

<b>Department:</b>	<b>Office of the Director Corporate Services</b>
<b>Submitted by:</b>	Jane Walton, Manager Finance and Technology
<b>Reference:</b>	<b>ITEM GOV4/26</b>
<b>Subject:</b>	<b>COUNCILLOR EXPENSES AND FACILITIES FOR SIX (6) MONTHS JULY TO DECEMBER 2025</b>

<b>LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK</b>	
<b>CSP Goal:</b>	<b>LEADERSHIP</b> - We understand and agree with how public money is spent
<b>CSP Strategy:</b>	Continue to provide financial reports to Council

## SUMMARY

The purpose of this report is to provide details of Councillor Expenses and Facilities required in accordance with relevant legislation, regulations and Council policies.

## OFFICER'S RECOMMENDATION:

### That Council:

**Notes the report on Councillor Expenses and Facilities for the six-month period July to December 2025.**

## BACKGROUND

Council's policy "Councillor Expenses and Facilities Policy" requires:

*14.2 Detailed reports on the provision of expenses and facilities to Councillors will be publicly tabled at a Council meeting **every six months** and published in full on Council's website. These reports will include expenditure summarised by individual Councillor and as a total for all Councillors.*

## REPORT:

The report of Councillor Expenses and Facilities for the six-month period from July to December 2025 is attached.

It should be noted that:

- Expenses and facilities paid to Councillors for the six-month period show payments on an individual and as a total.

## COUNCIL IMPLICATIONS:

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

Nil.

### 2. Policy and Regulation

- *Local Government Act 1993*
- *Local Government (General) Regulation 2023*
- Councillor Expenses and Facilities Policy
- TSC Code of Conduct

Our Governance No. 4 Cont...

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

Nil.

### **4. Asset Management (AMS)**

Nil.

### **5. Workforce (WMS)**

Nil.

### **6. Legal and Risk Management**

Under the *Local Government Act 1993* Councillors may receive adequate and reasonable expenses and facilities to enable them to carry out their civic duties to a standard and appropriate to their role.

By clearly stating and reporting on the expenses and facilities provided to Councillors, it enhances accountability and transparency.

The risk of not reporting is that potential misuse funds may go undetected, opening the Council to Fraud.

### **7. Performance Measures**

Nil.

### **8. Project Management**

Nil.

## **Liz Alley Director Corporate Services**

Prepared by staff member:	Jane Walton, Manager Finance and Technology
Approved/Reviewed by Manager:	Liz Alley, Director Corporate Services
Department:	Office of the Director Corporate Services
Attachments:	<b>1</b> Councillor Expenses and Facilities for 6 months July to December 2025 <b>2</b> Pages

**Councillor Expenses and Facilities for 6 months July to December2025**

<b>Councillor</b>	<b>Expense</b>	<b>Sum of July-December</b>
<b>Bancroft</b>	Delegates Expenses	-
	Internet Exp	300.00
	Members	6,964.98
	Out of Pkt	-
	Provision of Office Equipment	393.96
	Sundry Civic	718.71
	Superannuation	557.20
	Training	550.00
	Travelling	-
<b>Bancroft Total</b>		<b>9,484.85</b>
<b>Bonner</b>	Delegates Expenses	-
	Internet Exp	300.00
	Members	6,964.98
	Out of Pkt	-
	Provision of Office Equipment	393.96
	Sundry Civic	718.71
	Superannuation	-
	Training	550.00
	Travelling	1,707.16
<b>Bonner Total</b>		<b>10,634.81</b>
<b>Murphy</b>	Delegates Expenses	-
	Internet Exp	210.00
	Members	6,964.98
	Out of Pkt	-
	Provision of Office Equipment	393.96
	Sundry Civic	718.71
	Superannuation	-
	Training	550.00
	Travelling	442.39
<b>Murphy Total</b>		<b>9,280.04</b>
<b>Peters</b>	Delegates Expenses	-
	Internet Exp	300.00
	Members	6,964.98
	Out of Pkt	-
	Provision of Office Equipment	393.96
	Sundry Civic	718.71
	Superannuation	-
	Training	550.00
	Travelling	895.78
<b>Peters Total</b>		<b>9,823.43</b>
<b>Petrie</b>	Delegates Expenses	2,066.30
	Internet Exp	-
	Mayoral Allow	15,195.00
	Members	6,964.98
	Out of Pkt	-
	Provision of Office Equipment	393.88
	Sundry Civic	718.75
	Superannuation	-
	Training	1,550.00
Travelling	-	
<b>Petrie Total</b>		<b>26,888.91</b>
<b>Petty</b>	Delegates Expenses	-
	Internet Exp	-

**Councillor Expenses and Facilities for 6 months July to December 2025**

<b>Petty</b>	Members	6,964.98
	Out of Pkt	-
	Provision of Office Equipment	393.96
	Sundry Civic	718.71
	Superannuation	686.77
	Training	550.00
	Travelling	-
<b>Petty Total</b>		<b>9,314.42</b>
<b>Purcell</b>	Delegates Expenses	-
	Internet Exp	300.00
	Members	6,964.98
	Out of Pkt	-
	Provision of Office Equipment	393.96
	Sundry Civic	718.71
	Superannuation	-
	Training	550.00
	Travelling	2,405.89
<b>Purcell Total</b>		<b>11,333.54</b>
<b>Rhodes</b>	Delegates Expenses	-
	Internet Exp	300.00
	Members	6,964.98
	Out of Pkt	-
	Provision of Office Equipment	393.96
	Sundry Civic	718.71
	Superannuation	816.34
	Training	550.00
	Travelling	24.90
<b>Rhodes Total</b>		<b>9,768.89</b>
<b>Sauer</b>	Delegates Expenses	2,066.28
	Internet Exp	-
	Members	6,964.98
	Out of Pkt	39.08
	Provision of Office Equipment	393.96
	Sundry Civic	718.71
	Superannuation	686.77
	Training	1,550.00
	Travel Interstate	-
	Travelling	1,006.78
<b>Sauer Total</b>		<b>13,426.56</b>
<b>Turner</b>	Delegates Expenses	-
	Internet Exp	300.00
	Members	6,964.98
	Out of Pkt	-
	Provision of Office Equipment	393.96
	Sundry Civic	718.71
	Superannuation	-
	Training	550.00
	Travelling	2,454.90
<b>Turner Total</b>		<b>11,382.55</b>
<b>Grand Total</b>		<b>121,338.00</b>

<b>Department:</b>	<b>Office of the Director Corporate Services</b>
<b>Submitted by:</b>	Jane Walton, Manager Finance and Technology
<b>Reference:</b>	<b>ITEM GOV5/26</b>
<b>Subject:</b>	<b>REPORT ON LOAN BALANCES 31 DECEMBER 2025</b>

---

**LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK**

<b>CSP Goal:</b>	<b>LEADERSHIP</b> - We understand and agree with how public money is spent
<b>CSP Strategy:</b>	Continue to provide financial reports to Council
<b>CSP Delivery Program</b>	Financial data reported monthly, quarterly and annually to Council

---

**SUMMARY**

The purpose of this report is to inform Council of its loan balances as at 31 December 2025.

**OFFICER'S RECOMMENDATION:**

**That Council notes the loan balance as of 31 December 2025 was \$18,907,715 (\$18,987,677 as at 30 September 2025).**

**BACKGROUND**

Council resolved at its meeting on 24 August 2011 (Resolution 380/11) that a report be provided every three (3) months summarising Council's debt levels and that the report should include the date the loan is taken out, the amount of the original loan, the current balance owing, the term of the loan, the interest rate and the payment details.

**REPORT:**

Loan payments are being made in accordance with the particular loan agreements.

No new loans were taken out during the reporting period 30 September 2025 to 31 December 2025.

The attached Loan Schedule provides a summary on the purpose of each loan, loan repayment terms and interest rates, the original loan amounts and balances of each loan as at 31 December 2025.

**COUNCIL IMPLICATIONS:**

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

Nil.

**2. Policy and Regulation**

- Section 621 of the *Local Government Act 1993* (the Act) allows a Council to borrow at any time for any purpose allowed under the Act, subject to any restrictions imposed by the Minister in accordance with Section 624 of the Act.
- Borrowing Policy.

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

Our Governance No. 5 Cont...

For the 2025/2026 Operational Plan and Budget Council has indicated nil borrowings. Notification to the NSW Office of Local Government (OLG) was not required for a nil new borrowing position.

**4. Asset Management (AMS)**

Nil.

**5. Workforce (WMS)**

Nil.

**6. Legal and Risk Management**

**7. Performance Measures**

Nil.

**8. Project Management**

Nil.

**Liz Alley**

**Director Corporate Services**

Prepared by staff member:	Jane Walton, Manager Finance and Technology
Approved/Reviewed by Manager:	Liz Alley, Director Corporate Services
Department:	Office of the Director Corporate Services
Attachments:	<b>1</b> REPORT ON LOAN BALANCES 31 DECEMBER 2025
	1 Page

**Tenterfield Shire Council**  
**Loans Schedule**  
**As at 31 December 2025**

Loan Details								Principal \$
FUND	PURPOSE	AMOUNT \$	OBTAINED FROM	DATE OBTAINED	DUE DATE	RATE OF INTEREST	INTERVALS AT WHICH PAYABLE	Principal Balance Remaining
General Fund	Transport Infrastructure (and supportive plant items)	3,100,000	Commonwealth Bank of Australia	29/03/2023	31/03/2043	5.57%	Half Yearly	2,872,774.45
General Fund	Transport Infrastructure (and supportive plant items)	2,604,612	Commonwealth Bank of Australia	31/03/2022	31/03/2042	4.40%	Half Yearly	2,296,097.18
General Fund	Infrastructure 2020/21	4,048,952	Commonwealth Bank of Australia	31/03/2021	29/03/2041	2.69%	Half Yearly	3,316,856.09
General Fund	Infrastructure 2019/20	1,000,000	Commonwealth Bank of Australia	15/06/2020	15/06/2040	2.90%	Half Yearly	779,677.77
Sewer Fund	Tenterfield Sewerage Treatment Plant	1,590,200	National Australia Bank	4/06/2025	30/05/2033	5.10%	Quarterly	1,508,250.50
Water Fund	Dam Wall Construction (1)	3,087,672	CBA (Refinanced from ANZ)	29/09/2021	30/09/2041	2.59%	Half Yearly	2,591,949.89
Water Fund	Dam Wall Construction (2)	2,684,880	CBA (Refinanced from CBA)	6/07/2022	7/07/2042	5.73%	Half Yearly	2,448,816.19
Water Fund	Urbenville Water Treatment Plant	218,600	National Australia Bank	4/06/2025	30/05/2028	4.58%	Quarterly	184,175.65
Waste Fund	Waste Management - Boonoo Boonoo Landfill (Develop Stage 5)	3,300,000	Commonwealth Bank of Australia	31/03/2022	31/03/2042	4.40%	Half Yearly	2,909,116.86
<b>TOTAL Principal Balance as at 31 December 2025</b>								<b>18,907,714.58</b>

<b>Department:</b>	<b>Office of the Director Corporate Services</b>
<b>Submitted by:</b>	Jane Walton, Manager Finance and Technology
<b>Reference:</b>	<b>ITEM GOV6/26</b>
<b>Subject:</b>	<b>INVESTMENT REPORT FOR PERIOD ENDED 31 DECEMBER 2025 AND 31 JANUARY 2026</b>

<b>LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK</b>	
<b>CSP Goal:</b>	<b>LEADERSHIP</b> - We understand and agree with how public money is spent
<b>CSP Strategy:</b>	Continue to provide financial reports to Council
<b>CSP Delivery Program</b>	Manage Investments - Plan, develop and manage Council's investment portfolio

## SUMMARY

The purpose of this Report is for the Responsible Accounting Officer to provide, in accordance with Clause 212 of the *Local Government (General) Regulation 2021*, a written report setting out details of all money that the Council has invested under Section 625 of the *Local Government Act 1993*. The Report must be made up to the last day of the month immediately preceding the meeting.

## OFFICER'S RECOMMENDATION:

### That Council:

**Notes the Investment Report for the period ended 31 December 2025 and 31 January 2026.**

## BACKGROUND

In accordance with Clause 212 of the *Local Government (General) Regulation 2021* the Responsible Accounting Officer must provide a written report setting out details of all money that the Council has invested under Section 625 of the *Local Government Act 1993*. The report must be made up to the last day of the month immediately preceding the meeting.

## REPORT:

### Summary of Investments

Council investments held in term deposits as at

- 31 December 2025 was \$36 million, and
- 31 January 2026 was \$35 million

December 2025 investment activity included:

- \$2 million term deposit for the Regional Emergency Road Repair Grant matured and was reinvested for a further 6 months at 4.40%.
- Council conducted a review of cash available to be invested from recent grant funding and other sources. With favourable interest rates on term deposit above the cash rate, Council was able to place new term deposits totaling \$21.5 million in December bringing total investments held in term deposits from \$14.5 million

Our Governance No. 6 Cont...

to \$36 million. The new investments were spread across several financial institutions rated AA+ to BBB+ in accordance with Council's investment policy guidelines.

January 2026 investment activity included:

- \$1.5 million term deposit for Regional Emergency Road Repair Grant matured, with \$500,000 re-invested for 92days at 4.15% and \$1 million was returned to the general bank account for planned project work.

The attachments to this report are certified schedules of all Council's investments as of 31 December 2025 and 31 January 2026 showing the various invested amounts, applicable interest rates, financial institutions and rating and the source of funds.

Council's General Consolidated Account earned an interest rate of 3.60% for the months of December 2025 and January 2026 on a variable basis resulting in a reasonably high interest return. This is reviewed on a regular basis as part of cash flow monitoring.

### **COUNCIL IMPLICATIONS:**

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

Nil.

#### **2. Policy and Regulation**

- Investment Policy V15
- *Local Government Act 1993*
- *Local Government (General) Regulation 2021*
- Ministerial Investment Order
- Local Government Code of Accounting Practice and Financial Reporting
- Australian Accounting Standards
- Office of Local Government Circulars

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

Nil.

#### **4. Asset Management (AMS)**

Nil.

#### **5. Workforce (WMS)**

Nil.

#### **6. Legal and Risk Management**

Council's investments are staggered throughout the year with varying terms to aid in cashflow management and to take advantage of the highest interest rate available at the time of investment. This process along with the high balance in the "Cash at Call Account" guarantees there will always be ready cash available to cover operating expenditure.

#### **7. Performance Measures**

Nil.

#### **8. Project Management**

Nil.

Our Governance No. 6 Cont...

**Liz Alley**  
**Director Corporate Services**

Prepared by staff member: Jane Walton, Manager Finance and Technology

Approved/Reviewed by Manager: Liz Alley, Director Corporate Services

Department: Office of the Director Corporate Services

Attachments:

<b>1</b>	Investment Report - Council Report - as at 31 December 2025	1 Page
<b>2</b>	Investment Report - Council Report - as at 31 January 2026	1 Page

**TENTERFIELD SHIRE COUNCIL - SUMMARY OF INVESTMENTS 31 DECEMBER 2025**

Financial Institution	Issuer Rating	Investment Term	Maturity Date	Interest Rate	Amount \$	Percentage Exposure	Source of Invested Funds
NAB	AA-	120 Days	17/Feb/26	4.10%	1,500,000.00	4.17%	Water Fund \$1,000,000 & Stormwater Fund \$500,000
NAB	AA-	150 Days	23/Apr/26	4.15%	1,000,000.00	2.78%	Waste Fund
NAB	AA-	91 Days	05/Jan/26	4.10%	1,500,000.00	4.17%	Regional Emergency Road Repair Grant
NAB	AA-	150 Days	26/Mar/26	4.10%	2,000,000.00	5.56%	Disaster Recovery Funding Arrangement (DRFA)
<b>TOTAL NAB INVESTMENTS</b>					<b>6,000,000.00</b>	<b>16.67%</b>	
Commonwealth Bank	AA-	6 Months	13/Apr/26	4.16%	3,000,000.00	8.33%	Sewer Fund
<b>TOTAL CBA INVESTMENTS</b>					<b>3,000,000.00</b>	<b>8.33%</b>	
Westpac	AA-	6 Months	30/Mar/26	4.15%	1,500,000.00	4.17%	Waste Fund
Westpac	AA-	6 Months	28/Apr/26	4.11%	2,000,000.00	5.56%	Waste Fund
Westpac	AA-	6 Months	15/Jun/26	4.40%	2,000,000.00	5.56%	Regional Emergency Road Repair Grant
Westpac	AA-	3 Months	18/Mar/26	4.19%	6,800,000.00	18.89%	Disaster Recovery Funding Arrangement (DRFA)
<b>TOTAL WESTPAC INVESTMENTS</b>					<b>12,300,000.00</b>	<b>34.17%</b>	
Rabobank	A	177 Days	28/May/26	4.39%	1,000,000.00	2.78%	Waste Fund
Rabobank	A	91 Days	03/Mar/26	4.24%	2,500,000.00	6.94%	General Fund - Unrestricted Cash
Rabobank	A	191 Days	11/Jun/26	4.39%	2,500,000.00	6.94%	General Fund - Unrestricted Cash
Rabobank	A	91 Days	19/Mar/26	4.30%	3,200,000.00	8.89%	Disaster Recovery Funding Arrangement (DRFA)
Rabobank	A	182 Days	18/Jun/26	4.52%	1,000,000.00	2.78%	General Fund - Developer Contributions
Rabobank	A	182 Days	18/Jun/26	4.52%	1,500,000.00	4.17%	Internal Restrictions (ELE & IT System) \$1,100,000 & Stormwater Fund \$400,000
<b>TOTAL RABOBANK INVESTMENTS</b>					<b>11,700,000.00</b>	<b>32.50%</b>	
Credit Union SA	BBB+	184 Days	04/Jun/26	4.47%	3,000,000.00	8.33%	Sewer Fund
<b>TOTAL CREDIT UNION SA INVESTMENTS</b>					<b>3,000,000.00</b>	<b>8.33%</b>	
<b>INVESTMENTS TOTAL</b>					<b>36,000,000.00</b>	<b>100.00%</b>	

**Ordinary Council Meeting - 25 February 2026**  
**INVESTMENT REPORT FOR PERIOD ENDED 31 DECEMBER 2025 AND 31**  
**JANUARY 2026**

**Attachment 1**  
**Investment Report - Council Report -**  
**as at 31 December 2025**

**Summary**

I hereby certify that the investments as shown herein, have been invested in accordance with Section 625 of the Local Government Act 1993, and associated Regulations, and in accordance with Council policy and procedures.

**Responsible Accounting Officer:** **Jane Walton**

**NOTES:**

In the month of December 2025, a total of \$21.5 million in new term deposits was confirmed. \$2 million of term deposits matured and was reinvested as shown below:

<b>Financial Institution</b>	<b>Date Matured</b>	<b>Amount \$</b>	<b>Actions Taken</b>	<b>Source of Invested Funds</b>
Rabobank	New - 02/Dec/25	1,000,000.00	New investment for 177 days at 4.39%	Waste Fund
Rabobank	New - 02/Dec/25	2,500,000.00	New investment for 91 days at 4.24%	General Fund - Unrestricted Cash
Rabobank	New - 02/Dec/25	2,500,000.00	New investment for 191 days at 4.39%	General Fund - Unrestricted Cash
Credit Union SA	New - 02/Dec/25	3,000,000.00	New investment for 184 days at 4.47%	Sewer Fund
Westpac	15/Dec/25	2,000,000.00	Total amount reinvested for 6 months at 4.40%	Regional Emergency Road Repair Grant
Westpac	New - 18/Dec/25	6,800,000.00	New investment for 3 months at 4.19%	Disaster Recovery Funding Arrangement (DRFA)
Rabobank	New - 18/Dec/25	3,200,000.00	New investment for 91 days at 4.30%	Disaster Recovery Funding Arrangement (DRFA)
Rabobank	New - 18/Dec/25	1,000,000.00	New investment for 182 days at 4.52%	General Fund - Developer Contributions
Rabobank	New - 18/Dec/25	1,500,000.00	New investment for 182 days at 4.52%	Internal Restrictions (ELE & IT System) \$1,100,000 & Stormwater Fund \$400,000

**TENTERFIELD SHIRE COUNCIL - SUMMARY OF INVESTMENTS 31 JANUARY 2026**

Financial Institution	Issuer Rating	Investment Term	Maturity Date	Interest Rate	Amount \$	Percentage Exposure	Source of Invested Funds
NAB	AA-	120 Days	17/Feb/26	4.10%	1,500,000.00	4.29%	Water Fund \$1,000,000 & Stormwater Fund \$500,000
NAB	AA-	150 Days	23/Apr/26	4.15%	1,000,000.00	2.86%	Waste Fund
NAB	AA-	92 Days	07/Apr/26	4.15%	500,000.00	1.43%	Regional Emergency Road Repair Grant
NAB	AA-	150 Days	26/Mar/26	4.10%	2,000,000.00	5.71%	Disaster Recovery Funding Arrangement (DRFA)
<b>TOTAL NAB INVESTMENTS</b>					<b>5,000,000.00</b>	<b>14.29%</b>	
Commonwealth Bank	AA-	6 Months	13/Apr/26	4.16%	3,000,000.00	8.57%	Sewer Fund
<b>TOTAL CBA INVESTMENTS</b>					<b>3,000,000.00</b>	<b>8.57%</b>	
Westpac	AA-	6 Months	30/Mar/26	4.15%	1,500,000.00	4.29%	Waste Fund
Westpac	AA-	6 Months	28/Apr/26	4.11%	2,000,000.00	5.71%	Waste Fund
Westpac	AA-	6 Months	15/Jun/26	4.40%	2,000,000.00	5.71%	Regional Emergency Road Repair Grant
Westpac	AA-	3 Months	18/Mar/26	4.19%	6,800,000.00	19.43%	Disaster Recovery Funding Arrangement (DRFA)
<b>TOTAL WESTPAC INVESTMENTS</b>					<b>12,300,000.00</b>	<b>35.14%</b>	
Rabobank	A	177 Days	28/May/26	4.39%	1,000,000.00	2.86%	Waste Fund
Rabobank	A	91 Days	03/Mar/26	4.24%	2,500,000.00	7.14%	General Fund - Unrestricted Cash
Rabobank	A	191 Days	11/Jun/26	4.39%	2,500,000.00	7.14%	General Fund - Unrestricted Cash
Rabobank	A	91 Days	19/Mar/26	4.30%	3,200,000.00	9.14%	Disaster Recovery Funding Arrangement (DRFA)
Rabobank	A	182 Days	18/Jun/26	4.52%	1,000,000.00	2.86%	General Fund - Developer Contributions
Rabobank	A	182 Days	18/Jun/26	4.52%	1,500,000.00	4.29%	Internal Restrictions (ELE & IT System) \$1,100,000 & Stormwater Fund \$400,000
<b>TOTAL RABOBANK INVESTMENTS</b>					<b>11,700,000.00</b>	<b>33.43%</b>	
Credit Union SA	BBB+	184 Days	04/Jun/26	4.47%	3,000,000.00	8.57%	Sewer Fund
<b>TOTAL CREDIT UNION SA INVESTMENTS</b>					<b>3,000,000.00</b>	<b>8.57%</b>	
<b>INVESTMENTS TOTAL</b>					<b>35,000,000.00</b>	<b>100.00%</b>	

**Summary**

I hereby certify that the investments as shown herein, have been invested in accordance with Section 625 of the Local Government Act 1993, and associated Regulations, and in accordance with Council policy and procedures.

**Responsible Accounting Officer:** Jane Walton

**NOTES:**

In the month of January 2026, \$1.5 million of term deposits matured and reinvested \$500K as shown below:

<b>Financial Institution</b>	<b>Date Matured</b>	<b>Amount \$</b>	<b>Actions Taken</b>	<b>Source of Invested Funds</b>
NAB	05/Jan/26	1,500,000.00	\$500,000 reinvested for 92 days at 4.15%, \$1,000,000 returned to the general bank account for project works	Regional Emergency Road Repair Grant

<b>Department:</b>	<b>Office of the Director Corporate Services</b>
<b>Submitted by:</b>	Jane Walton, Manager Finance and Technology
<b>Reference:</b>	<b>ITEM GOV7/26</b>
<b>Subject:</b>	<b>CAPITAL EXPENDITURE REPORT AS AT 31 DECEMBER 2025</b>

#### **LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK**

<b>CSP Goal:</b>	<b>LEADERSHIP</b> - We understand and agree with how public money is spent
<b>CSP Strategy:</b>	Continue to provide financial reports to Council
<b>CSP Delivery Program</b>	Financial data reported monthly, quarterly and annually to Council

#### **SUMMARY**

The purpose of this Report is to show the Full Year financial progress of Capital Works projects against the budget.

#### **OFFICER'S RECOMMENDATION:**

**That Council:**

**Receives and notes the Capital Expenditure Report for the period ended 31 December 2025.**

#### **BACKGROUND**

The Capital Expenditure Report indicates to Council the financial progress of each project against the forecast expenditure for that project. The information has also been set out to show which Council service the expenditure relates to.

#### **REPORT:**

The original 25/26 Budget was adopted for capital projects totalling \$27,602,301. The carry-forward budgets for capital projects not completed in the 2024/25 year \$7,574,795 and July 25 amendment \$249,999 were adopted at the September 2025 meeting.

The Capital Expenditure Report was then updated to show the list of approved capital projects, including the budget changes for capital projects that were adopted by Council at the October 2025 meeting (as part of the September 2025 Quarterly Budget Review).

The Capital Expenditure Report as at 31 December 2025 has been updated to show the current list of 25/26 capital projects with a revised budget to \$23,258,828. Comments on progress are provided for each project in the report. Some projects have been deferred to the 26/27 financial year due to limited resources available to complete projects in the current financial year.

#### **COUNCIL IMPLICATIONS:**

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

Our Governance No. 7 Cont...

## 2. Policy and Regulation

- *Local Government Act 1993*
- *Local Government (General) Regulation 2021*
- Local Government Code of Accounting Practice and Financial Reporting
- Australian Accounting Standards
- Office of Local Government Circulars

## 3. Financial (Annual Budget & LTFP)

Nil.

## 4. Asset Management (AMS)

Nil.

## 5. Workforce (WMS)

Nil.

## 6. Legal and Risk Management

Full Year reporting on the progress of Council Capital Projects is provided to show transparency and to monitor progress that will aid in highlighting any future financial sustainability risks.

## 7. Performance Measures

Nil.

## 8. Project Management

Nil.

**Liz Alley**

**Director Corporate Services**

Prepared by staff member:	Jane Walton, Manager Finance and Technology
Approved/Reviewed by Manager:	Liz Alley, Director Corporate Services
Department:	Office of the Director Corporate Services
Attachments:	<b>1</b> CAPITAL REPORT AS AT 31 DECEMBER 2025
	4 Pages





**Tenterfield Shire Council**  
**Capital Expenditure Report as at 31 December 2025**

Capital Projects	Funding Source	25/26 Adopted Original Budget \$	25/26 Adopted July Amended Amounts \$	25/26 Adopted Carry-Forward Amounts \$	25/26 Adopted QBR September Amounts \$	25/26 Proposed QBR December Amounts \$	25/26 Proposed QBR March Amounts \$	25/26 Revised Budget \$	25/26 YTD Actuals \$	25/26 Percentage Spent % (Revised Budget)	25/26 Remaining Budget \$	Comments
<b>Office of the Chief Executive</b>		330,705	0	133,593	(505)	(210,000)	0	253,793	34,665	13.7%	219,128	
<b>Economic Growth and Tourism</b>												
SCCF5 - 0867 - Tenterfield Youth Precinct Infrastructure Upgrade, Stage 2	General Fund - Grant	100,000		117,606				217,606	32,153	14.8%	185,454	Purchase order has been raised and deposit has been paid. Installation to be completed in March/April 2026. Council seeking approval for extension of time and change of Scope to spend the additional money.
<b>Total Economic Growth and Tourism</b>		100,000	0	117,606	0	0	0	217,606	32,153	14.8%	185,454	
<b>Arts, Culture and Library Services</b>												
Local Priority Grant 2024/25	General Fund - Grant	0		15,987				15,987	2,513	15.7%	13,474	to be used for Libero Library app, and resources for equity and more welcoming spaces for Aboriginal community members
Local Priority Grant 2025/26	General Fund - Grant	20,705			(505)			20,200	0	0.0%	20,200	
School of Arts - Roofing Works	General Fund	210,000				(210,000)		0	0	0.0%	0	Budget to be deferred to 2026/27 in December QBR
<b>Total Arts, Culture and Library Services</b>		230,705	0	15,987	(505)	(210,000)	0	36,187	2,513	6.9%	33,674	
<b>Office of the Chief Corporate Officer</b>		1,128,446	0	58,719	27,000	(264,891)	0	949,274	102,766	10.8%	846,508	
<b>Buildings &amp; Amenities</b>												
Admin Building - Roof Replacement	General Fund	450,000						450,000	0	0.0%	450,000	
CCTV for Town Centre	General Fund	100,000						100,000	0	0.0%	100,000	Scope of works being developed
Jubilee Park - Rotunda Renewal	General Fund	55,000						55,000	0	0.0%	55,000	Scope of works being developed
Memorial Hall Tenterfield - Roofing of Heritage Section (SRV 2023)	General Fund	0		45,000				45,000	0	0.0%	45,000	Scope of works being developed
Federation Park - Amenities Block Replacement (SRV 2023)	General Fund	244,446				(244,446)		0	0	0.0%	0	Budget to be deferred to 2026/27 in December QBR
<b>Total Buildings &amp; Amenities</b>		849,446	0	45,000	0	(244,446)	0	650,000	0	0.0%	650,000	
<b>Finance &amp; Technology</b>												
Computer Equipment - Finance	General Fund	30,000						30,000	0	0.0%	30,000	
<b>Total Finance &amp; Technology</b>		30,000	0	0	0	0	0	30,000	0	0.0%	30,000	
<b>Livestock Saleyards</b>												
Saleyards - Upgrade Agents Cattle Crush x 3	General Fund	35,000						35,000	0	0.0%	35,000	Cattle Crushes have been ordered
Saleyards - Livestock Scanner Replacement	General Fund	30,000				(8,682)		21,318	21,318	100.0%	(0)	Completed
<b>Total Livestock Saleyards</b>		65,000	0	0	0	(8,682)	0	56,318	21,318	37.9%	35,000	
<b>Parks, Gardens and Open Space</b>												
Torrington Cemetery - Upgrade Road Access	General Fund	0		8,555		(4,887)		3,668	3,668	100.0%	(0)	Completed
Tenterfield Cemetery - New Slabs	General Fund	4,000			7,000	(520)		10,480	10,480	100.0%	0	Completed
Urbenville Playground - Shade Sail Replacement (SRV 2023)	General Fund	0		5,164		836		6,000	0	0.0%	6,000	To be replaced January 2026
Parks & Gardens - Walking Paths Solar Lighting	General Fund	30,000						30,000	0	0.0%	30,000	Ongoing
Parks & Gardens - Fixtures Replacement	General Fund	30,000			(7,000)			23,000	10,888	47.3%	12,112	Ordered 2 new roofed picnic tables for Urbenville. New slabs to be installed prior to installation
Legume Park - Playground Fencing	General Fund	30,000						30,000	0	0.0%	30,000	Ongoing
Urbenville Park - Playground Fencing	General Fund	30,000						30,000	0	0.0%	30,000	Ongoing
<b>Total Parks, Gardens and Open Space</b>		124,000	0	13,719	0	(4,571)	0	133,148	25,036	18.8%	108,112	
<b>Swimming Complex</b>												
Swimming Pool - Equipment Renewal	General Fund	25,000						25,000	1,784	7.1%	23,216	
Swimming Pool - Acid Tank	General Fund	35,000			20,000	(7,192)		47,808	47,808	100.0%	(0)	Completed. Budget to be reduced in December QBR to match actual expenditure
Swimming Pool - Chemical Shed Replacement	General Fund	0			7,000			7,000	6,820	97.4%	180	Completed
<b>Total Swimming Complex</b>		60,000	0	0	27,000	(7,192)	0	79,808	56,412	70.7%	23,396	

\*Report Contains Filters

Capital Projects	Funding Source	25/26 Adopted Original Budget \$	25/26 Adopted July Amended Amounts \$	25/26 Adopted Carry-Forward Amounts \$	25/26 Adopted QBR September Amounts \$	25/26 Proposed QBR December Amounts \$	25/26 Proposed QBR March Amounts \$	25/26 Revised Budget \$	25/26 YTD Actuals \$	25/26 Percentage Spent % (Revised Budget)	25/26 Remaining Budget \$	Comments
<b>Office of the Chief Operating Officer</b>		26,143,150	249,999	7,382,483	479,341	(12,199,212)	0	22,055,761	5,398,784	24.5%	16,656,977	
<b>Asset Management &amp; Resourcing</b>												
Tenterfield Depot - Fuel Tank Replacement/Remediation	General Fund	150,000						150,000	0	0.0%	150,000	RFQ returns under review. Reviewing fuel procurement alternatives
Tenterfield Depot - Security Improvements	General Fund	0			36,800			36,800	0	0.0%	36,800	Expecting February completion of works
Tenterfield Depot - Purchase Storage Container	General Fund	0			15,000			15,000	0	0.0%	15,000	Ongoing
<b>Total Asset Management &amp; Resourcing</b>		150,000	0	0	51,800	0	0	201,800	0	0.0%	201,800	
<b>Plant, Fleet &amp; Equipment</b>												
Public Works Plant - Purchases	General Fund	3,960,000						3,960,000	866,665	21.9%	3,093,335	Graders and mowers on order; review of financial status to review replacement of further plant.
Public Works Plant - WDV of Asset Disposals	General Fund	(1,980,000)						(1,980,000)	(818,107)	41.3%	(1,161,893)	One grader and mower traded.
<b>Sewerage Service</b>												
Tenterfield Mains Relining (1km Year)	Sewer Fund	198,118				179,882		378,000	278,728	73.7%	99,272	Budget to be increased in December QBR - additional works engaged
Tenterfield Mains Augmentation	Sewer Fund	79,314						79,314	0	0.0%	79,314	Design underway for Polworth St
Tenterfield Man Hole Level Alterations (Water Infiltration)	Sewer Fund	185,326				14,674		200,000	0	0.0%	200,000	Man hole relining - company engaged
Tenterfield Scada System Upgrade	Sewer Fund	0				9,500		9,500	0	0.0%	9,500	Budget to be increased in December QBR - project brought forward
Tenterfield Network Renewal	Sewer Fund	220,923				(220,923)		0	0	0.0%	0	Budget to be removed in December QBR - due to limited staff resources
Biosolids Processing Plant	Sewer Fund	250,000				(250,000)		0	0	0.0%	0	Budget to be deferred to 26/27 in December QBR
Tenterfield STP - 3 Bay Shed for Storage	Sewer Fund	120,000				(120,000)		0	0	0.0%	0	Budget to be deferred to 26/27 in December QBR
Tenterfield STP - Refurbishment	Sewer Fund	0				30,000		30,000	0	0.0%	30,000	Budget to be added in December QBR - replacement of handrails required
Tenterfield New Pump Station - Trail Lane	Sewer Fund	150,000				(150,000)		0	0	0.0%	0	Budget to be deferred to 26/27 in December QBR
Betterment of Molesworth St Sewer Line Grant	Sewer Fund - Grant	2,450,000		11,809		(2,461,809)		0	0	0.0%	0	Grant value \$9,835,363.20, with \$7,335,363 currently allocated to Molesworth St Bridge (this allocation may need to be updated once costings are finalised). Designers have provided preliminary drawings. Budget to be deferred to 2026/27 in December QBR
Tenterfield Sewer Pump Station - Replace Pump	Sewer Fund	0				30,331		30,331	0	0.0%	30,331	Budget to be added in December QBR - replacement required
Urberville Removal Sludge from Tertiary Ponds/Renewal of Capacity	Sewer Fund	11,200						11,200	0	0.0%	11,200	
Urberville Telemetry Upgrade	Sewer Fund	15,000						15,000	0	0.0%	15,000	
Urberville Telemetry From PS to STP	Sewer Fund	10,500						10,500	0	0.0%	10,500	
Urberville - Sewer Pump Station #2 Upgrade	Sewer Fund	0				20,000		20,000	0	0.0%	20,000	Budget to be added in December QBR
<b>Total Sewerage Service</b>		3,690,381	0	11,809	0	(2,918,345)	0	783,845	278,728	35.6%	505,117	
<b>Transport Network</b>												
Regional & Local Roads Traffic Facilities	General Fund - Grant	72,000				2,000		74,000	8,420	11.4%	65,580	Ongoing
Roads to Recovery 2024-29	General Fund - Grant	2,021,839		147,372		(300,000)		1,869,211	287,307	15.4%	1,581,904	Ongoing - reseal commenced. \$300,000 of the budget to be deferred to 2026/27 in December QBR
Regional Roads Block Grant - Reseals Program	General Fund - Grant	752,935			30,000	317,065		1,100,000	95,539	8.7%	1,004,461	Ongoing - greater than 50% complete. Budget to be re-allocated in December QBR from Block Grant operational budget
Special Grant Mt Lindesay Road (RMS/Fed)	General Fund - Grant	1,042,926		276,600		(500,000)		819,526	20,832	2.5%	798,694	Ongoing. \$500,000 of the budget to be deferred to 2026/27 in December QBR
Mt Lindesay Road Legume/Woodenbong Upgrade grant	General Fund - Grant	2,020,000		260,862		(1,400,000)		880,862	330,265	37.5%	550,597	Designs to be finalised, anticipate February 2026 Council report for appointment of construction contractor to build culvert. \$1,400,000 of the budget to be deferred to 2026/27 in December QBR
RNSW2787 - Mt Lindesay Road, NE Hwy to Washpool Ck Bridge	General Fund - Grant	1,939,605		1,237,800				3,177,405	755,740	23.8%	2,421,665	Sub base complete, expect project completion by March 30 2026
Local Roads & Community Infrastructure Program - Round 4	General Fund - Grant	0		356,879				356,879	378,765	106.1%	(21,886)	Completed
FCBP - Acacia Creek Bridge - Patersons Road, Legume	General Fund - Grant	0		366,033		188,725		554,758	393,069	70.9%	161,689	Completed - final invoices to be paid. Extra grant funding confirmed - to be added in December QBR

\*Report Contains Filters

Capital Projects	Funding Source	25/26 Adopted Original Budget \$	25/26 Adopted July Amended Amounts \$	25/26 Adopted Carry-Forward Amounts \$	25/26 Adopted QBR September Amounts \$	25/26 Proposed QBR December Amounts \$	25/26 Proposed QBR March Amounts \$	25/26 Revised Budget \$	25/26 YTD Actuals \$	25/26 Percentage Spent % (Revised Budget)	25/26 Remaining Budget \$	Comments
FCBP - Acacia Creek Bridge - Tooloom Street, Legume	General Fund - Grant	0		192,723				192,723	223,330	115.9%	(30,607)	Completed - final invoices to be paid. Extra grant funding is pending - to be added in March QBR
FCBP - Koreelah Creek Bridge - White Swamp Road, Koreelah	General Fund - Grant	0		758,843		307,868		1,066,711	422,465	39.6%	644,246	Completed - final invoices to be paid. Extra grant funding confirmed - to be added in December QBR
FCBP - Mole River Bridge - Springfield Road, Mole River	General Fund - Grant	0		499,146		192,217		691,363	348,963	50.5%	342,400	Completed - final invoices to be paid. Extra grant funding confirmed - to be added in December QBR
Betterment of Molesworth St Bridge (Category B EPAR) TENT055 Grant	General Fund - DRFA	0		148,498		(148,498)		0	0	0.0%	0	Under review for funding. Budget to be deferred to 2026/27 in December QBR
Betterment of Molesworth St Bridge (Category D RRTRP) Grant	General Fund - Grant	6,385,130		426,218		(5,811,348)		1,000,000	211,333	21.1%	788,667	Grant value \$9,835,363.20, with \$2.5 million currently allocated to Sewer line renewal (this allocation may need to be updated once costings are finalised). Budget to be deferred to 2026/27 in December QBR
DRFA AGRN960 EPAR Bruxner Way - Bridge 7325 Dumaresq River Overflow Channel	General Fund - DRFA	0		271,631		(246,693)		24,938	24,938	100.0%	0	Completed. Budget to be reduced in December QBR to match actual expenditure
DRFA AGRN1012 EPAR - Billirimba Creek Bridge Reconstruction TENT008	General Fund - DRFA	0		288,326				288,326	41,156	14.3%	247,170	Completed - final invoices to be paid.
DRFA AGRN1012 Integrated Smart Infrastructure System (Category D)	General Fund - DRFA	550,000		48,047				598,047	13,958	2.3%	584,089	Going to tender
Footpaths	General Fund	43,000				(43,000)		0	0	0.0%	0	Budget to be deferred to 2026/27 in December QBR
Developer Contribution Road Works	General Fund	0				255,000		255,000	34,585	13.6%	220,415	Planned works for the intersection of Mt Lindesay Rd, Boundary Rd & Old Ballandean Rd
Urban Streets - Reseal Program	General Fund	102,749			150,000			252,749	6,150	2.4%	246,599	Reseal prep has commenced, anticipate it to be resealed by March 30 2026
Road Renewal - Gravel Roads (D-class roads)	General Fund	550,099		20,130				570,229	264,981	46.5%	305,248	Ongoing
Gravel Resheets	General Fund	312,010						312,010	5,814	1.9%	306,196	Ongoing
Kerbing & Guttering	General Fund	20,000				(20,000)		0	0	0.0%	0	Budget to be deferred to 2026/27 in December QBR
Bridges / Causeways (SRV 2014)	General Fund	899,981		46,876				946,857	54,413	5.7%	892,444	Tender is awarded - work to commence in coming months
Rural Roads - Reseal Program	General Fund	410,933						410,933	96,201	23.4%	314,732	Reseal prep has commenced, anticipate to be resealed by March 30 2026 - 45% complete
Rural Culverts & Pipes	General Fund	148,194						148,194	52,200	35.2%	95,994	Ongoing
Concrete Bridges	General Fund	128,690				80,000		208,690	1,696	0.8%	206,994	Planning underway. \$80,000 budget to be reallocated from Causeways in December QBR
Causeways	General Fund	181,371				(80,000)		101,371	0	0.0%	101,371	Ongoing. \$80,000 of the budget to be reallocated to Concrete Bridges in December QBR
Gravel Pit Rehabilitation	General Fund	49,901						49,901	2,329	4.7%	47,572	Ongoing
Rural Road Rehabilitation	General Fund	300,000						300,000	74,528	24.8%	225,472	Planned as part of reseal and initial seal program
Urban Road Rehabilitation	General Fund	150,000			(150,000)			0	0	0.0%	0	
Urban Streets - Unsealed Resheet	General Fund	10,000						10,000	0	0.0%	10,000	Planning underway
<b>Total Transport Network</b>		<b>18,091,363</b>	<b>0</b>	<b>5,345,984</b>	<b>32,000</b>	<b>(7,208,664)</b>	<b>0</b>	<b>16,260,683</b>	<b>4,148,976</b>	<b>25.5%</b>	<b>12,111,707</b>	
<b>Waste Management</b>												
240L Wheelie Bins	Waste Fund	2,396				4,000		6,396	3,714	58.1%	2,682	Budget to be re-allocated in December QBR
Industrial Bins	Waste Fund	7,188				(4,000)		3,188	0	0.0%	3,188	Budget to be re-allocated in December QBR
Waste Plant Purchases	Waste Fund	560,045	249,999					810,044	246,349	30.4%	563,695	Waste truck on order
Waste Solar Installation/Replacements	Waste Fund	40,000				(40,000)		0	0	0.0%	0	Budget to be deferred to 26/27 in December QBR - due to lack of resources
Boonoo Boonoo - Landfill Cover	Waste Fund	11,124						11,124	0	0.0%	11,124	Waiting for invoice for works carried out
Boonoo Boonoo - Cell Remediation Asset	Waste Fund	55,620						55,620	0	0.0%	55,620	Design in progress
Boonoo Boonoo - Develop Stage 5	Waste Fund	500,000		1,783,089		(1,100,000)		1,183,089	49,235	4.2%	1,133,854	\$1.1 million of the budget to be deferred to 26/27 in December QBR - due to delays from weather.
Redevelop Drake Transfer Station	Waste Fund	350,000				(350,000)		0	0	0.0%	0	Budget to be deferred to 26/27 in December QBR - due to lack of resources
Tenterfield WTS Recycling Infrastructure	Waste Fund	103,000				(103,000)		0	0	0.0%	0	Budget to be deferred to 26/27 in December QBR - due to lack of resources
Tenterfield Waste Transfer Station Groundwater Bores	Waste Fund	119,777		113,836		(223,613)		10,000	9,571	95.7%	429	EPA requirement, actual costs lower than expected
<b>Total Waste Management</b>		<b>1,749,150</b>	<b>249,999</b>	<b>1,896,925</b>	<b>0</b>	<b>(1,816,613)</b>	<b>0</b>	<b>2,079,461</b>	<b>308,868</b>	<b>14.9%</b>	<b>1,770,593</b>	

\*Report Contains Filters

Capital Projects	Funding Source	25/26 Adopted Original Budget \$	25/26 Adopted July Amended Amounts \$	25/26 Adopted Carry-Forward Amounts \$	25/26 Adopted QBR September Amounts \$	25/26 Proposed QBR December Amounts \$	25/26 Proposed QBR March Amounts \$	25/26 Revised Budget \$	25/26 YTD Actuals \$	25/26 Percentage Spent % (Revised Budget)	25/26 Remaining Budget \$	Comments
<b>Water Supply</b>												
Tenterfield Mains Augmentation	Water Fund	11,200				(11,200)		0	0	0.0%	0	Budget to be deferred to 26/27 in December QBR - due to lack of resources
Tenterfield Mains Replacement	Water Fund	322,122		107,917		(424,000)		6,039	2,942	48.7%	3,097	Budget to be deferred to 26/27 in December QBR - due to lack of resources
Tenterfield Meter Replacement	Water Fund	25,808				10,000		35,808	18,030	50.4%	17,778	Ongoing. Addition for Mt Lindesay Road bulk water meter
Tenterfield Flood Warning System	Water Fund	40,000						40,000	0	0.0%	40,000	
Urbenville Mains Extension	Water Fund	20,000				(10,000)		10,000	0	0.0%	10,000	Budget not required as yet
Urbenville Meter Replacement	Water Fund	20,000				(10,000)		10,000	0	0.0%	10,000	Budget not required as yet
Urbenville Valve/Hydrant Replacement	Water Fund	20,000				(10,000)		10,000	0	0.0%	10,000	Budget not required as yet
Urbenville Water Treatment Plant Upgrade	Water Fund	0			20,327			20,327	20,327	100.0%	0	
Jennings Meter Replacement	Water Fund	10,000				(5,000)		5,000	0	0.0%	5,000	Budget not required as yet
Jennings Mains Replacement	Water Fund	13,126				(8,126)		5,000	0	0.0%	5,000	Budget not required as yet
Cowper St Mains Replacement - Transport NSW Works	Water Fund	0			19,584			19,584	19,584	100.0%	0	
Tenterfield Water Treatment Plant Construction	Water Fund	0			8,214			8,214	8,214	100.0%	(0)	Completed
BLERF 0377 - Tenterfield Villages Emergency Water Program	Water Fund	0			119,541	160,459		280,000	267,011	95.4%	12,989	Additional expense to complete the project
New Grid Urbenville Water Supply Project	Carry-forward budget \$19,848 is balance of grant funds, further expense is Water Fund	0		19,848	227,875	52,277		300,000	277,394	92.5%	22,606	Additional expense to complete the project
LF027 Tenterfield Dam Recreational Precinct - Stage 1 Fishing Platform	General Fund - Grant	0						0	0	0.0%	0	Project needs re-scoping
<b>Total Water Supply</b>		<b>482,256</b>	<b>0</b>	<b>127,765</b>	<b>395,541</b>	<b>(255,590)</b>	<b>0</b>	<b>749,972</b>	<b>613,654</b>	<b>81.8%</b>	<b>136,318</b>	
<b>Grand Total</b>		<b>27,602,301</b>	<b>249,999</b>	<b>7,574,795</b>	<b>505,836</b>	<b>(12,674,103)</b>	<b>0</b>	<b>23,258,828</b>	<b>5,536,215</b>	<b>23.8%</b>	<b>17,722,613</b>	

\*Report Contains Filters





<b>Department:</b>	<b>Office of the Director Corporate Services</b>
<b>Submitted by:</b>	Jane Walton, Manager Finance and Technology
<b>Reference:</b>	<b>ITEM GOV8/26</b>
<b>Subject:</b>	<b>QUARTERLY BUDGET REVIEW STATEMENT - DECEMBER 2025</b>

#### **LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK**

<b>CSP Goal:</b>	<b>LEADERSHIP</b> - We understand and agree with how public money is spent
<b>CSP Strategy:</b>	Continue to provide financial reports to Council
<b>CSP Delivery Program</b>	Financial data reported monthly, quarterly and annually to Council

#### **SUMMARY**

The purpose of this report is to present Council's Quarterly Budget Review Statement (QBRs) for the quarter ended 31 December 2025, in accordance with the requirements of the Office of Local Government (OLG) Quarterly Budget Review Statement Guidelines (August 2025) and Clause 203 of the *Local Government (General) Regulation 2021*.

