



**ANNUAL
REPORT
2022 - 2023**



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 2023

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Financial Statements for 2022/2023

Mayor's Message

I am writing this at a time when once again we are entering drought. Fortunately, last year's wet weather has provided available water in creeks and rivers. Council road repairs from the flood and storm disasters of 2021/2022 have been frustrated while we await assessment and approval from Transport NSW. Only 10% of our claims have been both assessed and approved to date. We are, however, extremely grateful for the 'pothole' money that was granted by both the previous and current governments. This will assist greatly in maintaining parts of our road network in the short term.



IPART approved part of Council's Special Rate Variation application in June 2023 and rates have increased by 43% including the Rate Peg of 4.2%. While unwelcome it was necessary to maintain Council's services at an acceptable level. It is important to note that IPART stated that, even with a 43% increase, the average residential rate in our Shire is less than the average of most neighbouring councils. Our charges are higher in some categories as they are divided between the users. Our smaller population means less people must share the cost of water and sewer services.

We, along with all councils, continue to lobby the Federal government for a fairer distribution of financial support for councils, and lobby the state government to remove cost shifting of the RFS 'Red Fleet' and Emergency Services Levy. As part of our fiscal repair strategy Council has undergone continued workforce reduction, to 75% of Fulltime Equivalent of 2 years ago, sales of land, and current negotiations of sale or commercial lease of other buildings with current tenants. Council also leased the Tenterfield Aerodrome but continue to provide support and advocate for assistance to improve the facility as Councillors are unanimous in wanting to ensure an ongoing airstrip asset.

Our Shire has maintained increasing population growth with many attracted to our community, lifestyle, location and natural beauty, and we have welcomed new citizens of Australia.

Some significant achievements this year have been:

- Completion of bitumen seal of the Mount Lindesay Road
- Completion of the new Tenterfield Water Treatment Plant with considerable increases in efficiency and capacity - fully grant funded by both State and Commonwealth governments
- Completion of the Urbenville Supplementary water supply bore
- Opening of the Tenterfield Youth Precinct.
- Replacement of 6 bridges
- Commencement of the Drake Village Revitalisation project with road/drainage works and footpath installation along the highway
- Completion of the National Monument Streetscape Recovery Project

I extend my sincere thanks to my fellow councillors and council staff for their hard work and dedication in what has been a tough year, and for continuing to strive for the best outcome possible for the community. I thank the community for your input on Council matters and assure you that this is listened to and acted on where possible. I also thank you for supporting each other in time of need.

**Councillor Bronwyn Petrie
Mayor**



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.

Elected Councillors are:

Ward A – Councillor Peter Petty, Councillor Tim Bonner
Ward B – Councillor Bronwyn Petrie (Mayor), Councillor John Macnish (Deputy Mayor)
Ward C – Councillor Tom Peters, Councillor Peter Murphy
Ward D – Councillor Kim Rhodes, Councillor Giana Saccon (resigned March 2023).
Ward E – Councillor Greg Sauer, Councillor Geoff Nye

Councillor Giana Saccon resigned from Council on 19 March 2023. The Minister for Local Government subsequently authorised that Council may carry the vacancy from Councillor Saccon’s resignation until the September 2024 NSW Local Government elections.

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 2022/2023 is shown in the following pages of this report. Council meetings were held in the 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 2022/2023, Councillors received the following training to assist them to carry out their functions:

| Course / Workshop / Training | Date | Attended/Not Attended |
|--|-------------------|--|
| Workshop – Special Rates Variation; Community Engagement; Service Delivery & Organisational Chart; Policy Reviews; Reports for Council Meeting; | 13 July 2022 | Apologies: J Macnish, G Nye Attended: T Bonner, B Petrie, G Sauer, P Petty, G Saccon, K Rhodes, P Murphy, T Peters |
| Priority Councillor Workshop | 25 July 2022 | Apologies: P Petty, J Macnish, K Rhodes Attended: G Sauer, G Nye, T Bonner, B Petrie, P Murphy, T Peters, G Saccon |
| Workshop – Tour of Memorial Hall, site inspection of Tenterfield Water Treatment Plant | 10 August 2022 | Apologies: T Bonner, G Nye Attended: G Saccon, G Sauer, K Rhodes, T Peters, J Macnish, P Petty, P Murphy, B Petrie |
| Councillor Workshop | 14 September 2022 | Apologies: P Petty, G Sauer Attended: B Petrie (via Zoom), T Peters, G Saccon, G Nye, T Bonner, K Rhodes, P Murphy, J Macnish |
| Councillor Workshop | 19 October 2022 | Apologies: J Macnish, T Bonner, K Rhodes, G Saccon Attended: G Sauer, T Peters, P Murphy, P Petty, B Petrie, G Nye |
| Workshop – Roads, Grading, Drainage, Mowing of Verges; Inspector James Parsons – Glen Innes; Finance Policy Updates | 9 November 2022 | Apologies: T Bonner Attended: T Peters, G Saccon, G Nye, P Murphy, G Sauer, K Rhodes, P Petty, B Petrie, J Macnish |
| Tech Savvy Councillors Training | 7 December 2022 | Attended: T Peters, B Petrie, K Rhodes, P Murphy, G Sauer |
| Councillor Workshop | 8 March 2023 | Apologies: G Nye Attended: T Peters, T Bonner, K Rhodes, P Petty, G Sauer, P Murphy, B Petrie, J Macnish |
| Councillor Refresher Training – Code of Conduct, Responsibilities of Councillors – Locale Learning | 29 March 2023 | Apologies: P Petty Attended: G Sauer, P Murphy, G Nye, T Bonner, T Peters, K Rhodes, B Petrie, J Macnish |
| Workshop – Draft Budget 23/24, Pothole \$3M update, Social Media Policy – Update to Model, LGNSW Tourism Conference 29-31 May, New Business Model – School of Arts, Update – Youth Precinct Café, Organisational Structure & Staff Movements, Tenterfield Saddler Site | 19 April 2023 | Apologies: G Nye Attended: G Sauer, J Macnish, P Petty, P Murphy, K Rhodes, T Peters |
| Workshop – Draft Budget 23/24, Pothole \$3M update, Social Media Policy – Update to Model, LGNSW Tourism Conference 29-31 May, New Business Model – School of Arts, Update – Youth Precinct Café, Organisational Structure & Staff Movements, Tenterfield Saddler Site | 19 April 2023 | Apologies: K Rhodes, J Macnish Attended: G Sauer, P Petty, G Nye, T Bonner, P Murphy, T Peters, B Petrie |

| Course / Workshop / Training | Date | Attended/Not Attended |
|--|-------------|---|
| Workshop – Finances, Staff Update, Bendall’s Sale – Update, Pedestrian Access and Mobility Plan (PAMP) Update, Development on Laneways Policy, Application to Carry Out Works Within a Road Reserve, Public Gates and Vehicle Bypasses | 10 May 2023 | Apologies: P Petty, G Nye Attended: T Peters, G Sauer, T Bonner, J Macnish, P Murphy, K Rhodes, B Petrie |



Our Councillors

A Ward



Councillor Tim Bonner



Councillor Peter Petty

B Ward



Councillor John Macnish (Deputy Mayor)

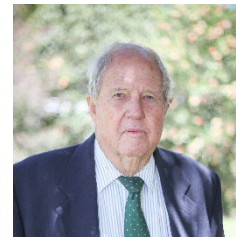


Councillor Bronwyn Petrie (Mayor)

C Ward



Councillor Peter Murphy



Councillor Tom Peters

D Ward



Councillor Kim Rhodes



Councillor Giana Saccon - Resigned 19/03/2023

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.

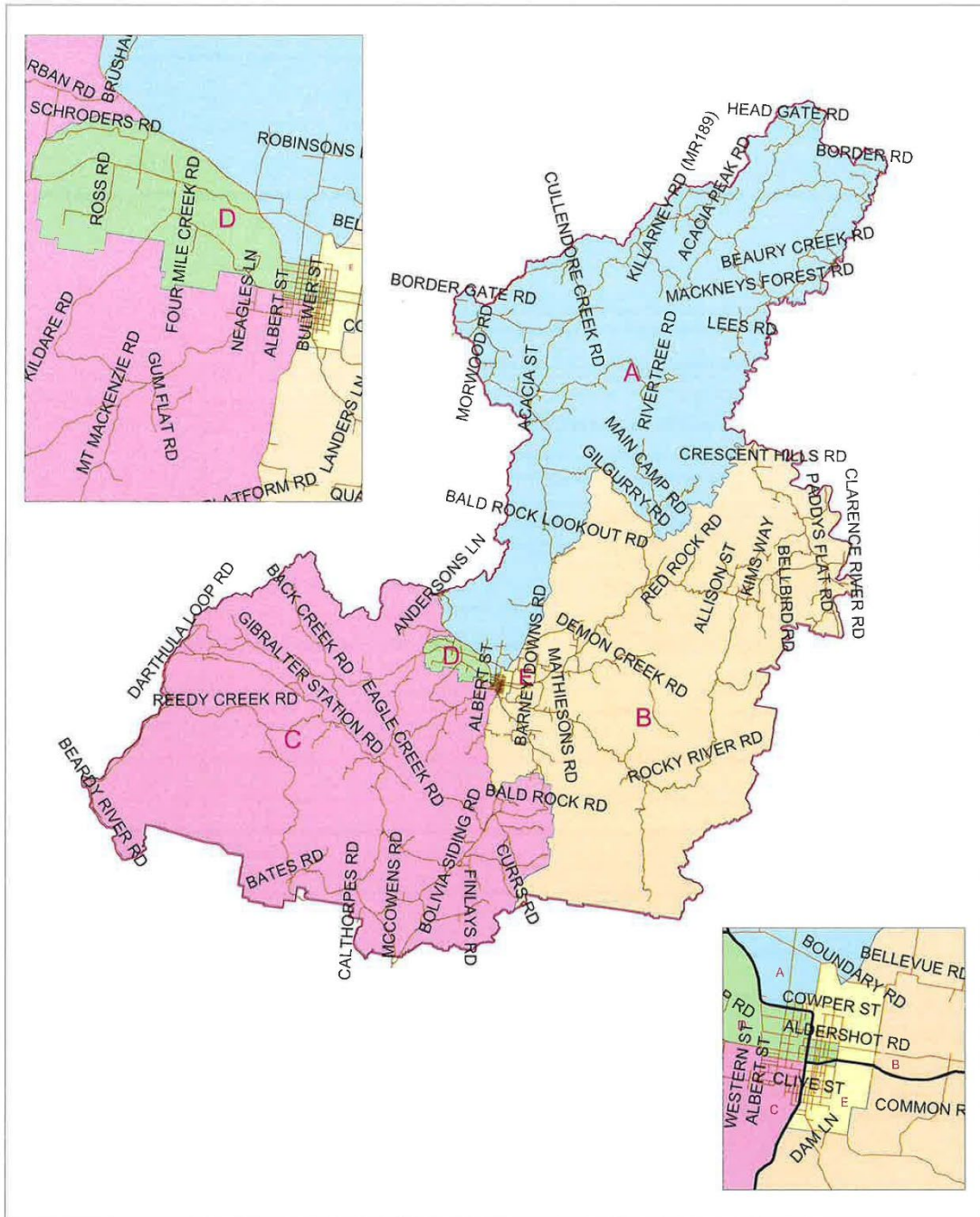
The information contained in this plan is pictorial representation only.

