

# Temora Shire Council Resourcing Strategy

Including:  
Asset Management Plan  
Workforce Plan  
Long Term Financial Plan

MAY 2022





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# FOREWARD

Temora 2030 provides a vehicle for the Temora Shire community to express its long term aspirations. The aspirations cannot and will not be achieved without sufficient resources to carry them out. The Resourcing Strategy is the critical link in translating strategic objectives into actions.

The Resourcing Strategy outlines available resources in terms of time, money, assets and people required by and available to the Integrated Planning Process. Essentially, the Resourcing Strategy consists of three (3) components:

1. Asset Management Plans

2. Workforce Management Plan

3. Long Term Financial Plan



# 1. Asset Management Plans

The Asset Management Plan is a long term plan that outlines the asset activities for each service. The International Infrastructure Management Manual defines Asset Management Plan as “a written representation of the intended asset management programs for one or more infrastructure networks based on the controlling organisations understanding of customer requirements, existing and projected networks and asset condition and performance”

Due to the complexity of local government assets, Council has determined to develop a separate plan for each asset type. The 6 plans are as follows:

- Roads and Footpaths
- Sewerage Treatment and Effluent Reuse
- Aerodrome
- Buildings and Recreational Space
- Bridges and Stormwater
- Plant

For details on the individual plans, please refer to the comprehensive Asset Management Plans



# 2. Workforce Management Plan

A key factor in the delivery of the community’s strategic goals is the ensurance that the right people, with the right skills in the right job are available in the medium to long term. The Workforce Management Plan is the mechanism by which a strategic approach is taken to this important function. Issues that are encountered are identified and strategies developed to minimise the impact of these issues.





### 3. Long Term Financial Plan

This section is the area where the long term community aspirations are tested against financial realities. The plan should answer the questions:

- Can we survive the pressures of the future?
- What are the opportunities for future income and economic growth?
- Can we afford what the community wants?
- How can we go about achieving these outcomes?

The plan is not intended to be a firm commitment to future expenditure. It is a valuable guide to future action. No organisation is an “island”. Temora Shire Council will be subject to many external factors in the next 10-20 years that will impact on our plans. These are outside the control of Council. This is why all plans are reviewed and reported on. The process is dynamic.





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# ASSET MANAGEMENT STRATEGY



# Asset Management Strategy

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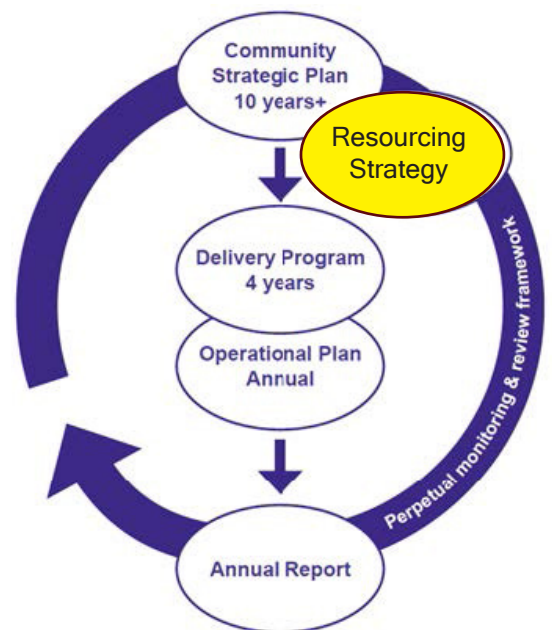


# 1. Introduction

## 1.1. Background

This Asset Management Strategy outlines a structured set of actions aimed at enabling Council to improve its asset management practices, to achieve the objectives of Temora Tomorrow - Towards 2035, and to be compliant with regulatory requirements. It is to be read with the following associated planning documents:

- Temora Tomorrow - Towards 2035 – Articulates the long-term strategic direction of Council.
- Delivery Program – a summary of the principal activities that Council intends to undertake over the next four years.
- Operational Plan – Detailed action plan on projects and finances for each particular year. The works identified in Asset Management Plans form the basis on which future annual plans are prepared.
- Resourcing Strategy – outlines the available resources in terms of time, money, assets and people required by and available to the Integrated Planning process.
- Long-term Financial Plan – Outlines all aspects of the key financial strategic objectives and commitments.
- Contracts – The service levels, strategies and information requirements contained in the Asset Management Plan are translated into field staff work instructions, contract specifications and reporting requirements.



### Key stakeholders in the preparation and implementation of the Asset Management Strategy are:

Federal and State Governments and Agencies - Funding assistance and standards development.

Elected members - Community representation and administration.

Community - End-user involvement.

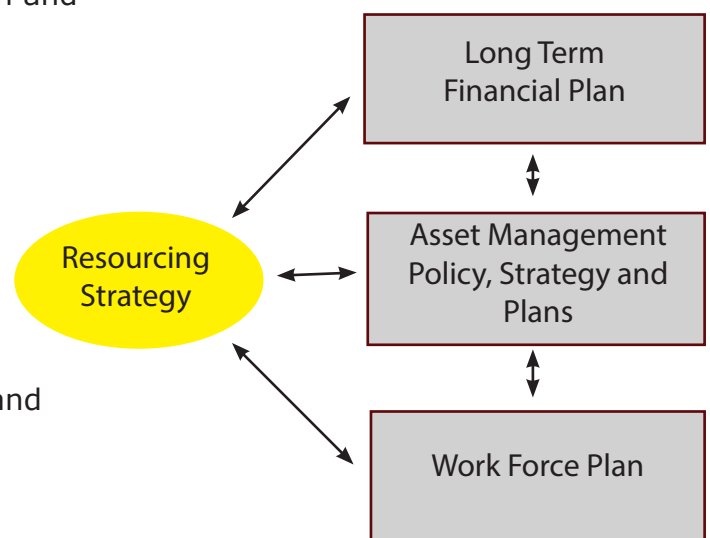
Visitors - End-user involvement.

Utilities / Developers - Providers of services and infrastructure facilities.

Employees / Volunteers - Operational and administration providers.

Contractors / Suppliers - Suppliers of goods and services.

Insurers - Remedy providers.





## 1.2. Goals and Objectives of Asset Management.

Council exists to provide services to its community. Many of these services are provided by infrastructure assets.

Council's goal in managing infrastructure assets is to meet the required levels of service in the most cost effective manner for current and future communities. The key elements of infrastructure asset management are:

- taking a lifecycle approach;
- developing cost-effective management strategies for the long term;
- providing defined levels of service and monitoring performance;
- understanding and meeting the demands of growth through demand management and infrastructure investment;
- managing risks associated with asset failures;
- sustainably using physical resources; and
- continuously improving asset management practices.

This Asset Management Strategy has been prepared under the direction of Council's vision, mission, goals and objectives.

### **Council's vision is:**

*Our community strives to reflect the qualities of its greatest asset – its people, each of whom we value as individuals.*

*With our rural heritage as our foundation, we embrace change and grasp every opportunity to enhance our environment, economy and lifestyle.*

### **Council's mission is:**

*To achieve the best possible outcomes for our community by striving for excellence in all we do.*





### **1.3. Key Principles**

Whilst the responsible management of Council's infrastructure can be seen as a technical measure, based on a defined set of measures and requirements, it is clearly more than that and is an organizational wide responsibility. Strategic asset management is based on 5 key principles:

- Sound information and systems are needed to inform decision making;
- Comprehensive asset management planning is required to ensure decisions are based on an evaluation of alternatives that take into account life cycle costs, benefits and risks of assets;
- The Community will be informed and have an opportunity to have involvement in establishing level of service standards;
- Responsibility for asset management, including accountability and reporting requirements, is clearly established, communicated and implemented;
- An effective policy framework is established for the strategic management of assets.



## 2. Legislative Controls

In addition to using asset management as a tool to better manage the community's assets and to help provide better services to the community, there are legislative requirements that Council must comply with in relation to the management of its assets. These requirements are as follows;

- NSW OLG Integrated Planning and Reporting framework
- NSW and Federal Acts and Regulations
- Australian Standards and other Codes of Practice
- Accounting Standards

Further information on each of these requirements is detailed in each of the following sub-sections.

### 2.1. NSW OLG Integrated Planning and Reporting Framework

The Integrated Planning and Reporting Framework (IPRF) is the NSW Government's implementation of the Local Government and Planning Ministers' Council (LGPMC) endorsed Nationally Consistent Frameworks for Local Government Financial Sustainability.

Implementation of the IPRF has been mandated through the NSW Local Government Act and the associated IPRF Guidelines and Manual.

### 2.2. NSW and Federal Acts and Regulations

The NSW and Federal Acts and associated Regulations that may apply to Strategic Asset Management include:

- Local Government Act and Regulations,
- Roads Act,
- Environmental Planning and Assessment Act and Regulations,
- Work Health and Safety Act and Regulations 2011,
- The Protection of the Environment Act and Regulations, and
- Anti-Discrimination Act.
- Disability Discrimination Act



## 2.3. Australian Standards and other Codes of Practice

Many Australian Standards and codes apply to asset management including the Building Code of Australia and AS/NZ ISO 31000 Risk Management – Principals and Guidelines.

An International Asset Management Standard was released March 2014 and is known as the ISO 55000 series. Future assessment of Council's Asset Management practices will be reviewed against this standard with a revised improvement program being developed should it be required.

## 2.4. Accounting Standards

The Australian Accounting Standards that apply to Local Government include:

- AASB 116 Property, Plant & Equipment – prescribes requirements for recognition of property, plant and equipment assets, the determination of their carrying amounts and the depreciation charges and impairment losses to be recognised in relation to them;
- AASB 13 Fair Value Measurement – sets out methods for determining Fair Value;
- AASB 136 Impairment of Assets – aims to ensure that assets are carried at amounts that are not in excess of their recoverable amounts;
- AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors – prescribes the criteria for selecting and changing accounting policies, together with the accounting treatment and disclosure of changes in accounting policies, changes in accounting estimates and correction of errors;





### 3. Asset Management Maturity Assessment

To ascertain the maturity level of Council an assessment was undertaken in September 2016 to measure current practices against the National Assessment Framework (NAF). As asset management within the organisation grows further assessments will be undertaken for comparison.

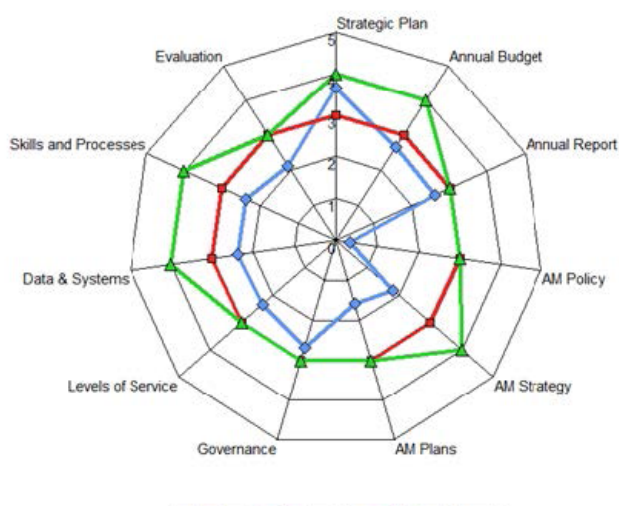
It is proposed that an assessment be undertaken annually.

For each of the 11 practice areas the following information has been provided:

- The current assessed maturity level;
- Key observations on the current maturity level;
- Implications of the assessed current maturity level;
- An assessed risk score, based on a risk framework; and
- Recommendations on actions required to be taken to reach a minimum or core level of maturity.

**Table 1 - Summary of Asset Management Maturity Scores (NAF)**

| Practice Area                | Current Score | Core Target | Advanced Target |
|------------------------------|---------------|-------------|-----------------|
| Strategic Long Term Planning | 3.66          | 3           | 4               |
| Annual Budgets               | 2.66          | 3           | 4               |
| Annual Reporting             | 2.60          | 3           | 3               |
| Asset Management Policy      | 0.33          | 3           | 3               |
| Asset Management Strategy    | 1.83          | 3           | 4               |
| Asset Management Plans       | 1.58          | 3           | 3               |
| Governance and Maintenance   | 2.66          | 3           | 3               |
| Levels of Service            | 2.33          | 3           | 3               |
| Data and Systems             | 2.37          | 3           | 4               |
| Skills and Processes         | 2.36          | 3           | 4               |
| Monitoring and Reporting     | 2.11          | 3           | 3               |



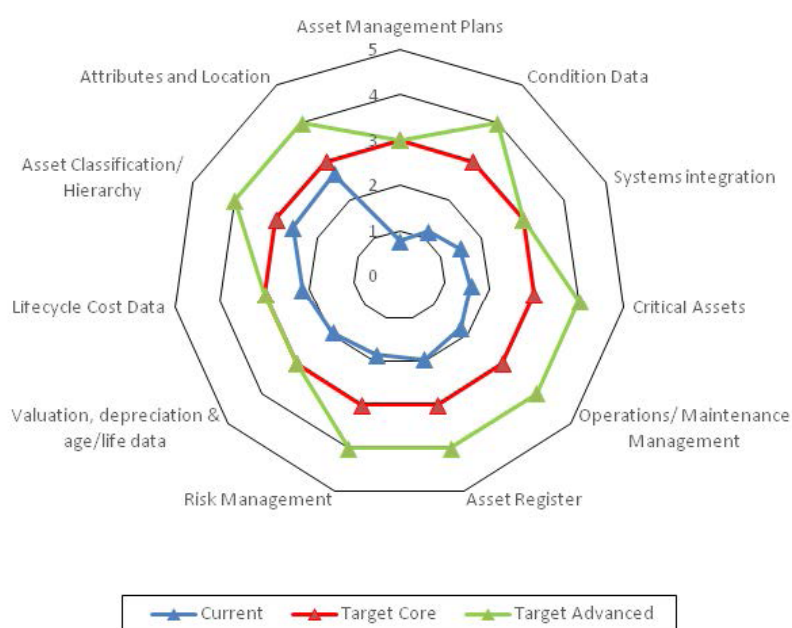
**Figure 1 - September 2016 Asset Management Maturity Score Spider**



To assist in determining priorities for development of asset management within the organisation a further assessment was undertaken in 2015 for the Office of Local Government (OLG). The assessment tool used was the 'NSW Local Government Asset Management Audit Preparedness Assessment 2015'. This assessment is in response to the OLG looking at asset management, in particular, responses and information provided in the Report on Infrastructure Assets (formerly Special Schedule 7 - SS7) of Council's Annual Financial Statements.

**Table 2 - Summary of Asset Management Maturity Scores (OLG**

| Practice Area                           | Current Score | Core Target | Advanced Target |
|---|---------------|-------------|-----------------|
| Asset Management Plans                  | 0.77          | 3           | 3               |
| Condition Data                          | 1.17          | 3           | 4               |
| Risk Management                         | 1.84          | 3           | 4               |
| Systems Integration                     | 1.47          | 3           | 3               |
| Operations/Maintenance Management       | 1.78          | 3           | 4               |
| Valuation, Depreciation & Age/Life Data | 1.96          | 3           | 3               |
| Asset Register                          | 1.95          | 3           | 4               |
| Critical Assets                         | 1.59          | 3           | 4               |
| Lifecycle Cost Data                     | 2.17          | 3           | 3               |
| Attributes and Location                 | 2.67          | 3           | 4               |
| Asset Classification/ Heiracrchy        | 2.59          | 3           | 4               |



**Figure 2 - OLG Asset Management Maturity Score Spider**



## 4. Priority Tasks and Actions Resulting from Maturity Assessments

When developing the Asset Management priorities for an organisation a logical sequence of key tasks and actions is needed. This sequence is developed based upon both the maturity assessments undertaken and the existing systems and processes within the organisation. The following are the key priority tasks for Temora Shire Council;

- writing of this Asset Management Strategy,
- writing an Asset Management Policy,
- reviewing the existing asset register, including asset condition data to ensure it is complete and current,
- writing of asset management plans for all major asset groups,
- monitoring and reporting on assets and improvements to asset management within the organisation,
- writing operations and maintenance management plans,
- ensuring all systems are integrated.

