

QUARTERLY REPORT
JULY, AUGUST, SEPTEMBER
2025

Future Direction One: Community

Accessible, Caring and Inclusive



Community Outcomes

1.1 We can access the medical care we need

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

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

1.4 Younger and older people are valued and supported

How will we get there?

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

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

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

1.3.1 Update masterplans for sport and recreation facilities

1.3.2 Support local volunteers to maintain village parks and facilities

1.4.1 Provide children, youth and aged programs in the library

1.4.2 Support community events for younger and older people

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

1.4.4 Advocate with Police on improving community safety and install CCTV

Accessible, Caring and Inclusive



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

Accessible, Caring and Inclusive



Community Outcome	1.2 State and local borders do not prevent us from accessing support and services						
Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
1.2.1 Work with Progress Associations, Cross Border Commissioner, neighbouring Councils and Local Members to improve access to services across borders	1.2.1.1 Report to Council advocacy with Progress Associations, Cross Border Commissioner, neighbouring Councils and Local Members to improve access to services across borders	X	X	X	X	Decrease in community complaints	Mayor
Progress Report - July, August, September 2025							
8.7.25 Advised General Manager at Legume Progress Association meeting following Bore opening that the issues raised were not new but had been reported previously but not actioned. 22.8.25 Advised General Manager that Urbenville Progress Association have received a grant funded mower plus a purposely designed shed at no cost to Council but were not being given permission from Council to erect the shed on one of the 3 council managed properties in the village. Progress Associations and Hall committees provide Council and village communities with volunteer work without which Council would have to fund employees to maintain the buildings and parks and should be supported in these endeavours by Council. Continued liaison with QLD Cross Border Commissioner re border issues affecting residents including access to health and other services, policing, communications, trades licensing, and Wallangarra Railway Station. Continued liaison with local member Minister Saffin on wide range of issues impacting on Tenterfield Shire. Working with Glen Innes Severn Council on joint Drought Plan initiatives presented by GLENRAC, and on matters with Kyogle Mayor Danielle Mulholland who is currently undergoing cancer treatment.							
Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
Community Outcome	1.3 Our pool, library, parks and sporting facilities are available to everyone						
1.3.1 Update masterplans for sport and recreation facilities	1.3.1.1 Draft and update plans where required		X			Community Satisfaction Survey improved score from last survey	Manager Parks, Gardens and Open Space
Progress Report not required until 2026/27							

Accessible, Caring and Inclusive



Community Outcome	1.3 Our pool, library, parks and sporting facilities are available to everyone						
Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
1.3.1 Update masterplans for sport and recreation facilities	1.3.1.2 Manage the Tenterfield War Memorial Baths (TWMB) Management Plan, and contribute to service delivery	X	X	X	X	Community Satisfaction Survey improved score from last survey	Buildings & Amenities Coordinator
Progress Report - July, August, September 2025 - Management Plan, Scope of Work and Pool Agreement has now been reviewed and next review in 2030 unless required earlier. - New Contract for 5 years with an option to extend for additional 3 years has been signed and commenced in September. - New Pailintest purchased for testing of Pool Water. - Repairs to the pool shell has been completed, the pool opening has been delayed a week to ensure paint has dried completely.							
1.3.1 Update masterplans for sport and recreation facilities	1.3.1.3 Refine the existing TWMB Masterplan to reach a position where both Capital and Operational Expenditures are affordable and sustainable into the future	X	X			Completed refinement and update of TWMB Masterplan	Buildings & Amenities Coordinator
Progress Report - July, August, September 2025 Aquatic Engineer has completed an assessment of the pool complex and supplied a report.							

Accessible, Caring and Inclusive



Community Outcome	1.3 Our pool, library, parks and sporting facilities are available to everyone						
Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
1.3.2 Support local volunteers to maintain village parks and facilities	1.3.2.1 Provide equipment and support for local volunteers to maintain village roadsides, parks and gardens	X	X	X	X	Community Satisfaction Survey improved score from last survey	Manager Parks, Gardens and Open Space
Progress Report - July, August, September 2025							
Council provides mowers, brushcutters, hand tools and other associated equipment to assist volunteers within the villages. Volunteers play a major role and are a contributing factor in all villages beautification.							
Community Outcome	1.4 Younger and older people are valued and supported						
Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
1.4.1 Provide children, youth and aged programs in the library	1.4.1.1 Provide inclusive library services and programs that reflect contemporary needs for all age groups	X	X	X	X	Increase in formal and informal consultation processes each year	Librarian
Progress Report - July, August, September 2025							
• Consultation with Tenterfield Social Development Committee (TSDC) on supporting needs for clients including parents of young children. • Discussions with senior community members on their technology support needs. • Discussions with the local primary schools on visits to support literacy with students and reading sessions with preschoolers.							

