

Department:	Office of the Chief Corporate Officer
Submitted by:	Casual Administration & Customer Service Assistant
Reference:	ITEM GOV43/22
Subject:	ADOPTION OF IP&R DOCUMENTS INCLUDING THE COMMUNITY STRATEGIC PLAN, ASSET MANAGEMENT STRATEGY, WORKFORCE MANAGEMENT STRATEGY, DELIVERY PROGRAM, COMMUNITY ENGAGEMENT STRATEGY AND LONG TERM FINANCIAL PLAN

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Goal:	Council achieves excellence in corporate governance
Strategy:	Implement strategies, policies and practices to achieve excellence in corporate governance
Action:	Undertake all legislative requirements of local government

SUMMARY

The purpose of this report is for Council to adopt the Draft Integrated Planning & Reporting Documents for Tenterfield Shire Council, including; Community Strategic Plan 2022-2032, Asset Management Strategy 2022-2032, Workforce Management Strategy 2022-2032, and Long Term Financial Plan 2022-2032.

OFFICER'S RECOMMENDATION:

That Council:

- (1) Adopt the Community Engagement Strategy 2022-2032, as attached;**
- (2) Adopt the Community Strategic Plan 2022-2032**
- (3) Adopt the Asset Management Strategy 2022-2032, as attached;**
- (4) Adopt the Workforce Management Strategy 2021-2025, as attached;**
- (5) Adopt the Long Term Financial Plan 2022-2032, as attached;**
- (6) Adopt the Delivery Program 2022-2026, as attached.**

BACKGROUND

All NSW Councils are required to review and reconstruct all their Integrated Strategic Plans by the 30th of June following a full Council Election.

Over the past six (4) months a project has been underway to review and rebuild all of Council's Integrated Planning and Reporting documents in order to ensure that they are integrated, compliant with the requirements of the Local Government Act and IP&R guidelines and are structured in such a way to be more easily communicated to the community.

Accordingly, a revised Community Strategic Plan, Asset Management Strategy, Workforce Management Strategy and Long Term Financial Plan were constructed for Council's consideration and adoption at the March 2022 Ordinary Council Meeting. The revised documents were subsequently adopted as exhibition drafts and placed on public exhibition for a period of 38 days, closing on Monday 2 May 2022.

Our Governance No. 43 Cont...

**REPORT:
Submission Changes**

<i>Document</i>	<i>Change Needed</i>
Community Engagement Strategy	Updated design
	Grammatical corrections
Asset Management Strategy	Grammatical corrections
Workforce Management Strategy	Grammatical corrections
	Employment type updated
Long Term Financial Plan	Includes Modeling for next four years for SRV & No SRV
	Grammatical corrections
	Changes to budget forecast post consultation
Delivery Program	Design
	Insertion of Service areas and corresponding budgets
	Grammatical changes
	Insertion of Summary of Capital Works
Community Strategic Plan	Design and update
	Restructuring of some Strategies

Summary of Community Consultation Meetings – Round Two

Tuesday 5 April 2022	Jennings	11 people signed in
	Sunnyside	15 people signed in
Wednesday 6 April 2022	Bolivia	17 people signed in
	Torrington	17 people signed in
Thursday 7 April 2022	Tenterfield – 7.30am	5 people signed in
	Drake	12 people signed in
Friday 8 April 2022	Mingoola	14 people signed in
	Tenterfield - 4pm	42 people signed in
Saturday 9 April 2022	Urbenville	27 people signed in
	Legume	16 people signed in
	Liston	22 people signed in
	Total Registered	198 people signed in

Sign in sheets were provided however these did not capture all participants from staffs observation, particularly the afternoon/evening Tenterfield meeting where only 42 people signed in, however it was observed that it would have been closer to 100 people not including staff.

Also the high number staff to participant rate at the Tenterfield morning AM meeting was due to a general belief that more than 5 people would turn up.

Our Governance No. 43 Cont...

