

TENTERFIELD SHIRE COUNCIL

Delivery Program 2025 - 2029 Operational Plan 2026 - 2027

ADOPTED 23 July 2025 - Resolution number 101/25

Amended Operational Plan - 22 October 2025 - Resolution number 189/25

Delivery Program (as amended) 2025-2029 & Operational Plan - 2026-2027

Resolution number xxx/26



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Acknowledgement of Country

We acknowledge the Ngarabal, Jukembal, 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.

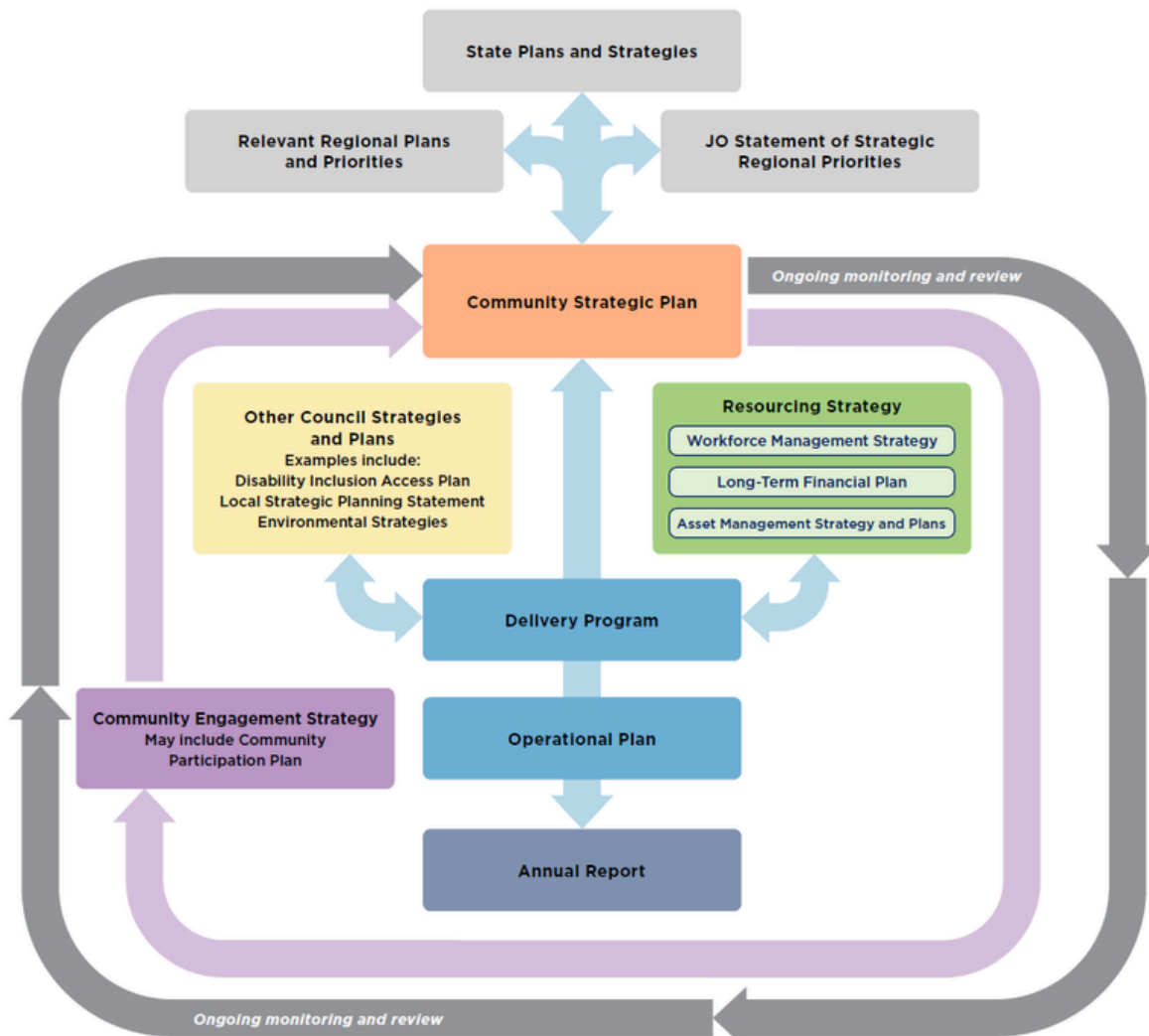
These plans are underpinned by a resourcing strategy which is made up of:

- 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

Civic Office

- Organisation Leadership
- Workforce Development
- Economic Development
- Communications



**Director Corporate
Services
Liz Alley**

- 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

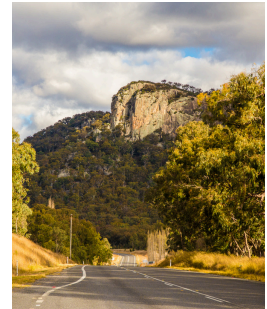


FUTURE DIRECTION 3 - ENVIRONMENT

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
2026 - 2027**

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 July 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 and 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 and 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 of Corporate Services.

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
1.4.4 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	Manager Finance and Technology

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
	2.1.1.3 Develop and Implement Destination Management Plan	X	X	X	X	A more robust visitor economy	Director Corporate Services
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	Communications Officer/General Manager
	2.2.1.2 Seek funding for high priority asset renewal projects		X			Funding awarded	Communications Officer/General Manager

Future Direction Two: Economy

Good opportunities



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)	2.2.1.3 Council is in favour of B-double routes, and proactively considers higher productivity vehicles where practicable and without large cost implications for Council	X	X	X	X	Increase in approvals for Higher Mass Limits (HML) vehicle routes	Director Infrastructure Services	
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 Infrastructure Delivery	
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 and 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 and Regulatory	

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 Infrastructure Delivery
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 and 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 and 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 and 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	Lands Management Officer

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 Infrastructure Delivery
	2.4.4.5 Manage Crown Lands and prepare designated Native Title Advice	X	X	X	X	Manage as required and report to Council	Lands Management Officer
	2.4.4.6 Seek funding for a Dam Recreation Masterplan	X	X	X	X	Masterplan complete	Manager Water & Waste
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 and Open Space
	2.4.5.2 Notices and Orders to be issued or served where necessary as per the NSW Local Government Act 1993, Environmental Protection Act 1979 and Protection of the Environment Operations Act 1997 and Associated Regulations	X	X	X	X	Issuance of Notices and Orders when required	Manager Parks, Gardens and 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 and Regulatory
	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 and Regulatory
	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 and Regulatory
	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 and Regulatory

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 and 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 and 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	Director of Infrastructure Services	
	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 and 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	Building & 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	Building & 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 and 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 and 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 and 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 Infrastructure Delivery
	4.1.1.2 Develop a new Bridge Asset Management Plan	X				New Bridge Asset Management Plan complete	Manager Infrastructure Delivery
	4.1.1.3 Identify additional revenue sources to maintain and renew transport infrastructure	X	X	X	X	Additional revenue sources identified	Director of Infrastructure Services
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 Infrastructure Delivery
	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 Infrastructure Delivery
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 Infrastructure Delivery
	4.1.3.2 Update the Tenterfield Bike Plan			X		Plan updated	Manager Infrastructure Delivery
	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

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	Director of Infrastructure Services
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

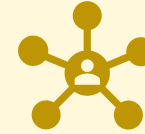
Well maintained and reliable



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 and 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 and 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 and 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 and 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 and 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 and 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 and 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 Fiancial Plan	X	X	X	X	Special Rate Variation Scenarios reported to Council	Manager Finance and 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 including a focus on the organisations culture.	X	X	X	X	Reported quarterly to ARIC and Council	Manager Workforce, Safety, Risk and 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 and 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 and 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 and 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 and 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 and 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 of Corporate Services

