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

Progress Report - October, November, December 2025

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.

Future Direction One: Community

Accessible, Caring and Inclusive

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

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

Progress Report - October, November, December 2025

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.

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

Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
1.3.1 Update masterplans for sport and recreation facilities	1.3.1.1 Draft and update plans where required		X			Community Satisfaction Survey improved score from last survey	Manager Open Space, Regulatory & Utilities

Progress Report not required until 2026/27

Future Direction One: Community

Accessible, Caring and Inclusive

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

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

Progress Report - October, November, December 2025

- Pool season opening was delayed by a week, due to essential resurfacing and coating works on the pool flooring.
- There was a large number of bookings for the start of the pool season.

Maintenance and Improvements at the Facility:

- Batteries replaced and speed mechanism & engine repaired on the butler
- Solar Sensor for the pool heating has received new parts which have been replaced
- Carpets on diving blocks have been replaced
- Stairs on grandstand have been replaced due to rotting
- Pool Vacuum has had part replaced
- Tiles on pool deck replaced
- New Chemical Shed Installed
- Acid Tank installed and connected
- Removal of old privacy screen completed to reduce risk of injury

Pool Staff Training included:

- Lifeguard
- CPR
- Public Relations
- Rescue Training
- First Aid Training
- WHS & Risk Management
- Pool Plant Inductions

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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 continued - October, November, December 2025

Programs Introduced:

- Learn to Swim Programs
- Aqua Fitness Classes
- Baby Sharks
- Sharks
- Adult Squad
- Swim Club
- Squad

Total Attendances for the 25/26 season

Year	October	November	December	January	February	March	YTD
2020/21	1,684	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	3,408				10,068

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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	1.3.1.3 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

Progress Report - October, November, December 2025

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.

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 Open Space, Regulatory & Utilities

Progress Report - October, November, December 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 village beautification.
Volunteer numbers at present are very low.

Future Direction One: Community

Accessible, Caring and Inclusive

Community Outcome	1.4 Younger and older people are valued and supported

Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
1.4.1 Provide children, youth and aged programs in the library	1.4.1.1 Provide inclusive library services and programs that reflect contemporary needs for all age groups	x	x	x	x	Increase in formal and informal consultation processes each year	Librarian

Progress Report - October, November, December 2025

- **Performance review:** 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.
- **Home Library service:** 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.
- **Storytime:** 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.
- **Senior Tech help:** Staff provided 16 seniors with 10 hours of tech support for a range of issues with devices, phones and computers.
- **Chatty Booth:** 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.

Future Direction One: Community

Accessible, Caring and Inclusive

Community Outcome	1.4 Younger and older people are valued and supported

Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
1.4.2 Support community events for younger and older people	1.4.2.1 Provide and support access to arts and culture activities and opportunities that are inclusive and for all age groups	X	X	X	X	Number of community events for younger and older people	Librarian

Progress Report - October, November, December 2025

- **School Holiday programs:** 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.
- **Book Club:** The Bikkies and Books book club has continued to have strong participation with 22 participants attending 3 book clubs.

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	1.4.3.1 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 - October, November, December 2025

Ongoing.

Future Direction One: Community

Accessible, Caring and Inclusive

Community Outcome	1.4 Younger and older people are valued and supported

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

Progress Report - October, November, December 2025

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.

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.

Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
1.4.4 Advocate with Police on improving community safety and installing CCTV	1.4.4.1 Advocacy meetings attended with Police and reported to Council	x	x	x	x	Increases in advocacy meetings from last term	Mayor

Progress Report - October, November, December 2025

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.

Future Direction One: Community

Accessible, Caring and Inclusive

Community Outcome	1.4 Younger and older people are valued and supported						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
1.4.4 Advocate with Police on improving community safety and installing CCTV	1.4.4.2 Develop a plan where the crime hotspots in Tenterfield are, in collaboration with Police	x				Plan completed	Manager Finance & Technology
Progress Report - October, November, December 2025 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
Progress Report not required until 2026/27							

Future Direction Two: Economy

Good opportunities

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Community Outcomes

2.1 We actively promote all the tourism assets throughout our shire

2.2 We promote and support progress in our shire

2.3 We support our viable and productive agricultural sector

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

How will we get there?

