Department:	**Office of the Director Corporate Services**
Submitted by:	Lee Sisson, Governance Officer
Reference:	**ITEM GOV95/25**
Subject:	**AMENDED OPERATIONAL PLAN AS PART OF THE DELIVERY PROGRAM 2025-2029 OPERATIONAL PLAN 2025-2026**

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK	
CSP Goal:	**LEADERSHIP** - Our local leaders are respected and trusted to make our shire a better place
CSP Strategy:	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
Delivery Plan Action:	Develop, manage and deliver Governance Services, in accordance with the OLG Compliance Guide

SUMMARY
The updated Organisation Structure has been reported to Council at this meeting and the 2025-2026 Operational Plan has been amended to be consistent with the position titles in the updated Organisation Structure.

OFFICER'S RECOMMENDATION:

That Council:

Adopts the amended Operational Plan 2025-2026 in accordance with the changes discussed in the body of the report.

REPORT

The Delivery Program 2025-2029 and Operational Plan 2025-2026 was adopted at the 23 July 2025 Council Meeting, Resolution number 101/25. In keeping with the Office of Local Government compliance guidelines, the Organisation Structure must be reviewed within 12 months of an ordinary Council election.

The reviewed and updated Organisation Structure has been reported to Council at this meeting and the 2025-2026 Operational Plan has been amended to be consistent with the position titles in this updated Organisation Structure.

Further to the above-mentioned changes, two new operational activities and one amended operational activity have also been added, as follows:

Operational Activity 2.4.4.6 – Seek funding for a Dam Recreation Masterplan.
Operational Activity 2.1.1.3 – Develop and Implement Destination Management Plan.
Operational Activity 5.3.3.5 has been amended to include a focus on organisational culture and now reads, "Develop, manage and deliver the Workforce Management Strategy, including a focus on the organisation's culture."

COUNCIL IMPLICATIONS:

Our Governance No. 95 Cont…

1. **Community Engagement / Communication (per engagement strategy)**

   As the amendments are related to operational activities no public engagement is required.

2. **Policy and Regulation**

   - *Local Government Act 1993*
   - *Local Government (General) Regulation 2021*

3. **Financial (Annual Budget & LTFP)**

   Nil.

4. **Asset Management (AMS)**

   Nil.

5. **Workforce (WMS)**

   Nil.

6. **Legal and Risk Management**

   Nil.

7. **Performance Measures**

   Nil.

8. **Project Management**
   Nil.

Liz Alley
Director Corporate Services

Prepared by staff member:	Lee Sisson, Governance Officer	
Approved/Reviewed by Manager:	Liz Alley, Director Corporate Services	
Department:	Office of the Director Corporate Services	
Attachments:	**1** DELIVERY PROGRAM 2025-2029 OPERATIONAL PLAN 2025-2026 - AS AMENDED OCTOBER 2025	96 Pages

TENTERFIELD SHIRE COUNCIL

Delivery Program 2025 - 2029 Operational Plan 2025 - 2026

ADOPTED 23 July 2025
Resolution number 101/25

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* This document has been prepared and reviewed for accessability.

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Acknowledgement of Country

We acknowledge the Ngarabal, Jukembal, Bundjalung, Kamilaroi, Githabul and Wahlubul people as the traditional custodians of various parts of the Tenterfield Shire.

Mayor Bronwyn Petrie

INTRODUCTION FROM OUR MAYOR

This Delivery Program and the associated Operational Plans will continue to focus on the delivery of services in a financially responsible and sustainable manner as we seek to ensure Council's future financial sustainability. This plan is where we work to turn the community's vision into on-the-ground actions that will be delivered during this term of Council, and more specifically what will be delivered during the 2025-26 financial year.

It is a critical component of Council's obligation to the community and has been developed by taking into account what you, the community, told us were your priorities, and in consideration of Council's financial situation. Additionally we continue to advocate on behalf of the community for increased funding, reduction in government cost-shifting, and to support safety, law and order, health, equitable disaster funding, liveability, tourism and business economic sustainability.

Although the Council financial situation remains challenging we have been fortunate to have achieved some significant improvements that reduce the impact on ratepayers, and Councillors were able to defer any application for a further Special Rate Variation for the 2024-26 financial years, as well as reducing the $5 million overdraft facility to $2.67 million.

The Tripartite Agreement we secured with the State and Federal governments mid-2024 has been one of the biggest positives *ever* for this Shire. Council now receives funding in stages for approved disaster repair works instead of having to pay upfront and await reimbursement, dramatically improving the cash flow. Investment of some grant funds on short term deposits has increased income, as has the increase in Roads to Recovery Funding. Staff reductions have also contributed to an improved financial position, however the reductions in some areas are showing a reduced level of service and increased staff pressure.

After considerable delays in assessments and approvals, Council has received the go-ahead for most of our road infrastructure disaster claims from March 2021 to May 2022. Delays in the approvals have been frustrating to both Council and the community, however we can now move forward with certainty. A third of the bridges and the whole bitumen road network have also undergone technical assessment. Many grant projects have been completed or are near completion including the Urbenville Water Augmentation, Drake Village infrastructure revitalisation, village bores, Tenterfield saleyard and sporting facilities and the Boonoo Boonoo land fill additional cell. Additional non-disaster grant works are underway.

There is always considerable work to do by Council and within the community, but we have dedicated staff, committed Councillors, and a community that has been relatively supportive and patient as we have grappled with multiple disasters and financial pressures. Together we can work towards the goal of maintaining and improving our Shire for the good of our residents and visitors, and ensure a financially sustainable Tenterfield Shire Council for the future.

Mayor Bronwyn Petrie

GENERAL MANAGER'S MESSAGE

General Manager Hein Basson

The Tenterfield Shire Council (TSC), like many other local authorites in NSW and indeed nationwide, finds itself in an unfortunate financial position.

The NSW State Government's policy of rate pegging over a sustained period of 48 years (since 1977), the Commonwealth Government's refusal to increase Financial Assistance Grants (FAGs) to its initial 1% of all federal revenues (currently sitting at 0.51%), continued cost shifting from the other spheres of Government onto the Local Government Sector (calculated to be $1.9million for the 2024/25 Financial Year alone for TSC), constant rises in the cost of commodities like materials, plant, equipment, and labour - with increases above the consumer price index (CPI) especially within the construction industry (roads, bridges, culverts, causeways) - make it impossible for the local government sector to sustainably survive. Focusing only on the aspect of rate pegging, the compounding effect of property rate rises at percentages markedly lower than the CPI for a period of 45 years, has had a devastating effect on this sector.

Therefore, TSC is not alone in this financial dilemma.

The following is a short extract of the NSW Auditor General's most recent report regarding the financial sustainability of councils:

> *At 30 June 2024, 35 councils (10 metropolitan, 10 regional and 15 rural) met just one or none of the three key financial sustainability benchmarks. Fifty-two councils (40%) did not meet the operating performance benchmark and 59 councils (46%) did not meet the infrustructure renewal benchmark. Two councils - Bathurst Regional and Shoalhaven City - have not met any of the benchmarks for at least three years. In addition, the cash and investments of these two councils (not subject to external restrictions) were insufficient to meet three months of their expenses* [within their General Funds only] *(excluding depreciation and borrowing costs). This indicates more serious risks to their continued financial sustainability. A further 14 councils did not have cash and investments (not subject to external restrictions) to meet three months of their expenses (excluding depreciation and borrowing costs).*

The above extract paints a stark picture of the industry, especially if one considers that 85% of the FAGs has been received in the previous financial year; skewing the financial year-end results of Councils significantly and making Councils appear more financially sustainable than what they really are.

TSC has over the last number of years pro-actively tried to address its financial decline - which has unfortunately resulted in significant ramifications and collateral damage for this Council. The policy of a blanket moratorium on the filling of positions that have become vacant, reducing staffing numbers from 112 full time equivalent positions to 82 over a period of approximately three years, has decimated the organisation's access to corporate knowledge and capacity to deliver services in an effective and efficient manner. At the time of writing this commentary, TSC also had 14 vacant positons - compounded by difficulties in the sector to attract and retain competent staff, Tenterfield's perceived remote location, comparatively high real estate prices and lack of rental properties.

Employees are, generally speaking, over-burdened and overwhelmed with trying to meet compliance requirements, expending large amounts of grant funding (including disaster relief funding) carried forward from previous financial years, and trying to deal with what is perceived to be relentless, unrealistic service expectations - resulting in a demoralized workforce with low morale.

As a result, I have considerable concerns about the organisation's ability and capacity to adhere to Work Health and Safety requirements and considerations, and the psychosocial risk this Council is now exposed to.

This Delivery Program (DP) for the next four years, including the Operational Plan (OP) and Budget for the 2025/26 financial year, is an honest attempt to start addressing these above-mentioned issues, whilst also consolidating these efforts with valid community expectations and aspirations contained in the Community Strategic Plan.

The DP and OP (and Budget), amongst many other things, address the following:

- Identification of nine key positons that are necessary to start building the capacity of the organisation again;
- Identification of 12 trainee positons, making use of the State Government's initiative to fund these trainee positions;
- Questioning the existing fees and charges associated with the water, sewer and waste funds - with either no increases or decreases recommended for these service areas for the next financial year;
- Bringing into the equation robust asset management data pertaining to Council's sealed and unsealed road network, 52 bridges and properties - which information is crucial in determining TSC's true infrastructure backlog and financial position;
- Adjusting Council's rating model to achieve a higher level of equity across the different rating categories, e.g. better aligning the Rural Residential rating category (formerly called Residential Other) with the other Residential and Farmland categories - planned to be phased in over a two-year period;
- Flagging the need for council to pursue a Special Rate Variation to ideally increase funding availabilty for its local roads network and remove its ongoing operational budget deficits as shown in the Long Term Financial Plan in future years, however, for the timing of this exercise to be properly thought-through.

I extend my thanks and appreciation to the other members of the Leadership Executive Team, all other staff who are working hard and doing their best under taxing circumstances, and to the Mayor and Councillors for working together to produce this fresh start.

Hein Basson - General Manager

OUR COUNCIL REPRESENTATIVES

The Tenterfield Shire Council's governing body is made up of 10 Councillors. These 10 Councillors represent five wards, with each ward represented by 2 Councillors.

Councillors are elected to carry out duties under the NSW *Local Government Act 1993* (the Act), and in doing so have the following roles and responsibilities:

- Be an active and contributing member of the governing body,
- Make considered and well-informed decisions as a member of the governing body,
- Participate in the development of the Integrated Planning and Reporting framework,
- Represent the collective interests of residents, ratepayers and the local community,
- Facilitate communication between the local community and the governing body,
- Uphold and represent accurately the policies and decisions of the governing body, and
- Make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a Councillor.

The Mayor and Deputy Mayor are elected for a two-year period, by the members of the Council, and have additional statutory responsibilities under the NSW *Local Government Act 1993*.

Council formally meets on the fourth Wednesday of each month. Details of meetings, including the links to the live streaming of meetings, can be found on Council's website.

Our Councillors and the wards they represent are:

Mayor Bronwyn Petrie

B Ward

Deputy Mayor Greg Sauer

E Ward

Cr Tim Bonner

A Ward

Cr Greg Purcell

A Ward

Cr Roger Turner

B Ward

Cr Peter Petty

C Ward

Cr Peter Murphy

C Ward

Cr Kim Rhodes

D Ward

Cr Owen Bancroft

D Ward

Cr Tom Peters

E Ward

OUR MISSION

"Quality Nature, Quality Heritage and Quality Lifestyle" provides focus and direction in the manner in which Council provides leadership and services.

OUR VISION

To be a financially sustainable Council fostering community connection through transparent decision-making and open communication; nurturing our natural environment, heritage and community lifestyle through balanced, sustainable strategic planning and management practices.

OUR CORPORATE VALUES

Our Corporate values express how Council seeks to conduct itself and reflects how Council engages with the community.

Our five corporate values are:

INTEGRITY - ensuring openness and honesty in all our activities

COMMUNITY FOCUS - delivering prompt, courteous and helpful advice

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 high-quality services and programs that aim for best practice

GETTING INVOLVED

There are a number of ways you can get involved and help shape decisions for our community by:

- Attending Council meetings to develop an understanding of how Council functions
- Requesting to address Council in relation to a matter in the Council meeting agenda
- Making an appointment to speak with the Mayor and Councillors
- Making an appointment to speak with the General Manager or relevant Director
- Writing to Council about the issues important to you

COUNCIL MEETINGS

Council and committee meetings are held in Council's meeting rooms, situated at 247 Rouse Street, Tenterfield. Ordinary Council Meetings are generally held on the fourth Wednesday of each month commencing at 9.30am. You have the opportunity to participate in the Council Meetings by:

- Viewing the Council Meetings via the livestream on Council's website and YouTube Channel
- Making a deputation on an agenda item. Deputations are allocated five minutes to address Council and are limited to one speaker in the affirmative and one in the negative for each agenda item. Deputations can also be made online. Deputation requests must be lodged with the General Manager by 5.00pm on the Monday preceding the meeting. Deputations are held at 9am.

AVAILABILITY OF BUSINESS PAPERS

Business papers are available on the Friday 12pm preceding the Council meeting on Council's website:
tenterfield.nsw.gov.au/your-council/council-committee-meetings/council-business-papers

LIVESTREAMING COUNCIL MEETINGS

Meetings are live-streamed to Council's YouTube channel. Live streaming or recording of Council meetings increases the transparency of Council decision making and allows access to all members of the community who may not be physically able to attend meetings.

NEWS AND INFORMATION

We aim to better inform our community about Council's activities. We do this through a number of platforms. Tenterfield Shire Council proactively uses traditional and digital media to relay information and seek information from the community.

COUNCIL NOTICES

Are published in the local newspaper "Town & Country" and council website:
tenterfield.nsw.gov.au

SOCIAL MEDIA

Tenterfield Shire Council's Facebook page

MEDIA RELEASES, ADVERTISMENTS AND DOCUMENTS ON EXHIBITION

Are available on Council's website ***tenterfield.nsw.gov.au***

INTEGRATED PLANNING & REPORTING

Integrated Planning and Reporting (IP&R) is legislation that requires Councils to 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 identified through community engagement during the planning process.

Council has an onging commitment to work with the different members and groups of our community to continually shape, represent and support our shared vision for the Tenterfield Shire Council underpinned by our continued collaboration. The legislation requires Council and its communities to engage in discussions about funding priorities and acceptable service levels, taking into consideration local conditions and opportunities to plan for a sustainable future.

To achieve sustainability as a community, our Community Strategic plan needs to be based on the quadruple bottom line (QBL) considerations. The QBL considers the pillars of environmental, social, economic and government leadership in the quest for a holistic, sustainable and viable community. The QBL approach supports the Community Strategic Plan to ensure a balanced outlook and importantly ensures no one particular aspect dominates.

The key documents required under the legislation are:

The **Community Strategic Plan (CSP)** - identifies long term (minimum 10 years) goals and priorities for the community and local government area. The CSP outlines the strategies and measures to achieve the goals

The **Delivery Program (DP)** - identifies what Council is responsible for delivering to support the Community Strategic Plan. The DP allows Council to set priorities for its elected term.

The **Operational Plan (OP)** - details the programs, projects and activities Council will undertake during the financial year to implement the Delivery Program.

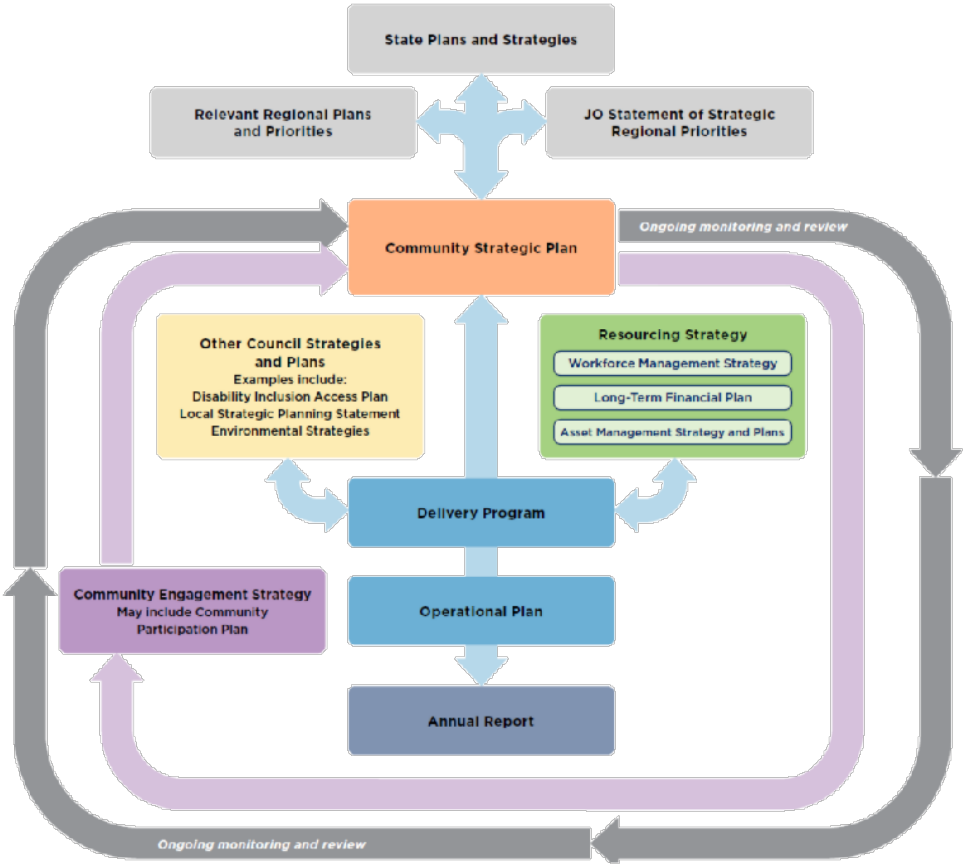
These plans are underpinned by a resourcing strategy which is made up of:

- Council's **Long-Term Financial Plan (LTFP)**,
- **Workforce Management Strategy**, and
- **Asset Management Strategy**

These plans and strategies allow Council to manage its assets and resources to deliver its services to the community.

INTEGRATED PLANNING & REPORTING

The Framework:



Why is IP&R important?

Local councils operate in an increasing complex environment, with responsibilities under more than 50 different pieces of legislation and direct relationships with over 20 NSW and Commonwealth Government agencies. The IP&R Framework allows local councils to navigate these complexities in a meaningful and purposeful way and to:

- integrate community priorities into council strategies and plans
- support community and stakeholders to play an active role in shaping the future of their community
- articulate the community's vision and priorities
- assign resourcing to support delivery of the vision and priorities, while also balancing aspirations with affordability
- maintain accountability and transparency by regular monitoring and reporting.

OUR EXECUTIVE TEAM & ORGANISATIONAL STRUCTURE

The organisation is comprised of two distinct divisions, Infrastructure Services and Corporate Services headed by the Director Infrastructure Services and Director of Corporate Services. Both report directly to the General Manager.

General Manager
Hein Basson

Director Infrastructure Services
Matthew Francisco

- Environmental Management
- Livestock Saleyards
- Building & Amenities
- Parks, Gardens & Open Space
- Swimming Complex
- Asset Management & Resourcing
- Commercial Works
- Stormwater Drainage
- Transport Network
- Plant, Fleet & Equipment
- Water Supply
- Sewerage Services

- Civic Office
- Organisation Leadership
- Workforce Development
- Economic Development
- Communications

Director Corporate Services
Liz Alley

- Finance & Technology
- Corporate & Governance
- Library Services
- Planning & Regulation
- Emergency Services

FUTURE DIRECTIONS

What Our Community Wants – our outcomes

Our Community Strategic plan sets out community aspirations which have been grouped under five themes, referred to as Future Directions. The Future Directions apply the Quadruple Bottom Line (community, economic, environmental and civic leadership) with the added Future Direction of Infrastructure (roads, drainage, communications, water and sewer) as this reflects the community's aspiration of having infrastructure that is well maintained and reliable. Whilst Council is not responsible for all of the mentioned services, Council advocates on behalf of the community for improved services.

FUTURE DIRECTION 1 - COMMUNITY
Accessible, Caring and Inclusive

1.1 We can access the medical care we need
1.2 State and local borders do not prevent us from accessing support and services
1.3 Our pool, library, parks and sporting facilities are available to everyone
1.4 Younger and older people are valued and supported

FUTURE DIRECTION 2 - ECONOMY
Good Opportunities

2.1 We actively promote all the tourism assets throughout our shire
2.2 We promote and support progress in our shire
2.3 We support our viable and productive agricultural sector
2.4 We are nurturing our environment both built and natural attractions for residents and visitors

FUTURE DIRECTION 3 - ENVIRONMENT
Well Looked After

3.1 We are proactive in preventing the spread of weeds and advocating control of feral pest animals
3.2 Our waste collection services are managed well
3.3 Our towns and villages are tidy and welcoming
3.4 Local volunteers, Council and Emergency Service agencies work together to prepare for natural disasters such as fire and floods

FUTURE DIRECTION 4 - INFRASTRCTURE
Well Maintained And Reliable

4.1 Our roads are safe and sustainably maintained
4.2 Water flows away through our drains after rain
4.3 We have reliable mobile and internet access
4.4 Our water and sewer services are managed well

FUTURE DIRECTION 5 - LEADERSHIP
A Sustainable Future

5.1 People are supported to work as volunteers in our community
5.2 We understand and agree with how public money is spent
5.3 Our local leaders are respected and trusted to make our shire a better place

Delivery Program 2025 - 2029

Operational Plan 2025 - 2026

HOW TO READ OUR PLANS

Council has developed the Delivery Program and Operational Plan to achieve the Future Directions and Outcomes identified in our Community Strategic Plan.

1. Community
2. Economy
3. Environment
4. Infrastructure
5. Leadership

In the top band on the table below you will see one of our colour coded Future Directions as developed in our Community Stategic Plan (CSP)

This is where we show the Community Outcome that we would like to see achieved over the 4 year Delivery Program Cycle

Future Direction Four: Infrastructure
Well maintained and reliable

Community Outcome 4.1 Our roads are safe and sustainably maintained

Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
4.1.1 Update and implement the Road Asset Management Plan (RAMP)	4.1.1.1 Update RAMP with newly acquired robust asset data pertaining to sealed and unsealed road network	X				AMPs for all asset classes in place and up to date	Manager Asset & Program Planning
	4.1.1.2 Develop a new Bridge Asset Management Plan	X				New Bridge Asset Management Plan complete	Manager Asset & Program Planning
	4.1.1.3 Iderlitify additional revenue sources to maintain and renew transport infrastructure	X	X	X	X	Additional revenue sources idnetified	General Manager
4.1.2 – Maintain the local and regional road network	4.1.2.1 As per Operational Plan based on need and within financial constraints	X	X	X	X	Pavement condition indicies same or better than 2024	Manager Asset & Program Planning
4.1.3 Maintain and renew footpaths and cycleways as per adopted Asset Management Plans	4.1.3.1 Update Pedestrian and Mobility Access Plan (PMAP)		X			Plan updated	Manager Asset & Program Planning
	4.1.3.2 Update the Tenterfield Bike Plan		X			Plan updated	Manager Asset & Program Planning
	4.1.3.3 Implement the PMAP and Tenterfield Bike Plan to maintain and renew assets		X	X	X	As per Operational Plan maintainence and renewal budget	Manager Asset & Program Planning

Our Strategy (Delivery Program (DP)) is how we intend to deliver the Community Outcome over the 4 year Delivery Program Cycle

The Operational Plan Activity describes the actions that will take place to support the Strategy (Delivery Program) yearly over the following 4 year Delivery Program cycle and which year these activities are scheduled. The Operational Plan is updated yearly.

Our Measures and Targets, and Responsibilty give us a clear understanding to whether our activity have been achieved, and which service unit of Council is responsible.

Our success in achieving the activities identified for 2025/26 will be reported to Council on a quarterly basis - October 2025, February 2026, April 2026 and June 2026.

To encourage continuous improvement, Council undertakes an independent community satisfaction survey every two years. This information helps inform the priorities of Council. Our Audit, Risk and Improvement Committee, which consists of three independent representatives, also helps to support our on-going improvement.

Future Direction One: Community

Accessible, Caring and Inclusive

Community Outcomes

1.1 We can access the medical care we need

1.2 State and local borders do not prevent us from accessing support and services

1.3 Our pool, library parks and sporting facilities are available to everyone

1.4 Younger and older people are valued and supported

How will we get there?

1.1.1 Work with relevant stakeholders to increase the number of local doctors

1.1.2 Advocate for better access to hospitals in QLD for local NSW people

1.2.1 Work with Progress Associations, Cross Border Commissioner, neighbouring Councils and Local Members to improve access to services across borders

1.3.1 Update masterplans for sport and recreation facilities

1.3.2 Support local volunteers to maintain village parks and facilities

1.4.1 Provide children, youth and aged programs in the library

1.4.2 Support community events for younger and older people

1.4.3 Advocate for better community services and facilities within the shire including aged care

1.4.4 Advocate with Police on improving community safety and install CCTV

Future Direction One: Community

Accessible, Caring and Inclusive

Community Outcome	1.1 We can access the medical care we need.						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
1.1.1 Work with relevant stakeholders to increase the number of local doctors	1.1.1.1 Increase advocacy meetings with Hunter New England Local Health District and Cross Border Commissioner which are reported to Council	X	X	X	X	Increase in advocacy meetings attended from current levels	Mayor
1.1.2 Advocate for better access to hospitals in QLD for local NSW people	1.1.2.1 Increase advocacy meetings with Hunter New England Local Health District and Cross Border Commissioner which are reported to Council	X	X	X	X	Decrease in number of cases of inability to access Qld hospitals	Mayor

Community Outcome	1.2 State and local borders do not prevent us from accessing support and services						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
1.2.1 Work with Progress Associations, Cross Border Commissioner, neighbouring Councils and Local Members to improve access to services across borders	1.2.1.1 Report to Council advocacy with Progress Associations, Cross Border Commissioner, neighbouring Councils and Local Members to improve access to services across borders	X	X	X	X	Decrease in community complaints	Mayor

Future Direction One: Community

Accessible, Caring and Inclusive

Community Outcome	1.3 Our pool, library, parks and sporting facilities are available to everyone

Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
1.3.1 Update masterplans for sport and recreation facilities	1.3.1.1 Draft and update plans where required		x			Community Satisfaction Survey improved score from last survey	Manager Parks, Gardens and Open Space
	1.3.1.2 Manage the Tenterfield War Memorial Baths (TWMB) Management Plan, and contribute to service delivery	x	x	x	x	Community Satisfaction Survey improved score from last survey	Buildings and Amenities Coordinator
	1.3.1.3 Refine the existing TWMB Masterplan to reach a position where both Capital and Operational Expenditures are affordable and sustainable into the future	x	x			Completed refinement and update of TWMB Masterplan	Buildings and Amenities Coordinator
1.3.2 Support local volunteers to maintain village parks and facilities	1.3.2.1 Provide equipment and support for local volunteers to maintain village roadsides, parks and gardens	x	x	x	x	Community Satisfaction Survey improved score from last survey	Manager Parks, Gardens and Open Space

Future Direction One: Community
Accessible, Caring and Inclusive

Community Outcome	1.4 Younger and older people are valued and supported

Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
1.4.1 Provide children, youth and aged programs in the library	1.4.1.1 Provide inclusive library services and programs that reflect contemporary needs for all age groups	X	X	X	X	Increase in formal and informal consultation processes each year	Librarian
1.4.2 Support community events for younger and older people	1.4.2.1 Provide and support access to arts and culture activities and opportunities that are inclusive and for all age groups	X	X	X	X	Number of community events for younger and older people	Librarian
1.4.3 Advocate for better community services and facilities within the shire including aged care	1.4.3.1 Advocate for villages to have access to community services where they are outside of service boundaries	X	X	X	X	Feedback from village communities that they have gained access	Mayor
	1.4.3.2 Work towards the Sir Henry Parkes Memorial School of Arts becoming functional, delivering museum, cinema, theatre and tourism functions in a cost effective manner	X	X	X	X	Feedback from user groups and the community	General Manager and Director of Corporate Services.

Future Direction One: Community

Accessible, Caring and Inclusive

Community Outcome	1.4 Younger and older people are valued and supported

Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
1.4.4 Advocate with Police on improving community safety and installing CCTV	1.4.4.1 Advocacy meetings attended with Police and reported to Council	X	X	X	X	Increases in advocacy meetings from last term	Mayor
	1.4.4.2 Develop a plan where the crime hotspots in Tenterfield are, in collaboration with Police	X				Plan completed	Mayor
	1.4.4.3 Seek funding for CCTV installation in the CBD		X			Funding awarded	Manager Finance and Technology

Future Direction Two: Economy

Good opportunities

Community Outcomes

2.1 We actively promote all the tourism assets throughout our shire

2.2 We promote and support progress in our shire

2.3 We support our viable and productive agricultural sector

2.4 We are nurturing our environment, both built and natural attractions for residents and visitors

How will we get there?

2.1.1 Continue to financially support the Tenterfield Chamber Tourism Group (TCTG) to deliver tourism services

2.2.1 Work in collaboration to implement the Regional Economic Development Strategy (REDS)

2.3.1 We support a viable agricultural sector through sustainable roads infrastructure

2.3.2 Operate the local saleyards safely and efficiently

2.4.1 Improve interpretive signage at key sites

2.4.2 Improve Mt Mackenzie Lookout for vistors with grant funding

2.4.3 Implement Tree Management Plan

2.4.4 Provide safe and accessible public spaces and places that are well maintained.

2.4.5 Our community is educated, encouraged and supported to implement sustainable strategies for management and protection of our natural resources

Future Direction Two: Economy
Good opportunities

Community Outcome	2.1 We actively promote all the tourism assets throughout our shire						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
2.1.1 Continue to financially support the Tenterfield Chamber Tourism Group (TCTG) to deliver tourism services	2.1.1.1 Provide financial support on an annual basis to Tenterfield Chamber Tourism Group (TCTG)	X				Improvement in Social Media analytics and other available data, reported to Council by TCTG	General Manager
	2.1.1.2 Review and renew Council agreement with Tenterfield Chamber Tourism Group (TCTG)		X			Improvement in all Tourism statistics yearly, reported to Council by TCTG	General Manager
	2.1.1.3 Develop and Implement Destination Management Plan	X	X	X	X	A more robust visitor economy	Director Corporate Services

Community Outcome	2.2 We promote and support progress in our shire						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
2.2.1 Work in collaboration to implement the Regional Economic Development Strategy (REDS)	2.2.1.1 Regular contact with Regional Economic body.	X	X	X	X	Reports to Council on Strategies linked to Regional Economic Development	Communications Officer/General Manager
	2.2.1.2 Seek funding for high priority asset renewal projects		X			Funding awarded	Communications Officer/General Manager

Future Direction Two: Economy
Good opportunities

Community Outcome	2.3 We support our viable and productive agricultural sector						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
2.3.1 We support a viable agricultural sector through sustainable roads infrastructure	2.3.1.1 Adequate provision is made in annual budget for sealed & unsealed roads so Primary Producers and businesses can get their produce to market	X	X	X	X	Greater Expenditure on local roads through increase in grants funding	Senior Projects Manager
2.3.2 Operate the local saleyards safely and efficiently	2.3.2.1 Manage and deliver commercial saleyards services	X	X	X	X	Number of livestock sold, consistent numbers - no deficit	Manager Parks, Gardens and Open Space

Community Outcome	2.4 We are nurturing our environment, both built and natural attractions for residents and visitors						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
2.4.1 Improve interpretive signage at key sites	2.4.1.1 In collaboration with TCTG and Heritage groups in identifying sites where signage can be improved and investigate funding opportunities		X	X		Number of signs improved or replaced each year	Manager Planning and Regulatory

Future Direction Two: Economy
Good opportunities

Community Outcome	2.4 We are nurturing our environment, both built and natural attractions for residents and visitors

Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
2.4.2 Improve Mt Mackenzie Lookout for visitors	2.4.2.1 Improve signage, parking and guardrails at Mt Mackenzie Lookout with funding from Crown Lands	x	x			Improvements in signage, parking and guardrails complete	Senior Projects Manager
2.4.3 Implement Tree Management Plan	2.4.3.1 Engage Arborist report for at risk and unsafe trees	x				Arborist report to Council	Manager Parks, Gardens and Open Space
	2.4.3.2 Obtain community feedback on the Tree Management Plan and tree selection	x				Community Feedback report to Council	Manager Parks, Gardens and Open Space
2.4.4 Provide safe and accessible public spaces and places that are well maintained	2.4.4.1 Implement and deliver maintenance and beautification programs for Parks, Gardens and Open Spaces	x	x	x	x	Community Satisfaction Survey improvements from 2025	Manager Parks, Gardens and Open Space
	2.4.4.2 Develop, maintain and deliver the Property Management Strategy	x	x	x	x	Development of new Property Management Strategy 2025/26	Buildings and Amenities Coordinator
	2.4.4.3 Manage and update Land and Property Register	x	x	x	x	Updated Land and Property Register Yearly	Lands Management Officer

Future Direction Two: Economy
Good opportunities

Community Outcome	2.4 We are nurturing our environment, both built and natural attractions for residents and visitors

Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
	2.4.4.4 Develop and deliver the Buildings and Amenities Asset Management Plan	x	x	x	x	Buildings and Amenities Asset Management Plan developed 2025/26	Manager Infrastructure Delivery
	2.4.4.5 Manage Crown Lands and prepare designated Native Title Advice	x	x	x	x	Manage as required and report to Council	Lands Management Officer
	2.4.4.6 Seek funding for a Dam Recreation Masterplan	x	x	x	x	Masterplan complete	Manager Water & Waste
2.4.5 Our community is educated, encouraged and supported to implement sustainable strategies for the management and protection of our natural resources	2.4.5.1 Enforce Companion Animals, Illegal Dumping and Parking Control regulations	x	x	x	x	Enforcement as required	Manager Parks, Gardens and Open Space
	2.4.5.2 Notices and Orders to be issued or served where necessary as per the NSW *Local Government Act 1993*, *Environmental Protection Act 1979* and *Protection of the Environment Operations Act 1997* and Associated Regulations	x	x	x	x	Issuance of Notices and Orders when required	Manager Parks, Gardens and Open Space

Future Direction Two: Economy
Good opportunities

Community Outcome	2.4 We are nurturing our environment, both built and natural attractions for residents and visitors

Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
2.4.6 Implement Plans that balance the built environment with the natural environment	2.4.6.1 Monitor and deliver the Tenterfield Local Environment Plan 2013 and Development Control Plan 2014 (as amended)	X	X	X	X	Reporting DA statistics to Council and the Annual Report	Manager Planning and Regulatory
	2.4.6.2 Manage and deliver heritage advisory and local grant services	X	X	X	X	Report on Heritage advice given and oversee grant acquittal	Manager Planning and Regulatory
	2.4.6.3 Manage and deliver development, building and construction assessment and regulatory services	X	X	X	X	Report construction assessment and regulatory service numbers quarterly to Council.	Manager Planning and Regulatory
	2.4.6.4 Develop and implement new development contribution plan	X	X	X	X	Develop in 2025/2026 implement across remaining years.	Manager Planning and Regulatory

Future Direction Three: Environment

Well looked after

Community Outcomes

3.1 We are proactive in preventing the spread of weeds and advocating control of feral pest animals

3.2 Our waste collection services are managed well

3.3 Our towns and villages are tidy and welcoming

3.4 Local volunteers, Council and Emergency Service agencies work together to prepare for natural disasters such as fire and floods

How will we get there?

3.1.1 Educate and collaborate to achieve early reporting and management of weed infestations

3.1.2 Participate in the Northern Tablelands Strategic Weeds Management Plan 2023-2027 and sub plans

3.1.3 Advocate to improve weed and feral pest animal control in the Local Government Area

3.2.1 Operate waste management services that are efficient and appropriate for user needs

3.3.1 Maintain and renew infrastructure on village public spaces

3.3.2 Continue to implement village concept plans as far as is possible within budget restrictions

3.4.1 Review and update natural disaster plans including drought, fire and flood management

3.4.2 Council's Local Emergency Management Officer (LEMO) represents Council on the Local Emergency Management Committee (LEMC)

Future Direction Three: Environment

Well looked after

Community Outcome	3.1 We are proactive in preventing the spread of weeds and advocating control of pest feral animals						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
3.1.1 Educate and collaborate to achieve early reporting and management of weed infestations	3.1.1.1 Deliver education and awareness in collaboration with Granite Borders Landcare and Local Land Services via field days, weed awareness signage, Your Local News and Tenterfield Show	X	X	X	X	Increase in education and awareness activities from previous year	Manager Parks, Gardens and Open Space
3.1.2 Participate in the Northern Tablelands Regional Strategic Weed Management Plan 2023 - 2027 and sub plans	3.1.2.1 Deliver proactive weed prevention and control through inspections of high risk sites, pathways and waterways as per the Northern Tablelands Regional High Risk Weeds, Sites and Pathways Inspection Program 2023-2027	X	X	X	X	Reported to Council as per the inspection program, aligned with the Northern Tablelands Regional Strategic Weed Management Plan 2023-2027	Manager Parks, Gardens and Open Space
3.1.3 Advocate to improve weed and feral pest animal control in the Local Government Area	3.1.3.1 Advocate for further funding for weed control	X	X	X	X	Increase in funding	Mayor
	3.1.3.2 Advocate to the Local Land Services to improve feral animal management	X	X	X	X	Submission to LLS report to Council	Mayor

Future Direction Three: Environment

Well looked after

Community Outcome	3.2 Our waste collection services are managed well						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
3.2.1 Operate waste management services that are efficient and appropriate for user needs	3.2.1.1 Review Waste Service Unit to ensure the delivery model and staffing levels are appropriate	X	X			Service Review completed	Director of Infrastructure Services
	3.2.1.2 Deliver and manage waste and recycling services	X	X	X	X	Cost per ratepayer reduction from 24/25 levels	Manager Water and Waste

Community Outcome	3.3 Our towns and villages are tidy and welcoming						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
3.3.1 Maintain and renew infrastructure on village public spaces	3.3.1.1 Review and maintain village infrastructure and public spaces according to the Building Condition Assessment Plan and available budget	X	X	X	X	As per Building Condition Assessment Plan and budget	Building & Amenities Coordinator
3.3.2 Continue to implement village concept plans as far as is possible within budget restrictions	3.3.2.1 Review and update Village Concept Plans and investigate funding opportunities			X		Village Concept Plans with no Capital spend	Building & Amenities Coordinator

Future Direction Three: Environment

Well looked after

Community Outcome	3.4 Local volunteers, Council and Emergency Service agencies work together to prepare for natural disasters such as fire and floods

Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
3.4.1 Review and update natural disaster plans including drought, fire and flood management	3.4.1.1 Implement Drought Management Plan, Monitor Flood Studies and Plans in place and liaise with Rural Fire Service around Fire Plans	X	X	X	X	Plans to be updated and implemented when required	Manager Planning and Regulatory
3.4.2 Council's Local Emergency Management Officer (LEMO) and Deputy LEMO represent Council on the Local Emergency Mangement Committee (LEMC)	3.4.2.1 Conduct and coordinate Local Emergency Management Committee meetings	X	X	X	X	100% attendance at Emergency Operations Centre as required	Manager Planning and Regulatory
	3.4.2.2 Enact Emergency Management Plan (EMPLAN) and associated documents as directed by State Emergency Management Committee (LEMC)	X	X	X	X	Respond as required	Manager Planning and Regulatory

Future Direction Four: Infrastructure

Well maintained and reliable

Community Outcomes

4.1 Our roads are safe and sustainably maintained

4.2 Water flows away through our drains after rain

4.3 We have reliable mobile and internet access

4.4 Our water and sewer services are managed well

How will we get there?