Operational Plan Budget 2026 - 2027

Income Statement Consolidated

2026-2027

Revenue from Continuing Operations	Consolidated
Rates & Annual Charges	15,084,382
User Fees & Charges	2,739,450
Interest & Investment Revenue	1,135,000
Other Revenues	900,281
Grants & Contributions provided for Operating Purposes	23,238,925
Grants & Contributions provided for Capital Purposes	10,568,346
Net gains from the disposal of assets	
Total Income	53,666,384
Expenses from Continuing Operations	
Employee Benefits & On-Costs	10,543,060
Borrowing Costs	760,962
Materials & Contracts	24,903,587
Depreciation & Amortisation	10,359,447
Impairment	-
Other Expenditure	2,968,261
Interest & Investment Losses	-
Net Losses from the Disposal of Assets	325,343
Total Expenditure	49,860,660
Operating Result from Continuing Operations	3,805,724
Operating Result from Continuing Operations - excluding capital income	(6,762,622)

Income Statement by Funds

2026-2027

	General	Water	Sewer	Waste	Stormwater
Revenue from Continuing Operations					
Rates & Annual Charges	7,911,142	1,442,081	2,391,605	3,266,509	73,045
User Fees & Charges	838,791	1,362,375	201,149	337,135	
Interest & Investment Revenue	910,000	35,000	110,000	60,000	20,000
Other Revenues	841,530	4,015	10,092	44,644	
Grants & Contributions provided for Operating Purposes	23,022,803	120,539	25,039	70,544	
Grants & Contributions provided for Capital Purposes	8,080,691	10,769	2,472,578	4,308	
Net gains from the disposal of assets					
Total Income	41,604,957	2,974,779	5,210,463	3,783,140	93,045
Expenses from Continuing Operations					
Employee Benefits & On-Costs	8,497,618	636,989	546,757	844,788	16,908
Borrowing Costs	361,021	206,633	69,358	123,950	
Materials & Contracts	20,341,506	1,382,334	1,407,023	1,472,724	300,000
Depreciation & Amortisation	7,950,433	1,235,898	693,147	352,669	127,300
Impairment					
Other Expenditure	2,622,255	194,530	140,521	10,955	
Interest & Investment Losses					
Net Losses from the Disposal of Assets	325,343				
Total Expenditure	40,098,176	3,656,384	2,856,806	2,805,086	444,208
Operating Result from Continuing Operations	1,506,781	(681,605)	2,353,657	978,054	(351,163)
Operating Result from Continuing Operations - excluding capital income	(6,573,910)	(692,374)	(118,921)	973,746	(351,163)
Cash Result - Surplus/(Deficit) - Less Cash expenditure from Reserve funds and Expected Grants	(2,294,482)				

Summary by Service Area

2026-2027

Service Units	Revenue	Operating Expenses	Capital Expenditure	Liabilities	Net Profit/ (Loss)
General Manager					
Civic Office		434,935			(434,935)
Organisation Leadership		1,286,135			(1,286,135)
Workforce Development	560,232	1,637,010			(1,076,778)
Economic Growth		238,048			(238,048)
Director of Corporate Services					
Finance & Technology <i>This includes all rates for Council</i>	12,762,393	1,154,646	61,200	81,833	11,464,714
Corporate & Governance	1,784	871,365			(869,581)
Arts, Culture & Library	116,188	821,154	20,200	9,500	(734,666)
Planning & Regulation	558,103	661,452			(103,349)
Emergency Services	151,542	749,087			(597,545)
Director of Infrastructure Services					
Environmental Management	91,697	440,837			(349,140)
Livestock Saleyards	123,453	178,101			(54,648)
Buildings & Amenities	210,359	1,352,015	250,000		(1,391,656)
Parks, Gardens & Open Space	138,769	1,812,261	195,000		(1,868,492)
Swimming Complex	27,000	562,423	246,750		(782,173)
Asset Management & Resourcing	10,769	1,312,837	65,300	14,456	(1,381,824)
Commercial Works	167,605	138,558			29,047
Stormwater Drainage	93,045	444,208			(351,163)
Transport Network	26,632,345	26,073,631	13,474,207	380,100	(13,295,593)
Plant, Fleet & Equipment	52,718	373,681	1,050,000		(1,370,963)
Waste Management Services	3,783,140	2,805,086	4,962,968	125,919	(4,110,833)
Water Supply	2,974,779	3,656,384	1,038,815	297,944	(2,018,364)
Sewerage Services	5,210,463	2,856,806	4,043,348	173,936	(1,863,627)
Totals	53,666,384	49,860,660	25,407,788	1,083,688	(22,685,752)

Delivery Program Budget

2025 - 2029

Income Statement - Consolidated 2026-2030

	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)	2029/30 (\$)
Income from Continuing Operations				
Rates & Annual Charges	15,084,382	15,122,771	15,494,739	15,877,005
User Charges & Fees	2,739,450	2,808,332	2,904,702	3,005,516
Other Revenues	900,281	1,255,200	1,307,259	429,651
Grants & Contributions provided for Operating Purposes	23,238,925	10,085,877	10,250,689	10,584,722
Grants & Contributions provided for Capital Purposes	10,568,346	252,197	258,502	264,965
Interest & Investment Revenue	1,135,000	725,000	420,000	370,000
Total Income	53,666,384	30,249,377	30,635,891	30,531,859
Expenses from Continuing Operations				
Employee Benefits & On-Costs	10,543,060	11,058,275	11,598,859	12,055,640
Borrowing Costs	760,962	719,008	673,429	630,282
Materials & Contracts	24,903,587	8,433,781	8,635,266	8,000,165
Depreciation & Amortisation	10,359,447	10,849,624	11,367,157	11,910,300
Other Expenses	2,968,261	3,150,080	3,404,231	3,556,557
Net Losses from the Disposal of Assets	325,343	335,103	345,156	355,511
Total Operating Expenses	49,860,660	34,545,871	36,024,098	36,508,455
Surplus/(Deficit) - Including Capital Grants & Contributions	3,805,724	(4,296,494)	(5,388,207)	(5,976,596)
Surplus/(Deficit) - Before Capital Grants & Contributions	(6,762,622)	(4,548,691)	(5,646,709)	(6,241,561)

Cash Result by Fund - Consolidated 2026-2030

	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)	2029/30 (\$)
Operational				
Operating Income	43,098,038	29,997,180	30,377,389	30,266,894
Less: Operating Expenditure	49,860,660	34,545,871	36,024,098	36,508,455
Operating Result before Capital Income - Surplus/(Deficit)	(6,762,622)	(4,548,691)	(5,646,709)	(6,241,561)
Capital				
Capital Income	10,568,346	252,197	258,502	264,965
Less: Capital Expenditure	25,407,788	13,912,428	10,217,533	9,374,796
Less: Loan & Lease Repayments	1,083,688	1,127,475	1,096,562	1,141,654
Capital Result Surplus/(Deficit)	(15,923,130)	(14,787,706)	(11,055,593)	(10,251,485)
Add: Non Cash Expenses - Depreciation & Amortisation	10,359,447	10,849,624	11,367,157	11,910,300
Cash Result Surplus/(Deficit)	(12,326,305)	(8,486,773)	(5,335,145)	(4,582,746)