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

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

2.3.1 We support a viable agricultural sector through sustainable roads infrastructure

2.3.2 Operate the local saleyards safely and efficiently

2.4.1 Improve interpretive signage at key sites

2.4.2 Improve Mt Mackenzie Lookout for vistors with grant funding

2.4.3 Implement Tree Management Plan

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

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

Future Direction Two: Economy

Good opportunities

Community Outcome	2.1 We actively promote all the tourism assets throughout our shire

Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
2.1.1 Continue to financially support the Tenterfield Chamber Tourism Group (TCTG) to deliver tourism services	2.1.1.1 Provide financial support on an annual basis to Tenterfield Chamber Tourism Group (TCTG)	X				Improvement in Social Media analytics and other available data, reported to Council by TCTG	General Manager

Progress Report - October, November, December 2025

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)

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	2.1.1.2 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

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	2.1.1.3 Develop and Implement Destination Management Plan	X	X	X	X	A more robust visitor economy	Director Corporate of Services

Progress Report - October, November, December 2025

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

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
Progress Report - October, November, December 2025 Contact with ProspER Northern Rivers has been established. Consultant Sasha Lennon had contact with Regional Director Jane Laverty to ensure that the Tenterfield Shire Economic Development Strategy is aligned with the Regional Economic strategies and objectives. 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 15th November 2025 which was attended by members of Council and the community.							
2.2.1 Work in collaboration to implement the Regional Economic Development Strategy (REDS)	2.2.1.2 Seek funding for high priority asset renewal projects		X			Funding awarded	Economic Development Officer
Progress Report not required until 2026/27							

Future Direction Two: Economy

Good opportunities

Community Outcome	2.3 We support our viable and productive agricultural sector						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
2.3.1 We support a viable agricultural sector through sustainable roads infrastructure	2.3.1.1 Adequate provision is made in annual budget for sealed & unsealed roads so Primary Producers and businesses can get their produce to market	x	x	x	x	Greater Expenditure on local roads through increase in grants funding	Manager Infrastructure Delivery
Progress Report - October, November, December 2025 The Transport Asset Management Plan has been updated, currently being reviewed. The provision of annual budget will be submitted to Council for review.							
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
Progress Report - October, November, December 2025 With the cattle throughput increasing each year, Council is always considering ways to make the facility more viable by replacing or upgrading equipment.							

Future Direction Two: Economy

Good opportunities

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

Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
2.4.1 Improve interpretive signage at key sites	2.4.1.1 In collaboration with TCTG and Heritage groups in identifying sites where signage can be improved and investigate funding opportunities		X	X		Number of signs improved or replaced each year	Manager Planning & Regulatory

Progress Report not required until 2026/27

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

Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
2.4.2 Improve Mt Mackenzie Lookout for visitors	2.4.2.1 Improve signage, parking and guardrails at Mt Mackenzie Lookout with funding from Crown Lands	X	X			Improvements in signage, parking and guardrails complete	Manager Infrastructure Delivery

Progress Report - October, November, December 2025

This project has not commenced as the Manager Infrastructure Delivery has not been able to be recruited.

Future Direction Two: Economy

Good opportunities

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

Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
2.4.3 Implement Tree Management Plan	2.4.3.1 Engage Arborist report for at risk and unsafe trees	X				Arborist report to Council	Manager Open Space, Regulatory & Utilities
Progress Report - October, November, December 2025 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
Progress Report - October, November, December 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. Once the arborist report is completed the report should be available for the public to view.							

Future Direction Two: Economy

Good opportunities

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

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

Progress Report - October, November, December 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.

