

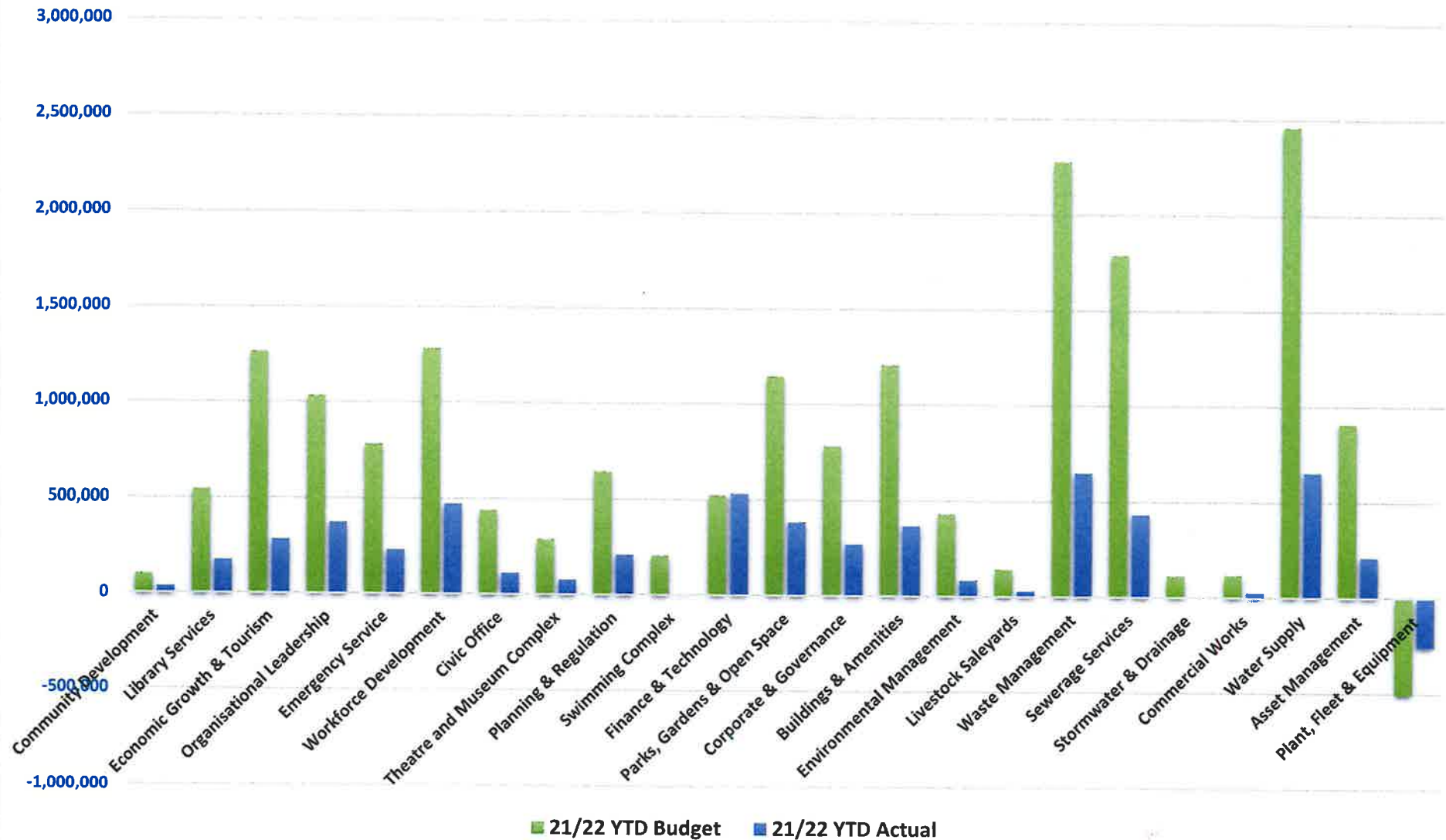
# Monthly Operational Report

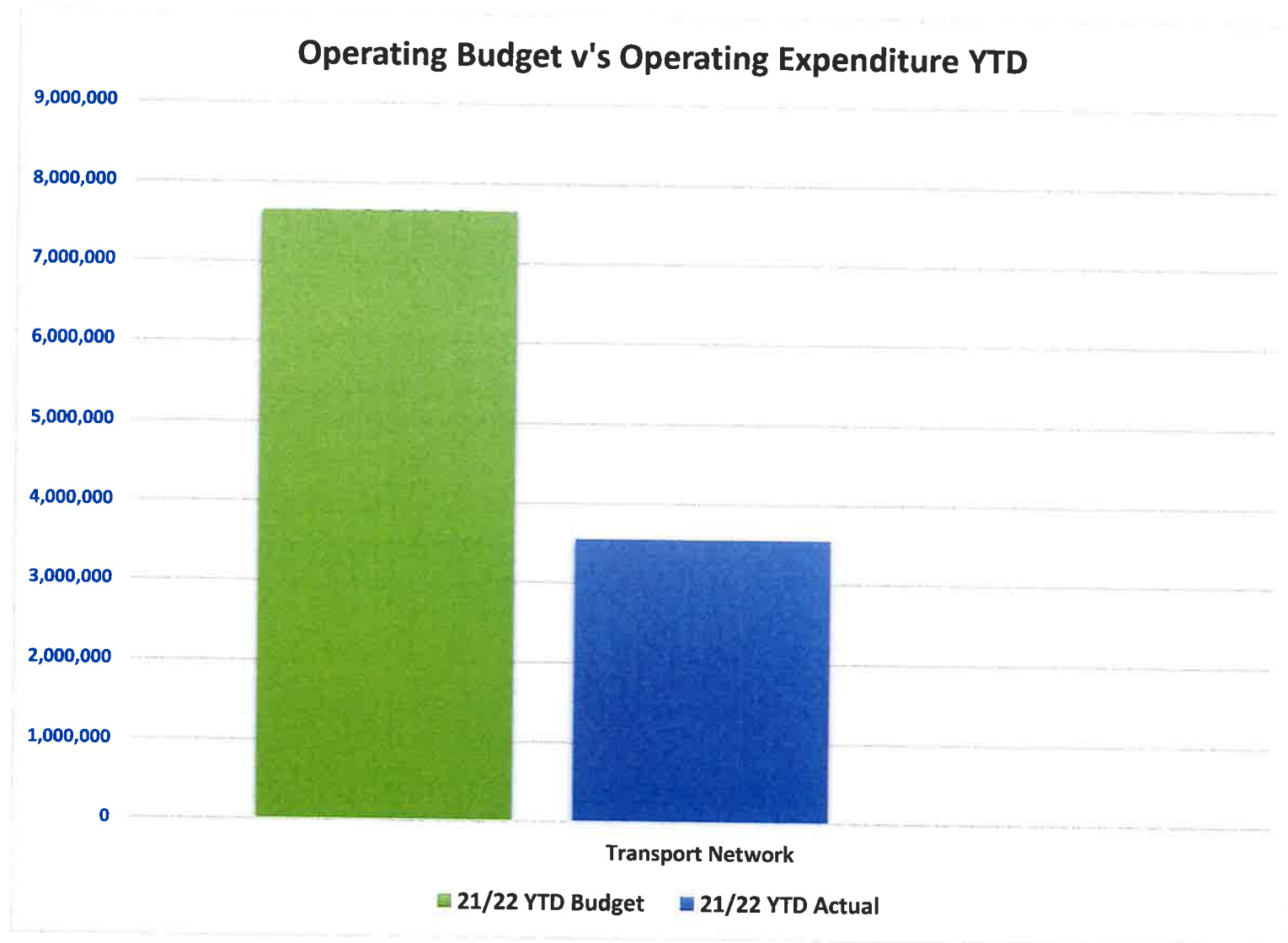
Tenterfield Shire Council November 2021



**TENTERFIELD**

## Operating Budget v's Operating Expenditure YTD





## 1. CIVIC OFFICE

### ACTION STATUS

100.00% (9)

ON TRACK



0.00% (0)

MONITOR



0.00% (0)

NEEDS WORK



0.00% (0)

NO TARGET







### ACTION PERFORMANCE





Actions reported on	9
At least 80% of action target achieved	9
Between 50% and 80% of action target achieved	0
Less than 50% of action target achieved	0
Actions with no target set	0




## ACTION SUMMARY

Business Unit: Civic Office								
Service Profile: Civic Office								
Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
1.2.7.1 Advocate for health services throughout the Region and ensure future government planning aligns with community needs.	Daryl Buckingham - Chief Executive	<p>We continue to monitor the Queensland border status during November 2021. 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 has participated in the Cross Boarder Covid 19 response weekly meetings for the past 6 months. The forum provides a greater understanding of emerging health orders and their application in addition in both Council and community responses and advocacy achievements.</p>	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
4.1.1.1 Continue to develop the professional relationship between Council's elected body and Council's operational organisation.	Daryl Buckingham - Chief Executive	<p>Re-election (uncontested) of Mayor Peter Petty and Deputy Mayor Greg Sauer for the period to Councillor Elections in 2021. Arrangements made to support the upcoming general Local Government Election, including organisation of polling places and liaison with returning officer in preparation for the election. Preparation has been made for the induction activities for elected members following the declaration and will be undertaken in part by LGNSW.</p>	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
4.1.1.2 Ongoing through publication of fortnightly Your Local News, regular media releases and publications.	Daryl Buckingham - Chief Executive	Ongoing through publication of fortnightly Your Local News, regular media releases and publications with a one off larger edition format end of year newsletter planned for December.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK

Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
4.1.2.1 Influence and engender support from Federal and State Governments in relation to grants funding, advocacy and ongoing maintenance and improvement to social, economic and environmental fabric of the community.	Daryl Buckingham - Chief Executive	<p>Mayor Peter Petty attended the following meetings of the Country Mayors Association of NSW in Sydney, on Friday 5 November 2021.</p> <ul style="list-style-type: none"> <li>• Annual General Meeting</li> <li>• General Meeting</li> </ul> <p>Highlights of the meetings are reported by Mayor Peter Petty as follows:-</p> <p>Drafted a MOU with LGNSW as a go forward to be adopted at the AGM in March 2022.</p> <p>Grant Barnes, Chief Regulatory Officer, Natural Resources Access Regulator, Department of Planning, Industry and Environment – Change in the NSW Act because of the difficult time Tenterfield was going through in searching for underground water and getting approval while very close to running out of water, which is referred to as the Tenterfield Act.</p> <p>Over 100 front line workers now employed by Natural Resources Access Regulator.</p> <p>Far more Councils have affiliated with NSW Country Mayors, which makes 70 odd Local Government Areas, a very strong lobby group.</p>	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK

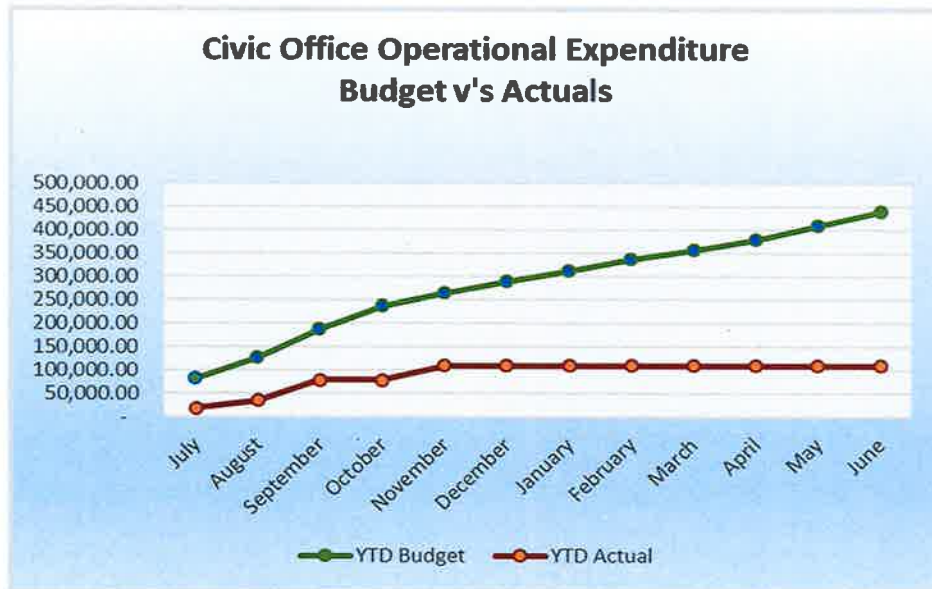
Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
4.1.3.1 Deliver business improvements, recognising emerging risks and opportunities.	Daryl Buckingham - Chief Executive	<p>The digitisation of administrative tasks, such as customer service requests, timesheets etc. has been progressing despite the added challenges due to COVID. This will continue to be developed as we undertake the IPR Consultation and build a refreshed corporate reporting framework to meet the legislative requirements and reduce staff production time.</p> <p>The real risks associated with COVID management have caused considerable and ongoing change to many, if not all, of council's business. The latest being disruption to supply chains and specialist contracts due to the border closure. To date the extra risks have been able to be mitigated, however we are expecting a higher level of cyber risk as operations are digitised.</p>	In Progress	23/11/21	30/06/22	80.00	100.00	 <small>ON TRACK</small>
4.1.3.2 Manage the Civic Service of Council in a financially responsible manner in line with budget allocations.	Daryl Buckingham - Chief Executive	<p>Council's depreciation costs have increased substantially over the past few years as new infrastructure has been built on the back of a significant increase in grant funds, and other costs have increased or revenue decreased too as a result of drought and fires. The rate peg and cost shifting from the State to Councils has also had an impact on Council's bottom line.</p>	In Progress	23/11/21	30/06/22	80.00	100.00	 <small>ON TRACK</small>



Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
4.1.3.3 Guide the decisions of the community to align with the Local Government Act and the Office of Local Government.	Daryl Buckingham - Chief Executive	Sessions are being arranged to seek initial input into the review of IPR documents, and most evident the Community Strategic Plan with Tenterfield and Villages in person feedback sessions being scheduled for January to form the documents and a review of data late in February. In addition surveys and information will be collected via an online survey distributed in December through January. The timing is not ideal, however the postponement of the election due to Covid and ongoing interrupted planning for the sessions will see this as the main focus in the new year.	In Progress	30/11/21	30/06/22	80.00	100.00	 ON TRACK
4.2.1.1 Advocate for continuing development of grant opportunities at the Federal and State levels.	Daryl Buckingham - Chief Executive	Council is still waiting for the outcome of the Stronger Country Communities Round 4 grant announcement. As we focus on the draft of the next Long Term Financial Plan and the associated cash flow management of current funding agreements, we are now not in a position to apply for future opportunities as we are unable to meet the requirements to manage any further success that will impact Councils general fund.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
5.2.1.1 Lobby State and Federal Governments for funding to: * Reconstruct and realign Bruxner Way from the New England Highway to Sunnyside Loop Road * Complete the Tenterfield bypass. * Upgrade the western segment of the Bruxner Way to Bruxner Highway * Seal the Mount Lindesay Road * Rehabilitate and upgrade Tooloom Road from Paddy's Flat Road to Mt Lindesay Road.	Daryl Buckingham - Chief Executive	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 and staff are completing the application process for submission.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK



## 1. Civic Office



COA	21/22 QBR 1 Budget	21/22 YTD Actuals November	21/22 Percentage Spent
Civic Office	438,755	100,845	22.98%
1. Operating Income	0	(9,063)	0.00%
2. Operating Expenditure	438,755	109,908	25.05%

## 2. ORGANISATION LEADERSHIP

### ACTION STATUS

100.00% (5)

ON TRACK



0.00% (0)

MONITOR



0.00% (0)

NEEDS WORK



0.00% (0)

NO TARGET








### ACTION PERFORMANCE



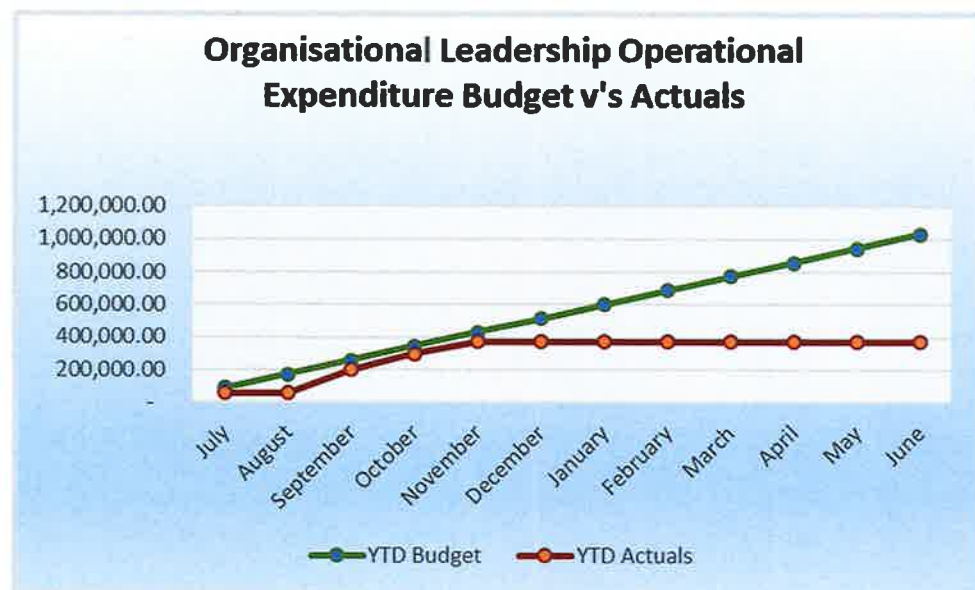
Actions reported on	5
At least 80% of action target achieved	5
Between 50% and 80% of action target achieved	0
Less than 50% of action target achieved	0
Actions with no target set	0

## ACTION SUMMARY

Business Unit: Organisation Leadership								
Service Profile: Organisation Leadership								
Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
4.2.2.1 Advocacy on issues of strategic importance to Council including submissions to various Government processes and participation in consultative opportunities.	Daryl Buckingham - Chief Executive	Community engagement always has room for improvement, largely dictated by how much money and staff time is available to support. The online engagement platform is being used to support the IPR process and will provide an multi layer approach in addition to the community forums proposed.	In Progress	30/11/21	30/06/22	80.00	100.00	 ON TRACK
4.3.5.1 Implement a long-term financial strategy pursuant to the community strategic planning legislation, with special emphasis of aligning the Long-Term Financial Plan with the Asset Management Plan.	Daryl Buckingham - Chief Executive	As we continue to try and maintain the level of service expected by the community addressing the recent flood damage to the road network we have once again we had to modify our work practices in light of ongoing requirements to fund the gaps in grant funding works completed to paid cycle. The continued response to local disaster events is also contributing to the demand for responses both to our community and government partners that is outside our current resources and continues to impact on response times and hamper savings initiatives. Staff will provide a report in future on a proposal to address the immediate legislative compliance issues associated with cash flow, however the quantum of funding needed to bridge the gap to sustainability.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK

Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
4.3.6.4 Guide the transformation of the Organisation culturally and technically from database to geospatially based management systems highlighting interconnectivity	Daryl Buckingham - Chief Executive	The most recent flooding event has provided the opportunity to review the data collection process and program used to identify and support Disaster Recovery Funding requirements. New equipment and training across the Infrastructure Team has streamlined the process with more accurate data and provides the opportunity to provide a geospatial platform to maximise the efficiency of repair work.	Completed	24/11/21	30/06/22	100.00	100.00	 ON TRACK
4.3.6.5 Deliver business improvements, recognising emerging risks and opportunities.	Daryl Buckingham - Chief Executive	NSW State Archives and Records has released a new Regulatory Framework for the State Records Act 1998 and Records Management Assessment Tool (RMAT). Staff are currently reviewing the business systems associated with the new Records management system (Altus Content). This process includes the implementation of the Records Management Assessment Tool which is an important component of the new Framework. It is a self-assessment tool which will assist Council to: <ul style="list-style-type: none"> <li>• Manage risk and plan for investments in improving your organisation's practices and processes in managing records, information and data</li> <li>• Understand the current performance of the records and information governance programs, and</li> <li>• Measure progress in capability and maturity in meeting requirements of the State Records Act 1998.</li> </ul>	In Progress	24/11/21	30/06/22	80.00	100.00	 ON TRACK
4.3.6.6 Manage the Organisational Leadership Service of Council in a financially responsible manner in line with budget allocations.	Daryl Buckingham - Chief Executive	Management is ongoing and within budget tolerance.	In Progress	25/11/21	30/06/22	80.00	100.00	 ON TRACK

## 2. Organisational Leadership



COA	21/22 QBR 1 Budget	21/22 YTD Actuals November	21/22 Percentage Spent
Organisation Leadership	1,030,747	373,144	36.20%
2. Operating Expenditure	1,030,747	373,144	36.20%

### 3. COMMUNITY DEVELOPMENT

#### ACTION STATUS

100.00% (12)

ON TRACK



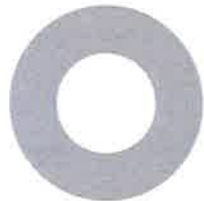
0.00% (0)

MONITOR



0.00% (0)

NEEDS WORK



0.00% (0)

NO TARGET



#### ACTION PERFORMANCE









Actions reported on	12
At least 80% of action target achieved	12
Between 50% and 80% of action target achieved	0
Less than 50% of action target achieved	0
Actions with no target set	0








## ACTION SUMMARY

## Business Unit: Community Development

## Service Profile: Community Development

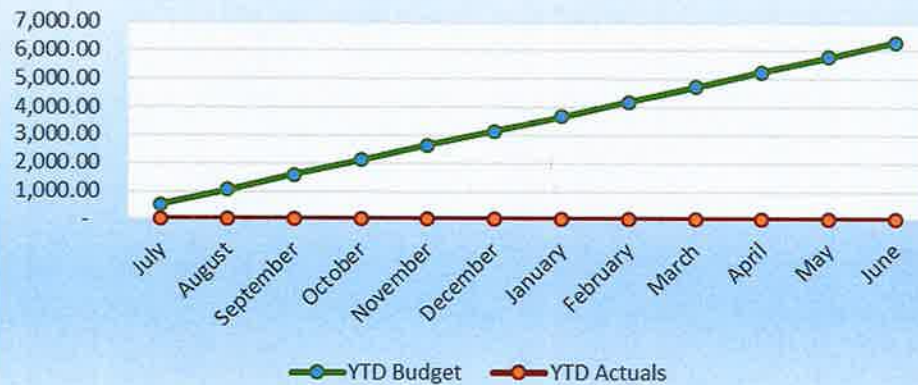
Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
1.1.1.2 Implementation of the Community Engagement Strategy.	Vacant - Manager Economic Development & Community Engagement	Community Engagement Strategy will be reviewed as part of IPR review. Existing Strategy used to develop consultation framework for CSP review and the future development of the Delivery Program in response.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
1.1.1.2.1 Support community safety and crime prevention partnerships.	Vacant - Manager Economic Development & Community Engagement	Liquor Accord Meeting held 16 November 2021. Meeting focused on emerging issues relating to licensing in the area and the impact and challenges presented by the Public Health Orders.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
1.1.1.2.2 Support community organisations, groups and events to provide a wide range of activities.	Vacant - Manager Economic Development & Community Engagement	Council was successful in securing 30K for Australia day celebrations and family fun day in 2022. Staff will arrange for the celebrations in addition to supporting community groups with emerging needs as staff levels permit.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
1.1.3.1 Maintain communication and relationships with various community organisations.	Daryl Buckingham - Chief Executive	Support provided to a variety of diverse events and activities across the year.	In Progress	24/11/21	30/06/22	80.00	100.00	 ON TRACK
1.1.3.2 Manage the Community Development Service of Council in a financially responsible manner in line with budget allocations.	Daryl Buckingham - Chief Executive	The Community Development service of Council is managed financially responsibly.	In Progress	24/11/21	30/06/22	80.00	100.00	 ON TRACK
1.1.3.3 Deliver business improvements, recognising emerging risks and opportunities.	Daryl Buckingham - Chief Executive	Emerging risks are considered, recognised and emerging opportunities are pro-actively targeted.	In Progress	25/11/21	30/06/22	80.00	100.00	 ON TRACK