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

Accessible, Caring and Inclusive



Community Outcome	1.4 Younger and older people are valued and supported						
Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
1.4.3 Advocate for better community services and facilities within the shire including aged care	1.4.3.2 Work towards the Sir Henry Parkes Memorial School of Arts becoming functional, delivering museum, cinema, theatre and tourism functions in a cost effective manner	X	X	X	X	Feedback from user groups and the community	General Manager and Director Corporate Services.
Progress Report - July, August, September 2025 A Licence Agreement has been signed with The Tenterfield Chamber Tourism, Industry and Business (TCTIB) and Council for the TCTIB to provide an area in the foyer of the Sir Henry Parkes Memorial School of Arts Building for a Tourism Centre managed by volunteers. This Centre is now operational, as at the end of August 2025. Negotiations with the School of Arts Tenterfield Incorporated (SOATI) for a Licence Agreement to manage the Museum and Theatre areas of the Sir Henry Parkes Memorial School of Arts is ongoing with discussions centring on ongoing budget consideration.							
1.4.4 Advocate with Police on improving community safety and installing CCTV	1.4.4.1 Advocacy meetings attended with Police and reported to Council	X	X	X	X	Increases in advocacy meetings from last term	Mayor
Progress Report - July, August, September 2025 Mayor has contact with Tenterfield Sergeant Belson, Inspector Parsons and New England Commander McKinnon. In response to the meeting with Police Minister Yasmin Catley and Acting Deputy Commissioner Brett Greentree in Parliament House in May 2025 Tenterfield was allocated a Probationary Constable in the August 2025 graduates from the NSW Police Force Academy.							

Accessible, Caring and Inclusive



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

Future Direction Two: Economy

Good opportunities



Community Outcomes

2.1 We actively promote all the tourism assets throughout our shire

2.2 We promote and support progress in our shire

2.3 We support our viable and productive agricultural sector

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

How will we get there?

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

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

2.3.1 We support a viable agricultural sector through sustainable roads infrastructure

2.3.2 Operate the local saleyards safely and efficiently

2.4.1 Improve interpretive signage at key sites

2.4.2 Improve Mt Mackenzie Lookout for 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

Good opportunities



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

Good opportunities



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

Good opportunities



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

Good opportunities



Community Outcome	2.4 We are nurturing our environment, both built and natural attractions for residents and visitors						
Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
2.4.1 Improve interpretive signage at key sites	2.4.1.1 In collaboration with TCTG and Heritage groups in identifying sites where signage can be improved and investigate funding opportunities		X	X		Number of signs improved or replaced each year	Manager Planning & Regulatory
Progress Report not required until 2026/27							
Community Outcome	2.4 We are nurturing our environment, both built and natural attractions for residents and visitors						
Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
2.4.2 Improve Mt Mackenzie Lookout for visitors	2.4.2.1 Improve signage, parking and guardrails at Mt Mackenzie Lookout with funding from Crown Lands	X	X			Improvements in signage, parking and guardrails complete	Manager Infrastructure Delivery
Progress Report - July, August, September 2025							
Currently exploring grant funding opportunities through Crown Lands.							

