

DELIVERY PROGRAM 2022-2026 OPERATIONAL PLAN 2023-2024

**TENTERFIELD
SHIRE COUNCIL**





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*This document has been prepared and reviewed for accessibility.

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 1,500m above sea level including many landscapes and climates.

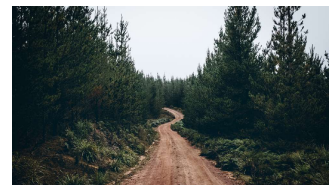
The Shire is also home to seven villages:

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 2023-24 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.

Despite our financial challenges Council will continue to deliver substantial services such as continued improvements to our road network, Tenterfield water mains replacement, Library refurbishment and we continue our investment in waste management facilities across the region such as Urbenville recycling infrastructure.

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.



Cr Bronwyn Petrie
Mayor

ACKNOWLEDGEMENT OF COUNTRY

"Tenterfield Shire Council would like to acknowledge the Ngarabal people, the traditional custodians of this land, and also pay our respect to the Jukemba, Bundjalung, Kamilaroi, Githabul and Wahlubul people of our Shire, and extend our respect to all 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 is elected for a two-year period, and the Deputy Mayor annually by the members of the Council, and have additional statutory responsibilities under the Local Government Act 1993.

Council formally meets on the fourth Wednesday of each month. Details of meetings, including the links to the live streaming of 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 	Vacant
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.

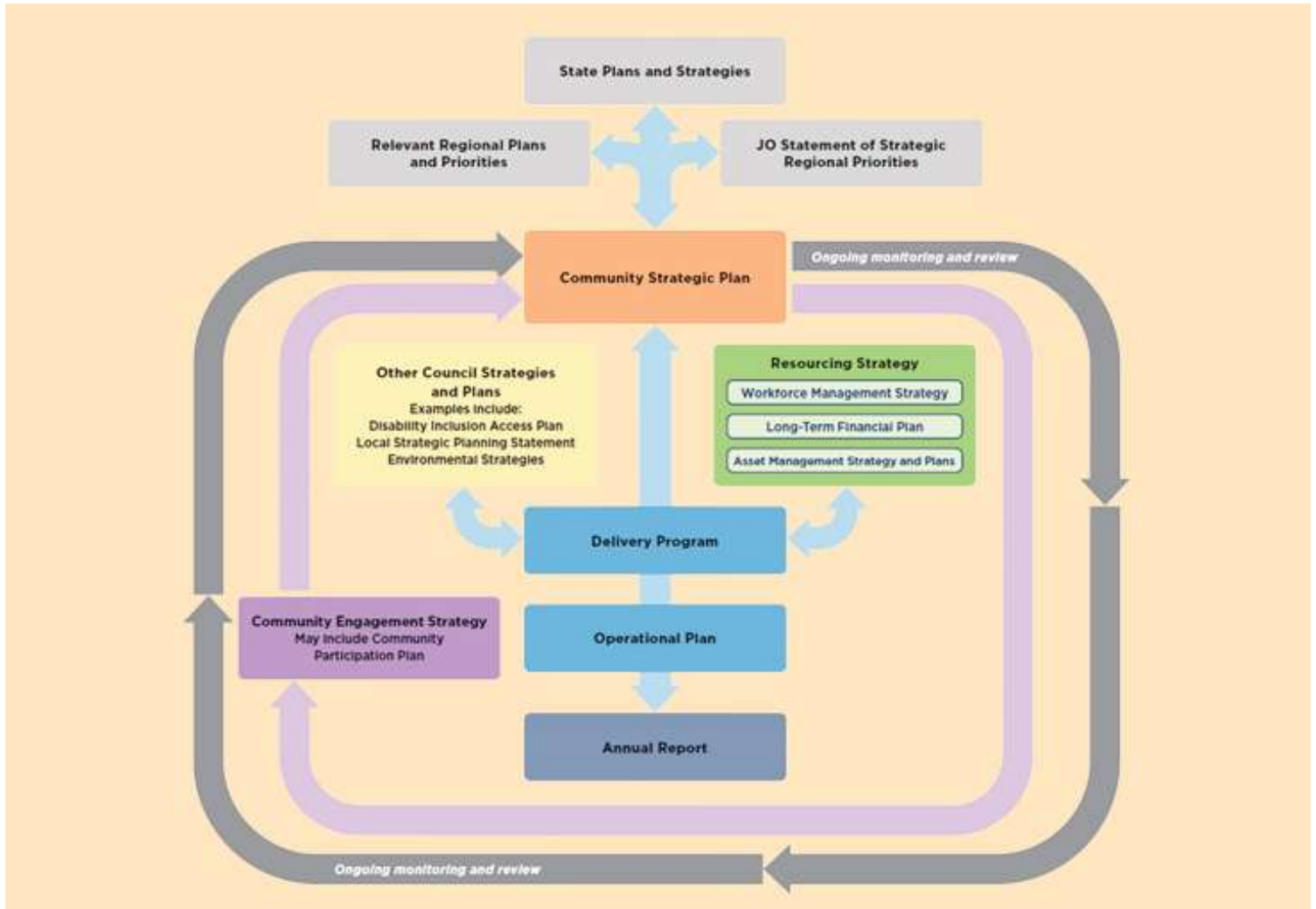
These plans are underpinned by a resourcing strategy which is made up of:

- 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 is comprised of 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	Economic Growth	Plant, Fleet & Equipment
Livestock Saleyards	Arts, Culture & Library Services	Stormwater Management
Buildings & Amenities	Workforce Development	Transport Infrastructure
Swimming Complex	Emergency Services	Sewerage Services
Planning & Regulation	Community Development Withdrawn	Waste Management
	Theatre & Museums Withdrawn	Commercial Works
		Parks, Gardens & Open Space