4.1.1 Update and implement the Road Asset Management Plan (RAMP)

4.1.2 Maintain the local and regional road network

4.1.3 Maintain and renew footpaths and cycleways as per adopted Asset Management Plans

4.2.1 Update the Stormwater Asset Management Plan focusing on priority problem areas

4.3.1 Advocate to State and Federal Governments for improvements to mobile and internet network coverage

4.4.1 Deliver integrated and sustainable urban water and sewer services

Future Direction Four: Infrastructure

Well maintained and reliable

Community Outcome | **4.1 Our roads are safe and sustainably maintained**

Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
4.1.1 Update and implement the Road Asset Management Plan (RAMP)	4.1.1.1 Update RAMP with newly acquired robust asset data pertaining to sealed and unsealed road network	X				AMPs for all asset classes in place and up to date	Manager Infrastructure Delivery
	4.1.1.2 Develop a new Bridge Asset Management Plan	X				New Bridge Asset Management Plan complete	Manager Infrastructure Delivery
	4.1.1.3 Identify additional revenue sources to maintain and renew transport infrastructure	X	X	X	X	Additional revenue sources identified	Director of Infrastructure Services
4.1.2 Maintain the local and regional road network	4.1.2.1 As per funding provisions made in Operational and Capital annual budgets	X	X	X	X	Pavement condition indices same or better than 2024	Manager Infrastructure Delivery
	4.1.2.2 Investigate options to address parking availability within Tenterfield CBD, develop an action plan and cost estimations for implementation		X	X	X	Determination of the parking mix needs and to assess non-asset solutions	Manager Infrastructure Delivery
4.1.3 Maintain and renew footpaths and cycleways as per adopted Asset Management Plans	4.1.3.1 Update Pedestrian Access and Mobility Plan (PAMP)		X	X		Plan updated	Manager Infrastructure Delivery
	4.1.3.2 Update the Tenterfield Bike Plan			X		Plan updated	Manager Infrastructure Delivery
	4.1.3.3 Implement the PAMP and Tenterfield Bike Plan to maintain and renew assets				X	As per Operational Plan maintainance and renewal budget	Manager Infrastructure Delivery

Future Direction Four: Infrastructure

Well maintained and reliable

Community Outcome	4.2 Water flows away through our drains after rain						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
4.2.1 Update the urban Stormwater Asset Management Plan and Masterplan focusing on priority problem areas	4.2.1.1 Provide funding in year 1 to Develop Masterplan and continued funding in future years for high priority targeted projects	X	X	X	X	Spend levy income to develop a priority strategy year on year, as per the updated Stormwater Asset Management Plan and Masterplan	Director of Infrastructure Services

Community Outcome	4.3 We have reliable mobile and internet access						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
4.3.1 Advocate to State and Federal Governments for improvements to mobile and internet network coverage	4.3.1.1 Liaise with NBNco, Telstra and other providers for improvements to mobile and internet network coverage	X	X	X	X	Presented to Council annually. Upgrades to mobile and internet coverage resulting in 5G network as effective as 3G network	Mayor

Future Direction Four: Infrastructure

Well maintained and reliable

Community Outcome	4.4 Our water and sewer services are managed well

Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
4.4.1 Deliver integrated and sustainable urban water and sewer services	4.4.1.1 Implement Water Service Strategic Plan in accordance with NSW Office of Water Guidelines and delivered as per the Integrated Water Cycle Management Plan (IWCM)	X	X	X	X	Reduction in complaints in water quality and service provision	Manager Water and Waste
	4.4.1.2 Report on number of kilometres of water line and sewer line in condition 4 and condition 5	X	X	X	X	Reduction each year - target 0	Manager Water & Waste
	4.4.1.3 Review Water Service Unit to ensure delivery model and staffing levels are appropriate			X		Service Review Complete	Manager Water and Waste

Future Direction Five: Leadership

A sustainable future

Community Outcomes

5.1 People are supported to work as volunteers in our community

5.2 We understand and agree with how public money is spent

5.3 Our local leaders are respected and trusted to make our shire a better place

How will we get there?

5.1.1 Annual Mayoral luncheon for volunteers

5.2.1 Continue to provide financial reports to Council

5.3.1 Advocate community issues to State and Federal Government

5.3.2 Adopt a networked and collaborative approach to regional challenges

5.3.3 Ensure the performance of Council as an organisation complies with all statutory guidelines, supported by effective corporate managment, sound integrated planning and open, transparent and informed decision making

5.3.4 Deliver continuous improvements in Council's business, processes and systems

Future Direction Five: Leadership

A sustainable future

Community Outcome	5.1 People are supported to work as volunteers in our community						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
5.1.1 Annual Mayoral luncheon for volunteers	5.1.1.1 Provide an Annual Mayoral luncheon for the recognition of volunteers in our community	X	X	X	X	Annual Mayoral volunteer luncheon	Mayor

Community Outcome	5.2 We understand and agree with how public money is spent						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
5.2.1 Continue to provide financial reports to Council	5.2.1.1 Financial data reported monthly, quarterly and annually to Council	X	X	X	X	Reports completed and adopted by Council	Manager Finance and Technology
	5.2.1.2 Manage the Long-term Financial Plan, aligned with the Asset Management Plan, and Workforce Management Plan	X	X	X	X	Reports completed and adopted by Council	Manager Finance & Technology
	5.2.1.3 Manage Investments - Plan, develop and manage Council's investment portfolio	X	X	X	X	Reports completed and adopted by Council	Manager Finance and Technology
	5.2.1.4 Facilitate and support internal and external audits	X	X	X	X	Internal and external audits completed as per plans and reported to ARIC and Council	Manager Finance and Technology

Future Direction Five: Leadership

A sustainable future

Community Outcome	5.3 Our local leaders are respected and trusted to make our shire a better place						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
5.3.1 Advocate community issues to State and Federal Government	5.3.1.1 Communications to politicians advocating community issues to state and federal government	x	x	x	x	Communications to politicians reported 6 monthly to Council	Mayor
5.3.2 Adopt a networked and collaborative approach to regional challenges	5.3.2.1 Continue Membership and participation of Border Regions Organisation of Councils (BROC)	x	x	x	x	Reported to Council Quarterly	Mayor and Deputy Mayor
5.3.3 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	5.3.3.1 Develop, manage and deliver Customer Service, in accordance with the Customer Service Charter	x	x	x	x	Customer Satisfaction Survey improvement from 2025	Manager Finance and Technology
	5.3.3.2 Adjust Council's rating model to achieve a higher level of equity across rating categories	x	x			Alignment between rating categories	Manager Finance and Technology
	5.3.3.3 Develop SRV scenarios to flag the need to increase funding availability for Council's local roads network to remove deficits as shown in the Long Term Fiancial Plan	x	x	x	x	Special Rate Variation Scenarios reported to Council	Manager Finance and Technology
	5.3.3.4 Develop, manage and deliver Governance Services, in accordance with the OLG Compliance Guide	x	x	x	x	Compliance reported in the Annual Report	Governance Officer

Future Direction Five: Leadership

A sustainable future

Community Outcome	5.3 Our local leaders are respected and trusted to make our shire a better place						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
5.3.3 continued	5.3.3.5 Develop, manage and deliver the Workforce Management Strategy including a focus on the organisations culture.	X	X	X	X	Reported quarterly to ARIC and Council	Manager Workforce, Safety, Risk and Records
	5.3.3.6 Facilitate worker health and wellbeing consultation communication, and participation processes	X	X	X	X	Reported quarterly to ARIC and Council	Manager Workforce, Safety, Risk and Records
	5.3.3.7 Manage and report on Council's Enterprise Risk Management Framework and Risk Register	X	X	X	X	Reported quarterly to ARIC and Council	Manager Workforce, Safety, Risk and Records
	5.3.3.8 Identify and recruit key positions to build capacity within the organisation in accordance with funding provision	X	X	X	X	Filling of vacant positions from 2024/2025 onwards	Manager Workforce, Safety, Risk and Records
	5.3.3.9 Identify and recruit 12 trainee positions funded by the State Government's initiative	X	X	X		Recruitment of 12 trainee's	Manager Workforce, Safety, Risk and Records
	5.3.3.10 Deliver councillor services and provide support to all councillors in a transparent and non-discriminatory manner including training, research, legislative and evidence based advice	X	X	X	X	Training for Councillors as reported in the Annual report and evidence based advice and research provided in Council reports.	Executive Assistant and Media, and Senior Staff

Future Direction Five: Leadership

A sustainable future

Community Outcome	5.3 Our local leaders are respected and trusted to make our shire a better place

Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
5.3.4 Deliver continuous improvements in Council's business, processes and systems	5.3.4.1 Develop and implement new integrated Enterprise Resource Planning System	X	X	X	X	Implementation of Integrated Enterprise Resource Planning System	Director of Corporate Services

Operational Plan Budget 2025 - 2026

Income Statement Consolidated 2025-2026

Revenue from Continuing Operations	Consolidated
Rates & Annual Charges	**$14,905,055**
User Fees & Charges	$2,651,060
Interest & Investment Revenue	$885,000
Other Revenues	$793,654
Grants & Contributions provided for Operating Purposes	$35,896,568
Grants & Contributions provided for Capital Purposes	$14,083,581
Net gains from the disposal of assets	$0
Total Income	**$69,214,918**
Expenses from Continuing Operations	
Employee Benefits & On-Costs	$9,617,994
Borrowing Costs	$831,956
Materials & Contracts	$37,562,844
Depreciation & Amortisation	$9,890,898
Impairment	$0
Other Expenditure	$2,767,366
Interest & Investment Losses	$0
Net Losses from the Disposal of Assets	$312,830
Total Expenditure	**$60,983,888**
Operating Result from Continuing Operations	**$8,231,030**
Operating Result from Continuing Operations - excluding capital income	**($5,852,551)**

Income Statement by Funds
2025-2026

	General	Water	Sewer	Waste	Stormwater
Revenue from Continuing Operations					
Rates & Annual Charges	$7,517,463	$1,435,155	$2,651,371	$3,228,292	$72,774
User Fees & Charges	$727,936	$1,364,412	$222,204	$336,508	
Interest & Investment Revenue	$680,000	$35,000	$110,000	$60,000	
Other Revenues	$736,336	$3,917	$9,846	$43,555	
Grants & Contributions provided for Operating Purposes	$35,681,933	$121,261	$27,821	$65,553	
Grants & Contributions provided for Capital Purposes	$11,608,366	$10,506	$2,460,506	$4,203	
Net gains from the disposal of assets					
Total Income	**$56,952,034**	**$2,970,251**	**$5,481,748**	**$3,738,111**	**$72,774**
Expenses from Continuing Operations					
Employee Benefits & On-Costs	$7,685,067	$615,602	$496,660	$804,562	$16,103
Borrowing Costs	$376,222	$223,840	$102,581	$129,313	
Materials & Contracts	$33,243,811	$1,321,856	$1,276,087	$1,421,090	$300,000
Depreciation & Amortisation	$7,587,039	$1,177,046	$660,140	$345,435	$121,238
Impairment					
Other Expenditure	$2,453,260	$169,811	$134,111	$10,184	
Interest & Investment Losses					
Net Losses from the Disposal of Assets	$312,830				
Total Expenditure	**$51,658,229**	**$3,508,155**	**$2,669,579**	**$2,710,584**	**$437,341**
Operating Result from Continuing Operations	**$5,293,805**	**($537,904)**	**$2,812,169**	**$1,027,527**	**($364,567)**
Operating Result from Continuing Operations - excluding capital income	**($6,314,561)**	**($548,410)**	**$351,663**	**$1,023,324**	**($364,567)**
Cash Result - Surplus/(Deficit) - Less Cash expenditure from Reserve funds and Expected Grants	**($2,292,846)**				

Summary Cash Results
2025-2026

Service Units	Revenue	Operating Expenses	Capital Expenditure	Liabilities	Net Profit/ (Loss)
General Manager					
Civic Office		378,257			(378,257)
Organisation Leadership		1,132,948			(1,132,948)
Workforce Development	460,235	1,768,564			(1,308,329)
Economic Growth	100,000	212,488	100,000		(212,488)
Director of Corporate Services					
Finance & Technology *This includes all rates for Council*	12,051,717	1,203,438	30,000	79,198	10,739,081
Corporate & Governance	1,740	748,415			(746,675)
Arts, Culture & Library	117,293	803,647	230,705	6,400	(923,459)
Planning & Regulation	390,317	618,232			(227,915)
Emergency Services	147,846	713,529			(565,683)
Director of Infrastrucuture Services					
Environmental Management	88,237	414,062			(325,825)
Livestock Saleyards	113,773	171,280	65,000		(122,507)
Buildings & Amenities	208,185	1,565,940	849,446		(2,207,201)
Parks, Gardens & Open Space	134,097	1,575,814	124,000		(1,565,717)
Swimming Complex		477,880	60,000		(537,880)
Asset Management & Resourcing	10,506	1,095,628	150,000	13,900	(1,249,022)
Commercial Works	163,517	131,213			32,304
Stormwater Drainage	72,774	437,341			(364,567)
Transport Network	42,913,139	38,476,768	18,091,363	366,100	(14,021,092)
Plant, Fleet & Equipment	51,432	170,126	1,980,000		(2,098,694)
Waste Management Services	3,738,111	2,710,584	1,749,150	120,556	(842,179)
Water Supply	2,970,251	3,508,155	482,256	233,316	(1,253,476)
Sewerage Services	5,481,748	2,669,579	3,690,381	126,562	(1,004,774)
Totals	**69,214,918**	**60,983,888**	**27,602,301**	**946,032**	**(20,317,303)**

Delivery Program Budget

2025 - 2029

Income Statement - Consolidated 2025-2029

	2025/26 ($)	2026/27 ($)	2027/28 ($)	2028/29 ($)
Income from Continuing Operations				
Rates & Annual Charges	14,905,055	14,851,119	14,883,879	15,250,591
User Charges & Fees	2,651,060	2,650,084	2,706,523	2,793,477
Other Revenues	793,654	1,193,806	1,230,075	1,268,765
Grants & Contributions provided for Operating Purposes	35,896,568	14,677,768	10,061,276	10,228,607
Grants & Contributions provided for Capital Purposes	14,083,581	149,569	153,309	157,142
Interest & Investment Revenue	885,000	685,000	485,000	335,000
Total Income	**69,214,918**	**34,207,346**	**29,520,062**	**30,033,582**
Expenses from Continuing Operations				
Employee Benefits & On-Costs	9,617,994	10,454,247	10,816,138	11,190,522
Borrowing Costs	831,956	791,934	750,148	703,560
Materials & Contracts	37,562,844	15,389,947	8,222,109	8,116,020
Depreciation & Amortisation	9,890,898	10,359,447	10,851,194	11,370,376
Other Expenses	2,767,366	2,935,076	3,115,770	3,369,052
Net Losses from the Disposal of Assets	312,830	322,215	331,881	341,837
Total Operating Expenses	**60,983,888**	**40,252,866**	**34,087,240**	**35,091,367**
Surplus/(Deficit) - Including Capital Grants & Contributions	**8,231,030**	**(6,045,520)**	**(4,567,178)**	**(5,057,785)**
Surplus/(Deficit) - Before Capital Grants & Contributions	**(5,852,551)**	**(6,195,089)**	**(4,720,487)**	**(5,214,927)**

Cash Result by Fund - Consolidated 2025-2029

	2025/26 ($)	2026/27 ($)	2027/28 ($)	2028/29 ($)
Operational				
Operating Income	55,131,337	34,057,777	29,366,753	29,876,440
Less: Operating Expenditure	60,983,888	40,252,866	34,087,240	35,091,367
Operating Result before Capital Income - Surplus/(Deficit)	**(5,852,551)**	**(6,195,089)**	**(4,720,487)**	**(5,214,927)**
Capital				
Capital Income	14,083,581	149,569	153,309	157,142
Less: Capital Expenditure	27,602,301	9,409,150	8,686,830	8,687,001
Less: Loan & Lease Repayments	946,032	987,737	1,031,257	1,079,631
Capital Result Surplus/(Deficit)	**(14,464,752)**	**(10,247,318)**	**(9,564,778)**	**(9,609,490)**
Add: Non Cash Expenses - Depreciation & Amortisation	**9,890,898**	**10,359,447**	**10,851,194**	**11,370,376**
Cash Result Surplus/(Deficit)	**(10,426,405)**	**(6,082,960)**	**(3,434,071)**	**(3,454,041)**

Income Statement - General Fund 2025-2029

	2025/26 ($)	2026/27 ($)	2027/28 ($)	2028/29 ($)
Income from Continuing Operations				
Rates & Annual Charges	7,517,463	7,705,399	7,898,034	8,095,485
User Charges & Fees	727,936	745,209	762,914	781,061
Other Revenues	736,336	1,136,384	1,172,265	1,209,329
Grants & Contributions provided for Operating Purposes	35,681,933	14,465,805	9,846,855	10,008,125
Grants & Contributions provided for Capital Purposes	11,608,366	123,723	126,817	129,988
Interest & Investment Revenue	680,000	480,000	280,000	130,000
Total Income	**56,952,034**	**24,656,520**	**20,086,885**	**20,353,988**
Expenses from Continuing Operations				
Employee Benefits & On-Costs	7,685,067	8,424,449	8,715,299	9,016,144
Borrowing Costs	376,222	361,021	345,184	326,730
Materials & Contracts	33,243,811	11,551,849	4,122,922	3,981,326
Depreciation & Amortisation	7,587,039	7,950,433	8,331,767	8,735,016
Other Expenses	2,453,260	2,597,321	2,752,472	2,978,155
Net Losses from the Disposal of Assets	312,830	322,215	331,881	341,837
Total Operating Expenses	**51,658,229**	**31,207,288**	**24,599,525**	**25,379,208**
Surplus/(Deficit) - Including Capital Grants & Contributions	**5,293,805**	**(6,550,768)**	**(4,512,640)**	**(5,025,220)**
Surplus/(Deficit) - Before Capital Grants & Contributions	**(6,314,561)**	**(6,674,491)**	**(4,639,457)**	**(5,155,208)**

Cash Result by Fund - General Fund 2025-2029

	2025/26 ($)	2026/27 ($)	2027/28 ($)	2028/29 ($)
Operational				
Operating Income	45,343,668	24,532,797	19,960,068	20,224,000
Less: Operating Expenditure	51,658,229	31,207,288	24,599,525	25,379,208
Operating Result before Capital Income - Surplus/(Deficit)	**(6,314,561)**	**(6,674,491)**	**(4,639,457)**	**(5,155,208)**
Capital				
Capital Income	11,608,366	123,723	126,817	129,988
Less: Capital Expenditure	21,680,514	7,071,584	6,851,692	5,867,836
Less: Loan & Lease Repayments	465,598	482,484	500,053	520,294
Capital Result Surplus/(Deficit)	**(10,537,746)**	**(7,430,345)**	**(7,224,928)**	**(6,258,142)**
Add: Non Cash Expenses - Depreciation & Amortisation	**7,587,039**	**7,950,433**	**8,331,767**	**8,735,016**
Cash Result Surplus/(Deficit)	**(9,265,268)**	**(6,154,403)**	**(3,532,618)**	**(2,678,334)**
Cash Result - Surplus/ (Deficit) - Less Cash expenditure from Reserve funds and Expended Grant/DRFA Funding	**(2,292,846)**	**(2,452,427)**	**(2,743,726)**	**(2,678,334)**

Income Statement - Water 2025-2029

	2025/26 ($)	2026/27 ($)	2027/28 ($)	2028/29 ($)
Income from Continuing Operations				
Rates & Annual Charges	1,435,155	1,439,073	1,500,446	1,564,345
User Charges & Fees	1,364,412	1,367,793	1,426,054	1,487,065
Other Revenues	3,917	3,917	4,074	4,237
Grants & Contributions provided for Operating Purposes	121,261	121,261	126,111	131,155
Grants & Contributions provided for Capital Purposes	10,506	10,769	11,038	11,314
Interest & Investment Revenue	35,000	35,000	35,000	35,000
Total Income	**2,970,251**	**2,977,813**	**3,102,723**	**3,233,116**
Expenses from Continuing Operations				
Employee Benefits & On-Costs	615,602	638,593	660,942	684,079
Borrowing Costs	223,840	214,463	204,462	195,056
Materials & Contracts	1,321,856	1,334,039	1,353,189	1,392,220
Depreciation & Amortisation	1,177,046	1,235,898	1,297,693	1,362,578
Other Expenses	169,811	181,817	194,752	208,691
Net Losses from the Disposal of Assets				
Total Operating Expenses	**3,508,155**	**3,604,810**	**3,711,038**	**3,842,624**
Surplus/(Deficit) - Including Capital Grants & Contributions	**(537,904)**	**(626,997)**	**(608,315)**	**(609,508)**
Surplus/(Deficit) - Before Capital Grants & Contributions	**(548,410)**	**(637,766)**	**(619,353)**	**(620,822)**

Cash Result by Fund - Water 2025-2029

	2025/26 ($)	2026/27 ($)	2027/28 ($)	2028/29 ($)
Operational				
Operating Income	2,959,745	2,967,044	3,091,685	3,221,802
Less: Operating Expenditure	3,508,155	3,604,810	3,711,038	3,842,624
Operating Result before Capital Income - Surplus/(Deficit)	**(548,410)**	**(637,766)**	**(619,353)**	**(620,822)**
Capital				
Capital Income	10,506	10,769	11,038	11,314
Less: Capital Expenditure	482,256	1,072,044	383,369	511,038
Less: Loan & Lease Repayments	233,316	242,691	252,694	262,099
Capital Result Surplus/(Deficit)	**(705,066)**	**(1,303,966)**	**(625,025)**	**(761,823)**
Add: Non Cash Expenses - Depreciation & Amortisation	**1,177,046**	**1,235,898**	**1,297,693**	**1,362,578**
Cash Result Surplus/(Deficit)	**(76,430)**	**(705,834)**	**53,315**	**(20,067)**

Income Statement - Sewer 2025-2029

	2025/26 ($)	2026/27 ($)	2027/28 ($)	2028/29 ($)
Income from Continuing Operations				
Rates & Annual Charges	2,651,371	2,395,320	2,163,811	2,258,912
User Charges & Fees	222,204	200,574	181,047	188,843
Other Revenues	9,846	8,861	7,975	8,294
Grants & Contributions provided for Operating Purposes	27,821	25,039	22,535	23,437
Grants & Contributions provided for Capital Purposes	2,460,506	10,769	11,038	11,314
Interest & Investment Revenue	110,000	110,000	110,000	110,000
Total Income	**5,481,748**	**2,750,563**	**2,496,406**	**2,600,800**
Expenses from Continuing Operations				
Employee Benefits & On-Costs	496,660	541,818	560,780	580,410
Borrowing Costs	102,581	92,500	81,833	69,885
Materials & Contracts	1,276,087	1,040,520	1,248,446	1,204,234
Depreciation & Amortisation	660,140	693,147	727,805	764,195
Other Expenses	134,111	144,864	156,502	169,102
Net Losses from the Disposal of Assets				
Total Operating Expenses	**2,669,579**	**2,512,849**	**2,775,366**	**2,787,826**
Surplus/(Deficit) - Including Capital Grants & Contributions	**2,812,169**	**237,714**	**(278,960)**	**(187,026)**
Surplus/(Deficit) - Before Capital Grants & Contributions	**351,663**	**226,945**	**(289,998)**	**(198,340)**

Cash Result by Fund - Sewer 2025-2029

	2025/26 ($)	2026/27 ($)	2027/28 ($)	2028/29 ($)
Operational				
Operating Income	3,021,242	2,739,794	2,485,368	2,589,486
Less: Operating Expenditure	2,669,579	2,512,849	2,775,366	2,787,826
Operating Result before Capital Income - Surplus/(Deficit)	**351,663**	**226,945**	**(289,998)**	**(198,340)**
Capital				
Capital Income	2,460,506	10,769	11,038	11,314
Less: Capital Expenditure	3,690,381	704,192	736,799	793,178
Less: Loan & Lease Repayments	126,562	136,643	147,310	159,258
Capital Result Surplus/(Deficit)	**(1,356,437)**	**(830,066)**	**(873,071)**	**(941,122)**
Add: Non Cash Expenses - Depreciation & Amortisation	**660,140**	**693,147**	**727,805**	**764,195**
Cash Result Surplus/(Deficit)	**(344,634)**	**90,026**	**(435,264)**	**(375,267)**

Income Statement - Waste 2025-2029

	2025/26 ($)	2026/27 ($)	2027/28 ($)	2028/29 ($)
Income from Continuing Operations				
Rates & Annual Charges	3,228,292	3,238,403	3,248,514	3,258,625
User Charges & Fees	336,508	336,508	336,508	336,508
Other Revenues	43,555	44,644	45,761	46,905
Grants & Contributions provided for Operating Purposes	65,553	65,663	65,775	65,890
Grants & Contributions provided for Capital Purposes	4,203	4,308	4,416	4,526
Interest & Investment Revenue	60,000	60,000	60,000	60,000
Total Income	**3,738,111**	**3,749,526**	**3,760,974**	**3,772,454**
Expenses from Continuing Operations				
Employee Benefits & On-Costs	804,562	832,721	861,867	892,035
Borrowing Costs	129,313	123,950	118,669	111,889
Materials & Contracts	1,421,090	1,463,539	1,497,552	1,538,240
Depreciation & Amortisation	345,435	352,669	360,264	368,239
Other Expenses	10,184	11,074	12,044	13,104
Net Losses from the Disposal of Assets				
Total Operating Expenses	**2,710,584**	**2,783,953**	**2,850,396**	**2,923,507**
Surplus/(Deficit) - Including Capital Grants & Contributions	**1,027,527**	**965,573**	**910,578**	**848,947**
Surplus/(Deficit) - Before Capital Grants & Contributions	**1,023,324**	**961,265**	**906,162**	**844,421**

Cash Result by Fund - Waste 2025-2029

	2025/26 ($)	2026/27 ($)	2027/28 ($)	2028/29 ($)
Operational				
Operating Income	3,733,908	3,745,218	3,756,558	3,767,928
Less: Operating Expenditure	2,710,584	2,783,953	2,850,396	2,923,507
Operating Result before Capital Income - Surplus/(Deficit)	**1,023,324**	**961,265**	**906,162**	**844,421**
Capital				
Capital Income	4,203	4,308	4,416	4,526
Less: Capital Expenditure	1,749,150	461,330	611,970	1,408,859
Less: Loan & Lease Repayments	120,556	125,919	131,200	137,980
Capital Result Surplus/(Deficit)	**(1,865,503)**	**(582,941)**	**(738,754)**	**(1,542,313)**
Add: Non Cash Expenses - Depreciation & Amortisation	**345,435**	**352,669**	**360,264**	**368,239**
Cash Result Surplus/(Deficit)	**(496,744)**	**730,993**	**527,672**	**(329,653)**

Income Statement - Stormwater 2025-2029

	2025/26 ($)	2026/27 ($)	2027/28 ($)	2028/29 ($)
Income from Continuing Operations				
Rates & Annual Charges	72,774	72,924	73,074	73,224
User Charges & Fees				
Other Revenues				
Grants & Contributions provided for Operating Purposes				
Grants & Contributions provided for Capital Purposes				
Interest & Investment Revenue				
Total Income	**72,774**	**72,924**	**73,074**	**73,224**
Expenses from Continuing Operations				
Employee Benefits & On-Costs	16,103	16,666	17,250	17,854
Borrowing Costs				
Materials & Contracts	300,000			
Depreciation & Amortisation	121,238	127,300	133,665	140,348
Other Expenses				
Net Losses from the Disposal of Assets				
Total Operating Expenses	**437,341**	**143,966**	**150,915**	**158,202**
Surplus/(Deficit) - Including Capital Grants & Contributions	**(364,567)**	**(71,042)**	**(77,841)**	**(84,978)**
Surplus/(Deficit) - Before Capital Grants & Contributions	**(364,567)**	**(71,042)**	**(77,841)**	**(84,978)**

Cash Result by Fund - Stormwater 2025-2029

	2025/26 ($)	2026/27 ($)	2027/28 ($)	2028/29 ($)
Operational				
Operating Income	72,774	72,924	73,074	73,224
Less: Operating Expenditure	437,341	143,966	150,915	158,202
Operating Result before Capital Income - Surplus/(Deficit)	**(364,567)**	**(71,042)**	**(77,841)**	**(84,978)**
Capital				
Capital Income				
Less: Capital Expenditure		100,000	103,000	106,090
Less: Loan & Lease Repayments				
Capital Result Surplus/(Deficit)		**(100,000)**	**(103,000)**	**(106,090)**
Add: Non Cash Expenses - Depreciation & Amortisation	**121,238**	**127,300**	**133,665**	**140,348**
Cash Result Surplus/(Deficit)	**(243,329)**	**(43,742)**	**(47,176)**	**(50,720)**

1. CIVIC OFFICE – Section Budget

Service Description:
The provision of community leadership, advocacy and strategic decision making for the benefit of the broad community, including the adequate and effective allocation of Council resources, and engaging with the community in order to inform policy development, strategic planning and decision making.

Key Outputs:
Community Engagement, Representations to other tiers of Government, Resolutions and Council Minutes

CIVIC OFFICE	2025/26 ($)	2026/27 ($)	2027/28 ($)	2028/29 ($)
INCOME				
TOTAL OPERATING INCOME				
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME				
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	378,257	388,252	398,523	467,538
TOTAL DEPRECIATION				
TOTAL CAPITAL EXPENDITURE				
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	**378,257**	**388,252**	**398,523**	**467,538**
NET RESULT *	**(378,257)**	**(388,252)**	**(398,523)**	**(467,538)**
NET RESULT (Excluding Capital Income & Expenditure, & Loan Repayments)	**(378,257)**	**(388,252)**	**(398,523)**	**(467,538)**

*Matches Net Profit/ (Loss), last column in Cash Results by Service Area Page # 42

2. ORGANISATION LEADERSHIP – Section Budget

Service Description:
Provide high level governance through quality leadership, direction and services. The provision of advice and direction in governance to Elected Members and staff, enshrining better practice in relation to internal processes and regulatory requirements and assisting Council in delivering overall good governance through the development of policies and procedures, guidance documents and checklists.

Key Outputs:
Resourcing Strategy, Governance Framework, Code of Meeting Practice, Register of Committees, Organisation Performance Framework, Annual Operational Plan, Business Papers - Council, Committees and Public Documents, Communications, Disability Action Plan, Interagency Management

ORGANISATION LEADERSHIP	2025/26 ($)	2026/27 ($)	2027/28 ($)	2028/29 ($)
INCOME				
TOTAL OPERATING INCOME				
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME				
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	1,132,948	1,105,972	1,116,331	1,183,413
TOTAL DEPRECIATION				
TOTAL CAPITAL EXPENDITURE				
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	**1,132,948**	**1,105,972**	**1,116,331**	**1,183,413**
NET RESULT *	**(1,132,948)**	**(1,105,972)**	**(1,116,331)**	**(1,183,413)**
NET RESULT (Excluding Capital Income & Expenditure, & Loan Repayments)	**(1,132,948)**	**(1,105,972)**	**(1,116,331)**	**(1,183,413)**

*Matches Net Profit/ (Loss), last column in Cash Results by Service Area Page # 42

3. ECONOMIC GROWTH – Section Budget

Service Description:
Support for the Tenterfield Local Government Area and larger region as a place to visit, live, work, play and invest, capitalising on the region's tourism potential as an iconic Australian destination through coordinated marketing activities with the Tenterfield Chamber Tourism Group (TCTG) and School of Arts Tenterfield Incorporated (SOATI).

Key Outputs:
Regional Tourism Marketing Programs, Supporting Existing Businesses, Establishing a Face-to-Face visitor Welcoming Space in the School of Arts

ECONOMIC GROWTH	2025/26 ($)	2026/27 ($)	2027/28 ($)	2028/29 ($)
INCOME				
TOTAL OPERATING INCOME				
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	100,000			
TOTAL INCOME	**100,000**			
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	130,199	134,417	138,776	143,282
TOTAL DEPRECIATION	82,289	86,404	90,724	95,260
TOTAL CAPITAL EXPENDITURE	100,000			
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	**312,488**	**220,821**	**229,500**	**238,542**
NET RESULT *	**(212,488)**	**(220,821)**	**(229,500)**	**(238,542)**
NET RESULT (Excluding Capital Income & Expenditure, & Loan Repayments)	**(212,488)**	**(220,821)**	**(229,500)**	**(238,542)**

*Matches Net Profit/ (Loss), last column in Cash Results by Service Area Page # 42

4. ARTS, CULTURE & LIBRARY SERVICES – Section Budget

Service Description:
Support the artistic and cultural life of the Tenterfield Shire through the provision of library and information services, arts and culture programs and capacity building initiatives including Arts North West - regional arts development subscription and the Museums & Galleries NSW - Museum Advisor Program.

Key Outputs:
Library Resources (physical and digital), Home Library Service, Northern Tablelands Cooperative Library Service, Inter-Library Loan Service, All Ages Public Programs, Arts North West, Museums & Galleries NSW - Museum Advisor Program

LIBRARY SERVICES	2025/26 ($)	2026/27 ($)	2027/28 ($)	2028/29 ($)
INCOME				
TOTAL OPERATING INCOME	96,588	98,853	101,175	103,555
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	20,705	21,223	21,754	22,298
TOTAL INCOME	**117,293**	**120,076**	**122,929**	**125,853**
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	753,380	775,956	801,458	826,995
TOTAL DEPRECIATION	50,267	50,355	52,166	54,067
TOTAL CAPITAL EXPENDITURE	230,705	21,223	21,754	22,298
TOTAL LOAN PRINCIPAL REPAYMENTS	6,400	6,592	6,790	6,994
TOTAL EXPENDITURE	**1,040,752**	**854,126**	**882,168**	**910,354**
NET RESULT *	**(923,459)**	**(734,050)**	**(759,239)**	**(784,501)**
NET RESULT (Excluding Capital Income & Expenditure, & Loan Repayments)	**(707,059)**	**(727,458)**	**(752,449)**	**(777,507)**

*Matches Net Profit/ (Loss), last column in Cash Results by Service Area Page # 42

5. WORKFORCE DEVELOPMENT - Section Budget

Service Description:
The provision of systems and procedures to coordinate internal organisational services including: Recruitment and Retention, Workforce planning, Employee development and training, Corporate inductions, Workplace Safety, and Staff health and wellbeing.

Key Outputs:
Workforce Development, Training and Development, Enterprise Risk Management, Human Resource Operation, Work Health and Safety, Records Management

WORKFORCE DEVELOPMENT	2025/26 ($)	2026/27 ($)	2027/28 ($)	2028/29 ($)
INCOME				
TOTAL OPERATING INCOME	460,235	853,850	883,137	913,430
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME	**460,235**	**853,850**	**883,137**	**913,430**
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	1,768,564	1,852,399	1,907,344	1,963,867
TOTAL DEPRECIATION				
TOTAL CAPITAL EXPENDITURE				
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	**1,768,564**	**1,852,399**	**1,907,344**	**1,963,867**
NET RESULT *	**(1,308,329)**	**(998,549)**	**(1,024,207)**	**(1,050,437)**
NET RESULT (Excluding Capital Income & Expenditure, & Loan Repayments)	**(1,308,329)**	**(998,549)**	**(1,024,207)**	**(1,050,437)**

*Matches Net Profit/ (Loss), last column in Cash Results by Service Area Page # 42

6. EMERGENCY SERVICES – Section Budget

Service Description:
To provide Prevention, Preparation, Response and Recovery planning and support services for New South Wales State Emergency Services, including the RFS, and Community Stakeholders in Tenterfield.