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

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Community Outcome	2.4 We are nurturing our environment, both built and natural attractions for residents and visitors						
Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
2.4.4 Provide safe and accessible public spaces and places that are well maintained	2.4.4.1 Implement and deliver maintenance and beautification programs for Parks, Gardens and Open Spaces	X	X	X	X	Community Satisfaction Survey improvements from 2025	Manager Parks, Gardens & Open Space
Progress Report - July, August, September 2025							
Parks and Garden staff are always kept busy with routine maintenance of all park equipment and facilities. Beautification programs include the new planting of the Rouse Street Garden beds. With minimal staff at present it is becoming harder to achieve positive outcomes.							
2.4.4 Provide safe and accessible public spaces and places that are well maintained	2.4.4.2 Develop, maintain and deliver the Property Management Strategy	X	X	X	X	Development of new Property Management Strategy 2025/26	Buildings and Amenities Coordinator
Progress Report - July, August, September 2025							
• Replacement of hot water system for Urbenville Medical Centre in July • Emergency lighting has been repaired at the School of Arts • Repairs to the Depot Ceiling were completed in July • Servicing of Glass sliding doors were completed in July • Impairment Memo for asset classes under the Property and Building advising if there have there been any significant signs of capital impairment as of June 2024 - completed and forwarded onto Councils Financial Advisor • Repairs to the Jubilee Park male toilets privacy wall has been completed in July • Waste Vouchers have been provided to leased properties and community halls. • Security Upgrades have been completed in August for School of Arts. • Repairs to NSW Transport shed in August. • No Camping signs have now been installed at Ottobeuren Park in September and will now be monitored by the Council Ranger. • Upgrades and repairs are being completed at the School of Arts and will continue on into October.							

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

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

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Community Outcome	2.4 We are nurturing our environment, both built and natural attractions for residents and visitors						
Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
2.4.5 Our community is educated, encouraged and supported to implement sustainable strategies for the management and protection of our natural resources	2.4.5.1 Enforce Companion Animals, Illegal Dumping and Parking Control regulations	X	X	X	X	Enforcement as required	Manager Parks, Gardens & Open Space
Progress Report - July, August, September 2025 Infringements 3 x Fail to prevent dog from escaping. 12 x Park continuously for longer than indicated. 2 x Stop in disabled park area without current permit displayed. 1 x Stop on/across driveway/ other access to/from land. 2 x Stop in taxi zone. 1 x Disobey no stopping sign. 1 x Companion animal(other) not registered as prescribed. 1 x Stop on path/strip. Animal impounding's Dogs 13 Cats 1 1 x cat returned to owner. 2 x dogs released to rescue. 7 x dogs return to owners. 8 x dogs euthanised – not suitable for release (aggressive, surrendered by owners). 7 x feral cats euthanised. Illegal dumping sites Various locations along the Bruxner Highway between Tenterfield and Tabulam.							

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Community Outcome	2.4 We are nurturing our environment, both built and natural attractions for residents and visitors							
Strategy (DP)		Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
2.4.5 Our community is educated, encouraged and supported to implement sustainable strategies for the management and protection of our natural resources		2.4.5.2 Notices and Orders to be issued or served where necessary as per the <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 Parks, Gardens & Open Space
Progress Report - July, August, September 2025								
3 x nuisance dog orders issued.								

Good opportunities



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

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

Future Direction Three: Environment

Well looked after



Community Outcomes

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

3.2 Our waste collection services are managed well

3.3 Our towns and villages are tidy and welcoming

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

How will we get there?

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

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

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

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

3.3.1 Maintain and renew infrastructure on village public spaces

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

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

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

Well looked after



Community Outcome	3.1 We are proactive in preventing the spread of weeds and advocating control of pest feral animals						
Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
3.1.1 Educate and collaborate to achieve early reporting and management of weed infestations	3.1.1.1 Deliver education and awareness in collaboration with Granite Borders Landcare and Local Land Services via field days, weed awareness signage, Your Local News and Tenterfield Show	X	X	X	X	Increase in education and awareness activities from previous year	Manager Parks, Gardens & Open Space
Progress Report - July, August, September 2025 Delivered a weed information talk at the Granite Borders Landcare AGM in August. Placed a weed article in the upcoming edition of Your Local News. Attended the Tropical Soda Apple Taskforce meeting Coffs Harbour in July, Regional Weeds committee meeting and weed officers meeting in Uralla and the Weed Conference in Port Macquarie in August.							

Well looked after



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

Progress Report - July, August, September 2025

High Risk Sites

Black Knapweed – Fortnightly inspections of the core infestation on Aldershot and Bellevue roads were completed. Monthly inspections on the other 5 historical sites were completed. No plants were found outside of the core infestation and Bellevue road.

Tropical Soda Apple - 7 properties were inspected in the Tabulam area.

