

**ORDINARY COUNCIL MEETING**

**WEDNESDAY, 27 FEBRUARY 2019**

**ATTACHMENT BOOKLET 1**

Attachment No. 1      Monthly Operational Report – December 2018/January  
2019

## TENTERFIELD SHIRE COUNCIL – Monthly Operational Report - December 2018/January 2019

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## CONCLUSION

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

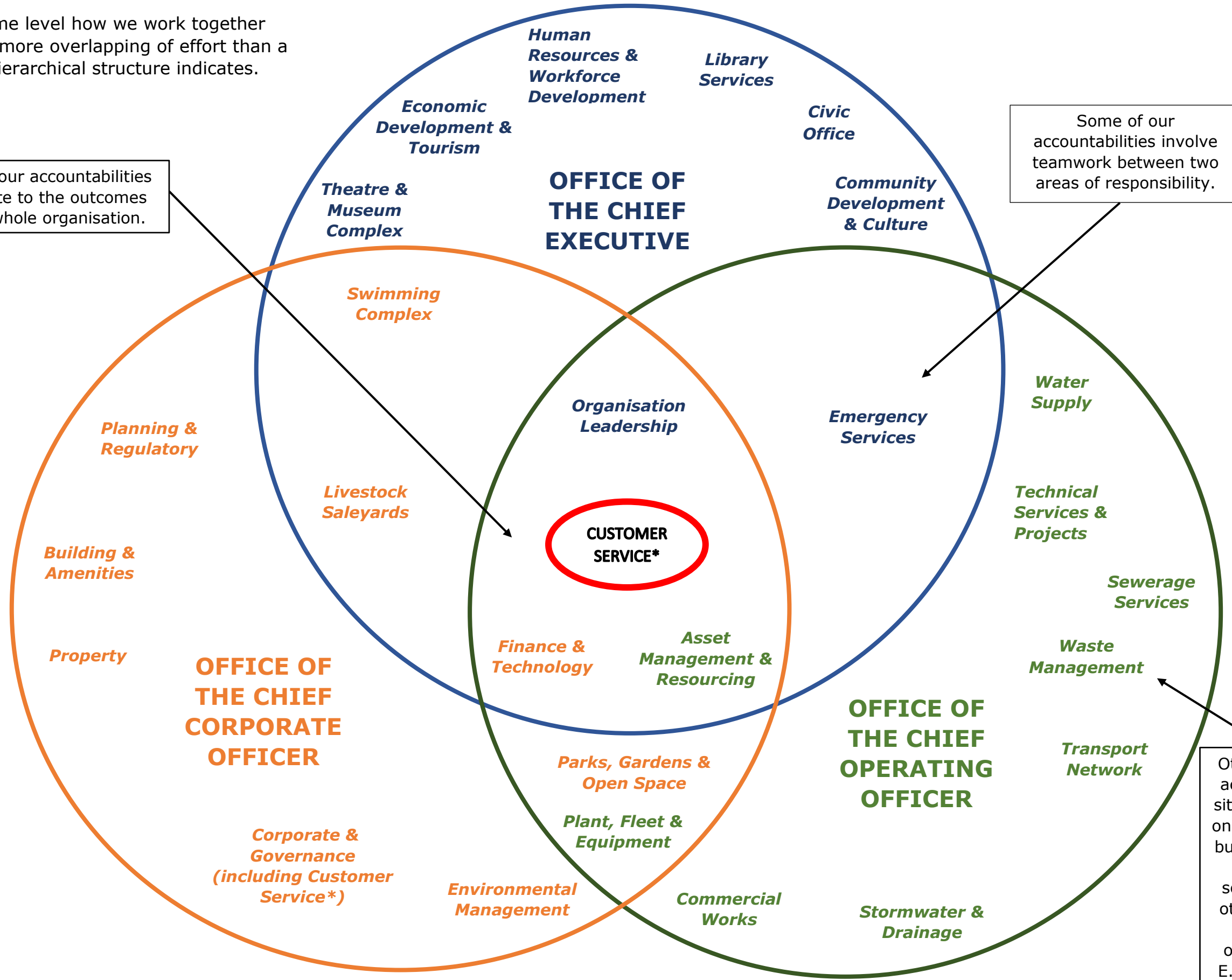
We report on our Delivery Plan quarterly. We also report on many other things in a great many ways. Currently we use multiple platforms to achieve this, which is both inefficient and extremely frustrating. This system will not only change the amount of reporting, it will place all the information in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

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

Terry Dodds, Chief Executive

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

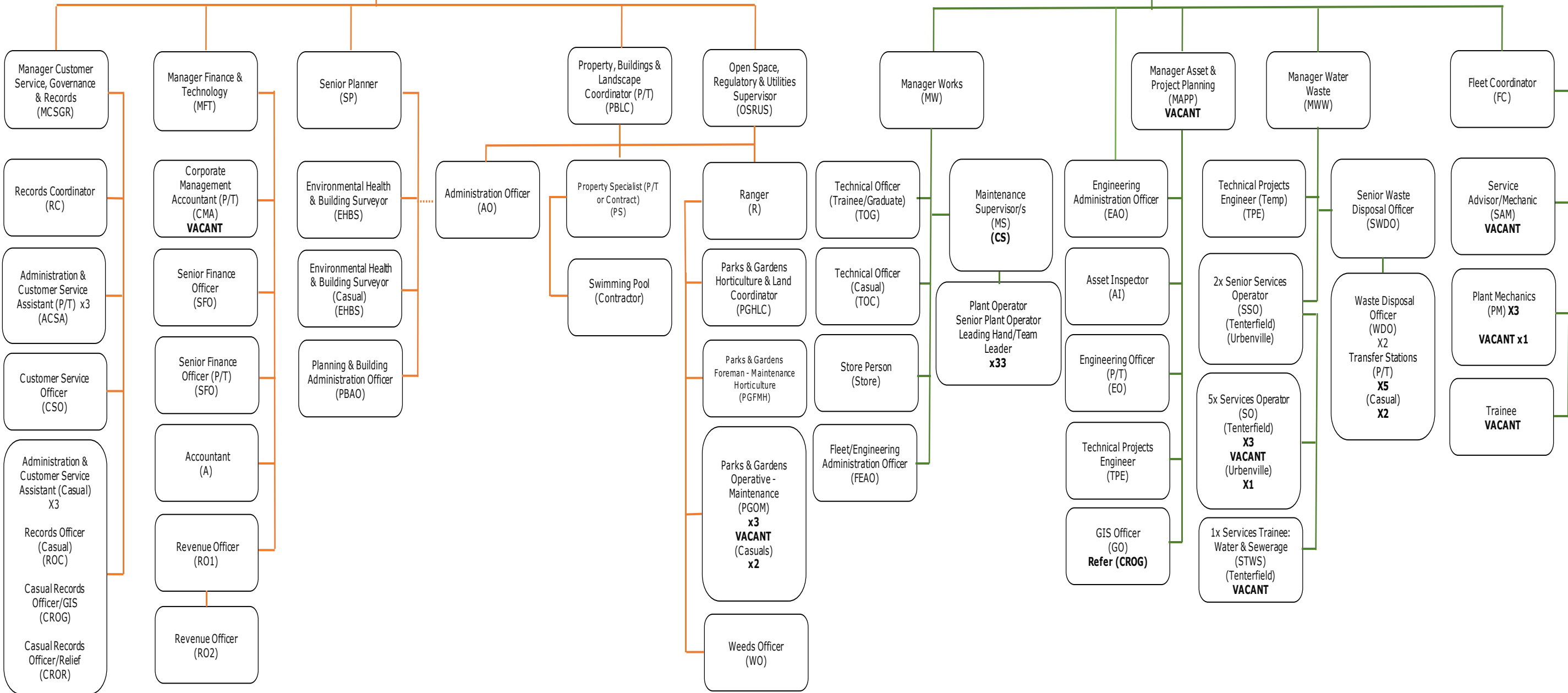
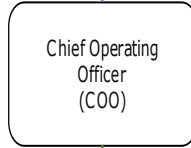
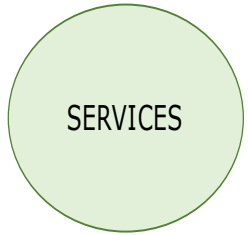
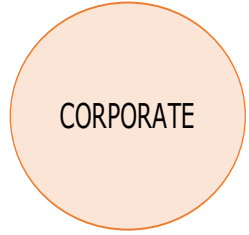
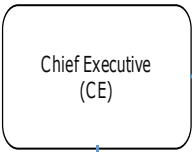
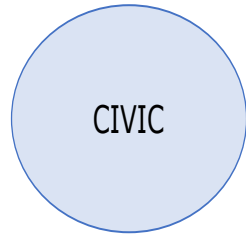
Some of our accountabilities contribute to the outcomes for the whole organisation.



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

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

- OFFICE OF THE CHIEF EXECUTIVE**  
 Executive Assistant & Media  
 Administration & Web Assistant  
 Manager HR & Workforce Development  
 Human Resources Coordinator  
 WHS Risk Management Officer  
 Manager Economic Development & Community Engagement  
 Casual Stage Hand  
 Community Development Officer (P/T)  
 Tourism Officer  
 Cultural Officer (P/T)  
 Community/Tourism Assistant (P/T) - **VACANT**  
 Senior Librarian  
 Library Officer  
 Library Assistant (P/T)  
 Library Officer (Urbenville P/T)  
 Library Officer (Torrington P/T)  
 Library Assistant (Casual)  
 Library Service (Drake)

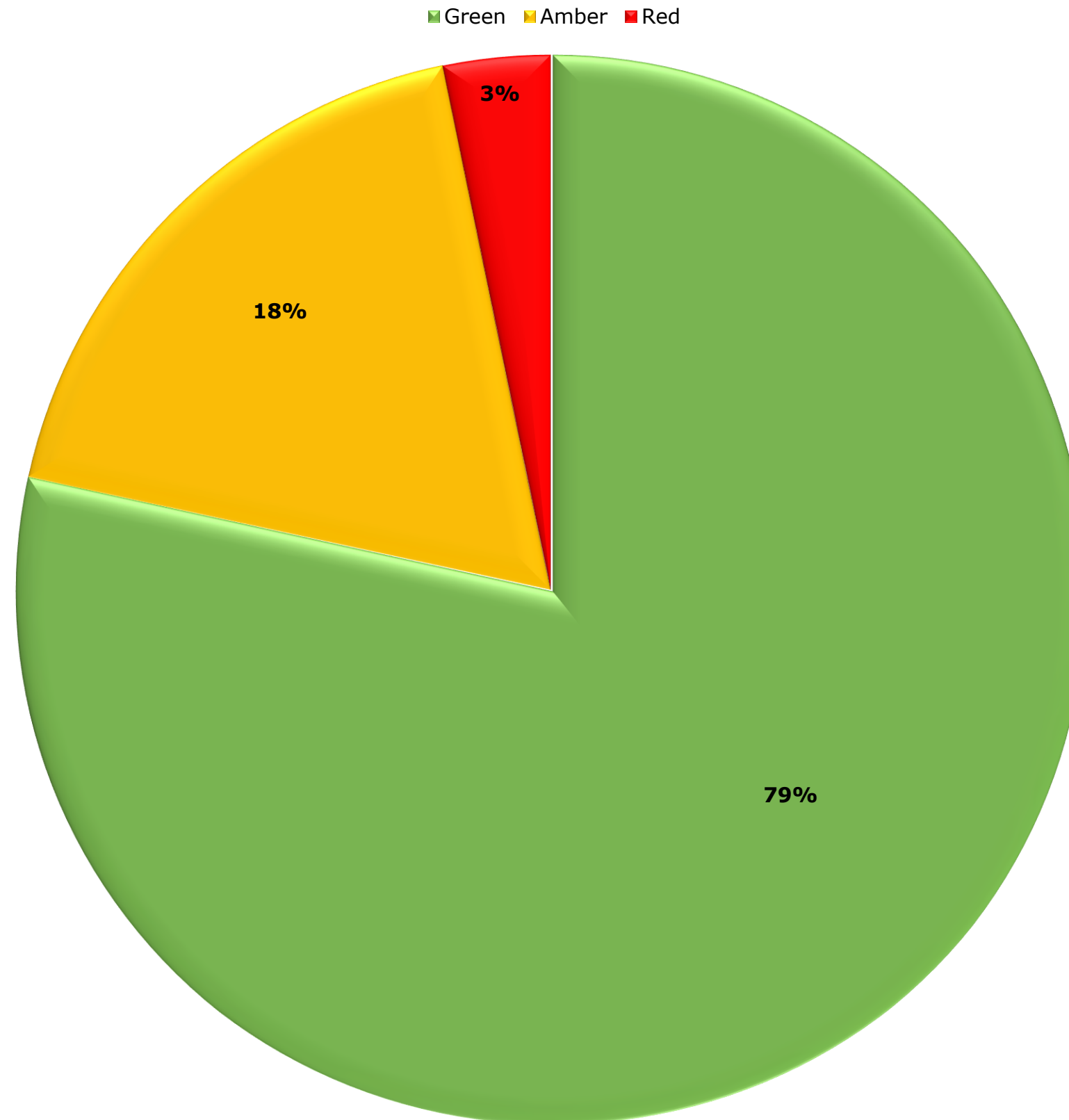


## Organisational Overall Statistics

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

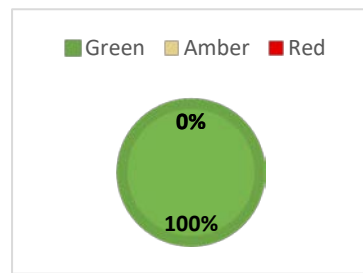
**Amber:** Commenced, progressing;

**Red:** Yet to commence.



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# 1. Civic Office




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

## a) Delivery and Operational Plan Precipis

4 Year Delivery Program	1 Year Operational Plan 18/19	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP1.1) Maintain strong relationships with all levels of Government and proactively seek involvement in decision making impacting our Shire and the New England Northwest Region.  <b>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's:</b> A – Chief Executive	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.	B: CE C: CE D: EA&M				<p><b>(Intergovernmental collaboration and relationship building is a key Council objective for the Organisation.)</b></p> <p>Tenterfield's (along with a great many others) advocacy at a LGNSW and ALGA level seems to be working with receipt of the good news in the Federal budget announcement is that funding for the crucial Roads to Recovery Program is returning to pre-2015/16 levels, with NSW to receive \$85.4 million in 2018/19 and \$111.5 million in 2019/20. Ongoing - via advocacy through ALGA, LGNSW and LGA NSW. Tenterfield Shire Council, along with Bega Valley Shire Council and Broken Hill City Council's motions were adopted by the 2018 National General Assembly of Local Government (June - Canberra) - regarding the Federal Assistance grants to be increased to 1%. Strong support from local government nationally, not just the three aforementioned. While ever local government remains unrecognised constitutionally we will always operate under a 'master servant' relationship. This means that local government must rely on coercive politics more than objective economics.</p> <p>Representation made via New England Joint Organisation to the NSW State Government seeking urgent and critical assistance to deal with the current timber bridge issues (ongoing). New England Joint Organisation Chair, Mayor Michael Pearce, Uralla, met with the NSW Premier on 16 August 2018 to take our case forward. Letter copied to the Hon. Thomas George, Member for Lismore. (Successful Jan 2019 - \$8.36 Million in grant funds from State Gov.)</p> <p>Advocated to State Member for Lismore, The Hon. Thomas George, to support our Stronger Country Communities grant application, which has now been finalised. The amount received is circa \$2.3 million. Working closely with Regional Economic Development (NSW) to ensure Deed is received as soon as possible. (Completed Jan 2019; project planning substantially commenced Feb 2019)</p> <p>Growing Local Economies Fund grant application (timber bridges) progressed to Business Case stage. If successful this will allow council to renew three critical bridges. Working closely with State and Federal members to ensure continued support. Very disappointing that the decision is taking so long, possibly to ensure a good news announcement prior to the State Government Election. This (unnecessary) delay is causing our community much anxiety. (Successful Jan 2019 - \$8.36 Million in grant funds from State Gov.)</p> <p>The Policy framework for Fixing Country Roads is <u>sub-optimal</u>. We are about to complete our fourth (4) grant application. Unfortunately the assessment for round four (4) will occur after the Caretaker Period commences for the NSW State Government March 2019 Election. Transport for NSW has informed us that unless the road is Higher Mass Limit rated (B-Doubles) we won't get grant funding for bridges (on those roads). This Policy is meant to open up freight routes; the first and last mile. The exact opposite will occur, as Tenterfield (and others) won't spend millions of dollars on changes to horizontal and vertical alignments to get a few hundred thousand dollars contribution to renew a bridge up on the same road. This has been conveyed without success or even an admission of failure regards policy settings to Transport for NSW. (Successful Jan 2019 -</p>



					<p>\$8.36 Million in grant funds from State Gov.)</p> <p>A grant is being applied for from Australian Renewable Energy Agency, of which council made representation in Canberra with the Office of the Federal Environment and Energy Minister, with assistance from Regional Development Australia – Northern Inland for our Waste to Energy at a Local Scale Feasibility Study. Representation was made directly to the Chief of Staff from the NSW Office of the Minister for Local Government for grant funding through the EPA for a feasibility study that may change how we manage waste (Waste to Energy Feasibility Project). However, as 90% of the reason no W2E plants have been approved in NSW is the EPA's Waste to Energy Policy, it is unlikely they'd fund a study to attack their own stance. For this reason local government should fund independently.</p> <p>Actively collaborating with local State Government Ministers (Tablelands and Lismore), and the NSW Government's Regional Infrastructure Coordinator to advocate for funding to assist council with funding of timber bridges. Liaison through New England Joint Organisation, NSW Country Mayors Association, Minister for Local Government's Office and DPC (via NSW Country Mayors Association) occurring very regularly. (Successful Jan 2019 - \$8.36 Million in grant funds from State Gov.)</p> <p>Successfully advocated that Tenterfield be chosen by the Regional Leadership Executive (Department Premier and Cabinet) to be the town used for the New England &amp; North West Thriving Small Towns Initiative. This is to understand the perspective from each Government agency on the social and government capital that can be leveraged to support small towns to thrive and what can be done to increase the vibrancy in Tenterfield and other small towns in the future.</p> <p>Motion regards Timber Bridge Funding to Local Government NSW requesting the Association modify the present application process for infrastructure grants in favour of direct grants to Councils using a similar formula to the Federal Government Assistance Grants (FAGS) placed.</p> <p>Council sought urgent assistance from the Member for Lismore, the Hon. Thomas George, regards as to whether RMS or Army Engineers could provide assistance with our timber bridge issues. Meeting held with representatives from four (4) councils, Mr Thomas George, and RMS Executive Director Regional and Freight, to discuss (11 September). Meeting with RMS was unsuccessful; no resultant decision. (Successful Jan 2019 - \$8.36 Million in grant funds from State Gov.)</p> <p>Council was invited by Dr Ilse Kiessling, A/g Assistant Secretary, Waste Strategy Taskforce, Department of the Environment and Energy, to provide comment in the process to update the Australia's 2009 National Waste Policy. Council used this opportunity to ensure waste to energy was included in the high level strategy.</p> <p>5 November, 2018, Mayor, Chief Executive and Chief Operating Officer met with two Directors from Regional Infrastructure Coordination – Department Premier and Cabinet to discuss grant opportunities for water filtration plant, timber bridge replacement and waste to energy. As a result of the meeting council submitted a grant application to renew the water filtration plant for 9.3 million dollars. Since then council has been asked to progress to stage 2, the business case, which will need to be submitted by April 2019.</p> <p>Mayor, Chief Executive, and Manager Economic Development and Community Engagement met with the Hon. Barnaby Joyce and Thomas George, and owners of the Mountain Blue Berry Farm to discuss options to mitigate the load limit problem on the bridge over Emu Creek. The owners of Mountain Blue Berry were informed that the bridge over Emu Creek was one of the three (3) bridges that have been included in the Growing Local Economies grant application. (Solved issue. Temporary bridge being constructed.)</p> <p>At request of council, and assisted by the many letters the public have sent both Members (Fed/State) the Hon. Thomas George MP met with the Minister for Roads 5 December 2018 to discuss (again) the timber bridge load limits and grant funding. At the time of writing the outcome was not known. (Successful Jan 2019 - \$8.36 Million in grant funds from State Gov.)</p> <p>Chief Executive wrote to the President of Local Government NSW, Councillor Linda Scott, to inform the Association of the total frustration with the Drought Communities Fund (the \$1 million announcement made four months ago on 16 Dec).</p>
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				<p>Subsequently, most if not all, of the details from Tenterfield's letter has been included with other complaints from many, many other Shires, in a letter drafted by the National President of the Australian Local Government Association, David O'Loughlin, to the Federal Government. The management of the Drought Communities funding by the Federal Government has been slow, not aligned to community needs or expectations, and poorly communicated - all of this corroborated by the council representatives who met during the National Roads Conference to discuss.</p> <p>Council received advice in late January and early February that all three (3) grant applications for Emu, Boonoo Boonoo and Beaury Creek bridges were successful – 100% funded. Council will receive \$2,919,000 and \$1,820,000 for Emu and Boonoo Boonoo Creek Bridges under the State Government's Fixing Country Roads Program and \$1,590,000 under the State Government's Growing Local Economies Program.</p> <p>Council received a further \$2,770,000 from the State Government's Fixing Country Roads Program for repair (versus new) to 16 other bridges. \$2,636,000 will be spent on the 'Interim Solutions' to lift the 16 load limits recently placed on some of our timber bridges and \$134,000 will contribute towards the cost to structurally assess the remaining timber bridges.</p> <p>Council received \$1,000,000 in January from the Federal Government's Drought Communities Fund. \$850,000 of this money will go towards timber bridges, the remainder for social benefits; Tenterfield Show, Rodeo, potable water supply and community (mental health) fun days.</p> <p>Council received a grant of \$200,000 from the State Government – Emergency Preparedness - to make building alterations and improve emergency communication channels by creating a Local Emergency Operations Control Centre in Tenterfield.</p> <p>Council received \$72,000 from the State Government on 7 February under the Regional Cultural Fund for air conditioning and ventilation improvements for the School of Arts.</p>
	<p>Participate and influence the direction of Joint Organisations and ROCs, specifically, advocate that Joint Organisations remain focussed on delivering reductions in costs without eroding local community capacity.</p>	<p>B: CE C: CE</p>		<p> Report submitted to the New England Joint Organisation regards our Waste to Energy feasibility study was unanimously supported. Letters forwarded to 18 councils seeking financial contributions towards supporting WtE project (July) resulted in representations to the Premier and Minister for Local Government.</p> <p>Chief Executive was elected by the New England Joint Organisation (NEJO) members to represent the NEJO on the Department of Premier &amp; Cabinet's Renewable Energy Group. This group was to assess the legislative and regulatory approval pathways for waste to energy applications, Microgrids and community agreements. However, it was largely a desk top review exercise, and as there are plenty of solar and wind installations to use as decision paths but no waste to energy plants in NSW, the meetings as far as our W2E Feasibility Study goes, didn't deliver.</p> <p>Chief Executive made a presentation to the NSW Country Mayors Association and Chief of Staff of the Minister Environment, Local Government and Heritage, on 3 August 2018, to seek support and seed funding opportunities to start the Waste to Energy feasibility study (NEJO/TSC). Country Mayors Association members; Singleton, Goulburn, Murray River and Leeton Councils, expressed wishes that Tenterfield Shire Council present the same presentation to their Joint Organisations.</p> <p>After strong representation and advocacy from Tenterfield, on 2 November, 2018, the NSW Country Mayors resolved that the Association write to NSW Councils requesting a maximum contribution of \$15,000 (now completed) to fund Tenterfield's Waste to Energy Feasibility Study at a Local Scale Project that is to be subject to a pro rata redistribution rebate subject to the amount collected (Parkes Shire Council /Forbes Shire Council). Further, that the Association write to the Minister for the Environment requesting that Local Government be included in the EPA's review of their Waste to Energy Policy (Goulburn Mulwaree Council / Bega Valley Shire Council).</p> <p>Border Region Organisation of Councils 'Bruxner Way' road advocacy sub-committee formed. Major strategy meeting was held 10 August. Improving east/west routes to the new high speed inland rail is the catalyst for coercing the RMS to revert the status of the Bruxner Way back to a highway. This will save TSC a significant amount of money. When the original decision was made to lower status the RMS didn't think the inland freight rail would be a reality, and concentrated efforts on north/south interconnectivity.</p>

					<p>Met with Mayor/CEO of Southern Downs Regional Council 1 August to discuss collaboration on joint projects that may be funded through Border Commissioner (via Border Region of Councils).</p> <p>Discussed with the General Manager of Kyogle collaboration surrounding water, timber bridges, waste and advocacy. In particular the poor Policy related to benefit cost analysis used in regional NSW and the Higher Mass Limit (B-Double) criteria to gain grant funding through Fixing Country Roads. Working together to align Border Commission's assistance.</p> <p>Mayor and Chief Executive met via tele-conference with the Northern Rivers Joint Organisation to discuss collaboration regarding or Waste to Energy (W2E) Feasibility Study Project.</p> <p>Goulburn Mulwaree Council have offered to financially support the Waste to Energy at a Local Scale feasibility study project. Requests have been made to Singleton, Murray River, Byron and Leeton Councils.</p> <p>BROC meeting held 9 November to discuss education, health, transport, water resources (dams) and other service/s issues and opportunities.</p> <p>Chief Executive presented to the North East Regional Waste Group managers in Lismore Waste Education Centre 12 November, 2018, on Tenterfield's Waste to Energy at a Local Scale Feasibility Study Project.</p> <p>Chief Executive met with other GM's regards Lismore City Council raising charges for their Material Recycling Facility. In short, the changes to the whole waste and recycling regime in Australia are <u>not</u> delivering the utopianism dream of a circular economy. This only highlights the need to review what Tenterfield can do locally, as the costs of managing this process has reached the stage we may end up being better off looking after it (recycling) ourselves. Council resolved (Mayoral Minute) in the November 2018 Meeting to re-investigate options.</p> <p>Collaboration between Kyogle and Tenterfield during February 2019 bush fires.</p>
<p>DP1.2) Provide sound and inclusive decisions using the Community Engagement Strategy to guide our interactions</p> <p><b>Governance framework strategy, management &amp; development (including registers and monitoring):</b> A – Chief Corporate Officer</p>	<p>Work towards the overall objectives of the Office of Local Government in relation to guiding the decisions of the community to align with the ratios as contained and described by the Local Government Act and the Office of Local Government.</p>	<p>B: MCS GR C: MCS GR D: MCS GR</p> <p>B: CE C: CE</p>		<p>+1</p> <p><i>Ongoing, no current 'Notices of Improvement'. Community Engagement sessions conducted 5 and 7 June 2018.</i></p> <p>We're probably a little over half way and gaining speed quickly, with emphasis on understanding the timing of expenditure for three (3) main assets requiring attention; water filtration plant, timber bridge network and waste cell.</p> <p>1. Transport (including timber bridges) Transport Network Asset Plan reviewed, report to August OCM 2018. Timber bridge asset reviews finished February 2019. The information will cascade up into Transport Network Asset management Plan; completion by March/April 2019.</p> <p>2. Waste Waste management investigation results were peer reviewed, and finalised in October 2018. This information was to be used to cascade into the Waste Management Strategy which would have in turn effectively controlled and assisted in drafting the Waste Management Asset Plan.</p> <p>However, the whole industry has been turned upside down due to the changes in fee structure proposed by Lismore City Council in receiving Tenterfield's recycled products. It is extremely disappointing, yet a little predicable, that a council with what is effectively a monopoly would seek to use confusion to gain a better outcome for their own community: making a profit. Council resolved (November 2018) to review our own waste strategy (again). Although starting again is disappointing, it only emphasises the need to be in control of our own destiny (and the advantages of Waste to Energy).</p> <p>3. Water Filtration There has been some initial work completed over the last few years. However technological advances occurred so quickly within the industry that council engaged a specialist to review. Fortuitously the person engaged didn't take much time to gain a complete understanding of the situation. In November the Water Supply Asset Management Plan was presented to Council.</p>	

					<p>Subsequently, now that the Integrated Catchment Management Plan is finished, council was able to submit a 9.3 million dollar Expressions of Interest application to the State under the guise of the Safe and Secure Water Program. The Safe and Secure Water Program (SSWP) is a \$1 billion regional infrastructure co-funding program established in 2017 under the NSW Government's Restart NSW Fund. The initial EOI was successful, the State has asked council to proceed to the business case (due April 2019).</p> <p>Once the big picture is more accurately known for the three asset classes that have the most material effect on our finances, the next stage will be to seek Council feedback. This will occur in the current term of council, most likely towards the sunset of this current 4 Year Delivery Plan; such that community consultation occurs for all aspects and strategies in one attempt when the next 4 Year Delivery Plan (underpinning the CSP) is drafted and adopted.</p>
	Provide a publicly available update on the Council resolution register on a monthly basis.	B: CE D: EA & M		+1	Complying on a monthly basis.
	Promote and refine Council's Monthly Operational Report such that the community is more informed and actively able to participate.	B: CE C: CE D: EA & M		+1	<p>This Monthly Operational Report continually documents on a monthly basis how the Organisation is performing in relation to 1 Year Operational and 4 Year Delivery Plan.</p> <p>Monthly meetings held with Chamber and ratepayers to discuss outcomes, requests, change and general progress. Addressing the <i>too dear, too little, too many staff, I'm not paying for that, or, someone else can pay for it</i> representations takes about one day of the CE's time per month, which would be better served to actually deliver items in the Operational Plan. This isn't unique to Tenterfield, as most people don't realise the number of responsibilities that local government has been legislated to manage by the State. (See comments on pages 1 and 2 of this document.)</p> <p>ICAC, NSW Audit Office, and our Internal Auditor have asked permission to distribute this document as an example of best practice to other councils, as it assists with defining accountability and changes organisational culture.</p>
DP1.3) Represent, advocate and lobby for the continued improvement of our local and regional health services.  <i>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</i>	Advocate for the maintenance and improvement of our existing health services throughout the Region and ensure future government planning aligns with community needs.	B: CE C: CE D: EA & M		+1	<p>Ongoing. Council regularly meets local health representatives.</p> <p>Met with Department Premier &amp; Cabinet Regional Manager to advocate inviting aged care health service providers in Tenterfield (2 July 2018) to discuss with the State what the Government could do to promote aged care education in Tenterfield.</p> <p>The DPC thought engagement with TAFE NSW, aged care providers here in Tenterfield, and Dept. of Health, may facilitate Tenterfield becoming an education hub for the industry. The advantages would relate to the economy in general, the utilisation of the existing TAFE facility and the provision of more people trained in aged care. The CEO of Tenterfield Hospital informed council (W/E 12/10) that he was meeting with the DPC about the issue week commencing 15 October, and that he was very supportive.</p> <p>Mayor, Deputy Mayor and Chief Executive attended a regional NSW meeting in Albury 21 October chaired by Gwydir Shire Council regards concern over the provision of health services in rural NSW and difficulties in attracting and retaining doctors to rural NSW. Subsequently council has supported a petition designed to advocate required policy improvements. Council circulated a petition regards the Federal Government's changes which came into effect on November 1, collecting 151 signatures. Additionally, the electronic petition was circulated. (At the time of writing the numbers weren't known regards the electronic version.)</p> <p>Health services, in particular patient transport hospital options, was the most discussed topic at the cross border meeting held 8 November, 2018, between Southern Downs Regional Council, Tenterfield Shire Council, and NSW/QLD Department representatives. The issue wasn't resolved, but was passed to the Cross Border Commissioner to further address.</p>

	Corporate Planning and Reporting – Corporate performance and reporting delivery management.	B: CCO C: CCO D: MFT D: MCSGR		+1	Complying. This Monthly Operational Report greatly assists reduce duplications, as the information forms the major component of the 6 monthly Integrated Planning and Reporting obligations under the LG Act. The draft 2017/18 Annual Report is finished and has been published.
DP1.5) Identify, represent, advocate and lobby for inclusion of the Shire's needs in regional and state planning.  <i>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</i>	Advocate for continuing development of grant opportunities at the Federal and State level and actively participate in discussions where cost shifting and erosion of support is proposed.	B: CE C: CE D: EA&M		+1	<p>Also refer to above: DP 1.1 &amp; DP 1.2.</p> <p>State Government: Participated in the Regional Economic Development Strategy which highlighted the infrastructure challenges required in the Shire to support economic pursuits (draft report made recommendations supporting TSC's position on the importance of funding timber bridge replacement).</p> <p>Applied for grant funding under Fixing Country Roads (initially unsuccessful). Fixing Country Roads policy framework flawed, as mentioned previously.</p> <p>Advocated at State level, via NSW Country Mayors Association and the NEJO, to remove some of the onerous requirements and worse, repetitious grant application processes. In short, every government department has similar (but not the same unfortunately) and labouriously expensive and resource hungry grant application processes. Rarely if ever does one government department accept the grant application used to seek funds from another – despite the fact they operate under the same Treasury edict.</p> <p>Federal government: As a result of meeting with the Member for New England to discuss infrastructure delivery (financial phasing of Federal grants) the RMS have agreed to bankroll and manage the 24 million dollar Woodenbong Road upgrade project. This will save council \$361K in interest over three (3) years.</p> <p>Actively seeking urgent assistance (ongoing- mostly weekly) regards emerging timber bridge issues via (NSW) Premier, Deputy Premier, Minister for Roads, and Minister for Local Government and Member for Lismore.</p> <p>Mayor and CE met with the Hon. Barnaby Joyce, Federal Member for New England 27 September, to discuss timber bridge funding options.</p> <p>Mayor and CE spoke to the Hon. Thomas George, State Member for Lismore 27 September, to discuss latest round of 'Fixing Country Roads' grant application protocols (in particular the policy on Higher Mass Limits which has knocked TSC out twice).</p> <p>Advocacy for grant funding as of 15 October 2018:</p> <ol style="list-style-type: none"> <li>1. Growing Local Economies- Boonoo Boonoo River bridge replacement - \$2.919M (2 lane concrete)</li> <li>2. Growing Local Economies- Beaury Ck bridge replacement - \$1.6M ( 1 lane concrete)</li> <li>3. Growing Local Economies- Emu Ck bridge replacement - \$2.18M ( 1 lane concrete)</li> <li>4. Fixing Country Roads - Interim timber bridge replacement solutions for Council's timber bridge inventory -\$3.18M. This is to provide interim solutions to allow the lifting of load limits (Note: the Benefit Cost Ratio is 12.9, which is very high).</li> <li>5. Fixing Country Roads - timber bridge testing and inspections over the next 2 years - \$291K</li> <li>6. Fixing Country Roads - Boonoo Boonoo River bridge replacement - \$2.919M</li> <li>7. Fixing Country Roads - Beaury Ck bridge replacement - \$1.6M</li> <li>8. Fixing Country Roads - Emu Ck bridge replacement - \$2.18M</li> <li>9. Fixing Country Roads - 2km upgrade of Sunnyside Platform Rd - \$3.39M.</li> </ol> <p>On 22 October member councils of Local Government NSW voted unanimously to support Tenterfield Shire Council's motion to modify the process for infrastructure grants in favour of direct grants to councils using a similar formula to the Financial Assistance Grants (FAGs) that the Federal Government administer.</p> <p>5 October 2018 Mayor and Chief Executive met with members of the Department Premier and Cabinet's Regional Infrastructure Coordinator's Office to discuss council's Waste to Energy at a Local Scale Feasibility Project and the financial challenges</p>

					<p>regarding timber bridges and water filtration we face.</p> <p>On 18 December council met with Messer's Darcy Moar, Mark Watson and Eddie Harris from DPI NSW regarding water security. DPI are progressing with water management studies – under the umbrella of the 'Border Rivers Regional Water Strategy'.</p> <p>Council received advice in late January and early February that <u>all three</u> (3) grant applications for Emu, Boonoo Boonoo and Beaury Creek bridges were <u>successful – 100% funded</u>. Council will receive \$2,919,000 and \$1,820,000 for Emu and Boonoo Boonoo Creek Bridges under the <u>State Government's Fixing Country Roads Program</u> and \$1,590,000 under the <u>State Government's Growing Local Economies Program</u>.</p> <p>Council received <u>a further \$2,770,000 from the State Government's Fixing Country Roads Program</u> for repair (versus new) to 16 other bridges. \$2,636,000 will be spent on the 'Interim Solutions' to lift the 16 load limits recently placed on some of our timber bridges and \$134,000 will contribute towards the cost to structurally assess the remaining timber bridges.</p> <p><u>Council received \$1,000,000 in January from the Federal Government's Drought Communities Fund</u>. <u>\$850,000</u> of this money will go towards <u>timber bridges</u>, the remainder for social benefits; Tenterfield Show, Rodeo, potable water supply and community (mental health) fun days.</p> <p><u>Council received a grant of \$200,000 from the State Government</u> – Emergency Preparedness - to make building alterations and improve emergency communication channels by creating a <u>Local Emergency Operations Control Centre in Tenterfield</u>.</p> <p><u>Council received \$72,000</u> from the State Government on 7 February under the Regional Cultural Fund for air conditioning and ventilation improvements for the <u>School of Arts</u>.</p> <p><u>Council received \$2,358,000</u> from the <u>State Government's Stronger Country Communities</u> Fund to deliver the following:</p> <table border="0"> <tr> <td>Tenterfield Memorial Hall Sporting Complex</td> <td>\$996,908</td> </tr> <tr> <td>Shirley Park Amenity Block &amp; Fencing</td> <td>\$128,092</td> </tr> <tr> <td>Tenterfield Town Centre Revitalisation - Phase 2</td> <td>\$200,000</td> </tr> <tr> <td>Toilet Block Enhancements at Urbenville and Legume</td> <td>\$170,194</td> </tr> <tr> <td>Urbenville &amp; Drake Playground Enhancements</td> <td>\$104,500</td> </tr> <tr> <td>Urbenville</td> <td></td> </tr> <tr> <td>    Town Entry Signs</td> <td>\$47,040</td> </tr> <tr> <td>    Town Interpretive Signs</td> <td>\$13,400</td> </tr> <tr> <td>    Triangle Park Project</td> <td>\$27,950</td> </tr> <tr> <td>Drake</td> <td></td> </tr> <tr> <td>    Town Entry Signs</td> <td>\$38,810</td> </tr> <tr> <td>    Safe Crossing</td> <td>\$13,500</td> </tr> <tr> <td>    Playground Improvement</td> <td>\$24,770</td> </tr> <tr> <td>Jennings(Wallangarra)</td> <td></td> </tr> <tr> <td>    Town Entry Signs</td> <td>\$38,810</td> </tr> <tr> <td>    Concept Plan</td> <td>\$6,250</td> </tr> <tr> <td>    Jennings Toilet Block</td> <td>\$92,934</td> </tr> <tr> <td>Liston</td> <td></td> </tr> <tr> <td>    Town Entry Signs</td> <td>\$38,810</td> </tr> <tr> <td>    Toilets</td> <td>\$83,785</td> </tr> <tr> <td>    Concept Plan</td> <td>\$6,250</td> </tr> <tr> <td>    Electric BBQ</td> <td>\$5,929</td> </tr> <tr> <td>Legume</td> <td></td> </tr> </table>	Tenterfield Memorial Hall Sporting Complex	\$996,908	Shirley Park Amenity Block & Fencing	\$128,092	Tenterfield Town Centre Revitalisation - Phase 2	\$200,000	Toilet Block Enhancements at Urbenville and Legume	\$170,194	Urbenville & Drake Playground Enhancements	\$104,500	Urbenville		Town Entry Signs	\$47,040	Town Interpretive Signs	\$13,400	Triangle Park Project	\$27,950	Drake		Town Entry Signs	\$38,810	Safe Crossing	\$13,500	Playground Improvement	\$24,770	Jennings(Wallangarra)		Town Entry Signs	\$38,810	Concept Plan	\$6,250	Jennings Toilet Block	\$92,934	Liston		Town Entry Signs	\$38,810	Toilets	\$83,785	Concept Plan	\$6,250	Electric BBQ	\$5,929	Legume	
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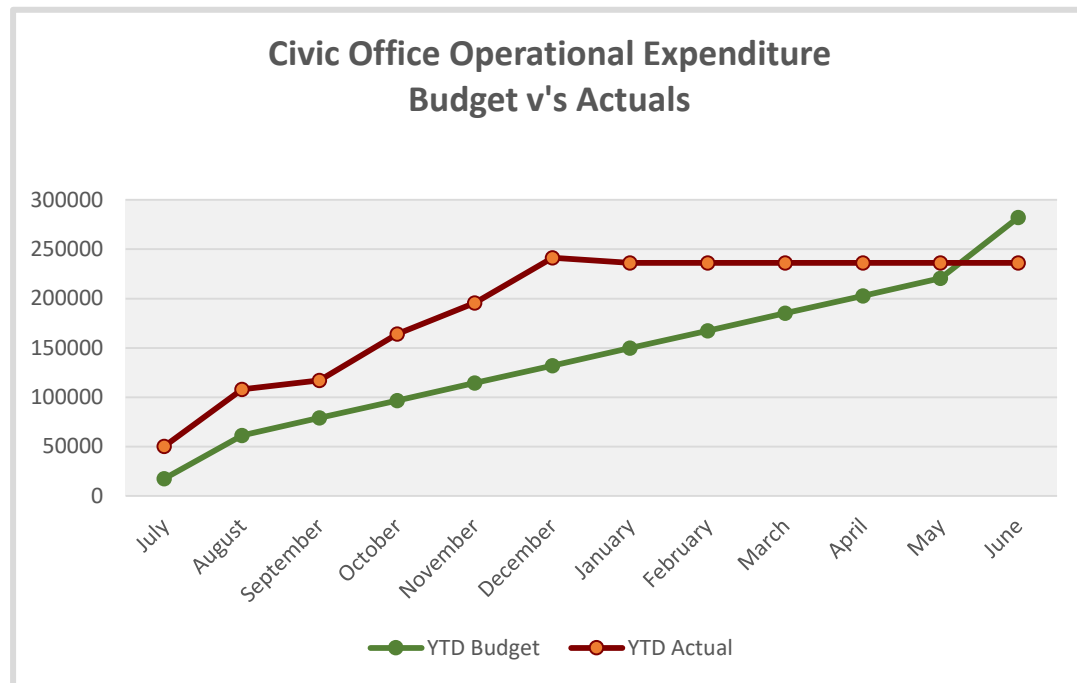
					<p>Town Entry Signs Concept Plan</p> <p>\$38,810 \$6,250</p> <p>Mingoola Town Entry Signs Concept Plan</p> <p>\$38,810 \$6,250</p> <p>Torrington Town Entry Signs</p> <p>\$38,810</p> <p>Liston Community Hall Tenterfield Archers Grant</p> <p>\$111,405 \$54,000</p> <p style="text-align: right;"><b>Total \$2,358,000</b></p> <p>In concluding, grant funding has raised our budget by over 50%.</p>
Continue to lobby both the Federal and State Governments to commit the full funding required for the construction phase of the Tenterfield Heavy Vehicle Bypass.	<i>B: CE C: CE D: EA&amp; M</i>			+1	Ongoing. RMS, Council and Chamber met 22 June 2018 to discuss altered intersection designs. (The RMS listened to council concerns and reviewed the intersection designs.) The 'Mark II design' intersections will now give more emphasis to coerce light vehicles to enter the township rather than follow the by-pass and heavy vehicles to bypass. Design and land acquisition proceeding to schedule. The relationship formed between council, the Chamber and the RMS is now starting to deliver positive results.
Actively participate in a concept and development phase of the Tenterfield bypass project to encourage an outcome that satisfies the requirement to remove heavy vehicles from the centre of town while maintaining tourist traffic. Ensure that associated developments do not negatively impact the heritage status of existing business and tourism sectors.	<i>B: CE C: CE D: EA&amp; M</i>			+1	See comment above.  Council is actively working Tenterfield Chamber Tourism, Industry and Business and Parks, Gardens and Open Space Committee to ensure the vistas that the motoring public see when approaching Tenterfield from either end of town actively encourage visitation. The RMS have been remarkably supportive (now that their designers understand the objective).
Develop a strategy with the Border Regional Organisation of Councils to lobby the State government to	<i>B: CE C: CE D: EA&amp; M</i>			+1	Completed. BROCC- formed sub-committee to advocate to reinstate the Bruxner Way as a State Highway. Strategy meeting held 10/8. Next BROCC Meeting 9 November.  Moree Plains Shire Council (Angus Witherby) presented to the BROCC sub-committee meeting of 9 November information regarding the CSIRO's transport/economic development model. This model integrates economic freight routes and can

	reverse the decision to downgrade the western segment of the Bruxner Highway to Bruxner Way.				showcase how potential changes can deliver a benefit. The cost is sub \$100,000. The consensus of the sub-committee was to seek a grant to facilitate the use of the CSIRO modelling to investigate the Bruxner Way upgrade.  BROC Meeting 15 February 2019 to further Bruxner Way to Bruxner Highway.
	Continue to apply for grant funding and lobby other levels of government to commit the funding required to fully seal the Mount Lindesay Road in light of the fact that it is now classified as a regionally significant transport corridor in the New England North West Regional Plan.	B: CE C: CE D: EA& M		+1	Ongoing. Grant applied for (Stronger Regional Economies) for Boonoo Boonoo Bridge rectification (Emu Creek on Hootons Road and Beaury Creek Bridge) – on 6 September. On 15 October applied for Fixing Country Roads grant funding. (All successful)  Challenging period of time to seek funding to extend bitumen seal on Mt Lindsay Road after receiving \$24 million for Woodenbong section rehabilitation, especially when we are actively pursuing millions of dollars to address the critical issue of timber bridge management at present.  Council has to ensure it doesn't send mixed messages to those whose carriage it is to make decisions over grant funding for the timber bridges, as those making decisions may not take the timber bridge issue as seriously as required. It's very serious, and until council is, at the very least, able to remove the recently imposed load limits, timber bridge management will need to remain our prime transportation objective.
DP1.6) Mayor, Councillor and Committee support  <i>Mayoral, councillor and committee support: A – Chief Executive</i>	Encourage the governing body (Council) to work with the administrative arm (Organisation).	B: CE C: CE D: EA& M		+1	<b><i>(Collaboration and teamwork between the governing body and the administration is a key Council objective for the Organisation)</i></b> The whole Administration arm of council has been encouraged to be communicative and transparent. The Chief Executive encourages Managers to speak to Councillors as necessary.  The monthly brainstorming sessions appear to be greatly assisting, as Councillors have direct access to middle management to ask as many questions as they wish, offer ideas, present alternative views and do what all Boards do, ensure that all avenues for harvesting opportunities are investigated and risks averted.  Council have often commented that the level of reporting through this medium (Monthly Operational Report) is satisfying their needs.  Each month, at the Council Meeting, two Managers present their Section's Monthly Operational Report. This is greatly assisting Councillors understand who does what and gives Councillors the opportunity to ask questions. It also allows staff the opportunity to see different perspectives.  A member of the public made comment on how well the Parks, Gardens and Open Space Committee interaction with council and delivery is now going (9/8/18 meeting). The Chair of the Parks, Gardens and Open Space Committee made that comment during the August Council Meeting also.  The success of TSC isn't measured only by harmony, as the mathematical chances of everyone agreeing all the time is practically zero. Our success is measured by the outcomes we ultimately achieve, how we <i>play the ball not the man</i> , and how we back the decision of the whole council. Remaining outcome focused is therefore one of the key attributes to building strong relationships.  The Chief Executive strongly encourages the asking of questions versus the making of statements from all. Although seemingly a benign thing to do, it gives an 'out' to those who were going to make a statement if it turns out to be incorrect. It also opens up the possibility of gaining more than one perspective if an answer isn't 'framed'.



	Engage with Media – Provide media liaison, manage branding, corporate image and corporate affairs (through media).	B: CE C: CE D: EA&M		+1	Ongoing. Council's relationship with media is healthy. Council regularly meets and discusses issues with local media representatives.  Council is in the process of reinvigorating the web sites (tourism and general). Website development brief completed 8 February, 2019, seeking interested parties, closing 8 March 2019.
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**b) Budget**



**Operational Income:**

Internal transfers.

**Operational Expense:**

Requires quarterly budget review. Advocacy on multiple levels, in parallel, is a genuine cost. It was a risk and cost worth incurring as every grant except one has been successful recently. The result being an increase of circa \$14 million of income to council.

As well as higher level advocacy there are a great many regional and inter regional issues currently on council's agenda; cross border, health, education, catchment management, and regional economic development. The potential grant funds available in addition to the \$14 million we've been successful for over the last couple of months, is in the vicinity of (another) \$10 million. Keeping the 'Tenterfield' name on the lips of decision makers has already and will continue to pay dividends far beyond the advocacy expense.

**Capital Income:**

Council, through the NSW Country Mayors Association, has requested \$15,000 from every council in NSW to go towards the Waste to Energy at a Local Scale Feasibility Study. Although extremely difficult to calculate success, it is hoped that \$540,000 is raised.

**Capital Expenses:**

Nil.

**a) Capital Projects**

Nil.

**b) Emerging Issues, Risks and Opportunities***Emerging Issues:*

The big issue now is the ongoing drought and fires. The drought has gone into a whole different level, with the ripple effect very noticeable throughout the whole community. There are a great many farmers and residents (outside of the reticulated water zones) running out of both stock and domestic water. The mental stress issues are difficult both to measure and manage.

The fires in the Mt Lindsay area and Tabulam have caused devastating effects, with many people losing their homes and as many losing what little stock feed they had left. A natural disaster has been declared for Tenterfield (and others) Shires which will provide some relief.

*Opportunities:*

Council has been the recipient of a very significant amount of grant funds over the last couple of months. Including circa \$10 million for bridges. These grants came just at the right time, as frankly, we were rapidly running out of options. This will change our 10 Year Financial Plan forecast for the better.

Although we're nowhere near the end of our challenges regarding timber bridge replacement, the grants buy us much needed time to chip away at financing new bridges, and will allow removal of load limits on some very critical routes in the interim.

Under the Safe and Secure Water Program council placed in an EOI to build a new water filtration plant. We received advice that we can go onto stage 2 and submit a formal business case. There is a lot at stake here. Should we be successful we'll receive close to \$7 million dollars. If we do, combined with the bridge grant funding, we will be in a far less financially perilous situation.

**c) The Business of Improving the Business**

See (f).

## SWOT ANALYSIS

### Executive Assistant & Media – (EA&M)

**S** **Strengths**

- Well established working relationships with the Media, Local, State and Federal Government Representatives;
- Depth of business understanding of Elected Representative reporting needs and across Council Management, operations and administration;
- Flexibility, adaptability and professional response to change and need;
- Rapport with administration support team and Management team.

**W** **Weaknesses**

- Limited capacity to deliver all requirements in a timely manner without need for overtime or TOIL;
- Operational demands limit time for planning, improvement or opportunity to exploit team's full skill set;
- User friendliness of Councillor website;
- Promise not always reflected in delivery of technology;
- Administratively resource poor.

**O** **Opportunities**

- Develop a business support skills matrix and train accordingly, to facilitate delivery;
- Expand social media capability and optimise use of available technology;
- Adequate resource allocation to support functions in the operational budget;
- Develop work instructions for each support role and cross train, share resources.

**T** **Threats**

- Diversion from core accountabilities to less critical issues ("knee jerk reaction"), due to lack of resources and other Departments not communicating issues which impact this role crating a high risk of missing a deadline;
- Demotivation and stress from inability to deliver to required standards without working excess hours;
- Succession if current planning does not continue.

#### d) Customers

The drought and fires have caused a great many people to need to contact council, most of which aren't feeling so happy and some who chose council as a place to vent their frustrations. Consequently there are times when our customer service staff cannot keep up with the phone calls but are doing their best.

#### e) Business Statistics

Since the last report, the CE has attended 48 meetings.

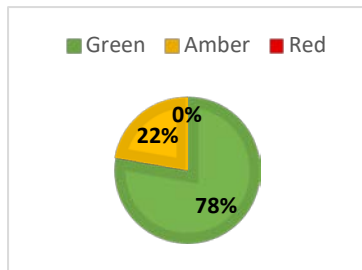
#### f) Special events, achievements of note, celebrations

Council has been working on improving our culture. Over the last year we've completed two cultural surveys, one at the start of the process and one at the end of the year.

Tenterfield Shire Council has been nominated for assessment by Macquarie University's VoiceProject panel of judges for the most improved small to medium sized entity 2018 (less than 200 staff). Just to get to this stage is a huge achievement, especially when staff remember how that felt in late 2017.

The next stage will be to 'bed down' things. 2019 will be a year of delivery, as well as 2020. It's fortuitous that we've finished with our change management process because our budget has gone up over 50% due to the successful grant applications, meaning everyone will have their hands full concentrating on delivery.

## 2. Organisation Leadership



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

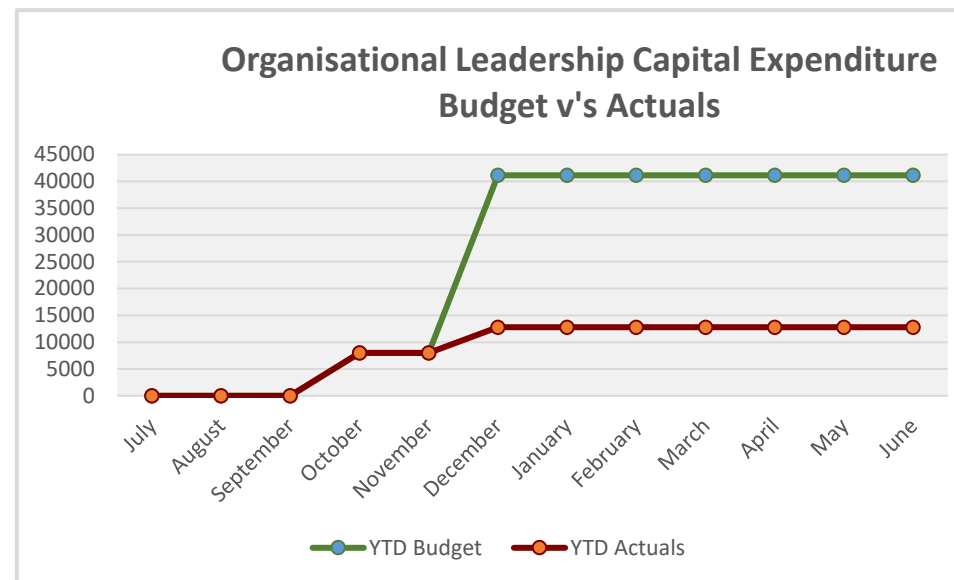
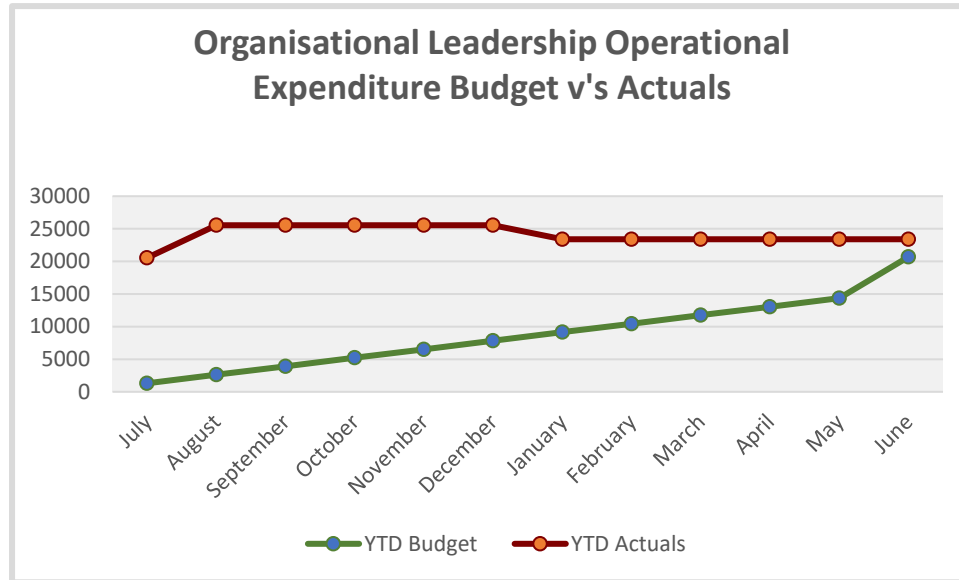
### a) Delivery and Operational Plan Precipis

4 Year Delivery Program	1 Year Operational Plan 18/19	Officer	-1	0	+1	Comments: <i>(Business Manager to provide short precis.)</i>
DP2.01) Collaborate and deliver resources with other organisations to ensure a variety of cost effective services across the service area.  <i>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</i>	Implement a long term financial strategy pursuant to the community strategic planning legislation, with special emphasis of aligning the Long Term Financial Plan with the Asset Management Plan.	B: CE C: CE			+1	<p><b><i>(The alignment of the long term financial plan against asset renewal requirements is a Councillor priority objective.)</i></b></p> <p>Ongoing; refer to 'Civic'. The understanding and integration of the Asset Management Plans to the 10 Year Financial Plan <u>is taking shape – very quickly.</u></p> <ul style="list-style-type: none"> <li>Transport Network Asset Plan reviewed, reported to August OCM (2018). Timber bridge asset reviews substantially underway, with all bridge structural assessments now completed. This information will cascade up into Transport Network Asset management Plan.</li> <li>The Waste management review is finished but as a result of huge changes in the recycling industry will need more work. Refer to Mayoral Minute November 2018. Report to December Council Meeting (2018).</li> <li>In November Ordinary Council Meeting the Water Supply Asset Management Plan was presented to Council. This was timed with a grant application for \$9.3 million for a new water filtration plant (75:25% split). Council has passed the EOI stage and has been invited to progress to stage 2 - the Business Case (due April 2019).</li> </ul> <p>In short, although the forward estimates (driven by the AMPs) haven't been finished, it is fair to say that we now know enough about our assets to strategise and plan for their renewal now already. As the AMPs are integrated into the 10 Year Financial Plan we'll be able to review income streams.</p> <p>Once the income stream quantum is determined the next stage will be to complete community consultation (if required). The sun-set of the current 4 Year Delivery Plan and the need to develop a revised 4 Year Delivery Plan at the beginning of a new will coincide with the understanding of and requirement to consult regards the assets. It will be fortuitous and expeditious to complete the public consultation for both together.</p>
	Research alternative models, sources and ideas for service funding.	B: CE C: CE			+1	<p>Staff have been investigating and have delivered ways to streamline and improve servicing, in particular, unsealed roads. The emphasis for unsealed roads has been to improving actual hours delivered on site, and doing more while there (drainage, tree clearing, pipe work etc.). Feedback from the changes made to operations (unsealed roads) has been very positive.</p>

					<p>The emphasis on timber bridges has been to define the exact circumstances related to each bridge and develop a risk matrix that assesses all alternatives. Staff have now completed the assessments of every timber bridge and are in the process of reviewing the risk profiles.</p> <p>Council has also spent effort on investigation to develop production-line like construction methods (bridge construction) and has been working closely with Kyogle and Glen Innes Severn to gain insight into their learnings (Kyogle are definitely the best in NSW at bridge building).</p> <p>Currently engaging (or finished engaging) with the following in relation to completing a feasibility study on converting waste to energy:</p> <ul style="list-style-type: none"> <li>Northern Inland Regional Waste Group</li> <li>New England Joint Organisation</li> <li>NSW Country Mayors Association</li> <li>Australian Renewable Energy Agency</li> <li>Regional Development Australia – Northern Inland</li> <li>Office of Environment &amp; Heritage</li> <li>Two State and one Federal Member (Lismore, Northern Tablelands &amp; New England)</li> <li>Border Region Organisation of Councils</li> <li>Southern Downs Regional Council (QLD)</li> <li>Federal Minister for Environment and Energy</li> <li>Whitsunday Regional Council</li> <li>Western Australian Waste Authority</li> <li>City of Cockburn West Australia</li> <li>Goulburn Mulwaree Council</li> <li>Northern Rivers Joint Organisation</li> <li>Byron Shire Council</li> <li>Northern Rivers Waste Group</li> </ul> <p>At the time of writing Gwydir, Bathurst, Forbes, Goulburn Mulwaree, Whitsunday, Moree Plains and Regional Development Australia – Northern Inland had contributed to the feasibility study.</p>
DP2.02) Deliver continuous improvements in Council's business, processes and systems	Guide the transformation of the Organisation culturally and technically from database to geospatially based management systems.	B: CE C: CCO D: GISO		0	<p>Implementing entirely new data delivery process to obtain the most current and accurate information from the Land Parcel Information service on a daily basis.</p> <p>Working to establish interrelationships between councils mapping and information management software to improve efficiency and productivity across the entire organisation. By unifying data from both SynergySoft, Land Parcel Information and councils own proprietary spatial data and making it available from within MapInfo this will allow better organisation and management. Approximately 75% through the process of this.</p>
<b>Strategic direction planning:</b> A – Chief Executive					
<b>Business process improvement &amp; integration:</b> A – Chief Executive	Corporate Advertising and Web Site – Corporate advertising, council publications and web site.	B: EA&M C: EA&M D: EA&M		0	<p><b>(Council's image and information provided through the web is a Councillor priority objective.)</b></p> <p>Initial investigations re refreshing of Council Web sites (both Corporate and Tourism) have substantially commenced with 'consultants brief' finalised. Projected completion date is end March 2019.</p>
	Monitor, review and implement the Business Improvement Plan Actions.	B: CCO C: MCSGR D: MCSGR		+1	<p>Finance and technological reviews and changes substantially underway.</p> <p>Customer Satisfaction Survey finished (and will guide future improvement efforts).</p> <p>The staff culture survey and the resultant Task Force recommendations, which are largely related to Business Improvement Plans, is finished. A second Staff Culture Survey was completed on 19 November to check progress. Results exceptional. Nominated for inclusion as a finalists through Macquarie University's VoiceProject panel in most improved small to medium sized entity (&lt;200 staff) for 2018.</p>

	Manage Mayoral and Deputy Mayoral elections.	<i>B: EA&amp;M C: EA&amp;M D: EA&amp;M</i>			+1	Completed.
	Corporate Communications – Internal communication strategy, management and service.	<i>B: EA&amp;M C: EA&amp;M D: EA&amp;M</i>			+1	Employee task force finished review of internal communications on 7 August 2019. Implementation of recommendations finished. Anecdotally internal communications seems to be improving since the commencement of the ‘Combined Managers Monthly Meeting’ where each Manager (level 3) gets two minutes to present in front of all other managers. Staff survey results confirm that there has been a marked improvement.
DP2.03) Deliver and facilitate leadership in strategic planning and implementation  <i>Strategic direction planning: A – Chief Executive</i>  <i>Community engagement: A – Chief Executive</i>	Ensure Council’s expenditure needs are properly identified and funded sustainably.	<i>B: CE C: CCO D: MFT</i>			+1	The review of GL code alignment finished. Finance for non-finance people training finished. ‘Magiq Performance’ Software (financial controls) training finished. The management of expenditure - from a monitoring point of view - will now match the newly acquired finessing of asset management principles, disciplines and understanding (as mentioned previously). Management of finances at the manager four (M4) level – Supervisors – has been progressing and is allowing greater financial control (of transport assets in particular).
	Review the Community Engagement Strategy with emphasis on renewing engagement of Advisory Committees.	<i>B: MEDCE C: MEDCE D: MEDCE</i>			+1	Commenced. Had been held up due to Manager Economic Development & Community Engagement covering for the Community Development Officer’s (CDO) position while it was being recruited. Now that the replacement CDO is on board, this project will be able to start. Councillor Workshop planned to discuss ways to better manage community consultation (specifically the CSP and updates).  Review of the Community Engagement Strategy has been completed with recommendations under consideration. Council Workshop to be re-scheduled for April 2019. Review of current strategy has been undertaken and this may be used as a starting point for the workshop.

**a) Budget**



**Operational Income:**

Nil.

**Operational Expense:**

The timing of recharge allocations skews the graph; will adjust underpinning formulas and transfers.

**Capital Income:**

Nil.

**Capital Expenses:**

Project commenced November, not finalised yet.

**b) Capital Projects**

Program Description	Revised Budget QBR1	YTD Actual	YTD Revised Budget	YTD Variance	YTD Variance %	Status/Comment
	\$	\$	\$	\$	%	
Organisational Leadership Risk Management Software	30,000.00	12,800.00	12,800.00	-	0%	Amount to be journalled from Operating Expenditure
Organisational Leadership Strategic Projects	11,142.00	-	-	-	0%	



### c) Emerging Issues, Risks and Opportunities


The emerging issue relates to organisational capacity. With a funding increase of over 50% in a only a couple of months from successful grant applications (with time constraints) there will be strain placed on the organisation to deliver.