Key Outputs:
Natural Disaster Management and Planning (EMPLAN), Rural Fire Service Operations and Emergency Response, Development and review of the Tenterfield Shire Emergency Management Plan, Tenterfield Shire Council Local Emergency Management Committee, State Emergency Service Operations and Emergency Response

EMERGENCY SERVICES	2025/26 ($)	2026/27 ($)	2027/28 ($)	2028/29 ($)
INCOME				
TOTAL OPERATING INCOME	147,846	151,542	155,331	159,214
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME	**147,846**	**151,542**	**155,331**	**159,214**
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	703,271	721,172	754,451	773,366
TOTAL DEPRECIATION	10,258	9,804	9,573	9,573
TOTAL CAPITAL EXPENDITURE				
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	**713,529**	**730,976**	**764,024**	**782,939**
NET RESULT *	**(565,683)**	**(579,434)**	**(608,693)**	**(623,725)**
NET RESULT (Excluding Capital Income & Expenditure, & Loan Repayments)	**(565,683)**	**(579,434)**	**(608,693)**	**(623,725)**

*Matches Net Profit/ (Loss), last column in Cash Results by Service Area Page # 42

7. FINANCE & TECHNOLOGY – Section Budget

Service Description:
The provision of all financial and management accounting, taxation, borrowings, payroll, accounts payable, rating, water and sewerage services billing, accounts receivabe and strategic financial management activities to support both internal and external customers while complying with all regulatory requirements.

Key Outputs:
Revenue Management, Credit Management (Staff and Suppliers), Financial accounting and Compliance, Annual and Quarterly Budget Reviews, Investment Management Business Support, Provision of Information Technology and Support Services, Management Accounting, Long-Term Financial Plan, Financial Statements and Grant Acquittals, Statistical Returns, Customer Service, **Includes Rates Income**

FINANCE & TECHNOLOGY	2025/26 ($)	2026/27 ($)	2027/28 ($)	2028/29 ($)
INCOME				
TOTAL OPERATING INCOME	12,051,717	12,135,260	2,225,892	12,373,790
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME	**12,051,717**	**12,135,260**	**12,225,892**	**12,373,790**
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	1,175,872	1,697,663	1,601,013	1,249,074
TOTAL DEPRECIATION	27,566	27,566	27,566	27,566
TOTAL CAPITAL EXPENDITURE	30,000	30,900	31,827	32,782
TOTAL LOAN PRINCIPAL REPAYMENTS	79,198	81,475	83,829	86,362
TOTAL EXPENDITURE	**1,312,636**	**1,837,604**	**1,744,235**	**1,395,784**
NET RESULT *	**10,739,081**	**10,297,656**	**10,481,657**	**10,978,006**
NET RESULT (Excluding Capital Income & Expenditure, & Loan Repayments)	**10,848,279**	**10,410,031**	**10,597,313**	**11,097,150**

*Matches Net Profit/ (Loss), last column in Cash Results by Service Area Page # 42

8. CORPORATE & GOVERNANCE - Section Budget

Service Description:
The provison of functions to internal and external customers of Council including Statutory Reporting.

Key Outputs:
Integrated Planning & Reporting, Audit & Risk Improvement Committee, Statutory Reporting, Government Information Public Access, Reviews and Investigation, Delegations Register, Governance Framework, Annual Operational Plan

CORPORATE & GOVERNANCE	2025/26 ($)	2026/27 ($)	2027/28 ($)	2028/29 ($)
INCOME				
TOTAL OPERATING INCOME	1,740	1,784	1,829	1,875
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME	**1,740**	**1,784**	**1,829**	**1,875**
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	678,784	777,591	803,634	830,551
TOTAL DEPRECIATION	69,631	73,054	76,649	80,423
TOTAL CAPITAL EXPENDITURE				
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	**748,415**	**850,645**	**880,283**	**910,974**
NET RESULT *	**(746,675)**	**(848,861)**	**(878,454)**	**(909,099)**
NET RESULT (Excluding Capital Income & Expenditure, & Loan Repayments)	**(746,675)**	**(848,861)**	**(878,454)**	**(909,099)**

*Matches Net Profit/ (Loss), last column in Cash Results by Service Area Page # 42

9. ENVIRONMENTAL MANAGEMENT – Section Budget

Service Description:
To protect the natural environment, agricultural activities, the economy and community from the impacts of noxious and invasive weeds within the Tenterfield Shire Council.

Key Outputs:
Weed Management and Control Service, Ranger Operations, Parking Compliance, Companion Animals, Community Education

ENVIRONMENTAL MANAGEMENT	2025/26 ($)	2026/27 ($)	2027/28 ($)	2028/29 ($)
INCOME				
TOTAL OPERATING INCOME	88,237	90,443	92,704	95,021
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME	**88,237**	**90,443**	**92,704**	**95,021**
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	413,132	457,401	472,543	488,592
TOTAL DEPRECIATION	930	930	930	930
TOTAL CAPITAL EXPENDITURE				
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	**414,062**	**458,331**	**473,473**	**489,522**
NET RESULT *	**(325,825)**	**(367,888)**	**(380,769)**	**(394,501)**
NET RESULT (Excluding Capital Income & Expenditure, & Loan Repayments)	**(325,825)**	**(367,888)**	**(380,769)**	**(394,501)**

*Matches Net Profit/ (Loss), last column in Cash Results by Service Area Page # 42

10. LIVESTOCK SALEYARDS – Section Budget

Service Description:
Provide an efficient and consistent livestock selling centre for the weighing and processing of livestock, associated data and a platform for selling and transportation of cattle throughout the New England area and beyond.

Key Outputs:
Management of Saleyards Assets, Scanning and Weighing of Cattle

LIVESTOCK SALEYARDS	2025/26 ($)	2026/27 ($)	2027/28 ($)	2028/29 ($)
INCOME				
TOTAL OPERATING INCOME	113,773	116,617	119,533	122,522
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME	**113,773**	**116,617**	**119,533**	**122,522**
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	86,838	87,128	92,359	95,821
TOTAL DEPRECIATION	84,442	88,664	93,097	97,752
TOTAL CAPITAL EXPENDITURE	65,000		216,260	16,280
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	**236,280**	**175,792**	**401,716**	**209,853**
NET RESULT *	**(122,507)**	**(59,175)**	**(282,183)**	**(87,331)**
NET RESULT (Excluding Capital Income & Expenditure, & Loan Repayments)	**(57,507)**	**(59,175)**	**(65,923)**	**(71,051)**

*Matches Net Profit/ (Loss), last column in Cash Results by Service Area Page # 42

11. PLANNING & REGULATION – Section Budget

Service Description:
The provision of efficient and consistent planning, building, environmental, and public health regulation, inspection and certification services.

Key Outputs:
Development Applications, Construction Certificates, Issuing of Orders, Notices and Infringements, Land Use Planning, Approvals, Community and School Education

PLANNING & REGULATION	2025/26 ($)	2026/27 ($)	2027/28 ($)	2028/29 ($)
INCOME				
TOTAL OPERATING INCOME	290,317	297,237	304,642	312,232
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	100,000	102,500	105,063	107,690
TOTAL INCOME	**390,317**	**399,737**	**409,705**	**419,922**
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	590,327	732,258	655,950	678,131
TOTAL DEPRECIATION	27,905	27,905	27,905	27,905
TOTAL CAPITAL EXPENDITURE				
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	**618,232**	**760,163**	**683,855**	**706,036**
NET RESULT *	**(227,915)**	**(360,426)**	**(274,150)**	**(286,114)**
NET RESULT (Excluding Capital Income & Expenditure, & Loan Repayments)	**(327,915)**	**(462,926)**	**(379,213)**	**(393,804)**

*Matches Net Profit/ (Loss), last column in Cash Results by Service Area Page # 42

12. BUILDINGS & AMENITIES - Section Budget

Service Description:
Provide a range of assets to support Council operations and the community to pursue leisure, cultural and sporting interests and operational assets that allow Council, and other government agencies to provide a wide range of community services in a safe and sustainable manner.

Key Outputs:
Administration Buildings, Council Property Management, Community Buildings, Commercial and Residential Properties, Public Halls, Public Amenities

BUILDINGS & AMENITIES	2025/26 ($)	2026/27 ($)	2027/28 ($)	2028/29 ($)
INCOME				
TOTAL OPERATING INCOME	208,185	212,915	217,772	222,757
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME	**208,185**	**212,915**	**217,772**	**222,757**
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	1,195,965	832,555	979,505	1,019,624
TOTAL DEPRECIATION	369,975	381,205	390,801	403,482
TOTAL CAPITAL EXPENDITURE	849,446	948,892	488,892	20,000
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	**2,415,386**	**2,162,652**	**1,859,198**	**1,443,106**
NET RESULT *	**(2,207,201)**	**(1,949,737)**	**(1,641,426)**	**(1,220,349)**
NET RESULT (Excluding Capital Income & Expenditure, & Loan Repayments)	**(1,357,755)**	**(1,000,845)**	**(1,152,534)**	**(1,200,349)**

*Matches Net Profit/ (Loss), last column in Cash Results by Service Area Page # 42

13. PARKS, GARDENS & OPEN SPACE – Section Budget

Service Description:
To provide quality and sustainable parks, gardens, cemetries, sporting grounds and open spaces at a standard to be safe, functional and of appropriate appearance and that meet our community's needs.

Key Outputs:
Parks and Gardens Management, Open Space Management, Cemeteries, Sporting Grounds

PARKS, GARDENS & OPEN SPACE	2025/26 ($)	2026/27 ($)	2027/28 ($)	2028/29 ($)
INCOME				
TOTAL OPERATING INCOME	134,097	137,449	140,885	144,407
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME	**134,097**	**137,449**	**140,885**	**144,407**
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	1,291,599	1,315,718	1,290,104	1,347,307
TOTAL DEPRECIATION	284,215	298,119	312,719	328,049
TOTAL CAPITAL EXPENDITURE	124,000	315,920	67,898	69,935
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	**1,699,814**	**1,929,757**	**1,670,721**	**1,745,291**
NET RESULT *	**(1,565,717)**	**(1,792,308)**	**1,529,836)**	**(1,600,884)**
NET RESULT (Excluding Capital Income & Expenditure, & Loan Repayments)	**(1,441,717)**	**(1,476,388)**	**(1,461,938)**	**(1,530,949)**

*Matches Net Profit/ (Loss), last column in Cash Results by Service Area Page # 42

14. SWIMMING COMPLEX - Section Budget

Service Description:
To provide the public with safe aquatic facilities located in the Tenterfield township.

Key Outputs:
Ensure Water Quality Standards, 33m Outdoor Pool, Management of Swimming Pool Operations, Toddler's Pool, Kiosk Facility

SWIMMING COMPLEX	2025/26 ($)	2026/27 ($)	2027/28 ($)	2028/29 ($)
INCOME				
TOTAL OPERATING INCOME				
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME				
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	425,671	356,192	383,652	398,307
TOTAL DEPRECIATION	52,209	53,995	55,870	57,839
TOTAL CAPITAL EXPENDITURE	60,000	65,750	106,523	40,000
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	**537,880**	**475,937**	**546,045**	**496,146**
NET RESULT *	**(537,880)**	**(475,937)**	**(546,045)**	**(496,146)**
NET RESULT (Excluding Capital Income & Expenditure, & Loan Repayments)	**(477,880)**	**(410,187)**	**(439,522)**	**(456,146)**

*Matches Net Profit/ (Loss), last column in Cash Results by Service Area Page # 42

15. ASSET MANAGEMENT & RESOURCING - Section Budget

Service Description:
The delivery of the Shire's assets with a focus on long-term sustainability with sufficient flexibility to facilitate the delivery of Council activities.

Key Outputs:
Asset Planning, Policy and Management, Design and Engineering, Development of Maintenance Policies and Procedures, Project Management, Inspections and Condition Assessment, Asset Risk Management

ASSET MANAGEMENT & RESOURCING	2025/26 ($)	2026/27 ($)	2027/28 ($)	2028/29 ($)
INCOME				
TOTAL OPERATING INCOME	10,506	10,769	11,038	11,314
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME	**10,506**	**10,769**	**11,038**	**11,314**
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	978,600	1,185,778	1,197,629	1,381,416
TOTAL DEPRECIATION	117,028	122,398	128,037	133,958
TOTAL CAPITAL EXPENDITURE	150,000	65,300	555,000	250,000
TOTAL LOAN PRINCIPAL REPAYMENTS	13,900	14,317	14,747	15,189
TOTAL EXPENDITURE	**1,259,528**	**1,387,793**	**1,895,413**	**1,780,563**
NET RESULT *	**(1,249,022)**	**(1,377,024)**	**(1,884,375)**	**(1,769,249)**
NET RESULT (Excluding Capital Income & Expenditure, & Loan Repayments)	**(1,085,122)**	**(1,297,407)**	**(1,314,628)**	**(1,504,060)**

*Matches Net Profit/ (Loss), last column in Cash Results by Service Area Page # 42

16. COMMERCIAL WORKS - Section Budget

Service Description:
To provide professional, high quality, timely and cost effective private (commercial) works to the customers of Tenterfield Shire Council, which deliver a return on investment to Council's General Fund.

Key Outputs:
Commercial works in accordance with Private Works Policy

COMMERCIAL WORKS	2025/26 ($)	2026/27 ($)	2027/28 ($)	2028/29 ($)
INCOME				
TOTAL OPERATING INCOME	163,517	167,605	171,795	176,090
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME	**163,517**	**167,605**	**171,795**	**176,090**
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	131,213	135,217	139,344	143,600
TOTAL DEPRECIATION				
TOTAL CAPITAL EXPENDITURE				
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	**131,213**	**135,217**	**139,344**	**143,600**
NET RESULT *	**32,304**	**32,388**	**32,451**	**32,490**
NET RESULT (Excluding Capital Income & Expenditure, & Loan Repayments)	**32,304**	**32,388**	**32,451**	**32,490**

*Matches Net Profit/ (Loss), last column in Cash Results by Service Area Page # 42

17. STORMWATER DRAINAGE - Section Budget

Service Description:
The provision of stormwater drainage infrastructure to manage rainfal and storm events and manage environmental impacts of urban runoff.

Key Outputs:
Stormwater Infrastructure, Gross Pollutant Traps

STORMWATER DRAINAGE	2025/26 ($)	2026/27 ($)	2027/28 ($)	2028/29 ($)
INCOME				
TOTAL OPERATING INCOME	72,774	72,924	73,074	73,224
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME	**72,774**	**72,924**	**73,074**	**73,224**
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	316,103	16,666	17,250	17,854
TOTAL DEPRECIATION	121,238	127,300	133,665	140,348
TOTAL CAPITAL EXPENDITURE		100,000	103,000	106,090
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	**437,341**	**243,966**	**253,915**	**264,292**
NET RESULT *	**(364,567)**	**(171,042)**	**(180,841)**	**(191,068)**
NET RESULT (Excluding Capital Income & Expenditure, & Loan Repayments)	**(364,567)**	**(71,042)**	**(77,841)**	**(84,978)**

*Matches Net Profit/ (Loss), last column in Cash Results by Service Area Page # 42

18. TRANSPORT NETWORK – Section Budget

Service Description:
The provision of the road network (sealed and unsealed) in a serviceable, safe and sustainable condition to service Tenterfield Shire Council's towns and villages and facilitate the movement of people and goods through our region.

Key Outputs:
Maintenance and Construction: Sealed and Unsealed Roads, Culvert and Causeways, Street Sweeping, Vegetation Control, Street Lighting and Bus Shelters, Regional and Rural Road Construction and Upgrade, Car Parks, Timber and Concrete Bridges, Kerb and Gutter Repairs, Signs, Guideposts and Guardrails, Footpaths, Cycleways, Kerb and Gutters

TRANSPORT NETWORK	**2025/26 ($)**	**2026/27 ($)**	**2027/28 ($)**	**2028/29 ($)**
INCOME				
TOTAL OPERATING INCOME	31,525,478	10,205,755	5,480,299	5,532,406
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	11,387,661			
TOTAL INCOME	**42,913,139**	**10,205,755**	**5,480,299**	**5,532,406**
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	32,566,862	10,921,748	3,732,846	3,825,913
TOTAL DEPRECIATION	5,909,906	6,204,595	6,514,019	6,838,915
TOTAL CAPITAL EXPENDITURE	18,091,363	5,323,599	5,063,538	5,116,541
TOTAL LOAN PRINCIPAL REPAYMENTS	366,100	380,100	394,687	411,749
TOTAL EXPENDITURE	**56,934,231**	**22,830,042**	**15,705,090**	**16,193,118**
NET RESULT *	**(14,021,092)**	**(12,624,287)**	**(10,224,791)**	**(10,660,712)**
NET RESULT (Excluding Capital Income & Expenditure, & Loan Repayments	**(6,951,290)**	**(6,920,588)**	**(4,766,566)**	**(5,132,422)**

*Matches Net Profit/ (Loss), last column in Cash Results by Service Area Page # 42

19. PLANT, FLEET & EQUIPMENT – Section Budget

Service Description:
The delivery of the Shire's fleet and depot operation, including stores, to effectively and efficiently deliver Council activities and maximise utilisation of Council assets.

Key Outputs:
Plant and Fleet Management, Stores Management, Depot Management

PLANT, FLEET & EQUIPMENT	2025/26 ($)	2026/27 ($)	2027/28 ($)	2028/29 ($)
INCOME				
TOTAL OPERATING INCOME	51,432	52,718	54,036	55,387
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME	**51,432**	**52,718**	**54,036**	**55,387**
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	(330,292)	(220,562)	(197,704)	(172,605)
TOTAL DEPRECIATION	500,418	525,439	551,711	579,297
TOTAL CAPITAL EXPENDITURE	1,980,000	300,000	300,000	300,000
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	**2,150,126**	**604,877**	**654,007**	**706,692**
NET RESULT *	**(2,098,694)**	**(552,159)**	**(599,971)**	**(651,305)**
NET RESULT (Excluding Capital Income & Expenditure, & Loan Repayments	**(118,694)**	**(252,159)**	**(299,971)**	**(351,305)**

*Matches Net Profit/ (Loss), last column in Cash Results by Service Area Page # 42

20. WASTE MANAGEMENT - Section Budget

Service Description:
To provide equitable access to sustainable waste management services across the Tenterfield Shire in an efficient and commercially responsible manner adhering to regulatory and licensing requirements.

Key Outputs:
Tenterfield Landfill, Commercial Waste Management, Recycling and Community Education, Domestic Waste Management, Waste Transfer Stations (WTS).

WASTE MANAGEMENT	2025/26 ($)	2026/27 ($)	2027/28 ($)	2028/29 ($)
INCOME				
TOTAL OPERATING INCOME	3,733,908	3,745,218	3,756,558	3,767,928
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	4,203	4,308	4,416	4,526
TOTAL INCOME	**3,738,111**	**3,749,526**	**3,760,974**	**3,772,454**
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	2,365,149	2,431,284	2,490,132	2,555,268
TOTAL DEPRECIATION	345,435	352,669	360,264	368,239
TOTAL CAPITAL EXPENDITURE	1,749,150	461,330	611,970	1,408,859
TOTAL LOAN PRINCIPAL REPAYMENTS	120,556	125,919	131,200	137,980
TOTAL EXPENDITURE	**4,580,290**	**3,371,202**	**3,593,566**	**4,470,346**
NET RESULT *	**(842,179)**	**378,324**	**167,408**	**(697,892)**
NET RESULT (Excluding Capital Income & Expenditure, & Loan Repayments	**1,023,324**	**961,265**	**906,162**	**844,421**

*Matches Net Profit/ (Loss), last column in Cash Results by Service Area Page # 42

21. WATER SUPPLY – Section Budget

Service Description:
Provision of potable water supply in urban areas that is sustainable and cost effective to meet the current and future need of our community that complies with Australian Drinking Water Guidelines.

Key Outputs:
Water Supply - Tenterfield and Urbenville, Water Sales - Woodenbong and Muli Muli, Reticulation System - Jennings

WATER SUPPLY	2025/26 ($)	2026/27 ($)	2027/28 ($)	2028/29 ($)
INCOME				
TOTAL OPERATING INCOME	2,959,745	2,967,044	3,091,685	3,221,802
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	10,506	10,769	11,038	11,314
TOTAL INCOME	**2,970,251**	**2,977,813**	**3,102,723**	**3,233,116**
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	2,331,109	2,368,912	2,413,345	2,480,046
TOTAL DEPRECIATION	1,177,046	1,235,898	1,297,693	1,362,578
TOTAL CAPITAL EXPENDITURE	482,256	1,072,044	383,369	511,038
TOTAL LOAN PRINCIPAL REPAYMENTS	233,316	242,691	252,694	262,099
TOTAL EXPENDITURE	**4,223,727**	**4,919,545**	**4,347,101**	**4,615,761**
NET RESULT *	**(1,253,476)**	**(1,941,732)**	**(1,244,378)**	**(1,382,645)**
NET RESULT (Excluding Capital Income & Expenditure, & Loan Repayments	**(548,410)**	**(637,766)**	**(619,353)**	**(620,822)**

*Matches Net Profit/ (Loss), last column in Cash Results by Service Area Page # 42

22. SEWERAGE SERVICES – Section Budget

Service Description:
To provide sewerage services in urban areas that is environmentally sustainable and cost effective to meet the demand of our community complying with relevant legislative requirements.

Key Outputs:
Sewerage services Tenterfield and Urbenville, Asset maintenance, Renewal and upgrade program (sewer mains, valves and hydrants), Compliance with EFA and DPI Water licence conditions.

SEWERAGE SERVICES	2025/26 ($)	2026/27 ($)	2027/28 ($)	2028/29 ($)
INCOME				
TOTAL OPERATING INCOME	3,021,242	2,739,794	2,485,368	2,589,486
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	2,460,506	10,769	11,038	11,314
TOTAL INCOME	**5,481,748**	**2,750,563**	**2,496,406**	**2,600,800**
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	2,009,439	1,819,702	2,047,561	2,023,631
TOTAL DEPRECIATION	660,140	693,147	727,805	764,195
TOTAL CAPITAL EXPENDITURE	3,690,381	704,192	736,799	793,178
TOTAL LOAN PRINCIPAL REPAYMENTS	126,562	136,643	147,310	159,258
TOTAL EXPENDITURE	**6,486,522**	**3,353,684**	**3,659,475**	**3,740,262**
NET RESULT *	**(1,004,774)**	**(603,121)**	**(1,163,069)**	**(1,139,462)**
NET RESULT (Excluding Capital Income & Expenditure, & Loan Repayments	**351,663**	**226,945**	**(289,998)**	**(198,340)**

*Matches Net Profit/ (Loss), last column in Cash Results by Service Area Page # 42

CAPITAL EXPENDITURE

This section outlines the capital expenditure planned for the four-year period from 2025/2026 to 2028/2029.

Description	2025/26 ($)	2026/27 ($)	2027/28 ($)	2028/29 ($)	Type	Funding Source
Economic Growth						
SCCF5 - Tenterfield Youth Precinct Infrastructure Upgrade, Stage 2	100,000				New	Stronger Communities Fund - Round 5 grant
Total Economic Growth	**100,000**					
Arts, Culture & Library Services						
Local Priority Grant - Capital Assets	20,705	21,223	21,754	22,298	Renewal	NSW Public Library Funding
School of Arts - Roofing Works	210,000				Renewal	General Fund
Total Arts, Culture & Library Services	**230,705**	**21,223**	**21,754**	**22,298**		
Finance & Technology						
Computer Equipment	30,000	30,900	31,827	32,782	Renewal	General Fund
Total Finance & Technology	**30,000**	**30,900**	**31,827**	**32,782**		
Livestock Saleyards						
Saleyards - Upgrade Agents Cattle Crush x 3	35,000				Renewal	General Fund - Internal Reserve - Livestock Saleyards
Saleyards - Livestock Scanner Replacement	30,000				Renewal	General Fund - Internal Reserve - Livestock Saleyards
Saleyards - Hardstand & Parking Area Renewal			216,260		Renewal	General Fund
Saleyards - Boundary Fence				9,280	Renewal	General Fund
Saleyards - Entry Post, Rail Fence & Gate				7,000	Renewal	General Fund
Total Livestock Saleyards	**65,000**		**216,260**	**16,280**		

CAPITAL EXPENDITURE

This section outlines the capital expenditure planned for the four-year period from 2025/2026 to 2028/2029.

Description	2025/26 ($)	2026/27 ($)	2027/28 ($)	2028/29 ($)	Type	Funding Source
Parks, Gardens & Open Space						
Parks & Gardens - Walking Paths Solar Lighting	30,000	30,900	31,827	32,782	New	General Fund
Parks & Gardens - Fixtures Replacement	30,000	30,900	31,827	32,782	Renewal	General Fund
Legume Park - Playground Fencing	30,000				New	General Fund
Urbenville Park - Playground Fencing	30,000				New	General Fund
Tenterfield Cemetery - New Slabs	4,000	4,120	4,244	4,371	New	General Fund
Federation Park - Renewal of Floodlights to New Technology - to apply for grant funding $300,000		150,000			Renewal	General Fund 50% / Apply for Grant Funding 50%
Shirley Park - Renewal of Floodlights to New Technology - to apply for grant funding $200,000		100,000			Renewal	General Fund 50% / Apply for Grant Funding 50%
Total Parks, Gardens & Open Space	**124,000**	**315,920**	**67,898**	**69,935**		
Buildings & Amenities						
Admin Building - Roof Replacement	450,000				Renewal	General Fund
CCTV for Town Centre	100,000				Renewal	General Fund
Federation Park - Amenities Block Replacement (SRV 2023)	244,446	488,892	488,892		Renewal	General Fund - Internal Reserve - SRV 2023
Jubilee Park - Rotunda Renewal	55,000				Renewal	General Fund
Bruxner Park - Toilet Block Replacement (SRV 2023)		200,000			Renewal	General Fund - Internal Reserve - SRV 2023

CAPITAL EXPENDITURE

This section outlines the capital expenditure planned for the four-year period from 2025/2026 to 2028/2029.

Description	2025/26 ($)	2026/27 ($)	2027/28 ($)	2028/29 ($)	Type	Funding Source
Market Square - Toilet Block Replacement (SRV 2023)		200,000			Renewal	General Fund - Internal Reserve - SRV 2023
Memorial Hall Tenterfield - Renew Old Bathrooms		60,000			Renewal	General Fund
RSL Hall Verandah - Renewal				20,000	Renewal	General Fund
Total Buildings & Amenities	**849,446**	**948,892**	**488,892**	**20,000**		
Swimming Complex						
Swimming Pool - Equipment Replacement	25,000	25,750	26,523	40,000	Renewal	General Fund
Swimming Pool - Acid Tank	35,000				Renewal	General Fund
Swimming Pool - Grandstand - Roof & Rear Cladding Replacement		40,000			Renewal	General Fund
Swimming Pool - Cantilever Shade Sail Replacement			15,000		Renewal	General Fund
Swimming Pool - Toddler Pool Shade Sail Replacement			65,000		Renewal	General Fund
Swimming Pool - Replacement - to apply for grant funding $15 million					Renewal	Apply for Grant Funding
Total Swimming Complex	**60,000**	**65,750**	**106,523**	**40,000**		
Asset Management & Resourcing						
Tenterfield Depot - Fuel Tank Replacement/Remediation (SRV 2014)	150,000				Renewal	General Fund & Internal Reserve - SRV 2014 (85,753)
Tenterfield Depot - WHS & Environmental Initiative Enhancements		65,300			Renewal	General Fund

CAPITAL EXPENDITURE

This section outlines the capital expenditure planned for the four-year period from 2025/2026 to 2028/2029.

Description	2025/26 ($)	2026/27 ($)	2027/28 ($)	2028/29 ($)	Type	Funding Source
Tenterfield Depot - Wash Down & Recycle Bay			150,000		New	General Fund
Tenterfield Depot - Workshop - Roof Renewal			155,000		Renewal	General Fund
Tenterfield Depot - Training & Amenities Block			250,000	250,000	Renewal	General Fund
Total Asset Management & Resourcing	**150,000**	**65,300**	**555,000**	**250,000**		
Stormwater & Drainage						
Stormwater Pipe Renewal		100,000	103,000	106,090	Renewal	Stormwater Fund
Total Stormwater & Drainage		**100,000**	**103,000**	**106,090**		
Transport Network						
Reseal Program - Regional Roads (Block Grant)	752,935	727,065	700,407	672,933	Renewal	Regional Roads Block Grant
Traffic Facilities - Regional Roads	72,000	72,000	72,000	72,000	Renewal	Traffic Facilities Grant
Roads to Recovery	2,021,839	1,984,243	1,673,031	1,673,031	Renewal	Roads to Recovery 2024-29 Grant
Bridges/Causeways (SRV 2014)	899,981				Renewal	General Fund - Internal Reserve - SRV 2014
Concrete Bridges	128,690	132,557	136,540	140,645	Renewal	General Fund
Causeways	181,371	189,830	198,864	208,525	Renewal	General Fund

CAPITAL EXPENDITURE

This section outlines the capital expenditure planned for the four-year period from 2025/2026 to 2028/2029.

Description	2025/26 ($)	2026/27 ($)	2027/28 ($)	2028/29 ($)	Type	Funding Source
Urban Streets - Reseal Program	102,749	105,817	108,975	112,228	Renewal	General Fund
Road Renewal - Gravel Roads (D class roads)	550,099	566,585	583,576	601,087	Renewal	General Fund
Gravel Resheets	312,010	420,323	431,859	443,714	Renewal	General Fund
Urban Streets Unsealed - Resheets	10,000	10,300	10,609	10,927	Renewal	General Fund
Rural Roads - Reseal Program	410,933	423,137	435,706	448,649	Renewal	General Fund
Rural Road Rehabilitation	300,000	308,515	317,274	326,283	Renewal	General Fund
Urban Road Rehabilitation	150,000	154,537	159,212	164,030	Renewal	General Fund
Kerbing & Guttering	20,000	20,600	21,218	21,855	Renewal	General Fund
Culverts & Pipes	148,194	152,732	157,412	162,237	Renewal	General Fund
Gravel Pit Rehabilitation	49,901	11,068	11,236	11,409	Renewal	General Fund
Footpaths	43,000	44,290	45,619	46,988	Renewal	General Fund
DRFA AGRN1012 Integrated Smart Infrastructure System (Category D)	550,000				New	Disaster Recovery Funding Arrangements (DRFA) - Category D grant
Special Grant Mt Lindesay Road (State & Federal project)	1,042,926				Renewal	Transport for NSW grant

CAPITAL EXPENDITURE

This section outlines the capital expenditure planned for the four-year period from 2025/2026 to 2028/2029.

Description	2025/26 ($)	2026/27 ($)	2027/28 ($)	2028/29 ($)	Type	Funding Source
Mt Lindesay Road Legume/Woodenbong Upgrade	2,020,000				Renewal	Transport for NSW grant
RNSW2787 - Mt Lindesay Road, NE Hwy to Washpool Ck Bridge	1,939,605				Renewal	Fixing Country Roads - Round 6 grant
Betterment of Molesworth St Bridge (Category D RRTRP)	6,385,130				Renewal	Regional Roads & Transport Recovery Package (RRTRP) grant
Total Transport Network	**18,091,363**	**5,323,599**	**5,063,538**	**5,116,541**		
Plant, Fleet & Equipment						
Public Works Plant - Purchases - light vehicles	2,000,000	2,000,000	2,000,000	2,000,000	Renewal	General Fund - Internal Reserve - Plant & Vehicle Replacement
Public Works Plant - Purchases - Grader #1	860,000				Renewal	General Fund - Internal Reserve - Plant & Vehicle Replacement
Public Works Plant - Purchases - Grader #2	860,000				Renewal	General Fund - Internal Reserve - Plant & Vehicle Replacement
Public Works Plant - Purchases - Mower #1	120,000				Renewal	General Fund - Internal Reserve - Plant & Vehicle Replacement
Public Works Plant - Purchases - Mower #2	120,000				Renewal	General Fund - Internal Reserve - Plant & Vehicle Replacement

CAPITAL EXPENDITURE

This section outlines the capital expenditure planned for the four-year period from 2025/2026 to 2028/2029.

Description	2025/26 ($)	2026/27 ($)	2027/28 ($)	2028/29 ($)	Type	Funding Source
Public Works Plant - WDV of Asset Disposals - light vehicles	(1,700,000)	(1,700,000)	(1,700,000)	(1,700,000)	Renewal	General Fund - Internal Reserve - Plant & Vehicle Replacement
Public Works Plant - WDV of Asset Disposals - Grader #1	(150,000)				Renewal	General Fund - Internal Reserve - Plant & Vehicle Replacement
Public Works Plant - WDV of Asset Disposals - Grader #2	(120,000)				Renewal	General Fund - Internal Reserve - Plant & Vehicle Replacement
Public Works Plant - WDV of Asset Disposals - Mower #1	(5,000)				Renewal	General Fund - Internal Reserve - Plant & Vehicle Replacement
Public Works Plant - WDV of Asset Disposals - Mower #2	(5,000)				Renewal	General Fund - Internal Reserve - Plant & Vehicle Replacement
Total Plant, Fleet & Equipment	**1,980,000**	**300,000**	**300,000**	**300,000**		
Waste Management						
240L Wheelie Bins	2,396	2,468	2,542	2,618	Renewal	Waste Fund
Industrial Bins	7,188	7,404	7,626	7,855	Renewal	Waste Fund
Waste Solar Installation/Replacements	40,000	40,000	40,000	40,000	Renewal	Waste Fund
Boonoo Boonoo - Landfill Cover	11,124	11,458	11,802	12,156	Renewal	Waste Fund
Boonoo Boonoo - Cell Remediation Asset	55,620				Renewal	Waste Fund
Boonoo Boonoo - Develop Stage 5	500,000				New	Waste Fund

CAPITAL EXPENDITURE

This section outlines the capital expenditure planned for the four-year period from 2025/2026 to 2028/2029.

Description	2025/26 ($)	2026/27 ($)	2027/28 ($)	2028/29 ($)	Type	Funding Source
Redevelop Drake Transfer Station	350,000				Renewal	Waste Fund
Tenterfield WTS Recycling Infrastructure	103,000				Renewal	Waste Fund
Tenterfield WTS Groundwater Bores	119,777				Renewal	Waste Fund
Waste Plant Purchases - Waste Truck	560,045				Renewal	Waste Fund
Urbenville - Refurbish Transfer Station		200,000			Renewal	Waste Fund
Tenterfield WTS - Replacement Cardboard Bailer		200,000			Renewal	Waste Fund
Tenterfield WTS - Additional Roofing			300,000		Renewal	Waste Fund
Urbenville - Recycling Infrastructure			50,000		Renewal	Waste Fund
Liston - Refurbish Transfer Station			200,000		Renewal	Waste Fund
Legume - Refurbish Transfer Station				200,000	Renewal	Waste Fund
Remediation				1,146,230	Renewal	Waste Fund
Total Waste Management	**1,749,150**	**461,330**	**611,970**	**1,408,859**		
Water Supply						
Tenterfield Mains Replacement	322,122	331,942	342,064	352,494	Renewal	Water Fund
Tenterfield Meter Replacement	25,808	26,582	27,379	28,200	Renewal	Water Fund
Tenterfield Mains Augmentation	11,200				Renewal	Water Fund

CAPITAL EXPENDITURE

This section outlines the capital expenditure planned for the four-year period from 2025/2026 to 2028/2029.

Description	2025/26 ($)	2026/27 ($)	2027/28 ($)	2028/29 ($)	Type	Funding Source
Tenterfield Flood Warning System	40,000				Renewal	Water Fund
Tenterfield East St Reservoir - Major Refurbishment		300,000			Renewal	Water Fund
Tenterfield Riley St Reservoir - Major Refurbishment & Upgrade		400,000			Renewal	Water Fund
Tenterfield Valve Renewal				50,000	Renewal	Water Fund
Tenterfield Air Scour Pipe Renewal Program				66,000	Renewal	Water Fund
Jennings Mains Replacement	13,126	13,520	13,926	14,344	Renewal	Water Fund
Jennings Meter Replacement	10,000				Renewal	Water Fund
Urbenville Mains Extension	20,000				Renewal	Water Fund
Urbenville Meter Replacement	20,000				Renewal	Water Fund
Urbenville Valve/Hydrant Replacement	20,000				Renewal	Water Fund
Total Water Supply	**482,256**	**1,072,044**	**383,369**	**511,038**		
Sewerage Services						
Tenterfield Mains Relining (1km Year)	198,118	204,062	210,184	216,490	Renewal	Sewer Fund
Tenterfield Mains Augmentation	79,314	81,693	84,144	86,668	Renewal	Sewer Fund
Tenterfield Manhole Level Alterations (Water Infiltration)	185,326	190,886	196,613	202,511	Renewal	Sewer Fund
Tenterfield Network Renewal	220,923	227,551	234,378	241,409	Renewal	Sewer Fund

CAPITAL EXPENDITURE

This section outlines the capital expenditure planned for the four-year period from 2025/2026 to 2028/2029.

