

# TENTERFIELD SHIRE COUNCIL – Monthly Operational Report - July 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.

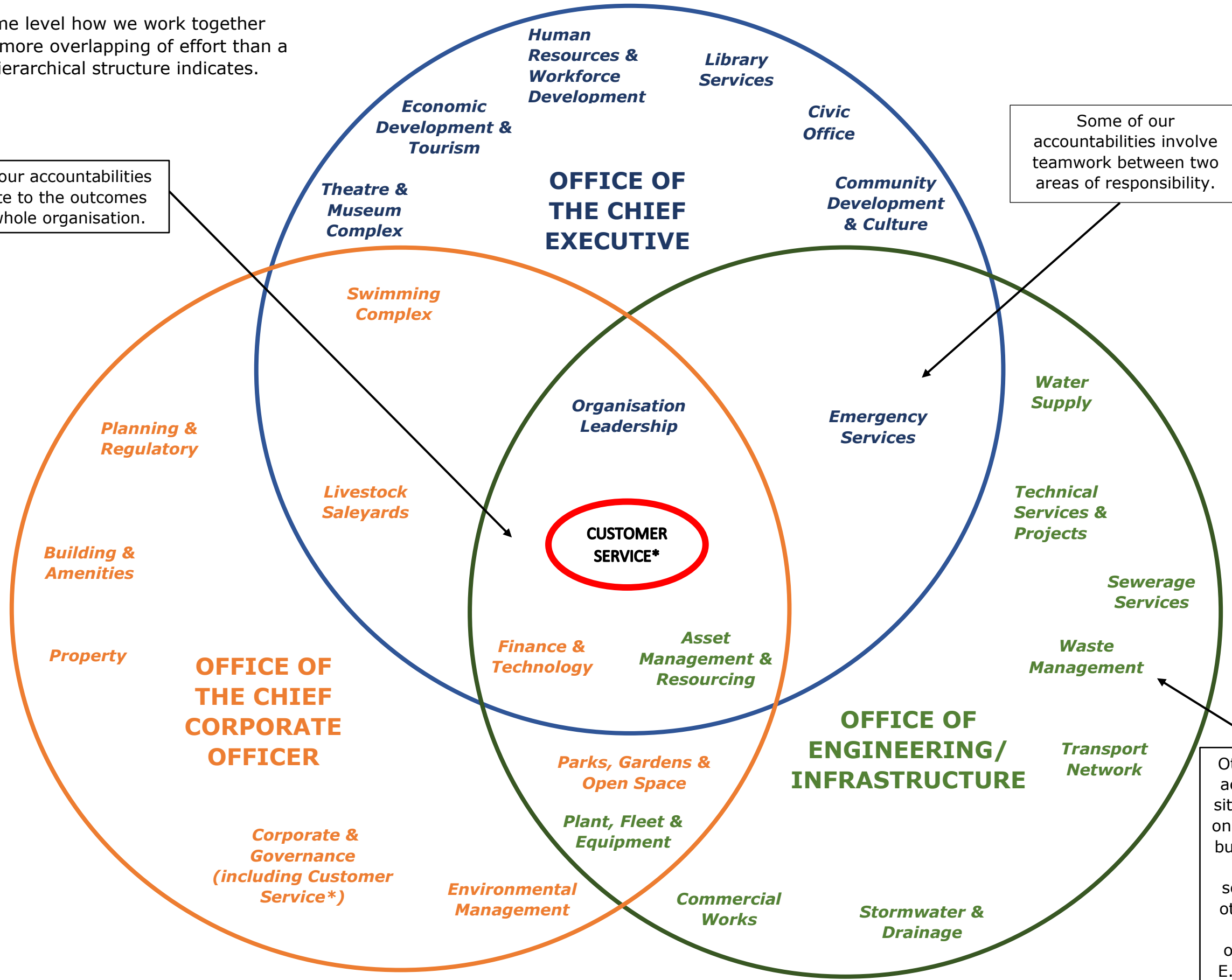
We report on our Delivery Plan quarterly. We also report on many other things in a great many ways. Currently we use multiple platforms to achieve this, which is both inefficient and extremely frustrating. This system will not only change the amount of reporting, it will place all the information in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

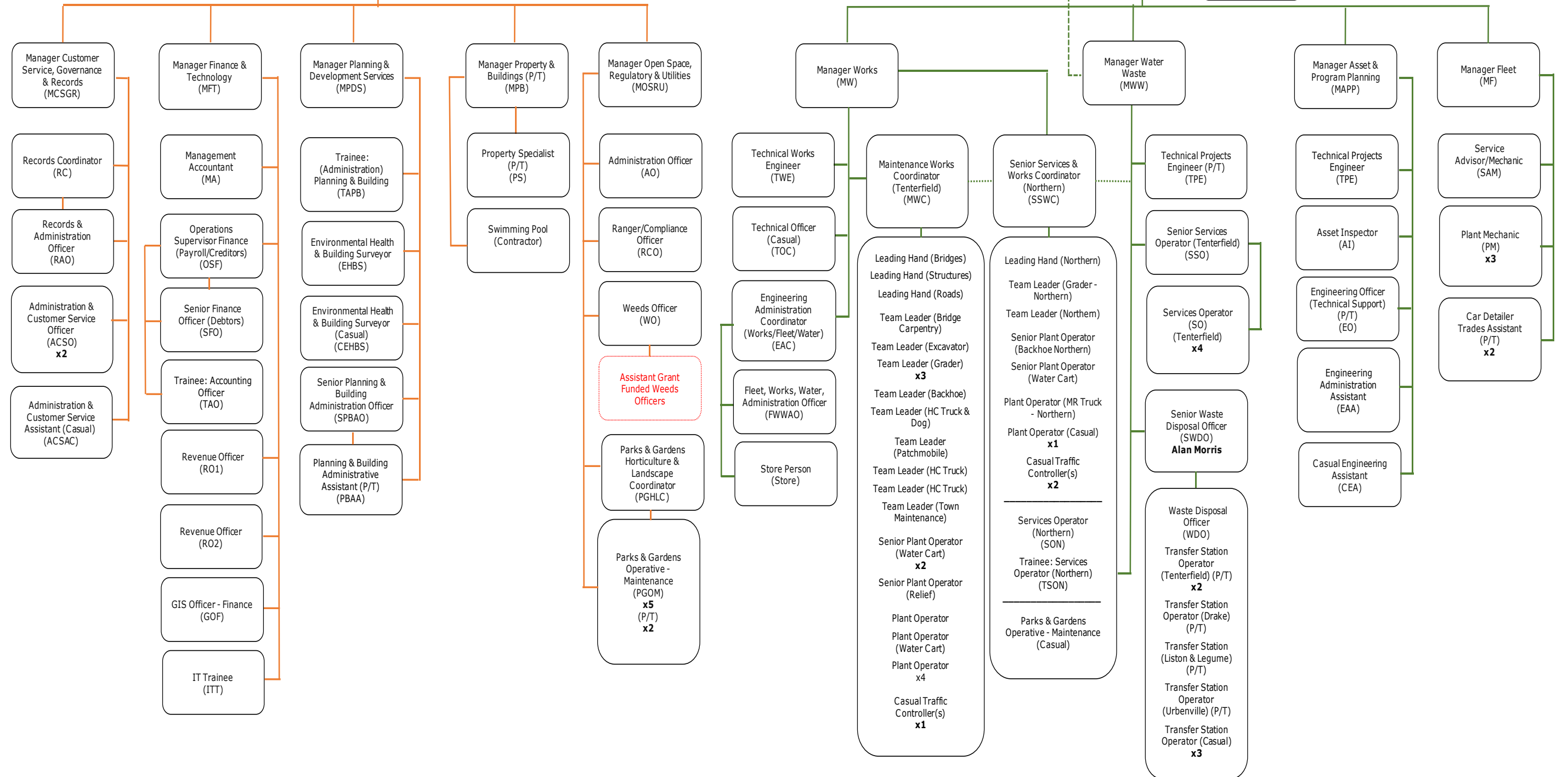
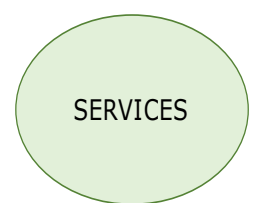
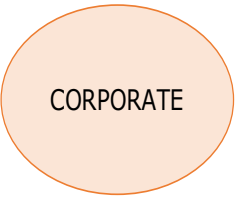
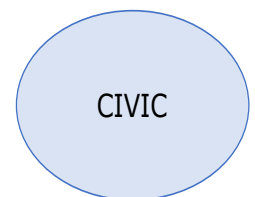
Some of our accountabilities contribute to the outcomes for the whole organisation.



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**  
 Community Development Officer  
 Tourism & Marketing Manager  
 Tourism & Marketing Officer  
 Tourism & Information Assistant (Casual)  
 Cultural Officer (P/T)  
 Tourism & Cultural Officer  
 Casual Stage Hand  
 Administration & Customer Service Assistant (P/T)  
**Manager Library Services**  
 Library Officer  
 Assistant Library Officer (P/T)  
 Library Officer (Urbenville P/T)  
 Library Officer (Torrington P/T)  
 Library Assistant (Casual)



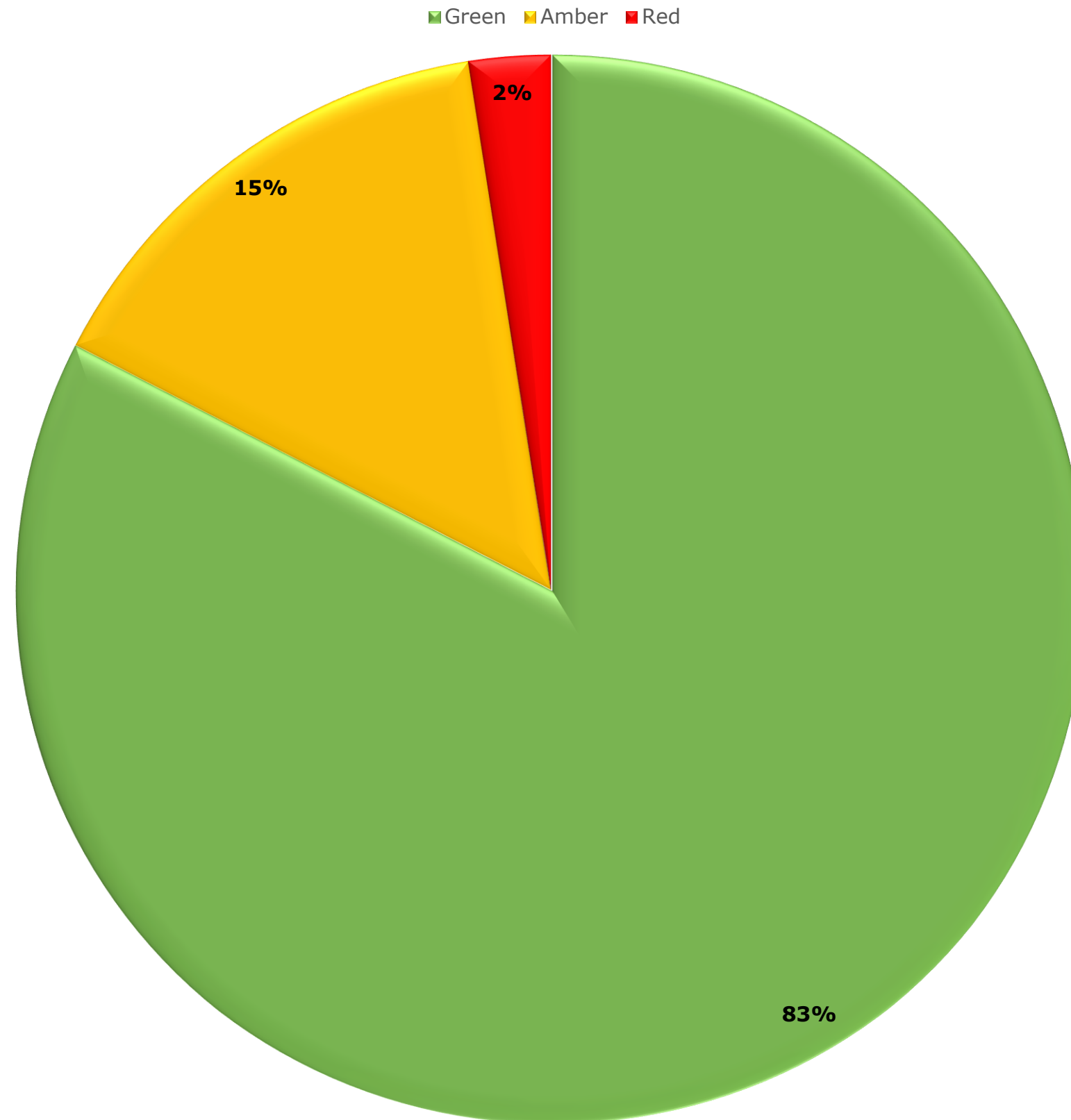


## Organisational Overall Statistics

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

**Amber:** Commenced, progressing;

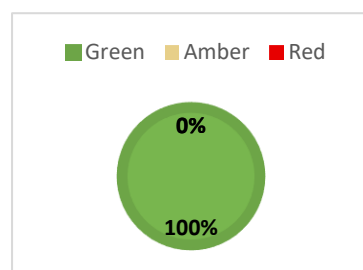
**Red:** Yet to commence.



## TABLE OF CONTENTS

<b>1. Civic Office</b>	7	<b>16. Swimming Complex</b>	87
<b>2. Organisation Leadership</b>	12	<b>17. Asset Management and Resourcing</b>	90
<b>3. Community Development</b>	16	<b>18. Commercial Works</b>	94
<b>4. Economic Growth and Tourism</b>	20	<b>19. Stormwater and Drainage</b>	96
<b>5. Theatre and Museum Complex</b>	25	<b>20. Transport Network</b>	98
<b>6. Library Services</b>	30	<b>21. Plant, Fleet and Equipment</b>	114
<b>7. Workforce Development</b>	36	<b>22. Waste Management</b>	119
<b>8. Emergency Services</b>	43	<b>23. Water Supply</b>	125
<b>9. Finance and Technology</b>	45	<b>24. Sewerage Services</b>	132
<b>10. Corporate and Governance</b>	51		
<b>11. Environmental Management</b>	57		
<b>12. Livestock Saleyards</b>	62		
<b>13. Planning and Regulation</b>	68		
<b>14. Building and Amenities</b>	78		
<b>15. Parks, Gardens and Open Space</b>	82		

# 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 19/20	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> <i>A – Chief Executive</i>	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.	<i>B:CE C:CE D:EA&amp;M</i>			+1	(Also refer to June Monthly Operational Report (MOR)). Through communication with the NSW Minister for Water's office, successfully advocated for amendments to the Act controlling water use. The amendment gives the Minister for Water step-in rights during emergencies. It was used on Tuesday the 13 <sup>th</sup> to assist with the timing of drilling operations in Tenterfield. (Water Management (General) Regulation 2018 was amended on 2 August 2019 to include Clause 39A Exemption relating to certain public authorities granted by Minister during drought.)
	Participate and influence the direction of Joint Organisations and ROCs, specifically, advocate that Joint Organisations remain focussed on delivering reductions in costs <b>without eroding local community capacity.</b>	<i>B:CE C:CE</i>			+1	(Also refer to June MOR). Currently liaising with SDRC regarding a joint Energy from Waste proposal.
DP1.2) Provide sound and inclusive decisions using the Community Engagement Strategy to guide our interactions  <b>Governance framework strategy, management &amp; development (including registers and monitoring):</b> <i>A – Chief Corporate Officer</i>	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. (Noting the potential negative effect in being able to meet OLG ratios due to cost shifting by State Government).	<i>B:MCSGR C:MCSGR D:MCSGR  B:CE C:CE</i>			+1	Wrote to LGNSW regarding the effect on Ratios with well-intended, but poorly aimed grants.
	Provide a publicly available update on the Council resolution register on a monthly basis.	<i>B:CE D:EA&amp;M</i>			+1	Completed
	Promote and refine Council's Monthly Operational Report such that the community is more informed and actively able to participate.	<i>B:CE C:CE D:EA&amp;M</i>			+1	Completed

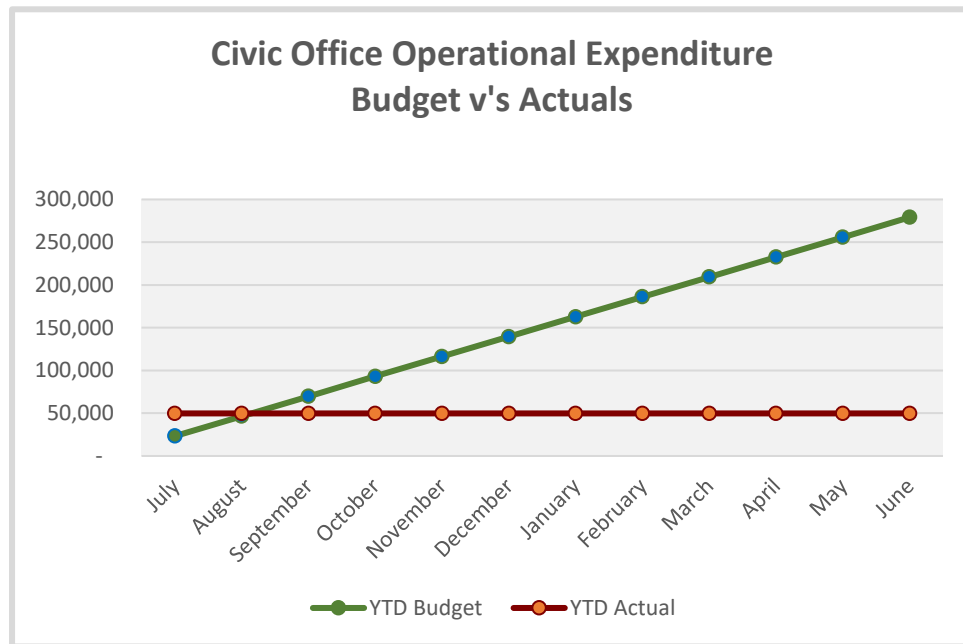
<p>DP1.3) Represent, advocate and lobby for the continued improvement of our local and regional health services.</p> <p><b>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</b></p>	<p>Advocate for the maintenance and improvement of our existing health services throughout the Region and ensure future government planning aligns with community needs.</p>	<p>B:CE C:CE D:EA&amp;M</p>			<p>+1</p>	<p>Supporting local health providers within our mandate and community expectations at every opportunity. It's a very difficult situation, as the Health Service take every opportunity to reduce the provision of services in Tenterfield; the latest example being the reduction in nursing staff. Despite advocacy to the Cross Border Commissioner, Health and local political representatives we still face the same issue with NSW Ambulance overriding doctors and taking patients to where it suits. This is an on-going challenge.</p>
<p>DP1.5) Identify, represent, advocate and lobby for inclusion of the Shire's needs in regional and state planning.</p> <p><b>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</b></p>	<p>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, including the return of regional road assets to the State.</p>	<p>B:CE C:CE D:EA&amp;M</p>			<p>+1</p>	<p>In July, as part of TSC's advocacy, the NSW Government reversed its decision to raise the Emergency Service Levy by 24%. Currently engaging through BROCC, the Minister for Lismore, and the NSW Government regards the transfer of the Bruxner Way back to highway status.</p>
	<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.</p>	<p>B:CE C:CE D:EA&amp;M</p>			<p>+1</p>	<p>This project is going very well. The RMS have completed MkII of the design, which is far better than the original in all aspects. Public consultation (by RMS) will commence shortly.</p>
	<p>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.</p>	<p>B:CE C:CE D:EA&amp;M</p>			<p>+1</p>	<p>See above.</p>
	<p>Develop a strategy with the Border Regional Organisation of Councils to lobby the State government to reverse the decision to downgrade the western segment of the Bruxner Highway to Bruxner Way.</p>	<p>B:CE C:CE D:EA&amp;M</p>			<p>+1</p>	<p>Currently engaging through BROCC, the Minister for Lismore, and the NSW Government, regards the transfer of the Bruxner Way back to highway status.</p>
	<p>Continue to apply for grant funding and lobby other levels of government to commit the funding required to fully seal the Mount Lindesay Road as it is now classified as a regionally significant transport corridor in the New England North West Regional Plan. Alternatively, in parallel, advocate for road to be handed over to the State.</p>	<p>B:CE C:CE D:EA&amp;M</p>			<p>+1</p>	<p>Council has been successful in obtaining 100% funding to replace the Boonoo Boonoo Bridge on Mt Lindesay Road. Work has commenced.</p>
<p>DP1.6) Mayor, Councillor and Committee support</p> <p><b>Mayoral, councillor and committee support: A – Chief Executive</b></p>	<p>Continue to develop the professional relationship between Council's elected body and Council's operational organisation.</p>	<p>B:CE C:CE D:EA&amp;M</p>			<p>+1</p>	<p>Ongoing.</p>
	<p>Provide media liaison, manage branding, corporate image and corporate affairs through media.</p>	<p>B:CE C:CE D:EA&amp;M</p>			<p>+1</p>	<p>Ongoing.</p>

**b) Budget**

**Operational Income:**

Internal transfers.

**Operational Expense:**



On budget.

**Capital Income:**

As discussed above.

**Capital Expenses:**

Nil.

**a) Capital Projects**

Nil.

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

### c) The Business of Improving the Business

#### 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

Council is fielding much higher levels of enquiry about restrictions, the bore drilling program, and general enquiries.



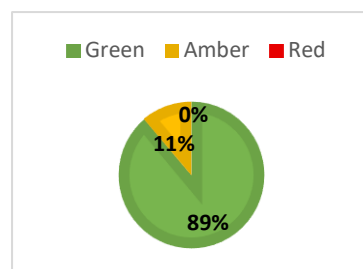
**e) Business Statistics**

CE attended 25 meetings since the July Council Meeting (absent for 10 days on annual leave).

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

The most notable achievement was participation and advocacy to assist the *Water Management (General) Regulation 2018* to be amended on 2 August 2019 to include *Clause 39A Exemption relating to certain public authorities granted by Minister during drought*. This minor change saved Tenterfield on the 13 of August from stopping the test bore drilling process.

## 2. Organisation Leadership

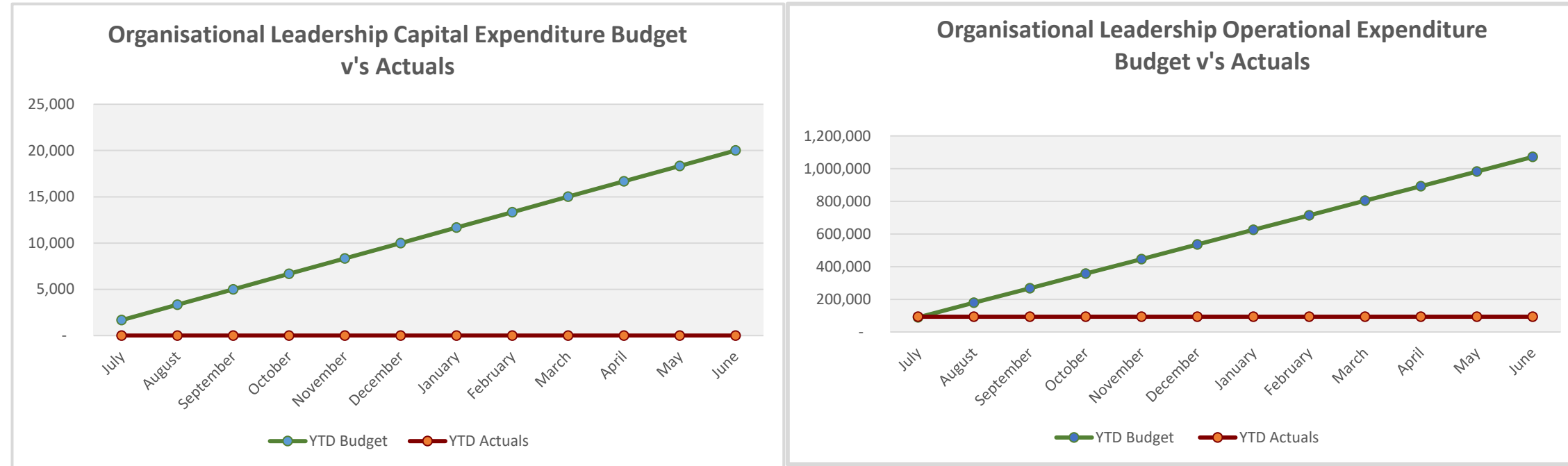


Under the 4 year Delivery Plan: collaboration with other organisations and governments; continual improvement; overall strategic direction of the administrative arm; community engagement; administrative support; service integration and corporate advertising. The Office of the Chief Executive directly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

### a) Delivery and Operational Plan Precip

4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP2.01) Collaborate and deliver resources with other organisations to ensure a variety of cost effective services across the service area.  <b>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</b>	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	The LTFP alignment is progressing very well – especially due to the recent success in grant applications. (Over 23 million since June 18.) There is still work required, but the quantum has been very significantly reduced.
	Research alternative models, sources and ideas for service funding that doesn't detract from local capacity building and maintenance.	B:CE C:CE			+1	Ongoing. Working with BROCC, NEJO and SDRC to cooperate in service provision.
DP2.02) Deliver continuous improvements in Council's business, processes and systems  <b>Strategic direction planning: A – Chief Executive</b>  <b>Business process improvement &amp; integration: A – Chief Executive</b>	Guide the transformation of the Organisation culturally and technically from database to geospatially based management systems, highlighting interconnectivity.	B:CE C:CCO D: GISO		0		Almost completed.
	Corporate advertising, council publications and web site.	B:EA&M C:EA&M D:EA&M			+1	Ongoing.
	Monitor, review and implement the Business Improvement Plan Actions.	B:CCO C:MCSGR D:MCSGR			+1	Ongoing. (Has spurts and brakes due to the amount of grants we're receiving.)
	Manage Mayoral and Deputy Mayoral elections.	B:EA&M C:EA&M D:EA&M			+1	Completed
	Corporate Communications, internal communication strategy, management and service.	B:EA&M C:EA&M D:EA&M			+1	Ongoing.
DP2.03) Deliver and facilitate leadership in strategic planning and implementation  <b>Strategic direction planning: A – Chief Executive</b>  <b>Community engagement: A – Chief Executive</b>	Ensure Council's expenditure needs are properly identified and advice to Council as to how to fund sustainably is provided.	B:CE C:CCO D:MFT			+1	Ongoing. Water has proven to be challenging.
	Review the Community Engagement Strategy with emphasis on renewing engagement of Advisory Committees.	B:MEDCE C:MEDCE D:MEDCE			+1	Huge improvement since the timing was changed to after hours.
	Review of Community Engagement Strategy and ongoing delivery.					

**a) Budget**



**Operational Income:**

Nil.

**Operational Expense:**

**Capital Income:**

Nil.

**Capital Expenses:**

COA	19/20 Full Year Budget	19/20 YTD Actuals July	19/20 YTD Budgets July	19/20 Percentage Spent	Variance Comments
<b>Organisation Leadership</b>					
1000502. Strategic Projects	20,000	0	1,667	0.00%	No Significant variance
	<b>20,000</b>	<b>0</b>	<b>1,667</b>	<b>0.00%</b>	

**b) Capital Projects**

Currently completing a reconciliation of all available Federal and State Government grants, trends, and success stories, such that we can be 'shovel ready'.

### c) Emerging Issues, Risks and Opportunities

The 'Red Line' of management and senior management has been reached. We have a great many projects at present. There is a risk of burn-out.

### d) The Business of Improving the Business

Nil to report.

## SWOT ANALYSIS

Chief Executive – (CE)

# S

### 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.

# O

### 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.

# W

### 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.

# T

### 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**

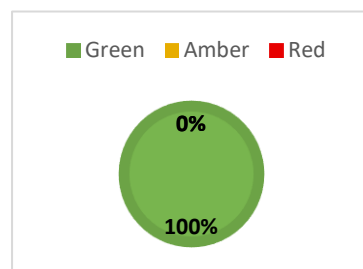
Water has been the dominate issue, both local, regionally, State, and Federal level.

**f) Business Statistics**

Nil to report.

**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 19/20	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP3.01) Engage with the community and develop partnerships with relevant organisations.  <b>Community and cultural capacity building:</b> A – Chief Executive  <b>Community engagement:</b> A – Chief Executive	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 attended all progress, hall, service network, local health, Disability Advisory and community meetings as required.
	Implementation of the Community Engagement Strategy.	B: MEDCE C: MEDCE D: CDO			+1	Community Engagement Strategy has been reviewed.
	Facilitate Youth Forum and Network, e.g. Youth Week.	B: MEDCE C: MEDCE D: CDO			+1	Youth Forum and Network has moved forward to plans for a Youth Advisory Council and future planning for Youth Week will occur.
	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 continues to be distributed weekly with 440 subscribers.
	Ongoing promotion of My Community Directory.	B: MEDCE C: MEDCE D: CDO			+1	My Community Directory has completed a comparison of events/activities captured in Tenterfield in Touch and those on the website to reach out for potential further listings.
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 and Torres Strait Islander People in our Shire.	B: MEDCE C: MEDCE D: CDO			+1	Ongoing partnership with Aboriginal and Torres Strait Islander community groups and organisations to support community activities and support our people in our Shire.
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	Planning has occurred for R U Ok? Day to help improve and raise awareness of mental health in our community. CDO is also a member of the Suicide Prevention Network – TenterLIFE.
	Additional operational requirements caused by emergency relief activities (e.g. grants, community consultation, recovery meetings, partnering with emergency recovery services).	B: MEDCE C: MEDCE D: CDO			+1	Grant information shared with the community and in partnership with community groups and organisations grants have been sought. Continual liaising & partnering with drought support agencies also.
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.	Support accessibility for people in our Shire.	B: MEDCE C: MEDCE D: CDO			+1	Accessibility for people in our Shire is continually reviewed and discussed as to possible solutions or options to improve for our Community.



DP3.05) Develop and implement the Tenterfield Shire Council Disability Inclusion Action Plan with key partners. <b>Community and cultural capacity building: A – Chief Exe.</b>	Ongoing review and implementation of the Disability Inclusion Action Plan in accordance with legislative guidelines. Facilitate the Disability Advisory Committee meetings.	B: MEDCE C: MEDCE D: CDO			+1	Ongoing and review of the Disability Inclusion Action plan occurs & facilitation of the committee meetings.
DP3.06) Promote the needs of persons with a disability and Disability Inclusion Action Plan to stakeholders.	Advocate for the needs of accessibility issues in partnership with community organisations within our Shire.	(Promote) B: MEDCE C: MEDCE D: CDO (Implement) B: COO C: MA&PP D: WM			+1	Advocacy continues in partnership with community organisations within our Shire as to accessibility issues.
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: A – Chief Executive</b>  <b>Community grants: A – Chief Exe.</b>  <b>Community and cultural capacity building: A – Chief Exec.</b>  <b>Community events: A – Chief Executive</b>	Inform about potential grants and assistance available.	B: MEDCE C: MEDCE D: CDO			+1	Continual potential grant assistance and information shared with community organisations, schools and groups.
	Support community organisations and groups to provide a wide range of activities as required.	B: MEDCE C: MEDCE D: CDO			+1	Support offered and provided to support a wide range of activities as required.
	Support community events (excluding Australia Day and civic welcome for Bavarian Band).	B: MEDCE C: MEDCE D: CDO			+1	Ongoing
	Support and management of Australia Day ceremonies and civic welcome for Bavarian Band.	B: MEDCE C: MEDCE D: CDO			+1	Ongoing
	Distribute information on events, activities and facilities to the community (Tenterfield in Touch, Council newsletters and websites).	B: EA&M C: EA&M D: EA&M			+1	Ongoing and occurs re distribution of information about events, activities and facilities to the community. Proactive planning also.
DP3.08) Encourage and support activities focusing on the wellbeing of our residents in Tenterfield Shire. <b>Community events: A – Chief Executive</b>	Promote and support activities that highlight community wellbeing, e.g. Mental Health Month.	B: MEDCE C: MEDCE D: CDO			+1	Promotion and support of activities that highlight community wellbeing is performed. Including planning for Mental Health Month, supporting our young people and local NAIDOC week plans.
DP3.09) Enrich the community by supporting a variety of diverse cultural events and activities. <b>Community grants: A – Chief Executive</b> <b>Sponsorship: A Chief Executive</b>	Maintain communication and relationships with various community organisations.	B: MEDCE C: MEDCE D: CDO			+1	Positive communication and information is shared with various community organisations on a daily basis. The outcome being wonderful working partnerships which result in great events and inclusive activities planned.

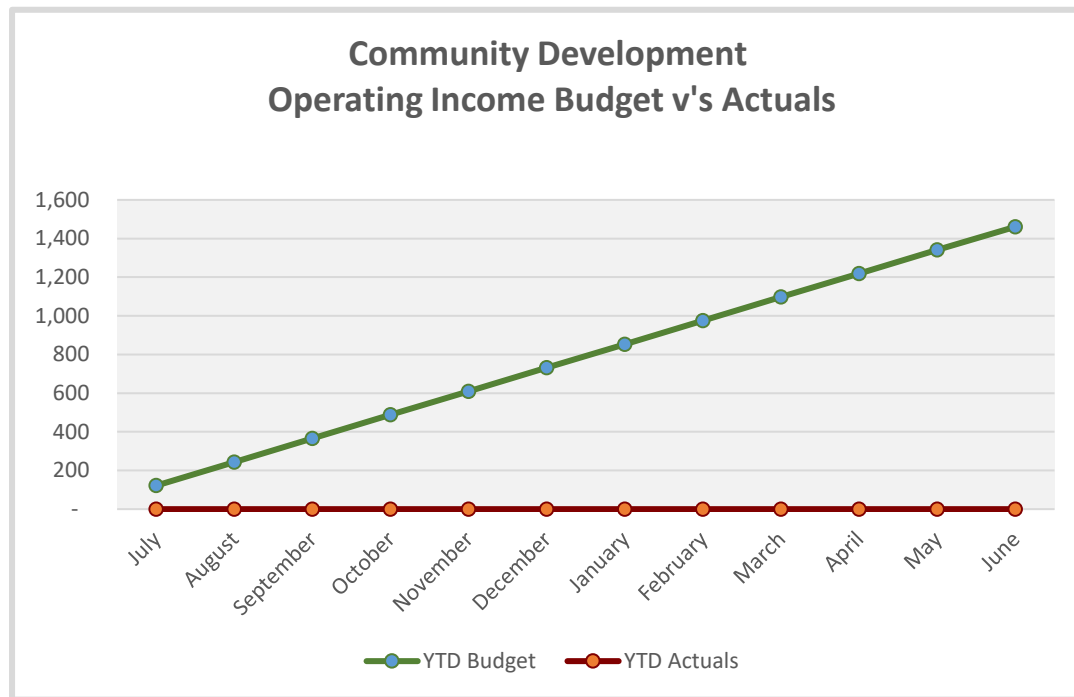
**a) Budget**

**Capital Income:**

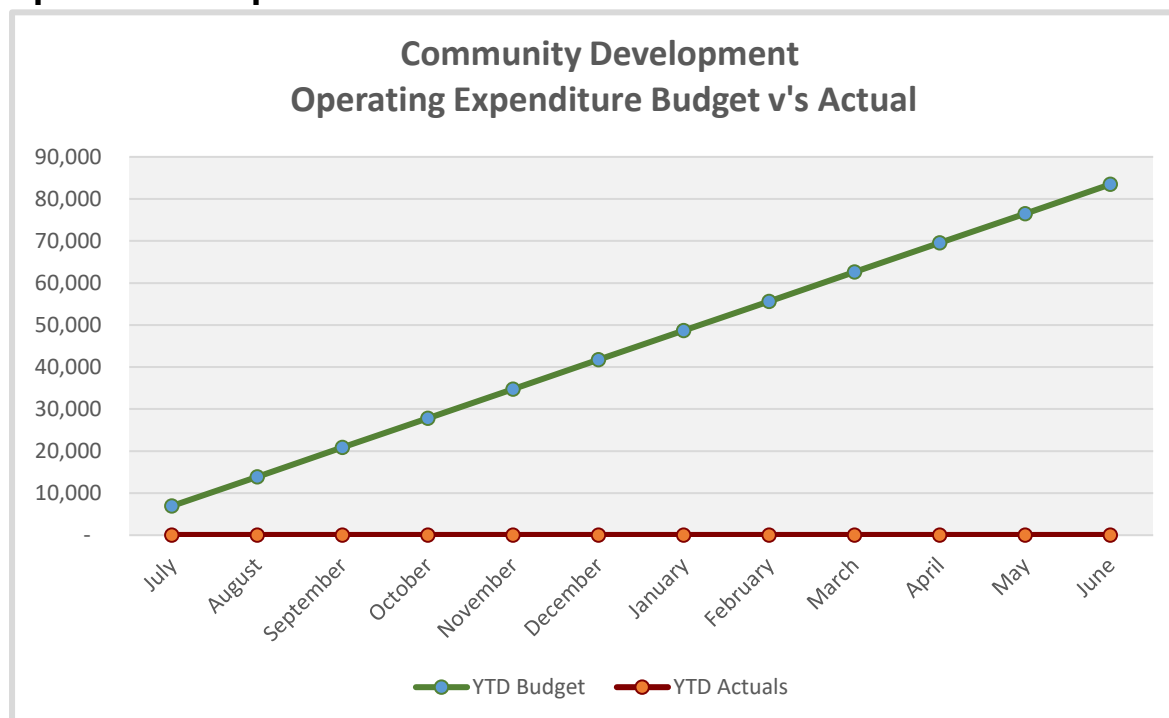
N/A

**Capital Expenses:**

**Operational Income:**



**Operational Expense:**



**b) Capital Projects**

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

CDO continues to build on strengths, minimize weaknesses and seize opportunities to target goals and planning. Grant applications have been made and been successful to influence the ability to take advantage of planning for activities and events to support our community. Specific, measurable, achievable, relevant and timely goals have been set and prioritized resulting in a number of community events and activities having been planned and having occurred with great feedback.