#### **OFFICER'S RECOMMENDATION:**

**That Council adopts the December 2025 Quarterly Budget Review Statement and recommendations therein, as follows:**

- 1) That no additional operating or capital expenditure outside of the recommendations in this review be approved by Council unless they are offset by other savings (e.g. with road works such as re-sheeting, with a plan to reduce maintenance costs) or grant funded, and even then only where there will be no additional operating costs as a result of the expenditure i.e. if capital related expenditure, it should be for the replacement of existing assets only, not new assets.**
- 2) That deferral of some projects to The Long Term Financial Plan (LTFP) due to limited resourcing capacity to complete works. Where applicable, Council continues to meet contributions for grant funding to be met eg: DFRA works.**
- 3) That Council acknowledges the ongoing governance and treasury management difficulties it faces with the current structure of many grant and disaster funding payments and continues to advocate for changes to the timing of these cash payments from State and Federal governments.**
- 4) That Council continues to explore increases in operational income by considering selling assets.**

#### **BACKGROUND**

Under Clause 203 of the *Local Government (General) Regulation 2021*, Councils must review their financial performance at the end of each quarter and present the results to a Council meeting within two months.

Our Governance No. 8 Cont...

The Office of Local Government (OLG) has updated its guidelines and provided a standardised reporting format in the August 2025 issue. This includes a template for the information that the Quarterly Budget Review Statement should include, as follows:

- 1) A QBRs Financial Overview – providing a one-page snapshot of how Council is performing at the end of the quarter
- 2) Income and Expenses Budget Review Statement
- 3) Capital Budget Review Statement
- 4) Cash and Investments Budget Review Statement
- 5) Summary of Developer Contributions
- 6) A report from the Responsible Accounting Officer (RAO) stating whether the RAO believes Council's financial position is satisfactory, and if not, what recommendations should be implemented

The attached QBRs statement is prepared based on the OLG requirements. Details of recommended changes to the Budget for December 25 Quarter are also attached to this report.

The quarterly review should act as a barometer of Council's financial health during the year, and it is also a means by which Councillors can ensure that Council remains on track to meet its objectives, targets and outcomes as set out in its Operational Plan.

#### REPORT:

**The original budget** adopted by Council indicated that:

- The Net Operating Result before grants and contributions provided for capital purposes at the end of the 2025/26 financial year was expected to be an operating deficit of **(\$5.853m)** and a net operating result continuing operations when capital grants and contributions were included was a surplus of **\$8.231m**.
- The first Quarterly Budget Review September 2025 resulted in an increase in the operating deficit before grants and contributions provided for capital purposes by **(\$2.405m)** from **(\$5.853m)** to **(\$8.258m)**.
- The **December 2025 Quarterly Budget Review** has shown an improvement of **\$1.773m** to the Net Operating Deficit before grants and contributions provided for capital purposes from **(\$8.258m)** to **(\$6.484m)**.

The breakdown of funds as follows;

Fund	Original Budget \$000's	Revised Budget QBRs1 \$'000	Recommended changes QBRs2 \$000's	Projected year end \$000's (rounding)
General Fund*	-\$5,655	-\$8,050	\$1,722	-\$6,328
Water Fund	-\$549	-\$612	-\$81	-\$693
Sewer Fund	\$351	\$405	\$132	\$537
<b>Consolidated</b>	<b>-\$5,853</b>	<b>-\$8,257</b>	<b>\$1,773</b>	<b>-\$6,484</b>

\*OLG reporting General Fund includes waste and stormwater funds

#### Comment by the Responsible Accounting Officer:

The report indicates that the projected financial position as at 30 June 2026 before capital income and contributions is **unsatisfactory**. Noting, this is primarily due to timing of grants (income and expenditure).

## Our Governance No. 8 Cont...

It is important to note that a significant portion of the operating deficit is attributed to operational grant expenses which have been carried forward from the previous year where the income has been recognised in prior accounting periods. The December Quarterly Budget review has resulted in changes to several operational projects deferring expenses to the LTFP mainly due to lack of resources.

Council's cash position is positively unrestricted as of 31 December 2025 primarily due to the payment of 50% of the Financial Assistance Grant in June 2025, payments for DFRA projects and increases in interest earned on investments.

As required under the Regulation, some remedial actions continue to be proposed as part of the December review, including that:

- a) No additional operating or capital expenditure outside of the recommendations in this review be approved by Council unless they are offset by other savings (e.g. with road works such as re-sheeting, with a plan to reduce maintenance costs) or grant funded, and even then only where there will be no additional operating costs as a result of the expenditure, i.e. if capital related expenditure, it should be for the replacement of existing assets only and not new assets.
- b) Acknowledge the ongoing governance and treasury management difficulties Council faces with the current structure of many grant and disaster funding payments, and advocate for changes to the timing of these cash payments from State and Federal Governments.
- c) Council continues to explore increases in operational income by considering the selling of assets.

While the above will not return the operating position to surplus by 30 June 2026, the aim is to continue to ensure the financial sustainability of Council in the longer term.

### Operational Budget Review:

The Quarterly Budget process included a review of the operational expenditure with departmental managers.

### Total Income Movements:

Income	Original Budget \$000's	Q1 Revised Budget 000's	Recommended Changes Q2 \$000's	Q2 Revised Budget \$000's
Operational Income	\$55,131	\$57,062	-\$11,616	\$45,446
Capital Income	\$14,083	\$19,194	-\$9,750	\$9,444
<b>Total Income from continuing Operations</b>	<b>\$69,215</b>	<b>\$76,256</b>	<b>-\$21,366</b>	<b>\$54,890</b>

### Operational Income:

Proposed Budget changes to Operational income totaling \$11,616m will reduce projected year-end result to \$45,445,805.

Our Governance No. 8 Cont...

1. Operating Grants and contributions decreased **(\$12,606m)** - from \$37,649m to \$25,043m.
2. New operational grants totaling \$38,000 are also included in this budget review:

Service Area	New Operational Grants	'000
Environmental Management	Weeds Good Neighbour Program - Tropical Soda Apple 2025-2026 – Income	\$28
Civic	National Australia Day Grant 2026	\$10

3. Increases in non-Grant and Contribution operational income include:
  - User Charges and fees \$162k mainly from Planning & Regulation
  - Other Revenues \$170k mainly due to fleet turnover
  - Interest and Investment Income \$658k from additional funds placed in term deposits

### **Capital Income:**

Adjustments to Capital income totaling **(\$9,750)**, decreasing the projected year-end result from \$19.194m to \$9.444m.

### **Operational Expenses:**

The December 2025 budget review has decreased the Operational Expenditure budget, excluding depreciation and Amortisation by **(\$13,387m)** from \$55.429m to \$42.042m.

The decrease was mainly due deferral of projects to the LTFP - Transport Network projects (\$13.2m), Stormwater & Drainage Project Design (\$300k) and Finance/IT Software System (\$200k).

Notable additional costs are forecast for Waste Management at Urbenville \$118k, Transport of Waste Outside Shire \$280K, Tenterfield Domestic & Commercial Collection Operating Costs \$144k.

Expenditure	Original Budget \$000's	Q1 Revised Budget 000's	Recommended Changes Q2 \$000's	Q2 Revised Budget \$000's
Operational Expenditure	\$51,093	\$55,429	-\$13,387	\$42,042
Depreciation and amortisation	\$9,891	\$9,891	\$0	\$9,891
<b>Total Operating Expenditure</b>	<b>\$60,984</b>	<b>\$65,320</b>	<b>-\$13,387</b>	<b>\$51,933</b>

### **Capital Budget Review:**

The Capital Budget Review format allows Council to analyse any additional Capital expenditure to be incurred in the current financial year and the extent to which monies

Our Governance No. 8 Cont...

have already been expended. The report also indicates how Council is to fund the Capital expenditure for the year.

### **Capital Expenditure:**

The December 2025 budget review has decreased the Capital works expenditure budget by **(\$12.674m)** from \$37.913m to \$25.239m. Due to capacity constraints in resourcing, recommended budget reductions largely affect Transport Network **(\$7.21m)**, Sewerage Services **(\$2.92m)**, Waste Services **(\$1.82m)**. For more details refer to attachments in this report – 1. Recommended Changes and 2. QBRs data Return "capital budget review statement page" and Attachment to Capital Expenditure Report.

### Recommended Capital Expenditure

Original Capital Expenditure Budget \$000s	Plus: proceeds from sale of assets WDV* \$000s	Operational Capital Expenditure Carryovers \$000s	July Amendment Council Resolution \$000	Q1 Adjustment \$000s	Q2 Recommended Changes \$000s	Q2 Revised Capital Expenditure Budget
\$27,602	\$1,980	\$7,575	\$250	\$506	-\$12,674	\$25,239

\* In the Operational Plan (Original Budget) the write-off of the WDV of assets is included as an offset to the value of Plant and Equipment purchases. This is a non-cash movement and has been left out of the Capital Revised Budget calculations within this report, as per the requirements of the OLG's new Quarterly Budget Review Template.

### **New and Renewal Assets**

The total Capital budget adjustments (\$12.674m) can be categorized into new assets changes (\$11.758m) and renewal assets changes (\$916K).

### **Cash and Investment Review:**

The cash and investment review provides the balance of the current internal and external restrictions of Council's funds. These figures are updated in the Quarterly Budget Reviews to reflect changes to grant reserve balances and other movements in both internally and externally restricted cash. The forecast balances for the end of the financial year are an estimate based on the assumption of all income and expenditure in the budget being fully realised. As a result, the final balances are not fully determined until the end of the financial year.

The Quarterly Budget Review also includes a reconciliation of Council's cash and investments on hand as of 31 December 2025 totalling \$71.179m (Internal Restrictions of \$12.387m, External Restrictions of \$48.150m and positive unrestricted cash balance of \$10.642m).

This report requires a statement in respect of whether all investments are in accordance with the requirements of Section 625 of the *Local Government Act 1993*, the accompanying Regulation and Council's Investments Policy. This statement, in combination with the monthly investment report, ensures that Council is complying with these statutory, regulatory and policy requirements.

Further, a declaration as to the preparation of bank reconciliations is also required. Bank reconciliations occur daily with a full reconciliation performed monthly. The full reconciliation for the December 2025 quarter occurred in early January 2026.

### **COUNCIL IMPLICATIONS:**

Our Governance No. 8 Cont...

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

Nil.

### 2. Policy and Regulation

- *Local Government Act 1993*
- *Local Government (General) Regulation 2021*
- Local Government Code of Accounting Practice and Financial Reporting
- Australian Accounting Standards
- Office of Local Government Circulars

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

It is important for Council to note that the adoption of this budget review approves the variations identified in the attached report and that the cumulative effect of the budget variations should be considered when reviewing this budget.

In the December 2025 Quarterly Budget Review, the forecast Operating Position has been revised from a surplus of \$10.936m to a surplus \$2.957m (including capital grants and contributions) and an **Operating Deficit from (\$8.258) to (\$6.484m) (before capital grants and contributions).**

### 4. Asset Management (AMS)

Nil.

### 5. Workforce (WMS)

Nil.

### 6. Legal and Risk Management

The Budget Review is submitted to Council in accordance with Clause 203(1) of the *Local Government (General) Regulation 2021*.

If Council continues with the budgeted position a Special Rate Variation will need to be considered within the next two years.

### 7. Performance Measures

The impact of the recommended budget variations on Council's main key performance indicator is detailed in the Quarterly Budget Review Statement.

### 8. Project Management

Nil.

**Liz Alley**  
**Director Corporate Services**

Prepared by staff member:	Jane Walton, Manager Finance and Technology
Approved/Reviewed by Manager:	Liz Alley, Director Corporate Services
Department:	Office of the Director Corporate Services
Attachments:	<b>1</b> Quarterly Budget Review Statement December 2025
	8 Pages

Our Governance No. 8 Cont...

<b>2</b>	Quarterly Budget Review December 2025 - Summary of Budget Changes	4 Pages
----------	---	------------

DECEMBER 2025/26 QUARTERLY BUDGET REVIEW - RECOMMENDED CHANGES

SUMMARY	
Description	Recommended Changes
Operating Income	-11,616,277
Capital Income	-9,749,683
<b>Total Operating Income from Continuing Operations</b>	<b>-21,365,960</b>
Operating Expenditure	-13,388,766
<b>Operating Result from Continuing Operations excluding depreciation, amortisation and impairment from non financial assets</b>	<b>-7,977,194</b>
Capital Expenditure	-12,674,103

Description	Sum of Recommended Changes 25/26 Review2
<b>Operating Income</b>	<b>-11,616,277</b>
<b>Grants &amp; Contributions provided for Operating Purposes</b>	<b>-12,606,389</b>
Civic Office	10,000
Additional Operating Income: National Australia Day Grant 2026 - \$10,000 funding	10,000
Emergency Services	3,548
Additional Operating Income: reimbursement for Section 44 declaration October 2025	3,548
Environmental Management	32,462
Additional Operating Income: Weeds Action Program 25/26 - grant funding amount \$88,000 confirmed	4,462
Additional Operating Income: Weeds Good Neighbour Program - Tropical Soda Apple 25/26 - grant value \$28,000	28,000
Parks, Gardens and Open Space	-26,529
Reduction in Operating Income: Creek Corridors - Community Restoration of Tenterfield Creek (unspent funds returned) - funds reallocated from operational expenditure budget	-26,529
Transport Network	-12,625,870
Reduction in Operating Income: DRFA AGRN1012 EPAR - Pavement Repair Package TENT002 - road was re-damaged in AGRN1198 - this project to be finalised & new project to be established under AGRN1198	-3,800,000
Reduction in Operating Income: DRFA program - approved Essential Public Asset Restoration (EPAR) projects for AGRN1012 February 2022 Severe Weather & Flooding - deferred to LTFP 26/27	-8,525,870
Reduction in Operating Income: Roads to Recovery 2024-29 Income - defer to LTFP 26/27	-300,000
<b>Interest &amp; Investment Revenue</b>	<b>657,956</b>
Finance & Technology	173,200
Additional Interest & Investment Revenue - Bank transaction account	173,200
Planning & Regulation	22,538
Additional Interest & Investment Revenue - Developer Contribution Section 7.11 Funds	22,538
Stormwater & Drainage	32,218
Additional Interest & Investment Revenue - Stormwater Fund	32,218
Transport Network	290,000
Additional Interest & Investment Revenue - DRFA Funds	150,000
Additional Interest & Investment Revenue - Regional Emergency Road Repair Funds	140,000
Waste Management	130,000
Additional Interest & Investment Revenue - Waste Management	130,000
Water Supply	10,000
Additional Interest & Investment Revenue - Water Supply	10,000
<b>Other Revenues</b>	<b>169,994</b>
Corporate and Governance	2,300
Additional Operating Income: Sundry Corporate Income	2,300
Plant, Fleet & Equipment	107,357
Additional Operating Income: Plant & Fleet - Insurance Settlement	107,357
Transport Network	10,337
Additional Operating Income: Transport Network	10,337
Workforce Development	50,000
Reallocation of Operating Income: Workforce Development - Training Reimbursement Income - to fund additional operational expenditure	50,000
<b>User Fees &amp; Charges</b>	<b>162,162</b>
Livestock Saleyards	14,000
Additional Operating Income: User Fees & Charges - Saleyards	14,000
Planning & Regulation	122,162
Additional Operating Income: User Fees & Charges - Planning & Regulation	112,162
Additional Operating Income: User Fees & Charges - Saleyards	10,000
Sewerage Service	9,000
Additional Operating Income: User Fees & Charges - Sewerage Service	9,000
Water Supply	17,000
Additional Operating Income: User Fees & Charges - Water Supply	17,000
<b>Capital Income</b>	<b>-9,749,683</b>
<b>Grants &amp; Contributions provided for Capital Purposes</b>	<b>-9,749,683</b>
Planning & Regulation	100,000
Additional Capital Income: Developer Contributions - Section 7.11	100,000
Sewerage Service	-2,461,809
Reduction in Capital Income: Betterment of Molesworth St Sewer Line Grant - defer to LTFP 26/27 (may need to move budget to the bridge project)	-2,461,809
Transport Network	-7,418,374

DECEMBER 2025/26 QUARTERLY BUDGET REVIEW - RECOMMENDED CHANGES

Additional Capital Income: Fixing Country Bridges (FCBP)	688,810
Reduction in Capital Income: Betterment of Molesworth St Bridge (Category B EPAR) - defer to LTFP 26/27	-149,143
Reduction in Capital Income: Betterment of Molesworth St Bridge (Category D RRTRP) - defer to LTFP 26/27	-5,811,348
Reduction in Capital Income: Mt Lindesay Road Legume/Woodenbong Upgrade grant - defer to LTFP 26/27	-1,400,000
Reduction in Capital Income: Special Grant Mt Lindesay Road (RMS/Fed) - defer to LTFP 26/27	-500,000
Reduction of Capital Income: DRFA AGRN960 EPAR Bruxner Way - Bridge 7325 Dumaresq River Overflow Channel - project completed	-246,693
<b>Waste Management</b>	<b>9,000</b>
Additional Capital Income: Developer Contributions - Section 7.11	9,000
<b>Water Supply</b>	<b>21,500</b>
Additional Capital Income: Developer Contributions - Section 64	21,500
<b>Operating Expenditure</b>	<b>-13,388,766</b>
<b>Employee Benefits &amp; On-Costs</b>	<b>-621,439</b>
<b>Asset Management &amp; Resourcing</b>	<b>-250,000</b>
Reallocation of Asset Management employee costs to materials & contracts costs	-250,000
<b>Corporate and Governance</b>	<b>-42,460</b>
Reduction in Operating Expenditure: Corporate & Governance operational costs	-42,460
<b>Economic Growth and Tourism</b>	<b>-46,369</b>
Reallocation Operating Expenditure: Economic Development - moved to Civic Office & Organisation Leadership	-46,369
<b>Finance &amp; Technology</b>	<b>-75,000</b>
Reduction in Operating Expenditure: Finance & Technology operational costs	-75,000
<b>Library Services</b>	<b>-2,700</b>
Reallocation of Operating Expenditure: Library Services - no overall change to budget Q2	-2,700
<b>Organisation Leadership</b>	<b>36,619</b>
Reallocation Operating Expenditure: Organisation Leadership - moved from Economic Development	36,619
<b>Parks, Gardens and Open Space</b>	<b>-35,529</b>
Reallocation of Operating Expenditure: Parks, Gardens and Open Space	-35,529
<b>Planning &amp; Regulation</b>	<b>-20,000</b>
Reduction to Planning & Regulation operational costs	-20,000
<b>Sewerage Service</b>	<b>-50,000</b>
Sewerage Service General Operational Costs	-50,000
<b>Water Supply</b>	<b>-30,000</b>
Water Supply General Operational Costs	-30,000
<b>Workforce Development</b>	<b>-106,000</b>
Reduction in Workforce Development operational costs	-106,000
<b>Materials &amp; Contracts</b>	<b>-12,703,661</b>
<b>Asset Management &amp; Resourcing</b>	<b>244,011</b>
Reallocation of Asset Management employee costs to materials & contracts costs	250,000
Reduction in Asset Management operational costs	-5,989
<b>Buildings &amp; Amenities</b>	<b>-22,796</b>
Reduction in Buildings & Amenities operational costs	-22,796
<b>Civic Office</b>	<b>10,000</b>
Additional Operating Expenditure - National Australia Day Grant 2026 - \$10,000 funding	10,000
<b>Corporate and Governance</b>	<b>-2,000</b>
Reduction in Operating Expenditure: Corporate & Governance operational costs	-2,000
<b>Emergency Services</b>	<b>37,548</b>
Additional Operating Expenditure: expenses for Section 44 declaration October 2025	3,548
Additional Operating Expenditure: RFS Liston - Driveway (funded from RFS External Restricted Reserve)	34,000
<b>Environmental Management</b>	<b>31,219</b>
Additional Operating Expenditure: Weeds Action Program 25/26 - grant funding amount \$88,000 confirmed, required Council contribution \$71,500	3,219
Additional Operating Expenditure: Weeds Good Neighbour Program - Tropical Soda Apple 25/26 - grant value \$28,000	28,000
<b>Finance &amp; Technology</b>	<b>-212,206</b>
Reduction in Operating Expenditure: Finance & Technology operational costs	-12,206
Reduction in Operating Expenditure: IT Software Systems - defer to LTFP 26/27 & move to internal reserve IT System Upgrade	-200,000
<b>Library Services</b>	<b>6,200</b>
Reallocation of Operating Expenditure: Library Services - no overall change to budget Q2	6,200
<b>Parks, Gardens and Open Space</b>	<b>9,000</b>
Reallocation of Operating Expenditure: Parks, Gardens and Open Space	9,000
<b>Planning &amp; Regulation</b>	<b>-5,000</b>
Reduction to Planning & Regulation operational costs	-5,000
<b>Sewerage Service</b>	<b>-73,779</b>
Sewerage Service General Operational Costs	14,231
Tenterfield Sewerage Service Costs	-61,400
Urbenville Sewerage Service Costs	-26,610
<b>Stormwater &amp; Drainage</b>	<b>-300,000</b>
Reduction in Operating Expenditure: Stormwater Drainage - Design & Investigation - defer to LTFP 26/27	-300,000
<b>Swimming Complex</b>	<b>25,000</b>
Addition to Swimming Pool operational costs	25,000
<b>Theatre &amp; Museum Complex</b>	<b>-17,622</b>
Reduction in School of Arts operational costs	-17,622
<b>Transport Network</b>	<b>-13,218,236</b>
Re-allocate Operating budget to Capital Expenditure: Regional Roads Block Grant - Reseals Program	-317,065
Reduction in Operating Expenditure budget: DRFA AGRN1012 NSW Severe Weather & Flooding 22 Feb 2022 Onwards (Immediate Recovery Works)	-544,114
Reduction in Operating Expenditure: DRFA AGRN1012 EPAR - Pavement Repair Package TENT002 - road was re-damaged in AGRN1198 - this project to be finalised & new project to be established under AGRN1198	-3,800,000

DECEMBER 2025/26 QUARTERLY BUDGET REVIEW - RECOMMENDED CHANGES

Reduction in Operating Expenditure: DRFA program - approved Essential Public Asset Restoration (EPAR) projects for AGRN1012 February 2022 Severe Weather & Flooding - deferred to LTFP 26/27	-8,557,057
<b>Waste Management</b>	<b>510,814</b>
Transport of Waste Outside the Shire	280,000
Waste Management Collection Costs	104,343
Waste Management General Operational Costs	135,471
Waste Management Landfill Costs	-39,000
Waste Management Transfer Station Costs	30,000
<b>Water Supply</b>	<b>118,186</b>
Tenterfield Water Supply Costs	52,500
Urbenville Water Supply Costs	83,793
Water Supply General Operational Costs	-18,107
<b>Workforce Development</b>	<b>156,000</b>
Addition to Workforce Development operational costs	156,000
<b>Other Expenditure</b>	<b>-63,666</b>
<b>Buildings &amp; Amenities</b>	<b>-39,204</b>
Reduction in Buildings & Amenities operational costs	-39,204
<b>Civic Office</b>	<b>24,750</b>
Reallocation of Operating Expenditure: Civic Office - moved from Economic Development	9,750
Reallocation of Operating expenses: Addition to Community Contributions & Donations budget as per Council Resolution 168/25 - moved from Buildings & Amenities area (Asbestos Management Plans; Evacuation Plans & Fire Safety Certificates)	15,000
<b>Emergency Services</b>	<b>11,601</b>
Additional Operating Expenditure: increased as per the assessment notice for required Emergency Service Levy payments	11,601
<b>Finance &amp; Technology</b>	<b>-30,313</b>
Reduction Operating Expenditure: Insurance	-30,313
<b>Library Services</b>	<b>-3,500</b>
Reallocation of Operating Expenditure: Library Services - no overall change to budget Q2	-3,500
<b>Sewerage Service</b>	<b>1,000</b>
Sewerage Service General Operational Costs	-3,000
Urbenville Sewerage Service Costs	4,000
<b>Swimming Complex</b>	<b>-50,000</b>
Reduction in Swimming Pool operational costs	-50,000
<b>Theatre &amp; Museum Complex</b>	<b>2,000</b>
Addition to School of Arts operational costs	2,000
<b>Water Supply</b>	<b>20,000</b>
Tenterfield Water Supply Costs	20,000
<b>Capital Expenditure</b>	<b>-12,674,103</b>
<b>Materials &amp; Contracts</b>	<b>-12,674,103</b>
<b>Buildings &amp; Amenities</b>	<b>-244,446</b>
Reduction in Capital Expenditure: Federation Park - Amenities Block Replacement (SRV 2023) - defer to LTFP 26/27	-244,446
<b>Livestock Saleyards</b>	<b>-8,682</b>
Reduction in Capital Expenditure: Livestock Scanner Replacement - Completed	-8,682
<b>Parks, Gardens and Open Space</b>	<b>-4,571</b>
Additional Capital Expenditure: Urbenville Playground - Shade Sail Replacement (SRV 2023) - estimated total budget required \$6000	836
Reduction in Capital Expenditure: Tenterfield Cemetery - New Slabs - Completed	-520
Reduction in Capital Expenditure: Torrington Cemetery - Upgrade Road Access - Completed	-4,887
<b>Sewerage Service</b>	<b>-2,918,345</b>
Additional Capital Expenditure: Tenterfield Mains Relining (1km Year) - Ongoing - additional work engaged	179,882
Additional Capital Expenditure: Tenterfield Man Hole Level Alterations (Water Infiltration) - Man hole relining - company engaged	14,674
Additional Capital Expenditure: Tenterfield Scada System Upgrade - Project brought forward	9,500
Additional Capital Expenditure: Tenterfield Sewer Pump Station - Replace Pump	30,331
Additional Capital Expenditure: Tenterfield STP - Refurbishment - Replace handrails	30,000
Additional Capital Expenditure: Urbenville - Sewer Pump Station #2 Upgrade	20,000
Reduction Capital Expenditure: Tenterfield Network Renewal - Removed due to limited staff resources	-220,923
Reduction in Capital Expenditure: Betterment of Molesworth St Sewer Line Grant - defer to LTFP 26/27 (may need to move budget to the bridge project)	-2,461,809
Reduction in Capital Expenditure: Biosolids Processing Plant - defer to LTFP 26/27	-250,000
Reduction in Capital Expenditure: Tenterfield New Pump Station - Trail Lane - defer to LTFP 26/27	-150,000
Reduction in Capital Expenditure: Tenterfield STP - 3 Bay Shed for Storage - defer to LTFP 26/27	-120,000
<b>Swimming Complex</b>	<b>-7,192</b>
Reduction in Capital Expenditure: Swimming Pool - Acid Tank - Completed	-7,192
<b>Theatre &amp; Museum Complex</b>	<b>-210,000</b>
Reduction in Capital Expenditure: School of Arts - Roofing Works - defer to LTFP 26/27	-210,000
<b>Transport Network</b>	<b>-7,208,664</b>
Additional Capital Expenditure: Fixing Country Bridges (FCBP)	688,810
Additional Capital Expenditure: intersection Boundary Rd/Mt Lindesay Rd/Old Ballandean Rd	255,000
Re-allocate Operating budget Regional Roads Block Grant - Maintenance to Capex to Regional Roads Block Grant - Reseals Program	317,065
Reallocation of Capital Expenditure: Causeways - moved \$80,000 to Concrete Bridges	-80,000
Reallocation of Capital Expenditure: Concrete Bridges - planned for Hynes Creek bridge (Mingoola) - moved \$80,000 from Causeways	80,000
Reduction in Capital Expenditure: DRFA AGRN960 EPAR Bruxner Way - Bridge 7325 Dumaresq River Overflow Channel - project completed	-246,693
Reduction in Capital Expenditure: Footpaths Capital Works - defer to LTFP 26/27	-43,000
Reduction in Capital Expenditure: Kerbing & Guttering - defer to LTFP 26/27	-20,000

DECEMBER 2025/26 QUARTERLY BUDGET REVIEW - RECOMMENDED CHANGES

Reduction in Capital Expenditure: Mt Lindesay Road Legume/Woodenbong Upgrade grant - defer to LTFP 26/27	-1,400,000
Reduction in Capital Expenditure: Roads to Recovery 2024-29 - defer to LTFP 26/27	-300,000
Reduction in Capital Expenditure: Special Grant Mt Lindesay Road (RMS/Fed) - defer to LTFP 26/27	-500,000
Reduction in Capital Expenditure: Betterment of Molesworth St Bridge (Category B EPAR) - defer to LTFP 26/27 - may need to move budget from the Sewer project	-5,811,348
Reduction in Capital Expenditure: Betterment of Molesworth St Bridge (Category D RRTRP) - defer to LTFP 26/27	-148,498
<b>Waste Management</b>	<b>-1,816,613</b>
Reallocation of Capital Expenditure: Move budget from Industrial Bins	4,000
Reallocation of Capital Expenditure: Move budget to 240L Wheelie Bins	-4,000
Reduction in Capital Expenditure: Redevelop Drake Transfer Station - defer to LTFP 26/27	-350,000
Reduction in Capital Expenditure: Tenterfield Waste Transfer Station Groundwater Bores - actual costs lower than expected	-223,613
Reduction in Capital Expenditure: Tenterfield WTS Recycling Infrastructure (new bailer & glass crusher) - defer to LTFP 26/27	-103,000
Reduction in Capital Expenditure: Waste Solar Installation/Replacements - defer to LTFP 26/27	-40,000
Reduction of Capital Expenditure: Boonoo Boonoo - Develop Stage 5 - defer to LTFP 26/27 & add extra \$1.2 million budget in LTFP for increased costs	-1,100,000
<b>Water Supply</b>	<b>-255,590</b>
Additional Capital Expenditure: BLERF 0377 Tenterfield Villages Emergency Water Program - additional expense to complete the project	160,459
Additional Capital Expenditure: New Grid Urbenville Water Supply Project - additional expense to complete the project	52,277
Additional Capital Expenditure: Tenterfield Meter Replacement	10,000
Reduction in Capital Expenditure: Jennings Mains Replacement - budget not required as yet	-8,126
Reduction in Capital Expenditure: Jennings Meter Replacement - budget not required as yet	-5,000
Reduction in Capital Expenditure: Tenterfield Mains Replacement - defer to LTFP 26/27 - due to lack of resources	-424,000
Reduction in Capital Expenditure: Urbenville Mains Extension - budget not required as yet	-10,000
Reduction in Capital Expenditure: Urbenville Meter Replacement - budget not required as yet	-10,000
Reduction in Capital Expenditure: Urbenville Valve/Hydrant Replacement - budget not required as yet	-10,000
Reduction in Capital Expenditure: Materials & Contracts - defer to LTFP 26/27 - due to lack of resources	-11,200
<b>Grand Total</b>	<b>-4,696,909</b>

<b>Department:</b>	<b>Office of the Director Corporate Services</b>
<b>Submitted by:</b>	Lee Sisson, Governance Officer
<b>Reference:</b>	<b>ITEM GOV9/26</b>
<b>Subject:</b>	<b>QUARTERLY PROGRESS REPORT - OCTOBER - DECEMBER 2025</b>

#### **LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK**

<b>CSP Goal:</b>	<b>LEADERSHIP</b> - Our local leaders are respected and trusted to make our shire a better place
<b>CSP Strategy:</b>	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
<b>Delivery Plan Action:</b>	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 October, November and December quarter of 2025.

#### **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. 9 Cont...

quarterly progress reports, i.e. in October 2025, February 2026, April 2026 and July 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 October, November and December 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. 9 Cont...

Attachments:

- 1** Q2 Quarterly Progress Report October, November, December 2025



**Q2 QUARTERLY REPORT**  
**OCTOBER, NOVEMBER,**  
**DECEMBER 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
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
<p><b>Progress Report - October, November, December 2025</b></p> <p>Ongoing advocacy for resolution of health issues with Cross Border Commissioners and local member Ms Janelle Saffin. NSW Government decided against splitting Hunter New England Health District.</p>							

**Future Direction One: Community**

*Accessible, Caring and Inclusive*



<b>Community Outcome</b>	<b>1.2 State and local borders do not prevent us from accessing support and services</b>						
<b>Strategy (DP)</b>	<b>Operational Plan Activity</b>	<b>25/26</b>	<b>26/27</b>	<b>27/28</b>	<b>28/29</b>	<b>Measures Targets</b>	<b>Responsibility</b>
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
<b>Progress Report - October, November, December 2025</b>							
Local member Ms Janelle Saffin and NSW Cross Border Commissioner making headway on pharmacy issues. QLD Cross Border Commissioner Ian Leavers was progressing a number of vexatious issues for our border residents however sadly passed away in October.							
<b>Strategy (DP)</b>	<b>Operational Plan Activity</b>	<b>25/26</b>	<b>26/27</b>	<b>27/28</b>	<b>28/29</b>	<b>Measures Targets</b>	<b>Responsibility</b>
<b>Community Outcome</b>	<b>1.3 Our pool, library, parks and sporting facilities are available to everyone</b>						
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 Open Space, Regulatory & Utilities
<b>Progress Report not required until 2026/27</b>							

## 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
<p><b>Progress Report - October, November, December 2025</b></p> <ul style="list-style-type: none"> <li>Pool season opening was delayed by a week, due to essential resurfacing and coating works on the pool flooring.</li> <li>There was a large number of bookings for the start of the pool season.</li> </ul> <p><b>Maintenance and Improvements at the Facility:</b></p> <ul style="list-style-type: none"> <li>Batteries replaced and speed mechanism &amp; engine repaired on the butler</li> <li>Solar Sensor for the pool heating has received new parts which have been replaced</li> <li>Carpets on diving blocks have been replaced</li> <li>Stairs on grandstand have been replaced due to rotting</li> <li>Pool Vacuum has had part replaced</li> <li>Tiles on pool deck replaced</li> <li>New Chemical Shed Installed</li> <li>Acid Tank installed and connected</li> <li>Removal of old privacy screen completed to reduce risk of injury</li> </ul> <p><b>Pool Staff Training included:</b></p> <ul style="list-style-type: none"> <li>Lifeguard</li> <li>CPR</li> <li>Public Relations</li> <li>Rescue Training</li> <li>First Aid Training</li> <li>WHS &amp; Risk Management</li> <li>Pool Plant Inductions</li> </ul>							

**Future Direction One: Community**

*Accessible, Caring and Inclusive*



<b>Community Outcome</b>	<b>1.3 Our pool, library, parks and sporting facilities are available to everyone</b>						
<b>Strategy (DP)</b>	<b>Operational Plan Activity</b>	<b>25/26</b>	<b>26/27</b>	<b>27/28</b>	<b>28/29</b>	<b>Measures Targets</b>	<b>Responsibility</b>
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
<b>Progress Report continued - October, November, December 2025</b>							
<b>Programs Introduced:</b>							
<ul style="list-style-type: none"> <li>• Learn to Swim Programs</li> <li>• Aqua Fitness Classes</li> <li>• Baby Sharks</li> <li>• Sharks</li> <li>• Adult Squad</li> <li>• Swim Club</li> <li>• Squad</li> </ul>							
<b>Total Attendances for the 25/26 season</b>							
<b>Year</b>	<b>October</b>	<b>November</b>	<b>December</b>	<b>January</b>	<b>February</b>	<b>March</b>	<b>YTD</b>
<b>2020/21</b>	1,684	4,144	2,568	4,383	2,759	1,064	16,377
<b>2021/22</b>	1,684	1,456	2,673	3,291	2,523	1,779	13,406
<b>2022/23</b>	1,573	2,770	2,693	3,366	3,577	2,171	16,150
<b>2023/24</b>	2,007	2,916	3,916	3,493	3,819	2,248	18,399
<b>2024/25</b>	1,927	2,644	4,011	3,523	3,054	1,382	16,541
<b>2025/26</b>	2,982	3,678	3,408				10,068

**Future Direction One: Community**

*Accessible, Caring and Inclusive*



<b>Community Outcome</b>		<b>1.3 Our pool, library, parks and sporting facilities are available to everyone</b>					
<b>Strategy (DP)</b>	<b>Operational Plan Activity</b>	<b>25/26</b>	<b>26/27</b>	<b>27/28</b>	<b>28/29</b>	<b>Measures Targets</b>	<b>Responsibility</b>
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	Director of Infrastructure Services
<b>Progress Report - October, November, December 2025</b>							
This project has commenced. Aquatic Engineer has completed an assessment of the pool complex and supplied a report. Maintenance on the asset is currently being completed with future repairs or works to be planned.							
<b>Community Outcome</b>		<b>1.3 Our pool, library, parks and sporting facilities are available to everyone</b>					
<b>Strategy (DP)</b>	<b>Operational Plan Activity</b>	<b>25/26</b>	<b>26/27</b>	<b>27/28</b>	<b>28/29</b>	<b>Measures Targets</b>	<b>Responsibility</b>
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 Open Space, Regulatory & Utilities
<b>Progress Report - October, November, December 2025</b>							
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 village beautification. Volunteer numbers at present are very low.							

**Future Direction One: Community**  
*Accessible, Caring and Inclusive*



<b>Community Outcome</b>	<b>1.4 Younger and older people are valued and supported</b>						
<b>Strategy (DP)</b>	<b>Operational Plan Activity</b>	<b>25/26</b>	<b>26/27</b>	<b>27/28</b>	<b>28/29</b>	<b>Measures Targets</b>	<b>Responsibility</b>
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
<b>Progress Report - October, November, December 2025</b>							
<ul style="list-style-type: none"> <li>• <b>Performance review:</b> In October, NSW State Library staff visited the library to discuss the library's annual performance review. Feedback given to the Leadership Executive Team was very positive about the collection, library space, growth of program development and the planned direction for library services and staffing in 2026.</li> <li>• <b>Home Library service:</b> Staff delivered 313 loans in 4 runs for 12-15 members. This service provides members access to books, audiobooks and magazines delivered to the member's place of residence. This service is for members who cannot visit the library due to injury, mobility, disability or age.</li> <li>• <b>Storytime:</b> 109 children and 63 parents attended 10 storytime sessions for children aged 0- 5 years of age. Children were exposed to high quality literature, music and craft activities. One session was specifically planned for children attending the Tenterfield Social Development Committee playgroup.</li> <li>• <b>Senior Tech help:</b> Staff provided 16 seniors with 10 hours of tech support for a range of issues with devices, phones and computers.</li> <li>• <b>Chatty Booth:</b> Our new Chatty Booth provides privacy for patrons using video conferencing tools or for phone calls. 18 users spent 21.5 hours using this resource.</li> </ul>							

**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	
<p><b>Progress Report - October, November, December 2025</b></p> <ul style="list-style-type: none"> <li>• <b>School Holiday programs:</b> We had fantastic community participation for the October school holiday activities with the Lego challenge attracting 29 children and the library bag craft activity attracting 15 children. Parents remained in the library for the activities and were very involved.</li> <li>• <b>Book Club:</b> The Bikkies and Books book club has continued to have strong participation with 22 participants attending 3 book clubs.</li> </ul>								
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	
<p><b>Progress Report - October, November, December 2025</b></p> <p>Ongoing.</p>								

<b>Future Direction One: Community</b> <i>Accessible, Caring and Inclusive</i> 							
Community Outcome	<b>1.4 Younger and older people are valued and supported</b>						
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	Director of Corporate Services.
<b>Progress Report - October, November, December 2025</b> <p>In October 2025 Council resolved on the drafting of a Facility Permitted Use Licence between the School of Arts Tenterfield Incorporated (SOATI) and Council to manage the Museum and Theatre areas of the Sir Henry Parkes Memorial School of Arts. This was signed during the quarter with a commencement date of 1 January 2026.</p> <p>The Tenterfield Chamber of Tourism, Industry and Business (TCTIB) continue to operate tourism front counter functions in the foyer of the Sir Henry Parkes Memorial School of Arts Building.</p>							
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
<b>Progress Report - October, November, December 2025</b> <p>Attended meeting at NSW Parliament House with the Police Minister Yasmin Catley, senior Police representatives from NSW, Qld, SA and Victoria, Cross Border Commissioners or representatives from each State, and Mayors from NSW border Councils. MOUs now in place for all jurisdictions that border NSW identifying areas of mutual interest. Discussion concentrated on identifying key challenges and opportunities for resolution.</p>							

<b>Future Direction One: Community</b> <i>Accessible, Caring and Inclusive</i> 							
Community Outcome	<b>1.4 Younger and older people are valued and supported</b>						
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	Manager Finance & Technology
<b>Progress Report - October, November, December 2025</b> Council has received a report from NSW Police identifying crime hotspots in Tenterfield. Council is in the initial process of developing a CCTV Masterplan based on Councillor requests and Police data.							
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 & Technology
<b>Progress Report not required until 2026/27</b>							

## 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 visitors 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 <span style="float: right;">\$</span>							
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
<b>Progress Report - October, November, December 2025</b>							
Council has approved a revised 2025/26 annual budget to TCTG (TCTIB) for an amount of \$30,000 to employ an assistant. Further budgetary provisions of \$99,500 for the 2026/27 financial year and \$92,000 for the two financial years thereafter (to be annually increased with CPI) will be included with a new three-year Funding Agreement between Council and TCTIB from 1 July 2026. (Ordinary Council Meeting of 22 October 2025, Resolution 170/25)							
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
<b>Progress Report not required until 2026/27</b>							
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 of Services
<b>Progress Report - October, November, December 2025</b>							
Tenterfield's Destination Management Plan was drafted during the quarter with a final version adopted by Council at the December Council Meeting.							

Future Direction Two: Economy <span style="float: right;">\$</span>							
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	General Manager Communications Officer
<p><b>Progress Report - October, November, December 2025</b></p> <p>Contact with ProspER Northern Rivers has been established. Consultant Sasha Lennon had contact with Regional Director Jane Lavery to ensure that the Tenterfield Shire Economic Development Strategy is aligned with the Regional Economic strategies and objectives.</p> <p>Tenterfield Shire Council was also featured in the latest edition of Regional Lifestyle Magazine, Summer 2025 Edition. The launch was held in Tenterfield on the 15<sup>th</sup> November 2025 which was attended by members of Council and the community.</p>							
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
<p><b>Progress Report not required until 2026/27</b></p>							

**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	
<p><b>Progress Report - October, November, December 2025</b></p> <p>The Transport Asset Management Plan has been updated, currently being reviewed. The provision of annual budget will be submitted to Council for review.</p>								
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 Open Space, Regulatory & Utilities	
<p><b>Progress Report - October, November, December 2025</b></p> <p>With the cattle throughput increasing each year, Council is always considering ways to make the facility more viable by replacing or upgrading equipment.</p>								

**Future Direction Two: Economy**  
*Good opportunities*



<b>Community Outcome</b>	<b>2.4 We are nurturing our environment, both built and natural attractions for residents and visitors</b>						
<b>Strategy (DP)</b>	<b>Operational Plan Activity</b>	<b>25/26</b>	<b>26/27</b>	<b>27/28</b>	<b>28/29</b>	<b>Measures Targets</b>	<b>Responsibility</b>
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
<b>Progress Report not required until 2026/27</b>							
<b>Community Outcome</b>	<b>2.4 We are nurturing our environment, both built and natural attractions for residents and visitors</b>						
<b>Strategy (DP)</b>	<b>Operational Plan Activity</b>	<b>25/26</b>	<b>26/27</b>	<b>27/28</b>	<b>28/29</b>	<b>Measures Targets</b>	<b>Responsibility</b>
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
<b>Progress Report - October, November, December 2025</b>							
This project has not commenced as the Manager Infrastructure Delivery has not been able to be recruited.							

<b>Future Direction Two: Economy</b> <span style="float: right; font-size: 2em;">\$</span>							
<i>Good opportunities</i>							
<b>Community Outcome</b>	<b>2.4 We are nurturing our environment, both built and natural attractions for residents and visitors</b>						
<b>Strategy (DP)</b>	<b>Operational Plan Activity</b>	<b>25/26</b>	<b>26/27</b>	<b>27/28</b>	<b>28/29</b>	<b>Measures Targets</b>	<b>Responsibility</b>
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 Open Space, Regulatory & Utilities
<b>Progress Report - October, November, December 2025</b> Level 5 arborist will commence the pin oak tree inspection early February.							
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 Open Space, Regulatory & Utilities
<b>Progress Report - October, November, December 2025</b> 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. Once the arborist report is completed the report should be available for the public to view.							

<b>Future Direction Two: Economy</b> <i>Good opportunities</i>								\$
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 Open Space, Regulatory & Utilities	
<b>Progress Report - October, November, December 2025</b>  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.								

<b>Future Direction Two: Economy</b> <i>Good opportunities</i>								\$
Community Outcome	<b>2.4 We are nurturing our environment, both built and natural attractions for residents and visitors</b>							
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	2.4.4.2 Develop, maintain and deliver the Property Management Strategy	X	X	X	X	Development of new Property Management Strategy 2025/26	Buildings and Amenities Coordinator	
<b>Progress Report - October, November, December 2025</b> <ul style="list-style-type: none"> <li>• Repairs are continuing to be carried out on Council properties to ensure maintenance schedules of Council buildings are kept up to date.</li> <li>• SOA lighting – additional lighting has been arranged for the foyer and repairs to existing are ongoing.</li> <li>• Request for quote for an accessible toilet to be constructed at the Youth Precinct has now been accepted in October and construction of the toilet will be completed in March 2026.</li> <li>• NRMA have commenced design of two (2) further charge stations behind 157 Rouse Street, Tenterfield – Council is waiting for final design.</li> <li>• Chubb Fire have done their 6-month review of Fire extinguishers for all owned/managed buildings.</li> <li>• Emergency lighting inspections on 17 owned/managed buildings have been completed in December and remedial works will be completed in 2026 for the evacuation plans to be developed and Fire Safety Certificates for all Council owned/managed buildings.</li> <li>• Glass doors have been serviced at Library, Chambers and Depot for October.</li> <li>• Review/inspection of lighting upgrade at the Tenterfield Shire Depot – quote now received and Purchase order raised.</li> <li>• No Camping signs have been installed for the Drake Hall and Drake Park and reports of camping in this area reduced.</li> <li>• Graffiti and Vandalism has increased in the public toilets and parks, all incidents have been reported to Police.</li> <li>• Audit on Council Security systems has commenced and first stage was finalised in December.</li> <li>• Asbestos Scope of work &amp; Property List is being developed.</li> <li>• Review of Draft Building Asset Management Plan, with the Council contractor still working on final draft.</li> <li>• Insurance claims on damage to Council properties is being completed and works underway.</li> <li>• Information provided to RFS for Community Halls becoming 'Neighbourhood Safer Places'.</li> <li>• Pest Inspection and sprays have been arranged for several council assets to be completed in December and January.</li> </ul>								

**Future Direction Two: Economy**

*Good opportunities*



<b>Community Outcome</b>	<b>2.4 We are nurturing our environment, both built and natural attractions for residents and visitors</b>						
<b>Strategy (DP)</b>	<b>Operational Plan Activity</b>	<b>25/26</b>	<b>26/27</b>	<b>27/28</b>	<b>28/29</b>	<b>Measures Targets</b>	<b>Responsibility</b>
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
<b>Progress Report - October, November, December 2025</b>							
<ul style="list-style-type: none"> <li>• A resolution was adopted at the December Council Meeting to extend the Friends of Tenterfield Airport Lease to 90 years (30 x 30 x 30). The lease will be finalised and signed in January 2026.</li> <li>• Tenterfield Total Care draft lease for 136-138 Manners Street, Tenterfield – with solicitors - ongoing.</li> <li>• Urbenville Medical Centre - another Doctor will be taking over the practice. Currently the Lease is being drafted and reviewed by UMC doctor in October - ongoing.</li> <li>• Tenterfield &amp; District Community FM Radio Association Inc Lease has been signed and returned to the Real Estate - complete.</li> <li>• Tenterfield Child Care Centre has renewed their lease for an additional 12 months and waiting on committee to sign updated lease – requested adjustments.</li> </ul>							
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
<b>Progress Report - October, November, December 2025</b>							
The development of the Buildings and Amenities Asset Management Plan has been updated, and a draft copy is being reviewed. The final plan will be provided to Council for adoption.							

