



ANNUAL  
REPORT  
2020 - 2021



**TENTERFIELD**



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

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## Appendix 1

Achievements in Implementing the Delivery Program and Operational Plan – Progress to 30 June 2021

## Appendix 2

Audited Financial Statements for 2020/2021



## Mayor's Message

I always look forward to presenting Councils Annual Report and this being my 9th is no different. Dealing with the COVID-19 Pandemic in a Border LGA always has its challenges and the last 12 months have not been an easy road to ride, but full credit to our community for trying their best to continue in whatever way we could. Council has continued to achieve all throughout this period, and I thank all our staff for the job they have done.



Projects achieved and ongoing include:

- The completion of the sealing of 43km of roads all over the Shire, and the start of the 2nd round of \$869,000 grant funding for 37.9km of works, with Black Swamp Road being the first project with 12.5km of road works and a bus route.
- The announcement of \$5.7million to complete the sealing of Mount Lindesay Road, approximately 6kms.
- Sunnyside Platform Road allocated \$1.5million to widen and reseal the heavy transport route from Bruxner Way to New England Highway.
- The announcement of \$779,000 of an allocated \$1.4million project for Urbenville Water Treatment works for new water storage and pontoon plus to find underground water supply in times of drought.
- Urbenville Town Street Scape project completed.
- The start of the Tenterfield Water Treatment Plant.
- The continued work on the Legume to Woodenbong Road Project, 6.2km from Legume to Hoffmans Creek, as part of a \$30 million project.

As always, none of these projects can be done without the great work our Council staff do by continuing to chase grant funding, and I thank them for this work. I take this opportunity to thank our past CEO, Mr Terry Dodds, for his great work over 3 years; welcome Mr Daryl Buckingham to the role as CEO and wish him well; and thank Ms Kylie Smith for the great job she did as acting CEO. Council also saw the retirement of long-time Executive Assistant, Ms Noelene Hyde.

With the celebration of the Sesquicentenary '150 Years of Tenterfield Shire' (22 November 1871 – 22 November 2021) and the newly refurbished Council Chambers, I look forward to being part of a newly elected council and getting on with the job for another three-year term. I often think about those early years of Council and the many challenges they would have faced (e.g. big land mass, many roads and bridges to repair and build, lack of communication and funding, and undulating terrain to deal with) and all they still achieved, just as this current Council tries to do. Coming out of COVID-19 restrictions and hopefully some spring rain will be the shot in the arm we all need.

I thank this current Council for what has been a long 5-year term and for again working together as we should do. I thank the community members for being so strong and our staff, the biggest assets we have.

I thank you and wish you well.

**Councillor Peter Petty  
Mayor**



## Chief Executive Officer's Message



I wish to begin by placing on the public record how impressed I am with the Tenterfield region and how pleased and honoured my wife, Amanda, and I are to be here. I do not doubt that the Tenterfield region has a bright future and I am looking forward to working with the community, Council and my team in delivering the future.

Unfortunately, I had been in the CEO role for a couple of weeks before that pesky COVID-19 once again locked us all down and hindered my plans to get out and about to meet as many community members and stakeholders as I planned. The upside is that I have had ample time to observe, understand, learn and identify opportunities and commence strategy development.

Since being in the role, I have been consistently pleased by the great team I have inherited. I can tell you that the Tenterfield Shire Community is fortunate to have such a dedicated and professional group of people that are passionate about delivering the best for our community. You can rest assured that the team has your best interests at heart. When COVID-19 emerged yet again as a threat to our health, work routines, family and community connectedness, our organisation worked quickly to change work practices and, ultimately, how and where our people would work so we could continue essential service delivery. Committed teamwork ensured a smooth transition to working from home for most of our people, while others continued critical roles as usual.

Historically, this past year has been one of the busiest in memory in terms of projects and project delivery. I have observed that the whole team at Council has punched above their weight and delivered an extensive number of projects while securing an unprecedented number of grants. The following examples are just a snapshot:

- Council successfully delivered the Fixing Local Roads (State) grant application (Tooloom Road) for \$3,996,000 in June 2020.
- Council was also successful in securing \$3,359,880 for Kildare Road (Tenterfield Tourist Route 9) sealing.
- Council continues to advocate for funding through many grants to assist drought, bushfires and COVID-19 recovery efforts.
- Council Office and Depot Refurbishment completed.
- Memorial Hall project is nearing completion.

In terms of the future, I believe our region is well placed to take advantage of the new COVID-19 economy and the opportunities that historically fall out of adversity. Going forward in partnership with Council and community, I plan to roll out an economic development master plan that recognises said opportunities and is designed to attract investment, create jobs and opportunities for all our residents and community's and importantly, position our part of the world as a compelling place to live, invest and play. There will be a lot of community discussions and opportunities for widespread community input into our master planning, and all villages have vital roles to play.

It would be remiss of me if I didn't reiterate that there is a downside to our success in securing grants. Grants and associated capital works generally add to our operational costs, particularly costs associated with unplanned capital works. Our success means we face some financial challenges. It's not diabolical, still, if we don't manage the situation correctly, it could become so. From my extensive experience, we are a very lean organisation and there is not a lot of fat to carve. Nevertheless, we need to meet these challenges for future generations. I can assure you we are up to the challenge. Our people are at the core of everything we do and are best placed to suggest improvements and opportunities for service delivery.

As we enter 2022, I will be asking our team to be pragmatic and realistic about what they can deliver with the use of available resources while keeping a close eye on our bottom line. During the year ahead, we will need energy and determination as an organisation, individuals and community to recover and renew after another unrelenting year. We will work smarter, use technology and develop robust plans and strategies to ensure a bright future. I am personally excited as there are ample opportunities to reset and reinvent ourselves.

**Daryl Buckingham**  
**Chief Executive Officer**





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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’ in 1889 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 way 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. This has been subsequently extended to 4 December 2021 with the outbreak of COVID-19 Delta strain in New South Wales in June 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, except for December, which is held on the third Wednesday. Extraordinary Council meetings are called when required to deal with specific matters. The dates of these meetings are published on Council's website. A Record of Councillors' attendance at Council Meetings during 2020/2021 is shown in the following pages of this report. Council meetings were held at the Tenterfield RSL Sub-branch Annex, Torrington Village Hall and via Zoom, due to the ongoing renovation of Council's Administration Building and continuing restrictions of COVID-19.

Due to COVID-19 restrictions during the year, Council Business Papers, Attachments and Minutes were available on Council's website at [www.tenterfield.nsw.gov.au](http://www.tenterfield.nsw.gov.au)

## **Councillor Training**

During 2020/2021, Councillors received the following training to assist them to carry out their functions:

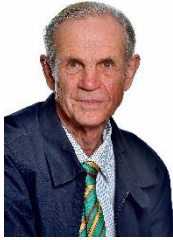
<b>Course / Workshop / Training</b>	<b>Date</b>	<b>Attended/Not Attended</b>
Councillor Workshop – Debt recovery, National Parks & Wildlife, Local Strategic Planning Statements, Economic Development Stimulus	07/07/2020	All in attendance
Councillor Workshop – National Parks & Wildlife, Draft Community Donations/Contributions Policy, Motions for LGNSW Annual Conference, Mt Lindesay Road (sealing final sections)	05/08/2020	Apology: Cr Macnish, Cr Rogan
Councillor Workshop – Cultural Burning Event, Draft Road Network Management Plan, Draft Pedestrian Access & Mobility Plan, Draft Tenterfield Bike Plan	12/08/2020	Apology: Cr Rogan, Cr M Petrie
Councillor Workshop – Update – Mole River Dam Project	31/08/2020	Apology: Cr Verri, Cr Sauer, Cr Macnish, Cr Murray
Councillor Workshop – Crown Lands – Plans of Management, Final Pool Master Plan, Council’s Media Policy	08/09/2020	Apology: Cr Forbes, Mayor Petty, Cr Macnish, Cr B Petrie
Councillor Workshop – Cyber Security Training, Final Pool Master Plan, Tabulam Bridge, DA re 141 Miles Street, DA regulations – Primitive Camping, Tenterfield Saleyards	14/10/2020	Apology: Cr Verri, Cr Forbes, Cr M Petrie
Councillor Workshop – Visit to the Band Hall, Tenterfield Dam – Recreational Use, Back Track & Angry Bull	21/10/2020	Apology: Cr Forbes, Cr Verri, Cr Sauer, Cr Peters
Councillor Workshop – Water NSW – Update on Mole River Project, NSW Public Spaces Legacy, Driveways	11/11/2020	Apology: Cr Macnish, Cr Verri, Cr Forbes
Councillor Workshop – Lease of Land – Rebel FM and Tenterfield Transport Museum, Bike Path Sculpture Design, Angry Bull Trails	10/12/2020	Apology: Cr Sauer, Cr Forbes
Councillor Workshop – Bushfire Community Grants Assessment	22/01/2021	Apology: Cr Forbes, Mayor Petty, Cr M Petrie
Councillor Workshop – DA’s – Sandy Flat Road & Holleys Road, LEP Amendment, Village Concept Plans, Possible Land Purchase, Finances	09/02/2021	Apology: Cr M Petrie
Councillor Workshop – Art Installations, Roads of Strategic Importance, Social Media, Enforcement Policy for Unlawful	10/03/2021	Apology: Cr Peters, Cr B Petrie, Mayor Petty



