

# **DELIVERY PROGRAM 2022-2026 OPERATIONAL PLAN 2022-2023**

**TENTERFIELD  
SHIRE COUNCIL**



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# OUR COMMUNITY, OUR REGION

The Tenterfield Shire is located in Northern NSW. From the Queensland/New South Wales border in the north and across the range to New South Wales' northern rivers, the Shire enjoys alpine summers, vibrant autumn reds, white-frosted winters and floral springs. Adventure seekers, history buffs and boutique lovers are bound to find something that speaks to their soul in this region.

Tenterfield Shire is home to approximately 6,700 people, with half living in the town and the other half across the broader shire.

Our Shire covers over 7,322 square kilometres, ranging from 150m to 1500m above sea level including many landscapes and climates.

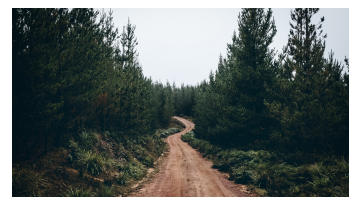
The Shire is also home to seven villages:

Urbenville, Drake, Jennings, Legume, Liston, Torrington, and Mingoola.

A strong agricultural region, Tenterfield Shire also offers residents and visitors many opportunities to get off the beaten track and discover history, nature and culture.



495 km sealed roads



1,107 km unsealed roads



Population of 6,697

# MESSAGE FROM OUR MAYOR

The previous term of Council was unlike any other we have seen before. During what became a five-year term of Council we suffered drought, bushfires, flood and the COVID-19 pandemic.

The time was very challenging for Council as we adapted to new ways of delivering services and seeking to do so in a financially sustainable manner. This Delivery Program and the associated Operational Plans will continue this approach as we seek to ensure Council's future financial sustainability.

This plan is where we turn the community's vision into on-the-ground actions that will be delivered during this term of Council, and more specifically what will be delivered during the 2022-23 financial year. The plan is a critical component of Council's obligation to the community under the NSW Government's Integrated Planning and Reporting Framework.

The plan has been developed by taking into account what you, the community, told us were your priorities, and also by taking into account Council's financial situation. With the recent discussions with the community we have not shied away from the fact that Council's financial position is not where we want it to be, and this is something we will be seeking to redress early in this term of Council.

We have had to make hard decisions in our budget process while focusing strongly on:

1. Council's core services,
2. Finishing what we have started,
3. Reviewing our operations for efficiency, while ensuring we meet our statutory guidelines, and
4. Establishing the framework that will ensure a financially sustainable Tenterfield Shire Council for the future.

While we have considerable work to do, I also know how strong, resilient and capable our community is and I look forward to working with the community, my fellow Councillors, and the staff as we make the Tenterfield Shire a great place to live, work and visit.



**Cllr Bronwyn Petrie**  
Mayor

## ACKNOWLEDGEMENT OF COUNTRY

*"Tenterfield Shire Council acknowledges the traditional custodians of this land and pay respect to the Elders past, present, and emerging of the Jukembal, Kamilaroi and Bundjalung nations and extend that respect to other Aboriginal people."*

# OUR COUNCILLORS

*The Tenterfield Shire Council governing body is made up of 10 Councillors. These 10 Councillors represent five wards, with each ward represented by 2 Councillors.*





Councillors are elected to carry out duties under the Local Government Act 1993, and in doing so have the following roles and responsibilities:

- Be an active and contributing member of the governing body;
- Make considered and well-informed decisions as a member of the governing body;
- Participate in the development of the Integrated Planning and Reporting framework;
- Represent the collective interests of residents, ratepayers and the local community;
- Facilitate communication between the local community and the governing body;
- Uphold and represent accurately the policies and decisions of the governing body; and
- Make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a Councillor.

The Mayor and Deputy Mayor are elected for a two-year period by the members of the Council, and have additional statutory responsibilities under the Local Government Act 1993.

Council formally meets on the last Wednesday of each month. Details of meetings, including the links to the live meetings, can be found on Council's website.

Our Councillors and the wards they represent are:

WARD	REPRESENTATIVE	REPRESENTATIVE
A	Cr Peter Petty 	Cr Tim Bonner 
B	Cr Bronwyn Petrie MAYOR 	Cr John Macnish DEPUTY MAYOR 
C	Cr Tom Peters 	Cr Peter Murphy 
D	Cr Kim Rhodes 	Cr Giana Saccon 
E	Cr Greg Sauer 	Cr Geoff Nye 

# OUR MISSION & VISION

## **OUR MISSION:**

"Quality Nature, Quality Heritage and Quality Lifestyle" provides focus and direction in the manner in which Council provides leadership and services.

## **OUR VISION**

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

# INTEGRATED PLANNING & REPORTING

**Integrated Planning and Reporting (IP&R)** is legislation that requires councils to 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 identified through community engagement during the planning process.

Council has an ongoing commitment to work with the different members and groups of our community to continually shape, represent and support our shared vision for the Tenterfield Shire Council underpinned by our continued collaboration. The legislation requires councils and their communities to engage in discussions about funding priorities and acceptable service levels, taking into consideration local conditions and opportunities to plan for a sustainable future.

To achieve sustainability as a community, our Community Strategic Plan needs to be based on sustainability, often referred to as the quadruple bottom line (QBL). The QBL considers the pillars of environmental, social, economic and government leadership in the quest for a holistic, sustainable and viable community. The QBL approach supports the Community Strategic Plan to ensure a balanced outlook and importantly ensures no one particular aspect dominates.

The key documents required under the legislation are:

- The **Community Strategic Plan (CSP)** - identifies long term (minimum 10 years) goals and priorities for the community and the local government area.
- The **Delivery Program (DP)** - identifies what Council is responsible for delivering to support the Community Strategic Plan. The DP allows Council to set priorities for its elected term.
- The **Operational Plan (OP)** - details the actions and programs to be undertaken each year to support the Delivery Program.

These plans are underpinned by a resourcing strategy which is made up of:

- Council's **Long-Term Financial Plan (LTFP)**,
- **Workforce Management Strategy**, and
- **Asset Management Strategy**

These plans and strategies allow Council to manage its assets and resources to deliver its services to the community.

# INTEGRATED PLANNING & REPORTING

## THE FRAMEWORK:



## THE RELATIONSHIP BETWEEN THE PLANS:

### **Community Strategic Plan - 10+ Year Outlook**

- Sets out the community goals
- Outlines strategies and measures to achieve the goals

### **Delivery Program - 4 Year Outlook**

- Council's commitment and priorities during its term of office
- Progress towards the community's goals

### **Operational Plan - 1 Year Outlook**

- Details the programs, projects and actions Council will undertake during the financial year to implement the Delivery Program



# ORGANISATIONAL STRUCTURE

The organisation comprises two distinct divisions.

1. The Corporate, Governance and Community Division; and
2. The Infrastructure and Services Division.

The two divisions are headed by the Chief Corporate Officer and Director of Infrastructure respectively. Both report directly to the Chief Executive.

The Chief Executive has several other areas which report directly.

## THE STRUCTURE

CHIEF EXECUTIVE OFFICER		
CHIEF CORPORATE OFFICER	OFFICE OF THE CEO	DIRECTOR OF INFRASTRUCTURE
Finance & Technology	Civic Office	Asset Management
Corporate & Governance	Organisational Leadership	Water Supply
Environmental Management	Community Development	Plant, Fleet & Equipment
Livestock Saleyards	Economic Growth & Tourism	Stormwater management
Buildings & Amenities	Theatre & Museums	Transport Infrastructure
Parks, Gardens & Open Space	Library Services	Sewerage Services
Swimming Complex	Workforce Development	Waste Management
Planning & Regulation	Emergency Services	Commercial Works

# AREAS OF RESPONSIBILITY

Accountability is a key component of ensuring Council delivers quality services. The Delivery Program and Operational plans need to clearly state who is responsible for the delivery of Council's services.

While the CEO is ultimately responsible, it takes a team to deliver the broad range of services, and a number of managers across Council are responsible for multiple service areas.

The below table summarises the services and management ownership of that service.

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

# HOW TO READ OUR PLANS

To make our plans meaningful and easier to read they are broken down into the Themes, Goals, Strategies and Actions that will be used to drive Council's service delivery.

The Community Strategic Plan (CSP) outlines the themes, goals and strategies that are the community's vision and are outlined below.

This document, the Delivery Program (DP) and Operational Plan (OP) reinforces the themes, goals and strategies and provides the service area that will deliver that service (DP). This document also outlines actions that will be undertaken this financial year by Council to deliver services to the community (OP).

To simplify the reading of this document, the high level combination of themes and goals from the CSP used to drive the development of this plan are shown in the below table.

THEME	GOALS
<b>COMMUNITY</b> <i>Accessible and Inclusive</i>	<p><b>C1:</b> Tenterfield Shire is a vibrant, inclusive, and safe community where diverse backgrounds and cultures are respected and celebrated</p> <p><b>C2:</b> The community is supported by accessible and equitably distributed facilities and recreational opportunities for people of all ages.</p>
<b>ECONOMY</b> <i>Good opportunities</i>	<p><b>EC1:</b> Develop Tenterfield Shire's economic base into a robust and growing economy that supports employment and business opportunities.</p>
<b>ENVIRONMENT</b> <i>Well looked after</i>	<p><b>EN1:</b> Our natural environment will be protected, enhanced and promoted for future generations.</p> <p><b>EN2:</b> Provide secure, sustainable and environmentally-sound infrastructure and services that underpin Councils service delivery.</p>
<b>LEADERSHIP</b> <i>A sustainable future</i>	<p><b>L1:</b> Council is a transparent, financially-sustainable and high-performing organisation, delivering valued services to the Community.</p> <p><b>L2:</b> Resources and advocacy of Council are aligned support the delivery of the community vision outlined in the Community Strategic Plan.</p>
<b>TRANSPORT</b> <i>Easy to get around</i>	<p><b>T1:</b> The Tenterfield Shire has an effective transport network that is safe, efficient and affordable.</p>

# 2022/23 FUNDING SUMMARY - BUDGET FORECAST (NO SRV)

The financial overview shows how Tenterfield Shire Council aims to generate income and how the funds are to be allocated for the 2022-2023 financial year. Council generates income to fund services and assets for our community mainly through rates on property, government grants, interest on investments, and user charges.

The below table shows Council's forecast budget by operating fund and a detailed breakdown by key functional area and Council's performance ratios can be seen in the associated financial section.

It is very important for residents and ratepayers to understand that Local Government in NSW has very strict rules (known as restrictions) around how income can be spent.

As a general rule, income received for a particular fund can only be used for activities related to that fund. For example, income received in the Water Fund can only be used for water fund activities. It cannot be used for activities related to other funds such as general fund activities such as roads, parks and recreation.