<b>Future Direction Two: Economy</b> <i>Good opportunities</i>								\$
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	Lands Management Officer	
<b>Progress Report - October, November, December 2025</b> Native Title advice was provided for Tenterfield Park in November.								
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	
<b>Progress Report - October, November, December 2025</b> To be addressed in future quarterly reports.								

**Future Direction Two: Economy**

*Good opportunities*



<b>Community Outcome</b>	<b>2.4 We are nurturing our environment, both built and natural attractions for residents and visitors</b>						
<b>Strategy (DP)</b>	<b>Operational Plan Activity</b>	<b>25/26</b>	<b>26/27</b>	<b>27/28</b>	<b>28/29</b>	<b>Measures Targets</b>	<b>Responsibility</b>
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 Open Space, Regulatory & Utilities
<b>Progress Report - October, November, December 2025</b>							
<p><b>Enforcement Activity</b></p> <ul style="list-style-type: none"> <li>• Infringements issued: 4</li> <li>• Failure to prevent dog escaping: 1</li> <li>• Parking longer than permitted: 3</li> </ul> <p><b>Animal Management</b></p> <ul style="list-style-type: none"> <li>• Animals impounded:</li> <li>• Dogs: 10</li> <li>• Cats: 1</li> </ul> <p>Outcomes</p> <ul style="list-style-type: none"> <li>• Released to rescue: 7 dogs</li> <li>• Euthanised (illness): 1 cat</li> <li>• Euthanised at owner's request (aggressive): 3 dogs</li> </ul> <p><b>Compliance Matters Investigated</b></p> <ul style="list-style-type: none"> <li>• Illegal dumping: 4 (multiple sites along Bruxner Highway, Tenterfield-Tabulam)</li> <li>• Abandoned vehicles: 2</li> <li>• Barking dog complaints: 6</li> <li>• Noise / other complaints: 3 (motorbike, music, rooster)</li> <li>• Roaming stock: 4</li> <li>• Illegal camping: 2</li> <li>• Overgrown land: 2</li> <li>• Untidy premises: 1</li> </ul>							

**Future Direction Two: Economy**

*Good opportunities*



<b>Community Outcome</b>	<b>2.4 We are nurturing our environment, both built and natural attractions for residents and visitors</b>						
<b>Strategy (DP)</b>	<b>Operational Plan Activity</b>	<b>25/26</b>	<b>26/27</b>	<b>27/28</b>	<b>28/29</b>	<b>Measures Targets</b>	<b>Responsibility</b>
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 <i>NSW Local Government Act 1993</i> , <i>Environmental Protection Act 1979</i> and <i>Protection of the Environment Operations Act 1997</i> and Associated Regulations	X	X	X	X	Issuance of Notices and Orders when required	Manager Open Space, Regulatory & Utilities
<b>Progress Report - October, November, December 2025</b>							
Nuisance order issued for fail to prevent dog escaping.							

**Future Direction Two: Economy**

*Good opportunities*



<b>Community Outcome</b>	<b>2.4 We are nurturing our environment, both built and natural attractions for residents and visitors</b>						
<b>Strategy (DP)</b>	<b>Operational Plan Activity</b>	<b>25/26</b>	<b>26/27</b>	<b>27/28</b>	<b>28/29</b>	<b>Measures Targets</b>	<b>Responsibility</b>
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
<b>Progress Report - October, November, December 2025</b>							
Provisions of both plans are delivered consistently through the assessment and determination of Development Applications and subsequent Construction Certificates, Inspections, Occupations Certificates.							
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
<b>Progress Report - October, November, December 2025</b>							
<b>Heritage Advisor</b>							
<ul style="list-style-type: none"> <li>• Minor works applications: 85 Molesworth Street, 89 Molesworth Street, 336 Rouse Street.</li> <li>• Reviewed and upgraded Stage Heritage Inventory forms : 212 Rouse Street, 210 Rouse Street, 262 Rouse Street, 275-281 Rouse Street, 305 Rouse Street, 121 Cowper Street.</li> <li>• Reviewed signage School of Arts, 2 x attendances at Council, 2 site meetings, consultation and collaboration on St Stephens Church, Bakery and Cobb &amp; Co signage, advice on 324 Rouse Street, advice on former Urbenville Post Office.</li> <li>• Heritage referral report - 121 Cowper Street, review of Stannum heritage grant works.</li> <li>• Site inspections: 151 Manners Street.</li> <li>• Local Grants - letters of offer forwarded.</li> </ul>							

Future Direction Two: Economy <span style="float: right;">\$</span>							
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
<b>Progress Report - October, November, December 2025</b> <ul style="list-style-type: none"> <li>• 35 DAs lodged</li> <li>• 38 DAs approved</li> <li>• 19 Construction Certificates issued</li> <li>• 15 On Site Sewage Management (OSSMs) applications lodged</li> <li>• 19 OSSMs approved</li> <li>• 17 Occupation Certificates issued</li> <li>• 6 GIPA applications processed</li> <li>• 25 Dwelling permissibility searches and responses</li> <li>• 105 x 10.7 Planning Certificates issued</li> <li>• 24 x 735a certificates issued</li> </ul>							
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
<b>Progress Report - October, November, December 2025</b> Ongoing consultation with consultant.							

## 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 Open Space, Regulatory & Utilities
<p><b>Progress Report - October, November, December 2025</b></p> <ul style="list-style-type: none"> <li>Placed a weed articles in the Your Local News and facebook posts.</li> <li>Attended the Tropical Soda Apple Taskforce meeting Coffs Harbour and Regional Weeds committee meeting and weed officers meeting in Armidale in November.</li> </ul>							

<b>Future Direction Three: Environment</b> <i>Well looked after</i> 							
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 Open Space, Regulatory & Utilities
<b>Progress Report - October, November, December 2025</b> <b>High Risk Sites</b> <ul style="list-style-type: none"> <li>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. Scent detection dogs were used across all sites in October and December.</li> <li>Tropical Soda Apple - 8 properties were inspected in the Urbenville area.</li> <li>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.</li> </ul> <b>Others</b> <ul style="list-style-type: none"> <li>Tenterfield Sale yards, Tenterfield Campdraft grounds, Endurance Riding grounds and the crooked creek campground.</li> </ul> <b>High Risk Pathways</b> <ul style="list-style-type: none"> <li>The New England Highway (serrated tussock), Bruxner Highway (clear), Bruxner Way (serrated tussock). 4 Black Knapweed plants were found along Bellevue Road over the last 3 month period, no plants found on Aldershot Road.</li> </ul> <b>High Risk Waterways</b> <ul style="list-style-type: none"> <li>The Dumaesq River and Mole River were inspected where accessible. No new incursions were found.</li> </ul> <b>Spraying activities</b> <ul style="list-style-type: none"> <li>Lantana, Blackberry and Groundsel Bush were treated along the Mt Lindsey Highway. St John's Wort Treated along the New England Highway, Billirimba Road and Rifle Range Road.</li> <li>Blackberrys were treated on roadsides throughout the tenterfield district and the Bruxner Way.</li> </ul> <p>Council lands sprayed were the new and old water treatment plants, sewage plant and ponds, Tenterfield Sale yards, Tenterfield Transfer Station and pound, Tenterfield Parks and Streets and privet removal from the Tenterfield Creek from Douglas Street to the Showgrounds on the Western side of the creek.</p>							

**Future Direction Three: Environment**

*Well looked after*



<b>Community Outcome</b>	<b>3.1 We are proactive in preventing the spread of weeds and advocating control of pest feral animals</b>						
<b>Strategy (DP)</b>	<b>Operational Plan Activity</b>	<b>25/26</b>	<b>26/27</b>	<b>27/28</b>	<b>28/29</b>	<b>Measures Targets</b>	<b>Responsibility</b>
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
<b>Progress Report - October, November, December 2025</b>							
Nothing to report in this period.							
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
<b>Progress Report - October, November, December 2025</b>							
Nothing to report in this period.							

**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	
<p><b>Progress Report - October, November, December 2025</b></p> <p>A report was presented to Council regarding funding for this project. This project will now commence. Landfill operator position re-advertised.</p>								
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	
<p><b>Progress Report - October, November, December 2025</b></p> <ul style="list-style-type: none"> <li>Scrap steel piles collected from Tenterfield, Urbenville and Drake transfer stations.</li> <li>A temporary waste pad at Boonoo Boonoo landfill has been used to temporarily store waste since October 2025 while awaiting completion of Cell 5 construction.</li> <li>Boonoo Boonoo cell 5 and leachate pond construction is progressing noting serious weather delays and significant rock found in Cell 5 which has now been removed. Leachate pond readied for lining in January 2026.</li> </ul>								

**Future Direction Three: Environment**

*Well looked after*



<b>Community Outcome</b>	<b>3.3 Our towns and villages are tidy and welcoming</b>						
<b>Strategy (DP)</b>	<b>Operational Plan Activity</b>	<b>25/26</b>	<b>26/27</b>	<b>27/28</b>	<b>28/29</b>	<b>Measures Targets</b>	<b>Responsibility</b>
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	Director of Infrastructure Services
<b>Progress Report - October, November, December 2025</b>							
The Building Condition Assessment Plan was completed in February 2025 with 235 buildings inspected and a Building Condition Assessment on each building and park asset provided and budget closed off.							
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
<b>Progress Report not required until 2027/28</b>							

<b>Future Direction Three: Environment</b> <i>Well looked after</i>								
Community Outcome	<b>3.4 Local volunteers, Council and Emergency Service agencies work together to prepare for natural disasters such as fire and floods</b>							
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	
<b>Progress Report - October, November, December 2025</b> Ongoing								
3.4.2 Council's Local Emergency Management Officer (LEMO) and Deputy LEMO represent Council on the Local Emergency Management 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	
<b>Progress Report - October, November, December 2025</b> LEMC meeting held 3 December – Incident 27 October 2025, attendance of LEMO at RFS Fire Control Centre, business as usual after that.								
3.4.2 Council's Local Emergency Management Officer (LEMO) and Deputy LEMO represent Council on the Local Emergency Management 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	
<b>Progress Report - October, November, December 2025</b> Ongoing as required.								

## 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

<b>Future Direction Four: Infrastructure</b> <i>Well maintained and reliable</i> 							
Community Outcome	<b>4.1 Our roads are safe and sustainably maintained</b>						
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
<b>Progress Report - October, November, December 2025</b> The Transport Asset Management Plan has been updated, currently being reviewed. 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
<b>Progress Report - October, November, December 2025</b> The Transport Asset Management Plan has been updated, currently being reviewed. The Bridge Asset Management Plan will be considered on the completion of the Transport Asset Management Plan.							
4.1.1 Update and implement the Road Asset Management Plan (RAMP)	4.1.1.3 Identify additional revenue sources to maintain and renew transport infrastructure	X	X	X	X	Additional revenue sources identified	General Manager Communications Officer
<b>Progress Report - October, November, December 2025</b> Currently seeking to identify grant funding opportunities, as they become available, in particular for operational expenditure. Council's Infrastructure team is still under-resourced and heavily burdened with the ongoing expenditure of DRFA and other disaster-related funding, and not currently in a position to take on more grant funded projects.							

**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	
<p><b>Progress Report - October, November, December 2025</b></p> <p>The data that will become available from the updated Transport Asset Management Plan, when complete, will be used to set the 2026/27 budgets. The provision of annual budget will be submitted to Council for review.</p>								
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	
<p><b>Progress Report not required until 2026/27</b></p>								

<b>Future Direction Four: Infrastructure</b> <i>Well maintained and reliable</i> 							
Community Outcome	<b>4.1 Our roads are safe and sustainably maintained</b>						
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
<b>Progress Report not required until 2026/27</b>							
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
<b>Progress Report not required until 2027/28</b>							
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 maintenance and renewal budget	Manager Infrastructure Delivery
<b>Progress Report not required until 2028/29</b>							

**Future Direction Four: Infrastructure**

*Well maintained and reliable*



<b>Community Outcome</b>		<b>4.2 Water flows away through our drains after rain</b>						
<b>Strategy (DP)</b>		<b>Operational Plan Activity</b>	<b>25/26</b>	<b>26/27</b>	<b>27/28</b>	<b>28/29</b>	<b>Measures Targets</b>	<b>Responsibility</b>
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 a 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
<b>Progress Report - October, November, December 2025</b>								
Funding has been allocated in the budget, when the Manager of Infrastructure Delivery's role is filled, planning will progress.								
<b>Community Outcome</b>		<b>4.3 We have reliable mobile and internet access</b>						
<b>Strategy (DP)</b>		<b>Operational Plan Activity</b>	<b>25/26</b>	<b>26/27</b>	<b>27/28</b>	<b>28/29</b>	<b>Measures Targets</b>	<b>Responsibility</b>
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
<b>Progress Report - October, November, December 2025</b>								
Spoke with NBN representative regarding ongoing issues as well as improvements.								

**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
<p><b>Progress Report - October, November, December 2025</b></p> <ul style="list-style-type: none"> <li>• Construction of new lagoons and associated infrastructure at Urbenville WTP is 90+% complete and nearing final commissioning.</li> <li>• Village Bore program for the construction of new bores at Drake, Liston, Legume &amp; Torrington to provide non-potable water for livestock and firefighting is 90+% complete.</li> <li>• Tenterfield Water Treatment Plant – Operational Improvement Opportunities Workshop held with Department of Climate Change, Energy, the Environment and Water Plan staff to assist council staff optimise new plant performance. Identified opportunities have been prioritised and are being implemented progressively.</li> <li>• New water trainee engaged.</li> </ul>							
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	Director of Infrastructure Services
<p><b>Progress Report - October, November, December 2025</b></p> <p>This will be determined as part of the IWCM project.</p>							

**Future Direction Four: Infrastructure**

*Well maintained and reliable*



<b>Community Outcome</b>	<b>4.4 Our water and sewer services are managed well</b>						
<b>Strategy (DP)</b>	<b>Operational Plan Activity</b>	<b>25/26</b>	<b>26/27</b>	<b>27/28</b>	<b>28/29</b>	<b>Measures Targets</b>	<b>Responsibility</b>
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	Director of Infrastructure Services
<b>Progress Report not required until 2027/28</b>							

## 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 management, 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*



<b>Community Outcome</b>	<b>5.1 People are supported to work as volunteers in our community</b>						
<b>Strategy (DP)</b>	<b>Operational Plan Activity</b>	<b>25/26</b>	<b>26/27</b>	<b>27/28</b>	<b>28/29</b>	<b>Measures Targets</b>	<b>Responsibility</b>
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
<p><b>Progress Report - October, November, December 2025</b></p> <p>Nothing to report in this period.</p>							

**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		
<p><b>Progress Report - October, November, December 2025</b></p> <p>The following reports were presented to Council Q2 as follows:</p> <ul style="list-style-type: none"> <li>• Each month Council reported cash reserves and investment positions.</li> <li>• Loan Balances and capital expenditure to 30 September 2025 were tabled at the October 2025 Council meeting.</li> <li>• TSC annual audited financial statements for the year ended 30 June 2025 and the QBRS for September 2025 were presented to Council in November 2025.</li> </ul> <p>Outstanding rates as at 15.12.2025. 43.52% totalling approx. \$7.111m.                      Water Billings outstanding \$87K.</p> <p>Grants and funding received* Q2 include:</p> <ul style="list-style-type: none"> <li>• \$872K - FAG instalment</li> <li>• \$8.8K - Commencement funding Australia day Grant</li> <li>• \$82.5K - Drought Resilience Program Funding with Glen Innes.</li> <li>• \$644K - RNSW2787- Mount Lindesay Road Upgrade Claims.</li> <li>• \$274K - Roads to Recovery Claim</li> <li>• \$82.5K - New Weed Incursion – Black Knapweed Response 2025-26</li> <li>• \$28K - 2025-2026 Weeds Good Neighbour Program</li> </ul> <p><i>*including GST</i></p> <p>Loans: There have been no new borrowings Q2 – 2026. Total debt as at 31.12.2025 = \$18.9m. There were three (3) quarterly loan repayments for Q2 totalling \$113k (principal \$80K and interest payments \$33K).</p>									

<b>Future Direction Five: Leadership</b> <i>A sustainable future</i> 							
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	Director of Corporate Services
<b>Progress Report - October, November, December 2025</b>  As part of the preparation of the Budget 2026/2027 and Long term financial plan, Council is looking to align costs with realistic estimates of assets, lifecycle costs, timelines for project work, economic indicators and the resources required to carry-out those works.  Council continues work on the Asset Management Plan and Workforce Management Plan with information being fed back into the Budget, Delivery Program and Long-Term Financial Plan.  Progress: <ul style="list-style-type: none"> <li>• A contractor has been engaged to update the Asset Management Plan since May 2025.</li> <li>• TSC organisational structure was tabled at the October 2025 Council meeting which along with payroll and recruitment data assist in Budget and LTFP projections.</li> <li>• In December Managers received budget templates to consider their budgets 2026/27.</li> <li>• Consultation, detailed analysis and preparation of LTFP will be conducted January – March 2026.</li> </ul> The results will provide clarity on financial information, timing and approach for a future SRV application when required.							

**Future Direction Five: Leadership**

*A sustainable future*



<b>Community Outcome</b>	<b>5.2 We understand and agree with how public money is spent</b>						
<b>Strategy (DP)</b>	<b>Operational Plan Activity</b>	<b>25/26</b>	<b>26/27</b>	<b>27/28</b>	<b>28/29</b>	<b>Measures Targets</b>	<b>Responsibility</b>
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
<b>Progress Report - October, November, December 2025</b>							
<p>During the Dec 2025 Quarter a review was conducted on the available cash able to be invested in term deposits due to additional grant funding receipts and favourable term deposit interest rates above the cash rate.</p> <p>Council invested \$21.5 million in term deposits from this exercise, increasing term deposit balances for the quarter from \$15million to \$36million. Additional interest earning from investing in the new term deposits rather than leaving funds in the main account at the 3.6% cash rate, will yield an additional \$58K interest over the term of each investment. New investments were carried out in accordance with TSC investment policy.</p> <p>A review of Council's investment policy is due February 2026.</p>							

<b>Future Direction Five: Leadership</b> <i>A sustainable future</i> 							
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
<b>Progress Report - October, November, December 2025</b>  1. Internal Audit <ul style="list-style-type: none"> <li>• Cybersecurity essential eight and Tenterfield Shire Council's ICT working towards maturity level.</li> <li>• Procurement and Contract Management – Continue to work on policies and procedures review and rewrite.</li> </ul> 2. External Audit <ul style="list-style-type: none"> <li>• TSC annual audited financial statements for the year ended 30 June 2025 was presented to Council in November 2025. The auditors gave an unmodified audit opinion.</li> <li>• The interim audit will commence in March 2026.</li> </ul>							

<b>Future Direction Five: Leadership</b> <i>A sustainable future</i> 							
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
<b>Progress Report - October, November, December 2025</b> Regular contact with local State member Ms Janelle Saffin on issues including funding for roads and bridges including disaster funding progress, health services or lack thereof, disaster funding for bushfire affected landowners, community issues, ProspER economic development strategy, drought workshops. Attended Country Mayors Association meetings in October at Parliament House. Mayor, Deputy Mayor and General Manager attended the Local Government NSW Conference in Sydney in November where policy is set for advocacy to State and Federal governments. Mayor Petrie was also on a Biosecurity Panel.							
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
<b>Progress Report - October, November, December 2025</b> Mayor and Deputy Mayor attended the BROC meeting in Moree in October. Sadly Queensland's Cross Border Commissioner Ian Leavers died a short time after this meeting. Ian had contributed greatly to advocating and achieving solutions to a number of Cross Border issues.							

<b>Future Direction Five: Leadership</b> <i>A sustainable future</i> 							
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
<b>Progress Report - October, November, December 2025</b> Council has a continuous improvement approach to Customer Service. The following changes for the Dec25 Qtr: <ul style="list-style-type: none"> <li>• Payment gateway - Initial plans to add efficiencies through automation of customers payment options for rates, fees, charges and forms. Implementation of a payment gateway is planned to start January 2026, which should ease existing manual administration resulting in faster turn-around of services from council.</li> <li>• A second Customer service staff member is being considered. Council is currently drawing on Rates and Finance staff to assist with Customer Service, diverting resources away from core duties.</li> <li>• AI Assistant available on the TSC website continues to be refined to help the community navigate the website and receive information quickly.</li> </ul>							

<b>Future Direction Five: Leadership</b> <i>A sustainable future</i> 							
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
<b>Progress Report - October, November, December 2025</b> The rating model categories are being considered in the annual budget and LTFP planning process in Mar 26 Qtr.							
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
<b>Progress Report - October, November, December 2025</b> The development of SRV scenarios are being considered in the annual budget and LTFP planning process in Mar 26 Qtr.							

<b>Future Direction Five: Leadership</b> <i>A sustainable future</i> 							
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
<b>Progress Report - October, November, December 2025</b> <ul style="list-style-type: none"> <li>• Annual Report adopted by Council and sent to the OLG</li> <li>• Annual Government Information Public Access Report submitted to the Information and Privacy Commissioner</li> <li>• Coordination of ARIC meeting 10 December</li> <li>• Readoption of Code of Conduct and the Procedures for the Administration of the Code of Conduct</li> <li>• 2025 Model Code of Meeting Practice deliberations, public exhibition and adoptions</li> </ul>							

<b>Future Direction Five: Leadership</b> <i>A sustainable future</i> 							
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
<b>Progress Report - October, November, December 2025</b> <p>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 for the quarterly reporting period have been:</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• To provide continuous learning, mentorship and development pathways enabling succession planning.</li> <li>• 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. Other initiatives sought include apprentices/traineeships to assist in building our workforce capacity within critical areas of Council.</li> <li>• 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.</li> </ul> <p>Full Time Equivalent (FTE) – as at December 2025, the full time equivalent of Council was 91, which comprised of 88 full time positions and 8 part time positions (this figure does not include casuals or traineeships/apprenticeships).</p> <p>Training and development that has occurred:</p> <ul style="list-style-type: none"> <li>• Diploma in Facilities Management ongoing</li> <li>• 2x Traineeship - Certificate III in Water Industry Operations – ongoing</li> <li>• Planning for Non-Planners course</li> <li>• Managing Sealed and Unsealed Local Roads.</li> </ul>							

<b>Future Direction Five: Leadership</b> <i>A sustainable future</i> 							
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
<b>Progress Report - October, November, December 2025</b>  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.  Training, information and instruction has been delivered to staff regarding incident reporting and investigation procedures.  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.							

<b>Future Direction Five: Leadership</b> <i>A sustainable future</i> 							
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
<b>Progress Report - October, November, December 2025</b> <p>Tenterfield Shire Council again participated in all three of their insurer Statewide Mutual's Continual Improvement Pathway (CIP) in 2025, and received the results of the three topics in December 2025. The report also benchmarks Council with other members in your region, Office of Local Government Group and the State. Council's results compared against the State, North West Region and OLG 10 Group average.</p>							

<b>Future Direction Five: Leadership</b> <i>A sustainable future</i> 							
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
Recruitment that has occurred <ul style="list-style-type: none"> <li>• Manager Infrastructure &amp; Delivery - To be readvertised</li> <li>• Senior Projects Engineer (Water &amp; Waste) - To be readvertised</li> <li>• Plant Operator (Water Cart) Tenterfield (readvertised)</li> <li>• Library Information &amp; Programs Officer (readvertised)</li> <li>• Waste Disposal Officer (Boonoo Boonoo Landfill) (readvertised)</li> <li>• Team Leader (Excavator)</li> <li>• Procurement Officer</li> <li>• Communications Officer</li> <li>• Team Leader (Grader)</li> </ul>							

**Future Direction Five: Leadership**

*A sustainable future*



<b>Community Outcome</b>	<b>5.3 Our local leaders are respected and trusted to make our shire a better place</b>						
<b>Strategy (DP)</b>	<b>Operational Plan Activity</b>	<b>25/26</b>	<b>26/27</b>	<b>27/28</b>	<b>28/29</b>	<b>Measures Targets</b>	<b>Responsibility</b>
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
<p><b>Progress Report - October, November, December 2025</b></p> <p>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:</p> <ul style="list-style-type: none"> <li>• Round 1 – Two traineeships in Water Operations - successful</li> <li>• Round 3 – Six apprenticeships in Civil Construction.</li> </ul>							

<b>Future Direction Five: Leadership</b> <i>A sustainable future</i> 							
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
<b>Progress Report - October, November, December 2025</b> <ul style="list-style-type: none"> <li>• Monthly reports presented at Ordinary Council meetings for status and progress of Councillor Works/Services requests in the months of October, November &amp; December</li> <li>• One media release was shared with Councillors</li> <li>• 14 items of information relating to public, community and upcoming events were received and shared with Councillors</li> </ul>							
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
<b>Progress Report - October, November, December 2025</b> <p>This project has been postponed allowing time to secure additional funding. Some of 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 scope ready for tendering by the end of 2026, with potential go live on finance modules in July 2028.</p>							

<b>Department:</b>	<b>Office of the Director Corporate Services</b>
<b>Submitted by:</b>	Director Corporate Services
<b>Reference:</b>	<b>ITEM GOV10/26</b>
<b>Subject:</b>	<b>INVESTMENT POLICY - REVIEW</b>

#### **LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK**

<b>CSP Goal:</b>	<b>Leadership</b> - Council is a transparent, financially sustainable and high-performing organisation, delivering valued services to the Community.
<b>CSP Strategy:</b>	Ensure Council operates in an effective and financially sustainable manner to deliver affordable services.
<b>CSP Delivery Program</b>	Ensure that financial sustainability and the community's capacity to pay inform adopted community service levels.

#### **SUMMARY**

The purpose of this report is for Council to review and adopt the Investment Policy.

#### **OFFICER'S RECOMMENDATION:**

**That Council adopts the reviewed and unchanged Investment Policy as attached to the report.**

#### **BACKGROUND**

Council is required to review its Investment Policy each year. The Investment Policy was last revised by Council at the February 2025 Ordinary Council Meeting and is due for review.

It is up to Council to set the Framework for investing Council monies that it considers appropriate in terms of risk management.

#### **REPORT:**

The aim of the Investment Policy continues to be to ensure that all surplus funds are prudently invested, obtaining the best possible interest rates, whilst ensuring the least possible risk by taking into consideration the financial institution's credit rating.

No changes have been made in the policy this review.

The Australian financial and banking sector has seen a significant rise in interest rates over the last year. This has led to banking institutions providing competitive and comparatively higher interest returns of Council funds.

#### **COUNCIL IMPLICATIONS:**

- 1. Community Engagement / Communication (per engagement strategy)**  
There are no Community Engagement implications as a result of this report.
- 2. Policy and Regulation**  
This Investment Policy replaces previous versions of the said Policy.
- 3. Financial (Annual Budget & LTFP)**

Our Governance No. 10 Cont...

Council receipt of interest income will be higher than previous years and this will result in adjustments being made in the Quarterly Budget Reviews during the financial year.

**4. Asset Management (AMS)**

Nil.

**5. Workforce (WMS)**

Nil.

**6. Legal and Risk Management**

There are no legal implications as a result of this report. Investment risk is managed via the framework included in the Investment Policy.

**7. Performance Measures**

Nil.

**8. Project Management**

Nil.

**Hein Basson**  
**General Manager**

Prepared by staff member:	Liz Alley
Approved/Reviewed by Manager:	Hein Basson, General Manager
Department:	Office of the Director Corporate Services
Attachments:	<b>1</b> Investment Policy

<b>POLICY NAME</b>	<b>INVESTMENT POLICY</b>
Date Adopted	
Resolution Number	
Policy Custodian	Director or Corporate Services
Policy Development Officer	Manager Finance & Technology
Review Date	February 2027 (1 year)
Relevant Legislation	 Local Government Act (NSW) 1993 – sec 625 Local Government (General) Regulation (NSW) 2021 – Reg 212 Ministerial Investment Order The Trustee Amendment (Discretionary Investments) Act 1997 – sec 14A(2), 14C(1) and (2) Department of Premier and Cabinet Division of Local Government – Investment Policy Guidelines – May 2010 Local Government Code of Accounting Practice and Financial Reporting Australian Accounting Standards
Related Documents	N/A

**POLICY OBJECTIVES**

The purpose of this policy is to provide a framework for the optimum investment of Tenterfield Shire Council’s funds at the most favourable rate of interest available to it at the time to maximize returns whilst having due consideration of risk tolerance, liquidity and security for its investments.

While exercising the power to invest, consideration is to be given to the preservation of capital, liquidity, and the return on investment.

- Preservation of capital is the principal objective of the investment portfolio. Investments are to be placed in a manner that seeks to ensure security and safeguarding the investment portfolio. This includes managing credit and interest rate risk within identified thresholds and parameters. In setting these limits Council is determining the general level of risk that is acceptable for public monies managed for the

Tenterfield Shire Council community.

- Investments should be allocated to ensure there is sufficient liquidity to meet all reasonably anticipated cash flow requirements, as and when they fall due, without incurring the risk of significant costs due to the unanticipated sale of an investment.
- Investments are expected to achieve a market average rate of return in line with the Council's risk tolerance.

#### **POLICY SCOPE**

This policy applies to investment monies built up through:

- General unrestricted reserves created through rate income and other revenue sources exceeding (re)current expenditure, sale of properties and other assets;
- Restricted reserves that accrue through contributions under Section 7.11 of the Environmental Planning and Assessment Act 1979;
- Internally restricted reserves;
- Restricted reserves accruing through special purpose grants; donations etc.;
- Loan proceeds drawn down awaiting expenditure; and
- Timing differences within the year between rate receipts and applications.

#### **POLICY STATEMENT**

An investment policy is a governing document that incorporates the provisions of Section 625 of the Local Government Act 1993, the Local Government Regulations, the Investment Policy Guidelines and the current Ministerial Investment Order at 11 February 2011 to guide the investment process. It should communicate the Council's:

- investment philosophy;
- overall risk policy
- identify the roles for those involved in the investment process; and
- detail the requirements for compliance with the policy's goals and procedures.

Interest on investments represents a significant contribution to the total income of Council and it is essential that Council has clear policy guidelines as to how funds can be invested. While the Local Government Act 1993 – Order (relating to investments by Councils) is quite explicit as to the types of institutions with which Council can invest, there are nevertheless variations in the financial ratings of these institutions and the types of investments that can be purchased, which are not explained. This policy aims to clearly state the

institutions with which Council can invest, the maximum proportion of funds that may be placed with individual organisations, and the types of investments entered into.

This policy ensures that Council and its representatives exercise care, diligence, and skill that a prudent person would exercise in investing Council's funds in seeking to first minimize the risk or loss or liquidity constraints, and secondly receive the appropriate return.

Council officers that are involved in selecting, reviewing and/or monitoring investment products should use this policy to ensure they understand the parameters, risks, and expectations that Councils are required to consider when making an investment.

#### **Delegation of Authority**

Authority for the implementation of the Investment Policy is delegated by Council to the General Manager in accordance with the Local Government Act 1993.

The General Manager may in turn delegate the day-to-day management of Council's investment to the Responsible Accounting Officer or senior staff, subject to regular review. The Responsible Accounting Officer is the Manager Finance and Technology.

Delegated staff will have the appropriate level of skills to undertake the investment functions of Council.

Council Officer's delegated authority to manage Council's investments shall be recorded, and they shall be required to acknowledge they have received a copy of this policy and understand their obligations in this role.

#### **Prudent Person Standard**

The investment will be managed with the care, diligence and skill that a prudent person would exercise. As trustees of public monies, officers are to manage Council's investment portfolios to safeguard the portfolio in accordance with the spirit of the Investment Policy.

Whenever an investment deposit is proposed, the Council Officer shall obtain not less than three (3) quotations from authorised institutions.

#### **Ethics and Conflict of Interest**

Council officers shall refrain from personal activities that would conflict with the proper execution and management of Council's investment portfolio. This policy requires officers to disclose any conflict of interest to the General Manager.

Independent advisors are also required to declare that they have no actual or perceived conflicts of interest.

### **Approved Investments**

The Ministerial Investment Order allows for the following as approved investments:

- Commonwealth / State / Territory Government security i.e. bonds;
- Interest bearing deposits issued by an authorised Deposit-taking Institution (ADI)
- Bills of exchange, (<200 days duration), guaranteed by and Authorised Deposit taking Institution (ADI);
- Debentures issued by NSW Local Government; and
- Deposits with NSW Treasury and/or investments in TCorp's Hour-Glass Investment Facility.

### **Prohibited Investments**

This Investment Policy prohibits, but is not limited to, any investment carried out for speculative purposes including:

- Any investment product that is not included in the Ministerial Investment Order and the "Approved Investments" listing outlined above;
- Principal only investments or securities that provide potentially nil or negative cash flow; and
- Standalone securities issued that have underlying futures, options, forwards contracts and swaps of any kind.

This policy also prohibits the use of leveraging (borrowing to invest) an investment, but to clarify, does not exclude loans for other purposes (such as loans under the Local Infrastructure Renewal Scheme) being invested prior to the expenditure of those funds for their intended purpose.

### **Investment Advisor**

If an investment advisor is engaged s/he must be approved by Council and licensed by the Australia Securities and Investment Commission. The advisor must be an independent person who has no actual or potential conflicts of interest in relation to investment products being recommended. The investment advisor may recommend the most appropriate product within the terms and conditions of the investment Policy.

The independent advisor is required to provide written confirmation that s/he does not have any actual or potential conflicts of interest in relation to the investments s/he is recommending or reviewing, including that s/he is not receiving any commissions or benefits in relation to the investments being recommended or reviewed.

### **Risk Management Guidelines**

Investments obtained are to be considered in light of the following key criteria:-

- Credit Risk – the risk that an institution/entity Council has invested in

- fails to pay the interest and or repay the principle of an investment;
- Preservation of Capital – the requirement for preventing losses in an investment portfolio’s total value;
- Diversification of Financial Institutions – the requirement to place investments in a broad range of institutions so as not to be over exposed to a particular organisation within the investment market;
- Market Risk – the risk that the fair value or future cash flows of an investment will fluctuate due to changes in market prices;
- Liquidity Risk – the risk an investor is unable to redeem the investment at a fair price within a timely period; and
- Maturity Risk – the risk relating to the length of term to maturity of the investment. The larger the term, the greater the length of exposure and risk to market volatilities.

**Credit and Maturity Limits**

Investments obtained must comply with key criteria as indicated below relating to:

- a. Portfolio Credit Framework: limit overall credit exposure to the portfolio;
- b. Counterparty Credit Framework: limit exposure to individual counterparties/institutions;
- c. Term of Maturity Framework: limits based upon maturity of securities;
- d. Protection of Principal: Investments entered into must be structured to minimise risk of loss of principal;
- e. Grant Funding Conditions: conditions relating to grant funding available to invest must be complied with;
- f. Trust funds are excluded from this Policy as they must be kept in a separate bank account.

**A) Overall Portfolio Limits**

The following credit framework limits the percentage of the portfolio exposed to any particular credit rating category:-

S&P Long Term Rating	S&P Short Term Rating	Direct Investment Maximum %
AAA to AA-	A-1+	100%
A to A-	A-1	45%
BBB+ to BBB-	A-2	25%
BB+ to D	-	10%
Government*		100%

**B) Counterparty Credit Framework**

This limits the exposure to an individual institution based on the credit

rating of that institution such that exposure to any one institution is limited, as detailed in the table below:-

S&P Long Term Rating	S&P Short Term Rating	Direct Investment Maximum %
AAA to AA-	A-1+	60%*
A to A-	A-1	35%
BBB+ to BBB	A-2	15%
BB+ to D	-	5%
Government*		100%

\*Recognising that at times due to timing issues this may increase to 100% for brief periods.

For the purpose of determining the "Direct Investment Maximum %", an investment in an approved institution which operates as a division of a parent institution, shall be treated as being an investment in the parent institution.

C) Term to Maturity Framework

The investment portfolio is to be invested within the following maturity constraints:

<b>Overall Portfolio Term to Maturity Limits</b>	
Portfolio % < 1 year	100% maximum 60% minimum
Portfolio % > 1 year < 5 years	40%
<b>Individual Investment Maturity Limits</b>	
ADI	Five (5) years
Non ADI	Three (3) years

\*An exception to the above limits applies to funds placed with either the Australian Federal Government or the NSW State Government or their respective Treasury Functions. 100% of Council's monies can be placed with these institutions. In the event that an entity is unrated by S&P but rated by Moody's or Fitch, the S&P equivalent to that rating is to be utilised into the above framework. The short-term credit rating will apply in the case of discrepancies between the short and long-term rating.

**Benchmarking**

Performance benchmarks are to be provided for comparative purposes only. The benchmark is not an investment return target. The rate of return on Council's investments will be dependent on Council's risk tolerance.

The Term Deposit rate for the average 90-day rate of the five (5) largest banks identified in the Bloomberg Ausbond Bank Bill Index is considered appropriate for the purpose of benchmarking Council's investments.

### **Reporting and Reviewing of Investments**

Documentary evidence must be held for each investment and details thereof maintained in an Investment Register.

Certificates must be obtained from the financial institutions confirming the amounts of investments held on Council's behalf as at 30 June each year and reconciled to the Investment Register.

All investments are to be appropriately recorded in Council's financial records and reconciled at least on a monthly basis.

A monthly report will be provided to Council. The report will detail the investment portfolio in terms of performance, percentage exposure of total portfolio, maturity date and changes in market value. Any material deterioration in Council's investment portfolio is to be reported to Council at the next available Ordinary Council Meeting.

Any breaches of the Policy will also be included in the first investment report following the discovery of any breach.

This Investment Policy will be reviewed at least once a year or as required in the event of legislative changes. The Investment Policy may also be changed as a result of other amendments that are to the advantage of Council and in the spirit of this policy. Any amendment to the Investment Policy must be by way of Council resolution.

### **ACCOUNTABILITY, ROLES & RESPONSIBILITY**

#### **Elected Council**

- Provide strategic direction and stewardship;
- Consider legislative requirements and good governance when setting policies and strategies;
- Adopt an Investment Policy annually.

#### **General Manager, Executive and Management Teams**

- Implement the policy and oversee the compliance of Council investments with the policy;
- Keeping abreast of legislative amendments and review and make recommendations for variations to the policy as required.

#### **Individual Managers**

- Manager Finance and Technology to ensure adherence to this Policy and report any breaches;
- Officers' delegated authority to manage Council's investments shall be recorded and required to acknowledge they have received a copy of this policy and understand their obligations in this role.

**POLICY DEFINITIONS**

Authorised Deposit-taking Institutions (ADIs)	Are corporations authorised under the Bank Act 1959 (Cwth) to take deposits from customers. ADI's include banks, building societies and credit unions all of which are regulated by the Australian Prudential Regulation Authority.
Bank Bill Swap Rate	A compilation and average rate of market rates supplied by domestic banks relating to multiple maturities of bank bills.
Bloomberg Ausbond Bank Bill Index	Is an index comprised of 13 synthetic instruments defined by rates interpolated from the RBA 24-hour cash rate and the one and three month Bank Bill Swap Rates.
Bill of Exchange	An unconditional order in writing, addressed by one person to another, signed by the person giving it, requiring the person to whom it is addressed to pay on demand, or at a fixed or determinable future time, a sum certain in money to or to the order of a specified person, or to bearer.
Credit Risk	Is the risk of loss to an investor due to the failure of the institution/entity with which an investment is held to pay the interest and/or repay the principal of an investment.
Debenture	A debt security usually secured by a fixed or floating charge over an underlying asset or pool of assets. Debentures are normally issued by companies in return for medium and long-term investment funds.
Floating Rate Notes	Securities that (in Australia) pay a coupon normally priced at a fixed margin above the Bank Bill Swap Rate.
Interest Rate Risk	The risk that the fair value or future cash flows of an investment will fluctuate because of changes in market interest rates.
Investment Portfolio	The total pool of all the Council's investments.
Liquidity Risk	The risk that Council runs out of cash, is unable to redeem the investments at a fair price within a timely period, and thereby incurs additional costs – either due to its own liquidity management or through changes in the liquidity profile of an investment.
Market Risk	The risk that the fair value or future cash flow of

	an investment will fluctuate due to changes in market prices.
Maturity Risk	The risk relating to the length of term to maturity of the investment. The larger the term, the greater the length of exposure and risk to market volatilities.
Preservation of Capital	Refers to an investment strategy with the primary goal of preventing losses in an investment portfolio's total value.
Prudent person standard	Is a legal standard restricting the investing and managing of a client's account to what a prudent person seeking reasonable income and preservation of capital might exercise for his or her own investment.
Responsible Accounting Officer (RAO) of Council	A member of the staff of the Council designated by the General Manager, or if no such member has been designated, the General Manager (LGRR, clause 196).
TCorp	NSW Treasury Corporation.
Term Deposits (or Deposits)	Non-tradeable investments offered by ADIs with varying maturity dates (normally from one month to 60 months) and a rate set at the outset. Interest is normally payable upon maturity or if the term is longer than 12 months, annually from the investment date. Penalties apply if the funds are withdrawn before maturity and a notice period of 31 days is usually required.

**VERSION CONTROL & CHANGE HISTORY**

Previous Versions	Date of Adoption by Council	Resolution #	Author/Editor	Summary of Changes
V1.0	27/04/00	334/00	Council	Adoption of Original Policy
V2.0	28/11/07	690/07	Council	Revised
V3.0	22/10/08	236/08	Council	Revised
V4.0	22/09/10	680/10	Council	Revised
V5.0	26/10/11	509/11	Council	Revised
V6.0	24/10/12	427/12	Council	Revised
V7.0	23/10/13	385/13	Council	Revised
V8.0	21/05/14	159/14	Council	Revised
V9.0	20/05/15	137/15	Council	Revised
V9.1	18/05/16	120/16	Council	Revised
V10.0	28/06/17	105/17	Council	Revised
V11.0	23/05/18	97/18	Council	Revised
V12.0	22/05/19	121/19	Council	Revised
V13.0	24/06/20	108/20	Council	Revised
V14.0	23/11/22	226/22	Council	Revised
V15.0	26/02/25	14/25	Liz Alley	Amended Legislation and Position Titles
V16.0			Liz Alley	Revised with no changes

<b>Department:</b>	<b>Office of the Director Corporate Services</b>
<b>Submitted by:</b>	Mark Cooper, Manager Open Space, Regulatory & Utilities and Tamai Davidon, Manager Planning & Development
<b>Reference:</b>	<b>ITEM GOV11/26</b>
<b>Subject:</b>	<b>UPDATED COMPLIANCE AND ENFORCEMENT POLICY</b>

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

## SUMMARY

The purpose of this Report is to update the Compliance and Enforcement Policy.

## OFFICER'S RECOMMENDATION:

**That Council:**

**Adopts the reviewed and updated Compliance and Enforcement Policy.**

## BACKGROUND

Council policies are instruments which form part of Council's organisational framework that supports the communication of organisational direction and legislative compliance while pursuing Council's activities.

The Compliance and Enforcement Policy replaces the Enforcement Policy for Unlawful Activities which last had an individual review at the 25 March 2015 Council meeting and was then included with other policies re-adopted at the 23 August 2017, 25 November 2020 and 21 December 2022 Council meetings.

## REPORT:

Since Council adopted the Enforcement Policy for Unlawful Activities at the 25 March 2015 Council Meeting, the NSW Ombudsman has published updated *Enforcement Guidelines for Councils*, upon which this policy is based. There have also been changes in the Organisational Structure of Tenterfield Shire Council, changes in staff and the Policy format have been updated.

Additions or amendments to the previously adopted Enforcement Policy for Unlawful Activities appear as red text.

## COUNCIL IMPLICATIONS:

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

Our Governance No. 11 Cont...

Nil required.

## **2. Policy and Regulation**

- *Local Government Act 1993*
- *Environmental Planning and Assessment Act 1979*
- *Protection of the Environment Operations Act 1997*
- *Companion Animals Act 1998*
- *Crown Land Management Act 2016*
- *Road Rules 2014*
- *Public Spaces (Unattended Property) Act 2021*
- *Rural Fires Act 1997*
- *Swimming Pools Act 1992*
- *Food Act 2003*
- *Public Health Act 2010*
- *The Government Information (Public Access) Act 2009*

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

Nil.

## **4. Asset Management (AMS)**

Nil.

## **5. Workforce (WMS)**

Nil.

## **6. Legal and Risk Management**

As the regulatory authority, Tenterfield Shire Council implements laws in accordance with legislation, to uphold social order and prevent or minimize harm to health, welfare, safety, property or to the environment.

As local councils are expected to act promptly, consistently and effectively in response to allegations of unlawful activity, the NSW Ombudsman has provided *Enforcement Guidelines for Councils*. These encourage councils to adopt a responsive and proportionate approach to enforcement and to inform Council's designated and authorised staff to enforce legislation appropriately.

The Compliance and Enforcement Policy is part of a suite of policies that help to inform staff and the public of relevant legislation under various Acts and to mitigate risk in management of unlawful activity. The integrity of Council relies upon staff, volunteers, contractors and subcontractors being aware of regulations and the action that will be undertaken where there are reported breaches of these regulations.

## **7. Performance Measures**

Nil.

## **8. Project Management**

Our Governance No. 11 Cont...

Nil.

**Matthew Francisco**  
**Director of Infrastructure Services**

Prepared by staff member: Mark Cooper, Manager Open Space, Regulatory & Utilities and Tamai Davidon, Manager Planning & Development

Approved/Reviewed by Manager: Matthew Francisco, Director Infrastructure Services

Department: Office of the Director Corporate Services

Attachments: **1** Draft Compliance and Enforcement Policy 12 Pages

<b>POLICY NAME</b>	<b>Compliance and Enforcement Policy</b>	
Date Adopted	Council Meeting Date	
Resolution Number	XXX/25	
Policy Custodian	Director of Infrastructure Services	
Policy Development Officer	Administration Assistant	
Review Date	(3 years from resolution date)	
Relevant Legislation	<ul style="list-style-type: none"> <li>• Local Government Act 1993</li> <li>• Environmental Planning and Assessment Act 1979</li> <li>• Protection of the Environment Operations Act 1997</li> <li>• Companion Animals Act 1998</li> <li>• Crown Land Management Act 2016</li> <li>• Road Rules 2014</li> <li>• Public Spaces (Unattended Property) Act 2021</li> <li>• Rural Fires Act 1997</li> <li>• Swimming Pools Act 1992</li> <li>• Food Act 2003</li> <li>• Public Health Act 2010</li> <li>• The Government Information (Public Access) Act 2009</li> </ul>	
Related Documents	<ul style="list-style-type: none"> <li>• Customer Service Policy</li> <li>• Delegation of Authority Register</li> <li>• Local Orders for the Keeping of Animals in Urban Areas of Tenterfield Shire</li> <li>• Local Orders Policy</li> <li>• Complaints and Unreasonable Conduct Policy</li> </ul>	

**POLICY OBJECTIVES**

The objectives of this policy are to establish clear guidelines for the management of unlawful activity, having regard to all the relevant information, including the available evidence, cost to the community, the circumstances of the individual case, public interest and precedent considerations.

