Q3 QUARTERLY PROGRESS REPORT
JANUARY, FEBRUARY, MARCH 2026

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 - January, February, March 2026

Ongoing advocacy for resolution of health issues with Cross Border Commissioners and local member Ms Janelle Saffin. Meetings with Local Health Board continue with the next scheduled for late April.

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 - January, February, March 2026

Council resolved at the March Council meeting to discuss membership of newly formed Northern Tablelands Region of Councils based on the electorate boundary not the geographical boundary. Councillors continue to attend as many Progress Association meetings across the shire as possible. Have a positive working relationship with local members Janelle Saffin and Barnaby Joyce. Cross Border Commissioners also trying to resolve trade recognition across borders in border communities.

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 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 - January, February, March 2026

January recorded a very strong performance with total attendances of 4,456 for the month. This represents a clear increase on December figures and confirms January as the busiest and most successful month of the season to date. Attendance growth was consistent across programs and casual use, supported by favourable weather conditions and high levels of community engagement. All core programs operated continuously throughout January allowing the centre to fully capitalise on peak seasonal demand. Learn to Swim, Squad training, Aqua Fitness and recreational use all performed strongly, reinforcing the facility's role as a key community asset during the summer period.

February has experienced a stable and productive month as the facility transitions from the peak holiday season into the regular school term rhythm. February has seen continued engagement from the local community, with both casual visits and program participation maintaining strong levels. Despite the natural seasonal slowdown following January's high visitation period, the facility has remained a hub for fitness, learning and recreation. Community feedback through February has remained overwhelmingly positive, with patrons consistently noting the professionalism of staff, the cleanliness and safety of the facility and the welcoming family friendly atmosphere of the complex.
Operationally, the facility has continued to run smoothly with ongoing monitoring of plant and equipment. While a few maintenance matters require attention, the overall performance of the centre demonstrates that it is a well-positioned to carry momentum into the final weeks of the 2025-26 season.

March has marked a gradual transition for Tenterfield Aquatic Centre as the season begins to wind down, with cooler weather and changing routines naturally impacting casual visitation and program participation. Despite this seasonal shift, the facility has continued to see steady use and strong community engagement, particularly through key events and ongoing programming.

Total attendances for March reached 1877 entries while these figures reflect the expected decline as temperatures drop, they also highlight the continued use of the facility well beyond the peak summer period.

Throughout March, the centre has remained an active and welcoming space for the community. Programs such as Squad training continued to operate, and the month was highlighted by 2 major events. The Tenterfield Swim Club Championships and our community day; both of which brought strong attendance and positive energy to the facility.

Overall, March has reinforced the role of the Aquatic Centre as more than just a summer venue. Even as we move towards the final weeks of the season, the level of engagement and support from the community continues to reflect the strong foundation that has been built over the past 6 months.

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	1.3.1.3 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 - January, February, March 2026

This project has commenced. Aquatic Engineer has completed an assessment of the pool complex and supplied a report. Aquatic Engineer's report is being used to inform future budgets.

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 - January, February, March 2026

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 - January, February, March 2026

- Storytime: Library staff have now taken over storytime. 40 children and 29 parents attended 7 storytime sessions for children aged 0- 5 years of age. Children engaged in high quality literature, music, science and craft activities.
- Home Library service: Staff delivered 504 loans in 5 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.
- Senior Tech help: Staff provided 50 seniors with 24.25 hours of tech support for a range of issues with devices, phones and computers.
- Chatty Booth: Demand for our Chatty Booth for patrons using video conferencing tools or for phone calls has increased with 28 users spent 34.25 hours using this resource.
- Passive programming: Library staff have commenced passive program where staff set out a range of activities for people visiting the library to do. Examples of programs are jigsaws, children's tuff tray sensory activities, craft and games.172 people of all ages enjoyed 10 different activities.
- School Holiday programs: For the January school holidays the library provided 3 art sessions with 20 children participating.
- Book Club: The Bikkies and Books book club has continued to have strong participation with 22 participants attending 3 book clubs.
- Robotics Club: The library introduced a robotics club for children 8-12 years of age. In 4 sessions we had 30 participants. There are plans for continuing this program next term.

