

DELIVERY PROGRAM AND OPERATIONAL PLAN

QUARTERLY PROGRESS REPORT

OCTOBER TO DECEMBER 2019



LOVE WHERE YOU LIVE!

Your voice is the key to our region's future.

ABOUT THIS REPORT

The quarterly report 1 October to 31 December 2019 has been prepared in accordance with the requirements of Section 404(5) of the Local Government Act 1993: "The general manager must ensure that regular progress reports are provided to the council reporting as to its progress with respect to the principal activities detailed in its delivery program. Progress reports must be provided at least every 6 months".

THE DELIVERY PROGRAM

The Delivery Program sits between the Community Strategic Plan (CSP) and Annual Operational Plan (AOP) and outlines what Council will focus on during the elected Councillors' four-year term of office. It provides more detail than the CSP but less detail than the AOP and is the single point of reference for all activities.

ANNUAL OPERATIONAL PLAN

The Annual Operational Plan is a sub-component of the Delivery Program. Simply, it provides greater detail on the activities, projects and services planned for the current financial year. Financial information included in the Operational Plan includes a detailed annual budget, Council's Revenue Policy (rates, fees and charges) and estimates of income and expenditure.

ACKNOWLEDGEMENT TO COUNTRY

Tamworth Regional Council acknowledges the Kamilaroi People, the traditional owners and custodians of the lands in our region and we pay respect to the Elders both past and present.

FEEDBACK

We want to hear from you. Please direct any feedback or suggestions about the Delivery Program or Annual Operational Plan progress report to Council via (02) 6767 5555, or 1300 733 625 within the Tamworth Region during office hours, or email <mailto:trc@tamworth.nsw.gov.au>

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General Manager's Report

Keychange 2017-2027 is the major strategic document developed to guide the delivery of services and facilities over the next decade, and outlines the goals of Council.

The Delivery Program and Annual Operational Plan provide greater detail on the activities, projects and services planned to support these goals.

It gives me great pleasure to present Council's progress report against the Delivery Program and Annual Operational Plan for the December quarter 2019/2020.

Major highlights include:

A Spirit of Community

Northern Inland Centre of Sporting Excellence (NICSE): NICSE Stage 2; works on the hockey fields upgrade continue with completion of the fields and club buildings anticipated for the first half of 2020.

RU Volunteering: Council's RU Volunteering centre and website continues to attract new organisations (5 new companies in this quarter) and 44 new volunteers. The growth of young volunteers is particularly pleasing with 44% of enquiries coming from people under 35 years of age.

Tamworth Cultural Precinct: Public Exhibition of this exciting project was undertaken during the quarter. Community response was enthusiastic and encouraging. Council endorsed the concept design and business case at the 17 December Ordinary Meeting of Council.

Aquatic Centre: A leisure planner has been engaged to facilitate the preparation of a scope of works which will assist in engaging a design consultant. Council's efforts to obtain State/Federal funding contributions continue.

A Prosperous Region

Tamworth Regional Astronomy & Science Centre: The project is progressing well with design work 90% complete.

Fiesta La Peel: The October event saw the largest ever representation of food, culture and crafts with 54 countries represented at this annual multi-cultural celebration. The event was hugely popular, attracting approximately 20,000 people who enjoyed the fabulous food and atmosphere.

An Accessible Region

Road Infrastructure: Reconstruction works on Bligh Street have commenced. Design works are nearing completion for the Garden Street roundabout. Copes Creek and Teatree Creek Bridges have received funding allocations; work is due to commence in early 2020. The Forest Road cycleway is 75% complete and the Bowlers Lane design works are substantially complete; construction due early 2020.



Tamworth Regional Airport: Works relating to terminal infrastructure upgrades to accommodate increased aviation screening requirements have been completed. The Airport Master Plan tender process will commence in early 2020.

A Region for the Future

Asset Management: A range of works on community buildings were completed, including the annual renewal program and the popular Facilities Improvement Program.

Water/Sewer/Waste: Works continue on significant capital works programs in each of these areas. Water main replacements have occurred across the region including Attunga, Manilla, Moonbi and Tamworth. The DA for the Organic Waste Recycling Facility has been submitted. The application is expected to be reviewed by the JRPP (Joint Regional Planning Panel) in February 2020. Council staff are assisting WaterNSW in relation to drought measures announced by the NSW Government in June 2019. In December a temporary pump station commenced operation on the Peel River.

Blueprint 100: The Blueprint 100 Strategy will cater for an expected Regional population of 100, 000K over the next 20 years. The Strategy will provide a combined land use and corporate planning blueprint and inform the review of the Tamworth Regional LEP 2010. Blueprint; Parts 1 and 2 have been completed and were endorsed by Council at the December 17 Ordinary Meeting. Public exhibition and engagement will commence throughout the Region during February/March 2020.

A Region of Progressive Leadership

Regulatory Development and Approval Services: Estimated value of development applications submitted (not including subdivisions) was \$25.79M for the December quarter. There were 125 DA's lodged during this time, 135 applications were determined, with an average processing time of 39 days.

A Spirit of Community

Program: C1101 Quality Parks, Gardens, Reserves, Showgrounds and Open Spaces

Owner: Peter Resch / Regional Services

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
C1101.01	Undertake regular inspections of Council’s parks infrastructure to identify defects and prioritise, schedule and complete maintenance activities to address high risk defects identified in Council's parks inspections within the available budget	Number of inspections undertaken	1,080	128	102		
		Number of high priority service defects identified	#	0	0		
		Number of high risk defects identified	#	0	0		
		Number of high priority service defects addressed	#	0	0		
		Number of high risk defects addressed	#	0	0		
Quarterly Progress Update	<ul style="list-style-type: none">Second quarter playground inspections have totalled 102 across the Division.Council has also engaged a contractor to undertake detailed annual inspection of Council's 40 most significant playgrounds to ensure industry compliance. These inspections have commenced and report due in the third quarter.						
C1101.02	Provide Public Space that satisfies the communities need	Community Satisfaction - Annual Survey	1	Annual Target			
Quarterly Progress Update	<ul style="list-style-type: none">Community opens space continues to suffer from the effects of the severe drought. The focus for watering has been given to main streets and city entrances primarily.Sports fields utilising bore water continue to provide the community with adequate public recreation spaces (for now). Very few other areas within the community are serviceable.						

Projects

Action	Description / Progress	Current Budget	Percentage spent	Status
C1101.CW.001	Water efficiency projects <ul style="list-style-type: none"> All current projects completed. No new projects created; The remaining funds are to be spent in the second half of the financial year. 	\$50,000	78%	On Track
C1101.CW.002	Parks and Recreation Asset Renewal Current year capital works program for Sports & Recreation is on track with annual program expected to be fully completed by 30 June 2020. Second quarter projects include: <ul style="list-style-type: none"> Riverside 1 new cricket nets; Chaffey Park cricket net upgrade. 	\$180,463	15%	On Track
C1101.CW.003	Tamworth Skate Park Upgrade <ul style="list-style-type: none"> All Skate Park upgrade works are fully complete; Finalisation of Viaduct Youth Hub master plan currently being undertaken. 	\$38,114	19%	On Track
C1101.CW.004	Open Spaces Capital Annual schedule of renewal / upgrade works for all parks, sports fields and pools has been developed; projects are well under way and are expected to be completed by June 2020.	\$148,056	67%	On Track

Plans and Strategies

Action	Description	Progress	Status
C1101.PLAN.001	Recreation and Open Space Plan	Contractor engaged to deliver this plan for Council. Community consultation has been completed and Council is now awaiting draft plan to be presented.	On Track

Program: C1102 Public Amenities

Owner: Peter Resch / Regional Services

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
C1102.01	Delivery of Public Amenities Program	Of the 91 Public Amenities, 70% to be in average condition or above	70%	76%	100%		
Quarterly Progress Update	All proposed projects have been completed. Barraba cemetery facilities were opened/operational in December 2019.						

Projects

Action	Description / Progress	Current Budget	Percentage spent	Status
C1102.CW.001	Public Amenities Renewal Program All projects funded within this round of public amenity renewal have been constructed and are operational.	\$109,050	86%	Completed

Program: C1201 Active Sporting Facilities and Grounds

Owner: Peter Resch / Regional Services

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
C1201.01	Provide quality sporting fields and facilities that satisfies the communities need	Community satisfaction with Sporting Fields - Survey	1	Annual Target			
		Community satisfaction with Sports Dome - Survey	2	0	0		
		Coordinate operational meetings with sporting groups	6	Annual Target			
Quarterly Progress Update	<ul style="list-style-type: none">Sports fields continue to be maintained to high standard despite the drought conditions. The bores that are used to irrigate the fields are continuing to retain their water levels and no sports have been severely impacted to date.Communication with sports user groups is strong with monthly operational meetings proving a successful mechanism for sports user groups to provide regular feedback to Council.						
C1201.02	Increase participation and utilisation at Sports Dome	Utilisation of the Sports Dome (booked hours)	#	615 Hrs	1,063 Hrs		
Quarterly Progress Update	<p>Efforts made to increase utilisation include:</p> <ul style="list-style-type: none">New sport specific holiday activities;Introduced specific ‘Pickleball’ casual afternoon to 3 per week;Attracted Netball NSW State Masters;Hosted Aboriginal ‘Bounce Back’ program;Introduced an all abilities cricket program;Introduced a "Flourish" disability program; andSuccessfully obtained funding for major seniors expo in third quarter.						

Projects

Action	Description / Progress	Current Budget	Percentage spent	Status
C1201.CW.001	Recreation upgrade program Recreation upgrade works across the Division are expected to be fully completed by 30 June 2020. Projects include: <ul style="list-style-type: none"> • BMX track lighting; • Fraser Park playground; and • New path at Botanic Garden. 	\$696,507	60%	On Track
C1201.CW.002	Treloar Park Tennis Redevelopment <ul style="list-style-type: none"> • Preliminary court arrangements have been prepared by TRC. The plans have been agreed with primary stakeholders; West Leagues Club and Tennis NSW and will be submitted with the development application; • Preliminary building design has been prepared by West Leagues Club for the development application; • Environmental consultant engaged by Council to prepare a statement of environmental effects to support the development application; and • Planning is underway for a community information session for February followed by formal DA lodgement. 	\$223,775	2%	On Track

Program: C1202 Active Aquatic Facilities

Owner: Peter Resch / Regional Services

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
C1202.01	Provide quality aquatic facilities that meet the communities need and increase participation and utilisation at aquatic facilities	Community satisfaction with Aquatic Facilities - surveys completed	2	1	4		
		Visitation at aquatic facilities in TRC Region	#	395	0		
Quarterly Progress Update	<ul style="list-style-type: none"> Community Surveys conducted at Barraba, Nundle, Manilla and Kootingal pools to gauge interest in morning swim sessions. Morning sessions trialled at each pool with varying levels of success; Barraba morning sessions have proven very successful with weekday average being 31 for December 2019 and 56 daily average for January 2020; and Similar trials planned at other sites in third quarter. 						
C1202.02	Advocate for the development of a new Aquatics Centre	TRC will advocate for this facility with updates to be provided on a quarterly basis	1	0	1		
Quarterly Progress Update	To assist with more detailed design for the proposed new aquatic facility, a leisure planner has been engaged to assist with the development of a detailed scope of works for a designer to produce 50% designs. Scoping works will be complete in third quarter and a design consultant is expected to be engaged in the fourth quarter.						

Projects

Action	Description / Progress	Current Budget	Percentage spent	Status
C1202.CW.001	Swimming Pool Asset Renewal Second quarter works included: <ul style="list-style-type: none"> Manilla Pool leak detection and repairs; South & West Pool Office relocation; South & West Pool and Kootingal Pool bore water tank establishment; South & West Pool furniture replacement; and Investigations into Tamworth Olympic Pool circulation pump. 	\$131,996	64%	On Track

Plans and Strategies

Action	Description	Progress	Status
C1202.PLAN.001	Tamworth Regional Council Aquatic Management Plan	<ul style="list-style-type: none"> • Pools opened on 14 October for Summer Season; • Tamworth Olympic Pool remained closed due to water restrictions but both Tamworth South & West and Kootingal pools opened using only bore water; • Manilla Pool was also closed due to substantial water leaks requiring investigation and repairs and opened mid December; and • All operational management of pools has been in accordance with Aquatic Management Plan. 	On Track

Program: C1301 Northern Inland Centre of Excellence

Owner: Peter Resch / Regional Services

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
C1301.01	Northern Inland Centre of Sporting Excellence - Delivery to program schedule and an informed community	Provision of regular updates to community on progress against program	4	0	0		
Quarterly Progress Update	<ul style="list-style-type: none"> All key components of the project have been delivered within budget and all facilities are now operational. Minor finishing works associated with landscaping, fencing and signage are currently underway with full project completion expected in third quarter. 						

Projects

Action	Description / Progress	Current Budget	Percentage spent	Status
C1301.CW.001	Northern Inland Centre of Sporting Excellence <ul style="list-style-type: none"> All facilities are operational and handed over to the Sports and Recreation Division and AELEC to manage; Final project tasks include PA systems, fencing and facility signage; and Contract close out, final reporting, Work As Executed and defect rectification ongoing. 	\$2,339,773	85%	On Track
C1301.CW.002	NICSE - Stage 2 <ul style="list-style-type: none"> AELEC arena upgrades commissioned and operational. Some finishing works to be coordinated in Q3 2019/20 around AELEC events; Hockey field contract awarded in October 2019. After a slow start to construction the project is back on track targeting completion in late March 2020; Hockey buildings contract awarded in November 2019, building construction progressing well, targeting completion May 2020; and Hockey power supply upgrade design to be submitted to Essential Energy for approval in late January 2020, targeting completion late March 2020. 	\$9,482,668	31%	On Track

Program: C1302 Australian Equine and Livestock Events Centre (AELEC)

Owner: John Sommerlad / Business and Community

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
C1302.01	To provide a state of the art internationally recognised facility for local, state, national and international events	Number of Local Events - Annual Target	15	Annual Target			
		Number of State events - Annual Target	4	Annual Target			
		Number of National events - Annual Target	15	Annual Target			
		Number of International events - Annual Target	1	Annual Target			
Quarterly Progress Update	<ul style="list-style-type: none">• Number of Local Events - A total of 6 Local events were held achieving budget expectations;• Number of State Events - Just 1 state level event being the Country Show Horse Championships was held in the past quarter, achieving expectations;• Number of National Events - 2 National level events were held for the past quarter achieving budget expectations; and• Number of International Events - This quarters target for 2 events was exceeded by one with the motorcycle sidecar speedway titles being held attracting New Zealand competitors.						