Council’s own employees and contractors carrying out works must do so in accordance with the law and this policy.

**POLICY SCOPE**

Councils implement regulations in accordance with legislation, to uphold social order and prevent or minimise harm to health, welfare, safety, property or to the environment.

This policy applies to all Planning, Health and Building Staff and Council Rangers, where staff are authorised to enforce local government, planning & environmental and other legislation in accordance with Council's Delegations of Authority Register.

This policy does not limit council officers' discretion in the exercise of their enforcement functions. The full circumstances and facts of each case need to be considered and decisions made on the merits of those circumstances.

**POLICY STATEMENT**

Tenterfield Shire Council has a minimal tolerance approach to unlawful activity while ensuring natural justice principles are respected.

This policy applies to the investigation, compliance and consistent enforcement of regulatory issues within Council's area of responsibility including, but not limited to:

- food safety
- public health and safety
- environmental health, heritage and preservation (including trees, sediment and erosion)
- pollution control including breaches of noise restrictions
- development and building control
- swimming pool safety
- fire safety
- water and sewer
- animal control
- regulation of public spaces (including seizure of unattended property)
- regulation of parking

Tenterfield Shire Council's corporate values relating to responsive and responsible regulation, fairness and equity, accountability and integrity also apply to any action taken in accordance with this policy, whilst recognising that Council's resource capacity, is a factor in determining compliance and enforcement action.

Council acknowledges that it has an obligation under section 8 of the *Local Government Act 1993* to ensure that the exercise of its regulatory powers is carried out consistently, without bias and in a way that provides best possible value for residents and ratepayers.

**COMPLIANCE AND ENFORCEMENT PRINCIPLES**

<b>PRINCIPLE</b>	<b>ACTION</b>
<b>Proportionality</b>	<ul style="list-style-type: none"> <li>• Taking action that is reasonable, ensuring the level of enforcement action relates directly to the actual breach, and is proportionate to the level of risk and seriousness of the breach</li> <li>• Making cost-effective decisions about enforcement action</li> <li>• Addressing wrong doing and deterring future unlawful activity</li> </ul>
<b>Consistency</b>	<ul style="list-style-type: none"> <li>• Ensuring that similar issues are dealt with in the same way</li> <li>• Acting fairly and impartially, without bias or unlawful discrimination</li> </ul>
<b>Transparency</b>	<ul style="list-style-type: none"> <li>• Ensuring that what we do and why we do it is easily understood, i.e. being open about the way we go about doing things</li> <li>• Ensuring reasons for decisions are given to relevant parties, particularly when there is a departure from this policy</li> <li>• Public disclosure is an integral part of both specific and general deterrence. The disclosure of information relating to Council’s compliance and enforcement activities is undertaken in accordance with the requirements of the GIPA Act and Regulation</li> <li>• Continuing to improve community awareness of compliance and enforcement matters through Council’s media avenues</li> </ul>
<b>Customer Service</b>	<ul style="list-style-type: none"> <li>• Working with the business or individual to achieve compliance with the law by being approachable, courteous and efficient</li> </ul>
<b>Prioritising</b>	<ul style="list-style-type: none"> <li>• Ensuring that resources are targeted primarily on the unlawful activities that pose the most serious risk</li> </ul>
<b>Timely Response</b>	<ul style="list-style-type: none"> <li>• Ensuring Council’s responses and decision making in respect of reports alleging unlawful activity is timely</li> </ul>
<b>Accountability</b>	<ul style="list-style-type: none"> <li>• Acting in the best interests of public health, safety and the environment</li> <li>• Only officers with the appropriate appointment or delegations are authorised to approve an enforcement action. They are required to comply with this policy, Council’s code of conduct and disclosing pecuniary interests</li> <li>• Acting on any complaints or concerns about the conduct of compliance and enforcement officers in accordance with Council’s Complaints and Unreasonable Conduct Policy</li> <li>• Council may seek legal advice prior to proceeding with more serious enforcement actions, such as prosecution</li> </ul>

## **ACCOUNTABILITY, ROLES AND RESPONSIBILITY**

### **Elected Council**

Adoption of policy to enable the implementation of legislation by appropriate authorised officers.

The public should note that individual councillors do not have the ability to direct Council staff in their day-to-day activities. Councillors can help individuals who raise concerns with them by satisfying themselves that their Council's policies are being carried out correctly, however they cannot ignore or alter a policy to satisfy the demands of special groups.

### **Leadership and Management**

- General Manager
- Leadership Executive Management Team
- Manager Planning & Regulation
- Manager Open Space, Regulatory & Utilities

are responsible for the development, approval and maintenance of procedures that support Council's policies.

### **Council Staff**

Decision making relating to the investigation of reports alleging unlawful activity and taking enforcement action is the responsibility of appropriately authorised Council staff or the Council itself.

Council's Planning and Regulation staff/Senior Environmental Health and Building Surveyor, will ensure this policy is implemented and associated procedures are followed and maintained.

Council's Rangers must also ensure activities where they investigate and take enforcement action are in accordance with this policy.

Council's **Manager Workforce, Safety, Risk and Records** will ensure staff are provided with access to training to ensure this policy is implemented.

Powers to enter premises and carry out investigations are separately defined by specific pieces of legislation, under various Government Acts.

### **Shared Enforcement Responsibilities**

Some reports of unauthorised activity will raise matters involving shared regulatory responsibilities between Council and other authorities including, but not limited to, the NSW Environment Protection Authority (EPA), NSW Fair Trading, the NSW Department of Customer Service, Liquor & Gaming NSW and other ARA (Appropriate Regulatory Authorities), and the NSW Police Force.

**Threats of, or actual physical violence or abuse are matters for the Police and should be reported by the concerned party to their nearest police station (not Council), without delay.**

## **COMPLIANCE AND ENFORCEMENT ACTION**

### **1. Responding to complaints of alleged unlawful activity**

All complaints or notifications to Council relating to alleged unlawful activity should be acknowledged to the complainant within 10 working days and in accordance with Council's Complaints Policy. Action should be instigated within the following time frames:

- Urgent and life threatening matters should be actioned as soon as possible following receipt of the complaint. This means either on the day received or the day immediately following. Examples include: unsafe building works, collapsed buildings, surcharging drains, serious incidents where public health or the environment is at risk and unauthorised demolition of heritage items or contributory items.
- General compliance matters within 10 working days. Examples include: works not in accordance with consent or constructed without consent, illegal uses, noise affecting several persons, food complaints.
- Nuisance matters actioned within 10 working days. Examples include: domestic noise, minor non-compliances such as overgrown land or matters where there are no immediate adverse health or safety impacts.
- Out of hours action requests are dealt with by Rangers in the first instance, followed by a more formal investigation by the Planning and Regulatory staff, if required. Examples include: out of hours works without approvals, pollution incidents and companion animals matters.

All complaints should receive communication from the Council Officer handling the complaint within 21 days, detailing the action taken by Council or the action that Council plans to take.

Timeframes may vary depending on staff and other resources. In such instances, complaint acknowledgment communications may include temporarily revised investigation times.

### **2. Investigating unlawful activity**

**Any investigation or enforcement action undertaken by Council with respect of alleged unlawful activity is at the discretion of Council.**

All complaints and matters regarding unlawful activity will be investigated, unless:

- The matter has already been actioned and resolved; or
- A private principle certifying authority (PCA) is responsible for monitoring compliance with the conditions of development consent; or

Note: Council will investigate matters where:

- a) The PCA fails or is unable to appropriately action a matter or where it is in the public interest;*
- b) The PCA has taken all the action available under the legislation, but the offence continues or re-occurs despite that action;*
- c) Where the complaint relates to Council property: and/or*
- d) Complaint relates to an environmental pollution incident.*

- The Council has no jurisdiction (e.g. NSW Work Cover issues on building sites or some internal matters within strata or community title buildings, etc.); or
- The activity is determined to be lawful without an investigation; or
- The complaint is vexatious in nature; or
- When a dispute between two neighbours is a civil matter, Council will often have no authority to act and/or resolve the dispute; or
- Because generally public resources will not be applied to resolve private disputes unless there are significant public amenity, safety or environmental risks of concern to the broader community, that have an enforcement basis relevant to Council's responsibilities and statutory powers.

If a decision is made not to investigate a complaint, the decision must be recorded with clear reasons why it was not investigated. The complainant must then be notified.

Council will not provide details of an investigation that would compromise the integrity of the investigation, unless required under legislation or it is determined that there is an overriding public interest basis for the release of the information.

### **3. Options for action in confirmed cases of unlawful activity**

Council will consider a range of matters before taking regulatory action.

Regulatory action is any formal and informal action taken to prevent or rectify infringements of the legislation. The regulatory options will differ where different pieces of legislation are used, but the principles of application should remain constant.

Approaches to be considered without taking formal regulatory action include:

- Taking no action based on the absence of reliable evidence or other appropriate reason.
- Counselling the person who carried out an unlawful activity to educate them on the relevant requirements. Council acknowledges the role of educational initiatives to achieve compliance in some situations.
- Negotiating with the person who carried out the unlawful activity to obtain an undertaking from them to address the issues of concern arising from an appropriate application for the remaining works to be completed. (Undertakings are sometimes used as a method of settling a compliance or enforcement dispute with Council.)
- Referring parties for mediation with the Department of Communities and Justice in-house mediation service (new service operational from 1 July 2025).
- A letter requiring works to be carried out or works to cease in lieu of more formal action, i.e. a Warning Notice and letter.

Such action may be all that is required in minor breaches where no serious impacts have occurred.

Whilst these approaches recognise that Council may use discretion in the process, Council is also obliged to uphold the law, including compliance with relevant administrative law principles (for example – acting fairly and equitably), and to act in the public interest.

Where appropriate, a staged approach may be taken. This is to ensure compliance will be adopted by giving businesses and individuals the opportunity to discuss and remedy the breach before action is taken, unless immediate action is required.

#### **4. Enforcement Action**

Enforcement action will be taken with a minimal tolerance approach.

Enforcement action includes:

- Recording the Breach (no further action – for very minor breaches only)
- Warning or advisory letter to encourage future compliance and caution that further action may be taken
- Negotiation with the alleged offender and written confirmation of undertaking/commitments made
- Letter requesting undertaking that corrective action will be taken within a certain time frame
- Issuing of Penalty Infringement Notice (PIN) or Orders requiring compliance with legislative requirements or those of an environmental planning instrument
- Commencement of criminal proceedings for an offence under legislation
- Commencement of civil proceedings in a Court to either remedy or restrain unlawful activity

However, before any enforcement action is taken, the action officer, management or the Council must acknowledge the circumstances in each case and consider the following questions:

- **Could the unlawful activity be carried out lawfully if development consent or an exemption from development consent was sought?** In these circumstances, Council will be less inclined to proceed with legal action, especially if an owner actively and positively attempts to regularise the situation.
- **Are the breaches technical or inconsequential in nature with no aggravating circumstances?** Consideration will be given to the material implications that the breach might have on the interests of any party, as well as any detrimental affect on the amenity of the area or environment in general.

- **Could the non-compliance be easily remedied by some action on the part of the person responsible?**  
In general Council will attempt to ensure compliance by informal means however there is a need to balance the public interest in enforcing the law with whether it is possible to remedy a breach and at what cost.
- **Has the unlawful activity created a health, safety or environmental hazard?**  
Consideration should be given to the degree of detriment or risk to the environment.
- **Are the unlawful activities or works carried out on a heritage item and did they adversely affect the heritage significance?**  
In most cases, Council's Heritage Advisor will be consulted in assessing the detriment to the natural or build environment and whether formal action is warranted.
- **Would it be in the public interest?**  
Some of the issues that should be considered are: Has the unlawful activity affected a significant number of people and would enforcement action impact unreasonably on certain population groups, particularly disadvantaged or marginalised groups. Are there any circumstances of hardship affecting both the complainant and the person or business subject to the complaint?
- **How long has the unlawful activity been occurring and is enforcement action statute barred?**  
A time limit **may apply** or existing use rights **may** apply, that prevent Council from taking legal action.
- **Have previous warnings been issued?**  
If the investigation reveals that a previous warning has been issued and the unlawful activity is not resolved, a more formal approach would be appropriate.
- **Has the person responsible been educated about Council policy and unlawful activity? (That is: did the person know their actions were unlawful?)**  
When deciding whether to take an educative approach, consideration will be given to issues such as the level of contrition shown by the wrongdoer, whether they have previously been warned as a result of this or similar behaviour, and the level of intent shown.
- **Are the costs of enforcing likely to be prohibitive for the nature of the offence?**  
Consideration should be given to the relative costs and benefits of taking formal enforcement action as opposed to taking no action or taking informal action. Council's action should be commensurate with the seriousness of the 'breach'.

- **Is the condition of development consent not being complied with unreasonable, or ambiguous?**  
A condition of consent that is unreasonable or ambiguous can be unenforceable.
- **Would a draft local environment plan or amendment make the unlawful activity or work legal in future?**  
If there is a draft **Local Environmental Plan** (LEP) that would make the unauthorised use legal, consideration should be given to deferring any enforcement action.
- **Is there any doubt over the evidence or the offence?**  
Consideration should be given to whether the collected evidence clearly identifies an actual breach. Council should not take untimely or unwarranted action.
- **What are the chances of success if challenged?**  
Council should take into consideration what the likelihood is of a successful appeal or court challenge against the proposed enforcement action.
- **Does the person or business exhibit contrition for the offence?**  
In cases it will be appropriate to have regard to the attitude of the offender and their willingness to prevent a recurrence of the problem.
- **Has the person or company who carried out the unlawful activity had an opportunity to provide representations or submissions on the matters?**  
Council should consider all elements pertaining to the circumstances of the case leading to the non-compliance.

If the process is being used as a delaying action or there has been a blatant attempt to flout the law, appropriate enforcement action will be instigated without delay.

If it is considered that enforcement action is required, it will be taken in accordance with existing procedures and legislative processes.

In taking enforcement action, Council must recognise that the statutory process also provides avenues for representation and appeal, and thereby natural justice principles will still be observed.

#### **5. Importance of **Subsequent Action****

To determine compliance, Council staff will follow up matters reasonably required to be followed up. This includes conducting follow up inspections or re-inspections.

**6. Building Information Certificate Applications under sections 6.24, 6.25 & 6.26 of the Environmental Planning and Assessment Act 1979**

Council recognises that persons who may have carried out unlawful works may apply for a Building Information Certificate under sections 6.24, 6.25 & 6.26 of the EPA Act. However, it is Council's policy that such applications should not be encouraged to justify unlawful works, and in some instances will still warrant the issue of a fine and/or Notice of Order.

Council will also require lodgement of a development application (including payment of all relevant fees) where it is possible to consent to the use of the building.

In circumstances where Council decides to commence or continue with enforcement action whilst a development application has been lodged, the aggrieved party may seek relief from the court under section 9.46(3) of the Environmental Planning and Assessment Act 1979.

**7. Community Education**

Council will ensure adequate information is available to raise awareness and educate the community about compliance and enforcement. This may involve awareness programs and publication of information on Council's website and Facebook pages.

**RELATED DOCUMENTS, STANDARDS AND GUIDELINES**

The policy should be read in conjunction with the following Tenterfield Shire Council Policies:

- Customer Service Policy
- Delegation of Authority Register
- Complaints & Unreasonable Conduct
- Local Orders Policy
- Local Approvals Policy
- Local Orders for the Keeping of Animals in Urban Areas of Tenterfield Shire

This Policy is adapted for Tenterfield Shire Council from *Enforcement Guidelines for Councils*, published by the Office of the NSW Ombudsman, December 2015.

Any amendment to this policy must be by way of a Council resolution.

**POLICY DEFINITIONS**

<b>DEFINITION</b>	<b>MEANING</b>
<b>Council</b>	Tenterfield Shire Council
<b>Delegations of Authority Register</b>	The Delegations Register adopted by Tenterfield Shire Council periodically.
<b>GIPA</b>	Government Information (Public Access) Act 2009, and as amended periodically.
<b>Minimal tolerance</b>	The least amount of tolerance allowance to non-compliance for: Environment/Amenity; Health/Safety; Approvals Compliance; Fire Safety or the Keeping of Animals, whilst taking into consideration Council's core values of fairness and equity as well as responsive and responsible regulations. It is a method of ensuring a consistent approach by all Council officers. The enforcement action taken will be dependent upon the circumstances in each case and consideration will be given to the various questions, as specified within Part 4 of this Policy.
<b>Penalty Infringement Notice (PIN)</b>	An infringement notice issued by a regulatory agency setting out the particulars of an alleged contravention of an offence or civil penalty provision. A person who is given an infringement notice can choose to pay the amount specified in the notice as an alternative to court proceedings.
<b>Undertaking</b>	A written commitment to Council by an alleged offender declaring that the person will do or will not do certain things.
<b>Unlawful activity</b>	Any activity or work that has been or is being carried out contrary to the terms or conditions of a development consent, approval, permission or licence: <ul style="list-style-type: none"> <li>• Contrary to the Tenterfield Shire Local Environmental Plan as amended, that regulates the activities or work that can be carried out on particular land;</li> <li>• Contrary to a legislative or policy provision regulating a particular activity or work;</li> </ul>
	<ul style="list-style-type: none"> <li>• Without a development consent, approval, permission or licence; and includes unauthorised works and uses; and</li> <li>• Contrary to the laws of New South Wales in which Council is the regulatory authority.</li> </ul>
<b>Unreasonable complaint</b>	One that is repetitious, insists on pursuit of issues without merit, or as otherwise defined by Council's Policy <b>Complaints &amp; Unreasonable Conduct</b> , and will be handled in line with the same.
<b>Vexatious Complaint</b>	A complaint that has been submitted to Council with the sole intention of annoying a person or company/entity, or is without any substance. These will be handled in line with Council's Policy <b>Complaints &amp; Unreasonable Conduct</b> .

**VERSION CONTROL & CHANGE HISTORY**

Previous Versions	Date of Adoption by Council	Resolution #	Author/Editor	Summary of Changes
V1.0	28/03/12	118/12	Council	
V2.0	25/03/15	68/15	Council	
V3.0	23/08/17	168/17	Council	
V4.0	25/11/20	253/20	Council	
V5.0	21/12/22	248/22	Council	
V6.0	Tba	Tba	Administration Assistant	Major review and amendment

DRAFT

<b>Department:</b>	<b>Office of the Director Corporate Services</b>
<b>Submitted by:</b>	Lee Sisson, Governance Officer
<b>Reference:</b>	<b>ITEM GOV12/26</b>
<b>Subject:</b>	<b>STATEMENT OF BUSINESS ETHICS POLICY</b>

---

#### **LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK**

<b>CSP Goal:</b>	<b>Leadership</b> - Council is a transparent, financially sustainable and high-performing organisation, delivering valued services to the Community.
<b>CSP Strategy:</b>	Deliver continuous improvements in Council's business, processes and systems.

---

#### **SUMMARY**

The purpose of this report is to review and update the Statement of Business Ethics Policy and includes a section on Gifts and Benefits and Personal Benefit which is aligned to the current adopted Code of Conduct.

#### **OFFICER'S RECOMMENDATION:**

##### **That Council:**

- 1. Adopts the draft Statement of Business Ethics Policy.**
- 2. Repeals the outdated Gifts and Benefits Policy.**

#### **BACKGROUND**

Council is committed to conducting business in a sound commercial and ethical manner. This Statement of Business Ethics Policy sets out the standard Council requires of its elected representatives, Council staff, contractors, volunteers and business associates. Both Council staff and private sector employees must always be aware of the ethical standards the community demands when Council's money is used either directly or indirectly.

#### **REPORT:**

Council's business relationships are based on honesty, fairness, and consistency.

This policy sets out guidelines of what is expected from anyone doing business with Council, and also what can be expected from all members of staff, Councillors and delegates.

This policy also includes a section on Gifts and Benefits and Personal Benefit which is (more or less) aligned to Council's adopted Code of Conduct. (Tickets to events and gifts of alcohol have been removed from this Policy as being token gifts below the value of \$100, as it is deemed to be inappropriate and not passing the "pub test". Council's Code of Conduct will also need to be updated to reflect this change.)

The commentary in brackets above has been added by the General Manager.

Our Governance No. 12 Cont...

On adoption of this policy, the outdated Gifts and Benefits Policy will be repealed.

### **COUNCIL IMPLICATIONS:**

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

Not required.

#### **2. Policy and Regulation**

- Section 55 *Local Government Act 1993*
- Part 7 *Local Government (General) Regulations 2021*
- *Independent Commission Against Corruption Act 1988*
- *Public Interest Disclosures Act 2022*
- Public Interest Disclosure Policy 2024
- TSC Code of Conduct 2020
- TSC Procedures for the Administration of the Code of Conduct 2020
- Fraud and Corruption Prevention Policy 2025

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

Nil.

#### **4. Asset Management (AMS)**

Nil.

#### **5. Workforce (WMS)**

Nil.

#### **6. Legal and Risk Management**

This policy is one of a suite of policies underpinned by Council's Risk Management Framework and mitigates the risks identified in day-to-day activities.

#### **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. 12 Cont...

Attachments:

<b>1</b>	<b>DRAFT STATEMENT OF BUSINESS ETHICS</b>	<b>7 Pages</b>
----------	---	--------------------

<b>POLICY NAME</b>	<b>STATEMENT OF BUSINESS ETHICS POLICY 2025</b>	
Date Adopted	Council Meeting Date	
Resolution Number	XXX/26	
Policy Custodian	Director Corporate Services	
Policy Development Officer	Governance Officer	
Review Date	February 2029	
Relevant Legislation	Section 55 <i>Local Government Act 1993</i> Part 7 <i>Local Government (General) Regulation 2021</i> <i>Independent Commission Against Corruption Act 1988</i> <i>Public Interest Disclosures Act 2022</i>	
Related Documents	Public Interest Disclosure Policy 2024 TSC Code of Conduct 2020 TSC Procedures for the Administration of the Code of Conduct 2020 Fraud and Corruption Prevention Policy 2025	

**POLICY SCOPE**

The Statement of Business Ethics applies to Council’s elected representatives, Council staff, contractors, volunteers and business associates dealing with Council.

Tenterfield Shire Council is committed to conducting its business in a sound commercial and ethical manner and this Statement of Business Ethics Policy sets out the standard Council requires of its elected representatives, Council staff, contractors, volunteers and business associates. Both Tenterfield Shire Council staff and private sector employees must always be aware of the ethical standards the community demands when Tenterfield Shire Council money is used either directly or indirectly.

Tenterfield Shire Council will demonstrate and practice a professional and ethical approach to all its business activities with all staff being required to conduct their activities in accordance with Council’s Code of Conduct.

This Statement of Business Ethics Policy applies to all private sector entities, including non-government organisations and other government agencies, supplying goods, and providing services to Tenterfield Shire Council.

All Council contactors and sub-contractors are expected to comply. Suppliers are responsible for making their contractors aware of this statement and requiring their compliance with it.

**POLICY STATEMENT**

Tenterfield Shire Council’s business relationships are based on honesty, fairness, and consistency.

The principle of best value for money does not automatically mean the lowest price, rather, Council will balance all relevant factors such as initial cost, whole-of-life costs, quality, reliability, timeliness, past performance, service, and sustainability in determining true value for money.

Business decisions will be made in a transparent manner and in accordance with adopted Council policies, procedures and legislation so that customers and business partners understand the reasons for actions and the integrity of Tenterfield Shire Council's procurement processes are not compromised.

**What you can expect from us**

All members of staff, Councillors and delegates are bound by Council's Code of Conduct. They are accountable for their actions and are expected to:

- use Council resources efficiently and effectively
- encourage fair and transparent competition while seeking value for money
- ensure that all procurement activities and decisions are fully and clearly documented so as to provide an effective audit trail
- protect confidential and proprietary information
- deal fairly, ethically and honestly with all individuals and organisations so as to avoid any actual or perceived conflict of interest
- disclose any situation that involves or could be perceived to involve a conflict of interest
- not seek or accept financial or other benefits or personal gain for performing official duties
- treat all potential suppliers with equality, impartiality, fairness and respect
- act honestly and ethically when dealing with the community, business partners (including potential partners) and others
- present the highest standards of professionalism, ethical behaviour and probity in all dealings with suppliers and the community
- provide all suppliers and tenderers with the same information and equal opportunity.

**What we require of you**

Tenterfield Shire Council require anyone doing business with Council (including all applicants, suppliers of goods and services, political lobbyists, consultants, contractors, and their sub-contractors, owners and applicants) to:

- deliver value for money
- comply with Council's procurement policy and guidelines and all legislative requirements
- act ethically, fairly and honestly in all dealings with the Council
- declare any actual or perceived conflicts of interest as soon as you become aware of the conflict
- take all reasonable measures to prevent disclosure of confidential Council information or proprietary information
- refrain from offering our employees any inducements or incentives
- respect Council's intellectual property rights and formally negotiate any access, licence or other use of those rights
- refrain from discussing Council business or information in the media without Council's consent
- assist Council in providing a safe and healthy working environment

- comply with this policy. Note: If you employ sub-contractors in your work with Council you must make them aware of this policy.

## **PRACTICAL GUIDELINES**

### **1. Code of Conduct**

Council has adopted the Model Code of Conduct (the Code) for its staff and Councillors. The Code embraces the concept of integrity, ethical conduct, and accountability throughout the organisation.

Staff and Councillors are expected to act in accordance with the Code and to maintain the highest standards of ethical behaviour consistent with the positions they hold. Equally, suppliers and business partners are expected to demonstrate equivalent behavioural standards.

### **2. Conflicts of Interest**

Council staff and Councillors are required to disclose any potential, actual or perceived conflicts of interest. This requirement is extended to all Council's business partners and suppliers. Business partners are required to disclose in writing any perceived or actual conflicts of interest. Conflicts of interest should be disclosed in writing to the General Manager.

### **3. Information, Confidentiality, and Intellectual Property**

Information which is marked confidential, or which a reasonable person would expect to be confidential, should be treated as such. In business relationships all parties will respect each other's intellectual property rights and will formally negotiate any access, licence, or use of intellectual property.

### **4. Endorsements**

Council staff cannot provide public endorsement of a business or its products on Council's behalf or in any other way connected with Council.

### **5. Gifts, Benefits, and Incentives**

Gifts, Benefits, and Incentives reflects the Tenterfield Shire Council Code of Conduct 2020: **Part 6 Personal Benefit**.

### **6. Personal Benefit**

#### **6.1**

For the purposes of this Part, a gift or a benefit is something offered to or received by a Council official, or someone personally associated with them for their personal use and enjoyment.

#### **6.2**

A reference to a gift or benefit in this Part does not include:

- a) items with a value of \$10 or less
- b) a political donation for the purposes of the *Electoral Funding Act 2018*
- c) a gift provided to the Council as part of a cultural exchange or sister-city relationship that is not converted for the personal use or enjoyment of any individual Council official or someone personally associated with them
- d) a benefit or facility provided by the Council to an employee or Councillor
- e) attendance by a Council official at a work-related event or function for the purposes of performing their official duties, or

- f) free or subsidised meals, beverages or refreshments of token value provided to Council officials in conjunction with the performance of their official duties such as, but not limited to:
  - i. the discussion of official business
  - ii. work-related events such as Council-sponsored or community events, training, education sessions or workshops
  - iii. conferences
  - iv. Council functions or events
  - v. social functions organised by groups, such as Council committees and community organisations.

### **Gifts and benefits**

#### **6.3**

You must avoid situations that would give rise to the appearance that a person or body is attempting to secure favourable treatment from you or from the Council, through the provision of gifts, benefits or hospitality of any kind to you or someone personally associated with you.

#### **6.4**

A gift or benefit is deemed to have been accepted by you for the purposes of this Part, where it is received by you or someone personally associated with you.

### **How are offers of gifts and benefits to be dealt with?**

#### **6.5**

You must not:

- a) seek or accept a bribe or other improper inducement
- b) seek gifts or benefits of any kind
- c) accept any gift or benefit that may create a sense of obligation on your part, or may be perceived to be intended or likely to influence you in carrying out your public duty
- d) subject to clause 6.7, accept any gift or benefit of more than token value as defined by clause 6.9
- e) accept an offer of cash or a cash-like gift as defined by clause 6.13, regardless of the amount
- f) participate in competitions for prizes where eligibility is based on the Council being in or entering into a customer-supplier relationship with the competition organiser
- g) personally benefit from reward points programs when purchasing on behalf of the Council.

#### **6.6**

Where you receive a gift or benefit of any value other than one referred to in clause 6.2, you must disclose this promptly to your manager or the General Manager in writing. The recipient, manager, or General Manager must ensure that, at a minimum, the following details are recorded in the Council's gift register:

- a) the nature of the gift or benefit
- b) the estimated monetary value of the gift or benefit
- c) the name of the person who provided the gift or benefit, and
- d) the date on which the gift or benefit was received.

**6.7**

Where you receive a gift or benefit of more than token value that cannot reasonably be refused or returned, the gift or benefit must be surrendered to the Council, unless the nature of the gift or benefit makes this impractical.

**Gifts and benefits of token value**

**6.8**

You may accept gifts and benefits of token value. Gifts and benefits of token value are one or more gifts or benefits received from a person or organisation over a 12-month period that, when aggregated, do not exceed a value of \$100.

They include, but are not limited to:

- a) ties, scarves, coasters, tie pins, diaries, chocolates or flowers or the like
- b) prizes or awards that do not exceed \$100 in value.

**Gifts and benefits of more than token value**

**6.9**

Gifts or benefits that exceed \$100 in value are gifts or benefits of more than token value for the purposes of clause 6.5(d) and, subject to clause 6.7, must not be accepted.

**6.10**

Gifts and benefits of more than token value include, but are not limited to, tickets to major sporting events (such as international matches or matches in national sporting codes) with a ticket value that exceeds \$100, corporate hospitality at a corporate facility at major sporting events, free or discounted products or services for personal use provided on terms that are not available to the general public or a broad class of persons, the use of holiday homes, artworks, free or discounted travel.

**6.11**

Where you have accepted a gift or benefit of token value from a person or organisation, you must not accept a further gift or benefit from the same person or organisation or another person associated with that person or organisation within a single 12-month period where the value of the gift, added to the value of earlier gifts received from the same person or organisation, or a person associated with that person or organisation, during the same 12-month period would exceed \$100 in value.

**6.12**

For the purposes of this Part, the value of a gift or benefit is the monetary value of the gift or benefit inclusive of GST.

**"Cash-like gifts"**

**6.13**

For the purposes of clause 6.5(e), "cash-like gifts" include, but are not limited to, gift vouchers, credit cards, debit cards with credit on them, prepayments such as phone or internet credit, lottery tickets, memberships or entitlements to discounts that are not available to the general public or a broad class or persons.

**7. Bribery**

The General Manager or Directors is to be notified of any instances of Council staff, or others, offering or seeking bribes.

**8. Communication**

As a general principle, all communication with suppliers and business partners and Council should be clear, direct and accountable. Communications should, where possible be in writing.

**9. Other Employment**

Council employees shall not engage in outside employment or business that relates to the business of Council, or could conflict, with their duties with the Council. They can only engage in a second job or business if they have the written approval of the General Manager.

**10. Breaches**

Tenterfield Shire Council's Statement of Business Ethics Policy is about being able to conduct business in a fair and ethical manner that advances the interests and objectives of Council as well as private business.

There may be consequences for not complying with this policy. Demonstrated corrupt or unethical conduct could lead to:

- termination of contracts and tendering opportunities
- loss of future work
- loss of reputation
- investigation and/or administrative action
- reporting to other relevant organisations
- dismissal of Council employees
- potential criminal charges.

**9. Who to contact if you think there is a breach**

If you are concerned about a possible breach of this statement, wish to report or have concerns about corrupt conduct, maladministration, or serious waste of public funds, please contact the General Manager, Directors or Manager Workforce, Safety, Risk and Records. This can be done by:

Telephone: 02 6736 6000  
In Person: 247 Rouse Street, Tenterfield  
Email: [council@tenterfield.nsw.gov.au](mailto:council@tenterfield.nsw.gov.au)  
Mail: The General Manager, PO Box 214, Tenterfield NSW 2372

*The Public Interest Disclosures Act 2022* protects public officials disclosing corruption related matters from reprisal of detrimental action and ensures disclosures are dealt with properly.

External reporting can also be made to:

Independent Commission Against Corruption (ICAC) Telephone: 1800 463 909 Email: <a href="mailto:icac@icac.nsw.gov.au">icac@icac.nsw.gov.au</a>

NSW Ombudsman Telephone: 1800 451 524 Email <a href="mailto:nswombo@ombo.nsw.gov.au">nswombo@ombo.nsw.gov.au</a>
NSW Office of Local Government Telephone: 02 4428 4100 Email <a href="mailto:olg@olg.nsw.gov.au">olg@olg.nsw.gov.au</a>

**VERSION CONTROL & CHANGE HISTORY**

Previous Versions	Date of Adoption by Council	Resolution #	Author/Editor	Summary of Changes
V.1	26 July 2023	126/23	N/A	New Policy
V.2	TBA	TBA	Governance	Substantive changes and updates to original

<b>Department:</b>	<b>Office of the Director Corporate Services</b>
<b>Submitted by:</b>	Lee Sisson, Governance Officer
<b>Reference:</b>	<b>ITEM GOV13/26</b>
<b>Subject:</b>	<b>UPDATED PUBLIC INTEREST DISCLOSURE - INTERNAL REPORTING POLICY</b>

**LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK**

<b>CSP Goal:</b>	<b>LEADERSHIP</b> - Our local leaders are respected and trusted to make our shire a better place
<b>CSP Strategy:</b>	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

**SUMMARY**

The purpose of this report is to update the Public Interest Disclosure – Internal Reporting Policy.

**OFFICER'S RECOMMENDATION:****That Council:**

**Adopts the reviewed and updated Public Interest Disclosure – Internal Reporting Policy.**

**BACKGROUND**

Council policies are instruments which form part of Council's organisational framework that supports the direction and legislative compliance while pursuing Council's activities.

The Public Interest Disclosure – Internal Reporting Policy was last reviewed and adopted at the 28 February 2024 Council meeting.

**REPORT:**

Since Council adopted the Public Interest Disclosure – Internal Reporting Policy at the 28 February 2024 Council Meeting, there has been changes in staff and therefore the contact details of disclosure officers for Council have been updated. The Policy format has also been updated, no other material changes from the original model have taken place.

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

Nil required.

**2. Policy and Regulation**

- *Local Government Act 1993*

Our Governance No. 13 Cont...

- *Public Interest Disclosures Act 2022*
- *Government Information (Public Access) Act 2009*
- Code of Conduct 2020
- Complaints and Unreasonable Conduct Policy
- Statement of Business Ethics
- Fraud and Corruption Prevention Policy

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

Nil.

### **4. Asset Management (AMS)**

Nil.

### **5. Workforce (WMS)**

Nil.

### **6. Legal and Risk Management**

All agencies in NSW are required to have a Public Interest Disclosure (PID) Policy under section 42 of the *Public Interest Disclosures Act 2022* (PID Act).

At Council we take reports of wrongdoing seriously. We are committed to building a 'speak up' culture where public officials are encouraged to report any conduct that they reasonably believe involves wrongdoing.

The PID Policy is part of a suite of policies that help to mitigate risk of wrongdoing. The integrity of Council relies upon staff, volunteers, contractors and subcontractors speaking up when they become aware of wrongdoing.

### **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:	<b>1</b> DRAFT PUBLIC INTEREST DISCLOSURE POLICY
	24 Pages

**Summary:**

The purpose of this policy is to provide clear direction on Public Interest Disclosures to Tenterfield Shire Council employees, under Section 42 of the *Public Interest Disclosures Act 2022 (PID Act)*. All public authorities are required to have a policy and procedures for receiving, assessing and dealing with public interest disclosures from employees.

<b>POLICY NAME</b>	<b>PUBLIC INTEREST DISCLOSURE – INTERNAL REPORTING POLICY</b>	
Date Adopted	Council Meeting Date	
Resolution Number	XXX/26	
Policy Custodian	General Manager	
Policy Development Officer	Manager Workforce, Safety, Risk & Records	
Review Date	2029 – (3 years from resolution date)	
Relevant Legislation	<ul style="list-style-type: none"> <li>• <i>Public Interest Disclosures Act 2022</i></li> <li>• <i>Government Information (Public Access) Act 2009</i></li> <li>• <i>NSW Local Government Act 1993</i></li> </ul>	
Related Documents	<ul style="list-style-type: none"> <li>• TSC Code of Conduct</li> <li>• TSC Complaints and Unreasonable Conduct Policy</li> <li>• TSC Fraud and Corruption Prevention Policy</li> <li>• TSC Statement of Business Ethics</li> </ul>	

**Model Public Interest Disclosure Policy**

**Contents**

Model Public Interest Disclosure Policy .....2

**Purpose** .....4

**Accessibility of this policy**.....4

**Who does this policy apply to?**.....5

**Who does this policy not apply to?** .....5

**Compliance with the PID Act** .....6

**What is contained in this policy?** .....6

**1. How to make a report of serious wrongdoing**.....6

    (a) Reports, complaints and grievances.....6

    (b) When will a report be a PID? .....7

    (c) Who can make a voluntary PID? .....8

    (d) What is serious wrongdoing? .....8

    (e) Who can I make a voluntary PID to?..... 9

    (f) What form should a voluntary PID take? ..... 10

    (g) What should I include in my report? ..... 10

    (h) What if I am not sure if my report is a PID? ..... 11

    (i) Deeming that a report is a voluntary PID..... 11

**2. Protections** ..... 11

    (a) How is the maker of a voluntary PID protected? ..... 11

    (b) Protections for people who make mandatory and witness PIDs..... 13

**3. Reporting detrimental action** ..... 13

**4. General support** ..... 14

**5. Roles and responsibilities of Tenterfield-Shire Council employees**14

    General Manager ..... 14

    (a) The General Manager is responsible for:..... 14

    (b) Disclosure officers ..... 14

    (c) Managers..... 14

    (d) All employees ..... 15

**6. How we will deal with voluntary PIDs**..... 15

    (a) How Tenterfield-Shire Council will acknowledge that we have received a report and keep the person who made it informed ..... 15

    (b) How Tenterfield-Shire Council will deal with voluntary PIDs..... 16

    (c) How Tenterfield-Shire Council will protect the confidentiality of the maker of a voluntary PID ..... 17

(d) How Tenterfield Shire Council will assess and minimise the risk of detrimental action .....	18
(e) How Tenterfield Shire Council will deal with allegations of a detrimental action offence .....	19
(f) What Tenterfield Shire Council will do if an investigation finds that serious wrongdoing has occurred .....	20
<b>7. Review and dispute resolution .....</b>	<b>20</b>
(a) Internal review .....	20
(b) Voluntary dispute resolution.....	20
<b>8. Other agency obligations .....</b>	<b>21</b>
(a) Record-keeping requirements.....	21
(b) Reporting of voluntary PIDs and Tenterfield Shire Council’s annual return to the Ombudsman .....	21
(c) How Tenterfield Shire Council will ensure compliance with the PID Act and this policy .....	21
<b>Annexure A – Names and contact details of disclosure officers for Tenterfield Shire Council .....</b>	<b>22</b>
<b>Annexure B – List of integrity agencies.....</b>	<b>22</b>

### **Purpose**

All agencies in NSW are required to have a Public Interest Disclosure (PID) Policy under section 42 of the *Public Interest Disclosures Act 2022* (PID Act).

At ~~Tenterfield Shire~~ Council we take reports of serious wrongdoing seriously. We are committed to building a 'speak up' culture where public officials are encouraged to report any conduct that they reasonably believe involves wrongdoing.

The integrity of our Council relies upon our staff, volunteers, contractors and subcontractors speaking up when they become aware of wrongdoing.

This policy sets out:

- how ~~Tenterfield Shire~~ Council will support and protect you if you come forward with a report of serious wrongdoing
- how we will deal with the report and our other responsibilities under the PID Act
- who to contact if you want to make a report
- how to make a report
- the protections which are available to you under the PID Act.

This policy also documents our commitment to building a speak up culture. Part of that speak up culture is having in place a framework that facilitates public interest reporting of wrongdoing by:

- protecting those who speak up from detrimental action
- imposing duties on agencies who receive reports of wrongdoing to take appropriate action to investigate or otherwise deal with them.

In NSW, that framework is the PID Act.

This policy should be read in conjunction with relevant ~~Tenterfield Shire~~ Council policies:

- [Code of Conduct](#)
- [Complaints and Unreasonable Conduct Policy](#)
- [Statement of Business Ethics](#)
- [Fraud and Corruption Prevention Policy](#)

### **Accessibility of this policy**

This policy is available on Council's publicly available website [www.tenterfield.nsw.gov.au](http://www.tenterfield.nsw.gov.au) and on Council's intranet [intranet.tenterfield.nsw.gov.au](http://intranet.tenterfield.nsw.gov.au).

A copy of the policy is also provided to all staff on their commencement of employment with Council. A hard copy of the policy can be requested from Human Resources, Workforce Development and Risk.

### **Who does this policy apply to?**

This policy applies to, and for the benefit of, all public officials in NSW. You are a public official if you are:

- a person employed in or by an agency or otherwise in the service of an agency
- a person having public official functions or acting in a public official capacity, whose conduct or activities an integrity agency is authorised by another Act or law to investigate
- a statutory officer
- a person providing services or exercising functions on behalf of an agency, including a contractor, subcontractor or volunteer
- an employee, partner or officer of an entity that provides services, under contract, subcontract or other arrangement, on behalf of an agency or exercises functions of an agency and are involved in providing those services or exercising those functions.

The General Manager, other nominated disclosure officers and managers within ~~Tenterfield Shire~~ Council have specific responsibilities under the PID Act. This policy also provides information on how people in these roles will fulfil their responsibilities. Other public officials who work in and for the public sector, but do not work for Tenterfield Shire Council may use this policy if they want information on who they can report wrongdoing to within Tenterfield Shire Council.

### **Who does this policy not apply to?**

This policy does not apply to:

- people who have received services from an agency and want to make a complaint about those services
- people, such as contractors, who provide services to an agency. For example, employees of a company that sold computer software to an agency.

This means that if you are not a public official, this policy does not apply to your complaint (there are some circumstances where a complaint can be deemed to be a voluntary PID, see section 1(i) of this policy for more information).

However, you can still make a complaint to ~~Tenterfield Shire~~ Council. This can be done by:

Telephone: 02 6736 6000

In Person: 247 Rouse Street, Tenterfield

Email: [council@tenterfield.nsw.gov.au](mailto:council@tenterfield.nsw.gov.au)

Mail: The General Manager, PO Box 214, Tenterfield NSW 2372

## **Compliance with the PID Act**

### **What is contained in this policy?**

This policy will provide you with information on the following:

- ways you can make a voluntary PID to Council under the PID Act
- the names and contact details for the nominated disclosure officers in Council
- the roles and responsibilities of people who hold particular roles under the PID Act and who are employees of Council
- what information you will receive once you have made a voluntary PID
- protections available to people who make a report of serious wrongdoing under the PID Act and what we will do to protect you
- Council's procedures for dealing with disclosures
- Council's procedures for managing the risk of detrimental action and reporting detrimental action
- Council's record-keeping and reporting requirements
- how Council will ensure it complies with the PID Act and this policy.

If you require further information about this policy, how public interest disclosures will be handled and the PID Act you can:

- confidentially contact a nominated disclosure officer within Council
- contact the PID Advice Team within the NSW Ombudsman by phone: (02) 9286 1000 or email: [pidadvice@omb.nsw.gov.au](mailto:pidadvice@omb.nsw.gov.au), or
- access the NSW Ombudsman's PID guidelines which are available on its website.

If you require legal advice with respect to the PID Act or your obligations under the PID Act, you may need to seek independent legal advice.

### **1. How to make a report of serious wrongdoing**

#### **(a) Reports, complaints and grievances**

When a public official reports suspected or possible wrongdoing in the public sector, their report will be a PID if it has certain features which are set out in the PID Act.

Some internal complaints or internal grievances may also be PIDs, as long as they have the features of a PID. If an internal complaint or grievance is a report of serious wrongdoing, we will consider whether it is a PID. If it is a PID, we will deal with it as set out in this policy, but we will also make sure we follow our Complaints and Unreasonable Conduct Policy.

It is important that we quickly recognise that we have received a PID. This is because once a PID is received, the person who has made the report is entitled to certain protections and we have certain decisions that we have to make on how we will deal with the PID and how we will protect and support the person who has made the report.

**(b) When will a report be a PID?**

There are three types of PIDs in the PID Act. These are:

1. *Voluntary PID*: This is a PID where a report has been made by the public official because they decided, of their own accord, to come forward and disclose what they know.
2. *Mandatory PID*: This is a PID where the public official has made a report about serious wrongdoing because they have a legal obligation to make that report, or because making that report is an ordinary aspect of their role or function in an agency.
3. *Witness PID*: This is a PID where a person discloses information during an investigation of serious wrongdoing following a request or requirement of the investigator.

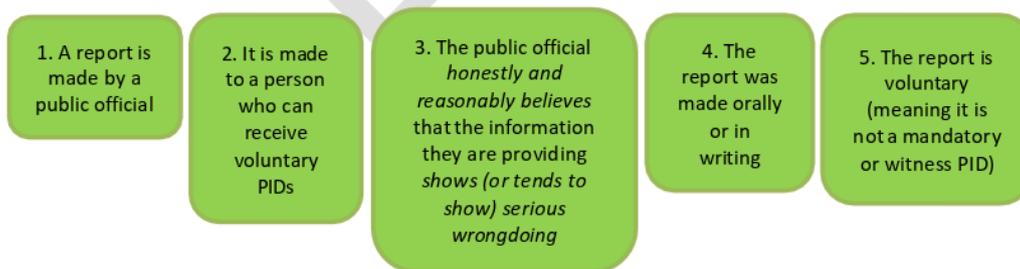
This policy mostly relates to making a voluntary PID and how we will deal with voluntary PIDs. People who make a mandatory PID or a witness PID are still entitled to protection. More information about protections is available in section 2 of this policy.

You can find more information about mandatory and witness PIDs in the Ombudsman’s guidelines ‘Dealing with mandatory PIDs’ and ‘Dealing with witness PIDs’.

Voluntary PIDs are the kind of PIDs most people have in mind when they think about public interest reporting and ‘whistleblowing’.

They involve a public official making a report because they have information that they believe shows (or tends to show) serious wrongdoing, where they are not under a legal obligation to make that report and where it is not an ordinary part of their role to report such wrongdoing.

A report is a voluntary PID if it has the following five features, which are set out in sections 24 to 27 of the PID Act:



If the report has all five features, it is a voluntary PID.

You will not be expected to prove that what you reported actually happened or is serious wrongdoing. You *do* have to honestly believe, on reasonable grounds, that the information you are reporting shows or tends to show serious wrongdoing.

Even though you do not have to prove the serious wrongdoing happened or provide evidence, a mere allegation with no supporting information is unlikely to meet this test.

If we make an error and do not identify that you have made a voluntary PID, you will still be entitled to the protections under the PID Act.

If you make a report and believe we have made an error by not identifying that you have made a voluntary PID, you should raise this with a nominated disclosure officer or your contact officer for the report. If you are still not satisfied with this outcome, you can seek an internal review or we may seek to conciliate the matter. You may also contact the NSW Ombudsman. Further information on rights to internal review and conciliation is found in section 7 of this policy.

**(c) Who can make a voluntary PID?**

Any public official can make a voluntary PID — see 'Who this policy applies to'. You are a public official if:

- you are employed by Tenterfield Shire Council
- you are a contractor, subcontractor or volunteer who provides services, or exercises functions, on behalf of Tenterfield Shire Council, or
- you work for an entity (such as a non-government organisation) who is contracted by Tenterfield Shire Council to provide services or exercise functions on behalf of Tenterfield Shire Council — if you are involved in undertaking that contracted work.

