

DELIVERY PROGRAM 2022-2026

OPERATIONAL PLAN 2024-2025

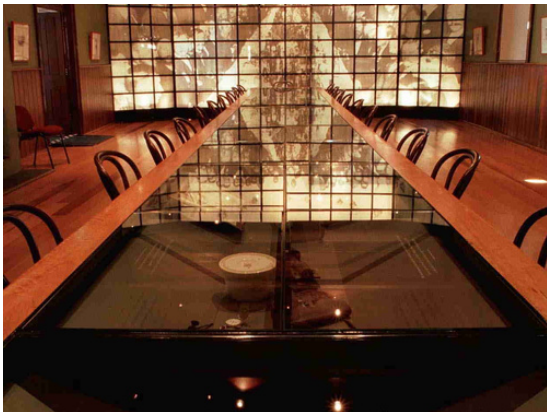
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*This document has been prepared and reviewed for accessibility.

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 6,800 people, with half living in the town and the other half across the broader Shire.

Our Shire covers over 7,324 square kilometres, ranging from 150m to 1,500m above sea level including many landscapes and climates.

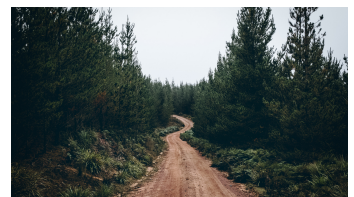
The Shire is also home to seven villages:

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

Council's Delivery Program and Operational Plan aim to deliver services to our community in a financially sustainable manner, and are critical components of Council's obligation to the community under the NSW Government's Integrated Planning and Reporting Framework. This Delivery Program details what will be delivered during the 2024-25 financial year.

Council's fiscal repair strategy and budget reworking have resulted in an improved forecast which will allow an increase in previously depleted roads funding. This strategy required Council to make hard decisions including sale of assets, closure of the Visitors Information Centre and Sir Henry Parkes School of Arts Museum, leasing of the airport, and reductions in staff and road maintenance.

Despite these hard decisions there have been many positive outcomes for the community including the construction of the award winning Youth Activation Precinct, completion of the Tenterfield Water Treatment Plant, Urbenville Water Supply Augmentation and Mt Lindesay Road seal, bridge replacements, water and sewer mains replacements, commencement of a new landfill cell, Jubullum Village road repairs and Drake Village infrastructure. Road network disaster repairs continues but is frustrated by delays in government assessments and approvals. Tourism services were contracted to the Tenterfield Chamber of Tourism, Industry and Business with increased promotion of the Tenterfield Shire. Friends of Tenterfield Aerodrome (FOTA) successfully obtained \$250,000 in grants to improve the airport facilities. The Sir Henry Parkes School of Arts Museum was reopened in November under a different operational model.

Senior staff changes occurred in the first quarter of the financial year. Interim General Manager Mr Glenn Wilcox and staff have worked tirelessly rebuilding the budget. Improvement in investment returns, ongoing workforce restructures, and budgetary measures have further enhanced our future outlook. Although financial sustainability remains a challenge the downhill trajectory has been steadied. The fiscal repair strategy also allowed Council to *not* proceed with a second large Special Rate Variation application. Council has now recruited a new General Manager with proven financial management and communication skills.

Tenterfield Shire is a very attractive location and one of the few rural shires experiencing a growth in population. My fellow Councillors and I are committed to continue to work with our community, staff and volunteers to achieve the best outcome within our financial constraints.



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 Jukembal, 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 & CORPORATE VALUES

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.

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.

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.

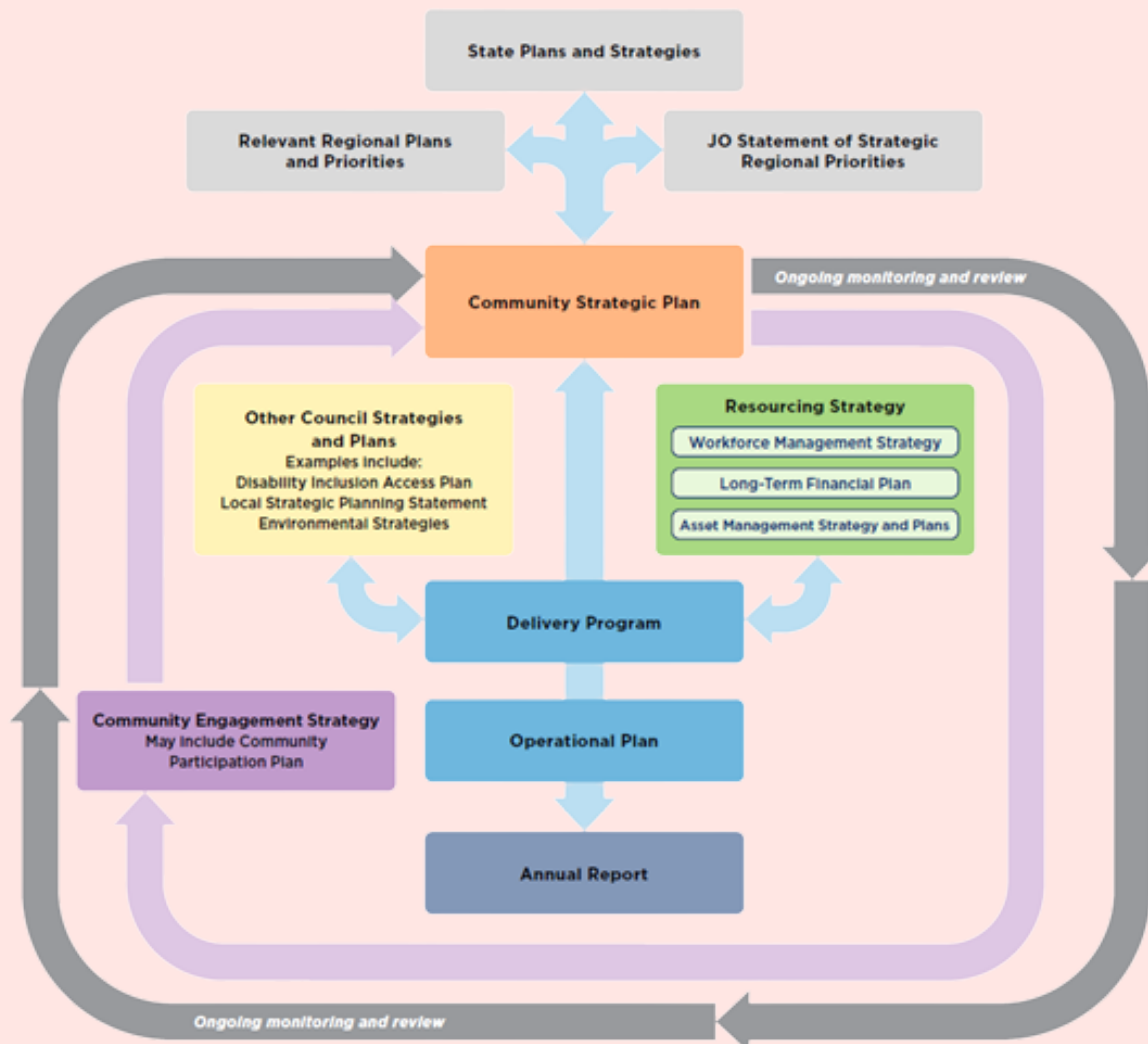
These plans are underpinned by a resourcing strategy which is made up of:

- 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 General Manager.

The General Manager has several other areas which report directly.

THE STRUCTURE:

GENERAL MANAGER		
CHIEF CORPORATE OFFICER	OFFICE OF THE GM	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		Waste Management
		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 General Manger 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
General Manager	Civic Office	General Manager
	Organisation Leadership	General Manager
	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
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>Accessible 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 Council's 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>

DELIVERY PROGRAM & OPERATIONAL PLAN

COMMUNITY

GOAL (CSP)	STRATEGIC PROGRAM (DP)	ACTION (OP)	SERVICE AREA	POSITION
C1.1 Tenterfield Shire is a vibrant, inclusive, and safe community where diverse backgrounds and cultures are respected and celebrated	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	General Manager
		1.1.1.2 Provide opportunities for the community to participate in decision making.	Civic Office	General Manager
	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	General Manager
		1.1.3 Provide opportunities for residents to enjoy access to arts, festivals, sporting activities, recreation, community and cultural activities.	1.1.3.1 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
	1.1.3.2 Provide inclusive library services and programs that reflect contemporary needs for all age groups.		Arts, Culture & 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
	1.1.3.3 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)	STRATEGIC PROGRAM (DP)	ACTION (OP)	SERVICE AREA	POSITION
C1.2 The community is supported by accessible and equitably distributed facilities and recreational opportunities for people of all ages.	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	Manger 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
	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
	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	General Manager
	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	General Manager

DELIVERY PROGRAM & OPERATIONAL PLAN

ECONOMY

GOAL 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.	2.1.1 Develop and facilitate a diversified and growing economy that is a balance of all economic contributors.	2.1.1.1 Engage with Regional NSW to better align opportunities in Tenterfield Shire with the Regional Economic Development Strategy (REDS). Actively encourage and support increased activation of the Memorandum of Understanding between Tenterfield Shire Council and Southern Downs Regional Council (Queensland). Continue to lobby for major public investment for the shire/region including New England Highway upgrades, and the planned Tenterfield Heavy Vehicle Bypass.	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
	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 transport infrastructure access across the shire.	Civic Office	General Manager

