

ANNUAL  
REPORT  
2019 - 2020



**TENTERFIELD**

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

Tenterfield Shire Council  
247 Rouse Street  
PO Box 214  
TENTERFIELD NSW 2372  
Telephone: (02) 6736 6000  
Website: [www.tenterfield.nsw.gov.au](http://www.tenterfield.nsw.gov.au)  
Email: [council@tenterfield.nsw.gov.au](mailto:council@tenterfield.nsw.gov.au)  
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## **Appendix 1**

Audited Financial Statements for 2019/2020



## Mayor's Message

As I write this, my 8<sup>th</sup> Annual Report, I look back on the year that was and all we have dealt with as a community. Coming out of the drought and fires of 2019 with the boil water alert in October and then finding sustainable bore water in November 2019. Then the break in the season in early February 2020, followed by COVID in March. Wow! But as we always do, we continue to get on with the job the best we can and still achieve on many levels. Into the future, I believe our Shire community will reflect on 2019-2020 and wonder how we managed to accomplish what we have.



Projects we have achieved and are ongoing:

- The near completion of the three (3) new bridges – Boonoo Boonoo River, Beaury Creek and Emu Creek
- The rebuilding of twenty four (24) wooden bridges in a 12 month period – a record!
- The commencement of works on the next section of the Mt Lindesay Road (Legume to Woodenbong) – 6.2 km
- The sealing of another 3.4 km of Mt Lindesay Road – only another 6 km remaining unsealed
- Major works and sealing of Frasers Cutting on Plains Station Road
- The installation of the Apex Park Bore to assist our rural community in providing free water for stock
- Lobbying to obtain \$4.373 million from the State Government for emergency water supplies and construction of bore infrastructure to ensure the water supply for Tenterfield into the future
- The announcement from the Federal Government of \$2.65 million for our new water filtration plant and \$7 million from the State Government for a \$9.7 million project which will soon go to tender
- The sealing of 43 km of roads (a \$1.044 million grant) and one of our best projects ever, and more funding announced to commence in the new year of 2021
- The upgrade and resealing of 12 km of the Tooloom Road into Urbenville
- The building of four (4) new public toilet facilities at Urbenville, Legume, Liston and Jennings through grant funding

So, as you can see there are works going on in every corner of our Shire and this doesn't just happen. It happens with good planning and with good staff to execute the job. Our Council staff are the most important asset we have. To recognise our Council's achievements in this very tough year, Tenterfield Shire Council was nominated for the RJ Dougherty Award – *Reporting to your Community – Division of Population less than 30,000* and in August was announced the winner for *Community Drought Management*.

This was a wonderful achievement for our staff, Councillors and the community as a whole. While going into my 9<sup>th</sup> year as Mayor, I look forward to working as hard as I can to achieve the best results for this Shire and always promoting Tenterfield in my travels. I take this opportunity to thank our Chief Executive Mr Terry Dodds, our Executive Assistant Ms Noelene Hyde and our staff for the constant, outstanding work they do.

I thank our Councillors for showing respect for each other and working as a team as a good Council should; the debate in the Chamber, decisions made and allowing staff to get on with the works. We are a very strong community and it's that strength that gets us all through these trying times.

I thank you all for the continued support and wish you all well.

**Cr Peter Petty**  
**Mayor**

## Chief Executive's Message



In last year's Annual Report I commented that we'd gone through one of the toughest years in my time in local government. How wrong could I be? COVID-19 has set new levels of disruption, stress, hardship and degrees of difficulty, not just in the delivery of day-to-day activities, but how not to spread the virus. Council is a face-to-face service business. Just like all other businesses, COVID-19 required us to completely change how we communicated, where we went and who we met, and how we both procured and supplied services.

When COVID-19 first hit there were so many unknowns. It felt like we were living in a real-life rendition of the now-famous Donald Rumsfeld statement, "As we know, there are known knowns; there are things we know we know. We also know there are known unknowns; that is to say, we know there are some things we do not know. But there are also unknown unknowns—the ones we don't know we don't know."

Not many good things came from COVID-19. But it taught us a lot about ourselves as a society - and there'll be much more to come as the rationale of how the vaccine is rolled out is debated! As an organisation, it reminded us of some things I feel we'd become a bit complacent with. COVID-19 reminded us that little, if anything, can be achieved without harvesting the ideas from a wider tapestry of people. It required us to adopt an incident response stance to all operations as things changed daily. This meant that ideas were harvested from all staff almost daily; at least during the first month anyway. In seeking ways to work around new challenges as a team we had to work much more closely and cohesively. In doing so, we got to know each other better, sharing both the burden and successes.

It also taught us where potential gaps would be in the event we were required to quarantine a whole section of staff. If a Water Filtration Plant Operator was diagnosed, the section they work in would be taken offline. So we had to segregate specialist staff regardless of whether they were diagnosed. We faced a similar dilemma at Urbenville, but with only two Water Filtration Plant Operators there, the risk of ceasing operations was even higher. This required us to cross-train with Operators from Kyogle Shire.

Complying with social distancing rules out on a construction site sounded simple, except it would have meant one person per motor vehicle. One of our mechanics came up with a remarkable solution to allow two people per vehicle. Council manufactured flexible plastic screens that were airtight, thus allowing people to travel together whilst breathing separate air.

Just like all other businesses right across the country, the now ubiquitous Perspex screens were installed, along with check-in procedures and hand sanitisers. Many high-risk areas of the council were forced to temporarily close, such as the Cinema, School of Arts, and Visitors Information Centre.

One of the most difficult things to address was the closure of the Queensland/NSW border, and what has now become known as the 'Border Bubble'. The Border Bubble caused huge logistical difficulties with health services, education and emergency services in particular. The border closure caused havoc with the building industry and specialist suppliers of all sorts.

In signing off I'm not going to repeat my error and say 2019/2020 was the toughest year. I'll simply say it was another challenge we faced and did our best to conquer.

**Terry Dodds**  
**Chief Executive**



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## **About Council**

## 1.0 Tenterfield Shire Profile

### ***The First Inhabitants***

Tenterfield Shire was first inhabited by the Jukembal people, with their territory straddling the Great Dividing Range from Glen Innes to Stanthorpe. The name Jukembal 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 6,638, with a median age of 53.4 years and median wage of \$32,866 (ABS Region Information for Tenterfield (A) (LGA) 2020).

### ***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 was last held in September 2016. With the COVID-19 pandemic and associated restrictions on local government operations and activities in March 2020, advice was received in April 2020 that the Minister for Local Government postponed the upcoming September 2020 elections for a full year to September 2021.

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 for this to be the case with election of the Deputy Mayor annually.

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 2019/2020 is shown in the following pages of this report. No meeting was held in March 2020 due to the COVID restrictions with the April 2020 meeting held via Zoom only.

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](http://www.tenterfield.nsw.gov.au)

Due to the COVID-19 pandemic and restrictions, together with works on the Tenterfield Shire Council Chamber, no members of the public have been able to attend Council Meetings since March 2020. Meetings have been held at the RSL Pavilion under COVID-19 restrictions with the ability for Councillors to attend via Zoom.

## **Councillor Training**

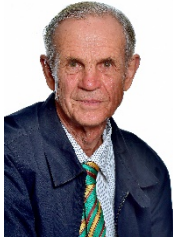
During 2019/2020, Councillors received the following training to assist them to carry out their functions:

