



**END OF TERM
REPORT
2016 - 2021**



TENTERFIELD

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Council Term 2016 - 2021

Mayor's End of Term Message

It gives me great pleasure to present this End of Term Report for Tenterfield Shire Council for the period 2016 to 2021. The list of projects that have been commenced, completed, and delivered in our Shire shows why it has been so important to have a strong relationship with our State and Federal Members.



In August 2017 we welcomed Councillor Bob Rogan following the sad passing of D Ward Councillor John Martin and the resultant D Ward by-election. In October 2017 we welcomed our new Chief Executive Officer, Mr Terry Dodds.

During 2018 and 2019 the Tenterfield community went through the toughest season anyone could remember, with the worst drought on record, bushfires on top of that, and lowest level in our water supply on record. With all that said, Council worked hard to keep everything going as best we could.

Achievements in water security and services included:

- Tenterfield town water supply, planning for a new water filtration plant - \$9.6million, \$7million of this from State Government.
- Lobbying to obtain \$4.373 million from the State Government for emergency water supplies and construction of bore infrastructure to ensure the water supply for Tenterfield into the future.
- The installation of the Apex Park Bore to assist our rural community in providing free water for stock.
- The announcement of \$779,000 of an allocated \$1.4million project for Urbenville Water Treatment works for new water storage and pontoon plus to find underground water supply in times of drought.
- The announcement of \$960,000 to provide a non-potable water supply for Tenterfield villages from the NSW Bushfire Local Economic Recovery Fund
- Completion of the Tenterfield Dam Wall

Coming out of the drought and fires of 2019 with the boil water alert in October 2019 and then finding sustainable bore water in November 2019, we had the wet break of the season in early February 2020, followed by the COVID-19 pandemic and the first restrictions on our community in March 2020. We continued to get on with the job the best we could and still achieved on many levels.

Achievements in Transport services included:

- The replacement or rehabilitation of 31 timber bridges – a record!
- The upgrade and resealing of 12 km of Tooloom Road from Paddys Flat Road to Urbenville.
- The completion of the sealing of 43km of roads all over the Shire, and the start of the second round of \$869,000 grant funding for 37.9km of works, with Black Swamp Road being the first project with 12.5km of road works and a bus route.
- The sealing of 9km of Mount Lindesay Road, approximately 3.5km near Bookookoorara Creek and 5.5km near Cullendore Road.
- The announcement in 2020/2021 of \$5.7million to complete the sealing of Mount Lindesay Road, approximately 7.6kms.
- Sunnyside Platform Road allocated \$1.5million to widen and rehabilitate the heavy transport route from Bruxner Way to New England Highway.
- Urbenville Town Street Scape project completed.

- The continued work on the Mount Lindesay Road (Legume to Woodenbong) Project, as part of a \$24million project – State Government \$12million and Federal Government \$12million.
- Success in gaining grant funding for 9 new bridges, including Boonoo Boonoo Bridge, Beaury Creek Bridge and Emu Creek Bridge and funding to replace timber bridges to help lift weight restrictions right across our Shire.
- The sealing of Boonoo Boonoo Falls Road.
- Success in gaining funding for the widening and sealing of Kildare Road 12km and widening of a further 8km of Tooloom Road.
- Completion of a further widening and rehabilitation of Amosfield Road.
- The completing of the combination of drought funding and flood restoration works on Plains Station Roads at Frasers Cutting.

In November 2017 at the Regional Development Awards in Armidale, Tenterfield received the Award for Tourism & Leisure Retail featuring the Tenterfield True branding and I congratulated all staff involved in achieving this Award.

To recognise our Council's achievements in the very tough year of 2019/2020, Tenterfield Shire Council was also nominated for the RJ Dougherty Award – *Reporting to your Community – Division of Population less than 30,000* and in August 2019 was announced the winner for *Community Drought Management*. This was a wonderful achievement for our staff, Councillors and the community.

Dealing with the COVID-19 Pandemic in a Border Local Government Area had its challenges and during 2020 and 2021 was not an easy road to ride, but full credit to our community for trying their best to continue in whatever way we could.

I thank this current Council for what has been a long five-year term and for again working together as we should do. I thank the community members for being so strong and our staff, the biggest assets we have.

I thank you and wish you well.

**Councillor Peter Petty
Mayor**

Councillors Representing the Community

Tenterfield Shire Council comprises five Wards – A, B, C, D and E. An election is usually held every four years for two Councillors to represent each Ward. An election of Councillors was last held in September 2016. With the COVID-19 pandemic and associated restrictions on local government operations and activities from 23 March 2020, advice was received in April 2020 that the Minister for Local Government postponed the September 2020 elections for a full year to September 2021. This was subsequently extended to 4 December 2021 with the outbreak of the COVID-19 Delta strain in New South Wales (NSW) in June 2021.

The Mayor is elected by the Councillors. Amendments to the NSW Local Government Act 1993 (the Act) now allow the Mayor to hold office for two years and Council voted for this to be the case with election of the Deputy Mayor annually.

Councillor Peter Petty was elected Mayor throughout the term of Council, with Councillors Greg Sauer and Don Forbes being elected Deputy Mayor at separate times during the term.

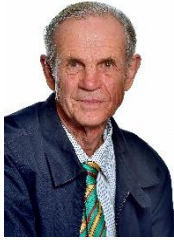
Councillor John Martin was elected to Council, representing Ward D, in September 2016. Councillor Martin passed away unexpectedly on 20 June 2017. Following a Ward D by-election, Councillor Bob Rogan was subsequently sworn into Council in August 2017, representing Ward D for the remainder of the term.

Ordinary Council meetings were held eleven times per year, generally on the fourth Wednesday of the month, except for December, which is held on the third Wednesday. During 2020 and 2021 ten ordinary meetings were held in each year, due to the declared COVID-19 pandemic and intermittent shutdowns of business with commensurate restrictions on groups of people meeting. Meetings were conducted via Zoom video conferencing when these restrictions prevented Council from meeting in person. Extraordinary Council meetings were called at short notice from time to time to deal with specific matters.

Council Business Papers, Attachments and Minutes for the term are available on Council's website at www.tenterfield.nsw.gov.au

Tenterfield Shire Councillors 2016 - 2021

A Ward



Councillor Gary Verri



Councillor Peter Petty

B Ward



Councillor John Macnish



Councillor Bronwyn Petrie

C Ward



Councillor Brian Murray



Councillor Tom Peters

D Ward



Councillor Donald Forbes



Councillor John Martin (Dec)



Councillor Bob Rogan

E Ward



Councillor Greg Sauer



Councillor Michael Petrie

Engaging our Community

Tenterfield Shire Council sought to use best practice in its community engagement and consultation processes. Council fulfilled all relevant statutory requirements to consult and publicly exhibit plans, policies and projects, although this was restricted to electronic form in 2020 and 2021 due to the NSW Health Orders restrictions on gatherings, from the COVID-19 pandemic.

Integrated Planning and Reporting

Community Engagement Forums were held during the term as follows:

Our Society

- Tenterfield, 1 December 2017 (10am)
- Tenterfield, 7 June 2018 (6pm)

Our Economy

- Tenterfield, 1 December 2017 (2pm)
- Tenterfield, 7 June 2018 (6pm)

Our Environment

- Drake, 5 December 2017 (2pm)
- Liston, 5 June 2018 (6pm)

In addition, 2 Ordinary Council Meetings were held in communities outside of Tenterfield Township each year, where possible. A half hour public forum is held during or at the conclusion of the meeting where members of the community can raise issues with either Councillors or staff.

Meetings were held at:

- Torrington
- Urbenville
- Liston
- Legume
- Drake
- Bolivia

Communication

Council provided information to the community through the distribution of the fortnightly Council newsletter "Your Local News", media releases to print, radio and television outlets, as well as on the Tenterfield Shire Council website and the Tenterfield True mobile `phone application.

Council also produced the subscription email newsletter "Tenterfield In Touch" which provided information on events and other activities throughout the Shire.

Council Advisory Committees

Council maintained the following Advisory Committees during the term, to provide feedback by target groups or on specific issues:

- Sir Henry Parkes Memorial School of Arts Joint Management Committee
- Tenterfield Shire Heritage Advisory Committee

- Aboriginal Advisory Committee
- Tenterfield Saleyards Advisory Committee
- Disability, Inclusion & Access Advisory Committee
- Parks, Gardens & Open Space Advisory Committee
- Arts & Culture Advisory Committee
- Tourism Advisory Committee
- Youth Advisory Committee
- Centenary of Anzac Committee (2014-2019)

Non-Council Advisory Committees & Partnerships

Council participated in advisory committees and partnerships that address specific local issues.

- Local Emergency Management Committee
- Tenterfield Shire Local Traffic Committee
- Tenterfield Liquor Accord
- Border Regional Organisation of Councils (BROC)
- Bush Fire Management Committee
- NSW Public Libraries' Association
- Granite Borders Landcare Committee Incorporated
- NSW Rural Fire Service – Service Level Agreement Liaison Committee
- North East Weight of Loads Group (until 2020)
- North West Weight of Loads Group (from 2020)
- Northern Tablelands Regional Weeds Committee
- Tenterfield FM Radio Association
- Community Safety Precinct Committee (CSPC)
- Arts North West
- Northern Inland Regional Waste (NIRW)
- Country Mayors' Association
- Local Health Advisory Committee
- Australian Rural Roads Group
- Southern Downs Regional Council Highway Taskforce Alliance
- Joint Regional Planning Panels
- Murray Darling Association
- Bruxner Way Joint Committee
- National Timber Councils' Association

Community Consultations

The Council sought to inform and engage the community by way of:

- Workshops and briefings with Councillors
- Direct mail and letter box distribution
- Advertising and articles in the local media
- Website and mobile application material
- Brochures
- Staff attendance at community meetings
- Economic Development News
- "Your Local News" fortnightly newsletter
- "Tenterfield In Touch" email Newsletter
- Notice Boards in Tenterfield Township and Villages



Community Strategic Plan Achievements

Council Performance against the Community Strategic Plan and Delivery Program

The Community Strategic Plan 2017 – 2027 identifies long term goals and priorities for the community and Tenterfield Shire. The Community Strategic Plan 2017 – 2027 goals and performance measure outcomes for the term are:

Community Goals

- COMM 1 Tenterfield Shire is a vibrant, welcoming and safe community.
- COMM 2 Health and quality of life are supported by a wide range of recreation and leisure opportunities.
- COMM 3 Our range of services and facilities support accessibility for all in our community.
- COMM 4 The community is welcoming, friendly and inclusive where diverse backgrounds are respected and celebrated.
- COMM 5 The community learns and grows together and fosters an involved community and creative environment.

Community Performance Indicators

MEASURE	SOURCE	2017/2018	2018/2019	2019/2020	2020/2021	TARGET
Crime rate (total number of recorded criminal incidences).	NSW reportable crime statistics.	22%	22%	22%	1.6%	Decrease from previous period.
Housing affordability % Change.	Rent and Sales Report, Housing NSW.	-33% (NSW average from 1985 to 2007)	-33% (NSW average from 1985 to 2007)	-33% (NSW average from 1985 to 2007)	17.24% rent increase June 2021 quarter.	Nil Change.
Community Development Funding.	Annual Financial Statements.	\$35,000	\$35,875	\$44,965	\$44,998	
Tenterfield LGA Population.	ABS sourced demographic data.	6,629	6,629	6,629	6,470	7,000
Households/ Dwellings	ABS data on new dwelling approvals.	26 new dwellings approved	26 new dwellings approved	23 new dwellings approved	61 new dwellings approved	24 approvals

Economy Goals

- ECON 6 Tenterfield Shire's economic base is robust, growing and supports the creation of a variety of employment and business opportunities.
- ECON 7 Tourism is valued, promoted and tourists are welcomed for the positive contribution they make to the community and economy.
- ECON 8 Our existing businesses and industry are supported to reach their full potential and provide quality goods and services both locally and to a wider market.

