

TENTERFIELD SHIRE COUNCIL

Delivery Program

2025 - 2029

Operational Plan

2025 - 2026

ADOPTED 23 July 2025

Resolution number 101/25



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Acknowledgement of Country

We acknowledge the Ngarabal, Jukemba, Bundjalung, Kamilaroi, Githabul and Wahlubul people as the traditional custodians of various parts of the Tenterfield Shire.



Mayor Bronwyn Petrie

INTRODUCTION FROM OUR MAYOR

This Delivery Program and the associated Operational Plans will continue to focus on the delivery of services in a financially responsible and sustainable manner as we seek to ensure Council's future financial sustainability. This plan is where we work to turn the community's vision into on-the-ground actions that will be delivered during this term of Council, and more specifically what will be delivered during the 2025-26 financial year.

It is a critical component of Council's obligation to the community and has been developed by taking into account what you, the community, told us were your priorities, and in consideration of Council's financial situation. Additionally we continue to advocate on behalf of the community for increased funding, reduction in government cost-shifting, and to support safety, law and order, health, equitable disaster funding, liveability, tourism and business economic sustainability.

Although the Council financial situation remains challenging we have been fortunate to have achieved some significant improvements that reduce the impact on ratepayers, and Councillors were able to defer any application for a further Special Rate Variation for the 2024-26 financial years, as well as reducing the \$5 million overdraft facility to \$2.67 million.

The Tripartite Agreement we secured with the State and Federal governments mid-2024 has been one of the biggest positives *ever* for this Shire. Council now receives funding in stages for approved disaster repair works instead of having to pay upfront and await reimbursement, dramatically improving the cash flow. Investment of some grant funds on short term deposits has increased income, as has the increase in Roads to Recovery Funding. Staff reductions have also contributed to an improved financial position, however the reductions in some areas are showing a reduced level of service and increased staff pressure.

After considerable delays in assessments and approvals, Council has received the go-ahead for most of our road infrastructure disaster claims from March 2021 to May 2022. Delays in the approvals have been frustrating to both Council and the community, however we can now move forward with certainty. A third of the bridges and the whole bitumen road network have also undergone technical assessment. Many grant projects have been completed or are near completion including the Urbenville Water Augmentation, Drake Village infrastructure revitalisation, village bores, Tenterfield saleyard and sporting facilities and the Boonoo Boonoo land fill additional cell. Additional non-disaster grant works are underway.

There is always considerable work to do by Council and within the community, but we have dedicated staff, committed Councillors, and a community that has been relatively supportive and patient as we have grappled with multiple disasters and financial pressures. Together we can work towards the goal of maintaining and improving our Shire for the good of our residents and visitors, and ensure a financially sustainable Tenterfield Shire Council for the future.

Mayor Bronwyn Petrie

GENERAL MANAGER'S MESSAGE

The Tenterfield Shire Council (TSC), like many other local authorities in NSW and indeed nationwide, finds itself in an unfortunate financial position.

The NSW State Government's policy of rate pegging over a sustained period of 48 years (since 1977), the Commonwealth Government's refusal to increase Financial Assistance Grants (FAGs) to its initial 1% of all federal revenues (currently sitting at 0.51%), continued cost shifting from the other spheres of

Government onto the Local Government Sector (calculated to be \$1.9million for the 2024/25 Financial Year alone for TSC), constant rises in the cost of commodities like materials, plant, equipment, and labour - with increases above the consumer price index (CPI) especially within the construction industry (roads, bridges, culverts, causeways) - make it impossible for the local government sector to sustainably survive. Focusing only on the aspect of rate pegging, the compounding effect of property rate rises at percentages markedly lower than the CPI for a period of 45 years, has had a devastating effect on this sector.

Therefore, TSC is not alone in this financial dilemma.

The following is a short extract of the NSW Auditor General's most recent report regarding the financial sustainability of councils:

At 30 June 2024, 35 councils (10 metropolitan, 10 regional and 15 rural) met just one or none of the three key financial sustainability benchmarks. Fifty-two councils (40%) did not meet the operating performance benchmark and 59 councils (46%) did not meet the infrastructure renewal benchmark. Two councils - Bathurst Regional and Shoalhaven City - have not met any of the benchmarks for at least three years. In addition, the cash and investments of these two councils (not subject to external restrictions) were insufficient to meet three months of their expenses [within their General Funds only] (excluding depreciation and borrowing costs). This indicates more serious risks to their continued financial sustainability. A further 14 councils did not have cash and investments (not subject to external restrictions) to meet three months of their expenses (excluding depreciation and borrowing costs).

The above extract paints a stark picture of the industry, especially if one considers that 85% of the FAGs has been received in the previous financial year; skewing the financial year-end results of Councils significantly and making Councils appear more financially sustainable than what they really are.

TSC has over the last number of years pro-actively tried to address its financial decline - which has unfortunately resulted in significant ramifications and collateral damage for this Council. The policy of a blanket moratorium on the filling of positions that have become vacant, reducing staffing numbers from 112 full time equivalent positions to 82 over a period of approximately three years, has decimated the organisation's access to corporate knowledge and capacity to deliver services in an effective and efficient manner. At the time of writing this commentary, TSC also had 14 vacant positions - compounded by difficulties in the sector to attract and retain competent staff, Tenterfield's perceived remote location, comparatively high real estate prices and lack of rental properties.



General Manager Hein Basson

Employees are, generally speaking, over-burdened and overwhelmed with trying to meet compliance requirements, expending large amounts of grant funding (including disaster relief funding) carried forward from previous financial years, and trying to deal with what is perceived to be relentless, unrealistic service expectations - resulting in a demoralized workforce with low morale.

As a result, I have considerable concerns about the organisation's ability and capacity to adhere to Work Health and Safety requirements and considerations, and the psychosocial risk this Council is now exposed to.

This Delivery Program (DP) for the next four years, including the Operational Plan (OP) and Budget for the 2025/26 financial year, is an honest attempt to start addressing these above-mentioned issues, whilst also consolidating these efforts with valid community expectations and aspirations contained in the Community Strategic Plan.

The DP and OP (and Budget), amongst many other things, address the following:

- Identification of nine key positions that are necessary to start building the capacity of the organisation again;
- Identification of 12 trainee positions, making use of the State Government's initiative to fund these trainee positions;
- Questioning the existing fees and charges associated with the water, sewer and waste funds - with either no increases or decreases recommended for these service areas for the next financial year;
- Bringing into the equation robust asset management data pertaining to Council's sealed and unsealed road network, 52 bridges and properties - which information is crucial in determining TSC's true infrastructure backlog and financial position;
- Adjusting Council's rating model to achieve a higher level of equity across the different rating categories, e.g. better aligning the Rural Residential rating category (formerly called Residential Other) with the other Residential and Farmland categories - planned to be phased in over a two-year period;
- Flagging the need for council to pursue a Special Rate Variation to ideally increase funding availability for its local roads network and remove its ongoing operational budget deficits as shown in the Long Term Financial Plan in future years, however, for the timing of this exercise to be properly thought-through.

I extend my thanks and appreciation to the other members of the Leadership Executive Team, all other staff who are working hard and doing their best under taxing circumstances, and to the Mayor and Councillors for working together to produce this fresh start.

Hein Basson - General Manager

OUR COUNCIL REPRESENTATIVES

The Tenterfield Shire Council's 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 NSW *Local Government Act 1993* (the Act), and in doing so have the following roles and responsibilities:

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

The Mayor and Deputy Mayor are elected for a two-year period, by the members of the Council, and have additional statutory responsibilities under the NSW *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:



Mayor Bronwyn Petrie
B Ward



Deputy Mayor Greg Sauer
E Ward



Cr Tim Bonner
A Ward



Cr Greg Purcell
A Ward



Cr Roger Turner
B Ward



Cr Peter Petty
C Ward



Cr Peter Murphy
C Ward



Cr Kim Rhodes
D Ward



Cr Owen Bancroft
D Ward



Cr Tom Peters
E Ward

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 be a financially sustainable Council fostering community connection through transparent decision-making and open communication; nurturing our natural environment, heritage and community lifestyle through balanced, sustainable strategic planning and management practices.



OUR CORPORATE VALUES

Our Corporate values express how Council seeks to conduct itself and reflects how Council 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

GETTING INVOLVED

There are a number of ways you can get involved and help shape decisions for our community by:

- Attending Council meetings to develop an understanding of how Council functions
- Requesting to address Council in relation to a matter in the Council meeting agenda
- Making an appointment to speak with the Mayor and Councillors
- Making an appointment to speak with the General Manager or relevant Director
- Writing to Council about the issues important to you

COUNCIL MEETINGS

Council and committee meetings are held in Council's meeting rooms, situated at 247 Rouse Street, Tenterfield. Ordinary Council Meetings are generally held on the fourth Wednesday of each month commencing at 9.30am. You have the opportunity to participate in the Council Meetings by:

- Viewing the Council Meetings via the livestream on Council's website and YouTube Channel
- Making a deputation on an agenda item. Deputations are allocated five minutes to address Council and are limited to one speaker in the affirmative and one in the negative for each agenda item. Deputations can also be made online. Deputation requests must be lodged with the General Manager by 5.00pm on the Monday preceding the meeting. Deputations are held at 9am.

AVAILABILITY OF BUSINESS PAPERS

Business papers are available on the Friday 12pm preceding the Council meeting on Council's website:

tenterfield.nsw.gov.au/your-council/council-committee-meetings/council-business-papers

LIVESTREAMING COUNCIL MEETINGS

Meetings are live-streamed to Council's YouTube channel. Live streaming or recording of Council meetings increases the transparency of Council decision making and allows access to all members of the community who may not be physically able to attend meetings.

NEWS AND INFORMATION

We aim to better inform our community about Council's activities. We do this through a number of platforms. Tenterfield Shire Council proactively uses traditional and digital media to relay information and seek information from the community.

COUNCIL NOTICES

Are published in the local newspaper "Town & Country" and council website:

tenterfield.nsw.gov.au

SOCIAL MEDIA

Tenterfield Shire Council's Facebook page

MEDIA RELEASES, ADVERTISEMENTS AND DOCUMENTS ON EXHIBITION

Are available on Council's website tenterfield.nsw.gov.au

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 Council and its 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 the quadruple bottom line (QBL) considerations. 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 local government area. The CSP outlines the strategies and measures to achieve the goals

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 programs, projects and activities Council will undertake during the financial year to implement the Delivery Program.

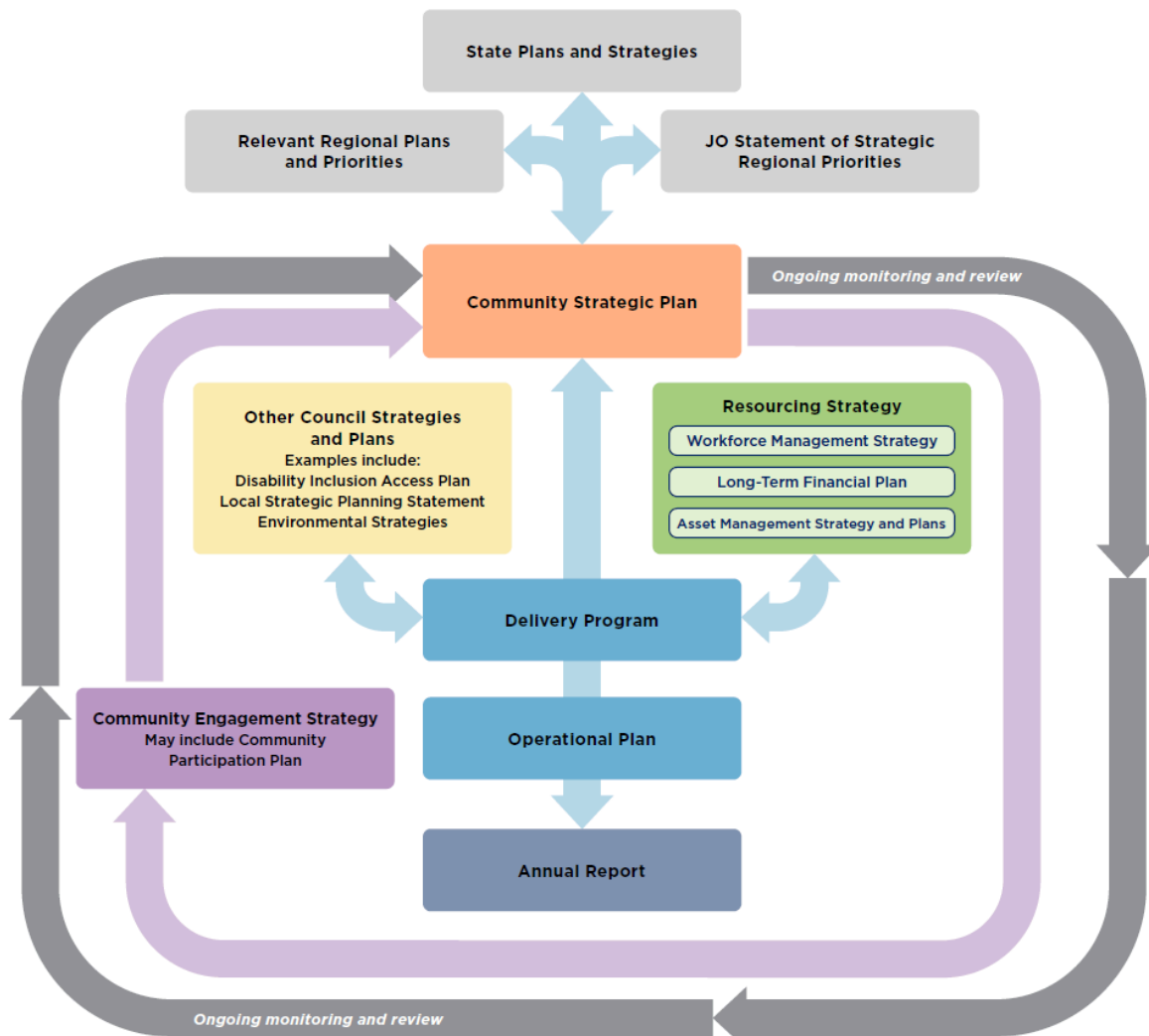
These plans are underpinned by a resourcing strategy which is made up of:

- 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:



Why is IP&R important?