	General Fund (including Waste & Stormwater)	Water Fund	Sewer Fund	Total Consolidated
Operating Income	17,740,409	2,984,548	2,889,930	23,614,887
Operating Expenditure	20,450,548	2,524,869	1,905,478	24,880,895
Operating Result before Capital Income - Surplus/Deficit	<b>(2,710,139)</b>	<b>459,679</b>	<b>984,452</b>	<b>(1,266,008)</b>
Capital Income	341,115	10,000	10,000	361,115
Operating Result Surplus)/(Deficit)	<b>(2,369,024)</b>	469,679	994,452	<b>(904,893)</b>
Add: Non Cash Expenses	7,002,716	773,618	535,009	8,311,343
Less: Loan & Lease Repayments	775,909	259,965	100,591	1,136,465
Less: Capital Expenditure	8,657,093	317,000	1,112,200	10,086,293
Cash Result Surplus)/(Deficit)	<b>(4,799,310)</b>	<b>666,332</b>	<b>316,670</b>	<b>(3,816,308)</b>

## FOUR YEAR FORECAST OPERATING RESULT (NO SRV)

	2022/23	2023/24	2024/25	2025/26
<b>Income from Continuing Operations</b>				
Rates & Annual Charges	11,605,455	12,311,770	12,968,397	13,665,960
User Charges & Fees	2,691,332	2,945,561	3,156,936	3,384,861
Other Revenues	539,845	551,201	554,563	566,339
Grants & Contributions provided for Operating Purposes	8,657,854	8,692,114	8,748,798	8,824,052
Grants & Contributions provided for Capital Purposes	361,115	355,032	355,297	355,567
Interest & Investment Revenue	120,400	120,804	121,212	121,624
<b>Total Income</b>	<b>23,976,002</b>	<b>24,976,482</b>	<b>25,905,203</b>	<b>26,918,403</b>
<b>Expenses from Continuing Operations</b>				
Employee Benefits & On-Costs	9,456,543	9,797,555	10,043,192	10,295,119
Borrowing Costs	802,806	843,396	801,218	749,552
Materials & Contracts	5,430,822	6,539,399	6,959,713	6,862,088
Depreciation & Amortisation	8,311,343	8,492,870	8,803,392	8,803,392
Other Expenses	603,675	657,786	688,391	720,565
Net Losses from the Disposal of Assets	275,706	281,220	286,845	292,581
<b>Total Operating Expenses</b>	<b>24,880,895</b>	<b>26,612,226</b>	<b>27,582,751</b>	<b>27,723,297</b>
Surplus/(Deficit) - Including Capital Grants & Contributions	<b>(904,893)</b>	<b>(1,635,744)</b>	<b>(1,677,548)</b>	<b>(804,894)</b>
<b>Surplus/(Deficit) - Before Capital Grants &amp; Contributions</b>	<b>(1,266,008)</b>	<b>(1,990,776)</b>	<b>(2,032,845)</b>	<b>(1,160,461)</b>

# SUMMARY OF CAPITAL WORKS FOR 2022-2026

Each year Council undertake a series of capital works as well as operational works. The following tables is a summary of the capital works proposed for the 2022/23 financial year.

Function and Description	2022/2023	2023/2024	2024/2025	2025/2026	Type	Funding Source
<b>Theatre &amp; Museum Complex</b>						
School of Arts - Replace/Repair Carpet/Resand & Reseal Floors (SRV)	94,141	-	-	-	Renewal	General Fund
Centenary Cottage Museum - Fire Security System Renewal	-	-	-	5,500	Renewal	General Fund
<b>Total Theatre &amp; Museum Complex</b>	<b>94,141</b>	<b>-</b>	<b>-</b>	<b>5,500</b>		
<b>Library Services</b>						
Local Priority Grant - Capital Equipment	19,329	13,246	13,511	13,781	Renewal	NSW Public Library Funding
<b>Total Library Services</b>	<b>19,329</b>	<b>13,246</b>	<b>13,511</b>	<b>13,781</b>		
<b>Emergency Services</b>						
Tenterfield SES - Access & Parking Area	-	-	50,000	-	Renewal	General Fund
<b>Total Emergency Services</b>	<b>-</b>	<b>-</b>	<b>50,000</b>	<b>-</b>		

Function and Description	2022/2023	2023/2024	2024/2025	2025/2026	Type	Funding Source
<b>Finance &amp; Technology</b>						
Computer Equipment	75,000	75,000	75,000	75,000	Renewal	General Fund
Capitalised Software	150,000	50,000	50,000	50,000	Renewal	General Fund
<b>Total Finance &amp; Technology</b>	<b>225,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>		
<b>Livestock Saleyards</b>						
- Saleyards Canteen - Replace Air Conditioning Unit	-	-	6,500	-	Renewal	General Fund
- Saleyards Hardstand & Parking Area Renewal	-	-	216,260	-	Renewal	General Fund
- Saleyards Entry Post, Rail Fence & Gate	-	-	-	7,000	Renewal	General Fund
<b>Total Livestock Saleyards</b>	<b>-</b>	<b>-</b>	<b>222,760</b>	<b>7,000</b>		
<b>Parks, Gardens &amp; Open Space</b>						
Urbenville Playground - Shade Sail Replacment	-	17,000	-	-	Renewal	General Fund

Function and Description	2022/2023	2023/2024	2024/2025	2025/2026	Type	Funding Source
Federation Park - Renewal of Floodlights to New Technology (SRV)	-	120,000	-	-	Renewal	General Fund
Tenterfield Cemetery - Construction of Road Access and Carpark	-	-	-	600,000	New	General Fund
Jubilee Park - Playground Shade Sail Replacement	-	-	-	58,500	Renewal	General Fund
Minor Park Asset Replacements e.g. park benches	-	-	16,000	-	Renewal	General Fund
<b>Total Parks, Gardens &amp; Open Space</b>	-	<b>137,000</b>	<b>16,000</b>	<b>658,500</b>		
<b>Buildings &amp; Amenities</b>						
Council Administration Building - Roof Replacement	300,000	-	-	-	Renewal	General Fund
Housing - Repaint Exteriors (SRV)	30,000	-	-	-	Renewal	General Fund
Residence - 29 High St - Renew Bathroom	-	32,500	-	-	Renewal	General Fund
Residence - 134 Manners St - Renew Bathroom	-	-	-	28,000	Renewal	General Fund



Function and Description	2022/2023	2023/2024	2024/2025	2025/2026	Type	Funding Source
Residence - 134 Manners St - Renew Kitchen	-	-	-	9,750	Renewal	General Fund
Residence - 134 Manners St - Renew Roof	-	20,800	-	-	Renewal	General Fund
Child Care Centre - Replace air-conditioning unit	-	6,500	-	-	Renewal	General Fund
Child Care Centre - Renew Roof	-	-	-	-	Renewal	General Fund
Community Centre (HACC) - disability access standards & maintenance	-	-	50,000	-	Renewal	General Fund
Community Hall Drake - Replace tiles in bathroom	-	13,000	-	-	Renewal	General Fund
Community Hall Steinbrook - Roof renewal	-	-	44,200	-	Renewal	General Fund
Community Hall Legume - Kitchen fitout/Main entry roof	-	-	-	54,600	Renewal	General Fund
Memorial Hall Tenterfield - Renew Old Bathrooms	-	-	-	78,000	Renewal	General Fund
RSL Hall Verandah - Renewal	-	-	20,000	-	Renewal	General Fund
FM Radio Station - Renew Roof	-	40,000	-	-	Renewal	General Fund
Federation Park - Amenities Block Kitchen renewal	-	-	104,000	-	Renewal	General Fund

Function and Description	2022/2023	2023/2024	2024/2025	2025/2026	Type	Funding Source
Federation Park - Amenities Block Canteen roller door renewal	-	-	19,500	-	Renewal	General Fund
Federation Park - Amenities Block Bathroom renewal	-	-	6,500	-	Renewal	General Fund
Federation Park - Amenities Block Replace guttering and downpipes	-	-	6,500	-	Renewal	General Fund
<b>Total Buildings &amp; Amenities</b>	<b>330,000</b>	<b>145,300</b>	<b>250,700</b>	<b>170,350</b>		
<b>Swimming Complex</b>						
- Swimming Pool - Equipment Replacement	25,000	25,000	25,000	25,000	Renewal	General Fund
- Swimming Pool - Water Heater	-	-	120,000	-	Renewal	General Fund
- Swimming Pool - Pool Blankets	-	-	80,000	-	Renewal	General Fund
- Swimming Pool - Kisok fitout plan and renewal	-	-	13,000	-	Renewal	General Fund
- Swimming Pool - Filter room plan for kitchen renewal	-	-	7,800	-	Renewal	General Fund
- Swimming Pool - Grandstand - Rear cladding to be replaced	-	-	20,800	-	Renewal	General Fund
- Swimming Pool - Grandstand - Roof Cladding to be replaced	-	-	20,800	-	Renewal	General Fund

Function and Description	2022/2023	2023/2024	2024/2025	2025/2026	Type	Funding Source
Swimming Pool - Cantilever Shade Sail Replacement	-	-	14,300	-	Renewal	General Fund
Swimming Pool - Toddler Pool Shade Sail Replacement	-	-	65,000	-	Renewal	General Fund
Swimming Pool - Swimming Pool Aluminium Seating	-	-	20,000	-	Renewal	General Fund
Swimming Pool - Building Mechanical & Electrical Systems	-	-	-	110,000	Renewal	General Fund
<b>Total Swimming Complex</b>	<b>25,000</b>	<b>25,000</b>	<b>386,700</b>	<b>135,000</b>		
<b>Asset Management &amp; Resourcing</b>						
Tenterfield Depot - Wash Down & Recycle Bay	20,000	80,000	100,000	-	New	General Fund
Tenterfield Depot - Fuel Tank Replacement/Remediation	100,000	200,000	-	-	Renewal	General Fund
Tenterfield Depot - WHS & Environmental Initiative Enhancements	100,000	150,000	-	-	Renewal	General Fund
Tenterfield Depot - Water Wise Initiatives	-	20,000	-	-	New	General Fund
Legume Depot - Shed 2 - Exterior cladding	-	7,800	-	-	Renewal	General Fund
Liston Store - Renewal	-	-	-	22,100	Renewal	General Fund

Function and Description	2022/2023	2023/2024	2024/2025	2025/2026	Type	Funding Source
Depot Urbenville - Fuel Shed - Renewal	-	-	-	13,000	Renewal	General Fund
Tenterfield Depot - RTA Shed 'C' (former) - Roof Cladding	-	-	22,750	-	Renewal	General Fund
Tenterfield Depot - Workshop - Roof Renewal	-	-	-	150,000	Renewal	General Fund
Tenterfield Depot - Training & Amenities Block	-	-	-	250,000	Renewal	General Fund
<b>Total Asset Management &amp; Resourcing</b>	<b>220,000</b>	<b>457,800</b>	<b>122,750</b>	<b>435,100</b>		
<b>Stormwater &amp; Drainage</b>						
- Drainage Pits Upgrade	63,000	63,000	63,000	63,000	Renewal	Stormwater Fund
- Urban Culverts Renewal	27,200	27,200	72,200	27,200	Renewal	Stormwater Fund
- Stormwater Pipe Renewal	40,000	40,000	40,000	40,000	Renewal	Stormwater Fund
- Rouse Street Construction	-	210,000	200,000	-	Renewal	Stormwater Fund
- Logan & Molesworth Street Construction	-	80,000	-	-	Renewal	Stormwater Fund
<b>Total Stormwater &amp; Drainage</b>	<b>130,200</b>	<b>420,200</b>	<b>375,200</b>	<b>130,200</b>		

Function and Description	2022/2023	2023/2024	2024/2025	2025/2026	Type	Funding Source
<b>Transport Network</b>						
Reseal Program - Regional Roads (Block Grant)	553,668	537,892	521,753	505,241	Renewal	Block Grant
Traffic Facilities - Regional Roads	66,000	66,000	66,000	66,000	Renewal	Traffic Facilities Grant
Roads to Recovery	1,044,335	1,044,335	1,044,335	1,044,335	Renewal	Roads to Recovery Grant
Regional Road Repair Program	565,572	565,572	565,572	565,572	Renewal	Repair Program Grant
Bridges/Causeways (SRV until 2023/24)	530,000	460,000	460,000	460,000	Renewal	General Fund
Concrete Bridges	40,223	210,223	210,223	210,223	Renewal	General Fund
Causeways	208,163	278,163	278,163	278,163	Renewal	General Fund
Urban Streets - Reseal Program	-	122,000	122,000	122,000	Renewal	General Fund
Road Renewal - Gravel Roads	651,519	651,519	651,519	651,519	Renewal	General Fund
Gravel Resheets (SRV until 2023/24)	332,452	632,452	500,000	500,000	Renewal	General Fund
Urban Streets Unsealed - Resheets	-	20,000	20,000	20,000	Renewal	General Fund