Economy Performance Indicators

MEASURE	SOURCE	2017/2018	2018/2019	2019/2020	2020/2021	TARGET
Increase in registered businesses.	Australian Business Register.	-1% (RDA)	-1% (RDA)	-1% (RDA)	-1% (RDA)	Increase from previous period.
Gross revenue generated by businesses and organisations in Tenterfield.	RDA Data.	\$345.6 million	\$345.6 million	\$345.6 million	\$211.8 million	>538 million
Tourism Visitor numbers to LGA.	Visitor Information Centre	19,318	19,318	10,127	10,127	Increase from previous period.
Unemployment Rate.	ABS Data.	8.8%	8.8%	8.8%	7.6%	Below Region Average.
Labour Force size.	ABS Data.	2.85%	2.85%	2.85%	4.6%	Below Region Average.

Environment Goals

ENVO 9 Our natural environment will be protected, enhanced and promoted for future generations.

ENVO 10 Environmental risks and impacts are strategically managed.

ENVO 11 Secure, sustainable and environmentally sound infrastructure and services underpin Council service delivery.

Environment Performance Indicators

MEASURE	SOURCE	2017/2018	2018/2019	2019/2020	2020/2021	TARGET
Total waste diverted from landfill.	Council Records.	37.1%	31%	31%	31%	Increase from previous period.
Drinking water quality compliance with microbial requirements.	DPI Water Data.	97%	99.95%	100%	100%	100%
Average annual residential water consumption.	Council Data	Residential 260.73KL	Residential 260.76KL	Residential 44.65KL	Residential 78.15KL	Decrease from previous period.
Average annual residential electricity consumption.	ABS Household energy consumption survey.	6,775.6 kW hours	6,775.6 kW hours	6,775.6 kW hours	8,931 kW hours	<7000 kW hours

Leadership Goals

- LEAD 12 We are well engaged community that is actively involved in decision making processes and informed about services and activities.
- LEAD 13 Council recognises the diversity of the communities that make up the Tenterfield Shire Council Local Government Area.
- LEAD 14 Resources and advocacy of Council are aligned and support the delivery of the community vision outlined in the Community Strategic Plan.

Leadership Performance Indicators

MEASURE	SOURCE	2017/2018	2018/2019	2019/2020	2020/2021	TARGET
Councillor attendance at council meetings.	Council Minutes.	86%	86%	86%	86%	80%
Unrestricted current ratio.	Annual Financial Statements.	4.8	4.2	2.1	2.1	>2.1
Overall community satisfaction with service delivery.	Community Satisfaction Survey.	66%	66%	64%	64%	70%
Net operating results.	Annual Financial Statements.	\$7,295,000	\$10,270,000	\$6,032,000	\$17,493,000	>\$0
Lost time injury rate.	Lost-time injury rate per 100 employees.	3%	2%	2.3%	4.47%	<4.24%

Transport Goals

TRSP 15 We have an effective interconnected transport system that is safe, efficient and affordable for us as a community.

TRSP 16 Our quality of life is enhanced by transport options to access services that are not available in our community and enable us to connect with people visiting and accessing the services we provide.

Transport Performance Indicators

MEASURE	SOURCE	2017/2018	2018/2019	2019/2020	2020/2021	TARGET
Infrastructure Renewal Ratio.	Annual Financial Statements.	84.7%	236%	102%	100%	100%
Capital Projects Completed on Time.	Council Records.	80%	80%	90%	85%	80%
Number of HV Permits issued each year.	RMS Data.	48	42	39	74	Increase from previous period.
Number of vehicle accidents and pedestrian accidents.	RMS Data	36	31	22	37	<36 (2015/2016)
Number of vehicle movements across the council road network.	Council Asset Data.	3806 Average Daily Trips/27 Roads (2017)	5908 Average Daily Trips/21 Roads (2018)	1529 Average Daily Trips/9 Roads (2019)	2208 Average Daily Trips/17 Roads (2020)	5622 Average Daily Trips/52 Roads (2013)

The Delivery Program 2017-2021, incorporating the Operational Plan for each year from 2017 to 2021, outlined the actions Council took towards achieving the Tenterfield Shire Community Strategic Plan each year. The Community Strategic Plan 2017 – 2027 goals strategies relate to the Delivery Program as detailed in the tables.

	Goal	Strategy	Delivery Program	Service
	Tenterfield Shire is a vibrant, welcoming and safe community.	Encourage families and young people to live, enjoy and stay in Tenterfield Shire.	Encourage activities for young people and families in Tenterfield Shire.	Theatre and Museum Complex
		Continue to strengthen community safety and crime prevention partnerships with Police, licensees, businesses, regulatory and other agencies.	Support community organisations that develop and maintain a range of facilities that meet the diversity of community needs, interests and aspirations.	Community Development
		Develop major cultural and community events and festivals in partnership with the community and other stakeholders.	Enrich the community by supporting a variety of diverse cultural events and activities.	Community Development
		Provide effective regulatory, compliance and enforcement services that keep our community safe.	Provide systems and processes to ensure compliance with legislation and standards.	Planning and Regulation
			Implementation of Water Quality Assurance Framework in accordance with the Public Health Act.	Water Supply
		Provide informative, vibrant and welcoming town entrances, centres and streets with places to meet that creatively reflect the diversity of our townships.	Identify and partner with local residents in the development and delivery of town and village beatification initiatives.	Parks, Gardens and Open Space
		Our public spaces and places are designed to minimise risk to users and incorporate crime prevention by design practices.	Development and implementation of township and village streetscape plans and policy.	Parks, Gardens and Open Space
	Health and quality of life are supported by a wide range of recreation and leisure opportunities.	Provide a wide range of high quality and well maintained active and passive recreation facilities.	Identify suitable areas for the extension and embellishment of the current and future cycleway network.	Parks, Gardens and Open Space
		Relevant community services, sporting facilities, open spaces and cultural infrastructure are maintained and improved.	Deliver, review and update Parks, Gardens and Open Space, Maintenance Programs across the Shire.	Parks, Gardens and Open Space
		Sporting facilities are modern, provide choice and cater for the diverse needs of the community	Provision of an accessible quality swimming and recreation facility which encourages participation.	Swimming Complex
		Enrich the cultural life of the community by supporting a variety of cultural events and activities for the community and visitors.	Enrich the cultural life of the community by supporting a variety of cultural events and activities for residents and visitors.	Theatre and Museum Complex
		Operate and maintain the Henry Parkes Centre as a cornerstone of our cultural landscape in the Tenterfield township.	Sir Henry Parkes Memorial School of Arts is provided by Council as a cultural hub of Tenterfield Shire.	Theatre and Museum Complex
		Partner with health agencies and community organisations to promote healthy lifestyles and facilities supporting good health.	Identify and pursue opportunities to increase usage of open spaces assets throughout the Shire.	Parks, Gardens and Open Space



Community



Community

	Work with key stakeholders and the community to lobby for adequate health services in our region and greater accessibility to regional services.	Represent, advocate and lobby for the continued improvement of our local and regional health services.	Civic Office
Our range of services and facilities support accessibility for all in our community.	Ensure that public places and spaces are clean and well maintained	Deliver public spaces that are clean, well maintained and encourage usage by visitors and residents of Tenterfield Shire.	Parks, Gardens and Open Space
	Facilitate improved access to shops and facilities in the main street for people with a disability.	Promote the needs of persons with a disability and the disability action plan to stakeholders and ensure it is embedded in Council plans.	Community Development
	Recognise and plan for the needs of our ageing population.	Ensure that the community is provided with a high quality built environment that meets the needs of our ageing population.	Planning and Regulation
	Lobby government to maintain and improve community and public transport services and infrastructure particularly to provide access to services not available in our Shire.	Engage with transport providers and the community to assess the transport needs of residents in the Shire.	Community Development
	Partner, action and promote Council's Disability Inclusion Action Plan.	Develop and implement the Tenterfield Shire Council Disability Inclusion Action Plan with key partners.	Community Development
The community is welcoming, friendly, and inclusive where diverse backgrounds are respected and celebrated.	Cultural heritage is recognised, protected and respected.	Provide advice, planning and inspection that preserve and promotes the Shire's heritage.	Planning and Regulation
	Partnerships with local Aboriginal communities are strengthened and supported.	Engage with the communities and develop partnerships with relevant organisations.	Community Development
	The individual unique qualities and strong sense of local identity of Tenterfield Shires towns and villages is respected, recognised and promoted.	Promote the liveability of Tenterfield Shire as a place to live, work and invest.	Economic Growth and Tourism
	Buildings are well designed, safe and accessible and the new is balanced with the old.	Ensure that Council buildings and facilities meet the needs of users.	Buildings and Amenities
The community learns and grows together and fosters an involved community and creative environment.	Promote and recognise the work of volunteers within the community.	Promote volunteer opportunities and manage volunteers at the Sir Henry Parkes Memorial School of Arts.	Theatre and Museum Complex
		Promote and recognise the commitment of volunteers within the community.	Community Development
	Provide opportunities for residents to enjoy access to arts, festivals, sporting activities, recreation, community and cultural activities.	Enhance cultural diversity by encouraging cultural and artistic opportunities	Theatre and Museum Complex
	Provide a library service that informs, educates, inspires and support lifelong learning providing a culturally rich environment.	Provide ongoing delivery of broad range of library services that respond to community needs.	Library Services

Goal	Strategy	Delivery Program	Service
Tenterfield Shires economic base is robust, growing and supports the creation of a variety of employment and business opportunities.	Implement tools to simplify development processes and encourage quality commercial, industrial and residential development.	Provide for and facilitate future economic growth throughout the Shire.	Economic Growth and Tourism
	Lobby for a range of affordable transport options to allow movement of people and services within and to and from the Shire.	Plan and lobby for affordable transport options to encourage access to our Shire.	Economic Growth and Tourism
	Develop Council business activities including commercial, industrial and residential land development.	Ensure safe, effective and efficient operation of the Saleyards.	Livestock Saleyards
	Support, promote and participate in regional economic collaboration opportunities including planning, industry support and innovation.	Develop and maintain a range of community facilities that meet the diversity of community needs, interests and aspirations.	Library Services
	Land use planning strategies and policies enhance and support sustainable economic growth in the Tenterfield Shire.	Investigate and implement strategies to reduce waste produced by households and industry across the Shire.	Waste Management
	Council's statutory functions will properly and equitably be applied when determining applications with decisions provided efficiently and in accordance with statutory requirements and Council Planning policy.	Assess and process construction certificate applications in accordance with legislation and Building Code.	Planning and Regulation
Tourism is valued, promoted and tourists are welcomed for the positive contribution they make to the community and economy.	Partner with neighbouring Councils, industry stakeholders, State and Federal Government departments to effectively market the diverse tourism opportunities available within the New England region and south east Queensland.	Partner with our neighbours and stakeholders to deliver a diverse destination proposition for visitors.	Economic Growth and Tourism
	Identify partnership opportunities to facilitate major sporting, social and cultural events to provide us with an opportunity to get together	Encourage and support activities focusing on the wellbeing of our residents in Tenterfield Shire.	Community Development
	Seek partnerships with and support local business and tourism stakeholders to provide new and upgraded infrastructure for events and tourism experiences.	Facilitate and participate in ongoing partnership activities with the New England High Country, Tenterfield Chamber of Tourism, Industry and Business.	Economic Growth and Tourism
	Provide visitors with information and tools to enjoy and access our local attractions and experiences.	Promote Tenterfield Shire as a tourism destination.	Economic Growth and Tourism



Economy

Our existing businesses and industry are supported to reach their full potential and provide quality goods and services both locally and to a wider market.	Recognise agriculture as a significant industry in the Shire and encourage initiatives that enhance the economic sustainability of agriculture.	Provide a financially sustainable saleyard operations, attractive to local producers.	Livestock Saleyards
	Lobby and support government and local service providers to enhance communications infrastructure across the Tenterfield Shire Council area.	Advocate and support the improvement of telecommunications infrastructure throughout the Shire recognising internet connectivity as a significant barrier to all business activity.	Economic Growth and Tourism
	Support businesses and industry to upskill and maximise utilisation of new technologies through telecommunications networks.	Support business and industry to identify and implement emerging trends in technology to facilitate growth.	Economic Growth and Tourism
	Maximise the accessibility of business and industrial operations to ensure the exchange of goods and services is supported by sustainable infrastructure.	Delivery of survey and design works for infrastructure services, including stormwater drainage, transport, water and sewer infrastructure.	Asset Management and Resourcing
	Ensure private civil works undertaken by Council on a full cost recovery basis providing value for money support for businesses and individuals seeking our services.	Deliver Commercial Works in accordance with Council Policy.	Commercial Works