Local councils operate in an increasing complex environment, with responsibilities under more than 50 different pieces of legislation and direct relationships with over 20 NSW and Commonwealth Government agencies. The IP&R Framework allows local councils to navigate these complexities in a meaningful and purposeful way and to:

- integrate community priorities into council strategies and plans
- support community and stakeholders to play an active role in shaping the future of their community
- articulate the community's vision and priorities
- assign resourcing to support delivery of the vision and priorities, while also balancing aspirations with affordability
- maintain accountability and transparency by regular monitoring and reporting.

OUR EXECUTIVE TEAM & ORGANISATIONAL STRUCTURE

The organisation is comprised of two distinct divisions, Infrastructure Services and Corporate Services headed by the Director Infrastructure Services and Director of Corporate Services. Both report directly to the General Manager.



**General Manager
Hein Basson**



**Director Infrastructure
Services
Matthew Francisco**

Environmental Management
Livestock Saleyards
Building & Amenities
Parks, Gardens & Open Space
Swimming Complex
Asset Management &
Resourcing
Commercial Works
Stormwater Drainage
Transport Network
Plant, Fleet & Equipment
Water Supply
Sewerage Services



**Director Corporate
Services
Liz Alley**

Civic Office
Organisation Leadership
Workforce Development
Economic Development
Communications

Finance & Technology
Corporate & Governance
Library Services
Planning & Regulation
Emergency Services

FUTURE DIRECTIONS

What Our Community Wants – our outcomes

Our Community Strategic plan sets out community aspirations which have been grouped under five themes, referred to as Future Directions. The Future Directions apply the Quadruple Bottom Line (community, economic, environmental and civic leadership) with the added Future Direction of Infrastructure (roads, drainage, communications, water and sewer) as this reflects the community's aspiration of having infrastructure that is well maintained and reliable. Whilst Council is not responsible for all of the mentioned services, Council advocates on behalf of the community for improved services.

FUTURE DIRECTION 1 - COMMUNITY

Accessible, Caring and Inclusive



- 1.1 We can access the medical care we need
- 1.2 State and local borders do not prevent us from accessing support and services
- 1.3 Our pool, library, parks and sporting facilities are available to everyone
- 1.4 Younger and older people are valued and supported

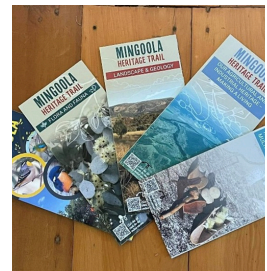


FUTURE DIRECTION 2 - ECONOMY

Good Opportunities



- 2.1 We actively promote all the tourism assets throughout our shire
- 2.2 We promote and support progress in our shire
- 2.3 We support our viable and productive agricultural sector
- 2.4 We are nurturing our environment both built and natural attractions for residents and visitors

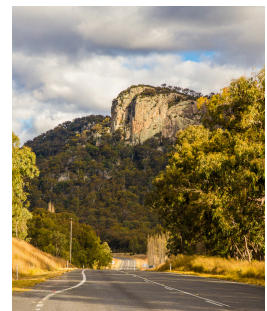


FUTURE DIRECTION 3 - ENVIRONMENT

Well Looked After



- 3.1 We are proactive in preventing the spread of weeds and advocating control of feral pest animals
- 3.2 Our waste collection services are managed well
- 3.3 Our towns and villages are tidy and welcoming
- 3.4 Local volunteers, Council and Emergency Service agencies work together to prepare for natural disasters such as fire and floods



FUTURE DIRECTION 4 - INFRASTRUCTURE

Well Maintained And Reliable



- 4.1 Our roads are safe and sustainably maintained
- 4.2 Water flows away through our drains after rain
- 4.3 We have reliable mobile and internet access
- 4.4 Our water and sewer services are managed well



FUTURE DIRECTION 5 - LEADERSHIP

A Sustainable Future



- 5.1 People are supported to work as volunteers in our community
- 5.2 We understand and agree with how public money is spent
- 5.3 Our local leaders are respected and trusted to make our shire a better place



Delivery Program 2025 – 2029

Operational Plan 2025 – 2026

HOW TO READ OUR PLANS

Council has developed the Delivery Program and Operational Plan to achieve the Future Directions and Outcomes identified in our Community Strategic Plan.



1. Community



3. Environment



5. Leadership



2. Economy



4. Infrastructure

In the top band on the table below you will see one of our colour coded Future Directions as developed in our Community Strategic Plan (CSP)

This is where we show the Community Outcome that we would like to see achieved over the 4 year Delivery Program Cycle

Future Direction Four: Infrastructure Well maintained and reliable



Community Outcome	4.1 Our roads are safe and sustainably maintained						
Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
4.1.1 Update and implement the Road Asset Management Plan (RAMP)	4.1.1.1 Update RAMP with newly acquired robust asset data pertaining to sealed and unsealed road network	X				AMPs for all asset classes in place and up to date	Manager Asset & Program Planning
	4.1.1.2 Develop a new Bridge Asset Management Plan	X				New Bridge Asset Management Plan complete	Manager Asset & Program Planning
	4.1.1.3 Identify additional revenue sources to maintain and renew transport infrastructure	X	X	X	X	Additional revenue sources identified	General Manager
4.1.2 Maintain the local and regional road network	4.1.2.1 As per Operational Plan based on need and within financial constraints	X	X	X	X	Pavement condition indices same or better than 2024	Manager Asset & Program Planning
4.1.3 Maintain and renew footpaths and cycleways as per adopted Asset Management Plans	4.1.3.1 Update Pedestrian and Mobility Access Plan (PMAP)		X			Plan updated	Manager Asset & Program Planning
	4.1.3.2 Update the Tenterfield Bike Plan		X			Plan updated	Manager Asset & Program Planning
	4.1.3.3 Implement the PMAP and Tenterfield Bike Plan to maintain and renew assets		X	X	X	As per Operational Plan maintenance and renewal budget	Manager Asset & Program Planning

Our Strategy (Delivery Program (DP)) is how we intend to deliver the Community Outcome over the 4 year Delivery Program Cycle

The Operational Plan Activity describes the actions that will take place to support the Strategy (Delivery Program) yearly over the following 4 year Delivery Program cycle and which year these activities are scheduled. The Operational Plan is updated yearly.

Our Measures and Targets, and Responsibility give us a clear understanding to whether our activity have been achieved, and which service unit of Council is responsible.

Our success in achieving the activities identified for 2025/26 will be reported to Council on a quarterly basis - October 2025, February 2026, April 2026 and June 2026.

To encourage continuous improvement, Council undertakes an independent community satisfaction survey every two years. This information helps inform the priorities of Council. Our Audit, Risk and Improvement Committee, which consists of three independent representatives, also helps to support our on-going improvement.

Future Direction One: Community *Accessible, Caring and Inclusive*



Community Outcomes

1.1 We can access the medical care we need

1.2 State and local borders do not prevent us from accessing support and services

1.3 Our pool, library parks and sporting facilities are available to everyone

1.4 Younger and older people are valued and supported

How will we get there?

1.1.1 Work with relevant stakeholders to increase the number of local doctors

1.1.2 Advocate for better access to hospitals in QLD for local NSW people

1.2.1 Work with Progress Associations, Cross Border Commissioner, neighbouring Councils and Local Members to improve access to services across borders

1.3.1 Update masterplans for sport and recreation facilities

1.3.2 Support local volunteers to maintain village parks and facilities

1.4.1 Provide children, youth and aged programs in the library

1.4.2 Support community events for younger and older people

1.4.3 Advocate for better community services and facilities within the shire including aged care

1.4.4 Advocate with Police on improving community safety and install CCTV

Future Direction One: Community

Accessible, Caring and Inclusive



Community Outcome		1.1 We can access the medical care we need.						
Strategy (DP)		Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
1.1.1 Work with relevant stakeholders to increase the number of local doctors		1.1.1.1 Increase advocacy meetings with Hunter New England Local Health District and Cross Border Commissioner which are reported to Council	X	X	X	X	Increase in advocacy meetings attended from current levels	Mayor
1.1.2 Advocate for better access to hospitals in QLD for local NSW people		1.1.2.1 Increase advocacy meetings with Hunter New England Local Health District and Cross Border Commissioner which are reported to Council	X	X	X	X	Decrease in number of cases of inability to access Qld hospitals	Mayor
Community Outcome		1.2 State and local borders do not prevent us from accessing support and services						
Strategy (DP)		Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
1.2.1 Work with Progress Associations, Cross Border Commissioner, neighbouring Councils and Local Members to improve access to services across borders		1.2.1.1 Report to Council advocacy with Progress Associations, Cross Border Commissioner, neighbouring Councils and Local Members to improve access to services across borders	X	X	X	X	Decrease in community complaints	Mayor

Future Direction One: Community

Accessible, Caring and Inclusive



Community Outcome		1.3 Our pool, library, parks and sporting facilities are available to everyone					
Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
1.3.1 Update masterplans for sport and recreation facilities	1.3.1.1 Draft and update plans where required		X			Community Satisfaction Survey improved score from last survey	Manager Parks, Gardens and Open Space
	1.3.1.2 Manage the Tenterfield War Memorial Baths (TWMB) Management Plan, and contribute to service delivery	X	X	X	X	Community Satisfaction Survey improved score from last survey	Buildings & Amenities Coordinator
	1.3.1.3 Refine the existing TWMB Masterplan to reach a position where both Capital and Operational Expenditures are affordable and sustainable into the future	X	X			Completed refinement and update of TWMB Masterplan	Buildings & Amenities Coordinator
1.3.2 Support local volunteers to maintain village parks and facilities	1.3.2.1 Provide equipment and support for local volunteers to maintain village roadsides, parks and gardens	X	X	X	X	Community Satisfaction Survey improved score from last survey	Manager Parks, Gardens and Open Space

Future Direction One: Community

Accessible, Caring and Inclusive



Community Outcome		1.4 Younger and older people are valued and supported							
Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility		
1.4.1 Provide children, youth and aged programs in the library	1.4.1.1 Provide inclusive library services and programs that reflect contemporary needs for all age groups	X	X	X	X	Increase in formal and informal consultation processes each year	Librarian		
1.4.2 Support community events for younger and older people	1.4.2.1 Provide and support access to arts and culture activities and opportunities that are inclusive and for all age groups	X	X	X	X	Number of community events for younger and older people	Librarian		
1.4.3 Advocate for better community services and facilities within the shire including aged care	1.4.3.1 Advocate for villages to have access to community services where they are outside of service boundaries	X	X	X	X	Feedback from village communities that they have gained access	Mayor		
	1.4.3.2 Work towards the Sir Henry Parkes Memorial School of Arts becoming functional, delivering museum, cinema, theatre and tourism functions in a cost effective manner	X	X	X	X	Feedback from user groups and the community	General Manager and Director Corporate Services.		
1.4.4 Advocate with Police on improving community safety and installing CCTV	1.4.4.1 Advocacy meetings attended with Police and reported to Council	X	X	X	X	Increases in advocacy meetings from last term	Mayor		
	1.4.4.2 Develop a plan where the crime hotspots in Tenterfield are, in collaboration with Police	X				Plan completed	Mayor		
	1.4.4.3 Seek funding for CCTV installation in the CBD		X			Funding awarded	Mayor		

Future Direction Two: Economy

Good opportunities



Community Outcomes

2.1 We actively promote all the tourism assets throughout our shire

2.2 We promote and support progress in our shire

2.3 We support our viable and productive agricultural sector

2.4 We are nurturing our environment, both built and natural attractions for residents and visitors

How will we get there?