A public official can make a PID about serious wrongdoing relating to *any* agency, not just the agency they are working for. This means that we may receive PIDs from public officials outside our agency. It also means that you can make a PID to any agency, including an integrity agency like the Independent Commission Against Corruption (**ICAC**) and the NSW Ombudsman. Annexure B of this policy has a list of integrity agencies.

**(d) What is serious wrongdoing?**

Reports must be of one or more of the following categories of *serious wrongdoing* to be a voluntary PID (in addition to having the other features set out here). Serious wrongdoing is defined in the PID Act as:

- *corrupt conduct* — such as a public official accepting a bribe
- *serious maladministration* — such as an agency systemically failing to comply with proper recruitment processes when hiring staff
- *a government information contravention* — such as destroying, concealing or altering records to prevent them from being released under a Government Information Public Access application
- *a local government pecuniary interest contravention* — such as a senior council staff member recommending a family member for a council contract and not declaring the relationship
- *a privacy contravention* — such as unlawfully accessing a person's personal information on an agency's database

- *a serious and substantial waste of public money* — such as an agency not following a competitive tendering process when contracting with entities to undertake government work.

When you make your report, you do not need to state to Council what category of serious wrongdoing you are reporting or that you are reporting serious wrongdoing.

**(e) Who can I make a voluntary PID to?**

For a report to be a voluntary PID, it must be made to certain public officials.

***Making a report to a public official who works for Tenterfield Shire Council***

You can make a report inside **Tenterfield-Shire** Council to:

- the General Manager
- a disclosure officer for **Tenterfield-Shire** Council — a list of disclosure officers for **Tenterfield-Shire** Council and their contact details can be found at Annexure A of this policy
- your manager/supervisor — this is the person who directly, or indirectly, supervises you. It can also be the person who you directly, or indirectly, report to. You may have more than one manager. Your manager will make sure that the report is communicated to a disclosure officer on your behalf or may accompany you while you make the report to a disclosure officer.

***Making a report to a recipient outside of Tenterfield-Shire Council***

You can also make your report to a public official in another agency (meaning an agency you do not work for) or an integrity agency. These include:

- the *head of another agency* — this means the head of any public service agency
- an *integrity agency* — a list of integrity agencies is located at Annexure B of this policy
- a *disclosure officer for another agency* — ways to contact disclosure officers for other agencies is located in an agency's PID policy which can be found on their public website
- a *Minister or a member of a Minister's staff* but the report *must be made in writing*.

If you choose to make a disclosure outside of Council, it is possible that your disclosure will be referred back to Council so that appropriate action can be taken.

***Making a report to a Member of Parliament or journalist***

Disclosures to MPs or journalists are different to other reports. You can only disclose a report of wrongdoing as a voluntary PID to an MP or journalist in the following circumstances:

- you must have first made substantially the same disclosure (described here as a 'previous disclosure') to someone who can receive disclosures

- the previous disclosure must be substantially true
- you did not make the previous disclosure anonymously
- you did not give a written waiver of your right to receive information relating to your previous disclosure
- you did not receive the following from **Tenterfield Shire** Council:
  - notification that **Tenterfield Shire** Council will not investigate the serious wrongdoing and will also not refer the previous disclosure to another agency, or
  - the following information at the end of the investigation period:
    - notice of **Tenterfield Shire** Council decision to investigate the serious wrongdoing
    - a description of the results of an investigation into the serious wrongdoing
    - details of proposed or recommended corrective action as a result of the previous disclosure or investigation.

Investigation period means:

- after six months from the previous disclosure being made, or
- after 12 months if you applied for an internal review of the agency's decision within six months of making the disclosure.

If all the above requirements are met, your disclosure to an MP or journalist may be a voluntary PID.

**(f) What form should a voluntary PID take?**

You can make a voluntary PID:

- *in writing* – this could be an email or letter to a person who can receive voluntary PIDs
- *orally* – have a private discussion with a person who can receive voluntary PIDs. This can be face-to-face, via telephone or virtually
- *anonymously* – write an email or letter or call a person who can receive PIDs to make a report without providing your name or anything that might identify you as the maker of the report. A report will only be considered anonymous if there is no reasonable or practical way of communicating with the person making the report. Even if you choose to remain anonymous, you will still be protected under the PID Act. It may be difficult, however, for us to investigate the matter(s) you have disclosed if we cannot contact you for further information.

**(g) What should I include in my report?**

You should provide as much information as possible so we can deal with the report effectively. The type of information you should include is:

- date, time and location of key events
- names of person(s) involved in the suspected wrongdoing, their role, title and how they are involved

- your relationship with the person(s) involved, such as whether you work closely with them
- your explanation of the matter you are reporting
- how you became aware of the matter you are reporting
- possible witnesses
- other information you have that supports your report.

**(h) What if I am not sure if my report is a PID?**

You should report all wrongdoing you become aware of regardless of whether you think it is serious wrongdoing. It is important for Tenterfield Shire Council to understand what is or may be occurring.

We are then responsible for making sure your report is handled appropriately under the PID Act, or if it is not a PID, in line with our other procedures. Even if your report is not a PID, it may fall within another one of the agency's policies for dealing with reports, allegations or complaints.

**(i) Deeming that a report is a voluntary PID**

The General Manager can, in certain circumstances, determine that a report is a voluntary PID even if the report does not otherwise have all the features of a voluntary PID. This is known as the 'deeming power'.

By deeming that a report is a voluntary PID, it ensures that reporters are provided with protections under the PID Act.

If you make a report that has not met all the requirements of a voluntary PID, you can refer your matter to the General Manager to request that they consider deeming your report to be a voluntary PID.

A decision to deem a report to be a voluntary PID is at the discretion of the General Manager. For more information about the deeming power, see the Ombudsman's guideline 'Deeming that a disclosure is a voluntary PID'.

Any questions or concerns you may have in making a report can be addressed confidentially by disclosure officers who can provide further information.

Contact details of disclosure officers can be found in Annexure A of this policy.

**2. Protections**

**(a) How is the maker of a voluntary PID protected?**

When you make a voluntary PID you receive special protections under the PID Act.

We are committed to taking all reasonable steps to protect you from detriment as a result of having made a PID. We are also committed to maintaining your confidentiality as much as possible while the PID is being dealt with.

We will not tolerate any type of detrimental action being taken against you because you have made a report, might make a report or are believed to have made a report.

The maker of a voluntary PID is protected in the following ways:

- *Protection from detrimental action*
  - A person cannot take detrimental action against another person because they have made a voluntary PID or are considering making a PID. Detrimental action includes bullying, harassment, intimidation or dismissal.
  - Once we become aware that a voluntary PID by a person employed or otherwise associated with ~~Tenterfield Shire~~ Council that concerns serious wrongdoing relating to ~~Tenterfield Shire~~ Council has been made, we will undertake a risk assessment and take steps to mitigate the risk of detrimental action occurring against the person who made the voluntary PID.
  - It is a criminal offence for someone to take detrimental action against a person because they have made or may make a voluntary PID. It is punishable by a maximum penalty of 200 penalty units or imprisonment for five years or both.
  - A person may seek compensation where unlawful detrimental action has been taken against them.
  - A person can apply for a court order (injunction) where detrimental action is threatened or has occurred (for example, an order to prevent dismissal or to require reinstatement).

Note that a person who makes a PID can still be subject to reasonable management action (such as ordinary performance reviews and performance management). Provided such action is not taken because of the PID, it is not detrimental action under the PID Act.

- *Immunity from civil and criminal liability*

Some public officials are often subject to a duty of confidentiality that prevents them disclosing certain information that they obtain or become aware of at work. Sometimes, in order to make a PID, public officials will need to breach or disregard such confidentiality duties. If that happens, a public official cannot be disciplined, sued or criminally charged for breaching confidentiality.
- *Confidentiality*

Public officials and agencies must not disclose information tending to identify a person as the maker of a voluntary PID unless doing so is permitted by the PID Act.
- *Protection from liability for own past conduct*

The Attorney General can give the maker an undertaking that a disclosure of their own past conduct will not be used against them if a person discloses their own wrongdoing or misconduct while making a report. This undertaking can only be given on application by an integrity agency to the Attorney General.

**(b) Protections for people who make mandatory and witness PIDs**

Apart from PIDs that are made voluntarily by public officials, there are other types of reports that are recognised as PIDs under the PID Act:

- *A mandatory PID:* This is a PID where the public official has made the report about serious wrongdoing because they have a legal obligation to make that report, or because making that report is an ordinary aspect of their role or function in an agency.
- *A witness PID:* This is a PID where a person discloses information during an investigation of serious wrongdoing following a request or requirement of the investigator.

Protections for makers of mandatory and witness PIDs are detailed in the table below.

Protection	Mandatory PID	Witness PID
Detrimental action — It is an offence to take detrimental action against a person based on the suspicion, belief or awareness that a person has made, may have made or may make a PID.	P	P
Right to compensation — A person can initiate proceedings and seek compensation for injury, damage or loss suffered as a result of detrimental action being taken against them.	P	P
Ability to seek injunction — An injunction can be sought to prevent the commission or possible commission of a detrimental action offence against a person. For example, an order to prevent dismissal or to require reinstatement.	P	P
Immunity from civil and criminal liability — a person will not incur civil or criminal liability if the person breaches a duty of confidentiality while making a disclosure. This means that legal action cannot be taken against a person for: <ul style="list-style-type: none"> <li>• breaching a duty of secrecy or confidentiality, or</li> <li>• breaching another restriction on disclosure.</li> </ul>	P	P

*P – Protected*

**3. Reporting detrimental action**

If you experience adverse treatment or detrimental action, such as bullying or harassment, you should report this immediately. You can report any experience of adverse treatment or detrimental action directly to **Tenterfield Shire** Council, or to an integrity agency. A list of integrity agencies is located at Annexure B of this policy.

#### **4. General support**

Council may refer to the NSW Ombudsman if an employee has questions about the PID Act and reporting generally.

A key contact person will be allocated within Council who will take steps to protect an employee's interests, if they are at risk of detrimental action following the making of a report.

Council employees may also seek support through the Employee Assistance Program, with Daly & Ritchie.

#### **5. Roles and responsibilities of ~~Tenterfield Shire~~ Council employees**

Certain people within ~~Tenterfield Shire~~ Council have responsibilities under the PID Act.

##### **General Manager**

##### **(a) The General Manager is responsible for:**

- fostering a workplace culture where reporting is encouraged
- receiving disclosures from public officials
- ensuring there is a system in place for assessing disclosures
- ensuring the Council complies with this policy and the PID Act
- ensuring that Council has appropriate systems for:
  - overseeing internal compliance with the PID Act
  - supporting public officials who make voluntary PIDs, including by minimising the risk of detrimental action
  - implementing corrective action if serious wrongdoing is found to have occurred
  - complying with reporting obligations regarding allegations or findings of detrimental action
  - complying with yearly reporting obligations to the NSW Ombudsman.

##### **(b) Disclosure officers**

Disclosure officers are responsible for:

- receiving reports from public officials
- receiving reports when they are passed on to them by managers/supervisors
- ensuring reports are dealt with appropriately, including by referring the matter to the appropriate complaint unit (if relevant)
- ensuring that any oral reports that have been received are recorded in writing.

##### **(c) Managers**

The responsibilities of managers include:

- receiving reports from persons that report to them or that they supervise
- passing on reports they receive to a disclosure officer.

**(d) All employees**

All employees must:

- report suspected serious wrongdoing or other misconduct
- use their best endeavours to assist in an investigation of serious wrongdoing if asked to do so by a person dealing with a voluntary PID on behalf of Council
- treat any person dealing with or investigating reports of serious wrongdoing with respect.

All employees must not take detrimental action against any person who has made, may in the future make, or is suspected of having made, a PID.

**6. How we will deal with voluntary PIDs**

**(a) How ~~Tenterfield Shire~~ Council will acknowledge that we have received a report and keep the person who made it informed**

When a disclosure officer in Council receives a report which is a voluntary PID, or looks like it may be a voluntary PID, the person who made the report will receive the following information:

- You will receive an acknowledgment that the report has been received. This acknowledgement will:
  - state that the report will be assessed to identify whether it is a PID
  - state that the PID Act applies to how ~~Tenterfield Shire~~ Council deals with the report
  - provide clear information on how you can access this PID policy
  - provide you with details of a contact person and available supports.
- If the report is a voluntary PID, we will inform you as soon as possible how we intend to deal with the report. This may include:
  - that we are investigating the serious wrongdoing
  - that we will refer the report to a different agency (if appropriate) to deal with the voluntary PID. If we do this, we will provide you with details of this referral
  - If we decide to not investigate the report and to not refer it to another agency for it to be investigated, we will tell you the reasons for this decision. We will also notify the NSW Ombudsman of this decision.
- If we decide to investigate the serious wrongdoing, we will provide you with updates on the investigation at least every three months. During this time, if you would like more frequent updates, you should contact the contact person who was nominated when you made the report.
  - If we investigate the serious wrongdoing, we will provide you with the following information once the investigation is complete:
    - a description of the results of the investigation — that is, we will tell you whether we found that serious wrongdoing took place.

- information about any corrective action as a result of the investigation/s — this means we will tell you what action we took in relation to the person who engaged in the serious wrongdoing or if the serious wrongdoing was by our agency, what we have put in place to address that serious wrongdoing.
- Corrective action could include taking disciplinary action against someone or changing the practices, policies and procedures that we have in place which led to the serious wrongdoing.
- There may be some details about both the findings made as a result of the investigation and the corrective action taken that cannot be revealed to you. We will always balance the right of a person who makes a report to know the outcome of that report, with other legal obligations we have.
- If you have made an anonymous report, in many cases we may not be able to provide this information to you.

**(b) How Tenterfield Shire Council will deal with voluntary PIDs**

Once a report that may be a voluntary PID is received, Tenterfield Shire Council will look at the information contained in the report to see if it has the features of a voluntary PID. This assessment is undertaken to identify whether the report is a voluntary PID or another type of disclosure, and to make sure that the right steps are followed. If it is a voluntary PID, we will ensure that we comply with the requirements in the PID Act.

**Report not a voluntary PID**

Even if the report is not a voluntary PID, it will still need to be dealt with in a manner consistent with our Code of Conduct, Complaints and Unreasonable Behaviour Policy handling process or through an alternate process.

If the report is not a voluntary PID, we will let you know that the PID Act does not apply to the report and how we will deal with the concerns raised in the report.

If you are not happy with this assessment or otherwise disagree with it, you can raise it with the person who has communicated the outcome with you or a disclosure officer, request an internal review or request that the matter be conciliated. Tenterfield Shire Council can, but do not have to, request the NSW Ombudsman to conciliate the matter.

**Cease dealing with report as voluntary PID**

Tenterfield Shire Council may stop dealing with a voluntary PID because it is not actually a voluntary PID (meaning it does not have all the features of a PID).

**Where the report is a voluntary PID**

If the report is a voluntary PID:

- In most cases we will conduct an investigation to make findings about whether the serious wrongdoing disclosed in the report occurred, who was involved, who was responsible, and whether the people involved, or the agency engaged in serious wrongdoing. There may be circumstances

where we believe an investigation is not warranted — for example, if the conduct has previously been investigated.

- There may also be circumstances where we decide that the report should be referred to another agency, such as an integrity agency. For example, reports concerning possible corrupt conduct may be required to be reported to the ICAC in accordance with section 11 of the *Independent Commission Against Corruption Act 1988*.
- Before referring a matter, we will discuss the referral with the other agency, and we will provide you with details of the referral and a contact person within the other agency.
- If we decide not to investigate a report and to not refer the matter to another agency, we must let you know the reasons for this and notify the NSW Ombudsman.

**(c) How Council will protect the confidentiality of the maker of a voluntary PID**

We understand that people who make voluntary PIDs may want their identity and the fact that they have made a report to be confidential.

Under the PID Act, information tending to identify a person as the maker of a voluntary PID (known as identifying information) is not to be disclosed by a public official or an agency.

There are certain circumstances under the PID Act that allow for the disclosure of identifying information. These include:

- where the person consents in writing to the disclosure
- where it is generally known that the person is the maker of the voluntary PID because of their voluntary self-identification as the maker
- when the public official or **Tenterfield Shire** Council reasonably considers it necessary to disclose the information to protect a person from detriment
- where it is necessary the information be disclosed to a person whose interests are affected by the disclosure
- where the information has previously been lawfully published
- when the information is disclosed to a medical practitioner or psychologist for the purposes of providing medical or psychiatric care, treatment or counselling to the individual disclosing the information
- when the information is disclosed for the purposes of proceedings before a court or tribunal
- when the disclosure of the information is necessary to deal with the disclosure effectively
- if it is otherwise in the public interest to disclose the identifying information.

We will not disclose identifying information unless it is necessary and authorised under the PID Act.

We will put in place steps to keep the identifying information of the maker and the fact that a report has been made confidential. It may not be possible for us to maintain complete confidentiality while we progress the investigation, but we

will do all that we practically can to not unnecessarily disclose information from which the maker of the report can be identified. We will do this by:

- limiting the number of people who are aware of the maker's identity or information that could identify them
- **not disclosing the actual identity of the maker of the PID, even if we must disclose information that may identify the maker of the PID, unless we have their consent to do so**
- ensuring that any person who does know the identity of the maker of a PID is reminded that they have a legal obligation to keep their identity confidential
- ensuring that only authorised persons have access to emails, files or other documentation that contain information about the identity of the maker
- undertaking an assessment to determine if anyone is aware of the maker's identity and if those persons have a motive to cause detrimental action to be taken against the maker or impede the progress of the investigation
- providing information to the maker of the PID about the importance of maintaining confidentiality and advising them how best to protect their identity, for example, by telling them not to discuss their report with other staff.

If confidentiality cannot be maintained or is unlikely to be maintained, **Tenterfield Shire** Council will:

- advise the person whose identity may become known
- update the agency's risk assessment and risk management plan
- implement strategies to minimise the risk of detrimental action
- provide additional supports to the person who has made the PID
- remind persons who become aware of the identifying information of the consequences for failing to maintain confidentiality and that engaging in detrimental action is a criminal offence and may also be a disciplinary matter.

**(d) How **Tenterfield Shire** Council will assess and minimise the risk of detrimental action**

**Tenterfield Shire** Council will not tolerate any detrimental action being taken by any person against a person who has made a PID, investigators, witnesses or the person the report is about.

**Tenterfield Shire** Council will assess and take steps to mitigate detrimental action from being taken against the maker of a voluntary PID, the person whose conduct is the subject of a PID, investigators and witnesses.

**Tenterfield Shire** Council will take steps to assess and minimise the risk of detrimental action by:

- explaining that a risk assessment will be undertaken, and a risk management plan will be created (including reassessing the risk throughout the entirety of the matter)
- providing details of the unit/role that will be responsible for undertaking a risk assessment

- explaining the approvals for risk assessment and the risk management plan, that is, rank or role of the person who has final approval
- explaining how the agency will communicate with the maker to identify risks
- listing the protections that will be offered, that is, the agency will discuss protection options with the maker which may including remote working or approved leave for the duration of the investigation
- outlining what supports will be provided.

Detrimental action against a person is an act or omission that causes, comprises, involves or encourages detriment to a person or a threat of detriment to a person (whether express or implied). Detriment to a person includes:

- injury, damage or loss
- property damage
- reputational damage
- intimidation, bullying or harassment
- unfavourable treatment in relation to another person's job
- discrimination, prejudice or adverse treatment
- disciplinary proceedings or disciplinary action, or
- any other type of disadvantage.

Detrimental action does not include:

- lawful action taken by a person or body to investigate serious wrongdoing or other misconduct
- the lawful reporting or publication of a finding of serious wrongdoing or other misconduct
- the lawful making of adverse comment, resulting from investigative action
- the prosecution of a person for a criminal offence
- reasonable management action taken by someone in relation to a person who made or may make a PID. For example, a reasonable appraisal of a PID maker's work performance.

**(e) How ~~Tenterfield Shire~~ Council will deal with allegations of a detrimental action offence**

If ~~Tenterfield Shire~~ Council become(s) aware of an allegation that a detrimental action offence has occurred or may occur, we will:

- take all steps possible to stop the action and protect the person(s)
- take appropriate disciplinary action against anyone that has taken detrimental action
- refer any evidence of a detrimental action offence to the Commissioner of Police and the ICAC or the Law Enforcement Conduct Commission (whichever is applicable)
- notify the NSW Ombudsman about the allegation of a detrimental action offence being committed.

**(f) What Tenterfield-Shire Council will do if an investigation finds that serious wrongdoing has occurred**

If, after an investigation, it is found that serious wrongdoing or other misconduct has occurred, Council will take the most appropriate action to address that wrongdoing or misconduct. This is also known as corrective action.

Corrective action can include:

- a formal apology
- improving internal policies to adequately prevent and respond to similar instances of wrongdoing
- providing additional education and training to staff where required
- taking employment action against persons involved in the wrongdoing (such as termination of employment, relocation, a caution or reprimand)
- payment of compensation to people who have been affected by serious wrongdoing or other misconduct.

**7. Review and dispute resolution**

**(a) Internal review**

People who make voluntary PIDs can seek internal review of the following decisions made by Council:

- that Council is not required to deal with the report as a voluntary PID
- to stop dealing with the report because Council decided it was not a voluntary PID
- to not investigate the serious wrongdoing and not refer the report to another agency
- to cease investigating the serious wrongdoing without either completing the investigation or referring the report to another agency for investigation.

Council will ensure internal reviews are conducted in compliance with the PID Act.

If you would like to make an application for an internal review, you must apply in writing within 28 days of being informed of Council's decision. The application should state the reasons why you consider Council's decision should not have been made. You may also submit any other relevant material with your application.

**(b) Voluntary dispute resolution**

If a dispute arises between Tenterfield-Shire Council and a person who has made a report which is, or may be, a voluntary PID, we may request the NSW Ombudsman to conciliate the dispute. Conciliation is a voluntary process and will only be suitable for disputes where Tenterfield-Shire Council and the maker of the report are willing to resolve the dispute.

**8. Other agency obligations**

**(a) Record-keeping requirements**

~~Tenterfield Shire~~ Council must keep full and accurate records with respect to all information received in connection with the PID Act. This ensures that ~~Tenterfield Shire~~ Council complies with its obligations under the *State Records Act 1998*.

**(b) Reporting of voluntary PIDs and ~~Tenterfield Shire~~ Council's annual return to the Ombudsman**

Each year ~~Tenterfield Shire~~ Council provides an annual return to the NSW Ombudsman which includes:

- information about voluntary PIDs received by ~~Tenterfield Shire~~ Council during each return period (yearly with the start date being 1 July)
- action taken by ~~Tenterfield Shire~~ Council to deal with voluntary PIDs during the return period
- how ~~Tenterfield Shire~~ Council promoted a culture in the workplace where PIDs are encouraged.

**(c) How ~~Tenterfield Shire~~ Council will ensure compliance with the PID Act and this policy**

The General Manager is responsible for Council's compliance with the PID Act and this policy. Day to day oversight of compliance is the responsibility of the Director of Corporate ~~and Governance~~ Services.

Reports made under the PID Act are reported confidentially to Council's Audit, Risk and Improvement Committee. Further, the Audit, Risk and Improvement Committee will provide oversight of report investigations and remedies, as provided for in the Audit, Risk and Improvement Committee Charter.

**Annexure A – Names and contact details of disclosure officers for Tenterfield Shire Council**

Position	Name	Email
Director Infrastructure Services	Matthew Francisco	<a href="mailto:m.francisco@tenterfield.nsw.gov.au">m.francisco@tenterfield.nsw.gov.au</a>
<del>Chief Corporate Officer</del> Director Corporate Services	<del>Roy Jones</del> Liz Alley	<del>r.jones@tenterfield.nsw.gov.au</del> <a href="mailto:e.alley@tenterfield.nsw.gov.au">e.alley@tenterfield.nsw.gov.au</a>
<del>Manager – Human Resources, Work Force Development and Risk</del> Manager Workforce, Safety, Risk & Records	Janet Vassallo	<a href="mailto:j.vassallo@tenterfield.nsw.gov.au">j.vassallo@tenterfield.nsw.gov.au</a>
<del>Manager – Customer Service, Governance &amp; Records</del>	Erika Bursford	<a href="mailto:e.bursford@tenterfield.nsw.gov.au">e.bursford@tenterfield.nsw.gov.au</a>

**Annexure B – List of integrity agencies**

Integrity agency	What they investigate	Contact information
The NSW Ombudsman	Most kinds of serious maladministration by most agencies and public officials (but not NSW Police, judicial officers or MPs)	Telephone: 1800 451 524 between 9am to 3pm Monday to Friday Writing: Level 24, 580 George Street, Sydney NSW 2000 Email: <a href="mailto:info@ombo.nsw.gov.au">info@ombo.nsw.gov.au</a>
The Auditor-General	Serious and substantial waste of public money by auditable agencies	Telephone: 02 9275 7100 Writing: GPO Box 12, Sydney NSW 2001 Email: <a href="mailto:governance@audit.nsw.gov.au">governance@audit.nsw.gov.au</a>
Independent Commission Against Corruption	Corrupt conduct	Telephone: 02 8281 5999 or toll free 1800 463 909 (callers outside Sydney) between 9am and 3pm, Monday to Friday Writing: GPO Box 500, Sydney NSW 2001 or faxing 02 9264 5364 Email: <a href="mailto:icac@icac.nsw.gov.au">icac@icac.nsw.gov.au</a>

The Inspector of the Independent Commission Against Corruption	Serious maladministration by the ICAC or the ICAC officers	Telephone: 02 9228 3023 Writing: PO Box 5341, Sydney NSW 2001 Email: <a href="mailto:oiicac_executive@oiicac.nsw.gov.au">oiicac_executive@oiicac.nsw.gov.au</a>
The Law Enforcement Conduct Commission	Serious maladministration by the NSW Police Force or the NSW Crime Commission	Telephone: 02 9321 6700 or 1800 657 079 Writing: GPO Box 3880, Sydney NSW 2001 Email: <a href="mailto:contactus@lecc.nsw.gov.au">contactus@lecc.nsw.gov.au</a>
The Inspector of the Law Enforcement Conduct Commission	Serious maladministration by the LECC and LECC officers	Telephone: 02 9228 3023 Writing: GPO Box 5341, Sydney NSW 2001 Email: <a href="mailto:oilcc_executive@oilcc.nsw.gov.au">oilcc_executive@oilcc.nsw.gov.au</a>
Office of the Local Government	Local government pecuniary interest contraventions	Email: <a href="mailto:olg@olg.nsw.gov.au">olg@olg.nsw.gov.au</a>
The Privacy Commissioner	Privacy contraventions	Telephone: 1800 472 679 Writing: GPO Box 7011, Sydney NSW 2001 Email: <a href="mailto:ipcinfo@ipc.nsw.gov.au">ipcinfo@ipc.nsw.gov.au</a>
The Information Commissioner	Government information contraventions	Telephone: 1800 472 679 Writing: GPO Box 7011, Sydney NSW 2001 Email: <a href="mailto:ipcinfo@ipc.nsw.gov.au">ipcinfo@ipc.nsw.gov.au</a>

**Version Control & Change History**

Previous Versions	Date of Adoption by Council	Resolution #	Author/Editor	Summary of Changes
V.1	23/11/11	594/11	MCSGR	Adoption of Policy
V.2	27/11/13	432/13	MCSGR	Review/Amended
V.3	23/08/17	168/17	MCSGR	Review/Amended
V.4	26/08/20	169/20	MCSGR	Review/Amended
V.5	28/02/24	16/24	MCSGR	New Model Policy
V.6	TBA	TBA	MWSRR	Contact officers updated/non material amendments

Draft

<b>Department:</b>	<b>Office of the Director Corporate Services</b>
<b>Submitted by:</b>	Tamai Davidson, Manager Planning & Development
<b>Reference:</b>	<b>ITEM GOV14/26</b>
<b>Subject:</b>	<b>DRAFT POLICY - COUNCIL RELATED DEVELOPMENT APPLICATION CONFLICT OF INTEREST POLICY</b>

### LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

<b>CSP Goal:</b>	<b>LEADERSHIP</b> - Our local leaders are respected and trusted to make our shire a better place
<b>CSP Strategy:</b>	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
<b>Delivery Plan Action:</b>	Develop, manage and deliver Governance Services, in accordance with the OLG Compliance Guide

### SUMMARY

The purpose of this report is to present to Council a draft policy that specifies how conflicts of interest in connection with Council related development applications will be handled. It is proposed to create a separate policy to specifically deal with Council related Development Applications outside the existing Policy – Limit of Delegated Authority when Dealing with Development Applications and Complying Development Certificates.

### OFFICER'S RECOMMENDATION:

#### That Council:

**Adopts Draft Policy – Conflict of interest for Council-related development applications as contained in Attachment 1.**

### BACKGROUND

At its meeting of 27 November 2025, Council considered a report advising of 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 in accordance with Council resolution 194/25 of 22 October 2025. Council resolved the following:

[209/25]

**Resolved**

**That Council:**

- 1. Notes the information contained in the report.**
- 2. Requests the General Manager to review Council's current policy that specifies how conflicts of interest in connection with Council related development applications will be handled and to present same for discussion to the Councillor Workshop scheduled for 11 February 2026.**

[[Peter Murphy/Gregory Purcell]]

**Motion Carried**

Our Governance No. 14 Cont...

Council's existing Policy – Limit of Delegated Authority when Dealing with Development Applications and Complying Development Applications and Complying Development Certificates identifies the procedure where Council may have a perceived conflict of interest.

This policy also includes procedures where Council staff may have a perceived conflict of interest and also identifies delegations for the determination of Development Applications. In conjunction with the new draft policy for Council related development applications, it is proposed to simultaneously amend the existing Limit of Delegated Authority Policy to remove reference to Council related development applications.

#### **REPORT:**

At times, Council is required to prepare and lodge development applications to obtain consent to carry out development on land it owns, occupies or otherwise controls. An inherent conflict of interest therefore arises as the development application is being made to itself for determination as the consent authority under the *Environmental Planning & Assessment Act 1979* (EP&A Act).

To ensure the planning system remains transparent and accountable, the NSW Government requires Council to:

- Have a Policy that sets out how they will manage any potential conflicts of interest that may arise in relation to council-related development;
- Consider this Policy before determining any development applications that are Council-related; and
- Publicly communicate any management approaches that the Council will implement (if any) for each development.

The draft Policy has been prepared to ensure consistency with the model template and the Council related Development Application Conflict of Interest Guidelines prepared and provided by the NSW Department of Planning and Environment (DPIE).

In accordance with the provisions of the *Environmental Planning and Assessment Regulation 2021* the following requirements are to be met:

- *Councils must adopt and have a policy that specifies how conflicts of interest in connection with council-related development applications will be handled.*
- *Council-related development applications must now be accompanied by either a management strategy statement, which explains how the council will manage potential conflicts of interest, or a statement that the council has no management strategy for the application (section 36A).*
- *Councils must record conflicts of interest in connection with each council-related development application, and the measures taken to manage the conflicts, in their existing DA register (section 242A).*

Our Governance No. 14 Cont...

- *Council-related development applications must be exhibited for a minimum of 28 days to ensure transparency during the assessment process (Environmental Planning and Assessment Act 1979, schedule 1, clause 9B).*

### **Flexibility**

In some circumstances, Council may determine the risks associated with a Council-related development are sufficiently low and no specific controls are warranted. Where this is the case, Council should still publicly communicate that fact to ensure transparency.

Where a Council determines for a particular class of development that the risks of a conflict of interest are very low, it may decide not to have any management controls for a specified type of development unless there is some direct involvement of a Councillor or a Council staff member in their private capacity.

### **Management Controls**

Management controls identify what actions Council will take during the DA assessment, determination and regulation of the proposal and are outlined in the attached draft policy and identified in the Conflict of Interest Management Statement.

### **Local Planning Panels**

On 15 December 2025, amendments to section 2.17 of the EP&A Act and related provisions commence to allow the Secretary of the Department of Planning, Housing and Infrastructure (Secretary) to constitute joint local planning panels in areas without them. However, this power will not be used immediately. Consultation will occur with Local Government NSW and affected Councillors before the creation of LPPs in regional areas where they do not already exist.

The changes signal a shift in the governance structure for development assessment, with decision-making responsibilities transitioning from elected representatives to appointed panels. In particular:

- Abolishes government appointed regional planning panels
- Proposes the roll out of local planning panels across local government areas in regional areas, removing local Councillors from the development application decision-making process

Until such time as the LPP is established, DAs requiring determination by Council under the provisions of this, and the Limit of Delegated Authority when Dealing with Development Applications Policy, will still be presented to Council for determination.

Attachment 2 contains an extract from the EP & A Act identifying the provisions relating to Local Planning Panels.

### **COUNCIL IMPLICATIONS:**

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

Provisions contained within the draft policy require any Council-related DAs to be exhibited for a minimum of 28 days.

Our Governance No. 14 Cont...

## 2. Policy and Regulation

- *Environmental Planning & Assessment Act, 1979*
- *Environmental Planning & Assessment Regulation, 2021*

## 3. Financial (Annual Budget & LTFFP)

Nil.

## 4. Asset Management (AMS)

Nil.

## 5. Workforce (WMS)

Nil.

## 6. Legal and Risk Management

Nil.

## 7. Performance Measures

This Policy sets out clear guidelines to reduce the risk of conflicts of interest with the approval process for Council-related developments.

## 8. Project Management

Nil.

**Liz Alley**

**Director Corporate Services**

Prepared by staff member:	Tamai Davidson, Manager Property & Development						
Approved/Reviewed by Manager:	Liz Alley, Director Corporate Services						
Department:	Office of the Director Corporate Services						
Attachments:	<table> <tr> <td><b>1</b></td> <td>DRAFT Council Related Development Application Conflict of Interest Policy</td> <td>8 Pages</td> </tr> <tr> <td><b>2</b></td> <td>Local Planning Panels Legislation</td> <td>3 Pages</td> </tr> </table>	<b>1</b>	DRAFT Council Related Development Application Conflict of Interest Policy	8 Pages	<b>2</b>	Local Planning Panels Legislation	3 Pages
<b>1</b>	DRAFT Council Related Development Application Conflict of Interest Policy	8 Pages					
<b>2</b>	Local Planning Panels Legislation	3 Pages					

<b>POLICY NAME</b>	<b>CONFLICT OF INTEREST POLICY – COUNCIL-RELATED DEVELOPMENT APPLICATIONS</b>	
Date Adopted	Council Meeting Date	
Resolution Number	XXX/26	
Policy Custodian	General Manager	
Policy Development Officer	Manager Planning & Development	
Review Date	(3 years from resolution date)	
Relevant Legislation	<i>Environmental Planning &amp; Assessment Act, 1979</i> <i>Environmental Planning &amp; Assessment Regulation, 2021</i>	
Related Documents		

**POLICY OBJECTIVES**

This policy aims to manage potential conflicts of interest and increase transparency at all stages of the development process for council-related development.

**POLICY SCOPE**

This policy applies to all council-related development within the Tenterfield Shire Council Local Government area.

Clause 9B(2) of Schedule 1 to the EPA Act defines ‘council-related development applications’ as a development application, for which council is a consent authority, that is

- (a) Made by or on behalf of the council, or
- (b) For development upon land:
  - i. of which the council is an owner, a lessee or a licensee, or
  - ii. otherwise vested in or under the control of council.

**Exclusions:**

This policy does not apply to activities under Part 5 of the Act and Review of Environmental Factors (REF) with the Act.

**POLICY STATEMENT**

**Management controls and strategies**

- (1) The **assessment** of an application for council-related development.
  - a. Applications be prepared by another section of Council or external consultancy.

- b. Where there is a significant conflict of interest the application can be peer reviewed by a third party consultant prior to determination.
  - c. All Council related development applications are to be provided with a conflict of interest management statement and publicly exhibited for a minimum 28 days.
- (2) The **determination** of an application for council-related development.
- a. Where Council is the determining authority, Development Applications with a Capital Investment Value (CIV) less than \$250,000.00 can be determined under delegated authority.
  - b. At the discretion of the General Manager and where there is significant public interest, an application can be referred to a Council meeting for determination.
  - c. Development Applications that meet the criteria of regionally significant development shall be reported to, and determined by the Northern Regional Planning Panel.
- (3) The **regulation and enforcement** of approved Council-related development may be undertaken by:
- a. A private certifier.
  - b. Council, where council is nominated as the certifying authority for building or subdivision work as required under the EPA Act.
  - c. Appointment of an independent third party.
- (4) Management controls are **not required** for the following activities:
- a. Any development that is deemed exempt and complying development under the Codes SEPP.
  - b. Commercial fit outs and minor changes to a building façade that are not identified as a heritage item.
  - c. Internal alterations or additions to buildings that are not identified as a heritage item.
  - d. Advertising signage.
  - e. Minor building structures projecting from a building façade over public land (including awnings, verandahs, bay windows, flagpoles, pipes & services).
  - f. Solar energy systems and associated battery storage in association with an existing building.
  - g. Temporary events and structures with a lifespan of three days or less.

- h. Non-controversial development that is compliant with relevant town planning, engineering and building regulations.
- i. Development where Council might receive a small fee for the use of their land.

**(5) Identifying whether a potential conflict of interest exists, assessment of level risk and determination of appropriate management controls**

- (1) Development Applications lodged with Council that are identified as council-related development are to be referred to the General Manager (or delegate) for a conflict of interest risk assessment.
- (2) The General Manager (or delegate) is to:
  - a. Assess whether the application has a potential conflict of interest,
  - b. Identify the phase(s) of the development process at which the identified conflict of interest arises,
  - c. Assess the level of risk involved at each phase of the development process,
  - d. Determine what (if any) management controls should be implemented to address the identified conflict of interest having regard to any management controls and strategies of the policy and the outcomes of the assessment of the level of risk involved as set out in the above-mentioned clause,
  - e. Document the proposed management approach for the development in a Conflict of Interest Management Statement that is published on the NSW Planning Portal.

**APPENDIX 1**

**Checklist – Potential conflict of interest for a Council-related development application**

<b>Potential conflict of interest checklist for Council-related development applications</b>	
<b>Project Name</b>	
<b>Project Description</b>	
<b>Location</b>	
<b>Estimated capital investment value</b>	
<b>Potential conflict</b>	<i>Describe (anticipated community interest / council commercial benefit / environmental sensitives / cost / perceived council benefit)</i>
<b>Development for which no management controls need to be applied (Clause 4)</b>	
	a. Any development that is deemed exempt and complying development under the Codes SEPP.
	b. Commercial fit outs and minor changes to a building façade that are not identified as a heritage item.
	c. Internal alterations or additions to buildings that are not identified as a heritage item.
	d. Advertising signage.
	e. Minor building structures projecting from a building façade over public land (including awnings, verandahs, bay windows, flagpoles, pipes & services).
	f. Solar energy systems and associated battery storage in association with an existing building.
	g. Temporary events and structures with a lifespan of three days or less.
	h. Non-controversial development that is compliant with relevant town planning, engineering and building regulations.
	i. Development where Council might receive a small fee for the use of their land.

<b>Management Controls</b>		<b>YES</b>	<b>NO</b>
<b>DA Assessment</b>	a. Applications be prepared by another section of Council or external consultancy.		
	b. Where there is a significant conflict of interest the application can be peer reviewed by a third party consultant prior to determination.		
	c. All Council related development applications are to be provided with a conflict of interest management statement and publicly exhibited for a minimum 28 days.		
<b>DA Determination</b>	a. Where Council is the determining authority, Development Applications with a Capital Investment Value (CIV) less than \$250,000.00 can be determined under delegated authority.		
	b. At the discretion of the General Manager and where there is significant public interest, an application can be referred to a Council meeting for determination.		
	c. Development Applications that meet the criteria of regionally significant development shall be reported to, and determined by the Northern Regional Planning Panel.		
<b>Regulation and Enforcement</b>	a. A private certifier.		
	b. Council, where council is nominated as the certifying authority for building or subdivision work as required under the EPA Act.		
	c. Appointment of an independent third party.		
<b>Completed by:</b>			
<b>Signature:</b>			
<b>Date:</b>			

<b>APPENDIX 2 Conflict of Interest Management Statement</b> <i>Council-related development applications must be accompanied by a management strategy statement, which explains how the council will manage potential conflicts of interest, or publish a statement that the council has no management strategy for the application (section 36A).</i>	
Project Name & Description	
DA Number	
Potential conflict (include details of any conflicts of interest that may arise – anticipated community interest/Council commercial benefit/environmental sensitivities/cost/perceived Council benefit)	
Management Strategy (tick all that apply)	The Council is managing potential conflicts of interest in this matter as follows: <ul style="list-style-type: none"> <li><input type="checkbox"/> Council-related development applications to be accompanied by a conflict of interest management statement and publicly exhibited for a minimum of 28 days.</li> <li><input type="checkbox"/> Council’s development assessment staff will not be involved in the preparation or lodgement of the application, except for providing pre-da advice if required.</li> <li><input type="checkbox"/> Where Council staff are involved with the preparation of the application they will remain detached from assessment &amp; regulatory staff during the assessment process, except to provide additional information if required.</li> <li><input type="checkbox"/> The application is identified as having relative public interest and will be peer reviewed by a third-party consultant prior to determination.</li> <li><input type="checkbox"/> The application is identified as having significant public interest and will be referred to a Council meeting for determination.</li> </ul>

	<p><input type="checkbox"/> The application is identified as regionally significant development and will be referred to the Northern Regional Planning Panel for determination.</p> <p><input type="checkbox"/> A private certifier will be engaged to undertake the certification for the development.</p>
Contact	<p>Anyone with concerns about Council fulfilling its obligations should report their concerns to Council in writing.</p> <p><i>The General Manager</i>  <i>247 Rouse Street</i>  <i>Tenterfield NSW 2372</i></p>

**POLICY DEFINITIONS (fill in table below)**

<b>Definition</b>	<b>Meaning</b>
<b>Application</b>	Means an application for consent under Part 4 of the Act to carry out development and includes an application to modify a development consent. It does not include an application for a complying development certificate.
<b>Council</b>	Tenterfield Shire Council.
<b>Council-related development</b>	Means development for which the council is the applicant developer (whether lodged by or on behalf of council), landowner, or has a commercial interest in the land - the subject of the application, where it will also be the regulator or consent authority.
<b>Development process</b>	Means application, assessment, determination, and enforcement.
<b>the Act</b>	Means the <i>Environmental Planning and Assessment Act 1979</i> .

- (1) A word or expression used in this policy has the same meaning as it has in the Act, and any instruments made under the Act, unless it is otherwise defined in this policy.
- (2) Notes included in this policy do not form part of the policy.

**VERSION CONTROL & CHANGE HISTORY**

Previous Versions	Date of Adoption by Council	Resolution #	Author/Editor	Summary of Changes



## NSW legislation

### Environmental Planning and Assessment Act 1979 No 203

Current version for 15 December 2025 to date (accessed 12 February 2026 at 11:14)

[Part 2](#) > Division 2.5

#### Division 2.5 Local planning panels

##### 2.17 Constitution of local planning panels

- (1) A council may constitute a single local planning panel for the whole of the area of the council.
- (1A) The local planning panels specified in Schedule 2, Part 3A are constituted for 2 or more areas.
- (1B) If a local planning panel is constituted for 2 or more areas under subsection (1A)—
  - (a) a council for one of the areas must not constitute a planning panel for the area under subsection (1), and
  - (b) a single local planning panel must not be constituted by 2 or more councils under subsection (3) for any of the areas for which the local planning panel is constituted by the Planning Secretary, and
  - (c) a function exercisable by a council of one of the areas in relation to the panel must be exercised jointly by all the councils.
- (1C) The Planning Secretary may, by order published on the NSW legislation website, amend Schedule 2, Part 3A for one or more of the following purposes—
  - (a) to constitute a local planning panel for 2 or more specified areas,
  - (b) to abolish a local planning panel constituted under the part,
  - (c) to change the name of a local planning panel constituted under the part or to change the specified areas for which it is constituted,
  - (d) to make savings and transitional provisions consequent on one or more of the above.
- (2) The following councils must constitute a single local planning panel for the whole of the area of the council—
  - (a) the council of an area that is wholly within the designated Sydney districts,
  - (b) the council of the City of Wollongong,
  - (c) the council of any other area prescribed by the regulations.
- (3) A single local planning panel may be constituted by 2 or more councils. In that case, any function exercisable by a council in relation to the panel is to be exercised jointly by all those councils.
- (4) The Minister may, under section 9.1, direct 2 or more particular councils referred to in subsection (2) to constitute a single local planning panel.
- (5) If a council fails to constitute a local planning panel that it is required to constitute, the Minister may constitute the panel and for that purpose is taken to be the council.
- (6) A local planning panel is subject to any directions of the Minister under section 9.1.

- (7) A local planning panel is not subject to the direction or control of the council, except in relation to any matter relating to the procedure of the panel (or to the time within which it is to deal with a matter) that is not inconsistent with any directions of the Minister under section 9.1.

#### **2.18 Members of local planning panels**

- (1) The members of a local planning panel must be appointed by—
- (a) for a local planning panel constituted by a council—the relevant council, or
  - (b) for a local planning panel constituted by the Planning Secretary—the Planning Secretary.
- (2) Each local planning panel is to comprise (subject to this section) the following 4 members—
- (a) an approved independent person appointed as the chairperson of the panel with relevant expertise that includes expertise in law or in government and public administration,
  - (b) 2 other approved independent persons with relevant expertise,
  - (c) a representative of the local community who is not a councillor or mayor.
- (3) A person is not eligible to be a member of a local planning panel constituted by a council if the person is—
- (a) a councillor of that or any other council, or
  - (b) a property developer within the meaning of section 53 of the [Electoral Funding Act 2018](#), or
- Note.**
- Section 53 of the [Electoral Funding Act 2018](#) provides that **property developer** includes a person who is a close associate of a property developer.
- (c) a real estate agent within the meaning of the [Property, Stock and Business Agents Act 2002](#).
- However, a person is not ineligible to be a member of a local planning panel merely because the person carries on the business of a planning consultant.
- (4) For the purposes of this section, an **approved independent person** is an independent person approved by the Minister for appointment to the local planning panel or a person selected from a pool of independent persons approved by the Minister for appointment to the local planning panel. The Minister may approve different pools of independent persons.
- (5) For a local planning panel constituted by a council whose area is divided into wards—
- (a) the council must appoint representatives of the local community for each ward as members of the local planning panel, and
  - (b) the representatives are entitled to attend a meeting of the local planning panel, but only one of the representatives, designated by the chairperson of the panel, may form part of the quorum for the meeting and is entitled to vote and be heard on a matter before the panel, and
  - (c) the representative designated by the chairperson for a matter before the panel must be the representative for the ward the chairperson considers is most closely associated with the matter.
- (6) (Repealed)
- (7) Relevant expertise for the purposes of this section is expertise in at least one area of planning, architecture, heritage, the environment, urban design, economics, traffic and transport, law, engineering, tourism or government and public administration.

#### **2.19 Functions of local planning panels**

- (1) A local planning panel has the following functions—

- (a) the specified functions of a council as a consent authority under Part 4 that are conferred on it under this Act,
  - (b) to advise a council on any planning proposal that has been prepared or is to be prepared by the council under section 3.33 and that is referred to the panel by the council,
  - (c) to advise a council on any other planning or development matter that is to be determined by the council and that is referred to the panel by the council.
- (2) The Minister may give directions to councils under section 9.1 (either to particular councils or to councils generally) on the planning proposals that are required to be referred to a local planning panel for advice.
- (3) This section does not limit the functions that may be exercised by a local planning panel under this Act.