<b>Course / Workshop / Training</b>	<b>Date</b>	<b>Attended/Not Attended</b>
Councillor Workshop – Covenants, Update on Tenterfield Water Emergency, Consideration of Motions, Round 3 – Stronger Country Communities Fund	09/07/2019	Apology:
Councillor Workshop – Potential Acquisition/Gifting of Former Tenterfield Power House, Future Plans of Make-It-Tenterfield, Overview of Local Government Rating System, Round 3 – Stronger Country Communities Fund	14/08/2019	All Councillors in attendance
Councillor Workshop – Update Fire Emergency, Update Water Issues, Ten FM Agreement, New Footpath Activity Policy, Bandahngan Aboriginal Area	11/09/2019	Apology: Mayor Petty, Cr B Petrie
Councillor Workshop – Water Issues, Update Drought Management Plan, Financial Impacts of Water Issues	08/10/2019	Apology: Cr Forbes, Cr M Petrie, Cr Peters
Councillor Workshop – Sale of Land, Sale Yards, Report on Waste Vouchers as per November Business Paper	26/11/2019	Apology: Cr B Petrie
Councillor Workshop – Planning Matter, OLG Consultation on Risk Management	11/12/2019	Apology: Cr M Petrie
Councillor Workshop – Murray Darling Association considering name change, Grant Funding	22/01/2020	Apology: Cr Forbes, Cr Rogan, Cr Macnish
Councillor Workshop – Peter Allen Festival – Funding Allocation, Reconsideration of Grant Funding, DA – Rain Water Tank – Former Uniting Church, Quarry – Progress on Joint Regional Planning Panel	29/01/2020	Apology: Cr Forbes
Councillor Workshop – RMP & Associates, Road Reserve Status, Rural Addressing, Road Naming, Truck Wash, Presentation – Angry Bull Mountain Trails, NRMA Charging Station	11/02/2020	Apology: Cr Peters
Councillor Workshop – Mole River Project, Facebook, Monument Project Briefing, Crown Land Plans of Management/Buffer Zones for Villages	11/03/2020	All Councillors in attendance
Councillor Workshop – Draft Development Servicing Plan – Water & Sewer, Consideration of Motions for submission to National General Assembly, RMP & Associates	17/03/2020	Apology: Mayor Petty, Cr B Petrie, Cr Forbes

<b>Course / Workshop / Training</b>	<b>Date</b>	<b>Attended/Not Attended</b>
Councillor Workshop – Emergency Drought Relief Package	03/04/2020 Zoom Meeting	Apology: Cr Sauer, Cr Forbes, Cr M Petrie
Councillor Workshop – Draft Tenterfield Local Strategic Planning Statement 2020-2040, Draft Development Servicing Plan – Water & Sewer, Draft Section 7.11 & 7.12 Development Contributions Plans, General Discussion on Extraordinary Council Meeting for 22/05/20, Flying Foxes in Millbrook Park, Gazetted Road Issues	13/05/2020 Zoom Meeting	Apology: C B Petrie
Councillor Workshop – Draft Operational Plan 2020/2021 and Draft Fees & Charges 2020/2021	20/05/2020	Cr Verri & Cr Forbes attended via Zoom
Councillor Workshop – Developer Contributions Plans, Tenterfield Saddler	03/06/2020	Apology: Cr Sauer, Cr B Petrie
Councillor Workshop – Proposed Tree Assessment Workshop	10/06/2020	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*

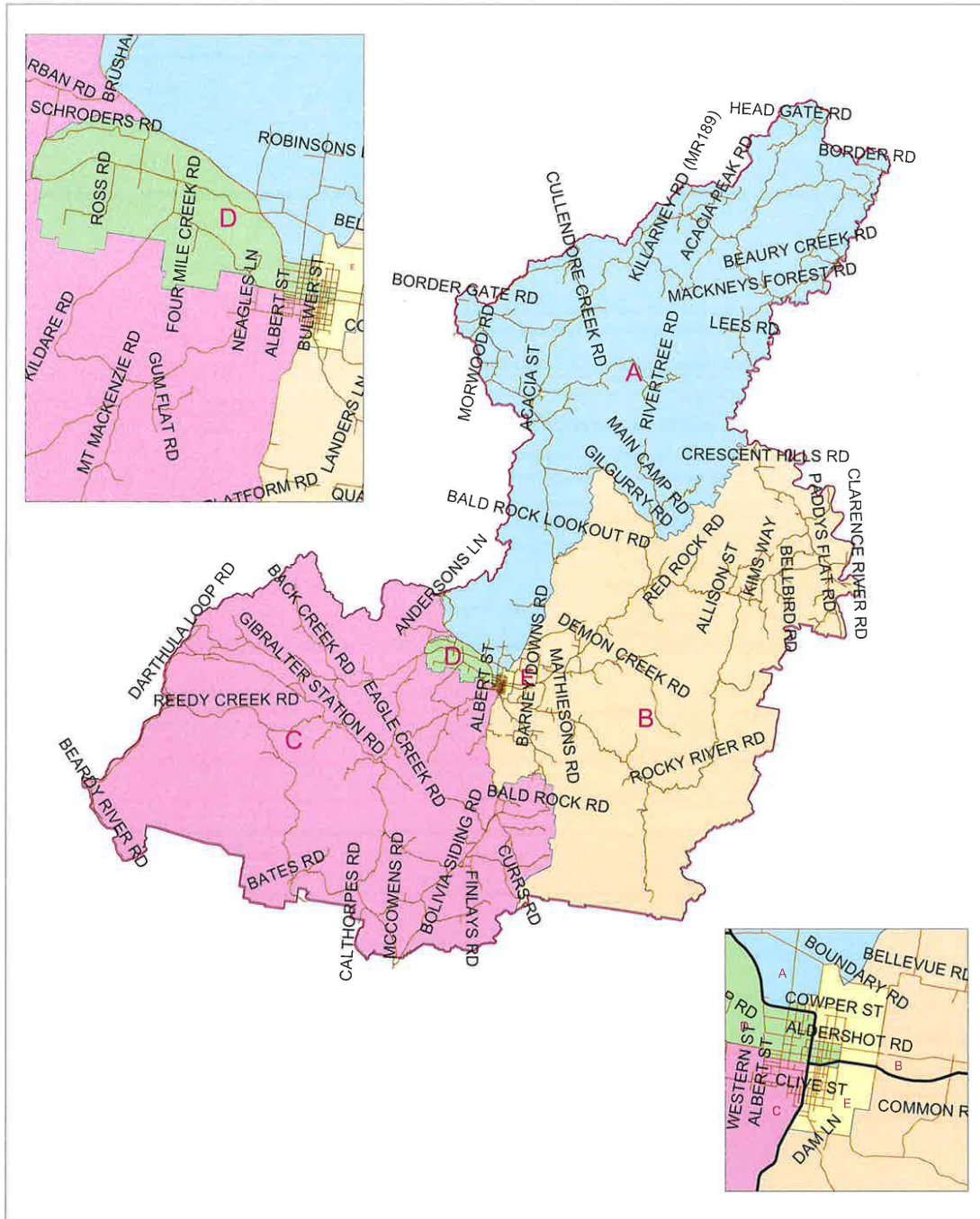
**Council Ward Boundaries**



**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***

Due to the fire events of 2019 and COVID-19 pandemic restrictions from March 2020, the meetings scheduled for Community Engagement for Integrated Planning and Reporting were not held during the reporting period. Community Meetings were held at the individual villages regarding grant funding and fire recovery.

In addition, two Ordinary Council Meetings were held in communities outside Tenterfield Township 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 Bolivia (28 August 2019) and Legume (26 February 2020).

### ***Communication***

Council continues to provide information to the community through the distribution of the Council newsletter "Your Local News". 26 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
- Tenterfield Saleyards Advisory Committee
- Disability, Inclusion & Access Advisory Committee
- Parks, Gardens & Open Space Advisory Committee
- Arts & Culture Advisory Committee
- Tourism Advisory Committee
- Youth 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
- Joint Regional Planning Panels
- 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 2019), 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.

Unfortunately due to the COVID-19 pandemic and restrictions, there has been no opportunity for members of the public to address Council since March 2020.

### ***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 and mobile application 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):