Income Statement - General Fund 2026-2030

	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)	2029/30 (\$)
Income from Continuing Operations				
Rates & Annual Charges	7,911,142	8,108,920	8,311,643	8,519,435
User Charges & Fees	838,791	857,936	877,561	898,350
Other Revenues	841,530	1,194,980	1,245,533	366,382
Grants & Contributions provided for Operating Purposes	23,022,803	9,867,326	10,026,107	10,353,869
Grants & Contributions provided for Capital Purposes	8,080,691	225,705	231,348	237,132
Interest & Investment Revenue	910,000	510,000	210,000	160,000
Total Income	41,604,957	20,764,867	20,902,192	20,535,168
Expenses from Continuing Operations				
Employee Benefits & On-Costs	8,497,618	8,910,555	9,343,755	9,710,325
Borrowing Costs	361,021	345,184	326,730	309,908
Materials & Contracts	20,341,506	4,365,861	4,540,037	3,792,773
Depreciation & Amortisation	7,950,433	8,330,197	8,731,797	9,153,210
Other Expenses	2,622,255	2,777,548	3,003,005	3,124,290
Net Losses from the Disposal of Assets	325,343	335,103	345,156	355,511
Total Operating Expenses	40,098,176	25,064,448	26,290,480	26,446,017
Surplus/(Deficit) - Including Capital Grants & Contributions	1,506,781	(4,299,581)	(5,388,288)	(5,910,849)
Surplus/(Deficit) - Before Capital Grants & Contributions	(6,573,910)	(4,525,286)	(5,619,636)	(6,147,981)

Cash Result by Fund - General Fund 2026-2030

	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)	2029/30 (\$)
Operational				
Operating Income	33,524,266	20,539,162	20,670,844	20,298,036
Less: Operating Expenditure	40,098,176	25,064,448	26,290,480	26,446,017
Operating Result before Capital Income - Surplus/(Deficit)	(6,573,910)	(4,525,286)	(5,619,636)	(6,147,981)
Capital				
Capital Income	8,080,691	225,705	231,348	237,132
Less: Capital Expenditure	15,362,657	7,499,209	7,587,899	7,338,747
Less: Loan & Lease Repayments	485,889	503,560	523,907	542,675
Capital Result Surplus/(Deficit)	(7,767,855)	(7,777,064)	(7,880,458)	(7,644,290)
Add: Non Cash Expenses - Depreciation & Amortisation	7,950,433	8,330,197	8,731,797	9,153,210
Cash Result Surplus/(Deficit)	(6,391,332)	(3,972,153)	(4,768,297)	(4,639,061)
Cash Result - Surplus/ (Deficit) - Less Cash expenditure from Reserve funds and Expended Grant/DRFA Funding	(2,294,482)	(2,427,707)	(3,131,646)	(3,100,169)

Income Statement - Water 2026-2030

	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)	2029/30 (\$)
Income from Continuing Operations				
Rates & Annual Charges	1,442,081	1,503,569	1,567,587	1,634,156
User Charges & Fees	1,362,375	1,420,203	1,480,755	1,544,052
Other Revenues	4,015	4,115	4,218	4,323
Grants & Contributions provided for Operating Purposes	120,539	125,360	130,374	135,590
Grants & Contributions provided for Capital Purposes	10,769	11,038	11,314	11,597
Interest & Investment Revenue	35,000	35,000	35,000	35,000
Total Income	2,974,779	3,099,285	3,229,248	3,364,718
Expenses from Continuing Operations				
Employee Benefits & On-Costs	636,989	668,845	702,283	730,380
Borrowing Costs	206,633	194,467	184,132	173,189
Materials & Contracts	1,382,334	1,454,756	1,429,965	1,469,437
Depreciation & Amortisation	1,235,898	1,297,693	1,362,578	1,430,707
Other Expenses	194,530	208,807	224,230	240,893
Net Losses from the Disposal of Assets				
Total Operating Expenses	3,656,384	3,824,568	3,903,188	4,044,606
Surplus/(Deficit) - Including Capital Grants & Contributions	(681,605)	(725,283)	(673,940)	(679,888)
Surplus/(Deficit) - Before Capital Grants & Contributions	(692,374)	(736,321)	(685,254)	(691,485)

Cash Result by Fund - Water 2026-2030

	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)	2029/30 (\$)
Operational				
Operating Income	2,964,010	3,088,247	3,217,934	3,353,121
Less: Operating Expenditure	3,656,384	3,824,568	3,903,188	4,044,606
Operating Result before Capital Income - Surplus/(Deficit)	(692,374)	(736,321)	(685,254)	(691,485)
Capital				
Capital Income	10,769	11,038	11,314	11,597
Less: Capital Expenditure	1,038,815	794,086	968,953	466,906
Less: Loan & Lease Repayments	297,944	310,109	242,058	253,001
Capital Result Surplus/(Deficit)	(1,325,990)	(1,093,157)	(1,199,697)	(708,310)
Add: Non Cash Expenses - Depreciation & Amortisation	1,235,898	1,297,693	1,362,578	1,430,707
Cash Result Surplus/(Deficit)	(782,466)	(531,785)	(522,373)	30,912

Income Statement - Sewer 2026-2030

	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)	2029/30 (\$)
Income from Continuing Operations				
Rates & Annual Charges	2,391,605	2,160,467	2,255,433	2,353,077
User Charges & Fees	201,149	184,629	192,183	200,056
Other Revenues	10,092	10,344	10,603	10,868
Grants & Contributions provided for Operating Purposes	25,039	22,535	23,437	24,374
Grants & Contributions provided for Capital Purposes	2,472,578	11,038	11,314	11,597
Interest & Investment Revenue	110,000	110,000	110,000	110,000
Total Income	5,210,463	2,499,013	2,602,970	2,709,972
Expenses from Continuing Operations				
Employee Benefits & On-Costs	546,757	574,096	602,802	626,914
Borrowing Costs	69,358	60,688	50,678	40,811
Materials & Contracts	1,407,023	1,105,294	1,116,144	1,146,445
Depreciation & Amortisation	693,147	727,805	764,195	802,405
Other Expenses	140,521	151,808	164,029	177,260
Net Losses from the Disposal of Assets				
Total Operating Expenses	2,856,806	2,619,691	2,697,848	2,793,835
Surplus/(Deficit) - Including Capital Grants & Contributions	2,353,657	(120,678)	(94,878)	(83,863)
Surplus/(Deficit) - Before Capital Grants & Contributions	(118,921)	(131,716)	(106,192)	(95,460)

Cash Result by Fund - Sewer 2026-2030

	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)	2029/30 (\$)
Operational				
Operating Income	2,737,885	2,487,975	2,591,656	2,698,375
Less: Operating Expenditure	2,856,806	2,619,691	2,697,848	2,793,835
Operating Result before Capital Income - Surplus/(Deficit)	(118,921)	(131,716)	(106,192)	(95,460)
Capital				
Capital Income	2,472,578	11,038	11,314	11,597
Less: Capital Expenditure	4,043,348	884,966	822,189	816,196
Less: Loan & Lease Repayments	173,936	182,606	192,617	202,483
Capital Result Surplus/(Deficit)	(1,744,706)	(1,056,534)	(1,003,492)	(1,007,082)
Add: Non Cash Expenses - Depreciation & Amortisation	693,147	727,805	764,195	802,405
Cash Result Surplus/(Deficit)	(1,170,480)	(460,445)	(345,489)	(300,137)

