

DELIVERY
PROGRAM
2017-2021

OPERATIONAL
PLAN
2020-2021



TENTERFIELD

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Version Control



Version	Date	Modified by	Details
V1	27/03/2017	GM	Draft Delivery Program and Operational Plan
V2	12/04/2017	Council	Revision of Draft Delivery Program and Operational Plan (Res No.41/17)
V3	24/05/2017	Council	Revision of Delivery Program and Operational Plan (Res No. 69/17)
V4	14/06/2017	Council	Draft for Councillor Briefing - Delivery Program and Operational Plan
V5	28/06/2017	Council	Adoption of Delivery Program & Operational Plan (Res No. (102/17)
V6	23/08/2017	Council	Change to Revenue Policy – New Fee for Mt Lindesay Rd (Res No. 162/17)
V6	27/09/2017	Council	Change to Revenue Policy – Public Gate & Bypass Application & Water Availability Charge for Non Residential Users (Res No. 207/17 & 208/17)
V7	13/11/2017	Council	Change to Revenue Policy – Mt Lindesay Rd Waste Management Collection Charge as per (Res No. 162/17) and Water Equalisation Charges as per (Res No. 208/17)
V8	18/04/2018	CE	Draft Delivery Program and Operational Plan 2018/19
V9	23/05/2018	Council	Adoption of Delivery Program and Operational Plan (Res No. 104/18)
V10	10/04/2019	CE	Draft Delivery Program and Operational Plan 2019/20
V11	29/05/2019	Council	Adoption of Delivery Program and Operational Plan (Res No. XXX/19)
V12		CE	Draft Delivery Program and Operational Plan 2019/2020

Enquiries and feedback should be made to:

The Chief Executive
Tenterfield Shire Council

PO Box 214, TENTERFIELD NSW 2372
Phone: (02) 6736 6000
Fax: (02) 6736 6005
Free Call: 1300 762 400 (Landline Only)
Email: council@tenterfield.nsw.gov.au
Website: www.tenterfield.nsw.gov.au

Version 13 (XX June 2020 – Res No. XXX/20)

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 Delivery Program 2017-2021, incorporating the Operational Plan 2020-21, outlines the actions Council will take towards achieving the Tenterfield Shire Community Strategic Plan.

The Delivery Program (DP) 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 (OP) details the actions and programs to be undertaken each year to support of the Delivery Program and Community Strategic Plan.

This plan includes the financial overview for the coming twelve month period and the Revenue Policy that Council will apply. The budget proposed for the 4 year Delivery Program is also included for reference on how we will financially support the actions outlined.

Elected Members



Councillor Peter Petty, Mayor (A Ward)
Mob: 0411 475 301
p.petty@tenterfield.nsw.gov.au



Councillor Greg Sauer, Deputy Mayor (E Ward)
Mob: 0458 040 655
g.sauer@tenterfield.nsw.gov.au



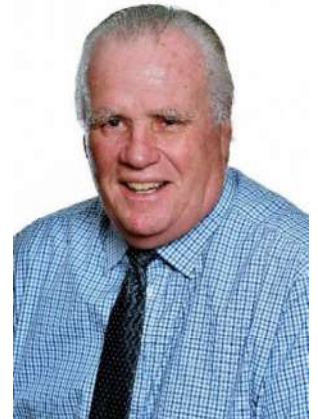
Councillor Gary Verri (A Ward)
Ph: 07 4686 1160
g.verri@tenterfield.nsw.gov.au



Councillor Michael Petrie (E Ward)
Mob: 0412 746 613
m.petrie@tenterfield.nsw.gov.au



Councillor Bronwyn Petrie (B Ward)
Mob: 0402 330 613
b.petrie@tenterfield.nsw.gov.au



Councillor John Macnish (B Ward)
Mob: 0427 454 466
j.macnish@tenterfield.nsw.gov.au



Councillor Brian Murray (C Ward)
Mob: 0401 365 535
b.murray@tenterfield.nsw.gov.au



Councillor Tom Peters (C Ward)
Mob: 0428 669 474
t.peters@tenterfield.nsw.gov.au

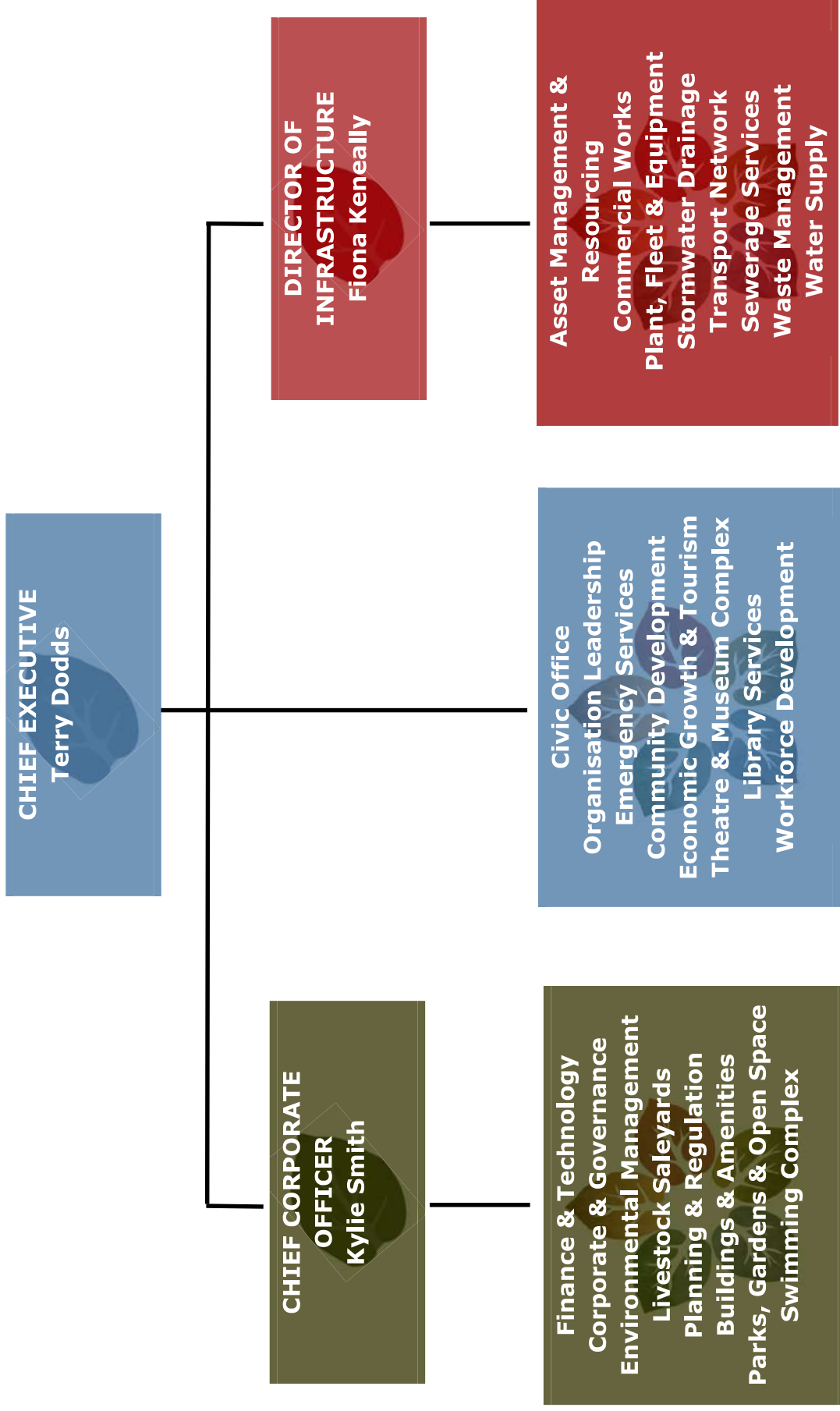


Councillor Bob Rogan (D Ward)
Mob: 0455 261 055
b.rogan@tenterfield.nsw.gov.au



Councillor Don Forbes (D Ward)
Mob: 0409 720 397
d.forbes@tenterfield.nsw.gov.au

Organisational Structure





**DELIVERY
PROGRAM
2017/2021**



TENTERFIELD

Navigating Our Plans

The strategies identified in the Community Strategic Plan are carried through to the Delivery Program and the actions identified in the Delivery Program are carried through to the Operational Plan.

The 4 year Delivery Program links the provisions of the long term Strategic Plan with the implementation of the Operational Plan. It is the strategic document that guides Council's activities and programs over the coming four year elected term aligned with its responsibility and capacity to support achieving the Community Strategic Plan outcomes.

Services are the fundamental means by which Council's four year Delivery Program is provided. Council delivers 24 ongoing services. The 24 services reported in the Operational Plan include services provided directly to the Community and those services that support Council's internal functions. These services contain subservices that may support multiple Delivery Program activities over the duration of the Program. The Actions and Programs contained under service headings identify what Council plans to do in the coming year to support the direction of the Delivery Program. The service identified in the achievement of the Delivery Program will change annually dependant on Actions and Tasks contained in the Service Summaries, for the Operational Plan period.

Key Performance Indicators (KPI's) provide a means by which service performance can be measured in achieving the Delivery Program.


The Responsible Officer is the staff member responsible for the service that contributes to meeting the Operational Plan by delivering the action.



Community

Goal	Strategy	Delivery Program	Service
Tenterfield Shire is a vibrant, welcoming and safe community.	Encourage families and young people to live, enjoy and stay in Tenterfield Shire.	Encourage activities for young people and families in Tenterfield Shire.	Theatre and Museum Complex
	Continue to strengthen community safety and crime prevention partnerships with Police, licensees, businesses, regulatory and other agencies.	Support community organisations that develop and maintain a range of facilities that meet the diversity of community needs, interests and aspirations.	Community Development
	Develop major cultural and community events and festivals in partnership with the community and other stakeholders.	Enrich the community by supporting a variety of diverse cultural events and activities.	Community Development
	Provide effective regulatory, compliance and enforcement services that keep our community safe.	Provide systems and processes to ensure compliance with legislation and standards.	Planning and Regulation
		Implementation of Water Quality Assurance Framework in accordance with the Public Health Act.	Water Supply
	Provide informative, vibrant and welcoming town entrances, centres and streets with places to meet that creatively reflect the diversity of our townships.	Identify and partner with local residents in the development and delivery of town and village beatification initiatives.	Parks, Gardens and Open Space
	Our public spaces and places are designed to minimise risk to users and incorporate crime prevention by design practices.	Development and implementation of township and village streetscape plans and policy.	Parks, Gardens and Open Space
Health and quality of life are supported by a wide range of recreation and leisure opportunities.	Provide a wide range of high quality and well maintained active and passive recreation facilities.	Identify suitable areas for the extension and embellishment of the current and future cycleway network.	Parks, Gardens and Open Space
	Relevant community services, sporting facilities, open spaces and cultural infrastructure are maintained and improved.	Deliver, review and update Parks, Gardens and Open Space, Maintenance Programs across the Shire.	Parks, Gardens and Open Space
	Sporting facilities are modern, provide choice and cater for the diverse needs of the community	Provision of an accessible quality swimming and recreation facility which encourages participation.	Swimming Complex
	Enrich the cultural life of the community by supporting a variety of cultural events and activities for the community and visitors.	Enrich the cultural life of the community by supporting a variety of cultural events and activities for residents and visitors.	Theatre and Museum Complex
	Operate and maintain the Henry Parkes Centre as a cornerstone of our cultural landscape in the Tenterfield township.	Sir Henry Parkes Memorial School of Arts is provided by Council as a cultural hub of Tenterfield Shire.	Theatre and Museum Complex
	Partner with health agencies and community organisations to promote healthy lifestyles and facilities supporting good health.	Identify and pursue opportunities to increase usage of open spaces assets throughout the Shire.	Parks, Gardens and Open Space

Please Note: The service identified in the achievement of the Delivery Program will change annually.


 Community		Work with key stakeholders and the community to lobby for adequate health services in our region and greater accessibility to regional services.	Represent, advocate and lobby for the continued improvement of our local and regional health services.	Civic Office
	Our range of services and facilities support accessibility for all in our community.	Ensure that public places and spaces are clean and well maintained	Deliver public spaces that are clean, well maintained and encourage usage by visitors and residents of Tenterfield Shire.	Parks, Gardens and Open Space
		Facilitate improved access to shops and facilities in the main street for people with a disability.	Promote the needs of persons with a disability and the disability action plan to stakeholders and ensure it is embedded in Council plans.	Community Development
		Recognise and plan for the needs of our ageing population.	Ensure that the community is provided with a high quality built environment that meets the needs of our ageing population.	Planning and Regulation
		Lobby government to maintain and improve community and public transport services and infrastructure particularly to provide access to services not available in our Shire.	Engage with transport providers and the community to assess the transport needs of residents in the Shire.	Community Development
		Partner, action and promote Council's Disability Inclusion Action Plan.	Develop and implement the Tenterfield Shire Council Disability Inclusion Action Plan with key partners.	Community Development
		The community is welcoming, friendly, and inclusive where diverse backgrounds are respected and celebrated.	Cultural heritage is recognised, protected and respected.	Provide advice, planning and inspection that preserve and promotes the Shire's heritage.
	Partnerships with local Aboriginal communities are strengthened and supported.		Engage with the communities and develop partnerships with relevant organisations.	Community Development
	The individual unique qualities and strong sense of local identity of Tenterfield Shires towns and villages is respected, recognised and promoted.		Promote the liveability of Tenterfield Shire as a place to live, work and invest.	Economic Growth and Tourism
	Buildings are well designed, safe and accessible and the new is balanced with the old.		Ensure that Council buildings and facilities meet the needs of users.	Buildings and Amenities
	The community learns and grows together and fosters an involved community and creative environment.	Promote and recognise the work of volunteers within the community.	Promote volunteer opportunities and manage volunteers at the Sir Henry Parkes Memorial School of Arts.	Theatre and Museum Complex
			Promote and recognise the commitment of volunteers within the community.	Community Development
		Provide opportunities for residents to enjoy access to arts, festivals, sporting activities, recreation, community and cultural activities.	Enhance cultural diversity by encouraging cultural and artistic opportunities	Theatre and Museum Complex
		Provide a library service that informs, educates, inspires and support lifelong learning providing a culturally rich environment.	Provide ongoing delivery of broad range of library services that respond to community needs.	Library Services

Please Note: The service identified in the achievement of the Delivery Program will change annually.





Goal	Strategy	Delivery Program	Service
Tenterfield Shires economic base is robust, growing and supports the creation of a variety of employment and business opportunities.	Implement tools to simplify development processes and encourage quality commercial, industrial and residential development.	Provide for and facilitate future economic growth throughout the Shire.	Economic Growth and Tourism
	Lobby for a range of affordable transport options to allow movement of people and services within and to and from the Shire.	Plan and lobby for affordable transport options to encourage access to our Shire.	Economic Growth and Tourism
	Develop Council business activities including commercial, industrial and residential land development.	Ensure safe, effective and efficient operation of the Saleyards.	Livestock Saleyards
	Support, promote and participate in regional economic collaboration opportunities including planning, industry support and innovation.	Develop and maintain a range of community facilities that meet the diversity of community needs, interests and aspirations.	Library Services
	Land use planning strategies and policies enhance and support sustainable economic growth in the Tenterfield Shire.	Investigate and implement strategies to reduce waste produced by households and industry across the Shire.	Waste Management
	Council's statutory functions will properly and equitably be applied when determining applications with decisions provided efficiently and in accordance with statutory requirements and Council Planning policy.	Assess and process construction certificate applications in accordance with legislation and Building Code.	Planning and Regulation
	Tourism is valued, promoted and tourists are welcomed for the positive contribution they make to the community and economy.	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.	Partner with our neighbours and stakeholders to deliver a diverse destination proposition for visitors.
Identify partnership opportunities to facilitate major sporting, social and cultural events to provide us with an opportunity to get together		Encourage and support activities focusing on the wellbeing of our residents in Tenterfield Shire.	Community Development
Seek partnerships with and support local business and tourism stakeholders to provide new and upgraded infrastructure for events and tourism experiences.		Facilitate and participate in ongoing partnership activities with the New England High Country, Tenterfield Chamber of Tourism, Industry and Business.	Economic Growth and Tourism
Provide visitors with information and tools to enjoy and access our local attractions and experiences.		Promote Tenterfield Shire as a tourism destination.	Economic Growth and Tourism
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.		Recognise agriculture as a significant industry in the Shire and encourage initiatives that enhance the economic sustainability of agriculture.	Provide a financially sustainable saleyard operations, attractive to local producers.
	Lobby and support government and local service providers to enhance communications infrastructure across the	Advocate and support the improvement of telecommunications infrastructure throughout the Shire recognising internet	Economic Growth and Tourism

		Tenterfield Shire Council area.	connectivity as a significant barrier to all business activity.	
		Support businesses and industry to upskill and maximise utilisation of new technologies through telecommunications networks.	Support business and industry to identify and implement emerging trends in technology to facilitate growth.	Economic Growth and Tourism
		Maximise the accessibility of business and industrial operations to ensure the exchange of goods and services is supported by sustainable infrastructure.	Delivery of survey and design works for infrastructure services, including stormwater drainage, transport, water and sewer infrastructure.	Asset Management and Resourcing
		Ensure private civil works undertaken by Council on a full cost recovery basis providing value for money support for businesses and individuals seeking our services.	Deliver Commercial Works in accordance with Council Policy.	Commercial Works

	Goal	Strategies	Delivery Program	Service
 Environment	Our natural environment will be protected, enhanced and promoted for future generations.	Land use planning provisions support and promote sustainable land use and management in the Shire.	Provision of advice and guidance on legislative compliance for the construction of dwellings and commercial/industrial buildings.	Planning and Regulation
		Our community is educated, encouraged and supported to implement waste minimisation strategies for all of our natural resources.	Provide systems and processes to identify opportunities to reduce the energy consumption of Council owned buildings and amenities.	Buildings and Amenities
		Town and Village planning supports and enhances local place making principles and practice celebrating the diversity of our natural environment.	Identify, plan and enhance local environments in partnership with the community and stakeholders.	Planning and Regulation
	Environmental risks and impacts are strategically managed.	Land use planning and management enhances and protects biodiversity and natural heritage.	Provide systems and processes to manage excess vegetation to ensure land and premises are in a safe and/or healthy condition.	Environmental Management
		We partner with stakeholders and government to maintain a healthy catchments and waterways in the Shire.	Ensure the timely detection of new weed incursions in the Tenterfield Shire Council region.	Environmental Management
		The community is educated and informed of environmental and biodiversity issues through monitoring and reporting and Council partners with stakeholders to manage identified threats.	Provide community education program to encourage residents and visitors to reduce their impact on vegetation including the management of pests and weeds.	Environmental Management
			Ensure that weeds do not adversely affect the health and welfare of the community.	Environmental Management
		We are prepared, resourced and educated as a community to deal with natural disasters such as bushfires, storm and flood events.	Review and ensure the integration of Council current studies and plans into strategic land use planning and operational planning documents and policies to support our emergency management function.	Emergency Services
	Secure, sustainable and environmentally sound	A total water cycle management approach including water conservation and reuse is implemented.	Provide systems and processes to ensure compliance with the Biosecurity Act 2015 and standards.	Environmental Management

infrastructure and services underpin Council service delivery.		Stormwater and drainage infrastructure is provided, maintained and renewed.	Stormwater and Drainage
	Water is used carefully in Council's buildings, parks, sporting grounds and daily operations.	Ensure effective and efficient delivery of water services in accordance with existing service levels.	Water Supply
	Waste from our operations is managed to reduce the volume and take advantage of recycling opportunities available to us.	Provide effective and efficient delivery of sewerage services across to the townships of Tenterfield and Urbenville.	Sewerage Services

	Goal	Strategies	Delivery Program	Service
	We are a well engaged community that is actively involved in decision making processes and informed about services and activities.	Council's decision making processes are open, accountable and based on sound integrated planning.	Promote and support community involvement in Council decision making process.	Corporate and Governance
		We partner with the community, business and Federal and State Government in the achievement of our goals.	Maintain strong relationships with all levels of Government and proactively seek involvement in decision making impacting our Shire and the New England Northwest Region.	Civic Office
		Contemporary models of community engagement are used to support local decision-making processes that meet the community expectations.	Provide sound and inclusive decisions using the Community Engagement Strategy to guide our interactions.	Civic Office
	Council recognises the diversity of the communities that make up the Tenterfield Shire Council Local Government Area.	Support people with specific needs and lobby for appropriately identified services to be provided in the Shire.	Identify, represent, advocate and lobby for inclusion of the Shire's needs in regional and State planning.	Civic Office
		Recognise and plan with stakeholder groups for the needs of our ageing population.	Deliver and facilitate leadership in strategic planning and implementation.	Organisation Leadership
		Continue to support and partner with the local Aboriginal communities for improved and inclusive outcomes.	Maintain collaborative partnerships with the local Aboriginal communities.	Community Development
	Resources and advocacy of Council are aligned support the delivery of the community vision outlined in the Community Strategic Plan.	Services to our community are provided in a professional, friendly and timely manner consistent with our corporate values.	Deliver Customer Service and Business Services in the support of corporate outcomes.	Corporate and Governance
		Council maintains sound safety and risk management practices to protect the community and our employees.	Provide an organisation wide approach to the effective management of workplace health and wellbeing.	Workforce Development
		Council is an employer of choice in the region, providing sound leadership and supported by a committed workforce.	Delivery of programs to grow and invest in our existing and emerging leaders and support a culture of high performance.	Workforce Development
			Manage the implementation of Council's Workforce Management Strategy.	Workforce Development
	Developing attraction and retention practices across Council.		Workforce Development	
	Council fosters a strong organisational culture which	Ensure that the performance of Council as an organisation	Corporate and Governance	

		strives for best practice in all operations with a supportive corporate governance framework.	complies with all statutory reporting guidelines and information is available to decision makers.	
			Ensure compliance with regulatory and statutory requirements and that operations are supported by effective corporate management.	Finance and Technology
		Council is a financially sustainable organisation, delivering value services to the Community.	Collaborate and deliver resources with other organisations to ensure a variety of cost effective services across the service area.	Organisation Leadership
			Ensure that financial sustainability and the community's capacity to pay inform adopted community service levels.	Finance and Technology
		Council continually reviews its service provision to ensure best possible outcomes for the community.	Deliver continuous improvements in Council's business, processes and systems.	Organisation Leadership
			Ensure that information technology meets Council's operational requirements.	Finance and Technology
			Ensure improvement of infrastructure in line with best practice water treatment guidelines and increased capacity for sewage treatment in service areas.	Sewerage Services
		Council has in place and adheres to a robust asset management framework that ensures existing and future infrastructure is affordable, funded and maintained to service the existing community and future generations.	Make prioritised decisions in the long-term interest of the broad community and have regard to financial and infrastructure sustainability.	Finance and Technology



Goal	Strategies	Delivery Program	Service
We have an effective interconnected transport system that is safe, efficient and affordable for us as a community.	We have a well-designed and functioning road network suitable for all users now and take into consideration future network consumption and demand.	Asset Planning, Policy and Management provide strategic direction and information to Council enabling the sustainable management of its asset portfolio as a whole.	Asset Management and Resourcing
	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.	Review and implement planning for footpaths and cycleway infrastructure that is safe for users and supports connectivity and active recreation in urban environments.	Asset Management and Resourcing
	The management of Council's assets will be long term and focused on meeting the needs of the community now, and into the future.	Management of the transport infrastructure assets in response to changing community need.	Transport Network
		Maximise productivity of Council fleet and stores service.	Plant, Fleet and Equipment
	Ensure that developer contribution plans require appropriate contributions towards each development taking into consideration holistic impact and consumption of infrastructure.	Asset planning considers the impact of consumption and cost driven by the increased demand for existing services and attracts a contribution priced to reflect this impact.	Asset Management and Resourcing
	Ensure adequate stormwater and drainage infrastructure is provided, maintained and renewed.	Stormwater and drainage infrastructure is provided, maintained and renewed.	Stormwater and Drainage
	Reduce the impact of traffic and improve pedestrian and cyclist safety, particularly around schools and town centres through traffic management design measures and diversions.	Risk Management embedded in our Asset Management Planning forms the basis for our intervention programs and our Asset Management practices.	Asset Management and Resourcing
	Ensure Council's streets and public spaces are clean, well maintained and planned in partnership with the community.	Maintenance of transport infrastructure.	Transport Network
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.	Provide advocacy and advice on transport issues to stakeholder groups and government.	Advocate on behalf of the community for improved service levels across the Shires transport network.	Civic Office
	Ensure we can conveniently access parking near transport hubs and our town centre.	The development of plans and applications for development consider the demand and provision of parking.	Planning and Regulation
	Provide the required public transport infrastructure and work with key partners to expand the provision of cost effective public transport.	Construction of Transport Infrastructure.	Transport Network

Please Note: The service identified in the achievement of the Delivery Program will change annually.

**OPERATIONAL PLAN
2020/2021**



TENTERFIELD

Service Summaries

Office	Service	Responsible Manager
Chief Executive	Civic Office	Chief Executive
	Organisation Leadership	Chief Executive
	Community Development	Manager Economic Development and Community Engagement
	Economic Growth & Tourism	Manager Economic Development and Community Engagement
	Theatre & Museum Complex	Manager Economic Development and Community Engagement
	Library Services	Manager Library Services
	Workforce Development	Manager Human Resources and Workforce Development
	Emergency Services	Manager Human Resources and Workforce Development
Chief Corporate Officer	Finance & Technology	Manager Finance and Technology
	Corporate & Governance	Manager Customer Service, Governance and Records
	Environmental Management	Manager Open Space, Regulatory and Utilities
	Livestock Saleyards	Manager Open Space, Regulatory and Utilities
	Parks, Gardens & Open Space	Manager Open Space, Regulatory and Utilities
	Planning & Regulation	Manager Planning and Development Services
	Building & Amenities	Manager Property and Buildings
	Swimming Complex	Manager Property and Buildings
Chief Operating Officer	Asset Management & Resourcing	Manager Asset and Program Planning
	Commercial Works	Manager Asset and Program Planning
	Stormwater & Drainage	Manager Asset and Program Planning
	Transport Network	Manager Works
	Plant, Fleet & Equipment	Manager Fleet
	Waste Management	Manager Water and Waste
	Water Supply	Manager Water and Waste
	Sewerage Services	Manager Water and Waste

Chief Executive

Civic Office

Service Description:

The provision of community leadership, advocacy and strategic decision making for the benefit of the broad community, including the adequate and effective allocation of Council resources, and engaging with the community in order to inform policy development, strategic planning and decision making.

Key Outputs:

- Community Strategic Plan
- Community Engagement
- Representations to other tiers of Government
- Resolutions and Council Minutes
- Policies and Codes

Community Strategic Plan Links:

Community Strategic Plan Goals	Community Strategic Plan Strategies
COMM 2 Health and quality of life are supported by a wide range of recreation and leisure opportunities.	2.7 Work with key stakeholders and the community to lobby for adequate health services in our region and greater accessibility to regional services.
LEAD 12 We are a well engaged community that is actively involved in decision making processes and informed about services and activities.	12.2 We partner with the community, business and Federal and State Governments in the achievement of our goals. 12.3 Contemporary models of community engagement are used to support local decision-making processes that meet the community expectations.
LEAD 13 Council recognises the diversity of the communities that make up the Tenterfield Shire Council Local Government Area.	13.1 Support people with specific needs and lobby for appropriately identified services to be provided in the Shire.
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.	16.1 Provide advocacy and advice on transport issues to stakeholder groups and government.

Delivery and Operational Plan Links:

4 Year Delivery Program	Actions and Plans
Maintain strong relationships with all levels of Government and proactively seek involvement in decision making impacting our Shire and the New England Northwest Region.	Influence and engender support from Federal and State Governments, Joint Organisations and ROCs in relation to grants funding, advocacy and ongoing maintenance and improvement to social, economic and environmental fabric of the community.

Provide sound and inclusive decisions using the Community Engagement Strategy to guide our interactions.	Guide the decisions of the community to align with the Local Government Act and the Office of Local Government.
Represent, advocate and lobby for the continued improvement of our local and regional health services.	Advocate for health services throughout the Region and ensure future government planning aligns with community needs.
Identify, represent, advocate and lobby for inclusion of the Shire's needs in regional and state planning.	Advocate for continuing development of grant and funding opportunities at the Federal and State levels.
Advocate on behalf of the community for improved service levels across the Shires transport network.	Lobby State and Federal Governments for funding to: <ul style="list-style-type: none"> • Reconstruct and realign Bruxner Way from the New England Highway to Sunnyside Loop Road. • Complete the Tenterfield bypass • Downgrade the western segment of the Bruxner Highway to Bruxner Way • Seal the Mount Lindesay Road
Mayor, Councillor and Committee support.	Continue to develop the professional relationship between Council's elected body and Council's operational organisation.
	Deliver Business improvements, recognising emerging risks and opportunities.
	Manage the Civic Service of Council in a financially responsible manner in line with Budget allocations.
	Provide media liaison, manage branding, corporate image and corporate affairs through media.