Projects

Action	Description / Progress	Current Budget	Percentage spent	Status
C1302.CW.001	AELEC Capital Works <ul style="list-style-type: none"> Planning - initial work and meetings have begun however, further focus on this task is required to ensure timely goal achievement; Replace electrical appliances - action has begun over the past quarter, replacing a major appliance item taking account of 31% of the overall budget with another to be replaced in the coming month once quotations are finalised; Sound system - works to replace central control components have begun with 15% of the overall budget now expended and plans to progressively replace items in between event requirements over coming months in place; Campdraft arena perimeter fencing - just 4% of the budget has currently been expended. Further planning and consideration of options is currently being undertaken to discern if this budget amount can be reduced; Roads and pathway renewal - no action taken at this stage; and Cattle yard panels - 63% of this budget has now been expended with planning underway for the balance of replacement panels to be supplied on an ongoing basis over the coming five months. 	\$321,842	5%	Requires Action

Events

Action and Event C1302.EVENTS.001	Start	End
Rooftop Express - Night of the Horse	04/10/2019	05/10/2019
Tamworth International Horse Driving Trials	08/10/2019	13/10/2019
NNWSJC World Cup Qualifier	10/10/2019	13/10/2019
Country Show Horse Championships	08/11/2019	10/11/2019
Northern NSW RPG Welsh Pony & Cob Society Show	16/11/2019	17/11/2019
PBR Iron Cowboy	23/11/2019	23/11/2019
East Coast Sidecar Round Up Grand Final	30/11/2019	30/11/2019

Program: C1401 Volunteers Program

Owner: John Sommerlad / Business and Community

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
C1401.01	Develop and implement a Regional Volunteer Strategy	Increase participation amongst the under 30s - % Annual Increase	#	29%	6%		
		Encouraging volunteering among all community members- % Annual Increase	#	60%	15%		
		Number of initiatives recognising and rewarding volunteers	#	0	3		
Quarterly Progress Update	<ul style="list-style-type: none"> The Regional Volunteer Strategy has been created and is currently being reviewed by senior staff; The RU Volunteering Centre and website were launched in June. In the last quarter 5 new organisations have registered with the service. There are currently 32 organisations promoted on the website; The website has seen a substantial increase in younger people enquiring about volunteer work with 45% of all enquires being from people aged under 35 years of age in the last quarter. 44 people registered on the website in the last quarter; The Volunteer Coordinator is working closely with Regional Unlimited to promote the website and the RU Volunteering Centre to the wider community. Work is currently being completed on promotional videos and flyers around volunteering with a particular focus on benefits to youth, new residents and the multicultural community; The Festival Community Ambassador program has proved very successful with 38 volunteers signed up to assist. The Ambassadors spent the last quarter training with the Volunteer Coordinator so they were equipped with sufficient information to confidently assist all visitors. The Ambassadors range from 16 years of age to 75 years of age and they have all shown a great interest in helping the community and assisting Council with information services; A Christmas themed trivia night was held for Tamworth Regional Council volunteers at Duri Hall in November to thank them for their volunteer work throughout the year. The night was attended by over 30 volunteers from a range of Council services including hall and reserve committees from around the region, museums, historical societies and the festival community ambassadors. Cllr Betts, Cllr Inglis and Cllr Impey were all in attendance; and The Gift of Time Ceremony was held on International Volunteer Day on the 5th of December 2019. 44 organisations were recognised and together they have provided over 259,000 hours of service to the Tamworth region. For the first time, the ceremony was held in the old Crown Lands Building. This proved to be a wonderful opportunity to highlight RU Volunteering resources and the building as a community space. 						
C1401.02	To increase volunteer participation in the Tamworth Region	Number of volunteer enquiries	#	127	44		
Quarterly Progress Update	Volunteerism continues to grow thanks to the efforts of the Volunteer Centre operated by Council. Thirty eight (38) additional volunteers were recruited as Community Ambassadors for the Tamworth Country Music Festival.						

Program: C1402 Youth Services

Owner: John Sommerlad / Business and Community

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
C1402.01	To deliver programs that all Youth can access in the Tamworth Region	Attendance numbers for The Youthie Drop-in service	#	1,944	1,873		
		Number of programs with educational or social outcomes delivered at the Tamworth Regional Youth Centre	#	39	19		
		Number of youth outreach programs delivered throughout the Tamworth Region	#	2	1		
Quarterly Progress Update	<ul style="list-style-type: none"> Digital art, robotics, music and sport based activities were offered as part of the Youth Centre October 2019 school holiday program; After school programs at the Youth Centre offered a range of life skill and creative art opportunities for young people; and Youth Skate Fest was held at the Viaduct Youth Recreation Hub in October 2019, facilitated by Totem Skateboarding. The event aimed to empower young people with the skills to skate safely, be active, get outside and connect with friends and the broader community. 						

Plans and Strategies

Action	Description	Progress	Status
C1402.STRATEGY.001	Tamworth Regional Youth Strategy	The Strategy is currently under review.	On Track

Program: C1403 Community Care and Development

Owner: John Sommerlad / Business and Community

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
C1403.02	Provision and management of Community Centres for the Tamworth Regional Community	Tamworth Community Centre number of booking received	600	166	126		
Quarterly Progress Update	<ul style="list-style-type: none"> Wifi was installed and is up and running at the Tamworth Community Centre. Hirers have been pleased with this addition. Amy Crocker has filled the position of Functions and Events Officer - Community Centre; GoCo gave notice to vacate the external office space it had been leasing. An audit of that space and other casual spaces within the main building will take place. A marketing campaign will be developed to increase use of these casual spaces; and The baby grand piano has been relocated from the Gallery to the Britten Room. This now gives the Centre three rooms with working pianos which will assist with hire opportunities. 						

Projects

Action	Description / Progress	Current Budget	Percentage spent	Status
C1403.CW.001	Disability Action Plan - Capital Works A number of disability parking spaces have been approved in Tamworth and Kootingal. Locations include Dowe St, Peel Street and Denman Avenue.	\$72,604	0%	On Track

Plans and Strategies

Action	Description	Progress	Status
C1403.PLAN.001	Disability Inclusion Action Plan 2017-2021	<ul style="list-style-type: none"> The 2019 Tamworth Region Access Awards were held 6 December. A Disability Action Working Group Meeting took place on 10 December 2019. 	On Track
C1403.PLAN.002	Tamworth Regional Council Social Plan 2006	No update provided.	On Track

Events

Action and Event C1403.EVENTS.001	Progress	Start	End
There were no major events organised for the 1 October to 31 December 2019 reporting period.			

Program: C1404 Year Round Care

Owner: John Sommerlad / Business and Community

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
C1404.01	Provide quality and affordable year round care in Tamworth	Weekly before school care enrolment - East Tamworth (Average)	180	19	23		
		Weekly after school care enrolments - East Tamworth (Average)	400	63	69		
		Weekly after school care enrolments - South Tamworth (Average)	120	43	48		
		Weekly Vacation care enrolments - East Tamworth (Average)	240	50	50		
		Weekly Vacation care enrolments - South Tamworth (Average)	240	53	54		
		Weekly before school care enrolment - South Tamworth (Average)	120	25	23		
Quarterly Progress Update	<ul style="list-style-type: none"> Year Round Care staff attended Kindergarten Orientations at the local schools for children attending the service in 2020; Year Round Care - South underwent Assessment and Rating under the National Quality Standards and received a rating of 'meeting'; and Year Round Care - East have temporarily relocated to the Sternbank Building at Tamworth Public School, whilst renovation is undertaken on the 'Residence' building. 						

Program: C2101 Donations Program

Owner: John Sommerlad / Business and Community

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
C2101.01	To deliver the Annual Donations program to the TRC region	Number of community groups assisted	#	0	22		
		Total value of donations	\$	\$0	\$48,930		
		Donations to Tamworth Regional Schools, Preschools and Daycare centres	\$	\$0	\$4,260		
		Total value donated to recurring community groups	\$	\$0	\$66,650		
Quarterly Progress Update	<ul style="list-style-type: none"> The 2019/2020 Annual Donations Program submissions were sought between 5 August and 10 September 2019. 25 applications were received totalling \$128,369.11; Council at its Ordinary Meeting of 12 November 2019, resolved to approve donations to the value of \$48,929.58 to 22 applicants; The Policy provides for recurrent funding of \$66,650 to 9 individual organisations; The Policy also allows for an annual donation of \$60.00 to schools and preschools in the local government area to purchase academic prizes or library resources. This year totalling \$4,260.00 to 71 schools; and All successful applicants, recurrent recipients and schools have received their funding. 						

Program: C2103 Cultural Services

Owner: John Sommerlad / Business and Community

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
C2103.01	Undertake cultural development and cultural planning to support cultural diversity	Implement Cultural Plan Actions for Year	100%	Annual Target			
		Evaluation of events conducted	2	Annual Target			
Quarterly Progress Update	<p>Goal 1: Connect and Foster a “creative region” ecosystem:</p> <ul style="list-style-type: none">• Artstate Festival held in Tamworth;• EOI called for TRAAC and TRICAC;• Learning programs have been offered via the Innovation Studio, Library, Gallery and Youth services; and• Gallery exhibitions included: Exploded Textiles, Wonders of the Night Sky, Out of this World (Hugh Oliveiro), Art, Word, Place (ANW) and; Postcards from the North West. <p>Goal 2: Deepen engagement with the Tamworth Region’s identity and heritage:</p> <ul style="list-style-type: none">• The Buddy Knox Experience is held each Wednesday afternoon during school term at The Youthie. Mentoring Music sessions include Gamilaraay language songs;• Digital storytelling and Art workshops were provided for the multicultural community; and• Gomeroi Astrophysicist, Karlee Noon, presentation at Tamworth Library. <p>Goal 3: Develop audiences, events and programs to reflect a bold and innovative local arts culture:</p> <ul style="list-style-type: none">• Fiesta La Peel (57 stalls and 31 performances); and• Artstate 2019 hosted in Tamworth - formal program plus pop up and ephemeral art. <p>Goal 4 Celebrate our diverse community:</p> <ul style="list-style-type: none">• Jessica White author talk (signing at this event);• TRICAC developed;• Welcome to Country(Access Awards, Fiesta La Peel, Dolly Parton Imagination Library event, NICSE stage 1 opening); and• Acknowledgment of Country (Gallery x40, Manilla Christmas Carols, all library events, all community engagement sports and recreation plan sessions.). <p>Goal 5: Provide sustainable and engaging infrastructure, spaces and places:</p> <ul style="list-style-type: none">• Bicentennial Park Masterplan in community consultation stage; and• Funding application submitted for expansion of library space.						

Plans and Strategies

Action	Description	Progress	Status
C2103.PLAN.001	Tamworth Region Cultural Plan 2018-2023	<ul style="list-style-type: none"> The Tamworth Region Cultural Plan 2018-2023 was adopted by Council on May 22, 2018. The next Cultural Plan is due in June 2023. Cultural Plan implementation is on track. Fifteen actions were progressed this quarter. 	On Track

Program: C2104 Aboriginal Liaison

Owner: John Sommerlad / Business and Community

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
C2104.01	Progress actions against the Tamworth Regional Council's "Innovate" Reconciliation Action Plan to ensure Council's operations are just, equitable and productive	Support the establishment of an Aboriginal and Torres Strait Islander Cultural Centre	100%	25%	0%		

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
Quarterly Progress Update	The following RAP actions were completed in this Quarter: <ul style="list-style-type: none">• Reconciliation Action Plan Working Group (RAP WG) met in October 2020. Ongoing communication with RAP WG staff between meetings;• Internal business units report RAP Actions quarterly;• RAP WG members attended the Aboriginal Community Consultative Committee to Tamworth Regional Council (TRC) October and December 2020 meetings;• RAP implementation and RAP WG processes improvement consultation;• Two new Aboriginal female staff members joined the RAP WG;• A morning tea networking meeting for TRC Councillors and Tamworth Aboriginal Community Consultative Committee (TACCC) - organised and delivered - 11 December 2019;• Dolly Parton Imagination Library Promotional Event included Welcome to Country and Aboriginal Preschool dancers (70 adults / 110 children);• Collaboration with Artstate Tamworth - Aboriginal content events supported;• Children Aboriginal Story Time - Tamworth Library;• Elder invited to all Citizenship Ceremonies to conduct Welcome to Country;• Acknowledgement to Country conducted at each Ordinary and Extraordinary Council Meeting;• Fiesta La Peel – October 2019;• Access Awards – December 2019;• Exhibitions (3) - Tamworth Regional Gallery;• Installed signage in Bicentennial Park with Augmented Reality of “Welcome to Country” in language;• Dolly Parton Imagination Library - Tamworth Library;• Opening of the Northern Inland Centre of Sporting Excellence (NICSE) - Stage 1 Project – October 2019. Acknowledgement of Country;• Tamworth Regional Gallery - community and school groups visits (40);• Manilla Christmas Carols - December 2019;• All Community Engagement sessions, Sports and Recreation plan review - December 2019;• All Library Children Services’ toddler time, story time and school / preschool visits (50);• Local Bush Tucker stall - Fiesta La Peel;• Manager Infrastructure and Works meeting with TACCC regarding Gamilaraay translations - 12 February 2020;• Ongoing formal and informal interactions in Gamilaraay at the Youth Centre with young people;• Buddy Knox Experience program supported;• Aboriginal collection at Kootingal Library created;• A political process Pre-Candidate Information Session scheduled for July 2020; and• The TACCC consulted in October 2020 regarding Aboriginal cultural heritage assets.						

Plans and Strategies

Action	Description	Progress	Status
C2104.PLAN.001	Tamworth Regional Council Reconciliation Action Plan	<p>During the period October-December 2019, the following actions were taken to advance Tamworth Regional Council Innovate Reconciliation Action Plan 2018-2020:</p> <p>Reconciliation Action Plan Working Group (RAP WG) met in October 2020.</p> <ul style="list-style-type: none"> • RAP WG members attended the Aboriginal Community Consultative Committee to Tamworth Regional Council (TRC) October and December 2020 meetings; • One new Aboriginal female staff members joined the RAP WG; • A morning tea networking meeting for TRC Councillors and Tamworth Aboriginal Community Consultative Committee (TACCC) - organised and delivered - 11 December 2019; • Dolly Parton Imagination Library Promotional Event included Welcome to Country and Aboriginal Preschool dancers (70 adults / 110 children); • Collaboration with Artstate Tamworth - Aboriginal content events support – October - November 2019; • Children Aboriginal Story Time - Tamworth Library; • Elder invited to all Citizenship Ceremonies to conduct Welcome to Country; and • Acknowledgement to Country conducted at each Ordinary and Extraordinary Council Meeting. 	On Track

Events

Action and Event C2104.EVENTS.001	Progress	Start	End
There were no major events organised for the 1 October to 31 December 2019 reporting period.			

Program: C2105 Heritage Programs

Owner: Sam Lobsey / Planning and Compliance

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
C2105.01	Deliver the Heritage Advisory Service for the region	Number of current heritage listed items added to LEP	#	0	0		
		Heritage working group meetings attended	4	0	2		
		Council heritage fund for year allocated - Amount allocated	100%	0%	78%		
		Implementation of annual Conservation Management Plan Actions	100%	Annual Target			
Quarterly Progress Update	<ul style="list-style-type: none">• Council's Heritage Advisor, Clare James visited Tamworth on 25 October 2019, 22 November 2019 and 13 December 2019 where she provided advice on heritage matters in relation to development applications and public enquiries;• Seven applications were successful during the period;• Heritage Working Group met on 25 September 2019 and 13 December 2019 with Council's Heritage Advisor attending the 13 December 2019 meeting; and• During the meetings of 25 September 2019 and 13 December 2019 arrangements were discussed in regards to the upcoming Heritage Week and bi-annual Heritage Awards in May 2020.						

Plans and Strategies

Action	Description	Progress	Status
C2105.PLAN.001	King George Avenue Management Plan	King George V Avenue management plan and Council's actions are discussed with the King George V Avenue Working Group. This group did not meet in the second quarter, however, a meeting is scheduled for the third quarter.	On Track

Events

Action and Event	Progress	Start	End
C2105.EVENTS.001			
There were no major events organised for the 1 October to 31 December 2019 reporting period.			

Program: C2106 Streetscapes

Owner: Peter Resch / Regional Services

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
C2106.01	Manage councils streetscape to improve the visual appeal of our CBD and neighbourhoods	Investigate and report to Council on the establishment of a comprehensive Tree Management Plan	100%	20%	50%		
		Number of requests for maintenance of residential, rural and open spaces received	#	333	292		
Quarterly Progress Update	<ul style="list-style-type: none"> The Urban Street Tree Management Plan continued to progress with the Street Tree Advisory Group reviewing the street tree species list. The street tree species list has now been amended however further work is required to finalise this document. Watering of high profile areas including main street gardens and city entrances is continuing via water cart, however, other streetscapes across the region are severely affected by the drought. 						