**d) Customers**

**e) Business Statistics**

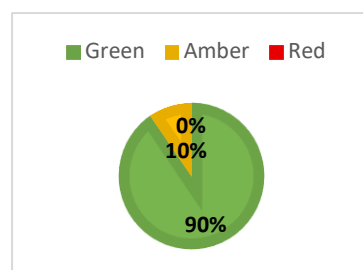
**f) Special events, achievements of note, celebrations**

Special achievement being our nomination as a finalist for NSW Youth Week finalist for Local Government Awards for Best Small Council Youth Week Program 2019. This was a wonderful achievement and honor of the successful partnerships within our community resulting in our treasured young people enjoying a bevy of wonderful activities.

Local Government Week also provided a great opportunity for our local students to attend Tenterfield Shire Council and learn more about their Council and discuss plans for their Youth Advisory Council.



## 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

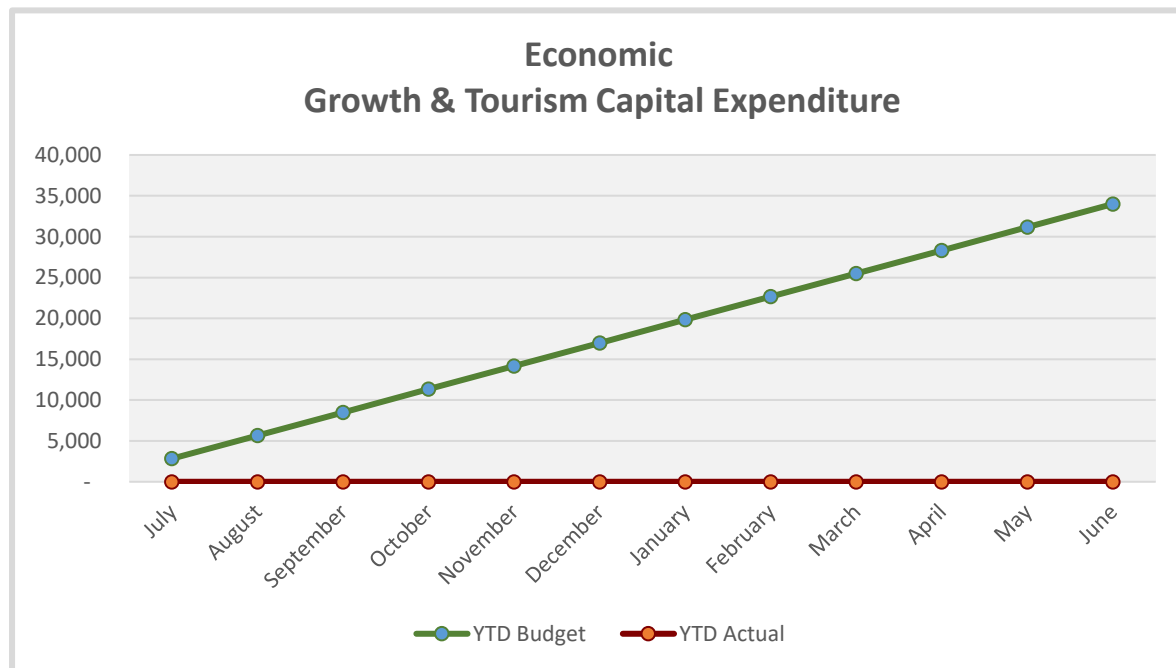
4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP4.01) Provide and facilitate future economic growth throughout the Shire. <b>Business sector development: A – Chief Executive</b>	Facilitate opportunities for industrial and commercial business development.	B: MEDCE C: MEDCE			+1	Ongoing. Meetings held with potential investors and developers as required. Target Country is scheduled to close in August 2019, however it is understood that the centre owners are in discussions with several prospective clients for the space.
	Implement the Economic Development Strategy, promoting growth and new development.	B: MEDCE C: MEDCE			+1	Ongoing.
DP4.02) Support business and industry to identify and implement emerging trends in technology to facilitate growth. <b>Sponsorship: A – Chief Executive</b>	Facilitate and support the delivery of business training, workshops and forums in conjunction with the Tenterfield Chamber of Tourism, Industry and Business.	B: MEDCE C: MEDCE D: TO		0		Ongoing. Tenterfield Chamber AGM is scheduled for August 2019.
DP4.03) Lobby for the improvement of telecommunications infrastructure throughout the Shire recognising internet connectivity as a significant barrier to all business activity. <b>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</b>	Support future proposals for improved telecommunications infrastructure.	B: CE C: CE			+1	
DP4.04) Support agriculture as a significant industry in the Shire and promote initiatives that enhance the economic sustainability of agriculture. <b>Business sector development: A – Chief Executive</b>	Support local agricultural events and investigate an appropriate event that showcases the Tenterfield agricultural district and industries.	B: MEDCE C: MEDCE D: TO			+1	Ongoing. Planning is underway for the 2019 Business & Tourism Excellence Awards, including agricultural categories. The impact of the drought continues to be a major focus.
DP4.05) Promote Tenterfield Shire as a tourism destination. <b>Sponsorship: A – Chief Executive Tourism: A – Chief Executive</b>	Support marketing campaigns and the visitor economy through the New England High Country.	B: MEDCE C: MEDCE D: TO			+1	Ongoing. Discussions occurring with the New England High Country group to determine marketing activities for 2019/20. A new website is being developed for the regional collective.
	Ongoing delivery of the Destination Marketing Plan and marketing campaigns for Tenterfield Shire.	B: MEDCE C: MEDCE D: TO			+1	Online winter campaign has been running since 16 July 2019, and is seeing 280-300 website visits per day. The advertisements on Facebook and Instagram have been seen 636,218 times by 159,291 people.



					July saw media visits from Sydney Weekender filming a Tenterfield segment (airing 25 August) and Australian Traveller Magazine.
	Launch and maintain a new tourism website for Tenterfield Shire.	B: MEDCE C: MEDCE D: TO		+1	Website has been developed and content is being sought and uploaded. New content for the tourism website is in the final stages of being rewritten.
	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. Redevelopment of visitors guide is well underway, with advertisements and new content being finalised. Social media posts happen regularly via Facebook (2,171 likes) and Instagram (1,353 followers).
	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. Volunteer numbers being maintained, positive customer reviews continue to be received. Tourism & Cultural Services Officer appointed to work across School of Arts and Visitor Information Centre.
	Develop plans and investigate funding 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	Funding opportunities are being investigated. Time constraints and other work priorities have required delays to the first stage (planning).
	Support the growth of major events in the Tenterfield Shire and assist with promotions through the Visitor Information Centre.	B: MEDCE C: MEDCE D: TO		+1	Ongoing. Events promoted through posters in the visitor centre, social media and tourism websites. Promotions occurred for Beat of the Bush and occurring for Peter Allen Festival.
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, Kyogle Shire Council and New England High Country Councils to investigate and support business development and tourism opportunities where available.	B: MEDCE C: MEDCE D: TO		+1	Ongoing. Strong New England High Country marketing campaigns underway and ongoing. Work continues with Kyogle Council in regards to Northern Tourism group and recommendations from workshop – investigating potential of a combined research project with NSW National Parks and Southern Cross University.
	Work collaboratively with other tourism bodies within Tenterfield Shire to encourage the development and growth of tourism assets.	B: MEDCE C: MEDCE D: TO		+1	Ongoing. Work continues with Tenterfield Chamber, event organisers and tourism businesses.
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>	Work collaboratively on a range of projects and promotions to market Tenterfield Shire.	B: MEDCE C: MEDCE D: TO		+1	Ongoing. Current winter campaign collaboration between Council, School of Arts and Tenterfield Chamber.
	Liaise with the local, regional and State tourism industry, including operators and organisations.	B: MEDCE C: MEDCE D: TO		+1	Ongoing. Partnerships continue with New England High Country, Destination NSW, Destination Network Country & Outback, Department Premier & Cabinet and Regional Development Australia Northern Inland.
	Support strong relationships with the business and tourism community.	B: MEDCE C: MEDCE		+1	Ongoing. MEDCE & TO continue to work closely with the Peter Allen Festival Committee, and tourism and business industry.

<b>Collaboration between entities: State/Fed Gov, Joint Organisation, MOU's: A – Chief Executive</b>		D:CDO D: TO				
DP4.09) Promote the liveability of Tenterfield Shire as a place to live, work and play.  <b>Tourism: A – Chief Executive</b> <b>Business sector development: A – Chief Executive</b> <b>Community and cultural capacity building: A – Chief Executive</b> <b>Sponsorship: A – Chief Executive</b>	Development of a comprehensive resource for new/potential residents and/or investors.	B:MEDCE C:MEDCE D:TO		0		Information to be incorporated into new website build for Tenterfield Shire Council.
	Support marketing activities and events to promote Tenterfield as a place to visit, live and invest.	B:MEDCE C:MEDCE D:TO D: CDO			+1	Ongoing local & regional promotions occurring through social media, Tenterfield in Touch newsletter, Council Website, Visitor Information Centre and School of Arts (community cinema advertising).

**b) Budget**



**Capital Income:**

N/A

**Capital Expenses:**

COA	19/20 Full Year Budget	19/20 YTD Actuals July	19/20 YTD Budgets July	19/20 Percentage Spent	Variance Comments
<b>Economic Growth and Tourism</b>					
5400505. VIC Refurbishment	34,000	0	2,833	0.00%	No significant variance
	<b>34,000</b>	<b>0</b>	<b>2,833</b>	<b>0.00%</b>	



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

The Visitor Information continues to see a decline in visitor numbers, however tourism to Tenterfield Shire has continued to increase. Subject to sourcing grant funding, redevelopment of the Visitor Information Centre will streamline functions and create a more efficient environment, ensuring the visitor information centre continues to attract today's visitors. The redevelopment will also ensure services for new residents and potential investors are streamlined.

The pending closure of Target Country is a risk and will have a significant impact on our community, both for employment and provision of necessary goods and services at a reasonable price for our community.

Bald Rock National Park remains closed. While disappointing for many visitors, alternative options in Boonoo Boonoo National Park, Girraween National Park and Torrington State Recreation Area has ensured they remain in town.

Interviews have been conducted for two new staff members – Tourism & Cultural Services Officer to work across the Visitor Information Centre and School of Arts, and Tourism & Marketing Officer. This provides a unique opportunity for tourism in Tenterfield, to continue to build on all the work already done and take the tourism industry to the next level.

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

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

The commencement of two new staff members within the tourism and cultural team will enable other staff to focus on more strategic projects and will ensure the Tenterfield tourism & cultural industries continue to grow and build on the momentum we are already seeing.

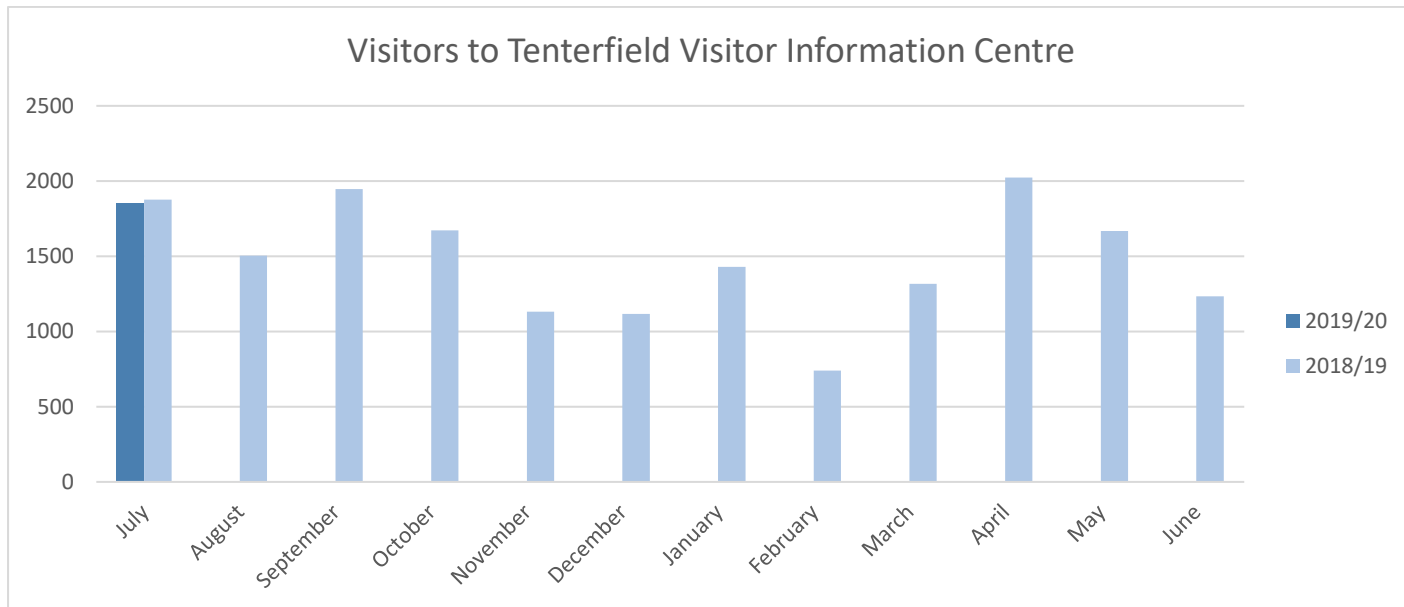
**f) Customers**

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**

<b>July 2019</b>	<b>Visitor Numbers</b>	<b>Vs previous year</b>	<b>Notes</b>
Visitor Information Centre Visitors July 2019	1848	-1.5%	
Tenterfield Tourism Website Visitors	5,108	+6.0%	
Visit Tenterfield Website Visitors	548	+127.4%	
Stock sold through VIC (total)	\$1,545.75	-34%	<i>*July 2018 began selling Peter Allen Festival tickets &amp; merchandise. Tickets not available through Visitor Centre 2019.</i>



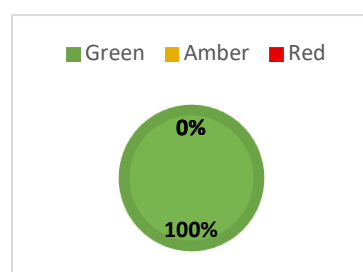
**h) Special events, achievements of note, celebrations**

Sydney Weekender visited Tenterfield on the 10-12 July, filming the Tenterfield Saddler, Mount Mackenzie Scenic Drive, Commercial Boutique Hotel and Old Council Chambers. This was supported by Destination NSW and the episode will air on Sunday 25<sup>th</sup> August, at 5.30pm.



Sally Scott from Australian Traveller Magazine also visited Tenterfield as part of a New England Road Trip feature from Sydney to Brisbane. The article is available online at [www.australiantraveller.com/qld/brisbane/the-ultimate-inland-road-trip-from-sydney-to-brisbane](http://www.australiantraveller.com/qld/brisbane/the-ultimate-inland-road-trip-from-sydney-to-brisbane).

## 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 19/20	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: CO</i>			+1	The Tenterfield School of Arts is open 7 days a week (only closed Christmas Day & Good Friday) and has offers a regular program of cinema and theatre activity for the community.
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.
	Maintain a collaborative working relationship with National Trust Australia (NSW) and Friends of the School of Arts.	<i>B: MEDCE C: MEDCE</i>			+1	Ongoing.
	Ongoing partnership programs with community organisations, Tenterfield Players, production companies, Arts North West, the New England North West Performing Arts Network and Arts NSW.	<i>B: MEDCE C: MEDCE</i>			+1	Ongoing.
	Work with the School of Arts Joint Management Committee.	<i>B: MEDCE C: MEDCE</i>			+1	Joint management committee meet twice a year (minimum) with representatives from the 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</i> <i>Community events: A – Chief Executive</i> <i>Volunteer recruitment and placement: A – Chief Executive</i>	Marketing and promotion of the Sir Henry Parkes Memorial School of Arts Complex programs and activities.	<i>B: MEDCE C: MEDCE D: CO</i>			+1	Ongoing. Sir Henry Parkes School of Arts has an extensive suite of marketing activity including social media, print, radio, distribution of cinema programs, email newsletters, websites and brochures.
	Support annual events such as Sir Henry Parkes Oration and Banquet, Eisteddfod (Biennial), Bavarian Brass Band Concert (Biennial), Peter Allen Festival, Seniors Week, Youth Week and NAIDOC week.	<i>B: MEDCE C: MEDCE D: TO</i>			+1	Upcoming events include: NAIDOC Week Movie – Top End Wedding, 21 August Peter Allen Festival (5-8 September) - the headline act, The Livy & Pete Show has 3 performances and Peter Allen on the Big Screen has 2 screenings. Eisteddfod is scheduled for 16, 19, 23 & 24 September. Sir Henry Parkes Oration scheduled for 26 October. Mental Health Movie scheduled for 10 October Plans underway for Seniors Week & Youth Week 2020.

	Annual planning, development and implementation of a Theatre Program.	<i>B: MEDCE C: MEDCE D: CO</i>			+1	Ongoing. Has been a strong theatre program for 2019, and planning for 2020 is underway. July events included Beat of the Bush Festival (500 people to 5 concerts), Cinderella Spinderella (43 attendees) and the Swinging Sixties Music Supper Club (130 attendees)
	Annual visiting and local museum exhibition program.	<i>B: MEDCE C: MEDCE</i>		0		The Friends of the School of Arts, in conjunction with the MEDCE, Museum Advisor and Centenary Cottage are developing a new exhibition for the Showcase Banquet Table.
DP5.03.01) Promote volunteer opportunities and manage volunteers at the Sir Henry Parkes Memorial School of Arts.	Provide volunteer training and upskilling in a safe and engaging work environment.	<i>B: MEDCE C: MEDCE</i>			+1	Ongoing. Volunteer numbers are being maintained and volunteer training is provided on a regular basis. Volunteer social night scheduled for 28 August.
	Facilitation of cultural development opportunities for individuals and groups in arts & culture.	<i>B: MEDCE C: MEDCE</i>			+1	Ongoing. Regularly support workshops (visiting and local), local drama group and music supper clubs. Beat of the Bush Concerts held in the theatre during July.
DP5.04) Encourage activities for young people and families in Tenterfield Shire  <i>Culture, theatre &amp; museum: A – Chief Executive</i>  <i>Community and cultural capacity building: A – Chief Executive</i>	Annual planning and development of a Cinema Program, including Manhattan Film Festival and Lyceum Film Festival.	<i>B: MEDCE C: MEDCE D: CO</i>			+1	Ongoing with minimum 5 screenings per week. Manhattan Film Festival Scheduled for 3 October & Mental Health Youth Films scheduled for 10 October. Lyceum Film Festival postponed for 2019 due to conflicting events.
	Ongoing implementation of theatre education program for Years 5-6 and Years 9-10.	<i>B: MEDCE C: MEDCE D: CO</i>			+1	Ongoing with regular school visits and tours. Quotes are being sought for the upgrade of the education program.
	Support Youth Week, support youth theatre workshops and provide youth entertainment during school holiday periods.	<i>B: MEDCE C: MEDCE D: CO</i>			+1	Youth workshops and youth cinema and theatre program ongoing with focus on holiday periods and youth week. Youth events held in July include Beat of the Bush Concert Series (500) and Cinderella Spinderella (43). Alice in Wonderland Ballet was cancelled as Melbourne City Ballet Company have gone into liquidation. Local tickets purchased have been refunded.

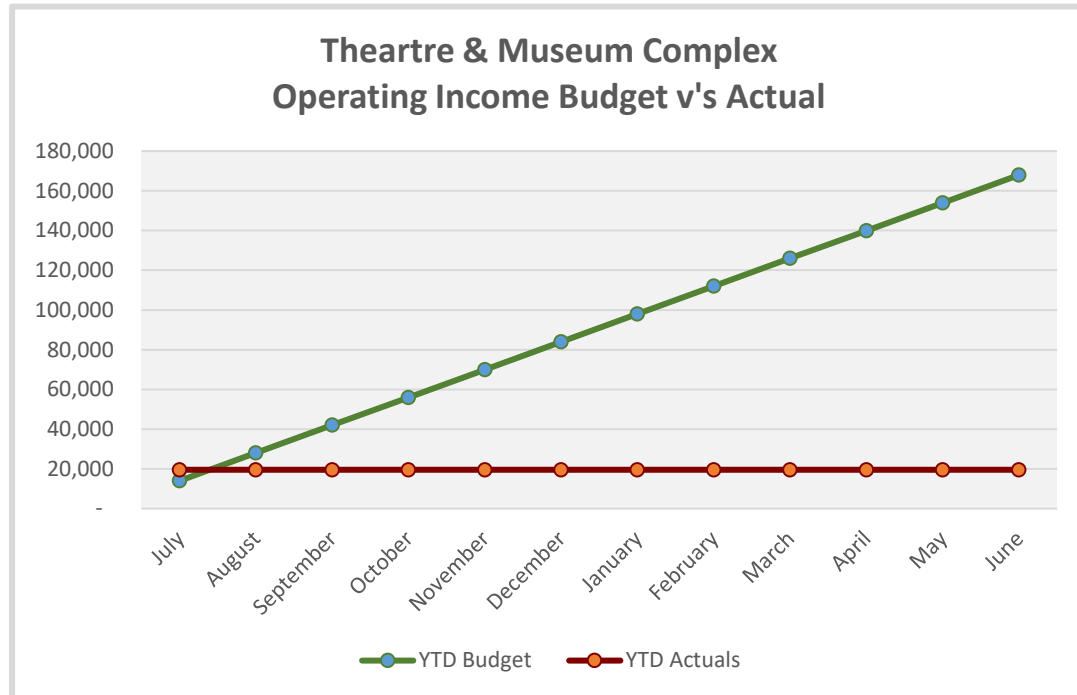
**b) Budget**

**Capital Income:**

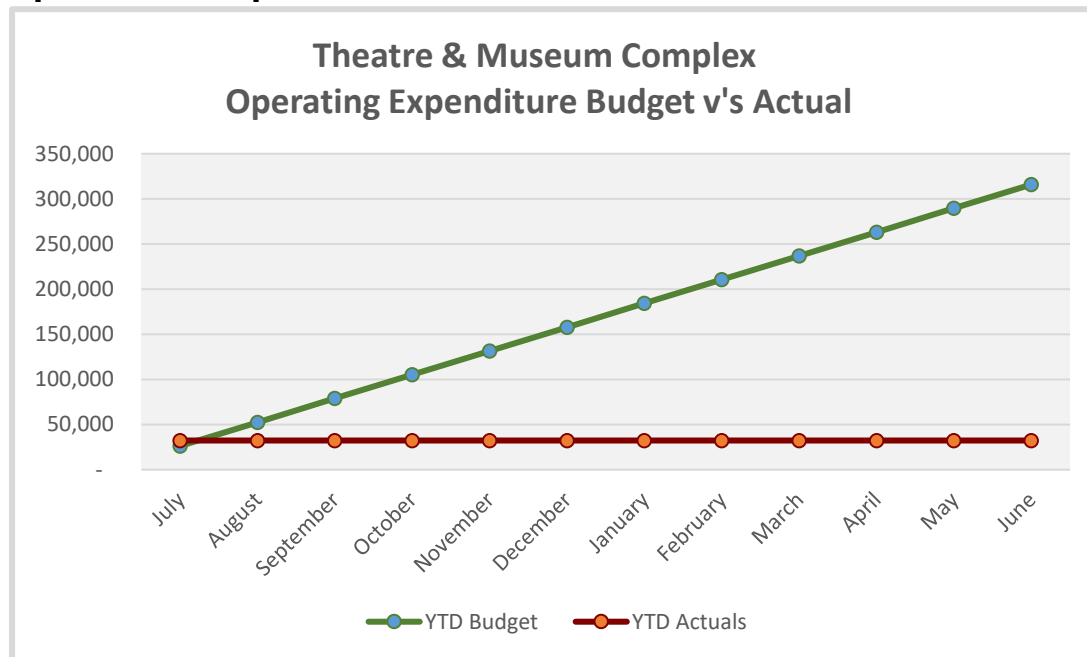
**Capital Expenses:**



**Operational Income:**



**Operational Expense:**



**c) Capital Projects**

Window restoration and painting of the Sir Henry Parkes School of Arts is well underway, with the project expected to be completed by the end of 2019.

Installation of air-conditioning and insulation of the Banquet Hall, Theatre and Dressing Rooms is due to commence late August.

#### **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.

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

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

A Tourism and Cultural Services Officer has been appointed to assist with operations of the School of Arts and Visitor Information Centre.

#### **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.

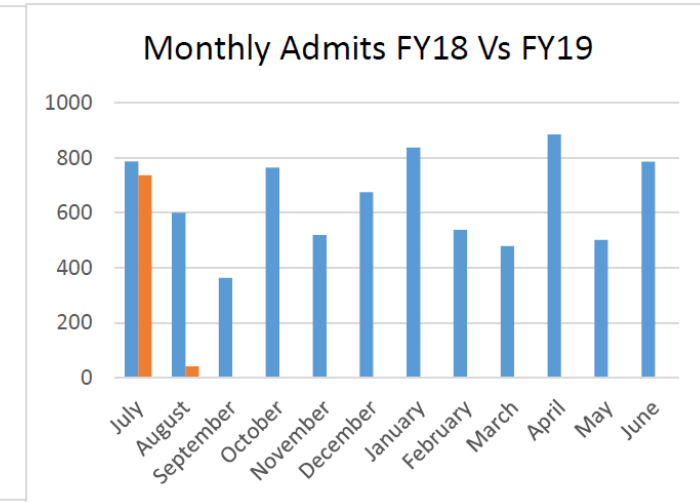
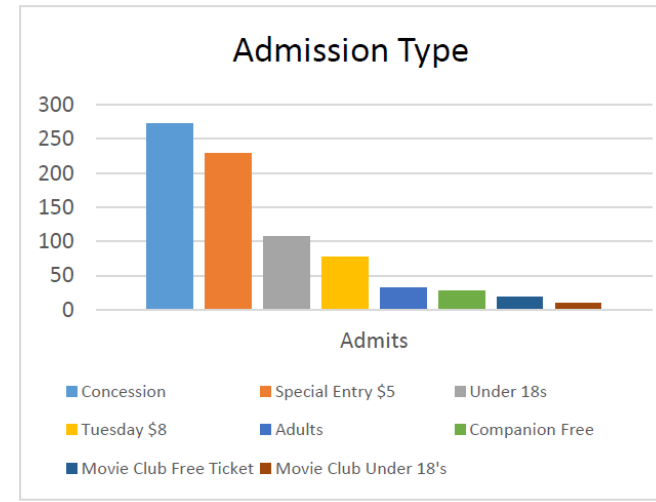
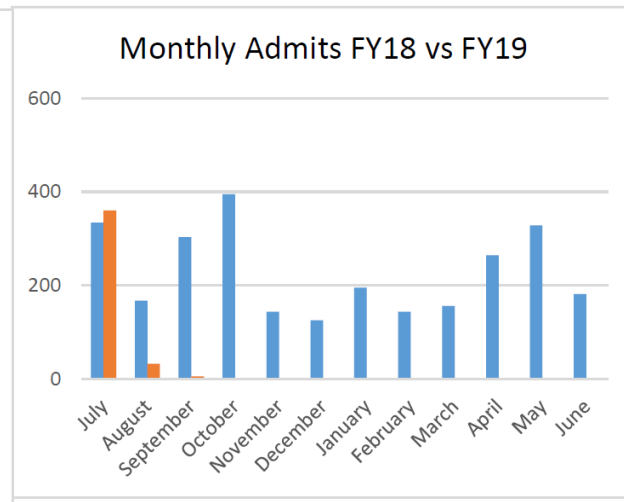
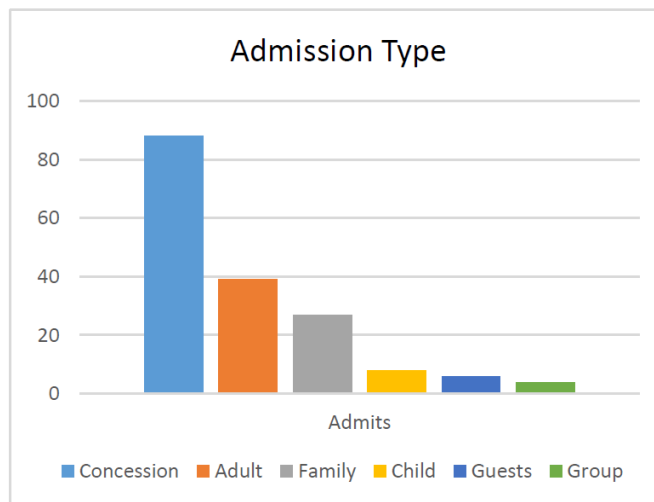
#### **g) Business Statistics**

<b>Museum – July 2019</b>		<b>Cinema – July 2019</b>	
Total museum visitation	360	Total cinema admissions	737
Average Admission Price	\$4.93	Screenings	45
Merchandising Sales	\$113	Candy Bar	\$1,765
Museum Entry Sales	\$1,775	Average Admission Price	\$9.86
		Gross Box Office	\$7,268
		Net Box Office	\$6,607
		Website Visitors	1,183
		Website Increase	+50.3%
<b>Volunteers</b>		Newsletter Subscribers	149
18 x 243 hours			

*Museum Admission – July 2019*

*Cinema Admission – July 2019*





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



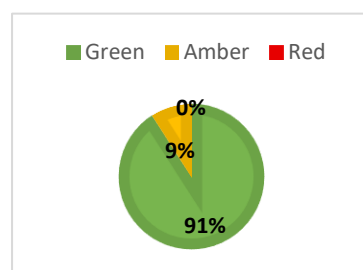
**Swinging Sixties Music Supper Club**

**Cinderella Spinderella**

Facility Use July 2019	
Activity	Attendees
Beat of the Bush x 5 Concerts	500
Cinderella Spinderella	43
Probus Tour	19
Swinging Sixties Supper Club	130
<b>TOTAL</b>	<b>692</b>

Cinema Program July 2019			
Film	Screenings	Admits	Adm/Scr
Toy Story 4	6	178	30
The Secret Life of Pets	6	166	28
Red Joan	5	110	22
Rocketman	4	94	24
Aladdin	3	65	22
X-Men: Dark Phoenix	8	42	5
Tolkien	5	57	77
Wild Rose	3	22	7
Godzilla: King of the Monsters	4	3	1
<b>TOTAL</b>	<b>44</b>	<b>737</b>	<b>17</b>

## 6. Library Services

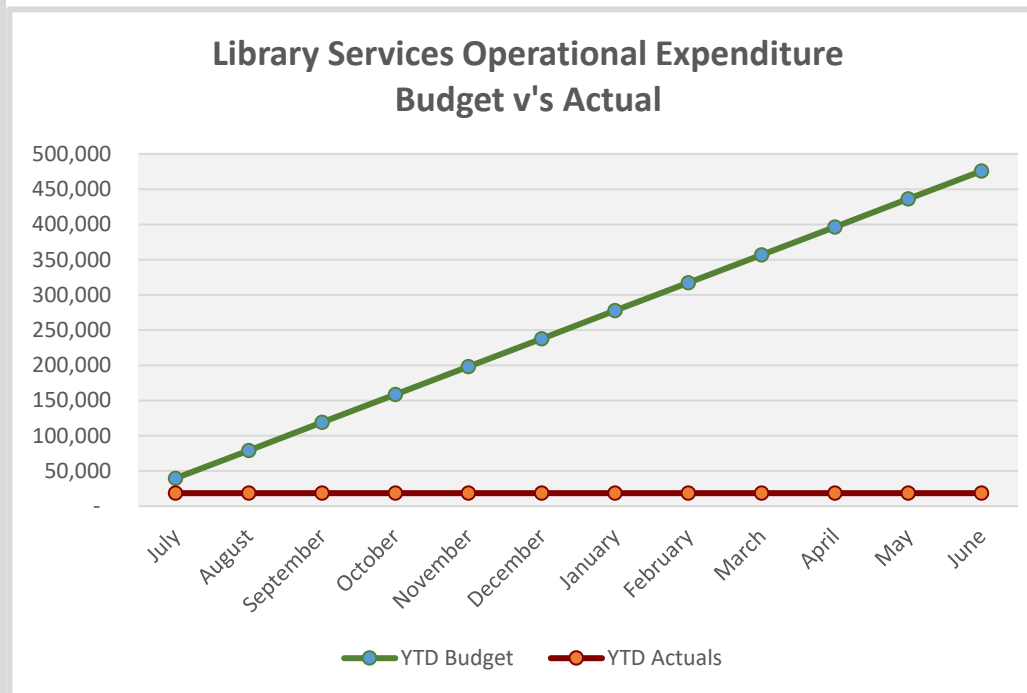
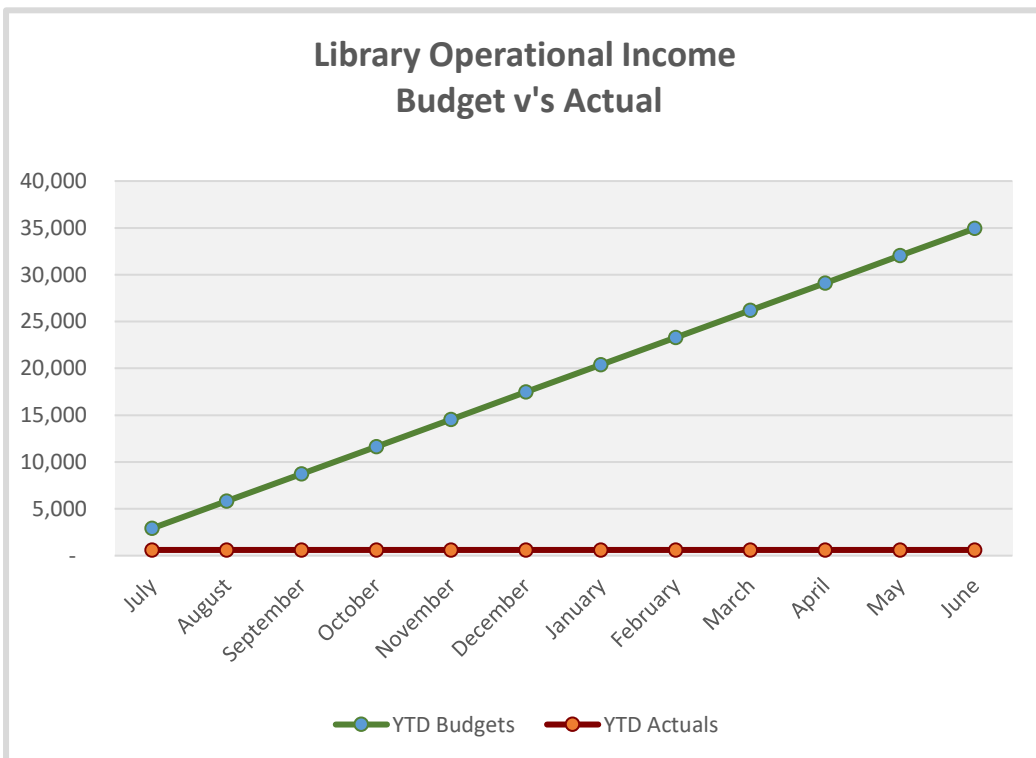
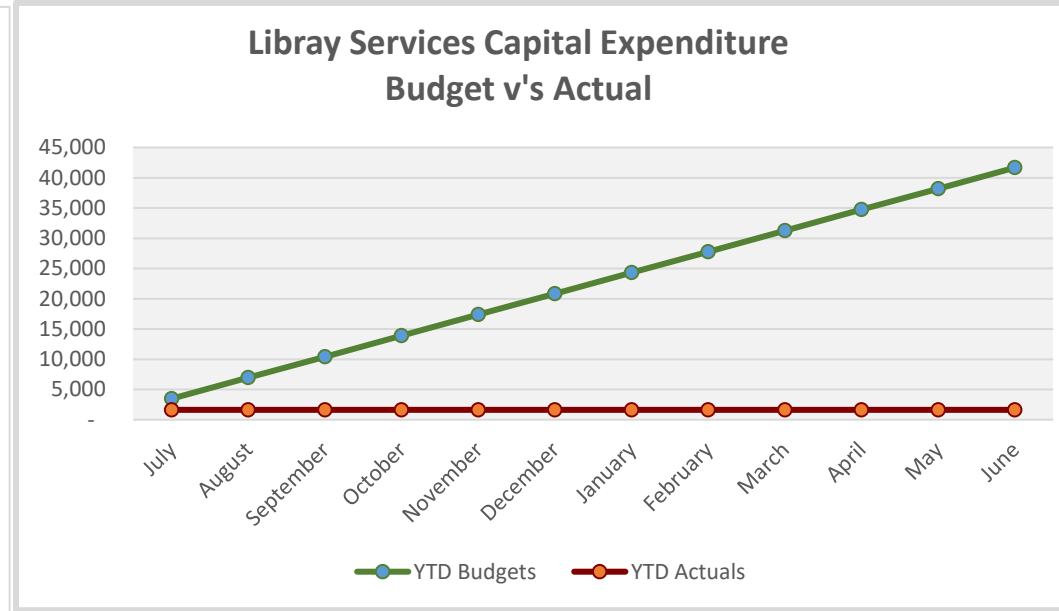
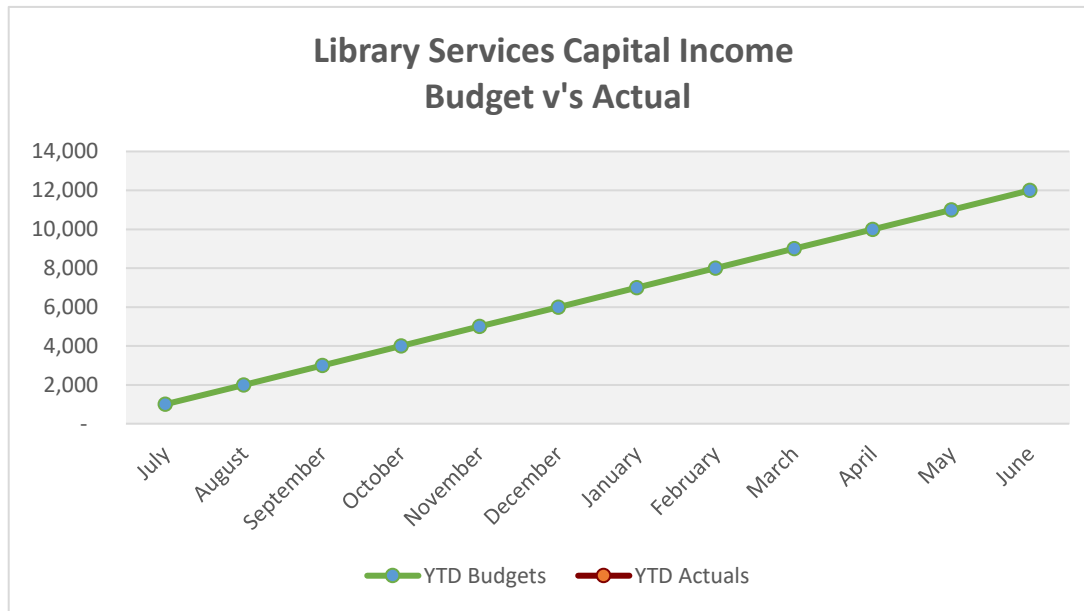


Under the 4 year Delivery Plan *Library Services* relates to: home services; vision impaired; review and updating collections; exchanges; internet and Wi Fi access; accessible technology; exhibitions; online training and resources; research and reference services; and the management of corporate art 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 19/20	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP6.01) Provide ongoing delivery of broad range of library services that respond to community needs.  <i>Library: A – Chief Executive</i>	Provide a relevant range of facilities and activities to support the physical and mental health of the community.	B:SL C:SL D:SL			+1	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	Will be undertaken in December.
	Collection management including acquisition, evaluation 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. Monthly exchange visits and regular communication with branch staff.
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	Small community groups, such as the Family History Group, are encouraged to meet in the library.
	Provide a space for exhibitions and displays of public interest.	B:SL C:SL D:SL			+1	Ongoing.
	Provide public access to online resources and training.	B:SL C:SL D:SL			+1	Free access to computers and the Internet provided. Free online access to the Technology Training directory and numerous databases provided.
	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		Cataloging of Tenterfield Shire Council's Art Works project is underway with a target completion date in 2020.

