



ANNUAL
REPORT
2021 - 2022



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 2022

Appendix 2

Financial Statements for 2021/2022

Mayor's Message

This being my first Council Annual Report, I can best describe 2022 as a tumultuous year with many challenges. The successive severe storm and flooding events of February, March and May that closely followed the November 2021 rain event, resulted in a tremendously detrimental impact on our road network, and ongoing wet weather greatly inhibited repair work. The additional challenges of the proposed Special Rate Variation (SRV) and the financial imposts of increasing inflation and supply issues have caused great angst in the community as well as for Council staff and Councillors.



With half the Councillors elected for the first time it has been a baptism of fire. I commend them on their efforts in adjusting to their new role under extreme circumstances. Councillors continuing from last term have likewise felt this pressure. As Councillors are also rate payers, we fully empathise with the community over the proposed SRV. We continue to lobby the State and Federal governments on issues that adversely affect our financial situation.

Council staff have stepped up and taken on more responsibility due to the moratorium on filling vacancies, as well as a permanent reduction in our staff numbers. Our staff are to be congratulated on their work, the extremely long hours they have put in, and for guiding Councillors through the difficult process of a SRV.

In the post COVID-19 restriction era, and despite worldwide financial constraints, it has been encouraging to see many new businesses open in Tenterfield, as well as the reopening of the Drake Lunatic Hotel and the Urbenville Crown Hotel. We continue to have people move to our district attracted by our lifestyle, location and landscapes.

Despite the challenges of the wet weather, it is pleasing to look out on green lawns and pastures instead of burnt and drought-dry landscapes. We have achieved some positives notwithstanding the weather and the financial imposts, including:

- Near completion of the sealing of Mount Lindesay Road.
- 3 bridge replacements completed and 6 bridge replacements underway.
- Completion of sealing of more local roads across the Shire and further sealing commenced.
- Success in receiving Summer Bushfire Funding of \$2.9 million for Drake Village Revitalisation.
- Construction of the Tenterfield Water Treatment Plant progressing well with completion in 2023.
- Reopening of the Memorial Hall after significant grant funded upgrades.
- Funding for the establishment of the Legume/Liston section of the Northern Border Trail.
- Installation of covered exercise equipment in the Hockey Field.
- Completion of the Tenterfield Creek Sculpture Walk.
- Ongoing sewer and water pipe replacements.
- Emergency Water Program for villages for completion 2022/23 and Urbenville Water Supply Project for completion 2023/24.

Thank you to our Council team and staff, and to our community for your support, your constructive feedback and input. I ask that we be kind and respectful to each other, celebrate the positives, and look forward to a better year in 2023.

Councillor Bronwyn Petrie
Mayor

Chief Executive Officer's Message

Emerging from the shadows of COVID-19 we enjoyed a moment in the sun before the current volatile geopolitical-economic storm brewed on the horizon. We face an ongoing war in Europe, extreme weather events, ever increasing inflation, higher energy, and food costs. Which all means higher costs of living for residents and unfortunately, increasing pressure on Councils' budgets and cost structures.



A review of our long-term financial plan identified challenges to our ability to continue the level of services the Tenterfield community has come to expect and rely upon. Regrettably, our long-term financial planning clearly shows we needed to increase revenue and reduce operational costs to maintain sustainability. Council is primarily a roads Council, meaning that reducing costs directly impacts maintenance and repair of our extensive road network. Council has been left with no choice but to seek a rate rise, particularly in these volatile economic times when costs of living are rising rapidly.

It is no exaggeration to say we are running out of capacity (workers and money) during a period where we have little control of costs. The first major series of storms in November 2021 caused more than 3,600 road repair and maintenance priorities. We have had two further major weather events and the forecast is for more over the next three to six months. As a result, many repairs are only band-aid solutions. We simply don't have the time or workforce to do more in the short-term. Longer-term restoration will be undertaken when resources allow.

The whole team at Council has continued to provide quality services in a very challenging environment while simultaneously delivering an impressive number of projects and securing **\$71,621,441.85 in grants and financial support packages, including:**

- Boonoo Boonoo Bridge replacement \$2,919,000
- Emu Creek bridge replacement \$ 1,820,000
- Tooloom Road west reseal \$2,999,566
- Kildare road -initial seal \$3,660,000
- Water treatment plant replacement \$9,645,000
- Extension of the Urbenville foot path \$160,000
- Tenterfield youth precinct and mountain bike tracks \$1,750,000
- Drake village revitalisation \$2,900,300
- Reconnecting Regional NSW Community Events Funding to establish new events and grow existing community events \$300,000

As we move forward, Council will be pragmatic and realistic about what can be delivered using available resources. We'll need energy and determination to recover and renew after another unrelenting year. I thank all my team for their efforts during the past 12 months. Our people deliver a wide range of services and activities. They have handled themselves professionally, efficiently and effectively. They have my utmost respect, and I am genuinely grateful for their contributions.

Finally, I thank the Mayor and councillors for their hard work on behalf of the community. Being a councillor can sometimes be a thankless task. Providing community leadership and making hard decisions in the face of adversity and, at times, unfair personal attacks, is not easy. Tenterfield's councillors have shown resilience and determination and deserve our respect.

Daryl Buckingham
Chief Executive Officer



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 high country and covers an area of 7,333 square kilometres including mountains and rural landscapes.

People

Tenterfield Shire’s population is 6,810 with a median age of 55 years and median household income of \$46,020 (ABS Tenterfield 2021 Census All persons QuickStats).

History

The Tenterfield Township was gazetted on 7 October 1851, with the Municipality of Tenterfield being incorporated on 22 November 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 1 January 1901 and gave Tenterfield the name of ‘*Birthplace of a Nation*’.

The Environment

Tenterfield Shire contains many areas of natural beauty, with approximately half the Shire in the Clarence River Catchment on the east and with the western half in 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 850mm.

The Shire is home to high levels of biodiversity, with many 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.
- 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 they are central to the success of our organisation. Our Workforce Management Strategy provides a strategic framework for developing our workforce so it is 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 way 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. Due to COVID-19 the Local Government elections were delayed for more than a full year and finally held on 4 December 2021.

Nominations for councillors in all Wards except for D Ward were minimal. Ward A and B received two nominees each; Ward C and E received one nominee each. The Wards with two nominees did not therefore conduct an election which resulted in the nominees being declared councillors. Ward E received only one nomination for the by-election, with that nominee being declared. Ward C required a by-election which was conducted in February 2022. Ward D had four nominations and went to election on 4 December 2021, with two councillors elected.

The Results:

Ward A – Councillor Peter Petty, Councillor Tim Bonner
Ward B – Councillor Bronwyn Petrie, Councillor John Macnish
Ward C – Councillor Tom Peters, Councillor Peter Murphy
Ward D – Councillor Kim Rhodes, Councillor Giana Saccon
Ward E – Councillor Greg Sauer, Councillor Geoff Nye

Eight councillors were sworn into office on 12 January 2022. Councillor Nye was sworn into office February 2022 and Councillor Peter Murphy in March 2022.

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, is prescribed in 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, when the meeting 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 2021/2022 is shown in the following pages of this report. Council meetings were held in the newly refurbished Koreelah Room,

Council Administration Building, located at 247 Rouse Street, Tenterfield. Council Business Papers, Attachments and Minutes were available on Council's website at www.tenterfield.nsw.gov.au

Councillor Training

During 2021/2022, Councillors received the following training to assist them to carry out their functions:

Course / Workshop / Training	Date	Attended/Not Attended
Councillor Induction Training	17 January 2022	Apologies: T Bonner Attended: B Petrie, J Macnish, P Petty, T Peters, G Saccon, K Rhodes, G Sauer
Councillor Induction Training	18 January 2022	Apologies: T Bonner Attended: B Petrie, J Macnish, P Petty, T Peters, G Saccon, K Rhodes, G Sauer
Community Consultation Councillor Training	19 January 2022	Apologies: T Bonner Attended: B Petrie, J Macnish, P Petty, T Peters, G Saccon, K Rhodes, G Sauer
Council's Financial Sustainability and to formally resolve Council's position on the Special Rates Variation application to the Independent Pricing and Regulatory Tribunal to be undertaken in 2022/2023	2 February 2022	Apologies: G Saccon, K Rhodes, G Sauer Attended: B Petrie, J Macnish, P Petty, T Bonner, T Peters
Council's Financial Sustainability and to formally resolve Council's position on the Special Rates Variation application to the Independent Pricing and Regulatory Tribunal to be undertaken in 2022/2023	7 February 2022	All Councillors in attendance
Annual Remuneration Discussion, Update of Committee Register, National General Assembly of Local Government Motions, Planning Overview – Developer contributions	8 February 2022	Apologies: G Saccon Attended: B Petrie, J Macnish, P Petty, T Bonner, T Peters, G Sauer, K Rhodes,
OLG Councillor Induction Webinar "Hit the Ground Running"	19 February	Online
Budget Update	21 February 2022	Apologies: B Petrie Attended: J Macnish, P Petty, T Peters, G Saccon, K Rhodes, G Sauer, T Bonner, G Nye
Budget Review – Workshop	28 February 2022	Apologies: B Petrie, T Peters, P Petty, G Nye Attended: G Sauer, K Rhodes, T Bonner, J Macnish, G Saccon
Essentials Cyber Security Awareness Training	23 February 2022	G. Saccon, P Petty, T Peters, K. Rhodes
Councillor Workshop	8 March 2022	Apologies: B Petrie, G Nye