2.1.1 Continue to financially support the Tenterfield Chamber Tourism Group (TCTG) to deliver tourism services

2.2.1 Work in collaboration to implement the Regional Economic Development Strategy (REDS)

2.3.1 We support a viable agricultural sector through sustainable roads infrastructure

2.3.2 Operate the local saleyards safely and efficiently

2.4.1 Improve interpretive signage at key sites

2.4.2 Improve Mt Mackenzie Lookout for visitors with grant funding

2.4.3 Implement Tree Management Plan

2.4.4 Provide safe and accessible public spaces and places that are well maintained.

2.4.5 Our community is educated, encouraged and supported to implement sustainable strategies for management and protection of our natural resources

Future Direction Two: Economy

Good opportunities



Community Outcome		2.1 We actively promote all the tourism assets throughout our shire						
Strategy (DP)		Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
2.1.1 Continue to financially support the Tenterfield Chamber Tourism Group (TCTG) to deliver tourism services		2.1.1.1 Provide financial support on an annual basis to Tenterfield Chamber Tourism Group (TCTG)	X				Improvement in Social Media analytics and other available data, reported to Council by TCTG	General Manager
		2.1.1.2 Review and renew Council agreement with Tenterfield Chamber Tourism Group (TCTG)		X			Improvement in all Tourism statistics yearly, reported to Council by TCTG	General Manager
Community Outcome		2.2 We promote and support progress in our shire						
Strategy (DP)		Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
2.2.1 Work in collaboration to implement the Regional Economic Development Strategy (REDS)		2.2.1.1 Regular contact with Regional Economic body.	X	X	X	X	Reports to Council on Strategies linked to Regional Economic Development	Economic Development Officer
		2.2.1.2 Seek funding for high priority asset renewal projects		X			Funding awarded	Economic Development Officer

Future Direction Two: Economy

Good opportunities



Community Outcome		2.3 We support our viable and productive agricultural sector						
Strategy (DP)		Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
2.3.1 We support a viable agricultural sector through sustainable roads infrastructure		2.3.1.1 Adequate provision is made in annual budget for sealed & unsealed roads so Primary Producers and businesses can get their produce to market	X	X	X	X	Greater Expenditure on local roads through increase in grants funding	Manager Assets & Resourcing
2.3.2 Operate the local saleyards safely and efficiently		2.3.2.1 Manage and deliver commercial saleyards services	X	X	X	X	Number of livestock sold, consistent numbers - no deficit	Manager Parks, Gardens & Open Space
Community Outcome		2.4 We are nurturing our environment, both built and natural attractions for residents and visitors						
Strategy (DP)		Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
2.4.1 Improve interpretive signage at key sites		2.4.1.1 In collaboration with TCTG and Heritage groups in identifying sites where signage can be improved and investigate funding opportunities		X	X		Number of signs improved or replaced each year	Manager Planning & Regulation

Future Direction Two: Economy

Good opportunities



Community Outcome	2.4 We are nurturing our environment, both built and natural attractions for residents and visitors						
Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
2.4.2 Improve Mt Mackenzie Lookout for visitors	2.4.2.1 Improve signage, parking and guardrails at Mt Mackenzie Lookout with funding from Crown Lands	X	X			Improvements in signage, parking and guardrails complete	Manager Asset & Program Planning
2.4.3 Implement Tree Management Plan	2.4.3.1 Engage Arborist report for at risk and unsafe trees	X				Arborist report to Council	Manager Parks, Gardens & Open Space
	2.4.3.2 Obtain community feedback on the Tree Management Plan and tree selection	X				Community Feedback report to Council	Manager Parks, Gardens & Open Space
2.4.4 Provide safe and accessible public spaces and places that are well maintained	2.4.4.1 Implement and deliver maintenance and beautification programs for Parks, Gardens and Open Spaces	X	X	X	X	Community Satisfaction Survey improvements from 2025	Manager Parks, Gardens & Open Space
	2.4.4.2 Develop, maintain and deliver the Property Management Strategy	X	X	X	X	Development of new Property Management Strategy 2025/26	Buildings and Amenities Coordinator
	2.4.4.3 Manage and update Land and Property Register	X	X	X	X	Updated Land and Property Register Yearly	Buildings and Amenities Coordinator

Future Direction Two: Economy

Good opportunities



Community Outcome		2.4 We are nurturing our environment, both built and natural attractions for residents and visitors					
Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
	2.4.4.4 Develop and deliver the Buildings and Amenities Asset Management Plan	X	X	X	X	Buildings and Amenities Asset Management Plan developed 2025/26	Manager Asset & Program Planning
	2.4.4.5 Manage Crown Lands and prepare designated Native Title Advice	X	X	X	X	Manage as required and report to Council	Director Infrastructure Services
2.4.5 Our community is educated, encouraged and supported to implement sustainable strategies for the management and protection of our natural resources	2.4.5.1 Enforce Companion Animals, Illegal Dumping and Parking Control regulations	X	X	X	X	Enforcement as required	Manager Parks, Gardens & Open Space
	2.4.5.2 Notices and Orders to be issued or served where necessary as per the <i>NSW Local Government Act 1993</i> , <i>Environmental Protection Act 1979</i> and <i>Protection of the Environment Operations Act 1997</i> and Associated Regulations	X	X	X	X	Issuance of Notices and Orders when required	Manager Parks, Gardens & Open Space

Future Direction Two: Economy

Good opportunities



Community Outcome		2.4 We are nurturing our environment, both built and natural attractions for residents and visitors					
Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
2.4.6 Implement Plans that balance the built environment with the natural environment	2.4.6.1 Monitor and deliver the Tenterfield Local Environment Plan 2013 and Development Control Plan 2014 (as amended)	X	X	X	X	Reporting DA statistics to Council and the Annual Report	Manager Planning & Regulation
	2.4.6.2 Manage and deliver heritage advisory and local grant services	X	X	X	X	Report on Heritage advice given and oversee grant acquittal	Manager Planning & Regulation
	2.4.6.3 Manage and deliver development, building and construction assessment and regulatory services	X	X	X	X	Report construction assessment and regulatory service numbers quarterly to Council.	Manager Planning & Regulation
	2.4.6.4 Develop and implement new development contribution plan	X	X	X	X	Develop in 2025/2026 implement across remaining years.	Manager Planning & Regulation

Future Direction Three: Environment

Well looked after



Community Outcomes

3.1 We are proactive in preventing the spread of weeds and advocating control of feral pest animals

3.2 Our waste collection services are managed well

3.3 Our towns and villages are tidy and welcoming

3.4 Local volunteers, Council and Emergency Service agencies work together to prepare for natural disasters such as fire and floods

How will we get there?

3.1.1 Educate and collaborate to achieve early reporting and management of weed infestations

3.1.2 Participate in the Northern Tablelands Strategic Weeds Management Plan 2023-2027 and sub plans

3.1.3 Advocate to improve weed and feral pest animal control in the Local Government Area

3.2.1 Operate waste management services that are efficient and appropriate for user needs

3.3.1 Maintain and renew infrastructure on village public spaces

3.3.2 Continue to implement village concept plans as far as is possible within budget restrictions

3.4.1 Review and update natural disaster plans including drought, fire and flood management

3.4.2 Council's Local Emergency Management Officer (LEMO) represents Council on the Local Emergency Management Committee (LEMC)

Future Direction Three: Environment

Well looked after



Community Outcome		3.1 We are proactive in preventing the spread of weeds and advocating control of pest feral animals					
Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
3.1.1 Educate and collaborate to achieve early reporting and management of weed infestations	3.1.1.1 Deliver education and awareness in collaboration with Granite Borders Landcare and Local Land Services via field days, weed awareness signage, Your Local News and Tenterfield Show	X	X	X	X	Increase in education and awareness activities from previous year	Manager Parks, Gardens & Open Space
3.1.2 Participate in the Northern Tablelands Regional Strategic Weed Management Plan 2023 - 2027 and sub plans	3.1.2.1 Deliver proactive weed prevention and control through inspections of high risk sites, pathways and waterways as per the Northern Tablelands Regional High Risk Weeds, Sites and Pathways Inspection Program 2023-2027	X	X	X	X	Reported to Council as per the inspection program, aligned with the Northern Tablelands Regional Strategic Weed Management Plan 2023-2027	Manager Parks, Gardens & Open Space
3.1.3 Advocate to improve weed and feral pest animal control in the Local Government Area	3.1.3.1 Advocate for further funding for weed control	X	X	X	X	Increase in funding	Mayor
	3.1.3.2 Advocate to the Local Land Services to improve feral animal management	X	X	X	X	Submission to LLS report to Council	Mayor

Future Direction Three: Environment

Well looked after



Community Outcome		3.2 Our waste collection services are managed well						
Strategy (DP)		Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
3.2.1 Operate waste management services that are efficient and appropriate for user needs		3.2.1.1 Review Waste Service Unit to ensure the delivery model and staffing levels are appropriate	X	X			Service Review completed	Manager Water & Waste
		3.2.1.2 Deliver and manage waste and recycling services	X	X	X	X	Cost per ratepayer reduction from 24/25 levels	Manager Water & Waste
Community Outcome		3.3 Our towns and villages are tidy and welcoming						
Strategy (DP)		Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
3.3.1 Maintain and renew infrastructure on village public spaces		3.3.1.1 Review and maintain village infrastructure and public spaces according to the Building Condition Assessment Plan and available budget	X	X	X	X	As per Building Condition Assessment Plan and budget	Buildings & Amenities Coordinator
3.3.2 Continue to implement village concept plans as far as is possible within budget restrictions		3.3.2.1 Review and update Village Concept Plans and investigate funding opportunities			X		Village Concept Plans with no Capital spend	Buildings & Amenities Coordinator

Future Direction Three: Environment

Well looked after



Community Outcome		3.4 Local volunteers, Council and Emergency Service agencies work together to prepare for natural disasters such as fire and floods					
Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
3.4.1 Review and update natural disaster plans including drought, fire and flood management	3.4.1.1 Implement Drought Management Plan, Monitor Flood Studies and Plans in place and liaise with Rural Fire Service around Fire Plans	X	X	X	X	Plans to be updated and implemented when required	Manager Planning & Regulatory
3.4.2 Council's Local Emergency Management Officer (LEMO) and Deputy LEMO represent Council on the Local Emergency Management Committee (LEMC)	3.4.2.1 Conduct and coordinate Local Emergency Management Committee meetings	X	X	X	X	100% attendance at Emergency Operations Centre as required	Manager Planning & Regulatory
	3.4.2.2 Enact Emergency Management Plan (EMPLAN) and associated documents as directed by State Emergency Management Committee (LEMC)	X	X	X	X	Respond as required	Manager Planning & Regulatory

Future Direction Four: Infrastructure

Well maintained and reliable



Community Outcomes

4.1 Our roads are safe and sustainably maintained

4.2 Water flows away through our drains after rain

4.3 We have reliable mobile and internet access

4.4 Our water and sewer services are managed well

How will we get there?

