for September.
- High-risk pathway Inspections – Mt Lindsey Hwy Tenterfield to Woodenbong, New England Highway Deepwater to Jennings, Bruxner Way and Tooloom Rd. (Serrated Tussock found at Deepwater on the New England Hwy and on the Bruxner Way at Sunnyside and Gorse found along Mt Lindsey Hwy at Boonoo Boonoo)
- Waterway inspection – Tooloom River and Clarence River.

h) Special events, achievements of note, celebrations

Nil to report

12. Livestock Saleyards



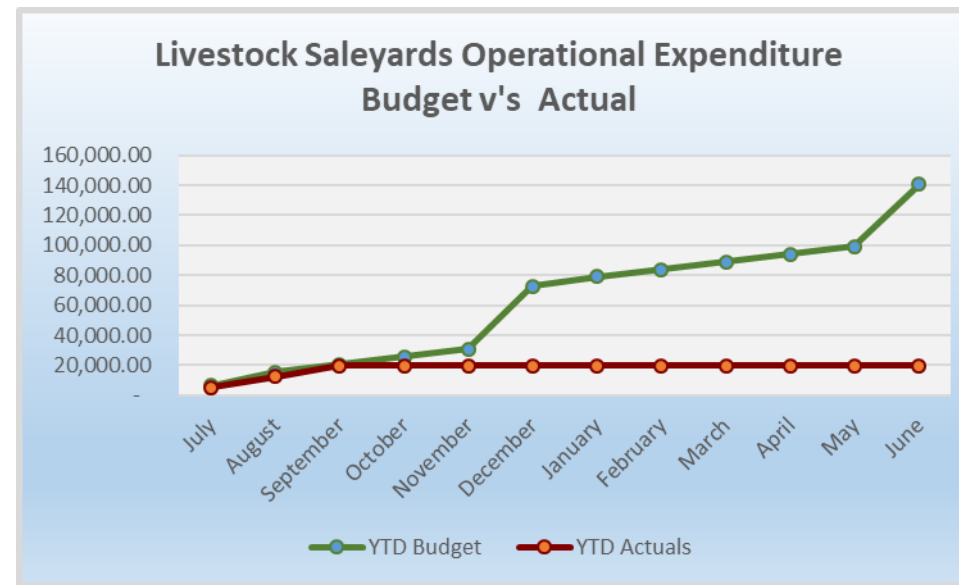
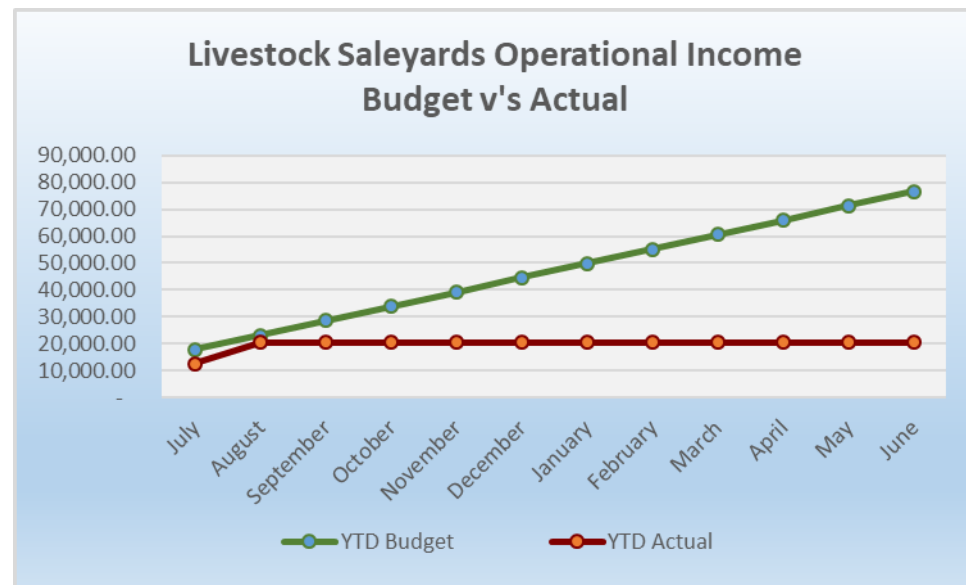
Under the 4 year Delivery Plan *Livestock and Saleyards* relates to planning, development, maintenance, operations and administration of the Saleyards. The Office of the Chief Corporate Officer directly oversees these outcomes.

a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 21/22	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>Saleyard Management Plan Adopted.</i>
DP12.02) Provide a financially sustainable saleyard operation, attractive to local producers. <i>Saleyards: A - Chief Corporate Officer</i>	Manage and deliver Saleyards Services.	<i>B:OSRUS C:OSRUS</i>			+1	<i>Cattle Numbers for September - 2021; Prime Sale – 0 Head - \$ Private Weighing – 4 Head - \$6,060.00 Total - 4 Head - \$6,060.00 Financial Year 2021/2022 870 Head - \$1,346,864.04 Financial Year 2020/2021 8,963 Head - \$14,127,684.48 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 and proposing a new location within the saleyards. Truckwash- Decision needs to be made as to whether to proceed 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	21/22 Full Year Budget	21/22 YTD Actuals September	21/22 Percentage Spent
Livestock Saleyards	63,972	(831)	-1.30%
1. Operating Income	(76,594)	(20,565)	26.85%
2. Operating Expenditure	140,566	19,734	14.04%



Capital Income:

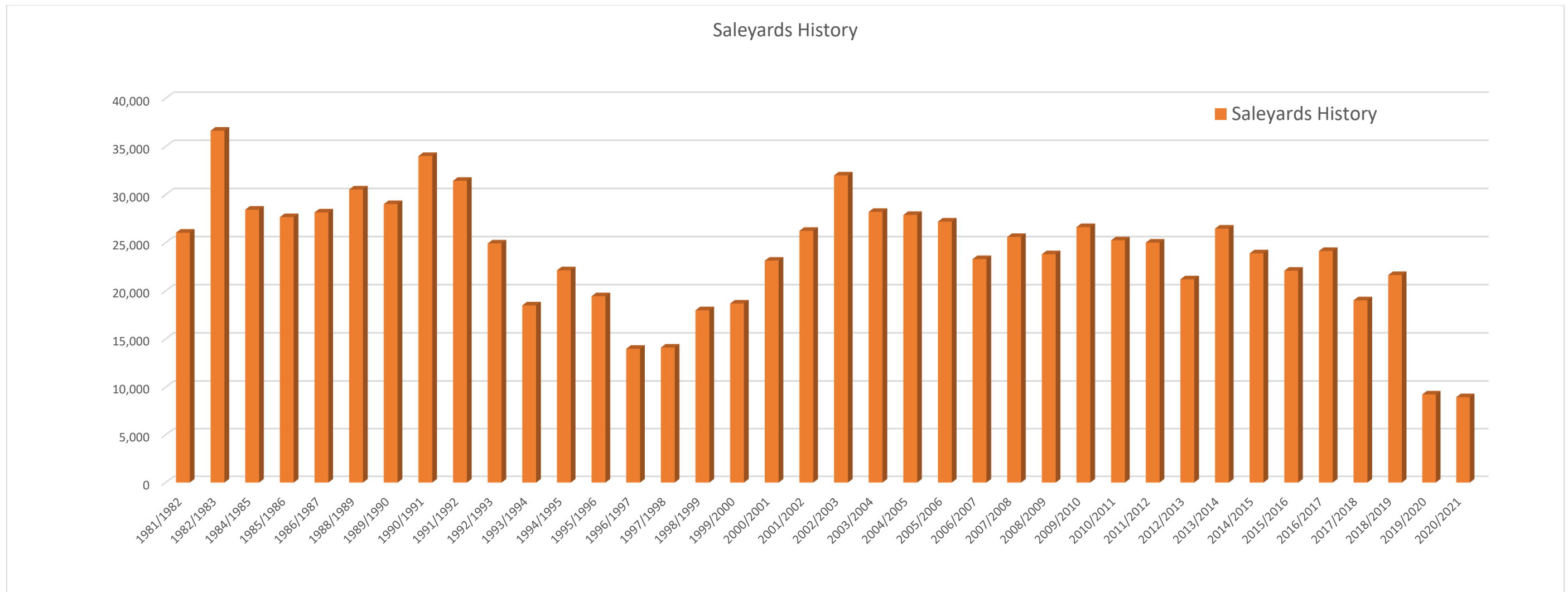
- Nil to Report

Capital Expenses:

- No Capital works programs for the 21/22 financial year.

Operational Income:

- Numbers decreasing due to many different marketing options, with cattle sales continuing to be fortnightly and often monthly or longer.
- 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 with possible new location.**
- **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.

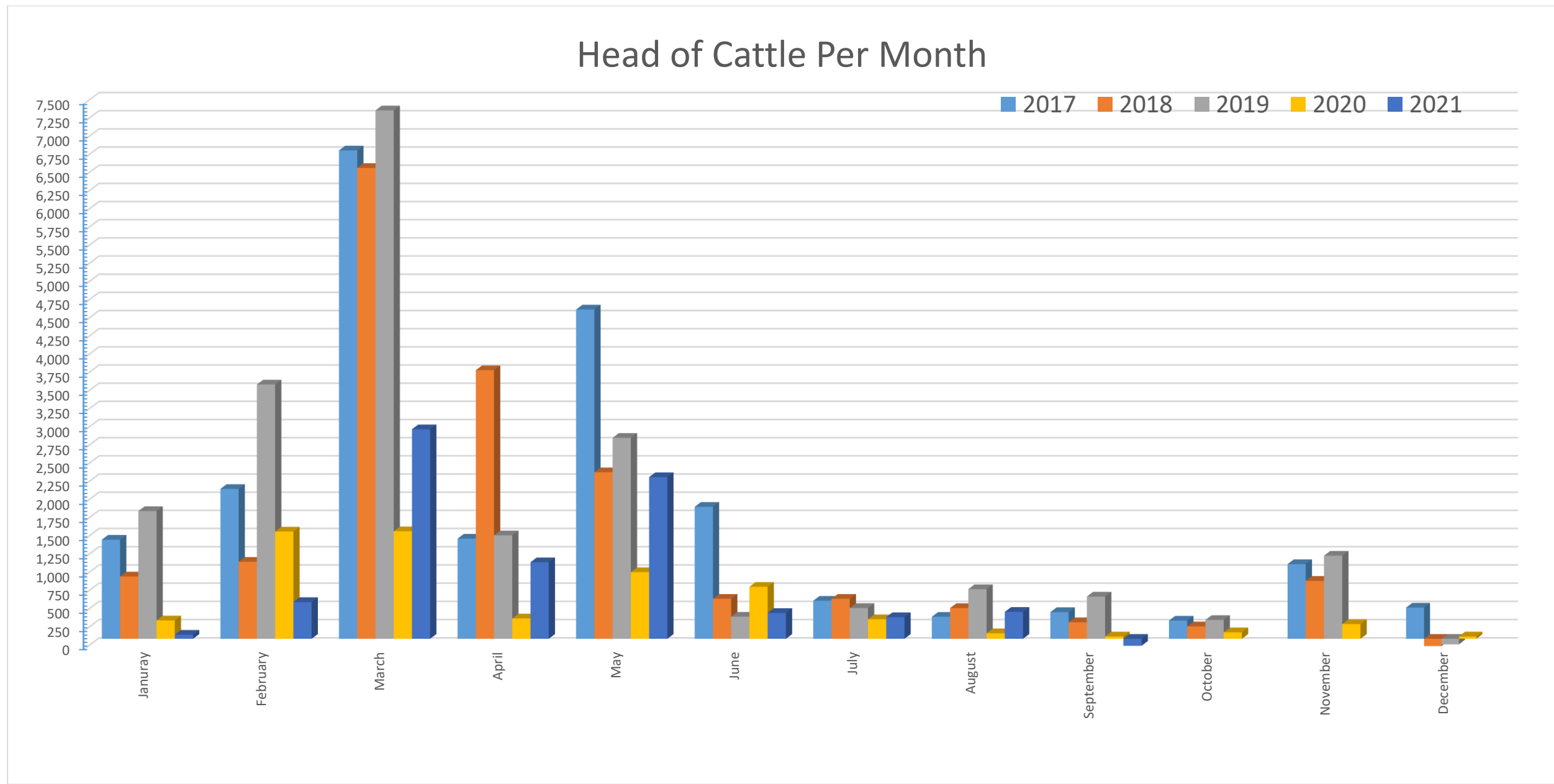
e) The Business of Improving the Business

- 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

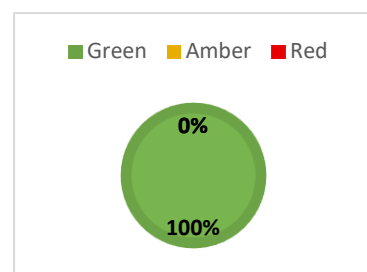
g) Business Statistics



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.

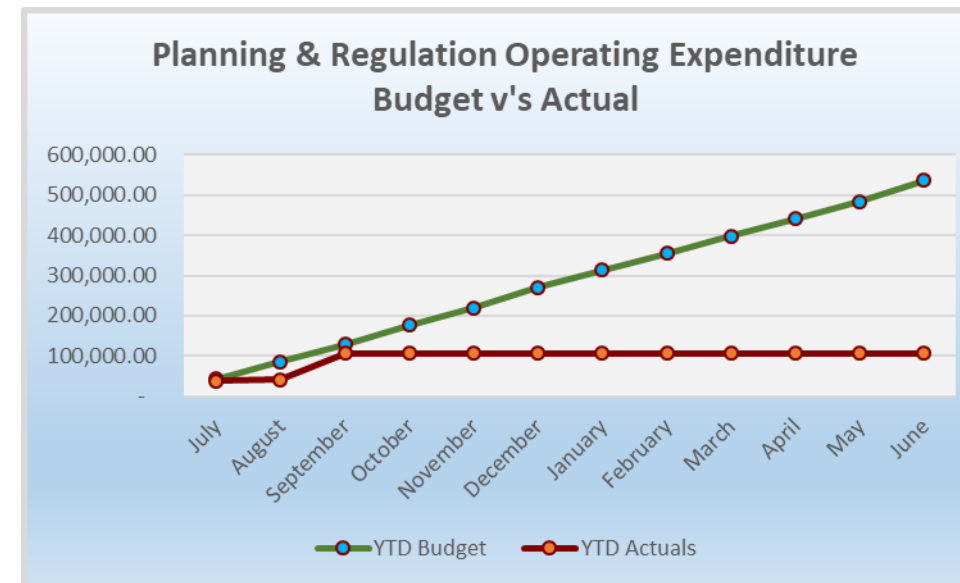
a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 21/22	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 LEP Amendment for additional heritage items proceeded to finalization – awaiting Parliamentary Counsel sign off and gazettal as at 30/9/21
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. Council's website updated to reflect changes.

DP13.07) Provide advice, planning and inspection that preserve and promotes the Shire's heritage. <i>Heritage: A – Chief Corporate Officer</i>	Management and delivery of heritage advisory services including management of the Heritage Advisor and community in the development and upgrade of heritage assets.	B:MPDS C:MPDS D:MPDS			+1	Heritage Advisor attends bi-monthly heritage committee meetings and on other occasions when required. Advice provided to land owners via phone, email and site meetings where possible. Local Heritage Funding applications considered at Council's September meeting – letters of offer forwarded to all successful applicants.
DP13.10) Identify, plan and enhance local environments in partnership with the community and stakeholders. <i>Land use reporting: A – Chief Corporate Officer</i> <i>Roads and footpath enforcement: A Chief Corporate Officer</i> <i>Illegal dumping: A Chief Corporate Officer</i> <i>Domestic animal management: A Chief Corporate Officer</i>	Local Strategic Planning Statements are implemented and provide guidance for actions to support the desired outcomes.	B:MPDS C:MPDS D:MPDS			+1	Local Strategic Planning Statement adopted August 2020 and uploaded to NSW Planning Portal.
	Deliver Business improvements, recognizing emerging risks and opportunities.	B:MPDS C:MPDS D:MPDS			+1	Implementation of Greenlight system and integration with NSW Planning Portal is experiencing delays in the go live phase. All applications must be lodged on line via the NSW Planning Portal. Planning Portal process working relatively smoothly.
	Manage the Planning and Regulation Service of Council in a financially responsible manner in line with Budget allocations.	B:MPDS C:MPDS D:MPDS			+1	All projects on budget

b) Budget

COA	21/22 Full Year Budget	21/22 YTD Actuals September	21/22 Percentage Spent
Planning & Regulation	205,226	11,190	5.45%
1. Operating Income	(296,500)	(113,142)	38.16%
2. Operating Expenditure	536,726	106,625	19.87%
3. Capital Income	(35,000)	17,708	-50.59%



Capital Income:

Section 7.11 and 7.12 developer contributions comprise capital income.

