

Service Review September 2021 – August 2022

Service	Outputs	Review Description	Adopted Res/No
<p>1. Civic Office 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.</p>	<p>Community Strategic Plan Community Engagement Representation to other tiers of Government Resolutions and Council Minutes Policies and Codes</p>	<p>National General Assembly of Local Government 201 – Motions for Debate Resolved that Council approve the submission of the following motions for the National General Assembly of Local Government 2021:</p> <ul style="list-style-type: none"> (i) This National General Assembly again calls on the Australian Government to increase funding for local government Financial Assistance Grants to a level of at least 1% of Commonwealth taxation revenue by the 2022/23 Financial Year. (ii) This National General Assembly calls on the Australian Government to either cease the practice of expecting Council co-contributions when applying for Federal Government Grants or allow Council's in kind contributions to be eligible as the co-contribution from Councils. (iii) This National General Assembly calls on the Australian Government to allow Councils to use new Grant Funding opportunities for projects already contained within their operational plan that would have otherwise been funded from loans (currently they are excluded). (iv) This National General Assembly call on the Australian Government to provide grant funding in advance to Regional and Rural Councils and not in arrears so as to avoid impacting unfavorably on such Council's cash flow. (v) This National General Assembly calls on the Australian Government to provide grant funding to assist Councils deal with the costs incurred in correcting historical errors in mapping of actual roads so that ratepayers do not have to meet these costs. <p>Councillors – Provision of Superannuation 2022-2023 Resolved that Council:</p> <ul style="list-style-type: none"> 1) Notes the Report and Determination of the NSW Parliament; and 2) Forgo the payment of superannuation for all current term Councillors until the next election of Council – September 2024. <p>National General Assembly of Local Government Resolved that Council approve the attendance of the Chief Executive and Mayor Bronwyn Petrie at the National General Assembly of Local Government 2022 and Regional Forum 2022 to be held in Canberra, 19 to 22 June 2022.</p> <p>Tenterfield Shire Council proposed three recommendations for consideration by the Council's represented, all three recommendations were passed without dissent. The third recommendation was absorbed into another recommendation by other councils as it reflected a general consensus of several councils.</p> <p>The two individual resolutions are as follows:-</p> <ul style="list-style-type: none"> 1) This National General Assembly calls on the Australian Government to provide grant funding in advance to regional land rural councils and not in arrears so as to avoid impacting unfavourably on said council's cash flow – carried. 2) This National General Assembly calls on the Australian Government to allow councils to use new grant funding opportunities for projects already contained within their operational plan that would have otherwise been funded from loans (currently they are excluded) – carried. 	<p>GOV18/21 Res 62/21 24 March 2021</p> <p>GOV15/22 Res No. 30/22 23 February 2022</p> <p>GOV17/22 Res No. 32/22 23 February 2022</p>