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 Documents and the Proposed Special Rate Variation Application was undertaken from Sunday 3 September 2022 to Saturday 1 October 2022. Tenterfield, Urbenville, Legume and Mingoola were visited during this period of engagement.

Communication

Council continues to provide information to the community through Council's fortnightly newsletter "Your Local News". 23 editions were distributed during the past year.

Council also continues to update the community in real time through its Facebook page.

Council uses its website www.tenterfield.nsw.gov.au to inform the community of its activities.

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
- 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
- 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, 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 2022/2023.

Public Notification of Development Proposals and Council Plans

Consultation requirements apply to the following:

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

Community Consultations

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

- Workshops and briefings with Councillors
- Direct mail and letter box distribution
- Advertising and articles in the local media
- Website material
- Brochures
- Staff attendance at community meetings

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.

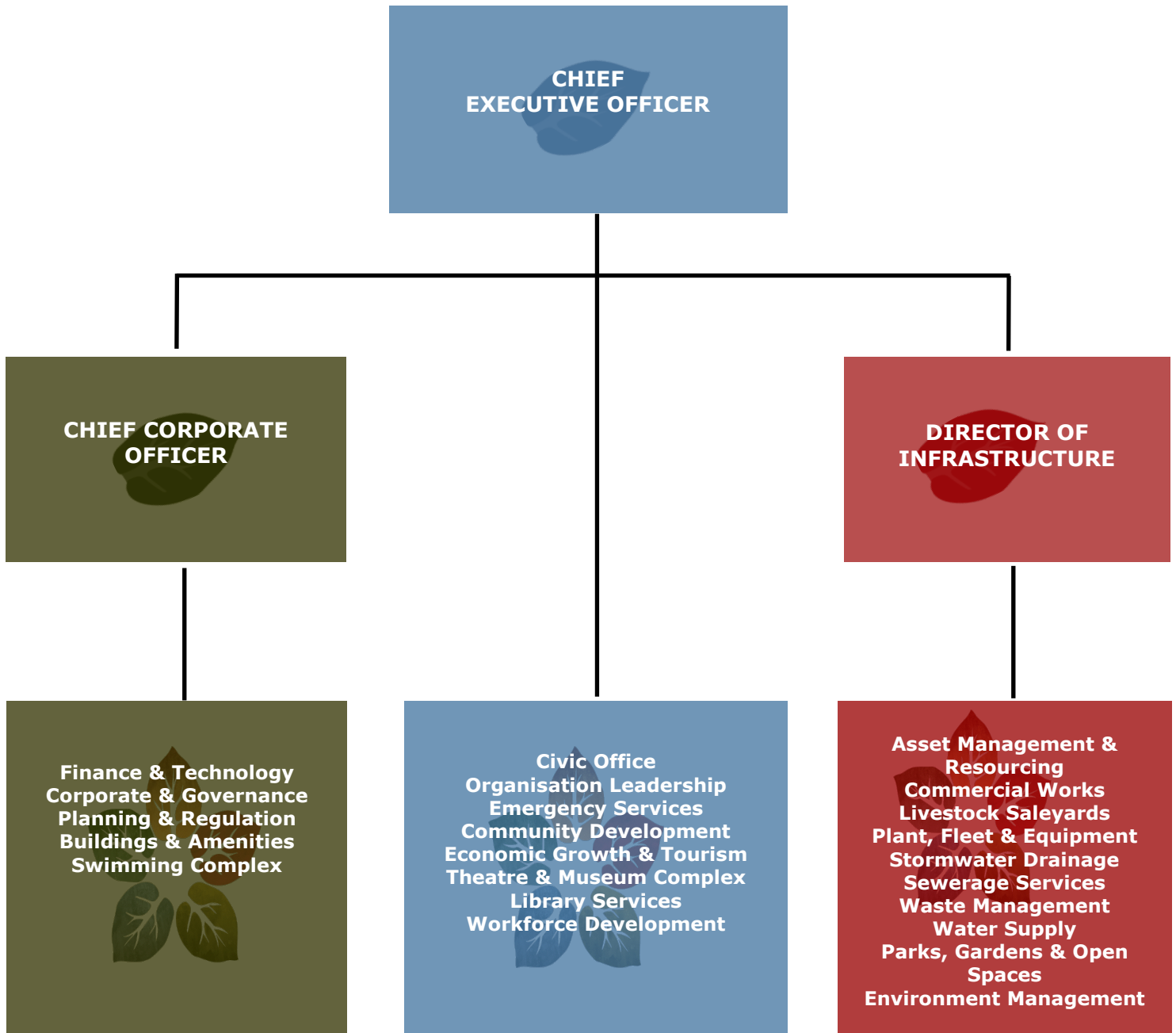
The Chief Executive Officer has such other functions as may be conferred or imposed on a General Manager by or under this or any other Act.

To assist the Chief Executive Officer in the exercise of these functions, there are three Divisions of Council. These Divisions are:

- Corporate, Governance, Finance and Planning Services,
- Infrastructure, Transport, Engineering and Regulatory 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 2022 – 2032 identifies long-term goals and priorities for the community and Tenterfield Shire. The Delivery Program 2022-2026, incorporating the Operational Plan 2022-2023, outlines the actions Council will take towards achieving the Tenterfield Shire Community Strategic Plan each year. The Community Strategic Plan 2022 – 2032 goals are:

COMMUNITY

GOAL 1.1 Tenterfield Shire is a vibrant, inclusive, and safe community where diverse backgrounds and cultures are respected and celebrated.

GOAL 1.2 The community is supported by accessible and equitably distributed facilities and recreational opportunities for people of all ages.

ECONOMY

GOAL 2.1 Develop Tenterfield Shire's economic base into a robust and growing economy that supports employment and business opportunities.

ENVIRONMENT

GOAL 3.1 Our natural environment will be protected, enhanced and promoted for future generations.

TRANSPORT

GOAL 4.1 The Tenterfield Shire has an effective transport network that is safe, efficient and affordable for us as a community.

LEADERSHIP

GOAL 5.1 Council is a transparent, financially sustainable and high performing organisation, delivering valued services to the Community.

GOAL 5.2 Resources and advocacy of Council are aligned to support the delivery of the community vision outlined in the Community Strategic Plan.

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 until December 2021, the Delivery Plan is from 2022 to 2026.





Community

- GOAL 1.1** Tenterfield Shire is a vibrant, inclusive, and safe community where diverse backgrounds and cultures are respected and celebrated.
- GOAL 1.2** The community is supported by accessible and equitably distributed facilities and recreational opportunities for people of all ages.

GOAL 1.1 Tenterfield Shire is a vibrant, inclusive and safe community where diverse backgrounds and cultures are respected and celebrated.

Strategy 1.1.1 The individual unique qualities and strong sense of local identity of Tenterfield Shire's towns, villages and community groups is respected, recognised and promoted.

One of Council's main communication tools is the website, which provides a comprehensive source of information on Council services and programs. In 2022/2023, Council added a Facebook page for Council and community announcements which has proved popular with the community and community groups. More than 230 announcements were posted during 2022/2023.

Council staff were busy throughout 2022/2023 dealing with Council's decision to apply for a Special Rate Variation (SRV) for a proposed 43 per cent increase in rates in 2023/2024 and a further 43 per cent rise in 2024/2025. A series of community information sessions were held throughout the Shire to explain the need for the SRV to Shire residents. Other communication activities for the SRV included Q&A sheets on Council's website, media releases, press advertisements and video presentations from the Mayor.

Staff continued to publish 'Your Local News' fortnightly during 2022/2023 for distribution to shire residents' mailboxes – keeping the community informed of all things related to Council including Council Meeting times, rates & charges payments dates, works updates, development applications and determinations, and what's on at the Shire Library.

Strategy 1.1.2 Continue to support and partner with the local Aboriginal communities for improved and inclusive outcomes.

Council held six Aboriginal Advisory Committee meetings during the reporting period. A key outcome from these meetings involved a request and subsequent endorsement by the committee to amend Council's official Acknowledgement to Country statement to include all traditional owner groups located within Tenterfield Shire. The amended statement was adopted by Council at the March 2023 Ordinary Council Meeting.

The development of a draft Reflect Reconciliation Action Plan (RAP) commenced and registration with Reconciliation Australia in May 2022. The draft Reflect RAP was submitted to Reconciliation Australia for review and feedback provided in January 2023. The draft Reflect RAP has not progressed since the Community Development function was made redundant.