**Budget  
Capital Income:**



## Capital Expenses:

COA	19/20 Full Year Budget	19/20 YTD Actuals July	19/20 YTD Budgets July	19/20 Percentage Spent	Variance Comments
<b>Library Services</b>					
5000500. Library Resources	21,094	928	1,758	4.40%	No Significant variance
5000515. Local Priority Grant 2019/20	12,000	0	1,000	0.00%	Not received until February 2020
5000516. Library - Furniture & Fittings	789	0	66	0.00%	No Significant variance
5000517. Library - Office Equipment	3,601	0	300	0.00%	No Significant variance
5000518. Library - Intangible Assets	4,180	0	348	0.00%	No Significant variance
	<b>41,664</b>	<b>928</b>	<b>3,472</b>		

## Operational Income:

Increased funding from NSW State Library will see Tenterfield Library Service \$46,076 better off in the 2019/2010 financial year.

**Operational Expense:** On budget.

## Capital Projects

Local Priority Grant funding for 2018/2019 is allocated to refurbishment of Urbenville Branch Library.

Local priority Grant funding for 2019/2020 is allocated to upgrading technology.

## Emerging Issues, Risks and Opportunities

- The project to refurbish Urbenville Branch Library has been delayed due to the difficulties of attracting contractors to work at Urbenville. It has been decided to use Council employees with the appropriate skills to do the work.
- The Tenterfield Library window repair work has been completed. The painting of the Library ceiling is yet to commence.

**The Business of Improving the Business**  
**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**

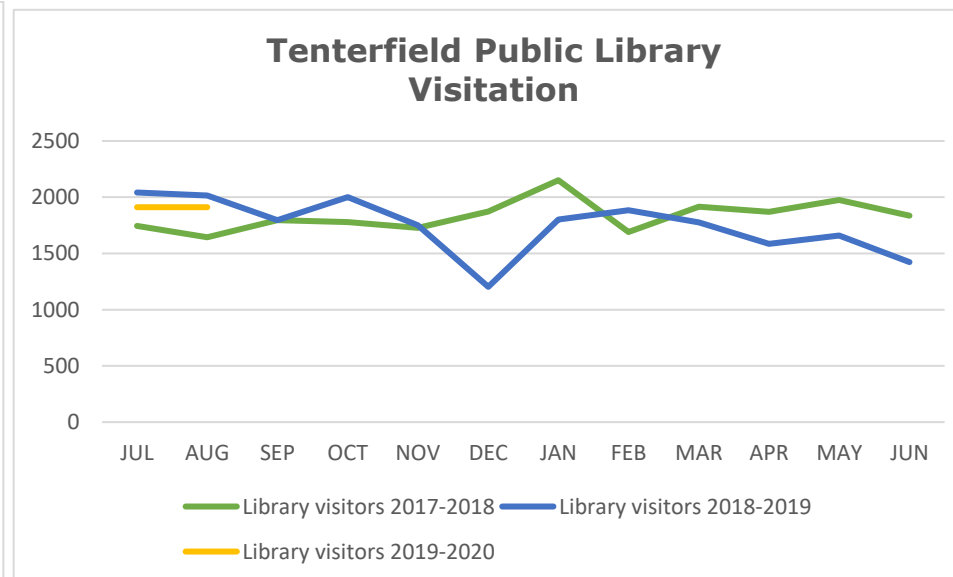
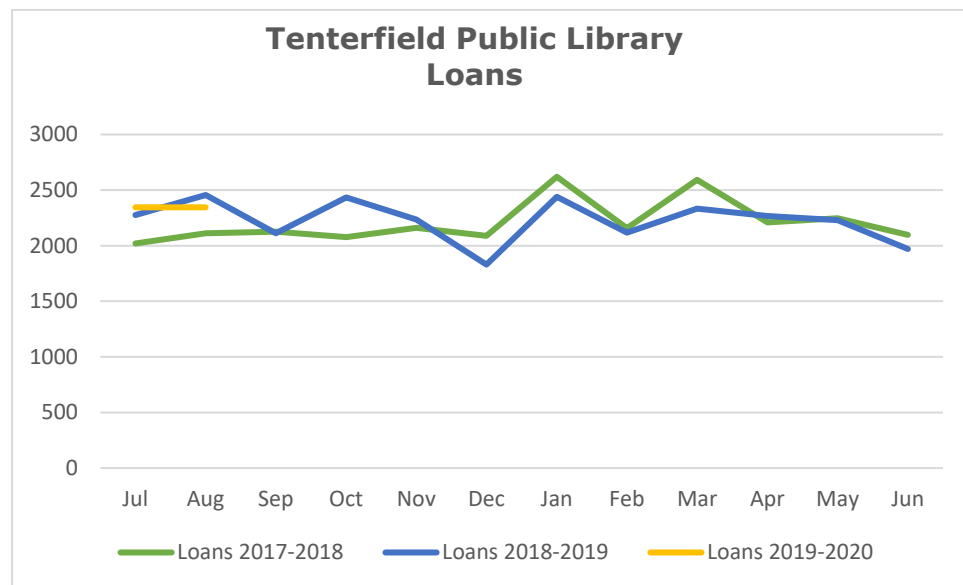
**Tenterfield Public Library Statistics for July 2019**

Loans Tenterfield: 1996

Loans Drake: 36



Loans Torrington: 54  
 Loans Urbenville: 120  
 Total Physical loans: 2206  
 Co-op eLoans: 130 (approx.)  
**Total of Loans: 2336**  
**Library Visitors: 1911**  
 New borrowers: 27  
 Computer Users: 304  
 Computer Hours: 392  
 WiFi logins: N/A  
 OPAC searches: 3557  
 Tenterfield Star database searches: 337  
 Completed ILL: 39  
 Home Library Service Loans: 118  
 Reservations satisfied: 45  
 Deletions: 256  
 Items catalogued: 77  
 Holdings as at 31/07/2019: 34288





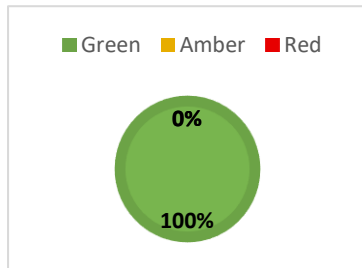
**h) Special events, achievements of note, celebrations**

- On 22<sup>nd</sup> July Tenterfield Child Care Centre visited the library with 11 children and 5 carers. The children enjoyed a storytime session, learnt about what you need to do to join the library and the process of borrowing books. On a return visit the children will see how to return books to the library.

*Photography by Ellen Counter of TCCC.*



## 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.

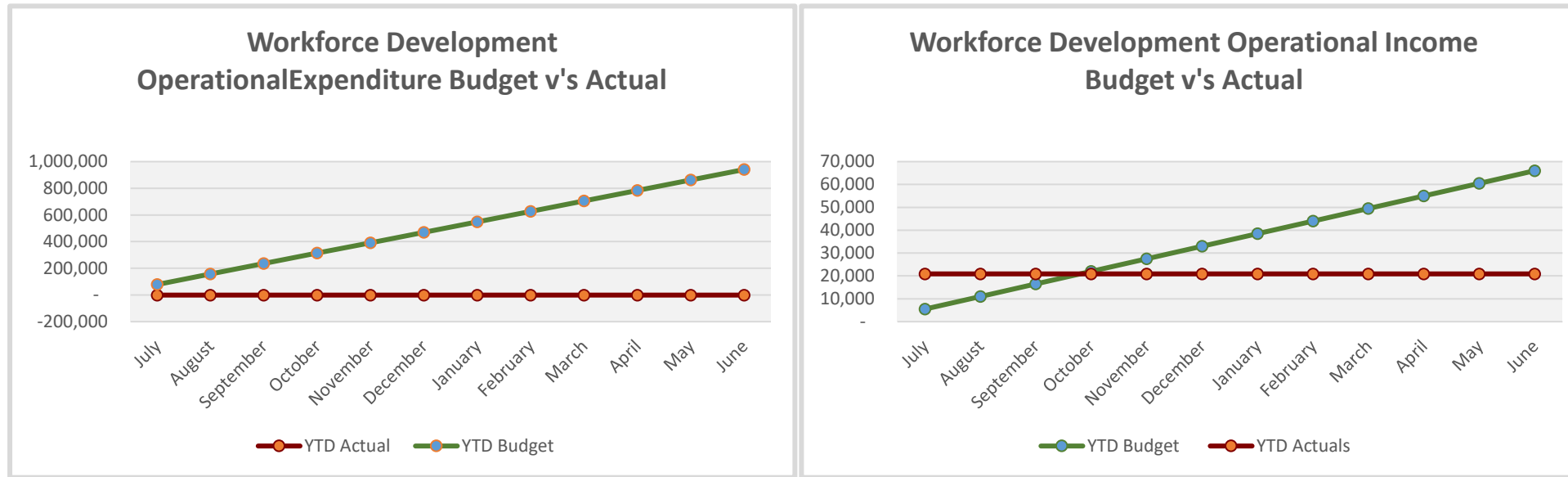
### a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	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>	Regular inspections (site) each month. Ongoing education programs & demonstrations. Target further reductions in premium costs.	<i>B:MHRWD C:WHSRMO D:WHSRMO</i>			+1	<i>Regular inspections carried out monthly, cycling through each workplace over time. Weekly/monthly `Toolbox meetings provide educational and training opportunities.</i>
	Continue toolbox meetings for staff, contractors and volunteers. Highlight potential for improvement. Encourage continued achievements of low incident / lost time targets.	<i>B:MHRWD C:WHSRMO D:WHSRMO</i>			+1	<i>Active participation in Toolbox Meetings at Tenterfield and Urbenville Depots. Low incidents and lost time continues.</i>
	Follow up health check program provided to staff as part of the StateCover Mutual funding incentives.	<i>B:MHRWD C:WHSRMO D:WHSRMO</i>			+1	<i>Health check program followed up with a current focus on mental Health and Diet.</i>
	Review applications for flexible work agreements with a focus on work/life balance for staff.	<i>B:MHRWD C:MHRWD</i>			+1	<i>Flexible working arrangements address a number of needs including Drought related problems. Review targets established.</i>
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>	Implement the 2019/2020 skills targeted training plan.	<i>B:MHRWD C:MHRWD</i>			+1	<i>Plan has been developed from Performance Reviews. Delivery attached to need and availability of Courses/specialist conferences. Current focus on Leadership and capabilities. Safe Hold highlights needs as well.</i>
	Introduce online learning modules that are easily accessible to staff that focus on effective initiative approaches to maintain staff to enhance productivity.	<i>B:MHRWD D:HRC</i>			+1	<i>Coaching program developed and being implemented. On line modules being assessed</i>
	Revise higher duties allowance procedure that supplies adequate recognition & incentive.	<i>B:MHRWD C:MHRWD D:MHRWD</i>			+1	<i>Ongoing action reviews individual instances and value of reward. The upgrade of the salary system will assist, together with meaningful "flat rate" allowances</i>
	Continue to provide staff newsletter, facilitate Management Team & Staff meetings.	<i>B:MHRWD C:HRC</i>			+1	<i>Management (monthly) and staff meetings regularly scheduled. Staff newsletter regular creation being addressed, to enhance easier production.</i>
	Retain 3 highly successful mentors to be paired with Senior Management Staff and explore exchange program with other selected regional Councils.	<i>B:MHRWD C:MHRWD D:HRC</i>			+1	<i>Mentors will be provided to some through the Objective Leader program. Further contact established with potential senior providers Exchange is a focus of Regional P&amp;C</i>

						<i>Department group as is Talent Bank. Low appetite in some Councils.</i>
	Encourage participation in the Bring your own device program and improve conferencing & video technology for learning.	<i>B:MHRWD C:MHRWD</i>			+	Take up at a moderate pace. Video Conferencing using ZOOM effectively established
	Encourage hot desking and remote working instead of residency to reduce office costs.	<i>B: MFT/MHR C: MFT</i>			+	Hot Desks included in Office Refurb. Plan. A number of staff use remote facilities, when appropriate
DP7.03) Manage the implementation of Council's Workforce Management Strategy.	Publish the latest HR metrics and encourage achievement of related targets.	<i>B:MHRWD C:MHRWD</i>			+	Update in Progress to be supported by software that has been reviewed.
<b>Workforce planning: A – Chief Executive</b>	Finalise the implementation of changes made in 2017/2018 to Councils salary system.	<i>B:MHRWD C:MHRWD</i>			+	Currently a work in progress. Latest Salary data loaded ready for sample testing and verification. New bands being considered.
<b>Workforce performance: A – Chief Executive</b>	Complete any outstanding updates following the April/May 2019 changes to policy & procedures.	<i>B:MHRWD C:MHRWD</i>			+	Back up Procedures for Policies in production for progressive delivery, review and publication
	Optimise the organisation structure changes achieved and bed down. Continue support for cultural changes, implement simplify where appropriate.	<i>B:MHRWD C:MHRWD</i>			+	Structure Chart completed and circulated. Cultural changes being supported through change activities and plans for further leadership development.
	Enhance consultation & staff consultative committee activity.	<i>B:MHRWD C:MHRWD</i>			+	Consultative Committee restored to activity, Constitution reviewed/updated to enable quorum achievement/Meetings scheduled and proceeding with good input.
	Continue approaches based on the Voice staff survey. Repeat survey November 2019 to measure improvements.	<i>B:MHRWD C:MHRWD</i>			+	November arrangements targeted.
DP7.04) Developing attraction and retention practices across Council.	Consolidate our position as an employer of choice, ensure all positions are adequately backed up with potential successors	<i>B:MHRWD C:MHRWD D:HRC</i>			+	<i>Most positions now backed up. A number of staff undertaking courses to strengthen availability e.g. Health and Building, Business Degrees, apprenticeships</i>
<b>Workers compensation: A – Chief Executive</b>	Deliver in house supervisor / manager program targeting excellence in management motivational style.	<i>B:MHRWD C:MHRWD D:HRC</i>			+	Program selected and in implementation stages.
<b>Recruitment &amp; selection: A – Chief Executive</b>	Publish diversity data report and support scholarship programs for diversity.	<i>B:MHRWD C:MHRWD</i>			+	Focus on current diversity, encouraging those implicated through traineeship (school based). Improvements to HR Metrics will assist data reporting.
<b>Workforce culture : A – Chief Executive</b>	Target increase in current distribution of diversity among trainees / recruit trainee apprentices.	<i>B:MHRWD C:MHRWD</i>			+	Trainees in place and include youth and mature aged.
<b>Human resource advisory, performance, review and training: A – Chief Executive</b>	Continue current effective program, deliver training, update process to reflect change.	<i>B:MHRWD C:MHRWD</i>			+	Available budget will impact on numbers. School based traineeships being pursued.
DP7.05) Deliver continuous improvements in Council's business, processes and systems (WHS)	Focus on maintaining current status & achievements and develop and implement strategies for continual improvement.	<i>B:MHRWD C:WHSRMO D:WHSRMO</i>			+	Safety training kept up to date using Safe Hold
<b>Work, Health and Safety: A – Chief Executive</b>	Implement supervisor training on Councils WHS Management Software (Safe Hold) to increase usage.	<i>B:MHRWD C:WHSRMO D:WHSRMO</i>			+	Continuing focus.
	Continue develop and implement Emergency Preparedness Procedure in conjunction with State Cover WHS Action Plan.	<i>B:MHRWD C:WHSRMO D:WHSRMO</i>			+	Works in progress to confirm and develop awareness of requirements. Safety packs and support equipment developed to support plans and procedures

	Continue to monitor and review as required, near miss, incident and accident data.	B:MHRWD C:WHSRMO D:WHSRMO			+1	Incidents thoroughly investigated and reported.
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**b) Budget**



**Capital Income:**  
N/A

**Capital Expenses:**

	18/19 YTD Actuals June	18/19 YTD Variance June	18/19 Full Year Review 3	18/19 Percentage Spent	Comments to be entered
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**Workforce Development**

1000506. Workforce Planning & Evaluation	0	10,000	10,000	0.00%	Awaiting final details from provider
	0	10,000	10,000		

The \$10,000 allocated for the Workforce, Planning and Evaluation or related Software was scheduled to be purchased in the last quarter of the Financial Year/ provider availability has presented some difficulty in finalisation. Provider has signaled availability and has quoted –some supplementary funding may be required.

**Operational Income:**

Operating income from subsidies and incentives continues on track and trends indicate stronger above budget achievement. 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. Over \$100, 000 of externally supplied training was been funded without cost to Council, other than the wages of those attending essentially mandatory, regulatory or compliance training and development. We are considered a major Council consumer of available funding.

**Operational Expense:**

Expenditure on training, including travel, committed and incurred. Expenditure continues as forecasted, expectations on track. Overall expenditure anticipated to be on budget.

**Emerging Issues, Risks and Opportunities**

Risks – Councils provision of plant machinery and manpower to assist the RFS firefighting activities posed a number of risks to Council and its staff that are not normally present in day to day activities. Training to compensate was completed and plans have been updated to reflect learning. Managers and Supervisors with the assistance of the WHS Risk Management ensured Councils Risk Management and Enterprise Risk Management Principles policies and procedures were implemented, monitored and reviewed. Appropriate control measures were enacted to ensure the safety of staff, protection of assets and the environment.

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

Funded Supervisory training for their Managers and Supervisors continues. Follow up training is being provided. Extensive required safety training supplied in areas such as forklift, chainsaw, first aid, regulatory requirements and Chemcert. A Manager Assets and Program Planning has now been appointed and is addressing outstanding program planning needs.



## 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.

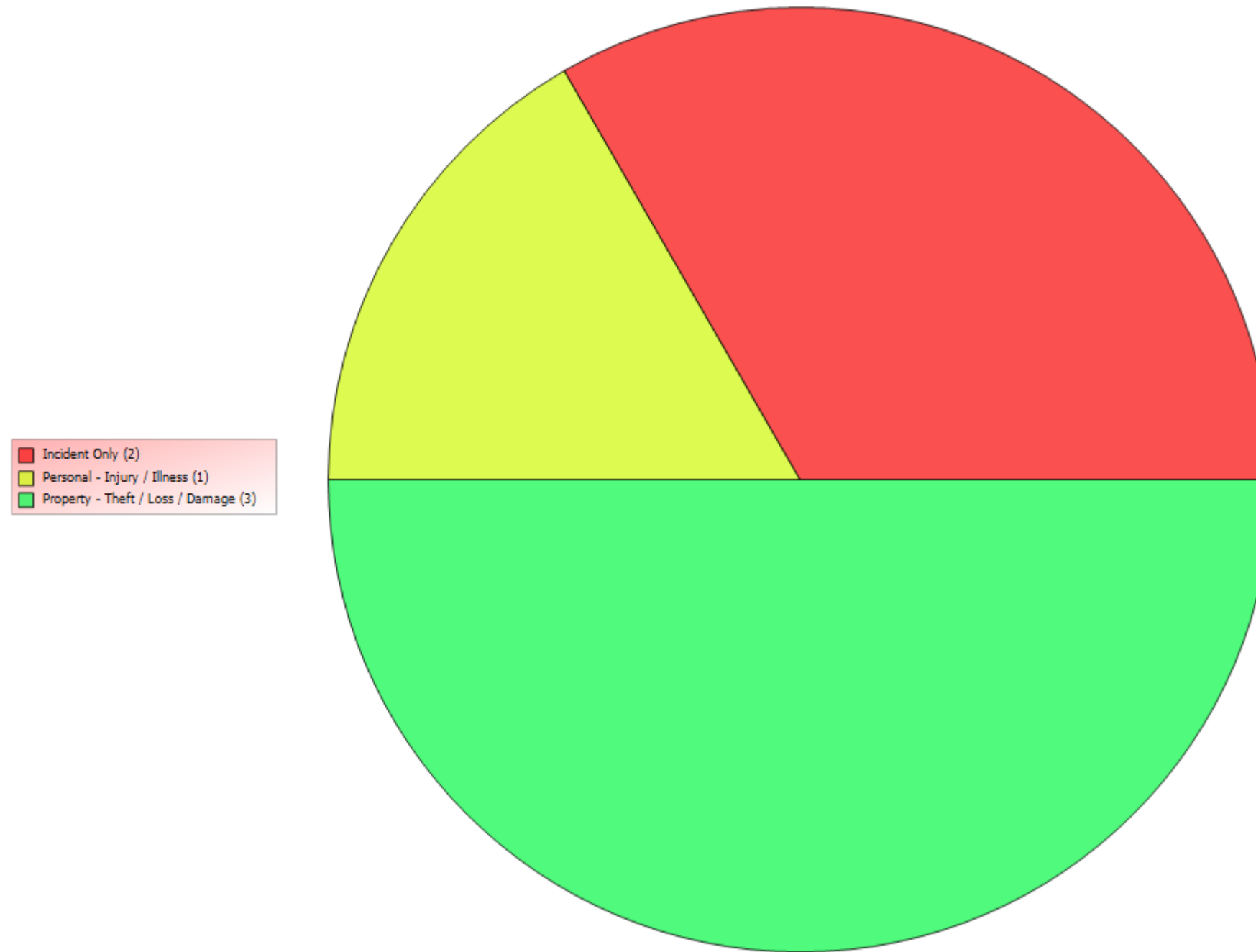
#### d) Customers

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.

**e) Business Statistics**

30 days to Date – All Incident Statistics

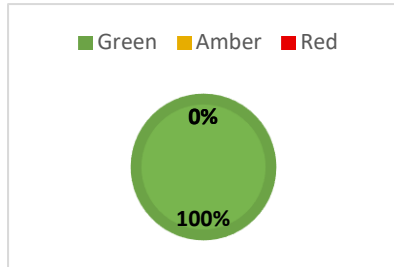
Reported - Incident Types - All Incidents 30 Days to Date - Including Present - Total of 6



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

The WHS Risk Management Officer was nominated and elected by his peers to become Chair of the Northern Inland Risk Management Group which is representative of 15 Councils in our region and attended by StateCover Mutual, StateWide Mutual and the State Regulator Safe Work NSW.

## 8. Emergency Services

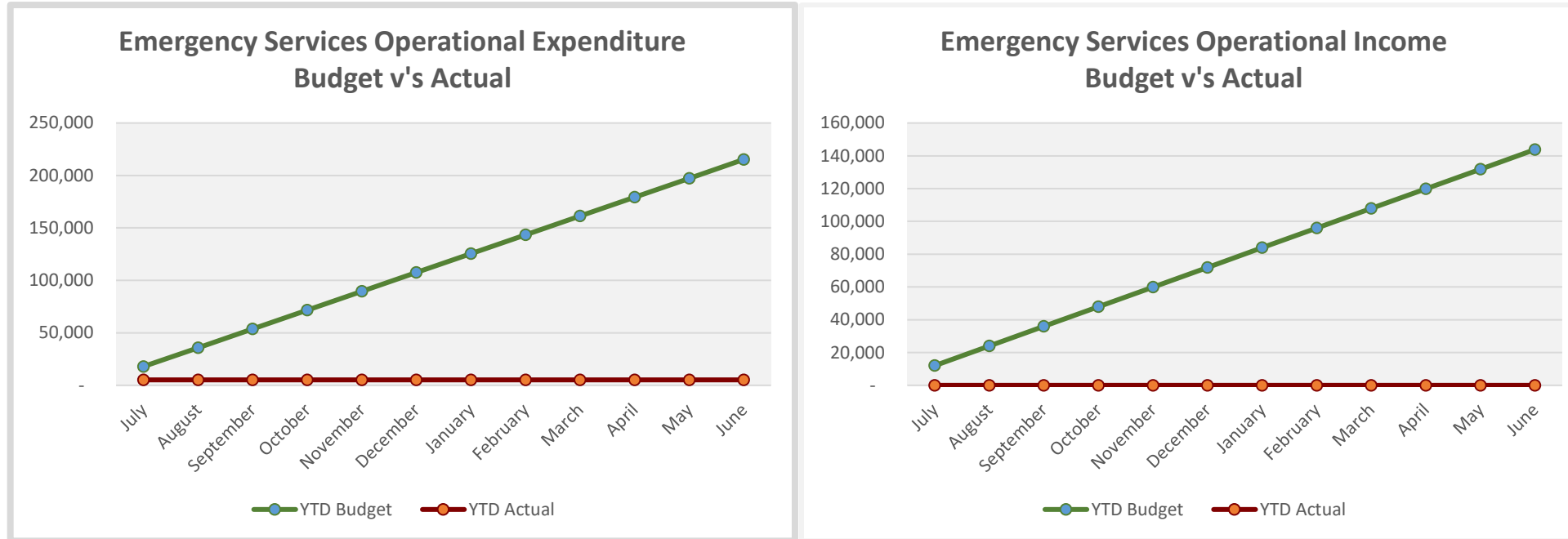


Under the 4 year Delivery Plan *Emergency Services* relates to: integrating land use policies to support emergency management; disaster management; review of emergency management plans; inter-agency communication and collaboration; and rural addressing. The Office of the Chief Executive directly oversees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

### a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP8.01) Review and ensure the integration of Council current studies and plans into strategic land use planning and operational planning documents and policies to support our emergency management function.  <i>Disaster management: A – Chief Executive</i>  <i>Roads, bridges and retaining walls: A – Chief Operating Officer</i>	Review learnings from 2019 bushfires & 2018/2019 Local Emergency Management Committee exercises, with updates to the Emergency Management Plan.	B:MHRWD C:WHSRMO D:WHSRMO			+1	Update of Plans completed and circulated to Agencies for further review. Emergency Management/NSW Justice supporting exercises with seed funding for planning and assessment.
	Work with Assets / Planning, Finance, GIS & Works to complete at least 15 % installation of rural address identifiers.	B:MHRWD C:WHSRMO D:WHSRMO			+1	GIS/Finance has updated Mapping software and will be available to further advance this project.
	Continue to work with the local Rural Fire Service.	B:MAPP/MHRWD C:MAPP D:MW			+1	Frequent direct contact with RFS. Accounting functions progresses and monitored for performance against budget. Recoveries from Bush fire related actions also progressed with funds received and to be received. Involved in Action Planning
	Deliver an upgraded Emergency Management Centre at Rouse St with associated Local and Regional Emergency Management review.	B:CCO C:CCO			+1	HR & WD working with Property and Buildings to advance achievement in a timely manner and to acquit Grant.

**a) Budget**



**Capital Income:**

**Capital Expenses:**

COA	19/20 Full Year Budget	19/20 YTD Actuals July	19/20 YTD Budgets July	19/20 Percentage Spent	Variance Comments
<b>Emergency Services</b>					
5800017. RFS New Station Mingoola category 2A - Seed Funding - Expenditure	90,000	0	7,000	0.00%	No significant variance
	<b>90,000</b>	<b>0</b>	<b>7,000</b>	<b>0.00%</b>	

**Operational Income:**

**Operational Expense:**

**b) Capital Projects**

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

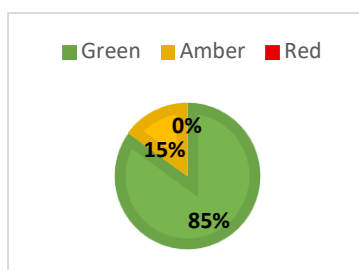
**d) The Business of Improving the Business**

**e) Customers**

**f) Business Statistics**

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

## 9. Finance and Technology



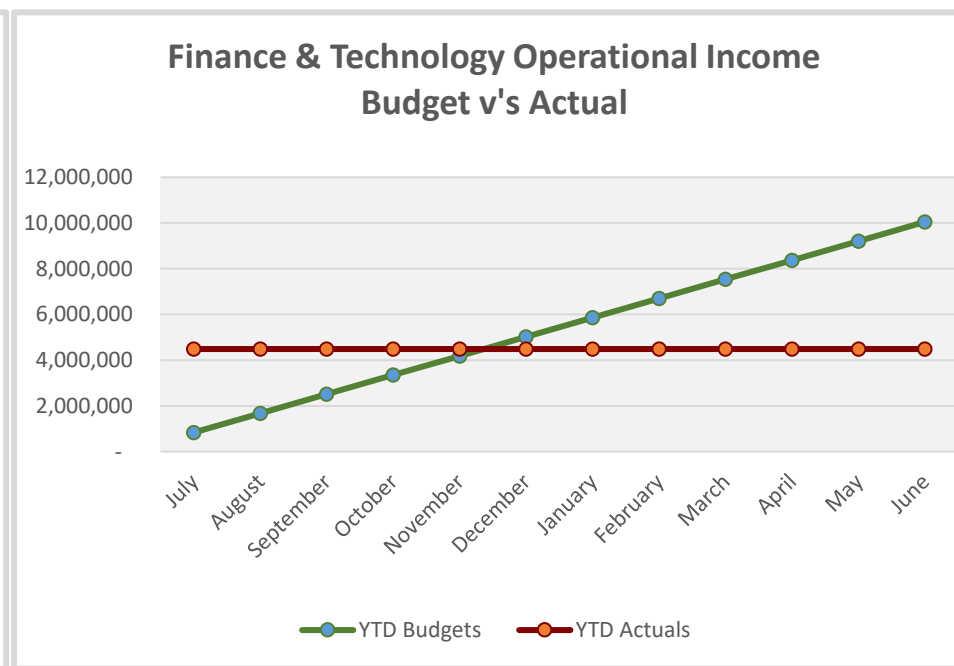
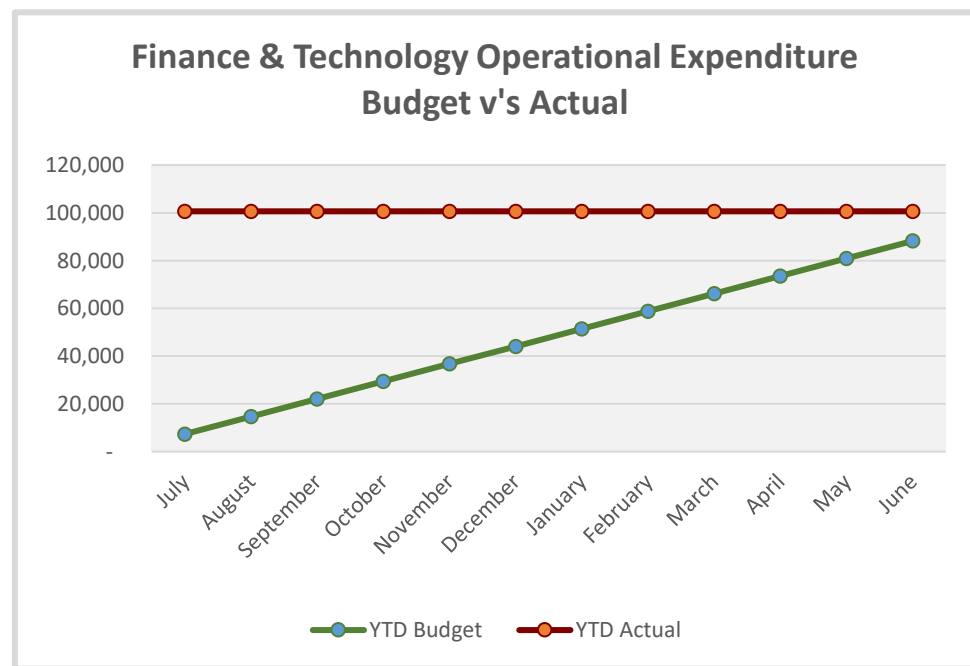
Under the 4 year Delivery Plan *Finance and Technology* relates to: information technology; financial sustainability and advise; investments; financial capacity; procurement compliance; regulatory and statutory compliance; business systems; property strategy, overall management and register, land mapping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

### a) Delivery and Operational Plan precis

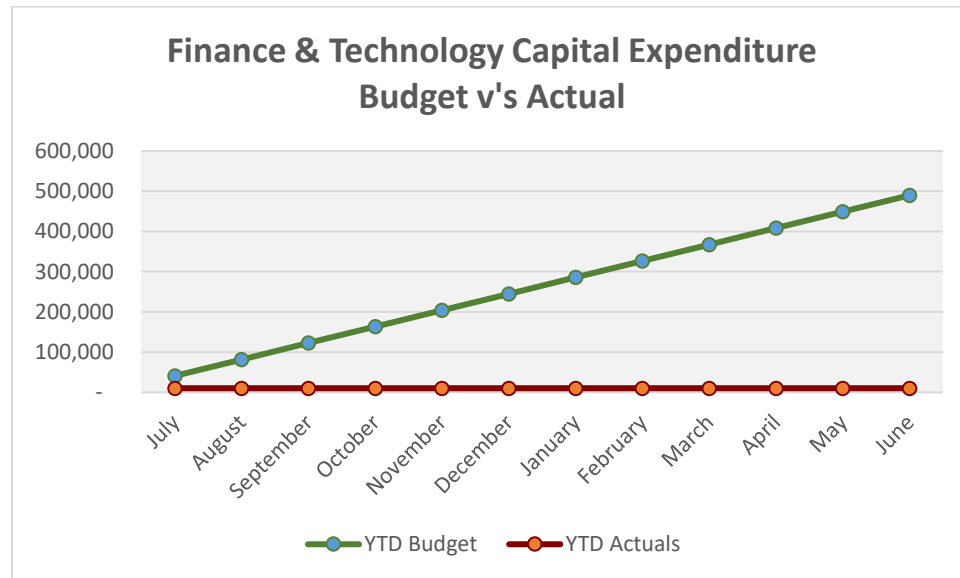
4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP9.01) Ensure that information technology meets Councils operational requirements.  <b>IT system / software and hardware: A – Chief Corporate Officer</b>  <b>Network systems and corporate business applications integration: A – Chief Corporate Officer</b>	Finalise development of the Technology Strategic Plan to guide Council’s information technology related decision making.	B:MFT C:MFT		0		Work continues on the development of this plan.
	Ensure managed service arrangements are effectively supporting business requirements.	B:MFT C:MFT D:MFT			+1	Managed Service arrangements are working well.
	As per Council’s Technology Strategic Plan and Budget ensure technology is of a sufficient standard to support Council’s operations.	B:MFT C:MFT D:MFT			+1	Ways to improve internet speeds at Urbenville are currently being investigated. Work to improve connectivity and speeds at sites other than the main administration building should be completed in September 2019. Fibre Optic Cable has been laid at the Saleyards between the Weigh Office and the Administration Building to provide additional connectivity between the two areas (in addition to the wireless link which will become the backup solution).
DP9.02) Make prioritised decisions in the long-term interest of the broad community and have regard to financial and infrastructure sustainability.  <b>Corporate financial planning: A - Chief Corporate Officer</b>	Review, revise and maintain Councils Long Term Financial Plan in line with statutory requirements.	B:MFT C:MFT		0		Work has commenced on aligning the asset management plans with the Long Term Financial Plan with the Saleyards being a focus at the moment.
	Provide financial reports to Management and staff to assist in budget control and decision making.	B:MFT C:MFT D:MFT			+1	Powerbudget continues to be enhanced and tailored for Managers requirements.
DP9.04) Ensure that financial sustainability and the community's capacity to pay inform adopted community service levels.  <b>Procurement and tendering compliance: A - Chief Corporate Officer</b> <b>Procurement and tendering framework: A – Chief Operating Officer</b> <b>Corporate financial planning: A - Chief Corporate Officer</b> <b>Rates and revenue: A - Chief Corporate Officer</b>	Ensure adequate and effective internal controls are in place for all financial management and purchasing functions (Compliance).	B:COO C:MAPP D:MAPP			+1	Council is progressively moving the risks and internal controls to mitigate them to the new Risk Management software package.
	Maintain a strategic rating structure that is equitable across the region.	B:CCO C:MFT D:MFT			+1	The Rating Review is currently topical and it will be interesting to see the final outcome and the impact it will have on Council.
	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:RevC			+1	Interest rates are at record lows within Australia, which has resulted in a reduction in interest income to Council.
DP9.05) Ensure compliance with regulatory and statutory requirements and that	Complete quarterly budget review statements in-line with statutory requirements.	B:MFT C:MFT D:A			+1	The first quarterly budget review will be provided to the November Ordinary Council meeting.

