

OPERATIONAL PLAN **2021 - 2022**

DELIVERY PROGRAM 2017 - 2021



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Version Control

Version	Date	Modified by	Details
V1	27/03/2017	GM	Draft Delivery Program and Operational Plan
			Revision of Draft Delivery Program and
V2	12/04/2017	Council	Operational Plan (Res No.41/17)
			Revision of Delivery Program and
V3	24/05/2017	Council	Operational Plan (Res No. 69/17)
	1 4 /0 6 /0 0 1 7		Draft for Councillor Briefing - Delivery
V4	14/06/2017	Council	Program and Operational Plan Adoption of Delivery Program & Operational
V5	28/06/2017	Council	Plan (Res No. (102/17)
	20/00/2017	Council	Change to Revenue Policy – New Fee for Mt
V6	23/08/2017	Council	Lindesay Rd (Res No. 162/17)
			Change to Revenue Policy – Public Gate &
			Bypass Application & Water Availability
			Charge for Non-Residential Users (Res No.
V6	27/09/2017	Council	207/17 & 208/17)
			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.
V7	13/11/2017	Council	208/17)
			Draft Delivery Program and Operational Plan
V8	18/04/2018	CE	2018/19
			Adoption of Delivery Program and
V9	23/05/2018	Council	Operational Plan (Res No. 104/18)
			Duraft Daliusan, Duranana and Oneurstianal Dian
V10	10/04/2019	CE	Draft Delivery Program and Operational Plan 2019/20
V10	10/04/2019		
			Adoption of Delivery Program and
V11	29/05/2019	Council	Operational Plan (Res No. XXX/19)
			Draft Delivery Program and Operational Plan
V12	24/05/2020	CE	2019/2020
1/10	24/06/2022	Council	Adoption of Delivery Program and
V13	24/06/2020	Council	Operational Plan (Res No. XXX/20)
			Adoption of Delivery Program and
V14	31/05/2021	Council	Operational Plan (Res No.120/21)
V T T	1 31/03/2021	Council	

Enquiries and feedback should be made to:

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Version 14 (31 May 2021 - Res No. 120/21)

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 2021-22, 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



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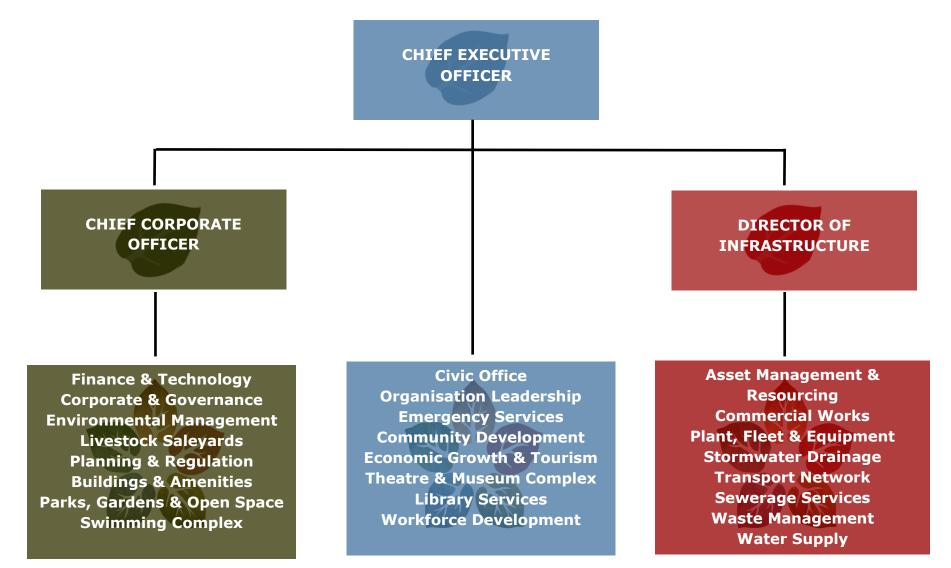


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Organisational Structure







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 Plans contained under service headings identify what Council plans to do (the Operational Plan) in the coming year to support the direction of the Delivery Program. The service identified in the achievement of the Delivery Program may change from year to year, dependant on the Actions and Plans 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 delivery of the service that contributes to meeting the Operational Plan by delivering the action.

	Goal	Strategy	Delivery Program	Service
	Tenterfield Shire is a	Encourage families and	Encourage activities for young	Theatre and Museum
	vibrant, welcoming	young people to live, enjoy	people and families in	Complex
	and safe	and stay in Tenterfield Shire.	Tenterfield Shire.	-
	community.	Continue to strengthen community safety and crime prevention partnerships with	Support community organisations that develop and maintain a range of facilities	Community Development
		Police, licensees, businesses, regulatory and other agencies.	that meet the diversity of community needs, interests and aspirations.	
		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	Provide systems and processes to ensure compliance with legislation and standards.	Planning and Regulation
		community safe.	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	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
	leisure opportunities.	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
Y		Sporting facilities are modern, provide choice and cater for the diverse needs of the community	encourages participation.	Swimming Complex
חורא		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
nu		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
Community		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

			Depresent advants and but	Civia Office
	-	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	Cultural heritage is recognised, protected and respected.	Provide advice, planning and inspection that preserve and promotes the Shire's heritage.	Planning and Regulation
	diverse backgrounds are respected and celebrated.	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
Y		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
Community	The community learns and grows together and fosters an involved community and	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
	creative environment.		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
Co		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

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

industry are supported to reach	significant industry in the Shire and encourage initiatives that enhance the economic sustainability of	,	Livestock Saleyards
goods and services both locally and to a wider market.	Lobby and support government and local service providers to	Advocate and support the improvement of telecommunications	Economic Growth and Tourism

	enhance communications infrastructure across the Tenterfield Shire Council area. Support businesses and industry to upskill and maximise utilisation of new technologies through telecommunications networks.		Economic Growth and Tourism
Mou	Maximise the accessibility of business and industrial operations to ensure the exchange of goods and services is supported by sustainable infrastructure.	drainage, transport, water and	Asset Management and Resourcing
Ecor	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
X	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
Jt		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
nvironmen		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
/iro	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
Env		Wepartnerwithstakeholdersandgovernmentto maintain ahealthycatchmentsandwaterways in the Shire.	Ensure the timely detection of new weed incursions in the Tenterfield Shire Council region.	Environmental Management

The	community is educated	Provide community education	Environmental
and	informed of	program to encourage	Management
envi	ironmental and	residents and visitors to reduce	
biod	liversity issues through	their impact on vegetation	
	nitoring and reporting	5	
	Council partners with		
	ceholders to manage	Ensure that weeds do not	Environmental
iden	ntified threats.	adversely affect the health and	Management
		welfare of the community.	
	are prepared, resourced	Review and ensure the	Emergency Services
and		integration of Council current	
	munity to deal with	studies and plans into strategic	
	ural disasters such as	land use planning and	
	hfires, storm and flood	operational planning	
ever	nts.	documents and policies to	
		support our emergency	
		management function.	

Secure, sustainab and environmentally sound	e 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 a services underp Council servi	n	Stormwater and drainage infrastructure is provided, maintained and renewed.	Stormwater and Drainage
delivery.	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	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
d	decision making processes and informed about services and activities.	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
eadership		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
Lead	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	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
outlined in the Community Strategic Plan.	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	Delivery of programs to grow and invest in our existing and emerging leaders and support a culture of high performance.	Workforce Development

and supported by a committed workforce.	Manage the implementation of Council's Workforce Management Strategy. Developing attraction and retention practices across Council.	Workforce Development Workforce Development
Council fosters a strong organisational culture which strives for best practice in all operations with a supportive corporate governance framework.	Ensure that the performance of Council as an organisation complies with all statutory reporting guidelines and information is available to decision makers.	Corporate and Governance
	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

X		Ensure that information technology meets Council's operational requirements.	Finance and Technology
rship		Ensure improvement of infrastructure in line with best practice water treatment guidelines and increased capacity for sewage treatment in service areas.	Sewerage Services
Leader	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.	5	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. Maximise productivity of Council fleet and stores	Transport Network Plant, Fleet and Equipment
ort 🔷		Ensure that developer contribution plans require appropriate contributions towards each development taking into consideration holistic impact and consumption of infrastructure.	service. 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
spo		Ensure adequate stormwater and drainage infrastructure is provided, maintained and renewed.	Stormwater and drainage infrastructure is provided, maintained and renewed.	Stormwater and Drainage
Transport		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	Provide advocacy and advice on transport issues to stakeholder groups and government. Ensure we can conveniently	Advocate on behalf of the community for improved service levels across the Shires transport network. The development of plans and	Civic Office Planning and
our community and enable us to connect with people	access parking near transport hubs and our town centre.	applications for development consider the demand and provision of parking.	Regulation
visiting and accessing the services we provide.	Provide the required public transport infrastructure and work with key partners to expand the provision of cost effective public transport.		Transport Network

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

OPERATIONAL PLAN 2021/2022



TENTERFIELD

Service Summaries

Office	Service	Responsible Manager
Chief Executive Officer	Civic Office	Chief Executive Officer
	Organisation Leadership	Chief Executive Officer
	Community Development	Manager Economic Development and
		Community Engagement
	Economic Growth &	Manager Economic Development and
	Tourism	Community Engagement
	Theatre & Museum	Manager Economic Development and
	Complex	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	Manager Open Space, Regulatory
	Management	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 &	Manager Asset and Program
	Resourcing	Planning
	Commercial Works	Manager Asset and Program
		Planning
	Stormwater & Drainage	Manager Asset and Program Planning
	Transport Network	Manager Works
	Plant, Fleet & Equipment	Fleet Manager
	Waste Management	Manager Water and Waste
	Water Supply	Manager Water and Waste
	Sewerage Services	Manager Water and Waste

Chief Executive

1. 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
- Resolutions and Council Minutes

Community Engagement

- Policies and Codes
- Representations to other tiers of Government

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 decisionmaking 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:

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: Reconstruct and realign Bruxner Way from the New England Highway to Sunnyside Loop Road. Complete the Tenterfield bypass. Upgrade the western segment of the Bruxner Way to Bruxner Highway. Seal the Mount Lindesay Road Rehabilitate and upgrade Tooloom Road from Paddys Flat Road to Mt 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	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$
SOURCE OF FUNDS				
TOTAL OPERATING INCOME	-	-	-	-
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	-	-	-	-
TOTAL SOURCE OF FUNDS	-	-	-	-
USE OF FUNDS				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	438,755	374,194	384,286	394,730
TOTAL CAPITAL EXPENDITURE	-	-	-	-
TOTAL DEPRECIATION AND OTHER NON CASH ITEMS	-	-	-	-
TOTAL LOAN PRINCIPAL REPAYMENTS	-	-	-	-
TOTAL USE OF FUNDS	438,755	374,194	384,286	394,730
Variance between Source & Use of Funds	438,755	374,194	384,286	394,730

Responsible Officer: Chief Executive Officer

2. 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
 Annual Report
- Organisation Performance Framework

- Annual Operational Plan
- **Delegations Register**

- Business Papers Council, Committees and Public Documents Communications •

Community Strategic Plan Links:

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

Delivery and Operational Plan Links:

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.
•	Guide the transformation of the Organisation culturally and technically from database to geospatially based management systems, highlighting interconnectivity.
	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.	Advocacy on issues of strategic importance to Council including submissions to various Government processes and participation in consultative opportunities.

Performance Measures:

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

Section Budget:

Organisation Leadership	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$
SOURCE OF FUNDS				
TOTAL OPERATING INCOME	-	-	-	-
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	-	-	-	-
TOTAL SOURCE OF FUNDS	-	-	-	-
USE OF FUNDS				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	1,030,747	1,020,297	1,076,605	1,070,533
TOTAL CAPITAL EXPENDITURE	-	-	-	-
TOTAL DEPRECIATION AND OTHER NON CASH ITEMS	-	-	-	-
TOTAL LOAN PRINCIPAL REPAYMENTS	-	-	-	-
TOTAL USE OF FUNDS	1,030,747	1,020,297	1,076,605	1,070,533
Variance between Source & Use of Funds	1,030,747	1,020,297	1,076,605	1,070,533

Responsible Officer: Chief Executive Officer

3. 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 ٠
- **Community Events** ٠

- **Cultural Plan** •
- Grant Application Assistance • Community Advisory Committees
- Partnership Development • • Community Engagement
 - 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:

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	Support community safety and crime prevention partnerships.
advocacy.	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	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$
SOURCE OF FUNDS				
TOTAL OPERATING INCOME	6,318	6,444	6,573	6,705
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	-	-	-	-
TOTAL SOURCE OF FUNDS	6,318	6,444	6,573	6,705
USE OF FUNDS				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	98,738	100,733	103,202	105,733
TOTAL CAPITAL EXPENDITURE	-	-	-	-
TOTAL DEPRECIATION AND OTHER NON CASH ITEMS	-	-	-	-
TOTAL LOAN PRINCIPAL REPAYMENTS	-	-	-	-
TOTAL USE OF FUNDS	98,738	100,733	103,202	105,733
Variance between Source & Use of Funds	92,420	94,288	96,629	99,028

Responsible Officer: Manager Economic Development and Community Engagement

4. 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
- Biennial Business and Tourism Excellence Awards
- Support Existing and Attract New Business
- Facilitate Investor Connections
- Visitor Information Centre

Community Strategic Plan Links:

Community Strategic Plan Goals	Community Strategic Plan Strategies			
COMM 4 The community is welcoming,	4.3 The individual unique qualities and strong			
friendly, and inclusive where diverse	sense of local identity of Tenterfield Shire's			
backgrounds are respected and celebrated.	towns and villages is respected, recognised and			
	promoted.			
ECON 6 Tenterfield Shires economic	6.1 Implement tools to simplify development			
base is robust, growing and supports the	processes and encourage quality commercial,			
creation of a variety of employment and	industrial and residential development.			
business opportunities.	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	7.1 Partner with neighbouring Councils ,			
and tourists are welcomed for the positive	industry stakeholders, State and Federal			
contribution they make to the community	Government departments to effectively market			
and economy.	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	8.2 Lobby and support government and local			
industry are supported to reach their full	service providers to enhance communications			
potential and provide quality goods and	infrastructure across the Tenterfield Shire			
services both locally and to a wider market.	Council area.			
	8.3 Support businesses and industry to upskill			
	and maximise utilisation of new technologies			
	through telecommunications networks.			

Delivery and Operational Plan Links:

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.	f Support future proposals for improve telecommunications infrastructure.			
Support agriculture as a significant industry in the Shire and promote initiatives that enhance the economic sustainability of agriculture.	Tenterfield's agricultural district and industrie			
Promote Tenterfield Shire as a tourism destination.	Development, management and delivery of the Destination Marketing Plan and marketing campaigns and activities under Tenterfield Shire Council's Visit Tenterfield and the Tenterfield True tourism brand.			
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 live, work and visit.			

Performance Measures:

Description	Measure	Benchmark	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 & Tourism	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$
SOURCE OF FUNDS				
TOTAL OPERATING INCOME	37,489	26,713	38,732	27,750
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	-	-	-	-
TOTAL SOURCE OF FUNDS	37,489	26,713	38,732	27,750
USE OF FUNDS				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	495,270	511,092	519,323	537,783
TOTAL CAPITAL EXPENDITURE	-	-	-	-
TOTAL DEPRECIATION AND OTHER NON CASH ITEMS	64,835	64,835	64,835	64,835
TOTAL LOAN PRINCIPAL REPAYMENTS	6,860	7,031	7,207	7,387
TOTAL USE OF FUNDS	566,964	582,958	591,365	610,005
Variance between Source & Use of Funds	529,475	556,245	552,633	582,255

Responsible Officer: Manager Economic Development and Community Engagement

5. 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 Strateg				
COMM 1 Tenterfield Shire is a vibrant,	1.1 Encourage families and young people to live,			
welcoming and safe community.	enjoy and stay in Tenterfield Shire.			
COMM 2 Health and quality of life are	2.4 Enrich the cultural life of the community by			
supported by a wide range of recreation	supporting a variety of cultural events and			
and leisure opportunities.	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	5.1 Promote and recognise the work of			
together and fosters an involved	volunteers within the community.			
community and creative environment.	5.2 Provide opportunities for residents to enjoy			
	access to arts, festivals, sporting activities,			
	recreation, community and cultural activities.			