<p>2. Organisation Leadership Provide high level Governance through quality leadership, direction and services. The provision of advice and direction in governance to Elected Members and staff, enshrining better practice in relation to internal processes and regulatory requirements and assisting Council in delivering overall good governance through the development of policies, protocols and procedures, guidance documents and checklists.</p>	<p>Resourcing Strategy Code of Meeting Practice and Register of Committees Organisation Performance Framework Delegations Register Business Papers – Council, Committees and Public Documents</p>	<p>Application for Special Rate Variation 2022/23 and 2023/24 Resolved that Council: 1) Receive the report on Application for Special Rate Variation 2022/23 and 2023/24; 2) Determine not to proceed with a permanent Special Rate Variation Application for the 2022/23 financial year for the purpose of maintaining existing services, enhancing financial sustainability, and funding infrastructure maintenance and renewal; 3) Request the Chief Executive advise IPART of Council’s decision not to proceed with a permanent Special Rate Variation Application for the 2022/23 financial year; 4) Request the Chief Executive bring back a report outlining the process to consider an SRV Application for the 2023/24 financial year detailing further options and an operational efficiency review; including the community consultation program; and 5) Acknowledge that without an SRV in 2022/23 financial year, service levels to the community will be impacted until the budget deficits are resolved.</p> <p>Tenterfield Shire Council – Additional Special Rate Variation (ASV) for 2022-23 Resolved that Council does not proceed with the additional special rate variation for 2022/23 financial year, considering the cost/benefit to council operations and the current community consultation/engagements in place for the recommended special rate variation scenarios for the financial year 2023/24.</p> <p>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 Resolved 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.</p> <p>Operational Plan 2022-2023 Including Statement of Revenue Policy 2022-2023 Resolves that Council: 1) 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.</p> <p>2) Resolved (20) That Council borrows up to \$3,100,000 in 2022/2023 for infrastructure projects.</p> <p>Commencement of Further Community Consultation – Special Rate Variation 2023/24 and 2024/25 Resolved that Council: 1) Receive the report on Commencement of Further Community Consultation relating to an application for a Special Rate Variation 2023/2024 and 2024/2025. 2) Commence community engagement to support an application to IPART for a proposed Special Rate Variation comprising of a permanent increase of 43% (including rate peg) in 2023/24 and 43% (including rate peg) in 2024/25, representing a cumulative increase of 104.49% using the current rating structure to determine yield.</p>	<p>GOV12/22 Res No. 16/22 7 February 2022</p> <p>GOV37/22 Res No. 81/22 27 April 2022</p> <p>GOV43/22 Res No. 98/22 25 May 2022</p> <p>GOV44/22 Res No. 100/22 25 May 2022</p> <p>GOV 44/22 (item 20) Res No. 101/22 25 May 2022</p> <p>GOV61/22 Res No. 156/22 27 July 2022</p>
<p>3. Community Development Community development provides support to communities and community organisations across the Council area. Support is centred on local community planning with a wide range of support on governance, engagement, skill development, grants, developing local plans, projects and partnership involvement.</p>	<p>Disability Inclusion Action Plan Community Events Partnership Development Cultural Plan Grant Application Assistance Community Advisory Committees</p>		

<p>4. Economic Growth & Tourism Promotion and support of the Tenterfield Region as a place to live, work and invest, capitalising on the region's tourism potential as an iconic Australian destination, through coordinated marketing activities, provision of information services and engagement with the business and industry.</p>	<p>Interagency Management Regional Marketing Programs and Collateral Sale of Industrial Land Facilitate Investor Connections Biennial Business and Tourism Excellence Awards Support Existing and Attract New Business Visitor Information Centre Communications Community Engagement</p>	<p>Tenterfield Shire Council Economic Development Activation and Stimulus Package Resolved that Council's Economic Development and Stimulus Package cease to operate on 30 June 2022.</p>	<p>ENV5/22 Res No. 60/22 23 March 2022</p>
<p>5. Theatre & Museum Complex To provide up to date high quality cultural, community activities, including cinematic, and theatre productions, and to maintain, develop and promote the Sir Henry Parkes Memorial School of Arts and Museum.</p>	<p>Cinema Museum Functions and Events Theatre Cultural Development</p>		
<p>6. Library Services Tenterfield Public Library seeks to inspire life-long learning and provide recreational opportunities through the provision of equitable access to informational, educational and recreational resources.</p>	<p>Physical and Electronic Library Resources Tenterfield Home Library Service Library Programs and Events Northern Tablelands Cooperative Library Service Inter-Library Loan Service Database Access</p>	<p>Tenterfield Public Library – Review of Saturday Morning Operations Resolved that Council temporarily cease operations of the Tenterfield Library on Saturdays.</p> <p>Tenterfield Public Library Branch Services Update Resolved that Council:</p> <ol style="list-style-type: none"> 1) Implement a 12 month trial of a revised self-managed 'Library Resource Hub' model for both Urbenville and Drake locations as outlined in item (a) of this Report. 2) Permanent closure of the Torrington Library Branch which includes the return of IT assets and cancellation of lease arrangements. Torrington to retain any existing Library furniture for internal use. 3) Lateral transfer of the permanent part-time Library Officer position (Torrington) to Tenterfield Public Library as detailed in item (b) of this report. 4) Priority allocation of deleted Tenterfield Public Collection items to the Drake, Torrington and Urbenville Progress Associations ongoing and as part of the current collection management review. 5) Priority allocation to Drake, Torrington and Urbenville Progress Associations of de-commissioned library furniture being replaced by the Library refurbishment grant project. 6) Council Staff investigate future funding opportunities to establish a mobile Library service to provide a range of services and programs to the broader Tenterfield Shire villages in the future. 	<p>COM3/22 Res No. 55/22 23 March 2022</p> <p>COM16/22 Res No. 175/22 24 August 2022</p>
<p>7. Workforce Development The provision of systems and procedures to coordinate internal organisational services including recruitment and retention, workforce planning, employee development and training, corporate inductions, workplace safety and staff health and well-being.</p>	<p>Workforce Development Training and Development Enterprise Risk Management Human Resources Operations Work Health and Safety</p>	<p>Risk Management Policy – ensure compliance with the requirements of the Local Government Act 1993 Resolved that Council adopts the revised Risk Management Policy and the associated Risk Appetite Statement.</p>	<p>COM12/22 Res No. 147/22 27 July 2022</p>
<p>8. Emergency Services 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.</p>	<p>Natural Disaster Management and Planning Rural Fire Service Operations and Emergency Response Development and review of the Tenterfield Shire Emergency Management Plan (EMPLAN) Tenterfield Shire Council Local Emergency Management Committee State Emergency Service Operations and Emergency Response</p>	<p>Acceptance of a Qualified Opinion from Audit Office of NSW for Financial Statements 30 June 2022 – Treatment of Rural Fire Service Assets Resolved that:</p> <ol style="list-style-type: none"> 1) That council receive and note the final Management Letter from the Audit Office of New South Wales for the Final Phase of the 2020/2021 Audit. 2) That Council receive and note Council – Response to Management to Letter regarding treatment of Rural Fire Service Assets. 3) That Council adopts a firm position on the issue of Rural Fire Service assets, being that the Rural Fire Service Act 1997 should be amended to make it clear that control of its assets rests with the Rural Fire Service, and it should therefore have all assets relating to its activities on its Balance Sheet. 4) That Council adopts an Acceptance of a Qualified Opinion from the audit Office of New South Wales for Financial Statements 30 June 2022. 	<p>GOV62/22 Res No. 157/22 27 July 2022</p>