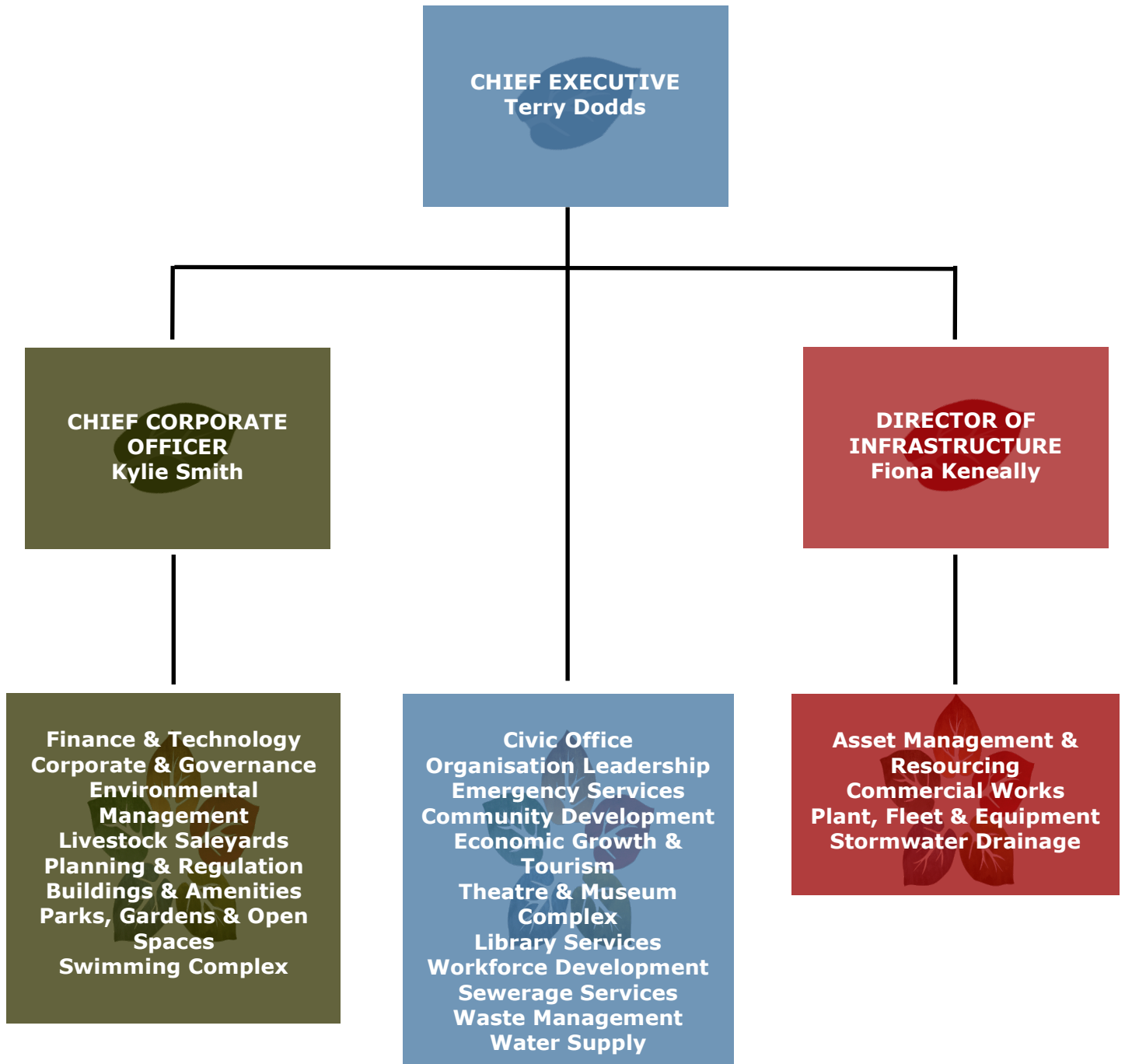
- (a) to conduct the day-to-day management of the Council in accordance with the strategic plans, programs, strategies and policies of the Council,
- (b) to implement, without undue delay, lawful decisions of the Council,
- (c) to advise the Mayor and the governing body on the development and implementation 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 three Divisions of Council. These Divisions are Corporate, Governance, Planning and Regulatory Services, Infrastructure, Transport and Engineering Services, and Economic, Community and Workforce Development Services.

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 (IP&R) 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 2017-2022, incorporating the Operational Plan 2019 - 2020, 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, usually being 4 years. Given the extension to the IPR Reporting Cycle, as outlined in the Office of Local Government Circular 20-10 Postponement of the September 2020 Local Government Elections, Tenterfield Shire Council will not be able to provide an update to the State of Environment Report in this Annual Report. A comprehensive review of State of the Environment Report is currently being developed to align with the next IP&R cycle.





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## **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 sixty (60) food premises were inspected as part of Council's annual inspection program. Zero (0) complaints were received in relation to food premises. Council's Activity Report, as required by the NSW Food Authority was lodged on time for the 2019/20 FY.

## **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.**

A wide range of recreation and leisure opportunities have been supported during the year and a number of events and activities held, including:

- School holiday activities such as skateboarding workshops
- R U OK events
- Monthly Interagency breakfast meetings
- Support of community meetings including Service Network Meetings, Health and Wellbeing Bushfire Recovery Meetings and Support the Supporters events
- Support of events such as the Drought Bus and Business Breakfasts
- Grandparents Days event support
- Mental Health Month Events in October 2019 to support the health and quality of life of our community
- National Aboriginal Islander Day of Celebration week was supported for an event at Bruxner Park on Monday 30 September 2019
- Bushfire Recovery Support/Thank you events to our community and visitor partners in regard to Bushfire Recovery were arranged for example with BlazeAid – event occurred on 2 Nov 2019
- Wellbeing day at the local High School was supported by running an activities for the students "kindness rocks" – 20 October 2019
- Organisation and co-facilitation of Mens Health Night and Womens Health Nights in Tenterfield (December 2019) occurred in partnership with PHN, Healthwise and Smiling Faces Helping Hands in Tenterfield to offer opportunity for support post fires
- Community meetings were held across the Shire regarding bushfire recovery
- Support of the Tenterfield Show, with a Bushfire/Drought Support Tent with a number of services and community partners available to offer information and assistance for 7 and 8 February 2020
- Seniors Week starting 17 February 2020 including an Art of Ageing Exhibition, Alternate Drop Banquet Hall lunch, movies, country dance and a mystery bus tour – thoroughly enjoyed by all
- On the 27 March 2020 Tenterfield hosted a Vice Regal Reception to honor bushfire recovery partners

## **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 support of the Disability Inclusion and Access Award as part of the Business & Tourism Excellence Awards.



Ongoing co-ordination and facilitation of partnering, action and promotion of Councils Disability Action Plan.

**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 continues to support local Aboriginal Communities and to strengthen partnerships.

**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.**

Council supported the Volunteers information night on 28 August 2019 and 2020's Volunteer Information night.

Due to COVID-19, and resulting complications, the volunteer numbers have been impacted at the Visitors Information Centre and the School of Arts. Ongoing promotion, however, and celebration of volunteers within our community continues.

Promotion and celebration of the work of volunteers within the community is also hoped to be promoted through a Volunteers Expo.

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

Tenterfield in Touch continues to be distributed now on a fortnightly basis.

My Community Directory continues to be used as a platform to connect our community and visitors to activities, events and community partners.

***Australia Day Event***

Council's Australia Day 2020 Celebration was held in the Tenterfield Memorial Hall commencing with breakfast served by the Tenterfield Lions Club and entertainment by the Granite Belt Community Band.

Congratulations were extended to Mr Col Mann who was recognised in the 2020 Australia Day Honours List with the Order of Australia Medal (OAM) for his contribution to aged care in establishing both Millrace and Haddington for the Tenterfield community.

A Citizenship Ceremony was conducted by Mayor Peter Petty for Ms Sandra Dobbs, Mr Niti Kocharit, Mr France Dago-oc and Ms Ayla Venizza Waugh.

The gathering was addressed by the Australia Day Ambassador, Dr Jamal Rifi AM and following the Awards Ceremony, the ever popular pipes and drums of the Tenterfield Highlanders Pipe Band brought the event to its conclusion.

Award winners were:

- Citizen of the Year – Mr Peter Bonner;
- Young Citizen of the Year – Rachel Cowin;
- Sportsperson of the Year – No nominations;
- Young Sportsperson of the Year – Erin Crotty;
- Emergency Services Volunteer of the Year – Karmell Cowin, and
- Community Event of the Year – Liston’s Cobb & Co Heritage Day.

**Strategy 5.3 Provide a library service that informs, educates, inspires and supports lifelong learning, providing a culturally rich environment.**

Tenterfield Public Library operates from Mondays to Fridays from 10am to 5pm, and on Saturdays from 9am to 12 noon. Branch Libraries operate as follows:

Drake Village Resource Centre: Monday – Friday 10am – 5pm

Urbenville Community Hall: Wednesday 2pm – 5pm

Torrington Memorial Hall: Friday 11am – 2pm

All Library Services have been adversely affected by the COVID-19 restrictions which began in mid-March 2020. The Tenterfield Library was reopened for restricted hours and restricted computer use during June 2020 but all meetings and group activities have been halted. There have been no displays or exhibitions since mid-March 2020.

Library holdings as at 30/06/2020 were 32,746. Loans for 2019/2020 totaled 21,670 including eLoans of 2,126. Visitation for 2019/2020 was 14,752. Audio books, eAudiobooks and Large Print books are provided for people with limited vision. Visitation was reduced because of restricted hours and restricted computer use.