Community Engagement Consultations dates, places and times were communicated on the TSC website, "Your Local News" and flyers were distributed to the following with all dates and topics to be discussed:

- Thomas Rural
- Ten FM Radio
- Tenterfield Star Newspaper
- ABC Radio New England North West
- ABC Radio North Coast
- Killarney Co-op
- Norco Tenterfield
- Wilshire & Company
 - Tenterfield
 - Mingoola
 - Deepwater
 - Stanthorpe
- Facebook – via The Mayor
- All Councillors
- Tenterfield Business Chamber
- Main Street Businesses that take flyers and who were open
- Council's App – Push alert notification
- TSC website Engagement Hub
- All Progress Associations
 - Drake
 - Legume
 - Liston
 - Urbenville
 - Drake Resource Centre
 - Drake Lunatic Hotel
 - Mingoola
 - Wallangarra/Jennings
 - Steinbrook
- Hall Committees
 - Drake
 - Bolivia
 - Sunnyside
 - Torrington

Staff have collated all the submissions received directly to Council, within the exhibition period that relate to the higher-level planning framework. This may not include submissions sent directly to Councillors which Council have not received or that form part of wider conversations around service delivery now and into the future.

In summary, staff found that the second round of community engagement focused primarily on the Special Rate Variation (SRV) included in the Long-Term Financial Plan and subsequent service level requirements. This feedback will form the basis for the SRV Consultation required for the application to IPART and has been provided to staff to ensure that community ideas and concerns around Council operating processes, in the main are considered and acted upon where possible.

Our Governance No. 43 Cont...

The Community Strategic Plan and associated documents, that according to the Office of Local Government NSW, must identify the main priorities and aspirations of the area for the next ten years. Therefore, the Community Strategic Plan leans more heavily towards the first round of Community Consultation meetings.

This process identified clearly that people involved in the consultation were generally happy with the current breadth and level of Council Service except for Roads. However, at this juncture there was no consensus as to service level reductions that would have a material impact the scenario's contained in the Long-Term Financial Plan. As such the Delivery Program is a reflection of the current levels of Service and activities that will form the basis of this Term of Council.

COUNCIL IMPLICATIONS:

1. Community Engagement / Communication (per engagement strategy)

Collaborate item. A multi-facet community engagement program was undertaken for the rebuild project that then culminated in the public exhibition period of the draft documents for 38 days.

2. Policy and Regulation

- NSW Local Government Act 1993 as amended;
- NSW Local Government (General) Regulations 2021;
- NSW Local Government Integrated Planning and Reporting Guidelines 2021.

3. Financial (Annual Budget & LTFP)

This report addresses the adoption of a revised Long Term Financial Plan.

4. Asset Management (AMS)

This report addresses the adoption of a revised Asset Management Strategy.

5. Workforce (WMS)

This report addresses the adoption of a revised Workforce Management Strategy.

6. Legal and Risk Management

All draft Plans have been constructed given due consideration to Council's strategic and operational risks. Controls implemented to mitigate such and minimize residual risk are outlined in each of the Plans.

7. Performance Measures

Revised performance measures are outlined for each Resourcing Strategy within the respective Plans.

8. Project Management

Nil.

Kylie Smith
Chief Corporate Officer

Our Governance No. 43 Cont...

Prepared by staff member: Lee Sisson; Elizabeth Melling
Approved/Reviewed by Manager: Kylie Smith, Chief Corporate Officer
Department: Office of the Chief Corporate Officer
Attachments: **1** ATTACHMENT BOOKLET 1 - Integrated,
Planning & Reporting Documents

Department:	Office of the Chief Corporate Officer
Submitted by:	Manager Customer Service, Governance & Records
Reference:	ITEM GOV44/22
Subject:	Operational Plan 2022-2023 Including Statement of Revenue Policy 2022-2023

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

CSP Goal:	Leadership - LEAD 12 - We are a well engaged community that is actively involved in decision making processes and informed about services and activities.
CSP Strategy:	Maintain strong relationships with all levels of Government and proactively seek involvement in decision making impacting our Shire and the New England Northwest Region.
CSP Delivery Program	Provide sound and inclusive decisions using the Community Engagement Strategy to guide our interactions.

SUMMARY

The purpose of this report is for Council to adopt the Tenterfield Shire Council Operational Plan 2022/2023, following the completion of the public exhibition period which took place from 25 March 2022 to 2 May 2022 and for the Operational Plan 2022/2023 to be included within the current Tenterfield Shire Council Delivery Program 2022/2026.