### d) The Business of Improving the Business

The successful grant applications were only possible because the business was running well enough to afford time to apply for grants. Transformational leadership works.


## SWOT ANALYSIS

Chief Executive – (CE)



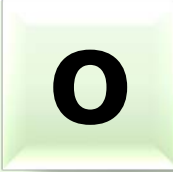
### Strengths

- The organisation accepts that to remain relevant, sustainable and to thrive, there needs to be constant improvements;
- The Council rigorously debates the subject matter and not the person;
- Councillors are open to new ideas and are interested in different solutions;
- There is an exceptionally strong community spirit;
- There is an attitude of 'how can we', versus 'why should we';
- There are a great many people within and outside of the organisation wanting to help advance the Shire;
- Negativity is very low;
- Those staff with experience make an effort to coach the new staff, who are keen to learn;
- There is a sense of fun and achievement.




### Weaknesses

- We need to find equitable ways to underpin the enhancement of own source revenues;
- The management of our 58 timber bridges, the waste function, and the Tenterfield water filtration plant will require the re-setting of the 10 Year Financial Plan and therefore a review of the fees and charges. The weakness isn't in the fact that this needs doing, it's whether in the short-term the assets can be sustained and funds raised;
- Grant funding success is hit and miss;
- Economic seepage across the border.



### Opportunities

- The components of the jig-saw puzzle are here, once the alignment of accountabilities is complete and known by all, the improvement in delivery will be profound;
- The Shire is compellingly beautiful and diverse, with 2.2 million people living less than 3 ½ hours' drive away the potential for economic growth is quite significant;
- The size of the organisation allows for excellent comradery which, if harvested, will create an even better team atmosphere and outcomes;
- We have great street scapes, parks and gardens of which will be easy to build on;
- The northern part of our Shire's tourism and horticultural potential is virtually untapped.



### Threats

- Cost shifting by State Government;
- Over officious application of regulation by government bureaucracies;
- Own source income stream stagnating;
- Losing our volunteer base would severely affect our services;
- Our 58 timber bridges, the waste cell and the Tenterfield water filtration plant are nearing the time that upgrades, major maintenance or replacement is required. Completion of timely Strategic Business Reviews and the capacity to raise income to fund is crucial;
- Staff have been through much change, and turn-over has been high. This needs to abate to let a pattern of management normality become embedded, thus ensuring staff can concentrate on outputs rather than change management processes and self-preservation.

### e) Customers

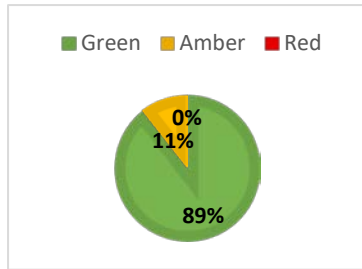
See 'Civic'.

**f) *Business Statistics***

See 'Civic'.

**g) *Special events, achievements of note, celebrations***

### 3. Community Development



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

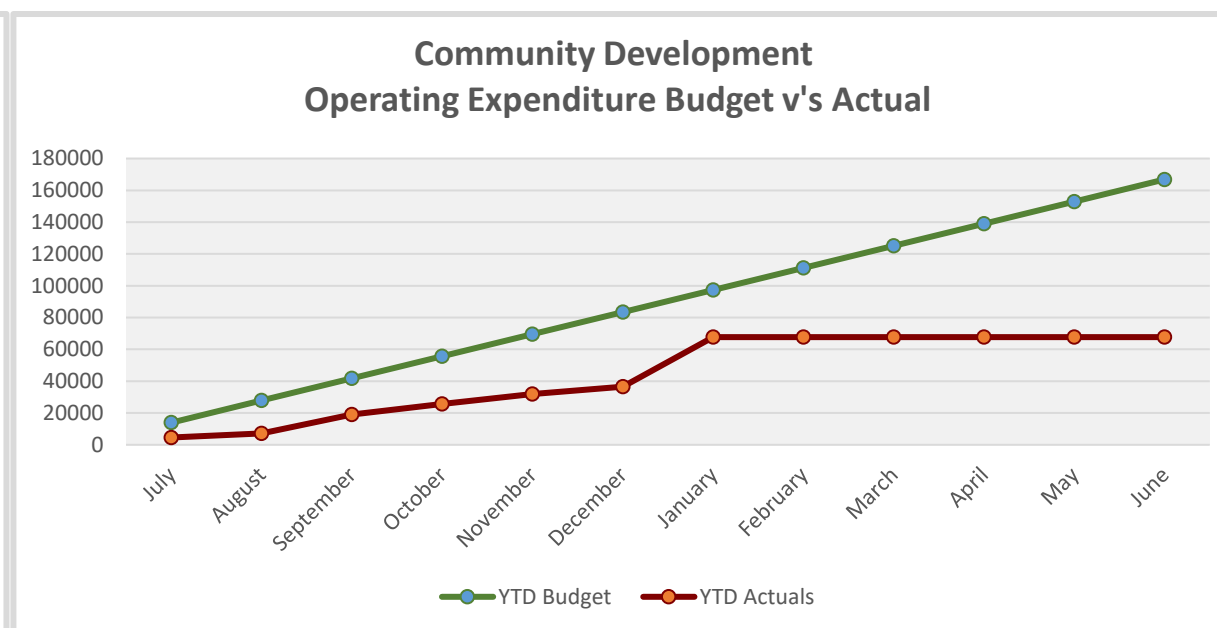
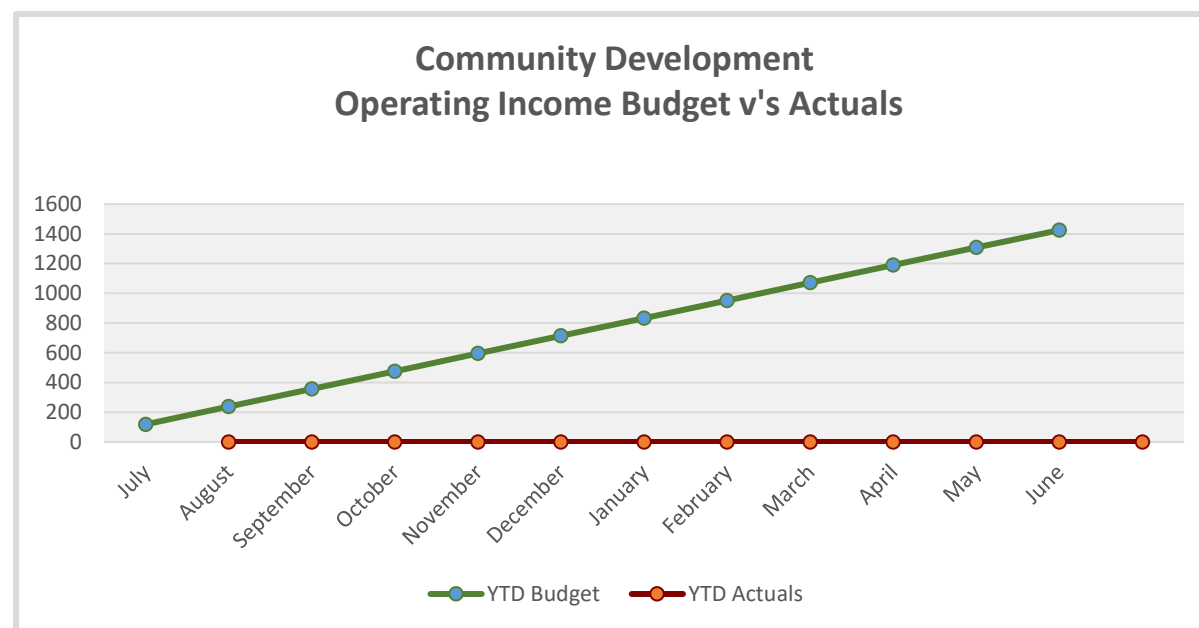
#### a) Delivery and Operational Plan precis

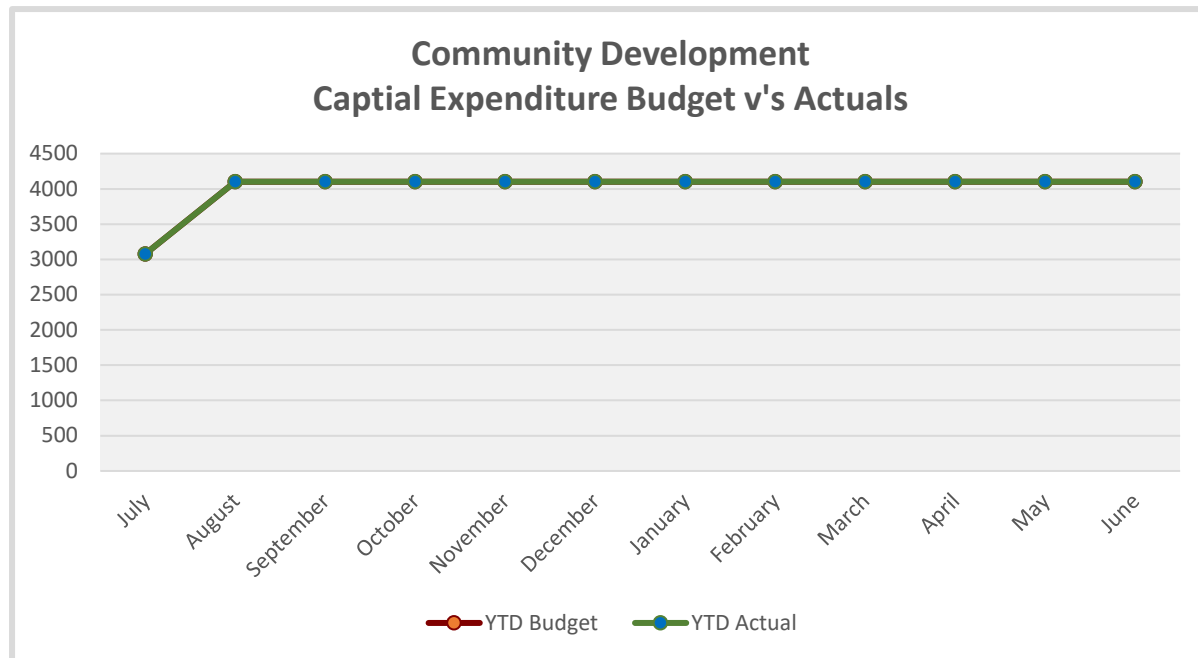
4 Year Delivery Program	1 Year Operational Plan 18/19	Officer	-1	0	+1	Comments: <i>(Business Manager to provide short precis.)</i>
DP3.01) Engage with the community and develop partnerships with relevant organisations.  <i>Community and cultural capacity building: A – Chief Executive</i>  <i>Community engagement: A – Chief Executive</i>	Attend Progress Association, Hall Committee, Service Network, Local Area Health Committee, Disability Advisory Committee, and other community, event and activity meetings as required.	B: MEDCE C: MEDCE D: CDO			+1	CDO, TO and MEDCE attend meetings as necessary. CDO inter-agency community breakfast monthly; disability advisory committee, Aboriginal Advisory Committee and arts and cultural advisory committee meetings. The Liquor Accord meeting also occurred in November. Attended numerous drought support meetings, collated information and worked in partnership with community to develop strategies.
	Revise the Community Engagement Strategy.	B: MEDCE C: MEDCE D: CDO			+1	<b><i>(The changing and improvement of community consultation is a Councillor priority objective.)</i></b>  Review of the Community Engagement Strategy has been completed with recommendations under consideration. Council Workshop to be re-scheduled for April 2019. Review of current strategy has been undertaken and this may be used as a starting point for the workshop.
	Develop Youth Forum and Network.	B: MEDCE C: MEDCE D: CDO		0		CDO has had several attempts to create a youth network, within the Tenterfield community, with no uptake. Alternate options are being considered.
	Distribute weekly email newsletter across the community promoting events, grant and training opportunities, news and community announcements.	B: MEDCE C: MEDCE D: CDO			+1	Tenterfield in Touch distributed weekly. 409 subscribers. This figure is steadily increasing and exceeded our target for 2018.
	Finalise development and maintain community website.	B: MEDCE C: MEDCE D: CDO			+1	My Community Online Platform has been engaged to replace current community directory, which will integrate with current Shire Website and provide an online directory and diary. Ongoing consultation with My Community is continuing to occur for more services/organisations/health to have their information registered as a listing. Further review and community information to be planned to ensure the capturing of all appropriate services on the platform. Second set of community contacts were forwarded November. Information Session held at Visitors Information Centre on December 3 for the community & ongoing contact & support provided.

DP3.02) Maintain collaborative partnerships with the local Aboriginal communities. <b>Community and cultural capacity building:</b> A – Chief Exe.	Partner with the Aboriginal Advisory Committee in the implementation of programs and activities that enhance the wellbeing of Aboriginal People in our Shire.	B: MEDCE C: MEDCE D: CDO		0		A Reconciliation Action Plan working group is to be formed and discussed at the next Aboriginal Advisory Committee meeting. Further planning to occur with Armajun Health Services Participation also to plan for Aboriginal families and representatives from local services and agencies. Consultation has occurred with Reconciliation Australia as to the formulation of the plan and review process.
DP3.03) Support people with specific needs through appropriately identified services and advocacy. <b>Community and cultural capacity building:</b> A – Chief Executive	Support community safety and crime prevention partnerships.	B: MEDCE C: MEDCE D: CDO			+1	Ongoing.
	Support facilities and activities to improve the physical and mental health of the community.	B: MEDCE C: MEDCE			+1	Ongoing. In particular drought assistance and support in partnership with a bevy of services.
DP3.04) Engage with transport providers and the community to assess the transport needs of residents in the Shire. <b>Community and cultural capacity building:</b> A – Chief Exe.	Continue to liaise with community groups and organisations.	B: MEDCE C: MEDCE D: CDO			+1	Ongoing.
DP3.05) Develop and implement the Tenterfield Shire Council Disability Inclusion Action Plan with key partners. <b>Community and cultural capacity building:</b> A – Chief Exe.	Review and implement the Disability Inclusion Action Plan in accordance with legislative guidelines. Facilitate the Disability Advisory Committee meetings.	B: MEDCE C: MEDCE D: CDO			+1	The Disability Inclusion Access Plan has been discussed/reviewed at committee meetings. New committee members have been to inform, implement and to review plans in accordance with policy and enhance participation. Accessibility Walk around town to occur mid-February. Further review of plan to occur following any identification of accessibility issues.
DP3.06) Promote the needs of persons with a disability and Disability Inclusion Action Plan to stakeholders. <b>Community and cultural capacity building:</b> A – Chief Exec.	Implement the Disability Inclusion Action Plan. Liaise with Town Planner.	(Promote) B: MEDCE C: MEDCE D: CDO (Implement) B: COO C: MA&PP D: WM			+1	Implementation Ongoing. Ongoing consultation with Council staff and community partnerships to be established to implement, monitor and review the plan.
DP3.07) Support community organisations that develop and maintain a range of facilities that meet the diversity of community needs, interests and aspirations. <b>Volunteer recruitment and placement:</b> A – Chief Executive <b>Community grants:</b> A – Chief Exe. <b>Community and cultural capacity building:</b> A – Chief Exec. <b>Community events:</b> A – Chief Executive	Promote volunteer opportunities and recognition strategies.	B: MEDCE C: MEDCE D: CDO			+1	Volunteer participation at the School of Arts and VIC continues to be strong indicating that strategies are working and volunteer opportunities are continually promoted resulting in further volunteers.
	Inform about potential grants and assistance available.	B: MEDCE C: MEDCE D: CDO			+1	Ongoing through Tenterfield in Touch, TCTIB, Council Web Site, direct email and all committee and community meetings.
	Support community organisations and groups to provide a wide range of activities as required.	B: MEDCE C: MEDCE D: CDO			+1	Ongoing. Inter-Agency monthly breakfast meeting commenced 16 August, to provide an opportunity for networking and sharing of information between organisations. CDO continues to support community organisations and groups in a wide range of activities.
	Support of community events (excluding Australia Day and civic welcome for Bavarian Band).	B: MEDCE C: MEDCE D: CDO			+1	Ongoing. TO & MEDCE continue to meet with and support Peter Allen Festival committee and working in partnership with Tenterfield Rotary. Support was provided to the Anzac

						Centenary of Armistice celebrations through the office of the MEDCE.
	Support and management of Australia Day ceremonies and civic welcome for Bavarian Band.	<i>B: EA&amp;M C: EA&amp;M D: EA&amp;M</i>			+1	Ongoing. Webpage for nomination of Australia Day Awards throughout the year –excellent numbers received for 2019 Awards – Winner of the Citizen of the Year Geoff & Jan Newman, Young Citizen – Ella Wishart, Young Sportsperson – Isaac Jones, Emergency Services Volunteer – Neal O'Reilly, Community Event – Tenterfield RSL Sub-Branch Centenary of Armistice Commemorations. Visit of Bavarian Band in March 2019 confirmed – purchase of gifts has been finalized and invitations to Civic Event forwarded.
	Distribute information on events, activities and facilities to the community (Tenterfield in Touch, Council newsletters, Tenterfield Connects).	<i>B: MEDCE C: MEDCE D: CDO</i>			+1	Ongoing.
DP3.08) Encourage and support activities focusing on the wellbeing of our residents in Tenterfield Shire. <i>Community events: A – Chief Executive</i>	Promote and support activities that highlight community wellbeing, e.g. Mental Health Month, Women's Health Week, Men's Health Week, and Seniors Week.	<i>B: MEDCE C: MEDCE D: CDO</i>			+1	Seniors Week activities have been planned for February in partnership with the Seniors Festival Committee. Fabulous feedback received & strong ticket sales.
DP3.09) Enrich the community by supporting a variety of diverse cultural events and activities. <i>Community grants: A – Chief Executive Sponsorship: A Chief Executive</i>	Maintain communication and relationships with various community organisations.	<i>B: MEDCE C: MEDCE D: CDO</i>			+1	Ongoing. Inter-Agency monthly breakfast meetings provide an opportunity for networking and sharing of information between organisations.

**a) Budget**





**Capital Income:**

N/A

**Capital Expenses:**

Some computer equipment was purchased and a budget variation for this was processed in the Quarterly Budget Review.

**Operational Income:**

No Charges or acquittals for this month

**Operational Expense:**

No Significant variance.

**b) Capital Projects**

Program Description	Revised Budget QBR1	YTD Actual	YTD Revised Budget	YTD Variance	YTD Variance %	Status/Comment
	\$	\$	\$	\$	%	
Community Development Computer Equipment	4,101.00	4,101.15	4,101.15	-	0%	

**c) Emerging Issues, Risks and Opportunities**

In providing support and care to those affected by drought this has meant considerable time in administration, liaising between agencies and coordination of drought relief.

**d) The Business of Improving the Business**

**SWOT ANALYSIS**

Economic Development and Community Engagement – **(MEDCE)**

**S** **Strengths**

- Established Arts, Cultural, Economic, Destinal and Community Networks, partnerships and alliances;
- Cohesive multi skilled team with technical skills, achievement orientation;
- Customer service delivery, political recognition, communication skills;
- Local events and strong destinal products and brand;
- Adequate budget, quality Cinema equipment, good centre access.

**W** **Weaknesses**

- Lack of full backing from Destination NSW;
- Public understanding of Council's role;
- Poor technology access and support; dated data bases and website, collection digitising needed;
- Budget staffing and resourcing constraints, volunteer reliance, lack of administration support;
- Reliance on successful events to cover costs;
- Aging Visitor Centre and Museum displays and Heritage signage;
- High power consumption.

**O** **Opportunities**

- Further development of enhanced business, community and regional (High Country) strategy, alliances and engagement;
- Increased partnership, professional development;
- School based museum education programs;
- Research visitation statistics/decision data;
- Development of a Welcome/Development Campaign and Centre, update VIC, consolidate Economic and Community Development Offices;
- Digital marketing and campaign expansion;
- Address weaknesses.

**T** **Threats**

- Loss of Volunteer support;
- Staff retention;
- Lack of data;
- Budget reduction;
- Failure to reflect the value of services provided and to meet community expectations (Events and Activities);
- Failure to keep up with technology;
- Tired image;
- Lack of staff development.

**e) Customers**

Customer Service Requests responded to within appropriate timeframes.

**f) Business Statistics**

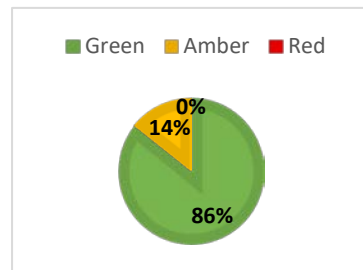
CDO has engaged with community, developing partnerships, networking and through consultation has targeted a number of priority areas.

**g) Special events, achievements of note, celebrations**

CDO is working in partnership with community organisations to target practical, timely and effective support to those in need due to the drought.



## 4. Economic Growth and Tourism



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

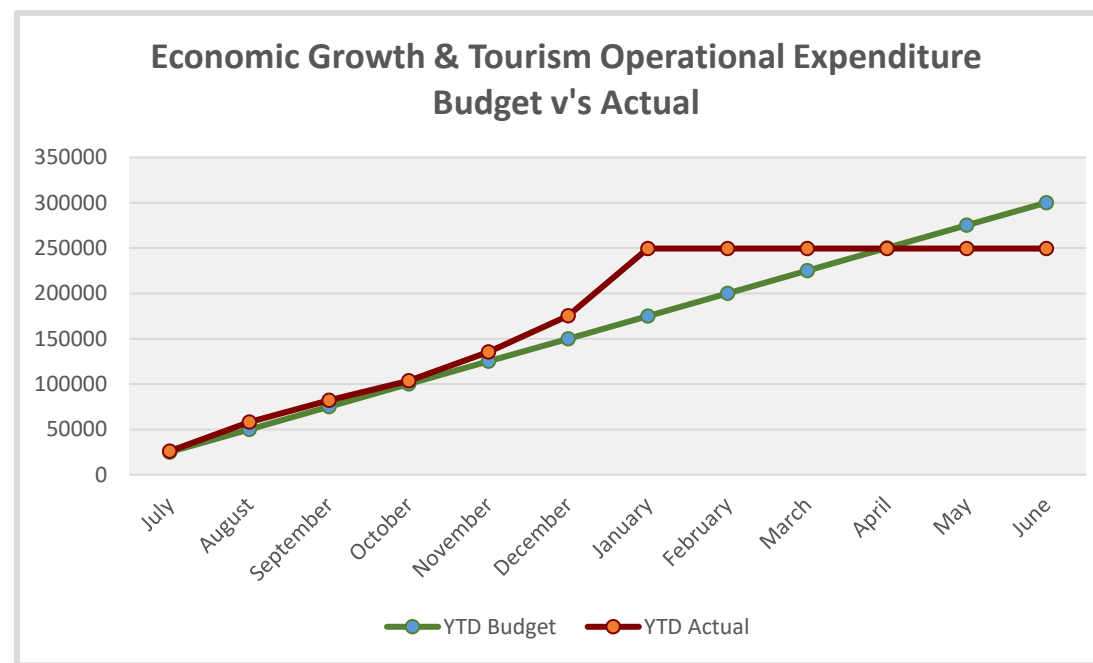
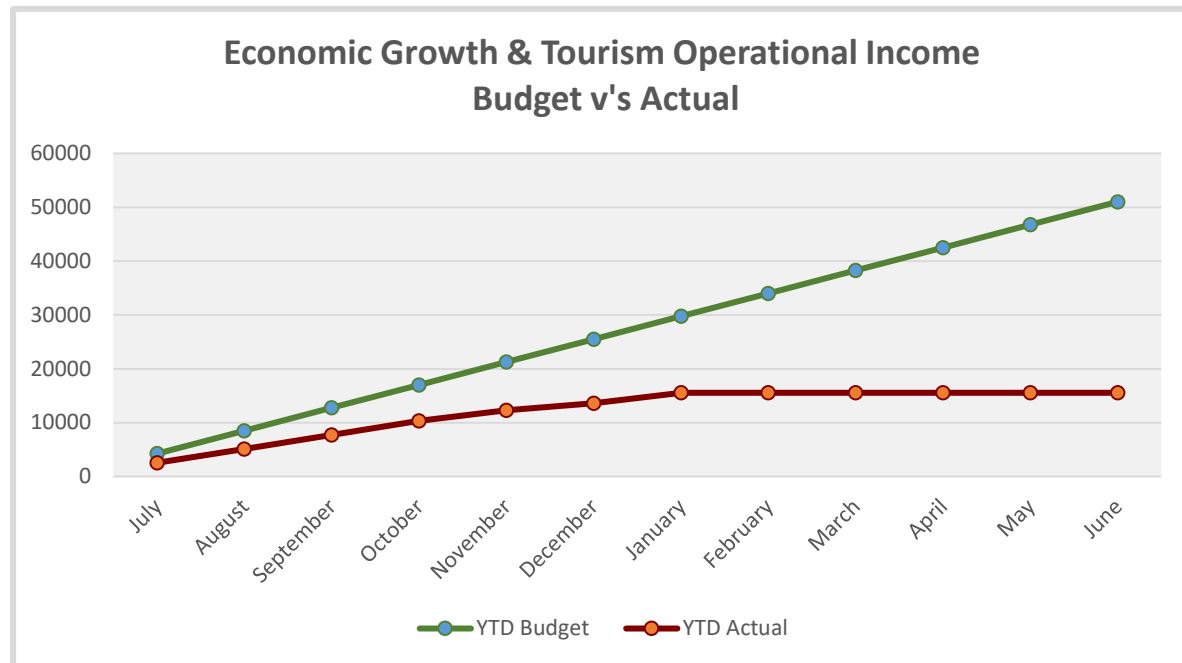
### a) Delivery and Operational Plan precis

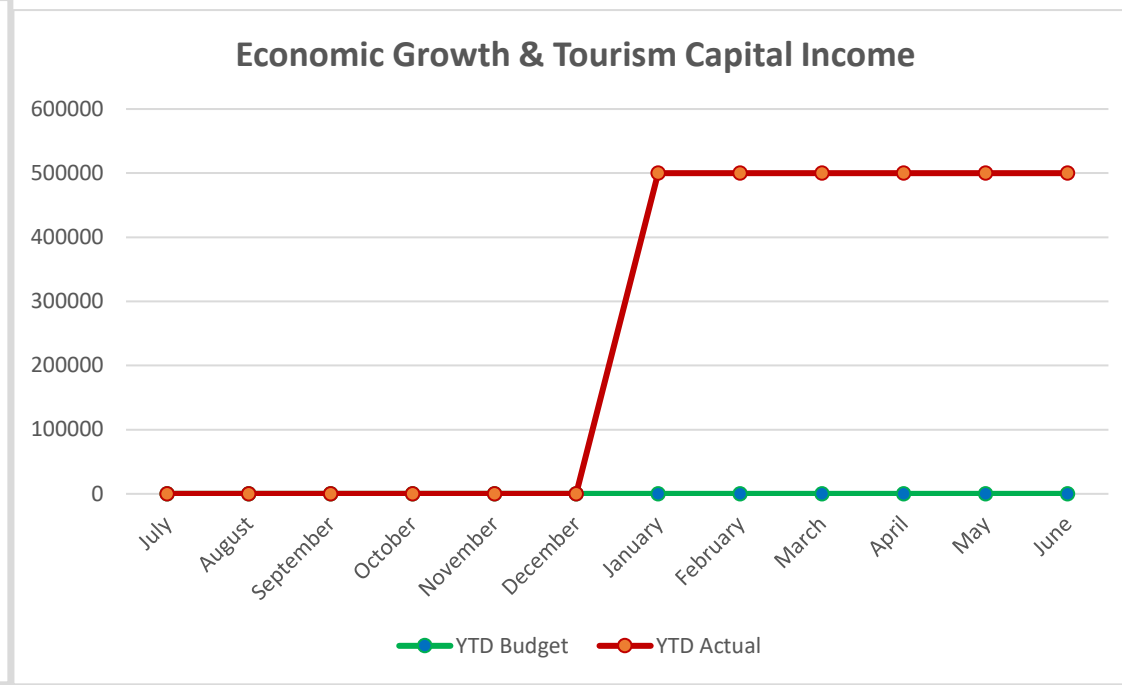
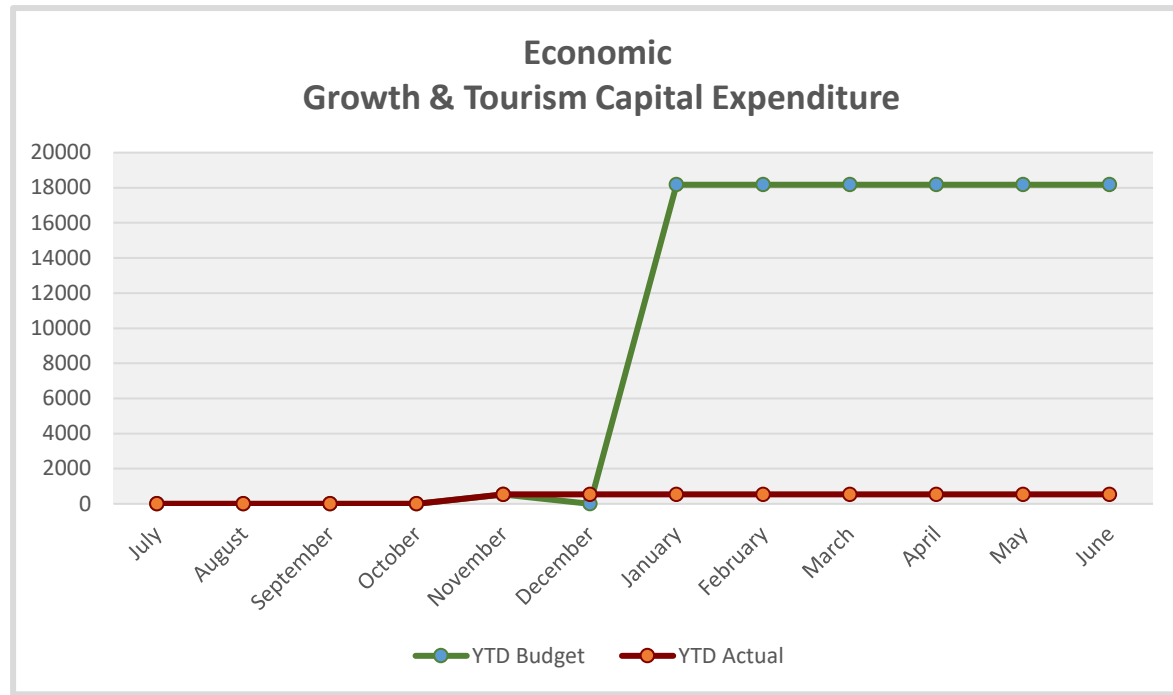
4 Year Delivery Program	1 Year Operational Plan 18/19	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP4.01) Provide and facilitate future economic growth throughout the Shire. <i>Business sector development: A – Chief Executive</i>	Facilitate opportunities for industrial and commercial business development.	<i>B: MEDCE C: MEDCE</i>			+1	Ongoing. Meetings held with potential investors and developers as required. MEDCE & Senior Town Planner continue to be in discussion with developers in relation to developments in retail, function space, tourism, accommodation and hospitality ventures.
	Implement the Economic Development Strategy, promoting growth and new development.	<i>B: MEDCE C: MEDCE</i>			+1	Ongoing. Regional Economic Development Engagement Strategy finalised. Review and update of Economic Development and Tourism Strategy is in progress.
DP4.02) Support business and industry to identify and implement emerging trends in technology to facilitate growth. <i>Sponsorship: A – Chief Executive</i>	Facilitate and support the delivery of business training, workshops and forums in conjunction with the Tenterfield Chamber of Tourism, Industry and Business.	<i>B: MEDCE C: MEDCE D: TO</i>			+1	MEDCE & TO regularly communicate with Chamber to arrange workshops & forums. MEDCE attended Block Chain Business Breakfast, which was a joint activity between the Tenterfield Chamber, Tenterfield Shire Council and private business.
DP4.03) Lobby for the improvement of telecommunications infrastructure throughout the Shire recognising internet connectivity as a significant barrier to all business activity. <i>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</i>	Promote the need for telecommunications infrastructure in Council planning and continue to raise the issue in appropriate forums.	<i>B: CE C: CE</i>			+1	Issue brought up (by Mayor) with Federal Member 20/3. Local government continues to advocate through LG NSW and other avenues. Three new towers being delivered.
DP4.04) Support agriculture as a significant industry in the Shire and promote initiatives that enhance the economic sustainability of agriculture. <i>Business sector development: A – Chief Executive</i>	Support local agricultural events and investigate an appropriate event that showcases the Tenterfield agricultural district and industries.	<i>B: MEDCE C: MEDCE D: TO</i>			+1	MEDCE & CDO continue to work with drought in partnership with community organisations to deliver assistance where required. Planning is underway for the 2019 Business & Tourism Excellence Awards, including agricultural categories.
DP4.05) Promote Tenterfield Shire as a tourism destination. <i>Sponsorship: A – Chief Executive Tourism: A – Chief Executive</i>	Formulate a Destination Management Plan for the New England High Country as part of the New England Joint Organisation of Councils.	<i>B: MEDCE C: MEDCE D: TO</i>			+1	Destination Management Plan for Destination Country & Outback Destination Network released June 2018. Review and update of Economic Development and Tourism Strategy is in progress. Ongoing marketing campaigns running in conjunction with New England High Country.

	Ongoing delivery of the Destination Marketing Plan.	B: MEDCE C: MEDCE D: TO			+1	Ongoing. Regular promotion occurring via social media and online mediums. Ongoing video release schedule, supporting Tenterfield True promotional video. 2019 Events Calendars released & distributed to shops and accommodation outlets around Tenterfield.
	Develop a new Tourism website for Tenterfield Shire.	B: MEDCE C: MEDCE D: TO		0		Tourism website being developed in conjunction with update to TSC website. 2 planning meetings have been held with key staff. Website brief released early February, with work beginning on both sites in March.
	Continue to develop and maintain high visibility of Tourism Products in the Region (Visitors Guide, website and social media).	B: MEDCE C: MEDCE D: TO			+1	Ongoing. Websites & Social Media regularly updated. New Visitors Guide to be completed by June 2019.
	Support marketing campaigns through the New England High Country.	B: MEDCE C: MEDCE D: TO			+1	Ongoing. My Favourite Corner Motorcycle Campaign Stage 3 launched in Oct and running to March 2019.
	Ongoing management of the Tenterfield Visitor Information Centre (VIC), including volunteer management and training, retail management and provision of customer service.	B: MEDCE C: MEDCE D: TO			+1	Ongoing. Centre operating well, open 7 days per week (only closed Christmas Day & Good Friday). Volunteer numbers maintained. Training and information night scheduled for 13 March.
	Investigate opportunities for redevelopment of VIC to include economic development, community and tourism hub and modernise and consolidate VIC displays, retail shop and information services.	B: MEDCE C: MEDCE D: TO		0		This is a project for 2018/2019 and funding is still being sought. Application for funding to the Building Better Regions Fund submitted in November 2018.
DP4.06) Plan and lobby for affordable transport options to encourage access to our Shire. <b>4.02 Community and cultural capacity building: A – Chief Executive</b>	Provide an advocacy service for the community to maintain current levels of transport options. Promote transport services and options through the Visitor Information Centre.	B: MEDCE C: MEDCE D: CDO			+1	Visitor Information Centre continues to promote transport services and options for visitors and local residents. No transport issues have been raised at any service meetings attended by CDO.
DP4.07) Partner with our neighbours and stakeholders to deliver a diverse destination proposition for visitors. <b>Tourism A – Chief Executive</b> <b>Business sector development: A – Chief Executive</b>	Maintain partnerships with neighbouring Councils and industry, including Southern Downs Regional Council to investigate and support business development and tourism opportunities where available.	B: MEDCE C: MEDCE D: TO			+1	Ongoing TO & MEDCE liaise with New England High Country & counterparts in SDRC & neighbouring Councils. Strong NEHC marketing campaigns underway.
	Work collaboratively with Tenterfield Railway Station Preservation Society to investigate, plan, advocate and support the re-introduction of trike use, or similar, on the rail line south from Tenterfield Railway Station for approximately 15km.	B: MEDCE C: MEDCE D: TO			+1	Tenterfield Shire Council continue to advocate for the Tenterfield Heavy Vehicle Detour to pass over the southbound line to enable future use of the rail line for rail cruising.  Other work commitments are taking priority over this project.
DP4.08) Facilitate and participate in ongoing partnership activities with the New England High Country, Tenterfield Chamber of Tourism, Industry and Business. <b>Tourism: A – Chief Executive</b> <b>Business sector development: A – Chief Executive</b> <b>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</b>	Work collaboratively on a range of projects and promotions to market Tenterfield Shire.	B: MEDCE C: MEDCE D: TO			+1	Ongoing social media promotions. Continue to work with Tenterfield Chamber and businesses to promote Tenterfield Shire. Tenterfield True Promotional Videos released on Facebook & Instagram & has reached a wide audience.
	Liaise with the local, regional and State tourism industry, including operators and organisations.	B: MEDCE C: MEDCE D: TO			+1	Ongoing-daily activity. Regional Economic Development Strategy is the latest avenue. Work with NEHC, DNSW, Destination Network Country and Outback, Department Premier & Cabinet, RDANI.
	Support strong relationships with the business and tourism community through events (including business breakfasts and networking functions).	B: MEDCE C: MEDCE D: CDO D: TO			+1	MEDCE & TO continue to work closely with the Peter Allen Festival Committee and Tenterfield Chamber. Workshop with Sandwalk Partners and key community members held early December to discuss proposal for Tenterfield National Monument Recovery Project. Sandwalk to provide report and recommendations on the way forward.

<p>DP4.09) Promote the liveability of Tenterfield Shire as a place to live, work and play.</p> <p><i>Tourism: A – Chief Executive</i>  <i>Business sector development: A – Chief Executive</i>  <i>Community and cultural capacity building: A – Chief Executive</i>  <i>Sponsorship: A – Chief Executive</i></p>	<p>Development and distribution of new/potential residents and/or investor information prospectus.</p>	<p>B: MEDCE  C: MEDCE  D: TO</p>	<p>0</p>	<p>Currently investigating use of Our Community online platform as a resource for new/potential residents and/or investors information prospectus.</p>
	<p>Support marketing activities and events to promote Tenterfield as a place to, play, live and invest.</p>	<p>B: MEDCE  C: MEDCE  D: TO  D: CDO</p>	<p>+1</p>	<p>Ongoing local &amp; regional promotions. Promoted through Local social media campaigns, Tenterfield in Touch newsletter, Council Website, Visitor Information Centre, School of Arts (community cinema advertising)</p>
	<p>Emerging extra operational requirements caused by drought relief activities (grants, community consultation etc.)</p>	<p>B: MEDCE  C: MEDCE  D: CDO</p>	<p>+1</p>	<p>CDO &amp; MEDCE continue to work with local, state and Federal agencies to provide outcomes and drought relief for farmers, families and local businesses experiencing difficulty. This program has had considerable impact on our ability to undertake our planned projects.</p>

**b) Budget**





**Capital Income:**

N/A

**Capital Expenses:**

No Capital expenditure has been incurred.

**Operational Income:**

No significant variance at this stage of the year.

**Operational Expense:**

No significant variance at this stage of the year.

**c) Capital Projects**

Program Description	Revised Budget QBR1	YTD Actual	YTD Revised Budget	YTD Variance	YTD Variance %	Status/Comment
	\$	\$	\$	\$	%	
Economic Growth and Tourism Web Design	16,053.00	-	-	-	0%	Not yet commenced
Economic Growth and Tourism Community Wi-Fi	2,117.00	540.00	540.00	-	0%	Work underway

#### **d) Emerging Issues, Risks and Opportunities**

Redevelopment of Visitor Information Centre will streamline functions and create a more efficient environment.

Increases to visitors to the Tenterfield Tourism and Visit Tenterfield websites show that an increasing number of people are looking for information on Tenterfield online, and anecdotal evidence suggests we are seeing an increase in visitation to the region. However, we are seeing a significant decrease in visitors to the Visitor Information Centre. This supports the proposal and need to redevelop the visitor information centre to ensure it remains relevant to our current visitors. Discussions with Sandwalk Partners (company with significant experience in cultural tourism (including Sydney Opera House) and visitor information centres (Visit Canberra)) reinforced this is the direction that Tenterfield needs to be taking and he highlighted some recent centres that have undergone this type of redevelopment and seen a revitalisation of their centres.

#### **e) The Business of Improving the Business**

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

#### **f) Customers**

Positive reviews continue to be received on Google and TripAdvisor for the Visitor Information Centre and Tenterfield.

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

#### **g) Business Statistics**

**Visitor Information Centre Numbers for December 2018** = 1,117 (14.1% decrease on December 2017)

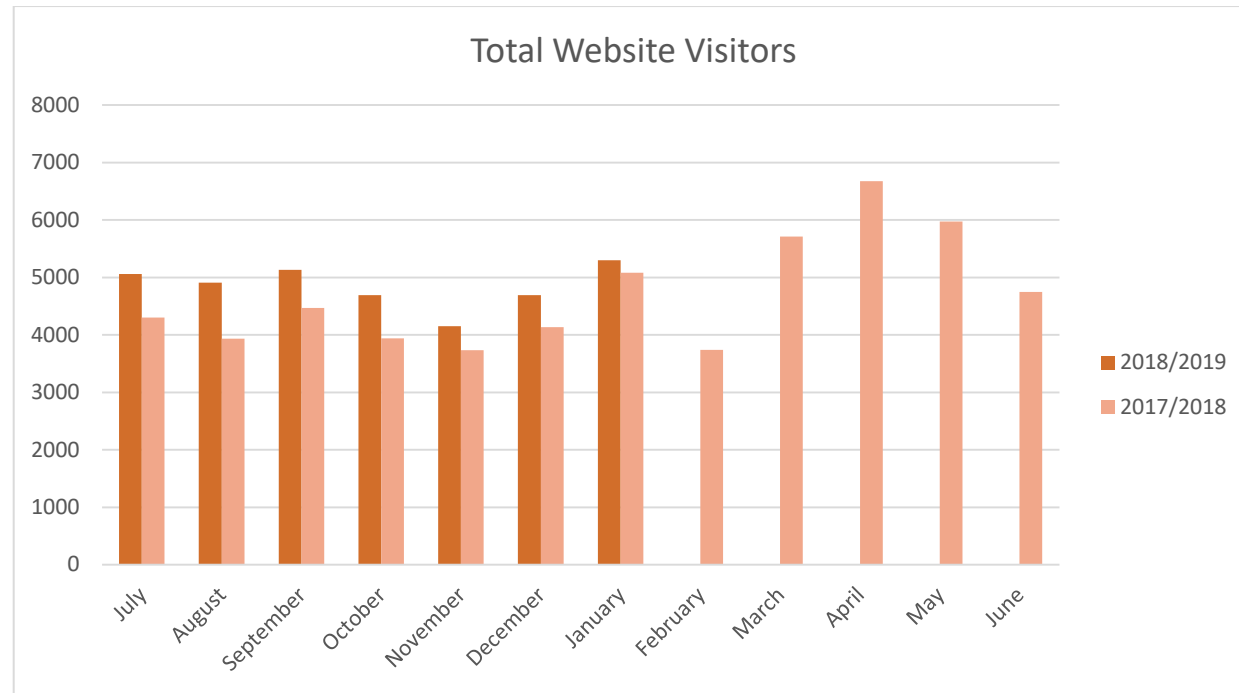
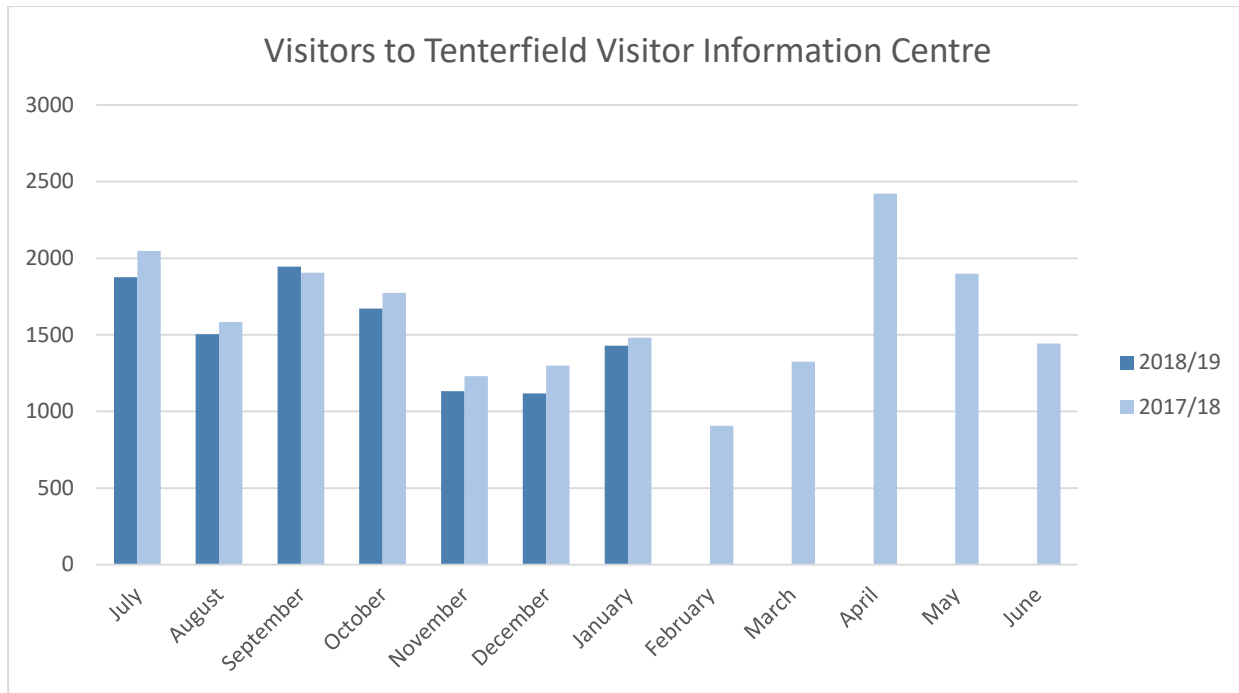
**Visitor Information Centre Numbers for January 2019** = 1,429 (3.6% decrease on January 2018)

**Tenterfield Tourism Website Visitors December 2018** = 4,256 (4.8% increase on December 2017)

**Tenterfield Tourism Website Visitors January 2019** = 4,664 (6.9% decrease on January 2018)

**Visit Tenterfield Website Visitors December 2018** = 435 (504.2% increase on December 2017)

**Visit Tenterfield Website Visitors December 2018** = 632 (802.9% increase on January 2018)



*Increases to visitors to the Tenterfield Tourism and Visit Tenterfield websites show that an increasing number of people are looking for information on Tenterfield online, and anecdotal evidence suggests we are seeing an increase in visitation to the region. However, we are seeing a significant decrease in visitors to the Visitor Information Centre. This supports the proposal and need to redevelop the visitor information centre to ensure it remains relevant to our current visitors.*

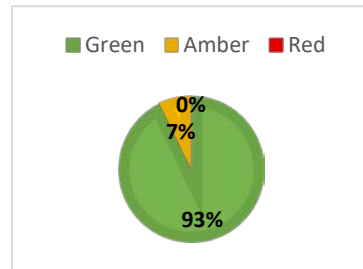
**h) Special events, achievements of note, celebrations**

Sandwalk Partners were in town early December to workshop the Tenterfield National Monument Recovery Project. They undertook a familiarisation tour of the town centre and area, accompanied by members of the community and Council, as a lead up to a workshop on cultural tourism precincts.



*Familiarisation Tour & workshop with Sandwalk Partners*

## 5. Theatre and Museum Complex



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

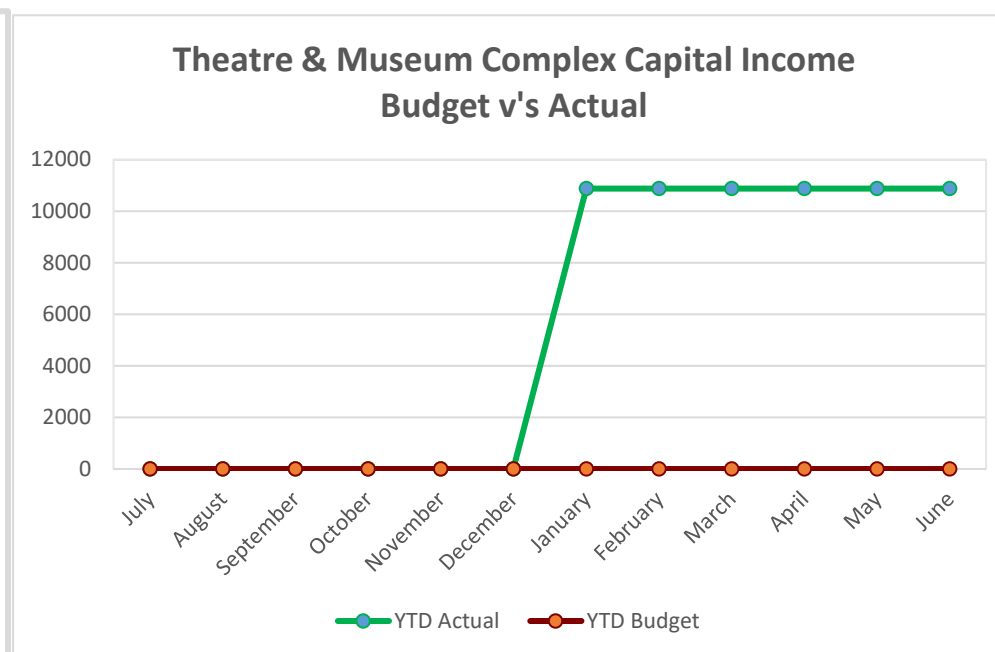
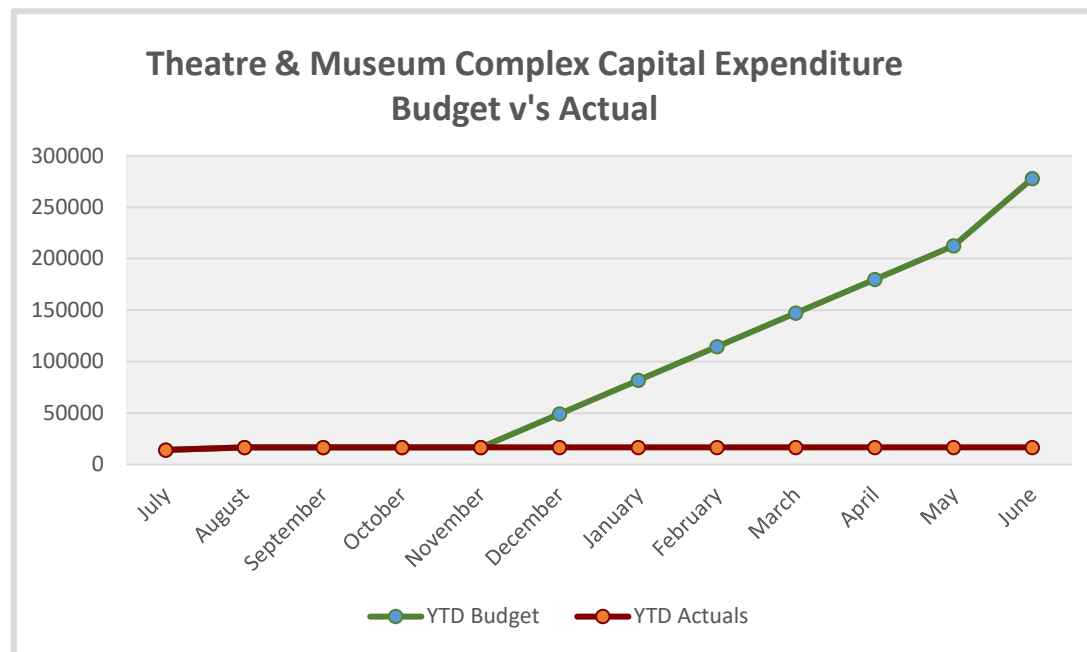
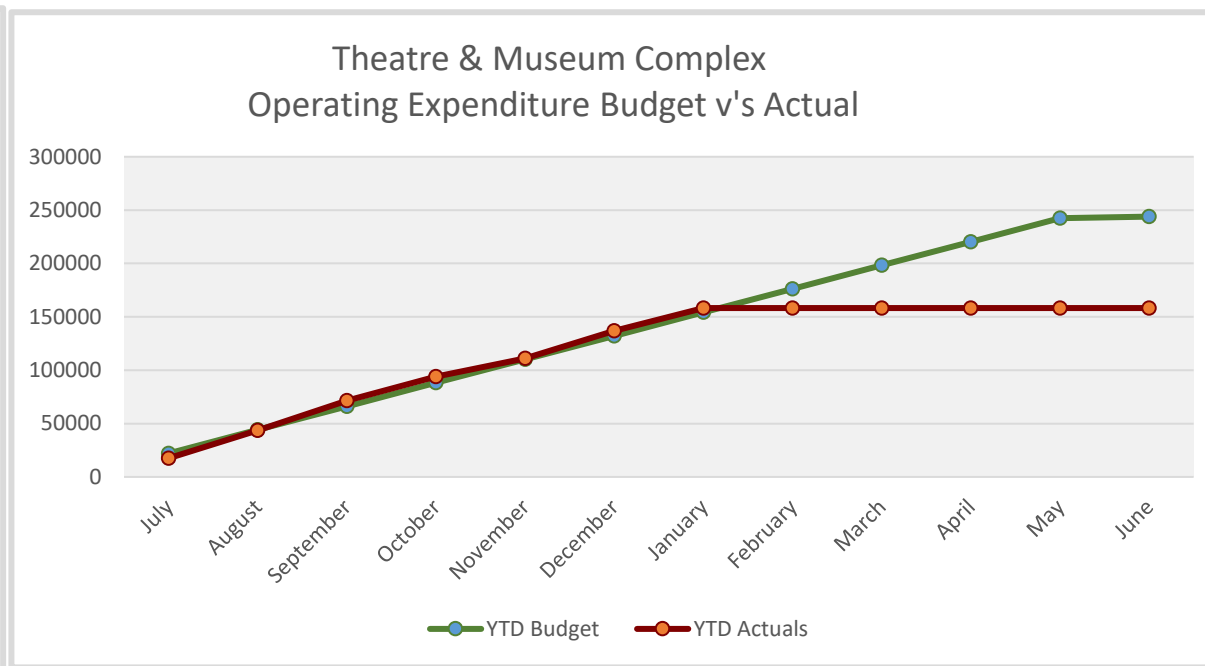
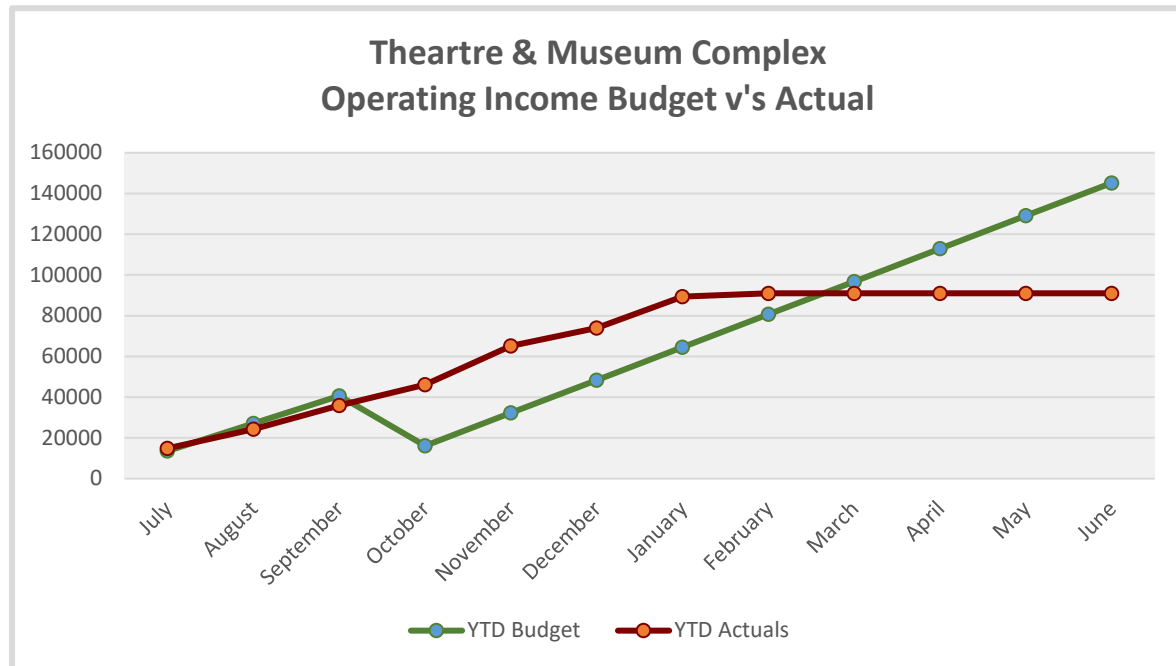
### a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 18/19	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP5.01) Sir Henry Parkes Memorial School of Art is provided by Council as a cultural hub of Tenterfield Shire. <i>Culture, theatre &amp; museum: A – Chief Executive</i>	Manage and operate all aspects of the Sir Henry Parkes Memorial School of Arts (Cinema, Theatre, and Museum).	<i>B: MEDCE C: MEDCE D: CDO</i>			+1	Tenterfield School of Arts is open 7 days a week (closed Christmas Day & Good Friday) and has a regular program of cinema and theatre activity.
DP5.02) Enhance cultural diversity by encouraging cultural and artistic opportunities. <i>Culture, theatre &amp; museum: A – Chief Executive</i>	Maintain relationship, partnership and facilitate Museum Advisor Program.	<i>B: MEDCE</i>			+1	Ongoing. Acquittal complete for 2018 funding. Submission completed for 2019 funding.
	Maintain a collaborative working relationship with National Trust Australia (NSW) and Friends of the School of Arts.	<i>B: MEDCE C: MEDCE</i>			+1	Joint management committee meet twice a year (minimum) with representatives from Friends of the School of Arts, National Trust and Council. These meetings are reported back to National Trust annually. National Trust Property and Collection Managers are planning a visit during 2019.
	Ongoing partnership programs with community organisations, Tenterfield dramatic group, production companies, Arts North West, the New England North West Performing Arts Network and Arts NSW.	<i>B: MEDCE C: MEDCE</i>			+1	Ongoing. Tenterfield Drama Group has now been reformed as Tenterfield Players Inc. as part of their new direction for Tenterfield Dramatic training and performances. New workshops for youth & adults commencing March 2019.
	Provide support to School of Arts Joint Management Committee.	<i>B: MEDCE C: MEDCE</i>			+1	Joint management committee meet twice a year (minimum) with representatives from Friends of the School of Arts, National Trust and Council. These meetings are reported back to National Trust annually.
DP5.03) Enrich the cultural life of the community by supporting a variety of cultural events and activities for residents and visitors <i>Culture, theatre &amp; museum: A – Chief Executive Community events: A – Chief Executive</i>	Marketing and promotion of the Sir Henry Parkes Memorial School of Arts Complex programs and activities.	<i>B: MEDCE C: MEDCE D: CDO</i>			+1	Sir Henry Parkes School of Arts has an extensive suite of marketing activity including social media, print, radio, cinema programs, email, online (websites) and brochures.
	Support annual events (Sir Henry Parkes Oration and Banquet, Eisteddfod (Biennial), Bavarian Brass Band Concert (Biennial), Seniors Week, Youth Week and NAIDOC week.	<i>B: MEDCE C: MEDCE D: TO</i>			+1	These events continue to be supported and are always well attended. Preparations for the 2019 Bavarian Brass Band concert in conjunction with the Tenterfield Rotary Club is underway. Seniors Week supported via exhibition opening, banquet hall lunch & movie (Mary Poppins Returns) held at the facility.

<b>Volunteer recruitment and placement: A – Chief Executive</b>	Annual planning, development and implementation of a Theatre Program.	<i>B: MEDCE C: MEDCE D: CDO</i>		+1	Annual program established and ongoing. Strong and exciting program developed for 2019.
	Annual visiting and local museum exhibition program.	<i>B: MEDCE C: MEDCE</i>		+1	Exhibitions are sourced both touring and local when funds permit. The Breaker Morant collection has been remounted in the passageway display cabinet of the School of Arts. Two photograph exhibitions have been mounted in the SOA foyer, depicting Bluff River & Sunnyside Railway Bridges, and Love Your Life Seniors Exhibition.
DP5.03.01) Promote volunteer opportunities and manage volunteers at the Sir Henry Parkes Memorial School of Arts.	Provide volunteer opportunities, offer volunteer training and upskilling in a safe and engaging work environment.	<i>B: MEDCE C: MEDCE</i>		+1	Ongoing. Volunteer Numbers are being maintained and volunteer training is provided on a rotational basis ensuring all skills are up-to-date and relevant. Joint training night scheduled for 13 March.
	Facilitation of cultural development opportunities for individuals and groups through creating opportunities in film, music and theatre.	<i>B: MEDCE C: MEDCE</i>		+1	Support workshops, both visiting and local, local drama group, and music supper nights.
DP5.04) Encourage activities for young people and families in Tenterfield Shire  <b>Culture, theatre &amp; museum: A – Chief Executive</b>  <b>Community and cultural capacity building: A – Chief Executive</b>	Annual planning and development of a Cinema Program, including Manhattan Film Festival.	<i>B: MEDCE C: MEDCE D: CO</i>		+1	Cinema program is ongoing with minimum 5 screenings per week. Tenterfield Cinema has experienced an excellent first half, with attendance well above the average. This is due to a strong cinema and theatre program, as well as good attendance from Queensland. Manhattan Film Festival & return of the Lyceum Film Festival, featuring Australian films, scheduled for early October.
	Annually review and implement education program for Years 5-6 and Years 9-10.	<i>B: MEDCE C: MEDCE D: CDO</i>		0	Implementation of education program is ongoing with school visits and tours. Project Brief to be prepared and sent out for expressions and interest and quotations by June 2019.
	Support Youth Week, support youth theatre workshops and provide youth entertainment during school holiday periods (dependent on product availability).	<i>B: MEDCE C: MEDCE D: CDO</i>		+1	Youth workshops and youth cinema and theatre program ongoing with focus on holiday periods and youth week. Scheduled events include: BANJO, Kaput, Scotts PGC Pipe Band, Alice in Wonderland Ballet, Cinderella Spinderella & The Twits (Roahl Dahl).



**b) Budget**



**Capital Income:**

Heritage Division Grant Fund.  
Regional Cultural Fund of \$72,000 for air conditioning announced.

**Capital Expenses:**

The capital expenditure budget now incorporates the 2017/18 budget carryover, adjusted as per the Quarterly Budget Review.

**Operational Income:**

No significant variance at this stage of the year.

**Operational Expense:**

No significant variance at this stage of the year.

**c) Capital Projects**

Program Description		Revised Budget QBR1	YTD Actual	YTD Revised Budget	YTD Variance	YTD Variance %	Status/Comment
		\$	\$	\$	\$	%	
Theatre & Museum Complex	School of Arts Restoration Works	249,308.00	16,784.48	16,784.48	-	0%	
Theatre & Museum Complex	School of Arts - Update Theatre Lighting	28,666.00	-	-	-	0%	Not yet commenced

**d) Emerging Issues, Risks and Opportunities**

Online streaming services are a risk to the ongoing success of the cinema.

Cost of electricity to operate the facility is an ongoing risk.

Current staffing structure needs to be assessed as there is no capacity for succession planning.

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

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

Community cinema nights continue to be very successful.