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 - January, February, March 2026

- Senior's Week: The library opened on Sunday 8 March for a senior's afternoon tea and talk. The Librarian discussed services available for senior members of the library. The library also was a major financial contributor to the Senior's Week concert held in the SOA building following the library talk. 40 seniors attended the library talk and 102 attended the concert.

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 - January, February, March 2026

Aged at home care and NDIS provision an issue for outlying villages and residents. Border continues to be a problem with 000 and ambulance. Cross Border Commissioners are trying to resolve these issues.

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 - January, February, March 2026 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 operation tourism front counter functions in the foyer of the Sir Henry Parkes Memorial School of Arts Building.							
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 - January, February, March 2026 Continue to liaise with Sergeant Belson and Inspector Parsons re policing at Tenterfield. Cross border MOUs now in place.							

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 - January, February, March 2026 Council continues to work on community safety in collaboration with police. A report was presented on CCTV Network Design and Specifications at the March 26 Council meeting. The report evaluates potential CCTV sites, proposed infrastructure requirements, associated project, ongoing maintenance, out of design scope costs, governance arrangements and compliance with NSW legislation.							
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 - January, February, March 2026 Further budgetary provisions of $99,500 have been allocated for the 2026/27 financial year, with $92,000 committed for each of the subsequent two financial years, subject to annual CPI increases. These allocations will form part of a new three-year Funding Agreement between Council and TCTIB, commencing 1 July 2026, in accordance with the Resolution 170/25 adopted at the Ordinary Council Meeting of 22 October 2025.							
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 of Services
Progress Report - January, February, March 2026 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 - January, February, March 2026 As part of Council's Communications Plan adopted in February 2026, the recently appointed Communications Officer is actively strengthening relationships with key stakeholders, including regional economic and tourism bodies such as TCTIB and organisations aligned with Council's Economic Development Strategy and the Tenterfield Destination Management Plan.							
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							
2.2.1 Work in collaboration to implement the Regional Economic Development Strategy (REDS)	2.2.1.3 Council is in favour of B-double routes, and pro-actively considers higher productivity vehicles where practicable and without large cost implications for Council	x	x	x	x	Increase in approvals for Higher Mass Limits (HML) vehicle routes.	Director Infrastructure Services
Progress Report - January, February, March 2026 Will report on in Q4 report.							

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 - January, February, March 2026 The Transport Asset Management Plan has been updated, currently being reviewed. Annual budget has been submitted to Council and is currently on exhibition.							
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 - January, February, March 2026 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 - January, February, March 2026

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 - January, February, March 2026 Aborist report complete, currently under review.							
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 - January, February, March 2026 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 and reviewed 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 - January, February, March 2026

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

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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	2.4.4.2 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 - January, February, March 2026

- Repairs are continuing to be being carried out on Council properties to ensure maintenance schedules of Council buildings are kept up to date.
- SOA lighting –additional lighting has been arranged for the foyer and repairs to existing - completed
- Accessible toilet was constructed at the Youth Precinct.
- Emergency lighting inspections on 17 owned/managed buildings was completed in December, and remedial works will be completed in 2026 so the evacuation plans can be developed and Fire Safety Certificates for all Council owned/managed buildings once emergency lighting has been completed in January.
- Review/inspection of lighting upgrade at the Tenterfield Shire Depot has now been completed.
- Audit on Council Security systems has been completed.
- Graffiti and Vandalism has increased in the public toilets, all incidents have been reported to Police.
- Asbestos Scope of work & Property List is currently being developed in February/March.
- Review of Draft Building Asset Management Plan - Council contractor still ongoing.
- Insurance claims on damage to Council properties is being completed and works underway
- Pest Inspection and sprays have been arranged for several council assets to be completed in January and February - ongoing.
- Jubilee Park Rotunda repairs are completed, and painting will be completed before Easter.
- Band Hall -Expression of interest has been completed with 3 builders and 1 Painter putting in a submission – works to be quoted in April/May.
- Arranged to relocate fridge from SOA to Jubilee Park Kiosk due to no longer needed at café was completed in February
- Budget review for 2026/27 and for the LTFP completed
- Graffiti and Vandalism has been cleaned up on Council Buildings during February.
- Pest Inspection and sprays have been completed for several council assets to be completed in February with Termites being found in the Memorial Hall.
- Installation of the patchwork quilt has now been completed and is hanging in the McKenzie Room in February.
- Approval was received for time extension and scope change for SCCF5-0867 Tenterfield Youth Precinct Infrastructure Upgrade project.
- Meetings with Councils Heritage Advisor had been arranged to discuss paint colour approval for the Rotunda and Band Hall works. Approval has now been received and a report supplied.
- Shelter and picnic seating has been purchased to be installed in the Youth Precent – this falls part of the SCCF5 funding and will be installed by April.
- 8 x Air conditioning units serviced and cleaned at the Depot has been arranged in February
- Air conditioning Unit in the Council Server was repaired.
- Pest Inspection and Spray RFT have been drafted
- Council Cleaning RFT has been drafted and due to be advertised in March
- Works approval letter has been sent to SES for works to be completed at the Tenterfield & Urbenville SES Shed