OFFICER'S RECOMMENDATION:

That Council:

- (1) Adopts the Tenterfield Shire Council Operational Plan 2022/2023 as attached.**
- (2) Adopts the following documents as part of the Tenterfield Shire Council Operational Plan 2022/2023:**
 - (a) Tenterfield Shire Council Budget for 2022/2023**
 - (b) Tenterfield Shire Council Statement of Revenue Policy for 2022/2023, and**
 - (c) Tenterfield Shire Council Fees and Charges for 2022/2023.**
- (3) In accordance with the provisions of Section 355 of the Local Government Act 1993, makes, fixes and levies the rates for the year ending 30 June 2023 for the following rating categories:**

Farmland:

A Farmland rate of 0.00250159 cents in the dollar on the current land values of all rateable land in the Local Government Area being Farmland, with a base rate of \$423.00 per annum (the total revenue collected from this base amount represents 26.17% of the total revenue collected from this category of land);

Our Governance No. 44 Cont...

Residential – Tenterfield:

A Residential – Tenterfield rate of 0.00599576 cents in the dollar of the current land values of all rateable land within this category, with a base rate of \$329.00 per annum (the total revenue collected from this base amount represents 49.49% of the total revenue collected from this category of land);

Residential – Tenterfield (Urban):

A Residential – Tenterfield rate of 0.00494219 cents in the dollar of the current land values of all rateable land within this category, with a base rate of \$329.00 per annum (the total revenue collected from this base amount represents 23.69% of the total revenue collected from this category of land);

Residential – Urbenville:

A Residential – Urbenville rate of 0.00781108 cents in the dollar of the current land values of all rateable land within this category, with a base rate of \$294.00 per annum (the total revenue collected from this base amount represents 48.71% of the total revenue collected from this category of land);

Residential – Jennings:

A Residential – Jennings rate of 0.00827829 cents in the dollar of the current land values of all rateable land within this category, with a base rate of \$294.00 per annum (the total revenue collected from this base amount represents 49.20% of the total revenue collected from this category of land);

Residential – Drake:

A Residential – Drake rate of 0.01005773 cents in the dollar of the current land values of all rateable land within this category, with a base rate of \$294.00 per annum (the total revenue collected from this base amount represents 49.14% of the total revenue collected from this category of land);

Residential – Other:

A Residential – Other rate of 0.00459599 cents in the dollar of the current land values of all rateable land within this category, with a base rate of \$155.00 per annum (the total revenue collected from this base amount represents 25.85% of the total revenue collected from this category of land);

Business – Tenterfield:

A Business – Tenterfield rate of 0.01749100 cents in the dollar of the current land values of all rateable land within this category, with a base rate of \$567.00 per annum (the total revenue collected from this base amount represents 36.42% of the total revenue collected from this category of land);

Business – Urbenville:

A Business – Urbenville rate of 0.00731999 cents in the dollar of the current land values of all rateable land within this category, with a base rate of \$270.00 per annum (the total revenue collected from this base amount represents 47.82% of the total revenue collected from this category of land);

Business – Jennings:

A Business – Jennings rate of 0.00499813 cents in the dollar of the current land values of all rateable land within this category, with a base rate of \$270.00 per annum (the total revenue collected from this base amount represents 46.52% of the total revenue collected from this category of land);

Business – Drake:

A Business – Drake rate of 0.00839407 cents in the dollar of the current land values of all rateable land within this category, with a base rate of \$270.00 per annum (the total revenue collected from this base amount represents 48.61% of the total revenue collected from this category of land);

Business – Other:

A Business – Other rate of 0.00500483 cents in the dollar of the current land values of all rateable land within this category, with a base rate of \$288.00 per annum (the total revenue collected from this base amount represents 25.46% of the total revenue collected from this category of land);

Mining:

A Mining rate of 0.01999700 cents in the dollar on the current land values of all rateable land in the Local Government Area where the dominant use is for a coal mine or metalliferous mine, with a base rate of \$459.00 per annum (the total revenue collected from this base amount represents 45.08% of the total revenue collected from this category of land).

