



Link to DRAFT Plans

<https://tent.engagementhub.com.au/have-your-say-on-our-community-strategic-plan>

Summary of Council Business Papers and Recommendations for Councillors to vote on

Documents:

## **AGENDA, ATTACHMENTS & MINUTES - 25 MAY 2022**

[Agenda Ordinary Council Meeting - 25 May 2022](#) - marked up version on [www.osoci.org](http://www.osoci.org)  
[Ordinary Council Meeting - 25 May 2022 - Attachment Booklet 1](#)  
[Ordinary Council Meeting - 25 May 2022 - Attachment Booklet 2](#)

**Summary of issues to be raised and community to act on by instructing their councillors to VOTE NO = DO NOT ADOPT.**



FROM DOUCMENT: AGENDA Ordinary Council Meeting

Item GOV43/22

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Key Issue: The Report is false and misleading and not suited to inform Councillors about the true input provided by the community.

## Councillors to NOT ADOPT the Plans

**Councillors to undertake a complete rework of the Community strategic plan including the community.** This was requested by the community to occur!

The Community consultation process was faulty and insufficient

Proposed ADDITIONAL Action: Formal complaint against the CEO/COO and officers who put the report together as they have deliberately and against their better knowledge mislead the councillors with a falsified report which does not reflect that process or outcomes of the community consultation process.

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

<b>LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK</b>	
<b>Goal:</b>	Council achieves excellence in corporate governance
<b>Strategy:</b>	Implement strategies, policies and practices to achieve excellence in corporate governance
<b>Action:</b>	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.**



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.**

FALSE and misleading - falsifying and misrepresenting - despite knowing better based on written communication received from community and personal meeting and subsequent written communication (email)

**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.

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## What is Community Engagement?

For the purposes of this strategy, community engagement is defined as the processes and structures in which Council:

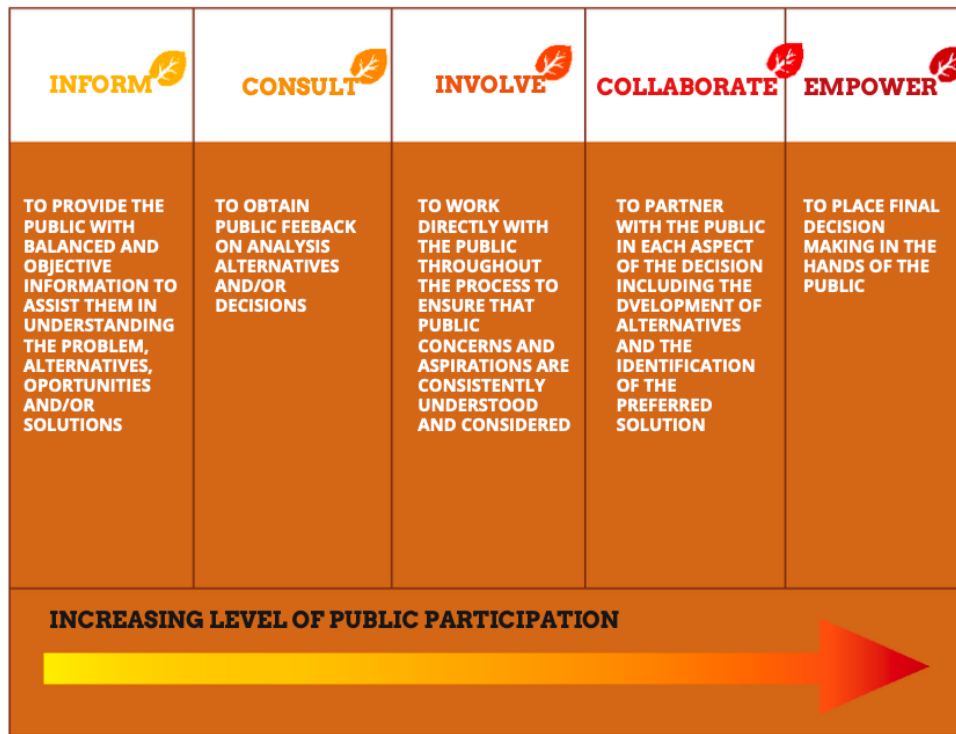
1. Communicates information to the community; and
2. Seeks information, involvement and collaboration from the community with the primary aim of informing Council's decision making.