Delivery and Operational Plan Links:

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
	11	5000	5100
Number of Theatre Productions held annually	#	5	7
Maintain and increase cinema income	\$	55,000	60,000

Section Budget:

Theatre & Museum Complex	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$
SOURCE OF FUNDS				
TOTAL OPERATING INCOME	165,016	168,316	171,683	175,116
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	-	-	-	-
TOTAL SOURCE OF FUNDS	165,016	168,316	171,683	175,116
USE OF FUNDS				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	268,321	274,506	284,903	289,491
TOTAL CAPITAL EXPENDITURE	-	94,141	-	-
TOTAL DEPRECIATION AND OTHER NON CASH ITEMS	17,654	17,654	17,654	17,654
TOTAL LOAN PRINCIPAL REPAYMENTS	-	-	-	-
TOTAL USE OF FUNDS	285,976	386,301	302,557	307,145
Variance between Source & Use of Funds	120,959	217,985	130,874	132,028

CAPITAL EXPENDITURE SUMMARY				
	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$
Theatre & Museum Complex				
- School of Arts - Replace/Repair Carpet/Resand & Reseal Floors (SRV)	-	94,141	-	-
Total Theatre & Museum Complex	-	94,141	-	-

Responsible Officer: Manager Economic Development and Community Engagement

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

Delivery and Operational Plan Links:

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	#	14,752	15,000
Number of Items Borrowed	#	21,670	22,000

Section Budget:

Library Services	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$
SOURCE OF FUNDS				
TOTAL OPERATING INCOME	68,692	70,139	32,113	32,756
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	19,329	19,329	13,246	13,511
TOTAL SOURCE OF FUNDS	88,021	89,468	45,359	46,267
USE OF FUNDS				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	489,008	507,307	538,124	523,896
TOTAL CAPITAL EXPENDITURE	19,329	19,329	13,246	13,511
TOTAL DEPRECIATION AND OTHER NON CASH ITEMS	56,264	51,368	35,476	23,585
TOTAL LOAN PRINCIPAL REPAYMENTS	7,000	7,000	7,000	7,000
TOTAL USE OF FUNDS	571,601	585,005	593,846	567,992
Variance between Source & Use of Funds	483,580	495,537	548,486	521,726

CAPITAL EXPENDITURE SUMMARY				
	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$
Library Services				
- Local Priority Grant 2020/21 - Capital Equipment	19,329	19,329	13,246	13,511
Total Library Services	19,329	19,329	13,246	13,511

Responsible Officer: Manager Library Services

7. 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
- Enterprise Risk Management
- 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 14.2 Council maintains sound safety and			
Council are aligned to support the delivery	management practices to protect the community		
of the community vision outlined in the	and our employees.		
Community Strategic Plan.	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:

Delivery Program	Actions and Plans				
Provide an organisation-wide approach to the effective management of workplace health and wellbeing.					
	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. 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 Work Health and Safety 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	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$
SOURCE OF FUNDS				
TOTAL OPERATING INCOME	184,836	164,190	168,971	174,223
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	-	-	-	-
TOTAL SOURCE OF FUNDS	184,836	164,190	168,971	174,223
USE OF FUNDS				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	1,064,933	1,095,368	1,124,030	1,153,555
TOTAL CAPITAL EXPENDITURE	-	-	-	-
TOTAL DEPRECIATION AND OTHER NON CASH ITEMS	-	-	-	-
TOTAL LOAN PRINCIPAL REPAYMENTS	-	-	-	-
TOTAL USE OF FUNDS	1,064,933	1,095,368	1,124,030	1,153,555
Variance between Source & Use of Funds	880,097	931,178	955,058	979,332

Responsible Officer: Manager HR, Workforce Development & Risk Management

8. 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:

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

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

Emergency Services	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$
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)	686,530	718,100	756,802	780,866
TOTAL CAPITAL EXPENDITURE	-	50,000	-	-
TOTAL DEPRECIATION AND OTHER NON CASH ITEMS	11,670	11,670	11,670	11,670
TOTAL LOAN PRINCIPAL REPAYMENTS	-	-	-	-
TOTAL USE OF FUNDS	698,200	779,770	768,472	792,536
Variance between Source & Use of Funds	562,700	641,560	627,498	648,743

CAPITAL EXPENDITURE SUMMARY				
2021/22 2022/23 2023/24 2024/2				
	\$	\$	\$	\$
Emergency Services				
- Tenterfield SES - Access & Parking Area	-	50,000	-	-
Total Emergency Services	-	50,000	-	-

Responsible Officer: Manager HR, Workforce Development & Risk Management

Chief Corporate Officer

9. 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 Goals	Community Strategic Plan Strategies
LEAD 14 Resources and advocacy of	14.4 Council fosters a strong organisational
Council are aligned support the delivery of	culture which strives for best practice in all
the community vision outlined in the	operations with a supportive corporate
Community Strategic Plan.	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:

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.	

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 & Technology	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$
SOURCE OF FUNDS				
TOTAL OPERATING INCOME	8,423,816	8,487,892	8,655,246	8,825,943
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	-	-	-	-
TOTAL SOURCE OF FUNDS	8,423,816	8,487,892	8,655,246	8,825,943
USE OF FUNDS				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	350,809	359,177	372,054	385,054
TOTAL CAPITAL EXPENDITURE	•		,	,
	250,000	375,000	275,000	275,000
TOTAL DEPRECIATION AND OTHER NON CASH ITEMS	170,995	190,995	190,995	190,995
TOTAL LOAN PRINCIPAL REPAYMENTS	76,408	78,292	80,018	82,268
TOTAL USE OF FUNDS	848,212	1,003,464	918,067	933,316
Variance between Source & Use of Funds	(7,575,604)	(7,484,428)	(7,737,179)	(7,892,627)

CAPITAL EXPENDITURE SUMMARY				
	2021/22 2022/23 2023/24 20			
	\$	\$	\$	\$
Finance & Technology				
- Computer Equipment	50,000	75,000	75,000	75,000
- Capitalised Software	200,000	300,000	200,000	200,000
Total Finance & Technology	250,000	375,000	275,000	275,000

Responsible Officer: Manager Finance and Technology

10. 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
- Audit & Risk Improvement
- Statutory Reporting

- Customer Service
- Records Management
- Government Information Public Access
- Reviews and Investigations

Community Strategic Plan Links:

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

Delivery and Operational Plan Links:

Delivery Program	Actions and Plans
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 & Governance	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$
SOURCE OF FUNDS				
TOTAL OPERATING INCOME	1,576	1,616	1,656	1,698
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	-	-	-	-
TOTAL SOURCE OF FUNDS	1,576	1,616	1,656	1,698
USE OF FUNDS				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	717,330	737,863	756,309	775,217
TOTAL CAPITAL EXPENDITURE	-	-	-	-
TOTAL DEPRECIATION AND OTHER NON CASH ITEMS	64,472	67,695	71,080	74,634
TOTAL LOAN PRINCIPAL REPAYMENTS	-	-	-	-
TOTAL USE OF FUNDS	781,802	805,558	827,389	849,851
Variance between Source & Use of Funds	780,226	803,942	825,733	848,153

Responsible Officer: Manager Customer Service, Governance and Records

11. 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
- nger Operations
- Community Eu

Community Strategic Plan Links:

Community Strategic Plan Goals	Community Strategic Plan Strategies			
COMM 1 Tenterfield Shire is a vibrant,	1.4 Provide effective regulatory, compliance			
welcoming and safe community.	and enforcement services that keep our			
	community safe.			
ENVO xx	3.2			
ENVO 10 Environmental risks and impacts	10.2 We partner with stakeholders and			
are strategically managed.	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:

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	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$
SOURCE OF FUNDS				
TOTAL OPERATING INCOME	86,600	85,886	88,774	86,063
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	-	-	-	-
TOTAL SOURCE OF FUNDS	86,600	85,886	88,774	86,063
USE OF FUNDS				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	329,922	331,330	341,637	340,417
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	331,107	332,515	342,822	341,602
Variance between Source & Use of Funds	244,507	246,629	254,048	255,539

Responsible Officer: Manager Open Space, Regulatory and Utilities

12. 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	6.3 Develop Council business activities
base is robust, growing and supports the	including commercial, industrial and residential
creation of a variety of employment and	land development.
business opportunities.	
ECON 8 Our existing businesses and	8.1 Recognise agriculture as a significant
industry are supported to reach their full	industry in the Shire and encourage initiatives
potential and provide quality goods and	that enhance the economic sustainability of
services both locally and to a wider market.	agriculture.

Delivery and Operational Plan Links:

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.				

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

Livestock Saleyards	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$
SOURCE OF FUNDS				
TOTAL OPERATING INCOME	76,594	78,188	79,816	81,478
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	-	-	-	-
TOTAL SOURCE OF FUNDS	76,594	78,188	79,816	81,478
USE OF FUNDS				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	67,344	69,753	71,107	73,564
TOTAL CAPITAL EXPENDITURE	-	6,500	-	216,260
TOTAL DEPRECIATION AND OTHER NON CASH ITEMS	73,223	76,419	76,419	76,419
TOTAL LOAN PRINCIPAL REPAYMENTS	-	-	-	-
TOTAL USE OF FUNDS	140,566	152,672	147,526	366,243
Variance between Source & Use of Funds	63,972	74,484	67,710	284,765

CAPITAL EXPENDITURE SUMMARY						
2021/22 2022/23 2023/24 2024						
	\$	\$	\$	\$		
Livestock Saleyards						
- Saleyards Canteen - Replace Air Conditioning Unit	-	6,500	-	-		
- Saleyards Hardstand & Parking Area Renewal	-	-	-	216,260		
Total Livestock Saleyards	-	6,500	-	216,260		

Responsible Officer: Manager Open Space, Regulatory and Utilities

13. 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 Community and School Education
- Land Use Planning
- Approvals •

Community Strategic Plan Links:

Community Strategic Plan Goals	Community Strategic Plan Strategies
COMM 3 Our range of services and	3.3 Recognise and plan for the needs of our
facilities support accessibility for all in our	ageing population.
community.	
COMM 4 The community is welcoming,	4.1 Cultural heritage is recognised, protected
friendly, and inclusive where diverse	and respected.
backgrounds are respected and celebrated.	
ECON 6 Tenterfield Shire's economic	6.6 Council's statutory functions will properly
base is robust, growing and supports the	and equitably be applied when determining
creation of a variety of employment and	applications with decisions provided efficiently
business opportunities.	and in accordance with statutory requirements
	and Council Planning policy.
ENVO 9 Our natural environment will	9.1 Land use planning provisions support and
be protected, enhanced and promoted for	promote sustainable land use and management
future generations.	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	10.1 Land use planning and management
are strategically managed.	enhances and protects biodiversity and natural
	heritage.
TRSP 16 Our quality of life is	16.2 Ensure we can conveniently access parking
enhanced by transport options to access	near transport hubs and our town centre.
services that are not available in our	
community and enable us to connect with	
people visiting and accessing the services	
we provide.	

Delivery and Operational Plan Links:

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 & Regulation	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$
SOURCE OF FUNDS				
TOTAL OPERATING INCOME	296,500	273,300	275,646	278,039
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	35,000	35,000	35,000	35,000
TOTAL SOURCE OF FUNDS	331,500	308,300	310,646	313,039
USE OF FUNDS				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	518,343	527,027	539,084	551,446
TOTAL CAPITAL EXPENDITURE	-		-	-
TOTAL DEPRECIATION AND OTHER NON CASH ITEMS	18,383	18,383	18,383	18,383
TOTAL LOAN PRINCIPAL REPAYMENTS	-	-	-	-
TOTAL USE OF FUNDS	536,726	545,411	557,467	569,829
Variance between Source & Use of Funds	205,226	237,111	246,821	256,790

Responsible Officer: Manager Planning and Development Services

14. 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,	4.4 Buildings are well designed, safe and
friendly, and inclusive where diverse	accessible and the new is balanced with the old.
backgrounds are respected and celebrated.	
ENVO 9 Our natural environment will be	9.2 Our community is educated, encouraged and
protected, enhanced and promoted for	supported to implement waste minimisation
future generations.	strategies for all of our natural resources.

Delivery and Operational Plan Links:

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.	

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 & Amenities	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$
SOURCE OF FUNDS				
TOTAL OPERATING INCOME	632,262	133,278	134,316	135,377
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	-	-	-	-
TOTAL SOURCE OF FUNDS	632,262	133,278	134,316	135,377
USE OF FUNDS				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	643,765	719,491	741,521	915,550
TOTAL CAPITAL EXPENDITURE	365,700	421,231	117,000	78,000
TOTAL DEPRECIATION AND OTHER NON CASH ITEMS	473,642	494,488	494,488	494,488
TOTAL LOAN PRINCIPAL REPAYMENTS	-	-	-	-
TOTAL USE OF FUNDS	1,483,107	1,635,209	1,353,009	1,488,038
Variance between Source & Use of Funds	850,845	1,501,932	1,218,693	1,352,661

	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$
Buildings & Amenities				
- Residence - 53 Wellburn Lane - Renew bathroom	20,000	-	-	-
- Residence - 53 Wellburn Lane - Replace Carpet	15,000	-	-	-
- Community Hall Drake - Replace guttering & facia (grant to be sourced)	6,500	-	-	-
- Community Hall Steinbrook - Roof renewal (grant to be sourced)	44,200	-	-	-
- Memorial Hall Tenterfield - Fans & Electrical Work (grant to be sourced)	50,000	-	-	-
- Memorial Hall Tenterfield - Floor Refurbishment (grant to be sourced)	100,000	-	-	-
- Memorial Hall Tenterfield - Upper Level - Storage (grant to be sourced)	130,000	-	-	-
- Housing - Repaint Exteriors (SRV)	-	24,731	-	-
- Residence - 134 Manners St - Renew Bathroom	-	26,000	-	-
- Residence - 134 Manners St - Renew Kitchen	-	9,750	-	-
- Residence - 134 Manners St - 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	-	6,500	-	-
- Community Hall Sunnyside - Roof cladding & entry doors	-	62,400	-	-
- Community Hall Legume - Kitchen fitout/Main entry roof	-	54,600	-	-
- FM Radio Station - Renew Roof	-	20,800	-	-
- 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	-	-
- Residence - 29 High St - Renew Kitchen	-	-	19,500	-
- Residence - 29 High St - Renew Bathroom	-	-	32,500	-
- Community Hall Drake - Replace tiles in bathroom	-	-	13,000	-
- Community Hall Sunnyside - Bathroom renewal	-	-	52,000	-
- Memorial Hall Tenterfield - Renew Old Bathrooms	-	-	-	78,000
Total Buildings & Amenities	365,700	421,231	117,000	78,000

Responsible Officer: Manager Property and Buildings

15. 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

Community Strategic Plan Links:

- Open Spaces Management
- Cemeteries
- Sporting Grounds

Community Strategic Plan Goals	Community Strategic Plan Strategies
COMM 1 Tenterfield Shire is a vibrant,	1.5 Provide informative, vibrant and welcoming
welcoming and safe community.	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	2.1 Provide a wide range of high quality and well
supported by a wide range of recreation	maintained active and passive recreation facilities.
and leisure opportunities.	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	3.1 Ensure that public places and spaces are clean
facilities support accessibility for all in our	and well maintained.
community.	

Delivery and Operational Plan Links:

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. Implementation of the 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 & Open Space	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$
SOURCE OF FUNDS				
TOTAL OPERATING INCOME	121,500	124,530	127,636	130,819
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	-	-	-	-
TOTAL SOURCE OF FUNDS	121,500	124,530	127,636	130,819
USE OF FUNDS				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	865,186	897,984	908,437	935,801
TOTAL CAPITAL EXPENDITURE	-	783,800	120,000	16,000
TOTAL DEPRECIATION AND OTHER NON CASH ITEMS	234,678	234,678	234,678	234,678
TOTAL LOAN PRINCIPAL REPAYMENTS	-	-	-	-
TOTAL USE OF FUNDS	1,099,864	1,916,462	1,263,115	1,186,479
Variance between Source & Use of Funds	978,364	1,791,932	1,135,479	1,055,660

CAPITAL EXPENDITURE SUMMARY				
	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$
Parks, Gardens & Open Space				
- Legume Park Shelter - Replace Structure	-	10,000	-	-
- Liston Park - Shade Sail Replacement	-	17,000	-	-
- Urbenville Playground - Shade Sail Replacment	-	17,000	-	-
- Tenterfield Cemetery - Construction of Road Access and Carpark	-	600,000	-	-
- Skate Park Tenterfield - Renew concrete structure	-	33,800	-	-
- Renewal of Floodlights to New Technology (SRV)	-	-	120,000	-
- Unallocated Renewal Capital Projects	-	106,000	-	16,000
Total Parks, Gardens & Open Space	-	783,800	120,000	16,000

Responsible Officer: Manager Open Space, Regulatory and Utilities

16. 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	2.3 Sporting facilities are modern, provide
supported by a wide range of recreation	choice and cater for the diverse needs of the
and leisure opportunities.	community.

Delivery and Operational Plan Links:

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.