4.1.1 Update and implement the Road Asset Management Plan (RAMP)

4.1.2 Maintain the local and regional road network

4.1.3 Maintain and renew footpaths and cycleways as per adopted Asset Management Plans

4.2.1 Update the Stormwater Asset Management Plan focusing on priority problem areas

4.3.1 Advocate to State and Federal Governments for improvements to mobile and internet network coverage

4.4.1 Deliver integrated and sustainable urban water and sewer services

Future Direction Four: Infrastructure

Well maintained and reliable



Community Outcome		4.1 Our roads are safe and sustainably maintained					
Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
4.1.1 Update and implement the Road Asset Management Plan (RAMP)	4.1.1.1 Update RAMP with newly acquired robust asset data pertaining to sealed and unsealed road network	X				AMPs for all asset classes in place and up to date	Manager Asset & Program Planning
	4.1.1.2 Develop a new Bridge Asset Management Plan	X				New Bridge Asset Management Plan complete	Manager Asset & Program Planning
	4.1.1.3 Identify additional revenue sources to maintain and renew transport infrastructure	X	X	X	X	Additional revenue sources identified	General Manager
4.1.2 Maintain the local and regional road network	4.1.2.1 As per funding provisions made in Operational and Capital annual budgets	X	X	X	X	Pavement condition indices same or better than 2024	Manager Asset & Program Planning
	4.1.2.2 Investigate options to address parking availability within Tenterfield CBD, develop an action plan and cost estimations for implementation		X	X	X	Determination of the parking mix needs and to assess non-asset solutions	Manager Asset & Program Planning
4.1.3 Maintain and renew footpaths and cycleways as per adopted Asset Management Plans	4.1.3.1 Update Pedestrian Access and Mobility Plan (PAMP)		X	X		Plan updated	Manager Asset & Program Planning
	4.1.3.2 Update the Tenterfield Bike Plan			X		Plan updated	Manager Asset & Program Planning
	4.1.3.3 Implement the PMAP and Tenterfield Bike Plan to maintain and renew assets				X	As per Operational Plan maintenance and renewal budget	Manager Asset & Program Planning

Future Direction Four: Infrastructure

Well maintained and reliable



Community Outcome		4.2 Water flows away through our drains after rain					
Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
4.2.1 Update the urban Stormwater Asset Management Plan and Masterplan focusing on priority problem areas	4.2.1.1 Provide funding in year 1 to Develop Masterplan and continued funding in future years for high priority targeted projects	X	X	X	X	Spend levy income to develop a priority strategy year on year, as per the updated Stormwater Asset Management Plan and Masterplan	Manager Asset & Program Planning
Community Outcome		4.3 We have reliable mobile and internet access					
Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
4.3.1 Advocate to State and Federal Governments for improvements to mobile and internet network coverage	4.3.1.1 Liaise with NBNco, Telstra and other providers for improvements to mobile and internet network coverage	X	X	X	X	Presented to Council annually. Upgrades to mobile and internet coverage resulting in 5G network as effective as 3G network	Mayor

Future Direction Four: Infrastructure

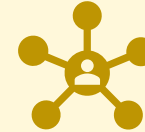
Well maintained and reliable



Community Outcome		4.4 Our water and sewer services are managed well					
Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
4.4.1 Deliver integrated and sustainable urban water and sewer services	4.4.1.1 Implement Water Service Strategic Plan in accordance with NSW Office of Water Guidelines and delivered as per the Integrated Water Cycle Management Plan (IWCM)	X	X	X	X	Reduction in complaints in water quality and service provision	Manager Water & Waste
	4.4.1.2 Report on number of kilometres of water line and sewer line in condition 4 and condition 5	X	X	X	X	Reduction each year - target 0	Manager Water & Waste
	4.4.1.3 Review Water Service Unit to ensure delivery model and staffing levels are appropriate			X		Service Review Complete	Manager Water & Waste

Future Direction Five: Leadership

A sustainable future



Community Outcomes

5.1 People are supported to work as volunteers in our community

5.2 We understand and agree with how public money is spent

5.3 Our local leaders are respected and trusted to make our shire a better place

How will we get there?

5.1.1 Annual Mayoral luncheon for volunteers

5.2.1 Continue to provide financial reports to Council

5.3.1 Advocate community issues to State and Federal Government

5.3.2 Adopt a networked and collaborative approach to regional challenges

5.3.3 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

5.3.4 Deliver continuous improvements in Council's business, processes and systems

Future Direction Five: Leadership

A sustainable future



Community Outcome		5.1 People are supported to work as volunteers in our community						
Strategy (DP)		Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
5.1.1 Annual Mayoral luncheon for volunteers		5.1.1.1 Provide an Annual Mayoral luncheon for the recognition of volunteers in our community	X	X	X	X	Annual Mayoral volunteer luncheon	Mayor
Community Outcome		5.2 We understand and agree with how public money is spent						
Strategy (DP)		Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
5.2.1 Continue to provide financial reports to Council		5.2.1.1 Financial data reported monthly, quarterly and annually to Council	X	X	X	X	Reports completed and adopted by Council	Manager Finance & Technology
		5.2.1.2 Manage the Long-term Financial Plan, aligned with the Asset Management Plan, and Workforce Management Plan	X	X	X	X	Reports completed and adopted by Council	Manager Finance & Technology
		5.2.1.3 Manage Investments - Plan, develop and manage Council's investment portfolio	X	X	X	X	Reports completed and adopted by Council	Manager Finance & Technology
		5.2.1.4 Facilitate and support internal and external audits	X	X	X	X	Internal and external audits completed as per plans and reported to ARIC and Council	Manager Finance & Technology

Future Direction Five: Leadership

A sustainable future



Community Outcome	5.3 Our local leaders are respected and trusted to make our shire a better place						
Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
5.3.1 Advocate community issues to State and Federal Government	5.3.1.1 Communications to politicians advocating community issues to state and federal government	X	X	X	X	Communications to politicians reported 6 monthly to Council	Mayor
5.3.2 Adopt a networked and collaborative approach to regional challenges	5.3.2.1 Continue Membership and participation of Border Regions Organisation of Councils (BROC)	X	X	X	X	Reported to Council Quarterly	Mayor and Deputy Mayor
5.3.3 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	5.3.3.1 Develop, manage and deliver Customer Service, in accordance with the Customer Service Charter	X	X	X	X	Customer Satisfaction Survey improvement from 2025	Manager Finance & Technology
	5.3.3.2 Adjust Council's rating model to achieve a higher level of equity across rating categories	X	X			Alignment between rating categories	Manager Finance & Technology
	5.3.3.3 Develop SRV scenarios to flag the need to increase funding availability for Council's local roads network to remove deficits as shown in the Long Term Financial Plan	X	X			Special Rate Variation Scenarios reported to Council	Manager Finance & Technology
	5.3.3.4 Develop, manage and deliver Governance Services, in accordance with the OLG Compliance Guide	X	X	X	X	Compliance reported in the Annual Report	Governance Officer

Future Direction Five: Leadership

A sustainable future



Community Outcome		5.3 Our local leaders are respected and trusted to make our shire a better place					
Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
5.3.3 continued	5.3.3.5 Develop, manage and deliver the Workforce Management Strategy	X	X	X	X	Reported quarterly to ARIC and Council	Manager Workforce, Safety, Risk & Records
	5.3.3.6 Facilitate worker health and wellbeing consultation communication, and participation processes	X	X	X	X	Reported quarterly to ARIC and Council	Manager Workforce, Safety, Risk & Records
	5.3.3.7 Manage and report on Council's Enterprise Risk Management Framework and Risk Register	X	X	X	X	Reported quarterly to ARIC and Council	Manager Workforce, Safety, Risk & Records
	5.3.3.8 Identify and recruit key positions to build capacity within the organisation in accordance with funding provision	X	X	X	X	Filling of vacant positions from 2024/2025 onwards	Manager Workforce, Safety, Risk & Records
	5.3.3.9 Identify and recruit 12 trainee positions funded by the State Government's initiative	X	X	X		Recruitment of 12 trainee's	Manager Workforce, Safety, Risk & Records
	5.3.3.10 Deliver councillor services and provide support to all councillors in a transparent and non-discriminatory manner including training, research, legislative and evidence based advice	X	X	X	X	Training for Councillors as reported in the Annual report and evidence based advice and research provided in Council reports.	Executive Assistant & Media and Senior Staff

Future Direction Five: Leadership

A sustainable future



Community Outcome		5.3 Our local leaders are respected and trusted to make our shire a better place					
Strategy (DP)	Operational Plan Activity	25/26	26/27	27/28	28/29	Measures Targets	Responsibility
5.3.4 Deliver continuous improvements in Council's business, processes and systems	5.3.4.1 Develop and implement new integrated Enterprise Resource Planning System	X	X	X	X	Implementation of Integrated Enterprise Resource Planning System	Director Corporate Services

Operational Plan Budget 2025 - 2026

Income Statement Consolidated

2025-2026

Revenue from Continuing Operations	Consolidated
Rates & Annual Charges	\$14,905,055
User Fees & Charges	\$2,651,060
Interest & Investment Revenue	\$885,000
Other Revenues	\$793,654
Grants & Contributions provided for Operating Purposes	\$35,896,568
Grants & Contributions provided for Capital Purposes	\$14,083,581
Net gains from the disposal of assets	\$0
Total Income	\$69,214,918
Expenses from Continuing Operations	
Employee Benefits & On-Costs	\$9,617,994
Borrowing Costs	\$831,956
Materials & Contracts	\$37,562,844
Depreciation & Amortisation	\$9,890,898
Impairment	\$0
Other Expenditure	\$2,767,366
Interest & Investment Losses	\$0
Net Losses from the Disposal of Assets	\$312,830
Total Expenditure	\$60,983,888
Operating Result from Continuing Operations	\$8,231,030
Operating Result from Continuing Operations - excluding capital income	(\$5,852,551)

Income Statement by Funds

2025-2026

	General	Water	Sewer	Waste	Stormwater
Revenue from Continuing Operations					
Rates & Annual Charges	\$7,517,463	\$1,435,155	\$2,651,371	\$3,228,292	\$72,774
User Fees & Charges	\$727,936	\$1,364,412	\$222,204	\$336,508	
Interest & Investment Revenue	\$680,000	\$35,000	\$110,000	\$60,000	
Other Revenues	\$736,336	\$3,917	\$9,846	\$43,555	
Grants & Contributions provided for Operating Purposes	\$35,681,933	\$121,261	\$27,821	\$65,553	
Grants & Contributions provided for Capital Purposes	\$11,608,366	\$10,506	\$2,460,506	\$4,203	
Net gains from the disposal of assets					
Total Income	\$56,952,034	\$2,970,251	\$5,481,748	\$3,738,111	\$72,774
Expenses from Continuing Operations					
Employee Benefits & On-Costs	\$7,685,067	\$615,602	\$496,660	\$804,562	\$16,103
Borrowing Costs	\$376,222	\$223,840	\$102,581	\$129,313	
Materials & Contracts	\$33,243,811	\$1,321,856	\$1,276,087	\$1,421,090	\$300,000
Depreciation & Amortisation	\$7,587,039	\$1,177,046	\$660,140	\$345,435	\$121,238
Impairment					
Other Expenditure	\$2,453,260	\$169,811	\$134,111	\$10,184	
Interest & Investment Losses					
Net Losses from the Disposal of Assets	\$312,830				
Total Expenditure	\$51,658,229	\$3,508,155	\$2,669,579	\$2,710,584	\$437,341
Operating Result from Continuing Operations	\$5,293,805	(\$537,904)	\$2,812,169	\$1,027,527	(\$364,567)
Operating Result from Continuing Operations - excluding capital income	(\$6,314,561)	(\$548,410)	\$351,663	\$1,023,324	(\$364,567)
Cash Result - Surplus/(Deficit) - Less Cash expenditure from Reserve funds and Expected Grants	(\$2,292,846)				

Summary Cash Results

2025-2026

Service Units	Revenue	Operating Expenses	Capital Expenditure	Liabilities	Net Profit/ (Loss)
General Manager					
Civic Office		378,257			(378,257)
Organisation Leadership		1,132,948			(1,132,948)
Workforce Development	460,235	1,768,564			(1,308,329)
Economic Growth	100,000	212,488	100,000		(212,488)
Director of Corporate Services					
Finance & Technology <i>This includes all rates for Council</i>	12,051,717	1,203,438	30,000	79,198	10,739,081
Corporate & Governance	1,740	748,415			(746,675)
Arts, Culture & Library	117,293	803,647	230,705	6,400	(923,459)
Planning & Regulation	390,317	618,232			(227,915)
Emergency Services	147,846	713,529			(565,683)
Director of Infrastructure Services					
Environmental Management	88,237	414,062			(325,825)
Livestock Saleyards	113,773	171,280	65,000		(122,507)
Buildings & Amenities	208,185	1,565,940	849,446		(2,207,201)
Parks, Gardens & Open Space	134,097	1,575,814	124,000		(1,565,717)
Swimming Complex		477,880	60,000		(537,880)
Asset Management & Resourcing	10,506	1,095,628	150,000	13,900	(1,249,022)
Commercial Works	163,517	131,213			32,304
Stormwater Drainage	72,774	437,341			(364,567)
Transport Network	42,913,139	38,476,768	18,091,363	366,100	(14,021,092)
Plant, Fleet & Equipment	51,432	170,126	1,980,000		(2,098,694)
Waste Management Services	3,738,111	2,710,584	1,749,150	120,556	(842,179)
Water Supply	2,970,251	3,508,155	482,256	233,316	(1,253,476)
Sewerage Services	5,481,748	2,669,579	3,690,381	126,562	(1,004,774)
Totals	69,214,918	60,983,888	27,602,301	946,032	(20,317,303)