9. Finance & Technology

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.

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 Statements
Grant Acquittals
Statistical Returns

Quarterly Budget Review Statement September 2021

Resolved that Council adopts the September 2021 Quarterly Budget Review Statement and recommendations therein that:

- a) No additional operating or capital expenditure outside of the recommendations in this review be approved by Council unless they are offset by other savings (e.g. with road works such as re-sheeting, with a plan to reduce maintenance costs) or grant funded and even then only where there will be no additional operating costs as a result of the expenditure i.e. if capital related expenditure, it should be for the replacement of existing assets only, not new assets.
- b) As part of Council's new Asset Management System implementation and asset revaluation processes for 2021/22, a thorough review of depreciation be undertaken to ascertain if depreciation expenditure can be reduced and that further discussions be held with the State Government regarding them re-acquiring some roads from Council;
- c) Acknowledge the ongoing governance and treasury management difficulties Council faces with the current structure of many grant and disaster funding payments, and advocate for changes to the timing of these cash payments from State and Federal governments;
- d) That the issue of rate pegging and cost shifting be raised again in appropriate forums; and
- e) That a plan be developed to increase operational income and further reduce operational expenditure as per previous discussions and comments in Council Reports, may include a Special Rates Variation request with a view to returning Council's operating position to surplus.

Changes to Proposed Borrowings 2021-22 Financial Year

Resolved that Council:

- 1) Approves the establishment of a Corporate Markets Loan with NAB with a drawdown facility limit of \$5,000,000 for a rollover period 90 days, to function as a cash reserve to fund external restrictions when required.
- 2) Notify the Office of Local Government of the loan arrangements.
- 3) Through the Mayor and Chief Executive continue to lobby the State and Federal Government as a matter of urgency regarding the late payment of disaster grant funding.

