



ANNUAL
REPORT
2018 - 2019



TENTERFIELD

**Tenterfield Shire Council
Annual Report
2018-2019**

This document was produced and is available from Tenterfield Shire Council.

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Mayor's Message

It is a great pleasure to present the 2018/2019 Annual Report, which is my seventh annual report as Mayor of Tenterfield Shire. As a community we are going through the toughest season anyone can remember; worst drought on record, bushfires on top of that, and lowest level in our water supply on record. With all that said, this Council has worked hard to keep everything going the best we can.



Current and ongoing projects include:

- Success in gaining grant funding for 3 new bridges, Boonoo Boonoo Bridge, Beaury Creek Bridge and Emu Creek Bridge and funding to repair wooden bridges to help lift weight restrictions right across our Shire.
- Gaining the funding for bores in and around town to help supplement our water supply dam - \$4million.
- The completing of flood restoration works on Fraser Cutting and Plains Station Roads.
- The new works on Amosfield Road and reseal on sections of Mount Lindesay Road.
- Ongoing planning for a new water filtration plant - \$9.3million, \$7million of this from State Government.
- The gaining of funding for painting and other upgrades to the Sir Henry Parkes Memorial School of Arts, including installation of air conditioning units to the Banquet Room.
- The State Government announcement pre-election that they would take back over 15,000km of regional roads, The Bruxner Way Joint Committee are pushing for the Bruxner Way be taken back over by Roads & Maritime Services.

Even with the lack of water for grading and bushfires taking Council staff off the core work of this Shire, we are still achieving projects as we move towards the committed, 4 year long term plans.

Seminars and Conferences attended include:

- Road Conference – Alice Springs, 2018
- LG NSW Annual Conference – Albury, 2018
- National Saleyards Expo – Casino, 2018
- Inland Rail Conference – Parkes, 2018
- National General Assembly – Canberra, 2019
- NSW Country Mayor's Association – Quarterly meetings Parliament House, Sydney – Member of the Executive.

I don't do anything I do without the support of my family first and working with Chief Executive Mr Terry Dodds. We travel many kilometres together for the betterment of our whole Council area.

I see Council staff as a team and I sincerely thank all of you for everything you do. This current group of Councillors is the best informed Council in my nearly 12 years on Council and I thank and commend our Chief Executive and Council staff for that.

I am always humbled by the support I receive from my fellow Councillors and rate payers in our Shire, and the many conversations we all have, be they bad or good.

Thank you all so much.

**Cr Peter Petty
Mayor**

Chief Executive's Message



The 2018/19 financial year was one of the toughest I've witnessed in my time in local government. Our community, as well as staff and councillors who support the community, had a fair number of challenges to overcome. It wasn't just challenging due to the fires, the drought, the dwindling water supply, and the state of our timber bridge network that kept all of us occupied. While no one would disagree that those issues weren't hugely problematic, and (largely) remain so, there were other issues occurring behind the scenes that also needed to be addressed such as mental health, our economy, financial capacity and the future. On the positive side, building for the future involved harvesting opportunities in the present, which could be easily overlooked while everyone is so busy working on immediate threats.

We had State and Federal elections during the year. The State Government election brought opportunities to leverage much needed grant funds, which Council took up with enormous vigour. All up, Council was successful in being granted approximately \$24 million, plus another \$24 million over three years for the Mount Lindsey Road Upgrade project.

None of these grant successes came overnight. Although extremely resource hungry, the new water filtration plant grant funding application process was worth going through as we received \$7 million in grant funding for the new water filtration plant. These grants mean that Council will have to borrow far less money to fund the many replacement bridges required and the new water filtration plant. Lastly, the upgrading of many public buildings and other facilities used by our communities would not have been achieved so quickly, if at all, if Council was reliant on rate income alone.

Council's income from the 'Water Charge' sustains the urban water supplies (Tenterfield, Urbenville and Jennings). The *Water Fund* has had its fair share of extra expenses to deal with too in the last 12 months, with more to come in the next year or until we receive rain. In November 2018 Council commenced the process to find water to supplement the dwindling dam level in Tenterfield. As the water level dropped, water restrictions also increased. As the dam level fell council took the opportunity to remove some silt around the edges, with another 94,000 cubic metres left in the bottom to go! The exploration, drilling, pumping, piping and electronic controlling of the new bore network will cost approximately \$4 million. Council was successful in gaining grant funding for most of it, but will still need to fund up to 25% from the *Water Fund*. Council will also need to borrow at least \$2.3 million to go towards the new water filtration plant, to add to the \$7 million in grant funding received. Again, this is paid for from the Water Charge.

The devastating fires in February/March 2018 brought home a new reality in regards to intensity. Council has advocated time and time again, at many different forums, for more regular controlled burning, installation of watering points for firefighting, better fire trail management and a myriad of others. Our predecessors knew how to manage the landscape by using fire in a good way. Coercing those in power to understand that our indigenous communities actually know more about sustainable fire management has proven difficult. We will learn, but the question is how much more devastation needs to happen before we admit we may be doing it wrong.

In signing off I'd like to personally thank my wonderful staff. I feel genuinely heartened by how much support you all gave the community, especially during the many fire emergencies we all faced. Well done!

Terry Dodds
Chief Executive



About Council

1.0 Tenterfield Shire Profile

The First Inhabitants

Tenterfield Shire was first inhabited by the Jukemba people, with their territory straddling the Great Dividing Range from Glen Innes to Stanthorpe. The name Jukemba means "the people who say 'jogom'" (jogom meaning no).

The Place

The Shire of Tenterfield is set astride the Great Dividing Range at the northern end of the New England highlands, and covers an area of 7,333 square kilometres including mountains and rural landscapes.

People

Tenterfield Shire's population is 6,629, with a median age of 51.8 years and median wage of \$34,956 (ABS Region Information for Tenterfield (A) (LGA) 2018).

History

The Tenterfield Township was gazetted on October 7, 1851 with the Municipality of Tenterfield being incorporated on November 22, 1871.

A significant and far-reaching event in the history of Tenterfield was the 'Federation Speech' by the then NSW Premier, Sir Henry Parkes, which led to Federation of the Australian States on January 1, 1901 and gave Tenterfield the name of '*Birthplace of a Nation*'.

The Environment

Tenterfield Shire contains many areas of natural beauty in the north of NSW, with approximately half the Shire entering the Clarence Catchment on the east and half entering the west into the Upper Murray-Darling Basin. The Shire generally consists of undulating to hilly landscapes and ranges from approximately 150m to 1500m above sea level.

Rainfall and temperatures vary, with the area generally experiencing warm summers and cool to cold winters. Mean maximum temperature is 21.4°C and mean minimum 8°C. Average annual rainfall is 850.2mm.

The Shire is home to high levels of biodiversity, a large proportion of endemic species and threatened species that are no longer found in other areas of Australia.

2.0 Our Mission, Vision and Values

Our Mission

Tenterfield Shire Council provides local civic leadership and a wide range of community services and facilities. Our mission statement "Quality Nature, Quality Heritage and Quality Lifestyle" provides focus and direction in the manner in which we provide leadership and services.

Our Vision

- To establish a Shire where the environment will be protected and enhanced to ensure sustainability and inter-generational equity,

- To recognise and actively develop our cultural strengths and unique heritage,
- To establish a prosperous Shire through balanced, sustainable economic growth managed in a way to create quality lifestyles and satisfy the employment, environmental and social aims of the community,
- To establish a community spirit which encourages a quality lifestyle, supports health and social well-being, promotes family life and lifestyle choices,
- To establish a community spirit which promotes opportunities to participate in sport and recreation, promotes equal access to all services and facilities, and
- To encourage all people to participate in the economic and social life of the community with a supportive attitude towards equal life chances and equal opportunity for access to the Shire's resources.

Our Corporate Values

At Tenterfield Shire Council we value our staff and recognise that they are central to the success of our organisation. Our Workforce Management Strategy provides a strategic framework for developing our workforce so that it is appropriately skilled and flexible to best meet the challenges ahead.

Our corporate values express how we as Council wish to conduct ourselves as an organisation and reflect the manner in which Council desires to engage with its community. They provide a reference point for all staff. Our five corporate values are I CARE:

- **Integrity** – ensuring openness and honesty in all our activities
- **Community focus** – delivering prompt, courteous and helpful service
- **Accountability** – accepting responsibility for providing quality services and information
- **Respect** – treating people with courtesy, dignity and fairness regardless of our personal feelings about the person or issue
- **Excellence** – being recognised for providing services and programs that aim for best practice

3.0 Councillors Representing the Community

Tenterfield Shire Council comprises five Wards – A, B, C, D and E. An election is held every four years for two Councillors to represent each Ward. An election of Councillors for the new term was held in September 2016.

The Mayor is elected by the Councillors. Amendments to the NSW Local Government Act 1993 (the Act) now allow the Mayor to hold office for two years and Council voted at the September Extraordinary Meeting for this to be the case. Following the death of D Ward Councillor John Martin, Councillor Bob Rogan was elected to Council on 23 September 2017.