Future Direction Two: Economy

Good opportunities

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

Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
2.4.4 Provide safe and accessible public spaces and places that are well maintained	2.4.4.2 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 - October, November, December 2025

- Repairs are continuing to be 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 are ongoing.
- 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.
- NRMA have commenced design of two (2) further charge stations behind 157 Rouse Street, Tenterfield – Council is waiting for final design.
- Chubb Fire have done their 6-month review of Fire extinguishers for all owned/managed buildings.
- 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.
- Glass doors have been serviced at Library, Chambers and Depot for October.
- Review/inspection of lighting upgrade at the Tenterfield Shire Depot – quote now received and Purchase order raised.
- No Camping signs have been installed for the Drake Hall and Drake Park and reports of camping in this area reduced.
- Graffiti and Vandalism has increased in the public toilets and parks, all incidents have been reported to Police.
- Audit on Council Security systems has commenced and first stage was finalised in December.
- Asbestos Scope of work & Property List is being developed.
- Review of Draft Building Asset Management Plan, with the Council contractor still working on final draft.
- Insurance claims on damage to Council properties is being completed and works underway.
- Information provided to RFS for Community Halls becoming ‘Neighbourhood Safer Places’.
- Pest Inspection and sprays have been arranged for several council assets to be completed in December and January.

Future Direction Two: Economy

Good opportunities

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

Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
2.4.4 Provide safe and accessible public spaces and places that are well maintained	2.4.4.3 Manage and update Land and Property Register	X	X	X	X	Updated Land and Property Register Yearly	Lands Management Officer

Progress Report - October, November, December 2025

- 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.
- Tenterfield Total Care draft lease for 136-138 Manners Street, Tenterfield – with solicitors - ongoing.
- 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.
- Tenterfield & District Community FM Radio Association Inc Lease has been signed and returned to the Real Estate - complete.
- Tenterfield Child Care Centre has renewed their lease for an additional 12 months and waiting on committee to sign updated lease – requested adjustments.

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	2.4.4.4 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 - October, November, December 2025

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.

Future Direction Two: Economy

Good opportunities

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

Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
2.4.4 Provide safe and accessible public spaces and places that are well maintained	2.4.4.5 Manage Crown Lands and prepare designated Native Title Advice	x	x	x	x	Manage as required and report to Council	Lands Management Officer

Progress Report - October, November, December 2025

Native Title advice was provided for Tenterfield Park in November.

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	2.4.4.6 Seek funding for a Dam Recreation Masterplan	x	x	x	x	Masterplan Complete	Manager Water and Waste

Progress Report - October, November, December 2025

To be addressed in future quarterly reports.

Future Direction Two: Economy

Good opportunities

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

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

Progress Report - October, November, December 2025

Enforcement Activity
- Infringements issued: 4
- Failure to prevent dog escaping: 1
- Parking longer than permitted: 3

Animal Management
- Animals impounded:
- Dogs: 10
- Cats: 1

Outcomes
- Released to rescue: 7 dogs
- Euthanised (illness): 1 cat
- Euthanised at owner's request (aggressive): 3 dogs

Compliance Matters Investigated
- Illegal dumping: 4 (multiple sites along Bruxner Highway, Tenterfield–Tabulam)
- Abandoned vehicles: 2
- Barking dog complaints: 6
- Noise / other complaints: 3 (motorbike, music, rooster)
- Roaming stock: 4
- Illegal camping: 2
- Overgrown land: 2
- Untidy premises: 1

Future Direction Two: Economy

Good opportunities

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

Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
2.4.5 Our community is educated, encouraged and supported to implement sustainable strategies for the management and protection of our natural resources	2.4.5.2 Notices and Orders to be issued or served where necessary as per the NSW *Local Government Act 1993*, *Environmental Protection Act 1979* and *Protection of the Environment Operations Act 1997* and Associated Regulations	X	X	X	X	Issuance of Notices and Orders when required	Manager Open Space, Regulatory & Utilities

Progress Report - October, November, December 2025

Nuisance order issued for fail to prevent dog escaping.