Truck stops – 18 truck stops, pull off bays and rest areas were inspected along the New England Highway, Bruxner Highway and Bruxner Way. No new incursions were found.

Border Crossings – 15 border crossings were inspected across the shire for the quarter.

National Parks – Campsites, Parking areas and roadways of Boonoo Boonoo, Bald Rock, Koreelah and Torrington National Parks were inspected.

Rural Outlets - 3 rural outlets were inspected.

Transfer Stations/Tips – 6 sites were inspected. Torrington, Tenterfield, Drake, Liston, Legume and Urbenville.

Others – Tenterfield Sale Yards, Tenterfield Dam, Endurance Riding Grounds and the Crooked Creek Campground.

High Risk Pathways- The New England Highway, Bruxner Highway, Bruxner Way had no new incursions. 7 Black Knapweed plants were found along Bellevue Road last visit, no plants found on Aldershot Road.

High Risk Waterways- the Clarence River and Timbarra River were inspected where accessible. No new incursions were found.

Spraying activities- Lantana and Mother of Millions were treated along the Mt Lindsey Highway and Tooloom Road. Annual Ragweed and Pattersons Curse were treated on Rivertree Road.

Council lands sprayed were the new and old water treatment plants, sewage plant and ponds, Tenterfield Sale Yards, Tenterfield Transfer Station and Pound, Bruxner Park, Tenterfield Swimming Pool and privet removal from the Tenterfield Creek from Douglas St to the Showgrounds on the Eastern side of the creek. Works on the western side is yet to commence.

Well looked after



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

Well looked after



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

Well looked after



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

Well looked after



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

Future Direction Four: Infrastructure

Well maintained and reliable



Community Outcomes

4.1 Our roads are safe and sustainably maintained

4.2 Water flows away through our drains after rain

4.3 We have reliable mobile and internet access

4.4 Our water and sewer services are managed well

How will we get there?

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

4.1.2 Maintain the local and regional road network

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

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

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

4.4.1 Deliver integrated and sustainable urban water and sewer services

Well maintained and reliable



Community Outcome	4.1 Our roads are safe and sustainably maintained						
Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
4.1.1 Update and implement the Road Asset Management Plan (RAMP)	4.1.1.1 Update RAMP with newly acquired robust asset data pertaining to sealed and unsealed road network	X				AMPs for all asset classes in place and up to date	Manager Infrastructure Delivery
Progress Report - July, August, September 2025 The Roads Asset Management Plan (RAMP) will be considered on the completion of the Transport Asset Management Plan.							
4.1.1 Update and implement the Road Asset Management Plan (RAMP)	4.1.1.2 Develop a new Bridge Asset Management Plan	X				New Bridge Asset Management Plan complete	Manager Infrastructure Delivery
Progress Report - July, August, September 2025 No update on a new Bridge Asset Management Plan.							
4.1.1 Update and implement the Road Asset Management Plan (RAMP)	4.1.1.3 Identify additional revenue sources to maintain and renew transport infrastructure	X	X	X	X	Additional revenue sources identified	Director Infrastructure Services
Progress Report - July, August, September 2025 Currently seeking to identify grant funding opportunities, as they become available, in particular for operational expenditure.							

Well maintained and reliable



Community Outcome	4.1 Our roads are safe and sustainably maintained						
Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
4.1.2 Maintain the local and regional road network	4.1.2.1 As per funding provisions made in Operational and Capital annual budgets	X	X	X	X	Pavement condition indices same or better than 2024	Manager Infrastructure Delivery
Progress Report - July, August, September 2025							
The data that will become available from the updated Transport Asset Management Plan, when complete, will be used to set the 2026/27 budgets.							
4.1.2 Maintain the local and regional road network	4.1.2.2 Investigate options to address parking availability within Tenterfield CBD, develop an action plan and cost estimations for implementation		X	X	X	Determination of the parking mix needs and to assess non-asset solutions	Manager Infrastructure Delivery
Progress Report not required until 2026/27							