Capital Expenses:

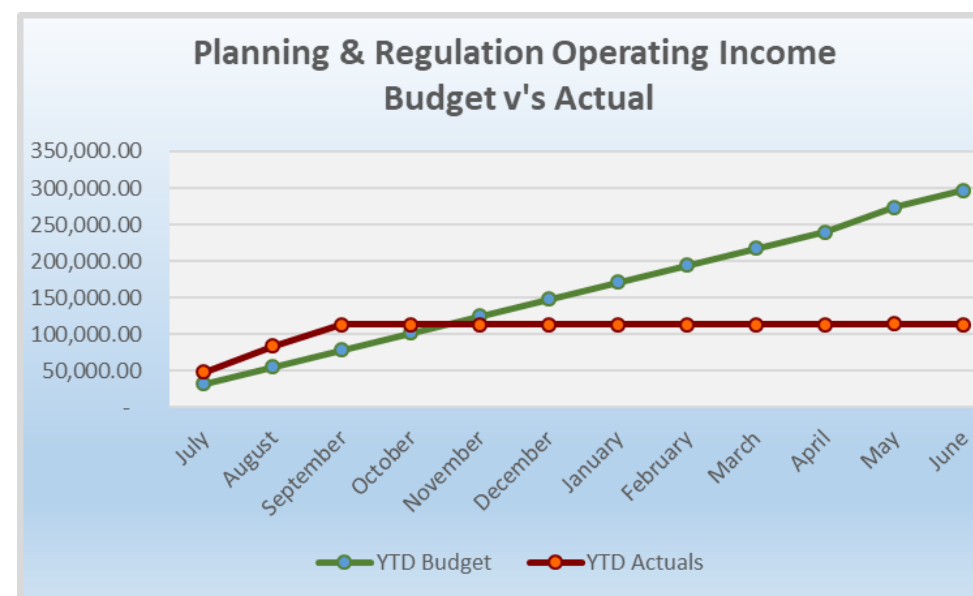
Grant-funded projects.

Operational Income:

On target

Operational Expense:

No significant variance



c) Capital Projects

Willsons Downfall Cemetery Signage – sign received – tidying up and identification of site to be undertaken – covid restrictions have delayed some works and on site meetings.

d) Emerging Issues, Risks and Opportunities

- 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 – A kiosk and scanner is to be installed in the customer service area to allow for customers to lodge applications – installation expected October 2021 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 1/10/21
Approved 24/2/21 Council	
Date for sealing works on both the internal access road and Primrose Hill Rd is 22-26 November , weather permitting. This will be the final part of the works.	
There are still 2 road base layers to go down on PH Rd before that time.	

DA 2019.059 Solar Farm - Old Racecourse Road, Tenterfield	AS AT 1/10/21
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 1/10/21
Approved 31/3/21 JRPP	
Development Application approved by Joint Regional Planning Panel 31/3/21 – on site operations commenced week of 27 September – staff to visit site during October.	

DA 2020.069 Primitive Campground, 57 Holleys Road, Tenterfield Approved 24/2/21 Council	AS AT 1/10/21
Development Application approved by Council 24/2/21 –commenced construction. Construction Certificate and On Site Sewage Management applications issued April 2021. Covid restrictions have delayed progress due to cross border issues with owner living in Queensland.	

DA 2018.072 Loading Ramp, 66-80 Boundary Road, Tenterfield Saleyards Undetermined	AS AT 1/10/21
Redesign of ramp being undertaken	

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, however delays experienced in roll out from IT company preparing system integration. Department of Planning assisting IT team to integrate system with Planning Portal.

f) Customers

Ongoing customer support provided. Continued enquiries relating to purchase of properties and proposed building.

g) Business Statistics

Online Planning Applications– Mandatory Requirements

The NSW Government has mandated that from 1 July 2021, all planning applications including Development Applications (DA's), Complying Development Certificates (CDC's), Construction Certificates (CC's) and Subdivision Certificates 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.

In order to lodge an application you will need to register for a NSW Planning Portal account, further information can be found via <https://www.planningportal.nsw.gov.au/onlineDA>

APPLICATIONS FOR DEVELOPMENT LODGED WITH COUNCIL – SEPTEMBER 2021

App No.	Lodged	Applicant	Lot/Sec/DP	Location	Development
DA 2021.107	01-Sep-21	Tenterfield Surveys (Graham)	42, 43, 54, 79 & 83/751538	757 Mount McKenzie Road, Tenterfield	Five (5) Lot Boundary Adjustment
DA 2021.108	01-Sep-21	Uniplan Group Pty Ltd (Sturt)	353/753323	1854 Torrington Road, Stannum	Manufactured Dwelling & 2 x 22,500L Water Tanks
DA 2021.109	1-Sep-21	KNIGHT Christine	12/568013	71-73 Bulwer Street, Tenterfield	Shipping Container
CDC 2021.110	7-Sep-21	BROWN Sarah	53/751540	150 Larreseys Lane, Tenterfield	Swimming Pool
DA 2021.111	7-Sep-21	CHEMELLO Gregory	5/841194	McKechnie Road, Ruby Creek	Dwelling
DA2021.112	9-Sep-21	CLOTHIER Matthew	2/1182596	Mt Lindesay Road, Tenterfield	Dwelling

DA2021.113	10-Sep-21	IHLE Fraser	21/1275423	315C Old Ballandean Road, Tenterfield	Dwelling
CDC 2021.114	13-Sep-21	CMC Constructions (Franklin)	51/1208742	190 Bellevue Road, Tenterfield	Extension to Existing Dwelling (Ensuite)
DA 2021.115	15-Sep-21	WALKER Brendan (Young)	464/751540	15 Leechs Gully Road, Tenterfield	Dwelling & Two (2) Detached Studios
DA 2021.116	16-Sep-21	Tenterfield Surveys (Benchcorp Pty Ltd)	1/794621	56 Manners Street, Tenterfield	Two (2) Lot Urban Subdivision
DA 2021.117	16-Sep-21	JUETT Ben (Zebenoul Holdings Pty Ltd)	1/752374	963 Rocky River Road, Rocky River	Farm/Machinery Shed
DA 2021.118	16-Sep-21	RuralCert (McCasker)	14/255005	22 Aldershot Road, Tenterfield	Change of Use of Existing Shed to Transport Depot
DA 2021.119	22-Sep-21	SMITH Brian (McClymont)	2/592495	252 Bulwer Street, Tenterfield	Shed
DA 2021.120	23-Sep-21	SMITH Brian (Wilson)	2/1100999	2 Neagles Lane, Tenterfield	Shed
DA 2021.121	23-Sep-21	Tenterfield Surveys (Broome)	2/547878	68 Molesworth Street, Tenterfield	Two (2) Lot Urban Subdivision
DA 2021.122	29-Sep-21	B & T Garages & Sheds (Farrell)	1/795374	Simpson Street, Drake	Shed
DA 2021.123	30-Sep-21	NUTLEY Gavin	3/714123	1534A Paddy's Flat Road, Tabulam	Manufactured Dwelling

DETERMINATIONS ISSUED – SEPTEMBER 2021

App No.	Lodged	Date of Approval	No. of Days	Applicant	Lot/Sec/DP	Locality	Description of Development
DA 2021.083	13-Jul-21	7-Sep-21	57 Days	Tenterfield Surveys (Condrick)	37/704053	370 Boonoo Boonoo Falls Road, Tenterfield	Three (3) Lot Rural Subdivision
DA 2021.090	29-Jul-21	6-Sep-21	40 Days	TAYLOR Allen Joseph	20/751507	Via Billirimba Road, Tenterfield	Manufactured Dwelling
DA 2021.106	27-Aug-21	13-Sep-21	18 Days	SEMMLER Shaun (Semcomms P/L)	12/1155323	8 Melaleuca Circuit, Tenterfield	Industrial Shed
DA 2021.108	01-Sep-21	20-Sep-21	20 Days	Uniplan Group Pty Ltd (Sturt)	353/753323	1854 Torrington Road, Stannum	Manufactured Dwelling & 2 x 22,500L Water Tanks
DA 2021.109	1-Sep-21	2-Sep-21	1 Day	KNIGHT Christine Anne	12/568013	71 - 73 Bulwer Street, Tenterfield	Shipping Container

CDC 2021.110	7-Sep-21	16-Sep-21	10 Days	BROWN Sarah Gai	53/751540	150 Larreseys Lane, Tenterfield	Swimming Pool
DA 2021.111	7-Sep-21	21-Sep-21	15 Days	CHEMELLO Gregory John	5/841194	McKechnie Road, Ruby Creek	Dwelling
DA2021.112	9-Sep-21	20-Sep-21	12 Days	CLOTHIER Matthew	2/1182596	Mt Lindesay Road, Tenterfield	Dwelling
CDC 2021.114	13-Sep-21	15-Sep-21	3 Days	CMC Constructions (Franklin)	51/1208742	190 Bellevue Road, Tenterfield	Extension to Existing Dwelling (Ensuite)
DA 2021.116	16-Sep-21	23-Sep-21	8 Days	Tenterfield Surveys (Benchcorp Pty Ltd)	1/794621	56 Manners Street, Tenterfield	Two (2) Lot Urban Subdivision
DA 2021.121	23-Sep-21	27-Sep-21	5 Days	Tenterfield Surveys (Broome)	2/547878	68 Molesworth Street, Tenterfield	Two (2) Lot Urban Subdivision

s4.55 Modifications of Consent

Application No.	Applicant	Lot/DP	Location	Description of Development
DA 2014.047/3	KANE Robert Mitchell & Desley Anne	163/1231853	61 Mudflat Road, Drake	Tourist & Visitor Accommodation – Backpackers Accommodation Further Amendment to increase occupants to Forty (40) Persons

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 Insufficient Information provided to complete assessment	Wilshire & Co Superannuation Fund (Todd Wilshire)	1-9 Manners Street, Tenterfield	New Shed & Extension to Existing Shed (Awning)
DA 2020.033	21-Apr-20	Information Required from Applicant			Manufactured Building

		Insufficient Information provided to complete assessment	MOSER Eric (Marian Hansson)	332B Mount Lindesay Road, Tenterfield	
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 2021.080	29-Jun-21	Information Required from Applicant	Cracker Quarry & Ag Supplies Pty Ltd	98 Pyes Creek Road, Bolivia	Storage premises, distribution centre and industrial activity - including stockpiling, processing & distribution of quarry products, weighing, dispatch, maintenance & repair of equipment, administration building & amenities
		Insufficient Information provided to complete assessment			
DA 2021.085	13-Jul-21	Information Required from Applicant	Tenterfield Surveys (Young)	15 Leechs Gully Road, Tenterfield	Three (3) Lot Rural Subdivision
		Insufficient Information provided to complete assessment			
DA 2021.102	24-Aug-21	Information Required from Applicant	Tenterfield Surveys (Petrie)	53 Logan Street, Tenterfield	Three (3) Lot Subdivision
		Insufficient Information provided to complete assessment			
DA 2021.107	01-Sep-21	Awaiting NSW RFS Recommendations	Tenterfield Surveys (Graham)	757 Mt McKenzie Road, Tenterfield	Five (5) Lot Rural Boundary Adjustment
		Under Assessment			
DA 2021.113	10-Sep-21	Under Assessment	IHLE Fraser	315C Old Ballandean Road, Tenterfield	Dwelling
DA 2021.115	15-Sep-21	Information Required from Applicant	WALKER Brendan (Young)	15 Leechs Gully Road, Tenterfield	Dwelling & Two (2) Detached Studios
		Insufficient Information provided to complete assessment			
DA 2021.117	16-Sep-21	Under Assessment	JUETT Ben (Zebenoul Holdings Pty Ltd)	963 Lower Rocky River Road, Rocky River	Farm/Machinery Shed
DA 2021.118	16-Sep-21	Information Required from Applicant	RuralCert (McCasker)	22 Aldershot Road, Tenterfield	Change of Use of Existing Shed to Transport Depot
		Insufficient Information provided to complete assessment			
DA 2021.119	22-Sep-21	Under Assessment	SMITH Brian (McClymont)	252 Bulwer Street, Tenterfield	Shed
DA 2021.122	29-Sep-21	Under Assessment	B & T Garages & Sheds (Farrell)	Simpson Street, Drake	Shed
DA 2021.123	30-Sep-21	Under Assessment	NUTLEY Gavin	1534A Paddy's Flat Road, Tabulam	Manufactured Dwelling
DA 2021.124	01-Oct-21	Under Assessment	LAZDINS Guntis Arnis	104 Miles Street, Tenterfield	Extension to Existing Dwelling

DA 2021.125	07-Oct-21	Under Assessment	Westbuilt Homes (Harvey)	Chauvel Road, Drake	Manufactured Dwelling
DA 2021.126	07-Oct-21	Information Required from Applicant Insufficient Information provided to complete assessment	GILHOOLEY Robert	Ross Street, Jennings	Dwelling

FY 21/22 Development Statistics

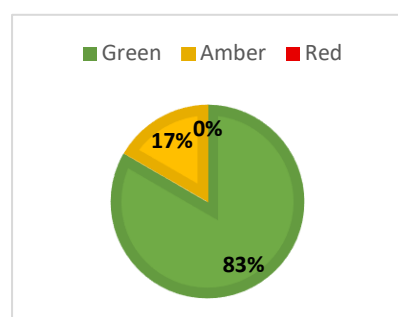
		Dwellings	Additions/ Renovations to Existing Dwellings	Garages, Carports & Sheds	Commercial or Industrial Works	Subdivision	Recreation/ Tourism	FY 21/22 Monthly Total	FY 20/201 Monthly Total
Jul-21	No.	4	0	1	0	3	1	9	10
	Value	\$1,227,501.00	\$0.00	\$14,000.00	\$0.00	\$0.00	\$70,000.00	\$1,311,501.00	\$1,168,890.00
Aug-21	No.	3	0	10	1	2	0	16	17
	Value	\$484,537.00	\$0.00	\$360,994.00	\$90,000.00	\$0.00	\$0.00	\$935,531.00	\$3,132,224.00
Sep-21	No.	8	2	5	1	3	0	19	6
	Value	\$1,736,219.00	\$50,000.00	\$204,131.00	\$2,000.00	\$0.00	\$0.00	\$1,992,350.00	\$1,171,443.00
Oct-21	No.							0	19
	Value							\$0.00	\$2,262,845.00
Nov-21	No.							0	15
	Value							\$0.00	\$1,626,754.00
Dec-21	No.							0	5
	Value							\$0.00	\$654,000.00
Jan-22	No.							0	11
	Value							\$0.00	\$1,042,460.00
Feb-22	No.							0	12
	Value							\$0.00	\$1,689,869.00
Mar-22	No.							0	19
	Value							\$0.00	\$1,222,217.00
Apr-22	No.							0	13
	Value							\$0.00	\$2,315,779.00
May-22	No.							0	14
	Value							\$0.00	\$1,646,918.00
Jun-22	No.							0	13
	Value							\$0.00	\$1,711,617.00
No. (Year to Date)		15	2	16	2	8	1	44	154
FY 21/22 Total Value (Year to Date)		\$3,448,257.00	\$50,000.00	\$579,125.00	\$92,000.00	\$0.00	\$70,000.00	\$4,239,382.00	
FY 20/21 Total Value		\$16,394,602.00	\$972,180.00	\$1,057,534.00	\$944,200.00	\$0.00	\$276,500.00		\$19,645,016.00

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



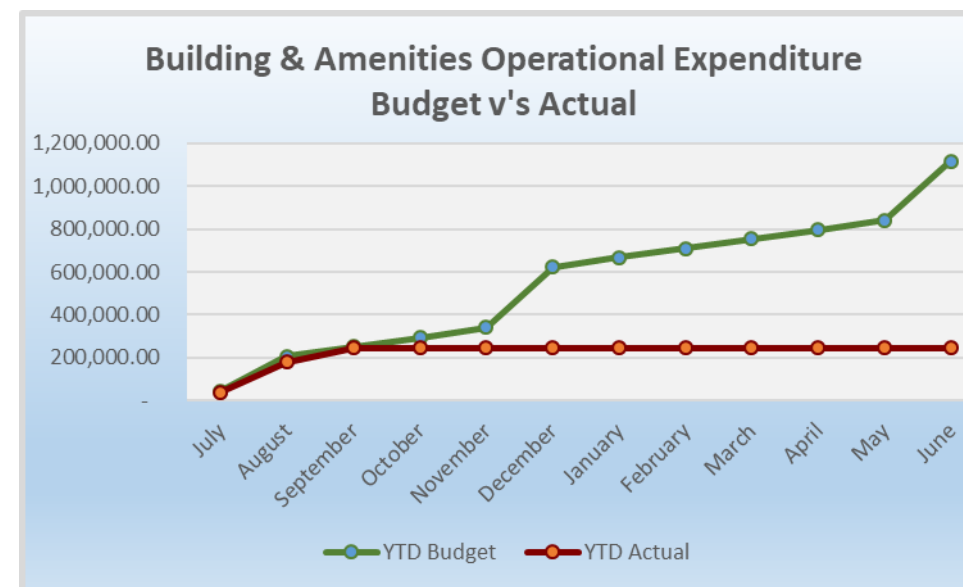
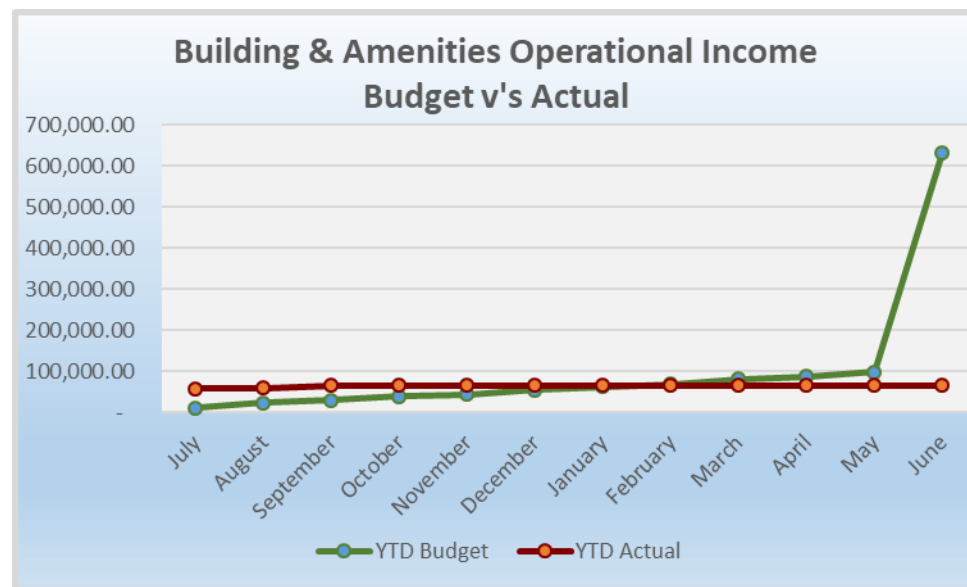
Under the 4 year Delivery Plan *Buildings and Amenities* relates to: energy management and conservation, asset planning and maintenance scheduling; building and amenities utilisation, income generation and administration. The Office of the Chief Corporate Officer directly oversees these outcomes.