The role of the Councillors, as members of the governing body are (section 232 of the Act):

- (1) *The role of a councillor is as follows:*
 - (a) *to be an active and contributing member of the governing body,*
 - (b) *to make considered and well informed decisions as a member of the governing body,*
 - (c) *to participate in the development of the integrated planning and reporting framework,*
 - (d) *to represent the collective interests of residents, ratepayers and the local community,*
 - (e) *to facilitate communication between the local community and the governing body,*
 - (f) *to uphold and represent accurately the policies and decisions of the governing body,*
 - (g) *to make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a Councillor.*
- (2) *A councillor is accountable to the local community for the performance of the council.*

Ordinary Council meetings are held eleven times per year, generally on the fourth Wednesday of the month, with the exception of December, which is held on the third Wednesday. Extraordinary Council meetings are called at short notice from time to time to deal with particular issues. The dates of these meetings are published on Council's website. A Record of Councillors' attendance at Council Meetings during 2018/2019 is shown in the following pages of this report.

Council Business Papers are available to the public on meeting days or can be viewed at Council's Administration Office or at the Tenterfield Library. In addition, Council Business Papers, Attachments and Minutes are available on Council's website at www.tenterfield.nsw.gov.au

Councillor Training

During 2018/2019, Councillors received the following training to assist them to carry out their functions:

Course / Workshop / Training	Date	Attended/Not Attended
Councillor Workshop – Emu Creek Retreat, Councillor Expenses & Facilities Policy, Motions for LGNSW Annual Conference	10/07/2018	Apology: Cr Forbes

Course / Workshop / Training	Date	Attended/Not Attended
Councillor Workshop – Tenterfield Main Street with Robert Perry	31/07/2018	All Councillors in attendance
Councillor Workshop – Timber Bridges & Proposed Tourism Advisory Committee	08/08/2018	All Councillors in attendance
LGNSW - Financial Issues in Local Government	12/09/2018	Apology: Mayor Petty, Cr B Petrie
Councillor Workshop – Drought Funding, LEP Amendment No 6, Short Term Rental Accommodation, LEP Subdivisions	17/10/2018	Apology: Cr Forbes, Cr M Petrie, Cr Peters
Elected Members Certificate	9-10/11/2018	Cr Murray
Councillor Workshop – Drought Funding, Community Meetings re Bridge Load Limits, Electric Vehicle Charging Station, Waste Issues, Annual Report	14/11/2018	Apology: Cr B Petrie
Councillor Workshop – Funeral Home DA & Site Visit, Solar Farm, Swimming Pool Management Plan, Bridge Meetings & Drought Funding	12/12/2018	Apology: Cr M Petrie
Councillor Workshop – Amendment to LEP, Finalisation of Org Structure & Office Upgrade, Budget Process	14/02/2019	Apology: Cr Forbes, Cr Rogan, Cr Macnish
Councillor Workshop – Water Security, Mt Lindesay Road Bin Collection Draft Survey, Transshipment of Stock at Tenterfield Saleyards, Motions for Debate NGA, Bush Fires & Business Awards Timing	13/03/2019	Apology: Cr Forbes
Councillor Workshop – Budget & Operational Plan (2 day)	10/04/2019	Apology: Cr Peters
Councillor Workshop – Budget & Operational Plan (2 day)	11/04/2019	All Councillors in attendance
Councillor Workshop – Water Security, Operational Plan, HR Policies, Crown Land Overview & Tree Removal	08/05/2019	Apology: Mayor Petty, Cr B Petrie, Cr Forbes
Councillor Workshop – Draft Website Design	14/05/2019	Apology: Cr Sauer, Cr Forbes, Cr M Petrie
Councillor Workshop – DA 2019.026	29/05/2019	Apology: C B Petrie
Audit Risk & Improvement Committee Workshop	30/05/2019	Cr Forbes
Councillor Workshop – Mole River Dam, Engineering & Water, Truckwash Project, Planning Update	12/06/2019	Apology: Cr Sauer, Cr B Petrie
Mayors Weekend Seminar - LGNSW	28-30/06/2019	Mayor Petty

Our Councillors

A Ward



Councillor Gary Verri



Councillor Peter Petty (Mayor)

B Ward



Councillor John Macnish



Councillor Bronwyn Petrie

C Ward



Councillor Brian Murray



Councillor Tom Peters

D Ward



Councillor Donald Forbes



Councillor Bob Rogan

E Ward



Councillor Greg Sauer (Deputy Mayor)



Councillor Michael Petrie

Council Ward Boundaries



DISCLAIMER

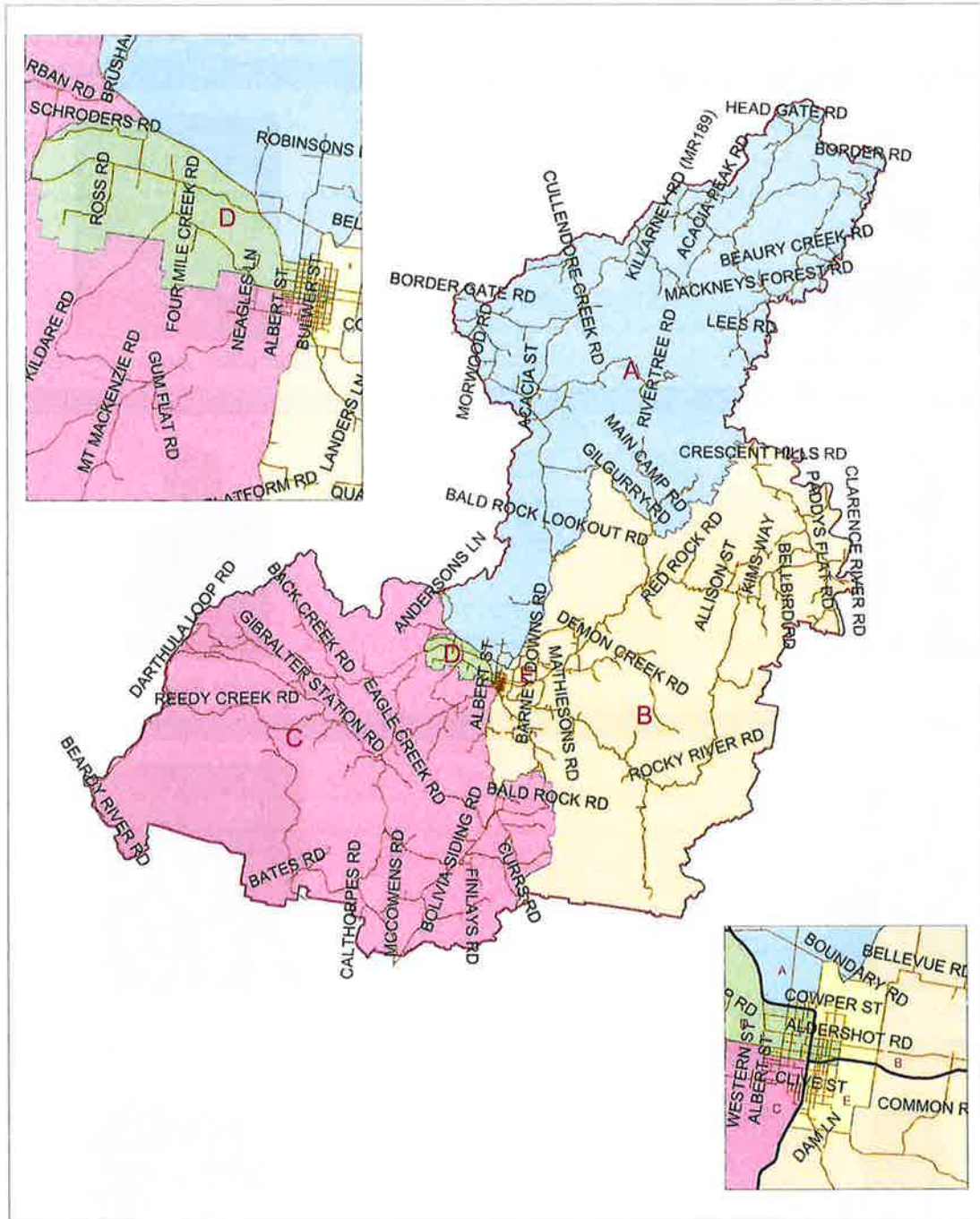
While all care is taken in the preparation of this plan, Tenterfield Shire Council accepts no responsibility for any misprints, errors, omissions or inaccuracies.

The information contained in this plan is pictorial representation only.
DO NOT SCALE.

Accurate measurements should be undertaken by survey.

This map does not depict the actual status, location, or condition of roads and should be used with due care.

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4.0 Engaging our Community

Tenterfield Shire Council seeks to use best practice in its community engagement and consultation processes. The Council fulfils all relevant statutory requirements to consult and publicly exhibit plans, policies and projects.

Integrated Planning and Reporting

Community Engagement Forums for the areas of "Our Society", "Our Economy" and "Our Environment" were held during the year as follows:

Our Society

- Drake, 3 June 2019 (6.30pm)

Our Economy

- Tenterfield, 5 June 2019 (6.30pm)

Our Environment

- Legume, 4 June 2019 (6.30pm)

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

Meetings were held at Mingoola (22 August 2018) and Wallangarra/Jennings (27 March 2018).