DELIVERY PROGRAM & OPERATIONAL PLAN

ENVIRONMENT

GOAL (CSP)	STRATEGIC PROGRAM (DP)	ACTION (OP)	SERVICE AREA	POSITION	
E3.1 Our natural environment will be protected, enhanced and promoted for future generations.	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 and local grant services.	Planning & Regulation	Manager Planning & Development Services	
		3.1.1.3 Manage and deliver development, building and construction assessment and regulatory services.	Planning & Regulation	Manager Planning & Development Services	
	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)	STRATEGIC PROGRAM (DP)	ACTION (OP)	SERVICE AREA	POSITION	
E3.1 Our natural environment will be protected, enhanced and promoted for future generations.	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	
		3.1.5.1 Maintain and operate the sewerage network, in line with the Asset Management Strategy.	Sewerage Services	Manager Water & Waste	
	3.1.5 Deliver affordable and effective wastewater management solution for the community.	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)	STRATEGIC PROGRAM (DP)	ACTION (OP)	SERVICE AREA	POSITION
T4.1 The Tenterfield Shire has an effective transport network that is safe, efficient and affordable for us as a community.	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 To maintain Council's road network, including carparking, footpaths and cycleways to the standards set out in Council's Road Asset Management Plan (RAMP).	Transport Network	Manager Asset & Program Planning
		4.1.1.2 Manage and deliver maintenance services for transport infrastructure.	Transport Network	Manager Works
	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)	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.	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	Manger 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)	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	General Manager
		5.1.1.10 Advocate to hand back Bruxner Way and Mt Lindesay Road to State Government.	Civic Office	General Manager
L5.1 Council is a transparent, financially- sustainable and high-performing organisation, delivering valued services to the Community.	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	General Manager
	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)	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	General Manager
		5.1.2.5 Ensure the continued review of council's operations to ensure financial sustainability.	Organisation Leadership	General Manager
		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.	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)	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 Undertake commercial works in a financially responsible manner, within the limitations of Council's resource pool according to Fee's and Charges rates.	Commercial Works	Manager Works
L5.1 Council is a transparent, financially- sustainable and high-performing organisation, delivering valued services to the Community.	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.	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 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	General Manager
	5.2.3 Lobby and support government and local service providers to enhance communications infrastructure across the Tenterfield Shire.	5.2.3.1 Engage with Federal government representatives, and elected local member, on telecommunications issues in Tenterfield Shire and lobby for upgrades. Engage with representatives of telecommunications service providers on Tenterfield Shire transmission and reception issues, including planned upgrades to improve services.	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

CIVIC OFFICE	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
INCOME								
TOTAL OPERATING INCOME								
TOTAL CAPITAL GRANTS & CONTRIBUTIONS								
TOTAL INCOME								
EXPENDITURE								
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	429,090	387,879	401,233	415,130	429,586	443,360	458,956	475,194
TOTAL DEPRECIATION								
TOTAL CAPITAL EXPENDITURE								
TOTAL LOAN PRINCIPAL REPAYMENTS								
TOTAL EXPENDITURE	429,090	387,879	401,233	415,130	429,586	443,360	458,956	475,194
NET RESULT	(429,090)	(387,879)	(401,233)	(415,130)	(429,586)	(443,360)	(458,956)	(475,194)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(429,090)	(387,879)	(401,233)	(415,130)	(429,586)	(443,360)	(458,956)	(475,194)

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

ORGANISATON LEADERSHIP	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
INCOME								
TOTAL OPERATING INCOME								
TOTAL CAPITAL GRANTS & CONTRIBUTIONS								
TOTAL INCOME								
EXPENDITURE								
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	1,037,441	962,923	1,010,620	1,020,207	1,074,385	1,085,474	1,142,311	1,155,024
TOTAL DEPRECIATION								
TOTAL CAPITAL EXPENDITURE								
TOTAL LOAN PRINCIPAL REPAYMENTS								
TOTAL EXPENDITURE	1,037,441	962,923	1,010,620	1,020,207	1,074,385	1,085,474	1,142,311	1,155,024
NET RESULT	(1,037,441)	(962,923)	(1,010,620)	(1,020,207)	(1,074,385)	(1,085,474)	(1,142,311)	(1,155,024)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(1,037,441)	(962,923)	(1,010,620)	(1,020,207)	(1,074,385)	(1,085,474)	(1,142,311)	(1,155,024)

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	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
INCOME								
TOTAL OPERATING INCOME	25,000	26,000	27,044	28,134	29,271	30,459	31,699	32,994
TOTAL CAPITAL GRANTS & CONTRIBUTIONS								
TOTAL INCOME	25,000	26,000	27,044	28,134	29,271	30,459	31,699	32,994
EXPENDITURE								
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	219,906	216,161	172,051	179,548	187,508	195,971	204,991	214,621
TOTAL DEPRECIATION	78,243	78,243	78,243	78,243	77,962	77,775	69,557	60,768
TOTAL CAPITAL EXPENDITURE								
TOTAL LOAN PRINCIPAL REPAYMENTS								
TOTAL EXPENDITURE	298,149	294,404	250,294	257,791	265,470	273,746	274,548	275,389
NET RESULT	(273,149)	(268,404)	(223,250)	(229,657)	(236,199)	(243,287)	(242,849)	(242,395)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(273,149)	(268,404)	(223,250)	(229,657)	(236,199)	(243,287)	(242,849)	(242,395)

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	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
INCOME								
TOTAL OPERATING INCOME	126,503	129,516	132,604	135,770	139,014	142,340	145,748	149,241
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	20,705	21,223	21,754	22,298	22,855	23,426	24,012	24,612
TOTAL INCOME	147,208	150,739	154,358	158,068	161,869	165,766	169,760	173,853
EXPENDITURE								
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	895,050	899,628	928,141	963,087	999,820	1,038,468	1,079,202	1,122,189
TOTAL DEPRECIATION	53,722	43,934	42,298	42,298	42,298	42,298	42,237	42,237
TOTAL CAPITAL EXPENDITURE	20,705	21,223	21,754	22,298	22,855	23,426	24,012	24,612
TOTAL LOAN PRINCIPAL REPAYMENTS	13,153	13,811	14,502	15,227	15,988	16,787	17,626	18,507
TOTAL EXPENDITURE	982,630	978,596	1,006,695	1,042,910	1,080,961	1,120,979	1,163,077	1,207,545
NET RESULT	(835,422)	(827,857)	(852,337)	(884,842)	(919,092)	(955,213)	(993,317)	(1,033,692)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(822,269)	(814,046)	(837,835)	(869,615)	(903,104)	(938,426)	(975,691)	(1,015,185)

4. ARTS, CULTURE & LIBRARY SERVICES - CAPITAL EXPENDITURE

ARTS, CULTURE & LIBRARY SERVICES	2024/25	2025/26	2026/27	2027/28	Type	Source
Library Services						
Local Priority Grant - Capital Assets	20,705	21,223	21,754	22,298	Renewal	NSW Public Library Funding
Total Library Services	20,705	21,223	21,754	22,298		

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	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
INCOME								
TOTAL OPERATING INCOME	138,644	139,509	140,396	141,304	142,234	143,185	144,164	145,165
TOTAL CAPITAL GRANTS & CONTRIBUTIONS								
TOTAL INCOME	138,644	139,509	140,396	141,304	142,234	143,185	144,164	145,165
EXPENDITURE								
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	824,073	845,452	886,317	905,435	924,774	944,303	963,971	983,743
TOTAL DEPRECIATION								
TOTAL CAPITAL EXPENDITURE								
TOTAL LOAN PRINCIPAL REPAYMENTS								
TOTAL EXPENDITURE	824,073	845,452	886,317	905,435	924,774	944,303	963,971	983,743
NET RESULT	(685,429)	(705,943)	(745,921)	(764,131)	(782,540)	(801,118)	(819,807)	(838,578)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(685,429)	(705,943)	(745,921)	(764,131)	(782,540)	(801,118)	(819,807)	(838,578)

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	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
INCOME								
TOTAL OPERATING INCOME	144,499	148,111	151,814	155,609	159,499	163,486	167,573	171,762
TOTAL CAPITAL GRANTS & CONTRIBUTIONS								
TOTAL INCOME	144,499	148,111	151,814	155,609	159,499	163,486	167,573	171,762
EXPENDITURE								
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	719,566	751,924	785,846	821,411	858,709	897,830	938,872	981,943
TOTAL DEPRECIATION	354,610	354,458	354,033	353,818	353,818	353,818	353,701	353,525
TOTAL CAPITAL EXPENDITURE		50,000						
TOTAL LOAN PRINCIPAL REPAYMENTS								
TOTAL EXPENDITURE	1,074,176	1,156,382	1,139,879	1,175,229	1,212,527	1,251,648	1,292,573	1,335,468
NET RESULT	(929,677)	(1,008,271)	(988,065)	(1,019,620)	(1,053,028)	(1,088,162)	(1,125,000)	(1,163,706)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(929,677)	(958,271)	(988,065)	(1,019,620)	(1,053,028)	(1,088,162)	(1,125,000)	(1,163,706)

6. EMERGENCY SERVICES - CAPITAL EXPENDITURE

EMERGENCY SERVICES	2024/25	2025/26	2026/27	2027/28	Type	Source
Emergency Services						
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 Acquittals
 Statistical Returns

