Q4 QUARTERLY PROGRESS REPORT

April, May, June 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 - April, May, June 2026

Ongoing advocacy for resolution of health issues with Cross Border Commissioners and local member Ms Janelle Saffin. Meetings with Local Health Board attended by Deputy Mayor and Mayor when able.

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 - April, May, June 2026

Tenterfield Shire Council is now a member of the newly formed Northern Tablelands Region of Councils with the Mayor attending the inaugural meeting in Inverell in May. 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 are also trying to resolve trade recognition, health, ambulance etc issues across borders in border communities. Kalina Koloff the NSW Cross Border Commissioner became the Small Business Commissioner in May and Kellie Urquhart has been appointed as the Acting NSW Cross Border Commissioner.

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 - April, May, June 2026

Council is preparing to program preventative maintenance of the swimming pool and will primarily by carried out in the winter season. Maintenance issues that arise during the operational season will be dealt with in a timely manner.
Council will:

- Have the Pool in a state of readiness and fit for purpose to hand over to the contractor
- Provide the initial filling of the pool
- Ensure all equipment is fit for purpose and pool chemicals are provided
- Complete works as listed in the Contract Management Plan

Council is responsible for replacement and improvement to Council equipment and structural repair work to Council equipment.

Maintenance and Improvements at the pool

- Council has raised a purchase order for new pool blankets and a butler and will be installed prior to the pool season
- Removal of the remainder of old fencing has been completed in June opening the space up around the pool creating a more inviting and safe space for all patrons
- Repairs to pool equipment has been inspected in June and being completed in July to stop the pool plant shutting down randomly
- Discussions are being had with Parks and Gardens staff, to upgrade the pool gardens prior to the pool season commencing

Works being planned during the off season

- Service of all equipment in the plant room
- Grandstand repairs and painting
- Painting of the pool – quotes will need to be supplied
- Maintenance to the pool buildings

Total attendances for the 25/26 season was 19,367, over 1,000 more patrons than the highest season since 2019.

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 - April, May, June 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 - April, May, June 2026

Council continues to provide and maintain equipment to assist volunteers within the villages to maintain the village's appearance and beautification. Volunteers continue to play a valued role in local villages.

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 - April, May, June 2026

- **Storytime**: 84 children and 51 parents attended 9 storytime sessions for children aged 0 - 5 years of age. Children engaged in high quality literature, music, science and craft activities. Numbers have doubled this quarter.
- **Home Library service**: Staff delivered 499 loans in 5 runs for 25-29 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 22 seniors with 11.5 hours of tech support for a range of issues with devices, phones and computers.
- **Passive programming:** Library staff have commenced a 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. 190 people of all ages enjoyed 12 different activities.
- **Book Club**: The Bikkies and Books book club has continued to have strong participation with 15 participants attending 3 book clubs.
- **Online Art classes**: 97 children aged 7-12 years, attended 10 online art lessons.

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 - April, May, June 2026

Youth Week: The Tenterfield community came together to support Youth Week activities in April 2026. The Youth Week Expo in Jubilee Park proved to be a very successful event for bringing together young people and their families, alongside a diverse range of community organisations and local services, in a lively and welcoming setting.

Designed to foster connection, participation, and access to useful information relating to education, employment pathways, health services, and personal development, attendees could explore future work opportunities and support services in an approachable and youth-friendly setting. Funding was jointly provided by Tenterfield Shire Council and the NSW Department of Communities and Justice. Local service providers TSDC, TAFE, Carers NSW, Joblink Plus, Centacare NSW, Tenterfield Film Club and Tenterfield Public Library were instrumental in delivering youth focused activities, highlighting the importance of continued investment in events that prioritise connection, information sharing, and positive experiences for young people.

National Simultaneous Storytime: held on Wednesday 27 May 2026 at 12pm. 18 children from Tenterfield Child Care Centre came over to hear the story 'Luna Roo Kangaroo Baller' and participate in some fun craft.