a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 21/22	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	21/22 Full Year Budget	21/22 YTD Actuals September	21/22 Percentage Spent
Buildings & Amenities	850,845	525,913	61.81%
1. Operating Income	(632,262)	(65,619)	10.38%
2. Operating Expenditure	1,117,407	244,201	21.85%
3. Capital Income	0	59,208	0.00%
4. Capital Expenditure	365,700	288,122	78.79%
4200501. Admin Building -- Refurbishment	0	5,938	0.00%
4205502. Housing - 53 Welburn Lane - Renew Bathroom	20,000	0	0.00%
4205503. Housing - 53 Welburn Lane - Replace Carpet	15,000	0	0.00%
4230510. Community Hall Drake - Replace Guttering & Facia	6,500	0	0.00%
4230511. Community Hall Steinbrook - Roof renewal	44,200	0	0.00%
4235000. Tenterfield Memorial Hall Sporting Complex - SCCF-1023	0	39,978	0.00%
4235001. Memorial Hall Internal Acoustic, Ventilation & Insulation Treatments	0	6,126	0.00%
4235003. BCRRF Stream 1 Memorial Hall	0	236,080	0.00%
4235005. Memorial Hall Tenterfield - Fans & Associated Electrical Work	50,000	0	0.00%
4235006. Memorial Hall Tenterfield - Floor Refurbishment	100,000	0	0.00%
4235007. Memorial Hall Tenterfield - Upper Level - Storage	130,000	0	0.00%



Capital Income:

Being received for:

- Memorial Hall Amenities Block (SCCF) has received funding for the first two milestones, invoice for milestone 3 has been sent.
- Memorial Hall, Internal Fitout Project, Local Drought Stimulus Package Milestone 2 invoice has been issued, awaiting payment.
- Emergency Operations Centre & Administration Building Project has received 90% of the Disaster Readiness & Community Infrastructure Grant. Final invoice has been issued.
- The Pioneer Cottage has received the milestone 2 payment, and is waiting for milestone 3 to be paid from the Local Drought Stimulus Package funding.
- Legume & Urbenville Amenity Blocks have received Milestone 1 & 2 payments from, the Stronger Country Communities Grant. Milestone 3 to be paid, invoice sent.

Capital Expenses:

- Memorial Hall has expended approx. 100% of the overall funding for the Amenities Wing
- Memorial Hall has expended approx. 85% 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.

Administration Building Refurbishment and Emergency Management Centre:

Below is a summary of the expenditure to date (as of 30/09/21) 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 & 2021/22)	\$ 1,943,389

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:

Capital grant income balances from 2020/21 have not yet been added to the budget – these will be added in the first Quarterly Budget Review.

Operational Expense:

Are on track.

c) Capital Projects

1. 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 are ready for defects inspection. Basketball Hoops to be delivered from Sydney and installed.
2. 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 returned the PoM's with suggested amendments including spelling errors, allowance for 30 year leases instead of 25 years and inclusion of the dedicated reserve purpose for each reserve in Appendix 1 of each PoM. Amended General Community use PoM has been drafted. The others are being drafted and will be presented to a Council meeting prior to being sent back to Crown Lands.
3. The application to be appointed as the Crown Land Manager of 3 reserves has been approved. Council was appointed as the Crown Land manager of the 3 reserves from 18 June 2021 by Gov Gazette. The categorisation notice has been sent to Crown lands in accordance with Council resolution.
4. Continued delays and issues with building materials and trades, and increase in building materials costs.
5. Increasing maintenance/repair issues with the aged buildings fronting Manners Street. They are deteriorating and will need upgrades to continue to be habitable.
6. Only 1 sign at 8933 New England Hwy (Bendall's) is rented. 1 sign has been removed. One signed offered to Autumn Festival organisers however no response received.
7. Administration Building Roof being investigated for insurance.
8. Responded to a Subpoena from Crown Solicitor regarding an appeal by NSW Aboriginal Land Council against the refusal of Aboriginal Land Claim 9002 at Mt Mackenzie. (Lot 7003 DP 92653).
9. Dealing with licence to BackTrack over part of the RFS compound in Francis Street.
10. Applied for funding for the Black Summer Bushfire Recovery Funding for Memorial Hall Fans and Lighting, Mingoola Hall Improvements, Pool Heating Project, awaiting confirmation of the successful applications.

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.
- Financial reconciliation of projects taking place

f) Customers

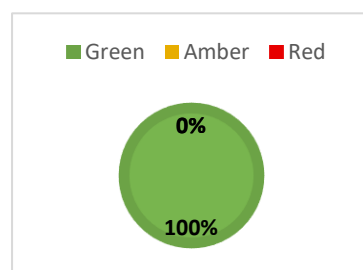
- Nil to Report

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.

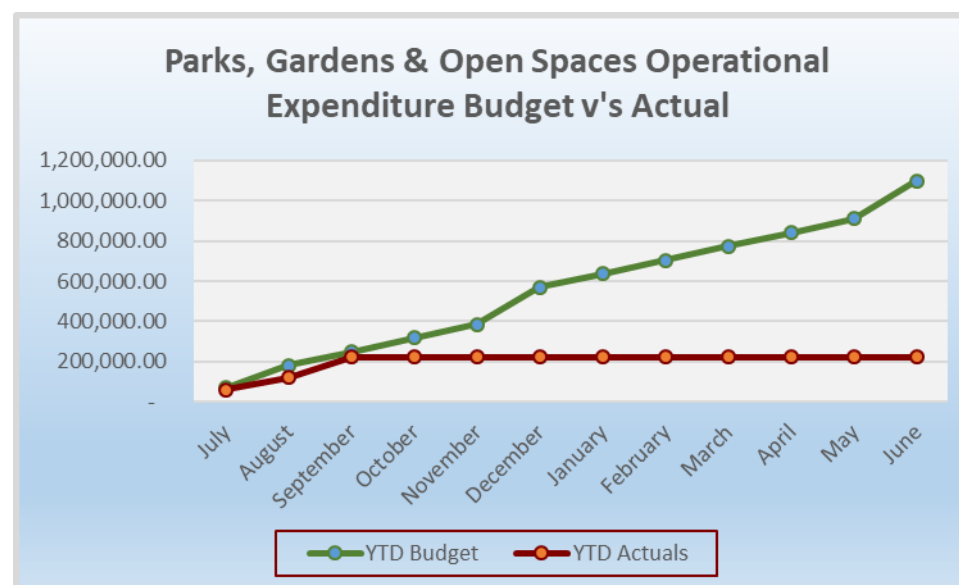
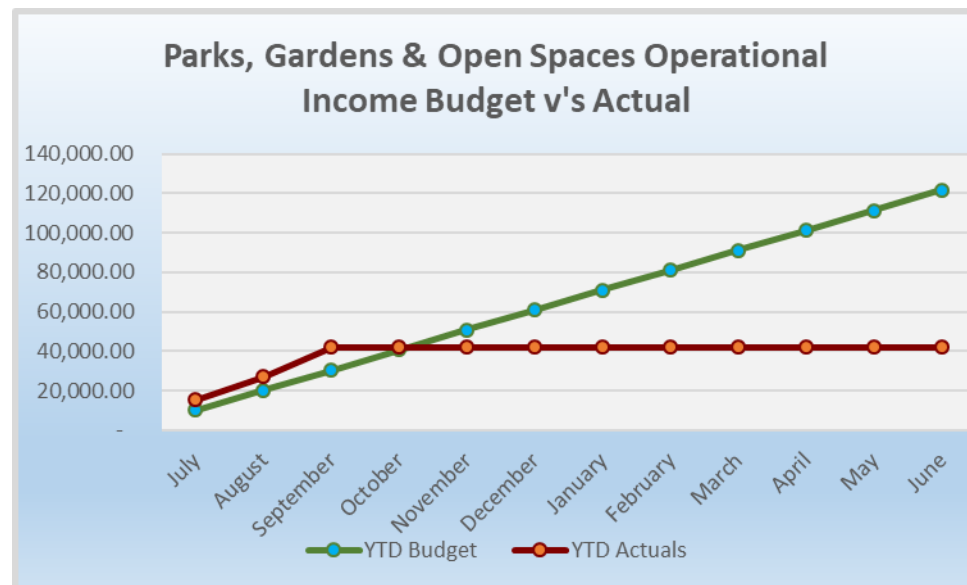
Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 21/22	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
<p>DP15.01) Identify and pursue opportunities to increase usage of open spaces assets throughout the Shire.</p> <p>Sport and recreation (passive & active): A - Chief Corporate Officer Open Space Amenities: A - Chief Corporate Officer</p>	<p>Engage with the Parks, Gardens and Open Space Committee and the Tenterfield Shire community to assist in identifying further ideas to increase open space usage throughout the Shire.</p>	<p>B:OSRUS C:PGLHC D:PGLHC</p>			<p>+1</p>	<p>Forms part of the (ongoing) agenda for all Parks and Garden Committee meetings. Successful grant funding for further upgrading projects within Tenterfield and villages.</p> <p>Park bookings being received for the start of sporting organisations subject to Covid restrictions.</p>
<p>DP15.02) Identify and partner with local residents in the development and delivery of town and village beautification initiatives.</p> <p>Place & public art/beautification: A - Chief Executive ("Identify & partner with...") Place & public art/beautification A - Director Infrastructure (Development/implementation/finalisation)</p>	<p>Ensure maintenance standards are conducted and delivered efficiently through Parks, Gardens and Open Space Committee and Village Progress Associations.</p>	<p>B:MEDCE C:MEDCE D:CDO</p> <p>B:OSRUS C:PGHLC D:PGHLC</p>			<p>+1</p>	<p>Installation of new drip line irrigation in gardens in Rouse Street completed, with the planting to commence early October.</p> <p>Staff have been planting, pruning and mulching street trees, and maintenance to plants and gardens in Rouse street and gardens in some parks.</p> <p>Fertilizing all new street and park trees.</p> <p>7 Pin Oaks along Casino Road have been removed due to aging problems with 10 new replacement pinoaks to be planted early October.</p> <p>Low limbs in Logan Street will also be removed as these are obstructing vehicle movements along the street causing damage.</p> <p>Two pinoaks are still to be removed in Logan Street</p>
<p>DP15.03) Deliver public spaces that are clean, well maintained and encourage usage by visitors and residents of Tenterfield Shire.</p> <p>Sport and recreation (passive & active): A - Chief Corporate Officer</p>	<p>Ensure all Parks, Gardens and Open Space amenities maintenance programs are delivered to a high standard.</p>	<p>B:OSRUS C:PGHLC D:PGHLC</p> <p>B:PBLC C:PGHLC D:PGHLC</p>			<p>+1</p>	<p>Continuing to provide amenities and park facilities to the public with high levels of service within budget constraints. Daily cleaning of Tenterfield township public toilets with rubbish removal and park inspections adding to the cleanliness and appearance to the town.</p>

Open Space Amenities: A - Chief Corporate Officer						Exercise equipment for Hockey park has arrived, awaiting the installation
	Implementation of the tree management strategy.	<i>B:OSRUS C:PGHLC</i>			+1	Draft tree management plan recommended and approved by the Parks and Gardens Committee, to adopt the plan excluding Logan Street and tree species replacement planting. Village street trees to be added to the Management Plan in readiness for adoption.
DP15.04) Development and implementation of township and village streetscape plans and policy. Place & public art/beautification: A - Chief Executive (Community engagement: concept) Place & public art/beautification A - Chief Corporate Officer (Development/implementation/finalisation)	Work with the Tenterfield Shire Village Progress Associations and the Parks, Gardens and Open Space Committee to deliver individual town and village themes, promoting the unique aspects of each locality.	<i>B:MEDCE C:MEDCE D:CDO B:OSRUS C:PGHLC</i>			+1	Village Concept Designs are in draft form, to be adopted through Council soon. Village Progress Associations have received funding from several grants to assist with maintenance and projects around each village. Quotes being received for the upgrade to the Jennings Park playground, landscaping, and car park.
DP15.05) Identify suitable areas for the extension and embellishment of the current and future cycleway network. Footpaths & cycleways: A - Director Infrastructure	Investigate options for further exercise stations sited along existing cycleway.	<i>B:MAPP C:MAPP D:MW</i>			+1	Council received grant funding for a covered area to include up to ten pieces of exercise equipment. This is to be constructed within the Hockey Field adjacent to the pathway, ready to be installed Cricket nets in Shirley Park are completed with funding from SCCF3. Lights have also been installed at the new cricket nets.
DP15.06) Deliver, review and update Parks, Gardens and Open Space, Maintenance Programs across the Shire. Cemeteries: A – Chief Corporate Officer Sport and recreation (passive & active): A - Chief Corporate Officer Open Space Amenities: A - Chief Corporate Officer Place & public art/beautification A - Chief Corporate Officer (Development/implementation/finalisation)	Implement and deliver maintenance programs for Parks, Gardens and Open Spaces across the Tenterfield Shire Council area.	<i>B:OSRUS C:PGHLC D:PGHLC</i>			+1	Difficult to implement maintenance programs as all the town should be of the one standard. Working towards.
	Deliver Business improvements, recognising emerging risks and opportunities.	<i>B:OSRUS C:PGHLC D:PGHLC</i>			+1	Looking at ways to reduce maintenance within parks and increase levels of service. New storage shed at the cemetery completed, with landscaping to be done. New water line and trees to be planted at the Cemetery.
	Manage the Parks, Gardens and Open Space Service of Council in a financially responsible manner in line with Budget allocations.	<i>B:OSRUS C:OSRUS</i>			+1	Budget allocations are monitored and adhered to.

Budget

COA	21/22 Full Year Budget	21/22 YTD Actuals September	21/22 Percentage Spent
Parks, Gardens and Open Space	978,364	(29,463)	-3.01%
1. Operating Income	(121,500)	(42,094)	34.64%
2. Operating Expenditure	1,099,864	223,735	20.34%
3. Capital Income	0	(247,242)	0.00%
4. Capital Expenditure	0	36,138	0.00%
4215502. Cemeteries - Earthworks Preparation for Stage 1 Expansion	0	2,588	0.00%
4605510. Shade Structure over Rotary Park Playground	0	16,950	0.00%
4605511. Installation of Covered Exercise Area at Hockey Park	0	16,600	0.00%



Capital Income:

Still awaiting some final milestone payments for SCCF grants. The budgets for these will be added as part of the first Quarterly Budget Review.

Capital Expenses:

The successful grant from the Public Spaces Legacy Program includes \$250,000 for the Jennings Park Precinct – this budget will be added as part of the first Quarterly Budget Review, as well as carry-forward budgets for a number of SCCF grant projects that were not completed in the 2020/21 financial year.

Grant Funding to be sourced for these Projects:

Service area	Account Type	Project	Funds Required 2021/22	Funds Received 2021/22
Parks & Gardens	Capital	Rouse Street Irrigation & Replanting	40,000	
Parks & Gardens	Capital	Jubilee Park - Upgrade Pathway	35,000	

Operational Income:

Through Park/Sporting ground bookings and Cemetery fees.

Operational Expense:

On Budget.

Capital Projects

Upgrade Jennings Playground (Grant Funded successful)

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.

Further two Pin Oaks will have to be removed in Logan Street due to very large dead limbs and decay.

The Business of Improving the Business

Seeking further grant funding to improve amenities.

As part of the Environmental Trust Grant to upgrade the Tenterfield Creek, Ozfish have been monitoring platypus and bird movements along the creek for the past 89 days.

Platypus have been recorded within the creek.

Further Planting and weed removal along the Tenterfield Creek forms part of the grant funding.

Customers

Two compliments in relation to the flower gardens in Rouse Street.