Description	2025/26 ($)	2026/27 ($)	2027/28 ($)	2028/29 ($)	Type	Funding Source
Biosolids Processing Plant	250,000				Renewal	Sewer Fund
Tenterfield Sewer Treatment Plant - 3 Bay Shed for Storage	120,000				Renewal	Sewer Fund
Tenterfield New Pump Station - Trail Lane	150,000				Renewal	Sewer Fund
Betterment of Molesworth St Sewer Line	2,450,000				Renewal	Regional Roads & Transport Recovery Package (RRTRP) grant
Tenterfield Replace Baffles in Tertiary Ponds				46,100	Renewal	Sewer Fund
Urbenville Sewer Treatment Plant - Sludge Removal/Renewal of Capacity	11,200		11,480		Renewal	Sewer Fund
Urbenville Sewer Treatment Plant - Telemetry Upgrade	15,000				Renewal	Sewer Fund
Urbenville Sewer Treatment Plant - Telemetry From PS to STP	10,500				Renewal	Sewer Fund
Total Sewerage Services	**3,690,381**	**704,192**	**736,799**	**793,178**		
Grand Total - all funds	**27,602,301**	**9,409,150**	**8,686,830**	**8,687,001**		

STORMWATER LEVY

Stormwater Levy	2025/26 ($)	2026/27 ($)	2027/28 ($)	2028/29 ($)
Opening Balance of Stormwater Fund as at 28 February 2025	**1,100,251**			
Operating Levy Income				
Stormwater - Residential Income	42,687.50	42,837.50	42,987.50	43,137.50
Stormwater - Non Residential Income	30,086.00	30,086.00	30,086.00	30,086.00
Total Operating Levy Income	**72,773.50**	**72,923.50**	**73,073.50**	**73,223.50**
Expenditure				
Stormwater Drainage - Maintenance	16,103.00	16,666.00	17,250.00	17,854.00
Stormwater Drainage - Design & Investigation	300,000.00			
Stormwater Pipe Renewal		100,000.00	103,000.00	106,090.00
Total Expenditure	**316,103.00**	**116,666.00**	**120,250.00**	**123,944.00**
Estimated Net Balance of Stormwater Fund as at Year End	**856,921**	**813,179**	**766,002**	**715,282**

Long Term Financial Plan 2025/2036

Consolidated Income Statement 2025/2036

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Revenue from Continuing Operations	$	$	$	$	$	$	$	$	$	$
Rates & Annual Charges	14,905,055	14,851,119	14,883,879	15,250,591	15,627,456	16,180,184	16,758,103	17,360,348	17,986,098	18,635,368
User Fees & Charges	2,651,060	2,650,084	2,706,523	2,793,477	2,883,993	2,994,994	3,110,493	3,230,642	3,355,525	3,485,194
Interest & Investment Revenue	885,000	685,000	485,000	335,000	335,000	335,000	335,000	335,000	335,000	335,000
Other Revenues	793,654	1,193,806	1,230,075	1,268,765	428,821	439,291	450,035	461,063	472,377	483,994
Grants & Contributions provided for Operating Purposes	35,896,568	14,677,768	10,061,276	10,228,607	10,565,221	10,744,264	10,927,959	11,116,433	11,309,796	11,508,193
Grants & Contributions provided for Capital Purposes	14,083,581	149,569	153,309	157,142	161,070	165,097	169,225	173,456	177,792	182,237
Net gains from the disposal of assets										
Total Income	**69,214,918**	**34,207,346**	**29,520,062**	**30,033,582**	**30,001,561**	**30,858,830**	**31,750,815**	**32,676,942**	**33,636,588**	**34,629,986**
Expenses from Continuing Operations										
Employee Benefits & On-Costs	9,617,994	10,454,247	10,816,138	11,190,522	11,577,825	11,978,480	12,392,942	12,821,684	13,265,195	13,723,967
Borrowing Costs	831,956	791,934	750,148	703,560	656,183	608,381	554,186	497,673	443,473	399,455
Materials & Contracts	37,562,844	15,389,947	8,222,109	8,116,020	8,191,596	8,288,405	8,411,940	9,278,366	9,172,237	9,529,778
Depreciation & Amortisation	9,890,898	10,359,447	10,851,194	11,370,376	11,915,250	12,486,749	13,087,305	13,718,374	14,380,815	15,076,060
Impairment										
Other Expenditure	2,767,366	2,935,076	3,115,770	3,369,052	3,520,065	3,746,959	3,992,058	4,321,468	4,542,724	4,852,770
Interest & Investment Losses										
Net Losses from the Disposal of Assets	312,830	322,215	331,881	341,837	352,092	362,655	373,535	384,741	396,283	408,171
Total Expenditure	**60,983,888**	**40,252,866**	**34,087,240**	**35,091,367**	**36,213,011**	**37,471,629**	**38,811,966**	**41,022,306**	**42,200,727**	**43,990,201**
Operating Result from Continuing Operations	**8,231,030**	**(6,045,520)**	**(4,567,178)**	**(5,057,785)**	**(6,211,450)**	**(6,612,799)**	**(7,061,151)**	**(8,345,364)**	**(8,564,139)**	**(9,360,215)**
Operating Result from Continuing Operations - excluding capital income	**(5,852,551)**	**(6,195,089)**	**(4,720,487)**	**(5,214,927)**	**(6,372,520)**	**(6,777,896)**	**(7,230,376)**	**(8,518,820)**	**(8,741,931)**	**(9,542,452)**

Appendices

Appendix 1: Statement of Revenue Policy

Appendix 2: TSC Fee's and Charges

Version	Purpose and description	Date adopted by Council	Resolution #
Draft	Draft Delivery Program 2025-2029 endorsed at 28 May 2025 council meeting for public consultation.	28 May 2025	63/25
Final xx/xx	Endorsed by council at its meeting xx/xx/xxxx	xx/xx/2025	

The Delivery Program will be reviewed annually as part of the preparation of each annual Operational Plan to confirm that it continues to reflect Tenterfield Shire Council's commitment to our stakeholders.

Department:	**Office of the Director Corporate Services**
Submitted by:	Lee Sisson, Governance Officer
Reference:	**ITEM GOV96/25**
Subject:	**QUARTERLY PROGRESS REPORT - JULY - SEPTEMBER 2025**

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK	
CSP Goal:	**LEADERSHIP** - Our local leaders are respected and trusted to make our shire a better place
CSP Strategy:	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
Delivery Plan Action:	Develop, manage and deliver Governance Services, in accordance with the OLG Compliance Guide

SUMMARY
The Quarterly Report shows the progress of each of the operational activities that Council is undertaking in the 2025/2026 financial year. This report is for the July, August and September quarter 2025. This report has been amended to reflect the Organisational Structure reported at this Council Meeting.

OFFICER'S RECOMMENDATION:

That Council:

Receives and notes the Quarterly Report on the progress of the Delivery Program and Operational Activities.

BACKGROUND

The Integrated Planning and Reporting (IP&R) framework recognises that most communities share similar aspirations: a safe, healthy and vibrant place to live, a sustainable environment, a caring and engaged community, opportunities for employment and reliable infrastructure. The difference lies in how each community responds to these needs. That is what shapes the character of individual cities, towns and villages. IP&R also recognises that council plans and policies should not exist in isolation and are connected on many levels.

REPORT:

Under section 404 of the *Local Government Act 1993* the Delivery Program is Council's commitment to the community about what it will deliver during its term in office to achieve the Community Strategic Plan objectives. The Operational Plan shows the individual projects and activities a Council will undertake in a specific year.

The General Manager must ensure that progress reports are provided to the Council, with respect to the principal activities detailed in the Delivery Program, at least every six (6) months. Tenterfield Shire Council Delivery Program, as adopted, has set out

Our Governance No. 96 Cont…

quarterly progress reports, i.e. in October 2025, February 2026, April 2026 and June 2026.

The Quarterly Report shows the progress of each of the operational activities that Council is undertaking in the 2025/2026 financial year. This report is for the July, August and September quarter of 2025.

COUNCIL IMPLICATIONS:

1. **Community Engagement / Communication (per engagement strategy)**

   Community Engagement took place in the formulation and exhibition of all IP&R documents including the Operational Plan 2025/2026.

2. **Policy and Regulation**

   The requirements for IP&R are set out in the *Local Government Act 1993* and the *Local Government (General) Regulation 2021*.

3. **Financial (Annual Budget & LTFP)**

   Operational Activities are budgeted for in the Long-Term Financial Plan.

4. **Asset Management (AMS)**

   Nil.

5. **Workforce (WMS)**

   Nil.

6. **Legal and Risk Management**

   Not providing progress reports would find Council In breach of section 404 of the *Local Government Act 1993*.

7. **Performance Measures**

   Nil.

8. **Project Management**
   Nil.

Liz Alley
Director Corporate Services

Prepared by staff member:	Lee Sisson, Governance Officer
Approved/Reviewed by Manager:	Liz Alley,Director Corporate Services
Department:	Office of the Director Corporate Services

Our Governance No. 96 Cont…

Attachments:	**1**	Quarterly Report - July, August, September	51 Pages

QUARTERLY REPORT
JULY, AUGUST, SEPTEMBER
2025

Future Direction One: Community

Accessible, Caring and Inclusive

Community Outcomes

1.1 We can access the medical care we need

1.2 State and local borders do not prevent us from accessing support and services

1.3 Our pool, library parks and sporting facilities are available to everyone

1.4 Younger and older people are valued and supported

How will we get there?

1.1.1 Work with relevant stakeholders to increase the number of local doctors

1.1.2 Advocate for better access to hospitals in QLD for local NSW people

1.2.1 Work with Progress Associations, Cross Border Commissioner, neighbouring Councils and Local Members to improve access to services across borders

1.3.1 Update masterplans for sport and recreation facilities

1.3.2 Support local volunteers to maintain village parks and facilities

1.4.1 Provide children, youth and aged programs in the library

1.4.2 Support community events for younger and older people

1.4.3 Advocate for better community services and facilities within the shire including aged care

1.4.4 Advocate with Police on improving community safety and install CCTV

Future Direction One: Community

Accessible, Caring and Inclusive

Community Outcome	1.1 We can access the medical care we need.						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
1.1.1 Work with relevant stakeholders to increase the number of local doctors	1.1.1.1 Increase advocacy meetings with Hunter New England Local Health District and Cross Border Commissioner which are reported to Council	X	X	X	X	Increase in advocacy meetings attended from current levels	Mayor
Progress Report - July, August, September 2025 August HNEH Tenterfield Local Health Committee meeting attended by Deputy Mayor Greg Sauer.							
1.1.2 Advocate for better access to hospitals in QLD for local NSW people	1.1.2.1 Increase advocacy meetings with Hunter New England Local Health District and Cross Border Commissioner which are reported to Council	X	X	X	X	Decrease in number of cases of inability to access Qld hospitals	Mayor
Progress Report - July, August, September 2025 22.8.25 Mayor and Deputy Mayor gave evidence to NSW Parliamentary Enquiry on splitting Hunter and New England Health.							

Future Direction One: Community
Accessible, Caring and Inclusive

Community Outcome | **1.2 State and local borders do not prevent us from accessing support and services**

Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
1.2.1 Work with Progress Associations, Cross Border Commissioner, neighbouring Councils and Local Members to improve access to services across borders	1.2.1.1 Report to Council advocacy with Progress Associations, Cross Border Commissioner, neighbouring Councils and Local Members to improve access to services across borders	X	X	X	X	Decrease in community complaints	Mayor

Progress Report - July, August, September 2025

8.7.25 Advised General Manager at Legume Progress Association meeting following Bore opening that the issues raised were not new but had been reported previously but not actioned.
22.8.25 Advised General Manager that Urbenville Progress Association have received a grant funded mower plus a purposely designed shed at no cost to Council but were not being given permission from Council to erect the shed on one of the 3 council managed properties in the village. Progress Associations and Hall committees provide Council and village communities with volunteer work without which Council would have to fund employees to maintain the buildings and parks and should be supported in these endeavours by Council.
Continued liaison with QLD Cross Border Commissioner re border issues affecting residents including access to health and other services, policing, communications, trades licensing, and Wallangarra Railway Station.
Continued liaison with local member Minister Saffin on wide range of issues impacting on Tenterfield Shire.
Working with Glen Innes Severn Council on joint Drought Plan initiatives presented by GLENRAC, and on matters with Kyogle Mayor Danielle Mulholland who is currently undergoing cancer treatment.

Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
Community Outcome	**1.3 Our pool, library, parks and sporting facilities are available to everyone**						
1.3.1 Update masterplans for sport and recreation facilities	1.3.1.1 Draft and update plans where required		X			Community Satisfaction Survey improved score from last survey	Manager Parks, Gardens and Open Space

Progress Report not required until 2026/27

Future Direction One: Community

Accessible, Caring and Inclusive

Community Outcome	1.3 Our pool, library, parks and sporting facilities are available to everyone

Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
1.3.1 Update masterplans for sport and recreation facilities	1.3.1.2 Manage the Tenterfield War Memorial Baths (TWMB) Management Plan, and contribute to service delivery	x	x	x	x	Community Satisfaction Survey improved score from last survey	Buildings & Amenities Coordinator

Progress Report - July, August, September 2025

- Management Plan, Scope of Work and Pool Agreement has now been reviewed and next review in 2030 unless required earlier.
- New Contract for 5 years with an option to extend for additional 3 years has been signed and commenced in September.
- New Pailintest purchased for testing of Pool Water.
- Repairs to the pool shell has been completed, the pool opening has been delayed a week to ensure paint has dried completely.

1.3.1 Update masterplans for sport and recreation facilities	1.3.1.3 Refine the existing TWMB Masterplan to reach a position where both Capital and Operational Expenditures are affordable and sustainable into the future	x	x			Completed refinement and update of TWMB Masterplan	Buildings & Amenities Coordinator

Progress Report - July, August, September 2025

- Aquatic Engineer has completed an assessment of the pool complex and supplied a report.

Future Direction One: Community
Accessible, Caring and Inclusive

Community Outcome	1.3 Our pool, library, parks and sporting facilities are available to everyone						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
1.3.2 Support local volunteers to maintain village parks and facilities	1.3.2.1 Provide equipment and support for local volunteers to maintain village roadsides, parks and gardens	X	X	X	X	Community Satisfaction Survey improved score from last survey	Manager Parks, Gardens and Open Space

Progress Report - July, August, September 2025

Council provides mowers, brushcutters, hand tools and other associated equipment to assist volunteers within the villages. Volunteers play a major role and are a contributing factor in all villages beautification.

Community Outcome	1.4 Younger and older people are valued and supported						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
1.4.1 Provide children, youth and aged programs in the library	1.4.1.1 Provide inclusive library services and programs that reflect contemporary needs for all age groups	X	X	X	X	Increase in formal and informal consultation processes each year	Librarian

Progress Report - July, August, September 2025

- Consultation with Tenterfield Social Development Committee (TSDC) on supporting needs for clients including parents of young children.
- Discussions with senior community members on their technology support needs.
- Discussions with the local primary schools on visits to support literacy with students and reading sessions with preschoolers.

Future Direction One: Community
Accessible, Caring and Inclusive

Community Outcome	1.4 Younger and older people are valued and supported						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
1.4.2 Support community events for younger and older people	1.4.2.1 Provide and support access to arts and culture activities and opportunities that are inclusive and for all age groups	X	X	X	X	Number of community events for younger and older people	Librarian
Progress Report - July, August, September 2025 • 10 Senior Tech Help sessions • 3 school visits from The Sir Henry Parkes Memorial Public School (TSHPMPS) and Drake Public School. • 9 online art classes for children 5-12 years • Book Week activities including reading with the mayor and TSHPMPS and TSDC playgroup storytime. • 3 book club activities • 5 school holiday programs for NSW July holidays							
1.4.3 Advocate for better community services and facilities within the shire including aged care	1.4.3.1 Advocate for villages to have access to community services where they are outside of service boundaries	X	X	X	X	Feedback from village communities that they have gained access	Mayor
Progress Report - July, August, September 2025 Mayor continued advocacy with local member and Cross Border Commissioner.							

Future Direction One: Community
Accessible, Caring and Inclusive

Community Outcome	1.4 Younger and older people are valued and supported

Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
1.4.3 Advocate for better community services and facilities within the shire including aged care	1.4.3.2 Work towards the Sir Henry Parkes Memorial School of Arts becoming functional, delivering museum, cinema, theatre and tourism functions in a cost effective manner	X	X	X	X	Feedback from user groups and the community	General Manager and Director Corporate Services.

Progress Report - July, August, September 2025

A Licence Agreement has been signed with The Tenterfield Chamber Tourism, Industry and Business (TCTIB) and Council for the TCTIB to provide an area in the foyer of the Sir Henry Parkes Memorial School of Arts Building for a Tourism Centre managed by volunteers. This Centre is now operational, as at the end of August 2025.

Negotiations with the School of Arts Tenterfield Incorporated (SOATI) for a Licence Agreement to manage the Museum and Theatre areas of the Sir Henry Parkes Memorial School of Arts is ongoing with discussions centring on ongoing budget consideration.

1.4.4 Advocate with Police on improving community safety and installing CCTV	1.4.4.1 Advocacy meetings attended with Police and reported to Council	X	X	X	X	Increases in advocacy meetings from last term	Mayor

Progress Report - July, August, September 2025

Mayor has contact with Tenterfield Sergeant Belson, Inspector Parsons and New England Commander McKinnon.
In response to the meeting with Police Minister Yasmin Catley and Acting Deputy Commissioner Brett Greentree in Parliament House in May 2025 Tenterfield was allocated a Probationary Constable in the August 2025 graduates from the NSW Police Force Academy.

Future Direction One: Community
Accessible, Caring and Inclusive

Community Outcome	1.4 Younger and older people are valued and supported						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
1.4.4 Advocate with Police on improving community safety and installing CCTV	1.4.4.2 Develop a plan where the crime hotspots in Tenterfield are, in collaboration with Police	x				Plan completed	Mayor
Progress Report - July, August, September 2025 Sergeant Chris Belson has identified preferred locations for CCTV in Rouse Street plus investigated Tamworth CCTV setup. Commander McKinnon has advised that the relevant police unit is preparing hotspot data for Council.							
1.4.4 Advocate with Police on improving community safety and installing CCTV	1.4.4.3 Seek funding for CCTV installation in the CBD		x			Funding awarded	Manager Finance & IT
Progress Report not required until 2026/27							

Future Direction Two: Economy

Good opportunities

Community Outcomes

2.1 We actively promote all the tourism assets throughout our shire

2.2 We promote and support progress in our shire

2.3 We support our viable and productive agricultural sector

2.4 We are nurturing our environment, both built and natural attractions for residents and visitors

How will we get there?

2.1.1 Continue to financially support the Tenterfield Chamber Tourism Group (TCTG) to deliver tourism services

2.2.1 Work in collaboration to implement the Regional Economic Development Strategy (REDS)

2.3.1 We support a viable agricultural sector through sustainable roads infrastructure

2.3.2 Operate the local saleyards safely and efficiently

2.4.1 Improve interpretive signage at key sites

2.4.2 Improve Mt Mackenzie Lookout for vistors with grant funding

2.4.3 Implement Tree Management Plan

2.4.4 Provide safe and accessible public spaces and places that are well maintained.

2.4.5 Our community is educated, encouraged and supported to implement sustainable strategies for management and protection of our natural resources

Future Direction Two: Economy
Good opportunities

Community Outcome	2.1 We actively promote all the tourism assets throughout our shire						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
2.1.1 Continue to financially support the Tenterfield Chamber Tourism Group (TCTG) to deliver tourism services	2.1.1.1 Provide financial support on an annual basis to Tenterfield Chamber Tourism Group (TCTG)	X				Improvement in Social Media analytics and other available data, reported to Council by TCTG	General Manager
Progress Report - July, August, September 2025 Report prepared for October 2025 Ordinary Council Meeting regarding increased funding and another three-year funding agreement.							
2.1.1 Continue to financially support the Tenterfield Chamber Tourism Group (TCTG) to deliver tourism services	2.1.1.2 Review and renew Council agreement with Tenterfield Chamber Tourism Group (TCTG)		X			Improvement in all Tourism statistics yearly, reported to Council by TCTG	General Manager
Progress Report not required until 2026/27							
2.1.1 Continue to financially support the Tenterfield Chamber Tourism Group (TCTG) to deliver tourism services	2.1.1.3 Develop and Implement Destination Management Plan	X	X	X	X	A more robust visitor economy	Director Corporate Services
New Operational Activity To be addressed in next quarterly report							

Future Direction Two: Economy
Good opportunities

Community Outcome	2.2 We promote and support progress in our shire						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
2.2.1 Work in collaboration to implement the Regional Economic Development Strategy (REDS)	2.2.1.1 Regular contact with Regional Economic body.	X	X	X	X	Reports to Council on Strategies linked to Regional Economic Development	Economic Development Officer
Progress Report - July, August, September 2025 Contact with ProspER Northern Rivers has been established. Sasha Lennon (consultant) also has contact with Jane Laverty (Regional Director) to ensure that the Tenterfield Shire Economic Development Strategy is aligned with the Regional Economic strategies and objectives.							
2.2.1 Work in collaboration to implement the Regional Economic Development Strategy (REDS)	2.2.1.2 Seek funding for high priority asset renewal projects		X			Funding awarded	Economic Development Officer
Progress Report not required until 2026/27							

Future Direction Two: Economy
Good opportunities

Community Outcome	2.3 We support our viable and productive agricultural sector						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
2.3.1 We support a viable agricultural sector through sustainable roads infrastructure	2.3.1.1 Adequate provision is made in annual budget for sealed & unsealed roads so Primary Producers and businesses can get their produce to market	X	X	X	X	Greater Expenditure on local roads through increase in grants funding	Manager Infrastructure Delivery
Progress Report - July, August, September 2025 The Transport Asset Management Plan is currently being updated.							
2.3.2 Operate the local saleyards safely and efficiently	2.3.2.1 Manage and deliver commercial saleyards services	X	X	X	X	Number of livestock sold, consistent numbers - no deficit	Manager Parks, Gardens & Open Space
Progress Report - July, August, September 2025 With the cattle throughput increasing each year, Council is always considering ways to make the facility more viable by replacing or upgrading equipment.							

Future Direction Two: Economy
Good opportunities

Community Outcome	2.4 We are nurturing our environment, both built and natural attractions for residents and visitors						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
2.4.1 Improve interpretive signage at key sites	2.4.1.1 In collaboration with TCTG and Heritage groups in identifying sites where signage can be improved and investigate funding opportunities		X	X		Number of signs improved or replaced each year	Manager Planning & Regulatory
Progress Report not required until 2026/27							

Community Outcome	2.4 We are nurturing our environment, both built and natural attractions for residents and visitors						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
2.4.2 Improve Mt Mackenzie Lookout for visitors	2.4.2.1 Improve signage, parking and guardrails at Mt Mackenzie Lookout with funding from Crown Lands	X	X			Improvements in signage, parking and guardrails complete	Manager Infrastructure Delivery
Progress Report - July, August, September 2025 Currently exploring grant funding opportunities through Crown Lands.							

Future Direction Two: Economy
Good opportunities

Community Outcome	2.4 We are nurturing our environment, both built and natural attractions for residents and visitors						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
2.4.3 Implement Tree Management Plan	2.4.3.1 Engage Arborist report for at risk and unsafe trees	X				Arborist report to Council	Manager Parks, Gardens & Open Space
Progress Report - July, August, September 2025 Budget available to engage an Arborist to inspect the Heritage Pin Oak trees. No further action at present.							
2.4.3 Implement Tree Management Plan	2.4.3.2 Obtain community feedback on the Tree Management Plan and tree selection	X				Community Feedback report to Council	Manager Parks, Gardens & Open Space
Progress Report - July, August, September 2025 Many submissions were received when the Tree Management Plan was put on public exhibition. A lot of the feedback received was not relevant to what Council was asking.							

Future Direction Two: Economy
Good opportunities

Community Outcome **2.4 We are nurturing our environment, both built and natural attractions for residents and visitors**

Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
2.4.4 Provide safe and accessible public spaces and places that are well maintained	2.4.4.1 Implement and deliver maintenance and beautification programs for Parks, Gardens and Open Spaces	X	X	X	X	Community Satisfaction Survey improvements from 2025	Manager Parks, Gardens & Open Space

Progress Report - July, August, September 2025

Parks and Garden staff are always kept busy with routine maintenance of all park equipment and facilities. Beautification programs include the new planting of the Rouse Street Garden beds. With minimal staff at present it is becoming harder to achieve positive outcomes.

2.4.4 Provide safe and accessible public spaces and places that are well maintained	2.4.4.2 Develop, maintain and deliver the Property Management Strategy	X	X	X	X	Development of new Property Management Strategy 2025/26	Buildings and Amenities Coordinator

Progress Report - July, August, September 2025

- Replacement of hot water system for Urbenville Medical Centre in July
- Emergency lighting has been repaired at the School of Arts
- Repairs to the Depot Ceiling were completed in July
- Servicing of Glass sliding doors were completed in July
- Impairment Memo for asset classes under the Property and Building advising if there have there been any significant signs of capital impairment as of June 2024 - completed and forwarded onto Councils Financial Advisor
- Repairs to the Jubilee Park male toilets privacy wall has been completed in July
- Waste Vouchers have been provided to leased properties and community halls.
- Security Upgrades have been completed in August for School of Arts.
- Repairs to NSW Transport shed in August.
- No Camping signs have now been installed at Ottobeuren Park in September and will now be monitored by the Council Ranger.
- Upgrades and repairs are being completed at the School of Arts and will continue on into October.

Future Direction Two: Economy
Good opportunities

Community Outcome	2.4 We are nurturing our environment, both built and natural attractions for residents and visitors						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
2.4.4 Provide safe and accessible public spaces and places that are well maintained	2.4.4.3 Manage and update Land and Property Register	X	X	X	X	Updated Land and Property Register Yearly	Lands Management Officer
Progress Report - July, August, September 2025 • Discussions are being had around the Urbenville Medical Centre Lease which has been drafted for new Doctor to manage practice from January 2026 • Tenterfield Total Care lease for 136-138 Manners Street, Tenterfield, is still in draft form chasing solicitors up to finalise in October. • Notation lease was signed and returned in August for contract from Network Investments Pty Ltd to BAI regarding the Facility Sharing License Agreement for Mt McKenzie Tower. • Land and Property register is currently being managed as required. Spreadsheets are being updated as needed. • Ten FM Lease discussions are being had around the annual fee.							
2.4.4 Provide safe and accessible public spaces and places that are well maintained	2.4.4.4 Develop and deliver the Buildings and Amenities Asset Management Plan	X	X	X	X	Buildings and Amenities Asset Management Plan developed 2025/26	Manager Infrastructure Delivery
Progress Report - July, August, September 2025 The Buildings and Amenities Asset Management Plan currently being updated.							

Future Direction Two: Economy
Good opportunities

Community Outcome	2.4 We are nurturing our environment, both built and natural attractions for residents and visitors						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
2.4.4 Provide safe and accessible public spaces and places that are well maintained	2.4.4.5 Manage Crown Lands and prepare designated Native Title Advice	X	X	X	X	Manage as required and report to Council	Manager Infrastructure Delivery
Progress Report - July, August, September 2025 Nil native title advice prepared over this period.							
2.4.4 Provide safe and accessible public spaces and places that are well maintained	2.4.4.6 Seek funding for a Dam Recreation Masterplan	X	X	X	X	Masterplan Complete	Manager Water and Waste
New Operational Plan Activity To be addressed in future quarters							

Future Direction Two: Economy
Good opportunities

Community Outcome	2.4 We are nurturing our environment, both built and natural attractions for residents and visitors

Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
2.4.5 Our community is educated, encouraged and supported to implement sustainable strategies for the management and protection of our natural resources	2.4.5.1 Enforce Companion Animals, Illegal Dumping and Parking Control regulations	X	X	X	X	Enforcement as required	Manager Parks, Gardens & Open Space

Progress Report - July, August, September 2025

Infringements
3 x Fail to prevent dog from escaping.
12 x Park continuously for longer than indicated.
2 x Stop in disabled park area without current permit displayed.
1 x Stop on/across driveway/ other access to/from land.
2 x Stop in taxi zone.
1 x Disobey no stopping sign.
1 x Companion animal(other) not registered as prescribed.
1 x Stop on path/strip.

Animal impounding's
Dogs 13
Cats 1
1 x cat returned to owner.
2 x dogs released to rescue.
7 x dogs return to owners.
8 x dogs euthanised – not suitable for release (aggressive, surrendered by owners).
7 x feral cats euthanised.

Illegal dumping sites
Various locations along the Bruxner Highway between Tenterfield and Tabulam.

Future Direction Two: Economy
Good opportunities

Community Outcome	2.4 We are nurturing our environment, both built and natural attractions for residents and visitors						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
2.4.5 Our community is educated, encouraged and supported to implement sustainable strategies for the management and protection of our natural resources	2.4.5.2 Notices and Orders to be issued or served where necessary as per the NSW *Local Government Act 1993*, *Environmental Protection Act 1979* and *Protection of the Environment Operations Act 1997* and Associated Regulations	X	X	X	X	Issuance of Notices and Orders when required	Manager Parks, Gardens & Open Space
Progress Report - July, August, September 2025 3 x nuisance dog orders issued.							

Future Direction Two: Economy
Good opportunities

Community Outcome	2.4 We are nurturing our environment, both built and natural attractions for residents and visitors						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
2.4.6 Implement Plans that balance the built environment with the natural environment	2.4.6.1 Monitor and deliver the Tenterfield Local Environment Plan 2013 and Development Control Plan 2014 (as amended)	X	X	X	X	Reporting DA statistics to Council and the Annual Report	Manager Planning & Regulatory
Progress Report - July, August, September 2025 Provisions of both plans are delivered consistently through the assessment and determination of Development Applications.							
2.4.6 Implement Plans that balance the built environment with the natural environment	2.4.6.2 Manage and deliver heritage advisory and local grant services	X	X	X	X	Report on Heritage advice given and oversee grant acquittal	Manager Planning & Regulatory
Progress Report - July, August, September 2025 Heritage Advisor – 2 attendances in office – site visits, 97 Scott St, 88 High St, 212 Rouse St, 144 Bulwer St, 151 High St, 253 Rouse St, & associated follow up reports prepared, performance review, ongoing updates of State Heritage Inventory (SHI) forms – 11 properties submitted to NSW Heritage for approval, review of plans for reconstruction and renovation of historic shed at 91 Rouse St, email advice on painting 306 Rouse St. Local Grants – advertisement for applications, 7 applications received, 7 projects awarded funds.							

Future Direction Two: Economy
Good opportunities

Community Outcome	2.4 We are nurturing our environment, both built and natural attractions for residents and visitors						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
2.4.6 Implement Plans that balance the built environment with the natural environment	2.4.6.3 Manage and deliver development, building and construction assessment and regulatory services	X	X	X	X	Report construction assessment and regulatory service numbers quarterly to Council.	Manager Planning & Regulatory
Progress Report - July, August, September 2025 • 44 - DAs lodged • 39 - DAs approved • 21 - Construction Certificates issued • 15 - On Site Sewage Management (OSSMs) applications lodged • 16 - OSSMs approved • 16 - Occupation Certificates issued • 47 - Food compliance registration certificates issued following inspection • 6 - GIPA applications processed • 15 - Dwelling permissibility searches and responses • 128 x 10.7 Planning Certificates issued • 17 x 735a certificates issued							
2.4.6 Implement Plans that balance the built environment with the natural environment	2.4.6.4 Develop and implement new development contribution plan	X	X	X	X	Develop in 2025/2026 implement across remaining years.	Manager Planning & Regulatory
Progress Report - July, August, September 2025 Call for quotations, assessment of applications and engagement of consultant undertaken.Inception meeting held September – works underway.							

Future Direction Three: Environment

Well looked after

Community Outcomes

3.1 We are proactive in preventing the spread of weeds and advocating control of feral pest animals

3.2 Our waste collection services are managed well

3.3 Our towns and villages are tidy and welcoming

3.4 Local volunteers, Council and Emergency Service agencies work together to prepare for natural disasters such as fire and floods

How will we get there?

3.1.1 Educate and collaborate to achieve early reporting and management of weed infestations

3.1.2 Participate in the Northern Tablelands Strategic Weeds Management Plan 2023-2027 and sub plans

3.1.3 Advocate to improve weed and feral pest animal control in the Local Government Area

3.2.1 Operate waste management services that are efficient and appropriate for user needs

3.3.1 Maintain and renew infrastructure on village public spaces

3.3.2 Continue to implement village concept plans as far as is possible within budget restrictions

3.4.1 Review and update natural disaster plans including drought, fire and flood management

3.4.2 Council's Local Emergency Management Officer (LEMO) represents Council on the Local Emergency Management Committee (LEMC)

Future Direction Three: Environment

Well looked after

Community Outcome	3.1 We are proactive in preventing the spread of weeds and advocating control of pest feral animals						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
3.1.1 Educate and collaborate to achieve early reporting and management of weed infestations	3.1.1.1 Deliver education and awareness in collaboration with Granite Borders Landcare and Local Land Services via field days, weed awareness signage, Your Local News and Tenterfield Show	X	X	X	X	Increase in education and awareness activities from previous year	Manager Parks, Gardens & Open Space

Progress Report - July, August, September 2025

Delivered a weed information talk at the Granite Borders Landcare AGM in August.
Placed a weed article in the upcoming edition of Your Local News.
Attended the Tropical Soda Apple Taskforce meeting Coffs Harbour in July, Regional Weeds committee meeting and weed officers meeting in Uralla and the Weed Conference in Port Macquarie in August.

Future Direction Three: Environment
Well looked after

Community Outcome	3.1 We are proactive in preventing the spread of weeds and advocating control of pest feral animals						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
3.1.2 Participate in the Northern Tablelands Regional Strategic Weed Management Plan 2023 - 2027 and sub plans	3.1.2.1 Deliver proactive weed prevention and control through inspections of high risk sites, pathways and waterways as per the Northern Tablelands Regional High Risk Weeds, Sites and Pathways Inspection Program 2023-2027	X	X	X	X	Reported to Council as per the inspection program, aligned with the Northern Tablelands Regional Strategic Weed Management Plan 2023-2027	Manager Parks, Gardens & Open Space

Progress Report - July, August, September 2025

High Risk Sites
Black Knapweed – Fortnightly inspections of the core infestation on Aldershot and Bellevue roads were completed. Monthly inspections on the other 5 historical sites were completed. No plants were found outside of the core infestation and Bellevue road.
Tropical Soda Apple - 7 properties were inspected in the Tabulam area.
Truck stops – 18 truck stops, pull off bays and rest areas were inspected along the New England Highway, Bruxner Highway and Bruxner Way. No new incursions were found.
Border Crossings – 15 border crossings were inspected across the shire for the quarter.
National Parks – Campsites, Parking areas and roadways of Boonoo Boonoo, Bald Rock, Koreelah and Torrington National Parks were inspected.
Rural Outlets – 3 rural outlets were inspected.
Transfer Stations/Tips – 6 sites were inspected. Torrington, Tenterfield, Drake, Liston, Legume and Urbenville.
Others – Tenterfield Sale Yards, Tenterfield Dam, Endurance Riding Grounds and the Crooked Creek Campground.
High Risk Pathways- The New England Highway, Bruxner Highway, Bruxner Way had no new incursions. 7 Black Knapweed plants were found along Bellevue Road last visit, no plants found on Aldershot Road.
High Risk Waterways- the Clarence River and Timbarra River were inspected where accessible. No new incursions were found.
Spraying activities- Lantana and Mother of Millions were treated along the Mt Lindsey Highway and Tooloom Road. Annual Ragweed and Pattersons Curse were treated on Rivertree Road.
Council lands sprayed were the new and old water treatment plants, sewage plant and ponds, Tenterfield Sale Yards, Tenterfield Transfer Station and Pound, Bruxner Park, Tenterfield Swimming Pool and privet removal from the Tenterfield Creek from Douglas St to the Showgrounds on the Eastern side of the creek. Works on the western side is yet to commence.

Future Direction Three: Environment

Well looked after

Community Outcome	3.1 We are proactive in preventing the spread of weeds and advocating control of pest feral animals						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
3.1.3 Advocate to improve weed and feral pest animal control in the Local Government Area	3.1.3.1 Advocate for further funding for weed control	X	X	X	X	Increase in funding	Mayor
Progress Report - July, August, September 2025 Minister Tara Moriarty advised on 7.8.25 that she has approved 4 years funding for weed control across the state following representations from Councils and NSW Farmers Association.							
3.1.3 Advocate to improve weed and feral pest animal control in the Local Government Area	3.1.3.2 Advocate to the Local Land Services to improve feral animal management	X	X	X	X	Submission to LLS report to Council	Mayor
Progress Report - July, August, September 2025 To be addressed in future quarters							

Future Direction Three: Environment

Well looked after

Community Outcome	3.2 Our waste collection services are managed well						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
3.2.1 Operate waste management services that are efficient and appropriate for user needs	3.2.1.1 Review Waste Service Unit to ensure the delivery model and staffing levels are appropriate	X	X			Service Review completed	Director Infrastructure Services
Progress Report - July, August, September 2025 Quotations obtained to undertake review of waste, water & sewer. Additional staffing requested for waste, 3 casual positions are in the final stages of engagement, a landfill operator position has been advertised.							
3.2.1 Operate waste management services that are efficient and appropriate for user needs	3.2.1.2 Deliver and manage waste and recycling services	X	X	X	X	Cost per ratepayer reduction from 24/25 levels	Manager Water & Waste
Progress Report - July, August, September 2025 New side loader waste truck to replace Betsy ordered, new excavator for Boonoo Boonoo daily cover. Three strikes policy limiting rejected loads aiding to deliver at reduced costs recycling, with no loads rejected this financial year. Boonoo Boonoo cell 5 and leachate pond construction is progressing with the stormwater pond completed, the remainder of construction is ongoing, noting serious weather delays.							