Plans and Strategies

Action	Description	Progress	Status
C2106.PLAN.001	Develop a Regional Tree Management Plan	<ul style="list-style-type: none"> The Street Tree Advisory Group at the October 2019 meeting reviewed the Street Tree Species list. This list was then amended and reviewed at the December 2019 meeting where further amendments were suggested; The group were also asked to review the following two documents ready for the February 2020 meeting. These documents are: <ol style="list-style-type: none"> the Street Tree Species List Document; and the Minimum Standards for Landscaping. Further works at the Advanced Tree Nursery are being carried out in line with the Capital Works Funding. 	On Track

Program: C2107 Public Affairs

Owner: Chris Weber / Corporate and Governance

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
C2107.01	Citizenship ceremonies conducted	Number of ceremonies planned per quarter	4	2	1		
		Number of new citizens per quarter	#	46	61		
Quarterly Progress Update	Citizenship Ceremony conducted on 28 November 2019 with 61 new citizens naturalised.						

Program: C2108 Cemetery Services

Owner: Chris Weber / Corporate and Governance

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
C2108.01	Deliver burial services at Tamworth, Barraba and Moonbi Lawn Cemeteries, Tamworth Columbarium – including May Garden and ten operational cemeteries in the region	Guidelines / regulations met each quarter - 100%	100%	0%	100%		
Quarterly Progress Update	Burial and reservation details for the final quarter include: <ul style="list-style-type: none"> Burials = 29 Ash internments = 9 Reservations = 9 						

Projects

Action	Description / Progress	Current Budget	Percentage spent	Status
C2108.CW.001	Cemetery Capital Works <ul style="list-style-type: none"> • Works on cemetery construction continued in second quarter; • Road works and drainage on Showground Road saw extended delays due to failing sub grade - requiring multiple fixes; • Chapel roof completed; • Toilet completed; • The majority of turf and landscaped works completed; and • Estimated completion date is mid February 2020. 	\$1,431,167	67%	On Track

Program: C2201 Entertainment Venues

Owner: John Sommerlad / Business and Community

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
C2201.01	To present local, regional, state, national and international productions through out the year.	Deliver the annual program of events for Council's Entertainment Venues	100%	25%	25%		
		Develop a Performing Arts Strategic Plan	100%	Annual Target			
Quarterly Progress Update	<ul style="list-style-type: none">Season 2020 was launched on 27 November. With a theme of 'Engage. Escape. Experience.' The season includes 28 events made up of local and national touring productions including Opera Australia, Bell Shakespeare and the Sydney Symphony Orchestra who will be making a welcome return to the city after an 11 year absence;Work continued on the planning for the 2021 Season and the 2022 Season. Various state and federal funding applications were contributed to in this time; andDiscussions continue with major promoters on larger concerts.						
C2201.02	To establish a cultural precinct in Tamworth CBD	TRC will advocate for this facility with updates to be provided on a quarterly basis	4	25	1		
Quarterly Progress Update	<ul style="list-style-type: none">The Business Case and Concept Designs for the city's new proposed Performing Arts Centre and Precinct went on public exhibition for a period of 28 days. The documents then returned to Council in December and were unanimously adopted. A large turn out from the Performing Arts Community attended the meeting in support of the project;At that meeting Council also approved additional funding to go towards completing the Functional and Technical Design Brief which is the next step in getting the project 'shovel ready'; andWhile the Project was on public exhibition, during the Artstate Conference, a briefing of the Project was given to the State Arts Minster - the Hon Don Harwin, the Secretary for the Arts - the Hon Ben Franklin and the Member for Tamworth and Minister for Better Regulation and Innovation - the Hon Kevin Anderson.						

Projects

Action	Description / Progress	Current Budget	Percentage spent	Status
C2201.CW.001	Entertainment Venues - Capitol Theatre Renewal Program There are some small outstanding items in the Renewal Program which are being addressed post the Tamworth Country Music Festival.	\$10,612	79%	On Track
C2201.CW.002	Tamworth Town Hall renewal program No further work to be completed.	\$42,448	23%	Completed

Action	Description / Progress	Current Budget	Percentage spent	Status
C2201.CW.003	TRECC renewal program No further action on this work during the December quarter due to Christmas and Festival.	\$49,161	0%	On Track

Events

Action and Event C2201.EVENTS.001	Progress	Start	End
There were no major events organised for the 1 October to 31 December 2019 reporting period.			

Program: C2202 Library Services

Owner: John Sommerlad / Business and Community

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
C2202.01	Deliver library services and collections to the Tamworth Region, including the management of the Central North Regional Libraries (CNRL).	Number of visitors to the libraries in the Tamworth Region per quarter	160,000	38,984	34,309		
		Number new members in the Tamworth Region per quarter	1,200	514	453		
		Number of people attending library programs in the Tamworth Region (Adults and Children)	24,000	4,746	4,377		
		New Items added to CNRL	16,000	8,609	5,798		
		Loans managed in CNRL Region	320,000	81,528	61,604		
		Number of Loans in the Tamworth Region (electronic and physical)	200,000	54,589	49,089		
Quarterly Progress Update	<ul style="list-style-type: none"> Visitor numbers and loans are always lower in the December quarter due to the library Christmas closure period; Electronic loans are doing well and there are good numbers of new members; Usage is also likely effected by ongoing drought; and New borrower CALD 18. 						

Projects

Action	Description / Progress	Current Budget	Percentage spent	Status
C2202.CW.001	Tamworth Library upgrades <ul style="list-style-type: none"> Expenditure on track. Defibrillator purchased for City Library/ Gallery building. 	\$34,407	15%	On Track
C2202.CW.002	Central Northern Regional Library renewals and upgrades Resource expenditure is on track. Expenditure reflects a spike in the publishing industry that occurs prior to Christmas	\$379,568	69%	On Track

Events

Action and Event C2202.EVENTS.001	Progress	Start	End
There were no major events organised for the 1 October to 31 December 2019 reporting period.			

Program: C2203 Art Gallery and Powerstation Museum

Owner: John Sommerlad / Business and Community

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
C2203.01	To deliver a diverse range of Art Gallery events and programs that are accessible and relevant to the community	Gallery attendance	22,000	16,205	14,430		
		Number of Gallery events and public programs	400	104	102		
		Art Gallery Exhibitions	20	7	8		
		Exhibitions by local and regional artists	12	4	6		
		Delivery of outreach art programmes	#	4	11		
		Number of new artwork acquisitions to the Tamworth Regional Gallery collection	#	67	70		
		Documentation of Council owned Gallery collections including cataloguing and digitisation recorded	#	5	3		

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
Quarterly Progress Update	GALLERY ATTENDANCE						
	During the period 1 October to 31 December 2019 there were 5,997 people attending the gallery exhibition spaces. This figure was complemented by workshops in the gallery studio, exhibition openings and external training sessions of 2356 generating an attendance of 8353 for the gallery. There were another 6077 (20% of visitors) at Ray Walsh House to the exhibition zone, totalling 14,430 visitors for this period.						
	EXHIBITIONS						
	Gallery 1:						
	<ul style="list-style-type: none">Exploded Textiles;28 September to 1 December 2019;Wonders of the night sky through our eyes: Tamworth Regional Astronomy Club - 7 December to 31 December 2019;OUT OF THIS WORLD: Hugh Oliveiro - 7 December to 31 December 2019;Art-Word-Place: Arts North West - 31 October to 8 December 2019; andPostcards from the Northwest: Fran Wachtel - 14 December to 31 December 2019.						
	Ray Walsh House Community Space Exhibitions:						
	<ul style="list-style-type: none">Bumbira Art and Culture Program - 9 October to 7 November 2019;Walaayba (Home program) - 9 November to 29 November 2019; andChallenge Community Services Art Prize - 3 December 2018 to 4 January 2020.						
	EDUCATION AND PUBLIC PROGRAM TOTALS:						
	<ul style="list-style-type: none">102 Education and Public Programs Events in this period;2356 participated in education programs in this period.						
	ACQUISITIONS						
<ul style="list-style-type: none">2019.06 – 2019.73;Judy Cassab; andCultural Gift donations from John Seed and Peter Kampfner.							
C2203.03	To deliver a diverse range of Museum events and programs that are accessible and relevant to the community	Implementation of Tamworth Regional Museum Engagement Strategy	100%	Annual Target			
		Overall Museum attendance	#	3,489	2,195		
		Documentation of Council owned museum collections including cataloguing and digitisation recorded	#	0	2		
		Education and public programs held	#	11	13		
		Participants and volunteers in programs	#	3,160	593		

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
Quarterly Progress Update	MUSEUM STATS						
	Australian Country Music Hall of Fame						
	Throughout 1 October to 31 December 2019 there were 1411 individual museum entries recorded for the Australian Country Music Hall of Fame. The volunteers contributed 2314 hours to the running of the Museum. ACMF Attendance:						
	October - 757						
	November - 323						
	December - 331						
	Total = 1411						
	Tamworth PowerStation Museum						
	Throughout 1 October to 31 December 2019 there were 194 individual museum entries recorded for the Tamworth PowerStation Museum. Total attendance including, school groups, social groups, Artstate attendances as special events was 784 people. The volunteers contributed 781 hours to the running of the Museum.						
	October - 254						
November - 398							
December -132							
Total = 784							
TOTAL attendance PSM & ACMF = 2195							
TOTAL volunteer hours PSM & ACMF = 3095							
EDUCATION							
Total number of public programs = 13							
Total museum attendance at these public programs = 593							
C2203.04	To deliver a diverse range of public artworks across the Tamworth region	Implementation of the Tamworth Regional Council Public Art engagement strategy	100%	70%	25%		
		Number of new public artwork acquisitions to the Tamworth Region	#	0	4		
		Documentation of Council owned public art including cataloguing and digitisation recorded	#	1	4		
Quarterly Progress Update	PROJECTION PUBLIC ART - ARTSTATE TAMWORTH						
	• Venues: 4 Locations;						
	• Building Facade, 1 Fitzroy Street, corner Kable Ave – Emma Stilts projection, Various artworks by artist Reko Rennie;						
	• Tamworth Regional Gallery, 466 Peel St – Miranda Heckenberg and Andrea Bruno projection, images from the Tamworth Regional Gallery’s and the Art Gallery of New South Wales textiles collections;						
	• Ray Walsh House, 435 – 437 Peel St – Julian Mann, projections from the Tamworth Film & Sound Archive; and						
	• Bicentennial Park – Danny Stanley projection of Gomeroi dancers (Thursday only).						

Projects

Action	Description / Progress	Current Budget	Percentage spent	Status
C2203.CW.001	Art Gallery Capital <ul style="list-style-type: none"> TRANSMIT - Project Finalised; A series of outdoor projections were delivered as part of the Artstate Tamworth program; All the equipment required for this project has now been secured and the projectors have had an external box built for weather proofing and security; and The Transmit grant has now been completed expended and the acquittal was sent to Create NSW in December 2019. 	\$45,013	46%	On Track
C2203.CW.002	Museums Capital POWERSTATION MUSEUM - EXHIBITION CASES & SIGNAGE <ul style="list-style-type: none"> New exhibition cabinets were built and displays were ready for the 9th November City of Light anniversary celebrations; Essential Energy has provided \$10,000 sponsorship to construct new display cabinets; and The final combined budget is \$5,000 TRC and \$10,000 Essential Energy totalling \$15,000 for the display cases required at the museum and new signage. 	\$14,197	84%	On Track

Plans and Strategies

Action	Description	Progress	Status
C2203.PLAN.001	Tamworth Powerhouse Museum Strategic Plan	<p>Tamworth Regional Museums Engagement Strategy 2019-2024.</p> <p>Tamworth Regional Museums have been successful through Create NSW for \$50,000 funding towards our museums for the Navigating Home project.</p> <p>The project aims to:</p> <ul style="list-style-type: none"> • Tell one unique story in each museum's collection that explores local identity and place, as part of the wider story our region's history; • Transcend the viewer from passive observation to active participation by providing engagement with exhibitions and artist workshops; • Engage specialists in the field to generate quality exhibition design, website and social media components; • Provide opportunities to investigate each museum's collection and the associated collection stories; • Capture new audiences, who would not typically seek out exhibitions or collections, especially young people and provide exposure to, and engagement with, meaningful exhibitions and programs; and • Provide access to and engagement with each museum collection to educate and create greater community understanding. <p>Each museum involved in the project will focus on one aspect of their collection that assists to communicate the unique identity of the region.</p> <p>The museums/collections identified include:</p> <ul style="list-style-type: none"> • Tamworth Powerstation Museum; • Australian Country Music Collections; • Rocks, Gems, Minerals and Fossil Collections; • Moonbi Museum Agricultural Collection; and • Tamworth Regional Film and Sound Archive. <p>Highlights from around the LGA relating to our regional museums for this quarter included:</p> <ul style="list-style-type: none"> • National Guitar Museum new exhibits and the Wax Museum renovations, upgrades and cleaning; • Museum database eHive transfer for all Council museum collections in progress; • The Australian Country Music Hall of Fame 2020-2024 Strategic Plan has been finalised; • Regional Arts Fund (RAF) grant successful to support the exhibits at the new Tamworth Regional Astronomy and Science Centre; and • Museums Volunteer Training Day – best quality guided tours – Thursday, 31 October. 	On Track

Action	Description	Progress	Status
C2203.STRATEGY.001	Public Art Engagement Strategy 2016-2021	<p>PROJECTION PUBLIC ART - PUBLIC ART ENGAGEMENT STRATEGY</p> <p>During the last quarter Tamworth hosted Artstate:</p> <ul style="list-style-type: none"> • Venues: 4 x Projection Animations; • Building Facade, 1 Fitzroy Street, corner of Kable Ave – Emma Stilts projection, various artworks by artist Reko Rennie; • Tamworth Regional Gallery – Miranda Heckenberg and Andrea Bruno projection, images from the Tamworth Regional Gallery's and the Art Gallery of New South Wales textiles collections, Miranda Heckenberg, projections from the Tamworth Film & Sound Archive; and • Bicentennial Park – Danny Stanley projection of Gomeroi dancers (Thursday, 31 October only). 	On Track

Events

Action and Event C2203.EVENTS.001	Progress	Start	End
There were no major events organised for the 1 October to 31 December 2019 reporting period.			

Program: C3101 Community Safety and Crime Prevention

Owner: Sam Lobsey / Planning and Compliance

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
C3101.01	Respond and take action on community raised requests regarding the safety of the community	Implementation of Graffiti Management Plan Actions	100%	100%	75%		
		Percentage of requests responded to within 3 business days. (Animals, Overgrown Blocks, Illegal Activities)	80%	100%	100%		
		Number of CCTV requests received from Police	#	20	24		
Quarterly Progress Update	<ul style="list-style-type: none"> The 2017 - 2022 Crime Prevention Plan was adopted by Council on 10 October 2017. The Graffiti Management Plan was adopted on 27 June 2017. All targets and KPI's are being met for both Plans. Community safety concerns are being addressed as outlined in the Plans. In conjunction with the Police and other community stakeholders, proactive initiatives are also being implemented to address crime. 						
C3101.02	Enforce parking regulations in accordance with the Australian Road rules	Number of school zones patrolled per period	#	108	81		
Quarterly Progress Update	<ul style="list-style-type: none"> The parking rangers conducted daily patrols of the CBD area for the enforcement of the Australian Road Rules, concentrating on the high traffic and pedestrian areas. Officers will adjust patrols to accommodate complaints of parking issues in the CBD, such as the Bus, Taxi and Disable parking zones. The officers also conducted patrols of the region's school zones during the school term every Tuesday and Thursday morning or afternoon, this being two schools per patrol. The rangers also conducted ad-hoc patrols of the schools during this period. In total, 81 school patrols were conducted during this period, with 10 infringements being issued. Patrols of areas that have been considered contentious were also implemented by the parking officers, areas such as In St, Out St and Bridge St around Baiada and the airport car parks. Officers issued 285 infringements for parking offences for the period 1/10/19 to 31/12/19. 						
C3101.03	Respond to regulatory requests regarding abandoned vehicles	Number of abandoned vehicles reported per quarter	#	27	47		
Quarterly Progress Update	For the period of 1/10/19 - 31/12/19, the Ranger unit received 47 jobs regarding abandoned vehicles in a public place, of these 75.86% were completed within 14 days.						