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
	Economic Growth	Senior Advisor Communications & Economic Development
	Arts, Culture & 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
	Planning & Regulation	Manager Planning & Development Services
	Building & Amenities	Manager Planning & Development Services
	Swimming Complex	Manager Planning & Development Services
Director of Infrastructure	Asset Management & Resourcing	Manager Asset & Program Planning
	Stormwater & Drainage	Manager Asset & Program Planning
	Commercial Works	Manager Works
	Transport Network	Manager Works
	Plant, Fleet & Equipment	Manager Asset & Program Planning
	Waste Management	Manager Water & Waste
	Water Supply	Manager Water & Waste
	Sewerage Services	Manager Water & Waste
	Parks, Gardens & Open Space	Manager Open Space, Regulatory & Utilities

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
<p>COMMUNITY <i>Accesible and Inclusive</i></p>	<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>
<p>ECONOMY <i>Good opportunities</i></p>	<p>EC1: Develop Tenterfield Shire's economic base into a robust and growing economy that supports employment and business opportunities.</p>
<p>ENVIRONMENT <i>Well looked after</i></p>	<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>
<p>LEADERSHIP <i>A sustainable future</i></p>	<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 to support the delivery of the community vision outlined in the Community Strategic Plan.</p>
<p>TRANSPORT <i>Easy to get around</i></p>	<p>T1: The Tenterfield Shire has an effective transport network that is safe, efficient and affordable.</p>

2023/24 FUNDING SUMMARY - BUDGET FORECAST (43% SRV YEAR ONE ONLY)

The financial overview shows how Tenterfield Shire Council aims to generate income and how the funds are to be allocated for the 2023-2024 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.

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 for example, parks and recreation.

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.

	General Fund (including Waste & Stormwater)	Water Fund	Sewer Fund	Total Consolidated
Operating Income	20,137,503	2,942,266	3,053,871	26,133,640
Operating Expenditure	22,103,590	2,798,555	1,910,499	26,812,644
Operating Result before Capital Income - Surplus/Deficit	(1,966,087)	143,711	1,143,372	(679,004)
Capital Income	335,032	10,000	10,000	355,032
Operating Result Surplus)/(Deficit)	(1,631,055)	153,711	1,153,372	(323,972)
Add: Non Cash Expenses	8,179,999	957,498	599,936	9,737,433
Less: Loan & Lease Repayments	690,046	214,532	108,278	1,012,856
Less: Capital Expenditure	7,462,851	455,900	946,900	8,865,651
Cash Result Surplus/(Deficit)	(1,603,953)	440,777	698,130	(465,046)

FOUR YEAR OPERATING RESULT FORECAST

(43% SRV YEAR 1 ONLY)

	2023/24	2024/25	2025/26	2026/27
Income from Continuing Operations				
Rates & Annual Charges	13,926,647	14,828,894	15,580,161	16,211,000
User Charges & Fees	2,842,874	3,042,365	3,257,755	3,401,347
Other Revenues	551,201	554,564	566,340	569,970
Grants & Contributions provided for Operating Purposes	8,692,114	8,748,798	8,824,052	8,891,795
Grants & Contributions provided for Capital Purposes	355,032	355,297	355,567	355,843
Interest & Investment Revenue	120,804	121,212	121,624	122,040
Total Income	26,488,672	27,651,130	28,705,499	29,551,995
Expenses from Continuing Operations				
Employee Benefits & On-Costs	9,359,666	9,922,636	10,171,255	10,421,234
Borrowing Costs	921,018	884,370	836,924	797,002
Materials & Contracts	4,754,289	5,586,012	5,557,995	5,460,782
Depreciation & Amortisation	9,737,433	10,042,323	10,042,323	10,045,248
Other Expenses	1,759,018	1,989,351	1,948,441	2,031,125
Net Losses from the Disposal of Assets	281,220	286,845	292,581	298,433
Total Operating Expenses	26,812,644	28,711,537	28,849,519	29,053,824
Surplus/(Deficit) - Including Capital Grants & Contributions	(323,972)	(1,060,407)	(144,020)	498,171
Surplus/(Deficit) - Before Capital Grants & Contributions	(679,004)	(1,415,704)	(499,587)	142,328

SUMMARY OF CAPITAL WORKS FOR 2023-2027

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 2023/24 financial year.

Function and Description	2023/2024	2024/2025	2025/2026	2026/2027	Type	Funding Source
Library Services						
Local Priority Grant - Capital Equipment	13,246	13,511	13,781	14,057	Renewal	NSW Public Library Funding
Library - Replace Air-conditioning				24,809	Renewal	General Fund
Total Library Services	13,246	13,511	13,781	38,866		
Emergency Services						
Tenterfield SES - Access & Parking Area		50,000			Renewal	General Fund
Total Emergency Services		50,000				

Function and Description	2023/2024	2024/2025	2025/2026	2026/2027	Type	Funding Source
Finance & Technology						
Computer Equipment	75,000	75,000	75,000	75,000	Renewal	General Fund
Capitalised Software	50,000	50,000	50,000	50,000	Renewal	General Fund
Total Finance & Technology	125,000	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			

Function and Description	2023/2024	2024/2025	2025/2026	2026/2027	Type	Funding Source
Parks, Gardens & Open Space						
Cemeteries - Earthworks Preparation for Stage 1 Expansion	20,000				New	General Fund
Tenterfield Cemetery - Construction of Road Access and Carpark			600,000		New	General Fund
Tenterfield Cemetery - Memorial Niche Wall	40,000				New	General Fund
Total Parks, Gardens & Open Space	60,000		600,000			
Buildings & Amenities						
Housing - Repaint Exteriors (SRV)		60,000			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

Function and Description	2023/2024	2024/2025	2025/2026	2026/2027	Type	Funding Source
Total Buildings & Amenities		196,500				
Swimming Complex						
Swimming Pool - Equipment Replacement		25,000	25,000	25,000	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

Function and Description	2023/2024	2024/2025	2025/2026	2026/2027	Type	Funding Source
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		186,700	135,000	25,000		
Asset Management & Resourcing						
Tenterfield Depot - Wash Down & Recycle Bay	80,000	100,000			New	General Fund
Tenterfield Depot - Fuel Tank Replacement/Remediation	200,000				Renewal	General Fund
Tenterfield Depot - WHS & Environmental Initiative Enhancements	150,000				Renewal	General Fund
Tenterfield Depot - Water Wise Initiatives	20,000				New	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