Future Direction Three: Environment

Well looked after

Community Outcome	3.3 Our towns and villages are tidy and welcoming						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
3.3.1 Maintain and renew infrastructure on village public spaces	3.3.1.1 Review and maintain village infrastructure and public spaces according to the Building Condition Assessment Plan and available budget	X	X	X	X	As per Building Condition Assessment Plan and budget	Buildings & Amenities Coordinator
Progress Report - July, August, September 2025 • Vandalism at Legume Park damaging Picnic table. • Legume toilets access & picnic table has been repaired/improved and new tank, and pump has been installed. • Daily duties including public toilet cleaning, park bins and BBQ cleaning and playground inspections completed in July, August & September. • Graffiti removal from public toilets. • Repairs to public toilets due to vandalism. • Maintenance within the Youth Precinct on riding tracks. • Ongoing works at the Jennings and Drake Toilet block system. • Sign installation and regular inspections around no Camping at Jennings Park. • Graffiti removal from Picnic Tables.							
3.3.2 Continue to implement village concept plans as far as is possible within budget restrictions	3.3.2.1 Review and update Village Concept Plans and investigate funding opportunities			X		Village Concept Plans with no Capital spend	Buildings & Amenities Coordinator
Progress Report not required until 2027/28							

Future Direction Three: Environment
Well looked after

Community Outcome	3.4 Local volunteers, Council and Emergency Service agencies work together to prepare for natural disasters such as fire and floods						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
3.4.1 Review and update natural disaster plans including drought, fire and flood management	3.4.1.1 Implement Drought Management Plan, Monitor Flood Studies and Plans in place and liaise with Rural Fire Service around Fire Plans	X	X	X	X	Plans to be updated and implemented when required	Manager Planning & Regulatory
Progress Report - July, August, September 2025 Ongoing							
3.4.2 Council's Local Emergency Management Officer (LEMO) and Deputy LEMO represent Council on the Local Emergency Mangement Committee (LEMC)	3.4.2.1 Conduct and coordinate Local Emergency Management Committee meetings	X	X	X	X	100% attendance at Emergency Operations Centre as required	Manager Planning & Regulatory
Progress Report - July, August, September 2025 LEMC meeting held 2 September – business as usual for all agencies.							
3.4.2 Council's Local Emergency Management Officer (LEMO) and Deputy LEMO represent Council on the Local Emergency Mangement Committee (LEMC)	3.4.2.2 Enact Emergency Management Plan (EMPLAN) and associated documents as directed by State Emergency Management Committee (LEMC)	X	X	X	X	Respond as required	Manager Planning & Regulatory
Progress Report - July, August, September 2025 Ongoing as needed. Desktop audits of evacuation centres to be undertaken prior to December LEMC meeting.							

Future Direction Four: Infrastructure

Well maintained and reliable

Community Outcomes

4.1 Our roads are safe and sustainably maintained

4.2 Water flows away through our drains after rain

4.3 We have reliable mobile and internet access

4.4 Our water and sewer services are managed well

How will we get there?

4.1.1 Update and implement the Road Asset Management Plan (RAMP)

4.1.2 Maintain the local and regional road network

4.1.3 Maintain and renew footpaths and cycleways as per adopted Asset Management Plans

4.2.1 Update the Stormwater Asset Management Plan focusing on priority problem areas

4.3.1 Advocate to State and Federal Governments for improvements to mobile and internet network coverage

4.4.1 Deliver integrated and sustainable urban water and sewer services

Future Direction Four: Infrastructure
Well maintained and reliable

Community Outcome | **4.1 Our roads are safe and sustainably maintained**

Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
4.1.1 Update and implement the Road Asset Management Plan (RAMP)	4.1.1.1 Update RAMP with newly acquired robust asset data pertaining to sealed and unsealed road network	X				AMPs for all asset classes in place and up to date	Manager Infrastructure Delivery
Progress Report - July, August, September 2025 The Roads Asset Management Plan (RAMP) will be considered on the completion of the Transport Asset Management Plan.							
4.1.1 Update and implement the Road Asset Management Plan (RAMP)	4.1.1.2 Develop a new Bridge Asset Management Plan	X				New Bridge Asset Management Plan complete	Manager Infrastructure Delivery
Progress Report - July, August, September 2025 No update on a new Bridge Asset Management Plan.							
4.1.1 Update and implement the Road Asset Management Plan (RAMP)	4.1.1.3 Identify additional revenue sources to maintain and renew transport infrastructure	X	X	X	X	Additional revenue sources identified	Director Infrastructure Services
Progress Report - July, August, September 2025 Currently seeking to identify grant funding opportunities, as they become available, in particular for operational expenditure.							

Future Direction Four: Infrastructure
Well maintained and reliable

Community Outcome | **4.1 Our roads are safe and sustainably maintained**

Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
4.1.2 Maintain the local and regional road network	4.1.2.1 As per funding provisions made in Operational and Capital annual budgets	X	X	X	X	Pavement condition indices same or better than 2024	Manager Infrastructure Delivery
Progress Report - July, August, September 2025 The data that will become available from the updated Transport Asset Management Plan, when complete, will be used to set the 2026/27 budgets.							
4.1.2 Maintain the local and regional road network	4.1.2.2 Investigate options to address parking availability within Tenterfield CBD, develop an action plan and cost estimations for implementation		X	X	X	Determination of the parking mix needs and to assess non-asset solutions	Manager Infrastructure Delivery
Progress Report not required until 2026/27							

Future Direction Four: Infrastructure
Well maintained and reliable

Community Outcome | **4.1 Our roads are safe and sustainably maintained**

Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
4.1.3 Maintain and renew footpaths and cycleways as per adopted Asset Management Plans	4.1.3.1 Update Pedestrian Access and Mobility Plan (PAMP)		X	X		Plan updated	Manager Infrastructure Delivery
Progress Report not required until 2026/27							
4.1.3 Maintain and renew footpaths and cycleways as per adopted Asset Management Plans	4.1.3.2 Update the Tenterfield Bike Plan			X		Plan updated	Manager Infrastructure Delivery
Progress Report not required until 2027/28							
4.1.3 Maintain and renew footpaths and cycleways as per adopted Asset Management Plans	4.1.3.3 Implement the PMAP and Tenterfield Bike Plan to maintain and renew assets				X	As per Operational Plan maintainance and renewal budget	Manager Infrastructure Delivery
Progress Report not required until 2028/29							

Future Direction Four: Infrastructure

Well maintained and reliable

Community Outcome | **4.2 Water flows away through our drains after rain**

Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
4.2.1 Update the urban Stormwater Asset Management Plan and Masterplan focusing on priority problem areas	4.2.1.1 Provide funding in year 1 to Develop Stormwater Masterplan and continued funding in future years for high priority targeted projects	X	X	X	X	Spend levy income to develop a priority strategy year on year, as per the updated Stormwater Asset Management Plan and Masterplan	Manager Infrastructure Delivery

Progress Report - July, August, September 2025

Funding has been allocated in the budget, when the Manager of Infrastructure Delivery's role is filled, planning will progress.

Community Outcome | **4.3 We have reliable mobile and internet access**

Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
4.3.1 Advocate to State and Federal Governments for improvements to mobile and internet network coverage	4.3.1.1 Liaise with NBNco, Telstra and other providers for improvements to mobile and internet network coverage	X	X	X	X	Presented to Council annually. Upgrades to mobile and internet coverage resulting in 5G network as effective as 3G network	Mayor

Progress Report - July, August, September 2025

Representations to local Federal Member regarding lack of service coverage.

Future Direction Four: Infrastructure

Well maintained and reliable

Community Outcome	4.4 Our water and sewer services are managed well						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
4.4.1 Deliver integrated and sustainable urban water and sewer services	4.4.1.1 Implement Water Service Strategic Plan in accordance with NSW Office of Water Guidelines and delivered as per the Integrated Water Cycle Management Plan (IWCM)	X	X	X	X	Reduction in complaints in water quality and service provision	Manager Water & Waste
Progress Report - July, August, September 2025 New IWCM is underway with works completed for Tenterfield sewer monitoring, Urbenville works are scheduled. New water plant is operational at Tenterfield, with new lagoons and infrastructure nearing final commissioning.							
4.4.1 Deliver integrated and sustainable urban water and sewer services	4.4.1.2 Report on number of kilometres of water line and sewer line in condition 4 and condition 5	X	X	X	X	Reduction each year - target 0	Manager Water & Waste
Progress Report - July, August, September 2025 This Operational Plan activity is in the process of being developed and verified.							

Future Direction Four: Infrastructure

Well maintained and reliable

Community Outcome	4.4 Our water and sewer services are managed well						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
4.4.1 Deliver integrated and sustainable urban water and sewer services	4.4.1.3 Review Water Service Unit to ensure delivery model and staffing levels are appropriate			X		Service Review Complete	Manager Water & Waste
Progress Report not required until 2027/28							

Future Direction Five: Leadership

A sustainable future

Community Outcomes

5.1 People are supported to work as volunteers in our community

5.2 We understand and agree with how public money is spent

5.3 Our local leaders are respected and trusted to make our shire a better place

How will we get there?

5.1.1 Annual Mayoral luncheon for volunteers

5.2.1 Continue to provide financial reports to Council

5.3.1 Advocate community issues to State and Federal Government

5.3.2 Adopt a networked and collaborative approach to regional challenges

5.3.3 Ensure the performance of Council as an organisation complies with all statutory guidelines, supported by effective corporate managment, sound integrated planning and open, transparent and informed decision making

5.3.4 Deliver continuous improvements in Council's business, processes and systems

Future Direction Five: Leadership

A sustainable future

Community Outcome	5.1 People are supported to work as volunteers in our community						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
5.1.1 Annual Mayoral luncheon for volunteers	5.1.1.1 Provide an Annual Mayoral luncheon for the recognition of volunteers in our community	X	X	X	X	Annual Mayoral volunteer luncheon	Mayor
Progress Report - July, August, September 2025 To be addressed in future quarters.							

Future Direction Five: Leadership

A sustainable future

Community Outcome	5.2 We understand and agree with how public money is spent						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
5.2.1 Continue to provide financial reports to Council	5.2.1.1 Financial data reported monthly, quarterly and annually to Council	X	X	X	X	Reports completed and adopted by Council	Manager Finance & Technology

Progress Report - July, August, September 2025

Financial information is reported to Council monthly. The external audit for 2024/25 work has been in progress and breakdown of reserves is not included in monthly reports tabled to Council. Cash reserves are at a comfortable level with no major stressors and Council continues to improve its Finance during Q1 – 2026.

Rates 25/26 billed totalled $14.56m with approximately 40% collected Q1 period.
Water Q1-26 billed totalled $318K. Next billing cycle Dec25.

Grants and Funding received Q1 include:

- $10,172,285 - Disaster recovery Funding
- $872,103 - Quarter 1 50% FAGS payment
- $860,000 - Transport NSW Grant (FY25/26 Block Grant – instal 1)
- $796,971.00 - Mt Lindesay Road Legume/Woodenbong Upgrade grant – Income
- $328,405.22 - Mount Lindesay Road Upgrade- New England Hwy to Washpool Ck Bridge
- $299,645.51 Tenterfield Creek stabilisation - CAP – 025 Instalment 2
- $290,645.51 Drake Village Revitalisation final milestone payment
- $227,706.00 – Mount Lindsay Road Legume Woodenbong upgrade Grant

Loans: There have been no new borrowings Q1 – 2026. Total debt as at 30.09.2025 = $19m. Interest payments on loans Q1 was 385K.

Future Direction Five: Leadership

A sustainable future

Community Outcome	5.2 We understand and agree with how public money is spent						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
5.2.1 Continue to provide financial reports to Council	5.2.1.2 Manage the Long-term Financial Plan, aligned with the Asset Management Plan, and Workforce Management Plan	X	X	X	X	Reports completed and adopted by Council	Manager Finance & Technology
Progress Report - July, August, September 2025 Budget carry forwards to 25/26 (Operational and Capital works) presented and adopted at Council 24 Sep Council Meeting. The Q1 budget is in progress and will be presented to Council November 2025.							
5.2.1 Continue to provide financial reports to Council	5.2.1.3 Manage Investments - Plan, develop and manage Council's investment portfolio	X	X	X	X	Reports completed and adopted by Council	Manager Finance & Technology
Progress Report - July, August, September 2025 Investments are managed within Council's Investment Policy guidelines. Investments are reported to Council every month as part of the Investment report, with the latest update being provided for August 2025. Council staff aim to invest more liquid funds for short time periods to gain maximum investment return without compromising working capital. Total Investment Balance as at 30 September 2025 was $15.0 Million. Interest Q1 – FY26 from the general bank and term deposits totalled $638K. TSC Investments and cash balances 31 July 2025 – received and noted by ARIC 10 Sep 2025.							

Future Direction Five: Leadership

A sustainable future

Community Outcome	5.2 We understand and agree with how public money is spent						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
5.2.1 Continue to provide financial reports to Council	5.2.1.4 Facilitate and support internal and external audits	X	X	X	X	Internal and external audits completed as per plans and reported to ARIC and Council	Manager Finance & Technology

Progress Report - July, August, September 2025

1. Internal audit update presented at ARIC meeting 10 Sep 2025. Items of note:
- Cybersecurity essential eight and Tenterfield Shire Council's ICT working towards maturity level.
- Procurement and Contract Management - Initial stages of policies and procedures review and rewrite.

2. External audit – draft financial Statements 2024/25 tabled
- ARIC meeting 10 Sep 2025
- Council meeting 24 Sep 2025 and adopted.

External audit submitted to auditors 9 Sep and is in final stages and will be presented to council at the November Council meeting.

Community Outcome	5.3 Our local leaders are respected and trusted to make our shire a better place						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
5.3.1 Advocate community issues to State and Federal Government	5.3.1.1 Communications to politicians advocating community issues to state and federal government	X	X	X	X	Communications to politicians reported 6 monthly to Council	Mayor

Progress Report Due February 2026

Future Direction Five: Leadership

A sustainable future

Community Outcome	5.3 Our local leaders are respected and trusted to make our shire a better place

Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
5.3.1 Advocate community issues to State and Federal Government	5.3.1.1 Communications to politicians advocating community issues to state and federal government	X	X	X	X	Communications to politicians reported 6 monthly to Council	Mayor

Progress Report - July, August, September 2025

Regular liaison with State local member Minister Janelle Saffin on roads, disaster funding pertaining to council and to bushfire affected landowners, health, service provision and other community issues.
22.7.25 Thanked Premier Minns for his advocating to the Prime Minister for Tenterfield bushfire affected landowners.
29.7.25 Minister for Local Government Ron Hoenig visited Tenterfield and we discussed multiple issues with him from council financial sustainability, grants allocations to town dam recreation challenges.
Contact with Transport Minister Jenny Aitchison office re road funding announcement and railway issues.
8.8.25 Spoke with Northern Tablelands member Brendan Moylan regarding his private members bill on youth crime, as well as other State politicians regarding crime, law and order at Country Mayors Association meeting.

5.3.2 Adopt a networked and collaborative approach to regional challenges	5.3.2.1 Continue Membership and participation of Border Regions Organisation of Councils (BROC)	X	X	X	X	Reported to Council Quarterly	Mayor and Deputy Mayor

Progress Report - July, August, September 2025

Mayor attended and presented at the BROC Disaster Exercise and Forum in Inverell 14.8.25 organised by Mitch Parker of the Reconstruction Authority. The exercise was based on the Tenterfield/Wallangarra bushfires of October 2023 and explored learnings and suggested improvements for future disaster management across border. 90 representatives from NSW and QLD councils and agencies in attendance.

Future Direction Five: Leadership

A sustainable future

Community Outcome	5.3 Our local leaders are respected and trusted to make our shire a better place

Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
5.3.3 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	5.3.3.1 Develop, manage and deliver Customer Service, in accordance with the Customer Service Charter	X	X	X	X	Customer Satisfaction Survey improvement from 2025	Manager Finance & Technology

Progress Report - July, August, September 2025

Customer Service has a continuous improvement approach. Internal and external feedback has led to the following changes;

- Phone call forwarding options reduced from 9-6 lines.
- AI Assistant is available on the TSC website.
- A Q&A form circulated to staff and available on the TSC intranet to improve website searches and AI responses.

Future Direction Five: Leadership

A sustainable future

Community Outcome	5.3 Our local leaders are respected and trusted to make our shire a better place						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
5.3.3 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	5.3.3.2 Adjust Council's rating model to achieve a higher level of equity across rating categories	X	X			Alignment between rating categories	Manager Finance & Technology

Progress Report - July, August, September 2025

From 1 July 2025 rate category changes included;

- Two (2) New categories - Business Industrial and Residential Rural
- One (1) Modified category - Residential Other.

A leaflet was included with the rates notices to explain to ratepayers the changes. An audit was conducted of assessments, movements were actioned between Farmland, Residential Rural and Residential Other categories due to the size of the properties.

One change of category application has been received.

5.3.3 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	5.3.3.3 Develop SRV scenarios to flag the need to increase funding availability for Council's local roads network to remove deficits as shown in the Long Term Financial Plan	X	X			Special Rate Variation Scenarios reported to Council	Manager Finance & Technology

Progress Report - July, August, September 2025

Current Local roads works have adequately been funded and resourcing and capacity for work on those projects are the focus Q1 FY26.

Increased SRV funding and scenario considerations will be a future action item.

Future Direction Five: Leadership

A sustainable future

Community Outcome	5.3 Our local leaders are respected and trusted to make our shire a better place

Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
5.3.3 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	5.3.3.4 Develop, manage and deliver Governance Services, in accordance with the OLG Compliance Guide	X	X	X	X	Compliance reported in the Annual Report	Governance Officer

Progress Report - July, August, September 2025

In Q1, Governance has continued with the policy program initiated early 2025, policies reviewed, updated and bought to Council for adoption included Filming Policy 2025, Councillor and Designated Persons Policy, Fraud and Corruption Prevention Policy.

The TSC Annual Report has been designed and compliance activities are underway with contributions from all service areas across Council currently being received, this report will come to Council in November and will then be sent to the OLG on 30 November as required under legislation.

This report, the Progress on the Delivery Program 2025/26, has also been designed, coordinated and collated over this period, and is a requirement under the Integrated Planning and Reporting Guidelines.

Audit Risk and Improvement Committee coordination and the September meeting also occurred. Expression of interest, interviews, selection and Council adoption of two new Independent members also took place.

Governance also sat on panels for :
Professional Services - Infrastructure, Section 64 & EPA - 7.11 & 7.12 - Planning and Regulatory, TSC Pool Contract - Buildings & Amenities, and assisted with RFQ for the Economic Development Plan and Destination Marketing Plan.

Professional networking and education also occured with online meetings of the Local Government Internal Auditors Network, Integrated Planning and Reporting Network and legislative updates via the Local Government Virtual Forum, focusing on new privacy legislation soon to be released.

Future Direction Five: Leadership

A sustainable future

Community Outcome	5.3 Our local leaders are respected and trusted to make our shire a better place						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
5.3.3 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	5.3.3.5 Develop, manage and deliver the Workforce Management Strategy, including a focus on the organisations culture	X	X	X	X	Reported quarterly to ARIC and Council	Manager Workforce, Safety, Risk & Records

Progress Report - July, August, September 2025

To strengthen Council's capacity to deliver services to our community and mitigate Council's people and culture risk management profile while addressing continued budgetary constraints, workforce development strategies and initiatives have become crucial to workforce transformation. Some of these key initiatives have been:

- Learning and development through government initiatives such as the Office of Local Government Fresh Start Program aimed to address skills shortages, build capacity and create employment opportunities for the community.
- To provide continuous learning, mentorship and development pathways enabling succession planning.
- With Council's ageing workforce, engagement with staff regarding phased retirement options not only assists the employee but also assists the organisation in retention strategies and retaining the incumbent's knowledge, skills and expertise until their retirement, without the risk of losing a significant amount of knowledge and expertise.
- Recruitment strategies to combat current challenges impacting talent acquisition have consisted of additional networking and advertising resources, additional benefits of short-term rental subsidy and relocation expenses. Additional resources are being investigated to assist with talent acquisition such as the Work+Stay program.

Full Time Equivalent (FTE) – as at 30 June 2025, was 82, which comprised of 79 full time positions and 9 part time positions (this figure does not include casuals or traineeships/apprenticeships).

Training and development that has occurred:

- Diploma in Facilities Management ongoing.
- Traineeship – Certificate IV in Library & Information Services
- Working Near Overhead Powerlines Training
- Traineeship - Certificate III in Water Industry Operations – ongoing
- Code of Conduct and Dignity & Respect training for all staff was delivered in June, with one final course being organized in November.
- High Risk Work Licence (C6) operate slewing mobile crane with a Maximum Rated Capacity (MRC) of up to 60 tonnes
- High Risk Work Licence (DG) Dogman
- Forklift (LF) High Risk Work Licence Training
- Conduct Civil Construction Excavator Operations

Future Direction Five: Leadership

A sustainable future

Community Outcome	5.3 Our local leaders are respected and trusted to make our shire a better place

Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
5.3.3 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	5.3.3.6 Facilitate worker health and wellbeing consultation communication, and participation processes	X	X	X	X	Reported quarterly to ARIC and Council	Manager Workforce, Safety, Risk & Records

Progress Report - July, August, September 2025

Management and supervisors are providing regular onsite workplace health and safety discussions/meetings with staff/crews, along with the WHS Officer adhering to their responsibilities under the Workplace Health & Safety legislation and Council Policy.

Extensive work has been undertaken in the workplace health and safety section on contractor management and updating documentation in our Safety Management System.

Council's employee assistance program (EAP) continues with ongoing onsite counselling sessions being provided monthly, to all employees and is available to Councillors.

Audiometric testing is being scheduled for next year to comply with WHS legislative changes.

Future Direction Five: Leadership

A sustainable future

Community Outcome	5.3 Our local leaders are respected and trusted to make our shire a better place

Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
5.3.3 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	5.3.3.7 Manage and report on Council's Enterprise Risk Management Framework and Risk Register	X	X	X	X	Reported quarterly to ARIC and Council	Manager Workforce, Safety, Risk & Records

Progress Report - July, August, September 2025

The approved Risk Management Framework continues to be integrated within the organisation with Council's extant risk management IT system, Altus being calibrated to adhere and align to the updated risk matrix, appetites and tolerances.

Further consultation is required on the Operational and Project Risk Registers, and a comprehensive training program is being developed in order to roll out to all key internal stakeholders, following review with the Leadership Executive Team.

Whilst the formal principles framework and process as required by AS 3100 is now in place, this only represents the beginning of the ongoing journey to fully integrate the concept of risk management or risk informed decisions into all of our decision making, be it strategic, operational, or project based. Ongoing work is required by all internal stakeholders including Councillors, Senior Management and other employees of Council to make maximum utilisation of the benefits and opportunities using risk management concepts. Consequently, it is recommended a conscious effort is made by all parties to incorporate wherever possible, a discussion of risk and how it can effect and better inform when making decisions.

Future Direction Five: Leadership

A sustainable future

Community Outcome	5.3 Our local leaders are respected and trusted to make our shire a better place

Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
5.3.3 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	5.3.3.8 Identify and recruit key positions to build capacity within the organisation in accordance with funding provision	X	X	X	X	Filling of vacant positions from 2024/2025 onwards	Manager Workforce, Safety, Risk & Records

Progress Report - July, August, September 2025

Recruitment that has occurred

- Manager Infrastructure & Delivery
- Senior Projects Engineer (Water & Waste)
- WHS Officer
- Plant Operator (Water Cart) Tenterfield (readvertised)
- Lands Management Officer
- Library Information & Programs Officer
- Waste Disposal Officer (Boonoo Boonoo Landfill)
- Team Leader (Excavator)
- Procurement Officer
- Communications Officer
- Plant Mechanic
- Trainee: Services Operator (Tenterfield) in progress
- Plant Operator (Water Cart) x2 (readvertised)
- Team Leader (Grader)
- Casual Waste Disposal Officer
- Casual Transfer Station Operator(s) (Drake, Liston, Legume, Torrington, Urbenville)

Future Direction Five: Leadership

A sustainable future

Community Outcome	5.3 Our local leaders are respected and trusted to make our shire a better place						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
5.3.3 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	5.3.3.9 Identify and recruit 12 trainee positions funded by the State Government's initiative	X	X	X		Recruitment of 12 trainee's	Manager Workforce, Safety, Risk & Records

Progress Report - July, August, September 2025

The Office of Local Governments 'Fresh Start Program' is aimed to assist local Councils to develop sustainable workforces through providing apprenticeships, traineeships and cadets to address skills shortages, build capacity and create employment opportunities for the community. Guidelines were released on the 24 October 2024. Grant submissions were placed for the following:

- Round 1 – Two traineeships in Water Operations - successful
- Round 3 - Six apprenticeships in Civil Construction - successful

Future Direction Five: Leadership

A sustainable future

Community Outcome | **5.3 Our local leaders are respected and trusted to make our shire a better place**

Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
5.3.3 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	5.3.3.10 Deliver councillor services and provide support to all councillors in a transparent and non-discriminatory manner including training, research, legislative and evidence based advice	X	X	X	X	Training for Councillors as reported in the Annual report and evidence based advice and research provided in Council reports.	Executive Assistant & Media and Senior Staff

Progress Report - July, August, September 2025

- In August, Councillors attended training in Professional Development, some of the items covered in this session were; a refresh on the Code of Meeting Practice, the foundations of Council decision making that included the mechanics of resolutions and how the elected Council directs the General Manager, including the role of a Councillor, the function of the GM and staff, and appropriate and inappropriate behaviours. Governance, Responsibilities for managing psycho-social hazards and risks, sharing various types of news with the community and how to build good relationships.
- Monthly reports presented at Ordinary Council meetings for status and progress of Councillor Works/Services requests in the months of July, August and September.
- Six media releases were shared with Councillors
- Ten items of information relating to public, community and upcoming events were received and shared with Councillors.

5.3.4 Deliver continuous improvements in Council's business, processes and systems	5.3.4.1 Develop and implement new Integrated Enterprise Resource Planning System	X	X	X	X	Implementation of Integrated Enterprise Resource Planning System	Director Corporate Services

Progress Report - July, August, September 2025

This project has now been postponed for two years. One of the considerations is the need to secure more funding as our investigations have highlighted the higher than expected cost of transitioning to a new system.The urgency to move from the current system has been evaluated and downgraded due to it being supported for another 5 years. Council plans to be ready to start the project in two years to give sufficient time for a well managed change over.

Department:	**Office of the General Manager**
Submitted by:	Allison Graham, Executive Assistant & Media
Reference:	**ITEM GOV97/25**
Subject:	**COUNCILLOR WORKS/SERVICE REQUESTS - SEPTEMBER 2025**

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK	
CSP Goal:	**INFRASTRUCTURE** - Our roads are safe and sustainably maintained
CSP Strategy:	Maintain the local and regional road network
Delivery Plan Action:	As per funding provisions made in Operational and Capital annual budgets

SUMMARY
The purpose of this report is to provide a standing monthly report to the Ordinary Meeting of Council that reports on the progress with Councillor Work/Service Requests, and as an opportunity to develop an understanding of other factors and considerations impacting the execution or progress of these requests.

OFFICER'S RECOMMENDATION:

That Council:

Notes the status of the Councillor Works/Service Requests for the month of September 2025.

BACKGROUND
Council's adopted "Councillor and Staff Interaction Policy", amongst other things, makes mention of the following:

4.2 Section 232 of the *Local Government Act 1993* (the Act) states that 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

The above-mentioned Policy makes provision for a Works/Service Request Procedure in Schedule 2 of this Policy document, as follows:

1. Works/Service requests from Councillors are to be submitted to the following email address: council@tenterfield.nsw.gov.au
2. These requests are to be clearly marked "Works/Service Request", with a brief outline of the identified problem area, the exact location, and a succinct description of the background – if and where applicable.
3. Works/Service Requests that are not submitted to the above-mentioned Council email address, or not clearly marked "Works/Service Request" may not be

Our Governance No. 97 Cont…

appropriately dealt with in accordance with this procedure due to potential misinterpretation and/or scarce resources.

4. Works/Services Requests are requests submitted by Councillors for staff's further attention, over and above the operational and works program that Council has already approved as part of the annual Operational Plan and Budget.
5. Therefore, Works/Service Requests are not to be viewed as requests that should take priority over other scheduled works and operations that have already been planned for execution as part of effective and efficient management practices.
6. Rather, all Works/Service requests will be objectively assessed by the relevant Manager and/or Director and be appropriately scheduled for attention in a cost-effective manner – considering budgetary provisions and constraints. It may be the situation that insufficient funds are available to satisfactory address a particular problem, in which case the problem will have to be referred to the following financial year for budgetary considerations. Unsafe or emergency situations will receive priority attention.
7. Administrative staff will properly capture all Works/Service Requests in Council's official records management system and allocate items to the appropriate staff member for the necessary attention.
8. A monthly report with all Works/Service Requests will in future be presented to Council as part of the Council Meeting Business Papers for progress monitoring.

REPORT:
Although the information presented in this report may not be complete and current, it is envisaged that this report will be further honed and refined into the future.

COUNCIL IMPLICATIONS:

1. **Community Engagement / Communication (per engagement strategy)**
   This Works/Service Requests system provides for the community to have their voice heard through their local representatives.

2. **Policy and Regulation**
   Local Government Act 1993
   Councillor and Staff Interaction Policy

3. **Financial (Annual Budget & LTFP)**
   Works/Services Requests are requests submitted by Councillors for staff's further attention, over and above the operational and works program that Council has already approved as part of the annual Operational Plan and Budget. Therefore, Works/Service Requests are to not to be viewed as requests that should take priority over other scheduled works and operations that have already been planned for execution as part of effective and efficient management practices.

   The above considerations make it difficult for staff to at times satisfy community expectations, as financial, human and time resources are scarce commodities
4. **Asset Management (AMS)**
   Developed asset management plans should ideally drive Council's decision making around the allocation of resources for its infrastructure maintenance and renewal.

5. **Workforce (WMS)**

Our Governance No. 97 Cont…

Council's workforce numbers have been cut back over the last number of years. Council is slowly starting to build a new workforce with a "can do" and "I care" approach to matters.

6. **Legal and Risk Management**
   The Works/Service Requests received will be assessed by the relevant directors and managers from a legal and risk management perspective to ensure, as far as is possible, the safety of residents and ratepayers.

7. **Performance Measures**
   A monthly report will in future be presented to Council, in order to monitor the progress with Works/Service Requests lodged, and as an opportunity to develop an understanding of other factors and considerations impacting the execution or progress of these requests.

8. **Project Management**
   Works/Service Request lodged may become a project in its own right, depending on the nature and extent of requests.

Hein Basson
General Manager

Prepared by staff member:	Allison Graham, Executive Assistant & Media		
Approved/Reviewed by Manager:	Hein Basson, General Manager		
Department:	Office of the General Manager		
Attachments:	**1**	2025 As at September_Councillor Works_Services Requests	15 Pages

Councillor Work/Service Request Report

As at August 2025

Councillor Work/Service Request	Councillor	Date	Department	Status
Resident - Request for work to have a Camphor Laurel tree trimmed on the southside of Woodward Park, Drake - The tree has grown out over the resident's fence at 14 Allison Street, Drake and is shading out the sun in winter and contributing to dampness in the house	**Cr Turner**	**20/03/2025**	Open Space, Regulatory & Utilities Supervisor Parks and Gardens Coordinator Open Space, Regulatory & Utilities Supervisor	08/04/2025: came in via on-line form on Council website, added to Councillor Works/Services Requests 12/05/2025: Open Space, Regulatory & Utilities Supervisor - this is request is ongoing due to resourcing. The works for trimming of tree to occur when scheduling allows. 30/06/2025: Due to extended leave of absence of the Open Space, Regulatory & Utilities Supervisor, the Parks and Gardens Coordinator has been to this record for his information to investigate tree trimming scope of work required. 12/08/2025: Status for scheduling requested to Open Space, Regulatory & Utilities Supervisor 02/09/2025: Open Space, Regulatory & Utilities Supervisor - As the tree is very large and adjacent to the toilet block, Council will have to engage a tree lopper to undertake the job. At present there are no loppers within Tenterfield, and not enough Council staff to assist in the pruning and removal of the debris. No date at this stage to when it may be done.
A truck from the Mitre 10 Hardware Store is constantly being parked on the access road for Dr. Pilgrim's surgery	Cr Petrie	15/04/2025	Community Compliance Officer (Ranger) Acting Director Infrastructure Services	05/05/2025: Acting Director Infrastructure Services – records indicate private internal road on lots. A request for information has also been sent to Crown Lands.

Councillor Work/Service Request Report

As at August 2025

				12/06/2025: Still awaiting an update on information from Crown Lands. 10/07/2025: No further update yet received from Crown Lands. 12/08/2025: Gillian Marchant confirmed no further update received from Crown Lands. 15/9/25: Director Infrastructure Services – Historical information on the land would appear to be right of way, a search was conducted in 1998 by the Land Titles Office (LTO). At the time of the search in 1998, the land appeared to be Old System Title and there appeared to be no evidence of a road being created at that time. If Council wishes to investigate further, we could engage a Searcher at cost, however, it is likely that this will be a right of way based on the information in 1998.
Works carried out by council contractors on the Liston Fire Shed requires a small alteration to avoid future complication - material costs roughly under $200, possibly no labour costs	Cr Bonner	14/01/2025	Building and Property Coordinator	05/02/2025: Building and Property Coordinator - Had spoken to the contractor, and he explained that: - The existing wet system, has been left exposed so if there is a blockage it will come out there instead of going back up inside - Straps were installed around the pipes instead of brackets to avoid excess holes eliminating more areas to leak - The 90mm pipe is a charged line and doesn't need a normal fall 15/05/2025: Building and Property Coordinator – will arrange a date to meet on site with the Liston RFS, once the Director Infrastructure Services returns from leave

Councillor Work/Service Request Report — As at August 2025

				along with the builder who completed the works to discuss further. 10/07/2025: Building & Property Coordinator in process of scheduling a date. 1/9/2025: Building and Property Coordinator Will need to arrange a day to go up with the builder. 14/10/2025: Building and Property Coordinator - scheduled inspection of Fire shed with Builder was cancelled due to illness, new date for inspection to be confirmed with builder.
Ongoing drainage issues corner of Welch and Stephen Street Urbenville - Salma Sarmini	Cr Bonner	23/04/2025	Works Manager Maintenance Works Coordinator	Works crew attended to in week of 16/12/2024, works were completed at that time. Noted in IN24/6E1CA55C linked to this record as per Works Managers request, no further notes. 10/07/2025: Maintenance Works Coordinator - this to be investigated and if further works are required it shall be scheduled for operator with other upcoming drainage works in Urbenville. 17/07/2025: Works Manager - Information to be requested from Manager Water & Waste regarding when the upcoming flood study at Urbenville will be scheduled. 15/09/2025: Director of Infrastructure Services - A professional service provider has been engaged for Flood Study within the Urbenville area.

Councillor Work/Service Request Report

As at August 2025

Liston Hall Committee - Request to attend to matters outlined below before the November 100 years celebration for painting the exterior hall & Financial assistance for the event	Cr Bonner	05/05/2025	Building and Property Coordinator	30/06/2025: Executive Assistant - Financial assistance for the event was discussed with the Committee members by phone, after correspondence sent in March 2025 noting outstanding 2024 -2025 Community Contributions amount of $500 awarded to the Liston Hall had not yet been claimed for and it may help them with their planning. 14/07/2025: Building and Property Coordinator – the building is scheduled for painting both interior and exterior in the 2026/2027 financial period with as budget of $42,000 provided. 27/08/2025: Ordinary Council Meeting - Cr Bonner has requested for funds that are assigned for the shade sail at Urbenville Park to be re-assigned to the Liston Hall (due to on-going vandalism on current shade sail at Urbenville Park), DIS has advised the allocated funds will have to be looked into as they are part of (SRV funding) DIS also noted the weather/temperatures are still be considered if a decision is to be made on removal. 14/10/25: Manager Finance and Technology - Urbenville remaining budget $5164 for shade sail replacement from SRV funds has been carried forward into the FY26 year

Councillor Work/Service Request Report

As at August 2025

				(adopted at Council meeting 24 September). These SRV funds cannot be moved from budget and put towards hall funding.
Flagstone Creek Road - Request gravelling this road as a priority due to the slippery nature of the material.	Cr Bonner	30/06/2025	Works Manager	10/07/2025: Maintenance Works Coordinator; Flagstone Road has been fully graded with gravel added at time of grading, with replacement of a collapsed pipe. 16/07/2025: Works Manager - 24/25 FY did not include a gravel resheeting budget. The RAMP states our service levels for each type of road and Flagstone Rd is a D Class road which will not generally attract gravel resheet funding. This road had DRFA funding and some resheeting was claimed and therefore re-instated. The comments that the road needs gravel are correct but Council needs to allocate funding for this to occur. We combined DRFA with Mtce $ to grade this road. 01/09/2025: Works Manager - Road graded February 2025 - yes Council will consider gravel at this point but due to the vehicle movements from the timber mill, it may be ineffective. Have asked a local contractor to supply a price to gravel and tidy the area up.
Low branches, Billirimba Road, seeking understanding who is responsible to cut low lying limbs?	Cr Rhodes	30/06/2025	Director Infrastructure Services	06/09/2025: Works Manager - Council's focus is on the road and drainage and Council maintenance money struggles to fulfill this obligation. A Council officer will inspect the road. ~~Road to be inspected for low hanging limbs.~~

Councillor Work/Service Request Report

As at August 2025

				14/10/2025: Works Manager – Added to tree trim project as funds are available.
Broken Pipe, Cyril Smith Drive	Cr Rhodes	30/06/2025	Director Infrastructure Services	30/06/2025: Councillor Rhodes has been requested to supply more information as there was no address, particular point of the road noted or full residents details in the request to determine where broken pipe is. 17/07/2025: Councillor Rhodes – has sent further text messages to this lady to no avail. Will have to wait until she decides to have a further complaint to me & I will then explain to her that I need more details to ensure TSC staff can deal with such matters. 12/08/2025: Maintenance Works Coordinator – Works Officer has inspected the road and located a pipe that has the top out of, potentially the same one that this request is for (as no particular point was noted) a pipe allocation number to be assigned for scheduling of work on pipe. 04/09/2025: Works Manager – Inspection completed, photos taken for records and future reference, the road is still quite serviceable and Council will program to replace the pipe in the coming years.

Councillor Work/Service Request Report

As at August 2025

				  15/09/2025: Director of Infrastructure Services – if this is not the correct pipe location, please advise.
The owner of the house opposite the newly opened Parrots Nest Restaurant has hammered steel pickets on the road reserve presumably to prevent people parking	Cr Petrie	21/07/2025	Works Manager	12/08/2025: It has been advised the posts were placed there during a wet weather event by resident due to area being quite boggy. 19/08/2025: Maintenance Works Coordinator – to check if they have been removed 09/09/2025: Maintenance Works Coordinator - inspected and found posts to be still in place, the area was still very wet/boggy, he has spoken with the resident advising they will have to be removed and came to an agreement that when the ground and gutter has dried, they are to be removed by resident. Maintenance Works Coordinator to inspect again today and follow up with the resident. 15/09/2025: Director Infrastructure Services, this has been referred to Manager Planning & Regulation regarding DA compliance.