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

Swimming Complex	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$
SOURCE OF FUNDS				
TOTAL OPERATING INCOME	-	-	-	-
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	-	-	-	-
TOTAL SOURCE OF FUNDS	-	-	-	-
USE OF FUNDS				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	156,437	215,688	205,247	191,363
TOTAL CAPITAL EXPENDITURE	200,000	87,400	25,000	124,300
TOTAL DEPRECIATION AND OTHER NON CASH ITEMS	54,008	54,008	54,008	54,008
TOTAL LOAN PRINCIPAL REPAYMENTS	-	-	-	-
TOTAL USE OF FUNDS	410,446	357,097	284,256	369,671
Variance between Source & Use of Funds	410,446	357,097	284,256	369,671

CAPITAL EXPENDITURE SUMMARY				
	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$
Swimming Complex				
- Swimming Pool - Water Heater (grant to be sourced)	120,000	-	-	-
- Swimming Pool - Pool Blankets (grant to be sourced)	80,000	-	-	-
- Swimming Pool - Equipment Replacement	-	25,000	25,000	25,000
- Swimming Pool - Kisok fitout plan and renewal	-	13,000	-	-
- Swimming Pool - Filter room plan for kitchen renewal	-	7,800	-	-
- Swimming Pool - Grandstand - Rear cladding to be replaced	-	20,800	-	-
- Swimming Pool - Grandstand - Roof Cladding to be replaced	-	20,800	-	-
- Swimming Pool - Cantilever Shade Sail Replacement	-	-	-	14,300
- Swimming Pool - Toddler Pool Shade Sail Replacement	-	-	-	65,000
- Swimming Pool - Swimming Pool Aluminium Seating	-	-	-	20,000
Total Swimming Complex	200,000	87,400	25,000	124,300

Responsible Officer: Manager Property and Buildings

Director Infrastructure

17. 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 Project Management
- Design and Engineering

- Inspections and Condition Assessment
- Development of Maintenance Policies
 Asset Risk Management and Procedures

Community Strategic Plan Links:

Community Strategic Plan Goals	Community Strategic Plan Strategies
ECON 8 Our existing businesses and	8.4 Maximise the accessibility of business and
industry are supported to reach their full	industrial operations to ensure the exchange of
potential and provide quality goods and	goods and services is supported by sustainable
services both locally and to a wider market.	infrastructure.
TRSP 15 We have an effective	15.1 We have a well-designed and functioning
interconnected transport system that is	road network suitable for all users now and take
safe, efficient and affordable for us as a	into consideration future network consumption
community.	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:

Delivery Program	Actions and Plans
Delivery of survey and design works for infrastructure services, including storm water drainage, transport, and water and sewer infrastructure.	
	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 & Resourcing	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$
SOURCE OF FUNDS				
TOTAL OPERATING INCOME	10,000	10,000	10,000	10,000
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	-	-	-	-
TOTAL SOURCE OF FUNDS	10,000	10,000	10,000	10,000
USE OF FUNDS				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	823,957	886,894	921,934	944,459
TOTAL CAPITAL EXPENDITURE	330,000	600,000	157,800	22,750
TOTAL DEPRECIATION AND OTHER NON CASH ITEMS	82,656	82,656	82,656	82,656
TOTAL LOAN PRINCIPAL REPAYMENTS	8,664	8,837	9,014	9,194
TOTAL USE OF FUNDS	1,245,277	1,578,387	1,171,404	1,059,059
Variance between Source & Use of Funds	1,235,277	1,568,387	1,161,404	1,049,059

CAPITAL EXPENDITURE SUMMARY					
	2021/22	2022/23	2023/24	2024/25	
	\$	\$	\$	\$	
Asset Management & Resourcing					
- Tenterfield Depot - Wash Down & Recycle Bay	80,000	80,000	-	-	
- Tenterfield Depot - Fuel Tank Replacement/Remediation	150,000	200,000	-	-	
- Tenterfield Depot - WHS & Environmental Initiative Enhancements	100,000	50,000	150,000	-	
- Tenterfield Depot - Water Wise Initiatives	-	20,000	-	-	
- Tenterfield Depot - Training & Amenities Block	-	250,000	-	-	
- Legume Depot - Shed 2 - Exterior cladding	-	-	7,800	-	
- Tenterfield Depot - RTA Shed 'C' (former) - Roof Cladding	-	-	-	22,750	
Total Asset Management & Resourcing	330,000	600,000	157,800	22,750	

Responsible Officer: Manager Assets and Program Planning

18. 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	8.5 Ensure private civil works undertaken by		
industry are supported to reach their full	Council on a full cost recovery basis providing		
potential and provide quality goods and	value for money support for businesses and		
services both locally and to a wider market.	cet. individuals seeking our services.		

Delivery and Operational Plan Links:

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.

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

\$	<u>ام</u>		
	\$	\$	\$
148,138	151,842	155,638	159,529
-	-	-	-
148,138	151,842	155,638	159,529
114,067	116,683	119,600	122,590
-	_	-	-
-	-	-	-
-	-	-	-
114,067	116,683	119,600	122,590
(34 071)	(35 158)	(36.037)	(36,938)
	- 148,138 114,067 - - -		

Responsible Officer: Manager Asset and Program Planning

19. 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	11.1 A total water cycle management approach
environmentally sound infrastructure and services underpin Council service delivery.	including water conservation and reuse is implemented.

Delivery and Operational Plan Links:

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.

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

Stormwater & Drainage	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$
RESTRICTED CASH BALANCE AS AT 1 JULY	832,013	842,934	773,779	414,750
SOURCE OF FUNDS				
TOTAL OPERATING INCOME	70,921	71,046	71,171	71,296
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	-	-	-	-
TOTAL SOURCE OF FUNDS	70,921	71,046	71,171	71,296
USE OF FUNDS				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	10,000	10,000	10,000	10,000
TOTAL CAPITAL EXPENDITURE	50,000	130,200	420,200	375,200
TOTAL DEPRECIATION AND OTHER NON CASH ITEMS	100,111	100,111	100,111	100,111
TOTAL LOAN PRINCIPAL REPAYMENTS	-	-	-	-
TOTAL USE OF FUNDS	160,111	240,311	530,311	485,311
Variance between Source & Use of Funds	89,191	169,266	459,141	414,016
RESTRICTED CASH BALANCE AS AT 30 JUNE	842,934	773,779	414,750	100,845
Change in Restricted Cash Balance from 1 July to 30 June	10,921	(69,155)	(359,030)	(313,905)

CAPITAL EXPENDITURE SUMMARY					
	2021/22	2022/23	2023/24	2024/25	
	\$	\$	\$	\$	
Stormwater & Drainage					
- Drainage Pits Upgrade	50,000	63,000	63,000	63,000	
- Culvert Renewal	-	27,200	27,200	72,200	
- Pipe Renewal	-	40,000	40,000	40,000	
- Rouse Street Construction	-	-	210,000	200,000	
- Logan & Molesworth Street Construction	-	-	80,000	-	
Total Stormwater & Drainage	50,000	130,200	420,200	375,200	

Responsible Officer: Manager Asset and Program Planning

20. 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
- **Community Strategic Plan Links:**

Community Strategic Plan Goals	Community Strategic Plan Strategies
TRSP 15 We have an effective	15.3 The management of Council's assets will be
interconnected transport system that is	long term and focused on meeting the needs of
safe, efficient and affordable for us as a	the community now, and into the future.
community.	15.7 Ensure Council's streets and public spaces
	are clean, well maintained and planned in
	partnership with the community.
TRSP 16 Ourqualityoflifeis	16.3 Provide the required public transport
enhanced by transport options to access	infrastructure and work with key partners to
services that are not available in our	expand the provision of cost effective public
community and enable us to connect with	transport.
people visiting and accessing the services	
we provide.	

Delivery and Operational Plan Links:

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.	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.

- Car Parks
- Timber and Concrete Bridges
- Kerb and Gutter Repairs
- Signs, Guideposts and Guardrail •
- Footpath, Cycleway and Kerb/Gutters •

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

Transport Network	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$
SOURCE OF FUNDS				
TOTAL OPERATING INCOME	4,537,750	4,570,784	4,604,271	4,638,479
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	3,642,666	282,786	282,786	282,786
TOTAL LOAN FUNDING	2,604,612	-	-	-
TOTAL SOURCE OF FUNDS	10,785,028	4,853,570	4,887,057	4,921,265
USE OF FUNDS				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	3,268,369	3,713,870	3,783,160	3,856,357
TOTAL CAPITAL EXPENDITURE	8,488,937	6,027,662	5,999,198	5,858,110
TOTAL DEPRECIATION AND OTHER NON CASH ITEMS	4,211,954	4,211,954	4,211,954	4,211,954
TOTAL LOAN PRINCIPAL REPAYMENTS	281,353	389,429	402,031	412,982
TOTAL USE OF FUNDS	16,250,613	14,342,915	14,396,344	14,339,403
Variance between Source & Use of Funds	5,465,585	9,489,345	9,509,286	9,418,138

CAPITAL EXPENDITURE SUMMARY				
	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	4
Transport Network				
Grant Funded Works				
- Reseal Program - Regional Roads (Block Grant)	568,093	553,668	537,892	521,753
- Traffic Facilities - Regional Roads	66,000	66,000	66,000	66,000
- Roads to Recovery	1,044,335	1,044,335	1,044,335	1,044,335
- Regional Road Repair Program (plus additional funding)	565,572	565,572	565,572	565,572
- Fixing Local Roads - Kildare Road Sealing	3,359,880	-	-	-
Council Funded Works				
- Bridges/Causeways (SRV until 2023/24)	550,000	530,000	460,000	460,000
- Concrete Bridges	210,223	210,223	210,223	210,223
- Causeways	188,163	208,163	278,163	278,163
- Urban Streets - Reseal Program	122,000	122,000	122,000	122,000
- Road Renewal - Gravel Roads	635,628	651,519	651,519	651,519
- Gravel Resheets (SRV until 2023/24)	632,452	632,452	632,452	500,000
- Urban Streets Unsealed - Resheets	-	20,000	20,000	20,000
- Rural Local Road Reseals (SRV until 2023/24)	266,146	273,066	280,165	287,450
- Mt McKenzie Tower Construct Access Road (SRV)	70,000	-	-	-
- Kerbing & Guttering (SRV until 2023/24)	-	40,000	20,000	20,000
- Culverts & Pipes	100,000	150,000	150,000	150,000
- Gravel Pit Rehabilitation	10,445	10,664	10,877	11,095
- Rural Road Rehabilitation	-	600,000	600,000	600,000
- Footpaths	100,000	100,000	100,000	100,000
- Urban Road Rehabilitation	-	250,000	250,000	250,000
Total Transport Network	8,488,937	6,027,662	5,999,199	5,858,110

Responsible Officer: Manager Works

21. 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
 Depot Management •

Stores Management •

Community Strategic Plan Links:

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

Delivery and Operational Plan Links:

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.

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

Plant, Fleet & Equipment	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$
RESTRICTED CASH BALANCE AS AT 1 JULY	1,048,637	1,268,399	1,101,388	1,161,272
SOURCE OF FUNDS				
TOTAL OPERATING INCOME	784,500	188,190	191,954	195,793
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	-	-	-	-
TOTAL SOURCE OF FUNDS	784,500	188,190	191,954	195,793
USE OF FUNDS				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	(1,062,417)	(1,047,222)	(1,074,781)	(1,103,057)
TOTAL CAPITAL EXPENDITURE	927,155	1,402,423	1,206,851	1,583,428
TOTAL DEPRECIATION AND OTHER NON CASH ITEMS	554,290	554,290	554,290	554,290
TOTAL LOAN PRINCIPAL REPAYMENTS	-	-	-	-
TOTAL USE OF FUNDS	419,028	909,491	686,360	1,034,662
Variance between Source & Use of Funds	(365,472)	721,301	494,406	838,869
RESTRICTED CASH BALANCE AS AT 30 JUNE	1,268,399	1,101,388	1,161,272	876,693
Change in Restricted Cash Balance from 1 July to 30 June	219,762	(167,011)	59,884	(284,579)

CAPITAL EXPENDITURE SUMMARY				
	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$
Plant, Fleet & Equipment				
- Public Works Plant - Purchases	3,296,617	3,944,257	3,737,292	4,408,938
- Minor Plant Purchases - Column Lift	48,500	-	-	-
- Public Works Plant - WDV of Asset Disposal	(2,417,963)	(2,541,834)	(2,530,441)	(2,825,510)
Total Plant, Fleet & Equipment	927,155	1,402,423	1,206,851	1,583,428

Responsible Officer: Manager Fleet

22. 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 Landfill
- Commercial Waste Management
- Recycling and Community Education
- Domestic Waste Management
- Waste Transfer Stations (WTS)

Community Strategic Plan Links:

Communit	y Strategic Plan Goals	Community Strategic Plan Strategies
ECON 6	Tenterfield Shires economic	6.5 Land use planning strategies and policies
creation of	a variety of employment and	enhance and support sustainable economic growth in the Tenterfield Shire.
business op	portunities.	

Delivery and Operational Plan Links:

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.

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

Waste Management	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$
RESTRICTED CASH BALANCE AS AT 1 JULY	1,692,116	2,375,830	3,169,813	4,010,964
SOURCE OF FUNDS				
TOTAL OPERATING INCOME	2,870,251	3,021,515	3,181,681	3,350,851
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	4,000	4,000	4,000	4,000
TOTAL LOAN FUNDING	3,300,000	-	-	-
TOTAL SOURCE OF FUNDS	6,174,251	3,025,515	3,185,681	3,354,851
USE OF FUNDS				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	1,831,957	1,957,547	1,996,708	2,035,380
TOTAL CAPITAL EXPENDITURE	3,505,200	68,405	218,615	68,831
TOTAL DEPRECIATION AND OTHER NON CASH ITEMS	442,165	442,165	442,165	442,165
TOTAL LOAN PRINCIPAL REPAYMENTS	153,380	205,580	129,207	132,785
TOTAL USE OF FUNDS	5,932,701	2,673,697	2,786,695	2,679,160
Variance between Source & Use of Funds	(241,550)	(351,818)	(398,986)	(675,690)
RESTRICTED CASH BALANCE AS AT 30 JUNE	2,375,830	3,169,813	4,010,964	5,128,819
Change in Restricted Cash Balance from 1 July to 30 June	683,715	793,983	841,151	1,117,855

CAPITAL EXPENDITURE SUMMARY					
	2021/22	2021/22 2022/23 2023/2			
	\$	\$	\$	\$	
Waste Management					
- 240L Wheelie Bins	2,050	2,101	2,154	2,208	
- Industrial Bins	6,150	6,304	6,461	6,623	
- Tip shop - Drake, Liston & Tenterfield	15,000	-	-	-	
- Green Waste Hungry Bin - School Trial	2,000	-	-	-	
- Tenterfield WTS - Groundwater Bores	120,000	-	-	-	
- Boonoo Boonoo - Landfill Cover	10,000	10,000	10,000	10,000	
- Boonoo Boonoo - Cell Remediation Asset	50,000	50,000	50,000	50,000	
- Boonoo Boonoo - Develop Stage 5	3,300,000	-	-	-	
- Tenterfield WTS - Recycling Infrastructure	-	-	100,000	-	
- Urbenville - Recycling Infrastructure	-	-	50,000	-	
Total Waste Management	3,505,200	68,405	218,615	68,831	

Responsible Officer: Manager Water and Waste

23. 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:

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.			

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

Water Supply	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$
RESTRICTED CASH BALANCE AS AT 1 JULY	1,381,553	1,677,298	2,112,881	2,647,695
SOURCE OF FUNDS				
TOTAL OPERATING INCOME	2,796,336	2,929,876	3,072,179	3,222,568
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	10,000	10,000	10,000	10,000
TOTAL SOURCE OF FUNDS	2,806,336	2,939,876	3,082,179	3,232,568
USE OF FUNDS				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	1,824,854	1,882,812	1,898,473	1,965,116
TOTAL CAPITAL EXPENDITURE	449,200	377,000	395,900	484,200
TOTAL DEPRECIATION AND OTHER NON CASH ITEMS	747,230	747,230	747,230	747,230
TOTAL LOAN PRINCIPAL REPAYMENTS	236,537	244,481	252,993	262,073
TOTAL USE OF FUNDS	3,257,821	3,251,523	3,294,596	3,458,619
Variance between Source & Use of Funds	451,485	311,647	212,416	226,051
RESTRICTED CASH BALANCE AS AT 30 JUNE	1,677,298	2,112,881	2,647,695	3,168,874
Change in Restricted Cash Balance from 1 July to 30 June	295,745	435,583	534,814	521,179

CAPITAL EXPENDITURE SUMMARY					
	2021/22	2021/22 2022/23			
	\$	\$	\$	4	
Water Supply					
Tenterfield					
- Mains Replacement	276,000	282,900	290,000	297,300	
- Meter Replacement	22,000	22,600	23,200	23,800	
- Water Network Mapping Improvements	20,000	-	-	-	
- Tenterfield Reservior - Outlet Works	100,000	-	-	-	
- Smart Water Meters (Rouse Street 100 businesses)	-	60,000	-	-	
- Mains Augmentation	-	-	10,900	-	
- Air Scour Pipe Renewal Program	-	-	60,000	-	
- Sludge Removal	-	-	-	10,000	
- Valve Renewal	-	-	-	50,000	
- UV Disinfection System	-	-	-	21,000	
Urbenville					
- Urbenville Water Treatment Plant Upgrade	20,000	-	-	-	
- Mains Extension	-	-	-	20,000	
- Meter Replacement	-	-	-	20,000	
- Valve/Hydrant Replacement	-	-	-	20,000	
Jennings					
- Mains Replacement	11,200	11,500	11,800	12,100	
- Meter Replacement	-	-	-	10,000	
Total Water Supply	449,200	377,000	395,900	484,200	

Responsible Officer: Manager Water and Waste

24. 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	11.3 Waste from our operations is managed to
environmentally sound infrastructure and	reduce the volume and take advantage of
services underpin Council service delivery.	recycling opportunities available to us.
LEAD 14 Resources and advocacy of	14.6 Council continually reviews its service
Council are aligned support the delivery of	provision to ensure best possible outcomes for
the community vision outlined in the	the community.
Community Strategic Plan.	