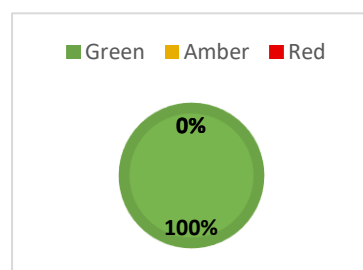
Business Statistics

Nil to report

Special events, achievements of note, celebrations

Nil to report

16. Swimming Complex



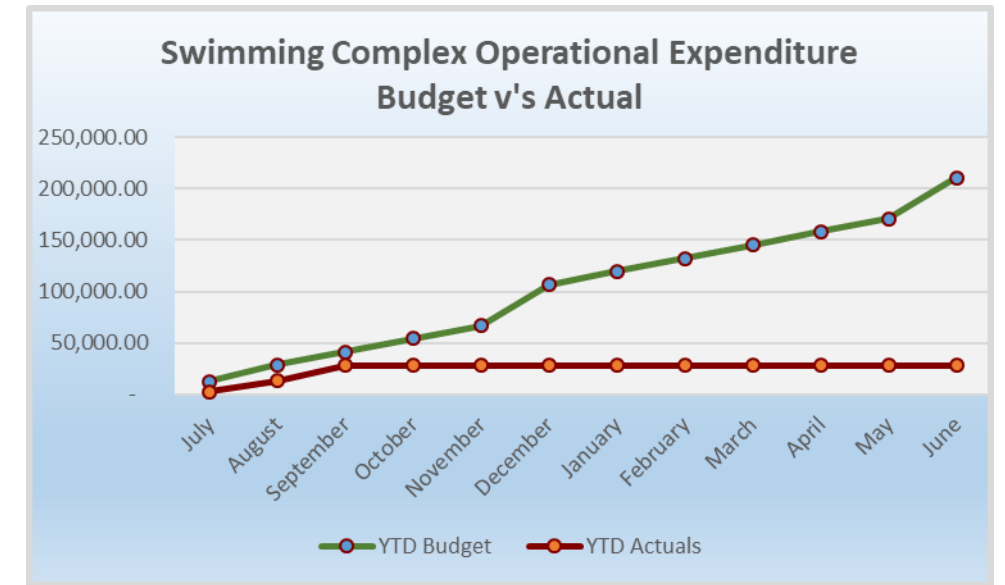
Under the 4 year Delivery Plan *Swimming Complex* relates to the ongoing: service provision; regulatory compliance; planning; supervision of patrons; and management. The Office of the Chief Corporate Officer directly oversees these outcomes.

a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 21/22	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP16.01) Provision of an accessible, quality swimming and recreation facility which encourages participation. <i>Aquatic: A - Chief Corporate Officer</i>	Implement Tenterfield War Memorial Baths (TWMB) Management Plan, review and update as necessary.	<i>B:MPB D:MPB</i>			+1	<i>Current plan to be implemented in the new season.</i>
	Deliver Business improvements, recognising emerging risks and opportunities.	<i>B:MPB C:PS</i>			+1	<i>Identified in the preparation of the commencement of the season. Action being taken to suit. Meeting conducted with pool contractors to address maintenance issues prior to season opening.</i>
	Manage the Swimming Complex Service of Council in a financially responsible manner in line with Budget allocations.	<i>B:MPB C:PS</i>			+1	<i>Currently being implemented.</i>

b) Budget

COA	21/22 Full Year Budget	21/22 YTD Actuals September	21/22 Percentage Spent
Swimming Complex	410,445	28,134	6.85%
2. Operating Expenditure	210,445	28,134	13.37%
4. Capital Expenditure	200,000	0	0.00%
4600510. Swimming Pool - Water Heater	120,000	0	0.00%
4600511. Swimming Pool - Pool Blankets	80,000	0	0.00%



Capital Income:

Additional grants to be found to fund improvements of water heaters and pool blankets.

Capital Expenses:

Grant Funding to be sourced for these Projects:

Service area	Account Type	Project	Funds Required 2021/22	Funds Received 2021/22
Swimming Pool	Capital	Water Heater	120,000	\$0.00
Swimming Pool	Capital	Pool Blankets	80,000	\$0.00

Operational Income:

Nil

Operational Expense:

Season preparation.

c) Capital Projects

Grant opportunities being applied for.

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.

Applied for funding for the Black Summer Bushfire Recovery Funding for Pool Heating Project, awaiting notification of successful applicants.

e) The Business of Improving the Business

Butler now working and pool covers are being put on.
Replacement of the faulty flood lights is a warranty claim, hoping for the new lights in October
The roofed picnic table will have new bracings installed for more stability.
Drinking fountain also repaired.

f) Customers

1 customer correspondence regarding the heating of the pool and the blankets.

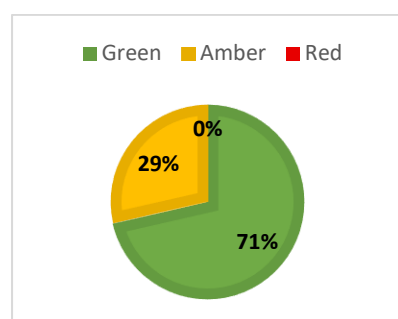
g) Business Statistics

NIL

h) Special events, achievements of note, celebrations

Pool opening scheduled for Saturday 2 October 2021, closing 1 April 2022.

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.

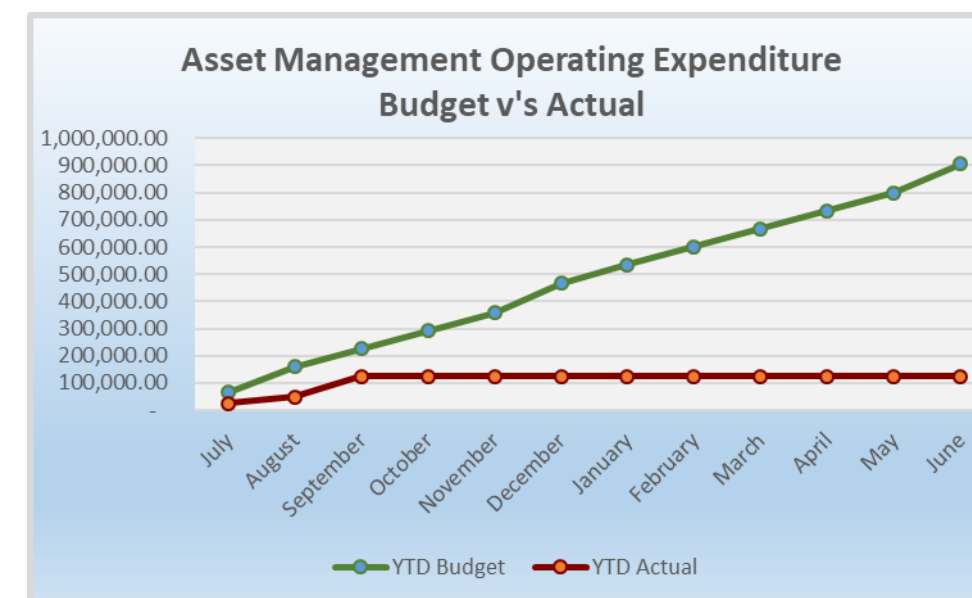
a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 21/22	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. This is a current challenge given the significant increase in workloads against delivery time limits.
	Deliver Business improvements, recognising emerging risks and opportunities.	B:MAPP C:MAPP D:MAPP			+1	Project documents are prepared for projects adopted under the 21/22 works program that include assessing risks and opportunities on major projects.
	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 taken up with grant funds to accelerate asset replacement.
DP17.02) Review and implement planning for footpaths and cycleway infrastructure that is safe for users and supports connectivity and active recreation in urban environments. <i>Assets & projects: A – Director Infrastructure</i>	Review the Pedestrian Access and Mobility Plan (incorporating the Disability Action Plan) and Bike Plan to identify any priority gaps in connectivity in our Towns and Villages.	B:MAPP C:MAPP D:MAPP			+1	The Pedestrian Access Mobility Plan and the Bike Plan 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. A number of structures require maintenance or upgrading to improve efficiency of drainage inlets and outlets.

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 system operation trials commenced with the supplier.
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		0	Asset risks have been prepared for the Risk Management system. Increased workloads due to grant projects and staff resourcing limitations hinder inspection schedules.

b) Budget

COA	21/22 Full Year Budget	21/22 YTD Actuals September	21/22 Percentage Spent
Asset Management & Resourcing	1,235,277	125,856	10.19%
1. Operating Income	(10,000)	0	0.00%
2. Operating Expenditure	906,613	124,011	13.68%
3. Capital Income	0	0	0.00%
4. Capital Expenditure	330,000	0	0.00%
6250502. Tenterfield Depot - Wash Down & Recycle Bay	80,000	0	0.00%
6250505. Tenterfield Depot - WHS & Environmental Initiative Enhancements	100,000	0	0.00%
6250506. Tenterfield Depot - Fuel Tank Replacement/Remediation	150,000	0	0.00%
6. Liabilities	8,664	1,845	21.30%



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 drainage work and bulk earthworks nearing completion in Stage 3 near Legume. Formation excavations in cuttings is continuing through Stage 4 section at Koreelah.

Torrington Road (Deepwater River) contractor commenced site works on the new bridge foundations.

Paddys Flat Road (Kangaroo Creek) bridge design is still being finalised.

d) Emerging Issues, Risks and Opportunities

The Asset and Planning section has three staff vacancies out of a team of five persons, hence staff resources are being prioritised on major capital works and routine regulatory functions.

e) The Business of Improving the Business

Asset management system AssetFinda is being implemented with system operation trials commenced with the supplier Univerus.

f) Customers

Customer matters are dealt with as resources are available, however due to the risks in staffing levels identified above, there are some delays due to resourcing.

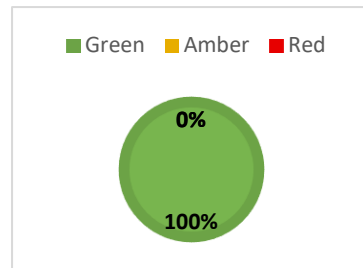
g) Business Statistics

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



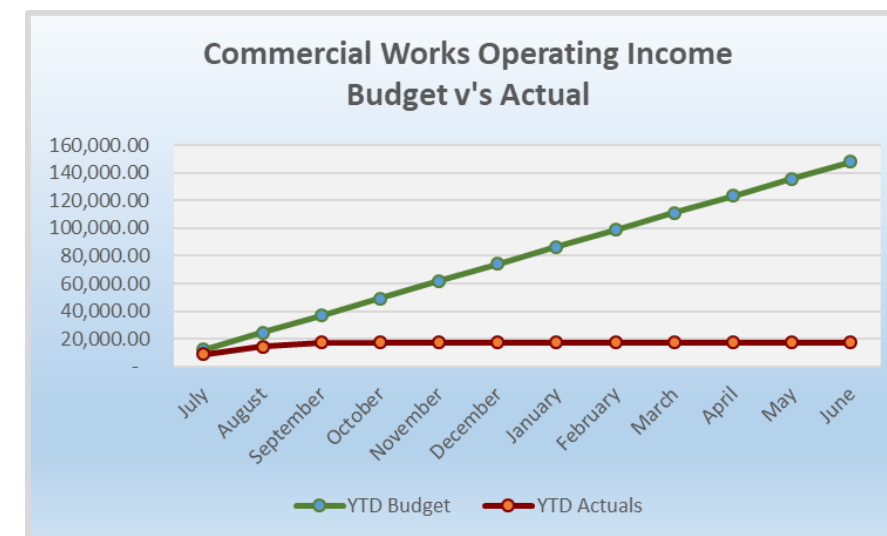
Under the 4 year Delivery Plan *Commercial Works* relates to: private works management, benchmarking, offsetting costs through creating synergies. The Office of the Chief Operating Officer directly oversees these outcomes.

a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 21/22	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	21/22 Full Year Budget	21/22 YTD Actuals September	21/22 Percentage Spent
Commercial Works	(34,071)	(4,357)	12.79%
1. Operating Income	(148,138)	(17,452)	11.78%
2. Operating Expenditure	114,067	13,096	11.48%



Capital Income:

NA

Capital Expenses:

NA

Operational Income:
No significant variance.

Operational Expense:
No significant variance.

c) Capital Projects

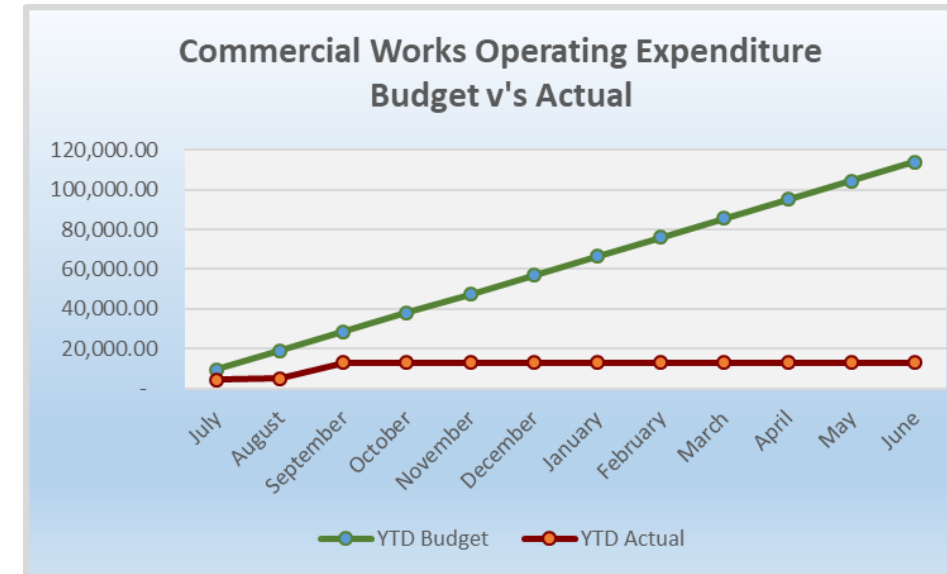
d) Emerging Issues, Risks and Opportunities

e) The Business of Improving the Business

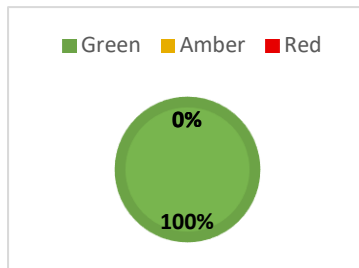
f) Customers

g) Business Statistics

h) Special events, achievements of note, celebrations



9. Stormwater and Drainage



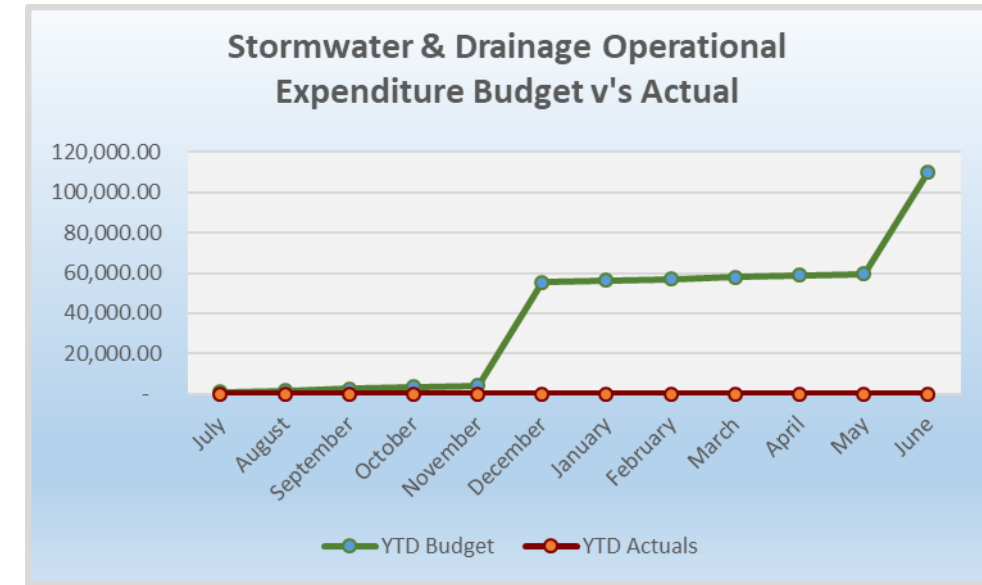
Under the 4 year Delivery Plan *Stormwater and Drainage* relates to ongoing management and improvement of all stormwater infrastructure, gross pollutant traps, natural urban waterways and erosion control apparatus. The Office of the Director Infrastructure directly oversees the outcomes.

a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 21/22	Officer	-1	0	+1	Comments:
DP19.01) Stormwater and drainage infrastructure is provided, maintained and renewed. <i>Stormwater: A - Director Infrastructure</i>	Implement the Stormwater Asset Management Plan.	B:MAPP C:MAPP D:MW			+1	Project scopes are being prepared for storm water asset renewals for the 2021/22 financial year based on upgrading drainage pits. This work is ongoing.
	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	21/22 Full Year Budget	21/22 YTD Actuals September	21/22 Percentage Spent
Stormwater & Drainage	89,190	(26,282)	-29.47%
1. Operating Income	(70,921)	(71,271)	100.49%
2. Operating Expenditure	110,111	0	0.00%
4. Capital Expenditure	50,000	44,989	89.98%
8252502. Drainage Pits - Upgrade	50,000	12,861	25.72%
8252523. Urban Culverts Renewal	0	6,987	0.00%
8252525. Stormwater Works Investigation	0	9	0.00%
8252526. Stormwater Pipe Renewal	0	25,133	0.00%



Capital Income:

Capital works are funded through the current budget with Council funding.

Capital Expenses:

Works projects have been programmed in accordance with the adopted budget. There are a number of drainage materials that have been obtained and are now in storage, and the installation works is being programmed.

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

Drainage pit work in will be focused in Tenterfield for the current year.

Emerging Issues, Risks and Opportunities

Resources are limited due to additional grant funded works and availability of resources.

The Business of Improving the Business

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

Customers

Customer matters are dealt with on a priority basis in keeping with capital works program and grant funded project priorities.

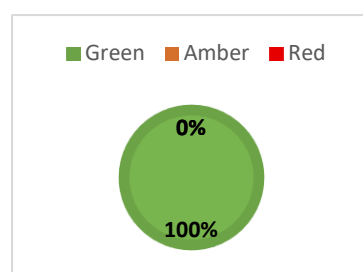
Business Statistics

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.