Councillor Work/Service Request Report — As at August 2025

				26/09/2025: Manager Planning & Regulation – Correspondence sent to owner of restaurant requiring conditions of consent be complied with, including a requirement that measures are to be implemented to prevent cars parking on the Rouse St frontage. 13/10/2025: Maintenance Works Coordinator - steel posts have been removed.
Several road issues and offer of a Gravel Borrow Pit	Cr Petrie	22/07/2025	Works Manager	01/09/2025: Matter handed to the Works Manager. 14/10/2005: Works Manager - advised the offer of the gravel borrow pit is noted.
Road Defects, Quarry Rd, Billirimba Rd, Timbarra Rd, Bungulla Reserve Road, Sandy Flat Rd, Rouse St. Nth, Upper Rocky River Rd, Scrub Rd	Cr Petrie	22/07/2025	Works Manager	01/09/2025: Works Manager – Quarry Rd - Patching crew will return Billirimba Rd - • Patching crew has attended to • When drains are cleaned, material is returned to the road – gravel will be put on top. • Capper Grids – referred to DIS Timbarra Rd - Patching crew will attend to, will be graded by a contractor – availability of resources is hindering Council getting a crew there. Bungulla Reserve Road - Repairs conducted at a corner so that 2 decks could access. Council inspected the rest of the road, it is in fair condition, last graded July 2024 with some intervention during February 2025. This road is a D Class Road, it is due for grading again

Councillor Work/Service Request Report — As at August 2025

				according to the Council adopted RAMP, in in February 2027. Sandy Flat Rd - Road was graded during May 2025 Rouse St. Nth - sealed pavement repairs to be conducted. Will commence investigation for scope and estimate for the causeway. Added to R2R funding nominations. Upper Rocky River Rd – • Grader crew is on their way to this road, currently on Billirimba Rd. • Scrub Rd – Staff are in discussions with TfNSW, approvals are given, Council is seeking further clarification for funding. 16/09/2025: Infrastructure Department - Letter to be sent to property owner of "The Oaks" grids, advising of maintenance needed as per requirements. 13/10/2025: Letter has been issued to property owner of grids advising of repair/maintenance required as per policy.
Items from Urbenville Progress Association; **-Shade sail keeps getting damaged from a kids climbing on it and they have asked for its removal** **- Shelter at cemetery needs attention** **- Bus shelter needs repair** **- Tooloom road up over the mountain and past windy hill – (road breaking up)** **- Footpath along Beaury St needs attention.** **- Hospital car park out front is boggy and unusable when wet**	Cr Bonner	23/07/2025	Works Manager Open Space, Regulatory & Utilities Supervisor Manager Water & Waste	06/08/2025: Executive Assistant – sought further clarification from Councillor Bonner on Tooloom Road as to be it breaking up and the Hospital Car Park as this may be an asset of NSW Health, Works Department will seek confirmation. Clarification also sought for waste fees to be relating to Tenterfield Shire Council transfer stations and not a comparison to other shires, Cr Bonner was advised Waste fees are set as per Council's annual fees and charges and therefore are the same across all transfer stations, pricing boards are updated when fees change

Councillor Work/Service Request Report — As at August 2025

- Stop sign near hall and servo needs attention **- Main Street potholes and removal of some handicap signs** **- Tip fees seem higher than some other places (meaning all TSC Transfer Stations)**				annually, operators have a copy of the fees and charges for operation. 12/08/2025: Maintenance Works Coordinator – Tooloom Road, patching works done, when grant funding is received heavier patching works can be scheduled. Main Street patching works done. 02/09/2025: Open Space, Regulatory & Utilities Supervisor - Shade sail will be removed when we have staff available to do the job and the ground dries enough to drive on the park. The Bus shelter was removed as being unsafe. There is no budget allocation for a replacement. 14/10/2025: Works Manager – inspections to be completed of stop sign and for determination of car park referred to at the Hospital to be responsibility of Health NSW? Or a part of the road reserve.
Pothole issues; Miles Street (in front of Catholic Church), Rouse Street north, Scrub Road bridge area – each side of Hawkins Gully Bridge, Logan street – southern end potholes and lifted lengths of bitumen	Cr Petrie	05/08/2025	Works Manager	01/09/2025: Works Manager - Added to the patching crew regime. 13/10/25: Works Manager – checks on patchworks to be completed.
Rouse Street North condition, Causeway, signage for causeway condition, only patchwork done on the road seal, pedestrians unable to pass the causeway	Cr Petrie	06/08/2025	Works Manager	12/08/2025: Works Manager – sealed pavement repairs to be conducted. Will commence investigation for scope and estimate for the causeway. Added to R2R funding nominations.

Councillor Work/Service Request Report — As at August 2025

Cemetery sign at Drake to be replaced	Cr Petrie	14/08/2025	Open Space, Regulatory & Utilities Supervisor	02/09/2025: Open Space, Regulatory & Utilities Supervisor - Cemetery sign has been replaced. 13/10/2025:
No Camping sign similar to Jennings at the Tenterfield Dam.	Cr Petrie	14/08/2025	Building and Property Coordinator	14/08/2025: Building and Property Coordinator – order for No Camping sign for Ottobeuren Park has been ordered. 14/10/2025: Sign has been erected and the Community Compliance Officer (Ranger) is monitoring the site.
Hump in the road at 112 Miles St	Cr Sauer	01/09/2025		06/09/2025: Works Manager – has asked Manager Water & Waste if this street up for a main replacement. 10/10/2025: Unable to receive status of request, Manager Water & Waste on sick leave to advise on main replacement.
Report of 3 large dogs that bark a lot at 137 Naas Street, Tenterfield - Also many pups being kept inside the	Cr Sauer	01/09/2025	Community Compliance Officer (Ranger)	15/09/2025: Community Compliance Officer (Ranger) - Final warning letter sent to 137 Naas Street, with a sheet with written Guidance for barking dog owners, Dog

Councillor Work/Service Request Report — As at August 2025

house and the smell from the house is horrible and offensive				registration and control letter sent to landlord of 137 Naas Street. 16/09/2025: Community Compliance Officer (Ranger) - Noise monitoring sheet sent to 139, 135, 133,129 Naas Street.
Dangerous corrugations which have formed on the gravel sections of Castlerag Road	Cr Murphy	01/09/2025 04/09/2025 25/09/2025 30/09/2025	Works Manager	01/09/2025: Works Manager – Road to be inspected 06/09/2025: Works Manager - will have a contractor tidy the areas up. 1/10/2025: Works Manager - Inspection carried out, Council will erect temporary warning signage. Contractor will conduct repairs in the next two weeks. 1/10/2025: Works Manager - Inspection carried out Contractor will conduct repairs in the next two weeks. Grading to commence at Red Hill, will install Rough Surface signs on the two bad spots
Torrington Residents expressing concern over the difference in height of the verge and the actual road on the newly finished stretch of Torrington Road	Cr Murphy	01/09/2025	Works Manager	01/09/2025: Works Manager - this is not practical and all of the money is spent. This road in it's current format is one of the better roads we have in Council to be able to pull over. No further funding
Local Traffic Committee - Wheelchair car park space, War Memorial Baths (Swimming Pool)	Cr Rhodes	01/09/2025	Works Manager	01/09/2025: Infrastructure Administration – added to Local Traffic Committee Agenda for October.

Councillor Work/Service Request Report

As at August 2025

Wallaroo Range Road, Willsons Downfall – Maintenance and Australia Post Access Issues	Cr Bonner	03/09/2025	Works Manager	06/09/2025: Works Manager - Council is programming a contractor to grade and repair the road. Repairs have been conducted to repair potholes. As a note - the approaches to the bridge were serviceable when Council staff arrived there. 08/09/2025: Manager Planning & Regulation - there is no DA approved for a campground on this site. Property owner made enquiries in relation to establishing a campground and lodging a DA in 2018 and 2019, Environmental Health and Building Surveyor also attended the site to provide some advice in relation to requirements for a DA. Based on current Hipcamp advertisements there are 34 sites available, this far exceeds any exemptions allowed for under the Agritourism provisions under Clause 2.32N of SEPP Exempt and Complying Development which only permits 6 sites in accordance with the SEPP provisions.
Two cattle grids at Rocky River Station and Rocky River Road are damaged - causing damage to vehicles. Request for either repairs or removal as they are now obsolete and a danger to traffic	Cr Turner	06/09/2025	Works Manager	08/09/2025: Works Manager – Council is aware of aware of one at Long Gully Road, Grids are the responsibility of the grid owner, a letter will be sent to the owner. Council erected Warning signage on 6/9/25. 09/09/2025: Works Manager -Cr. Turner provided further information and photo for second grid to be located at Tin Creek, a letter will be sent to the owner.

Councillor Work/Service Request Report — As at August 2025

Items from Urbenville Progress Association (UPA); Bus Shelter repairs Shade Sail repair over playground BBQ for Central Park Letter from Mayor to Dr Caroline, thanking for service to community over years Letter of support to UPA supporting request for new doctor Shed for Mower Council Staffing numbers stationed with Urbenville Tourism Promotion for Villages	Cr Purcell	17/09/2025	Open Space, Regulatory & Utilities Supervisor Mayor Bronwyn Petrie General Manager	Referring to Councillor Bonners request 23/07/2025 for Bus Shelter and Shade Sail and reported: • *02/09/2025: Open Space, Regulatory & Utilities Supervisor - Shade sail will be removed when we have staff available to do the job and the ground dries enough to drive on the park. The Bus shelter was removed as being unsafe. There is no budget allocation for a replacement.* 19/09/2025: Executive Assistant - email sent to Mayor Petrie – request for composing of letter for Dr May for completion of service to the area. 01/10/2025: Executive Assistant – Invitation issued to Council's seven Village Progress Associations, to attend 09/10/2025 in person or by media link to a Workshop on Destination Management Plan (DMP) 2025 – 2030, follow up email for RSVP sent on 08/10/2025. Drake, Legume, Mingoola and Bolivia Progress Associations attended. 14/10/2025: Open Space, Regulatory & Utilities Supervisor – Urbenville Progress Association (UPA) received funding for Shed, Mower and other small plant items, discussion was held with the President of UPA to negotiate a proposed position for the shed to be placed in park, likely to be in the North Eastern corner adjacent to fence of

Councillor Work/Service Request Report As at August 2025

				shop so that it is visual, the President to take this to the next UPA meeting for approval.
Repairs for the small lawn mower – return to Torrington	Cr Murphy	25/09/2025	Open Space, Regulatory & Utilities Supervisor	14/10/2025: Open Space, Regulatory & Utilities Supervisor – the small lawnmower refers to the ride-on mower, this mower is being replaced with Councils larger model zero turn mower Unit P34205 (once its replacement model is purchased)
Reinforcing in the Douglas Street Bridge is becoming increasingly exposed and a sharp concrete edge is forming	Cr Murphy	25/09/2025	Works Manager	29/09/2025: Works Manager – protection angle on the deck to bridge to be covered with emulsion and stone, there is no exposed reinforcing steel.
Resident is seeking advise on a new neighbour locating a shed right on her southern boundary with rainwater draining into her yard	Cr Murphy	25/09/2025	Manager Planning & Regulation Environmental Health and Building Surveyor	10/10/2025: Environmental Health and Building Surveyor - I have looked at this issue but have not had a chance to speak to the neighbour (that is seeking advice). From what I could see the shed has been there for quite a long time & not recently constructed. I need to undertake further investigation on this issue.
Torrington Road, just at the entrance to the village, tarmac is breaking up causing debris on the road and potholes to appear	Cr Murphy	29/09/2025	Works Manager	29/09/2025: Works Manager - Road to be inspected.

(ITEM RC4/25) LOCAL TRAFFIC COMMITTEE MEETING 1, OCTOBER 2025

REPORT BY: Shayle Graham

RECOMMENDATION

That Council:

Adopts the recommendations from the Tenterfield Shire Local Traffic Committee Meeting, held on 1 October 2025, as follows:

1. **(ITEM GB5/25) CONFIRMATION OF MINUTES**

   That the minutes of the Local Traffic Committee held on Wednesday August 6, 2025, be confirmed.

2. **(ITEM GB6/25) MOUNTAIN CREEK BUS STOP**

   That the Local Traffic Committee receives and notes the report and withdraw the request for the extension and improvement of the bus stop located at approximately 45km west on the Bruxner Way at the intersection of Mountain Creek Road.

3. **(ITEM GB7/25) TEMPORARY STREET CLOSURE APPLICATION – EVENT**

   That the Local Traffic Committee receives the report and approves the temporary street closure application for Stanthorpe Street, LISTON.

4. **(ITEM GB8/25) REQUEST FOR SPEED REDUCTION - NEAGLES LANE TENTERFIELD**

   That the Local Traffic Committee receives and notes the report and refer the request to Transport for NSW for their response.

5. **(ITEM GB9/25) BUSINESS ARISING FROM PREVIOUS MINUTES**

   That the Local Traffic Committee receives and notes the report that the:

   - **Rivertree and Undercliffe Road Speed Zone Review signage is currently being installed.**
   - **Transport for NSW (TfNSW) reported the Speed Zone Review reports for: Sunnyside Platform Rd, Sunnyside Loop Rd, Mt McKenzie Rd and Old Ballandean Rd are in progress.**
   - **The relocation of the Manners Street Bus stop is supported by TfNSW and country transport funding is available for bus stop infrastructure. Funding rounds will be open again in 2026.**

6. **ITEM (BWN1/25) – REQUEST FOR UHF RADIO SIGNS – MOUNT LINDESAY ROAD**

Report of Committee No. 4 Cont…

That the Local Traffic Committee receives and notes the report that the Council staff may order and install UHF signage suggested, amending from 'OSOM' to 'HEAVY'.

ATTACHMENTS

1 LOCAL TRAFFIC COMMITTE MEETING 1, OCTOBER 2025 4 Pages

MINUTES OF

TENTERFIELD SHIRE LOCAL TRAFFIC COMMITTEE MEETING

WEDNESDAY 1 OCTOBER 2025

MINUTES OF THE **Tenterfield Shire Local Traffic Committee Meeting** OF TENTERFIELD SHIRE held at the Koreelah Room on Wednesday 1 October 2025 commencing at 11:00 AM

ATTENDANCE	Councillor Tom Peters Director of Infrastructure Services (Matthew Francisco) Manager Works (James Paynter) Transport for NSW (Caliesse Dunston) Janelle Saffin MP Office (Bel Hanson)
ALSO IN ATTENDANCE	Engineering Administration Assistant (Shayle Graham)

DISCLOSURE OF INTERESTS

Nil Disclosures.

Name	Type	Item

APOLOGIES

Councillor Tim Bonner
NSW Police – Chris Belson

(ITEM GB5/25) CONFIRMATION OF MINUTES

SUMMARY
Confirmation of minutes of Tenterfield Shire Local Traffic Committee Meeting Wednesday 6, August, 2025.

OFFICER'S RECOMMENDATION:
That the committee:
That the minutes of the Local Traffic Committee held on Wednesday August 6, 2025, be confirmed. Minutes confirmed by Councillor Tom Peters.

(ITEM GB6/25) MOUNTAIN CREEK BUS STOP

SUMMARY
This report is to update the committee on matters listed in previous agenda and minutes of August 6, 2025.

OFFICER'S RECOMMENDATION:
That the committee: Receive and note the report and withdraw the request for the extension and improvement of the bus stop located at approximately 45km west on the Bruxner Way at the intersection of Mountain Creek Road. Committee Unanimous

(ITEM GB7/25) TEMPORARY STREET CLOSURE APPLICATION - EVENT

SUMMARY

Council has received an application for an event and a temporary street closure from the Liston Hall Committee for Centenary celebrations 15 November 2025.

OFFICER'S RECOMMENDATION:
That the committee: Receive the report and approve the temporary street closure application for Stanthorpe Street, LISTON – Committee Unanimous

(ITEM GB8/25) REQUEST FOR SPEED REDUCTION - NEAGLES LANE TENTERFIELD

SUMMARY
The purpose of this report is to raise a request via a Council Resolution at Council's September meeting for a Speed Zone Review on Neagles Lane due to increasing development.

OFFICER'S RECOMMENDATION:
That the committee: Receive and note the report and refer the request to Transport for NSW for their response. Committee unanimous, and TfNSW will review the request.

(ITEM GB9/25) BUSINESS ARISING FROM PREVIOUS MINUTES

SUMMARY
The purpose of this report is to report on updates on business arising from previous minutes.

OFFICER'S RECOMMENDATION:
That the committee: Receive and note the report.
The committee notes that the Rivertree and Undercliffe Road Speed Zone Review signage is currently being installed.
Caleisse Dunston -Transport for NSW (TfNSW) reported the Speed Zone Review reports for: Sunnyside Platform Rd, Sunnyside Loop Rd, Mt McKenzie Rd and Old Ballandean Rd are in progress.
The relocation of the Manners Street Bus stop is supported by TfNSW and country transport funding is available for bus stop infrastructure. Funding rounds will be open again in 2026.

BUSINESS WITHOUT NOTICE

ITEM (BWN1/25) – REQUEST FOR UHF RADIO SIGNS – MOUNT LINDESAY ROAD

OFFICER'S RECOMMENDATION:
That the committee: Receive and note the report.
Council staff may order and install UHF signage suggested, amending from 'OSOM' to 'HEAVY'. Committee Unanimous

There being no further business the Chairperson declared the meeting closed at 11.45am.

.....
James Paynter
Chairperson

NOTICE OF MOTION

(ITEM NM8/25) AMENDMENT TO THE "COUNCILLOR AND STAFF INTERACTION POLICY"

I, Councillor Bronwyn Petrie, hereby give notice that I intend to move the following motion at the Ordinary Council meeting to be held on Wednesday, 22 October 2025:-

That Council:

Amend the "Councillor and Staff Interaction Policy" to:

a) Reinstate Councillor ability to directly contact Managers and vice versa.

b) Provide for the Mayor to attend the post Council meeting briefings of Depot and Administration staff.

Background:

We are a team, Councillors until 2024 were able to directly contact Managers and vice versa. This ability was removed with staff contact limited to the General Manager, Director of Infrastructure, Director of Corporate Services and the Executive Assistant.

Following this there has been increased pressure on the General Manager and Directors to act as concierges for often uncomplicated issues instead of being able to concentrate on their higher level responsibilities, and Councillors are frequently reminded of how busy they are.

Additionally, there have been several occurrences of misinterpreted contact from Councillors acting in other roles in the community.

It is common in many other Councils that Councillors can contact Managers as per previous practice in Tenterfield.

It is also common in many other Councils for the Mayor, when available, to attend the staff debriefings post Council meetings. This was also previous practice in Tenterfield. We are a team and we should not be fostering division.

The above motion and background have been received in hard copy format on Monday, 13 October 2025 – signed by the Mayor as mover and Councillor Greg Purcell as seconder.

Commentary: General Manager

Council's Code of Meeting Practice states the following regarding notices of motions:

Giving notice of business to be considered at council meetings

Notice of Motion No. 8 Cont…

3.9 A councillor may give notice of any business they wish to be considered by the council at its next ordinary meeting by way of a notice of motion. To be included on the agenda of the meeting, the notice of motion must be in writing and must be submitted by 5pm on the Monday of the week preceding the week of the Council Meeting, being seven (7) business days before the meeting is to be held.

3.10 A councillor may, in writing to the general manager, request the withdrawal of a notice of motion submitted by them prior to its inclusion in the agenda and business paper for the meeting at which it is to be considered.

3.11 If the general manager considers that a notice of motion submitted by a councillor for consideration at an ordinary meeting of the council has legal, strategic, financial or policy implications which should be taken into consideration by the meeting, the general manager may prepare a report in relation to the notice of motion for inclusion with the business papers for the meeting at which the notice of motion is to be considered by the council.

3.12A notice of motion for the expenditure of funds on works and/or services other than those already provided for in the council's current adopted operational plan must identify the source of funding for the expenditure that is the subject of the notice of motion. If the notice of motion does not identify a funding source, the general manager must either:

(a) prepare a report on the availability of funds for implementing the motion if adopted for inclusion in the business papers for the meeting at which the notice of motion is to be considered by the council, or
(b) by written notice sent to all councillors with the business papers for the meeting for which the notice of motion has been submitted, defer consideration of the matter by the council to such a date specified in the notice, pending the preparation of such a report.

The following comments are made regarding the part (a) and part (b) of the notice of motion respectively:

Legal implications:

(a) Section 335 of the *Local Government Act 1993* deals with the functions of the general manager (GM). These functions are as follow:

(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,

Notice of Motion No. 8 Cont…

(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.

Meetings with staff have been changed from being purely "post-council meeting briefings" to staff meetings where an array of relevant administration and staffing matters are being discussed – including Council Meetings.

Even in those instances where staff are instructed on decisions made by council and directing them on their implementation at these meetings, "these are operational matters, and it is difficult to see any circumstances where it would be necessary or appropriate for the mayor to attend meetings with staff of this nature." (Advice obtained from the Office of Local Government (OLG) on 14 October 2025.)

<u>Strategic implications:</u>

(a) and (b) Section 232 of the *Local Government Act 1993* deals with the role of a Councillor, 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.

The elected representatives form the governing body. The staff members within the organisation form the administration. The governing body has a strategic focus, with the administration having an operational focus.

<u>Financial implications:</u>

Nil.

<u>Policy implications:</u>

Notice of Motion No. 8 Cont…

(a) The Model "Councillors and Staff Interaction Policy" as developed by the Office of Local Government (OLG) has previously been adopted by Council, and has again been adopted on 23 October 2024 after the general local government elections.

A copy of the above-mentioned Policy is annexed to this Notice of Motion as Attachment 1, for the ease of reference of Councillors.

This Policy should be read in its totally, and particular individual provisions should not be read in isolation. Such an approach will lead to misinterpretation of the Policy.

The advice obtained on 14 October 2025 from the OLG in this regard reads as follows:

"OLG has no view on what level of staff councillors should have access to. Ultimately it is a matter for the council and general manager to agree on what level of staff councillors may have access to and to ensure this is reflected in the councillor and staff interaction policy."

ATTACHMENTS

1	Notice of Motion - Councillor Bronwyn Petrie - Amendment to the Councillor and Staff Interaction Policy	1 Page
2	Councillor and Staff Interaction Policy	13 Pages

NOTICE OF MOTION:

That Council:

Amend the "Councillor and Staff Interaction Policy" to:

a) Reinstate Councillor ability to directly contact Managers and vice versa.
b) Provide for the Mayor to attend the post Council meeting briefings of Depot and Administration staff.

Background:

We are a team. Councillors until 2024 were able to directly contact Managers and vice versa. This ability was removed with staff contact limited to the General Manager, Director of Infrastructure, Director of Corporate Services and the Executive Assistant.

Following this there has been increased pressure on the General Manager and Directors to act as concierges for often uncomplicated issues instead of being able to concentrate on their higher level responsibilities, and Councillors are frequently reminded of how busy they are.

Additionally there have been several occurrences of misinterpreted contact from Councillors acting in other roles in the community.

It is common in many other Councils that Councillors can contact Managers as per previous practice in Tenterfield.

It is also common in many other Councils for the Mayor, when available, to attend the staff debriefings post Council meetings. This was also previous practice in Tenterfield. We are a team and we should not be fostering division.

Mover:

Mayor Bronwyn Petrie

13/10/25

Seconder:

Councillor Greg Purcell

13/10/25

TENTERFIELD SHIRE COUNCIL

13 OCT 2025

	Action	Info
CE		
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COUNCILLOR AND STAFF INTERACTION POLICY

Summary:

The purpose of this policy is to outline the legislative requirements as well as Councils position and procedures with regard to Councillors access to information and the interaction between Councillors and staff.

It further aims to ensure that the differing roles of Councillors, the General Manager and Staff are understood and respected and that any inappropriate interactions are avoided.

Policy Number	1.163
Document version	V8.0
Adoption Date	23 October 2024
Approved By	Council
Endorsed By	General Manager
Minute Number	166/24
Consultation Period	NA
Review Due Date	October 2026
Department	Corporate Services - Governance
Policy Custodian	General Manager
Superseded Documents	1.163 – Councillor Access to Information and Interaction with Staff Policy (V7.0)
Related Documents	TSC Code of Conduct TSC Code of Meeting Practice TSC Privacy Management Plan TSC Publications Guide Office of Local Government NSW Circular 22-08 / 7 April 2022 / A806228 OLG NSW Model Policy – Councillor and Staff Interaction Policy 2022
Delegations of Authority	General Manager, Director Infrastructure Services, Director Corporate Services

Part 1 – Introduction

1.1.1 *The Councillor and Staff Interaction Policy* (the Policy) provides a framework for councillors when exercising their civic functions by specifically addressing their ability to interact with, and receive advice from, authorised staff.

1.1.2 The Policy complements and should be read in conjunction with Tenterfield Shire Council's *Code of Conduct* (the Code of Conduct).

1.1.3 The aim of the Policy is to facilitate a positive working relationship between councillors, as the community's elected representatives, and staff, who are employed to administer the operations of the Council. The Policy provides direction on interactions between councillors and staff to assist both parties in carrying out their day-to-day duties professionally, ethically and respectfully.

1.1.4 It is important to have an effective working relationship that recognises the important but differing contribution both parties bring to their complementary roles.

Part 2 – Application

2.1.1 This Policy applies to all councillors and council staff.

2.1.2 This Policy applies to all interactions between councillors and staff, whether face-to-face, online (including social media and virtual meeting platforms), by phone, text message or in writing.

2.1.3 This Policy applies whenever interactions between councillors and staff occur, including inside or outside of work hours, and at both council and non-council venues and events.

2.1.4 This Policy does not confer any delegated authority upon any person. All delegations to staff are made by the General Manager.

2.1.5 The Code of Conduct provides that council officials must not conduct themselves in a manner that is contrary to the Council's policies. A breach of this Policy will be a breach of the Code of Conduct.

Part 3 – Policy objectives

3.1.1 The objectives of the Policy are to:

a) establish positive, effective and professional working relationships between councillors and staff defined by mutual respect and courtesy

b) enable councillors and staff to work together appropriately and effectively to support each other in their respective roles

c) ensure that councillors receive advice in an orderly, courteous and appropriate manner to assist them in the performance of their civic duties

d) ensure councillors have adequate access to information to exercise their statutory roles

e) provide direction on, and guide councillor interactions with, staff for both obtaining information and in general situations

f) maintain transparent decision making and good governance arrangements

g) ensure the reputation of Council is enhanced by councillors and staff interacting consistently, professionally and positively in their day-to-day duties

h) provide a clear and consistent framework through which breaches of the Policy will be managed in accordance with the Code of Conduct.

Part 4 – Principles, roles and responsibilities

4 Several factors contribute to a good relationship between councillors and staff. These include goodwill, understanding of roles, communication, protocols, and a good understanding of legislative requirements.

4.1 The Council's governing body and its administration (being staff within the organisation) must have a clear and sophisticated understanding of their different roles, and the fact that these operate within a hierarchy. The administration is accountable to the General Manager, who in turn, is accountable to the Council's governing body.

4.2 Section 232 of the *Local Government Act 1993* (the LGA) states that 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.

4.3 The administration's role is to advise the governing body, implement Council's decisions and to oversee service delivery.

4.4 It is beneficial if the administration recognises the complex political environments in which elected members operate and acknowledge that they work within a system that is based on democratic governance. Councillors similarly need to understand that it is a highly complex task to prepare information and provide quality advice on the very wide range of issues that Council operations cover.

4.5 Council commits to the following principles to guide interactions between councillors and staff:

Principle	Achieved by
Equitable and consistent	Ensuring appropriate, consistent and equitable access to information for all councillors within established service levels
Considerate and respectful	Councillors and staff working supportively together in the interests of the whole community, based on mutual respect and consideration of their respective positions
Ethical, open and transparent	Ensuring that interactions between councillors and staff are ethical, open, transparent, honest and display the highest standards of professional conduct
Fit for purpose	Ensuring that the provision of equipment and information to councillors is done in a way that is suitable, practical and of an appropriate size, scale and cost for a client group of ten people
Accountable and measurable	Providing support to councillors in the performance of their role in a way that can be measured, reviewed and improved based on qualitative and quantitative data

4.6 Councillors are members of the Council's governing body, which is responsible for directing and controlling the affairs of the Council in accordance with the LGA. Councillors need to accept that:

a) responses to requests for information from councillors may take time and consultation to prepare and be approved prior to responding

b) staff are not accountable to them individually

c) they must not direct staff except by giving appropriate direction to the General Manager by way of a council or committee resolution, or by the mayor exercising their functions under section 226 of the LGA

d) they must not, in any public or private forum, direct or influence, or attempt to direct or influence, a member of staff in the exercise of their functions

e) they must not contact a member of staff on council-related business unless in accordance with this Policy

f) they must not use their position to attempt to receive favourable treatment for themselves or others.

4.7 The General Manager is responsible for the efficient and effective day-to-day operation of the Council and for ensuring that the lawful decisions of the Council are implemented without undue delay. Council staff need to understand:

a) they are not accountable to individual councillors and do not take direction from them. They are accountable to the General Manager, who is in turn accountable to the Council's governing body

b) they should not provide advice to councillors unless it has been approved by the General Manager or a staff member with a delegation to approve advice to councillors

c) they must carry out reasonable and lawful directions given by any person having the authority to give such directions in an efficient and effective manner

d) they must ensure that participation in political activities outside the service of the Council does not interfere with the performance of their official duties

e) they must provide full and timely information to councillors sufficient to enable them to exercise their civic functions in accordance with this Policy.

Part 5 – The councillor requests system

5.1 Councillors have a right to request information provided it is relevant to councillor's exercise of their civic functions. This right does not extend to matters about which a councillor is merely curious.

5.2 Councillors do not have a right to request information about matters that they are prevented from participating in decision-making on because of a conflict of interest, unless the information is otherwise publicly available.

5.3 The General Manager may identify Council support staff (Executive Assistant & Media) under this Policy for the management of requests from councillors.

5.4 Councillors can use the councillor requests system to:

a) request information or ask questions that relate to the strategic position, performance or operation of the Council

b) bring concerns that have been raised by members of the public to the attention of staff

c) request Information and Communications Technology or other support from the Council administration

d) request that a staff member be present at a meeting (other than a meeting of the council) for the purpose of providing advice to the meeting.

5.5 Councillors must, to the best of their knowledge, be specific about what information they are requesting, and make their requests respectfully. Where a councillor's request lacks specificity, the General Manager or staff member authorised to manage the matter is entitled to ask the councillor to clarify their request and the reason(s) why they are seeking the information.

5.6 Staff must make every reasonable effort to assist councillors with their requests and do so in a respectful manner.

5.7 The General Manager or the staff member authorised to manage a councillor request will provide a response within (30 working days). Where a response cannot be provided within that timeframe, the councillor will be advised, and the information will be provided as soon as practicable.

5.8 Requests under clause 5.4 (d) must be made (7 working days) before the meeting. The General Manager, or members of staff that are listed at Schedule 1 of this Policy, are responsible for determining:

a) whether a staff member can attend the meeting; and

b) which staff member will attend the meeting.

Staff members who attend such meetings must be appropriately senior and be subject matter experts on the issues to be discussed at the meeting.

5.9 Councillors are required to treat all information provided by staff appropriately and to observe any confidentiality requirements.

5.10 Staff will inform councillors of any confidentiality requirements for information they provide so councillors can handle the information appropriately.

5.11 Where a councillor is unsure of confidentiality requirements, they should contact the General Manager, or the staff member authorised to manage their request.

5.12 The General Manager may refuse access to information requested by a councillor if:

a) the information is not necessary for the performance of the councillor's civic functions, or

b) if responding to the request would, in the General Manager's opinion, result in an unreasonable diversion of staff time and resources, or

c) the councillor has previously declared a conflict of interest in the matter and removed themselves from decision-making on it, or

d) the General Manager is prevented by law from disclosing the information.

5.13 Where the General Manager refuses to provide information requested by a councillor, they must act reasonably. The General Manager must advise a councillor in writing of their reasons for refusing access to the information requested.

5.14 Where a councillor's request for information is refused by the General Manager on the grounds referred to under clause 5.12 (a) or (b), the councillor may instead request the information through a resolution of the council by way of a notice of motion. This clause does not apply where the General Manager refuses a councillor's request for information under clause 5.12
(c) or (d).

5.15 Nothing in clauses 5.12, 5.13, and 5.14 prevents a councillor from requesting the information in accordance with the *Government Information (Public Access) Act 2009.*

5.16 Where a councillor persistently makes requests for information which, in the General Manager's opinion, result in a significant and unreasonable diversion of staff time and resources the council may, on the advice of the General Manager, resolve to limit the number of requests the councillor may make.

5.17 Councillor requests are state records and must be managed in accordance with the *State Records Act 1998.*

5.18 A monthly report will be provided to Council regarding the performance and efficiency of the councillor requests system against established key performance indicators.

Part 6 – Access to Council staff

6.1.1 Councillors may directly contact members of staff that are listed in Schedule 1 of this Policy. The General Manager may amend this list at any time and will advise councillors promptly of any changes.

6.1.2 Councillors can contact staff listed in Schedule 1 about matters that relate to the staff member's area of responsibility.

6.1.3 Councillors should as far as practicable, only contact staff during normal business hours.

6.1.4 If councillors would like to contact a member of staff not listed in Schedule 1, they must receive permission from the General Manager.

6.1.5 If a councillor is unsure which authorised staff member can help with their enquiry, they can contact the General Manager or Executive Assistant & Media who will provide advice about which authorised staff member to contact.

6.1.6 The General Manager or a member of the Council's executive leadership team may direct any staff member to contact councillors to provide specific information or clarification relating to a specific matter.

6.1.7 A councillor or member of staff must not take advantage of their official position to improperly influence other councillors or members of staff in the performance of their civic or professional duties for the purposes of securing a private benefit for themselves or for another person. Such conduct should be immediately reported to the General Manager or Mayor in the first instance, or alternatively to the Office of Local Government, NSW Ombudsman, or the NSW Independent Commission Against Corruption.

Part 7 – Councillor access to council buildings

7.1.1 Councillors are entitled to have access to the council chamber, meeting rooms, and public areas of Council's buildings during normal business hours for meetings. Councillors needing access to these facilities at other times must obtain approval from the General Manager.

7.1.2 Councillors must not enter staff-only areas of Council buildings without the approval of the General Manager.

Part 8 – Appropriate and inappropriate interactions

8.1.1 Examples of appropriate interactions between councillors and staff include, but are not limited to, the following:

a) councillors and council staff are courteous and display a positive and professional attitude towards one another

b) council staff ensure that information necessary for councillors to exercise their civic functions is made equally available to all councillors, in accordance with this Policy and any other relevant Council policies

c) council staff record the advice they give to councillors in the same way they would if it was provided to members of the public

d) council staff, including Council's executive team members, document councillor requests via the councillor requests system

e) council meetings and councillor briefings are used to establish positive working relationships and help councillors to gain an understanding of the complex issues related to their civic duties

f) councillors and council staff feel supported when seeking and providing clarification about council related business

g) councillors forward requests through the councillor requests system and staff respond in accordance with the timeframes stipulated in this Policy

8.1.2 Examples of inappropriate interactions between councillors and staff include, but are not limited to, the following:

a) councillors and council staff conducting themselves in a manner which:

i) is contrary to their duties under the *Work Health and Safety Act 2011* and their responsibilities under any policies or procedures adopted by the Council to ensure workplace health and safety

ii) constitutes harassment and/or bullying within the meaning of the Code of Conduct, or is unlawfully discriminatory

b) councillors approaching staff and staff organisations to discuss individual or operational staff matters (other than matters relating to broader workforce policy such as, but not limited to, organisational restructures or outsourcing decisions), grievances, workplace investigations and disciplinary matters

c) staff approaching councillors to discuss individual or operational staff matters (other than matters relating to broader workforce policy such as, but not limited to, organisational restructures or outsourcing decisions), grievances, workplace investigations and disciplinary matters

d) subject to clause 5.12, staff refusing to give information that is available to other councillors to a particular councillor

e) councillors who have lodged an application with the council, discussing the matter with staff in staff-only areas of the council

f) councillors being overbearing or threatening to staff

g) staff being overbearing or threatening to councillors

h) councillors making personal attacks on staff or engaging in conduct towards staff that would be contrary to the general conduct provisions in Part 3 of the Code of Conduct in public forums including social media

i) councillors directing or pressuring staff in the performance of their work, or recommendations they should make

j) staff providing ad hoc advice to councillors without recording or documenting the interaction as they would if the advice was provided to a member of the community

8.1.3 Where a councillor engages in conduct that, in the opinion of the General Manager, puts the health, safety or welfare of staff at risk, the General Manager may restrict the councillor's access to staff.

8.1.4 Any concerns relating to the conduct of staff under this Policy should be raised with the General Manager.

Part 9 – Complaints

9.1.1 Complaints about a breach of this policy should be made to the General Manager (if the complaint is about a councillor or member of council staff), or the Mayor (if the complaint is about the General Manager).

9.1.2 Clause 9.1 does not operate to prevent matters being reported to OLG, the NSW Ombudsman, the NSW Independent Commission Against Corruption or any other external agency.

Schedule 1 – Authorised staff contacts for councillors (table)

1. Clause 6.1 of this Policy provides that councillors may directly contact members of staff that are listed below. The General Manager may amend this list at any time.
2. Councillors can contact staff listed below about matters that relate to the staff member's area of responsibility.
3. Councillors should as far as practicable, only contact staff during normal business hours.
4. If councillors would like to contact a member of staff not listed below, they must receive permission from the General Manager or their delegate.
5. If a councillor is unsure which authorised staff member can help with their enquiry, they can contact the General Manager or Executive Assistant & Media who will provide advice about which authorised staff member to contact.
6. In some instances, the General Manager or a member of the Council's executive leadership team may direct a council staff member to contact councillors to provide specific information or clarification relating to a specific matter.