Function and Description	2023/2024	2024/2025	2025/2026	2026/2027	Type	Funding Source
Urbenville Depot - Fuel Shed - Renewal			13,000		Renewal	General Fund
Total Asset Management & Resourcing	450,000	122,750	163,000			
Stormwater & Drainage						
Drainage Pits Upgrade	63,000	63,000	63,000	63,000	Renewal	Stormwater Fund
Urban Culverts Renewal	27,200	72,200	27,200	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
Rouse & Molesworth Street Construction				80,000	Renewal	Stormwater Fund
Total Stormwater & Drainage	420,200	375,200	130,200	210,200		

Function and Description	2023/2024	2024/2025	2025/2026	2026/2027	Type	Funding Source
Transport Network						
Reseal Program - Regional Roads (Block Grant)	537,892	521,753	505,241	488,347	Renewal	Roads 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)	460,000	460,000	460,000	460,000	Renewal	General Fund
Concrete Bridges	105,111	210,223	210,223	210,223	Renewal	General Fund
Causeways		278,163	278,163	278,163	Renewal	General Fund
Urban Streets - Reseal Program	122,000	122,000	122,000	122,000	Renewal	General Fund
Road Renewal - Gravel Roads	325,760	651,519	651,519	651,519	Renewal	General Fund
Gravel Resheets (SRV until 2023/24)	316,226	500,000	500,000	500,000	Renewal	General Fund
Urban Streets Unsealed - Resheets	20,000	20,000	20,000	20,000	Renewal	General Fund

Function and Description	2023/2024	2024/2025	2025/2026	2026/2027	Type	Funding Source
Rural Roads - Reseal Program	280,165	287,450	294,922	302,590	Renewal	General Fund
Rural Road Rehabilitation	120,000	600,000	600,000	600,000	Renewal	General Fund
Urban Road Rehabilitation	125,000	250,000	250,000	250,000	Renewal	General Fund
Kerbing & Guttering (SRV until 2023/24)		20,000	20,000	20,000	Renewal	General Fund
Culverts & Pipes	150,000	150,000	150,000	150,000	Renewal	General Fund
Gravel Pit Rehabilitation	60,877	11,096	11,317	11,543	Renewal	General Fund
Footpaths		100,000	100,000	100,000	Renewal	General Fund
Total Transport Network	4,298,938	5,858,111	5,849,292	5,840,292		
Plant, Fleet & Equipment						
Public Works Plant - Purchases	3,737,292	4,408,938	4,018,717	3,951,651	Renewal	General Fund
Public Works Plant - WDV of Asset Disposal	(2,530,441)	(2,825,510)	(2,716,560)	(2,726,211)	Renewal	General Fund
	1,206,851	1,583,428	1,302,157	1,225,440		

Function and Description	2023/2024	2024/2025	2025/2026	2026/2027	Type	Funding Source
Waste Management						
240L Wheelie Bins	2,154	2,208	2,263	2,320	Renewal	Waste Fund
Industrial Bins	6,462	6,624	6,790	6,960	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	600,000				New	Waste Fund (loan from 21/22)
Tenterfield WTS - Recycling Infrastructure	100,000				Renewal	Waste Fund
Urbenville - Recycling Infrastructure	50,000				Renewal	Waste Fund
Mingoola - Open Transfer Station	70,000				New	Waste Fund
Total Waste Management	888,616	68,832	69,053	69,280		
Water Supply						
Tenterfield Mains Replacement	290,000	297,300	304,700	312,300	Renewal	Water Fund
Tenterfield Meter Replacement	23,200	23,800	24,400	25,000	Renewal	Water Fund

Function and Description	2023/2024	2024/2025	2025/2026	2026/2027	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	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	11,800	12,100	12,400	12,700	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	2023/2024	2024/2025	2025/2026	2026/2027	Type	Funding Source
Total Water Supply	455,900	484,200	412,700	370,000		
Sewerage Services						
Tenterfield Mains Relining (1km Year)	178,100	182,600	187,200	191,880	Renewal	Sewer Fund
Tenterfield Mains Augmentation	71,300	73,100	74,900	76,773	Renewal	Sewer Fund
Tenterfield Manhole Level Alterations (Water Infiltration)	166,600	170,800	175,100	179,478	Renewal	Sewer Fund
Tenterfield Network Renewal	198,600	203,600	208,700	213,918	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
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

Function and Description	2023/2024	2024/2025	2025/2026	2026/2027	Type	Funding Source
Urbenville Sewer Treatment Plant - Telemetry From PS to STP	10,300		10,500		Renewal	Sewer Fund
Total Sewerage Services	946,900	667,500	682,600	662,049		
General fund (including Waste & Stormwater)	7,462,851	8,802,792	8,394,483	7,534,078		
Water fund	455,900	484,200	412,700	370,000		
Sewer fund	946,900	667,500	682,600	662,049		
GRAND TOTAL	8,865,651	9,954,492	9,489,783	8,566,127		

BUDGET FORECAST - GENERAL FUND (INCLUDING WASTE & STORMWATER)

43% SRV YEAR 1 ONLY

	2023/24	2024/25	2025/26	2026/27
Operating Income	20,137,503	20,622,800	21,155,521	21,620,147
Operating Expenditure	22,103,590	23,868,906	24,015,841	24,180,999
Operating Result before Capital Income Surplus/ (Deficit)	(1,966,087)	(3,246,106)	(2,860,320)	(2,560,852)
Capital Income	335,032	335,297	335,567	335,843
Operating Result - Surplus/ (Deficit)	(1,631,055)	(2,910,809)	(2,524,753)	(2,225,009)
Add: Non Cash Expenses - Depreciation & Amortisation	8,179,999	8,484,889	8,484,889	8,487,814
Less: Loan & Lease Repayments	690,046	709,771	594,905	616,665
Less: Capital Expenditure	7,462,851	8,802,792	8,594,483	7,534,078
Cash Result - Surplus/ (Deficit)	(1,603,953)	(3,938,483)	(3,029,252)	(1,887,938)

