

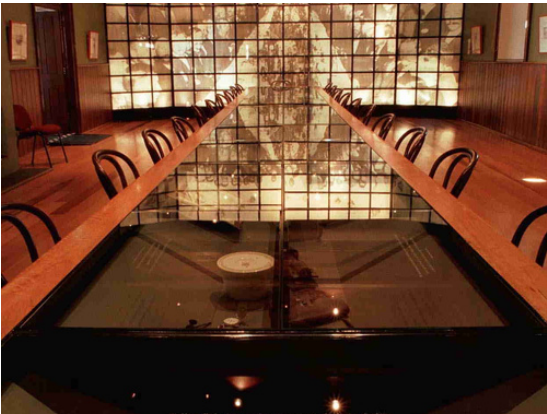
DELIVERY PROGRAM 2022-2026 OPERATIONAL PLAN 2022-2023

**TENTERFIELD
SHIRE COUNCIL**



CONTENTS

| | |
|--|----|
| OUR COMMUNITY, OUR REGION | 3 |
| MESSAGE FROM THE MAYOR | 4 |
| OUR COUNCILLORS | 5 |
| OUR MISSION AND VISION..... | 6 |
| INTEGRATED PLANNING & REPORTING..... | 7 |
| OUR STRUCTURE | 9 |
| AREAS OF RESPONSIBILITY | 10 |
| HOW TO READ OUR PLANS | 11 |
| DELIVERY PROGRAM & OPERATIONAL PLAN..... | 12 |
| MEASURING OUR SUCCESS..... | 79 |
| APPENDIX 1: OUR CORPORATE VALUES..... | 80 |
| APPENDIX 2: OUR SERVICES..... | 81 |



CONTACT

Tenterfield Shire Council
247 Rouse Street
(PO Box 214)
TENTERFIELD NSW 2372

Phone: 02 6736 6000
Email: council@tenterfield.nsw.gov.au
Website: www.tenterfield.nsw.gov.au

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.

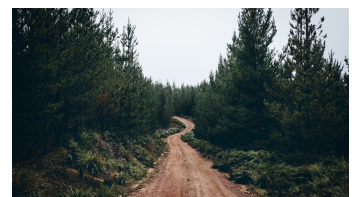
The Shire is also home to seven villages:

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 |
|-----------------------------------|-------------------------------|---|
| Chief Executive Officer | 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 |
| Chief Corporate Officer | 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 |
| Director of Infrastructure | 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 |
|---|--|
| COMMUNITY <i>Accessible and Inclusive</i> | <p>C1: Tenterfield Shire is a vibrant, inclusive, and safe community where diverse backgrounds and cultures are respected and celebrated</p> <p>C2: The community is supported by accessible and equitably distributed facilities and recreational opportunities for people of all ages.</p> |
| ECONOMY <i>Good opportunities</i> | <p>EC1: Develop Tenterfield Shire's economic base into a robust and growing economy that supports employment and business opportunities.</p> |
| ENVIRONMENT <i>Well looked after</i> | <p>EN1: Our natural environment will be protected, enhanced and promoted for future generations.</p> <p>EN2: Provide secure, sustainable and environmentally-sound infrastructure and services that underpin Councils service delivery.</p> |
| LEADERSHIP <i>A sustainable future</i> | <p>L1: Council is a transparent, financially-sustainable and high-performing organisation, delivering valued services to the Community.</p> <p>L2: Resources and advocacy of Council are aligned support the delivery of the community vision outlined in the Community Strategic Plan.</p> |
| TRANSPORT <i>Easy to get around</i> | <p>T1: 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 | (2,710,139) | 459,679 | 984,452 | (1,266,008) |
| Capital Income | 341,115 | 10,000 | 10,000 | 361,115 |
| Operating Result Surplus)/(Deficit) | (2,369,024) | 469,679 | 994,452 | (904,893) |
| 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) | (4,799,310) | 666,332 | 316,670 | (3,816,308) |