#### **2.20 Miscellaneous provisions relating to local planning panels**

- (1) Schedule 2 contains provisions with respect to the members and procedure of local planning panels.
- (2) A local planning panel is required to give written reasons for its decisions and make them publicly available on a website of or used by the panel. A decision is not invalid merely because of a failure to give or publish the reasons or all of the reasons for the decision.
- (3) The regulations may make provision for or with respect to the following—
  - (a) the functions conferred under this Act on local planning panels, including the procedures of panels in exercising their functions,
  - (b) without limiting paragraph (a), providing that parties are not to be represented (whether by an Australian legal practitioner or any other person) or are only to be represented in specified circumstances,
  - (c) the provision of information or reports by councils with respect to the exercise of functions by local planning panels.
- (4) The council is to provide staff and facilities for the purpose of enabling a local planning panel to exercise its functions.
- (5) The council is to monitor the performance of local planning panels constituted by the council.
- (6) A council that has constituted a local planning panel must provide a report to the Planning Secretary, each year or other period directed by the Planning Secretary, as to the following—
  - (a) whether a local planning panel had been constituted by the council during the reporting period,
  - (b) the matters referred to the panel in the reporting period,
  - (c) the persons appointed to the panel,
  - (d) any other matters relating to the exercise of functions by the panel as directed by the Planning Secretary.
- (7) Legal proceedings by or against a local planning panel are to be taken in the name of the panel and not by or against the members of the panel.
- (8) A local planning panel may delegate any function of the panel under this or any other Act (other than this power of delegation) to the general manager or other staff of the council. Section 381 of the [Local Government Act 1993](#) does not apply to any such delegation.
- (9) For the avoidance of doubt, a member of a local planning panel is a public official for the purposes of the [Independent Commission Against Corruption Act 1988](#).

<b>Department:</b>	<b>Office of the Director Corporate Services</b>
<b>Submitted by:</b>	Tamai Davidson, Manager Planning & Development
<b>Reference:</b>	<b>ITEM GOV15/26</b>
<b>Subject:</b>	<b>POLICY - LIMIT OF DELEGATED AUTHORITY IN DEALING WITH DEVELOPMENT APPLICATIONS AND COMPLYING DEVELOPMENT CERTIFICATES</b>

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

## SUMMARY

The purpose of this report is to update and re-adopt the Limit of Delegated Authority in Dealing with Development Applications and Complying Development Certificates.

## OFFICER'S RECOMMENDATION:

### That Council:

**Adopts the "Policy - Limit of Delegated Authority in Dealing with Development Applications and Complying Development Certificates" as contained in Attachment 1.**

## BACKGROUND

The Limit of Delegated Authority in Dealing with Development Applications and Complying Development Certificates Policy ('the Policy') was originally adopted by Council in 2014 and amended and adopted further in 2017, 2020 and 2022.

## REPORT:

Pursuant to section 378(2) of the *Local Government Act 1993* the General Manager has delegated certain functions under the *Environmental Planning and Assessment Act 1979* to the Director of Corporate Services (DCS). These functions allow the DCS and delegates to determine development and complying development applications. The delegation further allows for granting consent, either conditionally or subject to conditions or refusing applications in certain circumstances.

The Policy currently contains provisions which identify the process where Council or Council staff may have a perceived conflict of interest. It is proposed to extract the Council conflict of interest provisions from the Policy and include these in a separate policy – "Conflict of Interest Policy – Council-Related Development Applications" which is being considered concurrently with this amended Policy in the Business Paper.

The amended *Limit of Delegated Authority in Dealing with Development Applications*

Our Governance No. 15 Cont...

*and Complying Development Certificates' Policy* will retain the following provisions:

- Applications where Council staff may have a perceived conflict of interest
- Applications of public interest

Amendments to the Policy have been identified in Attachment 1, updating staff titles and increasing development values in line with increasing costs of development.

### **COUNCIL IMPLICATIONS:**

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

Nil.

#### **2. Policy and Regulation**

- *Environmental Planning & Assessment Act, 1979*
- *Environmental Planning & Assessment Regulations 2021*
- *Local Government Act, 1993*
- *Tenterfield Local Environmental Plan 2013*

#### **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: Tamai Davidson, Manager Planning & Development

Approved/Reviewed by Manager: Liz Alley, Director Corporate Services

Our Governance No. 15 Cont...

Department:

Office of the Director Corporate Services

Attachments:

- |  |            |
|--|------------|
| <b>1</b> Limit of Delegated Authority in<br>Dealing with Development<br>Applications and Complying<br>Development Certificates | 6<br>Pages |
|--|------------|



**LIMIT OF DELEGATED AUTHORITY IN DEALING WITH DEVELOPMENT APPLICATIONS AND COMPLYING DEVELOPMENT CERTIFICATES**

**Summary:**

The purpose of this policy is to provide clear direction on delegations when dealing with Development Applications and Complying Development Certificates lodged with Council for assessment and determination.

<b>Policy Number</b>	3.122
<b>File Number</b>	CM/163
<b>Document version</b>	V54.0
<b>Adoption Date</b>	<del>21 December 2022</del>
<b>Approved By</b>	<del>Council</del>
<b>Endorsed By</b>	<del>Council</del>
<b>Minute Number</b>	<del>248/22</del>
<b>Consultation Period</b>	N/A
<b>Review Due Date</b>	<del>September 2023</del> <del>February 2029</del> - 3 years
<b>Department</b>	Office of Corporate Services
<b>Policy Custodian</b>	Manager Planning & <del>Regulation</del> <del>Development</del>
<b>Superseded Documents</b>	N/A
<b>Related Legislation</b>	<del>N/A</del> <del>Environmental Planning &amp; Assessment Act, 1979</del> <del>Local Government Act, 1993</del>
<b>Delegations of Authority</b>	Manager Planning & <del>Regulation</del> <del>Development</del>

**1. Overview**

Pursuant to section 378(2) of the *Local Government Act 1993* the General Manager has delegated certain functions under the *Environmental Planning and Assessment Act 1979* to the ~~Chief Corporate Officer~~ Director of Corporate Services. These functions allow the ~~Chief Corporate Officer~~ Director of Corporate Services to determine development and complying development applications. The delegation further allows for granting consent, either conditionally or subject to conditions or refusing applications.

Both the Department of Local Government (DLG) and the Independent Commission Against Corruption (ICAC) recommend that Councils put in place procedures to reduce corruption risks in the development approval process.

**Where this Policy Applies**

This policy applies to the entire Tenterfield Shire Local Government Area.

## **2. Policy Principles**

To set standards and principles for the delegation of authority when dealing with Development Application's (DA) and Complying Development Certificate's (CDC).

## **3. Policy Objectives**

This policy aims to ensure that development decisions are properly made and that parties involved in the development process are dealt with fairly to avoid impropriety. It also aims to ensure to avoid any occasion for suspicion and any appearance of improper conduct.

In determining development applications, it is essential that Council are highly conscious of the potential for even the slightest impropriety that may lead to suspicion of misconduct.

### **Pecuniary and Non-Pecuniary Conflict of interests**

A conflict of interests exists when Council or Council staff could be influenced, or a reasonable person would perceive that they could be influenced by a personal interest when carrying out your-their public duty. Perceptions of a conflict of interests are as important as actual conflict of interests.

A conflict of interests can be of two (2) types:

Pecuniary - An interest that a person has in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to the person or another person with whom the person is associated. (Sections 442 and 443).

Non-pecuniary - A private or personal interest the council official has that does not amount to a pecuniary interest as defined in the Act (for example; a friendship, membership of an association, society or trade union or involvement or interest in an activity and may include an interest of a financial nature).

### **Improper and Undue Influence**

The policy aims to ensure that Council and staff do not take advantage of their position to improperly influence other council officials in the performance of their public or professional duties to secure a private benefit for yourself themselves or for somebody else. It also ensures that Council and staff do not take advantage (or seek to take advantage) of their status or position with, or functions performed for, Council in order to obtain unauthorised or unfair benefit for himself or herself themselves or for any other person or body.

### **Procedure for approvals**

The procedures for determining level of Delegated Authority in the approval of Development Applications DA's and Complying Development Certificates CDC's are outlined below.

#### **3.1 Applications where Council may have a perceived conflict of interest**

Where Council is the owner of land and the developer requires a consent for a sale to proceed:

~~Assessment of application to be conducted by suitably qualified Town Planner independent of Council and report considered by full Council.~~

~~3.1.1 Where Council has sold land however Council is still the owner of the land:~~

- ~~• Assessment of application to be conducted by suitably qualified Town Planner independent of Council and report considered by full Council.~~

~~3.1.2 Where Council owns land and is the applicant:~~

- ~~• Applications to be prepared independent of Department of Planning and Regulation Services;~~
- ~~• Where development does not exceed \$300,000 assessed by Planning and Regulation Services staff and approved by the Chief Corporate Officer and reported to Council monthly meeting;~~
- ~~• Where development exceeds \$300,000 and is not greater than \$750,000 in value assessed by Planning and Regulation Services staff and report considered by full Council; and~~
- ~~• Where development exceeds \$750,000 assessment of application to be conducted by suitably qualified Town Planner independent of Council and report considered by full Council.~~

~~3.2~~ **3.1 Applications where Council staff may have a perceived conflict of interest**

~~3.1.1~~

~~3.2.1~~ ~~Where Senior Staff (management team members), Planning and Development Services Staff and Engineering staff involved in development assessment are applicants and / or owners for commercial development:~~

- ~~• Where development does not exceed \$3400,000 assessed by independent member of Planning and Regulation-Development Services and considered by full Council;~~
- ~~• Development exceeding \$3400,000 assessment of application to be conducted by suitably qualified Town Planner independent of Council and report considered by full Council.~~

~~3.2.2~~ ~~3.1.2~~ ~~Where Senior Staff (management team members), Planning and Development Services staff and Engineering staff involved in development assessment and are applicants and / or owners for residential development:~~

- ~~• Where development does not exceed \$100200,000 assessed by independent member of Planning and Regulation-Development Services Staff and approved by Chief Corporate Officer-Director of Corporate Services and reported to Council monthly meeting;~~

- Applications involving the ~~Chief Corporate Officer~~ Director of Corporate Services where development does not exceed \$200,000 assessed by independent member of Planning and Regulation Services Staff and considered by full Council;
- Development exceeding \$1200,000 application to be assessed by independent member of Planning and Regulation Services Staff and approved by full Council; and
- ~~All applications involving the Chief Corporate Officer~~ Director of Corporate Services exceeding \$1200,000 ~~or involving subdivision~~ to be assessed by suitably qualified Town Planner independent of Council and report considered by full Council.
- All applications for subdivision to be assessed by suitably qualified Town Planner external to Council and approved by Director of Corporate Services.
- The General Manager or Director of Corporate Services may determine any DA or CDC which involves Council staff that does not fall in to the above criteria to be assessed independently and determined by full Council.

### **3.3.2 Applications of public interest**

Applications whereby three (3) or more submissions are received objecting to the development on valid planning grounds:

Application \_\_\_\_\_ assessed \_\_\_\_\_ by \_\_\_\_\_ Planning \_\_\_\_\_ and \_\_\_\_\_ Regulation/Development Services \_\_\_\_\_ Staff \_\_\_\_\_ and considered by full Council.

Applications of public interest being commercial developments exceeding \$5700,000:

Application \_\_\_\_\_ assessed \_\_\_\_\_ by \_\_\_\_\_ Planning \_\_\_\_\_ and \_\_\_\_\_ Regulation/Development Services \_\_\_\_\_ Staff \_\_\_\_\_ and considered by full Council.

Applications recommending refusal on planning principles:

Application \_\_\_\_\_ assessed \_\_\_\_\_ by \_\_\_\_\_ Planning \_\_\_\_\_ and \_\_\_\_\_ Regulation/Development Services \_\_\_\_\_ Staff \_\_\_\_\_ and considered by full Council.

#### **4. Policy Statement**

To set standards and principles for the delegation of authority when dealing with DA's and CDC's.

#### **5. Scope**

To identify appropriate delegations for the assessment of DA's and CDC's

#### **6. Accountability, Roles & Responsibility**

**Elected Council**

As required.

~~Chief Executive~~[General Manager, Executive and Management](#)  
~~Teams~~[Directors, Managers](#)

As required.

**Management Oversight Group**

As required.

**Individual Managers**

Manager Planning & Development Services

**7. Definitions**

Nil.

**8. Related Documents, Standards & Guidelines**

- *Environmental Planning & Assessment Act, 1979;*
- Independent Commission Against Corruption (ICAC) Anti-corruption Safeguards and the NSW Planning System February 2012
- *Local Government Act 1993*

**9. Version Control & Change History**

<b>Version</b>	<b>Date</b>	<b>Modified by</b>	<b>Details</b>
V1.0	26/03/14	Council	Adoption of Original Policy (Res No. 79/14)
V2.0	23/08/17	Council	Review/Amended (Res No. 168/17)
V3.0	23/09/20	Council	Review/Amended (Res No. 196/20)
V4.0	21/12/22	Council	Re adoption of Policy (Res No 248/22)

<b>Department:</b>	<b>Office of the General Manager</b>
<b>Submitted by:</b>	Hein Basson, General Manager
<b>Reference:</b>	<b>ITEM GOV16/26</b>
<b>Subject:</b>	<b>POLICY AND GUIDELINES DOCUMENT FOR INFORMAL WORKSHOPS</b>

### **LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK**

<b>CSP Goal:</b>	<b>LEADERSHIP</b> - Our local leaders are respected and trusted to make our shire a better place
<b>CSP Strategy:</b>	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
<b>Delivery Plan Action:</b>	Develop, manage and deliver Governance Services, in accordance with the OLG Compliance Guide

### **SUMMARY**

The purpose of this report is for Council to adopt a "Policy & Guidelines for Informal Workshops" document – providing policy statements and guidelines for the holding of informal workshops into the future.

### **OFFICER'S RECOMMENDATION:**

#### **That Council:**

**Adopts the draft "Policy & Guidelines for Informal Workshops" document as is annexed to the report as Appendix 1.**

### **BACKGROUND**

With the implementation of the new Model Code of Meeting Practice from the NSW Office of Local Government as from 1 January 2026, there was concern within the industry that it would no longer be possible to have interactive and informal sessions between the Leadership Executive Team and Councillors.

### **REPORT:**

The new Code of Meeting Practice, as was adopted by Council at its December 2025 Ordinary Meeting, after having been advertised for public comments and submissions, is now applicable to Council.

"Pre-Meeting Briefing Sessions" are no longer allowed in terms of this new Code.

These Pre-Meeting Briefing Sessions are further addressed in the updated and recently released FAQ of the Office of Local Government (OLG), stating that a gathering of Councillors will be regarded as a Pre-Meeting Briefing Session and prohibited if it is convened for the purposes of informing Councillors about a matter they will be required to make a decision on at a future Council Meeting.

Our Governance No. 16 Cont...

However, in this updated FAQ, the OLG goes further saying that a gathering of Councillors is not regarded as being a Pre-Meeting Briefing Session if it is convened for the purposes of seeking the views of Councillors on a particular matter (e.g. on community priorities in the early stages of the development of the Community Strategic Plan). Such gatherings could be characterised as a "workshop" - but should not be held for deliberating on and making decisions on matters that should be considered at a formal Council Meeting.

The information below is also important to put this newly developed "Policy and Guidelines for Informal Workshops" document in context.

Section 360(1) of the *Local Government Act 1993* (the Act) grants a particular authority to the Minister of Local Government under the Act and *Local Government (General) Regulation 2021* (the Regulation), stating the following:

*The regulations may prescribe a model code of meeting practice for the conduct of meetings of council and committees of council of which all members are councillors.*

Subordinate legislation (such as the Model Code of Meeting Practice) will need to be consistent with, and within the parameters of the authority granted by the NSW Parliament in the Act.

Therefore, it could reasonably be argued that the Regulation and Model Code of Meeting Practice can only regulate "meetings of Council" and only meetings "of which all members are Councillors".

Informal Workshops, as described in the attached document, involving Councillors who are under no obligation to attend these Informal Workshops but consisting of only those who are interested to do so, the Leadership Executive Team, and occasionally other staff, would not constitute a Meeting of Council of which all members are Councillors. Hence, Sections 9, 10, 10D and 11 of the Act would not apply.

Other policy statements and guidelines have also been included in this draft document to make it abundantly clear that these Informal Workshops are not designed to, and will not be used, to take the place of a formal Council Meeting, for which due notice has been given, which requires business of Council to be conducted openly and transparently, and to which the public has access – or for a perception of this nature to be able to be formed.

## **COUNCIL IMPLICATIONS:**

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

Nil.

### **2. Policy and Regulation**

- *Local Government Act 1993*
- *Local Government (General) Regulation 2021*
- Code of Meeting Practice 2025 (Model Code adopted by Council)

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

Our Governance No. 16 Cont...

Nil.

#### **4. Asset Management (AMS)**

Nil.

#### **5. Workforce (WMS)**

Nil.

#### **6. Legal and Risk Management**

The contents of the "Policy & Guidelines for Informal Workshops" document is aligned with legal and other requirements; therefore, from a risk management perspective, there should be no significant risk for Council to adopt this framework.

#### **7. Performance Measures**

Nil.

#### **8. Project Management**

Nil.

### **Hein Basson General Manager**

Prepared by staff member: Hein Basson, General Manager

Approved/Reviewed by Manager: Hein Basson, General Manager

Department: Office of the General Manager

Attachments: **1** Policy & Guidelines for Informal Workshops - January 2026

7  
Pages



# Policy & Guidelines for Informal Workshops

January 2026

**DOCUMENT AUTHORISATION**

<b>RESPONSIBLE OFFICER:</b>		GENERAL MANAGER			
<b>REVIEWED BY:</b>		LET			
<b>REVIEW DUE DATE:</b>		January 2030			
<b>VERSION NUMBER:</b>		1			
<b>DOCUMENT TITLE:</b>		Policy & Guidelines for Informal Workshops			
<b>VERSIONS:</b>	<b>DATE:</b>	<b>RESOLUTION NO:</b>	<b>DESCRIPTION OF AMENDMENTS:</b>	<b>AUTHOR/ EDITOR:</b>	<b>APPROVED / ADOPTED BY:</b>
1	25/02/2026	??/26		General Manager	Council

\_\_\_\_\_  
 Signed: General Manager

\_\_\_\_\_  
 Date

## **PURPOSE**

The purpose of this policy is to:

- Ensure that the primacy of the official monthly Ordinary Council Meeting is preserved as a decision-making forum.
- Ensure that the Leadership Executive Team and interested Councillors have an opportunity, from time to time, to seek viewpoints within a more informal and interactive forum with regards to the development of key strategic documents for Council.
- Ensure that the Leadership Executive Team and interested Councillors have an opportunity, from time to time, to seek viewpoints within a more informal and interactive forum regarding subject matters that are substantial and complex in nature.
- Ensure that the Leadership Executive Team and interested Councillors have an opportunity, from time to time, to seek viewpoints within a more informal and interactive forum with regards to contentious matters that are also substantial and complex in nature.

## **APPLICABILITY**

This policy applies to:

- The Leadership Executive Team (LET).
- Councillors interested in attending Informal Workshops.
- Other Council Managers and Staff who may be requested by the General Manager to be present at the Informal Workshop.

Informal Workshops do not constitute meetings of Council or committees of Council of which all members are Councillors, therefore, Sections 9,10, 10D and 11 of the *Local Government Act 1993* do not apply.

## **OUTCOMES**

This Policy Document and Guidelines have been developed to:

- Provide for clear guidelines as to when the Leadership Executive Team and interested Councillors would meet for the purposes of having an Informal Workshop, in order for them to seek points of view related to the development of key strategic documents for Council, as well as pertaining to matters that are substantial and complex or contentious, but also substantial and complex, in nature.
  - Provide for consistency in the approach to determine whether the holding of a particular Informal Workshop is appropriate.
-

## **ROLES AND RESPONSIBILITIES**

The General Manager, in consultation with other Leadership Executive Team members and the Mayor, will schedule Informal Workshops as required.

Councillors are invited to attend Informal Workshops, however, they are under no obligation to attend.

## **DEFINITIONS**

- **Key Strategic Documents:** Formal written plans that outline the most important, long-term goals of the Tenterfield Shire Council, and the means intended to achieve them, e.g. the Integrated Planning and Reporting Framework suite of documents and other associated Strategic and/or Master Plans.
- **Substantial Matters:** Subjects or situations (including affairs, topics, or concerns) that are of a nature that are material, real or actual, of ample or considerable amount, or of substantial importance or much consequence.
- **Complex Matters:** Subjects or situations (including affairs, topics, or concerns) that are made up of many interrelated parts, that are intricate or involved, and that are difficult to understand, analyse, or resolve.
- **Contentious Matters:** Subjects or situations (including affairs, topics, or concerns) that refer to issues or subjects that are likely to cause disagreement, dispute, or controversy.

## **POLICY STATEMENT**

All approvals for Informal Workshops to be held will be determined by the General Manager in consultation with the Mayor.

## **GUIDELINES FOR COUNCILLOR INFORMATION SESSIONS**

Council will consider the following guidelines to assist Council in determining whether it would be desirable for an Informal Workshop to be held:

### **Acknowledgement of Broad Governance Principles Applicable to Local Government**

- Council acknowledges that it speaks by resolution and that the official Ordinary Council Meeting is the means by which Councillors should receive, consider and debate Council business.
  - Council acknowledges and supports the principle that Council related business should be dealt with in an open and transparent manner as described in Chapter 4, Part 1 of the *Local Government Act 1993* (the Act) and that members of the public should have access to Council's discussions, deliberations and debate, except in those instances where the Act (Sections 10A to 10D) makes provision for items to be considered in Closed Council.
-

- Council acknowledges and supports the principle that members of the public should have an opportunity to formally address Council before monthly Council Meetings, and Council will continue to provide for an opportunity to community members to address Council regarding Council related business before the actual monthly Council Meeting starts.
- Council acknowledges and supports the principle that staff members are employed as professional specialists and as such enjoy independence in terms of Section 352 of the *Local Government Act 1993* and are therefore not subject to direction by the Council or by a Councillor as to the content of any advice or recommendation made by staff members.
- Council also acknowledges that the above paragraph does not prevent the Council or the Mayor from directing the General Manager to provide the Council with advice or a recommendation about a particular matter as part of its official Council Meeting Business Paper.

#### **Particular Guidelines for Councillor Information Sessions**

Given the increasing volume and complexity of material necessary to consider by Councillors, Council finds it necessary to, from time to time, implement a mechanism of Informal Workshops to assist the Leadership Executive Team and interested Councillors in seeking views about matters which are strategic, substantial and complex, or contentious but also substantial and complex in nature – within a more informal and interactive forum. These Informal Workshops will, however, only be held under the following conditions:

- Where the particular subject matter to be dealt with at the Informal Workshop is dealing with the development of key strategic documents; such as the initial presentation of the Integrated Planning & Reporting suite of documents, or annual Operational Plans and Budgets, or other significant project Master Plans. This, however, implies that there will be substantial further public consultation before Council would be able to finalise its position on these types of matters.
  - Where the particular subject matter to be dealt with at the Informal Workshop is of a substantial and complex nature and where it would assist the Leadership Executive Team and interested Councillors to seek viewpoints, such as draft annual Budgets and Operational Plans.
  - Where the particular subject matter to be dealt with at the Informal Workshop is of a contentious nature, but is also substantial and complex in nature, to assist the Leadership Executive Team and interested elected representatives to seek different points of view – such as development applications that meet the definition requirements.
  - Informal Workshops have, as a focus, the seeking of viewpoints in a more informal and interactive forum. Staff will not make formal recommendations and interested Councillors attending the Informal Workshop, will not attempt to influence or provide directions to the General Manager or other staff.
  - Informal Workshops are not designed, or allowed, to become a substitute for open debate in the official monthly Ordinary Council Meeting or any Extraordinary Council Meeting.
  - Informal Workshops are not designed, or used by, or allowed to be used by any Councillor, to reach a pre-determined position on issues that will later be presented to, and be voted on, at an Ordinary or Extraordinary Council Meeting. No agreement
-

will therefore be sought from any interested and attending Councillor during the course of an Informal Workshop.

- Informal Workshops are not used, or allowed to be used, as an avenue to influence staff or attempt to influence staff or to give direction to staff or to attempt to give direction to staff as to what the contents of their reports or recommendations to Council should be. No agreement will therefore be sought by attending Councillors from any staff member during the course of the Informal Workshop.
- Notice of Informal Workshops to the Leadership Executive Team and Councillors is given at least three (3) days in advance by the General Manager's Office - preferably by way of electronic communication – clearly indicating the subject matter or matters that viewpoints are sought to be obtained about.
- Councillors are under no obligation to attend Informal Workshops.
- Informal Workshops are chaired by the General Manager or in his/her absence another member of the Leadership Executive Team. This arrangement will assist in placing Informal Workshops in their proper perspective, that is, a forum for seeking viewpoints, and avoid the appearance of a formal Council Meeting which carries the associated risk of de facto decision-making.
- Informal Workshops will be conducted in an informal and interactive manner, but with the necessary acknowledgement and respect shown to the Chair by all participants present.

### **COUNCIL'S VALUES**

- Integrity
- Community Focus
- Accountability
- Respect
- Excellence

### **LEGISLATION AND SUPPORTING DOCUMENTS**

#### **Relevant Legislation, Regulations and Industry Standards include:**

- *Local Government Act 1993* (Chapter 3; Chapter 4 Part 1; Chapter 9 Part 2 Divisions 1, 2 and 3; Chapter 11 Part 5 (particularly Section 352); Chapter 12 Part 2 Division 1 (particularly Section 360(1); and Chapter 12 Part 2 Division 2.)
- *Local Government (General) Regulation 2021* (Part 10).

#### **Relevant Council Policies and Procedures include:**

- Council's Code of Meeting Practice.
- Council's Code of Conduct for Councillors.
- Council's Code of Conduct for Staff.

### **VARIATION AND REVIEW**

The Policy & Guidelines for Informal Workshops will be reviewed every four (4) years, or earlier if deemed necessary, to ensure that it meets the requirements of legislation and the needs of Council. The term of the Policy does not expire on the review date, but will continue in force until superseded, rescinded or varied either by legislation or a new resolution of Council.

DRAFT

<b>Department:</b>	<b>Office of the Director Corporate Services</b>
<b>Submitted by:</b>	Lee Sisson, Governance Officer
<b>Reference:</b>	<b>ITEM GOV17/26</b>
<b>Subject:</b>	<b>SIR HENRY PARKES SCHOOL OF ARTS POLICIES TO BE REPEALED</b>

#### **LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK**

<b>CSP Goal:</b>	<b>LEADERSHIP</b> - Our local leaders are respected and trusted to make our shire a better place
<b>CSP Strategy:</b>	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
<b>Delivery Plan Action:</b>	Develop, manage and deliver Governance Services, in accordance with the OLG Compliance Guide

#### **SUMMARY**

As Council no longer administers the day-to-day running of the Sir Henry Parkes School of Arts, the School of Arts Theatre Cinema Front of House Policy and School of Arts Use for Weddings Policy may now be repealed.

#### **OFFICER'S RECOMMENDATION:**

##### **That Council:**

- 1. Repeals the Sir Henry Parkes School of Arts Theatre Cinema Front of House Policy.**
- 2. Repeals the Sire Henry Parkes School of Arts Use for Weddings and Other Activities Policy.**

#### **REPORT:**

As per Tenterfield Shire Council's agreement with School of Arts Tenterfield Inc (SOATI), Council no longer administers the day-to-day running of the Sir Henry Parkes School of Arts Cinema or Theatre nor the use as a function venue.

#### **COUNCIL IMPLICATIONS:**

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

NIL required.

##### **2. Policy and Regulation**

- The Policies as mentioned in the report will be repealed.

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

Nil.

Our Governance No. 17 Cont...

**4. Asset Management (AMS)**

Nil.

**5. Workforce (WMS)**

Nil.

**6. Legal and Risk Management**

As per Tenterfield Shire Council's agreement with School of Arts Tenterfield Inc (SOATI), Council no longer administers the day-to-day running of the Sir Henry Parkes School of Arts Cinema or Theatre nor the use as a function venue.

**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:	There are no attachments for this report.

<b>Department:</b>	<b>Office of the Director Corporate Services</b>
<b>Submitted by:</b>	Liz Alley, Director Corporate Services
<b>Reference:</b>	<b>ITEM GOV18/26</b>
<b>Subject:</b>	<b>CORPORATE SERVICES DIRECTORATE MONTHLY REPORT</b>

---

**LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK**

<b>CSP Goal:</b>	<b>LEADERSHIP</b> - We understand and agree with how public money is spent
<b>CSP Strategy:</b>	Continue to provide financial reports to Council

---

**SUMMARY**

The purpose of this report is to:

- update the Council on activities within the Corporate Services Directorate
- provide a written report that sets out details required in accordance with relevant legislation and regulations, and
- provide statistics and data that support corporate policy and activities in accordance with the Operational Plan and Delivery Program 2025 – 2029.

**OFFICER'S RECOMMENDATION:**

**That Council:**

**Notes the Corporate Services Directorate Report for January 2026.**

**BACKGROUND**

This report is an information report to advise on Financial, Planning, Governance, Information Technology, Customer Service, Library and Corporate functions of Council, each month.

**REPORT:**

A reconciliation of the cash books of all funds have been carried out with the appropriate bank statements as of 31 January 2026.

Cash Book Balances on this date were as follows: -

General (Consolidated)	\$35,538,656	Credit
General Trust	\$69,586	Credit

Council's General consolidated account interest rate was 3.60%, for the full month of January, on a variable basis resulting in a reasonably high interest return. This is reviewed on a regular basis as part of cash flow monitoring.

**Summary of Investments**

Council investments as at 31 January 2026 was \$35,000,000 (see separate Council Report).

**Total Cash and Investments** at 31 January 2026 was \$70,608,242.

Our Governance No. 18 Cont...

**Detailed Analysis of External Restrictions**

<b>Cash and Investments - Detailed Analysis of External Restrictions</b>		
<b>Restricted cash analysis</b>	<b>As at 31 January 2026</b>	<b>As at 30 June 2025</b>
<b>Total Cash &amp; Investments</b>	<b>70,608,242</b>	<b>62,106,425</b>
<b>Externally Restricted Cash</b>	<b>48,204,906</b>	<b>41,387,749</b>
<b>Included in Grant Related (excl Developer Contributions)</b>	<b>21,025,928</b>	<b>15,958,984</b>
Grant-Related - General Fund	21,025,928	15,900,117
Grant-Related - Water Fund		-
Grant-Related - Sewer		58,867
Grant-Related - Waste		-
Grant-Related - Stormwater		-
<b>Included in Developer Contributions</b>	<b>2,287,855</b>	<b>2,086,335</b>
Developer Contributions - General	1,814,041	1,670,217
Developer Contributions - Water	181,031	148,997
Developer Contributions - Sewer	105,931	98,677
Developer Contributions - Waste	175,227	157,239
Developer Contributions - Stormwater	11,625	11,204
<b>Included in RFS Reserves</b>	<b>189,255</b>	<b>109,522</b>
RFS Reserves	189,255	109,522
<b>Included in Cash at Bank and Investment leftovers (after exl Grant Related, DC and RFS above)</b>	<b>24,701,868</b>	<b>23,232,908</b>
Water	2,891,173	2,805,208
Sewer	10,323,972	9,533,037
Waste*	10,230,474	9,692,848
Stormwater	1,186,663	1,132,741
Trust Fund	69,586	69,074
<b>Internal restrictions</b>	<b>12,502,788</b>	<b>9,541,084</b>
Plant and Vehicle Replacement	4,671,790	2,350,000
Employees Leave Entitlements	805,000	805,000
FAG (Road Component Advanced)		496,363
Special Projects - Infrastructure Flood Damage	2,500,000	2,500,000
SRV Money Unspent 2014	670,853	843,633
SRV Money Unspent 2023	853,178	384,644
Saleyard Specific Purpose	95,364	64,140

Our Governance No. 18 Cont...

Interest earned from RERFF Funds Invested	383,173	201,223
Interest Earned from DRFA Funds in Term Deposits	149,258	98,864
IT System Renewal Project	970,000	770,000
Financial Support Payment for Preliminary Land Classifications 2024 (NSW Emergency Services Levy Funding Reform)	20,698	27,217
Future Grant Co-Contributions	1,000,000	1,000,000
Security Bonds, Deposits & Retentions	383,474	
<b>Unrestricted Funds</b>	<b>9,900,548</b>	<b>11,177,591</b>

\* Waste Fund - The above reserve for the waste fund includes the \$3.3 Million loan approved for Waste Management - Boonoo Boonoo Landfill (Develop Stage 5). Of this \$3.3 Million as at January \$1.616m has been spent, leaving a balance of \$1.684m of loan proceeds in the waste reserve.

### Concealed Water Leakage Concession

The table below sets out the concessions granted under Council's Concealed Water Leakage Concession Policy, for the YTD.

Month	Number of Concessions per month	\$ value per month	Prior Year Value
31 July 2025	3	\$1,560.85	21,614.43
31 August 2025	-	-	5,936.25
30 September 2025	-	-	
31 October 2025	-	-	17,504.58
30 November 2025	-	-	-
31 December 2025	-	-	-
31 January 2026	-	-	-
28 February 2026			33,917.00
31 March 2026			-
30 April 2026			2,425.70
31 May 2026			-
30 June 2026			2,453.18
<b>Cumulative Total</b>	<b>3</b>	<b>\$1,560.85</b>	<b>83,851.14</b>

### 603 Certificates

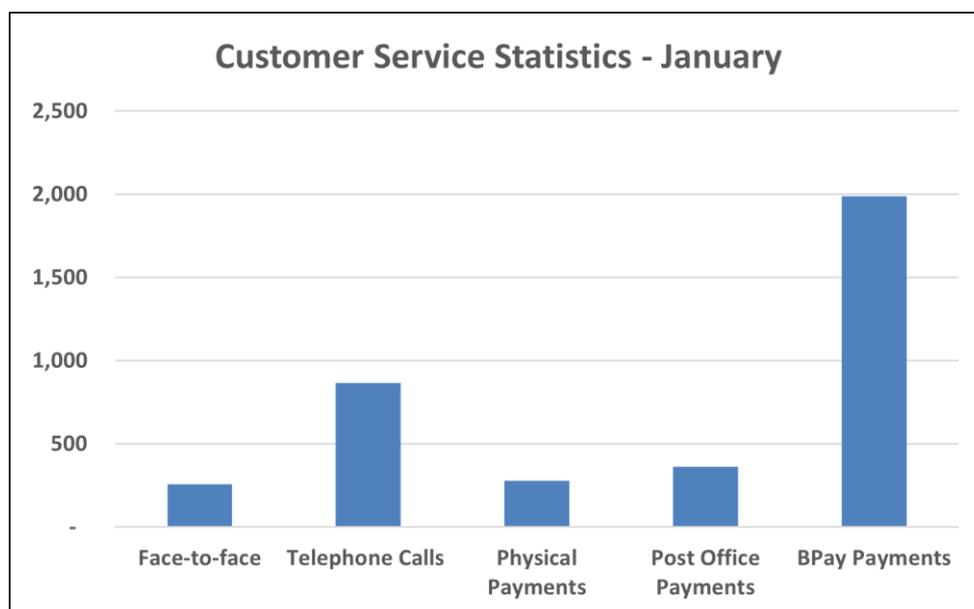
During the sale of a property a 603 Certificate is usually requested to identify if there are any outstanding or payable fees to Council by way of rates, charges or otherwise in respect of a parcel of land. The table below sets out the applications this year in comparison to 2024/25.

Our Governance No. 18 Cont...

Month	Number of Certificates per month 2025/2026	Number of Certificates per month prior year - 2024/2025
31 July 2025	33	29
31 August 2025	16	20
30 September 2025	37	31
31 October 2025	39	35
30 November 2025	44	30
31 December 2025	28	21
31 January 2026	24	12
28 February 2026		24
31 March 2026		28
30 April 2026		13
31 May 2026		35
30 June 2026		22
<b>Cumulative Total</b>	<b>221</b>	<b>300</b>

**Customer Service Statistics for January 2026**

Face-to-face	Number of visitors/users	259
Telephone	Number of Calls taken	867
Physical Payments	Number of physical payments received	281
Post Office Payments	Number of payments received via Post Office	362
BPay Payments	Number of Payments via Bpay	1,988



**Library Services**

December: Extra Christmas Storytime for Tenterfield Social Development Committee playgroup was held by the Librarian. It was attended by 11 parents, 12 Children and 3 staff members.

Our Governance No. 18 Cont...

January: Work has resumed on collaboration with community organisations for Senior's week (2-10 March 2026) and Youth Week (16-26 April 2026). The Library Information and Programs Officer position was not filled with two possible candidates both declining the opportunity. The position has been re-advertised. Staff have started collecting data from passive programming. These are activities that library staff put out for members and visitors to do such as art activities, selected games and jigsaw puzzles. These activities are proving very popular for children, adults and families.

	<b>Service</b>	<b># of Attendees</b>
<b>Patronage</b>	Number of visitors/users/door count	1,446
	Number of members	2,709
	Number of new members this month	22
<b>Circulation</b>	Number of books loaned	1,875
	Number of eLoans	253
	Home library services Loans	168/3 runs
	Home Library Members	16
<b>Events</b>	Online Kids Art Class	N/A
	Storytime	N/A
	Senior's tech	17 people/7.5 hours
	Study Nook Times/users	35 users/58.5 hours
	Chatty Booth	12 users/15 hours
	Computer hours/users	166 users/137.75 hours
	Book Club attendance	7
<b>Special events</b>	School holidays attendees, storytime	Art 20/ 3 sessions

### **Governance**

#### **December 2025 January 2026**

2026 Agency Information Guide

Statement of Business Ethics Policy

ARIC minutes and actions register December 2026

ARIC Annual Plan

Request for Tender sent for Internal Audit 2026 – Governance

Delegation System Update – ongoing

Compliments for December & January 2025/26 – 10

Complaints for December & January 2025/26 – 1

### **Planning Statistics** (December and January)

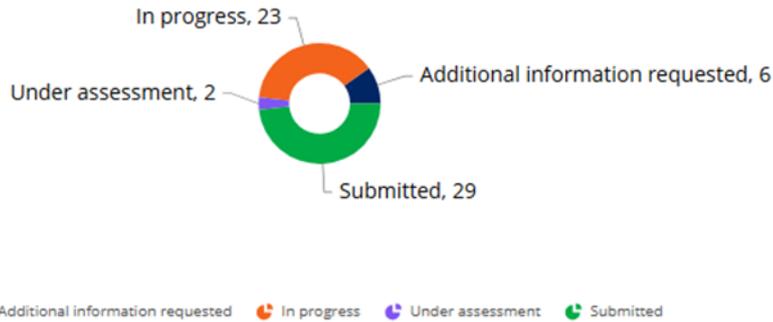
<b>Planning and Regulation Summary</b>		<b>Number</b>
<b>Development Applications</b>	Number lodged	24
	Number determined	23
<b>Construction Certificates</b>	Number lodged	22
	Number determined	3
	Number outstanding	58

Our Governance No. 18 Cont...

Development applications lodged, determined and outstanding included as separate attachments to this report.

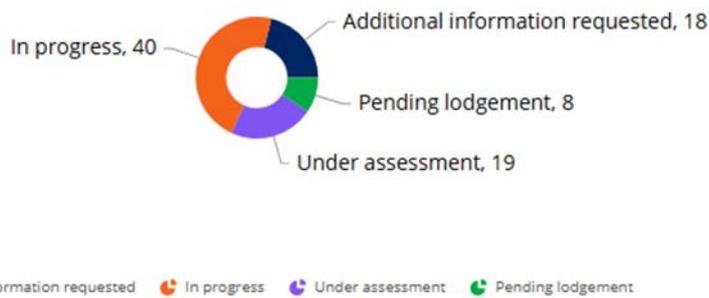
Construction Certificate ▼

**Open Cases by Application**



Development Application (New DA, Mod, Review) ▼

**Open Cases by Application**



**COUNCIL IMPLICATIONS:**

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

Nil.

**2. Policy and Regulation**

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

Our Governance No. 18 Cont...

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

Nil.

**4. Asset Management (AMS)**

Nil.

**5. Workforce (WMS)**

Nil.

**6. Legal and Risk Management**

Nil, this report is for information only.

**7. Performance Measures**

Nil.

**8. Project Management**

Nil.

**Hein Basson  
General Manager**

Prepared by staff member:	Liz Alley, Director Corporate Services	
Approved/Reviewed by Manager:	Hein Basson, General Manager	
Department:	Office of the Director Corporate Services	
Attachments:	<b>1</b> Development Statistics for January 2026	1 Page
	<b>2</b> Applications Lodged December 2025 & January 2026	1 Page
	<b>3</b> Applications Lodged December 2025 & January 2026	1 Page
	<b>4</b> Applications Outstanding December 2025 & January 2026	1 Page

FY 25/26 Development Statistics									
		Dwellings	Additions/ Renovations to Existing Dwellings	Garages, Carports & Sheds	Commercial or Industrial Works	Subdivision	Recreation/ Tourism	FY 25/26 Monthly Total	FY 24/25 Monthly Total
Jul-25	No.	5	0	3	0	4	0	12	7
	Value	\$735,459.00	\$0.00	\$413,534.00	\$0.00	\$0.00	\$0.00	\$1,148,993.00	\$1,233,465.00
Aug-25	No.	7	0	3	0	1	0	11	13
	Value	\$2,752,339.00	\$0.00	\$214,600.00	\$0.00	\$0.00	\$0.00	\$2,966,939.00	\$1,314,957.00
Sep-25	No.	9	0	4	2	2	1	\$7,989,073.36	15
	Value	\$2,458,200.00	\$0.00	\$284,726.36	\$4,946,147.00	\$0.00	\$300,000.00	\$2,458,200.00	\$2,864,075.00
Oct-25	No.	5	0	4	1	0	0	10	14
	Value	\$1,946,000.00	\$0.00	\$303,804.00	\$10,000.00	\$0.00	\$0.00	\$2,259,804.00	\$1,855,285.00
Nov-25	No.	6	3	0	1	2	0	12	8
	Value	\$1,173,160.00	\$140,000.00	\$0.00	\$35,000.00	\$0.00	\$0.00	\$1,348,160.00	\$1,047,250.00
Dec-25	No.	5	2	4	0	4	0	15	8
	Value	\$2,210,582.00	\$150,000.00	\$246,086.00	\$0.00	\$0.00	\$0.00	\$2,606,668.00	\$1,396,290.00
Jan-26	No.	6	0	1	0	1	0	8	12
	Value	\$2,399,500.00	\$0.00	\$57,000.00	\$0.00	\$0.00	\$0.00	\$2,456,500.00	\$2,293,113.00
Feb-26	No.								10
	Value								\$1,247,950.00
Mar-26	No.								10
	Value								\$1,623,500.00
Apr-26	No.								13
	Value								\$2,189,067.00
May-26	No.								15
	Value								\$2,135,671.00
Jun-26	No.								19
	Value								\$1,909,513.00
No. (Year to Date)		<b>43</b>	<b>5</b>	<b>19</b>	<b>4</b>	<b>14</b>	<b>1</b>	7989141.36	144
FY 25/26 Total Value (Year to Date)		<b>\$13,675,240.00</b>	<b>\$290,000.00</b>	<b>\$1,519,750.36</b>	<b>\$4,991,147.00</b>	<b>\$0.00</b>			
FY 24/25 Total Value		<b>\$16,573,612.00</b>	<b>\$742,245.00</b>	<b>\$1,338,868.00</b>	<b>\$227,001.00</b>	<b>\$0.00</b>	<b>\$201,000.00</b>	<b>\$19,082,726.00</b>	<b>\$21,110,136.00</b>

<b>Applications Lodged December 2025 &amp; January 2026</b>			
<b>DA Number</b>	<b>Applicant</b>	<b>Address</b>	<b>Description of Work</b>
2025/139	Tenterfield Surveys	5377 Mt Lindesay Road Liston	2 Lot Rural Subdivision
2025/140	Tenterfield Surveys	7841 Bruxner Way Drake	2 Lot Rural Subdivision
2025/141	Tenterfield Surveys	204 Wood Street Tenterfield	2 Lot Boundary Adjustment
2025/142	K Whitfeld	332a Mt Lindesay Road Tenterfield	Dwelling
2025/143	CMC Constructions	28 Logan Street Tenterfield	Shed
2025/144	Wes Smith Building	5454 Mt Lindesay Road Liston	Dwelling
2022.085/2	Wes Smith Building	57A Haddocks Road Tenterfield	Modification to Existing Building
2025.145	BJS Construction	193 East Street Tenterfield	Shed
2025.146	M Cook	965B Bruxner Way Tenterfield	Shed
2025/147	D Sorrenti	293 Plains Station Road Tabulam	Dwelling
2025/148	Evolve Planning	Mole River Road Mole River	Dwelling
2022.048/1	Context Engineering	17 Naas Street Tenterfield	Modification
2025/149	S Roos	94-98 Drummond Street Tenterfield	Dwelling
2025/150	M Graffin	66 Logan Street Tentefield	Alterations to existing building
2025/151	S Roos	94-98 Drummond Street Tenterfield	Shed
2025.008/1	M Alexander	Black Swamp School Road Tenterfield	Modification - 2 Lot Subdivision
2026.001	C Banks	Platypus Lane Tenterfield	Dwelling & Shed
2026.002	J Di Costanzo	146 East Street Tenterfield	Dwelling
2026.003	J Battersby	25 Kochs Road Tenterfield	Dwelling
2026.004	P Denton	88 High Street Tenterfield	Dwelling-Dual Occupancy
2026.005	G Walters	7 Station Place Tenterfield	Shed
2026.006	Tenterfield Surveys	5116 Mt Lindesay Road Liston	Two lot rural Subdivision
2026.007	L Tolley	55 Leechs Gully Road Tenterfield	Dwelling
2026.008	Acre Consulting Pty Ltd	12217 Bruxner Highway Tenterfield	Dwelling

<b>Applications Determined December 2025 &amp; January 2026</b>			
<b>DA Number</b>	<b>Applicant</b>	<b>Address</b>	<b>Description of Work</b>
2025.127	Tenterfield Surveys	82 Robinsons Road Tenterfield	2 Lot Rural Subdivision
2025.137	D Harding	20b Smiths Lane Tenterfield	Dwelling
2025.141	Tenterfield Surveys	204 Wood Street Tenterfield	2 Lot Boundary Adjustment
2025.13	L Collings	22 Stanthorpe Street Liston	Dwelling
2025.144	Wes Smith Building	5454 Mt Lindesay Road Liston	Dwelling
2022.085/2	Wes Smith Building	57A Haddocks Road Tenterfield	Modification to Existing Building
2025.142	K Whitfeld	332a Mt Lindesay Road Tenterfield	Dwelling
2025.145	BJS Constructions	193 East Street Tenterfield	Shed
2025.106	S Curry	129 Logan Street Tenterfield	Change of Use- Residential to Business
2025.122	M Walker	409 Bellevue Road, Tenterfield	Dwelling/Secondary Dwelling/Shed
2025.143	CMC Constructions	28 Logan Street Tenterfield	Shed
2025.121	S Taylor	281 Rivertree Road, Liston	Shed
2025.133	Tenterfield Pre- School	90 Wood Street Tenterfield	Temporary demountable
2025.115	S Cassidy	409 Mt Lindesay Road Tenterfield	Shed
2025.132	C Wise	234 Marsh Road Maryland	Dual Occupancy
2025.129	T Foreman	1158 Rivertree Road Undercliffe	Construction of Rumpus & Store Rooms
2025.089	R Rogers	Long Gully Road Tenterfield	Dwelling
2025.123	K Keating	128 McCowens Road, Bolivia	Detached Studio
2025.125	Y Davis	13 Aldershot Road Tentefield	Dwelling & Shed
2025.126	BJS Constructions	760 Billirimba Road Tenterfield	Shed
2025.134	S Bell	350 Cullendore Road Cullendore	Dual Occupancy
2025.136	E Buckman	36 Duke Street Jennings	Dwelling
2025.135	R Carpenter	193 High Street Tenterfield	Detached Studio

<b>Applications Outstanding December 2025 &amp; January 2026</b>			
<b>DA Number</b>	<b>Applicant</b>	<b>Address</b>	<b>Description of Work</b>
2021.012	A Corbett	Bluff River Road	Primitive Camp Ground
2022.068	Tenterfield Surveys	531A Long Gully Road	Two (2) Lot Rural Subdivision
2025.062	Tenterfield Surveys	416 Long Gully Road Drake	Two (2) lot Rural Subdivision
	Tenterfield Surveys	136 Sandy Creek Road Sandy Hills	Two (2) Lot Rural Subdivision
2025-085	M McKean	63 Kochs Road Tenterfield	Dwelling
2025.113	ACE Energy	Old Racecourse Road Tenterfield	BESS(Battery Energy Storage System)
2025.139	Tenterfield Surveys	5377 Mt Lindesay Road Liston	Two (2) Lot Rural Subdivision
2025.14	Tenterfield Surveys	7841 Bruxner Way Drake	Two (2) Lot Rural Subdivision
2025.146	M Cook	965B Bruxner Way Tenterfield	Shed
2025.147	D Sorrenti	293 Plains Station Road Tabulam	Dwelling
2025.148	Evolve Planning	Mole River Road Mole River	Dwelling
2022.048/1	Context Engineering	17 Naas Street Tenterfield	Modification-Subdivision
2025.149	S Roos	94-98 Drummond Street Tenterfield	Dwelling
2025.15	M Graffin	66 Logan Street Tentefield	Alterations to existing building
2025.151	S Roos	94-98 Drummond Street Tenterfield	Shed

<b>Department:</b>	<b>Office of the Director Corporate Services</b>
<b>Submitted by:</b>	Lee Sisson, Governance Officer
<b>Reference:</b>	<b>ITEM GOV19/26</b>
<b>Subject:</b>	<b>INFRASTRUCTURE SERVICES DIRECTORATE MONTHLY REPORT</b>

**LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK**

**CSP Goal:** **Leadership** - Council is a transparent, financially sustainable and high-performing organisation, delivering valued services to the Community.