FINANCE & TECHNOLOGY	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
INCOME								
TOTAL OPERATING INCOME	11,797,015	11,869,441	12,148,677	12,434,894	12,728,267	13,028,974	13,337,197	13,653,127
TOTAL CAPITAL GRANTS & CONTRIBUTIONS								
TOTAL INCOME	11,797,015	11,869,441	12,148,677	12,434,894	12,728,267	13,028,974	13,337,197	13,653,127
EXPENDITURE								
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	989,875	1,042,798	1,113,626	1,281,580	1,303,145	1,415,625	1,541,816	1,684,126
TOTAL DEPRECIATION	31,499	31,499	31,499	31,499	31,499	31,499	31,499	31,499
TOTAL CAPITAL EXPENDITURE	20,000	30,000	30,750	31,519	32,307	33,115	33,943	34,792
TOTAL LOAN PRINCIPAL REPAYMENTS	86,399	88,733	91,069	93,479	96,064	98,565	101,380	104,081
TOTAL EXPENDITURE	1,127,773	1,193,030	1,266,944	1,438,077	1,463,015	1,578,804	1,708,638	1,854,498
NET RESULT	10,669,242	10,676,411	10,881,733	10,996,817	11,265,252	11,450,170	11,628,559	11,798,629
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	10,775,641	10,795,144	11,003,552	11,121,815	11,393,623	11,581,850	11,763,882	11,937,502

7. FINANCE & TECHNOLOGY - CAPITAL EXPENDITURE

FINANCE & TECHNOLOGY	2024/25	2025/26	2026/27	2027/28	Type	Source
Finance & Technology						
Computer Equipment	20,000	30,000	30,750	31,519	Renewal	General Fund
Total Finance & Technology	20,000	30,000	30,750	31,519		

8. CORPORATE & GOVERNANCE - 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

CORPORATE & GOVERNANCE	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
INCOME								
TOTAL OPERATING INCOME	1,698	1,740	1,784	1,829	1,875	1,922	1,970	2,019
TOTAL CAPITAL GRANTS & CONTRIBUTIONS								
TOTAL INCOME	1,698	1,740	1,784	1,829	1,875	1,922	1,970	2,019
EXPENDITURE								
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	793,457	819,188	840,542	870,934	902,465	935,179	969,120	1,004,335
TOTAL DEPRECIATION	76,472	66,814	56,167	46,719	38,143	22,016	3,580	1,310
TOTAL CAPITAL EXPENDITURE								
TOTAL LOAN PRINCIPAL REPAYMENTS								
TOTAL EXPENDITURE	869,929	886,002	896,709	917,653	940,608	957,195	972,700	1,005,645
NET RESULT	(868,231)	(884,262)	(894,925)	(915,824)	(938,733)	(955,273)	(970,730)	(1,003,626)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(868,231)	(884,262)	(894,925)	(915,824)	(938,733)	(955,273)	(970,730)	(1,003,626)

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	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
INCOME								
TOTAL OPERATING INCOME	86,085	88,237	90,443	92,704	95,021	97,397	99,831	102,326
TOTAL CAPITAL GRANTS & CONTRIBUTIONS								
TOTAL INCOME	86,085	88,237	90,443	92,704	95,021	97,397	99,831	102,326
EXPENDITURE								
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	362,088	372,484	381,706	393,977	406,661	419,776	433,333	447,356
TOTAL DEPRECIATION	869	869	869	869	869	869	869	869
TOTAL CAPITAL EXPENDITURE								
TOTAL LOAN PRINCIPAL REPAYMENTS								
TOTAL EXPENDITURE	362,957	373,353	382,575	394,846	407,530	420,645	434,202	448,225
NET RESULT	(276,872)	(285,116)	(292,132)	(302,142)	(312,509)	(323,248)	(334,371)	(345,899)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(276,872)	(285,116)	(292,132)	(302,142)	(312,509)	(323,248)	(334,371)	(345,899)

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	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
INCOME								
TOTAL OPERATING INCOME	81,811	83,857	85,954	88,102	90,305	92,563	94,877	97,249
TOTAL CAPITAL GRANTS & CONTRIBUTIONS								
TOTAL INCOME	81,811	83,857	85,954	88,102	90,305	92,563	94,877	97,249
EXPENDITURE								
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	81,819	85,993	88,319	92,070	125,321	109,450	105,583	110,504
TOTAL DEPRECIATION	81,389	81,389	68,060	56,129	56,129	56,129	53,668	53,240
TOTAL CAPITAL EXPENDITURE				216,260	16,280			
TOTAL LOAN PRINCIPAL REPAYMENTS								
TOTAL EXPENDITURE	163,208	167,382	156,379	364,459	197,730	165,579	159,251	163,744
NET RESULT	(81,397)	(83,525)	(70,425)	(276,357)	(107,425)	(73,016)	(64,374)	(66,495)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(81,397)	(83,525)	(70,425)	(60,097)	(91,145)	(73,016)	(64,374)	(66,495)

10. LIVESTOCK SALEYARDS - CAPITAL EXPENDITURE

LIVESTOCK SALEYARDS	2024/25	2025/26	2026/27	2027/28	Type	Source
Livestock Saleyards						
Saleyards Hardstand & Parking Area Renewal				216,260	Renewal	General Fund
Total Livestock Saleyards				216,260		

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	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
INCOME								
TOTAL OPERATING INCOME	283,062	288,915	294,913	301,061	307,364	313,824	320,445	327,232
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
TOTAL INCOME	318,062	323,915	329,913	336,061	342,364	348,824	355,445	362,232
EXPENDITURE								
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	571,663	485,423	497,362	513,805	530,801	548,370	566,531	585,304
TOTAL DEPRECIATION	26,183	26,183	26,183	26,183	26,183	26,183	26,183	26,183
TOTAL CAPITAL EXPENDITURE								
TOTAL LOAN PRINCIPAL REPAYMENTS								
TOTAL EXPENDITURE	597,846	511,606	523,545	539,988	556,984	574,553	592,714	611,487
NET RESULT	(279,784)	(187,691)	(193,632)	(203,927)	(214,620)	(225,729)	(237,269)	(249,255)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(314,784)	(222,691)	(228,632)	(238,927)	(249,620)	(260,729)	(272,269)	(284,255)

12. BUILDINGS & 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	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
INCOME								
TOTAL OPERATING INCOME	144,746	148,209	151,758	155,395	159,125	162,948	166,867	170,886
TOTAL CAPITAL GRANTS & CONTRIBUTIONS								
TOTAL INCOME	144,746	148,209	151,758	155,395	159,125	162,948	166,867	170,886
EXPENDITURE								
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	973,560	1,032,763	802,283	919,422	980,821	1,009,592	1,125,851	1,122,283
TOTAL DEPRECIATION	339,035	338,141	337,878	335,397	333,847	332,813	327,362	320,973
TOTAL CAPITAL EXPENDITURE	65,000		303,260		148,000	400,000		
TOTAL LOAN PRINCIPAL REPAYMENTS								
TOTAL EXPENDITURE	1,377,595	1,370,904	1,443,421	1,254,819	1,462,668	1,742,405	1,453,213	1,443,256
NET RESULT	(1,232,849)	(1,222,695)	(1,291,663)	(1,099,424)	(1,303,543)	(1,579,457)	(1,286,346)	(1,272,370)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(1,167,849)	(1,222,695)	(988,403)	(1,099,424)	(1,155,543)	(1,179,457)	(1,286,346)	(1,272,370)

12. BUILDINGS & AMENITIES - CAPITAL EXPENDITURE

BUILDINGS & AMENITIES	2024/25	2025/26	2026/27	2027/28	Type	Source
Buildings & Amenities						
Housing - 53 Welburn Lane - Renew 2 Bathrooms & Hallway	20,000				Renewal	General Fund
Memorial Hall Tenterfield - Roofing of Heritage Section	45,000				Renewal	General Fund
Admin Building - Roof Replacement			296,760		Renewal	General Fund
Community Centre (HACC) - Disability Access			6,500		Renewal	General Fund
Community Hall Drake - Replace tiles in bathroom apply for grant - to apply for grant funding \$62,000					Renewal	Apply for Grant Funding
Federation Park - Amenities Block Kitchen renewal - to apply for grant funding \$104,000					Renewal	Apply for Grant Funding
Federation Park - Amenities Block Canteen roller door renewall - to apply for grant funding \$19,500					Renewal	Apply for Grant Funding
Federation Park - Amenities Block Replace guttering and downpipes - to apply for grant funding \$6,500					Renewal	Apply for Grant Funding
Total Buildings & Amenities	65,000		303,260			

13. PARKS, GARDENS & OPEN SPACE - 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 Space Management Cemeteries Sporting Grounds