Patron usage of online resources has increased during the COVID-19 shutdown. During 2019/2020 there were 2126 eLoans and 3461 searches of the Tenterfield Star newspaper archive. The Home Library service was halted in March 2020 but recommenced in June with strict sanitation protocols in place. The regular monthly branch exchanges were halted during the COVID-19 closedown and recommenced in July 2020. The project to catalogue the Art Works held by Council has been delayed due to the building works at Council’s Administration building, commenced in March 2020.

**Community Performance Indicators**

MEASURE	SOURCE	NUMBER	TARGET
Crime rate (total number of recorded criminal incidences).	NSW reportable crime statistics.	<b>22%</b>	Decrease from previous period.
Housing affordability % Change.	Rent and Sales Report, Housing NSW.	<b>-33% (NSW average from 1985 to 2007)</b>	Nil Change.
Community Development Funding.	Annual Financial Statements.	<b>\$44,965</b>	
Tenterfield LGA Population.	ABS sourced demographic data.	<b>6629</b>	7,000
Households/Dwellings.	ABS data on new dwelling approvals.	<b>9% (26 approvals) 2019</b>	<b>&gt;3% (24 approvals)</b>



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## **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, severe bushfires and COVID-19. Our economy has been stimulated by successful grant applications including bushfire resilience funding. This funding has assisted our local economy and businesses to transition through this period and continue to carry out the important work of providing services to our communities across our Shire. Infrastructure programs that have supported our business and agricultural community include:

- Timber bridge repair program
- Upgrades to community halls
- Sporting infrastructure
- Event funding
- Village Streetscapes
- Business development projects
- Community development projects

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 Council's Tenterfield True destination marketing brand and strategy has resulted in continued and increased 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.

**Strategy 6.5 - Land use planning strategies and policies enhance and support sustainable economic growth in the Tenterfield Shire.**

The Container Deposit Reverse vending machine has been installed in Tenterfield, collections has passed 2,600,000 containers for the year.

The risk to the community through glass separation has been removed with the installation of a new glass shield for the Tenterfield Waste transfer station.

Boonoo Boonoo's old cell site was prepared by Works staff utilising Council's bulldozer for asbestos from February fires 2019. Due to the fires in September site handover was delayed by 4 weeks. Delays from new fires increased timeframe for completion official site handover 29 November 2019 works are now completed.

A new compactor was sourced by fleet to replace the aging one, the compactor arrived onsite on New Year's Day. The industrial sized equipment is an asset for Council which will allow greater compaction of waste.

Deployment of the hungry bins as educational tools and competition prizes continues.

Operational staff continue to provide an excellent service in line with service level agreements. Some additional requirements as distancing and hygiene protocols under COVID-19 to ensure staff and community health.

**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.**

Council continued to engage with the Tenterfield Chamber of Tourism, Industry & Business, assisting to facilitate and support business breakfasts (prior to COVID-19 restrictions), the 2019 Tenterfield Business & Tourism Excellence Awards, workshopping for businesses, and the Why Leave Town gift card program.

Council initiated a monthly e-newsletter for Tenterfield's local business and tourism industry (Tenterfield Economic Development & Tourism News) to provide the Shire's local business network with regular updates from Council regarding tourism marketing and economic development initiatives and updates, as well as key industry resources and information to support their business operations.

Partnerships continued with Regional Development Australia Northern Inland, NORTEC, Destination Network Country & Outback NSW and neighbouring Councils. Council's New England High Country destination marketing partnership was also maintained with 6 other Local Government Areas that make up this wider region, including Armidale, Glen Innes, Guyra, Inverell, Uralla, and Walcha.

Regional Tourism Bushfire Recovery Grant funding provided Council with an opportunity to execute a wide-spread destination marketing campaign for Tenterfield, which was successful in helping to combat the downturn in visitation and boost regional visitation. With the Queensland border closure playing a big part in the decreased visitor numbers, focus was placed on bringing visitors to Tenterfield from coastal areas of New South Wales.

Part of this campaign involved the development and launch of a new tourism promotion video for Tenterfield in June, which has since aired on TV on Brisbane Metro, Gold Coast, Northern Rivers, Coffs Harbour, Port Macquarie, Newcastle, and Tamworth networks, which gained great traction, resulting in a widespread motion of enticing visitors to Tenterfield, many of which stayed in the region for multiple nights.

The video was also shared on the Visit Tenterfield social media accounts, reaching over 265,000 people in target market areas.

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

The Tenterfield Visitor Information Centre recorded 10,127 visitors during 2019/2020. Council continued to meet its obligation to have the Centre open 7 days a week, 363 days a year, through the support of volunteers, up until the end of March, when the centre closed for two months due to COVID-19. Volunteer numbers were maintained at a consistent level between 20 and 25, until the impacts of COVID-19 saw a decrease of over 50% of volunteer numbers.

Tenterfield’s Tourism and Marketing team developed and launched a new destination marketing website in April and the previous Tenterfield Tourism website was decommissioned. The Visit Tenterfield website is the key call-to-action platform for all tourism marketing and promotional activity for the Shire.

**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.**

Council’s Economic, Community and Cultural Development Officers supported progress Associations across the District by attending meetings, promoting community participation and by distributing information through direct communications. The Community Development Officer provided further information and support relating to grants and collaborated with the Cultural Officer & stakeholders for the delivery of a wide repertoire of cultural events including theatre, dance, music and cinema. Council’s Community Development Officer and Tourism & Marketing Officer worked together to provide regular community updates and information in the form of a weekly e-newsletter.

In November, the 2019 Tenterfield Shire Council Business & Tourism Excellence Awards night was held at the Sir Henry Parkes Memorial School of Arts, with 98 local business operators, sponsors, and supporters in attendance, including Council staff and Councillors. Award categories included Excellence in Agriculture/Agribusiness, which was awarded to Moore Eggs. Wiltshire 7 Co – Tenterfield (CRT) was awarded Highly Commended for this category. The next awards night is planned to be held in 2021, as a biennial event. The 2019 awards night was aptly named the ‘Bugger the Drought Gala Dinner’, 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.	<b>-1% (RDA)</b>	Increase from previous period.
Gross revenue generated by businesses and organisations in Tenterfield.	RDA Data.	<b>\$345.6 million</b>	>538 million
Tourism Visitor numbers to LGA.	Visitor Information Centre	<b>10,127</b>	Increase from previous period.
Unemployment Rate.	ABS Data.	<b>8.8%</b>	Below Region Average.
Labour Force size.	ABS Data.	<b>2.85%</b>	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.**

Despite an unprecedented and challenging year of drought, severe water shortages, bushfire and COVID-19, work in the heritage conservation field in Tenterfield Shire continued and saw good results with ongoing and new work in the following key areas:

- Site meetings with owners and prospective purchasers in relation to historic properties.
- Pre-development application stage advice.
- 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.
- Attendance and contributions to the Heritage Panel bi-monthly meetings
- Assistance with Council's asset management on works within the Conservation Area.
- Assistance and input to the Strategic Heritage Inventory Review.
- Preparation of interpretive signage for CBD

Council's Heritage Advisor carried out 52 site visits up to 30 April 2020, and provided advice on a range of matters as outlined above. The take up of pre DA/minor works and conservation advice shows increasing awareness of the availability of the free heritage advisory service and prior approval requirements. Follow up written advice is provided and often includes some additional historical research to assist with a better understanding of the property. This is helping to raise awareness to purchasers of the significance of the property. Early advice also helps to identify issues 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 Grants are an important incentive and often act as a catalyst to carry out conservation works to heritage properties. The Local Heritage Assistance Fund supported 7 successful projects this year including guttering, fences, repainting, roof painting, and joinery repairs. The grant fund of \$25,500 supported a total value of projects of approx. \$93,000 showing a multiplier of almost four times.

While some projects are small scale, every positive conservation action has a cumulative impact in the enhancement of heritage conservation in Tenterfield Shire and is raising



awareness about conservation best practice. The earliest attention to repairs, is critical, especially water damage to prevent accelerating deterioration which can result.

New interpretive heritage signage has been prepared for ten sites in the town centre with consultation and input from the heritage panel and community. This involved considerable research of early photographs and historic information. The signs will highlight many contributory buildings such as Phippards Pharmacy building and the NAB. The signs bring some interesting stories and information about some of the key sites in the town centre. There is potential to expand this as funds permit.

## **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.**

Prolonged Drought conditions allowed educational materials to be prepared and distributed along with shower timers for accommodation businesses (delivered and more requested). Information materials were provided to residents while undertaking water meter readings.