Performance Measures:

Description	Measure	Benchmark	Target
Councillor attendance at Council Meetings	%	80%	90%
Implementation of the Delivery Program	%	80%	85%

Section Budget:

Civic Office	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$
SOURCE OF FUNDS				
TOTAL OPERATING INCOME	-	-	-	-
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	-	-	-	-
TOTAL SOURCE OF FUNDS	-	-	-	-
USE OF FUNDS				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	366,387	453,336	391,434	398,694
TOTAL CAPITAL EXPENDITURE	-	-	-	-
TOTAL DEPRECIATION AND OTHER NON CASH ITEMS	-	-	-	-
TOTAL LOAN PRINCIPAL REPAYMENTS	-	-	-	-
TOTAL USE OF FUNDS	366,387	453,336	391,434	398,694
COUNCIL CONTRIBUTION	366,387	453,336	391,434	398,694

Responsible Officer: Chief Executive

Organisation Leadership

Service Description:

Provide high level Governance through quality leadership, direction and services. The provision of advice and direction in governance to Elected Members and staff, enshrining better practice in relation to internal processes and regulatory requirements and assisting Council in delivering overall good governance through the development of policies, protocols and procedures, guidance documents and checklists.

Key Outputs:

- Resourcing Strategy
- Governance Framework
- Code of Meeting Practice and Register of Committees
- Organisation Performance Framework
- Business Papers – Council, Committees and Public Documents Communications
- Annual Operational Plan
- Delegations Register
- Annual Report

Community Strategic Plan Links:

Community Strategic Plan Goals	Community Strategic Plan Strategies
LEAD 13 Council recognises the diversity of the communities that make up the Tenterfield Shire Council Local Government Area.	13.2 Recognise and plan with stakeholder groups for the needs of our ageing population.
LEAD 14 Resources and advocacy of Council are aligned support the delivery of the community vision outlined in the Community Strategic Plan.	14.5 Council is a financially sustainable organisation, delivering value services to the community.
	14.6 Council continually reviews its service provision to ensure best possible outcomes for the community.

Delivery and Operational Plan Links:

4 Year Delivery Program	Actions and Plans
Collaborate and deliver resources with other organisations to ensure a variety of cost effective services across the service area.	Implement a long term financial strategy pursuant to the community strategic planning legislation, with special emphasis of aligning the Long Term Financial Plan with the Asset Management Plan.
Deliver continuous improvements in Council's business, processes and systems.	Guide the transformation of the Organisation culturally and technically from database to geospatially based management systems, highlighting interconnectivity.
	Corporate advertising and communications, council publications and web site. Internal communication strategy, management and delivery.
	Deliver Business improvements, recognising emerging risks and opportunities.
	Manage the Organisational Leadership Service of Council in a financially responsible manner in line with Budget allocations.

Deliver and facilitate leadership in strategic planning and implementation.	Review of Community Engagement Strategy and ongoing delivery.
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Performance Measures:

Description	Measure	Benchmark	Target
Compliance with all legislative requirements.	%	100%	100%
Audit and Risk Plan completed.	%	80%	90%

Section Budget:

Organisation Leadership	2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$
SOURCE OF FUNDS				
TOTAL OPERATING INCOME	-	-	-	-
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	-	-	-	-
TOTAL SOURCE OF FUNDS	-	-	-	-
USE OF FUNDS				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	1,004,123	1,059,131	1,048,639	1,103,984
TOTAL CAPITAL EXPENDITURE	-	-	-	-
TOTAL DEPRECIATION AND OTHER NON CASH ITEMS	-	-	-	-
TOTAL LOAN PRINCIPAL REPAYMENTS	-	-	-	-
TOTAL USE OF FUNDS	1,004,123	1,059,131	1,048,639	1,103,984
Variance between Source & Use of Funds	1,004,123	1,059,131	1,048,639	1,103,984

Responsible Officer: Chief Executive

Community Development

Service Description:

Community development provides support to communities and community organisations across the Council area. Support is centred on local community planning with a wide range of support on governance, engagement, skill development, grants, developing local plans, projects and partnership involvement.

Key Outputs:

- Disability Inclusion Action Plan
- Community Events
- Partnership Development
- Community Engagement
- Cultural Plan
- Grant Application Assistance
- Community Advisory Committees
- Interagency Management

Community Strategic Plan Links:

Community Strategic Plan Goals	Community Strategic Plan Strategies
COMM 1 Tenterfield Shire is a vibrant, welcoming and safe community.	1.2 Continue to strengthen community safety and crime prevention partnerships with Police, licensees, businesses, regulatory and other agencies.
	1.3 Develop major cultural and community events and festivals in partnership with the community and other stakeholders.
COMM 3 Our range of services and facilities support accessibility for all in our community.	3.2 Facilitate improved access to shops and facilities in the main street for people with a disability.
	3.4 Lobby government to maintain and improve community and public transport services and infrastructure particularly to provide access to services not available in our Shire.
	3.5 Partner, action and promote Council's Disability Inclusion Action Plan.
COMM 4 The community is welcoming, friendly, and inclusive where diverse backgrounds are respected and celebrated.	4.2 Partnerships with local Aboriginal communities are strengthened and supported.
COMM 5 The community learns and grows together and fosters an involved community and creative environment.	5.1 Promote and recognise the work of volunteers within the community.
ECON 7 Tourism is valued, promoted and tourists are welcomed for the positive contribution they make to the community and economy.	7.2 Identify partnership opportunities to facilitate major sporting, social and cultural events to provide us with an opportunity to get together.

Delivery and Operational Plan Links:

4 Year Delivery Program	Actions and Plans
Engage with the community and develop partnerships with relevant organisations.	Implementation of the Community Engagement Strategy.
Maintain collaborative partnerships with the local Aboriginal communities.	Partner with the Aboriginal Advisory Committee in the implementation of programs and activities that enhance the wellbeing of Aboriginal and Torres Strait Islander People in our Shire.
Support people with specific needs through appropriately identified services and advocacy.	Support community safety and crime prevention partnerships.
	Support facilities and activities to improve the physical and mental health of the community.
Engage with transport providers and the community to assess the transport needs of residents in the Shire.	Support accessibility for people in our Shire.
Develop and implement the Tenterfield Shire Council Disability Inclusion Action Plan with key partners.	Deliver the Disability Inclusion Action Plan in accordance with legislative guidelines.
Promote the needs of persons with a disability and Disability Inclusion Action Plan to stakeholders.	Advocate for accessibility in partnership with community organisations.
Support community organisations that develop and maintain a range of facilities that meet the diversity of community needs, interests and aspirations.	Support community organisations, groups and events to provide a wide range of activities.
Encourage and support activities focusing on the wellbeing of our residents in Tenterfield Shire.	Promote and support activities that highlight community wellbeing.
Enrich the community by supporting a variety of diverse cultural events and activities.	Maintain communication and relationships with various community organisations.
	Deliver Business improvements, recognising emerging risks and opportunities.
	Manage the Community Development Service of Council in a financially responsible manner in line with Budget allocations.

Performance Measures:

Description	Measure	Benchmark	Target
Number of community activities supported.	#	3	4
Number of committee/community meetings.	#	5	15

Section Budget:

Community Development	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$
SOURCE OF FUNDS				
TOTAL OPERATING INCOME	6,842	6,469	6,598	6,730
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	-	-	-	-
TOTAL SOURCE OF FUNDS	6,842	6,469	6,598	6,730
USE OF FUNDS				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	97,708	98,652	100,636	103,094
TOTAL CAPITAL EXPENDITURE	-	-	-	-
TOTAL DEPRECIATION AND OTHER NON CASH ITEMS	-	-	-	-
TOTAL LOAN PRINCIPAL REPAYMENTS	-	-	-	-
TOTAL USE OF FUNDS	97,708	98,652	100,636	103,094
Variance between Source & Use of Funds	90,866	92,184	94,038	96,364

Responsible Officer: Manager Economic Development and Community Engagement

Economic Growth and Tourism

Service Description:

Promotion and support of the Tenterfield Region as a place to live, work and invest, capitalising on the region's tourism potential as an iconic Australian destination, through coordinated marketing activities, provision of information services and engagement with the business and industry.

Key Outputs:

- Regional Marketing Programs and Collateral
- Sale of Industrial Land
- Facilitate Investor Connections
- Biennial Business and Tourism Excellence Awards
- Support Existing and Attract New Business
- Visitor Information Centre

Community Strategic Plan Links:

Community Strategic Plan Goals	Community Strategic Plan Strategies
COMM 4 The community is welcoming, friendly, and inclusive where diverse backgrounds are respected and celebrated.	4.3 The individual unique qualities and strong sense of local identity of Tenterfield Shire's towns and villages is respected, recognised and promoted.
ECON 6 Tenterfield Shires economic base is robust, growing and supports the creation of a variety of employment and business opportunities.	6.1 Implement tools to simplify development processes and encourage quality commercial, industrial and residential development.
	6.2 Lobby for a range of affordable transport options to allow movement of people and services within, and to and from the Shire.
ECON 7 Tourism is valued, promoted and tourists are welcomed for the positive contribution they make to the community and economy.	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.
	7.3 Seek partnerships with and support local business and tourism stakeholders to provide new and upgraded infrastructure for events and tourism experiences.
	7.4 Provide visitors with information and tools to enjoy and access our local attractions and experiences.
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.	8.2 Lobby and support government and local service providers to enhance communications infrastructure across the Tenterfield Shire Council area.
	8.3 Support businesses and industry to upskill and maximise utilisation of new technologies through telecommunications networks.

Delivery and Operational Plan Links:

4 Year Delivery Program	Actions and Plans
Provide and facilitate future economic growth throughout the Shire.	Implement the Economic Development Strategy, promoting growth and new development.
	Deliver Business improvements, recognising emerging risks and opportunities.
	Manage the Economic Growth and Tourism Service of Council in a financially responsible manner in line with Budget allocations.
Support business and industry to identify and implement emerging trends in technology to facilitate growth.	Facilitate and support the delivery of business training, workshops and forums in conjunction with the Tenterfield Chamber of Tourism, Industry and Business.
Lobby for the improvement of telecommunications infrastructure throughout the Shire recognising internet connectivity as a significant barrier to all business activity.	Support future proposals for improved telecommunications infrastructure.
Support agriculture as a significant industry in the Shire and promote initiatives that enhance the economic sustainability of agriculture.	Support local agricultural events and investigate an appropriate event that showcases the Tenterfield agricultural district and industries.
Promote Tenterfield Shire as a tourism destination.	Development, management and delivery of the Destination Marketing Plan and marketing campaigns for Tenterfield Shire.
Plan and lobby for affordable transport options to encourage access to our Shire.	Advocate transport options for the community.
Partner with our neighbours and stakeholders to deliver a diverse destination proposition for visitors.	Maintain partnerships with neighbouring Councils and industry.
Facilitate and participate in ongoing partnership activities with the New England High Country, Tenterfield Chamber of Tourism, Industry and Business.	Collaborate and liaise with State, regional and local organisations and businesses on marketing projects and promotions.
Promote the liveability of Tenterfield Shire as a place to live, work and play.	Deliver marketing activities and events to promote Tenterfield as a place to visit, live and invest.

Performance Measures:

Description	Measure	Benchmark	18/19 Target
Number of Visitor Information Centre Visitors	#	18,995	19,000
Number of Business Events held in conjunction with TCTIB and Industry	#	3	4

Section Budget:

Economic Growth and Tourism	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$
SOURCE OF FUNDS				
TOTAL OPERATING INCOME	38,156	39,339	29,253	40,858
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	-	-	-	-
TOTAL SOURCE OF FUNDS	38,156	39,339	29,253	40,858
USE OF FUNDS				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	480,602	459,377	473,330	479,361
TOTAL CAPITAL EXPENDITURE	-	-	-	-
TOTAL DEPRECIATION AND OTHER NON CASH ITEMS	52,546	53,597	54,669	55,762
TOTAL LOAN PRINCIPAL REPAYMENTS	3,900	3,978	4,058	4,139
TOTAL USE OF FUNDS	537,048	516,952	532,056	539,262
Variance between Source & Use of Funds	498,892	477,613	502,803	498,403

Responsible Officer: Manager Economic Development and Community Engagement

Theatre and Museum Complex

Service Description:

To provide up to date high quality cultural and community activities, including cinematic and theatre productions, and to maintain, develop and promote the Sir Henry Parkes Memorial School of Arts and Museum.

Key Outputs:

- Cinema
- Museum
- Functions and Events
- Theatre
- Cultural Development

Community Strategic Plan Links:

Community Strategic Plan Goals	Community Strategic Plan Strategies
COMM 1 Tenterfield Shire is a vibrant, welcoming and safe community.	1.1 Encourage families and young people to live, enjoy and stay in Tenterfield Shire.
COMM 2 Health and quality of life are supported by a wide range of recreation and leisure opportunities.	2.4 Enrich the cultural life of the community by supporting a variety of cultural events and activities for the community and visitors.
	2.5 Operate and maintain the Henry Parkes Centre as a cornerstone of our cultural landscape in the Tenterfield township.
COMM 5 The community learns and grows together and fosters an involved community and creative environment.	5.1 Promote and recognise the work of volunteers within the community.
	5.2 Provide opportunities for residents to enjoy access to arts, festivals, sporting activities, recreation, community and cultural activities.

Delivery and Operational Plan Links:

4 Year Delivery Program	Actions and Plans
Sir Henry Parkes Memorial School of Art is provided by Council as a cultural hub of Tenterfield Shire.	Manage and operate all aspects of the Sir Henry Parkes Memorial School of Arts (Cinema, Theatre, and Museum).
	Deliver Business improvements, recognising emerging risks and opportunities.
	Manage the Theatre and Museum Complex in a financially responsible manner in line with Budget allocations.
Enhance cultural diversity by encouraging cultural and artistic opportunities.	Maintain a collaborative working relationship with National Trust Australia (NSW) and Friends of the School of Arts.
Enrich the cultural life of the community by supporting a variety of cultural events and activities for residents and visitors.	Marketing and promotion of the Sir Henry Parkes Memorial School of Arts Complex programs and activities facilitating cultural development opportunities for individuals and groups.
Promote volunteer opportunities and manage volunteers at the Sir Henry Parkes Memorial School of Arts.	Provide volunteer training and upskilling in a safe and engaging work environment.

Encourage activities for young people and families in Tenterfield Shire.	Development, management and delivery of a Cinema Program, theatre education and youth related programs.
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Performance Measures:

Description	Measure	Benchmark	Target
Maintain and increase visitation to the Museum	#	3000	3400
Number of Theatre Productions held annually	#	5	7
Maintain and increase cinema income	\$	55,000	60,000

Section Budget:

Theatre and Museum Complex	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$
SOURCE OF FUNDS				
TOTAL OPERATING INCOME	184,152	209,746	158,179	220,163
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	-	-	-	-
TOTAL SOURCE OF FUNDS	184,152	209,746	158,179	220,163
USE OF FUNDS				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	299,317	327,215	277,999	342,936
TOTAL CAPITAL EXPENDITURE	15,000	-	94,141	-
TOTAL DEPRECIATION AND OTHER NON CASH ITEMS	11,682	11,682	11,682	11,682
TOTAL LOAN PRINCIPAL REPAYMENTS	-	-	-	-
TOTAL USE OF FUNDS	325,999	338,897	383,822	354,618
Variance between Source & Use of Funds	141,847	129,151	225,643	134,455

CAPITAL EXPENDITURE SUMMARY				
	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$
Theatre & Museum Complex				
- School of Arts - Replace/Repair Carpet/Resand & Reseal Floors (SRV)	-	-	94,141	-
- School of Arts - Update Theatre Lighting	5,000	-	-	-
- School of Arts - Computer Equipment	1,500	-	-	-
- Replace Tableware	500	-	-	-
- Electronic Entrance Sign	2,000	-	-	-
- Upgrade Cinema Technology	6,000	-	-	-
Total Theatre & Museum Complex	15,000	-	94,141	-

Responsible Officer: Manager Economic Development and Community Engagement

Library Services

Service Description:

Tenterfield Public Library seeks to inspire life-long learning and provide recreational opportunities through the provision of equitable access to informational, educational and recreational resources.

Key Outputs:

- Physical and Electronic Library Resources
- Tenterfield Home Library Service
- Library Programs and Events
- Northern Tablelands Cooperative Library Service
- Inter-Library Loan Service
- Database Access

Community Strategic Plan Links:

Community Strategic Plan Goals	Community Strategic Plan Strategies
COMM 5 The community learns and grows together and fosters an involved community and creative environment.	5.3 Provide a library service that informs, educates, inspires and support lifelong learning providing a culturally rich environment.
ECON 6 Tenterfield Shire's economic base is robust, growing and supports the creation of a variety of employment and business opportunities.	6.4 Support, promote and participate in regional economic collaboration opportunities including planning, industry support and innovation.

Delivery and Operational Plan Links:

4 Year Delivery Program	Actions and Plans
Provide ongoing delivery of broad range of library services that respond to community needs.	Provide a relevant range of facilities and activities to support the physical and mental health of the community.
	Deliver Business improvements, recognising emerging risks and opportunities.
	Manage the Library Service of Council in a financially responsible manner in line with Budget allocations.
Develop and maintain a range of community facilities that meet the diversity of community needs, interests and aspirations	Provide services, opportunities and spaces for individuals and small community groups to meet and access technology and resources.
	Manage all corporate art, artefacts, honour boards and memorabilia (including audit and security).

Performance Measures:

Description	Measure	Benchmark	Target
Number of Registered Visits	#	20,005	20,100
Number of Items Borrowed	#	24,300	24,400

Section Budget:

Library Services	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$
SOURCE OF FUNDS				
TOTAL OPERATING INCOME	68,528	69,322	70,782	32,769
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	19,329	19,329	19,329	13,246
TOTAL SOURCE OF FUNDS	87,857	88,651	90,111	46,015
USE OF FUNDS				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	444,944	455,687	464,845	475,929
TOTAL CAPITAL EXPENDITURE	40,951	41,491	42,045	36,530
TOTAL DEPRECIATION AND OTHER NON CASH ITEMS	38,775	39,551	40,342	41,148
TOTAL LOAN PRINCIPAL REPAYMENTS	5,292	5,292	5,292	5,292
TOTAL USE OF FUNDS	529,962	542,020	552,524	558,899
Variance between Source & Use of Funds	442,105	453,370	462,413	512,885

CAPITAL EXPENDITURE SUMMARY				
	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$
Library Services				
- Library Resources (Other Assets Library Books) Grant Funded	21,622	22,162	22,716	23,284
- Local Priority Grant 2020/21 - Capital Equipment	19,329	19,329	19,329	13,246
Total Library Services	40,951	41,491	42,045	36,530

Responsible Officer: Manager Library Services

Workforce Development

Service Description:

The provision of systems and procedures to coordinate internal organisational services including; recruitment and retention; workforce planning; employee development and training, corporate inductions, workplace safety and staff health and well-being.

Key Outputs:

- Workforce Development
- Training and Development
- Human Resources Operations
- Work Health and Safety

Community Strategic Plan Links:

Community Strategic Plan Goals	Community Strategic Plan Strategies
LEAD 14 Resources and advocacy of Council are aligned to support the delivery of the community vision outlined in the Community Strategic Plan.	14.2 Council maintains sound safety and risk management practices to protect the community and our employees.
	14.3 Council is an employer of choice in the region, providing sound leadership and supported by a committed workforce.

Delivery and Operational Plan Links:

4 Year Delivery Program	Actions and Plans
Provide an organisation-wide approach to the effective management of workplace health and wellbeing.	Facilitate worker health and wellbeing consultation communication, and participation processes.
	Develop, implement, monitor and review systems, processes and practices required for continual improvement, regulatory compliance and employee satisfaction.
Delivery of programs to grow and invest in our existing and emerging leaders and support a culture of high performance.	Develop, manage and deliver the skills targeted training plan and opportunities for staff to excel.
Manage the implementation of Council's Workforce Management Strategy.	Develop, manage and deliver the Workforce Management Strategy (include update on employee numbers here).
	Deliver Business improvements, recognising emerging risks and opportunities.
	Manage the Workforce Development Service of Council in a financially responsible manner in line with Budget allocations.
Developing attraction and retention practices across Council.	Develop, manage and deliver Employer of Choice recruitment and retention services.
Deliver continuous improvements in Council's business, processes and systems (Work Health and Safety - WHS).	Manage and deliver WHS and Risk Management services.

Performance Measures:

Description	Measure	Benchmark	Target
Lost time injury rate (per 100 employees)	%	<4%	<3%
Training and Development investment	%	>0.7	>1%

Section Budget:

Workforce Development	2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$
SOURCE OF FUNDS				
TOTAL OPERATING INCOME	68,675	69,749	70,843	71,960
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	-	-	-	-
TOTAL SOURCE OF FUNDS	68,675	69,749	70,843	71,960
USE OF FUNDS				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	872,433	890,448	908,838	929,636
TOTAL CAPITAL EXPENDITURE	-	-	-	-
TOTAL DEPRECIATION AND OTHER NON CASH ITEMS	-	-	-	-
TOTAL LOAN PRINCIPAL REPAYMENTS	-	-	-	-
TOTAL USE OF FUNDS	872,433	890,448	908,838	929,636
Variance between Source & Use of Funds	803,758	820,700	837,994	857,675

Responsible Officer: Manager HR, Workforce Development & Risk Management

Emergency Services

Service Description:

To provide Prevention, Preparation, Response and Recovery planning and support services for New South Wales State Emergency Services, including the RFS, and Community Stakeholders in Tenterfield.

Key Outputs:

- Natural Disaster Management and Planning
- Rural Fire Service Operations and Emergency Response
- Development and review of the Tenterfield Shire Emergency Management Plan (EMPLAN)
- Tenterfield Shire Council Local Emergency Management Committee
- State Emergency Service Operations and Emergency Response

Delivery and Operational Plan Links:

4 Year Delivery Program	Actions and Plans
Review and ensure the integration of Council current studies and plans into strategic land use planning and operational planning documents and policies to support our emergency management function.	Develop, manage and deliver Emergency Management functions and facilities.
	Deliver Business improvements, recognising emerging risks and opportunities.
	Manage the Emergency Service of Council in a financially responsible manner in line with Budget allocations.

Performance Measures:

Description	Measure	Benchmark	Target
EMPLAN reviewed annually	#	1	1
LEMC Meetings	#	3	3

Section Budget:

Emergency Services	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$
SOURCE OF FUNDS				
TOTAL OPERATING INCOME	135,500	138,210	140,974	143,794
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	-	-	-	-
TOTAL SOURCE OF FUNDS	135,500	138,210	140,974	143,794
USE OF FUNDS				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	519,999	668,973	682,414	696,226
TOTAL CAPITAL EXPENDITURE	-	18,000	-	-
TOTAL DEPRECIATION AND OTHER NON CASH ITEMS	11,670	11,904	12,142	12,384
TOTAL LOAN PRINCIPAL REPAYMENTS	-	-	-	-
TOTAL USE OF FUNDS	531,669	698,877	694,556	708,611
Variance between Source & Use of Funds	396,169	560,667	553,582	564,817

CAPITAL EXPENDITURE SUMMARY				
	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$
Emergency Services				
- Replace Fencing (SRV)	-	18,000	-	-
Total Emergency Services	-	18,000	-	-

Responsible Officer: Manager HR, Workforce Development & Risk Management

Chief Corporate Officer

Finance and Technology

Service Description:

The provision of all financial and management accounting, taxation, borrowings, payroll, accounts payable, rating, water and sewerage services billing, accounts receivable and strategic financial management activities to support both internal and external customers while complying with all regulatory requirements.

Key Outputs:

- Revenue Management
- Credit Management (Staff and Suppliers)
- Financial Accounting and Compliance
- Annual and Quarterly Budget Reviews
- Investment Management
- Provision of Information Technology and Support Services
- Business Support
- Management Accounting
- Long Term Financial Plan
- Financial Statements
- Grant Acquittals
- Statistical Returns

Community Strategic Plan Links:

Community Strategic Plan Goals	Community Strategic Plan Strategies
LEAD 14 Resources and advocacy of Council are aligned support the delivery of the community vision outlined in the Community Strategic Plan.	14.4 Council fosters a strong organisational culture which strives for best practice in all operations with a supportive corporate governance framework.
	14.5 Council is a financially sustainable organisation, delivering value services to the community.
	14.6 Council continually reviews its service provision to ensure best possible outcomes for the community.
	14.7 Council has in place and adheres to a robust asset management framework that ensures existing and future infrastructure is affordable, funded and maintained to service the existing community and future generations.

Delivery and Operational Plan Links:

4 Year Delivery Program	Actions and Plans
Ensure that information technology meets Councils operational requirements.	Develop, manage and deliver Council's Technology Strategic Plan.
Make prioritised decisions in the long-term interest of the broad community and have regard to financial and infrastructure sustainability.	Manage and deliver Council's Long Term Financial Plan in line with statutory requirements.

Ensure that financial sustainability and the community's capacity to pay inform adopted community service levels.	Manage investments in the long term interest of the community and within regulatory requirements - Plan, develop and manage Council's investment portfolio.
Ensure compliance with regulatory and statutory requirements and that operations are supported by effective corporate management.	Manage and deliver financial services in line with statutory requirements.
	Deliver Business improvements, recognising emerging risks and opportunities.
	Manage the Finance and Technology Service of Council in a financially responsible manner in line with Budget allocations.
Deliver continuous improvements in Council's business, processes and systems.	Develop, manage and deliver processes and systems to meet recommendations of external and internal reviews, investigations or findings.

Performance Measures:

Description	Measure	Benchmark	Target
Outstanding rates and annual charges	%	10%	5%
Own Source Revenue	%	>60%	>50%

Section Budget:

Finance and Technology	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$
SOURCE OF FUNDS				
TOTAL OPERATING INCOME	8,343,722	8,618,358	8,817,608	9,021,581
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	190,000	190,000	115,000	115,000
TOTAL SOURCE OF FUNDS	8,533,722	8,808,358	8,932,608	9,136,581
USE OF FUNDS				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	365,433	365,041	364,480	368,210
TOTAL CAPITAL EXPENDITURE	380,000	380,000	230,000	230,000
TOTAL DEPRECIATION AND OTHER NON CASH ITEMS	50,308	50,308	50,308	50,308
TOTAL LOAN PRINCIPAL REPAYMENTS	85,958	86,352	86,754	87,164
TOTAL USE OF FUNDS	881,700	881,701	731,542	735,683
Variance between Source & Use of Funds	(7,652,022)	(7,926,657)	(8,201,065)	(8,400,898)

CAPITAL EXPENDITURE SUMMARY				
	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$
Finance & Technology				
- Computer Equipment	75,000	75,000	75,000	75,000
- Furniture & Equipment	5,000	5,000	5,000	5,000
- Fibre Optic Cabling between sites (grant funding to be sourced)	50,000	50,000	50,000	50,000
- Capitalised Software	250,000	250,000	100,000	100,000
Total Finance & Technology	380,000	380,000	230,000	230,000

Responsible Officer: Manager Finance and Technology

Corporate and Governance

Service Description:

The provision of functions to internal and external customers of Council including Statutory Reporting, Customer Service and Records Management.

Key Outputs:

- Annual Report
- Integrated Planning and Reporting
- Statutory Reporting
- Customer Service
- Records Management
- GIPA Information Services

Community Strategic Plan Links:

Community Strategic Plan Goals	Community Strategic Plan Strategies
LEAD 12 We are a well engaged community that is actively involved in decision making processes and informed about services and activities.	12.1 Council's decision making processes are open, accountable and based on sound integrated planning.
LEAD 14 Resources and advocacy of Council are aligned to support the delivery of the community vision outlined in the Community Strategic Plan.	14.1 Services to our community are provided in a professional, friendly and timely manner consistent with our corporate values.
	14.4 Council fosters a strong organisational culture which strives for best practice in all operations with a supportive corporate governance framework.

Delivery and Operational Plan Links:

Delivery Program	Actions and Programs
Ensure that the performance of Council as an organisation complies with all statutory reporting guidelines and information is available to decision makers.	Develop, manage and deliver Governance Services.
Promote and support community involvement in Council decision making process.	Manage and deliver services for community involvement in Council decision making processes.
Deliver Customer Service and Business Services in the support of corporate outcomes.	Develop, manage and deliver Customer Services.
	Deliver Business improvements, recognising emerging risks and opportunities.
	Manage the Corporate and Governance Service of Council in a financially responsible manner in line with Budget allocations.
Deliver continuous improvements in Council's business, processes and systems.	Develop, manage and deliver Customer and Stakeholder Services.
Deliver and facilitate leadership in strategic planning and implementation.	Develop, manage and deliver Records Services.