Authorised staff members name	***Position***
[Insert staff member's name]	*[Insert position title]*
Hein Basson	General Manager
Matthew Francisco	Director Infrastructure Services
Elizabeth Alley	Director Corporate Services
Vacant	Executive Assistant & Media
Chris Thomas	Information Technology & Geographic Information Systems

Schedule 2 – Works/Service Request Procedure

1. Works/Service requests from Councillors are to be submitted to the following email address: council@tenterfield.nsw.gov.au

2. These requests are to be clearly marked "Works/Service Request", with a brief outline of the identified problem area, the exact location, and a succinct description of the background – if and where applicable.

3. Works/Service Requests that are not submitted to the above-mentioned Council email address, or not clearly marked "Works/Service Request" may not be appropriately dealt with in accordance with this procedure due to potential misinterpretation and/or scarce resources.

4. Works/Services Requests are requests submitted by Councillors for staff's further attention, over and above the operational and works program that Council has already approved as part of the annual Operational Plan and Budget.

5. Therefore, Works/Service Requests are to not to be viewed as requests that should take priority over other scheduled works and operations that have already been planned for execution as part of effective and efficient management practices.

6. Rather, all Works/Service requests will be objectively assessed by the relevant Manager and/or Director and be appropriately scheduled for attention in a cost-effective manner – considering budgetary provisions and constraints. It may be the situation that insufficient funds are available to satisfactory address a particular problem, in which case the problem will have to be referred to the following financial year for budgetary considerations. Unsafe or emergency situations will receive priority attention.

7. Administrative staff will properly capture all Works/Service Requests in Council's official records management system and allocate items to the appropriate staff member for the necessary attention.

8. A monthly report with all Works/Service Requests will in future be presented to Council as part of the Council Meeting Business Papers for progress monitoring.

Schedule 3 - Related Legislation, Standards & Guidelines

Key legislative requirements and other directions are located in the following:

- *NSW Local Government Act 1993* (as amended);
- *NSW Local Government (General) Regulations 2021*;
- *Government Information Public Access Act 2009* (GIPA);
- *Privacy and Personal Information Protection Act 1998* (PPIPA);
- *Health Records and Information Privacy Act 2002*;
- NSW Ombudsman –Conduct and Administrative Practices, Guidelines for Councils;
- ICAC – Under Careful Consideration – Key Issues for Local Government;
- TSC Privacy Management Plan;
- TSC Code of Conduct;
- TSC Code of Meeting Practice;
- TSC Publications Guide; and
- All other relevant guidelines issued by the Office of Local Government.

Version Control and Change History

Version	Date	Modified by	Details
V1.1	28/03/2012	Council	Adoption of Policy – 117/12
V2.1	18/12/2013	Council	Policy revision – 468/13
V3.1	17/12/2014	Council	Policy revision – 460/14
V4.1	26/08/2015	Council	Policy revision – 269/15
V5.0	13/10/2016	GM	Reconstruction of Policy – 250/16
V6.0	26/10/2022	Council	Reconstruction of Policy – LG NSW Model Policy – Resolution 221/22
V7.0	24/4/2024	Council	Update of Policy
V8.0	23/10/24	Council	Update & Adding of Works/Service Request Procedure 166/24

NOTICE OF MOTION

(ITEM NM9/25) REQUEST FOR COUNCIL REPORT FOR COUNCIL PROCESS TO SUBMIT A DEVELOPMENT APPLICATION ON COUNCIL OWNED VACANT LAND

I, Councillor Gregory Purcell, hereby give notice that I intend to move the following motion at the Ordinary Council meeting to be held on Wednesday, 22 October 2025:-

That Council:

Requests the General Manager to report to Council the process for Council to submit a Development Application on Council owned vacant land for the purpose of sale or development for housing and business purposes.

Background:

Vacant Council land could be sold for development for housing and/or business purposes. Council would receive increased funds if land was sold with pre-existing DA approvals.

The above Notice of Motion and Background have been received in hard copy format on Monday, 13 October 2025 – signed by Councillor Gregory Purcell as mover and Councillor Roger Turner as seconder.

Commentary – General Manager

Council's Code of Meeting Practice states the following regarding notices of motions:

Giving notice of business to be considered at council meetings

3.9 A councillor may give notice of any business they wish to be considered by the council at its next ordinary meeting by way of a notice of motion. To be included on the agenda of the meeting, the notice of motion must be in writing and must be submitted by 5pm on the Monday of the week preceding the week of the Council Meeting, being seven (7) business days before the meeting is to be held.

3.10 A councillor may, in writing to the general manager, request the withdrawal of a notice of motion submitted by them prior to its inclusion in the agenda and business paper for the meeting at which it is to be considered.

3.11 If the general manager considers that a notice of motion submitted by a councillor for consideration at an ordinary meeting of the council has legal, strategic, financial or policy implications which should be taken into consideration by the meeting, the general manager may prepare a report in relation to the notice of motion for inclusion with the business papers for the meeting at which the notice of motion is to be considered by the council.

Notice of Motion No. 9 Cont…

3.12A notice of motion for the expenditure of funds on works and/or services other than those already provided for in the council's current adopted operational plan must identify the source of funding for the expenditure that is the subject of the notice of motion. If the notice of motion does not identify a funding source, the general manager must either:

(a) prepare a report on the availability of funds for implementing the motion if adopted for inclusion in the business papers for the meeting at which the notice of motion is to be considered by the council, or

(b) by written notice sent to all councillors with the business papers for the meeting for which the notice of motion has been submitted, defer consideration of the matter by the council to such a date specified in the notice, pending the preparation of such a report.

No further comments are deemed necessary at this point in time, as a subsequent report will address relevant considerations if the motion gets adopted by Council.

ATTACHMENTS

1	Notice of Motion - Councillor Greg Purcell - Report request on the process for Council to submit a Development Application	1 Page

NOTICE OF MOTION:

That Council requests the General Manager to report to Council the process for Council to submit a Development Application on Council owned vacant land for the purpose of sale or development for housing and business purposes.

Background:

Vacant Council land could be sold for development for housing and/or business purposes. Council would receive increased funds if land was sold with pre-existing DA approvals.

Mover:

.....

Councillor Greg Purcell

13/10/25

Seconder:

.....

Councillor Roger Turner

13/10/25

TENTERFIELD SHIRE COUNCIL
13 OCT 2025

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Department:	**Office of the General Manager**
Submitted by:	Allison Graham, Executive Assistant & Media
Reference:	**ITEM RES9/25**
Subject:	**COUNCIL RESOLUTION REGISTER - SEPTEMBER 2025**

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK	
CSP Goal:	**LEADERSHIP** - Our local leaders are respected and trusted to make our shire a better place
CSP Strategy:	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
CSP Delivery Program	Deliver Councillor services and provide support to all Councillors in a transparent and non-discriminatory manner including training, research, legislative and evidence based advice

SUMMARY
The purpose of this report is to provide a standing monthly report to the Ordinary Meeting of Council that outlines all resolutions of Council previously adopted and yet to be finalised. The updating of this report has been progressed with many actions that have now been finalised within the software system and no longer showing up in this report.

However, there are further actions in this report that still need to be attended to, and it should be regarded as work-in-progress that will continue for still some time because Council resolutions have not been consistently actioned in the past. There are still resolutions dating back to 2007 (that do not show up in this attached report) and are perceived not to have received the necessary executory attention. This situation is exacerbated by scarce resources.

OFFICER'S RECOMMENDATION:

That Council notes the status of the Council Resolution Register to September 2025.

Hein Basson
General Manager

Prepared by staff member:	Allison Graham, Executive Assistant & Media		
Approved/Reviewed by Manager:	Hein Basson,General Manager		
Department:	Office of the General Manager		
Attachments:	**1**	Actions Register - September 2025	32 Pages

OUTSTANDING ACTIONS REPORT

Printed: Monday, 13 October 2025 2:41:04 PM
Date From: 27/04/2023
Date To: 24/09/2025

Division:
Committee:
Officer:

Meeting	Date	Officer	Title	Target
Council 27/08/2025	27/08/2025	Alley, Liz	CORPORATE SERVICES DIRECTORATE MONTHLY REPORT	17/09/2025

125/2 **Resolved**

That Council:

That Council notes the Corporate Services Directorate Report for July 2025.

(Greg Sauer/Roger Turner)

Motion Carried

Notes
04 Sep 2025 3:36pm Graham, Allison - Email
Dear Liz, kindly investigate the possibility of Council implementing cash handling and payments at the front counter again. Currently ratepayers who want to pay by cash goes to the post office, which incurs a cost to Council. I suggest that this function can be entertained as part of our improved customer service drive. Can you please report the outcome of your investigation to LET in October so that we can make a decision in this regard. Thanks and regards, Hein

Meeting	Date	Officer	Title	Target
Council 27/08/2025	27/08/2025	Alley, Liz	EMPLOYING A GRANT WRITER TO HELP COUNCIL ACHIEVE GRANT FUNDING	17/09/2025

129/2 **Resolved**

That Council:

Approves the investigation of engaging a professional company to, under contract and as required, prepare grant applications to achieve grant funding that current staff are unable to do due to their own current workloads.

(Peter Petty/Greg Sauer)

Motion Carried

Notes
04 Sep 2025 4:11pm Graham, Allison - Reallocation
Action reassigned to Alley, Liz by Graham, Allison - Dear Liz, kindly follow up on the implementation of this Council resolution; Investigating the engagement of a professional company to, under contract and as required, to prepare grant applications to achieve grant funding that current staff are unable to do due to their own current workloads. I am aware that Peak Services (Jodi Cannon) provide a service of this nature but LGP may have other pre-approved providers listed on their website as well. Once you have concluded your investigation, please bring your recommendations to LET for us to further discuss this matter. Thanks and regards, Hein.

Meeting	Date	Officer	Title	Target
Council 24/09/2025	24/09/2025	Alley, Liz	CORPORATE SERVICES DIRECTORATE MONTHLY REPORT	15/10/2025

155/2 **Resolved**

That Council:

Notes the Corporate Services Directorate Report for August 2025.

(Tom Peters/Peter Petty)

Motion Carried

OUTSTANDING ACTIONS REPORT

Printed: Monday, 13 October 2025 2:41:04 PM
Division:
Committee:
Officer:
Date From: 27/04/2023
Date To: 24/09/2025

Meeting	Date	Officer	Title	Target
Notes				

Meeting	Date	Officer	Title	Target
Council 27/08/2025	27/08/2025	Alley, Liz	BUSINESS RATING REGIME FOR ALL AIR BnB PROPERTIES IN THE LOCAL GOVERNMENT AREA	17/09/2025

OFFICER'S RECOMMENDATION:

That Council:

Defers the item until such time as the "guesthouse" definition has been clarified and that another report be prepared for Council's consideration once clarity has been obtained why a short-term rental property e.g. a property listed as an AirBnB on accommodation websites could not be classified as being a guesthouse – as per the Macquarie Dictionary's definition of "a house for the accommodation of paying guests" – and as such not needing to be categorised as "residential" but as "business' for rating purposes.

Notes

04 Sep 2025 3:14pm Graham, Allison - Email
Dear Liz, kindly pursue this Council resolution and, once done prepare another report for Council's consideration. I am happy to further discuss this with you, but suggest that you refer this matter to the Legal Officer at LGNSW for legal advice and whether there is any avenue open to Council to pursue this matter at this point in time. Thanks and regards Hein.

Meeting	Date	Officer	Title	Target
Council 28/05/2025	28/05/2025	Basson, Hein	SIR HENRY PARKES MEMORIAL SCHOOL OF ARTS: DELIVERY OF TOURISM, MUSEUM, CINEMA AND THEATRE EXPERIENCES: SCHOOL OF ARTS TENTERIELD INCORPORATED AND TENTERFIELD CHAMBER OF TOURISM, INDUSTRY AND BUSINESS	18/06/2025

70/25

Resolved

That Council:

Adopts the list of Councillor distilled broad issues, attached to the report as Attachment One (1), emanating from discussions between the School of Arts Tenterfield Incorporated (SOATI), the Tenterfield Chamber of Tourism, Industry and Business (TCTIB) and Council during a Councillor Workshop on Wednesday, 14 May 2025 – acknowledging that this list of identified matters, as finalised at this Council Meeting, will form the basis for subsequent discussions and negotiations with SOATI and TCTIB.

(Peter Petty/Kim Rhodes)

Motion Carried

Notes

29 May 2025 10:22am Graham, Allison - Email
Dear Hein, remember to communicate this list of distilled issues to SOATI and TCTIB, and pursue discussions with SOATI after a User Agreement with TCTIB has been reached regarding Tourism provision out of the foyer of the School of Arts.

OUTSTANDING ACTIONS REPORT

Printed: Monday, 13 October 2025 2:41:04 PM
Division:
Committee:
Officer:
Date From: 27/04/2023
Date To: 24/09/2025

Meeting	Date	Officer	Title	Target
Council 9/10/2024	9/10/2024	Basson, Hein	COUNCILLOR INDUCTION, REFRESHER AND PROFESSIONAL DEVELOPMENT TRAINING	30/10/2024

141/2

Resolved

That Council:

1. **Notes and accepts the responsibility enshrined within Section 232 of the *Local Government Act 1993* for all Councillors "to make all reasonable efforts to acquire and maintain the skills necessary to perform the role of councillors".**
2. **Notes that it is a requirement for Council to include within its Annual Report "the names of any mayors or councillors who completed any induction training course, induction refresher course or supplementary induction course under this Part during the year", who participated in any ongoing professional development program, and the number of seminars, circulars and other activities delivered as part of the ongoing professional development program during the year.**
3. **Notes that the following opportunities for induction, refresher, and professional development training are available in the short to medium term:**
   a. **Initial Induction Session (Presented by the Executive Leadership Team): Wednesday, 9 October 2024 at around 10.30am (directly after the First Council Meeting) in the Koreelah Room at the Council Offices. This initial session will go for approximately 3-4 hours (finishing at no later than 3.00pm).**
   b. **Human Behaviour from a Systems Perspective for Local Government Leaders (Briefing session presented by the General Manager): Wednesday, 23 October 2024 at around12.00noon (after the Council Meeting has finished) in the Koreelah Room at the Council Offices. This opportunity will be of an approximate 3-hour duration (finishing at around 3.00pm).**
   c. **Induction and Refresher Training Session for Re-elected and Newly Elected Councillors (Presented by Emma Broomfield – an External, Professional Trainer): Wednesday, 30 October 2024 - starting at 8.00am and finishing at 3.00pm. This important event will also be held in the Koreelah Room at the Council Offices.**
   d. **"Hit the Ground Running" Series of On-Line Webinars for Re-elected and Newly Elected Councillors (Presented by the NSW Office of Local Government):**
      i. **Roles and Responsibilities: Thursday, 17 October 2024 at 4.00pm.**
      ii. **Making the Most of Meetings: Thursday, 24 October 2024 at 4.00pm.**
      iii. **Integrated Planning and Reporting: Thursday, 31 October 2024 at 4.00pm.**
      iv. **The Governing Body and Financial Management: Thursday, 7 November 2024 at 4.30pm.**
      v. **Risk Management and Internal Audit: Thursday, 14 November 2024 at 4.00pm.**
      vi. **Appropriate Conduct and Ethical Decision-Making: Thursday, 21 November 2024 at 4.00pm.**
      vii. **Corruption Risk and Prevention: Thursday, 28 November 2024 at 4.00pm.**
      viii. **Working Together: Thursday, 5 December 2024 at 4.00pm.**
      ix. **Work Health and Safety: Thursday, 12 December 2024 at 4.00pm.**
      x. **Local and Regional Strategic Planning: Thursday, 6 February 2025 at 4.00pm.**

OUTSTANDING ACTIONS REPORT

Printed: Monday, 13 October 2025 2:41:04 PM
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Officer:
Date From: 27/04/2023
Date To: 24/09/2025

Meeting	Date	Officer	Title	Target

xi. Crown Land Native Title, and Aboriginal Land Rights: Thursday, 13 February 2025 at 4.00pm.
xii. Town Water Services – A Councillor's Responsibilities: Thursday, 20 February 2025 at 4.00pm.
xiii. Ongoing Professional Development: Thursday, 27 February 2025 at 4.00pm.

(Tim Bonner/Owen Bancroft)

Motion Carried

Notes

Meeting	Date	Officer	Title	Target
Council 23/06/2025	23/06/2025	Basson, Hein	SIR HENRY PARKES MEMORIAL SCHOOL OF ARTS: NON-EXCLUSIVE USE OF FOYER: FACILITY PERMITTED USE LICENCE: TENTERFIELD CHAMBER OF TOURISM, INDUSTRY AND BUSINESS	14/07/2025

90/25 **Resolved**

That Council:

1. **Approves the Facility Permitted Use Licence between the Tenterfield Shire Council and the Tenterfield Chamber of Tourism, Industry and Business (TCTIB), annexed to the report as Attachment 1, and notes the non-binding Branding Guidelines attached to the report as Attachment 2 (which will be incorporated into the mentioned Licence document as Annexure B) – with a target commencement date of 1 July 2025 and an expiry date of 30 June 2028, or another starting date shortly thereafter that is practically achievable by both parties, constituting the first three year term agreement period, with the following amendments:**
   - **The wording "every six months" in Clause 7.3 (a) and (b) of the "Facility Permitted Use Licence" to be changed to "every three months";**
   - **The word "ceiling" to be inserted between the wording "walls" and "or floors" in Clause 8.1 (p) of the "Facility Permitted Use Licence";**
   - **Item 11 in the "Reference Schedule" of the "Facility Permitted Use Licence" to be amended to provide for more flexibility depending on the availability of volunteers;**
   - **For an additional clause pertaining to the storage of brochures and other advertising materials in an acceptable area within the School of Arts building be added to the "Facility Permitted Use Licence".**
2. **Approves the option provided in Item 7 of the afore-mentioned Licence for another three-year term to be pursued, commencing on 1 July 2028 and expiring on 30 June 2031.**
3. **Requests the General Manager to continue discussions with the National Trust of Australia (NSW) and the TCTIB regarding external signage in front of the Sir**

OUTSTANDING ACTIONS REPORT

Printed: Monday, 13 October 2025 2:41:04 PM
Division:
Committee:
Officer:
Date From: 27/04/2023
Date To: 24/09/2025

Meeting	Date	Officer	Title	Target
			Henry Parkes Memorial School of Arts building – sympathetically advertising to visitors to the Tenterfield area the face-to-face welcoming to visitors' service offered inside this building. (Kim Rhodes/Tim Bonner) **Motion Carried**	

Notes

06 Aug 2025 2:46pm Graham, Allison
The external signage is being pursued with both TCTIB and the National Trust, with an additional sign board to be added to the existing Courtyard Cafe sign at the entrance to the hallway leading to the foyer and cafe. Quotations are currently being sought.

06 Aug 2025 2:42pm Graham, Allison
Confirming that the Council resolution has been actioned, the Facilty Permitted User Licence updated in line with both the June and July Council resolutions and signed by TCTIB and Council - currently awaiting the National trust to sign this document.

Meeting	Date	Officer	Title	Target
Council 28/05/2025	28/05/2025	Basson, Hein	**SCHOOL OF ARTS FOYER - FACILITY USER AGREEMENT WITH TENTERFIELD CHAMBER OF TOURISM, INDUSTRY AND BUSINESS**	18/06/2025

71/25 **Resolved**

That Council:

1. ***Approves, in principle, the Tenterfield Chamber of Tourism, Industry and Business (TCTIB) having shared use of the School of Arts Foyer to promote Shire wide Tourism and to provide Visitor Information.***

2. ***Authorises the General Manager, in consultation with Tourism Councillors Kim Rhodes and Tim Bonner, to negotiate with the TCTIB a Facility User Agreement which is in the best interests of the Communities of Tenterfield Township and Shire.***

3. ***Requests that a draft Facility User Agreement be provided to and be finalised by Council Solicitors and subsequently presented to the Councillor Workshop on Wednesday, 11 June 2025 for discussion.***

4. ***Resolves that a finalised draft of the Facility User Agreement be presented for Councillors' approval at the Ordinary Council Meeting on Monday, 23 June 2025.***

(Peter Murphy/Kim Rhodes)

Motion Carried

Notes

29 May 2025 10:29am Graham, Allison
Email sent to Liz Alley, 29/05/2025: Dear Liz, Kindly note the following Action has been assigned to Hein but you form part of the team so would be involved in these negotiations.
Action reassigned to Basson, Hein by Graham, Allison - Dear Hein, Pursue the negotiation of a User Agreement with Councillors Bonner and Rhodes, as well as TCTIB and once in a draft format refer same to Council solicitors for legal input before it is referred to the Councillor workshop and Council Meeting for adoption.
Kind regards, Hein

29 May 2025 10:26am Graham, Allison - Reallocation
Action reassigned to Basson, Hein by Graham, Allison - Dear Hein, Pursue the negotiation of a User Agreement with Councillors Bonner and Rhodes, as well as TCTIB and once in a draft format refer same to Council solicitors for legal input before it is referred to the Councillor workshop and Council Meeting for adoption.

Meeting	Date	Officer	Title	Target
Council 28/08/2024	28/08/2024	Basson, Hein	**Future Operational Management of the Sir Henry Parkes Memorial School of Arts**	18/09/2024

OUTSTANDING ACTIONS REPORT

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Division:
Committee:
Officer:
Date From: 27/04/2023
Date To: 24/09/2025

Meeting	Date	Officer	Title	Target
129/2				

Resolved
That Council:

(1) Notes the information contained in the report of the General Manager.

(2) Supports and facilitates the establishment and functioning of an incorporated not for profit association under the *Associations and Incorporations Act 2009* (NSW) for purposes of managing the day-to-day operations of the Sir Henry Parkes Memorial School of Arts.

(3) Authorises the General Manager to make the necessary arrangements for the establishment of the Association mentioned in paragraph two above, through the engagement of Ms Kerri Swain of the local legal firm Jennings and Kneipp. Further, that the costs of this engagement, as well as other incidental costs like advertising costs for expressions of interests for membership of this newly formed Association, and other similar minor expenses, be borne by Council.

(4) Approves a collaborative approach with all stakeholders to arrive at a Constitution for the new Association that will guarantee the ongoing operations of the Sir Henry Parkes Memorial School of Arts – in the best interest of the Tenterfield local community, but also the Australian nation because of its historical significance.

(5) Approves a first year contribution to the Association of $40,000, which will be used as a starting point for discussions regarding its establishment.

(6) Reserves the right to approve the final list of functions, services, and actions that will be enshrined within the Constitution of the newly formed Association.

(7) Reserves the right to approve the final recurrent annual funding and the purposes thereof that will be made available by Council to the newly formed Association.

(8) Reserves the right to approve the terms and conditions of the Agreement that will have to be entered into between Council and the newly established Association for it to be able to exercise the day-to-day operational management responsibilities of the Sir Henry Parkes Memorial School of Arts.

(9) Continues to be responsible for the ongoing operational expenditure for museum advisory services, Arts North West membership, School of Arts building operations, cleaning, fire monitoring and inspections, security monitoring, insurance, and depreciation.

(Peter Petty/Kim Rhodes)

Motion Carried

Notes

Meeting	Date	Officer	Title	Target
Council 24/09/2025	24/09/2025	Basson, Hein	SIR HENRY PARKES MEMORIAL SCHOOL OF ARTS: SCHOOL OF ARTS TENTERFIELD INCORPORATED (SOATI): PROGRESS REPORT	15/10/2025

OUTSTANDING ACTIONS REPORT

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Division:
Committee:
Officer:
Date From: 27/04/2023
Date To: 24/09/2025

Meeting	Date	Officer	Title	Target
140/2				

Resolved

That Council:

1. **Notes the contents of the report.**
2. **In principle is willing to enter into a three-year Facility Permitted Use Licence agreement with SOATI.**
3. **In principle is willing to make funds of $50,000 per year with annual CPI increases available to SOATI for this three (3) year period.**
4. **Arranges for an on-site inspection of the School of Arts with the President, Secretary and Treasurer of SOATI, the Mayor, Deputy Mayor, General Manager and School of Arts Joint Management Committee nominee Cr Kim Rhodes.**
5. **Invites the SOATI Executive to the Councillors Workshop on 8 October 2025 to present details of their proposed activities and clarification of the shared use with the Tenterfield Chamber of Tourism, Industry and Business (TCTIB).**
6. **Requests a recommendation for the drafting of a Facility Permitted Use Licence with SOATI to the October 2025 Ordinary Council Meeting.**

(Peter Petty/Greg Sauer)

Motion Carried

Notes

Meeting	Date	Officer	Title	Target
Council 24/09/2025	24/09/2025	Basson, Hein	TEN FM LEASE - 142 MANNERS STREET, TENTERFIELD	15/10/2025

141/2

Resolved

That the item be laid on the table until such time as Council's list of Fees and Charges has been consulted.

(Bronwyn Petrie/Peter Petty)

Motion Carried

The item was revisited and dealt with at 12.02 pm.

Resolved

That Council:

OUTSTANDING ACTIONS REPORT

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Officer:
Date From: 27/04/2023
Date To: 24/09/2025

Meeting	Date	Officer	Title	Target

1. **Notes the contents of the report.**

2. **Notes that it is already providing a reduction in commercial rent to Ten FM to the value of $100.00 per week (i.e. $5,200.00 per year) as the rental appraisal received by Council is for $350.00 per week, and a reduction of $1,588.00 per year in availability charges (as Ten FM is regarded by Council as being a voluntary/charitable organisation).**

3. **Approves granting to Ten FM a 5 x 5 x 5 lease agreement for 142 Manners Street, Tenterfield at a weekly rent of $250.00, increased annually by CPI, plus service charges for water and sewer availability at voluntary/charitable rates, plus a waste collection charge, waste management facility charge, waste recycling collection charge, stormwater charge, water consumption charge at normal rates, plus Ten FM being responsible for all phone, internet and electricity utility charges.**

4. **Authorises the General Manager to conclude a lease agreement with Ten FM to this effect.**

(Kim Rhodes/Peter Murphy)

Motion Carried

Notes

Meeting	Date	Officer	Title	Target
Council 24/09/2025	24/09/2025	Basson, Hein	TENTERFIELD SHIRE COUNCIL AUDIT RISK AND IMPROVEMENT COMMITTEE (ARIC): FILLING OF VACANCY: APPOINTMENT OF AN INDEPENDENT MEMBER	15/10/2025

157/2

Resolved

That Council:

Appoints Ms. Liz Jeremy as an independent and voting member of the Tenterfield Shire Council's Audit, Risk and Improvement Committee.

(Peter Murphy/Peter Petty)

Motion Carried

Notes

Meeting	Date	Officer	Title	Target
Council 28/05/2025	28/05/2025	Condrick, Jodie	UNIVERSAL ACCESSIBLE TOILET - TENTERFIELD YOUTH PRECINCT	18/06/2025

56/25

Resolved

That Council:

OUTSTANDING ACTIONS REPORT

Printed: Monday, 13 October 2025 2:41:04 PM
Date From: 27/04/2023
Date To: 24/09/2025

Division:
Committee:
Officer:

Meeting	Date	Officer	Title	Target

1. **Receives and notes the report on which works are to be delivered following the approved change to the scope of works under the Stronger Country Communities Fund (SCCF) Round 5.**
2. **Approves the proposed design style in accordance with the coloured image in the middle of the first page (page 95) of Attachment One (1) of the report called "Modus", that will not only be constructed in the Youth Precinct but also form a base design for future toilets in parks around the Tenterfield Shire – provided that the baby change-over station be constructed with robust materials (not plastic) with proper legs supporting the flat changing surface, as long as such a design does not negatively impact on disabled codes and standards.**
3. **Approves staff to engage a contractor for the erection of the public toilet facility in the Youth Precinct without further reference to a Council Meeting.**

(Kim Rhodes/Greg Sauer)

Motion Carried

Notes

06 Aug 2025 4:09pm Condrick, Jodie
There is a tender out for these toilets and close at the end of August 2025.

29 May 2025 9:54am Graham, Allison - Reallocation
Action reassigned to Condrick, Jodie by Graham, Allison - Dear Jodie, Please note that this action remains with you as the responsible officer to execute.

29 May 2025 9:52am Graham, Allison - Reallocation
Action reassigned to Francisco, Matthew by Graham, Allison - Dear Matt, Kindly note that the following message has been sent to Jodie: Dear Jodie, Kindly pursue the execution of this Council Resolution paying particular attention to the robust baby change-over station as well as the "Modus" design style. Also, please keep in mind our discussion around flood lights and CCTV installation either on the ablution block or suitable location to monitor anti-social behaviour in and around this newly created facility.

29 May 2025 9:50am Graham, Allison - Email
Dear Jodie, Kindly pursue the execution of this Council Resolution paying particular attention to the robust baby change-over station as well as the "Modus" design style. Also, please keep in mind our discussion around flood lights and CCTV installation either on the ablution block or suitable location to monitor anti-social behaviour in and around this newly created facility.

Meeting	Date	Officer	Title	Target
Council 27/08/2025	27/08/2025	Condrick, Jodie	**TENDER EVALUATION FOR THE MANAGEMENT AND OPERATION OF THE TENTERFIELD WAR MEMORIAL BATHS - RFT 01/25/26**	17/09/2025

135/2

Resolved

That Council:

1) **Awards the contract for the Management and Operation of the Tenterfield War Memorial Baths to Bula Vinaka Café Pty Ltd for $150,000 excluding GST for the first year and increased as per the terms of the contract for each year, for a total initial period of five (5) years.**

2) **Authorises the General Manager to negotiate and execute the contract between Tenterfield Shire Council and the successful Contractor to manage and operate the Tenterfield War Memorial Baths.**

3) **In the circumstance where an agreement on the terms of a new contract is not reached with the Contractor, the proposal be referred back to Council for consideration.**

OUTSTANDING ACTIONS REPORT

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Date To: 24/09/2025

Meeting	Date	Officer	Title	Target

(Gregory Purcell/Tom Peters)

Motion Carried

Notes

24 Sep 2025 10:48am Condrick, Jodie
Contract has been signed and Bula Vinaka Cafe Pty Ltd commenced preparation on the 17 September 2025

04 Sep 2025 4:19pm Graham, Allison - Email
Dear Jodie, Kindly pursue the implementation of the Council resolution for Bula Vinaka Cafe Pty Ltd to be appointed as the successful tenderer. Thanks and regards Hein.

Meeting	Date	Officer	Title	Target
Council 20/12/2023	20/12/2023	Condrick, Jodie	**TENTERFIELD BAND HALL**	10/01/2024

241/2 **Resolved** that Council:

(1) Accept the return of the Band Hall offer from Leechs Gully Progress Association;

(2) Request the Leechs Gully Progress Association withdraw Development Application 2023.075 for the Removal of the Band Hall from 12 Crown Street, Tenterfield.

(3) Raise no objection to Leechs Gully Progress Association amending existing Development Application 2023.076 for the erection of a hall on the site at Leechs Gully Road, Tenterfield at no further cost to Council.

(4) Utilise the funds not expended by Leechs Gully Progress Association to undertake priority repairs to the building.

(5) Seek Expressions of Interest for the use of the hall.

AMENDMENT

(5) Seek Expressions of Interest for the community use of the hall.

(Peter Murphy/Greg Sauer)

Amendment Lost.
The original Motion was put.

(Geoff Nye/Peter Petty)

Motion Carried

Notes

29 May 2025 2:05pm Davidson, Tamai - Reallocation
Action reassigned to Condrick, Jodie by Davidson, Tamai - No longer in Planning area of responsibility

19 May 2025 9:36am Graham, Allison - Email
Tamai, can you please confirm if this Action for ENV15/23 is to remain outstanding or can be completed?

18 Mar 2024 12:39pm Davidson, Tamai
scope of works prepared for builders to provide quotes

17 Jan 2024 8:54am Melling, Elizabeth
Leech's Gully Progress Association advised by email of the above and requested to withdraw the DA.
Inspection scheduled in January to identify priority works to request quotes from local builders.
Expressions of interest to be sought after priority works completed.

Meeting	Date	Officer	Title	Target
Council 26/03/2025	26/03/2025	Cooper, Mark	**TREE MANAGEMENT PLAN**	11/04/2025

18/25 **Resolved**

OUTSTANDING ACTIONS REPORT

Printed: Monday, 13 October 2025 2:41:04 PM
Division:
Committee:
Officer:
Date From: 27/04/2023
Date To: 24/09/2025

Meeting	Date	Officer	Title	Target

That Council:

(1) Advertises the Tree Management Plan attached as an annexure to the report on Council's website, Facebook Page, "Your Local News" newsletter and a letter drop to the adjacent landowners in Logan, Clarence and Cowper Streets for 28 days seeking public submissions on the contents of the Tree Management Plan and the preferred tree species to be used as replacement trees in the above mentioned streets .

(2) Request community feedback via the letter drop mentioned in paragraph one above whether it would be the preference of residents for the Pin Oak trees on both sides of the roads to be removed, or only on the side where the powerline is situated. Further, that the notices distributed as part of the letter drop, explains the situation with the power lines and unhealthy trees that poses a risk to the community and residents, based on a qualified arborist's report and Council's financial ability to remove and replace trees.

(3) That the following six trees be included in the public consultation mentioned in paragraph one above:

- **Crepe Myrtle**
- **Maple (suitable variety)**
- **Chinese Pistachio**
- **Manchurian Pear**
- **Ornamental Plum/Pear**
- **Prunus Cerasifera Nigra**

(4) Considers a further report following the 28-day submission period including any submissions received from the public, including for the Tree Management Plan to be updated with the community-preferred tree species identified during the public consultation period.

(Bronwyn Petrie/Tim Bonner)

Motion Carried

Notes

28 Mar 2025 12:37pm Graham, Allison
Dear Mark,
Kindly note that all Community Consultation Notices need to be approved by Matthew and Hein before they get distributed and/or published.
It would please be important to provide some information to our residents regarding the necessity of removing and replacing the Pin Oak trees in line with the Council resolution.
Many thanks Hein.

Meeting	Date	Officer	Title	Target
Council 24/09/2025	24/09/2025	Davidson, Tamai	**DA 2024.104 CARAVAN PARK 44 FRANCIS STREET, TENTERFIELD**	15/10/2025

148/2 **Resolved**

That Council:

OUTSTANDING ACTIONS REPORT

Printed: Monday, 13 October 2025 2:41:04 PM
Division:
Committee:
Officer:
Date From: 27/04/2023
Date To: 24/09/2025

Meeting	Date	Officer	Title	Target

1. Approves Development Application 2024.104 as per the conditions contained in Attachment 1 and Plans in Attachment 2, with the following amendments shown as underlined words:

a. The wording of the second part of development consent condition one (1) "Approved Development – 'Self-contained movable dwellings'" to be changed as follows:

i. No approval is given for the use of the site by non--self contained caravans or for camping.

b. The wording under development consent condition 10 "Landscape Plan" to be changed to read as follows:

Prior to commencement of works, a landscape plan shall be submitted to Council for approval. The plan must provide for advanced tree/hedge plantings along the eastern boundary of the site to achieve an effective visual screen. The plan is to:

- ***Nominate suitable long-lived tree/hedge species capable of reaching a mature height of at least 3 metres;***
- ***Specify a minimum tree planting height of 2.5 metres, or hedge planting height of 1 metre at installation;***
- ***Detail planting density and spacing sufficient to ensure a continuous vegetated screen within 3 years of establishment;***
- ***Including ongoing maintenance measures requiring replacement of any dead, diseased or damaged plants for the life of the development;***
- ***Provide for the erection of a temporary screening fence on the eastern boundary of the premises (until the tree/hedge plantings reaches the specified 3 metre height).***

2. Supports a variation to the existing lease with the Tenterfield Transport Museum, with all costs associated with the lease variation at no cost to Council.

(Peter Petty/Owen Bancroft)

Motion Carried

For the Motion were Councillors Bronwyn Petrie, Greg Sauer, Owen Bancroft, Tim Bonner, Peter Murphy, Peter Petty, Tom Peters, Greg Purcell, Kim Rhodes and Rodger Turner – Total (10).

Against the Motion was Nil – Total (0).

Notes

Meeting	Date	Officer	Title	Target
Council 24/05/2023	24/05/2023	Francisco, Matthew	**MT LINDESAY ROAD BRYANS GAP ROAD LAND ACQUISITION**	14/06/2023

64/23 **Resolved** that Council:

(1) Agree to commence investigation of the Mt Lindesay Road public road reserve with respect to proposed rehabilitation works near Bryans Gap Road, and

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(2) Agree to the acquisition of land adjacent to Mt Lindesay Road for road widening purposes necessary for road rehabilitation, and

(3) Authorise the Chief Executive to execute any documents for the acquisition and to authorise payment of any compensation with the landowners.

(Tim Bonner/Kim Rhodes)

Motion Carried

Notes

19 Mar 2024 2:45pm Melling, Elizabeth - Reallocation
Action reassigned to Francisco, Matthew by Melling, Elizabeth - David Counsell no longer works for TSC

12 Oct 2023 9:15pm Counsell, David
Surveyor boundary identification near the intersection has been completed. Further design work on hold pending Government review of funding grant.

20 Jul 2023 11:16am Melling, Elizabeth
Sent request to surveyor to confirm five boundary points.

Meeting	Date	Officer	Title	Target
Council 27/08/2025	27/08/2025	Francisco, Matthew	**COUNCILLOR WORKS/SERVICE REQUESTS - JULY 2025**	17/09/2025

111/2

Resolved

That Council:

Notes the status of the Councillor Works/Service Requests for the month of June 2025.