Plans and Strategies

Action	Description	Progress	Status
C3101.PLAN.001	Graffiti Management Plan 2017-2022	<ul style="list-style-type: none"> The 2017 - 2022 Graffiti Management Plan was adopted by Council on 27 June 2017. All targets and KPI's are being met; Diversion projects and enforcement strategies are continually being implemented to target unlawful acts of graffiti; and The 2019 Graffiti Removal Day was held on 27 October. The Tamworth BMX Club grounds were identified as a suitable location to conduct activities. 	On Track
C3101.PLAN.002	Tamworth Regional Council Crime Prevention Management Plan	<ul style="list-style-type: none"> The 2017 - 2022 Crime Prevention Plan was adopted by Council on 10 October 2017. All targets and KPI's are being met. Notification was received on 22 October 2018 from the New South Wales Department of Justice advising that the Tamworth Regional Council Crime Prevention Plan was successfully adopted as a Safer Community Compact. The Plan will remain a Safer Community Compact for a period of three years. 	On Track

Events

Action and Event C3101.EVENTS.001	Progress	Start	End
There were no major events organised for the 1 October to 31 December 2019 reporting period.			

Program: C3102 Companion Animals

Owner: Sam Lobsey / Planning and Compliance

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
C3102.01	Maintain the TRC Animal Pound	80% of all dogs taken to pound are returned or rehomed	80%	57%	61%		
		50% of all cats taken to the pound are returned or rehomed	50%	15%	40%		
Quarterly Progress Update	Animal Control activities for the period of 1/10/19 - 31/12/19: <ul style="list-style-type: none"> 421 animals were either seized, brought to the pound (BTP) or surrendered; Cats (seized 0, BTP 126, Surrendered by owner 5) Dogs (seized 53, BTP 225, surrendered 20); 228 animals (54.16%) were either returned to the owner, sold or released to an organisation; cats 51 (40.48%), dogs 177 (61.46%). 						

Plans and Strategies

Action	Description	Progress	Status
C3102.PLAN.001	Strategic Companion Animal Management Plan (SCAMP) 2012-2015	The Management Plan is being reviewed to reflect changes in Companion Animal Management in the Council area. Of note in the new plan are the updated details regarding the leash free areas. Furthermore, the focus on the Dog Gala Day, Free Microchipping Day and any other responsible companion animal ownership programs are actively discussed in the SCAMP meetings.	On Track

Events

Action and Event C3102.EVENTS.001	Progress	Start	End
There were no major events organised for the 1 October to 31 December 2019 reporting period.			

Program: C3103 Environment and Health Services

Owner: Sam Lobsey / Planning and Compliance

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
C3103.01	To ensure local food premises through inspections are meeting their legal food safety requirements	All food premises located in the Tamworth Region requiring an inspection will be inspected at least annually	100	Annual Target			
Quarterly Progress Update	27 Inspections were conducted on food premises for the reporting period of December.						

Program: C3201 Floodplain management

Owner: Peter Resch / Regional Services

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
C3201.01	Management of flood liable land	Provision of management plans identifying urban floodplain risks: Tamworth Floodplain Risk Management Strategy & Plan, based on 2019 Tamworth Citywide Flood Investigation (2017/2018 Manilla FPRMS&P due for completion in Qtr1, Barraba FPRMS&P due) for completion in Qtr 3.	1	Annual Target			
Quarterly Progress Update	<ul style="list-style-type: none">• The Tender for the Tamworth City Wide Floodplain Risk Management Study and Plan was run. Three (3) submissions were received. In discussion and review with OEH, Sydney based firm, Hydrosptial have been selected as the preferred contractor. The Contractor has been formally engaged at the end of January and should commence their work in early February;• The East and North Flood Study is well underway and should be completed near the end of March 2020; and• Stormwater management Plan review/Updates for Tamworth, Kootingal, Manilla, Barraba have not been progressed yet. We are looking to roll these all into one project and go out to a consultant prior to the end of the financial year.						

Program: C3202 Emergency Services

Owner: Peter Resch / Regional Services

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
C3202.01	Coordinate Council response and assist combat agencies during emergencies and disasters	Meet statutory requirements of Local Emergency Management Officer (LEMO) requirements	100%	100%	100%		
Quarterly Progress Update	<ul style="list-style-type: none"> Severe fire conditions experienced across the summer, with Section 44 and State of Emergency Declarations across November and December. Council provided significant support, particularly with water carting operations, and traffic management during the Moonbi fire (which closed the New England Highway for several days); Local Emergency Management Committee continues to meet regularly and function well; and Planning for the Tamworth Country Music Festival (CMF) was undertaken, with pre-event emergency coordination meetings held. A security consultant was engaged to review CMF arrangements for hostile incident mitigation. 						

A Prosperous Region

Program: P1101 Tamworth Regional Economic Development

Owner: John Sommerlad / Business and Community

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
P1101.01	To implement actions and report on Council's Regional Economic Development Strategy "Tamworth Tomorrow"	Complete annual review of Regional Economic Development Strategy - Tamworth Tomorrow (2017/2018 Measure Implementation of Tamworth Tomorrow 2017/18 Actions)	100%	Annual Target			
Quarterly Progress Update	<ul style="list-style-type: none">On target and consistently reviewed.Workshops to be conducted after Blueprint 100 released in order to include Blueprint actions and update Tamworth Tomorrow prior to the current report expiry in 2021.						
P1101.02	To build relationships with local businesses and facilitate opportunities for growth	Business satisfaction with services offered by Council – industry survey	1	Annual Target			
		Monthly newsletter to industry outlining opportunities and economic activity of the region	12	0	3		
Quarterly Progress Update	<ul style="list-style-type: none">Relationship development is a key priority;Festival Friendly Business Program launched for January;Retail vacancy survey updated quarterly;Monthly newsletter circulated; andAdditional 7 email opportunities/ information circulated in this quarter.						

Plans and Strategies

Action	Description	Progress	Status
P1101.STRATEGY.001	Tamworth Regional Council Economic Development Strategy - Tamworth Tomorrow	<ul style="list-style-type: none"> The Tamworth Regional Economic Development Strategy – ‘Tamworth Tomorrow’ continues to be used as the guiding document for the direction of economic development activity for the city. Economic development staff continue to update and implement actions and plans for future opportunities, now aligning these to the Blueprint 100 priorities; There has been considerable work undertaken on projects including business engagement, university presence, airport / pilot projects/ Blueprint 100 and Glen Artney Enterprise area, plus a quarterly updated retail vacancy audit; and Review of Tamworth Tomorrow will continue to be undertaken over the next 12 months, pending outcome of Blueprint 100, to ensure we are ready to launch a new document on expiry of this strategy in 2021. 	On Track

Program: P1102 Landuse and Infrastructure planning will support future development at appropriate sites

Owner: Sam Lobsey / Planning and Compliance

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
P1102.01	Maintain and update strategic land use plans	Number of planning proposals prepared and submitted to the Department of Planning & Environment	#	0	3		
		Number of amendments to the Development Control Plan are prepared	#	0	2		
Quarterly Progress Update	<ul style="list-style-type: none"> A number of planning proposals and master plans were processed through various stages from October to December 2019; A revised planning proposal for 55 Dampier Street - 21 Wallamore Road was submitted and received a conditional Gateway Determination to proceed to exhibition; Oaklands planning proposal was reported to Council and approved for making under Delegation; The planning proposal to rezone various lots at Greg Norman Drive and Manilla and prohibit caravan parks in the RE2 zone received a Gateway Determination to proceed to public exhibition; Significant progress has been made on this process of the Glen Artney structure plan master-planning for Arcadia and Stratheden. Water Sensitive Urban Design DCP is being formulated; and Planning Proposal relating to Banalasta paused at this time pending further information. 						

Program: P2101 Promote the region as a destination for relocation

Owner: John Sommerlad / Business and Community

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
P2101.02	Advocate, as part of membership of Regional Cities NSW, for growth, regional infrastructure and investment		4	0	0		
Quarterly Progress Update	Regional Cities has received a presentation about Evocities and is developing a program for regional population growth and investment. This remains a work in progress.						

Events

Action and Event P2101.EVENTS.001	Progress	Start	End
There were no major events organised for the 1 October to 31 December 2019 reporting period.			

Program: P2102 Promotion of the region as a tourist destination

Owner: John Sommerlad / Business and Community

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
P2102.01	To promote the region as a destination to visit	Visitation numbers to the Visitor Information Centre	100,000	15,984	0		
		Implementation of Destination Tamworth Marketing actions for 2019/20	100%	25%	0%		
		Visitor satisfaction with Tourist Information Centres in our region. Surveys completed throughout the year and online surveys conducted around events	2	1	0		
		Community satisfaction with Council run / supported local events. 2 surveys completed	2	1	0		
		Update and maintain the Regional Events Calendar	100%	Annual Target			
		Quarterly Progress Update	<ul style="list-style-type: none">Over 22,000 Regional Visitor Guide distributed since its launch;Visitor satisfaction continually measured through the VIC and online analytics;Destination Marketing Plan being actioned;Content for webpage being reviewed;Image library continually being updated;Tamworth branded merchandise selling well;Changes at VIC well received;National Guitar Museum launched; andAll signage updated and modernised.				
P2102.02	To deliver a successful TCMF and identify opportunities to grow the TCMF brand all year round, locally, nationally and internationally	Implementation of the Tamworth Country Music Festival strategy actions for 2019/20	100%	25%	0%		
		Regular updates to Tamworth TV	24	3	0		
		Establish a committee to assist with the planning of the 50th Festival – 2022	100%	Annual Target			

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
		Engage local stakeholders in the music industry through Country Connect	100%	Annual Target			
Quarterly Progress Update	Preparation is ongoing to deliver a Tamworth Country Music Festival that targets young families, music enthusiasts and young adventurers, increasing visitation to Tamworth for the Festival, while maintaining interest within the primary audiences of grey nomads and country music fans.						

Projects

Action	Description / Progress	Current Budget	Percentage spent	Status
P2102.CW.001	Tamworth Regional Astronomy and Science Centre <ul style="list-style-type: none"> The Amenities building has been installed and commissioned as of 24/01/2020; The ASP3 electrical design has been submitted to Essential Energy for final approval; and The Astronomy Centre design is at 90%. 	\$1,922,576	3%	On Track

Events

Action and Event P2102.EVENTS.001	Progress	Start	End
Northern Inland Centre of Sporting Excellence Open Day	Events assisting Parks and Rec with the opening of the NICSE Open day	12/10/2019	12/10/2019
Fiesta La Peel	The 2019 Fiesta La Peel event saw 35 countries represented by food, 24 countries represented by entertainment, 14 countries represented by craft/retail, with a total of 54 countries on show at the event. Stall holders travelled from Tamworth, Gunnedah, Armidale, Coffs Harbour and Port Macquarie. Approximately 20,000 people attended the successful event.	19/10/2019	19/10/2019
Tamworth Regional Sports Awards	Sports Awards held at West Leagues Terrace area. TRC partnered with Intersport and 92.9 to host a sold out event. Council received 84 nominations from the sporting community.	30/10/2019	30/10/2019
Lighting of the Christmas Tree	The annual Christmas tree event was held in Fitzroy Plaza. TRC partnered with Tamworth Business Chamber for a Shop Local promotion car giveaway on the night. The event included market stalls, kids activities, live music and a visit from Santa. A competition to guess how many baubles on the tree was also run to engage the community.	05/12/2019	05/12/2019

Action and Event P2102.EVENTS.002	Progress	Start	End
TCMF: Star Maker	Applications have closed with 100 entries received. Top 10 to go through interview process.	07/01/2019	30/06/2020
TCMF: Festival Official Guide	Advertising closes Nov 1. Finished product arrived in Tamworth Dec 13 2019. Over 1000 presales.	01/07/2019	26/01/2020

Program: P3101 A Region for Education and Training

Owner: John Sommerlad / Business and Community

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
P3101.01	Council will support and advocate for a university campus in the region and the delivery of face to face tertiary courses	TRC will advocate for this service, updates to be provided on a quarterly basis	4	1	1		
Quarterly Progress Update	<ul style="list-style-type: none"> Discussions are continuing with the Australian Government and the state government. A site has been determined and council will continue to push for a full university presence that can deliver face to face training; A decision about federal government funding is still pending; and The University of New England is formalising its business case which specifically considers Tamworth opportunities. This is to be presented to Council in the first quarter of the 2020 year. 						

Program: P4101 Intermodal facility in Tamworth

Owner: John Sommerlad / Business and Community

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
P4101.01	To establish an intermodal facility in Tamworth	TRC will actively pursue for this facility in Tamworth, updates to be provided on a quarterly basis	4	0	1		
Quarterly Progress Update	<ul style="list-style-type: none"> The NSW Government, with Transport for NSW, John Holland Rail and Qube are working to finalise the detailed design; There remains a high level of cooperation between all parties, meetings have been held regularly between all parties and the project is progressing well; and A Project Control Group has been established with Graeme McKenzie the project manager. 						

Program: P4102 Tamworth will pursue a place as a freight entry and exit port for NSW

Owner: John Sommerlad / Business and Community

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
P4102.01	To facilitate the Airport Master Plan to enable direct landing and departure of international movements.	TRC will advocate for this service, updates to be provided on a quarterly basis.	4	0	1		
Quarterly Progress Update	<ul style="list-style-type: none"> The activity will be included in the new Tamworth Regional Airport Master Plan. Tenders will be called in the first quarter of the 2020 calendar year for the generation of a new Airport Master Plan which will include an international freight component. 						

An Accessible Region

Program: A1101 Sealed Roads

Owner: Peter Resch / Regional Services

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
A1101.01	Sealed Roads: Undertake regular inspections to identify defects and prioritise, schedule, and complete maintenance activities	Number of inspections undertaken	400	172	182		
		Number of high risk defects identified	#	0	0		
		Number of high risk defects addressed	#	0	0		
Quarterly Progress Update	<ul style="list-style-type: none"> 182 inspections carried out; 85 defects raised, 242 defects were completed. No high risk defects identified. 						

