

ANNUAL
REPORT

2017-2018



TENTERFIELD

This document was produced and is available from Tenterfield Shire Council.

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Mayor's Message

It gives me great pleasure to present this year's Annual Report for the period 2017/2018 as the second full year's report card for this term of Council. Reaching the half way mark of Council's current 4 year term it's good to look back at the last 12 month period.

The list of projects going on in our Shire show why it is so important to have a strong relationship with our State and Federal Members. Projects completed and those ongoing include:

- Tenterfield Shire Recycling Centre - \$175,784.00 State Government. Complete.
- Mt Lindesay Road (Legume to Woodenbong section) – State Government \$12m and Federal Government \$12m. Ongoing.
- Tenterfield Dam, Tenterfield town water supply - \$10m State Government. Complete.
- Tenterfield Saleyard Truckwash - \$600,000 State and Federal Governments. Loan \$600,000. Ongoing \$1.2m project.



Also in this 12 month period we have played an active part in the Southern Downs Regional Council Highway Alliance (New England and Cunningham Highways), and the newly formed Bruxner Way Joint Committee comprising Tenterfield, Inverell, Gwydir and Moree Councils. Both groups are active in sourcing funding to help improve these very important highways and regional road networks.

In August 2017 we welcomed Councillor Bob Rogan following the sad passing of D Ward Councillor John Martin and the resultant D Ward by-election. In October 2017 we welcomed our new Chief Executive, Mr Terry Dodds.

On 31 October 2017, I had the privilege to lead a troop of 15 riders and their horses in a cavalry charge at the Tabulam Memorial to honour local Tabulam hero Lieutenant General Sir Harry Chauvel. Lieutenant General Chauvel led the last, great cavalry charge by the 4th and 11th Light Horse at Beersheba 100 years before, which proved a major turning point in the First World War.

In November 2017 at the Regional Development Awards in Armidale, Tenterfield received the Award for Tourism & Leisure Retail featuring the *Tenterfield True* Branding and I congratulate all staff involved in achieving this Award.

Towards the end of this current reporting period, through the great initiative of our Chief Executive Mr Terry Dodds, there has been an enormous amount of work done on Waste to Energy. This is gaining support right across NSW to enable funding for of a Feasibility Study, all driven by Tenterfield Shire Council.

In summing up, I wish to thank our Chief Executive, Mr Terry Dodds for the energy and enthusiasm he has brought to the position and while thanking him, also thank the outstanding staff we have both in administration and undertaking the outside activities. They are the most important asset we have.

Having the privilege of serving as Mayor for the past 6 years, I continually remind myself of the responsibility that comes with the position and I could not do this job without the support of good staff to help me every day, and also the support of my family.

I thank you all.

Cr Peter Petty
Mayor of Tenterfield Shire Council

Chief Executive's Message

Reflecting on an organisation's achievements and consequently stopping for a minute or two to celebrate them is an integral part of good business practice, as it is an essential ingredient to motivate staff - which in turn will improve future outcomes for every member of the community.



Yet often, particularly in government, we place all our thoughts on the things yet to be delivered, errors, disgruntled people, disagreements, or the myriad of risks we face daily. It's therefore often easy to fall into the trap of thinking the glass is half empty. Negativity can manifest itself in more negativity, which must be avoided at all costs as it's a spiral that the further it is allowed to develop, the harder it is to reverse.

Subsequently we have been developing a culture within the 'business of running the business' that speaks to the following eight words; *measure, manage, improve, celebrate, purpose, alignment, clarity and trust*.

If you *measure* it, you can better *manage* it. If you better manage, you can *improve*. Lastly, if you can improve, you can *celebrate*. To instill a celebratory culture in an organisation is therefore representative of one that achieves things, as it is rare to celebrate failure.

Purpose is to know what is required; what is in the scope, action and deliverable. It sounds easy, but just like a piece of art work, everyone has a differing opinion.

Alignment is the comprehension on how the deliverable or action fits into the bigger picture (the 4 Year Delivery Plan). An organisation that is aligned has less overlap, oversights and grey areas of accountability. All organisational component parts need to be well aligned to a strategy underpinning delivery requirements.

Clarity defines who does what in relation to individual accountabilities and reporting on progress.

Trust is about empowering those whom have been granted the accountability to get on with the job. Trust is extremely important. It is the difference in being an outcome, empowering or transformational leader versus a micro manager or autocrat.

The best thing about working in an environment that empowers staff is watching those whom you work with develop and reach their full potential. The improvement in all aspects of an organisation is absolutely compelling.

My feelings can best be summed up by a famous quote from Mahatma Gandhi, "*There goes my people. I must follow them, for I am their leader.*"

Terry Dodds
Chief Executive



About Council

1.0 Tenterfield Shire Profile

The First Inhabitants

Tenterfield Shire was first inhabited by the Jukembal people, with their territory straddling the Great Dividing Range from Glen Innes to Stanthorpe. The name Jukembal means “the people who say ‘jogom’” (jogom meaning no).

The Place

The Shire of Tenterfield is set astride the Great Dividing Range at the northern end of the New England highlands, and covers an area of 7.333 square kilometres including mountains and rural landscapes.

People

Tenterfield Shire’s population is 6,629, with a median age of 51.8 years and median wage of \$34,956 (ABS Region Information for Tenterfield (A) (LGA) 2018).

History

The Tenterfield Township was gazetted on October 7, 1851 with the Municipality of Tenterfield being incorporated on November 22, 1871.

A significant and far-reaching event in the history of Tenterfield was the ‘Federation Speech’ by the then NSW Premier, Sir Henry Parkes, which led to Federation of the Australian States on January 1, 1901 and gave Tenterfield the name of ‘*Birthplace of a Nation*’.

The Environment

Tenterfield Shire contains many areas of natural beauty in the north of NSW, with approximately half the Shire entering the Clarence Catchment on the east and half entering the west into the Upper Murray-Darling Basin. The Shire generally consists of undulating to hilly landscapes and ranges from approximately 150m to 1500m above sea level.

Rainfall and temperatures vary, with the area generally experiencing warm summers and cool to cold winters. Mean maximum temperature is 21.4°C and mean minimum 8°C. Average annual rainfall is 850.2mm.

The Shire is home to high levels of biodiversity, a large proportion of endemic species and threatened species that are no longer found in other areas of Australia.

2.0 Our Mission, Vision and Values

Our Mission

Tenterfield Shire Council provides local civic leadership and a wide range of community services and facilities. Our mission statement “Quality Nature, Quality Heritage and Quality Lifestyle” provides focus and direction in the manner in which we provide leadership and services.

Our Vision

- To establish a Shire where the environment will be protected and enhanced to ensure sustainability and inter-generational equity,

- To recognise and actively develop our cultural strengths and unique heritage,
- To establish a prosperous Shire through balanced, sustainable economic growth managed in a way to create quality lifestyles and satisfy the employment, environmental and social aims of the community,
- To establish a community spirit which encourages a quality lifestyle, supports health and social well-being, promotes family life and lifestyle choices,
- To establish a community spirit which promotes opportunities to participate in sport and recreation, promotes equal access to all services and facilities, and
- To encourage all people to participate in the economic and social life of the community with a supportive attitude towards equal life chances and equal opportunity for access to the Shire's resources.

Our Corporate Values

At Tenterfield Shire Council we value our staff and recognise that they are central to the success of our organisation. Our Workforce Management Strategy provides a strategic framework for developing our workforce so that it is appropriately skilled and flexible to best meet the challenges ahead.

Our corporate values express how we as Council wish to conduct ourselves as an organisation and reflect the manner in which Council desires to engage with its community. They provide a reference point for all staff. Our five corporate values are I CARE:

- **Integrity** – ensuring openness and honesty in all our activities
- **Community focus** – delivering prompt, courteous and helpful service
- **Accountability** – accepting responsibility for providing quality services and information
- **Respect** – treating people with courtesy, dignity and fairness regardless of our personal feelings about the person or issue
- **Excellence** – being recognised for providing services and programs that aim for best practice

3.0 Councillors Representing the Community

Tenterfield Shire Council comprises five Wards – A, B, C, D and E. An election is held every four years for two Councillors to represent each Ward. An election of Councillors for the new term was held in September 2016.

The Mayor is elected by the Councillors. Amendments to the NSW Local Government Act 1993 (the Act) now allow the Mayor to hold office for two years and Council voted at the September Extraordinary Meeting for this to be the case. Following the death of D Ward Councillor John Martin, Councillor Bob Rogan was elected to Council on 23 September 2017.

The role of the Councillors, as members of the governing body are (section 232 of the Act):

- (1) *The role of a councillor is as follows:*
 - (a) *to be an active and contributing member of the governing body,*
 - (b) *to make considered and well informed decisions as a member of the governing body,*
 - (c) *to participate in the development of the integrated planning and reporting framework,*
 - (d) *to represent the collective interests of residents, ratepayers and the local community,*
 - (e) *to facilitate communication between the local community and the governing body,*
 - (f) *to uphold and represent accurately the policies and decisions of the governing body,*
 - (g) *to make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a Councillor.*
- (2) *A councillor is accountable to the local community for the performance of the council.*

Ordinary Council meetings are held eleven times per year, generally on the fourth Wednesday of the month, with the exception of December which is held on the third Wednesday. Extraordinary Council meetings are called at short notice from time to time to deal with particular issues. The dates of these meetings are published on Council's website. A Record of Councillors' attendance at Council Meetings during 2017/2018 is shown in the following pages of this report.