FOUR YEAR FORECAST OPERATING RESULT (NO SRV)

| | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
|--|--------------------|--------------------|--------------------|--------------------|
| Income from Continuing Operations | | | | |
| 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 |
| Total Income | 23,976,002 | 24,976,482 | 25,905,203 | 26,918,403 |
| | | | | |
| Expenses from Continuing Operations | | | | |
| 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 |
| Total Operating Expenses | 24,880,895 | 26,612,226 | 27,582,751 | 27,723,297 |
| | | | | |
| Surplus/(Deficit) - Including Capital Grants & Contributions | (904,893) | (1,635,744) | (1,677,548) | (804,894) |
| | | | | |
| Surplus/(Deficit) - Before Capital Grants & Contributions | (1,266,008) | (1,990,776) | (2,032,845) | (1,160,461) |

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 |
|---|---------------|---------------|---------------|---------------|---------|----------------------------|
| Theatre & Museum Complex | | | | | | |
| 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 |
| Total Theatre & Museum Complex | 94,141 | - | - | 5,500 | | |
| Library Services | | | | | | |
| Local Priority Grant - Capital Equipment | 19,329 | 13,246 | 13,511 | 13,781 | Renewal | NSW Public Library Funding |
| Total Library Services | 19,329 | 13,246 | 13,511 | 13,781 | | |
| Emergency Services | | | | | | |
| Tenterfield SES - Access & Parking Area | - | - | 50,000 | - | Renewal | General Fund |
| Total Emergency Services | - | - | 50,000 | - | | |

| Function and Description | 2022/2023 | 2023/2024 | 2024/2025 | 2025/2026 | Type | Funding Source |
|---|----------------|----------------|----------------|----------------|---------|----------------|
| Finance & Technology | | | | | | |
| 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 | 225,000 | 125,000 | 125,000 | 125,000 | | |
| Livestock Saleyards | | | | | | |
| - 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 |
| Total Livestock Saleyards | - | - | 222,760 | 7,000 | | |
| Parks, Gardens & Open Space | | | | | | |
| 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 |
| Total Parks, Gardens & Open Space | - | 137,000 | 16,000 | 658,500 | | |
| Buildings & Amenities | | | | | | |
| 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 |
| Total Buildings & Amenities | 330,000 | 145,300 | 250,700 | 170,350 | | |
| 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 |

| 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 |
| Total Swimming Complex | 25,000 | 25,000 | 386,700 | 135,000 | | |
| Asset Management & Resourcing | | | | | | |
| 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 |
| Total Asset Management & Resourcing | 220,000 | 457,800 | 122,750 | 435,100 | | |
| Stormwater & Drainage | | | | | | |
| - 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 |
| Total Stormwater & Drainage | 130,200 | 420,200 | 375,200 | 130,200 | | |

| Function and Description | 2022/2023 | 2023/2024 | 2024/2025 | 2025/2026 | Type | Funding Source |
|---|-----------|-----------|-----------|-----------|---------|--------------------------|
| Transport Network | | | | | | |
| 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 |
| Total Transport Network | 4,142,596 | 5,999,199 | 5,858,110 | 5,849,293 | | |
| Plant, Fleet & Equipment | | | | | | |
| 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 |
| Total Plant, Fleet & Equipment | 902,423 | 1,206,851 | 1,583,428 | 1,302,157 | | |

| Function and Description | 2022/2023 | 2023/2024 | 2024/2025 | 2025/2026 | Type | Funding Source |
|--|------------------|----------------|---------------|---------------|---------|----------------------------|
| Waste Management | | | | | | |
| 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 |
| Total Waste Management | 2,568,405 | 818,615 | 68,831 | 69,051 | | |
| Water Supply | | | | | | |
| 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 |
|--|----------------|----------------|----------------|----------------|---------|----------------|
| Total Water Supply | 317,000 | 455,900 | 484,200 | 412,700 | | |
| Sewerage Services | | | | | | |
| 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 |