Course / Workshop / Training	Date	Attended/Not Attended
		Attended: J Macnish, T Peters, C Weber, T Bonner, P Petty, K Rhodes, G Sauer
Councillor Workshop	9 March 2022	Apologies: B Petrie, G Nye Attended: G Sauer, T Peters, P Petty, T Bonner, G Saccon, J Macnish,
Councillor Engagement Workshop and Chris Weber	30 March 2022	Attended: T Peters, G Nye, G Sauer, K Rhodes, P Petty, J Macnish, G Saccon, B Petrie
Councillor Workshop	13 April	Apologies: J Macnish, G Nye, T Bonner (P Murphy zoom fail) Attended: G Sauer, T Peters, B Petrie, G Saccon, P Petty, K Rhodes.
Councillor Workshop Budget Review	3 May 2022	Attendance: T Bonner, B Petrie, G Saccon, T Peters, P Murphy, G Sauer, G Nye, K Rhodes, P Petty, J Macnish
Councillor "Induction" Workshop	31 May 2022 9am – 5pm	P Murphy, G Nye, J Macnish, K Rhodes, G Sauer, B Petrie, T Bonner
Councillor Workshop	15 June 2022	Attended: G Sauer, K Rhodes, P Petty, T Boner, B Petrie, G Nye, J Macnish, T Peters, P Murphy
Councillor Financial Training with Peter Tegart CPA	20 June 2022 8.30am – 3pm	Apologies: P Petty, B Petrie Attended: K Rhodes, J Wild, J Macnish, G Nye, T Peters, P Murphy After 10am: G Sauer



Our Councillors

A Ward



Councillor Tim Bonner



Councillor Peter Petty

B Ward



Councillor John Macnish (Deputy Mayor)



Councillor Bronwyn Petrie (Mayor)

C Ward



Councillor Peter Murphy



Councillor Tom Peters

D Ward



Councillor Kim Rhodes



Councillor Giana Saccon

E Ward



Councillor Greg Sauer



Councillor Geoff Nye

Council Ward Boundaries



DISCLAIMER

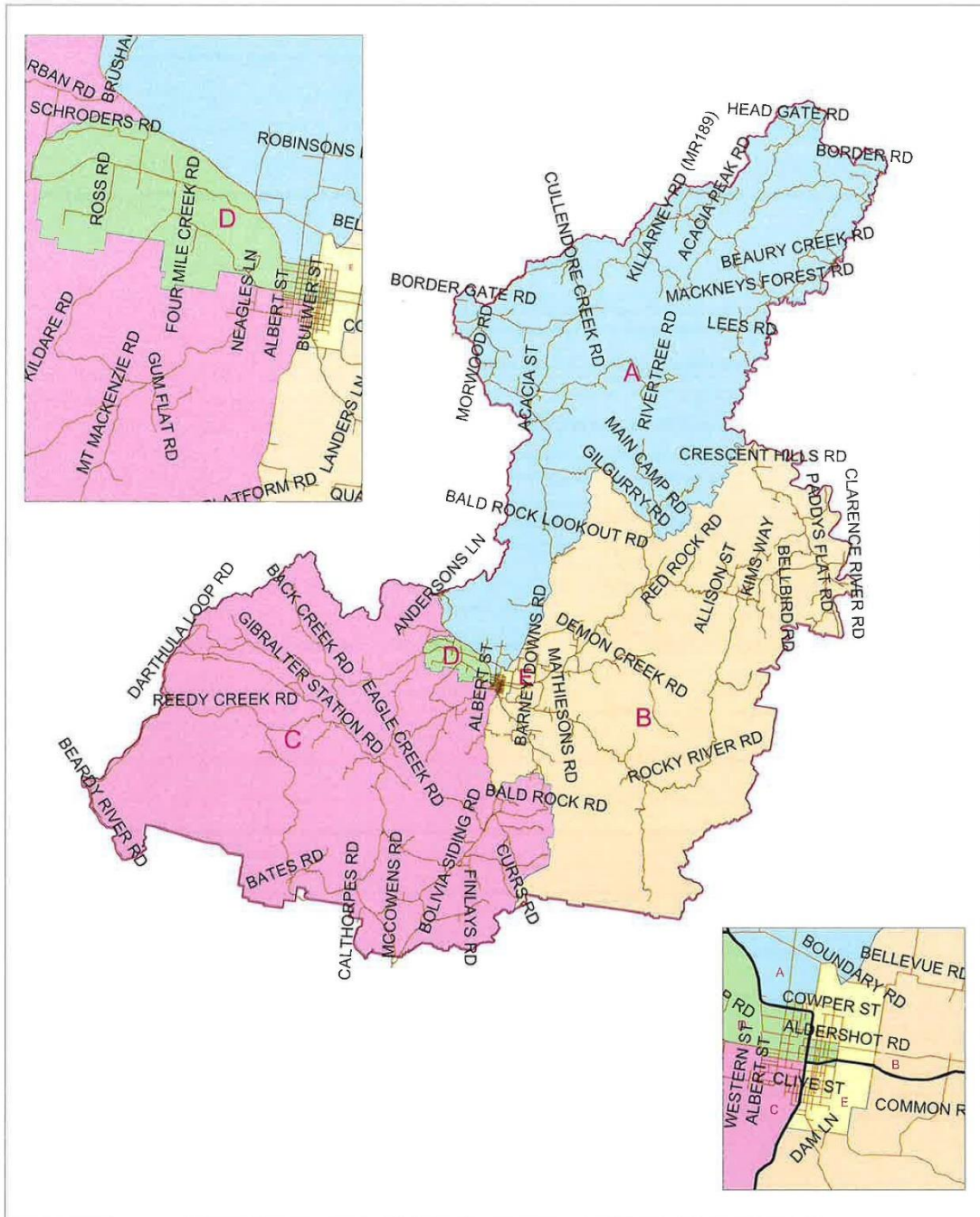
While all care is taken in the preparation of this plan, Tenterfield Shire Council accepts no responsibility for any misprints, errors, omissions or inaccuracies.

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

Accurate measurements should be undertaken by survey.

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

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4.0 Engaging our Community

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

Integrated Planning and Reporting

Scheduled Community Engagement for Integrated Planning and Reporting was held through the week Monday 17 January 2022 to Saturday 22 January 2022 at varying times and communities. Jennings, Tenterfield, Drake, Mingoola, Urbenville, Legume and Liston were all visited during this week of engagement, seeking specific desires for each area.

Communication

Council continues to provide information to the community through Council's fortnightly newsletter "Your Local News". 26 editions were distributed during the past year.

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

Council uses its website www.tenterfield.nsw.gov.au to inform the community of its activities, along with its Mobile Application.

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
- 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)
- Northern Inland Regional Waste (NIRW)
- Country Mayors' Association
- Local Health Advisory Committee

- Joint Regional Planning Panels
- Murray Darling Association
- Bruxner Way Joint Committee
- Tenterfield Heavy Vehicle Bypass Economic Enhancement Advisory Group
- 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 are able to apply to address Council in relation to any matters that were listed for consideration in a Council Business Paper.

There were four requests to do so in 2021/2022.

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

In January 2022, Council endorsed the formation of a Community Engagement Forum process to commence community consultation on the Community Strategic Plan to be adopted by Council by 30 June 2022, for implementation from 1 July 2022.

5.0 Organisation of the Council

The Principal Officer of the Council is the Chief Executive Officer (General Manager). The Chief Executive Officer is 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 as prescribed in 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.

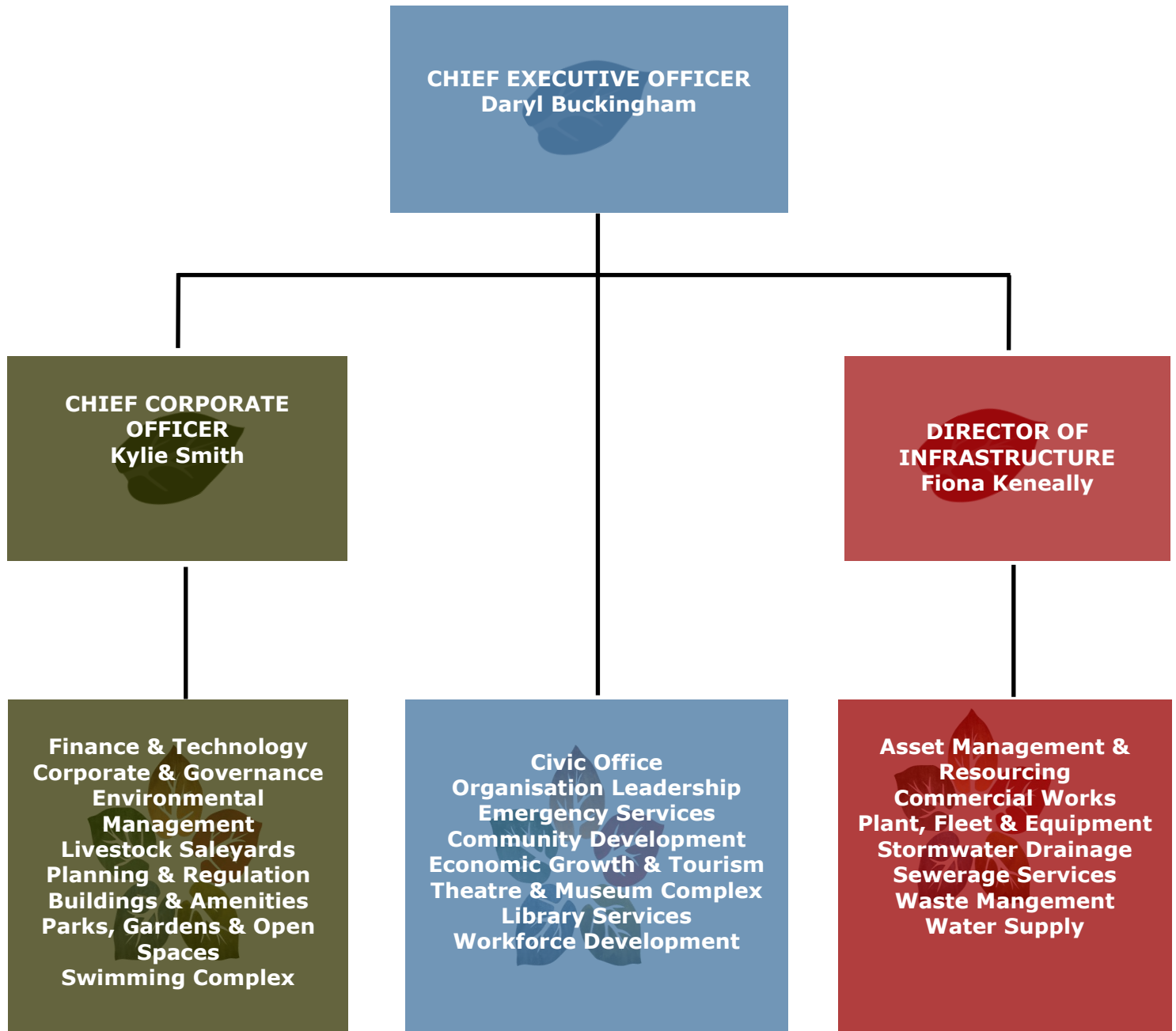
The Chief Executive Officer has such other functions as may be conferred or imposed on a General Manager by or under this or any other Act.