Council Business Papers are available to the public on meeting days or can be viewed at Council's Administration Office or at the Tenterfield Library. In addition, Council Business Papers, Attachments and Minutes are available on Council's website at www.tenterfield.nsw.gov.au

Councillor Training

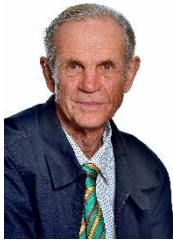
During 2017/2018, Councillors received the following training to assist them to carry out their functions:

Course / Workshop / Training	Date	Attended/Not Attended
Councillor Workshop – Conducted by Stephen Blackadder (Stephen	11/07/2017	All Councillors in attendance – 1 vacancy awaiting by-election

Course / Workshop / Training	Date	Attended/Not Attended
Blackadder & Assoc) re Recruitment of Chief Executive		
Councillor Workshop – LGNSW Annual Conference Motions	13/09/2017	Apology: Cr Forbes, Cr Murray
Councillor Workshop – Rates	11/10/2017	Apology: Cr M Petrie,
Hit the Ground Running Councillor Workshop (LGNSW) at Armidale	17/10/2017	Cr Rogan (new Councillor as per by-election)
Code of Conduct Training	1/11/2017	All Councillors in attendance
Councillor Workshop – Induction of new Chief Executive - Conducted by Stephen Blackadder (Stephen Blackadder & Assoc)	16/11/2017	All Councillors in attendance
Councillor Workshop – Visit by Officers from LGNSW	13/12/2017	Apology: Cr Sauer, Cr Macnish
Councillor Workshop – Model Code of Meeting Practice & Capability Framework	13/02/2018	Apology: Mayor Petty, Cr Peters
Councillor Workshop - Capability Framework	21/02/2018	Apology: Cr Peters, Cr M Petrie, Cr B Petrie
Mayors' Weekend Seminar (LGNSW)	24/25/03/2018	Deputy Mayor Don Forbes
Councillor Workshop – Grant Opportunities (Stronger Country Communities)	11/04/2018	Apology: Mayor Petty
Councillor Workshop – 2018/2019 Budget	13/04/2018	Apology: Cr M Petrie, Cr B Petrie
Councillor Workshop – 2018/2019 Budget Review	17/05/2018	All Councillors in attendance
Councillor Workshop – Planning Matters	21/05/2018	Apology: Cr M Petrie, Cr Forbes, Cr Macnish, Cr B Petrie
Councillor Workshop – Staff Survey Results (Conducted by Chris Georgiardi -Blackadder & Assoc)	21/06/2018	Apology: Cr Forbes, Cr B Petrie, Cr Murray
Risk Management (Conducted by Aust Institute of Management)	25/06/2018	Apology: Mayor Petty, Cr D Forbes, C B Petrie

Our Councillors

A Ward



Councillor Gary Verri



Councillor Peter Petty (Mayor)

B Ward



Councillor John Macnish



Councillor Bronwyn Petrie

C Ward



Councillor Brian Murray



Councillor Tom Peters

D Ward



Councillor Donald Forbes (Deputy Mayor)



Councillor Bob Rogan

E Ward



Councillor Greg Sauer



Councillor Michael Petrie

Council Ward Boundaries

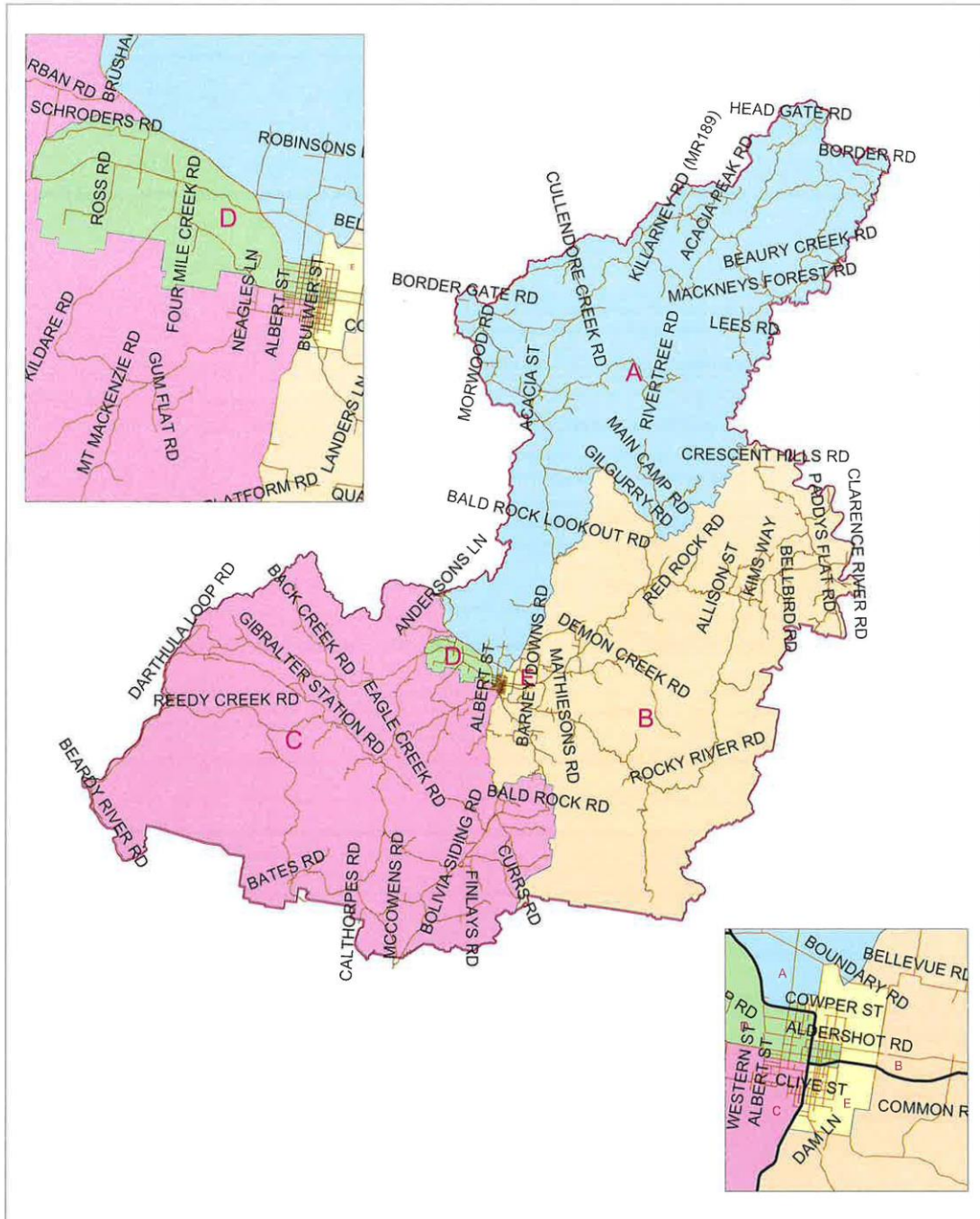


DISCLAIMER

While all care is taken in the preparation of this plan, Tenterfield Shire Council accepts no responsibility for any misprints, errors, omissions or inaccuracies. The information contained in this plan is pictorial representation only. DO NOT SCALE.

Accurate measurements should be undertaken by survey. This map does not depict the actual status, location, or condition of roads and should be used with due care.

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4.0 Engaging our Community

Council seeks to use best practice in its community engagement and consultation processes. The Council fulfils all relevant statutory requirements to consult and publicly exhibit plans, policies and projects.

Integrated Planning and Reporting

Community Engagement Forums for the areas of "Our Society", "Our Economy" and "Our Environment" were held during the year as follows:

Our Society

- Tenterfield, 1 December 2017 (10am)
- Tenterfield, 7 June 2018 (6pm)

Our Economy

- Tenterfield, 1 December 2017 (2pm)
- Tenterfield, 7 June 2018 (6pm)

Our Environment

- Drake, 5 December 2017 (2pm)
- Liston, 5 June 2018 (6pm)

In addition, 2 Ordinary Council Meetings were held in communities outside of Tenterfield Township during this period. A half hour public forum is held during or at the conclusion of the meeting where members of the community can raise issues with either Councillors or staff.

Meetings were held at Torrington (22 February 2017) and Urbenville (28 February 2018).

Communication

Council continues to provide information to the community through the distribution of the Council newsletter "Your Local News". 25 editions of "Your Local News" were distributed during the period.

Council also continues to produce the subscription email newsletter "Tenterfield In Touch" which provides information on events and other activities throughout the Shire.

Council Advisory Committees

Following the abolition of Section 355 Committees in February 2017, Council maintains the following Advisory Committees to provide feedback by particular target groups or on specific issues.

- Sir Henry Parkes Memorial School of Arts Joint Management Committee;
- Tenterfield Shire Heritage Advisory Committee;
- Aboriginal Advisory Committee;
- ANZAC Centenary Steering Committee;
- Tenterfield Saleyards Advisory Committee;
- Disability, Inclusion & Access Advisory Committee;
- Parks, Gardens & Open Space Advisory Committee (approved July 2017);
- Arts & Culture Advisory Committee (approved July 2017)

Non Council Advisory Committees & Partnerships

Council participates in advisory committees and partnerships that address specific local issues.

- Local Emergency Management Committee;
- Tenterfield Shire Local Traffic Committee;
- Tenterfield Liquor Accord;
- Border Regional Organisation of Councils (BROC);
- Bush Fire Management Committee;
- NSW Public Libraries' Association;
- Granite Borders Landcare Committee Incorporated;
- NSW Rural Fire Service – Service Level Agreement Liaison Committee;
- North East Weight of Loads Group;
- Northern Tablelands Regional Weeds Committee;
- Tenterfield FM Radio Association;
- Community Safety Precinct Committee (CSPC);
- Arts North West;
- Northern Inland Regional Waste (NIRW);
- Border Rivers Environment Water Network (BREWN)
- Country Mayors' Association
- Local Health Advisory Committee
- Australian Rural Roads Group
- Southern Downs Regional Council Highway Taskforce Alliance
- Northern Rivers Joint Organisation

Public Speaking Opportunities at Council Meetings

As per Council's Code of Meeting Practice (September 2016), residents, ratepayers, applicants, consultants or other persons may apply to address Council in relation to any matters which are listed for consideration in a Council Business Paper.

Application to address Council must be made in writing to the Chief Executive by 5.00 pm on the Monday prior to the meeting of that week and set out details of the matter to be raised. The Chief Executive and the Chairperson will determine whether or not the applicant will be entitled to speak at the meeting.