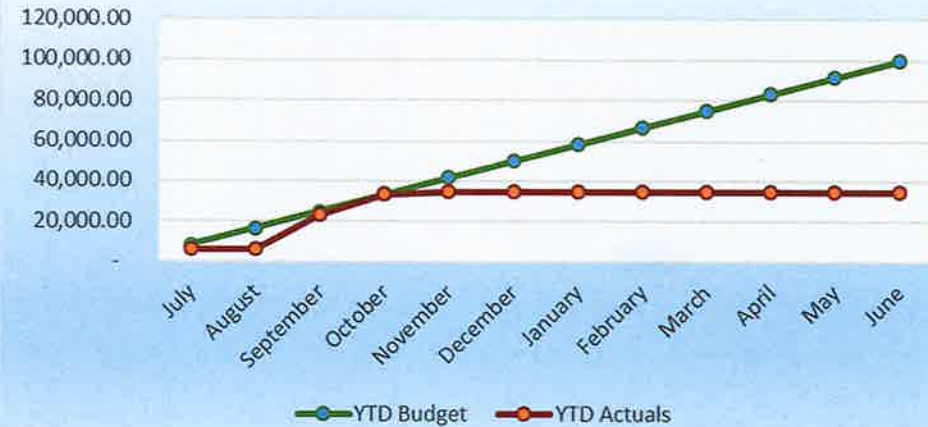
Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
1.2.6.2 Support facilities and activities to improve the physical and mental health of the community.	Vacant - Manager Economic Development & Community Engagement	New exercise equipment and enhanced amenity has been attributed to mental health wellness support over the past few weeks, with members of the Tenterfield township commenting favorably on the impacts of green space.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
1.3.2.1 Advocate for accessibility in partnership with community organisations.	Vacant - Manager Economic Development & Community Engagement	Nil report this month.	In Progress	01/07/21	30/06/22	80.00	0.00	 ON TRACK
1.3.4.1 Support accessibility for people in our Shire	Daryl Buckingham - Chief Executive	Ongoing implementation of the Accessibility Action Plan that is due for review in the new year to align with the updated CSP.	In Progress	30/11/21	30/06/22	80.00	100.00	 ON TRACK
1.3.5.1 Deliver the Disability Inclusion Action Plan in accordance with legislative guidelines.	Vacant - Manager Economic Development & Community Engagement	Disability Inclusion Action Plan delivered.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
2.2.2.1 Promote and support activities that highlight community wellbeing.	Vacant - Manager Economic Development & Community Engagement	Encouragement and support for activities focusing on wellbeing of our residents within our Shire continues.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
4.2.3.1 Partner with the Aboriginal Advisory Committee in the implementation of programs and activities that enhance the wellbeing of Aboriginal and Torres Strait Islander People in our Shire.	Vacant - Manager Economic Development & Community Engagement	Collaboration and partnership continues across many projects.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK

### 3. Community Development

**Community Development  
Operating Income Budget v's Actuals**



**Community Development  
Operating Expenditure Budget v's Actual**



COA	21/22 QBR 1 Budget	21/22 YTD Actuals November	21/22 Percentage Spent
Community Development	93,481	34,553	36.96%
1. Operating Income	(6,318)	0	0.00%
2. Operating Expenditure	99,799	34,553	34.62%

## 4. ECONOMIC GROWTH AND TOURISM

### ACTION STATUS

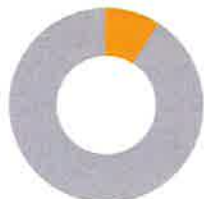
81.82% (9)

ON TRACK



9.09% (1)

MONITOR



9.09% (1)

NEEDS WORK



0.00% (0)

NO TARGET





### ACTION PERFORMANCE





Actions reported on	11
At least 80% of action target achieved	9
Between 50% and 80% of action target achieved	1
Less than 50% of action target achieved	1
Actions with no target set	0




## ACTION SUMMARY

Business Unit: Economic Growth & Tourism								
Service Profile: Economic Growth & Tourism								
Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
1.4.3.1 Deliver marketing activities and events to promote Tenterfield as a place to live, work and visit.	Vacant - Manager Economic Development & Community Engagement	Information on Moving to Tenterfield (live & invest) included in new Visitors Guide and on Council's website. Tenterfield Industrial Estate website remains live. Marketing Support – Events - Tenterfield Shire 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. Successful Grant Funding Application – Tenterfield Gravel n Granite – 21 August 2021 – Postponed until 12 March 2022 due to COVID-19.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
2.1.1.1 Implement the Economic Development Strategy, promoting growth and new development.	Vacant - Manager Economic Development & Community Engagement	Ongoing. Economic Development and Tourism actions continue to be implemented. Some actions delayed due to increased workload as a result of grant funding received without provision of additional human resources.	In Progress	01/07/21	30/06/22	60.00	100.00	 MONITOR

Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
2.1.1.2 Deliver Business improvements, recognising emerging risks and opportunities.	Vacant - Manager Economic Development & Community Engagement	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.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
2.1.1.3 Manage the Economic Growth and Tourism Service of Council in a financially responsible manner in line with Budget allocations.	Daryl Buckingham - Chief Executive	Ongoing monitoring of Council budgets. Project plans are developed in accordance with annual budgets.	In Progress	24/11/21	30/06/22	80.00	100.00	 ON TRACK
2.1.2.1 Advocate transport options for the community.	Vacant - Manager Economic Development & Community Engagement	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. Information on current transport options continues to be provided via the Visitor Information Centre and Visit Tenterfield website.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
2.2.1.1 Maintain partnerships with neighboring Councils and industry.	Vacant - Manager Economic Development & Community Engagement	New England High Country Collaboration with the New England High Country (NEHC) group continues through the development of the website, marketing campaigns, and visitor collateral. Tenterfield Chamber of Tourism, Business & Industry Strong relationship maintained with Tenterfield Chamber of Tourism, Business & Industry involving regular communication and updates. Visitor Information Centre liaised with chamber to arrange for relocation of all Peter Allen Festival merchandise from previous year's events.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK

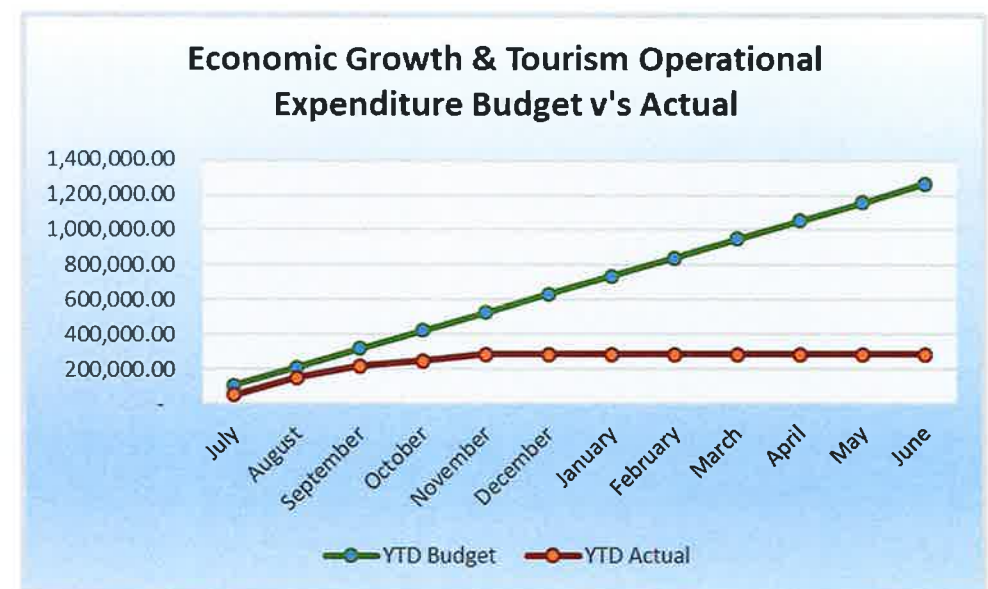
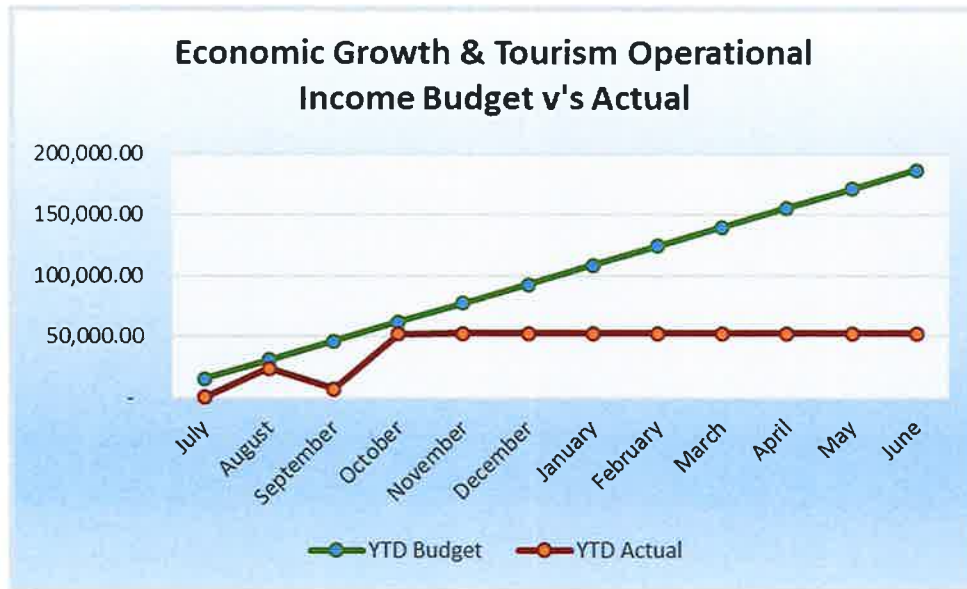
Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
2.2.3.1 Collaborate and liaise with State, regional and local organisations and businesses on marketing projects and promotions.	Vacant - Manager Economic Development & Community Engagement	Ongoing liaison 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.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
2.2.4.1 Development, management and delivery of Destination Marketing Plan and marketing campaigns and activities under Tenterfield Shire Council's Visit Tenterfield and the Tenterfield True tourism brand.	Vacant - Manager Economic Development & Community Engagement	Guiding strategic plan: Tenterfield Shire Council Destination Management Plan 2014-2017 Ongoing planning and implementation of destination marketing campaigns and projects. National Bushfire Recovery Grant Funded Projects Projects to be delivered by Tourism department by end June 2022 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. 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.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK



Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
2.3.1.4 Support local agricultural events and investigate an appropriate event that showcases the Tenterfield agricultural district and industries.	Vacant - Manager Economic Development & Community Engagement	2022 Tenterfield Show date: 4 & 5 February	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
2.3.2.1 Support future proposals for improved telecommunications infrastructure.	Daryl Buckingham - Chief Executive	Upgrade works to mobile phone base station - Lot 7003 Plan DP 92653 - Mount Mackenzie Road Tenterfield - RFNSA No. 2372001 - 28 April 2021 Council staff continue to lobby for improved telecommunications across the shire.	In Progress	23/11/21	30/06/22	80.00	100.00	 ON TRACK
2.3.3.1 Facilitate and support the delivery of business training, workshops and forums in conjunction with the Tenterfield Chamber of Tourism, Industry and Business.	Vacant - Manager Economic Development & Community Engagement	Regular communication with the Tenterfield Chamber of Tourism, Industry & Business (TCTIB). Information on business and training opportunities and available support is regularly provided to local tourism and business operators through email correspondence.	In Progress	01/07/21	30/06/22	40.00	100.00	 NEEDS WORK



## 4. Economic Growth and Tourism



COA	21/22 QBR 1 Budget	21/22 YTD Actuals November	21/22 Percentage Spent
<b>Economic Growth and Tourism</b>	<b>1,084,673</b>	<b>(820,409)</b>	<b>-75.64%</b>
1. Operating Income	(186,859)	(52,948)	28.34%
2. Operating Expenditure	1,264,673	283,276	22.40%
3. Capital Income	(2,070,000)	(1,095,000)	52.90%
4. Capital Expenditure	2,070,000	41,184	1.99%
4235004. PSLP - Tenterfield Youth Precinct & Mountain Bike Trailhead	1,750,000	6,184	0.35%
5400509. RTBR - Art Installations Tenterfield Creek	70,000	35,000	50.00%
5400510. LF027 Tenterfield Dam Recreational Precinct - Stage 1	250,000	0	0.00%
<b>6. Liabilities</b>	<b>6,859</b>	<b>3,078</b>	<b>44.88%</b>

## 5. THEATRE AND MUSEUM COMPLEX

### ACTION STATUS

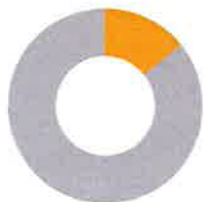
85.71% (6)

ON TRACK



14.29% (1)

MONITOR



0.00% (0)

NEEDS WORK



0.00% (0)

NO TARGET



### ACTION PERFORMANCE









Actions reported on	7
At least 80% of action target achieved	6
Between 50% and 80% of action target achieved	1
Less than 50% of action target achieved	0
Actions with no target set	0


## ACTION SUMMARY

### Business Unit: Theatre & Museum Complex

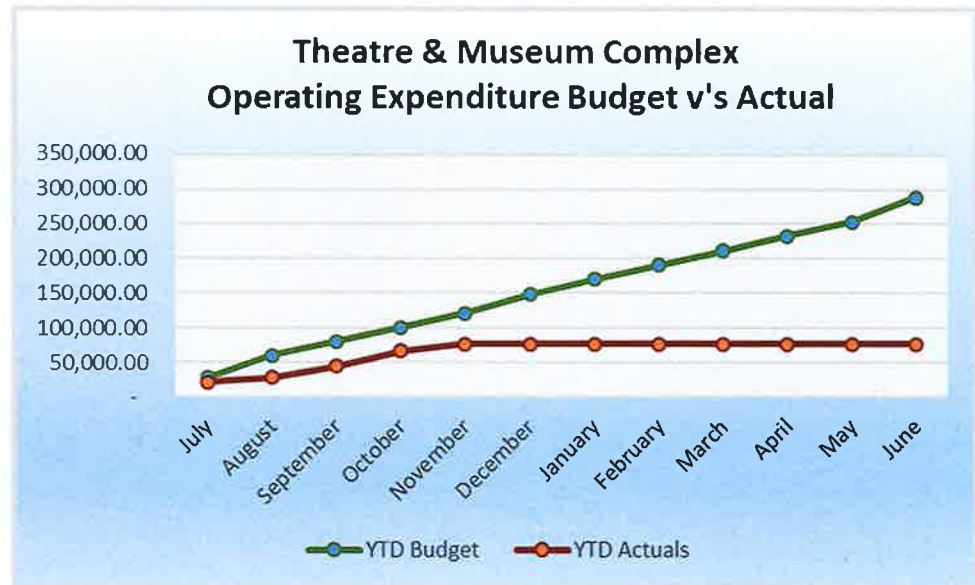
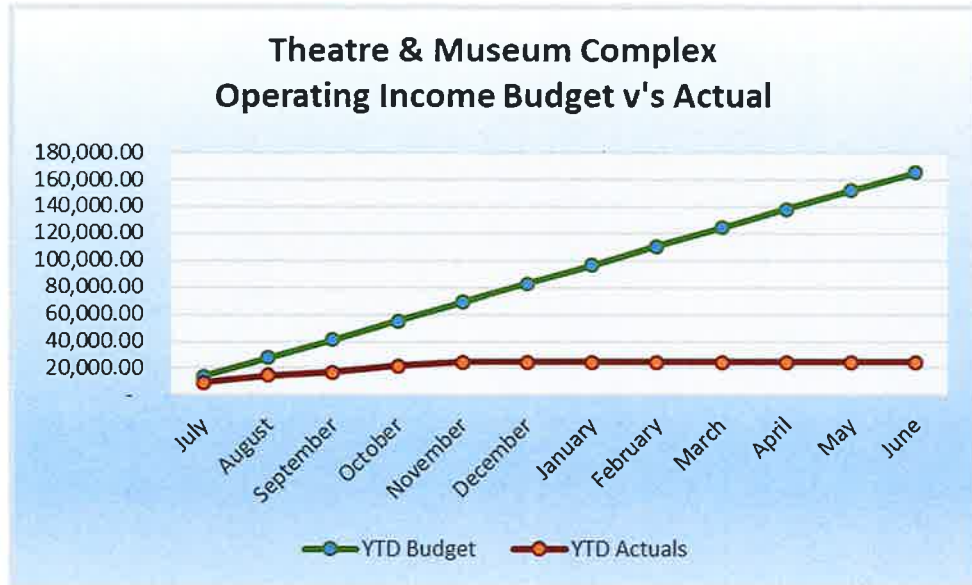
### Service Profile: Theatre & Museum Complex

Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
1.1.1.1 Development, management and delivery of a Cinema Program, theatre education and youth related programs.	Chris Halpin - Acting Manager Library Services	Pre-Christmas children's and all age's shows booked for 22nd December. Children's Puppet show booked for August 2022 High School drama program to commence in 2022 High School for Technical training workshops within the theatre for students and a production to be held in theatre Melbourne comedy Festival is due to return in May 2022. 100 years History of dance performance booked for June 2 2022.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
1.2.4.1 Marketing and promotion of the Sir Henry Parkes Memorial School of Arts Complex programs and activities facilitating cultural development opportunities for individuals and groups.	Chris Halpin - Acting Manager Library Services	Cinema numbers have been adversely affected by Covid restrictions, double vaccination and mask wearing. Dine and discover vouchers has ceased due to the closure of the Our Place wine & espresso bar, researching alternative to enable the program to continue. Promotion of the SOA activities occurs by social media, website, newsletters and programs. All social media will be centralised and managed by the communications team.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK

Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
1.2.5.1 Manage and operate all aspects of the Sir Henry Parkes Memorial School of Arts (Cinema, Theatre, and Museum).	Chris Halpin - Acting Manager Library Services	During the past reporting period the SOA has maintained its operations seven days a week, implementing the fully vaccinated check for all visitors with little to no adverse reactions to this Public health order against staff and Volunteers. Patronage during this time was minimally affected, in contrast to the general Covid restrictions such as mask wearing. The Theatre is planning for all future events to run as normal with our first production booked for March and further productions booked throughout the year.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
1.2.5.2 Deliver business improvements, recognising emerging risks and opportunities.	Chris Halpin - Acting Manager Library Services	Monitoring of all regulations from NSW government. Screens have been utilised to encourage patrons to access further stories on the museum artifacts enhancing the visitors experience in the museum.	In Progress	24/11/21	30/06/22	80.00	100.00	 ON TRACK
1.2.5.3 Manage the Theatre and Museum Complex in a financially responsible manner in line with budget allocations.	Chris Halpin - Acting Manager Library Services	The annual Budget is within limits for the financial year to November. Budgeting outlay to this point includes the purchase of industrial dishwasher for the Courtyard café due to failure of existing dishwasher. Further outlay to address leaks due to excessive rainfall.	In Progress	24/11/21	30/06/22	80.00	100.00	 ON TRACK
1.5.1.1 Provide volunteer training and upskilling in a safe and engaging work environment.	Chris Halpin - Acting Manager Library Services	Volunteer numbers have fallen due to vaccination requirements and other Covid restrictions. A volunteer drive in the new year is advised and is being investigated.	In Progress	01/07/21	30/06/22	60.00	100.00	 MONITOR

Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
1.5.2.1 Maintain a collaborative working relationship with National Trust Australia (NSW) and Friends of the School of Arts.	Chris Halpin - Acting Manager Library Services	Attended meeting of the friends of the School of Arts after Covid19 caused recent meetings to be cancelled/ postponed. Phone meeting held with president of the Tenterfield drama group to discuss the restart of local productions post Covid and the inclusion of Tenterfield high School in any further productions and meetings.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK

## 5. Theatre and Museum Complex



COA	21/22 QBR 1 Budget	21/22 YTD Actuals November	21/22 Percentage Spent
<b>Theatre &amp; Museum Complex</b>	<b>127,362</b>	<b>55,894</b>	<b>43.89%</b>
1. Operating Income	(165,679)	(24,606)	14.85%
2. Operating Expenditure	288,235	76,599	26.58%
4. Capital Expenditure	4,806	3,901	81.16%
5005512. Memorial School of Arts Air-Conditioning Project - Dept Planning & Environment EXP	3,306	3,560	107.68%
5005513. School of Arts - Computer Equipment	1,500	341	22.73%

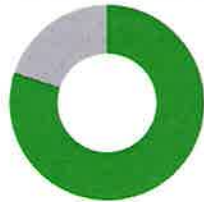


## 6. LIBRARY SERVICES

### ACTION STATUS

80.00% (4)

ON TRACK



20.00% (1)

MONITOR



0.00% (0)

NEEDS WORK



0.00% (0)

NO TARGET







### ACTION PERFORMANCE




Actions reported on	5
At least 80% of action target achieved	4
Between 50% and 80% of action target achieved	1
Less than 50% of action target achieved	0
Actions with no target set	0



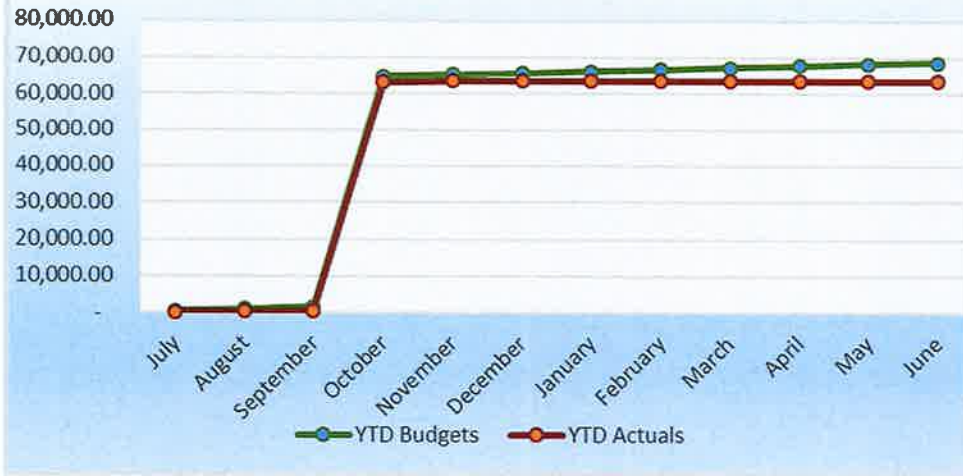
## ACTION SUMMARY

Business Unit: Library Services								
Service Profile: Library Services								
Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
1.5.3.1 Provide a relevant range of facilities and activities to support the physical and mental health of the community.	Chris Halpin - Acting Manager Library Services	In 2022 the Library will be introducing School holiday programming, three programs are planned for January. Two children's craft programs and an all ages Board gaming day. Children's Storytime will commence February 3 2022. Storytime will be held each Thursday at 10.30am during School term.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
1.5.3.2 Deliver business improvements, recognising emerging risks and opportunities	Chris Halpin - Acting Manager Library Services	Eight new public use computers have been installed for the residents and visitors of Tenterfield LGA. The funds for these computers was through the Local Priority Grant funding.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
1.5.3.3 Manage the Library Service of Council in a financially responsible manner in line with budget allocations.	Chris Halpin - Acting Manager Library Services	The Library budget is within budget limits with no major outlays at this time.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
2.1.4.1 Provide spaces and opportunities for individuals and small community groups to meet and access technology and resources.	Chris Halpin - Acting Manager Library Services	Due to the longevity of Covid all community groups are still assessing if and when they will return to the Library on a regular basis.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK

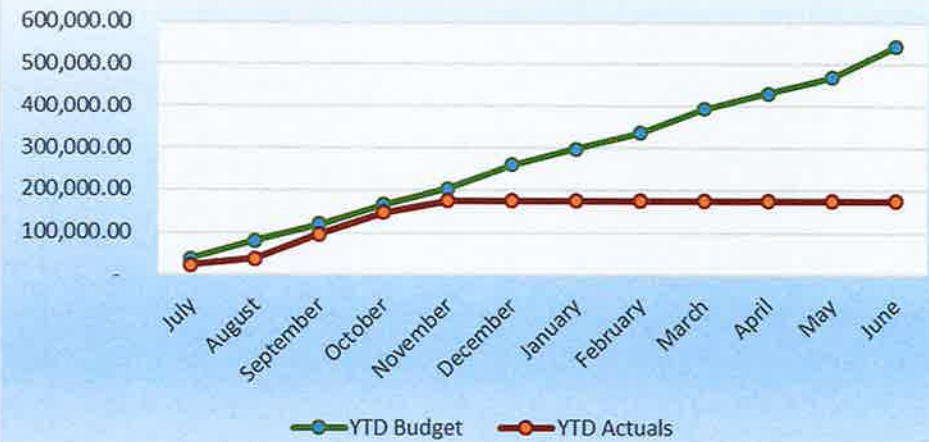
Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
2.1.4.2 Manage all corporate art, artefacts, honour boards and memorabilia (including audit and security).	Chris Halpin - Acting Manager Library Services	<p>The project to identify and record all items in this collection was delayed due to the work on Council's administration building, this will recommence in the new year.</p> <p>Mayoral photographs have been audited and the available photographs have been digitised. These photographs will be reframed and stored or displayed where deemed appropriate.</p> <p>Significant items in the Library building have been recorded.</p>	In Progress	01/07/21	30/06/22	60.00	100.00	 MONITOR

## 6. Library Services

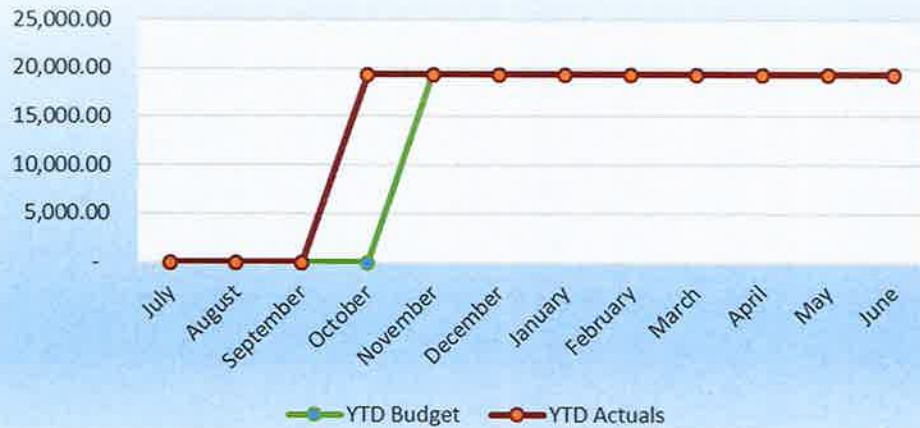
**Library Services Operational Income  
Budget v's Actual**



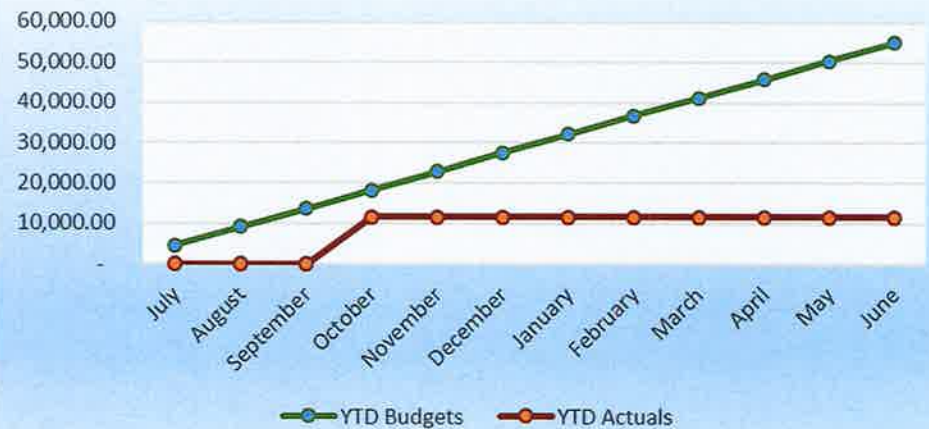
**Library Services Operational Expenditure  
Budget v's Actual**



**Library Services Capital Income  
Budget v's Actual**



**Library Services Capital Expenditure  
Budget v's Actual**



COA	21/22 QBR 1 Budget	21/22 YTD Actuals November	21/22 Percentage Spent
<b>Library Services</b>	<b>517,755</b>	<b>106,677</b>	<b>20.60%</b>
1. Operating Income	(68,692)	(63,514)	92.46%
2. Operating Expenditure	543,676	175,074	32.20%
3. Capital Income	(19,329)	(19,329)	100.00%
4. Capital Expenditure	55,100	11,629	21.11%
5000515. Local Priority Grant 2019/20	16,442	11,629	70.73%
5000520. Local Priority Grant 2020/21	19,329	0	0.00%
5000522. Local Priority Grant 2021/22	19,329	0	0.00%
<b>6. Liabilities</b>	<b>7,000</b>	<b>2,817</b>	<b>40.24%</b>

## 7. WORKFORCE DEVELOPMENT

### ACTION STATUS

100.00% (8)

ON TRACK



0.00% (0)

MONITOR



0.00% (0)

NEEDS WORK



0.00% (0)

NO TARGET






### ACTION PERFORMANCE






Actions reported on	8
At least 80% of action target achieved	8
Between 50% and 80% of action target achieved	0
Less than 50% of action target achieved	0
Actions with no target set	0



## ACTION SUMMARY

Business Unit: Workforce Development								
Service Profile: Workforce Development								
Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
4.3.2.1 Facilitate worker health and wellbeing consultation communication, and participation processes.	Wes Hoffman - Manager HR & Workforce Development	Consultation communication, and participation processes in line with legislative requirements. Staff have continued access to, and have been utilising onsite health and wellbeing counseling services. Communication and consultation with staff around COVID information, concerns and advice continues to be a high priority. COVID-19 Vaccinations rate for staff currently sits at 90.91% double and 9.09% not vaccinated.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
4.3.2.2 Develop, implement, monitor and review systems, processes and practices required for continual improvement, regulatory compliance and employee satisfaction.	Wes Hoffman - Manager HR & Workforce Development	Numerous Procedures and Protocols currently under development and or review. Continuing to assess and evolve work practices and procedures in line with the changing COVID environment and NSW health mandates and easing of restrictions. Statutory requirements are being met. Onsite mental health and wellbeing services engaged again for the next 12 months. 160 Days since the last lost time injury.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
4.3.3.1 Develop, manage and deliver the skills targeted training plan and opportunities for staff to excel.	Wes Hoffman - Manager HR & Workforce Development	Regulatory training ongoing. Manager annual performance reviews of been completed. Skills enhancement and career development training plans will be developed from this annual review data.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK

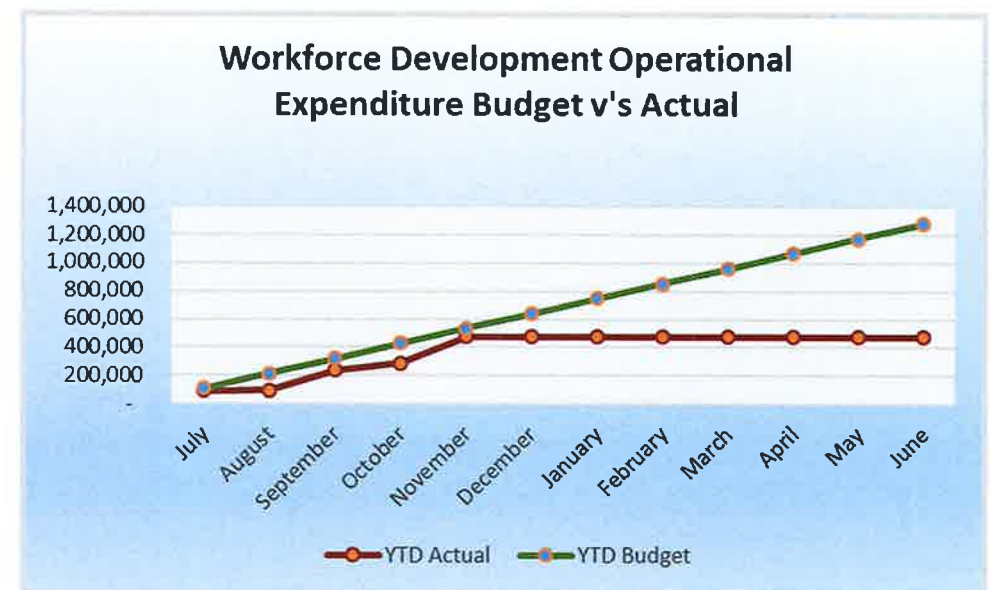
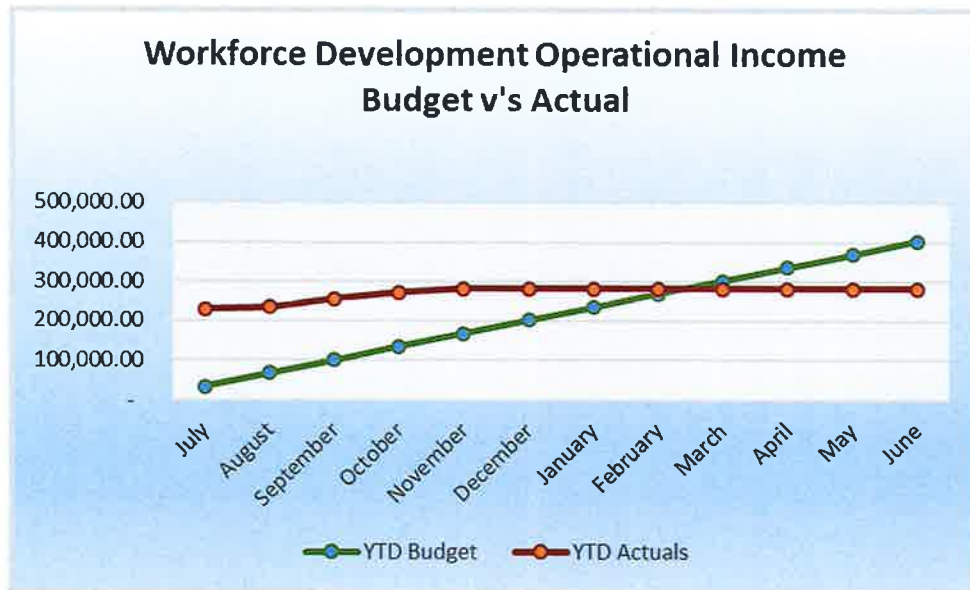


Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
4.3.3.2 Develop, manage and deliver the Workforce Management Strategy.	Wes Hoffman - Manager HR & Workforce Development	Discussions continuing with associated business unit Managers to ensure a continued focus on operational outcomes, required resourcing with strategic and financial alignment. Challenges are still being faced aligning some of our technical skill shortages with skill supply. Outsourcing of recruitment services has been implemented for selected positions to enable an efficient and cost effective approach to achieve a broader, larger skilled applicant pool.  Current FTE 112	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
4.3.3.3 Deliver business improvements, recognising emerging risks and opportunities.	Wes Hoffman - Manager HR & Workforce Development	Strategic workforce planning is a current focal point ensuring a deep understanding of the current and future states of our workforce. A review of HR processes, practices and framework is continuing to ensure strategic alignment and best practice.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
4.3.3.4 Manage the Workforce Development service of Council in a financially responsible manner in line with budget allocations.	Wes Hoffman - Manager HR & Workforce Development	Operational budgets in line with projected expenditure and costs savings still explored. Long service leave and personal leave being closely monitored, reviewed and forecast due to the higher than normal retirement attrition rate of long term staff.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK



Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
4.3.3.5 Develop, manage and deliver Employer of Choice recruitment and retention services.	Wes Hoffman - Manager HR & Workforce Development	Development of selection, recruitment and retention practices continues. Consultative committee engagement continues to enhance access to the ideas and views of employees. Staff are a valuable resource and continue to provide a multitude of skills and experience and as such that expertise and input benefits council's operations. Large recruitment drive for five (5) positions underway for the Civic Office.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
4.3.3.6 Manage and deliver Work Health and Safety and Risk Management Services.	Wes Hoffman - Manager HR & Workforce Development	Council so far as is reasonably practicable, continues to ensure the health and safety of all workers and other people like visitors and volunteers via the implementation of embedded risk management principles in line with regulatory, health, State and Federal requirements. Continuing to assess and evolve work practices and procedures in line with the changing COVID environment and NSW health mandates. Statutory requirements are being met.	In Progress	25/11/21	30/06/22	80.00	100.00	 ON TRACK

## 7. Workforce Development



COA	21/22 QBR 1 Budget	21/22 YTD Actuals November	21/22 Percentage Spent
Workforce Development	880,097	191,877	21.80%
1. Operating Income	(402,974)	(282,004)	69.98%
2. Operating Expenditure	1,283,071	473,881	36.93%

## 8. EMERGENCY SERVICES

### ACTION STATUS

100.00% (3)

ON TRACK



0.00% (0)

MONITOR



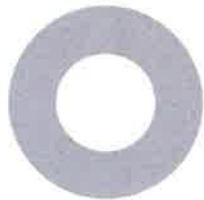
0.00% (0)

NEEDS WORK



0.00% (0)

NO TARGET






### ACTION PERFORMANCE



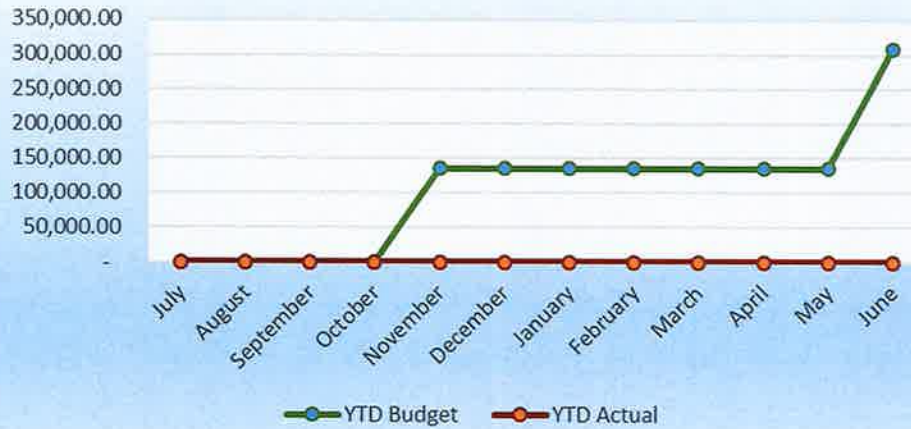
Actions reported on	3
At least 80% of action target achieved	3
Between 50% and 80% of action target achieved	0
Less than 50% of action target achieved	0
Actions with no target set	0

## ACTION SUMMARY

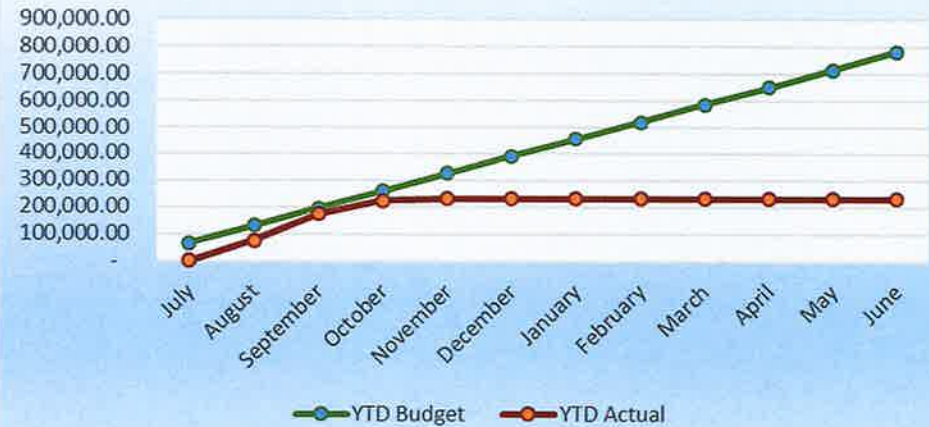
Business Unit: Emergency Services								
Service Profile: Emergency Services								
Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
3.2.4.1 Develop, manage and deliver Emergency Management functions and facilities.	Wes Hoffman - Manager HR & Workforce Development	Due to the current COVID environment the follow emergency committees are now active and attended; COVID LEMC, COVID REMC, COVID Health & Wellbeing sub Committee, LEMO working group and Vaccination Committee. Mingoola RFS Shed • Site has been stripped and levelled. • Water tanks delivered. • Power articulation commenced. • Erection expected Mid-January 2022	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
3.2.4.2 Deliver business improvements, recognising emerging risks and opportunities.	Wes Hoffman - Manager HR & Workforce Development	Community Recovery Officer working with community and relevant stakeholders with COVID and Bushfire recovery initiatives and support. \$90,000 Covid funding grant received to be expended from 1 July 2021 to 28 February 2022.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
3.2.4.3 Manage the Emergency Service of Council in a financially responsible manner in line with budget allocations.	Wes Hoffman - Manager HR & Workforce Development	Working with RFS with service level briefings. Operating within budget. Working with SES with service level briefings. Operating within budget.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK

## 8. Emergency Services

**Emergency Services Operational Income  
Budget v's Actual**



**Emergency Services Operational Expenditure  
Budget v's Actual**



COA	21/22 QBR 1 Budget	21/22 YTD Actuals November	21/22 Percentage Spent
<b>Emergency Services</b>	474,229	231,296	48.77%
1. Operating Income	(308,020)	0	0.00%
2. Operating Expenditure	782,249	231,296	29.57%

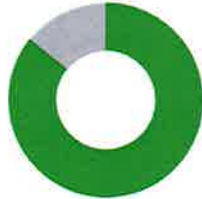


## 9. FINANCE AND TECHNOLOGY

### ACTION STATUS

85.71% (6)

ON TRACK



14.29% (1)

MONITOR



0.00% (0)

NEEDS WORK



0.00% (0)

NO TARGET








### ACTION PERFORMANCE





Actions reported on	7
At least 80% of action target achieved	6
Between 50% and 80% of action target achieved	1
Less than 50% of action target achieved	0
Actions with no target set	0



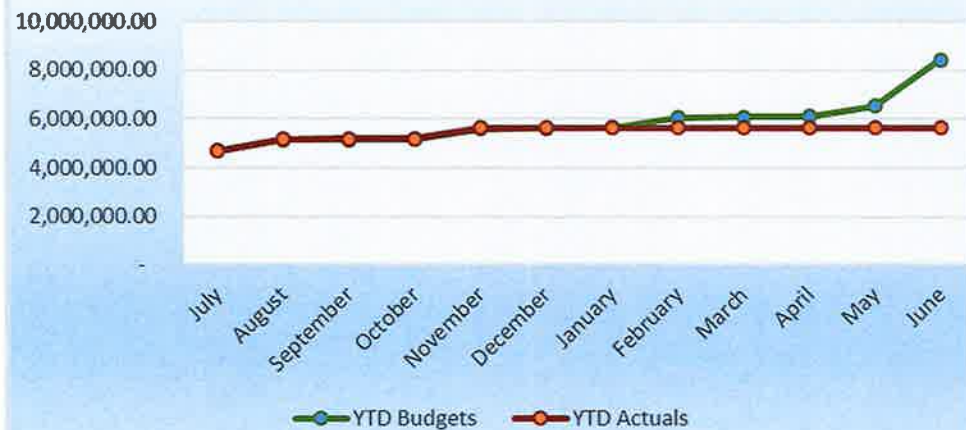
## ACTION SUMMARY

Business Unit: Finance & Technology								
Service Profile: Finance & Technology								
Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
4.3.4.1 Manage and deliver financial services in line with statutory requirements.	Jessica Wild - Management Accountant	Statutory requirements are being met at November 2021.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
4.3.4.2 Deliver business improvements, recognising emerging risks and opportunities.	Jessica Wild - Management Accountant	A number of improvements particularly around IT Systems have been identified and will be implemented as mentioned above. Staff training has been held in Council's mapping software.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
4.3.4.3 Manage the Finance and Technology Service of Council in a financially responsible manner in line with budget allocations.	Jessica Wild - Management Accountant	The Finance and Technology Service is managed within budget.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
4.3.4.4 Manage investments in the long term interest of the community and within regulatory requirements - Plan develop and manage Council's investment portfolio.	Jessica Wild - Management Accountant	Investments are managed within Council's Investment Policy guidelines. Current investments are reported to Council every month as part of the Finance & Accounts report, with the latest update being provided for November 2021. A review of the report format is underway with the aim to provide more data relevant to external restrictions balances as highlighted in the Annual Financial Audit.	In Progress	25/11/21	30/06/22	80.00	100.00	 ON TRACK
4.3.6.1 Develop, manage and deliver processes and systems to meet recommendations of external and internal reviews, investigations or findings.	Jessica Wild - Management Accountant	Processes and systems are being developed, managed and delivered in line with external reviews, investigations and findings.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK

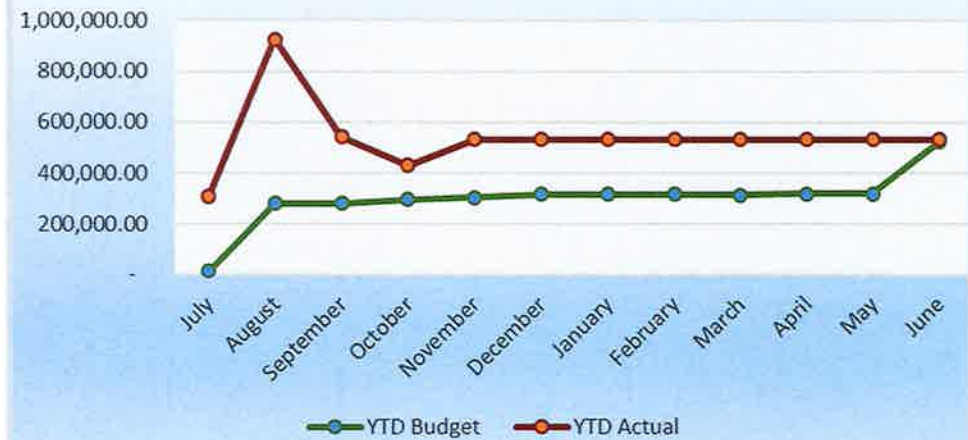
Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
4.3.6.2 Develop, manage and deliver Council's Technology Strategic Plan.	Jessica Wild - Management Accountant	There have been a number of enhancements to Council's systems including Payroll, Bank Rec, Records, Risk and Credit Card Management systems with others on the horizon including Asset Management and Development Applications. The new Asset Management System Implementation Group has commenced with initial trial data uploaded into AssetFinda in January 2021. Work on this is ongoing as each asset class is being uploaded into the new system – as of November 2021 this work is ongoing due to implementation delays from the software provider. Work has not continued on the Technology Strategy while a new manager is under recruitment.	In Progress	01/07/21	30/06/22	60.00	100.00	 MONITOR
4.3.7.1 Manage and deliver Council's Long-Term Financial Plan in line with statutory requirements.	Jessica Wild - Management Accountant	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. A detailed review of the Long Term Financial Plan is currently underway with the Asset Manager as of November 2021.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK

## 9. Finance and Technology

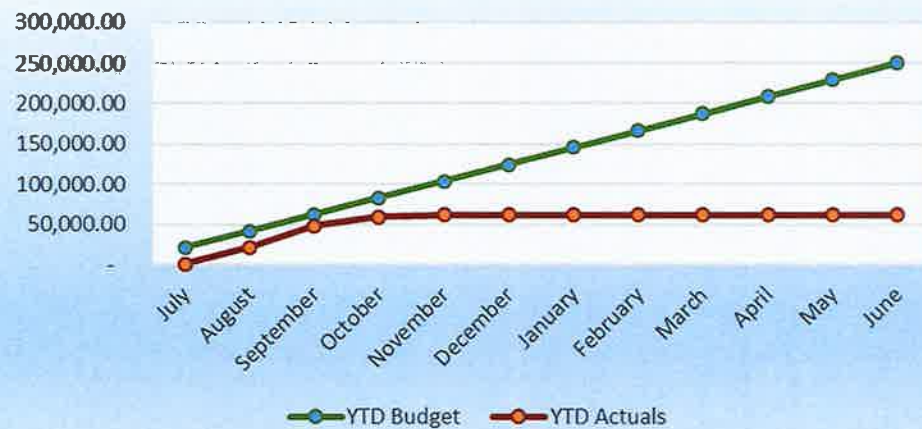
**Finance & Technology Operational Income  
Budget v's Actual**



**Finance & Technology Operational Expenditure  
Budget v's Actual**



**Finance & Technology Capital Expenditure  
Budget v's Actual**



COA	21/22 QBR 1 Budget	21/22 YTD Actuals November	21/22 Percentage Spent
Finance & Technology	(7,575,604)	(5,037,782)	66.50%
1. Operating Income	(8,423,816)	(5,647,849)	67.05%
2. Operating Expenditure	521,804	531,982	101.95%
4. Capital Expenditure	250,000	61,576	24.63%
1810501. Computer Equipment - Finance	50,000	14,975	29.95%
1810508. Capitalised Software	200,000	46,601	23.30%
6. Liabilities	76,408	16,509	21.61%

## 10. CORPORATE AND GOVERNANCE

### ACTION STATUS

100.00% (7)

ON TRACK



0.00% (0)

MONITOR



0.00% (0)

NEEDS WORK



0.00% (0)

NO TARGET



### ACTION PERFORMANCE







Actions reported on	7
At least 80% of action target achieved	7
Between 50% and 80% of action target achieved	0
Less than 50% of action target achieved	0
Actions with no target set	0






## ACTION SUMMARY

### Business Unit: Corporate & Governance

### Service Profile: Corporate & Governance

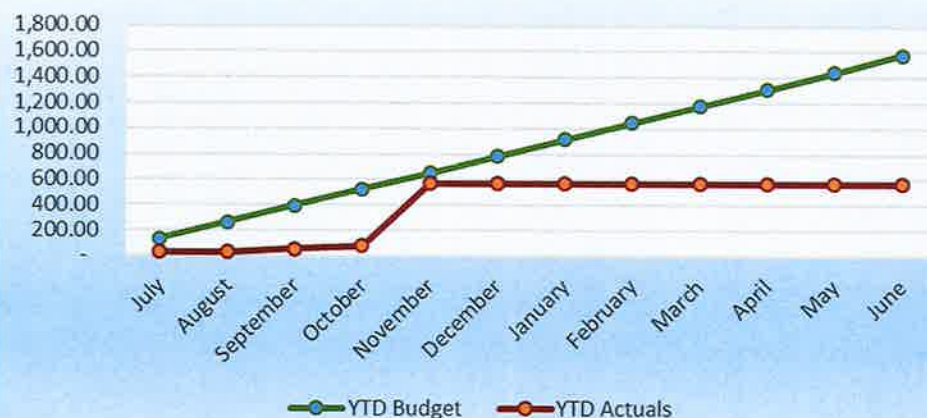
Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
4.1.1.3 Manage the Corporate and Governance Service of Council in a financially responsible manner in line with budget allocations.	Erika Bursford - Manager Customer Service, Governance & Records	No capital budgets allocated in 2021/22. Operational expenditure continues to be slightly under budget as at 30 November 2021, due to movement in Customer Service and Administration staff.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
4.1.1.4 Manage and deliver services for community involvement in Council decision making processes.	Erika Bursford - Manager Customer Service, Governance & Records	Results of Customer Satisfaction Survey 2020 presented to Council meeting of 23 July 2020. Results to be implemented where suitable into forward planning for services over next two years. Next survey to be undertaken in 2022.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
4.3.1.1 Develop, manage and deliver Customer Services.	Erika Bursford - Manager Customer Service, Governance & Records	Customer Compliments for November 2021 - 3 Customer Complaints for November 2021 - 5 Customer Service and Administration Officers experienced an unacceptable level of rudeness and aggression from members of the public both in the main customer service area of the administration building and over the 'phone in November 2021. Signs have been put on display advising the public that this behaviour is not acceptable and police will be called to attend if it occurs.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
4.3.1.2 Deliver business improvements, recognising emerging risks and opportunities.	Erika Bursford - Manager Customer Service, Governance & Records	Records Management staff continue to register incoming correspondence in altus with extra keystrokes as IT Vision have not taken on board suggestions as at November 2021.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK



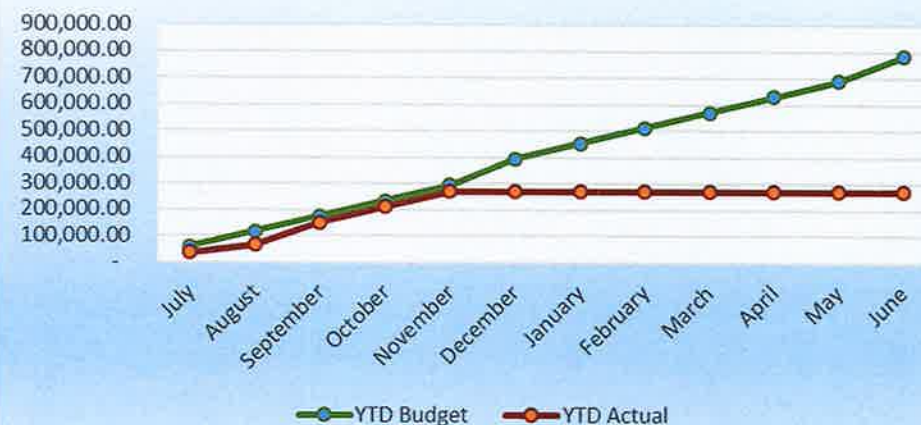
Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
4.3.1.3 Develop, manage and deliver Governance Services.	Erika Bursford - Manager Customer Service, Governance & Records	Annual Report 2020/2021 and End of Term Report 2016 to 2021 adopted by Council on 24 November 2021. Link to these reports forwarded to the Office of Local Government on 25 November 2021, to meet 30 November 2021 compliance deadline. Audit & Risk Committee meeting of 17 November 2021 was held via Zoom and in the Timbarra Room. Committee Chair Geoff King advised that he would not be renominating for the Committee in 2022.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
4.3.1.4 Develop, manage and deliver Customer and Stakeholder Services.	Erika Bursford - Manager Customer Service, Governance & Records	101 customer service general enquiries for November 2021.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
4.3.4.5 Develop, manage and deliver Records Services.	Erika Bursford - Manager Customer Service, Governance & Records	Preparation of Council's implementation of the Records Management Assessment Tool (RMAT) commenced in October and continued November 2021. State Archives and Records Agency (SARA) has directed that all agencies undertake reporting and compliance requirements from January 2022, with all reporting to be provided to SARA in March 2022.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK

## 10. Corporate and Governance

**Corporate & Governance Operational Income  
Budget v's Actual**



**Corporate & Governance Operational  
Expenditure Budget v's Actual**



COA	21/22 QBR 1 Budget	21/22 YTD Actuals November	21/22 Percentage Spent
Corporate and Governance	780,226	269,433	34.53%
1. Operating Income	(1,576)	(571)	36.20%
2. Operating Expenditure	781,802	270,004	34.54%

## 11. ENVIRONMENTAL MANAGEMENT

### ACTION STATUS






### ACTION PERFORMANCE



Actions reported on	6
At least 80% of action target achieved	5
Between 50% and 80% of action target achieved	0
Less than 50% of action target achieved	1
Actions with no target set	0

## ACTION SUMMARY

Business Unit: Environmental Management								
Service Profile: Environmental Management								
Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
1.1.4.2 Develop and manage systems and processes to deliver Companion Animals requirements Illegal Dumping and Parking Control.	Mark Cooper - Manager Open Space, Regulatory & Utilities	<p>Regular patrols were carried out in the Tenterfield Shire. Again numerous people cautioned for walking dogs off lead along walking track in Tenterfield.</p> <p>Two persons were spoken to in relation to overnight camping in their vehicles in the park.</p> <p>Three dogs surrendered and rehomed.</p> <p>One dog impounded and released back to their owners.</p> <p>Five feral cats caught and euthanized in November</p> <p>No fines issued for dog related offence.</p> <p>Council Officers are conducting regular parking patrols and in the month of November no infringements were issued for parking breaches. Officers regularly monitor parking availability in the main street and identify vehicles that may be in breach of parking requirements.</p> <p>Nil illegal dumping reported for November.</p> <p>De-sexing month for September, final figures include 35 dogs and 18 cats de-sexed.</p> <p>Two letters sent for overgrown and untidy blocks, still ongoing.</p> <p>Two vehicles have been impounded for November and both destroyed as their value was less than \$500 as per the Act.</p>	In Progress	30/11/21	30/06/22	80.00	100.00	 ON TRACK

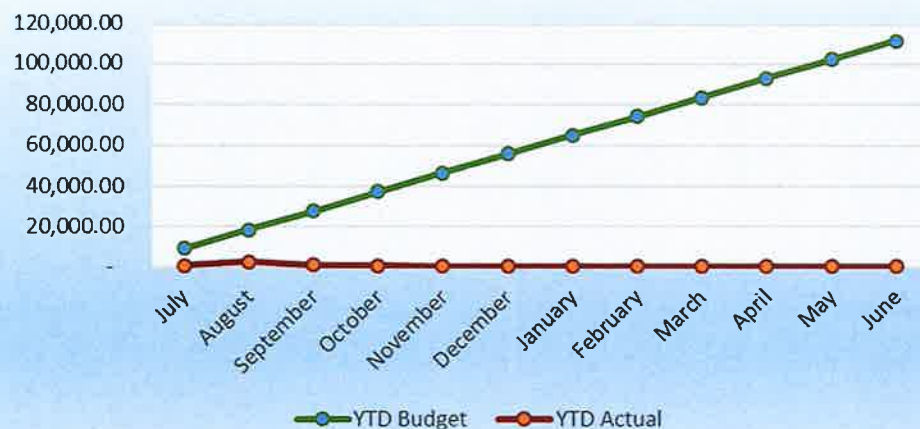
Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
3.2.2.1 Manage and deliver the Weeds Management Program, Council's Weeds Action Plan and regional weeds management plans.	Mark Cooper - Manager Open Space, Regulatory & Utilities	Regular inspections are carried out on private and government lands for all weeds but specifically the regional priority weeds outlined in the Northern Tablelands Regional Strategic Weed Management Plan 2017-2022 that set the guidelines for councils weed management. 30 compliance letters were sent out to landholders for the control of Blackberrys within the Tenterfield LGA. Ongoing	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
3.2.2.2 Deliver business improvements, recognising emerging risks and opportunities.	Mark Cooper - Manager Open Space, Regulatory & Utilities	<p>High Risk Pathways and Waterways are inspected regularly for new weed incursions. High risk inspections are being carried out on properties within the Tenterfield LGA for priority weeds.</p> <p>Weed Control</p> <ul style="list-style-type: none"> <li>• Black Knapweed – Aldershot and Bellevue Rds. and private property Tenterfield.</li> <li>• Cape Broom – Scrub rd</li> <li>• St John's Wort – New England Highway from Deepwater to Wallangarra and Bruxner Highway to Black swamp rd.</li> <li>• Tropical Soda Apple - Yabbra Forest Urbenville and Tooloom River</li> <li>• Water Hyacinth – Legume</li> <li>• Sweet Briar – New England Highway Deepwater</li> </ul> <p>Council Lands Sprayed</p> <ul style="list-style-type: none"> <li>• Tenterfield Water Treatment Plant</li> <li>• Water Reservoir</li> </ul> <p>Inspections</p> <ul style="list-style-type: none"> <li>• Private Property Inspections – 39 Property inspections for November.</li> <li>• High-risk pathway Inspections – Mt Lindsey Hwy Tenterfield to Woodenbong, New England Highway Deepwater to Jennings, Bruxner Way and Tooloom Rd.</li> <li>• Waterway inspection – Tooloom River.</li> </ul>	In Progress	01/07/21	30/06/22	40.00	100.00	 NEEDS WORK

Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
3.2.2.3 Manage the Environment Service of Council in a financially responsible manner in line with budget allocations.	Mark Cooper - Manager Open Space, Regulatory & Utilities	All works are carried out within Budget allocations.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
3.2.3.1 Develop, manage and deliver community weed and pest management reduction programs.	Mark Cooper - Manager Open Space, Regulatory & Utilities	Weeds officer attends local agricultural shows, field days and includes a weed of the month in the council newsletter. Weed information and books are handed out to landholders during inspections. High risk weed signs are installed roadside in high risk areas.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
3.2.3.2 Notices and Orders to be issued or served where necessary as per the Local Government Act, EPA Act and POEO Act and Associated Regulations.	Mark Cooper - Manager Open Space, Regulatory & Utilities	Where Council receives complaints regarding overgrown unsightly lots Notices are issued requiring the owner to undertake work to comply. 29 Voluntary Compliance Requests were sent out in November.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK

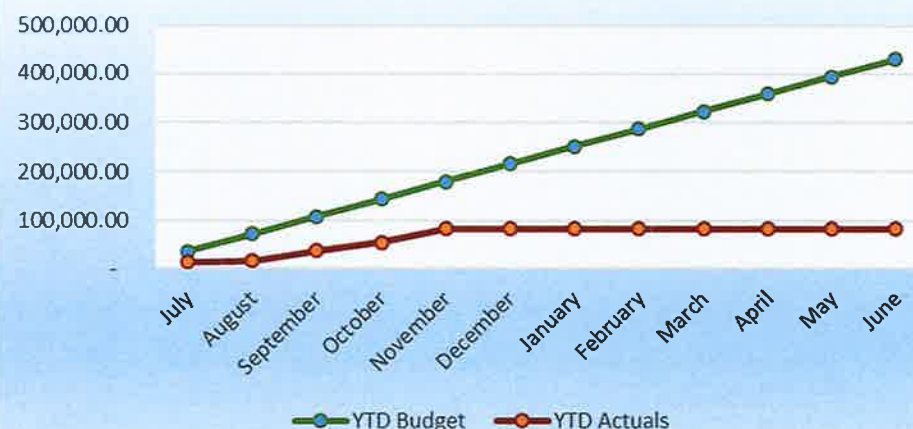


## 11. Environmental Management

Environmental Management Operational  
Income Budget v's Actual



Environmental Management Operational  
Expenditure Budget v's Actual



COA	21/22 QBR 1 Budget	21/22 YTD Actuals November	21/22 Percentage Spent
Environmental Management	320,869	82,356	25.67%
1. Operating Income	(111,600)	(345)	0.31%
2. Operating Expenditure	430,406	82,701	19.21%
4. Capital Expenditure	2,063	0	0.00%
4235501. Covid-19 Council Pound Grant Expenditure	2,063	0	0.00%

## 12. LIVESTOCK SALEYARDS

### ACTION STATUS

75.00% (3)

ON TRACK



25.00% (1)

MONITOR



0.00% (0)

NEEDS WORK



0.00% (0)

NO TARGET







### ACTION PERFORMANCE



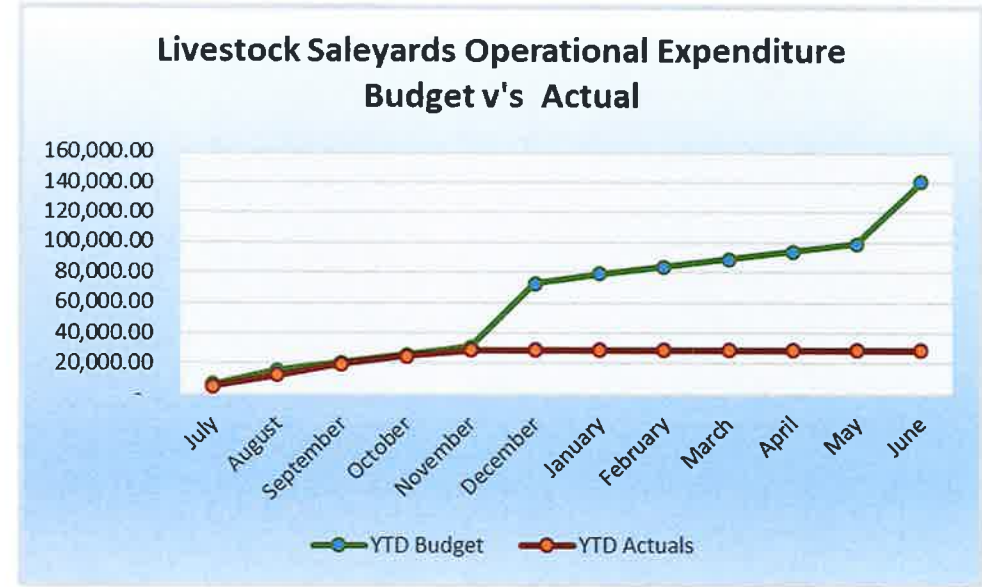
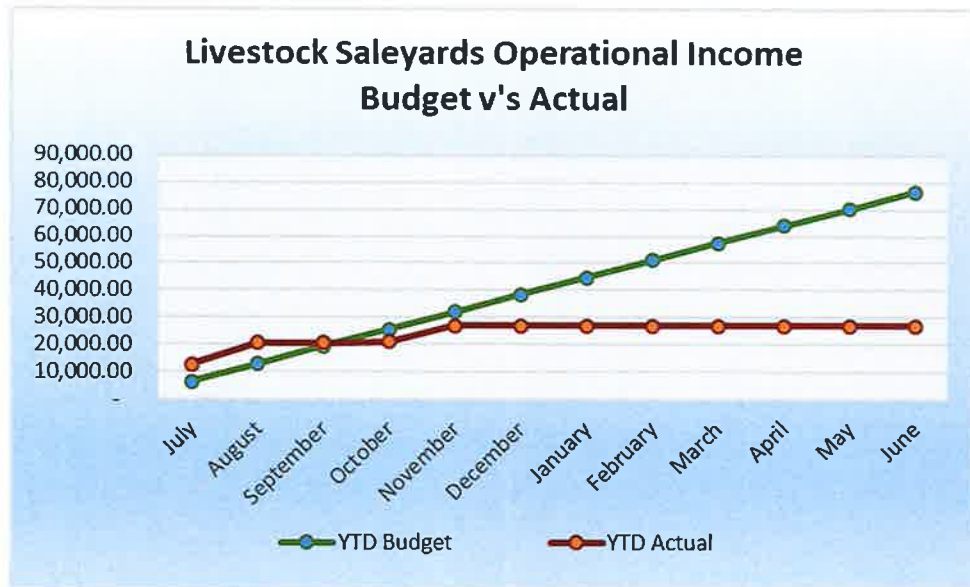
Actions reported on	4
At least 80% of action target achieved	3
Between 50% and 80% of action target achieved	1
Less than 50% of action target achieved	0
Actions with no target set	0

## ACTION SUMMARY

Business Unit: Livestock Saleyards								
Service Profile: Livestock Saleyards								
Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
2.1.3.1 Develop, manage and deliver Asset Management, Strategic and Management Plans for Saleyards.	Mark Cooper - Manager Open Space, Regulatory & Utilities	Saleyard Management Plan Adopted.	In Progress	01/07/21	30/06/22	60.00	100.00	 MONITOR
2.3.1.1 Manage and deliver Saleyards Services.	Mark Cooper - Manager Open Space, Regulatory & Utilities	<p>Cattle Numbers for November- 2021 :</p> <p>Prime Sale - 328 Head - \$537,187.17</p> <p>Private Weighing - 56 Head - \$134,443.71</p> <p>Total - 384 Head - \$671,630.88</p> <p>Financial Year 2021/2022 1,254 Head - \$2,018,495.28</p> <p>Financial Year 2020/2021 8,963 Head - \$14,127,684.48</p> <p>Financial Year 2019/2020 9,247 Head - \$8,441,858.64</p> <p>Financial Year 2018/2019 21,656 Head - \$12,517,711.39</p> <p>Financial Year 2017/2018 19,027 Head - \$15,984,517.65</p> <p>Financial Year 2016/2017 24,151 Head - \$23,233,573.17</p> <p>Financial Year 2015/2016 22,654 Head - \$19,613,572.47</p>	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK

Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
2.3.1.2 Deliver business improvements, recognising emerging risks and opportunities.	Mark Cooper - Manager Open Space, Regulatory & Utilities	Obtaining design and quotes for the installation of the Double Height loading ramp and proposing a new location within the saleyards. Truckwash- Decision needs to be made as to whether to proceed. Biggest risk being further reduction in throughput and loss of income as to whether the saleyards will remain viable. Bio Security training undertaken on the 30th November.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
2.3.1.3 Manage the Saleyards Service of Council in a financially responsible manner in line with budget allocations.	Mark Cooper - Manager Open Space, Regulatory & Utilities	Working and operating within budget. Major financial impact being the very low numbers of cattle being processed through the saleyards.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK

## 12. Livestock Saleyards



COA	21/22 QBR 1 Budget	21/22 YTD Actuals November	21/22 Percentage Spent
<b>Livestock Saleyards</b>	<b>244,755</b>	<b>2,015</b>	<b>0.82%</b>
1. Operating Income	(76,594)	(26,801)	34.99%
2. Operating Expenditure	140,566	28,816	20.50%
4. Capital Expenditure	180,783	0	0.00%
4220504. Improvements to Loading Ramps & Traffic Facilities	180,783	0	0.00%

### 13. PLANNING AND REGULATION

#### ACTION STATUS

100.00% (8)

ON TRACK



0.00% (0)

MONITOR



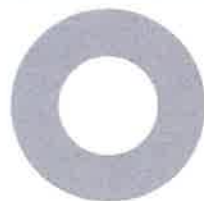
0.00% (0)

NEEDS WORK



0.00% (0)

NO TARGET






#### ACTION PERFORMANCE








Actions reported on	8
At least 80% of action target achieved	8
Between 50% and 80% of action target achieved	0
Less than 50% of action target achieved	0
Actions with no target set	0