Performance Measures:

Description	Measure	Benchmark	Target
Community Satisfaction Survey (biennial)	%	>70%	>75%
Compliance with State Records Act	%	100%	100%

Section Budget:

Corporate and Governance	2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$
SOURCE OF FUNDS				
TOTAL OPERATING INCOME	1,538	1,569	1,600	1,632
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	-	-	-	-
TOTAL SOURCE OF FUNDS	1,538	1,569	1,600	1,632
USE OF FUNDS				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	662,628	675,896	689,429	705,565
TOTAL CAPITAL EXPENDITURE	-	-	-	-
TOTAL DEPRECIATION AND OTHER NON CASH ITEMS	42,936	42,936	42,936	42,936
TOTAL LOAN PRINCIPAL REPAYMENTS	-	-	-	-
TOTAL USE OF FUNDS	705,564	718,831	732,365	748,501
Variance between Source & Use of Funds	704,026	717,263	730,765	746,868

Responsible Officer: Manager Customer Service, Governance and Records

Environmental Management

Service Description:

To protect the natural environment, agricultural activities, the economy and community from the impacts of noxious and invasive weeds within the Tenterfield Shire Council.

Key Outputs:

- Parking Compliance
- Weed Management and Control Service
- Ranger Operations
- Companion Animals
- Community Education
-

Community Strategic Plan Links:

Community Strategic Plan Goals	Community Strategic Plan Strategies
COMM 1 Tenterfield Shire is a vibrant, welcoming and safe community.	1.4 Provide effective regulatory, compliance and enforcement services that keep our community safe.
ENVO xx	3.2
ENVO 10 Environmental risks and impacts are strategically managed.	10.2 We partner with stakeholders and government to maintain healthy catchments and waterways in the Shire.
	10.3 The community is educated and informed of environmental and biodiversity issues through monitoring and reporting and Council partners with stakeholders to manage identified threats.

Delivery and Operational Plan Links:

4 Year Delivery Program	Actions and Plans
Provide systems and processes to ensure compliance with legislation and standards.	Develop and manage systems and processes to deliver Companion Animals requirements, Illegal Dumping and Parking Control.
Provide community education programs to encourage residents and visitors to reduce their impact on vegetation including the management of pests and weeds.	Develop, manage and deliver community weed and pest management reduction programs.
Provide systems and processes to manage excess vegetation to ensure land and premises are in a safe and/or healthy condition.	Notices and Orders to be issued or served where necessary as per the Local Government Act, EPA Act and POEO Act and Associated Regulations.
Ensure the timely detection of new weed incursions in the Tenterfield Shire Council region and do not adversely affect the health and welfare of the community.	Manage and deliver the Weeds Management Program, Council's Weeds Action Plan and regional weeds management plans.

	Deliver Business improvements, recognising emerging risks and opportunities.
	Manage the Environmental Service of Council in a financially responsible manner in line with Budget allocations.

Performance Measures:

Description	Measure	Benchmark	Target
Number of private landholders assisted with pest management issues.	#	140	140
Number of noxious weeds targeted per annum.	#	30	30

Section Budget:

Environmental Management	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$
SOURCE OF FUNDS				
TOTAL OPERATING INCOME	42,850	43,707	44,581	45,473
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	-	-	-	-
TOTAL SOURCE OF FUNDS	42,850	43,707	44,581	45,473
USE OF FUNDS				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	291,194	297,249	303,432	310,757
TOTAL CAPITAL EXPENDITURE	-	-	-	-
TOTAL DEPRECIATION AND OTHER NON CASH ITEMS	1,185	1,185	1,185	1,185
TOTAL LOAN PRINCIPAL REPAYMENTS	-	-	-	-
TOTAL USE OF FUNDS	292,379	298,434	304,617	311,942
Variance between Source & Use of Funds	249,529	254,727	260,035	266,469

Responsible Officer: Manager Open Space, Regulatory and Utilities

Livestock Saleyards

Service Description:

Provide an efficient and consistent livestock selling centre for the weighing and processing of livestock, associated data and a platform for selling and transportation of cattle throughout the New England area and beyond.

Key Outputs:

- Management of Saleyards Assets
- Scanning and Weighing of Cattle

Community Strategic Plan Links:

Community Strategic Plan Goals	Community Strategic Plan Strategies
ECON 6 Tenterfield Shire's economic base is robust, growing and supports the creation of a variety of employment and business opportunities.	6.3 Develop Council business activities including commercial, industrial and residential land development.
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.	8.1 Recognise agriculture as a significant industry in the Shire and encourage initiatives that enhance the economic sustainability of agriculture.

Delivery and Operational Plan Links:

4 Year Delivery Program	Actions and Plans
Ensure safe, effective and efficient operation of the Saleyards.	Develop, manage and deliver Asset Management, Strategic and Management Plans for the Saleyards.
Provide a financially sustainable saleyard operation, attractive to local producers.	Manage and deliver Saleyards Services.
	Deliver Business improvements, recognising emerging risks and opportunities.
	Manage the Saleyards Service of Council in a financially responsible manner in line with Budget allocations.

Performance Measures:

Description	Measure	Benchmark	Target
Number of stock sold per annum	#	20,000	22,000
Value of stock sold per annum	\$	\$21,336,467	\$21,560,000

Section Budget:

Livestock Saleyards	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$
SOURCE OF FUNDS				
TOTAL OPERATING INCOME	129,729	132,324	134,970	137,669
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	-	-	-	-
TOTAL SOURCE OF FUNDS	129,729	132,324	134,970	137,669
USE OF FUNDS				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	111,746	117,907	97,286	100,368
TOTAL CAPITAL EXPENDITURE	-	-	-	-
TOTAL DEPRECIATION AND OTHER NON CASH ITEMS	73,241	73,241	73,241	73,241
TOTAL LOAN PRINCIPAL REPAYMENTS	-	-	-	-
TOTAL USE OF FUNDS	184,987	191,148	170,527	173,609
Variance between Source & Use of Funds	55,258	58,824	35,557	35,939

Responsible Officer: Manager Open Space, Regulatory and Utilities

Planning and Regulation

Service Description:

The provision of efficient and consistent planning, building, environmental and public health regulation, inspection and certification services.

Key Outputs:

- Development Applications
- Construction Certificates
- Issuing of Orders, Notices, Infringements
- Land Use Planning
- Approvals
- Community and School Education

Community Strategic Plan Links:

Community Strategic Plan Goals	Community Strategic Plan Strategies
COMM 3 Our range of services and facilities support accessibility for all in our community.	3.3 Recognise and plan for the needs of our ageing population.
COMM 4 The community is welcoming, friendly, and inclusive where diverse backgrounds are respected and celebrated.	4.1 Cultural heritage is recognised, protected and respected.
ECON 6 Tenterfield Shire's economic base is robust, growing and supports the creation of a variety of employment and business opportunities.	6.6 Council's statutory functions will properly and equitably be applied when determining applications with decisions provided efficiently and in accordance with statutory requirements and Council Planning policy.
ENVO 9 Our natural environment will be protected, enhanced and promoted for future generations.	9.1 Land use planning provisions support and promote sustainable land use and management in the Shire.
	9.3 Town and village planning supports and enhances local place making principles and practice celebrating the diversity of our natural environment.
ENVO 10 Environmental risks and impacts are strategically managed.	10.1 Land use planning and management enhances and protects biodiversity and natural heritage.
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.	16.2 Ensure we can conveniently access parking near transport hubs and our town centre.

Delivery and Operational Plan Links:

4 Year Delivery Program	Actions and Plans
Assess and process construction certificate applications in accordance with legislation and Building Code.	Manage and deliver building and construction regulatory services.

Ensure that the community is provided with a high quality built environment that meets the needs of our ageing population.	Monitor and assess application of Tenterfield Local Environmental Plan 2013 and Development Control Plan 2014 (as amended).
The development of plans and applications for development consider the demand and provision of parking.	Facilitate cross department meetings reviewing development applications and opportunities for supportive strategies and actions.
Provision of advice and guidance on legislative compliance for the construction of dwellings and commercial/industrial buildings.	Assess and determine regulatory applications, including Development Applications, Complying Development Certificates, Construction Certificates, Section 68 Certificates and Conveyancing Certificates.
Provide advice, planning and inspection that preserve and promotes the Shire's heritage.	Management and delivery of heritage advisory services including management of the Heritage Advisor and community in the development and upgrade of heritage assets.
Identify, plan and enhance local environments in partnership with the community and stakeholders.	Local Strategic Planning Statements are implemented and provide guidance for actions to support the desired outcomes.
	Deliver Business improvements, recognising emerging risks and opportunities.
	Manage the Planning and Regulation Service of Council in a financially responsible manner in line with Budget allocations.

Performance Measures:

Description	Measure	Benchmark	Target
Food premises inspections per annum	%	100%	100%
Average processing time to issue a Development Assessment	Days	35 Days	30 days

Section Budget:

Planning and Regulation	2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$
SOURCE OF FUNDS				
TOTAL OPERATING INCOME	263,000	265,000	267,040	269,121
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	35,000	35,000	35,000	35,000
TOTAL SOURCE OF FUNDS	298,000	300,000	302,040	304,121
USE OF FUNDS				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	514,296	523,742	533,380	545,276
TOTAL CAPITAL EXPENDITURE	-	-	-	-
TOTAL DEPRECIATION AND OTHER NON CASH ITEMS	17,000	17,000	17,000	17,000
TOTAL LOAN PRINCIPAL REPAYMENTS	-	-	-	-
TOTAL USE OF FUNDS	531,296	540,742	550,380	562,276
Variance between Source & Use of Funds	233,296	240,742	248,340	258,155

Responsible Officer: Manager Planning and Development Services

Buildings and Amenities

Service Description:

Provide a range of assets to support Council operations and the community to pursue leisure, cultural and sporting interests and operational assets that allow Council, and other government agencies to provide a wide range of community services in a safe and sustainable manner.

Key Outputs:

- Administration Buildings
- Council Property Management
- Community Buildings
- Commercial and Residential Properties
- Public Halls
- Public Amenities

Community Strategic Plan Links:

Community Strategic Plan Goals	Community Strategic Plan Strategies
COMM 4 The community is welcoming, friendly, and inclusive where diverse backgrounds are respected and celebrated.	4.4 Buildings are well designed, safe and accessible and the new is balanced with the old.
ENVO 9 Our natural environment will be protected, enhanced and promoted for future generations.	9.2 Our community is educated, encouraged and supported to implement waste minimisation strategies for all of our natural resources.

Delivery and Operational Plan Links:

4 Year Delivery Program	Actions and Plans
Provide systems and processes to identify opportunities to reduce the energy consumption of Council owned buildings and amenities.	Development and delivery of the Building and Amenities Asset Management plan.
Ensure that Council buildings and facilities meet the needs of users.	Deliver the Property Management Strategy, including maintenance and upgrades in line with Council needs.
	Deliver Business improvements, recognising emerging risks and opportunities.
	Manage the Buildings and Amenities of Council in a financially responsible manner in line with Budget allocations.
Deliver continuous improvements in Council's business, processes and systems.	Develop a Property Strategy for adoption by Council to guide property related transactions.
	Manage Land and Property Register and actions.

Performance Measures:

Description	Measure	Benchmark	Target
Number of registered complaints about public toilets pa	#	<10	<10
Accessible facilities comply with current standards	#	90%	90%
Community Satisfaction Survey - biennial project	Days	70%	>70%

Section Budget:

Buildings and Amenities	2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$
SOURCE OF FUNDS				
TOTAL OPERATING INCOME	145,364	146,957	148,573	150,220
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	60,000	-	-	-
TOTAL SOURCE OF FUNDS	205,364	146,957	148,573	150,220
USE OF FUNDS				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	581,814	734,479	717,361	742,901
TOTAL CAPITAL EXPENDITURE	330,000	331,800	247,000	136,500
TOTAL DEPRECIATION AND OTHER NON CASH ITEMS	470,132	470,132	470,132	470,132
TOTAL LOAN PRINCIPAL REPAYMENTS	-	-	-	-
TOTAL USE OF FUNDS	1,381,946	1,536,411	1,434,493	1,349,533
Variance between Source & Use of Funds	1,176,583	1,389,454	1,285,920	1,199,313

CAPITAL EXPENDITURE SUMMARY				
	2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$
Buildings & Amenities				
- Council Administration Building - Refurbishment	250,000	-	-	-
- Council Administration Building - Asbestos removal	60,000	-	-	-
- Residence - 29 High St - Kitchen fitout	-	19,500	-	32,500
- Residence - 53 Wellburn Lane - Renew bathroom	-	28,600	-	-
- Residence - Aboriginal Aged Services - Renew bathroom	-	26,000	-	-
- Residence - Aboriginal Aged Services - Renew kitchen	-	9,750	-	-
- Residence - Aboriginal Aged Services - Renew roof	-	-	20,800	-
- Bicentennial Museum - Kitchen fitout planning	-	6,500	-	-
- Bicentennial Museum - Shelter	-	7,150	-	-
- Child Care Centre - Replace air-conditioning unit	-	-	6,500	-
- Child Care Centre - Roof	-	32,500	-	-
- Community Centre (HACC) - Step Edges - for disability access standards	-	6,500	-	-
- Community Hall Drake - Replace guttering and fascia	-	6,500	-	-
- Community Hall Drake - Replace tiles in bathroom	-	-	-	13,000
- Community Hall Steinbrook - Roof renewal	-	44,200	-	-
- Community Hall Sunnyside - Roof cladding & entry doors	-	-	62,400	-
- Community Hall Sunnyside - Bathroom renewal	-	-	-	52,000
- Community Hall Legume - Kitchen fitout/Main entry roof	-	54,600	-	-
- Community Hall Legume - Toilet block	-	6,500	-	-
- Memorial Hall Tenterfield - Balustrade	-	13,000	-	-
- Memorial Hall Tenterfield - Acoustic Panels renewal	-	26,000	-	-
- RSL Hall Verandah - Renewal	-	12,000	-	-
- FM Radio Station - Renew Roof	-	-	20,800	-
- Legume Tennis clubhouse - Salvage reusable material in demolition	-	26,000	-	-
- Tennis Club Tenterfield - Renew Bathroom	-	-	-	39,000
- Federation Park - Amenities Block Kitchen renewal	-	-	104,000	-
- Federation Park - Amenities Block Canteen roller door renewal	-	-	19,500	-
- Federation Park - Amenities Block Bathroom renewal	-	-	6,500	-
- Federation Park - Amenities Block Replace guttering and downpipes	-	-	6,500	-
- Administration Centre - Amenities/Shelter - Renew cubicle partitions	-	6,500	-	-
- Rotary Park - Toilet Cistern Upgrade	10,000	-	-	-
- Jubilee Park - Toilet Cistern Upgrade	10,000	-	-	-
Total Buildings & Amenities	330,000	331,800	247,000	136,500

Responsible Officer: Manager Property and Buildings

Parks, Gardens and Open Space

Service Description:

To provide quality and sustainable parks, gardens, cemeteries, sporting grounds and open spaces at a standard to be safe, functional and of appropriate appearance and that meet our community's needs.

Key Outputs:

- Parks and Gardens Management
- Open Spaces Management
- Cemeteries
- Sporting Grounds

Community Strategic Plan Links:

Community Strategic Plan Goals	Community Strategic Plan Strategies
COMM 1 Tenterfield Shire is a vibrant, welcoming and safe community.	1.5 Provide informative, vibrant and welcoming town entrances, centres and streets with places to meet that creatively reflect the diversity of our townships.
	1.6 Our public spaces and places are designed to minimise risk to users and incorporate crime prevention by design practices in embellishments.
COMM 2 Health and quality of life are supported by a wide range of recreation and leisure opportunities.	2.1 Provide a wide range of high quality and well maintained active and passive recreation facilities.
	2.2 Relevant community services, sporting facilities, open spaces and cultural infrastructure are maintained and improved.
	2.6 Partner with health agencies and community organisations to promote healthy lifestyles and facilities supporting good health.
COMM 3 Our range of services and facilities support accessibility for all in our community.	3.1 Ensure that public places and spaces are clean and well maintained.

Delivery and Operational Plan Links:

4 Year Delivery Program	Actions and Plans
Identify and pursue opportunities to increase usage of open spaces assets throughout the Shire.	Engage with the Parks, Gardens and Open Space Committee and the Tenterfield Shire community to assist in identifying further ideas to increase open space usage throughout the Shire.
Identify and partner with local residents in the development and delivery of town and village beatification initiatives.	Ensure maintenance standards are conducted and delivered efficiently through Parks, Gardens and Open Space Committee and Village Progress Associations.
Deliver public spaces that are clean, well maintained and encourage usage by visitors and residents of Tenterfield Shire.	Ensure all Parks, Gardens and Open Space amenities maintenance programs are delivered to a high standard.
	Develop and implement a tree management strategy.

Development and implementation of township and village streetscape plans and policy.	Work with the Tenterfield Shire Village Progress Associations and the Parks, Gardens and Open Space Committee to deliver individual town and village themes, promoting the unique aspects of each locality.
Identify suitable areas for the extension and embellishment of the current and future cycleway network.	Investigate options for further exercise stations sited along existing cycleway.
Deliver, review and update Parks, Gardens and Open Space, Maintenance Programs across the Shire.	Implement and deliver maintenance programs for Parks, Gardens and Open Spaces across the Tenterfield Shire Council area.
	Deliver Business improvements, recognising emerging risks and opportunities.
	Manage the Parks, Gardens and Open Space Service of Council in a financially responsible manner in line with Budget allocations.

Performance Measures:

Description	Measure	Benchmark	Target
Cost recovery percentage of expenditure funded by income	\$	11%	20%
Total Use of ovals	Hours/pa	4,864	4,900

Section Budget:

Parks, Gardens and Open Space	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$
SOURCE OF FUNDS				
TOTAL OPERATING INCOME	136,000	138,720	141,494	144,324
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	125,000	422,000	28,000	147,000
TOTAL SOURCE OF FUNDS	261,000	560,720	169,494	291,324
USE OF FUNDS				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	696,706	719,072	740,029	745,557
TOTAL CAPITAL EXPENDITURE	160,000	722,000	28,000	147,000
TOTAL DEPRECIATION AND OTHER NON CASH ITEMS	224,683	224,683	224,683	224,683
TOTAL LOAN PRINCIPAL REPAYMENTS	-	-	-	-
TOTAL USE OF FUNDS	1,081,388	1,665,755	992,712	1,117,240
Variance between Source & Use of Funds	820,388	1,105,035	823,218	825,916

CAPITAL EXPENDITURE SUMMARY				
	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$
Parks, Gardens & Open Space				
- Rouse Street - Irrigation & Replanting (grant funding to be sourced)	40,000	-	-	-
- Jubilee Park - Upgrade Pathway (grant funding to be sourced)	35,000	-	-	-
- Legume Park Shelter - Replace Structure	-	10,000	-	-
- Liston Park - Shade Sail Replacement	-	16,900	-	-
- Urbenville Playground - Shade Sail Replacment	-	-	16,900	-
- Drake Playground Equipment (SRV)	-	-	-	27,000
- Renewal of Floodlights to New Technology (SRV)	-	-	-	120,000
- Jennings Park - New Playground (grant funding to be sourced)	50,000	-	-	-
- Unallocated Renewal Capital Projects	-	95,100	11,100	-
- Tenterfield Cemetery - Construction of Road Access and Carpark	-	600,000	-	-
- Tenterfield Cemetery - Storage Shed & Unisex Disabled Toilet	35,000	-	-	-
Total Parks, Gardens & Open Space	160,000	722,000	28,000	147,000

Responsible Officer: Manager Open Space, Regulatory and Utilities

Swimming Complex

Service Description:

To provide the public with safe aquatic facilities located in the Tenterfield township.

Key Outputs:

- Ensure Water Quality Standards
- 33m Outdoor Pool
- Management of Swimming Pool Operations
- Toddler's Pool
- Kiosk Facility

Community Strategic Plan Links:

Community Strategic Plan Goals	Community Strategic Plan Strategies
COMM 2 Health and quality of life are supported by a wide range of recreation and leisure opportunities.	2.3 Sporting facilities are modern, provide choice and cater for the diverse needs of the community.

Delivery and Operational Plan Links:

4 Year Delivery Program	Actions and Plans
Provision of an accessible, quality swimming and recreation facility which encourages participation.	Implement Tenterfield War Memorial Baths (TWMB) Management Plan, review and update as necessary.
	Deliver Business improvements, recognising emerging risks and opportunities.
	Manage the Swimming Complex Service of Council in a financially responsible manner in line with Budget allocations.

Performance Measures:

Description	Measure	Benchmark	Target
Swimming Centre attendance	#	12,459	12,550
Net annual operating cost per visit per person	\$	\$8.17	\$8.17

Section Budget:

Swimming Complex	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$
SOURCE OF FUNDS				
TOTAL OPERATING INCOME	-	-	-	-
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	200,000	25,000	25,000	25,000
TOTAL SOURCE OF FUNDS	200,000	25,000	25,000	25,000
USE OF FUNDS				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	168,607	207,987	200,134	178,950
TOTAL CAPITAL EXPENDITURE	200,000	25,000	25,000	25,000
TOTAL DEPRECIATION AND OTHER NON CASH ITEMS	52,041	52,041	52,041	52,041
TOTAL LOAN PRINCIPAL REPAYMENTS	-	-	-	-
TOTAL USE OF FUNDS	420,648	285,028	277,175	255,991
COUNCIL CONTRIBUTION	220,648	260,028	252,175	230,991

CAPITAL EXPENDITURE SUMMARY				
	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$
Swimming Complex				
- Swimming Pool - Water Heater (grant funding to be sourced)	100,000	-	-	-
- Swimming Pool - Pool Blankets (grant funding to be sourced)	75,000	-	-	-
- Swimming Pool - Equipment Replacement (grant funding to be sourced)	25,000	25,000	25,000	25,000
Total Swimming Complex	200,000	25,000	25,000	25,000

Responsible Officer: Manager Property and Buildings

Director Infrastructure

Asset Management and Resourcing

Service Description:

The delivery of the Shire's assets with a focus on long-term sustainability with sufficient flexibility to facilitate the delivery of Council activities.

Key Outputs:

- Asset Planning, Policy and Management
- Design and Engineering
- Development of Maintenance Policies and Procedures
- Project Management
- Inspections and Condition Assessment
- Asset Risk Management

Community Strategic Plan Links:

Community Strategic Plan Goals	Community Strategic Plan Strategies
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.	8.4 Maximise the accessibility of business and industrial operations to ensure the exchange of goods and services is supported by sustainable infrastructure.
TRSP 15 We have an effective interconnected transport system that is safe, efficient and affordable for us as a community.	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.
	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.
	15.4 Ensure that developer Contribution Plans require appropriate contributions towards each developments taking into consideration holistic impact and consumption of infrastructure.
	15.6 Reduce the impact of traffic and improve pedestrian and cyclist safety, particularly around schools and town centres through traffic management design measures and diversions.

Delivery and Operational Plan Links:

4 Year Delivery Program	Actions and Plans
Delivery of survey and design works for infrastructure services, including storm water drainage, transport, and water and sewer infrastructure.	Ensure that asset management, project planning and design activities meet agreed quality and industry standards.
	Deliver Business improvements, recognising emerging risks and opportunities.

	Manage the Asset Management and Resourcing Service of Council in a financially responsible manner in line with Budget allocations.
Review and implement planning for footpaths and cycleway infrastructure that is safe for users and supports connectivity and active recreation in urban environments.	Review the Pedestrian Access and Mobility Plan (incorporating the Disability Action Plan) and Bike Plan to identify any priority gaps in connectivity in our Towns and Villages.
Asset planning considers the impact of consumption and cost driven by the increased demand for existing services and attracts a contribution priced to reflect this impact.	Undertake annual inspections (or as deemed appropriate) for condition assessment of Council infrastructure and assets.
Asset Planning, Policy and Management provide strategic direction and information to Council enabling the sustainable management of its asset portfolio as a whole.	Develop and implement the Strategic Asset Management Plan and associated systems.
Risk Management embedded in our Asset Management Planning forms the basis for our intervention programs and our Asset Management practices.	Review and update Council's Risk Register and intervention programs on an ongoing basis in accordance with inspection schedules.

Performance Measures:

Description	Measure	Benchmark	Target
Annual Asset Condition Inspections completed per schedule	%	90%	95%
Infrastructure Renewal Ratio	%	100%	100%

Section Budget:

Asset Management and Resourcing	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$
SOURCE OF FUNDS				
TOTAL OPERATING INCOME	10,000	10,000	10,000	10,000
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	150,000	700,000	200,000	-
TOTAL SOURCE OF FUNDS	160,000	710,000	210,000	10,000
USE OF FUNDS				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	792,353	815,362	815,057	844,405
TOTAL CAPITAL EXPENDITURE	150,000	1,030,000	308,000	22,000
TOTAL DEPRECIATION AND OTHER NON CASH ITEMS	73,656	73,656	73,656	73,656
TOTAL LOAN PRINCIPAL REPAYMENTS	-	-	-	-
TOTAL USE OF FUNDS	1,016,009	1,919,018	1,196,713	940,061
Variance between Source & Use of Funds	856,009	1,209,018	986,713	930,061

CAPITAL EXPENDITURE SUMMARY				
	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$
Asset Management & Resourcing				
- Tenterfield Depot - Wash Down & Recycle Bay	-	160,000	-	-
- Tenterfield Depot - Water Wise Initiatives	-	20,000	-	-
- Legume Depot - Shed 2 - Exterior cladding	-	-	8,000	-
- Liston Store - Renewal	-	-	-	22,000
- Tenterfield Depot - Fuel Tank Investigation/UPSS Compliance	50,000	-	-	-
- Tenterfield Depot - Fuel Tank Replacement/Remediation	-	400,000	200,000	-
- Tenterfield Depot - Training & Amenities Block	-	150,000	100,000	-
- Tenterfield Depot - WHS & Environmental Initiative Enhancements	100,000	300,000	-	-
Total Asset Management & Resourcing	150,000	1,030,000	308,000	22,000

Responsible Officer: Manager Assets and Program Planning

Commercial Works

Service Description:

To provide professional, high quality, timely and cost effective private (commercial) works to the customers of Tenterfield Shire Council, which deliver a return on investment to Council's General Fund.

Key Outputs:

- Commercial works in accordance with Private Works Policy

Community Strategic Plan Links:

Community Strategic Plan Goals	Community Strategic Plan Strategies
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.	8.5 Ensure private civil works undertaken by Council on a full cost recovery basis providing value for money support for businesses and individuals seeking our services.

Delivery and Operational Plan Links:

4 Year Delivery Program	Actions and Plans
Deliver Commercial Works in accordance with Council Policy.	Commercial Works undertaken in accordance with demand.
	Deliver Business improvements, recognising emerging risks and opportunities.
	Manage the Commercial Work Service of Council in a financially responsible manner in line with Budget allocations.

Performance Measures:

Description	Measure	Benchmark	Target
Annual commercial operating surplus	%	TBC	TBC
Annual Profit margin	%	10%	15%

Section Budget:

Commercial Works	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$
SOURCE OF FUNDS				
TOTAL OPERATING INCOME	144,525	148,138	151,842	155,638
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	-	-	-	-
TOTAL SOURCE OF FUNDS	144,525	148,138	151,842	155,638
USE OF FUNDS				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	111,509	114,067	116,683	119,600
TOTAL CAPITAL EXPENDITURE	-	-	-	-
TOTAL DEPRECIATION AND OTHER NON CASH ITEMS	-	-	-	-
TOTAL LOAN PRINCIPAL REPAYMENTS	-	-	-	-
TOTAL USE OF FUNDS	111,509	114,067	116,683	119,600
Variance between Source & Use of Funds	(33,016)	(34,071)	(35,158)	(36,037)

Responsible Officer: Manager Asset and Program Planning

Stormwater and Drainage

Service Description:

The provision of stormwater drainage infrastructure to manage rainfall and storm events and manage environmental impacts of urban runoff.

Key Outputs:

- Stormwater Infrastructure
- Gross Pollutant Traps

Community Strategic Plan Links:

Community Strategic Plan Goals	Community Strategic Plan Strategies
ENVO 11 Secure, sustainable and environmentally sound infrastructure and services underpin Council service delivery.	11.1 A total water cycle management approach including water conservation and reuse is implemented.

Delivery and Operational Plan Links:

4 Year Delivery Program	Actions and Plans 2019/20
Stormwater and drainage infrastructure is provided, maintained and renewed.	Implement the Stormwater Asset Management Plan.
	Deliver Business improvements, recognising emerging risks and opportunities.
	Manage the Stormwater and Drainage of Council in a financially responsible manner in line with Budget allocations.