NAIDOC Week activities were celebrated on 27 to 30 September 2022 instead of July 2022 due to warmer weather conditions for outdoor activities. The 2022 NAIDOC Week activities coordinated by Moombahlene included a Bush Tucker talk at Gunimaa Nursery, BBQ and tree planting at Moombahlene Farm, Fun day in the park including market stalls, Elders day out with Ozfish and a Stories Under the Stars event with special guest Uncle Len Waters from Kamilaroi Country. The special 'Stories Under the Stars' event was made possible from a \$13K grant funded through the NSW Government Reconnecting Regional NSW Community Events Program auspiced by Tenterfield Shire Council.

Strategy 1.1.3 Provide opportunities for residents to enjoy access to arts, festivals, sporting activities, recreation, community and cultural activities.

Access to key community events included Youth Week activities held on 21 April 2023 including an Outdoor Cinema Event at Bad Manners event space and a free bike day in partnership with the Saddlers Mountain Bike Club and Angry Bull Trails. These events were funded by the NSW Government Youth Week grants program and attracted over 200 attendees. Council provided advocacy and support provided for the establishment of a

Park Run group in Tenterfield with the Office of Sport & Recreation committing \$7K in funding to support the initiative.

NSW Government Regional NSW Children and Young People funding to the amount of \$10K enabled the development and delivery of a youth after school music program – ‘Get it Together’ commencing in January 2023 for the duration of 2 school terms attracting 20 participants.

Council secured a \$300+K Reconnecting Regional NSW – Community Events Program grant to support a range of community events across the Tenterfield Shire including Tenterfield CBD, Drake, Urbenville, Mingoola and Legume. These events included: Music events – the Beat of the Bush concerts and the Bavarian Multicultural Music Festival & markets; food events – Eat Street Tenterfield and the Tenterfield Farmers & Makers Market; cultural and theatre events include the Night Sky Tour with an indigenous astronomer as part of NAIDOC week celebrations, Oracles of the Bush (poetry and music), School of Arts Theatre Program and Carnival of the Animals Village Tour; sports events – the Gravel N Granite mountain bike ride and inspirational events include the Tenterfield Wedding Expo and Live Inspire Lead long lunch with keynote speaker aiming to inspire the community to action. Christmas Fairs in Tenterfield, Sunnyside and Urbenville; Australia Day events in Urbenville and Sunnyside; the Tenterfield Volunteer Expo, the Sunnyside Sip and Shop Markets, Drake Community Markets, Back to Legume Picnic Day and Dance and Mingoola Bonfire Night all offer the community and villages a chance to come together.

Council supported Senior’s week activities in May 2023 which included the Art of Ageing – Photographic Display, Luncheon and entertainment at the Bowling Club and the Mystery Bus Tour.

Council contributes to the Regional Arts Development organization Arts North West which provides arts and cultural development activities, grants and networking opportunities across the region for local artist’s and organisation’s.

Tenterfield Public Library operates Mondays to Fridays from 10am to 5pm. A self-service resource library resource hub was re-established 24 May 2023 at Urbenville Community Hall. The Urbenville library resource hub is volunteer managed by the Urbenville Progress Association and operates 3 hours per week on Wednesday mornings.

Library holdings as of 30 June 2023 were 73,004 which includes 55,265 digital resources and there were 1,134 active library members. Loans for 2022/2023 totaled 21,382 including e-Loans of 3,178 and 1,249 items for the Home Library service. Visitation for 2022/2023 was 14,601. During 2022/2023 2,218 users accessed the library’s free pc’s totaling 2,522 hours. Weekly Storytime during school term welcomed 133 Mums and Bubs into the library throughout the year.

The library closed from 3 June 2023 through to 14 August 2023 to undergo a library refurbishment project. During the 2022/2023 reporting period the library project managed implementation activities for the project which including development of the space design plans, sourcing/selection of approved contractors and suppliers, selection and procurement of furnishing, equipment and flooring, collection management and safe removal and storage of the full collection in preparation for the works to commence 5 June 2023. The \$198K project was funded by the State Library of NSW – Infrastructure grant program with no co-contribution required from Council.

Inspired by the rich colours of Autumn in Tenterfield, the new-look library environs incorporate a range of meeting/activity areas, reading nooks, BYO device study spaces, accessible height adjustable public computer desks and a new play inspired kids’ area and toy library for our youngest members with all new furnishings, shelving, and carpet.

Library staff submitted and secured the annual grant application to the State Library of NSW for the State Library Subsidy and Local Priority funding securing a total of \$82,931 towards library operational expenses.

The library also secured a \$6K State Library grant to present 25 Tech Savvy workshops available free to the community in the library with a total of 106 attendees participating in the program. The range of programs included introductory level workshops in using smart devices to more advanced workshops in email and cyber safety.

GOAL 1.2 The community is supported by accessible and equitably distributed facilities and recreational opportunities for people of all ages.

Strategy 1.2.1 Provide safe and accessible public spaces and places that are well maintained, clean and fun.

With the appointment of new staff members, maintenance levels of public spaces and parks have increased to address increased workloads. Parks and Garden staff assist with a variety of tasks some of which include:

- Toilet Cleaning, BBQ / picnic table cleaning
- Emptying Park bins
- Tree works
- Brush cutting
- Planting
- Playground maintenance
- Furniture removal
- Mowing

Work undertaken with Village Progress Associations has mainly been Grant funded to include all playground and play equipment upgraded including shade structures. All village toilets have been replaced with new picnic tables, new seating, new trees and plantings.

At present the Parks, Gardens and Open Spaces Committee has one village representative. With limited budget, projects are difficult to complete.

Council's Tree Management Plan is in place and actioned on an as required and as needed (safety) basis, due to resource restrictions.

Capital Works Completed

- Memorial Hall Foyer, Toilets and Kitchen work completed – Recarpeting, internal painting, replacement of the ceiling and cornice due to storm water damage.
- Memorial Hall Roof Strengthening completed.

Budget has been organised for a new Building Conditions Assessment to be completed in 2022/2023. History and Plans of Memorial Hall have been located and are still being scanned and saved into the records management system. Property Asset Valuation inspections have been completed across the shire in January 2023. Property assessment list for insurance review was completed

Strategy 1.2.2 Provide a choice of sporting activities that cater for the diverse needs of the community.

Activities undertaken at the Tenterfield War Memorial Baths during the year included:

- Pool shade sails have been replaced over the toddler pool.

- Installation of Shower Curtains in change rooms.

Total Attendances

| | October | November | December | January | February | March | YTD |
|---------|---------|----------|----------|---------|----------|-------|---------------|
| 2022/23 | 1,573 | 2,770 | 2,693 | 3,366 | 3,577 | 2,171 | 16,150 |

Strategy 1.2.3 Recognise and plan for the accessibility needs of our community.

Council continued to promote the Disability, Inclusion and Access Advisory Committee to develop and implement the Disability Inclusion Action Plan, with ongoing co-ordination and facilitation of partnering, action and promotion of Council's Disability Action Plan.

Strategy 1.2.4 Provide volunteer training and upskilling in a safe and engaging work environment.

Sir Henry Parkes Memorial School of Arts staff provided ongoing support to the School of Arts Volunteer Program for front-of-house operations. During the 2022/2023 reporting year staff undertook an extensive review and development of the new volunteer on boarding procedure including updating the position description and developed a new Volunteer's Handbook. This was to meet the operational needs of the School of Arts as well as meeting Council's workplace, health and safety compliance requirements.

A volunteer end of year gathering including a dinner was held in the Courtyard Café and token gift with complimentary movie tickets for all volunteers across the Visitor Information Centre and the School of Arts in recognition of the contribution to the services and community.

Staff nominated School of Arts Cinema volunteer Mr Nick Byrt for the NSW Volunteer of the Year Award in recognition for his deep commitment to providing projectionist services for the venue and community. Mr Byrt and staff attended the Awards ceremony in Armidale to celebrate his achievement.

Community Performance Indicators

| MEASURE | SOURCE | NUMBER | TARGET |
|--|-------------------------------------|-----------------------------------|--|
| Crime rate (total number of recorded criminal incidences). | NSW reportable crime statistics. | -17.1.5% Jan-Dec 2022 | Reduction from previous period. (6.5%) |
| Housing affordability % Change. | Rent and Sales Report, Housing NSW. | 8.57% median rent increase | Nil Change. |
| Community Development Funding. | Annual Financial Statements. | \$20,000 | N/A |
| 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 | Increase on previous period. |



Economy

GOAL 2.1 **Develop Tenterfield Shire's economic base into a robust and growing economy that supports employment and business opportunities.**

GOAL 2.1 Develop Tenterfield Shire's economic base into a robust and growing economy that supports employment and business opportunities.

Strategy 2.1.1 Develop and facilitate a diversified and growing economy that is a balance of all economic contributions.

During 2022/2023 staff worked with local businesses and government departments/agencies to promote Tenterfield as a vibrant Shire with opportunities for new residents and businesses.

Staff worked with local businesses, particularly tourism operators, to promote the town, its villages, and the Shire as a desirable destination for visitors. A focus of the efforts during 2022/2023 was working on both web-based and traditional print advertising – including the very successful Regional Lifestyle magazine's 90-page feature on Tenterfield. Other promotions included web-based promotions for cycling, canoeing adventures across the Shire. Staff continued to work in 2022/2023 with the regional Councils' New England High Country marketing group to promote tourism across the northern New England region.

Good progress was made on the Northern Border Trail Sign project with locations decided for the direction and interpretive signs allowing production and installing the signs along the Northern Border Trail to get underway for this Legume Progress Association/Council project which supports local and regional tourism businesses.

Other key efforts for Council have included the sale of surplus assets as part of Council's fiscal repair strategy and working with the State Government's Department of Planning and Environment on a draft Flying-Fox Management Plan.

Strategy 2.1.2 Manage Council's Livestock Saleyards in a commercial manner.

Throughput at the livestock saleyards for the financial year 2022/2023 was 13,506 head, with the total value being \$15,806,063. This was an increase of 3000 head from the previous financial year, 2021/2022. The new Double Height loading ramp has been completed during 2022/2023 and is now in use, with one further lane way to be constructed. An ongoing concern during the year has been the reduced cattle numbers being put through the saleyards, and the subsequent reduction to income being generated. Elements outside the control of Council, such as drought conditions, have been impacting these numbers.