Future Direction Two: Economy

Good opportunities

Community Outcome	2.4 We are nurturing our environment, both built and natural attractions for residents and visitors						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
2.4.6 Implement Plans that balance the built environment with the natural environment	2.4.6.1 Monitor and deliver the Tenterfield Local Environment Plan 2013 and Development Control Plan 2014 (as amended)	x	x	x	x	Reporting DA statistics to Council and the Annual Report	Manager Planning & Regulatory
Progress Report - October, November, December 2025 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
Progress Report - October, November, December 2025 **Heritage Advisor** • Minor works applications: 85 Molesworth Street, 89 Molesworth Street, 336 Rouse Street. • 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. • Reviewed signage School of Arts, 2 x attendances at Council, 2 site meetings, consultation and collaboration on St Stephens Church, Bakery and Cobb & Co signage, advice on 324 Rouse Street, advice on former Urbenville Post Office. • Heritage referral report – 121 Cowper Street, review of Stannum heritage grant works. • Site inspections: 151 Manners Street. • Local Grants – letters of offer forwarded.							

Future Direction Two: Economy

Good opportunities

Community Outcome	2.4 We are nurturing our environment, both built and natural attractions for residents and visitors						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
2.4.6 Implement Plans that balance the built environment with the natural environment	2.4.6.3 Manage and deliver development, building and construction assessment and regulatory services	x	x	x	x	Report construction assessment and regulatory service numbers quarterly to Council.	Manager Planning & Regulatory

Progress Report - October, November, December 2025

- 35 DAs lodged
- 38 DAs approved
- 19 Construction Certificates issued
- 15 On Site Sewage Management (OSSMs) applications lodged
- 19 OSSMs approved
- 17 Occupation Certificates issued
- 6 GIPA applications processed
- 25 Dwelling permissibility searches and responses
- 105 x 10.7 Planning Certificates issued
- 24 x 735a certificates issued

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	2.4.6.4 Develop and implement new development contribution plan	x	x	x	x	Develop in 2025/2026 implement across remaining years.	Manager Planning & Regulatory

Progress Report - October, November, December 2025

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

Progress Report - October, November, December 2025

- Placed a weed articles in the Your Local News and facebook posts.
- Attended the Tropical Soda Apple Taskforce meeting Coffs Harbour and Regional Weeds committee meeting and weed officers meeting in Armidale in November.

Future Direction Three: Environment

Well looked after

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

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

Progress Report - October, November, December 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. Scent detection dogs were used across all sites in October and December.
- Tropical Soda Apple - 8 properties were inspected in the Urbenville 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.

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

- The 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 and privet removal from the Tenterfield Creek from Douglas Street to the Showgrounds on the Western side of the creek.

Future Direction Three: Environment

Well looked after

Community Outcome	3.1 We are proactive in preventing the spread of weeds and advocating control of pest feral animals						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
3.1.3 Advocate to improve weed and feral pest animal control in the Local Government Area	3.1.3.1 Advocate for further funding for weed control	X	X	X	X	Increase in funding	Mayor
Progress Report - October, November, December 2025 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
Progress Report - October, November, December 2025 Nothing to report in this period.							

Future Direction Three: Environment

Well looked after

<table>
<tr><td>Community Outcome</td><td colspan="7">3.2 Our waste collection services are managed well</td></tr>
<tr><th>Strategy (DP)</th><th>Operational Plan Activity</th><th>25/26</th><th>26/27</th><th>27/28</th><th>28/29</th><th>Measures Targets</th><th>Responsibility</th></tr>
<tr><td>3.2.1
Operate waste management services that are efficient and appropriate for user needs</td><td>3.2.1.1
Review Waste Service Unit to ensure the delivery model and staffing levels are appropriate</td><td>X</td><td>X</td><td></td><td></td><td>Service Review completed</td><td>Director of Infrastructure Services</td></tr>
<tr><td colspan="8">Progress Report - October, November, December 2025

A report was presented to Council regarding funding for this project. This project will now commence. Landfill operator position re-advertised.</td></tr>
<tr><td>3.2.1
Operate waste management services that are efficient and appropriate for user needs</td><td>3.2.1.2
Deliver and manage waste and recycling services</td><td>X</td><td>X</td><td>X</td><td>X</td><td>Cost per ratepayer reduction from 24/25 levels</td><td>Manager Water & Waste</td></tr>
<tr><td colspan="8">Progress Report - October, November, December 2025