Performance Measures:

Description	Measure	Benchmark	Target
Number of incidents of public nuisance attributable to stormwater infrastructure per annum	#	3	2
Number of incidents of vehicular and pedestrian traffic interruptions	#	3	1

Section Budget:

Stormwater and Drainage	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$
RESTRICTED CASH BALANCE AS AT 1 JULY	336,662	279,028	221,518	164,134
SOURCE OF FUNDS				
TOTAL OPERATING INCOME	72,566	72,691	72,816	72,941
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	-	-	-	-
TOTAL SOURCE OF FUNDS	72,566	72,691	72,816	72,941
USE OF FUNDS				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	-	-	-	-
TOTAL CAPITAL EXPENDITURE	130,200	130,200	130,200	420,200
TOTAL DEPRECIATION AND OTHER NON CASH ITEMS	100,111	100,111	100,111	100,111
TOTAL LOAN PRINCIPAL REPAYMENTS	-	-	-	-
TOTAL USE OF FUNDS	230,311	230,311	230,311	520,311
Variance between Source & Use of Funds	157,746	157,621	157,495	447,370
RESTRICTED CASH BALANCE AS AT 30 JUNE	279,028	221,518	164,134	(183,125)
Change in Restricted Cash Balance from 1 July to 30 June	(57,635)	(57,510)	(57,384)	(347,259)

CAPITAL EXPENDITURE SUMMARY				
	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$
Stormwater & Drainage				
- Drainage Pits Upgrade	63,000	63,000	63,000	63,000
- Rouse Street Construction	-	-	-	210,000
- Logan & Molesworth Street Construction	-	-	-	80,000
- Culvert Renewal	27,200	27,200	27,200	27,200
- Pipe Renewal	40,000	40,000	40,000	40,000
Total Stormwater & Drainage	130,200	130,200	130,200	420,200

Responsible Officer: Manager Asset and Program Planning

Transport Network

Service Description:

The provision of the road network (sealed and unsealed) in a serviceable, safe and sustainable condition to service Tenterfield Shire Council's towns and villages and facilitate the movement of people and goods through our region.

Key Outputs:

Maintenance and Construction:

- Sealed and Unsealed Roads
- Culvert and Causeways
- Street Sweeping
- Vegetation Control
- Street Lighting and Bus Shelters
- Regional and Rural Road Construction and Upgrade
- Car Parks
- Timber and Concrete Bridges
- Kerb and Gutter Repairs
- Signs, Guideposts and Guardrail
- Footpath, Cycleway and Kerb/Gutters

Community Strategic Plan Links:

Community Strategic Plan Goals	Community Strategic Plan Strategies
TRSP 15 We have an effective interconnected transport system that is safe, efficient and affordable for us as a community.	15.3 The management of Council's assets will be long term and focused on meeting the needs of the community now, and into the future.
	15.7 Ensure Council's streets and public spaces are clean, well maintained and planned in partnership with the 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.	16.3 Provide the required public transport infrastructure and work with key partners to expand the provision of cost effective public transport.

Delivery and Operational Plan Links:

4 Year Delivery Program	Actions and Plans
Construction of Transport Infrastructure.	Manage and deliver construction services for transport infrastructure.
Maintenance of transport infrastructure.	Manage and deliver maintenance services for transport infrastructure.
Management of the transport infrastructure assets in response to changing community need.	Review and implement the Road Network Management Plan and the Road Network Asset Management Plan.
	Deliver Business improvements, recognising emerging risks and opportunities.
	Manage the Transport Network Service of Council in a financially responsible manner in line with Budget allocations.

Performance Measures:

Description	Measure	Benchmark	Target
Renewal expenditure on local roads	\$	\$2,934,669	\$3,298,000
Capital Projects Completed on Time	%	85%	80%

Section Budget:

Transport Network	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$
SOURCE OF FUNDS				
TOTAL OPERATING INCOME	5,071,077	4,596,941	4,645,824	4,695,322
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	16,338,278	1,941,336	1,927,202	1,857,202
TOTAL LOAN FUNDING	2,154,202	-	-	-
TOTAL SOURCE OF FUNDS	23,563,557	6,538,277	6,573,026	6,552,524
USE OF FUNDS				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	3,113,674	3,576,501	3,636,051	3,699,044
TOTAL CAPITAL EXPENDITURE	20,884,730	6,437,565	6,378,071	6,316,879
TOTAL DEPRECIATION AND OTHER NON CASH ITEMS	4,164,310	4,164,310	4,164,310	4,164,310
TOTAL LOAN PRINCIPAL REPAYMENTS	170,882	226,897	234,307	242,142
TOTAL USE OF FUNDS	28,333,596	14,405,273	14,412,739	14,422,375
Variance between Source & Use of Funds	4,770,039	7,866,996	7,839,712	7,869,851

CAPITAL EXPENDITURE SUMMARY				
	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$
Transport Network				
Grant Funded Works				
- Boonoo Boonoo Bridge	1,459,500	-	-	-
- Beaury Creek Bridge	805,000	-	-	-
- Emu Creek Bridge	980,000	-	-	-
- Deepwater River Bridge	960,080	-	-	-
- Kangaroo Creek Bridge	973,920	-	-	-
- Bridge Interim Solutions	1,313,000	-	-	-
- Contribution to Clarence River Bridge (Kyogle Council - funded by R2R)	550,000	-	-	-
- Reseal Program - Regional Roads (Block Grant)	619,472	614,962	610,216	611,212
- Traffic Facilities - Regional Roads	66,500	67,000	67,500	68,000
- Roads to Recovery	-	1,044,335	1,044,335	1,044,335
- Regional Road Repair Program (plus additional funding)	575,056	586,566	598,288	598,288
- Mount Lindesay Road upgrade (Legume to Woodenbong Road)	10,000,000	-	-	-
- Safer Roads Program - Boonoo Boonoo Falls Road	298,000	-	-	-
Council Funded Works				
- Bridges/Causeways (SRV)	470,000	550,000	530,000	460,000
- Concrete Bridges	30,000	210,223	210,223	210,223
- Causeways	-	587,835	587,835	587,835
- Urban Streets - Reseal Program	122,000	122,000	122,000	122,000
- Road Renewal - Gravel Roads	620,125	635,628	651,519	651,519
- Gravel Resheets	632,425	632,425	632,425	632,425
- Urban Streets Unsealed - Resheets	-	20,000	20,000	20,000
- Rural Local Road Reseals	259,402	266,146	273,066	280,165
- Mt McKenzie Tower Construct Access Road (SRV)	-	70,000	-	-
- Kerbing & Guttering	-	20,000	20,000	20,000
- Culverts & Pipes	140,000	150,000	150,000	150,000
- Gravel Pit Rehabilitation	10,250	10,455	10,664	10,877
- Rural Road Rehabilitation	-	600,000	600,000	600,000
- Urban Road Rehabilitation	-	250,000	250,000	250,000
Total Transport Network	20,884,730	6,437,575	6,378,071	6,316,879

Responsible Officer: Manager Works

Plant, Fleet and Equipment

Service Description

The delivery of the Shire's fleet and depot operation, including stores, to effectively and efficiently deliver Council activities and maximise utilisation of Council assets.

Key Outputs:

- Plant and Fleet Management
- Stores Management
- Depot Management

Community Strategic Plan Links:

Community Strategic Plan Goals	Community Strategic Plan Strategies
TRSP 15 We have an effective interconnected transport system that is safe, efficient and affordable for us as a community.	15.3 The management of Council's assets will be long term and focused on meeting the needs of the community now, and into the future.

Delivery and Operational Plan Links:

4 Year Delivery Program	Actions and Plans
Maximise productivity of Council fleet and stores service.	Implementation and delivery of the Fleet Asset Management Plan and the Plant Replacement Program.
	Develop and implement the Depot Master Plan.
	Deliver Business improvements, recognising emerging risks and opportunities.
	Manage the Plant, Fleet and Equipment Service of Council in a financially responsible manner in line with Budget allocations.

Performance Measures:

Description	Measure	Benchmark	Target
Plant safety inspections complete within 14 days of them falling due.	%	90%	100%
Ratio of un-scheduled to scheduled maintenance.	#	<3.10	<3.10

Section Budget:

Plant, Fleet and Equipment	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$
RESTRICTED CASH BALANCE AS AT 1 JULY	1,653,295	1,976,020	1,984,301	1,843,440
SOURCE OF FUNDS				
TOTAL OPERATING INCOME	184,500	188,190	191,954	195,793
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	-	-	-	-
TOTAL SOURCE OF FUNDS	184,500	188,190	191,954	195,793
USE OF FUNDS				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	(998,725)	(1,033,631)	(1,069,608)	(1,103,872)
TOTAL CAPITAL EXPENDITURE	860,500	1,213,540	1,402,423	1,206,851
TOTAL DEPRECIATION AND OTHER NON CASH ITEMS	517,224	517,224	517,224	517,224
TOTAL LOAN PRINCIPAL REPAYMENTS	-	-	-	-
TOTAL USE OF FUNDS	378,999	697,133	850,039	620,204
Variance between Source & Use of Funds	194,499	508,943	658,085	424,411
RESTRICTED CASH BALANCE AS AT 30 JUNE	1,976,020	1,984,301	1,843,440	1,936,253
Change in Restricted Cash Balance from 1 July to 30 June	322,725	8,281	(140,861)	92,813

CAPITAL EXPENDITURE SUMMARY				
	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$
Plant, Fleet & Equipment				
- Public Works Plant - Purchases	3,281,932	3,849,311	3,944,257	3,737,292
- Public Works Plant - WDV of Asset Disposal	(2,421,432)	(2,635,771)	(2,541,834)	(2,530,441)
Total Plant, Fleet & Equipment	860,500	1,213,540	1,402,423	1,206,851

Responsible Officer: Manager Fleet

Waste Management

Service Description:

To provide equitable access to sustainable waste management services across the Tenterfield Shire in an efficient and commercially responsible manner adhering to regulatory and licensing requirements.

Key Outputs:

- Tenterfield and Torrington Landfill
- Commercial Waste Management
- Recycling and Community Education
- Domestic Waste Management
- Waste Transfer Stations (WTS)

Community Strategic Plan Links:

Community Strategic Plan Goals	Community Strategic Plan Strategies
ECON 6 Tenterfield Shires economic base is robust, growing and supports the creation of a variety of employment and business opportunities.	6.5 Land use planning strategies and policies enhance and support sustainable economic growth in the Tenterfield Shire.

Delivery and Operational Plan Links:

4 Year Delivery Program	Actions and Plans
Investigate and implement strategies to reduce waste produced by households and industry across the Shire.	Delivery of the Waste Management Strategy.
	Deliver Business improvements, recognising emerging risks and opportunities.
	Manage Waste Services of Council in a financially responsible manner in line with Budget allocations.

Performance Measures:

Description	Measure	Benchmark	Target
Compliance with EPA discharge licence for Waste Landfill Facilities.	%	100%	100%
Total waste diverted from landfill.	tonnes	500	570
Total waste collected per annum by weight.	tonnes	2240	2270

Section Budget:

Waste Management	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$
RESTRICTED CASH BALANCE AS AT 1 JULY	122,882	1,000,130	1,636,022	2,470,791
SOURCE OF FUNDS				
TOTAL OPERATING INCOME	2,702,989	2,848,119	2,998,106	3,156,912
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	4,000	4,000	4,000	4,000
TOTAL LOAN FUNDING	1,509,869	3,492,000	-	-
TOTAL SOURCE OF FUNDS	4,216,858	6,344,119	3,002,106	3,160,912
USE OF FUNDS				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	1,655,767	1,750,736	1,824,324	1,855,992
TOTAL CAPITAL EXPENDITURE	1,509,869	3,679,477	68,000	218,000
TOTAL DEPRECIATION AND OTHER NON CASH ITEMS	422,276	422,276	422,276	422,276
TOTAL LOAN PRINCIPAL REPAYMENTS	173,974	278,014	275,013	200,453
TOTAL USE OF FUNDS	3,761,886	6,130,503	2,589,613	2,696,721
Variance between Source & Use of Funds	(454,972)	(213,616)	(412,493)	(464,191)
RESTRICTED CASH BALANCE AS AT 30 JUNE	1,000,130	1,636,022	2,470,791	3,357,259
Change in Restricted Cash Balance from 1 July to 30 June	877,248	635,892	834,769	886,467

CAPITAL EXPENDITURE SUMMARY				
	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$
Waste Management				
- 240L Wheelie Bins	2,000	2,000	2,000	2,000
- Industrial Bins	6,000	6,000	6,000	6,000
- Tip shop - Drake, Liston & Tenterfield	10,000	-	-	-
- Tenterfield WTS - Recycling Infrastructure	-	-	-	100,000
- Tenterfield WTS - Groundwater Bores	-	119,477	-	-
- Urbenville - Recycling Infrastructure	-	-	-	50,000
- Boonoo Boonoo - New Cell Construction	743,000	-	-	-
- Boonoo Boonoo - Develop/operate borrow area	10,000	10,000	10,000	10,000
- Boonoo Boonoo - New Cell Remediation Asset (Non Cash)	50,000	50,000	50,000	50,000
- Boonoo Boonoo - Develop stage 1	-	3,300,000	-	-
- Boonoo Boonoo - Landfill EPA Remediation - Revegetation Ref No 29	-	192,000	-	-
- Boonoo Boonoo - Landfill EPA Remediation - Capping Topsoil Ref No 30	252,000	-	-	-
- Boonoo Boonoo - Landfill EPA Remediation - Capping Clay Ref No 31	299,000	-	-	-
- Boonoo Boonoo - WHS Facilities & Amenities Upgrade	137,869	-	-	-
Total Waste Management	1,509,869	3,679,477	68,000	218,000

Responsible Officer: Manager Water and Waste

Water Supply

Service Description:

Provision of potable water supply in urban areas that is sustainable and cost effective to meet the current and future needs of our community that complies with Australian Drinking Water Guidelines.

Key Outputs:

- Water Supply – Tenterfield, Urbenville
- Water Sales – Woodenbong and Muli Muli
- Reticulation System - Jennings

Community Strategic Plan Links:

Community Strategic Plan Goals	Community Strategic Plan Strategies
COMM 1 Tenterfield Shire is a vibrant, welcoming and safe community.	1.4 Provide effective regulatory, compliance and enforcement services that keep our community safe.
ENVO 11 Secure, sustainable and environmentally sound infrastructure and services underpin Council service delivery.	11.2 Water is used carefully in Council's buildings, parks, sporting grounds and daily operations.

Delivery and Operational Plan Links:

4 Year Delivery Program	Actions and Plans
Ensure effective and efficient delivery of water services in accordance with existing service levels.	Implementation of the Water and Drought Management Plans.
	Deliver Business improvements, recognising emerging risks and opportunities.
	Manage the Water Supply Service of Council in a financially responsible manner in line with Budget allocations.
Implementation of Water Quality Assurance Framework in accordance with the Public Health Act.	Implementation of Water Service Strategic Plan in accordance with NSW Office of Water Guidelines.

Performance Measures:

Description	Measure	Benchmark	Target
Average annual residential water consumption	Kl	190	185
Drinking water quality - compliance with microbiological requirements	%	100%	100%

Section Budget:

Water Supply	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$
RESTRICTED CASH BALANCE AS AT 1 JULY	2,063,212	2,373,888	2,780,254	3,186,937
SOURCE OF FUNDS				
TOTAL OPERATING INCOME	2,644,192	2,772,409	2,907,549	3,048,050
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	120,000	-	-	-
TOTAL SOURCE OF FUNDS	2,764,192	2,772,409	2,907,549	3,048,050
USE OF FUNDS				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	1,707,956	1,835,267	1,949,881	1,897,350
TOTAL CAPITAL EXPENDITURE	501,700	309,200	317,000	395,900
TOTAL DEPRECIATION AND OTHER NON CASH ITEMS	747,164	747,164	747,164	747,164
TOTAL LOAN PRINCIPAL REPAYMENTS	243,859	221,577	233,985	242,497
TOTAL USE OF FUNDS	3,200,679	3,113,208	3,248,030	3,282,911
Variance between Source & Use of Funds	436,488	340,799	340,481	234,861
RESTRICTED CASH BALANCE AS AT 30 JUNE	2,373,888	2,780,254	3,186,937	3,699,240
Change in Restricted Cash Balance from 1 July to 30 June	310,676	406,365	406,683	512,303

CAPITAL EXPENDITURE SUMMARY				
	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$
Water Supply				
Tenterfield				
- Mains Augmentation	-	-	-	10,900
- Mains Replacement	269,300	276,000	282,900	290,000
- Meter Replacement	21,500	22,000	22,600	23,200
- Air Scour Pipe Renewal Program	-	-	-	60,000
- Flood Warning System	200,000	-	-	-
Jennings				
- Mains Replacement	10,900	11,200	11,500	11,800
- Meter Replacement	-	-	-	-
Total Water Supply	501,700	309,200	317,000	395,900

Responsible Officer: Manager Water and Waste

Sewerage Services

Service Description:

To provide sewerage services in urban areas that is environmentally sustainable and cost effective to meet the demand of our community complying with relevant legislative requirements.

Key Outputs:

- Sewerage services Tenterfield and Urbenville
- Asset maintenance, renewal and upgrade program (sewer mains, valves and hydrants)
- Compliance with EPA and DPI Water licence conditions and guidelines

Community Strategic Plan Links:

Community Strategic Plan Goals	Community Strategic Plan Strategies
ENVO 11 Secure, sustainable and environmentally sound infrastructure and services underpin Council service delivery.	11.3 Waste from our operations is managed to reduce the volume and take advantage of recycling opportunities available to us.
LEAD 14 Resources and advocacy of Council are aligned support the delivery of the community vision outlined in the Community Strategic Plan.	14.6 Council continually reviews its service provision to ensure best possible outcomes for the community.

Delivery and Operational Plan Links:

4 Year Delivery Program	Actions and Plans
Provide effective and efficient delivery of sewerage services across to the townships of Tenterfield and Urbenville.	Maintenance and operation of sewerage network, in line with the Asset Management Strategy.
	Deliver Business improvements, recognising emerging risks and opportunities.
	Manage the Sewerage Services of Council in a financially responsible manner in line with Budget allocations.
Ensure improvement of infrastructure in line with best practice water treatment guidelines and increased capacity for sewage treatment in service areas.	Tenterfield Shire Council sewerage network upgrades and maintenance conducted in accordance with demand and affordability constraints.

Performance Measures:

Description	Measure	Benchmark	Target
Compliance with EPA discharge licence for Waste Water Treatment Plants	%	100%	100%
Interruptions to service per annum	#	15	<10

Section Budget:

Sewerage Services	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$
RESTRICTED CASH BALANCE AS AT 1 JULY	3,033,638	3,179,627	3,901,002	4,673,202
SOURCE OF FUNDS				
TOTAL OPERATING INCOME	2,618,249	2,759,796	2,908,938	3,065,752
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	-	-	-	-
TOTAL SOURCE OF FUNDS	2,618,249	2,759,796	2,908,938	3,065,752
USE OF FUNDS				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	1,308,063	1,312,952	1,406,148	1,361,759
TOTAL CAPITAL EXPENDITURE	1,077,900	632,300	630,000	936,600
TOTAL DEPRECIATION AND OTHER NON CASH ITEMS	498,603	498,603	498,603	498,603
TOTAL LOAN PRINCIPAL REPAYMENTS	86,297	93,170	100,591	108,278
TOTAL USE OF FUNDS	2,970,863	2,537,025	2,635,341	2,905,239
Variance between Source & Use of Funds	352,614	(222,771)	(273,597)	(160,513)
RESTRICTED CASH BALANCE AS AT 30 JUNE	3,179,627	3,901,002	4,673,202	5,332,317
Change in Restricted Cash Balance from 1 July to 30 June	145,989	721,374	772,200	659,116

CAPITAL EXPENDITURE SUMMARY				
	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$
Sewerage Services				
Tenterfield				
- Mains Relining (1km Year) - Renewal	165,500	169,600	173,800	178,100
- Mains Augmentation	66,200	67,900	69,600	71,300
- Manhole Level Alterations (Water Infiltration) - Renewal	154,600	158,500	162,500	166,600
- Upgrade Road to Tertiary Ponds	-	5,000	-	-
- Replace Baffles in Tertiary Ponds	-	-	-	46,100
- Network Renewal	189,100	189,100	193,800	198,600
- Biosolids Processing Plant	-	-	-	250,000
- STP - Scada System Upgrade	-	31,600	-	-
- STP - 3 bay Shed for Storage	50,000	-	-	-
- STP - Grinder Pump	-	-	10,000	-
- STP - Refurbishment	102,500	-	-	-
- New Pump Station - Molesworth St	200,000	-	-	-
- New Pump Station - Trail Lane	150,000	-	-	-
Urbenville				
- STP - Geotube for Sludge Removal	-	-	10,000	-
- STP - Sludge Removal/Renewal of Capacity	-	10,600	-	10,900
- STP - Telemetry Upgrade	-	-	-	15,000
- STP - Telemetry From PS to STP	-	-	10,300	-
Total Sewerage Services	1,077,900	632,300	630,000	936,600

Responsible Officer: Manager Water and Waste

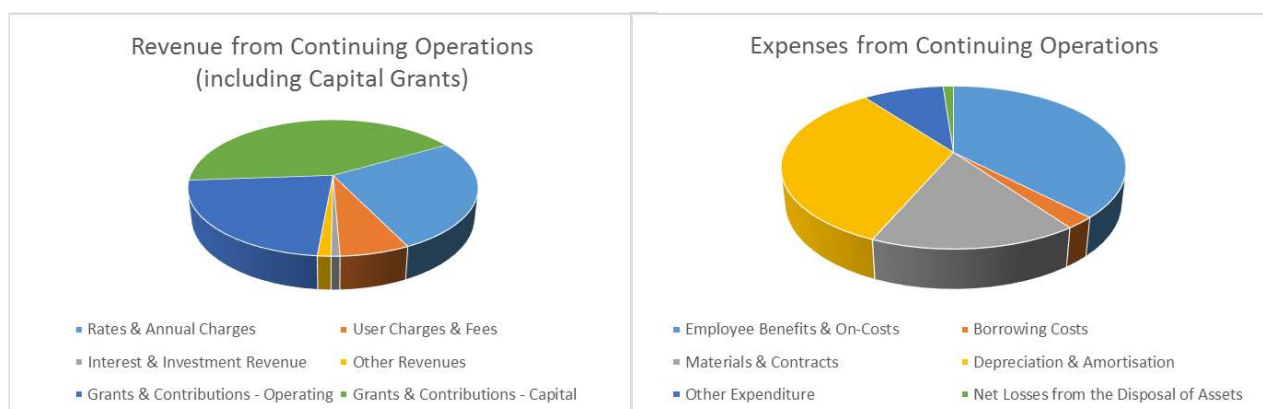
Financial Summary

Financial Overview for 2020/21

The financial overview shows how Tenterfield Shire Council aims to generate income and how the funds are to be allocated for the 2020-2021 financial year.

The following tables represent a breakdown of Council's income and expenses.

TENTERFIELD SHIRE COUNCIL				
OPERATING POSITION FORECAST				
(including Capital Grants and Contributions)				
	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$
Revenue from Continuing Operations				
Rates & Annual Charges	10,521,694	10,955,377	11,405,616	11,876,491
User Charges & Fees	2,639,122	2,748,246	2,860,980	2,980,705
Interest & Investment Revenue	330,000	416,500	423,125	429,878
Other Revenues	504,659	530,792	478,302	551,268
Grants & Contributions - Operating	9,016,678	8,624,838	8,751,502	8,848,361
Grants & Contributions - Capital	17,241,607	3,336,665	2,353,531	2,196,448
Total Income	40,253,759	26,612,418	26,273,056	26,883,150
Expenses from Continuing Operations				
Employee Benefits & On-Costs	8,583,158	8,823,256	9,040,861	9,211,275
Borrowing Costs	535,354	699,209	715,969	676,592
Materials & Contracts	3,725,687	4,316,806	4,350,463	4,394,764
Depreciation & Amortisation	7,569,542	7,571,602	7,573,703	7,575,846
Other Expenditure	2,059,337	2,315,875	2,289,203	2,337,873
Net Losses from the Disposal of Assets	265,000	270,300	275,706	281,220
Total Expenditure	22,738,078	23,997,048	24,245,906	24,477,571
Surplus/(Deficit)	17,515,681	2,615,369	2,027,150	2,405,579



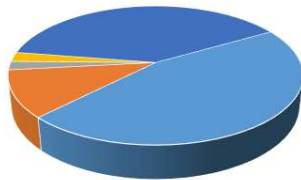
TENTERFIELD SHIRE COUNCIL

OPERATING POSITION FORECAST

(excluding Capital Grants and Contributions)

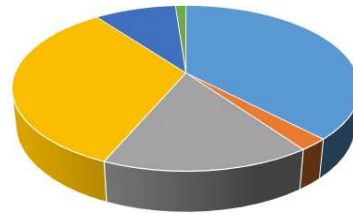
	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$
Revenue from Continuing Operations				
Rates and Annual Charges	10,521,694	10,955,377	11,405,616	11,876,491
User Charges & Fees	2,509,393	2,615,922	2,726,010	2,843,035
Interest & investment Revenue	459,729	548,824	558,095	567,547
Other Revenues	504,659	530,792	478,302	551,268
Grants & Contributions - Operating	9,016,678	8,624,838	8,751,502	8,848,361
Grants & Contributions - Capital	-	-	-	-
Total Income	23,012,152	23,275,753	23,919,525	24,686,702
Expenses from Continuing Operations				
Employee Benefits & On-costs	8,583,158	8,823,256	9,040,861	9,211,275
Borrowing Costs	535,354	699,209	715,969	676,592
Materials & Contracts	3,725,687	4,316,806	4,350,463	4,394,764
Depreciation Costs	7,569,542	7,571,602	7,573,703	7,575,846
Other Expenses	2,059,337	2,315,875	2,289,203	2,337,873
Net loss from Disposal of Assets	265,000	270,300	275,706	281,220
Total Expenditure	22,738,078	23,997,048	24,245,906	24,477,571
Surplus/(Deficit)	274,074	(721,296)	(326,381)	209,131

Revenue from Continuing Operations
(excluding Capital Grants)



- Rates and Annual Charges
- User Charges & Fees
- Interest & investment Revenue
- Other Revenues
- Grants & Contributions - Operating
- Grants & Contributions - Capital

Expenses from Continuing Operations



- Employee Benefits & On-Costs
- Borrowing Costs
- Materials & Contracts
- Depreciation & Amortisation
- Other Expenditure
- Net Losses from the Disposal of Assets

TENTERFIELD SHIRE COUNCIL				
CAPITAL EXPENDITURE SUMMARY				
	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$
Chief Executive Officer				
Total Civic Office	-	-	-	-
Total Organisational Leadership	-	-	-	-
Total Community Development	-	-	-	-
Economic Growth & Tourism	-	-	-	-
Theatre & Museum Complex				
- School of Arts - Replace/Repair Carpet/Resand & Reseal Floors (SRV)	-	-	94,141	-
- School of Arts - Update Theatre Lighting	5,000	-	-	-
- School of Arts - Computer Equipment	1,500	-	-	-
- Replace Tableware	500	-	-	-
- Electronic Entrance Sign	2,000	-	-	-
- Upgrade Cinema Technology	6,000	-	-	-
Total Theatre & Museum Complex	15,000	-	94,141	-
Library Services				
- Library Resources (Other Assets Library Books) Grant Funded	21,622	22,162	22,716	23,284
- Local Priority Grant 2020/21 - Capital Equipment	19,329	19,329	19,329	13,246
Total Library Services	40,951	41,491	42,045	36,530
Total Workforce Development	-	-	-	-
Emergency Services				
- Replace Fencing (SRV)	-	18,000	-	-
Total Emergency Services	-	18,000	-	-
Total Chief Executive Officer	55,951	59,491	136,186	36,530
Chief Corporate Officer				
Finance & Technology				
- Computer Equipment	75,000	75,000	75,000	75,000
- Furniture & Equipment	5,000	5,000	5,000	5,000
- Fibre Optic Cabling between sites (grant funding to be sourced)	50,000	50,000	50,000	50,000
- Capitalised Software	250,000	250,000	100,000	100,000
Total Finance & Technology	380,000	380,000	230,000	230,000
Total Customer Service, Governance & Records	-	-	-	-
Total Environmental Management	-	-	-	-
Total Livestock Saleyards	-	-	-	-
Parks, Gardens & Open Space				
- Rouse Street - Irrigation & Replanting (grant funding to be sourced)	40,000	-	-	-
- Jubilee Park - Upgrade Pathway (grant funding to be sourced)	35,000	-	-	-
- Legume Park Shelter - Replace Structure	-	10,000	-	-
- Liston Park - Shade Sail Replacement	-	16,900	-	-
- Urbenville Playground - Shade Sail Replacement	-	-	16,900	-
- Drake Playground Equipment (SRV)	-	-	-	27,000
- Renewal of Floodlights to New Technology (SRV)	-	-	-	120,000
- Jennings Park - New Playground (grant funding to be sourced)	50,000	-	-	-
- Unallocated Renewal Capital Projects	-	95,100	11,100	-
- Tenterfield Cemetery - Construction of Road Access and Carpark	-	600,000	-	-
- Tenterfield Cemetery - Storage Shed & Unisex Disabled Toilet	35,000	-	-	-
Total Parks, Gardens & Open Space	160,000	722,000	28,000	147,000