<b>Course / Workshop / Training</b>	<b>Date</b>	<b>Attended/Not Attended</b>
Activities, Local Orders for Keeping Animal Policy		
Councillor Workshop – Draft 2021/2022 Operational Budget, Proposed Amendment to Local Environmental Plans to support farm businesses and regional economies – March 2021	13/04/2021	Apology: Cr Peters
Councillor Workshop – Rural Addressing, Northern Tourism - Maryland Cullendore Road Closures, Swimming Pool Master Plan Submissions, Office Building Tour, Tenterfield Bike Plan, Tenterfield Pedestrian Access & Mobility Plan Review, Road Network Management Plan, Associated Road Infrastructure Policies	15/04/2021	Apology: Cr Rogan, Cr Sauer, Cr Verri
Councillor Workshop – Tree management Plan, Saleyard Management Plan, Traffic Calming in Riley Street (Effect on Industrial Estate), Angry Bull Project – Update, Stronger Communities Fund – Round 4	12/05/2021	Apology: Cr Verri; Mayor Petty (left part way through)
Councillor Workshop – Crown Reserves Improvement Fund 2021-2022 Maryland Cullendore Road Discussion, Tourism – National Bushfire Recovery Grant & Advertising Focus,	09/06/2021	Apology: Cr Verri
Councillor Workshop - Cemetery Glass Plaques, New England Renewable Energy Zone, Waste - Cell Life & Project Overview	17/06/2021	Apology: Cr Verri

## 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*



## **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 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. A Community Meeting was held at Drake regarding the Drake Village Concept Plan.

In addition, one Ordinary Council Meeting was held in a community outside Tenterfield Township during this period, at Torrington on 19 May 2021. An earlier meeting was scheduled to be held in Drake in August 2020 however this meeting was relocated to the RSL Pavilion Tenterfield due to further COVID-19 pandemic restrictions. 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.

### ***Communication***

Council continues to provide information to the community through the distribution of the Council newsletter "Your Local News". 27 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 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 West 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 Officer 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 Officer and Chairperson will determine whether the applicant will be eligible to speak at the meeting.

Due to the COVID-19 pandemic and restrictions, members of the public were only able to address Council via Zoom during the reporting period. There were no requests to do so in 2020/2021.

### ***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 Officer (General Manager). The Chief Executive Officer 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 Officer has the following responsibilities (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.

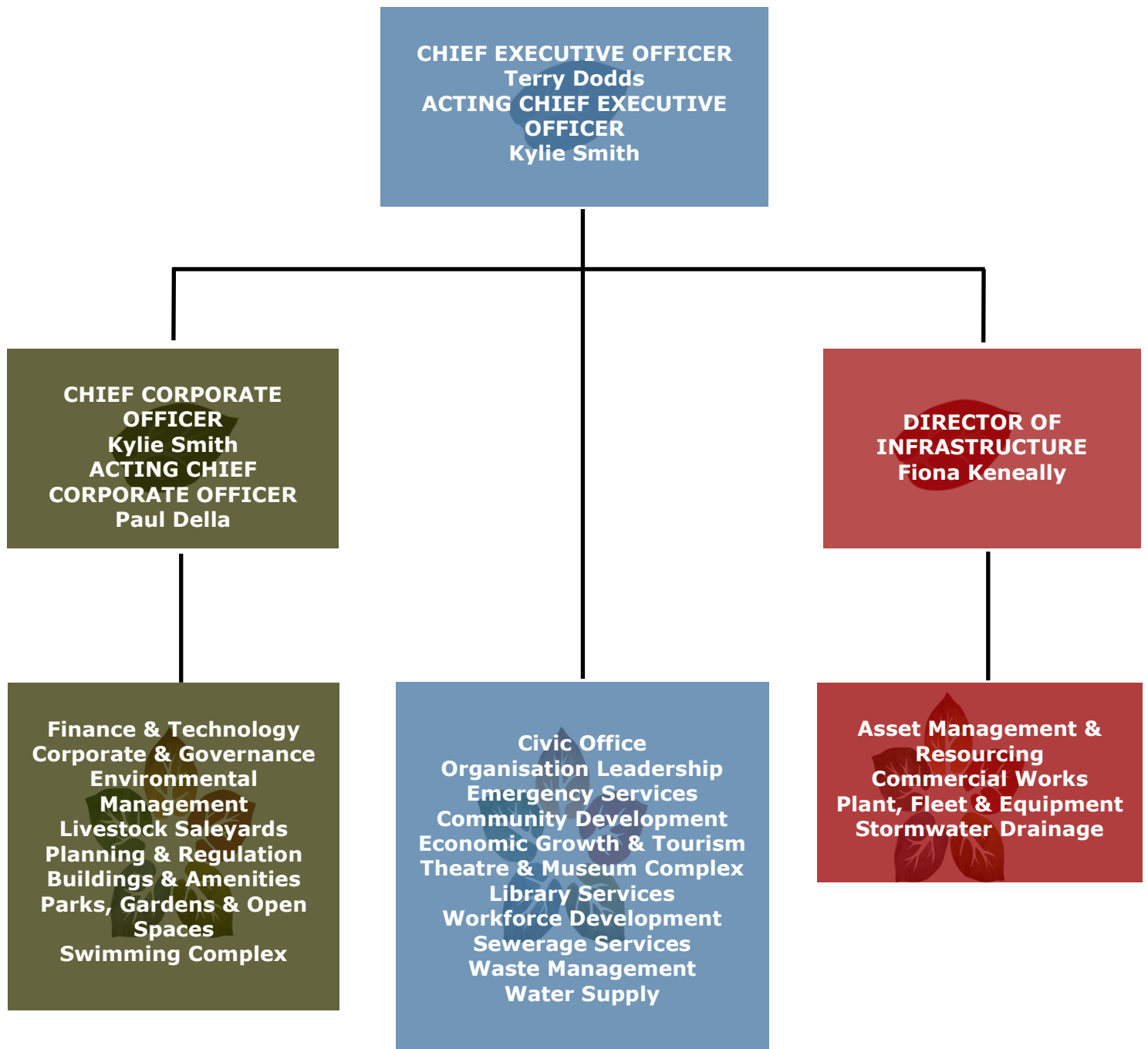
The Chief Executive Officer has such other functions as may be conferred or imposed on a General Manager by or under this or any other Act.

To assist the Chief Executive Officer 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 during 2020/2021 is set out below:

### STRUCTURE OF THE ORGANISATION





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## **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 2020 - 2021, 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 IP&R 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.







## **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 forty-five (45) food premises were inspected as part of Council's annual inspection program. One (1) complaint was received in relation to food premises. Council's Activity Report, as required by the NSW Food Authority, was lodged on time for the 2020/21 financial year.