• Scrap steel piles collected from Tenterfield, Urbenville and Drake transfer stations.
• 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.
• 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.</td></tr>
</table>

Future Direction Three: Environment

Well looked after

Community Outcome	3.3 Our towns and villages are tidy and welcoming						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
3.3.1 Maintain and renew infrastructure on village public spaces	3.3.1.1 Review and maintain village infrastructure and public spaces according to the Building Condition Assessment Plan and available budget	X	X	X	X	As per Building Condition Assessment Plan and budget	Director of Infrastructure Services
Progress Report - October, November, December 2025 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
Progress Report not required until 2027/28							

Future Direction Three: Environment

Well looked after

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

Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
3.4.1 Review and update natural disaster plans including drought, fire and flood management	3.4.1.1 Implement Drought Management Plan, Monitor Flood Studies and Plans in place and liaise with Rural Fire Service around Fire Plans	x	x	x	x	Plans to be updated and implemented when required	Manager Planning & Regulatory
Progress Report - October, November, December 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 - October, November, December 2025 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 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 - October, November, December 2025 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

Future Direction Four: Infrastructure

Well maintained and reliable

Community Outcome	4.1 Our roads are safe and sustainably maintained

Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
4.1.1 Update and implement the Road Asset Management Plan (RAMP)	4.1.1.1 Update RAMP with newly acquired robust asset data pertaining to sealed and unsealed road network	X				AMPs for all asset classes in place and up to date	Manager Infrastructure Delivery

Progress Report - October, November, December 2025

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.

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)	4.1.1.2 Develop a new Bridge Asset Management Plan	X				New Bridge Asset Management Plan complete	Manager Infrastructure Delivery

Progress Report - October, November, December 2025

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.

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)	4.1.1.3 Identify additional revenue sources to maintain and renew transport infrastructure	X	X	X	X	Additional revenue sources identified	General Manager Communications Officer

Progress Report - October, November, December 2025

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
Progress Report - October, November, December 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. The provision of annual budget will be submitted to Council for review.							
4.1.2 Maintain the local and regional road network	4.1.2.2 Investigate options to address parking availability within Tenterfield CBD, develop an action plan and cost estimations for implementation		X	X	X	Determination of the parking mix needs and to assess non-asset solutions	Manager Infrastructure Delivery
Progress Report not required until 2026/27							

Future Direction Four: Infrastructure

Well maintained and reliable

Community Outcome	4.1 Our roads are safe and sustainably maintained

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

Future Direction Four: Infrastructure

Well maintained and reliable

Community Outcome	4.2 Water flows away through our drains after rain						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
4.2.1 Update the urban Stormwater Asset Management Plan and Masterplan focusing on priority problem areas	4.2.1.1 Provide funding in year 1 to develop 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

Progress Report - October, November, December 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 - October, November, December 2025

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
Progress Report - October, November, December 2025 • Construction of new lagoons and associated infrastructure at Urbenville WTP is 90+% complete and nearing final commissioning. • Village Bore program for the construction of new bores at Drake, Liston, Legume & Torrington to provide non-potable water for livestock and firefighting is 90+% complete. • 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. • New water trainee engaged.							
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
Progress Report - October, November, December 2025 This will be determined as part of the IWCM project.							

Future Direction Four: Infrastructure

Well maintained and reliable

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

Future Direction Five: Leadership

A sustainable future

Community Outcomes

5.1 People are supported to work as volunteers in our community

5.2 We understand and agree with how public money is spent

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

How will we get there?

5.1.1 Annual Mayoral luncheon for volunteers

5.2.1 Continue to provide financial reports to Council

5.3.1 Advocate community issues to State and Federal Government

5.3.2 Adopt a networked and collaborative approach to regional challenges

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

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

Future Direction Five: Leadership

A sustainable future

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

Progress Report - October, November, December 2025

Nothing to report in this period.