Environment

Goal	Strategies	Delivery Program	Service
Our natural environment will be protected, enhanced and promoted for future generations.	Land use planning provisions support and promote sustainable land use and management in the Shire.	Provision of advice and guidance on legislative compliance for the construction of dwellings and commercial/industrial buildings.	Planning and Regulation
	Our community is educated, encouraged and supported to implement waste minimisation strategies for all of our natural resources.	Provide systems and processes to identify opportunities to reduce the energy consumption of Council owned buildings and amenities.	Buildings and Amenities
	Town and Village planning supports and enhances local place making principles and practice celebrating the diversity of our natural environment.	Identify, plan and enhance local environments in partnership with the community and stakeholders.	Planning and Regulation
Environmental risks and impacts are strategically managed.	Land use planning and management enhances and protects biodiversity and natural heritage.	Provide systems and processes to manage excess vegetation to ensure land and premises are in a safe and/or healthy condition.	Planning and Regulation
	We partner with stakeholders and government to maintain a healthy catchments and waterways in the Shire.	Ensure the timely detection of new weed incursions in the Tenterfield Shire Council region.	Environmental Management



Environment

	The community is educated and informed of environmental and biodiversity issues through monitoring and reporting and Council partners with stakeholders to manage identified threats.	Provide community education program to encourage residents and visitors to reduce their impact on vegetation including the management of pests and weeds.	Environmental Management
		Ensure that weeds do not adversely affect the health and welfare of the community.	Environmental Management
	We are prepared, resourced and educated as a community to deal with natural disasters such as bushfires, storm and flood events.	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.	Emergency Services
Secure, sustainable and environmentally sound infrastructure and services underpin Council service delivery.	A total water cycle management approach including water conservation and reuse is implemented.	Provide systems and processes to ensure compliance with the Biosecurity Act 2015 and standards.	Environmental Management
		Stormwater and drainage infrastructure is provided, maintained and renewed.	Stormwater and Drainage
	Water is used carefully in Council's buildings, parks, sporting grounds and daily operations.	Ensure effective and efficient delivery of water services in accordance with existing service levels.	Water Supply
	Waste from our operations is managed to reduce the volume and take advantage of recycling opportunities available to us.	Provide effective and efficient delivery of sewerage services across to the townships of Tenterfield and Urbenville.	Sewerage Services




Leadership

Goal	Strategies	Delivery Program	Service
We are a well engaged community that is actively involved in decision making processes and informed about services and activities.	Council's decision making processes are open, accountable and based on sound integrated planning.	Promote and support community involvement in Council decision making process.	Corporate and Governance
	We partner with the community, business and Federal and State Government in the achievement of our goals.	Maintain strong relationships with all levels of Government and proactively seek involvement in decision making impacting our Shire and the New England Northwest Region.	Civic Office
	Contemporary models of community engagement are used to support local decision-making processes that meet the community expectations.	Provide sound and inclusive decisions using the Community Engagement Strategy to guide our interactions.	Civic Office
Council recognises the diversity of the communities that make up the Tenterfield Shire Council Local Government Area.	Support people with specific needs and lobby for appropriately identified services to be provided in the Shire.	Identify, represent, advocate and lobby for inclusion of the Shire's needs in regional and State planning.	Civic Office



Leadership

	Recognise and plan with stakeholder groups for the needs of our ageing population.	Deliver and facilitate leadership in strategic planning and implementation.	Organisation Leadership
	Continue to support and partner with the local Aboriginal communities for improved and inclusive outcomes.	Maintain collaborative partnerships with the local Aboriginal communities.	Community Development
Resources and advocacy of Council are aligned support the delivery of the community vision outlined in the Community Strategic Plan.	Services to our community are provided in a professional, friendly and timely manner consistent with our corporate values.	Deliver Customer Service and Business Services in the support of corporate outcomes.	Corporate and Governance
	Council maintains sound safety and risk management practices to protect the community and our employees.	Provide an organisation wide approach to the effective management of workplace health and wellbeing.	Workforce Development
	Council is an employer of choice in the region, providing sound leadership and supported by a committed workforce.	Delivery of programs to grow and invest in our existing and emerging leaders and support a culture of high performance.	Workforce Development
		Manage the implementation of Council's Workforce Management Strategy.	Workforce Development
		Developing attraction and retention practices across Council.	Workforce Development
	Council fosters a strong organisational culture which strives for best practice in all operations with a supportive corporate governance framework.	Ensure that the performance of Council as an organisation complies with all statutory reporting guidelines and information is available to decision makers.	Corporate and Governance
		Ensure compliance with regulatory and statutory requirements and that operations are supported by effective corporate management.	Finance and Technology
	Council is a financially sustainable organisation, delivering value services to the Community.	Collaborate and deliver resources with other organisations to ensure a variety of cost effective services across the service area.	Organisation Leadership
		Ensure that financial sustainability and the community's capacity to pay inform adopted community service levels.	Finance and Technology
	Council continually reviews its service provision to ensure best possible outcomes for the community.	Deliver continuous improvements in Council's business, processes and systems.	Organisation Leadership

 Leadership			Ensure that information technology meets Council's operational requirements.	Finance and Technology
			Ensure improvement of infrastructure in line with best practice water treatment guidelines and increased capacity for sewage treatment in service areas.	Sewerage Services
		Council has in place and adheres to a robust asset management framework that ensures existing and future infrastructure is affordable, funded and maintained to service the existing community and future generations.	Make prioritised decisions in the long-term interest of the broad community and have regard to financial and infrastructure sustainability.	Finance and Technology

	Goal	Strategies	Delivery Program	Service
 Transport	We have an effective interconnected transport system that is safe, efficient and affordable for us as a community.	We have a well-designed and functioning road network suitable for all users now and take into consideration future network consumption and demand.	Asset Planning, Policy and Management provide strategic direction and information to Council enabling the sustainable management of its asset portfolio as a whole.	Asset Management and Resourcing
		Tenterfield township and villages have pedestrian and cycle ways we can safely and conveniently walk or ride on, that connect us to our community facilities and homes.	Review and implement planning for footpaths and cycleway infrastructure that is safe for users and supports connectivity and active recreation in urban environments.	Asset Management and Resourcing
		The management of Council's assets will be long term and focused on meeting the needs of the community now, and into the future.	Management of the transport infrastructure assets in response to changing community need.	Transport Network
			Maximise productivity of Council fleet and stores service.	Plant, Fleet and Equipment
		Ensure that developer contribution plans require appropriate contributions towards each development taking into consideration holistic impact and consumption of infrastructure.	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.	Asset Management and Resourcing
		Ensure adequate stormwater and drainage infrastructure is provided, maintained and renewed.	Stormwater and drainage infrastructure is provided, maintained and renewed.	Stormwater and Drainage
		Reduce the impact of traffic and improve pedestrian and cyclist safety, particularly around schools and town centres through traffic management design measures and diversions.	Risk Management embedded in our Asset Management Planning forms the basis for our intervention programs and our Asset Management practices.	Asset Management and Resourcing



	Ensure Council's streets and public spaces are clean, well maintained and planned in partnership with the community.	Maintenance of transport infrastructure.	Transport Network
Our quality of life is enhanced by transport options to access services that are not available in our community and enable us to connect with people visiting and accessing the services we provide.	Provide advocacy and advice on transport issues to stakeholder groups and government.	Advocate on behalf of the community for improved service levels across the Shires transport network.	Transport Network
	Ensure we can conveniently access parking near transport hubs and our town centre.	The development of plans and applications for development consider the demand and provision of parking.	Planning and Regulation
	Provide the required public transport infrastructure and work with key partners to expand the provision of cost effective public transport.	Construction of Transport Infrastructure.	Transport Network

1. Civic Office

Community Strategic Plan Links

Community Strategic Plan Goals	Community Strategic Plan Strategies
COMM 2 Health and quality of life are supported by a wide range of recreation and leisure opportunities.	2.7 Work with key stakeholders and the community to lobby for adequate health services in our region and greater accessibility to regional services.
LEAD 12 We are a well engaged community that is actively involved in decision making processes and informed about services and activities.	12.2 We partner with the community, business and Federal and State Governments in the achievement of our goals. 12.3 Contemporary models of community engagement are used to support local decision-making processes that meet the community expectations.
LEAD 13 Council recognises the diversity of the communities that make up the Tenterfield Shire Council Local Government Area.	13.1 Support people with specific needs and lobby for appropriately identified services to be provided in the Shire.

4 Year Delivery Program	Outcomes
Maintain strong relationships with all levels of Government and proactively seek involvement in decision making impacting our Shire and the New England Northwest Region.	<p>Advocacy at a LGNSW and ALGA level resulted in the good news of the Federal budget announcement that funding for the crucial Roads to Recovery Program is returning to pre-2015/16 levels, with NSW to receive \$85.4 million in 2018/19 and \$111.5 million in 2019/20.</p> <p>Representation made via New England Joint Organisation to the NSW State Government seeking urgent and critical assistance to deal with timber bridge issues (ongoing). New England Joint Organisation Chair, Mayor Michael Pearce, Uralla, met with the NSW Premier on 16 August 2018 to take our case forward. Letter copied to the Hon. Thomas George, Member for Lismore. (Successful Jan 2019 - \$8.36 Million in grant funds from State Gov.)</p> <p>Advocated to State Member for Lismore, The Hon. Thomas George, to support our Stronger Country Communities grant application, which has now been finalised. The amount received is circa \$2.3 million. Working closely with Regional Economic Development (NSW) to ensure Deed is received as soon as possible.(Completed Jan 2019; project planning substantially commenced Feb 2019)</p>

	<p>Growing Local Economies Fund grant application (timber bridges) progressed to Business Case stage. If successful this will allow council to renew three critical bridges. Working closely with State and Federal members to ensure continued support. Very disappointing that the decision is taking so long, possibly to ensure a good news announcement prior to the State Government Election. This (unnecessary) delay is causing our community much anxiety. (Successful Jan 2019 - \$8.36 Million in grant funds from State Gov.)</p> <p>Actively collaborating with local State Government Ministers (Tablelands and Lismore), and the NSW Government's Regional Infrastructure Coordinator to advocate for funding to assist council with funding of timber bridges. Liaison through New England Joint Organisation, NSW Country Mayors Association, Minister for Local Government's Office and DPC (via NSW Country Mayors Association) occurring very regularly. (Successful Jan 2019 - \$8.36 Million in grant funds from State Gov.)</p> <p>Council was successful in the recent grant application for circa \$2.7 million dollars from the Federal Government (5 June 2020) to provide 25% funding of the new Water Filtration Plant.</p> <p>Council was successful in the Fixing Local Roads (State) grant application (Tooloom Road) for \$3,996,000 in June 2020. This work was completed and an announcement under Fixing Local Roads Round 2, has Council successful in securing \$3,359,880 for Kildare Road (Tenterfield Tourist Route 9) sealing.</p> <p>Council advocacy was rewarded with securing additional grant 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.</p> <p>Council continued to advocate for funding through the plethora of grants now being offered to assist drought, bushfire and COVID-19 recovery efforts. All applications align to the 4 Year Delivery Plan and/or are determined by the Elected Body.</p> <p>Representations were made to the Minister for Water, Property and Housing about the Urbenville Water Scheme. Funding was sought for a new off-stream storage facility and ground water source assessment.</p>
<p>Provide sound and inclusive decisions using the Community Engagement Strategy to guide our interactions</p>	<p>Community Engagement sessions conducted 5 and 7 June 2018.</p> <p>Cost shifting and cost increases substantially beyond the rates cap has, and continues to have, a detrimental effect on Council's financial performance.</p> <p>Chief Executive Officer was invited to present the case for RFS depreciation to be removed from Council at the NSW Country Mayors Association August 2019 meeting.</p>