Boiled water Alert was enacted on 4 October 2019, from a turbidity failure due to ash from the recent fires, finished on 24 December 2019. Close monitoring enabled by the installation of on-line turbidity meters and discussions including NSW Health and DPI plant inspections occurred from October to February 2020.

EPA undertook sampling of the dam to ensure water quality.

Repairs continue from the damage from the fires with the de-watering bag was also replaced. Repair of the sludge pond liner is progressing with estimates for temporary alternate storage as large 620KL tank. Plans progressed to purchase, installation of a concrete tank pad with finalised plans and installation completed.

Arrival and commissioning of the hired Osmoflow plant able to treat 620KL of water occurred in January 2020, testing is underway to proof the system, with treated bore water returned to the dam.

Dam survey/monitoring is underway with fortnightly readings commenced.

Storms on 26 November 2019, caused damage, including ash and flotsam into the dam, some aquatic life has perished due to temperature and changes in oxygen levels. Rain continued intermittently throughout December 2019 and January 2020, raising the dam to 53%. The sediment controls destroyed in the flash flooding hailstone event have now been replaced

Under boring required to complete the bore mains works have been completed.

Emergency water search included utilisation of a Drilling Rig that was successful for supply at the transport museum and RFS sites additional drawdown testing has been completed and authorisation for production bores for transport museum, RFS and Archery Club have been received. Pipeline for secondary bores commenced in November 2019 and continue along Billirimba road For Archery, East Street and the Common and Douglas Street RFS site and are complete currently over 4km has been laid. Works continue with well head installation and compounds RFS site is the first with 2 slabs poured and electrical (switch boards) commenced.

Undertaking the Dam de-vegetating and de-sedimentation with an estimated increase to capacity of 5 Million litres works continuing on the basis of soil moisture content to enable machinery access. Works halted due to storms, and with the dam now filled this program has been concluded until scoping for potential dredging and/or dryer conditions prevail.

Additionally replacement of the pumps to submersibles is underway in Urbenville following pump failure. Planned replacement was enacted and inspection with contractors on site earlier in October works scheduled at the end of November 2019 project delayed. Submersibles deployed, onsite meeting as workshop with Kyogle Council as part of the options study commenced as of June.


**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.**

**Sewerage Services**

Provide effective and efficient delivery of sewerage services across to the townships of Tenterfield and Urbenville.

**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. 

**Environmental Performance Indicators**

MEASURE	SOURCE	NUMBER	TARGET
Total waste diverted from landfill.	Council Records.	<b>1006 Ton</b>	Increase from previous period.
Drinking water quality compliance with microbial requirements.	DPI Water Data.	<b>100%</b>	100%
Average annual residential water consumption.	Council Data	<b>Residential 44,650L</b>	Decrease from previous period.
Average annual residential electricity consumption.	ABS Household energy consumption survey.	<b>6,775.6 kW hours</b>	<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 2019/2020 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. The CAMMS integrated planning and reporting software system was introduced during 2019/2020, with resource constraints halting the project on 30 June 2020. It is anticipated that the system will be operational when resources for the project are able to be allocated in coming years.

**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 September 2019, and March and June 2020. 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 2019/2020 included:

- Light Vehicle Fleet Audit
- IT and Cybersecurity Audit
- Procurement Processes Audit

The recommendations from these reviews are 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 2,569 general customer enquiries during 2019/2020. Council's Mitel telephone system was upgraded during 2019/2020 and this allowed for more effective redirection and response to customer phone calls during the COVID-19 shutdown in 2020.

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. During 2019/2020 Council used the push notification tool of the mobile app to notify residents and visitors of fire and water alerts, water restriction alerts and COVID-19 alerts. There were 5,581 views of Council's push notifications during 2019/2020.

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

#### **COVID-19**

The COVID-19 pandemic has had an unprecedented impact on the way people live and work. Council has had to significantly modify its operations to protect our workers and the broader community.

Until there is an effective vaccine or treatment, there can be no return to business as usual. Council must find a 'new normal' and must continue implementing measures to reduce the spread of the virus and to play our part in preventing health systems from being overwhelmed and preventing unnecessary deaths.

A heavy focus continues around maintaining COVID information, instruction and inspections along with associated compliances and reporting.

#### **Work Health and Safety Management System - Continuous Improvement**

A review of the Work Health Safety Management System (WHSMS) was conducted. This resulted in the development of implementation tools which range from new Safe Work Method Statements, PowerPoint presentations, group activities, workshops (live site Risk Management training) and COVID 19 hazard assessments and associated controls. These ensure continual improvement and ease of system implementation, review and improvement.

#### **Work Health and Safety Audit**

Council continued to implement Continuous Improvement Audits to ensure compliance and implementation of the WHSMS. Council realigned its strategy within the COVID environment to ensure continued effective implementation of, and compliance with, the Work Health and Safety Management System. Areas of focus for the year were the Memorial Baths, construction sites and outdoor operations. In addition all Council operations, environments and work tasks were inspected and audited to ensure the safety of staff and members of the public against the COVID-19 identified hazard.

#### **Chain of Responsibility (CoR)**

Chain of Responsibility (CoR) Council has commenced a review of requirements from the National Heavy Vehicle Law 2018, also known as Chain of Responsibility. Council has made the decision to integrate these requirements into the Work Health and Safety Management System. This will ensure a systems based approach, transparency of activity, reporting, monitoring and review.

## **Workers Compensation**

HR Workforce Development & Safety has ensured compliance with the Workers Compensation Regulation 2016 and the amendments of 2018. Injured workers are returning to work as per our Injury Management and Return to Work Program. This program ensures that staff are rehabilitated in a timely manner and returned safely back into the workplace. Council's current low workers compensation premium this year, again has highlighted the excellent work all staff, managers and executives have done in taking responsibility for their duties and obligations surrounding all facets of work health and safety.

## **Consultation**

This duty to consult is based on the recognition that worker input and participation improves decision-making about health and safety matters and assists in reducing work-related injuries and disease. A safe workplace is more easily achieved by Council when everyone involved in the work communicates with each other to identify hazards and risks, talks about health and safety concerns and works together to find solutions.

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

The COVID environment has curtailed some of WHS consultative forums. However strategies such as emails, text messaging, zoom and small group gatherings achieved the required forums providing WHS consultation and participation.

## **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

Training early this year was interrupted and delayed by the onset off the COVID-19 environment. In response a heavy focus was placed around the implementation of Risk Assessments and Safe Work Method Statements to accommodate any identified short term competency or skill gaps.

## **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
- Cash handling
- COVID-19

### **Drug & Alcohol Testing**

Council is required to manage the work-related risks associated with alcohol and other drugs and as such enhance the promotion of a workplace that is drug and alcohol free. Drug and alcohol tests were conducted, at key times including but not limited to random and post incident, all of which produced confirmed Negative results, endorsing the value of the program. Further training has been conducted to increase the number of staff formally capable of conducting on-site drug and alcohol testing.

### **Identified Hazards**

Ten (10) Hazards were formally registered, investigated and controlled. 137 Incidents 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.**

HR Workforce Development & Safety continued to implement Council's Workforce Development Strategy during 2019/2020 in order to attract and retain passionate, committed employees and promote an engaged workforce to deliver quality Council services, through alignment to initiatives, projects and tasks. Implementation this year has been challenging to say the least. Drought, bushfires and COVID-19 have had heavy impacts on the way Council has planned, developed and implemented its Human Resource strategies.

HR Workforce Development & Safety also played a crucial role this year with its emergency management accountabilities and responsibilities during the September 19 bushfire crisis and post bush fire recovery. Staff and community safety and wellbeing directed any HR resources to areas in need of assistance, information, advice, instruction and training.

### **Staffing and Workforce Planning**

For 2019/2020, total recruitments (of existing positions) processed were fifteen. This number includes full-time, part-time and trainee employees.

Recruitment to fill existing vacancies 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.

## Recruitments: 2019/2020 Financial Year

Position	Service
Assistant Weeds Officer (Contract)	Open Space, Regulatory & Utilities
Engineering Administration Assistant	Asset & Program Planning
Trainee: Accounting Officer	Finance & IT
Store Person	Infrastructure
Internal - Administration & Web Assistant (Maternity Relief)	Chief Executive
Director of Infrastructure	Infrastructure/Chief Executive
Technical Projects Engineer (Graduate)	Asset & Program Planning
Transfer Station Operator (Drake)	Water & Waste
Manager HR, Workforce Development & Safety	Chief Executive
Team Leader (Patch mobile)	Works
Plant Operator x2	Works
Manager Property & Buildings	Property & Buildings
Internal - Team Leader (Grader)	Works
Community Recover Officer (12 Months Employment Contract (Grant))	Economic & Community Engagement

The University graduate labour market has been investigated this year as a viable source of recruitment with contact being made with Southern Cross, Southern Queensland and Lismore Universities, all providing excellent support and advice.