PARKS, GARDENS & OPEN SPACE	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
INCOME								
TOTAL OPERATING INCOME	165,826	170,847	176,037	181,403	186,951	192,689	198,622	204,760
TOTAL CAPITAL GRANTS & CONTRIBUTIONS								
TOTAL INCOME	165,826	170,847	176,037	181,403	186,951	192,689	198,622	204,760
EXPENDITURE								
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	1,021,783	1,056,581	1,084,094	1,124,877	1,167,722	1,225,800	1,265,485	1,310,388
TOTAL DEPRECIATION	236,623	226,627	223,409	221,176	218,851	211,494	197,974	183,792
TOTAL CAPITAL EXPENDITURE	68,000	33,000	25,000	25,000		34,000		58,500
TOTAL LOAN PRINCIPAL REPAYMENTS								
TOTAL EXPENDITURE	1,326,406	1,316,208	1,332,503	1,371,053	1,386,573	1,471,294	1,463,459	1,552,680
NET RESULT	(1,160,580)	(1,145,361)	(1,156,466)	(1,189,650)	(1,199,622)	(1,278,605)	(1,264,837)	(1,347,920)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(1,092,580)	(1,112,361)	(1,131,466)	(1,164,650)	(1,199,622)	(1,244,605)	(1,264,837)	(1,289,420)

13. PARKS, GARDENS & OPEN SPACE - CAPITAL EXPENDITURE

PARKS, GARDENS & OPEN SPACE	2024/25	2025/26	2026/27	2027/28	Type	Source
Parks, Gardens & Open Space						
Liston - Mower Shed	10,000				New	General Fund
Village Cemeteries - Memorial Niche Walls (Drake, Torrington, Legume)	25,000				New	General Fund
Minor Park Asset Replacements e.g. park benches	33,000	33,000	25,000	25,000	Renewal	General Fund
Federation Park - Renewal of Floodlights to New Technology - to apply for grant funding \$300,000					Renewal	Apply for Grant Funding
Shirley Park - Renewal of Floodlights to New Technology - to apply for grant funding \$200,000					Renewal	Apply for Grant Funding
Safety Buoys for Tenterfield Dam - apply for grant funding \$50,000					Renewal	Apply for Grant Funding
Total Parks, Gardens & Open Space	68,000	33,000	25,000	25,000		

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	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
INCOME								
TOTAL OPERATING INCOME	25,000	26,250	27,563	28,941	30,388	31,908	33,503	35,178
TOTAL CAPITAL GRANTS & CONTRIBUTIONS								
TOTAL INCOME	25,000	26,250	27,563	28,941	30,388	31,908	33,503	35,178
EXPENDITURE								
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	272,909	289,778	303,916	297,936	302,454	312,707	378,402	335,018
TOTAL DEPRECIATION	52,102	50,058	49,000	48,178	47,004	43,565	42,715	42,715
TOTAL CAPITAL EXPENDITURE	25,000	25,000	40,000	90,000	101,600	155,800	238,000	135,000
TOTAL LOAN PRINCIPAL REPAYMENTS								
TOTAL EXPENDITURE	350,011	364,836	392,916	436,114	451,058	512,072	659,117	512,733
NET RESULT	(325,011)	(338,586)	(365,353)	(407,173)	(420,670)	(480,164)	(625,614)	(477,555)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(300,011)	(313,586)	(325,353)	(317,173)	(319,070)	(324,364)	(387,614)	(342,555)

14. SWIMMING COMPLEX - CAPITAL EXPENDITURE

SWIMMING COMPLEX	2024/25	2025/26	2026/27	2027/28	Type	Source
Swimming Complex						
Swimming Pool - Equipment Replacement	25,000	25,000	25,000	25,000	Renewal	General Fund
Swimming Pool - Cantilever Shade Sail Replacement			15,000		Renewal	General Fund
Swimming Pool - Toddler Pool Shade Sail Replacement				65,000	Renewal	General Fund
Swimming Pool - Replacement - to apply for grant funding \$15 million					Renewal	Apply for Grant Funding
Total Swimming Complex	25,000	25,000	40,000	90,000		

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	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
INCOME								
TOTAL OPERATING INCOME	10,250	10,506	10,769	11,038	11,314	11,597	11,887	12,184
TOTAL CAPITAL GRANTS & CONTRIBUTIONS								
TOTAL INCOME	10,250	10,506	10,769	11,038	11,314	11,597	11,887	12,184
EXPENDITURE								
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	718,997	769,092	761,746	794,420	828,943	869,117	904,189	945,273
TOTAL DEPRECIATION	109,547	100,938	100,850	99,147	97,459	97,459	88,893	73,210
TOTAL CAPITAL EXPENDITURE	100,000	150,000	250,000	315,300	150,000	35,750	-	-
TOTAL LOAN PRINCIPAL REPAYMENTS	9,735	9,978	10,227	10,483	10,745	11,014	11,289	11,571
TOTAL EXPENDITURE	938,279	1,030,008	1,122,823	1,219,350	1,087,147	1,013,340	1,004,371	1,030,054
NET RESULT	(928,029)	(1,019,502)	(1,112,054)	(1,208,312)	(1,075,833)	(1,001,743)	(992,484)	(1,017,870)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(818,294)	(859,524)	(851,827)	(882,529)	(915,088)	(954,979)	(981,195)	(1,006,299)

15. ASSET MANAGEMENT & RESOURCING - CAPITAL EXPENDITURE

ASSET MANAGEMENT & RESOURCING	2024/25	2025/26	2026/27	2027/28	Type	Source
Asset Management & Resourcing						
Tenterfield Depot - Fuel Tank Replacement/Remediation	100,000				Renewal	General Fund
Tenterfield Depot - Wash Down & Recycle Bay		150,000			New	General Fund
Tenterfield Depot - Training & Amenities Block			250,000	250,000	Renewal	General Fund
Tenterfield Depot - WHS & Environmental Initiative Enhancements				65,300	Renewal	General Fund
Total Asset Management & Resourcing	100,000	150,000	250,000	315,300		

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	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
INCOME								
TOTAL OPERATING INCOME	159,529	163,517	167,605	171,795	176,090	180,492	185,004	189,629
TOTAL CAPITAL GRANTS & CONTRIBUTIONS								
TOTAL INCOME	159,529	163,517	167,605	171,795	176,090	180,492	185,004	189,629
EXPENDITURE								
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	128,273	131,664	135,341	139,123	143,015	147,017	151,135	155,371
TOTAL DEPRECIATION								
TOTAL CAPITAL EXPENDITURE								
TOTAL LOAN PRINCIPAL REPAYMENTS								
TOTAL EXPENDITURE	128,273	131,664	135,341	139,123	143,015	147,017	151,135	155,371
NET RESULT	31,256	31,853	32,264	32,672	33,075	33,475	33,869	34,258
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	31,256	31,853	32,264	32,672	33,075	33,475	33,869	34,258

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	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
INCOME								
TOTAL OPERATING INCOME	72,278	72,428	72,578	72,728	72,878	73,028	73,178	73,328
TOTAL CAPITAL GRANTS & CONTRIBUTIONS								
TOTAL INCOME	72,278	72,428	72,578	72,728	72,878	73,028	73,178	73,328
EXPENDITURE								
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	61,346	62,880	64,452	66,063	67,714	69,407	71,142	72,921
TOTAL DEPRECIATION	112,491	96,986	93,092	93,093	93,093	93,093	93,093	92,622
TOTAL CAPITAL EXPENDITURE	50,628	52,093	53,803	55,570	57,398	59,286	61,235	63,250
TOTAL LOAN PRINCIPAL REPAYMENTS								
TOTAL EXPENDITURE	224,465	211,959	211,347	214,726	218,205	221,786	225,470	228,793
NET RESULT	(152,187)	(139,531)	(138,769)	(141,998)	(145,327)	(148,758)	(152,292)	(155,465)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(101,559)	(87,438)	(84,966)	(86,428)	(87,929)	(89,472)	(91,057)	(92,215)

17. STORMWATER & DRAINAGE - CAPITAL EXPENDITURE

STORMWATER & DRAINAGE	2024/25	2025/26	2026/27	2027/28	Type	Source
Stormwater & Drainage						
Drainage Pits Upgrade	30,814	31,684	32,680	33,708	Renewal	Stormwater Fund
Stormwater Pipe Renewal	19,814	20,409	21,123	21,862	Renewal	Stormwater Fund
Total Stormwater & Drainage	50,628	52,093	53,803	55,570		

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 Footpaths, Cycleways Kerb and Gutters

TRANSPORT NETWORK	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
INCOME								
TOTAL OPERATING INCOME	4,671,959	4,717,170	4,766,767	4,817,603	4,869,710	4,923,119	4,977,864	5,033,977
TOTAL CAPITAL GRANTS & CONTRIBUTIONS								
TOTAL INCOME	4,671,959	4,717,170	4,766,767	4,817,603	4,869,710	4,923,119	4,977,864	5,033,977
EXPENDITURE								
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	3,351,973	3,421,800	3,508,457	3,596,081	3,685,289	3,780,286	3,879,782	3,980,572
TOTAL DEPRECIATION	4,053,214	4,138,917	4,205,787	4,158,436	4,122,874	4,055,893	4,011,894	3,853,788
TOTAL CAPITAL EXPENDITURE	3,522,576	4,342,681	4,490,658	4,543,273	4,598,311	4,655,994	4,716,577	4,780,352
TOTAL LOAN PRINCIPAL REPAYMENTS	489,592	366,100	380,100	394,687	411,749	427,290	442,847	461,877
TOTAL EXPENDITURE	11,417,355	12,269,498	12,585,002	12,692,477	12,818,223	12,919,463	13,051,100	13,076,589
NET RESULT	(6,745,396)	(7,552,328)	(7,818,235)	(7,874,874)	(7,948,513)	(7,996,344)	(8,073,236)	(8,042,612)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(2,733,228)	(2,843,547)	(2,947,477)	(2,936,914)	(2,938,453)	(2,913,060)	(2,913,812)	(2,800,383)