**f) Customers**

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

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

**g) Business Statistics**

Total museum visitation December 2018 = 124

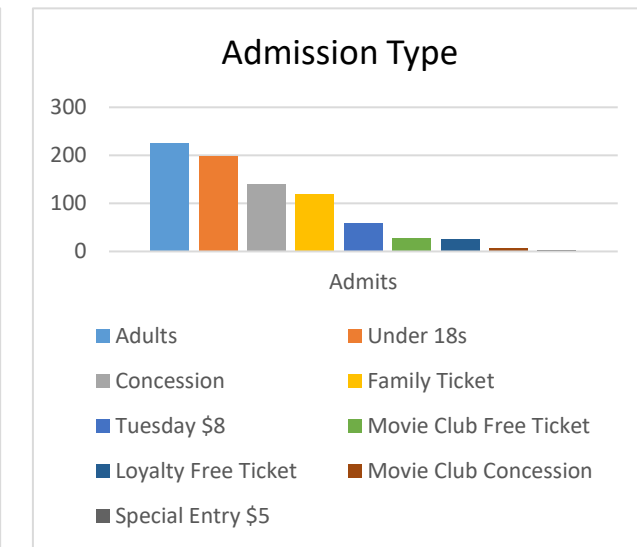
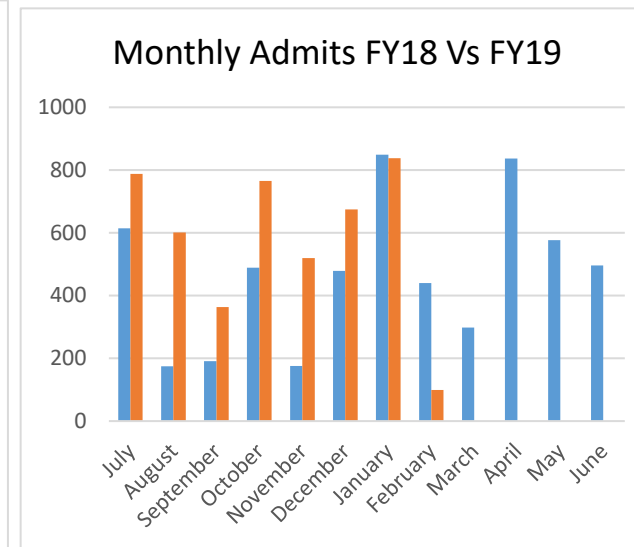
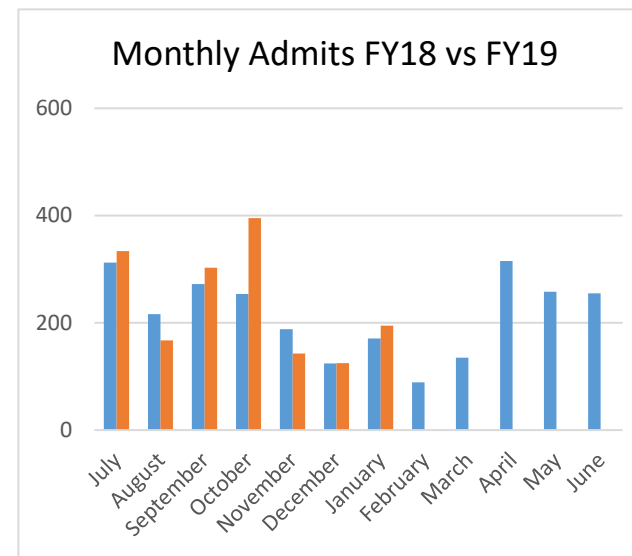
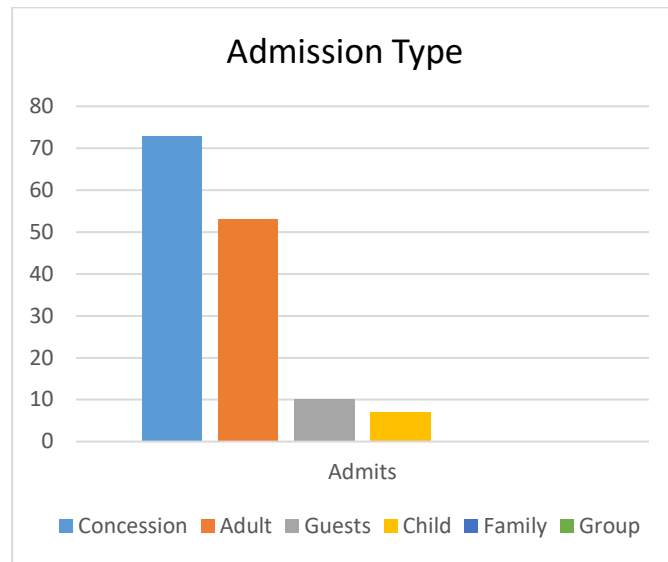
Total museum visitation January 2019 = 195

Total cinema admissions December 2018 = 675 visitors to 33 screenings

Total cinema admissions January 2019 = 838 visitors to 52 screenings

Total website visitors (cinema & theatre) December 2018 = 938 (102% increase on December 2017)

Total website visitors (cinema & theatre) January 2019 = 1,194 (66% increase on January 2018)



**Museum**

**Museum**

**Cinema**

**Cinema**

**h) Special events, achievements of note, celebrations**

Joint volunteer Christmas Party held 5 December at the School of Arts, with volunteers from School of Arts and Visitor Information Centre.

Funding of \$72,000 for air conditioning project for Banquet Hall and theatre was announced by the Hon Thomas George MP through the Regional Cultural Fund

January 2019 at the School of Arts:

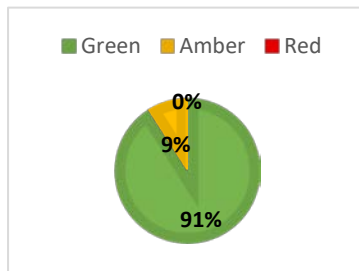
Film	Screenings	Admits	Adm / Scr
Aquaman	7	214	31
Grinch 2	5	127	25
Bumblebee	5	122	24
Ralph Breaks the Internet: Wreck It Ralph 2	5	106	21
Spider-Man ITSV	6	79	13
Robin Hood	4	48	12
Creed 11	7	37	5
Mortal Engines	5	31	6
Fantastic Beasts: The Crimes	3	26	9
The Nutcracker	2	25	13

Goosebumps 2	3	23	8
<b>Total</b>	<b>52</b>	<b>838</b>	<b>16</b>

### 2019 Theatre Program

<b>20 Feb</b>	Theatre Restaurant – Big Bands Music
<b>7 March</b>	Brass Band Concert – Bavarian Music Festival & Beer Fest
<b>27 March</b>	Banjo – contemporary dance with Banjo's poetry
<b>29 March</b>	Kaput – Children's Theatre
<b>1 June</b>	Warwick Scotts College Highland Pipe Band Concert
<b>12 June</b>	Melbourne Comedy Festival
<b>8-11 July</b>	Beat of The Bush Festival
<b>12 July</b>	Alice in Wonderland – Melbourne City Ballet
<b>22 July</b>	Cinderella Spinderella
<b>8 August</b>	Tenterfield Business & Tourism Excellence Awards
<b>18 August</b>	Roald Dahl – The Twits
<b>6-8 Sept</b>	Peter Allen Festival
<b>16-20 Sept</b>	Tenterfield Eisteddfod
<b>24-27 Sept</b>	Tenterfield Eisteddfod
<b>3 October</b>	Manhattan Film Festival
<b>4-7 October</b>	Australian Film Festival
<b>26 October</b>	Sir Henry Parkes Oration
<b>4 Dec</b>	Volunteer Xmas Party

## 6. Library Services

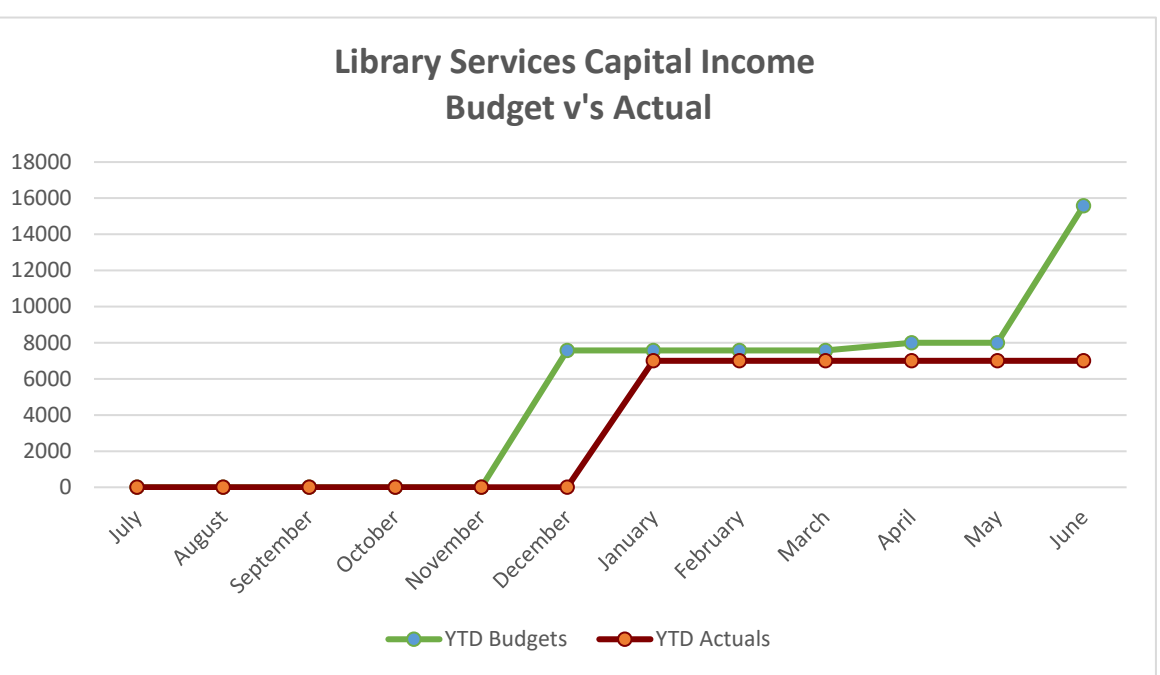
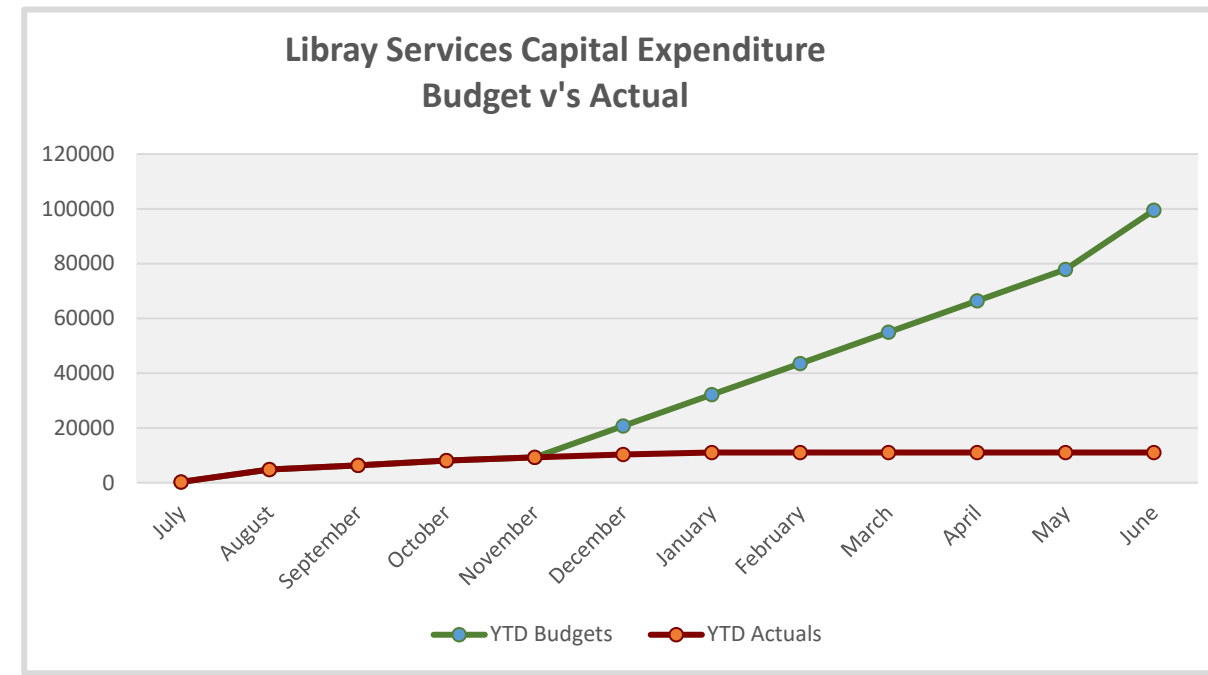
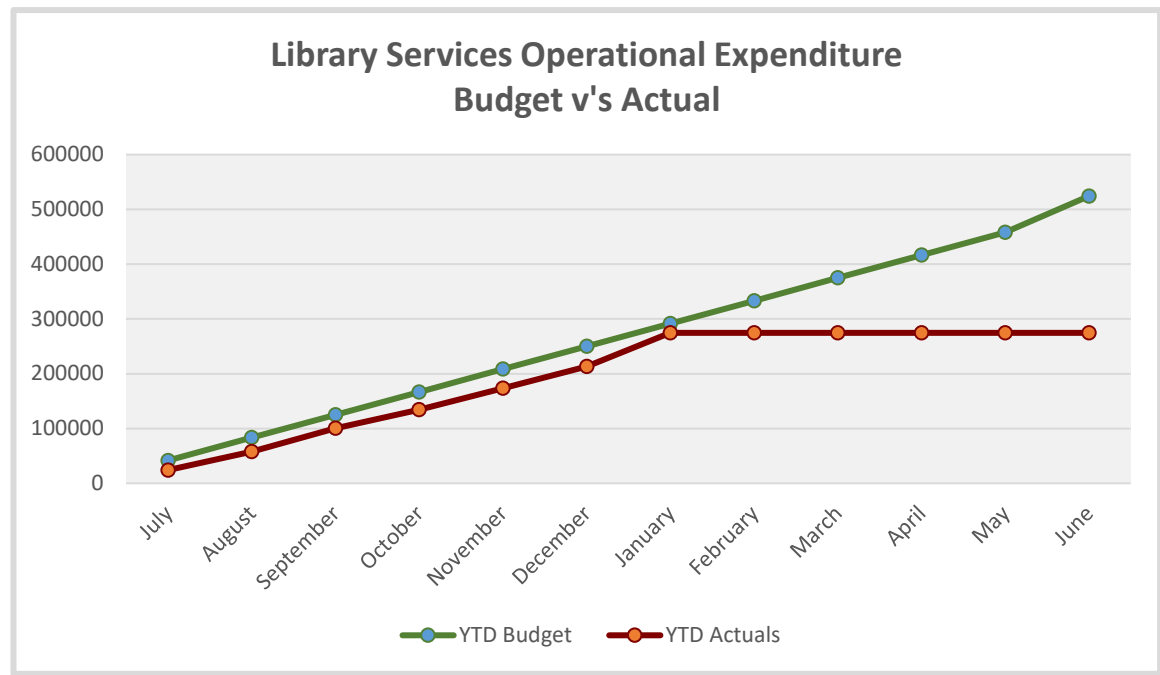
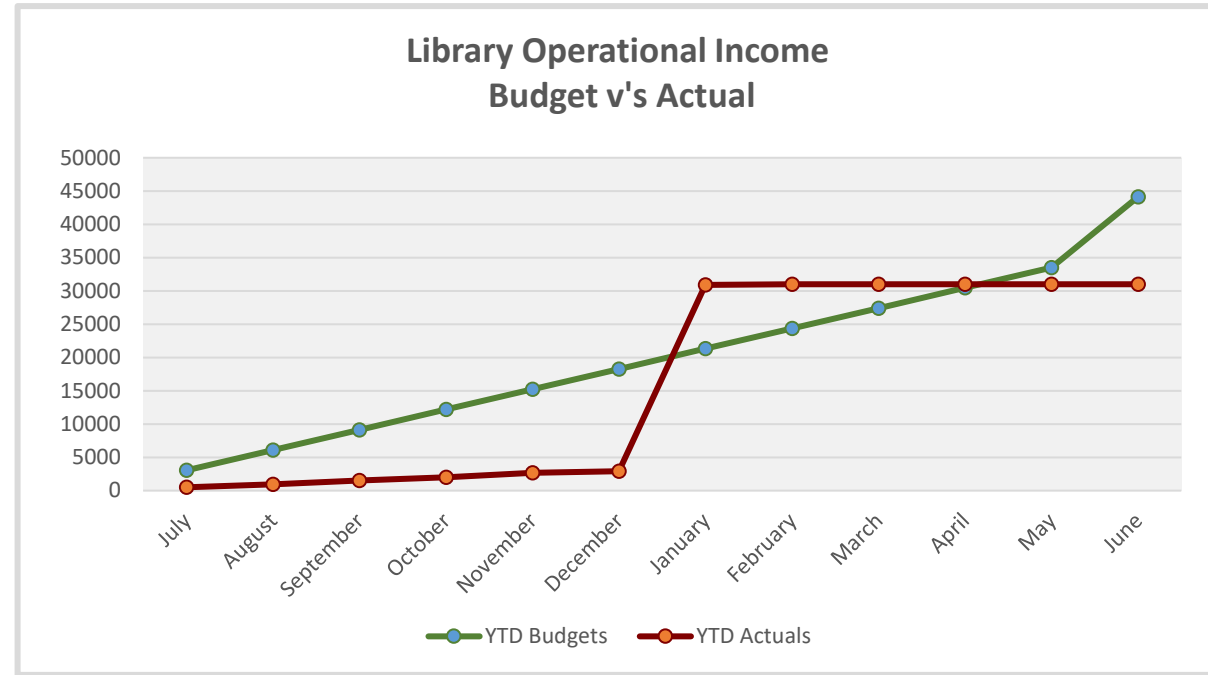


Under the 4 year Delivery Plan *Library Services* relates to: home services; vision impaired; review and updating collections; exchanges; internet and Wi Fi access; accessible technology; exhibitions; online training and resources; research and reference services; and the management of corporate art and memorabilia. The Office of the Chief Executive directly oversees these outcomes.

### Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 18/19	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP6.01) Provide ongoing delivery of broad range of library services that respond to community needs.  <i>Library: A – Chief Executive</i>	Provide a wide range of facilities and activities to support the physical and mental health of the community.	B: SL C: SL D: SL			+1	Ongoing.
	Provide and promote a Home Library Service to people in the town area who are unable to visit the Library.	B: SL C: SL			+1	Ongoing.
	Provide and promote resources available for people with limited vision and hearing such as Talking Books and Large Print books.	B: SL C: SL			+1	Ongoing.
	Review Library Services Policy.	B: SL C: SL			+1	Completed.
	Ongoing collection management including acquisition and disposal of resources.	B: SL C: SL D: SL			+1	Ongoing.
	Provision of library branch exchange services in villages.	B: SL C: SL			+1	Ongoing. Regular communication with Branch staff and monthly exchange visits.
DP6.02) Develop and maintain a range of community facilities that meet the diversity of community needs, interests and aspirations  <i>Library: A – Chief Executive</i>	Provide spaces and opportunities for individuals and small community groups to meet and access technology.	B: SL C: SL D: SL			+1	One-off and regular small community group meetings encouraged.
	Provide a space for exhibitions and displays of public interest.	B: SL C: SL D: SL			+1	Ongoing.
	Provide public access to online training and resources.	B: SL C: SL D: SL			+1	Free public access computers provided. Free online access provided to the Technology Training Directory for the community.
	Provide free basic research and reference services.	B: SL C: SL D: SL			+1	Ongoing.
	Manage all corporate art, artefacts, honour boards and memorabilia (including audit and security).	B: SL D: SL		0		Cataloguing of Tenterfield Shire Council's Art Works project is progressing with Library items identified and recorded.

**Budget**



**Capital Expenses:**

Library resources are funded from the State Library allocation.

**Operational Income:**

No significant variation at this stage of the Financial Year.

**Operational Expense:**

On budget.

**Capital Projects**

Program Description		Revised Budget QBR1	YTD Actual	YTD Revised Budget	YTD Variance	YTD Variance %	Status/Comment
		\$	\$	\$	\$	%	
Library Services	Library Resources	49,934.00	9,047.75	9,047.75	-	0%	
Library Services	Local Priority Grant 2015/16	589.27	-	-	-	0%	
Library Services	Local Priority Grant 2016/17	1,200.28	1,726.08	1,726.08	-	0%	
Library Services	Local Priority Grant 2017/18	5,755.64	268.34	268.34	-	0%	
Library Services	Local Priority Grant 2018/19	7,580.00	-	-	-	0%	
Library Services	Library - Repaint Interior	34,400.00	-	-	-	0%	

- Remaining Local Priority Grant funding for 2017/2018 will be used to purchase appropriate shelving for the Young Adult section and the DVD collection.
- Local Priority Grant Funding for 2018/2019 will be used to continue and/or complete the renovations of the Urbenville branch library.

**Emerging Issues, Risks and Opportunities**

- There is a risk of extensive damage to the Library building, furniture, floor and floor coverings as well as resources if there are any rain events before the current damage is repaired.
- Renovations to Urbenville branch library are in the planning stage.

**The Business of Improving the Business**

- The project to catalogue Council's Corporate Art Collection is progressing with items located in the Library identified and recorded.
- Plastic membership cards have been designed, approved and ordered.
- The Manager Library Services attended the Annual General Meeting of the Northern Tablelands Cooperative Library Service in December where the Service Agreement was voted on to be renewed for another three years.

## SWOT ANALYSIS

Library – (SL)

**S** **Strengths**

- Resource partnerships with NSW Public Library Network and Northern Tablelands Library Services;
- Libero Users Group;
- Skilled and committed staff, informed on community needs;
- Location and history.

**W** **Weaknesses**

- Population size does not support larger scale desired activity;
- Geographical and travel costs to maintain out services;
- Space constraints, historic building limitations, no meeting room or program space;
- Staffing limitations (small) and succession planning, available staff development time limits regional training opportunity take up;
- Grant application knowledge and skills.

**O** **Opportunities**

- Increase number of community groups using library spaces;
- Further Library promotion to the Community;
- Lobby State Library for regional training; further collaboration with regional libraries;
- Seek additional funding through grants, sponsorships;
- Further Council interdepartmental cooperation;
- Implement new technology, online training, and social media promotion.

**T** **Threats**

- Reduced funding, including Grants to accommodate the community's changing needs;
- Staff churn and loss of expertise;
- Changing technology and failure to update.

### Customers

Customer service responses are within Charter timeframes.

### Business Statistics

#### Tenterfield Public Library Statistics for January 2019

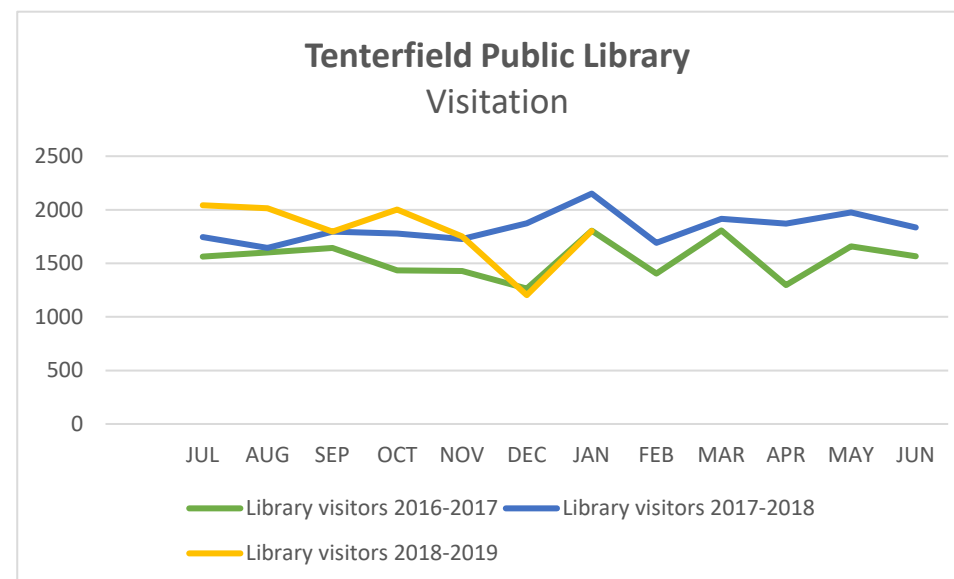
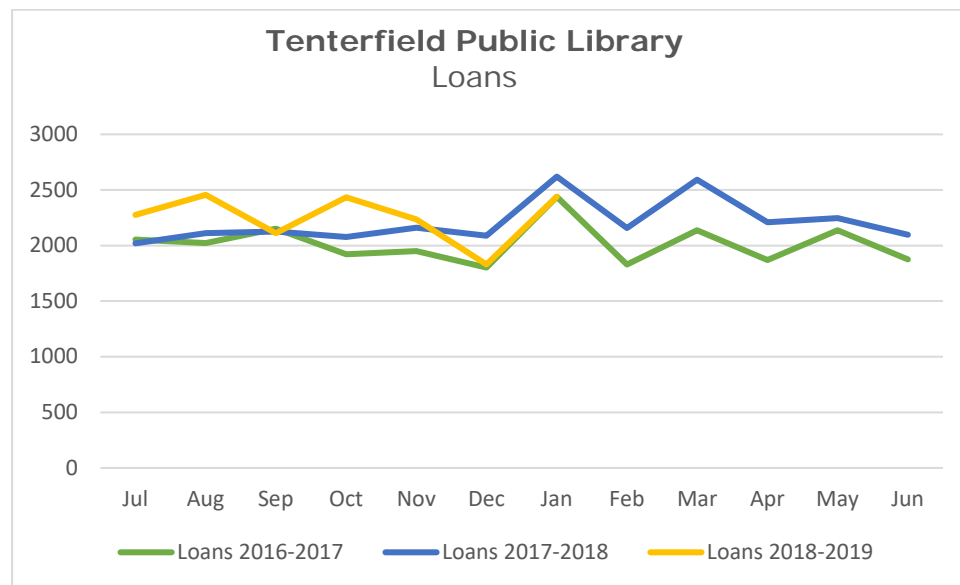
Loans Tenterfield: 2131

Loans Drake: 47

Loans Torrington: 38



Loans Urbenville: 103  
 Co-op eLoans: 121 (approx.)  
 Total of Loans: 2440  
 Library Visitors: 1801  
 New borrowers: 25  
 Computer Users: 314  
 Computer Hours: 358.5  
 WiFi logins: N/A  
 OPAC searches: 3240  
 Tenterfield Star database searches: 236  
 Completed ILL Total = 29  
 Home Library Service Loans: 113  
 Reservations satisfied: 47  
 Holdings as at 01/02/2019: 34645 Deletions: 51 Items catalogued: 158



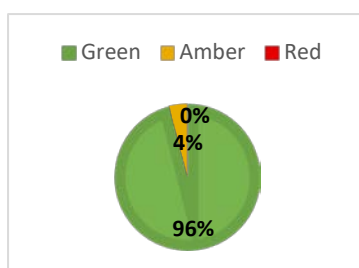
**h) Special events, achievements of note, celebrations**

- Summer Reading Club program 10 December 2018 – 25 January 2019. 25 participants, 478 books borrowed and read. Presentation of certificates and the prize draw was held 25 January with 16 parents and children attending.



Summer Reading Club Presentation at Tenterfield Public Library 25/01/2019 (L-R) – Sally, Matthew, Molly and Katie Trounce.

## 7. Workforce Development



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

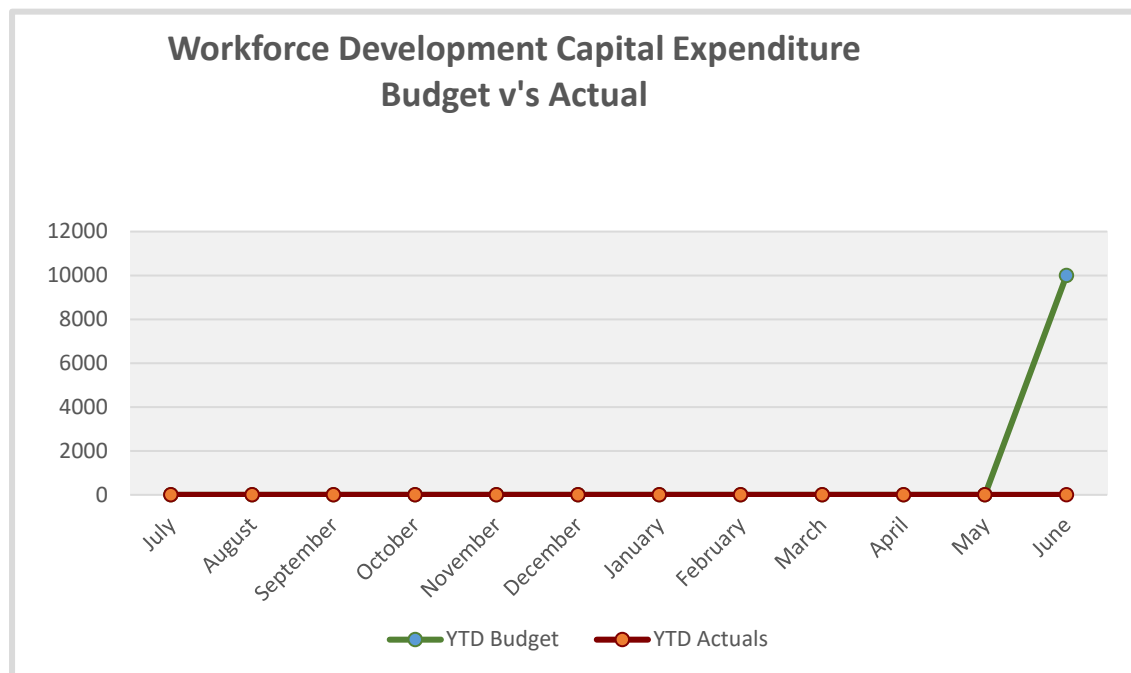
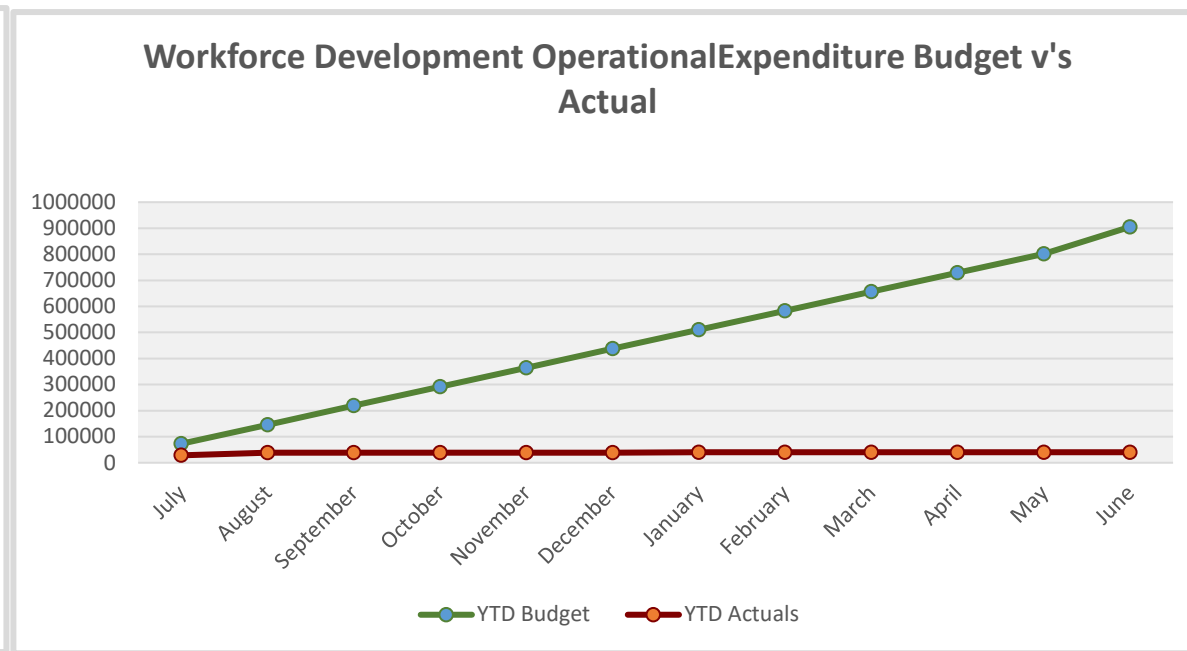
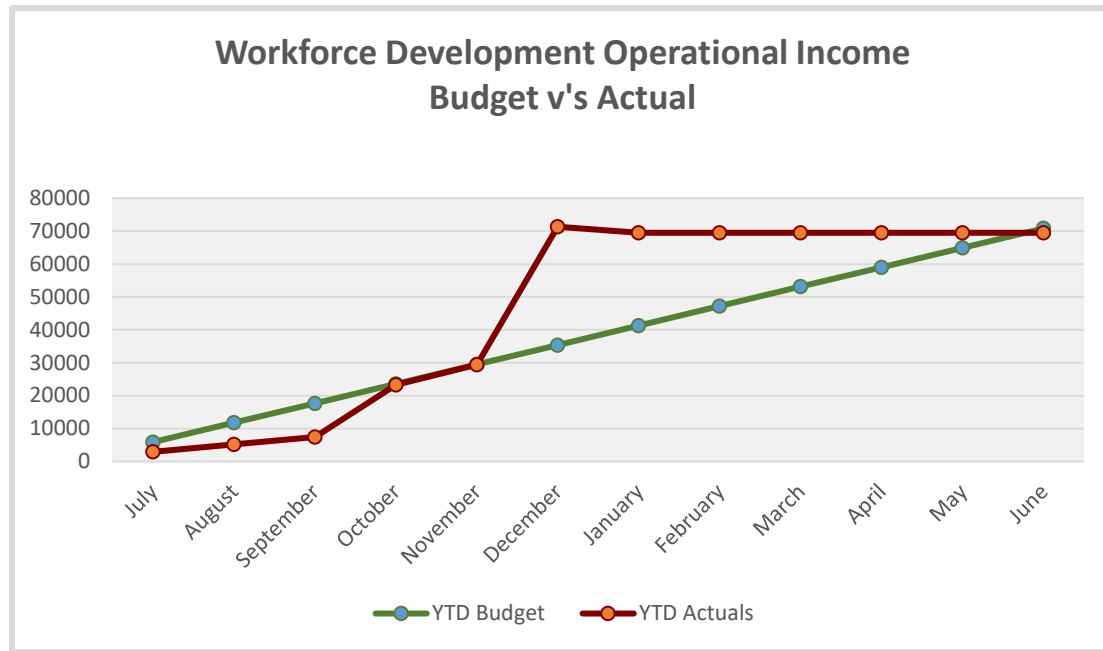
### a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 18/19	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP7.01) Provide an organisation-wide approach to the effective management of workplace health and wellbeing.  <i>Workforce planning: A – Chief Executive</i>  <i>Workforce culture: A – Chief Executive</i>  <i>Workers compensation: A – Chief Executive</i>	Proactively manage and ensure the workplace health and safety functions of Council are delivered effectively.	B: MHRWD C: WHSRMO D: WHSRMO			+1	<b>(Workforce safety is a Councillor priority objective.)</b> <i>Our strong performance in this area, with the resultant premium reductions continues with Zero lost time due injury continuing this month. Incentive rewards from StateCover/Insurers are providing additional benefits to staff, rewarding their safe work. These eligible benefits (a qualified use of the incentive) include a program of funded, comprehensive health checks for staff to assist their continued health and well-being. Major current focus on Risk management/Enterprise risks continues.</i>
	Consult with staff, contractors, volunteers and workers who may be directly affected by a health and safety matter to improve and maintain health and safety in the workplace.	B: MHRWD C: WHSRMO D: WHSRMO			+1	WHS Consultative Toolbox talks and updates were held with Outdoor staff at key locations. Key site inspections continue to ensure safety. A number of staff with non –work related injuries or illness are being monitored and followed up appropriately to establish continued fitness for work.
	Develop and implement physical and mental health initiatives to improve health and wellbeing of staff.	B: MHRWD C: WHSRMO D: WHSRMO			+1	EAP (Employee Assistance Program) renewed and recommended to staff seeking assistance, Provider name/brand change to LifeWorks. Eligible exercise, mental health and fitness programs introduced
	Continue initiatives and systems that currently support flexible work arrangements.	B: MHRWD C: MHRWD			+1	Several initiatives in place for remote working and adjusted hours are working well with the employees involved. Situations checked to ensure currency.
DP7.02) Delivery of programs to grow and invest in our existing and emerging leaders and support a culture of high performance.  <i>Workforce culture: A – Chief Executive</i>  <i>Workforce performance: A – Chief Executive</i>  <i>Human resource advisory, performance, review and training: A – Chief Executive</i>	Ensure staff enrolled in longer term Certificate Courses are assisted and complete the programs, which are relevant to operational requirements.	B: MHRWD C: MHRWD			+1	Continued delivery by visiting TAFE instructors/assessors for those completing Certificates in Civil Construction (including several carpentry disciplines). Traineeship subsidies applied for and billed out. Now 20 plus Traineeships/Apprenticeships, for long term and new staff members, working effectively. Future training and development plans, designed to heighten staff skill levels, being developed from Performance reviews. At least four additional enrolments in study assisted Certificates and Degree Courses.
	Provide leadership with periodic updates on useful trends in management style, cultural awareness and develop approaches that encourage managers to be more prudent in their selection of Learning and Development opportunities for their staff.	B: MHRWD D: HRC			+1	<b>(Growing leadership within the organisation is a Councillor priority objective.)</b> Management Courses have been provided for senior managers/managers, follow up under consideration. Funding for supervisory training, at “coalface” levels has been secured. External VET Funding has been

					maximized, to include Dogging and load restraint training. Positive media coverage has been received for this, as was the case for our Drone training.	
	Identify rewards that effectively recognise staff whose performance consistently exceeds expectations.	B: MHRWD C: MHRWD D: MHRWD			+1	Broad-banding has allowed recognition of skills and qualifications obtained and performance standards achieved. Current performance review round has identified opportunities for training and development and skill step increases in line with the salary system/Award have been made. The repeat of the Voice survey has reinforced that significant improvement in workplace motivation and culture has been achieved.
	Reintroduce a staff newsletter and reinforce the maintenance of all staff communication programs.	B: MHRWD C: HRC			+1	Staff Newsletters continue to be rolled out, with staff take up of suggestions and recommendations beginning to emerge. Interdepartmental communication clearly strengthened.
	Continue current informal mentoring program and formalise program in future years.	B: MHRWD C: MHRWD D: HRC			+1	<b>(Training of Councillors and staff is a Councillor priority objective)</b> Face to face mentoring of some staff continues and training programs pursued as above to strengthen our skill base. Additional funding opportunities for leadership development being pursued.
	Audit business owner engagement to produce the Council's Monthly Operational Report.	B: MHRWD C: MHRWD			+1	Engagement evident in growing awareness and performance against accountabilities.
	Implement effective and efficient workplace practices and strategies that include the use of technology, including devices that may be personally acquired and used in the workplace.	B: MFT C: MFT			+1	Good progress with the clearance of paper storage volumes. Digitisation/off site storage nearing completion. More effective use of, and updating, of devices/technology achieved.
DP7.03) Manage the implementation of Council's Workforce Management Strategy.  <i>Workforce planning: A – Chief Executive</i>  <i>Workforce performance: A – Chief Executive</i>	Complete the 2017/18 review based on statistical and HR metrics. Measure progress in achievement of strategies in the workplace.	B: MHRWD C: MHRWD			+1	Annual surveys completed, which will improve benchmarking. Review of positions, staff numbers, full time, Part-Time & casual continues to maintain staff at FTE (Full Time Equivalents) levels. Impact of additional Grant funding to be assessed in terms of impact on staffing metrics. Increasing opportunities to obtain labour at minimal cost, through work for dole, community service and volunteering, together with term traineeships.. Examination of a number of positions has prompted strategies to focus more resources in the northern part of the shire and reshape, remove or refigure some positions effectively. Application for and receipt of Federal Employment subsidies is also effectively improving the quantum of labour available.
	Complete the review and reconstruction of Council's salary system, cost potential change needed to reduce inconsistencies and maintain equity.	B: MHRWD C: MHRWD			+1	Inconsistencies have been identified and corrected to ensure equity in local government employment comparisons. Reconstruction progressing with all Position Descriptions (PDs) reviewed and rewritten to represent current structure and ready for placement in an upgraded salary evaluation system.
	Update Human Resources policies, procedures and processes where appropriate, build on work completed in the specific assignment of accountabilities contained in the Operational Program/Plan.	B: MHRWD C: MHRWD			0	A number of Policies already reviewed and redrafted, several procedures introduced to strengthen existing processes e.g. ID Checks/Security checks. Priority is being given to finalization of the Policy and protocols review and updating processes.
	Refine the organisation structure determined in first quarter 2018 in order to achieve greater efficiencies.	B: MHRWD C: MHRWD			+1	Small refinements made in reporting relationships. Ongoing refinements, at interface levels, anticipated as structure "beds" down. Moving from structural change to consolidation

	Identify and commence processes that will improve management of culture change and implement key recommendations derived from the "Voice" staff survey.	B: MHRWD C: MHRWD			+1	"Voice Task Force" process has provided excellent reporting, Repeat survey completed with stronger response rate. Results being analysed, providing a solid measure of change results achieved to date. A 360 degree feedback process will shortly begin to provide support data to the leadership, on their effectiveness and individual approaches to cultural change in the workplace
DP7.04) Developing attraction and retention practices across Council.	Further develop the Succession Planning Program and a Staff Retention and Recruitment Plan for continued implementation across Council.	B: MHRWD C: MHRWD D: HRC			+1	<b>(Ensuring the alignment of training is a Councillor priority objective.)</b> Succession planning progressed through identified training needs, strong back up provisions in place.
<b>Workers compensation: A – Chief Executive</b>	Provide managers with tools and insight into motivational behaviors that facilitate retention of key staff.	B: MHRWD C: MHRWD D: HRC			+1	Some behavioral change observed in recognition of good performance. Performance reviews being completed. 360 reviews will provide further tools that may be required.
<b>Recruitment &amp; selection: A – Chief Executive</b>	Continue to foster an environment that supports and celebrates diversity and where the best person for the job gets the job.	B: MHRWD C: MHRWD			+1	Merit selection from often quality applicant pools continues to result in diversity that can and should be celebrated. Diversity in the workforce increasing.
<b>Workforce culture : A – Chief Executive</b>	Where possible, provide traineeships to allow affirmative action within diversity groupings, such as school leavers and refugees.	B: MHRWD C: MHRWD			+1	IT traineeship achieved. Support from State Government programs will assist further traineeship developments. Applicants called for to work in Northern area of the Shire
<b>Human resource advisory, performance, review and training: A – Chief Executive</b>	Manage recruitment and selection processes and delivery.	B: MHRWD C: MHRWD			+1	Recruitment and selection results have achieved quality selection outcomes. Process continuously managed, alternative approaches taken in areas of shortage. Review being completed
DP7.05) Deliver continuous improvements in Council's business, processes and systems (WHS)	Manage Workers Compensation and Rehabilitation.	B: MHRWD C: WHSRMO D: WHSRMO			+1	No staff member is currently off work or recovering due to a workplace injury, illness or disease. Non-related injuries/illnesses being monitored.
<b>Work, Health and Safety: A – Chief Executive</b>	Develop, communicate, consult and implement the Work Health and Safety Management System (WHSMS) elements.	B: MHRWD C: WHSRMO D: WHSRMO			+1	Review of 400 Council Safe Work Method Statements nearing completion Major work on Enterprise Risk Management undertaken.
	Develop and implement Emergency Preparedness Procedure in conjunction with State Cover WHS Action Plan, Legislative requirements and ISO 45001 Occupational Health and Safety Management Systems.	B: MHRWD C: WHSRMO D: WHSRMO			+1	Continued work with State Cover, including staff information sessions has enhanced preparedness. Strategies and procedures developed and being updated/prepared to achieve further progress.
	Continual review of Safe Operating Procedures, Safe Work Method Statements, work processes and work practices to determine whether the measures are effective and have a positive impact in eliminating or minimising risk.	B: MHRWD C: WHSRMO D: WHSRMO			+1	Continuous review has produced positive results in terms of incident free days (see previous report and Charts).

**b) Budget**



**Capital Income:**  
N/A

**Capital Expenses:**

The \$10,000 allocated for the Workforce, Planning and Evaluation Software has been scheduled to be purchased in the latter half of the Financial Year.

**Operational Income:**

Operating income from subsidies and incentives continues on track. Receipts reflected at this stage of the Financial Year. A number of training expenses have also been externally funded and therefore do not show directly as income.

**Operational Expense:**

Expenditure on training, including travel, committed and incurred. Expenditure continues as forecasted, expectations on track. .

**Capital Expense:**

Program Description	Revised Budget	YTD		YTD		Status/Comment
	QBR1	YTD Actual	Revised Budget	YTD Variance	Variance %	
Workforce Planning & Evaluation Software	10,000.00	-	-	-	0%	Not yet commenced

**c)Emerging Issues, Risks and Opportunities**

Opportunities **–have been** taken to obtain a share of regional Council funding available under the VET NSW Local Government Skills Strategy actively pursued. Fifty one places on a Load Restraint training and eight places on a Dogging program have been fully funded as well as complete funding for a TAFE presented Cash Handling course for administrative, outdoor staff and volunteers, who handle Council monies. Federal Government employment subsidies actioned and to being received. Additional funding opportunities being actively pursued.

**d) The Business of Improving the Business**

Continued skills training being provided to outdoor staff in completion of Certificates III in Civil Construction which will provide entry into subsequent qualifications. Funded Supervisory training for their Managers and Supervisors has been secured. Some in house follow up training will be provided. Extensive required safety training supplied in areas such as particular machinery operation e.g. Cranes as well as in handling sharps and asbestos. Financial issues training at both elected and staff levels a have been completed. A Manger Assets and Program Planning was appointed and then withdrew for family reasons. Replacement action is well advanced with interim coverage secured.

Position Descriptions for all staff have been updated and integrated with Performance Appraisals.

## SWOT ANALYSIS

### Human Resources and Workforce Development – (MHRWD)

**S**

#### Strengths

- Workforce Management Strategy approved and in place with strategies being progressively implemented, including training with external and internal funding and budget capability support;
- Availability of internal metrics and external comparative data to aid decision making;
- Current staff capabilities, quantity of well-defined procedures, knowledge of workforce and their needs to facilitate planning;
- Sound payroll data and system operations, stable industrial relations.

**W**

#### Weaknesses

- Cumbersome nature of some processes including job evaluation and performance appraisal, that need automation support;
- Periodic difficulty in obtaining performance against budget data;
- Prior handling of the Change process;
- Inconsistent identification of training needs for some staff by responsible supervisors, need for some managers to improve management techniques.

**O**

#### Opportunities

- Improve management of the Change process and enhance communication; Complete staff surveys
- Republish/establish approved Organisation Structure, develop the Organisation; Establish Succession Planning for key positions
- Complete reviews of and changes to the Performance Appraisal, Position Descriptions and Salary Evaluation Systems. Complete training programs including Councillor training;
- Update selected HR Policies, become an Employer of Choice;
- Effectively re-establish the Consultative Committee.

**T**

#### Threats

- Failure to address some inefficiencies related to particular staff duties;
- Overlook particular priority training needs, which impair performance;
- Technology change unavailable or not capable or provision;
- If inappropriate selection decisions are made;
- Poor application of management skills and missed opportunities for mentoring;
- Incomplete Succession Planning
- Reduction in available funding.



## SWOT ANALYSIS

### WHS and Risk Management – (MHRWD)

**S** **Strengths**

- Well defined WHS strategies, actions, programs and commitment to safety;
- Benchmarked performance, target achievement;
- Defined Risk Management strategies;
- Good staff attitude and commitment to WHS and Risk;
- Current WHS/Workers Compensation performance and low premium costs and excellent "recover at work" attitudes;
- Safe Hold Software.

**W** **Weaknesses**

- Need to further encompass Injury Management Programs;
- Better definition of lead indicators;
- Definitions of Enterprise Risk Management (ERM) actions and lead indicators;
- Potential heavy workload culture which could exacerbate risks;
- Mid-level management understanding of legislated duties and obligations;
- Current underdeveloped ERM implementation framework.

**O** **Opportunities**

- Capitalise on current WHS performance and downward injury trend to maintain momentum and drive continuous improvement;
- Embrace technological advances in WHS and Risk Management Implementation;
- Learn from other Council Systems and advice;
- Reinvest Incentive Payments from Insurers for further improvements and WHS initiatives.

**T** **Threats**

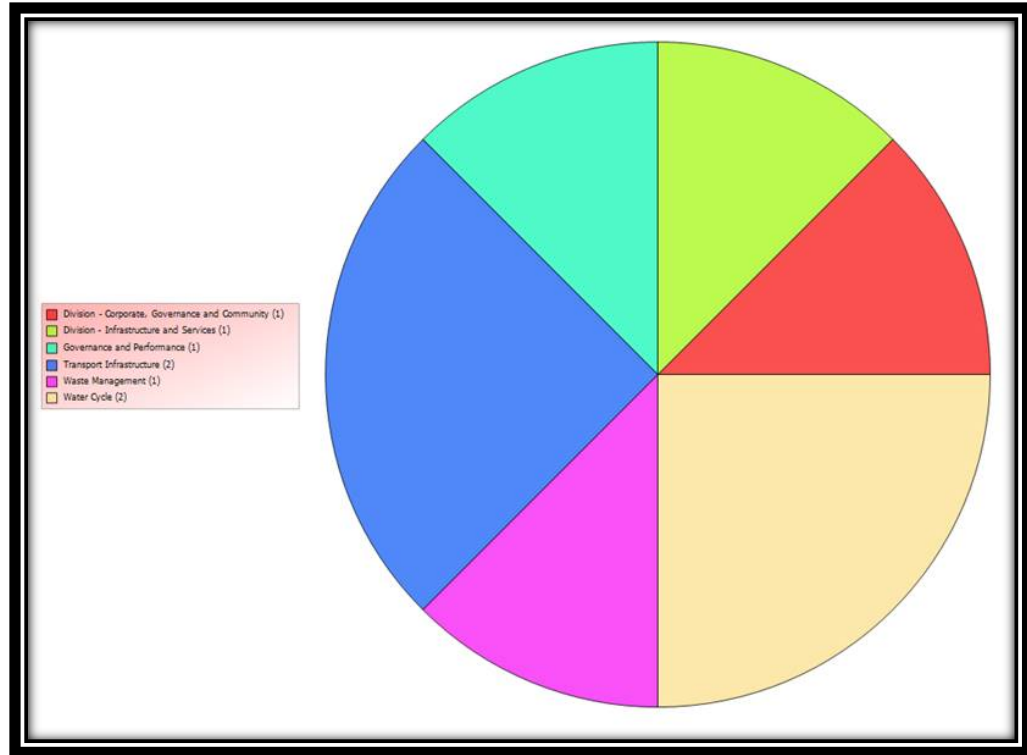
- Legislative non-compliance and penalties;
- Contractor non-compliance or poor performance;
- A major workplace or public liability incident;
- Reduction in current funding arrangements;
- Property loss or damage due to non-compliance, unsafe practice.

### e)Customers

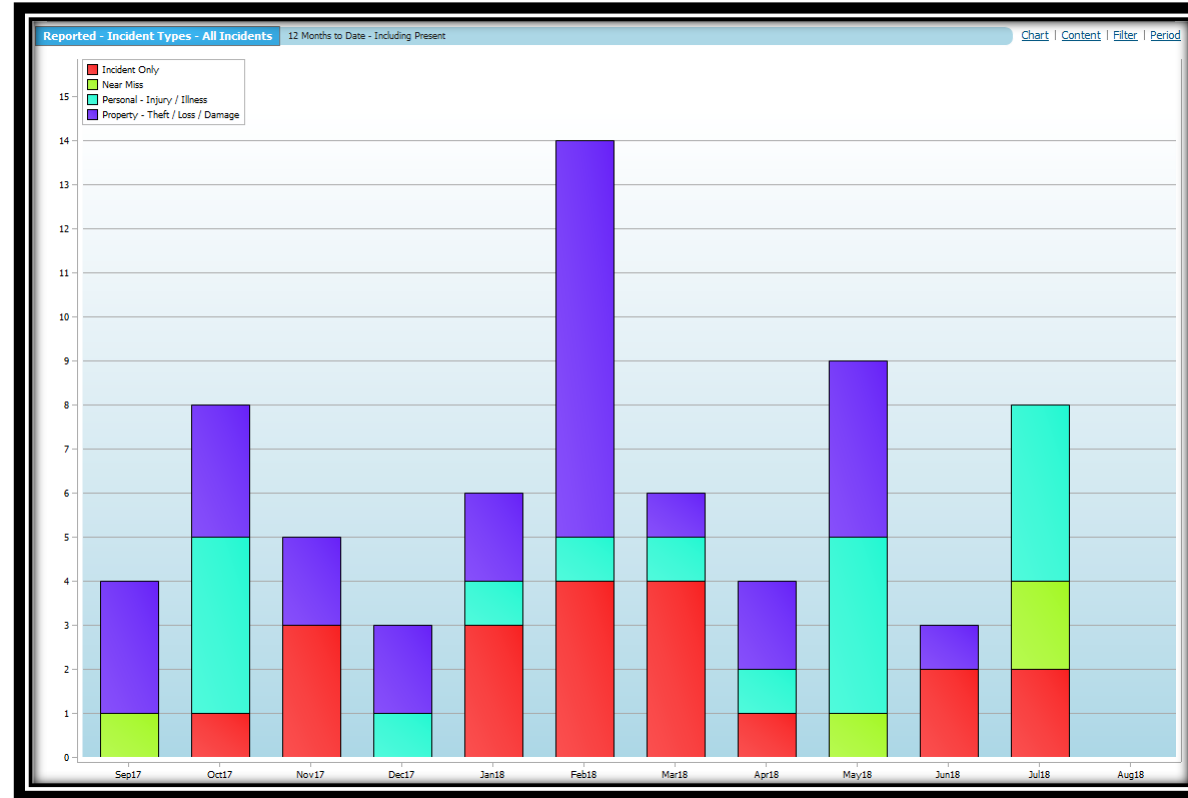
HR & Workforce Development are continually working closely with our internal and external stakeholders. Some of the programs/initiatives are: in relation to work health and safety, training and development for staff, Work for the Dole initiatives/activities, school work placement activities, jobseekers/applicants.

**f) Business Statistics**

30 Days to Date Incidents – Division/Section Breakdown



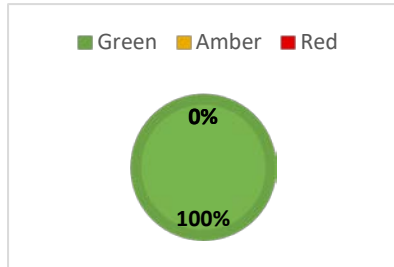
12 Months to Date – Incident Statistics



**g) Special events, achievements of note, celebrations**

The WHS Risk Management Officer was nominated in July for membership on the StateCover Advisory Committee and has already attended several meetings .

## 8. Emergency Services

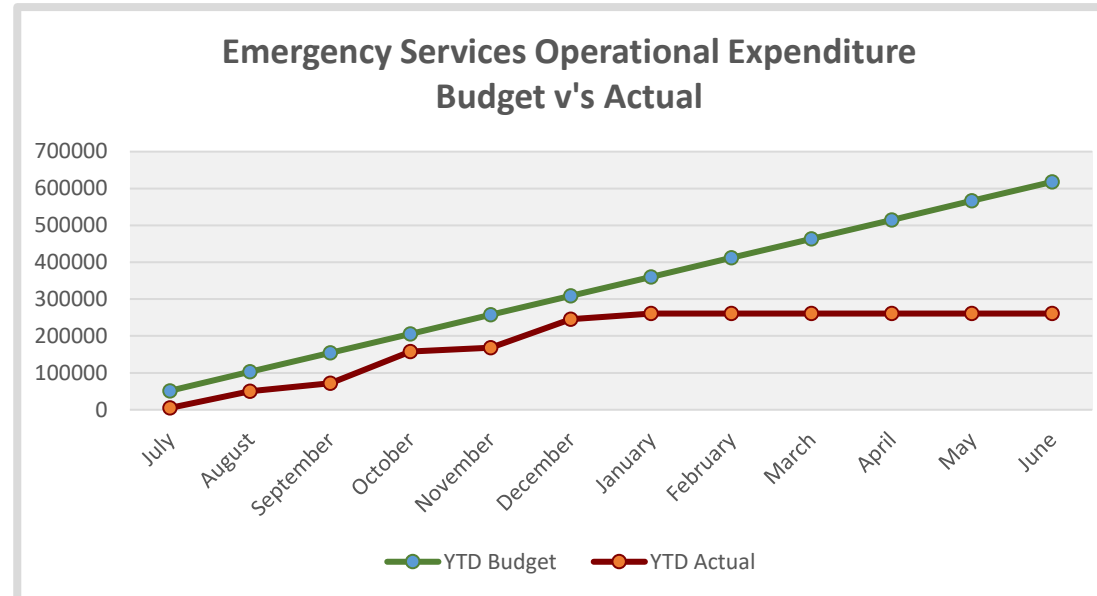
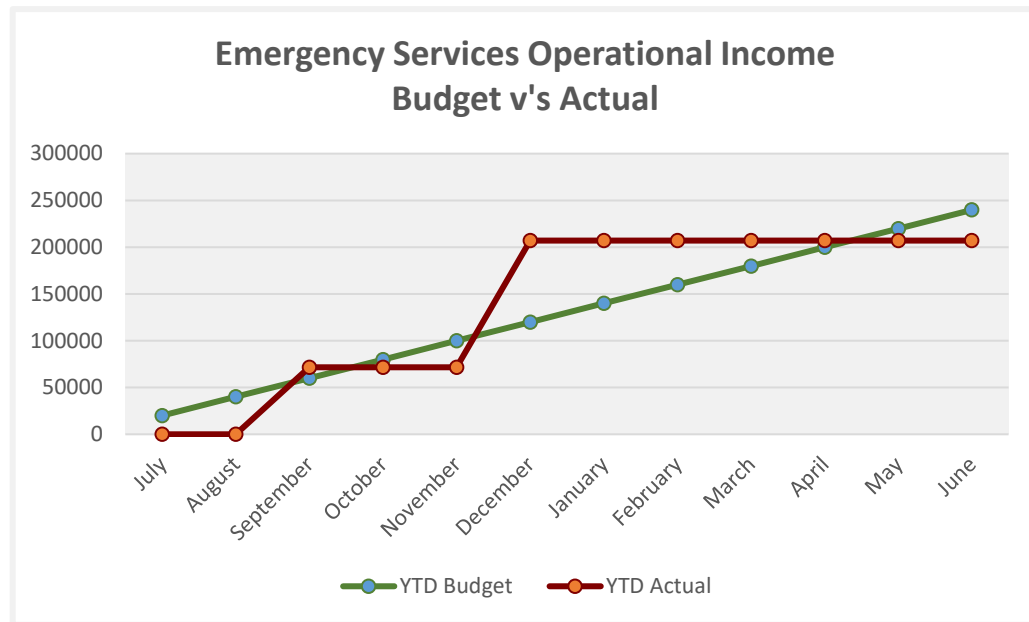


Under the 4 year Delivery Plan *Emergency Services* relates to: integrating land use policies to support emergency management; disaster management; review of emergency management plans; inter-agency communication and collaboration; and rural addressing. The Office of the Chief Executive directly oversees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

### a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 18/19	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP8.01) Review and ensure the integration of Council current studies and plans into strategic land use planning and operational planning documents and policies to support our emergency management function.  <b>Disaster management:</b> <i>A – Chief Executive</i>  <b>Roads, bridges and retaining walls:</b> <i>A – Chief Operating Officer</i>	Annual Review of Emergency Plans.	<i>B: MHRWD C: WHSRMO D: WHSRMO</i>			+1	Grant funding approved to improve Council's Emergency Management Centre capability. Funding to support practical exercises/simulations being sought from NSW Justice. Emergency Management Committee has agreed to review and update current Planning documentation particularly in view of current threats. Learning for the LEMC to be garnered/consolidated from various situations recently presented.
	Work with Asset Management, Planning, Finance and IT and GIS personnel on the assessment of applications and installation of marker posts for rural address identification.	<i>B: MHRWD C: WHSRMO D: WHSRMO</i>			+1	Records Officer – GIS effective upgrade of MapInfo, Synergysoft and GIS systems, nearing completion. New useful tools generated. Carrying out Finance/IT responsibilities associated with asset management. Improvements introduced will support rural addressing.
	Assess whether IT platforms and applications foster transition from a Data Base to a GIS Spatial based management culture, to assist data to be automatically managed, updated and information used effectively, particularly with respect to the use of GIS for the installation of marker posts.	<i>B: MAPP C: MAPP D: MW</i>			+1	Above Officer has IT Engineering background and is assessing current platforms, in order to reach a position where decisions on upgrade can be recommended/made. Will facilitate marker post project. Manager Assets (Contractor) and Manager Assets and Program Planning, on appointment, will be able to support system improvements together with appropriate Finance staff..
	Continue to advocate for the removal of RFS assets as a financial asset under Council financial responsibility.	<i>B: CCO C: CCO</i>			+1	Discussions with RFS are ongoing covering financial processes. Mutual agreement exists on their value in improving understanding. The RFS assets issues are being advocated through LGNSW and the State Audit Office (a Statewide issue). Recent closer involvement with RFS will now assist funding and assets processes.

**a) Budget**



**Capital Income:**

Review undertaken with the Manager Finance & Technology progressed with outcome pending. Reviewing sources and application

**Capital Expenses:**

Review undertaken with the Manager Finance & Technology progressed with outcome pending,

**Operational Income:**

Review undertaken with the Manager Finance & Technology progressed with outcome pending. Reviewing sources and application.

**Operational Expense:**

Ramping up to match forecasts.

**b) Capital Projects**

Mingoola Fire Service Facility to proceed.

**c) Emerging Issues, Risks and Opportunities**

As with all changes to responsibilities it will take time for personnel to become familiar with systems, tasks and accountabilities.

**d) The Business of Improving the Business**

Refer to Section 8. Workforce Development, subsection f – WHS and Risk Management.

**e) Customers**

The main issue with customer service is how well Council has previously, and is currently, engaging and providing internal service to combat agencies. Good support received from combat agencies for grant funding application.

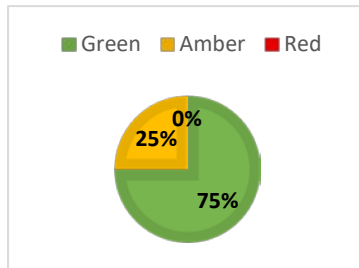
**f) Business Statistics**

Nil to report this month.

**g) Special events, achievements of note, celebrations**

Discussions with RFS over Mingoola facility have facilitated resolution and action in accordance with previous Council Resolution.

## 9. Finance and Technology



Under the 4 year Delivery Plan *Finance and Technology* relates to: information technology; financial sustainability and advise; investments; financial capacity; procurement compliance; regulatory and statutory compliance; business systems; property strategy, overall management and register, land mapping service (GIS). The Office of the Chief Corporate Officer directly oversees these outcomes.