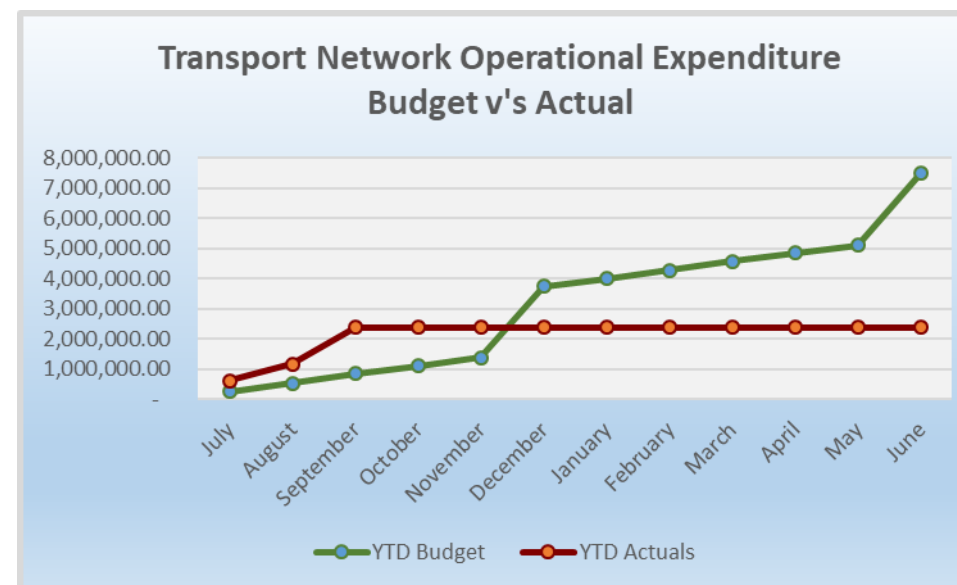
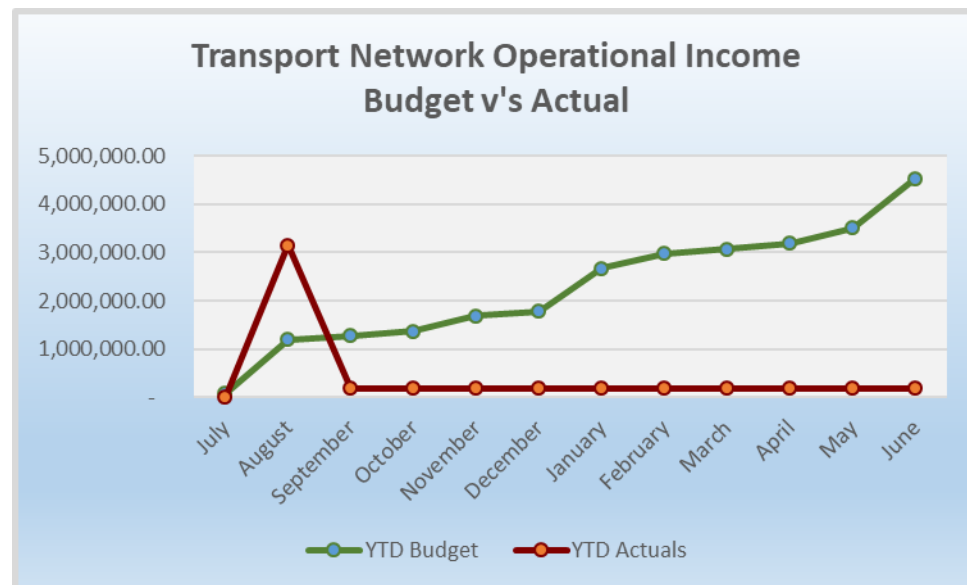
a) Delivery and Operational Plan precis

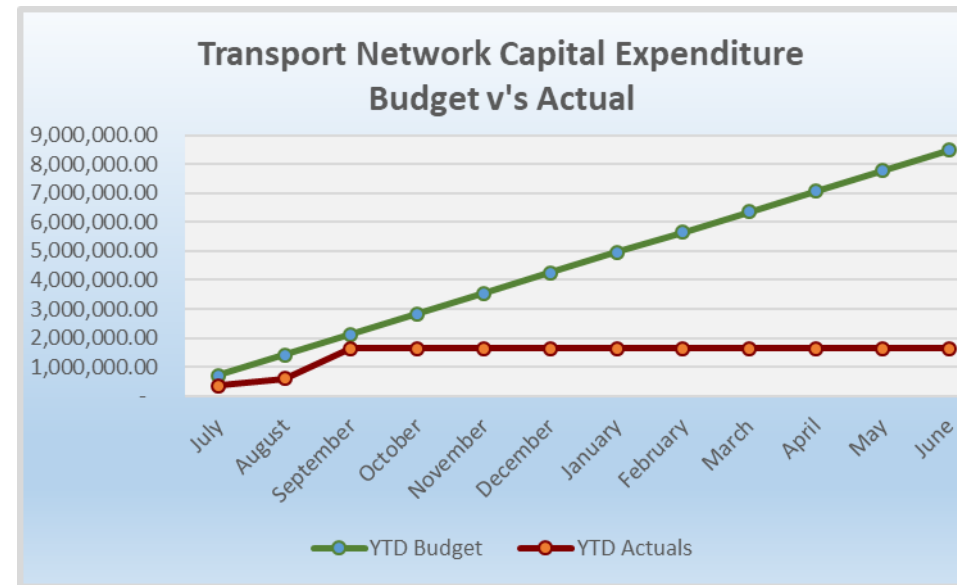
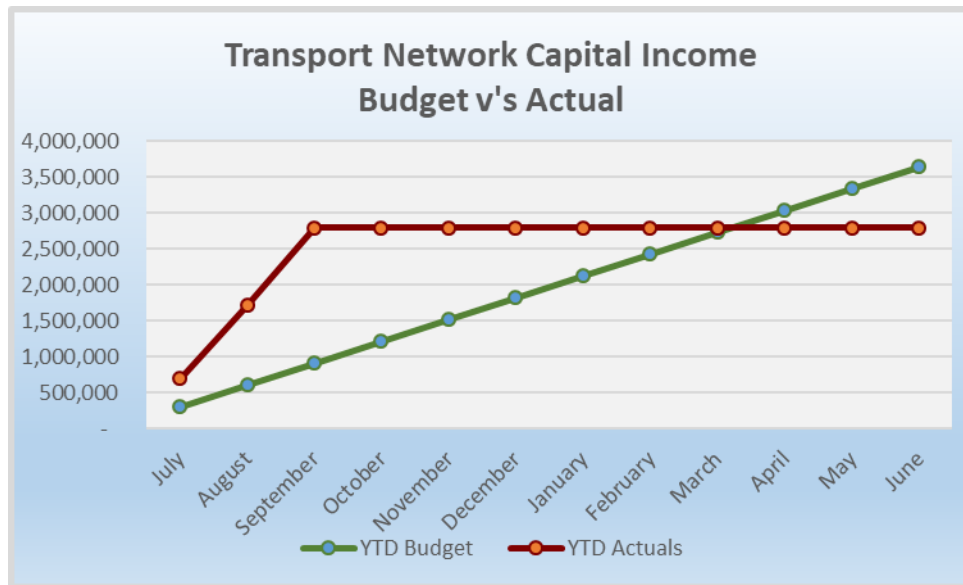
4 Year Delivery Program	1 Year Operational Plan 21/22	Officer	-1	0	+1	Has been made
DP20.01) Construction of Transport Infrastructure. Roads, bridges and retaining walls: A - Director Infrastructure	Manage and deliver construction services for transport infrastructure.	B:MAPP C:TPE			+1	Capital projects 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.	B: MAPP C:MW D:MW			+1	Transport assets, which are mainly roads, are maintained in accordance with the adopted annual budget.
DP20.04) Management of the transport infrastructure assets in response to changing community need. Road safety and Traffic Committee: A - Director Infrastructure	Review and implement the Road Network Management Plan and the Road Network Asset Management Plan.	B:MAPP C:MAPP			+1	The revised Road Asset Management Plan has been adopted by Council.
Quarries and stockpiling: A - Director Infrastructure	Deliver Business improvements, recognising emerging risks and opportunities.	B:MW C:MW D:MW			+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.	B:MAPP C:MW D:MW			+1	Asset replacement projects are scoped in line with the adopted annual budget. Where external grant opportunities are available, successful grants are assisting with the asset renewal program.

b) Budget

COA	21/22 Full Year Budget	21/22 YTD Actuals September	21/22 Percentage Spent
Transport Network	8,070,197	1,174,169	14.55%
1. Operating Income	(4,537,750)	(196,396)	4.33%
2. Operating Expenditure	7,480,323	2,387,044	31.91%
3. Capital Income	(3,642,666)	(2,789,919)	76.59%
4. Capital Expenditure	8,488,937	1,633,931	19.25%
4210500. Mt McKenzie Tower Construct Access Road (SRV)	70,000	0	0.00%
6215110. Regional & Local Roads Traffic Facilities	66,000	31,969	48.44%
6215510. Regional Roads Block Grant - Reseals Program.	568,093	112	0.02%
6215531. Special Grant Mt Lindesay Road (RMS/Fed)	0	1,036,013	0.00%
6215543. Repair Program 2021/22	565,572	960	0.17%
6215550. Footpaths Capital Works	100,000	0	0.00%
6215552. Roads to Recovery 2019-24	1,044,335	12,989	1.24%
6215553. MR 462 Bruxner Way Curve Improvements (Segments 7010, 7020 & 7030)	0	10,785	0.00%
6215561. Fixing Local Roads - Tooloom Road Heavy Vehicle Access	0	6,282	0.00%
6215562. Repair Program 2020/21	0	350	0.00%
6215563. Federal Stimulus Safety Project 2299 Mt Lindesay Rd	0	970	0.00%
6215568. FLR200241 - Kildare Road (Tenterfield Tourist Route 9)	3,359,880	14,289	0.43%
6220270. Boonoo Boonoo Bridge, Mt Lindesay Road - Restart NSW Funding	0	134,777	0.00%
6220271. Bridges Renew al Program - Deepwater River Bridge Renew al - Torrington Road	0	53,388	0.00%
6220272. Bridges Renew al Program - Kangaroo Creek Bridge Replacement - Paddys Flat Road Nth	0	19,852	0.00%

COA	21/22 Full Year Budget	21/22 YTD Actuals September	21/22 Percentage Spent
6220274. Bridges Renewal Program - Unknown Creek Bridge (67203) Replacement, Paddy's Flat Rd Nth	0	38	0.00%
6220275. Emu Creek Bridge Replacement - Hootons Road - Restart NSW Funding	0	64	0.00%
6220276. Bridges Renewal Program - Unknown Creek Bridge (67161) Replacement, Paddy's Flat Rd Sth	0	5,738	0.00%
6220277. Fixing Country Bridges - Grahams Creek Bridge Replacement, Grahams Creek Rd	0	938	0.00%
6220278. Fixing Country Bridges - Washpool Creek Bridge Replacement, Leechs Gully Rd	0	2,312	0.00%
6220280. Restart NSW Funding - Bridge Interim Solutions Project - Expenditure	0	615	0.00%
6220500. Urban Streets - Reseal Program	122,000	0	0.00%
6220501. Road Renewal - Gravel Roads	635,628	101,834	16.02%
6220503. Gravel Resheets	632,452	159,970	25.29%
6220506. Bridges / Causeways (SRV to 2023/24)	550,000	0	0.00%
6220507. Rural Roads - Reseal Program	266,146	778	0.29%
6220512. Rural Culverts & Pipes	100,000	37,883	37.88%
6220513. Concrete Bridges	210,223	564	0.27%
6220514. Causeways	188,163	0	0.00%
6240101. Gravel Pit Rehabilitation	10,445	0	0.00%
6240502. Main Street - Complete Final Stage	0	434	0.00%
6240503. Rural Road Rehabilitation	0	16	0.00%
6240505. Urbenville Beautification of Main Street	0	13	0.00%
6. Liabilities	281,353	139,509	49.59%





Capital Income:

Capital works are funded through the current budget with amendments made with any additional external grant funding. The carry-forward income budgets from 2020/21 unfinished grant projects will be added in the first Quarterly Budget Review.

Capital Expenses:

The carry-forward expenditure budgets from 2020/21 unfinished grant projects will be added in the first Quarterly Budget Review.

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.

Majority of resources have been engaged on the Mt Lindesay Road project and upgrading works associated with LRCI funding.

Capital Projects

Mt Lindesay Road (Legume – Woodenbong) Special Grant project is ongoing with drainage works, gabion installation and bulk earthworks on Stage 3 almost complete between 0.1km to 6.1km east of Legume. Pavement works will follow on Stage 3. Bulk earthworks with rock cuts and embankment works underway on Stage 4 at Koreelah.

Council has commenced work on the LRCI works Quarry Road and Cullendore Road while Black Swamp Road has been sealed.

Council is looking to conduct annual reseals before the end of December 2021.

Bridge Works

Torrington Road (Deepwater River) has commenced with the contractor established on site, the old bridge removed and foundation works underway.

Paddys Flat North (Kangaroo Creek) bridge replacement design is under final review and a Fisheries permit has been sought for the works.

Mt Lindesay Rd - Boonoo Boonoo River bridge approaches have been sealed with guardrail installed.

Grant Funding sourced for these Projects:

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 – Graded the Upper Rocky and grading Rocky River Roads, completing drainage/ gravel works as the crew goes through.
- Northern Grader – Graded Wylie Creek Road, this crew is preparing Cullendore Rd for sealing through the LRCI funding.
- Western Grader – Graded Gibraltar and Gibraltar Station Roads, gravelling in places and installing pipes as required. Currently grading and gravelling Springfield Rd. To be graded, Reedy, Beardy, Mountain Ck, Darthula and Darthula Loop roads.
- Central Grader – LRCI preparation for seal of Quarry Rd, followed by Torrington area LRCI works.
- Council has two contract crews grading, drainage and gravelling as necessary on Smiths (complete), Boorook (complete), Harrigans, Pyes Ck (east complete), Dellwood (complete) and Rockdale (complete). Crews are currently working on Tarban, Tarban Loop and Pyes Ck, going to Silent Grove, Brassington Ck and the end of Mt Speribo.
- A contract crew has graded Acacia Scrub, Acacia Plateau, Goulds Falls, New Kooreelah, White Swamp and Headgate Roads.
- Pavement Repairs are complete on Rivertree Road, Cullendore Road, Harrigans Lane and Bruxner Way, Hootens Rd and Plains Station.

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

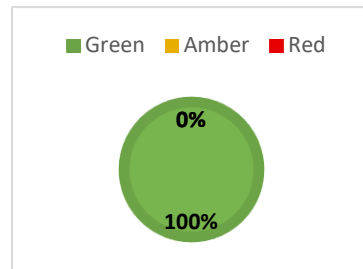
Customer matters are dealt with on a priority basis where resources are available.

Business Statistics

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

Special events, achievements of note, celebrations

21. Plant, Fleet and Equipment



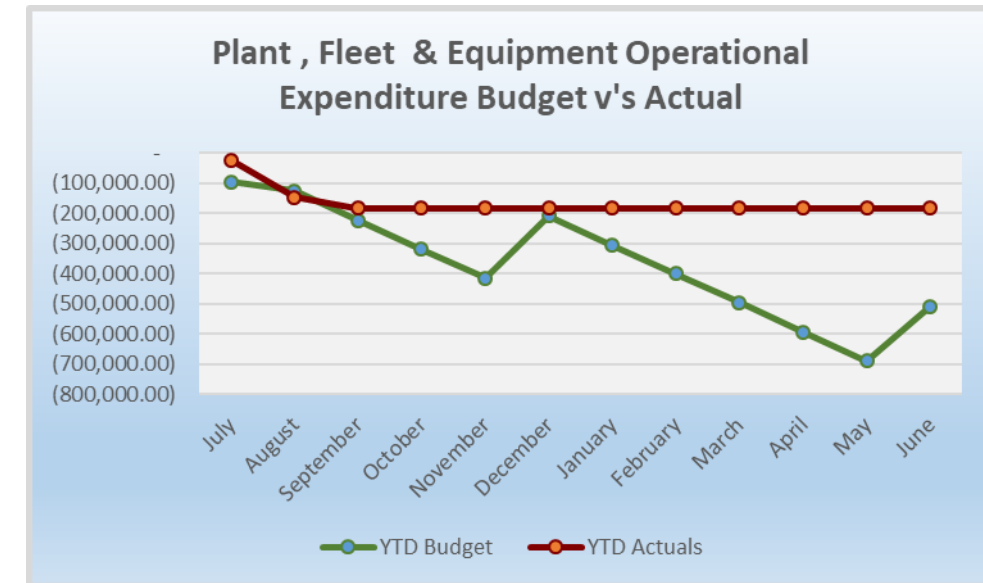
Under the 4-year Delivery Plan *Plant, Fleet and Equipment* relates to: effective provision and management of plant, fleet, equipment, store and depots; and tendering and procurement. The Office of the Director Infrastructure directly oversees these outcomes.

a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 21/22	Officer	-1	0	+1	Comments: <i>(Business Manager to provide short precis.)</i>
<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. Delivery of council's float trailer is scheduled for November.
	Develop and implement the Depot Master Plan.	B: MW C:MAPP D:MW			+1	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 is almost back on track, fleet registration will be processed in October/November and will have an impact on indicated expenditure, this will then normalise over the remainder of the financial year. Utilisation continues to be impacted by wet conditions and staff leave.
	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 95% 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 continues to achieve its benchmarks in this area.

b) Budget

COA	21/22 Full Year Budget	21/22 YTD Actuals September	21/22 Percentage Spent
Plant, Fleet & Equipment	(365,473)	(127,439)	34.87%
1. Operating Income	(784,500)	(19,713)	2.51%
2. Operating Expenditure	(508,127)	(183,827)	36.18%
4. Capital Expenditure	3,345,117	640,891	19.16%
6210500. Public Works Plant - Purchases	3,296,617	596,891	18.11%
6210502. Minor Plant Purchases	48,500	44,000	90.72%
8. WDB of Asset Disposals	(2,417,963)	(564,790)	23.36%



Operational Income:

Recovered through plant charges, fleet income is indicating a 4.53% deficit for September.