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 - April, May, June 2026

The appalling home invasion and stabbing of 2 of our residents at Torrington has put a spotlight on the lack of mobile communications around Torrington and other areas. Community meetings and media attention accompanied by strong advocacy from local members Ms Janelle Saffin and Mr Barnaby Joyce to Telstra and the federal Communications Minister on our behalf. Ms Saffin has advised that Telstra now has Torrington in the top 5 priority list for Australia.

Aged at-home care and NDIS provision is an ongoing important issue for outlying villages and residents. QLD/NSW 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 - April, May, June 2026

SOATI
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. In May 2025 Council approved the relocation of the SOATI office into the Resources Centre Building commencing on 1 June 2026.

In the first 6 months of operation SOATI focused on establishing systems, processes and practices to effectively manage the museum and theatre. Key activities included purchase of office equipment, through a Stronger Communities Grant; recruitment of operations managers for the theatre and museum; establish branding; creating online presence with website, newsletters and media stories; relocating the office space into the Resources Centre Building; managing the theatre bookings; applying for two grants and successfully managing the sell-out event “Haystack Mountain Hermits Band”.

TCTIB
During the 2025–26 reporting year, the Tenterfield Chamber of Tourism Industry and Business (TCTIB) made significant progress in strengthening tourism across the Tenterfield Shire through the successful establishment and ongoing operation of the new Tenterfield Information Centre (TIC), including completion of the fit-out, volunteer recruitment and training, development of operational systems, expanded visitor services, extended opening hours (6 days per week, 9am – 1pm in warmer months and 10am – 2pm in cooler months) and enhanced visitor resources.

The Group continued to strengthen destination marketing through consistent social media campaigns, professional photography and videography, collaboration with Destination NSW for the Channel 7 Weekend Sunrise live broadcast, and ongoing partnerships with the New England High Country tourism network, including the distribution of over 4,500 regional visitor guides. Significant progress was also made in enhancing the Experience Tenterfield website, including development of a new events calendar, updating Australian Tourism Data Warehouse (ATDW) listings, progressing highway tourism signage and destination branding, and improving tourism administration through the appointment of a dedicated administrative assistant to support volunteers, maintain databases, coordinate visitor information and assist with grant applications. Collectively, these initiatives were supported by approximately 447 volunteer hours and tourism investment demonstrating TCTIB's substantial contribution to increasing visitor services, destination promotion, regional collaboration and the long-term growth and sustainability of tourism within the Tenterfield Shire.

Future Direction One: Community

Accessible, Caring and Inclusive

<table>
<tr><td>Community Outcome</td><td colspan="7">1.4 Younger and older people are valued and supported</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>1.4.4
Advocate with Police on improving community safety and installing CCTV</td><td>1.4.4.1
Advocacy meetings attended with Police and reported to Council</td><td>X</td><td>X</td><td>X</td><td>X</td><td>Increases in advocacy meetings from last term</td><td>Mayor</td></tr>
<tr><td colspan="8">Progress Report - April, May, June 2026

Continue to liaise with Sergeant Belson Tenterfield and Inspector Parsons Glen Innes re policing at Tenterfield. Cross border MOUs now in place. Sergeant Belson attended the June Ordinary Council meeting and gave a detailed update on policing and crime related information for the New England district section of the Tenterfield Shire.</td></tr>
<tr><td>1.4.4
Advocate with Police on improving community safety and installing CCTV</td><td>1.4.4.2
Develop a plan where the crime hotspots in Tenterfield are, in collaboration with Police</td><td>X</td><td></td><td></td><td></td><td>Plan completed</td><td>Manager Finance & Technology</td></tr>
<tr><td colspan="8">Progress Report - April, May, June 2026