- (4) In accordance with the provisions of Section 552 of the Local Government Act 1993, Council makes, fixes and levies a Water Supply Availability Charge on all land rateable to the Water Supply Charge and other water charges for the year ending June 2022, as follows:**
- (a) Residential - \$618 per property and/or connection per annum;**
 - (b) Residential Strata - \$464 per property and/or connection per annum;**
 - (c) Mt Lindesay Private Line - \$770 per property and/or connection per annum;**
 - (d) Rural Other - \$618 per property and/or connection per annum;**
 - (e) Non Residential - Meter connection: 20mm - \$618 per property and/or connection per annum;**

Our Governance No. 44 Cont...

- (f) Non Residential - Meter connection: 25mm - \$618 per property and/or connection per annum;**
 - (g) Non Residential - Meter connection: 32mm - \$618 per property and/or connection per annum;**
 - (h) Non Residential - Meter connection: 40mm - \$927 per property and/or connection per ann**
 - (i) Non Residential - Meter connection: 50mm - \$1,445 per property and/or connection per annum;**
 - (j) Non Residential - Meter connection: 80mm - \$3,715 per property and/or connection per annum;**
 - (k) Non Residential - Meter connection: 100mm - \$5,805 per property and/or connection per annum;**
 - (l) Non Residential - Meter connection: 150mm - \$13,060 per property and/or connection per annum;**
 - (m) Voluntary & Charitable Organisations - \$118.50 per property and/or connection per annum;**
 - (n) Services installed solely for the purpose of firefighting – No Charge.**
- (5) In accordance with Section 502 of the Local Government Act, makes, fixes and levies a stepped tariff for the charge for water consumed by Residential customers (to be by measure of metered water consumption) at the rate of \$5.50 per kilolitre for water consumption between nil (0) and 450 kiloliters per annum, and \$8.60 per kilolitre for water consumed over 450 kilolitres per annum.**
- (6) In accordance with Section 502 of the Local Government Act, that Council makes, fixes and levies a stepped tariff for the charge for water consumed by Rural/Mt Lindesay customers (to be by measure of metered water consumption) at the rate of \$5.50 per kilolitre for water consumption between nil (0) and 450 kilolitres per annum, and \$8.60 per kilolitre for water consumed over 450 kilolitres per annum.**
- (7) In accordance with Section 502 of the Local Government Act, makes, fixes and levies a stepped tariff for the charge for water consumed by Non-Residential customers (to be by measure of metered water consumption) at the rate of \$5.50 per kilolitre for water consumption between nil (0) and 1,000 kilolitres per annum, and \$8.60 per kilolitre for water consumed over 1,000 kilolitres per annum.**
- (8) In accordance with Section 502 of the Local Government Act 1993, makes, fixes and levies a minimum water consumption account charge of \$25 for each of the six (6) monthly billing periods. Further, that if at the time of reading a water meter it is found to be damaged or has stopped, an account will be issued based on the previous two corresponding water bills.**
- (9) In accordance with Section 502 of the Local Government Act 1993, makes, fixes and levies a Water Infrastructure Charge per assessment connected to the Tenterfield and Urbenville Water**

Our Governance No. 44 Cont...

Treatment Plants of \$77 to part fund infrastructure associated with Council's Water Network.

(10) In accordance with the provisions of Section 501(1) and 502 of the Local Government Act 1993, makes, fixes and levies a Sewerage Service Availability Charge of \$1,320 on all Residential land in the Tenterfield and Urbenville Town Areas and is:

- (a) connected to the Council's sewer main, or**
- (b) not connected to the Council's sewer main but any part of the property is no more than 75 metres from the Council's sewer main; and**
- (c) land from which sewerage can be discharged into the sewers of Council for the year ending June 2023.**

Further, that in respect of Residential Flat Buildings a Sewerage Availability Charge will be made equal to the number of residential flats multiplied by the service charge for a single connection

(11) In accordance with the provisions of Sections 501(1) and 552 of the Local Government Act 1993, Council makes, fixes and levies Annual Access Charges for Commercial and Non-Residential Sewerage for the year ending June 2023, as follows:

A Sewerage Access Charge will be incurred proportional to the customer's water connection diameter plus a pay-for-use charge based on the water used, calculated in accordance with the following connection options and the formula following subparagraph "j" below:

- (a) Non Residential - Meter connection: 20mm - \$1,320 per occupancy per property per annum;**
- (b) Non Residential - Meter connection: 25mm - \$1,320 per occupancy per property per annum;**
- (c) Non Residential - Meter connection: 32mm - \$1,710 per occupancy per property per annum;**
- (d) Non Residential - Meter connection: 40mm - \$2,667 per occupancy per property per annum;**
- (e) Non Residential - Meter connection: 50mm - \$4,158 per occupancy per property per annum;**
- (f) Non Residential - Meter connection: 80mm - \$10,641.75 per occupancy per property per annum;**
- (g) Non Residential - Meter connection: 100mm - \$16,626.75 per occupancy per property per annum;**
- (h) Non Residential - Meter connection: 150mm - \$37,422 per occupancy per property per annum;**
- (i) Voluntary & Charitable Organisations - \$255.15 per occupancy per property per annum;**
- (j) Services installed solely for the purpose of firefighting – No Charge.**

The formula to calculate Non-Residential Sewerage Charges is:

Our Governance No. 44 Cont...

AC +SDF x (C+UC)

Where:

AC = Access Charge

SDF = Sewerage Discharge Factor (determined by type/use)

C = Customers Annual Water Consumption in kilolitres

UC = Sewerage Usage Charge

(12) Makes, fixes and levies a Sewerage Usage Charge of \$3.20 per kilolitre in 2022/2023.

(13) Makes, fixes and levies Trade Waste Annual Charges for the year ending June 2023, as follows:

- (a) Non-Residential Trade Waste Fee: Category 1 - \$185 per property per annum**
- (b) Non-Residential Trade Waste Fee: Category 2 - \$185 per property per annum**
- (c) Non-Residential Trade Waste Fee: Category 3 - \$882 per property per annum**

(14) Makes, fixes and levies Trade Waste Usage Charges for the year ending June 2023, as follows:

- (a) Non-Residential Trade Waste Usage Charge: Compliant - \$2.05 per kilolitre**
- (b) Non-Residential Trade Waste Usage Charge: Non-Compliant - \$21.00 per kilolitre**

(15) In accordance with section 501 of the Local Government Act 1993 makes, fixes and levies the Waste Management Facility Charge of \$288.50 per property per annum for the year ending June 2023.

(16) In accordance with sections 496 and 501 of the Local Government Act 1993 makes, fixes and levies Waste Collection Charges for the year ending June 2023, as follows:

- (a) Residential Waste Collection: 120L Bin - \$447 per service per annum**
- (b) Residential Waste Collection: 240L Bin - \$575 per service per annum**
- (c) Non-Residential Waste Collection: 120L Bin - \$447 per service per annum**
- (d) Non-Residential Waste Collection: 240L Bin - \$575 per service per annum**

(17) In accordance with sections 496 and 501 of the Local Government Act 1993 makes, fixes and levies Recycling Collection Charges for the year ending June 2023, as follows.

- (a) Residential Recycling Collection - \$86.50 per service per annum**

Our Governance No. 44 Cont...

(b) Non-Residential Recycling Collection - \$86.50 per service per annum

(18) In accordance with section 496A of the Local Government Act 1993 makes, fixes and levies Stormwater Management Charges for the year ending June 2023, for properties within the Tenterfield, Urbenville and Jennings town areas where there is a structure.

(a) Residential – \$25.00 per annum

(b) Residential Strata Title Per Unit - \$12.50 per annum

(c) Non-Residential: <350m square - \$25.00 per annum

(d) Non-Residential: 350m square-1200m square - \$50.00 per annum

(e) Non-Residential: 1200m square-5000m square - \$221.00 per annum

(f) Non-Residential: >5000m square - \$357.00 per annum

(19) Provides three (3) waste vouchers per annum to be issued with the annual rates notice and that the value of these vouchers be equivalent to the fee for a small box trailer - that is, \$30.50 each.

(20) That Council borrows \$3,100,000 in 2022/2023 for infrastructure projects.