Well maintained and reliable



Community Outcome	4.1 Our roads are safe and sustainably maintained						
Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
4.1.3 Maintain and renew footpaths and cycleways as per adopted Asset Management Plans	4.1.3.1 Update Pedestrian Access and Mobility Plan (PAMP)		X	X		Plan updated	Manager Infrastructure Delivery
Progress Report not required until 2026/27							
4.1.3 Maintain and renew footpaths and cycleways as per adopted Asset Management Plans	4.1.3.2 Update the Tenterfield Bike Plan			X		Plan updated	Manager Infrastructure Delivery
Progress Report not required until 2027/28							
4.1.3 Maintain and renew footpaths and cycleways as per adopted Asset Management Plans	4.1.3.3 Implement the PMAP and Tenterfield Bike Plan to maintain and renew assets				X	As per Operational Plan maintainance and renewal budget	Manager Infrastructure Delivery
Progress Report not required until 2028/29							

Future Direction Four: Infrastructure

Well maintained and reliable



Community Outcome	4.2 Water flows away through our drains after rain						
Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
4.2.1 Update the urban Stormwater Asset Management Plan and Masterplan focusing on priority problem areas	4.2.1.1 Provide funding in year 1 to Develop Stormwater Masterplan and continued funding in future years for high priority targeted projects	X	X	X	X	Spend levy income to develop a priority strategy year on year, as per the updated Stormwater Asset Management Plan and Masterplan	Manager Infrastructure Delivery
Progress Report - July, August, September 2025							
Funding has been allocated in the budget, when the Manager of Infrastructure Delivery's role is filled, planning will progress.							
Community Outcome	4.3 We have reliable mobile and internet access						
Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
4.3.1 Advocate to State and Federal Governments for improvements to mobile and internet network coverage	4.3.1.1 Liaise with NBNco, Telstra and other providers for improvements to mobile and internet network coverage	X	X	X	X	Presented to Council annually. Upgrades to mobile and internet coverage resulting in 5G network as effective as 3G network	Mayor
Progress Report - July, August, September 2025							
Representations to local Federal Member regarding lack of service coverage.							

Well maintained and reliable



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

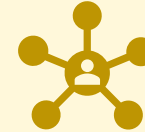
Well maintained and reliable



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

Future Direction Five: Leadership

A sustainable future



Community Outcomes

5.1 People are supported to work as volunteers in our community

5.2 We understand and agree with how public money is spent

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

How will we get there?

5.1.1 Annual Mayoral luncheon for volunteers

5.2.1 Continue to provide financial reports to Council

5.3.1 Advocate community issues to State and Federal Government

5.3.2 Adopt a networked and collaborative approach to regional challenges

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

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

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

A sustainable future



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

Progress Report - July, August, September 2025

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

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

Grants and Funding received Q1 include:

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

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

A sustainable future



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

A sustainable future



Community Outcome	5.2 We understand and agree with how public money is spent						
Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
5.2.1 Continue to provide financial reports to Council	5.2.1.4 Facilitate and support internal and external audits	X	X	X	X	Internal and external audits completed as per plans and reported to ARIC and Council	Manager Finance & Technology
Progress Report - July, August, September 2025 1. Internal audit update presented at ARIC meeting 10 Sep 2025. Items of note: - Cybersecurity essential eight and Tenterfield Shire Council's ICT working towards maturity level. - Procurement and Contract Management - Initial stages of policies and procedures review and rewrite. 2. External audit – draft financial Statements 2024/25 tabled - ARIC meeting 10 Sep 2025 - Council meeting 24 Sep 2025 and adopted. External audit submitted to auditors 9 Sep and is in final stages and will be presented to council at the November Council meeting.							
Community Outcome	5.3 Our local leaders are respected and trusted to make our shire a better place						
Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
5.3.1 Advocate community issues to State and Federal Government	5.3.1.1 Communications to politicians advocating community issues to state and federal government	X	X	X	X	Communications to politicians reported 6 monthly to Council	Mayor
Progress Report Due February 2026							