Delivery and Operational Plan Links:

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.	Council sewerage network upgrades and maintenance conducted in accordance with demand and affordability constraints.

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

Sewerage Services	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$
RESTRICTED CASH BALANCE AS AT 1 JULY	3,548,110	4,153,085	4,473,271	5,147,347
SOURCE OF FUNDS				
TOTAL OPERATING INCOME	2,744,982	2,893,445	3,049,278	3,212,878
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	10,000	10,000	10,000	10,000
TOTAL SOURCE OF FUNDS	2,754,982	2,903,445	3,059,278	3,222,878
USE OF FUNDS				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	1,274,537	1,370,469	1,330,025	1,385,035
TOTAL CAPITAL EXPENDITURE	782,300	1,112,200	946,900	667,500
TOTAL DEPRECIATION AND OTHER NON CASH ITEMS	511,435	511,435	511,435	511,435
TOTAL LOAN PRINCIPAL REPAYMENTS	93,170	100,591	108,278	117,226
TOTAL USE OF FUNDS	2,661,442	3,094,694	2,896,637	2,681,196
Variance between Source & Use of Funds	(93,540)	191,249	(162,641)	(541,682)
RESTRICTED CASH BALANCE AS AT 30 JUNE	4,153,085	4,473,271	5,147,347	6,200,464
Change in Restricted Cash Balance from 1 July to 30 June	604,975	320,186	674,076	1,053,117

CAPITAL EXPENDITURE SUMMARY							
	2021/22	2022/23	2023/24	2024/25			
	\$	\$	\$	\$			
Sewerage Services							
Tenterfield							
- Mains Relining (1km Year) - Renewal	169,600	173,800	178,100	182,600			
- Mains Augmentation	67,900	69,600	71,300	73,100			
- Manhole Level Alterations (Water Infiltration) - Renewal	158,500	162,500	166,600	170,800			
- Network Renewal	189,100	193,800	198,600	203,600			
- Upgrade Road to Tertiary Ponds	5,000	-	-	5,000			
- STP -Scada System Upgrade	31,600	-	-	32,400			
- Sewer System Mapping Improvements	20,000	-	-	-			
- 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	-	-			
- Replace Baffles in Tertiary Ponds	-	-	46,100	-			
- Biosolids Processing Plant	-	-	250,000	-			
Urbenville							
- STP - Geotube for Sludge Removal	10,000	-	-	-			
- STP - Sludge Removal/Renewal of Capacity	10,600	-	10,900	-			
- STP - Telemetetry Upgrade	15,000	-	15,000	-			
- STP - Telemetry From PS to STP	10,000	-	10,300	-			
- Urbenville - Major Pump Station Refurbishment	95,000	-	-	-			
Total Sewerage Services	782,300	1,112,200	946,900	667,500			

Responsible Officer: Manager Water and Waste

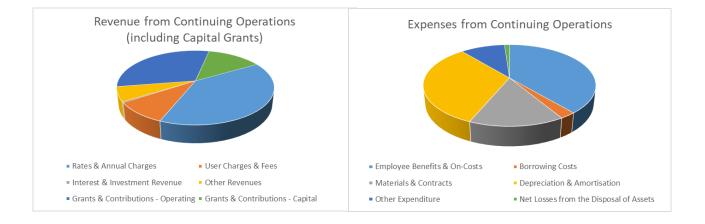
Financial Summary

Financial Overview for 2021/22

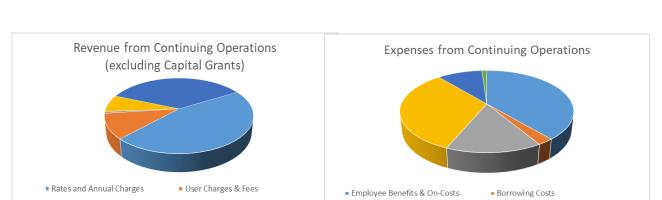
The financial overview shows how Tenterfield Shire Council aims to generate income and how the funds are to be allocated for the 2021-2022 financial year.

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

TENTERFIELD SHIRE COUNCIL OPERATING POSITION FORECAST (including Capital Grants and Contributions)												
									2021/22	2022/23	2023/24	2024/25
									\$	\$	\$	\$
Revenue from Continuing Operations												
Rates & Annual Charges	11,035,177	11,461,602	11,907,319	12,374,980								
User Charges & Fees	2,682,347	2,763,203	2,880,306	2,999,354								
Interest & Investment Revenue	120,000	120,400	120,804	121,212								
Other Revenues	1,761,732	539,845	551,201	554,563								
Grants & Contributions - Operating	8,600,321	8,710,350	8,798,679	8,911,045								
Grants & Contributions - Capital	3,720,995	361,115	355,032	355,297								
Total Income	27,920,572	23,956,515	24,613,340	25,316,450								
Expenses from Continuing Operations												
Employee Benefits & On-Costs	9,388,058	9,558,053	9,797,555	10,043,191								
Borrowing Costs	617,694	744,451	701,697	667,773								
Materials & Contracts	3,632,682	4,353,411	4,415,072	4,633,874								
Depreciation & Amortisation	7,890,851	7,933,220	7,920,712	7,912,376								
Other Expenditure	2,398,027	2,419,341	2,512,245	2,609,197								
Net Losses from the Disposal of Assets	270,300	275,706	281,220	286,845								
Total Expenditure	24,197,612	25,284,183	25,628,501	26,153,255								
Surplus/(Deficit)	3,722,960	(1,327,668)	(1,015,161)	(836,805)								



OPERATING POSITION FORECAST								
(excluding Capital Grants and Contributions)								
	2021/22	2022/23	2023/24	2024/25				
	\$	\$	\$	\$				
Revenue from Continuing Operations								
Rates and Annual Charges	11,035,177	11,461,602	11,907,319	12,374,980				
User Charges & Fees	2,605,754	2,685,015	2,800,490	2,917,876				
Interest & investment Revenue	196,594	198,588	200,620	202,690				
Other Revenues	1,761,732	539,845	551,201	554,563				
Grants & Contributions - Operating	8,600,321	8,710,350	8,798,679	8,911,045				
Total Income	24,199,577	23,595,400	24,258,308	24,961,153				
Expenses from Continuing Operations								
Employee Benefits & On-costs	9,388,058	9,558,053	9,797,555	10,043,191				
Borrowing Costs	617,694	744,451	701,697	667,773				
Materials & Contracts	3,632,682	4,353,411	4,415,072	4,633,874				
Depreciation Costs	7,890,851	7,933,220	7,920,712	7,912,376				
Other Expenses	2,398,027	2,419,341	2,512,245	2,609,197				
Net loss from Disposal of Assets	270,300	275,706	281,220	286,845				
Total Expenditure	24,197,612	25,284,183	25,628,501	26,153,255				
Surplus/(Deficit)	1,965	(1,688,783)	(1,370,193)	(1,192,102)				



= Interest & investment Revenue

Grants & Contributions - Operating

Other Revenues

= Materials & Contracts Depreciation & Amortisation Other Expenditure • Net Losses from the Disposal of Assets

TENTERFIELD SHIRE COUNCIL CAPITAL EXPENDITURE SUMMARY						
	2021/22	2022/23	2023/24	2024/25		
	\$	\$	\$	\$		
Chief Executive Officer	÷	÷	÷	Ŷ		
Theatre & Museum Complex						
- School of Arts - Replace/Repair Carpet/Resand & Reseal Floors (SRV)		94,141	-			
Total Theatre & Museum Complex	-	94,141	-	-		
		51/212				
Library Services						
- Local Priority Grant 2020/21 - Capital Equipment	19,329	19,329	13,246	13,511		
Total Library Services	19,329	19,329	13,246	13,511		
Total Library Services	19,529	19,529	15,240	15,511		
Emergency Services						
- Tenterfield SES - Access & Parking Area	_	50,000	-	-		
	_	50,000				
Total Emergency Services Total Chief Executive Officer	10 320		12 246	12 511		
	19,329	163,470	13,246	13,511		
Chief Corporate Officer						
Chief Corporate Officer						
Finance & Technology - Computer Equipment	F0.000	75.000	75.000	75.000		
	50,000	75,000	75,000	75,000		
- Capitalised Software	200,000	300,000	200,000	200,000		
Total Finance & Technology	250,000	375,000	275,000	275,000		
Live stack Calavarda						
Livestock Saleyards		6 500				
- Saleyards Canteen - Replace Air Conditioning Unit	-	6,500	-			
- Saleyards Hardstand & Parking Area Renewal	-	-		216,260		
Total Livestock Saleyards	-	6,500	-	216,260		
Parka Cardona & Onon Sanaa						
Parks, Gardens & Open Space		10.000				
- Legume Park Shelter - Replace Structure	-	10,000	-	-		
- Liston Park - Shade Sail Replacement	-	17,000	-	-		
- Urbenville Playground - Shade Sail Replacment	-	17,000	-	-		
- Tenterfield Cemetery - Construction of Road Access and Carpark	-	600,000	-	-		
- Skate Park Tenterfield - Renew concrete structure	-	33,800	-	-		
- Renewal of Floodlights to New Technology (SRV)	-	-	120,000	-		
- Unallocated Renewal Capital Projects	-	106,000	-	16,000		
Total Parks, Gardens & Open Space	-	783,800	120,000	16,000		
	<u> </u>					
Swimming Complex	120.000					
- Swimming Pool - Water Heater (grant to be sourced)	120,000	-	-	-		
- Swimming Pool - Pool Blankets (grant to be sourced)	80,000	-	-	-		
- Swimming Pool - Equipment Replacement	-	25,000	25,000	25,000		
- Swimming Pool - Kisok fitout plan and renewal	-	13,000	-	-		
- Swimming Pool - Filter room plan for kitchen renewal	-	7,800	-	-		
- Swimming Pool - Grandstand - Rear cladding to be replaced	-	20,800	-	-		
- Swimming Pool - Grandstand - Roof Cladding to be replaced	-	20,800	-	-		
- Swimming Pool - Cantilever Shade Sail Replacement	-	-	-	14,300		
- Swimming Pool - Toddler Pool Shade Sail Replacement	-	-	-	65,000		
- Swimming Pool - Swimming Pool Aluminium Seating	-	-	-	20,000		
Total Swimming Complex	200,000	87,400	25,000	124,300		

TENTERFIELD SHIRI				
CAPITAL EXPENDITUR				
	2021/22	2022/23	2023/24	2024/2
	\$	\$	\$:
Buildings & Amenities				
- Residence - 53 Wellburn Lane - Renew bathroom	20,000	-	-	-
- Residence - 53 Wellburn Lane - Replace Carpet	15,000	-	-	-
- Community Hall Drake - Replace guttering & facia (grant to be sourced)	6,500	-	-	-
- Community Hall Steinbrook - Roof renewal (grant to be sourced)	44,200	-	-	-
- Memorial Hall Tenterfield - Fans & Electrical Work (grant to be sourced)	50,000	-	-	-
- Memorial Hall Tenterfield - Floor Refurbishment (grant to be sourced)	100,000	-	-	-
- Memorial Hall Tenterfield - Upper Level - Storage (grant to be sourced)	130,000	-	-	-
- Housing - Repaint Exteriors (SRV)	-	24,731	-	-
- Residence - 134 Manners St - Renew Bathroom	-	26,000	-	-
- Residence - 134 Manners St - Renew Kitchen	-	9,750	-	-
- Residence - 134 Manners St - 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	-	6,500	-	-
- Community Hall Sunnyside - Roof cladding & entry doors	-	62,400	-	-
- Community Hall Legume - Kitchen fitout/Main entry roof	-	54,600	-	-
- FM Radio Station - Renew Roof	-	20,800	_	-
- 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	-	-
- Residence - 29 High St - Renew Kitchen	-	-	19,500	-
- Residence - 29 High St - Renew Bathroom	-	-	32,500	-
- Community Hall Drake - Replace tiles in bathroom	-	-	13,000	-
- Community Hall Sunnyside - Bathroom renewal	-	-	52,000	-
- Memorial Hall Tenterfield - Renew Old Bathrooms	-	-	-	78,000
Total Buildings & Amenities	365,700	421,231	117,000	78,000
Total Chief Corporate Officer	815,700	1,673,931	537,000	709,560
Chief Operating Officer				
Asset Management & Resourcing				
- Tenterfield Depot - Wash Down & Recycle Bay	80,000	80,000	-	-
- Tenterfield Depot - Fuel Tank Replacement/Remediation	150,000	200,000	-	-
	150,000			
- Tenterfield Depot - WHS & Environmental Initiative Enhancements	100,000	50,000	150,000	-
- Tenterfield Depot - WHS & Environmental Initiative Enhancements - Tenterfield Depot - Water Wise Initiatives		50,000 20,000	150,000	-
			-	
- Tenterfield Depot - Water Wise Initiatives	100,000	20,000	-	-
Tenterfield Depot - Water Wise Initiatives Tenterfield Depot - Training & Amenities Block Legume Depot - Shed 2 - Exterior cladding Tenterfield Depot - RTA Shed 'C' (former) - Roof Cladding	100,000	20,000		- -
Tenterfield Depot - Water Wise Initiatives Tenterfield Depot - Training & Amenities Block Legume Depot - Shed 2 - Exterior cladding Tenterfield Depot - RTA Shed 'C' (former) - Roof Cladding	100,000	20,000		- - -
Tenterfield Depot - Water Wise Initiatives Tenterfield Depot - Training & Amenities Block Legume Depot - Shed 2 - Exterior cladding Tenterfield Depot - RTA Shed 'C' (former) - Roof Cladding Total Asset Management & Resourcing	100,000 - - - - -	20,000 250,000 - -	- - 7,800 -	- - - 22,750
Tenterfield Depot - Water Wise Initiatives Tenterfield Depot - Training & Amenities Block Legume Depot - Shed 2 - Exterior cladding Tenterfield Depot - RTA Shed 'C' (former) - Roof Cladding Total Asset Management & Resourcing Stormwater & Drainage	100,000 - - - 330,000	20,000 250,000 - - 600,000	- - 7,800 - 157,800	- - 22,750 22,750
Tenterfield Depot - Water Wise Initiatives Tenterfield Depot - Training & Amenities Block Legume Depot - Shed 2 - Exterior cladding Tenterfield Depot - RTA Shed 'C' (former) - Roof Cladding Total Asset Management & Resourcing Stormwater & Drainage Drainage Pits Upgrade	100,000 - - - - -	20,000 250,000 - - 600,000 63,000	- 7,800 - 157,800 63,000	- - 22,750 22,750 63,000
Tenterfield Depot - Water Wise Initiatives Tenterfield Depot - Training & Amenities Block Legume Depot - Shed 2 - Exterior cladding Tenterfield Depot - RTA Shed 'C' (former) - Roof Cladding Total Asset Management & Resourcing Stormwater & Drainage Drainage Pits Upgrade Culvert Renewal	100,000 - - - 330,000	20,000 250,000 - - 600,000 63,000 27,200	- 7,800 - 157,800 63,000 27,200	- - 22,750 22,750 63,000 72,200
Tenterfield Depot - Water Wise Initiatives Tenterfield Depot - Training & Amenities Block Legume Depot - Shed 2 - Exterior cladding Tenterfield Depot - RTA Shed 'C' (former) - Roof Cladding Total Asset Management & Resourcing Stormwater & Drainage Drainage Pits Upgrade Culvert Renewal Pipe Renewal	100,000 - - - 330,000	20,000 250,000 - - 600,000 63,000	- 7,800 - 157,800 63,000 27,200 40,000	- - 22,750 22,750 63,000 72,200 40,000
Tenterfield Depot - Water Wise Initiatives Tenterfield Depot - Training & Amenities Block Legume Depot - Shed 2 - Exterior cladding Tenterfield Depot - RTA Shed 'C' (former) - Roof Cladding Total Asset Management & Resourcing Stormwater & Drainage Drainage Pits Upgrade Culvert Renewal	100,000 - - - 330,000 50,000 - - -	20,000 250,000 - - 600,000 63,000 27,200 40,000	- 7,800 - 157,800 63,000 27,200	- - 22,750 22,750 63,000