Tenterfield Shire Council is partnering with NSW Police to enhance community safety. As a proactive measure, Council is launching a 90-day CCTV trial at two key locations within the Tenterfield CBD. The trial will help Council weigh the costs and benefits before deciding on a permanent camera network.
A policy for the trial CCTV period will be tabled at the July 2026 Council meeting. Grant funding has been applied for $500k over 2 years with a result still pending.</td></tr>
<tr><td>1.4.4
Advocate with Police on improving community safety and installing CCTV</td><td>1.4.4.3
Seek funding for CCTV installation in the CBD</td><td></td><td>X</td><td></td><td></td><td>Funding awarded</td><td>Manager Finance & Technology</td></tr>
<tr><td colspan="8">Progress Report not required until 2026/27</td></tr>
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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	Acting General Manager
Progress Report - April, May, June 2026 During 2025/26, Council strengthened its support for the Tenterfield Chamber of Tourism, Industry and Business (TCTIB) by approving increased funding to assist with the employment of an assistant to work alongside the President of TCTIB. Council endorsed a revised 2025/26 funding allocation of $30,000, together with ongoing funding provisions of $99,500 for 2026/27 and $92,000 per year for the following two financial years (indexed annually by CPI), under a new three-year Funding Agreement which will commence 1 July 2026. (Ordinary Council Meeting of 22 October 2025, Resolution 170/25)							
2.1.1 Continue to financially support the Tenterfield Chamber Tourism Group (TCTG) to deliver tourism services	2.1.1.2 Review and renew Council agreement with Tenterfield Chamber Tourism Group (TCTG)		X			Improvement in all Tourism statistics yearly, reported to Council by TCTG	Acting 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 - April, May, June 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 - April, May, June 2026 Council maintained engagement with ProspER Northern Rivers throughout 2025/26. This included consultation with the Regional Director of Business NSW, a key member of ProspER Northern Rivers, during the development of the Tenterfield Shire Economic Development Strategy. This collaboration helped ensure the Strategy aligns with regional economic priorities and objectives. The Tenterfield Shire Economic Development Strategy was adopted by Council in December 2025. Staff also attended the New England North West Future Tourism event in Tenterfield with Business NSW, TCTIB, Angry Bulls and Destination NSW.							
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 - April, May, June 2026							

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 - April, May, June 2026 Annual budget has been reviewed an adopted by council for the next financial year. Transport Asset Management plan is under final review for sign off by council pending. Road maintenance is high priority for council. Council continues to lobby for additional funding via grants to continue to maintain infrastructure for the community.							
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 - April, May, June 2026 Saleyard cattle sales continue to be successful, with an increase in sales over the last financial year, allowing council to continue to upgrade the sale yards infrastructure and continue with required maintenance.							

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 - April, May, June 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 - April, May, June 2026

Completed arborist report has been reviewed by council and councillors. Information from the report has been collated and shared with the community for consultation, feedback and awareness regarding the next steps.

Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
2.4.3 Implement Tree Management Plan	2.4.3.2 Obtain community feedback on the Tree Management Plan and tree selection	X				Community Feedback report to Council	Manager Open Space, Regulatory & Utilities

Progress Report - April, May, June 2026

As per the last quarterly report, the feedback received was not relevant to what council was asking. However, council has purchased 54 pin oak trees to be planted along the Cowper Street/Bruxner highway toward Casino to replace that trees that had fallen over and died.

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 - April, May, June 2026

Council continues to maintain parks and gardens. New fairy lights have been procured for street beautification. New street planting continues across Tenterfield.

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 - April, May, June 2026

Completed Works
- **Youth Precinct:** Opened toilet before Easter; repaired container café maintenance issues.
- **Jubilee Park:** Completed rotunda painting and repairs in April.
- **Council Cleaning:** Tendered in March; evaluated 10 submissions; awarded contract in May.
- **Commercial & Community Rentals:** Finished repairs at Transport NSW, Child Care Centre, and Ten FM.
- **Urbenville Facilities:** Completed April medical centre repairs; serviced Water Treatment Plant air conditioning.
- **Depot Upgrades:** Serviced lunchroom air conditioning; installed new blinds; fixed window frames.
- **Vandalism & Graffiti:** Cleared damage on Council buildings; repaired broken Skate Park hand basin.
- **Event Support:** Finalised preparation and clean-ups for Memorial Hall and Park events.
- **Grant Assistance:** Issued letters of support for community and sporting group grant applications.