Future Direction Five: Leadership

A sustainable future

Community Outcome	5.2 We understand and agree with how public money is spent

Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
5.2.1 Continue to provide financial reports to Council	5.2.1.1 Financial data reported monthly, quarterly and annually to Council	X	X	X	X	Reports completed and adopted by Council	Manager Finance & Technology

Progress Report - October, November, December 2025

The following reports were presented to Council Q2 as follows:
- Each month Council reported cash reserves and investment positions.
- Loan Balances and capital expenditure to 30 September 2025 were tabled at the October 2025 Council meeting.
- 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.

Outstanding rates as at 15.12.2025. 43.52% totalling approx. $7.111m.
Water Billings outstanding $87K.

Grants and funding received* Q2 include:
- $872K - FAG instalment
- $8.8K - Commencement funding Australia day Grant
- $82.5K - Drought Resilience Program Funding with Glen Innes.
- $644K - RNSW2787- Mount Lindesay Road Upgrade Claims.
- $274K - Roads to Recovery Claim
- $82.5K - New Weed Incursion – Black Knapweed Response 2025-26
- $28K - 2025-2026 Weeds Good Neighbour Program

**including GST*

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).

Future Direction Five: Leadership

A sustainable future

Community Outcome	5.2 We understand and agree with how public money is spent

Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
5.2.1 Continue to provide financial reports to Council	5.2.1.2 Manage the Long-term Financial Plan, aligned with the Asset Management Plan, and Workforce Management Plan	X	X	X	X	Reports completed and adopted by Council	Director of Corporate Services

Progress Report - October, November, December 2025

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:

- A contractor has been engaged to update the Asset Management Plan since May 2025.
- TSC organisational structure was tabled at the October 2025 Council meeting which along with payroll and recruitment data assist in Budget and LTFP projections.
- In December Managers received budget templates to consider their budgets 2026/27.
- Consultation, detailed analysis and preparation of LTFP will be conducted January – March 2026.

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

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	5.2.1.3 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 - October, November, December 2025

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.

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.

A review of Council’s investment policy is due February 2026.

Future Direction Five: Leadership

A sustainable future

Community Outcome	5.2 We understand and agree with how public money is spent

Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
5.2.1 Continue to provide financial reports to Council	5.2.1.4 Facilitate and support internal and external audits	X	X	X	X	Internal and external audits completed as per plans and reported to ARIC and Council	Manager Finance & Technology

Progress Report - October, November, December 2025

1. Internal Audit

- Cybersecurity essential eight and Tenterfield Shire Council's ICT working towards maturity level.
- Procurement and Contract Management – Continue to work on policies and procedures review and rewrite.

2. External Audit

- 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.
- The interim audit will commence in March 2026.

Future Direction Five: Leadership

A sustainable future

Community Outcome	5.3 Our local leaders are respected and trusted to make our shire a better place						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
5.3.1 Advocate community issues to State and Federal Government	5.3.1.1 Communications to politicians advocating community issues to state and federal government	X	X	X	X	Communications to politicians reported 6 monthly to Council	Mayor
Progress Report - October, November, December 2025 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
Progress Report - October, November, December 2025 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.							

Future Direction Five: Leadership

A sustainable future

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

Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
5.3.3 Ensure the performance of Council as an organisation complies with all statutory guidelines, supported by effective corporate management, sound integrated planning and open, transparent and informed decision making	5.3.3.1 Develop, manage and deliver Customer Service, in accordance with the Customer Service Charter	X	X	X	X	Customer Satisfaction Survey improvement from 2025	Manager Finance & Technology

Progress Report - October, November, December 2025

Council has a continuous improvement approach to Customer Service. The following changes for the Dec25 Qtr:

- 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.
- 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.
- AI Assistant available on the TSC website continues to be refined to help the community navigate the website and receive information quickly.