**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 and several events and activities including:

- School holiday activities – movies.
- Monthly Interagency breakfast meetings.
- Support of community meetings including Service Network Meetings and interagency breakfast meetings.
- National Aboriginal Islander Day of Celebration week was supported for an event at Bruxner Park.
- Seniors Week with several activities on offer including an Art of Ageing Exhibition, garden tours, movies, country dance and a mystery bus tour – thoroughly enjoyed by all.
- Youth Week 2021 enjoyed by young people from ages 12-25 years of age.
- Community Recovery Events facilitated by the Community Recovery Officer including bushfire preparedness days, grant writing workshops, multiple community meetings and networking sessions across the shire and community recovery fun days.

**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.

Ongoing co-ordination and facilitation of partnering, action and promotion of Council's 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.**

Support of the Volunteers information night in 2020.

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

### **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 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 2021 Celebration was held in the undercover forecourt of the Tenterfield High School commencing with a free breakfast served by the Tenterfield Lions Club and entertainment by the Granite Belt Community Band.

We were unable to have an Australia Day Ambassador due to COVID-19, however, musical entertainment was provided by locals Dom Clarke and Jess Lockwood. Following the Awards Ceremony, the ever-popular local band Fugarwie brought the event to its conclusion.

Award winners were:

- Citizen of the Year – Mr Charles John Burton;
- Young Citizen of the Year – Pheobe Kate Cooper;
- Sportsperson of the Year – No nominations;
- Young Sportsperson of the Year – No nominations;
- Emergency Services Volunteer of the Year – Neville Smith
- Community Event of the Year –Grassroots Enduro "Tenterfield Terror".

### **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 11:45am. 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

Library hours have been affected by Covid-19. Tenterfield Library closing times have been brought forward to 4.30pm during the week and 11.45am on Saturday to enable staff to clean and sanitise for the next day.

Library holdings as at 20 June 2021 were 31,593. Loans for 2020/2021 totaled 23,609 including eLoans of 3,625. Visitation for 2020/2021 was 13,580. The Library held a special Children's Event at the Tenterfield Cinema Theatre.

National Simultaneous Storytime a yearly event was organised by Tenterfield Library and performed by Library staff and volunteer students from Tenterfield High School. Two childcare centres attended.

During 2020/2021 there were 3,461 searches of the Tenterfield Star newspaper archive. This is up from 2019/2020 total searches, due in no small part to the research for the Sesquicentenary (150th Anniversary) which Tenterfield Shire Council will be celebrating in November 2021.

An audit was conducted of all available Mayoral photographs of Tenterfield Shire Council, all photographs have been digitised for inclusion on the Library catalogue with accompanying biographical information. This will be completed towards the end of 2021. The digitised Mayoral photographs will be included in the Sesquicentenary commemorative book which Tenterfield Library have been project managing and compiling and will be completed by October 2021.

### Community Performance Indicators

MEASURE	SOURCE	NUMBER	TARGET
Crime rate (total number of recorded criminal incidences).	NSW reportable crime statistics.	1.6%	Decrease from previous period.
Housing affordability % Change.	Rent and Sales Report, Housing NSW.	17.24% rent increase June 2021 quarter. 14.63% increase for June 2021 quarter for sales.	Nil Change.
Community Development Funding.	Annual Financial Statements.	\$44,998	
Tenterfield LGA Population.	ABS sourced demographic data.	6,470 ABR estimated resident population	7,000
Households/Dwellings.	ABS data on new dwelling approvals.	61 new dwellings approved in 20/21 financial year. Compared to 23 new dwellings approved in 19/20 financial year.	24 approvals



## **Economy**

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



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

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

The sustainability of our business community has been maintained during this ever-changing situation due to the impacts of COVID-19. Our economy has been stimulated by successful grant applications including National Bushfire Recovery Agency funded projects including development of new suite of visitor collateral, regional/town map, history and heritage booklet, scenic drives brochure/map, and a photo shop for tourism promotion, Tenterfield shire regional villages video shoot.

This funding will assist 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:

- Community Event funding
- Village signs
- Business development projects
- Community development projects
- Tourism and retail marketing campaigns
- Footpath improvements
- Tenterfield Memorial Hall
- Playground enhancements
- Community public facilities upgrades
- Tenterfield town centre revitalisation
- Upgrading and repairs of load limited timber bridges
- Painting and conservation repairs to Sir Henry Parkes School of Arts building

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 has been fully sold. Progress on current developments has continued.

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

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

Council continued to engage with the Tenterfield Chamber of Tourism, Industry & Business, assisting to deliver business training, workshops and forums. This included Marketing Mentoring Program for Businesses (Tourism eSchool) reengagement via live zoom calls, access to learning materials and Facebook group are in progress for planned future dates.

Partnerships continued with Regional Development Australia Northern Inland, Destination Network Country & Outback NSW and neighbouring Councils. Council's New England High Country 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. This partnership was focused on supporting marketing campaigns and visitor economy.

It is hoped that the Tenterfield Tourism and Business Excellence Awards will be held in 2022. The event would have normally been held in 2021 however due to COVID-19 restrictions was postponed. This event is run in partnership with Tenterfield Chamber Tourism Industry and Business.

Regional Tourism Bushfire Recovery Grant funding provided an opportunity for events such as the Peter Allen Festival (planned for November 2021), Gravel n Granite (planned for March 2022) and Oracles of the Bush Festival (planned for 2022).

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

The Tenterfield Visitor Information Centre recorded 16,313 visitors during 2020/2021.

The Visitor Information Centre re-opened to the public in June 2020 via a window service which continued for one month. From July 2020 onwards, public access was permitted. Upon re-opening a substantial number of volunteers did not return for a variety of reasons, being length of time volunteered and uncomfortable returning with the COVID-19 situation. The current number of volunteers is 16. The decrease in volunteers was common throughout all NSW Visitor Information Centres which allowed all accreditation requirements to be waived until December 2021.

The centre re-opened to the public from 1 July 2020 to 30 June 2021. Due to the downturn in volunteers brought about by impacts of the COVID-19 pandemic in 2019/2020 there has been an approximate loss of 50% of volunteers.

After Australia and NSW re-opened following the initial lockdown in 2020, visitor numbers increased and continued to increase well into the early months of 2021. The festivals held in March and April were responsible for extremely high visitor numbers to the Visitors Information Centre (March 1582, April 2107, May 1794, June 1304 of 2020). The impacts of COVID-19 have had significant impacts on visitors' numbers for July 586 and August 89 of this year 2021.

Tenterfield's Tourism and Marketing team developed and launched a new destination marketing website last year 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. The Facebook page has 6,375 followers and the Instagram site 2,470 followers.

#### **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 staff supported progress Associations across the District by attending meetings, promoting community participation and by distributing information through direct communications. The Council staff 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.

#### **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>\$211,812 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>7.6%</b>	Below Region Average.
Labour Force size.	ABS Data.	<b>4.6%</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.**

Heritage is a major asset to the shire and is strongly upheld by the Council. The shire includes stunning areas of natural heritage and National Parks and agricultural landscape which surround the historic Tenterfield township and outlying villages. Council has invested with confidence in heritage conservation projects and supports the Heritage Advisory service, the Heritage Panel and other initiatives through associated programs such as National Monument Recovery.

Heritage conservation work in Tenterfield Shire experienced high demand despite the impact of COVID-19. It is significant that Tenterfield has historic associations with the Spanish Flu pandemic of 1918 with the restored heritage-listed purpose-built Isolation Ward, now a museum, built in 1918 and former associations with the quarantine camp at the Tenterfield Showgrounds.

Heritage Advisory Work included the following:

- 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 meetings
- Assistance with Council's asset management on works within the Conservation Area.
- Updates to the State Heritage Inventory.
- Preparation of interpretive signage for the historic Willsons Downfall Cemetery, Paddy's Flat and Mount Lindesay Tank Traps and Urbenville Historic Village through other grant programmes.