18. TRANSPORT NETWORK - CAPITAL EXPENDITURE

TRANSPORT NETWORK	2024/25	2025/26	2026/27	2027/28	Type	Source
Transport Network						
Reseal Program - Regional Roads (Block Grant)	741,000	718,481	693,920	668,645	Renewal	Regional Roads Block Grant
Traffic Facilities - Regional Roads	70,000	70,000	70,000	70,000	Renewal	Traffic Facilities Grant
Roads to Recovery	1,044,335	1,044,335	1,044,335	1,044,335	Renewal	Roads to Recovery Grant
Bridges/Causeways	132,330	135,702	139,226	142,843	Renewal	General Fund
Concrete Bridges	125,000	128,137	131,367	134,678	Renewal	General Fund
Causeways	174,335	184,140	195,007	207,084	Renewal	General Fund
Urban Streets - Reseal Program	100,000	102,545	105,202	107,928	Renewal	General Fund
Road Renewal - Gravel Roads (D class roads)	505,576	554,295	570,378	586,940	Renewal	General Fund
Gravel Resheets		312,010	419,811	430,307	Renewal	General Fund
Urban Streets Unsealed - Resheets		10,000	10,250	10,506	Renewal	General Fund
Rural Roads - Reseal Program	400,000	410,181	420,810	431,717	Renewal	General Fund
Rural Road Rehabilitation		300,000	307,500	315,188	Renewal	General Fund
Urban Road Rehabilitation	75,000	150,000	154,030	158,170	Renewal	General Fund
Kerbing & Guttering		20,000	20,500	21,013	Renewal	General Fund
Culverts & Pipes	145,000	148,865	153,079	157,416	Renewal	General Fund
Gravel Pit Rehabilitation	10,000	10,990	11,168	11,326	Renewal	General Fund
Footpaths		43,000	44,075	45,177	Renewal	General Fund
Total Transport Network	3,522,576	4,342,681	4,490,658	4,543,273		

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	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
INCOME								
TOTAL OPERATING INCOME	50,178	51,432	52,718	54,036	55,387	56,772	58,191	59,646
TOTAL CAPITAL GRANTS & CONTRIBUTIONS								
TOTAL INCOME	50,178	51,432	52,718	54,036	55,387	56,772	58,191	59,646
EXPENDITURE								
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	(217,896)	(501,347)	(498,373)	(485,715)	(469,509)	(449,211)	(424,184)	(393,689)
TOTAL DEPRECIATION	540,408	500,418	466,948	436,194	389,855	335,868	261,655	168,006
TOTAL CAPITAL EXPENDITURE	610,882	635,100	665,978	697,627	730,068	763,320	797,403	832,338
TOTAL LOAN PRINCIPAL REPAYMENTS								
TOTAL EXPENDITURE	933,394	634,171	634,553	648,106	650,414	649,977	634,874	606,655
NET RESULT	(883,216)	(582,739)	(581,835)	(594,070)	(595,027)	(593,205)	(576,683)	(547,009)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(272,334)	52,361	84,143	103,557	135,041	170,115	220,720	285,329

19. PLANT, FLEET & EQUIPMENT - CAPITAL EXPENDITURE

PLANT, FLEET & EQUIPMENT	2024/25	2025/26	2026/27	2027/28	Type	Source
Plant, Fleet & Equipment						
Public Works Plant - Purchases	2,036,275	2,117,001	2,219,926	2,325,424	Renewal	General Fund
Public Works Plant - WDV of Asset Disposal	(1,425,393)	(1,481,901)	(1,553,948)	(1,627,797)	Renewal	General Fund
Total Plant, Fleet & Equipment	610,882	635,100	665,978	697,627		

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	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
INCOME								
TOTAL OPERATING INCOME	3,682,852	3,873,336	4,075,857	4,290,460	4,518,092	4,755,621	5,005,639	5,271,585
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	4,100	4,203	4,308	4,416	4,526	4,639	4,755	4,874
TOTAL INCOME	3,686,952	3,877,539	4,080,165	4,294,876	4,522,618	4,760,260	5,010,394	5,276,459
EXPENDITURE								
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	2,302,286	2,355,676	2,420,598	2,478,010	2,540,312	2,606,524	2,682,777	2,744,340
TOTAL DEPRECIATION	1,029,634	1,029,634	1,029,634	1,029,634	1,029,634	1,029,634	1,029,634	1,029,634
TOTAL CAPITAL EXPENDITURE	244,105	325,957	77,857	129,803	1,228,029	83,844	85,940	88,088
TOTAL LOAN PRINCIPAL REPAYMENTS	114,331	120,556	125,919	131,200	137,980	143,495	149,309	156,269
TOTAL EXPENDITURE	3,690,356	3,831,823	3,654,008	3,768,647	4,935,955	3,863,497	3,947,660	4,018,331
NET RESULT	(3,404)	45,716	426,157	526,229	(413,337)	896,763	1,062,734	1,258,128
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	350,932	488,026	625,625	782,816	948,146	1,119,463	1,293,228	1,497,611

20. WASTE MANAGEMENT- CAPITAL EXPENDITURE

WASTE MANAGEMENT	2024/25	2025/26	2026/27	2027/28	Type	Source
Waste Management						
240L Wheelie Bins	2,326	2,384	2,444	2,505	Renewal	Waste Fund
Industrial Bins	6,979	7,153	7,332	7,515	Renewal	Waste Fund
Boonoo Boonoo - Landfill Cover	10,800	11,070	11,347	11,631	Renewal	Waste Fund
Boonoo Boonoo - Cell Remediation Asset	54,000	55,350	56,734	58,152	Renewal	Waste Fund
Tenterfield WTS - Recycling Infrastructure	100,000				Renewal	Waste Fund
Mingoola - Open Transfer Station	70,000				New	Waste Fund
Redevelop Drake Transfer Station		250,000			Renewal	Waste Fund
Urbenville - Recycling Infrastructure				50,000	Renewal	Waste Fund
Total Waste Management	244,105	325,957	77,857	129,803		

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	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
INCOME								
TOTAL OPERATING INCOME	3,343,170	3,512,242	3,693,246	3,882,246	4,081,709	4,291,778	4,514,725	4,748,446
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	10,250	10,506	10,769	11,038	11,314	11,597	11,887	12,184
TOTAL INCOME	3,353,420	3,522,748	3,704,015	3,893,284	4,093,023	4,303,375	4,526,612	4,760,630
EXPENDITURE								
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	2,152,873	2,263,111	2,283,525	2,329,994	2,396,857	2,462,588	2,615,209	2,614,239
TOTAL DEPRECIATION	891,572	889,344	887,436	884,769	874,411	854,507	852,516	832,159
TOTAL CAPITAL EXPENDITURE	432,179	481,315	1,069,439	379,007	438,827	398,904	409,245	459,857
TOTAL LOAN PRINCIPAL REPAYMENTS	223,749	233,316	242,691	252,694	262,099	274,455	285,628	297,696
TOTAL EXPENDITURE	3,700,373	3,867,086	4,483,091	3,846,464	3,972,194	3,990,454	4,162,598	4,203,951
NET RESULT	(346,953)	(344,338)	(779,076)	46,820	120,829	312,921	364,014	556,679
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	298,725	359,787	522,285	667,483	810,441	974,683	1,047,000	1,302,048

21. WATER SUPPLY- CAPITAL EXPENDITURE

WATER SUPPLY	2024/25	2025/26	2026/27	2027/28	Type	Source
Water Supply						
Tenterfield Mains Replacement	313,379	321,370	329,725	338,300	Renewal	Water Fund
Tenterfield Meter Replacement	25,056	25,682	26,324	26,982	Renewal	Water Fund
Tenterfield Sludge Removal	10,000				Renewal	Water Fund
Tenterfield Valve Renewal	50,000				Renewal	Water Fund
Tenterfield UV Disinfection System	21,000				Renewal	Water Fund
Tenterfield Mains Augmentation		11,200			Renewal	Water Fund
Tenterfield Flood Warning System		40,000			Renewal	Water Fund
Tenterfield East St Reservoir - Major Refurbishment			300,000		Renewal	Water Fund
Tenterfield Riley St Reservoir - Major Refurbishment & Upgrade			400,000		Renewal	Water Fund
Jennings Mains Replacement	12,744	13,063	13,390	13,725	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	432,179	481,315	1,069,439	379,007		

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

	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
INCOME								
TOTAL OPERATING INCOME	3,332,869	3,506,126	3,689,362	3,882,657	4,086,174	4,300,055	4,524,488	4,761,604
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	10,250	10,506	10,769	11,038	11,314	11,597	11,887	12,184
TOTAL INCOME	3,343,119	3,516,632	3,700,131	3,893,695	4,097,488	4,311,652	4,536,375	4,773,788
EXPENDITURE								
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	1,701,820	1,736,931	1,813,303	2,048,638	2,027,804	1,951,288	2,040,811	2,070,010
TOTAL DEPRECIATION	678,689	692,263	709,570	727,309	745,491	764,129	783,232	802,812
TOTAL CAPITAL EXPENDITURE	701,168	967,062	697,371	726,286	778,776	767,760	1,019,768	801,075
TOTAL LOAN PRINCIPAL REPAYMENTS	117,226	126,562	136,643	147,310	159,258	171,942	185,637	200,354
TOTAL EXPENDITURE	3,198,903	3,522,818	3,356,887	3,649,543	3,711,329	3,655,119	4,029,448	3,874,251
NET RESULT	144,216	(6,186)	343,244	244,152	386,159	656,533	506,927	899,537
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	952,360	1,076,932	1,166,489	1,106,710	1,312,879	1,584,638	1,700,445	1,888,782