Public Notification of Development Proposals and Council Plans

Consultation requirements apply to the following:

- Development Applications;
- Environmental Impact Statements;
- Local Environmental Plans;
- Development Control Plans;
- Master Plans.

Community Consultations

The Council seeks to inform and engage the community by way of:

- Workshops and briefings with Councillors;
- Direct mail and letter box distribution;
- Advertising and articles in the local media;
- Website material;
- Brochures;
- Staff attendance at community meetings;
- "Your Local News" fortnightly newsletter;

- "Tenterfield In Touch" email Newsletter;
- Notice Boards in Tenterfield and Villages.

5.0 Organisation of the Council

The Principal Officer of the Council is the Chief Executive (General Manager). The Chief Executive is generally responsible for the efficient and effective operation of the Council's organisation and for ensuring the implementation, without undue delay, of decisions of the Council.

The Chief Executive has the following particular functions (section 335 of the Act):

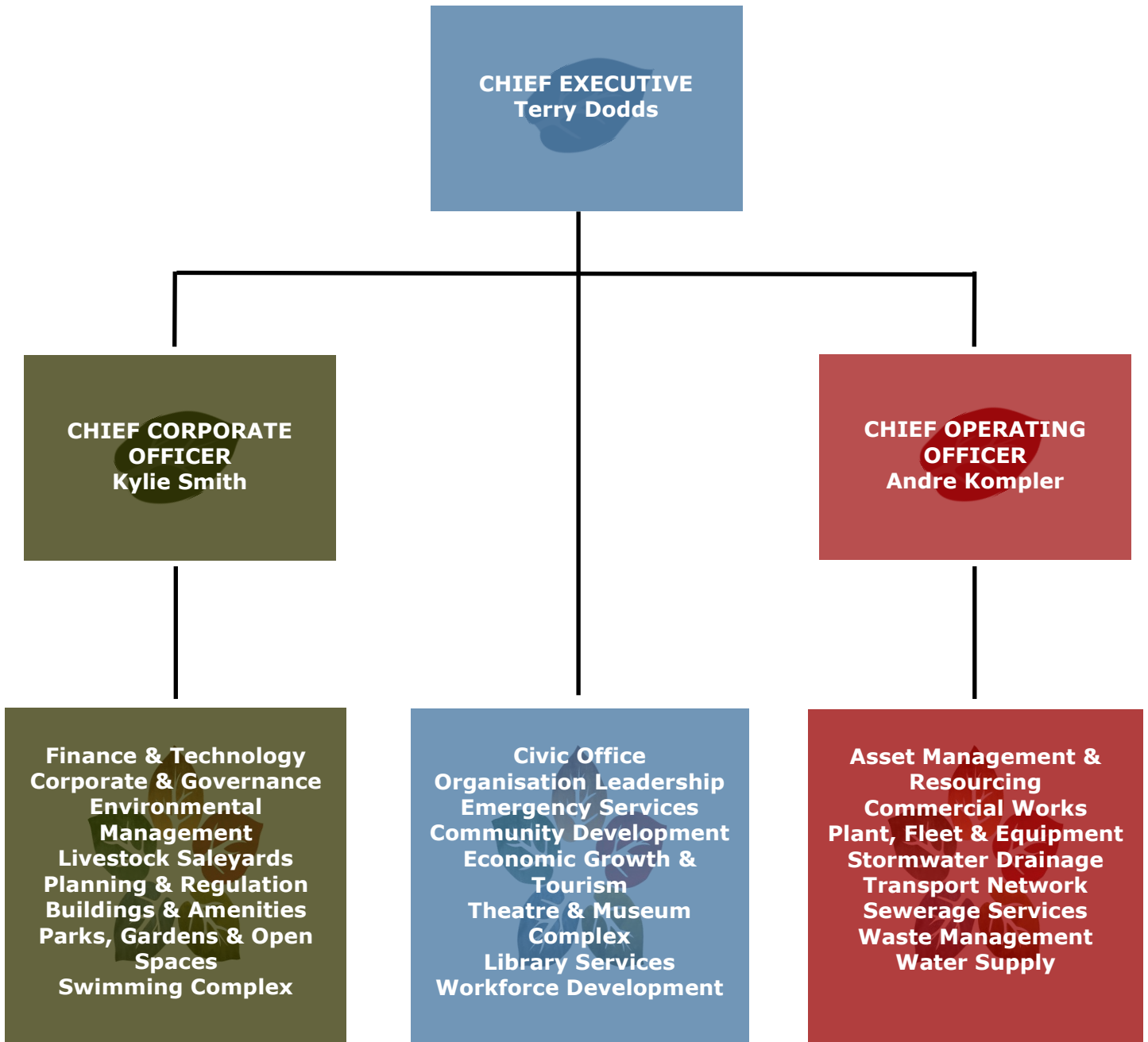
- (a) to conduct the day-to-day management of the Council in accordance with the strategic plans, programs, strategies and policies of the Council,
- (b) to implement, without undue delay, lawful decisions of the Council,
- (c) to advise the Mayor and the governing body on the development and implementation of the strategic plans, programs, strategies and policies of the Council,
- (d) to advise the Mayor and the governing body on the appropriate form of community consultation on the strategic plans, programs, strategies and policies of the Council and other matters related to the Council,
- (e) to prepare, in consultation with the Mayor and the governing body, the Council's Community Strategic Plan, Community Engagement Strategy, Resourcing Strategy, Delivery Program, Operational Plan and Annual Report,
- (f) to ensure that the Mayor and other Councillors are given timely information and advice and the administrative and professional support necessary to effectively discharge their functions,
- (g) to exercise any of the functions of the Council that are delegated by the Council to the General Manager,
- (h) to appoint staff in accordance with the organisation structure determined under this Chapter and the resources approved by the Council,
- (i) to direct and dismiss staff,
- (j) to implement the Council's Workforce Management Strategy,
- (k) any other functions that are conferred or imposed on the General Manager by or under this or any other Act.

The Chief Executive has such other functions as may be conferred or imposed on a General Manager by or under this or any other Act.

To assist the Chief Executive in the exercise of these functions, there are two Divisions of Council. These Divisions are Corporate, Governance and Community, and Infrastructure and Services. Each of these Divisions is headed by a Chief Officer.

The functional structure of the organisation is set out below:

STRUCTURE OF THE ORGANISATION





Community Strategic Plan Achievements

Background

On 1 October 2009, the NSW Government's framework for integrated planning and reporting for local councils came into effect. Every council must prepare a number of plans, which detail how the council intends to deliver services and infrastructure in the short and long term, based on community priorities that have been identified through community engagement in the planning process.



The Community Strategic Plan 2017 – 2027 identifies long term goals and priorities for the community and Tenterfield Shire. The Delivery Program 2017-2021, incorporating the Operational Plan 2017- 2018, outlines the actions Council will take towards achieving the Tenterfield Shire Community Strategic Plan each year. The Community Strategic Plan 2017 – 2027 goals are:

Community Goals

- COMM 1 Tenterfield Shire is a vibrant, welcoming and safe community.
- COMM 2 Health and quality of life are supported by a wide range of recreation and leisure opportunities.
- COMM 3 Our range of services and facilities support accessibility for all in our community.
- COMM 4 The community is welcoming, friendly and inclusive where diverse backgrounds are respected and celebrated.
- COMM 5 The community learns and grows together and fosters an involved community and creative environment.

Economy Goals

- ECON 6 Tenterfield Shire's economic base is robust, growing and supports the creation of a variety of employment and business opportunities.

- ECON 7 Tourism is valued, promoted and tourists are welcomed for the positive contribution they make to the community and economy.
- ECON 8 Our existing businesses and industry are supported to reach their full potential and provide quality goods and services both locally and to a wider market.

Environment Goals

- ENVO 9 Our natural environment will be protected, enhanced and promoted for future generations.
- ENVO 10 Environmental risks and impacts are strategically managed.
- ENVO 11 Secure, sustainable and environmentally sound infrastructure and services underpin Council service delivery.

Leadership Goals

- LEAD 12 We are well engaged community that is actively involved in decision making processes and informed about services and activities.
- LEAD 13 Council recognises the diversity of the communities that make up the Tenterfield Shire Council Local Government Area.
- LEAD 14 Resources and advocacy of Council are aligned and support the delivery of the community vision outlined in the Community Strategic Plan.

Transport Goals

- TRSP 15 We have an effective interconnected transport system that is safe, efficient and affordable for us as a community.
- TRSP 16 Our quality of life is enhanced by transport options to access services that are not available in our community and enable us to connect with people visiting and accessing the services we provide.

The Delivery Program identifies what the Council is responsible for delivering to support the Community Strategic Plan, and allows the Council to set out specific priorities for their elected term of office (4 years). The Operational Plan details the actions and programs to be undertaken each year to support the Delivery Program and Community Strategic Plan.



Community

- COMM 1** Tenterfield Shire is a vibrant, welcoming and safe community.
- COMM 2** Health and quality of life are supported by a wide range of recreation and leisure opportunities.
- COMM 3** Our range of services and facilities support accessibility for all in our community.
- COMM 4** The community is welcoming, friendly and inclusive where diverse backgrounds are respected and celebrated.
- COMM 5** The community learns and grows together and fosters an involved community and creative environment.

COMM 1 Tenterfield Shire is a vibrant, welcoming and safe community.

Strategy 1.4 Provide effective regulatory, compliance and enforcement services that keep our community safe.

A total of 53 food premises were inspected as part of Council's annual inspection program. Five (5) complaints were received in relation to food premises, all being resolved satisfactorily. Council's Activity Report, as required by the NSW Food Authority was lodged in July 2018.

COMM 2 Health and quality of life are supported by a wide range of recreation and leisure opportunities.

Strategy 2.4 Enrich the cultural life of the community by supporting a variety of cultural events and activities for the community and visitors.