Active & Ongoing Projects
- **Band Hall:** Tendered in April; awarded in June; completion scheduled for January 2027.
- **Depot Lighting:** Inspected lighting upgrades; installation currently ongoing.
- **Chubb Fire Control:** Upgrading emergency lighting across Council and community buildings.
- **Rotary Park:** Managing insurance claim for damage; contractor awaiting materials to start.
- **Town Library:** Fixed eastern study space flooding; replicating repairs on remaining nooks in July.
- **Urbenville Water Plant:** Commenced leaking roof repairs; completion scheduled for July.

Planning, Investigating & Quoting
- **Memorial Hall:** Investigating heritage fencing options; scheduled wall inspection for termite damage. No current termite activity
- **Asbestos Management:** Developing comprehensive asbestos scope of work and property list.
- **Urbenville Medical Centre:** Arranging quotes for fencing; planning additional flood mitigation works.
- **Asset Management:** Reviewing draft plans for Open Spaces, Regulatory, and Property Services.
- **Youth Precinct Café:** Investigating May water leaks; awaiting repair quotes for budget approval.
- **Pest Control:** Drafting Request for Tender (RFT) for pest inspection and spraying.
- **Liston Hall:** Seeking quotes for landing and stair repairs.
- **Council Housing:** Arranged repairs and fencing works; physical onset imminent.
- **Trade Shortages:** Experiencing ongoing delays securing local trade quotes due to high workloads.

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 - April, May, June 2026

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 was finalised and signed.
Tenterfield Total Care draft lease for 136-138 Manners Street, Tenterfield – with solicitors - ongoing.
Urbenville Medical Centre – lease is updated.
Tenterfield & District Community FM Radio Association Inc Lease has been signed and returned to the Real Estate – complete.
Tenterfield Child Care Centre requested adjustments to rental value and subsequent review of lease value to be undertaken – ongoing.
Tenterfield Preschool lease has been renewed and signed.
Waste Treatment Plan Land agistment agreement has been renewed, just waiting on final feedback from landholder.
Courtyard Café lease finalised awaiting GM signature.

Lease Register has been updated.

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 - April, May, June 2026

Building and Amenities AMP has been prepared, currently under review before being signed of by LET, for council 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 - April, May, June 2026

- Native title advice provided for the Tenterfield Park.
- Aboriginal Land Claims register updated
- Crown Reserve information updated.

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 - April, May, June 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 - April, May, June 2026

There has been no ranger during this period. Administration are aware of:

1 x Abandoned vehicles - Tabulam
1 x Barking Dog complaint

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 - April, May, June 2026

No notices or Orders have been issued during this period.

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 - April, May, June 2026

Provisions of both plans are delivered consistently through the assessment and determination of Development Application, Construction Certificates, Complying Development Certificates and on site sewage management applications.

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 - April, May, June 2026

During 2025-26 the heritage advisory service supported and encouraged a range of conservation works for heritage listed and other historic properties within Tenterfield Shire, provided advice and input to works for local heritage grants, Minor Works applications, conservation works, Pre Development Applications and Development applications and prepared heritage interpretation content.

Heritage Advisory Work in 2025-26 included a total of 53 advices:

- 8 pre-Development Application advices
- 7 Development Application advices.
- 12 Minor Works applications
- 38 Conservation/ Grants/ Policy/Interpretation and State Heritage Inventory forms
- Historical research to assist with conservation proposals and development assessment.
- Assistance and support to owners with grant applications under the Local Heritage Places Grants and preparation of heritage colour schemes
- Input with Council's asset management on works within the Conservation Area

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 - April, May, June 2026 A total of 159 Development Applications and Modifications were received for the 25/26 FY and 151 approved in the same time period. Associated construction certificates, on site sewage management applications and inspections for all construction works undertaken.							
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 - April, May, June 2026 Consultants engaged and works underway on the review, anticipated to be completed end 2026.							