	<p>Community engagement via public meetings returned, with engagement sessions conducted to gather final community input into the Village Concept Plans.</p> <p>Sessions were arranged to seek final input into the village master plans with each area invited to provide in person feedback to the documents on exhibition. COVID-19 once again interrupted planning for the sessions and they will be programmed as soon as practicable.</p>
<p>Represent, advocate and lobby for the continued improvement of our local and regional health services.</p>	<p>Council regularly met with local health representatives as well as with the Department of Premier & Cabinet Regional Manager to discuss health services, particularly aged care in June and November 2018.</p> <p>Health services, in particular patient transport hospital options, was the most discussed topic at the cross-border meeting held 8 November, 2018, between Southern Downs Regional Council, Tenterfield Shire Council, and NSW/QLD Department representatives. The issue wasn't resolved but was passed to the Cross Border Commissioner to further address.</p> <p>NSW Country Mayors Association meeting 31 May 2019. Hon Brad Hazzard, MP, Minister for Health and Medical Research presented as follows: As part of the regional commitment the Regional Ambulance Update program has been allocated \$122million and many hospitals are being upgraded. The Government is trying to get medical students to do their training in the regions as this has proven to have higher success in keeping graduates in rural areas. Training facilities are situated in Wagga Wagga, Dubbo and Orange. Tele Health Stroke services are being introduced.</p> <p>Since the start of the COVID19 pandemic in 2020 Council was regularly communicating with Tenterfield District Hospital to ensure preparedness from partnership perspective is maintained.</p> <p>Seeking a health demographer to showcase how infrastructure and service provisions are objectively assessed and business cases formulated.</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-19 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</p>

	<p>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 Joint Organisations (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.</p> <p>New England JO had an additional \$150,000 available to contribute towards a project or program designed to improve the JO's ongoing sustainability. This was for 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>Identify, represent, advocate and lobby for inclusion of the Shire's needs in regional and state planning.</p>	<p>Federal government: As a result of meeting with the Member for New England to discuss infrastructure delivery (financial phasing of Federal grants) the RMS have agreed to bankroll and manage the \$24 million Woodenbong Road upgrade project. This saved Council \$361K in interest over three years.</p> <p>Border Regional Organisation of Councils (BROC) - formed sub-committee in 2017/2018 to advocate to reinstate the Bruxner Way as a State Highway.</p> <p>Advocacy for grant funding up to October 2018 included:</p> <ol style="list-style-type: none"> 1. Growing Local Economies- Boonoo Boonoo River bridge replacement - \$2.919M (2 lane concrete) 2. Growing Local Economies- Beaury Ck bridge replacement - \$1.6M (1 lane concrete) 3. Growing Local Economies- Emu Ck bridge replacement - \$2.18M (1 lane concrete) 4. Fixing Country Roads - Interim timber bridge replacement solutions for Council's timber bridge inventory - \$3.18M. This is to provide interim solutions to allow the lifting of load limits (Note: the Benefit Cost Ratio is 12.9, which is very high). 5. Fixing Country Roads - timber bridge testing and inspections over the next 2 years - \$291K 6. Fixing Country Roads - Boonoo Boonoo River bridge replacement - \$2.919M 7. Fixing Country Roads - Beaury Ck bridge replacement - \$1.6M 8. Fixing Country Roads - Emu Ck bridge replacement - \$2.18M

9. Fixing Country Roads - 2km upgrade of Sunnyside Platform Rd - \$3.39M.

On 22 October 2018 member councils of Local Government NSW voted unanimously to support Tenterfield Shire Council's motion to modify the process for infrastructure grants in favour of direct grants to councils using a similar formula to the Financial Assistance Grants (FAGs) that the Federal Government administer.

Council received advice in late January 2019 and early February 2019 that all three (3) grant applications for Emu, Boonoo Boonoo and Beaury Creek bridges were successful – 100% funded. Council will receive \$2,919,000 and \$1,820,000 for Emu and Boonoo Boonoo Creek Bridges under the State Government's Fixing Country Roads Program and \$1,590,000 under the State Government's Growing Local Economies Program.

Council received a further \$2,770,000 from the State Government's Fixing Country Roads Program for repair (versus new) to 16 other bridges. \$2,636,000 will be spent on the 'Interim Solutions' to lift the 16 load limits recently placed on some of our timber bridges and \$134,000 will contribute towards the cost to structurally assess the remaining timber bridges.

Council received \$1,000,000 in January 2019 from the Federal Government's Drought Communities Fund. \$850,000 of this money will go towards timber bridges, the remainder for social benefits; Tenterfield Show, Rodeo, potable water supply and community (mental health) fun days.

Council received a grant of \$200,000 from the State Government – Emergency Preparedness - to make building alterations and improve emergency communication channels by creating a Local Emergency Operations Control Centre in Tenterfield.

On 8 March 2019 Council received advice from the Hon. Thomas George, Member for Lismore, we were successful in gaining \$6,975,000 towards the construction of a new Water Filtration Plant.

During April 2019 council was informed that the Roads to Recovery allocation was being raised \$1,000,000. This is great news.

During April 2019 council was informed that we were successful in a grant application for \$779,000 for assisting to manage noxious weeds.

	<p>During June 2019 Council sought emergency funding to the value of \$3.2 million for the investigation and physical works to supplement the Tenterfield Dam water (bores). On 11 June 2019, the Hon. Melinda Pavey, Minister for Water, contacted council to confirm an initial \$373,000 towards the project.</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>Liased with Member for Lismore, the Hon. Janelle Saffin MP, to raise concerns in Parliament as to the potential outcome and time taking for the Government to commit to their election promise with transferring the status of the Bruxner Way back to highway status.</p> <p>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. 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.) 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>Advocate on behalf of the community for improved service levels across the Shires transport network.</p>	<p>May 2020 saw an increased volume of news and notices in 'Your Local News' during the COVID 19 restrictions.</p> <p>Council continued to contact Transport for NSW seeking additional consultation to update the community and Council on progress of the Tenterfield Heavy Vehicle Bypass. 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 undertaken in this financial year have seen 4.5km of the Mount Lindesay Road sealed and reconstruction of 13km of Tooloom Road.</p> <p>Due to the safety of motorists the existing alignment of the Bruxner Way has recently been substantially improved by council, which somewhat negates the need to realign the Bruxner Way.</p>

	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.
Mayor, Councillor and Committee support	<p>Council's relationship with media is healthy. Council regularly meets and discusses issues with local media representatives.</p> <p>Each month of 2018/2019, at the Council Meeting, two Managers presented their Section's Monthly Operational Report. This was great in assisting Councillors to understand who does what and gives Councillors the opportunity to ask questions. It also allows staff the opportunity to see different perspectives.</p> <p>The digitisation of administrative tasks, such as customer service requests, timesheets etc. has been progressing despite the added challenges due to COVID-19 during 2020 and 2021. The real risks associated with COVID-19 management caused considerable and ongoing change to most, if not all, of Council's business, with disruptions to supply chains and specialist labour caused by the Queensland border closures.</p> <p>2020 (independent) customer satisfaction survey indicated the 'Your Local News' brochure was still the preferred communication method by a factor of 8.7 times over social media platforms.</p>

Performance Measures

Description	Measure	Benchmark	Term Avg	Target
Councillor attendance at Council Meetings	%	80%	86%	90%
Implementation of the Delivery Program	%	80%	88%	85%

2. Organisational Leadership

Community Strategic Plan Links

Community Strategic Plan Goals	Community Strategic Plan Strategies
LEAD 13 Council recognises the diversity of the communities that make up the Tenterfield Shire Council Local Government Area.	13.2 Recognise and plan with stakeholder groups for the needs of our ageing population.
LEAD 14 Resources and advocacy of Council are aligned support the delivery of the community vision outlined in the Community Strategic Plan.	14.5 Council is a financially sustainable organisation, delivering value services to the community.
	14.6 Council continually reviews its service provision to ensure best possible outcomes for the community.

4 Year Delivery Program	Outcomes
DP2.01) Collaborate and deliver resources with other organisations to ensure a variety of cost-effective services across the service area.	<p>A sustainable outcome is being hampered by the quantum of successful cost shifting by the State. The Emergency Services Levy increase alone in 2021 is more than the rate cap increase to general rates. Council has written to the Local Government NSW (our association) to commend advocacy in this regard.</p> <p>Worked with Border Regional Organisation of Councils, New England Joint Organisation and Southern Downs Regional Council to cooperate in service provision. Met SDRC 12/6/20 to discuss shared strategic waste management initiatives. Working with Moree Plains, Gwydir, and Inverell Shire Councils to submit a joint application to the Regional Road Transfer and NSW Road Classification Review Taskforce to give the responsibility of the Bruxner Way back to the State.</p> <p>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.</p>

<p>DP2.02) Deliver continuous improvements in Council's business, processes and systems.</p>	<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); • FlexiPurchase – Corporate Credit Card Manager <p>The NSW Government provided \$50,000 funding to assist Council with the transition to the NSW Government's Planning Portal by 1st July 2021. A kiosk arrangement including screens and scanner for use by the public has been installed in the foyer of the main administration building.</p>
<p>DP2.03) Deliver and facilitate leadership in strategic planning and implementation.</p>	<p>Community engagement sessions as well as community committee framework saw an improvement in engaging with the residents. Streamlining section 355 committees in 2017 has seen a focus on areas of importance to the community, including support for youth, engagement with the disability sector and indigenous communities.</p> <p>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-19.</p>

Performance Measures

Description	Measure	Benchmark	Term Avg	Target
Compliance with all legislative requirements.	%	100%	99.9%	100%
Audit and Risk Plan completed.	%	80%	80%	90%

3. Community Development

3. Community Development

Community Strategic Plan Links

Community Strategic Plan Goals	Community Strategic Plan Strategies
COMM 1 Tenterfield Shire is a vibrant, welcoming and safe community.	1.2 Continue to strengthen community safety and crime prevention partnerships with Police, licensees, businesses, regulatory and other agencies. 1.3 Develop major cultural and community events and festivals in partnership with the community and other stakeholders.
COMM 3 Our range of services and facilities support accessibility for all in our community.	3.2 Facilitate improved access to shops and facilities in the main street for people with a disability. 3.4 Lobby government to maintain and improve community and public transport services and infrastructure particularly to provide access to services not available in our Shire. 3.5 Partner, action and promote Council's Disability Inclusion Action Plan.
COMM 4 The community is welcoming, friendly, and inclusive where diverse backgrounds are respected and celebrated.	4.2 Partnerships with local Aboriginal communities are strengthened and supported.
COMM 5 The community learns and grows together and fosters an involved community and creative environment.	5.1 Promote and recognise the work of volunteers within the community.
ECON 7 Tourism is valued, promoted and tourists are welcomed for the positive contribution they make to the community and economy.	7.2 Identify partnership opportunities to facilitate major sporting, social and cultural events to provide us with an opportunity to get together.

4 Year Delivery Program	Outcomes
DP3.01) Engage with the community and develop partnerships with relevant organisations.	Tenterfield in Touch distributed weekly. Fire Recovery Health and Wellbeing sub-committee meetings attended. Weekly Seniors Festival meetings facilitated. Youth Week conducted in 2018 and 2019 with cancellations in 2020 and 2021 due to COVID-19 restrictions.