<p>operations are supported by effective corporate management.</p> <p><b>Corporate financial planning: A Chief Corporate Officer</b></p>	Process accounts payable in-line with Councils protocols and suppliers terms of trade.	B:MFT D:P/AP			+1	Council is developing a new Creditor form to ensure terms of trade information is agreed between Council and the creditor.
	Complete and lodge Annual Financial Statements in accordance with Statutory Requirements.	B:MFT D:A			+1	Council's Annual Financial Statements are due to be lodged by 31 October 2019.
	Complete all taxation returns and grant acquittals (where not undertaken by direct service recipients of grant funding within Council) as required by external bodies.	B:MFT C:MFT D:A			+1	The Drought Grant Funding is due to be acquitted by the end of August 2019. Council's auditors have signed off on the acquittal.
	Organise and manage the external audit of Council.	B:MFT C:MFT D:A			+1	Council's external audit is due to commence in mid-September 2019.
<p>DP9.06) Deliver continuous improvements in Council's business, processes and systems</p> <p><b>Corporate financial planning: A Chief Corporate Officer</b></p>	Implement any actions arising out of issues raised by Auditors during the interim and final audit as per agreed timeframes.	B:MFT C:MFT			+1	Council staff follow up on these actions as agreed to with the Auditors.
	Implement any actions arising from the Audit & Risk Committee of TSC Internal Audit Program as per agreed timeframes.	B:MFT C:MFT			+1	Council staff follow up on these actions as agreed to with the Internal Audit Committee.
	Continue to improve Council's Land and Mapping Service and program application services.	B:MFT C:MFT D:A			+1	Council continues to improve in this area.

**Budget**







**Operational Income:**

Operational Income is as expected for July 2019 and reflects the fact that rates have been levied for the full year.

The variance in the operational income graph is one of timing of the budget cash flows to be spread evenly across the financial year, this will be rectified for the August MOR.

**Operational Expense:**

Operational Expenditure is as expected for July 2019.

The variance in the operational income graph is one of timing of the budget cash flows to be spread evenly across the financial year, this will be rectified for the August MOR.

**Capital Income: Not Applicable**

**Capital Expenses:**

COA	19/20 Full Year Budget	19/20 YTD Actuals July	19/20 YTD Budgets July	19/20 Percentage Spent	Variance Comments
<b>Finance &amp; Technology</b>					
1810501. Computer Equipment	300,000	0	25,167	0.00%	No Significant variance
1810507. Fibre Optic Cabling of Sites	50,000	0	4,167	0.00%	No Significant variance
1810508. Capitalised Software	100,000	0	8,333	0.00%	No Significant variance
1810509. Furniture & Equipment Purchases	40,000	0	9,014	0.00%	No Significant variance
2200500. Monthly Operational Plan Digitisation	0	7,346	0	0.00%	To be funded from carry over 18/19 in Sept QBR
	<b>490,000</b>	<b>7,346</b>	<b>46,681</b>		

**Capital Projects**

As depicted in both the Capital Expenditure graph and the table above, there has been minimal capital expenditure YTD.

## **Emerging Issues and Risks**

The outcome of the Review of Rating Final Report may have implications for Council as to how rates are calculated; the types of exemptions that can be given; disclosure requirements around exemptions and other matters raised in the Review.

Obviously water (running out of it) is a risk to Tenterfield and other parts of the Shire at the moment, but there are financial risks associated with the drought too, as funds are invested in resolving the issue. While there is some grant funding that can be put towards these costs, at least 25% will need to be found by Council and it has not been a cheap exercise so far. This will no doubt be a topic of discussion in the first Quarterly Budget Review.

## **The Business of Improving the Business**

There has been a strong focus on improving the IT Infrastructure across Council and mention was made of the Saleyards and Depot, but all sites connected back to the Administration building will see an improvement in speed once work is completed in this area.

The introduction of NBN for the Public Wifi in the main street and Public access computers in the Library, will not only improve IT System security for Council but enhance the users experience.

Similarly, Council is looking to introduce NBN for use at the Urbenville Water Treatment Plant to give greater connectivity and faster internet speeds.

In terms of the finance and accounting aspect of the team, work continues on improving Council's chart of accounts structure to ensure more meaningful reports can be provided to managers. In addition Council is ahead of where we were this time last year in the preparation of the financial statements.

Mapping is an area of renewed interest by staff across the Council and the demand upon Council's GIS officer's time will only get heavier as more spatial data is required.

## 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.

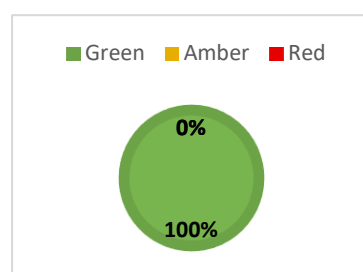
### **b) *Business Statistics***

Not applicable.

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

Following extensive consultation and review of quotations from Telstra and Leading Edge Tamworth, Council has decided to go with the proposal from Leading Edge on 31 May 2019, to replace Council's `phones with the latest technology Mitel smartphones and associated call management software. The project has commenced and it is expected to be completed by October 2019.

## 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.

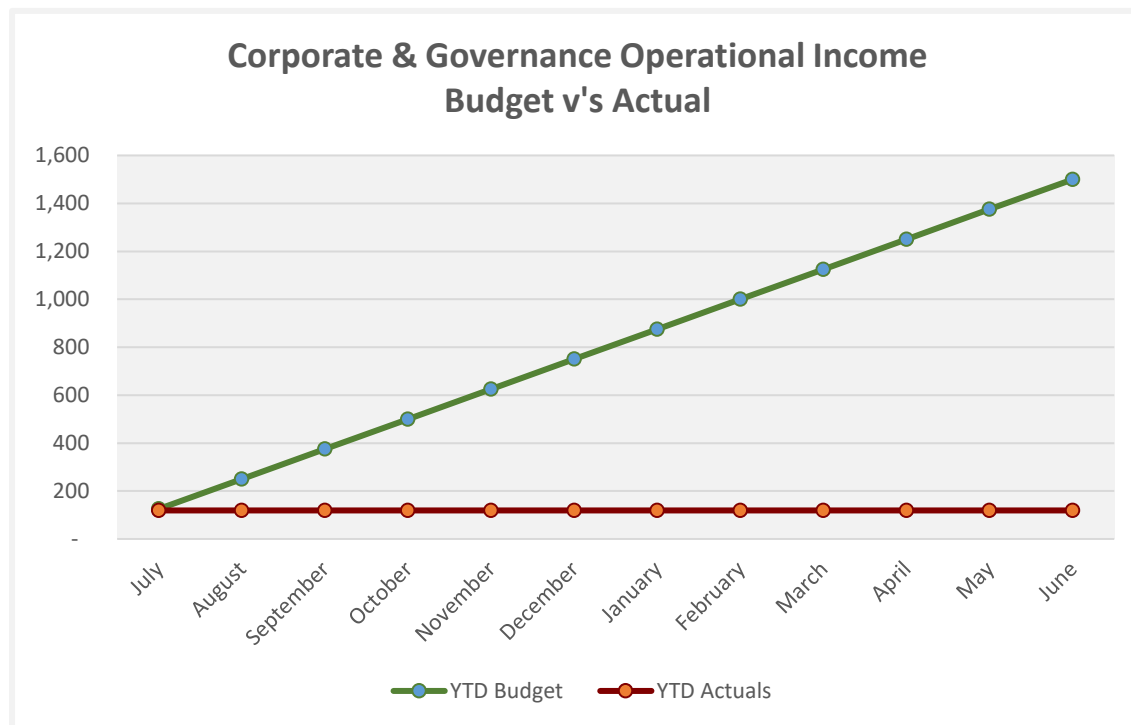
### a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)	
<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 2019/20 adopted by Council 29 May 2019.	
	Development of Council Annual Report on all services.	B:CCO C:MCSGR D:MCSGR		0		Annual Report 2018/19 development to commence in September 2019.	
	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	No Code of Conduct complaints received in July 2019. Annual Public Interest Disclosure reporting to NSW Ombudsman's Office in July 2019. No PIDs made in 2018/19.
	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. No GIPA applications received in July 2019.
	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 – Information Technology Internal Audit request for quotation process commenced. Recruitment and Selection Processes Management action plan being implemented by HR & WFD.
	Development of a legislative compliance framework, within Council's governance framework.	B:CCO C:MCSGR D:MCSGR				+1	Delegations updated for relevant staff 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 July 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> <p><b>Governance framework (including registers and monitoring): A</b> – Chief Corporate Officer</p>	Compliments and Complaints Register maintained, monitored and reported.	B:MCSGR C:MCSGR D:MCSGR			+1	3 compliments, 12 complaints in July 2019.	
	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	237 Customer Service General Enquiries received in July 2019.
	Deliver biannual Customer Satisfaction Survey.	B:MCSGR C:MCSGR D:RC		0			Customer Satisfaction Survey to be undertaken in February/March 2020.

<b>IT system / software and hardware:</b> A – Chief Corporate Officer						
<b>Business process improvement &amp; integration:</b> A – Chief Corporate Officer						
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 applied to customer services.	B:MCSGR C:MCSGR D:CSO			+1	Customer services being delivered within charter timeframes. One complex customer complaint in July 2019.
	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 to be conducted in August 2019 for customer service staff, waste operators at Transfer Stations, staff and volunteers at the School of Arts and Visitor Information Centre.
	Delivery of policy, procedure and protocol advice and guidance to Council, the Executive Management Team and staff.	B:MCSGR C:MCSGR D:MCSGR			+1	Providing ongoing advice to the organisation.
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, developed and implemented.	B:MCSGR C:MCSGR D:MCSGR			+1	Fraud prevention policy and plan being developed.
	Delivery of customer services to ratepayers, residents and visitors through streamlined processes.	B:MCSGR C:MCSGR D:CSO			+1	Installation and operation of new phone system to commence by end August 2019. Council mobile application has gone live in July 2019. Official launch will occur following
	Procurement and tendering framework strategy and methodology review and development.	B:MCSGR C:RO D:RO, AO			+1	Initial discussions with CCO highlighting common issues with current procurement and tendering processes.
DP10.04.01) Deliver and facilitate leadership in strategic planning and implementation.	Records management, storage and distribution as per statutory and organisational requirements.	B:MCSGR C:MCSGR D:MCSGR			+1	SynergySoft Disposal Module purchased from IT Vision in March 2019. Module was integrated in July and training to commence August 2019.
	Manage external legal services.	B:MHRWD C:WHSRMO D:WHSRMO			+1	One existing legal case (previously reported).
	Records digitisation program continued, in line with State and Federal Records digitisation programs.	B:MCSGR C:RC D:RC,RO			+1	Staff setting up 134 Manners St for continuing work on digitisation project.



## b) Budget



### Capital Income:

- No identified capital income.

### Capital Expenses:

- Continued IP&R customisation in 2019/20 - \$50,000

### Operational Income:

- No identified operational income.

### Operational Expense:

- Customer Satisfaction Survey to be undertaken in the second half of 2019/20 - \$25,000

### c) Capital Projects

- CAMMS IP & R software are being implemented from August 2019.

### d) Emerging Issues, Risks and Opportunities

- Delay in phone system delivery has seen installation and operation rephased to August/September 2019.
- The Records Digitisation Project is continuing work with scanning of old records to SynergySoft. Scanning equipment has been received and staff are preparing to relocate to 134 Manners St for approximately 12 months to provide Records Officers closer access to the storage area for digitisation and categorisation of documents.

### e) The Business of Improving the Business

- Council's mobile application has gone live in July 2019.

## 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

3 compliments, 12 complaints in July 2019.

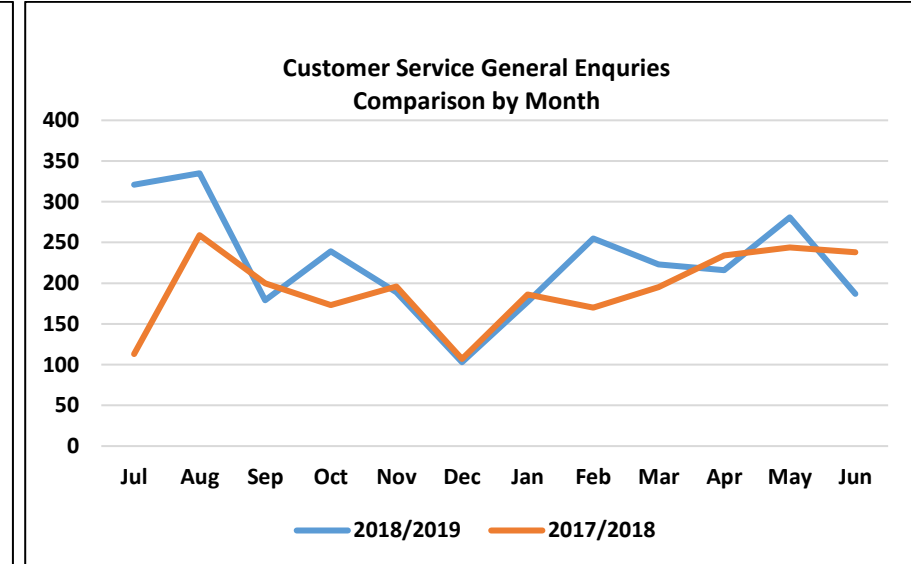
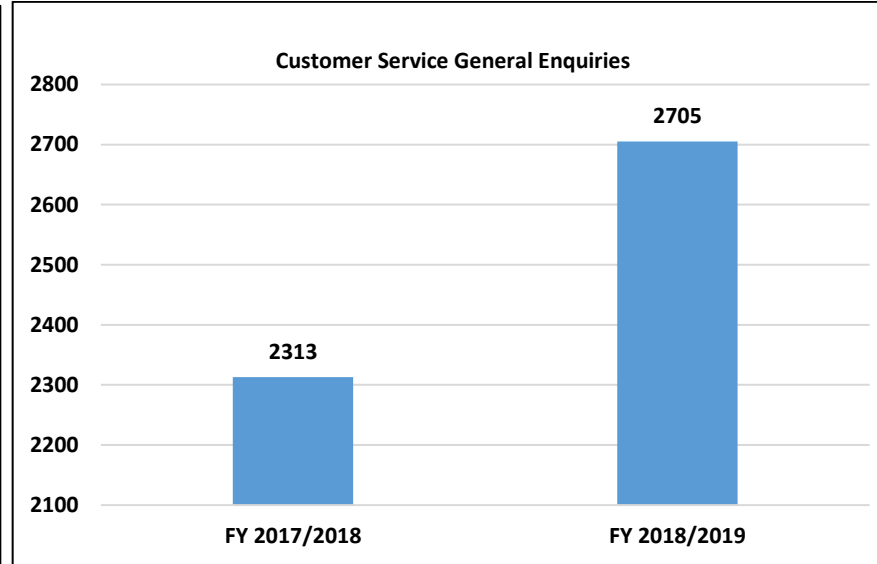
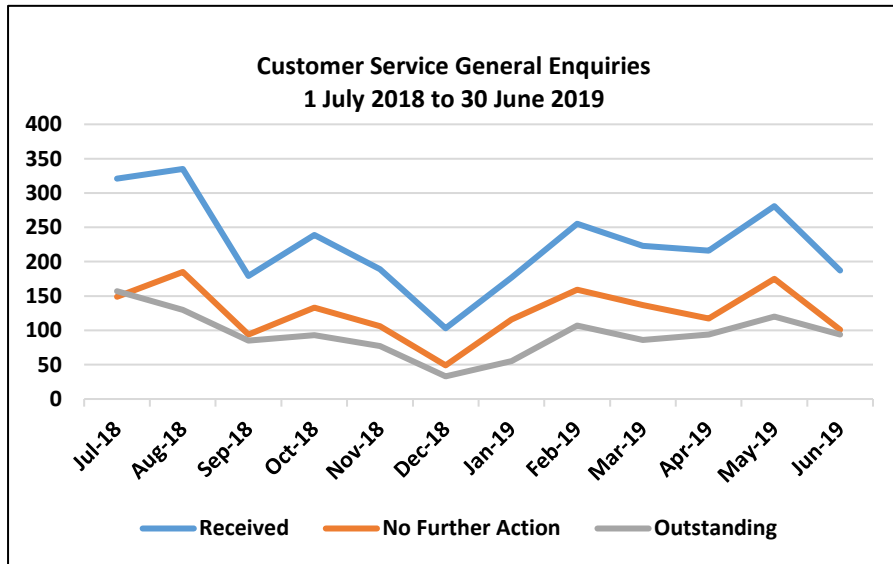
237 Customer Service General Enquiries received in July 2019.

#### Internal Customers

Customer Service Team training sessions provided by Planning & Development Services and Revenue in July 2019.

**g) Business Statistics**

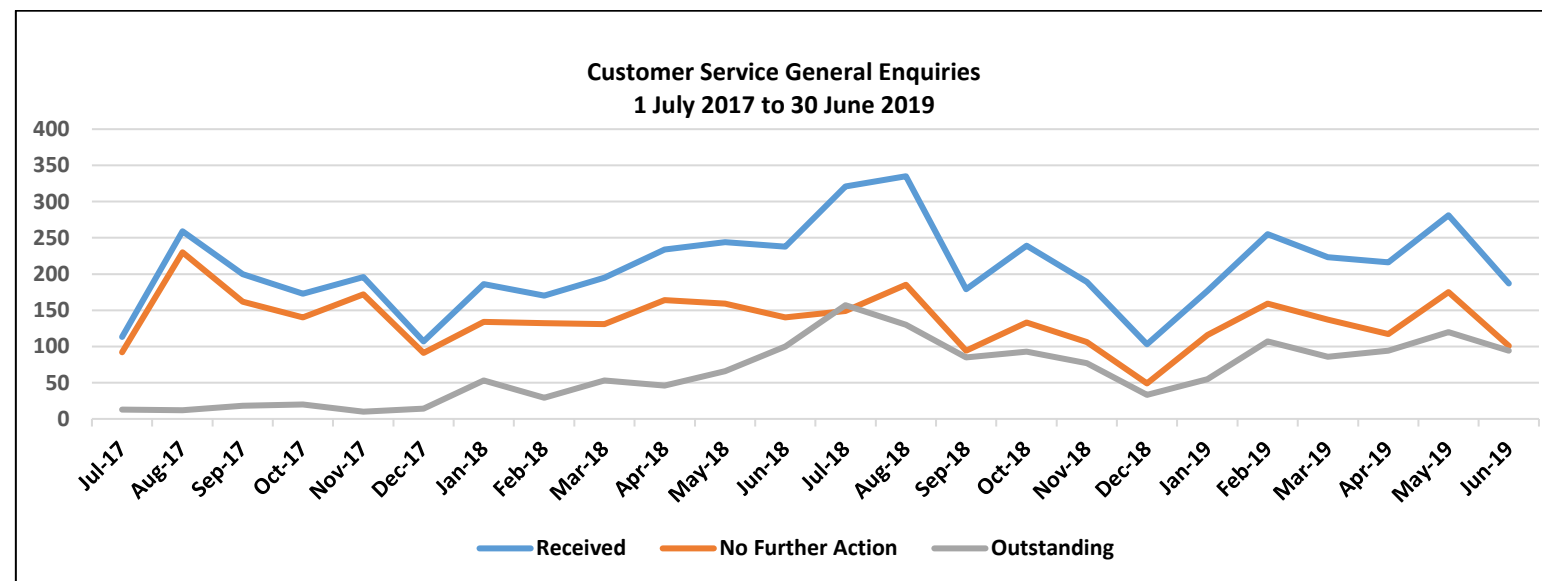
**Financial Year 2018/2019**



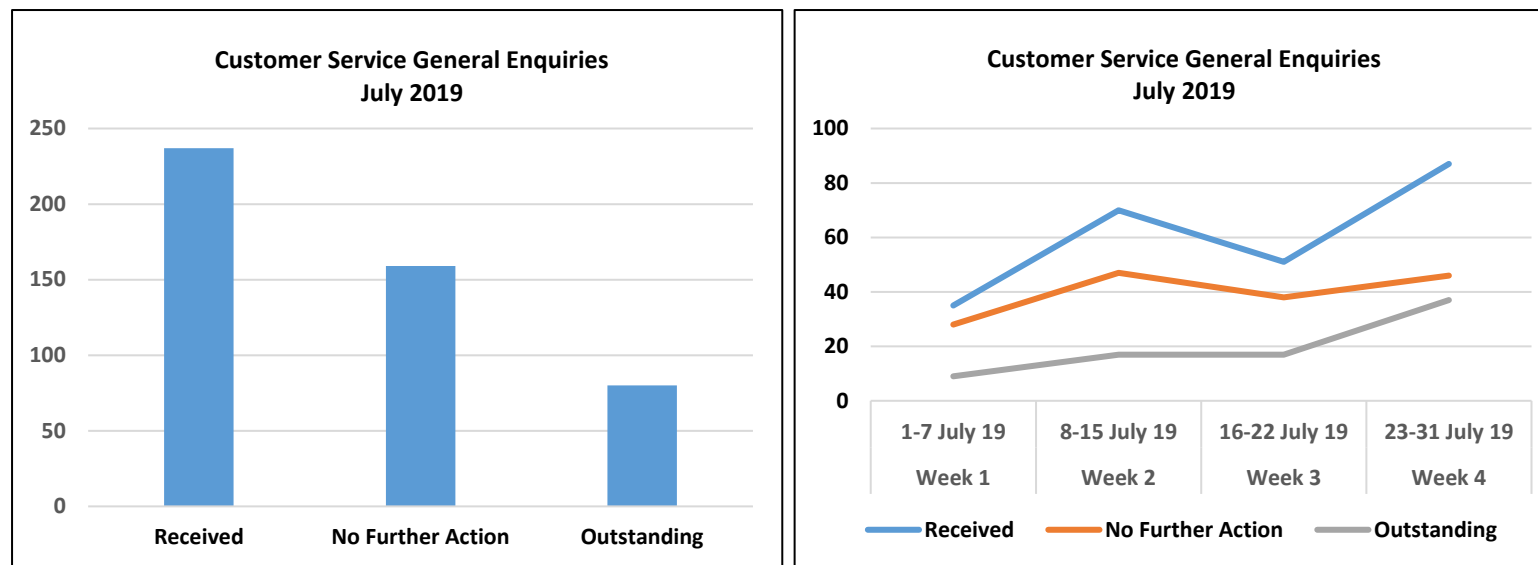
**Explanatory Notes**

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

Total Customer Service General Enquiries for 2018/19 were 2,705, which represents a 17% increase on the number of General Enquiries in 2017/18 (2,313). Peak customer enquiry periods occur at rates quarterly and end of year payment deadlines. An additional peak occurred in February 2019 due to the bushfires in Wallangarra, Tenterfield and Tabulam.



## July 2019



### Explanatory Notes

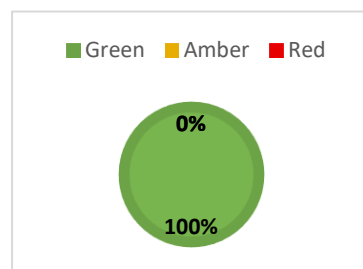
Total Customer Service General Enquiries for July 2019 were 237.

Customer Service General Enquiries by Service statistics indicate that the main areas of enquiry for July 2019 were Works (35) and Planning & Development (35).

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

- An all staff photograph was taken at the End of Financial Year celebration. This photograph will be framed and displayed with the Voice Award Trophy in the front foyer.

## 11. Environmental Management



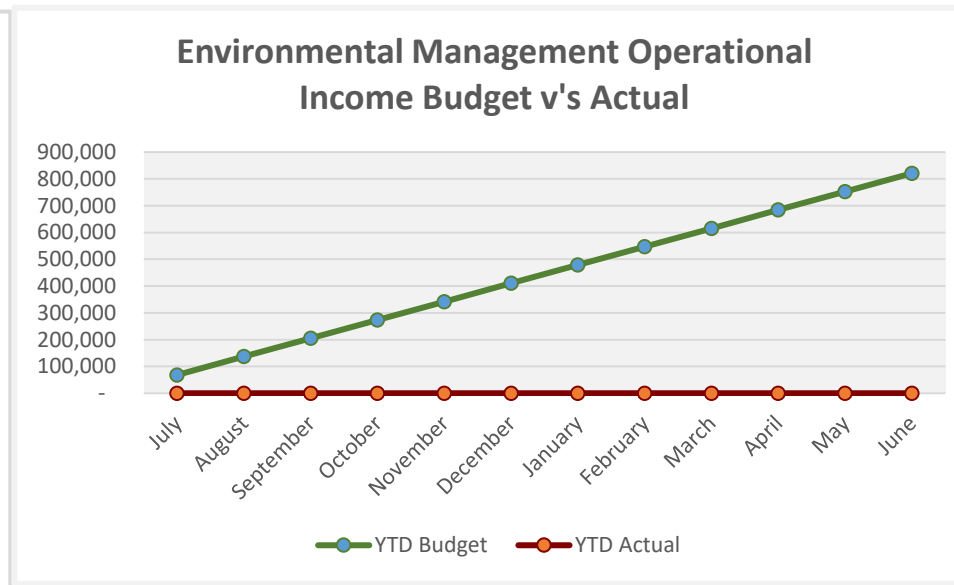
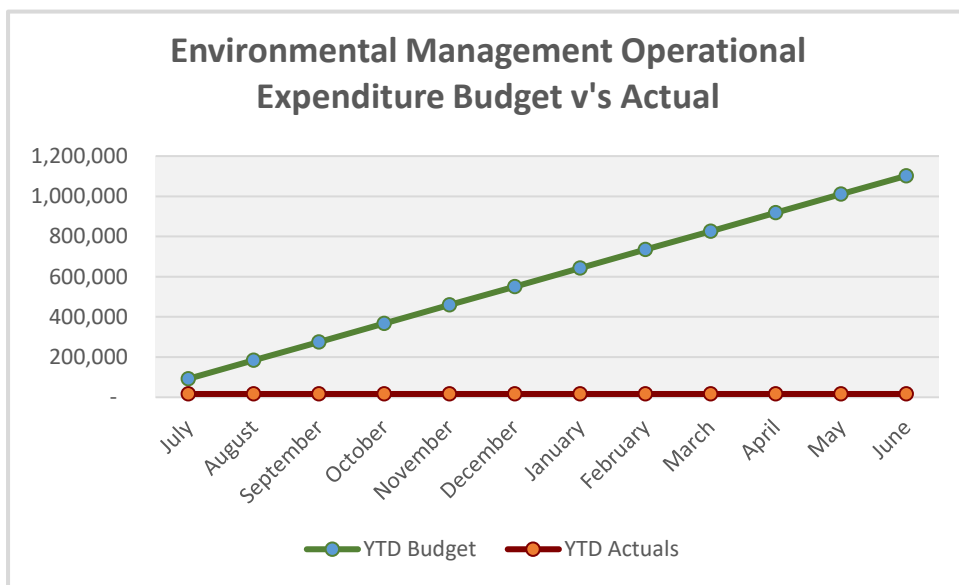
Under the 4 year Delivery Plan *Environmental Management* relates to: education; noxious plants; feral pests (advocacy); illegal dumping and pollution; and roads & footpath regulatory enforcement. The Office of the Chief Corporate Officer directly oversees these outcomes.

### a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP11.01) Provide community education program to encourage residents and visitors to reduce their impact on vegetation including the management of pests and weeds.  <b>Noxious plants: A – Chief Corporate Officer</b>  <b>Feral pests: A – Chief Corporate Officer</b>  <b>Illegal dumping and littering: A – Chief Corporate Officer</b>  <b>Pollution regulation: A – Chief Corporate Officer</b>  <b>Parking, traffic &amp; DDA regulation: A – Chief Corporate Officer</b>	Attend local Agricultural Shows and issue handouts. Update the Council website in relation to weed concerns.	B:OSRUS C:OSRUS D:WO			+1	Attended Stanthorpe and Tenterfield shows in 2019. Website is up to date and reviewed monthly.
	Public awareness weed signs installed on high risk pathways and water ways.	B:OSRUS C:OSRUS D:WO			+1	Black Knapweed and Tropical Soda Apple awareness signs are installed to high risk areas and known infestation areas within the LGA.
	Provide advocacy to residents to support feral pest management. Provide advice and support any pest animal management concerns.	B:OSRUS			+1	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 Landcare also have cat/dog/ bird traps for hire.
	Illegal dumping and pollution management and regulation provided as needed.	B:OSRUS C:OSRUS D:OSRUS			+1	Action taken immediately to investigate and remove all illegal dumping's and litter reports. No illegal dumping reported for July. No abandon vehicles reported for July
	Parking, traffic and regulatory enforcement. Regular patrols, with enforcement of parking, footpath trading and signage requirements.	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 sent to business owners.
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.  <b>Noxious plants: A – Chief Corporate Officer</b>	Property inspections of high risk areas and pathways.	B:OSRUS C:OSRUS D:WO			+1	Regular inspections are conducted on properties considered to be in high risk areas and on properties known to have high risk weed species infestations to ensure the Biosecurity obligation is being meant. Monthly inspections are done on High risk pathways to identify any new incursions.
	Regular high risk pathway and waterway inspections conducted.	B:OSRUS C:OSRUS D:WO			+1	Ongoing, Monthly inspections are done on High risk pathways and waterways to identify any new incursions.
	Weed management funding secured annually and delivered in line with funding requirements.	B:OSRUS C:OSRUS		0		Weed funding is yet to be distributed by DPI.
	Delivery of Tenterfield Shire Council Weeds action plan, as aligned with Northern Tablelands Regional Strategic Weed Management plan 2017-2022.	B:OSRUS C:OSRUS D:WO			+1	Ongoing, TSC have adopted and follow guidelines for inspections and control that are set within the Northern Tablelands regional Strategic Weed Management plan. Weeds Action Plan inspection reports are submitted each quarter to lead agency, The New England Weeds Authority.

	Deliver Weeds Management program and record weeds required to be compliant with Biosecurity. Monthly weed reporting to DPI.	B:OSRUS C:OSRUS			+1	All inspections and control are recorded through TSC's Weeds data capturing program CHARTIS and monthly reports are generated and sent to the DPI.
	Conduct a review of existing weed operations to identify improvements in service levels through technology.	D:WO			0	Ongoing, Improvements can be made for inspections and control through the purchase of new equipment such as a drone and the relevant software and an ATV vehicle. Both would assist in reaching hard to access areas on properties and along river and creek lines.
	Identify and source additional resources (grants) for weed control activities, and opportunities for field days in conjunction with other government groups.	D:WO			0	Grant secured from the Communities Combating pests and weeds during drought program. Field day/information day to be organized informing local landholders of the opportunities available regarding the grant funding.

**b) Budget**



**Capital Income:**

N/A

**Capital Expenses:**

N/A

**Operational Income:**

N/A

**Operational Expense:**

**c) Capital Projects**

Communities Combating pests and weeds during drought program grant for control of Serrated Tussock and Blackberrys.



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

Due to the severe drought conditions the Communities Combating pests and weeds during drought program rollout may be delayed unless conditions improve enough to be able to treat Serrated Tussock and Blackberrys. At present the plants are under stress and any treatments would be ineffective. Contact has been made with the Grant Management outlining our concerns.

**e) Abandon vehicles**

Nil to report

**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.

**f) Customers**

No Complaints concerning weeds for July

One complaint about rabbits around town.

## **g) Business Statistics**

### **Weed Control**

- Patterson's Curse – Follow up treatment Bruxner way at Mingoola Bridge, Tenterfield Aerodrome and Coxalls Rd.
- Mother of Millions – Mt Lindsey Hwy Legume and Cullendore Rd border Crossing.
- Black Knapweed – Bellevue Rd.
- Hemlock – Follow up Boonoo Boonoo Landfill.
- Tree Suckers – Black Swamp Rd.

### **Council Lands sprayed**

- Tenterfield Aerodrome
- Boonoo Boonoo Landfill

### **Inspections**

- All high risk pathways
- 23 property inspections
- 2 Border crossings

### **Meetings**

- Attended the Tropical Soda Apple Taskforce meeting in Coffs Harbour

### **Other**

- New edition of Weed Management Guide mailed out to approximately 320 landholders in the northern region of the LGA.
- Information letters sent out to landholders in the high risk Serrated tussock areas around Deepwater and Bolivia informing them of opportunities that exist regarding the grant funding secured from the *Communities Combating pests and weeds during drought program*.

## **Weed of the month; Hemlock**

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

Hemlock is a robust biennial herb growing 1-2.5 metres high, with hollow stems that have reddish-brown or purple spots on the outer surface. The leaves have a sharp offensive odour when crushed.

It is a weed of disturbed areas, often occurring near stockyards and along roadsides and riverbanks.

Hemlock is native to Europe, China and northern Africa.

### **Toxicity**

Hemlock is highly toxic to livestock and humans, but is avoided by livestock. In humans it is capable of causing serious illness or death, and all parts of the plant are poisonous when ingested.

Symptoms include nervousness, trembling and then respiratory distress.

**What to do if poisoning occurs:**

If the patient is unconscious, unresponsive or having difficulty breathing **dial 000** or get to the emergency section of a hospital immediately.

If the patient is conscious and responsive call the **Poisons Information Centre** on **13 11 26** or your doctor.

If going to a hospital take a piece of the plant for identification.

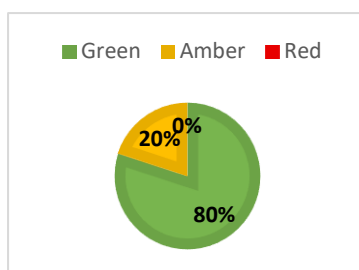


## **Council**

### **h) Special events, achievements of note, celebration**

Successful application. Tenterfield Creek corridors- community restoration of Tenterfield creek. Totalling \$48,140.00.

## 12. Livestock Saleyards

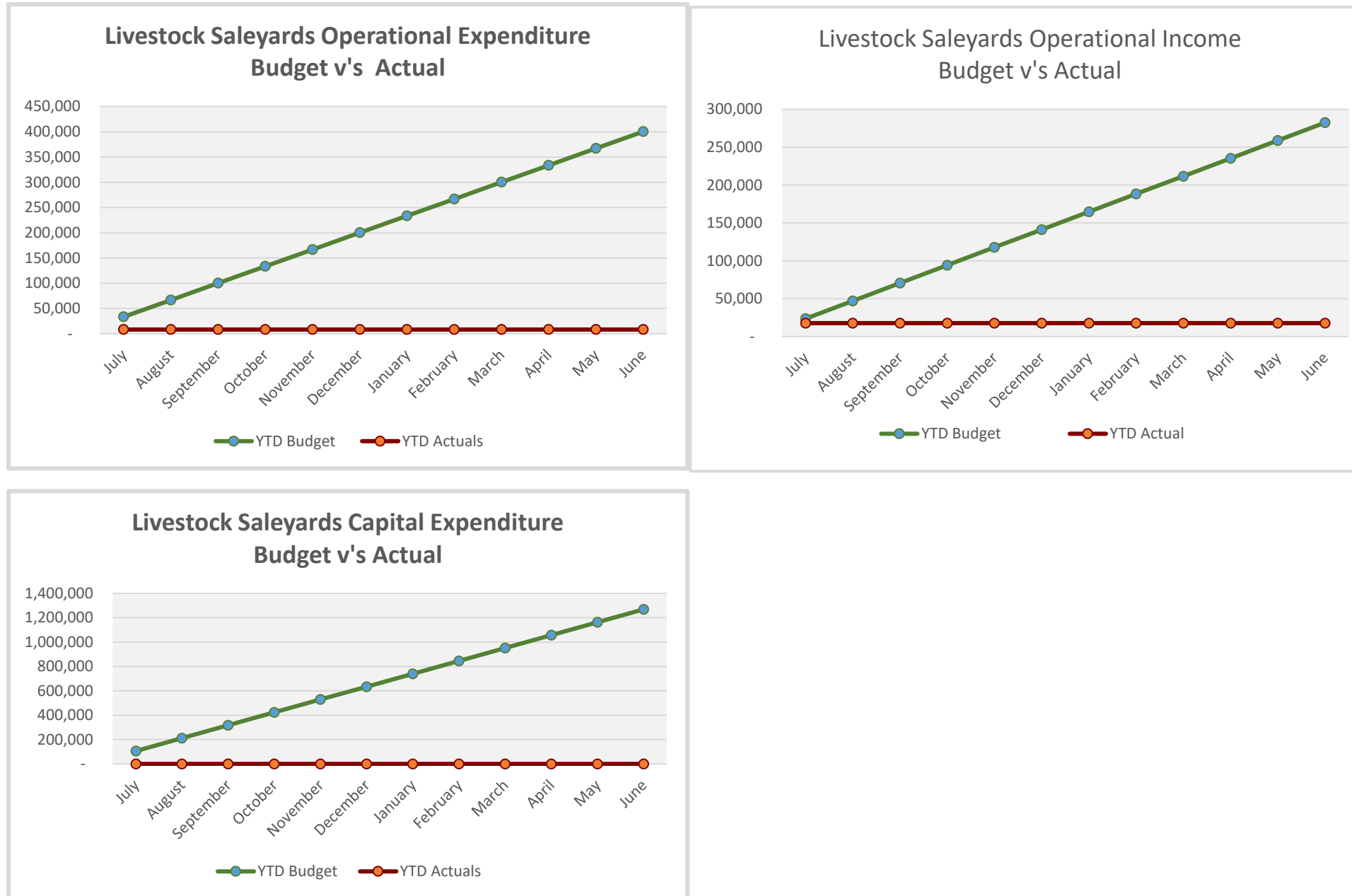


Under the 4 year Delivery Plan *Livestock and Saleyards* relates to planning, development, maintenance, operations and administration of the Saleyards. The Office of the Chief Corporate Officer directly oversees these outcomes.