(21) In accordance with the provisions of Section 566(3) of the Local Government Act 1993, determines that the extra interest charges on overdue rates and charges will be levied at the maximum rate allowable and as advised by the Office of Local Government on a daily simple interest basis for the financial year ending 30 June 2023.

(22) In accordance with the provisions of Section 405(6) of the Local Government Act 1993, places a copy of its adopted Operational Plan 2022/2023 on its website within 28 days.

BACKGROUND

In accordance with the Local Government Act 1993, Council must prepare a number of plans that detail how Council intends to deliver services and infrastructure in the short and long term. These plans are to be based on priorities that have been identified through community engagement in the planning process, and established in a Community Strategic Plan.

Council must have a Delivery Program, detailing the principal activities it will undertake to achieve the objectives of the Community Strategic Plan. The Operational Plan identifies the individual actions and activities that will be undertaken in a specific year to achieve the commitments made in the Delivery Program.

REPORT:

Section 8C of the Local Government Act 1993 provides the following principles for Integrated Planning and Reporting that apply to Councils:

Our Governance No. 44 Cont...

- a) *Councils should identify and prioritise key local community needs and aspirations and consider regional priorities.*
- b) *Councils should identify strategic goals to meet those needs and aspirations.*
- c) *Councils should develop activities, and prioritise actions, to work towards the strategic goals.*
- d) *Councils should ensure that the strategic goals and activities to work towards them may be achieved within council resources.*
- e) *Councils should regularly review and evaluate progress towards achieving strategic goals.*
- f) *Councils should maintain an integrated approach to planning, delivering, monitoring and reporting on strategic goals.*
- g) *Councils should collaborate with others to maximize achievement of strategic goals.*
- h) *Councils should manage risks to the local community or area or to the council effectively and proactively.*
- i) *Councils should make appropriate evidence-based adaptations to meet changing needs and circumstances.*

Council's current Delivery Program 2022/2026 incorporates the Community Strategic Plan and an annual Operational Plan that communicates to the residents of Tenterfield Shire the priorities for that year. The draft Operational Plan 2022/2023 details the actions and programs to be undertaken to support the Delivery Program and the Community Strategic Plan.

Council placed the draft Operational Plan including the Budget, Statement of Revenue Policy, and Fees and Charges for 2022/2023 on public exhibition from 25 March 2022 to 2 May 2022. Multiple submissions have been received and have been provided to Council as an annexure of the Integrated Planning & Reporting process.

COUNCIL IMPLICATIONS:

1. Community Engagement / Communication (per engagement strategy)

The draft Operational Plan 2022/2023 has been on public exhibition for a period of 38 days, from 25 March 2022 to 2 May 2022 for community review and comment.

2. Policy and Regulation

- Local Government Act 1993 – Sections 8A 1(c), 8C, 405.
- NSW Local Government (General) Regulations 2021;
- NSW Local Government Integrated Planning and Report Guidelines 2021.

3. Financial (Annual Budget & LTFP)

Our Governance No. 44 Cont...

The draft Operational Plan 2022/2023 includes Council's detailed annual budget, along with the Council's Statement of Revenue Policy, which includes the proposed rates, fees and charges for the financial year 2022/2023.

4. Asset Management (AMS)

Asset management implications in the delivery of the Operational Plan activities will need to be provided for in the budget for 2022/2023 and subsequent years, where identified.

5. Workforce (WMS)

Nil.

6. Legal and Risk Management

In accordance with Sections 405(3) and 405(5) of the Local Government Act 1993, Council is required to provide the draft Operational Plan 2022/2023 for public exhibition for a period of at least 28 days, for public review and comments. Following Council's Ordinary Meeting of 23 March 2022, the draft Operational Plan was exhibited from 25 March 2021 to 2 May 2022, to meet this requirement.

7. Performance Measures

Nil.

8. Project Management

Nil.

Kylie Smith
Chief Corporate Officer

Prepared by staff member:	Erika Bursford; Penny Robertson; Jessica Wild; Roy Jones
Approved/Reviewed by Manager:	Kylie Smith, Chief Corporate Officer
Department:	Office of the Chief Corporate Officer
Attachments:	1 ATTACHMENT BOOKLET 2 - Operational Plan 2022-2023 including Statement of Revenue Policy 2022-2023