Function and Description	2022/2023	2023/2024	2024/2025	2025/2026	Type	Funding Source
Rural Local Road Reseals (SRV until 2023/24)	-	280,165	287,450	294,923	Renewal	General Fund
Kerbing & Guttering (SRV until 2023/24)	40,000	20,000	20,000	20,000	Renewal	General Fund
Culverts & Pipes	100,000	150,000	150,000	150,000	Renewal	General Fund
Gravel Pit Rehabilitation	10,664	10,877	11,095	11,317	Renewal	General Fund
Rural Road Rehabilitation	-	600,000	600,000	600,000	Renewal	General Fund
Footpaths	-	100,000	100,000	100,000	Renewal	General Fund
Urban Road Rehabilitation	-	250,000	250,000	250,000	Renewal	General Fund
<b>Total Transport Network</b>	<b>4,142,596</b>	<b>5,999,199</b>	<b>5,858,110</b>	<b>5,849,293</b>		
<b>Plant, Fleet &amp; Equipment</b>						
Public Works Plant - Purchases	3,944,257	3,737,292	4,408,938	4,018,717	Renewal	General Fund
Public Works Plant - WDV of Asset Disposal	(3,041,834)	(2,530,441)	(2,825,510)	(2,716,560)	Renewal	General Fund
<b>Total Plant, Fleet &amp; Equipment</b>	<b>902,423</b>	<b>1,206,851</b>	<b>1,583,428</b>	<b>1,302,157</b>		

Function and Description	2022/2023	2023/2024	2024/2025	2025/2026	Type	Funding Source
<b>Waste Management</b>						
240L Wheelie Bins	2,101	2,154	2,208	2,263	Renewal	Waste Fund
Industrial Bins	6,304	6,461	6,623	6,788	Renewal	Waste Fund
Boonoo Boonoo - Landfill Cover	10,000	10,000	10,000	10,000	Renewal	Waste Fund
Boonoo Boonoo - Cell Remediation Asset	50,000	50,000	50,000	50,000	Renewal	Waste Fund
Boonoo Boonoo - Develop Stage 5	2,500,000	600,000	-	-	New	Waste Fund (loan in 21/22)
Tenterfield WTS - Recycling Infrastructure	-	100,000	-	-	Renewal	Waste Fund
Urbenville - Recycling Infrastructure	-	50,000	-	-	Renewal	Waste Fund
<b>Total Waste Management</b>	<b>2,568,405</b>	<b>818,615</b>	<b>68,831</b>	<b>69,051</b>		
<b>Water Supply</b>						
Tenterfield Mains Replacement	282,900	290,000	297,300	304,700	Renewal	Water Fund
Tenterfield Meter Replacement	22,600	23,200	23,800	24,400	Renewal	Water Fund

Function and Description	2022/2023	2023/2024	2024/2025	2025/2026	Type	Funding Source
Tenterfield Mains Augmentation	-	10,900	-	11,200	Renewal	Water Fund
Tenterfield Air Scour Pipe Renewal Program	-	60,000	-	-	Renewal	Water Fund
Tenterfield Flood Warning System	-	-	-	40,000	Renewal	Water Fund
Tenterfield Sludge Removal	-	-	10,000	-	Renewal	Water Fund
Tenterfield Valve Renewal	-	-	50,000	20,000	Renewal	Water Fund
Tenterfield UV Disinfection System	-	-	21,000	-	Renewal	Water Fund
Tenterfield Smart Water Meters (Rouse Street 100 businesses)	-	60,000	-	-	New	Water Fund
Jennings Mains Replacement	11,500	11,800	12,100	12,400	Renewal	Water Fund
Jennings Meter Replacement	-	-	10,000	-	Renewal	Water Fund
Urbenville Mains Extension	-	-	20,000	-	Renewal	Water Fund
Urbenville Meter Replacement	-	-	20,000	-	Renewal	Water Fund
Urbenville Valve/Hydrant Replacement	-	-	20,000	-	Renewal	Water Fund



Function and Description	2022/2023	2023/2024	2024/2025	2025/2026	Type	Funding Source
<b>Total Water Supply</b>	<b>317,000</b>	<b>455,900</b>	<b>484,200</b>	<b>412,700</b>		
<b>Sewerage Services</b>						
Tenterfield Mains Relining (1km Year)	173,800	178,100	182,600	187,200	Renewal	Sewer Fund
Tenterfield Mains Augmentation	69,600	71,300	73,100	74,900	Renewal	Sewer Fund
Tenterfield Manhole Level Alterations (Water Infiltration)	162,500	166,600	170,800	175,100	Renewal	Sewer Fund
Tenterfield Network Renewal	193,800	198,600	203,600	208,700	Renewal	Sewer Fund
Tenterfield Upgrade Road to Tertiary Ponds	-	-	5,000	-	Renewal	Sewer Fund
Tenterfield Replace Baffles in Tertiary Ponds	-	46,100	-	-	Renewal	Sewer Fund
Tenterfield Biosolids Processing Plant	-	<b>250,000</b>	-	-	Renewal	Sewer Fund
Tenterfield Sewer Treatment Plant - Scada System Upgrade	-	-	32,400	-	Renewal	Sewer Fund
Tenterfield Sewer Treatment Plant - 3 bay Shed for Storage	50,000	-	-	-	Renewal	Sewer Fund
Tenterfield Sewer Treatment Plant - Grinder Pump	10,000	-	-	-	Renewal	Sewer Fund

Function and Description	2022/2023	2023/2024	2024/2025	2025/2026	Type	Funding Source
Tenterfield Sewer Treatment Plant - Refurbishment	102,500	-	-	-	Renewal	Sewer Fund
Tenterfield New Pump Station - Molesworth St	200,000	-	-	-	Renewal	Sewer Fund
Tenterfield New Pump Station - Trail Lane	150,000	-	-	-	Renewal	Sewer Fund
Urbenville Sewer Treatment Plant - Sludge Removal/Renewal of Capacity	-	10,900	-	11,200	Renewal	Sewer Fund
Urbenville Sewer Treatment Plant - Telemetry Upgrade	-	15,000	-	15,000	Renewal	Sewer Fund
Urbenville Sewer Treatment Plant - Telemetry From PS to STP	-	10,300	-	10,500	Renewal	Sewer Fund
<b>Total Sewerage Services</b>	<b>1,112,200</b>	<b>946,900</b>	<b>667,500</b>	<b>682,600</b>		
<b>General fund</b>	8,657,093	9,348,211	9,072,990	8,900,932		
<b>Water fund</b>	317,000	455,900	484,200	412,700		
<b>Sewer fund</b>	1,112,200	946,900	667,500	682,600		
<b>GRAND TOTAL</b>	<b>10,086,293</b>	<b>10,751,011</b>	<b>10,224,690</b>	<b>9,996,232</b>		

# BUDGET FORECAST - GENERAL FUND (INCLUDING WASTE & STORMWATER - NO SRV)

	2022/23	2023/24	2024/25	2025/26
Operating Income	17,740,409	18,170,772	18,610,409	19,089,905
Operating Expenditure	20,450,548	22,162,673	22,993,569	23,138,271
Operating Result before Capital Income - Surplus/(Deficit)	<b>(2,710,139)</b>	<b>(3,991,901)</b>	<b>(4,383,160)</b>	<b>(4,048,366)</b>
Capital Income	341,115	335,032	335,297	335,567
Operating Result Surplus /(Deficit)	<b>(2,369,024)</b>	<b>(3,656,869)</b>	<b>(4,047,863)</b>	<b>(3,712,799)</b>
Add: Non Cash Expenses	7,002,716	7,132,159	7,442,681	7,442,681
Less: Loan & Lease Expenditure	775,909	843,646	874,512	768,206
Less: Capital Expenditure	8,657,093	9,348,211	9,072,990	8,900,932
Cash Result - Surplus/(Deficit)	<b>(4,799,310)</b>	<b>(6,716,567)</b>	<b>(6,552,683)</b>	<b>(5,939,256)</b>

# BUDGET FORECAST - WATER FUND

	2022/23	2023/24	2024/25	2025/26
Operating Income	2,984,548	3,404,996	3,730,577	4,091,001
Operating Expenditure	2,524,869	2,586,437	2,658,554	2,662,509
Operating Result before Capital Income - Surplus/ (Deficit)	<b>459,679</b>	<b>818,559</b>	<b>1,072,023</b>	<b>1,428,492</b>
Capital Income	10,000	10,000	10,000	10,000
Operating Result - Surplus/(Decficit)	469,679	828,559	1,082,023	1,438,492
Add: Non Cash Expenses	773,618	815,118	815,118	815,118
Less: Loan & Lease Repayments	259,965	264,070	267,676	272,903
Less: Capital Expenditure	317,000	455,900	484,200	412,700
Cash Result - Surplus/(Deficit)	<b>666,332</b>	<b>923,707</b>	<b>1,145,265</b>	<b>1,568,007</b>

\*SURPLUS TO FUND FUTURE CAPITAL WORKS AND NETWORK RENEWAL IDENTIFIED IN ASSET MANAGEMENT STRATEGY

# BUDGET FORECAST - SEWER FUND

	2022/23	2023/24	2024/25	2025/26
Operating Income	2,889,930	3,045,682	3,208,921	3,381,932
Operating Expenditure	1,905,478	1,863,117	1,930,628	1,922,517
Operating Result before Capital	<b>984,452</b>	<b>1,182,565</b>	<b>1,278,293</b>	<b>1,459,415</b>
Capital Income	10,000	10,000	10,000	10,000
Operating Result Surplus /(Deficit)	994,452	1,192,565	1,288,293	1,469,415
Add: Non Cash Expenses	535,009	545,592	545,592	545,592
Less: Non-Operating Cash Transactions	100,591	108,278	117,226	126,562
Less: Capital Expenditure	1,112,200	946,900	667,500	682,600
Cash Result Surplus/(Deficit)	<b>316,670</b>	<b>682,980</b>	<b>1,049,160</b>	<b>1,205,845</b>

# DELIVERY PROGRAM & OPERATIONAL PLAN

## COMMUNITY

GOAL (CSP)	STRATEGY (CSP)	STRATEGIC PROGRAM (DP)	ACTION (OP)	Service Area	Responsible Officer
<b>Goal 1.1:</b> Tenterfield Shire is a vibrant, inclusive, and safe community where diverse backgrounds and cultures are respected and celebrated	The individual unique qualities and strong sense of local identity of Tenterfield Shires towns, villages and community groups is respected, recognised and promoted.	<b>1.1.1</b> The individual unique qualities and strong sense of local identity of Tenterfield Shires towns, villages and community groups is respected, recognised and promoted.	<b>1.1.1.1</b> Improve and maintain communication methods in accordance with the Community Engagement Strategy.	Community Development	Bruce Mills
			<b>1.1.1.2</b> Provide opportunities for the community to participate in decision making via Council Committees.	Community Development	Bruce Mills
	Continue to support and partner with the local Aboriginal communities for improved and inclusive outcomes.	<b>1.1.2.</b> Continue to support and partner with the local Aboriginal communities for improved and inclusive outcomes.	<b>1.1.2.1</b> Implement wellbeing programs and activities in partnership with the Aboriginal Advisory Committee. Contribute to NAIDOC week and develop and implement Reconciliation Action Plan (RAP).	Community Development	Natalia Londono
			<b>1.1.3</b> Provide opportunities for residents to enjoy access to arts, festivals, sporting activities, recreation, community and cultural activities.	Community Development	Natalia Londono
	Provide opportunities for residents to enjoy access to arts, festivals, sporting activities, recreation, community and cultural activities.	<b>1.1.3</b> Provide opportunities for residents to enjoy access to arts, festivals, sporting activities, recreation, community and cultural activities.	<b>1.1.3.2</b> Deliver technology and resources to individuals and small groups via library services.	Library Services	Lee Mathers
			<b>1.1.3.3</b> Manage all corporate art, artefacts, honour boards and memorabilia (including audit and security).	Library Services	Lee Mathers
			<b>1.1.3.4</b> Develop and proactively manage and deliver Cinema Program, theatre education and youth related programs.	Theatre & Museum Complex	Lee Mathers
				<b>1.1.3.5</b> Manage and operate the Sir Henry Parkes Memorial School of Arts (Cinema, Theatre, and Museum) in partnership with the National Trust of Australia.	Theatre & Museum Complex