Income Statement - Waste 2026-2030

	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)	2029/30 (\$)
Income from Continuing Operations				
Rates & Annual Charges	3,266,509	3,276,620	3,286,731	3,296,842
User Charges & Fees	337,135	345,564	354,203	363,058
Other Revenues	44,644	45,761	46,905	48,078
Grants & Contributions provided for Operating Purposes	70,544	70,656	70,771	70,889
Grants & Contributions provided for Capital Purposes	4,308	4,416	4,526	4,639
Interest & Investment Revenue	60,000	60,000	60,000	60,000
Total Income	3,783,140	3,803,017	3,823,136	3,843,506
Expenses from Continuing Operations				
Employee Benefits & On-Costs	844,788	887,026	931,377	968,633
Borrowing Costs	123,950	118,669	111,889	106,374
Materials & Contracts	1,472,724	1,507,870	1,549,120	1,591,510
Depreciation & Amortisation	352,669	360,264	368,239	376,613
Other Expenses	10,955	11,917	12,967	14,114
Net Losses from the Disposal of Assets				
Total Operating Expenses	2,805,086	2,885,746	2,973,592	3,057,244
Surplus/(Deficit) - Including Capital Grants & Contributions	978,054	917,271	849,544	786,262
Surplus/(Deficit) - Before Capital Grants & Contributions	973,746	912,855	845,018	781,623

Cash Result by Fund - Waste 2026-2030

	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)	2029/30 (\$)
Operational				
Operating Income	3,778,832	3,798,601	3,818,610	3,838,867
Less: Operating Expenditure	2,805,086	2,885,746	2,973,592	3,057,244
Operating Result before Capital Income - Surplus/(Deficit)	973,746	912,855	845,018	781,623
Capital				
Capital Income	4,308	4,416	4,526	4,639
Less: Capital Expenditure	4,962,968	4,531,167	732,402	643,674
Less: Loan & Lease Repayments	125,919	131,200	137,980	143,495
Capital Result Surplus/(Deficit)	(5,084,579)	(4,657,951)	(865,856)	(782,530)
Add: Non Cash Expenses - Depreciation & Amortisation	352,669	360,264	368,239	376,613
Cash Result Surplus/(Deficit)	(3,758,164)	(3,384,832)	347,401	375,706

Income Statement - Stormwater 2026-2030

	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)	2029/30 (\$)
Income from Continuing Operations				
Rates & Annual Charges	73,045	73,195	73,345	73,495
User Charges & Fees				
Other Revenues				
Grants & Contributions provided for Operating Purposes				
Grants & Contributions provided for Capital Purposes				
Interest & Investment Revenue	20,000	10,000	5,000	5,000
Total Income	93,045	83,195	78,345	78,495
Expenses from Continuing Operations				
Employee Benefits & On-Costs	16,908	17,753	18,642	19,388
Borrowing Costs				
Materials & Contracts	300,000			
Depreciation & Amortisation	127,300	133,665	140,348	147,365
Other Expenses				
Net Losses from the Disposal of Assets				
Total Operating Expenses	444,208	151,418	158,990	166,753
Surplus/(Deficit) - Including Capital Grants & Contributions	(351,163)	(68,223)	(80,645)	(88,258)
Surplus/(Deficit) - Before Capital Grants & Contributions	(351,163)	(68,223)	(80,645)	(88,258)

Cash Result by Fund - Stormwater 2026-2030

	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)	2029/30 (\$)
Operational				
Operating Income	93,045	83,195	78,345	78,495
Less: Operating Expenditure	444,208	151,418	158,990	166,753
Operating Result before Capital Income - Surplus/(Deficit)	(351,163)	(68,223)	(80,645)	(88,258)
Capital				
Capital Income				
Less: Capital Expenditure		203,000	106,090	109,273
Less: Loan & Lease Repayments				
Capital Result Surplus/(Deficit)		(203,000)	(106,090)	(109,273)
Add: Non Cash Expenses - Depreciation & Amortisation	127,300	133,665	140,348	147,365
Cash Result Surplus/(Deficit)	(223,863)	(137,558)	(46,387)	(50,166)

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

	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)	2029/30 (\$)
CIVIC OFFICE				
INCOME				
TOTAL OPERATING INCOME				
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME				
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	434,935	447,797	519,306	474,058
TOTAL DEPRECIATION				
TOTAL CAPITAL EXPENDITURE				
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	434,935	447,797	519,306	474,058
NET RESULT *	(434,935)	(447,797)	(519,306)	(474,058)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(434,935)	(447,797)	(519,306)	(474,058)

*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

	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)	2029/30 (\$)
ORGANISATION LEADERSHIP				
INCOME				
TOTAL OPERATING INCOME				
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME				
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	1,286,135	1,317,644	1,407,939	1,296,088
TOTAL DEPRECIATION				
TOTAL CAPITAL EXPENDITURE				
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	1,286,135	1,317,644	1,407,939	1,296,088
NET RESULT *	(1,286,135)	(1,317,644)	(1,407,939)	(1,296,088)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(1,286,135)	(1,317,644)	(1,407,939)	(1,296,088)

*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	2026/27	2027/28	2028/29	2029/30
	(\$)	(\$)	(\$)	(\$)
INCOME				
TOTAL OPERATING INCOME				
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME				
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	183,049	182,331	201,390	196,198
TOTAL DEPRECIATION	54,999	57,749	60,636	63,668
TOTAL CAPITAL EXPENDITURE				
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	238,048	240,080	262,026	259,866
NET RESULT *	(238,048)	(240,080)	(262,026)	(259,866)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(238,048)	(240,080)	(262,026)	(259,866)

*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	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)	2029/30 (\$)
INCOME				
TOTAL OPERATING INCOME	95,988	98,238	100,544	102,908
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
	20,200	20,705	21,223	21,754
TOTAL INCOME	116,188	118,943	121,767	124,662
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	770,799	803,610	838,017	870,495
TOTAL DEPRECIATION	50,355	52,166	54,067	56,063
TOTAL CAPITAL EXPENDITURE	20,200	20,705	21,223	21,754
TOTAL LOAN PRINCIPAL REPAYMENTS	9,500	9,785	10,079	10,381
TOTAL EXPENDITURE	850,854	886,266	923,386	958,693
NET RESULT	(734,666)	(767,323)	(801,619)	(834,031)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(725,166)	(757,538)	(791,540)	(823,650)

*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

	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)	2029/30 (\$)
WORKFORCE DEVELOPMENT				
INCOME				
TOTAL OPERATING INCOME	560,232	907,118	950,931	64,873
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME	560,232	907,118	950,931	64,873
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	1,637,010	1,685,451	1,735,301	1,785,753
TOTAL DEPRECIATION				
TOTAL CAPITAL EXPENDITURE				
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	1,637,010	1,685,451	1,735,301	1,785,753
NET RESULT *	(1,076,778)	(778,333)	(784,370)	(1,720,880)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(1,076,778)	(778,333)	(784,370)	(1,720,880)

*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	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)	2029/30 (\$)
INCOME				
TOTAL OPERATING INCOME	151,542	155,331	159,214	163,194
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME	151,542	155,331	159,214	163,194
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	739,283	760,826	783,013	805,865
TOTAL DEPRECIATION	9,804	9,573	9,573	9,573
TOTAL CAPITAL EXPENDITURE				
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	749,087	770,399	792,586	815,438
NET RESULT *	(597,545)	(615,068)	(633,372)	(652,244)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(597,545)	(615,068)	(633,372)	(652,244)

*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 Acquisitions, Statistical Returns, Customer Service,

Includes Rates Income

FINANCE & TECHNOLOGY	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)	2029/30 (\$)
INCOME				
TOTAL OPERATING INCOME	12,762,393	12,657,953	12,660,902	12,921,426
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME	12,762,393	12,657,953	12,660,902	12,921,426
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	1,127,080	1,669,438	1,526,819	1,231,954
TOTAL DEPRECIATION	27,566	27,566	27,566	27,566
TOTAL CAPITAL EXPENDITURE	61,200	30,000	45,900	35,000
TOTAL LOAN PRINCIPAL REPAYMENTS	81,833	84,198	86,742	89,207
TOTAL EXPENDITURE	1,297,679	1,811,202	1,687,027	1,383,727
NET RESULT*	11,464,714	10,846,751	10,973,875	11,537,699
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	11,607,747	10,960,949	11,106,517	11,661,906