During the year Council's Heritage Advisor carried out 33 site visits and provided heritage advice on a range of matters as outlined above. Council promotes the free heritage advisory service to owners and prospective purchasers to discuss pre-Development Application (DA) proposals and seek conservation advice and lodge Minor Works approvals. The take up of pre-DA, minor works and conservation advice shows awareness of prior approval requirements. Follow up written advice is provided and often includes additional historical research which is helping to raise awareness and develop a better understanding of the significance of heritage properties. 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 maintenance and 'minor' works to be considered through a 'no fee' application
- alterations and additions are which are permissible with consent

- discussion and exploration of options to achieve proposals whilst maintaining heritage values

The Local Heritage Assistance Fund allocated funds to 15 successful projects this year including re-roofing, gable and joinery repair, guttering, fences, repainting. The grant fund of \$39,600 (which included some carry over Council funding from the previous year) supported a total value of projects of approximately \$100,000 showing a multiplier of 2.5. Every conservation action has a cumulative impact and is raising awareness about conservation best practice. Early attention to repairs is critical, especially to address water damage to prevent accelerating deterioration.

**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.**

The 2020/2021 financial year has seen the end of the previous year’s prolonged drought conditions, with the entire Shire receiving significant rainfall and flooding. To ensure water reserves, additional education was delivered through Smart Approved WaterMark. They provided an online web-based platform that was trialled as Water Night on 22 October 2020 as part of National Water Week, allowing activities to be undertaken safely through the COVID-19 pandemic.

Finalisation of repairs continue from the damage from the fires, repair of the flood warning station is complete and the sludge pond liner is expected to be completed later in 2021.

The hired Osmoflow plant able to treat 620KL of water occurred in January 2020, and testing to proof the system was completed during this financial year. Additional requirements for bore testing where requested by NSW Health, additional requirements for discharge required engagement with EPA, awaiting response.

Emergency water search for production bores for transport museum, East Street, Rural Fire Service and Archery Club pipeline, electrical and well head installation have been completed, and are now awaiting power connection for the Common. Flood platforms for RFS and Shirley Park are completed with pipeline refurbishment of Shirley Park bore, nearing completion.

Replacement of the pumps to submersibles in Urbenville following pump failure was completed. Workshop with Kyogle Shire Council as part of the options study commenced in June and continues.

**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.

Manhole inspections continue with over 500 manholes inspected for condition assessment, GPS and address location is completed. The works provide scope for repairs to be included in asset maintenance program, which 37 manholes have undergone relining and other repairs.



Replacement of the sludge dehydrator has progressed with arrival on the docks in Sydney, and delivered to the Tenterfield STP, installation completed and new dehydrator operational.

The 1km licence condition relining over 1.69km and inspection over 1.96km is completed and evaluated with Council contractors Institutorm completion in August 2020.

### **On Site Sewerage Management (OSSM)**

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

### **Environmental Performance Indicators**

<b>MEASURE</b>	<b>SOURCE</b>	<b>NUMBER</b>	<b>TARGET</b>
Total waste diverted from landfill.	Council Records.	<b>31%</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 78.15KL</b>	Decrease from previous period.
Average annual residential electricity consumption.	ABS Household energy consumption survey.	<b>8,931 kW hours (COVID-19 Restrictions and Stay at Home Orders saw increased energy consumption worldwide)</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 2020/2021 objectives, as part of its Integrated Planning and Reporting obligations. During the reporting period, Council reported against actions and tasks defined in the Operational Plan, Delivery Program and the Community Strategic Plan, as part of the Monthly Operational Report.

**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 via Zoom in September and December 2020, and March and June 2021, due to ongoing COVID-19 restrictions. 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 2020/2021 included:

- Fraud Control Review

The recommendations from this review are being implemented in subsequent financial years.

Council’s Enterprise Risk Management Framework provides a formal yet practical guide for articulating risk appetite, and for assessing, treating, managing and reporting risks. The framework provides a consistent methodology for risk management at all levels of the organisation. It also complements Council’s organisational culture of continuous improvement and innovation, by encouraging employees to maximise opportunity and minimise loss.

**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 1,087 general customer enquiries during 2020/2021.

The Tenterfield True mobile application continues to provide Council with a close to real time tool to advise residents and visitors of news and information, via alerts and links to Council's existing web pages. During 2020/2021 Council used the push notification tool of the mobile app to notify residents of COVID-19 restrictions and community grants opportunities. There were 7,040 unique views of Council's push notifications up to 2020/2021.

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

**COVID-19**

The COVID-19 pandemic continuing into the 2020/2021 financial year has had an unprecedented impact on the way people live and work. Council has had to significantly modify its operations and delivery of services to protect our workers and the broader community.

Until the State Government required vaccination rate is achieved, 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.

Council has developed and implemented twenty eight (28) Covid Safety Plans to fulfil our obligations under public health orders and minimise risk of transmission of COVID-19 on Councils premises and the community.

The organisation of staff vaccinations, facilitating working from home, accommodating lock downs, maintaining COVID information, instruction and inspections along with associated compliances and reporting have been a heavy focus in 2020/2021.

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

Council has a Work Health and Safety Management System designed to meet legislative and organisational requirements.

***Work Health and Safety Performance***

Council experienced steady performance in its WHS performance throughout 2020/2021, a slight increase in lost time injuries however a reduction in injury durations, and costs associated with injuries. This reduction will be reflected in a reduced premium cost for 2021/2022.

***Injury Performance***

During 2020/2021, we experienced 17 total injuries requiring treatment, which was a decrease on the 2019/2020 figures. Total injuries include provision of first aid, medical treatment and lost time injuries.

***Incident Performance***

Ten (10) Hazards were formally registered, investigated and controlled. Fifty nine (59) incidents were formally registered, investigated and controlled.

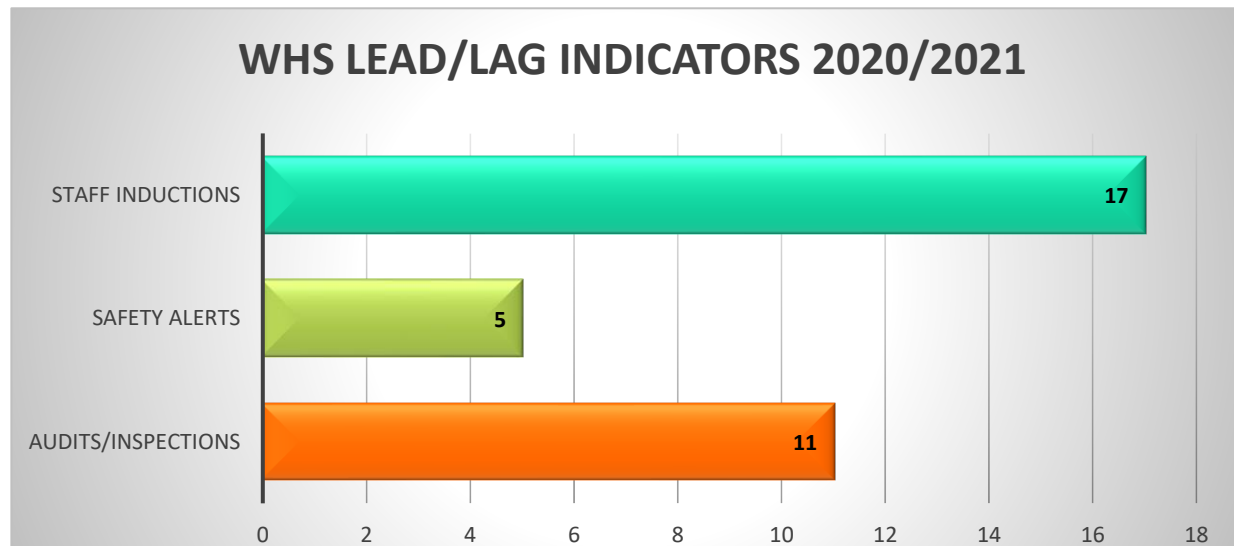
***Work Health and Safety Audit***

Council continued to implement Continuous Improvement Audits to ensure compliance and implementation of the Work Health and Safety Management System. Council realigned its strategy within the COVID-19 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 hazards.

### **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 low workers compensation premium, again has highlighted the excellent work by all staff, managers and executives 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 due to the implementation of Covid Safe Plans and robust Risk Management Principles, face to face WHS meetings were able to be re-established.

## ***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 volunteer's 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

A total of 17 staff inductions were delivered in the 2020/2021 financial year.

## ***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 2020/2021 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.

### ***Staffing and Workforce Planning***

For 2020/2021, the total recruitment number to existing positions was 21. 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.