# DELIVERY PROGRAM & OPERATIONAL PLAN

## COMMUNITY

GOAL (CSP)	STRATEGY (CSP)	STRATEGIC PROGRAM (DP)	ACTION (OP)	Service Area	Responsible Officer
<b>1.2:</b> The community is supported by accessible and equitably distributed facilities and recreational opportunities for people of all ages.	Provide safe and accessible public spaces and places that are well maintained, clean and fun.	<b>1.2.1</b> Provide safe and accessible public spaces and places that are well maintained, clean and fun.	<b>1.2.1.1</b> Implement and deliver maintenance programs for Parks, Gardens and Open Spaces.	Parks, Gardens & Open Space	Mark Cooper
			<b>1.2.1.2</b> Work with the Tenterfield Shire Village Progress Associations and the Parks, Gardens and Open Space Committee to support individual town and village themes.	Parks, Gardens & Open Space	Mark Cooper
			<b>1.2.1.3</b> Implement the tree management plan.	Parks, Gardens & Open Space	Mark Cooper
			<b>1.2.1.4</b> Develop and deliver the Property Management Strategy.	Buildings & Amenities	Jodie Condrick
			<b>1.2.1.5</b> Manage and update Land and Property Register.	Buildings & Amenities	Jodie Condrick
			<b>1.2.1.6</b> Develop and deliver the Buildings and Amenities Asset Management Plan.	Buildings & Amenities	Jodie Condrick
			<b>1.2.1.7</b> Manage Crown Lands and prepare designated Native Title Advice.	Buildings & Amenities	Jodie Condrick
	Provide a choice of sporting facilities that cater for the diverse needs of the community.	<b>1.2.2</b> Provide a choice of sporting facilities that cater for the diverse needs of the community.	<b>1.2.2.1</b> Manage the Tenterfield War Memorial Baths (TWMB) Management Plan, and contribute to service delivery.	Swimming Complex	Jodie Condrick
	Recognise and plan for the accessibility needs of our community	<b>1.2.3</b> Recognise and plan for the accessibility needs of our community	<b>1.2.3.1</b> Deliver and report to the OLG on the Council's Disability Inclusion Action Plan.	Community Development	Natalia Londono
	Promote and recognise the work of volunteers in the community.	<b>1.2.4</b> Promote and recognise the work of volunteers in the community.	<b>1.2.4.1</b> Provide volunteer training and upskilling in a safe and engaging work environment.	Theatre & Museum Complex	Lee Mathers

# DELIVERY PROGRAM & OPERATIONAL PLAN

## ECONOMY

GOAL CSP)	STRATEGY (CSP)	STRATEGIC PROGRAM (DP)	ACTION (OP)	Service Area	Responsible Officer
<b>EC2.1</b> Develop Tenterfield Shire's economic base into a robust and growing economy that supports employment and business opportunities.	Develop and facilitate a diversified and growing economy that is a balance of all economic contributors.	<b>2.1.1</b> Develop and facilitate a diversified and growing economy that is a balance of all economic contributors.	<b>2.1.1.1</b> Develop and implement the Economic Development Strategy and Tourism Development Strategy, which also aligns with the Regional Economic Development Strategy (REDS).	Economic Growth & Tourism	Bruce Mills
			<b>2.1.1.2</b> Deliver and manage Destination Marketing Plan and marketing campaigns and activities.	Economic Growth & Tourism	Bruce Mills
		<b>2.1.2</b> Manage Council's Livestock Saleyards in a commercial manner.	<b>2.1.2.1</b> Manage and deliver commercial Saleyards Services.	Livestock Saleyards	Mark Cooper
	Improve heavy vehicle access across the shire and improve links to regional transport infrastructure to facilitate and support regional development opportunities.	<b>2.1.3</b> Improve heavy vehicle access across the shire and improve links to regional transport infrastructure to facilitate and support regional development opportunities.	<b>2.1.3.1</b> Investigate, advocate for, and source funding to improve heavy vehicle access across the region	Civic Office	Daryl Buckingham



# DELIVERY PROGRAM & OPERATIONAL PLAN

## ENVIRONMENT

GOAL (CSP)	STRATEGY (CSP)	STRATEGIC PROGRAM (DP)	ACTION (OP)	Service Area	Responsible Officer
3.1 Our natural environment will be protected, enhanced and promoted for future generations.	Town and Village planning supports and enhances local place making principles to deliver sustainable land use management practices for our natural environment.	3.1.1 Town and Village planning supports and enhances local place making principles to deliver sustainable land use management practices for our natural environment.	3.1.1.1 Monitor and deliver the Tenterfield Local Environmental Plan 2013 and Development Control Plan 2014 (as amended).	Planning & Regulation	Tamai Davidson
			3.1.1.2 Manage and deliver heritage advisory services.	Planning & Regulation	Tamai Davidson
			3.1.1.3 Manage and deliver development, building and construction regulatory services.	Planning & Regulation	Tamai Davidson
	Our community is educated, encouraged and supported to implement sustainable strategies for the management and protection of our natural resources.	3.1.2 Our community is educated, encouraged and supported to implement sustainable strategies for the management and protection of our natural resources.	3.1.2.1 Enforce Companion Animals, Illegal Dumping and Parking Control regulations.	Environmental Management	Mark Cooper
			3.1.2.2 Manage and deliver the Weeds Management Program, Council's Weeds Action Plan and regional weeds management plans.	Environmental Management	Chris Battersby
			3.1.2.3 Notices and Orders to be issued or served where necessary as per the Local Government Act, EPA Act and POEO Act and Associated Regulations.	Environmental Management	Mark Cooper

# DELIVERY PROGRAM & OPERATIONAL PLAN

## ENVIRONMENT

GOAL (CSP)	STRATEGY (CSP)	STRATEGIC PROGRAM (DP)	ACTION (OP)	Service Area	Responsible Officer	
3.1 Our natural environment will be protected, enhanced and promoted for future generations.	Our community is educated, encouraged and supported to implement sustainable strategies for the management and protection of our natural resources.	3.1.3 Deliver total water cycle management approach including water conservation and reuse complying with the Biosecurity Act 2015 and standards.	3.1.3.1 Implement Water Service Strategic Plan in accordance with NSW Office of Water Guidelines.	Water Supply	Gillian Marchant	
			3.1.3.2 Deliver and manage the Water and Drought Management Plans and Flood Study.	Water Supply	Gillian Marchant	
	We are prepared, resourced and educated as a community to deal with natural disasters such as bushfires, storm and flood events.	3.1.4 Deliver an affordable waste management solution for the community to best manage waste and recycling opportunities.	3.1.4.1 Deliver and manage Waste and Recycling services.	Waste Management	Gillian Marchant	
			3.1.5 Deliver affordable and effective wastewater management solution for the community.	3.1.5.1 Maintain and operate the sewerage network, in line with the Asset Management Strategy.	Sewerage Services	Gillian Marchant
			3.1.6 We are prepared, resourced and educated as a community to deal with natural disasters such as bushfires, storm and flood events.	3.1.6.1 Develop, manage and deliver Emergency Management functions and facilities.	Emergency Services	Wes Hoffman

# DELIVERY PROGRAM & OPERATIONAL PLAN

## TRANSPORT

GOAL (CSP)	STRATEGY (CSP)	STRATEGIC PROGRAM (DP)	ACTION (OP)	Service Area	Responsible Manager
4.1 The Tenterfield Shire has an effective transport network that is safe, efficient and affordable for us as a community.	Have a well-designed, safe road network, including carparking, footpaths and cycleways, that is suitable for all users now and take into consideration future network demand.	4.1.1 Deliver a well-designed, safe road network, including carparking, footpaths and cycleways, that is suitable for all users now and take into consideration future network demand.	4.1.1.1 Manage and deliver constructions services for transport infrastructure, including footpaths, pavements and cycleways.	Transport Network	David Counsell
			4.1.1.2 Manage and deliver maintenance services for transport infrastructure.	Transport Network	James Paynter
	An adequate storm water and drainage infrastructure is provided, maintained and renewed.	4.1.2 Deliver an adequate storm water and drainage infrastructure is provided, maintained and renewed.	4.1.2.1 Implement the Storm water Asset Management Plan.	Stormwater Drainage	David Counsell

# DELIVERY PROGRAM & OPERATIONAL PLAN

## LEADERSHIP

GOAL (CSP)	STRATEGY (CSP)	STRATEGIC PROGRAM (DP)	ACTION (OP)	Service Area	Responsible Officer
<b>L5.1</b> Council is a transparent, financially-sustainable and high-performing organisation, delivering valued services to the Community.	Ensure the performance of Council as an organisation complies with all statutory Guidelines, supported by effective corporate management, sound integrated planning and open, transparent and informed decision making.	<b>5.1.1</b> Ensure the performance of Council as an organisation complies with all statutory Guidelines, supported by effective corporate management, sound integrated planning and open, transparent and informed decision making.	<b>5.1.1.1</b> Develop, manage and deliver Customer Services, in accordance with the Customer Service Charter.	Corporate & Governance	Erika Bursford
			<b>5.1.1.2</b> Develop, manage and deliver Governance Services, in accordance with the OLG Compliance Guide, IP&R Framework and Reporting including the Monthly Operational Report, GIPA and PIDS and facilitate and support the ARIC.	Corporate & Governance	Erika Bursford
			<b>5.1.1.3</b> Develop, manage and deliver Records Management Services, in accordance with legislation.	Corporate & Governance	Erika Bursford
			<b>5.1.1.4</b> Develop, manage and deliver the Workforce Management Strategy.	Workforce Development	Wes Hoffman
			<b>5.1.1.5</b> Facilitate worker health and wellbeing consultation communication, and participation processes.	Workforce Development	Wes Hoffman
			<b>5.1.1.6</b> Develop, manage and deliver the skills targeted training plans.	Workforce Development	Wes Hoffman
			<b>5.1.1.7</b> Develop, manage and deliver Employer of Choice recruitment and retention services.	Workforce Development	Wes Hoffman
			<b>5.1.1.8</b> Manage and report on Council's Enterprise Risk Management Framework and Risk Register.	Workforce Development	Wes Hoffman
			<b>5.1.1.9</b> Influence and advocate support from Federal and State government in relation to promotion of Tenterfield community objectives.	Civic office	Daryl Buckingham