Operational Expense:

Fleet operational expenditure is indicating to be 4.60% over expended for September.

c) Capital Projects

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

21/22

- Unit 20 Light Truck – RFQ closed, assessments in progress.
- Unit 21 Light Truck - RFQ closed, assessments in progress.
- Unit 22 Light Truck - RFQ closed, assessments in progress.
- Unit 67 Grader – Specification in draft
- Unit 100 Excavator 24 Ton – Specification in Draft
- Unit 346 Mower (Liston) – Quotations received and assessed - order placed
- Unit 343 Slasher (North)
- Unit 388 Nifty Lift

20/21 Carry forward

- Unit 107 Mini Excavator 5.5T – Quotes received; assessments completed – Order placed.
- Unit 70 Backhoe Loader – Specification drafted, pricing has been obtained to verify capacity and affordability (machine size). Scope in draft
- Unit 69 Tele-Handler (Change of asset type from Backhoe) – Scope of operational requirements being obtained.

d) Emerging Issues, Risks and Opportunities

The fleet team have been busy preparing for HVIS inspections mid-October, this has been a challenge with most assets engaged with very busy capital renewal and maintenance works programs. We are hopeful that the 11 assets in the heavy fleet will pass HVIS inspection with little fuss, which is scheduled for the 20th October.

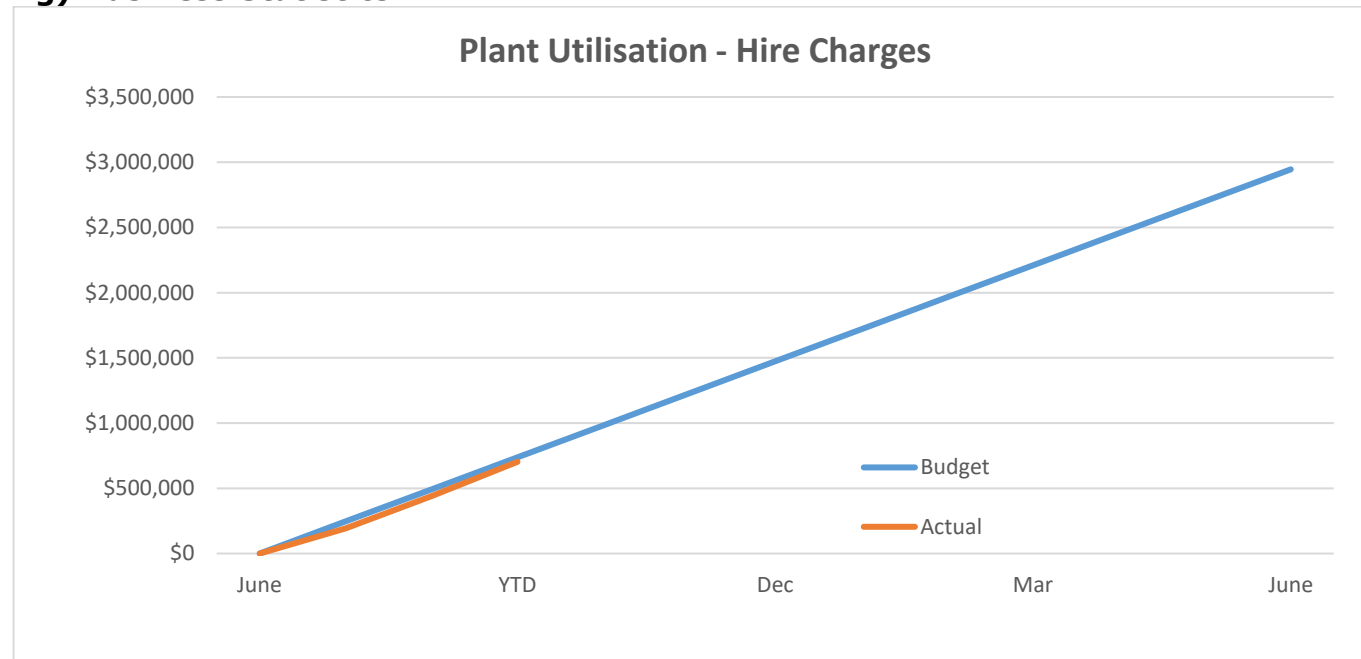
e) The Business of Improving the Business

The workshop received the four 7500kg column lifts and they greatly improve flexibility and efficacy with conducting heavy vehicle inspections and repair tasks within the workshop. Very timely considering the workshop team are in full preparations for the fleet HVIS inspections mid-October.

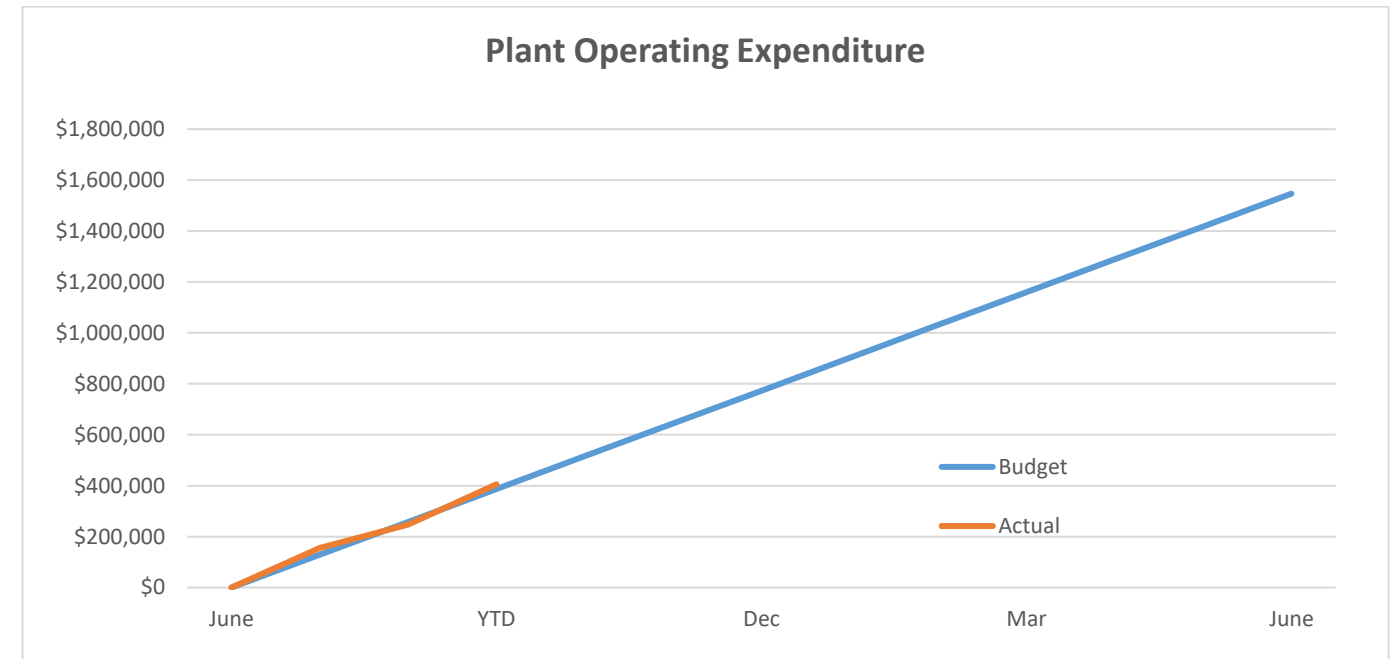
f) Customers

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

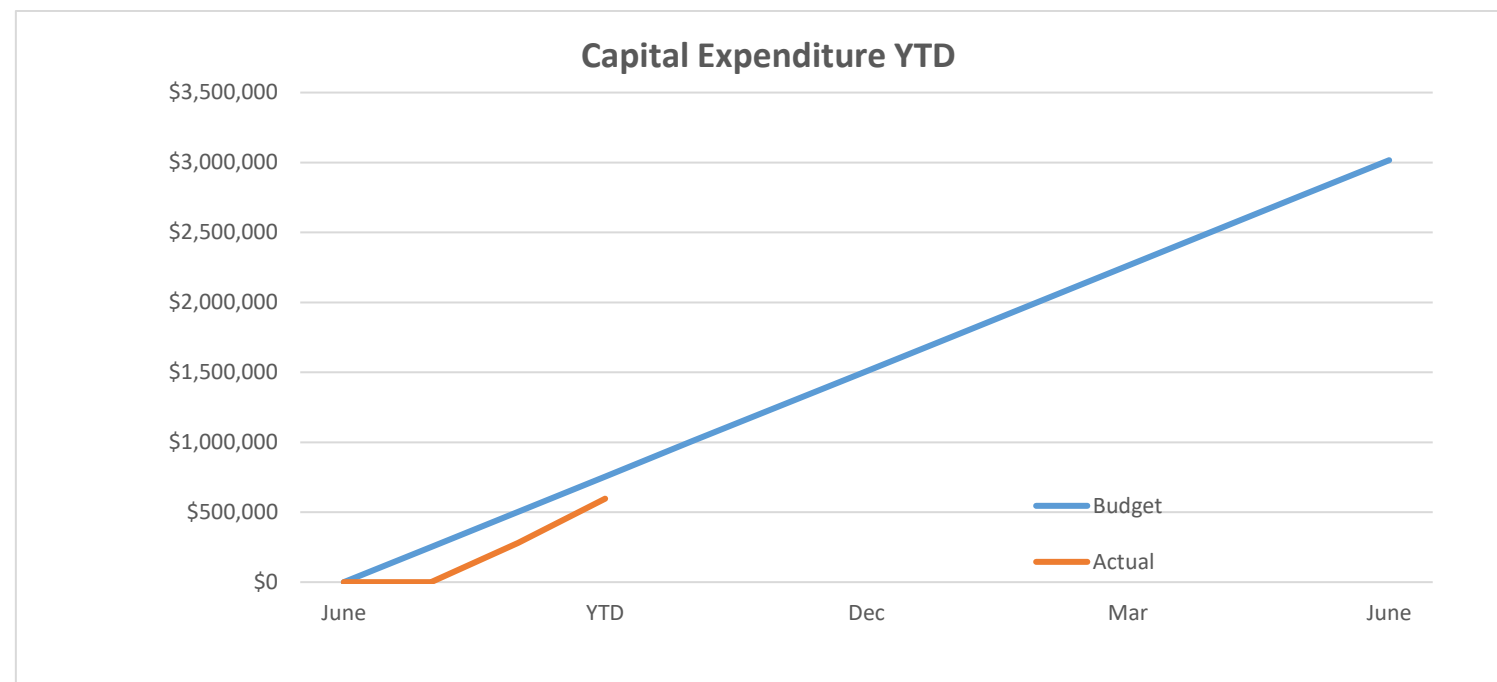
g) Business Statistics



Fleet utilisation is indicating a 4.61% deficit for September.

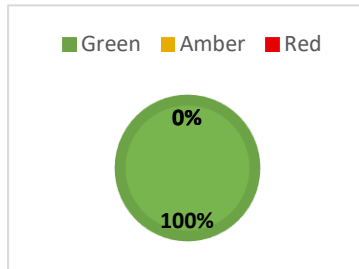


The plant operating expenses is indicating a 4.60% over expended for September.



Fleet capital expenditure is on target with some larger assets to be procured in coming months.

22. Waste Management

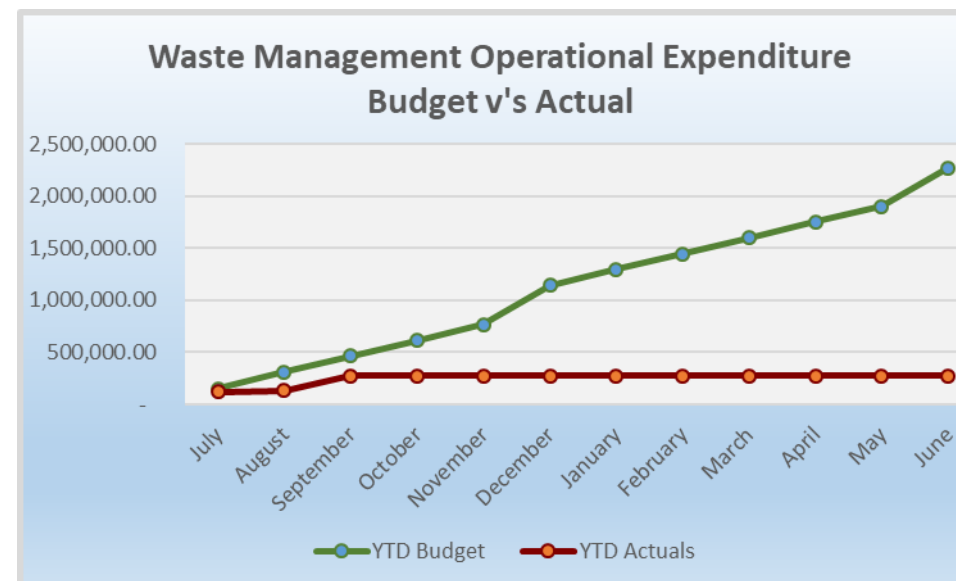
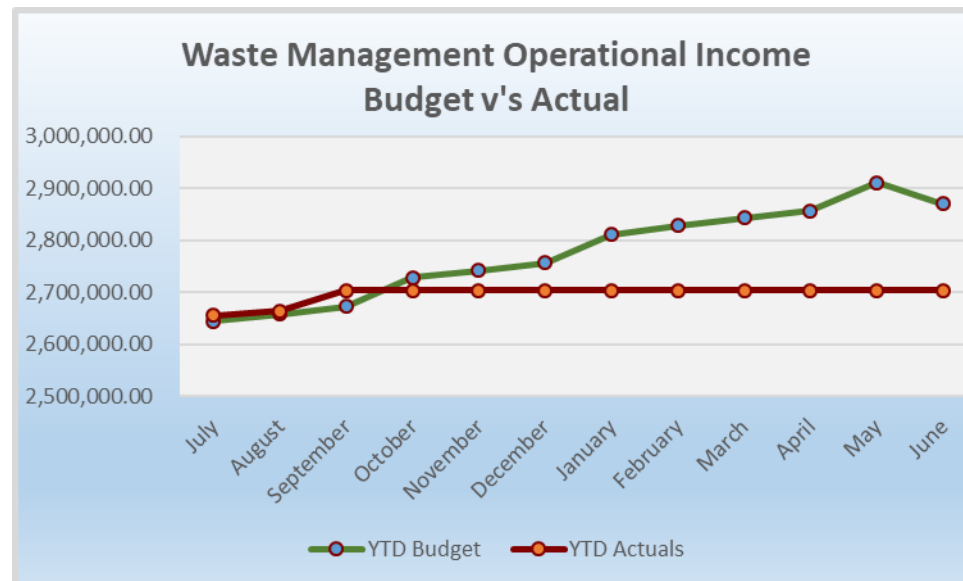


Under the 4-year Delivery Plan *Waste Management* relates to ongoing and sustainably managing waste: reduction; recycling; landfill remediation and development; and public education. The Office of the Chief Operating Officer directly oversees the outcomes.

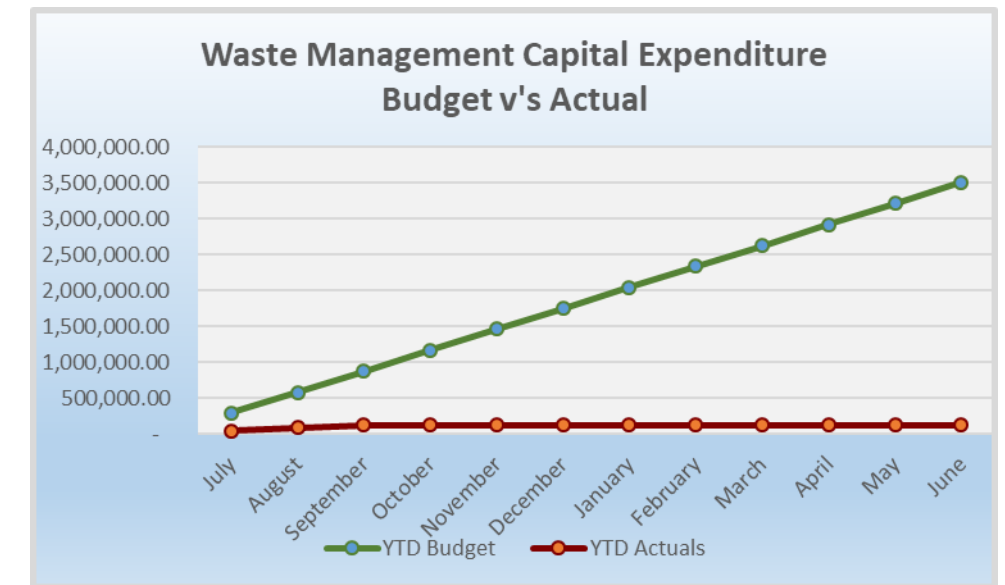
a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 21/22	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP22.01) Investigate and implement strategies to reduce waste produced by households and industry across the Shire. <i>Waste & recycling: A - Chief Executive</i>	Delivery of the Waste Management Strategy.	B:MWW D:MWW			+1	Ongoing operations with delivery in-line with Waste Management strategy.
	Deliver Business improvements, recognising emerging risks and opportunities.	B:MWW C:MWW D:MWW			+1	Ongoing assessments and improvements to the business program ensuring risks are undertaken as priorities.
	Manage Waste Services of Council in a financially responsible manner in line with Budget allocations.	B:MWW D:MWW			+1	Continuous review of best fiscal practice for managing Waste Services and maintaining budgets

b) Budget



COA	21/22 Full Year Budget	21/22 YTD Actuals September	21/22 Percentage Spent
Waste Management	3,058,451	(2,254,368)	-73.71%
1. Operating Income	(2,870,251)	(2,703,402)	94.19%
2. Operating Expenditure	2,274,122	277,036	12.18%
3. Capital Income	(4,000)	13,908	-347.71%
4. Capital Expenditure	3,505,200	120,545	3.44%
7080500. 240L Wheelie Bins	2,050	5,799	282.87%
7080503. Industrial Bins	6,150	0	0.00%
7080553. Boonoo Boonoo - New Cell Construction	0	893	0.00%
7080554. Boonoo Boonoo - Landfill Cover	10,000	0	0.00%
7080555. Boonoo Boonoo - Cell Remediation Asset (Non Cash)	50,000	0	0.00%
7080558. Tip shop - Drake, Liston & Tenterfield	15,000	16,353	109.02%
7080559. Green Waste Hungry Bin - School Trial	2,000	0	0.00%
7080561. Boonoo Boonoo Landfill - Environmental Improvements	0	10,359	0.00%
7080563. Torrington - Landfill Closure & Transfer Station Construction	0	15,750	0.00%
7080564. Boonoo Boonoo - Develop Stage 5	3,300,000	555	0.02%
7080568. Boonoo Boonoo - WHS Facilities & Amenities Upgrade	0	62,455	0.00%
7080731. Torrington Landfill - Access Road	0	518	0.00%
7080732. Torrington Landfill - Convert to Transfer	0	6,407	0.00%
7080811. Tenterfield WTS Groundwater Bores	120,000	0	0.00%
7080821. Tenterfield WTS Bailer Bay Structure	0	1,458	0.00%
6. Liabilities	153,380	37,545	24.48%



Capital Income:

New Financial Year

Capital Expenses:

New Financial Year. Carry-forward budgets from unfinished 2020/21 projects will be added in the first Quarterly Budget Review.