Projects

Action	Description / Progress	Current Budget	Percentage spent	Status
A1101.CW.001	Pavement Renewal program - Northern Stabilisation works on Trevallyn Road and Borah Road have been identified and budget adjustments now completed. This will expend all budget allocations with works anticipated to commence in March 2020.	\$572,065	4%	On Track

Action	Description / Progress	Current Budget	Percentage spent	Status
A1101.CW.002	Pavement Renewal Program - Southern <ul style="list-style-type: none"> Stabilisation works have been completed on 2 sections of Daruka Road; Pavement stabilisation works on Watsons Creek Road are scheduled to commence 4 Feb 2020 with water resources now available at site; Deep lift asphalt works have been completed at the intersection at Burgmans Lane and Werris Creek Road, travel lanes in Marius Street from Darling St to Maquarie St and the section of Jewry St from Manilla Road to Marius St; Further Asset Renewal projects have been identified and estimates are being prepared to enable budget adjustments with works programmed to be completed before June 2020; and Multiple crews from the construction area are now being allocated works to enable completion of these projects. 	\$3,197,438	31%	On Track
A1101.CW.003	Sealed Roads Reseal Program <ul style="list-style-type: none"> Resealing is now programmed for 70,000m² of Tamworth Streets, 74,000m² of rural roads in the Tamworth area and 72,400m² in Barraba/Manilla; These works have been programmed by Council's contractor to commence from Feb 17, 2020 and be completed before April 2020; and Allocation of remaining funds is being investigated for inclusion in Asset Renewal works. 	\$2,508,548	11%	On Track
A1101.CW.004	Regional Road - Reseal Program <ul style="list-style-type: none"> Gravel renewal works have been included in this budget on Rangari Road and Bundarra Road; Stabilisation works have been identified on Jewry Street from Lockheed St to the overpass on Britten Road and the anticipated Budget for these projects will expend all available funds. 	\$1,866,693	55%	On Track
A1101.CW.005	Road Infrastructure program upgrades <ul style="list-style-type: none"> Causeway approach and intersection approach sealing works progressing well, with numerous sites already completed. These works are expected to be undertaken progressively throughout the remainder of the year; Davidsons Lane curve realignment has had the new road location identified, and negotiations are currently underway with the adjacent property owners to enable the required land acquisitions to proceed. 	\$883,429	28%	On Track

Action	Description / Progress	Current Budget	Percentage spent	Status
A1101.CW.006	Classified Roads - repair projects <ul style="list-style-type: none"> Connors Creek Bridge reconstruction is now complete; Reconstruction works on Jewry St between Ebsworth and Lockheed St are scheduled for the first half of 2020. 	\$866,076	66%	On Track
A1101.CW.007	Local Roads Construction <ul style="list-style-type: none"> Bligh Street reconstruction works have commenced, with water mains relocation nearing completion, and road pavement rehabilitation expected to commence in early 2020; Design works are nearing completion for both the Garden Street Roundabout, and the Country Road Roundabout, with construction works expected during the first half of 2020; Pavement reconstruction has commenced on Garoo Road, with further works anticipated (across various sections of that road) throughout the year; and Design work is substantially complete for the Bowlers Lane upgrade, with construction expected to commence early in 2020. 	\$13,038,162	13%	On Track

Program: A1102 Unsealed Roads

Owner: Peter Resch / Regional Services

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
A1102.01	Undertake regular inspections to identify defects and prioritise, schedule, and complete maintenance activities to address high risk defects identified within the available budget	Number of inspections undertaken	500	395	115		
		Number of high risk defects identified	#	0	0		
		Number of high risk defects addressed	#	0	0		
Quarterly Progress Update	Unsealed Roads, 115 inspections carried out, 38 defects raised, 38 defects completed, 0 high risk defects were identified.						

Projects

Action	Description / Progress	Current Budget	Percentage spent	Status
A1102.CW.001	Gravel renewal program - Northern Gravel renewal works were completed on Borah Road, Rangari Road and Bundarra Road.	\$823,413	34%	On Track
A1102.CW.002	Gravel renewal program - Southern Gravel renewal works were completed on Hanging Rock Lookout Road.	\$1,373,596	37%	On Track

Program: A1103 Cycleways and Footpaths

Owner: Peter Resch / Regional Services

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
A1103.01	Cycleways and Footpaths: Undertake regular inspections to identify defects and prioritise, schedule, and complete maintenance activities to address high risk defects identified within the available budget	Number of inspections undertaken	100	18	355		
		Number of high risk defects identified	#	0	0		
		Number of high risk defects addressed	#	0	0		
Quarterly Progress Update	<ul style="list-style-type: none"> 355 Segments, 36 Streets inspected, 8 defects raised, 1 defect was completed; No high risk defects identified. 						

Projects

Action	Description / Progress	Current Budget	Percentage spent	Status
A1103.CW.001	Pedestrian improvement works <ul style="list-style-type: none"> The first stage of the Goonoo Goonoo shared path construction is now complete. The second stage of these works was delayed awaiting final design of the proposed upgrade of Goonoo Goonoo Rd by the RMS. This has now been resolved, and construction of the remainder of this cycleway is anticipated during the first half of 2020; Forest Road cycleway had commenced construction, and is approximately 75% complete. The final stage of these works is dependant on access to the adjacent Crown land, which is currently being negotiated; and The major cycleway expansion funded by Cycling Towns has now commenced construction, with the first sections being built in west Tamworth, in the vicinity of Peel High School. Work is progressing well. 	\$2,469,767	33%	On Track

Action	Description / Progress	Current Budget	Percentage spent	Status
A1103.CW.002	Footpath construction Additional footpath funding was allocated late in 2019 following Federal Government announcement of a major drought related grant. TRC staff members are currently preparing an Expression of Interest and quotation packages to enable these works to be undertaken during the first half of 2020.	\$80,000	0%	On Track

Plans and Strategies

Action	Description	Progress	Status
A1103.PLAN.001	Tamworth Regional Bike Plan 2014	<ul style="list-style-type: none"> Tamworth Regional Bike plan has been incorporated into the draft Active Transport Strategy, to be presented to Council late in 19/20; The draft Strategy has been aligned with Council's Blueprint 100 vision and priorities to ensure a consistent strategic approach is achieved for active transport infrastructure. 	On Track
A1103.PLAN.002	Tamworth Regional Pedestrian Access and Mobility Plan	<ul style="list-style-type: none"> Tamworth Regional Pedestrian Access and Mobility Plan has been incorporated into the draft Active Transport Strategy, to be presented to Council by April 2020; The draft Strategy has been aligned with draft Blueprint 100 vision and priorities to ensure a consistent strategic approach is achieved for active transport infrastructure. 	On Track

Program: A1104 Bridges

Owner: Peter Resch / Regional Services

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
A1104.01	Bridges: Undertake regular inspections to identify defects and prioritise, schedule, and complete maintenance activities to address high risk defects identified within the available budget	Number of inspections undertaken	20	11	6		
		Number of high risk defects identified	#	0	0		
		Number of high risk defects addressed	#	0	0		
Quarterly Progress Update	6 inspections completed. 6 defects raised, 6 defects completed, no high risk defects identified.						

Projects

Action	Description / Progress	Current Budget	Percentage spent	Status
A1104.CW.001	Bridge Renewal Program <ul style="list-style-type: none"> Connors Creek Bridge replacement now complete; Planning work has commenced for the next round of bridge replacements, to ensure that Council is well placed to benefit from future grant opportunities; Grant applications have been submitted for Benama Bridge and Fishers Bridge under the Fixing Country Roads Program, and for Retreat Bridge under Fixing Local Roads Program. Notification of the outcome of these applications is expected early 2020; and Funding allocated to the replacement of Copes Creek and Teatree Creek Bridges. Construction expected to commence early 2020. 	\$546,160	43%	On Track
A1104.CW.002	Major Bridge Construction Works Jewry Street Bridge duplication is complete.	\$508,845	101%	Completed

Action	Description / Progress	Current Budget	Percentage spent	Status
A1104.CW.003	<p>Manilla Low Level Bridge</p> <ul style="list-style-type: none"> Design and project development proceeding well. First draft of REF (Review of Environmental Factors) should be available by end of January. Most significant issue is likely to be noise. The plan is then to meet with affected property owners to work through issues and look at options; and The tender for design and construction of the bridge expected to go to market in late February, subject to managing issues out of REF. Otherwise, the project is developing very well. 	\$5,657,951	15%	On Track

Program: A1105 Car Parking

Owner: Peter Resch / Regional Services

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
A1105.01	Provide adequate off street car parks in Tamworth CBD	Increase utilisation of long stay car parks (% utilised)	#	61%	61%		
		Implementation of the Car parking Strategy Year One actions	100%	Annual Target			
Quarterly Progress Update	<ul style="list-style-type: none">The upgrade of the Gipps Street Car Park is now complete, with additional lighting, kerb renewal, pavement repairs, sealing works, improved security camera quality and coverage, the addition of disabled parking and access, line marking, tree removal, traffic calming, signage and median infill completed. Landscaping works around the car park have been deferred until climatic conditions are more favourable;Further expansion of parking facilities will be detailed in the draft Tamworth CBD Parking Strategy, due to be presented to Council in February 2020. The Strategy will recommend further capital works and operational changes to continue supporting the required growth in car parking in the CBD.						

Projects

Action	Description / Progress	Current Budget	Percentage spent	Status
A1105.CW.001	<p>Car park capital works</p> <ul style="list-style-type: none"> Gipps St car park construction is substantially complete including lighting and CCTV upgrades. Landscape planting has been postponed due to the drought and the final seal and line-marking is due in third quarter 2019/20; Peel St long vehicle car park is due for construction in Q4 2019/20. 	\$406,024	34%	On Track

Plans and Strategies

Action	Description	Progress	Status
A1105.STRATEGY.001	Car Parking Strategy.	<ul style="list-style-type: none"> Public exhibition of the draft Strategy commenced in December 2019, and concluded early February 2020; Feedback from the consultation period will be incorporated into the final version and presented to Council late February for adoption. 	On Track

Program: A2101 Expand Airport Services and the Aviation Industry

Owner: John Sommerlad / Business and Community

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
A2101.01	To deliver a regional airport with a reputation for safety, comfort and reliability	Operate Airport in accordance with Civil Aviation Safety Authority (CASA) rules and regulations and Office of Transport Security Act and Regulations	100%	25%	25%		
Quarterly Progress Update	<ul style="list-style-type: none"> Tamworth Regional Airport continues to comply with all regulatory requirements; The new Instrument Landing System is functioning as required; and The terminal continues to meet the needs and expectations of users. 						

Projects

Action	Description / Progress	Current Budget	Percentage spent	Status
A2101.CW.001	Airport - Capital works The new security equipment is to be procured by tender. The tender will be issued in the first week of February.	\$1,964,472	3%	On Track
A2101.CW.002	Airport Terminal Extension <ul style="list-style-type: none"> The works have been completed. The Defects Liability Period has concluded with no outstanding matters. All matters have been attended to; The release of the balance of the security deposit has been completed. 	\$99,111	12%	On Track
A2101.CW.003	Instrument Landing System (ILS) upgrade Works completed with the new ILS fully functional.	\$706,322	21%	Completed
A2101.CW.004	Airport - Main Apron Extension Works completed.	\$26,120	0%	Completed

Plans and Strategies

Action	Description	Progress	Status
A2101.PLAN.001	Tamworth Regional Airport Master Plan	<ul style="list-style-type: none"> Tenders for the generation of a new Tamworth Regional Airport Master Plan will be called in the first quarter of the 2020 calendar year; The current Master Plan has been subject to a peer review. A workshop has been held with Councillors for their input as a first stage of the new Master Plan's development. 	On Track

Program: A2201 Public and Community Transport Services

Owner: John Sommerlad / Business and Community

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
A2201.01	Advocate for improved and expanded public and community transport within the Region	TRC will advocate for this service; updates to be provided on a quarterly basis	4	1	1		
Quarterly Progress Update	Qantas will commence Tamworth/Brisbane/Tamworth passenger services in March. Three services per week will operate in addition to daily services provided by Fly Corporate.						
A2201.02	Advocating for an extension of the Newcastle to Scone rail service to Tamworth	TRC will advocate for this service; updates to be provided on a quarterly basis	4	0	0		
Quarterly Progress Update	Work in this area will need to be considered as part of a much broader public transport review.						

Projects

Action	Description / Progress	Current Budget	Percentage spent	Status
A2201.CW.001	Country Passenger Transport Infrastructure Grants Scheme (CPTIGS) CPTIGS program complete, with various bus shelters and bus stops installed across the region.	\$133,096	96%	Completed

Program: A2301 Traffic Management

Owner: Peter Resch / Regional Services

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
A2301.01	Facilitate the meeting of the Local Traffic Committee meetings to discuss and recommend solutions for identified road safety and traffic planning issues	Recommendations completed within 6 weeks of Council endorsement	100%	100%	95%		
Quarterly Progress Update	The Local Traffic committee continues to function effectively. Meetings are held each month. The next meeting will be Wednesday 5 February 2020.						

Program: A3101 Facilitate access to state of the art technology and communications for all residents and businesses living in the region

Owner: John Sommerlad / Business and Community

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
A3101.01	To advocate for the implementation of the NBN across the entire region and for technology to support business and lifestyle in our community	TRC will advocate for this service; updates to be provided on a quarterly basis	4	1	1		
Quarterly Progress Update	The NBN has been installed across the region.						

A Region for the Future

Program: F1101 Maintain, upgrade and renew stormwater infrastructure

Owner: Bruce Logan / Water and Waste

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
F1101.01	Maintain, upgrade and renew stormwater infrastructure	Number of inspections undertaken on assets > 50 years age	80	78	4		
		Number of high risk defects identified on assets > 50 year age	#	1	0		
		Number of high risk defects addressed on assets > 50 years age	#	1	0		
Quarterly Progress Update	4 inspections undertaken, 0 high risk hazard found. A number of uncovered pipe inlets were found and need to be assessed.						

Projects

Action	Description / Progress	Current Budget	Percentage spent	Status
F1101.CW.001	Drainage renewal program Causeways completed but waiting on final seals; Kia Ora Lane, Duri Winton Road, Pendene Lane started.	\$403,366	41%	On Track
F1101.CW.002	Drainage Strategic Capital North and East Drainage Study draft report expected in early 2020.	\$80,000	60%	On Track

Program: F1102 Asset Management

Owner: Bruce Logan / Water and Waste & Peter Resch / Regional Services

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
F1102.01	Coordinate and assist the actions of Asset Owners to ensure continued improvement of asset management across the organisation	Facilitate the completion of scheduled actions from the Asset Management Strategy in accordance with an agreed program	100%	100%	75%		
		Asset Management Reference Group (AMRG) Meetings	12	3	6		
Quarterly Progress Update	<p>Two AMRG meetings and one AMRG training session on valuations were complete in this quarter:</p> <ul style="list-style-type: none"> • Progress reports on Work orders and GIS improvements; • Progress reports on Asbestos Register and Fire Safety; • Progress report on 2019 Asset Management Improvement Program; • Progress report on Strategic Asset Management (SAM) implementation; and • Developed Asset Management Improvement Program for 2020. 						