The following sections elaborate on each of these priority tasks and actions.

### 4.1 Asset Management Strategy

The Asset Management Strategy is this document and is a key document in defining how the asset portfolio meets the needs of the community and defines the future vision of asset management practices within Council.

This Asset Management Strategy is linked to Council's Asset Management Policy and integrated into Council's strategic long term planning documentation including Temora Tomorrow - Towards 2035, 4-year Delivery Plan, Annual Operational Plan, Long Term Financial Plan and Resourcing Strategy.

### 4.2 Asset Management Policy

An Asset Management Policy defines Council's vision and service delivery objectives for Asset Management. It has a direct linkage to Council's strategic longer term plans and Long Term Financial Plan. It is informed by community consultation and local government financial reporting frameworks.

The Asset Management Policy defines asset management roles, responsibilities and reporting framework.

### 4.3 Asset Register and Condition Data

An asset register is an integral tool in managing Council's assets. It holds asset attribute data including size, age, value, condition and remaining life. The data is relied upon in producing Asset Management Plans and as such needs to be comprehensive, complete and accurate. For Temora Shire Council the task at hand is to ensure that the asset register has the most up-to-date information as the Asset Management Plans will be used to inform future works and associated budgets.

A critical component of an asset register is condition data. Council needs to move to regular condition assessment of its assets to;

- assist in the revaluation of each asset group,
- assist in the development of works programs for asset groups,
- determine the deterioration or improvement in network condition and the adequacy of funding levels to sustain each asset group to provide the agreed levels of service,
- allow review of the Asset Management Plan and the agreed levels of service.



## 4.4 Asset Management Plans

Council shall develop formal Asset Management Plans for each of its major infrastructure groups.

Asset Management Plans shall;

- provide actions and costs to provide a defined level of service in the most cost effective manner,
- address life cycle costs of assets,
- include forward works programs identifying budgets for operations and maintenance, asset renewals, upgraded assets, new assets and depreciation,
- include asset rationalisation and disposal programs,
- progressively improve Council's capacity to manage its assets. This will include appropriate capacity building within the organisation to improve the level of knowledge required to effectively manage the community's assets.

## 4.5 Monitoring and Reporting

Monitoring and reporting covers three main areas;

- annual financial reporting,
- reporting on the condition of assets Report on Infrastructure Assers (formerly Special Schedule 7)
- and, reporting on the status of asset management improvements.

Annual financial reporting is carried out by Councils Finance Team and financial data is used to inform future iterations of Asset Management Plans. Financial data and reporting of ratios is also now part of 'Fit for Future' annual reporting.

The Office of Local Government is proposing changes to Special Schedule 7. Processes and procedures need to be put in place for future reporting, particularly on items including the 'cost to bring assets to a satisfactory condition when measured against a level of service'. Section 5 dealt with maturity assessments of asset management practices. It is proposed to undertake Asset Management Practice assessments annually and report the results accordingly to show organisational improvement.

## 4.6 Operations/Maintenance Management

To ensure an asset reaches the full potential of its life it will require systematic maintenance.

Maintenance becomes most efficient when it is proactively programmed as opposed to reactive maintenance. Operations and maintenance management is about planning for proactive maintenance programs.

To ensure Council moves towards proactive maintenance practices it needs to develop processes and procedures. This involves;

- operations and maintenance requirements are specified against asset performance and service level expectations, appropriate data collection, validation, auditing and management processes,
- maintenance management supported by appropriate processes and systems for maintenance planning,
- maintenance specifications,
- ensuring the costs associated with maintenance activities are kept separate from asset renewal costs



## 4.7 Systems Integration

Systems integration is having an Asset Management system integrated into the organisational business structures and processes. Asset registers need to be compatible with Council's financial systems. It is having asset registers combined into a single asset database and a spatial mapping system implemented and accessible to all users.





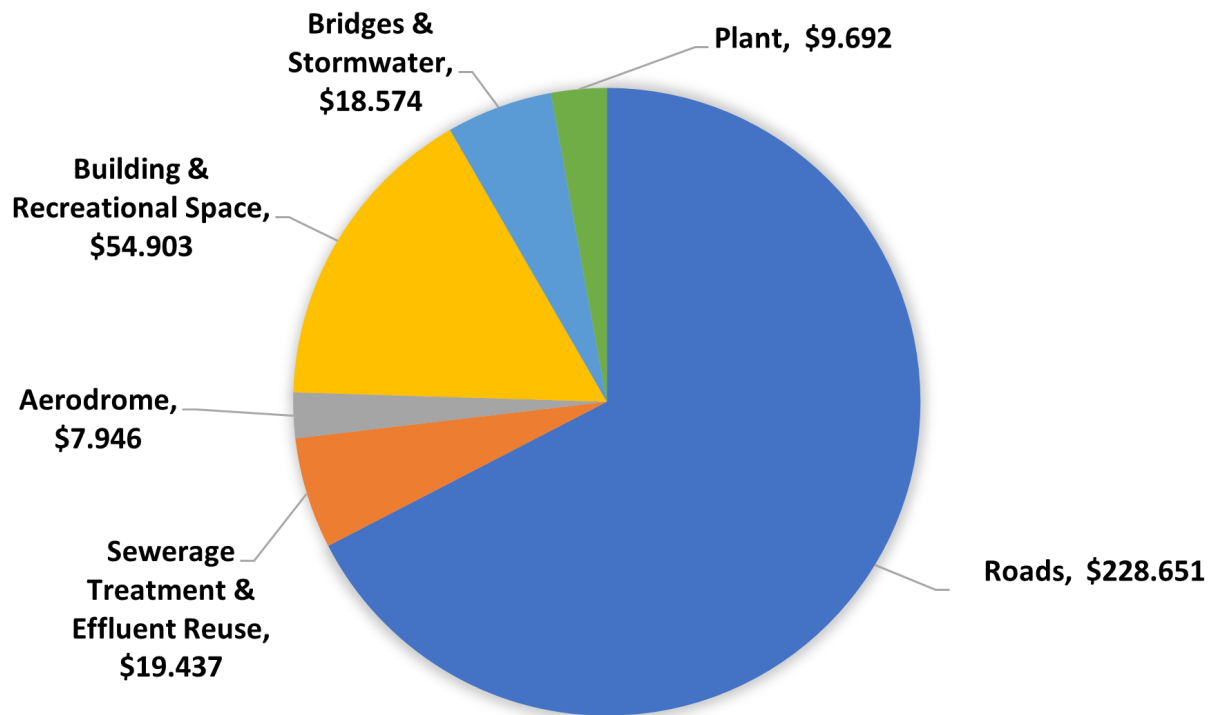
## 5. Temora Shire Council's Assets

| Asset Category                        | Current Replacement Cost (\$M) | Annual Depreciation (\$M) | Asset Type                 | Unit | Quantity |
|---------------------------------------|--------------------------------|---------------------------|----------------------------|------|----------|
| Roads                                 | \$228.651                      | \$2.885                   | Regional Roads             | km   | 92.8     |
|                                       |                                |                           | Local Roads                | km   | 1237.2   |
|                                       |                                |                           | Footpaths                  | km   | 20.4     |
|                                       |                                |                           | Kerb and Gutter            | km   | 87       |
| Sewerage Treatment and Effluent Reuse | \$19.437                       | \$0.189                   | Gravity Sewer Mains        | km   | 53.29    |
|                                       |                                |                           | Rising Sewer Mains         | km   | 3.36     |
|                                       |                                |                           | Sewer Pump Stations        | No.  | 5        |
|                                       |                                |                           | Sewer Property Connections | No.  | 2029     |
|                                       |                                |                           | Sewer Manholes             | No.  | 514      |
|                                       |                                |                           | Sewerage Treatment Works   | No.  | 1        |
|                                       |                                |                           | Effluent Storage Dams      | No.  | 5        |
|                                       |                                |                           | Effluent Pumping Stations  | No.  | 5        |
|                                       |                                |                           | Effluent Delivery Lines    | km   | 12.4     |
|                                       |                                |                           | Telemetry System           | No.  | 1        |
| Aerodrome                             | \$7.946                        | \$0.150                   | Runways                    | No.  | 3        |
|                                       |                                |                           | Taxiways                   | No.  | 8        |
|                                       |                                |                           | GA Apron                   | km   | 1        |
|                                       |                                |                           | Open Unlined Drain         | No.  | 0.9      |
|                                       |                                |                           | Piped Stormwater Drain     | No.  | 1        |
|                                       |                                |                           | Perimeter Fencing          | No.  | 10       |
| Buildings and Recreational Space      | \$54.903                       | \$1.358                   | Parks and Gardens          | No.  | 20       |
|                                       |                                |                           | Sporting Fields            | No.  | 10       |
|                                       |                                |                           | Public Buildings           | No.  | 18       |
|                                       |                                |                           | Operational Land           | No.  | 5        |
|                                       |                                |                           | Stormwater Pipes           | No.  | 668      |
|                                       |                                |                           | Box Culverts               | No.  | 65       |
|                                       |                                |                           | Open Channel Drain         | km   | 2        |
|                                       |                                |                           | Causeways                  | No.  | 144      |
|                                       |                                |                           | Gross Pollutant Traps      | No.  | 1        |
| Siltation Dams                        | No.                            | 2                         |                            |      |          |
| Bridges and Stormwater                | \$18.574                       | \$0.185                   | Bridges                    | No.  | 6        |



|       |         |         |  |     |     |
|-------|---------|---------|--|-----|-----|
| Plant | \$9.692 | \$0.727 | Cars                                     | No. | 6   |
|       |         |         | Light Utilities                          | No. | 17  |
|       |         |         | Small Trucks                             | No. | 9   |
|       |         |         | 12 Tonne Tippers 7 Trailers              | No. | 10  |
|       |         |         | Graders                                  | No. | 3   |
|       |         |         | Tractors                                 | No. | 3/3 |
|       |         |         | Water Carts                              | No. | 5/3 |
|       |         |         | Miscellaneous Equipment<br>e.g Chainsaws | No. | 19  |

### CURRENT REPLACEMENT COST (\$M)

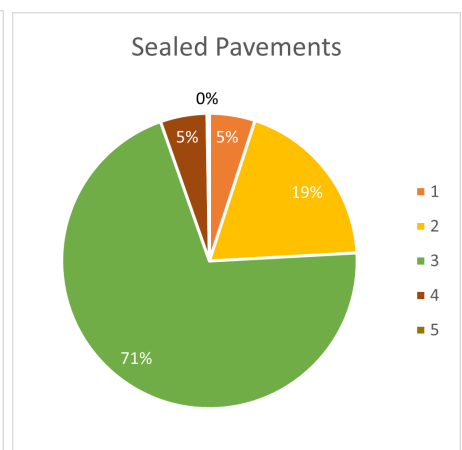
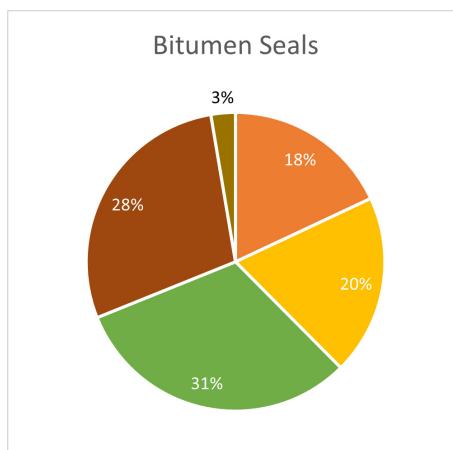
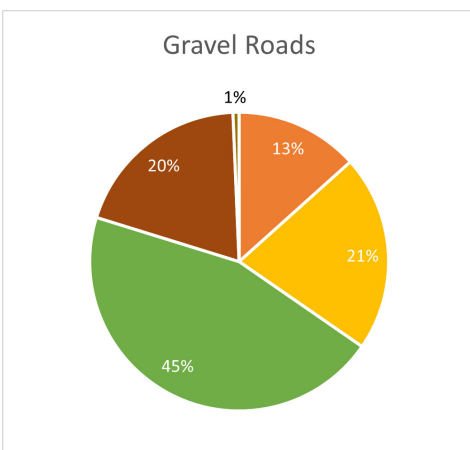
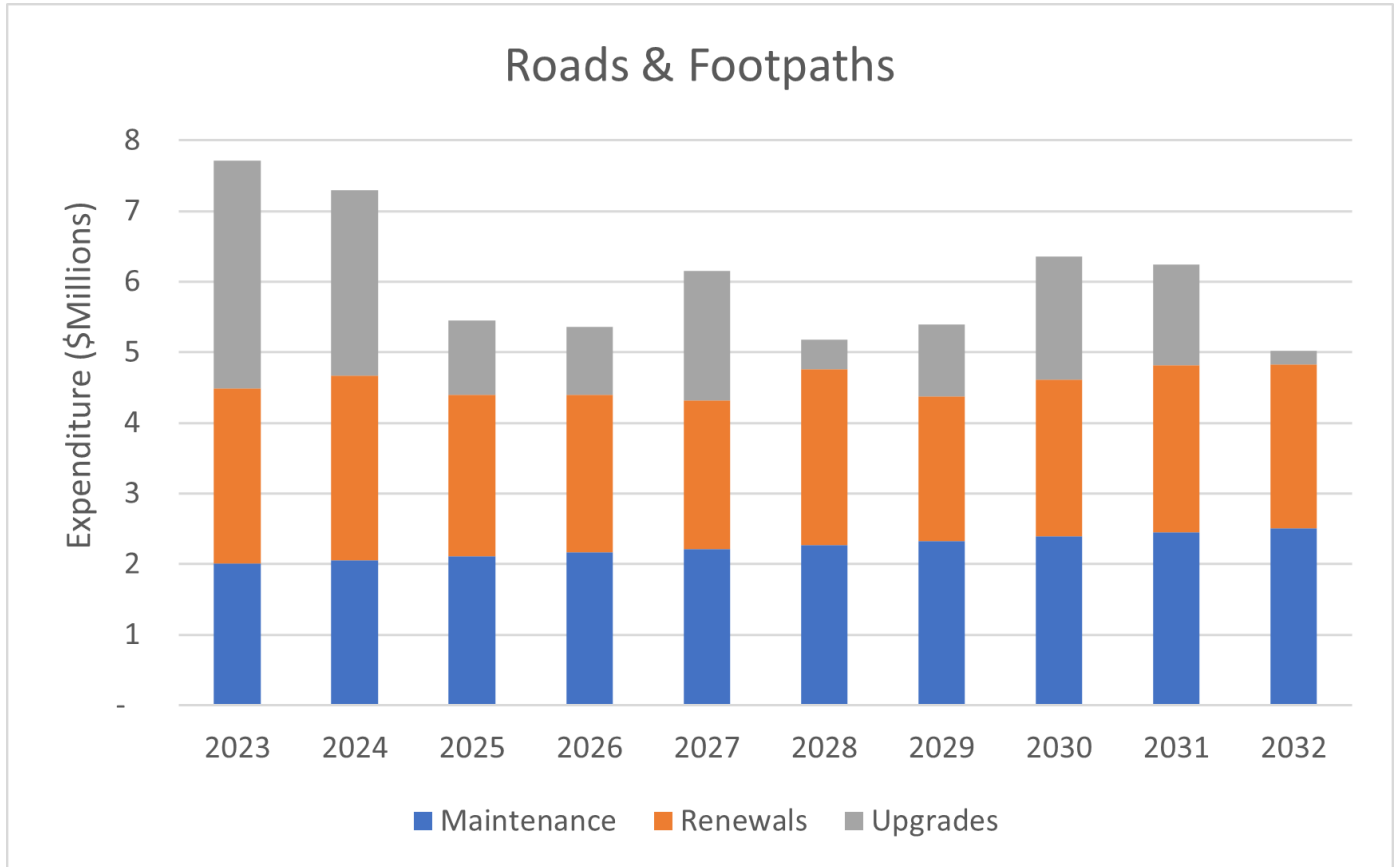