TENTERFIELD SHIRE COUNCIL				
CAPITAL EXPENDITURE SUMMARY				
	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$
Total Planning & Regulation	-	-	-	-
Buildings & Amenities				
- Council Administration Building - Refurbishment	250,000	-	-	-
- Council Administration Building - Asbestos removal	60,000	-	-	-
- Residence - 29 High St - Kitchen fitout	-	19,500	-	32,500
- Residence - 53 Wellburn Lane - Renew bathroom	-	28,600	-	-
- Residence - Aboriginal Aged Services - Renew bathroom	-	26,000	-	-
- Residence - Aboriginal Aged Services - Renew kitchen	-	9,750	-	-
- Residence - Aboriginal Aged Services - Renew roof	-	-	20,800	-
- Bicentennial Museum - Kitchen fitout planning	-	6,500	-	-
- Bicentennial Museum - Shelter	-	7,150	-	-
- Child Care Centre - Replace air-conditioning unit	-	-	6,500	-
- Child Care Centre - Roof	-	32,500	-	-
- Community Centre (HACC) - Step Edges - for disability access standards	-	6,500	-	-
- Community Hall Drake - Replace guttering and fascia	-	6,500	-	-
- Community Hall Drake - Replace tiles in bathroom	-	-	-	13,000
- Community Hall Steinbrook - Roof renewal	-	44,200	-	-
- Community Hall Sunnyside - Roof cladding & entry doors	-	-	62,400	-
- Community Hall Sunnyside - Bathroom renewal	-	-	-	52,000
- Community Hall Legume - Kitchen fitout/Main entry roof	-	54,600	-	-
- Community Hall Legume - Toilet block	-	6,500	-	-
- Memorial Hall Tenterfield - Balustrade	-	13,000	-	-
- Memorial Hall Tenterfield - Acoustic Panels renewal	-	26,000	-	-
- RSL Hall Verandah - Renewal	-	12,000	-	-
- FM Radio Station - Renew Roof	-	-	20,800	-
- Legume Tennis clubhouse - Salvage reusable material in demolition	-	26,000	-	-
- Tennis Club Tenterfield - Renew Bathroom	-	-	-	39,000
- Federation Park - Amenities Block Kitchen renewal	-	-	104,000	-
- Federation Park - Amenities Block Canteen roller door renewal	-	-	19,500	-
- Federation Park - Amenities Block Bathroom renewal	-	-	6,500	-
- Federation Park - Amenities Block Replace guttering and downpipes	-	-	6,500	-
- Administration Centre - Amenities/Shelter - Renew cubicle partitions	-	6,500	-	-
- Rotary Park - Toilet Cistern Upgrade	10,000	-	-	-
- Jubilee Park - Toilet Cistern Upgrade	10,000	-	-	-
Total Buildings & Amenities	330,000	331,800	247,000	136,500
Swimming Complex				
- Swimming Pool - Water Heater (grant funding to be sourced)	100,000	-	-	-
- Swimming Pool - Pool Blankets (grant funding to be sourced)	75,000	-	-	-
- Swimming Pool - Equipment Replacement (grant funding to be sourced)	25,000	25,000	25,000	25,000
Total Swimming Complex	200,000	25,000	25,000	25,000
Total Chief Corporate Officer	1,070,000	1,458,800	530,000	538,500
Chief Operating Officer				
Asset Management & Resourcing				
- Tenterfield Depot - Wash Down & Recycle Bay	-	160,000	-	-
- Tenterfield Depot - Water Wise Initiatives	-	20,000	-	-
- Legume Depot - Shed 2 - Exterior cladding	-	-	8,000	-
- Liston Store - Renewal	-	-	-	22,000
- Tenterfield Depot - Fuel Tank Investigation/UPSS Compliance	50,000	-	-	-
- Tenterfield Depot - Fuel Tank Replacement/Remediation	-	400,000	200,000	-
- Tenterfield Depot - Training & Amenities Block	-	150,000	100,000	-
- Tenterfield Depot - WHS & Environmental Initiative Enhancements	100,000	300,000	-	-
Total Asset Management & Resourcing	150,000	1,030,000	308,000	22,000
Total Commercial Works	-	-	-	-
Stormwater & Drainage				
- Drainage Pits Upgrade	63,000	63,000	63,000	63,000
- Rouse Street Construction	-	-	-	210,000
- Logan & Molesworth Street Construction	-	-	-	80,000
- Culvert Renewal	27,200	27,200	27,200	27,200
- Pipe Renewal	40,000	40,000	40,000	40,000
Total Stormwater & Drainage	130,200	130,200	130,200	420,200

TENTERFIELD SHIRE COUNCIL				
CAPITAL EXPENDITURE SUMMARY				
	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$
Transport Network				
Grant Funded Works				
- Boonoo Boonoo Bridge	1,459,500	-	-	-
- Beaury Creek Bridge	805,000	-	-	-
- Emu Creek Bridge	980,000	-	-	-
- Deepwater River Bridge	960,080	-	-	-
- Kangaroo Creek Bridge	973,920	-	-	-
- Bridge Interim Solutions	1,313,000	-	-	-
- Contribution to Clarence River Bridge (Kyogle Council - funded by R2R)	550,000	-	-	-
- Reseal Program - Regional Roads (Block Grant)	619,472	614,962	610,216	611,212
- Traffic Facilities - Regional Roads	66,500	67,000	67,500	68,000
- Roads to Recovery	-	1,044,335	1,044,335	1,044,335
- Regional Road Repair Program (plus additional funding)	575,056	586,566	598,288	598,288
- Mount Lindesay Road upgrade (Legume to Woodenbong Road)	10,000,000	-	-	-
- Safer Roads Program - Boonoo Boonoo Falls Road	298,000	-	-	-
Council Funded Works				
- Bridges/Causeways (SRV)	470,000	550,000	530,000	460,000
- Concrete Bridges	30,000	210,223	210,223	210,223
- Causeways	-	587,835	587,835	587,835
- Urban Streets - Reseal Program	122,000	122,000	122,000	122,000
- Road Renewal - Gravel Roads	620,125	635,628	651,519	651,519
- Gravel Resheets	632,425	632,425	632,425	632,425
- Urban Streets Unsealed - Resheets	-	20,000	20,000	20,000
- Rural Local Road Reseals	259,402	266,146	273,066	280,165
- Mt McKenzie Tower Construct Access Road (SRV)	-	70,000	-	-
- Kerbing & Guttering	-	20,000	20,000	20,000
- Culverts & Pipes	140,000	150,000	150,000	150,000
- Gravel Pit Rehabilitation	10,250	10,455	10,664	10,877
- Rural Road Rehabilitation	-	600,000	600,000	600,000
- Urban Road Rehabilitation	-	250,000	250,000	250,000
Total Transport Network	20,884,730	6,437,575	6,378,071	6,316,879
Plant, Fleet & Equipment				
- Public Works Plant - Purchases	3,281,932	3,849,311	3,944,257	3,737,292
- Public Works Plant - WDV of Asset Disposal	(2,421,432)	(2,635,771)	(2,541,834)	(2,530,441)
Total Plant, Fleet & Equipment	860,500	1,213,540	1,402,423	1,206,851
Waste Management				
- 240L Wheelie Bins	2,000	2,000	2,000	2,000
- Industrial Bins	6,000	6,000	6,000	6,000
- Tip shop - Drake, Liston & Tenterfield	10,000	-	-	-
- Tenterfield WTS - Recycling Infrastructure	-	-	-	100,000
- Tenterfield WTS - Groundwater Bores	-	119,477	-	-
- Urbenville - Recycling Infrastructure	-	-	-	50,000
- Boonoo Boonoo - New Cell Construction	743,000	-	-	-
- Boonoo Boonoo - Develop/operate borrow area	10,000	10,000	10,000	10,000
- Boonoo Boonoo - New Cell Remediation Asset (Non Cash)	50,000	50,000	50,000	50,000
- Boonoo Boonoo - Develop stage 1	-	3,300,000	-	-
- Boonoo Boonoo - Landfill EPA Remediation - Revegetation Ref No 29	-	192,000	-	-
- Boonoo Boonoo - Landfill EPA Remediation - Capping Topsoil Ref No 30	252,000	-	-	-
- Boonoo Boonoo - Landfill EPA Remediation - Capping Clay Ref No 31	299,000	-	-	-
- Boonoo Boonoo - WHS Facilities & Amenities Upgrade	137,869	-	-	-
Total Waste Management	1,509,869	3,679,477	68,000	218,000

TENTERFIELD SHIRE COUNCIL				
CAPITAL EXPENDITURE SUMMARY				
	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$
Water Supply				
Tenterfield				
- Mains Augmentation	-	-	-	10,900
- Mains Replacement	269,300	276,000	282,900	290,000
- Meter Replacement	21,500	22,000	22,600	23,200
- Air Scour Pipe Renewal Program	-	-	-	60,000
- Flood Warning System	200,000	-	-	-
Jennings				
- Mains Replacement	10,900	11,200	11,500	11,800
- Meter Replacement	-	-	-	-
Total Water Supply	501,700	309,200	317,000	395,900
Sewerage Services				
Tenterfield				
- Mains Relining (1km Year) - Renewal	165,500	169,600	173,800	178,100
- Mains Augmentation	66,200	67,900	69,600	71,300
- Manhole Level Alterations (Water Infiltration) - Renewal	154,600	158,500	162,500	166,600
- Upgrade Road to Tertiary Ponds	-	5,000	-	-
- Replace Baffles in Tertiary Ponds	-	-	-	46,100
- Network Renewal	189,100	189,100	193,800	198,600
- Biosolids Processing Plant	-	-	-	250,000
- STP - Scada System Upgrade	-	31,600	-	-
- STP - 3 bay Shed for Storage	50,000	-	-	-
- STP - Grinder Pump	-	-	10,000	-
- STP - Refurbishment	102,500	-	-	-
- New Pump Station - Molesworth St	200,000	-	-	-
- New Pump Station - Trail Lane	150,000	-	-	-
Urbenville				
- STP - Geotube for Sludge Removal	-	-	10,000	-
- STP - Sludge Removal/Renewal of Capacity	-	10,600	-	10,900
- STP - Telemetry Upgrade	-	-	-	15,000
- STP - Telemetry From PS to STP	-	-	10,300	-
Total Sewerage Services	1,077,900	632,300	630,000	936,600
Total Chief Operating Officer	25,114,899	13,432,292	9,233,693	9,516,431
Total Capital Expenditure	26,240,849	14,950,583	9,899,880	10,091,461

TENTERFIELD SHIRE COUNCIL

PRINCIPLE LOAN REPAYMENTS

	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$
Economic Growth & Tourism				
- VIC Photocopier Lease Payments	3,900	3,978	4,058	4,139
Library Services				
- Library Photocopier Lease Payments	5,292	5,292	5,292	5,292
Finance & Technology				
- Loan Repayments - Infrastructure 2019/20	66,258	66,258	66,258	66,258
- Photocopier Lease	10,600	10,812	11,028	11,249
- Digital Scanner Lease	9,100	9,282	9,468	9,657
Total Finance & Technology Repayments	85,958	86,352	86,754	87,164
Transport Network				
- Loan Repayments (Main Street)	121,504	126,109	130,749	135,737
- Bridges - Mount Lindesay Road	-	-	-	-
- Roads Capital Works	49,378	100,788	103,558	106,405
Total Transport Repayments	170,882	226,897	234,307	242,142
Waste Management				
- Principal On Loans - Remediation	145,348	153,380	79,854	-
- Principal On Loans - Boonoo Boonoo Loan 1	28,626	58,429	60,025	61,605
- Principal On Loans - Boonoo Boonoo Loan 2	-	66,205	135,134	138,848
Total Waste Repayments	173,974	278,014	275,013	200,453
Water Supply				
- Loan Repayments (Urbenville Water)	12,139	12,989	13,843	14,754
- Loan Repayments (Dam Wall Loan 1)	125,530	98,108	105,197	112,799
- Loan Repayments (Dam Wall Loan 2)	106,190	110,480	114,944	114,944
- Loan Repayments (Water Treatment Plant)	-	-	-	-
Total Water Repayments	243,859	221,577	233,985	242,497
Sewerage Services				
- Loan Repayments	86,297	93,170	100,591	108,278
Total Repayments	770,162	915,280	939,999	889,964



**REVENUE
POLICY
2020/2021**



TENTERFIELD

Revenue Policy Statement

It is a requirement of Section 405(2) of the Local Government Act 1993 to incorporate into Council's Operational Plan a Revenue Policy.

The objectives of Council's Revenue Policy are:

1. To identify the revenue sources available to Council, and
2. To establish the total revenue required by Council to fund its activities, within limitations.

Land Classification

In accordance with Section 514 of the Local Government Act 1993, each parcel of land within Council's area must be categorised for rating purposes.

There are four primary land categories used for rating purposes, being:

- **Farmland**
- **Residential**
- **Business**
- **Mining**

In addition to this, Councils rating structure includes a number of sub categories, they are as follows:

- **Residential** (6 sub categories): Tenterfield; Tenterfield Urban; Jennings; Drake; Urbenville; Other.
- **Business** (5 sub categories): Tenterfield; Jennings; Drake; Urbenville; Other.

Rating Categories

Maps relating to each of the following rating categories, as well as Waste Collection Area Maps can be found at the end of this Revenue Policy.

Farmland Rate

The Farmland Rate applies to all rateable assessments categorised as farmland under Section 515 of the Local Government Act throughout the whole of the Council area.

Residential Rate

The Residential Rate applies to all rateable assessments categorised as residential under Section 516 of the Local Government Act throughout the whole of the Council area.

Business Rate

The Business Rate applies to all rateable assessments categorised as Business under Section 518 of the Local Government Act throughout the whole of the Council area.

Mining Rate

The Mining Rate applies to all rateable assessments categorised as Mining under Section 517 of the Local Government Act throughout the whole of the Council area. The following table identifies the rateable assessments.

ASSESSMENT	PROPERTY DESCRIPTION/LEASE TYPE							TOTAL AREA
A19778	ML 1373							1.816 HA
A24497	ML 1345							8094 M2
A24505	ML 6295	ML 6335	ML 6242					59.58 HA
A24927	ML 1200							8.75 HA
A29280	ML 6291							25.9 HA
A35758	ML 1215	ML 5437						4.032 HA
A41459	ML 1147 - 1150	ML 24	ML 256	ML 259	ML 5883	SL 409	GL 5477 - 5478	708.5 HA
A41467	SL 492							2.14 HA
A41483	ML 471	ML 6004	ML 6006					80.911 HA
A51581	Lot 8 DP 753286							24.28 HA

Rating Structure

Section 497 of the Local Government Act 1993 provides the method for structure of the general rate. A Councils option are:

- a) an ad-valorem;
- b) an ad-valorem with a minimum, or
- c) a base amount plus an ad-valorem.

In an attempt to provide a fair and equitable rating structure, Council has determined base amounts for the Residential, Farmland, Business and Mining categories (and Sub Categories where applicable) in line with Sections 497 and 536 of the Local Government Act, 1993 as per below:-

- ❖ The rating structure for Council's **Residential Tenterfield Sub Category** is based on the combination of a base amount rate and an ad-valorem (amount in the dollar) component. The level of the base amount has been set to achieve 48.44% of the total rate income from this sub-category of Residential Rates, with the ad-valorem component raising the remaining 51.56% of the total income.
- ❖ The rating structure for Council's **Residential Tenterfield (Urban) Sub Category** is based on the combination of a base amount rate and an ad-valorem (amount in the dollar) component. The level of the base amount has been set to achieve 23.34% of the total rate income from this sub-category of Residential Rates, with the ad-valorem component raising the remaining 76.66% of the total income.
- ❖ The rating structure for Council's **Residential Urbenville Sub Category** is based on the combination of a base amount rate and an ad-valorem (amount in the dollar) component. The level of the base amount has been set to achieve 49.17% of the total rate income from this sub-category, with the ad-valorem component raising the remaining 50.83% of the total income.

- ❖ The rating structure for Council's **Residential Jennings Sub Category** is based on the combination of a base amount rate and an ad-valorem (amount in the dollar) component. The level of the base amount has been set to achieve 49.64% of the total rate income from this sub-category, with the ad-valorem component raising the remaining 50.36% of the total income.
- ❖ The rating structure for Council's **Residential Drake Sub Category** is based on the combination of a base amount rate and an ad-valorem (amount in the dollar) component. The level of the base amount has been set to achieve 48.96% of the total rate income from this sub-category, with the ad-valorem component raising the remaining 51.04% of the total income.
- ❖ The rating structure for Council's **Residential Other Sub Category** is based on the combination of a base amount rate and an ad-valorem (amount in the dollar) component. The level of the base amount has been set to achieve 24.64% of the total rate income from this sub-category, with the ad-valorem component raising the remaining 75.36% of the total income.
- ❖ The rating structure for Council's **Farmland Category** is based on the combination of a base amount rate and an ad-valorem (amount in the dollar) component. The level of the base amount has been set to achieve 25.32% of the total rate income from this category, with the ad-valorem component raising the remaining 74.68% of the total income.
- ❖ The rating structure for Council's **Mining Category** is based on the combination of a base amount rate and an ad-valorem (amount in the dollar) component. The level of the base amount has been set to achieve 47.45% of the total rate income from this category, with the ad-valorem component raising the remaining 52.55% of the total income.
- ❖ The rating structure for Council's **Business Tenterfield Sub Category** is based on the combination of a base amount rate and an ad-valorem (amount in the dollar) component. The level of the base amount has been set to achieve 40.58% of the total rate income from this category, with the ad-valorem component raising the remaining 59.42% of the total income.
- ❖ The rating structure for Council's **Business Other Sub Category** is based on the combination of a base amount rate and an ad-valorem (amount in the dollar) component. The level of the base amount has been set to achieve 44.26% of the total rate income from this category, with the ad-valorem component raising the remaining 55.74% of the total income.
- ❖ The rating structure for Council's **Business Urbenville Sub Category** is based on the combination of a base amount rate and an ad-valorem (amount in the dollar) component. The level of the base amount has been set to achieve 47.11% of the total rate income from this category, with the ad-valorem component raising the remaining 52.89% of the total income.
- ❖ The rating structure for Council's **Business Jennings Sub Category** is based on the combination of a base amount rate and an ad-valorem (amount in the dollar) component. The level of the base amount has been set to achieve 46.77% of the total rate income from this category, with the ad-valorem component raising the remaining 53.23% of the total income.
- ❖ The rating structure for Council's **Business Drake Sub Category** is based on the combination of a base amount rate and an ad-valorem (amount in the dollar)

component. The level of the base amount has been set to achieve 49.09% of the total rate income from this category, with the ad-valorem component raising the remaining 50.91% of the total income.

Note: A base amount is an amount paid by every rateable property in that land category, regardless of land value. The ad valorem amount (cents in the dollar applied to land value) is an amount calculated in addition to the base amount. The base amount and Ad Valorem amount are combined to give the total amount of the rate.

Land Valuations

The Valuer General's Department is the agency that determines the unimproved capital value of all properties within a Council area for the purposes of rating. The *Valuation of Land Act 1916 (NSW)* requires Council to calculate rates on the most recent values provided by the Valuer General.

Council cannot make and levy a rate in respect of a parcel of land unless it has been furnished with a valuation of that land by the Valuer General. The Valuer General assesses all values independently of Council. Council does not participate in the valuation of land for rating purposes.

The Valuer General re-values all properties within the Tenterfield Shire Council area once every three years. A Re-valuation was carried out during 2019 by the Valuer General and a new base date of 1 July 2019 has been issued, this will take effect to calculate rates from 1 July 2020. Information on the valuation methodology can be obtained through the department's website:

https://www.valuergeneral.nsw.gov.au/land_values/how_do_we_value_land/valuation_method

Rate Rebate

In 2020/2021 a one off rate rebate of \$100 per rateable assessment will be applied to the Annual Rates Notice.

The allocation of these funds, totalling \$500K was approved by Council at the 26 February 2020 Ordinary Council Meeting (Resolution Number 40/20)

This rebate will be funded from a \$500K grant provided by the Federal Government's National Bushfire Recovery Agency.

Council's Ordinary Rating Structure

TENTERFIELD SHIRE COUNCIL

Ordinary Rating Structure 2020/21

Rate Category/Sub Category	Total Number of Assessments	Land Value	Percentage of Total Land Value	Base Rate	Base Rate Amount raised	Ad Valorem Dollar Rate	Ad Valorem Amount Raised	Total Rates Revenue	Average rates Per Assessment	Total Permissible Revenue	% of Income from the base	Actual % yield per category
Residential Tenterfield	1,577	88,668,790	9.36%	\$327.00	\$ 515,679	\$0.006191502	\$ 548,993	\$ 1,064,672	\$ 675	\$ 1,064,672	48.44%	22.59%
Residential Tenterfield (Urban)	9	1,785,000	0.19%	\$327.00	\$ 2,943	\$0.005415686	\$ 9,667	\$ 12,610	\$ 1,401	\$ 12,610	23.34%	0.27%
Residential Other	1,369	132,884,583	14.03%	\$152.00	\$ 208,088	\$0.004786194	\$ 636,490	\$ 844,578	\$ 617	\$ 844,578	24.64%	17.92%
Residential Urbenville	127	5,008,700	0.53%	\$292.00	\$ 37,084	\$0.007654082	\$ 38,337	\$ 75,421	\$ 594	\$ 75,421	49.17%	1.60%
Residential Jennings	105	3,865,700	0.41%	\$292.00	\$ 30,660	\$0.008045891	\$ 31,103	\$ 61,763	\$ 588	\$ 61,763	49.64%	1.31%
Residential Drake	78	2,392,780	0.25%	\$292.00	\$ 22,776	\$0.009921096	\$ 23,739	\$ 46,515	\$ 596	\$ 46,515	48.96%	0.99%
Farmland General	1,431	700,151,390	73.88%	\$411.00	\$ 588,141	\$0.002478020	\$ 1,734,989	\$ 2,323,130	\$ 1,623	\$ 2,323,130	25.32%	49.29%
Business Tenterfield	185	10,617,910	1.12%	\$556.00	\$ 102,860	\$0.014185278	\$ 150,618	\$ 253,478	\$ 1,370	\$ 253,478	40.58%	5.38%
Business Other	13	1,038,370	0.11%	\$301.00	\$ 3,913	\$0.004745900	\$ 4,928	\$ 8,841	\$ 680	\$ 8,841	44.26%	0.19%
Business Urbenville	14	563,400	0.06%	\$257.00	\$ 3,598	\$0.007170749	\$ 4,040	\$ 7,638	\$ 546	\$ 7,638	47.11%	0.16%
Business Jennings	2	124,200	0.01%	\$257.00	\$ 514	\$0.004710145	\$ 585	\$ 1,099	\$ 550	\$ 1,099	46.77%	0.02%
Business Drake	7	265,100	0.03%	\$257.00	\$ 1,799	\$0.007038853	\$ 1,866	\$ 3,665	\$ 524	\$ 3,665	49.09%	0.08%
Mining	10	279,640	0.03%	\$455.00	\$ 4,550	\$0.018023173	\$ 5,040	\$ 9,590	\$ 959	\$ 9,590	47.45%	0.20%
TOTALS	4,927	947,745,563	100%		\$ 1,522,605		\$ 3,190,395	\$ 4,713,000		\$ 4,713,000		100.00%

Revenue Limitation

For 2020/21 Council has applied the rate peg of 2.6% when calculating rates for the 2020/21 financial year. This permissible increase was set by the State Government, through the Independent Pricing and regulatory Tribunal (IPART).

Payment of Rates

The Local Government Act provides that rates payable may be made in four instalments with the amount of each instalment becoming due and payable on the date of the instalment. The instalment dates for Council for the 2020/21 rating year are as follows:

1. 31 August 2020
2. 30 November 2020
3. 28 February 2021
4. 31 May 2021

Fees and Charges for each of the subsequent items can be located in Council's Fees and Charges listing at the end of this Operational Plan or on Council's website.

Water Supply Charges

Water Pricing Policy Statement

Council proposes to adopt as part of the 2020/2021 Operational Plan a Policy for Water Pricing which incorporates the user pays principle. The proposed water pricing policy for the 2020/2021 financial year is based on the following charging components.

- (a) An annual availability charge which applies to each individual connection to the water supply and to each property to which a service connection is available to a Water Supply System;
- (b) A consumption based charge for each kilolitre of water consumed.
- (c) An Infrastructure Charge to cover the loan repayments on the new Water Treatment Plant loan to fund the difference between the grant Council has received for this purpose and the full cost of the new facility.

The purpose of this Water Pricing Policy is to:-

- (a) assist in the financing of the water supplies;
- (b) provide for future capital works, and
- (c) encourage a conservative use of water.

Water Supply - Availability Charge

In accordance with Section 501 of the Local Government Act 1993, Council proposes to levy an Availability Charge applicable to all properties connected or able to be connected to a Council Water Supply.

In accordance with Section 552 of the Local Government Act a water supply charge will be levied on land that is supplied with water from a water pipe of the Council and also land that is situated within 225 metres of a water pipe and physically able to be connected to Council's water main.

The Water Supply Service Availability Charges are set out in Council's Fee and Charges document which forms part of this Operation Plan.

The minimum non-residential water access charge will be the annual residential water availability charge. The service availability charge for residential strata lots will be 75% of the residential service availability charge. This recognises that strata developments utilise shared services infrastructure at a lower cost to Council and provides a higher income yield for each rateable property.

The water supply service availability charge is levied as a charge per water connection to each rates assessment.

The account for the access charge will be included on the annual rates notice.

The estimated yield from availability and access charges for 2020/21 is \$1,122,570.

Water Supply - Consumption Charges

In accordance with Section 502 of the Local Government Act 1993, it is proposed to levy a charge for the consumption of water for all properties, as detailed in Council's Fee and Charges document which forms part of this Operation Plan

The estimated yield from usage charges for 2020/21 is \$1,227,293.

Water consumption fees will be reviewed by Council after the first water meter reading data is available for the 2020/21 Financial Year (in November/December 2020) with a view to providing a refund or reduced consumption fees for the remainder of the Financial Year if the assumptions used to calculate the estimate yield have changed by greater than 10%.

Mount Lindesay Private Water Line Maintenance Charge

A charge per water meter as outlined in the Fees and Charges Section of the Operational Plan applies to users of the Mount Lindesay Private Water Line.

Minimum Account Charge

In the 2020/2021 Billing Year there will be a minimum water consumption account charge of \$25.00 for each of the six (6) monthly billing periods.

Damaged Water Meter

If at the time of reading a water meter it is found to be damaged or has stopped, an account will be issued based upon the average water consumption for the previous two corresponding water billing periods.

Concealed Water Leakage Concession Policy

Please refer to Council's Policy on this matter if you have a concealed water leak. The Policy is available on Council's website.

Sewerage Service Charges

Sewerage Service - Availability Charge

In accordance with Section 501 of the Local Government Act 1993 Council proposes to levy a Sewerage Service Charge on each parcel of rateable land for which the service is provided or proposed.

A parcel of rateable land is defined in the Local Government Act 1993 as a portion or parcel of land separately valued under the Valuation of Land Act 1916.

The Sewerage Availability Charge shall be applied in accordance with Section 502 of the Local Government Act 1993 to every rates assessment for each sewerage connection from 1 July in each rating year when the property subject to the rate assessment is within the Tenterfield or Urbenville Town areas and;

- (a) is connected to the Council's sewer main, or
- (b) is not connected to the Council's sewer main but any part of the property is no more than 75 metres from the Council's sewer main, and
- (c) is land from which sewerage can be discharged into the sewers of Council.

In respect of Residential Flat Buildings a Sewerage Availability Charge will be made equal to the number of residential flats multiplied by the service charge for a single connection. This fee is set out in Council's Fees and Charges.

The estimated yield for residential sewerage availability charges is \$2,006,405.

Annual Charges - Non-Residential Sewerage

Commercial and other non-residential sewerage customers will incur an access charge based on the size of the customer's water connection meter plus a pay-for-use charge based on the water used. The annual non-residential sewerage charge will be calculated using the following formula:

Annual Non-residential Sewerage Charge = AC+ SDF x (C x UC)

AC = Access Charge

SDF = Sewerage Discharge Factor determine by type/use.

C = Customers annual water consumption in kilolitres.

UC = Sewerage Usage Charge (\$2.90 per kilolitre in 2020/21).

The Non-Residential Sewerage Charge is levied as a charge per sewerage connection to each rates assessment, or if no sewerage connection is provided then a Non-Residential Sewerage Charge will be levied on all seweraged land in the Tenterfield and Urbenville Town areas within 75 metres of Council's main and physically able to be connected to Council's main (in accordance with Section 552 of the Local Government Act 1993), the Non-Residential Sewerage Service Charge will then apply to the number of parcels of rateable land separately valued as at 1 July in each rating year.

The minimum non-residential sewerage access charge will be the annual residential sewerage availability charge.

The estimated yield from Non-residential charges for 2020/21 is \$356,644.