*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	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)	2029/30 (\$)
INCOME				
TOTAL OPERATING INCOME	1,784	1,829	1,875	1,922
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME	1,784	1,829	1,875	1,922
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	798,311	830,838	867,191	899,203
TOTAL DEPRECIATION	73,054	76,649	80,423	84,120
TOTAL CAPITAL EXPENDITURE				
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	871,365	907,487	947,614	983,323
NET RESULT*	(869,581)	(905,658)	(945,739)	(981,401)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(869,581)	(905,658)	(945,739)	(981,401)

*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	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)	2029/30 (\$)
INCOME				
TOTAL OPERATING INCOME	91,697	91,789	91,884	91,981
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME	91,697	91,789	91,884	91,981
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	439,907	452,787	466,275	477,869
TOTAL DEPRECIATION	930	930	930	930
TOTAL CAPITAL EXPENDITURE				
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	440,837	453,717	467,205	478,799
NET RESULT*	(349,140)	(361,928)	(375,321)	(386,818)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(349,140)	(361,928)	(375,321)	(386,818)

*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

LIVESTOCK SALEYARDS	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)	2029/30 (\$)
INCOME				
TOTAL OPERATING INCOME	123,453	126,539	129,702	132,944
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME	123,453	126,539	129,702	132,944
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	89,437	93,309	97,384	110,085
TOTAL DEPRECIATION	88,664	93,097	97,752	102,640
TOTAL CAPITAL EXPENDITURE		50,000		
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	178,101	236,406	195,136	212,725
NET RESULT*	(54,648)	(109,867)	(65,434)	(79,781)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(54,648)	(59,867)	(65,434)	(79,781)

*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

PLANNING & REGULATION	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)	2029/30 (\$)
INCOME				
TOTAL OPERATING INCOME	358,103	366,805	375,727	384,871
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	200,000	205,000	210,125	215,378
TOTAL INCOME	558,103	571,805	585,852	600,249
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	633,547	672,695	779,955	708,220
TOTAL DEPRECIATION	27,905	27,905	27,905	27,905
TOTAL CAPITAL EXPENDITURE				
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	661,452	700,600	807,860	736,125
NET RESULT*	(103,349)	(128,795)	(222,008)	(135,876)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(303,349)	(333,795)	(432,133)	(351,254)

*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	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)	2029/30 (\$)
INCOME				
TOTAL OPERATING INCOME	210,359	215,153	220,073	225,121
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME	210,359	215,153	220,073	225,121
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	939,405	898,287	1,004,725	1,029,408
TOTAL DEPRECIATION	412,610	422,206	434,887	448,201
TOTAL CAPITAL EXPENDITURE	250,000	444,446	508,892	488,892
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	1,602,015	1,764,939	1,948,504	1,966,501
NET RESULT*	(1,391,656)	(1,549,786)	(1,728,431)	(1,741,380)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(1,141,656)	(1,105,340)	(1,219,539)	(1,252,488)

*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	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)	2029/30 (\$)
INCOME				
TOTAL OPERATING INCOME	138,769	142,239	145,795	149,440
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME	138,769	142,239	145,795	149,440
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	1,514,142	1,328,205	1,385,894	1,438,083
TOTAL DEPRECIATION	298,119	312,719	328,049	344,145
TOTAL CAPITAL EXPENDITURE	195,000	20,600	21,218	21,855
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	2,007,261	1,661,524	1,735,161	1,804,083
NET RESULT*	(1,868,492)	(1,519,285)	(1,589,366)	(1,654,643)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(1,673,492)	(1,498,685)	(1,568,148)	(1,632,788)

*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	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)	2029/30 (\$)
INCOME				
TOTAL OPERATING INCOME	27,000	27,000	27,000	27,675
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME	27,000	27,000	27,000	27,675
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	508,428	381,186	405,759	472,812
TOTAL DEPRECIATION	53,995	55,870	57,839	59,907
TOTAL CAPITAL EXPENDITURE	246,750	86,553	28,380	29,231
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	809,173	523,609	491,978	561,950
NET RESULT	(782,173)	(496,609)	(464,978)	(534,275)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(535,423)	(410,056)	(436,598)	(505,044)

*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	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)	2029/30 (\$)
INCOME				
TOTAL OPERATING INCOME	10,769	11,038	11,314	11,597
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME	10,769	11,038	11,314	11,597
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	1,190,439	1,202,316	1,413,519	1,262,987
TOTAL DEPRECIATION	122,398	128,037	133,958	140,174
TOTAL CAPITAL EXPENDITURE	65,300	500,000	500,000	
TOTAL LOAN PRINCIPAL REPAYMENTS	14,456	14,890	15,337	15,797
TOTAL EXPENDITURE	1,392,593	1,845,243	2,062,814	1,418,958
NET RESULT*	(1,381,824)	(1,834,205)	(2,051,500)	(1,407,361)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(1,302,068)	(1,319,315)	(1,536,163)	(1,391,564)

*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

	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)	2029/30 (\$)
COMMERCIAL WORKS				
INCOME				
TOTAL OPERATING INCOME	167,605	171,795	176,090	180,492
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME	167,605	171,795	176,090	180,492
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	138,558	143,383	148,392	153,150
TOTAL DEPRECIATION				
TOTAL CAPITAL EXPENDITURE				
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	138,558	143,383	148,392	153,150
NET RESULT*	29,047	28,412	27,698	27,342
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	29,047	28,412	27,698	27,342

*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

	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)	2029/30 (\$)
STORMWATER DRAINAGE				
INCOME				
TOTAL OPERATING INCOME	93,045	83,195	78,345	78,495
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME	93,045	83,195	78,345	78,495
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	316,908	17,753	18,642	19,388
TOTAL DEPRECIATION	127,300	133,665	140,348	147,365
TOTAL CAPITAL EXPENDITURE		203,000	106,090	109,273
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	444,208	354,418	265,080	276,026
NET RESULT*	(351,163)	(271,223)	(186,735)	(197,531)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(351,163)	(68,223)	(80,645)	(88,258)

*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

	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)	2029/30 (\$)
TRANSPORT NETWORK				
INCOME				
TOTAL OPERATING INCOME	18,771,854	5,512,299	5,564,406	5,782,820
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	7,860,491			
TOTAL INCOME	26,632,345	5,512,299	5,564,406	5,782,820
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	19,869,036	3,976,076	4,046,158	4,109,420
TOTAL DEPRECIATION	6,204,595	6,514,019	6,838,915	7,180,056
TOTAL CAPITAL EXPENDITURE	13,474,207	5,296,905	5,412,286	5,692,015
TOTAL LOAN PRINCIPAL REPAYMENTS	380,100	394,687	411,749	427,290
TOTAL EXPENDITURE	39,927,938	16,181,687	16,709,108	17,408,781
NET RESULT*	(13,295,593)	(10,669,388)	(11,144,702)	(11,625,961)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(7,301,777)	(4,977,796)	(5,320,667)	(5,506,656)

*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

	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)	2029/30 (\$)
PLANT, FLEET & EQUIPMENT				
INCOME				
TOTAL OPERATING INCOME	52,718	54,036	55,387	56,772
TOTAL CAPITAL GRANTS & CONTRIBUTIONS				
TOTAL INCOME	52,718	54,036	55,387	56,772
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	(151,758)	(111,928)	(68,354)	(28,841)
TOTAL DEPRECIATION	525,439	551,711	579,297	608,262
TOTAL CAPITAL EXPENDITURE	1,050,000	1,050,000	1,050,000	1,050,000
TOTAL LOAN PRINCIPAL REPAYMENTS				
TOTAL EXPENDITURE	1,423,681	1,489,783	1,560,943	1,629,421
NET RESULT*	(1,370,963)	(1,435,747)	(1,505,556)	(1,572,649)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(320,963)	(385,747)	(455,556)	(522,649)

*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).