Strategy 2.1.3 Improve heavy vehicle access across the shire and improve links to regional transport infrastructure to facilitate and support regional development opportunities.

Council continued to advocate for further opportunities for grant funding along with Federal and State government assistance. Council continued to apply for grants for roadworks and infrastructure upgrades to improve heavy vehicle access across the Shire, such as funding to complete the sealing of the Mount Lindesay Road in its entirety.

Economic Performance Indicators

| MEASURE | SOURCE | NUMBER | TARGET |
|---|----------------------------|---|--|
| Increase in registered businesses. | ABS Data | 1011 (2022) | Increase from previous period. (Increase of 35) |
| Gross revenue generated by businesses in Tenterfield. | RDA Data. | \$225 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. | 6.7% | Below Region Average. |
| Labour Force size. | ABS Data. | 46.1% | Above Region Average. |

- Update not available at time of report production.





Environment

GOAL 3.1 Our natural environment will be protected, enhanced and promoted for future generations.

GOAL 3.1 Our natural environment will be protected, enhanced and promoted for future generations.

Strategy 3.1.1 Town and Village planning supports and enhances local place making principles to deliver sustainable land use management practices for our natural environment.

All development applications were assessed under the relevant provisions of the LEP and DCP, there were no identified amendments flagged for the 2022/2023 financial year.

2022/2023 saw ongoing conservation works to historic and heritage listed properties within Tenterfield Shire with an associated demand for related heritage advice. In conjunction with this are other initiatives to boost appreciation and understanding of the significance of Tenterfield and its rural areas.

The Mingoola Heritage Trail project was completed. The heritage trail highlights Aboriginal heritage, natural heritage; including the geology, landscape and river system, flora and fauna, agricultural and industrial heritage . Two large interpretation signboards were installed at Mingoola Hall and complementary brochures have been distributed to selected places.

Development applications have been approved for several projects through the Tenterfield National Monument Recovery fund and this is making a substantial contribution to the main street and setting a good example.

The Heritage Advisory Panel continues to meet and raise issues of interest and contribute to ongoing awareness of heritage conservation.

Heritage Advisory Work in 2022/2023 included the following:

- 39 site visits, including meetings with owners and prospective purchasers in relation to historic properties.
- 10 pre-development application advices.
- Conservation advice on appropriate materials and/or approaches to heritage management in relation to 34 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.
- 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 Heritage Panel meetings
- Assistance with Council's asset management on works within the Conservation Area.
- Updates to the State Heritage Inventory.
- Historical research, collaboration with Julia Harpham and Janet White to preparation of text, photos and concepts for interpretive signage for Mingoola Heritage Trail and ongoing review of graphic layouts.

A total of forty (40) premises were inspected as part of Council's annual inspection program. No 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 2022/2023 financial year.

Strategy 3.1.2 Our community is educated, encouraged and supported to implement sustainable strategies for the management and protection of our natural resources.

One illegal dumping was reported, with evidence found of the culprit and infringement issued and notice sent to removed.

Parking Control was minimal as Council had no Ranger to enforce.

Companion animal control was undertaken on a need basis when required.

With Council opting to not appoint a Ranger for most of the financial year, limited notices and orders were issued. No Ranger from July 2022 with a Ranger commenced early June 2023.

There were 21 notices issued for untidy/ overgrown blocks, some of which are ongoing. One clean-up notice after names were found in an illegal dumping.

Strategy 3.1.3 Deliver total water cycle management approach including water conservation and reuse complying with the Biosecurity Act 2015 and standards.

The Water and Sewer Team continue to ensure maintenance and operation of the Water network in-line with best practice, regulatory requirement, asset and operational strategies.

The 2022/2023 Financial year has been busy for water services across the townships of Tenterfield, Jennings and Urbenville. Arrival of new weather stations occurred in May 2022, with deployment completed and stations going on-line in February 2023.

Council staff commenced the replacement of the major water main in October 2022 for the new filtration plant to the East Street, Tenterfield, reservoir. The new main continues along Scrub Road, Tenterfield, to the new water filtration plant. To expedite installation gel explosives were utilised to crack the hard granite in February 2023.

Bore sampling program is complete awaiting finalisation of analysis results. Checking of Shirley Park, Apex Park and East Street bores through CCTV commenced in July with Apex Park bore showing it's age and requiring a reline to continue its operation this will be scheduled this financial year and was completed in September 2022. Shirley Park constructed at the same time as Apex Park bore in 1994 was also showing signs of deterioration and will be scheduled next financial for re-lining/refurbishment. East street bore as a flowing bore was also checked by CCTV and was found to be in excellent condition.

NSW Dam Safety regulation with compulsory risk assessment for the dam under NSW Dam Safety requirements draft completed in December 2022, Inspection of Dam September 2022. Final report received in February 2023, provided to NSW Dam Safety, additional form completed.

New Water Plant construction completed June 2023 has now commenced equipment testing, with the major commissioning workshop completed, and bench testing of the new Supervisory control and data acquisition (SCADA) system, which is the brains behind the plant controlling the functions and processes, and security and lighting system (below).



Tenterfield Water Plan security and lighting system.

Strategy 3.1.4 Deliver an affordable waste management solution for the community to best manage waste and recycling opportunities.

The Waste Team continue to ensure maintenance and operation of Waste and Recycling services in-line with best practice, regulatory requirement, asset and operational strategies.

The 2022/2023 Financial year has been busy for waste services across the townships of Tenterfield, Liston, Legume, Drake Torrington, Mingoola and Urbenville. The Torrington Waste Transfer Station is awaiting final fencing installation expected after final purchase from Glenn Innes June 2023 purchase now completed in May 2023.

Following a Council audit of the Tenterfield town recycling collection service and resident disposal behaviours with recycling, a revised recycling policy was finalised and adopted at Council's Ordinary Council Meeting in February 2023. Implementation of the policy commenced in May 2023.

Theft and fence damage reported at Drake Waste Transfer Station in November 2022, required deployment of new surveillance cameras in February 2023. This has highlighted the requirement to upgrade security systems at Tenterfield Waste Transfer Station, as well as monitor any other security risks at other Waste Transfer Station sites.

Alternative cover landfill (Posi-shell) spray unit completed and deployed to Boonoo Boonoo Landfill (Site 51), applications continuing results are favorable with control of windblown litter, draft trial report completed and submitted to EPA.

Strategy 3.1.5 Deliver affordable and effective wastewater management solution for the community.

The Water and Sewer Team continue to ensure maintenance and operation of the sewerage network in-line with best practice, regulatory requirement, asset and operational strategies.

The 2022/2023 Financial year has been busy for sewerage services across the townships of Tenterfield and Urbenville. Network mapping to ensure the accuracy of current geographical information services (GIS) is now complete, with final phase mapping upgrade underway. The GIS survey was conducted alongside the manhole asset inspections these have been completed. Smoke detection program for infiltration is now completed, infiltration through damaged/illegal connections where found in Tenterfield with advisement letters pending.

Tenterfield Town additional sewer works included:

- Further sewer mains relining
- 25 manholes relined completing all asset grade 4 and 5 repairs.
- New lids for pump stations completed August 2022 at the Tenterfield Petrie and Simpson Street pump stations creating lighter lids for operations and providing compliance with safety regulations.
- Petrie Street major pump station replacement in installation February 2023.
- Council has undertaken additional works as section 67 with 2 new extensions and a third underway.
- New sewer main to new water filtration plant.

Strategy 3.1.6 We are prepared, resourced and educated as a community to deal with natural disasters such as bushfires, storm and flood events.

Council continued to carry out repair, remediation and recovery activities from natural disasters in previous years. Resourcing provided from Federal and State governments included:

Black Summer Funding

- Removal of dead trees has been completed in Tenterfield Park,
- Mingoola Hall Upgrades to include a toilet agreement has been signed with Council and Mingoola Hall Management Committee Inc.

Local Drought Stimulus Funding

- Fire System installed at the Memorial Hall this consist of 6 fire alarms a fire indicator panel and an upgrade of electrical works.

Regional Tourism Bushfire Recovery Funding

- Art work has been installed along the walking track near the Tenterfield Creek.

Environment Performance Indicators

| MEASURE | SOURCE | NUMBER | TARGET |
|--|--|-------------------------------|--------------------------------|
| Total waste diverted from landfill. | Council Records. | 403.8 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 139.84 | Decrease from previous period. |
| Average annual residential electricity consumption. | ABS Household energy consumption survey. | 6,773 kWh | <7000 kW hours |





Transport

GOAL 4.1 The Tenterfield Shire has an effective transport network that is safe, efficient, and affordable for us as a community.

GOAL 4.1 The Tenterfield Shire has an effective transport network that is safe, efficient and affordable for us as a community.

Strategy 4.1.1 Deliver a well-designed, safe road network, including car parking, footpaths and cycleways, that is suitable for all users now and take into consideration future network demand.

Major road renewal projects have been undertaken with grant funding to roads and bridges. Timber bridges have been replaced with concrete structures on Leechs Gully Road, Paddys Flat Road South, Paddys Flat Road North (two bridges) and Grahams Creek Road.

Local road upgrading occurred along Tooloom Road (between Paddys Flat Road North and Mt Lindesay Road) and the full length of Kildare Road with a new bitumen seal to protect the pavement over the long term.

Bitumen resurfacing was undertaken over 5.0 km of Regional Roads on the Bruxner Way and Mt Lindesay Road, while resurfacing of 8.8km on Local Roads included Plains Station Road, Leslie Creek Road, Fairfield Road, Patemans Road and Rifle Range Road.

Mt Lindesay Road has been upgraded over a number of sections along the route including initial sealing of 8 km of unsealed gravel road on sections near Cullendore and Bookookoorara. This now completes the bitumen sealing of Mt Lindesay Road throughout and all of Council's Regional Road network.