Trade Waste Charges

The estimated yield from the Trade Waste charges for 2020/21 is \$10,920.

The trade waste bill for a trade waste customer will be:

$$TW = A + I + C \times UC \times TWDF$$

Where TW = Total annual trade waste fees and charges (\$)

A = Annual Trade Waste fee (\$)

I = Re-inspection fee (\$) where required

C = Customer's annual water consumption (kl)

UC = Trade waste usage charge (\$/kl)

TWDF = Trade waste discharge factor

The account for the annual trade waste fee (A) and re-inspection fee (I) (where applicable) will be included on the annual rates notice. The account for the usage component (where applicable) will be issued on a half yearly billing cycle in conjunction with Water Usage accounts.

On-Site Sewage Management Charges

The owners of all premises (other than those licensed by the NSW EPA) are required to obtain approval to operate an on-site human waste treatment facility.

Upon initial assessment of an on-site sewage management system Council may require owners to undertake maintenance or replacement of a system prior to issuing an approval, to ensure that performance standards are being adhered to, and human and environmental health impacts are minimised.

Council proposes to apply a user pays policy in regards to the recovery of costs for on-site sewage management.

Waste Management Charges

Waste Management Facility Charge

In accordance with Section 501 of the Local Government Act 1993, it is proposed to levy an annual charge on all rateable properties as a Waste Management Facility charge. This charge recognises that all rateable properties potentially produce waste and hence should contribute to the costs of running Council's Waste Management Facilities. Gate charges will apply as per Council's Fees and Charges Policy.

The estimated yield from the Waste Management Facility charge for 2020/21 is \$1,251,712.

Waste Management Collection Charge - Domestic

In accordance with Section 496 of the Local Government Act, 1993, Council proposes to levy an Annual Domestic Waste Management Collection Charge on Domestic Properties within the designated Domestic Waste Collection Service Area.

The collection areas are outlined in the maps at the end of this Revenue Policy.

The estimated yields from the Domestic Waste Management Collection Charges for 2020/21 are:

Domestic Waste Management per 120L	\$467,670
Domestic Waste Management per 240L	\$406,824

Waste Management Collection Charge – Non Domestic

In accordance with Section 501 of the Local Government Act, 1993, Council proposes to levy an Annual Waste Management Charge on Non-Domestic Properties. Within the designated Non-Domestic Waste Collection Service Area.

The collection areas are described in the maps at the end of this Revenue Policy.

The estimated yields from Non-Domestic Waste Management Collection Charges for 2020/21 are:

Non-Domestic Waste Management per 120L	\$28,689
Non- Domestic Waste Management per 240L	\$134,090

Waste Management - Recycling Collection Charges

In accordance with Section 496 of the Local Government Act, 1993, Council proposes to levy an Annual Waste Recycling Charge on all residential properties within the designated Residential Waste Recycling Collection Service Area.

The collection areas are described in the maps at the end of this Revenue Policy.

The estimated yield from the Residential Waste Recycling Charge for 2020/21 is \$133,836.

In accordance with Section 501 of the Local Government Act, 1993, Council proposes to levy an Annual Waste Recycling Charge on all Non-Residential properties within the designated Non-Residential Waste Recycling Collection Service Area.

The collection areas are described in the maps at the end of this Revenue Policy.

The estimated yield from the non-Residential Waste Recycling Charge for 2020/21 is \$17,252.

Bulk Solid Waste Charges

In accordance with Section 502 of the Local Government Act 1993, Council proposes to charge a Waste Management Charge for the removal of Builders waste and waste from commercial and domestic properties by way of a collection service from Trade Waste Bins and for the rental and delivery of these bins.

The proposed charges are set out in Council's Fees and Charges under the Waste Management section.

Waste Vouchers

Council has determined that three (3) waste vouchers will be issued with the annual rate notices. The value of each of these vouchers will be \$27.00, which is equivalent to the fee for a small box trailer. For terms and conditions please refer to the vouchers when you receive them.

Stormwater Management Services

In accordance with Section 496A of the Local Government Act 1993 Council proposes, to make and levy an annual charge for the provision of stormwater management services for each eligible parcel of land within the Business - Tenterfield sub category boundary, all properties within the boundary of the village of Jennings and all properties within the boundary of the village of Urbenville.

The estimated yield from the Stormwater Management Charges for 2020/21 are:

Stormwater Management Charge	\$40,850.00
Strata Title Per unit	\$212.50
Stormwater Business <350 m2	\$950.00
Stormwater Business 350 m2 -1200 m2	\$3,200.00
Stormwater business 1200 m2 – 5000 m2	\$14,144.00
Stormwater Business > 5000 m2	\$13,209.00

Fees and Charges

Fees and Charges are calculated in accordance with the recommendations of the Local Government and Shires Association detailed in "Determination of Fees and Charges under the Local Government Act, 1993" released in April, 1994.

Variations outside this policy are identified specifically in the Fees and Charges Schedule.

Where fees are fixed by State Government Acts and regulations they will be adjusted as legislation requires.

A list of Council's Fees and Charges proposed to apply from the 1st July, 2020, is included in this Operational Plan.

Section 67 Private Works Charges

Details of the Private Works Charges for 2019/2020 are included in the fees and charges section of this Operational Plan.

Borrowings

It is proposed to borrow \$3,664,071 in 2020/2021 for infrastructure projects. Of this amount, \$1,509,869 is for Waste Management capital projects, and \$2,154,202 is predominately for Transport Network capital works.

Restricted Funds

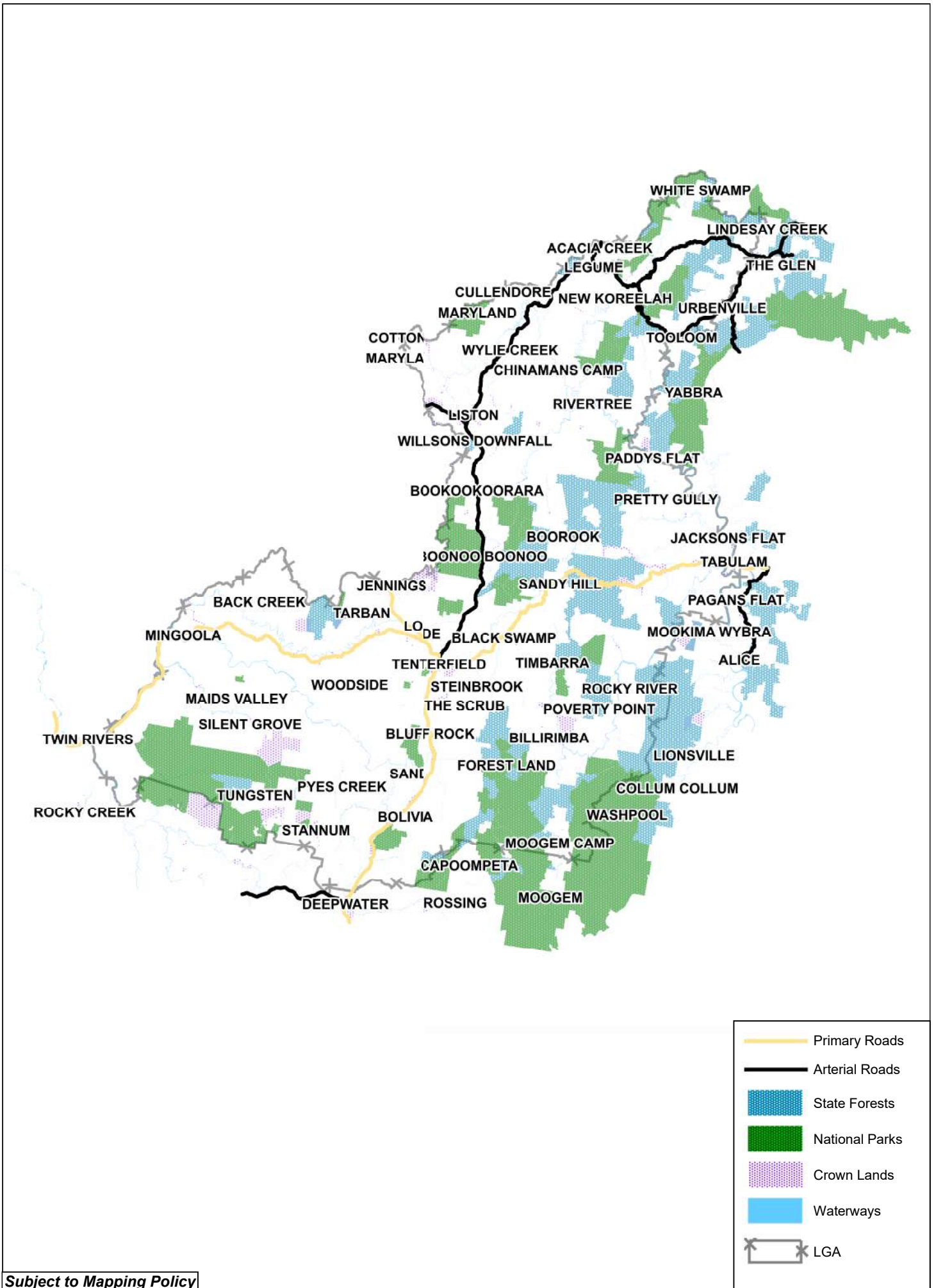
Internally restricted funds and externally restricted fund are set aside each year for various purposes. The balance of these funds as at 30 June in any given year can be found in Council's audited Financial Statements.

Council had \$693,915.48 externally restricted for Bruxner Way works. This was transferred to the capital works budget in 2019/20, and work has commenced on this project. Any unspent balance at the end of the 2019/20 financial year will be restricted and carried-forward for the completion of works in 2020/21.