Projects

Action	Description / Progress	Current Budget	Percentage spent	Status
F1102.CW.001	<p>Regional Buildings Asset Renewal Program</p> <p>The following projects were completed:</p> <ul style="list-style-type: none"> • Manilla-small & large Town Hall, renewal of courtyard roof; • Tamworth 218 Peel Street - painting & structure renewal; • Tamworth Mechanics Institute - aircon renewal; • Loomberah Hall - floor reseal; • Dungowan Hall - roof renewal; • The following projects are currently in progress: • Dungowan Hall - renewal of air conditioner; • Tamworth 6 Denne Street - external painting; • Barraba Showground – painting; • Barraba Showground - renewal of fittings and fixtures; and • Tamworth Ray Walsh House - CCTV renewal. <p>Quotation process completed:</p> <ul style="list-style-type: none"> • Tamworth Ray Walsh House - reseal balcony level 5; • Tamworth Community Centre - replace air conditioner; • Tamworth ACMF - renewal of internal & external lights; • Tamworth Community Centre - renew roof safety access system; and • Tamworth TRYC - irrigation renewal. 	\$1,394,591	27%	On Track
F1102.CW.002	<p>Regional Halls & Facility Improvements Program</p> <p>A total of eleven Facility Improvement Fund applications were approved for Section 355 Committee.</p>	\$85,973	50%	On Track
F1102.CW.003	<p>Barraba community buildings</p> <p>Operations commenced from 'one stop shop' in April 2019.</p>	\$5,766	1%	Completed

Plans and Strategies

Action	Description	Progress	Status
F1102.STRATEGY.001	Asset Management Strategy 2017-2027.	<p>In the Asset Management strategy document for 2017-2027 there are 11 strategies which the Asset Management Reference Group will be working on to improve Asset Management. Underpinning the strategies is the improvement plan which has 11 practice areas.</p> <p>An Improvement program has been developed for 2020 which has the following focus areas:</p> <p>Information and systems:</p> <ul style="list-style-type: none"> Continued implementation of Work Order systems; Continual improvement of asset register attribute data; and Implementation of pavement management system. <p>Asset Life cycle Management:</p> <ul style="list-style-type: none"> Implementation of a strategic asset management system; Implementation of Asset Management plans. <p>Accountability and Direction:</p> <ul style="list-style-type: none"> Review of asset management policy; Continual focus on buildings asset management. 	On Track

Program: F1103 Strategic Planning

Owner: Sam Lobsey / Planning and Compliance

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
F1103.01	To support potential industrial, residential and commercial land expansion particularly in the region	Preparation of the Blueprint 100 (Blueprint)	100%	25%	50%		
Quarterly Progress Update	<ul style="list-style-type: none"> The Blueprint process was intensified with the formulation of Parts 1 & 2 (Local Strategic Planning Statement) to draft stage for consideration of Council at its Ordinary Meeting of 17 December 2019; A report was presented to the 17 December 2019 Meeting where Council resolved to adopt the documents for exhibition in early 2020; Work on the Arcadia, Hills Plain and Stratheden major land releases is continuing through the rolling charrette series developing master plans to lift the standard of urban design; The Glen Artney structure planning has evolved as infrastructure and marketing strategies continue to be developed; and The KPI percentage is achieved as at 31 December 2019. 						
F1103.02	To ensure effective use of development contributions	Value of section 7.11 and section 7.11A development contributions received	\$	\$76,948	\$626,151		
Quarterly Progress Update	<ul style="list-style-type: none"> In the period from October to December 2019 a total of \$626,151 in S.7.11 & S.7.12 development contributions were received and \$1,381,854 in S.64 water and waste-water head-works were received; and The receipt of S.7.11 and S.7.12 income is now on track overall with predicted significant payments from some big developments coming to fruition. Similarly S.64 head-works income increased significantly more in line with income projections. 						

Projects

Action	Description / Progress	Current Budget	Percentage spent	Status
F1103.CW.001	Fitzroy Street - Redevelopment Works are ongoing: <ul style="list-style-type: none"> • Tree vaults installed included 4 advanced trees; • Paving repaired; • Street furniture manufactured; • 5 of 9 living umbrellas Installed; • Remaining 4 umbrellas and tree bench seats to be installed after TCMF (Note Misting and Irrigations Systems not installed until relaxation in water restrictions); and • Tactile markers to be installed post TCMF. 	\$778,097	45%	On Track

Plans and Strategies

Action	Description	Progress	Status
F1103.PLAN.001	Tamworth Regional Development Control Plan 2010	<ul style="list-style-type: none"> • Work has commenced on the preparation of a draft Development Control Plan in relation to Water Sensitive Urban Design; • This DCP will compliment a suite of initiatives that are aimed at promoting greywater reuse and water efficiency; and • Consultation has been undertaken with the development industry and plumbing sector in relation to potential community education initiatives and incentives that can be established. 	On Track
F1103.PLAN.002	Tamworth Regional Local Environmental Plan 2010.	<ul style="list-style-type: none"> • A report in relation to Blueprint (which includes the Local Strategic Planning Statement) was adopted at the Council meeting on 17th December 2019; • It is anticipated that Blueprint and the Local Strategic Planning Statement will be available for wider community consultation in March 2020. 	On Track

Program: F1104 Plant and Fleet

Owner: Peter Resch / Regional Services

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
F1104.01	Effectively manage Council's Stores Operation and its Plant and Fleet	The average of all large plant utilisation is at least 90% of benchmark	90%	96%	92%		
		The result of random stocktakes has an error rate of less than 5%	5%	-3%	3%		
		Replace Plant and Fleet items in line with endorsed program	100%	100%	100%		
		By replacing with more efficient vehicles ADR81/01 is reduced	1%	-1%	1%		
Quarterly Progress Update	<ul style="list-style-type: none"> Council's plant, fleet, building services and stores operations are on target and within budget up until the end of the second quarter of this financial year. All Key Performance Indicators are within target levels. 						

Projects

Action	Description / Progress	Current Budget	Percentage spent	Status
F1104.CW.001	TRC Region plant replacement (large) The large plant replacement program is on track and within budget at the conclusion of the second quarter.	\$4,505,125	41%	On Track
F1104.CW.002	TRC Region plant replacement (small) The small plant replacement program is on target and within budget for the second quarter.	\$169,793	40%	On Track
F1104.CW.003	TRC Region Sedans/Light commercial replacements The light vehicle replacement program is on track and within budget up until the end of the second quarter.	\$1,147,803	35%	On Track

Action	Description / Progress	Current Budget	Percentage spent	Status
F1104.CW.004	TRC Region depots/workshops renewal and upgrades The depot upgrades and renewal project is on target and within budget up until the end of the second quarter.	\$160,692	59%	On Track

Program: F2101 Biosecurity

Owner: Sam Lobsey / Planning and Compliance

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
F2101.01	To ensure that our planning and operational processes consider the impacts to biosecurity and our natural environment	Number of KMs roadside sprayed	#	1,280	2,970		
		Number of 'area' reserves sprayed	#	340	9,875		
		Number of Inspections – High Risk	45	49	83		
		Compliance with the Biosecurity Act	100%	100%	100%		
Quarterly Progress Update	<ul style="list-style-type: none"> Chilean Needle Grass program ongoing, infestations were treated in the Loomberah, Calala, Scotts Rd and Oxley Vale areas. The Carter St recreation area was also treated; A total of 83 properties were inspected covering 2552 hectares; Weeds Officers met with Managers of Sport and Recreation and Infrastructure and Works to create a program to reduce the spread of weeds by machinery; Roadsides are constantly being monitored at the moment due to the amount of stock feed being transported around the area. A Tropical Soda Apple plant was found in Marius St, proving that it is not only the rural roads that have to be monitored; There were 2 Alligator Weed inspection runs completed with only 1 plant being found; Weeds Officers attended the quarterly North West Regional Weeds Committee meeting as well as the Regional Weeds Officers meeting in Narrabri; Senior Weeds Officer Mal Stein also attended a meeting to develop draft document for the -2020-2025 North West Weed Action Plan; and Weeds Officer Rob Burr attended a Grass ID course at the Calala Ag Research Station. 						

Program: F2201 Environmental Laboratory Services

Owner: Bruce Logan / Water and Waste

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
F2201.01	Effective and efficient Laboratory operations that comply with NATA and grow the laboratory business	Maintain NATA (National Association of Testing Authorities) Accreditation	100%	100%	100%		
		Issue reports to clients within specified reporting period of 7 working days	100%	100%	88.6%		
Quarterly Progress Update	<ul style="list-style-type: none">NATA Surveillance Audit - Notification of Continuation of Accreditation received 22/01/2020, after all conditions from audit were satisfactorily addressed;For the period of 1 Oct to 31 Dec 2019, 88.6% of reports were issued within 7 working days, with an average turnaround time of 6.5 working days.						
F2201.02	Grow the laboratory as a business	Revenue as shown as shown by the difference between income and expenditure across all services should increase by 5% per annum	5%	Annual Target			
Quarterly Progress Update	Measurable as an annual KPI only.						

Projects

Action	Description / Progress	Current Budget	Percentage spent	Status
F2201.CW.001	Environmental Laboratory upgrades <ul style="list-style-type: none"> Laboratory update to micro lab and lunch room complete; Laboratory Incubator installed and in use; Autoclave installed and in use; Ion Chromatograph - installed and working; and Method development for Anions and Cations analysis in progress. 	\$164,795	92%	On Track

Program: F2202 Sustainability

Owner: Bruce Logan / Water and Waste

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
F2202.01	To implement community programs to improve environmental sustainability.	Facility tours, school, visits, early childhood visits and community events.	12	16	9		
		Number of promotional campaigns run.	6	Annual Target			
Quarterly Progress Update	For this reporting period the Sustainability Unit conducted or participated in the following engagement and education activities:						
	Sustainability Events: <ul style="list-style-type: none">• ‘Tune into Recycling’ launch event;• Teys ‘Healthy Wealthy and Wise’ stall – water restrictions. Schools and early childhood visits: <ul style="list-style-type: none">• St Josephs Primary – waste and recycling;• Landfill tour – Currabubula School;• Water Treatment Plant tour – Farrer High School;• Tamworth Public School – recycling education; and• Billabong Kids Central – waste and water education. Promotional Campaigns: <ul style="list-style-type: none">• ‘Let’s Work Together’ Level 5 water restrictions campaign continues across all marketing and communications avenues, including TV, radio, social media, cinema advertising, roadside VMS boards, accommodation provider collateral, community engagement pop up stalls, business seminars, bus shelter advertising, branded takeaway coffee cups for businesses;• ‘Let’s Talk Rubbish’ campaign continues across multiple marketing and communication avenues including TV, Radio, garbage truck signage. National Recycling week was held in October and saw the launch of the new interactive virtual tour of the Challenge Recycling Facility. The virtual tour gives everyone the opportunity to see how our recycling is handled and sorted as well as tracks recycling contamination rates and shows short videos of the workers at the Challenge Facility describing the good, bad and ugly of working in the facility.						
F2202.02	To improve environmental sustainability	Increase % material diverted from landfill by 2%	2%	Annual Target			
		Recycling contamination from kerbside collection <15%	15%	15.97%	12%		
		Number of water saving rebates granted and projected water savings	#	19	203		

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
Quarterly Progress Update	As the drought continues there has been a significant increase in the number of water saving rebates applications received and paid for the reporting quarter.						
	<ul style="list-style-type: none">Total rebates paid – 203;Cost to Council - \$27,039.92.						
	Breakdown of rebates claimed:						
	<ul style="list-style-type: none">Dual Flush Toilets – 28;Residential plumbers audit – 5;Rain water tank 2-5 kilolitre – 8;Rain water tank above 5 kilolitre – 14;3 star + Shower head – 21; andSwimming Pool Cover – 127.						
	<ul style="list-style-type: none">In November 2019 Council resolved to extend the water rebates scheme to business and commercial water users. To the end of December 2019, no business or commercial rebates have been processed however there have been a significant number of enquiries. In December 2019 a range of other products were reviewed and added to the eligible products for rebates list. The uptake of these rebates will be reported in the next quarter;						
	<ul style="list-style-type: none">Council staff continue to implement the drought response - water restrictions communications and engagement plan (CEP), continuing with TV and radio advertising, community engagement activities, roadside VMS boards, cinema advertising and other static signage at various locations in Level 5 restrictions areas. An amended CEP was developed for Manilla and Barraba as they moved to Level 3 restrictions ensuring that targeted communications and marketing activities commenced prior to the restrictions change;						
	<ul style="list-style-type: none">There have been a steady number of tank inspections being received each week for Tamworth Moonbi and Kootingal. The inspection bookings in Manilla and Barraba have increased considerably since the announcement of Level 3 restrictions;						
	<ul style="list-style-type: none">Consumption in Tamworth, Moonbi and Kootingal has been higher than previous reporting periods and has failed to meet the average daily target for most of the hot months. This is attributed to the increase of evaporative air conditioner use. Council are looking into incentives or education activities to encourage servicing and maintenance of evaporative air conditioners;						
	<ul style="list-style-type: none">Waste recycling contamination has reduced in this reporting quarter, averaging 12.03%;						
	<ul style="list-style-type: none">October - 13.27%a reduction of 1.95% from previous month;November - 10.14 % a reduction of 3.12% from the previous month; andDecember - 12.69% an increase of 2.54% from the previous month.						
F2202.03	Monitor and report on Council’s environmental performance	Energy consumption for all TRC assets (kWh)	#	4,222M	4,399M		
		Energy produced from on-site solar PV and dollars saved (kWh/\$)	#	32,850	54,750		
		Energy efficiency savings in kWh and dollars saved (kWh/\$)	#	161,700	161,700		
		Installed solar capacity across Council assets (kWh)	#	80	120		

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
		Reduce treated water consumption for TRC assets by 2% per annum	#	0%	0%		
		Water efficiency savings in kL and dollars saved (kL/\$)	#	0	0		
		Carbon emissions from energy (T)	#	3,799	3,549		
Quarterly Progress Update	<ul style="list-style-type: none"> • Energy consumption across all TRC assets - 4,399,073 kWh; • Energy produced from on-site solar PV kWh (approx.) - 54,750 kWh; • Energy efficiency savings in kWh (approx.) - 161,700 kWh; • Installed solar capacity across Council assets - 120 kW; • Carbon emissions from energy - 3,549 T CO₂; and • Installed solar capacity has increased by 40 kWh with the behind the meter solar installations at Council facilities starting to come on line. Savings from solar PV energy produced on site for this quarter is \$10,950. 						
F2202.04	To participate in local, regional and state initiatives to improve councils awareness of sustainability in the region	Participation in projects or initiatives undertaken by NIRW; Sustainability Advantage Council Cluster meetings and other regional activities	100%	100%	100%		
Quarterly Progress Update	<p>During this reporting quarter, the Sustainability Unit participated in the following initiatives:</p> <ul style="list-style-type: none"> • Behaviour change workshop – waste - hosted by Northern Inland Regional Waste; • Northern Inland Regional Waste General Meeting; • Net Zero emissions and climate change workshop hosted in Armidale by the Climate Change and Sustainability Division of the NSW Department of Planning, Industry and Environment; and • Sustainable North West meetings. 						