Council also engaged with impacted communities during the period following the requirement to load limit 14 timber bridges throughout the Shire Road Network.

Community Meetings were held as follows:

Bridge Load Limits

- Tenterfield, 4 December 2018 (7.00pm)
- Torrington, 7 December 2018 (6.30pm)
- Urbenville, 10 December 2018 (7.00pm)
- Liston, 12 December 2018 (7.00pm)

Communication

Council continues to provide information to the community through the distribution of the Council newsletter "Your Local News". 25 editions of "Your Local News" were distributed during the period.

Council also continues to produce the subscription email newsletter "Tenterfield In Touch" which provides information on events and other activities throughout the Shire.

Council Advisory Committees

Council maintains the following Advisory Committees to provide feedback by particular target groups or on specific issues.

- Sir Henry Parkes Memorial School of Arts Joint Management Committee;
- Tenterfield Shire Heritage Advisory Committee;
- Aboriginal Advisory Committee;
- ANZAC Centenary Steering Committee (disbanded May 2018)
- Tenterfield Saleyards Advisory Committee;

- Disability, Inclusion & Access Advisory Committee;
- Parks, Gardens & Open Space Advisory Committee
- Arts & Culture Advisory Committee
- Tourism Advisory Committee

Non Council Advisory Committees & Partnerships

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

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

Public Speaking Opportunities at Council Meetings

As per Council's Code of Meeting Practice (September 2016), residents, ratepayers, applicants, consultants or other persons may apply to address Council in relation to any matters which are listed for consideration in a Council Business Paper.

Application to address Council must be made in writing to the Chief Executive by 5.00 pm on the Monday prior to the meeting of that week and set out details of the matter to be raised. The Chief Executive and Chairperson will determine whether or not the applicant will be entitled to speak at the meeting.

Public Notification of Development Proposals and Council Plans

Consultation requirements apply to the following:

- Development Applications;
- Environmental Impact Statements;
- Local Environmental Plans;
- Development Control Plans;
- Master Plans.

Community Consultations

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

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

In February 2017, Council endorsed the formation of a Community Engagement Forum process to act as Council's initial point of contact for community engagement and feedback on issues relevant to the Fora:

- Our Society
- Our Economy
- Our Environment

5.0 Organisation of the Council

The Principal Officer of the Council is the Chief Executive (General Manager). The Chief Executive is generally responsible for the efficient and effective operation of the Council's organisation and for ensuring the implementation, without undue delay, of decisions of the Council.

The Chief Executive has the following particular functions (section 335 of the Act):

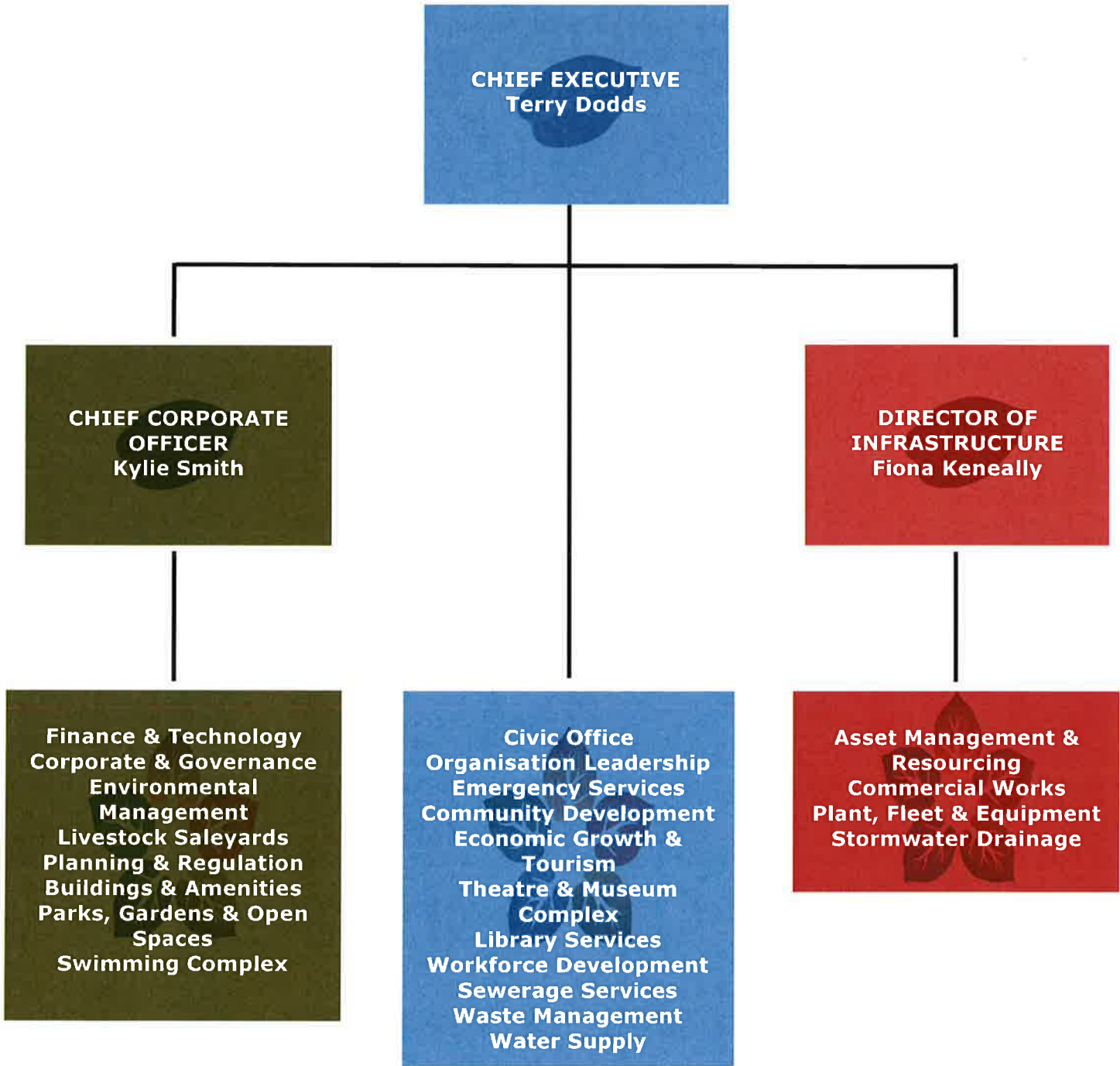
- (a) to conduct the day-to-day management of the Council in accordance with the strategic plans, programs, strategies and policies of the Council,
- (b) to implement, without undue delay, lawful decisions of the Council,
- (c) to advise the Mayor and the governing body on the development and implementation of the strategic plans, programs, strategies and policies of the Council,
- (d) to advise the Mayor and the governing body on the appropriate form of community consultation on the strategic plans, programs, strategies and policies of the Council and other matters related to the Council,
- (e) to prepare, in consultation with the Mayor and the governing body, the Council's Community Strategic Plan, Community Engagement Strategy, Resourcing Strategy, Delivery Program, Operational Plan and Annual Report,
- (f) to ensure that the Mayor and other Councillors are given timely information and advice and the administrative and professional support necessary to effectively discharge their functions,
- (g) to exercise any of the functions of the Council that are delegated by the Council to the General Manager,
- (h) to appoint staff in accordance with the organisation structure determined under this Chapter and the resources approved by the Council,
- (i) to direct and dismiss staff,
- (j) to implement the Council's Workforce Management Strategy,
- (k) any other functions that are conferred or imposed on the General Manager by or under this or any other Act.

The Chief Executive has such other functions as may be conferred or imposed on a General Manager by or under this or any other Act.

To assist the Chief Executive in the exercise of these functions, there are two Divisions of Council. These Divisions are Corporate, Governance and Community, and Infrastructure and Services. Each of these Divisions is headed by a Chief Officer.

The functional structure of the organisation is set out below:

STRUCTURE OF THE ORGANISATION





Community Strategic Plan Achievements

Background

On 1 October 2009, the NSW Government's framework for integrated planning and reporting for local councils came into effect. Every council must prepare a number of plans, which detail how the council intends to deliver services and infrastructure in the short and long term, based on community priorities that have been identified through community engagement in the planning process.



The Community Strategic Plan 2017 – 2027 identifies long term goals and priorities for the community and Tenterfield Shire. The Delivery Program 2017-2021, incorporating the Operational Plan 2018 - 2019, outlines the actions Council will take towards achieving the Tenterfield Shire Community Strategic Plan each year. The Community Strategic Plan 2017 – 2027 goals are:

Community Goals

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

Economy Goals

- ECON 6 Tenterfield Shire's economic base is robust, growing and supports the creation of a variety of employment and business opportunities.

- ECON 7 Tourism is valued, promoted and tourists are welcomed for the positive contribution they make to the community and economy.
- ECON 8 Our existing businesses and industry are supported to reach their full potential and provide quality goods and services both locally and to a wider market.

Environment Goals

- ENVO 9 Our natural environment will be protected, enhanced and promoted for future generations.
- ENVO 10 Environmental risks and impacts are strategically managed.
- ENVO 11 Secure, sustainable and environmentally sound infrastructure and services underpin Council service delivery.