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 - April, May, June 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 - April, May, June 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 - April, May, June 2026 Council has received a quote from Rous County Council for Tenterfield Shire Council to consider contracting them following the resignation of our weeds officer. This proposal and alternate options will be deliberated. State Government funding assured for 4 years but a lessened total amount. State Pest and Weeds Committee has been reinstated so provides an avenue to try to progress issues.							
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 - April, May, June 2026 Wild dog aerial baiting completed. Canine Parvovirus rampant late in the quarter and has entered the wild dog population which in turn will spread to more unvaccinated domestic dogs as the virus is long lived in soil and on surfaces. Calicivirus release for rabbits upcoming. State government continues to support feral pig control measures with free baited grain, but numbers of deer, pigs and rabbits continue to be 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 - April, May, June 2026 Project commenced and in early stages of supplying information to consultancy team for review and feedback.							
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 - April, May, June 2026 Boonoo Boonoo cell 5 works continue and are nearing completion. Cell 5 lining system completed. Currently working on the on the design for Leachate and groundwater pumping, liner protection, and water sampling. Preparation for transferring waste from the temporary waste pad, has been planned, with details confirmed, and just waiting on the completion of cell 5 to begin the transfer of waste.							

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 - April, May, June 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 - April, May, June 2026 Draft Flood Study prepared, to be presented to Council end 2026. Attendance at Bushfire Management Committee Meetings and input as required through the Local Emergency Management Committee (LEMC).							
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 - April, May, June 2026 Meetings held quarterly							
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 - April, May, June 2026 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 - April, May, June 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 - April, May, June 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 - April, May, June 2026 Throughout 2025/26, Council continued to monitor and pursue grant funding opportunities to support the maintenance and renewal of transport infrastructure, with a particular focus on operational funding where available. Progress was constrained by the significant workload associated with the delivery and administration of Disaster Recovery Funding Arrangements (DRFA) and other disaster recovery programs, with available infrastructure resources prioritised toward these existing commitments.							

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 - April, May, June 2026 The data that will become available from the updated Transport Asset Management Plan, when complete, will be used to set the 2027/28 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 - April, May, June 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 - April, May, June 2026

NBN upgrades of fibre to the home instead of just fibre to the kerb is now available in a lot of the Tenterfield township which greatly improves speed. The Telstra mobile coverage problems continue unchanged or worse since 5G upgrade. Torrington violent home invasion has brought national attention to this. The Telstra satellite feature for mobile SMS 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 - April, May, June 2026

IWCM Funding project continues to carry out the following project milestones:

- 10 - Drought and Emergency Response Contingency Plan (DERCP)
- 16 – Assistance to improve asset database
- 17 –Allowance of up to 3 additional workshops at Council office to present the scenarios/strategy (PWA)
- 23 - Assist Council input to and review of Drought and Emergency Response Contingency Plan (Clearwater Australia)
- 24 - Assist Council input to and review of Drought and Emergency Response Contingency Plan Workshop (Clearwater Australia).

In addition to the above, the DERCP will build upon councils 2020 Drought Management Plan and incorporate the latest information from milestone 11 – Tenterfield water treatment upgrades to treat groundwater relating to the operation of Tenterfield bore supply network.

Stage 2 option Analysis is due for completion in 2026 and the remaining milestone completion dates are 31 December 2026.

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	4.4.1.2 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 - April, May, June 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 - April, May, June 2026

Nothing to report in this quarter.

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 - April, May, June 2026

The following reports were presented to Council Q4 as follows:

- Investment Reports (March, April and May 2026) were reported to Council the during the March 2026 Quarter.
- Loan Balances and capital expenditure to 31 March 2025 were tabled at the April 2026 Council meeting.
- Quarterly Budget Review Statement for March 2026 was adopted at the May Council meeting
- TSC 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 June 2026.

30 June 2026 – Rates and water

- Outstanding rates $849K - 5.17% to be collected.
- Outstanding water bills $852K

Grants and funding received* Q4 include:

- $9.6m – Transport milestone payments and funding.
- $6.8M – FAGs ($872K instalment 4 25/26, $5.9m Advance 25/26)

*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 - April, May, June 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.

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.
- June Council Meeting saw the adoption of the 2026/27 budget.
- Consultation, detailed analysis and preparation of capital projects has been included in the Operational Plan for 2026/27 with detailed LTFP projections being conducted July - August 2026.

Council continues work on the Asset Management Plan and Workforce Management Plan with information to be fed back into the Long-Term Financial Plan.
The results of the LTFP will provide clarity on financial information, timing and approach for a future SRV application.