### a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	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>Maintenance completed within budgetary constraints.</i>
	Conduct Saleyard Committee meetings.	<i>B:OSRUS</i>			+1	<i>Saleyard Committee meetings are conducted every (3) months. Attendance include; Councilors, Local Agents, LLS representative, New South Wales Farmers representative Local stock carriers and council staff.</i>
	Completion of cleaning and gravelling of all the holding pens.	<i>B:OSRUS D:OSRUS</i>			+1	<i>All selling pens and drafting pens regravelled. There are 9 holding pens remaining to be cleaned and graveled. This is an ongoing maintenance project.</i>
	Ensure all signage throughout the saleyards is adhered to.				+1	<i>Council staff enforce the signage whilst cattle sales are being conducted for public safety.</i>
	Final development and implementation of the Bio-security and Emergency Disease Management Plan.				+1	<i>Completed</i>
	Development of Asset Management, Strategic and Management Plans for the Saleyards.			0		<i>Working towards</i>
	Renew Agents Office, showers and toilets.				+1	<i>Completed</i>
DP12.02) Provide a financially sustainable saleyard operation, attractive to local producers.  <i>Saleyards: A - Chief Corporate Officer</i>	Completion of hard standing surface in front of ramp 4.	<i>B:OSRUS C:OSRUS</i>			+1	<i>Awaiting the possible realignment of ramp 4 and the installation of the new double height ramp.</i>
	Continuation with the timber rail replacement program.	<i>B:OSRUS</i>			+1	<i>Completed all selling pens and drafting yards. Fully completed 15 holding pens.</i>
	Truck wash construction and completion.			0		<i>Ongoing</i>

**b) Budget**



**Capital Income:**

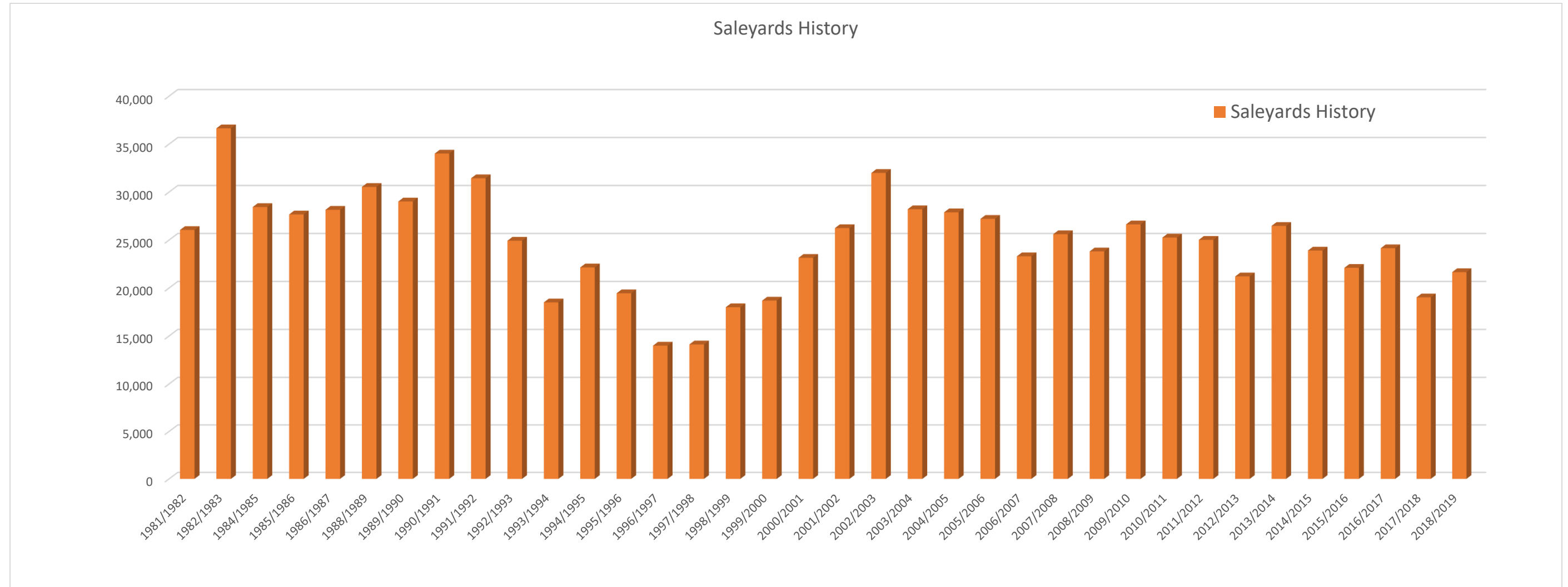
**Capital Expenses:**

COA	19/20 Full Year Budget	19/20 YTD Actuals July	19/20 YTD Budgets July	19/20 Percentage Spent	Variance Comments
<b>Livestock Saleyards</b>					
4220501. Renewal Timber Rails With Metal (SRV)	28,000	0	2,333	0.00%	No significant variance
4220504. Improvements to Loading Ramps & Traffic Facilities	1,241,097	0	103,424	0.00%	No significant variance
	<b>1,269,097</b>	<b>0</b>	<b>105,757</b>	<b>0.00%</b>	



**Operational Income:**

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



**Operational Expense:**

**Capital Projects**

- Timber rail replacement
- All selling pens **completed**.
- All drafting pens **completed**
- Repricing of Loading Ramp and Double Height save system.

Truck wash program ongoing.





Construction of the new office/toilet completed.

Installation of NBN cabling from scale office to new office near canteen, completed

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

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

Opportunity - Installation of the truck wash this will increase income and possible throughput however will add to the expenditure;

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

Increase in the throughput of cattle due to drought conditions.

### **a)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.

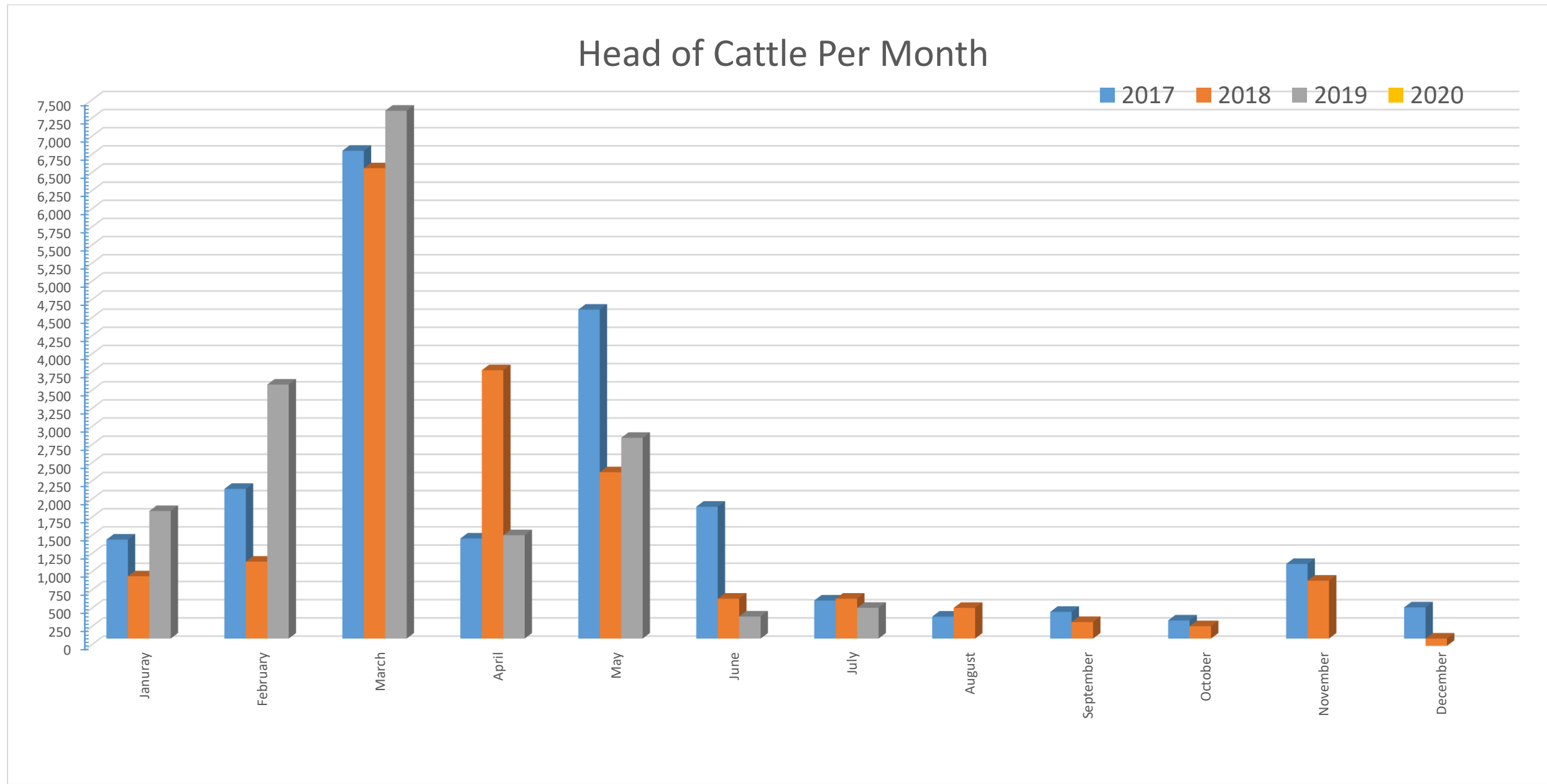
Confidence in the management of the Livestock Selling Centre.

Bio-security and Emergency Disease response plans adopted by Council.

**The Business of Improving the Business**

Nil to Report

**Business Statistics**

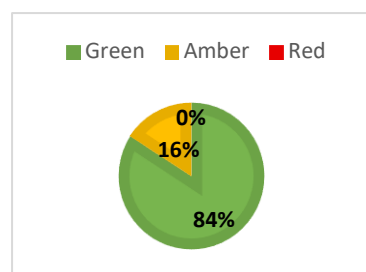


**Special events, achievements of note, celebrations**

Cattle numbers for July 2019		
Prime Sale	481Head	\$223,871.78
Feature Sales	0 Head	\$0.00
Private Weighing	41 Head	\$7908.50



### 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.

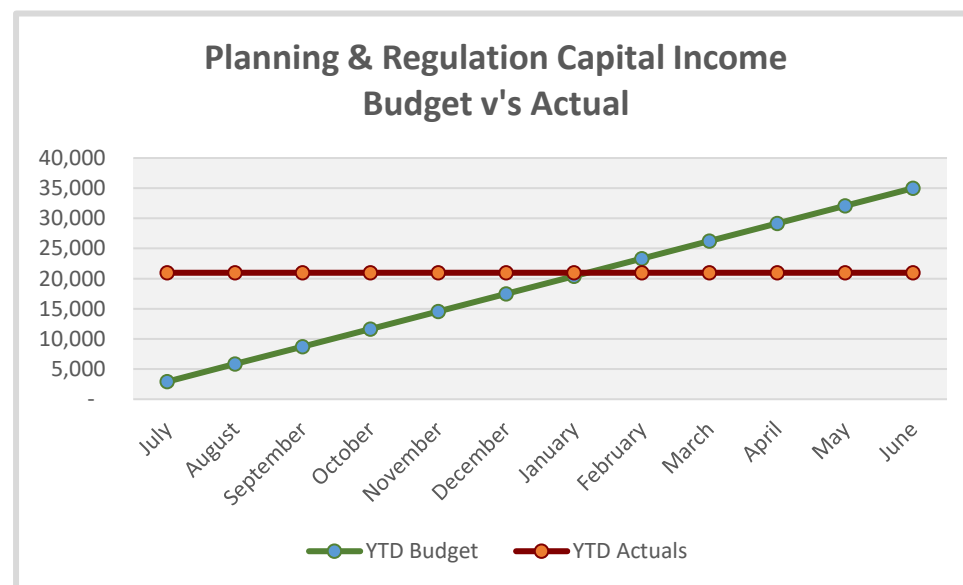
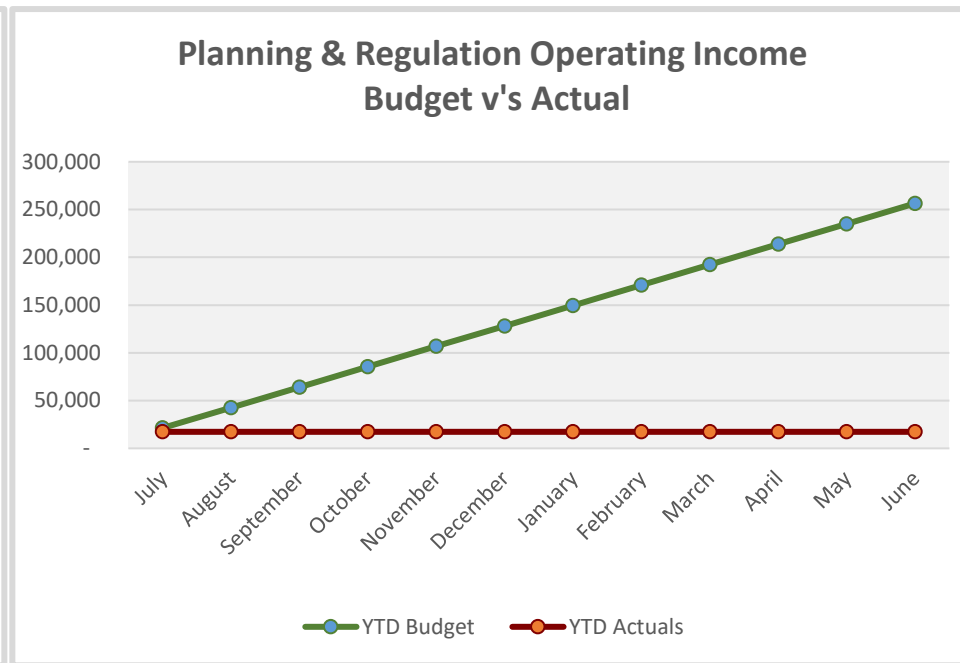
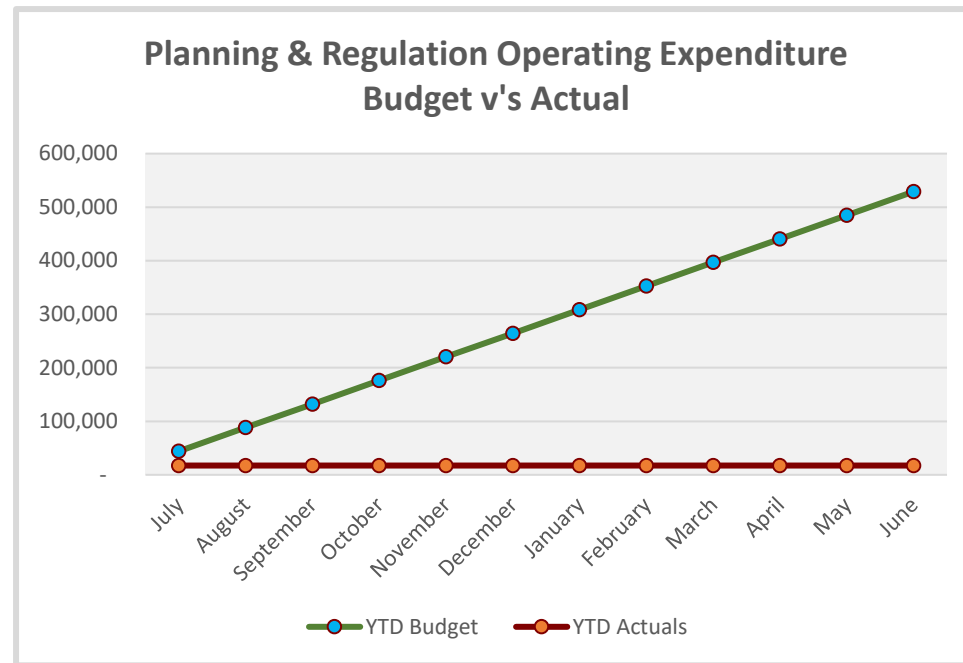
#### a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	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	First draft revised - amendments being made
	Undertake inspections of commercial and industrial buildings.	B:SP C:SP D:EHBS			+1	As required
	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		As required - online logging of inspection data program ongoing
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. Apply outcomes of Chapter 8 review – Signage & Outdoor Advertising.	B:SP C:SP D:SP			+1	Ongoing
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	As required
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	To be considered in Local Strategic Planning Statements project to be completed February 2019
	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	Assessment ongoing
DP13.07) Provide advice, planning and inspection that preserve and promotes the Shire’s heritage.	Liaison and oversight of the Heritage Advisor and community in the development and upgrade of heritage assets.	B:SP C:SP D:SP			+1	Ongoing liaison and site visits with Advisor



<b>Heritage: A – Chief Corporate Officer</b>	Advertise and seek applications for 2019/20 funding to local owners of heritage listed/conservation area items.	B:SP C:SP D:SP			+1	Applications called for - to be considered by Heritage Committee August 2019
	Provision of urban design planning. Strategise, collaborate and conceptualise urban design plans for all towns and villages.	B:SP C:SP D:SP			+1	Being undertaken as part of Stronger Country Community Funding for all villages without UDPs.
DP13.08) Provide systems and processes to ensure compliance with legislation and standards.  <b>Domestic animals regulation: A – Chief Corporate Officer</b>  <b>Public health regulatory: A – Chief Corporate Officer</b>  <b>DA/BA Compliance: A – Chief Corporate Officer</b>	Undertake review of the Local Environmental Plan and associated Development Control Plan.	B:SP C:SP D:SP			+1	To be undertaken during LSPS process. Current LEP amendment to remove 'crematorium' as permitted use from RU5 Village zone.
	Land Use Data and Reporting – Collate and manage data, mapping and reporting.	B:SP C:SP D:EHBS			+1	Ongoing
	Administer the Companion Animals legislation across the Shire and operate pound facility.	B:OSRUS C:R D:R			+1	Operational - as required
	Develop, deliver and manage a Development Application/Building Application compliance audit process.	B:SP C:SP D:EHBS			+1	Ongoing - Council's Rangers assisting with ongoing matters
	Assess and process swimming pool barrier compliance certificate applications.	B:SP C:SP D:EHBS			+1	No applications received July
	Carry out food premises inspections and education on registration requirements to ensure compliance with the Food Act.	B:SP C:SP D:EHBS			+1	Inspections
DP13.09) Provide systems and processes to manage excess vegetation to ensure land and premises are in a safe and/or healthy condition.  <b>Pollution regulation: A – Chief Corporate Officer</b> <b>Public health regulatory: A – Chief Corporate Officer</b>	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 issued July.
DP13.10) Identify, plan and enhance local environments in partnership with the community and stakeholders.  <b>Land use reporting: A – Chief Corporate Officer</b> <b>Roads and footpath enforcement: A Chief Corporate Officer</b> <b>Illegal dumping: A Chief Corporate Officer</b> <b>Domestic animal management: A Chief Corporate Officer</b>	Preparation of the 2019/20 State of the Environment Report.	B:SP C:SP D:SP			+1	To be completed by December 2019

**b) Budget**



**Capital Income:**

Section 94 developer contributions comprise all capital income.

**Capital Expenses:**

**Operational Income:**

No significant variance.

**Operational Expense:**



**c) Capital Projects**

**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 \$195,657	+1	30/08/2019 \$195,657	0	1/10/2020 \$201,587	0	<b>\$592,901</b>
<b>Comments</b>	<b>Heritage Walk interpretive signage locations determined and reviewed by Heritage Committee, draft signs to be considered at August Heritage Committee - quotes received for signs. First Payment has been made.</b>								

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

Council is to be handed over the responsibility for the enforcement of the NSW UPSS (Underground Petroleum Storage System) Regulations to local council from 1 September 2019 (The EPA will retain regulatory responsibility for those UPSS managed and operated by public authorities and those in the unincorporated areas of the state, as well as those UPSS subject to an existing notice, direction or requirement – that is a notice issued prior to 1 September 2019 and still in force at that date – and for UPSS subject to an environment protection licence).

To date no staff have had training or been made aware of the likely future resourcing burden this will place on Council.

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

## SWOT ANALYSIS

### Planning – (SP)

<p><b>S</b> <b>Strengths</b></p> <ul style="list-style-type: none"><li>• Legislation and Regulation define parameters;</li><li>• Experienced, accredited, aware staff;</li><li>• Time frames met consistently;</li><li>• Strong communication interface with community, information availability;</li><li>• Generous LIP Provisions aid development;</li><li>• Well defined process, built data base, delegations, good response times;</li><li>• Strong working relationships with external Agencies.</li></ul>	<p><b>W</b> <b>Weaknesses</b></p> <ul style="list-style-type: none"><li>• Public perception and misunderstanding of roles in some cases;</li><li>• External Agency timeframe impact on integrated DA's;</li><li>• Tyranny of Shire distances to undertake inspections;</li><li>• Small size of team can present challenges;</li><li>• Document duplication requirements;</li><li>• Lack of funding for Legal advice;</li><li>• Deficiencies in SynergySoft, IT Data and historical records.</li></ul>
<p><b>O</b> <b>Opportunities</b></p> <ul style="list-style-type: none"><li>• Field Access to compatible software and data bases, upgrade field technology equipment;</li><li>• Own source income to offset costs;</li><li>• Public and Special Interest Group Education Programs;</li><li>• Online lodgement and tracking;</li><li>• Budget for Legal Advice;</li><li>• Address Public Health issues;</li><li>• Train internal staff in planning and regulatory support processes.</li></ul>	<p><b>T</b> <b>Threats</b></p> <ul style="list-style-type: none"><li>• Political change to provisions that do not account for full scope of impact;</li><li>• State Government changes to Policy and Process, cost and duty responsibility shifts;</li><li>• Loss of staff and corporate knowledge;</li><li>• Developers undertaking unauthorised development;</li><li>• Reliance on internal systems (IT) that require upgrade;</li><li>• Costs of unfunded litigation.</li></ul>

### f) Customers

#### **Companion Animal Activities**

- Zero (0) dogs and One (1) cat were impounded in; July;
- Three (3) dogs and Zero (0) cats were surrendered in July;
- Three (3) dogs and One (1) cat were euthanased; in July

#### **Registration**

- There were a total of Three (3) dogs and Zero (0) cats permanently identified (micro chipped) and registered in July

#### **Barking/Nuisance Dogs**

- There were Zero (0) barking complaints received in July

### **Dog Attacks**

- Zero Dog Attacks were reported in July

### **Illegal Dumping**

- Zero complaints received regarding illegal dumping in July.

### **Untidy/Unhealthy Premises**

- Council Rangers are currently working on bring three properties into compliance with regard to untidy/unhealthy premises. In all cases Officers have spoken directly with property owners/occupiers and written notification has been given require them to tidy the properties up. These matters are ongoing and in some case there is extensive work to be conducted. Council Rangers are satisfied that the owners/occupiers have begun some works however the issues are ongoing and Rangers will continue to monitor and enforce the legal requirements as needed.

### **Infringement Notices**

- Zero (0) infringement Notices was issued (Companion Animals related) in July
- Zero (0) Infringement Notices were issued for parking offences in July.

**g) Business Statistics**

**APPLICATIONS FOR DEVELOPMENT LODGED WITH COUNCIL IN JULY 2019**

<b>App No.</b>	<b>Lodged</b>	<b>Applicant</b>	<b>Lot/Sec/DP</b>	<b>Location</b>	<b>Development</b>
CDC 2019.071	04-Jul-19	HOLLEY Bradley (Williams)	C/35367	153 Miles Street, Tenterfield	Carport
DA 2019.072	05-Jul-19	Tenterfield Surveys (Ebert)	A/156474	69 High Street, Tenterfield	Two (2) Lot Subdivision
DA 2019.073	10-Jul-19	O'DOHERTY Michael George	34/751068	1189 White Swamp Road, Koreelah	Dwelling
DA 2019.074	11-Jul-19	FRASER Anthony (Vinnie)	34/751068	1189 White Swamp Road, Koreelah	Dwelling
DA 2019.075	15-Jul-19	KANE Robert & Desley	2/835385	62 Mud Flat Road, Drake	Extension to Existing Tourist & Visitor Accommodation (Backpackers Accommodation)
DA 2019.076	17-Jul-19	CURNOW Scott & ROSE Murray	10/731868	336 Sugarbag Road, Drake	Manufactured Home
DA 2019.077	19-Jul-19	Tenterfield Surveys (Burton)	5/751488 & 4 & 5/714023	27-29 Torrington Road, Torrington	Three (3) Lot Boundary Adjustment
DA 2019.078	25-Jul-19	THOMPSON Kim	1/580114	141 Miles Street, Tenterfield	Bed and Breakfast Accommodation & Part-Time Function Centre
DA 2019.079	26-Jul-19	ROWLEY William Earle	2/6923	54 Urben Street, Urbenville	Shed/Workshop
DA 2019.080	29-Jul-19	The Peter Allen Festival - Josh Moylan (The Commercial Boutique Hotel)	1/515122	288 Rouse Street, Tenterfield	Temporary Event

**DETERMINATIONS ISSUED – JULY 2019**

App No.	Lodged	Date of Approval	No. of Days	Applicant	Lot/Sec/DP	Locality	Description of Development
DA 2019.038	29-Apr-19	5-Jul-19	52 Days	BONNER David John	462/1099291	Mount Lindesay Road, Liston	Six (6) Lot Staged Rural Subdivision
CDC 2019.066	28-Jun-19	4-Jul-19	7 Days	BOLIN Stacey Lee	5/747069	610 Sunnyside Loop Road, Tenterfield	Extension to Existing Dwelling
DA 2019.067	28-Jun-19	5-Jul-19	8 Days	HORN Dylan & DALY Chloe	1051/124080	Mount Lindesay Road, Tenterfield	Shed
CDC 2019.068	28-Jun-19	4-Jul-19	7 Days	CROTTY Cole Michael (O'Sullivan & Scott)	9/1096327	8 Mackenzie Court, Tenterfield	Dwelling & Two (2) Sheds
DA 2019.069	28-Jun-19	5-Jul-19	8 Days	SWEETMAN Gary Richard	2/703886	37 Dam Lane, Tenterfield	Storage Shed
DA 2019.070	28-Jun-19	26-Jul-19	28 Days	BRAUER Dean Anthony	A/183689	766 Bruxner Way, Tenterfield	Use of Existing Building as a Dwelling
CDC 2019.071	04-Jul-19	8-Jul-19	5 Days	HOLLEY Bradley (Williams)	C/35367	153 Miles Street, Tenterfield	Carport
DA 2019.072	05-Jul-19	15-Jul-19	11 Days	Tenterfield Surveys (Ebert)	A/156474	69 High Street, Tenterfield	Two (2) Lot Subdivision
DA 2019.080	29-Jul-19	30-Jul-19	1 Day	The Peter Allen Festival - Josh Moylan (The Commercial Boutique Hotel)	1/515122	288 Rouse Street, Tenterfield	Temporary Event

**s4.55 Modifications of Consent**

Application No.	Applicant	Lot/DP	Location	Description of Development
DA 2017.027/1	DUFF PASTORAL (Mr Robert Duff)	10/1155323	Banksia Drive, Tenterfield	Stage 2 Amended Shed/Office, Retaining walls, Landscaping at approved Distribution Centre & Office (Liquid cattle feed depot)
DA 2018.044/1	MERCHANT Jennifer	3/69492	26 Martin Street, Tenterfield	Six (6) Lot Staged Urban Subdivision

**APPLICATIONS CURRENTLY OUTSTANDING (AS AT 16 AUGUST 2019)**

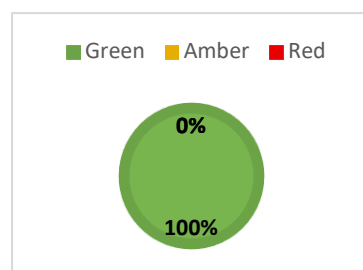
<b>Application No.</b>	<b>Lodged</b>	<b>Status of Application/Comment</b>	<b>Applicant</b>	<b>Location</b>	<b>Proposed Development</b>
DA 2017.045	18-Apr-17	Information Required from Applicant Insufficient Information provided to complete assessment	Currie Brown Australia P/L	1823 New England Hwy, Jennings	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 2019.055	17-May-19	Awaiting NSW RFS Recommendations Insufficient Information provided to complete assessment	RAWNSLEY Derek & PAINE Janine	632 Sugarbag Road, Drake	Tourist & Visitor Accommodation (Backpackers Accommodation)
DA 2019.059	29-May-19		Enerparc Australia Pty Ltd (Benjamin Hannig)	Old Racecourse Road, Tenterfield	Electricity Generating Works - Solar Farm
DA 2019.075	15-Jul-19	Awaiting NSW RFS Recommendations All Council Requirements Completed	KANE Robert & Desley	61 Mud Flat Road, Drake	Extension to Existing Tourist & Visitor Accommodation (Backpacker Accommodation)
DA 2019.076	17-Jul-19	Under Assessment	CURNOW Scott & ROSE Murray	336 Sugarbag Road, Drake	Manufactured Dwelling
DA 2019.077	19-Jul-19	Awaiting NSW RFS Recommendations All Council Requirements Completed	Tenterfield Surveys (Burton)	27-29 Torrington Rd, Torrington	Three (3) Lot Boundary Adjustment
DA 2019.078	25-Jul-19	Under Assessment	THOMPSON Kim	141 Miles Street, Tenterfield	Bed & Breakfast Accommodation & Part Time Function Centre
DA 2019.079	26-Jul-19	Awaiting Engineering Recommendations Regarding Vehicular Access	ROWLEY William Earle	54 Urben Street, Urbenville	Shed/ Workshop
DA 2019.082	09-Aug-19	Under Assessment	STEVENSON Michael	Barney Downs Road, Tenterfield	Dwelling



### FY 19/20 Development Statistics

		Dwellings	Additions/ Renovations to Existing Dwellings	Garages, Carports & Sheds	Commercial or Industrial Works	Subdivision	Recreation/ Tourism	FY 19/20 Monthly Total	FY 18/19 Monthly Total
Jul-19	No.	3	0	2	2	2	1	10	10
	Value	\$240,000.00	\$0.00	\$51,093.00	\$55,000.00	\$0.00	\$0.00	\$346,093.00	\$594,905.00
Aug-19	No.							0	8
	Value							\$0.00	\$1,535,825.00
Sep-19	No.							0	11
	Value							\$0.00	\$2,350,431.00
Oct-19	No.							0	21
	Value							\$0.00	\$1,785,525.00
Nov-19	No.							0	16
	Value							\$0.00	\$1,451,972.00
Dec-19	No.							0	2
	Value							\$0.00	\$79,700.00
Jan-20	No.							0	11
	Value							\$0.00	\$1,431,946.00
Feb-20	No.							0	6
	Value							\$0.00	\$386,304.00
Mar-20	No.							0	14
	Value							\$0.00	\$5,541,832.00
Apr-20	No.							0	10
	Value							\$0.00	\$261,570.00
May-20	No.							0	20
	Value							\$0.00	\$25,999,489.00
Jun-20	No.							0	12
	Value							\$0.00	\$628,192.00
No. (Year to Date)		3	0	2	2	2	1	10	141
FY 19/20 Total Value (Year to Date)		\$240,000.00	\$0.00	\$51,093.00	\$55,000.00	\$0.00	\$0.00	\$346,093.00	
FY 18/19 Total Value		\$8,968,132.00	\$821,820.00	\$989,152.00	\$30,554,587.00	\$0.00	\$714,000.00		\$42,047,691.00

## 14. Buildings and Amenities

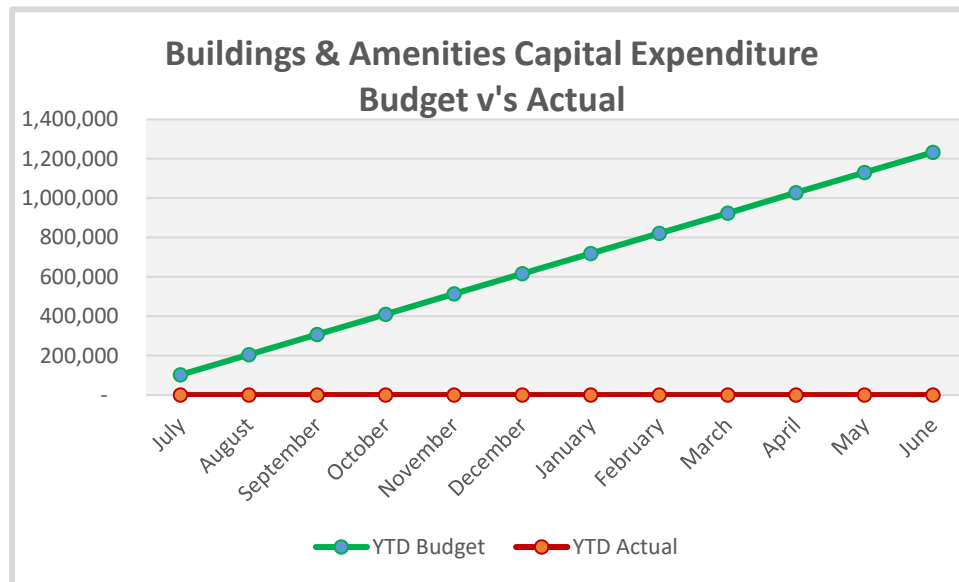
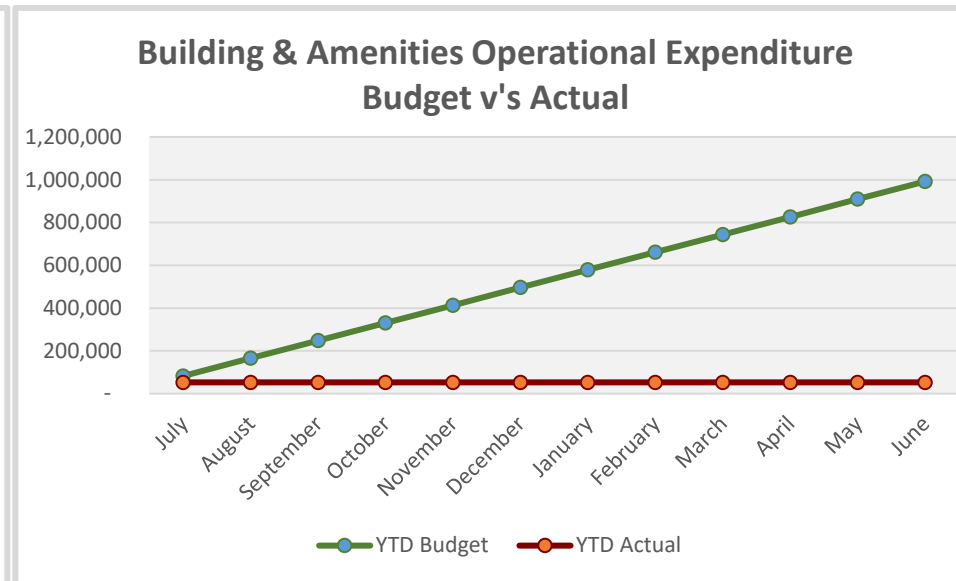
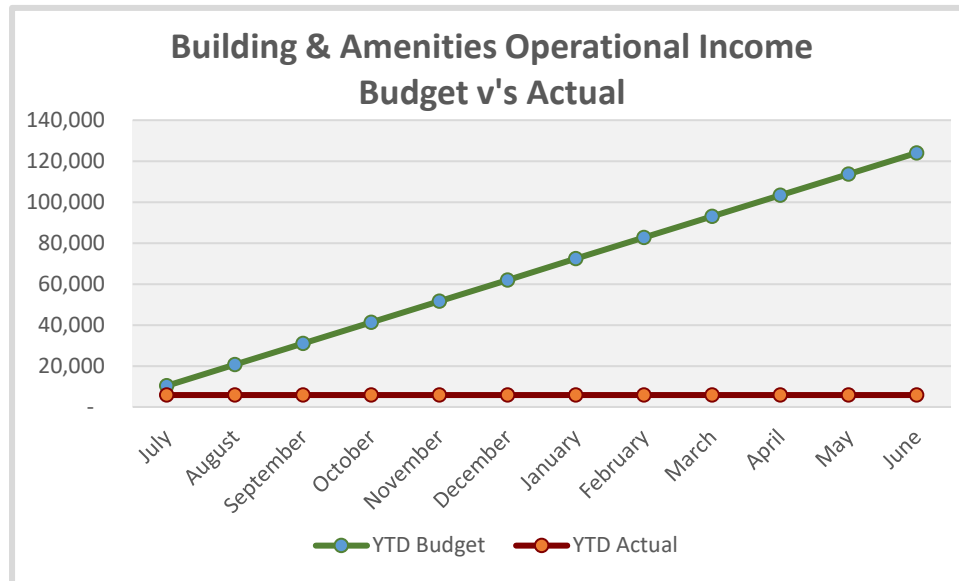


Under the 4 year Delivery Plan *Buildings and Amenities* relates to: energy management and conservation, asset planning and maintenance scheduling; building and amenities utilisation, income generation and administration. The Office of the Chief Corporate Officer directly oversees these outcomes.

### a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	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.	B:PBLC C:PBLC D:EHBS			+1	<i>Developing plan from recent Building Condition Assessment Report.</i>
DP14.02) Ensure that Council building and facilities meet the needs of users.	Identify repair work and potential projects through the Inspection and Maintenance Schedules.	B:PBLC D:EHBS			+1	<i>Work identified, inspections complete.</i>
	Progress Council Chambers and Administration Building Refurbishment, Depot upgrades (Tenterfield and Urbenville).	B:PBLC D:EHBS			+1	<i>Design Development underway. Prototype area in construction.</i>
	Develop and implement long term Property Management Strategy, for the commercial management of property assets.	B:PBLC C:PBLC D:EHBS			+1	<i>Gathering data.</i>
	Deliver a process for customers to purchase the use of Community or Operational land and/or buildings.	B:PBLC C:PBLC D:PS		0		<i>Gathering data.</i>
	Manage 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		0		<i>Reviewing and updating as necessary.</i>
	Develop management plans for Crown Land.	B:PBLC C:PBLC D:PS				+1 <i>Draft Plans of Management (POM) commenced.</i>
DP14.03) Deliver continuous improvements in Council's business, processes and systems.	Develop a Property Strategy for adoption by Council to guide property related transactions.	B:PBLC C:PBLC D:PS		0		<i>Gathering data.</i>
	Manage Land and Property Register.	B:PBLC C:PBLC D:PS			+1	<i>Existing Register in use but under review.</i>

**a) Budget**



**Capital Income:**

**Capital Expenses:**

COA	19/20 Full Year Budget	19/20 YTD Actuals July	19/20 YTD Budgets July	19/20 Percentage Spent	Variance Comments
<b>Buildings &amp; Amenities</b>					
4200501. Admin Building -- Refurbishment	1,200,000	0	100,000	0.00%	Design Development Commenced
4205501. Council Houses Renewal	23,000	0	1,917	0.00%	Bathroom scope of works developed for quoting
	<b>1,223,000</b>	<b>0</b>	<b>101,917</b>		

**Operational Income:**

Steady growth for the year reflected identifying income from leased buildings and properties.

**Operational Expense:**

Some maintenance items have commenced.