Road maintenance is undertaken through the Works Department in accordance with the intervention parameters in the Road Asset Management Plan.

Stormwater pipe and pit renewals have been undertaken to improve access, maintenance and safety near drains. A focus continues to prioritise safety of structures where children may be present more frequently. Raising buried or blind pits is also being undertaken to allow access for inspection of blockages and maintenance activities.



Mount Lindesay Road at Bookookoorara completed bitumen sealing of the road.

Strategy 4.1.2 Deliver an adequate storm water and drainage infrastructure is provided, maintained and renewed.

Stormwater pipe and pit renewals have been undertaken to improve access, maintenance and safety near drains. A focus continues to prioritise safety of structures where children may be present more frequently. Raising buried or blind pits is also being undertaken to allow access for inspection of blockages and maintenance activities.

Transport Performance Indicators

| MEASURE | SOURCE | NUMBER | TARGET |
|--|------------------------------|----------------------|--|
| Infrastructure Renewal Ratio. | Annual Financial Statements. | 169 | 100% |
| Capital Infrastructure Projects Completed on Time. | Council Records. | 95 | 80% |
| Number of HV Permits issued each year. | RMS Data. | 100 | Increase from previous period. |
| Number of vehicle accidents and pedestrian accidents. | RMS Data | 35 | <36 |
| Number of vehicle movements across the council road network. | Council Asset Data. | Not Available | 5622 Average Daily Trips/52 Roads (2013) |





Leadership

GOAL 5.1 Council is a transparent, financially sustainable and high performing organisation, delivering valued services to the Community.

GOAL 5.2 Resources and advocacy of Council are aligned to support the delivery of the community vision outlined in the Community Strategic Plan.

GOAL 5.1 Council is a transparent, financially sustainable and high performing organisation, delivering valued services to the Community.

Strategy 5.1.1 Ensure the performance of Council as an organisation complies with all statutory Guidelines, supported by effective corporate management, sound integrated planning and open, transparent and informed decision making.

It is a requirement that Council reports on how well it achieves the delivery of the four-year Delivery Program 2022-2026 and the one-year Operational Plan 2022/2023 objectives, as part of its Integrated Planning and Reporting obligations. In 2022/2023 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. The Monthly Operational Report is presented to Council at each Ordinary Council Meeting during the reporting period.

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. The Audit, Risk and Improvement Committee met four times during 2022/2023.

Strategy 5.1.2 Ensure Council operates in an effective and financially sustainable manner to deliver affordable services.

Council continued to manage and deliver finance services during 2022/2023. During the year Council commenced Community Consultation process to submit a Special Rate Variation application by 104.49% which compromised of 43% (including rate peg) in 2024/2025 and a further 43% (including rate peg) in 2025/2026 compounded.

This application was to address Council's significant operating deficit and reliance on external loans to carry out asset renewal and maintenance throughout infrastructure assets. Further, Council's Own Source Revenue is well below the required benchmark of greater than 60% as per Office of Local Government. Post submission, Council was notified by IPART in June 2023 that it was approved a one-year 43% including rate peg. On 30 June 2023 Council resolved to accept the 43% in Council rating structure. This will yield an additional \$1.87 Million in Ordinary Rates for Council in 2023/2024.

Council faces significant cash flow challenges as several disaster funding projects require council to expense its general fund revenue and then wait for reimbursement from state authorities. This has resulted in past Council accessing its external restricted funds to pay for disaster impacted projects. In the 2022/2023 Council initiated a \$5 Million over-draft facility as part of its banking product to assist in payment of major invoices. As at 30 June 2023 Council was not required to drawdown on this facility.

With continuous improvements in the managing finance and meeting community expectation Council reported a positive unrestricted cash for the past two years.

Council's LTFP for 2022/2023 were adopted as part of the Operational and Delivery program of Council. Any changes to the Long-Term Financial Plan have been incorporated as Council manages its finances and asset management strategy. Council has completed its interim audit and is currently awaiting the finalisation of external audit of financial statements from NSW Audit Office.

Investments are managed within Council's Investment Policy guidelines. Investments are reported to Council every month as part of the Finance and Accounts report. As at 30 June 2023 Council held \$6 Million in investments.

Strategy 5.1.3 Management of Council's assets will be long term and focused on meeting the needs of the community now, and into the future.

Council's Asset Management Strategy has been adopted and is implemented through review of infrastructure data and revaluation of asset items. The asset revaluation schedule has seen all of Council's buildings and operational land revalued during the 2022/2023 period. Asset data is assessed to improve GIS data records.

Footpath assets are maintained with an aim to provide equal access to all members of the community and the PAMP is regularly reviewed to prioritise upgrading where there are impediments to safe access. A number of footpath trip hazards have been addressed and eliminated along sections of Rouse Street where pedestrian use is high.

Asset inspections are undertaken periodically, however routine assessments have been restricted over past years with the Asset Inspector role remaining vacant.

The Risk Register is reviewed to keep current the issues presented through increased project funding in construction of new assets and the need to resource project planning and supervision. Risks are considered during the project scoping phase in order that safety measures can be implemented during the construction works.

Under the Fleet Asset Management Plan, light vehicles are regularly updated through an agreed contractual arrangement to maintain a current value fleet. Replacement of major plant items have been suspended pending a review of Council's long term financial budgeting.

The implementation of a Depot Master Plan has been limited due to lack of technical engineering staff with Technical Officer and Engineer positions remaining vacant.

The Master Plan is being prepared to address environmental and safety compliance matters with Council's centre for general field operations.

Strategy 5.1.4 Deliver continuous improvements in Council's business processes and systems.

Research and Development work has commenced in the development, management, and delivery of Council's Technology Strategic Plan. Documents are being updated on a regular basis in conjunction with requirements associated with hardware and cyber security. The focus is Cybersecurity and threats originating from external sources. Council IT staff are in continuous training and development with NSW Cybersecurity.

Work Health and Safety Management System

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

WHS Performance

Council experienced steady performance in its WHS performance throughout 2022/2023, with a slight decrease in lost time injuries. Although this is a reduction, there are some impacts that will reflect in premium costs for 2023/2024.

Injury Performance

During 2022/2023, we experienced a reduction in injuries requiring treatment, which was a slight decrease compared to 2021/2022. Total injuries include provision of first aid, medical treatment and lost time injuries.

Incident Performance

Incident and hazard reporting across Council has improved, and were formally registered, investigated and controlled.

Work Health and Safety Audit

Council conducted our StateCover Audit, which identified gaps, improvements, corrective actions, timeframes and responsibilities which culminated into our WHS Action Plan. Council continues to implement Continuous Improvement to ensure compliance and implementation of our Audits through effective consultation, participation and training.

Workplace Drug & Alcohol Testing

Employers have a duty to ensure the health, safety and welfare of their workers and other people in the workplace. Workers have a duty to take reasonable care for their own health and safety, as well as for the health and safety of other people in the workplace and to co-operate with their employer in providing a safe working.

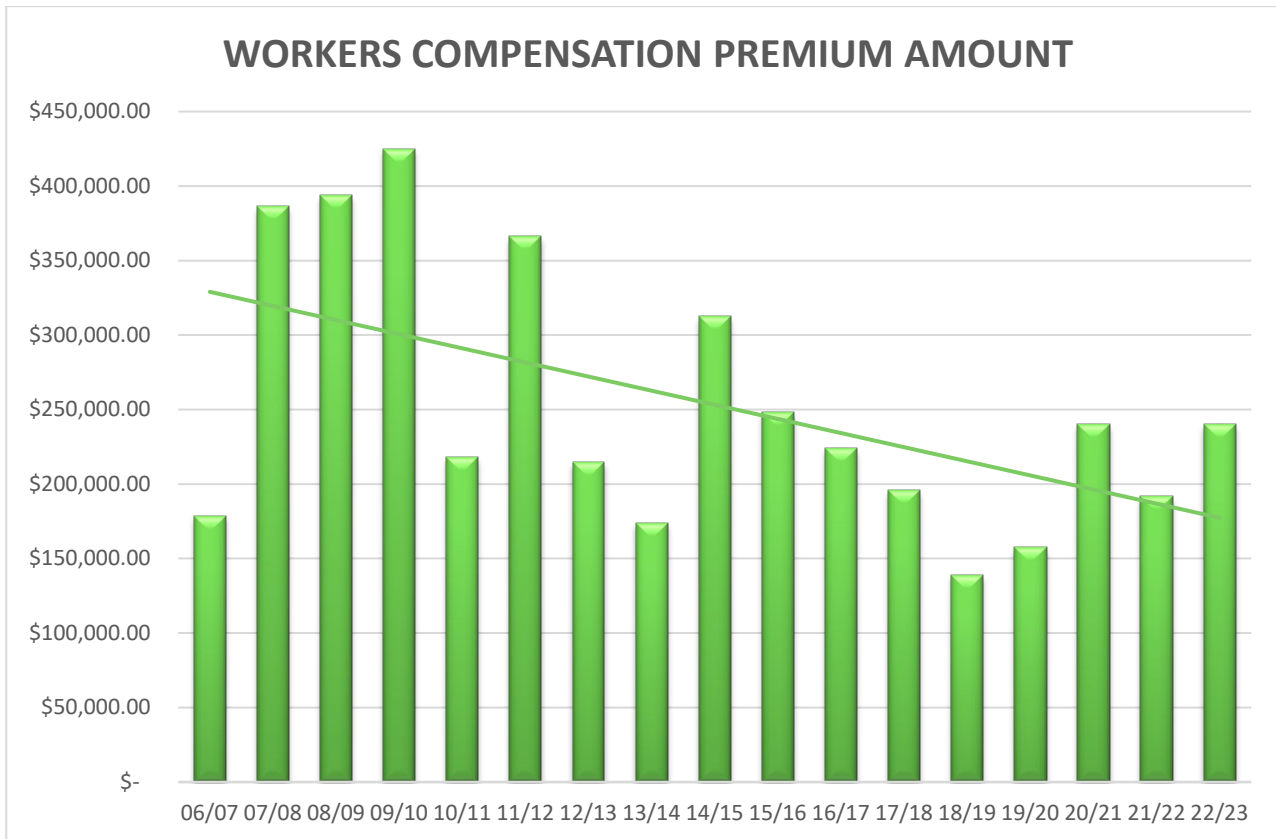
The objective of testing is to deal with Alcohol and other Drugs and their effect on workers' fitness for work whilst performing duties at Council, and to ensure that Council has a mechanism to appropriately manage the misuse of alcohol and other drugs in the workplace through training, education and where required, rehabilitation.