Leadership Goals

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

Transport Goals

- TRSP 15 We have an effective interconnected transport system that is safe, efficient and affordable for us as a community.
- TRSP 16 Our quality of life is enhanced by transport options to access services that are not available in our community and enable us to connect with people visiting and accessing the services we provide.

The Delivery Program identifies what the Council is responsible for delivering to support the Community Strategic Plan, and allows the Council to set out specific priorities for their elected term of office (4 years). The Operational Plan details the actions and programs to be undertaken each year to support the Delivery Program and Community Strategic Plan.



Community

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

COMM 1 Tenterfield Shire is a vibrant, welcoming and safe community.

Strategy 1.4 Provide effective regulatory, compliance and enforcement services that keep our community safe.

A total of 53 food premises were inspected as part of Council's annual inspection program. Three (3) complaints were received in relation to food premises, all being resolved satisfactorily. Council's Activity Report, as required by the NSW Food Authority was lodged on 29 July 2019.

COMM 2 Health and quality of life are supported by a wide range of recreation and leisure opportunities.

Strategy 2.4 Enrich the cultural life of the community by supporting a variety of cultural events and activities for the community and visitors.

Successful grant applications included mental health awareness movie event, Seniors' Week activities and Youth Week were all well received by the community. Funding was received for Youth Week 2019, and a number of activities were supported by Council, including Art in the Park, Learn to fish day, Zumba fitness class, and movie extravaganza events. These events were all well attended with most events over subscribed.

COMM 3 Our range of services and facilities support accessibility for all in our community.

Strategy 3.5 Partner, action and promote Council's Disability Action Plan.

Council continues to promote the Disability, Inclusion and Access Advisory Committee to develop and implement the Disability Inclusion Action Plan and to introduce a Disability Inclusion and Access Award to the 2018 Business & Tourism Excellence Awards.

COMM 4 The community is welcoming, friendly and inclusive where diverse backgrounds are respected and celebrated.

Strategy 4.2 Partnerships with the local Aboriginal Communities are strengthened and supported.

Council continues to engage with the Local Aboriginal Community through the Aboriginal Advisory Committee. Council organised meetings with and supported the Aboriginal Advisory Committee, and has continued to support the Elders Stories Project (started in 2017) - Indigenous Advancement Strategy Grant (NAIDOC), with four short films produced.

COMM 5 The community learns and grows together and fosters an involved community and creative environment.

Strategy 5.1 Promote and celebrate the work of volunteers within the community.

During Volunteer's Week 2019, Council celebrated the achievements of our community volunteers with functions for our School of Arts and Tourism volunteers.

The Visitor Information Centre and School of Arts have continued to maintain strong volunteer numbers, and support these opportunities through training, such as customer service, familiarisation programs, responsible service of alcohol, first aid, action on emergency, cinema theatre operations and tour guide duties.

Strategy 5.2 Provide opportunities for residents to enjoy access to arts, festivals, sporting activities, recreation, community and cultural activities.

The "Tenterfield in Touch" newsletter was distributed each week and has a total of 455 online subscribers.

Council continues to support Service Network Meetings, and has assisted a number of organisations with successful grant applications.

Australia Day Event

Council's Australia Day Celebration was held in the Tenterfield Memorial Hall commencing with breakfast served by the Tenterfield Lions Club and entertainment by local musician Emma Gianoli.

Although there was no Citizenship Ceremony, Mayor Peter Petty led the Australian Citizenship Affirmation prior to the singing of the National Anthem.

The gathering was addressed by the Australia Day Ambassador, Ms Susanne Gervay OAM. Following the Awards Ceremony, Emma Gianoli entertained the gathering with a selection of music from the 80's. The pipes and drums of the Tenterfield Highlanders Pipe Band brought the event to its conclusion.

Award winners were:

- Citizen of the Year – joint award to Allan and Thea McKenzie;
- Young Citizen of the Year – No nominations;
- Sportsperson of the Year – No nominations;
- Young Sportsperson of the Year – Jake Murphy;
- Emergency Services Volunteer of the Year – Liston/Wylie Creek Rural Fire Brigade, and
- Community Event of the Year – Tenterfield Biennial Bavarian Beer & Music Festival.



2018 Citizens of the Year – Allan and Thea McKenzie with Mayor Cr Peter Petty (left), Ambassador Susanne Gervay OAM and Deputy Mayor Cr Don Forbes (right)

Community Performance Indicators

MEASURE	SOURCE	NUMBER	TARGET
Crime rate (total number of recorded criminal incidences).	NSW reportable crime statistics.	22%	Decrease from previous period.
Housing affordability % Change.	Rent and Sales Report, Housing NSW.	-33% (NSW average from 1985 to 2007)	Nil Change.
Community Development Funding.	Annual Financial Statements.	\$35,875	
Tenterfield LGA Population.	ABS sourced demographic data.	6629	7,000
Households/Dwellings.	ABS data on new dwelling approvals.	9% (26 approvals)	>3% (24 approvals)



Economy

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

ECON 6 Tenterfield Shire's economic base is robust, growing and supports the creation of a variety of employment and business opportunities.

Strategy 6.2 Develop Council business activities including commercial, industrial and residential land development.

The sustainability of our business community has been maintained, during this difficult period of drought and severe bushfires. Our economy has been stimulated by successful grant applications that have seen many infrastructure programs that have supported our business and agricultural community. These programs include:

- Timber bridge repair program
- Upgrades to numerous community halls
- Sporting infrastructure
- Event funding
- Village Streetscapes

While this has been a difficult period for economic growth, it is encouraging that there has been growth and expansion of existing businesses, development of new business and the sale of existing businesses to new owners.

Tourism has been a positive influence on our economic base during this difficult time and the ongoing promotion of the Tenterfield True brand and strategy and New England High Country promotions have resulted in continued support for our communities.

The Tenterfield Industrial Estate continues to attract interest, however, the economic climate has impacted on conversion to sales. Progress on current developments has continued.

ECON 7 Tourism is valued, promoted and tourists are welcomed for the positive contribution they make to the community and economy.

Strategy 7.1 Partner with neighbouring Councils, industry stakeholders, state and federal government departments to effectively market the diverse tourism opportunities available within the New England region and south east Queensland.

The Economic Development and Tourism Office continued to engage with the Tenterfield Chamber of Tourism, Industry & Business, supporting business breakfast and the Why Leave Town Gift card program. Partnerships continued with Regional Development Australia Northern Inland, NORTEC, New England High Country, Destination Network Country & Outback and neighbouring Councils.

The Tenterfield True Video was launched on Facebook, and has reached 65,719 people, with 6,567 engagements. A series of short Instagram videos were released over the year, gaining good engagement.

Strategy 7.3 Seek partnerships with and support local business and tourism stakeholders to provide new and upgraded infrastructure for events and tourism experiences.

Tourism worked extensively with the Peter Allen committee with the planning and development of event activities, scheduling and coordinating festival events. The first Peter Allen Festival was held on 6-9 September 2018, and saw approximately 1200 attend the festival, generating good income for the community.

In November 2018, a “Motorcycle the New England” HEMA Map was launched at Parliament House in Sydney, by the Honorable Adam Marshall MP. The development of this map was a partnership between New England High Country and HEMA Maps. Following the launch, BMW supported a week long touring campaign throughout the New England High Country.



Tenterfield Tourism has maintained a positive partnership arrangement with New England High Country, Destination NSW and the Destination Network Country and Outback NSW.

Strategy 7.4 Provide visitors with information and tools to enjoy and access our local attractions and experiences.

The Tenterfield Visitor Information Centre recorded 17,660 visitors during 2018/2019. Council continued to meet its obligation to have the Centre open 7 days a week, 363 days a year, through the support of volunteers. Volunteer numbers have been maintained at a consistent level between 20 and 25.

ECON 8 Our existing businesses and industry are supported to reach their full potential and provide quality goods and services both locally and to a wider market.

Strategy 8.1 – Recognise agriculture as a significant industry in the Shire and encourage initiatives that enhance the economic sustainability of agriculture.

The Economic, Community and Cultural Development Officers support progress Associations across the District by attending meetings, promoting community participation and by distributing information through direct communications such as, Tenterfield in Touch. The Community Development Officer provides further information and support relating to grants and collaborates with the Cultural Officer & stakeholders for the delivery of a wide repertoire of cultural events including theatre, dance music and cinema.

Following consultation with the community, the annual Tenterfield Shire Council Business & Tourism Excellence Awards were moved to be held every two years, given the impact of the ongoing drought and bushfires, and the effects of these on the agricultural and business sectors.

Economic Performance Indicators

MEASURE	SOURCE	NUMBER	TARGET
Increase in registered businesses.	Australian Business Register.	-1% (RDA)	Increase from previous period.
Gross revenue generated by businesses and organisations in Tenterfield.	RDA Data.	\$345.6 million	>538 million
Tourism Visitor numbers to LGA.	Destination NSW.	19,318 (Visitor Information Centre)	Increase from previous period.
Unemployment Rate.	ABS Data.	8.8%	Below Region Average.
Labour Force size.	ABS Data.	2.85%	Below Region Average.