**b) Capital Projects**

1. The School of Arts – building works commenced, progressing well.
2. Refurbishment and Emergency Management Centre – infrastructure grant approved with Office of Responsible Gambling, developing documentation and design. Meeting with stakeholder to occur. Design work commenced. Additional resources assigned to this project.
3. Council Housing Repaint Exteriors – scope for quoting to be prepared.
4. Council House Renewal – Welburn Lane bathroom scope prepared for pricing.
5. Memorial Hall – investigations regarding stormwater, audio visual and retractable seating underway. Schematic design proposals being developed.
6. Legume Community Hall – construction complete.

**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	+1	30/11/2019 \$328,980	0	30/09/2020 \$338,948	0	<b>\$996,908</b>
<b>Comments</b>	<b>First payment has been received. Investigations regarding stormwater, audio visual and retractable seating complete. Schematic design of amenities commenced.</b>								
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	+1	30/10/2019 \$36,764	0	2/03/2020 \$37,877	0	<b>\$111,405</b>
<b>Comments</b>	<b>Pricing due 11 July 2019 for evaluation. Limited response, further quoting requested from the market, 7 builders approached. First payment has been received.</b>								
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	+1	31/09/2019 \$17,820	0	31/09/2019 \$18,360	0	<b>\$54,000</b>
<b>Comments</b>	<b>Builder engaged, construction has commenced as scheduled in August. Project to be complete at the end of August. First payment has been received.</b>								

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

- Crown Land Plans of Management - Classification process complete, awaiting response from Minister. Categorisation of parcels underway prior to commencement of Plans of Management.

- Mingoola RFS Shed – Awaiting Ministers consent to become management of part of Crown Land.
- Skatepark – Grant application lodged, notice of success or otherwise expected end of August.
- Water Supply - Drought Augmentation Project – assisting with Crown Licenses and access to properties.
- Drake Hall – maintenance required.
- Mingoola Transfer Station – Application for Crown Land licence to be processed.
- Crown Land surrounding Band Hall – Investigations regarding the future of the parcels.

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

Additional resourcing commenced in July 2019 to assist with delivering the grant related projects.

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 rate of return.

Mt MacKenzie Telecommunications Towers – Review of Leases/Licences underway

134 Manners Street – Council Records Department preparation of building in process for transferring department. Obtaining quotes from builders

**e) Customers**

Nil to report

**f) Business Statistics**

Nil to report

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

Nil to report



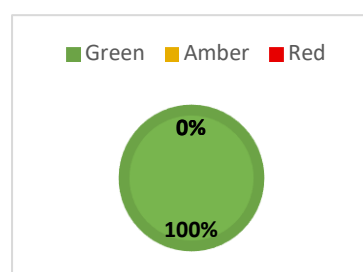
Legume Hall - Before



Legume Hall - After













## 15. Parks, Gardens and Open Space



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

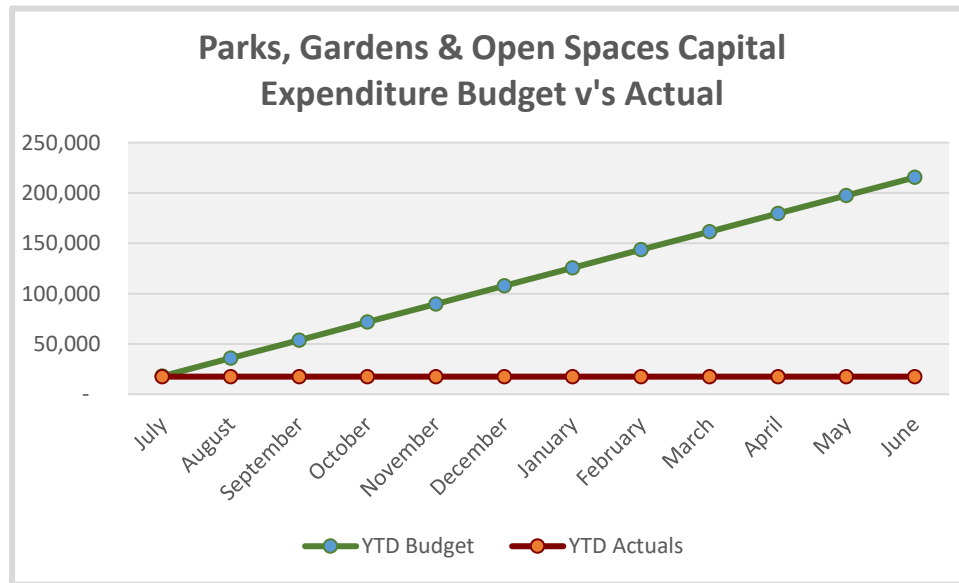
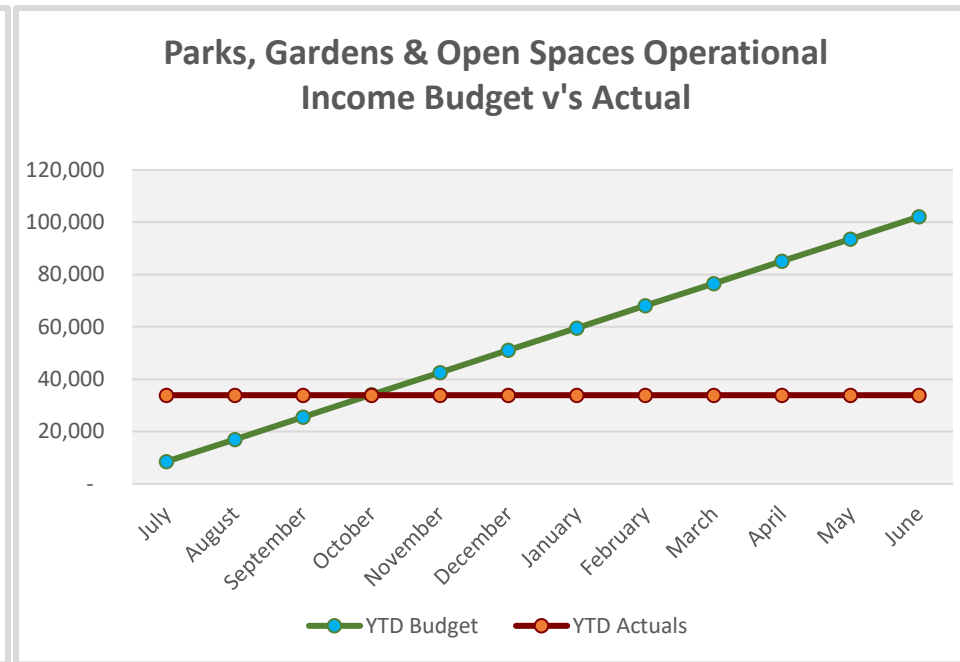
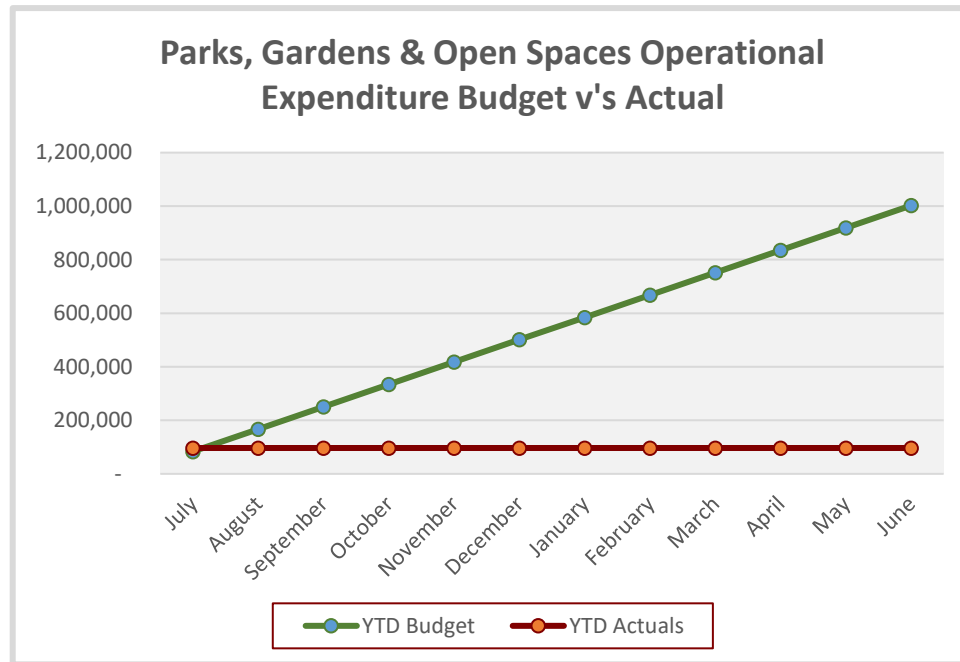
### a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	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.  <b>Sport and recreation (passive &amp; active):</b> A - Chief Corporate Officer <b>Open Space Amenities:</b> A - Chief Corporate Officer	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.	B:OSRUS C:PGLHC D:PGLHC			+1	Forms part of the (ongoing) agenda for all Parks and Garden committee meetings. Successful grant funding for Tenterfield Creek restoration. Possibility of online bookings for park functions in future however needs development.
DP15.02) Identify and partner with local residents in the development and delivery of town and village beatification initiatives.  <b>Place &amp; public art/beautification:</b> A - Chief Executive ("Identify & partner with...") <b>Place &amp; public art/beautification</b> A - Chief Operating Officer (Development/implementation/finalisation)	Ensure maintenance standards are conducted and delivered efficiently through Parks, Gardens and Open Space Committee and Village Progress Associations.	B:MEDCE C:MEDCE D:CDO  B:OSRUS C:PGHLC D:PGHLC			+1	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 villages. Further emphasis on Gardens and flowers in Rouse street. Hand watering of gardens and street trees only.
DP15.03) Deliver public spaces that are clean, well maintained and encourage usage by visitors and residents of Tenterfield Shire.  <b>Sport and recreation (passive &amp; active):</b> A - Chief Corporate Officer <b>Open Space Amenities:</b> A - Chief Corporate Officer	Ensure all Parks, Gardens and Open Space amenities maintenance programs are delivered to a high standard.	B:OSRUS C:PGHLC D:PGHLC  B:PBLC C:PGHLC D:PGHLC			+1	Continuing to provide amenities and park facilities to the public with high levels of service within budget constraints. Daily cleaning of Tenterfield township public toilets with rubbish removal and park inspections adding to the cleanliness and appearance to the town.
	Develop and implement a tree management strategy.				+1	Near completion
DP15.04) Development and implementation of township and village streetscape plans and policy.  <b>Place &amp; public art/beautification:</b> A - Chief Executive (Community engagement: concept) <b>Place &amp; public art/beautification</b> A - Chief Corporate Officer (Development/implementation/finalisation)	Work with the Tenterfield Shire Village Progress Associations and the Parks, Gardens and Open Space Committee to deliver individual town and village themes, promoting the unique aspects of each locality.	B:MEDCE C:MEDCE D:CDO  B:OSRUS C:PGHLC			+1	Discussion at Parks, Garden & Open Space Committee Meetings for ideas for village themes for beautification to be included in Urban Design plans under development with the SCCF. Review service levels with the urban design plan for a new park area toilet and playground in Legume, village entry signage and concept planning within other Shire villages.

DP15.05) Identify suitable areas for the extension and embellishment of the current and future cycleway network. <b>Footpaths &amp; cycleways:</b> A - Chief Operating Officer	Investigate options for further exercise stations sited along existing cycleway.	B:MAPP C:MAPP D:MW				Two (2) exercise stations in budget for this financial year. Designs and quotes received. Option for Gant Funding SCC Funding round 3
DP15.06) Deliver, review and update Parks, Gardens and Open Space, Maintenance Programs across the Shire.  <b>Cemeteries:</b> A – Chief Corporate Officer  <b>Sport and recreation (passive &amp; active):</b> A - Chief Corporate Officer  <b>Open Space Amenities:</b> A - Chief Corporate Officer  <b>Place &amp; public art/beautification</b> A - Chief Corporate Officer (Development/implementation/finalisation)	Implement and deliver maintenance programs for Parks, Gardens and Open Spaces.	B:OSRUS C:PGHLC D:PGHLC				
	Ongoing replacement of all existing playground equipment in accordance with Australian Playground Safety Standards.	B:OSRUS C:PGHLC D:PGHLC				Legume replacement this financial year. Jennings will be the only playground remaining.
	Renewal of Legume playground equipment.	B:OSRUS C:OSRUS				Started to contact suppliers for designs and quotes
	Investigate funding and site options for upgraded Skate Park.	B:OSRUS C:PGHLC D:PGHLC				Awaiting Grant Funding. New site being alongside the Jubilee park playground.
	Call for quotations and commence earthworks preparation for Tenterfield Cemetery Stage 1 expansion.	B:OSRUS C: PGHLC D: PGHLC				Ongoing
	Public tree management, development, maintenance including arborist services.	B:OSRUS C:PGHLC D:PGHLC				
	Sportsgrounds and active sports management, development and booking services.	B:OSRUS C:PGHLC D:AO				Booking have been received from Soccer, Cricket and Touch football Little Athletics for ground usage.
	Management of street and public lighting, including awnings, smart poles, banner poles and all park lighting.	B:PBLC C:MAPP				Looking at options of solar lighting along the walking path, pricing received. Further trees in Rouse Street to have fairy lights installed, quote received
	Renewal of Shirley Park Amenities Building.					Ready to commence



**b) Budget**



**Capital Income: N/A.**

## Capital Expenses:

COA	19/20 Full Year Budget	19/20 YTD Actuals July	19/20 YTD Budgets July	19/20 Percentage Spent	Variance Comments
<b>Parks, Gardens and Open Space</b>					
4215502. Cemeteries - Earthworks Preparation for Stage 1 Expansion	13,800	0	1,150	0.00%	No significant variance
4605504. Renewal of Legume Playground Equipment (SRV)	32,202	0	2,683	0.00%	No significant variance
4605508. Tenterfield Main Street Lighting	16,000	0	1,333	0.00%	No significant variance
4605509. Rouse Street Irrigation & Replanting	45,000	0	7,913	0.00%	No significant variance
4605510. Shade Structure over Rotary Park Playground	40,000	0	3,333	0.00%	No significant variance
4605511. Exercise Stations x 2 on Bike Track	20,000	0	1,667	0.00%	No significant variance
4610506. Urbenville & Drake Playground Enhancements SCCF - 1063	0	(150)	0	0.00%	No significant variance
4610509. Tenterfield Town Centre Revitalisation - Phase 2 SCCF -1094	0	17,654	6,778	0	No significant variance
4610650. Tenterfield Archery Grant - SCCF - 0769	0	0	0	0.00%	No significant variance
6240504. Villages Streetscape & Signage Revitalisation	48,461	0	4,038	0.00%	No significant variance
	<b>215,463</b>	<b>17,504</b>	<b>28,895</b>	<b>0</b>	

## Operational Income:

## Operational Expense:

### 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	+1	30/06/2019 \$34,485	0	31/09/2019 \$35,530	0	<b>\$104,500</b>
<b>Comments</b>	<b>Completion of Earthworks on parks. Playgrounds are to be installed in July. First payment has been received.</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	+1	30/07/2019 \$56,164	0	30/10/2019 \$57,866	0	<b>\$170,194</b>
<b>Comments</b>	<b>Received preliminary designs and costings, The toilets project has been uploaded on Tenderlink and will close 17 July 2019. Council has requested a variation on the date in which Milestone 2 is to be completed from 30 July 2019 to 30 September 2019. First payment has been received.</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	+1	30/10/2019 \$42,270	0	31/08/2020 \$43,552	0	<b>\$128,092</b>
<b>Comments</b>	<b>Fencing has been completed, and Shirley Park will commence in August. First payment has been received.</b>								

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

d) The SCCF grants will provide a great opportunity to get things done but will require additional work for staff in the short term.

**e) The Business of Improving Business**

Continuation of SCC grant funding will improve village amenities

**f) Customers**

Complaints about limbs and trees falling due to weather conditions

**g) Business statistics**

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

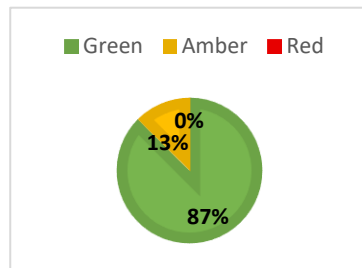
Playgrounds at Urbenville and Drake funded by Stronger Country Community Grants completed.

Drake BBQ, shelter, new bin holders near completion



New Drake playground and BBQ area near completion.

## 16. Swimming Complex



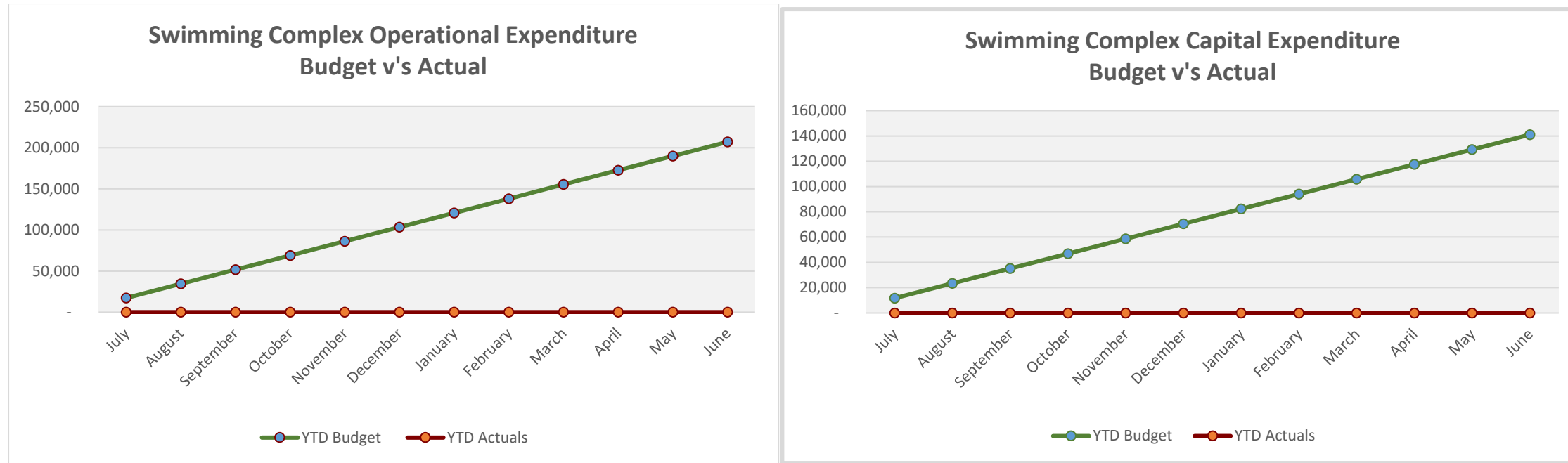
Under the 4 year Delivery Plan *Swimming Complex* relates to the ongoing: service provision; regulatory compliance; planning; supervision of patrons; and management. The Office of the Chief Corporate Officer directly oversees these outcomes.

### a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP16.01) Provision of an accessible, quality swimming and recreation facility which encourages participation.  <i>Aquatic: A - Chief Corporate Officer</i>	Implement Tenterfield War Memorial Baths (TWMB) Management Plan, review and update as necessary.	B:PBLC D:PBLC			+1	Adopted plan continues to be implemented.
	Continue and implement Inspection and Maintenance schedules for the pool, concourse, plant and equipment.	B:PBLC C:PS			+1	Ongoing. Concourse grinding works commenced, approx. 30% complete.
	Identify repair work and potential projects through the Inspection and Maintenance Schedules and work.	B:PBLC C:PS			+1	Ongoing. Items identified being repaired in off-season or as necessary.
	Develop TWMB Master Plan.	B:PBLC C:PBLC		0		Scope for Master Plan to be developed for quotation.
	Implement and monitor operational systems and processes in accordance with the updated TWMB Management Plan.	B:PBLC C:PBLC		0		Will commence in new season.
	Continue water testing to ensure compliance with Government regulations for public pools.	B:PBLC D:PBLC		0		Will commence in new season.
	Maintain supervision levels based on patronage and service delivery for carnivals and aquatic events.	B:PBLC C:PBLC		0		Will commence in new season.



**a) Budget**



**Capital Income:**

Nil to report

**Capital Expenses:**

COA	19/20 Full Year Budget	19/20 YTD Actuals July	19/20 YTD Budgets July	19/20 Percentage Spent	Variance Comments
<b>Swimming Complex</b>					
4600501. Engineering Assessment of Pool Condition (SRV)	15,000	0	1,250	0.00%	No significant variance
4600504. Masterplan for the Memorial Pool	56,000	0	4,667	0.00%	No significant variance
4600506. Shade Structure Over BBQ at Pool	20,000	0	1,667	0.00%	No significant variance
4600507. Repaint Pools	50,000	0	7,511	0.00%	No significant variance
	<b>141,000</b>	<b>0</b>	<b>15,095</b>	<b>0.00%</b>	

**Operational Income:**

Nil to report.

**Operational Expense:**

Nil to report.

**b) Capital Projects**

Shade sail quote to be bundled with Parks & Gardens request for quotes to ensure greater value for money.

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

The opening of the Pool for the coming season is the biggest risk with the current water situation.

Investigations and discussion with the Waste and Water Manager and other Councils has led to the recommendation of re-conditioning the existing remaining pool water and topping up the water to maintain an open facility throughout the coming season. It is anticipated that there is approximately 65-75% of water remaining in the pool that could be re-used rather than the pool be drained and refilled. The health benefits of opening the pool for the season are numerous, physically, mentally and socially in this current situation of drought.

With this approach, it would delay the Engineering Condition Report and any pool shell maintenance or scheduled painting. These items could be addressed at the end of the season or next financial year.

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

Research and investigation into the water situation and the opening of the pool.

Consideration of acquiring a new back up pump for the pool, to ensure continued service.

**e) Customers**

Nil to report

**f) Business Statistics**

Nil to report

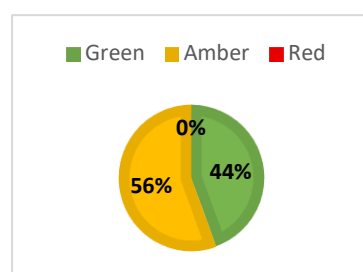
**g) Special events, achievements of note, celebrations**

Commencement of the concourse reconditioning.



Swimming Pool Concourse –  
Before (rear) & After (front)

## 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 19/20	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 design standards are being met and the RFQ process is used for the engagement of consultants to undertake investigation and design for major projects.
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 the Pedestrian Access and Mobility Plan (incorporating the Disability Action Plan) and Bike Plan to identify any priority gaps in connectivity in our Towns and Villages.	B:MAPP C:MAPP D:MAPP		0		PAMP and Bike Plan are presently under review to update completed projects and consider inclusion of footpath and bicycle connection improvements. This will aid forward planning to obtain future grants.
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) for condition assessment of Council infrastructure and assets.	B:MAPP D:MAPP		0		An asset inspection program is carried out for safety and to update condition data for the asset registers where new works are completed to enhance the asset life.
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>	Review options and implement new Asset Management System.	B:MAPP C:MAPP		0		Options for how asset information is managed are being considered during 2019.
	Review and update the Asset Management Strategy and Policy.	B:MAPP			+1	A review of the Asset Management Strategy has commenced.
	Prepare and review specific maintenance, renewal and capital improvement programs for roads, bridges, drainage and other community infrastructure.	B:MAPP C:MAPP			+1	The 2019/20 capital expenditure program for transport assets is being finalised with major project work scoping prepared.
	Provide asset revaluations when scheduled.	B:MAPP C:MAPP			+1	Asset revaluations are prepared as scheduled.
	Implement and review a Project Management methodology.	B:MAPP D:MAPP		0		Initial process has commenced in co-operation with the Works Manager for joint inspections of projects.



DP17.05) Risk Management embedded in our Asset Management Planning forms the basis for our intervention programs and our Asset Management practices.  
**Assets & projects:** A – Chief Operating Officer

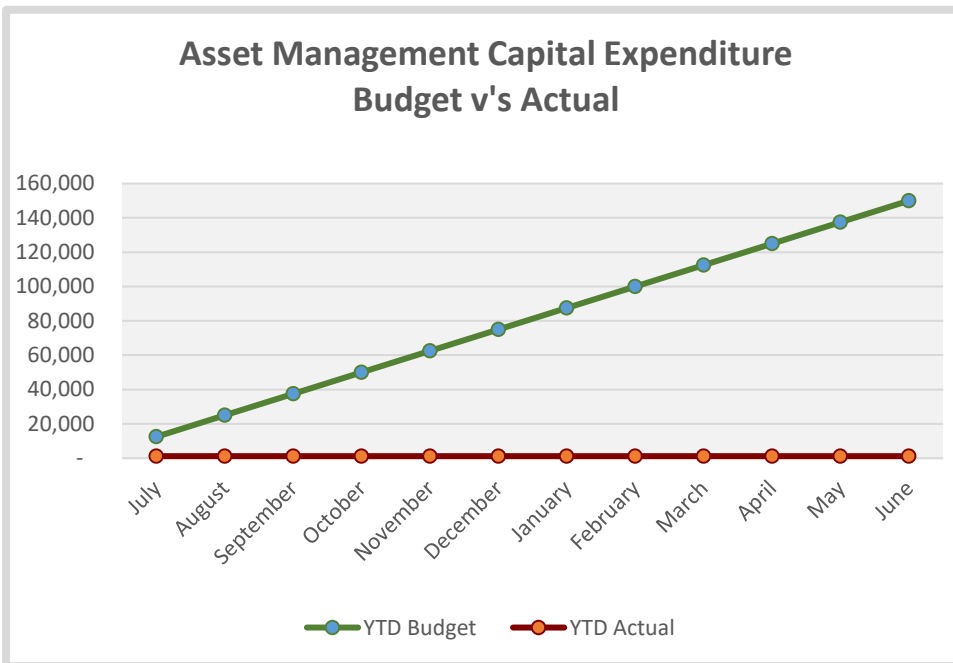
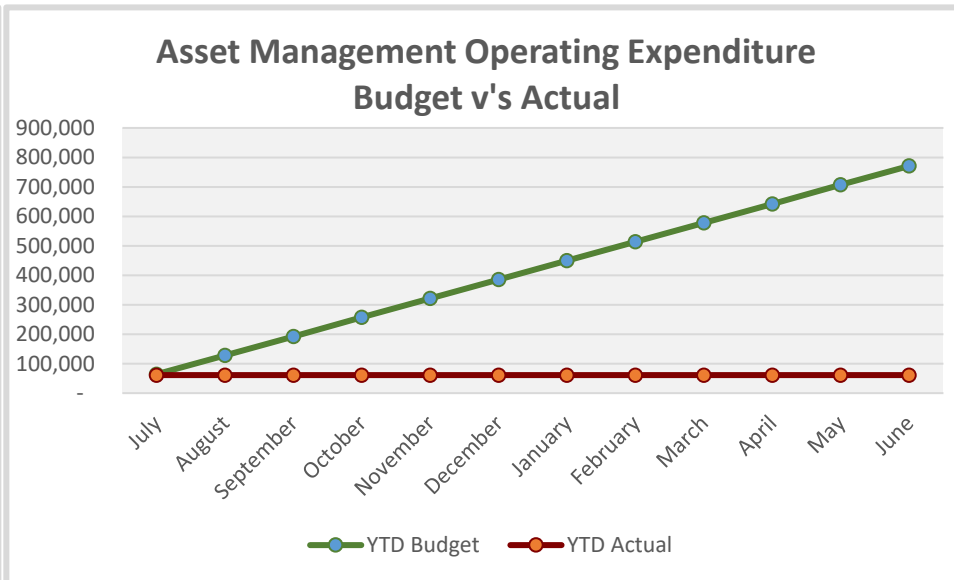
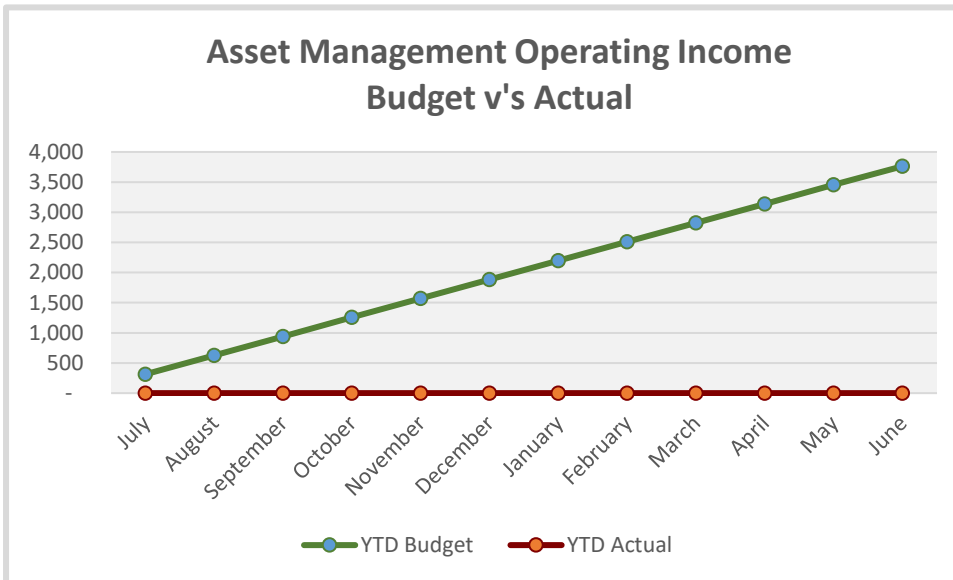
Review and update Council’s Risk Register and intervention programs on an ongoing basis in accordance with inspection schedules.

B:MAPP  
C:MAPP

0

Review of Asset area risks has been prepared for the Risk Manager. Further consideration of risks will be given during the Asset Management Strategy review.

**a) Budget**



**Capital Income:**

Grant funding for major works are sought towards the respective asset areas.

**Capital Expenses:**

Project Management for specific projects such as the Mt Lindesay Road upgrade and Timber Bridge Solutions are costed to the grant funding. The purchase of an Asset Management System is being reviewed in respect to current system availability.

COA	19/20 Full Year Budget	19/20 YTD Actuals July	19/20 YTD Budgets July	19/20 Percentage Spent	Variance Comments
<b>Asset Management &amp; Resourcing</b>					
6205500. Survey Instrumentation - GPS Equip, Cable Detector,Bridge Assyst	50,000	0	4,338	0.00%	No significant variance
6205507. Asset Management System	100,000	1,200	8,333	1.20%	No significant variance
	<b>150,000</b>	<b>1,200</b>	<b>12,671</b>		

**Operational Income:**

Operational budget income for the assets section is a nominal amount sourced from the sale of surplus materials if any become redundant.

**Operational Expense:**

Operational expenses are within the budget for the early stage of the year.

**Capital Projects:**

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

Technical Project Engineer position and the Engineering Administration Assistant position have been advertised to complete the department's technical staff, temporary resources are being used to assist projects while recruitment process is progressing.

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

## SWOT ANALYSIS

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

# S

#### Strengths

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

# W

#### 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.

# O

#### 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.

# T

#### 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

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

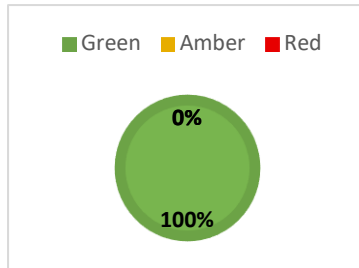
#### e) Business Statistics

Business statistics are reflected through the asset management plans and completion of the capital expenditure programs.

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

No special events at this stage.

## 18. Commercial Works

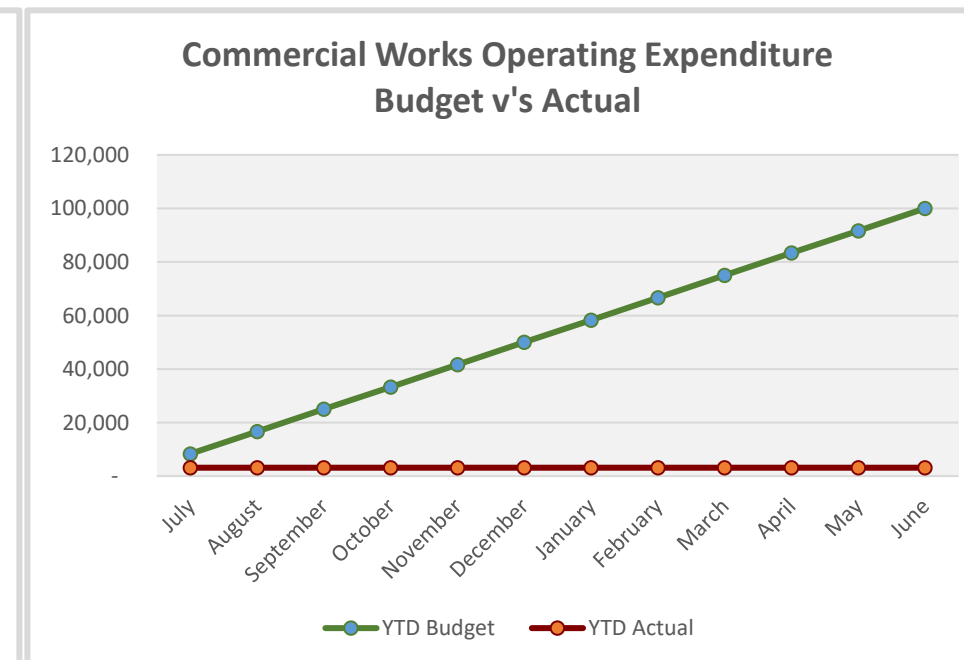
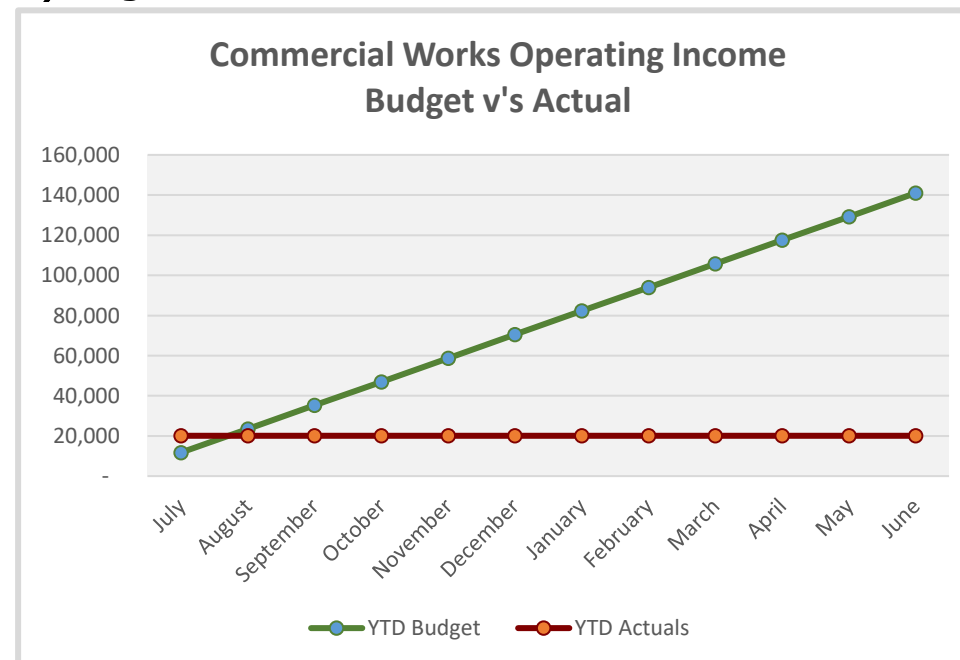


Under the 4 year Delivery Plan *Commercial Works* relates to: private works management, benchmarking, offsetting costs through creating synergies. The Office of the Chief Operating Officer directly oversees these outcomes.

### a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	-1	0	+1	Comments: <i>(Business Manager to provide short precis.)</i>
DP18.01) Deliver Commercial Works in accordance with Council Policy.  <i>Private works: A – Chief Operating Officer</i>	Quotes to be provided within one month of the written request from the customer.	<i>B:MW C:WM D:MW</i>			+1	Ongoing.
	Minor works to be programmed into day to day operations, medium works (one day to a week) to be programmed into the "Four Week Outlook" and Major works (more than one week) to be programmed into the Yearly Works Program.	<i>D:MAPP</i>			+1	Ongoing

### a) Budget



**Capital Income:**

**Capital Expenses:**

**Operational Income:**

**Operational Expense:**

**b) Capital Projects**

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

- Correct pricing of projects to reflect a profit – at risk projects to be cost plus.

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

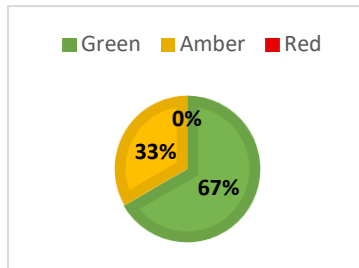
- Council continues to be the leader in the district for offering the service of spray cold bitumen and spreading cover aggregate.

**e) Customers**

- Generally our customer is within our region, we have interest from other shires to provide a service with our Jetpatcher.