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.



ORGANISATION STRUCTURE





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 2017-2021, incorporating the Operational Plan 2021-2022, 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 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.

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 Council is responsible for delivering to support the Community Strategic Plan and allows Council to set out specific priorities for its term of office, usually being 4 years. Due to the postponed Local Government elections in 2020 due to the COVID-19 pandemic, Council's term ran until December 2021, resulting in a term of five years and three months.



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. Three (3) complaints were received in relation to food premises. Council's Activity Report, as required by the NSW Food Authority, was lodged on time for the 2021/2022 financial year.

Regulatory, compliance and enforcement activities have been limited to public health matters due to extremely limited staff during the 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.

The Sir Henry Parkes Memorial School of Arts welcomed a total of 6,531 visitors during the 2021/22 financial year that included 2,284 attendees to the Museum, 4,067 attendees to the Cinema, 180 to live events, and 50 bus group tours.

Key box office screenings during this period included "Top Gun Maverick" attracting over 400 across all 5 screenings followed by "The Drovers Wife" with over 250 across 5 screenings. The ending of the NSW Dine and Discover Vouchers in June 2022 attracted record revenue to the value of \$12K for the Cinema.

Popular live performances showcased in the Theatre included Melbourne Comedy Festival during May 2022 attracting record ticket sales among the regional roadshow venues with 120 ticket sales, and theatre production "Mother and Son" with 55 ticket sales.

In partnership with Tenterfield Shire Council's Community Advisor, funding was secured to run a series of special School Holiday Screenings in association with National Youth Week celebrations attracting 130 young people to the cinema over a two-day event in April 2022.

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.

The School of Arts is supported by an active group of 14 volunteers participating in the School of Arts volunteer program. During the 2021/2022 FY period in acknowledgement of the value and commitment of the volunteer program two volunteer morning tea events were held and a Christmas party gathering in December 2021 that also included volunteers from the Visitor Information Centre.

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

“Reflect. Respect. Celebrate. We’re all part of the Story” was the theme for Australia Day in 2022.

Our Australia Day in Tenterfield was a fantastic day of music, recognition and celebration of our multicultural Nation. The Family Fun Day event was held in Rotary Park and included Welcome to Country, performance by the Indigenous Language Choir, Australia Day Blessing, Citizenship Ceremony and Australia Day Award presentations.

Lions Club members provided a free BBQ. Attendees participated in the inaugural Thong Throwing Competition, Felting Workshops, browsed market stalls and had free access to fun activities at the War Memorial Baths, and the great musical line up for this totally free event included local musicians Jess Lockwood and Fugarwie.

Mayor Bronwyn Petrie was very proud to present the Australia Day Awards to the following recipients:

Citizen of the Year – Peter Harris
Young Citizen of the Year - Grace Butler
Sportsperson of the Year – Isaac Jones
Emergency Services Volunteer of the Year, or Group, Award – Valerie Flint
Community Event of the Year – Tenterfield Autumn Festival

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

Tenterfield Public Library operates Mondays to Fridays 10am to 5pm. Branch Library services at Drake Village Resource Centre and Urbenville Community Hall are currently being reviewed to operate as self-service hubs.

Library holdings as at 30 June 2022 were 25,279. Loans for 2021/2022 totaled 20,410 including e-Loans of 2,344. Visitation for 2021/2022 was 11,580. During 2021/2022 there were 8,316 searches of the Tenterfield Star newspaper archive. This is up from 2020/2021

total searches, due in no small part to the research for the Sesquicentenary (150th Anniversary) celebrations and book, and COVID-19 lockdowns resulting high numbers of digital user activities.

The library hosts weekly story time welcoming approximately 200 Mum's and Bub's into the library during the year.

The digitised Mayoral photographs were included in the Sesquicentenary commemorative book managed by Tenterfield Library which was completed and published in 2021/2022.

The library successfully secured infrastructure funding from the State Library of NSW to the value of \$198K. The Library Infrastructure upgrade will provide updated visitor and user experiences including new meeting and study areas, activity spaces and circulation desk and is scheduled for completion during the next financial year. Library staff have weeded approximately 10% of the collection during the 2021/2022 reporting period in preparation for the refurbishment project.

Community Performance Indicators

MEASURE	SOURCE	NUMBER	TARGET
Crime rate (total number of recorded criminal incidences).	NSW reportable crime statistics.	6.5%	Decrease from previous period.
Housing affordability % Change.	Rent and Sales Report, Housing NSW.	17.24% rent increase June 2021 quarter. 2022 not available at time of report.	Nil Change.
Community Development Funding.	Annual Financial Statements.	\$44,881	
Tenterfield LGA Population.	ABS sourced demographic data.	6,810 ABS 2021 Census	7,000
Households/Dwellings.	ABS data on new dwelling approvals.	47 new dwellings approved in 21/22 financial year, compared to 61 new dwellings approved in 20/21 financial year.	>3%





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.

Sale of final blocks in the industrial estate were completed (at a loss) and the project finalised. No further projects of similar nature undertaken in 2021/2022, with Council now focused on cost containment and revenue increase to deal with budget shortfalls.

Indeed, in final months of 2021/2022 staff examined potential sale of surplus land pending final decision by Council on what assets could/should be sold.

Residential land development and home construction activity has been robust in the past year. The Tenterfield Shire continues to welcome new residents from metropolitan areas and particularly from the NSW Northern Rivers region which has suffered from severe flooding and loss of homes.

Council staff have been particularly busy dealing with development and building applications and local builders have plenty of work and report shortage of skilled workers including carpenters, plumbers and other trades. In 2021/2022, 47 new homes were either built or under construction in Tenterfield (ABS).

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 and Business. 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 six other Local Government Areas that make up this wider region, including Armidale, Glen Innes, Guyra, Inverell, Uralla, and Walcha.

The New England High Country (NEHC) 2021/2022 marketing activity promoting the regional destination brand included paid digital and social product development and print advertising. Activities included the Classic Car print and digital campaign with Just Cars and Practical Motoring from July 2021 to October 2021, Caravanning and Recreational Vehicle Campaign from September 2021 to October 2021 and the launch of the NEHC Brand and Soundtrails digital marketing campaign from July 2021 to March 2022.

NEHC partnered with Australian Traveller in the Australia Now (issue 92) and 100 Amazing Road Trips (issue 94) campaigns. This consisted of print promotions, online (website content, deals and display advertising banners), content in 4 e-newsletters and 1 solus edm (entire content focused on NEHC), as well as Facebook posts. During this campaign, an audience of 582,794 was reached, driving 2,637 leads for further information.

NEHC Tourism Group contracted a social media contributor from November 2021 to deliver the brands social media content and engagement strategy. As of 30 June 2022, NEHC had a combined following of 18,379, growth of 8.4% from the previous period. Nature and adventure content resonate the most with the brands audience.

Major product development included the new New England High Country website, and four Soundtrail experiences in Washpool National Park (NP), Bald Rock NP and Oxley Wild Rivers NP.

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

The Tenterfield Visitor Information Centre recorded 9,009 visitors during 2021/2022.

Compared with the previous year (2020/2021), numbers were down by 45%, however this can be attributed to COVID-19 travel restrictions, lockdowns and the Queensland border closures, which had a significant impact on numbers from July 2021 to February 2022.

Due to a decrease in volunteers since the COVID-19 pandemic, the centre only operated 5 days-a-week (Tuesday to Saturday) between July 2021 and March 2022. In April 2022, an additional volunteer came on board, and the operating days changed to Monday to Saturday. The centre remains closed on Sundays. Over the 12 months, the centre saw an average of 30 visitors per day. In a 'normal' year, the average is 50 per day.

Visitor numbers picked up again in March and April 2022, due to a number of festivals held over this period (Gravel n Granite, Oracles of the Bush and the Tenterfield Autumn Festival).

The Visit Tenterfield website continues to be updated regularly with new businesses and events. This website is the key call-to-action for all tourism marketing and promotional activity for the Shire. This financial year saw 42,139 visitors to the website (up 6% on the previous financial year).

The Visit Tenterfield Facebook page has 6,824 followers (7% increase on previous year) and the Visit Tenterfield Instagram account has 2,851 followers (15% increase on previous year). Both Instagram and Facebook are used to share user-generated content, as well as information on events around the Shire.

Other regular marketing activity included quarterly advertisements in the Granite Belt Magazine and the redesign and redevelopment of the Tenterfield Regional Map and Town Map Pad (distributed through the visitor information centre, accommodation and hospitality businesses).

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.

Agriculture (including forestry and fishing) is the largest employment sector in Tenterfield Shire accounting for a total of 593 jobs or 27% of the total 2186 jobs in the Shire in 2021/2022 (ABS).

(Healthcare and social assistance was the next largest employer, with 277 jobs or 12.6% of the total workforce in the Shire (ABS) with tourism supporting 126 jobs and accommodation and food services supporting 62 jobs in 2021/2022.)