Enterprise Risk

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 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.

Workers Compensation

Council has ensured compliance with the Workers Compensation Regulation 2016 and the amendments of 2018. Injured workers are returning to work as per our Injury Management and Return to Work Program. This program ensures that staff are rehabilitated in a timely manner and returned safely back into the workplace. Council's staff, managers and executives undertake their responsibilities for their duties and obligations surrounding all facets of work health and safety.



Human Resources Challenges

Council has had a medium to high turnover of staff in 2022/2023 year so succession planning, backfilling and secondments has been crucial to our organisation for the continued delivery of services externally and internally. External service delivery has been challenging due to resourcing constraints placed on Human Resources in regard to external recruitment. The challenges arising in recruitment has arisen from current market and economic climate changes which has impeded talent acquisition for technical specialist roles.

Recruitment in 2022/2023

| Position | Service |
|--|---|
| 1. Maintenance Works Coordinator (Tenterfield) | Works |
| 2. Maintenance Works Coordinator (Northern) | Works |
| 3. Leading Hand (Roads) | Works |
| 4. Leading Hand (Structures) | Works |
| 5. Library Coordinator | Arts, Culture & Library Services |
| 6. Building & Property Coordinator | Property, Planning & Development Services |
| 7. Governance Officer | Customer Service, Governance & Records |
| 8. WHS & Risk Management Coordinator | HR, Workforce Development & Safety |
| 9. Manager HR, Workforce Development & Safety | HR, Workforce Development & Safety |

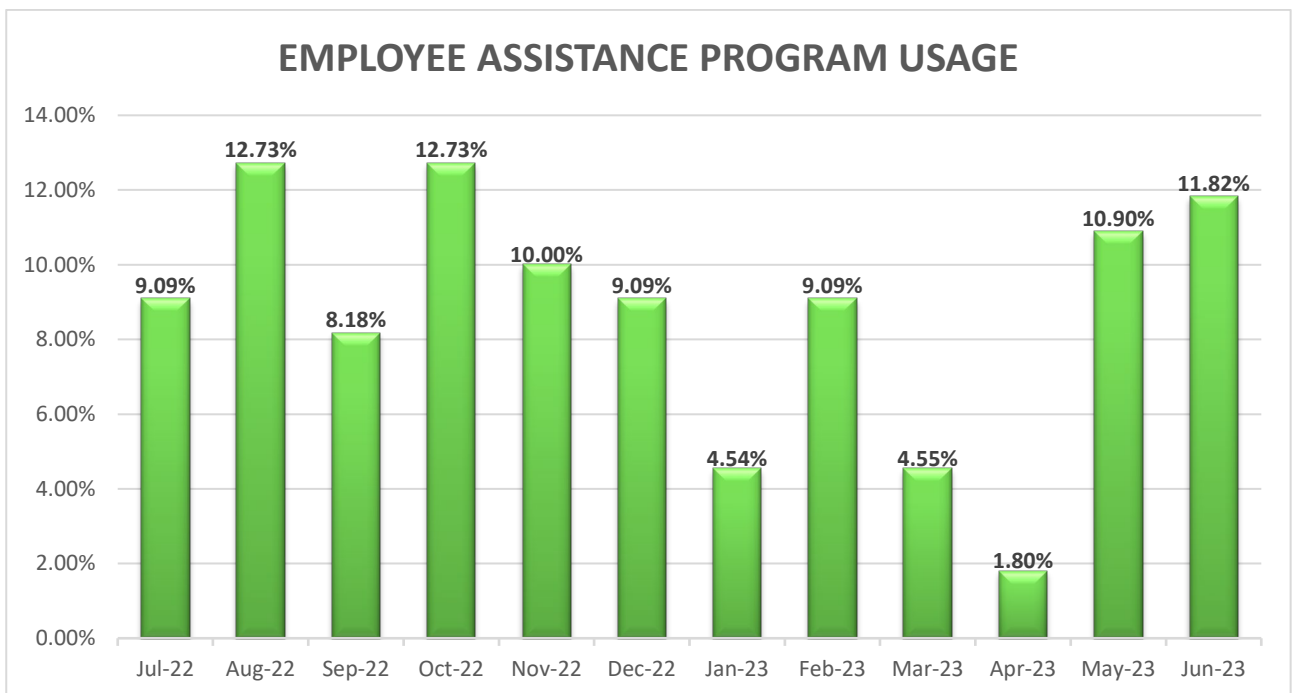
| | |
|--|-------------------------------------|
| 10. Parks & Gardens Coordinator | Open Spaces, Regulatory & Utilities |
| 11. Business Coordinator | Asset & Program Planning |
| 12. Parks & Gardens Operative (Maintenance) Full Time x2 | Open Spaces, Regulatory & Utilities |
| 13. Parks & Gardens Operative (Maintenance) Part Time x2 | Open Spaces, Regulatory & Utilities |
| 14. Community Compliance Officer (Ranger) | Open Spaces, Regulatory & Utilities |
| 15. Technical Projects Engineer | Asset & Program Planning |
| 16. Asset Inspector | Asset & Program Planning |
| 17. Services Operator (Northern) | Water & Waste |
| 18. Director of Infrastructure | Infrastructure |

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 onsite at Council monthly and continues with additional outreach services weekly.

Within the scope of EAP (Employee Assistance Program) services, Daly & Ritchie were able to include and provide workplace consulting and outreach services. This service involves working with teams for the identification of psychosocial hazards and psychosocial safety climates. The purpose of this consulting service is to assist Council in meeting work health safety obligations and to provide a safe psychological workplace for staff. Council has taken a primary preventative and proactive approach to mental health and wellbeing and has increased employee awareness and understanding of mentally health workplaces.



GOAL 5.2 Resources and advocacy of Council are aligned to support the delivery of the community vision outlined in the Community Engagement Strategy.

Strategy 5.2.2 Work with key stakeholders and the community to lobby for adequate health services in our region.

Council continued to make representations to the NSW government on health services to ensure the interests of the Tenterfield Shire community are being considered in decision making. The Local Health Committee met on 12 October 2022 and 8 February 2023, with local items of importance raised including:

- Transport issues impacting hospital access and transfers, with the closure of Tenterfield Taxis and no transport available to acute care facilities (Lismore, Armidale and further afield)
- Limited availability of mental health services
- New ultrasound machines required for the hospital Emergency Department
- Hospital Emergency Department becoming increasingly busy

Leadership Performance Indicators

| MEASURE | SOURCE | NUMBER | TARGET |
|--|--|--|--------|
| Councillor attendance at council meetings. | Council Minutes. | 95% | 80% |
| Unrestricted current ratio. | Annual Financial Statements. | 2.73 (Interim pending final audit advice) | >2.1 |
| Overall community satisfaction with service delivery. | Community Satisfaction Survey. | 22% (2022) | 70% |
| Net operating results before grants and contributions. | Annual Financial Statements. | \$33,373,000 (Interim pending final audit advice) | >\$0 |
| Lost time injury rate. | Lost-time injury rate per 100 employees. | 2.08% | <4.24% |





Statutory Reporting

1.0 Fees & Expenses for the Mayor & Councillors

The total amount of fees paid to the Mayor and Councillors for the year 2022/2023 was \$150,393.80. Councillors receive a monthly fee of \$1,054.17 with the Mayor receiving an additional fee of \$2,300.00.

| | |
|----------------------------|--------------|
| • Mayoral Allowance | \$27,600.00 |
| • Members Fees | \$122,793.80 |
| • Travelling & Subsistence | \$16,024.79 |
| • Delegates' Expenses | \$0 |
| • Councillors' Training | \$0 |
| • Internet Expense | \$3059.94 |

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 4 **Extraordinary Council Meetings** held in the period July 2022 to June 2023.

| Councillor | No. of Meetings Attended/No. of Meetings Held |
|-------------------|---|
| Cr Bronwyn Petrie | 15/15 |
| Cr John Macnish | 15/15 |
| Cr Greg Sauer | 15/15 |
| Cr Tom Peters | 15/15 |
| Cr Peter Petty | 15/15 |
| Cr Tim Bonner | 14/15 |
| Cr Peter Murphy | 15/15 |
| Cr Kim Rhodes | 15/15 |
| Cr Geoff Nye | 13/15 |
| Cr Giana Saccon | 8/9 |

2.0 Overseas Visits by Councillors and Staff

There were no overseas visits by Councillors and Staff in 2022/2023.

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 2022/2023 financial year are:

| Position Title | Contract Value |
|--|----------------|
| Chief Executive Officer (General Manager) | \$275,400 |
| Senior Staff (2) | \$524,498 |

4.0 Total Employment and Basis of Employment

The numbers of employees and contractors who performed paid work for Council on Wednesday 23 November 2022 are:

| Employment Basis | Total |
|--|-------|
| Total number of persons who performed paid work on Wednesday 23 November 2022. | 117 |
| Persons employed on a permanent full-time, permanent part-time or casual basis or under a fixed term contract | 117 |
| Persons employed by Council as senior staff members | 3 |
| Persons supplied to Council, under a contract or other arrangement the person's employer, wholly or principally for the labour of the person | 1 |
| 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 2022/2023 for amounts greater than \$250,000:

| Contractor | Goods / Service | Amount (Ex Gst) |
|--------------------------------|--|----------------------|
| Convic Pty Ltd | Tenterfield Youth Precinct and Mountain Bike Trailhead | \$2,185,000 |
| 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 prices to be charged for private works each year in conjunction with the adoption of the Operational Plan. Prices 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 prices 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 2022/2023, income from private works totalled \$121,395.