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 - January, February, March 2026

- Termites being found in the Memorial Hall – discussions have been had to see what damage has been made and a scope of work will be developed in the next couple of months.
- New keying system and security codes has been arranged for the SOA building and all keys and cords have been updated and supplied in March.
- Cantilever awning and picnic table has been installed at Youth Precent as part of the SCCF5 funding.
- Maintenance work and repairs have been completed at the container café at the Youth Precent prior to the new tenants starting in April.
- Night watch lighting at the depot access has been installed for security and easy access.
- Discussion with Heritage advise for the Rotunda painting.
- Council Cleaning RFT has been advertised, and a pre-tender meeting has been arranged for the 2 April

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 - January, February, March 2026

- Friends of Tenterfield Aerodrome (FOTA) lease variation signed and sent for registration – complete
- Notified National Monument Museum will withdraw their lease application - ongoing
- Drafting Proposed Aquisition Notice (PAN) for water bore access acquisition – ongoing
- Expression of Interested drafted for Clarence Street and sent to Council meeting for resolution – ongoing
- Expression of Interested drafted for Container Cafe and sent to Council meeting for resolution – ongoing
- Urbenville Medical Centre Lease. Final draft for review – multiple amendments – ongoing
- Tenterfield Child Care lease – gone to Council for resolution – ongoing
- Tenterfield Total Care lease for 136-138 Manners Street – gone to Council for resolution then to Total Care solicitor – ongoing
- Courtyard Café lease final draft – going to April meeting for Council resolution – ongoing
- Transport NSW lease signed and sent for registration – complete
- Transport Museum variation signed and sent for registration – complete

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 - January, February, March 2026

The Buildings and Amenities AMP has been prepared and is being reviewed.

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 - January, February, March 2026 • Reviewing Tenterfield Park license proposal with Moombahlene LALC and Granite Belt Landcare - ongoing • Review Proposed Aquisition Notice (PAN) for water bore access acquisition – ongoing • Native Title Training course Sydney – complete • Crown road transfer for Black Swamp School Road – ongoing • Crown Lands meeting – multiple road transfers – ongoing							
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 - January, February, March 2026 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 - January, February, March 2026

Animal Management
- Dogs impounded: 6
- Cats impounded: 0

Outcomes:
- 3 dogs released to rescue organisations
- 3 dogs euthanised at the owner's request

Compliance and Investigations
- Dog Attacks (3 incidents):
  - 2 remain under investigation
  - 1 finalised with an infringement issued and a Menacing Dog Order applied the regulated dog has since been relocated to Queensland
- Abandoned / Unregistered Vehicles:
  - Drake: Vehicle removed following owner contact
  - Legume–Urbenville: Notice issued; matter ongoing
  - Urbenville (Urben & Stephen St): Vehicles removed following compliance action
- Barking Dog Complaint – Naas Street:
  - Investigation ongoing
  - Awaiting resident-completed barking diaries
  - Engagement undertaken with Department of Housing
  - Petition received from affected residents
- Other Compliance Matters:
  - Dumped furniture (Jubullum)
  - Overgrown/untidy properties
  - Illegal camper

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 - January, February, March 2026

- 1 × Nuisance Order (dog escaping)
- 1 × Menacing Dog Order

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 - January, February, March 2026

Provisions of both plans are delivered consistently through the assessment and determination of Development Applications and subsequent Construction Certificates, Inspections, Occupations Certificates.