| 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 |
| Total Sewerage Services | 1,112,200 | 946,900 | 667,500 | 682,600 | | |
| General fund | 8,657,093 | 9,348,211 | 9,072,990 | 8,900,932 | | |
| Water fund | 317,000 | 455,900 | 484,200 | 412,700 | | |
| Sewer fund | 1,112,200 | 946,900 | 667,500 | 682,600 | | |
| GRAND TOTAL | 10,086,293 | 10,751,011 | 10,224,690 | 9,996,232 | | |

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) | (2,710,139) | (3,991,901) | (4,383,160) | (4,048,366) |
| Capital Income | 341,115 | 335,032 | 335,297 | 335,567 |
| Operating Result Surplus /(Deficit) | (2,369,024) | (3,656,869) | (4,047,863) | (3,712,799) |
| 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) | (4,799,310) | (6,716,567) | (6,552,683) | (5,939,256) |

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) | 459,679 | 818,559 | 1,072,023 | 1,428,492 |
| 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) | 666,332 | 923,707 | 1,145,265 | 1,568,007 |

*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 | 984,452 | 1,182,565 | 1,278,293 | 1,459,415 |
| 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) | 316,670 | 682,980 | 1,049,160 | 1,205,845 |

DELIVERY PROGRAM & OPERATIONAL PLAN

COMMUNITY

| GOAL (CSP) | STRATEGY (CSP) | STRATEGIC PROGRAM (DP) | ACTION (OP) | Service Area | Position |
|--|--|---|--|---|---|
| Goal 1.1: 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. | 1.1.1 The individual unique qualities and strong sense of local identity of Tenterfield Shires towns, villages and community groups is respected, recognised and promoted. | 1.1.1.1 Improve and maintain communication methods in accordance with the Community Engagement Strategy. | Community Development | Manager Economic Development & Special Projects |
| | | | 1.1.1.2 Provide opportunities for the community to participate in decision making via Council Committees. | Community Development | Community Development Advisor |
| | Continue to support and partner with the local Aboriginal communities for improved and inclusive outcomes. | 1.1.2. Continue to support and partner with the local Aboriginal communities for improved and inclusive outcomes. | 1.1.2.1 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 | Community Development Advisor |
| | | | 1.1.3.1 Support the physical and mental health of the community, through wellbeing activities which improve community capacity and resilience. This includes contributing and supporting local events such as Youth Week. | Community Development | Community Development Advisor |
| | Provide opportunities for residents to enjoy access to arts, festivals, sporting activities, recreation, community and cultural activities. | 1.1.3 Provide opportunities for residents to enjoy access to arts, festivals, sporting activities, recreation, community and cultural activities. | 1.1.3.2 Deliver technology and resources to individuals and small groups via library services. | Library Services | Manager Arts, Culture & Library Services |
| | | | 1.1.3.3 Manage all corporate art, artefacts, honour boards and memorabilia (including audit and security). | Library Services | Manager Arts, Culture & Library Services |
| | | | 1.1.3.4 Develop and proactively manage and deliver Cinema Program, theatre education and youth related programs. | Theatre & Museum Complex | Manager Arts, Culture & Library Services |
| | | | | 1.1.3.5 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 | Position |
|---|---|---|--|-----------------------------|--|
| 1.2: 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. | 1.2.1 Provide safe and accessible public spaces and places that are well maintained, clean and fun. | 1.2.1.1 Implement and deliver maintenance programs for Parks, Gardens and Open Spaces. | Parks, Gardens & Open Space | Manager Parks, Gardens & Open Spaces |
| | | | 1.2.1.2 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 | Manager Parks, Gardens & Open Spaces |
| | | | 1.2.1.3 Implement the tree management plan. | Parks, Gardens & Open Space | Manager Parks, Gardens & Open Spaces |
| | | | 1.2.1.4 Develop and deliver the Property Management Strategy. | Buildings & Amenities | Manager Property & Buildings |
| | | | 1.2.1.5 Manage and update Land and Property Register. | Buildings & Amenities | Manager Property & Buildings |
| | | | 1.2.1.6 Develop and deliver the Buildings and Amenities Asset Management Plan. | Buildings & Amenities | Manager Property & Buildings |
| | | | 1.2.1.7 Manage Crown Lands and prepare designated Native Title Advice. | Buildings & Amenities | Manager Property & Buildings |
| | Provide a choice of sporting facilities that cater for the diverse needs of the community. | 1.2.2 Provide a choice of sporting facilities that cater for the diverse needs of the community. | 1.2.2.1 Manage the Tenterfield War Memorial Baths (TWMB) Management Plan, and contribute to service delivery. | Swimming Complex | Manager Property & Buildings |
| | Recognise and plan for the accessibility needs of our community | 1.2.3 Recognise and plan for the accessibility needs of our community | 1.2.3.1 Deliver and report to the OLG on the Council's Disability Inclusion Action Plan. | Community Development | Community Development Advisor |
| | Promote and recognise the work of volunteers in the community. | 1.2.4 Promote and recognise the work of volunteers in the community. | 1.2.4.1 Provide volunteer training and upskilling in a safe and engaging work environment. | Theatre & Museum Complex | Manager Arts, Culture & Library Services |