Successful grant applications included mental health awareness movie event, Seniors' Week activities and Youth Week were all well received by the community. Funding was received for Youth Week 2018, and a number of activities were supported by Council, including Art in the Park, Learn to fish day, Zumba fitness class, and movie extravaganza events. These events were all well attended with most events over subscribed.

COMM 3 Our range of services and facilities support accessibility for all in our community.

Strategy 3.5 Partner, action and promote Council's Disability Action Plan.

Council continues to promote the Disability, Inclusion and Access Advisory Committee to develop and implement the Disability Inclusion Action Plan and to introduce a Disability Inclusion and Access Award to the 2018 Business & Tourism Excellence Awards.

COMM 4 The community is welcoming, friendly and inclusive where diverse backgrounds are respected and celebrated.

Strategy 4.2 Partnerships with the local Aboriginal Communities are strengthened and supported.

Council continues to engage with the Local Aboriginal Community through the Aboriginal Advisory Committee. Council organised meetings with and supported the Aboriginal Advisory Committee, and has continued to support the Elders Stories Project (started in 2017) – Indigenous Advancement Strategy Grant (NAIDOC), with four short films produced.

COMM 5 The community learns and grows together and fosters an involved community and creative environment.

Strategy 5.1 Promote and celebrate the work of volunteers within the community.

During Volunteer's Week 2018, Council celebrated the achievements of our community volunteers with functions for our School of Arts and Tourism volunteers.

The Visitor Information Centre and School of Arts have continued to maintain strong volunteer numbers, and support these opportunities through training, such as customer service, familiarisation programs, responsible service of alcohol, first aid, action on emergency, cinema theatre operations and tour guide duties.

Strategy 5.2 Provide opportunities for residents to enjoy access to arts, festivals, sporting activities, recreation, community and cultural activities.

The "Tenterfield in Touch" newsletter was distributed each week and has a total of 392 subscribers.

Council continues to support Service Network Meetings, and has assisted a number of organisations with successful grant applications.

Australia Day Event

Council's Australia Day Celebration was held in the Tenterfield Memorial Hall commencing with breakfast served by the Tenterfield Lions Club and entertainment by local musician Emma Gianoli.

Although there was no Citizenship Ceremony, Mayor Peter Petty led the Australian Citizenship Affirmation prior to the singing of the National Anthem.

The gathering was addressed by the Australia Day Ambassador, Ms Susanne Gervay OAM. Following the Awards Ceremony, Emma Gianoli entertained the gathering with a selection of music from the 80's. The pipes and drums of the Tenterfield Highlanders Pipe Band brought the event to its conclusion.

Award winners were:

- Citizen of the Year – joint award to Allan and Thea McKenzie;
- Young Citizen of the Year – No nominations;
- Sportsperson of the Year – No nominations;
- Young Sportsperson of the Year – Jake Murphy;
- Emergency Services Volunteer of the Year – Liston/Wylie Creek Rural Fire Brigade, and
- Community Event of the Year – Tenterfield Biennial Bavarian Beer & Music Festival.



2018 Citizens of the Year – Allan and Thea McKenzie with Mayor Cr Peter Petty (left), Ambassador Susanne Gervay OAM and Deputy Mayor Cr Don Forbes (right)

Community Performance Indicators

MEASURE	SOURCE	NUMBER	TARGET
Crime rate (total number of recorded criminal incidences).	NSW reportable crime statistics.	22%	Decrease from previous period.
Housing affordability % Change.	Rent and Sales Report, Housing NSW.	-33% (NSW average from 1985 to 2007)	Nil Change.
Community Development Funding.	Annual Financial Statements.	\$35,000	
Tenterfield LGA Population.	ABS sourced demographic data.	6629	7,000
Households/Dwellings.	ABS data on new dwelling approvals.	9% (26 approvals)	>3% (24 approvals)



Economy

- ECON 6** **Tenterfield Shire’s economic base is robust, growing and supports the creation of a variety of employment and business opportunities.**
- ECON 7** **Tourism is valued, promoted and tourists are welcomed for the positive contribution they make to the community and economy.**
- ECON 8** **Our existing businesses and industry are supported to reach their full potential and provide quality goods and services both locally and to a wider market.**

ECON 6 Tenterfield Shire's economic base is robust, growing and supports the creation of a variety of employment and business opportunities.

Strategy 6.2 Develop Council business activities including commercial, industrial and residential land development.

The local business economy experienced positive growth within the community. Local main street business reported a positive year with an increase of businesses trading longer hours including weekends and public holidays.

One site at the Tenterfield Industrial Estate was sold during this period, and a new commercial workshop facility was commenced.

Economic Development and Tourism oversaw the development of the Tenterfield True Brand in partnership with the Chamber of Tourism Industry and Business. Economic Development and Tourism continued to conduct joint activities between Council and the Chamber, including business breakfasts, information sessions and promotional activities and events.

ECON 7 Tourism is valued, promoted and tourists are welcomed for the positive contribution they make to the community and economy.

Strategy 7.1 Partner with neighbouring Councils, industry stakeholders, state and federal government departments to effectively market the diverse tourism opportunities available within the New England region and south east Queensland.

Tenterfield Tourism has maintained a positive partnership arrangement with New England High Country, Destination NSW and this has led to the development of a destination network with Country and Outback NSW.

A key project for this period was the development of film footage to promote Tenterfield this has been well received. The Tenterfield True brand footage was created and is available for use for online commercials, television and local cinema advertising.

Strategy 7.3 Seek partnerships with and support local business and tourism stakeholders to provide new and upgraded infrastructure for events and tourism experiences.

Tourism developed several collaborative marketing campaigns with Tenterfield Chamber of Tourism Industry and Business for the period 2017/2018. These included the Tenterfield True Brand and the Commonwealth Games Gold Coast campaign. The result of this was increased numbers of visitors to the Shire during the Commonwealth games period.

Tourism worked extensively with the Peter Allen committee with the planning and development of event activities, scheduling and coordinating festival launch events, in preparation for the inaugural Peter Allen Festival, being held in September 2018.

Strategy 7.4 Provide visitors with information and tools to enjoy and access our local attractions and experiences.

The Tenterfield Visitor Information Centre recorded 19,318 visitors during 2017/2018. Council continued to meet its obligation to have the Centre open 7 days a week, 363 days a year, through the support of volunteers. Volunteer numbers have been maintained at a consistent level between 20 and 25.

ECON 8 Our existing businesses and industry are supported to reach their full potential and provide quality goods and services both locally and to a wider market.

Strategy 8.1 – Recognise agriculture as a significant industry in the Shire and encourage initiatives that enhance the economic sustainability of agriculture.

The fourth annual Tenterfield Shire Council Business & Tourism Excellence Awards were held at the Sir Henry Parkes School of Arts on 14 September 2017. The awards celebrate excellence and innovation across all industry sectors, including agriculture, and recognise the businesses, events and individuals that make a significant contribution to the Tenterfield community. 23 different businesses, 4 events and 6 employees/trainees were nominated for a total of 17 different award categories.

Businesses nominated:

	2017	2016	2015	2014
Businesses Nominated	23	30	26	24
Total Nominations	72	79	59	44

Business were again invited to sponsor an award, with a total of 18 sponsors. The major sponsors were Tenterfield Chamber of Tourism, Industry and Business, Apprenticeships Support Australia, Best Employment, Tenterfield Shire Council. Media sponsors were Rebel Media, the Tenterfield Star and TenFM.



Northern Inland Innovation Awards

The Northern Inland Innovation Awards were held in Armidale on 24 November 2017, and Tenterfield Shire Council received the 2017 award for Innovation in Retail, Tourism, & Leisure, for the new Tenterfield True brand. The award was provided for the processes behind the brand development, through community workshops, engagement and consultation. The Tenterfield True branding process was considered a worthy nominee, given its success in engaging with the community to set a direction for the Shire’s tourism marketing.

Economic Performance Indicators

MEASURE	SOURCE	NUMBER	TARGET
Increase in registered businesses.	Australian Business Register.	-1% (RDA)	Increase from previous period.
Gross revenue generated by businesses and organisations in Tenterfield.	RDA Data.	\$345.6 million	>538 million
Tourism Visitor numbers to LGA.	Destination NSW.	19,318 (Visitor Information Centre)	Increase from previous period.
Unemployment Rate.	ABS Data.	8.8%	Below Region Average.
Labour Force size.	ABS Data.	2.85%	Below Region Average.



Environment

- ENVO 9** **Our natural environment will be protected, enhanced and promoted for future generations.**
- ENVO 10** **Environmental risks and impacts are strategically managed.**
- ENVO 11** **Secure, sustainable and environmentally sound infrastructure and services underpin Council service delivery.**

ENVO 9 Our natural environment will be protected, enhanced and promoted for future generations.

Strategy 9.1 Manage, Protect, Enhance and conserve the Natural Environment in a Sustainable Manner.

2017/18 has seen continuing demand for the heritage advisory service in Tenterfield Shire with provision of advice on the following key areas:

- Site meetings with prospective purchasers in relation to historic properties.
- Meetings at pre-development application stages.
- Promotion of conservation advice on appropriate materials and approaches to heritage management.
- Assistance with effective statutory management of heritage in the shire and development processes.
- Assistance and support to owners with grant applications under the Local Heritage Places Grants.
- Assistance with preparation of 'Heritage Near Me' grant applications.
- Attendance and contributions to the Heritage Panel bi-monthly meetings
- Site inspection days with the Heritage Panel at Oak Hollow Station, Cheviot Hills Station, Deepwater Station, Torrington, and Timbarra.
- Assistance with Council's asset management on works within the Conservation Area and listed items.
- Advice on Tenterfield School of Arts approval processes and assistance with applications under Heritage Act 1977, and works projects.
- Liaison with Councils Collection Advisor and local museums.
- Historical research
- Preparation of 20 State Heritage Inventory data sheets for heritage items in the Tenterfield LEP 2013.