TENTERFIELD SHIRE COUNCIL						
CAPITAL EXPEN	DITURE SUMMARY	2022 (22	2022/24	2024/25		
	2021/22	2022/23	2023/24	2024/25		
Transport Network	\$	\$	\$	\$		
Grant Funded Works						
- Reseal Program - Regional Roads (Block Grant)	568,093	553,668	537,892	521,753		
- Traffic Facilities - Regional Roads	66,000	66,000	66,000	66,000		
- Roads to Recovery	1,044,335	1,044,335	1,044,335	1,044,335		
- Regional Road Repair Program (plus additional funding)	565,572	565,572	565,572	565,572		
- Fixing Local Roads - Kildare Road Sealing	3,359,880	-	-			
	3,333,000					
Council Funded Works						
- Bridges/Causeways (SRV until 2023/24)	550,000	530,000	460,000	460,000		
- Concrete Bridges	210,223	210,223	210,223	210,223		
- Causeways	188,163	208,163	278,163	278,163		
- Urban Streets - Reseal Program	122,000	122,000	122,000	122,000		
- Road Renewal - Gravel Roads	635,628	651,519	651,519	651,519		
- Gravel Resheets (SRV until 2023/24)	632,452	632,452	632,452	500,000		
- Urban Streets Unsealed - Resheets	-	20,000	20,000	20,000		
- Rural Local Road Reseals (SRV until 2023/24)	266,146	273,066	280,165	287,450		
- Mt McKenzie Tower Construct Access Road (SRV)	70,000	-	-	-		
- Kerbing & Guttering (SRV until 2023/24)	-	40,000	20,000	20,000		
- Culverts & Pipes	100,000	150,000	150,000	150,000		
- Gravel Pit Rehabilitation	10,445	10,664	10,877	11,095		
- Rural Road Rehabilitation	-	600,000	600,000	600,000		
- Footpaths	100,000	100,000	100,000	100,000		
- Urban Road Rehabilitation	-	250,000	250,000	250,000		
Total Transport Network	8,488,937	6,027,662	5,999,199	5,858,110		
Plant, Fleet & Equipment						
- Public Works Plant - Purchases	3,296,617	3,944,257	3,737,292	4,408,938		
- Minor Plant Purchases - Column Lift	48,500	-	-	-		
- Public Works Plant - WDV of Asset Disposal	(2,417,963)	(2,541,834)	(2,530,441)	(2,825,510)		
Total Plant, Fleet & Equipment	927,155	1,402,423	1,206,851	1,583,428		
Waste Management						
- 240L Wheelie Bins	2,050	2,101	2,154	2,208		
- Industrial Bins	6,150	6,304	6,461	6,623		
- Tip shop - Drake, Liston & Tenterfield	15,000	-	0,401	0,025		
- Green Waste Hungry Bin - School Trial	2,000	-	-	-		
- Tenterfield WTS - Groundwater Bores	120,000	-				
- Boonoo Boonoo - Landfill Cover	120,000	10,000	10,000	10,000		
- Boonoo Boonoo - Cell Remediation Asset	50,000	50,000	50,000	50,000		
- Boonoo Boonoo - Develop Stage 5	3,300,000	-				
Boolioo Boolioo - Develop Stage S		-	-			
- Tenterfield WTS - Recycling Infrastructure	5,500,000	_ 1	100 000	-		
- Tenterfield WTS - Recycling Infrastructure - Urbenville - Recycling Infrastructure	-	-	100,000 50,000	-		

	SHIRE COUNCIL			
	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$
Water Supply				•
Tenterfield				
- Mains Replacement	276,000	282,900	290,000	297,300
- Meter Replacement	22,000	22,600	23,200	23,800
- Water Network Mapping Improvements	20,000	-	-	-
- Tenterfield Reservior - Outlet Works	100,000	-	-	-
- Smart Water Meters (Rouse Street 100 businesses)	-	60,000	-	-
- Mains Augmentation	-	-	10,900	-
- Air Scour Pipe Renewal Program	-	-	60,000	-
- Sludge Removal	-	-	-	10,000
- Valve Renewal	-	-	-	50,000
- UV Disinfection System	-	-	-	21,000
Urbenville				
- Urbenville Water Treatment Plant Upgrade	20,000	-	-	
- Mains Extension	-	-	-	20,000
- Meter Replacement	-	-	-	20,000
- Valve/Hydrant Replacement	-	-	-	20,000
Jennings				
- Mains Replacement	11,200	11,500	11,800	12,100
- Meter Replacement	-	-	-	10,000
Total Water Supply	449,200	377,000	395,900	484,200
Sewerage Services				
Tenterfield				
- Mains Relining (1km Year) - Renewal	169,600	173,800	178,100	182,600
- Mains Augmentation	67,900	69,600	71,300	73,100
- Manhole Level Alterations (Water Infiltration) - Renewal	158,500	162,500	166,600	170,800
- Network Renewal	189,100	193,800	198,600	203,600
- Upgrade Road to Tertiary Ponds	5,000	-	-	5,000
- STP -Scada System Upgrade	31,600	-	-	32,400
 Sewer System Mapping Improvements 	20,000	-	-	-
- 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	-	-
- Replace Baffles in Tertiary Ponds	-	-	46,100	-
- Biosolids Processing Plant	-	-	250,000	-
Urbenville				
- STP - Geotube for Sludge Removal	10,000	-	-	-
- STP - Sludge Removal/Renewal of Capacity	10,600	-	10,900	-
- STP - Telemetetry Upgrade	15,000	-	15,000	-
- STP - Telemetry From PS to STP	10,000	-	10,300	-
- Urbenville - Major Pump Station Refurbishment	95,000	-	-	-
Total Sewerage Services	782,300	1,112,200	946,900	667,500
Total Chief Operating Officer	14,532,791	9,717,889	9,345,465	9,060,019
Total Capital Expenditure	15,367,820	11,555,290	9,895,711	9,783,090

	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$
Economic Growth & Tourism				
- VIC Photocopier Lease	6,860	7,031	7,207	7,387
Library Services				
- Library Photocopier Lease	7,000	7,000	7,000	7,000
Finance & Technology				
- Infrastructure 2019/20	38,623	39,752	40,707	42,170
- Photocopier Lease	30,000	30,600	31,212	31,836
- Digital Scanner Lease	7,785	7,941	8,100	8,262
Total Finance & Technology Repayments	76,408	78,292	80,018	82,268
Asset Management & Resourcing				
- Depot Photocopier Lease	8,664	8,837	9,014	9,194
Transport Network				
- Tenterfield Main Street	126,109	130,749	135,737	140,762
- Infrastructure 2020/21	155,244	159,448	164,314	167,416
- Transport Network 2021/22	-	99,232	101,980	104,804
Total Transport Repayments	281,353	389,429	402,031	412,982
Waste Management				
- Remediation	153,380	79,854	-	-
- Boonoo Boonoo Landfill Develop Stage 5	-	125,726	129,207	132,785
Total Waste Repayments	153,380	205,580	129,207	132,785
Water Supply				
- Urbenville Water	12,989	13,843	14,754	15,683
- Dam Wall Loan 1	98,108	105,197	112,799	120,950
- Dam Wall Loan 2	125,440	125,440	125,440	125,440
Total Water Repayments	236,537	244,481	252,993	262,073
Sewerage Services				
- Tenterfield Treatment Plant	93,170	100,591	108,278	117,226
	1			

TENTERFIELD SHIRE COUNCIL

REVENUE POLICY 2021/2022



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		PROPER	TY DESCR	IPTION	LEASE 1	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 49.60% of the total rate income from this sub-category of Residential Rates, with the ad-valorem component raising the remaining 50.40% 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 23.81% of the total rate income from this sub-category of Residential Rates, with the ad-valorem component raising the remaining 76.19% 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 49.10% of the total rate income from this sub-category, with the ad-valorem component raising the remaining 50.90% 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 49.35% of the total rate income from this sub-category, with the ad-valorem component raising the remaining 50.65% 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 49.35% of the total rate income from this sub-category, with the ad-valorem component raising the remaining 50.65% 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 26.03% of the total rate income from this sub-category, with the ad-valorem component raising the remaining 73.97% 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 26.13% of the total rate income from this category, with the ad-valorem component raising the remaining 73.87% 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 45.13% of the total rate income from this category, with the ad-valorem component raising the remaining 54.87% 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 36.73% of the total rate income from this category, with the ad-valorem component raising the remaining 63.27% 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 42.04% of the total rate income from this category, with the ad-valorem component raising the remaining 57.96% 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 48.01% of the total rate income from this category, with the ad-valorem component raising the remaining 51.99% 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 46.71% of the total rate income from this category, with the ad-valorem component raising the remaining 53.29% 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 47.96% of the total rate income from this category, with the ad-valorem component raising the remaining 52.04% 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

Council's Ordinary Rating Structure

TENTERFIELD SHIRE COUNCIL Ordinary Rating Structure 2021-2022

Rate Category	Total No of Assessmen	Land Value	Percentag e of Total Land Value	Base Rate	Total Amount	Ad Valorem Dollar Rate	Total Ad Valorem	Levy	Average Rates Per Assessment	% of income from the base	Actual % Yield per Category
Residential Tenterfield	1,592	89,294,560	9.38%	\$331.00	\$526,952	\$0.00599567	\$ 535,380.71	\$ 1,062,332.71	\$ 667	49.60%	22.38%
Residential Tenterfield (Urban)	8	1,715,000	0.18%	\$331.00	\$2,648	\$0.00494210	\$ 8,475.70	\$ 11,123.70	\$ 1,390	23.81%	0.29%
Residential Other	1,405	137,259,093	14.42%	\$158.00	\$221,990	\$0.00459590	\$ 630,829.07	\$ 852,819.07	\$ 607	26.03%	17.85%
Residential Urbenville	129	5,084,600	0.53%	\$297.00	\$38,313	\$0.00781099	\$ 39,715.76	\$ 78,028.76	\$ 605	49.10%	1.61%
Residential Jennings	105	3,865,700	0.41%	\$297.00	\$31,185	\$0.00827820	\$ 32,001.04	\$ 63,186.04	\$ 602	49.35%	1.31%
Residential Drake	81	2,455,080	0.26%	\$297.00	\$24,057	\$0.01005764	\$ 24,692.31	\$ 48,749.31	\$ 602	49.35%	1.00%
Farmland General	1,452	698,952,690	73.44%	\$426.00	\$618,552	\$0.00250152	\$ 1,748,444.13	\$ 2,366,996.13	\$ 1,630	26.13%	49.03%
Business Tenterfield	193	10,870,710	1.14%	\$572.00	\$110,396	\$0.01749090	\$ 190,138.50	\$ 300,534.50	\$ 1,557	36.73%	5.73%
Business Other	13	1,038,370	0.11%	\$290.00	\$3,770	\$0.00500474	\$ 5,196.77	\$ 8,966.77	\$ 690	42.04%	0.31%
Business Urbenville	14	563,400	0.06%	\$272.00	\$3,808	\$0.00731990	\$ 4,124.03	\$ 7,932.03	\$ 567	48.01%	0.16%
Business Jennings	2	124,200	0.01%	\$272.00	\$544	\$0.00499804	\$ 620.76	\$ 1,164.76	\$ 582	46.71%	0.02%
Business Drake	7	246,100	0.03%	\$272.00	\$1,904	\$0.00839398	\$ 2,065.76	\$ 3,969.76	\$ 567	47.96%	0.07%
Mining	10	279,640	0.03%	\$460.00	\$4,600	\$0.01999621	\$ 5,591.74	\$ 10,191.74	\$ 1,019	45.13%	
TOTALS	5,011	951,749,143			\$1,588,719		\$ 3,227,276.28	\$ 4,815,995.28			100.00%

Revenue Limitation

For 2021/22 Council has applied the rate peg of 2.0% when calculating rates for the 2021/22 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 2021/22 rating year are as follows:

- 1. 31 August 2021
- 2. 30 November 2021
- 3. 28 February 2022
- 4. 31 May 2022

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 2021/2022 Operational Plan a Policy for Water Pricing which incorporates the user pays principle. The proposed water pricing policy for the 2021/2022 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 fund water infrastructure renewal.

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 2021/22 is \$1,197,548.

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 2021/22 is \$1,305,301.

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 2021/2022 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 for 2021/22 is \$2,138,520.

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 = $AC+SDF \times (C \times UC)$

AC = Access Charge

- SDF = Sewerage Discharge Factor determine by type/use.*
- C = Customers annual water consumption in kilolitres.
- UC = Sewerage Usage Charge (\$3.05 per kilolitre in 2021/22).

*Standard Non-Residential Customers SDF = 0.95 but Council is currently drafting a procedure/policy to be presented at the May 2021 Ordinary Council Meeting to allow non-residential customers to apply for a variation to the standard 0.95 non-residential discharge factor, upon providing evidence by way of installing a sewage metering device to justify the reduction. The NSW Department of Planning, Industry and Environment Liquid Trade Waste Management Guidelines can be found here:

https://www.industry.nsw.gov.au/water/water-utilities/regulatory-assessments/liquidtrade-waste

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 sewered land in the Tenterfield and Urbenville Town areas within 75 metres of Council's main and physically able to be connected to Councils 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 sewerage availability charges for 2021/22 is \$396,818.

Trade Waste Charges

The estimated yield from the Trade Waste charges for 2021/22 is \$10,912.

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 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 2021/22 is \$1,337,937.

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 2021/22 are:

Domestic Waste Management per 120L	\$491,470
Domestic Waste Management per 240L	\$436,772

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 2021/22 are:

Non-Domestic Waste Management per 120L	\$31,801
Non- Domestic Waste Management per 240L	\$139,384

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 2021/22 is \$142,480.

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 2021/22 is \$18,080.

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 \$28.00, 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.

The estimated yield from the Stormwater Management Charges for 2021/22 are:

Stormwater Management Charge	\$41,150.00
Strata Title Per unit	\$212.50
Stormwater Business <350 m2	\$975.00
Stormwater Business 350 m2 -1200 m2	\$3,100.00
Stormwater business 1200 m2 – 5000 m2	\$13,702.00
Stormwater Business > 5000 m2	\$11,781.00

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 2021 is included in this Operational Plan.

Section 67 Private Works Charges

Details of the Private Works Charges for 2021/2022 are included in the fees and charges section of this Operational Plan.

Borrowings

It is proposed to borrow \$5,904,612 in 2021/2022 for infrastructure projects. Of this amount \$3,300,000 is for Waste Management (Boonoo Boonoo - Develop Stage 5), and \$2,604,612 is for Transport Network capital works.

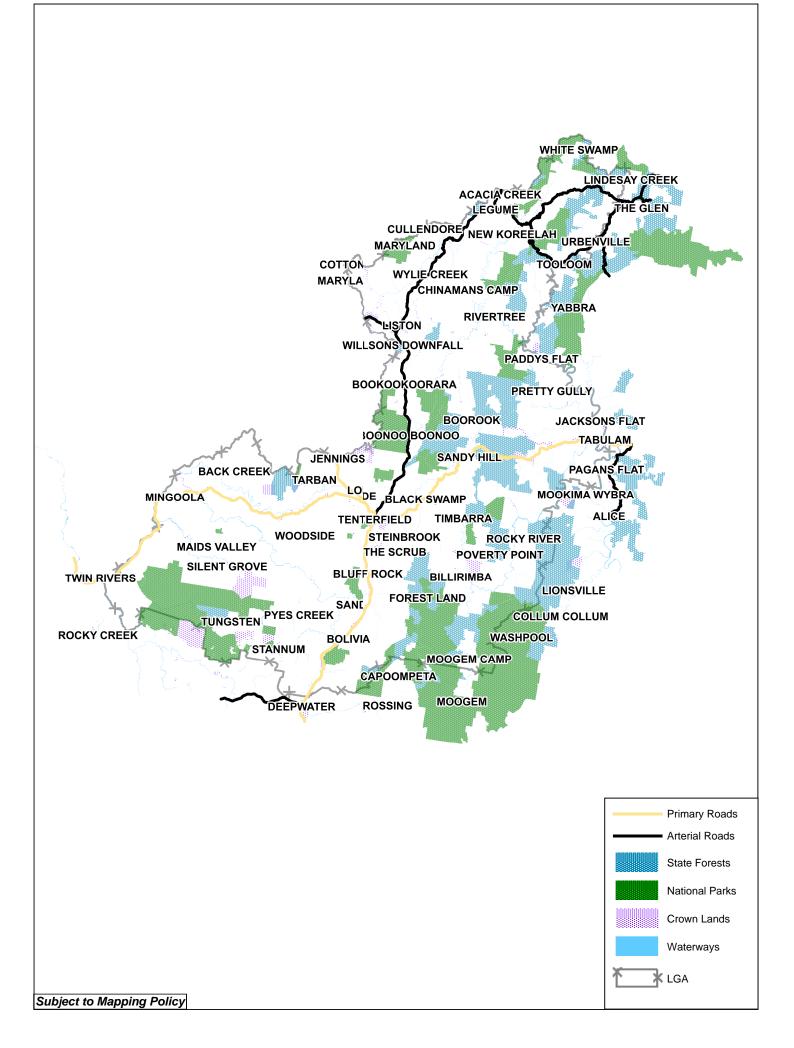
Restricted Funds

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 is ongoing on this project through 2020/21. Any unspent balance at the end of the 2020/21 financial year will be restricted and carried-forward for the completion of works in 2021/22.