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 2022/2023. Council was not the subject of legal proceedings during 2022/2023.

Council spent \$83,887 on Legal Services in 2022/2023.

| Legal Services Expenses | Amount |
|--------------------------------|-----------------|
| Rates General | \$33,992 |
| Rates Debt Recovery | \$28,487 |
| General Legal | \$5,505 |
| Buildings & Amenities Legal | \$2,577 |
| Economic Growth | \$0 |
| Conduct of Investigations | \$12,409 |
| Planning & Regulation | \$917 |
| Total | \$83,887 |

8.0 Contributions/Donations

During the 2022/2023 Financial Year, Council contributed to the following community groups totalling \$20,000.

| Organisation | Project | Amount |
|--|--|---------------|
| Drake Primary School | Presentation Night | \$150 |
| Jennings Public School | Presentation Night | \$150 |
| St Joseph's Convent Schools | Presentation Night | \$150 |
| Sir Henry Parkes Memorial Primary School | Presentation Night | \$150 |
| Tenterfield High School | Presentation Night | \$150 |
| Urbenville Public School | Presentation Night | \$150 |
| Woodenbong Public School | Presentation Night | \$150 |
| TAFE | Presentation Night | \$150 |
| Drake Primary School | Learn to Swim – contribution to transport | \$550 |
| Urbenville Public School | Learn to Swim – contribution to transport | \$550 |
| Westpac Helicopter Rescue Service | Helicopter Rescue Service – Annual Contribution | \$2,000 |
| 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 |

| Organisation | Project | Amount |
|--|---|-----------------|
| Torrington Hall Committee | Annual contribution to assist with operating costs | \$500 |
| Tenterfield Highlander Pipe Band | Annual contribution to assist with operating costs | \$500 |
| Urbenville Progress Association | Annual costs associated with operating a small, wheelchair accessible bus. | \$ 1,000 |
| Seniors Week Committee | Contribution towards Seniors Week activities including bus tours, lunch at bowling club, cinema, art of aging exhibition, Gunmaa nursery visit. | \$ 500 |
| Tenterfield Show Society Inc | 145 th Annual Tenterfield Agricultural Show Special Children's entertainment - horse shows by Sam Hannaford of Lismore. | \$ 2,000 |
| Oracles of the Bush Inc. | Sponsorship Looming Legend Poetry Competition (Adult Section) at the 2023 Oracles of the Bush. | \$1,200 |
| Tenterfield Autumn Festival Inc. | Contribution towards cost of hiring equipment to provide free entertainment /activities at markets on the main festival day - Easter 2023. | \$ 2,000 |
| Tenterfield Transport Museum | Connection of Museum Road water into 240,000 Litre water tank. | \$1,000 |
| Tenterfield Quilting & Crafts Inc. | Contribution towards materials to make quilts to donate to charity. | \$ 1,000 |
| Tenterfield Rugby League Football Club | Contribution towards scoreboard upgrade and promotional material for 2023 Football Season. | \$ 2,000 |
| TOTAL | | \$20,000 |

9.0 Statement of Activities – EEO Management Plan

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

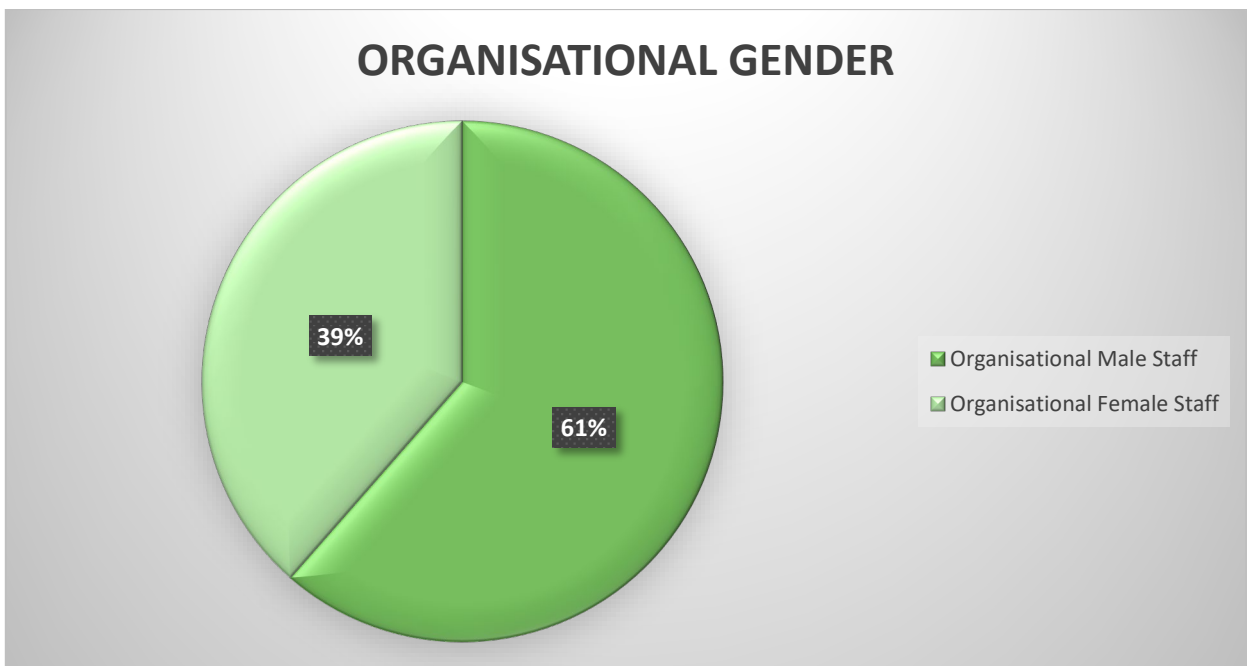
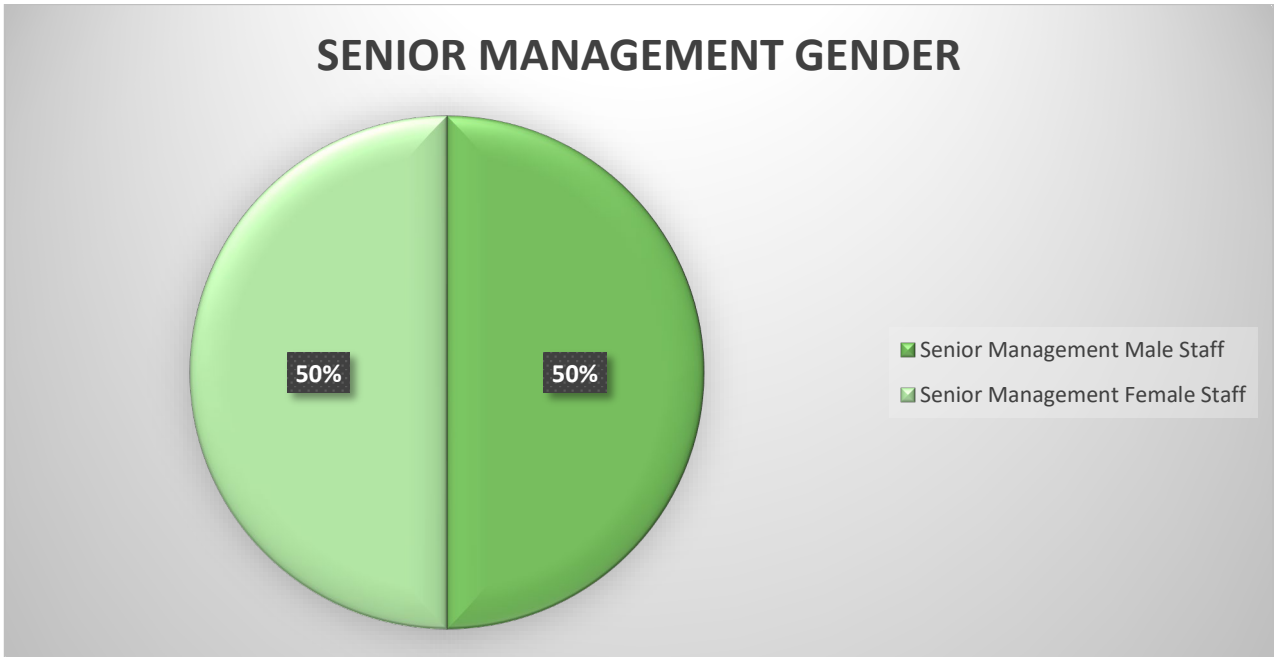
In accordance with Council's policy and values, the following EEO activities were undertaken:

- Council continues to comply with gender requirements on Selection Panels
- Leadership gender equality analysis conducted
- Council continues to support Work for the Dole initiatives and to take up employment subsidies, offered by Government, targeting youth and mature age groups within the community
- Council continues to support workplace Learning initiatives for school work placement/work experience students
- Continued development of human resource matrices which provide Council with data for human resource planning, identification and profiling in workplaces
- Code of Conduct facilitation at all employee/worker inductions as part of on-boarding processes
- Council investigating disability and diversity training for the organisation
- Corporate culture has been observed and analysed, and awareness of the need for change and improvement built to underpin future action

- Council has completed a review and update of the existing EEO Management Plan incorporating diversity bolstering program effectiveness