22. SEWERAGE SERVICES - CAPITAL EXPENDITURE

SEWERAGE SERVICES	2024/25	2025/26	2026/27	2027/28	Type	Source
Sewerage Services						
Tenterfield Mains Relining (1km Year)	192,348	197,157	202,086	207,138	Renewal	Sewer Fund
Tenterfield Mains Augmentation	77,004	78,929	80,902	82,925	Renewal	Sewer Fund
Tenterfield Manhole Level Alterations (Water Infiltration)	179,928	184,426	189,037	193,763	Renewal	Sewer Fund
Tenterfield Network Renewal	214,488	219,850	225,346	230,980	Renewal	Sewer Fund
Tenterfield Upgrade Road to Tertiary Ponds	5,000				Renewal	Sewer Fund
Tenterfield Sewer Treatment Plant - Scada System Upgrade	32,400				Renewal	Sewer Fund
Biosolids Processing Plant		250,000			Renewal	Sewer Fund
Urbenville Sewer Treatment Plant - Sludge Removal/Renewal of Capacity		11,200		11,480	Renewal	Sewer Fund
Urbenville Sewer Treatment Plant - Telemetry Upgrade		15,000			Renewal	Sewer Fund
Urbenville Sewer Treatment Plant - Telemetry From PS to STP		10,500			Renewal	Sewer Fund
Total Sewerage Services	701,168	967,062	697,371	726,286		

SUMMARY OF CAPITAL WORKS FOR 2024-2028

Each year Council undertake a series of capital works as well as operational works. The following tables are a summary of the capital works proposed for the 2024/25 financial year.

Function and Description	2024/2025	2025/2026	2026/2027	2027/2028	Type	Funding Source
Library Services						
Local Priority Grant - Capital Assets	20,705	21,223	21,754	22,298	Renewal	NSW Public Library Funding
Total Library Services	20,705	21,223	21,754	22,298		
Emergency Services						
Tenterfield SES - Access & Parking Area		50,000			Renewal	General Fund
Total Emergency Services		50,000				

Function and Description	2024/2025	2025/2026	2026/2027	2027/2028	Type	Funding Source
Finance & Technology						
Computer Equipment	20,000	30,000	30,750	31,519	Renewal	General Fund
Total Finance & Technology	20,000	30,000	30,750	31,519		
Livestock Saleyards						
Saleyards Hardstand & Parking Area Renewal				216,260	Renewal	General Fund
Total Livestock Saleyards				216,260		

Function and Description	2024/2025	2025/2026	2026/2027	2027/2028	Type	Funding Source
Parks, Gardens & Open Space						
Liston - Mower Shed	10,000				New	General Fund
Village Cemeteries - Memorial Niche Walls (Drake, Torrington, Legume)	25,000				New	General Fund
Minor Park Asset Replacements e.g. park benches	33,000	33,000	25,000	25,000	Renewal	General Fund
Federation Park - Renewal of Floodlights to New Technology - to apply for grant funding \$300,000					Renewal	Apply for Grant Funding
Shirley Park - Renewal of Floodlights to New Technology - to apply for grant funding \$200,000					Renewal	Apply for Grant Funding
Safety Buoys for Tenterfield Dam - to apply for grant funding \$50,000					New	Apply for Grant Funding
Total Parks, Gardens & Open Space	68,000	33,000	25,000	25,000		
Buildings & Amenities						
Housing - 53 Welburn Lane - Renew 2 Bathrooms & Hallway	20,000				Renewal	General Fund

Function and Description	2024/2025	2025/2026	2026/2027	2027/2028	Type	Funding Source
Memorial Hall Tenterfield - Roofing of Heritage Section - to apply for grant funding \$45,000	45,000				Renewal	Apply for Grant Funding
Admin Building - Roof Replacement			296,760		Renewal	General Fund
Community Centre (HACC) - Disability Access			6,500		Renewal	General Fund
Community Hall Drake - Replace tiles in bathroom apply for grant - to apply for grant funding \$62,000					Renewal	Apply for Grant Funding
Federation Park - Amenities Block Kitchen renewal - to apply for grant funding \$104,000					Renewal	Apply for Grant Funding
Federation Park - Amenities Block Canteen roller door renewal - to apply for grant funding \$19,500					Renewal	Apply for Grant Funding
Federation Park - Amenities Block Replace guttering and downpipes - to apply for grant funding \$6,500					Renewal	Apply for Grant Funding
Total Buildings & Amenities	65,000		303,260			

Function and Description	2024/2025	2025/2026	2026/2027	2027/2028	Type	Funding Source
Swimming Complex						
Swimming Pool - Equipment Replacement	25,000	25,000	25,000	25,000	Renewal	General Fund
Swimming Pool - Cantilever Shade Sail Replacement			15,000		Renewal	General Fund
Swimming Pool - Toddler Pool Shade Sail Replacement				65,000	Renewal	General Fund
Swimming Pool - Replacement - to apply for grant funding \$15 million					Renewal	Apply for Grant Funding
Total Swimming Complex	25,000	25,000	40,000	90,000		
Asset Management & Resourcing						
Tenterfield Depot - Fuel Tank Replacement/Remediation	100,000				Renewal	General Fund
Tenterfield Depot - Wash Down & Recycle Bay		150,000			New	General Fund
Tenterfield Depot - Training & Amenities Block			250,000	250,000	Renewal	General Fund

Function and Description	2024/2025	2025/2026	2026/2027	2027/2028	Type	Funding Source
Tenterfield Depot - WHS & Environmental Initiative Enhancements				65,300	Renewal	General Fund
Total Asset Management & Resourcing	100,000	150,000	250,000	315,300		
Stormwater & Drainage						
Drainage Pits Upgrade	30,814	31,684	32,680	33,708	Renewal	Stormwater Fund
Stormwater Pipe Renewal	19,814	20,409	21,123	21,862	Renewal	Stormwater Fund
Total Stormwater & Drainage	50,628	52,093	53,803	55,570		

Function and Description	2024/2025	2025/2026	2026/2027	2027/2028	Type	Funding Source
Transport Network						
Reseal Program - Regional Roads (Block Grant)	741,000	718,481	693,920	668,645	Renewal	Regional Roads Block Grant
Traffic Facilities - Regional Roads	70,000	70,000	70,000	70,000	Renewal	Traffic Facilities Grant
Roads to Recovery	1,044,335	1,044,335	1,044,335	1,044,335	Renewal	Roads to Recovery Grant
Bridges/Causeways	132,330	135,702	139,226	142,843	Renewal	General Fund
Concrete Bridges	125,000	128,137	131,367	134,678	Renewal	General Fund
Causeways	174,335	184,140	195,007	207,084	Renewal	General Fund
Urban Streets - Reseal Program	100,000	102,545	105,202	107,928	Renewal	General Fund
Road Renewal - Gravel Roads (D class roads)	505,576	554,295	570,378	586,940	Renewal	General Fund
Gravel Resheets		312,010	419,811	430,307	Renewal	General Fund
Urban Streets Unsealed - Resheets		10,000	10,250	10,506	Renewal	General Fund

Function and Description	2024/2025	2025/2026	2026/2027	2027/2028	Type	Funding Source
Rural Roads - Reseal Program	400,000	410,181	420,810	431,717	Renewal	General Fund
Rural Road Rehabilitation		300,000	307,500	315,188	Renewal	General Fund
Urban Road Rehabilitation	75,000	150,000	154,030	158,170	Renewal	General Fund
Kerbing & Guttering		20,000	20,500	21,013	Renewal	General Fund
Culverts & Pipes	145,000	148,865	153,079	157,416	Renewal	General Fund
Gravel Pit Rehabilitation	10,000	10,990	11,168	11,326	Renewal	General Fund
Footpaths		43,000	44,075	45,177	Renewal	General Fund
Total Transport Network	3,522,576	4,342,681	4,490,658	4,543,273		
Plant, Fleet & Equipment						
Public Works Plant - Purchases	2,036,275	2,117,001	2,219,926	2,325,424	Renewal	General Fund
Public Works Plant - WDV of Asset Disposal	(1,425,393)	(1,481,901)	(1,553,948)	(1,627,797)	Renewal	General Fund
Total Plant, Fleet & Equipment	610,882	635,100	665,978	697,627		

Function and Description	2024/2025	2025/2026	2026/2027	2027/2028	Type	Funding Source
Waste Management						
240L Wheelie Bins	2,326	2,384	2,444	2,505	Renewal	Waste Fund
Industrial Bins	6,979	7,153	7,332	7,515	Renewal	Waste Fund
Boonoo Boonoo - Landfill Cover	10,800	11,070	11,347	11,631	Renewal	Waste Fund
Boonoo Boonoo - Cell Remediation Asset	54,000	55,350	56,734	58,152	Renewal	Waste Fund
Tenterfield WTS - Recycling Infrastructure	100,000				Renewal	Waste Fund
Mingoola - Open Transfer Station	70,000				New	Waste Fund
Redevelop Drake Transfer Station		250,000			Renewal	Waste Fund
Urbenville - Recycling Infrastructure				50,000	Renewal	Waste Fund
Total Waste Management	244,105	325,957	77,857	129,803		