	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)	2029/30 (\$)
WASTE MANAGEMENT				
INCOME				
TOTAL OPERATING INCOME	3,778,832	3,798,601	3,818,610	3,838,867
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	4,308	4,416	4,526	4,639
TOTAL SOURCES OF FUNDS	3,783,140	3,803,017	3,823,136	3,843,506
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	2,452,417	2,525,482	2,605,353	2,680,631
TOTAL DEPRECIATION	352,669	360,264	368,239	376,613
TOTAL CAPITAL EXPENDITURE	4,962,968	4,531,167	732,402	643,674
TOTAL LOAN PRINCIPAL REPAYMENTS	125,919	131,200	137,980	143,495
TOTAL USES OF FUNDS	7,893,973	7,548,113	3,843,974	3,844,413
NET RESULT*	(4,110,833)	(3,745,096)	(20,838)	(907)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	973,746	912,855	845,018	781,623

*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

WATER SUPPLY	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)	2029/30 (\$)
INCOME				
TOTAL OPERATING INCOME	2,964,010	3,088,247	3,217,934	3,353,121
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	10,769	11,038	11,314	11,597
TOTAL SOURCES OF FUNDS	2,974,779	3,099,285	3,229,248	3,364,718
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	2,420,486	2,526,875	2,540,610	2,613,899
TOTAL DEPRECIATION	1,235,898	1,297,693	1,362,578	1,430,707
TOTAL CAPITAL EXPENDITURE	1,038,815	794,086	968,953	466,906
TOTAL LOAN PRINCIPAL REPAYMENTS	297,944	310,109	242,058	253,001
TOTAL USES OF FUNDS	4,993,143	4,928,763	5,114,199	4,764,513
NET RESULT*	(2,018,364)	(1,829,478)	(1,884,951)	(1,399,795)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(692,374)	(736,321)	(685,254)	(691,485)

*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	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)	2029/30 (\$)
INCOME				
TOTAL OPERATING INCOME	2,737,885	2,487,975	2,591,656	2,698,375
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	2,472,578	11,038	11,314	11,597
TOTAL INCOME	5,210,463	2,499,013	2,602,970	2,709,972
EXPENDITURE				
TOTAL OPERATING EXPENDITURE (Excluding Depreciation)	2,163,659	1,891,886	1,933,653	1,991,430
TOTAL DEPRECIATION	693,147	727,805	764,195	802,405
TOTAL CAPITAL EXPENDITURE	4,043,348	884,966	822,189	816,196
TOTAL LOAN PRINCIPAL REPAYMENTS	173,936	182,606	192,617	202,483
TOTAL EXPENDITURE	7,074,090	3,687,263	3,712,654	3,812,514
NET RESULT*	(1,863,627)	(1,188,250)	(1,109,684)	(1,102,542)
NET RESULT (excluding Capital Income & Expenditure, & Loan Repayments)	(118,921)	(131,716)	(106,192)	(95,460)

*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 2026/2027 to 2029/2030.

Description	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)	2029/30 (\$)	Type	Funding Source
Economic Growth						
Total Economic Growth						
Arts, Culture & Library Services						
Library Local Priority Grant - Capital Assets	20,200	20,705	21,223	21,754	Renewal	NSW Public Library Funding
School of Arts - Roofing Works - to apply for grant funding \$210,000					Renewal	Apply for Grant Funding
Total Arts, Culture & Library Services	20,200	20,705	21,223	21,754		
Finance & Technology						
Computer Equipment	61,200	30,000	45,900	35,000	Renewal	General Fund
Total Finance & Technology	61,200	30,000	45,900	35,000		
Livestock Saleyards						
Saleyards - Hardstand & Parking Area Renewal		50,000			Renewal	General Fund - Internal Reserve - Livestock Saleyards
Saleyards - Shade Sails Over Selling Pens - to apply for grant funding \$100,000					New	Apply for Grant Funding
Total Livestock Saleyards		50,000				

CAPITAL EXPENDITURE

This section outlines the capital expenditure planned for the four-year period from 2026/2027 to 2029/2030.

Description	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)	2029/30 (\$)	Type	Funding Source
Parks, Gardens & Open Space						
Parks & Gardens - Fixtures Replacement	20,000	20,600	21,218	21,855	Renewal	General Fund
Urbenville -Bus Shelter Replacement	35,000				Renewal	General Fund
Bruxner Park - Staircase Reconfiguration	100,000				Renewal	General Fund
Jubilee Park - Basketball Court Fencing for Street Frontage	15,000				New	General Fund
Tenterfield Cemetery - New Slabs	15,000				New	General Fund
Infrastructure to Support Bicycles & Mobility Scooters	10,000				New	General Fund
Mt McKenzie Lookout - Upgrade - to apply for grant funding \$200,000					Renewal	Apply for Grant Funding
Total Parks, Gardens & Open Space	195,000	20,600	21,218	21,855		
Buildings & Amenities						
Admin Building - Air Conditioning WHS Issue	30,000				Renewal	General Fund
Housing - 134 Manners St - Restumping Foundations			20,000		Renewal	General Fund
Memorial Hall Tenterfield - Interior Timber Replacement (Termite Damage) - estimated cost not yet known					Renewal	General Fund
Memorial Hall Tenterfield - Electricity Supply Upgrade	20,000				Renewal	General Fund
Federation Park - Amenities Block Replacement (SRV 2023)		244,446	488,892	488,892	Renewal	General Fund - Internal Reserve - SRV 2023
Bruxner Park - Toilet Block Refurbishment (SRV 2023)	200,000				Renewal	General Fund - Internal Reserve - SRV 2023
Market Square - 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 2026/2027 to 2029/2030.

Description	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)	2029/30 (\$)	Type	Funding Source
Memorial Hall Tenterfield - Renew Old Female Bathrooms - to apply for grant funding					Renewal	Apply for Grant Funding
Memorial Hall Tenterfield - Convert Old Male Bathrooms to Storage - to apply for grant funding					Renewal	Apply for Grant Funding
Memorial Hall Tenterfield - Renew Kitchen - to apply for grant funding					Renewal	Apply for Grant Funding
CCTV for Town Centre - to apply for grant funding \$900,000 (expected to spend \$200,000 in 26/27, \$500,000 in 27/28 and \$200,000 in 28/29)					New	Apply for Grant Funding
Total Buildings & Amenities	250,000	444,446	508,892	488,892		
Swimming Complex						
Swimming Pool - Equipment Replacement	26,750	27,553	28,380	29,231	Renewal	General Fund
Swimming Pool - Pool Blankets	80,000				Renewal	General Fund
Swimming Pool - Grandstand - Roof & Rear Cladding Replacement	40,000				Renewal	General Fund
Swimming Pool - Lining/Leakage Repair/Painting	100,000				Renewal	General Fund
Swimming Pool - Kiosk - fitout plan and renewal		50,000			Renewal	General Fund
Swimming Pool - Shade sail near kiosk		9,000			Renewal	General Fund
Swimming Pool - Replacement - to apply for grant funding \$20 million					Renewal	Apply for Grant Funding
Total Swimming Complex	246,750	86,553	28,380	29,231		