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

## 19. Stormwater and Drainage

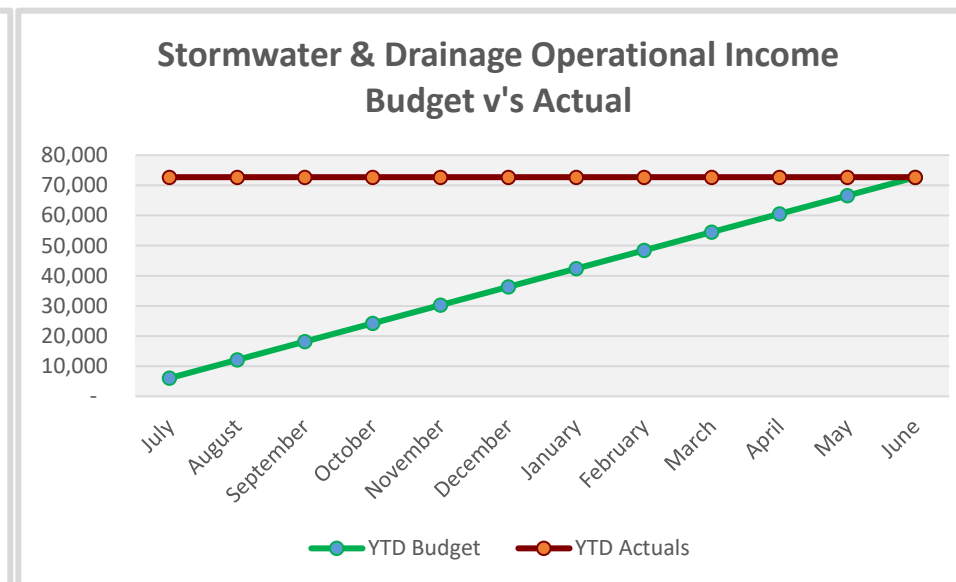
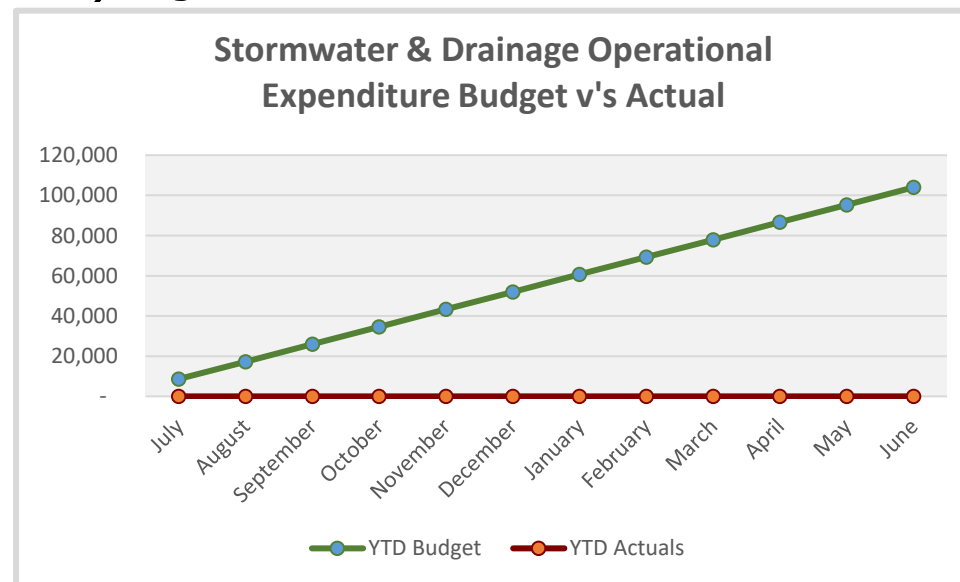


Under the 4 year Delivery Plan *Stormwater and Drainage* relates to ongoing management and improvement of all stormwater infrastructure, gross pollutant traps, natural urban waterways and erosion control apparatus. The Office of the Chief Operating Officer directly oversees the outcomes.

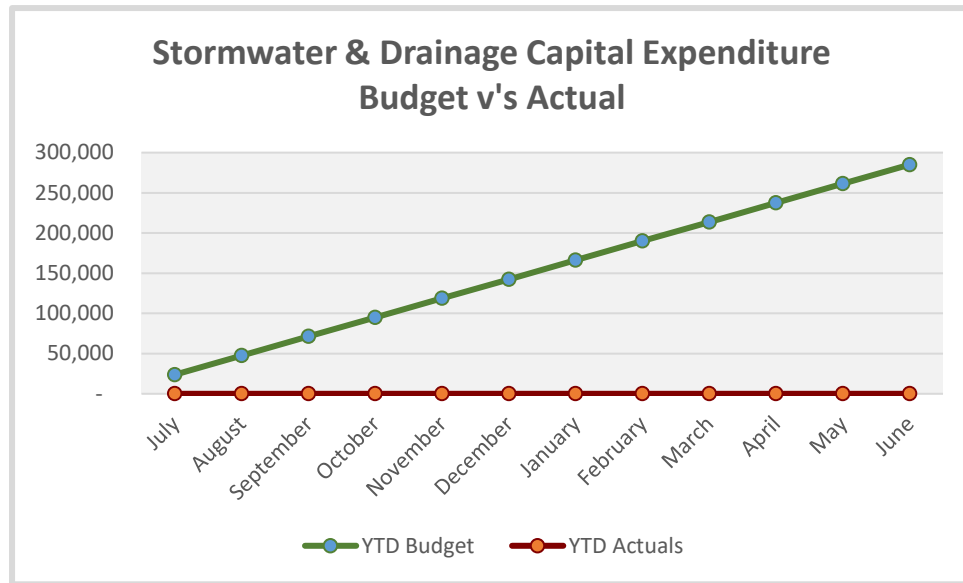
### a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	-1	0	+1	Comments:
DP19.01) Stormwater and drainage infrastructure is provided, maintained and renewed.  <i>Stormwater: A - Chief Operating Officer</i>	Implement the Stormwater Asset Management Plan.	<i>B:MAPP C:MAPP D:MW</i>		0		Investigation of major stormwater assets in Rouse Street will be undertaken during 2019/20 to identify priorities for the Stormwater Asset Management Plan implementation. Stormwater inlets in urban areas will also be reviewed.
	Condition rate all drainage assets and prioritise according to available funding.	<i>B:MAPP C:MAPP D:MW</i>		0		Inspection of drainage assets will be programmed to review conditions and maintenance requirements.

### a) Budget







**Capital Income:**

Budget funding has been allocated for Rouse Street investigation.

**Capital Expenses:**

COA	19/20 Full Year Budget	19/20 YTD Actuals July	19/20 YTD Budgets July	19/20 Percentage Spent	Variance Comments
<b>Stormwater &amp; Drainage</b>					
8252502. Drainage Pits - Upgrade	20,000	0	1,667	0.00%	No significant variance
8252510. Rouse & Miles Street Construction	210,000	0	17,500	0.00%	No significant variance
8252524. Pelham Street - Manners to Miles Child Proofing Culvert	5,000	0	417	0.00%	No significant variance
8252525. Stormwater Works Investigation	50,000	0	4,167	0.00%	No significant variance
	<b>285,000</b>	<b>0</b>	<b>23,751</b>	<b>0.00%</b>	

No expenses incurred to date.

**Operational Income:**

*Budget allocated for stormwater maintenance.*

**Operational Expense:**

Expenses subject to identified maintenance priorities with allocated budget.

**b) Capital Projects**

Planning of the Rouse Street investigation will be commenced when staff resources become available.

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

*Ongoing commitment to enhance the community stormwater.*

**d) Customers**

Customer issues will be investigated on a priority basis where resources are available.

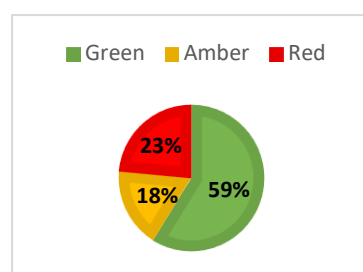
**e) Business Statistics:**

Business statistics are reflected through the asset management plans and completion of the capital expenditure projects.

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

No special events at this stage.

## 20. Transport Network



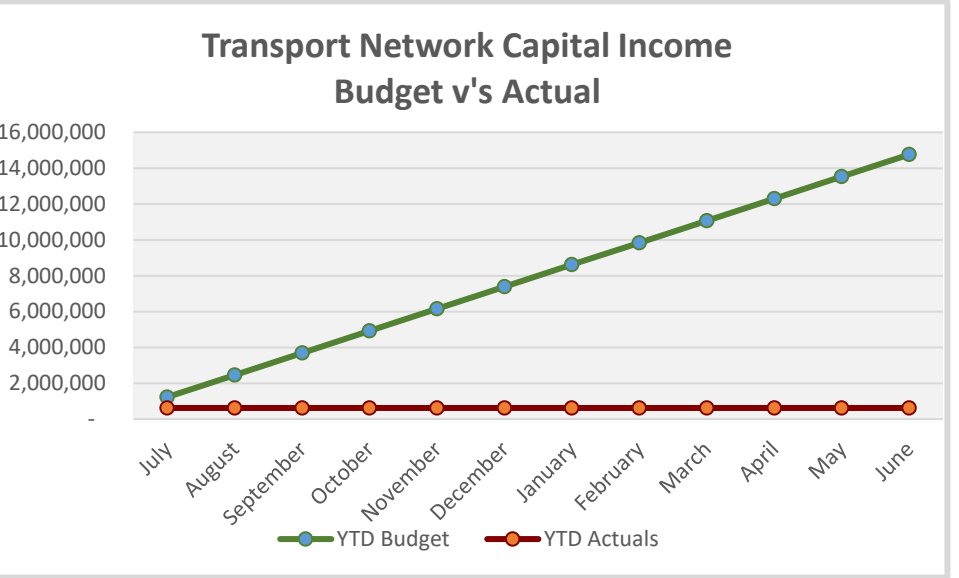
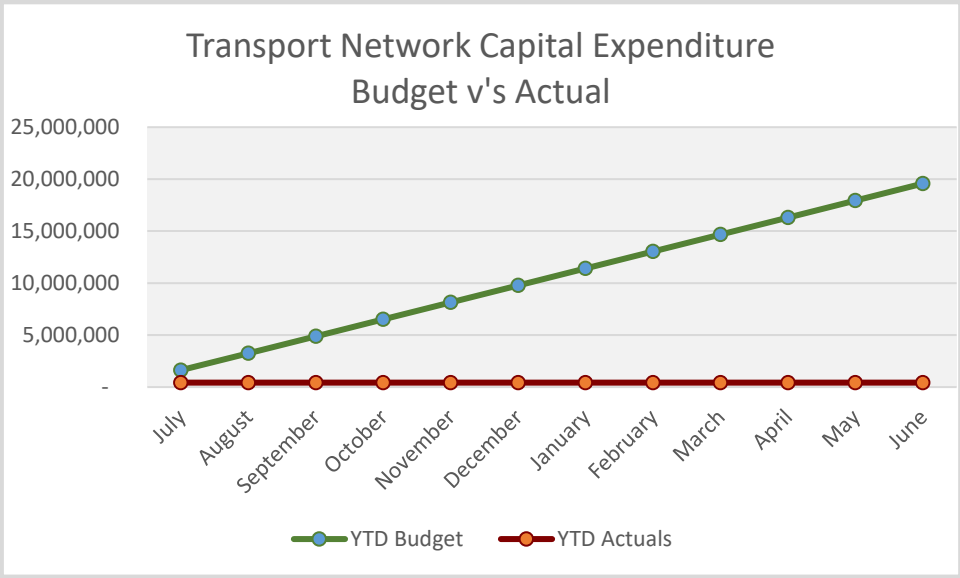
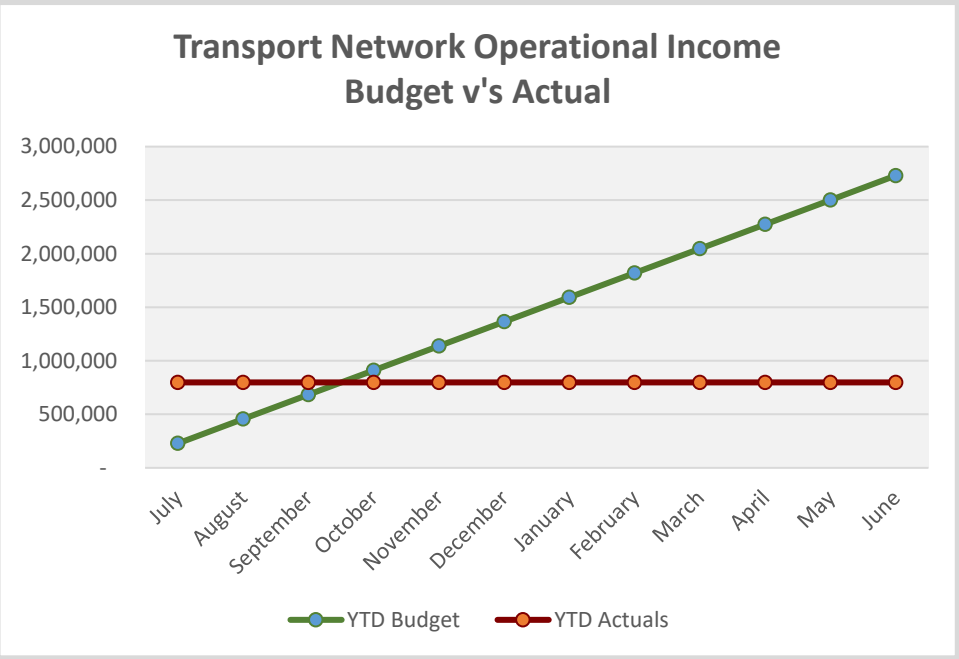
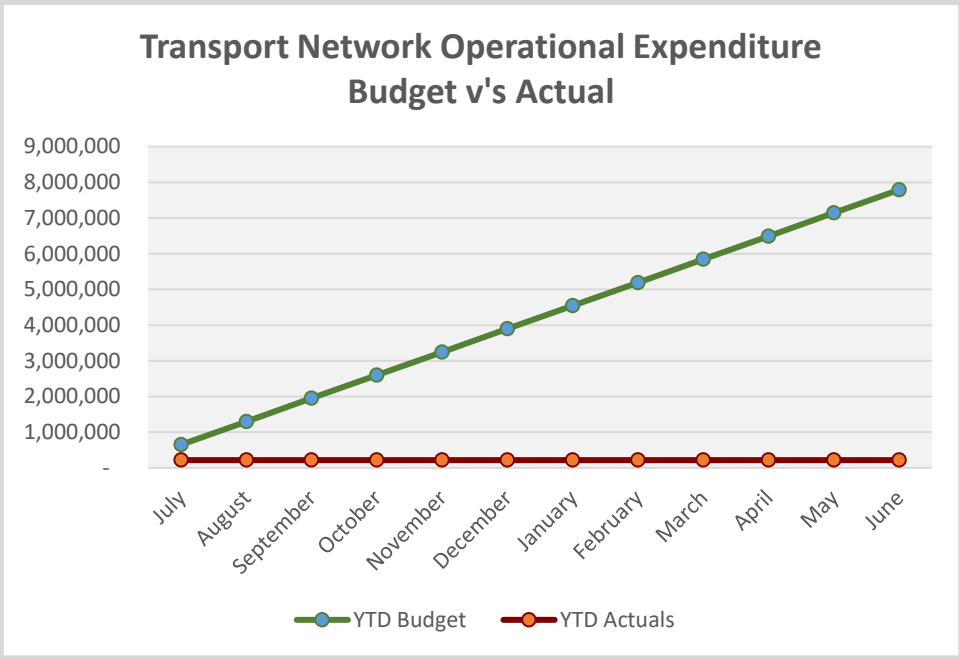
Under the 4 year Delivery Plan *Transport Network* relates to the sustainable management and improvement of all infrastructure used to facilitate transportation: vehicular, aviation, Mt McKenzie and cyclists; car parking; quarries; delineation, line marking, signage and lighting; regulatory compliance;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

### a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	Officer	-1	0	+1	Comments: (Business Manager to provide short precis.)
DP20.01) Construction of Transport Infrastructure.  <b>Roads, bridges and retaining walls: A</b> - Chief Operating Officer	Continue to apply for grants to complete sealing of unsealed sections of Mount 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. Under the direction of the Chief Operating Officer.	B:MAPP C:TPE	-1		+1	2.4km at Dalman North is complete. Construction of the intersection at Legume with Killarney Road is in progress. Designs are being finalized for the remaining stages.
	Deliver the timber bridge replacement program.	B:MAPP C:MW D:MW			+1	Emu Creek on Hootons Rd, Beaury Creek on Tooloom Rd and Boonoo Boonoo River bridge on Mt Lindesay Rd have been successful in receiving funding. Documentation for Design and Construct tenders are being prepared.
	Implement the resealing program for the Regional and Local sealed road network. Allow a suitable budget that falls in line with depreciation of the sealed network.	B:MAPP C:MW D:MW			+1	19/20 program will be called for tenders in September 2019.
	Complete yearly renewal (replacement) of drainage assets as identified from condition ratings from inspections.	B:MAPP C:MW D:MW	-1			19/20 FY has funding towards some drainage assets.
DP20.02) Maintenance of transport infrastructure.  <b>Roads, bridges and retaining walls: A</b> - Chief Operating Officer	Review practices every six months – measure by road maintenance longevity. Difficult to measure with abnormal conditions.	B:MAPP C:MW D:MW			+1	Ongoing with crews and the Asset Manager.
	Continue works as per the bridge replacement and repair program as per grant funding for 19/20 & 20/21.	B:MAPP C:MW D:MW			+1	Program set, continually reviewed and maintenance works occurring. Some bridges are complete under Interim Solutions Funding and this work is ongoing.
	Ongoing maintenance of road network and cleaning of streets and car parks.	B:MAPP C:MW D:MW		0		Street sweeping contract in place, road network program set and implemented.
	Maintain Council's footpath network in accordance with the Asset Management Plan.	B:MAPP C:MW D:MW			+1	Footpaths maintained as budget funds allow.

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: A – Chief Executive</b>	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. BROC task force initiated. BROC 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: A - Chief Operating Officer</b>  <b>Quarries and stockpiling: A - Chief Operating Officer</b>  <b>Aviation: A - Chief Operating Officer</b>  <b>Roads, bridges and retaining walls: A - Chief Operating Officer</b>	Review and implement the Road Network Management Plan and the Road Network Asset Management Plan.	B:MAPP C:MAPP	-1		Both plans to be reviewed by June 2021. Existing plans are in place and implemented.	
	Ongoing management of quarries, borrow pits and stockpiles. Meet Mining documentation requirements.	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.	
	Ongoing management of airstrip, in conjunction with the Asset Manager.	B:MAPP C:MW D:MW			+1	Airstrip maintained regularly and available for use.
	Management of road safety and the Traffic Committee.	B:MAPP C:MAPP D:MW			+1	Road safety issues are being addressed through the Local Traffic Committee – ongoing.
	Review operational strategy regards grading delivery models involving contracting services in partnership or parallel with current internal service delivery.	B: MW			+1	Grading practices have been reviewed and will be reviewed as part of the review of Road Network Management Plan with the Asset Manager.

**b) Budget**



**Capital Income:**

**Capital Expenses:**

- *Beaury Ck Rd gravel resheet is completed.*
- *Woodenbong Culvert is progressing, expected to be completed by the end of September.*
- *Sawyers Gully is completed and curing. The approaches will be completed and sidetrack removed by the end of August.*

Bridges Work

- *Sidetrack is complete and almost ready to open at Boonoo Boonoo Bridge on the Mt Lindesay Road.*
- *Council have completed a number of bridges, awaiting verification and certification from other parties to lift restrictions on some bridges.*

COA	19/20 Full Year Budget	19/20 YTD Actuals July	19/20 YTD Budgets July	19/20 Percentage Spent	Variance Comments
<b>Transport Network</b>					
6215110. Regional & Local Roads Traffic Facilities	66,028	1,082	318,439	1.36%	No Significant variance
6215509. Regional Roads Block Grant - Gravel Resheeting Program.	250,000	0	20,833	0.00%	No Significant variance
6215510. Regional Roads Block Grant - Reseals Program.	0	1,020	(75,833)	-0.11%	No Significant variance
6215514. Roads to Recovery 2014-19	1,035,468	8,053	86,289	0.78%	No Significant variance
6215531. Special Grant Mt Lindesay Road (RMS/Fed)	10,000,000	188,624	833,330	1.89%	No Significant variance
6215532. NDRRA 2017 - 12 March - Local Roads (Restoration)	0	2,254	0	0.00%	No Significant variance
6215538. NDRRA 2017 - 28 March - Local Roads (Restoration)	0	25,560	0	0.00%	EoT 19/20 \$232,230 - Sawyers Gully Causeway and Rivertree Rd
6215539. NDRRA 2017 - 28 March - Regional Roads (Restoration)	0	50,003	0	0.00%	EoT 19/20 \$322,910 Mt Lindesay Road Woodenbong Culverts
62155410. MR290 Repair Program 201/19	0	52,433	0	0.00%	Journal has been completed to correct costing
6215548. Restart NSW Funding - Beaury Creek Bridge Replacement - Tooloom Road - Expenditure	795,000	3,132	66,250	0.39%	No Significant variance
6215551. Repair Program 2019/20	895,890	0	74,658	0.00%	No Significant variance
6220270. Boonoo Boonoo Bridge, Mt Lindesay Road - Restart NSW Funding	1,459,500	14,170	269,956	3.71%	No Significant variance
6220275. Emu Creek Bridge Replacement - Hootens Road - Restart NSW Funding	910,000	3,132	89,294	0.32%	No Significant variance
6220280. Restart NSW Funding - Bridge Interim Solutions Project - Expenditure	1,313,000	15,096	113,566	1.11%	No Significant variance
6220500. Urban Streets - Reseal Program	105,000	0	8,749	0.00%	No Significant variance
6220501. Road Renewal - Gravel Roads	605,000	21,363	50,417	3.53%	No Significant variance
6220503. Gravel Resheets	617,000	0	51,416	0.00%	No Significant variance
6220505. Kerbing & Guttering	40,000	0	18,001	0.00%	No Significant variance
6220506. Bridges / Causeways (SRV to 2023/24)	510,000	23,904	175,333	1.14%	No Significant variance
6220507. Rural Roads - Reseal Program	252,828	0	92,984	0.00%	No Significant variance
6220512. Culverts & Pipes	134,000	7,200	11,167	5.37%	No Significant variance
6240101. Gravel Pit Rehabilitation	10,250	0	854	0.00%	To be a QBR change from Operational to Capital
6240502. Main Street - Complete Final Stage	0	11,527	0	0.00%	Work being completed from 18/19
6240503. Road Rehabilitation	95,000	0	7,917	0.00%	No Significant variance
6250501. Tenterfield Depot - Building Extension	145,000	0	12,083	0.00%	No Significant variance
6250502. Tenterfield Depot - Wash Down & Recycle Bay	160,000	0	13,333	0.00%	No Significant variance
6250503. Tenterfield Depot - Water Wise Initiatives	20,000	0	1,667	0.00%	No Significant variance
6250504. Tenterfield Depot - Minor Works & Furniture Replacement	36,000	0	3,000	0.00%	No Significant variance
6250505. Tenterfield Depot - Carpet	16,250	0	1,311	0.00%	No Significant variance
6250506. Tenterfield Depot - Training Room Furniture	20,000	0	3,862	0.58%	No Significant variance
6250507. Urbenville Depot - Demountable	100,000	0	8,333	0.00%	No Significant variance
	<b>19,591,214</b>	<b>428,553</b>	<b>2,257,209</b>		

**Operational Income:**

**Operational Expense:**

- **Eastern Grader** –this grader crew have experienced difficulty in gaining access to water for grading purposes. We have layed gravel out on McLeod’s Ck for NDRRA; and have graded Boorook but stopped at Gilgurry because of a lack of water. This crew will now go Paddy’s Flat Rd South grading and resheeting.
- **Northern Grader** –Graded and gravel resheeted Beaury Ck Rd, grading New Koreelah Rd, Vinegar Hill Rd and resheeting Cullendore Rd.
- **Western Grader** – Graded the first section of Back Ck Rd to the bridge. Constructed the approaches to the Boonoo Boonoo Bridge sidetrack temporary bridge. This crew have almost no access to water on their western run. Council will pursue water sources and grade those areas that are within a reasonable distance from the water source. This crew have been allocated to other tasks until suitable water sources can be located.
- **Central Grader** – Graded Kildare Rd, Brushabers Rd, grading Jennings Town Sts, Tarban and Tarban Loop Roads, Schroeders Rd and Mt Mackenzie Rd.
- **Drainage Crew** – Working with the excavator in the Tenterfield Dam, desilting and doing rock protection work. Some of this material will go to Geyers Rd Pit as part of rehab of the pit.
- **Urbenville Crew** general patching, spraying and slashing of road verges. Tidied up Legume depot to allow for more effective storage of Council assets. Assisting with traffic control for mulching work on the Mt Lindesay Rd from Mursons Ck to Liston.
- **Structures Crew** – Repairs to the culvert entering the dam and minor pipe replacements.

**Schedule SCCF - Stronger Country Community Fund**

Project Number	Project Name	Location	Milestone 1 Complete By		Milestone 2 Complete By		Milestone 3 Complete By		Total
SCCF2-1094	Tenterfield Town Centre Revitalisation - Phase 2	Rouse St, Tenterfield NSW 2372	31/01/2019 \$66,000	+1	29/11/2019 \$66,000	0	30/06/2020 \$68,000	0	<b>\$200,000</b>
<b>Comments</b>	<b>Pavers ordered and stored in the Council depot. Contractor appointed – paving between High Street and Molesworth Street approximately 80% of the paving has been completed.</b>								





Formwork setup ready for a pour on Woodenbong Culvert





Sawyers Gully causeway





**Headgate Culvert**





**Headgate Culvert**





**Boonoo Boonoo Sidetrack - Bridge installation – all precast abutments, wing walls and relieving slab.**





**Mt Clunie Bridge**





**White Swamp Bridge**





**Beaury Ck Rd Resheet – looking from Urbenville Rd Intersection**



**Mulching the road verge between Mursons Ck and Liston on the Mt Lindesay Rd.**

**c) 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. Into the future, we need to source funding for these asset replacements that we have inherited.
- We are at risk of not able to maintain our unsealed network to community expectations due to the ongoing dry weather and lack of water for grading.

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

- Three bridge replacement grant opportunities have been successful as well as two bridges that have half the funding made available. This combined with the interim solutions funding for the remaining timber bridges provides Council the opportunity to replace and extend the life of our bridge assets.
- Council continues to source funding under different streams to seal the unsealed sections on Mt Lindesay; rehabilitate Tooloom Rd and Torrington Rd.
- Council continues to review grading practices and trialling new innovative ways to extend the life of our unsealed network.
- Council continues to lobby the State government to increase the Regional Road Block Grant funding for normal routine maintenance and asset replacement.
- Council has Black Spot funding application in for Boonoo Boonoo Falls Road, for crash reduction treatment; To seal Mt Lindesay Rd on the gravel section Tenterfield side of Bookookarara Ck.



## SWOT ANALYSIS

Works (Transport & Infrastructure) – (MW)

# S

### 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.

# W

### 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.

# O

### 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.

# T

### Threats

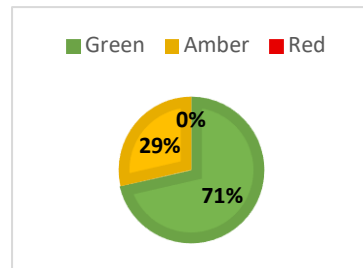
- State and Federal cost shifting;
- Acquiring new assets without corresponding resources;
- Climate change;
- Less annual funding;
- Increase in service levels without resources, shifts in priorities that are unplanned.

**e) Customers**

**f) Business Statistics**

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

## 21. Plant, Fleet and Equipment

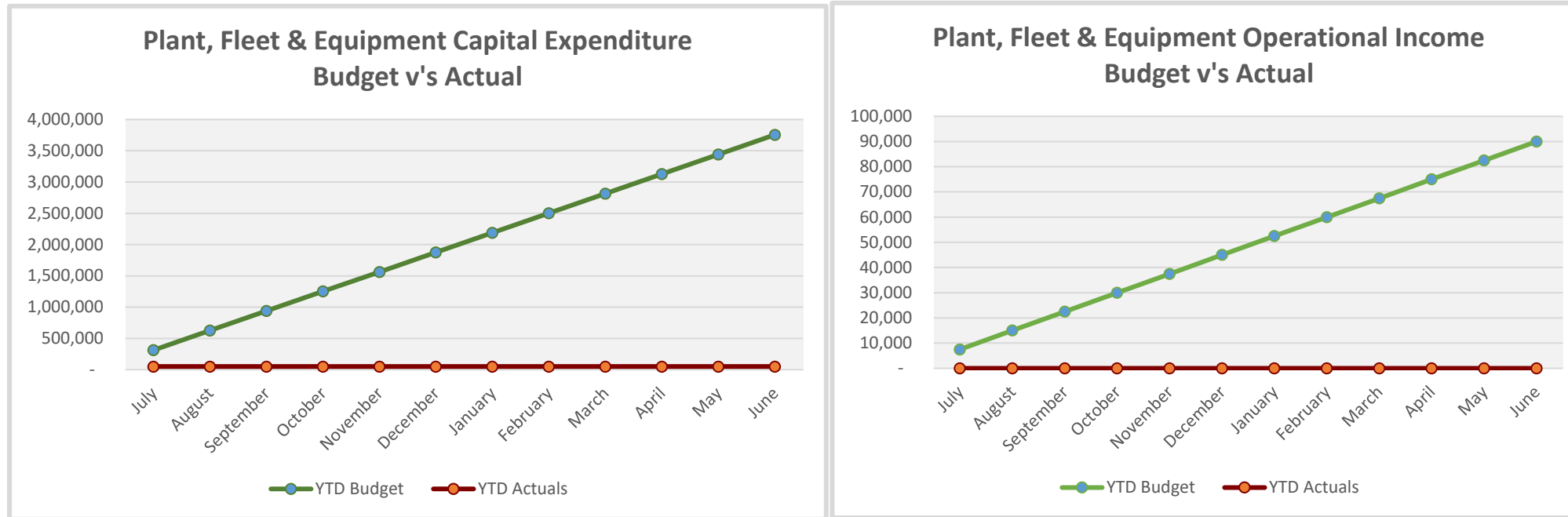


Under the 4 year Delivery Plan *Plant, Fleet and Equipment* relates to: effective provision and management of plant, fleet, equipment, store and depots; and tendering and procurement. The Office of the Chief Operating Officer directly oversees these outcomes.

### a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	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>	Set out a Safety Inspection Schedule with WHS by December 2019 – reflects timelines for inspections, where and who to do, with an actions list.	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.
	WHS inspections yet to be performed.					
	Arrange safety and other related inspections, applying corrective actions where required, of Council fleet assets in accordance with Council procedures	B: FC			+1	Completed 85%. Approximately 15% 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.
	Deliver an effective Plant Maintenance Program in line with industry best practice.	B:FC C:FC D:FC			+1	Approximately 95% 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.
	Stock Inventory levels to be finalized with budgets by June 30 2019.	B:MW D:Store			+1	Store stock levels have been audited during June 2019.
	Ongoing implementation and review of the Fleet Asset Management plan.	B:FC C:FC D:FC			+1	Analysis, reporting and review of most key management areas are now being achieved.
	Ongoing delivery and review of the Plant Replacement Program.	B:FC C:FC D:FC			+1	Five replacements have carried forward from last financial year, There are six items in this year's program none of these have been completed to date.
	Depot Master Plan Commenced – to be finalised with budgets, timelines and action plans by June 30 2020.	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.
	Ongoing review of Fleet structure through the engagement of stakeholders, to insure fleet assets are fit for purpose and provide for councils operational needs.	B:FC			+1	Councils Fleet structure size and composition looks to be fit for purpose as indicated by strong utilisation figures. However, the yard backhoe may better serve council's depot needs if it were a Telehandler.

**b) Budget**



**c) Capital Projects**

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 19/20 financial year and include:

- Unit 100 Mini Excavator, (delay requested by works manager),
- Unit 10 Bridge Truck. Cab chassis to be purchased through LG Procurement under government contract ongoing,
- Unit 68 Grader, this procurement will carry to next financial year, delayed awaiting the outcome of a Caterpillar warranty issue that may impact the purchase decision,
- Unit 17 Watercart, tender delayed to incorporate the procurement of unit 11 Watercart scheduled for next financial year to halve administration and advertising costs,
- Unit 99 Mini Excavator 5.5T.

Items prescribed in the 2019/20 Plant Replacement program are as follows:

- Unit 11 Watercart,
- Unit 343 Slasher,
- Unit 98 Micro Excavator 1.8T,
- Unit 24 Front Loading Garbage Compactor,
- Unit 109 Landfill Compactor (Second Hand or lease due to budget restrictions),
- Unit 289 Tommy Vac leaf vacuum.

COA	19/20 Full Year Budget	19/20 YTD Actuals July	19/20 YTD Budgets July	19/20 Percentage Spent	Variance Comments
<b>Plant, Fleet &amp; Equipment</b>					
6210500. Public Works Plant - Purchases	3,755,253	51,045	76,546	5.56%	No significant variance
6210502. Minor Plant Purchases	0	0	417	0.00%	No significant variance
	<b>3,755,253</b>	<b>51,045</b>	<b>76,963</b>		



**Operational Income:**

Recovered through plant charges, fleet income is indicating a 4.10% surplus for the July,

**Operational Expense:**

Fleet operational expenditure was 2.76% over expended for July, the current harsh environmental conditions placing challenging demands on council's fleet assets and a slightly higher than expected utilisation both contributing to this result.

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

NIL

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

The workshop received its new lathe complete with all the necessary safety interlocks to current standards, this replacement lathe is slightly larger than the previous and features a DRO (Digital Read Out). The workshop has frequent need for this type of asset during normal operations and this new unit is a welcomed upgrade.



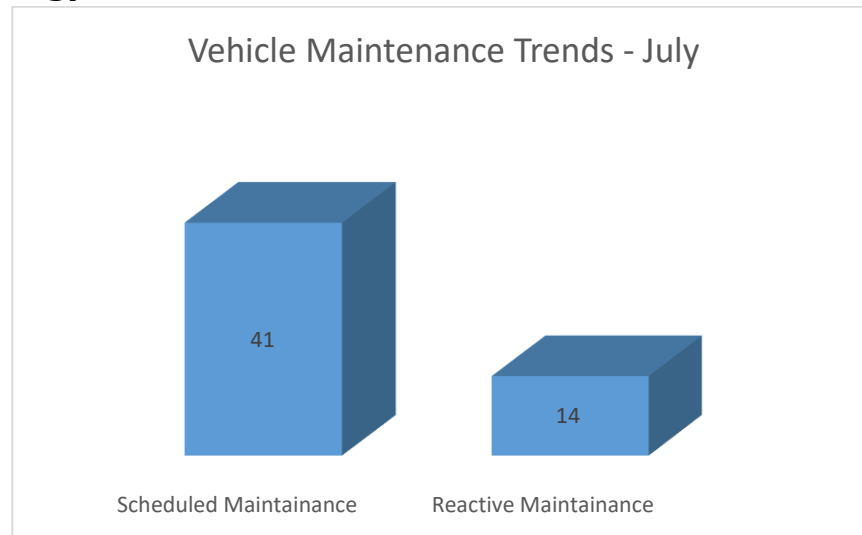
**f) Customers**

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

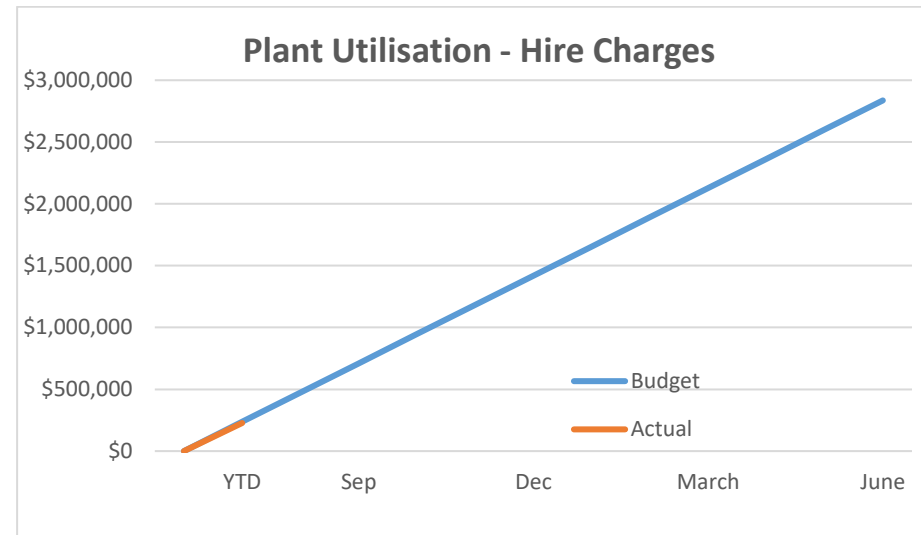
Fifteen industrial bin refurbishments are now completed, and work has re-commenced on fabricating chemical drum muster cages for Liston, Legume and Drake transfer stations.



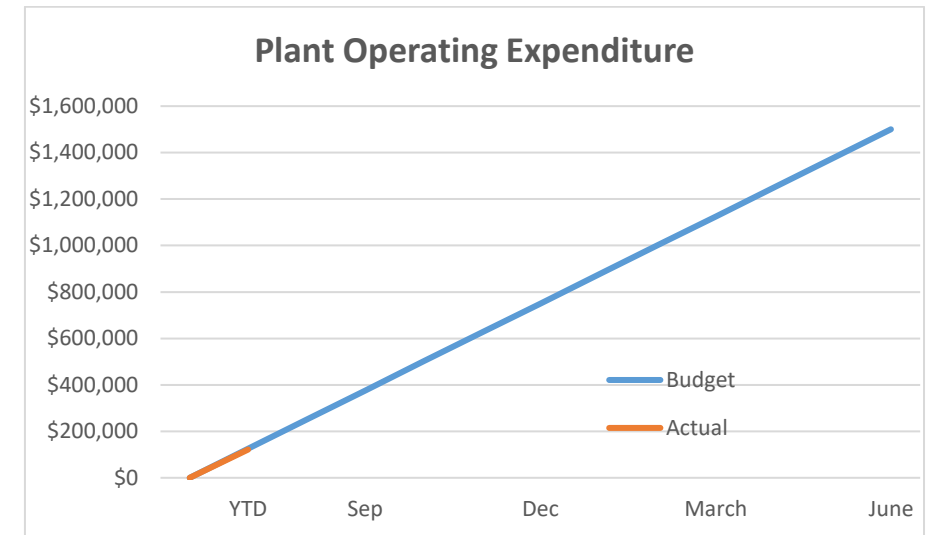
**g) Business Statistics**



55 Vehicle maintenance orders conducted in July  
Ratio 2.93:1, Target >3:1.



Fleet utilisation is indicating a 4.10% surplus for July.



The plant expense budget was 2.76% over budget for July.