# 6. State of the Assets

## Roads and Footpaths

Operational Plan Goal – To provide transport infrastructure that meets community expectation in terms of need, safety, amenity and standard



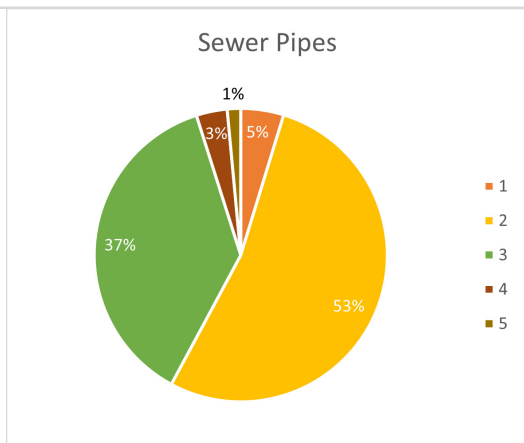
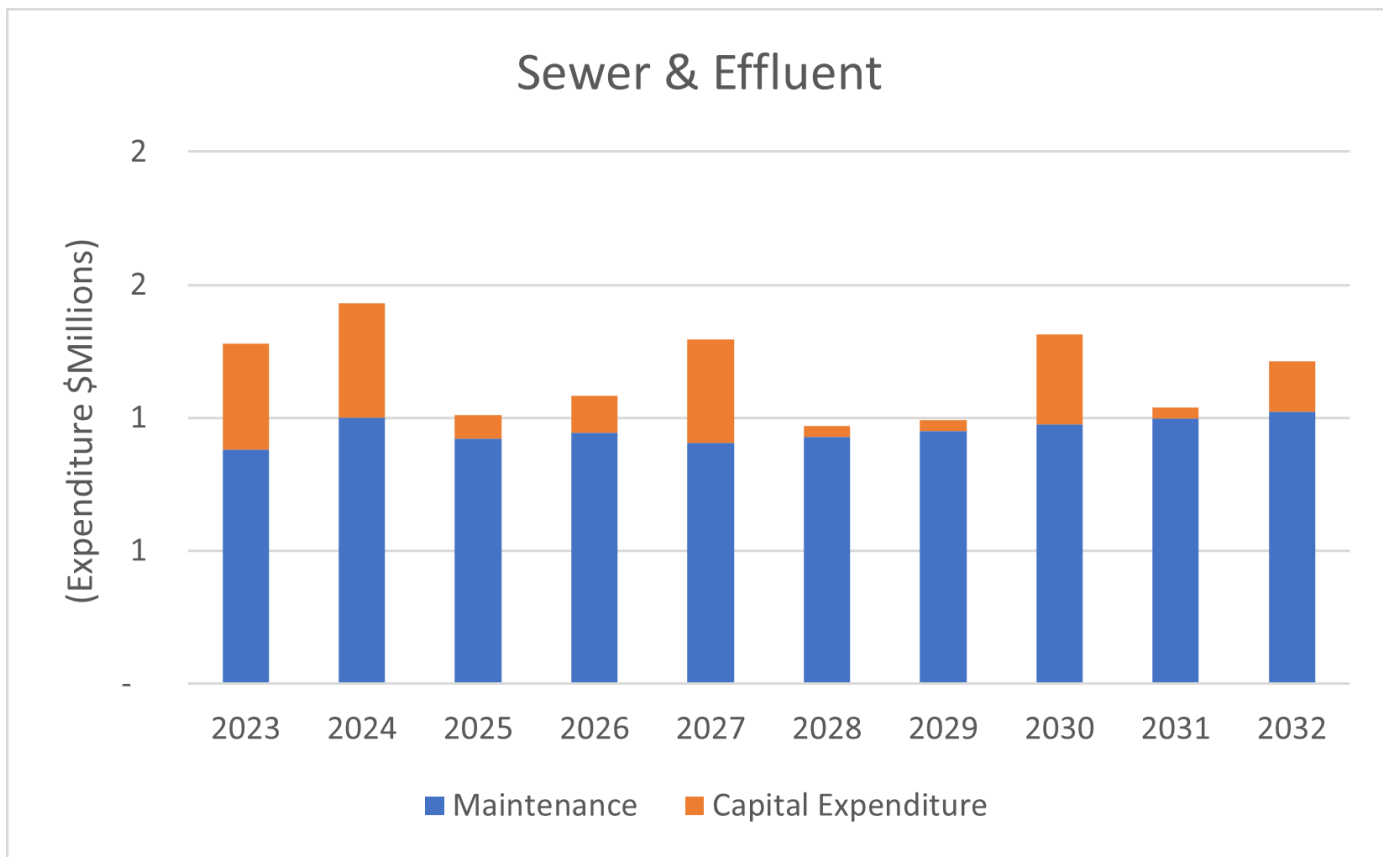
## Financial Reporting Ratios

- Asset Consumption Rate - 67.56%
- Asset Renewal Rate - 200.28%
- Asset Upgrade/Expansion Rate - 0.06%



## Sewerage Treatment and Effluent Reuse

Operational Plan Goal – To maintain the treatment works and gravity mains to ensure compliance with legislative requirements and improve the quality of effluent.



## Financial Reporting Ratios

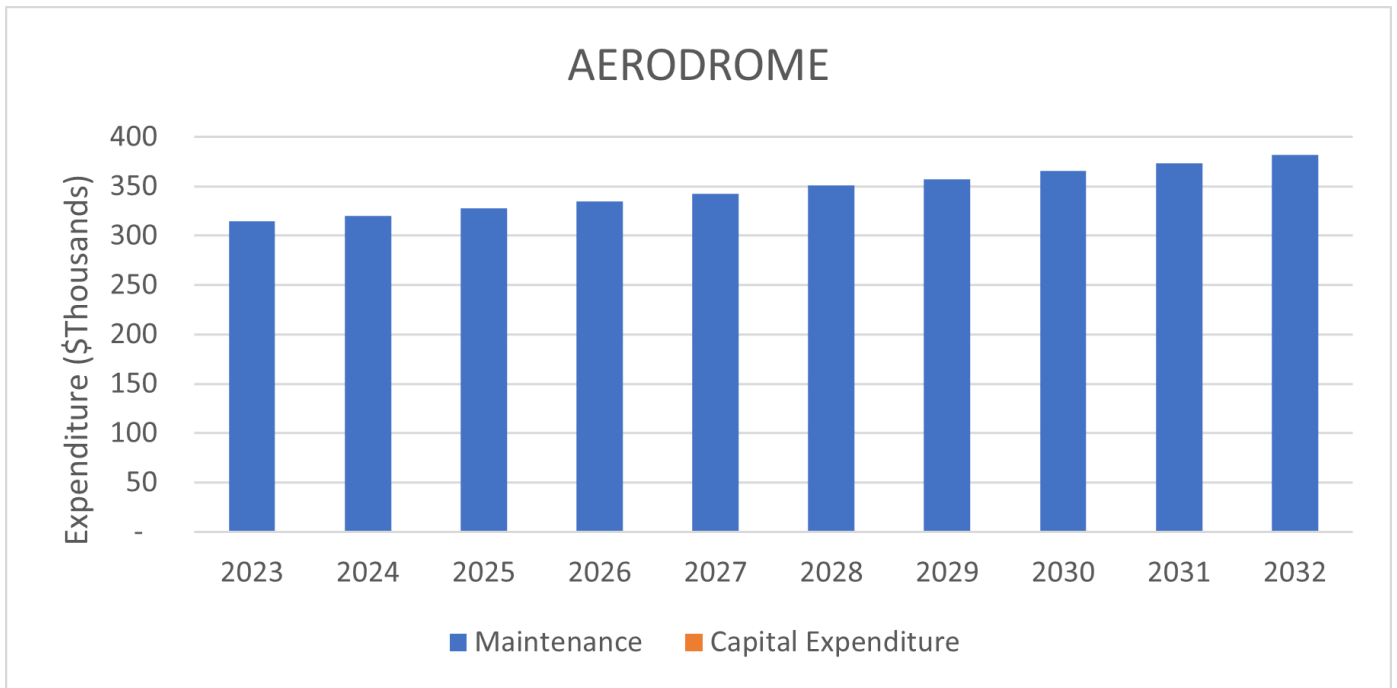
- Asset Consumption Rate – 59.28%
- Asset Renewal Rate – 44.97%
- Asset Upgrade/Expansion rate – 0.82%\*

Note: Asset upgrade for effluent reuse only. Sewer system to be determined.



## Aerodrome

Operational Plan Goal – To develop and market the aerodrome as a premier tourist attraction and the first rate facility for recreational aviation enthusiasts, plus promote both the commercial and residential aerodrome development in order to attract business and residents to Temora.



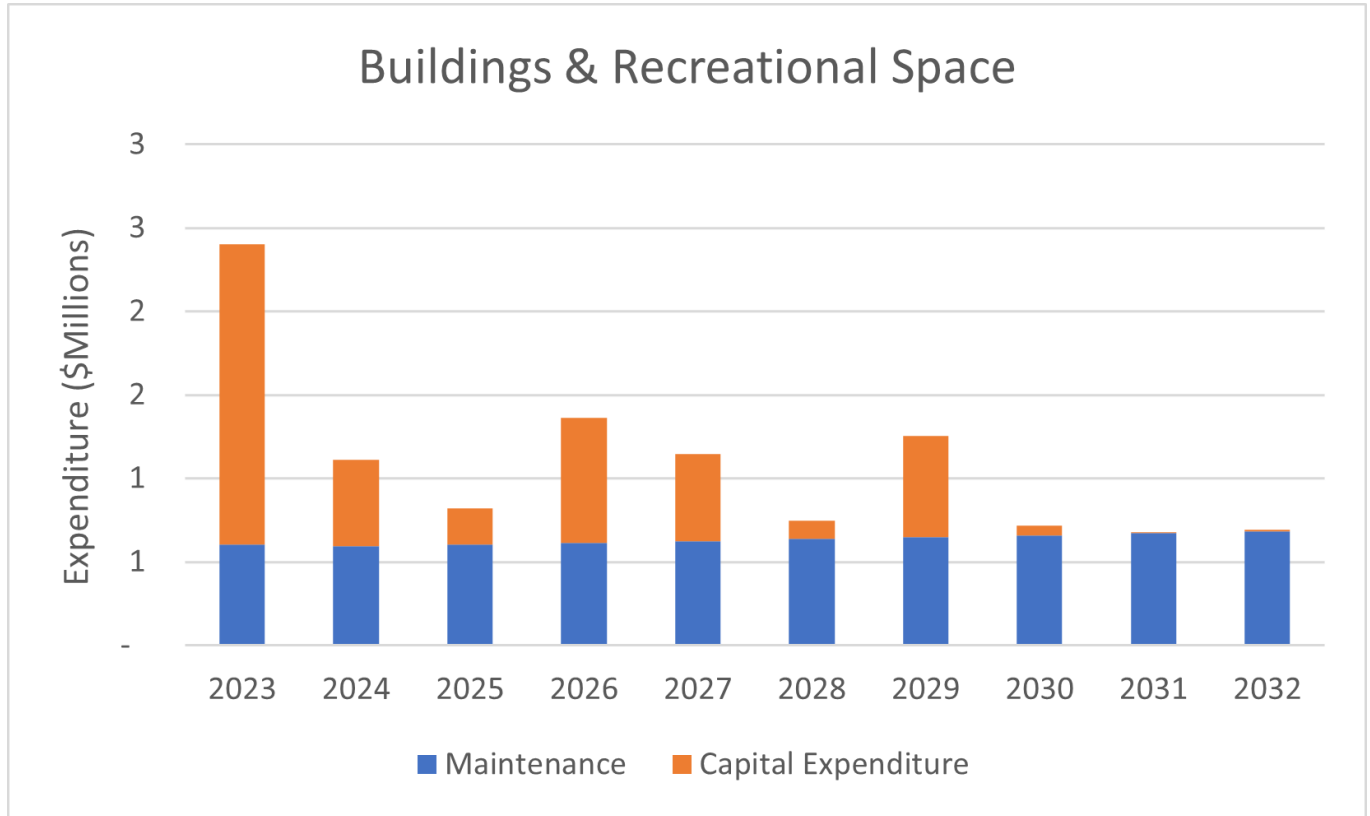
Condition data yet to be determined.

### Financial Reporting Ratios

- Asset Consumption Rate – 64.67%
- Asset Renewal Rate – 204.85%
- Asset Upgrade/Expansion rate – 12.05%

## Buildings and Recreational Space

Operational Plan Goals – To provide council properties that are well maintained, planned and meet or exceed the expectations of our community and visitors. To provide, maintain and improve the sporting fields and recreational facilities which meet the needs of the community and are safe, enjoyable and attractive.



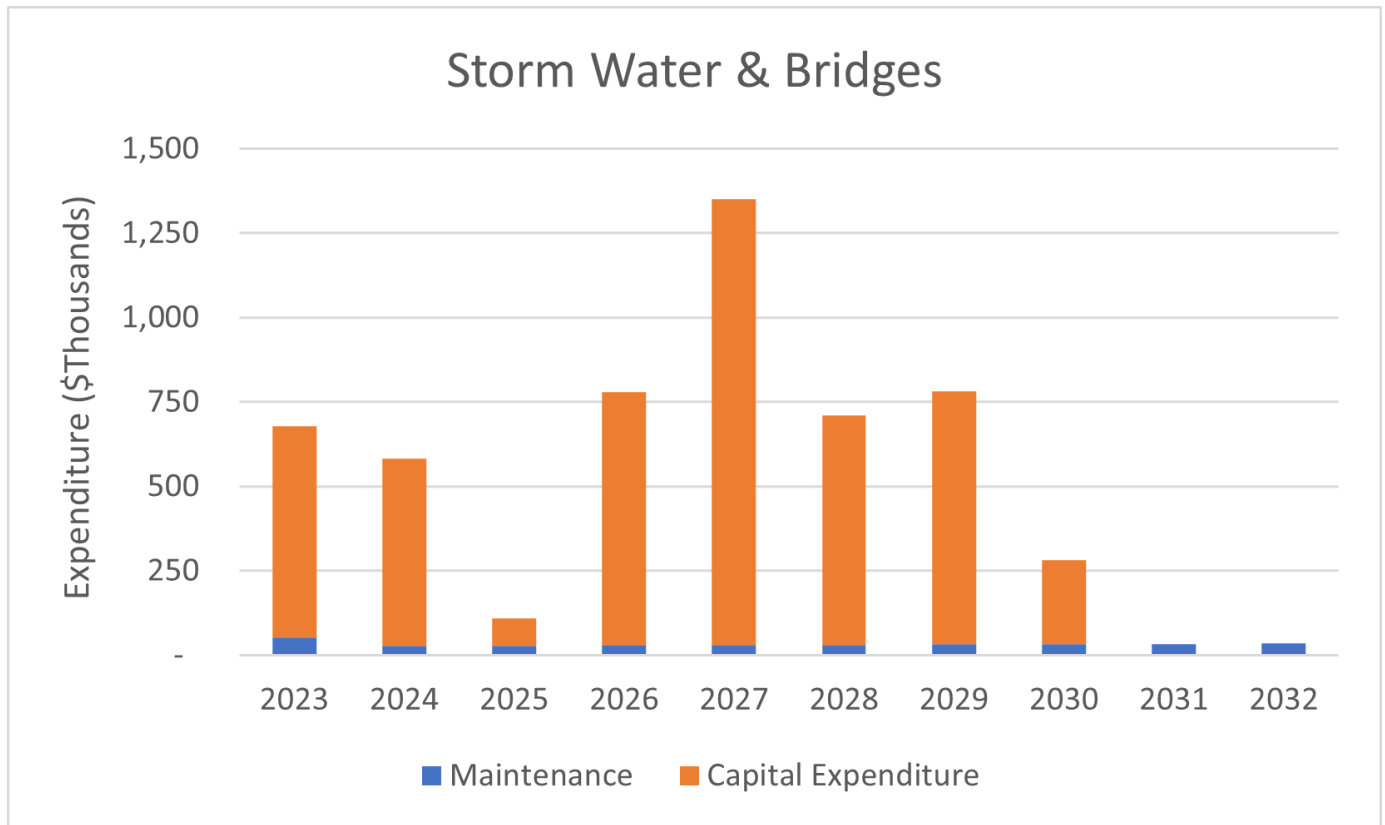
## Financial Reporting Ratios

- Asset Consumption Rate – 54.68%
- Asset Renewal Rate – 67.82%
- Asset Upgrade/Expansion rate – 1.84%



## Stormwater and Bridges

Operational Plan Goals – To provide stormwater and bridge infrastructure that meets the communities expectations in terms of need, safety, amenity and standard.