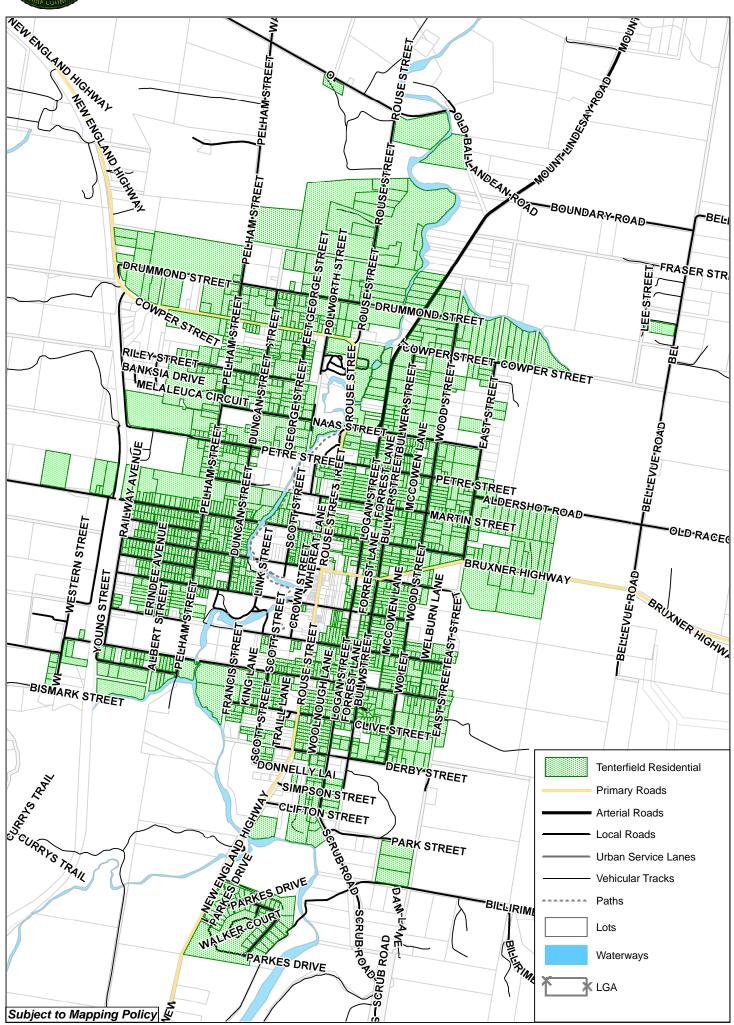
APPENDIX A - CATEGORISATION AND COLLECTION AREA MAP