Specialist beef cattle farming accounted for 256 jobs or 12% of the total jobs in the Tenterfield Shire.

Overall, agriculture has enjoyed much improved seasons following severe drought and bushfires. Better, wetter seasons and high livestock prices have been reflected in strong demand and high prices for farmland in the Shire. This market buoyancy has also been reflected in strong sales for local rural supply stores for livestock equipment, fencing, yards, steel, pasture seed and fertiliser.

Council has assisted as much as possible in sharing and distributing information on farm management workshops with farmers and across the broader community via TSC website calendar and Tenterfield in Touch newsletter. Council has also been instrumental in applying for and administering Bushfire Recovery grants and Flood Recovery grants.

Economic Performance Indicators

MEASURE	SOURCE	NUMBER	TARGET
Increase in registered businesses.	Australian Business Register.	977 total June 2021	Increase from previous period. (Increase of 40)
Gross revenue generated by businesses in Tenterfield.	RDA Data.	\$225,621 million (2021/2022) Up 6.5%	>\$538 million
Tourism Visitor numbers to LGA.	Visitor Information Centre	9,009 through VIC 2021/2022	Increase from previous period. (Down 45% on 2020/2021)
Unemployment Rate.	ABS Data.	7% (4.9% NSW) (5.1% AUST)	Below Region Average.
Labour Force size.	ABS Data.	44.6% (58.7% NSW) (61.1% AUST)	Above 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

Heritage is a major asset to Tenterfield Shire and is strongly upheld by 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 Advisory Committee, and other initiatives through associated programs such as the Tenterfield National Monument Project.

Despite ongoing COVID-19 restrictions during 2021/2022 which impacted upon interstate travel, general cross border traffic, business and tourism, Tenterfield Shire saw increased demand and pressure on real estate, with high activity in planning and development applications and associated demand for related heritage advice.

22 November 2021 marked the Sesquicentenary of Tenterfield Municipal Council which was established in 1871. Council marked the event with an event to unveil a plaque and launch a Memorial Book documenting leaders of the community during this 150-year period.

Interpretive heritage included a new sculpture walk along Tenterfield Creek, funded by a bushfire recovery grant.

Tenterfield Show Society opened a new heritage room under the Grandstand with the official opening at the Show in February 2022, with nostalgic early photographs, and framed exhibits celebrating over 146 years since the first Tenterfield Show in 1876.

Work has commenced on the Mingoola Heritage Trail which is being funded through a heritage grant. A bird brochure has been developed which will form part of the natural heritage to be featured including the geology, landscape and river system, flora and fauna, Aboriginal heritage, industrial and mining heritage, tobacco farming social history, migration, and early buildings. Interpretation signage will be developed for the Mingoola Hall and school hub area.

Intangible heritage such as social and cultural activities which celebrate history and ongoing community life also forms an important layer of heritage in the shire. The recent celebrations of 100 years of the Tenterfield CWA, the Oracles of the Bush Poetry Festival, and School of Arts events add layers to the rich social heritage of the community.

Heritage Advisory Work in 2021-22 included the following:

- 57 site visits including meetings with owners and prospective purchasers in relation to historic properties.
- 17 pre-development application advices.
- Conservation advice on appropriate materials and approaches to heritage management in relation to 40 places.
- Historical research to assist with conservation proposals and development assessment.
- Input and advice on 7 development applications and effective statutory management of heritage in the shire and processes. This included a major DA for the redevelopment of the former Sexton and Green showroom and mechanical business at Rouse Street which closed in 2021 after over 100 years of operation on this site. Detailed input was provided resulting in the conservation of the original facade of the building and

requirements for careful heritage interpretation of the site to inform patrons of its significant history.

- 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 text to support interpretive signage for Willsons Downfall Cemetery and the Tenterfield Sculpture Walk.
- Consultation and planning with key members on concepts for the Mingoola Heritage Trail.

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 2021/2022 financial year has seen the entire Shire receiving significant rainfall and flooding. To ensure the continued education for using water reserves, promotional materials was delivered through Smart Approved WaterMark. They provided an online web-based platform that was trialled as Water Night on 22 October 2021 as part of National Water Week, allowing activities to be undertaken safely through the continued restrictions of the COVID pandemic.

Works commenced to update the mapping system, with 598 individual inspections of hydrants and valves.

Due to new regulations with NSW Dam Safety, a Dam Safety Management System was implemented.

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 were requested by NSW Health, which were completed and the unit returned to Osmoflow.

Emergency water search for production bores has been completed this year with all emergency bores connected and functional. Additional NSW Health testing has also been completed, with final reporting pending. Apex Park bore (livestock bore) has been connected to a dispensing system, and also checked through CCTV inspection and relined due to well deterioration. Shirley Park was also checked through CCTV inspection and is scheduled for re-lining in 2023.

The revision of the Integrated Water Catchment Management (IWCM), awarded under Safe and Secure funding, has commenced under grant funding with reviews of checklist, bathometric surveys, secure yields for Tenterfield completed and Urbenville nearing completion.

Additional grant funding was obtained in 2021, to undertake the village bore program, the program will provide a livestock and firefighting water supply for the villages of Liston, Legume, Drake and Torrington. Works have progressed with drilling and installation expected in 2023.

Continued interaction with Kyogle Shire Council and various government stakeholders as part of the upgrades required for Urbenville to improve water quality, provide a secondary

supply and increase water storage capacity that is jointly state and federally funded by the New Grid grant awarded in 2021.

Flood Warning system has been upgraded, including damage repaired from fires in 2019. The new system allows an on-line component allowing live data to be viewed by the public. Additionally, the Urbenville Woodenbong flood study was completed.

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.

Waste Services

Waste services continue to deliver collection of waste and recycling for the community of Tenterfield.

A new waste transfer station was constructed at Torrington under grant from the EPA to replace the existing landfill and was opened in 2021.

New tip shops were also completed for Drake, Liston, Torrington and Tenterfield, from the trial of sale of secondhand items, which surpassed expectations reducing the amounts of waste entering the landfill.

Repairs to damage from fires at Councils major landfill at Boonoo Boonoo in December 2020 are complete, with works completed for designs to construct the new waste cell (Cell 5). Additionally, a grant was awarded to undertake revitalization of the Boonoo Boonoo site including fencing, new offices, and weighbridge. This has been 60% completed.

On Site Sewerage Management (OSSM)

Extremely 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

MEASURE	SOURCE	NUMBER	TARGET
Total waste diverted from landfill.	Council Records.	408.31 Tons	Increase from previous period.
Drinking water quality compliance with microbial requirements.	DPI Water Data.	100%	100%
Average annual residential water consumption.	Council Data	Residential 115.13KL	Decrease from previous period.
Average annual residential electricity consumption.	ABS Household energy consumption survey.	5,662 kWh	<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 reports on how well it achieves the delivery of the four-year Delivery Program 2017-2021 and the one-year Operational Plan 2021/2022 objectives, as part of its Integrated Planning and Reporting obligations. In 2021/2022 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 2021, and March and June 2022, due to ongoing COVID-19 restrictions in 2021 and 2022. 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 sector, and one from another council.

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.

Council has an established Audit, Risk and Improvement Committee to support good governance within the organisation. The focus of the Committee is to assist Council to improve its performance and ensure effective internal control of Council’s finance, risk and performance improvement activities. The Committee serves as an independent and objective party to assist the Chief Executive Officer and the elected Council in determining whether the organisation complies with relevant laws and standards, including policy directions of the Office of Local Government in relation to audit, risk and improvement standards. With the retirement of the Audit, Risk and Improvement Committee Chair Geoff King in December 2021, existing Committee Member Peter Sheville was appointed Chair from March 2022. New Committee Member Tony Harb was also appointed to the Committee in March 2022. Council commenced the introduction of the Office of Local Government’s draft Risk Management Framework for Local Councils from March 2022, including the development of new Committee and Internal Audit Charters.

Council’s Enterprise Risk Management Framework has seen progressive improvements this year including the finalisation and approval of its Risk Policy and Risk Appetite Statement. Management engagement and system reporting functions have also improved. This improvement has been noted and commended by StateWide Mutual, Council’s risk partner.



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 1,186 general customer enquiries during 2021/2022.

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 2021/2022 Council used the push notification tool of the mobile app to notify residents of COVID-19 restrictions and community grants opportunities. There were 8,507 unique views of Council’s push notifications up to 2022, representing an increase of 1,467 unique views of notifications during the year.

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

COVID-19

As Government restrictions eased around COVID-19, Council continued to manage the risks of exposure and transmission in the workplace. The management of the COVID-19 risk is conducted within Council’s existing risk management framework and the legislative requirements under the WHS Act and Regulation. This was achieved by the following:

- Monitoring and following advice and guidance from the NSW Government and compliance with relevant public health orders and rules for our workplace.

- Reviewing and, where necessary, updating risk assessment(s) in consultation with staff to determine the level of risk of COVID-19 exposure in the workplace and ensuring control measures implemented to manage COVID-19 risks were effective.
- Reviewing emergency plans including how to manage and respond to a confirmed case or potential outbreak of COVID-19 in the workplace.

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 WHS performance throughout 2021/2022, a slight decrease in lost time injuries, a reduction in injury durations, and costs associated with injuries. This reduction will be reflected in a reduced insurance premium cost for 2022/2023.