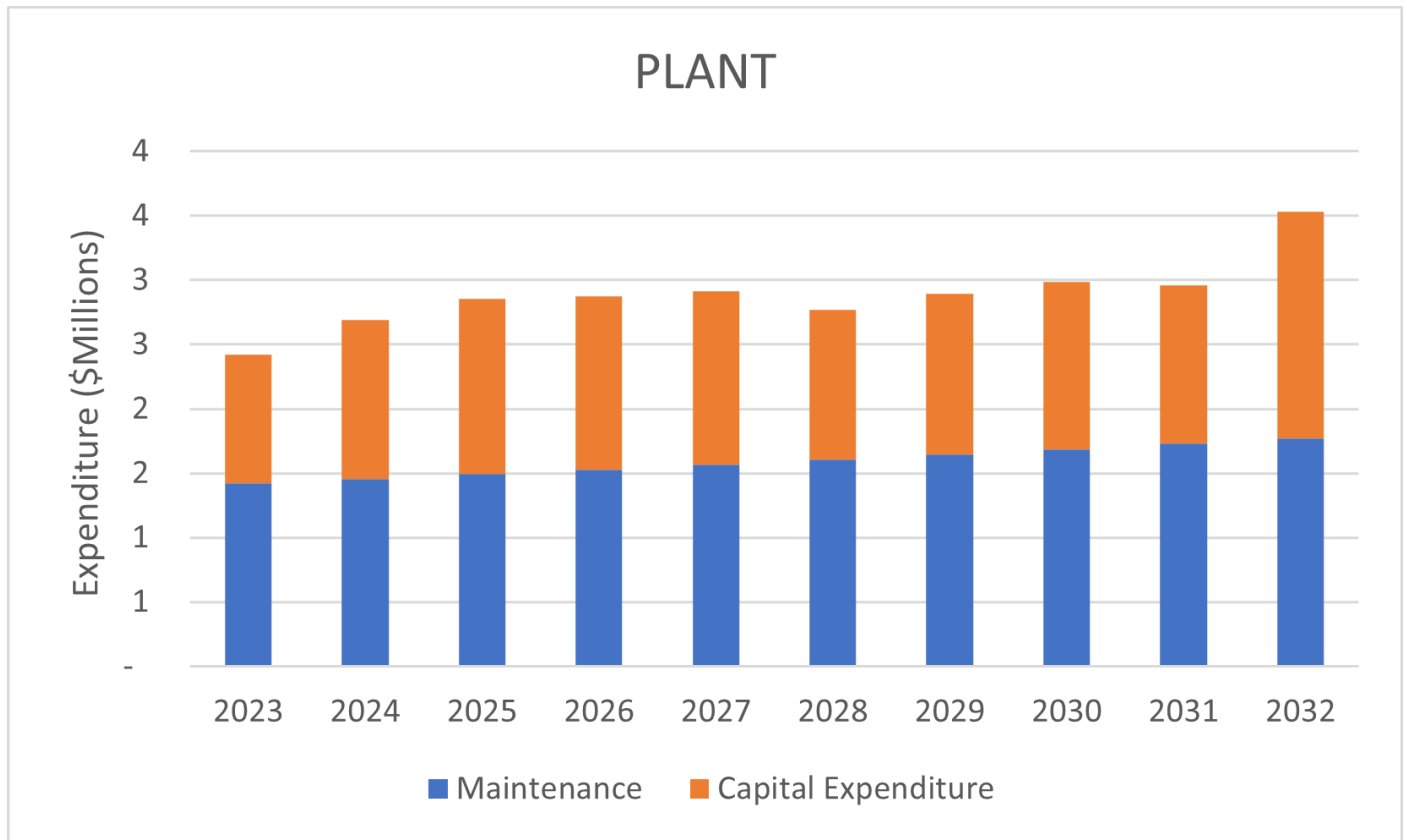


## Financial Reporting Ratios

- Asset Consumption Rate – 67.92%
- Asset Renewal Rate – 0.33%
- Asset Upgrade/Expansion rate – 2.50%

## Plant

Operational Plan Goals – To provide and maintain a modern plant and equipment fleet that meets its operational requirements with high utilisation in a cost effective manner.



## Financial Reporting Ratios

- Asset Consumption Rate – 48.30%
- Asset Renewal Rate – 146.77%
- Asset Upgrade/Expansion rate – 0.01%



## 7. References

IPWEA, 2016, NAMS.PLUS Asset Management, Institute of Public Works Engineering Australia, Sydney, [www.ipwea.org.au/namsplus](http://www.ipwea.org.au/namsplus).

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# Workforce Plan



# EXECUTIVE SUMMARY

The New South Wales State Government introduced an Integrated Planning and Reporting Framework for Local Government that includes a requirement that local councils develop and adopt a Workforce Management Plan in keeping with the framework shown below: The Integrated Planning and Reporting Framework requires all NSW Councils to develop long term Community Strategic Plans and four year Delivery Programs. This Workforce Plan forms part of the Resourcing Strategy and outlines how Temora Shire Council will implement the priorities and strategies within its Delivery Program, in line with Council's budget.

Councils are required to undertake workforce planning to support the achievement of the Delivery Program. The Workforce Management Strategy is a four-year plan, addressing the human resources required to achieve the activities identified in the Delivery Program.

## What is Workforce Planning?

*"Workforce planning is an integrated and systematic process of shaping the workforce to ensure it is capable of delivering current organisational objectives and future requirements", Australian National Audit Office 2004.*

Why do we need a Workforce Plan?

- To identify current and predicted workforce issues to enable us to set out how we are going to address the predicted workforce issues in order to achieve the Council's Delivery Program.
- To assist with shaping our workforce to ensure it is capable of delivering current organisational objectives and future requirements in alignment with our Community Strategic Plan.
- To identify strategies or activities in the Workforce Plan that may have an impact on Council's Long Term Financial Plan.

What are the benefits of Workforce Planning?

- It strengthens our capacity to deliver strategic and operational plans.
- It enables a better understanding of our workforce profile which improves current and future capability and performance.
- It enables us to better respond to planned and unplanned change.
- It enables us to consolidate career paths and set clear strategies for developing our people.
- It creates the "right mix" - right skills, right time and right place - which in turn will create better efficiency, effectiveness and productivity.

# Temora Shire Council

## INTRODUCTION

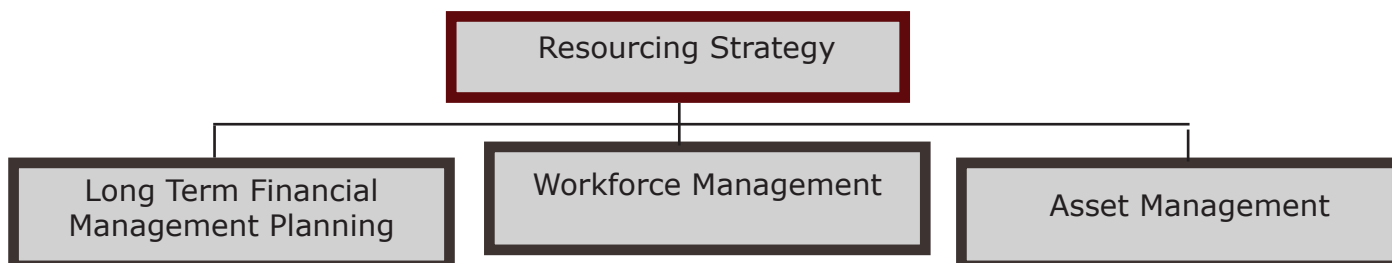
The NSW Government's Integrated Planning and Reporting (IPR) Framework recognises that council plans, policies and strategies are connected and should not operate in isolation. Accordingly, all councils in NSW are operating within the IPR framework which allows various plans and strategies to integrate and for councils to plan holistically for the future.

The Local Government Act 1993 requires councils to develop a Resourcing Strategy that assists in achieving the objectives of *Temora Tomorrow - Towards 2035*, the Temora Shire Council Community Strategic Plan. This Resourcing Strategy is made up of the Workforce Management Strategy, the Asset Management Strategy and the Long Term Financial Plan, which together provide the resources necessary to achieve the Delivery Program.

The Workforce Management Strategy is a minimum four-year plan, identifying the key people/workforce challenges, issues, approaches and opportunities for Temora Shire Council in ensuring we can deliver the activities outlined in the Delivery Program and ultimately the objectives outlined in *Temora Tomorrow - Towards 2035*.

Figure 1 and Figure 2 illustrate how Workforce Planning combines with Long Term Financial Planning and Asset Management to support Council's Resourcing Strategy that in turn details how Council will resource the strategies that it is responsible for within the Community Strategic Plan, Delivery Program and Operational Plan.

**Figure 1: Resourcing Strategy**



**Figure 2: Integrated Planning and Reporting**





Temora Shire Council is a significant employer within the Local Government Area (LGA), employing 109 equivalent fulltime employees, and representing more than 5% of the employment within the LGA. Council has a strong relationship with its workforce – long term employees, a small workforce number and tight knit community all support the connected, professional and personal approach to management.



## Aim

A strong, diverse, committed and motivated workforce is at the core of any successful business.

Getting the right people into the right jobs is paramount and requires a commitment to attract, develop, retain and recognise talented and motivated employees who are aligned with our Vision and Values.

Temora Shire Council is a multi-faceted organisation, accordingly, we require a diverse workforce that is capable of delivering positive outcomes for the organisation and to help us grow the community. We are however faced with many challenges, including a significant proportion of our existing workforce nearing retirement and recruiting the next generation of skilled specialist staff.

We need to ensure our staff are 'fit for the future' so that we can deliver our community's priorities. We need to involve our staff and support them in learning new ways of working.

This Workforce Management Plan aims to support Temora Shire Council in achieving the skilled, motivated, flexible and diverse workforce it needs, to deliver value for money services that make a difference to our local community, while at the same time maintaining our position as an employer of choice.

# Our Direction and Values

## Our Vision

Our community strives to reflect the qualities of its greatest asset – its people, each of whom we value as individuals

With our rural heritage as our foundation, we embrace change and grasp every opportunity to enhance our environment, economy and lifestyle.

## Our Mission

To achieve the best possible outcomes for our community by striving for excellence in all we do.

## Our Core Values

We will make the best decisions we can, through:

- Leadership and Respect – we will act decisively with knowledge and courage in the best interest of all our community
- Integrity and Transparency – we will act honestly and openly in all our dealings with a view to making ethical and equitable decisions

We will always act with the community as our primary consideration, through:

- Community Focus – we will engage with our community to provide services that respond to community need
- Future Custodianship – we will always act with consideration of the impact of our actions on future generations

We will value the views and input of others, through:

- Teamwork and Cooperation – we will work together with open communication to achieve a common goal by sharing knowledge and supporting each other
- Effective Partnerships – we will treat everyone with respect by being inclusive, non-judgemental and valuing diversity

We will maximise our opportunities, through:

- Innovation – we will encourage creative thinking and innovation based on detailed knowledge and accept that bold actions carry a degree of risk
- Continuous Improvement – we will always strive to achieve our goals more efficiently through improvements in process or new technology



# Workforce Profile Temora Shire Council LGA

Temora Shire covers an area of 2,802km<sup>2</sup>, and is bordered to the west by the local government areas of Bland, to the north east by Hilltops, to the east by Cootamundra-Gundagai and to the south by Coolamon, Junee and Wagga Wagga.

The shire includes the townships of Temora and Aria Park as well as a number of smaller rural communities including Springdale and Reefton. The shire is part of the state electorate of Cootamundra and the Federal electorate of Riverina.

At the time of preparing this report the most recent statistics available were from 2016. The Shire population, according to the Australian Bureau of Statistics (ABS), was 6,236 persons. The Shire population has increased by 1% over the last 5 years.

The Shire has an ageing population, with 24% of the population 65 + years old in 2016, which is above the State average.

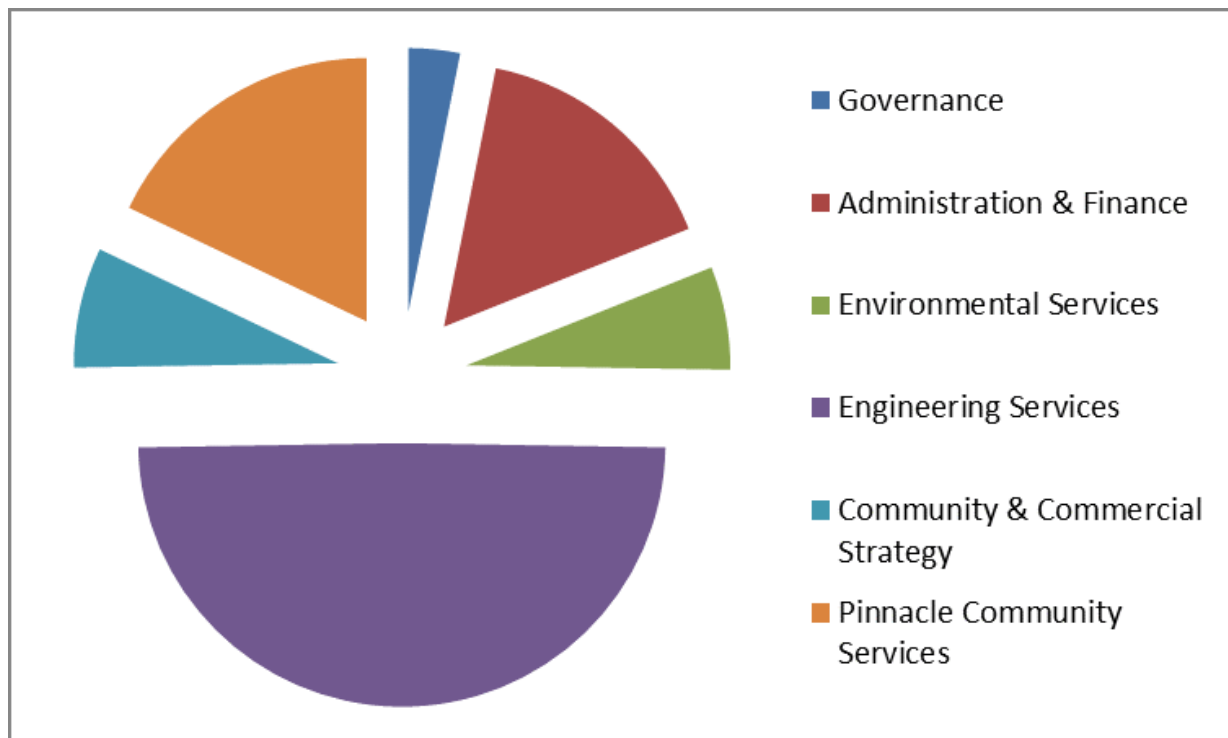
The skill shortages as a result of a smaller population mean that employers may be unable to source suitable employees from within the Shire and also have difficulties attracting and retaining suitable employees from outside the Shire.