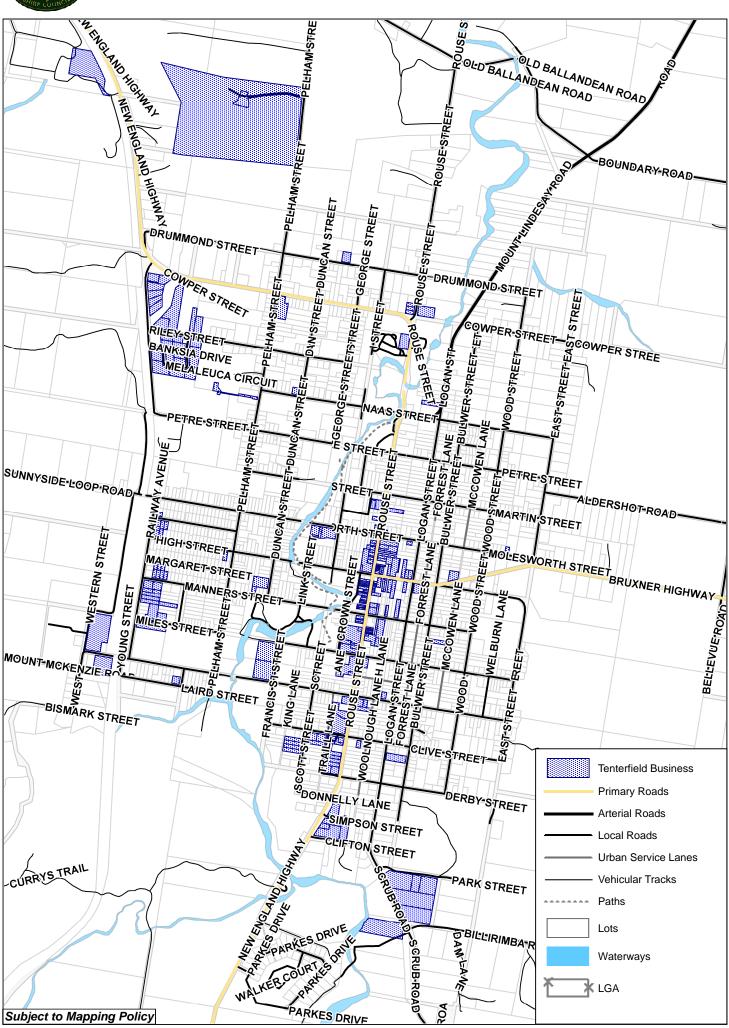


Tenterfield Residential Area



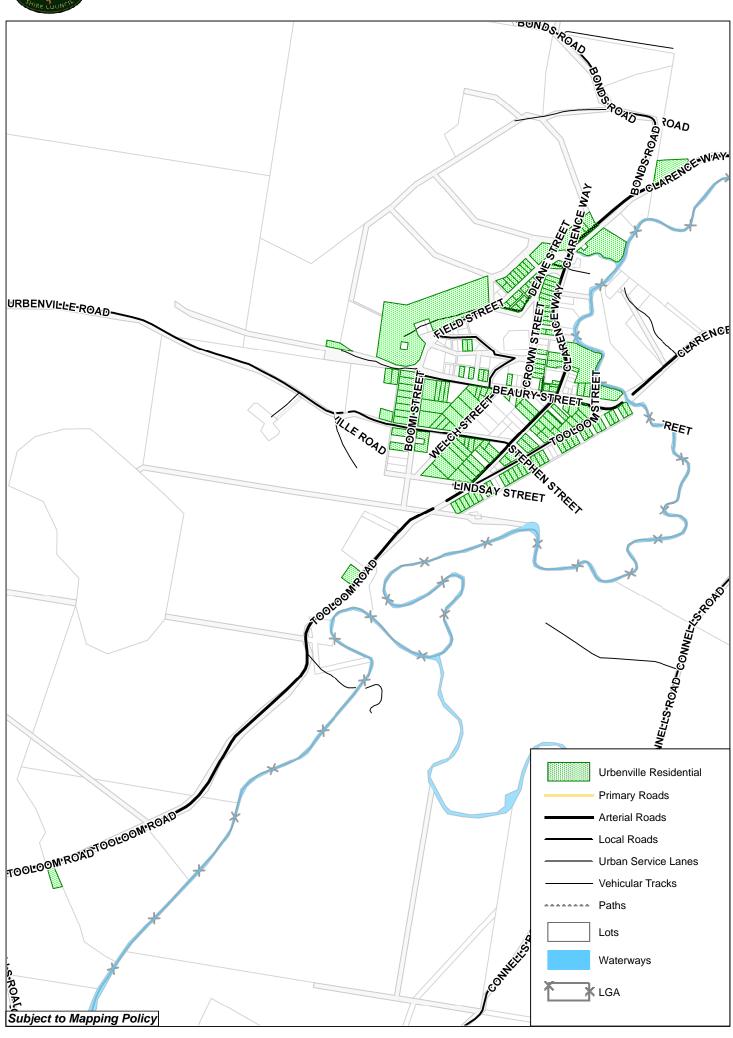


Tenterfield Business Area



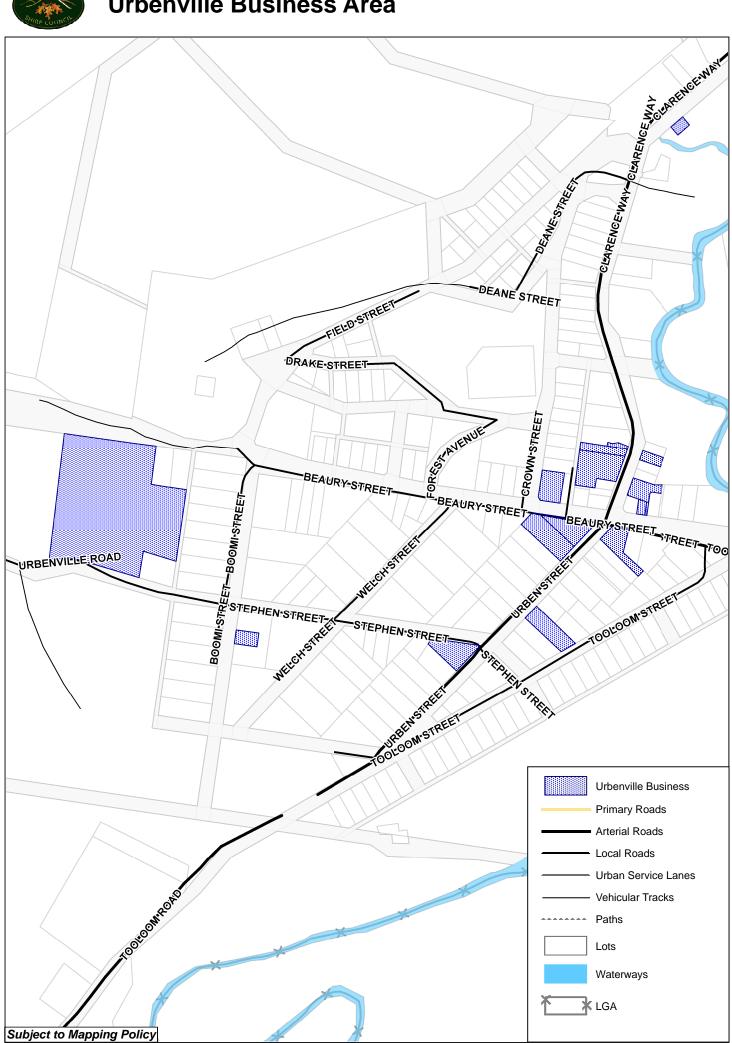


Urbenville Residential Area



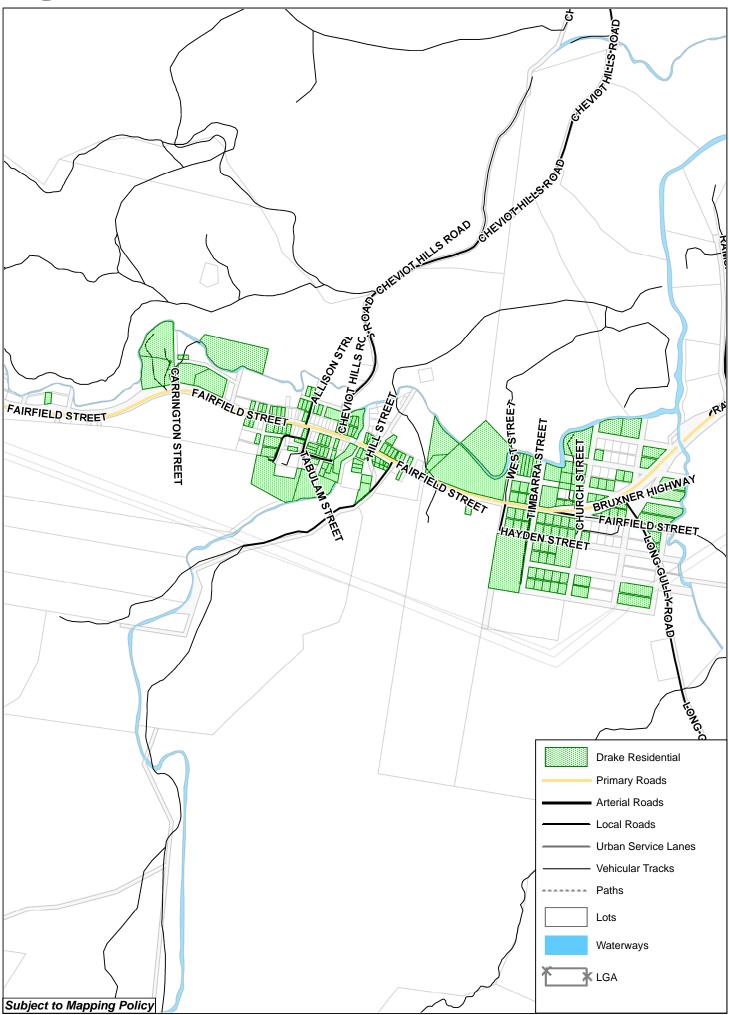


Urbenville Business Area

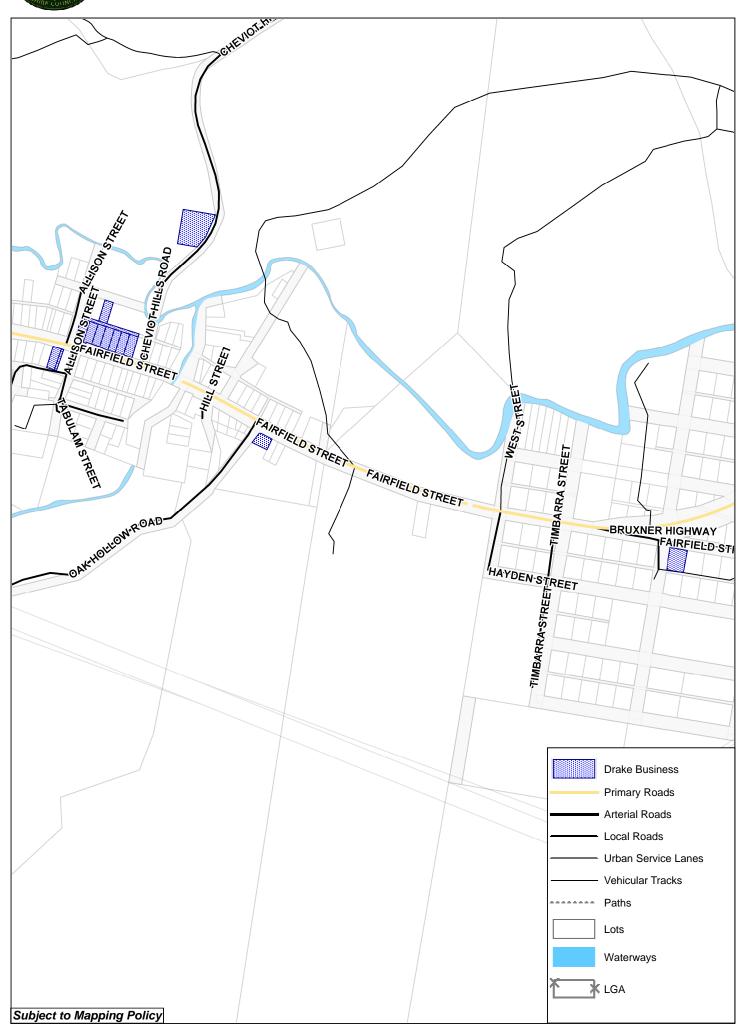




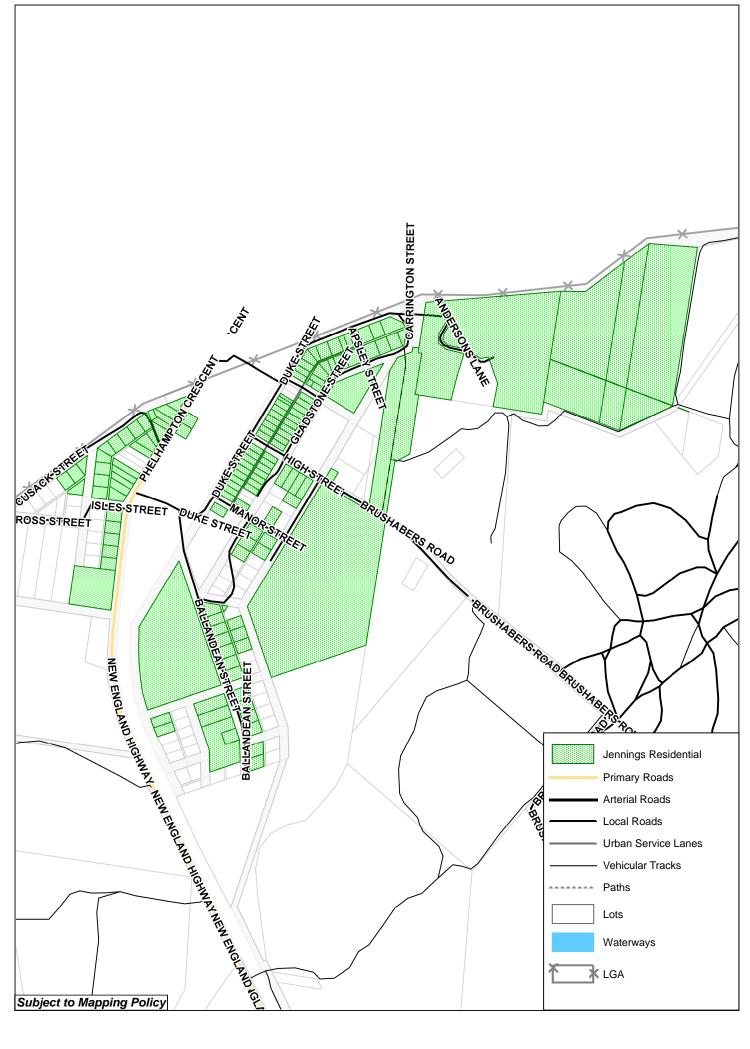
Drake Residential Area



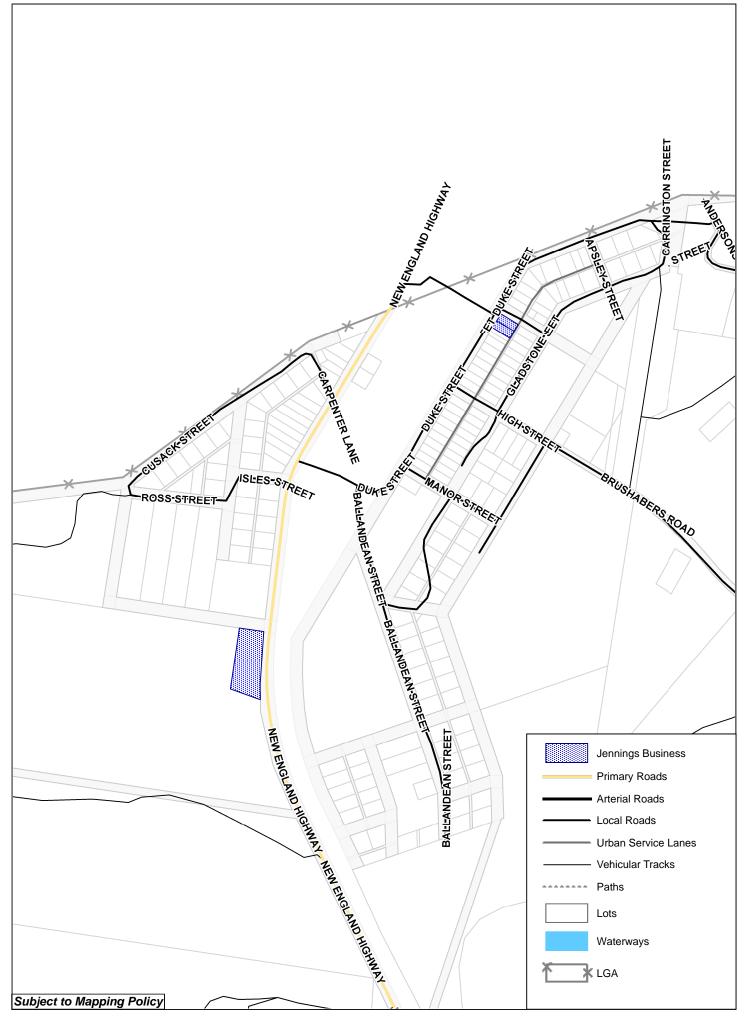






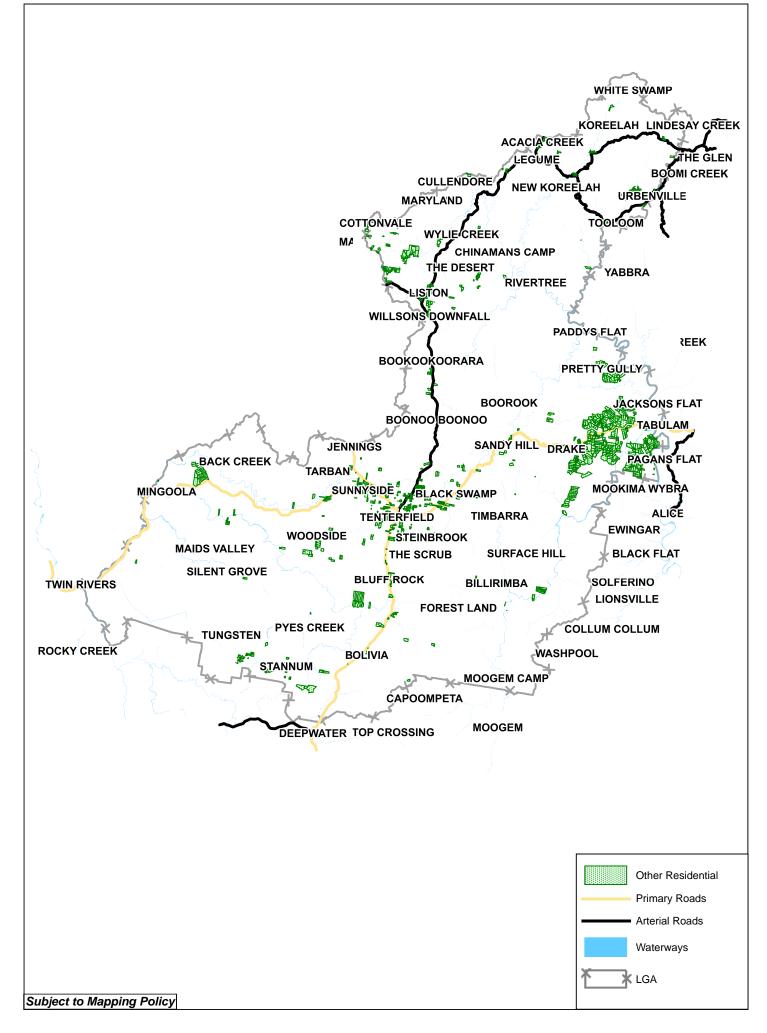






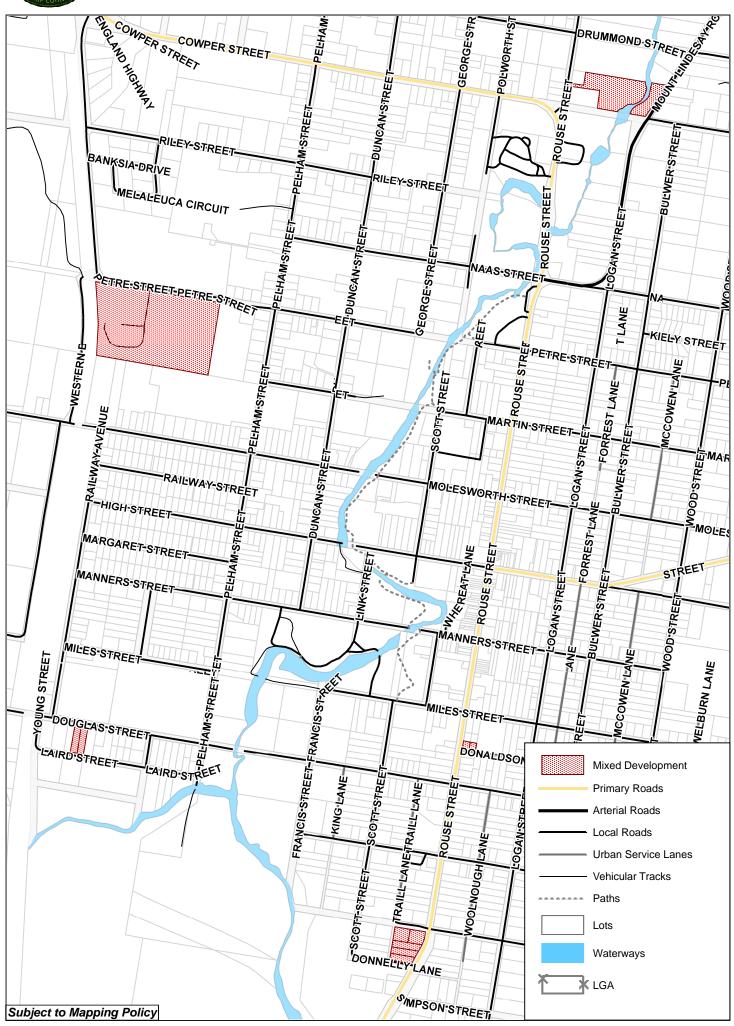


Other Residential Areas

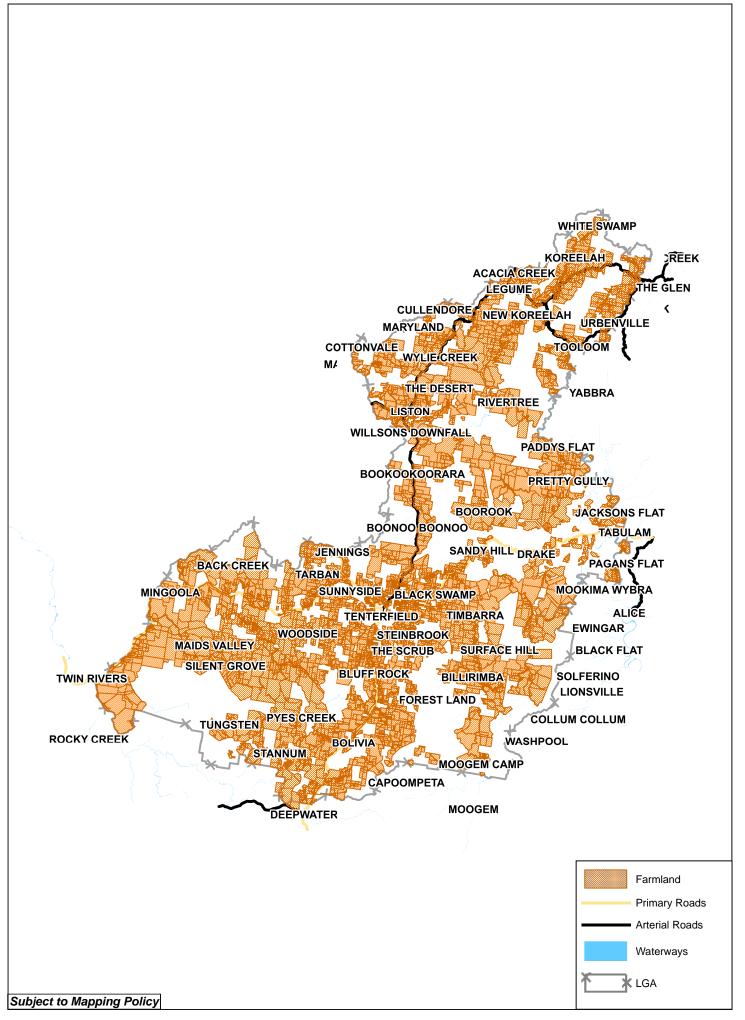