## **Recruitment in 2020/2021 Financial Year**

	<b>Position</b>	<b>Service</b>
1.	Records Coordinator	Corporate and Governance
2.	Administration & Records Officer	Corporate and Governance
3.	Casual Administration & Customer Service Assistant	Corporate and Governance
4.	Plant Mechanic	Plant, Fleet & Equipment
5.	Property Specialist	Buildings & Amenities
6.	Technical Projects Engineer (Graduate)	Asset Management and Resourcing
7.	WHS & Risk Management Coordinator	Workforce Development
8.	Assistant Library Officer (Part Time)	Library Services
9.	Labourer (Trades Assistant) (Part Time)	Plant, Fleet & Equipment
10.	Team Leader (Excavator)	Transport Network
11.	Team Leader (Patchmobile)	Transport Network
12.	Parks & Gardens Operative – Maintenance	Parks, Gardens & Open Space
13.	SOA Administration & Customer Service Assistant	Theatre & Museum Complex
14.	Services Operator	Water Supply
15.	Mingoola/Torrington Transfer Station Operator	Waste Management
16.	Parks & Gardens Horticulture & Landscape Coordinator	Parks, Gardens & Open Space
17.	Administration & Web Assistant (Part Time)	Civic Office
18.	IT Support Officer	Finance & Technology
19.	Leading Hand (Roads)	Transport Network
20.	Parks & Gardens Operative – Maintenance	Parks, Gardens & Open Space

### **Casual staff strategic, operational and risk analysis & evaluation**

Monitoring and review on the use of casuals, labour hire and fixed term contracts within the current structure continues to ensure risk exposures where identified, understood and communicated in regards to the new 2020 State Award requirements and Council's 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 at little to no cost.

2020-2021 saw a major focus on regulatory and skills enhancement training and development. This was due to the major COVID-19 disruption to training plans in 2019/2020

<b>2020/2021 Training &amp; Development</b>	<b>2020/2021 Training &amp; Development</b>
Certificate III in Customer Engagement	Drug & Alcohol Testing Course
Certificate III in Customer Engagement (Traineeship)	Working at Heights
White Card Training	Confined Spaces
Visitor Servicing & Destination Marketing Bootcamp 2020	Risk Management Training – IT Vision
Firearm Safety & Training – Use Firearms to humanely destroy animals	Certificate III in Business Administration
OHS Risk Management Course	Mental Health First Aid
Overhead Powerlines	Australian Local Government Association Regional Development Forum
HR Driver Training	Provide Building Surveying Services for Residential Buildings up to three storeys
Altus ECM Training	Local Government NSW Employment Law Seminar
Bushfire Awareness Training & Refresher	Personal & Executive Assistant Conference
Australian Local Government Association Roads, Regions, Resilience – A special Local Roads & Transport Congress	Responsible Service of Alcohol
Chartis Technology QGIS Training Essentials and Pursuit	Leadership Seminar (Dr Norman Chorn & Barry Frew)
Traffic Controller & Implement Traffic Control Plans	Silica Awareness Training
Prepare a Work Zone Traffic Management Plan	Local Government NSW 2021 Water Management Conference
Objective Leadership Program	Impact Environmental Conference/Waste Conference
Basic/Intermediate/Advanced Chainsaw Course	Local Government Procurement – The Essentials
Introduction to Records Management Training	Local Government Procurement – Tendering Evaluation & Contract Awarding
Managing the Disposal of Local Government Records	Local Government Procurement – Procurement Planning and Specification
Asbestos Awareness Training	Online Floodplain Management Australia National Conference
Sharps Training	Basic Wastewater Treatment Operations Course
ChemCert Training	Weeds Action Program – NSW Biosecurity Legislation Online
Local Government – Course Property 101	Certificate III in Civil Construction
Advanced Diploma of Record Keeping	

### **Performance reviews**

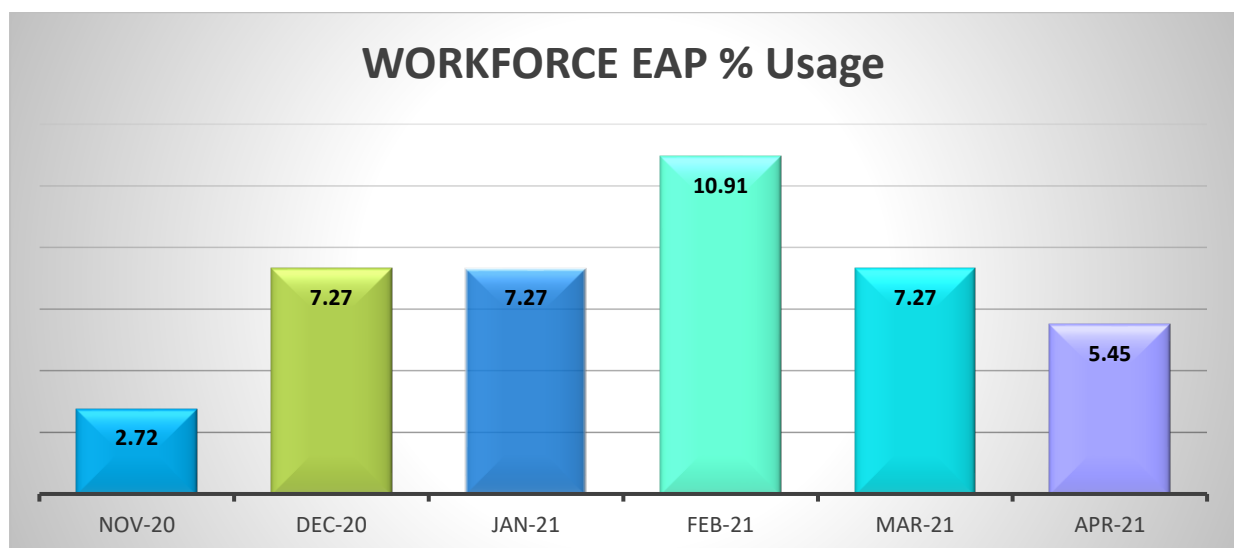
Annual performance reviews have provided data allowing training delivery attached to need, courses availability and specialist conference programs. Council has continued delivery of tailored training programs, which meet the needs of individuals, teams and groups in accordance with the training needs. 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.

Over the past 12 months Daly & Ritchie has attended to TSC onsite monthly, with the exception caused by border closures and lock downs. To ensure a continuation of service Daly & Ritchie in consultation with the Manager for HR Workforce Development & Safety contacted employees by phone, to ensure employees were connected to the Employee Assistance Program (EAP) service. In addition, phone counselling sessions were undertaken to ensure Council employees had counsellors they could connect with during these challenging times.

Within the scope of EAP services, Daly & Ritchie were able to include and provide workplace consulting services. This service involves working with teams for the identification of psychosocial hazards and psychosocial safety climates. The purpose of this consulting service is to assist Council in meeting work health safety obligations and to provide a safe psychological workplace for their staff. NSW Mentally Healthy Workplaces Strategy 2018-22 suggest that mentally healthy workplaces mean improved staff retention, increased productivity and more engaged workers<sup>1</sup>. This is further evident as PricewaterhouseCoopers estimates that the Return-On-Investment (ROI) of 130 per cent when investing in improving psychological health in the workplace. Therefore, by taking a primary preventative and proactive approach TSC has increased employee awareness and understanding of mentally health workplaces.



### ***Consultative Committee***

This forum of consultation and participative processes will provide a forum that encourages free and open exchange of views. All meetings 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.

In contrast to previous years all scheduled Consultative Committee meetings obtained quorum.

### ***Flexible work arrangements***

Flexible working arrangements (FWA) implemented by Council are addressing a number of needs including COVID-19 restrictions, personal related problems. Implementation monitoring and review continues, to assist staff in the current COVID, administration refurbishment and mental health stress environment.

FWA 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-19 mandates and the Local Government Award 2020.

### ***Human Resources Challenges***

Council has had a medium to high turnover of staff in the 2020/2021 financial year, so succession planning, backfilling and secondments have been crucial to our organisation for the continued delivery of services externally and internally.

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

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In contrast to previous years all scheduled Consultative Committee meetings obtained quorum.