BUDGET FORECAST - WATER FUND

	2023/24	2024/25	2025/26	2026/27
Operating Income	2,942,266	3,453,648	3,801,937	4,000,473
Operating Expenditure	2,798,555	2,864,793	2,864,129	2,891,317
Operating Result - before Capital Income - Surplus/ (Deficit)	143,711	588,855	937,808	1,109,156
Capital Income	10,000	10,000	10,000	10,000
Operating Result - Surplus/(Deficit)	153,711	598,855	947,808	1,119,156
Add: Non Cash Expenses - Depreciation & Amortisation	957,498	957,498	957,498	957,498
Less: Loan & Lease Repayments	214,532	223,748	233,316	242,692
Less: Capital Expenditure	455,900	484,200	412,700	370,000
Cash Result - Surplus/(Deficit)	440,777	848,405	1,259,290	1,463,962

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

BUDGET FORECAST - SEWER FUND

	2023/24	2024/25	2025/26	2026/27
Operating Income	3,053,871	3,219,385	3,392,474	3,575,532
Operating Expenditure	1,910,499	1,977,838	1,969,549	1,981,508
Operating Result before Capital Income Surplus/(Deficit)	1,143,372	1,241,547	1,422,925	1,594,024
Capital Income	10,000	10,000	10,000	10,000
Operating Result - Surplus/(Deficit)	1,153,372	1,251,547	1,432,925	1,604,024
Add: Non Cash Expenses - Depreciation & Amortisation	599,936	599,936	599,936	599,936
Less: Loan & Lease Repayments	108,278	117,226	126,562	136,643
Less: Capital Expenditure	946,900	667,500	682,600	662,049
Cash Result - Surplus/(Deficit)	698,130	1,066,757	1,223,699	1,405,268

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.	Civic Office	Chief Executive
			1.1.2 Provide opportunities for the community to participate in decision making.	Civic Office	Chief Executive
	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 Support and contribute to NAIDOC week.	Civic Office	Chief Executive
	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.	Provide and support access to arts and culture activities and opportunities that are inclusive and for all age groups such as National Youth Week activities, Arts North West Opportunities and the Museums & Galleries NSW Museum Advisor Program.	Arts, Culture & Library Services	Manager Arts, Culture & Library Services
			1.1.3 Provide inclusive library services and programs that reflect contemporary needs for all age groups.	Library Services	Manager Arts, Culture & Library Services
			1.1.3.3 Manage all corporate art, artefacts, honour boards and memorabilia (including audit and security).	Corporate & Governance	Manager Customer Service, Governance & Records
			1.1.3 Undertake a service review of arts, culture and library services in alignment with Councils Workforce Management Strategy and Long-Term Financial Plan	Arts, Culture & Library Services	Manager Arts, Culture & Library Services

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 Planning & Development
			1.2.1.5 Manage and update Land and Property Register.	Buildings & Amenities	Manager Planning & Development
			1.2.1.6 Develop and deliver the Buildings and Amenities Asset Management Plan.	Buildings & Amenities	Manager Planning & Development
			1.2.1.7 Manage Crown Lands and prepare designated Native Title Advice.	Buildings & Amenities	Manager Planning & Development
	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 Planning & Development
	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.	Organisation Leadership	Chief Executive
	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 Promote and recognise the work of volunteers in the community.	Civic Office	Chief Executive

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 Seek opportunities that aligns with the Regional Economic Development Strategy (REDS).	Economic Growth	Senior Advisor Communication & Economic Development
			2.1.1.2 Deliver and manage Destination Marketing Plan and marketing campaigns and activities.	Economic Growth	Senior Advisor Communication & Economic Development
		2.1.2 Manage Council's Livestock Saleyards in a commercial manner.	2.1.2.1 Manage and deliver commercial Saleyards Services, including improving hard standing surface at double height ramp.	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	Manager 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		
		We are prepared, resourced and educated as a community to deal with natural disasters such as bushfires, storm and flood events.	We are prepared, resourced and educated as a community to deal with natural disasters such as bushfires, storm and flood events.	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 Stormwater 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

DELIVERY PROGRAM & OPERATIONAL PLAN LEADERSHIP

GOAL (CSP)	STRATEGY (CSP)	STRATEGIC PROGRAM (DP)	ACTION (OP)	SERVICE AREA	POSITION
			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
			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 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 Develop and maintain communications, media and information channels and ensure that all channels are fit for purpose with as broad reach as is sustainably possible.	Civic Office	Senior Advisor Communications & Economic Development
			5.1.1.12 Deliver councillor services and provide support to all councillors in a transparent and non-discriminatory manner including training, research, legislative and evidence based advice.	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

DELIVERY PROGRAM & OPERATIONAL PLAN LEADERSHIP

GOAL (CSP)	STRATEGY (CSP)	STRATEGIC PROGRAM (DP)	ACTION (OP)	SERVICE AREA	POSITION
			5.1.2.4 Implement the long-term financial strategy, aligning the Long-Term Financial Plan with the Asset Management Plan and importantly councils sustainable, financial and resource capability.	Organisation Leadership	Chief Executive Officer
			5.1.2.5 Ensure the continued review of council's operations to ensure financial sustainability.	Organisation Leadership	Senior Advisor Communications & Economic Development
			5.1.2.6 Council will divest itself of under performing assets.	Organisation Leadership	Senior Advisor Communication & Economic Development
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 Asset & Program Planning

DELIVERY PROGRAM & OPERATIONAL PLAN LEADERSHIP

GOAL (CSP)	STRATEGY (CSP)	STRATEGIC PROGRAM (DP)	ACTION (OP)	SERVICE AREA	POSITION
			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
L5.1 Council is a transparent, financially-sustainable and high-performing organisation, delivering valued services to the Community.	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
	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.	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
	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	Senior Advisor Communication & Economic Development

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 NAIDOC week

	2023/24	2024/25	2025/26	2026/27
Civic Office				
INCOME				
TOTAL OPERATING INCOME				
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME				
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	357,135	524,262	417,117	430,385
TOTAL DEPRECIATION				
TOTAL CAPITAL EXPENDITURE				
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	357,135	524,262	417,117	430,385
NET RESULT	(357,135)	(524,262)	(417,117)	(430,385)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(357,135)	(524,262)	(417,117)	(430,385)

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 Disability Action Plan Community Advisory Committee Interagency Management