Delivery Program Budget

2025 - 2029

Income Statement – Consolidated 2025-2029

	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)
Income from Continuing Operations				
Rates & Annual Charges	14,905,055	14,851,119	14,883,879	15,250,591
User Charges & Fees	2,651,060	2,650,084	2,706,523	2,793,477
Other Revenues	793,654	1,193,806	1,230,075	1,268,765
Grants & Contributions provided for Operating Purposes	35,896,568	14,677,768	10,061,276	10,228,607
Grants & Contributions provided for Capital Purposes	14,083,581	149,569	153,309	157,142
Interest & Investment Revenue	885,000	685,000	485,000	335,000
Total Income	69,214,918	34,207,346	29,520,062	30,033,582
Expenses from Continuing Operations				
Employee Benefits & On-Costs	9,617,994	10,454,247	10,816,138	11,190,522
Borrowing Costs	831,956	791,934	750,148	703,560
Materials & Contracts	37,562,844	15,389,947	8,222,109	8,116,020
Depreciation & Amortisation	9,890,898	10,359,447	10,851,194	11,370,376
Other Expenses	2,767,366	2,935,076	3,115,770	3,369,052
Net Losses from the Disposal of Assets	312,830	322,215	331,881	341,837
Total Operating Expenses	60,983,888	40,252,866	34,087,240	35,091,367
Surplus/(Deficit) - Including Capital Grants & Contributions	8,231,030	(6,045,520)	(4,567,178)	(5,057,785)
Surplus/(Deficit) - Before Capital Grants & Contributions	(5,852,551)	(6,195,089)	(4,720,487)	(5,214,927)

Cash Result by Fund – Consolidated 2025–2029

	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)
Operational				
Operating Income	55,131,337	34,057,777	29,366,753	29,876,440
Less: Operating Expenditure	60,983,888	40,252,866	34,087,240	35,091,367
Operating Result before Capital Income - Surplus/(Deficit)	(5,852,551)	(6,195,089)	(4,720,487)	(5,214,927)
Capital				
Capital Income	14,083,581	149,569	153,309	157,142
Less: Capital Expenditure	27,602,301	9,409,150	8,686,830	8,687,001
Less: Loan & Lease Repayments	946,032	987,737	1,031,257	1,079,631
Capital Result Surplus/(Deficit)	(14,464,752)	(10,247,318)	(9,564,778)	(9,609,490)
Add: Non Cash Expenses - Depreciation & Amortisation	9,890,898	10,359,447	10,851,194	11,370,376
Cash Result Surplus/(Deficit)	(10,426,405)	(6,082,960)	(3,434,071)	(3,454,041)

Income Statement - General Fund 2025-2029

	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)
Income from Continuing Operations				
Rates & Annual Charges	7,517,463	7,705,399	7,898,034	8,095,485
User Charges & Fees	727,936	745,209	762,914	781,061
Other Revenues	736,336	1,136,384	1,172,265	1,209,329
Grants & Contributions provided for Operating Purposes	35,681,933	14,465,805	9,846,855	10,008,125
Grants & Contributions provided for Capital Purposes	11,608,366	123,723	126,817	129,988
Interest & Investment Revenue	680,000	480,000	280,000	130,000
Total Income	56,952,034	24,656,520	20,086,885	20,353,988
Expenses from Continuing Operations				
Employee Benefits & On-Costs	7,685,067	8,424,449	8,715,299	9,016,144
Borrowing Costs	376,222	361,021	345,184	326,730
Materials & Contracts	33,243,811	11,551,849	4,122,922	3,981,326
Depreciation & Amortisation	7,587,039	7,950,433	8,331,767	8,735,016
Other Expenses	2,453,260	2,597,321	2,752,472	2,978,155
Net Losses from the Disposal of Assets	312,830	322,215	331,881	341,837
Total Operating Expenses	51,658,229	31,207,288	24,599,525	25,379,208
Surplus/(Deficit) - Including Capital Grants & Contributions	5,293,805	(6,550,768)	(4,512,640)	(5,025,220)
Surplus/(Deficit) - Before Capital Grants & Contributions	(6,314,561)	(6,674,491)	(4,639,457)	(5,155,208)

Cash Result by Fund – General Fund 2025-2029

	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)
Operational				
Operating Income	45,343,668	24,532,797	19,960,068	20,224,000
Less: Operating Expenditure	51,658,229	31,207,288	24,599,525	25,379,208
Operating Result before Capital Income - Surplus/(Deficit)	(6,314,561)	(6,674,491)	(4,639,457)	(5,155,208)
Capital				
Capital Income	11,608,366	123,723	126,817	129,988
Less: Capital Expenditure	21,680,514	7,071,584	6,851,692	5,867,836
Less: Loan & Lease Repayments	465,598	482,484	500,053	520,294
Capital Result Surplus/(Deficit)	(10,537,746)	(7,430,345)	(7,224,928)	(6,258,142)
Add: Non Cash Expenses - Depreciation & Amortisation	7,587,039	7,950,433	8,331,767	8,735,016
Cash Result Surplus/(Deficit)	(9,265,268)	(6,154,403)	(3,532,618)	(2,678,334)
Cash Result - Surplus/ (Deficit) - Less Cash expenditure from Reserve funds and Expended Grant/DRFA Funding	(2,292,846)	(2,452,427)	(2,743,726)	(2,678,334)

Income Statement – Water 2025-2029

	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)
Income from Continuing Operations				
Rates & Annual Charges	1,435,155	1,439,073	1,500,446	1,564,345
User Charges & Fees	1,364,412	1,367,793	1,426,054	1,487,065
Other Revenues	3,917	3,917	4,074	4,237
Grants & Contributions provided for Operating Purposes	121,261	121,261	126,111	131,155
Grants & Contributions provided for Capital Purposes	10,506	10,769	11,038	11,314
Interest & Investment Revenue	35,000	35,000	35,000	35,000
Total Income	2,970,251	2,977,813	3,102,723	3,233,116
Expenses from Continuing Operations				
Employee Benefits & On-Costs	615,602	638,593	660,942	684,079
Borrowing Costs	223,840	214,463	204,462	195,056
Materials & Contracts	1,321,856	1,334,039	1,353,189	1,392,220
Depreciation & Amortisation	1,177,046	1,235,898	1,297,693	1,362,578
Other Expenses	169,811	181,817	194,752	208,691
Net Losses from the Disposal of Assets				
Total Operating Expenses	3,508,155	3,604,810	3,711,038	3,842,624
Surplus/(Deficit) - Including Capital Grants & Contributions	(537,904)	(626,997)	(608,315)	(609,508)
Surplus/(Deficit) - Before Capital Grants & Contributions	(548,410)	(637,766)	(619,353)	(620,822)

Cash Result by Fund – Water 2025-2029

	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)
Operational				
Operating Income	2,959,745	2,967,044	3,091,685	3,221,802
Less: Operating Expenditure	3,508,155	3,604,810	3,711,038	3,842,624
Operating Result before Capital Income - Surplus/(Deficit)	(548,410)	(637,766)	(619,353)	(620,822)
Capital				
Capital Income	10,506	10,769	11,038	11,314
Less: Capital Expenditure	482,256	1,072,044	383,369	511,038
Less: Loan & Lease Repayments	233,316	242,691	252,694	262,099
Capital Result Surplus/(Deficit)	(705,066)	(1,303,966)	(625,025)	(761,823)
Add: Non Cash Expenses - Depreciation & Amortisation	1,177,046	1,235,898	1,297,693	1,362,578
Cash Result Surplus/(Deficit)	(76,430)	(705,834)	53,315	(20,067)

Income Statement - Sewer 2025-2029

	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)
Income from Continuing Operations				
Rates & Annual Charges	2,651,371	2,395,320	2,163,811	2,258,912
User Charges & Fees	222,204	200,574	181,047	188,843
Other Revenues	9,846	8,861	7,975	8,294
Grants & Contributions provided for Operating Purposes	27,821	25,039	22,535	23,437
Grants & Contributions provided for Capital Purposes	2,460,506	10,769	11,038	11,314
Interest & Investment Revenue	110,000	110,000	110,000	110,000
Total Income	5,481,748	2,750,563	2,496,406	2,600,800
Expenses from Continuing Operations				
Employee Benefits & On-Costs	496,660	541,818	560,780	580,410
Borrowing Costs	102,581	92,500	81,833	69,885
Materials & Contracts	1,276,087	1,040,520	1,248,446	1,204,234
Depreciation & Amortisation	660,140	693,147	727,805	764,195
Other Expenses	134,111	144,864	156,502	169,102
Net Losses from the Disposal of Assets				
Total Operating Expenses	2,669,579	2,512,849	2,775,366	2,787,826
Surplus/(Deficit) - Including Capital Grants & Contributions	2,812,169	237,714	(278,960)	(187,026)
Surplus/(Deficit) - Before Capital Grants & Contributions	351,663	226,945	(289,998)	(198,340)

Cash Result by Fund – Sewer 2025-2029

	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)
Operational				
Operating Income	3,021,242	2,739,794	2,485,368	2,589,486
Less: Operating Expenditure	2,669,579	2,512,849	2,775,366	2,787,826
Operating Result before Capital Income - Surplus/(Deficit)	351,663	226,945	(289,998)	(198,340)
Capital				
Capital Income	2,460,506	10,769	11,038	11,314
Less: Capital Expenditure	3,690,381	704,192	736,799	793,178
Less: Loan & Lease Repayments	126,562	136,643	147,310	159,258
Capital Result Surplus/(Deficit)	(1,356,437)	(830,066)	(873,071)	(941,122)
Add: Non Cash Expenses - Depreciation & Amortisation	660,140	693,147	727,805	764,195
Cash Result Surplus/(Deficit)	(344,634)	90,026	(435,264)	(375,267)

Income Statement - Waste 2025-2029

	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)
Income from Continuing Operations				
Rates & Annual Charges	3,228,292	3,238,403	3,248,514	3,258,625
User Charges & Fees	336,508	336,508	336,508	336,508
Other Revenues	43,555	44,644	45,761	46,905
Grants & Contributions provided for Operating Purposes	65,553	65,663	65,775	65,890
Grants & Contributions provided for Capital Purposes	4,203	4,308	4,416	4,526
Interest & Investment Revenue	60,000	60,000	60,000	60,000
Total Income	3,738,111	3,749,526	3,760,974	3,772,454
Expenses from Continuing Operations				
Employee Benefits & On-Costs	804,562	832,721	861,867	892,035
Borrowing Costs	129,313	123,950	118,669	111,889
Materials & Contracts	1,421,090	1,463,539	1,497,552	1,538,240
Depreciation & Amortisation	345,435	352,669	360,264	368,239
Other Expenses	10,184	11,074	12,044	13,104
Net Losses from the Disposal of Assets				
Total Operating Expenses	2,710,584	2,783,953	2,850,396	2,923,507
Surplus/(Deficit) - Including Capital Grants & Contributions	1,027,527	965,573	910,578	848,947
Surplus/(Deficit) - Before Capital Grants & Contributions	1,023,324	961,265	906,162	844,421

Cash Result by Fund – Waste 2025–2029

	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)
Operational				
Operating Income	3,733,908	3,745,218	3,756,558	3,767,928
Less: Operating Expenditure	2,710,584	2,783,953	2,850,396	2,923,507
Operating Result before Capital Income - Surplus/(Deficit)	1,023,324	961,265	906,162	844,421
Capital				
Capital Income	4,203	4,308	4,416	4,526
Less: Capital Expenditure	1,749,150	461,330	611,970	1,408,859
Less: Loan & Lease Repayments	120,556	125,919	131,200	137,980
Capital Result Surplus/(Deficit)	(1,865,503)	(582,941)	(738,754)	(1,542,313)
Add: Non Cash Expenses - Depreciation & Amortisation	345,435	352,669	360,264	368,239
Cash Result Surplus/(Deficit)	(496,744)	730,993	527,672	(329,653)

Income Statement – Stormwater 2025–2029

	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)
Income from Continuing Operations				
Rates & Annual Charges	72,774	72,924	73,074	73,224
User Charges & Fees				
Other Revenues				
Grants & Contributions provided for Operating Purposes				
Grants & Contributions provided for Capital Purposes				
Interest & Investment Revenue				
Total Income	72,774	72,924	73,074	73,224
Expenses from Continuing Operations				
Employee Benefits & On-Costs	16,103	16,666	17,250	17,854
Borrowing Costs				
Materials & Contracts	300,000			
Depreciation & Amortisation	121,238	127,300	133,665	140,348
Other Expenses				
Net Losses from the Disposal of Assets				
Total Operating Expenses	437,341	143,966	150,915	158,202
Surplus/(Deficit) - Including Capital Grants & Contributions	(364,567)	(71,042)	(77,841)	(84,978)
Surplus/(Deficit) - Before Capital Grants & Contributions	(364,567)	(71,042)	(77,841)	(84,978)

Cash Result by Fund – Stormwater 2025–2029

	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)
Operational				
Operating Income	72,774	72,924	73,074	73,224
Less: Operating Expenditure	437,341	143,966	150,915	158,202
Operating Result before Capital Income - Surplus/(Deficit)	(364,567)	(71,042)	(77,841)	(84,978)
Capital				
Capital Income				
Less: Capital Expenditure		100,000	103,000	106,090
Less: Loan & Lease Repayments				
Capital Result Surplus/(Deficit)		(100,000)	(103,000)	(106,090)
Add: Non Cash Expenses - Depreciation & Amortisation	121,238	127,300	133,665	140,348
Cash Result Surplus/(Deficit)	(243,329)	(43,742)	(47,176)	(50,720)

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 Engagement, Representations to other tiers of Government, Resolutions and Council Minutes

	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)
CIVIC OFFICE				
INCOME				
TOTAL OPERATING INCOME				
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME				
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	378,257	388,252	398,523	467,538
TOTAL DEPRECIATION				
TOTAL CAPITAL EXPENDITURE				
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	378,257	388,252	398,523	467,538
NET RESULT *	(378,257)	(388,252)	(398,523)	(467,538)
NET RESULT (Excluding Capital Income & Expenditure, & Loan Repayments)	(378,257)	(388,252)	(398,523)	(467,538)

*Matches Net Profit/ (Loss), last column in Cash Results by Service Area Page # 42

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 and procedures, guidance documents and checklists.