Best practice community engagement as prescribed by the International Association for the Public Participation (IAP2) defines community engagement as:  
**"Any process that involves the public in problem solving or decision making and uses public input to make decisions".**

In general terms it is an inclusive process to ensure the community has the opportunity to participate in decisions that impact them.  
The process of community engagement can extend from a phone call or letter, to a program of major community workshops. The initiative for community engagement may come from within Tenterfield Shire Council or from outside.



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\*Reference: International Association for Public Participation  
www.iap2.org

\*Council functions under the Local Government Act NSW 1993; and accordingly only the elected body of Council is 'empowered' to make decisions and implement actions.  
Hence, engagement activities conducted at the Empower level will be limited to Council.

**For Tenterfield Shire Council the key stages can be categorised**

**as: Inform**

**Consult**

**Involve/Collaborate**



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Revenue Policy and Budget

Deficit of \$2,944,003.— for 2022/2023 – number not consistent with DELIVERY PROGRAM

### **Councillors to NOT ADOPT the Plans – including the BUDGET**

As the deficit is not sustainable and is in direct conflict and opposition to the KEY AIMS of this community to be sustainable and affordable for the people.

Councillors to request that the CEO present a POSITIV budget by means of savings in the operations of the council. This was requested by the community to occur!

### **Councillors to NOT ADOPT the Plans – as it is unlikely the councillors understand and could explain what they are deciding on.**

### **Councillors to request the report be changed so that the CURRENT rates are shown together with the proposed rates.**

The public has been informed by means of % Rate / Charges / Levies rises and this report does not reflect the % increases in a way a normal person could understand.

### **Example:**

**(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);**

## **Statement of Revenue Policy**

Booklet 2 – Page



Councillors to request that the statement of revenue policy show the % increase from previous period

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#### 2022/23 FUNDING SUMMARY - BUDGET FORECAST (NO SRV)

The financial overview shows how Tenterfield Shire Council aims to generate income and how the funds are to be allocated for the 2022-2023 financial year. Council generates income to fund services and assets for our community mainly through rates on property, government grants, interest on investments, and user charges.

It is very important for residents and ratepayers to understand that Local Government in NSW has very strict rules (known as restrictions) around how income can be spent.

As a general rule, income received for a particular fund can only be used for activities related to that fund. For example, income received in the Water Fund can only be used for water fund activities. It cannot be used for activities related to other funds such as general fund activities such as roads, parks and recreation.

The below table shows Council's forecast budget by operating fund and a detailed breakdown by key functional area and Council's performance ratios can be seen in the associated financial section.

	General Fund (including Waste & Stormwater)	Water Fund	Sewer Fund	Total Consolidated
Operating Income	17,740,409	2,984,548	2,889,930	23,614,887
Operating Expenditure	20,450,548	2,524,889	1,905,478	24,880,895
Operating Result before Capital Income - Surplus/Deficit	(2,710,139)	459,679	984,452	(1,266,008)
Capital Income	341,115	10,000	10,000	361,115
Operating Result Surplus/(Deficit)	(2,369,024)	469,679	994,452	(904,893)
Add: Non Cash Expenses	7,002,716	773,618	535,009	8,311,343
Less: Loan & Lease Repayments	775,909	259,965	100,591	1,136,465
Less: Capital Expenditure	8,657,093	317,000	1,112,200	10,086,293
Cash Result Surplus/(Deficit)	(4,799,310)	666,332	316,670	(3,816,308)

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**2022/2023 Budget of NEGATIVE \$ 3,816,308**

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#### FOUR YEAR FORECAST OPERATING RESULT (NO SRV)