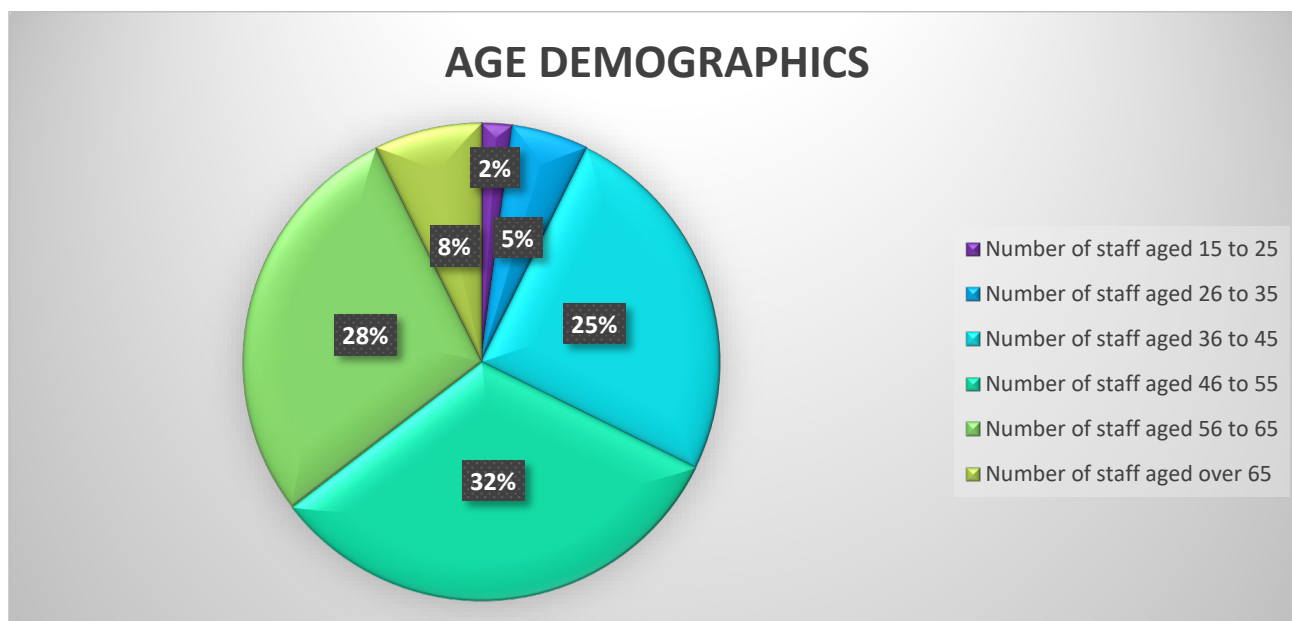
EEO - Gender analytics

Council has a current organisational workforce gender split of 39% female and 61% male. Council's senior chief and management leadership levels within the organisation gender profile reflects a split of 50% female and 50% male



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.



10.0 Controlling Interest in Companies

Council held no controlling interest in any companies during 2022/2023.

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

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 2022/2023

The amount of rates and charges written off during the 2022/2023 financial year, in accordance with the Local Government (General) Regulation 2005 (clause 132), were:

| Fund | Total Rates and/or Charges Written Offs | Total Rebate Received from other Government | Net Cost to Council of Write Offs |
|--|--|--|--|
| General Fund Rates and Charges Written-Off | \$121,845 | \$67,015 | \$54,830 |
| Waste Charges Written-Off | \$115,683 | \$63,626 | \$52,057 |
| Water Charges Written-Off | \$53,203 | \$29,262 | \$23,941 |
| Sewer Charges Written-Off | \$47,319 | \$26,025 | \$21,294 |
| Total | \$338,052 | \$185,928 | \$152,124 |

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

There were 36 Informal Applications under the GIPA Act during 2022/2023, where information was able to be provided to 35 applicants.

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 \$71,321 from the Stormwater Management Services Charge in 2022/2023. 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 2022/2023 at a total cost of \$5,997.

| Capital Expenditure – Stormwater Management | Expenditure 2022/2023 |
|--|------------------------------|
| Drainage Pits Upgrade | \$ 5,565.87 |
| Urban Culverts Renewal | \$ 71.06 |
| Stormwater Pipe Renewal | \$ 360.45 |
| Total | \$ 5,997.38 |

14.0 Report on Expenditure of Special Rates Variation Income at 30 June 2023

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 was expected to raise \$9.98m.

Expenditure

A summary of expenditure for 2022/2023 is provided in **Table 1**.

Table 1 – Summary of Project Expenditure for 2022/2023

| Category | SRV Funded Projects Budget from 1 July 2014 to 30 June 2023* | SRV Funded Projects Actual Expenditure from 1 July 2014 to 30 June 2023 | 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 | \$ 447,403.82 | \$ 2,596.18 |
| Cemetery Improvements | \$ 290,000.00 | \$ 121,326.01 | \$ 168,673.99 |
| Road Construction | \$ 70,000.00 | \$ 2,700.00 | \$ 67,300.00 |
| Road Resheeting | \$ 1,878,420.00 | \$ 2,103,420.00 | (\$ 225,000.00) |
| Road Resealing | \$ 654,000.00 | \$ 879,000.00 | (\$ 225,000.00) |
| Drainage Improvements | \$ 120,000.00 | \$ 120,000.00 | \$ 0.00 |
| Bridges & Causeways Renewal | \$ 3,360,000.00 | \$ 2,981,343.94 | \$ 378,656.07 |
| Main Street – Principal Repayments | \$ 971,847.00 | \$ 923,500.79 | \$ 48,346.21 |
| Sub-Total | \$ 8,629,002.00 | \$ 8,387,074.63 | \$ 241,927.38 |
| Operating Expenditure | | | |
| Main Street Renewal – Interest Repayments | \$ 399,256.00 | \$ 233,913.54 | \$ 165,442.46 |
| Total to 2022/2023 | \$ 9,028,358.00 | \$ 8,620,988.17 | \$ 407,369.84 |

* 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 2022/2023 is detailed below in **Table 2**.

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

| Project Description | Outcome | Expenditure in 2022/2023 |
|--|---|---------------------------------|
| Capital Expenditure | | |
| Building Renewal | No capital expenditure in 2022/2023 – SRV Program was fully expended as of 30 June 2022 | \$ 0.00 |
| Saleyards Renewal | No capital expenditure in 2022/2023 | \$ 0.00 |
| Recreation Facilities Renewal | Swimming Pool - Equipment Renewal \$6,701.00 | \$ 6,701.00 |
| Cemetery Improvements | No capital expenditure in 2022/2023 | \$ 0.00 |
| Road Construction | Mt McKenzie Tower - Construct Access Road \$2,700.00 | \$2,700.00 |
| Road Resheeting | No capital expenditure in 2022/2023 – SRV Program was fully expended as of 30 June 2021 | \$ 0.00 |
| Road Resealing | No capital expenditure in 2022/2023 – SRV Program was fully expended as of 30 June 2022 | \$ 0.00 |
| Drainage Improvements | No capital expenditure in 2022/2023 – SRV Program was fully expended as of 30 June 2021 | \$ 0.00 |
| Bridges & Causeways Renewal | <p>Bridges & Causeways renewal program \$ 27,195.31</p> <p>Deepwater River Bridge - Bridges Renewal Program grant - Council-funded contribution \$ 6,500.00</p> <p>Kangaroo Creek Bridge - Bridges Renewal Program grant - Council-funded contribution \$ 429,981.13</p> <p>Unknown Creek Bridge, Paddy's Flat Road South - Bridges Renewal Program grant - Council-funded contribution \$ 4,697.63</p> <p>Washpool Creek Bridge - Fixing Country Bridges grant - Council-funded contribution \$ 8,744.64</p> | \$ 477,118.71 |
| Main Street Renewal – Principal Repayments | Principal repayments on Main Street Loan (\$1.2million) for 2022/2023 | \$ 130,749.08 |
| Sub-Total | | \$ 617,268.79 |
| Operating Expenditure | | |
| Main Street Renewal – Interest Repayments | Interest payments on Main Street Loan (\$1.2million) for 2022/2023 | \$ 13,927.71 |
| Total in 2022/2023 | | \$ 631,196.50 |

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 |
|-----------------------|----------------------------------|---------------------------|--|
| 2014/2015 – 2022/2023 | \$ 8,813,583.00 | \$ 8,620,988.17 | \$ 192,594.83 |

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 2023 (General Fund) (*) | Projected (\$,000) | Actual (\$,000) (#) |
|--|---------------------------|----------------------------|
| Total revenue (including capital income) | 16,244 | 49,720 |
| Total expenses | 15,789 | 25,719 |
| Operating result from continuing operations | 455 | 24,001 |

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

(#) The 2022/2023 actual figures are from the Draft Financial Statements presented to the Council meeting on 27 September 2023 – these figures are still being audited at the time of this report preparation and are therefore subject to change once the audited Statements are finalised.

15.0 Companion Animal Management

Companion Animal Education

Council presents 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 \$4,230 to the program which resulted in 69 dogs and 26 cats being desexed in 2022/2023.

Infringements

23 infringements were issued for breaches of the Companion Animals Act between 1 July 2022 and 30 June 2023. Active patrols by the Ranger and educating the public on responsible ownership principals saw an increased undertaking by the community to ensure they are complying with the requirements.

Pound Activity

| | 2020-2021 | 2021-2022 | 2022-2023 |
|-----------------------------------|------------|------------|------------|
| Dogs Impounded | 20 | 32 | 12 |
| Cats Impounded | 17 | 39 | Nil |
| Other Impounded | Nil | Nil | Nil |
| Dogs Euthanised | 8 | 8 | Nil |
| Cats Euthanised | 13 | 38 | 32 |
| Animals Returned to Owners | 7 | 16 | 12 |
| Dog Registered | 48 | 60 | 87 |
| Working Dogs Registered | 2 | 7 | Nil |
| Cats Registered | 16 | 8 | 10 |
| Dogs Surrendered | 20 | 8 | Nil |

Noise Complaints

There were a total of 13 barking dog complaints received and dealt with between 1 July 2022 and 30 June 2023. In some cases Rangers spoke directly with the dog owners and in other cases the dog owner was sent a letter advising of the complaint and the legal requirements to minimize the noise nuisance. In all investigations Rangers established the trigger for the barking and gave dog owners advice on ways to remedy the situation.

Rescue group Lucky Paws have assisted Council in the rehoming of 8 dogs and 4 kittens.



Appendix 1
Achievements in Implementing
the Delivery Program and Operational Plan
Monthly Operational Reports as at 30 June 2023



Appendix 2
Draft Financial Statements
for the year ended 30 June 2023