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

**SUMMARY**

The purpose of this report is to provide Councillors for their information with an overview of work carried out in the Department of Infrastructure Services for the month of November 2025.

**OFFICER'S RECOMMENDATION:****That Council:**

**Receives and notes the information contained in the report.**

**BACKGROUND**

Since the Monthly Operational Report has ceased to be included with the Council Meeting Business Paper, monthly departmental reports are being prepared – containing operational data and actions for the information of Councillors.

**REPORT:****BUILDINGS AND AMENITIES****December/January Report****Council Buildings**

- Repairs are continuing to be being carried out on Council properties to ensure maintenance schedules of Council buildings are kept up to date.
- SOA lighting –additional lighting has been arranged for the foyer and repairs to existing - ongoing.
- Request for quote for an accessible toilet to be constructed at the Youth Precinct has now been accepted in October 2025 and construction of the toilet is expected to be completed in March 2026.
- NRMA have commenced design of two (2) further charge stations behind 157 Rouse Street, Tenterfield – Council is waiting for final design - ongoing.
- Emergency lighting inspections on 17 owned/managed buildings were completed in December and remedial works will be completed in 2026 so the evacuation

Our Governance No. 19 Cont...

- plans can be developed and Fire Safety Certificates for all Council owned/managed buildings once emergency lighting has been completed.
- Review/inspection of lighting upgrade at the Tenterfield Shire Depot – Purchase order was raised in December.
  - Audit on Council Security systems has commenced and will be finalised in early 2026 on the remainder of Council Buildings.
  - “No Camping signs” have been installed for the Drake Hall and Drake Park in December.
  - Graffiti and Vandalism have increased in the public toilets during December, all incidents have been reported to Police.
  - Asbestos Scope of work & Property List is currently being developed.
  - Review of Draft Building Asset Management Plan – Council contractor finalising.
  - Insurance claims on damage to Council properties is being completed and works underway
  - Pest Inspection and sprays have been arranged for several Council assets to be completed in December and January – ongoing.
  - Jubilee Park Rotunda Scope of work has been developed and advertised in January with local trades for repairs and painting.
  - Band Hall Scope of work has been designed for the repairs and painting will be advertised in February 2026 and furniture will be auctioned off.
  - Arranged to relocate fridge from SOA to Jubilee Park Kiosk due to no longer needed at café

### **Licenses & Agreements on Council owned/managed Land**

- Tenterfield Total Care draft lease for 136-138 Manners Street, Tenterfield is with solicitors – ongoing.
- Urbenville Medical Centre – another Doctor will be taking over the practice. Draft lease is with the new tenants for signing and expected to be signed shortly.
- Tenterfield Child Care Centre has renewed their lease for an additional 12 months and is waiting on committee to sign updated lease.

### **Swimming Pool Complex**

#### **Management plan**

December continues to be strong seasonal performance recording 3,405 attendances for the month, resulting in consistent patronage across the school holiday period, supported by favourable weather conditions and the growing popularity of the programs and the facilities. The continued strength in visitation highlights the community’s ongoing engagement with the centre and confidence in the direction of the facility. All core programs are performing exceptionally well and attracting large numbers of participants, with the strong and consistent demand on these programs and additional classes are being investigated. The pool inflatable was installed three times in December and was extremely well received by patrons, adding excitement and variety to the recreational offering.

Our Governance No. 19 Cont...

January recorded a very strong performance with total attendances of 4,456 for the month. This represents a clear increase on December figures and confirms January as the busiest and most successful month of the season to date. Attendance growth was consistent across programs and casual use, supported by favourable weather conditions and high levels of community engagement. All core programs operated continuously throughout January allowing the centre to fully capitalise on peak seasonal demand. Learn to Swim, Squad training, Aqua Fitness and recreational use all performed strongly.

### Season Pass Purchases for the 25/26 season

	25/26	24/25	23/24	22/23	21/22	20/21	19/20	18/19
Full Season Family	46	42	30	26	27	26	49	39
Half Season Family	8	10	15	12	5	9	9	13
Full Season Single	32	31	29	16	14	17	25	10
Half Season Single	4	6	29	18	3	9	7	13
<b>Total</b>	<b>89</b>	<b>89</b>	<b>103</b>	<b>72</b>	<b>49</b>	<b>61</b>	<b>90</b>	<b>75</b>

### Total Attendances for the 25/26 season

	October	November	December	January	February	March	YTD
2018/19	1,037	2,372	2,972	4,196	2,904	1,275	14,756
2019/20	732	3,984	1,318	5,006	2,560	930	14,530
2020/21	1,459	4,144	2,568	4,383	2,759	1,064	16,377
2021/22	1,684	1,456	2,673	3,291	2,523	1,779	13,406
2022/23	1,573	2,770	2,693	3,366	3,577	2,171	16,150
2023/24	2,007	2,916	3,916	3,493	3,819	2,248	18,399
2024/25	1,927	2,644	4,011	3,523	3,054	1,382	16,541
2025/26	2,982	3,678	3,401	4,456			14,517

### Weekly Programs in December & January

Squad	Learn to Swim
Aqua Fitness – 4 classes averaging 20 participants per session	Sharks
Baby Sharks	Development
Swim Club	Adult Squad

### Monthly Review

There has been excellent feedback and interest in the programs which include:

Squad – enrolments are strong across morning and afternoon sessions with children attending 4 or 5 sessions a week and continuing to rise – 10 to 15 swimmers attending each session and 35 enrolled across the squad pathway.

Adult Squad – Participation is gradually increasing on Mondays and Wednesday nights and will continue to promote this program to encourage a culture of adult swimming; currently there are four participants per session.

Our Governance No. 19 Cont...

Aqua Fitness – Classes are running on Tuesday and Friday and are drawing over 20 participants, feedback has been excellent and looking at additional classes on a Wednesday afternoon and Sunday morning.

Learn to Swim – Classes commence Saturday 6 December with 55 children registered for December classes and 60 registered in January. Registration is now being taken for January classes.

Moombehlene LALC Community Day – Sunday, 25 January featured the inflatable, free BBQ and music resulted in 312 patrons attending throughout the afternoon. Discussions are being had to partnership with Lions Club to do another community day in March to raise awareness for mental health.

### Pool Closures

- Sunday 7th December 2026 – Storm Activity – Closed 12pm – 2pm – reopened
- Tuesday 23rd December – Storm Activity – Closed 3.30 – 5pm – reopened
- Monday 26<sup>th</sup> January – Storm Activity – Closed 5.30pm and did not reopen

### Maintenance and Improvements

Item/Equipment	Solution
Telephone & Internet not working in Kiosk	New Modem ordered & received to be installed in February
Roof above grandstand dangerous and needs to be strengthened	Council will investigate strengthening the grandstand
Plant room louvers missing – birds are getting in and trying to build nests	Council to purchase louvers and have them installed.
Roof Holding water and leaking in storeroom beside male toilets	Conversations need to be had around plans for the future of the pool.
Plant room ladder to roof – recommended to be solved in 2020 WHS report	Conversations need to be had around plans for the future of the pool.
Pool Covers extremely frayed and flaking through the pool. Pool rollers recently fell into pool when rolling out – resulted in cracking a pool tile and extremely difficult to take out of pool	Need to replace pool covers, to be added to budget

### WATER AND WASTE

#### December and January Report

Toolbox meetings held at the depot

#### Water

##### Tenterfield

Water service line leaks	5
Water service line breaks	6
Water service line renewal	1

## Our Governance No. 19 Cont...

Mains break 3

- Mains flushing at dead ends continued with good results.
- Meter reading and re-reads completed.
- Staff recommissioned the old Tenterfield water treatment plant, enabling Village bore program water treatment and sampling to take place.
- Office of water district inspectors on site at Tenterfield water treatment plant conducting testing and sampling in reference to Dam water quality – some plant operational improvements noted.

Urbenville

Mains flushing 9  
M&R Services 3  
M&R Hydrants 1  
Water meter reading 1

- Urbenville new lagoon testing prior to final commissioning.

**Wastewater**Tenterfield

Sewer chokes 11

- Staff completed STP hosing down operations in accordance with WHS protocols.

Urbenville

Sewer chokes 1

**Waste**

Total waste disposed to landfill 370 tonnes

Total Visitors to transfer stations 2,655

## Breakdown:

- Drake 259
- Torrington 68
- Urbenville 134
- Liston 231
- Legume 96
- Tenterfield 1,867

**WEEDS MANAGEMENT****High Risk Sites**Black Knapweed

- Fortnightly inspections of the core infestation on Aldershot and 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.
- Scent detection dogs were used across all sites in October and December.

Tropical Soda Apple

- 8 properties were inspected in the Urbenville area.

Our Governance No. 19 Cont...

- 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.

#### Others

- Tenterfield Sale yards, Tenterfield Campdraft grounds, Endurance Riding grounds and the crooked creek campground.
- High Risk Pathways - The New England Highway (serrated tussock), Bruxner Highway (clear), Bruxner Way (serrated tussock).
- 4 Black Knapweed plants were found along Bellevue Road over the last 3 month period, no plants found on Aldershot Road.

#### High Risk Waterways

- Dumaresq River and Mole River were inspected where accessible. No new incursions were found.

#### Spraying activities

- Lantana, Blackberry and Groundsel Bush were treated along the Mt Lindsey Highway.
- St John's Wort Treated along the New England Highway, Billirimba Road and Rifle Range Road.
- Blackberrys were treated on roadsides throughout the Tenterfield district and the Bruxner Way.
- Council lands sprayed were the new and old water treatment plants, sewage plant and ponds, Tenterfield Sale yards, Tenterfield Transfer Station and pound, Tenterfield Parks and Streets Tenterfield.
- Privet removal from the Tenterfield Creek from Douglas Street to the Showgrounds on the Western side of the creek.

## **TRANSPORT INFRASTRUCTURE**

### **Road Network**

#### Gravel Roads Graded

Billirimba Road

Upper Rocky River Road

Rocky River Road (WIP)

Snakes Valley Road

Bald Rock Road North

Bald Rock South (WIP)

Sandy Flat Road (resheet to Scott's Gully)

Sugarbag Road West

Harrigan's Lane resheet and drainage improvements

Timbarra Road

White Swamp Road

Head Gate Road (WIP)

Mole Station Road

Beardy River Road and resheet

Springfield Road and minor resheet

Mud Flat Road

Bruxner Road (WIP) and resheet

Catarrh Creek Road

Our Governance No. 19 Cont...

### **Pothole Patching**

Most roads have had patching which is a direct result of poor funding of reseals in the past. Council engaged a Flocon truck to do patching on Mt Lindesay and Urbenville areas to assist with reseal prep and some patching.

Regional Roads attract most attention due to their status as an A Class Road and rural roads as needed.

#### Roads patched include:

Rivertree Road  
Tenterfield Streets  
Amosfield Road  
Mt Lindesay Road  
Urbenville Town Streets  
Tooloom Road

### **Vegetation Management**

Slashing Bruxner Way and shire roads

### **Drainage Cleanout**

All roads graded and others as necessary, depending on available resources.

### **Heavy Patching (Capitalised)**

As part of reseal prep – Torrington Road  
Cheviot Hills Road Resealed  
Plains Station Road Resealed  
Bruxner Way Resealed  
Drake Cark Resealed

### **Gravel Roads Re-sheeted**

Council has a resheeting budget for the 2025/26 Financial Year, this will be combined with DRFA, maintenance budgets and RERRF to achieve economies of scale while on site at that particular road. DRFA funding is limited to those areas approved by TfNSW.

Head Gate Road  
Mud Flat Road  
Bruxner Road

### **LIVESTOCK SALE YARD**

December 2025		
Cattle Prime Sale 8 December 2025	400 Head	\$586,778.54
<b>Total December 2025</b>		<b>\$586,778.54</b>
January 2026		
Cattle Prime Sale 19 January 2026	1,089 Head	\$1,824,351.93
Private Weighing's	132 Head	\$282,613.75
<b>Total January 2026</b>	<b>1,221</b>	<b>\$2,106,965.68</b>

### **PARKS, GARDENS AND OPEN SPACE**

Our Governance No. 19 Cont...

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.

## **RANGER**

### **December**

1 x dog surrendered – euthanised at owner’s request, aggressive.

### **January**

3 x dogs surrendered – euthanised at owner’s request – aggressive.

### **Infringements**

1x parked continually for longer than indicated.

## **Matthew Francisco**

### **Director of Infrastructure Services**

Prepared by staff member: Lee Sisson, Governance Officer  
Approved/Reviewed by Manager: Matthew Francisco, Director Infrastructure Services  
Department: Office of the Director Infrastructure Services  
Attachments: There are no attachments for this report.

<b>Department:</b>	<b>Office of the General Manager</b>
<b>Submitted by:</b>	Allison Graham, Executive Assistant & Media
<b>Reference:</b>	<b>ITEM GOV20/26</b>
<b>Subject:</b>	<b>WORKFORCE, SAFETY, RISK, RECORDS AND COMMUNICATIONS REPORT - DECEMBER 2025 AND JANUARY 2026</b>

<b>LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK</b>	
<b>CSP Goal:</b>	<b>LEADERSHIP</b> - We understand and agree with how public money is spent
<b>CSP Strategy:</b>	Continue to provide financial reports to Council

## SUMMARY

The purpose of this report is to provide a standing monthly report to Council that provides data within the Civic Department for Workforce, Safety, Risk, Records and Communications.

## OFFICER'S RECOMMENDATION:

### That Council:

**Notes the Workforce, Safety, Risk, Records and Communications Report for December 2025 and January 2026.**

## BACKGROUND

Since the Monthly Operational Report has now ceased to be included with the Council Meeting Business Paper, monthly departmental reports are being prepared – containing operational data and actions for this information to be noted by Councillors.

This report replaces the Civic Office, Economic Growth, Workforce Development and part of the Corporate and Governance reports of the previous Monthly Operations Report.

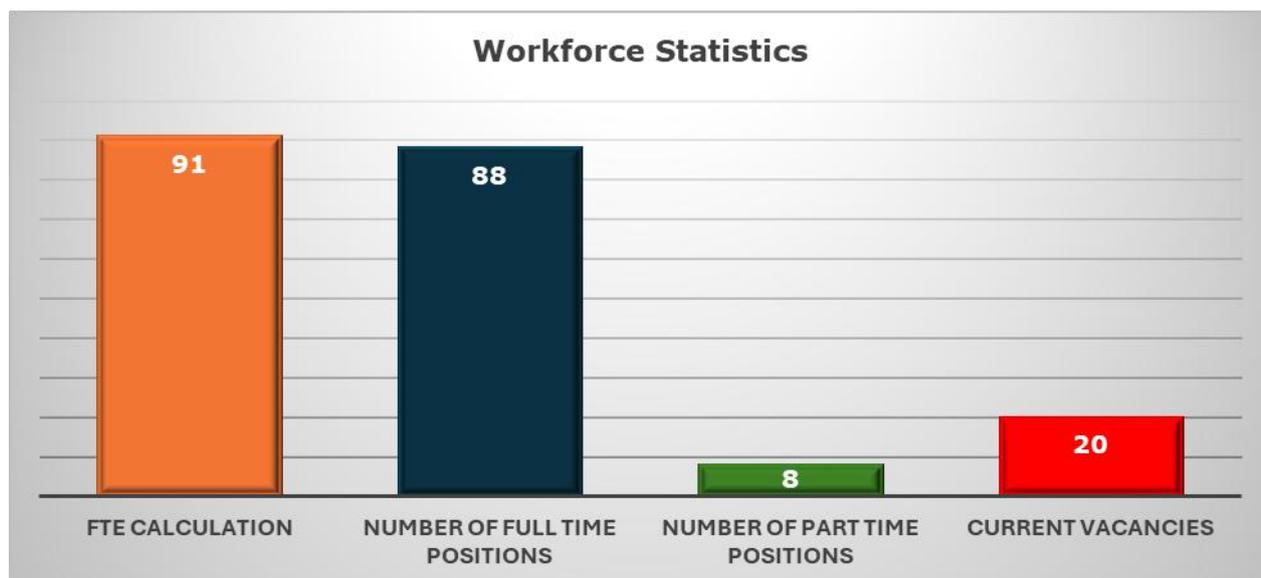
## REPORT:

### Workforce Statistics

The current FTE (Full Time Equivalent) of Council is 91 which is comprised of 88 full time positions and 8 part time positions in Council (this figure does not include casuals or traineeships/apprenticeships). The current positional vacancy is 16.

Council finalised multiple positions in December 2025, with commencements occurring in early January/February 2026. Further positions are being processed for recruitment.

Our Governance No. 20 Cont...



## Recruitment

Positions recruited for in January.

- Senior Services Operator (Tenterfield)
- Services Operator (Tenterfield)
- Fleet Coordinator

Upcoming positions for recruitment in February.

- Leading Hand (Roads – Sealed)
- Plant Operator (Tenterfield)
- Plant Operator (Water Cart) Tenterfield
- Plant Operator (Northern)
- Senior Projects Engineer (Water & Waste) (readvertised)
- Apprenticeships Civil Construction (Plant Operations) x 6

## Staff Turnover Rate

The turnover rate for this quarter is 2%, which has been calculated for the months of November, December 2025 and January 2026. The count is focused on permanent employees of Council, and excludes casual, temporary or contract staff.

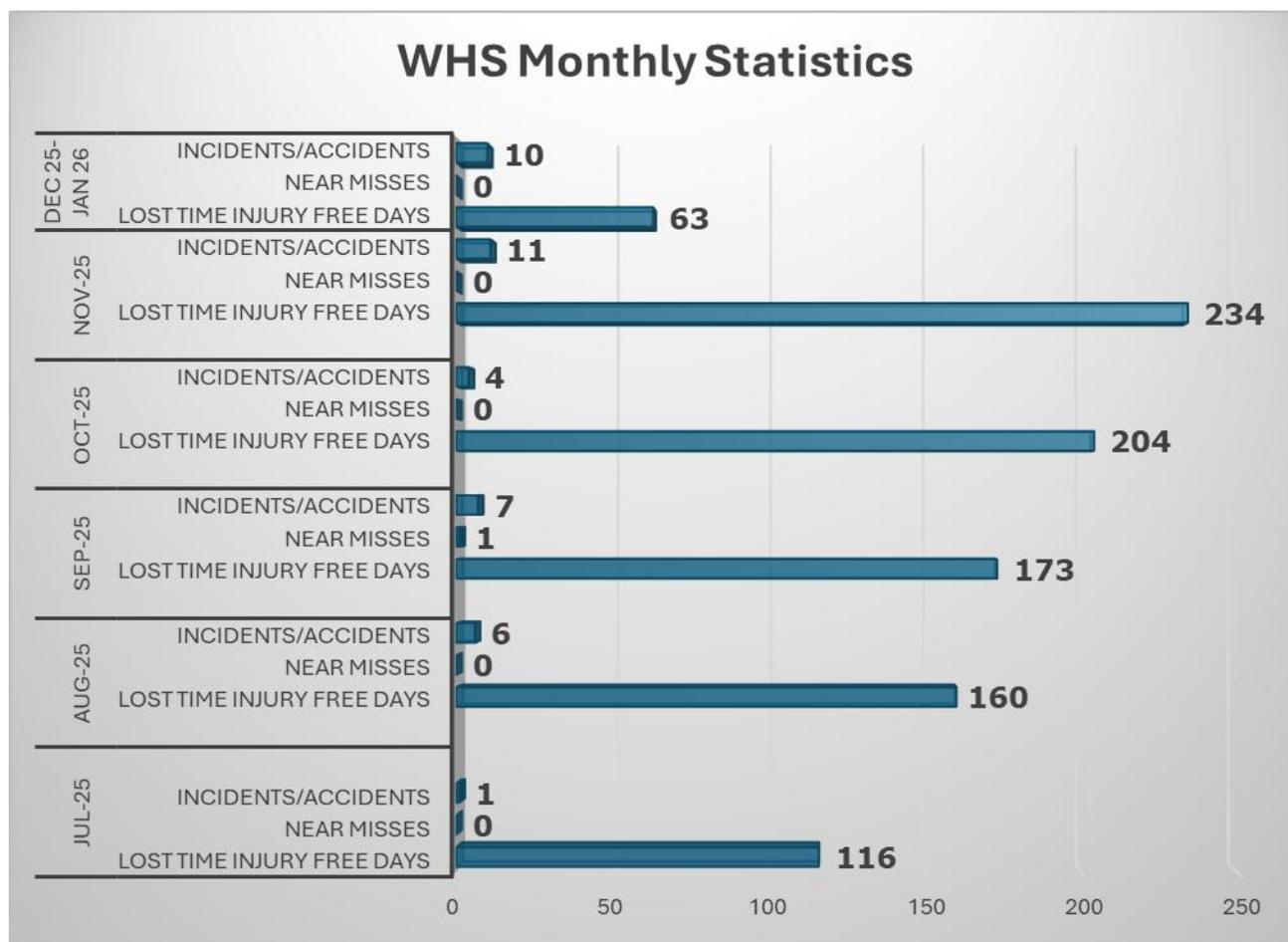
## Learning & Development

- Traineeship Certificate III in Water Industry Operations x 2 – ongoing
- Diploma in Facilities Management – ongoing
- Planning for Non-Planners Course
- Managing Sealed and Unsealed Local Roads Workshop

Regulatory training is being reviewed with various training being organised, some of which include Working at Heights, Confined Spaces, Asbestos Awareness, Silica Awareness, Sharps Training and First Aid.

Government incentives and initiatives are being investigated for future learning and development programs and is ongoing.

Our Governance No. 20 Cont...



### Health & Wellbeing

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

Daly & Ritchie Council’s EAP (Employee Assistance Program) provider has attended Tenterfield Shire Council onsite monthly with the service available to all employees and Councillors.

Council’s EAP provides:

- Short term individual counselling or coaching, and
- Confidential psychological support service 24 hours/7days a week.

The program also assists employees with:

- mental health concerns
- personal life or stress issues
- family and relationship matters
- concerns that relate to everyday life
- drug and alcohol issues
- assistance with financial coaching
- help with nutrition and diet

Our Governance No. 20 Cont...

- career development and planning

Audiometric testing for staff is being organised, in line with workplace health and safety regulation requirements. Other health and wellbeing initiatives are also being investigated such as skin checks and health monitoring.

## **Risk Management**

### **Continual Improvement Pathway (CIP) 2025**

Tenterfield Shire Council again participated in all three of their insurer Statewide Mutual's Continual Improvement Pathway (CIP) in 2025, and received the results of the three assessments being bridges, trees and tree roots, incident investigation.

The CIP results form part of Statewide Mutual's annual submissions and are viewed by their underwriters in London each year. It provides them with a level of certainty that Statewide members such as TSC are continuing to manage their risks.

Council received the results on the annual benchmarking report in December 2025.

In 2025, 88.35% of general-purpose councils participated in the Program.

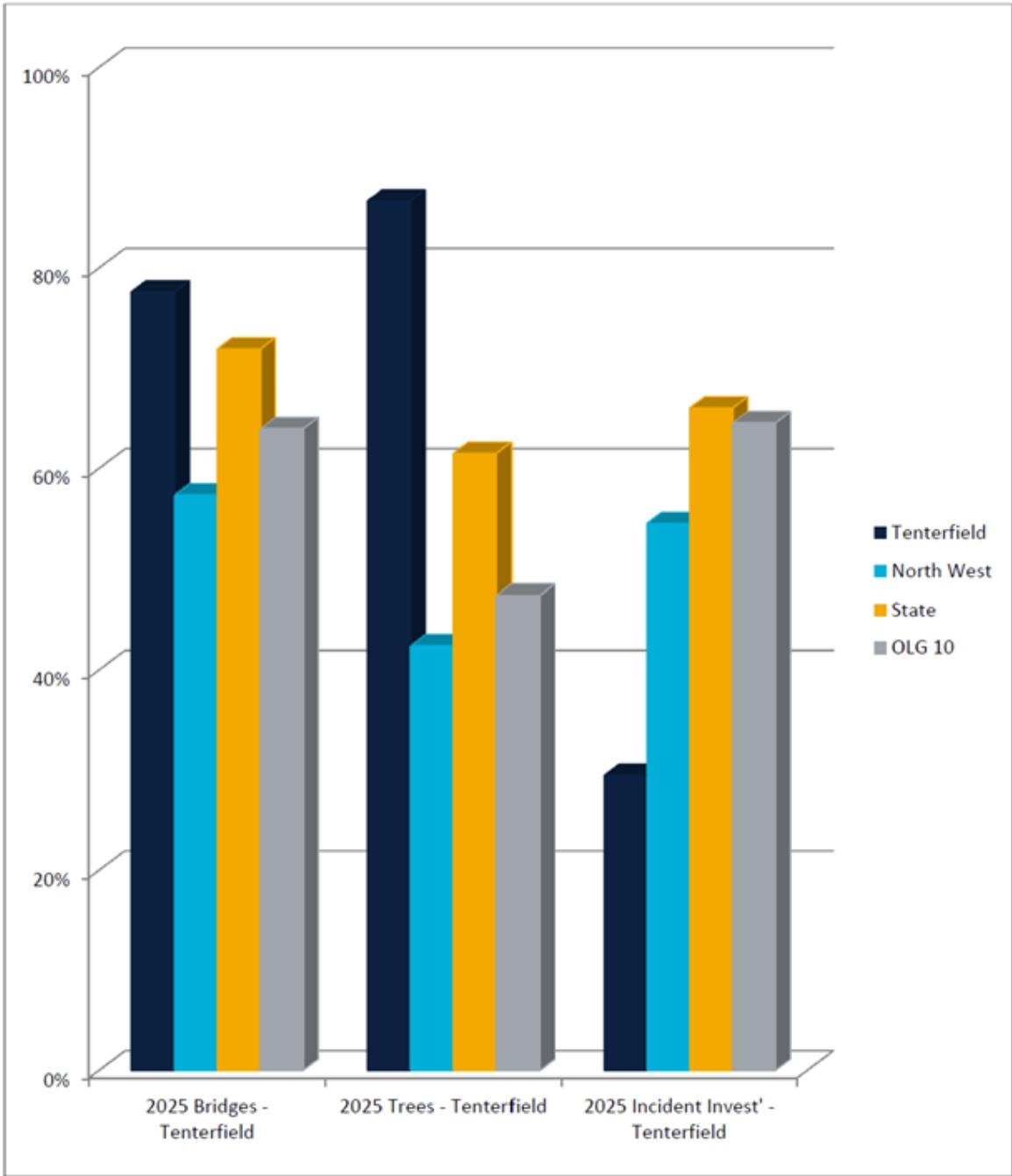
Members completed all or part of the CIP self-assessments. Completion rates by topic were as follows.

- Bridges – 83%
- Trees and Tree Roots – 83%
- Incident Investigation – 86%

The report also benchmarks Council with other members in our region, Office of Local Government (OLG) Group and the State.

The following graph shows Council's results compared against the State, North-West Region and OLG 10 Group average.

Our Governance No. 20 Cont...



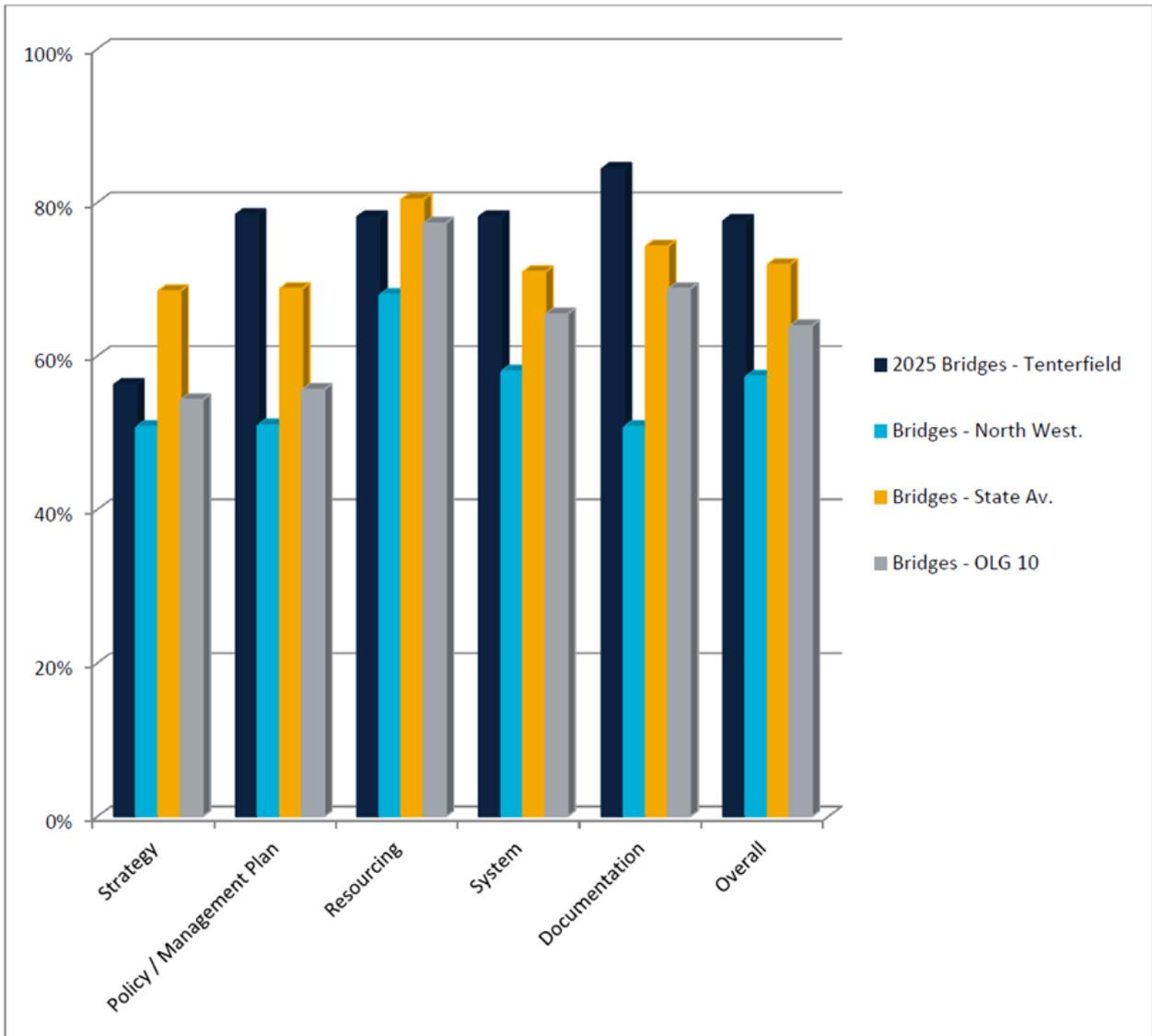
Our Governance No. 20 Cont...

### Element Summary

#### Bridges

This new topic looks at how Council manages its bridge infrastructure.

The questions focus on five key elements - strategy, procedure, resourcing, systems, and documentation (see graph below).

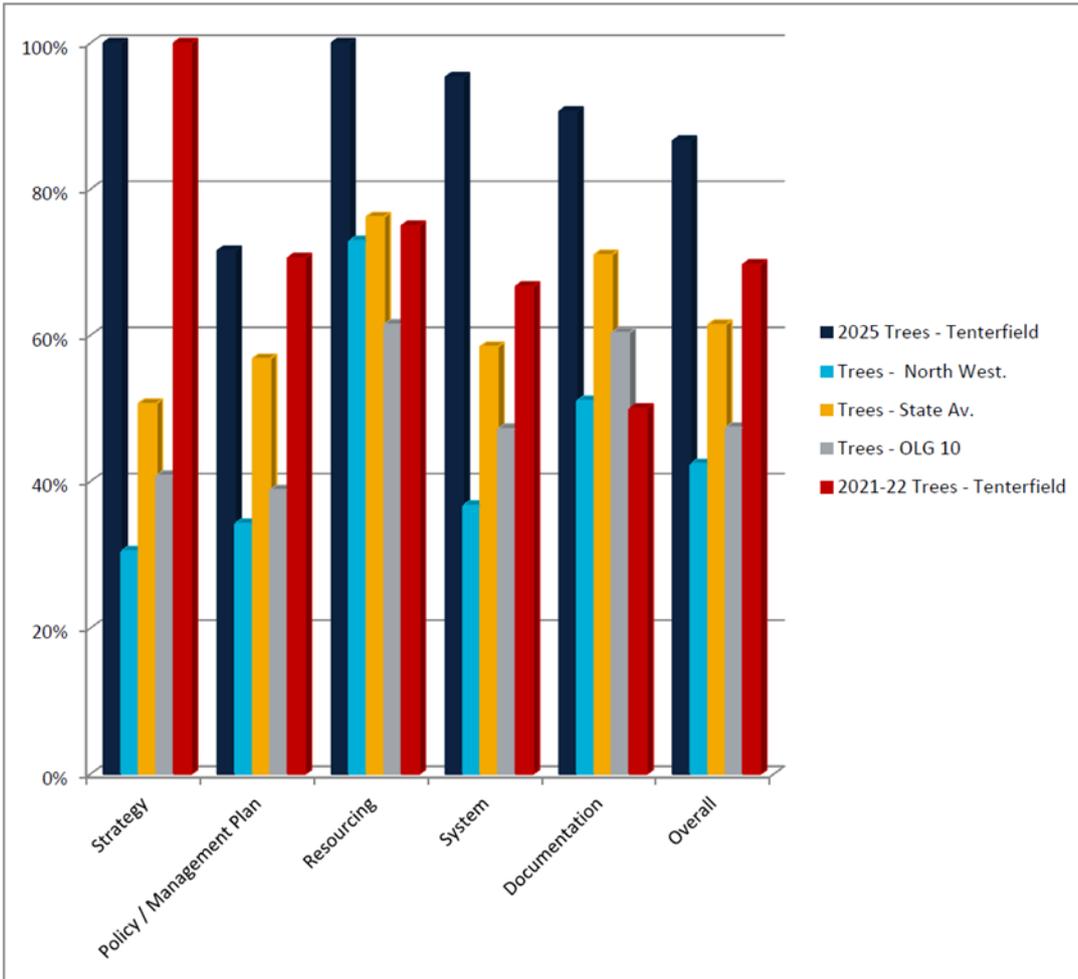


Our Governance No. 20 Cont...

### Trees and Tree Roots

This topic looks at how Council manages its trees.

The questions focus on five key elements - strategy, procedure, resourcing, systems, and documentation. This is the third time we have benchmarked Trees and Tree Roots. The 2021-2022 results are included for comparison (if previously submitted).

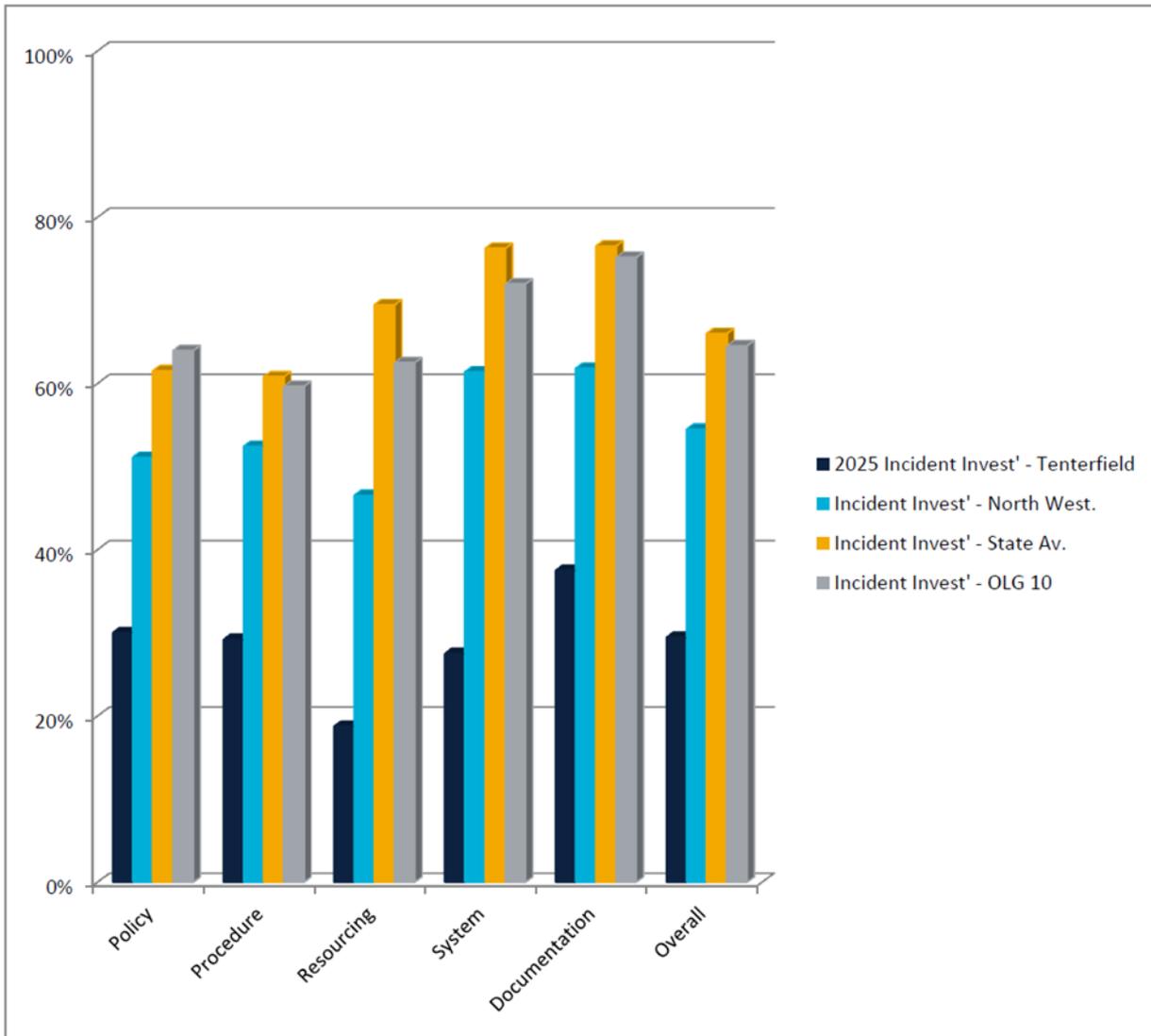


Our Governance No. 20 Cont...

**Incident Investigation**

This new topic looks at how Council gathers, reports and stores information for incident management.

The questions focus on five key elements - policy, procedure, resourcing, systems and documentation.



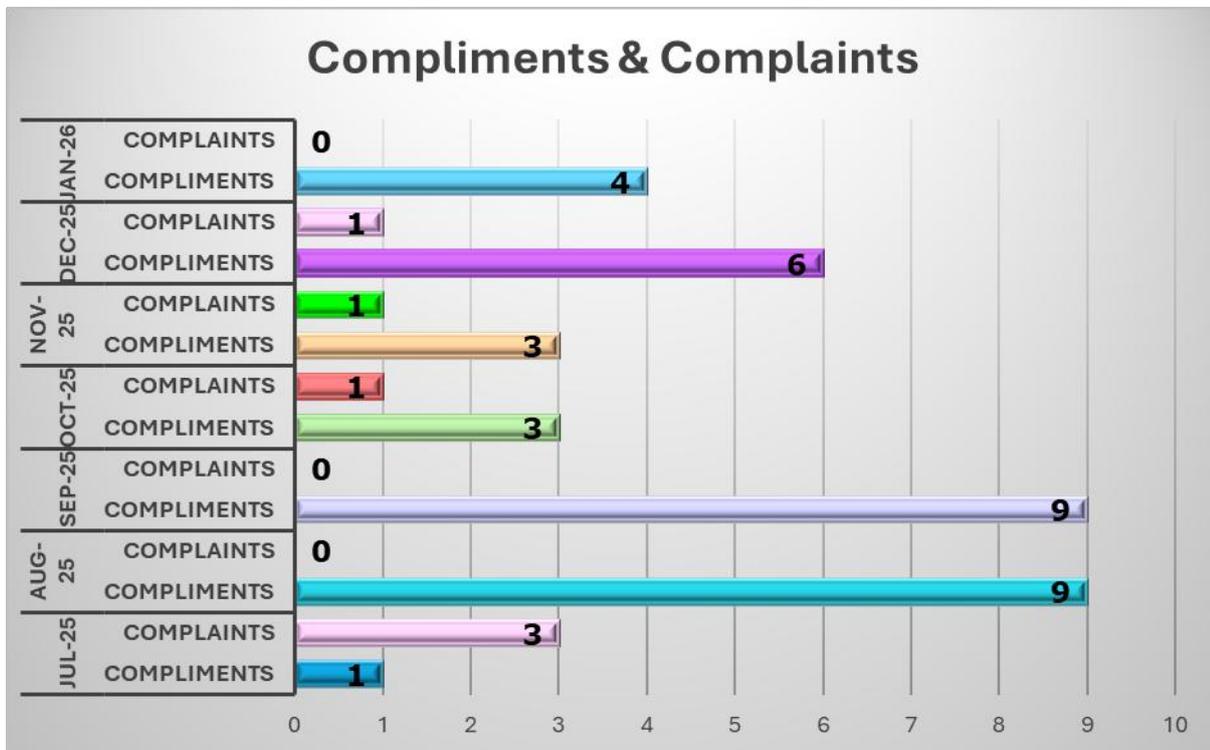
**Plan to Address Identified Improvements**

1. Develop an action plan.
2. Council to review the "Add action required" column of each assessment (complete if not already done so).
3. Document the statements identified as requiring further action in formal action plan.
4. Consult with staff, risk assesses the statements, prioritise and add actions to the formal action plan.

Our Governance No. 20 Cont...

5. Ensure each action has a responsible owner and timeframe for review and /or completion.
6. Communicate the action plan to relevant staff and discuss resourcing options to optimise success.
7. Ensure regular reviews are timetabled and completed to identify where greater resourcing may need to be allocated for success.
8. Report on the progress of the action plan to senior management via risk management reporting to senior management.
9. Report on progress to other key stakeholders who have an interest in Councils risk management (internal audit, ARIC).
10. Periodically review the self-assessment to measure improvement over time.

**Compliments & Complaints**



**Communications**

**Social Media**

47 Posts to Facebook for December 2025 and January 2026, with combined tallies of 72,979 Views and 110 Reactions:

- 08/12/2025 – Waiving of Green Waste Charges has been extended until Sunday, 14 December 2025  
Views 9,128, Reactions 31
- 09/12/2025 – Notice Christmas/New Year 2025-2026 Office Closures  
Views 2,774, Reactions 14

## Our Governance No. 20 Cont...

- 09/12/2025 Australia Day Local Awards Nominations Closing Soon  
Views 2,778, Reactions 6
- 09/12/2025 – Your Local News Issue 202 – December 2025  
Views 1,128, Reactions 5
- 11/12/2025 – Link to Tenterfield Shire Council’s Development Application Register List  
Views 3,564, Reactions 5
- 12/12/2025 – Storytime at Tenterfield Public Library  
Views 483, Reactions 2
- 12/12/2025 – Crafty Tales Corner Public Library  
Views 1159, Reactions 6
- 11/12/2025 – Link to Tenterfield Shire Council’s Development Application Register List  
Views 767, Reactions 1
- 16/12/2025 – A Community Consultation Session will be held prior to the Ordinary Council Meeting, Wednesday, 17 December 2025  
Views 1,735, Reactions 6
- 16/12/2025 – Probus in Australia 50<sup>th</sup> Anniversary  
Views 605, Reactions 1
- 16/12/2025 – Notice Christmas/New Year 2025-2026 Office Closures  
Views 863, Reactions 0
- 16/12/2025 – Community Safety Notice – Keeping Our Parks Safe  
Views 8,695, Reactions 23
- 18/12/2025 – If you’re seeing this post, you may live in an area of high Japanese encephalitis virus (JEV) concern.  
Views 702, Reactions 0
- 18/12/2025 – Become a Local Engagement Officer - Census  
Views 878, Reactions 0
- 09/01/2026 – Australia Day 2026 Event Invitation  
Interested 48, Attended 18
- 12/01/2026 – Link to Tenterfield Shire Council’s Development Application Register List  
Views 3,031, Reactions 7
- 14/01/2026 – Call For Volunteers – Visitor Information Centre  
Views 598, Reactions 3
- 14/01/2026 – Water Disruption - Crown St at Urbenville & UPDATE Resumption of services  
Views 1,341, Reactions 4

## Our Governance No. 20 Cont...

- 19/01/2026 – Celebrate Australia Day 2026 in Tenterfield!  
Views 6,688, Reactions 36
- 19/01/2026 – Link to Tenterfield Shire Council’s Development Application Register List  
Views 1,886, Reactions 1
- 20/01/2026 – (Your Story post) Celebrate Australia Day 2026 in Tenterfield!  
Views 125, Reactions 1
- 21/01/2026 – Monitoring your farm with Agtech Workshop, Government NSW  
Views 1,016, Reactions 7
- 22/01/2026 – National Day of Mourning  
Views 1,133, Reactions 6
- 22/01/2026 – (Your Story post) Celebrate Australia Day 2026 in Tenterfield!  
Views 86, Reactions 0
- 23/01/2026 – Australia Day in Tenterfield – This Monday, 26 January  
Views 5,806, Reactions 27
- 23/01/2026 – (Your Story post) Australia Day in Tenterfield – This Monday, 26 January  
Views 31, Reactions 0
- 23/01/2026 – (Your Story post) Tenterfield Aquatic Centre, Moombahlene LALC, Pool Party this Sunday 25th January  
Views 32, Reactions 0
- 23/01/2026 – (Your Story post) National Parks and Wildlife Service – Rivers and lakes are a lovely place to spend the long weekend – Tips for staying safe  
Views 17, Reactions 0
- 23/01/2026 – (Your Story post) Urbenville Progress Association – Australia Day Games  
Views 19, Reactions 0
- 23/01/2026 – Keep the kids entertained and cool this weekend - Moombahlene LALC, Pool Party this Sunday 25th January  
Views 768, Reactions 2
- 25/01/2026 – Don't miss out on the fun! Come along and celebrate Australia Day tomorrow evening from 4.30pm  
Views 444, Reactions 1
- 26/01/2026 – Today is a time for reflection, respect and community - As we come together, let us recognise and respect the First Nations people.  
Views 2,777, Reactions 35
- 26/01/2026 – Reminder: FIREWORKS TONIGHT!! 8.30PM - Tenterfield Showground - Pet & Livestock owners please be aware.  
Views 1,427, Reactions 6

## Our Governance No. 20 Cont...

- 27/01/2026 – Link to Tenterfield Shire Council’s Development Application Register List  
Views 735, Reactions 1
- 27/01/2026 – Tenterfield Aquatic Centre – Aqua Fitness  
Views 132, Reactions 2
- 27/01/2026 – Water Disruption Notice – Residents Railway, High, Margaret, Manners and parts of Pelham Street & UPDATE Resumption of services  
Views 1,832, Reactions 7
- 27/01/2026 – Australia Day & Citizenship Ceremony 2026  
Views 4,787, Reactions 44
- 28/01/2026 – (Your Story post) Tenterfield Destination Management Plan  
Views 199, Reactions 0
- 28/01/2026 – (Your Story post) It’s Show Season in the New England High Country  
Views 144, Reactions 0
- 28/01/2026 – Tenterfield Show, Friday 6 – Saturday 7 February 2026  
Views 697, Reactions 5
- 28/01/2026 – (Your Story post) Come up and Explore New England High Country  
Views 117, Reactions 0
- 28/01/2026 – (Your Story post) Australia Day & Citizenship Ceremony 2026 – What a cracker day filled with pride and community spirit!  
Views 93, Reactions 0
- 27/01/2026 – (Your Story post) Tenterfield Shire Council’s Development Application Register Lists all Development lodged  
Views 83, Reactions 0
- 29/01/2026 – Shared: Southern Downs Regional Council post; Strengthening Local Relationships - Mayor Melissa Hamilton caught up with Tenterfield Shire Council Mayor Bronwyn Petrie  
Views 1,023, Reactions 19
- 29/01/2026 – Celebrating our 2026 Local Citizen Award Winners  
Views 13,636, Reactions 56
- 29/01/2026 – (Your Story post) Celebrating our 2026 Local Citizen Award Winners  
Views 68, Reactions 1
- 29/01/2026 – (Your Story post) Experience Tenterfield – Why Visit Tenterfield in Autumn  
Views 37, Reactions 0

Our Governance No. 20 Cont...