	<p>Community Engagement Strategy reviewed in 2019</p> <p>Developed and introduced My Community Directory in 2019, with local businesses and services listing in the directory.</p> <p>Community Safety and Crime Prevention partnerships continued. Established and maintained the Tenterfield Shire Liquor Accord, with representatives of the compliance agencies and hospitality venues.</p>
DP3.02) Maintain collaborative partnerships with the local Aboriginal communities.	Collaborative partnership with the Aboriginal Advisory Committee continued.
DP3.03) Support people with specific needs through appropriately identified services and advocacy.	Advocacy to support people with specific needs continued.
DP3.04) Engage with transport providers and the community to assess the transport needs of residents in the Shire.	Ongoing advocacy.
DP3.05) Develop and implement the Tenterfield Shire Council Disability Inclusion Action Plan with key partners.	Disability Inclusion Action Plan delivered and implemented.
DP3.06) Promote the needs of persons with a disability and Disability Inclusion Action Plan to stakeholders.	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.	Support provided in regard to a wide range of activities.
DP3.08) Encourage and support activities focusing on the wellbeing of our residents in Tenterfield Shire.	Community wellbeing activities are supported and promoted.

DP3.09) Enrich the community by supporting a variety of diverse cultural events and activities.	Ongoing positive partnerships with various community organisations. Emerging risks are considered, recognized and emerging opportunities are pro-actively targeted.

Performance Measures

Description	Measure	Benchmark	Term Avg	Target
Number of community activities supported.	#	3	1.5	4
Number of committee/community meetings.	#	5	5	15

4 Economic Growth and Tourism

Community Strategic Plan Links:

Community Strategic Plan Goals	Community Strategic Plan Strategies
COMM 4 The community is welcoming, friendly, and inclusive where diverse backgrounds are respected and celebrated.	4.3 The individual unique qualities and strong sense of local identity of Tenterfield Shire's towns and villages is respected, recognised and promoted.
ECON 6 Tenterfield Shires economic base is robust, growing and supports the creation of a variety of employment and business opportunities.	6.1 Implement tools to simplify development processes and encourage quality commercial, industrial and residential development.
	6.2 Lobby for a range of affordable transport options to allow movement of people and services within, and to and from the Shire.
ECON 7 Tourism is valued, promoted and tourists are welcomed for the positive contribution they make to the community and economy.	7.1 Partner with neighbouring Councils , industry stakeholders, State and Federal Government departments to effectively market the diverse tourism opportunities available within the New England region and south east Queensland.
	7.3 Seek partnerships with and support local business and tourism stakeholders to provide new and upgraded infrastructure for events and tourism experiences.
	7.4 Provide visitors with information and tools to enjoy and access our local attractions and experiences.
ECON 8 Our existing businesses and industry are supported to reach their full potential and provide quality goods and services both locally and to a wider market.	8.2 Lobby and support government and local service providers to enhance communications infrastructure across the Tenterfield Shire Council area.
	8.3 Support businesses and industry to upskill and maximise utilisation of new technologies through telecommunications networks.

4 Year Delivery Program	Outcomes
Provide and facilitate future economic growth throughout the Shire.	Ongoing. Economic Development and Tourism actions continue to be implemented. Some actions delayed due to increased workload because of grant funding received without provision of additional human resources.
	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.

	<p>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.</p> <p>Regular communication with the Tenterfield Chamber of Tourism, Industry & Business (TCTIB). Information on business and training opportunities and available support was regularly provided to local tourism and business operators through email correspondence and the Tourism and Economic Development Newsletter.</p>
<p>Support business and industry to identify and implement emerging trends in technology to facilitate growth.</p>	<p>Upgrade works to mobile phone base station - Lot 7003 Plan DP 92653 - Mount Mackenzie Road Tenterfield - RFNSA No. 2372001 - 28 April 2021</p>
<p>Lobby for the improvement of telecommunications infrastructure throughout the Shire recognising internet connectivity as a significant barrier to all business activity.</p>	<p>Council staff continued to lobby for improved telecommunications across the Shire. Mobile 'phone towers were installed in Torrington, Liston and Drake.</p>
<p>Support agriculture as a significant industry in the Shire and promote initiatives that enhance the economic sustainability of agriculture.</p>	<p>Ongoing support of destination marketing campaigns and projects included:</p> <ul style="list-style-type: none"> • Autumn Campaign 2020 • Autumn Festival 2021 • Tourism Recovery Campaign 2020 • Spring Campaign 2020 • Summer Campaign 20/21 • Oracles of the Bush Festival annual event promotion • Peter Allen Festival 2018 and 2019 • Bavarian Festival support 2017 and 2019 • Climbed Bald Rock Certificates • Visit Tenterfield Social Media Promotion Cards • New England High Country Campaign 2020 • Regional and town map cartography

	<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>
Promote Tenterfield Shire as a tourism destination.	<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>
DP4.06) Plan and lobby for affordable transport options to encourage access to our Shire.	<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. 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>Collaboration with the New England High Country (NEHC) group continues through the development of the website, marketing campaigns, and visitor collateral.</p> <p>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>
DP4.07) Partner with our neighbours and stakeholders to deliver a diverse destination proposition for visitors.	<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>
DP4.08) Facilitate and participate in ongoing partnership activities with the New	<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>England High Country, Tenterfield Chamber of Tourism, Industry and Business.</p>	<p>Marketing activity places focus on promoting Tenterfield as a place to visit, live and invest.</p> <p>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>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>Peter Allen Festival successful application of \$15,000 Regional Tourism Bushfire Recovery funding granted to Council via applicant: Destination Network Country & Outback NSW for Peter Allen Festival. Originally granted for 2020 festival. Extension granted to 2021 due to COVID-19.</p>
<p>DP4.09) Promote the liveability of Tenterfield Shire as a place to live, work and play.</p>	<p>Additional information on Moving to Tenterfield has been incorporated into the Council Website. Additional information continues to be added on an ongoing basis.</p> <p>Tourism Recovery Campaign commenced early June 2020, following announcement that travel within NSW will be allowed from 1 June 2020. Recovery Campaign into QLD will commence mid-July 2020, following announcement of border reopening.</p>

Performance Measures

Description	Measure	Benchmark	Term Avg	Target
Number of Visitor Information Centre Visitors	#	18,995	14,722	19,000
Number of Business Events held in conjunction with TCTIB and Industry	#	3	1.5	4

5. Theatre and Museum Complex

Community Strategic Plan Links:

Community Strategic Plan Goals	Community Strategic Plan Strategies
COMM 1 Tenterfield Shire is a vibrant, welcoming and safe community.	1.1 Encourage families and young people to live, enjoy and stay in Tenterfield Shire.
COMM 2 Health and quality of life are supported by a wide range of recreation and leisure opportunities.	2.4 Enrich the cultural life of the community by supporting a variety of cultural events and activities for the community and visitors.
	2.5 Operate and maintain the Henry Parkes Centre as a cornerstone of our cultural landscape in the Tenterfield township.
COMM 5 The community learns and grows together and fosters an involved community and creative environment.	5.1 Promote and recognise the work of volunteers within the community.
	5.2 Provide opportunities for residents to enjoy access to arts, festivals, sporting activities, recreation, community and cultural activities.

4 Year Delivery Program	Outcomes
Sir Henry Parkes Memorial School of Art is provided by Council as a cultural hub of Tenterfield Shire.	<p>The Museum reopened on 1 July 2020, the cinema reopened on 31 July 2020 under our COVID-19 Safety Plan. Since reopening the SOA has been operating seven days a week with movies showing 5 days each week. During the past reporting period the school of Arts has maintained its operations seven days a week. Servicing the community with cinema, theatre and museum activities. Patronage to the facility has dropped considerably due to recent Covid19 outbreaks.</p> <p>COVID 19 Plan was updated, services NSW sign app operating, ongoing monitoring of all regulations from NSW government. During this reporting period the new assets of film and screens have been utilized to encourage patrons to access further stories on the museum artifacts enhancing the visitors experience in the museum.</p> <p>Regularly monitor current budget. 25% capacity as from 26 June 2021 allowed into the cinema.</p>
Enhance cultural diversity by encouraging cultural and artistic opportunities.	<p>Tenterfield Drama Group was reformed as Tenterfield Players Inc. in 2019 as part of their new direction for Tenterfield Dramatic training and performances.</p> <p>Regular meetings held with the Friends of the School of Arts and National Trust Representative. The latest COVID-19 outbreak in June 2021 has caused recent meetings to be cancelled/ postponed.</p>

<p>Enrich the cultural life of the community by supporting a variety of cultural events and activities for residents and visitors</p>	<ul style="list-style-type: none"> • Cinema numbers remain stable after consecutive pushbacks of quality film due to latest COVID-19 Outbreaks in Sydney/ NSW. • Winter Holiday break program youth Movie screenings booked for August after successful grant application • 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.
<p>Promote volunteer opportunities and manage volunteers at the Sir Henry Parkes Memorial School of Arts.</p>	<p>Continued ongoing promotion of volunteer opportunities – however volunteer recruitment and retention is challenging during uncertain times due to the pandemic.</p>
<p>DP5.05) Encourage activities for young people and families in Tenterfield Shire</p>	<p>Cinema program was ongoing with minimum 5 screenings per week. Tenterfield Cinema experienced some excellent years, with attendance well above the average. This is due to a strong cinema and theatre program, as well as good attendance from Queensland.</p> <p>Annual and one-off events at the Theatre during the Term included:</p> <ul style="list-style-type: none"> • Theatre Restaurants – Varied themes • Brass Band Concerts – Bavarian Music Festival & Beer Fest • Banjo – contemporary dance with Banjo’s poetry • Kaput – Children’s Theatre • Warwick Scotts College Highland Pipe Band Concert • Melbourne Comedy Festival • Beat of The Bush Festival • Cinderella Spinderella • Peter Allen Festival • Tenterfield Eisteddfod • Manhattan Film Festivals • Sir Henry Parkes Orations • Volunteer Xmas Parties <p>The Cinema, Theatre and Museum experienced multiple cancelations of events and tour groups from 23 March 2020 to early October 2021 due to COVID-19 restrictions and boarder closures. Reopening occurred</p>

	in June 2020, with closures again from June 2021 to early October 202. The Cinema, Theatre and Museum had a limited reopening from 11 October 2021.
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Performance Measures

Description	Measure	Benchmark	Term Avg	Target
Maintain and increase visitation to the Museum	#	3,000	2,172	3,400
Number of Theatre Productions held annually	#	5	2.5	7
Maintain and increase cinema income	\$	55,000	27,500	60,000

6. Library Services

Community Strategic Plan Links

Community Strategic Plan Goals	Community Strategic Plan Strategies
COMM 5 The community learns and grows together and fosters an involved community and creative environment.	5.3 Provide a library service that informs, educates, inspires and support lifelong learning providing a culturally rich environment.
ECON 6 Tenterfield Shire's economic base is robust, growing and supports the creation of a variety of employment and business opportunities.	6.4 Support, promote and participate in regional economic collaboration opportunities including planning, industry support and innovation.