### ***Flexible work arrangements***

Flexible working arrangements are addressing several needs including COVID-19 and personal related problems. Implementation monitoring and review continues, to assist staff in the current COVID-19, administration refurbishment and mental health stress environment.

Flexible working arrangements, such as changes to hours, patterns and 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. Flexible working arrangements are in line with new COVID-19 mandates from the NSW Public Health (COVID General) Order 2021 and the NSW Local Government Award 2020.

### **Human Resources Challenges**

Council has had a medium to high turnover of staff in the 2020/2021 financial year so succession planning, backfilling and secondments has been crucial to our organisation for the continued delivery of services externally and internally.

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

### **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.

### **Leadership Performance Indicators**

<b>MEASURE</b>	<b>SOURCE</b>	<b>NUMBER</b>	<b>TARGET</b>
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.	Annual Financial Statements.	<b>\$17,493,000</b>	>\$0
Lost time injury rate.	Lost-time injury rate per 100 employees.	<b>4.47%</b>	<4.24







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## **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.**

Mount Lindesay Road projects provided initial bitumen sealing to the gravel road surface over a 2km section upgrade immediately south of Bookookoorara Bridge and a further 1 km section between 3.5km to 4.5km north of Cullendore Road.

Major rehabilitation work has continued on the Mt Lindesay Road \$24M Special Grant project with the Legume intersection completed and significant works underway between 0.1km to 6km east of Legume.

Council completed pavement rectification on Amosfield Road between 3.6km to 4.5km west of MR622 (Mount Lindesay Road) under the Transport for NSW Regional Road Repair Program.

Rehabilitation of the pavement with a new bitumen seal was completed northern of Urbenville on the Clarence Way over a 1.2km section from the northern shire boundary bridge.

Road rehabilitation was completed along the full 12km length of Tooloom Road between Urbenville and Paddys Flat Road.

The Infrastructure NSW funded interim timber bridge works program was completed with several structures strengthened and renewed in timber materials to reduce the extent of load limitations to heavy vehicles on the road network. This included the complete renewal of the Barlows Gate Road bridge over Acacia Creek and the Mole River Road bridge over Tablelands Creek.

To further improve access for transport access in the rural areas, the old timber bridge on Tooloom Road over Beaury Creek has been fully replaced with a new concrete bridge and road approaches.

The Emu Creek bridge replacement on Hootons Road has been completed with a new concrete structure allowing access for heavy vehicles over this section of the road.

Through the Local Roads and Community Infrastructure Program initial bitumen seals were placed over Hootons Road, Castlerag Road, Deepwater Racecourse Road, McKechnie Road, Morwood Road, Nutshell Road, Bryans Gap Road and on sections of Paddys Flat Road South, Billirimba Road, Red Hill Road, Gum Flat Road, Millers Lane and Rivertree Road.

**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.**

Footpath paving was enhanced with further improvements in the Tenterfield Township Central Business District area around the Visitors Information Centre in Miles Street.

Several property actions were undertaken to finalise legal tenure of the parkland recreational shared pathway construction between Jubilee Park and the Hockey Fields in Tenterfield.

The section of footpath adjacent to the Park in Drake has been renewed.

In Urbenville, an upgrade of the footpaths through the central business area on Urban Street has been undertaken to upgrade disabled accessibility, improve the functional use of the footpath for business patrons and to enhance the amenity of the area for visitors. A section of footpath has also been upgraded near Stephen Street in Urbenville.

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

Council has undertaken drainage culvert replacements across Mount Lindesay Road at Bookookoorara, Cullendore area and east of Legume.

On local rural Shire roads, Council replaced culverts on Main Camp Road, New Mole Road, Chauvel Road, Red Hill Road, Imbergers Road, Bungulla Reserve Road, Daisy Mount Road, Nutshell Road and Springs Road.

In urban areas upgrading of stormwater drainage pits has been a priority with replacement of pits undertaken to repair damaged inlet structures and to enhance public safety, particularly near schools. Works included Scott Street, Miles Street and Wood Street in Tenterfield, with work also undertaken in Welch Street and Stephen Street in Urbenville.

**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 is working with Transport for NSW to develop projects that enhance transport connectivity for local motorists and regional visitors. The upgrading of facilities in shire villages has been a focus to support regional transport and public transport routes.

**Transport Performance Indicators**

MEASURE	SOURCE	NUMBER	TARGET
Infrastructure Renewal Ratio.	Annual Financial Statements.	<b>100</b>	100%
Capital Projects Completed on Time.	Council Records.	<b>85</b>	80%
Number of HV Permits issued each year.	RMS Data.	<b>74</b>	Increase from previous period.
Number of vehicle accidents and pedestrian accidents.	RMS Data	<b>37</b>	<36 (2015/2016)
Number of vehicle movements across the council road network.	Council Asset Data.	<b>2208 Average Daily Trips/17 Roads (2020)</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 2020/2021 was \$164,058.92. Councillors receive a monthly fee of \$1,013 with the Mayor receiving an additional fee of \$2,210.

• Mayoral Allowance	\$26,530
• Members Fees	\$121,600
• Travelling & Subsistence	\$11,522
• Delegates' Expenses	\$0
• Councillors' Training	\$0
• Internet Expense	\$4,405

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 2020/2021 Council Meetings

There were 11 **Ordinary Council Meetings** and 8 **Extraordinary Council Meetings** held in the period July 2020 to June 2021.

Councillor	No. of Meetings Attended/No. of Meetings Held
Cr Petty	18/19 – 1 Apology
Cr Murray	19/19
Cr Forbes	18/19 – 1 Apology
Cr B Petrie	19/19
Cr Macnish	19/19
Cr Sauer	17/19 – 2 Apologies
Cr Peters	19/19
Cr M Petrie	16/19 – 3 Apologies
Cr Verri	19/19
Cr Rogan	19/19

## 2.0 Overseas Visits by Councillors and Staff

Due to the COVID-19 pandemic there were no overseas visits during 2020/2021.

## 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 2020/2021 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 2020/2021 for amounts greater than \$250,000:

Contractor	Goods / Service	Amount (Incl Gst)
BJS Constructions	Supply and Install of Acoustic Panels and Electrical Works -Tenterfield Memorial Hall Sporting Complex Refurbishment	\$691,164
Lismore Toyota	Light Vehicle Tender	\$1,100,000
TT Construction Pty Ltd	Pioneer Precinct Works, Urbenville NSW	\$187,401
Interflow Pty Ltd	CCTV and Relining 2021 - clean and reline sewer mains	\$289,504

#### 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 2020/2021, income from private works totalled \$2,661,493.

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

No legal (court) proceedings were commenced by Council during 2020/2021. Council was not the subject of legal proceedings during 2020/2021.

Council spent \$82,578.92 on Legal Services in 2020/2021.

Legal Services Expenses	Amount
Rates	\$27,125.96
Planning & Regulation	\$9,067.84
Buildings & Amenities Legal	\$3,086.67
Economic Growth	\$485.35
Conduct of Investigations	\$42,813.10
<b>Total</b>	<b>\$82,578.92</b>

#### 7.0 Contributions/Donations

During the 2020/2021 Financial Year, Council made a contribution to the following community groups totalling \$44,998.