Future Direction Five: Leadership

A sustainable future

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

Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
5.3.3 Ensure the performance of Council as an organisation complies with all statutory guidelines, supported by effective corporate management, sound integrated planning and open, transparent and informed decision making	5.3.3.2 Adjust Council's rating model to achieve a higher level of equity across rating categories	X	X			Alignment between rating categories	Manager Finance & Technology
Progress Report - October, November, December 2025 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
Progress Report - October, November, December 2025 The development of SRV scenarios are being considered in the annual budget and LTFP planning process in Mar 26 Qtr.							

Future Direction Five: Leadership

A sustainable future

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

Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
5.3.3 Ensure the performance of Council as an organisation complies with all statutory guidelines, supported by effective corporate management, sound integrated planning and open, transparent and informed decision making	5.3.3.4 Develop, manage and deliver Governance Services, in accordance with the OLG Compliance Guide	X	X	X	X	Compliance reported in the Annual Report	Governance Officer

Progress Report - October, November, December 2025

- Annual Report adopted by Council and sent to the OLG
- Annual Government Information Public Access Report submitted to the Information and Privacy Commissioner
- Coordination of ARIC meeting 10 December
- Readoption of Code of Conduct and the Procedures for the Administration of the Code of Conduct
- 2025 Model Code of Meeting Practice deliberations, public exhibition and adoptions

Future Direction Five: Leadership

A sustainable future

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

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

Progress Report - October, November, December 2025

To strengthen Council's capacity to deliver services to our community and mitigate Council's people and culture risk management profile while addressing continued budgetary constraints, workforce development strategies and initiatives have become crucial to workforce transformation. Some of these key initiatives for the quarterly reporting period 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. Other initiatives sought include apprentices/traineeships to assist in building our workforce capacity within critical areas of Council.
- 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.

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).

Training and development that has occurred:
- Diploma in Facilities Management ongoing
- 2x Traineeship - Certificate III in Water Industry Operations – ongoing
- Planning for Non-Planners course
- Managing Sealed and Unsealed Local Roads.

Future Direction Five: Leadership

A sustainable future

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

Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
5.3.3 Ensure the performance of Council as an organisation complies with all statutory guidelines, supported by effective corporate management, sound integrated planning and open, transparent and informed decision making	5.3.3.6 Facilitate worker health and wellbeing consultation communication, and participation processes	X	X	X	X	Reported quarterly to ARIC and Council	Manager Workforce, Safety, Risk & Records

Progress Report - October, November, December 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.

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.

Future Direction Five: Leadership

A sustainable future

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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 - October, November, December 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 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.

Future Direction Five: Leadership

A sustainable future

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

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

Recruitment that has occurred

- Manager Infrastructure & Delivery – To be readvertised
- Senior Projects Engineer (Water & Waste) – To be readvertised
- Plant Operator (Water Cart) Tenterfield (readvertised)
- Library Information & Programs Officer (readvertised)
- Waste Disposal Officer (Boonoo Boonoo Landfill) (readvertised)
- Team Leader (Excavator)
- Procurement Officer
- Communications Officer
- Team Leader (Grader)

Future Direction Five: Leadership

A sustainable future

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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 - October, November, December 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.

Future Direction Five: Leadership
A sustainable future

Community Outcome	5.3 Our local leaders are respected and trusted to make our shire a better place						
Strategy (DP)	**Operational Plan Activity**	**25/26**	**26/27**	**27/28**	**28/29**	**Measures Targets**	**Responsibility**
5.3.3 Ensure the performance of Council as an organisation complies with all statutory guidelines, supported by effective corporate management, sound integrated planning and open, transparent and informed decision making	5.3.3.10 Deliver councillor services and provide support to all councillors in a transparent and non-discriminatory manner including training, research, legislative and evidence based advice	x	x	x	x	Training for Councillors as reported in the Annual report and evidence based advice and research provided in Council reports.	Executive Assistant & Media and Senior Staff
Progress Report - October, November, December 2025 • Monthly reports presented at Ordinary Council meetings for status and progress of Councillor Works/Services requests in the months of October, November & December • One media release was shared with Councillors • 14 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 of Corporate Services
Progress Report - October, November, December 2025 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.							