4 Year Delivery Program	Outcomes
DP6.01) Provide ongoing delivery of broad range of library services that respond to community needs.	<p>Drake, Urbenville and Torrington Libraries serviced with monthly exchanges. Urbenville Library refurbished in 2019.</p> <p>The circumstances around the COVID-19 pandemic, including restrictions to opening hours and services, challenged Library staff. Services such as Click and Collect were established in 2020 and 2021 for residents to select items, which would then be available for collection from the Library without making contact with each other. This model was also used for the Home Library Service.</p>
DP6.02) Develop and maintain a range of community facilities that meet the diversity of community needs, interests, and aspirations.	<p>Regular community groups using the Tenterfield Library included the Tenterfield Family History Group, Book Club and the Knitting Group.</p> <p>Access for Community groups during 2020 and 2021 was restricted due to COVID-19 restrictions. Online access to resources was provided, supported and encouraged.</p> <p>The project to identify and record all Corporate art, artefacts, honour boards and memorabilia in the Library collection was delayed in 2020 and 2021 due to the work on Council's administration building and COVID-19 restrictions. Significant items in the Library building have been recorded. Significant items in the Theatre and Museum have been recorded in the School of Arts Collection and governed by Council's School of Arts Collection Policy.</p>

Performance Measures

Description	Measure	Benchmark	Term Avg	Target
Number of Registered Visits	#	20,005	15,000	20,100
Number of Items Borrowed	#	24,300	24,800	24,400

7. Workforce Development

Community Strategic Plan Links

Community Strategic Plan Goals	Community Strategic Plan Strategies
<p>LEAD 14 Resources and advocacy of Council are aligned to support the delivery of the community vision outlined in the Community Strategic Plan.</p>	<p>14.2 Council maintains sound safety and risk management practices to protect the community and our employees.</p> <p>14.3 Council is an employer of choice in the region, providing sound leadership and supported by a committed workforce.</p>

4 Year Delivery Program	Outcomes
<p>Provide an organisation-wide approach to the effective management of workplace health and wellbeing.</p>	<p>StateCover Mutual's WHS audit verified consistently that Council's actions continue to be positive and that our strong performance met our workplace safety objectives. Information sessions arranged with and delivered by WorkCover for all staff have heightened awareness and emphasised the importance of their continued safety vigilance to maintain Council's safety record and reduced workers' compensation premiums. Council consistently received discounts over the period, on annual insurance premiums as a result of the lower risk profile of the organisation.</p> <p>Consultation communication, and participation processes in line with legislative requirements. Wellbeing strategies were 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.</p> <p>Council engaged Daly & Ritchie Consulting to provide onsite customised counselling services for all staff and their immediate family members in 2019. There has been a significant uptake in support from the service during 2020 and 2021.</p> <p>Higher duties and recent Secondments continue to enhance employee recognition & incentive.</p> <p>Continuing to assess and evolve work practices and procedures in line with the changing COVID-19 environment and NSW health mandates.</p> <p>COVID-19 Vaccinations for staff were organised in September 2021.</p>

<p>Delivery of programs to grow and invest in our existing and emerging leaders and support a culture of high performance.</p>	<p>Regulatory training ongoing.</p> <p>Ongoing First Aid training has been conducted and completed by staff.</p> <p>Staff have been given the opportunity to act in higher duty and project roles from 2018 onwards, further enhancing their learning, leadership and career development.</p> <p>Annual Performance Reviews undertaken and actioned.</p> <p>Objective Leader leadership program introduced from 2020.</p> <p>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), with another to enroll in Certificate III in Civil Construction in August.</p>
<p>Manage the implementation of Council's Workforce Management Strategy.</p>	<p>The Voice Survey and Voice Task Force process commenced in 2018 and provided excellent reporting/results. A 360-degree feedback process was implemented to provide support data to the leadership and leadership programs on their effectiveness and individual approaches to cultural change, in the workplace.</p> <p>Discussions continuing with associated business unit Managers to ensure a continued focus on operational outcomes, required resourcing with strategic and financial alignment. Challenges were faced aligning some of our technical skill shortages with skill supply.</p> <p>Strategic workforce planning was, and still 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 was undertaken to ensure strategic alignment and best practice.</p> <p>While operational training expenditure remained in line with budgets, costs savings still had to be explored. State Government training subsidies were sourced and used whenever these were available.</p>
<p>Developing attraction and retention practices across Council.</p>	<p>Development of selection, recruitment and retention practices was implemented.</p> <p>Recruitment processes were reviewed and actions taken to meet these objectives.</p> <p>Pre-interview operator testing implemented. Additional identity and background checks introduced.</p>

<p>Deliver continuous improvements in Council's business, processes and systems</p>	<p>Council continued to ensure the health and safety of all workers and other people like visitors and volunteers via the implementation of embedded risk management principles in line with regulatory, health, State and Federal requirements.</p> <p>Developed and implemented Manual Handling Procedure in conjunction with State Cover WHS Action Plan, legislative requirements and AS/NZS 4801 and 4804 occupational health and safety management systems.</p> <p>WHS Tool box meetings and WHS general staff meetings were conducted as well as regulatory and high risk training consistently scheduled and conducted.</p> <p>Continued to assess and evolve work practices and procedures in line with the changing COVID-19 pandemic environment and NSW health orders and restrictions.</p> <p>A complete organisational review of Council's enterprise risks and classifications was completed leading to improved reporting and risk maturity.</p>
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Performance Measures

Description	Measure	Benchmark	Term Avg	Target
Lost time injury rate (per 100 employees)	%	<4%	2.94%	<3%
Training and Development investment	%	>0.7	0.7%	>1%

8. Emergency Services

4 Year Delivery Program	Outcomes
<p>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.</p>	<p>Council's Emergency Management Centre capability was delivered during the Term with grant funding from NSW Justice. This was used to plan and construct a multipurpose Emergency Management Centre as part of Council's project to refurbish the main administration building.</p> <p>Emergency Management Committee annually reviewed and updated aspects of Emergency Management Plans (EMPlans) including contact lists following bush fires in 2019.</p> <p>Local Emergency Management Committee activated in 2019 due to bushfires, and 2020 and 2021 due to COVID-19 environment.</p> <p>GIS effective upgraded of MapInfo, Synergysoft and GIS systems were completed, with new useful tools generated. Now carrying out Finance/IT responsibilities associated with asset management and Planning. Improvements introduced will support rural addressing, and accuracy of data for emergency services.</p> <p>COVID control measures were put in place in 2020 and 2021, which saw temporary closure of Council sites to the public, as well as limited access for staff. Work from home arrangements occurred throughout 2020 and 2021.</p> <p>Quarterly Service Level Agreement meetings held with NSW Rural Fire Service.</p>

Performance Measures

Description	Measure	Benchmark	Term Avg	Target
EMPLAN reviewed annually	#	1	1	1
LEMC Meetings	#	3	3	3

9. Finance and Technology

Community Strategic Plan Links:

Community Strategic Plan Goals	Community Strategic Plan Strategies
<p>LEAD 14 Resources and advocacy of Council are aligned support the delivery of the community vision outlined in the Community Strategic Plan.</p>	14.4 Council fosters a strong organisational culture which strives for best practice in all operations with a supportive corporate governance framework.
	14.5 Council is a financially sustainable organisation, delivering value services to the community.
	14.6 Council continually reviews its service provision to ensure best possible outcomes for the community.
	14.7 Council has in place and adheres to a robust asset management framework that ensures existing and future infrastructure is affordable, funded and maintained to service the existing community and future generations.

4 Year Delivery Program	Outcomes
<p>DP9.01) Ensure that information technology meets Councils operational requirements.</p>	<p>Some of the key activities that were undertaken in the Technology Space included:</p> <ul style="list-style-type: none"> • The completion of the Main Street Community Wi-Fi project, between High Street and Manners Street and Bruxner Park; it is also available at the Visitor Information Centre. • An upgrade to public Wi-Fi in the Library. • Deployment of a management agent and backups to the Treatment Plant computer. • New computers were made available for outdoor staff use at the Depot. • All staff were given access to Council email and intranet. • Additional security to the Office Wi-Fi system. • Additional backups to some of Council's systems. • Work completed in the server room, racking the new servers and UPS to maximize protection against mains power outages. <p>There have been several enhancements to Council's systems including Payroll, Bank Reconciliation, Records, Risk, Credit Card Management systems, Development Applications with others on the horizon including Asset Management.</p> <p>Council renegotiated the telephony system contract in May 2019 with Leading Edge Tamworth for the upgrade of Council's existing Mitel phone system with the latest Mitel technology. This upgrade was</p>

	<p>imperative to ensure Council upgraded from the current ISDN connection which was phased out of service in 2021.</p> <p>The new Asset Management System Implementation Group 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.</p>
DP9.02) Make prioritised decisions in the long-term interest of the broad community and have regard to financial and infrastructure sustainability.	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.	<p>Investments were managed within Council's Investment Policy guidelines.</p> <p>Council staff commenced using Power Budget in 2018 for managing their budgets and providing input into the Quarterly Budget Reviews. Graphs of operational and capital expenditure and income were reported on in the Monthly Operational Report by each section.</p>
DP9.05) Ensure compliance with regulatory and statutory requirements and that operations are supported by effective corporate management.	<p>Statutory requirements were met.</p> <p>Council lodged audited financial statements for 2017/2018, 2018/2019, 2019/2020 and 2020/2021 to the Office of Local Government by 30 November of each year.</p> <p>Several 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.</p>
DP9.06) Deliver continuous improvements in Council's business, processes and systems	Processes and systems were developed, managed and delivered in line with external reviews, investigations and findings.

Performance Measures:

Description	Measure	Benchmark	Term Avg	Target
Outstanding rates and annual charges (*2020/21)	%	10%	5.75%*	5%
Own Source Revenue (last 3 years)	%	>60%	36.89%	>50%

10. Corporate and Governance

Community Strategic Plan Links:

Community Strategic Plan Goals	Community Strategic Plan Strategies
LEAD 12 We are a well engaged community that is actively involved in decision making processes and informed about services and activities.	12.1 Council's decision-making processes are open, accountable, and based on sound integrated planning.
LEAD 14 Resources and advocacy of Council are aligned to support the delivery of the community vision outlined in the Community Strategic Plan.	14.1 Services to our community are provided in a professional, friendly and timely manner consistent with our corporate values.
	14.4 Council fosters a strong organisational culture which strives for best practice in all operations with a supportive corporate governance framework.

4 Year Delivery Program	Outcomes
Ensure that the performance of Council as an organisation complies with all statutory reporting guidelines and information is available to decision makers.	<p>Adopted Operational Plans for 2017/2018, 2018/2019, 2019/2020 and 2021/2022 were provided to Office of Local Government by 1 July each year.</p> <p>Adopted Annual reports for 2017/2018, 2018/2019, 2019/2020 and 2021/2022 were provided to Office of Local Government by 30 November each year.</p> <p>Public Interest Disclosure (PID) Reports submitted to NSW Ombudsman six monthly.</p> <p>Government Information (Public Access) reporting submitted to the Information and Privacy Commission.</p> <p>Audit & Risk Annual Calendar activities and Internal Audit Plan tasks delivered, including internal audits in:</p> <ul style="list-style-type: none"> • Recruitment Processes • Light Vehicles • Procurement Processes • IT and Cyber Security • Fraud Control <p>Delegations of authority updated for relevant staff during the period using the Local Government Legal Delegations Database.</p>

	Four Code of Conduct Investigation processes conducted during the Term, with one investigation of allegations being found.
Promote and support community involvement in Council decision making process.	Customer Satisfaction Surveys delivered in 2018 and 2020.
Deliver Customer Service and Business Services in the support of corporate outcomes.	Council introduced the CAMMS Strategy System in 2019, for Integrated Planning and Reporting, initially being used for Monthly Operational Reports. Use of the system was suspended in July 2019 due to cuts to contractor personnel. System is to be recommissioned for use from 1 December 2021.
Deliver continuous improvements in Council's business, processes and systems	<p>Council introduced the Tenterfield True Mobile Application in 2018 to provide a near to real-time information tool for residents and visitors.</p> <p>Council introduced the next generation Mitel telephone system in September 2019, following a 17% increase in customer traffic (in person and on the 'phone) in the previous three years.</p>
Deliver and facilitate leadership in strategic planning and implementation.	<p>Commenced and progressed Records Digitisation Program. Records were removed from Council's Archive Room to make way for the refurbishment of the main administration building. All paper records were scanned electronically, other than Property Files. Property Files were retained in hard copy and have been stored in a stand-alone facility.</p> <p>Council moved from Synergysoft Records to altus ECM, in June 2020, for electronic information management. Implementation and operation of altus ECM took time due to the developmental nature of the software.</p>

Performance Measures

Description	Measure	Benchmark	Term Avg	Target
Community Satisfaction Survey (biennial)	%	>70%	64%	>75%
Compliance with State Records Act	%	100%	100%	100%

11. Environmental Management

Community Strategic Plan Links

Community Strategic Plan Goals	Community Strategic Plan Strategies
ENVO 10 Environmental risks and impacts are strategically managed.	10.2 We partner with stakeholders and government to maintain healthy catchments and waterways in the Shire.
	10.3 The community is educated and informed of environmental and biodiversity issues through monitoring and reporting and Council partners with stakeholders to manage identified threats.