### **Website**

Four notices posted

### **Newsletter**

12 items over four pages for Issue 202, December 2025/January 2026

### **Other Communiques**

- Information Screen in Council's Reception Foyer – 11 screen presentations

### **COUNCIL IMPLICATIONS:**

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

Nil.

#### **2. Policy and Regulation**

- *Local Government Act 1993*

#### **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.

**Hein Basson**  
**General Manager**

Prepared by staff member: Allison Graham, Executive Assistant & Media  
Approved/Reviewed by Manager: Hein Basson, General Manager

Our Governance No. 20 Cont...

Department:

Office of the General Manager

Attachments:

There are no attachments for this report.

<b>Department:</b>	<b>Office of the General Manager</b>
<b>Submitted by:</b>	Allison Graham, Executive Assistant & Media
<b>Reference:</b>	<b>ITEM GOV21/26</b>
<b>Subject:</b>	<b>COUNCILLOR WORKS/SERVICE REQUESTS - DECEMBER 2025 AND JANUARY 2026</b>

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

## 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 months of December 2025 and January 2026.**

## 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](mailto:council@tenterfield.nsw.gov.au)

Our Governance No. 21 Cont...

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 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 Operational Plan and Budget.
5. Therefore, Works/Services Requests are not to be viewed as requests that should take priority over the scheduled works and operations that have already been planned for execution as part of effective and efficient management practices.
6. Rather, all Works/Services 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 satisfactorily 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:**

This report seems to be working well enough lately – properly capturing Works/Service Requests received from Councillors and reporting on them in an open and transparent manner as business of Council in accordance with Chapter 4, Part 1 of the *Local Government Act 1993*.

#### **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/Service 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 not to be viewed as requests that should take priority over scheduled works and operations that have already been planned for execution as part of effective and efficient management practices.

Our Governance No. 21 Cont...

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)**

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:	<b>1</b> As at December 2025 & January 2026 Councillor Works Services Requests	9 Pages

Councillor Work/Service Request Report

As at December 2025 and January 2026

<b>Councillor Work/Service Request</b>	<b>Councillor</b>	<b>Date</b>	<b>Department</b>	<b>Status</b>
<b>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</b>	<b>Cr Turner</b>	<b>20/03/2025</b>	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.  13/11/2025: Open Space, Regulatory & Utilities Supervisor - Council seeking to engage a skilled tree lopper with large scale

Councillor Work/Service Request Report

As at December 2025 and January 2026

				<p>equipment to undertake the job, and to be scheduled when other large scale works also required to save in costing and staff availability.</p> <p>02/02/2026: Director Infrastructure Services (on behalf of Open Space, Regulatory &amp; Utilities Supervisor) - Ongoing</p>
<b>Hump in the road at 112 Miles St</b>	Cr Sauer	01/09/2025 IN25/5B1701 CC		<p>06/09/2025: Works Manager – has asked Manager Water &amp; Waste if this street up for a main replacement.</p> <p>10/10/2025: Unable to receive status of request, Manager Water &amp; Waste on sick leave to advise on main replacement.</p> <p>27/10/2025: Works Manager, Council was going to conduct repairs, but it is up for main replacement- to be confirmed by Manager Water &amp; Waste (TBC). Maintenance Works Coordinator to visit resident who raised issue and provide this information and status for the defect.</p> <p>16/02/2026: Maintenance Works Coordinator - hump has been cut off and repairs to the section of road completed, this section will still need to be revisited and final repair done when the water main replacement in the street is programmed and completed.</p>
	Cr Rhodes	23/10/2025 IN25/4901076E		

Councillor Work/Service Request Report

As at December 2025 and January 2026

<p><b>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</b></p>	<p>Cr Turner</p>	<p>06/09/2025                  IN25/44B3E587                  IN26/3D4EC6                  26                    OUT26/3D5CAC                  05</p>	<p>Works Manager</p>	<p>08/09/2025: Works Manager – Council is 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.                  7/12/2025: Works Manager under current review.</p> <p>09/01/2026 &amp; 19/01/2026: Letters issued to property owners responsible for each grid</p> <p>09/02/26: Meeting on site at grid ----- with property owner to discuss options of grid including removal of grid, owner of adjoining property yet to respond. Other grid----- nil response to letter at this time.</p> <p>16/02/2026: Maintenance Works Coordinator - met with property owner for the grid on Rocky River Road to discuss type of work required, he will rebuild the grid adding new edgements with widening of grid to 3.6m, complete with new fencing.</p> <ul style="list-style-type: none"> <li>Property owner for the grid at Rocky River Station has not responded to letter received and Council is continuing with efforts to make contact.</li> </ul>
---	------------------	---	----------------------	---

Councillor Work/Service Request Report

As at December 2025 and January 2026

<p><b>Resident is seeking advice on a new neighbour locating a shed right on her southern boundary with rainwater draining into her yard</b></p>	<p>Cr Murphy</p>	<p>25/09/2025 IN25/2644AE 95</p>	<p>Manager Planning &amp; Development Environmental Health and Building Surveyor</p>	<p>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 &amp; not recently constructed. I need to undertake further investigation on this issue. 7/12/2025: Environmental Health and Building Surveyor – scheduled for a return to the property on 09/12/2025 to further investigate. 02/02/2026: Environmental Health and Building Surveyor – the shed has now been removed.</p>
<p><b>Status enquiry for Road Reserve Dedication, widening of Snake Creek Road, Sandy Hill</b></p>	<p>Cr Turner</p>	<p>09/10/2025</p>	<p>Lands Management Officer</p>	<p>09/10/2025: Director Corporate Services: This to be reviewed when then new Lands Management Officer has been engaged. 22/01/2026: Director Corporate Services reassigned the enquiry to recently appointed Lands Management Officer, this with all other reassigned records and due to the high backlog will in time be reviewed and scheduled for investigation and actioned.</p>
<p><b>Jennings Park Tree trimmed for safety and request for Jennings Infrastructure Association to paint it blue for mental health</b></p>	<p>Cr Purcell</p>	<p>17/10/2025 IN25/5C2452 B2</p>	<p>Open Space, Regulatory &amp; Utilities Supervisor</p>	<p>10/11/2025: Open Space, Regulatory &amp; Utilities Supervisor - At present Parks and Gardens have very few staff and are limited to what jobs need to be completed. When enough staff return to work the tree can be organised to be pruned. At this stage unsure when. 18/11/2025: Councillor Purcell has requested permission from Matthew (DIS) to</p>

Councillor Work/Service Request Report

As at December 2025 and January 2026

				<p>have the SES trim the tree as they have offered their assistance.  Request sent to Open Space, Regulatory &amp; Utilities Supervisor seeking advice if this request can be allowed.  02/02/2026: Director Infrastructure Services (on behalf of Open Space, Regulatory &amp; Utilities Supervisor ) confirmed to Cr Purcell the tree has been trimmed and is ready for painting by Jennings Infrastructure Association.</p>
<b>Suggestion to alleviate the water situation at Liston Public Toilets;</b>	Cr Bonner	28/10/2025 IN25/707FFA7 A	Open Space, Regulatory & Utilities Supervisor	<p>No current budget for this proposal.  27/11/2025: Director Infrastructure Services shall investigate further. Potential to include in budget for 2025/26.  07/01/2026: Open Space, Regulatory &amp; Utilities Supervisor - looking to get a quote to do this and for inclusion in the next year budget.</p>
<b>Jennings property owner seeking to establish with Council some form of legal easement, licence or right of way in relation to his Jennings Water Main (Private)</b>	Cr Murphy	26/11/2025 IN25/19F39D 87	Director Infrastructure Services	<p>01/12/2025: Director Infrastructure Services – Meeting with Property Owner required, suggest that this can be arranged following commencement of Lands Management Officer in January.</p> <p>30/01/2026: Director Infrastructure Services and Lands Management Officer – met with property owner, discussed steps required for the property owner that will involve submission for Council form; <i>Application to complete works within a road reserve – Section 138 access permit</i>, the property owner was advised he will also need to contact and discuss with other parties that</p>

Councillor Work/Service Request Report

As at December 2025 and January 2026

				will include, Department of Transport for NSW (best to do so before completing the Council form), NSW Rail and Private property owners.
<b>For Urbenville Progress Association</b> <ul style="list-style-type: none"> <li>• <b>Beaury Creek Causeway and Rock Hill Causeway</b></li> </ul>	Cr Bonner	27/11/2025 IN25/658BAA 86	Manager Works	<p>03/12/2025: Cr Bonner shall follow up with the Urbenville Progress Association for exact locations of Causeways, as Works Manager has advised there are several on the noted roads.</p> <p>18/12/2025: Works Manager has been provided information provided by Councillor Bonner of maps containing dropped pins of causeway locations. 347-449 Beaury Creek Road, Urbenville (Co-ordinates 28.46938_degS, 152.49280_degE) and 1-75 Beaury Creek Road, Urbenville (Co-ordinates 28.49730_degS, 152.49060_degE)</p> <p>10/02/2026: Works Manager - Causeways are under consideration for replacement pending funding for the future financial years and prioritising with other asset replacements.</p> <p>16/02/2026: Maintenance Works Coordinator - Manager has placed these two items in the works schedule</p>
<b>Request for attention to the Rouse Street sidewalk and infrastructure (bench seats) - Request for cleaning and maintenance (painting)</b>	Cr Murphy	08/12/2025 IN25/5A2BB6E4 IN25/59E9652B	Open Space, Regulatory & Utilities Supervisor	04/02/2026: Open Space, Regulatory & Utilities Supervisor - Cleaning of seats and tables currently being completed.
<b>Legume Toilets require maintenance and cleaning, toilet paper</b>	Cr Bonner	09/12/2025 IN25/580AAE9E	Open Space, Regulatory & Utilities Supervisor	16/12/2025: Open Space, Regulatory & Utilities Supervisor – have discussed details with cleaner and confirmed will be done.

Councillor Work/Service Request Report

As at December 2025 and January 2026

<p><b>Formal request for a review of the Development Application (DA) 2019.123 and an immediate Stop Work Order for the Campground at 1762 Hootons Road Tabulam</b></p>	<p>Cr Turner</p>	<p>15/12/2025 IN25/799434 D0</p>	<p>Manager Planning and Development</p>	<p>18/12/2025: Director Corporate Services - Legal Advice has been sought and a Report will be prepared for Council based on this legal advice - sometime in the new year.</p> <p>12/02/2026: Director Corporate Services – legal advice has been received, Council will review.</p>
<p><b>Request for resealing of Torrington village internal roads</b></p>	<p>Cr Murphy</p>	<p>19/12/2025 IN25/6A5CA5 04</p>	<p>Manager Works</p>	<p>19/12/2025: Manager Works - Council intends to program resealing of Torrington Streets (basically Torrington Rd through Rd Tent Hill Rd and Silent Grove Rd) in the 26/27 financial year, including shoulder work and isolated pavement repairs to Sherratt Road.</p>
<p><b>Maintenance of Jennings drains – possibly relating to the on-site sewerage management systems, the drains smell after rain and are not maintained - Mowing is not being done and no maintenance around trees</b></p>	<p>Cr Sauer</p>	<p>12/01/2026 IN26/986F0E3</p>	<p>Works Manager Environmental Health and Building Surveyor</p>	<p>12/01/2026: Works Manager - Council will do most open stormwater drains in Jennings during the next month, resident has been contacted advising of the upcoming works for drains</p> <p>10/02/2026: Environmental Health and Building Surveyor - uncertain of the cause of the alleged smell the resident is referring to, but Jennings has had ongoing issues with the on-site sewerage management system (OSSM) servicing the village, particularly in the area where the resident lives. The majority of the lots have a standard septic tank system that requires ongoing pump-outs, along with a separate greywater system that generally discharges into garden beds around the lot. There have been instances where greywater has been discharged into the laneways, which is prohibited. This requires ongoing monitoring</p>

Councillor Work/Service Request Report

As at December 2025 and January 2026

				by Council staff and is generally only investigated when Council receives a complaint, due to limited staff resources. I will investigate this issue the next time I am in the area.
<b>Wishing to clarify the legality of putting a camera on a letterbox on the public road reserve</b>	Cr Petrie	20/01/2026 IN26/7E1E8ED4	Manager Planning and Development Director Corporate Services	<p>20/01/2026: Director Corporate Services: providing email response to Mayor to following information:</p> <ol style="list-style-type: none"> <li>1. Address - Council's system identifies that Camping on the Clarence RAN is 1762, as their legal means of access is via a right of carriageway through the neighbours land.</li> <li>2. As far as can be discerned, Council does not regulate the installation, use etc of surveillance devices – the <i>Surveillance Device Act 2007</i> identifies what can and can't be done and makes reference to "law enforcement agencies" within the Act (no reference to Councils).</li> </ol> <ul style="list-style-type: none"> <li>• If it is believed the footage is being used for an unlawful or indecent purpose they should contact the Police.</li> <li>• Council does not have any requirements or policies</li> <li>• Further details were provided to the Mayor for suggested options of the <i>Surveillance Devices Act 2007</i>, along with contacts for assistance with CCTV enquiries including; If seeking mediation with operators of CCTV on private property.</li> </ul>

Councillor Work/Service Request Report

As at December 2025 and January 2026

				<p>Community Justice Centre or Legal Aid/Law Access NSW for further information about NSW Surveillance Laws</p> <p>22/01/2026: Manager Planning and Development: Response from Sergeant, Tenterfield Police in relation to consents etc. no issue with the current situation</p>
<p><b>Neighbour adjacent to 137 Naas St, Multiple Dogs that bark continuously, pen size for one dog needs to be checked if suitable, high amount of rubbish in yard that raises concern of potential vermin</b></p>	<p>Cr Petrie</p>	<p>20/01/2026 IN26/1D349A 12</p>	<p>Community Compliance Officer (Ranger)</p>	<p>04/02/2026: Ranger to investigate</p>



<b>Department:</b>	<b>Office of the General Manager</b>
<b>Submitted by:</b>	Allison Graham, Executive Assistant & Media
<b>Reference:</b>	<b>ITEM RES1/26</b>
<b>Subject:</b>	<b>COUNCIL RESOLUTION REGISTER - DECEMBER 2025</b>

#### **LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK**

<b>CSP Goal:</b>	<b>LEADERSHIP</b> - Our local leaders are respected and trusted to make our shire a better place
<b>CSP Strategy:</b>	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
<b>CSP Delivery Program</b>	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 December 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:	<b>1</b> Actions Register - December 2025	13 Pages

<b>OUTSTANDING ACTIONS REPORT</b>		Printed: Tuesday, 17 February 2026 4:01:57 PM
Division: Committee: Officer:	Council	Date From: 26/04/2023 Date To: 17/12/2025

Meeting	Date	Officer	Title	Target
Council 24/05/2023	24/05/2023	Duwenhogger- Lange, Milan	SHERRATT ROAD TORRINGTON - ROAD RESERVE ACQUISITION	30/11/2026
<a href="#">66/23</a>	<b>Resolved</b> 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)			
	<b>Motion Carried</b>			
<b>Notes</b>				
<b>13 Feb 2026 1:07pm Graham, Allison - Target Date Revision</b> Target date changed by Graham, Allison from 14 June 2023 to 30 November 2026 - Target date extended/revised to November 2026, new Lands Management Officer commenced work in January 2026 and has a backlog of items to attend to. <b>19 Mar 2024 2:45pm Melling, Elizabeth - Reallocation</b> Action reassigned to Francisco, Matthew by Melling, Elizabeth - David Counsell no longer works for TSC <b>12 Oct 2023 9:19pm Counsell, David</b> Information being compiled for meeting with Crown Lands office. <b>20 Jul 2023 11:12am Melling, Elizabeth</b> Liaising with Crown Lands to determine surveyors scope.				

Meeting	Date	Officer	Title	Target
Council 24/05/2023	24/05/2023	Francisco, Matthew	MOLESWORTH STREET DRAINAGE PIPE EASEMENT	14/06/2023
<a href="#">67/23</a>	<b>Resolved</b> 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.  (Peter Petty/Kim Rhodes)			
	<b>Motion Carried</b>			
<b>Notes</b>				
<b>19 Mar 2024 2:44pm Melling, Elizabeth - Reallocation</b> Action reassigned to Francisco, Matthew by Melling, Elizabeth - David Counsell no longer works for TSC <b>20 Jul 2023 11:12am Melling, Elizabeth</b> Surveyor to amend plans after liaising with owners of land.				

Meeting	Date	Officer	Title	Target
Council 24/05/2023	24/05/2023	Duwenhogger- Lange, Milan	MT LINDESAY ROAD BRYANS GAP ROAD LAND ACQUISITION	30/11/2026
<a href="#">64/23</a>	<b>Resolved</b> 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  (2) Agree to the acquisition of land adjacent to Mt Lindesay Road for road widening purposes necessary for road rehabilitation, and			

<b>OUTSTANDING ACTIONS REPORT</b>		<b>Printed: Tuesday, 17 February 2026 4:01:57 PM</b>
<b>Division:</b> <b>Committee:</b> <b>Officer:</b>	Council	<b>Date From:</b> 26/04/2023 <b>Date To:</b> 17/12/2025

Meeting	Date	Officer	Title	Target
			(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)	
<b><u>Motion Carried</u></b>				

**Notes**  
**13 Feb 2026 1:17pm Graham, Allison - Target Date Revision**  
 Target date changed by Graham, Allison from 14 June 2023 to 30 November 2026 - Target date changed by Graham, Allison from 14 June 2023 to 14 June 2023 - Target date extended/revised to November 2026, new Lands Management Officer commenced work in January 2026 and has a backlog of items to attend to.  
**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 24/05/2023	24/05/2023	Duwenhogger-Lange, Milan	<b>MT LINDESAY ROAD – BOUNDARY ROAD LAND ACQUISITION</b>	30/11/2026

<a href="#">65/23</a>	<b>Resolved</b> that Council:			
	(1) Agree to commence investigation of Mt Lindsay 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 Lindsay 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)			
<b><u>Motion Carried</u></b>				

**Notes**  
**13 Feb 2026 1:19pm Graham, Allison - Target Date Revision**  
 Target date changed by Graham, Allison from 14 June 2023 to 30 November 2026 - Target date extended/revised to November 2026, new Lands Management Officer commenced work in January 2026 and has a backlog of items to attend to.  
**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 23/08/2023	23/08/2023	Francisco, Matthew	<b>SUNNYSIDE HALL ROAD - PUBLIC GATE &amp; VEHICLES BY-PASS APPLICATION</b>	9/03/2026

<a href="#">134/2</a>	<b>Resolved</b> 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			

<b>OUTSTANDING ACTIONS REPORT</b>		<b>Printed:</b> Tuesday, 17 February 2026 4:01:57 PM
<b>Division:</b> <b>Committee:</b> <b>Officer:</b>	Council	<b>Date From:</b> 26/04/2023 <b>Date To:</b> 17/12/2025

Meeting	Date	Officer	Title	Target
			<p>(2) Provide the applicant with Council Consent in accordance with Policy 2.162 subject to no objections being received.</p> <p>(3) Advertise the approval with proposed installation 1 month after advertising as required by the Roads Regulation 2008.</p> <p style="text-align: right;">(Peter Petty/Tom Peters)</p> <p><b><u>Motion Carried</u></b></p>	

**Notes**  
**13 Feb 2026 1:26pm Graham, Allison - Target Date Revision**  
 Target date changed by Graham, Allison from 13 September 2023 to 09 March 2026 - Works Department to provide information on the Action  
**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
Council 25/10/2023	25/10/2023	Francisco, Matthew	<b>ROAD ASSET MANAGEMENT PLAN REVIEW</b>	9/03/2026

			<p><b><u>Resolved</u></b></p> <p>That Council:</p> <p>a) Note the draft Road Asset Management Plan October 2023 review; and</p> <p>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</p> <p>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.</p> <p><b>AMENDMENT:</b>  <b>RECOMMENDATION:</b>                  That the Road Asset Management Plan Review report be deferred to a future meeting of Council.</p> <p style="text-align: right;">(John Macnish/Tim Bonner)</p> <p><b><u>Amendment Carried</u></b></p>	
--	--	--	---	--

**Notes**  
**13 Feb 2026 1:26pm Graham, Allison - Target Date Revision**  
 Target date changed by Graham, Allison from 15 November 2023 to 09 March 2026 - Works Manager to assist with information on this action.  
**19 Mar 2024 2:46pm Melling, Elizabeth - Reallocation**  
 Action reassigned to Francisco, Matthew by Melling, Elizabeth - David Counsell no longer works for TSC

<b>OUTSTANDING ACTIONS REPORT</b>		<b>Printed: Tuesday, 17 February 2026 4:01:57 PM</b>
<b>Division:</b> <b>Committee:</b> <b>Officer:</b>	Council	<b>Date From:</b> 26/04/2023 <b>Date To:</b> 17/12/2025

Meeting	Date	Officer	Title	Target
Council 20/12/2023	20/12/2023	Condrick, Jodie	TENTERFIELD BAND HALL	30/09/2026
<a href="#">24/12</a>	<b>Resolved</b> that Council:			
	<p>(1) Accept the return of the Band Hall offer from Leechs Gully Progress Association;</p> <p>(2) Request the Leechs Gully Progress Association withdraw Development Application 2023.075 for the Removal of the Band Hall from 12 Crown Street, Tenterfield.</p> <p>(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.</p> <p>(4) Utilise the funds not expended by Leechs Gully Progress Association to undertake priority repairs to the building.</p> <p>(5) Seek Expressions of Interest for the use of the hall.</p> <p><b>AMENDMENT</b></p> <p>(5) Seek Expressions of Interest for the community use of the hall.  <div style="text-align: right;">(Peter Murphy/Greg Sauer)</div></p> <p><b>Amendment Lost.</b>  <i>The original Motion was put.</i>  <div style="text-align: right;">(Geoff Nye/Peter Petty)</div></p> <p><b>Motion Carried</b></p>			

<b>Notes</b>				
<b>24 Sep 2025 10:51am Condrick, Jodie</b> Additional furniture is now being arranged to be located into the Band Hall from the School of Arts, will need to have discussions if these items are able to be sold at auction or need to be retained.				
<b>06 Aug 2025 4:10pm Condrick, Jodie</b> Furniture to be removed from the building and sold, once the building is empty I will then discuss with Matthew re. the Scope of Work and EOI for the building.				
<b>29 May 2025 2:05pm Davidson, Tamai - Reallocation</b> Action reassigned to Condrick, Jodie by Davidson, Tamai - No longer in Planning area of responsibility				
<b>17 Jan 2024 8:54am Melling, Elizabeth</b> 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. 18.3.24 Tamai Davidson: scope of works prepared for builders to provide quotes 29.05.25 Tamai Davison: Action reassigned to Condrick, Jodie by Davidson, Tamai - No longer in Planning area of responsibility				

Meeting	Date	Officer	Title	Target
Council 26/03/2025	26/03/2025	Cooper, Mark	TREE MANAGEMENT PLAN	11/04/2025
<a href="#">18/25</a>	<b>Resolved</b>			
	<b>That Council:</b>			
	<p>(1) <b>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 .</b></p>			

<b>OUTSTANDING ACTIONS REPORT</b>		<b>Printed:</b> Tuesday, 17 February 2026 4:01:57 PM
<b>Division:</b> <b>Committee:</b> <b>Officer:</b>	Council	<b>Date From:</b> 26/04/2023 <b>Date To:</b> 17/12/2025

Meeting	Date	Officer	Title	Target
			<p><b>(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.</b></p> <p><b>(3) That the following six trees be included in the public consultation mentioned in paragraph one above:</b></p> <ul style="list-style-type: none"> <li>• Crepe Myrtle</li> <li>• Maple (suitable variety)</li> <li>• Chinese Pistachio</li> <li>• Manchurian Pear</li> <li>• Ornamental Plum/Pear</li> <li>• Prunus Cerasifera Nigra</li> </ul> <p><b>(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.</b></p> <p style="text-align: right;">(Bronwyn Petrie/Tim Bonner)</p> <p><b><u>Motion Carried</u></b></p>	

**Notes**  
**13 Feb 2026 4:37pm Graham, Allison**  
 11.02.2026 - Director Infrastructure Services, this is ongoing  
**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 26/03/2025	26/03/2025	Francisco, Matthew	<b>RENAMING HERDING YARD CREEK ROAD, LISTON</b>	11/04/2025
<a href="#">14/25</a>			<p><b><u>Resolved</u></b></p> <p><b>That Council:</b></p> <p><b>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.</b></p> <p style="text-align: right;">(Tom Peters/Tim Bonner)</p> <p><b><u>Motion Carried</u></b></p>	

**Notes**  
**10 Apr 2025 4:53pm Graham, Allison**

<b>OUTSTANDING ACTIONS REPORT</b>		<b>Printed: Tuesday, 17 February 2026 4:01:57 PM</b>
<b>Division:</b> <b>Committee:</b> <b>Officer:</b>	Council	<b>Date From:</b> 26/04/2023 <b>Date To:</b> 17/12/2025

Meeting	Date	Officer	Title	Target
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 27/08/2025	27/08/2025	Marchant, Gillian	RECREATIONAL USE OF THE TENTERFIELD DAM WATER SUPPLY	30/06/2026

<a href="#">113/2</a>	<p><b><u>Resolved</u></b></p> <p><b>That Council:</b></p> <ol style="list-style-type: none"> <li><b>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.</b></li> <li><b>2. Investigates the potential introduction of fishing and unpowered watercraft at prescribed areas of the Dam.</b></li> </ol> <p style="text-align: right;">(Bronwyn Petrie/Peter Petty)</p> <p><b><u>Motion Carried</u></b></p>
-----------------------	--

<b>Notes</b>	
<b>13 Feb 2026 4:40pm Graham, Allison - Target Date Revision</b> Target date changed by Graham, Allison from 17 September 2025 to 30 June 2026 - Director Infrastructure Services reported ongoing seeking funding	
<b>13 Feb 2026 4:38pm Graham, Allison</b> 11.02.2026 Director Infrastructure Services - seeking funding for masterplan	
<b>10 Sep 2025 11:59am Graham, Allison - Email</b> 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,"	
<b>04 Sep 2025 2:58pm Graham, Allison - Email</b> 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.	

Meeting	Date	Officer	Title	Target
Council 22/10/2025	22/10/2025	Graham, Allison	AMENDMENT TO THE "COUNCILLOR AND STAFF INTERACTION POLICY"	12/11/2025

<a href="#">193/2</a>	<p><b><u>Resolved</u></b></p> <p><b>That Council:</b></p> <ol style="list-style-type: none"> <li><b>a) Reinstates Councillor ability to directly contact Managers plus the Governance Officer, and vice versa in accordance with Policy.</b></li> <li><b>b) Provides for the Mayor, Deputy Mayor and Councillors to attend the post Council meeting briefings of Depot and Administration staff.</b></li> <li><b>c) The Mayor and the General Manager liaise to formulate the process and the level of interaction to be implemented under this review.</b></li> </ol> <p style="text-align: right;">(Bronwyn Petrie/Gregory Purcell)</p> <p><b><u>Motion Carried</u></b></p>
-----------------------	---

<b>Notes</b>
--------------

<b>OUTSTANDING ACTIONS REPORT</b>		<b>Printed:</b> Tuesday, 17 February 2026 4:01:57 PM
<b>Division:</b> <b>Committee:</b> <b>Officer:</b>	Council	<b>Date From:</b> 26/04/2023 <b>Date To:</b> 17/12/2025

Meeting	Date	Officer	Title	Target
<b>14 Feb 2026 11:44am Graham, Allison</b>				
Deputy Mayor has attended the staff meetings as delegate for both indoor and outdoor staff in December 2025, schedule of staff meetings for 2026 has been issued to Councillors. Awaiting Mayor to schedule time to formulate process and level of interaction.				
<b>01 Nov 2025 2:21pm Graham, Allison - Reallocation</b>				
Action reassigned to Graham, Allison by Graham, Allison - Allison to schedule meeting for Mayor and General Manager 4/11/2025 - follow up request sent to Mayor to schedule time to formulate process and level of interaction				
<b>29 Oct 2025 12:46pm Graham, Allison - Reallocation</b>				
Request sent to Mayor for availability to schedule time for her and General Manager to liaise to formulate the process and level of interaction to be implemented under this review.				

Meeting	Date	Officer	Title	Target
Council 22/10/2025	22/10/2025	Francisco, Matthew	<b>RE-SCOPING MOUNT LINDESAY ROAD PROJECT</b>	12/11/2025

<a href="#">173/2</a>	<p><b>Resolved</b></p> <ol style="list-style-type: none"> <li><b>1. That Council receives and notes the information contained in the report.</b></li> <li><b>2. That Council Staff contact the developer of the Angry Bull Trails (ABT) project to determine whether ABT would fund the additional one (1) metre width of the bitumen seal on the project.</b></li> <li><b>3. That Council, subject to the agreement with the developer of the Angry Bull Trails project, amends the scope of the project to increase the seal width from an eight (8) to a nine (9) metre seal for the revised project length.</b></li> </ol> <p style="text-align: right;">(Peter Petty/Greg Sauer)</p> <p><b>Motion Carried</b></p>			
-----------------------	--	--	--	--

<b>Notes</b>				
<b>13 Feb 2026 4:42pm Graham, Allison</b>				
Director Infrastructure noted, have met with Angry Bull Trails, awaiting their response.				
<b>29 Oct 2025 3:18pm Graham, Allison</b>				
29/10/2025: Email sent to developer Angry Bull Trails (ABT) advising of the adopted resolution of re-scoping Mount Lindesay Road project, and to ask if ABT would consider to fund the additional one metre width of bitumen seal on the project. An estimated cost of \$35,000 to \$45,000 was stated with advisement to arrange a meeting with the Director of Infrastructure and General Manager to assist with making an informed decision on the request.				

Meeting	Date	Officer	Title	Target
Council 22/10/2025	22/10/2025	Basson, Hein	<b>TENTERFIELD CHAMBER OF TOURISM, INDUSTRY AND BUSINESS: STRATEGIC VISION AND REQUEST FOR INCREASED FUNDING</b>	12/11/2025

<a href="#">170/2</a>	<p><b>Resolved</b></p> <p><b>That Council:</b></p> <ol style="list-style-type: none"> <li><b>1. Approves the Revised Annual Budget in the last column of the table below associated with the "Achievable Package" provided by Tenterfield Chamber of Tourism, Industry and Business (TCTIB) for purposes of marketing activities and future budgets, making provision for the following initiatives and expenses:</b></li> </ol> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 40%;">Initiative</th> <th style="width: 30%;">Annual Budget</th> <th style="width: 30%;">Revised Annual Budget</th> </tr> </thead> <tbody> <tr> <td><b>A.Events Program</b></td> <td style="text-align: center;">\$20,000</td> <td style="text-align: center;">\$10,000</td> </tr> </tbody> </table>				Initiative	Annual Budget	Revised Annual Budget	<b>A.Events Program</b>	\$20,000	\$10,000
Initiative	Annual Budget	Revised Annual Budget								
<b>A.Events Program</b>	\$20,000	\$10,000								

<b>OUTSTANDING ACTIONS REPORT</b>		<b>Printed:</b> Tuesday, 17 February 2026 4:01:57 PM
<b>Division:</b> <b>Committee:</b> <b>Officer:</b>	Council	<b>Date From:</b> 26/04/2023 <b>Date To:</b> 17/12/2025

Meeting	Date	Officer	Title	Target
			B.Tourism Website & TIC Refresh	\$7,500
			C.Content Asset Development (every 2 <sup>nd</sup> year)	\$15,000
			D.Insurance TIC, signage & pamphlets	\$5,000
			E.NEHC Membership	\$8,000
			H.Admin Assistant	\$30,000
			I.Granite Belt Magazine	\$2,000
			J.Aust. Data Tourism Warehouse	\$2,000
			K.Sera Wright- "Experience Tenterfield" Social Media Campaign	\$20,000
			<b>Total</b>	<b>\$109,500</b>

**2. Acknowledges the following considerations to be important:**

- **An additional \$10,000 is necessary for the Events Program for the next financial year.**
- **An additional \$7,500 is necessary for the Content Asset Development for the next financial year.**
- **An amount of approximately \$20,000 is necessary for the employment of an administrative assistant for the remainder of the current financial year.**

**3. Therefore, makes an amount of \$30,000 available to TCTIB from 1 November 2025 – for purposes of funding \$20,000 for an administrative assistant and \$10,000 to be put away (saved) for the Events Program for 2026, and for this amount to be funded from Council’s original budgetary provision of \$80,000 for the operations of SOATI, as Council will be making \$50,000 of this funding provision available to SOATI, leaving \$30,000 for TCTIB to further assist with the delivery of a face-to-face tourism component out of the foyer of the School of Arts, an events program in 2026, and the employment of an administrative assistant.**

**4. Further, makes a budgetary provision to TCIB for a budgetary amount of \$99,500 for the 2026/27 financial year (to make up the additional amount necessary for Content Asset Development during this financial year), and thereafter for an annual budget amount of \$92,000, and for the new three-year Funding Agreement between Council and TCTIB to make provision for these amounts to be annually increased with CPI.**

**5. Amends the current Funding Agreement between Council and TCTIB by way of an addendum to reflect the additional amount of \$30,000 for the 2025/26 financial year mentioned in paragraph three (3) above, and the conditions associated with the expenditure of this amount.**

**6. Enters into a new three-year Funding Agreement between Council and TCTIB as from 1 July 2026, and for this Agreement to reflect the intent of paragraph four (4) above.**

<b>OUTSTANDING ACTIONS REPORT</b>		<b>Printed:</b> Tuesday, 17 February 2026 4:01:57 PM
<b>Division:</b>	Council	<b>Date From:</b> 26/04/2023
<b>Committee:</b>		<b>Date To:</b> 17/12/2025
<b>Officer:</b>		

Meeting	Date	Officer	Title	Target
(Peter Murphy/Tim Bonner)				
<b>Motion Carried</b>				
<b>Notes</b>				
16 Feb 2026 9:50am Graham, Allison Variation to Funding Agreement of additional \$30,000 funding has been paid in December 2025				
29 Oct 2025 2:57pm Graham, Allison 2910/2025: Email to Bartier Perry as priority for Addendum to the current Funding Agreement be drafted to take effect on 1 November 2025, then once Addendum has been finalised, the drafting of a fresh agreement for the next three financial years to be pursued and to complement the Permitted Facility Use Agreement between Council and TCTIB				

Meeting	Date	Officer	Title	Target
Council 27/11/2025	27/11/2025	Francisco, Matthew	POLWORTH STREET SUBDIVISION	1/12/2026
<a href="#">226/2</a>	<b>Resolved</b>			
<b>That Council:</b>				
<ol style="list-style-type: none"> <li>1. Engages a consultant to carry out the survey, investigation and design of the sewerage infrastructure to remedy the issue identified at the Polworth Street subdivision.</li> <li>2. That Council engages a contractor to construct the amendments to the sewer system.</li> </ol>				
(Greg Sauer/Peter Petty)				
<b>Motion Carried</b>				
<b>Notes</b>				
13 Feb 2026 4:44pm Graham, Allison 11.02.2026 Director Infrastructure Services - Ongoing				
08 Dec 2025 1:23pm Graham, Allison - Email Matthew, please proceed to engage a consultant to carry out the survey, investigation and design of the sewerage infrastructure for remedy of the issue at the Polworth Street subdivision, and engagement of a contractor to construct the amendments required for the sewer system.				

Meeting	Date	Officer	Title	Target
Council 17/12/2025	17/12/2025	Francisco, Matthew	MT LINDESAY ROAD PRIVATE WATER MAIN	7/01/2026
<a href="#">240/2</a>	<b>Resolved</b>			
<b>That Council:</b>				
<b>Acknowledges the contents of this report and endorses the proposed way forward, as follows:</b>				
<ol style="list-style-type: none"> <li>1. Council would offer to provide two 22,500L tanks and a domestic pressure pump to each connected residence. Residents would be responsible for installation of this equipment. If unanimous support of all water main users is gained for this option, the water line would be disconnected from the town</li> </ol>				

<b>OUTSTANDING ACTIONS REPORT</b>		Printed: Tuesday, 17 February 2026 4:01:57 PM
Division: Committee: Officer:	Council	Date From: 26/04/2023 Date To: 17/12/2025

Meeting	Date	Officer	Title	Target
			<p>water supply on 1 March 2026. This would give enough time to finalise construction of the Mt Lindesay Road Project by May 2026.</p> <p>2. If unanimous support isn't forthcoming from the affected metered residents for option one (1) by 6 January 2026, the offer for the two (2) 22,500l tanks and domestic pressure pump would be withdrawn and the impacted sections of the water line would be re-laid in a new alignment clear of the road footprint. A bulk water meter would be installed at the point of connection with the town supply and residents would be billed on a pro rata arrangement based on individual meter readings. This would be a temporary reconnection with residents informed that the line would be disconnected by 1 December 2026 – unless the remainder of the water line is renewed by the group of users.</p> <p>3. A requirement of renewal of the water line would include the formation of a managing body with suitable insurances and appropriate legal easements. All subsequent costs associated with the renewal beyond the original impacted sections (approx. 330m) and any additional water usage identified by the bulk water meter would need to be borne by the connected residents.</p> <p style="text-align: right;">(Kim Rhodes/Tom Peters)</p> <p><b><u>Motion Carried</u></b></p>	

**Notes**  
 13 Feb 2026 4:45pm Graham, Allison  
 11.02.2026 - Director Infrastructure Services, unanimous support not received for deadline of option 1, letters issued to residents on withdrawal of option 1.

Meeting	Date	Officer	Title	Target
Council 17/12/2025	17/12/2025	Paynter, James	TENDER EVALUATION FOR RFT 06 25/26 TENDER ASSESSMENT FOR THE ESTABLISHMENT OF THE TENTERFIELD SHIRE COUNCIL SERVICE HIRE PANEL (SHP)	7/01/2026

<b>251/2</b>	<p><b><u>Resolved</u></b></p> <p><b>That Council:</b></p> <p><b>1. Accepts the tenders received from the following companies/businesses:</b></p> <ul style="list-style-type: none"> <li>• A.M Graham &amp; C.J Graham</li> <li>• AVADA Traffic Pty Ltd</li> <li>• Barker Ryan Stewart</li> <li>• D&amp;K Earthworks Pty Ltd</li> <li>• David A Kelly Bobcat &amp; Tipper Hire</li> <li>• de Witt Consulting Pty Ltd</li> <li>• Finn Valley Pty Ltd</li> <li>• Hughes Plant and Civil Pty Ltd</li> <li>• Jagon Pty Limited</li> <li>• Kembul Pty Ltd T/a AB Contracting (NSW)</li> <li>• M &amp; L Tractor Mulching Services</li> <li>• Maslan Contractors Pty Ltd</li> <li>• MGB Components Trust T/a GPS Onsite</li> <li>• MJ Smith Ground Preparation Pty Ltd</li> </ul>
--------------	--

<b>OUTSTANDING ACTIONS REPORT</b>		<b>Printed:</b> Tuesday, 17 February 2026 4:01:57 PM
<b>Division:</b>	Council	<b>Date From:</b> 26/04/2023
<b>Committee:</b>		<b>Date To:</b> 17/12/2025
<b>Officer:</b>		

Meeting	Date	Officer	Title	Target
			<ul style="list-style-type: none"> <li>• Nathan Sweet Excavations Pty Ltd ATF the Nathan Sweet Family Trust</li> <li>• R&amp;D Strong Bobcat Excavator &amp; Tipper Hire</li> <li>• Smith Plant Hire NSW Pty Ltd</li> <li>• Tenterfield Mini Earthworx Pty Ltd</li> <li>• Terania Consulting Pty Ltd ATF Terania Consulting Unit Trust T/a Tenterfield Surveys</li> <li>• Terence E &amp; Patricia Crome</li> <li>• The Control Group Pty Ltd</li> <li>• The Locating Group Pty Ltd</li> <li>• The Trustee for The Saxonchase Road Services Trust</li> <li>• Townes Group Operations Pty Ltd</li> </ul> <p>2. Authorises the General Manager to incorporate minor clarifications or adjustments to the initial Service Hire Panel Deed terms where required for legal, probity, or practical reasons, provided such adjustments are not significant and applied fairly and consistently across Suppliers.</p> <p>3. Approves the establishment of the Service Hire Panel (SHP) and authorises the General Manager to execute SHP Deeds with all RFT 06 25/26 Tenderers.</p> <p>4. Authorises the General Manager to administer the SHP in accordance with the Deed, including:</p> <ul style="list-style-type: none"> <li>• Assessing, accepting and calling for offers from prospective new Suppliers during the SHP term, in accordance with the Deed and TSC's procurement policy.</li> <li>• Revising and updating SHP Suppliers' Schedules of Rates (including prices for CPI adjustments and any changes to service offerings) as permitted under the Deed, to maintain competitiveness and operational relevance.</li> <li>• Execution of the two optional term extensions for SHP Deeds, where applicable.</li> </ul> <p>5. Authorises the General Manager and staff (in accordance with delegated authority) to assess options to issue, manage, and administer Purchase Orders under the Deed, including determining value for money selections for each engagement and applying Council's procurement and governance requirements.</p> <p>6. Authorises the General Manager to make appropriate adjustments to the Deed during its term to reflect changes in the legal environment, statutory requirements, or practical considerations necessary to meet Council's operational needs, provided such adjustments are applied fairly and consistently across Suppliers.</p> <p style="text-align: right;">(Peter Petty/Kim Rhodes)</p> <p><b><u>Motion Carried</u></b></p>	

**Notes**  
**09 Jan 2026 9:26am Paynter, James**  
 Awaiting legal and insurance review of the Deed of Terms - Jeremy and Jim are pursuing. Once agreed, a DEED a letter will be issued to each supplier requesting final documentation to allow the DEED to be enacted.

<b>OUTSTANDING ACTIONS REPORT</b>		<b>Printed:</b> Tuesday, 17 February 2026 4:01:57 PM
<b>Division:</b>	Council	<b>Date From:</b> 26/04/2023
<b>Committee:</b>		<b>Date To:</b> 17/12/2025
<b>Officer:</b>		

Meeting	Date	Officer	Title	Target
07 Jan 2026 4:22pm Graham, Allison - Email				
James, please proceed with the establishment of the Service Hire Panel and preparation for execution of deeds to all tenderers listed for RFT 06 25/26 for signature by the General Manager				

Meeting	Date	Officer	Title	Target
Council 17/12/2025	17/12/2025	Francisco, Matthew	WASTE SERVICES REVIEW	30/06/2026

<a href="#">239/2</a>	<p><b>Resolved</b></p> <p><b>That Council:</b></p> <ol style="list-style-type: none"> <li><b>1. Allocates the necessary funds for the engagement of a suitable consultant to carry out a comprehensive review of Council’s Waste Services from Council’s Waste Reserve.</b></li> <li><b>2. Approves the transfer of an amount of up to \$55,000 (ex GST) from Council’s Waste Reserve for this purpose.</b></li> <li><b>3. As part of the review mentioned in paragraph one (1) above, investigates a garbage pick-up service on Billirimba Road, Kochs Road, Scrub Road, and the Sunnyside Area where a number of new subdivisions are being pursued.</b></li> </ol> <p style="text-align: right;">(Peter Petty/Owen Bancroft)</p> <p><b>Motion Carried</b></p>
-----------------------	--

<b>Notes</b>
13 Feb 2026 4:47pm Graham, Allison 13.02.2026 Director of Infrastructure Services; Evaluations of Proposals completed, proceeding with engagement.

Meeting	Date	Officer	Title	Target
Council 17/12/2025	17/12/2025	Condrick, Jodie	SCHOOL OF ARTS - ROOFING WORKS	31/12/2026

<a href="#">232/2</a>	<p><b>Resolved</b></p> <p><b>That Council:</b></p> <p><b>Notes the information contained in the report.</b></p> <p style="text-align: right;">(Kim Rhodes/Greg Sauer)</p> <p><b>Motion Carried</b></p>
-----------------------	--

<b>Notes</b>
13 Feb 2026 3:52pm Condrick, Jodie - Target Date Revision Target date changed by Condrick, Jodie from 07 January 2026 to 31 December 2026 - Works are to be completed by the end of December

Meeting	Date	Officer	Title	Target
Council 17/12/2025	17/12/2025	Davidson, Tamai	DEVELOPMENT APPLICATION 2024.104 - REQUEST FOR REVIEW OF CONDITION - ROAD WORKS AND KERB & GUTTERING	7/01/2026

<b>Resolved</b>	<p><b>That Council:</b></p>
-----------------	-----------------------------

<b>OUTSTANDING ACTIONS REPORT</b>		<b>Printed:</b> Tuesday, 17 February 2026 4:01:57 PM
<b>Division:</b>	Council	<b>Date From:</b> 26/04/2023
<b>Committee:</b>		<b>Date To:</b> 17/12/2025
<b>Officer:</b>		

Meeting	Date	Officer	Title	Target
			<p><b>After having reviewed the development consent "8. Section 138 Roads Act 1993 Approval", changes the "Works required" as follows:</b></p> <ul style="list-style-type: none"> <li><b>a) Driveway to be a dual lane access, minimum of 8 metres wide of concrete construction – to remain as is.</b></li> <li><b>b) Reconstruct the shoulders on both sides of Francis Street for the full frontage of the development site, to achieve a minimum width of 11m – to be referred to the Director Infrastructure Services for an assessment on the minimum requirements needed for the safe access and egress of vehicles to and from the site.</b></li> <li><b>c) Kerb and gutter to be provided on Francis Street from Douglas Street to the entrance of the site to control vehicle movements – to be changed to: Advanced trees to be planted on Francis Street from Douglas Street to the entrance of the site to control vehicle movements.</b></li> <li><b>d) Any street trees required to be removed to undertake the works are to be replaced in consultation with Council – to remain as is.</b></li> </ul> <p style="text-align: right;">(Bronwyn Petrie/Greg Sauer)</p> <p><b><u>Motion Carried</u></b></p> <p>Councillor Peter Petty requested his vote to be recorded as voting against the motion.</p>	
<p><b>Notes</b>  10 Feb 2026 9:29am Davidson, Tamai  Further report to February meeting 2026</p>				