DELIVERY PROGRAM & OPERATIONAL PLAN

ECONOMY

| GOAL CSP) | STRATEGY (CSP) | STRATEGIC PROGRAM (DP) | ACTION (OP) | Service Area | Position |
|---|--|---|--|---------------------------|---|
| EC2.1 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. | 2.1.1 Develop and facilitate a diversified and growing economy that is a balance of all economic contributors. | 2.1.1.1 Develop and implement the Economic Development Strategy and Tourism Development Strategy, which also aligns with the Regional Economic Development Strategy (REDS). | Economic Growth & Tourism | Manager Economic Development & Special Projects |
| | | | 2.1.1.2 Deliver and manage Destination Marketing Plan and marketing campaigns and activities. | Economic Growth & Tourism | Manager Economic Development & Special Projects |
| | | 2.1.2 Manage Council's Livestock Saleyards in a commercial manner. | 2.1.2.1 Manage and deliver commercial Saleyards Services. | Livestock Saleyards | Manger Parks, Gardens & Open Spaces |
| | Improve heavy vehicle access across the shire and improve links to regional transport infrastructure to facilitate and support regional development opportunities. | 2.1.3 Improve heavy vehicle access across the shire and improve links to regional transport infrastructure to facilitate and support regional development opportunities. | 2.1.3.1 Investigate, advocate for, and source funding to improve heavy vehicle access across the region | Civic Office | Chief Executive Officer |

DELIVERY PROGRAM & OPERATIONAL PLAN

ENVIRONMENT

| GOAL (CSP) | STRATEGY (CSP) | STRATEGIC PROGRAM (DP) | ACTION (OP) | Service Area | Position |
|--|---|---|---|--------------------------|---|
| 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 | Manager Planning & Development Services |
| | | | 3.1.1.2 Manage and deliver heritage advisory services. | Planning & Regulation | Manager Planning & Development Services |
| | | | 3.1.1.3 Manage and deliver development, building and construction regulatory services. | Planning & Regulation | Manager Planning & Development Services |
| | 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 | Manger Parks, Gardens & Open Spaces |
| | | | 3.1.2.2 Manage and deliver the Weeds Management Program, Council's Weeds Action Plan and regional weeds management plans. | Environmental Management | Manager Parks, Gardens & Open Spaces |
| | | | 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 | Manager Parks, Gardens & Open Spaces |