Injury Performance

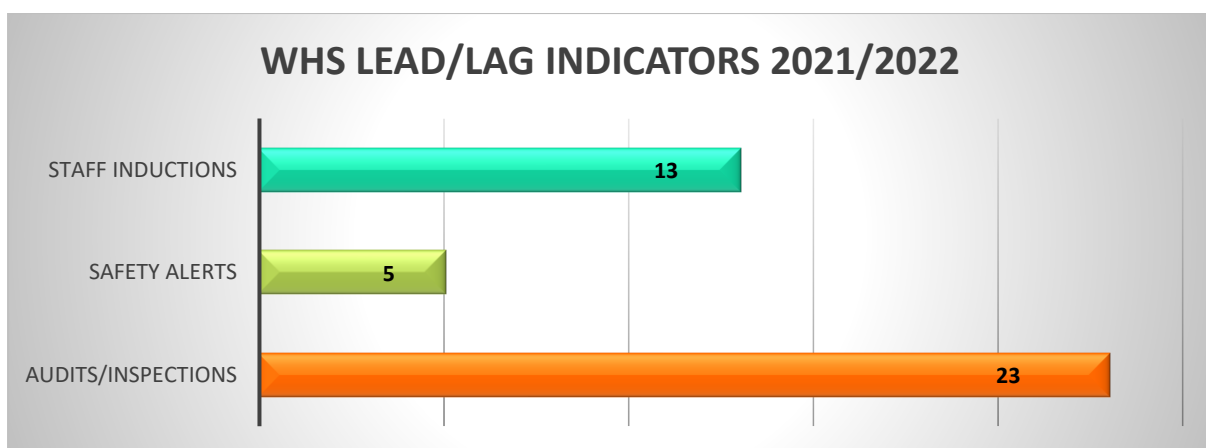
During 2021/2022, we experienced a total of 15 injuries requiring treatment, which was a decrease on the 2020/2021. Total injuries include provision of first aid, medical treatment and lost time injuries.

Incident Performance

Three (3) Hazards were formally registered, investigated and controlled. Sixty six (66) incidents were formally registered, investigated and controlled.

Work Health and Safety Audit

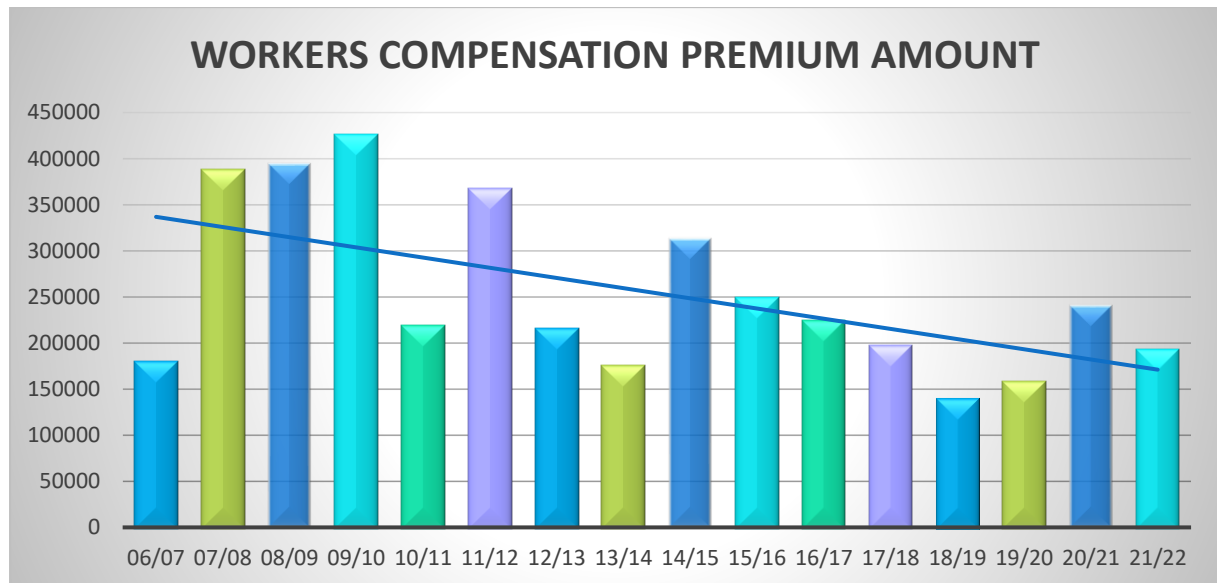
Council continued to implement Continuous Improvement Audits to ensure compliance and implementation of the WHSMS. Council conducted a desk top audit of its WHS Management systems which culminated in an action plan identifying gaps, improvements, corrective actions, timeframes and responsibilities. Areas of focus for the year were the Water Treatment Plant, bridge construction and construction.



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 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 all staff, managers and executives have done in taking responsibility for their duties and obligations surrounding all facets of work health and safety.



Consultation

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

Training

Council is responsible for ensuring our workers are properly instructed and trained on how to work safely. Staff 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 this year was again interrupted and delayed by COVID-19.

Inductions

Whenever Council engages new workers, contractors or volunteer's safety is incorporated into their induction before they start their job. This not only helps them understand how to do their work safely, but also lets 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
- COVID-19

A total of 13 staff inductions were delivered in 2021/2022.

Drug & Alcohol Testing

Council is required to manage work-related risks from alcohol and other drugs and promote 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 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. The Strategy aims to attract and retain passionate, committed employees and promote an engaged workforce to deliver quality Council services. This year has been challenging to say the least. Drought, bushfires and COVID-19 have heavily impacted planning, developing and implementing Human Resource strategies.

Staffing and Workforce Planning

For 2021/2022, recruitments totalled 13, including full-time, part-time and trainee employees.

Recruitment to fill vacancies has enhanced the development of attraction and retention practices. Succession needs have also been examined, identifying positions which require essential backup.

Recruitment in 2021/2022 Financial Year

	Position	Service
1.	Senior Services Operator (Northern)	Water & Waste
2.	Community Recovery Officer (Fixed-Term Contract)	HR, Workforce Development & Safety
3.	Manager Finance & Technology	Finance & Technology
4.	Executive Assistant & Media	Civic
5.	Services Operator (Northern)	Water & Waste
6.	Projects Officer (Economic Development)	Economic Development & Special Projects
7.	Arts & Cultural Officer	Arts, Culture & Library Services
8.	Manager Economic Development & Special Projects	Economic Development & Special Projects
9.	Manager Arts, Culture & Library Services	Arts, Culture & Library Services
10.	Plant Operator	Works
11.	IT Support Officer	Finance & Technology
12.	Administration & Web Assistant	Civic
13.	Expressions of Interest – Casuals Library Services Digital Marketing & Communications Customer Service & Administration Venue & Events Staff Technical Officers (Assets)	Multiple

Casual staff strategic, operational and risk analysis & evaluation

Monitoring and review of the use of casuals, labour hire and fixed term contracts continues to ensure risk exposures were identified. Council's obligations under the 2020 State Award were communicated to the executive and councillors.

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

Training and Development

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

Council was successful again this year 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.

2021/2022 saw a major focus on regulatory and skills enhancement training and development.

2021/2022 Training & Development	2021/2022 Training & Development
Info Council Training	HC and HR Truck Licence
Certificate IV in Procurement & Contracting	Responsible Service of Alcohol
Backhoe Competencies	Skid Steer Competencies
Excavator Competencies	Dam Safety Course
Altus Payroll Training Course	First Aid & CPR
Certificate IV in Civil Construction Supervision	Certificate III in Civil Construction (Plant Operations)
Code of Conduct/Dignity & Respect Training	WHS & Risk Management for Managers & Supervisors
Butt & Electrofusion Welding Course	Fire Warden Training
Personal & Executive Assistant Conference 2022	Elevated Work Platform
Double Diploma of Project Management and Leadership & Management	Impact Environmental Conference
Certificate III in Business	Certificate IV in Arts Administration
Certificate III in Parks & Gardens	Certificate III in Customer Engagement
Advanced RTW Course	Introduction to Local Government (LGNSW)
Provide building surveying services for residential buildings up to 3 storeys	Conduct & report on building surveying audits of residential buildings up to 3 storeys
Mini Leadership Development Course	

Performance reviews

Annual performance reviews have provided data to fine tune training delivery matched to need, courses and specialist conference programs. Council has continued delivery of tailored training programs which meet the needs of individuals, teams and groups. Data gathered this year has identified training needs and salary inconsistencies.

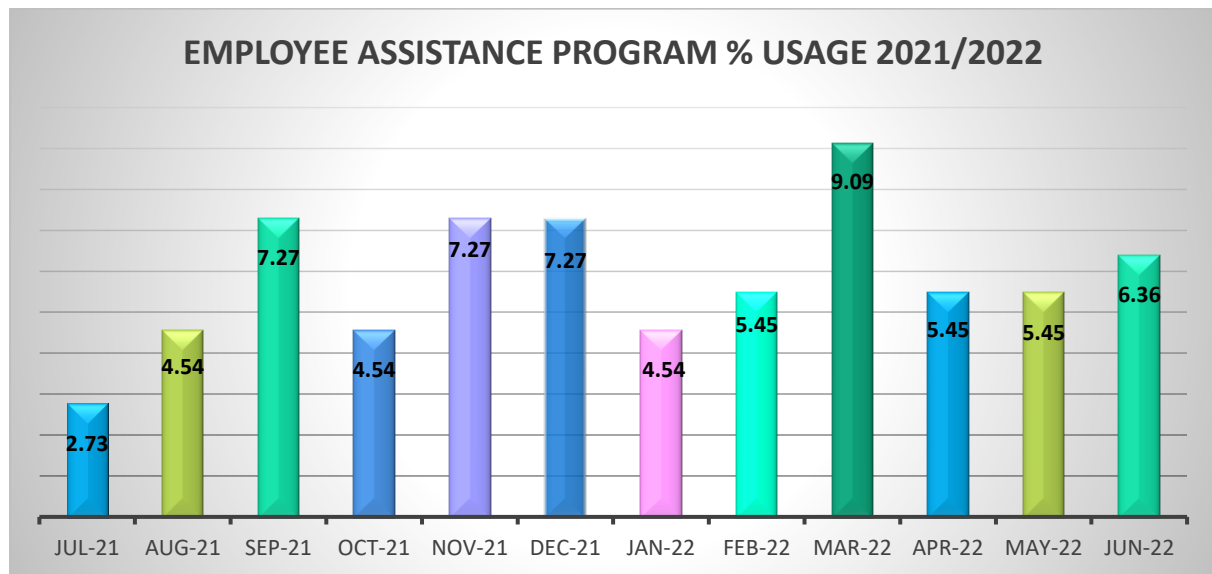
Mental health & Wellbeing

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 Council onsite monthly.