During the year Council carried out 35 site visits, and provided advice on a range of matters as outlined above. Access to a free heritage advisory service and early advice is considered highly effective as it helps to identify issues and explain the consent processes before any work is carried out and before applicants embark upon the preparation of detailed plans. These meetings commonly address:

- questions about heritage listing and what it means,
- the use of correct materials approaches for conservation works,
- the need for and appropriate use of traditional colour schemes,
- the exemptions clause which allow a range of 'minor' works which can be authorised by written advice through a 'no fee' application.
- alterations and additions are which are permissible with consent.

A second round of grant incentives under the OEH 'Heritage Near Me' grant saw considerable success in the Tenterfield Shire with major funding granted to the following projects:

- Keba (c1858) renovation into Rosenhof Heritage Café with Museum, Gallery, Store, Garden and Events Facility, 17 Naas Street, Tenterfield; \$91,130

This project will contribute to the adaptive reuse of the former c1858 Keba House, Tenterfield's First Bank, into a vibrant heritage asset. The renovations will transform Keba House into the Rosenhof Heritage Café, Gallery, Museum, Store and Heritage Garden showcasing the experiences and cuisine of German settlers in the region.

- Tenterfield Isolation Ward Restoration Group Inc. The Spanish Flu Pandemic 1918-19 and the Tenterfield hospital Isolation Ward; \$90,090

The vision is to restore and adapt this former isolation ward, designed for victims of the Spanish flu in 1918, into a state of the art museum and education centre. Our community, school children, and visitors, will be informed and educated about an important part of Tenterfield's and Australia's medico-social history.

- St Stephens Presbyterian Church, Tenterfield. Restoration and upgrades to meet accessibility. This project has proceeded into planning stages in the Strategic Projects Stream. Grant up to \$100,000

Council's Local Places Heritage Grants 2017-18

The Local Heritage Assistance Fund supported 13 successful projects this year including historic shopfront restoration, guttering, repainting, fences and joinery repairs. The grant fund of \$25,500 supported a total value of projects of approx. \$129,000 showing a multiplier of over 5 times.

While some of these projects are small scale, every positive conservation action, has a cumulative impact in the enhancement of heritage conservation in Tenterfield Shire. Early attention to repairs especially water damage is essential to prevent accelerating deterioration which can result. The local awareness of positive support for heritage owners also contributes to better public awareness and the building of a positive image for Council in nurturing a supportive governance of heritage conservation.

ENVIRONMENT 10 Environmental risks and impacts are strategically managed.

Strategy 10.2 – We partner with stakeholders and government to maintain healthy catchments and waterways in the Shire.

Tenterfield Dam Wall Upgrade

At its Extra Ordinary Meeting of 19 October 2017, Council awarded the revised tender for the Tenterfield Creek Dam Wall Safety Upgrade to Leed Engineering and Construction Pty Ltd. Leed were engaged to complete the Mass Concrete Option, rather than the Post Tensioned Anchor. The works are scheduled for completion in October 2018.

ENVIRONMENT 11 Secure, sustainable and environmentally sound infrastructure and services underpin Council service delivery.

Strategy 11.3 Waste from our operations is managed to reduce the volume and take advantage of recycling opportunities available to us.

On Site Sewerage Management (OSSM)

Initial routine inspections were conducted on 20 On Site Sewerage Management systems, to assess existing systems for compliance with the applicable legislative requirements. If the systems are operating to the satisfaction of Council, an Approval to Operate (ATO) is issued on these systems for a period of three years.

In cases where there are issues evident with existing systems, consultation is carried out with property owners on how to upgrade the system to a standard to meet current requirements and subsequently, an Approval to Operate is issued on these systems once the specified works are completed. 15 ATOs were issued in 2017/2018, with none requiring reinspection.

Waste Management

An opt in service for kerbside collection along the Mt Lindesay Road was introduced in October 2017.

A presentation on recycling was given to Tenterfield Preschool in May 2018.

A Container Deposit Reverse vending machine has been installed in Tenterfield.

Environmental Performance Indicators

MEASURE	SOURCE	NUMBER	TARGET
Total waste diverted from landfill.	Council Records.	37.1%	Increase from previous period.
Drinking water quality compliance with microbial requirements.	DPI Water Data.	Jennings 96% Urbenville 100% Tenterfield 95% TOTAL 97%	100%
Average annual residential water consumption.	Council Data	Residential 260,763KL Non-Residential 68,887KL TOTAL 329,650KL	Decrease from previous period. (2017/2018 represents an increase)
Average annual residential electricity consumption.	ABS Household energy consumption survey.	6,775.6 kW hours	<7000 kW hours



Leadership

- LEAD 12** We are a well engaged community that is actively involved in decision making processes and informed about services and activities.
- LEAD 13** Council recognises the diversity of the communities that make up the Tenterfield Shire Council Local Government Area.
- LEAD 14** Resources and advocacy of Council are aligned and support the delivery of the community vision outlined in the Community Strategic Plan.

LEAD 12 We are well engaged community that is actively involved in decision making processes and informed about services and activities.

Strategy 12.1 – Council’s decision making processes are open, accountable and based on sound integrated planning.

It is a requirement that Council report on how well it achieves the delivery of the four year Delivery Program 2017-2021 and the one year Operational Plan 2017 – 2018 objectives, as part of its Integrated Planning and Reporting obligations. During the reporting period, Council moved to monthly reporting of the Operational Plan, following the development of an accountability framework that comprehensively aligns 77 sub-programs with the Operational Plan, Delivery Program and the Community Strategic Plan. This accountability framework needs to be connected to the related Operational Plan actions, Delivery Program strategies and Community Strategic Plan goals when reporting on Council activities. The resulting outcomes for the year are provided in attachment 1 of this report.

Strategy 12.2 – We partner with the community, business and Federal and State Government in the achievement of our goals.

The Tenterfield Shire Council Audit and Risk Advisory Committee met in October and December 2017, and March and June 2018. The objective of the Committee is to provide independent oversight and assistance to Tenterfield Shire Council on governance, risk management, external accountability and internal audit responsibilities. The Committee membership includes three independent, external members, two of whom are from the audit and risk professional services industry sector, and one from another local government organisation.

During the reporting period the Committee updated the Audit and Risk Calendar, to determine an agreed program of activities and actions that will deliver the required outcomes for financial audit and risk management activities of Council. Further, the Committee developed and implemented an Internal Audit Plan, identifying required internal audit activities to be undertaken over the next three years, in line with the upcoming changes to Internal Audit requirements of the Local Government Act 1993, coming into force in 2020. Internal Audit activities undertaken during 2017/2018 included Risk Management and Records Management reviews, with recommendations from these reviews being implemented in the second half of 2017/2018.

LEAD 13 Council recognises the diversity of the communities that make up the Tenterfield Shire Council Local Government Area.

Strategy 13.1 – Support people with specific needs and lobby for appropriately identified services to be provided in the Shire.

Council supports Progress Associations across the Local Government Area by attending meetings, promoting community participation and by distributing information through direct communications such as, Tenterfield in Touch. Information and support relating to grants and collaboration opportunities are also supported by Council.

LEAD 14 Resources and advocacy of Council are aligned and support the delivery of the community vision outlined in the Community Strategic Plan.

Strategy 14.1 – Services to our community are provided in a professional, friendly and timely manner consistent with our corporate values.

The final report of the Tenterfield Shire Council Customer Satisfaction Survey 2018 was delivered to Council in June 2018. One of the key outcomes from the Survey is that the

overall customer satisfaction level with Council's delivery of services has increased from a score of 3.1 out of 5 in 2015, to 3.3 out of 5 in 2018.

Council received 2,314 general customer enquiries during 2017/2018, with Planning & Regulation receiving over 1,700 service specific enquiries and Transport & Infrastructure receiving over 1,100 service specific enquiries. While the majority of these customer enquiries are able to be addressed or resolved within Council's Customer Service timelines, there is room for improvement in delivery of services. The results of the Customer Satisfaction Survey will be used to review and update Council's Customer Service Strategy and Charter in 2018/2019, to better reflect the expectations of our customers.

Strategy 14.2 - Council maintains sound safety and risk management practices to protect the community and our employees.

Council recognises that worker input and participation improves decision-making about health and safety matters and assists in reducing work-related injuries and disease. A safe workplace is more easily achieved when everyone involved in the work communicates with each other to identify hazards and risks, talks about any health and safety concerns and works together to find solutions. A total of 28 documented Work Health and Safety consultative meetings were held in 2017/2018.

Training

To ensure staff can competently perform their duties and tasks without risk to their health and safety or the health and safety of any other person the following information, training and instruction has been delivered;

- Test & Tag of Tools and Equipment
- C6 Crane operations
- Traffic Control
- Working in Confined Spaces
- Bush Fire Awareness (Plant Operation in Fire Areas)
- Risk Management for Supervisors
- Scaffolding (Bridges & Structures)
- Shredder Usage
- Sharps Awareness and infection prevention
- Asbestos Awareness

Inductions

Twenty two (22) workplace inductions have been delivered to new staff, contractors and or volunteers. These inductions incorporate, the workplace environment, PPE, lone/remote working, drug and alcohol, risk management principles and cash handling.