Organisation	Project	Amount \$
Drake Primary School	Presentation Night	150
Jennings Public School	Presentation Night	150
St Joseph's Convent Schools	Presentation Night	150
Sir Henry Parkes Memorial Primary School	Presentation Night	150
Tenterfield High School	Presentation Night	150
Urbenville Public School	Presentation Night	150
Woodenbong Public School	Presentation Night	150
TAFE	Presentation Night	150
Drake Primary School	Learn to Swim – contribution to transport	550
Urbenville Public School	Learn to Swim – contribution to transport	550
Westpac Helicopter Rescue Service	Helicopter Rescue Service – Annual Contribution	2,150
Tabulam SES	Upper Clarence Art Exhibition	500
Liston Hall Committee	Annual contribution to assist with operating costs	500
Bolivia Hall Committee	Annual contribution to assist with operating costs	500
Legume Hall Committee	Annual contribution to assist with operating costs	500
Drake Hall Committee	Annual contribution to assist with operating costs	500
Urbenville Hall Committee	Annual contribution to assist with operating costs	500
Steinbrook Hall Committee	Annual contribution to assist with operating costs	500
Sunnyside Hall Committee	Annual contribution to assist with operating costs	500
Mingoola Hall Committee	Annual contribution to assist with operating costs	500
Torrington Hall Committee	Annual contribution to assist with operating costs	500
Tenterfield Highlander Pipe Band	Annual contribution to assist with operating costs	600
	<b>Sub-Total</b>	<b>\$10,050</b>

Organisation	Project	Amount \$
Tenterfield Show Society	Contribution toward providing children's entertainment and activities at the 2021 Tenterfield Show.	1,500
Tenterfield District Cricket Association	Contribution toward the purchase of equipment for Tenterfield Junior Cricketers.	618
Oracles of the Bush Inc	Contribution toward providing prize money for the annual amateur performance and written poetry competitions	2,500
Liston Hall Committee	Contribution toward purchase of a barbeque and range hood.	1,000
SSAA(NSW) Urbenville-Woodenbong Branch Inc.	Contribution toward gravel for the road into the Gun Club.	3,000

<b>Organisation</b>	<b>Project</b>	<b>Amount \$</b>
Seniors Week Committee	Contribution to the cost of funding Seniors Week activities	2,500
Tenterfield Show Society	Contribution toward the preservation of historical records	1,000
Bolivia Progress Association Inc.	Contribution toward purchase of a Zero Turn Precision Ride-on Lawn Mower	1,000
Border Country Trail Riders	Contribution toward two one-day training days with Damien Hall Horsemanship	500
Tenterfield Men's Shed	Contribution towards registration of two water trailers, and an air conditioning unit for kitchen meeting room	2,500
Liston & Area Progress Association	Contribution toward installation of pre-purchased bollards on top park in Liston	780
Shotgun, Rifle and Pistol Club of Tenterfield	Contribution toward the purchase of a defibrillator to install and mount in the Club shed	1,500
Tenterfield Players Inc.	Contribution toward installation of a drainage system to stop water ingress into the storage shed	1,000
Rotary Club of Tenterfield	Contribution towards the costs of running the annual Christmas Carnival	800
Tenterfield Showground Land Managers	Contribution toward replacement trees and tree guards	1,000
Mingoola Hall Management Committee Inc.	Contribution towards the purchase of a picnic table and bench seats	1,000
Steinbrook Progress Association	Contribution toward upgrade to the hot water system and associated building works	3,000
Tenterfield Petanque Club	Contribution towards top dressing of the Petanque Court with crusher dust	750
Federation Toastmasters	Contribution towards audio visual equipment to facilitate Toastmasters meetings	500
Urbenville Progress Association Inc.	Contribution towards running costs of the Seniors Day-care Bus	2,500
Tenterfield Community College Inc	Contribution towards the purchase of 2 rolls of wadding to make quilts	500
Tenterfield High School	Contribution towards the Year 12 formal celebrations	500
Tenterfield Pony Club	Contribution towards upgrading storage area	1,000
Tenterfield Physical Culture Club	Contribution towards installation of wood style vinyl over the existing floorboards at the Scouts Hall	2,000
Drake School of Arts & Progress Association	Contribution towards replacement of wooden steps, dirt to fill back of retaining wall, reimbursement of excess hall electricity bills, replacement of childproof door to kitchen and installation of baby change table in disabled toilet	2,000
	<b>Sub Total</b>	<b>\$34,948</b>
	<b>TOTAL</b>	<b>\$44,998</b>

## 8.0 Statement of Activities – EEO Management Plan

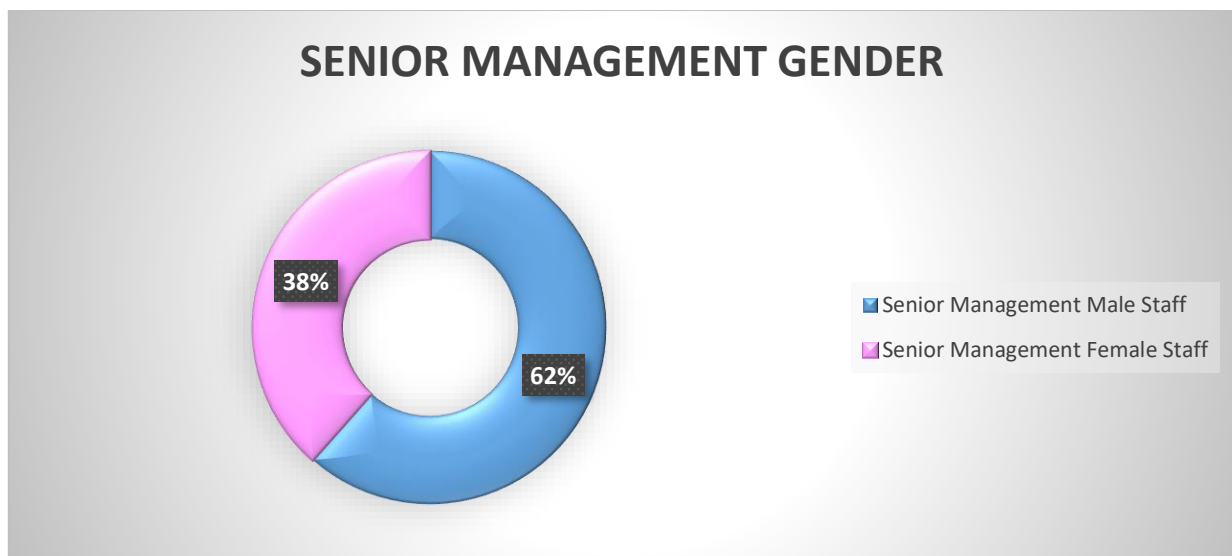
Council will ensure that equal employment opportunity processes are followed and that a consistent approach to recruitment and selection is carried out across its departments. Council is supportive and understanding that a successfully diverse workforce is one that contains people at all levels who have 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:

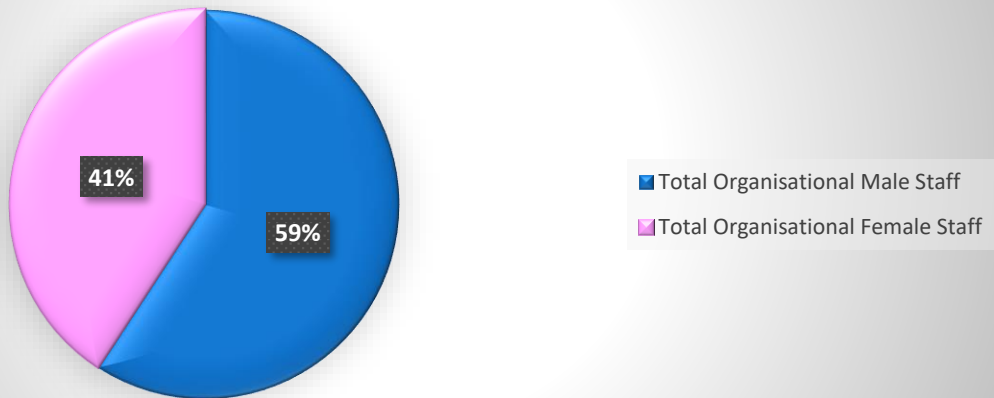
- Council continues to comply with gender requirements on Selection Panels
- Leadership gender equality analysis conducted
- Council continues to support Work for the Dole initiatives and to take up employment subsidies, offered by Government, targeting youth and mature age groups within the community
- 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, and 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 38% female and 62% male. The Council still has a high level of females in its leadership positions. 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 41% female and 59% male.