(Tim Bonner/Owen Bancroft)

Motion Carried

Notes

04 Sep 2025 2:53pm Graham, Allison - Reallocation
Action reassigned to Francisco, Matthew by Graham, Allison - Dear Matthew, kindly prepare a report on the expediture of monies from the "Pothole" money allocation (I believe it's the RERFF funds), in accordance with the Mayors request at the last Council meeting. My interpretation is that she wants to understand what these monies have been used for and how much is left. Thanks and regards, Hein

Meeting	Date	Officer	Title	Target
Council 23/07/2025	23/07/2025	Francisco, Matthew	**PURCHASE OF HYDRAULIC EXCAVATOR FOR BOONOO BOONOO LANDFILL**	13/08/2025

110/2

Resolved

That Council:

1. **Allocates the funds for the purchase of the hydraulic excavator for the Boonoo Boonoo Landfill from Council's Waste Reserve.**
2. **Approves the purchase of a hydraulic excavator that is suitable for use at the landfill for an amount of up to $249,999 excluding GST.**

(Peter Petty/Kim Rhodes)

Motion Carried

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Meeting	Date	Officer	Title	Target

Notes
08 Aug 2025 11:42am Graham, Allison
Quotes have been obtained and order has been placed.

Meeting	Date	Officer	Title	Target
Council 25/10/2023	25/10/2023	Francisco, Matthew	**ROAD ASSET MANAGEMENT PLAN REVIEW**	15/11/2023

Resolved

That Council:

a) Note the draft Road Asset Management Plan October 2023 review; and

b) Place the Road Asset Management Plan October 2023 review on public display on Council's website for 28 days to allow for any submissions to be considered; and

c) That following the 28 day period, a further report be submitted to Council to consider submissions and to adopt a revised Road Asset Management Plan that complements Council's financial constraints for the ten year projections.

AMENDMENT:

RECOMMENDATION:

That the Road Asset Management Plan Review report be deferred to a future meeting of Council.

(John Macnish/Tim Bonner)

Amendment Carried

Notes
19 Mar 2024 2:46pm Melling, Elizabeth - Reallocation
Action reassigned to Francisco, Matthew by Melling, Elizabeth - David Counsell no longer works for TSC

Meeting	Date	Officer	Title	Target
Council 23/08/2023	23/08/2023	Francisco, Matthew	**SUNNYSIDE HALL ROAD - PUBLIC GATE & VEHICLES BY-PASS APPLICATION**	13/09/2023

134/2 **Resolved** that Council:

(1) Approve the alteration of an existing public gate with a new grid (gate and vehicular by-pass) installation on Sunnyside Hall Road located 100m from Bruxner Way; and

(2) Provide the applicant with Council Consent in accordance with Policy 2.162 subject to no objections being received.

(3) Advertise the approval with proposed installation 1 month after advertising as required by the Roads Regulation 2008.

(Peter Petty/Tom Peters)

Motion Carried

Notes

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Meeting	Date	Officer	Title	Target
19 Mar 2024 2:46pm Melling, Elizabeth - Reallocation Action reassigned to Francisco, Matthew by Melling, Elizabeth - David Counsell no longer works for TSC **12 Oct 2023 9:20pm Counsell, David** No objections have been received and approval for installation is being prepared. **19 Sep 2023 11:48am Ritchie, Hayley** Advertised in Your Local News, Website. Submissions closed 13 September 2023.				

Meeting	Date	Officer	Title	Target
Tenterfield Shire Council - Works & Services Committee 6/12/2023	6/12/2023	Francisco, Matthew	**TENTERFIELD BIKE PLAN**	27/12/2023

3/23 **Resolved** that the Works & Services Committee recommend the adoption of the revised Tenterfield Bike Plan (2023).

(Tim Bonner/Peter Petty)

Motion Carried

Notes
19 Mar 2024 2:48pm Melling, Elizabeth - Reallocation
Action reassigned to Francisco, Matthew by Melling, Elizabeth - David Counsell no longer works for TSC

Meeting	Date	Officer	Title	Target
Tenterfield Shire Council - Works & Services Committee 6/12/2023	6/12/2023	Francisco, Matthew	**PEDESTRIAN ACCESS AND MOBILITY PLAN REVIEW**	27/12/2023

2/23 **Resolved** that the :

(1) Works Committee recommend the adoption of the revised Tenterfield Pedestrian Access and Mobility Plan (2023).

(2) Works Committee recommend the removal of garden beds in Rouse Street from around electricity power poles.

(Peter Petty/Tim Bonner)

Motion Carried

Notes
19 Mar 2024 2:47pm Melling, Elizabeth - Reallocation
Action reassigned to Francisco, Matthew by Melling, Elizabeth - David Counsell no longer works for TSC

Meeting	Date	Officer	Title	Target
Council 24/05/2023	24/05/2023	Francisco, Matthew	**SHERRATT ROAD TORRINGTON - ROAD RESERVE ACQUISITION**	14/06/2023

66/23 **Resolved** that Council:

(1) Agree to commence investigations for the formalisation of a road reserve for Sherratt Road, Tomtoy Avenue and Eschman Lane, and

(2) Undertake necessary searches, survey and plan preparation for the compulsory acquisition of Crown Land to form public road reserves.

(Tom Peters/Kim Rhodes)

Motion Carried

Notes
19 Mar 2024 2:45pm Melling, Elizabeth - Reallocation
Action reassigned to Francisco, Matthew by Melling, Elizabeth - David Counsell no longer works for TSC
12 Oct 2023 9:19pm Counsell, David
Information being compiled for meeting with Crown Lands office.

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Meeting	Date	Officer	Title	Target
20 Jul 2023 11:12am Melling, Elizabeth Liaising with Crown Lands to determine surveyors scope.				

Meeting	Date	Officer	Title	Target
Council 24/05/2023	24/05/2023	Francisco, Matthew	**MT LINDESAY ROAD – BOUNDARY ROAD LAND ACQUISITION**	14/06/2023

65/23

Resolved that Council:

(1) Agree to commence investigation of Mt Lindesay Road for the purpose of detailed design of a future roundabout at Boundary Road intersection, and

(2) Agree to the acquisition of land adjacent to Mt Lindesay Road for the purpose of future roundabout construction, and

(3) Authorise the Chief Executive to execute any documents for the acquisition and to authorise payment of any compensation with the landowners.

(Kim Rhodes/Tim Bonner)

Motion Carried

Notes

19 Mar 2024 2:45pm Melling, Elizabeth - Reallocation
Action reassigned to Francisco, Matthew by Melling, Elizabeth - David Counsell no longer works for TSC

12 Oct 2023 9:17pm Counsell, David
No further action to date due to resourcing levels - low priority as no capital works are funded in current program.

20 Jul 2023 11:15am Melling, Elizabeth
Updating correspondence t landowners. Preparing brief for surveyor.

Meeting	Date	Officer	Title	Target
Council 24/05/2023	24/05/2023	Francisco, Matthew	**DISPOSAL OF DAMAGED STEEL STRUCTURE**	14/06/2023

69/23

Resolved that Council agree to the disposal of the damaged steel structure as surplus scrap material.

(Greg Sauer/Peter Murphy)

Motion Carried

Notes

19 Mar 2024 2:44pm Melling, Elizabeth - Reallocation
Action reassigned to Francisco, Matthew by Melling, Elizabeth - David Counsell no longer works for TSC

12 Oct 2023 9:20pm Counsell, David
Asset is yet to be advertised for sale due to resourcing.

20 Jul 2023 11:11am Melling, Elizabeth
Inspection required for full description and access.

Meeting	Date	Officer	Title	Target
Council 24/05/2023	24/05/2023	Francisco, Matthew	**MOLESWORTH STREET DRAINAGE PIPE EASEMENT**	14/06/2023

67/23

Resolved that Council:

(1) Agree to seek an easement over the drainage pipe in Lot 4 Molesworth Street and payment of any compensation of the affected land; and

(2) Authorise the Chief Executive to approve any compensation amount once an independent valuation has been undertaken and execute any associated documents to finalise the easement.

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(Peter Petty/Kim Rhodes)

Motion Carried

Notes

19 Mar 2024 2:44pm Melling, Elizabeth - Reallocation
Action reassigned to Francisco, Matthew by Melling, Elizabeth - David Counsell no longer works for TSC

20 Jul 2023 11:12am Melling, Elizabeth
Surveyor to amend plans after liaising with owners of land.

Meeting	Date	Officer	Title	Target
Council 26/03/2025	26/03/2025	Francisco, Matthew	**ROAD NAMING**	11/04/2025

13/25

Resolved

That Council:

(1) Notes the Engineering Officer's Report titled "ROAD NAMING".
(2) Adopts the name "Station Place" as the preferred name of the new road off the Northern end of Rouse Street.
(3) Publicly advertises the preferred road name and proceeds with the process of officially naming "Station Place" by way of gazettal and signposting.
(4) Adopts Platypus Lane as its preferred name for the new road off Geyers Road, with Apple Gum Lane as the alternate name if required.
(5) Proceeds with the process of officially naming the unnamed road off Geyers Road by way of proposal, advertising, gazettal and signposting.
(6) Requests two suggestions for the naming of the road commonly known as "Killarney Street" in Legume from the Legume Community, and proceeds with the process of officially naming the unnamed road by way of proposal, advertising, gazettal and signposting.

(Kim Rhodes/Greg Sauer)

Motion Carried

Notes

10 Apr 2025 4:57pm Graham, Allison
Shayle Graham has received on 2 April 2025 signed (by Hein Basson) Station Place Road Naming Advertisement form

Meeting	Date	Officer	Title	Target
Council 26/03/2025	26/03/2025	Francisco, Matthew	**RENAMING HERDING YARD CREEK ROAD, LISTON**	11/04/2025

14/25

Resolved

That Council:

Appeals the rejection received from the Geographical Names Board for Council's application to change Herding Yard Creek Road to Seven Mile Lane, with supporting compelling documentation.

(Tom Peters/Tim Bonner)

Motion Carried

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Notes
10 Apr 2025 4:53pm Graham, Allison
Matthew Francisco advised 28 March; the key piece of information is for the Councillors to provide the compelling evidence, for my section to forward on to GNB.That is an action for the Councillors.
Matthew Francisco advised 10 April 2025; One local residents objection has been found.

Meeting	Date	Officer	Title	Target
Council 28/05/2025	28/05/2025	Francisco, Matthew	**COUNCILLOR WORKS/SERVICE REQUESTS - APRIL 2025**	18/06/2025

57/25 **Resolved**

That Council:

Notes the status of the Councillor Works/Service Requests as at the end of the month of April 2025.

(Greg Sauer/Tim Bonner)

Motion Carried

Notes
29 May 2025 9:56am Graham, Allison - Reallocation
Action reassigned to Francisco, Matthew by Graham, Allison - Dear Matt, Kindly follow up on the No Camping signs at the Jennings Park - which are preceived by Councillor Murphy to be inadequate and not acting as a deterrant to campers and caravaners.

Meeting	Date	Officer	Title	Target
Tenterfield Shire Council - Works & Services Committee 6/12/2023	6/12/2023	Francisco, Matthew	**HAWKINS GULLY BRIDGE**	27/12/2023

5/23 **Resolved** that the Works & Services Committee recommend that an application be made under the Bridges Renewal Program to replace Hawkins Gully Bridge with a new two lane concrete bridge; and

That Council allocate $200,000 in the 2024/25 budget capital works to support a co contribution towards a grant application.

(Tim Bonner/Peter Petty)

Motion Carried

Notes
19 Mar 2024 2:47pm Melling, Elizabeth - Reallocation
Action reassigned to Francisco, Matthew by Melling, Elizabeth - David Counsell no longer works for TSC

Meeting	Date	Officer	Title	Target
Council 24/09/2025	24/09/2025	Graham, Allison	**WORKFORCE, SAFETY, RISK, RECORDS AND COMMUNICATIONS REPORT - AUGUST 2025**	15/10/2025

154/2 **Resolved**

That Council:

Notes the Workforce, Safety, Risk, Records and Communications Report for August 2025.

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(Kim Rhodes/Owen Bancroft)

Motion Carried

Notes

Meeting	Date	Officer	Title	Target
Council 24/09/2025	24/09/2025	Graham, Allison	COUNCILLOR WORKS/SERVICE REQUESTS - AUGUST 2025	15/10/2025

144/2 **Resolved**

That Council:

Notes the status of the Councillor Works/Service Requests for the month of August 2025.

(Kim Rhodes/Gregory Purcell)

Motion Carried

Notes

Meeting	Date	Officer	Title	Target
Council 27/08/2025	27/08/2025	Graham, Allison	WASTE TO ENERGY INITIATIVE FOR TENTERFIELD SHIRE COUNCIL	17/09/2025

128/2 **Resolved**

That Council:

Fully supports in principle the current State Government in their initiative to reintroduce their proposed plans to establish Waste to Energy sites.

(Peter Petty/Greg Sauer)

Motion Carried

Notes
04 Sep 2025 4:05pm Graham, Allison - Reallocation
Action reassigned to Graham, Allison by Graham, Allison - Dear Allison, kindly prepare a draft letter to the Minister for Planning, Paul Scully and the Minister for Energy, Penny Sharpe that Council fully supports in principle the current State Government in their initiative to reintroduce their propsed plans to establish Waste to Energy Sites within the State.

Meeting	Date	Officer	Title	Target
Council 24/09/2025	24/09/2025	Graham, Allison	COUNCIL RESOLUTION REGISTER - AUGUST 2025	15/10/2025

161/2 **Resolved**

That Council notes the status of the Council Resolution Register to August 2025.

(Tim Bonner/Greg Sauer)

Motion Carried

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Meeting	Date	Officer	Title	Target
Notes				

Meeting	Date	Officer	Title	Target
Council 24/09/2025	24/09/2025	Graham, Shayle	LOCAL TRAFFIC COMMITTEE MEETING 6TH AUGUST 2025	15/10/2025

158/2 **Resolved**

That Council:

Adopts the recommendations from the Tenterfield Shire Local Traffic Committee Meeting held on 6 August 2025, as follows:

1. **(ITEM GB1/25) CONFIRMATION OF MINUTES**

   That the minutes of the Local Traffic Committee held on Wednesday, 4 June 2025 be confirmed.

2. **(ITEM GB2/25) MOUNTAIN CREEK ROAD & BRUXNER WAY - REQUEST FOR EXTENSION AND IMPROVEMENT OF LOCAL BUS STOP**

   That the Local Traffic Committee notes the report and recommendation to carry out an inspection for review of the bus stop location, also noting that TfNSW will provide Grant Information available for the Country Passenger Transport Infrastructure Grants Scheme (CPTIGS)

3. **(ITEM GB4/25) UPDATE FROM TRANSPORT FOR NSW ON PREVIOUS MATTERS**

   That the committee notes the report and the following updates on the report:

   - **New England Highway No Parking between 9pm and 7am signage has been installed in Jennings before the State border crossing this week.**
   - **Liston Roads – Undercliffe Road and Rivertree Road speed reduction to 80km/h signs will be installed by October.**
   - **Other speed zone reviews are in progress.**
   - **TfNSW to follow up on progress of Mt Lindesay Road speed zone reduction in Angry Bull Trails zone around Lindrook Road, noting a deadline of March 2026.**
   - **TfNSW to provide formal speed zone reports.**

4. **BUSINESS WITHOUT NOTICE**

   a. **(ITEM BWN1/25) REQUEST FOR UHF RADIO CALL SIGNS - MOUNT LINDESAY ROAD**
   That the committee considers the request for signage on Mount Lindesay Road, between Koreelah and Legume areas stating a UHF call sign of Channel 29, to improve communication and for Council to then confirm it they can install UHF call sign signage without Transport for NSW approval.

   b. **(ITEM BWN2/25) HEAVY VEHICLE PARKING ALTERNATIVE, NEW ENGLAND HIGHWAY JENNINGS**
   For Information.

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c. (ITEM BWN3/25) QUESTION ABOUT SPEED ZONES PAINTED ON TOWN ENTRY
For Information, if an opportunity arises again of another TfNSW "Town Entry Statements" programme where speed zones are painted red, the Tenterfield Shire Villages would benefit from town entry treatment.

d. (ITEM BWN4/25) TOURIST PARKING SIGNAGE
For information and has been referred as a Councillor Action Request to the Infrastructure Department, for the installation of Blue Parking signs to direct Tourists for CBD Parking.

(Greg Sauer/Tim Bonner)

Motion Carried

Notes

Meeting	Date	Officer	Title	Target
Council 23/06/2025	23/06/2025	Graham, Shayle	LOCAL TRAFFIC COMMITTEE MEETING RECOMMENDATIONS - JUNE 2025	14/07/2025

88/25 **Resolved**

That Council:

(1) Notes and receives the report and recommendations from the Tenterfield Shire Council Local Traffic Committee Meeting of 4 June 2025.

(2) Adopts the following recommendations in the Local Traffic Committee Minutes from Items 1 through to 8:

1) Transport For NSW (TfNSW) – Addressing numerous matters during its visit to Tenterfield:

- **Miles and Scott Street Intersection, after reviewing, TfNSW advise a "STOP" Sign at this intersection is not warranted. A "Give Way" sign is also not necessary, the 'T' intersection works as it should.**
- **Crown/Miles Street 'T' Intersection - Give Way treatment is suitable, however not necessary, TfNSW support no additional signage in the 50km/hr zone.**
- **Bus Stop (for Northern Rivers Bus Service) will be assessed.**
- **Hynes Bridge Intersection, draft new signage has been received by TfNSW, required amendment.**
- **Heavy Vehicle Parking signage received and to be installed shortly in Jennings.**
- **Pedestrian Crossing in Rouse Street reviewed, it has the appropriate treatment, there are no safety issues, no objection from NSW Police.**
- **Naas/Logan Street Intersection, does not warrant a "STOP" sign. Can be treated with a "Give Way" sign if Council wishes.**

Speed Zone Reviews Completed by TfNSW:
Rivertree Road and Undercliffe Road will have a speed reduction to 80km/hr. Signs have been ordered. Council to provide a quote to TfNSW

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for the signage installation. Council requested that the reports on the speed zone review be provided to the Local Traffic Committee (LTC).

With the following Speed Zones to be reviewed by TfNSW:

- Bruxner Way from the end of the existing 80 zone to the Sunnyside Platform Rd.
- Mt Mackenzie Road – Tenterfield to Kildare Road.
- Old Ballandean Road - Bellevue Rd & Boundary Road.
- Sunnyside Loop Road.
- Sunnyside Platform Road.
- Mt Lindesay Road between Old Boundary Road and Black Swamp Road.
- Mt Lindesay Road, around Lindrook Road (entrance to State Forest) – Angry Bull Trails (ABT) Project.

2) Untamed Border Run, 21 June 2025 – Event Application.
The event organisers have provided a Traffic Management Plan and signage map for their event.
Council to forward application and documents to Laine Muller (TfNSW) and Chris Belson (NSW Police) for the event approval team to review.

3) Killarney Road, Legume – Request for Bus stop signage.
TfNSW has contacted the bus operator. The bus operators are relied on to determine the best place to stop. The bus is using the most appropriate location to stop. Bus signage could be used at the location.
No further signage recommended.

4) Kelly's Road – request for school bus signage, stopping and times.
The bus stop is in an appropriate location and nothing is required to change. Council can install signage if desired.
No further signage recommended.

5) Request from St Joseph's Primary School, extra pickup/drop off parking on Scott Street.
The proposed change to the parking arrangement in Scott Street is not permissible within the regulations. The signage could be updated to "NO STOPPING" at the location. Council to advise the school and provide feedback.

6) Koreelah Creek Bridge – Request from resident who resides on Mt Lindesay Road near the bridge. Request for approaches to bridge for clearer/more signage on bridge approaches for speed reduction and one way traffic.
TfNSW review of the area confirms that there was ample signage installed.
Onsite inspection by TfNSW to be done to check all signage is still in place.
Ensure vegetation removal is carried out for adequate sight distance.
On the western side of the bridge the speed advisory is 35km/h. There is no Give Way Hold Line on the bridge. TfNSW to add to their Tenterfield Shire Inspection list.

7) Request from Urbenville Rural Fire Service (RFS), for a "No standing" or "Keep Clear" in the area opposite the roller door entrance to the station in Urben Street. There is also the SES shed next door. Council to install appropriate signage "No Parking" and to liaise with the RFS and NSW State Emergency Service (SES), to confirm what is the best usage.

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8) Red Bull Race, The Sun Running Event – NSW Police asked if Council had received any applications for the event to be held, Council confirmed no applications have been received.
(NSW Police) to contact Kerri Hampton (locally involved with the event) for a contact person at 'Red Bull Race' for the event and to then advise Council with details answered on this event, the same information to then also be passed on to Laine Muller (TfNSW).

(Owen Bancroft/Tim Bonner)

Motion Carried

Notes

16 Sep 2025 1:32pm Graham, Shayle
Resolution 88/25 - Matters still outstanding on 1:
Relocation of Manners Street Bus Stop
Hynes Bridge Intersection - Signage has been proposed - still ongoing
Heavy Vehicle Signage in Jennings has been installed. (Not stopping overnight)
Rivertree Road and Undercliffe Road will have a speed reduction introduced, signage has been ordered, works planned.
Speed Zone review on Mt Lindesay has been completed and the speed reduction approved.
Untamed Border Run held.
Koreelah Creek Bridge signage reviewed by TfNSW - deemed satisfactory.
No Parking sign in Urbenville to be installed.
Red Bull Race The Sun event was held - information and insurance was received by Council.

16 Sep 2025 9:48am Graham, Allison - Email
Shayle,,If this action has been finalised, can you please complete the action

06 Aug 2025 2:36pm Graham, Allison - Email
Shayle please see note for Action

06 Aug 2025 2:30pm Graham, Allison
Shayle, Kindly follow up on the actions coming out of the Local Traffic Committee Resolutions with Matthew. Please ensure that the heavy vehicle parking sign is installed at Jennings. The Wallangarra sign in Jennings is causing confusion and frustration and needs to be removed from the location in Jennings. This matter might need to be put on the next agenda of the LTC to ensure that the correct procedures are being followed, acknowledging that the sign is on the New England Highway.
Thanks Hein

Meeting	Date	Officer	Title	Target
Council 24/09/2025	24/09/2025	Landers, Kym	**ALCOHOL FREE ZONES - TENTERFIELD, DRAKE & URBENVILLE - 31 OCTOBER 2025 to 30 OCTOBER 2029**	15/10/2025

143/2 **Resolved**

That Council:

(1) Receives and notes the report "Alcohol Free Zones - Tenterfield, Drake and Urbenville".

(2) Engages in consultation re the re-establishment of the following alcohol free zones, effective from 31 October 2025 to 30 October 2029:

Tenterfield

All public places that are public roads, footpaths or public car parks within the area bounded by the following:

- **Naas Street between Pelham Street and East Street**
- **East Street between Naas Street and Douglas Street**

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- **Douglas Street between East Street and Pelham Street**
- **Pelham Street between Douglas Street and Naas Street**

Drake

Proposed Zones are as follows:

- **Bruxner Highway / Fairfield Street between Stuart Street and Picarbin Street**
- **Alison Street (South) from Bruxner Highway / Fairfield Street to Drake Community Hall**
- **Alison Street (North) from Bruxner Highway / Fairfield Street to Koreelah Street**

Urbenville

Proposed Zones are as follows:

- **Stephen Street between Boomi Street and Tooloom Street.**
- **Beaury Street between Boomi Street and Tooloom Street.**
- **Boomi Street between Beaury Street and Stephen Street.**
- **Welch Street between Beaury Street and Stephen Street.**
- **Urben Street between Deane Street and Lindsay Street.**
- **Tooloom Street between Beaury Street and Lindsay Street.; and further**

(3) Subject to no objections, the Alcohol Free Zones as detailed in the report be re-established by Council.

(Peter Petty/Kim Rhodes)

Motion Carried

Notes

Meeting	Date	Officer	Title	Target
Council 27/08/2025	27/08/2025	Marchant, Gillian	ASSESSMENT OF KERB-SIDE WASTE COLLECTION FOR THE RESIDENTS OF TENTERFIELD SHIRE	17/09/2025

112/2 **Resolved**

That Council:

Receives and notes the report and acknowledges that Council supplies waste services to the community (including waste vouchers) within constrained budgets with no increase to waste charges for residents for the 2025/26-financial year, with scarce resources and under a restrictive EPA-waste licence regarding a maximum tonnage of waste that can annually be received at the Boonoo Boonoo landfill, which waste services largely accommodate the community's needs for the responsible disposal of waste.

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Meeting	Date	Officer	Title	Target

(Peter Petty/Tom Peters)

Motion Carried

Notes

Meeting	Date	Officer	Title	Target
Council 27/08/2025	27/08/2025	Marchant, Gillian	**SEWER MAINS RELINING AND CCTV RFQ 01-25/26 TENDER AWARD 2025**	17/09/2025

134/2 **Resolved**

That Council:

Approves the tender of Interflow PTY LTD to undertake the sewer main relining and CCTV works as are detailed in the body of the report.

(Kim Rhodes/Owen Bancroft)

Motion Carried

Notes

04 Sep 2025 4:17pm Graham, Allison - Email
Dear Gillian Kindly pursue the implementation of the Council resolution for Interflow Pty Ltd to be appointed as the successful tenderer. Can you please investigate the possibility of extending the relining and CCTV works by way of a variation to the contract to include another kilometre whilst the contractors are in town, and report back to Council on this possibility. Thanks and regards Hein.

Meeting	Date	Officer	Title	Target
Council 27/08/2025	27/08/2025	Marchant, Gillian	**RECREATIONAL USE OF THE TENTERFIELD DAM WATER SUPPLY**	17/09/2025

113/2 **Resolved**

That Council:

1. **Receives and notes the contents of the report and continues to pursue grant funding to develop a masterplan for the development of recreational facilities at the Tenterfield Dam.**
2. **Investigates the potential introduction of fishing and unpowered watercraft at prescribed areas of the Dam.**

(Bronwyn Petrie/Peter Petty)

Motion Carried

Notes

10 Sep 2025 11:59am Graham, Allison - Email
Adding note to Action; 09/09/2025 Email received from Gillian Marchant;, Will try, grants are limited so will take a while.
In relation to Action; "pursue and implement the Council resolution for grant funding to be obtained for the development of a Masterplan for recreational facilities at the Tenterfield Dam,"

04 Sep 2025 2:58pm Graham, Allison - Email
Dear Gillian, kindly pursue and implement the Council resolution for grant funding to be obtained for the development of a Masterplan for recreational facilities at the Tenterfield Dam, as well as to investigate the introduction of fishing and unpowered watercraft at prescribed areas of the Dam. Thanks and regards, Hein.

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Meeting	Date	Officer	Title	Target
Council 24/09/2025	24/09/2025	Murphy, Peter	SUBDIVISIONAL DEVELOPMENT APPLICATIONS, PUBLIC NOTIFICATION	15/10/2025

160/2

Resolved

That Council:

1. **Requests the General Manager to prepare a report on public notification options that could potentially be included in the Development Control Plan (DCP) regarding Subdivisional Development Applications within the approximately ten (10) kilometre area around Tenterfield and the approximately three (3) kilometre areas around the Shire's Villages, as are depicted in detailed maps in the Tenterfield Local Environment Plan (LEP), including the implications for Council associated with each option.**

2. **Requests the General Manager to present this report with recommendations to the October 2025 Ordinary Council Meeting.**

(Peter Murphy/Kim Rhodes)

Motion Carried

Notes

Meeting	Date	Officer	Title	Target
Council 24/09/2025	24/09/2025	Murphy, Peter	ARIC COMMITTEE, INCREASE MEMBERSHIP	15/10/2025

159/2

Resolved

That Council:

1. **Approves an increase in the Independent Membership of Council's Audit Review and Improvement Committee (ARIC) from the current three (3) to four (4) at a maximum additional cost of $7,000 for the 2025/26 Financial Year and that such cost be funded from Council's "Governance" budgetary provision (the same budget area that the current ARIC members are being paid from).**

2. **Does not automatically fill any vacancy that might occur in the future but keep the Independent Membership of ARIC at a maximum number of three (3) members for whom Council makes annual budgetary provision.**

3. **Authorises the appointment of Mr Ron Gillard to this additional position.**

(Greg Sauer/Peter Petty)

Motion Carried

Notes

Meeting	Date	Officer	Title	Target
Council 24/09/2025	24/09/2025	Paynter, James	TENDER EVALUATION OF COUNCIL'S ANNUAL RESEALS AND INITIAL SEALS VIA LOCAL GOVERNMENT PROCUREMENT LGP213-3 RFT 03-25/26 BITUMINOUS SURFACING 2025	15/10/2025

163/2

Resolved

That Council:

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Engages Stabilised Pavements of Australia Pty Ltd (SPA) for Council reseals and initial seals, pending successful Roads to Recovery funding for additional works up to the value of $1,600,000.

(Gregory Purcell/Peter Petty)

Motion Carried

Notes

Meeting	Date	Officer	Title	Target
Council 27/08/2025	27/08/2025	Paynter, James	TENDER EVALUATION FOR PROFESSIONAL SERVICES CONTRACT FOR TENDER PREPARATION AND ASSOCIATED SERVICES - RFT 16- 24/25	17/09/2025

133/2

Resolved

That Council:

1. **Awards Tetebala Pty Ltd the Contract for the Professional Services Contract for Tender Preparation and Associated Services, RFT 16-24/25, for the amount up to $700,000 including GST.**

2. **Authorises the General Manager to negotiate and execute commercial mechanisms according to the Contract up to the value stated in the report.**

(Gregory Purcell/Roger Turner)

Motion Carried

Notes

10 Sep 2025 11:56am Graham, Allison - Email
Adding note to Action; 09/09/2025 Email from James Paynter; Advising a letter of award and the contract documents should be executed shortly.

04 Sep 2025 4:14pm Graham, Allison - Email
Dear James, Kindly pursue the implementation of the Council resolution for Tetebala Pty Ltd to be appointed as the successful tenderer. Thanks and regards Hein.

Meeting	Date	Officer	Title	Target
Council 27/08/2025	27/08/2025	Paynter, James	REVISED CONTRACT AWARD RECOMMENDATION FOR FOUR BRIDGES DESIGN & CONSTRUCT RFT 15 24/25	17/09/2025

132/2

Resolved

That Council:

1. **Awards the Four Bridges Design and Construct Contract - RFT 15 24/25 to Fulton Hogan Industries Pty Ltd (FHI) nominally for $1,326,552.00 (excl. GST) based on the Tenderer's revised pricing, to act as head contractor for bridge (including barriers) and civil design and construction work (for Bridges 1, 2, and 4 only), and**

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2. Authorises the General Manager to negotiate and execute commercial mechanisms according to the 4BDC Contract.

(Peter Petty/Owen Bancroft)

Motion Carried

Notes

04 Sep 2025 4:13pm Graham, Allison - Email
Dear James, Kindly pursue the implementation of the Council resolution for Fulton Hogan to be appointed as the successful tenderer. Thanks and regards Hein.

Meeting	Date	Officer	Title	Target
Council 24/09/2025	24/09/2025	Paynter, James	PROPOSAL ASSESSMENT FOR THE MINOR SLIPS VARIATION (UNDER THE EXISTING DESIGN AND CONSTRUCT OF EMBANKEMENT RESTORATION AGRN1012 LONG GULLY ROAD SLIPS CONTRACT NO RFT 08 23/24)	15/10/2025

164/2

Resolved

That Council:

1. **Approves accepting the variation proposal offered by Finn Valley Pty Ltd to undertake the Minor Slips Repairs Variation nominally for $2,015,153.06 (excl. GST) based on their Alternative Proposal as a Variation under their existing Design & Construct Contract with Council (Long Gully Road Slips, RFT 08 23/24), and**

2. **Authorises the General Manager to negotiate and execute commercial mechanisms and final pricing for the Minor Slips Repairs Variation according to the Long Gully Road Slips Contract.**

(Gregory Purcell/Peter Petty)

Motion Carried

Notes

Meeting	Date	Officer	Title	Target
Council 24/09/2025	24/09/2025	Sisson, Lee	AMENDED DISCLOSURES BY COUNCILLORS AND DESIGNATED PERSONS POLICY 2025	15/10/2025

150/2

Resolved

That Council:

Adopts the amended, revised and updated Disclosures by Councilors and Designated Persons Policy.

(Peter Petty/Owen Bancroft)

Motion Carried

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Notes

Meeting	Date	Officer	Title	Target
Council 27/08/2025	27/08/2025	Vassallo, Janet	**HERITAGE ADVISOR POSITION**	17/09/2025

136/2

Resolved

That Council:

Receives and notes the report.

(Kim Rhodes/Peter Petty)

Motion Carried

Notes

04 Sep 2025 4:30pm Graham, Allison - Reallocation
Action reassigned to Vassallo, Janet by Graham, Allison - Dear Janet, can you please refer the letter of employment/employment contract of Deborah Wray dated 12 April 2012 to the Industrial Division of LGNSW for them to advise us whether it constitutes a letter of employment or a contract that could be terminated in order to re-advertise the position. I note that the letter makes provision for it to be terminated on one months notice, but my interpretation is that this provision provides for an "out" in the instance of poor performance. In addition this arrangement has been in place for 13 years with no concerns expressed by the Manager Planning and Development about the performance of Ms. Wray. My personal interpretation is that the letter is a hybrid between a letter of employment and a contract but due to the period of time that it had been in place, it might be viewed as an employment contract by the commission. Therefore, I think it would be wise to obtain the opinion of the Industrial Division of LGNSW to inform our future actions. Thanks and regards, Hein.

Meeting	Date	Officer	Title	Target
Council 26/03/2025	26/03/2025	Vassallo, Janet	**DRAF RISK MANAGEMENT FRAMEWORK**	11/04/2025

21/25

Resolved

That Council:

(1) Adopts the draft Risk Management Framework which was developed in accordance with the Office of Local Government Risk Management Guidelines 2021, attached as an Annexure to the report.

(2) Approves the risk appetite statement and tolerances enshrined within the adopted Risk Management Framework, which statement conveys how much risk Council as the governing body will tolerate in pursuit of its strategic objectives, and how risk is to be managed and decisions made within this context.

(Peter Petty/Greg Sauer)

Motion Carried

Notes

28 Mar 2025 12:46pm Graham, Allison
Dear Janet,
Kindly discuss with Hein and note that Hein has had a discussion with John around a session with LET and managers early in May.

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Meeting	Date	Officer	Title	Target
Council 24/09/2025	24/09/2025	Walton, Jane	COUNCILLOR EXPENSES AND FACILITIES FOR SIX (6) MONTHS JANUARY TO JUNE 2025	15/10/2025

153/2

Resolved

That Council:

Notes the report on Councillor Expenses and Facilities for the six (6) months January to June 2025.

(Gregory Purcell/Tom Peters)

Motion Carried

Notes

Meeting	Date	Officer	Title	Target
Council 24/09/2025	24/09/2025	Walton, Jane	BUDGET CARRY FOWARDS OPERATIONAL AND CAPITAL WORKS	15/10/2025

152/2

Resolved

That Council receives and adopts the proposed unfinished carryover works from the 2024/25 Financial Year into the 2025/26 Financial Year and for these works to be included with the 2025/26 Budget and Operational Plan:

- **Operational Carryovers of $4,070,052.**
- **Capital Carryovers of $7,574,795.**

(Peter Petty/Gregory Purcell)

Motion Carried

Notes

Meeting	Date	Officer	Title	Target
Council 24/09/2025	24/09/2025	Walton, Jane	2024/2025 FINANCIAL STATEMENTS TO BE REFERRED FOR AUDIT	15/10/2025

151/2

Resolved

That Council:

(1) In relation to the Financial Statements and in accordance with Section 413(2)(c) of the *Local Government Act 1993* (as amended):

a) Resolves that in its opinion the General Purpose Financial Statements and the Special Purpose Financial Statements for the year ended 30 June 2025 and Special Schedules are properly drawn up in accordance with the provisions of the *Local Government Act 1993*, (as amended) and the Regulations there under.

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b) Approves the Financial Statements for signature by the Mayor, the Deputy Mayor, the General Manager and the Responsible Accounting Officer.

(2) Refers the Financial Statements to Council's Auditor for audit.

(3) Forwards the audited Financial Statements to the Office of Local Government by 31 October 2025.

(4) Delegates to the General Manager the authority to place the Audited Financial Statements on public exhibition from Monday, 3 November 2025 if possible (or the soonest practicable alternative date if not) and that notice be given that Council will present its Audited Financial Statements at the Ordinary Council Meeting to be held on 26 November 2025 if possible (or the soonest practicable alternative date if not).

(5) Requests the audited Financial Statements to be presented at the Ordinary Meeting of Council to be held on 26 November 2025, if possible, in accordance with Section 419(1) of the *Local Government Act 1993*, or alternatively at the soonest practicable date as determined by the General Manager.

(Kim Rhodes/Peter Murphy)

Motion Carried

Notes

Meeting	Date	Officer	Title	Target
Council 24/09/2025	24/09/2025	Walton, Jane	INVESTMENT REPORT FOR PERIOD ENDED 31 AUGUST 2025	8/10/2025

145/2

Resolved

That Council:

Notes the Finance and Accounts Report for the period ended 31 August 2025.

(Gregory Purcell/Owen Bancroft)

Motion Carried

Notes

Meeting	Date	Officer	Title	Target
Council 24/09/2025	24/09/2025	Wisniewski, Jessica	2025/26 LOCAL HERITAGE PLACES FUND APPLICATIONS	15/10/2025

149/2

Resolved

That Council:

(1) Endorses the offers of funding, as detailed in the attachment to this report, and forwards a Letter of Offer to the eligible applicants.

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	(2) Redistribute any funding not accepted, or not claimed by the claim date, amongst completed eligible projects. (Kim Rhodes/Tom Peters) **Motion Carried**			
Notes				