# Understanding the Workforce at Temora Shire Council

Temora Shire Council is considered a small rural Council, employing some 187 (109 full time equivalent) staff across a diverse range of functional areas.

## Workforce Distribution by Department

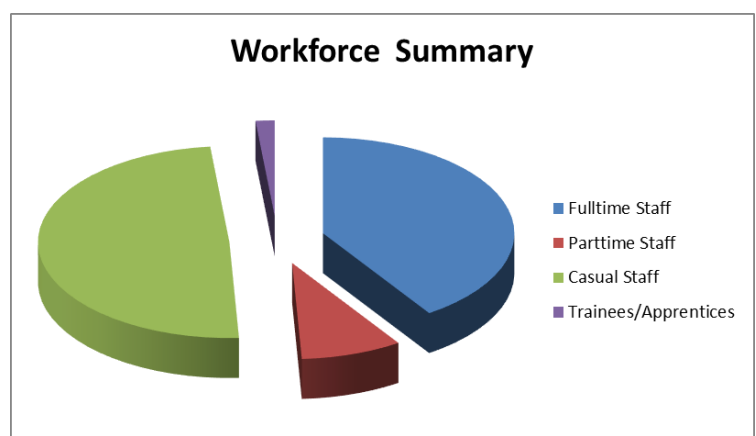


## Employment Status

Our workforce consists of permanent, permanent part time and casual staff; this combination contributes to not only commitment and loyalty but allows flexibility in responding to the needs of our community.

Staffing levels at May 2022 were as follows:

|                                 |            |
|---------------------------------|------------|
| Number of Full Time Staff       | 76         |
| Number of Part Time Staff       | 16         |
| Number of Casual Staff          | 92         |
| Number of Trainees/ Apprentices | 3          |
| <b>Total Number of Staff</b>    | <b>187</b> |

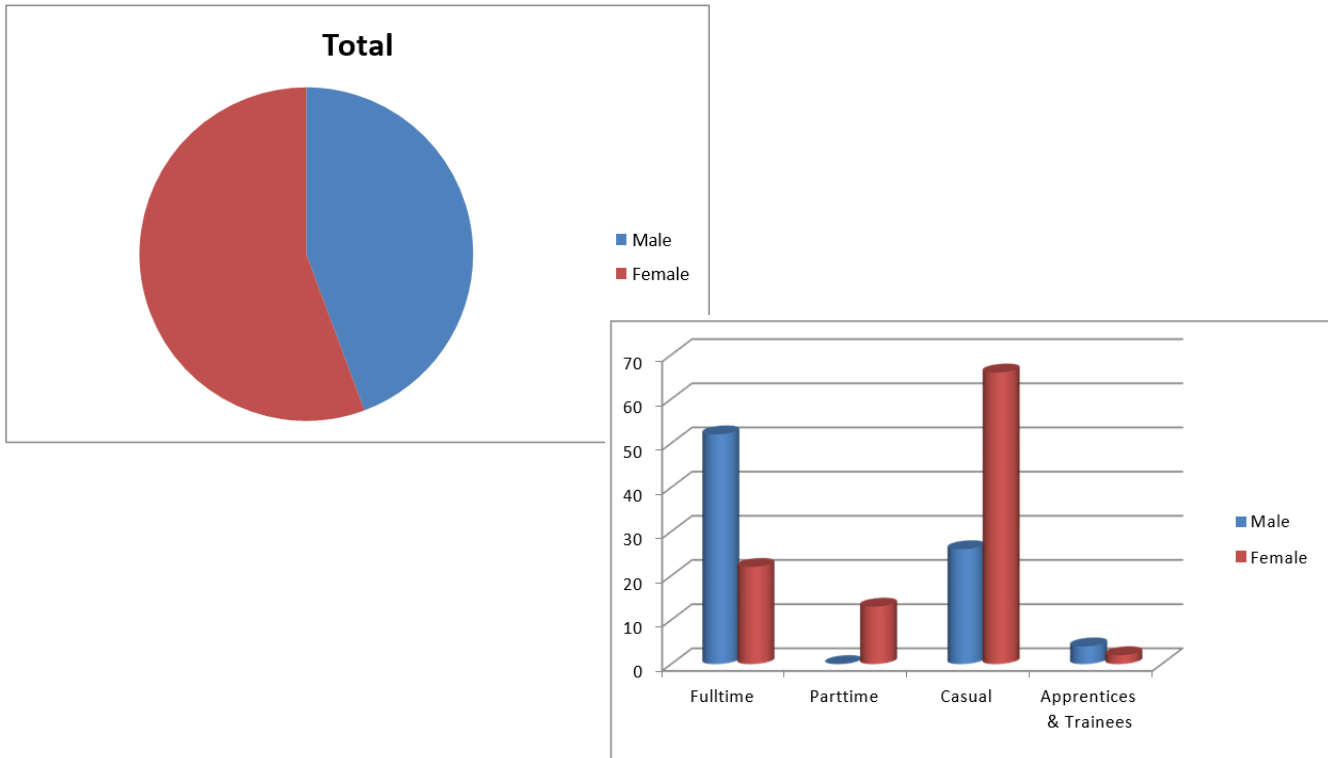


As indicated above, 51% of Temora Shire Council's workforce is employed on a permanent basis, with 7% employed part time and 49% employed as casual staff.

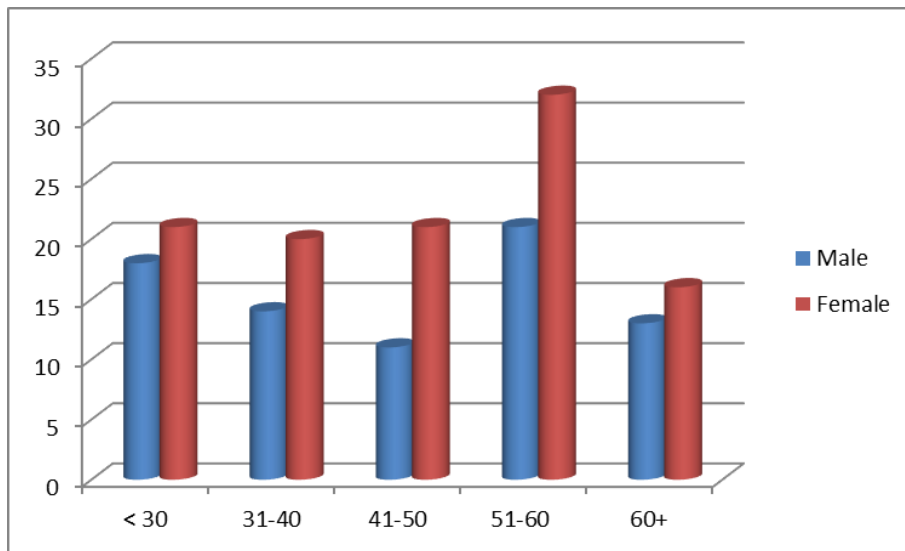


## Gender

Of the 187 staff working for Temora Shire Council 41% are male and 59% are female. This inequity is due to the casual staff at Pinnacle Community Services being predominantly female.

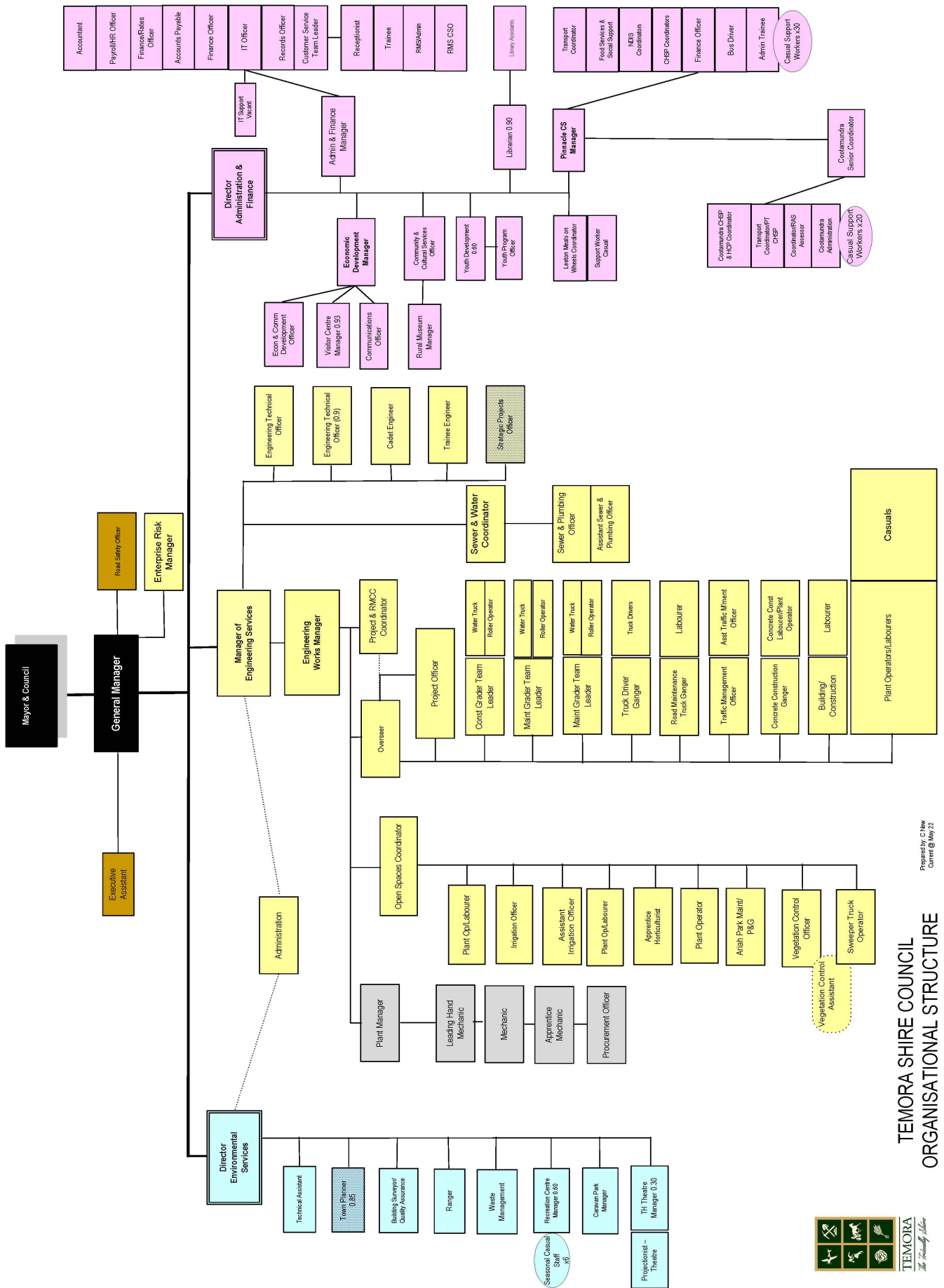


## Workforce Distribution by Age and Gender



| Age Distribution | Male      | Female     | Total      |
|------------------|-----------|------------|------------|
| <30              | 18        | 21         | 39         |
| 31-40            | 14        | 20         | 34         |
| 41-50            | 11        | 21         | 32         |
| 51-65            | 21        | 32         | 53         |
| 60+              | 13        | 16         | 29         |
|                  | <b>77</b> | <b>110</b> | <b>187</b> |

# Temora Shire Council Organisational Structure



Prepared by: C New  
Current @ May 22

## TEMORA SHIRE COUNCIL ORGANISATIONAL STRUCTURE





# Challenges

Temora Shire Council faces a number of challenges in relation to sustainable workforce planning. Some challenges relate specifically to the implementation of Council's 4 year delivery program whilst others are long term, ongoing challenges that relate to supporting the attraction and retention of skilled and experienced staff. The key challenges that Temora Shire Council will face in relation to workforce management are:

- Gender equality
- Staff turnover
- Ageing workforce
- Attracting and retaining young people
- Attracting and retaining skilled professional and technical staff
- Meeting diverse community expectations with limited resources
- Ensuring supervisors and managers have leadership and management skills
- Sourcing skilled employees to meet the growing needs of Home Care Packages and National Disability Insurance Scheme Packages
- Maintenance of permanent workforce numbers in operational areas given the uncertainty of capital grant funding.
- Casual staff numbers at Pinnacle Community Services have increased significantly (These numbers are dependant on funding programs through relevant government departments e.g. NDIS, CHSP.)



# Strategies to Meet Future Workforce Needs

| Key Area  | Specific Outcome   | Actions  | Timeframe                | Measures   |
|---|--|--|--------------------------|--|
| <b>Workforce Planning</b><br><i>An understanding of our current and future workforce needs</i>  | This will allow Council to understand current and potential future workforce issues that could impact its ability to implement Delivery Program actions. | <ul style="list-style-type: none"> <li>Enhance current reporting on workforce demographic data</li> <li>Enhance the process for Exit Interviews</li> </ul>   | Ongoing<br><br>June 2023 | Workforce data is provided to Manex at least annually<br>Participation in annual PWC survey<br><br>Exit Policy to be reviewed<br><br>100% of departing employees (FT/PPT) participate in Exit Interviews |
| <b>Meet organisational needs</b><br><i>A workforce with the required skills and expertise to implement Council's Delivery Program</i> | Particularly in the area of Community Services, Economic Development, Facility Management, grant writing, project management                             | <ul style="list-style-type: none"> <li>Continue to engage suitably qualified contractors, consultants, fixed term and casual staff to support the permanent workforce in the delivery of projects in the Council Delivery Plan</li> </ul>  | Dec 22<br><br>June 23    | Report to MANEX each 6 months to present workforce hours   |
| <b>Recruitment and Selection</b><br><i>Attract and retain qualified and skilled people</i>  | Capacity to implement the Delivery program actions that require skilled, experienced and/or physically capable staff                                     | <ul style="list-style-type: none"> <li>Recruit younger people through innovative and dynamic recruitment processes – including the use of social media.</li> <li>Continue to focus on attracting skilled and qualified staff to the organisation, including innovative recruitment advertising, secondment and job share opportunities, resource sharing and partnerships</li> <li>Develop Recruitment and Selection procedures</li> </ul> |                          | Aim to have <10% of positions requiring readvertising  |



| Key Area  | Specific Outcome   | Actions  | Timeframe            | Measures   |
|---|--|--|----------------------|--|
| <b>Workplace Diversity</b><br><i>Value difference and have a workforce that reflects the community's profile</i>          | A diverse workforce that reflects the community's profile  | Commitment to building a diverse & inclusive workplace where the skills, perspectives and experiences of our people are valued and respected   |                      | Investigate continuance of PWC survey for applicable data                                    |
| <b>Placements</b><br><i>Provide opportunities for younger people to experience what Temora Shire Council has to offer</i> | Promote Council and Local Government as an attractive career option, including activities during Local Government Week | <ul style="list-style-type: none"> <li>Partner with local high schools the tertiary education institutions within the region to offer work experience to students</li> <li>Offer Administration Traineeship positions annually</li> </ul>  | Aug 22<br><br>Annual | Activity held within Local Government Week<br><br>Administration Trainee program continuance |
| <b>Trainees &amp; Apprenticeships</b><br><i>Grow our own</i>  | Meet skills and resource gaps that may exist within the Delivery Program   | <ul style="list-style-type: none"> <li>Offer Traineeships and Apprenticeships</li> <li>Offer Cadetships in skills shortage areas</li> <li>Foster relationships with key training providers and the Australian Apprenticeship Centre</li> <li>Ensure each Trainee/ Apprentice is allocated a mentor.</li> </ul> | June 23              | Investigate options for Trainee programs in different areas of Council                       |