4 Year Delivery Program	Outcomes
Provide systems and processes to ensure compliance with legislation and standards.	<p>Regular patrols were carried out in Tenterfield Shire during the Term. Again, numerous people cautioned for walking dogs off lead along walking track in Tenterfield. New signs were installed for people walking dogs along walking tracks to clarify dogs must be on leads.</p> <p>Council Officers conducted regular parking patrols and regularly monitored parking availability in the main street and identified vehicles that were in breach of parking requirements.</p> <p>Letters sent and further follow up conducted for Unregistered dogs and cats. Owners who did not comply were subsequently issued with infringement notices.</p> <p>Council continued to sponsor annual de-sexing program with Tenterfield Veterinary Clinic.</p>
Provide community education program to encourage residents and visitors to reduce their impact on vegetation including the management of pests and weeds.	Weeds officer attended local agricultural shows, field days and included a weed of the month in the Council's Your Local News newsletter. Weed information and books were provided to landholders during inspections. High risk weed signs were installed roadside in high risk areas.
Provide systems and processes to manage excess vegetation to ensure	Where Council received complaints regarding overgrown unsightly lots, Notices were issued requiring the owner to undertake work to comply. Council officers worked with property owners to bring their properties into compliance.

land and premises are in a safe and/or healthy condition.	
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.	<p>Regular inspections were 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.</p> <p>High Risk Pathways and Waterways were inspected regularly for new weed incursions. High risk inspections were carried out on properties within the Tenterfield Local Government Area for priority weeds.</p>

Performance Measures

Description	Measure	Benchmark	Term Avg	Target
Number of private landholders assisted with pest management issues.	#	140	39	140
Number of noxious weeds targeted per annum.	#	30	22	30

12. Livestock Saleyards

Community Strategic Plan Links

Community Strategic Plan Goals	Community Strategic Plan Strategies
ECON 6 Tenterfield Shire's economic base is robust, growing and supports the creation of a variety of employment and business opportunities.	6.3 Develop Council business activities including commercial, industrial and residential land development.
ECON 8 Our existing businesses and industry are supported to reach their full potential and provide quality goods and services both locally and to a wider market.	8.1 Recognise agriculture as a significant industry in the Shire and encourage initiatives that enhance the economic sustainability of agriculture.

4 Year Delivery Program	Outcomes																				
Ensure safe, effective and efficient operation of the Saleyards.	<p>Saleyard Management Plan Adopted.</p> <p>Saleyard Committee Meetings attended and liaison undertaken with local livestock agents, buyers and stock carriers.</p> <p>Removed rock from selling and holding pens and installed WHS signage as part of saleyards upgrade.</p>																				
Provide a financially sustainable saleyard operation, attractive to local producers.	<table border="0"> <tr> <td>Financial Year</td> <td>2020/2021</td> <td>8,963</td> <td>Head</td> <td>- \$14,127,684.48</td> </tr> <tr> <td>Financial Year</td> <td>2019/2020</td> <td>9,247</td> <td>Head</td> <td>- \$8,441,858.64</td> </tr> <tr> <td>Financial Year</td> <td>2018/2019</td> <td>21,656</td> <td>Head</td> <td>- \$12,517,711.39</td> </tr> <tr> <td>Financial Year</td> <td>2017/2018</td> <td>19,027</td> <td>Head</td> <td>- \$15,984,517.65</td> </tr> </table> <p>Obtaining design and quotes for the installation of the Double Height loading ramp.</p> <p>Completion of the steel rail replacement of all holding pens that are used on a regular basis.</p> <p>Very low numbers of cattle being processed through the saleyards has had a major impact. Further reduction in throughput of stock and loss of income will determine as to whether the saleyards will remain viable.</p>	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	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																	

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Performance Measures

Description	Measure	Benchmark	Term Avg	Target
Number of stock sold per annum	#	20,000	14,723	22,000
Value of stock sold per annum	\$	\$21,336,467	\$12,767,942	\$21,560,000

13 Planning and Regulation

Community Strategic Plan Links

Community Strategic Plan Goals	Community Strategic Plan Strategies
COMM 1 Tenterfield Shire is a vibrant, welcoming and safe community.	1.4 Provide effective regulatory, compliance and enforcement services that keep our community safe.
COMM 3 Our range of services and facilities support accessibility for all in our community.	3.3 Recognise and plan for the needs of our ageing population.
COMM 4 The community is welcoming, friendly, and inclusive where diverse backgrounds are respected and celebrated.	4.1 Cultural heritage is recognised, protected and respected.
ECON 6 Tenterfield Shire's economic base is robust, growing and supports the creation of a variety of employment and business opportunities.	6.6 Council's statutory functions will properly and equitably be applied when determining applications with decisions provided efficiently and in accordance with statutory requirements and Council Planning policy.
ENVO 9 Our natural environment will be protected, enhanced and promoted for future generations.	9.1 Land use planning provisions support and promote sustainable land use and management in the Shire. 9.3 Town and village planning supports and enhances local place making principles and practice celebrating the diversity of our natural environment.
ENVO 10 Environmental risks and impacts are strategically managed.	10.1 Land use planning and management enhances and protects biodiversity and natural heritage.
TRSP 16 Our quality of life is enhanced by transport options to access services that are not available in our community and enable us to connect with people visiting and accessing the services we provide.	16.2 Ensure we can conveniently access parking near transport hubs and our town centre.

4 Year Delivery Program	Outcomes
Assess and process construction certificate applications in accordance with legislation and Building Code.	Free pre-lodgment and inspections were provided for planning, building and heritage matters.

	<p>From July 2018, all mandatory inspections are to be reported to the Building Professionals Board within 48 hours of being conducted.</p> <p>Assessment of Construction Certificates was undertaken in accordance with legislative requirements.</p>
Ensure that the community is provided with a high-quality built environment that meets the needs of our ageing population.	Ongoing application of provisions of LEP and DCP.
The development of plans and applications for development consider the demand and provision of parking.	Cross department communication continued.
Provision of advice and guidance on legislative compliance for the construction of dwellings and commercial/industrial buildings.	<p>Ongoing advice provided through email, phone and meetings where possible. Applications continue to be assessed and determined in accordance with legislation.</p> <p>Strong growth in new dwellings as reflected in monthly statistics.</p> <p>The NSW Government mandated from 1 July 2021, all planning applications including Development Applications (DA's) and Complying Development Certificates (CDC's) are to be electronically lodged online via the NSW Government Planning Portal. The process enables customers to lodge applications anytime using the online portal, meaning paper applications are no longer be accepted.</p>
Provide advice, planning and inspection that preserve and promotes the Shire's heritage.	<p>Heritage Advisor attended bi-monthly heritage committee meetings and on other occasions when required.</p> <p>Advice was provided to landowners via phone, email and site meetings where possible.</p> <p>Local Heritage Funding rounds were conducted annually.</p>
Identify, plan and enhance local environments in partnership with the community and stakeholders.	<p>Local Strategic Planning Statement adopted August 2020 and uploaded to NSW Planning Portal.</p> <p>Implementation of Council's Greenlight system and integration with NSW Planning Portal experienced delays in the go live phase. All development and planning applications must be lodged on line via the NSW Planning Portal.</p>

Performance Measures

Description	Measure	Benchmark	Term Avg	Target
Food premises inspections per annum	%	100%	100%	100%
Average processing time to issue a Development Assessment	Days	35	35	30

14. Buildings and Amenities

Community Strategic Plan Links

Community Strategic Plan Goals	Community Strategic Plan Strategies
COMM 4 The community is welcoming, friendly, and inclusive where diverse backgrounds are respected and celebrated.	4.4 Buildings are well designed, safe and accessible and the new is balanced with the old.
ENVO 9 Our natural environment will be protected, enhanced and promoted for future generations.	9.2 Our community is educated, encouraged and supported to implement waste minimisation strategies for all of our natural resources.

4 Year Delivery Program	Outcomes
DP14.01) Provide systems and processes to identify opportunities to reduce the energy consumption of Council owned buildings and amenities.	Being developed using the Building Condition and Assessment Report 2019 in collaboration with the Asset Manager.
DP14.02) Ensure that Council building and facilities meet the needs of users.	<p>Property Management Strategy to be formally developed. Tenterfield War Memorial Swimming Pool Strategic Management Plan developed. Maintenance upgrades continually progressed through grant projects. Clear position has been identified for future works.</p> <p>Business improvements continued to be monitored and developed. Potential risks and opportunities were limited.</p> <ul style="list-style-type: none"> • Public Amenities Buildings are complete • Emergency Operations Centre and Administration Building completed construction and staff now relocated. • Pioneer Cottage beautification now completed. Awaiting date from community to organise opening. • Memorial Hall nearing completion.

Performance Measures

Description	Measure	Benchmark	Term Avg	Target
Number of registered complaints about public toilets pa	#	<10	<10	<10
Accessible facilities comply with current standards	%	90	90	90
Community Satisfaction Survey - biennial project	%	70	70	>70

15. Parks, Gardens and Open Space

Community Strategic Plan Links

Community Strategic Plan Goals	Community Strategic Plan Strategies
COMM 1 Tenterfield Shire is a vibrant, welcoming and safe community.	1.5 Provide informative, vibrant and welcoming town entrances, centres and streets with places to meet that creatively reflect the diversity of our townships. 1.6 Our public spaces and places are designed to minimise risk to users and incorporate crime prevention by design practices in embellishments.
COMM 2 Health and quality of life are supported by a wide range of recreation and leisure opportunities.	2.1 Provide a wide range of high quality and well maintained active and passive recreation facilities. 2.2 Relevant community services, sporting facilities, open spaces and cultural infrastructure are maintained and improved. 2.6 Partner with health agencies and community organisations to promote healthy lifestyles and facilities supporting good health.
COMM 3 Our range of services and facilities support accessibility for all in our community.	3.1 Ensure that public places and spaces are clean and well maintained.

4 Year Delivery Program	Outcomes
Identify and pursue opportunities to increase usage of open spaces assets throughout the Shire.	Forms part of the (ongoing) agenda for all Parks and Garden Committee meetings. Successful grant funding for further upgrading projects within Tenterfield and villages. Possibility of online bookings for park functions in future however needs development. Park bookings being received for the start of sporting organizations within COVID-19 guidelines.
Identify and partner with local residents in the development and delivery of town and village beautification initiatives.	Near completion of the installation of new drip line irrigation in gardens in Rouse Street. Staff have been planting, pruning and mulching street trees, and maintenance to plants and gardens in Rouse street and gardens in some parks. Planting of 125 new street trees has been undertaken. Removal of dead trees, caused by drought and where a future fire hazard is possible, was undertaken using Bushfire Recovery Funding.

	Several Pin Oaks in Logan street have been removed due to aging problems. More Pin Oaks are still to be removed.
Deliver public spaces that are clean, well maintained and encourage usage by visitors and residents of Tenterfield Shire.	Continued 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 added to the cleanliness and appearance to the town. Fencing and shade structure at the Rotary park playground as part of SCC grant funding completed. 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 added to the Management Plan in readiness for adoption.
Development and implementation of township and village streetscape plans and policy.	Village Concept Designs developed, in consultation with village communities, and adopted by Council. Village Progress Associations received funding from several grants programs including Stronger Country Communities Fund and Bushfire Recovery Fund to assist with maintenance and projects around each village.
Identify suitable areas for the extension and embellishment of the current and future cycleway network.	Delivery of existing Pedestrian Access and Mobility Plan was reviewed. 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. Cricket nets in Shirley Park are completed with funding from Stronger Country Communities Fund Round 3. Lights were also installed at the new cricket nets.
Deliver, review and update Parks, Gardens and Open Space, Maintenance Programs across the Shire.	Niche wall, public toilets and storage shed at the cemetery completed, with landscaping to be done.

Performance Measures

Description	Measure	Benchmark	Term Avg	Target
Cost recovery percentage of expenditure funded by income	%	11	11	20
Total Use of ovals	Hours/pa	4,864	2,716	4,900

16. Swimming Complex

Community Strategic Plan Links

Community Strategic Plan Goals	Community Strategic Plan Strategies
COMM 2 Health and quality of life are supported by a wide range of recreation and leisure opportunities.	2.3 Sporting facilities are modern, provide choice and cater for the diverse needs of the community.