Within the scope of Employee Assistance Program (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. NSW Mentally Healthy Workplaces Strategy 2018/2022 advise that mentally healthy workplaces mean improved staff retention, increased productivity and more engaged workers. This is further evident as PricewaterhouseCoopers estimates the Return-On-Investment (ROI) of 130% when investing in improving psychological health in the workplace. By taking a preventative and

proactive approach, Council has increased employee awareness and understanding of mentally healthy workplaces.



Note: The above statistics do not include the counselling services provided due to COVID-19 or when outreach services were engaged.

Consultative Committee

This forum of consultation and participation will encourage free and open exchange of views. All meetings have been positive and cooperative while providing opportunity for improvements in efficiency and productivity while enhancing career opportunities and more fulfilling, varied and better paid work.

Flexible work arrangements

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

Flexible working arrangements, such as changes to hours, patterns or locations of work continues. A focus on maintaining good communication and staff contact under these arrangements has been required to ensure operational efficiency and continuity and also team connectivity and inclusiveness. Flexible work arrangements are in line with the Local Government (State) Award 2020.

Human Resources Challenges

Council has had a medium to high turnover of staff in 2021/2022. Succession planning, backfilling and secondments have been crucial for the continued delivery of services externally and internally. External service delivery has been challenging due to constraints on external hiring. Succession planning, mentoring and leadership development are key goals for Council targets.

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.

Sewerage Services

Providing effective and efficient delivery of sewerage services across to the townships of Tenterfield and Urbenville. Manhole inspections continue with over 264 manholes inspected for condition assessment, GPS and address location is completed.

Smoke testing program has commenced to aid in identifying infiltration in the sewage reticulation 69 properties where initially inspected in Tenterfield revealing 3 illegal connections.

The 1km licence condition relining over 1.49km and inspection over 2.19km is completed and evaluated with Council contractors Interflow completion in 2021. Pumpstation one at Urbenville required complete refurbishment due to age and deterioration of infrastructure, and was completed in 2021.

Leadership Performance Indicators

MEASURE	SOURCE	NUMBER	TARGET
Councillor attendance at council meetings.	Council Minutes.	95%	80%
Unrestricted current ratio.	Annual Financial Statements.	1.96	>2.1
Overall community satisfaction with service delivery.	Community Satisfaction Survey.	22% (2022)	70%
Net operating results before grants and contributions.	Annual Financial Statements.	\$17,633,000* (Interim pending final audit advice)	>\$0
Lost time injury rate.	Lost-time injury rate per 100 employees.	1.66%	<4.24





Transport

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

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

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

Ongoing safety enhancements on Mt Lindesay Road have been undertaken with initial bitumen sealing of a 2 km long section of gravel road north of Cullendore Road. The upgrading has been funded through the NSW Government *Bushfire Local Economic Recovery Fund*.

Rehabilitation work on Mt Lindesay Road is almost complete between 0.1km to 6.2km east of Legume, while further major work is underway to widen the formation over a 3.5 km section at Koreelah Creek. Another 2.3 km section of work has also commenced on the Big Hill. These sections are part of the *\$24M Special Grant* project funded by the State and Federal Governments.

Rehabilitation work has also been completed on Amosfield Road between 5.5km to 7km west of MR622 under the Transport for NSW Regional Road *Repair Program*, significantly improving the transport route between Liston and Stanthorpe.

Initial bitumen sealing has been completed along Silent Grove Road for 5km between Torrington and the Waste Transfer Station, including sealing of Sherrat Lane in Torrington under the Federal Government *Local Roads and Community Infrastructure Program*. Other sealing of gravel section works under this Program included 11km of Black Swamp Road, 1.7km of Cullendore Road, 3.2km of Quarry Road and 3km of Pyes Creek Road.

Boonoo Boonoo River timber bridge replacement on Mt Lindesay Road has been completed with a new concrete structure restoring safer access for heavy vehicles between Tenterfield and the Liston area through funding by the *Restart NSW* Government fund.

Council's timber bridge replacement program also included the construction of a new concrete bridge over the Deepwater River on Torrington Road, funded under the Australian Government *Bridges Renewal Program*.

A failing causeway was renewed with a similar structure 8km along Red Hill Road.

While these works were completed, a number of other capital replacement or upgrading works have also been commenced, particularly to improve Mt Lindesay Road and replace aging timber bridges.

Maintenance works across the shire road network have required a very challenging program given an extremely wet season that has continued for most of the year. Resources have been limited given the extent of capital works underway across the region and responses required to transport asset damage such as land slips, pavement washouts and road failures from continual saturation well above normal conditions.

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 improvements were undertaken at the corner of Logan and High Streets to enhance crossing points.

Sections of footpath along the Rouse Street have been renewed between Martin and Molesworth Street, and the section from Manners to Douglas Street. This work also included the improvement to the cross over point at Donaldson Lane.

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

CCTV assessment of selected stormwater drainage pits and pipes has been carried out through the CBD area in Tenterfield. This enable some of the more difficult to access structures to be inspected for future maintenance programs. The stormwater renewal program also prioritises works to renew poor inlet structures near schools and public reserves where smaller children may be playing.

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 such as improvement of regional bus set down facilities in the Shire.

Transport Performance Indicators

MEASURE	SOURCE	NUMBER	TARGET
Infrastructure Renewal Ratio.	Annual Financial Statements.	143	100%
Capital Projects Completed on Time.	Council Records.	90	80%
Number of HV Permits issued each year.	RMS Data.	121	Increase from previous period.
Number of vehicle accidents and pedestrian accidents.	RMS Data	25	<36 (2015/2016)
Number of vehicle movements across the council road network.	Council Asset Data.	1573 Average Daily Trips/8 Roads (2021)	5622 Average Daily Trips/52 Roads (2013)





Statutory Reporting

1.0 Fees & Expenses for the Mayor & Councillors

The total amount of fees paid to the Mayor and Councillors for the year 2021/2022 was \$157,641.95. Councillors receive a monthly fee of \$1,033.34 with the Mayor receiving an additional fee of \$2,255.00.

• Mayoral Allowance	\$27,060
• Members Fees	\$117,567.42
• Travelling & Subsistence	\$9,471.32
• Delegates' Expenses	\$0
• Councillors' Training	\$0
• Internet Expense	\$3,100

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 2 **Extraordinary Council Meetings** held in the period July 2021 to June 2022.

Councillor	No. of Meetings Attended/No. of Meetings Held
Cr Peter Petty	13/13
Cr Brian Murray	4/5 - 1 apology (not re-elected did not nominate again)
Cr Don Forbes	4/5 - 1 apology (not re-elected did not nominate again)
Cr Bronwyn Petrie	12/13 - 1 apology
Cr John Macnish	12/13 - 1 apology
Cr Greg Sauer	13/13
Cr Tom Peters	13/13
Cr Michael Petrie	4/5 - 1 apology (not re-elected did not nominate again)
Cr Gary Verri	5/5 (not re-elected did not nominate again)
Cr Bob Rogan	4/5 - 1 apology (not re-elected did not nominate again)
Cr Tim Bonner	7/7
Cr Peter Murphy	5/5
Cr Kim Rhodes	7/7
Cr Giana Saccon	7/7
Cr Geoff Nye	6/6

2.0 Overseas Visits by Councillors and Staff

There were no overseas visits by Councillors and Staff in 2021/2022.

3.0 General Manager and Senior Staff Remuneration

The following remunerations for contracts inclusive of salary, superannuation, non-cash benefits and allowances in total for the Chief Executive Officer and Senior Staff for the 2021/2022 financial year are:

Position Title	Contract Value
Chief Executive Officer (General Manager)	\$275,400.00
Senior Staff (2)	\$475,432.01

4.0 Total Employment and Basis of Employment

The numbers of employees and contractors who performed paid work for Council on Wednesday 25 May 2022 are:

Employment Basis	Total
Total number of persons who performed paid work on Wednesday 25 May 2022	124
Persons employed on a permanent full-time, permanent part-time or casual basis or under a fixed term contract	122
Persons employed by Council as senior staff members	2
Persons supplied to Council, under a contract or other arrangement the person's employer, wholly or principally for the labour of the person	2
Persons supplied to Council, under contract or other arrangement with the person's employer, as an apprentice or trainee	0

5.0 Contracts Awarded in Excess of \$250,000

The following contracts were awarded during 2021/2022 for amounts greater than \$250,000:

Contractor	Goods / Service	Amount (Ex Gst)
Laurie Curran Water	Tenterfield Water Treatment Plant	\$8,368,506
Northern Rivers Motors Pty Ltd	Light Vehicle Fleet	\$10.5M over 3 years
Multiple Contractors	Hire of Civil Services Plant & Equipment	Variable
Multiple Contractors	Hire of Professional Services	Variable

6.0 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 2021/2022, income from private works totalled \$118,101.

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

7.0 Legal Proceedings

No legal (court) proceedings were commenced by Council during 2021/2022. Council was not the subject of legal proceedings during 2021/2022.

Council spent \$24,963.06 on Legal Services in 2021/2022.

Legal Services Expenses	Amount
Rates	\$21,278.50
General Legal	\$2,199.60
Buildings & Amenities Legal	\$1,484.96
Economic Growth	\$0
Conduct of Investigations	\$0
Planning & Regulation	\$0
Total	\$24,963.06

8.0 Contributions/Donations

During the 2021/2022 Financial Year, Council contributed to the following community groups totalling \$44,881.