APPENDIX A - CATEGORISATION AND COLLECTION AREA MAP

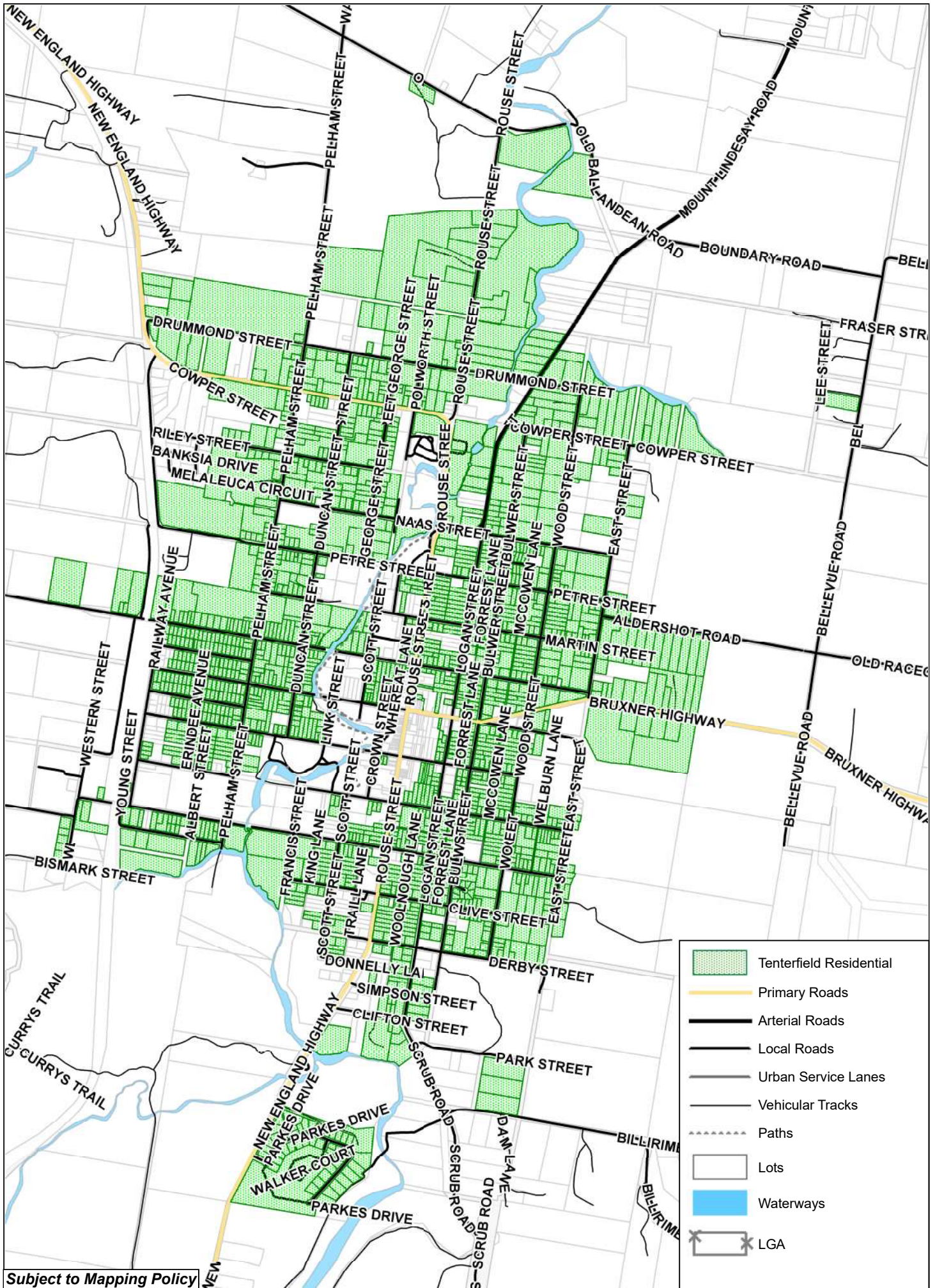


Local Government Area





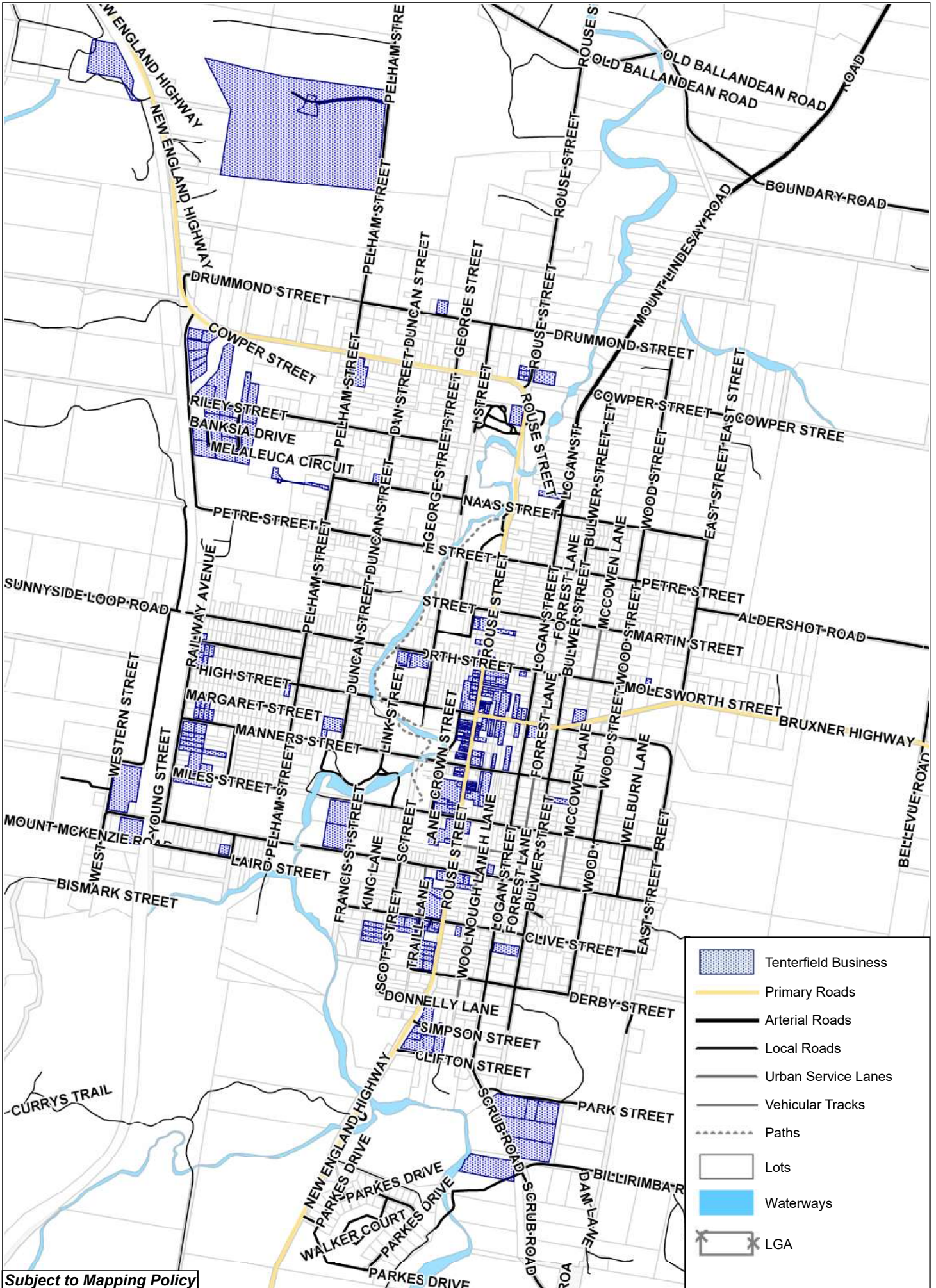
Tenterfield Residential Area



Subject to Mapping Policy



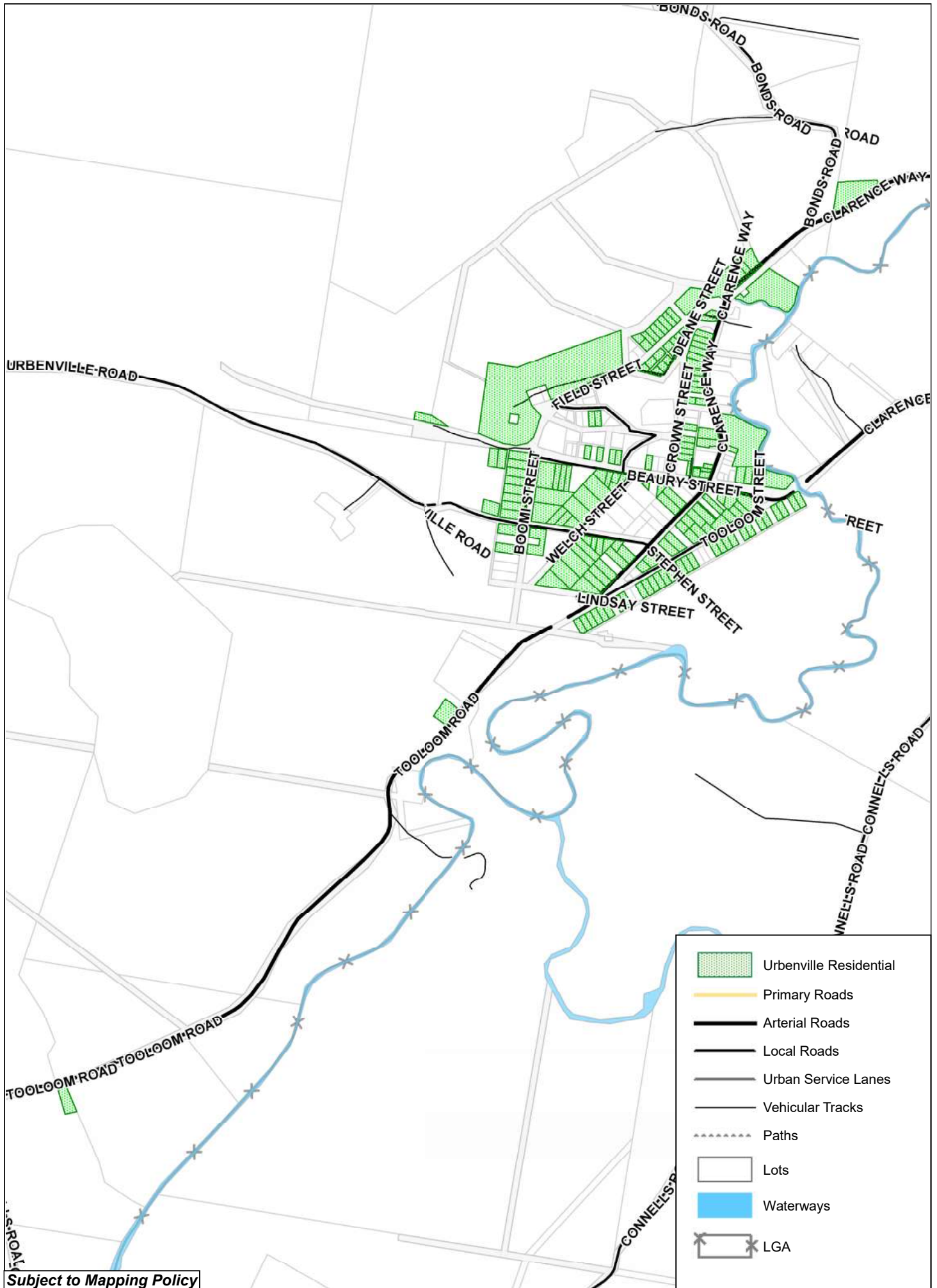
Tenterfield Business Area



Subject to Mapping Policy



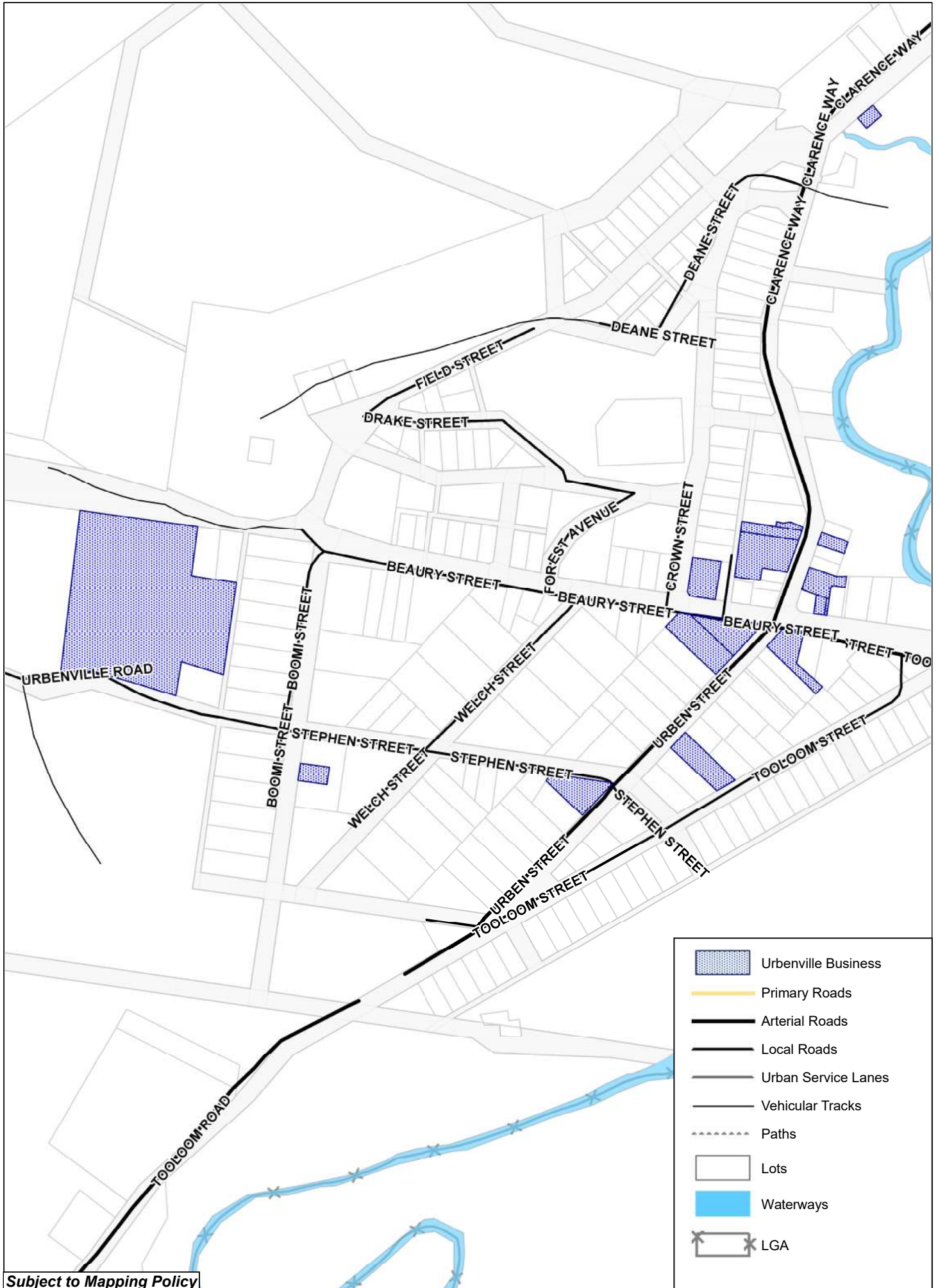
Urbenville Residential Area



Subject to Mapping Policy



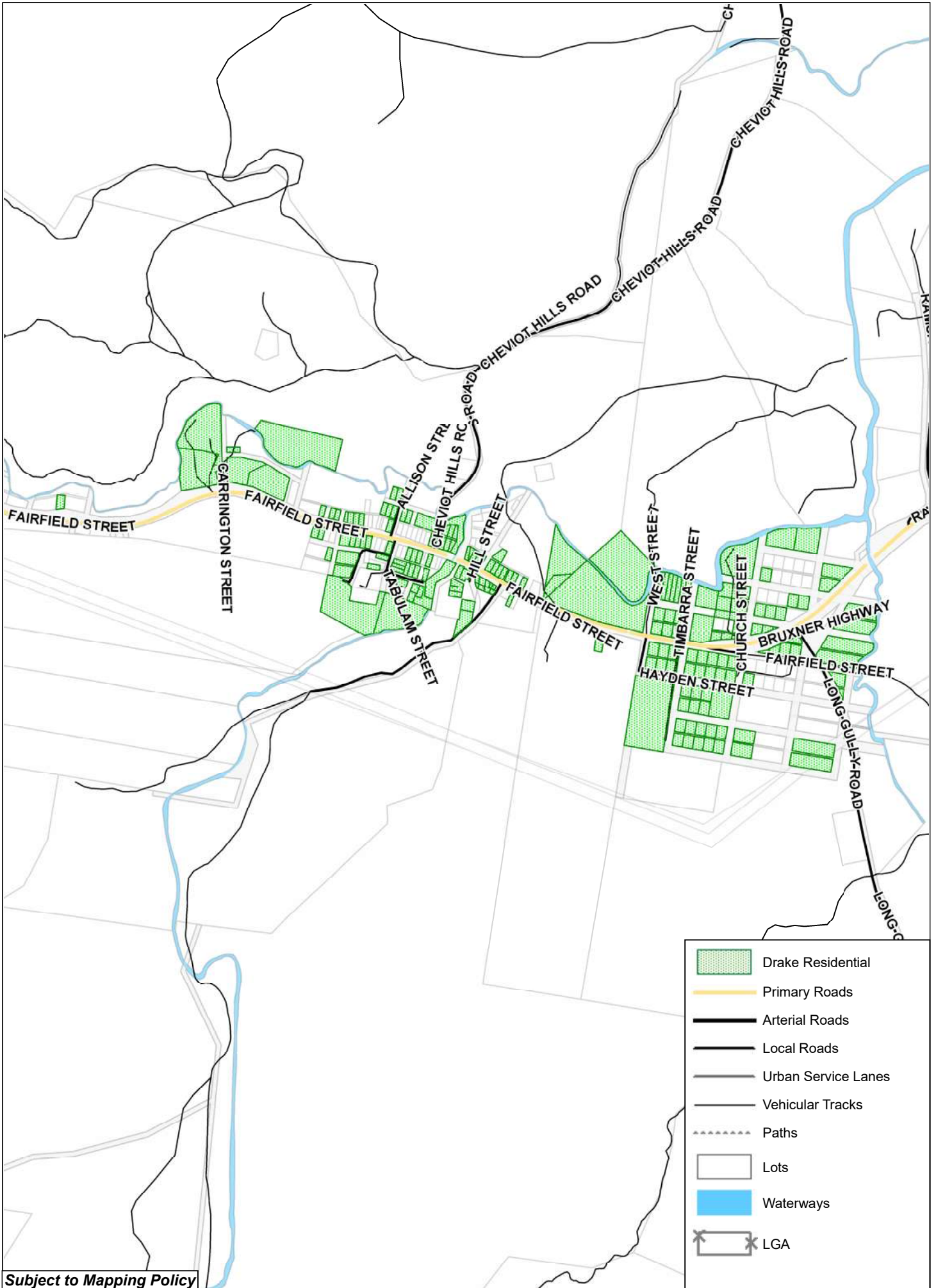
Urbenville Business Area



Subject to Mapping Policy



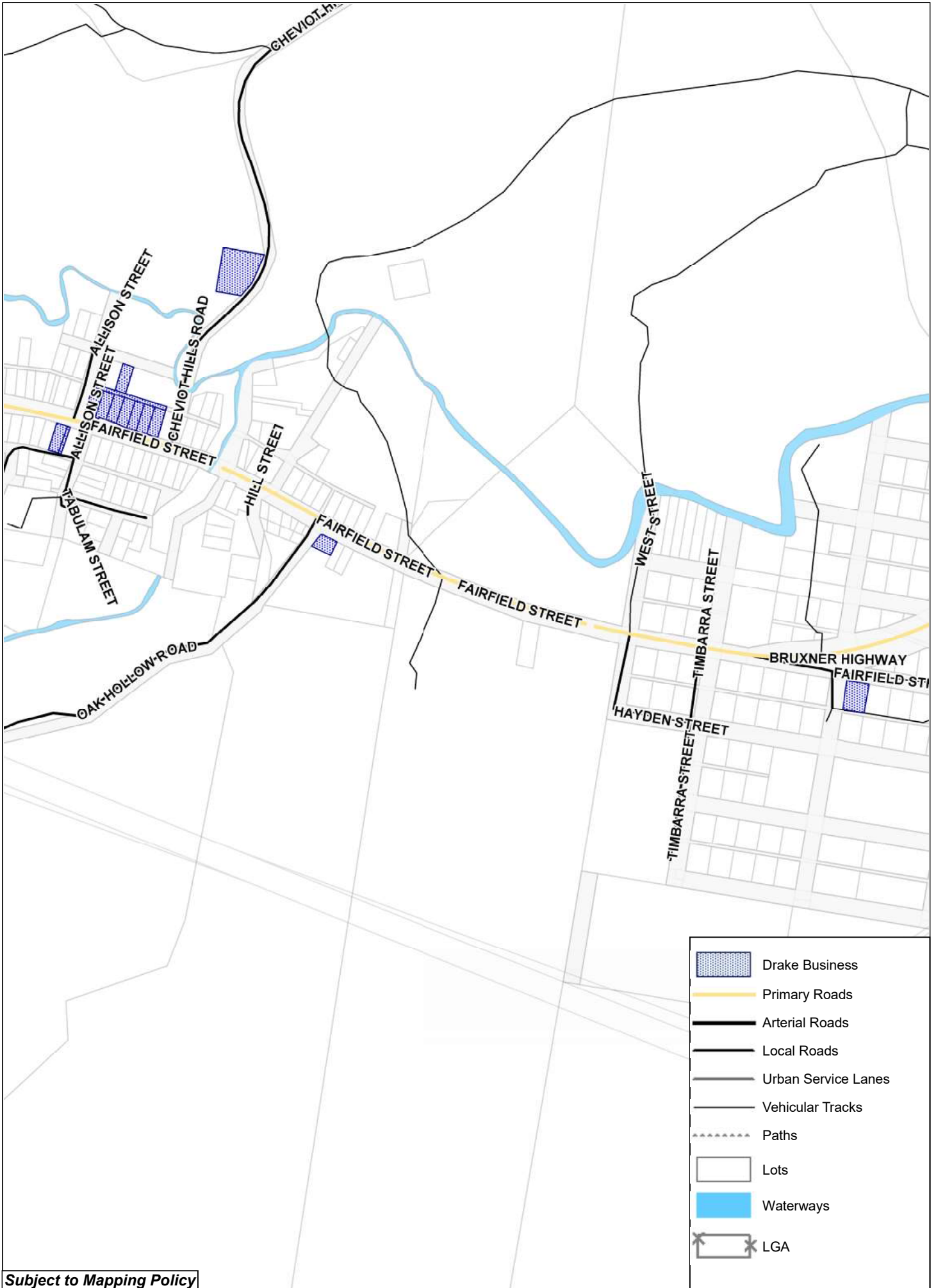
Drake Residential Area



Subject to Mapping Policy



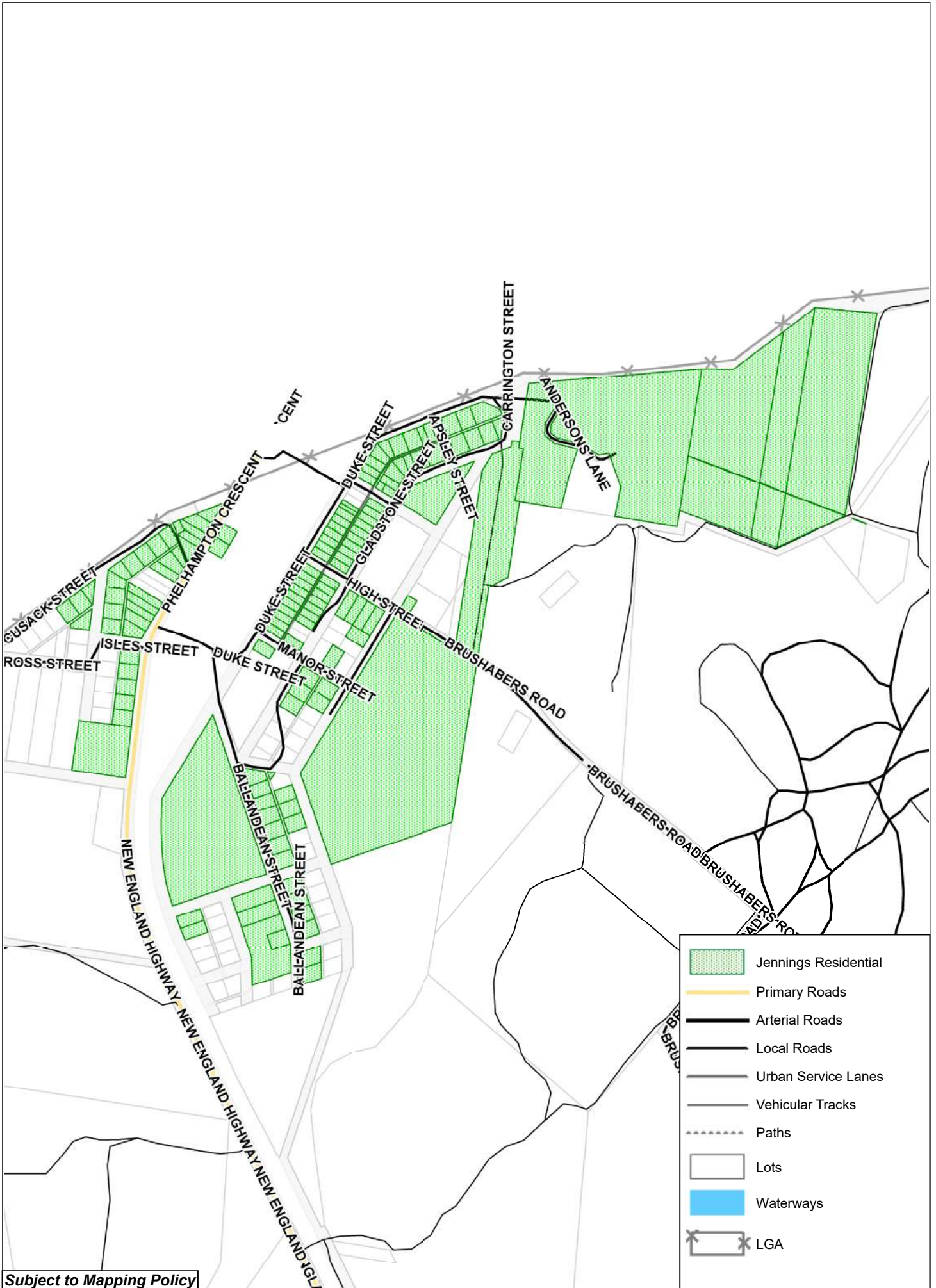
Drake Business Area



Subject to Mapping Policy



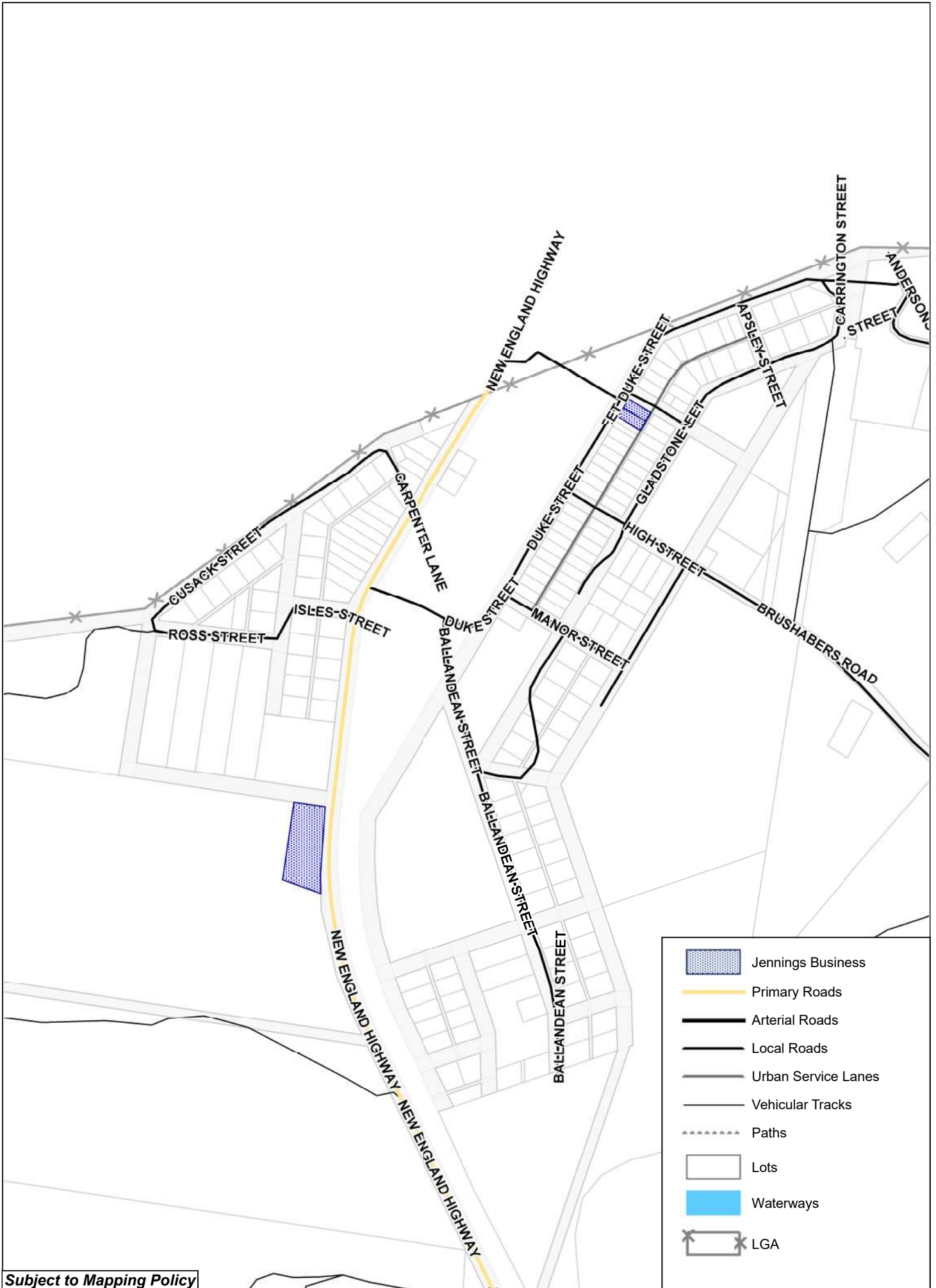
Jennings Residential Area



Subject to Mapping Policy



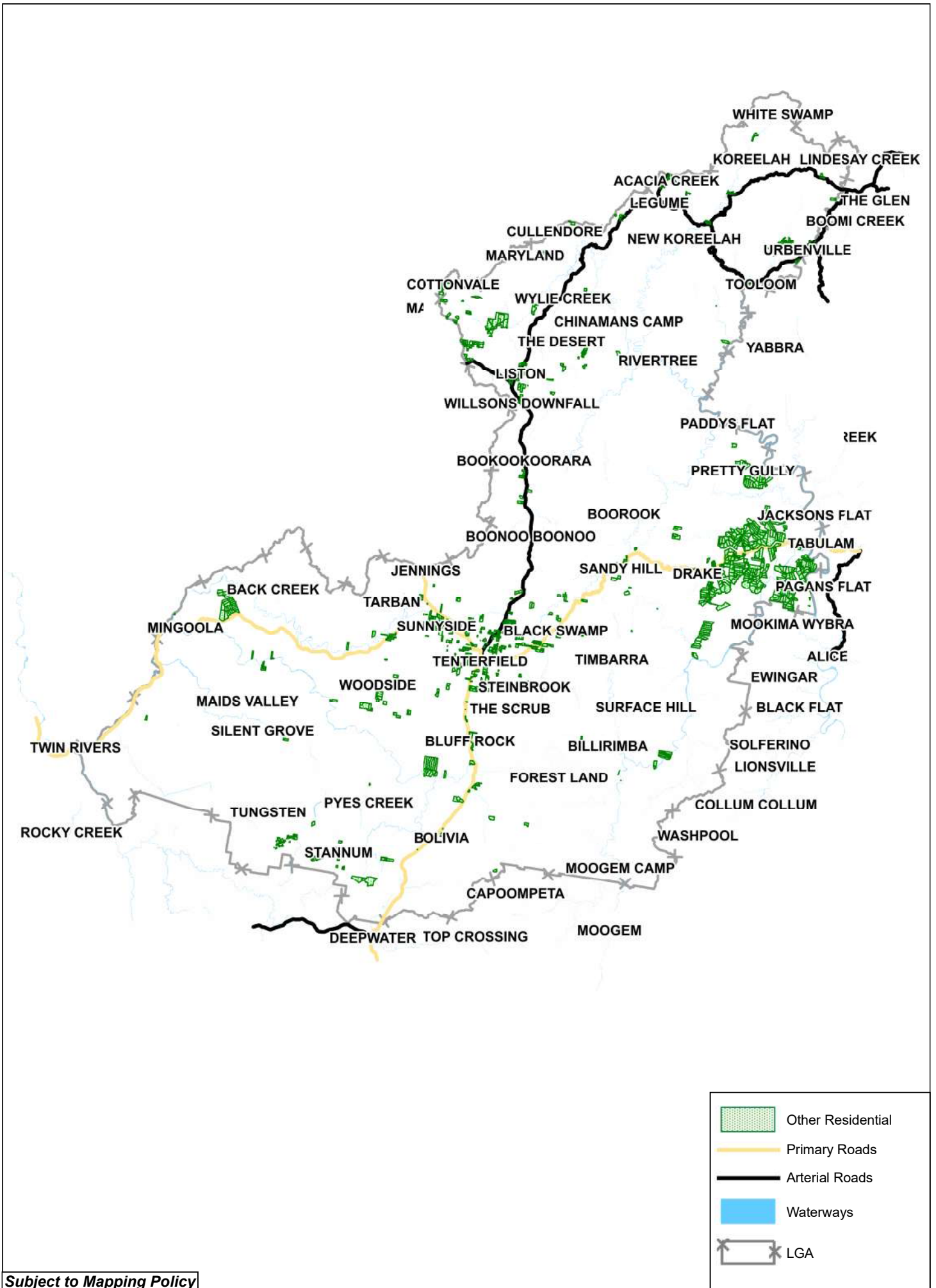
Jennings Business Area



Subject to Mapping Policy

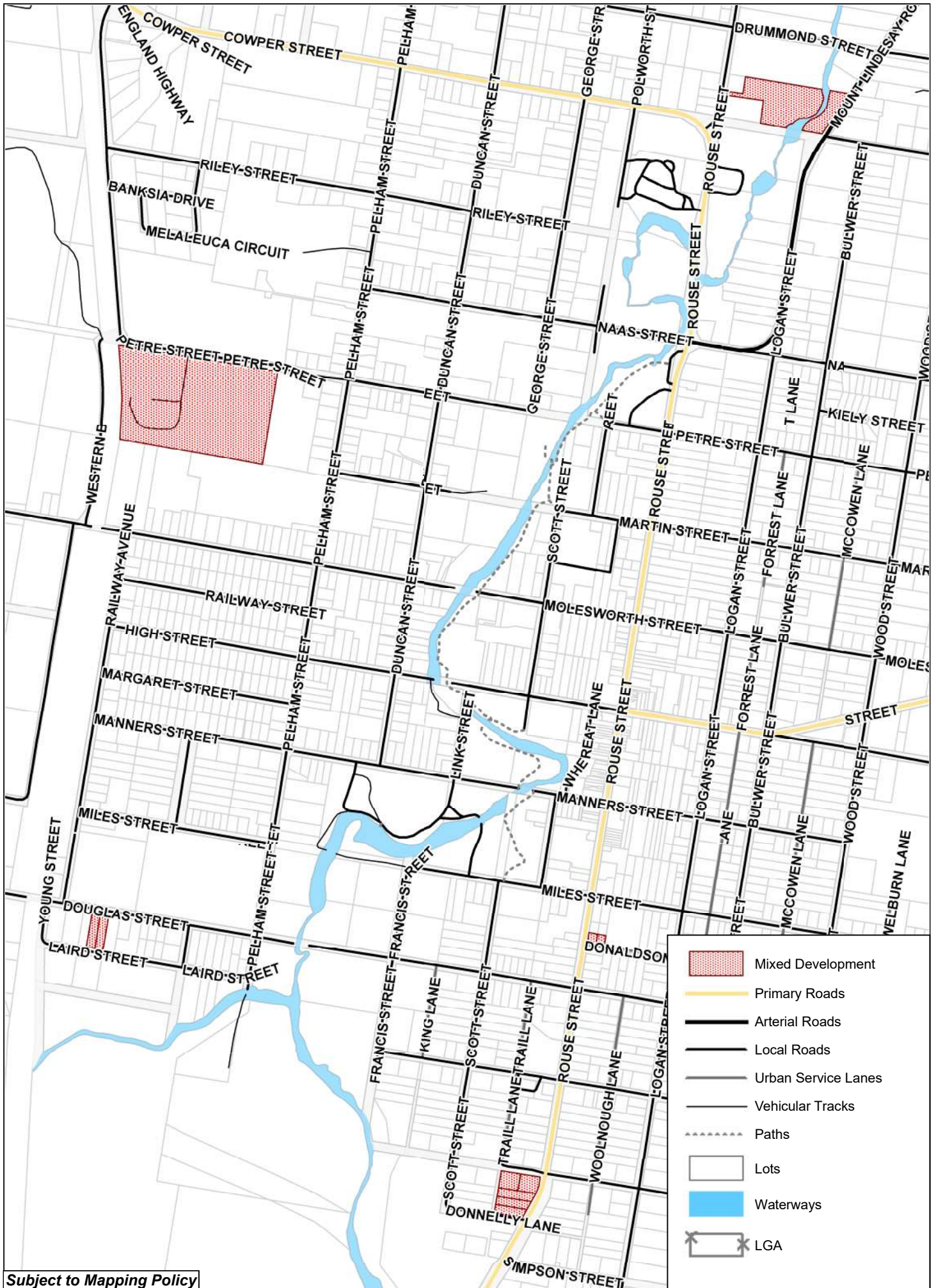


Other Residential Areas





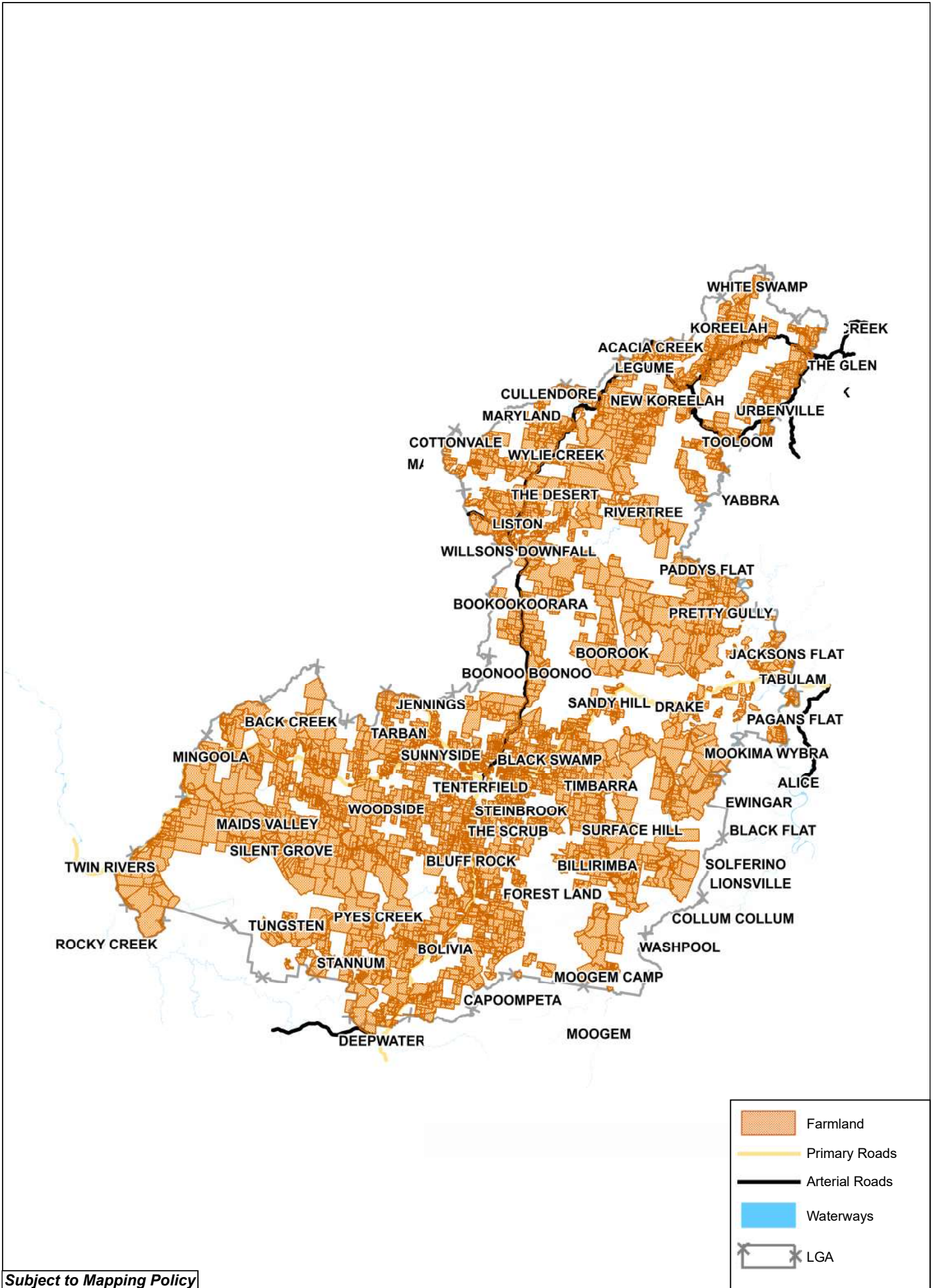