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	2.4.6.2 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 - January, February, March 2026

Advisor

- Minor works applications: 151 Manners re-roofing, Corner Store AC, repainting & gazebo 89 Molesworth, 342 Rouse external colour scheme,
- Review and upgrade Stage Heritage Inventory forms
- Pre DA advice: 12 Molesworth St, Report for 151 Manners, update on Heritage Signs, Draft content for Cobb & Co sign, repainting 336 Rouse St, review signage proposal High/Logan St.
- Review of conservation management plan for SOA – advice on repainting, consent, exemptions and conservation matters
- Site inspections: Liston – Cobb & Co, Baptist Church, Tenterfield – former power station, Presbyterian Church, Jubilee Park Rotunda, Band Hall, Macadamised Rd-Woodside, Presbyterian Church fencing & verandah works, Catholic Church Tenterfield, minor works/maintenance.
- Update content of heritage signs.
- Local Grants – works underway, to be reviewed in April.

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 - January, February, March 2026

- 38 DAs lodged
- 39 DAs approved
- 19 Construction Certificates issued
- 20 On Site Sewage Management (OSSMs) applications lodged
- 8 OSSMs approved
- 14 Approval to Operates Issued
- 15 Occupation Certificates issued
- 8 GIPA applications processed
- 24 Dwelling permissibility searches and responses
- 117 x 10.7 Planning Certificates lodged & 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 - January, February, March 2026

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 - January, February, March 2026

This position is currently vacant.

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 - January, February, March 2026

This position is currently vacant.

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 - January, February, March 2026 Council met with Rous County Council weeds officers to consider contracting them following the resignation of our weeds officer. State Government funding assured for 4 years but a lessened amount.							
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 - January, February, March 2026 Wild dog baiting and calicivirus release for rabbits upcoming. State government continues feral pig control measures, but numbers of deer, pigs and rabbits are alarming.							

Future Direction Three: Environment
Well looked after

Community Outcome	3.2 Our waste collection services are managed well

Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
3.2.1 Operate waste management services that are efficient and appropriate for user needs	3.2.1.1 Review Waste Service Unit to ensure the delivery model and staffing levels are appropriate	X	X			Service Review completed	Director of Infrastructure Services

Progress Report - January, February, March 2026

This project has now commenced.

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	3.2.1.2 Deliver and manage waste and recycling services	X	X	X	X	Cost per ratepayer reduction from 24/25 levels	Manager Water & Waste

Progress Report - January, February, March 2026

- Boonoo Boonoo landfill new leachate pond construction complete.
- Boonoo Boonoo cell 5 works construction works significantly progressed since last quarter. Lining works to commence 8th April.
- An additional temporary waste storage pad has been identified and EPA-endorsed at the Boonoo Boonoo landfill. This facility serves as a critical contingency measure to manage waste volumes during the final construction phase of Cell 5, providing significant cost-mitigation against potential further project delays.

Future Direction Three: Environment

Well looked after

Community Outcome	3.3 Our towns and villages are tidy and welcoming

Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
3.3.1 Maintain and renew infrastructure on village public spaces	3.3.1.1 Review and maintain village infrastructure and public spaces according to the Building Condition Assessment Plan and available budget	X	X	X	X	As per Building Condition Assessment Plan and budget	Director of Infrastructure Services
Progress Report - January, February, March 2026 The Buildings and Amenities AMP has been prepared and is being reviewed.							
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 - January, February, March 2026 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 - January, February, March 2026 LEMC meeting held 3 March 2026 Exercise held 5 March - Memorial Hall							
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 - January, February, March 2026 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 - January, February, March 2026 The Transport AMP has been prepared and is being reviewed, the integration of the AMP and RAMP can now begin. This is dependent on the Manager Infrastructure Delivery being recruited.							
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 - January, February, March 2026 The Transport AMP has been prepared and is being reviewed.							
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 - January, February, March 2026 This project has not commenced.							

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 - January, February, March 2026 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 - January, February, March 2026

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

Future Direction Four: Infrastructure

Well maintained and reliable

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 - January, February, March 2026

NBN addressed Country Mayors. Improvements are occurring but the Telstra mobile coverage problems continue. The Telstra satellite feature is helpful where it works but is not always working despite the signal showing on the device.