Organisation	Project	Amount
Drake Primary School	Presentation Night	\$150
Jennings Public School	Presentation Night	\$150
Mingoola 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	\$2,000
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	\$500
	Sub-Total	\$9,050

Organisation	Project	Amount
SSAA Tenterfield	Contribution towards purchase of Husqvarna TS242 TXDX 42in Cut Mower	\$1,000
Tenterfield Showground Trust	Contribution towards purchase of a 22,500L Water Tank for installation at the Tenterfield Showgrounds	\$1,000
Tenterfield Show Society Inc	Contribution towards purchase of a Hanging System to display restored photographs	\$800
Seniors Week Committee	Contribution to the cost of funding Seniors Week activities	\$3,000
Bolivia Progress Association Inc.	Contribution to the cost of installing a concrete slab at the base of the disabled ramp	\$1,350
Country Women's Association of NSW - Tenterfield Evening Branch	Contribution towards the cost of luncheon to celebrate 100 year anniversary of Country Women's Association of NSW	\$500
Rotary Club of Tenterfield & Lions Club of Tenterfield	Contribution towards the cost of running the annual Christmas Carnival	\$800
Liston Hall Committee Inc	Contribution towards repairs to cold room and purchase of Bowls mats	\$1,000
Mingoola Hall Management Committee Inc	Contribution towards building bookshelves for the Library in Mingoola Hall	\$1,000
Urbenville Progress Association Inc.	Contribution towards the annual running costs of a small bus with wheelchair hoist	\$2,500
Steinbrook Progress Association	Contribution towards earthworks to beautify and address OH & S issues to both access way and new forecourt at Steinbrook Hall and finishing the accessway to negate erosion at Steinbrook Hall	\$2,000
Tenterfield Autumn Festival Inc.	Contribution towards the cost of running the 2022 Tenterfield Autumn Festival	\$1,000
Tenterfield Show Society Inc.	Contribution towards the cost of providing children's entertainment at the 2022 Tenterfield Show	\$1,000
Tenterfield Community College Inc.	Contribution towards the purchase of 1 roll of wadding to make quilts	\$500
Tenterfield Horticultural Society Inc	Contribution towards erecting a brass plaque at the base of a maple tree to be planted in Bruxner Park to commemorate the Horticultural Society's 90th Anniversary	\$200
The Oracles of the Bush Inc	Contribution toward providing prize money for the annual amateur performance and written poetry competitions	\$2,000
Tenterfield District Cricket Association	Contribution towards the repair of the TDCA mechanical roller	\$1,000
Tenterfield Veterans Golf Association	Contribution toward the Tenterfield Veteran's Golf Association's Autumn Festival of Golf Event	\$1,500
Tenterfield Show Society Poultry Club	Contribution toward the repair of stumps under the poultry pavilion	\$1,200
Tenterfield RSL Sub Branch	Contribution toward the production and installation of interpretive panels	\$1,500

Organisation	Project	Amount
	for two Artillery guns mounted in front of the Memorial Hall	
Tenterfield Benevolent Society	Contribution toward the development of Story Tree - an on-line Puppetry & Stage Craft learning resource	\$1,000
Torrington Memorial Hall	Contribution towards replacement of the fire doors at the Hall	\$2,000
Tenterfield Rugby League	Contribution toward replacement of a lighting pole	\$2,000
Legume Progress Association Inc	Contribution toward erection of a Legume Hall sign as a beautification project	\$1,000
Tenterfield and District Community FM Radio Association Inc.	Contribution toward replacing ageing equipment and upgrading software	\$1,000
The Saddlers Mountain Bike Club Tenterfield	Contribution toward the purchase of 2 way radios, GPS Emergency Locator Beacon and a Remote/High Risk First Aid Kit and In kind support from Council to provide and erect safety/cyclists road signs and waiving of permit fees for monthly club rides	\$1,000
Tenterfield Men's Shed	Contribution towards the purchase of a defibrillator and renewal of registration of water trailers	\$2,081
	Sub-Total	\$34,931
	Total	\$44,881

9.0 Statement of Activities – EEO Management Plan

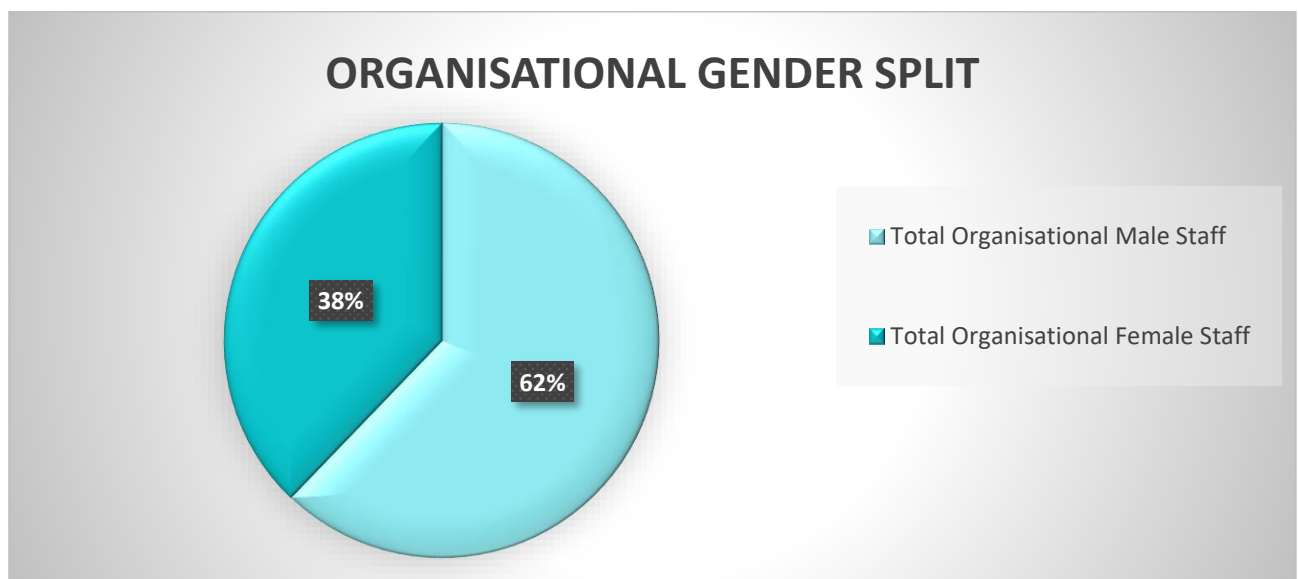
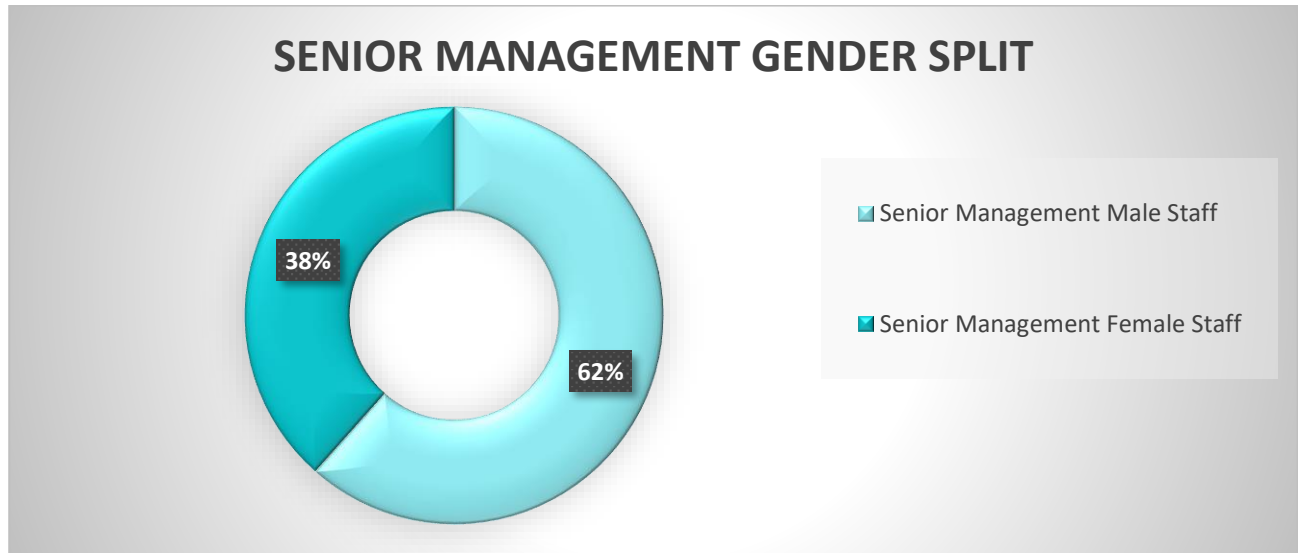
Council will ensure equal employment opportunity processes are followed and a consistent approach to recruitment and selection is carried out across its departments. Council supports and understands that a successfully diverse workforce is one with people at all levels and range of different characteristics, recruited on 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 Equal Employment activities were undertaken:

- Council complies with gender requirements on Selection Panels.
- Leadership gender equality analysis conducted.
- Council supports Work for the Dole initiatives and takes up employment subsidies, targeting youth and mature age groups within the community.
- Council supports workplace learning initiatives for school work placement/work experience students.
- Continued matrices which provide 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

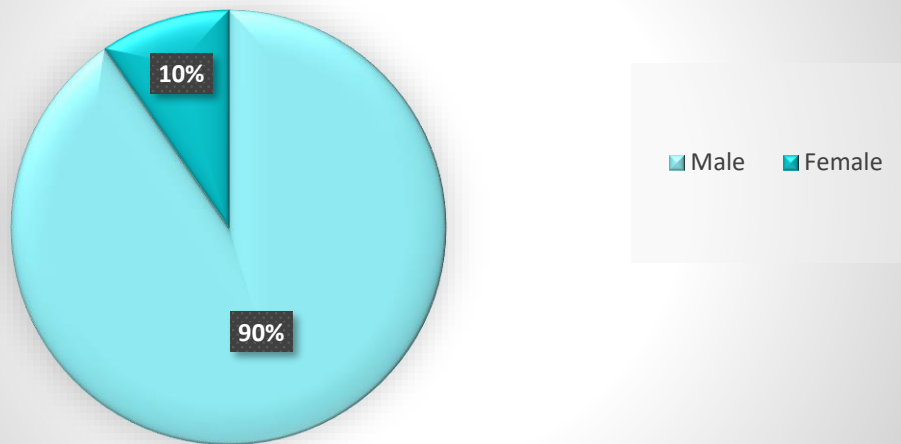
EEO - Gender analytics

Council has a workforce gender split of 38% female and 62% male. The Shire has a high level of females in its leadership positions. This is evidenced at our senior chief and management levels, with a gender split of 38% female and 62% male.