Drug & Alcohol Testing

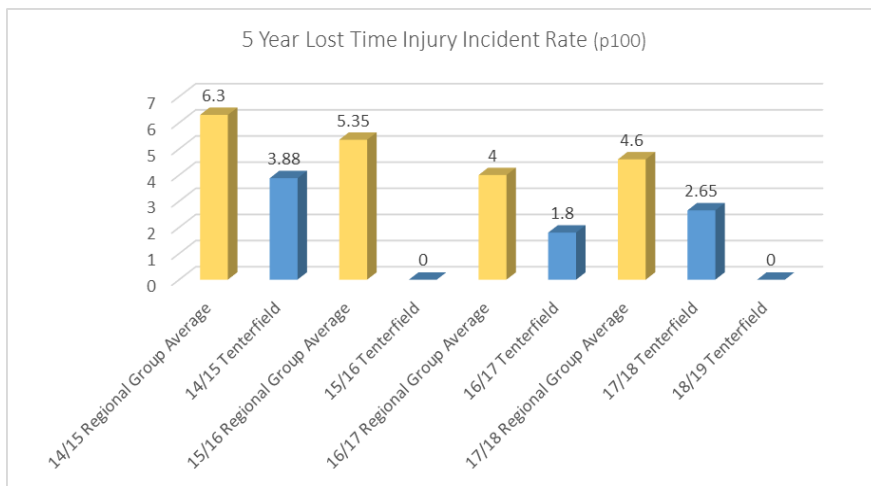
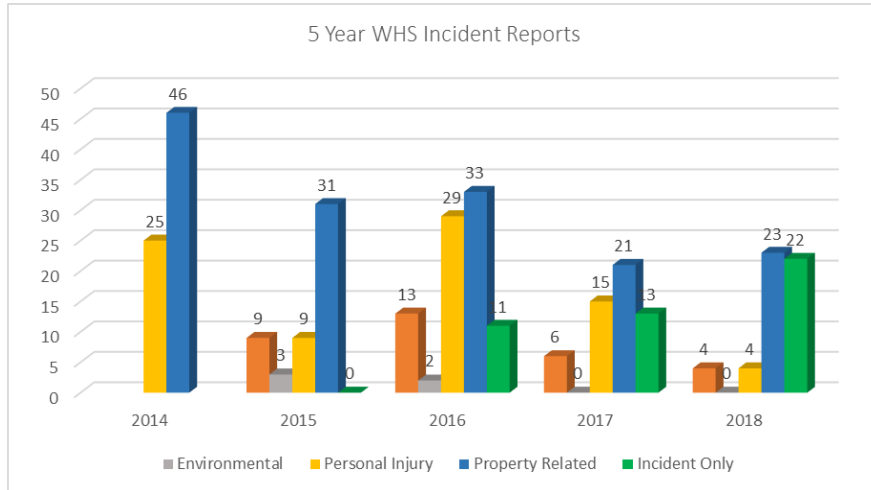
A total of eight (8) drug and alcohol tests were conducted all which all were confirmed Negative results.

Identified Hazards

Nine (9) Hazards were formally registered, investigated and controlled.

Safe Work Method Statements

Sixty eight (68) Safe Work Method Statements have been reviewed and modified in consultation with all relevant stakeholders. Continual monitoring and review of safe work method statements is maintained and improvements implemented whenever and incident, accident, near miss or relevant industry improvements or guidelines come to light. New safe work method statements are continually being developed and implement with staff consultation.



Leadership Performance Indicators

MEASURE	SOURCE	NUMBER	TARGET
Councillor attendance at council meetings.	Council Minutes.	86%	80%
Unrestricted current ratio.	Annual Financial Statements.	4.8	>2.1
Overall community satisfaction with service delivery.	Community Satisfaction Survey.	66%	70%
Net operating results before grants and contributions.	Annual Financial Statements.	\$7,295,000	>\$0
Lost time injury rate.	Lost-time injury rate per 100 employees.	3%	<4.24



Transport

- TRSP 15** **We have an effective interconnected transport system that is safe, efficient and affordable for us as a community.**
- TRSP 16** **Our quality of life is enhanced by transport options to access services that are not available in our community and enable us to connect with people visiting and accessing the services we provide.**

TRSP 15 We have an effective interconnected transport system that is safe, efficient and affordable for us as a community.

Strategy 15.1 – We have a well-designed and functioning road network suitable for all users now and take into consideration future network consumption and demand.

Council constructed another 1.5km of road on the Mt Lindesay Road joining on to the end of the bitumen from approximately 30 kilometres north of Tenterfield. This road was constructed to a full detailed design for pavement and drainage by Council’s day labour workforce funded by the RMS Regional Road Repair Program, Regional Road Block Grant and the Supplementary Program.



Sealing the 30km to 31.5km section of the Mount Lindesay Road

Strategy 15.2 – Tenterfield Township and villages have pedestrian and cycle ways we can safely and conveniently walk or ride on, that connect us to our community facilities and homes.

Council has constructed a new shared path/ on-road cycleway from Douglas Street to Donnelly Lane. This was funded on a 50/50 funding from Roads and Maritime Services with total funding value of \$146,436, \$73,218 of which being funded through Roads to Recovery funding.



Shared path under construction.

Strategy 15.5 – Ensure adequate stormwater and drainage infrastructure is provided, maintained and renewed.

A cross over occurred with Council’s funding from RMS for the Repair program/ Supplementary and Regional Road Block Grant. Rehabilitation works were carried out on the Legume to Killarney Road at various locations to improve safety aspects of the pavement deformation. Other intermittent areas of the road were repaired at the same time and the full length of the Legume to Killarney road to the NSW/ Qld border has been brought back to serviceable safe condition. Most of this work included sub grade and lower treatments to preserve the life of the base pavement.



Subgrade treatment at the approach to a substantial drainage asset just north of Legume

The road improvements undertaken on the Mt Lindesay Road and Amosfield Road were funded from the following grants:

- Fixing Country Roads Program - \$1,500,000;
- Special Grant Funding – RMS – Barnaby Joyce - \$250,000
- Australian Government Roads to Recovery Program - \$424,000 plus \$305,000
- REPAIR Program - \$265,000;
- RMS Supplementary Grant - \$120,000;
- RMS Regional Road Block Grant - \$145,000;
- Pilot Bridge Program - \$300,000 each from Local, State and Federal Governments.

The State and Federal Governments have allocated \$24 million over three years towards the improvement to Mt Lindesay Road, from Legume to Woodenbong. Design is complete for a 2.4km section located at Chainage 26.7km to 29.1km, and design is currently being developed for improvement of a 6.2 kilometre section from Legume towards Woodenbong.

Council has taken the opportunities offered by State and Federal Governments, submitting grant applications under Fixing Country Roads Funding to replace the last timber bridge on the Regional Road Network; to replace a load limited bridge on Hootens Road; and to seal the remaining unsealed sections of road between Tenterfield and Legume on the Mt Lindesay Regional Road.

TRSP 16 – Our quality of life is enhanced by transport options to access services that are not available in our community and enable us to connect with people visiting and accessing the services we provide.

Strategy 16.3 – Provide the required public transport infrastructure and work with key partners to expand the provision of cost effective public transport.

Council received funding from the State Government for improvements to Jubullum village for the Aboriginal Safety Program. This include installation of new signage to enhance the recognition of Jubullum village from Plains Station Road, repairs and resealing of the intersection with Plains Station Road, reconstruction of the intersection to the village, marking speed humps appropriately for the traffic to recognise, significant patching of all streets and carting away old car bodies and bulk rubbish.



Jubullum speed hump marking

Council received funding for the realignment and installation of guard rail on a curve with crash history (Carroll's Creek Project) on the Mount Lindesay Rd from Safe Roads Projects between 27 and 28 kilometres north of Tenterfield.



Carroll's Creek Project

Transport Performance Indicators

MEASURE	SOURCE	NUMBER	TARGET
Infrastructure Renewal Ratio.	Annual Financial Statements.	84.7%	100
Capital Projects Completed on Time.	Council Records.	80%	80%
Number of HV Permits issued each year.	RMS Data.	48 (2017/2018)	Increase from previous period.
Number of vehicle accidents and pedestrian accidents.	RMS Data	36 (2016/2017)	<36 (2015/2016)
Number of vehicle movements across the council road network.	Council Asset Data.	3806 Average Daily Trips/27 Roads (2017)	5622 Average Daily Trips/52 Roads (2013)



Statutory Reporting

1.0 Fees & Expenses for the Mayor & Councillors

The total amount of fees paid to the Mayor and Councillors for the year 2017/2018 was \$139,022.00. Councillors receive a monthly fee of \$964.17 with the Mayor receiving an additional fee of \$2,104.17.

- Mayoral Allowance \$25,250
- Members Fees \$113,772
- Travelling & Subsistence \$30,248
- Delegates' Expenses \$19,089
- Councillors' Training \$5,141
- Council Dashboard (Electronic Business Papers) \$4,600

The Mayor and Councillors are provided with facilities to assist in discharging the functions of civic office. They are provided with an iPad, stationery items, office support services, manuals and reference materials. The Mayor is also provided with an office, mobile phone and computer equipment.

All Councillors are reimbursed for any out of pocket expenses such as travel, meals and accommodation when incurred in accordance with Council's Policy "Payment of Expenses and Provision of Facilities to Councillors".

Councillor's Attendance Record 2017/2018 Council Meetings

There were 11 **Ordinary Council Meetings** and 6 **Extraordinary Council Meeting** held in the period July 2017 to June 2018.

Councillor	No. of Meetings Attended/No. of Meetings Held
Cr Petty	17/17
Cr Murray	16/17 - 1 Apology
Cr Forbes	14/17 - 3 Apology
Cr B Petrie	16/17 - 1 Apology
Cr Macnish	16/17 - 1 Apology
Cr Sauer	17/17
Cr Peters	17/17
Cr M Petrie	15/17 - 2 Apology
Cr Verri	17/17
Cr Rogan	13/14 - 1 Apology (elected 23/8/17)

2.0 Overseas Visits by Councillors and Staff

Nil taken in the reporting period 2017/2018.

3.0 Senior Staff

There are three staff positions which are determined under the Local Government Act 1993, as being Senior Staff Positions. These are the position of Chief Executive (General Manager), Chief Corporate Officer and Chief Operating Officer.

The following remuneration paid in total for the position of **Chief Executive** for the 2017/2018 Financial Year.

Salary	\$155,674.00
Superannuation	\$ 14,451.46
Non Cash Benefits	\$ 9,221.10
Allowances	\$ 1,235.00
	\$180,581.56

The following aggregated remuneration was paid for the positions of **Chief Corporate Officer** and **Chief Operating Officer** for the 2017/2018 Financial Year.