Organisation Leadership	2023/24	2024/25	2025/26	2026/27
INCOME				
TOTAL OPERATING INCOME				
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME				
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	965,391	956,656	1,013,070	1,003,924
TOTAL DEPRECIATION				
TOTAL CAPITAL EXPENDITURE				
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	965,391	956,656	1,013,070	1,003,924
NET RESULT	(965,391)	(956,656)	(1,013,070)	(1,003,924)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(965,391)	(956,656)	(1,013,070)	(1,003,924)

3. ECONOMIC GROWTH - 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 Tourism Collateral Sale of Property Facilitate Investor Connections Support Existing and Attract New Business Special Projects

Economic Growth		2023/24	2024/25	2025/26	2026/27
INCOME					
TOTAL OPERATING INCOME	35,162	27,750	36,379	28,829	
TOTAL CAPITAL GRANTS & CONTRIBUTIONS					
TOTAL INCOME	35,162	27,750	36,379	28,829	
EXPENDITURE					
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	396,810	412,837	419,203	436,037	
TOTAL DEPRECIATION	112,873	112,873	112,873	112,873	
TOTAL CAPITAL EXPENDITURE					
TOTAL LOAN PRINCIPAL REPAYMENTS	7,207	7,387	7,572	7,761	
TOTAL EXPENDITURE	516,890	533,097	539,648	556,671	
NET RESULT	(481,728)	(505,347)	(503,269)	(527,842)	
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(474,521)	(497,960)	(495,697)	(520,081)	

4. ARTS, CULTURE & LIBRARY SERVICES - SECTION BUDGET

Service Description:

Support the artistic and cultural life of the Tenterfield Shire through the provision of library and information services, arts and culture programs and capacity building initiatives including Arts North West - regional arts development subscription and the Museums & Galleries NSW - Museum Advisor Program.

Key Outputs:

Library Resources (physical and digital) Home Library Service Northern Tablelands Cooperative Library Service Inter-Library Loan Service All Ages Public Programs Arts North West Museums & Galleries NSW - Museum Advisor Program

Arts, Culture & Library Services	2023/24	2024/25	2025/26	2026/27
INCOME				
TOTAL OPERATING INCOME	210,369	214,577	218,869	223,246
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	13,246	13,511	13,781	14,057
TOTAL INCOME	223,615	228,088	232,650	237,303
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	1,013,507	1,061,050	1,121,440	1,122,193
TOTAL DEPRECIATION	65,750	48,119	48,119	48,119
TOTAL CAPITAL EXPENDITURE	13,246	13,511	13,781	38,866
TOTAL LOAN PRINCIPAL REPAYMENTS	7,000	7,000	7,000	7,000
TOTAL EXPENDITURE	1,099,503	1,129,680	1,190,340	1,216,178
NET RESULT	(875,888)	(901,592)	(957,690)	(978,875)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(868,888)	(894,592)	(950,690)	(947,066)

4. ARTS, CULTURE & LIBRARY SERVICES - CAPITAL EXPENDITURE

Library Services	2023/24	2024/25	2025/26	2026/27	Type	Funding Source
Local Priority Grant - Capital Equipment	13,246	13,511	13,781	14,057	Renewal	NSW Public Library Funding
Library - Replace Air-conditioning				24,809	Renewal	General Fund
Total Library Services	13,246	13,511	13,781	38,866		

5. 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		2023/24	2024/25	2025/26	2026/27
INCOME					
TOTAL OPERATING INCOME		168,971	174,223	179,992	186,329
TOTAL CAPITAL GRANTS & CONTRIBUTIONS					
TOTAL INCOME		168,971	174,223	179,992	186,329
EXPENDITURE					
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)		1,351,679	1,386,812	1,422,977	1,455,199
TOTAL DEPRECIATION					
TOTAL CAPITAL EXPENDITURE					
TOTAL LOAN PRINCIPAL REPAYMENTS					
TOTAL EXPENDITURE		1,351,679	1,386,812	1,422,977	1,455,199
NET RESULT		(1,182,708)	(1,212,589)	(1,242,985)	(1,268,870)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)		(1,182,708)	(1,212,589)	(1,242,985)	(1,268,870)

6. 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	2023/24	2024/25	2025/26	2026/27
INCOME				
TOTAL OPERATING INCOME	140,974	143,794	146,670	149,603
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME	140,974	143,794	146,670	149,603
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	693,680	714,588	770,432	778,341
TOTAL DEPRECIATION	14,815	331,814	331,814	331,814
TOTAL CAPITAL EXPENDITURE		50,000		
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	708,495	1,096,402	1,102,246	1,110,155
NET RESULT	(567,521)	(952,608)	(955,576)	(960,552)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(567,521)	(902,608)	(955,576)	(960,552)

6. EMERGENCY SERVICES - CAPITAL EXPENDITURE

Emergency Services	2023/24	2024/25	2025/26	2026/27	Type	Funding Source
Tenterfield SES - Access & Parking Area		50,000			Renewal	General Fund
Total Emergency Services		50,000				

7. 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 Acquistals
 Statistical Returns

Finance & Technology		2023/24	2024/25	2025/26	2026/27
INCOME					
TOTAL OPERATING INCOME	10,495,970	10,703,084	10,914,853	11,131,386	
TOTAL CAPITAL GRANTS & CONTRIBUTIONS					
TOTAL INCOME	10,495,970	10,703,084	10,914,853	11,131,386	
EXPENDITURE					
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	549,957	567,622	586,303	605,826	
TOTAL DEPRECIATION	147,932	147,932	147,932	147,932	
TOTAL CAPITAL EXPENDITURE	125,000	125,000	125,000	125,000	
TOTAL LOAN PRINCIPAL REPAYMENTS	80,018	82,268	84,298	86,319	
TOTAL EXPENDITURE	902,907	922,822	943,533	965,077	
NET RESULT	9,593,063	9,780,262	9,971,320	10,166,309	
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	9,798,081	9,987,530	10,180,618	10,377,628	