In contrast, the outdoor staff which incorporates the business units of open space and regulatory, transport and works and water and waste with a combined staff of 52, the gender split is 10% female and 90% male.

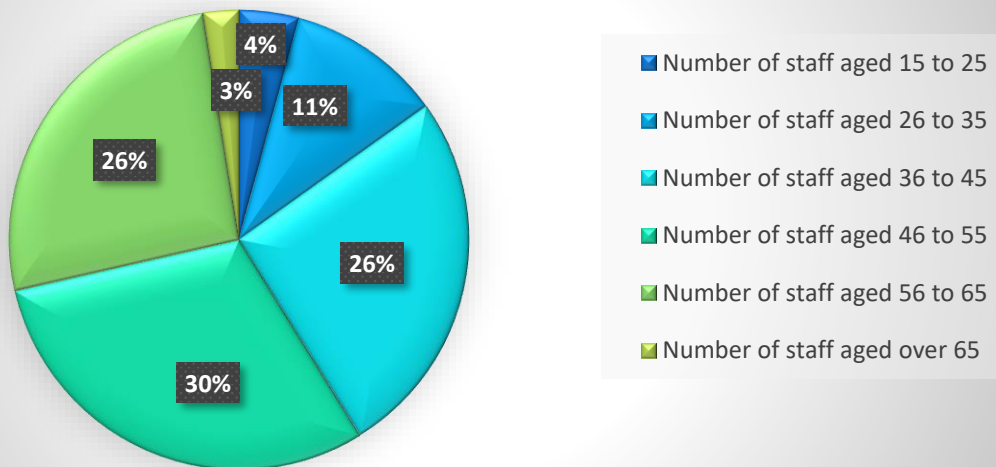
OUTDOOR STAFF GENDER SPLIT



EEO - Current age diversity

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

AGE DEMOGRAPHICS



10.0 Controlling Interest in Companies

Council held no controlling interest in any companies during 2021/2022.

11.0 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 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. 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.

12.0 Miscellaneous

Rates & Charges Written Off in 2021/2022

The amount of rates and charges written off during the 2021/2022 financial year, in accordance with the Local Government (General) Regulation 2005 (clause 132), were:

Fund	Total Rates and/or Charges Written Off	Total Rebate Received from other levels of Government	Net Cost to Council of Rates and/or Charges Written Off
	\$	\$	\$
General Fund Rates and Charges Written-Off	129,967	71,482	58,485
Waste Charges Written-Off	113,900	62,645	51,255
Water Charges Written-Off	54,757	30,116	24,641
Sewer Charges Written-Off	48,697	26,783	21,914
Total	347,321	191,026	156,295

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

There were 11 Informal Applications under the GIPA Act during the period, where information was able to be provided in full to 10 applicants. One application for information was unable to be provided.

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.

13.0 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.

Capital Expenditure – Stormwater Management	Expenditure 2021/2022
Drainage Pits Upgrade	\$ 12,903.00
Stormwater Works Investigation	\$ 22,617.45
Stormwater Pipe Renewal	\$ 40,000.35
Total	\$ 75,520.80

14.0 Report on Expenditure of Special Rates Variation Income at 30 June 2020

In June 2014, IPART approved an application from Council to increase general rates by 15 percent in 2014/2015 and 10 percent in 2015/2016, 2016/2017 and 2017/2018 (with the increases to remain permanently in Council's rate base). Over 10 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 2021/2022

Category	SRV Funded Projects Budget from 1 July 2014 to 30 June 2022*	SRV Funded Projects Actual Expenditure from 1 July 2014 to 30 June 2022	Unspent SRV Funding Transferred to Future Years
Capital Expenditure			
Building Renewal	\$ 584,000.00	\$ 584,000.00	\$ 0.00
Saleyards Renewal	\$ 250,735.00	\$ 224,380.07	\$ 26,354.93
Recreation Facilities Renewal	\$ 450,000.00	\$ 440,702.82	\$ 9,297.18
Cemetery Improvements	\$ 290,000.00	\$ 121,326.01	\$ 168,673.99
Road Construction	\$ 70,000.00	\$ 0.00	\$ 70,000.00
Road Resheeting	\$ 1,806,740.00	\$ 2,103,420.00	(\$ 296,680.00)
Road Resealing	\$ 654,000.00	\$ 879,000.00	(\$ 225,000.00)
Drainage Improvements	\$ 120,000.00	\$ 120,000.00	\$ 0.00
Bridges & Causeways Renewal	\$ 2,930,000.00	\$ 2,504,225.23	\$ 425,774.77
Main Street – Principal Repayments	\$ 830,606.00	\$ 792,751.71	\$ 37,854.29

Sub-Total	\$ 7,986,081.00	\$ 7,769,805.84	\$ 216,275.16
Operating Expenditure			
Main Street Renewal – Interest Repayments	\$ 379,279.00	\$ 219,985.83	\$ 159,293.17
Total to 2021/2022	\$ 8,365,360.00	\$ 7,989,791.67	\$ 375,568.33

* Approved SRV indicated 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, 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 2021/22 is detailed below in **Table 2**.

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

Project Description	Expenditure in 2021/2022	Outcome
Capital Expenditure		
Building Renewal	\$ 21,000.00	Tenterfield Memorial Hall Sporting Complex - SCCF grant project - Council-funded contribution \$ 21,000
Saleyards Renewal	\$ 0.00	No capital expenditure in 2021/2022
Recreation Facilities Renewal	\$ 40,334.23	BBQ Shade Structure at Tenterfield Pool - grant project - Council-funded contribution \$ 4,960.00 Installation of Covered Exercise Area at Hockey Park - SCCF grant project - Council-funded contribution \$ 35,374.23
Cemetery Improvements	\$ 3,380.08	Tenterfield Cemetery - Earthworks Preparation For Stage 1 Expansion \$ 3,380.08
Road Construction	\$0.00	No capital expenditure in 2021/2022
Road Resheeting	\$ 0.00	No capital expenditure in 2021/2022
Road Resealing	\$ 315,943.30	Rural Roads Resealing \$ 264,536.08 Urban Streets Resealing \$ 51,407.22
Drainage Improvements	\$ 0.00	Program of Rural Culverts & Pipes replacements - SRV expenditure completed in 2020/2021
Bridges & Causeways Renewal	\$ 961,840.07	Bridges & Causeways renewal program \$ 72,632.51 Deepwater River Bridge - Bridges Renewal Program grant - Council-funded contribution \$ 453,244.48 Kangaroo Creek Bridge - Bridges Renewal Program grant - Council-funded contribution

		\$ 58,412.92 Clarence River Bridge – contribution to Kyogle Council \$ 377,550.17
Main Street Renewal – Principal Repayments	\$ 126,109.29	Principal repayments on Main Street Loan (\$1.2M) for 2021/2022
Sub-Total	\$ 1,468,606,97	
Operating Expenditure		
Main Street Renewal – Interest Repayments	\$ 18,567.50	Interest payments on Main Street Loan (\$1.2M) for 2021/2022
Total in 2021/2022	\$ 1,487,174,47	

Significant Variations

The current Long Term Financial Plan (LTFP) reflects changes in the timing of some projects from those originally proposed. As a result, there are no significant variations in projects proposed to be completed using funding provided by the Special rates variation. This provides alignment with Council's Asset Management Plans and also provides for a closer match between income to be received from the Special Rate Variation and proposed expenditure on a year-to-year basis.

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

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

Category	Income above the Rate Peg	Actual Expenditure	Unspent/ (Overspent) SRV Income
2014/15 – 2021/22	\$ 7,647,011.00	\$ 7,989,791.67	(\$ 342,780.67)

Long Term Financial Plan

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

Table 4 – Operating Result – Projected vs Actual

Year ended 30 June 2022 (General Fund) (*)	Projected (\$,000)	Actual (\$,000)
Total revenue (including capital income)	15,549	36,909
Total expenses	15,354	23,937
Operating result from continuing operations	195	12,792

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

15.0 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 each September. Council contributed \$3470 to the Program which resulted in 58 dogs and 20 cats desexed.

Infringements

Twenty-six (26) infringements were issued for breaches of the Companion Animals Act between 1 July 2021 and 30 June 2022. Patrols by the Ranger and educating the public on responsible ownership principals have helped community comply with requirements.

Pound Activity

	2019-2020	2020-2021	2021-2022
Dogs Impounded	23	20	32
Cats Impounded	10	17	39
Other Impounded	NIL	NIL	Nil
Dogs Euthanised	24	8	8
Cats Euthanised	10	13	38
Animals Returned to Owners	4	7	16
Dog Registered	53	48	60
Working Dogs Registered	0	2	7
Cats Registered	10	16	8
Dogs Surrendered	23	20	8

Noise Complaints

There were 24 barking dog complaints received and dealt with between 1 July 2021 and 30 June 2022. 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 has assisted Council to rehome 9 dogs.



Appendix 1
Achievements in Implementing
the Delivery Program and Operational Plan
Monthly Operational Reports as at 30 June 2022



Appendix 2
Financial Statements
for the year ended 30 June 2022