### Casual staff Strategic, operational and risk analysis & evaluation

An evaluation on the use of casuals, labour hire and fixed term contracts within the current structure was completed to ensure risk exposures were identified, understood and communicated in regards to the new 2020 State Award requirements and Councils obligations.

A major review of the organisation's structure occurred with a focus on casuals, trainees, contractors and outstanding recruitments. Discussions held with associated business unit Managers to ensure a continued focus on operational outcomes and the required resourcing so as to take advantage of Federal and State Government incentives.

### Training and Development

Tenterfield Shire Council is committed to a program of staff development based on a goal of creating a climate of and opportunities for employee growth which will benefit the Council and the individual. HR Workforce Development & Safety coordinates compliance, skill enhancement and career training for all employees.

Council was successful in grant funding through the Local Government Skills Strategy which enabled many of our staff to undertake and achieve competency in many areas. This included Multiple TAFE initiated online learning modules. An "online" learning focus continues and is being expanded not only to accommodate the current environment but also for future effectiveness and efficiencies.

Current focus on Leadership and capabilities, Bridges, Overhead Powerlines, Equipment operation and regulatory requirements, Certificate III in Civil Construction (Plant Operations) is winding down with most apprentices having now completed the program.



## **Objective Leader Program**

The Objective Leader program finalised this year with a report indicating a number of staff excelled within the program. This investment in our current and future leaders, is proving an investment in the success of our organisation. Due to the overwhelming success and staff engagement the Objective Leader development program is being considered for 2020/2021 year.

## **Performance reviews**

Annual performance reviews have provided data allowing training delivery attached to need, courses availability and specialist conference programs. Council has continued delivery of tailored training programs, which meet the needs of individuals, teams and groups in accordance with the training needs. Data gathered this year has been captured to identify training needs gaps and salary inconsistencies relating to departmental inequity.

## **Mental health & Wellbeing**

Psychological health and safety in the workplace must be managed. Council has a legal responsibility to ensure healthy and safe workplaces. This includes, so far as is reasonably practicable, preventing or removing workplace factors to psychological safety, and where it is not possible to do so, reducing these factors and their impact.

Council has engaged and onsite counselling service to help identify psycho-social hazards in the work place. This provides Council with the data to implement the appropriate systems and controls to better accommodate stresses around working from home, the feeling of isolation, increased work demands and changes in workplace dynamics.

## **Consultative Committee**

The consultative committee has been successfully re-established. This forum of consultation and participative processes will provide a forum that encourages free and open exchange of views. The meetings thus far have been positive and cooperative providing opportunity for collective reform, improvements in efficiency and productivity whilst enhancing career opportunities and more fulfilling, varied and better paid work.

## **Flexible work arrangements**

Flexible working arrangements have addressed a number of needs including drought, bushfire, COVID and personal related problems. Implementation monitoring and review continues, to assist staff in the current COVID, administration refurbishment and mental health stress environment.

Flexible working arrangements, such as changes to hours, patterns or locations of work continues. A focus on maintaining good communication and staff contact under these arrangements has been required to not only ensure operational efficiency and continuity but also team connectivity and inclusiveness. FWA are in line with new COVID mandates.

## **Human Resources Challenges**

Council has several long time employees that will be able to retire in the next 1 to 5 years so succession planning will be crucial to our organisation.

Succession planning, mentoring and leadership development are the identified priorities that have been targeted within council for further development in an attempt to provide an improved implementation framework and alignment with the existing leadership

strategy. Council’s current leadership strategy has no formal linkage between succession planning, mentoring and leadership development.

**Strategy 14.6 - Council continually reviews its service provision to ensure best possible outcomes for the community.**

Ensure improvement of infrastructure in line with best practice water treatment guidelines and increased capacity for sewage treatment in service areas.

Developer servicing plans review by Cardno council’s consultants progressed through the audit and consultation with final submission to Council expected in June 2020.

Manhole inspections for over 200 manholes for condition assessment, GPS and address location is completed. The works provide scope for repairs to be included in asset maintenance program.

Replacement final effluent line installation completed at Urbenville.

Replacement of the sludge dehydrator has progressed with arrival on the docks in Sydney, and delivered to the Tenterfield STP, installation progressed with some extensions required expected later in the month of July 2020.

The 1km licence condition relining and inspection is completed and evaluated with Council contractors Instituform completion in June 2020.

**Leadership Performance Indicators**

MEASURE	SOURCE	NUMBER	TARGET
Councillor attendance at council meetings.	Council Minutes.	<b>86%</b>	80%
Unrestricted current ratio.	Annual Financial Statements.	<b>2.1</b>	>2.1
Overall community satisfaction with service delivery.	Community Satisfaction Survey.	<b>64% (2020)</b>	70%
Net operating results before grants and contributions.	Annual Financial Statements.	<b>\$6,032,000</b>	>\$0
Lost time injury rate.	Lost-time injury rate per 100 employees.	<b>2.3%</b>	<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 renewed a further 1.5 km of Amosfield Road to extend work in previous years under the Transport for NSW Regional Road Repair Program.

Upgrading work on Bruxner Way completed improvement to sight distance on curves between the New England Highway and Sunnyside Loop Road.

Mt Lindesay Road intersection at Legume has been upgraded to include sheltered turn lanes and improved delineation, sight distance and drainage facilities.

A number of projects were undertaken to strengthen timber bridges and drainage structures to allow continued access for heavy vehicles servicing rural industry. The Boundary Creek timber bridge on Beury Creek Road and the Urbenville Road timber bridge were both fully replaced with new concrete bridges, a concrete causeway on Woodside Road was replaced and bridges at Johnstones Road and Beury Creek Road (Five Mile) were replaced with concrete causeway structures.

Contracts were awarded and works commenced for three full bridge replacements at:

- Mt Lindesay Road at Boonoo Boonoo River
- Hootons Road at Emu Creek
- Tooloom Road at Beury Creek

In conjunction with funding from Infrastructure NSW, a number of timber bridge structures have been strengthened or superstructures fully / partially replaced to enhance local access for larger vehicles including –

- Billirimba Road (Quigeram Creek, Hawkins Gully, Billirimba Creek)
- White Swamp Road (Woodenbong Creek)
- Mount Clunie Road (Un-named Creek, Woodenbong Creek)
- Silent Grove Road (Nukoorapeta Creek)
- Boorook Road (Cataract River)
- Cheviot Hills Road (Fairfield Creek)
- Rocky River Road (McLeods Creek)
- Springfield Road (Mole River)
- Sunnyside Loop Road (Blacksmiths Creek)
- Black Swamp Road (partially complete)
- Castlerag Road (Deepwater River)
- Back Creek Road (Tenterfield Creek)

Council completed further road upgrading on Plains Station Road between Ogilvie Drive and Cyril Smith Circuit.

Mt Lindesay Road received new work with initial bitumen sealing to eliminate unsealed sections near Wylie Creek (2.1 km long) and near Overcliffe Road (1.3 km long).

**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.**

The Main Street beautification with improved footpath paving was completed to Molesworth Street.

A replacement pedestrian bridge was installed across Tenterfield Creek to reinstate the link shared pedestrian cycle way at Jubilee Park.

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

Council replaced drainage on Amosfield Road, Mt Lindesay Road, and Bruxner Way as part of upgrading projects. On local shire roads, Council replaced culverts on Billirimba Creek Road, Catarins Road and Plains Station 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 continued to repair and reinstate road infrastructure from natural disaster events (bush fires and storms). Council continues to liaise with agencies such as Transport for New South Wales in delivering improved transport connectivity for local motorists and regional traffic such as in projects like the Mt Lindesay Road upgrade.

**Transport Performance Indicators**

MEASURE	SOURCE	NUMBER	TARGET
Infrastructure Renewal Ratio.	Annual Financial Statements.	<b>102</b>	100%
Capital Projects Completed on Time.	Council Records.	<b>90</b>	80%
Number of HV Permits issued each year.	RMS Data.	<b>39</b>	Increase from previous period.
Number of vehicle accidents and pedestrian accidents.	RMS Data	<b>22</b>	<36 (2015/2016)
Number of vehicle movements across the council road network.	Council Asset Data.	<b>1529 Average Daily Trips/9 Roads (2019)</b>	5622 Average Daily Trips/52 Roads (2013)





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## **Statutory Reporting**

## 1.0 Fees & Expenses for the Mayor & Councillors

The total amount of fees paid to the Mayor and Councillors for the year 2019/2020 was \$161,048.14. Councillors receive a monthly fee of \$1013.34 with the Mayor receiving an additional fee of \$2,210.84.