DELIVERY PROGRAM & OPERATIONAL PLAN

ENVIRONMENT

| GOAL (CSP) | STRATEGY (CSP) | STRATEGIC PROGRAM (DP) | ACTION (OP) | Service Area | Position |
|--|---|--|---|---|-----------------------|
| 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 complying with relevant acts and legislation. | 3.1.3.1 Implement Water Service Strategic Plan in accordance with NSW Office of Water Guidelines. | Water Supply | Manager Water & Waste |
| | | | 3.1.3.2 Deliver and manage the Water and Drought Management Plans and Flood Study. | Water Supply | Manager Water & Waste |
| | 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 | Manager Water & Waste | |
| | | 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 | Manager Water & Waste |
| | 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 | Manager Human Resources, Workforce Development & Safety | |

DELIVERY PROGRAM & OPERATIONAL PLAN

TRANSPORT

| GOAL (CSP) | STRATEGY (CSP) | STRATEGIC PROGRAM (DP) | ACTION (OP) | Service Area | Position |
|--|---|--|---|---------------------|----------------------------------|
| 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 | Manager Asset & Program Planning |
| | | | 4.1.1.2 Manage and deliver maintenance services for transport infrastructure. | Transport Network | Manager Works |
| | 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 | Manager Asset & Program Planning |

DELIVERY PROGRAM & OPERATIONAL PLAN

LEADERSHIP

| GOAL (CSP) | STRATEGY (CSP) | STRATEGIC PROGRAM (DP) | ACTION (OP) | Service Area | Position |
|--|---|--|--|------------------------|---|
| L5.1 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. | 5.1.1 Ensure the performance of Council as an organisation complies with all statutory Guidelines, supported by effective corporate management, sound integrated planning and open, transparent and informed decision making. | 5.1.1.1 Develop, manage and deliver Customer Services, in accordance with the Customer Service Charter. | Corporate & Governance | Manager Customer Service, Governance & Records |
| | | | 5.1.1.2 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 | Manager Customer Service, Governance & Records |
| | | | 5.1.1.3 Develop, manage and deliver Records Management Services, in accordance with legislation. | Corporate & Governance | Manager Customer Service, Governance & Records |
| | | | 5.1.1.4 Develop, manage and deliver the Workforce Management Strategy. | Workforce Development | Manager Human Resources, Workforce Development & Safety |
| | | | 5.1.1.5 Facilitate worker health and wellbeing consultation communication, and participation processes. | Workforce Development | Manager Human Resources, Workforce Development & Safety |
| | | | 5.1.1.6 Develop, manage and deliver the skills targeted training plans. | Workforce Development | Manager Human Resources, Workforce Development & Safety |
| | | | 5.1.1.7 Develop, manage and deliver Employer of Choice recruitment and retention services. | Workforce Development | Manager Human Resources, Workforce Development & Safety |
| | | | 5.1.1.8 Manage and report on Council's Enterprise Risk Management Framework and Risk Register. | Workforce Development | Manager Human Resources, Workforce Development & Safety |
| | | | 5.1.1.9 Influence and advocate support from Federal and State government in relation to promotion of Tenterfield community objectives. | Civic office | Chief Executive Officer |