Environment

- ENVO 9** **Our natural environment will be protected, enhanced and promoted for future generations.**
- ENVO 10** **Environmental risks and impacts are strategically managed.**
- ENVO 11** **Secure, sustainable and environmentally sound infrastructure and services underpin Council service delivery.**

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

Strategy 9.1 Manage, Protect, Enhance and conserve the Natural Environment in a Sustainable Manner.

2018/2019 was a productive year for the heritage advisory service in Tenterfield Shire with ongoing and new work in the following key areas:

- Site meetings with prospective purchasers in relation to historic properties.
- Meetings at pre-development application stages.
- Promotion of conservation advice on appropriate materials and approaches to heritage management.
- Historical research to assist with conservation proposals and development assessment.
- Input and advice on development applications and effective statutory management of heritage in the shire and processes.
- Assistance and support to owners with grant applications under the Local Heritage Places Grants.
- Assistance with preparation of a range of grant applications and supportive statements for applications.
- Presentation/training session at workshop for heritage materials training, colour schemes, consent requirement at St Stephen's Church as part of Heritage Near Me Activation Grant.
- Attendance and contributions to the Heritage Panel bi-monthly meetings.
- Site inspection days with the Heritage Panel at Willsons Downfall, Liston, Jenners Creek, Rivertree Chimney Silver smelting ruins.
- Assistance with Council's asset management on works within the Conservation Area and consideration of impacts on Koreelah Bridge upgrade.
- Assistance and input to the Strategic Heritage Inventory Review.
- Preparation of Fact Sheets for Councils website and counter material.
- Input to integrated suite of interpretive signage for CBD under grant funding proposal.

This year Council's Heritage Advisor carried out 45 site visits up to 30 April 2019, and provided advice on a range of matters as outlined above. The take up of pre DA advice shows more awareness of the availability of the free heritage advisory service. Early advice is considered highly effective as it helps to identify issues and explain the consent processes before any work is carried out and before applicants embark upon the preparation of detailed plans. These meetings commonly address:

- questions about heritage listing and what it means,
- the use of correct materials approaches for conservation works,
- the need for and appropriate use of traditional colour schemes,
- the exemptions clause which allow a range of 'minor' works to be considered through a 'no fee' application.
- alterations and additions are which are permissible with consent.

Council offers positive support for heritage owners which contributes to better public awareness and the building of a positive image for Council in nurturing a supportive governance of heritage conservation.

Grant Funding

'Heritage Near Me' Completed Projects

The OEH 'Heritage Near Me' programme drew to a close and saw the completion of the following projects within the financial year.

- Tenterfield Isolation Ward Restoration Group Inc. The Spanish Flu Pandemic 1918/1919 and the Tenterfield Hospital Isolation Ward; \$90,090
- Keba (c1858) renovation into Rosenhof Heritage Café with Museum, Gallery, Store, Garden and Events Facility, 17 Naas Street, Tenterfield; \$91,130
- St Stephen's Presbyterian Church, Tenterfield. Restoration and upgrades to meet accessibility. This project has proceeded into planning stages in the Strategic Projects Stream. Grant up to \$100,000.

ENVIRONMENT 10 Environmental risks and impacts are strategically managed.

Strategy 10.2 – We partner with stakeholders and government to maintain healthy catchments and waterways in the Shire.

Tenterfield Dam Wall Upgrade

At its Extra Ordinary Meeting of 19 October 2017, Council awarded the revised tender for the Dam Wall upgrade to Leed Engineering and Construction Pty Ltd. Leed were engaged to complete the Mass Concrete Option, rather than the Post Tensioned Anchor. The works were completed with testing of scour valve on 15 October 2018. The Dam Safety Committee inspected works on 7 August 2019, providing positive feedback.

Tenterfield Dam De-sediment works

To provide an increase in dam capacity, emergency works to de-sediment the dam commenced in May 2019 and will continue as the water level recedes in the Dam. This will increase the capacity of the dam for the future.

Tenterfield Emergency Water

Tenterfield has been declared as drought affected and Council has been proactive in obtaining essential ground water supplies under an emergency program. To this end Council has been able to supplement our current secondary source located at Shirley park with new bores located at the Rural fire service, Transport museum, Archery club, East street easement and Tenterfield common. Work is still underway in the testing search for ground water with Scrub road and behind the Rugby field still undergoing testing.

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

Strategy 11.3 Waste from our operations is managed to reduce the volume and take advantage of recycling opportunities available to us.

On Site Sewerage Management (OSSM)

Staffing resources have meant that the ongoing OSSM inspection program has been temporarily suspended. Staff continue to assess new applications and issue approval to operate systems upon request.

Waste Management

An opt in service for kerbside collection along the Mt Lindesay Road was introduced in October 2017. This service was assessed and community consultation to keep the service was reported to Council on 24 July 2019.

Presentations on recycling along with provision of Council's new Mega Muncher has commenced roll out with schools receiving the worm-farm to promote organics recycling.

A Container Deposit Reverse vending machine has been installed in Tenterfield, collections has passed 3,237,000 containers

Environmental Performance Indicators

MEASURE	SOURCE	NUMBER	TARGET
Total waste diverted from landfill.	Council Records.	31%	Increase from previous period.
Drinking water quality compliance with microbial requirements.	DPI Water Data.	99.95%	100%
Average annual residential water consumption.	Council Data	Residential 260,763KL	Decrease from previous period.
Average annual residential electricity consumption.	ABS Household energy consumption survey.	6,775.6 kW hours	<7000 kW hours



Leadership

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

LEAD 12 We are well engaged community that is actively involved in decision making processes and informed about services and activities.

Strategy 12.1 – Council’s decision making processes are open, accountable and based on sound integrated planning.

It is a requirement that Council report on how well it achieves the delivery of the four year Delivery Program 2017-2021 and the one year Operational Plan 2018/2019 objectives, as part of its Integrated Planning and Reporting obligations. During the reporting period, Council consolidated monthly reporting of the Operational Plan, following the development of an accountability framework that comprehensively aligns 77 sub-programs with the Operational Plan, Delivery Program and the Community Strategic Plan. Development of integrated planning and reporting software commenced during the year, with an automated reporting tool to be delivered during 2019/2020.

Strategy 12.2 – We partner with the community, business and Federal and State Government in the achievement of our goals.

The Tenterfield Shire Council Audit and Risk Advisory Committee met in October 2018, and March and June 2019. The objective of the Committee is to provide independent oversight and assistance to Tenterfield Shire Council on governance, risk management, external accountability and internal audit responsibilities. The Committee membership includes three independent, external members, two of whom are from the audit and risk professional services industry sector, and one from another local government organisation.

During the reporting period the Committee followed the Audit and Risk Calendar, to determine an agreed program of activities and actions that will deliver the required outcomes for financial audit and risk management activities of Council. The Committee implemented the Internal Audit Plan, in line with the upcoming changes to Internal Audit requirements of the Local Government Act 1993. Internal Audit activities undertaken during 2018/2019 included the Recruitment and Selection Processes Audit, with recommendations from this review being implemented in subsequent financial years.

LEAD 13 Council recognises the diversity of the communities that make up the Tenterfield Shire Council Local Government Area.

Strategy 13.1 – Support people with specific needs and lobby for appropriately identified services to be provided in the Shire.

Council supports Progress Associations across the Local Government Area by attending meetings, promoting community participation and by distributing information through direct communications such as, Tenterfield in Touch. Information and support relating to grants and collaboration opportunities are also supported by Council.

LEAD 14 Resources and advocacy of Council are aligned and support the delivery of the community vision outlined in the Community Strategic Plan.

Strategy 14.1 – Services to our community are provided in a professional, friendly and timely manner consistent with our corporate values.

Council received 2,705 general customer enquiries during 2018/2019, which is a 17% increase from the previous year. Add to this the increased demand for service specific support, such as Planning and Development Services, and Council has had to consider a smarter, technology-based solution to handling the customer traffic. Council’s Mitel telephone system has been identified as a key tool for supporting customer services, and so the project to upgrade the phone system commenced during this year. It is expected

that the new phone system will be fully operational, including call centre software, during the next financial year.

Council introduced the Tenterfield True Mobile Application towards the end of 2018/2019. The mobile app provides Council with a closer to real time tool to advise residents and visitors of news and information, via alerts and links to Council's existing web pages.

Strategy 14.2 - Council maintains sound safety and risk management practices to protect the community and our employees.

Council recognises that worker input and participation improves decision-making about health and safety matters and assists in reducing work-related injuries and disease. Consultation is a two-way process between Tenterfield Shire Council and our workers where we:

- talk to each other about WHS matters.
- listen to their concerns and raise Council concerns.
- seek and share views and information.
- consider what your workers say before you make decisions.
- advise workers of the outcome of consultation in a timely manner.

We consult with our workers when:

- identifying hazards and assessing risks.
- making decisions about ways to eliminate or minimise those risks.
- making decisions about the adequacy of facilities for the welfare of workers.
- proposing changes that may affect the health or safety of your workers.
- making decisions on health and safety procedures.