Key Outputs:

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

	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)
ORGANISATION LEADERSHIP				
INCOME				
TOTAL OPERATING INCOME				
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME				
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	1,132,948	1,105,972	1,116,331	1,183,413
TOTAL DEPRECIATION				
TOTAL CAPITAL EXPENDITURE				
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	1,132,948	1,105,972	1,116,331	1,183,413
NET RESULT *	(1,132,948)	(1,105,972)	(1,116,331)	(1,183,413)
NET RESULT (Excluding Capital Income & Expenditure, & Loan Repayments)	(1,132,948)	(1,105,972)	(1,116,331)	(1,183,413)

*Matches Net Profit/ (Loss), last column in Cash Results by Service Area Page # 42

3. ECONOMIC GROWTH – Section Budget

Service Description:

Support for the Tenterfield Local Government Area and larger region as a place to visit, live, work, play and invest, capitalising on the region's tourism potential as an iconic Australian destination through coordinated marketing activities with the Tenterfield Chamber Tourism Group (TCTG) and School of Arts Tenterfield Incorporated (SOATI).

Key Outputs:

Regional Tourism Marketing Programs, Supporting Existing Businesses, Establishing a Face-to-Face visitor Welcoming Space in the School of Arts

ECONOMIC GROWTH	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)
INCOME				
TOTAL OPERATING INCOME				
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	100,000			
TOTAL INCOME	100,000			
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	130,199	134,417	138,776	143,282
TOTAL DEPRECIATION	82,289	86,404	90,724	95,260
TOTAL CAPITAL EXPENDITURE	100,000			
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	312,488	220,821	229,500	238,542
NET RESULT *	(212,488)	(220,821)	(229,500)	(238,542)
NET RESULT (Excluding Capital Income & Expenditure, & Loan Repayments)	(212,488)	(220,821)	(229,500)	(238,542)

*Matches Net Profit/ (Loss), last column in Cash Results by Service Area Page # 42

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

LIBRARY SERVICES	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)
INCOME				
TOTAL OPERATING INCOME	96,588	98,853	101,175	103,555
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	20,705	21,223	21,754	22,298
TOTAL INCOME	117,293	120,076	122,929	125,853
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	753,380	775,956	801,458	826,995
TOTAL DEPRECIATION	50,267	50,355	52,166	54,067
TOTAL CAPITAL EXPENDITURE	230,705	21,223	21,754	22,298
TOTAL LOAN PRINCIPAL REPAYMENTS	6,400	6,592	6,790	6,994
TOTAL EXPENDITURE	1,040,752	854,126	882,168	910,354
NET RESULT *	(923,459)	(734,050)	(759,239)	(784,501)
NET RESULT (Excluding Capital Income & Expenditure, & Loan Repayments)	(707,059)	(727,458)	(752,449)	(777,507)

*Matches Net Profit/ (Loss), last column in Cash Results by Service Area Page # 42

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 wellbeing.

Key Outputs:

Workforce Development, Training and Development, Enterprise Risk Management, Human Resource Operation, Work Health and Safety, Records Management

	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)
WORKFORCE DEVELOPMENT				
INCOME				
TOTAL OPERATING INCOME	460,235	853,850	883,137	913,430
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME	460,235	853,850	883,137	913,430
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	1,768,564	1,852,399	1,907,344	1,963,867
TOTAL DEPRECIATION				
TOTAL CAPITAL EXPENDITURE				
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	1,768,564	1,852,399	1,907,344	1,963,867
NET RESULT *	(1,308,329)	(998,549)	(1,024,207)	(1,050,437)
NET RESULT (Excluding Capital Income & Expenditure, & Loan Repayments)	(1,308,329)	(998,549)	(1,024,207)	(1,050,437)

*Matches Net Profit/ (Loss), last column in Cash Results by Service Area Page # 42

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 (EMPLAN), Rural Fire Service Operations and Emergency Response, Development and review of the Tenterfield Shire Emergency Management Plan, Tenterfield Shire Council Local Emergency Management Committee, State Emergency Service Operations and Emergency Response

EMERGENCY SERVICES	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)
INCOME				
TOTAL OPERATING INCOME	147,846	151,542	155,331	159,214
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME	147,846	151,542	155,331	159,214
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	703,271	721,172	754,451	773,366
TOTAL DEPRECIATION	10,258	9,804	9,573	9,573
TOTAL CAPITAL EXPENDITURE				
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	713,529	730,976	764,024	782,939
NET RESULT *	(565,683)	(579,434)	(608,693)	(623,725)
NET RESULT (Excluding Capital Income & Expenditure, & Loan Repayments)	(565,683)	(579,434)	(608,693)	(623,725)

*Matches Net Profit/ (Loss), last column in Cash Results by Service Area Page # 42

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 and Grant Acquittals, Statistical Returns, Customer Service,

Includes Rates Income

FINANCE & TECHNOLOGY	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)
INCOME				
TOTAL OPERATING INCOME	12,051,717	12,135,260	2,225,892	12,373,790
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME	12,051,717	12,135,260	12,225,892	12,373,790
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	1,175,872	1,697,663	1,601,013	1,249,074
TOTAL DEPRECIATION	27,566	27,566	27,566	27,566
TOTAL CAPITAL EXPENDITURE	30,000	30,900	31,827	32,782
TOTAL LOAN PRINCIPAL REPAYMENTS	79,198	81,475	83,829	86,362
TOTAL EXPENDITURE	1,312,636	1,837,604	1,744,235	1,395,784
NET RESULT *	10,739,081	10,297,656	10,481,657	10,978,006
NET RESULT (Excluding Capital Income & Expenditure, & Loan Repayments)	10,848,279	10,410,031	10,597,313	11,097,150

*Matches Net Profit/ (Loss), last column in Cash Results by Service Area Page # 42

8. CORPORATE & GOVERNANCE – Section Budget

Service Description:

The provision of functions to internal and external customers of Council including Statutory Reporting.

Key Outputs:

Integrated Planning & Reporting, Audit & Risk Improvement Committee, Statutory Reporting, Government Information Public Access, Reviews and Investigation, Delegations Register, Governance Framework, Annual Operational Plan

CORPORATE & GOVERNANCE	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)
INCOME				
TOTAL OPERATING INCOME	1,740	1,784	1,829	1,875
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME	1,740	1,784	1,829	1,875
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	678,784	777,591	803,634	830,551
TOTAL DEPRECIATION	69,631	73,054	76,649	80,423
TOTAL CAPITAL EXPENDITURE				
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	748,415	850,645	880,283	910,974
NET RESULT *	(746,675)	(848,861)	(878,454)	(909,099)
NET RESULT (Excluding Capital Income & Expenditure, & Loan Repayments)	(746,675)	(848,861)	(878,454)	(909,099)

*Matches Net Profit/ (Loss), last column in Cash Results by Service Area Page # 42

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:

Weed Management and Control Service, Ranger Operations, Parking Compliance, Companion Animals, Community Education

ENVIRONMENTAL MANAGEMENT	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)
INCOME				
TOTAL OPERATING INCOME	88,237	90,443	92,704	95,021
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME	88,237	90,443	92,704	95,021
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	413,132	457,401	472,543	488,592
TOTAL DEPRECIATION	930	930	930	930
TOTAL CAPITAL EXPENDITURE				
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	414,062	458,331	473,473	489,522
NET RESULT *	(325,825)	(367,888)	(380,769)	(394,501)
NET RESULT (Excluding Capital Income & Expenditure, & Loan Repayments)	(325,825)	(367,888)	(380,769)	(394,501)

*Matches Net Profit/ (Loss), last column in Cash Results by Service Area Page # 42

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

	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)
LIVESTOCK SALEYARDS				
INCOME				
TOTAL OPERATING INCOME	113,773	116,617	119,533	122,522
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME	113,773	116,617	119,533	122,522
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	86,838	87,128	92,359	95,821
TOTAL DEPRECIATION	84,442	88,664	93,097	97,752
TOTAL CAPITAL EXPENDITURE	65,000		216,260	16,280
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	236,280	175,792	401,716	209,853
NET RESULT *	(122,507)	(59,175)	(282,183)	(87,331)
NET RESULT (Excluding Capital Income & Expenditure, & Loan Repayments)	(57,507)	(59,175)	(65,923)	(71,051)

*Matches Net Profit/ (Loss), last column in Cash Results by Service Area Page # 42

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 and Infringements, Land Use Planning, Approvals, Community and School Education

	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)
PLANNING & REGULATION				
INCOME				
TOTAL OPERATING INCOME	290,317	297,237	304,642	312,232
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	100,000	102,500	105,063	107,690
TOTAL INCOME	390,317	399,737	409,705	419,922
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	590,327	732,258	655,950	678,131
TOTAL DEPRECIATION	27,905	27,905	27,905	27,905
TOTAL CAPITAL EXPENDITURE				
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	618,232	760,163	683,855	706,036
NET RESULT *	(227,915)	(360,426)	(274,150)	(286,114)
NET RESULT (Excluding Capital Income & Expenditure, & Loan Repayments)	(327,915)	(462,926)	(379,213)	(393,804)

*Matches Net Profit/ (Loss), last column in Cash Results by Service Area Page # 42

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	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)
INCOME				
TOTAL OPERATING INCOME	208,185	212,915	217,772	222,757
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME	208,185	212,915	217,772	222,757
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	1,195,965	832,555	979,505	1,019,624
TOTAL DEPRECIATION	369,975	381,205	390,801	403,482
TOTAL CAPITAL EXPENDITURE	849,446	948,892	488,892	20,000
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	2,415,386	2,162,652	1,859,198	1,443,106
NET RESULT *	(2,207,201)	(1,949,737)	(1,641,426)	(1,220,349)
NET RESULT (Excluding Capital Income & Expenditure, & Loan Repayments)	(1,357,755)	(1,000,845)	(1,152,534)	(1,200,349)

*Matches Net Profit/ (Loss), last column in Cash Results by Service Area Page # 42

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	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)
INCOME				
TOTAL OPERATING INCOME	134,097	137,449	140,885	144,407
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME	134,097	137,449	140,885	144,407
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	1,291,599	1,315,718	1,290,104	1,347,307
TOTAL DEPRECIATION	284,215	298,119	312,719	328,049
TOTAL CAPITAL EXPENDITURE	124,000	315,920	67,898	69,935
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	1,699,814	1,929,757	1,670,721	1,745,291
NET RESULT *	(1,565,717)	(1,792,308)	1,529,836)	(1,600,884)
NET RESULT (Excluding Capital Income & Expenditure, & Loan Repayments)	(1,441,717)	(1,476,388)	(1,461,938)	(1,530,949)

*Matches Net Profit/ (Loss), last column in Cash Results by Service Area Page # 42

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	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)
INCOME				
TOTAL OPERATING INCOME				
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME				
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	425,671	356,192	383,652	398,307
TOTAL DEPRECIATION	52,209	53,995	55,870	57,839
TOTAL CAPITAL EXPENDITURE	60,000	65,750	106,523	40,000
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	537,880	475,937	546,045	496,146
NET RESULT *	(537,880)	(475,937)	(546,045)	(496,146)
NET RESULT (Excluding Capital Income & Expenditure, & Loan Repayments)	(477,880)	(410,187)	(439,522)	(456,146)

*Matches Net Profit/ (Loss), last column in Cash Results by Service Area Page # 42