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 - January, February, March 2026 • Urbenville WTP upgrade works commissioning works progressed. • Village Bore program for the construction of new bores at Drake, Liston, Legume & Torrington to provide non-potable water for livestock and firefighting complete • Manhole re-lining works completed at various locations in Tenterfield as part of sewer network renewals. • Tenterfield Village bore program bore water treatment and sampling completed with results still to follow.							
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 - January, February, March 2026 Forms part of the IWCM project and works continue to progress.							

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 - January, February, March 2026

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 - January, February, March 2026

The following reports were presented to Council Q3 as follows:

- Investment Reports (December, January and February) were reported to Council during the March 2026 Quarter.
- Loan Balances and capital expenditure to 31 December 2025 were tabled at the February 2026 Council meeting.
- TSC Draft Delivery Program 2025-2029 & Operational Plan 2026-2027, including Statement of Revenue Policy, Annual Fees and Charges, Budget 26/27 and Long Term Financial Plan 2026-2036 were presented to Council in March 2026. The document on public exhibition for comment or submission for 28 days to Tuesday 28th April.

Outstanding rates as at 31 March 2026 23.36% totalling approx. $3,929,405.

Grants and funding received* Q3 include:

- $1.238M - RNSW2787- Mount Lindesay Road Upgrade Claims.
- $872K - FAG instalment
- $860K – 2025-26 Regional Road Block Grant Program – Instal. 2
- $800K – Milestone payment Mt Lindesay Road Upgrade - Legume to Woodenbong
- $441K - Roads to Recovery Claim
- $299K - Community Assets Program - Tenterfield Creek Stabilisation- CAP-025 Instalment 3
- $88K - NSW Weeds Action Program 2025-2026

*including GST

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 - January, February, March 2026

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 was engaged to update the Asset Management Plan in 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.
- Draft Operational Plan, Revenue Policy, Fees & Charges and Consolidated Long-Term Financial Plan was adopted by Council to be put on public exhibition with invitation of submission from the public.
- Consultation, detailed analysis and preparation of detailed LTFP will be conducted April - June 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 - January, February, March 2026

Investment balance has remained at $35 million for the March 26 quarter. Over the period the cash rate has increased 50bp (from 1 January 3.65% to 31 March 2026 4.10%). Higher returns are being expected on term deposits as funds are being reinvested at higher interest rates.

Council's investment policy was reviewed and (RES29/26) adopted at the February 26 Council meeting. The next review is due February 2027.

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 - January, February, March 2026

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. Interim External Audit
- The interim audit 25/26 was conducted during Q3.
- Final review and Auditors opinion and recommendations are expected May 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 - January, February, March 2026 Mayoral minute re Great Koala National Park, and councillor motions on the drought affecting the shire and New England Highway black spot. 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. Attended Country Mayors Association meeting in March at Parliament House and spoke with state politicians including Minister for Local Government and Police Commissioner re police numbers. Met with Transport Minister re black spot and Jennings railway land, and meeting with local member Ms Janelle Saffin and representatives from Planning Minister's office re Deepwater Solar installation and community benefits.							
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 - January, February, March 2026 Tenterfield Shire Council hosted the February meeting of BROC, with a high number of Councils represented in person and others remotely. Both the NSW Cross Border Commissioner Kalina Koloff and the newly appointed QLD Cross Border Commissioner Bob Gee were also in attendance and greatly contributed to the meeting.							

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 - January, February, March 2026

Council has a continuous improvement approach to Customer Service. The following changes for the March 26 Qtr:

- Payment gateway – has been implemented for online payments is now available for select forms via Council's website Initial results are positive and some efficiencies have been gained in manual processes. We will continue to improve this space assessing feedback from staff and the community as well as exploring additional options for online payments.
- Recruitment of second Customer service staff member is in progress.
- 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 - January, February, March 2026 • A draft rating model was updated in the Statement of Revenue Policy 26/27 as part of the annual budget process. • TSC Draft Delivery Program 2025-2029 & Operational Plan 2026-2027, including Statement of Revenue Policy is on public exhibition for comment or submission for 28 days to Tuesday 28th April.							
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 - January, February, March 2026 A Special rate Variation (SRV) is not being considered for the 26/27 financial year. Council continues to assess SRV timing and scenarios.							