7. FINANCE & TECHNOLOGY - CAPITAL EXPENDITURE

Finance & Technology	2023/24	2024/25	2025/26	2026/27	Type	Funding Source
Computer Equipment	75,000	75,000	75,000	75,000	Renewal	General Fund
Capitalised Software	50,000	50,000	50,000	50,000	Renewal	General Fund
Total Finance & Technology	125,000	125,000	125,000	125,000		

8. 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	2023/24	2024/25	2025/26	2026/27
INCOME				
TOTAL OPERATING INCOME	1,656	1,698	1,740	1,784
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME	1,656	1,698	1,740	1,784
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	764,614	783,730	803,323	823,407
TOTAL DEPRECIATION	74,223	74,223	74,223	74,223
TOTAL CAPITAL EXPENDITURE				
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	838,837	857,953	877,546	897,630
NET RESULT	(837,181)	(856,255)	(875,806)	(895,846)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(837,181)	(856,255)	(875,806)	(895,846)

9. 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	2023/24	2024/25	2025/26	2026/27
INCOME				
TOTAL OPERATING INCOME	88,774	86,063	87,784	89,540
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME	88,774	86,063	87,784	89,540
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	348,161	347,104	355,652	364,411
TOTAL DEPRECIATION	1,185	1,185	1,185	1,185
TOTAL CAPITAL EXPENDITURE				
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	349,346	348,289	356,837	365,596
NET RESULT	(260,572)	(262,226)	(269,053)	(276,056)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(260,572)	(262,226)	(269,053)	(276,056)

10. 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		2023/24	2024/25	2025/26	2026/27
INCOME					
TOTAL OPERATING INCOME	79,816	81,478	83,174	84,907	
TOTAL CAPITAL GRANTS & CONTRIBUTIONS					
TOTAL INCOME	79,816	81,478	83,174	84,907	
EXPENDITURE					
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	71,107	73,564	76,607	77,508	
TOTAL DEPRECIATION	78,561	78,561	78,561	78,561	
TOTAL CAPITAL EXPENDITURE		222,760	7,000		
TOTAL LOAN PRINCIPAL REPAYMENTS					
TOTAL EXPENDITURE	149,668	374,885	162,168	156,069	
NET RESULT	(69,852)	(293,407)	(78,994)	(71,162)	
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(69,852)	(70,647)	(71,994)	(71,162)	

10. LIVESTOCK SALEYARDS - CAPITAL EXPENDITURE

Livestock Saleyards	2023/24	2024/25	2025/26	2026/27	Type	Funding Source
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			

11. 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	2023/24	2024/25	2025/26	2026/27
INCOME				
TOTAL OPERATING INCOME	275,646	278,039	280,480	282,969
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	35,000	35,000	35,000	35,000
TOTAL INCOME	310,646	313,039	315,480	317,969
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	575,170	601,760	616,760	629,975
TOTAL DEPRECIATION	21,190	21,190	21,190	21,190
TOTAL CAPITAL EXPENDITURE				
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	596,360	622,950	637,950	651,165
NET RESULT	(285,714)	(309,911)	(322,470)	(333,196)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(320,714)	(344,911)	(357,470)	(368,196)

12. 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

	2023/24	2024/25	2025/26	2026/27
Buildings & Amenities				
INCOME				
TOTAL OPERATING INCOME	134,316	135,377	136,462	137,571
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME	134,316	135,377	136,462	137,571
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	754,181	917,718	745,037	658,275
TOTAL DEPRECIATION	652,369	652,369	652,369	652,369
TOTAL CAPITAL EXPENDITURE		196,500		
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	1,406,550	1,766,587	1,397,406	1,310,644
NET RESULT	(1,272,234)	(1,631,210)	(1,260,944)	(1,173,073)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(1,272,234)	(1,434,710)	(1,260,944)	(1,173,073)

12. BUILDINGS & AMENITIES - CAPITAL EXPENDITURE

Buildings & Amenities	2023/24	2024/25	2025/26	2026/27	Type	Funding Source
Housing - Repaint Exteriors (SRV)		60,000				
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		196,500				

13. 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		2023/24	2024/25	2025/26	2026/27
INCOME					
TOTAL OPERATING INCOME		127,636	130,819	134,081	137,425
TOTAL CAPITAL GRANTS & CONTRIBUTIONS					
TOTAL INCOME		127,636	130,819	134,081	137,425
EXPENDITURE					
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)		876,880	954,703	978,962	1,008,110
TOTAL DEPRECIATION		313,663	314,185	314,185	317,110
TOTAL CAPITAL EXPENDITURE		60,000		600,000	
TOTAL LOAN PRINCIPAL REPAYMENTS					
TOTAL EXPENDITURE		1,250,543	1,268,888	1,893,147	1,325,220
NET RESULT		(1,122,907)	(1,138,069)	(1,759,066)	(1,187,795)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)		(1,062,907)	(1,138,069)	(1,159,066)	(1,187,795)

13. PARKS, GARDENS & OPEN SPACES - CAPITAL EXPENDITURE

Parks, Gardens & Open Spaces	2023/24	2024/25	2025/26	2026/27	Type	Funding Source
Parks, Gardens & Open Space						
Cemeteries - Earthworks Preparation for Stage 1 Expansion	20,000				New	General Fund
Tenterfield Cemetery - Construction of Road Access and Carpark			600,000		New	General Fund
Tenterfield Cemetery - Memorial Niche Wall	40,000				New	General Fund
Total Parks, Gardens & Open Space	60,000		600,000			

14. 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	2023/24	2024/25	2025/26	2026/27
INCOME				
TOTAL OPERATING INCOME				
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME				
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	216,037	191,363	191,004	208,596
TOTAL DEPRECIATION	63,153	63,153	63,153	63,153
TOTAL CAPITAL EXPENDITURE		186,700	135,000	25,000
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	279,190	441,216	389,157	296,749
NET RESULT	(279,190)	(441,216)	(389,157)	(296,749)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(279,190)	(254,516)	(254,157)	(271,749)

14. SWIMMING COMPLEX - CAPITAL EXPENDITURE

Swimming Complex	2023/24	2024/25	2025/26	2026/27	Type	Funding Source
Swimming Complex						
Swimming Pool - Equipment Replacement		25,000	25,000	25,000	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		186,700	135,000	25,000		