### a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 18/19	Officer	-1	0	+1	Comments: <i>(Business Manager to provide short precis.)</i>
<p>DP9.01) Ensure that information technology meets Councils operational requirements.</p> <p><b>IT system / software and hardware: A – Chief Corporate Officer</b></p> <p><b>Network systems and corporate business applications integration: A – Chief Corporate Officer</b></p>	<p>Develop Information Technology Strategic Plan to guide Council's information technology related decision making.</p>	<p>B:MFT C:MFT</p>		0		<p><b>(The improvement of the IT system is a Councillor priority objective).</b></p> <p>Some of the key activities about to be undertaken in the Technology Space include:</p> <ol style="list-style-type: none"> <li>1) The completion of the Main Street Community Wi-Fi project;</li> <li>2) the deployment of a management agent and backups to the Treatment Plant computer;</li> <li>3) New computers being made available for outdoor staff use at the Depot</li> <li>4) All staff being given access to Council email and intranet</li> </ol> <p>Since the December meeting, there has been:</p> <ol style="list-style-type: none"> <li>1) an upgrade to Public Wi-Fi in the Library;</li> <li>2) new software installed on the public computers in the Library to refresh them overnight;</li> <li>3) continued roll out of software agents to enable RMT to remotely manager IT issues as they are arise and to enable the installation of new products and product updates as required;</li> <li>4) additional security to the Office Wi-Fi system;</li> <li>5) Additional backups to some of Council's systems;</li> <li>6) Work completed in the server room, racking the new servers and UPS to maximize protection against mains power outages.</li> </ol>
	<p>Ensure managed service arrangements are effectively supporting business requirements.</p>	<p>B:MFT C:MFT D:MFT</p>			+1	<p><b>(Business system improvement is a Councillor priority objective.)</b></p> <p>RMT are effectively supporting Council's managed IT Services. I do not believe it is necessary to go out to Tender once the initial one year agreement is up with RMT for the provision of such services. RMT are a Local Government Procurement (LGP) approved contractor for the provision of IT Managed Services and as a result have already undertaken an approved provider process through LGP. It therefore would be a double up of time and resources for</p>

					Council to go through the tender process (that is not required under the Local Government Act). The only reason why I would look for another contractor through LGP would be if Council or RMT believed the arrangement was not working out. At this stage I am very happy with the level of service being provided by RMT and to my knowledge they have no issues with Council.
	Replace and upgrade technology to ensure that user requirements are serviced.	B: MFT C: MFT D: MFT		+1	Council is and has updated technology across a number of areas eg planning, works and waste teams as a result of feedback from the Voice Project. Smart devices such as iPads and iPhones or equivalent are required to efficiently perform a range of tasks out in the field and management have listened to staff concerns about the age of existing equipment and their functionality and are addressing these issues. As mentioned earlier, a bank of PC's are being deployed to the Depot for outdoor staff to have access to Council's intranet.
DP9.02) Make prioritised decisions in the long-term interest of the broad community and have regard to financial and infrastructure sustainability.  <i>Corporate financial planning: A - Chief Corporate Officer</i>	Operate in a financially responsible and sustainable manner (IPR ratios).	B: MFT C: MFT		0	<b>(The alignment of the long term financial plan against asset renewal requirements is a Councillor priority objective.)</b> Work on Asset Management Plans has commenced and with that will come a review of the LTFP in line with identified budget requirements from these plans.  Timber Bridges, Waste Management and the Water filtration plant are clear priorities to address but all of Council's Asset Management Plans need to be reviewed and updated to provide realistic and accurate information for Council's long term financial plan. The waste review is nearing completion.
	Review, revise and maintain Councils Long Term Financial Plan in line with statutory requirements.	B: MFT C: MFT D: MFT		+1	The LTFP has been completed and adopted by Council on 23 May 2018.
	Provide financial reports to Management and staff to assist in budget control and decision making.	B: MFT C: MFT D: MFT		+1	<b>(The introduction of monthly financial metrics to the staff is a Councillor priority objective).</b> Council staff have commenced using Power Budget for managing their budgets and providing input into the Quarterly Budget Reviews. The majority of graphs in this Monthly Operational Report have been embedded from Power Budget which should make their preparation more efficient in future. The traffic light in this area should change to green over the coming months.
DP9.04) Ensure that financial sustainability and the community's capacity to pay inform adopted community service levels. <i>Procurement and tendering compliance: A - Chief Corporate Officer</i> <i>Procurement and tendering framework: A - Chief Operating Officer</i> <i>Corporate financial planning: A - Chief Corporate Officer</i> <i>Rates and revenue: A - Chief Corporate</i>	Procurement and tendering framework strategy and methodology development and delivery (Tendering/procurement development and delivery).	B: COO C: MAPP D: MAPP		+1	Tenders for professional services in plant & labour hire are closed, a panel of Preferred Suppliers has been prepared. Other major contracts are being dealt with as needed using appropriate Australian Standards and conditions of tender.  Please note that one of the recommendations likely to be coming from the Audit Office in our Management Letter from the 2017/18 Audit is that Council Implement a Contract Management Policy:

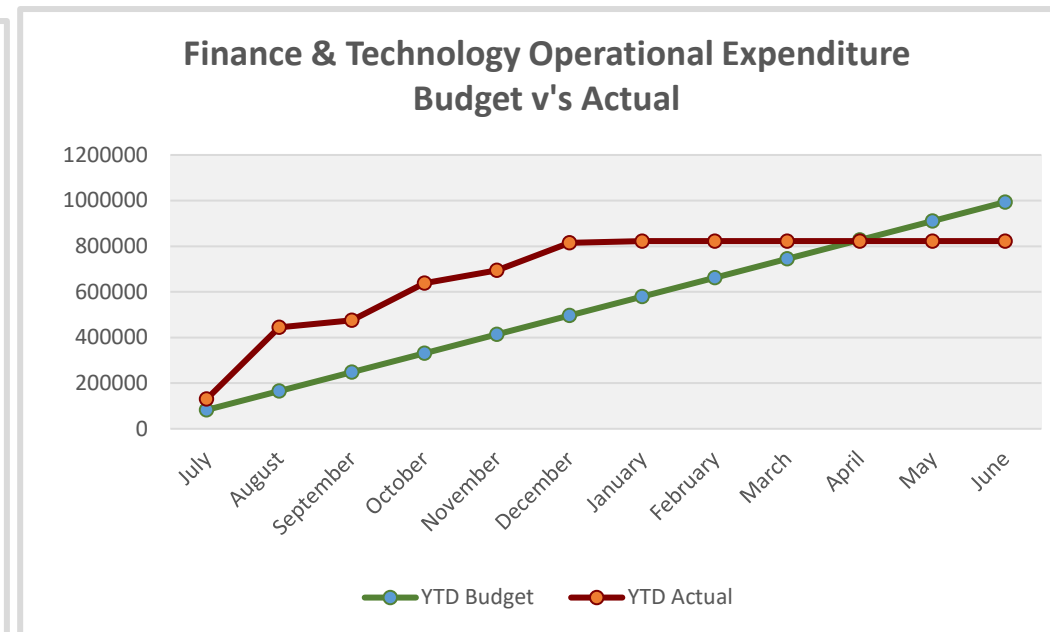
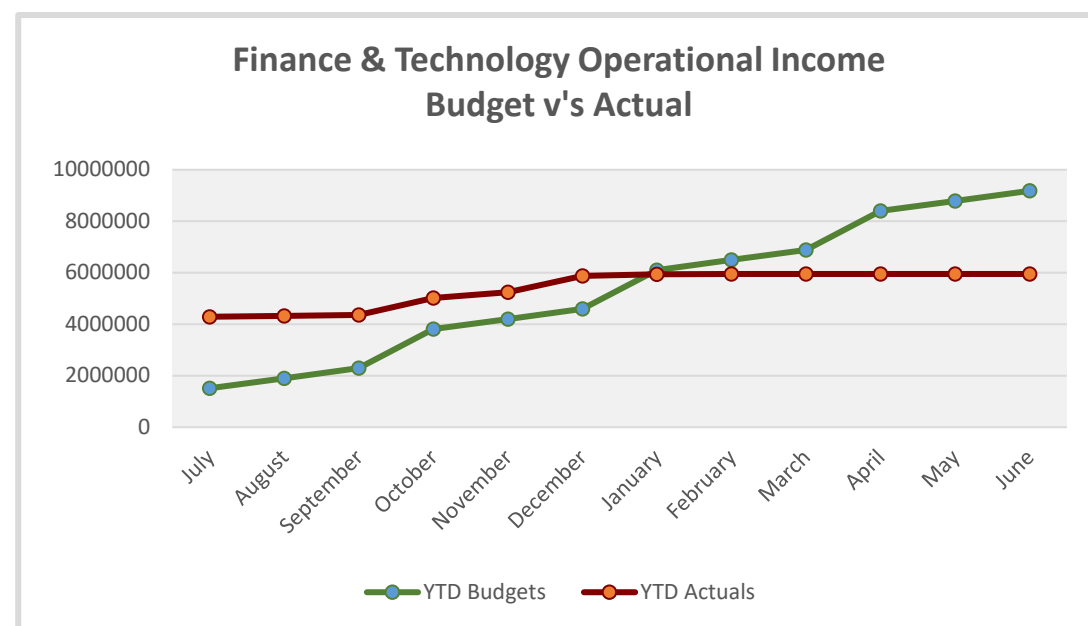
<p><i>Officer</i></p>				<p>“Council does not have a Contract Management Policy. A comprehensive Contract Management Policy provides guidance in addressing contract issues which can arise throughout the contract lifecycle including managing disputes, variations, overruns, deadlines and performance.</p> <p>Implications include an increased risk of contracts not meeting expectations about quality, timeliness and budget.</p> <p>Recommendations:</p> <p>Management should create and implement a comprehensive contract management policy that provides guidance on contract management and covers at minimum:</p> <ul style="list-style-type: none"> <li>• contract inception</li> <li>• contract performance monitoring</li> <li>• variation processes</li> <li>• reporting to Management on contract performance</li> <li>• succession planning</li> </ul> <p>evaluation and debrief at conclusion of contract.”</p> <p>Council has asked the Auditors to provide some examples of what they are looking for in the area.</p>
	<p>Ensure adequate and effective internal controls are in place for all financial management and purchasing functions (Compliance).</p>	<p><i>B: CCO C: MFT D: MFT</i></p>	<p>+1</p>	<p>Internal controls are in place, but these need to be updated in light of the move to a new Risk Management software tool (Magiq). This will no doubt be discussed at the next Audit &amp; Risk Committee meeting. At the moment only a few high level controls have been added into this product but there are a comprehensive set of financial risks and financial controls for Councils that were prepared by Deloitte some years ago and these have been mandated legislatively in South Australia for a number of years now. It is my view that all of these should be captured in Council’s new Risk Management system at some stage in the near future.</p> <p>Council is implementing EFT Sure as an additional security measure to protect against fraud.</p>
	<p>Maintain a strategic rating structure that is equitable across the region.</p>	<p><i>B: MFT C: MFT D: RevC</i></p>	<p>+1</p>	<p>A review of the rating structure should occur every three to five years to ensure equity in the category of ratepayers paying rates. Council has reviewed the rating structure in recent years, moving away from a minimum rate to a base rate. It has been suggested that a review of the number of categories of rates take place with a view to consolidating them. My preference is to introduce changes (if any are agreed to) in the 2020/21 financial year, but as I mentioned last month, some work has being done in this area for discussion purposes (if there is an appetite from the Councillors for such a discussion as part of the 2019/20 budget process).</p>

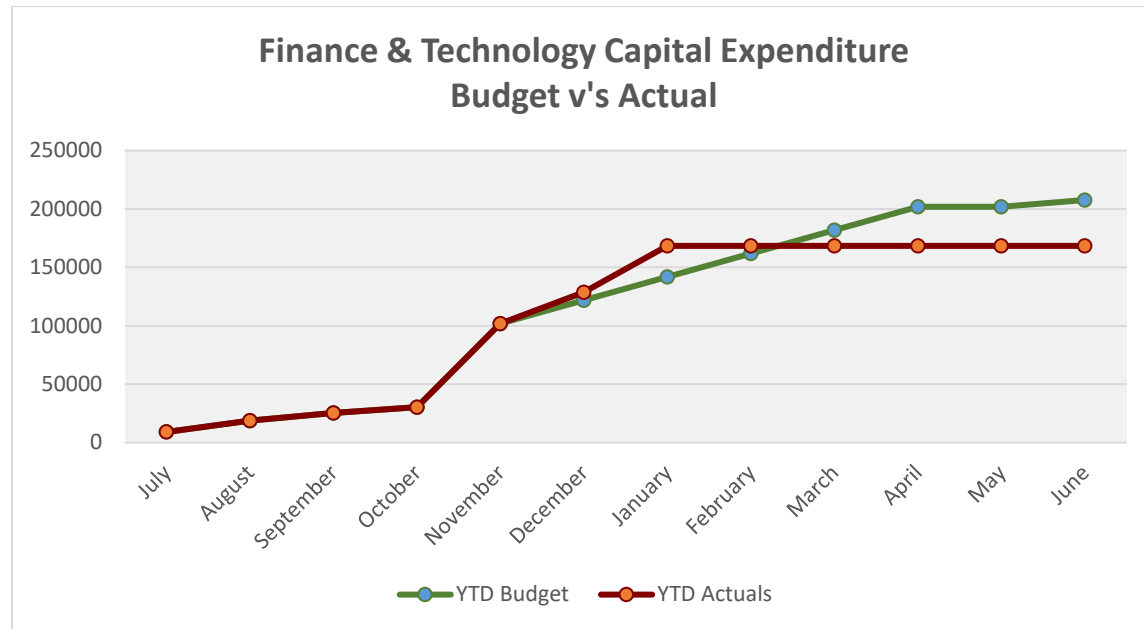


	Manage investments in the long term interest of the community and within regulatory requirements - Plan, develop and manage Council's investment portfolio.	B: MFT C: MFT D: MFT			+1	Investments of Council are managed in line with Council's Investment Policy except where otherwise stated.
DP9.05) Ensure compliance with regulatory and statutory requirements and that operations are supported by effective corporate management.  <i>Corporate financial planning: A Chief Corporate Officer</i>	Complete quarterly budget review statements in-line with statutory requirements.	B: MFT C: MFT D: A			+1	All reviews have been completed in line with requirements.
	Process accounts payable in-line with Councils protocols and suppliers terms of trade.	B: MFT D: P/AP			+1	Ongoing.
	Complete and lodge Annual Financial Statements in accordance with Statutory Requirements.	B: MFT D: A			+1	Completed for 2017/18. Tenterfield Shire Council lodged their Audited Financial Statements by 31 October. There is a separate Council report this month on Council's financial Statements and representatives from the State Audit Office will be present to discuss the audit results.
	Complete all taxation returns and grant acquittals (as a financial service) as required by external bodies.	B: MFT C: MFT D: A			+1	Ongoing.
	Organise and manage the external audit of Council and address any Management Letter issues.	B: MFT C: MFT D: A			+1	The external audit was organised and managed well for the 2017/18 Audit. Council has again appointed Igor Ivannikov to assist with the audit, valuations and related accounting matters for the 2018/19 Audit.
	DP9.06) Deliver continuous improvements in Council's business, processes and systems  <i>Corporate financial planning: A Chief Corporate Officer</i>	Deliver Auditor's Management Plan actions.	B: MFT C: MFT			+1
	Implement recommendations of Audit and Risk Committee from TSC Internal Audit Program.	B: MFT C: MFT			+1	Some of the key areas of Council's internal audit focus this financial year include IT Security, Fraud Control and Recruitment & Selection processes.
	Land and Mapping Service - Corporate Land information, mapping, data and program application services.	B: MFT C: MFT D: A			0	A significant amount of work is being undertaken in this area with MapInfo being updated to link to Council's rating software and also a move to Mapinfo Version 17 (the latest version of the software).

					Some achievements over the past month have included the Automatic updating of Mapping Data from Land Parcel Information (LPI) each night; development work on Map Info internal reporting; and developing synergies across Council's existing systems.  A training session was given to users of the system in late January and improvements continue to be made in this area.
	Oversee strategy related to all properties, including investments, divestments and the total 'estate' (not operational leases, licenses, deeds, etc.).	B:MFT C:MFT		0	A list of all Council owned property is being developed and mapped for review.
	Manage Land and Property Register.	B:MFT C:MFT D:A		0	Financial use of Land and Property Register compliant. More evaluation needs to be undertaken to develop management guidelines for each asset class.

**Budget**





**Operational Income:**

Actual Income is tracking on target YTD January 2019.

**Operational Expense:**

Operational expenditure was slightly over budget due to additional projects undertaken and transitional staff arrangements for Audit preparation.

**Capital Income:**

Not Applicable.

**Capital Expenses:**

The budget now incorporates carry forward amounts from 2017/18 as per the Quarterly Budget Review.

## Capital Projects

Program	Description	Revised	YTD		YTD		Status/Comment
		Budget	YTD	Revised	YTD	Variance	
		QBR1	Actual	Budget	Variance	%	
		\$	\$	\$	\$	%	
Finance & Technology	Intranet Financial Reporting Software	18,923.00	800.00	800.00	-	0%	Cost allocation to be reviewed and journal prepared if necessary
Finance & Technology	Powerbudget SQL	-	13,299.50	-	(13,299.50)	-100%	
Finance & Technology	Computer Equipment Monthly Operational Plan	145,178.00	134,632.95	134,632.95	-	0%	
Finance & Technology	Digitisation	20,000.00	-	-	-	0%	

## Emerging Issues and Risks

Loans of \$2,830,000 were included in the forecast borrowings for the 2018/19 Financial Year: \$2,000,000 for the Dam Wall and \$830,000 for Saleyards Truck wash. Quotations were in the process of being obtained however Council has held off on proceeding with these loans at present, as approval is being sought to access TCorp Borrowings for these purposes. An additional \$1.03M in borrowing may be required for the Dam Wall and this was approved by Council at the November Ordinary Council Meeting, however this may be mitigated by additional grant funding for that purpose and a letter has been submitted to the relevant Department requesting this.

Another historical matter to manage is 28 outstanding RMS grant acquittals from a number of financial years that need to be completed. While some of these have now been completed and submitted there are still a significant number outstanding.

Work on strategy and business improvement opportunities continues.

Council is reviewing the existing telephony systems and are looking for synergy's re integration with our IT system (Synergysoft) to improve both internal and external customer service. Along with this we are looking at encouraging staff to use their own mobile phone and laptop rather than a council one.

## The Business of Improving the Business

Monthly Operational Plan graphs were produced by Power budget this month. These will then continue to be improved upon over the coming months.

Work continues on catching up on the backlog of supplementary valuations. Once caught up these will be updated monthly as they should be.

**Debtors Update:** The total amount outstanding at the time of commencing the debtor's review was \$206,935.36 with \$55,752.03 outstanding greater than 90 days (26.94%). As at 31 January 2019, the total amount outstanding is now \$929,513.69 with the amount outstanding for greater than 90 days being \$53,066.51 (5.70% of outstanding debtors). It should be noted that the significant increase in the receivables balance is due to invoicing for recent grants that have been announced for TSC.

## SWOT ANALYSIS

### Finance & Technology – (MFT)

**S**

#### Strengths

- Integrated Finance System;
- Proven ability to secure grant funding;
- Established processes.

**W**

#### Weaknesses

- Some staff development needs;
- Some processes are developed to address gaps and do not represent good practice;
- Lack of high level Information and Communication Technology (ICT) Strategy in place;
- Restrictions in the flexibility and cost of adjustments to the Financial System;
- Fund based business operations have insufficient funds for expected long term needs.

**O**

#### Opportunities

- Development of Management Accounting to assist understanding of our financial practice by staff and Elected Members;
- Increase understanding/take up of available grants by all business areas;
- Refine the Long Term Financial Plan (LTFP) and Asset Management System (AMS) and integration;
- Refinement of the Staff Structure in finance to ensure management and statutory accounting needs are improved;
- Greater interface between Finance team and staff for corporate solutions.

**T**

#### Threats

- Continued movement, increased demand/management and risks in the ICT space;
- Grant funding becomes scarce, not aligned with Council needs and more costly to apply;
- Lack of planning and forward business planning for both Finance and ICT functions.

## **Customers**

Finance services a range of customers both external and internal to Council and we aim to provide a high level of customer service. Finance staff have assisted other sections of Council with budget information and grant acquittals/returns. Rates staff are working on improving Council's web interface for the electronic distribution of rates notices.

### **b) *Business Statistics***

Not applicable.

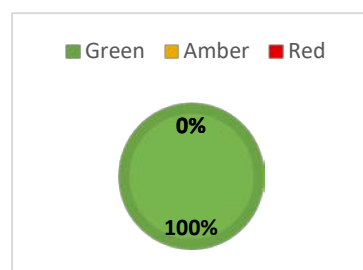
### **c) *Special events, achievements of note, celebrations***

Council's Financial Statements were Audited and lodged with the OLG on 28 October 2018 before the 31 October deadline. Council was the 41<sup>st</sup> Council out of the 101 Council's that lodged by the deadline.

RMT have successfully and smoothly transitioned across from Sideffekt as Council's Managed Service IT Provider.

Power Budget is now being used by staff for budget monitoring and reporting purposes and has resulted in closer than ever liaison between members of the Finance team and other areas of Council.

## 10. Corporate and Governance



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

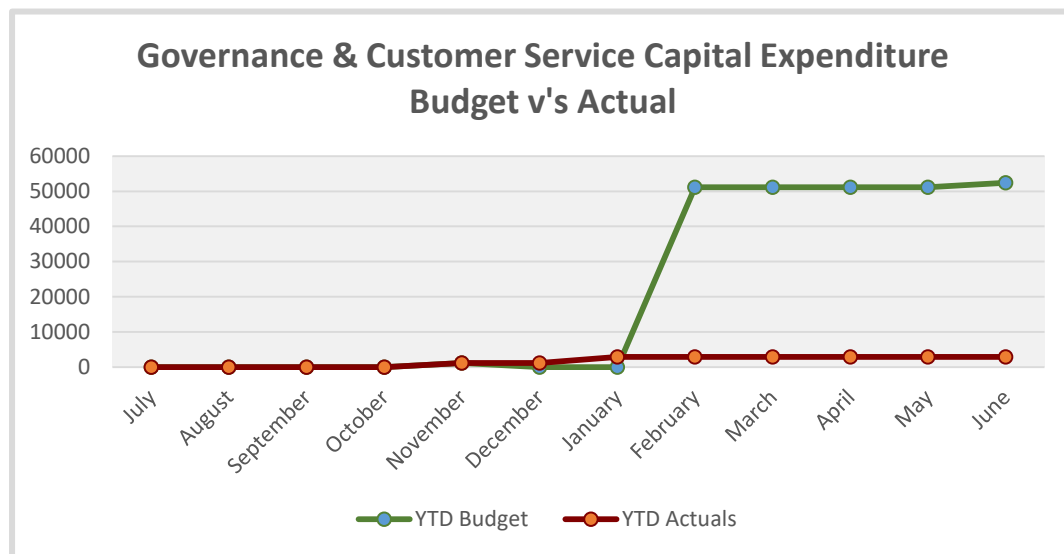
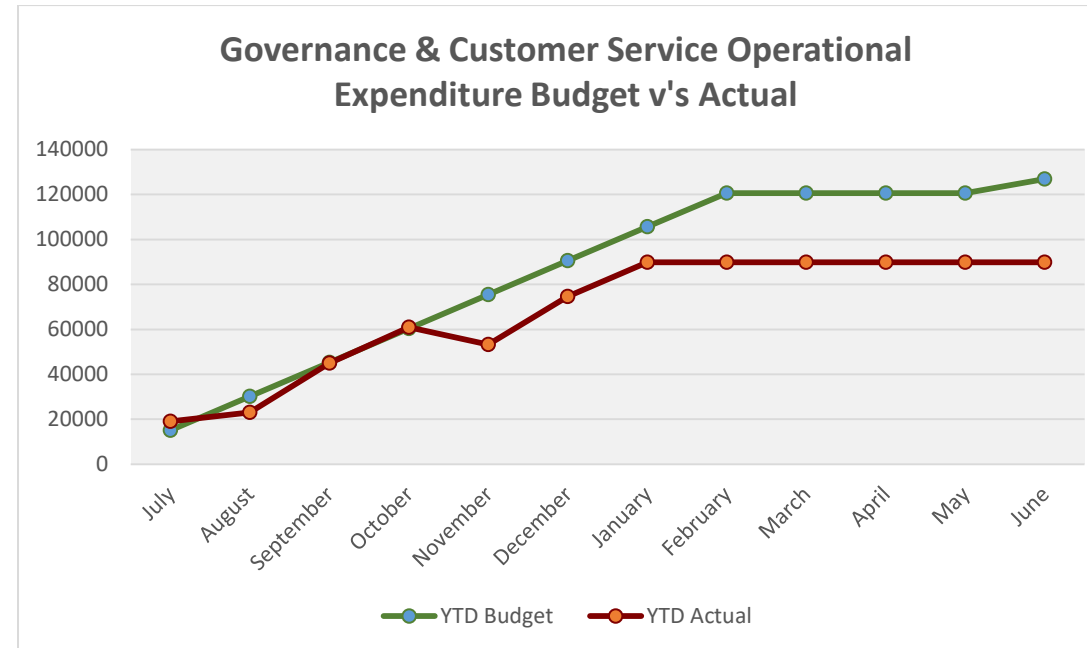
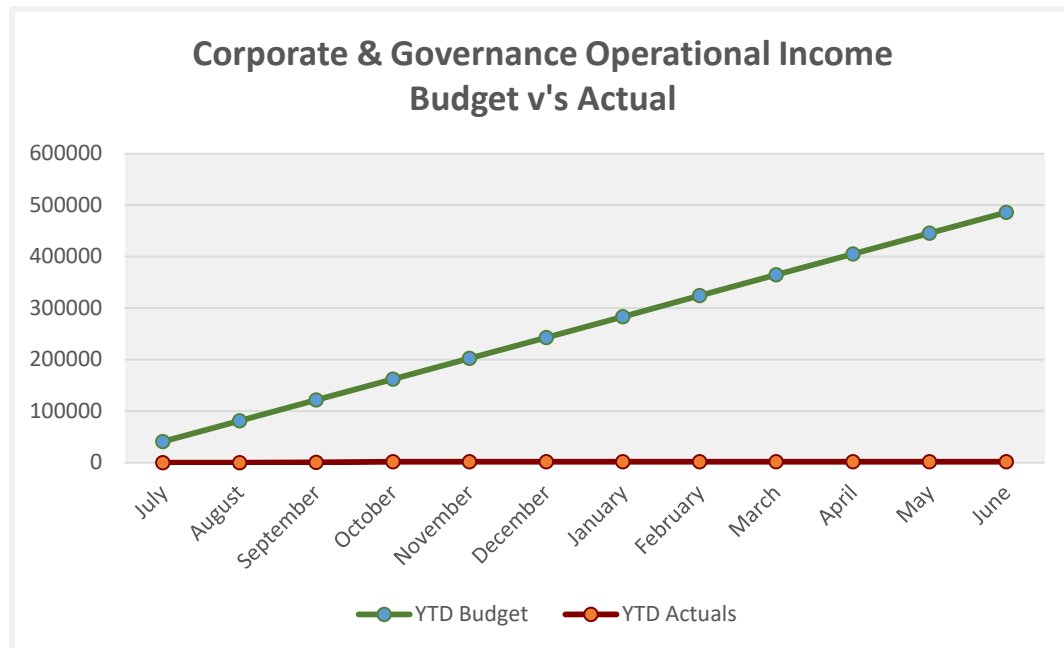
### a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 18/19	Officer	-1	0	+1	Comments: <i>(Business Manager to provide short precis.)</i>
<p>DP10.01) Ensure that the performance of Council as an organisation complies with all statutory reporting guidelines and information is available to decision makers.</p> <p><b>Corporate performance &amp; reporting: A</b> – Chief Corporate Officer</p> <p><b>Business process improvement &amp; integration: A</b> – Chief Corporate Officer</p> <p><b>Procurement and tendering compliance: A</b> – Chief Corporate Officer</p> <p><b>Internal audit: A</b> – Chief Corporate Officer</p>	Development of annual Operational Plan aligned to Council's four year Delivery Plan.	B:CCO C:MCSGR D:MCSGR			+1	Operational Plan for 2018/19 adopted by Council 23 May 2018.
	Development of Council Annual Report on all services.	B:CCO C:MCSGR D:MCSGR			+1	Annual Report 2017/2018 adopted by Council 28 November 2018.
	Statutory Reporting – Progress reports and advice provided to Council, the Executive Management Team, the Audit and Risk Committee and staff.	B:CCO C:MCSGR D:MCSGR			+1	Annual Code of Conduct statistics to 30 September 2018 reported to OLG on 5 October 2018. One Code of Conduct complaint was recorded for the reporting period (unfounded following preliminary assessment and subsequent withdrawal).
	Delivery of Government Information (Public) Access information services within statutory requirements and associated reporting to the Information and Privacy Commission.	B:CCO C:MCSGR D:MCSGR			+1	GIPA reporting for 2017/18 submitted to the IPC on 11 September 2018. 2 GIPA applications received in November 2018.
	Management, development and delivery of the Internal Audit Program and services to the Audit and Risk Committee. Implementation of the Audit and Risk Committee recommendations.	B:CCO C:MCSGR D:MCSGR			+1	Internal Audit – Recruitment & Selection Processes. Audit work plan commenced on 5 December 2018. Auditor on site with Council officers in January 2019. Management Actions Workshop to be held in February 2019.
	Development of a legislative compliance framework, within Council's governance framework.	B:CCO C:MCSGR D:MCSGR			+1	Development of delegations and related legislative framework commenced in Hunter Legal Delegations Database.
	Monthly reporting to Council on fraud, misconduct, compliance breaches and legal actions via the Monthly Operational Report.	B:CCO C:MCSGR D:MCSGR			+1	No fraud, misconduct or compliance breaches for December 2018 and January 2019. No new legal actions. One ongoing legal action (previously reported to Council).
<p>DP10.02) Promote and support community involvement in Council decision making process.</p> <p><b>Community engagement: A</b> – Chief Executive</p> <p><b>Customer service: A</b> – Chief Corporate Officer</p>	Review of Community Engagement Strategy and ongoing delivery.	B:MEDCE C:MEDCE D:CDO			+1	Review of the Community Engagement Strategy has been completed with recommendations under consideration. Council Workshop to be re-scheduled for Feb/March 2019. Review of current strategy has been undertaken and this may be used as a starting point for the workshop.
	Implement bi-annual Customer Service survey.	B:MCSGR C:MCSGR D:MCSGR			+1	Customer Satisfaction Survey delivered 28 June 2018. Results being used as basis for review and update to Customer Service Charter.

<b>Governance framework (including registers and monitoring):</b> A – Chief Corporate Officer <b>IT system / software and hardware:</b> A – Chief Corporate Officer <b>Business process improvement &amp; integration:</b> A – Chief Corporate Officer	Compliments and Complaints Register maintained, monitored and reported.	B: MCSGR C: MCSGR D: RC			+1	14 compliments, 7 complaints in December 2018 and January 2019. 103 Customer Service General Enquiries received in December 2018.
	Customer Service Policy and Strategy Framework reviewed and applied to ongoing delivery of Monthly Operational Plans, including development of supporting metrics.	B: MCSGR C: MCSGR D: MCSGR			+1	No progress in December 2018 and January 2019 due to resources being committed to development servicing plan Service specific metrics provided for November 2018 are provided below.
DP10.03) Deliver Customer Service and Business Services in the support of corporate outcomes. <b>Customer service:</b> A – Chief Corporate Officer	Customer Service Charter reviewed and applied to customer services.	B: MCSGR C: MCSGR D: MCSGR			+1	<b>(Developing a strong 'can do' customer focus is a Council priority objective.)</b> No further progress in November 2018 due to resources being focused on production of Annual Report for 2017/2018, RFQ for Internal Audit and RFQ for Developer Contributions activities.
	Training and development of customer service staff to deliver Council Customer Service Charter, Policy and Strategy requirements and improvements.	B: MCSGR C: MCSGR D: MCSGR			+1	Cash handling training course was going to be conducted in October 2018 for customer service staff, waste operators at Transfer Stations, staff and volunteers at the School of Arts and Visitor Information Centre. TAFE Tenterfield has not updated HR & WFD on training dates.
	Delivery of policy, procedure and protocol advice and guidance to Council, the Executive Management Team and staff.	B: MCSGR C: MCSGR D: MCSGR			+1	<b>(Staff accessibility related to customer service is a Council priority objective.)</b> One existing complex customer complaint resolved December 2018. One complex complaint received in December 2018. One complex complaint resolved in January 2019. One petition received in January 2019 requesting upgrade to the Skate Park on Manners Street, Tenterfield.
DP10.04) Deliver continuous improvements in Council's business, processes and systems  <b>Business process improvement &amp; integration:</b> A – Chief Corporate Officer  <b>Governance framework (including registers and monitoring):</b> A – Chief Corporate Officer  <b>Insurance, risk &amp; business continuity:</b> A – Chief Executive	Governance policies, procedures and protocols reviewed and prepared for approval.	B: MCSGR C: MCSGR D: MCSGR			+1	Conference/Seminar/Training Expenses Policy adopted 28 November 2018.
	Delivery of operational risk management processes and strategies in conjunction with Statewide Mutual Risk Management Action Plan.	B: MHRWD C: WHSRMO D: WHSRMO			+1	Risk Management software introduction session for Managers to be held on 14 December 2018.
	Delivery of customer services to ratepayers, residents and visitors through streamlined processes.	B: MCSGR D: MCSGR			+1	Review of cashless payment systems commenced. Petty cash to be removed from February 2019.
	Implement and deliver Council mobile application for smartphones, tablet computers and other mobile devices to enhance customer experience.	B: MFT C: MFT D: MFT			+1	Entegy Pty Ltd engaged to develop mobile application. App development to take place during December 2018 and January 2019. Implementation and launch planned for March 2019.
	Implement and optimise Council Intranet and introduce an Internal Communication Framework.	B: MCSGR C: MCSGR D: MCSGR			+1	Bring Your Own Device (BYOD) Policy implemented. Communications Taskforce commenced.
DP10.04.01) Deliver and facilitate leadership in strategic planning and implementation.	Develop and optimise systems to improve accessibility of Council Resolutions, Plans, Policies and Procedures.	B: MCSGR C: MCSGR D: MCSGR			+1	Infocouncil templates amended for 2018/19 reporting.
	Records Management – Manage information received, storage and distribution as per statutory and organisational requirements.	B: MCSGR C: MCSGR D: MCSGR			+1	Recordkeeping newsletter for December 2018 distributed to all staff.
	Legal Services – Manage external legal services.	B: MHRWD C: WHSRMO D: WHSRMO			+1	EPA legal action concluded. One existing legal action (previously reported).



**b) Budget**



**Capital Income:**

- No identified capital income.

**Capital Expenses:**

- Risk Management software in process of being customised to Council's organisational structure.
- IP&R Reconstructions funds of \$35,000 in 2018/19 budget, to source appropriate reporting software. Project Manager commencing on 18 February 2019, for acquisition of software and implementation.
- Mobile Device Software funds of \$12,000 in 2018/19 budget, to enhance customer use of Council's website. Development work commenced 30 November 2018. Implementation and launch planned for March 2019. First version of app reviewed by working group. Apple and Google store licences being set up. Part payments for app have been made for stages completed.

**Operational Income:**

- No identified operational income.

**Operational Expense:**

- Internal Audit budget of \$50,000 in 2018/19 budget, to undertake internal audit reviews. Quotation of \$16,000 accepted from Centium Pty Ltd for Recruitment and Selection Processes Audit. This audit commenced in December 2018 and auditor met with relevant Council staff in January 2019. Management workshop held on 5 February 2019, and report for management actions issued 7 February 2019. Final report with management actions to be provided to Audit and Risk Committee on 6 March 2019.
- Internal recharges are yet to be processed hence the higher operational expenditure to budget at present.
- Current Forecast will be adjusted when non-operational Graphs are included, variance exists due to operational re-charges

**c)Capital Projects**

Program	Description	Revised Budget QBR1	YTD Actual	YTD Revised Budget	YTD Variance	YTD Variance %	Status/Comment
Corporate & Governance	Office Furniture & Equipment	4,131.00	-	-	-	0%	Part payment for chairs in 2018.
Corporate & Governance	Mobile Application	12,000.00	1,700.00	1,700.00	-	0%	Part payment in Jan 2019.
Corporate & Governance	IP&R Reconstruction	-	1,200.00	-	(1,200.00)	-100%	Project Manager engaged.
Corporate & Governance	Corporate Planning & Performance (OS)	35,000.00	-	-	-	0%	Project commencing 18 Feb 2019.

- \$1,590.91 paid from Office Furniture & Equipment operational budget, for office desks and chairs in main Administration building is to be journaled to the capital account.
- \$3,500 committed for Mobile Application Software. Balance of budget will be used to supplement budget for websites, to deliver a comprehensive websites update and mobile app capability, across the whole organisation. Mobile app version 2 being finalised, with Apple and Google app store licences being set up in February 2019.

**d) Emerging Issues, Risks and Opportunities**

The Records Digitisation Project has had to change tack with the escalated priority for the Archive area to be vacated by the end of February 2019. A project plan and timeline has been developed, and selected records will be moved to alternate locations in February 2019, for continuation of scanning and indexing following the clearing of the Archive area.

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

Council has engaged Entegy Pty Ltd to develop and deliver Council's mobile application, to enhance the customer experience when accessing Council websites. Development has taken place over December 2018 and January 2019, with version one of the app being reviewed by the working group. Version two is currently being completed, and Council is setting up both Apple and Google app store licences in order to operate the app.

## SWOT ANALYSIS

### Governance – (MCSGR)

**S** **Strengths**

- Statutory deadlines for reporting are being met.
- Records Management is delivering against the operational plan accountabilities.
- Customer Service statistics and trends are being reported.
- Centralised Customer Service complaints management and response.

**W** **Weaknesses**

- Reliance on part time and casual positions in customer service and administration supporting customer service and civic office.
- Task shifting from other accountabilities risks key priorities and deadlines in Corporate & Governance not being met.
- Simple customer complaints not always being addressed in a timely manner; these become complex complaints with a commensurate level of resources required to resolve a matter that could have been solved at the first instant.
- Cash handling practises across the organisation are not consistent.
- Cash management within organisation needs to be modernised (refunds can take weeks, if not months, to be processed).

**O** **Opportunities**

- Provide training on cash handling and management practises.
- Provide training on rates.
- Provide training on planning & regulation.
- Provide training to managers on handling difficult customers.

**T** **Threats**

- Deadlines for customer response not met.
- Customers broadcasting negative experiences to the community.
- Loss of Corporate and public reputation through inconsistent messaging to customers and stakeholders.

### f) Customers

#### *External Customers*

14 compliments, 7 complaints in December 2018 and January 2019.

103 Customer Service General Enquiries received in December 2018.

177 Customer Service General Enquiries received in January 2019.

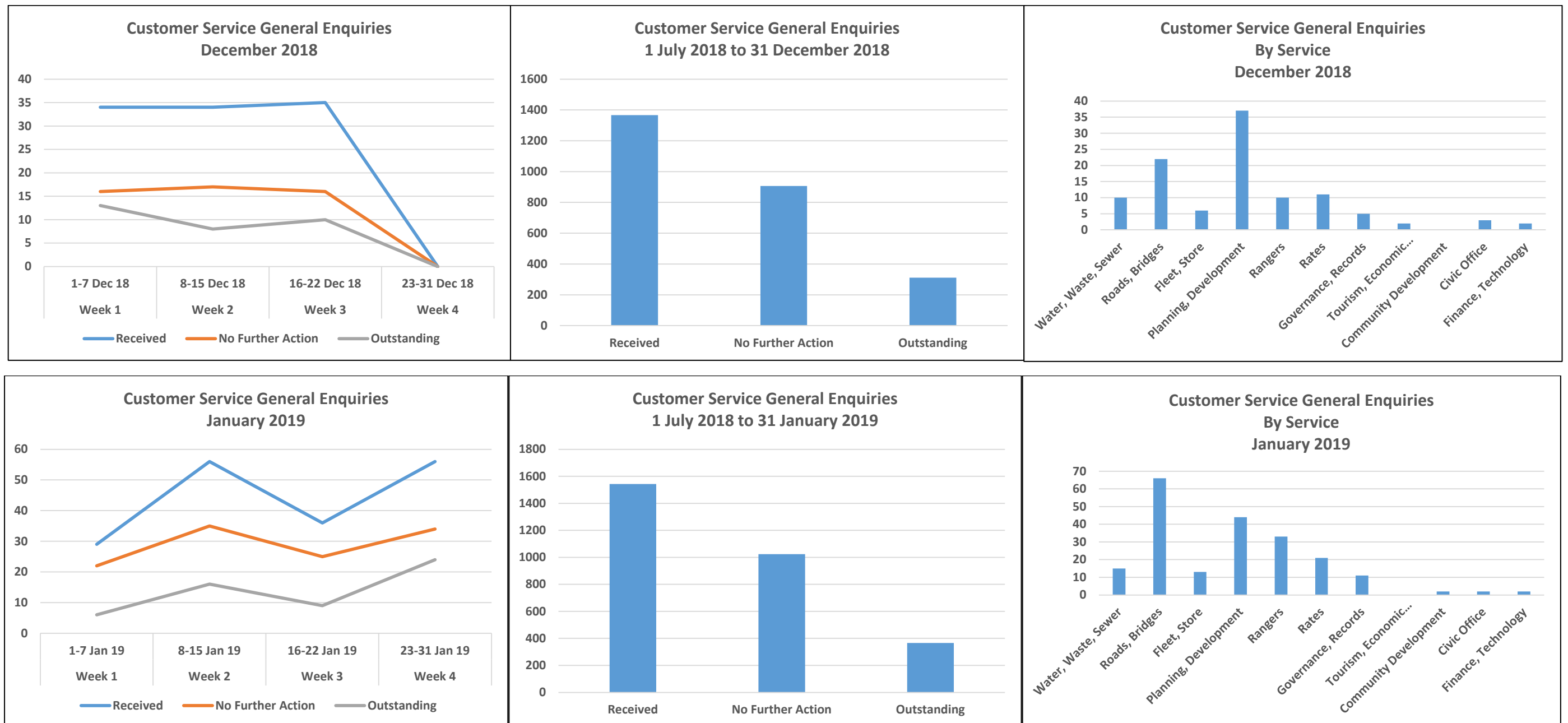
One complex customer complaint received in December 2018. One complex customer complaint received in January 2019.

One complex customer complaint resolved in January 2019.

Internal Customers

No internal customer issues.

**g) Business Statistics**



**Explanatory Notes**

Data is sourced from Council's SynergySoft System (Synergy), from the Customer Service General Enquiries file (CS/7).

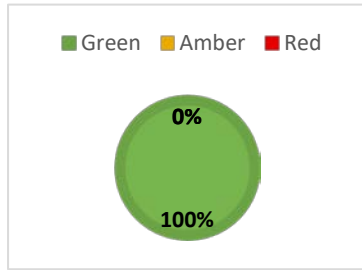
Total Customer Service General Enquiries for December 2018 were 103. This is for three weeks of operations, given the Council Christmas/New Year shut down.

Customer Service General Enquiries by Service statistics indicate that the main areas of enquiry for December 2018 and January 2019 were Roads & Bridges (99) and Planning & Development (81).

**h) Special events, achievements of note, celebrations**

The Annual Report for 2017/2018 has been adopted by Council on 28 November 2018.

# 11. Environmental Management



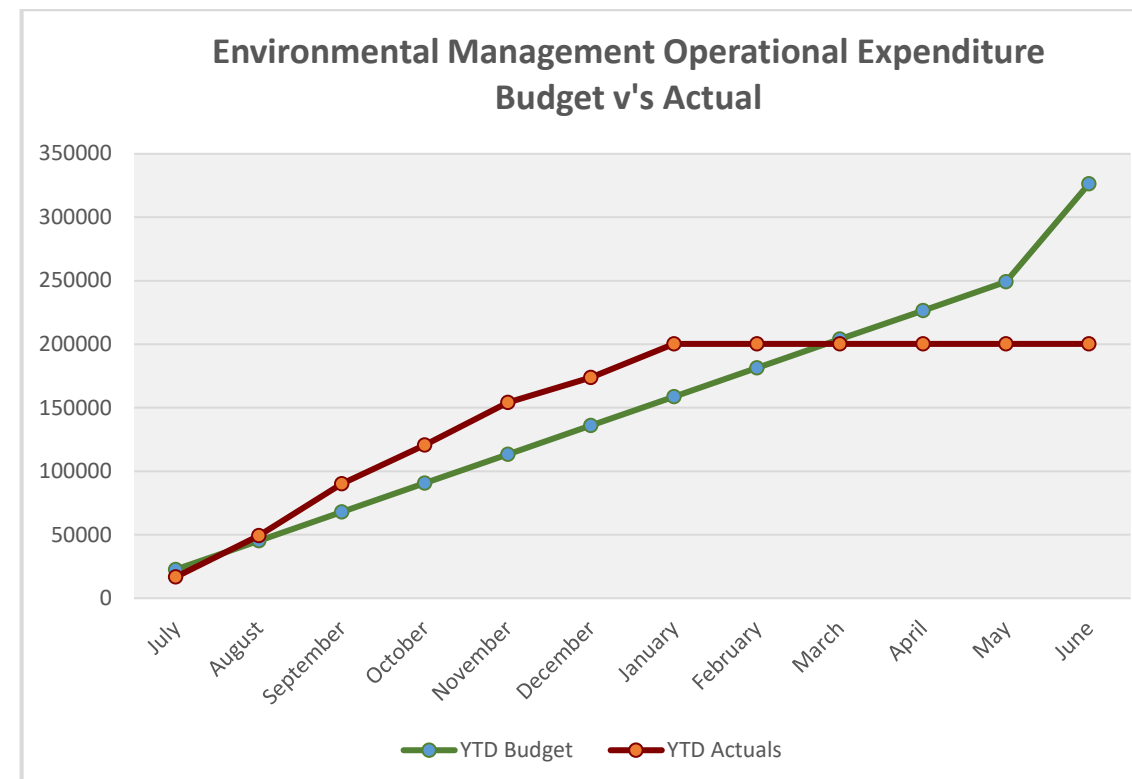
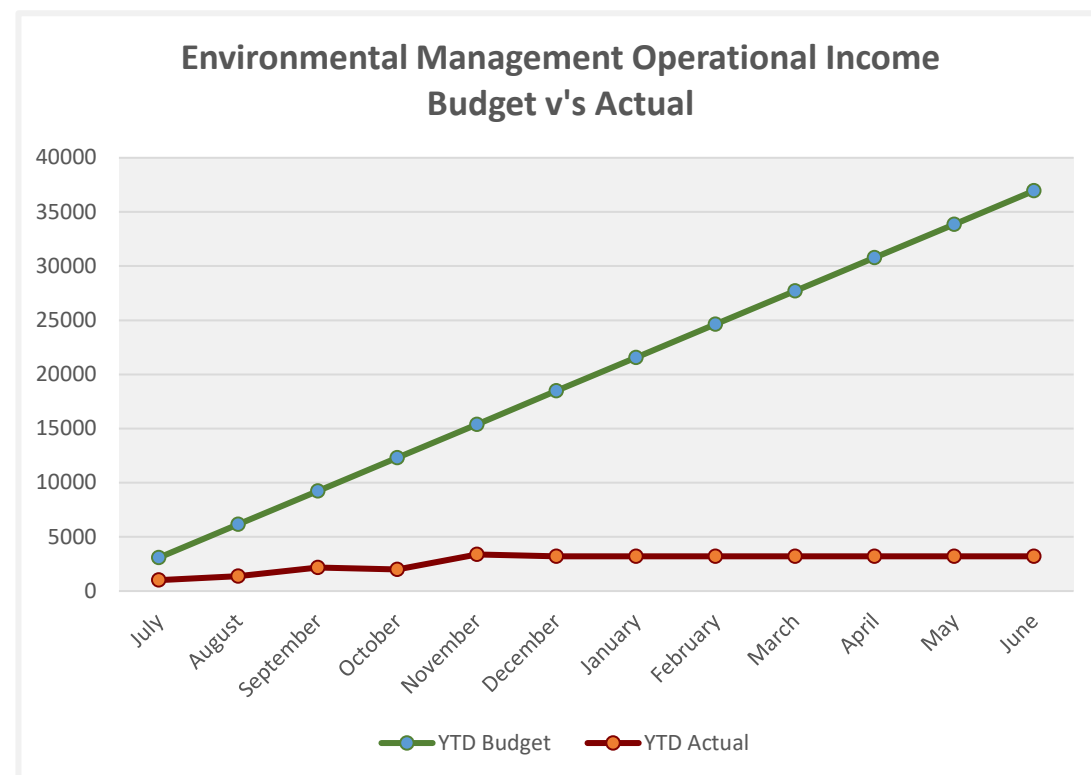
Under the 4 year Delivery Plan *Environmental Management* relates to: education; noxious plants; feral pests (advocacy); illegal dumping and pollution; and roads & footpath regulatory enforcement. The Office of the Chief Corporate Officer directly oversees these outcomes.

## a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 18/19	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
<p>DP11.01) Provide community education program to encourage residents and visitors to reduce their impact on vegetation including the management of pests and weeds.</p> <p><i>Noxious plants: A – Chief Corporate Officer</i></p> <p><i>Feral pests: A – Chief Corporate Officer</i></p> <p><i>Illegal dumping and littering: A – Chief Corporate Officer</i></p> <p><i>Pollution regulation: A – Chief Corporate Officer</i></p> <p><i>Parking, traffic &amp; DDA regulation: A – Chief Corporate Officer</i></p>	Attend local Agricultural Shows and issue handouts. Update the Council website in relation to weed concerns.	B: OSRUS C: OSRUS D: WO			+1	The Tenterfield Show and the Stanthorpe Show are attended in February each year. Website is up to date with links to important and useful weed information websites. The regional Management plans for the regional priority weeds are available to the public on the Council website.
	Public awareness signs to be installed on high risk pathways and water ways.	B: OSRUS C: OSRUS D: WO			+1	Serrated Tussock/community awareness program is being developed by the LLS for the high risk areas. A template for a Serrated Tussock awareness sign is being made for distribution for local LCA's to use. Tropical Soda Apple signs are still in place in high risk areas.
	Feral Pests – Provide advocacy to residents to support feral pest management.	B: OSRUS			+1	Inquires received in relation to foxes within the township. Local Land Services (LLS) provide a trap to assist in the control. Cat traps are continually being hired from Council office. Rangers are being contacted to assist in the control of rabbits around the town streets and sporting fields, and cemetery. Indian Miners (bird) are also becoming a concern with traps available from Landcare office.
	Illegal Dumping – Illegal dumping and pollution management and regulation.	B: OSRUS C: OSRUS D: OSRUS			+1	Action taken immediately to investigate and remove all illegal dumping's and litter reports. Increase in the Abandon Vehicle activity with 5 reports received.
	Roads and Footpaths Enforcement – Parking, traffic and regulatory enforcement.	B: OSRUS D: OSRUS			+1	Regular patrols and Ranger presence, marking of tyres has decreased complaints in relation to parking. Footpath Dining/Trading and Sandwich board renewals near completion.
	DP11.02) Ensure the timely detection of new weed incursions in the Tenterfield Shire Council region and do not adversely affect the health and welfare of the community.	Property inspections of high risk areas and pathways.	B: OSRUS C: OSRUS D: WO			+1
<p><i>Noxious plants: A – Chief Corporate Officer</i></p>	Regular high risk pathway and waterway inspections conducted.	B: OSRUS C: OSRUS D: WO			+1	Ongoing monthly inspections complete. No new incursions found on our High Risk pathways or Waterways.
	Weed management funding secured annually.	B: OSRUS C: OSRUS			+1	Confirmed, Government Treasury has approved released, now awaiting DPI to issue.

	Delivery of Tenterfield Shire Council Weeds action plan, as aligned with Northern Tablelands Regional Strategic Weed Management plan 2017-2022.	<i>B: OSRUS C: OSRUS D: WO</i>			+1	<i>Ongoing, being implemented.</i>
	Deliver Weeds Management program and record weeds required to be compliant with Biosecurity.	<i>B: OSRUS C: OSRUS</i>			+1	<i>Ongoing, all problems with the new tablet and weeds program have been resolved.</i>
	Conduct a review of existing weed operations to identify improvements in service levels through technology.	<i>D: WO</i>			+1	<i>Ongoing, Management are looking in to the use of Drone technology to assist with inspections.</i>
	Identify and source additional resources for weed control activities, recognising the increased risk from weed infestations.	<i>D: WO</i>			+1	<i>Ongoing, the potential risk with new weeds being introduced to the area due to the drought from the hay runs on the High risk pathway within the shire. Regular monthly inspections are carried out to identify any new incursions. Drought conditions are also having an effect on weed growth and the ability to control/spray.</i>

**b) Budget**



**Capital Income:**

N/A

**Capital Expenses:**

N/A

### **Operational Income:**

From the hire of cat traps;  
Private works;  
Infringements

### **Operational Expense:**

Running over budget at this time however expenditure allocation will be checked as no additional activities have been undertaken.

### **c)Capital Projects**

Rangers - Nil

Weeds - Nil

### **d) Emerging Issues, Risks and Opportunities**

The drought conditions are also affecting the growth of weeds and the ability to control or spray weeds because weeds need to be healthy and not under stress to get the maximum uptake from the chemical. If the plant is under stress it will shut down and no uptake of the chemical will occur.

The emerging issue will be once it does rain, we may see new incursions of weeds not currently present within the Tenterfield Shire and rapid growth of existing weeds. Regular inspections of high risk pathways, high risk waterways, border crossings and properties in high risk areas which are already apart of inspection program will be essential for the detection of any new incursions.

Rangers have still been active in enforcing the parking within the CBD and surrounding sign posted street. There has been an increase in the public awareness of the times allocated for parking, with less infringements being issued. Less complaints are being received and more parking spaces are available.

## **Weed of the month**

### **Serrated Tussock**

#### **How does this weed affect you?**

Serrated tussock is not palatable to stock. Animals grazing on it become malnourished.

Serrated tussock can:

- take over pastures and native vegetation
- reduce pasture quality
- contaminate hay and grain.

#### **What does it look like?**

Serrated tussock grows in upright tussocks up to 45 cm tall and 25 cm wide. In spring the clumps are light green with brown tips to the leaves. In late spring and early summer the clumps have a purple tinge when the seed heads emerge fully. Plants remain green in summer when other grasses turn brown. After frost the clumps turn a golden yellow.

#### **How does it spread?**

Serrated tussock seeds can spread long distances by wind and water. Wind is the main mechanism of spread. The ripe seed heads break off at the base and are carried long distances by wind - 10 km or more if conditions are favourable. Seeds have been known to move 60 km downstream from the nearest infestation on the banks of a river..



Seeds also spread with feed, animals and machinery. Animals can pick up seeds in hooves, fleeces or coats. Serrated tussock seeds remain viable passing through an animal's gut. Serrated tussock colonises bare areas. Drought causing bare ground favours serrated tussock. Sandy, nutrient poor soils are at most risk.



#### **e)The Business of Improving the Business**

With the presence of the Rangers, the public are obeying the signage and also dog related concerns around the parks and streets. Further enforcing of the Local Orders Policy when required.

#### **f) Abandon vehicles**

Council Rangers have received a number of complaints regarding abandon vehicles. In some cases where the owner can be ascertained, Letters/Notices are sent to the owner requiring them to move the vehicle. In cases where the owner cannot be determined Council arranges to have the vehicle removed.



## SWOT ANALYSIS

### Environment, Buildings and Amenities – (PBLC)

**S** **Strengths**

- Established asset base (Buildings and Amenities);
- Procedures for hire and reasonable fees;
- Knowledge base, intellectual property;
- Planned maintenance and renewal assessed, good condition of assets;
- Village “community ownership” and volunteering;
- Availability and accessibility to the public meets demand, growth available.

**W** **Weaknesses**

- Cost of out of hours maintenance to sustain availability;
- Some aging building assets with increasing maintenance costs;
- Limits on funding and reserves for service levels and new acquisitions;
- Shortage of showering facilities;
- Reliance on volunteers;
- Shortfall in maintenance personnel, need for Contractors.

**O** **Opportunities**

- Improve space utilisation in existing buildings to expand operations;
- Increase revenue by marketing greater hire of facilities and halls throughout the Shire
- Leverage Grant funding opportunities;
- Conduct community surveys to gauge service;
- Investigate potential sale opportunities to generate funds – Create a Restricted Asset Management Fund/Reserve;
- Lease Kiosks, use Work for the Dole volunteers.

**T** **Threats**

- Availability of budget funds for asset maintenance, costs exceed Fees and Charges;
- Vandalism and parkland flood risk;
- Age of buildings and amenity assets;
- Village communities diminish and reduce volunteer maintenance base or need for facilities;
- Over reliance on some buildings for Council operations.

#### **g) Customers**

Customer complaints for January.

- Green Cestrum at Urbenville
- Golden Dodder at Legume
- Blackberries on Common Rd Tenterfield and Gladstone St Jennings

#### **h) Business Statistics**

#### **Weed Control**

- Green Cestrum - around the Urbenville bridge
- Golden Dodder -Corner of Killarney Rd and Acacia Plateau Rd.

- Blackberries - Barney Downs Rd, Bryans Gap Rd, Sunnyside Loop Rd, Common lane, Coxalls Rd, Quarry Rd and Gladstone St in Jennings.
- Patterson's Curse – Kildare Rd, Coxalls Rd and Quarry Rd.
- Honey Locust – Common Lane.
- St John's Wort – New England Highway from Deepwater to Wallangarra in various locations.

**Council Lands Sprayed**

- Tenterfield Transfer Station and Pound.
- Liston Transfer Station.
- Legume Transfer Station.

**Training, Meetings and Other**

- Nil

**Inspections**

- 29 inspections done for the month of January.

**i) Special events, achievements of note, celebrations**

Nil to report



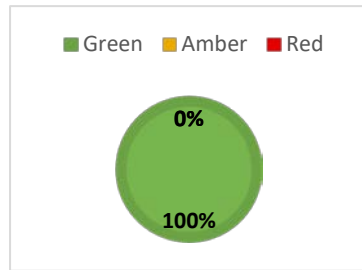
Green Cestrum



Blackberry's Gladstone St Jennings



## 12. Livestock Saleyards

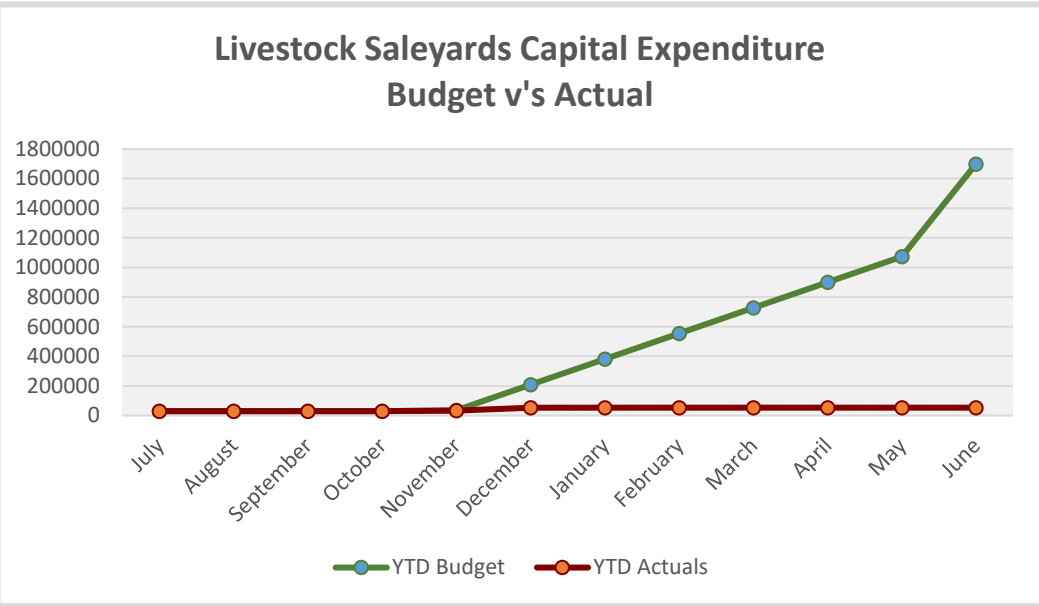
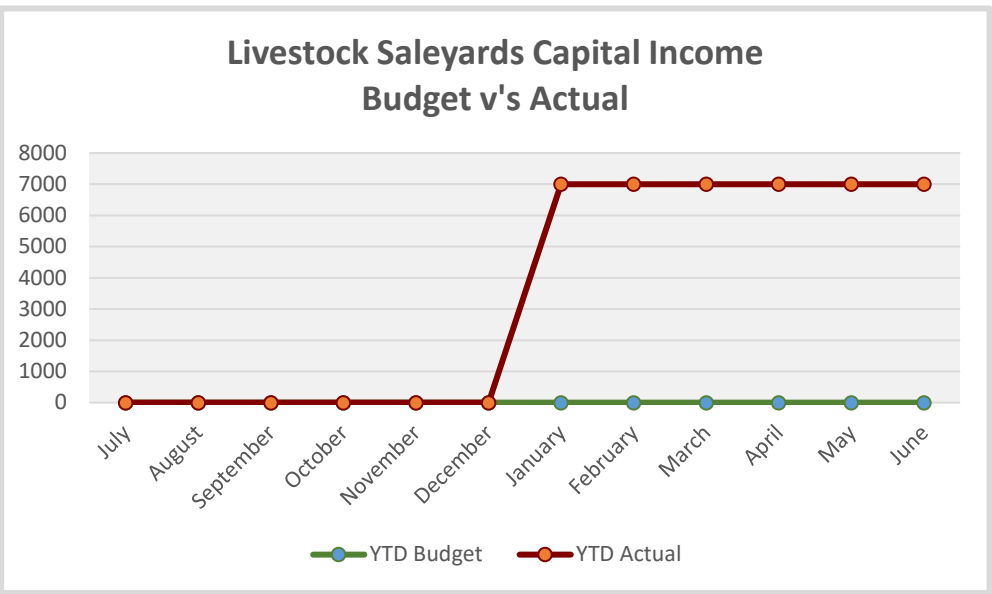
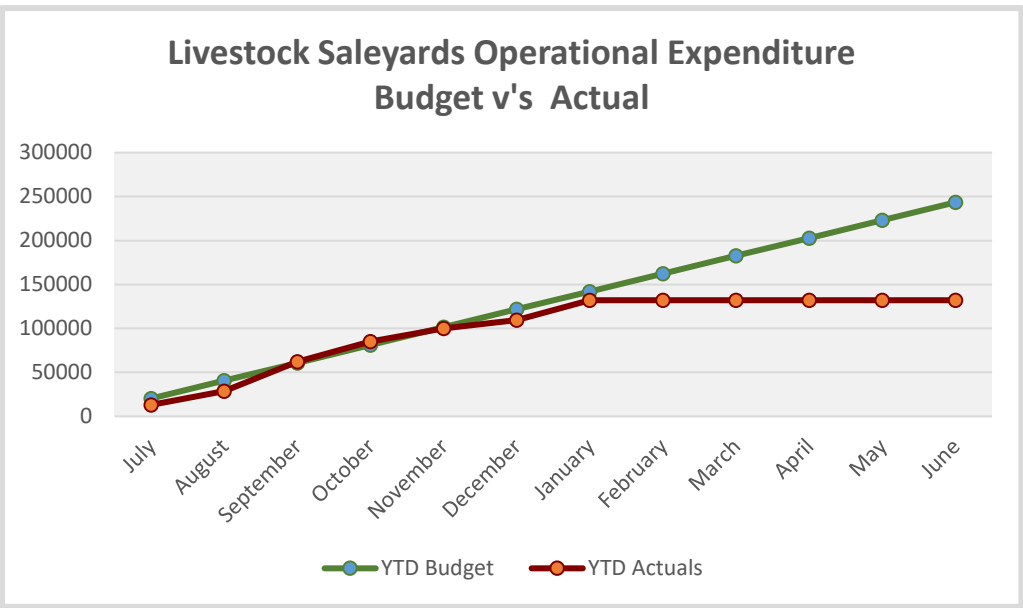
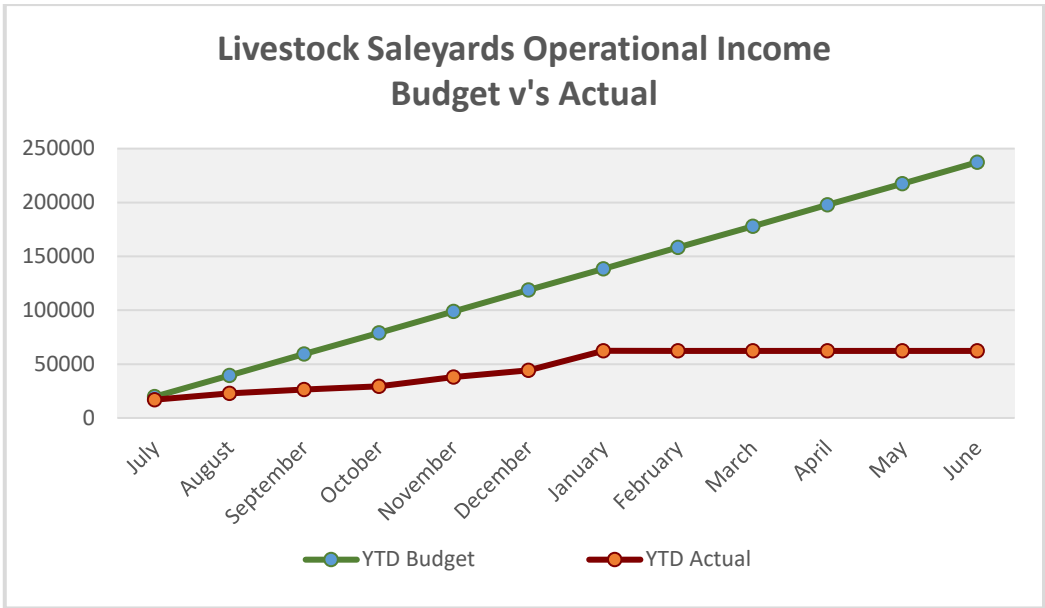


Under the 4 year Delivery Plan *Livestock and Saleyards* relates to planning, development, maintenance, operations and administration of the Saleyards. The Office of the Chief Corporate Officer directly oversees these outcomes.