| Key Area  | Specific Outcome  | Actions  | Timeframe | Measures   |
|---|---|--|-----------|--|
| <b>Employee Orientation</b><br><i>New Employees feel welcome and supported</i>  | New employees are welcomed and supported  | <ul style="list-style-type: none"> <li>Continue to implement/improve the comprehensive orientation program that creates a strong first impression of Temora Shire Council</li> <li>Ensure all new employees have all the required information required to begin a new position</li> <li>Ensure Temora Shire Council's values are promoted throughout the induction process, position descriptions, employee appraisal process and team meetings</li> </ul> | Ongoing   | 100% new employees participate in induction programs   |
| <b>Succession Planning</b><br><i>A long term focus ensuring that appropriate skills and experience exist within the organisation</i>          | <ul style="list-style-type: none"> <li>Identify critical roles within teams</li> <li>Identify potential successors</li> <li>High potential employees are supported and encouraged to grow and develop</li> </ul>          | <ul style="list-style-type: none"> <li>Develop a framework to facilitate employee development approaches tailored to individual employee requirements</li> <li>Provide support to leaders for ongoing succession management</li> </ul>   |           | <p>Council has a Training &amp; Succession Plan that supports its Operational needs</p> <p>Skills gaps identified</p>  |
| <b>Learning &amp; Development</b><br><i>Relevant development opportunities are provided to all employees</i>                                  | <ul style="list-style-type: none"> <li>Employees have the capabilities required to perform their role</li> <li>Career development is encouraged and supported</li> <li>Maintain up to date compliance training</li> </ul> | <ul style="list-style-type: none"> <li>Prepare training plans for employees following on from Reviews</li> <li>Deliver compliance training as required</li> </ul>  | Sep 22    | <p>All employees have access to career enhancement</p> <p>Council's workforce are aware of potential opportunities for growth and development</p>            |
| <b>Employee Reviews</b><br><i>Recognise employees efforts, capabilities and performance and address performance issues in a timely manner</i> | <ul style="list-style-type: none"> <li>Support employees understanding of key performance targets that relate to delivery program outcomes and how their job and performance fits into the bigger picture.</li> </ul>     | <ul style="list-style-type: none"> <li>Develop annual performance plans for each employee including links to the Delivery program, the position's PD and the Council values.</li> <li>Ensure that supervisors and managers provide opportunity for open and ongoing two way feedback with employees</li> </ul>   | Sep 22    | <p>100% of employee reviews are completed</p> <p>Supervisors and Managers have the training to provide consistency across all staff undertaking reviews.</p> |





| Key Area   | Specific Outcome   | Actions   | Timeframe | Measures   |
|--|--|---|-----------|--|
| <b>Fixed Pay</b><br><i>Grade/Levels reflect the role and the broader market</i>  | Present as an employer of choice and to competitively attract skilled and experienced staff  | <ul style="list-style-type: none"> <li>Pay rates are regularly reviewed against industry benchmarks</li> <li>Positions are evaluated using Position Evaluation Tool in salary system</li> </ul>   | Ongoing   | All new positions/ altered positions are evaluated<br><br>All skill sets are current to the position   |
| <b>Recognition System</b><br><i>Commitment, loyalty and continued service to Temora Shire Council is recognised and valued</i> | Support the celebration and promotion of key achievements within Council – especially those that support the achievement of key Delivery Program actions | <ul style="list-style-type: none"> <li>Continue to recognise and celebrate key service milestones with long term staff members, with Council and where appropriate in the media</li> <li>Celebrate and acknowledge qualification achievements made by staff including at staff breakfasts</li> <li>Enter staff and their innovations in awards where appropriate</li> </ul> | Dec 22    | 100% of employees reaching milestones are recognised<br><br>Employee Incentive Awards are awarded throughout the year if applicable<br><br>Review of Award/ Recognition policy |
| <b>Work/Life balance</b><br><i>Present as an employer of choice and to competitively attract skilled and experienced staff</i> | Our staff enjoy their work and meet their family/ personal obligations   | <ul style="list-style-type: none"> <li>Develop a Flexible Work Arrangement Policy ensuring it is relevant for supporting work/life balance</li> </ul>   |           | Promotion of the policy to all staff   |

| Key Area  | Specific Outcome  | Actions   | Timeframe             | Measures  |
|---|---|---|-----------------------|---|
| <b>Equal Employment Opportunity</b><br><i>Present as an employer of choice and to competitively attract skilled and experienced staff</i> | Provide a workplace free of discrimination/ harassment/ bullying  | <ul style="list-style-type: none"> <li>Diversity is recognised and valued by all employees</li> <li>EEO principles are embedded in our policies and procedures</li> <li>Develop a Diversity Inclusion Action Plan</li> </ul>  |                       |   |
| <b>Employee Assistance Program</b><br><i>Provide a supportive environment for all staff</i>   | Employees have access to professional, independent counselling support  | <ul style="list-style-type: none"> <li>Continue to provide free confidential counselling services to employees and families</li> <li>Promotion of EAP services to all staff through staff breakfasts, Communique and when staff are in need</li> </ul>  | Dec 22<br><br>June 23 | EAP service is available to all employees<br><br>All staff are aware that EAP Services are available<br><br>Report usage to MANEX                 |
| <b>Work Environment</b><br><i>Provide a supportive environment for all staff</i>  | Provide a consistent, productive and positive work environment for all staff  | <ul style="list-style-type: none"> <li>Open and productive working relationships exist</li> <li>Code of Conduct training is provided to all staff every 3 years</li> <li>Senior managers and HR to support managers in addressing poor behaviour promptly and in accordance with Council's policies</li> <li>Promote the Council's values through each employee's annual performance plan, assessed at the annual performance appraisal, on posters and at team meetings</li> <li>Conduct Employee Engagement Survey every two years</li> </ul> |                       | Meet Award obligations<br><br>100% Employee performance issues are resolved<br><br>Surveys indicate a positive workplace                          |
| <b>Safe Work Environment</b><br><i>A workplace that is safe and healthy</i>   | All staff understand their safety rights and responsibilities, and the Council is compliant with all applicable legislation | <ul style="list-style-type: none"> <li>Employees are encouraged to take responsibility for their health and wellbeing</li> <li>Develop and implement annual WHS Action Plans</li> <li>WHS and Risk Management is the first item at all toolbox and team meetings</li> <li>Proactively and in a timely manner investigate all workplace incidents and grievances</li> <li>Establish a Health and Wellbeing program</li> </ul>  | Dec 22<br><br>June 23 | All employees are aware of their rights and responsibilities<br><br>Establishment of Health and Wellbeing programs<br><br>Provide report to MANEX |



| Key Area   | Specific Outcome  | Actions   | Timeframe | Measures   |
|--|---|---|-----------|--|
| <b>Risk Management</b><br><i>Risk Management is an embedded business practice</i>              | All actions within the Delivery Program – including events & infrastructure activities comply with the relevant risk procedures | <ul style="list-style-type: none"> <li>Risk identification, assessment and control occurs in a consistent manner across Council activities</li> <li>Develop and implement an annual Corporate Risk Management Plan with department plans underneath</li> <li>Train all staff in risk management concepts and undertake required risk identification and management tasks</li> </ul>                                       | Ongoing   | Monthly WHS & Risk are discussed at monthly meetings   |
| <b>Injury Management</b><br><i>Injured employees are effectively returned to the workplace</i> | Provide a supportive, healthy environment for all staff   | <ul style="list-style-type: none"> <li>Maintain the current proactive approach to injury management</li> <li>Maintain effective working relationships with external injury management stakeholders</li> <li>Review the Injury Management Policy to strengthen incident investigation, early injury management and allocation of alternate duties.</li> </ul>  | Ongoing   | All injured workers are provided with alternate duties until they return to their pre injury duties                                    |
| <b>Strong Leadership</b><br><i>A strong and committed leadership approach</i>                  | Provide effective and committed leaders at all levels   | <ul style="list-style-type: none"> <li>All new supervisors attend leadership training &amp; refresher training for experienced staff</li> <li>Regularly update staff on key issues, projects and decisions through the Communique, team meetings, with executive staff being seen regularly in the field</li> <li>Provide higher duties and secondment opportunities so people are exposed to leadership roles</li> </ul> |           | Leaders have attended appropriate training courses<br><br>Regular meetings held within departments<br><br>Higher duties made available |
| <b>Organisational Culture</b>  | A positive, vibrant and responsive organisation   | <ul style="list-style-type: none"> <li>Mutual trust and respect is demonstrated by all employees</li> <li>Conduct Employee Engagement surveys every two years</li> <li>Implement Employee Engagement survey results</li> <li>Include the leadership values in each supervisor's annual performance plan and assess them at appraisal time each year</li> </ul>  | 2 yearly  | Employee Engagement Survey conducted every two years<br><br>Increase in survey response rate   |

| Key Area   | Specific Outcome | Actions   | Timeframe | Measures  |
|--|------------------|---|-----------|---|
| <b>Employee Engagement</b><br><i>A workforce that is engaged and empowered</i> |                  | <ul style="list-style-type: none"> <li>All teams have regular team and tool box meetings where two way communication is fostered.</li> <li>Actively involve all staff in reviews of all Integrated Planning Documents including the Community Strategic Plan</li> </ul> | Dec 22    | Review Five Seven Reports and implement actions |





**Conclusion**

This Workforce Plan is an evolving document that compliments the suite of documents produced by Council as part of its Integrated Planning process. Continual review of this document will ensure that staff demographic information is accurate, current and can better identify future skill needs. The review will also allow for better pathways for learning and development also enhanced position descriptions and competency statements leading to better staff recruitment and retention outcomes.





# Long Term Financial Plan



This document presents to the community Council's adopted Long Term Financial Plan (LTFP) for the 10 year period from 2022/23 to 2031/32.

The 10 year Financial Plan will be used to forecast Council's long term financial sustainability and will assist Council with its decision making and problem solving in deciding how best to achieve the Council's corporate objectives while addressing its long term financial challenges. The LTFP is not intended to indicate what services/proposals should be allocated funds but rather it addresses areas that impact on Council's ability to fund its services and capital works whilst living within its means.

This LTFP does not allow for any additional funding for the maintenance/upgrade of Council's infrastructure assets other than annual CPI increases. The LTFP has been prepared based on the assumption that Council will continue to be responsible for providing the current range of goods and services with the current service delivery methods being largely unchanged.

### **Reviewing the Plan**

The LTFP will be reviewed annually as part of the development of Council's Operational Plan.

The review will include:

- An assessment of the previous year's performance in terms of the accuracy of the projections made in the plan,
- Were estimates accurate?
- Were the assumptions underpinning the estimates accurate?
- An explanation where major differences emerge between budget estimates and actual expenditure/income.



# LTFP Modelling Assumptions

## OPERATING INCOME

### **Rates and Annual Charges**

This includes General Rate Revenue, Domestic Waste Management Charges and Sewer Availability Charges. The NSW State Government pegs rate increases and to reflect the conservative nature of these increases, the LTFP has provided for 3% increases for the period 2022/23 to 2021/32.

The rate increase for 2022/23 has been set at 2% which is the rate peg applied for through the ASV process following the announcement of a rate peg of 0.7%.

Council has resolved to adopt best practice pricing for sewerage with common sewerage charges across the Council area, and best practice pricing was implemented in the 2008/9 financial year.

The charge for 2022/23 has been increased by 5% to meet expenditure requirements. The increase proposed for the period 2023/2024 to 2031/2032 is 5% per year.

The domestic waste management (DWM) charge must be determined each year pursuant to Section 496 of the Local Government Act 1993. This charge is audited by Council's external auditors to ensure that the rate is reasonable and that the cost of collecting and processing domestic waste throughout the Council area is relative to the charge for providing the service.

The charge for 2022/2023 has been increased by 5%. From 2023/2024 to 2031/2032 the annual increase is set at 5%.

### **User Charges and Fees**

Generally the majority of Council's fees and charges have been indexed by the projected CPI for the life of the LTFP. Sewerage usage charges have been indexed in accordance with the increases outlined above for annual charges.

### **Financial Assistance Grants**

Grant revenue from the Financial Assistance Grants Scheme has been increased in accordance with CPI projections ie 2.5% per year.

### **Operating Grants**

All operating grants have been indexed by 2.5%.

### **Interest Revenues**

Interest on investments attributed to the General Fund has been set to 2% of the projected reserve balances.

### **Other Revenue**

Other revenue has been projected based on CPI growth of 2.5%.



## OPERATING EXPENDITURE

### **Employee Costs**

Employee costs include salaries, wages and employee leave entitlements and have been estimated to increase by 4% for 2022/2023 and thereafter have been indexed by 3.5% per year.

Superannuation and workers compensation have been factored by the same index.

### **Insurance Costs**

The LTFP includes a projected increase for public liability and property insurance of 2.5% per year from 2022/2023 to 2031/2032.

### **Materials and Contractor Costs**

Materials and contractors costs have been indexed by 2.5% for the life of the LTFP.

### **Depreciation**

Depreciation expenses have been indexed based on the 2020/2021 levels.

### **Other Expenses**

The model makes no allowance for the impact on Council's operations for population growth or for the impact of climate change.

### **Borrowing Costs**

In July 2018 Council borrowed \$2m to fund the purchase of our works depot. This loan will be repaid over a period of 8 years.

In May 2020, Council borrowed \$1M to fund the construction of a supported independent living house. Council has also borrowed \$1.21M in 2021/2022 to fund the upgrade of the Temora Swimming Pool. This loan will be repaid over 20 years.



## CAPITAL EXPENDITURE AND INCOME

A Capital Works Program has been detailed in the attached asset plans for the period from 2022/2023 to 2031/2032. The infrastructure plans for:

1. Roads, footpaths, kerb & gutter
2. Sewerage Treatment and effluent reuse
3. Aerodrome
4. Land and buildings
5. Bridges and stormwater management
6. Plant Replacement

detail expenditure and funding means for these projects.

Note:

Financial modelling for different scenarios (planned/optimistic/conservative) has not been carried out. Council has adopted a conservative financial strategy as evidenced by the assumptions described previously and this, together with the annual review and analysis limits the variability and volatility of the projections.

### **Financial Performance Indicators**

Council has maintained financial ratios as identified in the statement of Performance Measures note to the Annual Financial Statements.

The assumptions used in the LTFP have been adopted to assist in maintaining Council's financial ratios.