15. 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	2023/24	2024/25	2025/26	2026/27
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)	952,747	976,043	1,023,519	1,015,637
TOTAL DEPRECIATION	146,283	146,283	146,283	146,283
TOTAL CAPITAL EXPENDITURE	450,000	122,750	163,000	
TOTAL LOAN PRINCIPAL REPAYMENTS	9,014	9,194	9,378	9,566
TOTAL EXPENDITURE	1,558,044	1,254,270	1,342,180	1,171,486
NET RESULT	(1,548,044)	(1,244,270)	(1,332,180)	(1,161,486)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(1,089,030)	(1,112,326)	(1,159,802)	(1,151,920)

15. ASSET MANAGEMENT & RESOURCING - CAPITAL EXPENDITURE

Asset Management & Resourcing	2023/24	2024/25	2025/26	2026/27	Type	Funding Source
Asset Management & Resourcing						
Tenterfield Depot - Wash Down & Recycle Bay	80,000	100,000			New	General Fund
Tenterfield Depot - Fuel Tank Replacement/Remediation	200,000				Renewal	General Fund
Tenterfield Depot - WHS & Environmental Initiative Enhancements	150,000				Renewal	General Fund
Tenterfield Depot - Water Wise Initiatives	20,000				New	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
Urbenville Depot - Fuel Shed - Renewal			13,000		Renewal	General Fund
Total Asset Management & Resourcing	450,000	122,750	163,000			

16. 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	2023/24	2024/25	2025/26	2026/27
INCOME				
TOTAL OPERATING INCOME	155,638	159,529	163,517	167,605
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME	155,638	159,529	163,517	167,605
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	119,600	122,591	125,654	128,796
TOTAL DEPRECIATION				
TOTAL CAPITAL EXPENDITURE				
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	119,600	122,591	125,654	128,796
NET RESULT	36,038	36,938	37,863	38,809
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	36,038	36,938	37,863	38,809

17. 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	2023/24	2024/25	2025/26	2026/27
INCOME				
TOTAL OPERATING INCOME	71,536	71,686	71,836	71,986
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME	71,536	71,686	71,836	71,986
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	10,506	10,769	11,038	11,314
TOTAL DEPRECIATION	108,510	108,510	108,510	108,510
TOTAL CAPITAL EXPENDITURE	420,200	375,200	130,200	210,200
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	539,216	494,479	249,748	330,024
NET RESULT	(467,680)	(422,793)	(177,912)	(258,038)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(47,480)	(47,593)	(47,712)	(47,838)

17. STORMWATER & DRAINAGE - CAPITAL EXPENDITURE

Stormwater & Drainage	2023/24	2024/25	2025/26	2026/27	Type	Funding Source
Stormwater & Drainage						
Drainage Pits Upgrade	63,000	63,000	63,000	63,000	Renewal	Stormwater Fund
Urban Culverts Renewal	27,200	72,200	27,200	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
Rouse & Molesworth Street Construction				80,000	Renewal	Stormwater Fund
Total Stormwater & Drainage	420,200	375,200	130,200	210,200		

18. 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 Guardrails Footpath, Cycleway and Kerb and Gutters

	2023/24	2024/25	2025/26	2026/27
Transport Network				
INCOME				
TOTAL OPERATING INCOME	4,567,358	4,582,277	4,598,292	4,617,678
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	282,786	282,786	282,786	282,786
TOTAL INCOME	4,850,144	4,865,063	4,881,078	4,900,464
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	3,195,832	4,065,902	4,130,841	4,204,996
TOTAL DEPRECIATION	4,682,982	4,682,982	4,682,982	4,682,982
TOTAL CAPITAL EXPENDITURE	4,298,938	5,858,111	5,849,292	5,840,292
TOTAL LOAN PRINCIPAL REPAYMENTS	475,515	489,591	366,101	380,100
TOTAL EXPENDITURE	12,653,267	15,096,586	15,029,216	15,108,370
NET RESULT	(7,803,123)	(10,231,523)	(10,148,138)	(10,207,906)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(3,311,456)	(4,166,607)	(4,215,531)	(4,270,300)

18. TRANSPORT NETWORK - CAPITAL EXPENDITURE

Transport Network	2023/24	2024/25	2025/26	2026/27	Type	Funding Source
Transport Network						
Reseal Program - Regional Roads (Block Grant)	537,892	521,753	505,241	488,347	Renewal	Roads 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)	460,000	460,000	460,000	460,000	Renewal	General Fund
Concrete Bridges	105,111	210,223	210,223	210,223	Renewal	General Fund
Causeways		278,163	278,163	278,163	Renewal	General Fund
Urban Streets - Reseal Program	122,000	122,000	122,000	122,000	Renewal	General Fund
Road Renewal - Gravel Roads Grading 'D' Class Roads	325,760	651,519	651,519	651,519	Renewal	General Fund
Gravel Resheets (SRV until 2023/24)	316,226	500,000	500,000	500,000	Renewal	General Fund
Urban Streets Unsealed - Resheets	20,000	20,000	20,000	20,000	Renewal	General Fund
Rural Roads - Reseal Program	280,165	287,450	294,922	302,590	Renewal	General Fund
Rural Road Rehabilitation	120,000	600,000	600,000	600,000	Renewal	General Fund
Urban Road Rehabilitation	125,000	250,000	250,000	250,000	Renewal	General Fund
Kerbing & Guttering (SRV until 2023/24)		20,000	20,000	20,000	Renewal	General Fund
Culverts & Pipes	150,000	150,000	150,000	150,000	Renewal	General Fund
Gravel Pit Rehabilitation	60,877	11,096	11,317	11,543	Renewal	General Fund
Footpaths		100,000	100,000	100,000	Renewal	General Fund
Total Transport Network	4,298,938	5,858,111	5,849,292	5,840,292		