### a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 18/19	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP12.01) Ensure safe, effective and efficient operation of the Saleyards.  <i>Saleyards: A - Chief Corporate Officer</i>	Continue to maintain the saleyards to a high standard.	<i>B: OSRUS C: OSRUS D: OSRUS</i>			+1	<i>Regular maintenance completed within budgetary constraints. Plans received for the construction of new office and toilet facilities.</i>
	Conduct Saleyard Committee meetings.	<i>B: OSRUS</i>			+1	<i>Saleyard Committee meetings are conducted every (3) months and have been going well. Attendance include; Councilors, Local Agents, LLS representative, New South Wales Farmers representative Local stock carriers and council staff. Ongoing.</i>
	Continually removing rock from pens and re-gravelling to reduce stress on cattle. Ensure all cattle have access to water and all signage throughout the saleyards is adhered to. Review the Emergency Animal Disease Response Plan to include Biosecurity Act and training.	<i>B: OSRUS D: OSRUS</i>			+1	<i>All selling pens and drafting pens regravelled. There are 12 holding pens remaining to be cleaned and graveled. This is an ongoing maintenance project. Council staff enforce the signage whilst cattle sales are being conducted for public safety. All cattle have access to water whilst at the saleyards. Working on Bio-security, Disease Management, Asset Management, Strategic and Management Plans for the Saleyards. Ensuring minimal water usage due to restrictions.</i>
DP12.02) Provide a financially sustainable saleyard operation, attractive to local producers.  <i>Saleyards: A - Chief Corporate Officer</i>	Continue the timber rail replacement program and upgrade to ramp 4, with hard standing surface to reduce wash.	<i>B: OSRUS C: OSRUS</i>			+1	<i>Have completed all 120 selling pens. Timber rails have been removed and new steel cattle rail installed on 9 drafting pens. Looking at quotes to cement the area in front of ramp 4 to reduce wash, within budget.</i>
	Commencement of truck wash facility.	<i>B: OSRUS</i>			+1	<i>Ongoing. Truck wash signage installed. New project manager engaged. Program back on track, hoping to commence by March 2019.</i>

**b) Budget**



**Capital Income:**

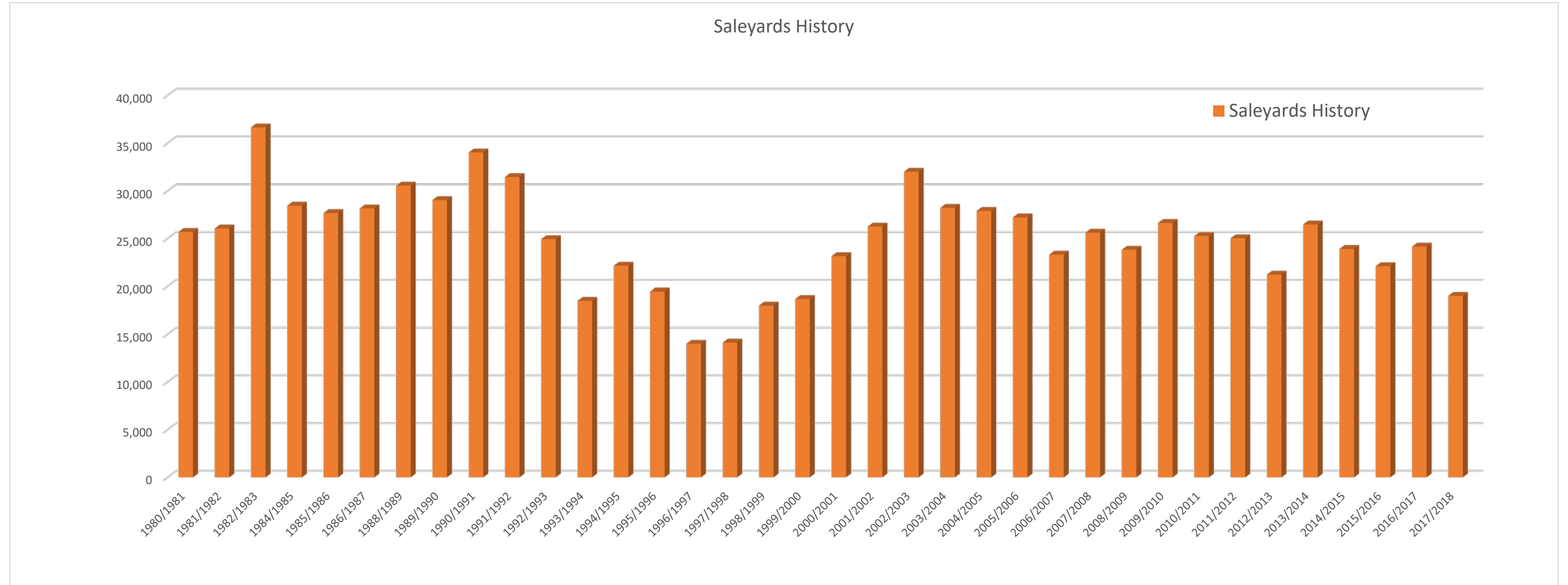
Income for Truck Wash project approved but not received. Phasing is over the year when a payment is expected under one or two milestones and will be updated in due course.

**Capital Expenses:**

General Saleyard maintenance has been reduced due to near completion of replacement of timber rails and upgrade of water trough floats. Less usage means less breakages, water trough usage and pen cleaning

**Operational Income:**

Numbers increasing due to drought conditions. Cattle sales now weekly;  
Private weighing;  
Private yard usage and holding fees contributes to operational income.



**Operational Expense:**

On budget;  
Major works being the timber rail replacement;  
Removing rock and graveling holding pens;  
Cleaning of selling pens.

**c)Capital Projects**

- Timber rail replacement programme will see a lot more steel rails installed this financial year.
- All selling pens **completed**.
- Drafting pen rails will start to be replaced once the selling pens are completed.
- Repricing of Loading Ramp and Double Height save system.

Truck wash program due to commence by possibly March/ April 2019

Plans have been drawn for the new office/toilet block at the saleyards 2018/2019 Capital Works

Program	Description	Revised Budget QBR1	YTD Actual	YTD Revised Budget	YTD Variance	YTD Variance %	Status/Comment
Livestock Saleyards	Renewal of Timber Rails with Metal Renew Agent	31,025.00	13,716.32	13,716.32	-	0%	
Livestock Saleyards	Offices & Showers & Toilets	68,906.00	-	-	-	0%	Not yet commenced
Livestock Saleyards	Improvements to Loading Ramps & Traffic Facilities (Saleyards Truck Wash)	1,391,697.00	305.70	305.70	-	0%	
Livestock Saleyards	Install fibre optic cabling to Saleyards	15,000.00	-	-	-	0%	Not yet commenced
Livestock Saleyards	Saleyards Truck Wash - Design	-	39,320.01	39,320.01	-	0%	
Livestock Saleyards	Saleyards Truck Wash - Construction	-	-	-	-	0%	

**d) Emerging Issues, Risks and Opportunities**

**Risk** - More cattle being sold on Auction plus or being sent direct to feedlots or meatworks, reducing the throughput of cattle at the saleyards.

**Opportunity** - Installation of the truck wash this will increase income and possible throughput;

Further increase in cost for non-sale cattle usage at the yards;

Update fees and Charges.

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

Further improvements to the removal of rocks and the gravelling of both selling and holding pens will increase throughput and less stressful on cattle;

Presenting the Saleyards to the public in a positive manner, presenting a well maintained facility.

Confidence in the management of the Livestock Selling Centre.



Cattle sale



Require Hard Standing Surface (Cement) in front of Ramp 4



f) **Business Statistics**

## New South Wales

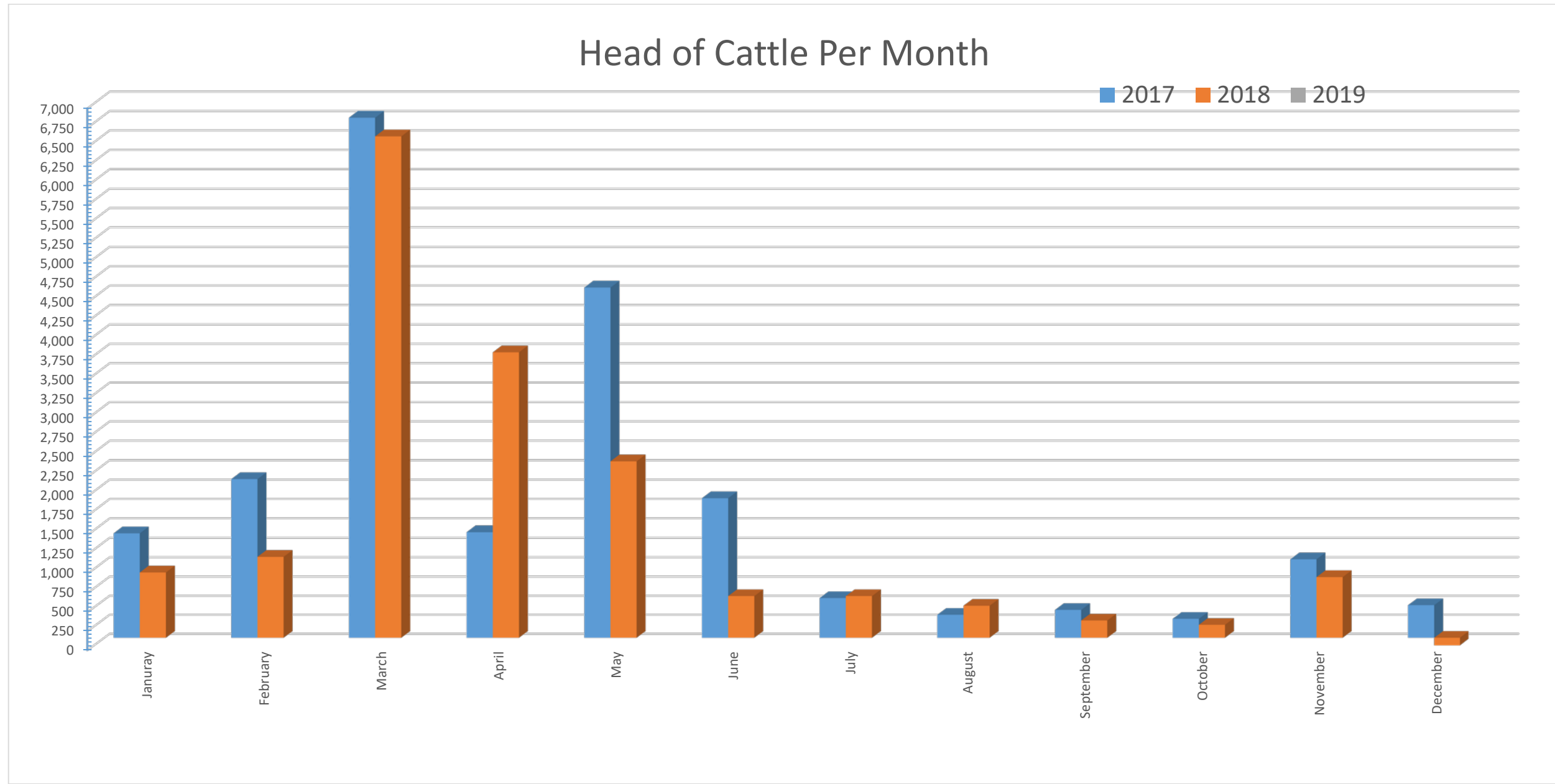
### Cattle

Town	Saleyard	2016-17	2017-18	% of State	% Change
Dubbo	Dubbo Regional Livestock Market**	199,431	241,282	13.8%	21.0%
Wagga Wagga	Wagga Wagga Livestock Marketing Centre**	168,725	178,357	10.2%	5.7%
Carcoar	Central Tablelands Livestock Exchange**	129,006	172,925	9.9%	34.0%
Tamworth	Tamworth Regional Livestock Exchange**	114,895	137,745	7.9%	19.9%
Gunnedah	Gunnedah Regional Saleyard**	91,448	133,367	7.6%	45.8%
Casino	Northern Rivers Livestock Exchange**	119,572	92,010	5.3%	-23.1%
Inverell	Inverell Regional Livestock Exchange**	60,078	85,091	4.9%	41.6%
Yass	South Eastern Livestock Exchange**	66,062	77,709	4.4%	17.6%
Scone (Merriwa)	Scone & Upper Regional Saleyards**	59,119	73,085	4.2%	23.6%
Forbes	Central West Livestock Exchange**	59,911	70,063	4.0%	16.9%
Moss Vale	Southern Regional Livestock Exchange**	51,359	52,501	3.0%	2.2%
Armidale	New England Livestock Selling Facility**	40,120	48,951	2.8%	22.0%
Singleton	Singleton Regional Livestock Markets**	43,966	44,347	2.5%	0.9%
Maitland	Maitland Saleyards	41,022	40,754	2.3%	-0.7%
Mudgee	Mudgee Regional Saleyards	25,343	35,044	2.0%	38.3%
Grafton	Grafton Regional Livestock Selling Centre	44,579	33,180	1.9%	-25.6%
Kempsey	Kempsey Regional Saleyards	37,757	32,546	1.9%	-13.8%
Bega Valley	Bega Valley Saleyard / Pambula	28,182	22,363	1.3%	-20.6%
Lismore	Lismore Saleyards	20,521	20,063	1.1%	-2.2%
Dunedoo	Dunedoo Saleyards	19,209	19,993	1.1%	4.1%
Tenterfield	Tenterfield Livestock Selling Centre	24,151	19,027	1.1%	-21.2%
Glen Innes	Glen Innes Severn Regional Saleyards	23,278	18,612	1.1%	-20.0%
Cooma	Cooma Livestock Selling Centre	21,268	17,623	NA	NA
Narrabri	Narrabri Livestock Selling Centre	15,723	16,458	0.9%	4.7%
Finley	Finley Livestock Exchange**	11,851	13,367	0.8%	12.8%
Taree	Taree Town Head Selling Complex	*	11,000	0.6%	NA
Gloucester	Gloucester Saleyards	16,593	9,582	0.5%	-42.3%
Macksville	Macksville Saleyards	10,344	8,829	0.5%	-14.6%
Wauchope	Wauchope Saleyards	8,848	6,652	0.4%	-24.8%
Dorrigo (Bellingen)	Dorrigo Saleyards	9,563	5,401	0.3%	-43.5%
Deniliquin	Deniliquin Saleyards	5,189	5,369	0.3%	3.5%
Nabiac	Nabiac Saleyards	*	5,000	0.3%	NA
Cowra	Cowra Saleyards	6,963	4,161	0.2%	-40.2%
Gundagai	Gundagai Livestock Exchange	2,334	2,611	0.1%	11.9%
Dungog	Dungog Saleyards	1,547	2,463	0.1%	59.2%
Hay	Hay Saleyards	*	1,800	0.1%	NA
Denman	Denman Saleyards	*	1,440	0.1%	NA
Moruya	Moruya Saleyards	666	452	0.0%	-32.1%
Walgett	Walgett Saleyards	122	114	0.0%	-6.6%
Cootamundra	Cootamundra Saleyards	82	0	0.0%	-100.0%
Adelong	Adelong Saleyard	1,086	*	NA	NA
Braidwood	Braidwood Saleyards	15,762	*	NA	NA
Coonamble	Coonamble Regional Livestock Market	10,457	0	NA	NA
Goulburn	Goulburn Regional Livestock Exchange	8,118	*	NA	NA
Tumut	Tumut Saleyards	3,346	*	NA	NA
Walcha	Walcha Saleyards	1,681	*	NA	NA
<b>Total</b>		<b>1,619,277</b>	<b>1,752,457</b>		<b>8.2%</b>

\*Survey data not supplied

\*\* Reported by the National Livestock Reporting Service (NLRS)

The National Livestock Reporting Service conducts an annual, voluntary survey of saleyard throughput figures by state. Care is taken to ensure the accuracy of the information contained in this publication. However MLA cannot accept responsibility for the accuracy or completeness of the information or opinions contained in the publication. You should make your own enquiries before making decisions concerning your interests. MLA accepts no liability for any losses incurred if you rely solely on this publication.

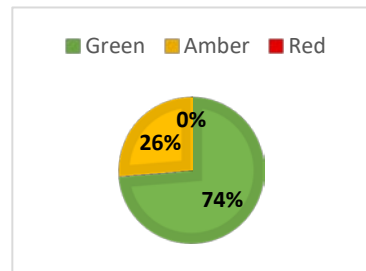


**Duties at Saleyards**

- Spraying Saleyards;
- General saleyards maintenance;
- Fence repairs;
- Progression with Truck Wash, plan and design changes;
- Repairs and cleaning to water troughs, canteen and toilets;



### 13. Planning and Regulation



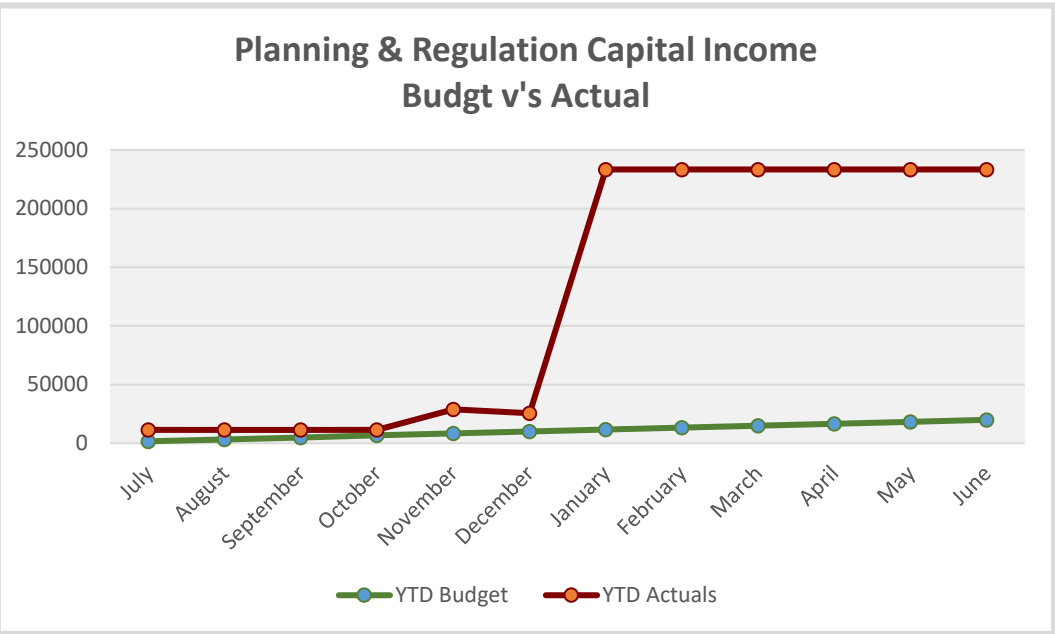
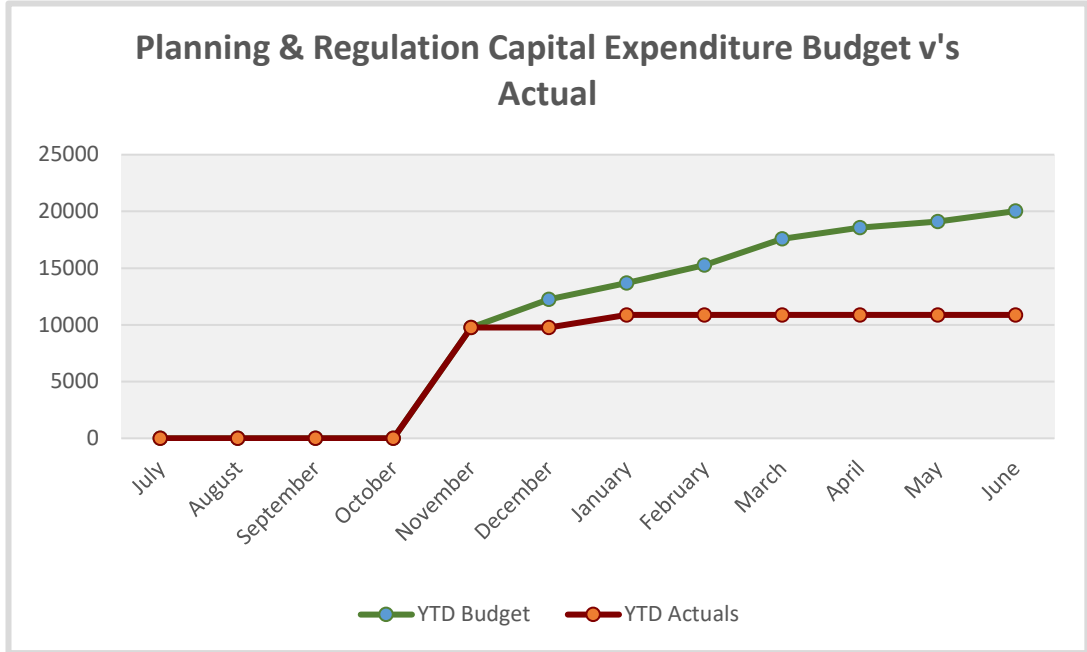
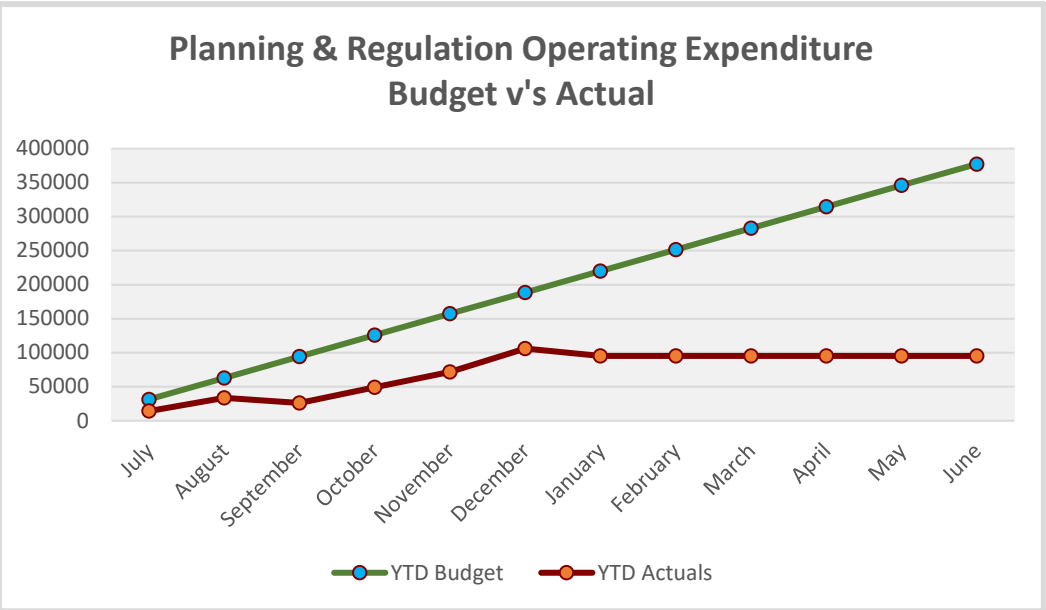
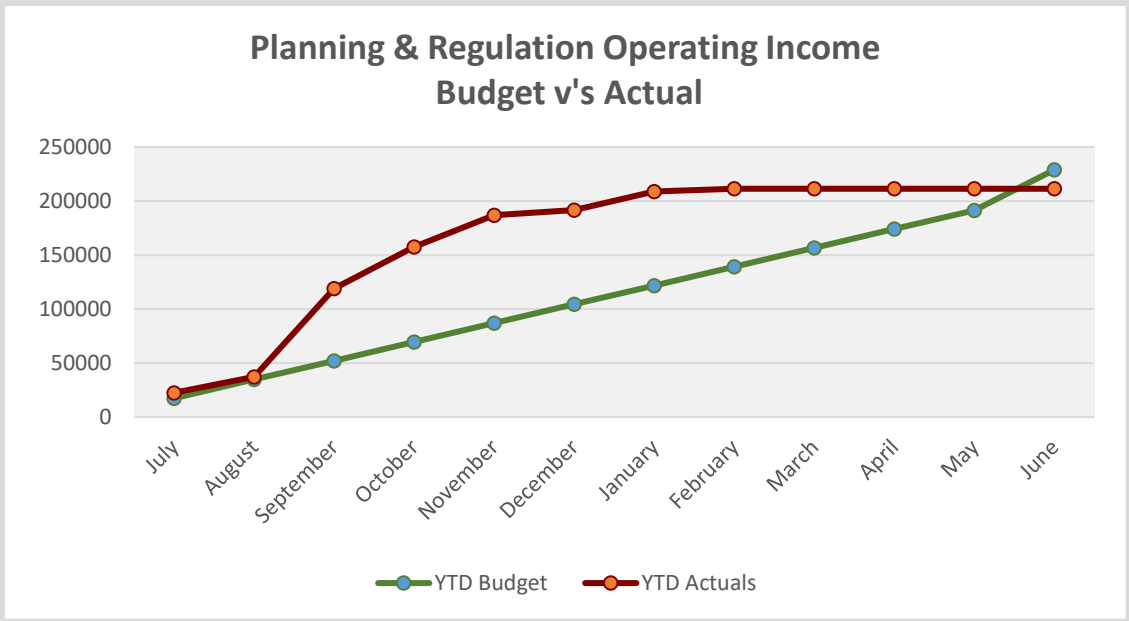
Under the 4 year Delivery Plan *Planning and Regulation* relates to: development planning, controls, assessment and certification; regulation of premises; built environment; urban design; land use data, mapping and reporting; building and assessment advice; heritage; domestic animals; public health and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

#### a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 18/19	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP13.01) Assess and process construction certificate applications in accordance with legislation and Building Code.  <i>Building and development: A – Chief Corporate Officer</i> <i>Regulated premises: A – Chief Corporate Officer</i> <i>Statutory planning certificates, unauthorised activity and building certification: A – Chief Corporate Officer</i>	Review current guideline documents and prepare new guideline document for Temporary Events.	B: SP C: SP D: SP			+1	Free pre-lodgment and inspections available for planning, building and heritage matters.
	Undertake inspections of commercial and industrial buildings.	B: SP C: SP D: EHBS			+1	Undertaken as requested
	Ensure that building certification and inspection is carried out as per National Construction Code and the requirements of the Building Professionals Board.	B: SP C: SP D: EHBS		0		Undertaken as requested. As of 1 July 2018 all mandatory inspections must be reported on line within 48 hours - research continuing to determine best method of achieving this.
DP13.02) Ensure that the community is provided with a high quality built environment that meets the needs of our ageing population.  <i>Accountability 11.01: A – Chief Corporate Officer</i>	Monitor application of Tenterfield DCP and complete review of Chapter 8 – Signage & Outdoor Advertising.	B: SP C: SP D: SP			+1	<b>(Planning policies and process review to ensure we encourage new investment is a Councillor priority objective. Strategic business plan review to be completed by end Q3 2018/19.)</b> Amendments incorporated in to Amended DCP October 2018
DP13.04) The development of plans and applications for development consider the demand and provision of parking.  <i>Accountability 11.06: A – Chief Corporate Officer</i>	As required when traffic studies completed – no specific action identified.	B: SP C: SP C: MAPP			+1	No recent traffic studies required or undertaken (with exception of the RMS driven Tenterfield Heavy Vehicle By-Pass)
DP13.06) Provision of advice and guidance on legislative compliance for the construction of dwellings and commercial/industrial buildings.  <i>Building and development: A – Chief Corporate Officer</i> <i>Statutory planning certificates, unauthorised activity and building certification: A – Chief Corporate Officer</i>	Undertake review of existing rural residential subdivision potential in village locations as per council resolution.	B: SP C: SP D: SP			+1	Matters to be included in Local Strategic Planning Statements which Council must have completed by 1 July 2020. LSPS set out a 20 year vision for land use across the shire.
	Assess and determine regulatory applications, including Development Applications, Complying Development Certificates, Construction Certificates, Section 68 Certificates and Conveyancing Certificates.	B: SP C: SP D: SAPA D: EHBS			+1	Ongoing as lodged - one Health and Building Surveyor position currently vacant. Part time staff currently assisting with inspections and assessment and issue of Construction Certificates.
DP13.07) Provide advice, planning and inspection that preserve and promotes the Shire's heritage.  <i>Heritage: A – Chief Corporate Officer</i>	Liaison and oversight of the Heritage Advisor and community in the development and upgrade of heritage assets.	B: SP C: SP D: SP			+1	<b>(Implanting pragmatic heritage management requirements is a Councillor priority objective.)</b> Ongoing – Heritage Advisor attended Heritage Committee meeting and provides email and phone advice on heritage matters for residents.

						Consultant engaged to undertake Strategic Heritage Inventory Review as per Project Plan and \$100k funding received from Office of Environment and Heritage.
	Advertise and seek applications for 2018/19 funding to local owners of heritage listed/conservation area items.	B: SP C: SP D: SP			+1	Offers accepted by all recipients - works to be completed by April 2019
	Provision of urban design planning – Strategise, collaborate and conceptualise urban design plans for all towns and villages.	B: SP C: SP D: SP		0		Human resource capacity constraints will be further progressed with new staff arrival.
DP13.08) Provide systems and processes to ensure compliance with legislation and standards.	Undertake review of the Local Environmental Plan and associated Development Control Plan.	B: SP C: SP D: SP		0		Human resource capacity constraints for LEP review. DCP amendments to Chapter 8 - Advertising completed.
<i>Domestic animals regulation: A – Chief Corporate Officer</i>	Land Use Data and Reporting – Collate and manage data, mapping and reporting.	B: SP C: SP D: EHBS			+1	All mandatory data reporting completed for the month.
<i>Public health regulatory: A – Chief Corporate Officer</i>	Administer the Companion Animals legislation across the Shire and operate pound facility.	B: OSRUS C: R D: R			+1	<b>(Improved control of animals is a Councillor priority objective)</b> Enforcement of the Local Orders for the keeping of Animals policy has reduced animal complaints and impoundings, which leads to less animals being euthanized. Pound records are submitted to local government each month.
<i>DA/BA Compliance: A – Chief Corporate Officer</i>	Develop, deliver and manage a Development Application/Building Application compliance audit process.	B: SP C: SP D: EHBS		0		Human resources capacity constraints. Recently announced changes to short term tourist accommodation mean that audit of these premises is on hold until legislation reflects government's changes.  Ranger undertaking inspections and follow up in relation to alleged unauthorized developments in shire.
	Assess and process swimming pool barrier compliance certificate applications.	B: SP C: SP D: EHBS			+1	No applications received.
	Carry out food premises inspections to ensure compliance with the Food Act.	B: SP C: SP D: EHBS			+1	<b>(Regulation and inspection of food premises is a Councillor priority objective.)</b> Premise inspections to be completed prior to 31 June 2019.
	Undertake a food premises operator workshop to advise of latest legislative requirements.	B: SP C: SP D: EHBS		0		All food premises received a free food safety calendar from Council in December.
DP13.09) Provide systems and processes to manage excess vegetation to ensure land and premises are in a safe and/or healthy condition.	Notices and Orders to be issued or served where necessary as per the Local Government Act, EPA Act and POEO Act and Associated Regulations.	B: SP C: SP D: EHBS			+1	No notices or orders issued.
<i>Pollution regulation: A – Chief Corporate Officer</i> <i>Public health regulatory: A – Chief Corporate Officer</i>						
DP13.10) Identify, plan and enhance local environments in partnership with the community and stakeholders.	Preparation of the 2018/19 State of the Environment Report.	B: SP C: SP D: SP			+1	State of Environment Report completed.
<i>Land use reporting: A – Chief Corporate Officer</i> <i>Roads and footpath enforcement: A Chief Corporate Officer</i> <i>Illegal dumping: A Chief Corporate Officer</i> <i>Domestic animal management: A Chief Corporate Officer</i>						

**b) Budget**



**Capital Income:**

Section 94 developer contributions comprise all capital income.

**Capital Expenses:**

Nil YTD.

**Operational Income:**

Showing as above budget due to timing of cash flows.

**Operational Expense:**

No significant variance.

**c) Capital Projects**

Program Description	Revised Budget	YTD Actual	YTD Revised Budget	YTD Variance	YTD Variance %	Status/Comment
	QBR1					
	\$	\$	\$	\$	%	
Planning & Regulation Tenterfield Shire - Vibrant & Connected Legume SCCF Round 1	-	1,104.55	1,104.55	-		

**Schedule SCCF - Stronger Country Community Fund**

Project Number	Project Name	Location	Milestone 1 Complete By		Milestone 2 Complete By		Milestone 3 Complete By		Total
SCCF2-1069	Tenterfield Shire - Vibrant and Connected	247 Rouse St, Tenterfield NSW 2372; Multiple locations across the Shire in each of its towns and villages.	31/01/2019	0	30/08/2019	0	1/10/2020	0	\$592,901
			\$195,657		\$195,657		\$201,587		
<b>Comments</b>									

**d) Emerging Issues, Risks and Opportunities**

Current vacant Health and Building Surveyor position has resulted in increased workload for remaining staff, compounded by significant increase in development enquiries and applications lodged. Temporary certifier continues to operate for 2-3 days each fortnight and will cover leave for health and building surveyor. Additional administration support secured for 2 days/week to assist in this area.

## e)The Business of Improving the Business

### SWOT ANALYSIS

#### Planning – (SP)

**S** **Strengths**

- Legislation and Regulation define parameters;
- Experienced, accredited, aware staff;
- Time frames met consistently;
- Strong communication interface with community, information availability;
- Generous LIP Provisions aid development;
- Well defined process, built data base, delegations, good response times;
- Strong working relationships with external Agencies.

**W** **Weaknesses**

- Public perception and misunderstanding of roles in some cases;
- External Agency timeframe impact on integrated DA's;
- Tyranny of Shire distances to undertake inspections;
- Small size of team can present challenges;
- Document duplication requirements;
- Lack of funding for Legal advice;
- Deficiencies in SynergySoft, IT Data and historical records.

**O** **Opportunities**

- Field Access to compatible software and data bases, upgrade field technology equipment;
- Own source income to offset costs;
- Public and Special Interest Group Education Programs;
- Online lodgement and tracking;
- Budget for Legal Advice;
- Address Public Health issues;
- Train internal staff in planning and regulatory support processes.

**T** **Threats**

- Political change to provisions that do not account for full scope of impact;
- State Government changes to Policy and Process, cost and duty responsibility shifts;
- Loss of staff and corporate knowledge;
- Developers undertaking unauthorised development;
- Reliance on internal systems (IT) that require upgrade;
- Costs of unfunded litigation.

## f) Customers

### Companion Animal Activities

- One (1) dog and Zero (0) cats were impounded in January;
- One (1) dog and Zero (0) cats were surrendered in January;
- Two (2) dog and Zero (0) cats were euthanased; and
- Zero (0) dog were picked up and returned to the owner without being impounded.

Council Rangers attended a property on behalf of the RSPCA. Details of the investigation were forwarded to the RSPCA Inspector who followed up the complaint and made arrangements for the dogs to be removed from the property in consultation with the owner.



### **Registration**

- *There were a total of one (1) working dog, two (2) undesexed dogs and five (5) desexed dogs and no cats permanently identified (mico chipped) and registered in November.*

### **Barking/Nuisance Dogs**

- One (1) barking complaints received January.

### **Dog Attacks**

- Zero (0) dog attacks were reported in January.

### **Illegal Dumping**

- Zero (0) incidents of illegal dumping in January were reported.

### **Untidy/Unhealthy Premises**

- Council officers are still working with property owners regarding untidy/unhealthy premises who have previously received written notification requiring them to tidy premises.
- No further complaints regarding Untidy/Unhealthy premises were received in January.

### **Infringement Notices**

- Zero (0) infringement Notices were issued (Companion Animals related) in November.
- One (1) Infringement Notices was issued for parking offences in January however ongoing patrols are carried out.

### **g) Business Statistics**

#### **APPLICATIONS FOR DEVELOPMENT LODGED WITH COUNCIL IN DECEMBER 2018**

<b>App No.</b>	<b>Lodged</b>	<b>Applicant</b>	<b>Lot/Sec/DP</b>	<b>Location</b>	<b>Development</b>
CDC 2018.121	06-Dec-18	EMERSON Ross & BOOTH Lynette	382/1213099	287 Mount Spirabo Road, Tenterfield (Bolivia)	Alterations to Existing Dwelling (Ensuite)
DA 2018.122	11-Dec-18	North Coast Petroleum (McKinlay)	A/400600	104 Rouse Street, Tenterfield	Demolition of Existing Awning/Canopy & Construction of New Awning/Canopy Over Fuel Bowsers Including Awning/Canopy fascia Identification Signage

#### **APPLICATIONS FOR DEVELOPMENT LODGED WITH COUNCIL IN JANUARY 2019**

<b>App No.</b>	<b>Lodged</b>	<b>Applicant</b>	<b>Lot/Sec/DP</b>	<b>Location</b>	<b>Development</b>
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DA 2019.001	02-Jan-19	BRIMELOW Lloyd Keith & Mary Isabelle	51/1246354	233 Schrodgers Road, Tenterfield (Sunnyside)	Dwelling
DA 2019.002	02-Jan-19	Tenterfield Surveys (Lake)	6/236737	247 Schrodgers Road, Tenterfield (Sunnyside)	Three (3) Lot Rural Subdivision
CDC 2019.003	09-Jan-18	STOKER Jennifer Joy	6/86/758959	80 Clive Street, Tenterfield	Demolition of Existing Carport & Construction of New Carport
DA 2019.004	10-Jan-18	Tenterfield Traditional Archers Inc (Robert Rogan)	566/1078300	36 Dam Lane, Tenterfield	Shelter & Deck
CDC 2019.005	15-Jan-19	PITKIN Ashley John	3/572013	150 Molesworth Street, Tenterfield	Carport & Pergola
CDC 2019.006	16-Jan-19	HENRY Matthew Ross & Karen Ann	62/751490	1485 New England Highway, Tenterfield (Tarban)	Swimming Pool
DA 2019.007	23-Jan-19	BALL Shane & Pauline	6/751488	29 Catarrah Creek Road, Torrington	Shed & Use of 2 Shipping Containers
CDC 2019.008	25-Jan-19	Wes Smith Building Pty Ltd (Cosgrove & Williams)	15/702804	Bryans Gap Road, Tenterfield	Dwelling
DA 2019.009	25-Jan-19	McNALLY Constructions Pty Ltd (Tomasel)	1/211282	Border Gate Road, Cottonvale	Dwelling
DA 2019.010	25-Jan-19	Tenterfield Surveys (Fagg & Griffiths)	7/881019	65 Vinegar Hill Road, Legume	Two (2) Lot Rural Subdivision
CDC 2019.011	30-Jan-19	HARLOW Patricia Ann	322/1204016	Panoramic Drive, Wilsons Downfall (Liston)	Patio Awning

#### DETERMINATIONS ISSUED – DECEMBER 2018

App No.	Lodged	Date of Approval	No. of Days	Applicant	Lot/Sec/DP	Locality	Description of Development
DA 2018.082	24-Sep-18	19-Dec-18	9 Days	SMITH Brian James	2/1167482	124 Manners Street, Tenterfield	Commercial Premises Comprising Office Premises
DA 2018.094	11-Oct-18	3-Dec-18	54 Days	VAUGHAN Lester	1/812733	Billirimba Road, Tenterfield	Dwelling
DA 2018.105	01-Nov-18	7-Dec-18	37 Days	O'NEILL Michael Arthur	101/1246014	Kildare Road, Tenterfield	Dwelling
DA 2018.119	21-Nov-18	11-Dec-18	20 Days	DAVIDSON Andrew Stuart	A/156908	41 Molesworth Street, Tenterfield	Demolition of Existing Shed and Construction of New Shed
CDC 2018.121	06-Dec-18	11-Dec-18	6 Days	EMERSON Ross & BOOTH Lynette	382/1213099	287 Mount Spirabo Road, Tenterfield (Bolivia)	Alterations to Existing Dwelling (Ensuite)
DA 2018.087	2/10/18	19/12/18	79 Days	CURRY Glen & HILLIER Troy	121/1220542	60 Polworth Street, Tenterfield	Funeral Home & Mortuary

**s4.55 Modifications of Consent**

<b>Application No.</b>	<b>Applicant</b>	<b>Lot/DP</b>	<b>Location</b>	<b>Description of Development</b>
DA 2017.001/1	Davies Building Constructions (Muller & Cuskelly)	50/751043	764 Rivertree Road, Liston	Dwelling & Garage/Shed

**DETERMINATIONS ISSUED – JANUARY 2019**

<b>App No.</b>	<b>Lodged</b>	<b>Date of Approval</b>	<b>No. of Days</b>	<b>Applicant</b>	<b>Lot/Sec/DP</b>	<b>Locality</b>	<b>Description of Development</b>
DA 2018.090	03-Oct-18	15-Jan-19	105 Days	ADAMS James	6/851810	94 Ramsay Road, Drake	Use of Existing Building as a Dwelling
DA 2018.096	15-Oct-18	21-Jan-19	99 Days	DELLAR Graeme Daniel	7/1071495	Kingfisher Road, Undercliffe	Dwelling & Shed
DA 2018.098	17-Oct-18	22-Jan-19	64 Days	Stephen P McElroy & Associates (Burtenshaw)	44/42480	Bruxner Highway, Drake	Use of the Existing Building as a Dwelling & Approval of the Existing Shed
DA 2018.109	12-Nov-18	10-Jan-19	58 Days	INGRAM Alan	113/871449	436 Sugarbag Road, Drake	Dwelling
DA 2018.111	14-Nov-18	3-Jan-19	51 Days	Tenterfield Surveys (Byrne)	261/1119548	352 Mount McKenzie Road, Tenterfield	Two (2) Lot Rural Subdivision
DA 2018.112	14-Nov-18	3-Jan-19	51 Days	Tenterfield Surveys (Schroder)	53/751490	Tarban Road, Tenterfield	Three (3) Lot Rural Subdivision
DA 2018.114	14-Nov-18	4-Jan-19	47 Days	Tenterfield Surveys (Swney)	1/831444	789 Bruxner Way, Tenterfield	Two (2) Lot Rural Subdivision
DA 2018.117	21-Nov-18	25-Jan-19	31 Days	Wes Smith Building Pty Ltd (Mulcahy)	13/751070	Tooloom Plantation Forest Road, Upper Tooloom	Dwelling
DA 2018.120	26-Nov-18	31-Jan-19	67 Days	WATKINS Peter	1/1064589	Bryans Gap Road, Tenterfield	Dwelling
CDC 2019.003	09-Jan-18	16-Jan-19	8 Days	STOKER Jennifer Joy	6/86/758959	80 Clive Street, Tenterfield	Demolition of Existing Carport & Construction of New Carport
CDC 2019.005	15-Jan-19	22-Jan-19	8 Days	PITKIN Ashley John	3/572013	150 Molesworth Street, Tenterfield	Carport & Pergola
CDC 2019.006	16-Jan-19	22-Jan-19	7 Days	HENRY Matthew Ross & Karen Ann	62/751490	1485 New England Highway, Tenterfield (Tarban)	Swimming Pool
CDC 2019.008	25-Jan-19	30-Jan-19	6 Days	Wes Smith Building Pty Ltd (Cosgrove & Williams)	15/702804	Bryans Gap Road, Tenterfield	Dwelling
CDC 2019.011	30-Jan-19	31-Jan-19	1 Day	HARLOW Patricia Ann	322/1204016	Panoramic Drive, Wilsons Downfall (Liston)	Patio Awning

**s4.55 Modifications of Consent**

Application No.	Applicant	Lot/DP	Location	Description of Development
Nil				

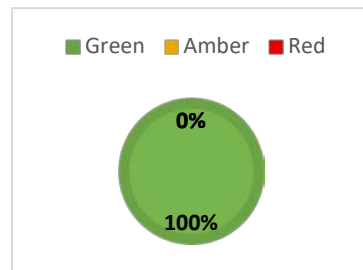
**APPLICATIONS CURRENTLY OUTSTANDING (AS AT 18 FEBRUARY 2019)**

Application No.	Lodged	Status of Application/Comment	Applicant	Location	Proposed Development
DA 2017.045	18-Apr-17	Information Required from Applicant Insufficient Information provided to complete assessment	Currie Brown Australia P/L	1823 New England Hwy, Jennings	Demolition of Existing Service Station & Construction of New Service Station
DA 2018.072	6-Aug-18	Information Required from Applicant Insufficient Information provided to complete assessment	Tenterfield Shire Council	66-80 Boundary Road, Tenterfield	Truck Wash Facility
DA 2018.089	03-Oct-18	Information Required from Applicant Insufficient Information provided to complete assessment	BRENNAN Anne & JONES Chris	84 Robinsons Lane, Tenterfield	Function Centre
DA 2018.110	14-Nov-18	Information Required from Applicant Insufficient Information provided to complete assessment	Tenterfield Surveys (Harvey)	1214 Mt McKenzie Road, Tenterfield	Two (2) Lot Subdivision
DA 2018.122	11-Dec-18	Information Required from Applicant Insufficient Information provided to complete assessment	North Coast Petroleum (McKinlay)	104 Rouse Street, Tenterfield	Demolition of Existing Awning/Canopy & Construction of New Awning/Canopy Over Fuel Bowsers Including Awning/Canopy Fascia Identification Signage
DA 2019.002	02-Jan-19	Awaiting NSW RFS Recommendations All Council Requirements Completed	Tenterfield Surveys (Lake)	247 Schrodgers Road, Tenterfield	Three (3) Lot Subdivision
DA 2019.007	23-Jan-19	In Progress	BALL Shane & Pauline	29 Catarrh Creek Road, Torrington	Shed & Use of 2 Shipping Containers
DA 2019.009	25-Jan-19	In Progress	McNally Constructions (Tomasel)	Border Gate Road, Cottonvale	Dwelling
DA 2019.010	25-Jan-19	Awaiting NSW RFS Recommendations All Council Requirements Completed	Tenterfield Surveys (Fagg & Griffiths)	65 Vinegar Hill Road, Legume	Two (2) Lot Subdivision

### FY 18/19 Development Statistics

		Dwellings	Additions/ Renovations to Existing Dwellings	Garages, Carports & Sheds	Commercial or Industrial Works	Subdivision	Recreation/ Tourism	FY 18/19 Monthly Total	FY 17/18 Monthly Total
Jul-18	No.	3	1	3	0	2	1	10	10
	Value	\$500,000.00	\$12,000.00	\$72,905.00	\$0.00	\$0.00	\$10,000.00	\$594,905.00	\$980,385.00
Aug-18	No.	1	3	2	1	0	1	8	10
	Value	\$186,000.00	\$108,000.00	\$48,500.00	\$1,193,325.00	\$0.00	\$0.00	\$1,535,825.00	\$701,000.00
Sep-18	No.	4	1	2	3	0	1	11	12
	Value	\$1,727,137.00	\$7,931.00	\$43,363.00	\$372,000.00	\$0.00	\$200,000.00	\$2,350,431.00	\$1,069,200.00
Oct-18	No.	6	4	7	3	0	1	21	22
	Value	\$842,000.00	\$200,470.00	\$188,555.00	\$354,500.00	\$0.00	\$200,000.00	\$1,785,525.00	\$1,933,814.00
Nov-18	No.	6	0	3	1	5	1	16	14
	Value	\$1,168,712.00	\$0.00	\$73,260.00	\$180,000.00	\$0.00	\$30,000.00	\$1,451,972.00	\$1,480,894.00
Dec-18	No.	0	1	0	1	0	0	2	5
	Value	\$0.00	\$19,700.00	\$0.00	\$60,000.00	\$0.00	\$0.00	\$79,700.00	\$321,464.00
Jan-19	No.	3	2	3	0	2	1	11	5
	Value	\$1,261,629.00	\$52,117.00	\$59,200.00	\$0.00	\$0.00	\$59,000.00	\$1,431,946.00	\$292,063.00
Feb-19	No.							0	15
	Value							\$0.00	\$702,039.00
Mar-19	No.							0	11
	Value							\$0.00	\$708,108.00
Apr-19	No.							0	10
	Value							\$0.00	\$652,780.00
May-19	No.							0	12
	Value							\$0.00	\$1,239,724.00
Jun-19	No.							0	8
	Value							\$0.00	\$396,838.00
No. (Year to Date)		23	12	20	9	9	6	79	134
FY 18/19 Total Value (Year to Date)		\$5,685,478.00	\$400,218.00	\$485,783.00	\$2,159,825.00	\$0.00	\$499,000.00	\$9,230,304.00	
FY 17/18 Total Value		\$7,770,616.00	\$699,420.00	\$1,058,410.00	\$872,963.00	\$0.00	\$76,900.00		\$10,478,309.00

## 14. Buildings and Amenities



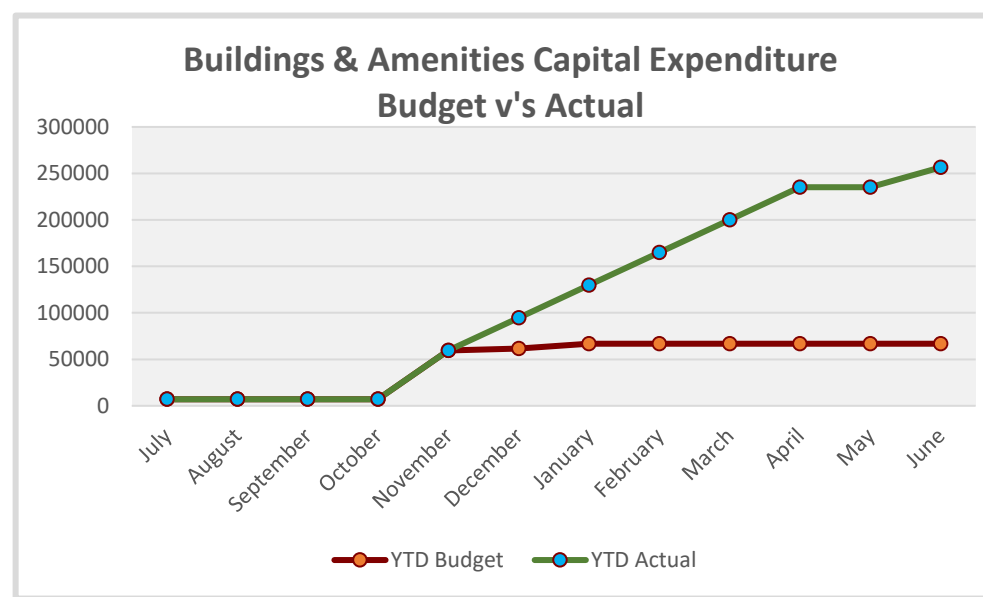
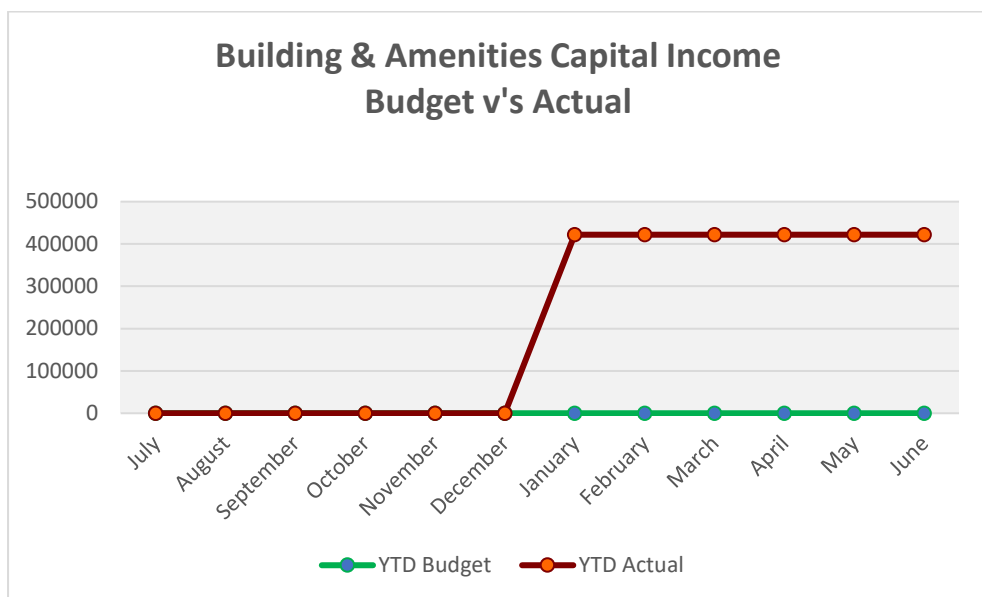
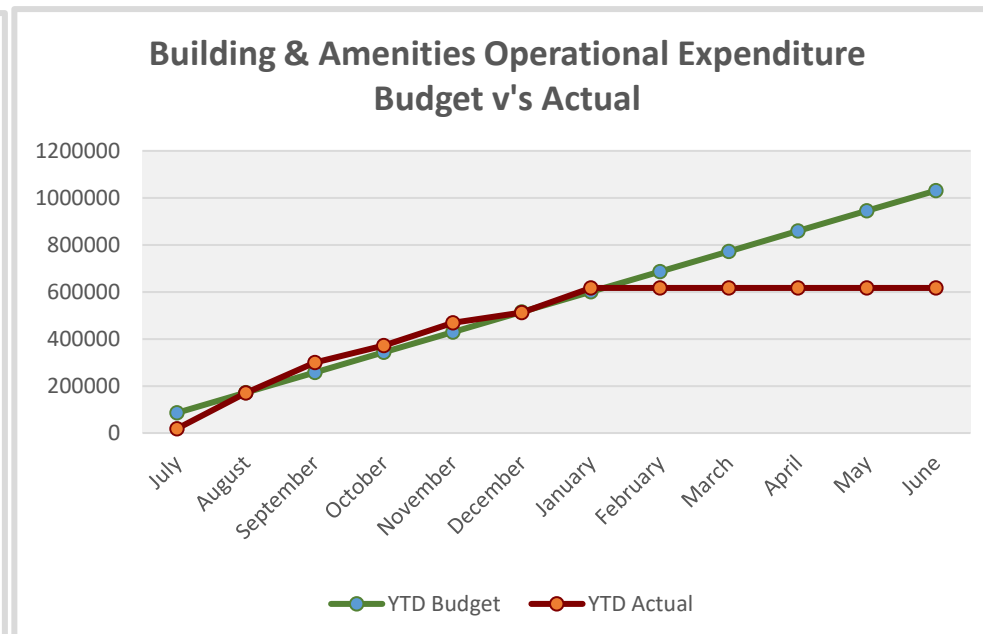
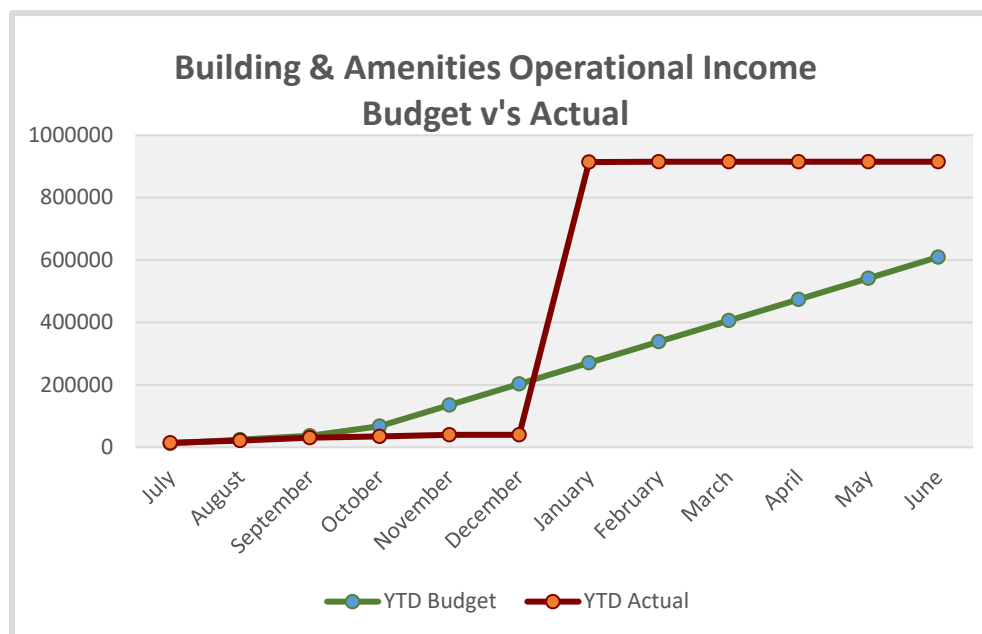
Under the 4 year Delivery Plan *Buildings and Amenities* relates to: energy management and conservation, asset planning and maintenance scheduling; building and amenities utilisation, income generation and administration. The Office of the Chief Corporate Officer directly oversees these outcomes.

### a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 18/19	Officer	-1	0	+1	Comments:
DP14.01) Provide systems and processes to identify opportunities to reduce the energy consumption of Council owned buildings and amenities.  <i>Community &amp; corporate buildings: A – Chief Corporate Officer</i>	Continued development and delivery of the Building and Amenities Asset Management plan. To incorporate: Commercial, Residential, Recreational, Community Halls, Buildings and Facilities.	<i>B:PBLC C:PBLC D:EHBS</i>			+1	<i>Property Asset Database Project due to commence mid-February 2019.</i>
DP14.02) Ensure that Council building and facilities meet the needs of users.	Develop Inspection and Maintenance schedules for Commercial, Residential, Recreational, Community Halls, Buildings and Facilities.	<i>B:PBLC D:EHBS</i>			+1	<i>Some inspection and maintenance schedules have been developed, however it is likely to change with the engagement of a consultant to inspect buildings and prepare reports for the Property Asset Database Project.</i>
	Identify repair work and potential projects through the Inspection and Maintenance Schedules.	<i>B:PBLC D:EHBS</i>			+1	<i>Audits on some buildings have commenced. Further inspections and maintenance schedules will be developed as part of the work for the Property Asset Database Project to be outsourced.  134 &amp; 136 Manners Street,  Liston and Legume Halls were inspected as part of the Stronger Country Community Grants; funding has been announced.  The Band Hall, a scope of work has been identified  Ten FM Shed – construction work has been completed  Testing and Tagging on equipment in the Memorial Hall</i>
	Progress Council Chambers and Administration Building Refurbishment from briefing stage to project delivery.	<i>B:PBLC C:PBLC D:EHBS</i>			+1	<i>Initial schematic design has been completed, further design development is to commence.  Grant funding has been applied for to assist with the</i>

						Committee Room and Chambers being an Emergency Management Centre. Awaiting notification in February 2019
	Interact with and provide a process for customers to purchase the use of Community or Operational land and/or buildings – Managing hiring, permits, leases, licenses, deeds, contracts or Heads of Agreements pertaining to Council owned or managed properties (excluding sportsgrounds).	B: PBLC C: PBLC D: PS			+1	Some templates already exist. Development of performers and generic contracts has commenced.  Some specialised leases are required and are prepared accordingly.

**a) Budget**



**Capital Income:**

Capital income received for from the Stronger Country Communities Grant.

**Capital Expenses:**

To date investigative work has commenced on the following projects, expenditure is expected to increase in the coming months.

1. Administration Building Replace Window Frames – ball park quote approx. \$260,000
2. Refurbishment and Emergency Management Centre – infrastructure grant applied for with Office of Responsible Gambling, awaiting notification February 2019.
3. Council Housing Repaint Exteriors – scope of work to be confirmed and painters to quote.
4. Development of Infrastructure Renewal Program (Property Asset Database Project) – due to commence mid-February 2019.
5. Council House Renewal –Site inspections carried out. Building works have commenced. Stage 2 of works to be priced and programed.
6. Ten FM Shed – Complete
7. Administration Building Air-Conditioning - Complete

**Operational Income:**

Increase in Operational Income reflects the sale of the Service Station. It is anticipated to reinvest this income by renovating some Council buildings to prevent further decay.

Income is received from the Council owned properties such as the Service Station, Aerodrome hangers, Radio and Communication Towers, 136 Manners Street, RTA Riley Street, Urbenville Medical Centre, Courtyard Café, and Council Houses.

Memorial & RSL Hall, and other properties are leased for functions, income is expected to increase in the warmer months with more venue bookings.

**Operational Expense:**

No significant variance to date. On track.

**b) Capital Projects**

Program	Description	Revised Budget QBR1	YTD Actual	YTD Revised Budget	YTD Variance	YTD Variance %	Status/Comment
		\$	\$	\$	\$	%	
Buildings & Amenities	Admin Building - Replace Window Frames (SRV)	24,526.00	2,903.94	2,903.94	-	0%	
Buildings & Amenities	Admin Building - Admin Building	80,000.00	81.53	81.53	-	0%	

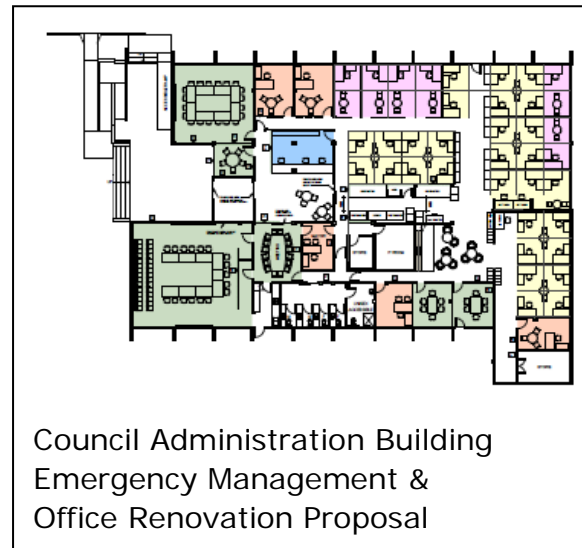


Buildings & Amenities	Refurbishment Housing - Repaint Exteriors	24,731.00	-	-	-	0%	Not yet commenced
Buildings & Amenities	Development of Infrastructure Renewal Program - Building - renewal or new Council Houses	30,000.00	-	-	-	0%	Not yet commenced
Buildings & Amenities	Council Chambers Renewal	28,969.00	11,915.22	11,915.22	-	0%	
Buildings & Amenities	Council Chambers Refurbishment	34,400.00	-	-	-	0%	Not yet commenced
Buildings & Amenities	Replace Existing Shed 10FM Admin Building	38,000.18	32,148.18	32,148.18	-	0%	
Buildings & Amenities	Airconditioning System	20,325.00	19,600.00	19,600.00	-	0%	Complete
Buildings & Amenities	New Public Toilets Urbenville Captain Cook Park	-	141.28	-	(141.28)	0%	Cost allocation to be reviewed and journal prepared if necessary

#### Schedule SCCF - Stronger Country Community Fund

Project Number	Project Name	Location	Milestone 1 Complete By		Milestone 2 Complete By		Milestone 3 Complete By		Total
SCCF2-1023	Tenterfield Memorial Hall Sporting Complex	95 Molesworth St, Tenterfield NSW 2372	31/01/2019 \$328,980	0	30/11/2019 \$328,980	0	30/09/2020 \$338,948	0	\$996,908
Comments	Preparing scope for external consultants								
Project Number	Project Name	Location	Milestone 1 Complete By		Milestone 2 Complete By		Milestone 3 Complete By		Total
SCCF2-1091	Liston Community Hall Toilets and Games Room Extension	Stanthorpe St, Liston NSW 2372	31/01/2019 \$36,764	0	30/10/2019 \$36,764	0	2/03/2020 \$37,877	0	\$111,405
Comments	Sketch proposal for toilets prepared								
Project Number	Project Name	Location	Milestone 1 Complete By		Milestone 2 Complete By		Milestone 3 Complete By		Total
SCCF2-0769	Tenterfield Archery Shelter Area	36 Dam Road, Tenterfield NSW 2372	31/01/2019 \$17,820	0	31/09/2019 \$17,820	0	31/09/2019 \$18,360	0	\$54,000
Comments	DA application has been lodged. Pricing to be requested of builders.								

### c) Emerging Issues, Risks and Opportunities



Council Chambers & Administration Renovations – applied for grant to assist with the Emergency Management Centre. Awaiting notification February 2019.

22 Plans of Management (POMs) for the Crown Land Management Act 2016, have been identified for preparation.

Mingoola RFS, Letter sent to the Minister requesting to become the Crown Land Manager for the Travelling Stock Route to enable the RFS Shed to be built on the land.

Sugar Bag Road, investigating options for moving the road easement.

Service Station, sold at Auction 23 November 2018. Funds have been received.

Crown Land near Band Hall, discussions with Crown Land regarding the future of the parcels near the Band Hall. Awaiting a response from Crown Land.

Mt Mackenzie Telecommunication Towers, upgrades to Optus equipment approved, review of agreement required. Contract with Visionstream signed for Critical Communications Enhancement Program. Letter from Rebel Radio Station requesting to share the Council Array on the tower to improve their broadcasting capacity.

Advertised to lease Council land and properties.

Stronger Country Communities Grant Received, Tenterfield Memorial Hall upgrade, amenities at Urbenville and Legume. High risk for delivery due to limited resources and tight timeframe. Opportunity for engaging consultants and local trades people to deliver project.

### d) The Business of Improving the Business

Additional resourcing to be sought to assist with delivering the grant related projects in a short timeframe.

A focus on commencing projects for the property portfolio as well as assisting other portfolios with their maintenance and capital projects.

Currently reviewing leasing portfolio and the rate of return.