	2022/23	2023/24	2024/25	2025/26
<b>Income from Continuing Operations</b>				
Rates & Annual Charges	11,605,455	12,311,770	12,968,397	13,665,960
User Charges & Fees	2,691,332	2,945,561	3,156,936	3,384,861
Other Revenues	539,845	551,201	554,563	566,339
Grants & Contributions provided for Operating Purposes	8,657,854	8,692,114	8,748,798	8,824,052
Grants & Contributions provided for Capital Purposes	361,115	355,032	355,297	355,567
Interest & Investment Revenue	120,400	120,804	121,212	121,624
<b>Total Income</b>	<b>23,976,002</b>	<b>24,976,482</b>	<b>25,905,203</b>	<b>26,918,403</b>
<b>Expenses from Continuing Operations</b>				
Employee Benefits & On-Costs	9,456,542	9,797,552	10,043,192	10,295,110
Borrowing Costs	802,806	843,396	801,216	749,552
Materials & Contracts	5,430,822	6,539,399	6,959,713	6,862,088
Depreciation & Amortisation	8,311,343	8,492,870	8,803,392	8,803,392
Other Expenses	603,675	657,786	688,391	720,565
Net Losses from the Disposal of Assets	275,706	281,220	286,845	292,581
<b>Total Operating Expenses</b>	<b>24,880,895</b>	<b>26,612,228</b>	<b>27,582,751</b>	<b>27,723,297</b>
Surplus/(Deficit) - Including Capital Grants & Contributions	(904,893)	(1,635,744)	(1,677,548)	(804,894)
<b>Surplus/(Deficit) - Before Capital Grants &amp; Contributions</b>	<b>(1,266,008)</b>	<b>(1,990,776)</b>	<b>(2,032,845)</b>	<b>(1,160,461)</b>

**4 years revenue of \$6,450,090 over the planning period of 4 years**

<b>Surplus/(Deficit) - Before Capital Grants &amp; Contributions</b>	<b>(1,266,008)</b>	<b>(1,990,776)</b>	<b>(2,032,845)</b>	<b>(1,160,461)</b>
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Detailed input and requests by the community to modify the budget and plan have been ignored.



Item GOV45/22

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Issues: Ongoing overspending and no effective cost reduction.

## **Councillors to NOT ADOPT the March 2022 Quarterly Budget Review Statement and recommendations therein**

<b>Department:</b>	<b>Office of the Chief Corporate Officer</b>
<b>Submitted by:</b>	Manager Finance & Technology
<b>Reference:</b>	<b>ITEM GOV45/22</b>
<b>Subject:</b>	<b>QUARTERLY BUDGET REVIEW STATEMENT - MARCH 2022</b>

<b>LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK</b>	
<b>CSP Goal:</b>	<b>Leadership</b> - LEAD 14 - Resources and advocacy of Council are aligned support the delivery of the community vision outlined in the Community Strategic Plan.
<b>CSP Strategy:</b>	Council is a financially sustainable organisation, delivering value services to the Community.
<b>CSP Delivery Program</b>	Ensure that financial sustainability and the community's capacity to pay inform adopted community service levels.

### **SUMMARY**

The purpose of this Report is to provide Council with a Quarterly Budget Review Statement in accordance with Regulation 203 of the Local Government (General) Regulation 2005 (the Regulation).

### **OFFICER'S RECOMMENDATION:**

#### **That Council:**

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

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**COUNCIL**

**25 MAY 2022**

Our Governance No. 45 Cont...

- 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.**





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**In the March 2022 quarterly budget review, the net effect of changes made has resulted in a further increase to the deficit of \$195,791 to result in a new projected Net Operating Deficit of (\$2,964,003). The Operating Surplus is now \$48,698,386 when capital grants and contributions are included.**

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### Tenterfield Shire Council

Budget review for the quarter ended - 31 March 2022

#### Report by Responsible Accounting Officer

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2005.

*It is my opinion that the Quarterly Budget Review Statement for the Tenterfield Shire Council for the quarter ended 31 March 2022 indicates that Council's projected financial position at 30 June 2022 will be unsatisfactory at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.*

*Under Regulation 203 (2) of the Local Government Act, I am required to suggest recommendations for remedial action.*



## Statement of Revenue Policy