CAPITAL EXPENDITURE

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

Description	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)	2029/30 (\$)	Type	Funding Source
Asset Management & Resourcing						
Tenterfield Depot - WHS & Environmental Initiative Enhancements	65,300				Renewal	General Fund
Tenterfield Depot - Workshop, Washdown Bay & Amenities/Training Block Replacement (pending depot masterplan)		500,000	500,000		Renewal	General Fund
Total Asset Management & Resourcing	65,300	500,000	500,000			
Stormwater & Drainage						
Stormwater Pipe Renewal		203,000	106,090	109,273	Renewal	Stormwater Fund
Total Stormwater & Drainage		203,000	106,090	109,273		
Transport Network						
Reseal Program - Regional Roads (Block Grant)	800,730	825,930	851,954	877,967	Renewal	Regional Roads Block Grant
Traffic Facilities - Regional Roads	74,000	74,000	74,000	74,000	Renewal	Traffic Facilities Grant
Roads to Recovery	1,984,243	1,673,031	1,673,031	1,838,036	Renewal	Roads to Recovery 2024-29 Grant
Concrete Bridges	137,591	141,765	146,068	150,473	Renewal	General Fund
Causeways	193,063	202,194	211,955	222,397	Renewal	General Fund
Urban Streets - Reseal Program	109,206	112,612	116,127	119,650	Renewal	General Fund
Road Renewal - Gravel Roads (D class roads)	574,284	594,956	616,447	636,272	Renewal	General Fund
Gravel Resheets	424,423	436,082	448,064	460,379	Renewal	General Fund
Urban Streets Unsealed - Resheets	10,700	11,021	11,352	11,693	Renewal	General Fund
Rural Roads - Reseal Program	436,199	449,739	463,715	477,720	Renewal	General Fund

CAPITAL EXPENDITURE

This section outlines the capital expenditure planned for the four-year period from 2026/2027 to 2029/2030.

Description	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)	2029/30 (\$)	Type	Funding Source
Rural Road Rehabilitation	316,635	325,637	334,897	344,421	Renewal	General Fund
Urban Road Rehabilitation	159,052	164,298	169,724	175,024	Renewal	General Fund
Kerbing & Guttering		22,042	22,703	23,384	Renewal	General Fund
Rural Culverts & Pipes	156,264	161,814	167,577	173,002	Renewal	General Fund
Vehicle Parking within Tenterfield	140,000				Renewal	General Fund
Gravel Pit Rehabilitation	52,971	54,394	55,860	57,321	Renewal	General Fund
Footpaths	45,000	47,390	48,812	50,276	Renewal	General Fund
Special Grant Mt Lindesay Road (funded State & Federal project)	500,000				Renewal	50% Federal Government Grant, 50% State Government Grant
Mt Lindesay Road Legume/Woodenbong Upgrade	1,400,000				Renewal	Transport for NSW grant
Betterment of Molesworth St Bridge (Category B EPAR) TENT055 Grant	148,498				Renewal	Disaster Recovery Funding Arrangement (DRFA)
Betterment of Molesworth St Bridge (Category D RRTRP) Grant	5,811,348				Renewal	Regional Roads & Transport Recovery Package (RRTRP) grant
Total Transport Network	13,474,207	5,296,905	5,412,286	5,692,015		
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 - heavy plant	1,000,000	1,000,000	1,000,000	1,000,000	Renewal	General Fund - Internal Reserve - Plant & Vehicle Replacement
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 - heavy plant	(250,000)	(250,000)	(250,000)	(250,000)	Renewal	General Fund - Internal Reserve - Plant & Vehicle Replacement
Total Plant, Fleet & Equipment	1,050,000	1,050,000	1,050,000	1,050,000		

CAPITAL EXPENDITURE

This section outlines the capital expenditure planned for the four-year period from 2026/2027 to 2029/2030.

Description	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)	2029/30 (\$)	Type	Funding Source
Waste Management						
240L Wheelie Bins	2,492	2,567	2,644	2,723	Renewal	Waste Fund
Industrial Bins	7,476	7,700	7,931	8,169	Renewal	Waste Fund
Waste Plant Purchases - Truck - Frontloader				560,000	Renewal	Waste Fund
Waste Plant Purchases - Compactor	200,000				Renewal	Waste Fund
Waste Solar Installation/Replacements		40,000	40,000	40,000	Renewal	Waste Fund
Boonoo Boonoo - Landfill Cover	30,000	30,900	31,827	32,782	Renewal	Waste Fund
Boonoo Boonoo - Develop Stage 5	2,300,000				New	Waste Fund
Boonoo Boonoo - Capping Cells 1-4	2,000,000	3,800,000			Renewal	Waste Fund
Redevelop Drake Transfer Station		350,000			Renewal	Waste Fund
Legume - Refurbish Transfer Station			200,000		Renewal	Waste Fund
Liston - Refurbish Transfer Station			200,000		Renewal	Waste Fund
Urbenville - Refurbish Transfer Station			200,000		Renewal	Waste Fund
Urbenville - Recycling Infrastructure			50,000		Renewal	Waste Fund
Tenterfield WTS Recycling Infrastructure	103,000				Renewal	Waste Fund
Tenterfield WTS Groundwater Bores	120,000				Renewal	Waste Fund
Tenterfield WTS - Replacement Cardboard Bailer	200,000				Renewal	Waste Fund
Tenterfield WTS - Additional Roofing		300,000			Renewal	Waste Fund
Total Waste Management	4,962,968	4,531,167	732,402	643,674		

CAPITAL EXPENDITURE

This section outlines the capital expenditure planned for the four-year period from 2026/2027 to 2029/2030.

Description	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)	2029/30 (\$)	Type	Funding Source
Water Supply						
Tenterfield Mains Replacement	400,000	355,023	366,368	377,723	Renewal	Water Fund
Tenterfield Meter Replacement	27,615	28,443	29,296	30,175	Renewal	Water Fund
Tenterfield Mains Augmentation	11,200				Renewal	Water Fund
Tenterfield - Smart Water Meters	50,000				New	Water Fund
Tenterfield Dam - Destratification System	50,000				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	14,000	14,420	14,853	15,299	Renewal	Water Fund
Urbenville Mains Replacement	40,000	41,200	42,436	43,709	Renewal	Water Fund
Urbenville Water Treatment Plant Upgrade	80,000	80,000			Renewal	Water Fund
Urbenville Air Scour Pipe Renewal Program	66,000				Renewal	Water Fund
Urbenville Flouride Dosing Upgrade		275,000			Renewal	Water Fund
Total Water Supply	1,038,815	794,086	968,953	466,906		

CAPITAL EXPENDITURE

This section outlines the capital expenditure planned for the four-year period from 2026/2027 to 2029/2030.

Description	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)	2029/30 (\$)	Type	Funding Source
Sewerage Services						
Tenterfield Mains Relining (1km Year)	211,986	218,346	224,896	231,643	Renewal	Sewer Fund
Tenterfield Mains Augmentation	84,866	87,412	90,034	92,735	Renewal	Sewer Fund
Tenterfield Manhole Level Alterations (Water Infiltration)	198,299	204,248	210,375	216,686	Renewal	Sewer Fund
Tenterfield Network Renewal	236,388	243,480	250,784	258,308	Renewal	Sewer Fund
Tenterfield - Polworth St Sewer Realignment	50,000				Renewal	Sewer Fund
Biosolids Processing Plant	250,000				Renewal	Sewer Fund
Tenterfield New Pump Station - Trail Lane	150,000				Renewal	Sewer Fund
Betterment of Molesworth St Sewer Line	2,461,809				Renewal	Regional Roads & Transport Recovery Package (RRTRP) grant
Tenterfield Sewer Treatment Plant - 3 Bay Shed for Storage		120,000			Renewal	Sewer Fund
Tenterfield Replace Baffles in Tertiary Ponds			46,100		Renewal	Sewer Fund
Tenterfield Upgrade Road to Tertiary Ponds				5,000	Renewal	Sewer Fund
Sewer Plant Purchases - Sewer Jetter Trailer	200,000				Renewal	Sewer Fund
Sewer Plant Purchases - Hydrovac Trailer	200,000				Renewal	Sewer Fund
Urbenville Sewer Treatment Plant - Sludge Removal/Renewal of Capacity		11,480		11,824	Renewal	Sewer Fund
Total Sewerage Services	4,043,348	884,966	822,189	816,196		

CAPITAL EXPENDITURE

This section outlines the capital expenditure planned for the four-year period from 2026/2027 to 2029/2030.