Quarterly Budget Review Statement – December 2021

Resolved that Council:

Adopts the December 2021 Quarterly Budget Review Statement and recommendations therein that:

- a) No additional operating or capital expenditure outside of the recommendations in this review be approved by Council unless they are offset by other savings (e.g. with road works such as re-sheeting, with a plan to reduce maintenance costs) or grant funded and even then only where there will be no additional operating costs as a result of the expenditure i.e. if capital related expenditure, it should be for the replacement of existing assets only, not new assets;
- b) As part of Council's new Asset Management System implementation and asset revaluation processes for 2021/22, a thorough review of depreciation be undertaken to ascertain if depreciation expenditure can be reduced, and that further discussions be held with the State Government regarding the State re-acquiring some roads from Council;
- c) Acknowledge the ongoing governance and treasury management difficulties Council faces with the current structure of many grant and disaster funding payments, and advocate for changes to the timing of these cash payments from State and Federal governments/
- d) That the issue of rate pegging and cost shifting be raised again in appropriate forums; and
- e) That a plan be developed to increase operational income and further reduce operational expenditure as per previous discussions and comments in Council Reports. Such a plan may include a Special Rates Variation request with a view to returning Council's operating position to surplus.

Quarterly Budget Review Statement – March 2022

Resolved that Council:

Adopts the March 2022 Quarterly Budget Review Statement and recommendations therein that:

- a) No additional operating or capital expenditure outside of the recommendations in this review be approved by Council unless they are offset by other savings (e.g. with road works such as re-sheeting, with a plan to reduce maintenance costs) or grant funded and even then only where there will be no additional operating costs as a result of the expenditure i.e. if capital related expenditure, it should be for the replacement of existing assets only, not new assets;

**GOV/21
Res No. 218/21
24 November 2021**

**GOV11/22
14/22
12 January 2022**

**GOV20/22
Res No. 35/22
23 February 2022**

**GOV45/22
Res No. 103/22
25 May 2022**

		<p>b) As part of Council's new Asset Management System implementation and asset revaluation processes for 2021/22, a thorough review of depreciation be undertaken to ascertain if depreciation expenditure can be reduced, and that further discussions be held with the State Government regarding the State re-acquiring some roads from Council;</p> <p>c) Acknowledge the ongoing governance and treasury management difficulties Council faces with the current structure of many grant and disaster funding payments, and advocate for changes to the timing of these cash payments from State and Federal governments/</p> <p>d) That the issue of rate pegging and cost shifting be raised again in appropriate forums; and</p> <p>e) That a plan be developed to increase operational income and further reduce operational expenditure as per previous discussions and comments in Council Reports. Such a plan may include a Special Rates Variation request with a view to returning Council's operating position to surplus.</p> <p>Financial Statements to be referred for Audit Resolved that Council:</p> <ol style="list-style-type: none"> 1) In relation to the Financial Statements and in accordance with Section 413(2)(c) of the Local Government Act 1993 (as amended): <ol style="list-style-type: none"> a) Council resolves that in its opinion the General Purpose Financial Statements and the Special Purpose Financial Statements for the year ended 30 June 2022 and Special Schedules are properly drawn up in accordance with the provisions of the Local Government Act 1993, (as amended) and the Regulations there under; and b) That the Financial Statements be approved and signed by the Mayor, the Deputy Mayor, the Chief Executive and the Responsible Accounting Officer. 2) That the Financial Statements be referred to Council's Auditor for audit; and 3) That the audited Financial Statements be forwarded to the Office of Local Government by 31 October 2022; and 4) That the Chief Executive Officer be delegated authority to place the Audited Financial Statements on public exhibition from Tuesday, 1 November 2022 if possible (or the soonest practicable alternative date if not) and that notice be given that Council will present its Audited Financial Statements at the Ordinary Council Meeting to be held on 23 November 2022 if possible (or the soonest practicable alternative date if not); and 5) That the audited Financial Statements be presented at the meeting of Council to be held on 23 November 2022 if possible in accordance with Section 419(1) of the Local Government Act 1993 (as amended) or alternatively at the soonest practicable date as determined by the Chief Executive Officer. 	<p>GOV71/22 Res No. 182/22 24 August 2022</p>
<p>10. Customer Service, Governance & Records The provision of functions to internal and external customers of Council including Statutory Reporting, Customer Service and Records Management.</p>	<p>Annual Report Integrated Planning and Reporting Audit, Risk & Improvement Statutory Reporting Customer Service Records Management Government Information Public Access Reviews and Investigations Governance Framework Annual Operational Plan</p>	<p>Tenterfield Shire Council Audit, Risk and Improvement Committee Charter & Tenterfield Shire Council Internal Audit Charter Resolved that Council adopt the Tenterfield Shire Council Audit, Risk and Improvement committee charter and Tenterfield Shire Council Internal Audit Charter.</p>	<p>GOV68/22 Res No.179/22 24 August 2022</p>
<p>11. Environmental Management To protect the natural environment, agricultural activities, the economy and community from the impacts of noxious and invasive weeds within the Tenterfield Shire.</p>	<p>Parking compliance Weed Management and Control Service Ranger Operations Companion Animals Community Education</p>		
<p>12. Livestock Saleyards 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.</p>	<p>Management of Saleyards Assets Scanning and Weighing of Cattle</p>	<p>Return Grant Funds Relating to Proposed Saleyard Truck Wash – Transport NSW Grant Funding Resolved that Council:</p> <ol style="list-style-type: none"> 1) Agree to no longer proceed with the proposed Truck Wash; and 2) Agree to return the grant funds back to the funding body and provide the Treasurer and the Treasurer's Representative with one (1) months' notice to abandon the project. 	<p>ECO7/22 Res No. 92/22 25 May 2022</p>