# DELIVERY PROGRAM & OPERATIONAL PLAN

## LEADERSHIP

GOAL (CSP)	STRATEGY (CSP)	STRATEGIC PROGRAM (DP)	ACTION (OP)	Service Area	Responsible Officer
			<b>5.1.1.10</b> Advocate to hand back Bruxner Way and Mt Lindesay Road to State Government.	Civic Office	Daryl Buckingham
<b>L5.1</b> Council is a transparent, financially- sustainable and high-performing organisation, delivering valued services to the Community.	Ensure the performance of Council as an organisation complies with all statutory Guidelines, supported by effective corporate management, sound integrated planning and open, transparent and informed decision-making.	<b>5.1.1</b> Ensure the performance of Council as an organisation complies with all statutory Guidelines, supported by effective corporate management, sound integrated planning and open, transparent and informed decision-making.	<b>5.1.1.11</b> Manage communication, media and information channels.	Civic office	Bruce Mills
			<b>5.1.1.12</b> Deliver councillor services.	Civic office	Daryl Buckingham
	Ensure Council operates in an effective and financially sustainability manner to deliver affordable services.	<b>5.1.2</b> Ensure Council operates in an effective and financially sustainable manner to deliver affordable services.	<b>5.1.2.1</b> Manage and deliver finance services.	Finance & Technology	Roy Jones
			<b>5.1.2.2</b> Manage and report on Council's Long-Term Financial Plan, and facilitate and support internal and external audits.	Finance & Technology	Roy Jones
			<b>5.1.2.3</b> Manage investments - Plan develop and manage Council's investment portfolio.	Finance & Technology	Roy Jones
			<b>5.1.2.4</b> Implement the long-term financial strategy, aligning the Long-Term Financial Plan with the Asset Management Plan.	Organisational Leadership	Daryl Buckingham
			<b>5.1.2.5</b> Apply for a Special Rate Variation.	Organisational Leadership	Daryl Buckingham
			<b>5.1.2.6</b> Report to council identifying efficiency savings of 10-15% across the budget, for the 2022/23 financial year.	Organisational Leadership	Daryl Buckingham
			<b>5.1.2.7</b> Provide Council a Review of operating plan for the Visitor Information Centre.	Organisational Leadership	Bruce Mills

# DELIVERY PROGRAM & OPERATIONAL PLAN

## LEADERSHIP

GOAL (CSP)	STRATEGY (CSP)	STRATEGIC PROGRAM (DP)	ACTION (OP)	Service Area	Responsible Officer
<b>L5.1</b> Council is a transparent, financially- sustainable and high-performing organisation, delivering valued services to the Community.	Management of Council's assets will be long term and focused on meeting the needs of the community now, and into the future.	<b>5.1.3</b> Management of Council's assets will be long term and focused on meeting the needs of the community now, and into the future.	<b>5.1.3.1</b> Develop and implement the Asset Management Strategy and associated systems.	Asset Management & Resourcing	David Counsell
			<b>5.1.3.2</b> Deliver and manage the Pedestrian Access and Mobility Plan (incorporating the Disability Action Plan) and Bike Plan.	Asset Management & Resourcing	David Counsell
			<b>5.1.3.3</b> Infrastructure and assets inspections.	Asset Management & Resourcing	David Counsell
			<b>5.1.3.4</b> Review and update Council's Risk Register and intervention programs on an ongoing basis in accordance with inspection schedules.	Asset Management & Resourcing	David Counsell
			<b>5.1.3.5</b> Implementation and delivery of the Fleet Asset Management Plan and the Plant Replacement Program.	Plant, Fleet & Equipment	Brad Foan
			<b>5.1.3.6</b> Develop and implement the Depot Master Plan.	Plant, Fleet & Equipment	Brad Foan
	Deliver continuous improvements in Council's business, processes and systems.	<b>5.1.4</b> Deliver continuous improvements in Council's business, processes and systems.	<b>5.1.4.1</b> Develop, manage and deliver Council's Technology Strategic Plan.	Finance & Technology	Roy Jones
<b>L5.2</b> Resources and advocacy of Council are aligned to support the delivery of the community vision outlined in the Community Strategic Plan.	Services to our community are provided in an equitable, safe, professional, friendly and timely manner consistent with our corporate values.	<b>5.2.1</b> Services to our community are provided in an equitable, safe, professional, friendly and timely manner consistent with our corporate values.	<b>5.2.1.1</b> Deliver independent bi-annual Customer Satisfaction survey	Corporate & Governance	Erika Bursford
			<b>5.2.2.1</b> Advocate for health services throughout the Region and ensure future government planning aligns with community needs.	Civic office	Daryl Buckingham
	Work with key stakeholders and the community to lobby for adequate health services in our region.	<b>5.2.2</b> Work with key stakeholders and the community to lobby for adequate health services in our region.			

# DELIVERY PROGRAM & OPERATIONAL PLAN

## LEADERSHIP

GOAL (CSP)	STRATEGY (CSP)	STRATEGIC PROGRAM (DP)	ACTION (OP)	Service Area	Manager Responsible
L5.2 Resources and advocacy of Council are aligned support the delivery of the community vision outlined in the Community Strategic Plan.	Lobby and support government and local service providers to enhance communications infrastructure across the Tenterfield Shire.	5.2.3 Lobby and support government and local service providers to enhance communications infrastructure across the Tenterfield Shire.	5.2.3.1 Support future proposals for improved telecommunications infrastructure.	Economic Growth & Tourism	Bruce Mills

# 1. CIVIC OFFICE - SECTION BUDGET

**Service Description:**

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

**Key Outputs:**

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

Civic Office	2022/23	2023/24	2024/25	2025/26
INCOME				
TOTAL OPERATING INCOME	-	-	-	-
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	-	-	-	-
TOTAL INCOME	-	-	-	-
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	355,339	392,135	524,262	417,117
TOTAL DEPRECIATION	-	-	-	-
TOTAL CAPITAL EXPENDITURE	-	-	-	-
TOTAL LOAN PRINCIPAL REPAYMENTS	-	-	-	-
TOTAL EXPENDITURE	355,339	392,135	524,262	417,117
NET RESULT	(355,339)	(392,135)	(524,262)	(417,117)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(355,339)	(392,135)	(524,262)	(417,117)



## 2. ORGANISATION LEADERSHIP - SECTION BUDGET

### Service Description:

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

### Key Outputs:

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

Organisation Leadership	2022/23	2023/24	2024/25	2025/26
INCOME				
TOTAL OPERATING INCOME	-	-	-	-
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	-	-	-	-
TOTAL INCOME	-	-	-	-
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	970,404	1,076,825	1,070,876	1,130,146
TOTAL DEPRECIATION	-	-	-	-
TOTAL CAPITAL EXPENDITURE	-	-	-	-
TOTAL LOAN PRINCIPAL REPAYMENTS	-	-	-	-
TOTAL EXPENDITURE	970,404	1,076,825	1,070,876	1,130,146
NET RESULT	(970,404)	(1,076,825)	(1,070,876)	(1,130,146)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(970,404)	(1,076,825)	(1,070,876)	(1,130,146)

# 3. COMMUNITY DEVELOPMENT - SECTION BUDGET

**Service Description:**

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

**Key Outputs:**

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

Community Development	2022/23	2023/24	2024/25	2025/26
INCOME				
TOTAL OPERATING INCOME	6,444	6,573	6,705	6,839
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	-	-	-	-
TOTAL INCOME	6,444	6,573	6,705	6,839
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	100,743	103,223	105,765	108,370
TOTAL DEPRECIATION	-	-	-	-
TOTAL CAPITAL EXPENDITURE	-	-	-	-
TOTAL LOAN PRINCIPAL REPAYMENTS	-	-	-	-
TOTAL EXPENDITURE	100,743	103,223	105,765	108,370
NET RESULT	(94,298)	(96,650)	(99,060)	(101,531)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(94,298)	(96,650)	(99,060)	(101,531)

# 4. ECONOMIC GROWTH & TOURISM - SECTION BUDGET

**Service Description:**

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

**Key Outputs:**

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

<b>Economic Growth &amp; Tourism</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>
INCOME				
TOTAL OPERATING INCOME	26,713	38,732	27,750	40,020
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	-	-	-	-
TOTAL INCOME	26,713	38,732	27,750	40,020
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	511,662	520,507	539,625	549,161
TOTAL DEPRECIATION	108,653	108,653	108,653	108,653
TOTAL CAPITAL EXPENDITURE	-	-	-	-
TOTAL LOAN PRINCIPAL REPAYMENTS	7,031	7,207	7,387	7,572
TOTAL EXPENDITURE	627,345	636,366	655,665	665,386
NET RESULT	(600,632)	(597,634)	(627,914)	(625,365)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(593,601)	(590,427)	(620,527)	(617,794)

# 5. THEATRE & MUSEUM COMPLEX - SECTION BUDGET

**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

<b>Theatre &amp; Museum Complex</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>
INCOME				
TOTAL OPERATING INCOME	168,316	171,683	175,116	178,619
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	-	-	-	-
TOTAL INCOME	168,316	171,683	175,116	178,619
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	275,069	286,070	291,308	330,122
TOTAL DEPRECIATION	19,296	19,296	19,296	19,296
TOTAL CAPITAL EXPENDITURE	94,141	-	-	5,500
TOTAL LOAN PRINCIPAL REPAYMENTS	-	-	-	-
TOTAL EXPENDITURE	388,506	305,367	310,604	354,918
NET RESULT	(220,190)	(133,684)	(135,488)	(176,300)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(126,049)	(133,684)	(135,488)	(170,800)

# 5. THEATRE & MUSEUM COMPLEX - CAPITAL EXPENDITURE

Theatre & Museum Complex	2022/23	2023/24	2024/25	2025/26	Type	Funding Source
School of Arts - Replace/Repair Carpet/Resand & Reseal Floors (SRV)	94,141	-	-	-	Renewal	General Fund
Centenary Cottage Museum - Fire Security System Renewal	-	-	-	5,500	Renewal	General Fund
<b>Total Theatre &amp; Museum Complex</b>	<b>94,141</b>	<b>-</b>	<b>-</b>	<b>5,500</b>		

# 6. LIBRARY SERVICES - SECTION BUDGET

**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

Library Services	2022/23	2023/24	2024/25	2025/26
INCOME				
TOTAL OPERATING INCOME	70,139	32,113	32,756	33,411
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	19,329	13,246	13,511	13,781
TOTAL INCOME	89,468	45,359	46,267	47,192
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	489,836	539,223	525,610	541,119
TOTAL DEPRECIATION	55,845	39,845	27,845	27,845
TOTAL CAPITAL EXPENDITURE	19,329	13,246	13,511	13,781
TOTAL LOAN PRINCIPAL REPAYMENTS	7,000	7,000	7,000	7,000
TOTAL EXPENDITURE	572,010	599,314	573,966	589,746
NET RESULT	(482,542)	(553,955)	(527,699)	(542,554)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(475,542)	(546,955)	(520,699)	(535,554)

## 6. LIBRARY SERVICES - CAPITAL EXPENDITURE

<b>Library Services</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>Type</b>	<b>Funding Source</b>
Local Priority Grant - Capital Equipment	19,329	13,246	13,511	13,781	Renewal	NSW Public Library Funding
<b>Total Library Services</b>	<b>19,329</b>	<b>13,246</b>	<b>13,511</b>	<b>13,781</b>		

# 7. WORKFORCE DEVELOPMENT - SECTION BUDGET

**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

<b>Workforce Development</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>
INCOME				
TOTAL OPERATING INCOME	164,190	168,971	174,223	179,992
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	-	-	-	-
TOTAL INCOME	164,190	168,971	174,223	179,992
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	1,095,575	1,124,460	1,154,225	1,184,896
TOTAL DEPRECIATION	-	-	-	-
TOTAL CAPITAL EXPENDITURE	-	-	-	-
TOTAL LOAN PRINCIPAL REPAYMENTS	-	-	-	-
TOTAL EXPENDITURE	1,095,575	1,124,460	1,154,225	1,184,896
NET RESULT	(931,385)	(955,489)	(980,002)	(1,004,904)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(931,385)	(955,489)	(980,002)	(1,004,904)