• Mayoral Allowance	\$26,530.08
• Members Fees	\$121,600.80
• Travelling & Subsistence	\$9,558
• Delegates' Expenses	\$21,943
• Councillors' Training	\$1,321
• Internet Expense	\$3,835

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".

### Councillors Attendance Record 2019/2020 Council Meetings

There were 11 **Ordinary Council Meetings** and 3 **Extraordinary Council Meetings** held in the period July 2019 to June 2020.

Councillor	No. of Meetings Attended/No. of Meetings Held
Cr Petty	14/14
Cr Murray	14/14
Cr Forbes	12/14 – 2 Leave of Absence
Cr B Petrie	12/14 – 1 Apology 1 no contact
Cr Macnish	14/14
Cr Sauer	14/14
Cr Peters	14/14
Cr M Petrie	13/14 – 1 Apology
Cr Verri	14/14
Cr Rogan	14/14

## 2.0 Overseas Visits by Councillors and Staff

Mayor Peter Petty and Council's Tourism Manager, Caitlin Reid, travelled to New Zealand (Auckland) in January 2020 to meet with the National Rugby League Vodaphone Warriors regarding their commitment to support the Tenterfield community as a result of the continuing drought and fire events from 2019.

## 3.0 Senior Staff

There are two 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) and Chief Corporate Officer.

The following remunerations for contracts inclusive of salary, superannuation, non cash benefits and allowances in total for **Senior Staff Positions** for the 2019/2020 Financial Year as follows:

Position Title	Number	Contract Value
Chief Executive	1	\$250,000 – \$275,000
Senior Staff	1	\$200,000 – \$225,000



#### 4.0 Contracts Awarded in Excess of \$250,000

The following contracts were awarded during 2019/2020 for amounts greater than \$250,000:

Contractor	Goods / Service	Amount (Incl Gst)
BJS Constructions	Emergency Operations Centre & Administration Building Refurbishment	\$1,137,886
Westrac Pty Ltd	Used Caterpillar Landfill Compactor - 836H - 2010	\$544,500
Starena Australia	Retractable seating for Tenterfield and District Soldiers Memorial Hall	\$260,766
Ozwide Bridge Rail & Civil Pty Ltd	Bridge on Hooton's Road at Emu Creek	\$983,004
Ozwide Bridge Rail & Civil Pty Ltd	Bridge on Tooloom Road at Beaury Creek	\$937,008

#### 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, hire of staff, sewerage works and water charges.

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 2019/2020, income from private works totalled \$123,956.15.

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 \$204,421.49 was spent on legal services during the year, on the following:

- Rates General - \$102,164.88
- Debt Recovery - \$84,467.32
- General - \$13,490.81
- Planning & Regulation - \$2,800.00
- Properties General Expenditure, Legal and Alarm Costs - \$1,498.48

## 7.0 Contributions/Donations

During the 2019/2020 Financial Year, Council made a contribution to the following community groups totalling \$44,965.79

Organisation	Project	Amount \$
Drake Primary School	Presentation Night	150.00
Jennings Public School	Presentation Night	150.00
Mingoola Public School	Presentation Night	150.00
St Joseph's Convent Schools	Presentation Night	150.00
Sir Henry Parkes Memorial Primary School	Presentation Night	150.00
Tenterfield High School	Presentation Night	150.00
Urbenville Public School	Presentation Night	150.00
Woodenbong Public School	Presentation Night	150.00
TAFE	Presentation Night	150.00
Drake Primary School	Learn to Swim - contribution to transport	550.00
Urbenville Public School	Learn to Swim - contribution to transport	550.00
Westpac Helicopter Rescue Service	Helicopter Rescue Service - Annual Contribution	2,000.00
Tabulam SES	Upper Clarence Art Exhibition	500.00
Liston Hall Committee	Annual contribution to assist with operating costs	500.00
Bolivia Hall Committee	Annual contribution to assist with operating costs	500.00
Legume Hall Committee	Annual contribution to assist with operating costs	500.00
Drake Hall Committee	Annual contribution to assist with operating costs	500.00
Urbenville Hall Committee	Annual contribution to assist with operating costs	500.00
Steinbrook Hall Committee	Annual contribution to assist with operating costs	500.00
Sunnyside Hall Committee	Annual contribution to assist with operating costs	500.00
Mingoola Hall Committee	Annual contribution to assist with operating costs	500.00
Torrington Hall Committee	Annual contribution to assist with operating costs	500.00
Tenterfield Highlander Pipe Band	Annual contribution to assist with operating costs	600.00
	<b>Sub-Total</b>	<b>\$10,050.00</b>

Organisation	Project	Amount \$
Tabulam Turtle Divers Rugby League Football Club	Contribution toward training gear and equipment	\$ 1,000.00
Tenterfield Traditional Archers	Donation of Funds to purchase 3D Animal Archery Targets and aid the Club in purchasing a 20' shipping container	\$ 1,000.00
Tenterfield Isolation Ward Restoration Group Inc	Contribution toward the purchase of Gutter Guard for Ward	\$ 800.00
Tenterfield Community Playgroup	Contribution towards RSL Pavilion hire fees for Playgroup held weekly.	\$ 540.80
Tenterfield Rotary Club	Contribution towards the cost of hosting the 2019-20 District Conference in Tenterfield	\$ 1,000.00

<b>Organisation</b>	<b>Project</b>	<b>Amount \$</b>
Liston Hall Committee Incorporated	Contribution to cover the cost of repair to the Hall's Pool Table	\$ 750.00
Tenterfield Poultry Club	Contribution towards the costs of restumping and replacing joists and bearers to the poultry pavilion at the Tenterfield Showgrounds	\$ 1,000.00
Tenterfield Rotary Club	Contribution by Redaction of the Section 138 Fee to build a concrete path	\$ 277.00
Tenterfield Showground Trust	Contribution to rebuild loading ramps at Showgrounds	\$ 1,500.00
Mingoola Fire Brigade	Contribution to basic equipment/commodities to support the firefighters	\$ 500.00
Tenterfield Isolation Ward Restoration Group	Contribution to the signage associated with the restored Isolation Ward	\$ 560.00
Rotary Club of Tenterfield	Contribution towards the costs of running Christmas Carnival	\$ 500.00
Seniors Week Committee	Contribution to the cost of funding Seniors Week activities	\$ 1,600.00
Mt Lindesay Clay Target Club	Contribution towards kitchen upgrade	\$ 800.00
Urbenville Progress Association	Contribution to fund the annual running costs of bus for Seniors Day Care outings	\$ 3,000.00
Drake Progress Association and School of Arts	Donation towards replacement of wooden steps, pathway, broken childproof door to kitchen. Installation of baby change table; purchase of tree guard for donated Lone Pine tree and 2 lockable wheelie bin cabinets	\$ 1,000.00
Drake Progress Association and School of Arts	Contribution/Donation towards hire of Woodward Park for our local markets held last Saturday of every month (excluding December)	\$ 60.00
Tenterfield Show Society	Contribution to provide a regular program of children's activities throughout the Show	\$ 1,500.00
Cuskelly School of Music – 'Beat of the Bush' Music Workshop Program (Sound Think Australia / Cuskelly College of Music)	Contribution to the next Beat of the Bush Winter School Music Program by waiving the fees for hire of the School of Arts Cinema Complex and the Grand Piano as a larger venue may be required; and Contribution by Council by providing disposal of 1 skip bin of rubbish from the school at the completion of workshops next year.	\$ 425.00
Tenterfield Community College Inc	Contribution towards to costs of running of the organisations Quilt workshops	\$ 500.00
Tenterfield Transport Museum	Contribution to fund some of the final touches to the Museum	\$ 1,250.00
Tenterfield Pony Club	Contribution towards the cost of buying a new trailer	\$ 2,000.00
Tenterfield RSL Sub Branch	Contribution/Donation Funding for the compilation and production of the final ANZAC Panel to complete the display in the foyer of the Memorial Hall	\$ 150.00
Make It Tenterfield Incorporated	Contribution to the cost of purchasing a computer to perform all tasks needed for this not for profit group	\$ 800.00