Projects

Action	Description / Progress	Current Budget	Percentage spent	Status
F2202.CW.001	<p>Sustainability Waste - Projects and Initiatives</p> <p>Educational Opportunity Stats:</p> <ul style="list-style-type: none"> • Tours - 1 = 25 people; • School visits - 4 = 551 students; • Community Group visits - 2 = 60 people; • Business assistance – 2; • National Water Week - October - Attended Barraba Office for community engagement. 1 person came in to speak about water; • NIRW - Attended Annual General Meeting in Armidale in November; and • National Recycling Week - 11 - 17 November 2019 - Completed and launched the Challenge Recycling Virtual Tour resource to be used to as an ongoing educational resource. <p>TCMF:</p> <ul style="list-style-type: none"> • TCMF2020 Media Launch Day - 3 December a Media event day was held with Troy Cassar-Daley at St Mary's Preschool and was well attended by the media and parents of the children. All media outlets were attended to promote the Tune in to Recycling messages for TCMF; • TCMF Float - booked vehicle and arranged with the builders about installation and dates. Arranged Tamworth Art Collective to create artworks that represented the Tamworth Colour and connection to Country and Women of Country. <p>OTHER:</p> <ul style="list-style-type: none"> • Christmas Recycling Campaign was scaled down due to the availability of Social Media post spaces and cross promotion of some NIRW posts and other influential Social media posts from ABC National Sustainability Podcasts and 1 Million Women; • Water Rebates - took over driving this initiative from the Water Sustainability Officer in the development of the T&C's for the rebates and the application form and the internal processes. 	\$0	0%	On Track

Action	Description / Progress	Current Budget	Percentage spent	Status
F2202.CW.002	Water Sustainability <ul style="list-style-type: none"> In November 2019 Council resolved to extend the Water Rebates scheme to business and commercial water users. Up until the end of December 2019, no business or commercial rebates have been processed however there have been a significant number of enquiries. In December 2019 a range of other products were reviewed and added to the eligible products for rebates list. The uptake of these rebates will be reported in the next quarter; Council staff members continue to implement the drought response. Water restrictions Communications and Engagement Plan (CEP), continuing with TV and radio advertising, community engagement activities, roadside VMS boards, cinema advertising and other static signage at various locations in Level 5 restrictions areas. An amended CEP was developed for Manilla and Barraba as they moved to Level 3 restrictions ensuring that targeted communications and marketing activities commenced prior to the restrictions change; There have been a steady number of tank inspections being received each week for Tamworth Moonbi and Kootingal. The inspection bookings in Manilla and Barraba have increased considerably since the announcement of Level 3 restrictions; Consumption in Tamworth, Moonbi and Kootingal has been higher than previous reporting periods and has failed to meet the average daily target for most of the hot months. This is attributed to the increase of evaporative air conditioner use. Council are looking into incentives or education activities to encourage servicing and maintenance of evaporative air conditioners; and Community engagement pop-up stalls are occurring regularly in prominent and high pedestrian activity areas, particularly where they can run in conjunction with other community events. These have been well attended and feedback and response is generally positive. 	\$50,000	32%	On Track
F2202.CW.003	Energy Sustainability <ul style="list-style-type: none"> Solar PV in progress at: Sports Dome, Community Centre, Westdale, TRECC, Barraba WTP, Barraba Pool and Dungowan Dam; Detailed design and approvals completed for Library, old VIC and Lockheed St Depot. 	\$904,328	12%	On Track

Plans and Strategies

Action	Description	Progress	Status
F2202.PLAN.001	Tamworth Regional Council Demand Management Plan	Council staff members continue to implement the Demand Management Plan.	On Track
F2202.PLAN.002	Tamworth Regional Council Drought Management Plan	<ul style="list-style-type: none"> The Drought Management Plan is being implemented; All water supplies within the Tamworth Regional Council area are currently on varying levels of restrictions; and When the current drought breaks the Drought Management Plan will be reviewed and updated. As the period of reduced water supply continues, any issues or items from the Drought Management Plan that require review or revision are being documented to help guide the review process. 	On Track
F2202.STRATEGY.001	Tamworth Regional Council Sustainability Strategy	Actions resulting from the Sustainability Strategy continue to be implemented. From July 2020 a review of the Strategy and action plan will commence and a new strategy developed for June 2021.	On Track

Events

Action and Event	Progress	Start	End
F2202.EVENTS.001			
Events held during 1 October to 31 December 2019 reporting period have been previously reported in the above referenced Actions.			

Program: F2203 Waste management and resource recovery

Owner: Bruce Logan / Water and Waste

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
F2203.01	Management of Waste Collection Services	Ensure all conditions and measures of waste collection contract are achieved	100%	100%	100%		
Quarterly Progress Update	<ul style="list-style-type: none"> Council's waste collection services continued to meet established targets during the past quarter with all conditions and measures of Council's waste collection contract being achieved. A new waste collection contract to commence in July 2021 is currently being tendered. 						
F2203.02	Waste Management Facility Operation	Compliance with Environmental Protection Licence	100%	100%	100%		
Quarterly Progress Update	<ul style="list-style-type: none"> Council continued to operate landfill sites in accordance with Environmental Protection Licences and NSW EPA Landfill Guidelines. Alternative daily waste cover trial at the Forest Road Landfill was completed this quarter and associated EPA licence amendment occurred to allow ongoing use; Council continued to achieve existing recycling, reprocessing, re-use targets at all sites. Annual results of diversion increased by 4% to 54% total diversion of waste. 						

Projects

Action	Description / Progress	Current Budget	Percentage spent	Status
F2203.CW.001	<p>Waste Management - Capital Works Forest Road Landfill</p> <ul style="list-style-type: none"> Program proceeding on time & budget. <p>Projects completed this quarter include:</p> <ul style="list-style-type: none"> Alternative Daily Cover - Approval has been provided from the NSW EPA for long term use of Alternative Daily Cover at the Forest Road Landfill. Relevant equipment has been procured; Extension of perimeter walls at Forest Road Landfill. <p>Works in progress include:</p> <ul style="list-style-type: none"> Internal Access Road Design - Design of road to facilitate future landfill operations in progress; Landfill Gas Beneficial Reuse - A 20 year contract has been executed for the provision of power for this scheme. Design work on the system has begun with construction to commence in 2020. 	\$1,549,962	24%	On Track

Action	Description / Progress	Current Budget	Percentage spent	Status
F2203.CW.002	Waste Management - Capital Works Rural Landfills <ul style="list-style-type: none"> Program proceeding on time and budget. <p>Projects completed this quarter include:</p> <ul style="list-style-type: none"> Duri Small Vehicle Transfer Station and Landfill Capping Project - construction of the Small Vehicle Transfer Station was completed this quarter with landfill capping works to commence February 2020; Somerton Small Vehicle Transfer Station and Landfill Capping Project - construction of the Small Vehicle Transfer Station was completed this quarter with landfill capping works to commence February 2020. 	\$2,256,017	14%	On Track
F2203.CW.003	Organics Waste Recycling Centre <ul style="list-style-type: none"> Development Application and associated Environmental Impact Statement lodged for the proposed facility; The Development Application is expected to be assessed by the Joint Regional Planning Panel in February 2020. 	\$946,895	31%	On Track

Program: F2204 Plan, construct, maintain and manage the Wastewater Infrastructure Network in the region

Owner: Bruce Logan / Water and Waste

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
F2204.01	Plan, construct, maintain and manage the Sewer Infrastructure Network in the region	EPA Annual return Wastewater compliance	100%	100%	100%		
Quarterly Progress Update	<ul style="list-style-type: none"> Council's sewer system continued to operate in accordance with EPA licence conditions. A licence amendment to licence number 1600 occurred to allow effluent discharge to the Peel River. 						

Projects

Action	Description / Progress	Current Budget	Percentage spent	Status
F2204.CW.001	Wastewater Treatment Upgrades - DESIGN Barraba Wastewater Options report received Jan 2020, 3 possible options to be reviewed with recommendation to be prepared.	\$50,000	0%	On Track
F2204.CW.002	Wastewater Mains Rehabilitation/Reconstruction - DESIGN Sewer mains rehabilitation awarded to Interflow T143/2019, in-situ relining of approximately 15km to be undertaken in coming months, anticipate March / April 2020 completion.	\$355,000	0%	On Track
F2204.CW.003	Wastewater Pump Station Upgrades - DESIGN <ul style="list-style-type: none"> Brief prepared and quotations requested for design of SPS 3C - Harrier Parade. Hunter H2O engaged to design pump station upgrade including additional loading from undeveloped land adjacent to existing development and bound by Burgess Lane; Inception meeting January 2020 arranged with Hunter H2O, strategy, projects and operations staff. 	\$335,660	0%	On Track

Action	Description / Progress	Current Budget	Percentage spent	Status
F2204.CW.004	Wastewater Pump Station Upgrades - CONSTRUCTION Projects on Schedule and Program within Budget. Progress at end December 2019 includes: <ul style="list-style-type: none"> • Telemetry and control system upgrades at Plain St STP in progress; • Additional Storage and screening for Kootingal SPS1 - Design in progress; • Pump & Electrical upgrades at Swan St SPS - Planning & Design in Progress; and • SPS2C (Campbell Rd, Calala) Pump & Electrical upgrades - Planning & Design in Progress. 	\$1,933,917	4%	On Track
F2204.CW.005	Wastewater Mains Rehabilitation/Reconstruction – CONSTRUCTION <ul style="list-style-type: none"> • Program proceeding to time and budget; • A sewer relining contract is currently in progress to rehabilitate approximately 10 kilometres of sewer pipe. This project is proceeding on time and budget and is in the order of 90 percent complete. The project is expected to be completed February/March 2020. 	\$3,398,994	30%	On Track
F2204.CW.006	Wastewater Treatment Upgrades – CONSTRUCTION <ul style="list-style-type: none"> • Program proceeding to time and budget; • Westdale Wastewater Plant - Grease Trap Waste Acceptance Trial - Construction completed with ongoing acceptance of trial. Full time operation to commence from February 2020 with the closure of liquid waste cells at the Forest Road Landfill; • Sludge removal from lagoon B at the Westdale Wastewater Treatment Plant was completed this quarter. 	\$746,127	20%	On Track

Program: F2205 Plan, construct, maintain and manage the Water Infrastructure Network in the region

Owner: Bruce Logan / Water and Waste

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
F2205.01	Plan, construct, maintain and manage the Water Infrastructure Network in the region	Repair small diameter water main less than 200mm within 5 continuous hours	100%	100%	100%		
		No more than 10 properties experience 3 or more unplanned water interruptions that each lasts more than 1 hour	100%	100%	100%		
		Ensure water supply quality compliance with Australian Drinking Water Guidelines	100%	100%	100%		
Quarterly Progress Update	<ul style="list-style-type: none"> Council's water supply systems all performed to established standards. The following standards were achieved in the past quarter; No reported repairs of small diameter water mains of less than 200mm took longer than 5 continuous hours to repair; No more than 10 properties experienced 3 or more unplanned water interruptions in the past 12 months; and All water supplies complied with standards established within the Australian Drinking Water Guidelines. 						

Projects

Action	Description / Progress	Current Budget	Percentage spent	Status
F2205.CW.001	Water Reservoir/Pump Station Upgrade -DESIGN Awaiting design brief from consultants for proposed 10ML Bournes Lane Reservoir and 24ML One Tree Hill Reservoir.	\$430,000	0%	On Track

Action	Description / Progress	Current Budget	Percentage spent	Status
F2205.CW.002	Water Mains Rehabilitation/Reconstruction - DESIGN <ul style="list-style-type: none"> All survey work completed, designs at various stages; Bligh St (DN150 and DN375) - North Tamworth Bowling Club to Marius St - IFC plans; Johnston Street (DN200) - Smith to Dean St - final plans to be reviewed; Burilla St (220m DN100) - completed IFC plans; Wongala St (552m DN100) - completed IFC plans; Flinders St (870m DN100) - completed IFC plans; Piper St (1265m DN150) - comments provided 95% plans; and Patrick St (182m DN150) - comments provided 95% plans. 	\$254,719	26%	On Track
F2205.CW.003	Water Treatment Upgrades - DESIGN No work scheduled for December Quarter			On Track
F2205.CW.004	Dungowan Dam & Pipeline Upgrades - DESIGN No work scheduled for December Quarter			On Track
F2205.CW.005	Water Mains Rehabilitation/Reconstruction - CONSTRUCTION Water main replacement program within allocated schedule & budget. Works In Progress at end of December: <ul style="list-style-type: none"> Raw Water Main in Manilla - 2,400m of DN200 water main between Manilla River Pump Station and Namoi Weir. Operational with some minor items to complete; and Commenced works on main replacements in Carole, Johns, Peter & Grant St's Kootingal before relocating to Manilla to undertake urgent drought project above. Works Completed during Reporting Period: <ul style="list-style-type: none"> Bligh St, Tamworth - Replacement of 110m of DN375, 430m of DN150 & 60m of DN100 mains for Road upgrade works. 	\$3,036,334	36%	On Track
F2205.CW.006	Water Reservoir/Pump Station Upgrade - CONSTRUCTION Program within Budget and on Schedule with exceptions at 31 December outlined below: <ul style="list-style-type: none"> One Tree Hill 9ML Reservoir - Contractor behind Schedule and being closely monitored. 	\$2,513,154	34%	On Track

Action	Description / Progress	Current Budget	Percentage spent	Status
F2205.CW.007	Dungowan Dam & Pipeline Upgrades - CONSTRUCTION Council staff members have commenced assisting WaterNSW in relation to drought measures announced by the NSW Government in June 2019. In December 2019 the temporary pump station on the Peel River at Dungowan commenced operation.	\$100,000	48%	On Track
F2205.CW.008	Water Treatment Upgrades - CONSTRUCTION Program proceeding to time and budget. Works in progress, or completed, include: <ul style="list-style-type: none"> • Dungowan Microwave Communications Link Network - The design for a microwave link to improve communication to Dungowan Dam has been completed. A contractor has been engaged to complete the installation including all approval and land matters. A Development application has been submitted and approved; • Filter refurbishment of the Calala Water Treatment Plant continues with a further filter being refurbished. 	\$1,273,990	40%	On Track
F2205.CW.009	Raw Water Supply Upgrade - DESIGN No work scheduled for the December quarter			On Track
F2205.CW.010	Raw Water Supply Upgrade - CONSTRUCTION Program proceeding to time and budget with the following works in progress: <ul style="list-style-type: none"> • Calala Water Treatment Plant - 120 megalitre raw water storage - The storage was filled in December 2019 with final construction works planned to be completed by February 2020. 	\$5,226,869	69%	On Track
F2205.CW.011	Greenspace Groundwater Irrigation Program Proceeding to time and budget. <ul style="list-style-type: none"> • Construction commenced on the Marius Street bore project which is planned to be equipped for drought emergency works and later transitioned to a green space irrigation bore. The project is expected to be completed in January 2020. 	\$394,954	2%	On Track
F2205.CW.012	Manilla Water Treatment Plant Contract for construction of the Manilla water supply upgrade awarded to Leed Engineering and Construction in December 2019. Site establishment expected to commence in February 2020.	\$14,465,208	1%	On Track
F2205.CW.013	Drought Works Program <ul style="list-style-type: none"> • Drought works in water supplies continue to be implemented; • Temporary weirs and pumping arrangements have been established for Manilla and Tamworth water supplies. 			On Track

Program: P1103 Pilot Training Facility

Owner: John Sommerlad / Business and Community

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
P1103.01	To provide a sustainable and nationally recognised Pilot Training Facility	Quarterly progress updates	4	1	1		
Quarterly Progress Update	Virgin's pilot training school in Tamworth has been approved by the foreign investment watchdog with pilots expected to be on the ground training in the near future.						

A Region of Progressive Leadership

Program: L1101 Regulatory Development and Approval Services

Owner: Sam Lobsey / Planning and Compliance

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
L1101.01	Assess and determine planning and development applications to foster a growing community	Development applications (incl. modifications) determined	#	148	125		
		Estimated value of development (not including subdivisions) (m)	\$	\$42,557	\$25,794		
		Median processing time (days)	40	32 Days	39 Days		
		Development Applications (incl. modifications) lodged	#	155	135		
Quarterly Progress Update	<ul style="list-style-type: none"> 125 DAs and Modification Applications were determined with a total construction value of \$25,793,765.03 and an average value of \$206,305 per application; The average processing time for all DAs was 39 days. 2 DAs determined were over 299 & 434 days which has increased the average this quarter. Average Processing time for total residential DA's was 29.9 days; and 135 DAs and Modification Applications were received during October and December 2019, with 46 applications lodged via the Online Development Hub accounting for 34% of DA and Mod applications received. 						
L1101.02	Promote and Encourage Fast Track Development Applications	Fast Track Development Applications lodged	#	4	4		
		Fast Track Development Applications determined	#	4	4		
		Median Processing Time (days)	10	11	12		
		Estimated value of fast track developments	\$	\$378,892	\$1,188,638		
Quarterly Progress Update	<ul style="list-style-type: none"> The take up of Fast Track remained the same as last quarter with 4 Fast Track Applications Lodged during October and December 2019; There were 4 Fast Track Applications determined during October and December 2019 with a median processing time of 12 days and an estimated value of \$1,188,638.00. 						