# 8. EMERGENCY SERVICES - SECTION BUDGET

**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

Emergency Services	2022/23	2023/24	2024/25	2025/26
INCOME				
TOTAL OPERATING INCOME	138,210	140,974	143,794	146,670
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	-	-	-	-
TOTAL INCOME	138,210	140,974	143,794	146,670
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	718,100	756,802	780,866	840,025
TOTAL DEPRECIATION	12,730	12,730	329,730	329,730
TOTAL CAPITAL EXPENDITURE	-	-	50,000	-
TOTAL LOAN PRINCIPAL REPAYMENTS	-	-	-	-
TOTAL EXPENDITURE	730,830	769,532	1,160,597	1,169,755
NET RESULT	(592,620)	(628,558)	(1,016,803)	(1,023,085)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(592,620)	(628,558)	(966,803)	(1,023,085)

# 8. EMERGENCY SERVICES - CAPITAL EXPENDITURE

Emergency Services	2022/23	2023/24	2024/25	2025/26	Type	Funding Source
Tenterfield SES - Access & Parking Area	-	-	50,000	-	Renewal	General Fund
<b>Total Emergency Services</b>	-	-	<b>50,000</b>	-		

# 9. FINANCE & TECHNOLOGY - SECTION BUDGET

**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    Business Support  
 Provision of Information Technology and Support Services    Management Accounting    Long Term Financial Plan    Financial Statements    Grant Acquittals    Statistical Returns

Finance & Technology	2022/23	2023/24	2024/25	2025/26
INCOME				
TOTAL OPERATING INCOME	8,381,449	8,536,221	8,694,342	8,855,892
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	-	-	-	-
TOTAL INCOME	8,381,449	8,536,221	8,694,342	8,855,892
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	553,137	571,077	589,271	608,494
TOTAL DEPRECIATION	147,932	147,932	147,932	147,932
TOTAL CAPITAL EXPENDITURE	225,000	125,000	125,000	125,000
TOTAL LOAN PRINCIPAL REPAYMENTS	78,292	80,018	82,268	84,298
TOTAL EXPENDITURE	1,004,361	924,027	944,470	965,723
NET RESULT	7,377,088	7,612,193	7,749,872	7,890,168
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	7,680,380	7,817,212	7,957,140	8,099,466

## 9. FINANCE & TECHNOLOGY - CAPITAL EXPENDITURE

Finance & Technology	2022/23	2023/24	2024/25	2025/26	Type	Funding Source
Computer Equipment	75,000	75,000	75,000	75,000	Renewal	General Fund
Capitalised Software	150,000	50,000	50,000	50,000	Renewal	General Fund
Total Finance & Technology	<b>225,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>		

# 10. CUSTOMER SERVICE, GOVERNANCE & RECORDS - SECTION BUDGET

**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

<b>Customer Service, Governance &amp; Records</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>
INCOME				
TOTAL OPERATING INCOME	1,616	1,656	1,698	1,740
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	-	-	-	-
TOTAL INCOME	1,616	1,656	1,698	1,740
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	737,863	756,309	775,217	794,598
TOTAL DEPRECIATION	74,223	74,223	74,223	74,223
TOTAL CAPITAL EXPENDITURE	-	-	-	-
TOTAL LOAN PRINCIPAL REPAYMENTS	-	-	-	-
TOTAL EXPENDITURE	812,086	830,532	849,440	868,821
NET RESULT	(810,470)	(828,876)	(847,742)	(867,080)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(810,470)	(828,876)	(847,742)	(867,080)

# 11. ENVIRONMENTAL MANAGEMENT - SECTION BUDGET

**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

Environmental Management	2022/23	2023/24	2024/25	2025/26
INCOME				
TOTAL OPERATING INCOME	85,886	88,774	86,063	87,784
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	-	-	-	-
TOTAL INCOME	85,886	88,774	86,063	87,784
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	331,330	341,637	340,417	348,796
TOTAL DEPRECIATION	1,185	1,185	1,185	1,185
TOTAL CAPITAL EXPENDITURE	-	-	-	-
TOTAL LOAN PRINCIPAL REPAYMENTS	-	-	-	-
TOTAL EXPENDITURE	332,515	342,822	341,602	349,981
NET RESULT	(246,629)	(254,048)	(255,539)	(262,197)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(246,629)	(254,048)	(255,539)	(262,197)

# 12. LIVESTOCK SALEYARDS - SECTION BUDGET

**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

Livestock Saleyards	2022/23	2023/24	2024/25	2025/26
INCOME				
TOTAL OPERATING INCOME	78,188	79,816	81,478	83,174
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	-	-	-	-
TOTAL INCOME	78,188	79,816	81,478	83,174
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	69,753	71,107	73,564	76,607
TOTAL DEPRECIATION	89,488	89,488	89,488	89,488
TOTAL CAPITAL EXPENDITURE	-	-	222,760	7,000
TOTAL LOAN PRINCIPAL REPAYMENTS	-	-	-	-
TOTAL EXPENDITURE	174,241	160,595	385,812	173,095
NET RESULT	(81,053)	(80,779)	(304,334)	(89,921)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(81,053)	(80,779)	(81,574)	(82,921)

## 12. LIVESTOCK SALEYARDS - CAPITAL EXPENDITURE

Livestock Saleyards	2022/23	2023/24	2024/25	2025/26		
Saleyards Canteen - Replace Air Conditioning Unit	-	-	6,500	-	Renewal	General Fund
Saleyards Hardstand & Parking Area Renewal	-	-	216,260	-	Renewal	General Fund
Saleyards Entry Post, Rail Fence & Gate	-	-	-	7,000	Renewal	General Fund
<b>Total Livestock Saleyards</b>	-	-	<b>222,760</b>	<b>7,000</b>		



# 13. PLANNING & REGULATION - SECTION BUDGET

**Service Description:**

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

**Key Outputs:**

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

Planning & Regulation	2022/23	2023/24	2024/25	2025/26
INCOME				
TOTAL OPERATING INCOME	273,300	275,646	278,039	280,480
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	35,000	35,000	35,000	35,000
TOTAL INCOME	308,300	310,646	313,039	315,480
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	514,027	526,084	551,446	565,189
TOTAL DEPRECIATION	18,402	18,402	18,402	18,402
TOTAL CAPITAL EXPENDITURE	-	-	-	-
TOTAL LOAN PRINCIPAL REPAYMENTS	-	-	-	-
TOTAL EXPENDITURE	532,430	544,486	569,848	583,591
NET RESULT	(224,130)	(233,840)	(256,809)	(268,111)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(259,130)	(268,840)	(291,809)	(303,111)

# 14. BUILDING & AMENITIES - SECTION BUDGET

**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

Buildings & Amenities	2022/23	2023/24	2024/25	2025/26
INCOME				
TOTAL OPERATING INCOME	133,278	134,316	135,377	136,462
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	-	-	-	-
TOTAL INCOME	133,278	134,316	135,377	136,462
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	633,839	803,639	968,049	796,259
TOTAL DEPRECIATION	534,828	534,828	534,828	534,828
TOTAL CAPITAL EXPENDITURE	330,000	145,300	250,700	170,350
TOTAL LOAN PRINCIPAL REPAYMENTS	-	-	-	-
TOTAL EXPENDITURE	1,498,667	1,483,768	1,753,577	1,501,437
NET RESULT	(1,365,389)	(1,349,451)	(1,618,199)	(1,364,975)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(1,035,389)	(1,204,151)	(1,367,499)	(1,194,625)

# 14. BUILDINGS & AMENITIES - CAPITAL EXPENDITURE

Buildings & Amenities	2022/23	2023/24	2024/25	2025/26	Type	Funding Source
Council Administration Building - Roof Replacement	300,000	-	-	-	Renewal	General Fund
Housing - Repaint Exteriors (SRV)	30,000	-	-	-	Renewal	General Fund
Residence - 29 High St - Renew Bathroom	-	32,500	-	-	Renewal	General Fund
Residence - 134 Manners St - Renew Bathroom	-	-	-	28,000	Renewal	General Fund
Residence - 134 Manners St - Renew Kitchen	-	-	-	9,750	Renewal	General Fund
Residence - 134 Manners St - Renew Roof	-	20,800	-	-	Renewal	General Fund
Child Care Centre - Replace air-conditioning unit	-	6,500	-	-	Renewal	General Fund
Child Care Centre - Renew Roof	-	32,500	-	-	Renewal	General Fund
Community Centre (HACC) - disability access standards & maintenance	-	-	50,000	-	Renewal	General Fund
Community Hall Drake - Replace tiles in bathroom	-	13,000	-	-	Renewal	General Fund
Community Hall Steinbrook - Roof renewal	-	-	44,200	-	Renewal	General Fund
Community Hall Legume - Kitchen fitout/Main entry roof	-	-	-	54,600	Renewal	General Fund
Memorial Hall Tenterfield - Renew Old Bathrooms	-	-	-	78,000	Renewal	General Fund
RSL Hall Verandah - Renewal	-	-	20,000	-	Renewal	General Fund
FM Radio Station - Renew Roof	-	40,000	-	-	Renewal	General Fund
Federation Park - Amenities Block Kitchen renewal	-	-	104,000	-	Renewal	General Fund
Federation Park - Amenities Block Canteen roller door renewal	-	-	19,500	-	Renewal	General Fund
Federation Park - Amenities Block Bathroom renewal	-	-	6,500	-	Renewal	General Fund
Federation Park - Amenities Block Replace guttering and downpipes	-	-	6,500	-	Renewal	General Fund
<b>Total Buildings &amp; Amenities</b>	<b>330,000</b>	<b>145,300</b>	<b>250,700</b>	<b>170,350</b>		

# 15. PARKS, GARDENS & OPEN SPACES - SECTION BUDGET

**Service Description:**

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

**Key Outputs:**

Parks and Gardens Management    Open Spaces Management    Cemeteries    Sporting Grounds

Parks, Gardens & Open Spaces	2022/23	2023/24	2024/25	2025/26
INCOME				
TOTAL OPERATING INCOME	124,530	127,636	130,819	134,081
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	-	-	-	-
TOTAL INCOME	124,530	127,636	130,819	134,081
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	847,984	908,437	935,801	959,587
TOTAL DEPRECIATION	313,244	327,242	327,764	327,764
TOTAL CAPITAL EXPENDITURE	-	137,000	16,000	658,500
TOTAL LOAN PRINCIPAL REPAYMENTS	-	-	-	-
TOTAL EXPENDITURE	1,161,228	1,382,678	1,279,564	1,945,850
NET RESULT	(1,036,698)	(1,245,043)	(1,148,746)	(1,811,769)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(1,036,698)		(1,132,746)	(1,153,269)

# 15. PARKS, GARDENS & OPEN SPACES - CAPITAL EXPENDITURE

Parks, Gardens & Open Spaces	2022/23	2023/24	2024/25	2025/26	Type	Funding Source
Parks, Gardens & Open Space						
- Urbenville Playground - Shade Sail Replacment	-	17,000	-	-	Renewal	General Fund
- Federation Park - Renewal of Floodlights to New Technology (SRV)	-	120,000	-	-	Renewal	General Fund
- Tenterfield Cemetery - Construction of Road Access and Carpark	-	-	-	600,000	New	General Fund
- Jubilee Park - Playground Shade Sail Replacement	-	-	-	58,500	Renewal	General Fund
- Minor Park Asset Replacements e.g. park benches	-	-	16,000	-	Renewal	General Fund
<b>Total Parks, Gardens &amp; Open Space</b>	-	<b>137,000</b>	<b>16,000</b>	<b>658,500</b>		