Function and Description	2024/2025	2025/2026	2026/2027	2027/2028	Type	Funding Source
Water Supply						
Tenterfield Mains Replacement	313,379	321,370	329,725	338,300	Renewal	Water Fund
Tenterfield Meter Replacement	25,056	25,682	26,324	26,982	Renewal	Water Fund
Tenterfield Sludge Removal	10,000				Renewal	Water Fund
Tenterfield Valve Renewal	50,000				Renewal	Water Fund
Tenterfield UV Disinfection System	21,000				Renewal	Water Fund
Tenterfield Mains Augmentation		11,200			Renewal	Water Fund
Tenterfield Flood Warning System		40,000			Renewal	Water Fund
Tenterfield East St Reservoir - Major Refurbishment			300,000		Renewal	Water Fund
Tenterfield Riley St Reservoir - Major Refurbishment & Upgrade			400,000		Renewal	Water Fund
Jennings Mains Replacement	12,744	13,063	13,390	13,725	Renewal	Water Fund

Function and Description	2024/2025	2025/2026	2026/2027	2027/2028	Type	Funding Source
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	432,179	481,315	1,069,439	379,007		
Sewerage Services						
Tenterfield Mains Relining (1km Year)	192,348	197,157	202,086	207,138	Renewal	Sewer Fund
Tenterfield Mains Augmentation	77,004	78,929	80,902	82,925	Renewal	Sewer Fund
Tenterfield Manhole Level Alterations (Water Infiltration)	179,928	184,426	189,037	193,763	Renewal	Sewer Fund
Tenterfield Network Renewal	214,488	219,850	225,346	230,980	Renewal	Sewer Fund
Tenterfield Upgrade Road to Tertiary Ponds	5,000				Renewal	Sewer Fund

Function and Description	2024/2025	2025/2026	2026/2027	2027/2028	Type	Funding Source
Tenterfield Sewer Treatment Plant - Scada System Upgrade	32,400				Renewal	Sewer Fund
Biosolids Processing Plant		250,000			Renewal	Sewer Fund
Urbenville Sewer Treatment Plant - Sludge Removal/Renewal of Capacity		11,200		11,480	Renewal	Sewer Fund
Urbenville Sewer Treatment Plant - Telemetry Upgrade		15,000			Renewal	Sewer Fund
Urbenville Sewer Treatment Plant - Telemetry From PS to STP		10,500			Renewal	Sewer Fund
Total Sewerage Services	701,168	967,062	697,371	726,286		

Function and Description	2024/2025	2025/2026	2026/2027	2027/2028
General fund	4,432,163	5,287,004	5,827,400	5,941,277
Stormwater	50,628	52,093	253,803	55,570
Waste	244,105	325,957	77,857	129,803
Water fund	432,179	481,315	1,069,439	379,007
Sewer fund	701,168	967,062	697,371	726,286
GRAND TOTAL	5,860,243	7,113,431	7,725,870	7,231,943

2024/2025 FUNDING SUMMARY - BUDGET FORECAST

The financial overview shows how Tenterfield Shire Council aims to generate income and how the funds are to be allocated for the 2024-2025 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 for example, parks and recreation.

	General Fund	Stormwater	Waste	Water Fund	Sewer Fund	Total Consolidated
OPERATIONAL						
Operating Income	17,911,805	72,278	3,682,852	3,343,170	3,332,869	28,342,974
Less: Operating Expenditure	19,207,543	173,837	3,331,920	3,044,445	2,380,509	28,138,254
Operating Result before Capital Income - Surplus/(Deficit)	(1,295,738)	(101,559)	350,932	298,725	952,360	204,720
CAPITAL						
Capital Income	55,705	-	4,100	10,250	10,250	80,305
Less: Capital Expenditure	4,432,163	50,628	244,105	432,179	701,168	5,860,243
Less: Loan & Lease Repayments	598,879	-	114,331	223,749	117,226	1,054,185
Capital Result Surplus/(Deficit)	(4,975,337)	(50,628)	(354,336)	(645,678)	(808,144)	(6,834,123)
Add: Non Cash Expenses - Depreciation & Amortisation	6,033,916	112,491	1,029,634	891,572	678,689	8,746,302
Cash Result Surplus/(Deficit)	(237,159)	(39,696)	1,026,230	544,619	822,905	2,116,899
Transfer To/From External Reserves		39,696	(1,026,230)	(544,619)	(822,905)	

EIGHT YEAR OPERATING RESULT FORECAST (NO SRV)

TOTAL COUNCIL

	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
Income from Continuing Operations								
Rates & Annual Charges	14,981,067	15,577,224	16,203,174	16,859,119	17,546,203	18,261,562	19,010,232	19,795,658
User Charges & Fees	2,790,278	2,913,567	3,045,657	3,182,650	3,327,104	3,479,153	3,638,936	3,806,606
Other Revenues	522,816	535,651	548,917	562,626	576,797	591,448	606,592	622,254
Grants & Contributions provided for Operating Purposes	8,963,813	9,115,947	9,275,141	9,438,314	9,605,564	9,776,994	9,952,712	10,132,820
Grants & Contributions provided for Capital Purposes	80,305	81,438	82,600	83,790	85,009	86,259	87,541	88,854
Interest & Investment Revenue	1,085,000	885,000	885,000	885,000	885,000	885,000	885,000	885,000
Total Income	28,423,279	29,108,827	30,040,489	31,011,499	32,025,677	33,080,416	34,181,013	35,331,192
Expenses from Continuing Operations								
Employee Benefits & On-Costs	8,463,693	8,714,552	8,969,946	9,272,763	9,585,763	9,909,242	10,243,522	10,588,926
Borrowing Costs	900,501	854,006	815,087	774,459	729,087	682,986	636,524	583,736
Materials & Contracts	7,021,896	6,743,117	6,555,710	6,990,035	7,055,401	7,032,918	7,431,167	7,329,229
Depreciation & Amortisation	8,746,302	8,746,715	8,760,956	8,669,091	8,579,420	8,429,042	8,270,262	7,969,342
Other Expenses	2,702,144	2,865,796	3,125,268	3,401,705	3,709,098	4,050,146	4,431,852	4,858,148
Net Losses from the Disposal of Assets	303,718	311,311	319,094	327,071	335,248	343,629	352,220	361,026
Total Operating Expenses	28,138,254	28,235,497	28,546,061	29,435,124	29,994,017	30,447,963	31,365,547	31,690,407
Surplus/(Deficit) - Including Capital Grants & Contributions	285,025	873,330	1,494,428	1,576,375	2,031,660	2,632,453	2,815,466	3,640,785
Surplus/(Deficit) - Before Capital Grants & Contributions	204,720	791,892	1,411,828	1,492,585	1,946,651	2,546,194	2,727,925	3,551,931

EIGHT YEAR OPERATING RESULT FORECAST (NO SRV)

GENERAL FUND

	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
Income from Continuing Operations								
Rates & Annual Charges	7,166,133	7,345,287	7,528,919	7,717,142	7,910,071	8,107,823	8,310,518	8,518,281
User Charges & Fees	671,894	686,818	702,114	717,790	733,860	750,332	767,214	784,520
Other Revenues	464,907	476,020	487,508	499,379	511,652	524,341	537,458	551,025
Grants & Contributions provided for Operating Purposes	8,728,871	8,875,132	9,028,305	9,185,307	9,346,232	9,511,179	9,680,252	9,853,549
Grants & Contributions provided for Capital Purposes	55,705	56,223	56,754	57,298	57,855	58,426	59,012	59,612
Interest & Investment Revenue	880,000	680,000	680,000	680,000	680,000	680,000	680,000	680,000
Total Income	17,967,510	18,119,480	18,483,600	18,856,916	19,239,670	19,632,101	20,034,454	20,446,987
Expenses from Continuing Operations								
Employee Benefits & On-Costs	6,813,641	7,015,005	7,210,913	7,452,174	7,701,447	7,958,979	8,224,999	8,499,759
Borrowing Costs	419,638	398,272	384,174	369,495	352,257	336,711	320,931	301,887
Materials & Contracts	3,304,015	2,886,253	2,611,311	2,780,682	2,815,937	2,820,448	2,989,793	2,892,296
Depreciation & Amortisation	6,033,916	6,038,488	6,041,224	5,934,286	5,836,791	5,687,679	5,511,787	5,212,115
Other Expenses	2,332,615	2,459,343	2,677,735	2,913,906	3,177,021	3,469,347	3,797,403	4,164,587
Net Losses from the Disposal of Assets	303,718	311,311	319,094	327,071	335,248	343,629	352,220	361,026
Total Operating Expenses	19,207,543	19,108,672	19,244,451	19,777,614	20,218,701	20,616,793	21,197,133	21,431,670
Surplus/(Deficit) - Including Capital Grants & Contributions	(1,240,033)	(989,192)	(760,851)	(920,698)	(979,031)	(984,692)	(1,162,679)	(984,683)
Surplus/(Deficit) - Before Capital Grants & Contributions	(1,295,738)	(1,045,415)	(817,605)	(977,996)	(1,036,886)	(1,043,118)	(1,221,691)	(1,044,295)