### e) Customers

Nil to report

### f) Business Statistics

Assisting with projects across other portfolios:

- School of Arts Windows Restoration – Works programed to commence mid-February 2019
- Cemetery Masterplan – deferred to financial year 2019/2020 due to increased grant funding and project work with limited resources.

**g) Special events, achievements of note, celebrations**

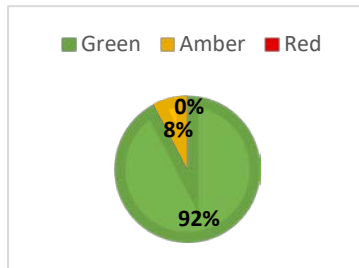


School of Arts  
Window Restoration Project



Stronger Country Communities Grant  
Memorial Hall

## 15. Parks, Gardens and Open Space



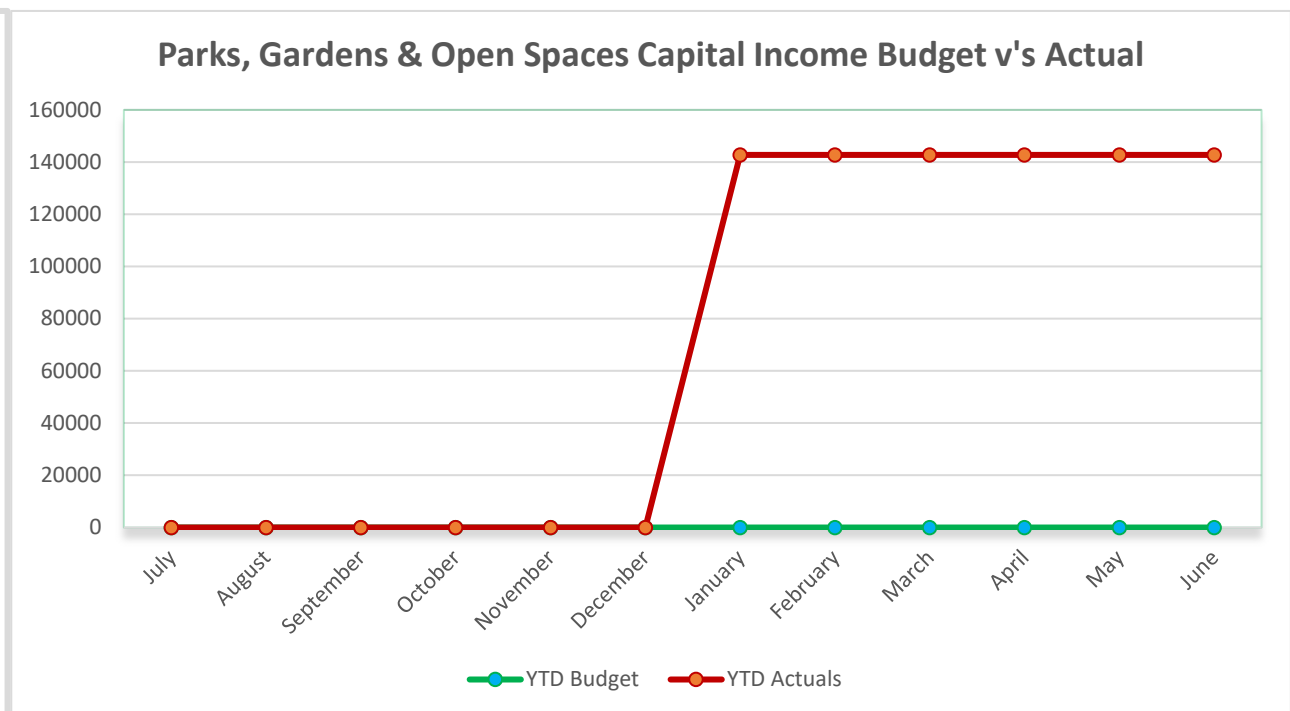
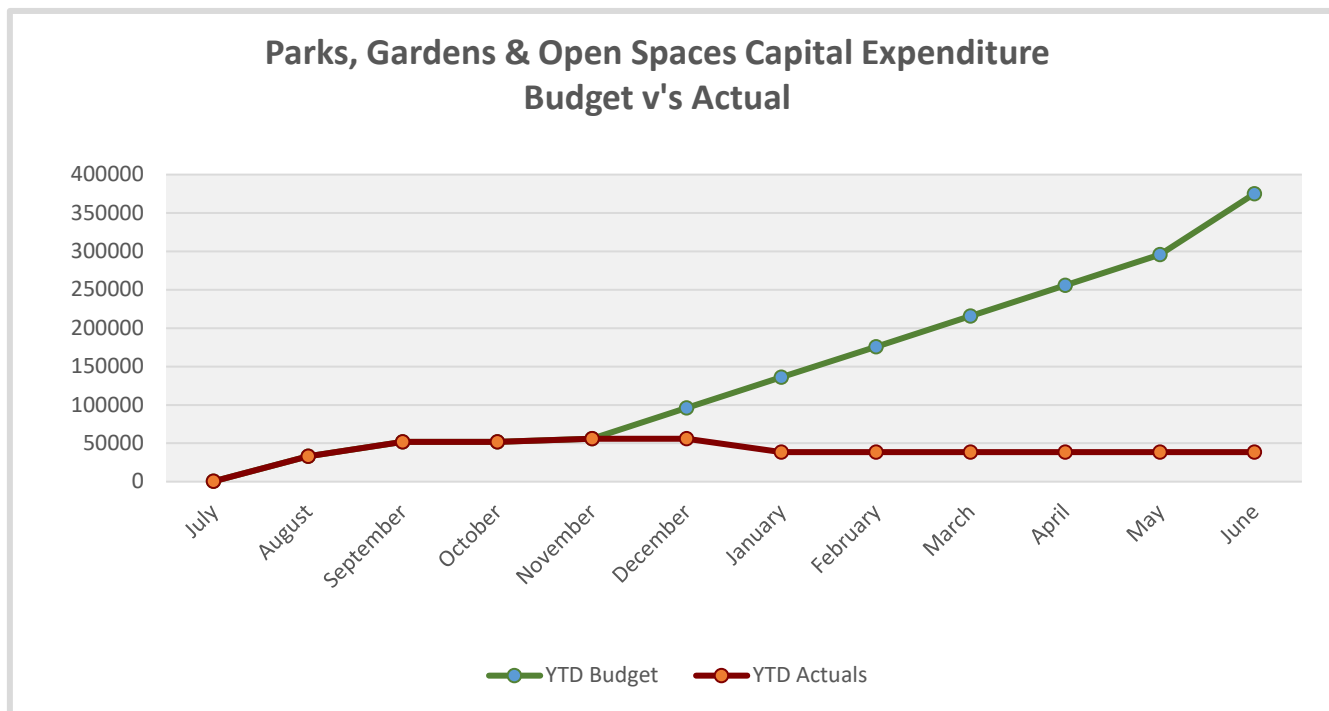
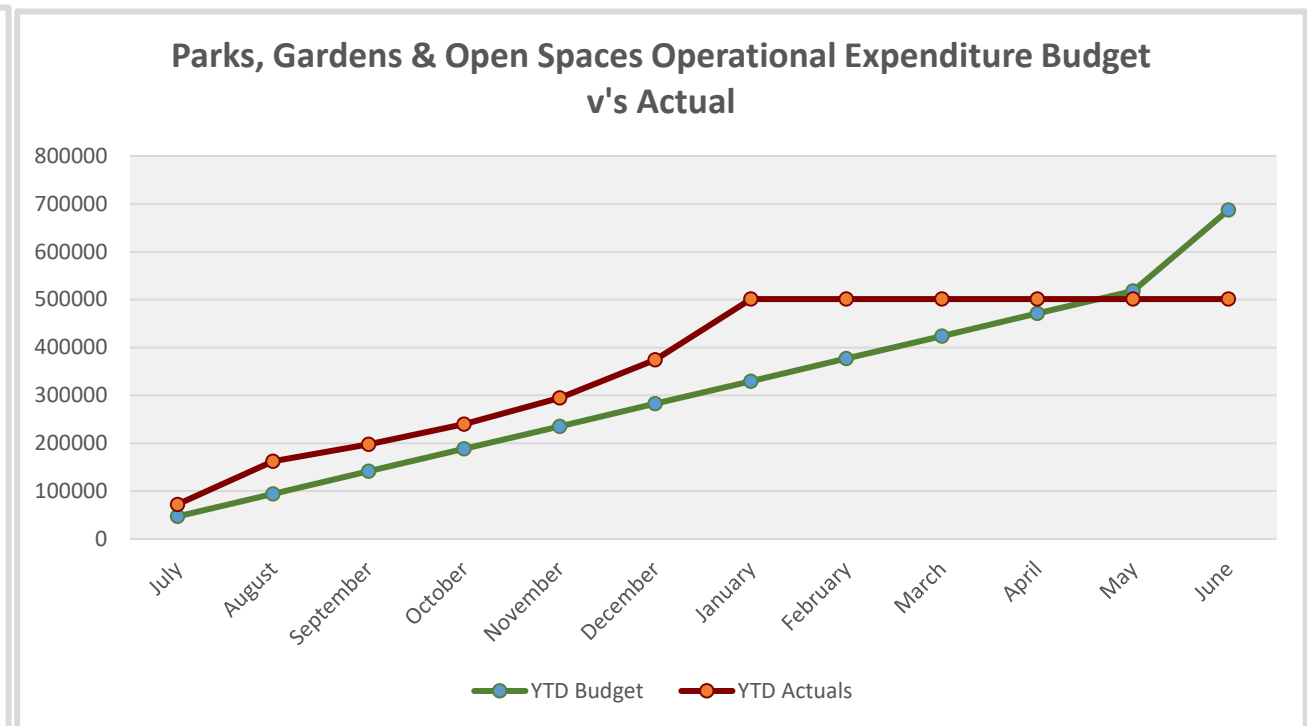
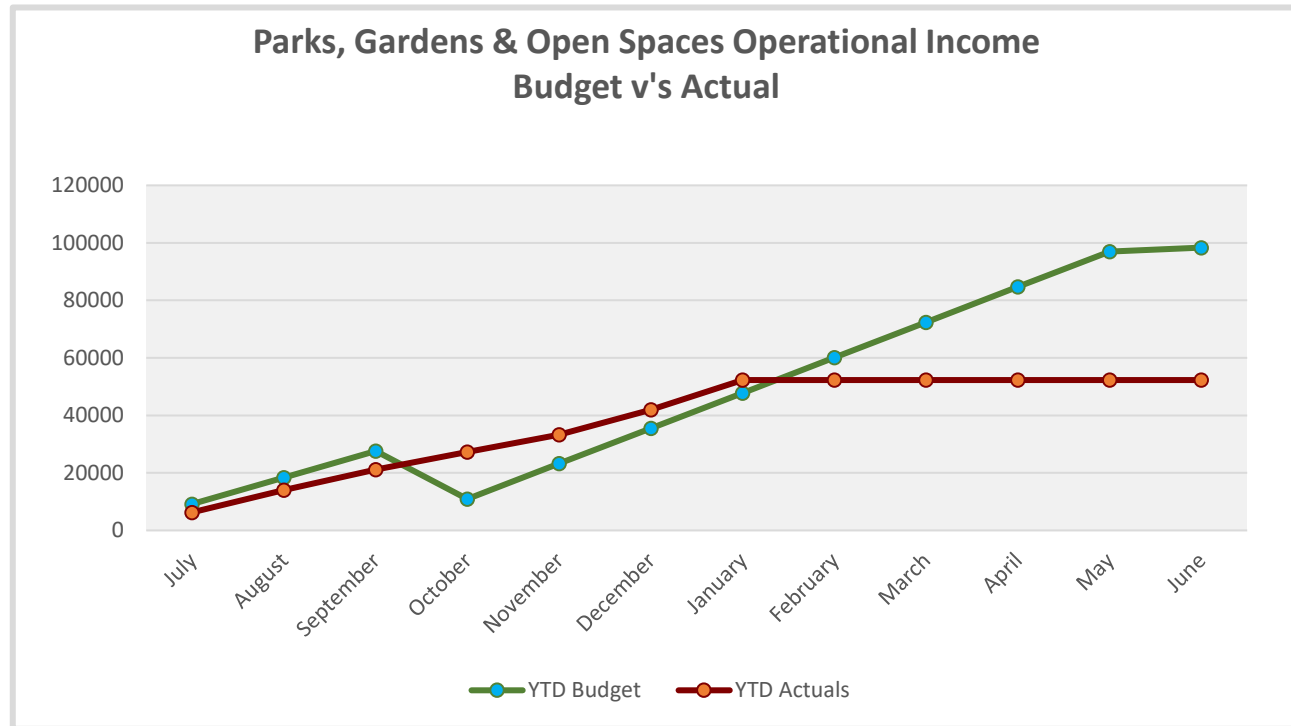
Under the 4 year Delivery Plan *Parks, Gardens and Open Space* relates to: consultation, planning, development; increasing patronage; amenity; maintenance and operations; public art; cycleways; public trees; sportsgrounds (active and passive); cleanliness and administration. The Office of the Chief Corporate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

### a. Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 18/19	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP15.01) Identify and pursue opportunities to increase usage of open spaces assets throughout the Shire.  <i>Sport and recreation (passive &amp; active): A - Chief Corporate Officer</i> <i>Open Space Amenities: A - Chief Corporate Officer</i>	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.	<i>B: OSRUS</i> <i>C: PGLHC</i> <i>D: PGLHC</i>			+1	<i>Forms part of the (ongoing) agenda for all Parks and Garden committee meetings. Applying for grant funding for Tenterfield Creek stage one, Manners Street bridge to High Street bridge. With assistance from Ausfish, Landcare and other interested parties. Possibility of online bookings for park functions in future however needs development.</i>
DP15.02) Identify and partner with local residents in the development and delivery of town and village beatification initiatives.  <i>Place &amp; public art/beautification: A - Chief Executive ("Identify &amp; partner with....")</i> <i>Place &amp; public art/beautification A - Chief Operating Officer (Development/implementation/finalisation)</i>	Ensure maintenance standards are conducted and delivered efficiently through Parks, Gardens and Open Space Committee and Village Progress Associations.	<i>B: MEDCE</i> <i>C: MEDCE</i> <i>D: CDO</i>  <i>B: OSRUS</i> <i>C: PGHLC</i> <i>D: PGHLC</i>		0		<i>Working with village progress associations to achieve positive outcomes to include Urban Design Plans and grant funding. Delivering parks, gardens and open spaces to the public that are of a high maintained standard. Maintenance plans and park schedules being reviewed. Received grant funding through Stronger Country Communities for upgrade to park facilities in all villages. Further emphasis on Gardens and flowers in Rouse street. Hand watering of gardens and street trees only.</i>
DP15.03) Deliver public spaces that are clean, well maintained and encourage usage by visitors and residents of Tenterfield Shire.  <i>Sport and recreation (passive &amp; active): A - Chief Corporate Officer</i> <i>Open Space Amenities: A - Chief Corporate Officer</i>	Ensure all Parks, Gardens and Open Space amenities maintenance programs are delivered to a high standard.	<i>B: OSRUS</i> <i>C: PGHLC</i> <i>D: PGHLC</i>  <i>B: PBLC</i> <i>C: PGHLC</i> <i>D: PGHLC</i>			+1	<i>Continuing to provide amenities and park facilities to the public with high levels of service within budget constraints. Daily cleaning of public toilets with rubbish removal and park inspections adding to the cleanliness and appearance to the town.</i>
DP15.04) Development and implementation of township and village streetscape plans and policy.  <i>Place &amp; public art/beautification: A - Chief Executive (Community engagement: concept)</i> <i>Place &amp; public art/beautification A - Chief Corporate Officer (Development/implementation/finalisation)</i>	Work with the Tenterfield Shire Village Progress Associations and the Parks, Gardens and Open Space Committee to deliver individual town and village themes, promoting the unique aspects of each locality.	<i>B: MEDCE</i> <i>C: MEDCE</i> <i>D: CDO</i>  <i>B: OSRUS</i> <i>C: PGHLC</i>			+1	<i>Discussion at Parks, Garden &amp; Open Space Committee Meetings for ideas for village themes for beautification. Seeking grant funding opportunities at present through Stronger Country Communities Grant. Possibility of more tree plantings and upgrade to park facilities within the villages. Increase service levels with the urban design plan for a new park area and playground in Legume, village entry signage and concept planning within other Shire villages.</i>
DP15.05) Identify suitable areas for the extension and embellishment of the current and future cycleway network. <i>Footpaths &amp; cycleways: A - Chief Operating Officer</i>	Investigate the extension of the cycleways heading north, with an emphasis on future exercise stations along the existing cycleway.	<i>B: MAPP</i> <i>C: MAPP</i> <i>D: MW</i>			+1	<i>Ongoing. Trying to achieve something within budget restraints. Grant funding being sought as opportunities arise. Preparing to replace damaged exercise equipment in Jubilee Park.</i>

<p>DP15.06) Deliver, review and update Parks, Gardens and Open Space, Maintenance Programs across the Shire.</p> <p><b>Cemeteries:</b> A – Chief Corporate Officer</p> <p><b>Sport and recreation (passive &amp; active):</b> A - Chief Corporate Officer</p> <p><b>Open Space Amenities:</b> A - Chief Corporate Officer</p> <p><b>Place &amp; public art/beautification</b> A - Chief Corporate Officer (Development/implementation/finalisation)</p>	Review maintenance programs for Parks, Gardens and Open Spaces.	B: OSRUS C: PGHLC D: PGHLC			+1	Current maintenance schedules being reviewed with the Parks Garden and open space strategy and asset management plan. Possible assistance from a contractor to implement.
	Ongoing replacement of all existing playground equipment in accordance with Australian Playground Safety Standards.	B: OSRUS C: PGHLC D: PGHLC			+1	Jubilee park playground to be renewed this financial year, design work near completion. Stronger Country Community Grant funding for Urbenville and Drake playground enhancement. Replacement of the soft-fall at Rotary Park with Takura bark. Continuation of playground inspections for regulation.
	Renewal of Jubilee Park playground equipment.	B: OSRUS C: OSRUS			+1	Company selected, purchase order ready to be processed.
	Call for quotations and commence earthworks preparation for Tenterfield Cemetery Stage 1 expansion.	B: OSRUS C: PGHLC D: PGHLC			+1	Contact made with designer in relation, as to why (2) sets of drawings were done in regard to the cemetery masterplan. Need to investigate further about any Council resolutions as to why. Plans show different areas as to the access of the new cemetery and design works. Ongoing. Design plan decided.
	Interpretive signage, path, edging and gardens at Tenterfield Cemetery niche wall to be planned and delivered.	B: OSRUS C: PGHLC D: PGHLC			+1	Completed.
	Public Tree Management – Public tree management, development, maintenance including arborist services.	B: OSRUS C: PGHLC D: PGHLC [MC1]			+1	Visual inspections for tree issues and removal if required, with new replacement trees planted. Bare root trees have been planted around streets in Tenterfield. Street tree management plan to be developed by June 2019 with work commenced by Contractor.
	Sportsgrounds and Active Sports – Sportsgrounds and active sports management, development and booking services.	B: OSRUS C: PGHLC D: AO			+1	Further develop and maintain sporting grounds to a higher standard to encourage more usage. Encourage and assist sporting organisations to seek grant funding. Work with sporting groups to achieve positive outcomes. Booking have been received from Soccer, Cricket and Touch football for ground usage.
	Street Lighting – Management of street and public lighting, including awnings, smart poles, banner poles and all park lighting.	B: PBLC C: MAPP			+1	Looking at options of solar lighting along the walking path, pricing received.

## b. Budget



### c. Capital works Income & Expenses

<b>Capital Income:</b>	N/A.
<b>Capital Expenses:</b>	<ul style="list-style-type: none"> <li>• Shirley Park upgrade to roll over to 2018/19 (Council applied for Grant funding)</li> <li>• Jubilee Park Playground replacement.</li> <li>• Repair/Reseal car park at Federation Park, near completion.</li> </ul>
<b>Operational Income:</b>	<ul style="list-style-type: none"> <li>• Through park bookings. Weddings functions.</li> <li>• Section 67 private mowing, (Police station, TAFE, St Josephs and Henry Parkes schools);</li> <li>• Wood chipper hire;</li> <li>• Sporting ground hire usage.</li> </ul>
<b>Operational Expense:</b>	<ul style="list-style-type: none"> <li>• Over budget due to large portion of Operation Expenses for the first quarter are from the rating and payment of the park and sporting fields land. Will be addressed by improved forecasting of expenditure in future and the take-up will occur throughout this annual period.</li> </ul>

**d. Capital works Projects**

Program	Description	Revised Budget QBR1	YTD Actual	YTD Revised Budget	YTD Variance	YTD Variance %	Status/Comment
Parks, Gardens and Open Space	Niche Wall/Rose Garden at Cemetery Cemeteries - Construction of	9,601.00	13,599.15	9,601.00	(3,998.15)	-29%	Adjustment to be made in December Quarterly Budget Review
Parks, Gardens and Open Space	Road Access and Carpark - Masterplan	28,710.00	-	-	-	0%	Not yet commenced
Parks, Gardens and Open Space	Renewal of Jubilee Park Playground Equipment	97,617.00	-	-	-	0%	Not yet commenced
Parks, Gardens and Open Space	Renewal of Driveway & Carpark - Federation Park Villages, Streetscapes & Signage	34,502.00	-	-	-	0%	Not yet commenced
Parks, Gardens and Open Space	Revitalisation of Urbenville Playground Equipment	48,461.00	-	-	-	0%	Not yet commenced
Parks, Gardens and Open Space	Renewal of Tenterfield Main Street Lights	28,666.00	25,760.00	25,760.00	-	0%	
Parks, Gardens and Open Space	Renewal of Shirley Park Amenities Building Combined Administration Charge tenterfield Town	16,611.00	16,611.06	16,611.06	-	0%	
Parks, Gardens and Open Space	Revitalisation Phase 2 - SCCF1094	111,000.00	-	-	-	0%	Not yet commenced
Parks, Gardens and Open Space	Revitalisation Phase 2 - SCCF1094	-	259.84	-	(259.84)		Adjustment to be made in March Quarterly Budget Review



**Schedule SCCF - Stronger Country Community Fund**

Project Number	Project Name	Location	Milestone 1 Complete By		Milestone 2 Complete By		Milestone 3 Complete By		Total
SCCF2-1063	Playground Enhancements	Woodward Park, Allison Street, Drake NSW 2469; Captain Cook Park - Urban Street, Urbenville	31/01/2019 \$34,485	0	30/06/2019 \$34,485	0	31/09/2019 \$35,530	0	<b>\$104,500</b>
<b>Comments</b>									
Project Number	Project Name	Location	Milestone 1 Complete By		Milestone 2 Complete By		Milestone 3 Complete By		Total
SCCF2-1105	Toilet Block Enhancements at Urbenville and Legume	Tooloom St, Urbenville NSW 2475; Acacia Avenue, Legume	31/01/2019 \$56,164	0	30/07/2019 \$56,164	0	30/10/2019 \$57,866	0	<b>\$170,194</b>
<b>Comments</b>									
Project Number	Project Name	Location	Milestone 1 Complete By		Milestone 2 Complete By		Milestone 3 Complete By		Total
SCCF2-1107	Shirley Park Amenity Refurbishment and Tenterfield Rugby Park Fencing	High St, Tenterfield NSW 2372; Simpson Street, Tenterfield	31/01/2019 \$42,270	0	30/10/2019 \$42,270	0	31/08/2020 \$43,552	0	<b>\$128,092</b>
<b>Comments</b>									

**e. Business**

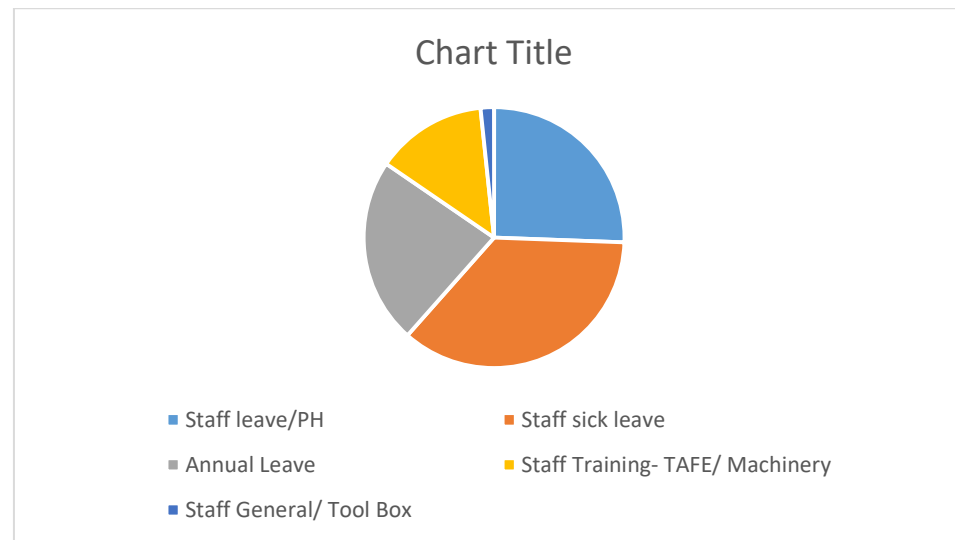
<b>Improving Business</b>	N/A
<b>Business Statistics</b>	

**f. Information on Staff, Parks issues, vandalism, & special events**

<p><b>Emerging Issues &amp; Risks</b></p>	<ul style="list-style-type: none"> <li>• Continuation with the replacement of timber park benches with aluminum.</li> <li>• Replacement Drake Playground Equipment and possible electric BBQ for park (grant application).</li> <li>• Jubilee Park playground, including soft fall;</li> <li>• Stage one of the Cemetery masterplan.</li> <li>• Request from Heritage Committee to install the Bruxner Park sign, working with the Parks and Garden committee. Awaiting on quotes;</li> <li>• Water restrictions, level 3 and moving to level 4</li> <li>• Stronger Country Community Funding planning ongoing.</li> <li>• Grant application completed and sent for Restoration and Rehabilitation on Tenterfield creek.</li> <li>• Costings for resurfacing Federation Park carpark. To be completed February 2019.</li> </ul>
<p><b>Customer Service</b></p>	<ul style="list-style-type: none"> <li>• Pruned Street Trees Margret street;</li> <li>• Sprayed Paved Footpaths for Weeds;</li> <li>• Repaired 2 broken street trees;</li> <li>• Installed watering system at Niche Garden;</li> <li>• Removed Fallen Limbs from Town Streets &amp; parks;</li> <li>• Removal of large tree that fell prior to Christmas into a private property on Bruxner Hwy</li> </ul>
<p><b>Vandalism</b></p>	<ul style="list-style-type: none"> <li>• Graffiti in Rotunda in Jubilee Park</li> </ul>
<p><b>Special events, achievements &amp; celebrations</b></p>	<ul style="list-style-type: none"> <li>• Parks helped with the setting up of memorial hall for Australia day along with cleaning gardens outside of hall.</li> <li>• Parks setting up Christmas decorations along with nativity scene in Council Chambers</li> </ul>
<p><b>Staff</b></p>	<ul style="list-style-type: none"> <li>• During December and January Parks had 806 hours without staff due to sick leave, Annual holiday, Training (refer to graph)</li> <li>• One Park staff is on 1 year long leave service and one part time Parks staff has been increased from 20 hrs a week to Permeant/Part time position.</li> <li>• The parks weed officer was off work for over 1 month due to personal injury (not work related)</li> <li>• One Parks staff was off work for over 1 month due to personal injury (not work related)</li> <li>• The other part time staff was increased from 20 hrs a week to Permeant/Part time position</li> </ul>

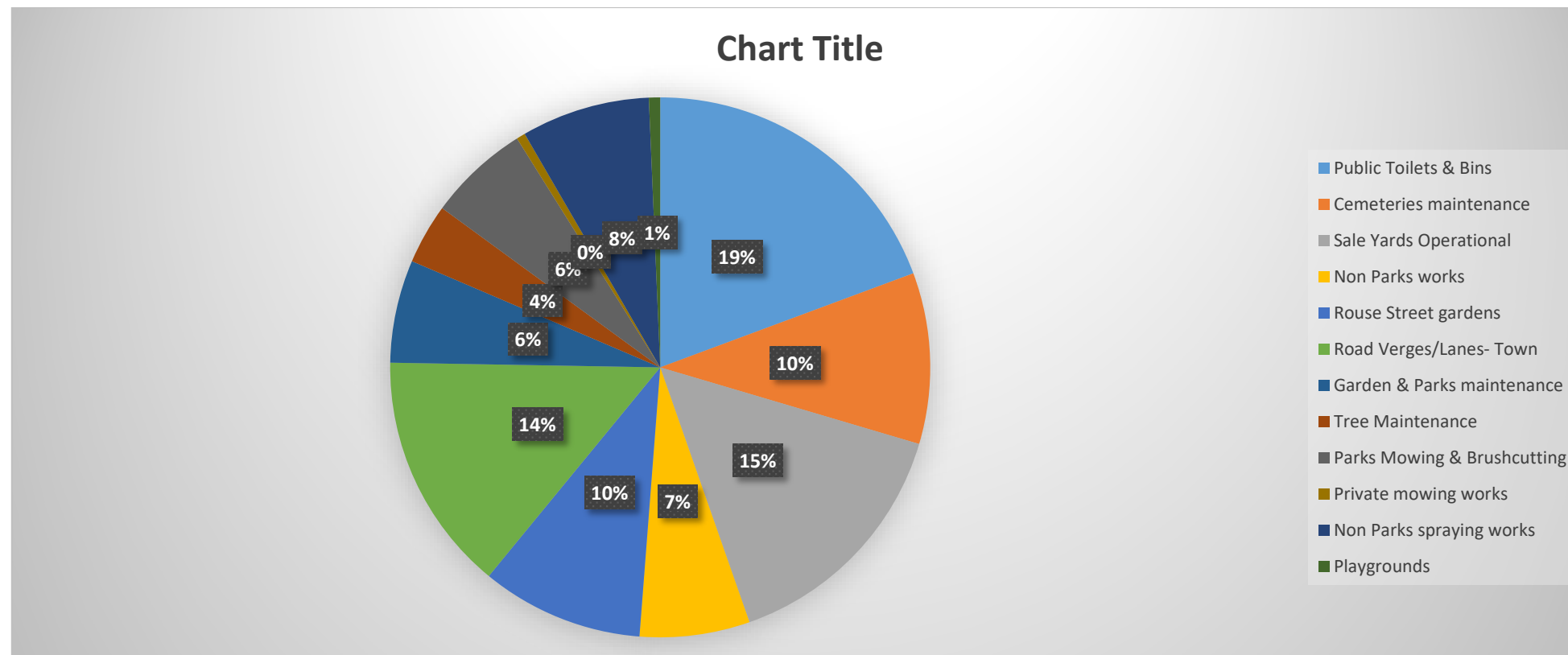
### g. Parks hours and resources uses

PARKS WORKS	Hrs worked last 2 months	INFORMATION
Public Toilets & Bins	201.00	Toilets include Jubilee park, Market place, and Rotary park and Tourist center. Every fortnight on Friday the toilets at Jennings and at the Aerodrome is serviced by parks. Along with Toilets every Monday, Wednesday & Friday all parks bins and CBD bins are manually emptied and on Tuesday & Thursday park bins are moved to the road side for the garbage truck to pick up then parks staff will return them into the park and place garbage bag liner
Cemeteries	106.50	The cemetery maintenance includes all mowing by ride on, push mower, and brushcutter. It also includes maintaining rose garden, trees and overall presentation of cemetery in Tenterfield and villages.
Sale Yards Operational	156.50	Sale yards includes staff during sale days and maintenance and repairs of sale yard
Non Parks maintenance	68.50	Non Parks works is tasks undertaken by parks staff that is not part of Parks responsibilities but Parks staff is requested to do maintenance works at the swimming pool, Theater, Community center and other council buildings. Also event setups and other works around town.
Rouse Street gardens	101.00	Rouse street gardens has involved a large percentage of staff time
Road Verges/Lanes- Town	149.00	Road verges is the responsibility of the works department but this has been left for parks to mow consisting of over 145000 m2 mowing area
Parks Maintenance	64.00	Parks or Grounds maintenance consists of all gardening works, irrigation, Brushcutting and edging, repairs of Parks infrastructure example tables, shelters
Tree Maintenance	37.50	Tree maintenance consists of maintain all street trees, pruning, mulching, planting, watering and more. This does not include park trees
Parks Mowing	63.00	All of Tenterfield park area amount to over 282900 m2
Private mowing works	5.50	Private mowing works is minor works but this helps local police station, schools and other places
Non Parks spraying works	80.00	This is the responsibility of the Works department which consists of spraying around town streets and pathways and was recently handed over to parks due to works not having the staff to do the works.
Playgrounds	7.00	Playground under legislation must be inspected on a daily basis as a quick visual then once a week a physical inspection and a report to be recorded.



### h. Information

- As part of this report I have provided detailed breakdown of Parks staff and resources as shown above and during the two months between December and January and the following information along with graph showing work percentage



Color	Area	Percentage	Information
Light Blue	Public Toilets & Bins	19%	Even though this is an important part of Parks appearance a large percentage of staff time is used to clean and remove rubbish using 25 hrs a week. This has increase to reduce back injury to parks staff lifting the garbage bags out of the bins and into the back of the truck.
Orange	Cemetery	10%	This is lower than other periods due to the weather being dry and hot. The maintenance or mowing of the cemetery consists during normal weather events up to 45 hrs a week
Grey	Sale Yards	15%	During sale days parks loses two staff for one day and this time is not made up with parks works resulting with 17 hrs a week lost hours to parks services. Also there is lost parks staff at times with repairs and maintenance of sale yards this can be a loss to parks from 8.5 hours a week to 25.5 hours
Yellow	Non Parks works	7%	Even though this is a small percentage of parks time lost to maintenance or works for other departments but the loss of staff to sale yards and other areas all adds up to more time Parks staff and resources are used elsewhere than for parks related works.
Blue	Rouse street gardens	10%	There has been a lot of extra work put into Rouse street gardens this included the new planted beds of Petunia's which has resulted with less maintenance. But due to incorrect plantings, species and constant irrigation problems a high percentage of time has gone to correcting
Green	Road Verges	14%	Road verges is the responsibility of the works department but this has been left for parks to mow consisting of over 145000 m2 mowing area this is consuming 14% of Parks resources compared to mowing of parks which consists of 282900 m2 and only uses 5.1% of parks resources. The reason why a small area is being mowed at a higher percentage is that with moisture and any run off of water the road verges collect compared to parks. If normal weather events return at the present staffing levels along with machinery parks would not be able to manage mowing verges along with parks and verges should be managed and maintained by the Works department as it is there responsibility
Dark Blue	Garden Maintenance	6%	Due to loss of staff and a large percentage of staff time going to other departments the parks overall maintenance and service is deplorable as you will see from picture below. This will not improve until staff usage in other areas is corrected.
Brown	Tree Maintenance	4%	One of the biggest assets is the trees throughout town and at present they have been neglected due to staff shortages. This can be seen by trees dying from drought the base is not being sprayed to reduce weeds and grass encroaching on trees roots, no mulching and pruning works not being undertaken to reduce diseases, dieback, and dead branches dropping on roads or public and more.
Light Grey	Mowing parks	6%	As mentioned above the mowing of parks is extremely low if normal weather patterns return parks will not have the staff or resources to keep up with existing works
Gold	Private mowing works	0%	This is so minimal at this stage it is not a concern but it also helps local schools, police station so should be allowed to continue
Dark Blue	Non Parks spraying	8%	This is works department responsibility and has been handed over to parks when they did not have the staff to do the works. This should be handed back to works and even though this has been talked about it is still with parks.
Dark Green	Playgrounds	1%	At present we are not keeping up to Australian legislation with inspection of playgrounds

## i. SUMMARY

As you can see from the above information the parks department currently does under 50% parks related activities such as gardening, watering of trees in parks, maintenance of parks assets, playground inspections, weed inspections and spraying, brush-cutting and edging pathways, tree maintenance and more.

All the above needs to be clearly defined and be considered prior to creating a Parks service level and management plan and once this is defined and accepted then *Maintenance plans and park schedules can be established* As to section operational plan delivery requirement.

The reason to provide this information is for Management, Councillors and Stakeholders to recognise issues that may not have been recognised or need to be considered as part of what outcomes along with overall delivery and parks standards.

As stated in line two of section A. Ensure maintenance standards are conducted and delivered efficiently through Parks, Gardens and Open Space-*Delivering parks, gardens and open spaces to the public that are of a high maintained standard. Maintenance plans and park schedules.* At present parks will not be able to deliver a reasonable level as stated above with resources being redirected to other department's areas of responsibilities and parks will never deliver the present operational plan outcomes.

To create a service level along with a parks management plan a clear distinction needs to be created with the following

1. Staff time and resources directed only to parks operational responsibilities (e.g. 6 or 7 permanent staff & two part time staff during warm season as present)
2. Parks areas of responsibilities only
3. If Park staff is to continue to undertake other departments responsibilities on a regular basis how will Parks be either compensated for staff machinery or nothing

Below are examples of how due to staff shortage and redirection to other departments Parks gardens and assets are being effected



Millbrook Parks structure broken still not repaired



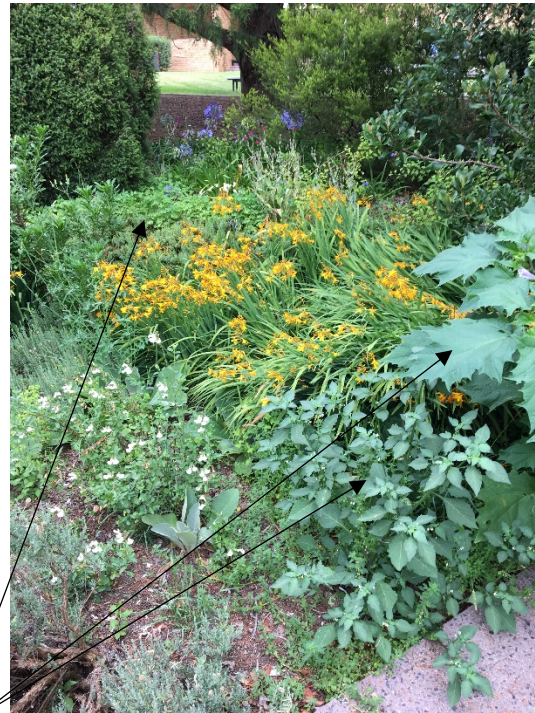
Damaged excersice equipment been broken for many months



Climbing apparatus broken and dangerous



Seats not cleaned for weeks



Large weeds in Bruxner park been there for over a month



Weeds in drains



BBQ not cleaned regularly



Tourist center neglected



Jubilee park tables with bird droppings



Weeds through Parks grass



Old weeping cherry dying due to no water

## j. Parks activities pictures

During the month of December there was numerous large trees that fell also some major pruning works undertaken



Tree fallen over during storm along Bruxner Hwy



Tree fallen over in Jubilee Park



Tree pruning Margret Street



Pruning in Jubilee Park

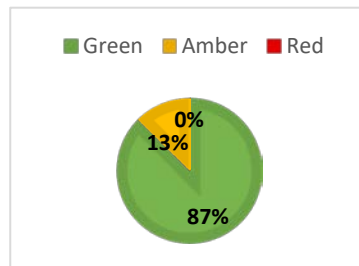


Rouse Street Planter boxes old plantings with new Petunia's





## 16. Swimming Complex



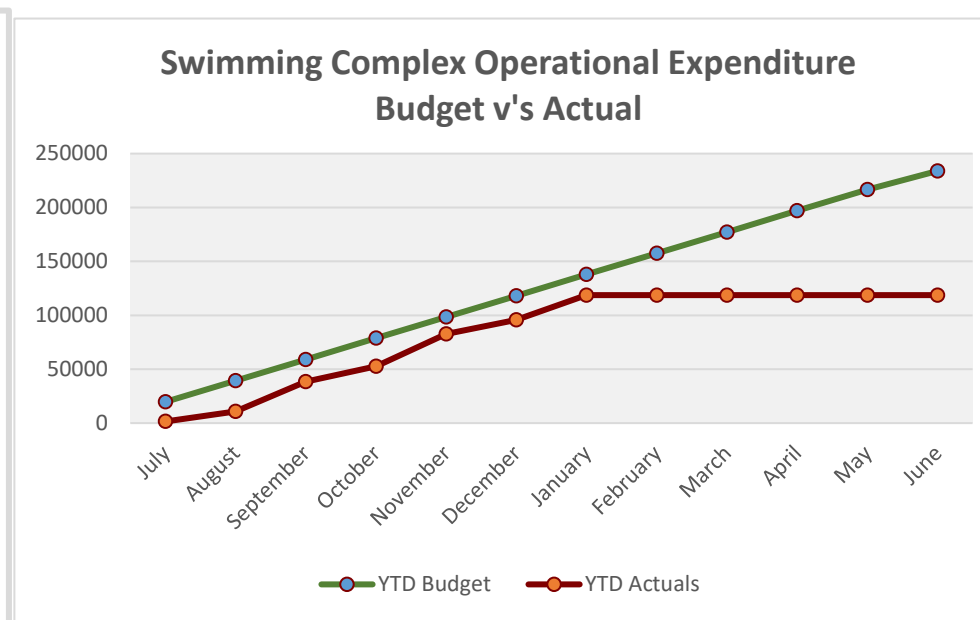
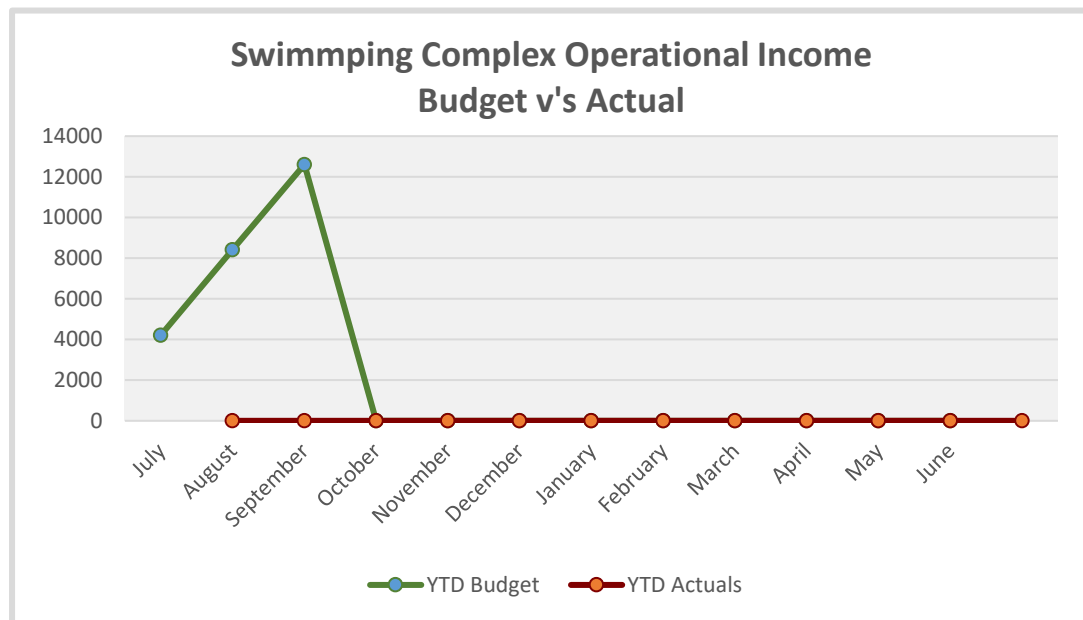
Under the 4 year Delivery Plan *Swimming Complex* relates to the ongoing: service provision; regulatory compliance; planning; supervision of patrons; and management. The Office of the Chief Corporate Officer directly oversees these outcomes.

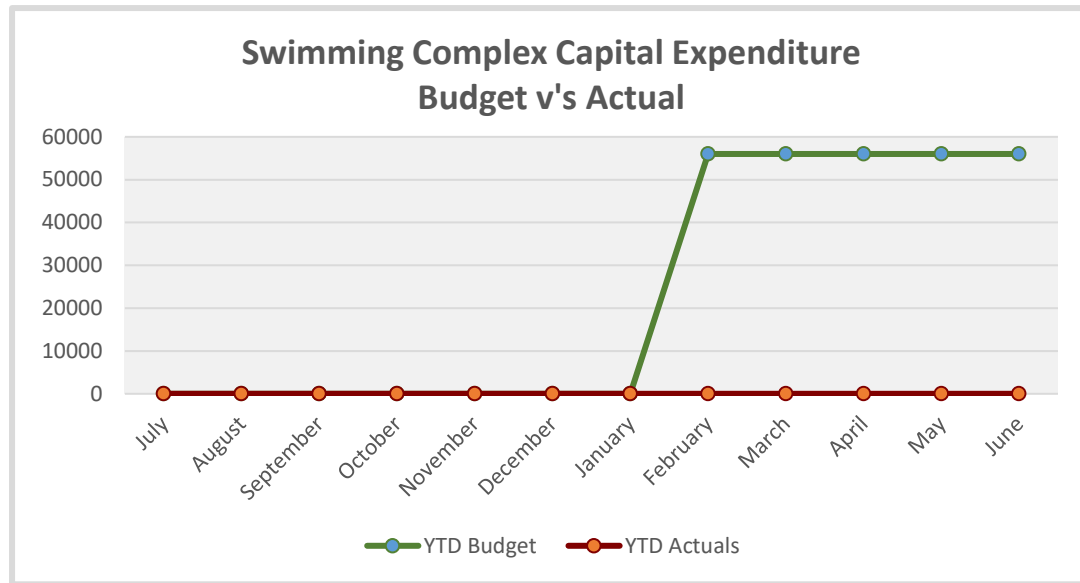
### a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 18/19	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP16.01) Provision of an accessible, quality swimming and recreation facility which encourages participation.  <i>Aquatic: A - Chief Corporate Officer</i>	Develop Tenterfield War Memorial Baths (TWMB) Management Plan.	B: PBLC D: PBLC			+1	<i>Document complete and submitted to Council April 2018 for acknowledgement and formed part of the contract between Council and the Pool Contractor. It was adopted by Council December 2018 with some minor amendments.  The document now is in use and has been upload onto the Council website.</i>
	Develop Inspection and Maintenance schedules for the pool, concourse, plant and equipment.	B: PBLC C: PS			+1	<i>A maintenance register has been developed to assist with recording maintenance issues as identified. However schedules will be developed in the Property Asset Database Project commencing mid-February 2019.</i>
	Identify repair work and potential projects through the Inspection and Maintenance Schedules and work.	B: PBLC C: PS			+1	<i>Currently being identified by the new Pool Contractor, but will also be included in the Property Asset Database Project.  Maintenance is currently being addressed by priority as items arise.</i>
	Develop TWMB Master Plan.	B: PBLC C: PBLC		0		<i>Discussion has commenced with the new Pool Contractor, this project is proposed to be moved to the following financial year once the Pool Management Plan is finalised and the first season by the new operator have been completed.</i>
	Implement and monitor operational systems and processes in accordance with the updated TWMB Management Plan.	B: PBLC C: PBLC			+1	<i>Contract management plan has been developed in accordance with identified KPIs. Monthly reports are being received, KPIs are being achieved and pool attendance has increased. Januarys report indicated an attendance in excess of 10,000 for the year, which exceeds the total number for the previous season.</i>

	Continue water testing to ensure compliance with Government regulations for public pools.	B: PBLC D: PBLC		+1	Water testing conducted every 2 hours in both pools.
	Maintain supervision levels based on patronage and service delivery for carnivals and aquatic events.	B: PBLC C: PBLC		+1	All Staff have the relevant qualifications and contractor ensures appropriate staff to patronage ratio. Risk Assessments are performed regularly to ensure Operator has measures in place to combat risk and provide a safe environment.  Swimming Carnivals for the schools are scheduled for February 2019.
	Review fees and charges annually.	B: PBLC D: PBLC		+1	Completed.

**a) Budget**





**Capital Income:**

Nil to report

**Capital Expenses:**

Commencement on the Swimming Pool Masterplan has begun with preliminary discussions with the Pool Contractor.

The Master Plan will be re-programmed to the next financial year due to the focus on achieving the best outcome for the Pool Management Plan and allowing the new Pool Contractor the first season to settle in and focus on improving business and pool patronage.

**Operational Income:**

Nil operating income due to the new Pool Management Contract.

Just Sports and Fitness took possession of the pool to manage and operate mid September 2018.

Pool Season commence Saturday 29 September 2018.

**Operational Expense:**

One of the probes has seized and will need replacing, however due to the associated costs we are reviewing alternative options. Manual monitoring is being carried out successfully.

Request for a new defibrillator

Operational cost are currently lower than projected, this could be due to the manual dosing being carried out and also the change in usage of the pool chemicals.

**b) Capital Projects**

Program	Description	Revised	YTD		YTD		Status/Comment
		Budget	YTD	Revised	YTD	Variance	
		QBR1	Actual	Budget	Variance	%	
Swimming Complex	Consultation Fees for development of Masterplan for the Memorial Pool	56,000.00	-	-	-	0%	Not yet commenced

**c) Emerging Issues, Risks and Opportunities**

Identified Issues & Opportunities:

Fitness, Strength, Conditioning and Motivational Workshop Thursday 3 January  
Run by QLD State Champion and National Golden Gloves Champion Jessica Cashman

NSW Government Swim to Survive program 7-17 January 1am – 3.30pm (fully booked out)

Friday 11 January – after hours booking 6pm - 8.30pm

Weekly Programs:

Swim Club – Thursdays 5.30 – 7.30pm

Squad Training – Mon 7 Wed – 3.30 – 5.45pm

Lap Swimming – 6am – 8am, Monday – Friday

Late Night Swimming Tuesday & Thursday until 7pm

Aqua Fitness Tuesdays 10am

Identified Risks:

Maintenance issues concerning the pump and the filtering system have been identified. Initial inspection has occurred and temporary solutions are being identified until some of the work can be carried out in the off-season. If the pump or the filtering system fails, it will compromise the opening of the pool.

Water restrictions could impact the pool and the filtration system, and the pool may consider seeking exemption to maintain the water quality and health of the pools  
The restrictions are being implemented within the grounds and amenities as per the Tenterfield Shire Council Drought Management Plan.

**d) The Business of Improving the Business**

The Council is meeting monthly with the Pool Operators to carry out the Contract Management review.

Mustard Algae is ongoing weekly until chemical treatment and manual vacs arrive.  
Chlorine doser has received maintenance to the hose lines.

JUST Sports & Fitness have proposed to provide gym equipment to the facility to benefit patron and also attract new ones.  
This is in discussion.

Continued ground keeping and new plants in the pots.

**e) Customers**

Customer Service Feedback to Council:

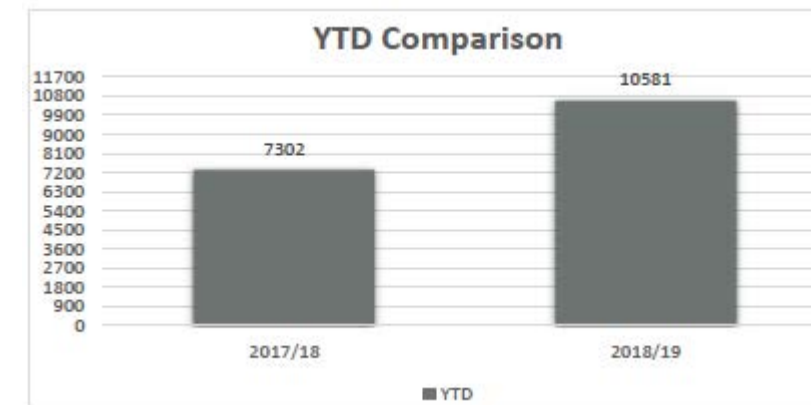
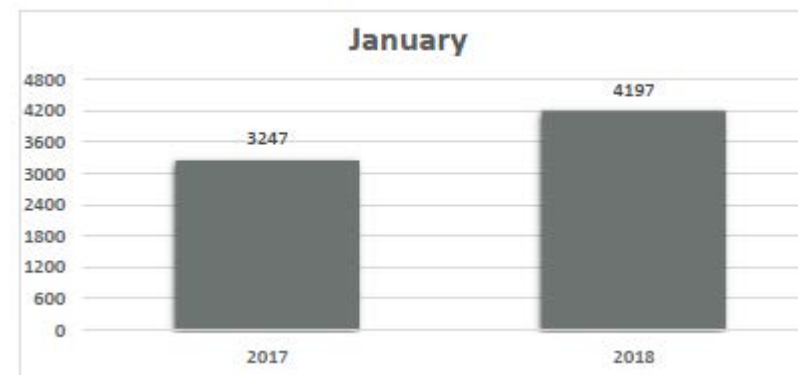
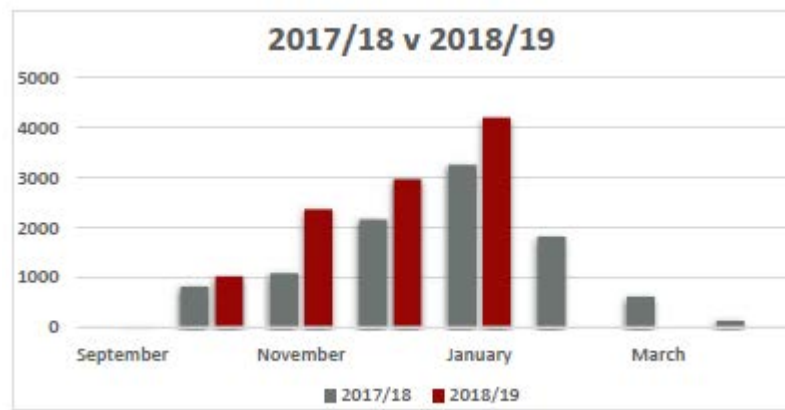
1 Customer Compliments recorded

0 Customer Complaints recorded

Verbal feedback to the facility that the toilet roll dispensers are not adequate, and the toilet door was not working.

**f) Business Statistics**

The month of January 2019 reported 4197 patrons which is an increase from January 2017 of 3247 patrons. Year to date patrons are 10581, an increase from last seasons total.



Attendance

	September	October	November	December	January	February	March	April	YTD
2017/18	0	817	1079	2159	3247	1815	615	142	9117
2018/19	13	1027	2372	2972	4197				10581

Incidents:  
Nil – Minor

1 – Major – 3 January 2019 – Slip/fall next to toddler pool

Pool Closures:

15/01/19 – 3.30pm Toddler Pool Closed – vomit – scooped, treated – 4.00pm reopened

15/01/19 – All pools closed – lightening – 5.45pm reopened

15/01/19 - 7pm Toddler Pool Closed – vomit – scooped, treated – 7.30pm reopened

22/01/19 - All pools closed – lightening – did not reopened

23/01/19 - All pools closed – lightening – closed for lapping, reopened as normal at 10am

Plant Room Closures:

20/01/19 – 9.30am plant room was found with filtration pump shut down. Resulting from power outage. Pump reset and filtration back on.

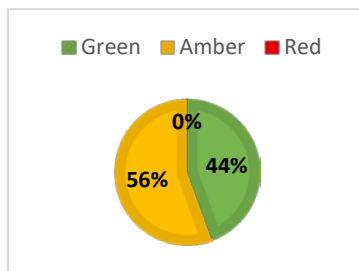
Pool tests show normal parameters, pool opened as normal

**g) Special events, achievements of note, celebrations**

Increase in patrons.

Fitness, Strength, Conditioning and Motivational Workshop Thursday 3 January 2019, approx. 25 people attended this free workshop.

## 17. Asset Management and Resourcing



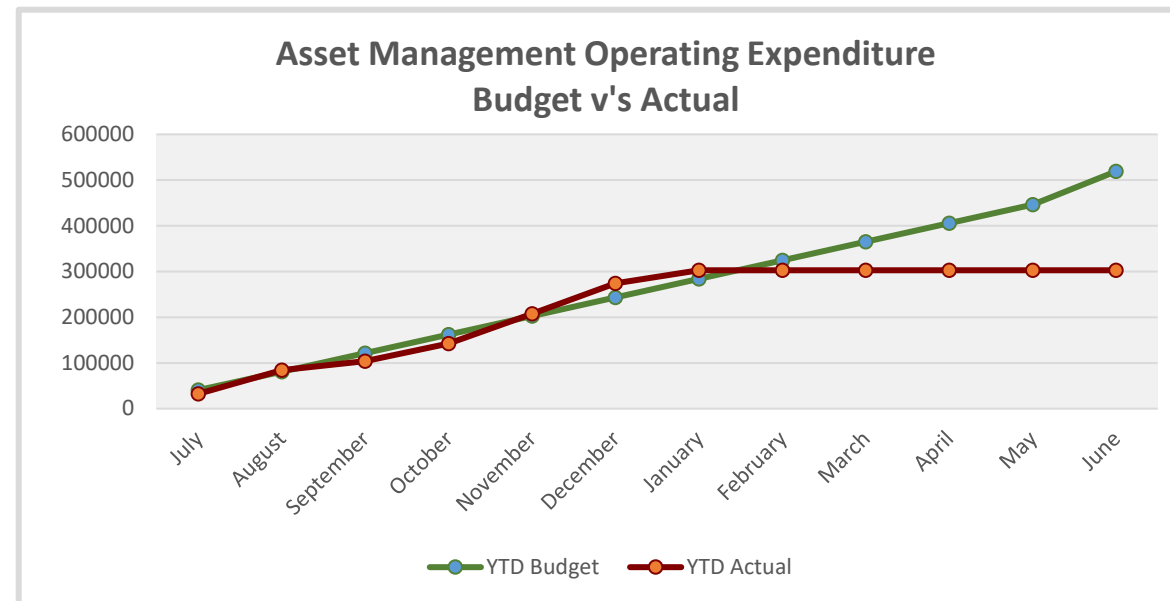
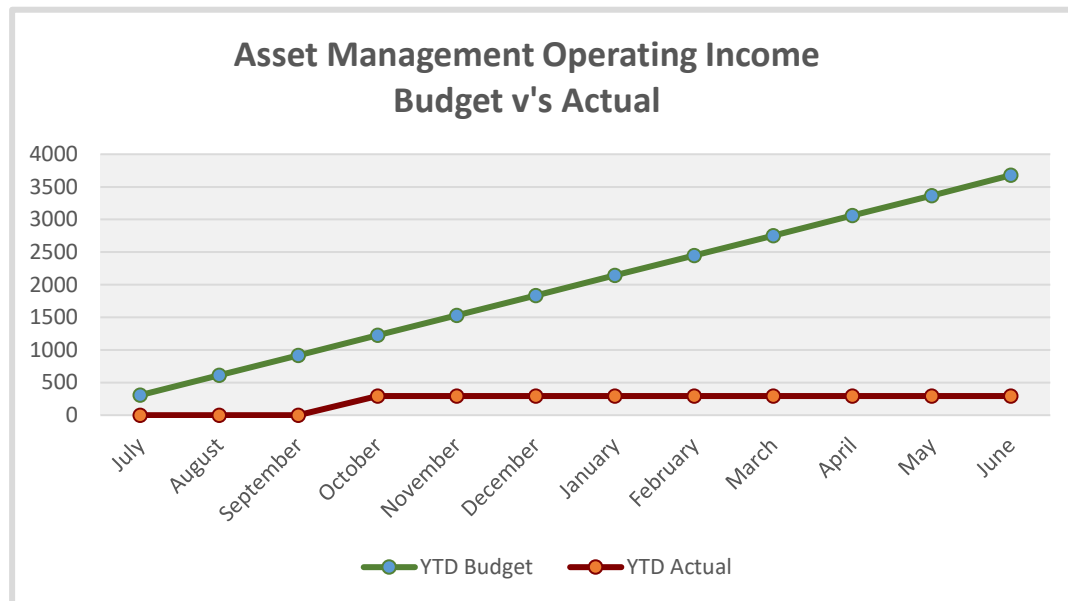
Under the 4 year Delivery Plan *Asset Management and Resourcing* relates to: review, investigation, survey, design, development and project management; asset investigation, planning, policy formulation and management (both as a bureau service to whole organisation and for transport infrastructure). The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

### a) Delivery and Operational Plan precis

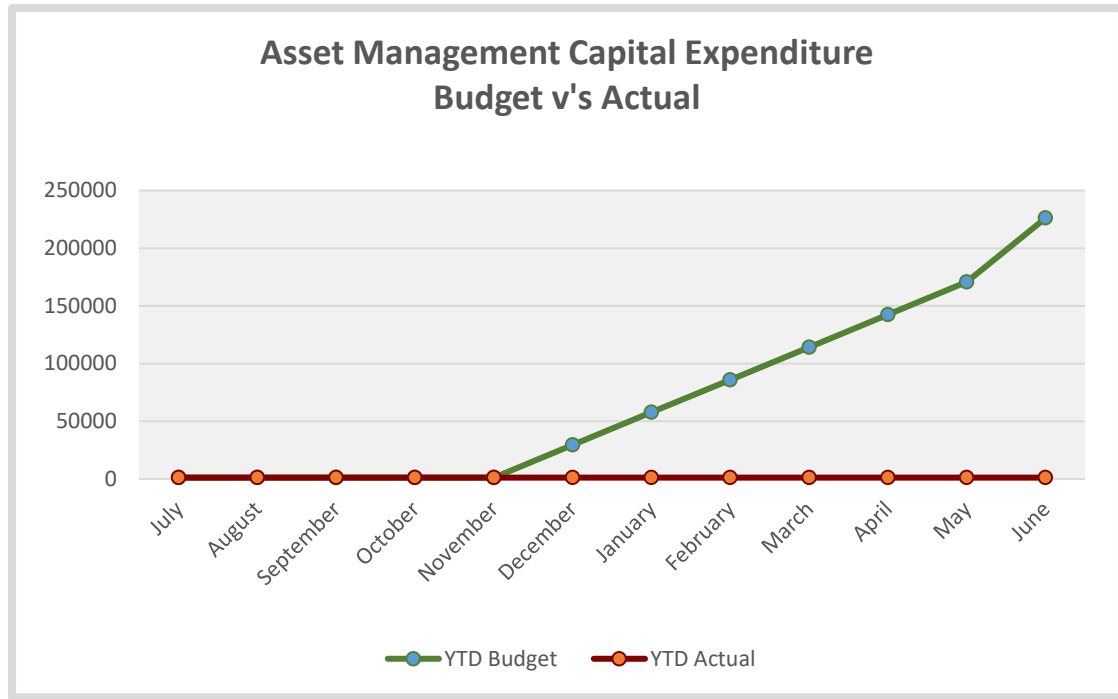
4 Year Delivery Program	1 Year Operational Plan 18/19	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP17.01) Delivery of survey and design works for infrastructure services, including stormwater drainage, transport, and water and sewer infrastructure.  <i>Assets &amp; projects: A – Chief Operating Officer</i>	Ensure that asset management, project planning and design activities meet agreed quality and industry standards	B: MAPP C: MAPP D: MAPP			+1	Normal industry quality and design standards are being met. Progressing the RFQ's for the engagement of consultants for survey and designs works.
DP17.02) Review and implement planning for footpaths and cycleway infrastructure that is safe for users and supports connectivity and active recreation in urban environments.  <i>Assets &amp; projects: A – Chief Operating Officer</i>	Review existing plans and identify gaps in connectivity in our Towns and Villages referencing the Pedestrian Access Plan and Disability Inclusion Action Plan.	B: MAPP C: MAPP D: MAPP		0		Review to be undertaken in 2019.
DP17.03) Asset planning considers the impact of consumption and cost driven by the increased demand for existing services and attracts a contribution priced to reflect this impact.  <i>Assets &amp; projects: A – Chief Operating Officer</i>	Undertake annual inspections (or as deemed appropriate) and condition assessment of Council infrastructure and assets.	B: MAPP D: MAPP		0		Rolling program of inspections and condition assessment. Instigated the road network asset audit inspections to calibrate the asset condition ratings- Such is complete and indicates good validation of the existing roads and transport assets register. All of Council's 58 timber bridges have been given a Level 3 Structural and condition assessment. Council should have the reports by the end of Dec 2018 and will be looking at updating its condition ratings and bridge work into the future based on these most recent reports.  Water services asset audit inspections and updating of the asset register condition ratings is behind schedule, but the Manager Water Services will put renewed efforts into this task in 2019 ASAP.
DP17.04) Asset Planning, Policy and Management provide strategic direction and information to Council enabling the sustainable management of its asset portfolio as a whole.  <i>Assets &amp; projects: A – Chief Operating Officer</i>	Implement new Asset Management System.	B: MAPP C: MAPP		0		Available asset management systems will be investigated in 2019 with the appointment of a MAPP.
	Review and update the Asset Management Strategy and Policy.	B: MAPP			+1	Asset management strategy to be reviewed in 2019. Note asset management plans for water and sewer services, and transport services have been undertaken.