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 - January, February, March 2026

- Internal Audit RFQ - Governance Health Check
- Coordination of ARIC meeting 10 March and Minutes
- Review of ARIC Terms of Reference and Internal Audit Charter
- Assist with Infrastructure Services draft policies and Director reports
- Public Interest Disclosure Policy
- Quarterly Report Q2 and Q3
- Statement of Business Ethics
- GM Delegations

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 - January, February, March 2026

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.
- Council has focused on maintaining a skilled workforce. Training and development opportunities for staff and regulatory training are being organised. Key training programs such as psychosocial hazards and risks are being delivered to all staff. Maintaining Council's Employee Assistance Program and providing regular on-site Work Health & Safety (WHS) updates to crews.
- 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.
- Update of Council's Organisational Structure encompassing approved positions adopted by Council - Resolution 14/26.

Full Time Equivalent (FTE) – as at March 2026, the full time equivalent of Council was 94, which comprised of 91 full time positions and 8 part time positions (this figure does not include casuals or traineeships/apprenticeships).

Training and development that has occurred:

- Traineeship Certificate III in Water Industry Operations x 2 – ongoing
- Certificate III in Heavy Commercial Vehicle Mechanical Technology (Automotive)
- Diploma in Facilities Management – Completed
- Small Mines Roadshow
- Heavy Rigid (HR) Training
- Forklift (HRW)
- Diploma in Facilities Management – Completed
- Risk Assessment Training
- Psychosocial Hazards and Risks
- Refect Training
- HR Licence – training and assessments
- GC21 Standard Form Contracts Training

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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	5.3.3.6 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 - January, February, March 2026

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.

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 scheduled for May 2026 to comply with WHS legislative changes. Skin Checks are being organised for all staff.

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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 - January, February, March 2026

Risk Register

The Tenterfield Shire Council Risk Register is going through its first formal update.

The following actions have been undertaken in the digital risk management system:

1. The Key Risk Categories, Risk Sources, Risk Likelihood Table, Risk Consequence Table and Master Risk Matrix has been updated to align with the current Risk Management Framework.
2. The Risk Sources now only identify three impact areas:
    a. Strategic Risk
    b. Operational Risk
    c. Project Risk
3. The Individual risk entries (sources, categories of initial risk, treatments, and residual risk levels) are in the process of being reviewed. There are currently 118 individual risks identified in the register, however it is anticipated this will rise once the Risk Owners are consulted and the review/update has been completed.

Business Continuity Plan

The Business Continuity Plan for Council has been reviewed and updated, with the updated version going to the Leadership Executive Team and the Audit Risk and Improvement Committee (ARIC).

The Business Continuity Plan identifies Council's most critical services — including water, sewerage, waste services, payroll, customer service and regulatory functions — and sets clear priorities for how and when those services are restored following disruption, it also provides for:

- Focus on public health and safety
- Practical, role-based response arrangements
- Clear lines of authority and accountability

The Business Continuity Plan establishes the General Manager as the Continuity Management Team Leader and clearly defines the roles of Directors and senior staff.

Adoption of the Plan has no immediate financial impact. Any future enhancements, such as ICT or cyber resilience improvements — will be brought back to Council through normal budget and business case processes.

Risk Training

Training of Council's workforce in the updated Risk Matrix in order to undertake risk assessments has commenced, with the Executive, Managers and key stakeholders already receiving training in the new Risk Management Framework.

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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	5.3.3.8 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 - January, February, March 2026

Recruitment that has occurred

- Senior Services Operator (Tenterfield)
- Services Operator (Tenterfield)
- Fleet Coordinator
- Leading Hand (Roads – Sealed)
- Plant Operator (Tenterfield)
- Plant Operator (Water Cart) Tenterfield
- Plant Operator (Northern)
- Library Information & Programs Officer

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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 - January, February, March 2026

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

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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	5.3.3.10 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 - January, February, March 2026

- Monthly reports presented at Ordinary Council meetings for status and progress of Councillor Works/Services requests in the months of January, February and March.
- Councillors attended a Professional Development Day in February, where part of it focused on the new Code of Meeting Practice and interpretation thereof, also forming part of the discussions included the roles of the Mayor and Councillors, the function of the GM, the IP&R framework, Code of Conduct interpretations, scarce resources.
- Three media releases were shared with Councillors.
- Four items of information relating to public, community and upcoming events were received and shared with Councillors

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

Progress Report - January, February, March 2026

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.