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	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)
INCOME				
TOTAL OPERATING INCOME	10,506	10,769	11,038	11,314
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME	10,506	10,769	11,038	11,314
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	978,600	1,185,778	1,197,629	1,381,416
TOTAL DEPRECIATION	117,028	122,398	128,037	133,958
TOTAL CAPITAL EXPENDITURE	150,000	65,300	555,000	250,000
TOTAL LOAN PRINCIPAL REPAYMENTS	13,900	14,317	14,747	15,189
TOTAL EXPENDITURE	1,259,528	1,387,793	1,895,413	1,780,563
NET RESULT *	(1,249,022)	(1,377,024)	(1,884,375)	(1,769,249)
NET RESULT (Excluding Capital Income & Expenditure, & Loan Repayments)	(1,085,122)	(1,297,407)	(1,314,628)	(1,504,060)

*Matches Net Profit/ (Loss), last column in Cash Results by Service Area Page # 42

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

	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)
COMMERCIAL WORKS				
INCOME				
TOTAL OPERATING INCOME	163,517	167,605	171,795	176,090
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME	163,517	167,605	171,795	176,090
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	131,213	135,217	139,344	143,600
TOTAL DEPRECIATION				
TOTAL CAPITAL EXPENDITURE				
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	131,213	135,217	139,344	143,600
NET RESULT *	32,304	32,388	32,451	32,490
NET RESULT (Excluding Capital Income & Expenditure, & Loan Repayments)	32,304	32,388	32,451	32,490

*Matches Net Profit/ (Loss), last column in Cash Results by Service Area Page # 42

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

	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)
STORMWATER DRAINAGE				
INCOME				
TOTAL OPERATING INCOME	72,774	72,924	73,074	73,224
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME	72,774	72,924	73,074	73,224
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	316,103	16,666	17,250	17,854
TOTAL DEPRECIATION	121,238	127,300	133,665	140,348
TOTAL CAPITAL EXPENDITURE		100,000	103,000	106,090
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	437,341	243,966	253,915	264,292
NET RESULT *	(364,567)	(171,042)	(180,841)	(191,068)
NET RESULT (Excluding Capital Income & Expenditure, & Loan Repayments)	(364,567)	(71,042)	(77,841)	(84,978)

*Matches Net Profit/ (Loss), last column in Cash Results by Service Area Page # 42

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

	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)
TRANSPORT NETWORK				
INCOME				
TOTAL OPERATING INCOME	31,525,478	10,205,755	5,480,299	5,532,406
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	11,387,661			
TOTAL INCOME	42,913,139	10,205,755	5,480,299	5,532,406
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	32,566,862	10,921,748	3,732,846	3,825,913
TOTAL DEPRECIATION	5,909,906	6,204,595	6,514,019	6,838,915
TOTAL CAPITAL EXPENDITURE	18,091,363	5,323,599	5,063,538	5,116,541
TOTAL LOAN PRINCIPAL REPAYMENTS	366,100	380,100	394,687	411,749
TOTAL EXPENDITURE	56,934,231	22,830,042	15,705,090	16,193,118
NET RESULT *	(14,021,092)	(12,624,287)	(10,224,791)	(10,660,712)
NET RESULT (Excluding Capital Income & Expenditure, & Loan Repayments)	(6,951,290)	(6,920,588)	(4,766,566)	(5,132,422)

*Matches Net Profit/ (Loss), last column in Cash Results by Service Area Page # 42

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

	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)
PLANT, FLEET & EQUIPMENT				
INCOME				
TOTAL OPERATING INCOME	51,432	52,718	54,036	55,387
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME	51,432	52,718	54,036	55,387
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	(330,292)	(220,562)	(197,704)	(172,605)
TOTAL DEPRECIATION	500,418	525,439	551,711	579,297
TOTAL CAPITAL EXPENDITURE	1,980,000	300,000	300,000	300,000
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	2,150,126	604,877	654,007	706,692
NET RESULT *	(2,098,694)	(552,159)	(599,971)	(651,305)
NET RESULT (Excluding Capital Income & Expenditure, & Loan Repayments)	(118,694)	(252,159)	(299,971)	(351,305)

*Matches Net Profit/ (Loss), last column in Cash Results by Service Area Page # 42

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	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)
INCOME				
TOTAL OPERATING INCOME	3,733,908	3,745,218	3,756,558	3,767,928
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	4,203	4,308	4,416	4,526
TOTAL INCOME	3,738,111	3,749,526	3,760,974	3,772,454
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	2,365,149	2,431,284	2,490,132	2,555,268
TOTAL DEPRECIATION	345,435	352,669	360,264	368,239
TOTAL CAPITAL EXPENDITURE	1,749,150	461,330	611,970	1,408,859
TOTAL LOAN PRINCIPAL REPAYMENTS	120,556	125,919	131,200	137,980
TOTAL EXPENDITURE	4,580,290	3,371,202	3,593,566	4,470,346
NET RESULT *	(842,179)	378,324	167,408	(697,892)
NET RESULT (Excluding Capital Income & Expenditure, & Loan Repayments)	1,023,324	961,265	906,162	844,421

*Matches Net Profit/ (Loss), last column in Cash Results by Service Area Page # 42

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 and Urbenville, Water Sales - Woodenbong and Muli Muli, Reticulation System - Jennings

	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)
WATER SUPPLY				
INCOME				
TOTAL OPERATING INCOME	2,959,745	2,967,044	3,091,685	3,221,802
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	10,506	10,769	11,038	11,314
TOTAL INCOME	2,970,251	2,977,813	3,102,723	3,233,116
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	2,331,109	2,368,912	2,413,345	2,480,046
TOTAL DEPRECIATION	1,177,046	1,235,898	1,297,693	1,362,578
TOTAL CAPITAL EXPENDITURE	482,256	1,072,044	383,369	511,038
TOTAL LOAN PRINCIPAL REPAYMENTS	233,316	242,691	252,694	262,099
TOTAL EXPENDITURE	4,223,727	4,919,545	4,347,101	4,615,761
NET RESULT *	(1,253,476)	(1,941,732)	(1,244,378)	(1,382,645)
NET RESULT (Excluding Capital Income & Expenditure, & Loan Repayments)	(548,410)	(637,766)	(619,353)	(620,822)

*Matches Net Profit/ (Loss), last column in Cash Results by Service Area Page # 42

22. SEWERAGE SERVICES – Section Budget

Service Description:

To provide sewerage services in urban areas that is environmentally sustainable and cost effective to meet the demand of our community complying with relevant legislative requirements.

Key Outputs:

Sewerage services Tenterfield and Urbenville, Asset maintenance, Renewal and upgrade program (sewer mains, valves and hydrants), Compliance with EFA and DPI Water licence conditions.

SEWERAGE SERVICES	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)
INCOME				
TOTAL OPERATING INCOME	3,021,242	2,739,794	2,485,368	2,589,486
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	2,460,506	10,769	11,038	11,314
TOTAL INCOME	5,481,748	2,750,563	2,496,406	2,600,800
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	2,009,439	1,819,702	2,047,561	2,023,631
TOTAL DEPRECIATION	660,140	693,147	727,805	764,195
TOTAL CAPITAL EXPENDITURE	3,690,381	704,192	736,799	793,178
TOTAL LOAN PRINCIPAL REPAYMENTS	126,562	136,643	147,310	159,258
TOTAL EXPENDITURE	6,486,522	3,353,684	3,659,475	3,740,262
NET RESULT *	(1,004,774)	(603,121)	(1,163,069)	(1,139,462)
NET RESULT (Excluding Capital Income & Expenditure, & Loan Repayments)	351,663	226,945	(289,998)	(198,340)

*Matches Net Profit/ (Loss), last column in Cash Results by Service Area Page # 42

CAPITAL EXPENDITURE

This section outlines the capital expenditure planned for the four-year period from 2025/2026 to 2028/2029.

Description	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)	Type	Funding Source
Economic Growth						
SCCF5 - Tenterfield Youth Precinct Infrastructure Upgrade, Stage 2	100,000				New	Stronger Communities Fund - Round 5 grant
Total Economic Growth	100,000					
Arts, Culture & Library Services						
Local Priority Grant - Capital Assets	20,705	21,223	21,754	22,298	Renewal	NSW Public Library Funding
School of Arts - Roofing Works	210,000				Renewal	General Fund
Total Arts, Culture & Library Services	230,705	21,223	21,754	22,298		
Finance & Technology						
Computer Equipment	30,000	30,900	31,827	32,782	Renewal	General Fund
Total Finance & Technology	30,000	30,900	31,827	32,782		
Livestock Saleyards						
Saleyards - Upgrade Agents Cattle Crush x 3	35,000				Renewal	General Fund - Internal Reserve - Livestock Saleyards
Saleyards - Livestock Scanner Replacement	30,000				Renewal	General Fund - Internal Reserve - Livestock Saleyards
Saleyards - Hardstand & Parking Area Renewal			216,260		Renewal	General Fund
Saleyards - Boundary Fence				9,280	Renewal	General Fund
Saleyards - Entry Post, Rail Fence & Gate				7,000	Renewal	General Fund
Total Livestock Saleyards	65,000		216,260	16,280		

CAPITAL EXPENDITURE

This section outlines the capital expenditure planned for the four-year period from 2025/2026 to 2028/2029.

Description	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)	Type	Funding Source
Parks, Gardens & Open Space						
Parks & Gardens - Walking Paths Solar Lighting	30,000	30,900	31,827	32,782	New	General Fund
Parks & Gardens - Fixtures Replacement	30,000	30,900	31,827	32,782	Renewal	General Fund
Legume Park - Playground Fencing	30,000				New	General Fund
Urbenville Park - Playground Fencing	30,000				New	General Fund
Tenterfield Cemetery - New Slabs	4,000	4,120	4,244	4,371	New	General Fund
Federation Park - Renewal of Floodlights to New Technology - to apply for grant funding \$300,000		150,000			Renewal	General Fund 50% / Apply for Grant Funding 50%
Shirley Park - Renewal of Floodlights to New Technology - to apply for grant funding \$200,000		100,000			Renewal	General Fund 50% / Apply for Grant Funding 50%
Total Parks, Gardens & Open Space	124,000	315,920	67,898	69,935		
Buildings & Amenities						
Admin Building - Roof Replacement	450,000				Renewal	General Fund
CCTV for Town Centre	100,000				Renewal	General Fund
Federation Park - Amenities Block Replacement (SRV 2023)	244,446	488,892	488,892		Renewal	General Fund - Internal Reserve - SRV 2023
Jubilee Park - Rotunda Renewal	55,000				Renewal	General Fund
Bruxner Park - Toilet Block Replacement (SRV 2023)		200,000			Renewal	General Fund - Internal Reserve - SRV 2023

CAPITAL EXPENDITURE

This section outlines the capital expenditure planned for the four-year period from 2025/2026 to 2028/2029.

Description	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)	Type	Funding Source
Market Square - Toilet Block Replacement (SRV 2023)		200,000			Renewal	General Fund - Internal Reserve - SRV 2023
Memorial Hall Tenterfield - Renew Old Bathrooms		60,000			Renewal	General Fund
RSL Hall Verandah - Renewal				20,000	Renewal	General Fund
Total Buildings & Amenities	849,446	948,892	488,892	20,000		
Swimming Complex						
Swimming Pool - Equipment Replacement	25,000	25,750	26,523	40,000	Renewal	General Fund
Swimming Pool - Acid Tank	35,000				Renewal	General Fund
Swimming Pool - Grandstand - Roof & Rear Cladding Replacement		40,000			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	60,000	65,750	106,523	40,000		
Asset Management & Resourcing						
Tenterfield Depot - Fuel Tank Replacement/Remediation (SRV 2014)	150,000				Renewal	General Fund & Internal Reserve - SRV 2014 (85,753)
Tenterfield Depot - WHS & Environmental Initiative Enhancements		65,300			Renewal	General Fund

CAPITAL EXPENDITURE

This section outlines the capital expenditure planned for the four-year period from 2025/2026 to 2028/2029.

Description	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)	Type	Funding Source
Tenterfield Depot - Wash Down & Recycle Bay			150,000		New	General Fund
Tenterfield Depot - Workshop - Roof Renewal			155,000		Renewal	General Fund
Tenterfield Depot - Training & Amenities Block			250,000	250,000	Renewal	General Fund
Total Asset Management & Resourcing	150,000	65,300	555,000	250,000		
Stormwater & Drainage						
Stormwater Pipe Renewal		100,000	103,000	106,090	Renewal	Stormwater Fund
Total Stormwater & Drainage		100,000	103,000	106,090		
Transport Network						
Reseal Program - Regional Roads (Block Grant)	752,935	727,065	700,407	672,933	Renewal	Regional Roads Block Grant
Traffic Facilities - Regional Roads	72,000	72,000	72,000	72,000	Renewal	Traffic Facilities Grant
Roads to Recovery	2,021,839	1,984,243	1,673,031	1,673,031	Renewal	Roads to Recovery 2024-29 Grant
Bridges/Causeways (SRV 2014)	899,981				Renewal	General Fund - Internal Reserve - SRV 2014
Concrete Bridges	128,690	132,557	136,540	140,645	Renewal	General Fund
Causeways	181,371	189,830	198,864	208,525	Renewal	General Fund

CAPITAL EXPENDITURE

This section outlines the capital expenditure planned for the four-year period from 2025/2026 to 2028/2029.