# 16. SWIMMING COMPLEX - SECTION BUDGET

**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

Swimming Complex	2022/23	2023/24	2024/25	2025/26
INCOME				
TOTAL OPERATING INCOME	-	-	-	-
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	-	-	-	-
TOTAL INCOME	-	-	-	-
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	204,898	216,037	191,363	191,004
TOTAL DEPRECIATION	66,894	66,894	66,894	66,894
TOTAL CAPITAL EXPENDITURE	25,000	25,000	386,700	135,000
TOTAL LOAN PRINCIPAL REPAYMENTS	-	-	-	-
TOTAL EXPENDITURE	296,793	307,932	644,957	392,899
NET RESULT	(296,793)	(307,932)	(644,957)	(392,899)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(271,793)	(282,932)	(258,257)	(257,899)

# 16. SWIMMING COMPLEX - CAPITAL EXPENDITURE

Swimming Complex	2022/23	2023/24	2024/25	2025/26	Type	Funding Source
Swimming Complex						
Swimming Pool - Equipment Replacement	25,000	25,000	25,000	25,000	Renewal	General Fund
Swimming Pool - Water Heater	-	-	120,000	-	Renewal	General Fund
Swimming Pool - Pool Blankets	-	-	80,000	-	Renewal	General Fund
Swimming Pool - Kisok fitout plan and renewal	-	-	13,000	-	Renewal	General Fund
Swimming Pool - Filter room plan for kitchen renewal	-	-	7,800	-	Renewal	General Fund
Swimming Pool - Grandstand - Rear cladding to be replaced	-	-	20,800	-	Renewal	General Fund
Swimming Pool - Grandstand - Roof Cladding to be replaced	-	-	20,800	-	Renewal	General Fund
Swimming Pool - Cantilever Shade Sail Replacement	-	-	14,300	-	Renewal	General Fund
Swimming Pool - Toddler Pool Shade Sail Replacement	-	-	65,000	-	Renewal	General Fund
Swimming Pool - Swimming Pool Aluminium Seating	-	-	20,000	-	Renewal	General Fund
Swimming Pool - Building Mechanical & Electrical Systems	-	-	-	110,000	Renewal	General Fund
<b>Total Swimming Complex</b>	<b>25,000</b>	<b>25,000</b>	<b>386,700</b>	<b>135,000</b>		

# 17. ASSET MANAGEMENT & RESOURCING - SECTION BUDGET

**Service Description:**

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

**Key Outputs:**

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

Asset Management & Resourcing	2022/23	2023/24	2024/25	2025/26
INCOME				
TOTAL OPERATING INCOME	10,000	10,000	10,000	10,000
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	-	-	-	-
TOTAL INCOME	10,000	10,000	10,000	10,000
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	911,894	947,559	970,724	1,018,069
TOTAL DEPRECIATION	115,611	131,511	131,511	131,511
TOTAL CAPITAL EXPENDITURE	220,000	457,800	122,750	435,100
TOTAL LOAN PRINCIPAL REPAYMENTS	8,837	9,014	9,194	9,378
TOTAL EXPENDITURE	1,256,343	1,545,884	1,234,180	1,594,058
NET RESULT	(1,246,343)	(1,535,884)	(1,224,180)	(1,584,058)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(1,017,505)	(1,069,070)	(1,092,236)	(1,139,580)



# 17. ASSET MANAGEMENT & RESOURCING - CAPITAL EXPENDITURE

Asset Management & Resourcing	2022/23	2023/24	2024/25	2025/26	Type	Funding Source
Tenterfield Depot - Wash Down & Recycle Bay	20,000	80,000	100,000	-	New	General Fund
Tenterfield Depot - Fuel Tank Replacement/Remediation	100,000	200,000	-	-	Renewal	General Fund
Tenterfield Depot - WHS & Environmental Initiative Enhancements	100,000	150,000	-	-	Renewal	General Fund
Tenterfield Depot - Water Wise Initiatives	-	20,000	-	-	New	General Fund
Legume Depot - Shed 2 - Exterior cladding	-	7,800	-	-	Renewal	General Fund
Liston Store - Renewal	-	-	-	22,100	Renewal	General Fund
Depot Urbenville - Fuel Shed - Renewal	-	-	-	13,000	Renewal	General Fund
Tenterfield Depot - RTA Shed 'C' (former) - Roof Cladding	-	-	22,750	-	Renewal	General Fund
Tenterfield Depot - Workshop - Roof Renewal	-	-	-	150,000	Renewal	General Fund
Tenterfield Depot - Training & Amenities Block	-	-	-	250,000	Renewal	General Fund
<b>Total Asset Management &amp; Resourcing</b>	<b>220,000</b>	<b>457,800</b>	<b>122,750</b>	<b>435,100</b>		

# 18. COMMERCIAL WORKS - SECTION BUDGET

**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

<b>Commercial Works</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>
INCOME				
TOTAL OPERATING INCOME	151,842	155,638	159,529	163,517
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	-	-	-	-
TOTAL INCOME	151,842	155,638	159,529	163,517
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	116,683	119,600	122,590	125,655
TOTAL DEPRECIATION	-	-	-	-
TOTAL CAPITAL EXPENDITURE	-	-	-	-
TOTAL LOAN PRINCIPAL REPAYMENTS	-	-	-	-
TOTAL EXPENDITURE	116,683	119,600	122,590	125,655
NET RESULT	35,158	36,037	36,938	37,862
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	35,158	36,037	36,938	37,862

# 19. STORMWATER & DRAINAGE - SECTION BUDGET

**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

<b>Stormwater &amp; Drainage</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>
INCOME				
TOTAL OPERATING INCOME	71,478	71,603	71,728	71,853
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	-	-	-	-
TOTAL INCOME	71,478	71,603	71,728	71,853
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	10,250	10,506	10,769	11,038
TOTAL DEPRECIATION	101,271	101,271	101,271	101,271
TOTAL CAPITAL EXPENDITURE	130,200	420,200	375,200	130,200
TOTAL LOAN PRINCIPAL REPAYMENTS	-	-	-	-
TOTAL EXPENDITURE	241,721	531,977	487,240	242,509
NET RESULT	(170,243)	(460,374)	(415,512)	(170,656)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(40,043)	(40,174)	(40,312)	(40,456)

# 19. STORMWATER & DRAINAGE - CAPITAL EXPENDITURE

Stormwater & Drainage	2022/23	2023/24	2024/25	2025/26	Type	Funding Source
Drainage Pits Upgrade	63,000	63,000	63,000	63,000	Renewal	Stormwater Fund
Urban Culverts Renewal	27,200	27,200	72,200	27,200	Renewal	Stormwater Fund
Stormwater Pipe Renewal	40,000	40,000	40,000	40,000	Renewal	Stormwater Fund
Rouse Street Construction	-	210,000	200,000	-	Renewal	Stormwater Fund
Logan & Molesworth Street Construction	-	80,000	-	-	Renewal	Stormwater Fund
<b>Total Stormwater &amp; Drainage</b>	<b>130,200</b>	<b>420,200</b>	<b>375,200</b>	<b>130,200</b>		

# 20. TRANSPORT NETWORK - SECTION BUDGET

**Service Description:**

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

**Key Outputs:**

**Maintenance and Construction:**

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

Transport Network	2022/23	2023/24	2024/25	2025/26
INCOME				
TOTAL OPERATING INCOME	4,552,600	4,567,358	4,582,277	4,598,292
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	282,786	282,786	282,786	282,786
TOTAL INCOME	4,835,386	4,850,144	4,865,063	4,881,078
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	2,956,621	3,824,334	3,897,956	3,969,921
TOTAL DEPRECIATION	4,351,667	4,388,579	4,388,579	4,388,579
TOTAL CAPITAL EXPENDITURE	4,142,596	5,999,198	5,858,110	5,849,293
TOTAL LOAN PRINCIPAL REPAYMENTS	373,712	387,891	398,417	267,902
TOTAL EXPENDITURE	11,824,596	14,600,002	14,543,062	14,475,694
NET RESULT	(6,989,210)	(9,749,858)	(9,677,998)	(9,594,616)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(2,755,687)	(3,645,555)	(3,704,258)	(3,760,207)

## 20. TRANSPORT NETWORK - CAPITAL EXPENDITURE

Transport Network	2022/23	2023/24	2024/25	2025/26	Type	Funding Source
Reseal Program - Regional Roads (Block Grant)	553,668	537,892	521,753	505,241	Renewal	Block Grant
Traffic Facilities - Regional Roads	66,000	66,000	66,000	66,000	Renewal	Traffic Facilities Grant
Roads to Recovery	1,044,335	1,044,335	1,044,335	1,044,335	Renewal	Roads to Recovery Grant
Regional Road Repair Program	565,572	565,572	565,572	565,572	Renewal	Repair Program Grant
Bridges/Causeways (SRV until 2023/24)	530,000	460,000	460,000	460,000	Renewal	General Fund
Concrete Bridges	40,223	210,223	210,223	210,223	Renewal	General Fund
Causeways	208,163	278,163	278,163	278,163	Renewal	General Fund
Urban Streets - Reseal Program	-	122,000	122,000	122,000	Renewal	General Fund
Road Renewal - Gravel Roads	651,519	651,519	651,519	651,519	Renewal	General Fund
Gravel Resheets (SRV until 2023/24)	332,452	632,452	500,000	500,000	Renewal	General Fund
Urban Streets Unsealed - Resheets	-	20,000	20,000	20,000	Renewal	General Fund
.	-	280,165	287,450	294,923	Renewal	General Fund
Kerbing & Guttering (SRV until 2023/24)	40,000	20,000	20,000	20,000	Renewal	General Fund
Culverts & Pipes	100,000	150,000	150,000	150,000	Renewal	General Fund
Gravel Pit Rehabilitation	10,664	10,877	11,095	11,317	Renewal	General Fund
Rural Road Rehabilitation	-	600,000	600,000	600,000	Renewal	General Fund
Footpaths	-	100,000	100,000	100,000	Renewal	General Fund
Urban Road Rehabilitation	-	250,000	250,000	250,000	Renewal	General Fund
<b>Total Transport Network</b>	<b>4,142,596</b>	<b>5,999,199</b>	<b>5,858,110</b>	<b>5,849,293</b>		

# 21. PLANT, FLEET & EQUIPMENT - SECTION BUDGET

**Service Description:**

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

**Key Outputs:**

Plant and Fleet Management    Stores Management    Depot Management

Plant, Fleet & Equipment	2022/23	2023/24	2024/25	2025/26
INCOME				
TOTAL OPERATING INCOME	188,190	191,954	195,793	199,709
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	-	-	-	-
TOTAL INCOME	188,190	191,954	195,793	199,709
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	(1,047,222)	(1,074,781)	(1,103,057)	(1,132,067)
TOTAL DEPRECIATION	671,876	671,876	671,876	671,876
TOTAL CAPITAL EXPENDITURE	902,423	1,206,851	1,583,428	1,302,157
TOTAL LOAN PRINCIPAL REPAYMENTS	-	-	-	-
TOTAL EXPENDITURE	527,077	803,946	1,152,248	841,966
NET RESULT	(338,887)	(611,993)	(956,455)	(642,257)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	563,536	594,859	626,973	659,900

# 21. PLANT, FLEET & EQUIPMENT - CAPITAL EXPENDITURE

Plant, Fleet & Equipment	2022/23	2023/24	2024/25	2025/26	Type	Funding Source
- Public Works Plant - Purchases	3,944,257	3,737,292	4,408,938	4,018,717	Renewal	General Fund
- Public Works Plant - WDV of Asset Disposal	(3,041,834)	(2,530,441)	(2,825,510)	(2,716,560)	Renewal	General Fund
<b>Total Plant, Fleet &amp; Equipment</b>	<b>902,423</b>	<b>1,206,851</b>	<b>1,583,428</b>	<b>1,302,157</b>		