	Prepare and review maintenance, renewal and capital improvement programs for roads, bridges, drainage and other community infrastructure.	B: MAPP C: MAPP		+1	Existing needs identifies as part of the 2018/2019 budget preparation process. Programs for the long term will be looked at more in 2019 as part of Asset Management Plan updates.
	Provide asset revaluations when scheduled.	B: MAPP C: MAPP		+1	Transport revaluation being undertaken in Dec 2018
	Implement and review a Project Management methodology	B: MAPP D: MAPP	0		Review to be undertaken in 2019.
DP17.05) Risk Management embedded in our Asset Management Planning forms the basis for our intervention programs and our Asset Management practices. <b>Assets &amp; projects:</b> A – Chief Operating Officer	Review and update Council's Risk Register and intervention programs on an ongoing basis in accordance with inspection schedules.	B: MAPP C: MAPP	0		Review to be undertaken in 2019.

**a) Budget**







**Capital Income:**

N/A.

**Capital Expenses:**

Minimal capital expenditure has been incurred YTD.

**Operational Income:**

Comment to be provided in future reports when a new asset manager is recruited.

**Operational Expense:**

Comment to be provided in future reports when a new asset manager is recruited.

**Capital Projects:**

Program	Description	Revised Budget QBR1	YTD Actual	YTD Revised Budget	YTD Variance	YTD Variance %	Status/Comment
Asset Management & Resourcing	Survey Instrumentation - GPS Equip, Cable Detector, Bridge Assyst	50,000.00	-	-	-	0%	Not yet commenced
Asset Management & Resourcing	Project Management (OS)	10,571.00	-	-	-	0%	Not yet commenced
Asset Management & Resourcing	Asset Management System	150,650.00	1,200.00	1,200.00	-	0%	
Asset Management & Resourcing	Contribution to Washbay	14,900.00	-	-	-	0%	Not yet commenced

**b) Emerging Issues, Risks & Opportunities**

Commenced recruitment process for full time Manager Assets and Program Planning. Persons with experience in this field are highly sought after. Our industry as a whole hasn't actively grown our own. In Tenterfield's case we have struggled with finding experienced asset management professionals in the past. Council has contacted a specialist recruitment agency to assist.

**c) The Business of Improving the Business**


Nil Manager at present.

A new Project Engineer commenced in the asset management team. This person replaces a project engineer who resigned late last year to take up an opportunity in Sydney.

Brought in a consulting engineer to assist with asset management plan reviews (ie water supply services and Road/ transport). As at November 2018 there is an emphasis on reviewing and updating planning for Council's future new Water Treatment Plant, along with the preparation and submission of an Expression of Interest for 75% grant funding of the new Tenterfield water treatment plant under the NSW State government's "Safe and Secure Water Program" which closed 1<sup>st</sup> December 2018. Council submitted an EOI with supporting documentation for 75% grant funding of a new water treatment plant whose project value is \$9.3million.


## SWOT ANALYSIS

### Asset Management & Project Planning - (MAPP)



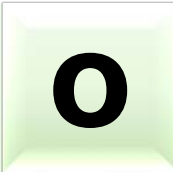
#### Strengths

- Good data on road related infrastructure;
- New and more proactive Management Team prepared to innovate;
- Knowledgeable workforce.




#### Weaknesses

- GIS system lacks consistency, coordination, full population, use, integration with asset management and a consolidated viewing platform e.g. IntraMaps;
- Records/drawings management – need to transfer to electronic format – awkward server spread of data and inconsistent file management;
- Lack of specific GIS Technical Officer – No internal design or CAD services;
- Past reliance on external resources for asset delivery not always a cost effective value.



#### Opportunities

- Appoint a GIS Officer or Technical Officer;
- Move to use QGIS, IntraMaps for mapping;
- Improve organisational efficiency through integrated Assets and GIS data work stations;
- Develop affordable levels of service for Council assets;
- Maintain assets to a defined level of service, and prioritise expenditure;
- Educate/influence the community on affordability;
- Optimise water and sewer assets;
- Make Tenterfield attractive economically.



#### Threats

- Failure to achieve target service levels and community dissatisfaction;
- Availability of sufficient funds to manage assets, reduced grant funding access;
- Possible Government Policy and Legislation change;
- Infrastructure demands exceed capacity to supply;
- Shortage of appropriate Technical staff.

#### d) Customers

There is considerable time being spent replying to a small number of customers who wish to have the unsealed road near their properties be converted to a bitumen sealed road. In short, this is outside the realm of financial feasibility, except for external grant funded works.

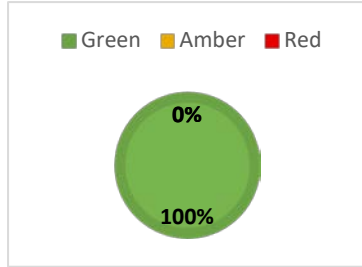
#### e) Business Statistics

Comment to be provided in future reports after a new asset manager is recruited.

#### f) Special events, achievements of note, celebrations

Comment to be provided in future reports after a new asset manager is recruited.

## 8. Commercial Works

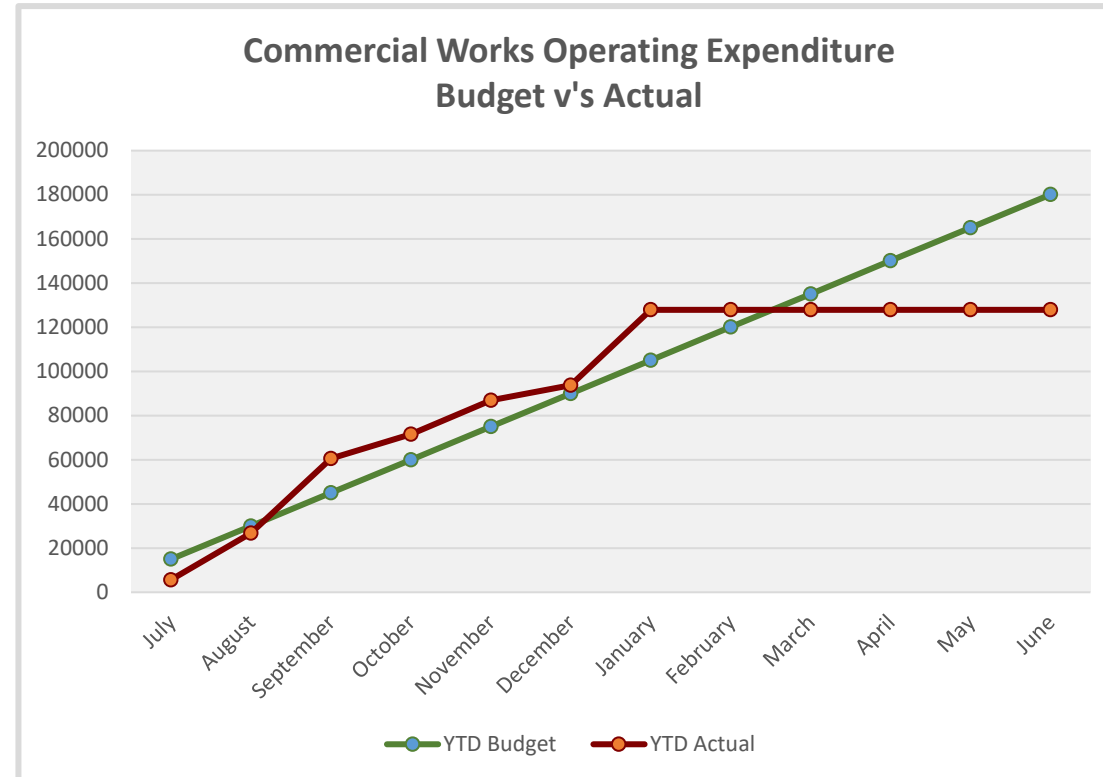
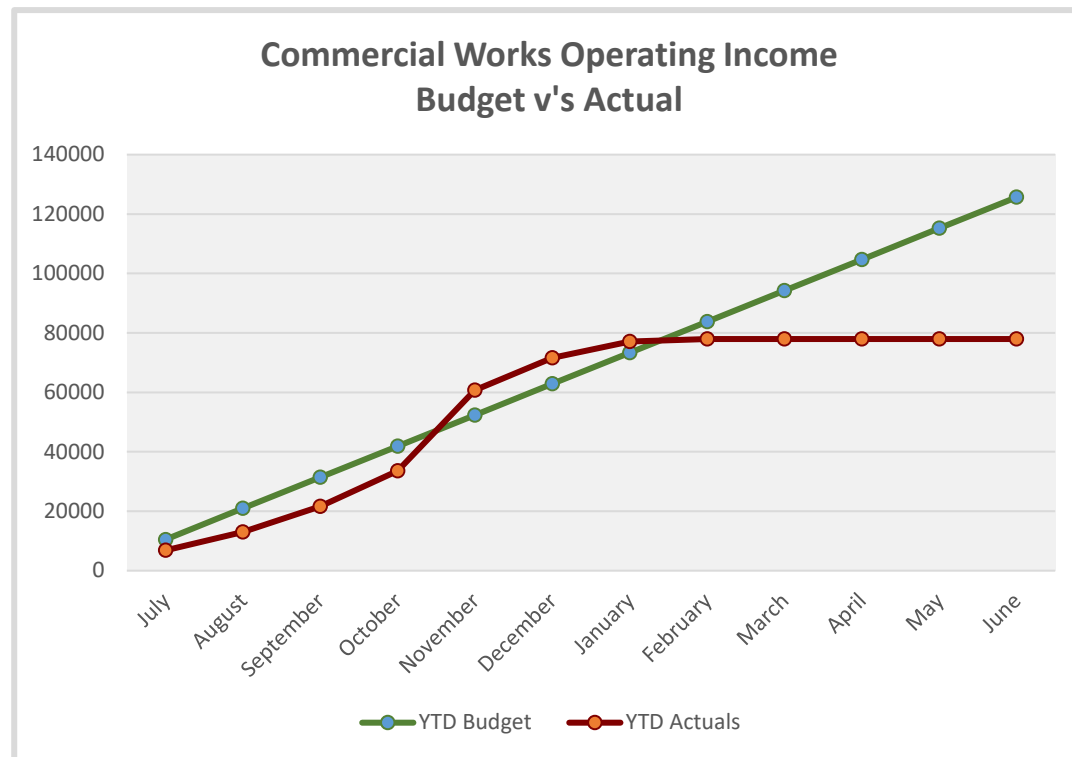


Under the 4 year Delivery Plan *Commercial Works* relates to: private works management, benchmarking, offsetting costs through creating synergies. The Office of the Chief Operating Officer directly oversees these outcomes.

### a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 18/19	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP18.01) Deliver Commercial Works in accordance with Council Policy.  <i>Private works: A – Chief Operating Officer</i>	Provide quotations for private works requests in a timely manner.	B: MW C: WM D: MW			+1	See below comment.
	Program and undertake private works cost effectively.	D: MAPP			+1	See below comment.
	Identify opportunities for private works to offset costs of asset maintenance and renewal.	B: MW D: MW			+1	Identified that there isn't current capacity. Council's resourcing levels preclude this at this point in time. Also any works done have to be to Council's standards and not detract from Council staff's prime purpose of delivering on Council's Operational Plan. This is particularly relevant at this point in time as we have a huge flood damage program to deliver as well as managing the timber bridges. (However we still do some longer standing private works on behalf of other entities, as they fit into our social license and operational delivery.)

**a) Budget**



**Capital Income:**

Comment to be provided in future reports when a new asset manager is recruited.

**Capital Expenses:**

Comment to be provided in future reports when a new asset manager is recruited.

**Operational Income:**

Comment to be provided in future reports when a new asset manager is recruited.

**Operational Expense:**

Note Council's main private works this year in excess of \$100k has been road works on private lands as part of a grant from RMS. The work is on schedule and under budgeted expenditure.

**b) Capital Projects**

Nil.

**c)Emerging Issues, Risks and Opportunities**

Comment to be provided in future reports as per above.

**d) The Business of Improving the Business**

Refer to Section 21. Transport Network, Subsection f, Works (Transport & Infrastructure).

**e)Customers**

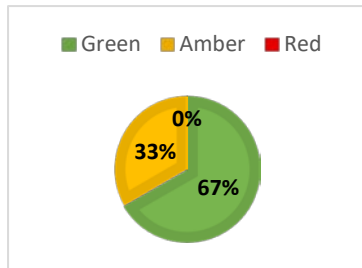
Comment to be provided in future reports as per above.

Note Council's main private works this year in excess of \$100k has been road works on private lands as part of a grant from RMS.  
The work is on schedule and under budgeted expenditure.

**f) Special events, achievements of note, celebrations**

The NDRRA funded works, which are essentially private works, are proceeding very well.

# 19. Stormwater and Drainage

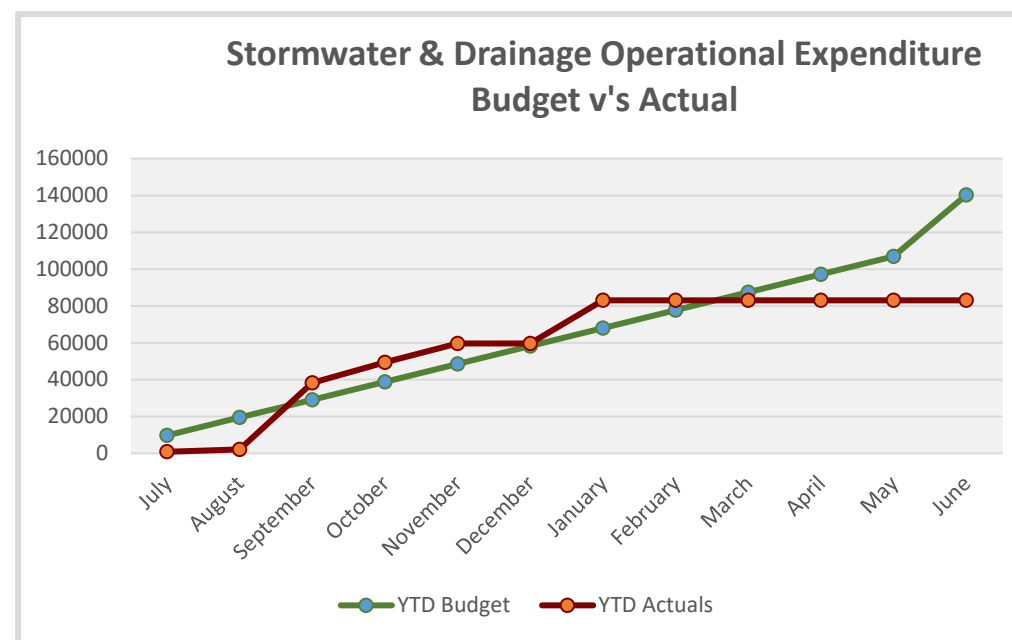
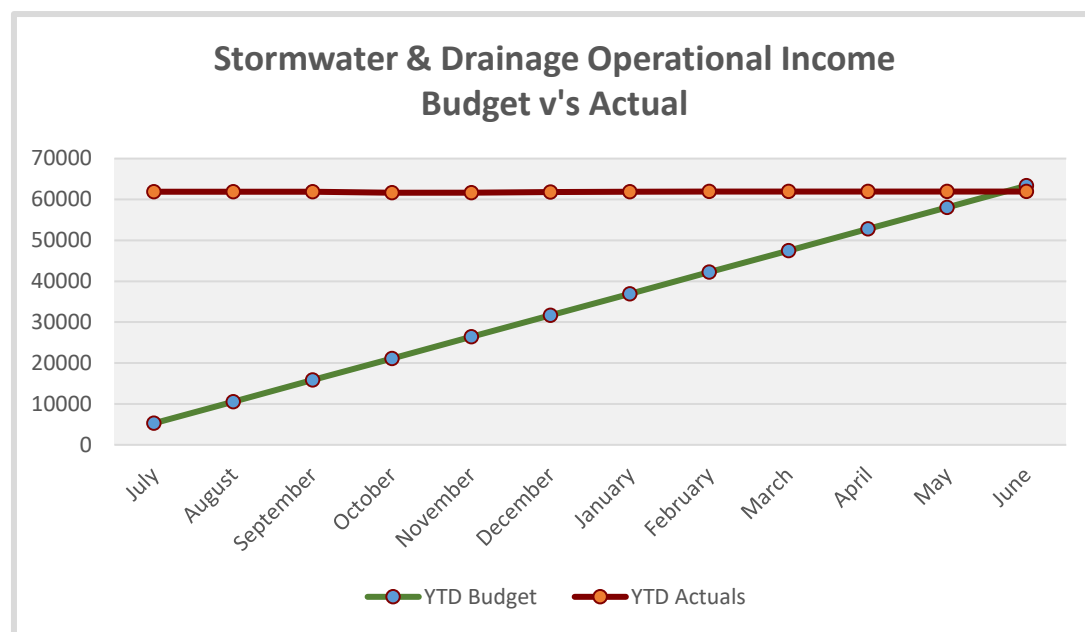


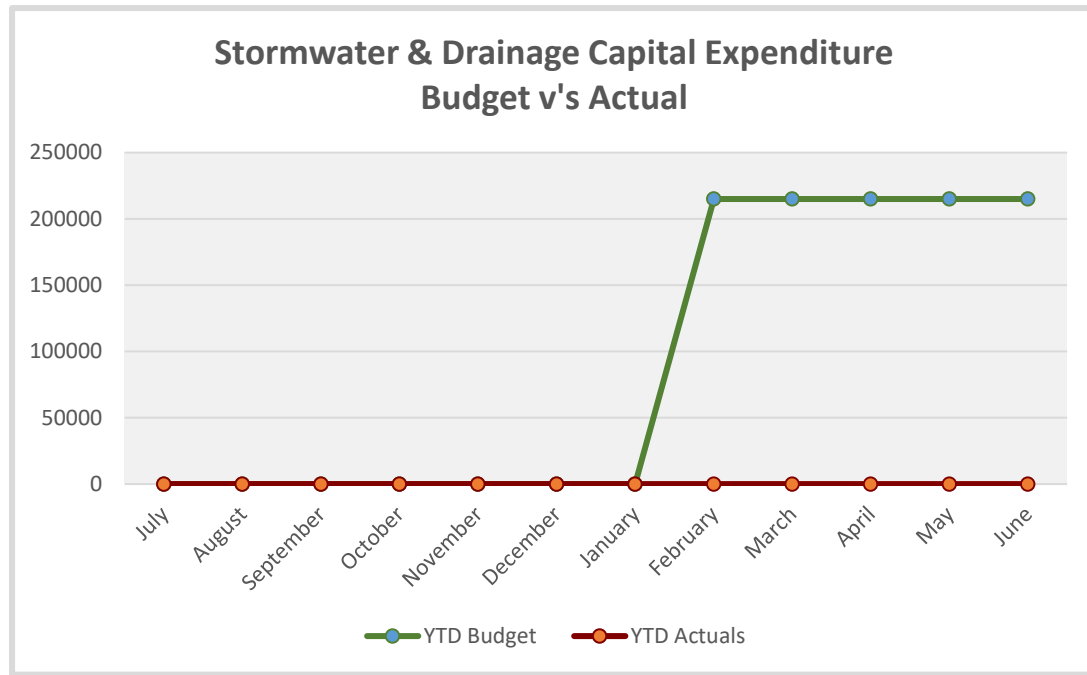
Under the 4 year Delivery Plan *Stormwater and Drainage* relates to ongoing management and improvement of all stormwater infrastructure, gross pollutant traps, natural urban waterways and erosion control apparatus. The Office of the Chief Operating Officer directly oversees the outcomes.

## a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 18/19	Officer	-1	0	+1	Comments:
DP19.01) Stormwater and drainage infrastructure is provided, maintained and renewed.  <i>Stormwater: A - Chief Operating Officer</i>	Maintain and renew stormwater and drainage infrastructure in accordance with the Asset Management Plan.	B: MAPP C: MAPP D: MW			+1	Maintenance undertaken as required. Renewals on hold while finances are directed to the timber bridge assets.
	Maintain and renew gross pollutant traps in accordance with the Asset Management Plan.	B: MAPP C: MAPP D: MW			+1	Maintenance undertaken as required. No renewals required at present.
	Update the Stormwater Asset Management Plan.	B: MAPP C: MAPP		0		Update planned for 2019 after timber bridge strategy is first finished.

## a) Budget





**Capital Income:**  
Internally funded.



**Capital Expenses:**

Nil expenditure to date.

**Operational Income:**

Not applicable.

**Operational Expense:**

Limited to reactive maintenance.

**b) Capital Projects**

Program	Description	Revised Budget QBR1	YTD Actual	YTD Revised Budget	YTD Variance	YTD Variance %	Status/Comment
Stormwater & Drainage	Stormwater Network - Rouse & Miles Street Reconstruction	210,000.00	-	-	-	0%	Not yet commenced
Stormwater & Drainage	Stormwater Network - Pelham Street - Manners to Miles - Child Proofing Culvert	5,000.00	-	-	-	0%	Not yet commenced

**c) Emerging Issues, Risks and Opportunities**

The main risk is some intersection locations which have flooded before following rainfall events which exceed the 1 in 5 year ARI capacity of urban drainage capacity, will flood again. There is a limit to what council can do with its available funds. Stormwater drainage has to be taken as a lower priority whilst council deals with more important bridge asset liabilities.

**d) The Business of Improving the Business**

Refer to Section 11. Asset Management & Resourcing, Subsection f, Asset Management & Program Planning.

**e) Customers**

No outstanding complaints

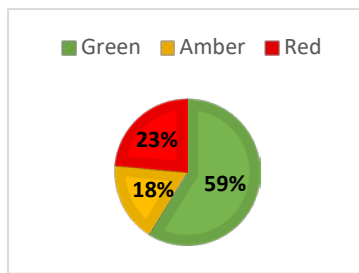
**f) Business Statistics:**

N/A

**g) Special events, achievements of note, celebrations**

N/A

## 20. Transport Network



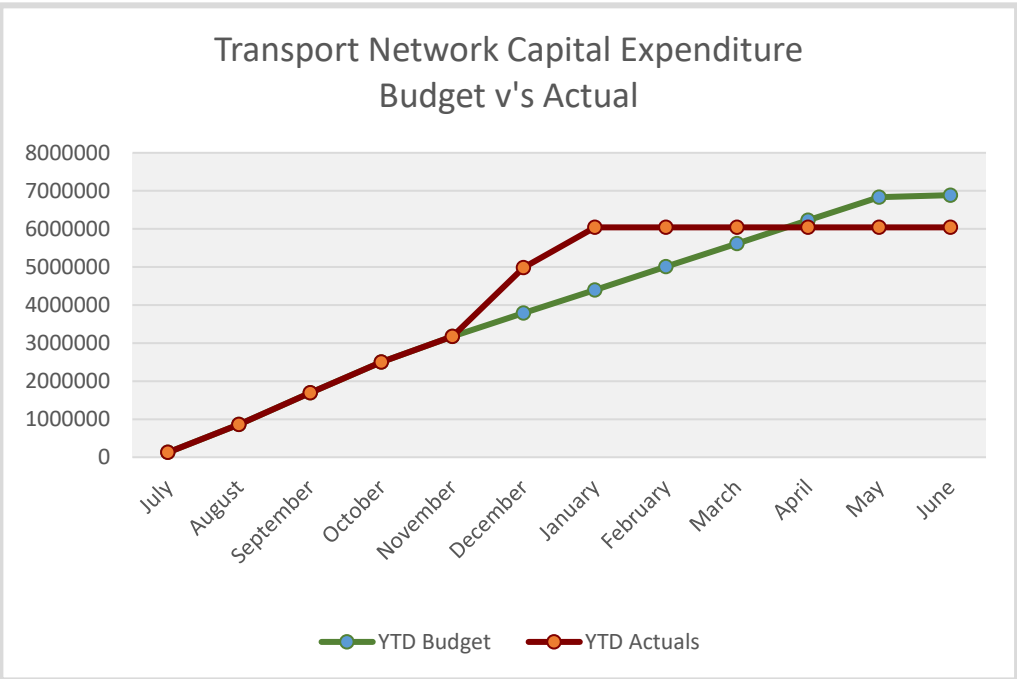
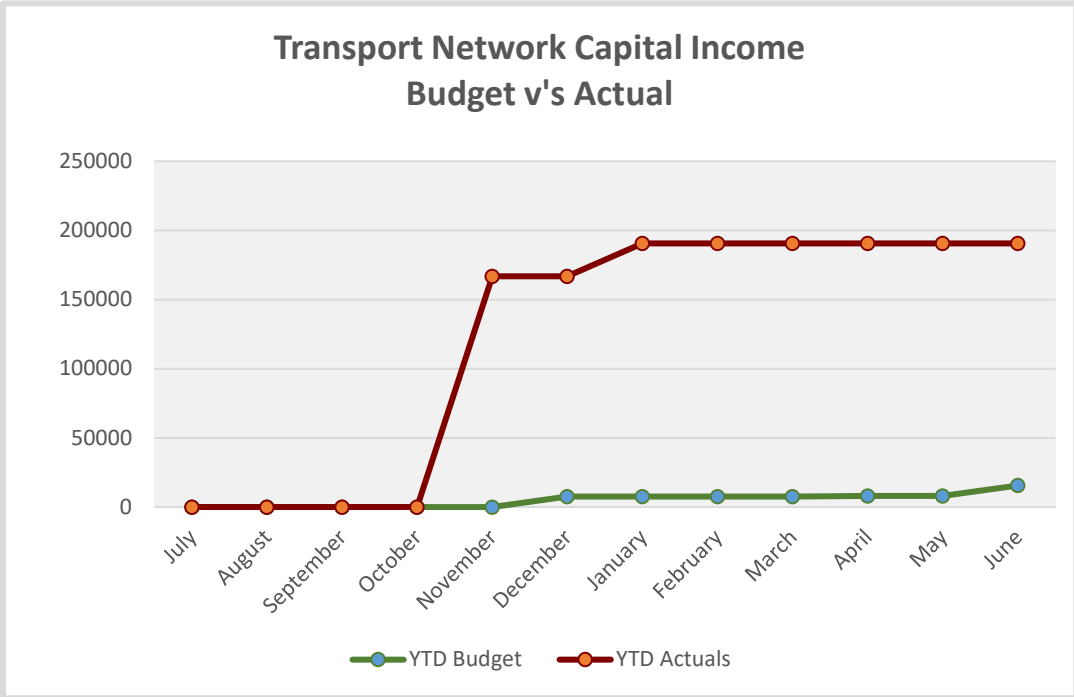
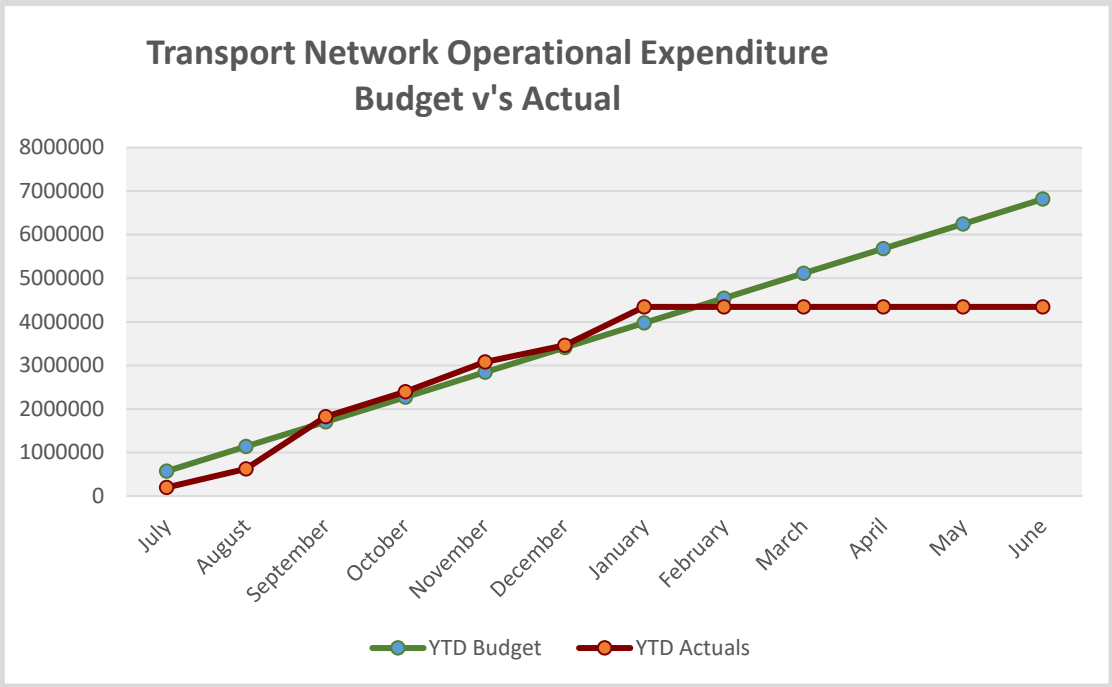
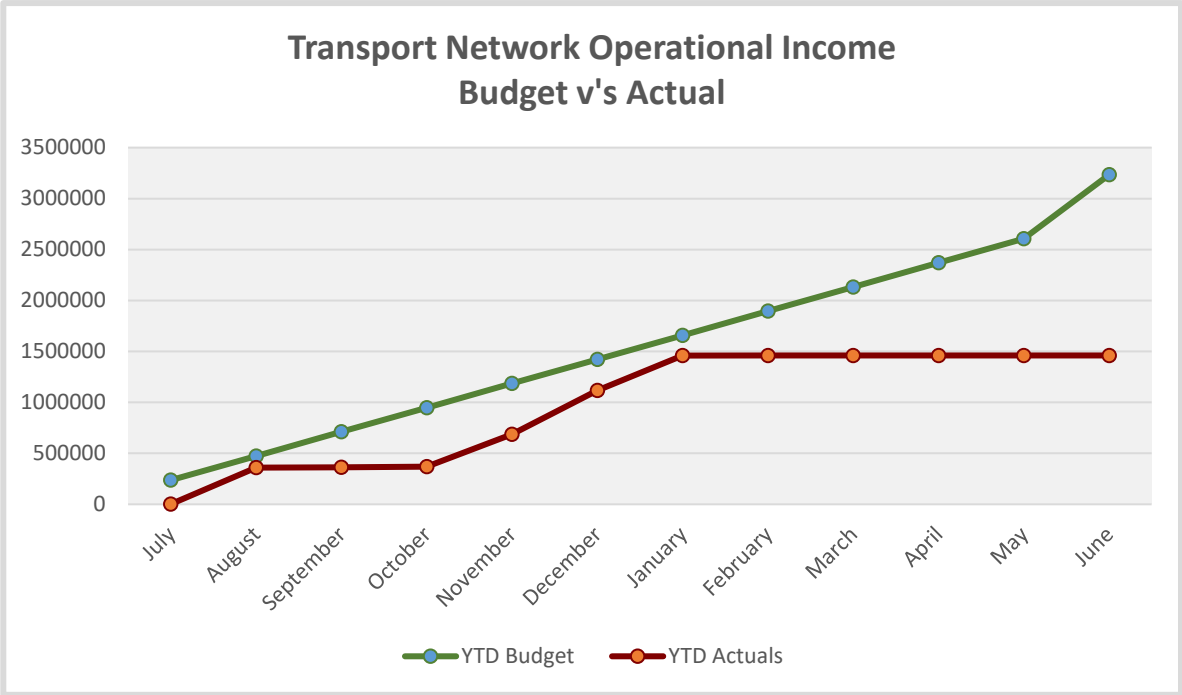
Under the 4 year Delivery Plan *Transport Network* relates to the sustainable management and improvement of all infrastructure used to facilitate transportation: vehicular, aviation, Mt McKenzie and cyclists; car parking; quarries; delineation, line marking, signage and lighting; regulatory compliance; emergency response and on-call; traffic committee administration; and risk mitigation. The Office of the Chief Operating Officer directly oversees the outcomes.

### a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 18/19	Officer	-1	0	+1	Comments: <i>(Business Manager to provide short precis.)</i>
DP20.01) Construction of Transport Infrastructure.  <b>Roads, bridges and retaining walls:</b> A - Chief Operating Officer	Construct and seal the remaining unsealed sections of Mt Lindesay Road.	B: MAPP C: TPE	-1	0	+1	Funding needs to be sought for this work.
	Reconstruct and realign Mt Lindesay Road from Legume to Woodenbong.	B: MAPP C: TPE	-1	0	+1	Council staff met with RMS and have now a satisfactory arrangement to progress the \$24 million Mt Lindesay \$24M project. The contract for first 2.4km \$3.5M Dalman North stage has been let. Possession granted to the contractor week ending July 20. The COO meet with RMS to establish a Project Control Group. The group set boundaries on operational matters such as design, tender letting, contract awarding Roading and delivery parameters, as well as funding payments. <b>Council is progressing with the contract for design of the Koreelah Creek bridge strengthening stage of the wider project. Also have gone out to tender for the Big Hill and Koreelah road design sections.</b>
	Deliver the timber bridge replacement program.	B: MAPP C: MW D: MW			+1	The development of a timber bridge replacement strategy has commenced in earnest. Council received a report regarding the first 17 bridges (that have been inspected) in May. The report stated that 15 bridges needed load limitations and acute management plans put in place. The community information process has commenced.  <b>Progressive role out of load limits is occurring.            Also happening is a fortnightly meeting of the timber bridges task force to co-ordinate and update on progress.            The TSC website is being updated.            There is work occurring on temporary solutions to minimise impact of load limits in keeping with the Council resolution.            Three grant applications to NSW Govt's Growing Local Economies fund were submitted 7/9/18. The three bridges are Emu Ck on Hootens Rd, Beaury Ck bridges and Boonoo Boonoo bridge on Mt Lindesay Rd. The value of the works on the 3 bridges is \$6.6Million.            The Chief Operating Officer met with Thomas George and RMS's Roy Wakelin-King (executive director answerable to RMS CEO) re \$3M of funding assistance to facilitate interim solutions to minimise community impact. No promises but the message was heard.            Ongoing dealing with enquiry from landowners despite the Council resolutions, ongoing media and updating.            Four community meetings were held in December 2018 (ie at Tenterfield, Torrington, Urbenville &amp; Liston) to update community on progress and listen to concerns.            There is ongoing advocacy for additional bridge related funding.</b>

	Implement the resealing program for the Regional and Local sealed road network.	B: MAPP C: MW D: MW			+1	Ongoing.
	Complete yearly renewal (replacement) of drainage assets as identified from condition ratings from inspections.	B: MAPP C: MW D: MW	-1			No replacement work this financial year. Effort being diverted to the timber bridge assets.
DP20.02) Maintenance of transport infrastructure.  <b>Roads, bridges and retaining walls:</b> A - Chief Operating Officer	Implement and review the regional and local sealed road network maintenance program.	B: MAPP C: MW D: MW			+1	Reviewed. Report to August Ordinary Council Meeting.
	Implement and review the local unsealed road network maintenance program.	B: MAPP C: MW D: MW			+1	Reviewed. Report to August Ordinary Council Meeting.
	Implement and review the bridge maintenance program.	B: MAPP C: MW D: MW		0		Bridge maintenance program is being reviewed in parallel with the development of the timber bridge strategy (which has commenced, see above).
	Ongoing maintenance of road network and cleaning of streets and car parks.	B: MAPP C: MW D: MW			+1	Car parks maintained.
	Maintain Council's footpath network in accordance with the Asset Management Plan.	B: MAPP C: MW D: MW			+1	Footpaths maintained.
DP20.03) Advocate on behalf of the community for improved service levels across the Shires transport network.  <b>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's:</b> A – Chief Executive	Lobby State and Federal Governments for funding to reconstruct and realign Bruxner Way from the New England Highway to Sunnyside Loop Road.	B: CE C: CE		0		Commenced. BROCC task force initiated. BROCC strategy meeting held 10 August. Agenda is to collate all the information available and complete a gap analysis prior to engaging a consultant to complete an independent business case and review of the original determination by RMS. Now that the inland rail project has commenced there will be a need to review past, out-of-date, strategies.
	Lobby State and Federal Governments for funding to reconstruct Tooloom Road.	B: CE C: CE	-1			Not commenced. Advocacy efforts being spent on timber bridge replacements and other roads (Bruxner Way). At the present, requesting the State to financially support Tooloom Road will send the wrong signals to decision makers. The most looming issue in the immediate time is maintaining the integrity of our timber bridge fleet. The risk being that decision makers may then misunderstand the level of importance of funding bridges, as the Tooloom Road business case simply won't be robust.
DP20.04) Management of the transport infrastructure assets in response to changing community need.  <b>Road safety and Traffic Committee:</b> A - Chief Operating Officer  <b>Quarries and stockpiling:</b> A - Chief Operating Officer  <b>Aviation:</b> A - Chief Operating Officer  <b>Roads, bridges and retaining walls:</b> A - Chief Operating Officer	Implement and review the Road Network Management Plan and the Road Network Asset Management Plan.	B: MAPP C: MAPP	-1			On hold. Resources diverted to timber bridge issues. RNMP to be reviewed in 2019.
	Manage Quarries – Ongoing management of quarries, borrow pits and stockpiles.	B: MW C: MW D: MW		0		Some gravel pits are registered. Other pits are used under Section 94 of the State Environmental Planning Policy (Infrastructure) 2007. Documentation and logging of all these pits is occurring, ongoing.
	Aviation Service – Ongoing management of airstrip.	B: MAPP C: MW D: MW			+1	Airstrip maintained regularly and available for use.
	Road Safety and Traffic Committee – Management of road safety (and the Traffic Committee). <b>(Physical assets)</b>	B: MAPP C: MAPP D: MW			+1	No outstanding road safety issues.
	Review Operational Strategic Plan – Review operational strategy regards grading delivery models involving contracting services in	B: MW			+1	To be further developed in conjunction with 18/19 review of the RNMP and RNAMP. Current NDRRA contract works, renewal works (e.g. Killarney Road), and maintenance and capital works are being delivered with a combination of contract plant hire, internal plant and specialist contractors. This allows council to review business practices in collaboration with others. Council's unsealed network is
	partnership or parallel with current internal service delivery.					improving by monitoring work results and improving on operational routine maintenance practices. Review and standards yet to be formalized.

**b) Budget**



## Capital Income:

*Comment to be provided in future reports*

## Capital Expenses:

- Regional Roads Block Grant 18/19 and local roads 18/19 reseal tenders have been awarded. Reseal preparation work is underway. Reseals will commence 25<sup>th</sup> February 2019.
- NDRRA works are progressing well with a concentration on earthworks in the northern region of the shire, having completed most of the earthworks in the Tenterfield Region. Council will utilise our preferred supplier's panel to gather quotes/ estimates to complete a number of culverts during the beginning of 2019. Drainage works continue to occur throughout the shire for NDRRA works. Larger projects include repairs/ replacement to the Woodenbong culvert, Headgate Rd culvert replacement and Sawyers Gully culvert replacement. We have requested an 'extension of time' (EOT) from RMS to complete these projects due to the need for more funding from RMS due to environmental and Fisheries permit reasons.
- The Bald Rock has been rehabilitated and sealed.
- Repair Program – extensive pavement investigations have occurred to assist Council to prepare a fit for purpose design to achieve the best value for money rehabilitation of the pavement on the Amosfield road. We anticipate to commence earthworks in March 2019. The area is of significance environmentally and we have facilitated a scope of works that meets the needs of the environmental considerations.

## Operational Income:

Grant reconciliation ongoing.

## Operational Expense:

- **Eastern Grader** –this grader crew are not working in their area due to the complete lack of water. When we get access to water, we will finish Boorook off and then go back to Billirimba.
- **Northern Grader** –Repairs to New Kooralah, Acacia Plateau and minor resheeting on Wylie Ck; grade Thulimbah, The Summit, Border, Smalls, Maryland Lane and Dalmoak.
- **Western Grader** –Grading occurring on Pyes Ck, Red Hill, Heatherdean, Calthorpes, Deepwater Racecourse and Rochdale.
- **Central Grader** –Resheeted part of Quarry Rd, grading Mt Mackenzie, Gunyah, patrol grade the school bus runs, complete the approaches to the Sunnyside Platform Floodway and go up the Mt Lindesay to assist with the resheeting.
- **Drainage Crew** –The drainage crew have completed reseal preps.
- **Urbenville Crew** assisting with installing two disabled parks and constructing a footpath from the corner of Urben and Beuary Streets to the Hall.

## c) Capital Projects

- The timber bridge on Beary Creek Road at Five Mile Creek (chainage 9.89) is completed.
- The timber bridge at the end of Rocky River road has had three girders replaced, Council is waiting on four more girders to arrive. Our supplier has had trouble supplying the bigger size girders. This bridge has since had a level three inspection carried out so we're adjusting our design to meet the recommendations set out in the report.
- Level Three inspections are complete, the Chief Operating Officer (COO) and the technical officer are reviewing and formulating a plan for repairs.
- White Swamp bridge has a side track in place with a temporary bridge in place. Materials are yet to arrive to reconstruct the bridge super structure.
- Investigations are occurring for design and ordering of materials as per recent level three inspection reports for Deepwater Ck bridges on Castlerag and Torrington Roads and Hawkins Gully on Billirimba Road. A sidetrack with a bridge will be erected over Emu Ck on Hootens Road.
- Council has trialled an emulsion stabilising agent on a section of Rivertree Rd where gravel resheeting occurred.
- Resheeting has occurred on Black Swamp, Wellington's Lookout, Scrub, Quarry and Timbarra Roads.
- Council is currently resheeting all the unsealed sections on the Mt Lindesay Road and adding additives to the pavements where needed to prolong the life of the unsealed pavement. This work is funded through the Regional Road Block Grant funding and NDRRA.
- Council is also attending to a number of slips on the Mt Lindesay road between Legume and Woodenbong, once again this is funded by NDRRA.



**Headgate NDRRA Resheet**



**Headgate NDRRA Floodway Repairs**



**Treatment Slips NDRRA Mt Lindesay Rd – between Legume and Woodenbong**





**Treatment Slips NDRRA Mt Lindesay Rd – between Legume and Woodenbong**



**Sandy Flat NDRRA works – before and after**



**Five Mile Culvert (was bridge) Approaches, now sealed.**



**Bald Rock Job – modified pavement**



**Sealing Bald Rock job.**



**Sunnyside Platform Rd – causeway curing – expect to open 28<sup>th</sup> February**



**Resheeting Mt Lindesay Rd**



**Placing of bridge for Side track on White Swamp.**





**Bridge in place for Side Track at White Swamp – approaches to be constructed.**

Schedule SCCF - Stronger Country Community Fund

Project Number	Project Name	Location	Milestone 1 Complete		Milestone 2 Complete		Milestone 3 Complete		Total
			By		By		By		
SCCF2-1094	Tenterfield Town Centre Revitalisation - Phase 2	Rouse St, Tenterfield NSW 2372	31/01/2019 \$66,000	0	29/11/2019 \$66,000	0	30/06/2020 \$68,000	0	\$200,000
<b>Comments</b>									

Program	Description	Revised Budget QBR1	YTD Actual	YTD Revised Budget	YTD Variance	YTD Variance %	Status/Comment
Transport Network	MR622 Repair 2018/19 (Part of this is Block Grant funded)	563,138.00	49,275.63	49,275.63	-	0%	
Transport Network	MR622 Repair 2016/17	-	1,636.20	-	(1,636.20)		Journal required
Transport Network	MR622 Repair 2017/18	274,922.00	274,913.34	274,913.34	-	0%	
Transport Network	MR622 Repair 2015/16	47,469.00	-	-	-	0%	Not yet commenced
Transport Network	Main Street Upgrade	60,000.00	-	-	-	0%	Not yet commenced Offset by Income from RMS to be adjusted in the December Quarterly Budget Review
Transport Network	Special Grant Mt Lindesay Road (RMS/Fed)	954,717.00	2,549,404.92	954,717.00	(1,594,687.92)	0%	
Transport Network	MR622 - Ch 28 to Ch 29 (Safer Roads - Safer Local Government Roads - P.0022394) (Carolls Creek)	54,303.87	213.86	213.86	-	0%	
Transport Network	Jubullum - Public Internal Road Upgrade (Aboriginal Communities - P.0022282)	9,746.62	519.01	519.01	-	0%	
Transport Network	Jubullum - Upgrade T intersection at Plains Station Rd and Jubullum Access Road (Aboriginal Communities - P.0022280)	-	12,644.80	9,227.61	(3,417.19)	0%	Cost allocation to be reviewed
Transport Network	Jubullum - Upgrade of Access Road and gateway Treatment (Aboriginal Communities - P.0022280)	-	-	-	-	0%	Not yet commenced Offset by Income from RMS to be adjusted in the December Quarterly Budget Review
Transport Network	NDRRA 2017 - 28 March - Local Roads (Restoration)	262,367.00	571,880.74	571,880.74	-	0%	

Transport Network	NDRRA 2017 - 28 March - Regional Roads (Restoration)	14,158.00	79,090.23	79,090.23	-	0%	Offset by Income from RMS to be adjusted in the December Quarterly Budget Review
Transport Network	Reseal Program - Regional Roads (Block Grant Funded)	350,000.00	41.50	41.50	-	0%	Cost allocation to be reviewed and journal prepared if necessary
Transport Network	Roads to Recovery 2014-2019	1,693,270.00	440,548.57	440,548.57	-	0%	Offset by Income from RMS to be adjusted in the December Quarterly Budget Review
Transport Network	NDRAA 2017 Mid March - Local Roads	410,580.00	777,820.60	777,820.60	-	0%	Offset by Income from RMS
Transport Network	NDRAA 2017 Mid March - Regional Roads	968.00	968.38	968.38	-	0%	Offset by Income from RMS
Transport Network	Road Renewal - Gravel Roads	543,973.00	297,301.06	297,301.06	-	0%	To be adjusted in the December Quarterly Budget Review
Transport Network	Gravel Resheets	511,165.00	521,486.63	511,165.00	(10,321.63)	0%	To be adjusted in the December Quarterly Budget Review
Transport Network	Bridges/Causeways	1,292,585.00	166,242.97	166,242.97	-	0%	To be adjusted in the December Quarterly Budget Review
Transport Network	Culverts & Pipes (Miscellaneous Replacement of Collapsed Pipes - SRV)	134,000.00	177,863.40	177,863.40	-	0%	Not yet commenced
Transport Network	Kerbing & Guttering	10,000.00	-	-	-	0%	Not yet commenced
Transport Network	Stormwater Works - Investigate Rouse Street	50,000.00	-	-	-	0%	Not yet commenced
Transport Network	Developer Contributions (Inc Gravel Pits) McCarthy	100,000.00	-	-	-	0%	Not yet commenced

#### d) Emerging Issues, Risks and Opportunities

- The Regional Road Block grant allocation supplies 'just' enough money to maintain the running surface asset but the allocations do not allow for asset replacement. The Regional Roads have a higher 'level of service' asset installed when built by the State Government than when the same were gifted over to Council. Into the future, we need to source funding for these asset replacements that we have inherited, unless BROOC are successful in their advocating to the RMS that the road be re-declared highway status.

#### e) The Business of Improving the Business

- Four grant applications have been prepared various bridge replacements and road reconstruction of the first section of the Bruxner Way, combined with Sunnyside Platform Road.
- Two (2) of these grant applications were resubmissions – i.e. Boonoo Boonoo Bridge on the Mount Lindesay and Emu Creek Bridge on Hooton's Road. After 2 rounds of FCR rejection and advice on one of the criteria being the desire of the State to open local roads to B-doubles/HML as a requirement to bridge funding which Council cannot do in most instances owing to road alignment and width constraints. The 3 bridges (Beaury Ck, Emu Ck and Boonoo Boonoo Ck will submitted under Growing Economic Regions Funding. Council will apply to FCR3 re pending bridge level 3 inspections and for \$3.18M of bridge funding to put in place interim solutions that would see most load limits taken away over the next 2 years for a period of 5 to 20 years as Council progressively replaces its problematic timber bridge inventory over the next 20 years .
- Sourcing funding for the sealing of all the unsealed sections on the Mount Lindesay Road between Tenterfield and Legume in the coming years.
- Council continues to lobby the State government to increase the Regional Road Block Grant funding for normal routine maintenance and asset replacement.
- Commenced reviewing our grading and resheeting practices of Council to achieve a best outcome for expenditure, to assist the asset to last longer between maintenance grades under reasonable conditions. We are achieving better results because of consistent crossfall in our maintenance grading practice and the dedication of a rural backhoe to doing drainage works.


## SWOT ANALYSIS

Works (Transport & Infrastructure) – (MW)



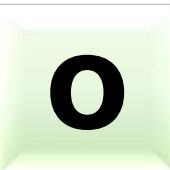
### Strengths

- Reasonable data and records;
- Modern Plant and Equipment;
- Good maintenance and customer service responses;
- Road Network/Asset Management Plan;
- Interdepartmental communication;
- Multi skilled, local workforce with good area knowledge.




### Weaknesses

- Shortfalls in Construction skillsets, design/technical staff, and succession planning;
- Reactive rather than proactive;
- Reliance on Grant funding;
- Area to be covered and high resource need, with large infrastructure base;
- Limited planning, design, project and asset management resourcing until recently;
- Access to good road base;
- Poor network coverage.



### Opportunities

- Obtain more Grant income;
- Improve systems and processes;
- Access more private works;
- Increase staff and resources;
- Increase use of technology – mobile asset management systems;
- Innovation in road building, bridge construction and maintenance overall;
- All staff at Depot part of same engineering team.



### Threats

- State and Federal cost shifting;
- Acquiring new assets without corresponding resources;
- Climate change;
- Less annual funding;
- Increase in service levels without resources, shifts in priorities that are unplanned.

### f) Customers

Customer requests form a major part of our operational response. If a reported incident exceeds the intervention level set out in the Road Network Management Plan, we are required to respond within set timeframes.

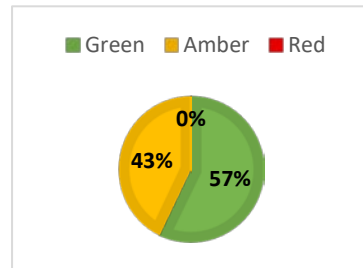
### g) Business Statistics

*Comment to be provided in future reports*

### h) Special events, achievements of note, celebrations

By closely managing the NDRRA works in conjunction with planned maintenance; such as gravel resheeting, maintenance grading and drainage works, operational efficiencies have been gained by reducing mobilization and demobilisation costs which has resulted in more resources being delivered on the ground.

## 21. Plant, Fleet and Equipment

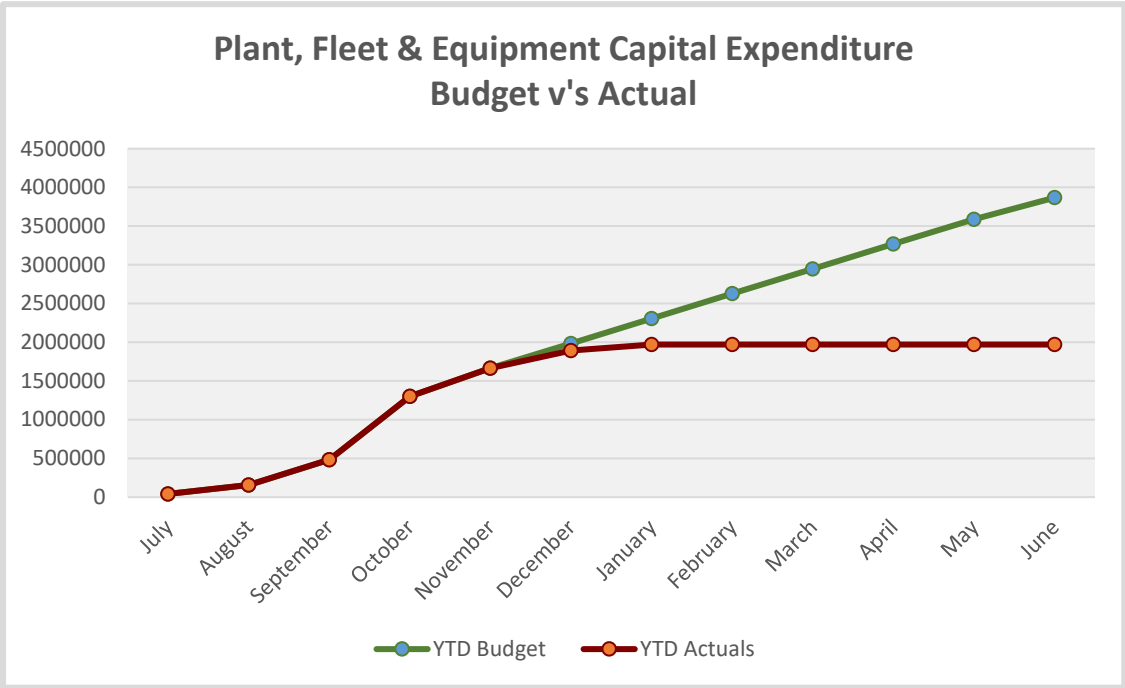
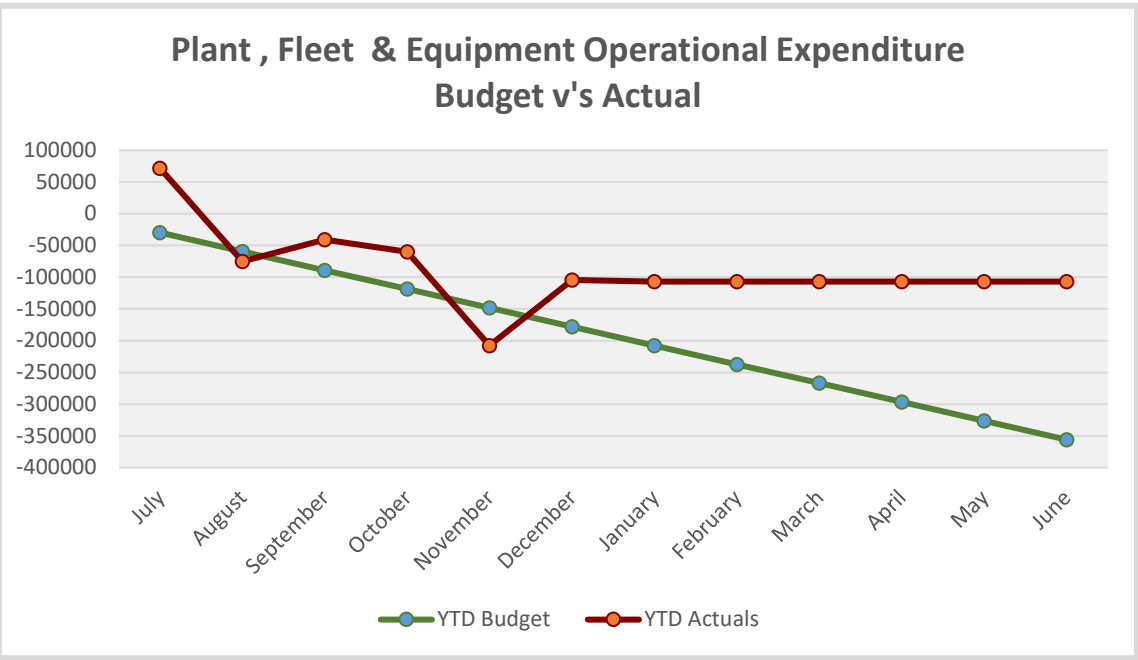
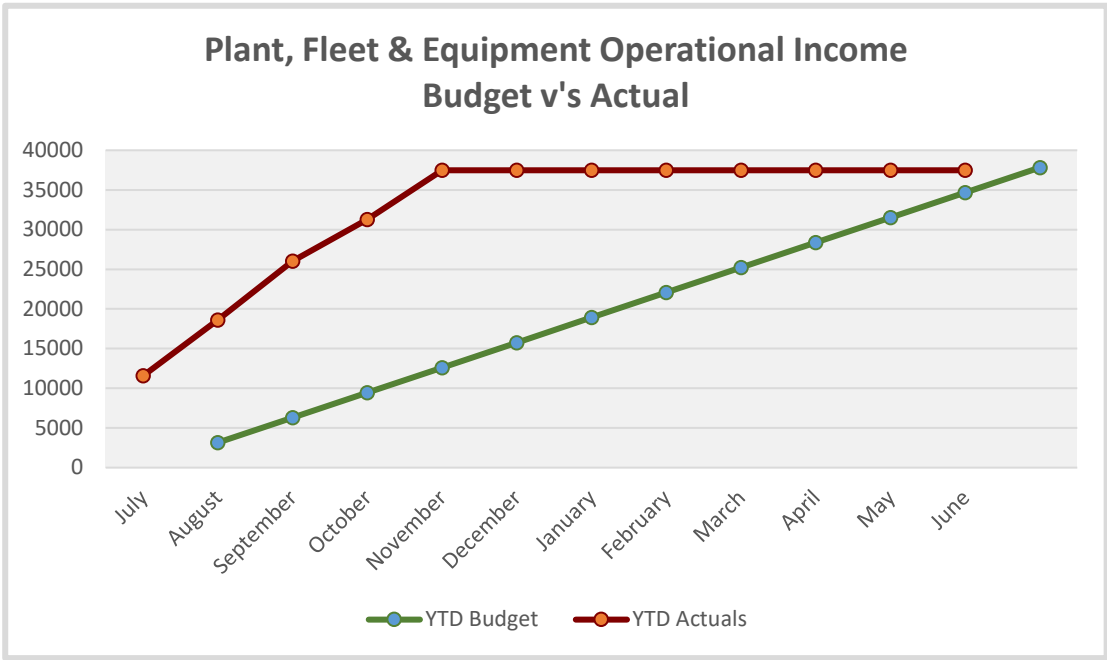


Under the 4 year Delivery Plan *Plant, Fleet and Equipment* relates to: effective provision and management of plant, fleet, equipment, store and depots; and tendering and procurement. The Office of the Chief Operating Officer directly oversees these outcomes.

### a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 18/19	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
<p>DP21.01) Maximise productivity of Council fleet and stores service.</p> <p><b>Depot, Store:</b> A – Chief Operating Officer</p> <p><b>Fleet &amp; Plant:</b> A – Chief Operating Officer</p> <p><b>Procurement and tendering framework:</b> A – Chief Operating Officer</p> <p><b>Depot, Store, fleet &amp; plant:</b> A – Chief Operating Officer</p>	Arrange safety and other inspections of Council Depot and Store, applying corrective actions where required, in accordance with Council procedures.	B: MW		0		Up to date inspections include: Fire Extinguishers, First Aid Kits, Liftings Chains, Pressure Vessels, Safety Harness and Gas detectors and other confined space items.
				0		WHS inspections yet to be performed.
	Arrange safety and other related inspections, applying corrective actions where required, of Council assets and fleet in accordance with Council procedures.	B: FC			+1	Completed 90%. Approximately 10% of inspections extend beyond the prescribed 3 month period. Fleet is achieving its benchmark in this area. The direct product of its now full complement of staff.
	Delivery of Plant Maintenance Program.	B: FC C: FC D: FC			+1	Approximately 90% of Fleet asset maintenance is conducted within a week of falling due; maintenance is conducted in line with industry best practice. Gains have also been made in this area with a full complement of staff.
	Maintain and review stock inventory records to ensure accuracy of information and adequacy of stock levels.	B: MW D: Store			+1	Store stock levels have been audited during June 2018.
	Ongoing implementation of Fleet Asset Management plan.	B: FC C: FC D: FC			0	Analysis, reporting and review of some key management areas have been impacted by staff shortages. Significant gains are now being made in this area.
	Ongoing delivery of the Plant Replacement Program.	B: FC C: FC D: FC			+1	Four replacements have carried forward from last financial year, There are seven items in this year's program seven of these have been completed to date. Procurement has commenced on 2 further items with submissions pending.
	Depot Master Plan Development.	B: MW C: MW			0	Depot Master Plan has commenced with a steering committee including Fleet Coordinator, Property, Building & Landscape Coordinator and the Works Manager. Other stakeholders will be involved as the plan progresses.

**b) Budget**



### Capital Expenses:

Capital renewals are prescribed in the Plant Replacement Program in line with councils 10 Year Fleet Asset Management Plan, delivery of some items have extend into the 18/19 financial year as a direct impact of staff resource shortages; and include:

- Unit 390 Wood Chipper, product demonstration held with key stake holders undertaken in mid-December, enquiries into suitable supplier under LG Procurement ongoing.
- Unit 100 Mini Excavator, (delay requested by Works manager)
- Unit 361 Fuel Trailer, delivery 22<sup>nd</sup> December. **Completed.**
- Unit 10 Bridge Truck. Cab chassis to be purchased through LG Procurement under government contract ongoing, crane fitment to be procured through three quote process.

Items prescribed in the 2018/19 Plant Replacement program are as follows:

- Unit 17 Watercart, review of council's current tender spec work in progress, meetings held with key stake holders and specification amended, tender panel selected and Tender advertisement in draft stage.
- Unit 338 Slasher, delivery 23<sup>rd</sup> November. **Completed.**
- Unit 307 Flat Bed Tandem Trailer, procurement of new 8 X 5 Tandem trailer actioned instead of flat-bed after condition and needs analysis. New unit delivered 1<sup>st</sup> February. **Completed.**
- Unit 305 Tandem Box Trailer, delivery 1<sup>st</sup> February. **Completed**
- Unit 68 Grader, review of council's current tender spec work in progress, tender scheduled late February.
- Unit 422 Builders Trailer, procurement through three quote process.
- Unit 101 Franna Crane, second hand unit delivered 15<sup>th</sup> October. **Completed**

### c)Capital Projects

Council took delivery of two Extra Heavy Duty 8 X 5 Tandem box trailers (units 303 and 305), these trailers have four wheel electric brakes and a 3,000kg capacity. Unit 303 will be tasked to operations with the rural backhoe crew and will be used to transport buckets and implements to site. Unit 305 is based in Urbenville and will have multiple slide in frames manufactured to allow vegetation spraying, signage operations, and tar patching to be effected more efficiently.

Council took delivery of an Extra Heavy Duty 2,200 litre Tandem fuel trailer (unit 360). This asset is utilised in the fuelling of council's stationary backup generators and large plant items on site. The unit boasts four wheel electric brakes, a self-bunted tank (dual skin), a 30 meter retractable 1" fuel delivery reel, high output 12V battery powered fuel pump with solar charging, and all relevant safety devices.



Units 303 and 305 8 X 5 Tandem Box Trailers



Unit 360 Fuel Trailer

Program Description	Revised Budget	YTD Actual	YTD Revised Budget	YTD Variance	YTD Variance %	Status/Comment
	QBR1					
Plant, Fleet & Equipment      Plant Purchases	3,868,000.00	1,970,767.66	1,970,767.66	-	0%	

**Operational Income:**

Recovered through plant charges, fleet income is indicating a 3.36% deficit for January, this being largely due to the Christmas shut period.

**Operational Expense:**

Fleet operational expenditure was 7.17% over budget for January, with some major repairs being conduct whist equipment was not being used over the Christmas shut down period.

**d) Emerging Issues, Risks and Opportunities**

Opportunity presented with the re-purpose of old unit 305 Tandem trailer and the Simpson street pump station backup generator.

Council has a demonstrated need for a mobile generator to provide emergency power to the depot and other facilities in the case of black out, Councils polly pipe welding machine also requires a mobile power source, and a temporary means of powering the Shirley park bore was also required until a network connection could be established.

A suitable underutilised generator was identified at Councils Simpson St Sewage Station. This generator has an output capacity of 30kVA (approximately 24 Kilowatts), council's Shirley park bore has a pump rated at 22 Kilowatts. Previously this generator was tasked to providing backup power in the event of a power outage. The sewage network demands at the Simpson St Pump Station was such that only one pump cycle is required per day, and the likely hood of power outage creating issue was extremely minimal.

Fleet had recently replaced unit 305 tandem axle trailer in line with the Fleet Plant Replacement Plan, the capacity of this asset was well suited to transporting the 30kVA generator the condition of the asset was reasonable. Give the demands were largely of an urban nature, the trailer was assessed to be suitable to transport the generator to various sites and so has been repurposed to this task. Effectively a solution to multiple tasks has been established with little to no cost to council by re-distributing the assets.

The Simpson Street Pump Station will be fitted with an external inlet and the generator can be transported to site and connected in the unlikely event that power is lost for greater than one day.