**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**

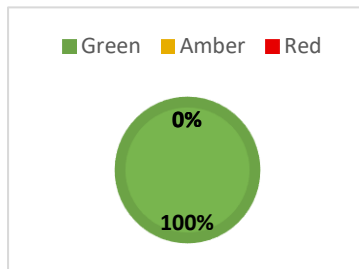
- Technological change to skill base requirements or emission standards;
- Damage to Plant due to terrain and environment;
- Loss of external customers;
- Storage tank failure and impact;
- Lack of backup generator at Depot;
- Staff churn;
- Cost increases.

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

Three members of the Fleet team and one from Water and Sewage attended C6 High Risk Licence training and were awarded their 60 Ton Crane licences. The C6 class licence allows them to operate a slew crane with a capacity of up to 60 metric tons, a non-slew crane of any capacity (Council's Franna is this type of machine) and vehicle loading "Hi-Ab" type cranes of any capacity. The examination to obtain this licence is 120 questions, with a pass score of 93% or above. Well done to all participants!



## 22. Waste Management



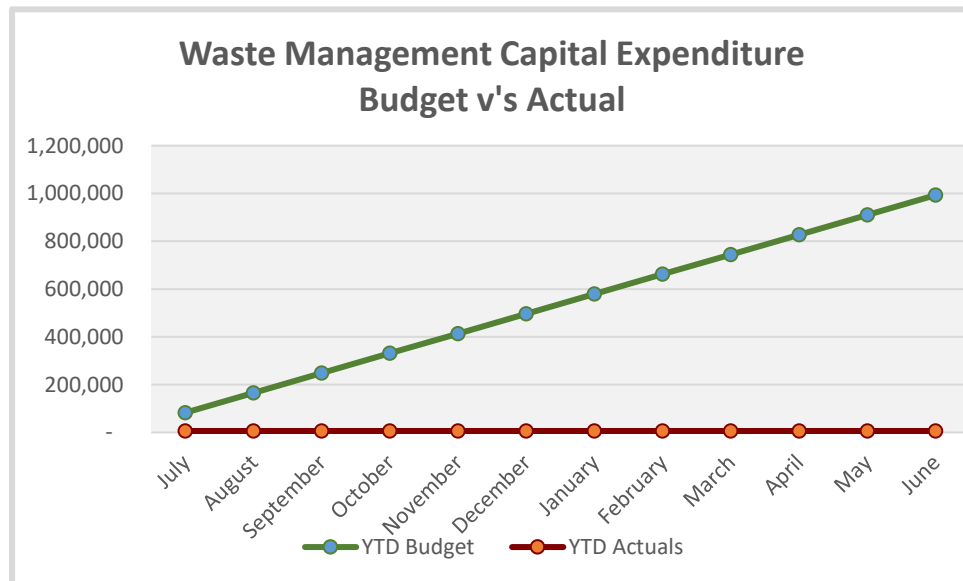
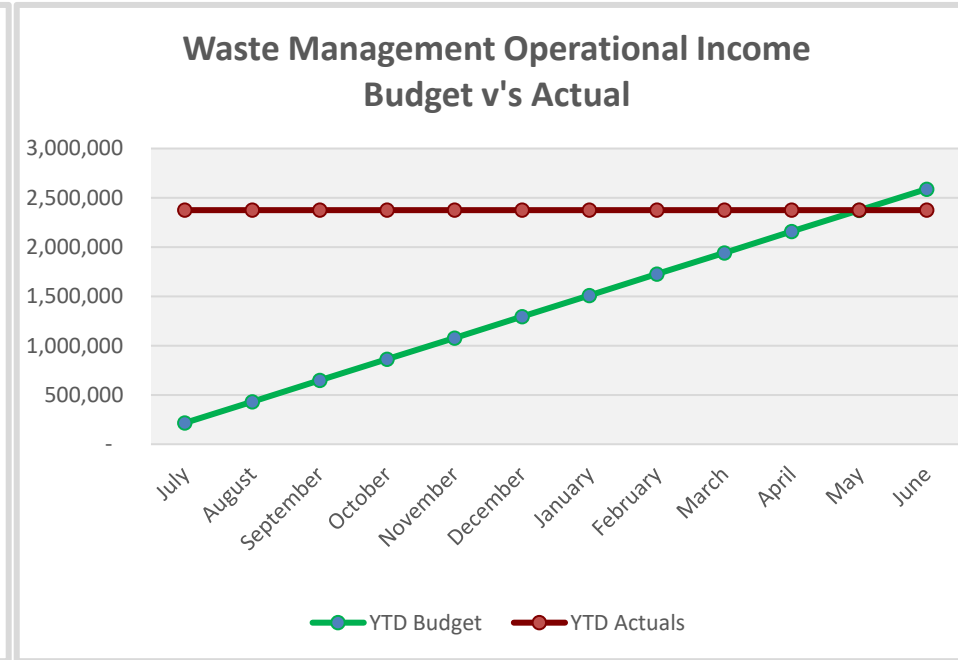
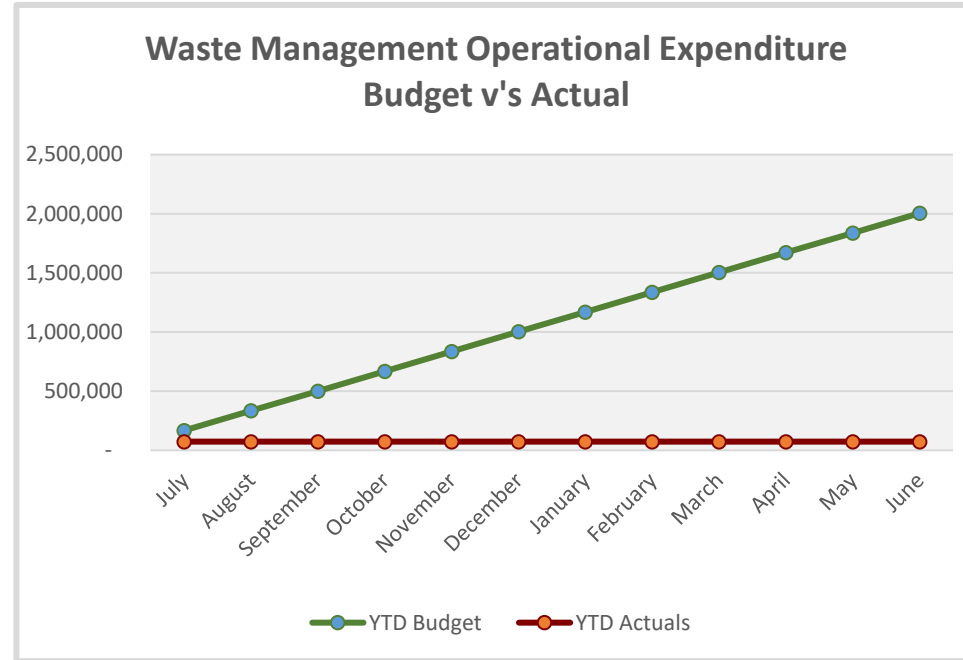
Under the 4-year Delivery Plan *Waste Management* relates to ongoing and sustainably managing waste: reduction; recycling; landfill remediation and development; and public education. The Office of the Chief Operating Officer directly oversees the outcomes.

### a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	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			+1	Implementation is progressing; awaiting outcome of Grants that have been applied for to assist with this process in 2019.
	Development of Boonoo Boonoo Landfill New Cell Construction.	B:MWW D:MWW			+1	Hydrology and REF completed and provided to Council, EPA consultation underway.
	Development of Torrington Waste Transfer Station, pending receipt of grant funding.	B:MWW C:MWW			+1	EPA inspection occurred this month; awaiting outcome of Grants that have been applied for to assist with this process in 2019.
	Continue investigations and implementation of processes and systems to reduce waste.	B:MWW C:MWW			+1	Ongoing; New bailer bay completed and operational, firming pickup protocols and instigated separation at Tenterfield WTS.
	Community Education Program, targeting schools and businesses, including the mega-muncher strategy.	B:MWW C:MWW			+1	First mega-munchers completed, liaison with schools to commence installation.
	Investigate alternative recycling options in addition to sending it to the Lismore Co-Mingled Recycling Facility.	B:MWW C:MWW			+1	Lismore recycling is temporarily halted due to fire; options are still under investigation.
	Waste Reduction Education – Investigate, develop and implement waste reduction education.	B:MWW C:MWW D:MWW			+1	The success of the Colouring books was received well, and have been re-ordered. Schedules are continue for presentations to schools about waste and reducing our waste.



**b) Budget**



**Operational Income:**

New financial year.

**Operational Expense:**

New financial year.

**Capital Income:**

New financial year.



**Capital Expenses:**

COA	19/20 Full Year Budget	19/20 YTD Actuals July	19/20 YTD Budgets July	19/20 Percentage Spent	Variance Comments
<b>Waste Management</b>					
7080500. 240L Wheelie Bins	2,000	1,050	167	52.50%	Due to timing of phasing
7080503. Industrial Bins	6,000	4,843	18,206	2.22%	No significant variance
7080553. Boonoo Boonoo - New Cell Construction	200,000	0	16,667	0.00%	No significant variance
7080554. Boonoo Boonoo -develop/operate borrow area	10,000	0	833	0.00%	No significant variance
7080555. Boonoo Boonoo - New Cell Remediation Asset (Non Cash)	50,000	0	4,334	2.02%	No significant variance
7080558. Tip shop - Drake, Liston & Tenterfield	10,000	0	833	0.00%	No significant variance
7080559. Green Waste Hungry Bin - School Trial	10,000	202	833	2.02%	No significant variance
7080560. Boonoo Boonoo New Office	15,000	0	1,250	0.00%	No significant variance
7080720. Mingoola - Open Transfer Station	70,000	0	5,833	0.00%	No significant variance
7080731. Torrington Landfill - Capping Cell (Remediation)	75,000	0	6,250	0.00%	No significant variance
7080732. Torrington Landfill - Convert to Transfer	70,000	0	5,833	0.00%	No significant variance
7080733. New Pump Combination	15,000	0	1,250	0.00%	No significant variance
7080811. Tenterfield WTS Groundwater Bores	100,000	0	14,166	0.00%	No significant variance
7080815. Tenterfield WTS EIS - Return to Landfill	50,000	0	4,167	0.00%	No significant variance
7080819. Tenterfield Meet EPA Requirements to Open	250,000	0	20,833	0.00%	No significant variance
7080821. Tenterfield WTS Bailer Bay Structure	60,000	0	13,333	0.00%	No significant variance
	<b>993,000</b>	<b>6,096</b>	<b>114,788</b>		

**c) Capital Projects**

New financial year.

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

Compactor undergoing repair is waiting on parts; concerted efforts by fleet to secure hire/purchase are ongoing. Council's bulldozer is being utilised at Boonoo Boonoo.



**Figure 1 Compactor under repair July 2019**

Torrington landfill has been tidied at the end of July 2019; EPA inspection for utilisation when public works dispose of asbestos from Tabulam/Drake fires occurred 8 August 2019.



**Figure 2, Figure 3, Figure 4 and Figure 5 Cleaning site at Torrington and inspection images August 2019**



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

Mega-muncher education pack nearing completion for release this month.

Bryant's Gap collection is progressing with information and expression letters completed.

**f) Customers**

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

The Mt Lindsay survey to seek residential ratepayer's assessment of the service was reported to Council in July 2019 with the service to continue

**g) Business Statistics**

Tenterfield has recycled over 3,237,000 containers through the Container Deposit Reverse Vending Machine, averaging 6,000 to 7,000 containers recycled per day.

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

Staff have attended and successfully completed a 2-day EPA Waste and Resource Recovery Facilities – Intermediate training course.



*Figure 6 Staff receiving an award; Well done!*

## SWOT ANALYSIS

### Waste Services – (MWW)

**S**

#### Strengths

- Few Customer complaints;
- 20 Year engineered Landfill at Boonoo Boonoo;
- Modern Waste Transfer Stations;
- Staff competence, dedication and support of change and management experience;
- Multiskilling and succession planning;
- Support from Northern Inland Regional Waste (NIRW);
- 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.

**W**

#### Weaknesses

- Limited financial resources and ability to raise revenue;
- Staff shortage/establishment limits.
- Public perception of waste management as a low value function.

**O**

#### Opportunities

- Leadership and best practice in all aspects of waste management;
- Development of new and better use of Existing markets for resale/reuse;
- Increase community education;
- Negotiate an MOU (Memorandum of Understanding) interstate (QLD) to reduce transport costs;
- Reduce waste to landfill through combined food organics + garden organics;
- Investigate construction of a Materials Recovery Facility/Waste to Energy;
- Alternate collection of recyclables;
- Seek grant opportunities for green waste.

**T**

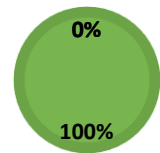
#### Threats

- High and increasing costs of domestic waste management;
- Reliance on costly road transportation for collection and disposal, distance to markets;
- Accelerated consumption of landfill assets through climate change, natural disasters etc.;
- Time/cost to establish a new Cell;
- Potential staff churn;
- Illegal dumping of asbestos;
- Lack of focus on waste strategic vision;
- Local miss-interpretation of rates and fees;
- Public perceptions of low value of waste staff.



## 23. Water Supply

Green Amber Red

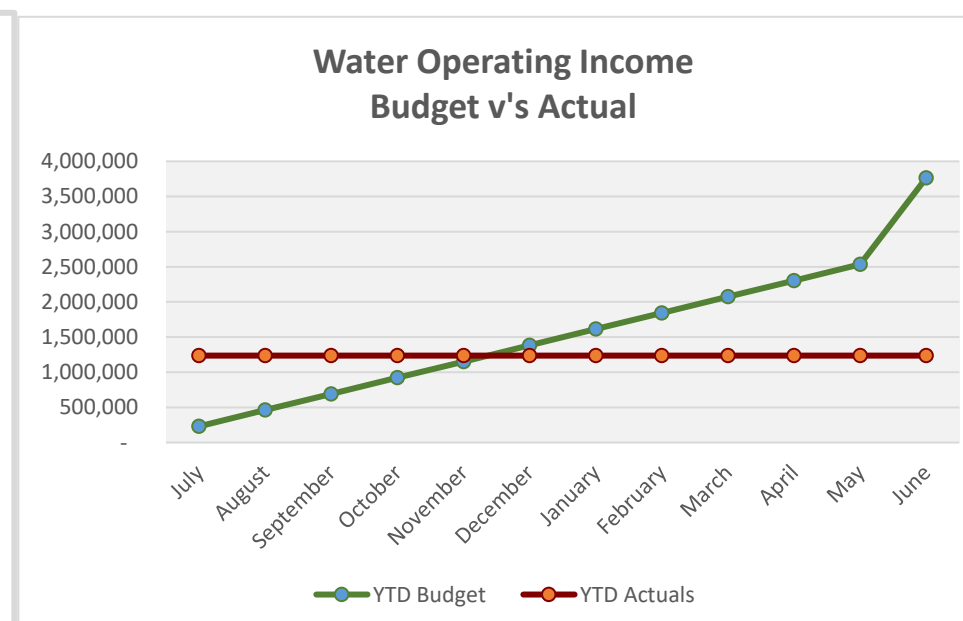
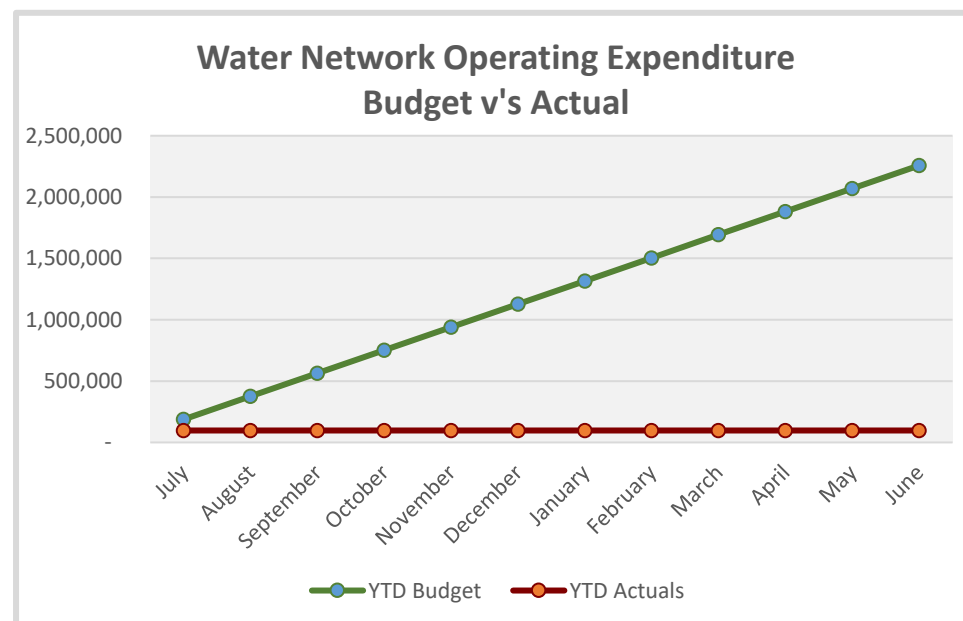


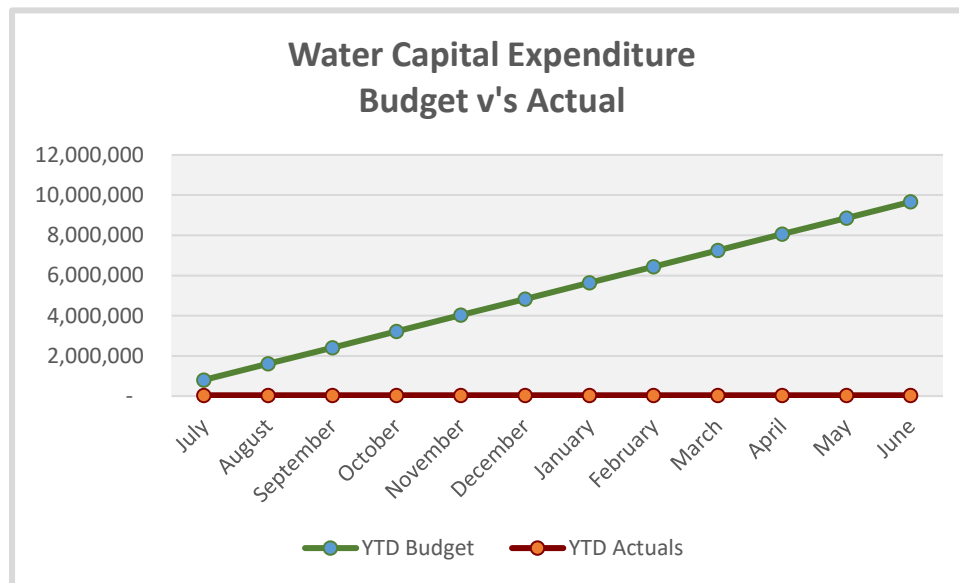
Under the 4-year Delivery Plan *Water Supply* relates to: ongoing water catchment, storage, treatment, distribution, monitoring, regulating, reporting, compliance, charging and administration. The Office of the Chief Operating Officer directly oversees the outcomes.

### a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	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.  <b>Water &amp; Sewer:</b> A - Chief Operating Officer	Review treatment process of Urbenville Water Treatment Plant.	B:MWW C:MWW			+1	Urbenville WTP was built in 2009; optimisation and upgrades are being investigated and implemented including provision of a sludge drying pad at Urbenville and a settling tank.
	Construct new water treatment plant at Tenterfield with funding from the NSW Safe and Secure Water Program funding program.	B:MWW C:MWW			+1	IWCM updates underway; initial designs completed, upgraded plans under review.
	Tenterfield Valve Renewal Program.	B:MWW C:MWW			+1	Works are continuing.
	Jennings Water Mains Replacement Program.	B:MWW C:MWW			+1	Works have commenced with some replacements these works are scheduled to continue.
DP23.02) Implementation of Water Quality Assurance Framework in accordance with the Public Health Act.  <b>Water &amp; Sewer:</b> A - Chief Operating Officer	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. The monitoring program has been extended due to drought conditions and requirements of bore supply; and new bores.

### b) Budget





**Operational Income:**

New financial year

**Operational Expense:**

New financial year

**Capital Income:**

New financial year

**Capital Expenses:**

New financial year

COA	19/20 Full Year Budget	19/20 YTD Actuals July	19/20 YTD Budgets July	19/20 Percentage Spent	Variance Comments
<b>Water Supply</b>					
7484500. Tenterfield Sludge Removal	0	5,699	0	0.00%	
7484505. Tenterfield Mains Replacement	262,700	0	21,892	0.00%	No significant variance
7484506. Tenterfield Meter Replacement	21,000	0	1,750	0.00%	No significant variance
7484516. Tenterfield Shirley Park Bore Flood Damage Restoration	2,000	782	1,917	3.40%	No significant variance
7484522. Tenterfield Water Treatment Plant Construct	9,350,000	0	0	0.00%	No significant variance
7484525. Tenterfield Dam Wall Project Management Costs	16,800	0	1,400	0.00%	No significant variance
7484531. Tenterfield - Additional Bore Water Supply	0	1,304	0	0.00%	No significant variance
7484532. Tenterfield Water Supply - Drought Augmentation	0	32,883	0	0.35%	To be updated in the first Quarterly Budget review
7484801. Urbenville Mains Extension	5,000	0	417	0.00%	No significant variance
7484901. Jennings Mains Replacement	10,600	0	883	0.00%	No significant variance
	<b>9,668,100</b>	<b>40,668</b>	<b>28,259</b>		

**c) Capital Projects**

Capital projects planning has commenced.

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

Water supply in drought conditions have demonstrated the community is still reducing consumption (well done Tenterfield!) demand has again reduced to 690KL from 700KL last reporting with inflows at the STP of 550KL.

Concerns raised over additional strain for supply from events have been acted on with educational material in preparation along with issue of shower timers for accommodation businesses (awaiting delivery).



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

Drilling Rig arrived and commenced drilling positive news with water found in first test site core samples and test site 2 (figure 1 to 4).



**Figure 1, Figure 2, Figure 3 & Figure 4 August 2019**

De-vegetating and de-sedimentation of the dam progressing well with an estimated increase to capacity of 5 Million litres (Figure 5 and 6).



**Figure 5 & Figure 6 August 2019**

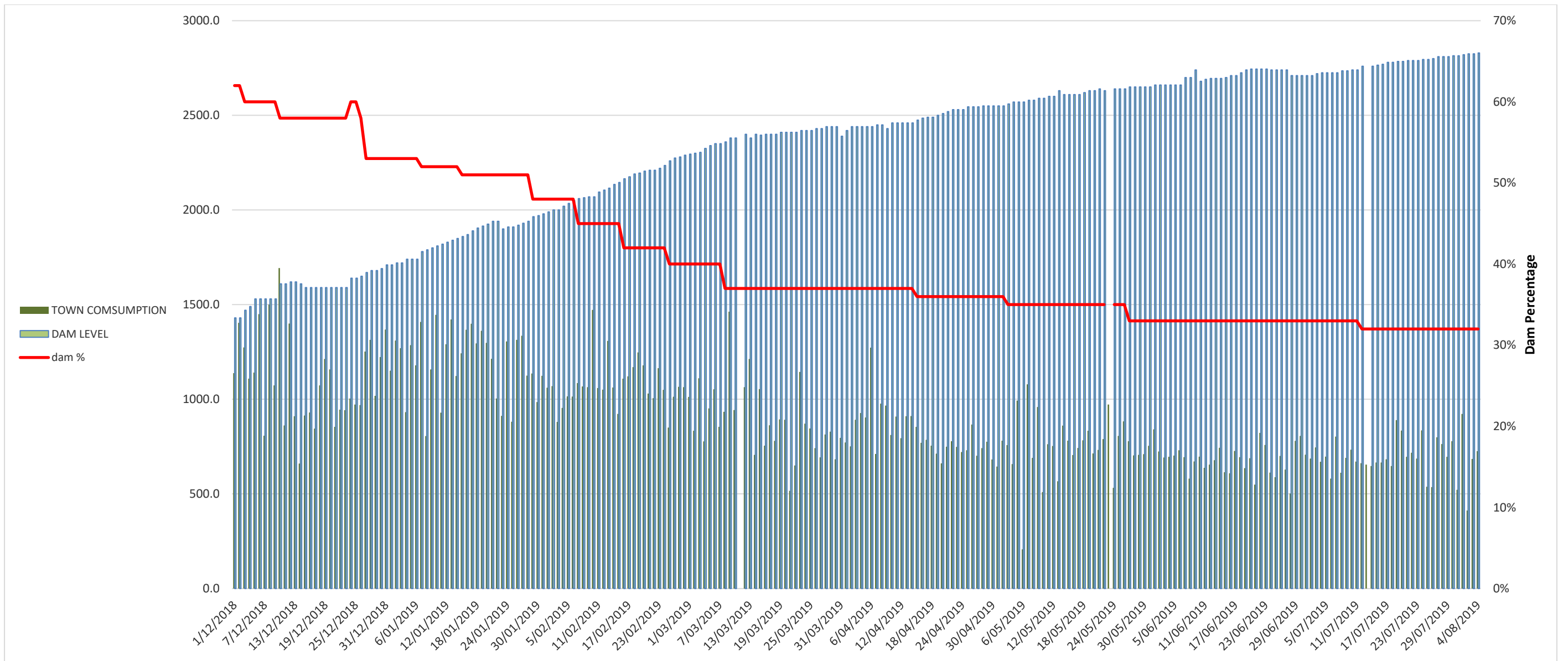
**f) Customers**

We respond to customer service requests regularly with people reporting 7 main breaks this reporting period and 2 leaks or faults Tenterfield; 5 in Jennings and 1 major main failure in Urbenville. All requests are responded to in a timely manner. Replaced 5 new water services at Tenterfield.

**g) Business Statistics:**

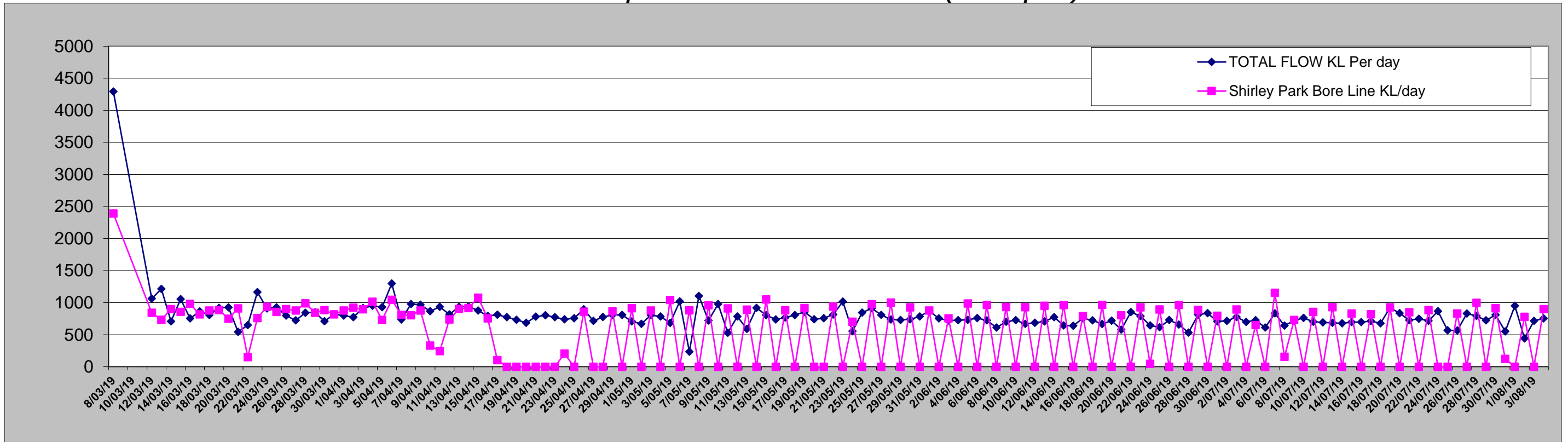
The below graph (Graph 1) shows the amount of water being taken from the Tenterfield Dam. As can be seen, the dam is still at 32% thanks to some rain. The second graph (Graph 2) demonstrates the performance of Shirley Park bore in comparison to town consumption demonstrating the effectiveness of the secondary supply in delivering water.

**Graph 1 Dam Levels and Consumption**





**Graph 2 Bore Production Vs Total flow (consumption)**



**h) Special events, achievements of note, celebrations**  
 New RO plant provided by Rural Aid and SaltFree (figure 7 and 8).



**Figure 7 & Figure 8 Delivery of RO/Desalination Plant August 2019**

New sign for water restrictions (figure 9)



*Figure 9 New Water Sign 2019*



*Figure 10 Staff receiving an award; Well done!*

## 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

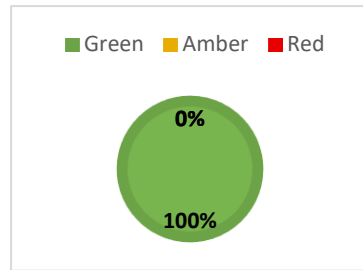
- Obtain possible subsidy funding for water treatment facilities;
- Obtain funding for flood systems/studies;
- New technologies are available to provide solutions for regulatory compliance and energy and operational efficiency. They can meet changing customer expectations and supply features central 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.

## 24. Sewerage Services



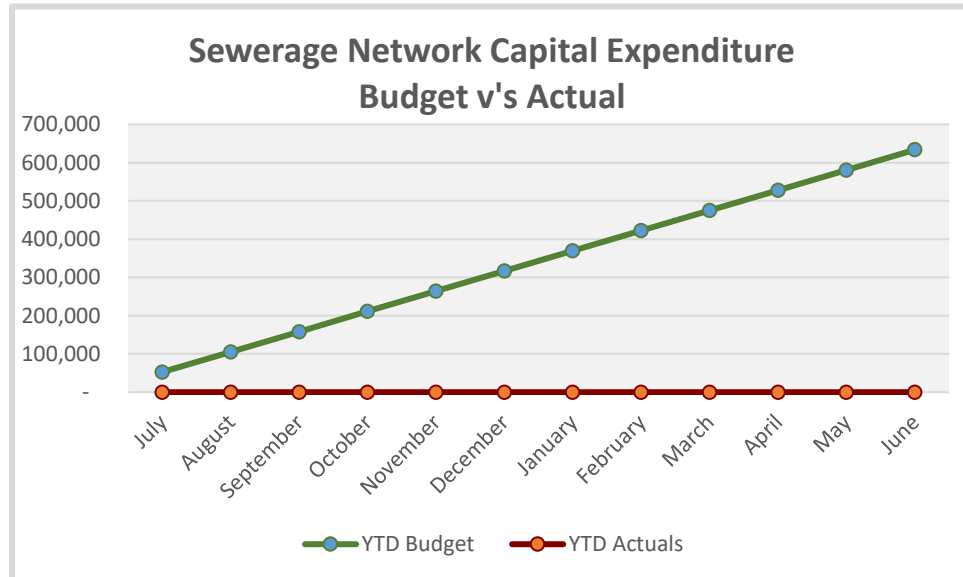
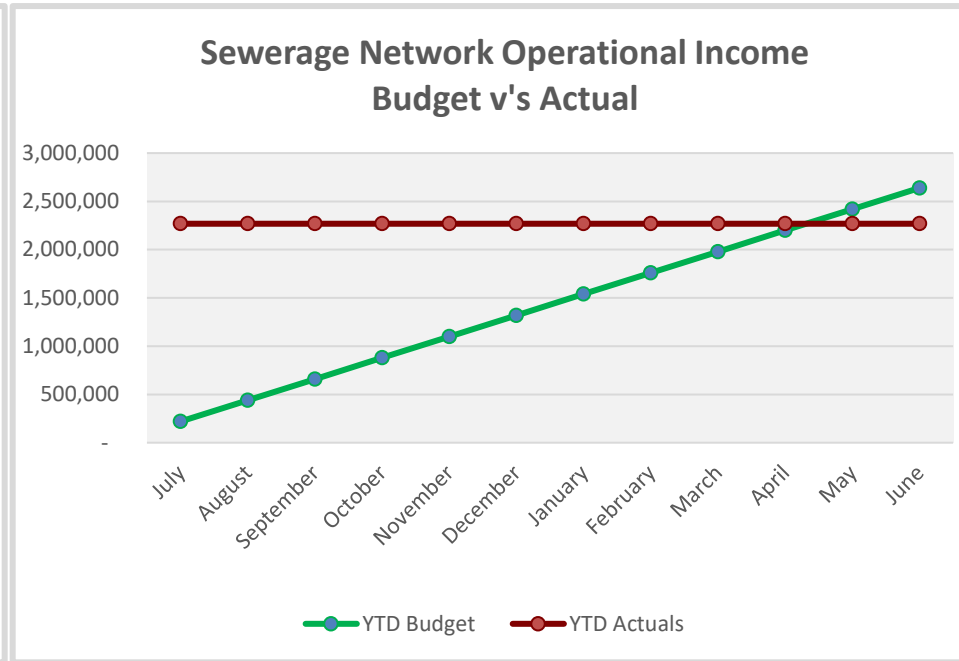
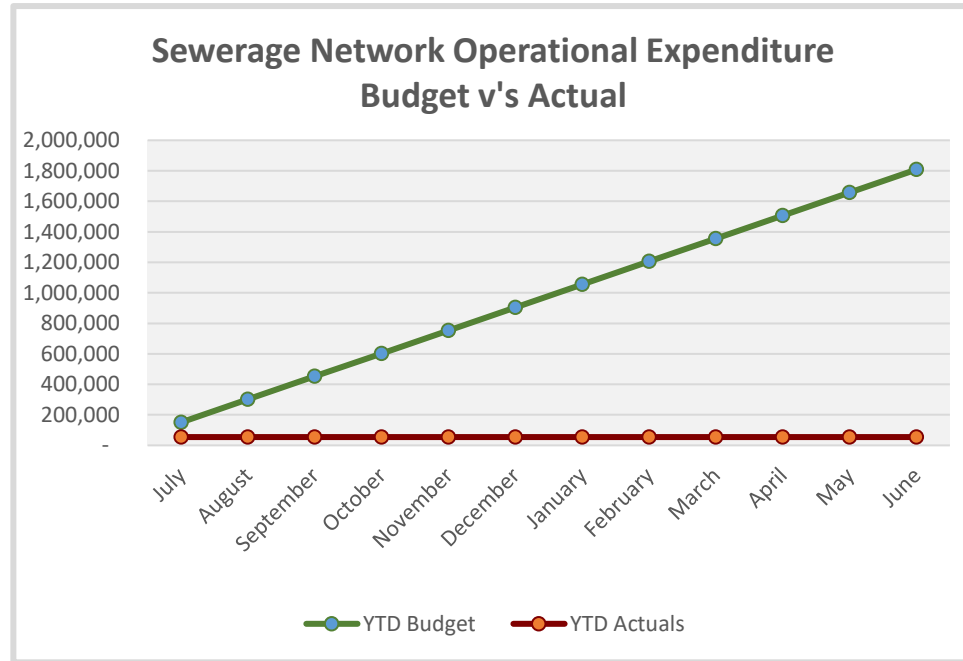
Under the 4-year Delivery Plan *Sewerage Services* relates to: ongoing catchment, transportation, and treatment; monitoring, reporting, environmental compliance and emergency management; trade waste and commercial; fees and charges; public education and administration. The Office of the Chief Operating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

### a) Delivery and Operational Plan precis

4 Year Delivery Program	1 Year Operational Plan 19/20	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, in line with the Asset Management Strategy.	B:MWW C:MWW D:SSO D:SSO (Urbenville)			+1	Systems are performing as designed.
	Tenterfield sewer mains relining; 1 kilometre per annum.	B:MWW C:MWW			+1	Scheduling has commenced for the next licence 1km relining.
	Tenterfield manhole levels alterations.	B:MWW C:MWW			+1	Scheduling has commenced for the next manholes to be relined
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	Scheduling has commenced for the next extensions.

### b) Budget





**Operational Income**

New financial year

**Operational Expense:**

New financial year

**Capital Income:**

New financial year

**Capital Expenses:**

COA	19/20 Full Year Budget	19/20 YTD Actuals July	19/20 YTD Budgets July	19/20 Percentage Spent	Variance Comments
<b>Sewerage Service</b>					
7872512. Tenterfield Drummond Street PS - Flood Proofing	161,500	0	13,458	0.00%	No significant variance
7872513. Tenterfield Safety Repairs - Access Drummond Street PS	64,600	0	5,383	0.00%	No significant variance
7872515. Tenterfield Upgrade Road to Tertiary Ponds	150,800	0	12,567	0.00%	No significant variance
7872519. Tenterfield Network Renewal	184,500	0	15,375	0.00%	No significant variance
7872523. Tenterfield STP - Entrance Road & Drainage Repair	16,000	0	1,333	0.00%	No significant variance
7872801. Removal Sludge from Tertiary Ponds/Renewal of Capacity	10,300	0	858	0.00%	No significant variance
7872809. STP - Pad and Building including access to STP - Urbenville	8,000	0	667	0.00%	No significant variance
7872810. Surface Aerator/Mixer sized for Urbenville	14,000	0	1,167	0.00%	No significant variance
7872941. Moving Dehydrator to Urbenville STP	2,000	0	167	0.00%	No significant variance
7872942. Pad and Building including access to STP Urbenville	8,000	0	667	0.00%	No significant variance
7872943. Surface Aerator/Mixer sized for Urbenville	14,000	0	1,167	0.00%	No significant variance
	<b>633,700</b>	<b>0</b>	<b>52,809</b>	<b>0.00%</b>	

**a) Capital Projects**

Clifton Street augmentation is complete with finalisation of plans and gazettal underway.



*Figure 1 and Figure 2 Clifton Street Sewer Completed*

Planning underway for 2019/2020 works.

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

Aging infrastructure is an issue for Council;

- Urbenville- Butt welding, nearing completion for Urbenville in august 2019.
- Molesworth Street replacement infrastructure has commenced with design awarded and contract commencement including site inspections and survey, for a new pump station to replace the Molesworth Street bridging structure. To save on costs a second pump station design at Derby Street will be brought forward.

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

To assist in sewer maintenance a new shed will be erected on the STP site; planning is underway.

**d) Customers**

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

Blockages were reported and cleared at 10 locations in Tenterfield and one in Urbenville in this reporting period.

**e) Business Statistics**

Average time for response to sewer chokes remains at 27 minutes while the median time remains at 15.

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



*Figure 3 Staff receiving an award; Well done!*

## 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.