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 - April, May, June 2026

During the Q4 2026 Council increased term investments in term deposits by $13.650 million, with total investments held at 30 June 2026 $48.650 million compared to a balance at 31 March of $35 million.

New investments of $16.850m were made during Q4 period and are balanced across rating categories AA- to BBB in accordance with Council's investment policy.
Total Interest received during Q4 totalled $904K (Term Deposits $534K Main account $370K)

Over the period the cash rate increased 25bp from 4.10% (1April - 5 May 2026) to 4.35% (5 May - 30 June 2026). Higher returns are expected on term deposits as funds are being reinvested at higher interest rates.

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 - April, May, June 2026

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.

External Audit

- The interim audit 25/26 was conducted during Q3. The Interim Audit Management letter and recommendations were received 20 May 2026.
- The 25/26 Final audit process is underway. September the audit formerly and financial statements to go to Council. Audit opinion and recommendations are expected November 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 - April, May, June 2026 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 the LGNSW Regional Summit in Sydney and Country Mayors Association meeting at Parliament House the next day to advocate for issues affecting Tenterfield Shire and rural councils in general. Acting General Manager and Mayor to attend Country Mayors Road Forum at Ballina in early July with Minister Saffin and Minister Aitchison in attendance as well as the CEO of the Reconstruction Authority (RA) Kate Fitzgerald. RA now handle all disaster claims. Arranged meeting with NSW Drought Commissioner and LLS for the community at Mingoola and then Shire representatives in Tenterfield with feedback from these meetings to be presented to Agriculture Minister Moriarty.							
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 - April, May, June 2026 The next BROC meeting will be held in Brewarrina in late July which will be attended by ZOOM. Mayor and Deputy Mayor attended the Cross Border Commissioner's Breakfast in Canberra during the National General Assembly with all eastern states and territories represented by Commissioners. Kalina Koloff the NSW Cross Border Commissioner became the Small Business Commissioner in May and Kellie Urquhart has been appointed as the Acting NSW Cross Border Commissioner. A presentation by Acting Coordinator-General of the National Emergency Management Association NEMA Pat Hetherington regarding significant changes to Federal disaster funding arrangements to states cause considerable consternation with the attending NSW and QLD councils with proposed funding reduced from 65:35 and 75:25 to 50:50 plus the threshold for disaster status lifted from $240,000 to $2,700,000 meaning some disasters would receive no Federal government assistance.							

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 - April, May, June 2026

Council has a continuous improvement approach to Customer Service.

- Recruitment of second Customer service staff member is in progress.

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 - April, May, June 2026 The rating structure is included in The Statement of Revenue Policy 26/27 as part of the annual budget process.							
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 - April, May, June 2026 A Special rate Variation (SRV) is not being considered for the 26/27 financial year. Council will focus on Long Term Financial Planning in Q1 2027 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 - April, May, June 2026

- Q4 has seen the coordination and delivery of the Audit, Risk & Improvement Committee meeting and review and update of the ARIC Terms of Reference and ARIC Charter
- Coordination of the Governance Internal Audit
- Research on Governance around CCTV Trial
- 2 complex GIPA applications
- Review and update of the Community Strategic Plan & Community Participation Plan 2026
- Panel for cleaning contract
- Given carraige of the Conflict of Interest Register
- Returned to the 2024 Code of Meeting Practice
- Webinar's for Draft Code of Conduct for Councillors, ICAC, IP&R Network and Internal Audit Network
- Updated Operational Plan 2026/27
- Confidential matters

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	5.3.3.5 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 - April, May, June 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 have been organised. Key training programs for this period are:
- Certificate III in Water Industry Operations (Traineeship x 2)
- Certificate III in Heavy Commercial Vehicle Mechanical Technology (Automotive)
- Heavy Rigid (HR) Training
- Forklift (HRW) Licence
- Psychosocial Hazard & Risk Training
- Risk Assessment Training
- Fundamental Risk Management Training
- Code of Conduct & Dignity and Respect Training
- Working Near Overhead Powerlines Training
- Various plant Verification of Competencies (VOC):
- Grader
- Excavator
- Skid Steer
- Front End Loader
- 631 Cat Scraper
- Verification of Competencies for Waste Disposal Officers - side loader garbage trucks and front loader garbage trucks.