Operational Income:

New Financial Year

Operational Expense:

New Financial Year

b) Capital Projects

Tenterfield tip shop has progressed with slab and access concrete pours. Drake tip-shop [awaiting shed installation](#). Torrington and Liston (Figure 1) tip shops are now completed.



Figure 1 Liston Tip-shop completed September 2021

Boonoo Boonoo facilities upgrade new site office, prefab offices have arrived, and slab has been poured in July, slab set and litter control fencing completed in August. Pylons (Figure 2) for new site Office completed in September 2021, a curing time of 4 to 6 weeks was recommended before installation, which is expected late October early November 2021.



Figure 2 Pylons at Boonoo Boonoo September 2021

Boonoo Boonoo new cells and remediation approval estimated timeframe for preliminary completion of requested works November 2021 (EPA Letter-21/8/2020). Masterplan review progressing; Additional issue with leachate pipe from Cells 1 & 2 with rockfall disjuncting pipe. The Water and Sewer team, activated an emergency plan and where able to bind and concrete encase the pipe. The Waste team thanks the Water and Sewer team for their effort and speed in repairing pipe. Future work includes relocation of pipe and valving.

The Official opening of the Torrington Waste Transfer Station (WTS) was scheduled for March, however delayed until May 2021.

The Operational opening of Torrington was delayed in June expected late July-August 2021, installation of tip-shop gates, office site handrail, office facilities, office stairs, tank stand with tank, safety car stops, handrails and are septic complete (thanks to fleet and works), with industrial bins with hungry boards (extension shrouds) completed and power connections are pending.

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

Expansion of the future cell (cell 5) to aid in the fire restoration work, with EPA approval has been placed on-hold due to availability of works staff. Rock drainage and finalisation of moving leachate pipe are required before geotextile liner installation can commence. Finalisation of storm water sediment basins have been completed. Further surveys are required for masterplan update.

Opportunity to continue the application for funding from the bushfires in 2019 has continued from expressions of interest to phase 1 reports and currently in phase 2 application under the smarty grants system. It is expected, the announcement may occur later in [August or September 2021](#) waiting for notification.

[Opportunity to apply for greenwaste processing grant, with application underway.](#)

d) The Business of Improving the Business

Torrington Mega Muncher rollout has progressed with all worm farms completed.

Annual WARR and WARP reporting completed August.

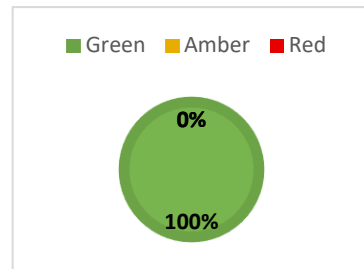
e) Customers

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

f) Business Statistics

g) Special events, achievements of note, celebrations

23. Water Supply

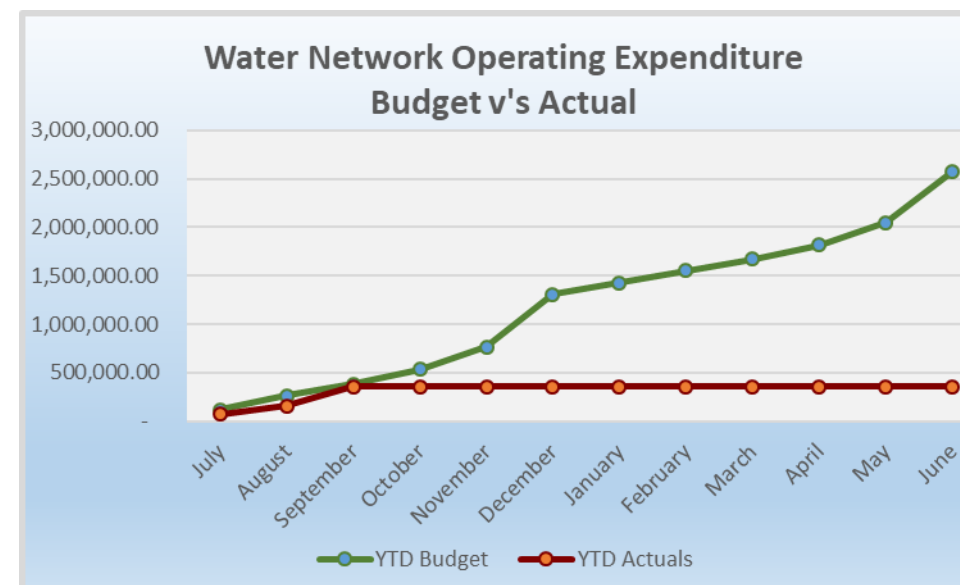
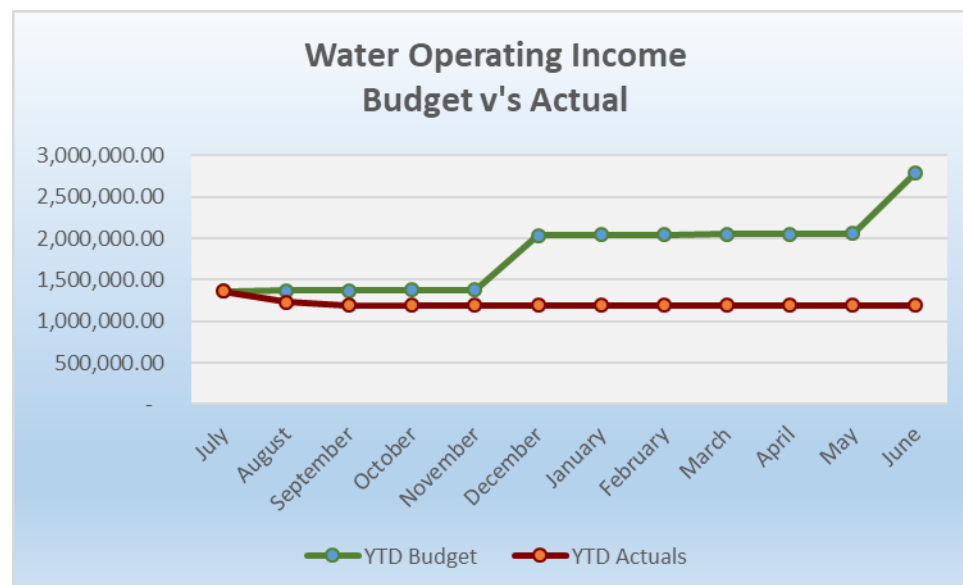


Under the 4-year Delivery Plan *Water Supply* relates to: ongoing water catchment, storage, treatment, distribution, monitoring, regulating, reporting, compliance, charging and administration. The Office of the Director Infrastructure directly oversees the outcomes.

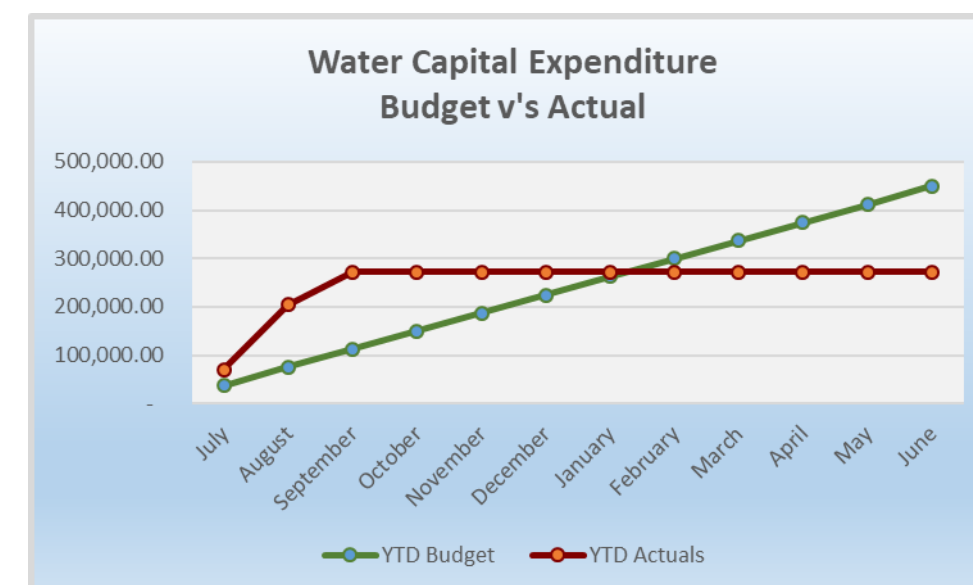
a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 21/22	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	21/22 Full Year Budget	21/22 YTD Actuals September	21/22 Percentage Spent
Water Supply	451,485	(81,324)	-18.01%
1. Operating Income	(2,796,336)	(1,189,381)	42.53%
2. Operating Expenditure	2,572,084	354,200	13.77%
3. Capital Income	(10,000)	475,856	-4758.56%
4. Capital Expenditure	449,200	271,408	60.42%
7484502. Tenterfield Valve Renewal	0	3,919	0.00%
7484505. Tenterfield Mains Replacement	276,000	54,208	19.64%
7484506. Tenterfield Meter Replacement	22,000	458	2.08%
7484522. Tenterfield Water Treatment Plant Construct	0	131,663	0.00%
7484532. Tenterfield Water Supply - Drought Augmentation	0	79,845	0.00%
7484533. Water Network Mapping Improvements	20,000	0	0.00%
7484534. Tenterfield Apex Park Bore Dispenser	0	1,314	0.00%
7484537. Tenterfield Reservoir - Outlet Works	100,000	0	0.00%
7484811. Urbenville Water Treatment Plant Upgrade	20,000	0	0.00%
7484901. Jennings Mains Replacement	11,200	0	0.00%
6. Liabilities	236,537	6,593	2.79%



Capital Income:

New financial year. Carry-forward income budgets from unfinished 2020/21 grant-funded projects will be added in the first Quarterly Budget Review.

Capital Expenses:

New financial year. Carry-forward expense budgets from unfinished 2020/21 projects will be added in the first Quarterly Budget Review.

Operational Income:

New financial year

Operational Expense:

New financial year

c) Capital Projects

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 [August/September 2021](#), delay in installation from acquisition of parts, due to dispenser not operating on mains pressure.

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 of pump and controller. The water and Sewer crew thanks the Works, Bridging crew for assisting with installation as well as Council's contractors MB industries and Mini Earthworx. Testing of the main controller at Museum/RFS is complete with electrical and electronic components working efficiently. Bore for the Rugby club has progressed with well head construction. Metering for archery field is completed. [Fencing the compounds for the bores and finalisation of the bore on the common with Shirley park connection to new line remain.](#) Testing requirements by NWS Health are pending waste disposal requirements by EPA have been finalised, reports required to recommence program testing.

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 [80% of plans under review](#). To ensure the timeframes for the project initial site establishment and preliminary groundwork has commenced. 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.

d) Emerging Issues, Risks and Opportunities

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 completed in March and finalised in July 2021](#), [Guttering completed on planter boxes \(Figure 1\)](#), [raising of valves required before RMS works scheduled for early October to re-seal main road](#).



Figure 1 Installation of garden bed curbing on the New England Highway

e) The Business of Improving the Business

A Grant has been submitted to aid in improvements to the dam, as a disabled fishing platform October 2020, [grant successful and awarded, planning underway for delivery](#).

f) Customers

Water supply, is provided to the community under Australian Drinking Water Guidelines (ADWG), current usage at Tenterfield is currently [687 KL/day decreasing by 21 KL/day](#).

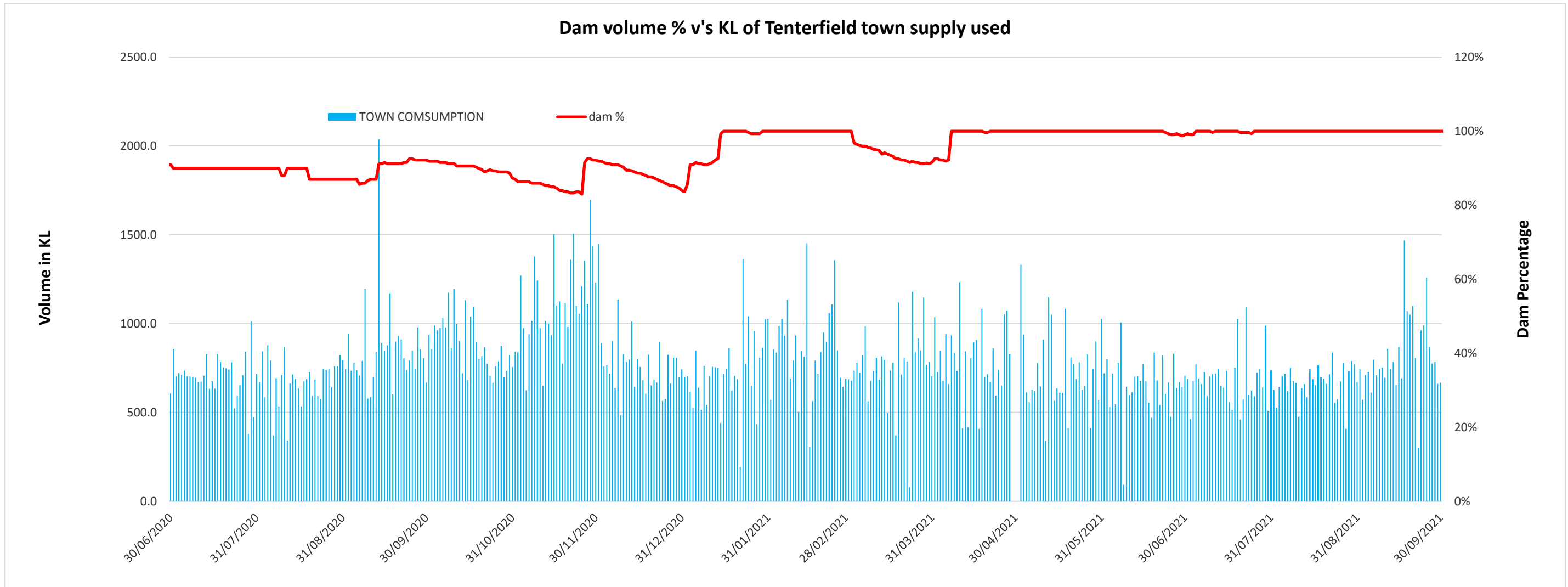
g) Business Statistics

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

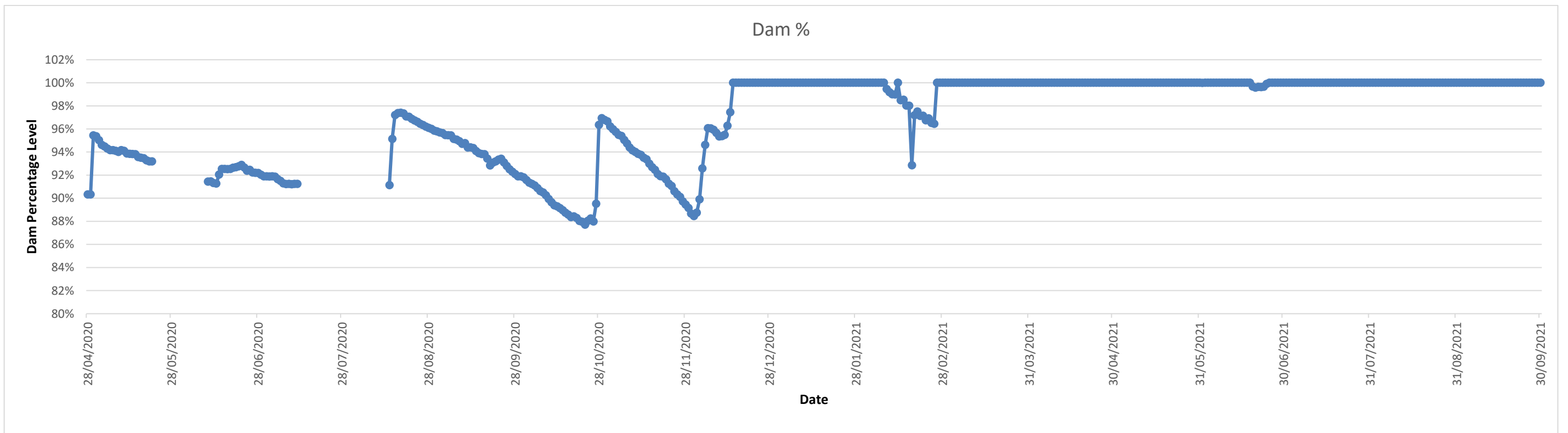
[Meter Reading was undertaken in May/June water meter readings expected to commence October/November](#).