A safe workplace is more easily achieved when everyone involved in the work communicates with each other to identify hazards assess the risks and implement control measures, talks about any health and safety concerns and work together to find solutions.

A total of 31 documented Work Health and Safety consultative meetings with staff were held in 2018/19. These are often referred to as "Tool Box" meetings. Additional meetings were held, on a needs basis, to cover issues that occurred in the workplace requiring quick action and resolution.

Training

Council is responsible for ensuring our workers are properly instructed and trained on how to do their work safely. They must know all relevant health and safety information about their jobs, their workplace, the risks, and how to control the risks.

Council currently:

- undertakes inductions and workplace safety training for new workers.
- trains workers for the specific tasks they will have to perform.
- commits to appropriate supervision of workers.
- supports regular refresher training.
- Ensures all legislative and regulatory training is up to date.

Inductions

Whenever council engages new workers, contractors or volunteers safety is incorporated into their induction before they start their job. This will not only help them understand how to do their work safely, it will let them know that council takes safety seriously. Induction topics include:

- rights and responsibilities.
- workplace hazards.
- safe work procedures.
- Code of Conduct.
- General Induction.
- Risk Management Principles.
- Drug & Alcohol.
- Cash Handling.
- Lone worker.

Drug & Alcohol Testing

Drug and alcohol tests were conducted, at key times, all of which produced confirmed Negative results, endorsing the value of the program.

Identified Hazards

Eight (8) Hazards were formally registered, investigated and controlled.

Strategy 14.3 – Council is an employer of choice in the region, providing sound leadership and supported by a committed workforce.

Council won Macquarie University's "Voice Project Change Challenge" for the most improved organisation in the Small to Medium Category in 2019. The award is judged across government organisations and private sector industries that have attempted to improve themselves in how people collaborate, build strong teams and manage change. This is a significant achievement and could not have occurred without everyone working together, showing empathy, understanding others points of view, and doing the best they can. While it not only puts Council way ahead of many private enterprises and not-for-profits, it sets the bar in local government.

Receipt of the Award affirmed the value that many staff place on their employment with Council. During the year, Council approved the adoption of a revised organisational structure and made appointments to several key positions in order to effectively maintain statutory and approved operational plan activities and accountabilities. A number of positions were reviewed as were the strengths of incumbents and their remuneration. Accountabilities have been more clearly defined in the monthly operational reporting processes.

Recruitment to fill existing vacancies and additional staffing resources has enhanced the development of attraction and retention practices. Succession needs have also been examined with the identification of those positions for which essential backup is required.

The Workforce Management Strategy developed and adopted by Council in April 2017, recognised that our employees are our greatest asset. Implementation during this year has focused on building on the need to continue to deliver responsive, efficient and effective services to our community. Strategic actions to be taken throughout the term of the Plan continue:

- Ensuring the health, safety and wellbeing of our staff
- Growing leadership capability

- Developing a high performance mentality
- Providing career pathways and nurturing talent
- Developing attraction and retention practices
- Pursuing Innovation, technology and partnerships
- Ensuring Council remains an Employer of Choice

Leadership Performance Indicators

MEASURE	SOURCE	NUMBER	TARGET
Councillor attendance at council meetings.	Council Minutes.	86%	80%
Unrestricted current ratio.	Annual Financial Statements.	4.2	>2.1
Overall community satisfaction with service delivery.	Community Satisfaction Survey.	66% (2018)	70%
Net operating results before grants and contributions.	Annual Financial Statements.	\$10,270,000	>\$0
Lost time injury rate.	Lost-time injury rate per 100 employees.	2%	<4.24



Transport

- TRSP 15** **We have an effective interconnected transport system that is safe, efficient and affordable for us as a community.**
- TRSP 16** **Our quality of life is enhanced by transport options to access services that are not available in our community and enable us to connect with people visiting and accessing the services we provide.**

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

Strategy 15.1 – We have a well-designed and functioning road network suitable for all users now and take into consideration future network consumption and demand.

Council re-constructed a section of road on the Amosfield Road from the intersection in the middle of Amosfield west for 1.5km. This road was constructed by Council's day labour with contractors as a shared resources venture. This was funded by the RMS Regional Road Repair Program, Regional Road Block Grant and the Supplementary Program.

Council co-funded several projects in the region utilising various sources of funding to achieve best value for money, including stabilisation of slips on the Mt Lindesay Rd between Legume and Woodenbong; replacement of a culvert on Headgate Road and Sawyers Gully Road; replacement of a bridge with a culvert on Beaury Creek Road; replacement a causeway on Sunnyside Platform Road; replacement of a causeway and drainage structure on the Rocky River Road.

Council received funding from the State Government for upgrades and safety issues that were exacerbated by the drought, which led to widening of the pavement through Frasers Cutting on Plains Station Road.

Council has been successful with various bridge funding opportunities. Major timber component replacements and strengthening has occurred to bridges across the following roads; Castlerag, Back Creek, Rocky River, Black Swamp, Goulds Falls and Mount Clunie.

Strategy 15.2 – Tenterfield Township and villages have pedestrian and cycle ways we can safely and conveniently walk or ride on, that connect us to our community facilities and homes.

As part of the Main Street beautification program, Council commenced replacement of the footpath pavers in Tenterfield's CBD, along Rouse Street, from High Street to Molesworth Street. This will be completed in 2019/2020.

Strategy 15.5 – Ensure adequate stormwater and drainage infrastructure is provided, maintained and renewed.

Council replaced various small drainage assets around the shire on various different roads including Binghi Road, Rocky River Road, Billirimba Road, Upper Rocky River Road, Paddy's Flat Road south, Barlows Gate Road, Tarban and Tarban Loop Roads, Woodside Road, Back Creek Road, Gunyah Road, Cullendore Road, Wylie Creek Road, Rivertree Road, Undercliffe Road, Harrigans Lane Road, Black Swamp Road, Wellington Lookout Road and Mount Lindesay Road.

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

Strategy 16.3 – Provide the required public transport infrastructure and work with key partners to expand the provision of cost effective public transport.

Council resealed 22.4km of Regional, Rural and Urban Streets in total in 2018/2019. Council also completed an initial seal of 1.1 km on Cullendore Rd. Council has invested in resheeting in excess of 44 kilometres of local roads across the shire. Various other roads were resheeted with other types of funding that were not capital replacement, rather, repairing a damaged asset from natural disasters.

Transport Performance Indicators

MEASURE	SOURCE	NUMBER	TARGET
Infrastructure Renewal Ratio.	Annual Financial Statements.	236%	100%
Capital Projects Completed on Time.	Council Records.	80%	80%
Number of HV Permits issued each year.	RMS Data.	42	Increase from previous period.
Number of vehicle accidents and pedestrian accidents.	RMS Data	31	<36 (2015/2016)
Number of vehicle movements across the council road network.	Council Asset Data.	5908 Average Daily Trips/21 Roads (2018)	5622 Average Daily Trips/52 Roads (2013)



Statutory Reporting

1.0 Fees & Expenses for the Mayor & Councillors

The total amount of fees paid to the Mayor and Councillors for the year 2018/2019 was \$144,480. Councillors receive a monthly fee of \$988.34 with the Mayor receiving an additional fee of \$2,156.67.

• Mayoral Allowance	\$25,880
• Members Fees	\$118,600
• Travelling & Subsistence	\$15,224
• Delegates' Expenses	\$28,101
• Councillors' Training	\$26,488
• Internet Expenses	\$3,490

The Mayor and Councillors are provided with facilities to assist in discharging the functions of civic office. They are provided with an iPad, stationery items, office support services, manuals and reference materials. The Mayor is also provided with an office, mobile phone and computer equipment. All Councillors are reimbursed for any out of pocket expenses such as travel, meals and accommodation when incurred in accordance with Council's Policy "Councillor Expenses and Facilities".

Councillor's Attendance Record 2018/2019 Council Meetings

There were 11 **Ordinary Council Meetings** and 4 **Extraordinary Council Meetings** held in the period July 2018 to June 2019.

Councillor	No. of Meetings Attended/No. of Meetings Held
Cr Petty	15/15
Cr Murray	14/15 - 1 Apology
Cr Forbes	14/15 - 1 Apology
Cr B Petrie	12/15 - 3 Apology
Cr Macnish	14/15 - 1 Apology
Cr Sauer	14/15 - 1 Apology
Cr Peters	15/15
Cr M Petrie	12/15 - 3 Apology
Cr Verri	15/15
Cr Rogan	14/15 - 1 Apology

2.0 Overseas Visits by Councillors and Staff

Nil taken in the reporting period 2018/2019.

3.0 Senior Staff

There are three staff positions which are determined under the Local Government Act 1993, as being Senior Staff Positions. These are the position of Chief Executive (General Manager), Chief Corporate Officer and Chief Operating Officer.