Sub Total by Fund	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)	2029/30 (\$)
General fund	15,362,657	7,499,209	7,587,899	7,338,747
Stormwater Fund		203,000	106,090	109,273
Waste Fund	4,962,968	4,531,167	732,402	643,674
Water Fund	1,038,815	794,086	968,953	466,906
Sewer Fund	4,043,348	884,966	822,189	816,196
GRAND TOTAL - All funds	25,407,788	13,912,428	10,217,533	9,374,796

STORMWATER LEVY

	2026/27 (\$)	2027/28 (\$)	2028/29 (\$)	2029/30 (\$)
Stormwater Levy				
Opening Balance of Stormwater Fund as at	1,193,823			
Operating Levy Income				
Stormwater - Residential Income	42,737.50	42,887.50	43,037.50	43,187.50
Stormwater - Non Residential Income	30,307.00	30,307.00	30,307.00	30,307.00
Total Operating Levy Income	73,044.50	73,194.50	73,344.50	73,494.50
Expenditure				
Stormwater Drainage - Maintenance	16,908.00	17,753.00	18,642.00	19,388.00
Stormwater Drainage - Design & Investigation	300,000.00			
Stormwater Pipe Renewal		203,000.00	106,090.00	109,273.00
Total Expenditure	316,908.00	220,753.00	124,732.00	128,661.00
Estimated Net Balance of Stormwater Fund as at Year End	949,960	802,401	751,014	695,847

Community Contributions and Donations 2026-2027

No	Organisation	Project	Amount \$
1	Drake Primary School	Presentation Night	150.00
2	Jennings Public School	Presentation Night	150.00
3	St Joseph's Convent Schools	Presentation Night	150.00
4	Sir Henry Parkes Memorial Primary School	Presentation Night	150.00
5	Tenterfield High School	Presentation Night	150.00
6	Urbenville Public School	Presentation Night	150.00
7	Woodenbong Public School	Presentation Night	150.00
8	Drake Primary School	Learn to Swim - contribution to transport	550.00
9	Urbenville Public School	Learn to Swim - contribution to transport	550.00
10	Westpac Helicopter Rescue Service	Helicopter Rescue Service - Annual Contribution to assist with Westpac Helicopter Service Annual Golf Charity and Auction Day	2,000.00
11	Liston Hall Committee	Annual Contribution to assist with operating costs	2,000.00
12	Boliva Hall Committee	Annual Contribution to assist with operating costs	2,000.00
13	Legume Hall Committee	Annual Contribution to assist with operating costs	2,000.00
14	Drake Hall Committee	Annual Contribution to assist with operating costs	2,000.00
15	Urbenville Hall Committee	Annual Contribution to assist with operating costs	2,000.00
16	Steinbrook Hall Committee	Annual Contribution to assist with operating costs	2,000.00
17	Sunnyside Hall Committee	Annual Contribution to assist with operating costs	2,000.00
18	Mingoola Hall Committee	Annual Contribution to assist with operating costs	2,000.00
19	Torrington Hall Committee	Annual Contribution to assist with operating costs	2,000.00

Community Contributions and Donations 2026-2027

No	Organisation	Project	Amount \$
20	Tenterfield Highlander Pipe Band	For Australia Day, ANZAC Day & Other Community Performance's *Donated amount is off-set into an account from the Donations (expenditure) to the Memorial Hall/RSL Pavillion (income) covering costs of cleaning and hall hire	4700.00
21	Urbenville Community	Bus Registration Costs	850.00
22	Tenterfield Seniors Week Committee	Seniors Week Activities	1000.00
Total External organisations Contributions and Donations			\$28,700

Long Term Financial Plan

2026/2037

Consolidated Income Statement 2025/2036

	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
Revenue from Continuing Operations	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Rates & Annual Charges	15,084,382	15,122,771	15,494,739	15,877,005	16,436,649	17,021,726	17,631,338	18,265,559	18,922,679	19,607,704
User Fees & Charges	2,739,450	2,808,332	2,904,702	3,005,516	3,110,222	3,218,816	3,331,415	3,448,072	3,568,787	3,693,675
Interest & Investment Revenue	1,135,000	725,000	420,000	370,000	365,000	365,000	365,000	365,000	365,000	365,000
Other Revenues	900,281	1,255,200	1,307,259	429,651	439,948	450,507	461,335	472,438	483,827	495,508
Grants & Contributions provided for Operating Purposes	23,238,925	10,085,877	10,250,689	10,584,722	10,763,562	10,947,056	11,135,328	11,328,491	11,526,689	11,730,052
Grants & Contributions provided for Capital Purposes	10,568,346	252,197	258,502	264,965	271,589	278,378	285,338	292,471	299,782	307,276
Net gains from the disposal of assets										
Total Income	53,666,384	30,249,377	30,635,891	30,531,859	31,386,970	32,281,483	33,209,754	34,172,031	35,166,764	36,199,215
Expenses from Continuing Operations										
Employee Benefits & On-Costs	10,543,060	11,058,275	11,598,859	12,055,640	12,530,401	13,023,861	13,536,753	14,069,844	14,623,909	15,199,779
Borrowing Costs	760,962	719,008	673,429	630,282	587,121	538,197	487,671	440,468	398,856	356,970
Materials & Contracts	24,903,587	8,433,781	8,635,266	8,000,165	8,363,795	8,745,498	8,763,137	8,718,045	8,911,940	9,315,975
Depreciation & Amortisation	10,359,447	10,849,624	11,367,157	11,910,300	12,479,981	13,078,628	13,707,693	14,368,030	15,061,065	15,789,287
Impairment										
Other Expenditure	2,968,261	3,150,080	3,404,231	3,556,557	3,784,542	4,030,721	4,360,941	4,583,482	4,894,514	5,231,163
Interest & Investment Losses										
Net Losses from the Disposal of Assets	325,343	335,103	345,156	355,511	366,176	377,161	388,476	400,130	412,134	424,498
Total Expenditure	49,860,660	34,545,871	36,024,098	36,508,455	38,112,016	39,794,066	41,244,671	42,579,999	44,302,418	46,317,672
Operating Result from Continuing Operations	3,805,724	(4,296,494)	(5,388,207)	(5,976,596)	(6,725,046)	(7,512,583)	(8,034,917)	(8,407,968)	(9,135,654)	(10,118,457)
Operating Result from Continuing Operations - excluding capital income	(6,762,622)	(4,548,691)	(5,646,709)	(6,241,561)	(6,996,635)	(7,790,961)	(8,320,255)	(8,700,439)	(9,435,436)	(10,425,733)

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	Adopted by council at its meeting 23 July 2025	23 July 2025	101/25
Amended	Amended Operational Plan Adopted adopted by Council 22 October 2025	22 October 2025	189/25
Draft	Amended Delivery Program 2025-2029 Draft Operational Plan 2026-2027 endorsed at xx xxxx 2026 for public consultation	xx xxxxx 2026	xxx/xx
Final	Adopted by council at its meeting xx xxx 2026	xx xxxxx 2026	xxx/xx

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.