<p>13. Planning & Regulation The provision of efficient and consistent planning, building, environmental and public health regulation, inspection and certification services.</p>	<p>Development Applications Construction Certificates Issuing of Orders, Notices, Infringements Land Use Planning Approvals Community and School Education</p>		
<p>14. Building & Amenities 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.</p>	<p>Administration Buildings Council Property Management Community Buildings Commercial and Residential Properties Public Halls Public Amenities</p>	<p>Lot 26 DP 735029 Sugarbag Road Resolved that Council: 3) Note the report and the removal of proposed sale proceeds of Lot 26 DP 735029 Sugarbag Road from the current year's budget 2022/2023; and 4) Defer any further action on the matter (sale of Lot 26 DP 735029 Sugarbag Road) for another 12 months (Feb 2023) and contact RFS regarding suitability as a strategic/tactical fire trail grant.</p>	<p>ECO2/22 Res No. 22/22 23 February 2022</p>
<p>15. Parks, Gardens & Open Spaces 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.</p>	<p>Parks and Gardens Management Open Space Management Cemeteries Sporting Grounds</p>		
<p>16. Swimming Complex To provide the public with safe aquatic facilities located in the Tenterfield township.</p>	<p>Ensure Water Quality Standards 33m Outdoor Pool Management of Swimming Pool Operations Toddler's Pool Kiosk Facility</p>		
<p>17. Asset Management & Resourcing The delivery of the Shire's assets with a focus on long-term sustainability with sufficient flexibility to facilitate the delivery of Council activities.</p>	<p>Asset Planning, Policy and Management Design and Engineering Development of Maintenance Policies and Procedures Project Management Inspections and Condition Assessment Asset Risk Management</p>	<p>Airstrip – Lot 1 DP236737 – 127 Schroders Road, Tenterfield Resolved that Council: 5) Receive and note the report; and 6) Delegate the Chief Executive authority to arrange sale of Lot 1 DP236737 – 127 Schroders Road, Tenterfield by Tender, with a request for tenderers to provide their aspirations for the site.</p>	<p>ECO12/22 Res No. 188/22 24 August 2022</p>
<p>18. Commercial Works 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.</p>	<p>Commercial works in accordance with Private Works Policy</p>		
<p>19. Stormwater & Drainage The provision of stormwater drainage infrastructure to manage rainfall and storm events and manage environmental impacts of urban runoff.</p>	<p>Stormwater Infrastructure Gross Pollutant Traps</p>		
<p>20. Transport Network 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.</p>	<p>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 Guardrail Footpath, Cycleway and Kerb/Gutters</p>		
<p>21. Plant, Fleet & Equipment 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.</p>	<p>Plant and Fleet Management Stores Management Depot Management</p>		
<p>22. Waste Management</p>	<p>Tenterfield Landfill Commercial Waste Management</p>		

<p>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.</p>	<p>Recycling and Community Education Domestic Waste Management Waste Transfer Stations</p>		
<p>23. Water Supply 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.</p>	<p>Water Supply – Tenterfield, Urbenville Water Sales – Woodenbong and Muli Muli Reticulation System - Jennings</p>		
<p>24. Sewerage Services 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.</p>	<p>Sewerage Services – Tenterfield, Urbenville Asset maintenance, renewal and upgrade program (sewer mains, valves and hydrants) Compliance with EPA and DPI Water Licence conditions and guidelines</p>		