The following remunerations for contracts inclusive of salary, superannuation, non cash benefits and allowances in total for **Senior Staff Positions** for the 2018/2019 Financial Year as follows:

Position Title	Number	Contract Value
Chief Executive	1	\$225,000 - \$250,000
Senior Staff	2	\$200,000 - \$225,000

4.0 Contracts Awarded in Excess of \$150,000

The following contracts were awarded during 2018/2019 for amounts greater than \$150,000:

Contractor	Goods / Service	Amount (Incl Gst)
Interflow Pty Ltd	Cleaning & relining of sewer mains.	\$318,872
SMEC Australia	Mt Lindesay Road – Koreelah Creek Bridge strengthening.	\$252,301
Maloney & Sons Engineering	Mt Lindesay Road Upgrade – Legume to Woodenbong section. Koreelah and Big Hill sections.	\$239,630
ANNC Group Pty Ltd	Sale of 159 Rouse Street Tenterfield (Service Station).	\$850,000
Fulton Hogan Industries Pty Ltd	Regional Roads Reseal Program 2018/2019.	\$1,165,171
MJ Smith Ground Preparation	Mt Lindesday Road and Killarney Road intersection upgrade.	\$951,238
Department of Agriculture	Reducing the impacts of regional priority weeds within the Tenterfield Shire during drought (Serrated Tussock & Blackberry)	\$776,300

5.0 Private Works

Tenterfield Shire Council fixes the rates to be charged for the carrying out of private works each year in conjunction with the adoption of the Operational Plan. Rates are fixed for the hire of plant with and without operator, the supply of materials and pipes, the hire of staff, sewerage works, water charges, etc.

These rates are calculated annually to cover actual costs to carry out the works. Complex works are estimated separately and agreed by the applicant with the completion of a formal agreement prior to work commencing.

In 2018/2019, income from private works totalled \$208,000.

Council made no resolutions under Section 67 of the Local Government Act 1993 to fully or partly subsidise work on private land.

6.0 Legal Proceedings

Matter	Court	Costs Paid \$	Status
Alleged Trip & Fall - Tenterfield Fuels	NSW Supreme Court	\$12,500 (maximum exposure by Council).	Ongoing

A total amount of \$94,888 was spent on legal services during the year.

7.0 Contributions/Donations

During the 2018/2019 Financial Year, Council made a contribution to the following community groups totalling \$35,875.

No.	Organisation	Project	Amount \$
1	Drake Primary School	Presentation Night	150.00
2	Jennings Public School	Presentation Night	150.00
3	Mingoola Public School	Presentation Night	150.00
4	St Joseph's Convent Schools	Presentation Night	150.00
5	Sir Henry Parkes Memorial Primary School	Presentation Night	150.00
6	Tenterfield High School	Presentation Night	150.00
7	Urbenville Public School	Presentation Night	150.00
8	Woodenbong Public School	Presentation Night	150.00
9	TAFE	Presentation Night	150.00
10	Drake Primary School	Learn to Swim - contribution to transport	550.00
11	Urbenville Public School	Learn to Swim - contribution to transport	550.00
12	Westpac Helicopter Rescue Service	Helicopter Rescue Service - Annual Contribution	2,000.00
14	Tabulam SES	Upper Clarence Art Exhibition	500.00
15	Liston Hall Committee	Annual contribution to assist with operating costs	500.00
16	Bolivia Hall Committee	Annual contribution to assist with operating costs	500.00
17	Legume Hall Committee	Annual contribution to assist with operating costs	500.00
18	Drake Hall Committee	Annual contribution to assist with operating costs	500.00
19	Urbenville Hall Committee	Annual contribution to assist with operating costs	500.00
20	Steinbrook Hall Committee	Annual contribution to assist with operating costs	500.00
21	Sunnyside Hall Committee	Annual contribution to assist with operating costs	500.00
22	Mingoola Hall Committee	Annual contribution to assist with operating costs	500.00
23	Torrington Hall Committee	Annual contribution to assist with operating costs	500.00
24	Tenterfield Highlander Pipe Band	Annual contribution to assist with operating costs	600.00
		Sub-Total	\$10,050.00

No.	Organisation	Project	Amount \$
25	Tenterfield Showground Trust	Installation of 14 grey water dump points at the Showground	2,000.00
26	Tenterfield Traditional Archers Inc.	Completion of disabled carpark at the Club's admin area	1,000.00
27	Rotary Club of Tenterfield	Assisting with costs for conducting the annual Christmas Carnival	500.00
28	Ozfish Unlimited Tenterfield	Assisting with costs for the annual Gone Fishing Day at Tenterfield Dam	500.00
29	Tenterfield Show Society	Contribution towards entertainment and educational opportunities for children and young adults - 2019 Tenterfield Show	1,000.00
30	The Sir Henry Parkes Memorial Public School	Contribution to supply topsoil for a native garden bush tucker trail at the entrance of the School	N/A
31	Urbenville Progress Association	Contribution to purchase a lockable storage cabinet for the Hall kitchen	1,000.00
32	Tenterfield Eisteddfod Association Inc.	Contribution to hire cost of the School of Arts Theatre for the conduct of the 2019 Eisteddfod.	500.00
33	Tenterfield Transport Museum Inc.	Contribution to sealing driveway at the entrance of the Transport Museum	1,000.00
34	Steinbrook Progress Association	Purchase of tables for the Steinbrook Hall	750.00
35	The Oracles of the Bush Inc.	Contribution to fuel subsidy for surrounding schools to participate in Oracles of the Bush and contribution towards attendance of professional poet	600.00
36	Tenterfield Community Playgroup	Contribution for hire of RSL Pavilion for the weekly Playgroup	550.00
37	Tenterfield Poultry Club Inc.	Contribution for restumping of the Poultry Pavilion at the Showground	1,000.00
38	Tenterfield Physical Culture Club	Contribution to host an interclub competition - Memorial Hall / RSL Pavilion	750.00
39	Tenterfield Art & Craft Society Inc.	Contribution - donation of quilts to families who have experienced devastation of flood, fire or drought	250.00
40	Liston & Area Progress Association	Contribution to slab with roof for community BBQ	1,000.00
41	Tenterfield Senior Soccer	Contribution for hire fees at Federation Park and use of lights	Nil
42	Tenterfield Mens' Shed	Contribution to fit out dining, kitchen and toilet areas in the newly erected Mens' Shed	1,000.00
43	Tenterfield Westpac Helicopter Op Shop	Contribution to off-set Waste fees	Nil
44	Tenterfield Railway Station Preservation Society Inc.	Assist with purchase of a lawn mower	2,000.00
45	Tenterfield Rotary Club	Contribution to coach hire for the 2019 German Band Cultural Exchange	2,000.00
46	Drake School of Arts & Progress Association Inc.	Contribution to purchase and installation of ceiling fans for Drake Community Hall	750.00
47	Tenterfield Horticultural Society	Contribution to reimbursement of hire fees - Memorial Hall for year 2018 Flower Show	300.00
48	Torrington Hall	Contribution to replace the floor in Torrington Hall	2,200.00
49	Seniors Week Committee	Contribution to 2019 Seniors Week	500.00

No.	Organisation	Project	Amount \$
50	Tenterfield Lions Club Inc.	Contribution - 2019 Lions Club Cracker Night	2,000.00
51	Legume Progress Association	Contribution - purchase 2 professional tournament size table tennis tables	225.00
52	Tenterfield Endurance Riding Club	Contribution - purchase of horse rugs as prizes for Club event	600.00
53	Tenterfield Community College	Contribution to Quilt-a-Thon held with Tenterfield Craft Group	250.00
54	Cullendore High Country Pty Ltd	Contribution - tourist map for Liston district	Nil.
55	Drake School of Arts & progress Association Inc.	Hire of Park for local markets held monthly	60.00
56	Council's ANZAC Centenary Steering Committee	Materials for a replica mock-up World War 1 tunnel and trench system	665.00
57	Tenterfield Shire Council	Contribution towards Council's drought relief measures	875.00
		Sub Total	25,825.00
		Sub Total	10,050.00
		TOTAL	35,875.00

8.0 Statement of Activities – EEO Management Plan

In accordance with Council's policy and values, the following EEO activities were undertaken:

- Council continues to comply with gender requirements on Selection Panels;
- Council continues to support Work for the Dole initiatives and to take up employment subsidies, offered by Government, targeting youth and mature age groups within the community;
- Council continues to support workplace Learning initiatives for school work placement/work experience students;
- Continued development of human resource matrices which provide Council with data for human resource planning, identification and profiling in workplaces;
- Code of Conduct facilitation at all employee/worker inductions as part of on-boarding processes;
- Corporate culture has been observed and analysed, and awareness of the need for change and improvement built to underpin future action. The Voice Project Change Challenge, including the receipt of an Award, demonstrated the success of improvement programs, and
- Council is completing a review and update of the existing EEO Management Plan.

9.0 Controlling Interest in Companies

Council held no controlling interest in any companies during 2018/2019.

10.0 Partnerships, Co-Operatives and joint Ventures

Joint Venture with Kyogle Council

Council is involved in a joint venture with Kyogle Council to supply water to the villages of Urbenville (in Tenterfield Shire), Woodenbong and Muli Muli (in Kyogle Shire).

Memorandum of Understanding and Strategic Plan with Southern Downs Regional Council

Tenterfield Shire Council signed a Memorandum of Understanding (MOU) with Southern Downs Regional Council in September 2013 that forms a strategic alliance to improve and strengthen roads, waste management, tourism, emergency management and resourcing of both regions. There is also the ongoing MOU with Southern Downs Regional Council for the provision of water to the residents of Jennings.