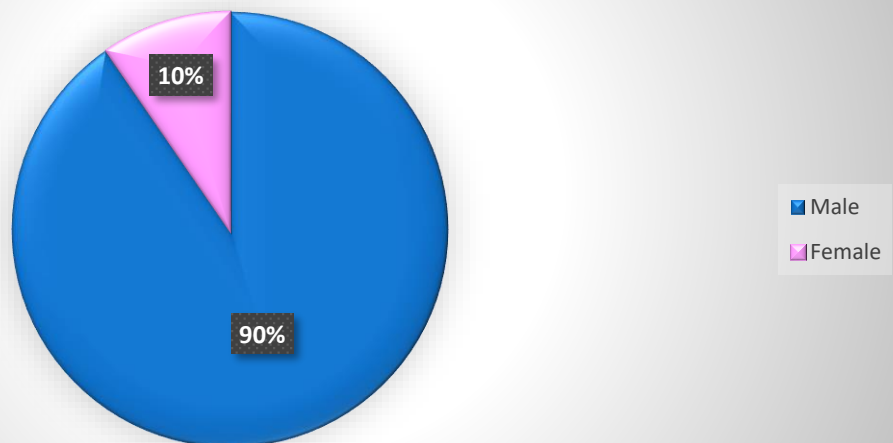
## ORGANISATIONAL GENDER



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 52 has a gender split of 10% female and 90% male.

Identified target is to increase female representation in the outdoor business units.

## GENDER OUTDOOR STAFF



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

Council is taking a deliberate look at our ageing workforce and considering strategies to ensure that corporate knowledge is not lost but rather transferred to younger workers.

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

Council held no controlling interest in any companies during 2020/2021.

### **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 an ongoing MOU with Southern Downs Regional Council for the provision of water to the residents of Jennings.

### **North West Weight of Loads Group**

Council changed membership from the North East Weight of Loads Group to the is a member of the North West Weight of Loads Group during the 2020/2021 financial year. The North West Weight of Loads Group is a voluntary association of member Councils that administers 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 2020/2021**

The amount of rates and charges written off during the 2020/2021 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	135,883	74,735	61,147
Waste Charges Written-Off	112,835	62,059	50,776
Water Charges Written-Off	55,533	30,543	24,989
Sewer Charges Written-Off	49,659	27,312	22,346
<b>Total</b>	<b>353,911</b>	<b>194,651</b>	<b>159,260</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 \$70,695 from the Stormwater Management Services Charge in 2020/2021. 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. Expenditure on the following Stormwater Management capital works was carried out in 2020/2021 at a total cost of \$40,027.17.

<b>Capital Expenditure – Stormwater Management</b>	<b>Expenditure 2020/2021</b>
Drainage Pits Upgrade	\$ 39,926.57
Stormwater Works Investigation	\$ 60.00
Stormwater Pipe Renewal	\$ 40.60
<b>Total</b>	<b>\$ 40,027.17</b>

### **13.0 Report on Expenditure of Special Rates Variation Income at 30 June 2021**

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 2020/21 is provided in **Table 1**.

**Table 1 – Summary of Project Expenditure for 2020/2021**

<b>Category</b>	<b>SRV Funded Projects Budget from 1 July 2014 to 30 June 2021*</b>	<b>SRV Funded Projects Actual Expenditure from 1 July 2014 to 30 June 2021</b>	<b>Unspent SRV Funding Transferred to Future Years</b>
<b>Capital Expenditure</b>			
Building Renewal	\$ 584,000.00	\$ 563,000.00	\$ 21,000.00
Saleyards Renewal	\$ 250,735.00	\$ 224,380.07	\$ 26,354.93
Recreation Facilities Renewal	\$ 450,000.00	\$ 400,368.59	\$ 49,631.41
Cemetery Improvements	\$ 290,000.00	\$ 117,945.93	\$ 172,054.07
Road Construction	\$ 70,000.00	\$ 0.00	\$ 70,000.00
Road Resheeting	\$ 1,330,980.00	\$ 2,103,420.00	- \$ 772,440.00
Road Resealing	\$ 654,000.00	\$ 563,056.70	\$ 90,943.30
Drainage Improvements	\$ 120,000.00	\$ 120,000.00	\$ 0.00
Bridges & Causeways Renewal	\$ 2,600,000.00	\$ 1,542,385.16	\$ 1,057,614.84
Main Street – Principal Repayments	\$ 697,472.00	\$ 666,642.42	\$ 30,829.58
<b>Sub-Total</b>	<b>\$ 7,047,187.00</b>	<b>\$ 6,301,198.87</b>	<b>\$ 745,988.13</b>

<b>Operating Expenditure</b>			
Main Street Renewal – Interest Repayments	\$ 351,095.00	\$ 201,418.33	\$ 149,676.67
<b>Total to 2020/21</b>	<b>\$ 7,398,282.00</b>	<b>\$ 6,502,617.20</b>	<b>\$ 895,664.80</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 in 2020/2021	Outcome
<b>Capital Expenditure</b>		
Building Renewal	\$ 108,000.00	Administration Building Refurbishment \$ 100,204.52 School of Arts Upgrade Exterior & Repair Windows \$ 7,795.48
Saleyards Renewal	\$ 5,637.92	Installation of Fibre-optic Network at Saleyards
Recreation Facilities Renewal	\$ 124,240.76	Masterplan for the Tenterfield Memorial Pool \$ 55,124.48 BBQ Shade Structure at Tenterfield Pool \$ 15,040.00 Renewal of Shirley Park Amenities Building \$ 54,076.28
Cemetery Improvements	\$ 56,701.84	Tenterfield Cemetery - Earthworks Preparation For Stage 1 Expansion \$ 17,747.29 Tenterfield Cemetery – Storage Shed & Unisex Disabled Toilet \$ 38,954.55
Road Resheeting	\$ 448,687.80	Program of Gravel Resheeting – SRV expenditure complete
Road Resealing	\$ 355,332.20	Rural Roads Resealing \$ 201,530.50 Urban Streets Resealing \$ 153,801.70
Drainage Improvements	\$ 120,000.00	Rural Culverts & Pipes replacements
Bridges & Causeways Renewal	\$ 106,196.03	Program of Bridges & Causeways renewal - ongoing
Main Street Renewal – Principal Repayments	\$ 121,504.43	Principal repayments on Main Street Loan (\$1.2M) for 2020/21
<b>Sub-Total</b>	<b>\$ 1,446,300.98</b>	
<b>Operating Expenditure</b>		
Main Street Renewal – Interest Repayments	\$ 23,172.37	Interest payments on Main Street Loan (\$1.2M) for 2020/21
<b>Total in 2020/21</b>	<b>\$ 1,469,473.35</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)**

<b>Category</b>	<b>Income above the Rate Peg</b>	<b>Actual Expenditure</b>	<b>Unspent SRV Income</b>
2014/15 – 2020/21	\$ 6,480,439.00	\$ 6,502,617.20	- \$ 22,177.93

### **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**

<b>Year ended 30 June 2021 (General Fund) (*)</b>	<b>Projected (\$,000)</b>	<b>Actual (\$,000)</b>
Total revenue	15,228	36,909
Total expenses	14,987	22,703
<b>Operating result from continuing operations</b>	<b>241</b>	<b>14,206</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 \$3,350 to the Program which resulted in the desexing 48 dogs and 31 cats.

### **Infringements**

Four infringements have been issued for breaches of the Companion Animals Act between 1 July 2020 and 30 June 2021. 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**

	2018-2019	2019-2020	2020-2021
<b>Dogs Impounded</b>	10	23	20
<b>Cats Impounded</b>	8	10	17
<b>Other Impounded</b>	NIL	NIL	NIL
<b>Dogs Euthanised</b>	21	24	8
<b>Cats Euthanised</b>	8	10	13
<b>Animals Returned to Owners</b>	1	4	7
<b>Dog Registered</b>	38	53	48
<b>Working Dogs Registered</b>	3	0	2
<b>Cats Registered</b>	3	10	16
<b>Dogs Surrendered</b>	11	23	20

### **Noise Complaints**

There were 14 barking dog complaints received and dealt with between 1 July 2020 and 30 June 2021. 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 minimise the noise nuisance. In all investigations Rangers established the trigger for the barking and gave dog owners advice on ways to remedy the situation.

Rescue group Lucky Paws have assisted Council in the rehoming of 12 dogs and 4 kittens.



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**Appendix 1**  
**Achievements in Implementing**  
**the Delivery Program and Operational Plan**  
**Progress Report to 30 June 2021**





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**Appendix 2**  
**Annual Financial Statements**  
**for the year ended 30 June 2021**