4 Year Delivery Program	Outcomes
Provision of an accessible, quality swimming and recreation facility which encourages participation.	<p>Tenterfield War Memorial Pool Strategic Management Plan developed and adopted by Council.</p> <p>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.</p> <p>Water testing conducted 4 times daily.</p> <p>Contracted staff hold relevant qualifications and contractor ensures correct staff to patronage ratios.</p>

Performance Measures

Description	Measure	Benchmark	Term Avg	Target
Swimming Centre attendance	Attendees	12,459	14,477	12,550
Net annual operating cost per visit per person	\$	8.17	11.05	8.17

17. Asset Management and Resourcing

Community Strategic Plan Links

Community Strategic Plan Goals	Community Strategic Plan Strategies
ECON 8 Our existing businesses and industry are supported to reach their full potential and provide quality goods and services both locally and to a wider market.	8.4 Maximise the accessibility of business and industrial operations to ensure the exchange of goods and services is supported by sustainable infrastructure.
TRSP 15 We have an effective interconnected transport system that is safe, efficient and affordable for us as a community.	15.1 We have a well-designed and functioning road network suitable for all users now and take into consideration future network consumption and demand.
	15.2 Tenterfield township and villages have pedestrian and cycle ways we can safely and conveniently walk or ride on, that connect us to our community facilities and homes.
	15.4 Ensure that developer Contribution Plans require appropriate contributions towards each developments taking into consideration holistic impact and consumption of infrastructure.
	15.6 Reduce the impact of traffic and improve pedestrian and cyclist safety, particularly around schools and town centres through traffic management design measures and diversions.

4 Year Delivery Program	Outcomes
Delivery of survey and design works for infrastructure services, including stormwater drainage, transport, and water and sewer infrastructure.	<p>Project delivery of projects is undertaken to industry standards. This is a current challenge given the significant increase in workloads against delivery time limits.</p> <p>Project delivery documents are being issued for projects adopted under the 2021/2022 works program that include assessing risks and opportunities on major projects.</p> <p>Asset replacement projects are scoped in line with the adopted annual budget. Opportunities are being gained through external grant funds to accelerate asset replacement where possible.</p>

Review and implement planning for footpaths and cycleway infrastructure that is safe for users and supports connectivity and active recreation in urban environments.	The Pedestrian Access Mobility Plan and the Bike Plans have been reviewed and adopted by Council.
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.	Drainage culvert structures are being assessed on individual specific site basis for works planning due to resourcing limitations. Several structures require maintenance or upgrading to improve efficiency of drains.
Asset Planning, Policy and Management provide strategic direction and information to Council enabling the sustainable management of its asset portfolio as a whole.	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 planned at the end of July 2021.
Risk Management embedded in our Asset Management Planning forms the basis for our intervention programs and our Asset Management practices.	Asset risks have been prepared for the Risk Management system. Increased workloads due to grant projects and staff resourcing limitations hinder inspection schedules.

Performance Measures

Description	Measure	Benchmark	Term Avg	Target
Annual Asset Condition Inspections completed per schedule	%	90%	90%	95%
Infrastructure Renewal Ratio	%	100%	163%	100%

18. Commercial Works

Community Strategic Plan Links

Community Strategic Plan Goals	Community Strategic Plan Strategies
ECON 8 Our existing businesses and industry are supported to reach their full potential and provide quality goods and services both locally and to a wider market.	8.5 Ensure private civil works undertaken by Council on a full cost recovery basis providing value for money support for businesses and individuals seeking our services.

4 Year Delivery Program	Outcomes
Deliver Commercial Works in accordance with Council Policy.	Works were undertaken on demand, with scheduled work and operational priorities a consideration.
	Delivery of commercial work were scheduled with the aim to gain efficiencies alongside operational and capital projects.
	Works were delivered within projected estimates and quotations.

Performance Measures

Description	Measure	Benchmark	Term Avg	Target
Annual commercial operating surplus	\$	N/A	29,046	N/A
Annual Profit margin	%	10	18	15

19. Stormwater and Drainage

Community Strategic Plan Links

Community Strategic Plan Goals	Community Strategic Plan Strategies
ENVO 11 Secure, sustainable and environmentally sound infrastructure and services underpin Council service delivery.	11.1 A total water cycle management approach including water conservation and reuse is implemented.

4 Year Delivery Program	Outcomes
DP19.01) Stormwater and drainage infrastructure is provided, maintained and renewed.	Project scopes were prepared for storm water asset renewals for the 2021/22 financial year based on maintenance schedules, asset inspections and available funds.
	Project delivery was scheduled to gain efficiencies where possible, considering site risks and to seek opportunities to improve the performance of the asset.
	Asset replacement projects were in accordance with the adopted annual budget limitations.

Performance Measures

Description	Measure	Benchmark	Term Avg	Target
Number of incidents of public nuisance attributable to stormwater infrastructure per annum	#	3	3	2
Number of incidents of vehicular and pedestrian traffic interruptions	#	3	3	1

20. Transport Network

Community Strategic Plan Links:

Community Strategic Plan Goals	Community Strategic Plan Strategies
TRSP 15 We have an effective interconnected transport system that is safe, efficient and affordable for us as a community.	15.3 The management of Council's assets will be long term and focused on meeting the needs of the community now, and into the future. 15.7 Ensure Council's streets and public spaces are clean, well maintained and planned in partnership with the community.
TRSP 16 Our quality of life is enhanced by transport options to access services that are not available in our community and enable us to connect with people visiting and accessing the services we provide.	16.1 Provide advocacy and advice on transport issues to stakeholder groups and government.

4 Year Delivery Program	Outcomes
Construction of Transport Infrastructure.	Capital projects were delivered with additional works funded through grant funding for road upgrading and timber bridge replacements.
Maintenance of transport infrastructure.	Transport assets, which are mainly roads, were maintained in accordance with the adopted annual budget.
Management of the transport infrastructure assets in response to changing community need.	A review of the Road Network Management Plan was undertaken.
	Project delivery was scheduled to gain efficiencies. Projects were undertaken utilizing internal teams and external contractors to deliver projects within grant funding requirements.
	Asset replacement projects were scoped in line with adopted annual budgets. Where external grant opportunities were available, successful grants assisted with the asset renewal program.

Performance Measures

Description	Measure	Benchmark	Term Avg	Target
Renewal expenditure on local roads	\$	2,934,669	5,780,835	3,298,000
Capital Projects Completed on Time	%	85	85	80

21. Plant, Fleet and Equipment

Community Strategic Plan Links

Community Strategic Plan Goals	Community Strategic Plan Strategies
<p>TRSP 15 We have an effective interconnected transport system that is safe, efficient and affordable for us as a community.</p>	<p>15.3 The management of Council's assets will be long term and focused on meeting the needs of the community now, and into the future.</p>

4 Year Delivery Program	Outcomes
<p>Maximise productivity of Council fleet and stores service.</p>	<p>Conducted annual equipment inspections Fire Extinguishers, First Aid Kits, Lifting Chains, Pressure Vessels, Safety Harness and Gas detectors and other confined space items.</p> <p>Work Health and Safety inspections were delayed during 2020 and 2021 due to COVID-19 restrictions. These recommenced in June 2020 and October 2021 following easing of restrictions.</p> <p>Completed review of Fleet Asset Management Plan, 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.</p> <p>WHS and environmental considerations are being prioritised for progression of the Depot Master Plan.</p> <p>An emulsion storage tank was installed, replacing the existing tank which has reached the end of its useful life.</p> <p>Fuel bowsers have recently been repaired and a report will be prepared addressing the future viability of the fuel storage tanks.</p> <p>The Fleet operational expenditure is off to a rock start, attributed mainly to a couple of major repairs in July. Utilisation has been impacted due to a wet start to the new financial year.</p>

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.

Performance Measures

Description	Measure	Benchmark	Term Avg	Target
Plant safety inspections complete within 14 days of them falling due.	%	90	95	100
Ratio of un-scheduled to scheduled maintenance.	#	<3.10	<3.10	<3.10

22. Waste Management

Community Strategic Plan Links

Community Strategic Plan Goals	Community Strategic Plan Strategies
ECON 6 Tenterfield Shires economic base is robust, growing and supports the creation of a variety of employment and business opportunities.	6.5 Land use planning strategies and policies enhance and support sustainable economic growth in the Tenterfield Shire.

4 Year Delivery Program	Outcomes
Investigate and implement strategies to reduce waste produced by households and industry across the Shire.	<p>Ongoing operations were delivered and strategies implemented in-line with the Waste Management Strategy, including:</p> <ul style="list-style-type: none"> • Development of Boonoo Boonoo Land fill cell. • Development of Torrington Waste Transfer Station. • Mega Muncher constructed. • Solar power installation at Drake, Liston and Legume Transfer Stations. • Where's Ya Bin community program. <p>Ongoing assessments and improvements to the business program ensuring risks were undertaken as priorities.</p>

Performance Measures

Description	Measure	Benchmark	Term Avg	Target
Compliance with EPA discharge licence for Waste Landfill Facilities.	%	100	100	100
Total waste diverted from landfill.	tons	500	740	570
Total waste collected per annum by weight.	tons	2,240	2,173 (estimated)	2,270

23. Water Supply

Community Strategic Plan Links

Community Strategic Plan Goals	Community Strategic Plan Strategies
COMM 1 Tenterfield Shire is a vibrant, welcoming and safe community.	1.4 Provide effective regulatory, compliance and enforcement services that keep our community safe.
ENVO 11 Secure, sustainable and environmentally sound infrastructure and services underpin Council service delivery.	11.2 Water is used carefully in Council’s buildings, parks, sporting grounds and daily operations.

4 Year Delivery Program	Outcomes
DP23.01) Ensure effective and efficient delivery of water services in accordance with existing service levels.	<p>Ongoing operations delivered and strategies implemented in-line with Water and Drought Management plans, including.</p> <ul style="list-style-type: none"> • Completion of the Tenterfield Dam Wall Upgrade Project • Commencement of Tenterfield Water Treatment Plant Project • Installation of desalination unit. • Installation of bores. <p>Ongoing assessments and improvements to the reticulation and water systems were undertaken ensuring licence conditions were met and risks were managed.</p>
DP23.02) Implementation of Water Quality Assurance Framework in accordance with the Public Health Act.	Ongoing operations delivered and strategies implemented in-line with Water Service Strategic Plan as provided by NSW Office of Water Guidelines.

Performance Measures

Description	Measure	Benchmark	Term Avg	Target
Average annual residential water consumption	KL	190	161	185
Drinking water quality compliance with microbiological requirements	%	100	100	100

24. Sewerage Services

Community Strategic Plan Links

Community Strategic Plan Goals	Community Strategic Plan Strategies
ENVO 11 Secure, sustainable and environmentally sound infrastructure and services underpin Council service delivery.	11.3 Waste from our operations is managed to reduce the volume and take advantage of recycling opportunities available to us.
LEAD 14 Resources and advocacy of Council are aligned support the delivery of the community vision outlined in the Community Strategic Plan.	14.6 Council continually reviews its service provision to ensure best possible outcomes for the community.

4 Year Delivery Program	Outcomes
DP24.01) Provide effective and efficient delivery of sewerage services across to the townships of Tenterfield and Urbenville.	<p>Ongoing operations delivered and strategies implemented in-line with asset management strategy, including:</p> <ul style="list-style-type: none"> • Inspection, cleaning and relining of one kilometer of the sewer mains network annually. • Upgrading and construction of pump stations. • Commencement of manhole levelling program. • Installation of smart cover manholes at Molesworth Street. • Clifton Street Sewer Extension Project. <p>Ongoing assessments and improvements to the sewer system were undertaken to ensure licence risks were being managed.</p>
DP24.02) Ensure improvement of infrastructure in line with best practice water treatment guidelines and increased capacity for sewage treatment in service areas.	Review of network upgrades were conducted in accordance with demand and financial constraints.

Performance Measures

Description	Measure	Benchmark	Term Avg	Target
Compliance with EPA discharge licence for Waste Water Treatment Plants	%	100	100	100
Interruptions to service per annum	#	15	<10	<10