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
L1101.03	Enhance the user experience and promote the TRC Online Development Hub	Percentage of Planning and Building related applications lodged via the online Development Hub	50%	30%	43%		
		Percentage of Planning and Building related applications lodged over the counter	50%	70%	57%		
Quarterly Progress Update	<ul style="list-style-type: none"> Web Post Pay category has been created ready to roll out for testing by Procert Private Certifiers; Approximately 43% of Planning and Building related applications were submitted via the online development hub; Approximately 57% of Planning and Building related applications were submitted over the counter; and 77 new user accounts were created. 						

Program: L1102 TRC Customer Service Centre

Owner: Chris Weber / Corporate and Governance

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
L1102.01	Provide quality customer services from the Customer Service Centre	Average speed of answer less than 1 minute	1	1	1		
		Abandonment Rate	5%	8%	7.8%		
Quarterly Progress Update	<ul style="list-style-type: none"> Average time to answer call = 77 seconds. This is a decrease from the 1st Quarter where the average time to answer call was 80 seconds; Abandonment Rate = 7.8% . This is a decrease from the 1st Quarter where the abandonment rates was 8.4%; The 2019/20 2nd Quarter results for Customer Service Call Centre KPIs are not at the service level we would like to see achieved; The service level for the Call Centre has been effected by an increased volume of calls received; and Longer service times are required to answer more complex enquiries for first point of contact resolution. 						

Program: L1201 Community Advocacy

Owner: Paul Bennett / Office of the General Manager

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
L1201.01	Successfully manage and maintain strong relationships with all levels of government.	TRC is able to access Government Ministers and senior officials on request. Quarterly updates on access provided.	4	1	1		
Quarterly Progress Update	Regular meetings are held with state and federal agencies and members to maintain relationships and discuss current and emerging issues. Continued participation in the joint organisations and Regional Cities NSW industry working groups also provides opportunities to advocate on behalf of all Tamworth Regional communities.						
L1201.02	To promote positive growth in regional GDP	Outcomes from programs and activities are reflected by an increase in externally measured GDP and reported annually.	#	Annual Target			
Quarterly Progress Update	<ul style="list-style-type: none">• Blueprint 100 will guide the development of a regional growth strategy and will also encompass the Tamworth Tomorrow economic development strategy.• The recent funding announcement for a new Dungowan Dam will provide a solid platform for increased business confidence and investment.						

Program: L1301 Informed communities

Owner: Chris Weber / Corporate and Governance

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
L1301.01	To develop and implement a communication plan that allows council to inform the region on Councils progress	Development of a communications plan	100%	Annual Target			
Quarterly Progress Update	Communications plans are developed for every project that we work on, with an overarching communications plan for TRC to be established during 2020.						
L1301.02	Increase digital communication engagement	Increase social and digital engagement by 30% annually	30%	Annual Target			
Quarterly Progress Update	<ul style="list-style-type: none">At the end of this quarter we are sitting at 10,511 likes on the TRC Facebook page (a growth of 514 likes over the past quarter which is a considerable increase on the previous quarter's likes);Annually the page has had a reach of 3,835,943 compared to the previous year 2,734,573 (40% increase). Likes for the same annual period have increased by 31%. <p>The main content pieces over the past quarter continue to be water messaging as well as a number of community engagement projects including:</p> <ul style="list-style-type: none">Bicentennial Park master plan;Performing Arts Precinct; andThe Sport and Recreation Strategic Plan. <ul style="list-style-type: none">The My TRC online community has had a 6.6% increase in visits and a 42% increase in contributors over the past quarter. A great growth in digital engagement for TRC;Version 2 of the MyTRC app was implemented and includes new features and provides information such as dam levels, water restrictions, a link to the online community and council news, making it easier for residents to access council information.						
L1301.03	Deliver a dedicated online community engagement portal	Development of a web based portal for community feedback	100%	Annual Target			
Quarterly Progress Update	This project has been completed with the launch of the MyTRC online community, progress for the Online Community will be tracked in L1302.02.						
L1301.04	Deliver a regular community newsletter	Newsletters delivered to the community	#	0	0		
Quarterly Progress Update	This project is on hold and will be reviewed during 2020.						
L1301.05	Deliver a new Tamworth Regional Council website	Development and implementation of new Tamworth Regional Council website	100%	Annual Target			

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
Quarterly Progress Update	The new website is set to launch on the 30th January. Internal feedback has been very positive. We look forward to seeing how the community respond to the website as we are confident it is much easier to use and navigate than the current site.						
L1301.06	Carry out a brand audit for Tamworth Regional Council and it's many sub brands	Complete the Audit of Tamworth Regional Council brand and sub brands	100%	Annual Target			
Quarterly Progress Update	The TRC branding policy was adopted in December 2019. Now that this has been finalised we will be rolling out toolbox talks across Council to ensure that everyone is aware of the new policy. The brand audit will now be scheduled for the 2020 year.						

Program: L1302 Empowered communities

Owner: Sam Lobsey / Planning and Compliance

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
L1302.01	To support Section 355 Committees and encourage the development of Services and facilities in our communities	Review S355 Committees Operational Manual and documents.	100%	Annual Target			
		Develop online resources to streamline processes and two-way conversations	100%	Annual Target			
		To monitor and review S355 Committee sustainability and longevity	100%	Annual Target			
Quarterly Progress Update	Continued to support S355 Committees with governance and administrative services. <ul style="list-style-type: none">• The Nundle Go For Gold Festival Committee was successful in securing funding towards the delivery of the 2020 Festival;• Commenced discussions with the Moonbi Hall and Recreation Reserve Ground S355 Committee and ground users to further develop ground management and user practices; and• Submitted 5 Stronger Country Communities funding submissions on behalf of S355 Committees.						
L1302.02	To encourage community participation in making decisions that affect our community	Number of engagement activities	#	25	15		
Quarterly Progress Update	<ul style="list-style-type: none">• The MyTRC online community is growing and received 14,825 visits and 324 contributors over the past quarter, (a 6.6% and 42% increase on the previous quarter);• The Sport & Rec strategic plan drove the most engagement through the portal for that period, receiving 173 contributions, the performing arts precinct with 69 and the Bicentennial Park masterplan with 59;• The town water supplies section on the portal continues to be the most visited of all pages receiving 7,967 visits, followed by the Country Road Roundabout page with 3,867, Bicentennial Park Masterplan with 1,494, performing arts precinct 1,007 and the Sport and Recreation Plan with 862 page visits; and• During the last quarter we had 43 projects listed on the online community. 10 open, 15 active and 18 closed.						
L1302.03	Develop Place Activation Plans for Manilla, Barraba and Nundle	Plans developed and published with community input	100%	Annual Target			
Quarterly Progress Update	Barraba was successful in receiving \$100,000 under the 10 Towns Makeovers - Rural Aid Program. Community workshops are being scheduled for March 2020 to develop a schedule of works.						

Projects

Action	Description / Progress	Current Budget	Percentage spent	Status
L1302.CW.002	S355 Committee Capital Works An order has been placed for the purchase of Woolomin playground equipment items, with site works expected to commence in February 2020.	\$121,065	1%	On Track

Program: L2101 Legal services and Property Management

Owner: Chris Weber / Corporate and Governance

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
L2101.01	Administer leasing and licensing of Council owned or Council controlled property	Properties will be publicly advertised by Council by way of an EOI process	100%	Annual Target			
Quarterly Progress Update	All properties that became available in the period were advertised by EOI and results were reported to Council for final determination.						

Projects

Action	Description / Progress	Current Budget	Percentage spent	Status
L2101.CW.001	Caravan Parks Capital Advised by Lauren McPherson this Action was completed in the first quarter.	\$6,150	100%	Completed

Program: L2102 Governance

Owner: Chris Weber / Corporate and Governance

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
L2102.01	Facilitate a legislatively compliant open access information - Government Information	Formal applications responded to within 20 working days	100%	100%	100%		
		Informal applications responded to within 25 working days	100%	100%	100%		
Quarterly Progress Update	Council received 3 GIPA requests in the quarter. Request for Building Application information is still Council's most requested information with an average of 10 requests per week.						
L2102.02	Facilitate Council and Standing Committee meeting processes	Percentage of agendas available on Council's website 4 calendar days prior to the meeting	100%	100%	100%		
		Percentage of minutes posted to Council's website within 5 working days	100%	100%	100%		
		Review and update as required Council's Code of Conduct and Meeting Practice	100%	Annual Target			
		Review and update as required Council's Policy Register	100%	Annual Target			
Quarterly Progress Update	<ul style="list-style-type: none">Agendas and minutes updated on the website within time frames and no review of the Code of Meeting Practice or Code of Conduct scheduled;General Policy Register and Operational Policy Register under review.						
L2102.03	To provide support to the external audit and risk committee	Support and facilitate the quarterly review of audit and risk agreed actions	100%	100%	100%		
Quarterly Progress Update	Audit, Risk and Improvement Committee held on 3 December 2019. Actions from the meeting are being worked upon for reporting to the next meeting scheduled for the 18 February 2020.						

Events

Action and Event L2102.EVENTS.001	Progress	Start	End
There were no major events organised for the 1 October to 31 December 2019 reporting period.			

Program: L2103 Financial Services

Owner: Chris Weber / Corporate and Governance

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
L2103.01	Guide and control council's financial position and performance	Long Term Financial Plan review completed	100%	25%	0%		
		Complete the Annual Financial Statements	100%	0%	100%		
		Unqualified audit report received	100%	0%	100%		
		Budget variation reports (number of reports per quarter)	12	3	1		
		Financial performance reports submitted to Council (number of reports per quarter)	4	1	0		
Quarterly Progress Update	<ul style="list-style-type: none"> Annual Financial Statements completed and an unqualified audit report received; Currently working on enhancing procedures to avoid similar delays for the 19/20 financial year; Budget variation reports have been submitted for presentation to first Council meeting in 2020 and work is progressing well on the quarterly budget review for the second quarter; and Finance staff members have commenced work on the 20/21 budget. 						
L2103.02	To manage councils income and expenditure inline with Treasury guidelines	Rates and annual charges are levied in accordance with statutory limits and requirements target	100%	100%	0%		
		Arrears outstanding ratio	10%	Annual Target			
		Number of invoices processed by TRC Accounts Payable	#	8,575	7,977		
		Number of Water invoices issued	#	20,173	19,924		
Quarterly Progress Update	<ul style="list-style-type: none"> Quarterly instalment notices are being sent within required time frames; Day to day processes are on track with regards to issuing of invoices and creditor payments. 						

Program: L2104 Risk and Compliance

Owner: Chris Weber / Corporate and Governance

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
L2104.01	Implement Council's Governance and Risk Management Framework and Action Plan	Facilitate review of Councils organisational risk register	#	25%	25%		
		Review and implement insurance renewal	#	Annual Target			
		Critical issues reviewed by Executive Management Team and Audit and Risk Committees quarterly reports	4	0	0		
Quarterly Progress Update	Risk Tolerance were adopted by EMT and will now be incorporated into the Risk Management Plan and presented to EMT. The Enterprise Risk Register will be reviewed following this.						
L2104.02	Implementation of Council's Corporate Business Continuity Plan including coordination of the IT Disaster Recovery Plan and Divisional Sub Plans"	Annual test and review of plans	100%	Annual Target			
Quarterly Progress Update	BCP has been adopted by EMT and will be rolled out to Directors and Managers at the next Leadership Forum. Work will commence on the sub plans in 2020.						
L2104.03	Maintain Integrated Management System (IMS)	Achieve parity between near misses and incidents	#	25%	0%		
		Undertake 10 workplace inspections per month	120	100	30		
		Ensure internal and external audits are conducted on a yearly basis	100%	0%	25%		
		Undertake random drug & alcohol testing across all Council sites	100	Annual Target			
		Ensure all Officers met their obligations under Council's Due Diligence Framework	#	Annual Target			
Quarterly Progress Update	<ul style="list-style-type: none">Ongoing process - reviews will be conducted bi-annually, or as required, to ensure information in the IMS is correct and up-to-date with legislative requirements;Additional reviews undertaken with IMS accreditation process including the required effort to move from 4801 to ISO45001.						

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
L2104.04	Facilitate the annual accreditation process to maintain RMS contracts	Annual review and accreditation maintained	100%	25%	75%		
Quarterly Progress Update	The 2019 audit has been completed with accreditation retained. Work for the 2020 accreditation process has commenced and will build up to July 2020.						

Program: L2105 Business Systems and Solutions

Owner: Chris Weber / Business and Community

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
L2105.01	To develop, maintain, improve and support Council's corporate systems	Number of outsourcing activities handled	#	100	0		
Quarterly Progress Update	No unscheduled downtime recorded and systems provided as per operational requirements.						
L2105.02	To provide IT Services and Support as a third party provider to NSW LG Councils	Number of customers outsourced to	#	3	3		
Quarterly Progress Update	Services, projects and ad hoc continuing as agreed.						

Projects

Action	Description / Progress	Current Budget	Percentage spent	Status
L2105.CW.001	IT Renewals and Upgrades <ul style="list-style-type: none"> Surface Pros rolled out to allocated staff; TRCs transfer from ISDN Stage 1 to SIP completed; ISDN Stage 2 to SIP design completed and implemented; TRC DR Centre at new site completed; and Additional CCTV works undertaken. 	\$240,167	16%	On Track
L2105.CW.002	CCTV Infrastructure Expansion Project <ul style="list-style-type: none"> Progress report and invoice has been submitted; Finalising documentation for stage 3 procurement. 	\$469,466	31%	On Track

Program: L2106 People and Culture

Owner: Chris Weber / Corporate and Governance

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
L2106.01	Review and implement the Workforce Plan	Percentage of actions completed per quarter	#	100%	50%		
Quarterly Progress Update	Ongoing program to meet Council's needs. Will require complete review in 2020 leading into the 2020/21 IP&R CSP review.						
L2106.02	To ensure all employees have read and understood the most recent Code of Conduct policies and Customer Service Charter	Employees to have read and accepted Code of Conduct and Information Policy	100%	100%	100%		
		Each council employee to complete Council's Respectful Behaviours in the Workplace training	100%	25%	100%		
Quarterly Progress Update	Training in the new Model Code of Conduct has now been completed.						
L2106.03	Ensure council's injury management is best practice	Reduce lost time injuries by 10%	10%	Annual Target			
		Reduce lost time days by 10%	10%	Annual Target			
Quarterly Progress Update	<ul style="list-style-type: none">This is an annual target, result will be provided in 4th quarter.Injury management processes are constantly being reviewed and discussed with associated health providers to deliver best practices.						
L2106.04	To ensure the council recruitment time frames are met in line with industry standard	Timeframe from advertisement to letter of offer to be less than six (6) weeks	90%	0	0		
Quarterly Progress Update	<ul style="list-style-type: none">Current recruitment time frame sitting at approximately 7 weeks;New reference checking process implemented; andReview of recruitment to be undertaken in early 2020.						

Events

Action and Event L2106.EVENTS.001	Progress	Start	End
There were no major events organised for the 1 October to 31 December 2019 reporting period.			

Program: L2201 Leadership

Owner: Paul Bennett / Office of the General Manager

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results			
				1	2	3	4
L2201.01	To be a leader in best practice and be recognised as a council that leads	100% Delivery of our Integrated Planning and Reporting Framework	100%	100%	100%		
Quarterly Progress Update	<ul style="list-style-type: none"> Council's statutory Integrated Planning and Reporting (IPR) requirements are being met; The Integrated Planner (IPR) has completed a number of tasks including Quarterly performance Reporting, reports to Council and improvements to Council processes. 						



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