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

- Two members of the Fleet team successfully completed Working at Heights training and received certification.
- Two members of the Fleet team successfully completed Forklift training and will received an LF class High Risk Licence to operate a forklift.
- Five members of the Fleet team successfully completed Load restraint training delivered on site at Councils Riley St depot. (pictured)
- Councils Fleet Coordinator has completed all the modules of a diploma of Leadership and Management in Sydney, completion of this diploma is scheduled for the 30<sup>th</sup> April.
- Delineation of the Workshop service pit was performed over the Christmas break with Hi-Vis non slip pavement paint. (pictured)
- A new heavy duty pedestal drill was purchased to allow Fleet to complete repairs to heavy earthmoving components in-house. (pictured)



Load restraint training at council's depot



Workshop service pit delineation



New 2" capacity 7kW Drill Press

## SWOT ANALYSIS

### Fleet – (FC)

**S** **Strengths**

- Modern, diverse and flexible fleet with annual funding in line with Fleet Asset Management Plan;
- Functional workshop with onsite service capability;
- Motivated, skilled staff who enjoy positive customer/supplier relationships, effective management and prompt response times;
- Facilities include, emulsion storage, vessel/mixer, sizeable Store, pipe and element areas, safety, signage and staff areas.

**W** **Weaknesses**

- Staff numbers requires Contractor use to meet KPI's, some succession planning needed;
- Network coverage for communication to remote parts of Shire;
- Age of some infrastructure imposes demands on equipment;
- Training in Software use;
- Lighting, AdBlue, shelving and small plant maintenance monitoring, access and Depot funding, wash down bay, trade waste;
- Administration support and local skills availability.

**O** **Opportunities**

- Private works for heavy plant and fleet maintenance, external hire of plant and equipment, sale of stores to external customers;
- Revised Fleet structure;
- Satellite telemetric systems to enhance vehicle safety, reduce premiums;
- Driver and Operator training to enhance skill;
- Boom gate, fueling station, Grant to upgrade Depot;
- Air conditioning repair and hydraulic hose manufacture.

**T** **Threats**

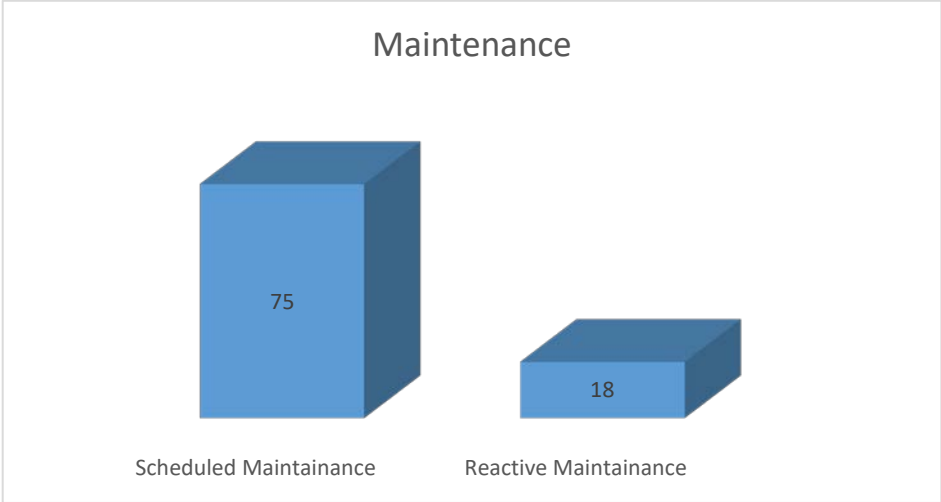
- Technological change to skill base requirements or emission standards;
- Damage to Plant due to terrain and environment;
- Loss of external customers;
- Storage tank failure and impact;
- Lack of backup generator at Depot;
- Staff churn;
- Cost increases.

### f) Customers

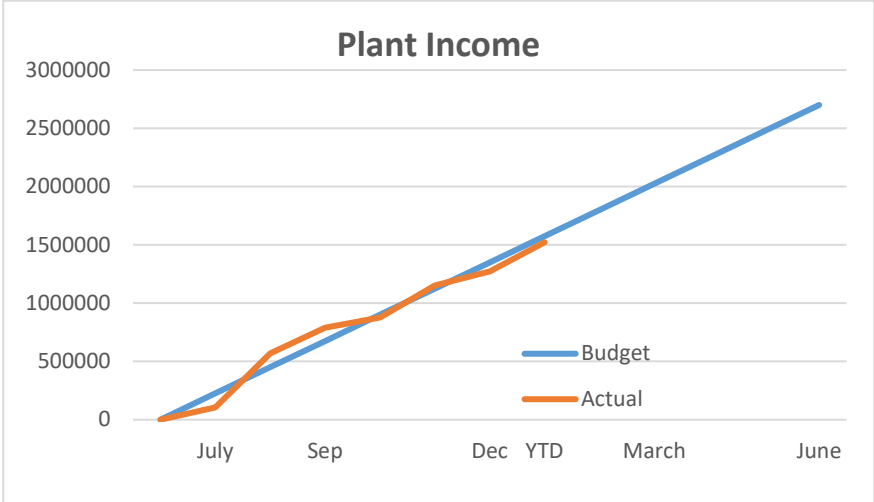
Support to all internal customers is ongoing, including mechanical and technical assistance, and provision of fleet assets through a system of internal hire.

In support of waste, the Fleet team have commenced the manufacture of four "drum muster" cages for the collection of chemical drums at councils Urbenville, Liston, Legume, and Drake transfer stations.

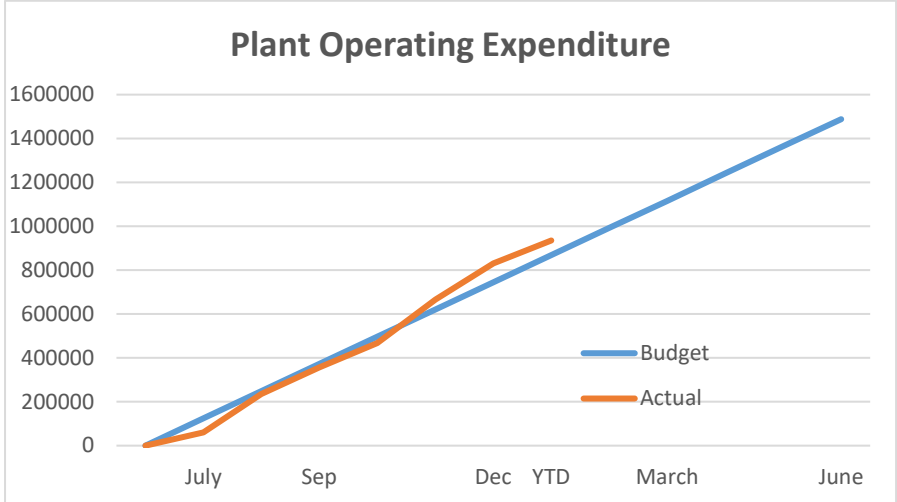
**g) Business Statistics**



93 Vehicle maintenance orders conducted in November  
Ratio 4.17:1, Target >3:1.



Fleet income is indicating a 3.36% deficit for January.

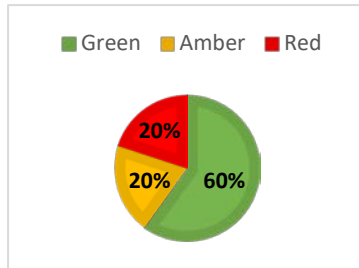


The plant expense budget was 7.17% over budget for January.

**h) Special events, achievements of note, celebrations**

Councils Plant mechanic, Neal O'Reilly is recognised for serving twenty years with council, he officially started on the 11<sup>th</sup> of January 1999. Neal conducts 90% of all public RMS inspections and is our resident RFS vehicle expert. I'd like to thank Neal for his continued efforts and passion to achieving council's objectives, and feel privileged to have him as part of the fleet team.

## 22. Waste Management

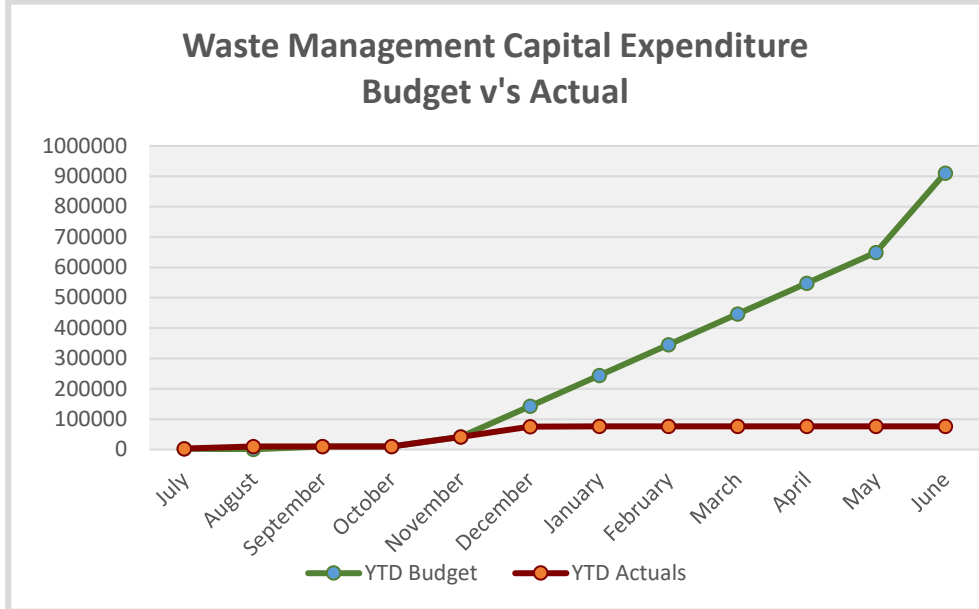
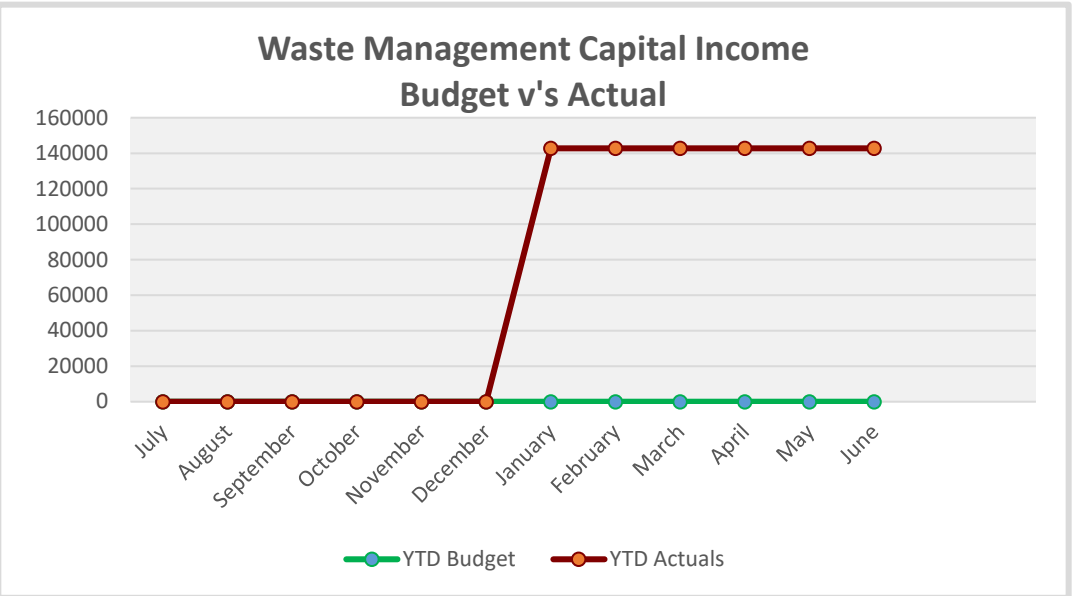
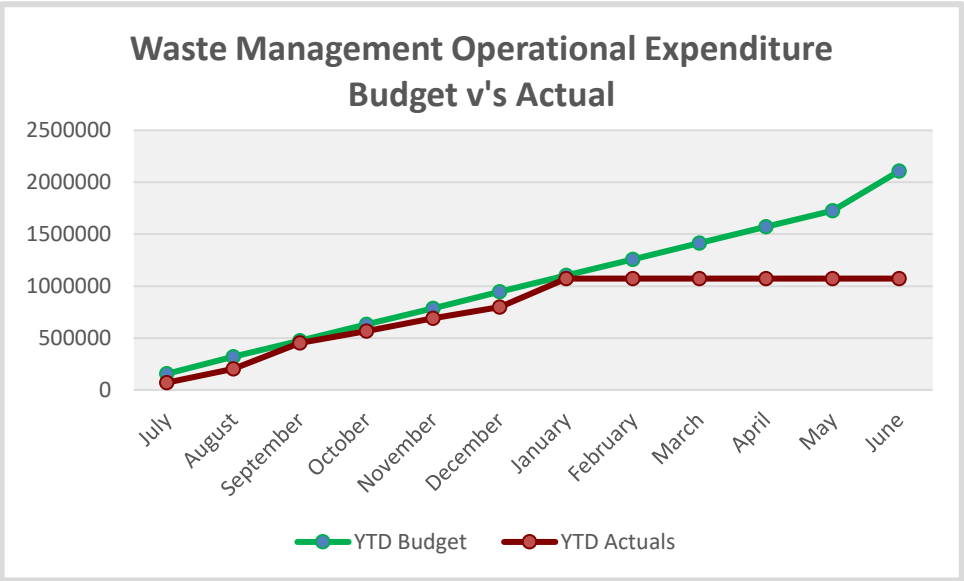
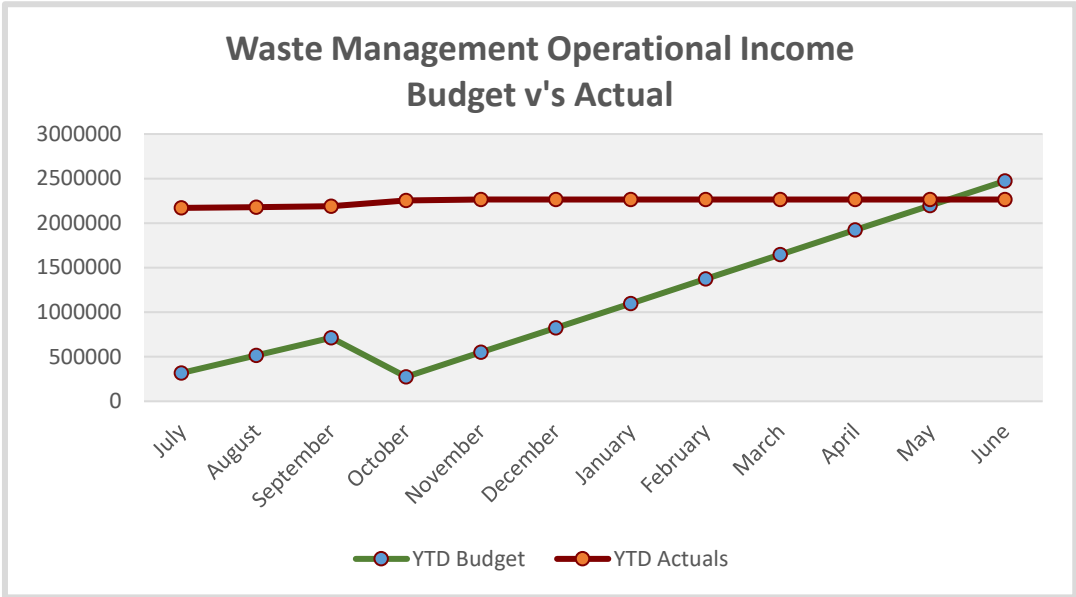


Under the 4 year Delivery Plan *Waste Management* relates to ongoing and sustainably managing waste: reduction; recycling; landfill remediation and development; and public education. The Office of the Chief Operating Officer directly oversees the outcomes.

### a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 18/19	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP22.01) Investigate and implement strategies to reduce waste produced by households and industry across the Shire.  <b>Waste &amp; recycling: A - Chief Operating Officer</b>	Provide recycling services in line with existing service levels.	B: MWW D: MWW			+1	Operational staff continue to provide an excellent service in line with service level agreements
	Delivery of the Tenterfield Shire Council Waste Management Strategy.	B: MWW C: MWW D: MWW		0		The waste management strategy will be reviewed in 2019
	Development of Boonoo Boonoo Landfill New Cell Construction Stage 1, subject to the review of waste management practises.	B: MWW D: MWW	-1			Put on hold until the waste management review is finalised, brought to the ordinary meeting of Council in Dec 2018, implementing recommendations as directed.
	Commencement of Torrington Landfill staged closure. Development of Torrington Waste Transfer Station, subject to the review of waste management practices.	B: MWW C: MWW		0		Report going to Council with recommendations after waste management review.
	Commission study to develop scope for the closure/remediation of the Tenterfield old landfill cell to EPA requirements.	B: MWW C: MWW	-1			A new study needs to be undertaken to define the scope of works.
	Assessment and implementation of waste disposal and landfill management feasibility study recommendations.	B: MWW C: MWW			+1	Feasibility study has been commissioned for works
	Continue investigations and implementation of processes and systems to reduce waste.	B: MWW C: MWW			+1	Green waste infrastructure organics processing grant submitted and acknowledgement of receipt provided 6/09/2018 awaiting notification of award. Investigations for e-waste collection network continue, potential to supply to QLD however tariffs are prohibitive. Re-establishment for cardboard processing is underway.
	Community Education Program, targeting schools and businesses.	B: MWW C: MWW D: MWW			+1	A program is being developed around worm farms for schools, worm farm progressing with design and first prototype. We have a school EnviroMentors program coming later in the year. This is part of our agreement with NIRW
	Investigate the option of powering all WTS, utilising Solar Power.	B: MWW C: MWW D: MWW			+1	Solar including capacity to store as battery banks have been investigated with feasibility analysis underway for Drake. Legume and Listen where considered for this option however resourcing constraints provided generator energy considerably more cost effective for these sites. Urbenville and Tenterfield remain to undergo assessment.
	Waste Reduction Education – Investigate, develop and implement waste reduction education.	B: MWW C: MWW D: MWW			+1	Colouring books have been received about a range of waste related issues. Schedules are underway for a presentation to schools about waste and reducing our waste First presentation completed a success.

a) Budget



**Operational Income:**

Continues to have a small outstanding balance expected to be reconciled.

**Operational Expense:**

Council's operational budget is currently on-track - depreciation is yet to be included.

**Capital Income:**

Capital income is provided by sales that were expected to remain static this is demonstrated by income finalized by June 2018. Some items that are in the Operational Plan are not reflected in any of our financial programs.

**Capital Expenses:**

Capital Expenditure is provided by budgets for normal business function including renewal/replacement of assets and asset creation. Spend to date is low due to some major project being put on hold – see information below.

The current capital works expenditure to date is shown in the table below. This figure does not show outstanding Purchase Orders or invoices that have not yet been processed. Some of the capital works budget, such as the Boonoo Boonoo Landfill Site Design, is on hold until the review of the Waste Management business, which is currently underway. The works for Torrington Landfill are also on hold until a Council resolution is obtained, determining the way forward for the site (see h - Council Reports). There may be some cost savings in purchasing double the infrastructure to set up both the Torrington and Mingoola sites.

**b) Capital Projects**

Program	Description	Revised Budget QBR1	YTD Actual	YTD Revised Budget	YTD Variance	YTD Variance %	Status/Comment
Waste	240 Wheelie Bins	3,934.00	782.50	782.50	-	0%	
Waste	Industrial Bins	47,594.00	4,656.53	4,656.53	-	0%	
Waste	Legume Awning with Pad	7,900.00	-	-	-	0%	Not yet commenced
Waste	Liston Awning with Pad	7,963.00	619.96	619.96	-	0%	Not yet commenced
Waste	Mingoola - Open Transfer Station	70,000.00	100.00	100.00	-	0%	Not yet commenced
Waste	Torrington Landfill - Convert to Transfer Station	70,000.00	-	-	-	0%	Not yet commenced
Waste	Torrington Transfer Station/Landfill Closure	75,000.00	-	-	-	0%	Not yet commenced

Waste	Develop/operate borrow area BB Tenterfield WTS - Leachate Collection - ref No 18	10,000.00	-	-	-	0%	Not yet commenced
Waste	Boonoo Boonoo Landfill Site Design	31,659.00	-	-	-	0%	Not yet commenced
Waste	Boonoo Boonoo Landfill - New Cell Reconstruction	5,000.00	6,113.64	6,113.64	-	0%	Remaining funding carried forward to 2019/20
Waste	Boonoo Boonoo Landfill - New Cell Remediation Asset (Non Cash)	150,000.00	-	-	-	0%	Not yet commenced
Waste	Water Tank - Boonoo Boonoo	50,000.00	-	-	-	0%	EOFY transfer
Waste	Tip Shop - Drake, Liston & Tenterfield	1,500.00	-	-	-	0%	Not yet commenced
Waste	Toilet Facilities - Boonoo Boonoo Landfill	17,000.00	-	-	-	0%	Not yet commenced
Waste	Green Waste Hungry Bin - School Trial	17,000.00	-	-	-	0%	Not yet commenced
Waste	Tenterfield - Met EPA Req. to Open	5,000.00	431.36	431.36	-	0%	
Waste		250,000.00	-	-	-	0%	Not yet commenced

### c) Emerging Issues, Risks and Opportunities

The changes in the Chinese recycling acceptable limits poses a major threat to our operations with a possible increase in gate fees from Lismore City Council to accept and process our recycling. There is also a high risk of recycling loads being rejected and thus having to go to landfill, which would result in additional charges over and above the current recycling forecast. Investigations are continuing to negotiate against increases and examine operational cost NIRW has provided a proposed agreement documents as well as Lismore in September 2018. These documents have been reviewed to enable further negotiation with Lismore. Additionally Lismore MRF glass recycling plant has suffered a major failure. These issues were taken to Council in November. The CDS refund scheme was signed with commitment to pursue options including feedstock agreement and alternatives.

Mexican Glass price to drop for commodity is still impacting our recycling agreement with Lismore requesting additional fees to assist in repair.

EPA is tightening controls on landfill operation requirements posing a risk for both Boonoo Boonoo and Torrington landfill sites.

There is a risk of the EPA issuing fines if we do not comply with current standards. Whilst EPA have in the past expressed concerns on the existing Boonoo Boonoo landfill, long time frame piezo hole water level monitoring does not support the concerns, and Council has a Master Plan for the staged development of the Boonoo Boonoo landfill site which potentially could operate for another 50 years subject to new cells being built when needed. Any consideration of extending and re-opening of the old Sunnyside loop Tenterfield landfill site for landfilling purposes in place and the early closure of Boonoo Boonoo, as suggested in the dated 2013 Waste Management Strategy, needs to be reconsidered in any future review of the Waste Strategy as such will have large financial implications coupled with potential community backlash in view of close proximity to town and encroaching residential development. Investigations into viable long term alternatives continue. (Note by Chief Executive: Refer to Waste to Energy Report May Ordinary Council Meeting.)

Green waste processing; the green waste piles at all sites are becoming large and the last contract for mulching has expired. We are looking into options to better manage our green waste and initial investigations for contractor to process provided high costs, investigations continue. The EPA requirements for testing to enable the selling of raw green mulch are onerous. Grant opportunities to provide value adding for compliance have been submitted and Council are now awaiting announcements. Discussions with the EPA, require Council to

undertake methods for biosecurity to eliminate the chance of weed seed propagation requiring proof of high temperatures obtained in the process of composting mulch, undertaking this process will allow new green waste deposited at the WTS's into a viable income stream.

Potential hazard for the safety of staff occurred at closing time for one of the transfer stations, Patrons are reminded that there are conditions of entry to the transfer stations and as with all business Council can refuse entry.



**Conditions of Entry to Tenterfield Shire Council's Waste Transfer Station**

- Please report to the operator upon arrival.
- No abusive behaviour will be tolerated.  
Police will be contacted.
- Entry to this facility is a privilege, not a right.
- The operators have the right to refuse entry and/or to reject loads.
- Visitors must obey signs and/or directions from staff.
- Children under the age of 12 and animals must remain in your vehicle at all times.
- No scavenging is allowed at any time.
- No removal of goods off site without authorization.
- This is a smoke free facility. No smoking is permitted onsite.
- Property is under 24 hour surveillance.
- No cash is kept on site.

FAILURE TO FOLLOW THESE CONDITIONS WILL RESULT IN YOU BEING ASKED TO LEAVE THE SITE. CONTINUAL DISREGARD OF THESE CONDITIONS WILL RESULT IN YOU BEING BANNED FROM THE FACILITY.

**Figure 1 Transfer Station Rules**

Opportunity to value add by re-commencing cardboard collection and baling have continued with a service of the bailer raising issues of water damage. The site was inspected, with plans created to refine the housing of the press and cardboard bay to allow for more efficient handling, quality and transportation as weekly/bi-weekly pick-ups of recycled materials. Some estimates to provide the cover and bay have been received; **under Council resolution staff have progressed with award of contract.**





**Figure 2 Bailer inspection December 2018**

Some of the Drum Muster cages have been constructed by the Workshop, which will enable all our WTS's to accept Drum Muster containers. A new initiative as Chem Clear for the collection of unwanted or out of date Agricultural chemicals is expected to commence with pick up of registered chemicals in March 2019. Registration requires label manufacturer, expiry date, size of container, estimate of what's left and condition of container. Booking essential at; phone 1800008182 or email [www.chemclear.com.au](http://www.chemclear.com.au).

The Mingoola WTS proposal is under project investigation; preliminary and secondary site investigation and assessment has been undertaken. Costs have been identified for site conversion with the work required to acquire property commencing. Additionally initial quotations have also been received for site work these works are expected to commence by end of May this Year.

An inspection by the EPA occurred in January at various sites in Tenterfield and Urbenville with Urbenville WTS examined.

#### **d) The Business of Improving the Business**

Discussions are continuing with the EPA to ensure that the product does meet the required standards. Information obtained from the EPA provides for a site by site approach, with trials expected to provide the information. The initial stage 2 and 3 of the small trial has been completed, with best mixtures and timeframes determined. The second phase of the trial to cover the landfill completely as a daily and intermediate cover is underway with equipment selected under assessment. Due to staff shortages phase 2 of the trial is expected to commence in March.

Investigations continue for the construction of purpose built 'Tip Shops' with initial designs to provide element protection, some used roof sheeting has been saved for this purpose pending review of sale trials. The sale trials to; repurpose items and reduce the amount of waste sent to landfill, commenced in late February 2018 at Drake, Liston and Tenterfield Waste Transfer Stations (WTS). December to January information demonstrate modest sales, however the volume of space saved from not returning these items to landfill is expected to become significant.

## SWOT ANALYSIS

### Waste Services – (MWW)

<p><b>S</b> Strengths</p> <ul style="list-style-type: none"><li>• Few Customer complaints;</li><li>• 20 Year engineered Landfill at Boonoo Boonoo;</li><li>• Modern Waste Transfer Stations;</li><li>• Staff competence, dedication and support of change and management experience;</li><li>• Multiskilling and succession planning;</li><li>• Support from Northern Inland Regional Waste (NIRW);</li><li>• While the ability for delivery of strategic goals and team meetings/action due to remoteness, scheduled after hours meetings have provided successful integration of actions and innovation.</li></ul>	<p><b>W</b> Weaknesses</p> <ul style="list-style-type: none"><li>• Limited financial resources and ability to raise revenue;</li><li>• Staff shortage/establishment limits.</li><li>• Public perception of waste management as a low value function.</li></ul>
<p><b>O</b> Opportunities</p> <ul style="list-style-type: none"><li>• Leadership and best practice in all aspects of waste management;</li><li>• Development of new and better use of Existing markets for resale/reuse;</li><li>• Increase community education;</li><li>• Negotiate an MOU (Memorandum of Understanding) interstate (QLD) to reduce transport costs;</li><li>• Reduce waste to landfill through combined food organics + garden organics;</li><li>• Investigate construction of a Materials Recovery Facility/Waste to Energy;</li><li>• Alternate collection of recyclables;</li><li>• Seek grant opportunities for green waste.</li></ul>	<p><b>T</b> Threats</p> <ul style="list-style-type: none"><li>• High and increasing costs of domestic waste management;</li><li>• Reliance on costly road transportation for collection and disposal, distance to markets;</li><li>• Accelerated consumption of landfill assets through climate change, natural disasters etc.;</li><li>• Time/cost to establish a new Cell;</li><li>• Potential staff churn;</li><li>• Illegal dumping of asbestos;</li><li>• Lack of focus on waste strategic vision;</li><li>• Local miss-interpretation of rates and fees;</li><li>• Public perceptions of low value of waste staff.</li></ul>

#### e) Customers

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

#### f) **Business Statistics**

Tenterfield has recycled 1,313,662 containers through the Container Deposit Reverse Vending Machine, averaging 6,000 to 7,000 containers recycled per day. Our CRC has also collected 4,263 tonnes of waste since opening in January 2018. The scheme nationally has reached 1 Billion in containers collected.

**g) Special events, achievements of note,**

Training for waste staff including operation of forklifts occurred in January with all staff attending completing the training.



*Figure 3 Waste Operational Skills February 2019*

A review of the waste services business is currently happening and includes;

- Council's Staff undertook an audit of the types of bins residents are utilising for waste disposal as 240 Litre and 120 Litre bins. Residents can check which size of bin they are paying for as they are listed on Council rate notices. The bin audit ensures that Council and residents are receiving the correct rateable amount for the waste service.
- Audits of Yellow lid recycling bins **continue to be undertaken** by Council staff to ensure that there is no contamination in recyclable material collected. Contamination of recyclable material costs the community of Tenterfield. This is because contaminated recycling is rejected by the Lismore's Materials Recovery Facility to the sum of \$250 per tonne and disposed of in landfill. Residents found to be utilising the recycling bin for rubbish will be issued with warning notice and or penalty for continued contamination.

# DO THE RIGHT THING USE THE RIGHT BIN

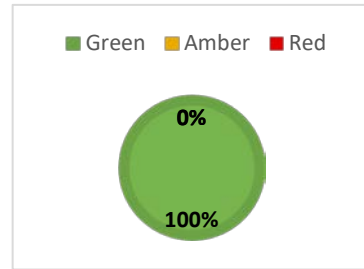


THINGS THAT GO IN YOUR

## YELLOW BIN

• Paper/Cardboard <input checked="" type="checkbox"/>	• Paint tins ( empty) <input checked="" type="checkbox"/>
• Magazines <input checked="" type="checkbox"/>	• Glass bottles and containers <input checked="" type="checkbox"/>
• Cartons <input checked="" type="checkbox"/>	• Crockery & Ceramics <input checked="" type="checkbox"/>
• Aerosol cans ( empty) <input checked="" type="checkbox"/>	• Pyrex and plate glass <input checked="" type="checkbox"/>
• Steel cans and tins <input checked="" type="checkbox"/>	• Plastic bottles/containers <input checked="" type="checkbox"/>
• Tetra packs <input checked="" type="checkbox"/>	• Plant pots <input checked="" type="checkbox"/>
• Resource Recovery Collection Satchels <input checked="" type="checkbox"/>	

## 23. Water Supply

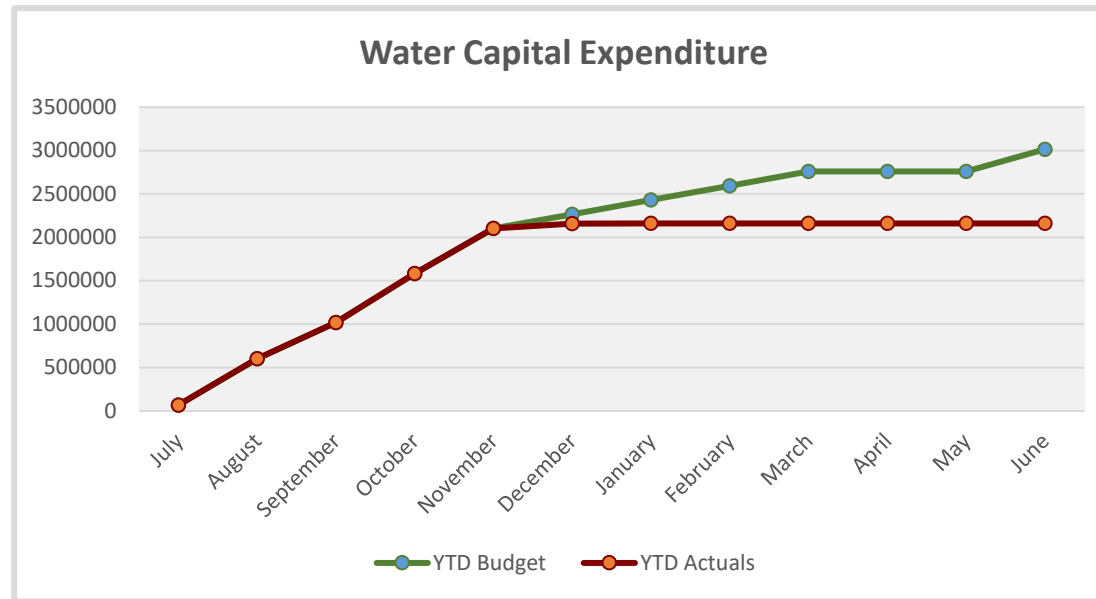
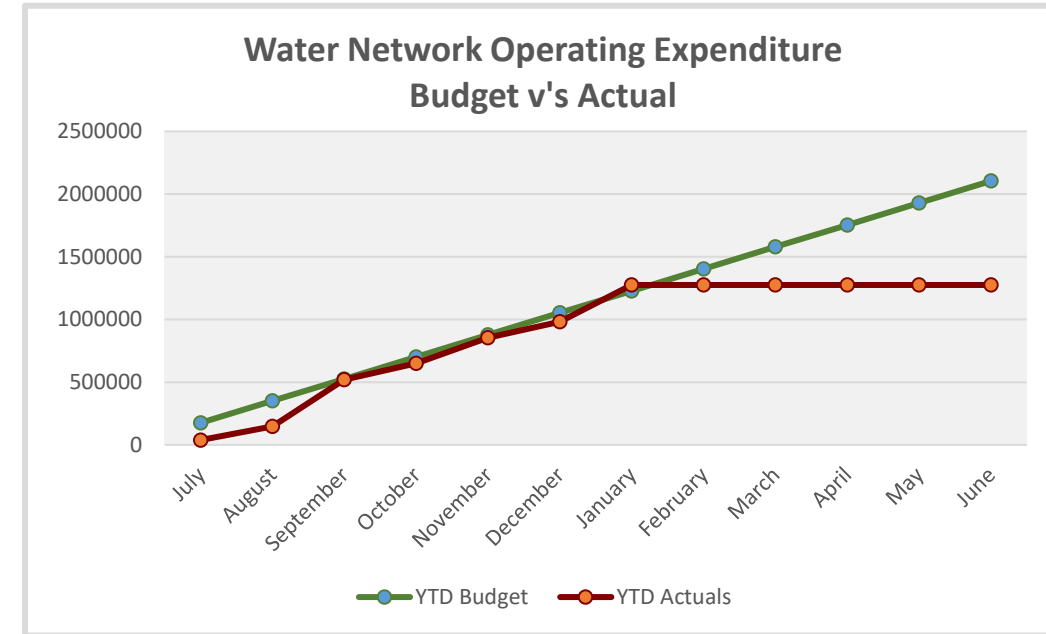
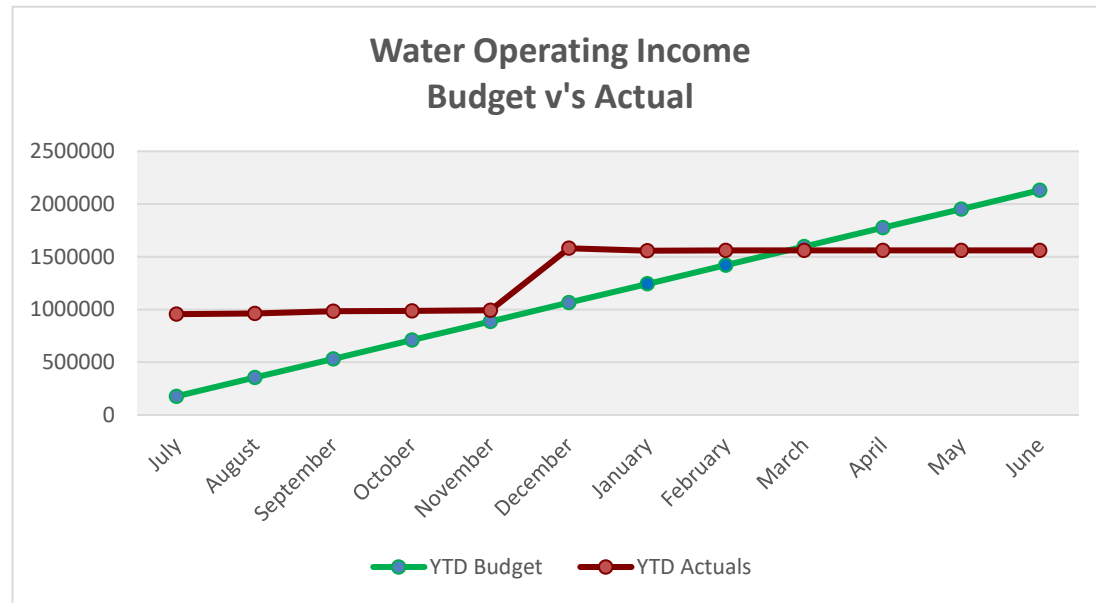


Under the 4 year Delivery Plan *Water Supply* relates to: ongoing water catchment, storage, treatment, distribution, monitoring, regulating, reporting, compliance, charging and administration. The Office of the Chief Operating Officer directly oversees the outcomes.

### a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 18/19	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP23.01) Ensure effective and efficient delivery of water services in accordance with existing service levels.  <i>Water &amp; Sewer: A - Chief Operating Officer</i>	Review and assessment of Urbenville Water Treatment Plant Concept Design.	B: MWW C: MWW			+1	Urbenville WTP was built in 2009. There is no Concept Design at this stage, proposal in initial stages to aid pre-treatment. NSW Health and DPI are providing some support to help optimise the operation of the plant – they undertook a site visit during August. More investigations are required however suggestions for optimisation are being implemented including provision of a sludge drying pad at Urbenville and a settling tank.
	Investigate funding opportunities for the construction of a new water treatment plant at Tenterfield.	B: MWW C: MWW			+1	Discussions with NSW DPI during a consultation session to revise Councils Drinking Water Management Plan about Safe and Secure Water Funding and how the application process works. Council staff were encouraged to pull together some information for the EOI – stage 1 of the application process. The EOI has been submitted and Council will wait to hear if we have moved onto Stage 2 – Detailed Application. We expect to hear early 2019 if we are successful in moving into Stage 2.
	Construction of Tenterfield Dam Upgrade Project as contracted.	B: MWW C: MWW			+1	Works are complete. Leeds have left site and Council has resumed operations
	Tenterfield Valve Renewal Program.	B: MWW C: MWW			+1	Works are continuing.
	Jennings Water Mains Replacement Program.	B: MWW C: MWW			+1	Works for this financial year are continuing
DP23.02) Implementation of Water Quality Assurance Framework in accordance with the Public Health Act.  <i>Water &amp; Sewer: A - Chief Operating Officer</i>	Implementation of Water Service Strategic Plan in accordance with NSW Office of Water Guidelines.	B: MWW C: MWW			+1	Works are underway to ensure compliance.
	Delivery of ongoing water quality monitoring program.	B: MWW C: MWW D: MWW			+1	Ongoing. Water quality policy adopted by Council. Yearly report has been submitted. The updated Drinking Water Management System has been finished. This report also lists actions to undertaken.

**a) Budget**



**Operational Income:**

N/A

**Operational Expense:**

The operational expense is progressing as expected with finalisation of maintenance expected to be complete by the end of financial year, some works have been delayed by works at the dam. The expense budget has a number of items that are required to be budgeted for as part of the Australian Drinking Water Guidelines for potential water treatment issues, such as Algae Control which have been required. There is also some training is required for our staff, the courses (external) have not yet been run. Some scheduled maintenance tasks have also been delayed due to emergency repairs required on both the water and sewer infrastructure due to lack of staffing resources.

**Capital Income:**

Not an issue. All claims have been made upon the NSW Government- DPI Water.

**Capital Expenses:**

The current capital works expenditure to date is shown graphically and in table form below. Figure 1 shows figures including and excluding the Dam Construction works. The majority of Capital expenditure is associated with the dam wall upgrade project which is now completed. The Flood Warning System upgrade works including the gas bubbler have not been undertaken, as we have applied for a grant to offset some of the costs. We have been made aware that we have been successful in the grant, formal notice along with the grant conditions and deed have been received. Other works, such as the Tenterfield Sludge Removal is dependent on site conditions and has been completed for Tenterfield and scheduled and nearing completion for Urbenville with works undertaken to empty a lagoon.

**b) Capital Projects**

Program	Description	Revised Budget QBR1	YTD Actual	YTD Revised Budget	YTD Variance	YTD Variance %	Status/Comment
Water	Tenterfield Mains Replacement	409,660.47	1,635.00	1,635.00	-	0%	
Water	Tenterfield Dam Wall Construction	1,973,975.04	1,784,637.45	1,784,637.45	-	0%	
Water	Tenterfield Dam Wall Project Management Costs	83,791.00	121,421.77	83,791.00	(37,630.77)	0%	To be adjusted in the December Quarterly Budget Review
Water	Tenterfield Dam Wall Supervision	89,512.00	89,511.50	89,511.50	-	0%	
Water	Meter Replacement	30,794.28	(272.73)	-	272.73	0%	Not yet commenced To be adjusted in the December Quarterly Budget Review
Water	Tenterfield Sludge Removal	80,349.00	98,646.32	80,349.00	(18,297.32)	0%	Cost allocation to be reviewed and journal prepared if necessary
Water	Tenterfield Valve Renweal	8,037.33	39.50	39.50	-	0%	
Water	Shirley Park Bore Flood Damage restoration	12,135.00	598.30	598.30	-	0%	
Water	Jennings Mains Replacement	12,057.07	-	-	-	0%	Not yet commenced
Water	Urbenville (Water Treatment Plant)	5,000.00	287.00	287.00	-	0%	
Water	Tenterfield WTP - In Line Telemetry	360.00	720.00	360.00	(360.00)	0%	Allocation to be reviewed
Water	Water Treatment Plant Signage	1,000.00	-	-	-	0%	Not yet commenced
Water	Flood Warning System Renewal	107,883.00	-	-	-	0%	Not yet commenced
Water	Tenterfield treatment Plant Pump Upgrade	75,518.00	-	-	-	0%	Not yet commenced
Water	SCADA Renewal	3,237.00	-	-	-	0%	Not yet commenced

### c) Emerging Issues, Risks and Opportunities

Tenterfield Dam is now at 50% capacity (Figure 1 and 2). Council has now further enacted the Drought Management plan and issued the town of Tenterfield with Level 3 water restrictions.



*Figure 1 & Figure 2 Tenterfield Dam at 50%*

Meetings held with contract personnel and RMS officers in regard to works requiring potable supply which at Level 3 is now banned.

Jennings supplied by Southern Downs are still at HIGH water restrictions limiting residents to 170L/day/person. For more information on the water restrictions at Jennings contact Catherine Travers, Sustainability Officer, on 1300 MY SDRC (1300 697 372) or please [catherine.travers@sdrc.qld.gov.au](mailto:catherine.travers@sdrc.qld.gov.au).

Urbenville since the last reporting period has entered Level 2 water restrictions. Noting that the Tooloom Creek system had stopped flowing and no significant rainfall has been received over the last reporting period now have low water levels at the draw off town supply point.

We have become aware that we have been successful for the Flood Warning Grant see website <https://www.environment.nsw.gov.au/coasts/floodplain-management-grants-2018-19.htm> . Staff are awaiting formal notification including conditions of the grant and deed. A meeting was held with NSW DPI Flood personnel in late January to review initial plans for system upgrade and stakeholder consultation.

Our Drinking Water Management System has been reviewed. There are a number of outcomes that will need to be actioned to ensure the continual supply of safe water to our communities. There is a priority improvement plan which will be acted on over the coming months.

Our Urbenville WTP operations are currently under review with assistance from NSW Health and NSW DPI to optimise the running of the plant.

A brief for safety upgrades to the Tenterfield WTP is currently being compiled with review of reports and inspections occurring 5/10/2018.

### d) The Business of Improving the Business

Refer to Section 22. Sewerage Services, Subsection (f), Water and Sewer.



The new water dispenser has been operational in Tenterfield since July and has provided additional revenue of approximately \$22,000 for Council. Due to the effects of drought and the continuing dry predictions and the need for potable water access a new dispenser is scheduled for installation at Urbenville to assist the community to access water locally reducing the large transport costs associated with water delivery. A report has been prepared for Council for this February meeting.

The Shirley Park Bore replacement pump is installed the electrical component of installation is completed and Council is waiting for metering.

The replacement impellers/paddles to replace ageing infrastructure has arrived and installation will progress including removal of the old flocculation system and augmentation of the gantry. The contract for the design of the walkways has been awarded, with on-site meetings scheduled and held in December 2018, the consultant has completed the review of the plant and is working on completing the preliminary designs, expected plans for review in March 2019.

The road into the treatment plant was repaired to reduce erosion by sealing (thanks to works crews) in January from the effects of plant required during dam wall construction (Figure 3 & 4)



**Figure 3 & Figure 4 Tenterfield Water Treatment Plant road seal**

Works to upgrade the water reticulation and fire hydrant system in Jennings as a private works undertaking for Thales have been put on hold due to the second phase of works having asbestos contamination. The work remains at 60-70 % completed. Thales have advised in November that the clean-up has been finished, with work being scheduled to resume in later in December, however site closures provide the completion of works by early March 2019.

Investigations are underway into smart water meters to make water meter reading quicker, more efficient and cost effective. The smart meter technology now allows an online real-time viewing of water consumption. The technology will assist Council to advise residents if any abnormal water use is detected potentially saving residents from costs associated with water leaks. All presentations from a suppliers have occurred with the final presentation in December 2018 and due to cost a trial is expected to occur in the shire next financial year.

## SWOT ANALYSIS

Water and Sewer – (MWW)

<p><b>S</b> Strengths</p> <ul style="list-style-type: none"><li>• Few Customer complaints;</li><li>• High level of regulatory compliance associated with service supply;</li><li>• Understanding of strategic/business planning and needs over a 10 year horizon;</li><li>• Research, data and reporting capabilities and analysis to inform capital works;</li><li>• Excellent day to day and emergency response capability;</li><li>• Some assets near new (Urbenville and STP Tenterfield);</li><li>• Dam wall project nearing completion.</li></ul>	<p><b>W</b> Weaknesses</p> <ul style="list-style-type: none"><li>• Insufficient capacity to ensure compliance with all aspects of regulation and timely delivery of all renewals and new capital works in the Strategic Plan;</li><li>• Tightening regulatory compliance will require future capital works, which may be beyond Council capacity to fully fund advocacy will be needed;</li><li>• Current administrative support structure requires Managers to do administration. Duties better performed by an Administration professional;</li><li>• Geographical information system requires review.</li></ul>
<p><b>O</b> Opportunities</p> <ul style="list-style-type: none"><li>• Obtain possible subsidy funding for water treatment facilities;</li><li>• Obtain funding for flood systems/studies;</li><li>• New technologies are available to provide solutions for regulatory compliance and energy and operational efficiency. They can meet changing customer expectations and supply features central to planning, design, construction, system control, communication, asset management and data.</li></ul>	<p><b>T</b> Threats</p> <ul style="list-style-type: none"><li>• Lack of funds for new water treatment – Federal and State funding needs to be restored for projects to proceed in a timely way. Un-programmed capital works;</li><li>• Increased Legislation and Management requirements diverting staff from planned work and problem solving;</li><li>• Reduced Section 64 income, due to slow growth and need for higher charges;</li><li>• Inability to deliver asset management, the impact of climate change;</li><li>• Water rate misconceptions.</li></ul>

### e) Customers

We respond to customer service requests regularly with people reporting 1 main breaks this reporting period and 12 leaks or faults with water meters etc. All requests are responded to in a timely manner.

There have been no complaints about the water service this year.

Continued utilisation of the valve exercising and vacuum excavation trailer allowed many valves to be exercised as part of the valve maintenance program.

**f) Business Statistics:**

The production of water at the Tenterfield Water Treatment Plant is producing an average of 1.2ML/day lower than last month. However, only an average of 0.500ML/day is being received at the Sewer Treatment Plant, indicating that 42% of water being produced in being used for watering gardens (or other such activities such as filling ponds/pools).

**g) Special events, achievements of note, celebrations**

The TSC Dam Wall project is Council's biggest active project and the same is on time and on budget with site handover completed.

Staff successfully undertook OEH Biodiversity Conservation Act Pilot Training.  
Additionally Staff successfully undertook training for load restraint (Figure 5).



*Figure 5 Load Restraint Training*

EPA inspections occurred in late January 2019 (Figures 6 to 10)

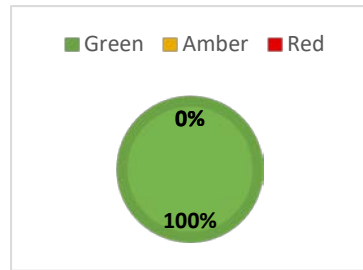


Figure 6, Figure 7 & Figure 8 EPA at Tenterfield WTP (Water Treatment Plant)



Figure 9 & Figure 10 EPA Urbenville WTP (Water Treatment Plant) chemical dosing

## 24. Sewerage Services

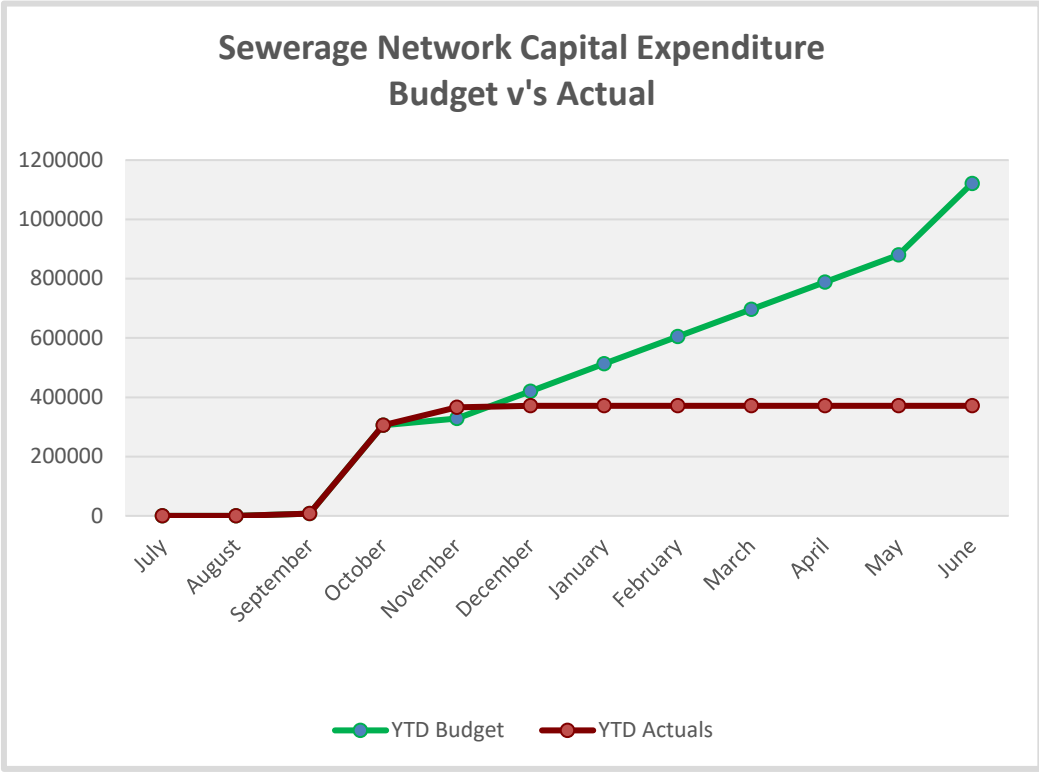
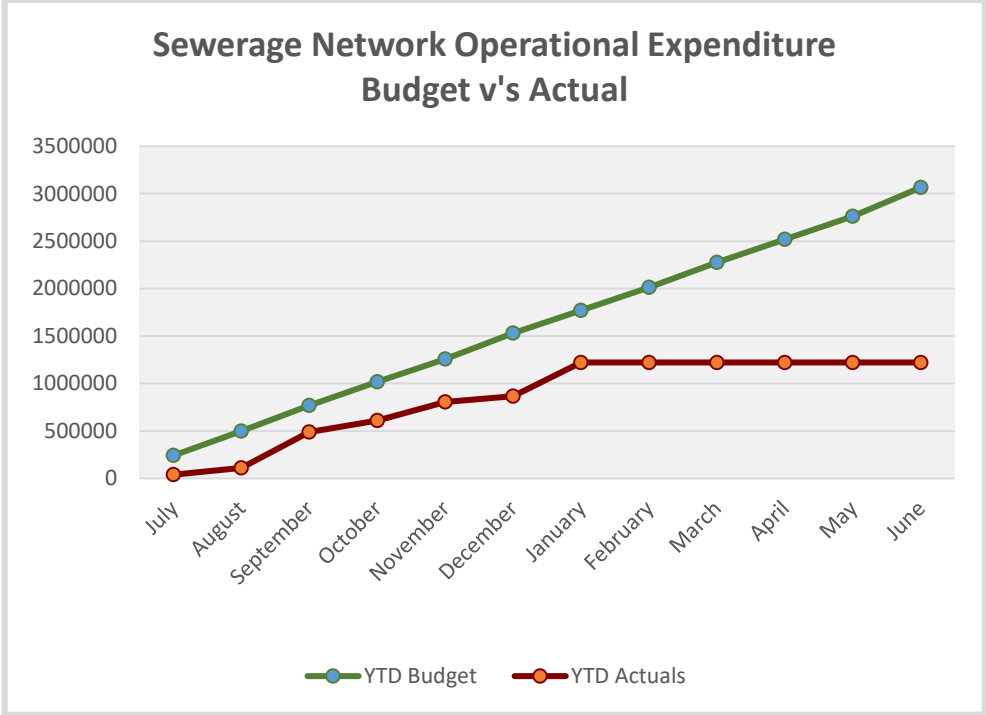
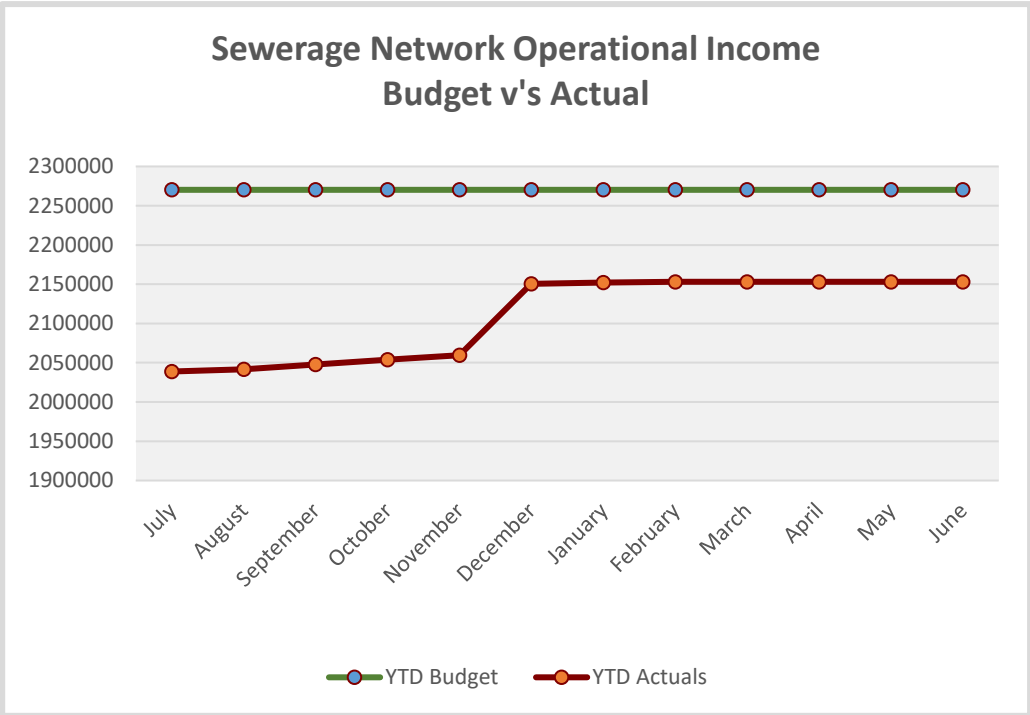


Under the 4 year Delivery Plan *Sewerage Services* relates to: ongoing catchment, transportation, and treatment; monitoring, reporting, environmental compliance and emergency management; trade waste and commercial; fees and charges; public education and administration. The Office of the Chief Operating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

### a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 18/19	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP24.01) Provide effective and efficient delivery of sewerage services across to the townships of Tenterfield and Urbenville.  <i>Water &amp; Sewer: A - Chief Operating Officer</i>	Ongoing maintenance and operation of sewerage network.	B: MWW C: MWW D: SSO D: SSO (Urbenville)			+1	Systems are performing as designed, Tenterfield pump station daily data collection for pump run times continue to provide excellent information. Two smart cover manhole lids have been installed at Molesworth street either side of the bridging structure.
	Tenterfield sewer mains relining; 1 kilometre per annum	B: MWW C: MWW			+1	Cleaning and relining of the 375mm Main has finished final report completed. Fully invoiced, no further relining scheduled this financial year.
	Tenterfield manhole levels alterations	B: MWW C: MWW			+1	Planning for the manhole level and augmentation program has developed to specification, contract and tender documents, project quotation closed 14/11/2018. Tender evaluation is underway, with works expected to commence in February 2019.
DP24.02) Ensure improvement of infrastructure in line with best practice water treatment guidelines and increased capacity for sewage treatment in service areas.  <i>Water &amp; Sewer: A - Chief Operating Officer</i>	Tenterfield sewerage network extension	B: MWW C: MWW			+1	Planning is continuing to complete the scheduled sewer extension works for the Clifton Street extension that has been delayed. Infrastructure has been ordered, and delivered, however staff shortages have required a request for quotation to be prepared to complete works which is underway. The request for quote for Clifton Street was issued, with 2 responses received in late October. Contract has been awarded for Clifton Street, with works due to start in March 2018.
	Investigate funding opportunities and interstate agreement options for the Jennings sewerage system.	B: MWW C: MWW			+1	Report completed and provided in April. Discussions are continuing with SDRC. Investigations reveal cross boarder funding possible with QLD state.

a) Budget



### Operational Income

Operational income is provided by rates budgets which are tracking well with expected final income to be finalised in 2018.

### Operational Expense:

Operational expenses are provided by budgets for normal business function and have been lower than expected, due to some cost savings however budgets are tracking well with expected finalization by September 2018. Shortfall due to some scheduled maintenance tasks have also been delayed due to emergency repairs required on both the water and sewer infrastructure due to lack of staffing resources.

### Capital Income:

Capital income is provided by private works budgets, only one private works job has been completed this financial year.

### Capital Expenses:

Capital Expenditure is provided by budgets for normal business function including renewal/replacement of assets and asset creation which are tracking well with expected final income to be finalized by June 2019.

The current capital works expenditure to date is shown in Figure 1 and the table below. The contract has been awarded for the Clifton Street sewer extension with works due to start in December 2018. A tender has been sent out for the manhole alterations, with contract award expected in December 2018 and works to commence in January 2019. The relining works, were undertaken over a few months, with the invoicing occurring in one month, causing a large increase in the capital spend that month (October). Spending in November has been low, as contracts either are to be awarded or have been awarded with no invoice being received to date.

#### b) Capital Projects

Program	Description	Revised Budget QBR1	YTD Actual	YTD Revised Budget	YTD Variance	YTD Variance %	Status/Comment
Sewer	Mains Relining (1Km Year - Renewal)	298,227.00	298,226.70	298,226.70	-	0%	Not yet commenced
Sewer	Tenterfield SCADA System Upgrade	57,736.00	-	-	-	0%	
Sewer	Mains Augmentation	63,000.00	12,602.40	12,602.40	-	0%	
Sewer	Man Hole Level Alterations (Water Infiltration) - Renewal	147,100.00	21,144.26	21,144.26	-	0%	
Sewer	Upgrade Road to Tertiary Ponds	21,765.85	2,221.31	2,221.31	-	0%	

Sewer	Remove Sludge from Tertiary Ponds/Renewal of Capacity	4,695.00	-	-	-	0%	Not yet commenced
Sewer	STP Dehydrator Replacement	73,512.00	-	-	-	0%	Not yet commenced
Sewer	Urbenville Sludge Removal	12,251.00	-	-	-	0%	Not yet commenced
Sewer	STP - Network Extension	363,320.21	-	-	-	0%	Not yet commenced

### c) Emerging Issues, Risks and Opportunities

Aging infrastructure is an issue for Council;

- Urbenville- Butt welding preparation to replace the white PVC polyline failures for the recycled waste water line. A delay caused by faulty equipment has progressed and Council has been advised that the equipment has now been returned in December 2018.

EPA have amended Council's operational licence with a further report about 'SmartCover' sewer manhole monitoring implementation Part 1 demonstrating the data software platform was completed and sent to the EPA officers on the 31<sup>st</sup> October 2018, Part 2 is expected to be sent later this month detailing installation. The contract for this work has been awarded with installation finished in November. There was a delay in the installation due to the equipment not being available. Installation occurred late November. The EPA have been informed of the delay. The contractor has since noticed that the antennae on the equipment might need to be upgraded, as signals are not as strong as they should be. They are to conduct an investigation into this in February 2019. In conjunction with this, the Operators suggested getting additional SmartCovers installed on either side of the Molesworth Street bridge sewer crossing, so that we can get quick confirmation if there is an issue with that pipe. This is crucial as the pipe is suspended across the Tenterfield creek. Repair works were scheduled for the bridging structure including strengthening the joints with gibalts and replacement of timber beams completed by the water/sewer and bridge teams at the end of December 2018 (Figures 1 to 4).



Figure 1, Figure 2, Figure 3 & Figure 4 Molesworth Street Bridging Structure gibalts, repair and completed

Additionally Council has called for quotation and supply for sewer pipe blockers (utilised to stem the flow), flexible pipe connection & pump which is underway to ensure the backup plan can be implemented at short notice to connect manholes either side of the bridge in the event of the pile trestle support (bridging structure) being seriously damaged during a flood event. To ensure this could be undertaken a scenario was run in January (Figures 5 to 7).





*Figure 4, Figure 5 & Figure 6 Moelsworth Street Bridging Structure Failure Scenario*

**d) The Business of Improving the Business**

Investigations for redesign of inlet to works to remove issues of rag entanglement for the current propeller system are on hold.

## SWOT ANALYSIS

Water and Sewer – (MWW)

**S** Strengths

- Few Customer complaints;
- High level of regulatory compliance associated with service supply;
- Understanding of strategic/business planning and needs over a 10 year horizon;
- Research, data and reporting capabilities and analysis to inform capital works;
- Excellent day to day and emergency response capability;
- Some assets near new (Urbenville and STP Tenterfield);
- Dam wall project nearing completion.

**W** Weaknesses

- Insufficient capacity to ensure compliance with all aspects of regulation and timely delivery of all renewals and new capital works in the Strategic Plan;
- Tightening regulatory compliance will require future capital works, which may be beyond Council capacity to fully fund advocacy will be needed;
- Current administrative support structure requires Managers to do administration. Duties better performed by an Administration professional;
- Geographical information system requires review.

**O** Opportunities

- Obtain possible subsidy funding for water treatment facilities;
- Obtain funding for flood systems/studies;
- New technologies are available to provide solutions for regulatory compliance and energy and operational efficiency. They can meet changing customer expectations and supply features central to planning, design, construction, system control, communication, asset management and data.

**T** Threats

- Lack of funds for new water treatment – Federal and State funding needs to be restored for projects to proceed in a timely way. Un-programmed capital works;
- Increased Legislation and Management requirements diverting staff from planned work and problem solving;
- Reduced Section 64 income, due to slow growth and need for higher charges;
- Inability to deliver asset management, the impact of climate change;
- Water rate misconceptions.

### e) Customers

Our customer base is the public, other Council departments and contractors. Blockages were reported and cleared at 13 locations in this reporting period.

### f) Business Statistics

Average time for response to sewer chokes has shortened to 28 minutes while the median time remains at 15 minutes.

**g) Special events, achievements of note, celebrations**

Staff successfully undertook OEH Biodiversity Conservation Act Pilot Training.  
Additionally Staff successfully undertook training for load restraint (Figure 7).



*Figure 7 Load Restraint Training*

EPA inspections occurred in late January 2019 (Figures 8 to 10)



Figure 8, Figure 9 & Figure 10 EPA Urbenville STP (Sewage Treatment Plant) and final effluent discharge point