19. 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	2023/24	2024/25	2025/26	2026/27
INCOME				
TOTAL OPERATING INCOME	191,954	195,793	199,709	203,703
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME	191,954	195,793	199,709	203,703
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	(1,170,920)	(1,201,599)	(1,233,072)	(1,265,361)
TOTAL DEPRECIATION	671,876	671,876	671,876	671,876
TOTAL CAPITAL EXPENDITURE	1,206,851	1,583,428	1,302,157	1,225,440
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	707,807	1,053,705	740,961	631,955
NET RESULT	(515,853)	(857,912)	(541,252)	(428,252)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	690,998	725,516	760,905	797,188

19. PLANT, FLEET & EQUIPMENT - CAPITAL EXPENDITURE

Plant, Fleet & Equipment	2023/24	2024/25	2025/26	2026/27	Type	Funding Source
Plant, Fleet & Equipment						
Public Works Plant - Purchases	3,737,292	4,408,938	4,018,717	3,951,651	Renewal	General Fund
Public Works Plant - WDV of Asset Disposal	(2,530,441)	(2,825,510)	(2,716,560)	(2,726,211)	Renewal	General Fund
Total Plant, Fleet & Equipment	1,206,851	1,583,428	1,302,157	1,225,440		

20. 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	2023/24	2024/25	2025/26	2026/27
INCOME				
TOTAL OPERATING INCOME	3,381,727	3,626,613	3,891,683	4,095,586
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	4,000	4,000	4,000	4,000
TOTAL SOURCES OF FUNDS	3,385,727	3,630,613	3,895,683	4,099,586
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	1,881,517	1,916,542	1,955,084	1,995,614
TOTAL DEPRECIATION	1,024,634	1,029,634	1,029,634	1,029,634
TOTAL CAPITAL EXPENDITURE	888,616	68,832	69,053	69,280
TOTAL LOAN PRINCIPAL REPAYMENTS	111,292	114,331	120,556	125,919
TOTAL USES OF FUNDS	3,906,059	3,129,339	3,174,327	3,220,447
NET RESULT	(520,332)	501,274	721,356	879,139
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	475,576	680,437	906,965	1,070,338

20. WASTE MANAGEMENT- CAPITAL EXPENDITURE

Waste Management	2023/24	2024/25	2025/26	2026/27	Type	Funding Source
Waste Management						
240L Wheelie Bins	2,154	2,208	2,263	2,320	Renewal	Waste Fund
Industrial Bins	6,462	6,624	6,790	6,960	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	600,000				New	Waste Fund (loan from 21/22)
Tenterfield WTS - Recycling Infrastructure	100,000				Renewal	Waste Fund
Urbenville - Recycling Infrastructure	50,000				Renewal	Waste Fund
Mingoola - Open Transfer Station	70,000				New	Waste Fund
Total Waste Management	888,616	68,832	69,053	69,280		

21. 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	2023/24	2024/25	2025/26	2026/27
INCOME				
TOTAL OPERATING INCOME	2,942,266	3,453,648	3,801,938	4,000,473
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	10,000	10,000	10,000	10,000
TOTAL SOURCES OF FUNDS	2,952,266	3,463,648	3,811,938	4,010,473
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	1,841,057	1,907,294	1,906,631	1,933,819
TOTAL DEPRECIATION	957,498	957,498	957,498	957,498
TOTAL CAPITAL EXPENDITURE	455,900	484,200	412,700	370,000
TOTAL LOAN PRINCIPAL REPAYMENTS	214,532	223,748	233,316	242,692
TOTAL USES OF FUNDS	3,468,987	3,572,740	3,510,145	3,504,009
NET RESULT	(516,721)	(109,092)	301,793	506,464
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	143,711	588,856	937,809	1,109,156

21. WATER SUPPLY- CAPITAL EXPENDITURE

Water Supply	2023/24	2024/25	2025/26	2026/27	Type	Funding Source
Water Supply						
Tenterfield Mains Replacement	290,000	297,300	304,700	312,300	Renewal	Water Fund
Tenterfield Meter Replacement	23,200	23,800	24,400	25,000	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	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	11,800	12,100	12,400	12,700	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	455,900	484,200	412,700	370,000		

22. 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	2023/24	2024/25	2025/26	2026/27
INCOME				
TOTAL OPERATING INCOME	3,053,871	3,219,385	3,392,474	3,575,532
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	10,000	10,000	10,000	10,000
TOTAL INCOME	3,063,871	3,229,385	3,402,474	3,585,532
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	1,310,563	1,377,902	1,369,613	1,381,572
TOTAL DEPRECIATION	599,936	599,936	599,936	599,936
TOTAL CAPITAL EXPENDITURE	946,900	667,500	682,600	662,049
TOTAL LOAN PRINCIPAL REPAYMENTS	108,278	117,226	126,562	136,643
TOTAL EXPENDITURE	2,965,677	2,762,564	2,778,711	2,780,200
NET RESULT				
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	98,194	466,821	623,763	805,332
	1,143,372	1,241,547	1,422,925	1,594,024

22. SEWERAGE SERVICES - CAPITAL EXPENDITURE

Sewerage Services	2023/24	2024/25	2025/26	2026/27	Type	Funding Source
Sewerage Services						
Tenterfield Mains Relining (1km Year)	178,100	182,600	187,200	191,880	Renewal	Sewer Fund
Tenterfield Mains Augmentation	71,300	73,100	74,900	76,773	Renewal	Sewer Fund
Tenterfield Manhole Level Alterations (Water Infiltration)	166,600	170,800	175,100	179,478	Renewal	Sewer Fund
Tenterfield Network Renewal	198,600	203,600	208,700	213,918	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
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	946,900	667,500	682,600	662,049		

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 76 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. Library
 18. Community grants
 19. Sponsorship
 20. Community capacity building
 21. Road safety & Traffic Committee
 22. Community & corporate buildings
 23. Community buildings hire
 24. Community events
 25. Community engagement
 26. Media, branding, marketing & communications
 27. Social media and web
 28. Customer services
 29. Sport and recreation (passive and active)
 30. Aquatic
 31. Open space amenities
 32. Saleyards
 33. Feral pests
 34. Tree management
 35. Street and public domain lighting
 36. Place (public domain)
 37. Information and knowledge management
 38. Information technology and communications
 39. Land and mapping information
 40. Business systems/solutions technology
 41. Financial planning and management
- continued next page

APPENDIX 2: OUR SERVICES

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

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.