# 22. WASTE MANAGEMENT- SECTION BUDGET

**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)

Waste Management	2022/23	2023/24	2024/25	2025/26
INCOME				
TOTAL OPERATING INCOME	3,114,040	3,374,678	3,622,922	3,885,011
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	4,000	4,000	4,000	4,000
TOTAL SOURCES OF FUNDS	3,118,040	3,378,678	3,626,922	3,889,011
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	2,011,716	2,048,878	2,088,087	2,130,917
TOTAL DEPRECIATION	304,902	383,535	388,535	388,535
TOTAL CAPITAL EXPENDITURE	2,568,405	818,615	68,831	69,051
TOTAL LOAN PRINCIPAL REPAYMENTS	185,667	111,292	114,331	120,556
TOTAL USES OF FUNDS	5,070,690	3,362,321	2,659,785	2,709,061
NET RESULT	(1,952,650)	16,357	967,137	1,179,950
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	797,422	942,265	1,146,300	1,365,559

## 22. WASTE MANAGEMENT- CAPITAL EXPENDITURE

Waste Management	2022/23	2023/24	2024/25	2025/26		
240L Wheelie Bins	2,101	2,154	2,208	2,263	Renewal	Waste Fund
Industrial Bins	6,304	6,461	6,623	6,788	Renewal	Waste Fund
Boonoo Boonoo - Landfill Cover	10,000	10,000	10,000	10,000	Renewal	Waste Fund
Boonoo Boonoo - Cell Remediation Asset	50,000	50,000	50,000	50,000	Renewal	Waste Fund
Boonoo Boonoo - Develop Stage 5	2,500,000	600,000	-	-	New	Waste Fund (loan in 21/22)
Tenterfield WTS - Recycling Infrastructure	-	100,000	-	-	Renewal	Waste Fund
Urbenville - Recycling Infrastructure	-	50,000	-	-	Renewal	Waste Fund
<b>Total Waste Management</b>	<b>2,568,405</b>	<b>818,615</b>	<b>68,831</b>	<b>69,051</b>		

# 23. WATER SUPPLY- SECTION BUDGET

**Service Description:**

Provision of potable water supply in urban areas that is sustainable and cost effective to meet the current and future need 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

Water Supply	2022/23	2023/24	2024/25	2025/26
INCOME				
TOTAL OPERATING INCOME	2,984,548	3,404,996	3,730,577	4,091,001
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	10,000	10,000	10,000	10,000
TOTAL SOURCES OF FUNDS	2,994,548	3,414,996	3,740,577	4,101,001
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	1,751,251	1,771,319	1,843,436	1,847,391
TOTAL DEPRECIATION	773,618	815,118	815,118	815,118
TOTAL CAPITAL EXPENDITURE	317,000	455,900	484,200	412,700
TOTAL LOAN PRINCIPAL REPAYMENTS	259,965	264,070	267,676	272,903
TOTAL USES OF FUNDS	3,101,834	3,306,407	3,410,430	3,348,112
NET RESULT	(107,286)	108,589	330,147	752,889
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	459,679	818,559	1,072,023	1,428,492

## 23. WATER SUPPLY- CAPITAL EXPENDITURE

Water Supply	2022/23	2023/24	2024/25	2025/26	Type	Funding Source
Tenterfield Mains Replacement	282,900	290,000	297,300	304,700	Renewal	Water Fund
Tenterfield Meter Replacement	22,600	23,200	23,800	24,400	Renewal	Water Fund
Tenterfield Mains Augmentation	-	10,900	-	11,200	Renewal	Water Fund
Tenterfield Air Scour Pipe Renewal Program	-	60,000	-	-	Renewal	Water Fund
Tenterfield Flood Warning System	-	-	-	40,000	Renewal	Water Fund
Tenterfield Sludge Removal	-	-	10,000	-	Renewal	Water Fund
Tenterfield Valve Renewal	-	-	50,000	20,000	Renewal	Water Fund
Tenterfield UV Disinfection System	-	-	21,000	-	Renewal	Water Fund
Tenterfield Smart Water Meters (Rouse Street 100 businesses)	-	60,000	-	-	New	Water Fund
Jennings Mains Replacement	11,500	11,800	12,100	12,400	Renewal	Water Fund
Jennings Meter Replacement	-	-	10,000	-	Renewal	Water Fund
Urbenville Mains Extension	-	-	20,000	-	Renewal	Water Fund
Urbenville Meter Replacement	-	-	20,000	-	Renewal	Water Fund
Urbenville Valve/Hydrant Replacement	-	-	20,000	-	Renewal	Water Fund
<b>Total Water Supply</b>	<b>317,000</b>	<b>455,900</b>	<b>484,200</b>	<b>412,700</b>		

# 24. SEWERAGE SERVICES - SECTION BUDGET

**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

Sewerage Services	2022/23	2023/24	2024/25	2025/26
INCOME				
TOTAL OPERATING INCOME	2,889,930	3,045,682	3,208,921	3,381,932
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	10,000	10,000	10,000	10,000
TOTAL INCOME	2,899,930	3,055,682	3,218,921	3,391,932
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	1,370,469	1,317,525	1,385,035	1,376,924
TOTAL DEPRECIATION	535,009	545,592	545,592	545,592
TOTAL CAPITAL EXPENDITURE	1,112,200	946,900	667,500	682,600
TOTAL LOAN PRINCIPAL REPAYMENTS	100,591	108,278	117,226	126,562
TOTAL EXPENDITURE	3,118,268	2,918,295	2,715,354	2,731,679
NET RESULT	(218,338)	137,388	503,567	660,253
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	984,452	1,182,565	1,278,293	1,459,415

## 24. SEWERAGE SERVICES - CAPITAL EXPENDITURE

Sewerage Services	2022/23	2023/24	2024/25	2025/26	Type	Funding Source
Tenterfield Mains Relining (1km Year)	173,800	178,100	182,600	187,200	Renewal	Sewer Fund
Tenterfield Mains Augmentation	69,600	71,300	73,100	74,900	Renewal	Sewer Fund
Tenterfield Manhole Level Alterations (Water Infiltration)	162,500	166,600	170,800	175,100	Renewal	Sewer Fund
Tenterfield Network Renewal	193,800	198,600	203,600	208,700	Renewal	Sewer Fund
Tenterfield Upgrade Road to Tertiary Ponds	-	-	5,000	-	Renewal	Sewer Fund
Tenterfield Replace Baffles in Tertiary Ponds	-	46,100	-	-	Renewal	Sewer Fund
Tenterfield Biosolids Processing Plant	-	250,000	-	-	Renewal	Sewer Fund
Tenterfield Sewer Treatment Plant - Scada System Upgrade	-	-	32,400	-	Renewal	Sewer Fund
Tenterfield Sewer Treatment Plant - 3 bay Shed for Storage	50,000	-	-	-	Renewal	Sewer Fund
Tenterfield Sewer Treatment Plant - Grinder Pump	10,000	-	-	-	Renewal	Sewer Fund
Tenterfield Sewer Treatment Plant - Refurbishment	102,500	-	-	-	Renewal	Sewer Fund
Tenterfield New Pump Station - Molesworth St	200,000	-	-	-	Renewal	Sewer Fund
Tenterfield New Pump Station - Trail Lane	150,000	-	-	-	Renewal	Sewer Fund
Urbenville Sewer Treatment Plant - Sludge Removal/Renewal of Capacity	-	10,900	-	11,200	Renewal	Sewer Fund
Urbenville Sewer Treatment Plant - Telemetry Upgrade	-	15,000	-	15,000	Renewal	Sewer Fund
Urbenville Sewer Treatment Plant - Telemetry From PS to STP	-	10,300	-	10,500	Renewal	Sewer Fund
<b>Total Sewerage Services</b>	<b>1,112,200</b>	<b>946,900</b>	<b>667,500</b>	<b>682,600</b>		

# MEASURING OUR SUCCESS

It is important we measure how successful we are in delivering our services. Council uses reporting mechanisms to track and report progress on our plans.

These include:

- Detailed operations report presented to Council each month at its Ordinary Council Meeting.
- Delivery Program and Operational Plan Progress Reports submitted bi-annually to Council.
- Quarterly Budget Review Statements, submitted quarterly to Council within two months of the end of each quarter.
- The Annual Report, reported within five months of the end of each financial year. This document reports to the community how we have delivered the Operational Plan each year (including information prescribed under legislation),
- The End of Term Report. This report is tabled at the last meeting of the outgoing Council. It provides an update on the Council's progress in implementing the Community Strategic Plan over the term of the Council, as well as the results and outcomes the implementation of the Community Strategic Plan has had for the Tenterfield community.
- A community survey, undertaken every two years to gauge whether the community is satisfied with the progress and provide feedback on areas requiring priority in the future. This survey assists Council ensure services match community needs.
- Online updates via Council's website.
- Information and community engagement sessions.

Internal management reporting tools are also used to ensure operations are on track and delivering good services to the community.

# APPENDIX 1: OUR CORPORATE VALUES

Our Corporate values express how Council seeks to conduct itself and reflects how Council to engages with the community.

Our five corporate values are:

**INTEGRITY** – ensuring openness and honesty in all our activities.

**COMMUNITY FOCUS** – delivering prompt, courteous and helpful advice.

**ACCOUNTABILITY** – accepting responsibility for providing quality services and information.

**RESPECT** – treating people with courtesy, dignity and fairness regardless of our personal feelings about the person or issue.

**EXCELLENCE** – being recognised for providing high-quality services and programs, that aim for best practice.



# APPENDIX 2: OUR SERVICES

Ratepayers and residents may not be aware that Local Government accountabilities have grown from roads, rates and rubbish to encompass 77 sub-programs:

1. Strategic direction & planning
2. Corporate relations and intergovernmental affairs
3. Corporate planning & reporting
4. Workforce planning
5. Workforce culture
6. Workforce performance
7. Business process improvement
8. Corporate communications
9. Legal services
10. Procurement & tendering
11. Internal audit
12. Business continuity and risk
13. Disaster/emergency management
14. Workplace health and safety
15. Community services
16. Tourism
17. Culture, theatre and museum
18. Library
19. Community grants
20. Sponsorship
21. Community capacity building
22. Road safety & Traffic Committee
23. Community & corporate buildings
24. Community buildings hire
25. Community events
26. Community engagement
27. Media, branding, marketing & communications
28. Social media and web
29. Customer services
30. Sport and recreation (passive and active)
31. Aquatic
32. Open space amenities
33. Saleyards
34. Feral pests
35. Tree management
36. Street and public domain lighting
37. Place (public domain)
38. Information and knowledge management
39. Information technology and communications
40. Land and mapping information
41. Business systems/solutions technology
42. Financial planning and management

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# APPENDIX 2: OUR SERVICES

43. Human resources
44. Workers compensation
45. Recruitment and selection
46. Depot, store, fleet, plant and equipment
47. Assets and project planning
48. Business support
49. Civic
50. Governance
51. Land use planning
52. Urban design
53. Land use data management and mapping
54. Land use reporting
55. Heritage
56. Regulating premises
57. Assessment
58. Built form compliance
59. Environment regulation
60. Public health
61. Noxious plants
62. Roads and footpath enforcement
63. Illegal dumping
64. Domestic animal management
65. Transport (roads, bridges and airstrip)
66. Water supply, filtering and distribution
67. Sewer
68. Waste management and recycling
69. Economic development
70. Storm water
71. Natural waterways
72. Property investment and divestments
73. Private works
74. Cemeteries
75. Quarries
76. Cycleways, pedestrian paths and footpaths
77. Crown Lands (including Native Title)

The majority of this list covers legislated responsibilities, meaning Council has no choice. Others are items that if not managed, the cost escalation from risks incurred would far outweigh the perceived savings.

There are very few “nice to haves” in this list, and the list of legislated accountabilities for local government continues to grow.