Salary	\$318,238.92
Superannuation	\$ 30,476.22
Non Cash Benefits	\$ 46,342.70
Allowances	\$ 6,199.43
	\$401,257.27

4.0 Contracts Awarded in Excess of \$150,000

The following contracts were awarded during 2017/2018 for amounts greater than \$150,000:

Contractor	Goods / Service	Amount (Incl Gst)
Leed Engineering & Construction Pty Ltd	Tenterfield Creek Dam Safety Upgrade Mass Concrete Buttress Construction.	\$6,556,600
Alpha Omega Pty Ltd	Tenterfield Creek Dam Safety Upgrade Extension as Project & Contract Manager.	\$244,002
NSW Spray Seals Pty Ltd	Regional & Rural Road Reseals.	\$405,592.93
MJ Smith Ground Preparation Pty Ltd	Mount Lindesay Road Upgrade – Legume to Woodenbong Section 26.7km to 29.1km.	\$3,570,009.84

5.0 Private Works

Tenterfield Shire Council fixes the rates to be charged for the carrying out of private works each year in conjunction with the adoption of the Operational Plan. Rates are fixed for the hire of plant with and without operator, the supply of materials and pipes, the hire of staff, sewerage works, water charges, etc.

These rates are calculated annually to cover actual costs to carry out the works. Complex works are estimated separately and agreed by the applicant with the completion of a formal agreement prior to work commencing.

In 2017/2018, income from private works totalled \$112,721 while expenditure amounted to \$67,336.

Council made no resolutions under Section 67 of the Local Government Act 1993 to fully or partly subsidise work on private land.

6.0 Legal Proceedings

Matter	Court	Costs Paid \$	Status
Sewage Leak	Land & Environment Court	\$5,000	Ongoing
Alleged Trip & Fall – Tenterfield Fuels	NSW Supreme Court	\$9,690.80	Ongoing

A total amount of \$44,596.63 was spent on legal services during the year including miscellaneous legal costs of \$26,492.07.

7.0 Contributions/Donations

During the 2017/2018 Financial Year, Council made a contribution to the following community groups totalling \$35,000.00.

• Drake Primary School	\$	150.00
• Jennings Public School	\$	150.00
• Mingoola Public School	\$	150.00
• St Joseph's Convent School	\$	150.00
• Sir Henry Parkes Primary School	\$	150.00
• Tenterfield High School	\$	150.00
• Urbenville Public School	\$	150.00
• Woodenbong Public School	\$	150.00
• TAFE	\$	150.00
• Drake Primary School (Learn to Swim)	\$	550.00
• Urbenville Public School (Learn to Swim)	\$	550.00
• Westpac Helicopter Rescue Service	\$	2,000.00
• A Brush with Verse (Art Acquisition Prize)	\$	1,050.00
• Tabulam SES	\$	500.00
• Liston Hall Committee	\$	500.00
• Bolivia Hall Committee	\$	500.00
• Legume Hall Committee	\$	500.00
• Drake Hall Committee	\$	500.00
• Urbenville Hall Committee	\$	500.00
• Steinbrook Hall Committee	\$	500.00
• Sunnyside Hall Committee	\$	500.00
• Mingoola Hall Committee	\$	500.00
• Torrington Hall Committee	\$	500.00
• Tenterfield Highlander Pipe Band	\$	600.00
• Senior Citizens Week Committee	\$	1,000.00
• Drake School of Arts & Progress Association	\$	60.00
• Urbenville Progress Association	\$	600.00
• Liston and Area Progress Association	\$	204.00
• Tenterfield Naturalists Inc	\$	1,750.00
• Torrington Memorial Hall Fund Inc	\$	1,785.00
• Urbenville Community Arts & Crafts Centre	\$	1,000.00
• Tenterfield Rotary Club	\$	1,000.00
• Isaac Whereat Centenary Celebration	\$	200.00
• Tabulam Turtle Divers Football Club	\$	1,000.00
• Tenterfield Campdraft Association Inc	\$	1,000.00
• Tenterfield Child Care Centre	\$	2,000.00
• Tenterfield Lions Club – Cracker Night	\$	500.00
• Tenterfield Men's Shed Inc	\$	1,000.00
• Liston Hall Committee	\$	2,000.00
• Tenterfield Lions Club – Christmas Carnival	\$	100.00

• Alliance for Peace – Mingoola	\$	500.00
• Frazer’s Cutting Rural Fire Service	\$	500.00
• Tenterfield Eisteddfod Association Inc	\$	930.00
• Liston Anglican Church	\$	500.00
• Tenterfield Transport Museum	\$	2,000.00
• Tenterfield Horticultural Society Inc	\$	200.00
• Tenterfield Care Centre Ltd	\$	4,306.00
• Tenterfield Show Society	\$	2,000.00
• Tenterfield Oracles of the Bush	\$	1,000.00
• Legume Progress Association	\$	300.00

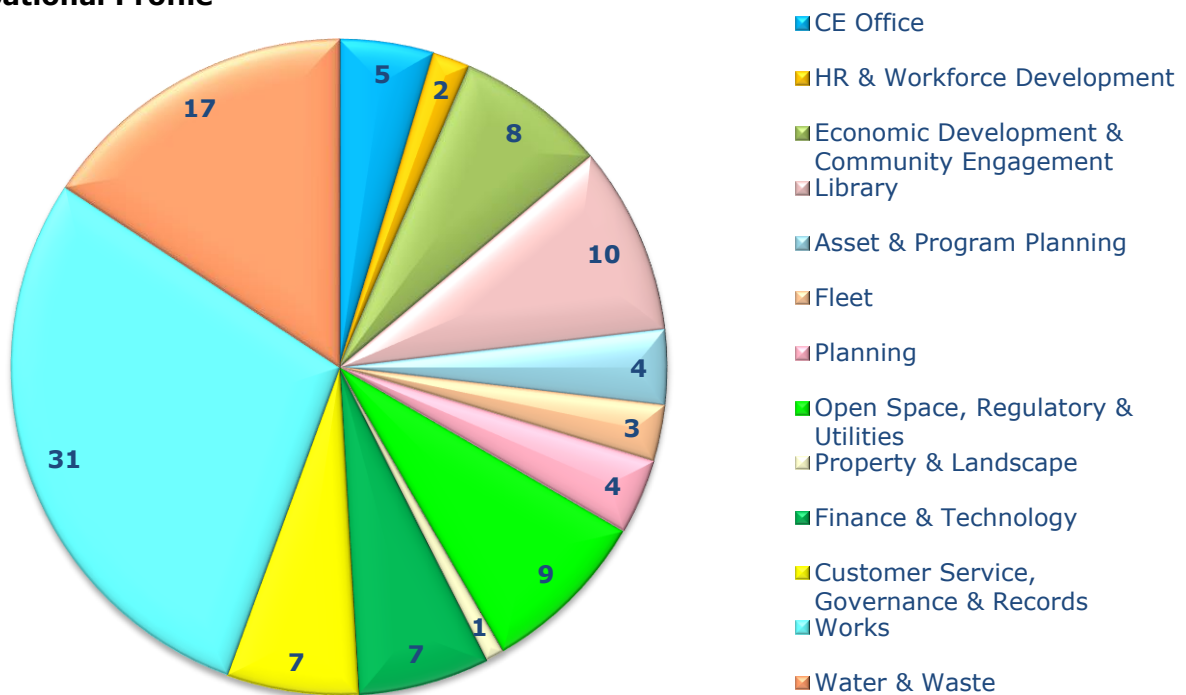
8.0 Statement of Activities – EEO Management Plan

In accordance with Council’s policy and values, the following EEO activities were undertaken:

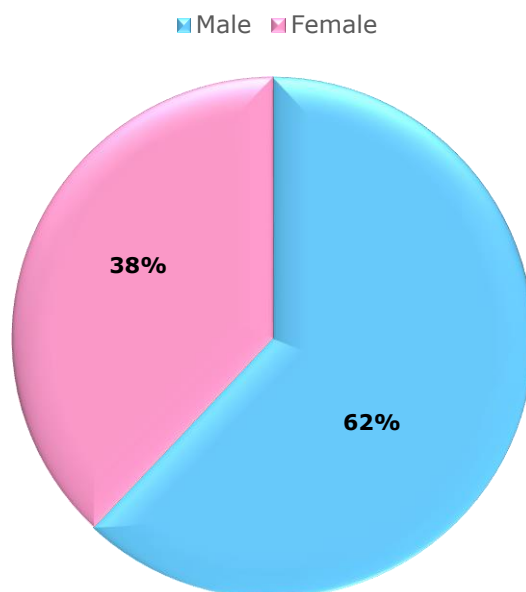
- Council continues to comply with gender requirements on Selection Panels;
- Council continues to support Work for the Dole initiatives;
- Council continues to support workplace Learning initiatives for school work placement/work experience students;
- Continued development of human resource matrices which provide Council with data for human resource planning, identification and profiling in workplaces;
- Code of Conduct facilitation at all employee/worker inductions as part of on-boarding processes;
- Corporate culture has been observed and analysed and awareness of the need for change and improvement built to underpin future action, and
- A staff “Voice” Survey was conducted in April 2018, which has provided valuable guidance to management on steps that need to be taken to improve organisational culture and effectiveness.

The following charts illustrate the balance of what exists in the organization, including the focus on EEO.

Occupational Profile



Gender Profile



9.0 Controlling Interest in Companies

Council held no controlling interest in any companies during 2017/2018.

10.0 Partnerships, Co-Operatives and joint Ventures

Joint Venture with Kyogle Council

Council is involved in a joint venture with Kyogle Council to supply water to the villages of Urbenville (in Tenterfield Shire), Woodenbong and Muli Muli (in Kyogle Shire).

Memorandum of Understanding and Strategic Plan with Southern Downs Regional Council

Tenterfield Shire Council signed a Memorandum of Understanding (MOU) with Southern Downs Regional Council in September 2013 that forms a strategic alliance to improve and strengthen roads, waste management, tourism, emergency management and resourcing of both regions. There is also the ongoing MOU with Southern Downs Regional Council for the provision of water to the residents of Jennings.