**Temora Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2032**  
**INCOME STATEMENT - CONSOLIDATED**

|  | 2022/23           | 2023/24           | 2024/25           | 2025/26           | 2026/27           | 2027/28           | 2028/29           | 2029/30           | 2030/31           | 2031/32           |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Income from Continuing Operations</b>   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| <b>Revenue:</b>  |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Rates & Annual Charges   | 6,306,523         | 6,494,932         | 6,691,348         | 6,893,638         | 7,103,931         | 7,322,222         | 7,548,930         | 7,783,636         | 8,026,762         | 8,279,995         |
| User Charges & Fees  | 10,057,180        | 10,163,627        | 10,533,577        | 10,699,611        | 11,062,359        | 11,241,418        | 11,616,189        | 11,811,277        | 12,202,068        | 12,410,168        |
| Other Revenues   | 704,358           | 712,674           | 727,950           | 743,643           | 759,895           | 776,163           | 793,050           | 810,355           | 828,077           | 846,274           |
| Grants & Contributions provided for Operating Purposes                             | 7,641,442         | 7,679,528         | 7,953,851         | 8,127,408         | 8,306,145         | 8,488,861         | 8,677,147         | 8,865,205         | 9,182,826         | 9,384,457         |
| Grants & Contributions provided for Capital Purposes                               | 4,761,067         | 2,443,500         | 1,432,500         | 1,160,100         | 1,870,800         | 607,800           | 679,600           | 971,450           | 879,000           | 75,400            |
| Interest & Investment Revenue  | 116,200           | 118,450           | 121,254           | 123,621           | 126,542           | 129,026           | 132,073           | 134,683           | 137,856           | 140,601           |
| <b>Other Income:</b>   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Net Gains from the Disposal of Assets  | 51,544            | 247,585           | 100,423           | 68,245            | 40,954            | 135,000           | 108,945           | 80,082            | 145,691           | 55,200            |
| <b>Total Income from Continuing Operations</b>                                     | <b>29,638,334</b> | <b>27,880,496</b> | <b>27,560,903</b> | <b>27,816,266</b> | <b>29,270,426</b> | <b>28,700,490</b> | <b>29,557,934</b> | <b>30,576,688</b> | <b>31,402,270</b> | <b>31,192,115</b> |
| <b>Expenses from Continuing Operations</b>   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Employee Benefits & On-Costs   | 9,574,522         | 9,709,703         | 9,947,049         | 10,148,502        | 10,444,346        | 10,657,529        | 10,866,945        | 11,193,541        | 11,515,617        | 11,756,352        |
| Borrowing Costs  | 81,229            | 70,103            | 58,655            | 46,876            | 36,405            | 32,304            | 29,388            | 27,608            | 25,769            | 23,868            |
| Materials & Contracts  | 8,704,008         | 8,795,504         | 9,128,004         | 9,152,306         | 9,364,205         | 9,544,760         | 9,637,892         | 9,974,818         | 10,267,426        | 10,445,906        |
| Depreciation & Amortisation  | 6,581,198         | 6,677,641         | 6,759,232         | 6,863,329         | 6,959,567         | 7,058,314         | 7,159,566         | 7,263,319         | 7,369,577         | 7,478,700         |
| Other Expenses   | 660,086           | 695,612           | 711,513           | 727,646           | 744,554           | 761,698           | 779,274           | 797,284           | 815,729           | 834,674           |
| <b>Total Expenses from Continuing Operations</b>                                   | <b>25,601,043</b> | <b>25,948,563</b> | <b>26,614,453</b> | <b>26,938,659</b> | <b>27,549,077</b> | <b>28,054,605</b> | <b>28,873,065</b> | <b>29,256,570</b> | <b>29,994,118</b> | <b>30,539,500</b> |
| <b>Operating Result from Continuing Operations</b>                                 | <b>4,037,291</b>  | <b>1,931,933</b>  | <b>946,450</b>    | <b>877,407</b>    | <b>1,721,349</b>  | <b>645,885</b>    | <b>684,869</b>    | <b>1,320,118</b>  | <b>1,408,152</b>  | <b>652,615</b>    |
| Discontinued Operations - Profit/(Loss)  | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 |
| <b>Net Profit/(Loss) from Discontinued Operations</b>                              | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 |
| <b>Net Operating Result for the Year</b>   | <b>4,037,291</b>  | <b>1,931,933</b>  | <b>946,450</b>    | <b>877,407</b>    | <b>1,721,349</b>  | <b>645,885</b>    | <b>684,869</b>    | <b>1,320,118</b>  | <b>1,408,152</b>  | <b>652,615</b>    |
| Net Operating Result before Grants and Contributions provided for Capital Purposes | (723,796)         | (511,567)         | (486,050)         | (282,693)         | (149,451)         | 38,085            | 5,269             | 348,668           | 629,162           | 677,215           |

Temora Shire Council  
10 Year Financial Plan for the Years ending 30 June 2032  
BALANCE SHEET - CONSOLIDATED

|   | 2022/23            | 2023/24            | 2024/25            | 2025/26            | 2026/27            | 2027/28            | 2028/29            | 2029/30            | 2030/31            | 2031/32            |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>ASSETS</b>                                     |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| <b>Current Assets</b>                             |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Cash & Cash Equivalents                           | 872,699            | 916,932            | 1,286,574          | 1,480,337          | 1,971,578          | 2,184,379          | 2,466,217          | 2,756,510          | 3,046,413          | 3,753,280          |
| Investments                                       | 15,515,000         | 14,696,239         | 15,442,493         | 16,519,582         | 17,296,672         | 19,387,704         | 21,286,701         | 23,749,641         | 27,039,670         | 30,134,282         |
| Receivables                                       | 2,627,189          | 2,493,813          | 2,507,298          | 2,537,891          | 2,663,679          | 2,634,856          | 2,724,100          | 2,815,048          | 2,903,640          | 2,921,200          |
| Inventories                                       | 2,467,566          | 2,466,437          | 2,488,129          | 2,487,646          | 2,501,154          | 2,509,502          | 2,528,661          | 2,529,708          | 2,543,703          | 2,551,888          |
| Other   | 123,227            | 123,417            | 129,537            | 129,901            | 133,758            | 136,320            | 141,893            | 142,438            | 145,588            | 149,130            |
| <b>Total Current Assets</b>                       | <b>21,605,661</b>  | <b>20,656,838</b>  | <b>21,865,548</b>  | <b>23,155,840</b>  | <b>24,566,640</b>  | <b>26,852,160</b>  | <b>29,147,572</b>  | <b>31,993,344</b>  | <b>35,680,015</b>  | <b>39,508,779</b>  |
| <b>Non-Current Assets</b>                         |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Investments                                       | 625,000            | 583,761            | 597,507            | 620,418            | 643,328            | 702,896            | 753,299            | 840,359            | 950,330            | 1,055,718          |
| Receivables                                       | 16,100             | 16,475             | 16,859             | 17,254             | 17,657             | 18,071             | 18,496             | 18,930             | 19,376             | 19,834             |
| Infrastructure, Property, Plant & Equipment       | 244,717,102        | 247,044,375        | 246,323,736        | 245,457,501        | 245,697,309        | 243,742,703        | 242,192,910        | 240,603,310        | 238,266,462        | 234,926,641        |
| Investments Accounted for using the equity method | 209,000            | 209,000            | 209,000            | 209,000            | 209,000            | 209,000            | 209,000            | 209,000            | 209,000            | 209,000            |
| <b>Total Non-Current Assets</b>                   | <b>245,567,202</b> | <b>247,853,611</b> | <b>247,147,102</b> | <b>246,304,173</b> | <b>246,567,294</b> | <b>244,672,670</b> | <b>243,173,705</b> | <b>241,671,599</b> | <b>239,445,168</b> | <b>236,211,183</b> |
| <b>TOTAL ASSETS</b>                               | <b>267,172,863</b> | <b>268,510,449</b> | <b>269,012,651</b> | <b>269,460,013</b> | <b>271,134,134</b> | <b>271,524,830</b> | <b>272,321,277</b> | <b>273,664,943</b> | <b>276,125,183</b> | <b>276,720,972</b> |
| <b>LIABILITIES</b>                                |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| <b>Current Liabilities</b>                        |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Payables  | 2,575,181          | 2,529,274          | 2,522,289          | 2,527,875          | 2,628,515          | 2,597,335          | 2,696,240          | 2,713,330          | 2,763,791          | 2,774,313          |
| Contract liabilities                              | 2,094,846          | 1,974,997          | 1,977,746          | 1,993,933          | 2,095,908          | 2,054,979          | 2,121,083          | 2,182,756          | 2,241,432          | 2,233,040          |
| Borrowings  | 428,079            | 439,518            | 451,289            | 249,320            | 215,954            | 53,441             | 55,222             | 57,062             | 58,962             | 60,926             |
| Provisions  | 3,834,327          | 3,834,327          | 3,834,327          | 3,834,327          | 3,834,327          | 3,834,327          | 3,834,327          | 3,834,327          | 3,834,327          | 3,834,327          |
| <b>Total Current Liabilities</b>                  | <b>8,932,432</b>   | <b>8,778,115</b>   | <b>8,785,661</b>   | <b>8,605,456</b>   | <b>8,774,704</b>   | <b>8,540,083</b>   | <b>8,706,873</b>   | <b>8,787,476</b>   | <b>8,896,513</b>   | <b>8,902,607</b>   |
| <b>Non-Current Liabilities</b>                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Payables  | 342                | 347                | 359                | 365                | 376                | 383                | 395                | 402                | 414                | 423                |
| Borrowings  | 2,238,466          | 1,798,440          | 1,346,634          | 1,096,788          | 880,301            | 859,726            | 804,503            | 747,441            | 688,479            | 627,552            |
| Provisions  | 50,673             | 50,673             | 50,673             | 50,673             | 50,673             | 50,673             | 50,673             | 50,673             | 50,673             | 50,673             |
| <b>Total Non-Current Liabilities</b>              | <b>2,289,480</b>   | <b>1,849,460</b>   | <b>1,397,666</b>   | <b>1,147,825</b>   | <b>931,349</b>     | <b>910,782</b>     | <b>855,571</b>     | <b>798,516</b>     | <b>739,566</b>     | <b>678,647</b>     |
| <b>TOTAL LIABILITIES</b>                          | <b>11,221,912</b>  | <b>10,627,575</b>  | <b>10,183,326</b>  | <b>9,753,281</b>   | <b>9,706,054</b>   | <b>9,450,865</b>   | <b>9,562,443</b>   | <b>9,586,992</b>   | <b>9,638,079</b>   | <b>9,581,254</b>   |
| <b>Net Assets</b>                                 | <b>255,950,941</b> | <b>257,882,874</b> | <b>258,829,324</b> | <b>259,706,732</b> | <b>261,428,080</b> | <b>262,073,965</b> | <b>262,758,834</b> | <b>264,078,952</b> | <b>266,487,104</b> | <b>266,139,718</b> |
| <b>EQUITY</b>                                     |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Retained Earnings                                 | 112,725,941        | 114,657,874        | 115,604,324        | 116,481,732        | 118,203,080        | 118,848,965        | 119,533,834        | 120,853,952        | 122,262,104        | 122,914,718        |
| Revaluation Reserves                              | 143,225,000        | 143,225,000        | 143,225,000        | 143,225,000        | 143,225,000        | 143,225,000        | 143,225,000        | 143,225,000        | 143,225,000        | 143,225,000        |
| Council Equity Interest                           | 255,950,941        | 257,882,874        | 258,829,324        | 259,706,732        | 261,428,080        | 262,073,965        | 262,758,834        | 264,078,952        | 265,487,104        | 266,139,718        |
| Non-controlling equity interests                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  |
| <b>Total Equity</b>                               | <b>255,950,941</b> | <b>257,882,874</b> | <b>258,829,324</b> | <b>259,706,732</b> | <b>261,428,080</b> | <b>262,073,965</b> | <b>262,758,834</b> | <b>264,078,952</b> | <b>265,487,104</b> | <b>266,139,718</b> |



**Temora Shire Council  
10 Year Financial Plan for the Years ending 30 June 2032  
CASH FLOW STATEMENT - CONSOLIDATED**

|   | 2022/23           | 2023/24           | 2024/25           | 2025/26           | 2026/27           | 2027/28           | 2028/29           | 2029/30           | 2030/31           | 2031/32           |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
|   | \$                | \$                | \$                | \$                | \$                | \$                | \$                | \$                | \$                | \$                |
| <b>Cash Flows from Operating Activities</b>                       |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Receipts:   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Rates & Annual Charges  | 6,306,300         | 6,494,429         | 6,690,742         | 6,892,976         | 7,103,166         | 7,321,354         | 7,547,968         | 7,782,571         | 8,025,603         | 8,278,687         |
| User Charges & Fees   | 10,091,792        | 10,186,867        | 10,542,045        | 10,703,606        | 11,071,139        | 11,245,725        | 11,627,305        | 11,815,920        | 12,211,510        | 12,415,191        |
| Investment & Interest Revenue Received                            | 107,201           | 124,800           | 116,119           | 118,672           | 120,295           | 120,358           | 122,946           | 121,302           | 121,688           | 123,120           |
| Grants & Contributions  | 12,404,499        | 10,126,546        | 9,387,489         | 9,287,661         | 10,175,574        | 9,098,329         | 9,356,347         | 9,955,730         | 10,061,665        | 9,460,787         |
| Other   | 668,011           | 720,148           | 719,934           | 737,452           | 742,450           | 774,792           | 778,690           | 799,427           | 814,048           | 841,280           |
| Payments:   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Employee Benefits & On-Costs                                      | (9,569,853)       | (9,704,126)       | (9,938,175)       | (10,142,655)      | (10,435,104)      | (10,651,329)      | (10,957,289)      | (11,186,932)      | (11,505,580)      | (11,749,313)      |
| Materials & Contracts   | (8,615,241)       | (8,792,516)       | (9,088,977)       | (9,149,200)       | (9,339,273)       | (9,527,888)       | (9,902,190)       | (9,970,501)       | (10,240,568)      | (10,429,068)      |
| Borrowing Costs   | (84,278)          | (73,232)          | (61,868)          | (50,175)          | (38,230)          | (33,641)          | (29,779)          | (28,012)          | (26,186)          | (24,299)          |
| Other   | (654,279)         | (695,014)         | (708,716)         | (726,918)         | (742,188)         | (760,066)         | (776,340)         | (796,199)         | (813,168)         | (832,936)         |
| <b>Net Cash provided (or used in) Operating Activities</b>        | 10,654,152        | 8,387,902         | 7,658,593         | 7,671,420         | 8,657,829         | 7,587,633         | 7,767,658         | 8,493,306         | 8,649,012         | 8,083,449         |
| <b>Cash Flows from Investing Activities</b>                       |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Receipts:   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Sale of Investment Securities                                     | -                 | 900,000           | -                 | -                 | -                 | 318,000           | -                 | -                 | 380,691           | 430,700           |
| Sale of Infrastructure, Property, Plant & Equipment               | 172,727           | 355,145           | 462,313           | 292,245           | 422,182           | -                 | 276,945           | 373,582           | -                 | -                 |
| Payments:   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Purchase of Investment Securities                                 | (3,000,000)       | -                 | (800,000)         | (1,100,000)       | (800,000)         | (2,150,000)       | (1,950,000)       | (2,550,000)       | (3,400,000)       | (3,200,000)       |
| Purchase of Infrastructure, Property, Plant & Equipment           | (10,541,897)      | (9,170,228)       | (6,499,228)       | (6,230,088)       | (7,538,916)       | (5,359,744)       | (5,759,323)       | (5,971,373)       | (5,282,739)       | (4,548,320)       |
| Purchase of Real Estate Assets                                    | (185,000)         | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 |
| <b>Net Cash provided (or used in) Investing Activities</b>        | (13,554,170)      | (7,915,083)       | (6,836,915)       | (7,037,843)       | (7,916,734)       | (7,191,744)       | (7,432,378)       | (6,147,791)       | (6,302,048)       | (7,317,620)       |
| <b>Cash Flows from Financing Activities</b>                       |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Receipts:   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Proceeds from Borrowings & Advances                               | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 |
| Payments:   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Repayment of Borrowings & Advances                                | (417,514)         | (428,587)         | (440,035)         | (451,814)         | (249,853)         | (183,088)         | (53,442)          | (55,222)          | (57,062)          | (58,962)          |
| <b>Net Cash Flow provided (used in) Financing Activities</b>      | (417,514)         | (428,587)         | (440,035)         | (451,814)         | (249,853)         | (183,088)         | (53,442)          | (55,222)          | (57,062)          | (58,962)          |
| <b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>     | (3,317,532)       | 44,233            | 381,643           | 181,762           | 491,241           | 212,801           | 281,838           | 290,293           | 289,903           | 706,867           |
| <b>plus: Cash &amp; Cash Equivalents - beginning of year</b>      | 4,190,231         | 872,699           | 916,932           | 1,298,574         | 1,480,337         | 1,971,578         | 2,184,379         | 2,466,217         | 2,756,510         | 3,046,413         |
| <b>Cash &amp; Cash Equivalents - end of the year</b>              | <b>872,699</b>    | <b>916,932</b>    | <b>1,298,574</b>  | <b>1,480,337</b>  | <b>1,971,578</b>  | <b>2,184,379</b>  | <b>2,466,217</b>  | <b>2,756,510</b>  | <b>3,046,413</b>  | <b>3,753,280</b>  |
| <b>Cash &amp; Cash Equivalents - end of the year</b>              | <b>872,699</b>    | <b>916,932</b>    | <b>1,298,574</b>  | <b>1,480,337</b>  | <b>1,971,578</b>  | <b>2,184,379</b>  | <b>2,466,217</b>  | <b>2,756,510</b>  | <b>3,046,413</b>  | <b>3,753,280</b>  |
| <b>Investments - end of the year</b>                              | <b>16,140,000</b> | <b>15,240,000</b> | <b>16,040,000</b> | <b>17,140,000</b> | <b>17,940,000</b> | <b>20,090,000</b> | <b>22,040,000</b> | <b>24,590,000</b> | <b>27,990,000</b> | <b>31,190,000</b> |
| <b>Cash, Cash Equivalents &amp; Investments - end of the year</b> | <b>17,012,699</b> | <b>16,156,932</b> | <b>17,338,574</b> | <b>18,620,337</b> | <b>19,911,578</b> | <b>22,274,379</b> | <b>24,506,217</b> | <b>27,346,510</b> | <b>31,036,413</b> | <b>34,943,280</b> |