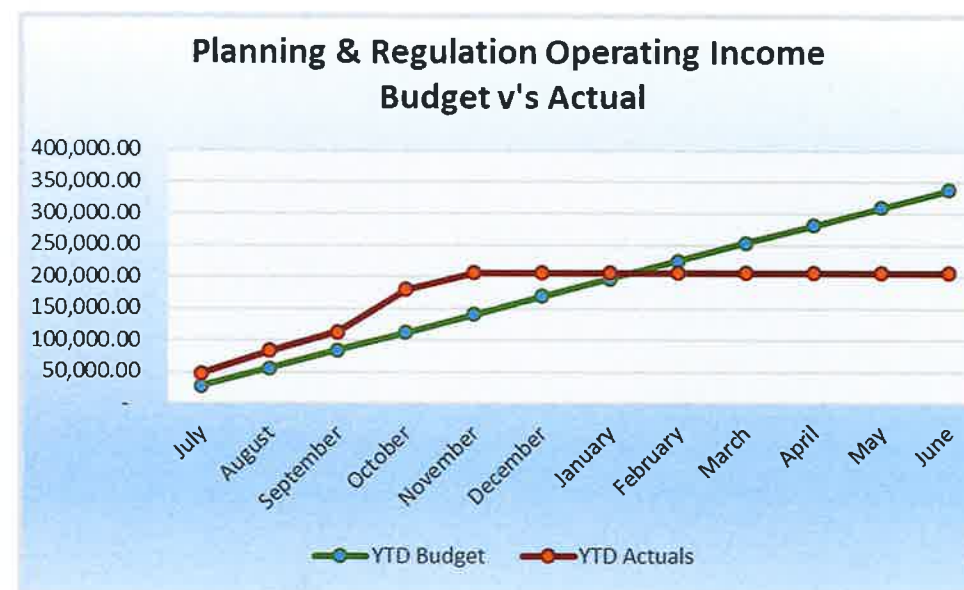
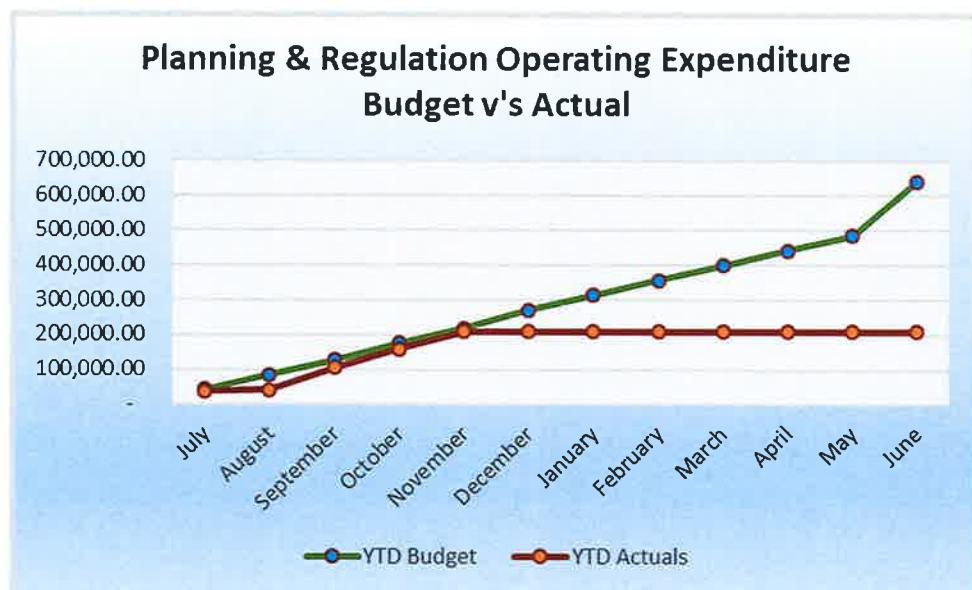
## ACTION SUMMARY

Business Unit: Planning & Regulation								
Service Profile: Planning & Regulation								
Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
1.3.3.1 Monitor and assess application of Tenterfield Local Environmental Plan 2013 and Development Control Plan 2014 (as amended).	Tamai Davidson - Manager Planning & Development Services	Ongoing application of provisions of LEP and DCP. LEP Amendment for additional heritage items proceeded to finalisation – Parliamentary Counsel sign off expected November 2021.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
1.4.1.1 Management and delivery of heritage advisory services including management of the Heritage Advisor and community in the development and upgrade of heritage assets.	Tamai Davidson - Manager Planning & Development Services	Heritage Advisor attends bi-monthly heritage committee meetings and on other occasions when required. Advice provided to land owners via phone, email and site meetings where possible. Local Heritage Funding applications considered at Council's September meeting – letters of offer forwarded to all successful applicants.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
2.1.6.1 Manage and deliver building and construction regulatory services.	Tamai Davidson - Manager Planning & Development Services	Ongoing assessment of Construction Certificates in accordance with legislative requirements.	In Progress	24/11/21	30/06/22	80.00	100.00	 ON TRACK

Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
3.1.1.1 Assess and determine regulatory applications, including Development Applications, Complying Development Certificates, Construction Certificates, Section 68 Certificates and Conveyancing Certificates.	Tamai Davidson - Manager Planning & Development Services	Ongoing advice provided through email, phone and meetings where possible. Applications continue to be assessed and determined in accordance with legislation. Strong growth in new dwellings as reflected in monthly statistics. Online Planning Applications– Mandatory Requirements. The NSW Government has mandated that from 1 July 2021, all planning applications including Development Applications (DA's) and Complying Development Certificates (CDC's) will need to be electronically lodged online via the NSW Government Planning Portal. The new process enables customers to lodge applications anytime using the online portal, paper applications will no longer be accepted. Council's website updated to reflect changes.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
3.1.3.1 Local Strategic Planning Statements are implemented and provide guidance for actions to support the desired outcomes.	Tamai Davidson - Manager Planning & Development Services	Local Strategic Planning Statement adopted August 2020 and uploaded to NSW Planning Portal.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
3.1.3.2 Deliver business improvements, recognising emerging risks and opportunities.	Tamai Davidson - Manager Planning & Development Services	Implementation of Greenlight system and integration with NSW Planning Portal is experiencing delays in the go live phase. All applications must be lodged on line via the NSW Planning Portal. Planning Portal process working relatively smoothly.	In Progress	24/11/21	30/06/22	80.00	100.00	 ON TRACK
3.1.3.3 Manage the Planning and Regulation Service of Council in a financially responsible manner in line with budget allocations.	Tamai Davidson - Manager Planning & Development Services	All projects on budget.	In Progress	24/11/21	30/06/22	80.00	100.00	 ON TRACK

Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
5.2.2.1 Facilitate cross department meetings reviewing development applications and opportunities for supportive strategies and actions.	Tamai Davidson - Manager Planning & Development Services	Cross department communication continuing – fortnightly meetings when required.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK

## 13. Planning and Regulation



COA	21/22 QBR 1 Budget	21/22 YTD Actuals November	21/22 Percentage Spent
<b>Planning &amp; Regulation</b>	286,977	(31,266)	-10.90%
1. Operating Income	(338,000)	(206,045)	60.96%
2. Operating Expenditure	643,600	210,354	32.68%
3. Capital Income	(21,771)	(35,576)	163.41%
4. Capital Expenditure	3,148	0	0.00%
3001001. Drought Communities Extension - Shire Entry Signs	3,148	0	0.00%

## 14. BUILDINGS AND AMENITIES

### ACTION STATUS




### ACTION PERFORMANCE



Actions reported on	6
At least 80% of action target achieved	5
Between 50% and 80% of action target achieved	1
Less than 50% of action target achieved	0
Actions with no target set	0

## ACTION SUMMARY

Business Unit: Buildings & Amenities								
Service Profile: Buildings & Amenities								
Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
1.4.4.1 Deliver the Property Management Strategy, including maintenance and upgrades in line with Council needs.	Jodie Condrick - Administration Officer	<p>Property Management Strategy to be formally developed.</p> <p>Maintenance upgrades continually progressing through grant projects at the moment. Clear position has been identified for future works.</p> <p>SCCF2 – Urbenville &amp; Legume Toilets have now been completed and Milestone 3 has been submitted.</p> <p>Mingoola Transfer Station – Awaiting for response from local Aboriginal Land Claim.</p> <p>Crown Land Plans of Management – Submitted to the Minister. Crown lands have returned the PoM's with suggested amendments including allowance for 30 year leases instead of 25 years and inclusion of the dedicated reserve purpose for each reserve in Appendix 1 of each PoM.</p> <p>Amended General Community use PoM has been drafted. The others are being drafted and will be presented to a Council meeting prior to being sent back to Crown Lands.</p> <p>The application to be appointed as the Crown Land Manager of 3 reserves has been approved. Council was appointed as the Crown Land manager of the 3 reserves from 18 June 2021 by Gov Gazette. The categorisation notice has been sent to Crown lands in accordance with Council resolution. Crown Lands has amended some of the categorisations.</p> <p>Continued delays and issues with building materials and trades, and increase in building materials costs.</p>	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK



Increasing maintenance/repair issues with the aged buildings fronting Manners Street. They are deteriorating and will need upgrades to continue to be habitable. 3 signs at 8933 New England Hwy (Bendall's) are now committed. 1 sign has been removed.

Administration Building Roof – scope is being prepared for competitive pricing.

Dealing with licence to Backtrack over part of Lot 1 Sec. 37 DP 758959, 50 Francis Street.

Awaiting the MOU between backtrack and RFS and DA application from Backtrack

Executed electricity contracts organised through Local Government Procurement (LGP) due to commence from 1 January 2023. Information from LGP indicates cost savings in the order of \$76,000 pa compared to existing charges.

Completed a review of rent payments by tenants. All tenants are paying rent in accordance with agreements except Telstra for the Torrington mobile tower. They should commence rent payments from Feb 2022.

Optus have instructed solicitors to prepare draft rent agreement for their use of Mt Mackenzie tower.

Memorial Hall portal structure under review from engineer.

1.4.4.2 Deliver business improvements, recognising emerging risks and opportunities.

Jodie Condrick -  
Administration  
Officer

Seeking to manage Council property to reduce ongoing maintenance and depreciation costs.

Checking that tenants are invoiced correctly.

Seeking to increase revenue from Council assets as the opportunity presents.

Regular discussion with builders delivering projects to ensure delays are kept to a minimum or alternative solutions are identified.

Financial reconciliation of projects taking place.

In Progress

01/07/21





30/06/22

80.00

100.00

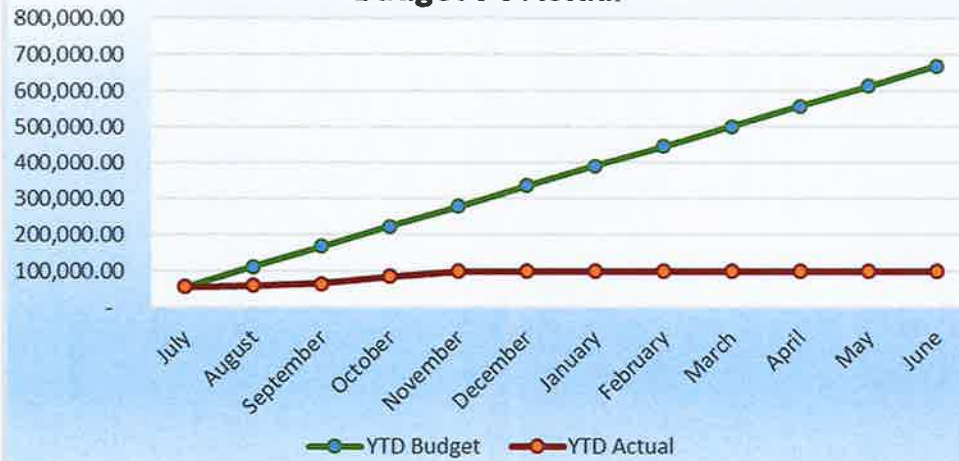


ON TRACK

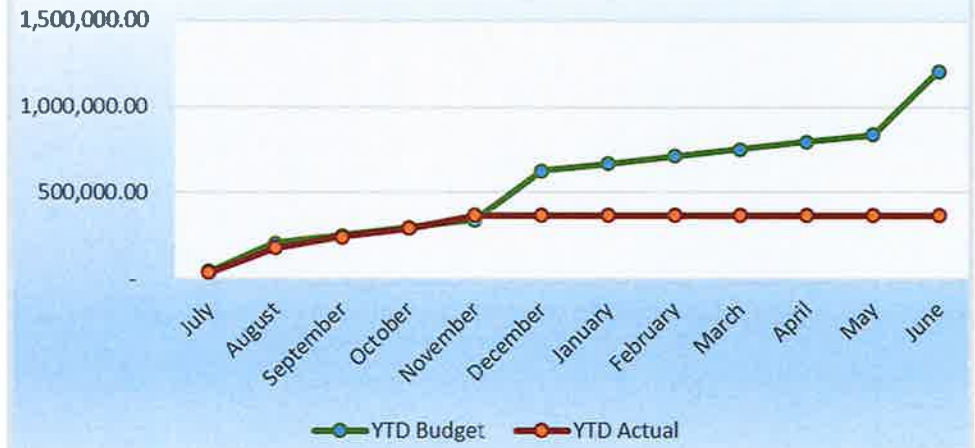
Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
1.4.4.3 Manage the Buildings and Amenities of Council in a financially responsible manner in line with budget allocations.	Jodie Condrick - Administration Officer	A number of projects are currently being carried out in accordance with the 20/21 financial budget.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
1.4.4.4 Develop a Property Strategy for adoption by Council to guide property related transactions.	Jodie Condrick - Administration Officer	Some property strategies have been drafted, further work required.	In Progress	24/11/21	30/06/22	60.00	100.00	 MONITOR
1.4.4.5 Manage Land and Property Register and actions.	Jodie Condrick - Administration Officer	Being managed as required. Spreadsheets are being updated as required.	In Progress	24/11/21	30/06/22	80.00	100.00	 ON TRACK
3.1.2.1 Development and delivery of the Building and Amenities Asset Management plan.	Jodie Condrick - Administration Officer	Being developed using the Building Condition and Assessment Report 2019 in collaboration with the Asset Manager. Current Capital Works Memorial Hall –Basketball Hoops are being stored in Sydney and will be installed in the early 2022 once the strengthening of the roof have been completed Band Hall relocation to Leechs Gully Progress Association – negotiations in train. LGPA to liaise with surveyor and heritage consultants.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK

## 14. Building and Amenities

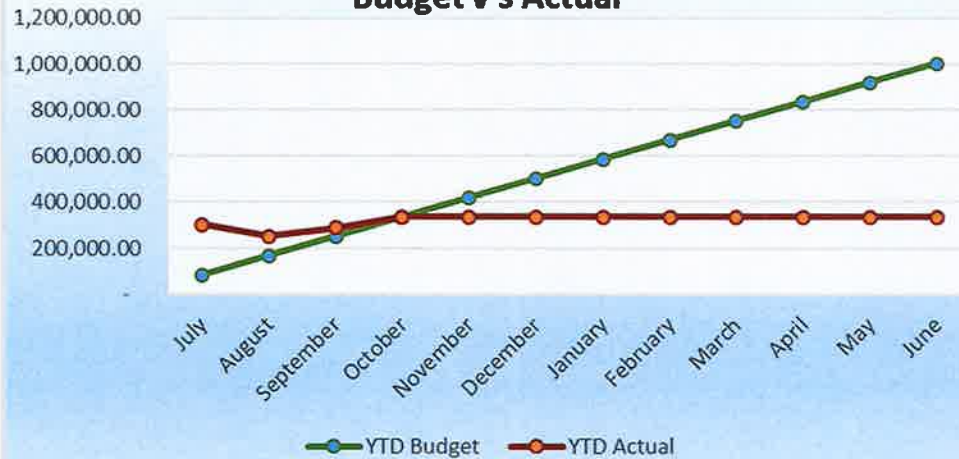
**Building & Amenities Operational Income  
Budget v's Actual**



**Building & Amenities Operational Expenditure  
Budget v's Actual**



**Buildings & Amenities Capital Expenditure  
Budget v's Actual**



COA	21/22 QBR 1 Budget	21/22 YTD Actuals November	21/22 Percentage Spent
<b>Buildings &amp; Amenities</b>	<b>1,352,968</b>	<b>659,997</b>	<b>48.78%</b>
1. Operating Income	(669,099)	(99,711)	14.90%
2. Operating Expenditure	1,208,452	366,201	30.30%
3. Capital Income	(190,370)	59,208	-31.10%
4. Capital Expenditure	1,003,985	334,298	33.30%
4200501. Admin Building -- Refurbishment	152,285	21,863	14.36%
4205502. Housing - 53 Welburn Lane - Renew Bathroom	20,000	0	0.00%
4205503. Housing - 53 Welburn Lane - Replace Carpet	15,000	0	0.00%
4230510. Community Hall Drake - Replace Guttering & Facia	6,500	0	0.00%
4230511. Community Hall Steinbrook - Roof renewal	44,200	0	0.00%
4235000. Tenterfield Memorial Hall Sporting Complex - SCCF-1023	51,119	39,978	78.21%
4235001. Memorial Hall Internal Acoustic, Ventilation & Insulation Treatments	103,145	6,126	5.94%
4235002. Restorations to Pioneer Cottage	14,131	0	0.00%
4235003. BCRRF Stream 1 Memorial Hall	288,990	236,080	81.69%
4235005. Memorial Hall Tenterfield - Fans & Associated Electrical Work	50,000	0	0.00%
4235006. Memorial Hall Tenterfield - Floor Refurbishment	100,000	0	0.00%
4235007. Memorial Hall Tenterfield - Upper Level - Storage	130,000	0	0.00%
4610508. Toilet Block Enhancements at Urbenville and Legume - SCCF-1105	28,615	30,251	105.72%

## 15. PARKS, GARDENS AND OPEN SPACE

### ACTION STATUS

100.00% (9)

ON TRACK



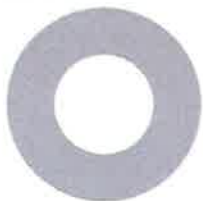
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MONITOR



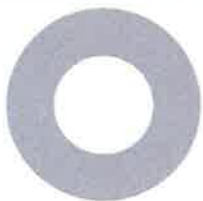
0.00% (0)

NEEDS WORK



0.00% (0)

NO TARGET



### ACTION PERFORMANCE




Actions reported on	9
At least 80% of action target achieved	9
Between 50% and 80% of action target achieved	0
Less than 50% of action target achieved	0
Actions with no target set	0






## ACTION SUMMARY




### Business Unit: Parks, Gardens & Open Space

### Service Profile: Parks, Gardens & Open Space

Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
1.1.5.1 Ensure maintenance standards are conducted and delivered efficiently through Parks, Gardens and Open Space Committee and Village Progress Associations.	Mark Cooper - Manager Open Space, Regulatory & Utilities	<p>Installation of new drip line irrigation in gardens in Rouse Street completed, with the planting to commence early October and into November.</p> <p>Staff have been planting, pruning and mulching street trees.</p> <p>Pansies removed from garden beds in Rouse street with new flowers ordered to be planted.</p> <p>Fertilizing all new street and park trees in Tenterfield.</p> <p>12 new replacement pin oaks have arrived to be planted along Casino Rd.</p> <p>New replacement tree arrived for Rouse street garden as the previous tree was broken.</p> <p>Low limbs in Logan Street have been pruned as these were obstructing vehicle movements along the street causing damage.</p> <p>Three pin oaks are still to be removed in Logan Street.</p> <p>Mowing and brushcutting is a major work factor due to growing season.</p> <p>Staff removed several trees damaged or fallen, due to weather conditions.</p>	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK

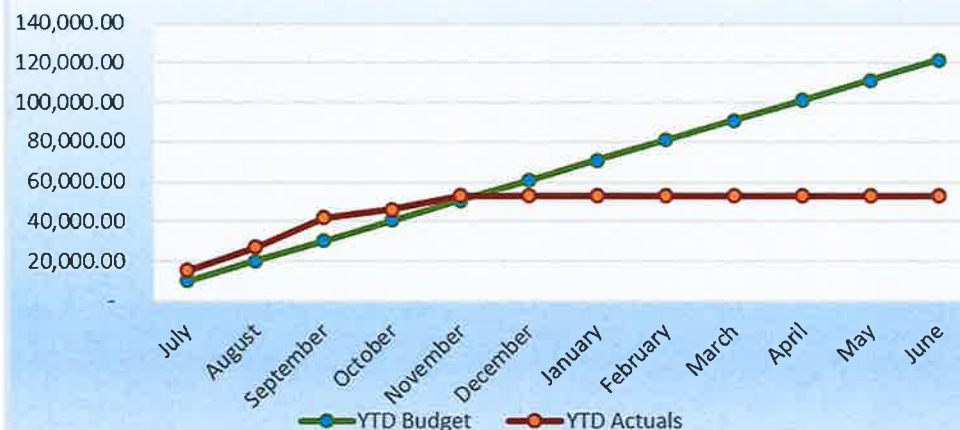


Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
1.1.6.1 Work with the Tenterfield Shire Village Progress Associations and the Parks, Gardens and Open Space Committee to deliver individual town and village themes, promoting the unique aspects of each locality.	Mark Cooper - Manager Open Space, Regulatory & Utilities	Village Concept Designs are in draft form, to be adopted through Council soon. Village Progress Associations have received funding from several grants to assist with maintenance and projects around each village. Quotes and design being received for the upgrade to the Jennings Park playground, landscaping, and car park.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
1.2.2.1 Implement and deliver maintenance programs for Parks, Gardens and Open Spaces.	Mark Cooper - Manager Open Space, Regulatory & Utilities	Difficult to implement maintenance programs as all the town should be of the one standard. Working towards.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
1.2.2.2 Deliver business improvements, recognising emerging risks and opportunities.	Mark Cooper - Manager Open Space, Regulatory & Utilities	Looking at ways to reduce the cost of maintenance within parks and maintain levels of service. New storage shed at the cemetery completed, with landscaping to be done. New water line installed and trees planted at the Cemetery.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
1.2.2.3 Manage the Parks, Gardens and Open Space Service of Council in a financially responsible manner in line with budget allocations.	Mark Cooper - Manager Open Space, Regulatory & Utilities	Budget allocations are monitored and adhered to.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
1.2.6.1 Engage with the Parks, Gardens and Open Space Committee and the Tenterfield Shire community to assist in identifying further ideas to increase open space usage throughout the Shire.	Mark Cooper - Manager Open Space, Regulatory & Utilities	Forms part of the (ongoing) agenda for all Parks and Garden Committee meetings. Successful grant funding for further upgrading projects within Tenterfield and villages. Park bookings being received for the start of sporting organisations pre Covid.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK

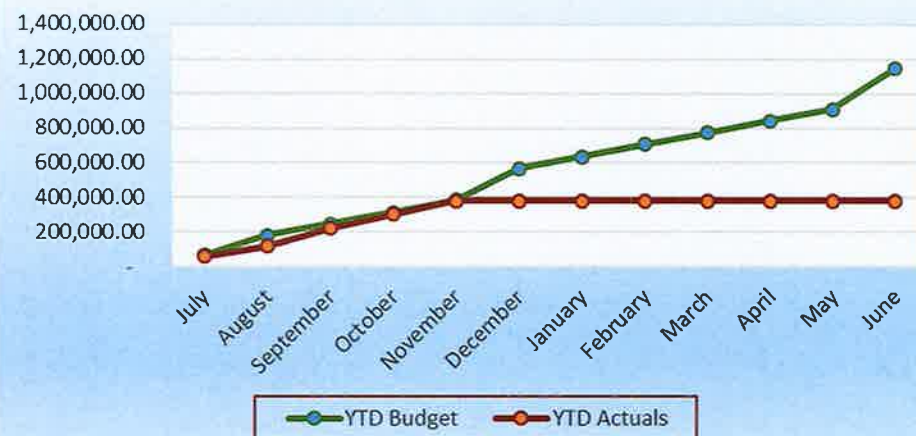
Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
1.3.1.1 Ensure all Parks, Gardens and Open Space amenities maintenance programs are delivered to a high standard.	Mark Cooper - Manager Open Space, Regulatory & Utilities	Continuing to provide amenities and park facilities to the public with high levels of service within budget constraints. Daily cleaning of Tenterfield township public toilets with rubbish removal and park inspections adding to the cleanliness and appearance to the town. A playground spring toy was vandalized and thrown in the creek. Several toilets have had graffiti painted on the inside walls. Installation of the exercise equipment for Hockey park near completed, with softfall arriving to be installed.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
1.3.1.2 Implementation of the tree management strategy.	Mark Cooper - Manager Open Space, Regulatory & Utilities	Tree Management Plan approved by the Parks and Gardens Committee, to adopt the plan excluding Logan Street and tree species replacement planting.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
1.4.4.6 Investigate options for further exercise stations sited along existing cycleway.	David Counsell - Manager Asset & Program Planning	Council received grant funding for a covered area to include up to ten pieces of exercise equipment. The grant funded equipment constructed within the Hockey Field adjacent to the pathway, and has been installed awaiting the soft fall.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK

## 15. Parks, Gardens and Open Spaces

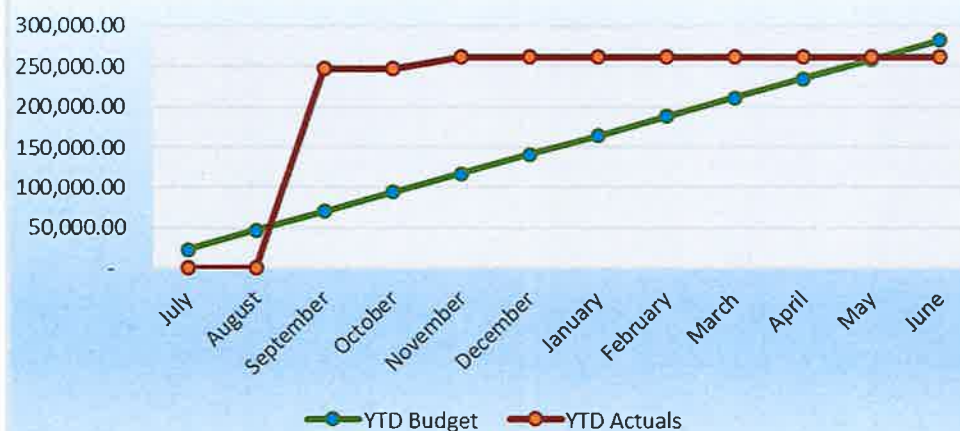
**Parks, Gardens & Open Spaces Operational Income Budget v's Actual**



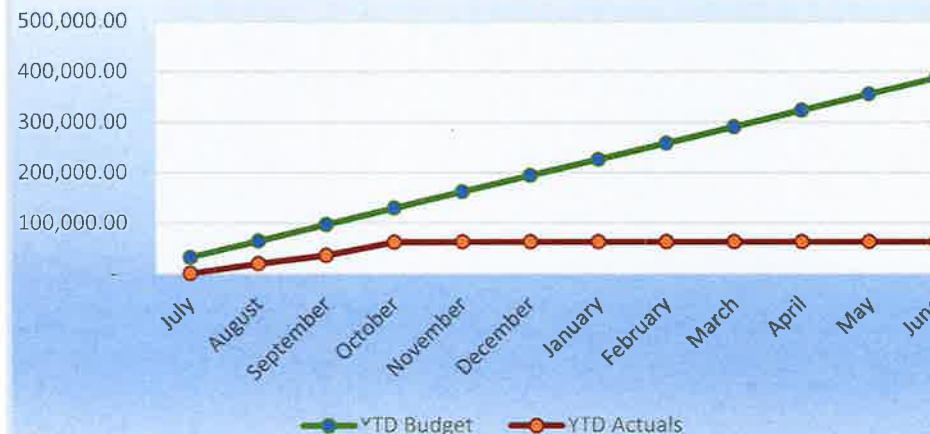
**Parks, Gardens & Open Spaces Operational Expenditure Budget v's Actual**



**Parks, Gardens & Open Spaces Capital Income Budget v's Actual**



**Parks, Gardens & Open Spaces Capital Expenditure Budget v's Actual**



COA	21/22 QBR 1 Budget	21/22 YTD Actuals November	21/22 Percentage Spent
<b>Parks, Gardens and Open Space</b>	<b>1,129,289</b>	<b>131,180</b>	<b>11.62%</b>
1. Operating Income	(121,500)	(52,935)	43.57%
2. Operating Expenditure	1,144,216	382,723	33.45%
3. Capital Income	(281,567)	(260,925)	92.67%
4. Capital Expenditure	388,140	62,316	16.06%
4215502. Cemeteries - Earthworks Preparation for Stage 1 Expansion	18,808	3,380	17.97%
4605510. Shade Structure over Rotary Park Playground	24,766	16,950	68.44%
4605511. Installation of Covered Exercise Area at Hockey Park	83,641	41,500	49.62%
4605512. Shirley Park Cricket Net Replacement	10,925	0	0.00%
4605514. PSLP - Jennings Playground Precinct	250,000	486	0.19%

## 16. SWIMMING COMPLEX

### ACTION STATUS

100.00% (3)

ON TRACK



0.00% (0)

MONITOR



0.00% (0)

NEEDS WORK



0.00% (0)

NO TARGET






### ACTION PERFORMANCE



Actions reported on	3
At least 80% of action target achieved	3
Between 50% and 80% of action target achieved	0
Less than 50% of action target achieved	0
Actions with no target set	0

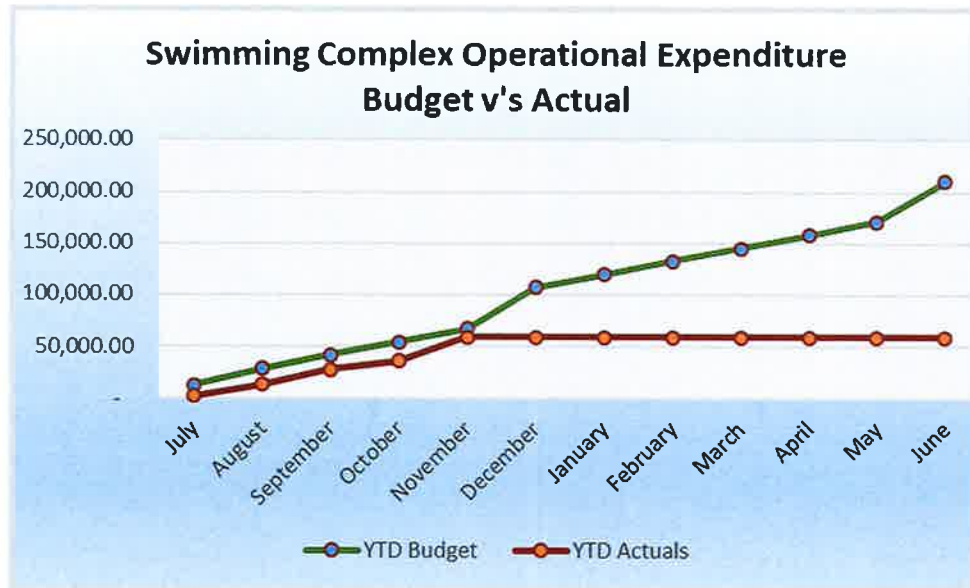


## ACTION SUMMARY

Business Unit: Swimming Complex								
Service Profile: Swimming Complex								
Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
1.2.3.1 Deliver business improvements, recognising emerging risks and opportunities.	Jodie Condrick - Administration Officer	<p>Identified in the preparation of the commencement of the season. Action being taken to suit.</p> <p>Meeting conducted with pool contractors to address maintenance issues prior to season opening.</p> <p>Black Summer funding has been applied for and awaiting notification of successful applicants, should be notified by the end of the year.</p> <p>Works completed</p> <ul style="list-style-type: none"> <li>• Butler is now working and pool covers are being put on,</li> <li>• Replacement of the faulty flood lights have now been replaced and working correctly</li> <li>• The new Covered area for the picnic table has now had bracing attached</li> <li>• Drinking fountain repaired</li> <li>• New oxygen management bag ordered</li> </ul>	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
1.2.3.2 Manage the Swimming Complex Service of Council in a financially responsible manner in line with budget allocations.	Jodie Condrick - Administration Officer	Currently being implemented.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
1.2.3.3 Implement Tenterfield War Memorial Baths (TWMB) Management Plan, review and update as necessary.	Jodie Condrick - Administration Officer	Current plan to be implemented in the new season. This plan has not been reviewed since the original contact was issued.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK



## 16. Swimming Complex



COA	21/22 QBR 1 Budget	21/22 YTD Actuals November	21/22 Percentage Spent
<b>Swimming Complex</b>	<b>415,405</b>	<b>63,880</b>	<b>15.38%</b>
<b>2. Operating Expenditure</b>	<b>210,445</b>	<b>58,920</b>	<b>28.00%</b>
<b>4. Capital Expenditure</b>	<b>204,960</b>	<b>4,960</b>	<b>2.42%</b>
4600506. Shade Structure Over BBQ at Pool	4,960	4,960	100.00%
4600510. Swimming Pool - Water Heater	120,000	0	0.00%
4600511. Swimming Pool - Pool Blankets	80,000	0	0.00%

## 17. ASSET MANAGEMENT AND RESOURCING

### ACTION STATUS

71.43% (5)

ON TRACK



28.57% (2)

MONITOR



0.00% (0)

NEEDS WORK



0.00% (0)

NO TARGET



### ACTION PERFORMANCE










Actions reported on	7
At least 80% of action target achieved	5
Between 50% and 80% of action target achieved	2
Less than 50% of action target achieved	0
Actions with no target set	0

## ACTION SUMMARY

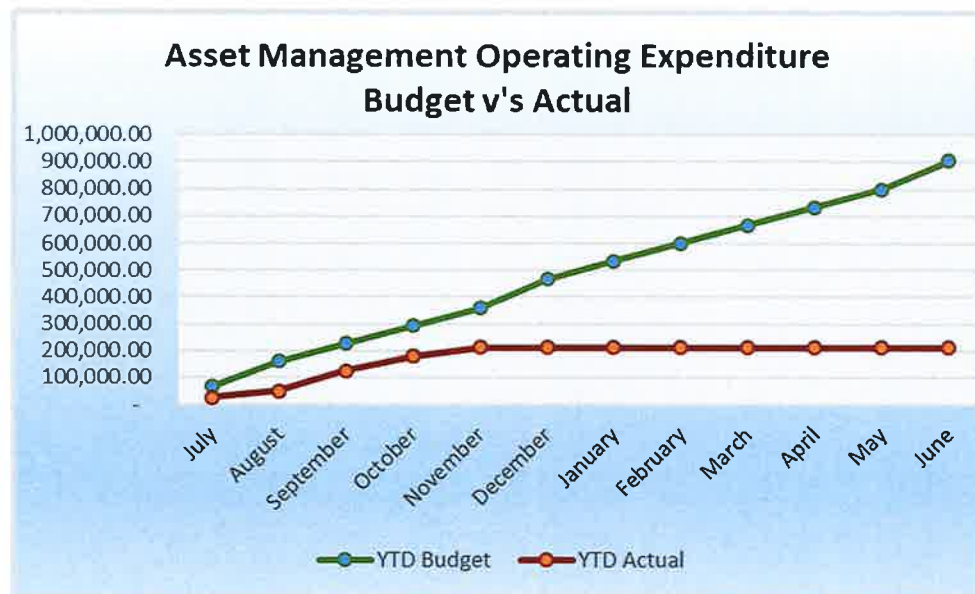
### Business Unit: Asset Management & Resourcing

### Service Profile: Asset Management & Resourcing

Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
2.3.4.1 Ensure that asset management, project planning and design activities meet agreed quality and industry standards.	David Counsell - Manager Asset & Program Planning	<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>Mt Lindesay Road (Legume to Woodenbong section) project is ongoing with drainage work and bulk earthworks nearing completion in Stage 3 near Legume. Formation excavations in cuttings is continuing through Stage 4 section at Koreelah.</p> <p>Torrington Road (Deepwater River) contractor site works on the bridge foundations are ongoing with delays due to wet weather.</p> <p>Paddys Flat Road (Kangaroo Creek) bridge design is still being finalised, 50% review being undertaken.</p>	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
2.3.4.2 Deliver business improvements, recognising emerging risks and opportunities.	David Counsell - Manager Asset & Program Planning	<p>Project documents are prepared for projects adopted under the 21/22 works program that include assessing risks and opportunities on major projects. The Asset and Planning section has three staff vacancies out of a team of five persons, hence staff resources are being prioritised on major capital works and routine regulatory functions.</p>	In Progress	24/11/21	30/06/22	80.00	100.00	 ON TRACK

Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
2.3.4.3 Manage the Asset Management and Resourcing service of Council in a financially responsible manner in line with budget allocations.	David Counsell - Manager Asset & Program Planning	Asset replacement projects are scoped in line with the adopted annual budget. Opportunities are being taken up with grant funds to accelerate asset replacement. Grant funding for major works has been obtained through a number of external grants. A significant degree of work by the assets section is then reflected through increased income and expenditure in other sections such as the Transport section.	In Progress	24/11/21	30/06/22	80.00	100.00	 ON TRACK
5.1.1.1 Develop and implement the Strategic Asset Management Plan and associated systems.	David Counsell - Manager Asset & Program Planning	Asset Management Strategy has been adopted by Council. The Asset Management Policy 1.014 updated 2020. AssetFinda management system is being implemented with system operation trials commenced with the supplier.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
5.1.2.1 Review the Pedestrian Access and Mobility Plan (incorporating the Disability Action Plan) and Bike Plan to identify any priority gaps in connectivity in our Towns and Villages.	David Counsell - Manager Asset & Program Planning	The Pedestrian Access Mobility Plan and the Bike Plan have been reviewed and adopted by Council.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
5.1.4.1 Undertake annual inspections (or as deemed appropriate) for condition assessment of Council infrastructure and assets.	David Counsell - Manager Asset & Program Planning	Drainage culvert structures are being assessed on individual specific site basis for works. A number of structures require maintenance or upgrading to improve efficiency of drainage inlets and outlets.	In Progress	01/07/21	30/06/22	60.00	100.00	 MONITOR
5.1.6.1 Review and update Council's Risk Register and intervention programs on an ongoing basis in accordance with inspection schedules.	David Counsell - Manager Asset & Program Planning	Asset risks have been prepared for the Risk Management system. Increased workloads due to grant projects and staff resourcing limitations hinder inspection schedules.	In Progress	01/07/21	30/06/22	60.00	100.00	 MONITOR

## 17. Asset Management



COA	21/22 QBR 1 Budget	21/22 YTD Actuals November	21/22 Percentage Spent
<b>Asset Management &amp; Resourcing</b>	<b>1,256,081</b>	<b>224,559</b>	<b>17.88%</b>
1. Operating Income	(10,000)	0	0.00%
2. Operating Expenditure	906,613	211,626	23.34%
4. Capital Expenditure	350,804	9,780	2.79%
6250501. Tenterfield Depot - Refurbishment Stage 1	20,804	9,780	47.01%
6250502. Tenterfield Depot - Wash Down & Recycle Bay	80,000	0	0.00%
6250505. Tenterfield Depot - WHS & Environmental Initiative Enhancements	100,000	0	0.00%
6250506. Tenterfield Depot - Fuel Tank Replacement/Remediation	150,000	0	0.00%
6. Liabilities	8,664	3,153	36.39%

## 18. COMMERCIAL WORKS

### ACTION STATUS

100.00% (3)

ON TRACK



0.00% (0)

MONITOR



0.00% (0)

NEEDS WORK



0.00% (0)

NO TARGET






### ACTION PERFORMANCE



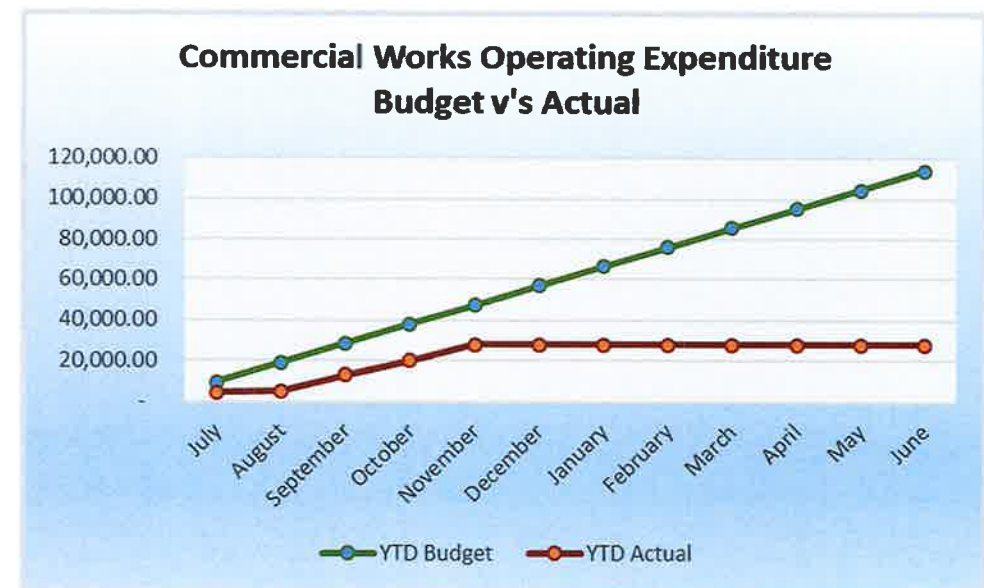
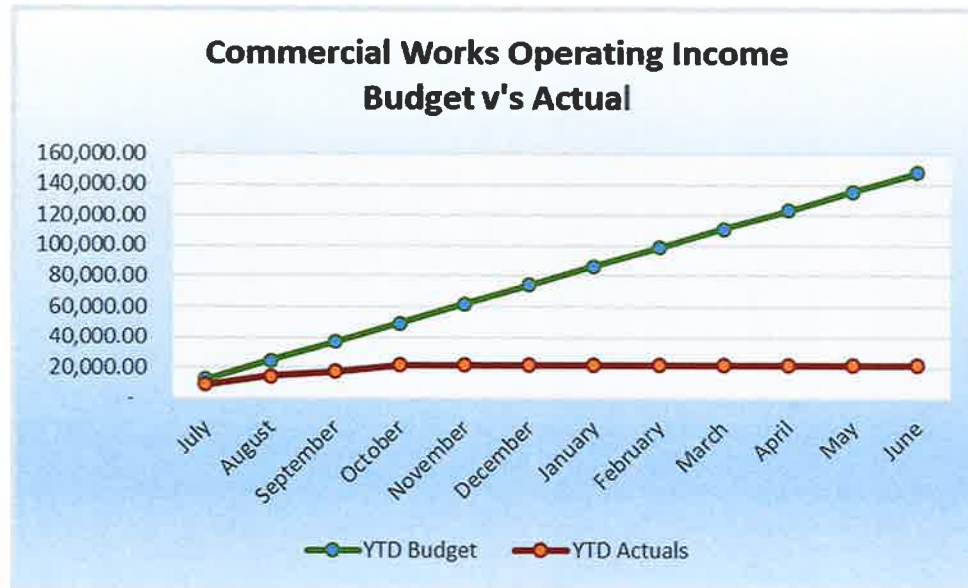
Actions reported on	3
At least 80% of action target achieved	3
Between 50% and 80% of action target achieved	0
Less than 50% of action target achieved	0
Actions with no target set	0



## ACTION SUMMARY

Business Unit: Commercial Works								
Service Profile: Commercial Works								
Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
2.3.5.1 Commercial Works undertaken in accordance with demand.	James Paynter - Manager Works	Works are undertaken on demand, with scheduled work and operational priorities a consideration.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
2.3.5.2 Deliver business improvements, recognising emerging risks and opportunities.	David Counsell - Manager Asset & Program Planning	Delivery of commercial work is scheduled with the aim to gain efficiencies alongside operational and capital projects.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
2.3.5.3 Manage the Commercial Work Service of Council in a financially responsible manner in line with budget allocations.	David Counsell - Manager Asset & Program Planning	Works are delivered within projected estimates and quotations.	In Progress	24/11/21	30/06/22	80.00	100.00	 ON TRACK

## 18. Commercial Works



COA	21/22 QBR 1 Budget	21/22 YTD Actuals November	21/22 Percentage Spent
Commercial Works	(34,071)	6,446	-18.92%
1. Operating Income	(148,138)	(21,612)	14.59%
2. Operating Expenditure	114,067	28,058	24.60%

## 19. STORMWATER AND DRAINAGE

### ACTION STATUS

100.00% (3)

ON TRACK



0.00% (0)

MONITOR



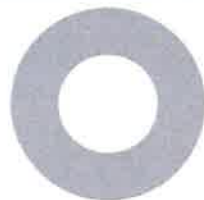
0.00% (0)

NEEDS WORK



0.00% (0)

NO TARGET






### ACTION PERFORMANCE



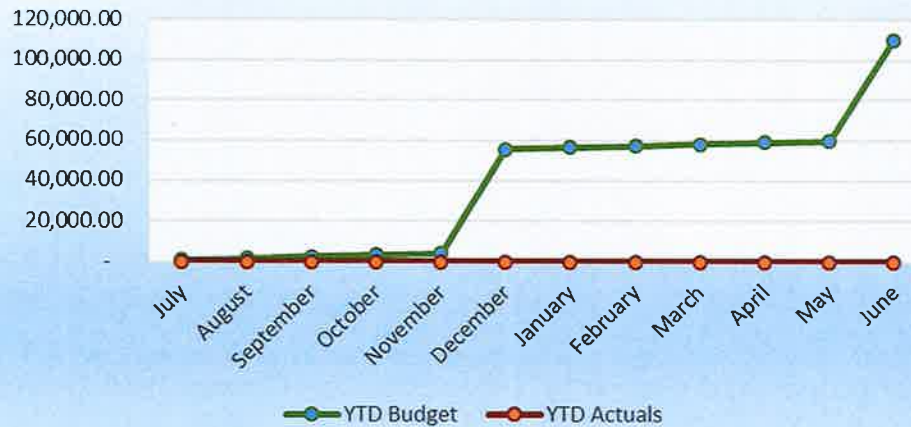
Actions reported on	3
At least 80% of action target achieved	3
Between 50% and 80% of action target achieved	0
Less than 50% of action target achieved	0
Actions with no target set	0