A sustainable future



Community Outcome	5.3 Our local leaders are respected and trusted to make our shire a better place						
Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
5.3.1 Advocate community issues to State and Federal Government	5.3.1.1 Communications to politicians advocating community issues to state and federal government	X	X	X	X	Communication s to politicians reported 6 monthly to Council	Mayor
Progress Report - July, August, September 2025 Regular liaison with State local member Minister Janelle Saffin on roads, disaster funding pertaining to council and to bushfire affected landowners, health, service provision and other community issues. 22.7.25 Thanked Premier Minns for his advocating to the Prime Minister for Tenterfield bushfire affected landowners. 29.7.25 Minister for Local Government Ron Hoenig visited Tenterfield and we discussed multiple issues with him from council financial sustainability, grants allocations to town dam recreation challenges. Contact with Transport Minister Jenny Aitchison office re road funding announcement and railway issues. 8.8.25 Spoke with Northern Tablelands member Brendan Moylan regarding his private members bill on youth crime, as well as other State politicians regarding crime, law and order at Country Mayors Association meeting.							
5.3.2 Adopt a networked and collaborative approach to regional challenges	5.3.2.1 Continue Membership and participation of Border Regions Organisation of Councils (BROC)	X	X	X	X	Reported to Council Quarterly	Mayor and Deputy Mayor
Progress Report - July, August, September 2025 Mayor attended and presented at the BROC Disaster Exercise and Forum in Inverell 14.8.25 organised by Mitch Parker of the Reconstruction Authority. The exercise was based on the Tenterfield/Wallangarra bushfires of October 2023 and explored learnings and suggested improvements for future disaster management across border. 90 representatives from NSW and QLD councils and agencies in attendance.							

A sustainable future



Community Outcome	5.3 Our local leaders are respected and trusted to make our shire a better place						
Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
5.3.3 Ensure the performance of Council as an organisation complies with all statutory guidelines, supported by effective corporate management, sound integrated planning and open, transparent and informed decision making	5.3.3.1 Develop, manage and deliver Customer Service, in accordance with the Customer Service Charter	X	X	X	X	Customer Satisfaction Survey improvement from 2025	Manager Finance & Technology
Progress Report - July, August, September 2025 Customer Service has a continuous improvement approach. Internal and external feedback has led to the following changes; • Phone call forwarding options reduced from 9-6 lines. • AI Assistant is available on the TSC website. • A Q&A form circulated to staff and available on the TSC intranet to improve website searches and AI responses.							

A sustainable future



Community Outcome	5.3 Our local leaders are respected and trusted to make our shire a better place						
Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
5.3.3 Ensure the performance of Council as an organisation complies with all statutory guidelines, supported by effective corporate management, sound integrated planning and open, transparent and informed decision making	5.3.3.2 Adjust Council's rating model to achieve a higher level of equity across rating categories	X	X			Alignment between rating categories	Manager Finance & Technology
Progress Report - July, August, September 2025 From 1 July 2025 rate category changes included; - Two (2) New categories - Business Industrial and Residential Rural - One (1) Modified category - Residential Other. A leaflet was included with the rates notices to explain to ratepayers the changes. An audit was conducted of assessments, movements were actioned between Farmland, Residential Rural and Residential Other categories due to the size of the properties. One change of category application has been received.							
5.3.3 Ensure the performance of Council as an organisation complies with all statutory guidelines, supported by effective corporate management, sound integrated planning and open, transparent and informed decision making	5.3.3.3 Develop SRV scenarios to flag the need to increase funding availability for Council's local roads network to remove deficits as shown in the Long Term Financial Plan	X	X			Special Rate Variation Scenarios reported to Council	Manager Finance & Technology
Progress Report - July, August, September 2025 Current Local roads works have adequately been funded and resourcing and capacity for work on those projects are the focus Q1 FY26. Increased SRV funding and scenario considerations will be a future action item.							

A sustainable future



Community Outcome	5.3 Our local leaders are respected and trusted to make our shire a better place						
Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
5.3.3 Ensure the performance of Council as an organisation complies with all statutory guidelines, supported by effective corporate management, sound integrated planning and open, transparent and informed decision making	5.3.3.4 Develop, manage and deliver Governance Services, in accordance with the OLG Compliance Guide	X	X	X	X	Compliance reported in the Annual Report	Governance Officer

Progress Report - July, August, September 2025

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

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

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

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

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

A sustainable future



Community Outcome	5.3 Our local leaders are respected and trusted to make our shire a better place						
Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
5.3.3 Ensure the performance of Council as an organisation complies with all statutory guidelines, supported by effective corporate management, sound integrated planning and open, transparent and informed decision making	5.3.3.5 Develop, manage and deliver the Workforce Management Strategy, including a focus on the organisations culture	X	X	X	X	Reported quarterly to ARIC and Council	Manager Workforce, Safety, Risk & Records