North East Weight of Loads Group

Council is a member of the North East Weight of Loads Group, a voluntary association of member Councils for the purpose of administrating the provisions of the Local Government Act, the State Roads Act, Road Transport (Mass Loading and Access) Regulation and the Interstate Transport Act to the extent that those Acts and Regulations provide limits on the Weights and Loads for Motor Vehicles using Local Council Roads and classified roads and create offences for breaches of those weight limits. The assets and liabilities of the group are held and borne by the members proportionate to the respective share.

Statewide Mutual Ltd and Statecover Mutual Ltd

Council is a member of Statewide Mutual Ltd and Statecover Mutual Ltd which is a company set up by Councils in New South Wales to provide cost effective liability, property insurance cover and Workers Compensation insurance cover.

11.0 Miscellaneous

Rates & Charges Written Off in 2017/2018

The amount of rates and charges written off during the 2017/2018 financial year, in accordance with the Local Government (General) Regulation 2005 (clause 132) were:

Fund	Total Rates and/or Charges Written Off \$	Total Rebate Received from other levels of Government \$	Net Cost to Council of Rates and/or Charges Written Off \$
General Fund Rates and Charges Written-Off	135,374	72,809	62,565
Waste Charges Written-Off	100,351	54,478	45,873
Water Charges Written-Off	52,559	28,474	24,085
Sewer Charges Written-Off	47,036	25,683	21,353
Total	332,914	181,444	153,876

Access to Information – Government Information (Public Access) Act 2009 (GIPA Act)

There were 12 Informal Applications under the GIPA Act during the period.

Privacy and Personal Information Protection Act 1998 (PPIP Act)

Council has a Privacy Management Plan which complies with the PPIP Act (Section 33).

There have been no reviews under the PPIP Act during the reporting period.

Public Interest Disclosures Act 1994 (PID Act)

No public officials made a public interest disclosure to Council, no public interest disclosures were received and no public interest disclosures were finalised in the reporting period.

Planning Agreements

Council does not have any voluntary Planning Agreements in force.

12.0 Stormwater Management Services

Council raised approximately \$62,502 with the Stormwater Management Services Charge in 2017/2018. This funding supplements drainage funding provided by Council and is used to eliminate safety hazards and to minimise the risk of flooding of private property. No new projects were commenced in 2017/18.

13.0 Report on Expenditure of Special Rates Variation Income at 30 June 2018

In June 2014, IPART approved an application from Council to increase general rates by 15 percent in 2014/2015 and 10 percent in 2015/2016, 2016/2017 and 2017/2018 (with the increases to remain permanently in Council's rate base). Over ten years, the Special Rate Variation is expected to raise \$9.98m.

Expenditure

A summary of expenditure for 2017/18 is provided in **Table 1**.

Table 1 – Summary of Project Expenditure for 2017/2018

Category	SRV Funded Projects Revised Budget 17/18	SRV Funded Projects Actual Expenditure 17/18	Unspent SRV Funding Transferred to 2018/19
Capital Expenditure			
Niche Wall/Rose Garden Cemetery	\$15,643.00	\$8,526.59	\$7,116.41
Renewal of Federation Park Sprinkler System	\$42,200.00	\$30,070.00	\$12,130.00
Renewal of Shirley Park Amenities Building	\$111,000.00	\$-	\$111,000.00
Gravel Resheets	\$393,879.31	\$355,888.03	\$37,991.28
Bridges/Causeways	\$595,114.81	\$194,762.20	\$400,352.61
Reseals	\$186,750.91	\$105,072.78	81,678.13
School of Arts - Repair & Paint Interior Southern Wall of Cinema	\$7,503.00	\$-	\$7,503.00
School of Arts – Repaint Exterior & Repair Windows	\$164,668.00	\$-	\$164,668.00
School of Arts – Repaint Interior	\$34,400.00	\$-	\$34,400.00
School of Arts – Update theatre Lighting	\$28,666.00	\$-	\$28,666.00
School of Arts – Update Security Cameras	\$18,347.00	\$8,609.63	\$9,737.37
Library – Repaint Interior	\$34,400.00	\$-	\$34,400.00
Saleyards – Renewal of Timber Rails with metal	\$22,894.00	\$17,090.98	\$5,803.02
Saleyards - renewal of Boundary Fencing	\$5,728.04	\$5,728.04	\$-
Main Street Renewal principal repayments	109,013.61	\$109,013.61	\$-
Sub-Total	\$1,770,207.68	\$834,761.86	\$935,445.82
Operating Expenditure			
Main Street Renewal	\$35,663.19	\$34,434.10	\$1,229.09
Total 2017/18	\$1,805,870.87	\$869,195.96	\$936,674.91

Outcomes

A summary of the outcomes achieved as a result of the actual program of expenditure in 2017/18 is detailed below in **Table 2**.

Table 2 – Outcomes achieved as a result of actual program expenditure

Project Description	Spent	Outcome
Niche Wall/Rose Garden Cemetery	\$8,526.59	Work is ongoing on beautification works to the Cemetery.
Renewal of Federation Park Sprinkler System	\$30,070.00	Work is underway on this project.
Gravel Resheets	\$355,888.03	<i>Comprised of:</i> Bluff River Road (0.00 to 2.00) \$9,888.00 Grahams Creek Road (4.82 to 6.19) \$32,352.37 White Swamp Road (21.44 to 22.39) \$25,390.09 Kochs Road - Ch 0.089 to Ch 1.896 \$57,131.78 Nutshell Road - Ch 0.031 to Ch 3.172 \$65,176.79 Gum Flat Road - Ch 0.153 to Ch 1.214 \$32,488.13 Kildare Road - Ch 0 to Ch 12.493 \$64,063.52 Wallaroo Range Road \$5,940.62 Undercliffe Road \$63,456.73
Bridges/Causeways	\$194,762.20	<i>Comprised of:</i> Bellevue Road Causeway (.73) \$138,876.09 Level 3 Bridge Inspections \$42,936.60 Ricky River Road Causeway (15.83) \$12,141.91 Molesworth Street Bridge \$773.19 Hootens Road (Chainage 2.133km) \$34.41
Reseals	\$105,072.78	<i>Comprised of:</i> Rivertree Road \$85,179.65 Timbarra Road \$19,893.13
School of Arts – Update Security Cameras	\$8,609.63	Work is underway on updating the security cameras at the School of Arts.
Saleyards – Renewal of Timber Rails with metal	\$17,090.98	Timber rails are continually failing due to age. The program of replacement with galvanized steel rails is aimed at reducing maintenance costs.
Saleyards - renewal of Boundary Fencing	\$5,728.04	This work was completed in 2017/18.

Main Street Renewal principal repayments	\$109,013.61	Principal repayments for Main Street Loan (\$1.2M) 2017/18.
Sub-Total	\$834,761.86	
Operating Expenditure		
Main Street Renewal	\$34,434.10	Interest on Main Street Loan (\$1.2M) for 2017/18
Total 2017/18	\$869,195.96	

Significant Variations

The current Long Term Financial Plan (LTFP) reflects changes in the timing of some projects from those originally proposed. As a result, there are no significant variations in projects proposed to be completed using funding provided by the Special rates variation. This provides alignment with Council's Asset Management Plans and also provides for a closer match between income to be received from the Special Rate Variation and proposed expenditure on a year to year basis.

A summary of the total expenditure from the commencement of the Special Rates Variation in 2014/2015 is provided in **Table 3**.

Table 3 – Summary of Income above the Rate Peg (as per SRV) and Actual Expenditure (All Years)

Category	Income above the Rate Peg	Actual	Unspent SRV Income
2014/15	\$ 355,000	\$ 316,539.54	
2015/16	\$ 595,000	\$ 553,230.62	
2016/17	\$ 864,000	\$ 428,500.41	
2017/18	\$ 1,167,000	\$ 869,195.96	
Expenditure Total	\$2,981,000	\$ 2,167,466.53	\$813,533.47

Long Term Financial Plan

A summary of the actual revenues, expenses and operating balances against the projected revenues, expenses and operating balances, as outlined in the Long Term Financial Plan provided in Council's application is provided in Table 4.

Table 4 – Operating Result – Projected vs Actual

Year ended 30/6/2018 (General Fund) (*)	Projected (\$,000)	Actual (\$,000)
Total revenue	17,491	19,421
Total expenses	13,651	15,917
Operating result from continuing operations	3,840	3,504

(*) Excludes waste management, water, sewerage & stormwater funds

14.0 Companion Animal Management

Companion Animal Education

Council Rangers continue to present and promote the education program in local primary schools. The program explains responsible pet ownership including information on why we register and microchip our pets, walking your dog on a lead, picking up after your dog and keeping your pets contained to your property. An integral part of the program is educating children about what to do if they see a stray dog/animal and bite prevention. The program is delivered to kindergarten, grade one and grade two students. Council Rangers are reviewing current information and educational material distributed in the schools and will develop information specific to the region.

De-sexing Program

Council participates in an annual de-sexing program in Tenterfield in conjunction with the local vet clinic and the RSPCA which is run through the month of September each year. Council contributed \$1,520 to the Program. There was a total of 33 dogs and 6 cats de-sexed through the Program.

Infringements

Three infringements issued between 1 July 2017 and 30 June 2018 due to non-compliance with companion animals.

Pound Activity

	2015-2016	2016-2017	2017-2018
Dogs Impounded	51	40	36
Cats Impounded	36	41	44
Other Impounded	2	Nil	NIL
Dogs Euthanised	38	63	31
Cats Euthanised	33	49	61
Animals Returned to Owners	50	48	20
Dog Registered	83	104	67
Working Dogs Registered	12	33	5
Cats Registered	4	32	5

Noise Complaints

There were a total of 5 barking dog complaints received and dealt with between 1 July 2017 and 30 June 2018. A new letter has been developed for dealing with barking complaints. Council Rangers have successfully eliminated barking nuisance by using the correspondence to outline the legal requirements to dog owners. Rangers are reviewing barking record logs which are currently used by other Councils and will look at developing one for TSC. The barking log will formally outline the process for investigating nuisance barking complaints to the complainant and also request that they provide a log of when the dog is barking to be used as supporting evidence in the investigation.