North East Weight of Loads Group

Council is a member of the North East Weight of Loads Group, a voluntary association of member Councils for the purpose of administering the provisions of the Local Government Act, the State Roads Act, Road Transport (Mass Loading and Access) Regulation and the Interstate Transport Act to the extent that those Acts and Regulations provide limits on the Weights and Loads for Motor Vehicles using Local Council Roads and classified roads and create offences for breaches of those weight limits. The assets and liabilities of the group are held and borne by the members proportionate to the respective share.

Statewide Mutual Ltd and Statecover Mutual Ltd

Council is a member of Statewide Mutual Ltd and Statecover Mutual Ltd which is a company set up by Councils in New South Wales to provide cost effective liability, property insurance cover and Workers Compensation insurance cover.

11.0 Miscellaneous

Rates & Charges Written Off in 2018/2019

The amount of rates and charges written off during the 2017/2018 financial year, in accordance with the Local Government (General) Regulation 2005 (clause 132) were:

Fund	Total Rates and/or Charges Written Off	Total Rebate Received from other levels of Government	Net Cost to Council of Rates and/or Charges Written Off
	\$	\$	\$
General Fund Rates and Charges Written-Off	138,405	76,123	62,282
Waste Charges Written-Off	109,240	60,082	49,159
Water Charges Written-Off	55,873	30,730	25,143
Sewer Charges Written-Off	50,142	27,578	22,563
Total	353,660	194,513	159,147

Access to Information – Government Information (Public Access) Act 2009 (GIPA Act)

There were 10 Informal Applications under the GIPA Act during the period, where information was able to be provided in full. There were no Formal Applications during the period.

Privacy and Personal Information Protection Act 1998 (PPIP Act)

Council has a Privacy Management Plan which complies with the PPIP Act (Section 33).

There have been no reviews under the PPIP Act during the reporting period.

Public Interest Disclosures Act 1994 (PID Act)

No public officials made a public interest disclosure to Council, no public interest disclosures were received and no public interest disclosures were finalised in the reporting period.

Planning Agreements

Council does not have any voluntary Planning Agreements in force.

12.0 Stormwater Management Services

Council raised \$62,450 from the Stormwater Management Services Charge in 2018/2019. This funding supplements drainage funding provided by Council and is used to eliminate safety hazards and to minimise the risk of flooding of private property. No new projects were commenced in 2018/2019.

13.0 Report on Expenditure of Special Rates Variation Income at 30 June 2018

In June 2014, IPART approved an application from Council to increase general rates by 15 percent in 2014/2015 and 10 percent in 2015/2016, 2016/2017 and 2017/2018 (with the increases to remain permanently in Council's rate base). Over ten years, the Special Rate Variation is expected to raise \$9.98m.

Expenditure

A summary of expenditure for 2018/19 is provided in **Table 1**.

Table 1 – Summary of Project Expenditure for 2018/2019

Category	SRV Funded Projects Budget from 1 July 2014 to 30 June 2019*	SRV Funded Projects Actual Expenditure from 1 July 2014 to 30 June 2019	Unspent SRV Funding Transferred to 2019/20
Capital Expenditure			
Cemetery Improvements	\$278,000.00	\$55,269.56	\$222,730.44
Recreation Facilities Renewal	\$450,000.00	\$179,610.76	\$270,389.24
Saleyards Renewal	\$226,577.00	\$192,186.94	\$34,390.06
Drainage Improvements	\$40,000.00	\$-	\$40,000.00
Building Renewal	\$504,000.00	\$283,252.67	\$220,747.33
Bridges/Causeways	\$1,750,000.00	\$1,102,497.53	\$647,502.47
Road Construction	\$70,000.00	\$-	\$70,000.00
Road Resheeting	\$650,960.00	\$1,358,905.94	-\$707,945.94
Road Resealing	\$654,000.00	\$207,724.50	\$446,275.50
Main Street Renewal – Principal Repayments	\$453,695.00	\$427,949.38	\$25,745.62
Sub-Total	\$5,077,232.00	\$3,807,397.28	\$1,269,834.72
Operating Expenditure			
Main Street Renewal – Interest Repayments	\$ 272,237.00	\$150,757.78	\$121,479.22
Total to 2018/19	\$5,349,469.00	\$3,958,155.06	\$1,391,313.94

* Approved SRV indicated that the expenditure budget for the first 6 years would be greater than the income above the rate peg. Thereafter the expenditure budget would be lower than the

rate peg, but on average over the 10 years, the additional expenditure would equal the income above the rate peg.

Outcomes

A summary of the outcomes achieved as a result of the actual program of expenditure in 2018/19 is detailed below in **Table 2**.

Table 2 – Outcomes achieved as a result of actual program expenditure

Project Description	Expenditure 2018/19	Outcome
Capital Expenditure		
Cemetery Improvements	\$14,933.11	Niche Wall/Rose garden - complete
Recreation Facilities Renewal	\$135,013.49	Renewal of Jubilee Park Playground Equipment - complete \$98,745.34 Renewal of Urbenville Playground Equipment – in progress \$27,699.00 Renewal of Driveway & Carpark Federation Park – complete \$8,569.15
Saleyards Renewal	\$113,403.31	Renewal of Timber Rails with metal – ongoing program of replacement aimed at reducing maintenance costs \$25,750.58 Renew Agents Offices & Showers & Toilets – complete \$87,652.73
Building Renewal	\$134,159.21	School of Arts Upgrade Exterior & Repair Windows – in progress
Bridges/Causeways	\$620,254.09	Bridges/Causeways – ongoing \$342,182.28 Replacement of collapsed pipes – ongoing \$278,071.81
Road Resheeting	\$520,377.19	Program of gravel resheeting – ongoing
Road Resealing	\$39.98	Program of rural road resealing – ongoing
Main Street Renewal – Principal Repayments	\$113,051.08	Principal repayments on Main Street Loan (\$1.2M) for 2018/19
Sub-Total	\$1,651,231.46	
Operating Expenditure		
Main Street Renewal – Interest Repayments	\$31,625.71	Interest on Main Street Loan (\$1.2M) for 2018/19
Total 2018/19	\$1,682,857.17	

Significant Variations

The current Long Term Financial Plan (LTFP) reflects changes in the timing of some projects from those originally proposed. As a result, there are no significant variations in projects proposed to be completed using funding provided by the Special rates variation. This provides alignment

with Council's Asset Management Plans and also provides for a closer match between income to be received from the Special Rate Variation and proposed expenditure on a year to year basis.

A summary of the total expenditure from the commencement of the Special Rates Variation in 2014/2015 is provided in **Table 3**.

Table 3 – Summary of Income above the Rate Peg (as per SRV) and Actual Expenditure (All Years)

Category	Income above the Rate Peg	Actual	Unspent SRV Income
2014/15 - 2018/19	\$ 4,148,000	\$ 3,958,155	\$ 189,845

Long Term Financial Plan

A summary of the actual revenues, expenses and operating balances against the projected revenues, expenses and operating balances, as outlined in the Long Term Financial Plan provided in Council's application is provided in Table 4.

Table 4 – Operating Result – Projected vs Actual

Year ended 30 June 2019 (General Fund) (*)	Projected (\$,000)	Actual (\$,000)
Total revenue	19,249	29,084
Total expenses	13,748	19,016
Operating result from continuing operations	5,501	10,068

(*) Excludes waste management, water, sewerage & stormwater funds

14.0 Companion Animal Management

Companion Animal Education

Council Rangers continue to present the Responsible Pet Ownership program when requested by local schools. The program outlines pet ownership information including microchipping and registering dogs, walking your dog on a lead, picking up after your dog and keeping pets and keeping pets and stock contained to your property. An integral part of the program is educating children about what to do if they see a stray dog/animal and bite prevention.

De-sexing Program

Council participates in an annual de-sexing program in Tenterfield in conjunction with the local vet clinic and the RSPCA which is run through the month of September each year. Council contributed \$2,420 to the Program which resulted in the desexing 39 dogs and 12 cats.

Infringements

Zero infringements have been issued for breaches of the Companion Animals Act between 1 July 2018 and 30 June 2019. Active patrols by the Ranger and educating the public on responsible ownership principals has seen an undertaking by the community to ensure they are complying with the requirements.

Pound Activity

	2016-2017	2017-2018	2018-2019
Dogs Impounded	40	36	10
Cats Impounded	41	44	8
Other Impounded	Nil	NIL	NIL
Dogs Euthanised	63	31	21
Cats Euthanised	49	61	8
Animals Returned to Owners	48	20	1
Dog Registered	104	67	38
Working Dogs Registered	33	5	3
Cats Registered	32	5	3
Dogs Surrendered			11

Noise Complaints

There were a total of 12 barking dog complaints received and dealt with between 1 July 2018 and 30 June 2019. In some cases Rangers spoke directly with the dog owners and in other cases the dog owner was sent a letter advising of the complaint and the legal requirements to minimize the noise nuisance. In all investigations Rangers established the trigger for the barking and gave dog owners advice on ways to remedy the situation.