## ACTION SUMMARY

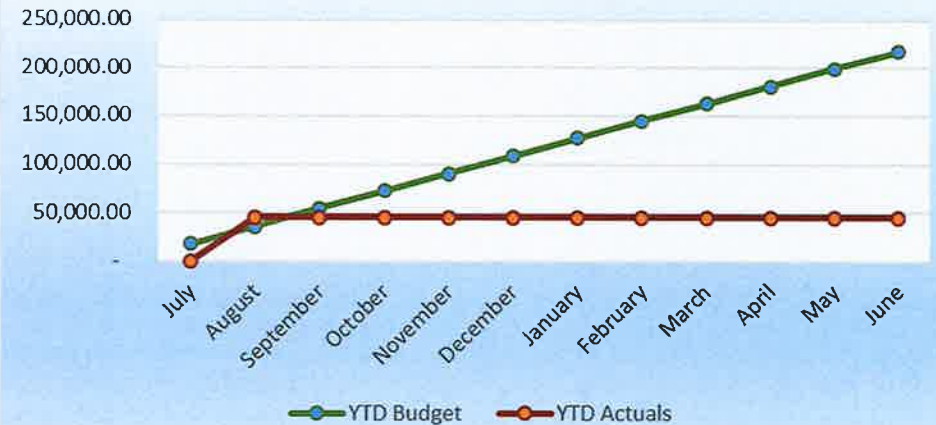
Business Unit: Stormwater Drainage								
Service Profile: Stormwater Drainage								
Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
3.3.1.1 Implement the Stormwater Asset Management Plan.	David Counsell - Manager Asset & Program Planning	Projects for storm water asset renewals for the 2021/22 financial year are based on upgrading drainage pits. This work is ongoing.	In Progress	25/11/21	30/06/22	80.00	100.00	 ON TRACK
3.3.1.2 Deliver business improvements, recognising emerging risks and opportunities.	David Counsell - Manager Asset & Program Planning	Project delivery is scheduled to gain efficiencies where possible, considering site risks and to seek opportunities to improve the performance of the asset.	In Progress	25/11/21	30/06/22	80.00	100.00	 ON TRACK
3.3.1.3 Manage the Stormwater and Drainage of Council in a financially responsible manner in line with budget allocations.	David Counsell - Manager Asset & Program Planning	Asset replacement projects are in accordance with the adopted annual budget limitations. Operational expenses are solely limited to depreciation expenses as there is no specific maintenance budget allocation. The expense is allocated in two half portions, therefore the second expense will exhaust the budget allocation.	In Progress	25/11/21	30/06/22	80.00	100.00	 ON TRACK

## 19. Stormwater and Drainage

**Stormwater & Drainage Operational Expenditure Budget v's Actual**



**Stormwater & Drainage Capital Expenditure Budget v's Actual**



COA	21/22 QBR 1 Budget	21/22 YTD Actuals November	21/22 Percentage Spent
<b>Stormwater &amp; Drainage</b>	<b>256,390</b>	<b>(26,259)</b>	<b>-10.24%</b>
1. Operating Income	(70,921)	(71,290)	100.52%
2. Operating Expenditure	110,111	0	0.00%
4. Capital Expenditure	217,200	45,031	20.73%
8252502. Drainage Pits - Upgrade	50,000	12,903	25.81%
8252509. Rouse Street - Design & Investigation	100,000	0	0.00%
8252523. Urban Culverts Renewal	27,200	6,996	25.72%
8252526. Stormwater Pipe Renewal	40,000	25,133	62.83%



## 20. TRANSPORT NETWORK

### ACTION STATUS

100.00% (5)

ON TRACK



0.00% (0)

MONITOR



0.00% (0)

NEEDS WORK



0.00% (0)

NO TARGET



### ACTION PERFORMANCE






Actions reported on	5
At least 80% of action target achieved	5
Between 50% and 80% of action target achieved	0
Less than 50% of action target achieved	0
Actions with no target set	0





## ACTION SUMMARY

### Business Unit: Transport Network

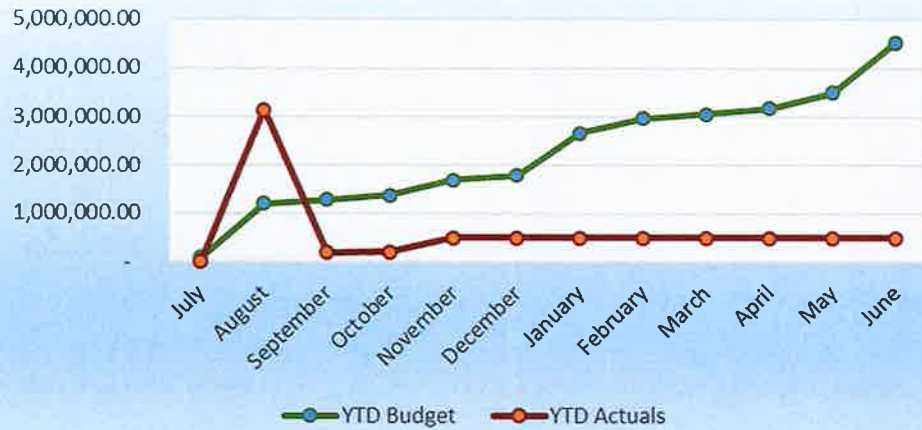
### Service Profile: Transport Network

Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
5.1.3.1 Implement the Road Network Management Plan and the Road Network Asset Management Plan.	David Counsell - Manager Asset & Program Planning	Council and additional contractors are grading roads and undertaking repair and restoration works following the significant rain event in November 2021 with a further Disaster Restoration Funding Assistance (DRFA) for the November event.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
5.1.3.2 Deliver business improvements, recognising emerging risks and opportunities.	James Paynter - Manager Works	Staffing resources are limited and demands high given the increased level of grant funding on major works for roads and bridges. Due to the extent of additional grant funding on other regions, external contractors have limited availability due to other committed works, increasing to works project management.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
5.1.3.3 Manage the Transport Network Service of Council in a financially responsible manner in line with budget allocations.	David Counsell - Manager Asset & Program Planning	The carry-forward expenditure budgets from 2020/21 unfinished grant projects were added in the first Quarterly Budget Review. Major projects have budgets allocated from external grants and Council funding allocations. Capital expenditure trend is low compared to annual trend projection, however significant budget funding allocations for bridge replacements and Mt Lindesay Road Special Project have funding arrangements that allowed for expenditure to continue into the 2021/22 financial year under the funding agreements. Majority of resources have been engaged on the Mt Lindesay Road project and upgrading works associated with LRCI funding.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK

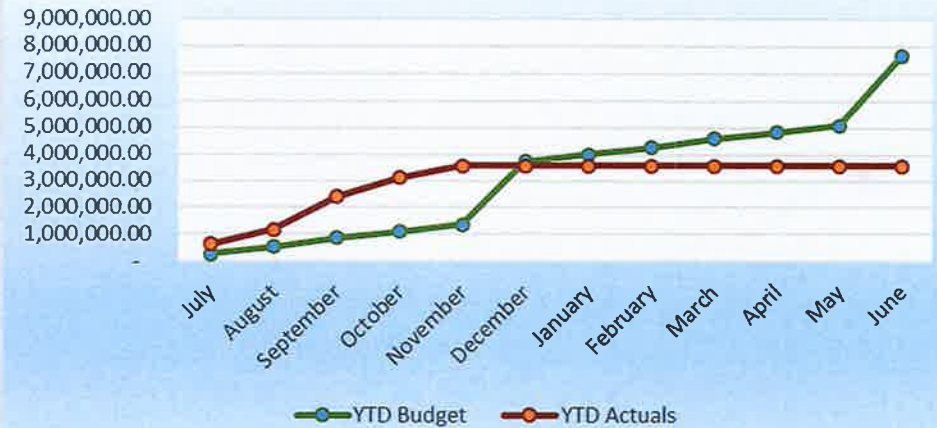
Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
5.1.7.1 Manage and deliver maintenance services for transport infrastructure.	David Counsell - Manager Asset & Program Planning	Mt Lindesay Road (Legume – Woodenbong) Special Grant project is ongoing with drainage works, gabion installation and bulk earthworks on Stage 3 almost complete between 0.1km to 6.1km east of Legume. Pavement works will follow on Stage 3. Bulk earthworks with rock cuts and embankment works underway on Stage 4 at Koreelah. Council has commenced work on the LRCI works Quarry Road (sealing date subject to weather) and Cullendore Road is sealed. Council has completed a portion of the annual reseals.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
5.2.3.1 Manage and deliver construction services for transport infrastructure.	David Counsell - Manager Asset & Program Planning	Torrington Road (Deepwater River) has commenced with the contractor established on site, the old bridge removed and foundation works underway. Paddys Flat North (Kangaroo Creek) bridge replacement design is under final review and a Fisheries permit has been sought for the works. Mt Lindesay Rd - Boonoo Boonoo River bridge approaches have been sealed and asphalted with guardrail installed.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK

## 20. Transport Network

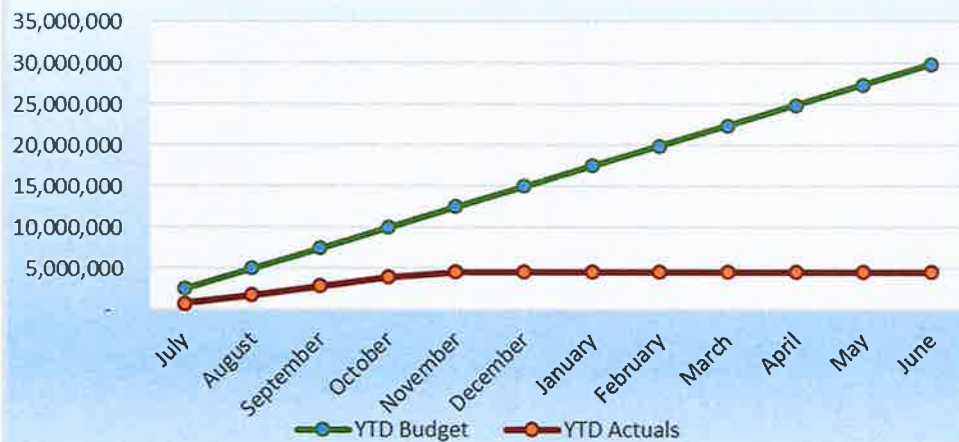
**Transport Network Operational Income  
Budget v's Actual**



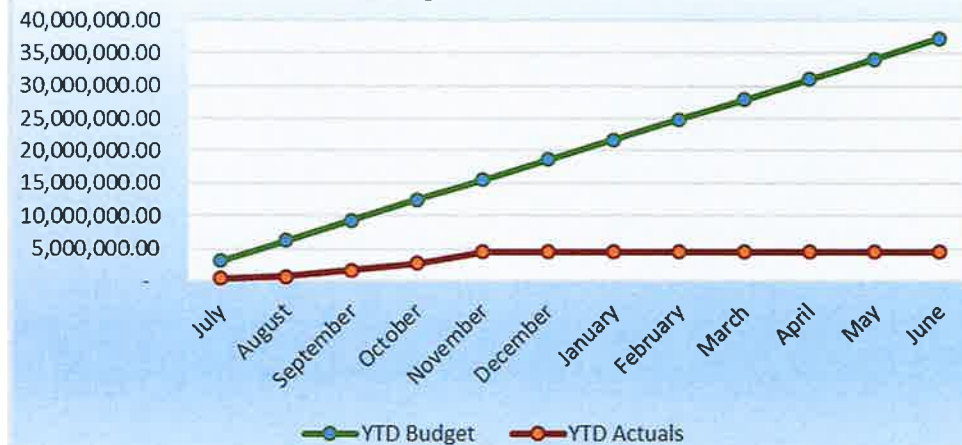
**Transport Network Operational Expenditure  
Budget v's Actual**



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



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



COA	21/22 QBR 1 Budget	21/22 YTD Actuals November	21/22 Percentage Spent
<b>Transport Network</b>	<b>10,732,204</b>	<b>3,194,340</b>	<b>29.76%</b>
1. Operating Income	(4,537,750)	(492,915)	10.86%
2. Operating Expenditure	7,654,398	3,558,468	46.49%
3. Capital Income	(29,934,285)	(4,520,107)	15.10%
4. Capital Expenditure	37,268,488	4,509,385	12.10%
4210500. Mt McKenzie Tower Construct Access Road (SRV)	70,000	0	0.00%
6215110. Regional & Local Roads Traffic Facilities	66,000	42,705	64.70%
6215510. Regional Roads Block Grant - Reseals Program.	906,388	285,801	31.53%
6215531. Special Grant Mt Lindesay Road (RMS/Fed)	14,124,630	2,316,933	16.40%
6215543. Repair Program 2021/22	565,572	12,443	2.20%
6215544. BLERF - 0737 - Improve Mt Lindesay Road	5,746,545	0	0.00%
6215548. Restart NSW Funding - Beaury Creek Bridge Replacement - Tooloom Road - Expenditure	0	14	0.00%
6215550. Footpaths Capital Works	100,000	0	0.00%
6215552. Roads to Recovery 2019-24	1,044,335	17,217	1.65%
6215553. MR 462 Bruxner Way Curve Improvements (Segments 7010, 7020 & 7030)	25,981	16,875	64.95%
6215559. Safer Roads Program - Boonoo Boonoo Falls Road	0	25	0.00%
6215560. Local Roads & Community Infrastructure Program Round 1	0	17	0.00%
6215561. Fixing Local Roads - Tooloom Road Heavy Vehicle Access	163,011	52,391	32.14%
6215562. Repair Program 2020/21	127,163	366	0.29%
6215563. Federal Stimulus Safety Project 2299 Mt Lindesay Rd	44,130	2,167	4.91%
6215564. Mt Lindesay Rd & Boundary Rd Intersection Safety Signposting	8,773	20	0.22%
6215565. Local Roads & Community Infrastructure Program - Round 2 Extension	806,294	207,477	25.73%

6215566. Developer Contribution Road Works	9,013	11,384	126.31%
6215568. FLR200241 - Kildare Road (Tenterfield Tourist Route 9)	3,359,155	56,042	1.67%
6220270. Boonoo Boonoo Bridge, Mt Lindesay Road - Restart NSW Funding	1,627,322	539,067	33.13%
6220271. Bridges Renewal Program - Deepwater River Bridge Renewal - Torrington Road	1,156,209	165,453	14.31%
6220272. Bridges Renewal Program - Kangaroo Creek Bridge Replacement - Paddys Flat Road Nth	1,187,433	19,852	1.67%
6220273. Contribution to Clarence River Bridge (Kyogle Shire)	550,000	0	0.00%
6220274. Bridges Renewal Program - Unknown Creek Bridge (67203) Replacement, Paddy's Flat Rd Nth	728,899	404	0.06%
6220275. Emu Creek Bridge Replacement - Hootons Road - Restart NSW Funding	491,686	25,963	5.28%
6220276. Bridges Renewal Program - Unknown Creek Bridge (67161) Replacement, Paddy's Flat Rd Sth	619,639	14,221	2.29%
6220277. Fixing Country Bridges - Grahams Creek Bridge Replacement, Grahams Creek Rd	654,589	938	0.14%
6220278. Fixing Country Bridges - Washpool Creek Bridge Replacement, Leechs Gully Rd	369,258	10,324	2.80%
6220280. Restart NSW Funding - Bridge Interim Solutions Project - Expenditure	0	231	0.00%
6220500. Urban Streets - Reseal Program	122,000	58,167	47.68%
6220501. Road Renewal - Gravel Roads	635,628	131,652	20.71%
6220503. Gravel Resheets	632,452	440,239	69.61%
6220506. Bridges / Causeways (SRV to 2023/24)	550,000	22,642	4.12%
6220507. Rural Roads - Reseal Program	266,146	794	0.30%
6220512. Rural Culverts & Pipes	100,000	55,182	55.18%
6220513. Concrete Bridges	210,223	564	0.27%
6220514. Causeways	188,163	0	0.00%
6240101. Gravel Pit Rehabilitation	10,445	0	0.00%
6240502. Main Street - Complete Final Stage	1,406	1,815	129.06%
<b>6. Liabilities</b>	<b>281,353</b>	<b>139,509</b>	<b>49.59%</b>



## 21. Plant, Fleet and Equipment

### ACTION STATUS

100.00% (4)

ON TRACK



0.00% (0)

MONITOR



0.00% (0)

NEEDS WORK



0.00% (0)

NO TARGET







### ACTION PERFORMANCE



Actions reported on	4
At least 80% of action target achieved	4
Between 50% and 80% of action target achieved	0
Less than 50% of action target achieved	0
Actions with no target set	0

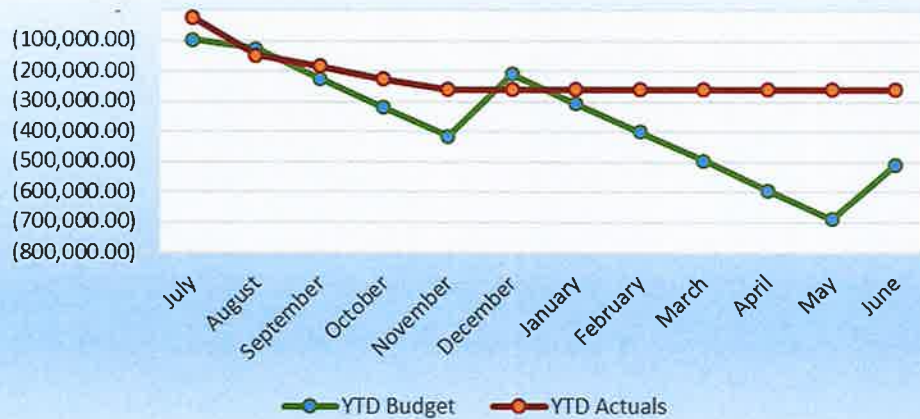


## ACTION SUMMARY

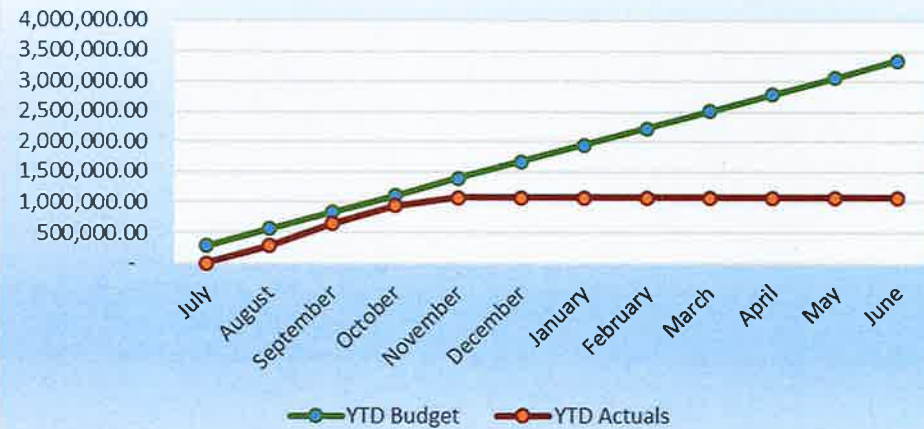
Business Unit: Plant, Fleet & Equipment								
Service Profile: Plant, Fleet & Equipment								
Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
5.1.3.4 Implementation and delivery of the Fleet Asset Management Plan and the Plant Replacement Program.	James Paynter - Manager Works	Review of Fleet Asset Management Plan is complete, including LTFP and hire rate review. Integration into the new format a working progress with Manager Assets and Projects. Delivery of council's float trailer is scheduled for November.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
5.1.3.5 Develop and implement the Depot Master Plan.	Brad Foan - Manager Fleet	An emulsion storage tank is installed replacing the existing tank which has reached the end of its useful life. Fuel bowsers have recently been repaired and a report will be prepared addressing the future viability of the fuel storage tanks.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
5.1.3.6 Deliver business improvements, recognising emerging risks and opportunities.	Brad Foan - Manager Fleet	The Fleet operational expenditure is almost back on track, fleet registration was processed in November and has impacted expenditure, this will then normalise over the remainder of the financial year. Utilisation is starting to increase due wet conditions and flood damage works.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
5.1.3.7 Manage the Plant, Fleet and Equipment Service of Council in a financially responsible manner in line with budget allocations.	James Paynter - Manager Works	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.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK

## 21. Plant Fleet and Equipment

**Plant , Fleet & Equipment Operational Expenditure Budget v's Actual**



**Plant, Fleet & Equipment Capital Expenditure Budget v's Actual**



COA	21/22 QBR 1 Budget	21/22 YTD Actuals November	21/22 Percentage Spent
<b>Plant, Fleet &amp; Equipment</b>	<b>(365,473)</b>	<b>(143,944)</b>	<b>39.39%</b>
1. Operating Income	(784,500)	(31,631)	4.03%
2. Operating Expenditure	(508,127)	(260,393)	51.25%
4. Capital Expenditure	3,345,117	1,076,742	32.19%
6210500. Public Works Plant - Purchases	3,296,617	1,028,242	31.19%
6210502. Minor Plant Purchases	48,500	48,500	100.00%
8. WDB of Asset Disposals	(2,417,963)	(928,662)	38.41%

## 22. WASTE MANAGEMENT

### ACTION STATUS

100.00% (3)

ON TRACK



0.00% (0)

MONITOR



0.00% (0)

NEEDS WORK



0.00% (0)

NO TARGET



### ACTION PERFORMANCE



Actions reported on	3
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At least 80% of action target achieved	3
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Between 50% and 80% of action target achieved	0
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Less than 50% of action target achieved	0
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Actions with no target set	0
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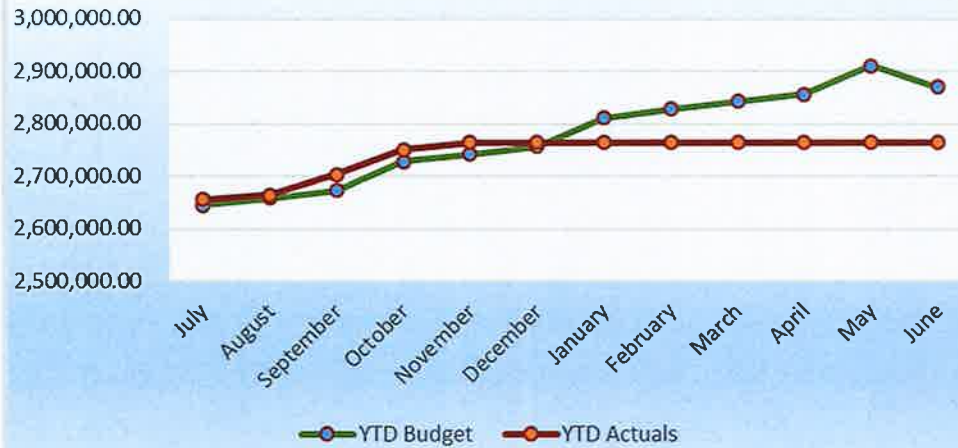
## Business Unit: Waste Management

## Service Profile: Waste Management

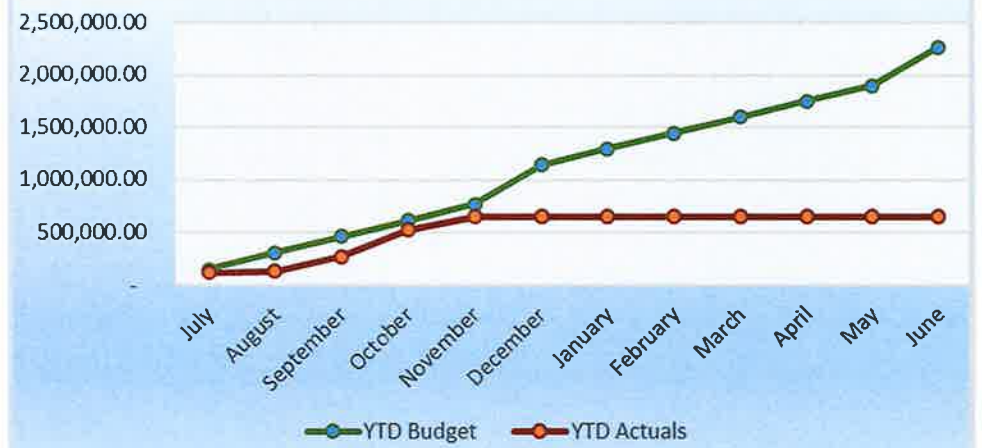
Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
2.1.5.1 Delivery of the Waste Management Strategy.	Gillian Marchant - Manager Water & Waste	The Operational opening of Torrington was opened 20 November 2021, and has operated over the past 2 weeks well. Installation of tip-shop gates, office site handrail, office facilities, office stairs, tank stand with tank, safety car stops, handrails and are septic complete (thanks to fleet and works), with industrial bins with hungry boards (extension shrouds) completed and power connections are pending.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
2.1.5.2 Deliver business improvements, recognising emerging risks and opportunities.	Gillian Marchant - Manager Water & Waste	Ongoing assessments and improvements to the business program ensuring risks are undertaken as priorities.  Annual licences were completed in November 2021.  The Container Deposit Scheme (CDS) from 1 December 2017 to 30 November 2021, Tenterfield residents have recycled 9,202,976 container collections or 665.67 Tons EFC - Exchange for Change.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
2.1.5.3 Manage Waste Services of Council in a financially responsible manner in line with budget allocations.	Gillian Marchant - Manager Water & Waste	Opportunity to continue the application for funding from the bushfires in 2019 has continued from expressions of interest to phase 1 reports and currently in phase 2 application under the smarty grants system. The announcement occurred on 1 December 2021, with Council expected to receive over \$700,000 for improvements at Boonoo Boonoo and Torrington.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK

## 22. Waste Management

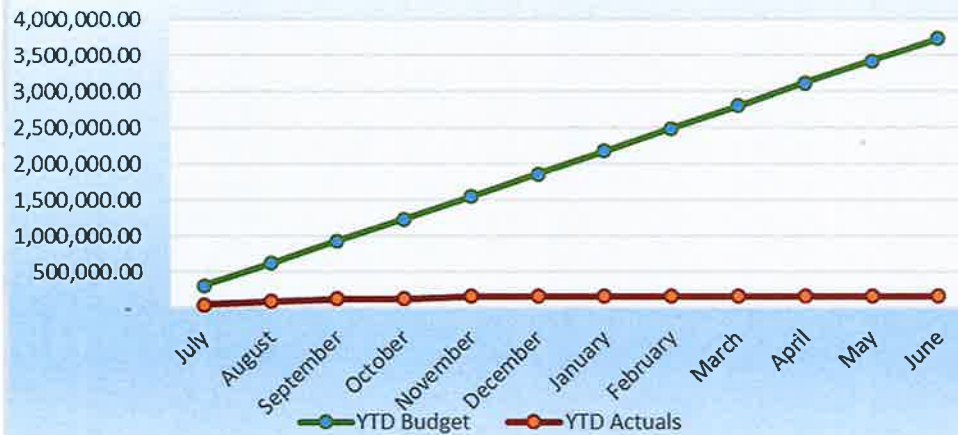
**Waste Management Operational Income  
Budget v's Actual**



**Waste Management Operational Expenditure  
Budget v's Actual**



**Waste Management Capital Expenditure  
Budget v's Actual**





COA	21/22 QBR 1 Budget	21/22 YTD Actuals November	21/22 Percentage Spent
<b>Waste Management</b>	<b>3,285,615</b>	<b>(1,907,584)</b>	<b>-58.06%</b>
1. Operating Income	(2,870,251)	(2,764,411)	96.31%
2. Operating Expenditure	2,274,122	648,862	28.53%
3. Capital Income	(7,320)	9,663	-132.01%
4. Capital Expenditure	3,735,684	160,757	4.30%
7080500. 240L Wheelie Bins	2,050	5,811	283.46%
7080503. Industrial Bins	6,150	0	0.00%
7080551. Boonoo Boonoo - Capping Cell/Remediation #5	0	1,492	0.00%
7080553. Boonoo Boonoo - New Cell Construction	0	893	0.00%
7080554. Boonoo Boonoo - Landfill Cover	10,000	0	0.00%
7080555. Boonoo Boonoo - Cell Remediation Asset (Non Cash)	50,000	0	0.00%
7080556. Boonoo Boonoo - Landfill Site Design	0	4,244	0.00%
7080558. Tip shop - Drake, Liston & Tenterfield	15,000	32,271	215.14%
7080559. Green Waste Hungry Bin - School Trial	2,000	0	0.00%
7080561. Boonoo Boonoo Landfill - Environmental Improvements	12,020	10,716	89.15%
7080563. Torrington - Landfill Closure & Transfer Station Construction	25,000	17,820	71.28%
7080564. Boonoo Boonoo - Develop Stage 5	3,300,000	9,661	0.29%
7080568. Boonoo Boonoo - WHS Facilities & Amenities Upgrade	91,006	64,349	70.71%
7080720. Mingoola - Open Transfer Station	70,000	0	0.00%
7080731. Torrington Landfill - Access Road	1,000	522	52.24%
7080732. Torrington Landfill - Convert to Transfer	30,000	11,520	38.40%
7080811. Tenterfield WTS Groundwater Bores	120,000	0	0.00%
7080821. Tenterfield WTS Bailer Bay Structure	1,458	1,458	100.00%
<b>6. Liabilities</b>	<b>153,380</b>	<b>37,545</b>	<b>24.48%</b>



## 23. WATER SUPPLY

### ACTION STATUS

100.00% (4)

ON TRACK



0.00% (0)

MONITOR



0.00% (0)

NEEDS WORK



0.00% (0)

NO TARGET






### ACTION PERFORMANCE




Actions reported on	4
At least 80% of action target achieved	4
Between 50% and 80% of action target achieved	0
Less than 50% of action target achieved	0
Actions with no target set	0

## ACTION SUMMARY

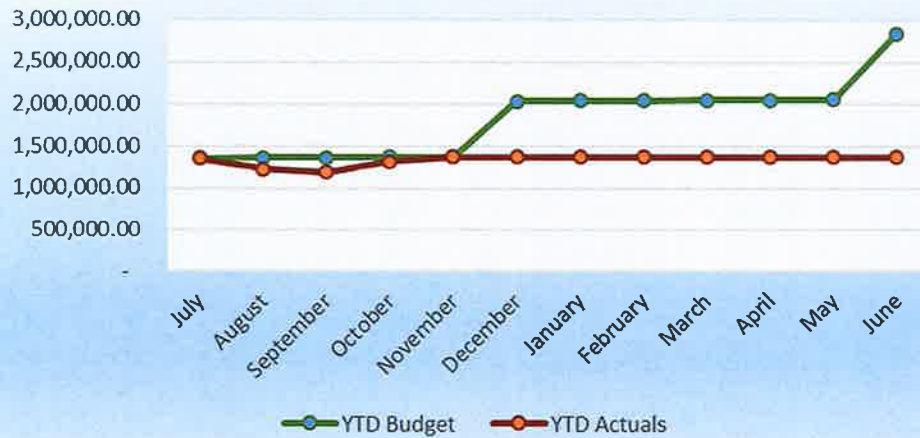
Business Unit: Water Supply								
Service Profile: Water Supply								
Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
1.1.4.1 Implementation of Water Service Strategic Plan in accordance with NSW Office of Water Guidelines.	Gillian Marchant - Manager Water & Waste	<p>Ongoing operations with implementation in-line with Water Service Strategic plan as provided by NSW Office of Water Guidelines.</p> <p>November 2021 - New England Highway (Rouse Street) resealing progressed by RMS. Guttering completed on planter boxes raising of valves required before RMS works completed in October 2021 with December 2021 re-seal completion of main road.</p> <p>Works have commenced for the New Water Filtration Plant on Scrub Road, the project was awarded to contractors LC Water. Final designs have progressed with 95% of plans under review. To ensure the timeframes for the project initial site establishment and preliminary groundwork has commenced. Councillors, Staff, Minister Melinda Pavey and Council's Major Peter Petty conducted a Sod-turning event this month to commemorate the commencement of the program for the New Water Treatment Plant.</p>	In Progress	01/07/21	30/06/22	80.00	100.00	 <small>ON TRACK</small>

Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
3.3.2.1 Implementation of the Water and Drought Management Plans.	Gillian Marchant - Manager Water & Waste	The Tenterfield Sustainable and Disaster Resilient Communities program will provide a water source, and minor reticulation activities, for the villages of Drake, Liston, Legume, and Torrington. The reticulation will predominantly service pumps for groundwater/river water holding tanks and standpipe delivery systems, including solar systems. The project will improve the community's resilience and ability to prepare and respond to future disasters. Council applied and was awarded \$960,000 to deliver the Villages bore program. The Village bore program for Liston, Legume, Drake and Torrington has progressed with deeds signed and RFQ prepared for hydrogeologist water search.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
3.3.2.2 Deliver business improvements, recognising emerging risks and opportunities.	Gillian Marchant - Manager Water & Waste	<p>A grant for water treatment improvement, increased storage capacity and secondary supply at Urbenville has been awarded to Council through New Grid &amp; Water Infrastructure NSW, pending deeds.</p> <p>The Integrated water catchment management grant (IWCM) has progressed with secure yield studies awarded.</p>	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK

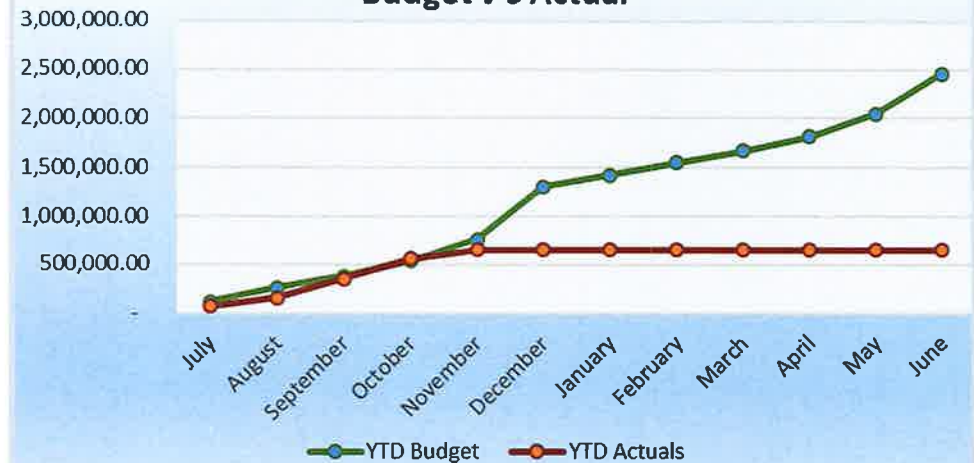
Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
3.3.2.3 Manage the Water Supply Service of Council in a financially responsible manner in line with budget allocations.	Gillian Marchant - Manager Water & Waste	November 2021 - Bore line project is continuing with second pad formed at Archery, well head and controller installed. Shirley Park has been formed with new flood tower. East Street has new well head constructed with installation of pump and controller. The water and Sewer crew thanks the Works, Bridging crew for assisting with installation as well as Council's contractors MB industries and Mini Earthworx. Testing of the main controller at Museum/RFS is complete with electrical and electronic components working efficiently. Bore for the Rugby club has progressed with well head construction. Metering for archery field is completed. Fencing the compounds for the bores and finalisation of the bore on the common with Shirley park connection to new line remain. Testing requirements by NWS Health are pending waste disposal requirements by EPA have been finalised, reports required to recommence program testing. Reports underway and testing program completed expected to commence end November 2021.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK

## 23. Water Supply

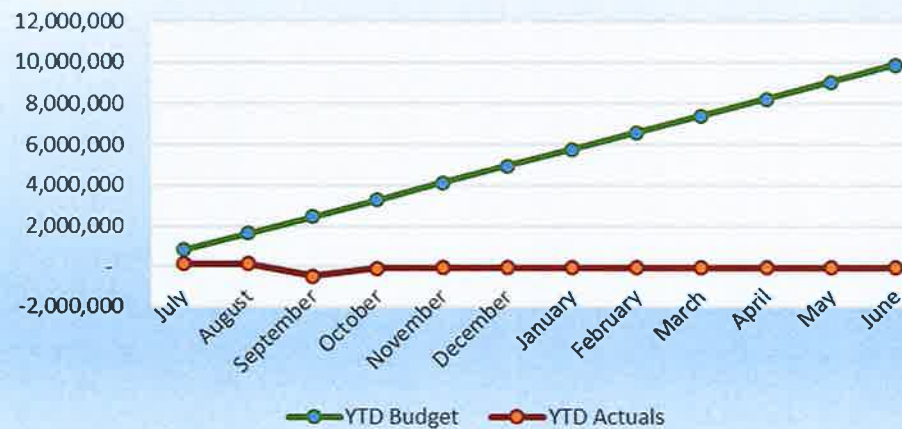
**Water Operating Income  
Budget v's Actual**



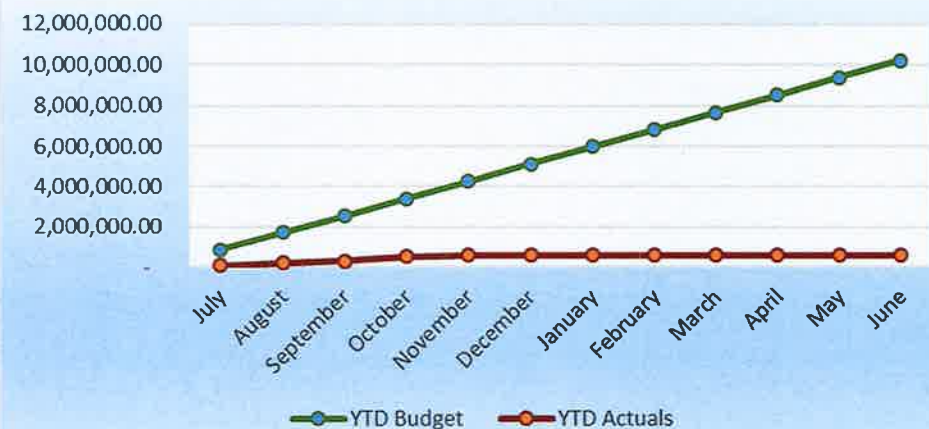
**Water Network Operating Expenditure  
Budget v's Actual**



**Water Capital Income  
Budget v's Actual**



**Water Capital Expenditure  
Budget v's Actual**



COA	21/22 QBR 1 Budget	21/22 YTD Actuals November	21/22 Percentage Spent
<b>Water Supply</b>	<b>170,034</b>	<b>(79,427)</b>	<b>-46.71%</b>
1. Operating Income	(2,843,282)	(1,378,365)	48.48%
2. Operating Expenditure	2,458,642	654,001	26.60%
3. Capital Income	(9,879,500)	71,499	-0.72%
4. Capital Expenditure	10,236,242	566,844	5.54%
7484502. Tenterfield Valve Renewal	5,000	4,395	87.90%
7484505. Tenterfield Mains Replacement	276,000	104,410	37.83%
7484506. Tenterfield Meter Replacement	22,000	458	2.08%
7484522. Tenterfield Water Treatment Plant Construct	8,878,242	270,622	3.05%
7484532. Tenterfield Water Supply - Drought Augmentation	0	176,180	0.00%
7484533. Water Network Mapping Improvements	20,000	0	0.00%
7484534. Tenterfield Apex Park Bore Dispenser	10,000	2,229	22.29%
7484537. Tenterfield Reservoir - Outlet Works	20,000	0	0.00%
7484538. BLERF 0377 - Tenterfield Villages Emergency Water Program	980,000	0	0.00%
7484811. Urbenville Water Treatment Plant Upgrade	20,000	0	0.00%
7484812. Scada Renewal	0	8,550	0.00%
7484950. Legume Catchment - Water Supply Options Study	5,000	0	0.00%
<b>6. Liabilities</b>	<b>197,932</b>	<b>6,593</b>	<b>3.33%</b>



## 24. SEWERAGE SERVICES

### ACTION STATUS

100.00% (4)

ON TRACK



0.00% (0)

MONITOR



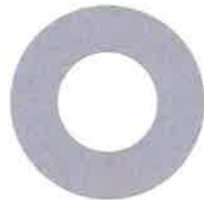
0.00% (0)

NEEDS WORK



0.00% (0)

NO TARGET







### ACTION PERFORMANCE



Actions reported on	4
At least 80% of action target achieved	4
Between 50% and 80% of action target achieved	0
Less than 50% of action target achieved	0
Actions with no target set	0

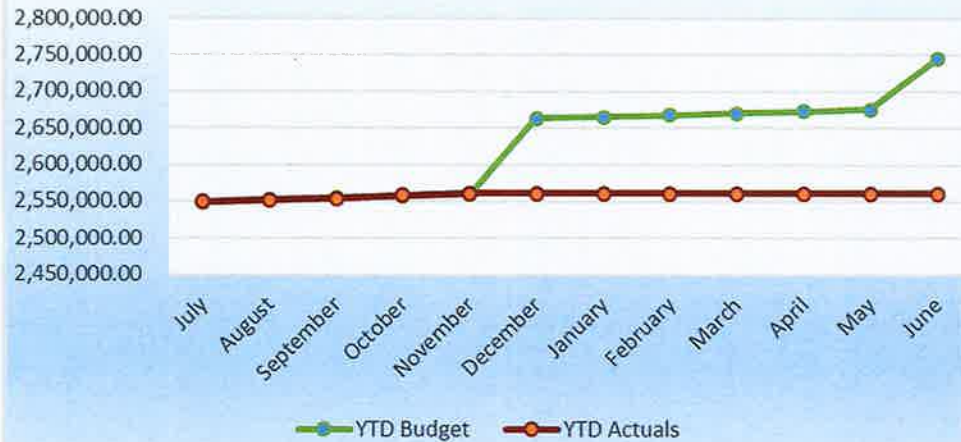
## Business Unit: Sewerage Services

## Service Profile: Sewerage Services

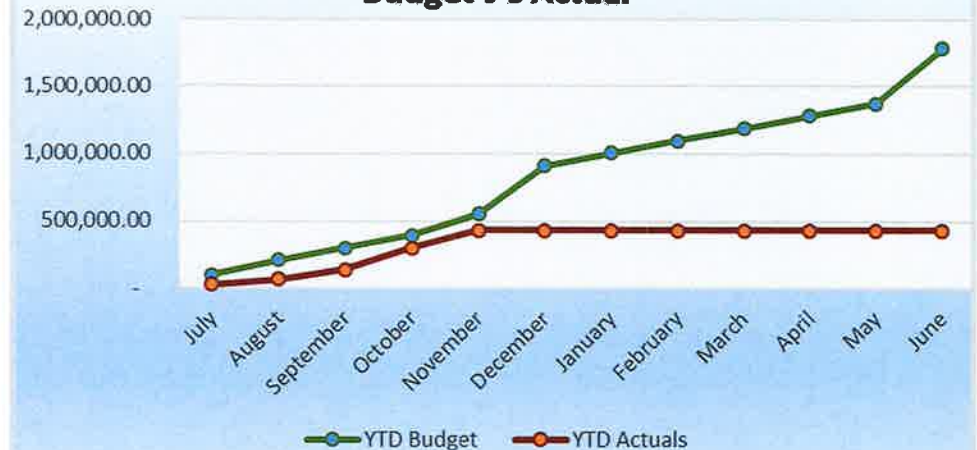
Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
3.3.3.1 Maintenance and operation of sewerage network, in line with the Asset Management Strategy.	Gillian Marchant - Manager Water & Waste	November 2021 saw flooding and a large increase in water received at the Sewage Treatment Plant (STP). A smoke testing program will be included in future budgets to rectify illegal storm water connections.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
3.3.3.2 Deliver business improvements, recognising emerging risks and opportunities.	Gillian Marchant - Manager Water & Waste	November 2021 - Sewer connections 0 at Tenterfield 0 Urbenville; Major pump station clearing 1 at Tenterfield 1 Urbenville; Blockages were reported and cleared at 2 locations in Tenterfield and 0 in Urbenville including 0 broken main repair, with 0 mains visually checked with new CCTV large tree roots in Tenterfield and 0 major manhole repair, 0 broken main repairs and 0 effluent line repair in Urbenville in this reporting period.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
3.3.3.3 Manage the Sewerage Services of Council in a financially responsible manner in line with budget allocations.	Gillian Marchant - Manager Water & Waste	November 2021 - Planning has commenced to extend the sewer system to the new water filtration plant council will engage designers to develop plans. New main to the water filtration plant has commenced with surveyors engaged to undertake long section plans for detailed designs to occur. Sewer mains relining works commenced in November 2021.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK
4.3.6.3 Council sewerage network upgrades and maintenance conducted in accordance with demand and affordability constraints.	Gillian Marchant - Manager Water & Waste	November 2021 - Due to increasing demands for sewer infrastructure renewals and replacements, utilising poly pipe a new butt-welding larger unit is expected to be purchased quotations have been requested.	In Progress	01/07/21	30/06/22	80.00	100.00	 ON TRACK

## 24. Sewerage Services

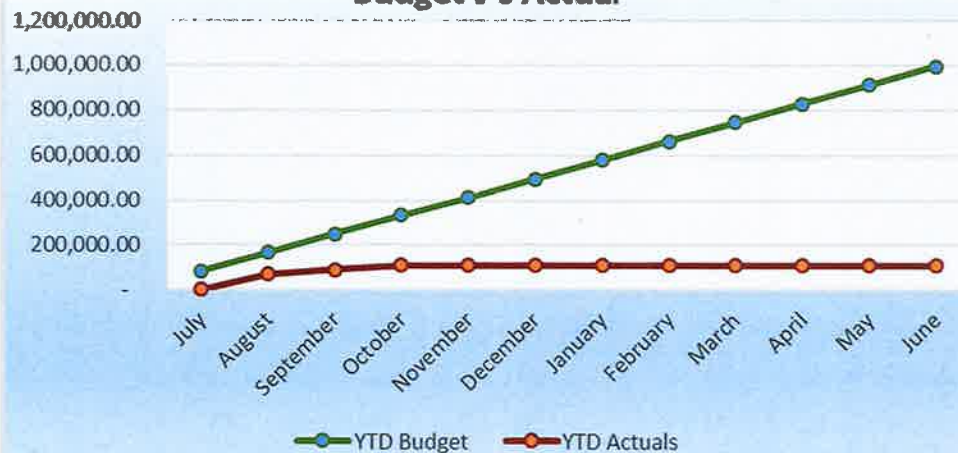
**Sewerage Network Operational Income  
Budget v's Actual**



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



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



COA	21/22 QBR 1 Budget	21/22 YTD Actuals November	21/22 Percentage Spent
<b>Sewerage Service</b>	<b>118,953</b>	<b>(1,971,503)</b>	<b>-1657.38%</b>
1. Operating Income	(2,744,982)	(2,560,858)	93.29%
2. Operating Expenditure	1,785,972	432,634	24.22%
3. Capital Income	(10,000)	0	0.00%
4. Capital Expenditure	994,793	110,136	11.07%
7872502. Tenterfield Mains Relining (1km Year)	291,000	0	0.00%
7872503. Tenterfield Mains Augmentation	67,900	0	0.00%
7872505. Tenterfield Man Hole Level Alterations (Water Infiltration)	158,500	90,201	56.91%
7872515. Tenterfield Upgrade Road to Tertiary Ponds	5,000	0	0.00%
7872517. Tenterfield Scada System Upgrade	31,600	0	0.00%
7872519. Tenterfield Network Renewal	189,100	0	0.00%
7872529. Sewer System Mapping Improvements	20,000	0	0.00%
7872800. Urbenville Geotube for Sludge Removal	10,000	0	0.00%
7872801. Removal Sludge from Tertiary Ponds/Renewal of Capacity	10,600	0	0.00%
7872804. Urbenville Telemetry Upgrade	15,000	0	0.00%
7872807. Urbenville Telemetry From PS to STP	10,000	0	0.00%
7872813. Urbenville Sewer Pump Station Emergency Works - Replacement	91,093	19,935	21.88%
7872814. Urbenville - Major Pump Station Refurbishment	95,000	0	0.00%
<b>6. Liabilities</b>	<b>93,170</b>	<b>46,585</b>	<b>50.00%</b>