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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	5.3.3.5 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 - April, May, June 2026 Continued

- MW21-LG Training - Standard Forms of Construction Contracts
- 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.
- The new Local Government (State) Award 2026 officially commenced on 1 July 2026. Council representatives attended a virtual HR Network Meeting on the 24 June 2026 presented by Local Government NSW (LGNSW), which discussed the implementation frameworks, operational changes and financial impacts of the new agreement. Operating for a three-year duration, the agreement introduces a 12% wage increase over its span, split into 4% annual increments commencing from the first full pay period after 1 July 2026.

Full Time Equivalent (FTE) – as at June 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).

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	5.3.3.6 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 - April, May, June 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 being re-scheduled to comply with WHS legislative changes. Other health and wellbeing initiatives are being investigated such as skin checks and health monitoring.

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

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

Progress Report - April, May, June 2026

Risk Workshops
Risk Management Workshops have been provided to management and leaders where the main topics of focus have been identified as the highest risk to Council, and these included the following prioritised risk strategies:

1. Keeping the safety of our people paramount
2. Ensuring water supply, sewer system and waste services
3. Achieving and maintaining a capable workforce
4. Using business systems that are fit for purpose
5. Maintain sufficient financial resources
6. Retaining effective emergency systems
7. Preventing critical asset failure
8. Avoiding compliance failure

This will form the beginning of the next iteration of strategic and operational development as we move through the risk maturity growth. Our next steps include further workshops, risk register development, task assessments and training.

Risk Register
Council's Risk Register is up to date following the latest review.

Strategic Risk Management: 2026 – 2027 Insurance Renewal and Claims Update
Council has finalised the renewal of Council's insurance portfolio to secure our broad coverage for the 2026 – 2027 term. Alongside this successful renewal, Council is experiencing a steady increase in compensation claims. Although our policies and legislative protections give us a strong legal position, the growing number of claims requires a significant and continuous commitment of Council time and administrative resources.

Risk Management Policy
Council's Risk Management Policy is currently in review by the section Manager. Upon completion, the policy will be presented to the Leadership Executive Team (LET), the Audit, Risk and Improvement Committee (ARIC), and Council for adoption.

Future Direction Five: Leadership

A sustainable future

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

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

Progress Report - April, May, June 2026

Recruitment that has occurred in this reporting period:

- Store Person (12 Months Term Contract)
- Fleet Coordinator
- Leading Hand (Roads – Sealed)
- Plant Operator (Tenterfield)
- Plant Operator (Water Cart) Tenterfield
- Plant Operator (Northern)
- Senior Services Operator (Tenterfield)
- Services Operator (Tenterfield)
- Community Compliance Officer (Ranger)
- Lands Management Officer

Future Direction Five: Leadership

A sustainable future

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

Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
5.3.3 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 - April, May, June 2026

The Office of Local Governments' 'Fresh Start Program' is aimed at assisting 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

Council has two traineeships being undertaken in Certificate III in Water Industry Operations.
Commencement processing is being finalised for Certificate III in Civil Construction - Plant Operations apprenticeships.

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 - April, May, June 2026 • Monthly reports presented at Ordinary Council meetings for status and progress of Councillor Works/Services requests in the months of April, May and June. • 11 Council media releases as well as 6 other Government Organisations media releases (of varied matters) were shared with Councillors. Council media releases issued to Councillors for the 2026/2026 reporting year total to the amount of 21. • Five items of information relating to public, community, community groups and upcoming events were received and shared with Councillors. Information relating to public, community, community groups and events shared with Councillors for the 2026/2026 reporting year, total to the amount of 23.							
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 - April, May, June 2026 Kick-off meetings are currently underway to determine the best supplier for the new Software as a Service system to replace the current financial system (Readytech). A management team has been assigned with Project Mandate, SaaS Project Internal Communications Strategy and Due Diligence documents updated. The planned timeframe is Go-Live with financial modules in July 2028.							