Description	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)	Type	Funding Source
Urban Streets - Reseal Program	102,749	105,817	108,975	112,228	Renewal	General Fund
Road Renewal - Gravel Roads (D class roads)	550,099	566,585	583,576	601,087	Renewal	General Fund
Gravel Resheets	312,010	420,323	431,859	443,714	Renewal	General Fund
Urban Streets Unsealed - Resheets	10,000	10,300	10,609	10,927	Renewal	General Fund
Rural Roads - Reseal Program	410,933	423,137	435,706	448,649	Renewal	General Fund
Rural Road Rehabilitation	300,000	308,515	317,274	326,283	Renewal	General Fund
Urban Road Rehabilitation	150,000	154,537	159,212	164,030	Renewal	General Fund
Kerbing & Guttering	20,000	20,600	21,218	21,855	Renewal	General Fund
Culverts & Pipes	148,194	152,732	157,412	162,237	Renewal	General Fund
Gravel Pit Rehabilitation	49,901	11,068	11,236	11,409	Renewal	General Fund
Footpaths	43,000	44,290	45,619	46,988	Renewal	General Fund
DRFA AGRN1012 Integrated Smart Infrastructure System (Category D)	550,000				New	Disaster Recovery Funding Arrangements (DRFA) - Category D grant
Special Grant Mt Lindesay Road (State & Federal project)	1,042,926				Renewal	Transport for NSW grant

CAPITAL EXPENDITURE

This section outlines the capital expenditure planned for the four-year period from 2025/2026 to 2028/2029.

Description	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)	Type	Funding Source
Mt Lindesay Road Legume/Woodenbong Upgrade	2,020,000				Renewal	Transport for NSW grant
RNSW2787 - Mt Lindesay Road, NE Hwy to Washpool Ck Bridge	1,939,605				Renewal	Fixing Country Roads - Round 6 grant
Betterment of Molesworth St Bridge (Category D RRTRP)	6,385,130				Renewal	Regional Roads & Transport Recovery Package (RRTRP) grant
Total Transport Network	18,091,363	5,323,599	5,063,538	5,116,541		
Plant, Fleet & Equipment						
Public Works Plant - Purchases - light vehicles	2,000,000	2,000,000	2,000,000	2,000,000	Renewal	General Fund - Internal Reserve - Plant & Vehicle Replacement
Public Works Plant - Purchases - Grader #1	860,000				Renewal	General Fund - Internal Reserve - Plant & Vehicle Replacement
Public Works Plant - Purchases - Grader #2	860,000				Renewal	General Fund - Internal Reserve - Plant & Vehicle Replacement
Public Works Plant - Purchases - Mower #1	120,000				Renewal	General Fund - Internal Reserve - Plant & Vehicle Replacement
Public Works Plant - Purchases - Mower #2	120,000				Renewal	General Fund - Internal Reserve - Plant & Vehicle Replacement

CAPITAL EXPENDITURE

This section outlines the capital expenditure planned for the four-year period from 2025/2026 to 2028/2029.

Description	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)	Type	Funding Source
Public Works Plant - WDV of Asset Disposals - light vehicles	(1,700,000)	(1,700,000)	(1,700,000)	(1,700,000)	Renewal	General Fund - Internal Reserve - Plant & Vehicle Replacement
Public Works Plant - WDV of Asset Disposals - Grader #1	(150,000)				Renewal	General Fund - Internal Reserve - Plant & Vehicle Replacement
Public Works Plant - WDV of Asset Disposals - Grader #2	(120,000)				Renewal	General Fund - Internal Reserve - Plant & Vehicle Replacement
Public Works Plant - WDV of Asset Disposals - Mower #1	(5,000)				Renewal	General Fund - Internal Reserve - Plant & Vehicle Replacement
Public Works Plant - WDV of Asset Disposals - Mower #2	(5,000)				Renewal	General Fund - Internal Reserve - Plant & Vehicle Replacement
Total Plant, Fleet & Equipment	1,980,000	300,000	300,000	300,000		
Waste Management						
240L Wheelie Bins	2,396	2,468	2,542	2,618	Renewal	Waste Fund
Industrial Bins	7,188	7,404	7,626	7,855	Renewal	Waste Fund
Waste Solar Installation/Replacements	40,000	40,000	40,000	40,000	Renewal	Waste Fund
Boonoo Boonoo - Landfill Cover	11,124	11,458	11,802	12,156	Renewal	Waste Fund
Boonoo Boonoo - Cell Remediation Asset	55,620				Renewal	Waste Fund
Boonoo Boonoo - Develop Stage 5	500,000				New	Waste Fund

CAPITAL EXPENDITURE

This section outlines the capital expenditure planned for the four-year period from 2025/2026 to 2028/2029.

Description	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)	Type	Funding Source
Redevelop Drake Transfer Station	350,000				Renewal	Waste Fund
Tenterfield WTS Recycling Infrastructure	103,000				Renewal	Waste Fund
Tenterfield WTS Groundwater Bores	119,777				Renewal	Waste Fund
Waste Plant Purchases - Waste Truck	560,045				Renewal	Waste Fund
Urbenville - Refurbish Transfer Station		200,000			Renewal	Waste Fund
Tenterfield WTS - Replacement Cardboard Bailer		200,000			Renewal	Waste Fund
Tenterfield WTS - Additional Roofing			300,000		Renewal	Waste Fund
Urbenville - Recycling Infrastructure			50,000		Renewal	Waste Fund
Liston - Refurbish Transfer Station			200,000		Renewal	Waste Fund
Legume - Refurbish Transfer Station				200,000	Renewal	Waste Fund
Remediation				1,146,230	Renewal	Waste Fund
Total Waste Management	1,749,150	461,330	611,970	1,408,859		
Water Supply						
Tenterfield Mains Replacement	322,122	331,942	342,064	352,494	Renewal	Water Fund
Tenterfield Meter Replacement	25,808	26,582	27,379	28,200	Renewal	Water Fund
Tenterfield Mains Augmentation	11,200				Renewal	Water Fund

CAPITAL EXPENDITURE

This section outlines the capital expenditure planned for the four-year period from 2025/2026 to 2028/2029.

Description	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)	Type	Funding Source
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
Tenterfield Valve Renewal				50,000	Renewal	Water Fund
Tenterfield Air Scour Pipe Renewal Program				66,000	Renewal	Water Fund
Jennings Mains Replacement	13,126	13,520	13,926	14,344	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	482,256	1,072,044	383,369	511,038		
Sewerage Services						
Tenterfield Mains Relining (1km Year)	198,118	204,062	210,184	216,490	Renewal	Sewer Fund
Tenterfield Mains Augmentation	79,314	81,693	84,144	86,668	Renewal	Sewer Fund
Tenterfield Manhole Level Alterations (Water Infiltration)	185,326	190,886	196,613	202,511	Renewal	Sewer Fund
Tenterfield Network Renewal	220,923	227,551	234,378	241,409	Renewal	Sewer Fund

CAPITAL EXPENDITURE

This section outlines the capital expenditure planned for the four-year period from 2025/2026 to 2028/2029.

Description	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)	Type	Funding Source
Biosolids Processing Plant	250,000				Renewal	Sewer Fund
Tenterfield Sewer Treatment Plant - 3 Bay Shed for Storage	120,000				Renewal	Sewer Fund
Tenterfield New Pump Station - Trail Lane	150,000				Renewal	Sewer Fund
Betterment of Molesworth St Sewer Line	2,450,000				Renewal	Regional Roads & Transport Recovery Package (RRTRP) grant
Tenterfield Replace Baffles in Tertiary Ponds				46,100	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	3,690,381	704,192	736,799	793,178		
Grand Total - all funds	27,602,301	9,409,150	8,686,830	8,687,001		

STORMWATER LEVY

	2025/26 (\$)	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)
Stormwater Levy				
Opening Balance of Stormwater Fund as at 28 February 2025	1,100,251			
Operating Levy Income				
Stormwater - Residential Income	42,687.50	42,837.50	42,987.50	43,137.50
Stormwater - Non Residential Income	30,086.00	30,086.00	30,086.00	30,086.00
Total Operating Levy Income	72,773.50	72,923.50	73,073.50	73,223.50
Expenditure				
Stormwater Drainage - Maintenance	16,103.00	16,666.00	17,250.00	17,854.00
Stormwater Drainage - Design & Investigation	300,000.00			
Stormwater Pipe Renewal		100,000.00	103,000.00	106,090.00
Total Expenditure	316,103.00	116,666.00	120,250.00	123,944.00
Estimated Net Balance of Stormwater Fund as at Year End	856,921	813,179	766,002	715,282

Long Term Financial Plan 2025/2036

Consolidated Income Statement 2025/2036

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Revenue from Continuing Operations	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Rates & Annual Charges	14,905,055	14,851,119	14,883,879	15,250,591	15,627,456	16,180,184	16,758,103	17,360,348	17,986,098	18,635,368
User Fees & Charges	2,651,060	2,650,084	2,706,523	2,793,477	2,883,993	2,994,994	3,110,493	3,230,642	3,355,525	3,485,194
Interest & Investment Revenue	885,000	685,000	485,000	335,000	335,000	335,000	335,000	335,000	335,000	335,000
Other Revenues	793,654	1,193,806	1,230,075	1,268,765	428,821	439,291	450,035	461,063	472,377	483,994
Grants & Contributions provided for Operating Purposes	35,896,568	14,677,768	10,061,276	10,228,607	10,565,221	10,744,264	10,927,959	11,116,433	11,309,796	11,508,193
Grants & Contributions provided for Capital Purposes	14,083,581	149,569	153,309	157,142	161,070	165,097	169,225	173,456	177,792	182,237
Net gains from the disposal of assets										
Total Income	69,214,918	34,207,346	29,520,062	30,033,582	30,001,561	30,858,830	31,750,815	32,676,942	33,636,588	34,629,986
Expenses from Continuing Operations										
Employee Benefits & On-Costs	9,617,994	10,454,247	10,816,138	11,190,522	11,577,825	11,978,480	12,392,942	12,821,684	13,265,195	13,723,967
Borrowing Costs	831,956	791,934	750,148	703,560	656,183	608,381	554,186	497,673	443,473	399,455
Materials & Contracts	37,562,844	15,389,947	8,222,109	8,116,020	8,191,596	8,288,405	8,411,940	9,278,366	9,172,237	9,529,778
Depreciation & Amortisation	9,890,898	10,359,447	10,851,194	11,370,376	11,915,250	12,486,749	13,087,305	13,718,374	14,380,815	15,076,060
Impairment										
Other Expenditure	2,767,366	2,935,076	3,115,770	3,369,052	3,520,065	3,746,959	3,992,058	4,321,468	4,542,724	4,852,770
Interest & Investment Losses										
Net Losses from the Disposal of Assets	312,830	322,215	331,881	341,837	352,092	362,655	373,535	384,741	396,283	408,171
Total Expenditure	60,983,888	40,252,866	34,087,240	35,091,367	36,213,011	37,471,629	38,811,966	41,022,306	42,200,727	43,990,201
Operating Result from Continuing Operations	8,231,030	(6,045,520)	(4,567,178)	(5,057,785)	(6,211,450)	(6,612,799)	(7,061,151)	(8,345,364)	(8,564,139)	(9,360,215)
Operating Result from Continuing Operations - excluding capital income	(5,852,551)	(6,195,089)	(4,720,487)	(5,214,927)	(6,372,520)	(6,777,896)	(7,230,376)	(8,518,820)	(8,741,931)	(9,542,452)

Appendices

Appendix 1: Statement of Revenue Policy

Appendix 2: TSC Fee's and Charges

Version	Purpose and description	Date adopted by Council	Resolution #
Draft	Draft Delivery Program 2025-2029 endorsed at 28 May 2025 council meeting for public consultation.	28 May 2025	63/25
Final xx/xx	Endorsed by council at its meeting xx/xx/xxxx	xx/xx/2025	

The Delivery Program will be reviewed annually as part of the preparation of each annual Operational Plan to confirm that it continues to reflect Tenterfield Shire Council's commitment to our stakeholders.