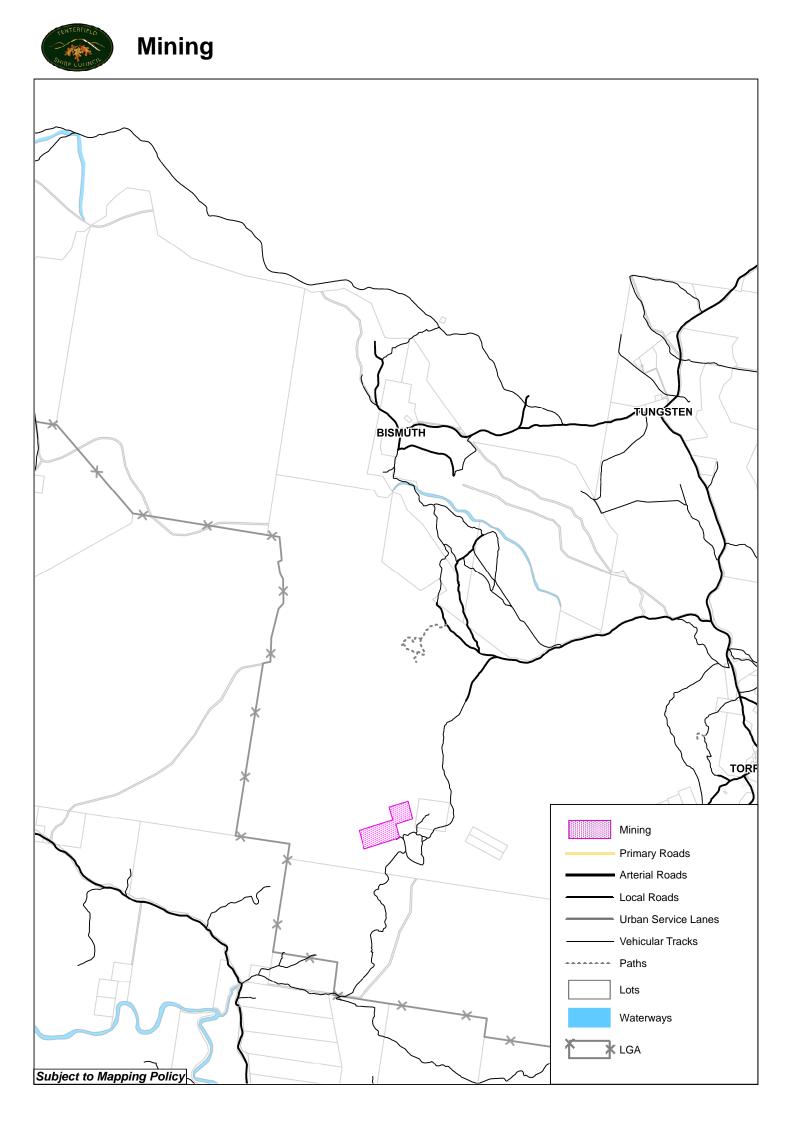


Mixed Development Areas



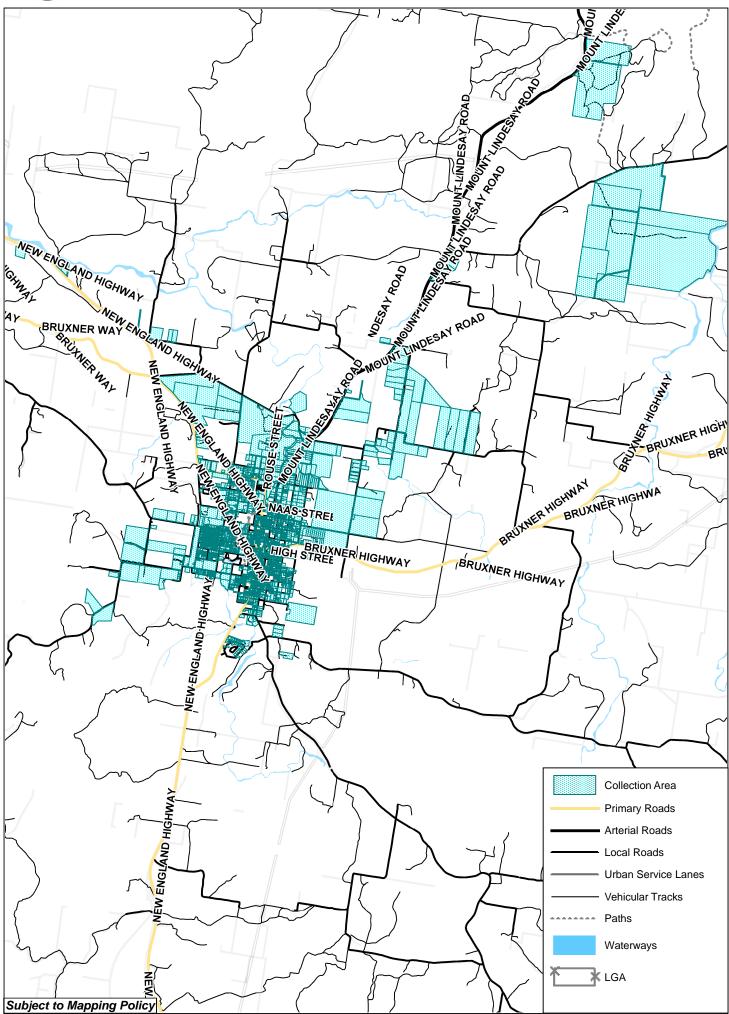




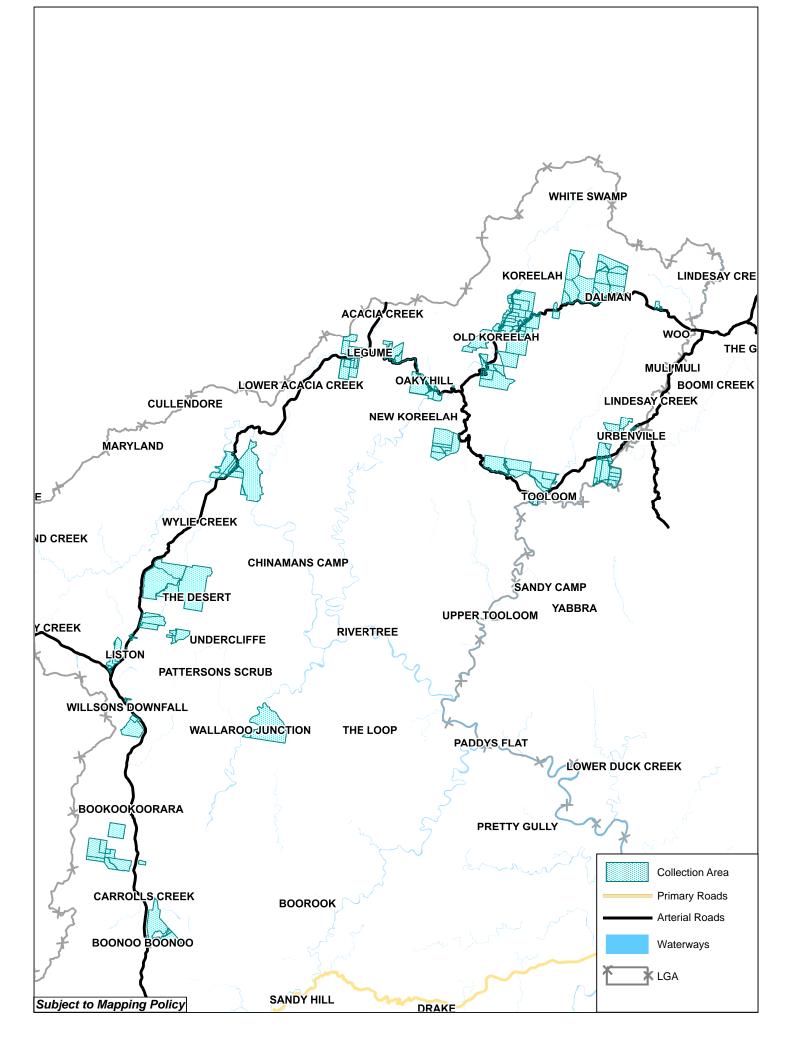




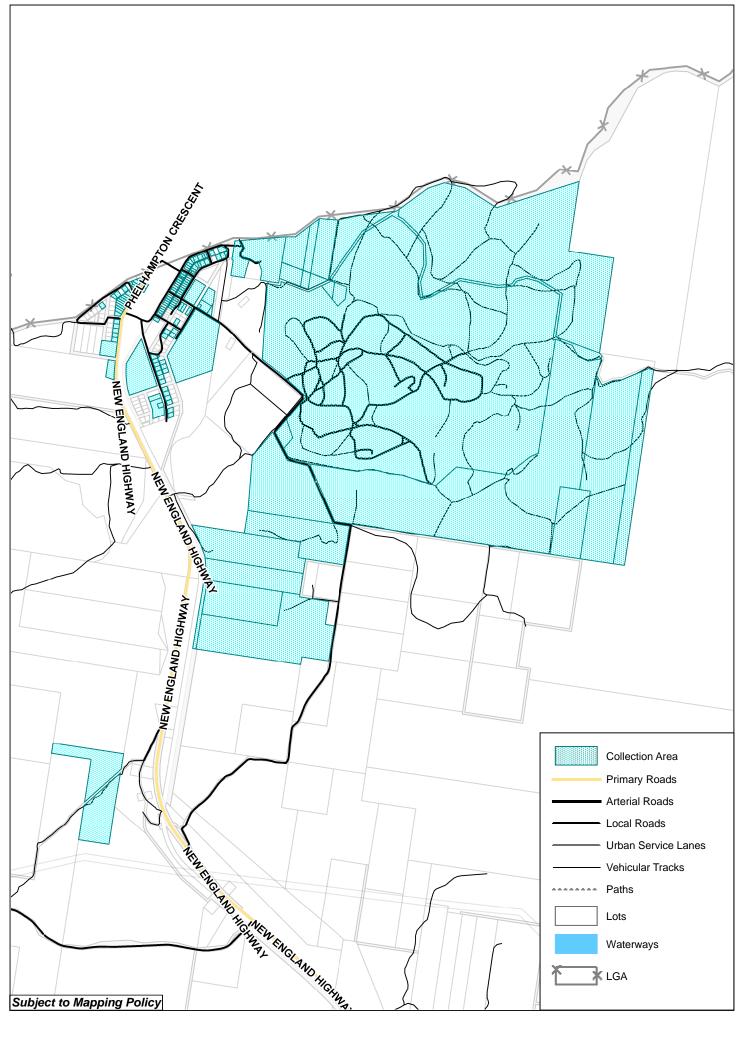
Tenterfield Collection Area





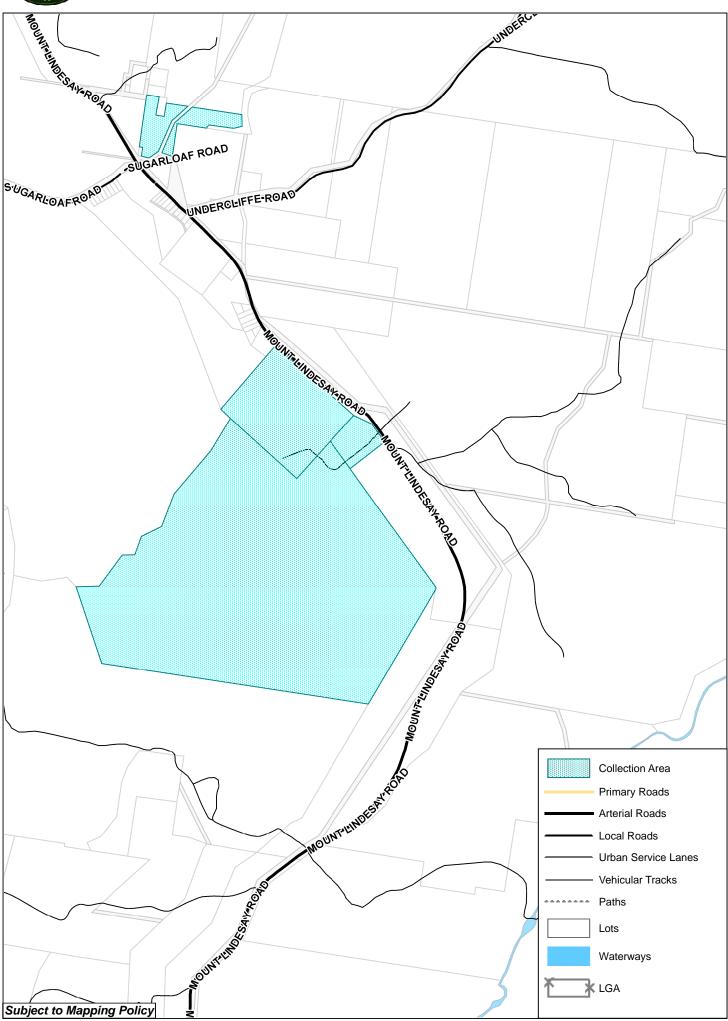




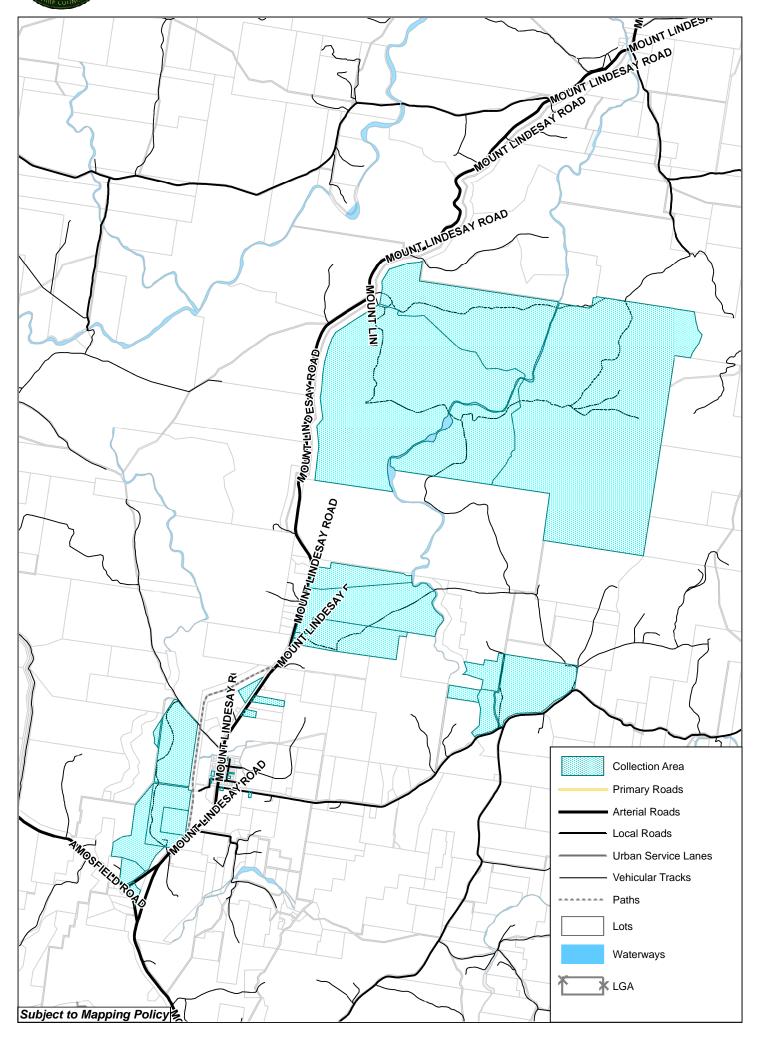




Willsons Downfall Collection Area

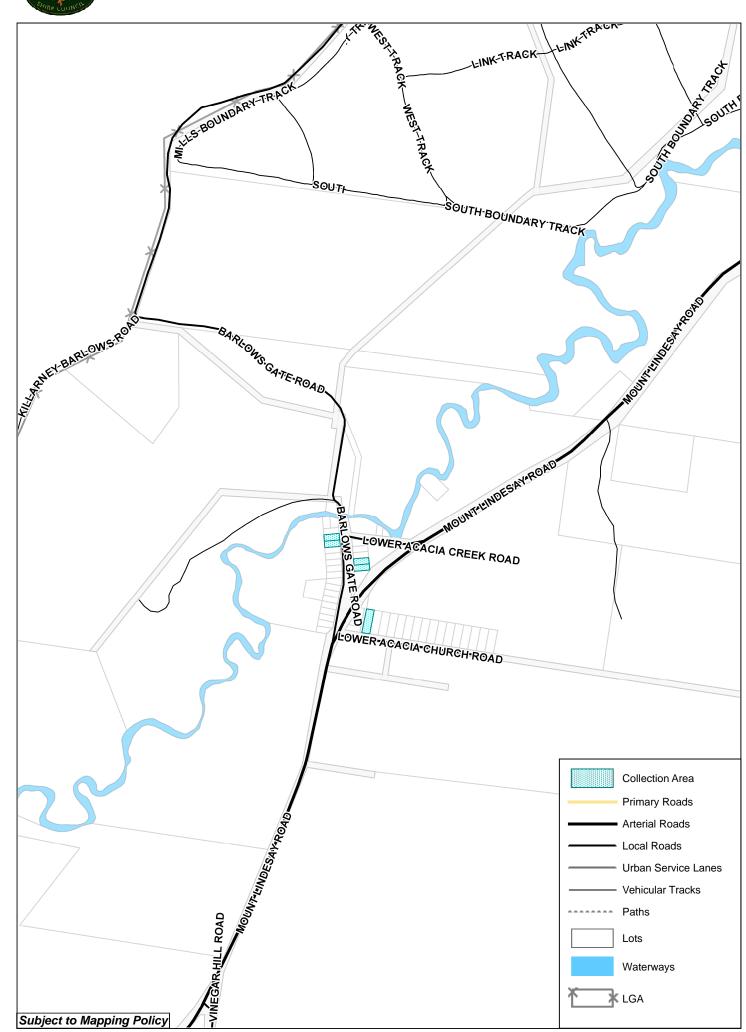


Liston Collection Area



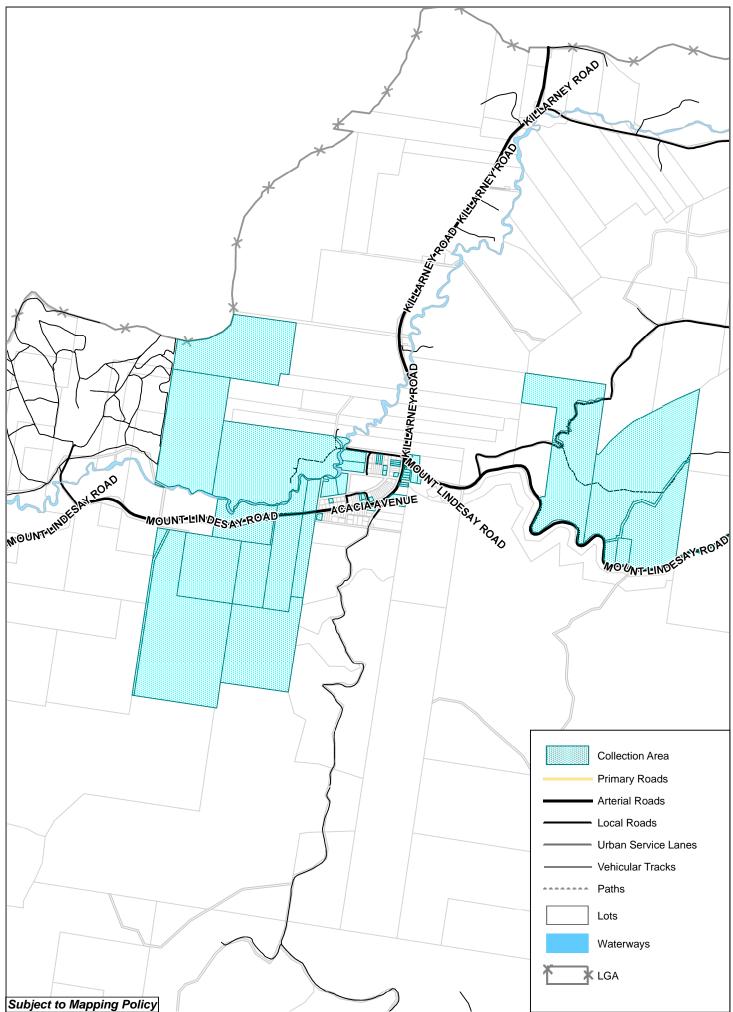


Lower Acacia Creek Collection Area

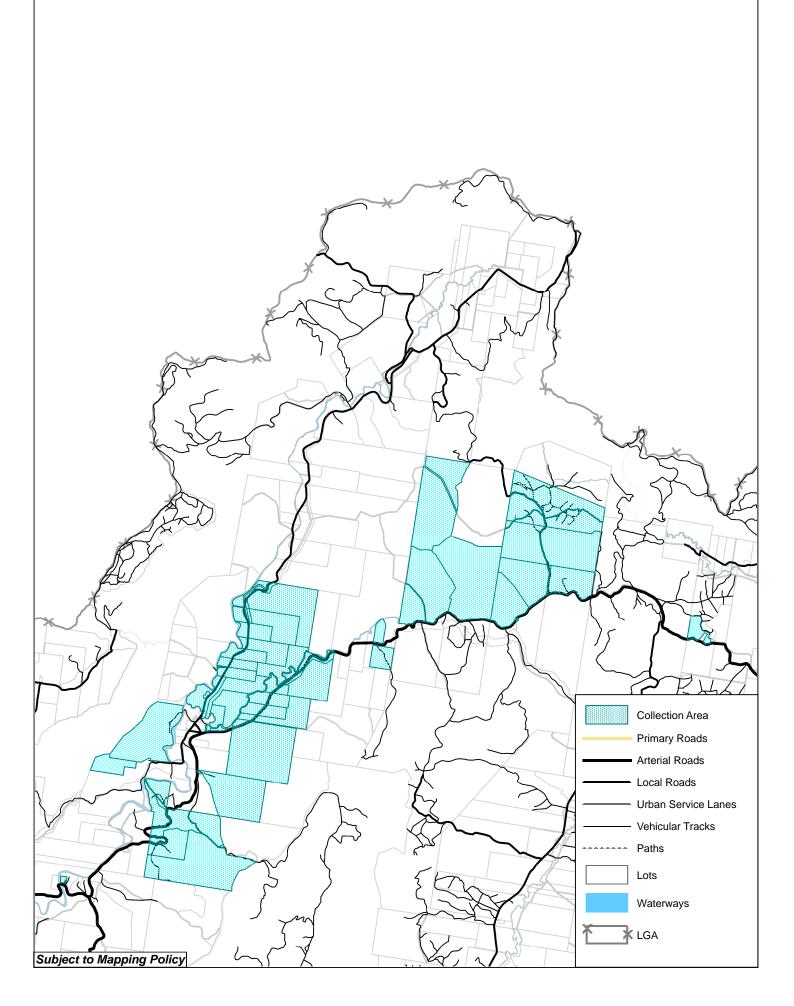




Legume Collection Area







APPENDIX B - FEES AND CHARGES