EIGHT YEAR FUND FORECAST (NO SRV)

TOTAL COUNCIL

	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
OPERATIONAL								
Operating Income (Including Roads to Recovery and Block Grant)	28,342,974	29,027,389	29,957,889	30,927,709	31,940,668	32,994,157	34,093,472	35,242,338
Less: Operating Expenditure	28,138,254	28,235,497	28,546,061	29,435,124	29,994,017	30,447,963	31,365,547	31,690,407
Operating Result before Capital Income - Surplus/(Deficit)	204,720	791,892	1,411,828	1,492,585	1,946,651	2,546,194	2,727,925	3,551,931
CAPITAL								
Capital Income	80,305	81,438	82,600	83,790	85,009	86,259	87,541	88,854
Less: Capital Expenditure	5,860,243	7,113,431	7,725,870	7,231,943	8,302,451	7,411,199	7,386,123	7,277,864
Less: Loan Principal & Lease Repayments	1,054,185	959,056	1,001,151	1,045,080	1,093,883	1,143,548	1,193,716	1,250,355
Capital Result - Surplus/(Deficit)	(6,834,123)	(7,991,049)	(8,644,421)	(8,193,233)	(9,311,325)	(8,468,488)	(8,492,298)	(8,439,365)
Add: Non Cash Expenses - Depreciation & Amortisation	8,746,302	8,746,715	8,760,956	8,669,091	8,579,420	8,429,042	8,270,262	7,969,342
Cash Result - Surplus/(Deficit)	2,116,899	1,547,558	1,528,363	1,968,443	1,214,746	2,506,748	2,505,889	3,081,908
Transfer To/From External Reserves	(2,354,058)	(2,263,888)	(2,571,288)	(3,410,008)	(2,690,953)	(4,458,822)	(4,539,858)	(5,316,106)

EIGHT YEAR FUND FORECAST (NO SRV)

GENERAL FUND

	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
OPERATIONAL								
Operating Income (Including Roads to Recovery and Block Grant)	17,911,805	18,063,257	18,426,846	18,799,618	19,181,815	19,573,675	19,975,442	20,387,375
Less: Operating Expenditure	19,207,543	19,108,672	19,244,451	19,777,614	20,218,701	20,616,793	21,197,133	21,431,670
Operating Result before Capital Income - Surplus/(Deficit)	(1,295,738)	(1,045,415)	(817,605)	(977,996)	(1,036,886)	(1,043,118)	(1,221,691)	(1,044,295)
CAPITAL								
Capital Income	55,705	56,223	56,754	57,298	57,855	58,426	59,012	59,612
Less: Capital Expenditure	4,432,163	5,287,004	5,827,400	5,941,277	5,799,421	6,101,405	5,809,935	5,865,594
Less: Loan Principal & Lease Repayments	598,879	478,622	495,898	513,876	534,546	553,656	573,142	596,036
Capital Result - Surplus/(Deficit)	(4,975,337)	(5,709,403)	(6,266,544)	(6,397,855)	(6,276,112)	(6,596,635)	(6,324,065)	(6,402,018)
Add: Non Cash Expenses - Depreciation & Amortisation	6,033,916	6,038,488	6,041,224	5,934,286	5,836,791	5,687,679	5,511,787	5,212,115
Cash Result - Surplus/(Deficit)	(237,159)	(716,330)	(1,042,925)	(1,441,565)	(1,476,207)	(1,952,074)	(2,033,969)	(2,234,198)

EIGHT YEAR FUND FORECAST (NO SRV)

STORMWATER FUND

	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
OPERATIONAL								
Operating Income	72,278	72,428	72,578	72,728	72,878	73,028	73,178	73,328
Less: Operating Expenditure	173,837	159,866	157,544	159,156	160,807	162,500	164,235	165,543
Operating Result before Capital Income - Surplus/(Deficit)	(101,559)	(87,438)	(84,966)	(86,428)	(87,929)	(89,472)	(91,057)	(92,215)
CAPITAL								
Capital Income								
Less: Capital Expenditure	50,628	52,093	53,803	55,570	57,398	59,286	61,235	63,250
Less: Loan Principal & Lease Repayments								
Capital Result - Surplus/(Deficit)	(50,628)	(52,093)	(53,803)	(55,570)	(57,398)	(59,286)	(61,235)	(63,250)
Add: Non Cash Expenses - Depreciation & Amortisation	112,491	96,986	93,092	93,093	93,093	93,093	93,093	92,622
Cash Result - Surplus/(Deficit)	(39,696)	(42,545)	(45,677)	(48,905)	(52,234)	(55,665)	(59,199)	(62,843)
Transfer To/From External Reserves	39,696	42,545	45,677	48,905	52,234	55,665	59,199	62,843

EIGHT YEAR FUND FORECAST (NO SRV)

WASTE FUND

	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
OPERATIONAL								
Operating Income	3,682,852	3,873,336	4,075,857	4,290,460	4,518,092	4,755,621	5,005,639	5,271,585
Less: Operating Expenditure	3,331,920	3,385,310	3,450,232	3,507,644	3,569,946	3,636,158	3,712,411	3,773,974
Operating Result before Capital Income - Surplus/(Deficit)	350,932	488,026	625,625	782,816	948,146	1,119,463	1,293,228	1,497,611
CAPITAL								
Capital Income	4,100	4,203	4,308	4,416	4,526	4,639	4,755	4,874
Less: Capital Expenditure	244,105	325,957	77,857	129,803	1,228,029	83,844	85,940	88,088
Less: Loan Principal & Lease Repayments	114,331	120,556	125,919	131,200	137,980	143,495	149,309	156,269
Capital Result - Surplus/(Deficit)	(354,336)	(442,310)	(199,468)	(256,587)	(1,361,483)	(222,700)	(230,494)	(239,483)
Add: Non Cash Expenses - Depreciation & Amortisation	1,029,634	1,029,634	1,029,634	1,029,634	1,029,634	1,029,634	1,029,634	1,029,634
Cash Result - Surplus/(Deficit)	1,026,230	1,075,350	1,455,791	1,555,863	616,297	1,926,397	2,092,368	2,287,762
Transfer To/From External Reserves	(1,026,230)	(1,075,350)	(1,455,791)	(1,555,863)	(616,297)	(1,926,397)	(2,092,368)	(2,287,762)

EIGHT YEAR FUND FORECAST (NO SRV)

WATER FUND

	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
OPERATIONAL								
Operating Income	3,343,170	3,512,242	3,693,246	3,882,246	4,081,709	4,291,778	4,514,725	4,748,446
Less: Operating Expenditure	3,044,445	3,152,455	3,170,961	3,214,763	3,271,268	3,317,095	3,467,725	3,446,398
Operating Result before Capital Income - Surplus/(Deficit)	298,725	359,787	522,285	667,483	810,441	974,683	1,047,000	1,302,048
CAPITAL								
Capital Income	10,250	10,506	10,769	11,038	11,314	11,597	11,887	12,184
Less: Capital Expenditure	432,179	481,315	1,069,439	379,007	438,827	398,904	409,245	459,857
Less: Loan Principal & Lease Repayments	223,749	233,316	242,691	252,694	262,099	274,455	285,628	297,696
Capital Result - Surplus/(Deficit)	(645,678)	(704,125)	(1,301,361)	(620,663)	(689,612)	(661,762)	(682,986)	(745,369)
Add: Non Cash Expenses - Depreciation & Amortisation	891,572	889,344	887,436	884,769	874,411	854,507	852,516	832,159
Cash Result - Surplus/(Deficit)	544,619	545,006	108,360	931,589	995,240	1,167,428	1,216,530	1,388,838
Transfer To/From External Reserves	(544,619)	(545,006)	(108,360)	(931,589)	(995,240)	(1,167,428)	(1,216,530)	(1,388,838)

EIGHT YEAR FUND FORECAST (NO SRV)

SEWER FUND

	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
OPERATIONAL								
Operating Income	3,332,869	3,506,126	3,689,362	3,882,657	4,086,174	4,300,055	4,524,488	4,761,604
Less: Operating Expenditure	2,380,509	2,429,194	2,522,873	2,775,947	2,773,295	2,715,417	2,824,043	2,872,822
Operating Result before Capital Income - Surplus/(Deficit)	952,360	1,076,932	1,166,489	1,106,710	1,312,879	1,584,638	1,700,445	1,888,782
CAPITAL								
Capital Income	10,250	10,506	10,769	11,038	11,314	11,597	11,887	12,184
Less: Capital Expenditure	701,168	967,062	697,371	726,286	778,776	767,760	1,019,768	801,075
Less: Loan Principal & Lease Repayments	117,226	126,562	136,643	147,310	159,258	171,942	185,637	200,354
Capital Result - Surplus/(Deficit)	(808,144)	(1,083,118)	(823,245)	(862,558)	(926,720)	(928,105)	(1,193,518)	(989,245)
Add: Non Cash Expenses - Depreciation & Amortisation	678,689	692,263	709,570	727,309	745,491	764,129	783,232	802,812
Cash Result - Surplus/(Deficit)	822,905	686,077	1,052,814	971,461	1,131,650	1,420,662	1,290,159	1,702,349
Transfer To/From External Reserves	(822,905)	(686,077)	(1,052,814)	(971,461)	(1,131,650)	(1,420,662)	(1,290,159)	(1,702,349)

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 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 1: 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)

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.