Organisation			Project	Amount \$
Tenterfield Association	District	Cricket	Contribution to purchase water tank and bore water, a pump and fittings to water the turf pitch at Shirley Park	\$ 2,000.00
Tenterfield Rugby League Football Club			Contribution for repainting; New hot water system in change room showers; upgrade lighting	\$ 2,000.00
Tenterfield Committee	Veteran	Golf	Contribution to assist in funding the two annual Veterans' Week of Golf Tournaments	\$ 2,000.00
Steinbrook Progress Association			Contribution to purchase a replacement 5000 gallon tank	\$ 2,450.00
Oracles of the Bush Inc			Contribution for funding to engage a professional poet to conduct poetry workshops in local schools prior to the 2020 event	\$ 1,000.00
Peter Allen Festival			Road Closures – Council Resolution 135/19	\$ 2,952.99
			<b>Sub Total</b>	<b>\$34,915.79</b>
			<b>TOTAL</b>	<b>\$44,965.79</b>

## 8.0 Statement of Activities – EEO Management Plan

Council will ensure that equal employment opportunity processes are followed and that a consistent approach to recruitment and selection is carried out across its departments. Council is supportive and understanding that a successfully diverse workforce is one that contains people at all levels who have a range of different characteristics and who have been recruited on the basis of their abilities and competence to do the job. This approach is evidenced within council's equal opportunity employment policy.

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

- Council continues to comply with gender requirements on Selection Panels
- Leadership gender equality analysis conducted
- 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
- Council investigating disability and diversity training for the organisation

Corporate culture has been observed and analysed, and awareness of the need for change and improvement built to underpin future action. Council has completed a review and update of the existing EEO Management Plan incorporating diversity bolstering program effectiveness

### EEO - Gender analytics

Tenterfield Shire Council has a current organisational workforce gender split of 36% female and 64% male. The shire does have a high level of females in its leadership positions. It is a fact that more and more woman are occupying leadership positions in corporate life, government organisation's and word politics. This is evidenced at our senior chief and management

leadership levels within the organisation, with a gender profile that reflects a more equitable split of 46% female and 54% male.

In contrast, the outdoor staff which incorporates the business units of open space and regulatory, transport and works and water and waste with a combined staff of 58 has a gender split of 10% female and 90% male. Identified target areas are to increase female representation in the outdoor business units and improve poor representation of employees in the younger age bracket.

#### **EEO - Current age diversity**

Age Group	Percentage employed
<25	1%
>26<35	15%
>36<45	23%
>46<55	33%
>56<65	23%
>65	5%

### **9.0 Controlling Interest in Companies**

Council held no controlling interest in any companies during 2019/2020.

### **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 2019/2020**

The amount of rates and charges written off during the 2019/2020 financial year, in accordance with the Local Government (General) Regulation 2005 (clause 132), were:

<b>Fund</b>	<b>Total Rates and/or Charges Written Off</b>	<b>Total Rebate Received from other levels of Government</b>	<b>Net Cost to Council of Rates and/or Charges Written Off</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>
General Fund Rates and Charges Written-Off	137,359	75,547	61,811
Waste Charges Written-Off	111,513	61,332	50,181
Water Charges Written-Off	55,833	30,708	25,125
Sewer Charges Written-Off	49,971	27,484	22,487
<b>Total</b>	<b>354,677</b>	<b>195,072</b>	<b>159,605</b>

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

There were 23 Informal Applications under the GIPA Act during the period, where information was able to be provided in full. There was 1 Formal Application 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 \$72,325 from the Stormwater Management Services Charge in 2019/2020. 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 2019/2020.

### **13.0 Report on Expenditure of Special Rates Variation Income at 30 June 2020**

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 2019/20 is provided in **Table 1**.

**Table 1 – Summary of Project Expenditure for 2019/2020**

Category	SRV Funded Projects Budget from 1 July 2014 to 30 June 2020*	SRV Funded Projects Actual Expenditure from 1 July 2014 to 30 June 2020	Unspent SRV Funding Transferred to 2020/21
<b>Capital Expenditure</b>			
Building Renewal	\$ 473,000.00	\$ 455,000.00	\$ 18,000.00
Saleyards Renewal	\$ 250,735.00	\$ 218,742.15	\$ 31,992.85
Recreation Facilities Renewal	\$ 293,000.00	\$ 276,127.83	\$ 16,872.17
Cemetery Improvements	\$ 70,000.00	\$ 61,244.09	\$ 8,755.91
Road Construction	\$ 70,000.00	\$ -	\$ 70,000.00
Road Resheeting	\$ 1,277,464.00	\$ 1,654,732.20	- \$ 377,268.20
Road Resealing	\$ 292,999.00	\$ 207,724.50	\$ 85,274.50
Drainage Improvements	\$ 80,000.00	\$ -	\$ 80,000.00
Bridges & Causeways Renewal	\$ 1,730,000.00	\$ 1,436,189.13	\$ 293,810.87
Main Street – Principal Repayments	\$ 571,983.00	\$ 545,137.99	\$ 26,845.01
<b>Sub-Total</b>	<b>\$ 5,109,181.00</b>	<b>\$ 4,854,897.89</b>	<b>\$ 254,283.11</b>
<b>Operating Expenditure</b>			
Main Street Renewal – Interest Repayments	\$ 315,268.00	\$ 178,245.96	\$ 137,022.04
<b>Total to 2019/20</b>	<b>\$ 5,424,449.00</b>	<b>\$ 5,033,143.85</b>	<b>\$ 391,305.15</b>

\* 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 2019/20 is detailed below in **Table 2**.

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

Project Description	Expenditure 2019/20	Outcome
<b>Capital Expenditure</b>		
Building Renewal	\$ 171,747.33	Administration Building Refurbishment \$ 52,144.88 School of Arts Upgrade Exterior & Repair Windows - complete \$ 119,602.45
Saleyards Renewal	\$ 26,555.21	Renewal Timber Rails With Metal
Recreation Facilities Renewal	\$ 96,517.07	Renewal of Legume Playground Equipment \$ 40,000.00 Renewal of Shirley Park Amenities Building \$ 56,517.07
Cemetery Improvements	\$ 5,954.55	Cemeteries - Earthworks Preparation For Stage 1 Expansion \$ 5,954.55
Road Resheeting	\$ 294,956.29	Program of Gravel Resheeting – ongoing
Bridges & Causeways Renewal	\$ 333,691.60	Program of Bridges & Causeways renewal – ongoing
Main Street Renewal – Principal Repayments	\$ 117,188.61	Principal repayments on Main Street Loan (\$1.2M) for 2019/20



<b>Sub-Total</b>	<b>\$ 1,046,610.66</b>	
<b>Operating Expenditure</b>		
Main Street Renewal – Interest Repayments	\$ 27,488.18	Interest on Main Street Loan (\$1.2M) for 2019/20
<b>Total 2019/20</b>	<b>\$ 1,074,098.84</b>	

### **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 Expenditure	Unspent SRV Income
2014/15 – 2019/20	\$ 5,313,867.00	\$ 5,033,143.85	\$ 280,723.15

### **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 2020 (General Fund) (*)	Projected (\$,000)	Actual (\$,000)
Total revenue	14,954	25,298
Total expenses	14,414	20,119
<b>Operating result from continuing operations</b>	<b>540</b>	<b>5,179</b>

(\*) 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 2019 and 30 June 2020. 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***

	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-2020</b>
Dogs Impounded	<b>36</b>	<b>10</b>	<b>23</b>
Cats Impounded	<b>44</b>	<b>8</b>	<b>10</b>
Other Impounded	<b>NIL</b>	<b>NIL</b>	<b>NIL</b>
Dogs Euthanised	<b>31</b>	<b>21</b>	<b>24</b>
Cats Euthanised	<b>61</b>	<b>8</b>	<b>10</b>
Animals Returned to Owners	<b>20</b>	<b>1</b>	<b>4</b>
Dog Registered	<b>67</b>	<b>38</b>	<b>53</b>
Working Dogs Registered	<b>5</b>	<b>3</b>	<b>0</b>
Cats Registered	<b>5</b>	<b>3</b>	<b>10</b>
Dogs Surrendered		<b>11</b>	<b>23</b>

### ***Noise Complaints***

There were a total of 11 barking dog complaints received and dealt with between 1 July 2019 and 30 June 2020. 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.





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**Appendix 1**  
**Annual Financial Statements**  
**for the year ended 30 June 2020**