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

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

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

Training and development that has occurred:

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

A sustainable future



Community Outcome	5.3 Our local leaders are respected and trusted to make our shire a better place						
Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
5.3.3 Ensure the performance of Council as an organisation complies with all statutory guidelines, supported by effective corporate management, sound integrated planning and open, transparent and informed decision making	5.3.3.6 Facilitate worker health and wellbeing consultation communication, and participation processes	X	X	X	X	Reported quarterly to ARIC and Council	Manager Workforce, Safety, Risk & Records
Progress Report - July, August, September 2025 Management and supervisors are providing regular onsite workplace health and safety discussions/meetings with staff/crews, along with the WHS Officer adhering to their responsibilities under the Workplace Health & Safety legislation and Council Policy. Extensive work has been undertaken in the workplace health and safety section on contractor management and updating documentation in our Safety Management System. Council's employee assistance program (EAP) continues with ongoing onsite counselling sessions being provided monthly, to all employees and is available to Councillors. Audiometric testing is being scheduled for next year to comply with WHS legislative changes.							

A sustainable future



Community Outcome	5.3 Our local leaders are respected and trusted to make our shire a better place						
Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
5.3.3 Ensure the performance of Council as an organisation complies with all statutory guidelines, supported by effective corporate management, sound integrated planning and open, transparent and informed decision making	5.3.3.7 Manage and report on Council's Enterprise Risk Management Framework and Risk Register	X	X	X	X	Reported quarterly to ARIC and Council	Manager Workforce, Safety, Risk & Records

Progress Report - July, August, September 2025

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

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

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

A sustainable future



Community Outcome	5.3 Our local leaders are respected and trusted to make our shire a better place						
Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
5.3.3 Ensure the performance of Council as an organisation complies with all statutory guidelines, supported by effective corporate management, sound integrated planning and open, transparent and informed decision making	5.3.3.8 Identify and recruit key positions to build capacity within the organisation in accordance with funding provision	X	X	X	X	Filling of vacant positions from 2024/2025 onwards	Manager Workforce, Safety, Risk & Records

Progress Report - July, August, September 2025

Recruitment that has occurred

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

Community Outcome	5.3 Our local leaders are respected and trusted to make our shire a better place						
Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
5.3.3 Ensure the performance of Council as an organisation complies with all statutory guidelines, supported by effective corporate management, sound integrated planning and open, transparent and informed decision making	5.3.3.9 Identify and recruit 12 trainee positions funded by the State Government's initiative	X	X	X		Recruitment of 12 trainee's	Manager Workforce, Safety, Risk & Records
Progress Report - July, August, September 2025 The Office of Local Governments 'Fresh Start Program' is aimed to assist local Councils to develop sustainable workforces through providing apprenticeships, traineeships and cadets to address skills shortages, build capacity and create employment opportunities for the community. Guidelines were released on the 24 October 2024. Grant submissions were placed for the following: - Round 1 – Two traineeships in Water Operations - successful - Round 3 - Six apprenticeships in Civil Construction - successful							

A sustainable future



Community Outcome	5.3 Our local leaders are respected and trusted to make our shire a better place							
Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility	
5.3.3 Ensure the performance of Council as an organisation complies with all statutory guidelines, supported by effective corporate management, sound integrated planning and open, transparent and informed decision making	5.3.3.10 Deliver councillor services and provide support to all councillors in a transparent and non-discriminatory manner including training, research, legislative and evidence based advice	X	X	X	X	Training for Councillors as reported in the Annual report and evidence based advice and research provided in Council reports.	Executive Assistant & Media and Senior Staff	

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

5.3.4 Deliver continuous improvements in Council's business, processes and systems	5.3.4.1 Develop and implement new Integrated Enterprise Resource Planning System	X	X	X	X	Implementation of Integrated Enterprise Resource Planning System	Director Corporate Services
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This project has now been postponed for two years. One of the considerations is the need to secure more funding as our investigations have highlighted the higher than expected cost of transitioning to a new system. The urgency to move from the current system has been evaluated and downgraded due to it being supported for another 5 years. Council plans to be ready to start the project in two years to give sufficient time for a well managed change over.