Mixed Development Areas



Subject to Mapping Policy



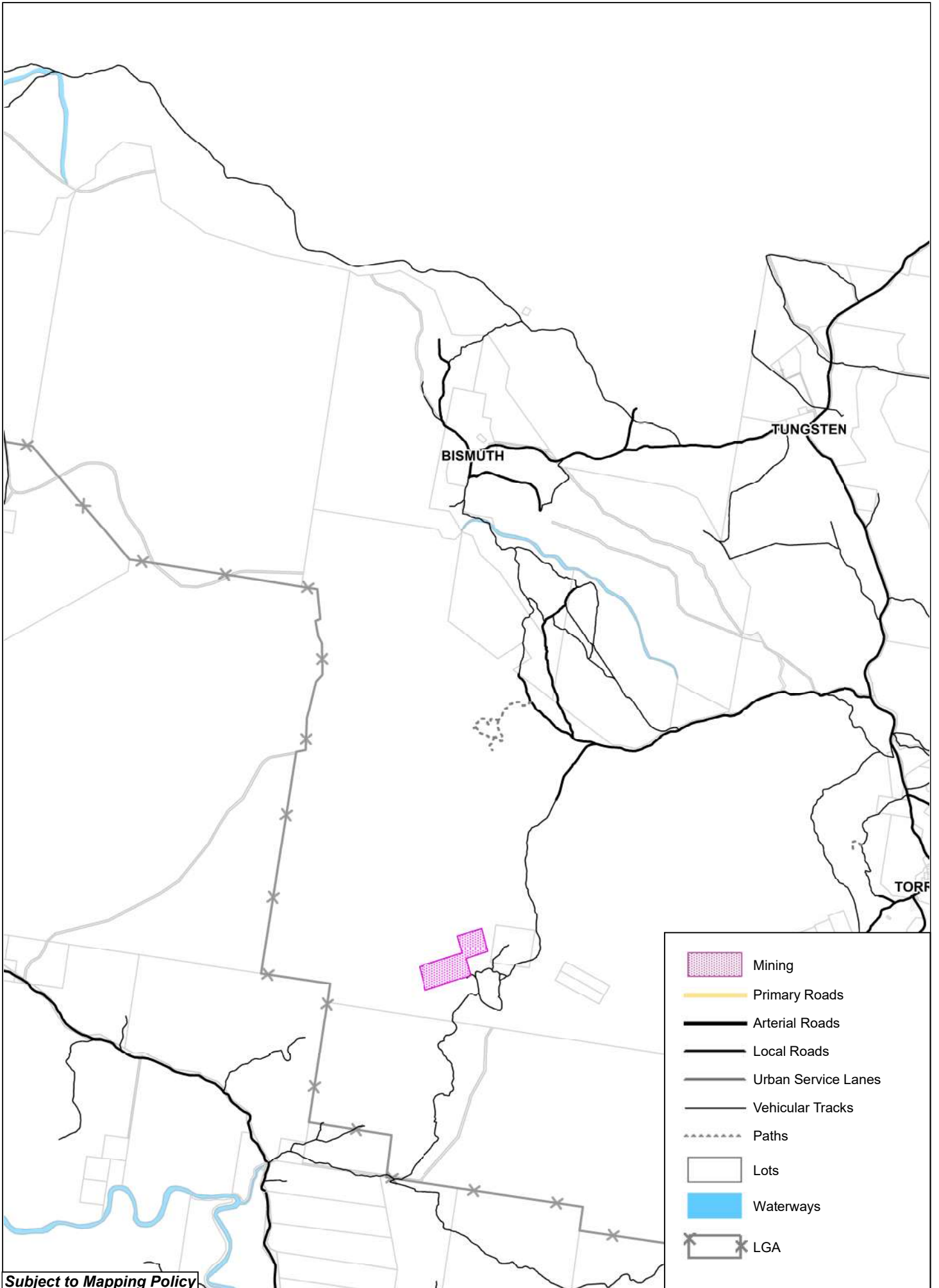
Farmland Area



Subject to Mapping Policy



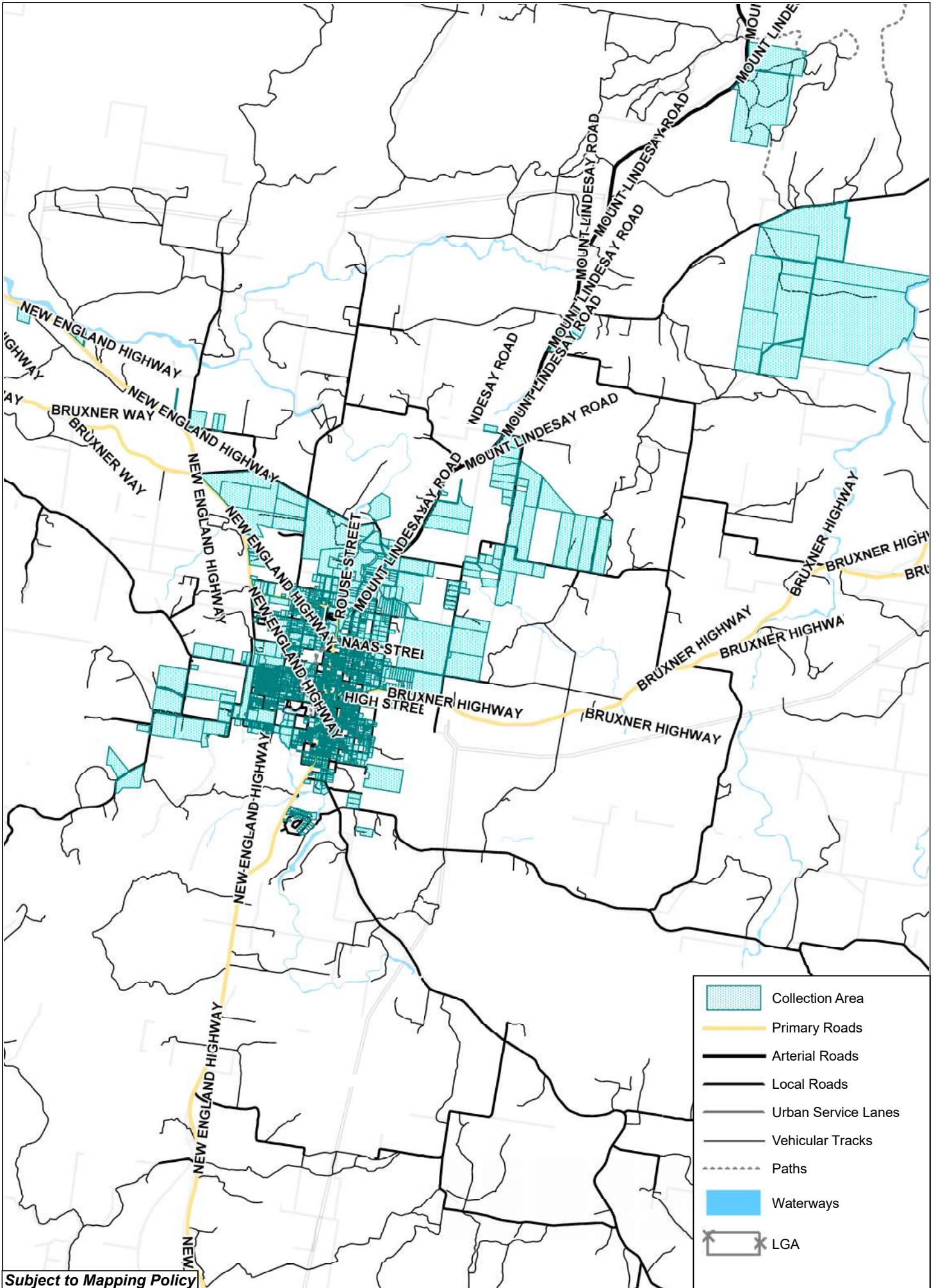
Mining



Subject to Mapping Policy



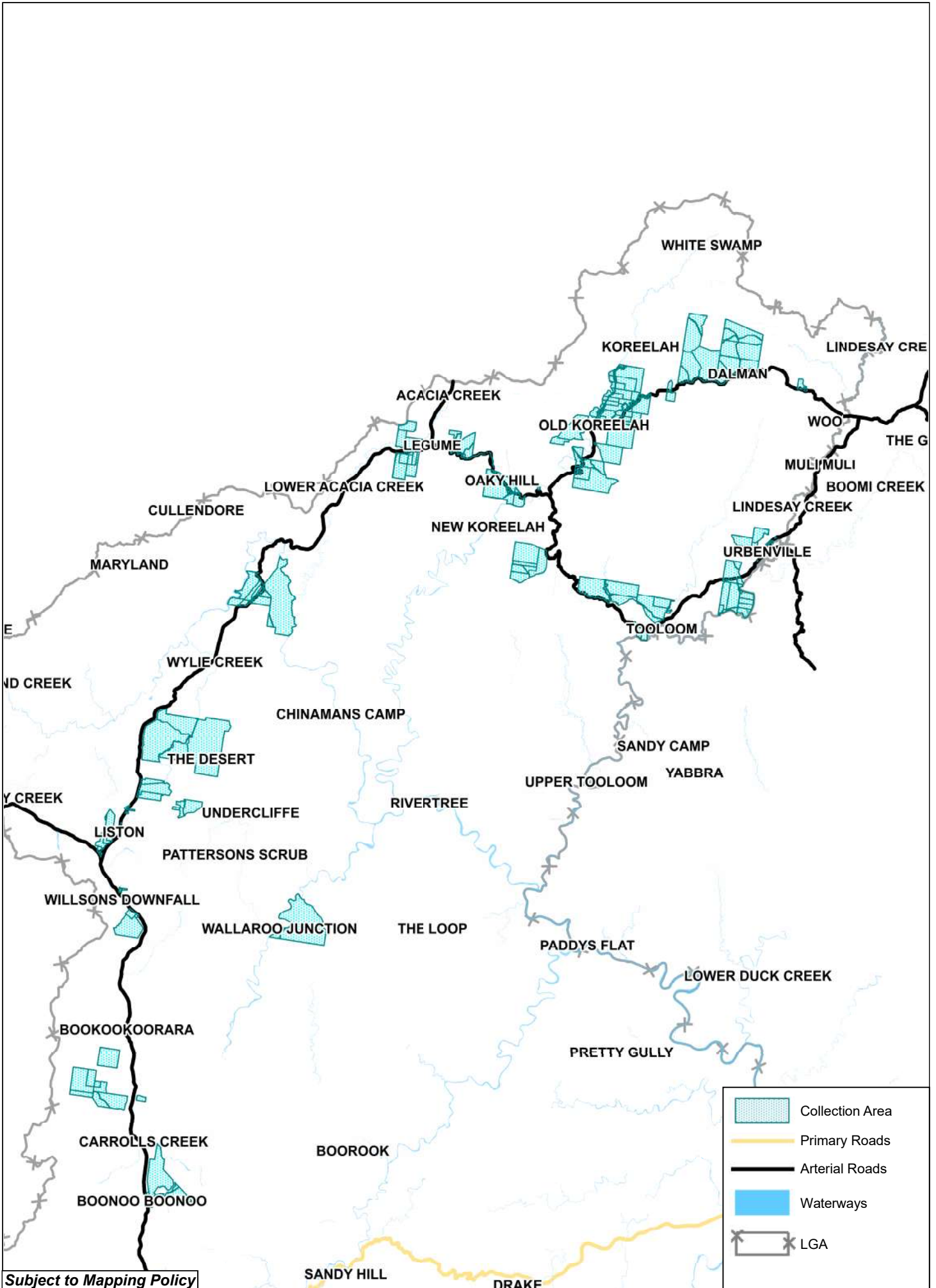
Tenterfield Collection Area



Subject to Mapping Policy

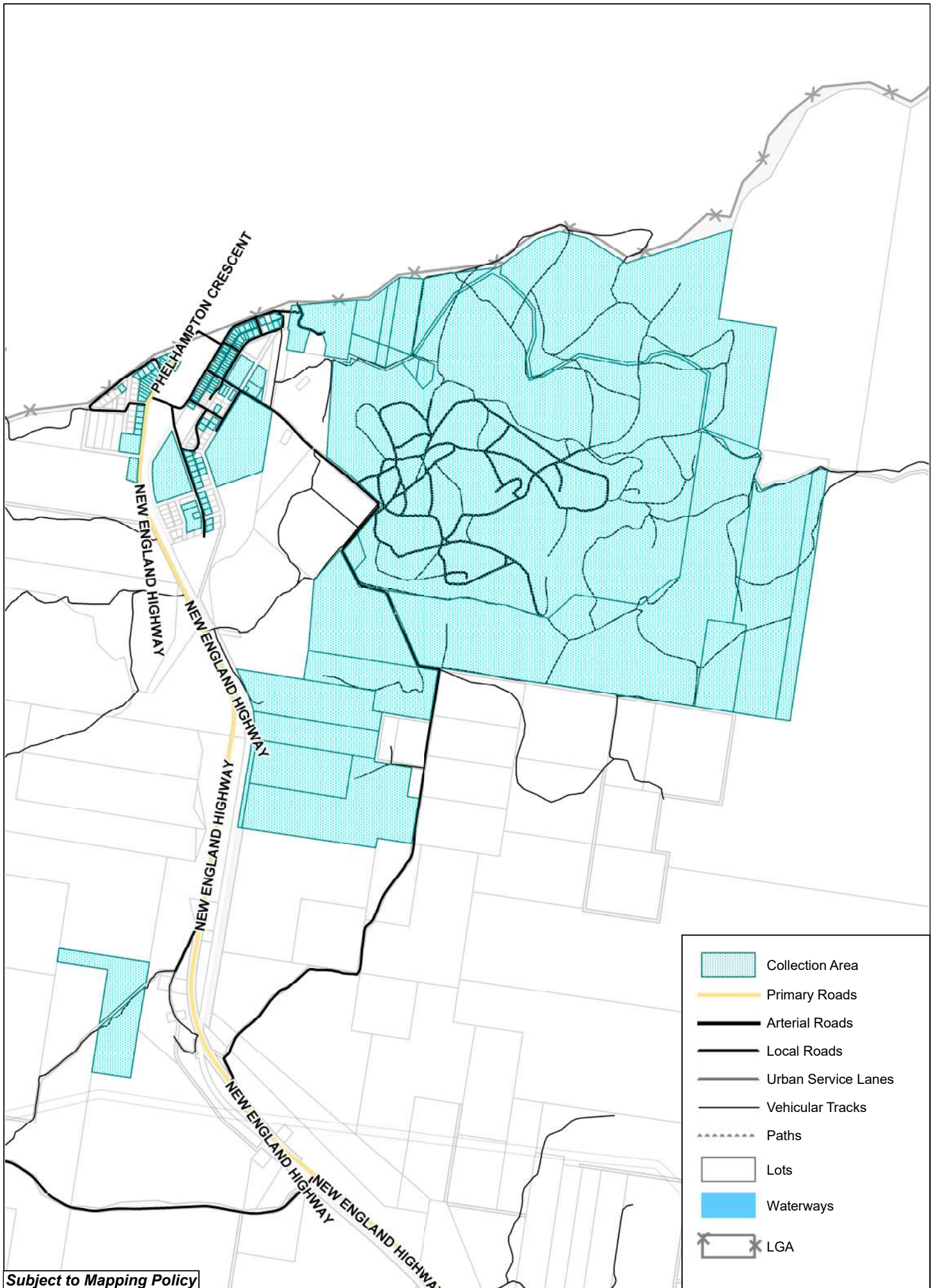


Mount Lindesay Road & Tooloom Road Collection Area





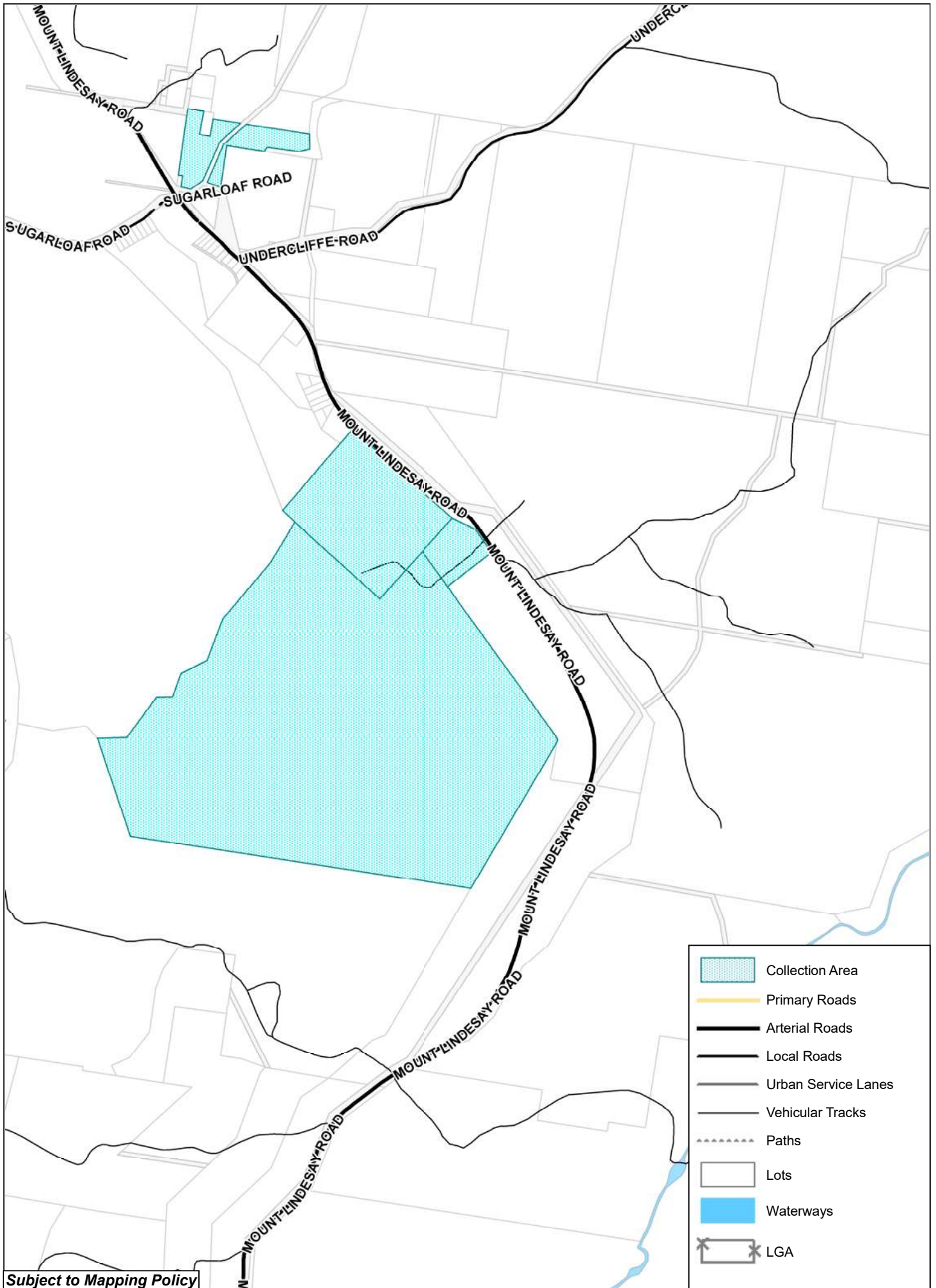
Jennings Collection Area



Subject to Mapping Policy



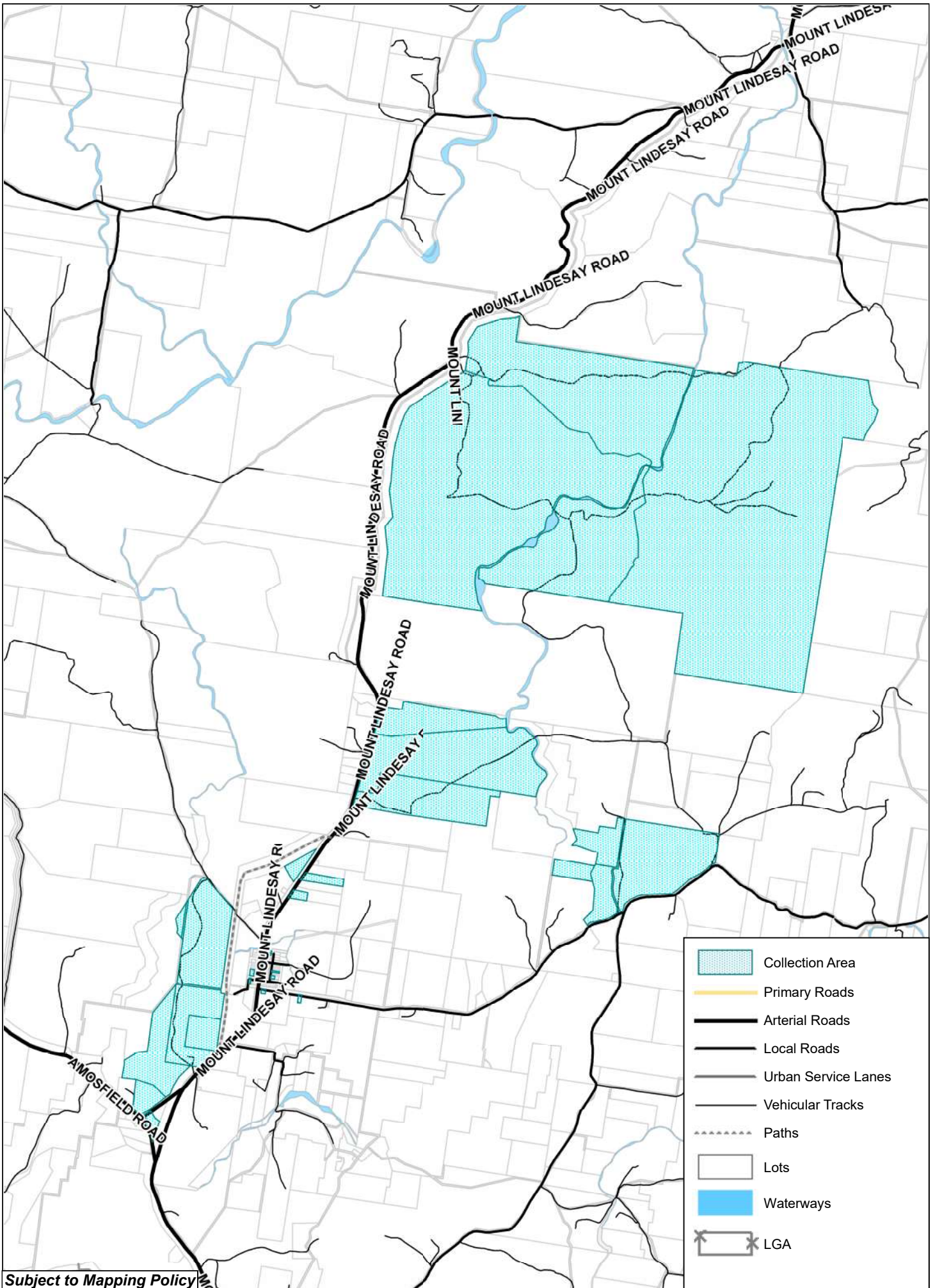
Willsons Downfall Collection Area



Subject to Mapping Policy



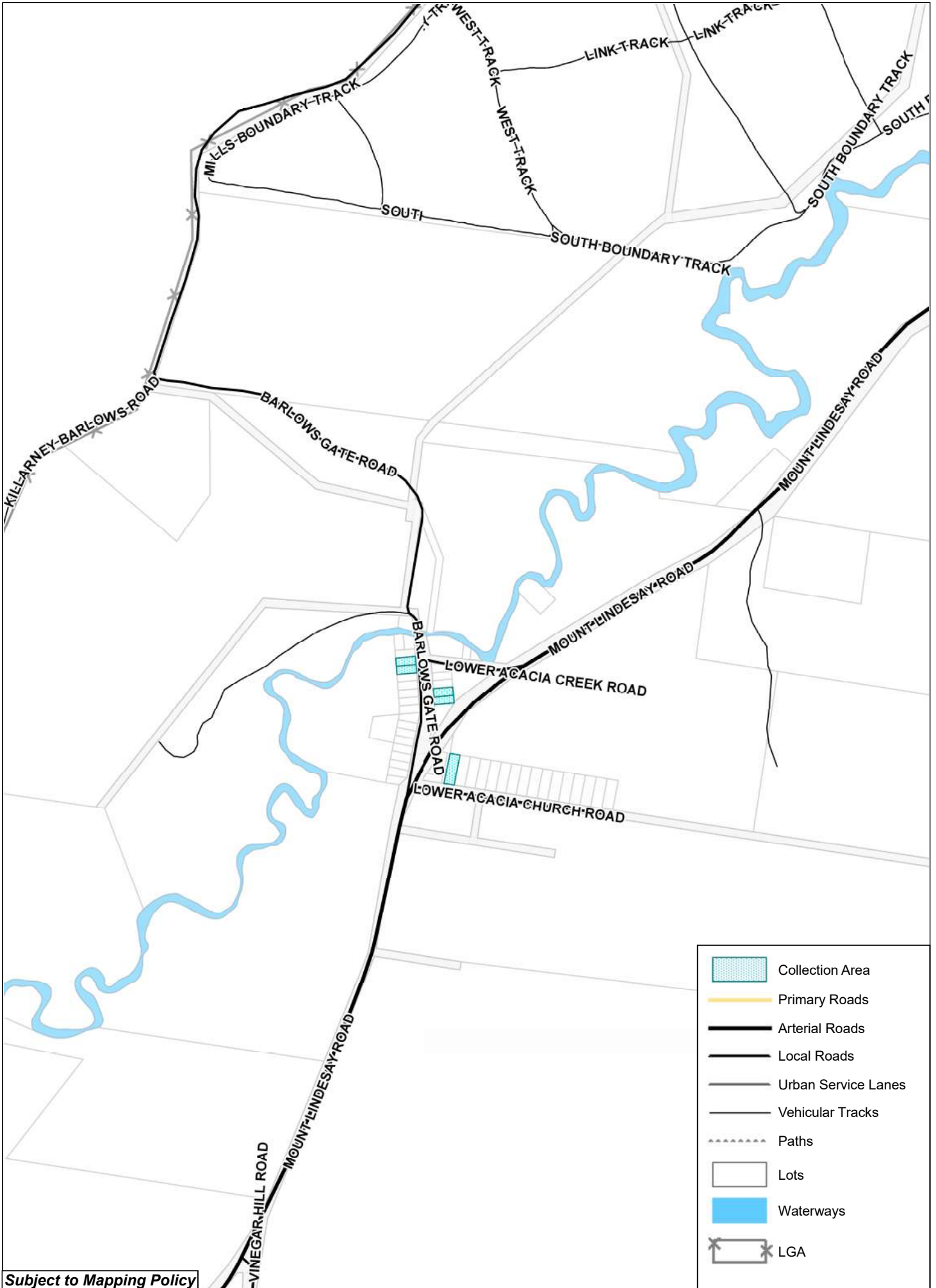
Liston Collection Area



Subject to Mapping Policy



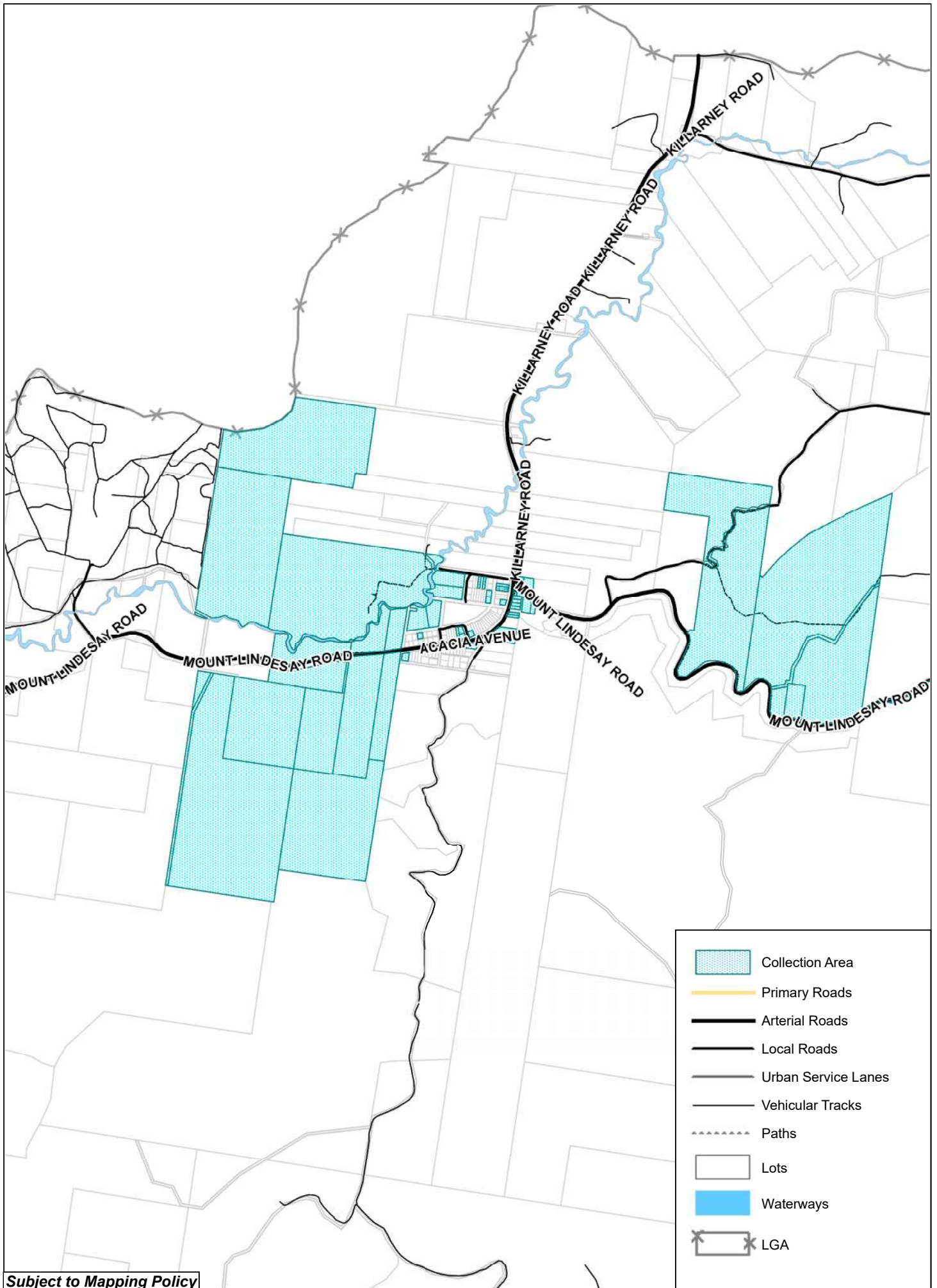
Lower Acacia Creek Collection Area



Subject to Mapping Policy



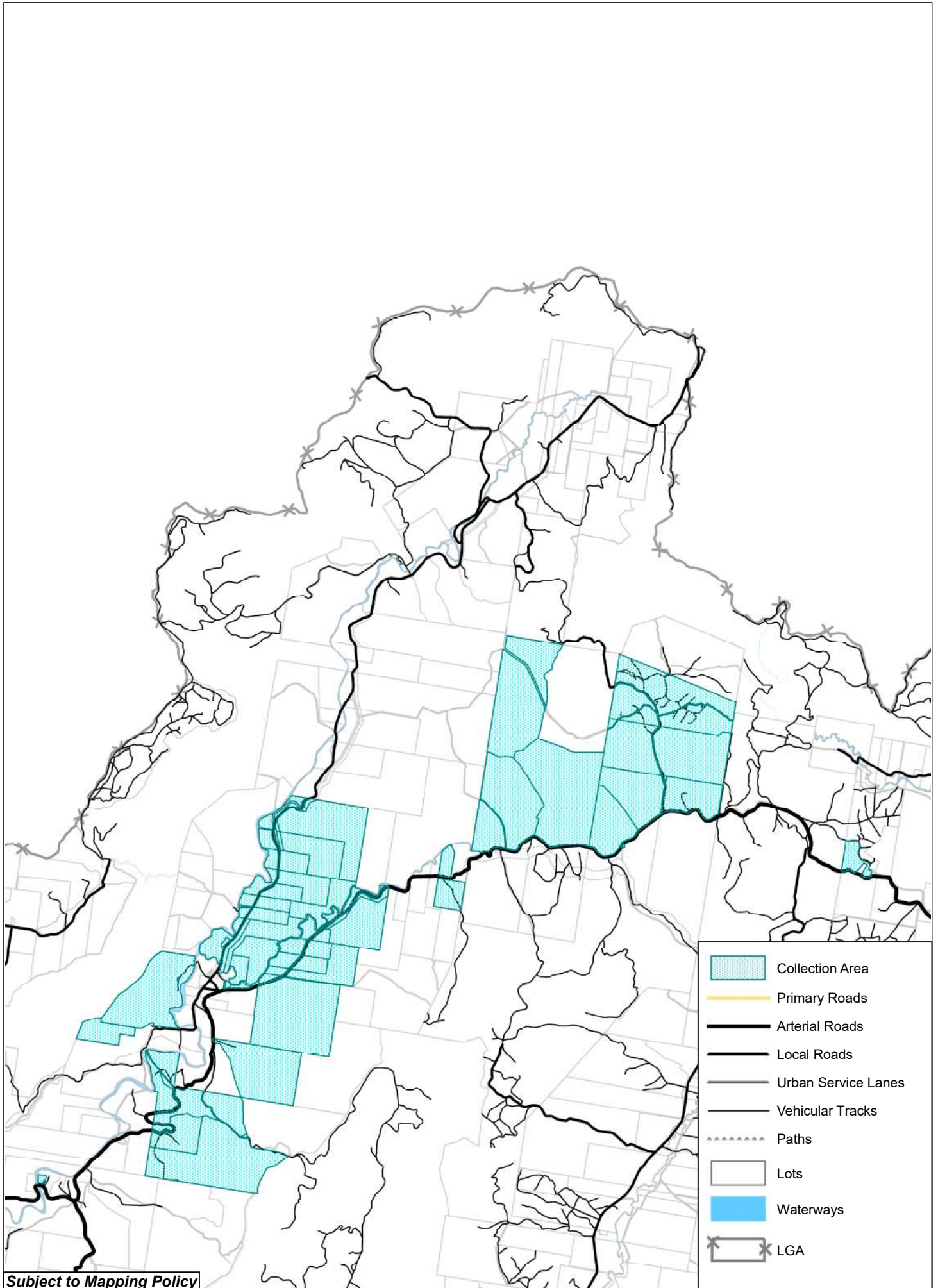
Legume Collection Area



Subject to Mapping Policy



Koreelah Collection Area



Subject to Mapping Policy



APPENDIX B - FEES AND CHARGES