DELIVERY PROGRAM & OPERATIONAL PLAN

LEADERSHIP

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

DELIVERY PROGRAM & OPERATIONAL PLAN

LEADERSHIP

| GOAL (CSP) | STRATEGY (CSP) | STRATEGIC PROGRAM (DP) | ACTION (OP) | Service Area | Position |
|---|--|---|---|-------------------------------|--|
| L5.1 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. | 5.1.3 Management of Council's assets will be long term and focused on meeting the needs of the community now, and into the future. | 5.1.3.1 Develop and implement the Asset Management Strategy and associated systems. | Asset Management & Resourcing | Manager Asset & Program Planning |
| | | | 5.1.3.2 Deliver and manage the Pedestrian Access and Mobility Plan (incorporating the Disability Action Plan) and Bike Plan. | Asset Management & Resourcing | Manager Asset & Program Planning |
| | | | 5.1.3.3 Infrastructure and assets inspections. | Asset Management & Resourcing | Manager Asset & Program Planning |
| | | | 5.1.3.4 Review and update Council's Risk Register and intervention programs on an ongoing basis in accordance with inspection schedules. | Asset Management & Resourcing | Manager Asset & Program Planning |
| | | | 5.1.3.5 Implementation and delivery of the Fleet Asset Management Plan and the Plant Replacement Program. | Plant, Fleet & Equipment | Manager Fleet |
| | | | 5.1.3.6 Develop and implement the Depot Master Plan. | Plant, Fleet & Equipment | Manager Asset & Program Planning |
| | | | 5.1.3.7 Commercial Works undertaken in accordance with demand | Commercial Works | Manager Works |
| | Deliver continuous improvements in Council's business, processes and systems. | 5.1.4 Deliver continuous improvements in Council's business, processes and systems. | 5.1.4.1 Develop, manage and deliver Council's Technology Strategic Plan. | Finance & Technology | Manager Finance & Technology |
| L5.2 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. | 5.2.1 Services to our community are provided in an equitable, safe, professional, friendly and timely manner consistent with our corporate values. | 5.2.1.1 Deliver independent bi-annual Customer Satisfaction survey | Corporate & Governance | Manager Customer Service, Governance & Records |
| | | | 5.2.2.1 Advocate for health services throughout the Region and ensure future government planning aligns with community needs. | Civic office | Chief Executive Officer |
| | Work with key stakeholders and the community to lobby for adequate health services in our region. | 5.2.2 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 | Position |
|---|---|---|--|---------------------------|---|
| 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 | Manager Economic Development & Special Projects |

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
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 Communications Community Engagement

| Economic Growth & Tourism | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
|--|----------------|----------------|----------------|----------------|
| 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

| Theatre & Museum Complex | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
|--|-----------|-----------|-----------|-----------|
| 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 |
| Total Theatre & Museum Complex | 94,141 | - | - | 5,500 | | |

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

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

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

| Workforce Development | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
|--|----------------|----------------|----------------|----------------|
| 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 |
| Total Emergency Services | - | - | 50,000 | - | | |

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 | 225,000 | 125,000 | 125,000 | 125,000 | | |

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 Delegations Register Governance Framework Annual Operational Plan

| Customer Service, Governance & Records | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
|--|----------------|----------------|----------------|----------------|
| 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 |
| Total Livestock Saleyards | - | - | 222,760 | 7,000 | | |

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 |
| Total Buildings & Amenities | 330,000 | 145,300 | 250,700 | 170,350 | | |

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 |
| Total Parks, Gardens & Open Space | - | 137,000 | 16,000 | 658,500 | | |

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 |
| Total Swimming Complex | 25,000 | 25,000 | 386,700 | 135,000 | | |

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 |
| Total Asset Management & Resourcing | 220,000 | 457,800 | 122,750 | 435,100 | | |

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

| Commercial Works | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
|--|----------------|----------------|----------------|----------------|
| 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

| Stormwater & Drainage | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
|--|-----------|-----------|-----------|-----------|
| 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 |
| Total Stormwater & Drainage | 130,200 | 420,200 | 375,200 | 130,200 | | |

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 |
| Total Transport Network | 4,142,596 | 5,999,199 | 5,858,110 | 5,849,293 | | |

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 |
| Total Plant, Fleet & Equipment | 902,423 | 1,206,851 | 1,583,428 | 1,302,157 | | |

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 |
| Total Waste Management | 2,568,405 | 818,615 | 68,831 | 69,051 | | |

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 |
| Total Water Supply | 317,000 | 455,900 | 484,200 | 412,700 | | |

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 |
| Total Sewerage Services | 1,112,200 | 946,900 | 667,500 | 682,600 | | |

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

continued next page

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.