Tenterfield **1** major main; **1** at Jennings; **2** new service connections; **0** at Jennings including meter; **4** meter replacements; **3** broken services repaired; **1** valve replacements and **3** hydrant replacements. Urbenville had **1** major main broken main repairs, mains flushing occurred in **0** location, **0** meter replacements and **0** broken service repaired **0** hydrant replacement from damage. Valve testing and hydrant cleaning and checking continues.

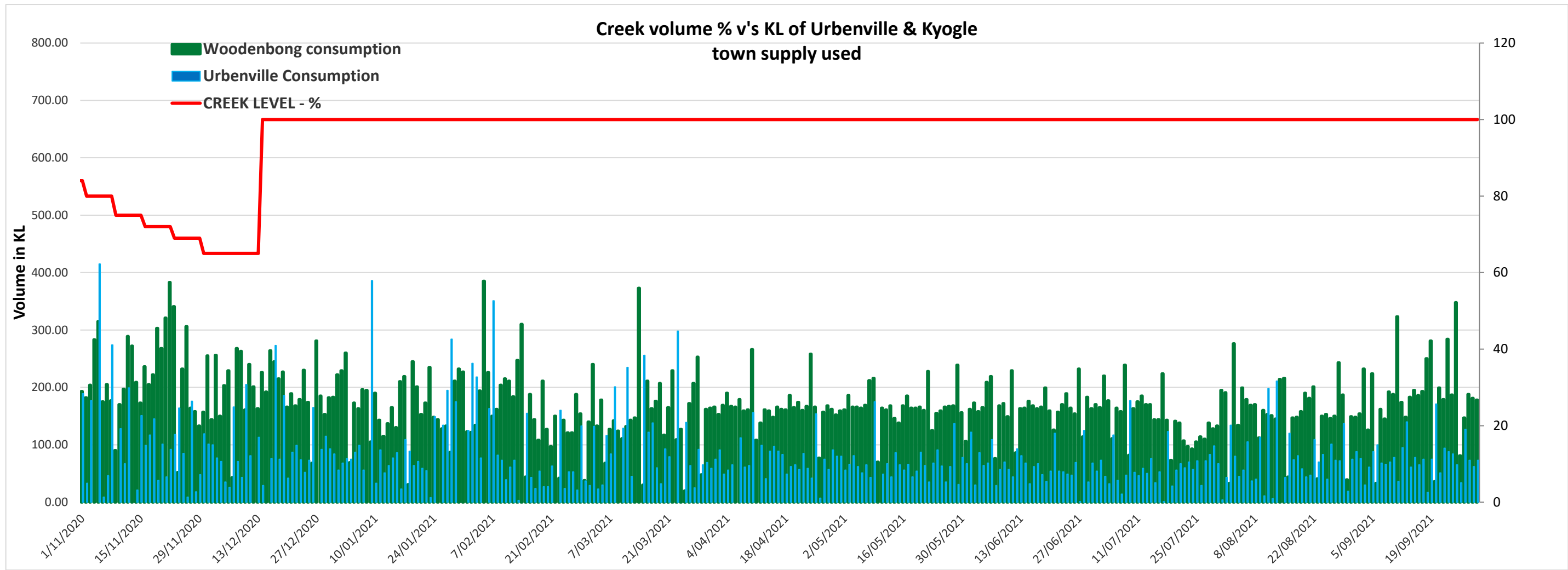
[Tenterfield Dam capacity and consumption graphs are provided below \(Graph 1\); the new data logging probes to assist with raw water information are on-line and delivering a variety of information including a more precise depth measure, allowing dam percentage to be measured more accurately \(Graph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



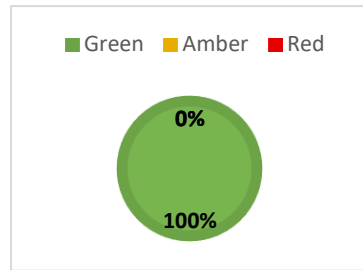
Graph 2 Tenterfield Dam Data Logger Percentage Level



Graph 3 Urbenville & Kyogle Consumption Vs Creek Percentage Level

h) Special events, achievements of note, celebrations

24. Sewerage Services



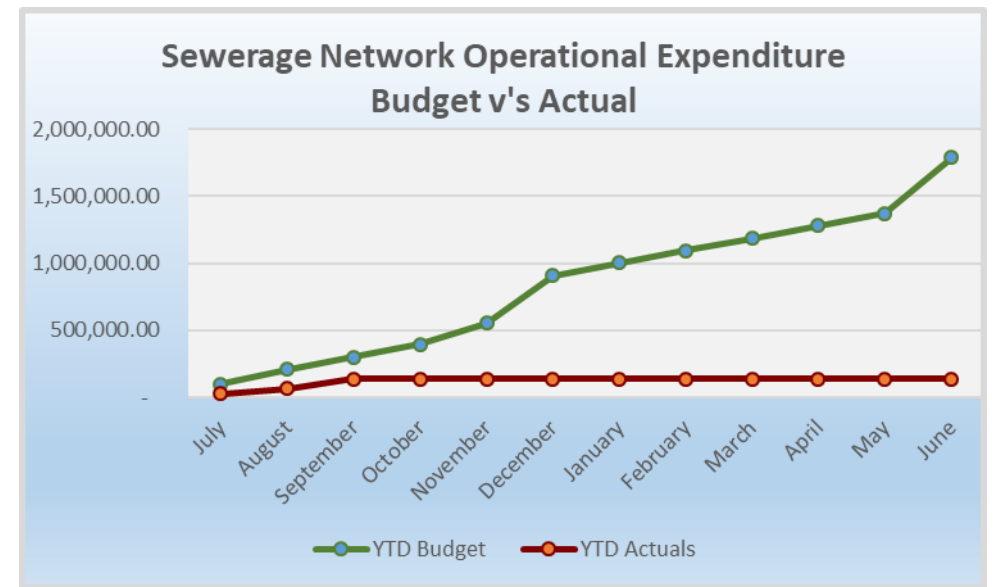
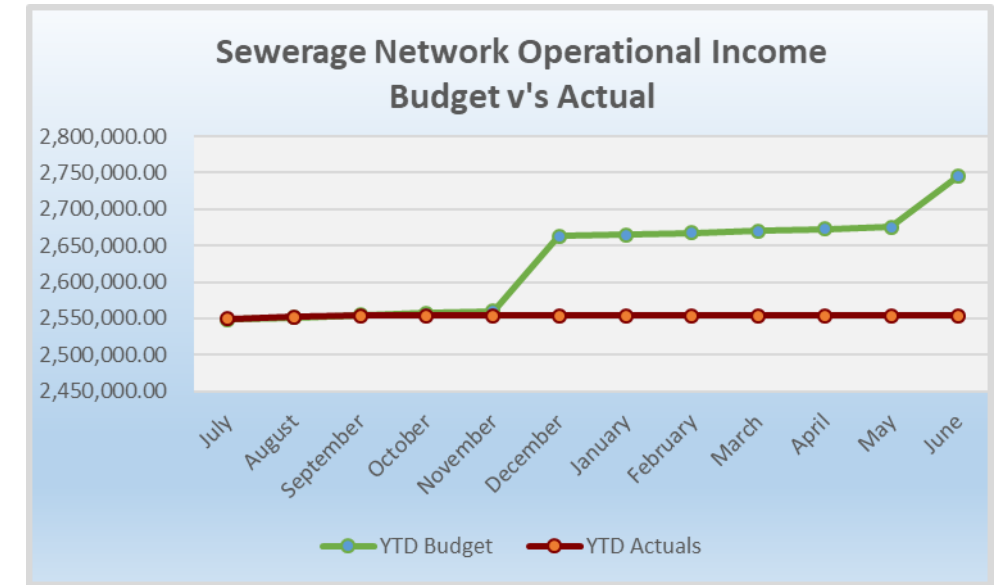
Under the 4-year Delivery Plan *Sewerage Services* relates to: ongoing catchment, transportation, and treatment; monitoring, reporting, environmental compliance and emergency management; trade waste and commercial; fees and charges; public education and administration. The Office of the Director Infrastructure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

a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 21/22	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP24.01) Provide effective and efficient delivery of sewerage services across to the townships of Tenterfield and Urbenville. <i>Water & Sewer: A - Director Infrastructure</i>	Maintenance and operation of sewerage network, in line with the Asset Management Strategy.	B:MWW C:MWW D:SSO D:SSO (Urbenville)			+1	Ongoing operations in-line with asset management strategy.
	Deliver Business improvements, recognising emerging risks and opportunities.	B:MWW C:MWW			+1	Ongoing assessments and improvements to the sewer system ensuring licence conditions as a risk are undertaken.
	Manage the Sewerage Services of Council in a financially responsible manner in line with Budget allocations.	B:MWW C:MWW			+1	Continuous review of best fiscal practice for managing Sewerage Services and maintaining budgets
DP24.02) Ensure improvement of infrastructure in line with best practice water treatment guidelines and increased capacity for sewage treatment in service areas. <i>Water & Sewer: A - Director Infrastructure</i>	Council sewerage network upgrades and maintenance conducted in accordance with demand and affordability constraints.	B:MWW C:MWW			+1	Review of network upgrades conducted in accordance with demand and financial constraints.

b) Budget

COA	21/22 Full Year Budget	21/22 YTD Actuals September	21/22 Percentage Spent
Sewerage Service	(93,540)	(2,323,883)	2484.37%
1. Operating Income	(2,744,982)	(2,554,017)	93.04%
2. Operating Expenditure	1,785,972	140,149	7.85%
3. Capital Income	(10,000)	0	0.00%
4. Capital Expenditure	782,300	89,985	11.50%
7872502. Tenterfield Mains Relining (1km Year)	169,600	0	0.00%
7872503. Tenterfield Mains Augmentation	67,900	0	0.00%
7872505. Tenterfield Man Hole Level Alterations (Water Infiltration)	158,500	70,050	44.20%
7872515. Tenterfield Upgrade Road to Tertiary Ponds	5,000	0	0.00%
7872517. Tenterfield Scada System Upgrade	31,600	0	0.00%
7872519. Tenterfield Network Renewal	189,100	0	0.00%
7872529. Sewer System Mapping Improvements	20,000	0	0.00%
7872800. Urbenville Geotube for Sludge Removal	10,000	0	0.00%
7872801. Removal Sludge from Tertiary Ponds/Renewal of Capacity	10,600	0	0.00%
7872804. Urbenville Telemetry Upgrade	15,000	0	0.00%
7872807. Urbenville Telemetry From PS to STP	10,000	0	0.00%
7872813. Urbenville Sewer Pump Station Emergency Works - Replacement	0	19,935	0.00%
7872814. Urbenville - Major Pump Station Refurbishment	95,000	0	0.00%
6. Liabilities	93,170	0	0.00%



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 finalisation occurred in June with Council Contractors Fitt commenced works in July 2021 with completion in August 2021. Example of manhole re-lining report provided below. [Manhole asset inspections and assessment for 300 manholes has been awarded with work commencing in October 2021.](#)

RFQ for sewer mains relining has been released in July, Tender submissions received August, assessment and awarded in September 2021. [Works expected to commence in October-November depending on COVID restrictions.](#)

d) Emerging Issues, Risks and Opportunities

[Planning has commenced to extend the sewer system to the new water filtration plant council will engage designers to develop plans.](#)

e) The Business of Improving the Business

Due to increasing demands for infrastructure renewals and replacements utilising poly pipe a new butt-welding larger unit is expected to be purchased quotations have been requested.

f) Customers

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

Sewer connections **5** at Tenterfield **0** Urbenville; Major pump station clearing **4** at Tenterfield **0** Urbenville; Blockages where reported and cleared at **2** locations in Tenterfield and **0** in Urbenville including **0** broken main repair, with **0** mains visually checked with new CCTV large tree roots in Tenterfield and **0 major manhole repair, 0** broken main repairs and **0** effluent line repair in Urbenville in this reporting period.

g) Business Statistics

Average time for response to sewer chokes increased to **30** minutes while the median response time is at **40** minutes.

h) Special events, achievements of note, celebrations



COMMUNITY ENGAGEMENT STRATEGY



16 December 2020 (Res No. 283/20)

INTRODUCTION

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

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





The strategy:

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

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

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

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

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



What is Community Engagement?

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

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

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

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

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

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



Scope

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

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

Benefits

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

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

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



Objectives

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

Principles

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

Social Justice Principles

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

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

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

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



Community Inclusivity

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

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

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

HOW WE WILL ENGAGE

LEVELS OF PARTICIPATION

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

INFORM



CONSULT



INVOLVE

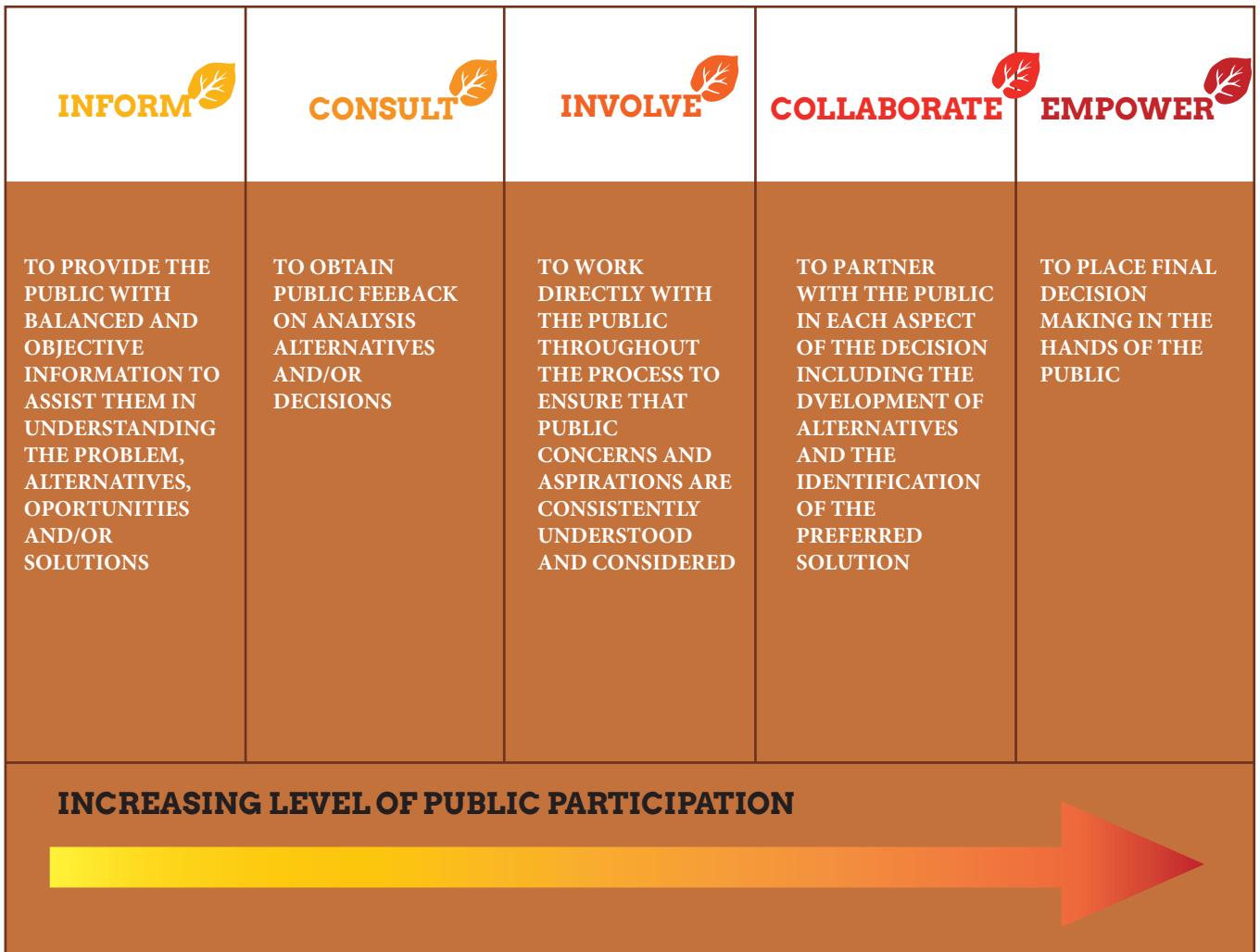


COLLABORATE



EMPOWER*





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

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

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

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

Inform

Consult

Involve/Collaborate

INFORM

Commitment to the Community - We will keep you informed.

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

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

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

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

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

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

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

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

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

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

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

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

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





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

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

Community's Role – Contribute

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

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

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

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

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

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



INVOLVE / COLLABORATE

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

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

Community's Role - Participate

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

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

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





EMPOWER

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

Council's Role -Decide

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


Items for Engagement

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

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



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

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

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



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Evaluation & Feedback

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

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

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