**Temora Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2032**  
**EQUITY STATEMENT - CONSOLIDATED**

|  | 2022/23     | 2023/24     | 2024/25     | 2025/26     | 2026/27     | 2027/28     | 2028/29     | 2029/30     | 2030/31     | 2031/32     |
|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
|  | \$          | \$          | \$          | \$          | \$          | \$          | \$          | \$          | \$          | \$          |
| Opening Balance (as at 1/7)  | 251,913,650 | 255,950,941 | 257,882,874 | 258,829,324 | 259,706,732 | 261,428,080 | 262,073,965 | 262,758,834 | 264,078,952 | 265,487,104 |
| Adjustments to opening balance   |             |             |             |             |             |             |             |             |             |             |
| <b>Restated opening Balance (as at 1/7)</b>  | 251,913,650 | 255,950,941 | 257,882,874 | 258,829,324 | 259,706,732 | 261,428,080 | 262,073,965 | 262,758,834 | 264,078,952 | 265,487,104 |
| Net Operating Result for the Year  | 4,037,291   | 1,931,933   | 946,450     | 877,407     | 1,721,349   | 645,885     | 684,869     | 1,320,118   | 1,408,152   | 652,615     |
| Adjustments to net operating result  |             |             |             |             |             |             |             |             |             |             |
| <b>Restated Net Operating Result for the Year</b>  | 4,037,291   | 1,931,933   | 946,450     | 877,407     | 1,721,349   | 645,885     | 684,869     | 1,320,118   | 1,408,152   | 652,615     |
| Other Comprehensive Income   |             |             |             |             |             |             |             |             |             |             |
| - Correction of prior period errors  | -           | -           | -           | -           | -           | -           | -           | -           | -           | -           |
| - Gain (loss) on revaluation of IPP&E  | -           | -           | -           | -           | -           | -           | -           | -           | -           | -           |
| - Gain (loss) on revaluation of available for sale investments   | -           | -           | -           | -           | -           | -           | -           | -           | -           | -           |
| - Realised (gain) loss on available for sale investments recognised in operating result                    | -           | -           | -           | -           | -           | -           | -           | -           | -           | -           |
| - Gain (loss) on revaluation of other reserves   | -           | -           | -           | -           | -           | -           | -           | -           | -           | -           |
| - Realised (gain) loss from other reserves recognised in operating result                                  | -           | -           | -           | -           | -           | -           | -           | -           | -           | -           |
| - Impairment loss (reversal) – financial assets at fair value through OCI                                  | -           | -           | -           | -           | -           | -           | -           | -           | -           | -           |
| - Realised (gain) loss on financial assets at fair value through OCI                                       | -           | -           | -           | -           | -           | -           | -           | -           | -           | -           |
| - Gain/(loss) on revaluation of financial assets at fair value through OCI (other than equity instruments) | -           | -           | -           | -           | -           | -           | -           | -           | -           | -           |
| - Gain/(loss) on revaluation of equity instruments at fair value through OCI                               | -           | -           | -           | -           | -           | -           | -           | -           | -           | -           |
| - Transfers to Income Statement  | -           | -           | -           | -           | -           | -           | -           | -           | -           | -           |
| - Impairment (loss) reversal relating to IPP&E   | -           | -           | -           | -           | -           | -           | -           | -           | -           | -           |
| - Impairment (reversal) of available for sale investments to (from) operating result                       | -           | -           | -           | -           | -           | -           | -           | -           | -           | -           |
| - Joint ventures and associates  | -           | -           | -           | -           | -           | -           | -           | -           | -           | -           |
| - Other reserves movements   | -           | -           | -           | -           | -           | -           | -           | -           | -           | -           |
| - Other Movements (combined)   | -           | -           | -           | -           | -           | -           | -           | -           | -           | -           |
| <b>Other Comprehensive Income</b>  |             |             |             |             |             |             |             |             |             |             |
| <b>Total Comprehensive Income</b>  | 4,037,291   | 1,931,933   | 946,450     | 877,407     | 1,721,349   | 645,885     | 684,869     | 1,320,118   | 1,408,152   | 652,615     |
| Distributions to/(contributions from) non-controlling interests  | -           | -           | -           | -           | -           | -           | -           | -           | -           | -           |
| Transfers between Equity   | -           | -           | -           | -           | -           | -           | -           | -           | -           | -           |
| <b>Equity - Balance at end of the reporting period</b>   | 255,950,941 | 257,882,874 | 258,829,324 | 259,706,732 | 261,428,080 | 262,073,965 | 262,758,834 | 264,078,952 | 266,487,104 | 266,135,718 |



# Appendix 1

**Function Budget**  
**For the year ended 30 June 2023**  
**Budget Summary 2022/23**

| Function  | Budget Summary 2022/23 |                   |                    |
|---|------------------------|-------------------|--------------------|
|   | Income                 | Expenditure       | (Surplus)/Deficit  |
| Governance  | (38,750)               | 481,011           | 442,261            |
| Public Order & Safety                                     | (357,921)              | 1,021,625         | 663,704            |
| Health  | (56,316)               | 320,997           | 264,681            |
| Community Services & Education                            | (6,132,583)            | 5,939,417         | (193,166)          |
| Housing & Community Amenities                             | (1,120,101)            | 1,794,805         | 674,704            |
| Sewerage Services   | (1,389,483)            | 1,100,880         | (288,603)          |
| Recreation & Culture                                      | (581,445)              | 3,775,423         | 3,193,978          |
| Building Services   | (77,308)               | 288,124           | 210,816            |
| Transport & Communication                                 | (5,671,250)            | 9,904,504         | 4,233,254          |
| Economic Affairs  | (739,309)              | 2,127,742         | 1,388,433          |
| <b>Function Totals</b>                                    | <b>(16,164,466)</b>    | <b>26,754,528</b> | <b>10,590,062</b>  |
| General Purpose Revenues (Not Attributed to Functions)    | (9,814,722)            |                   | (9,814,722)        |
| (Profit)/Loss on Disposal of Assets                       | (172,727)              | 121,183           | (51,544)           |
| <b>Operating (Surplus)/Deficit before Capital Amounts</b> | <b>(26,151,915)</b>    | <b>26,875,711</b> | <b>723,796</b>     |
| Capital Grants & Contributions                            | (4,761,087)            |                   | (4,761,087)        |
| <b>Operating (Surplus)/Deficit after Capital</b>          | <b>(30,913,002)</b>    | <b>26,875,711</b> | <b>(4,037,291)</b> |
| ADD Expenses not involving flows of Funds                 |                        |                   |                    |
| Depreciation  |                        |                   | 6,581,198          |
| ADD Non-Operating funds employed                          |                        |                   |                    |
| Repayments by Long Term Debtors                           |                        |                   | -                  |
| Loan Funds used   |                        |                   | (1,936,331)        |
| Transfer from Reserves                                    |                        |                   | (1,936,331)        |
| LESS Funds deployed for non-operating purposes            |                        |                   |                    |
| Acquisition of Assets                                     |                        |                   | 9,668,811          |
| Development of Real Estate                                |                        |                   | 950,800            |
| Advance to Long Term Debtors                              |                        |                   |                    |
| Repayment of Loans  |                        |                   | 417,514            |
| Transfer to Reserves                                      |                        |                   | 1,432,707          |
|   |                        |                   | <b>12,469,832</b>  |
| <b>Budget (Surplus) / Deficit</b>                         |                        |                   | <b>(84,988)</b>    |

**Function Budget**  
**For the year ended 30 June 2023**  
**Budget Summary 2023/24**

| Function  | Budget Summary 2023/24 |                   |                    |
|---|------------------------|-------------------|--------------------|
|   | Income                 | Expenditure       | (Surplus)/Deficit  |
| Governance  | (38,750)               | 460,795           | 422,045            |
| Public Order & Safety                                     | (366,870)              | 1,045,833         | 678,963            |
| Health  | (57,724)               | 322,736           | 265,012            |
| Community Services & Education                            | (6,285,852)            | 6,082,150         | (203,702)          |
| Housing & Community Amenities                             | (1,165,936)            | 1,802,358         | 636,422            |
| Sewerage Services   | (1,458,162)            | 1,225,854         | (232,308)          |
| Recreation & Culture                                      | (465,776)              | 3,764,752         | 3,298,976          |
| Building Services   | (79,241)               | 294,525           | 215,284            |
| Transport & Communication                                 | (5,756,669)            | 10,080,343        | 4,323,674          |
| Economic Affairs  | (658,732)              | 2,052,503         | 1,393,771          |
| <b>Function Totals</b>                                    | <b>(16,333,712)</b>    | <b>27,131,849</b> | <b>10,798,137</b>  |
| General Purpose Revenues (Not Attributed to Functions)    | (10,038,985)           |                   | (10,038,985)       |
| (Profit)/Loss on Disposal of Assets                       | (355,145)              | 107,560           | (247,585)          |
| <b>Operating (Surplus)/Deficit before Capital Amounts</b> | <b>(26,727,842)</b>    | <b>27,239,409</b> | <b>511,567</b>     |
| Capital Grants & Contributions                            | (2,443,500)            |                   | (2,443,500)        |
| <b>Operating (Surplus)/Deficit after Capital</b>          | <b>(29,171,342)</b>    | <b>27,239,409</b> | <b>(1,931,933)</b> |
| ADD Expenses not involving flows of Funds                 |                        |                   |                    |
| Depreciation  |                        |                   | 6,677,641          |
| ADD Non-Operating funds employed                          |                        |                   |                    |
| Repayments by Long Term Debtors                           |                        |                   | -                  |
| Loan Funds used   |                        |                   | -                  |
| Transfer from Reserves                                    |                        |                   | (580,000)          |
|   |                        |                   | <b>(580,000)</b>   |
| LESS Funds deployed for non-operating purposes            |                        |                   |                    |
| Acquisition of Assets                                     |                        |                   | 9,092,474          |
| Development of Real Estate                                |                        |                   | -                  |
| Advance to Long Term Debtors                              |                        |                   | -                  |
| Repayment of Loans  |                        |                   | 428,587            |
| Transfer to Reserves                                      |                        |                   | 1,395,238          |
|   |                        |                   | <b>10,916,299</b>  |
| <b>Budget (Surplus) / Deficit</b>                         |                        |                   | <b>1,726,725</b>   |



**Function Budget**  
**For the year ended 30 June 2023**  
**Budget Summary 2024/25**

| Function  | Budget Summary 2024/25 |                   |                   |
|---|------------------------|-------------------|-------------------|
|   | Income                 | Expenditure       | (Surplus)/Deficit |
| Governance  | (38,750)               | 617,861           | 579,111           |
| Public Order & Safety                                     | (376,032)              | 1,071,574         | 695,542           |
| Health  | (59,166)               | 324,950           | 265,784           |
| Community Services & Education                            | (6,442,802)            | 6,228,976         | (213,826)         |
| Housing & Community Amenities                             | (1,214,277)            | 1,838,300         | 624,023           |
| Sewerage Services   | (1,531,468)            | 1,151,920         | (379,548)         |
| Recreation & Culture                                      | (479,322)              | 3,821,758         | 3,342,436         |
| Building Services   | (81,219)               | 301,746           | 220,527           |
| Transport & Communication                                 | (5,980,953)            | 10,270,225        | 4,289,272         |
| Economic Affairs  | (769,407)              | 2,200,071         | 1,430,664         |
| <b>Function Totals</b>                                    | <b>(16,973,396)</b>    | <b>27,827,381</b> | <b>10,853,985</b> |
| General Purpose Revenues (Not Attributed to Functions)    | (10,267,512)           |                   | (10,267,512)      |
| (Profit)/Loss on Disposal of Assets                       | (462,313)              | 361,890           | (100,423)         |
| <b>Operating (Surplus)/Deficit before Capital Amounts</b> | <b>(27,703,221)</b>    | <b>28,189,271</b> | <b>486,050</b>    |
| Capital Grants & Contributions                            | (1,432,500)            |                   | (1,432,500)       |
| <b>Operating (Surplus)/Deficit after Capital</b>          | <b>(29,135,721)</b>    | <b>28,189,271</b> | <b>(946,450)</b>  |
| ADD Expenses not involving flows of Funds                 |                        |                   |                   |
| Depreciation  |                        |                   | 6,769,232         |
| ADD Non-Operating funds employed                          |                        |                   |                   |
| Repayments by Long Term Debtors                           |                        |                   | -                 |
| Loan Funds used   |                        |                   | -                 |
| Transfer from Reserves                                    |                        |                   | (130,000)         |
|   |                        |                   | <b>(130,000)</b>  |
| LESS Funds deployed for non-operating purposes            |                        |                   |                   |
| Acquisition of Assets                                     |                        |                   | 6,410,483         |
| Development of Real Estate                                |                        |                   | -                 |
| Advance to Long Term Debtors                              |                        |                   | -                 |
| Repayment of Loans  |                        |                   | 440,035           |
| Transfer to Reserves                                      |                        |                   | 1,561,702         |
|   |                        |                   | <b>8,412,220</b>  |
| <b>Budget (Surplus) / Deficit</b>                         |                        |                   | <b>566,538</b>    |

**Function Budget**  
**For the year ended 30 June 2023**  
**Budget Summary 2025/26**

| Function  | Budget Summary 2025/26 |                   |                   |
|---|------------------------|-------------------|-------------------|
|   | Income                 | Expenditure       | (Surplus)/Deficit |
| Governance  | (38,750)               | 497,616           | 458,866           |
| Public Order & Safety                                     | (385,445)              | 1,098,016         | 712,571           |
| Health  | (60,647)               | 334,850           | 274,203           |
| Community Services & Education                            | (6,604,046)            | 6,379,842         | (224,204)         |
| Housing & Community Amenities                             | (1,264,372)            | 1,875,208         | 610,836           |
| Sewerage Services   | (1,607,023)            | 1,178,706         | (428,317)         |
| Recreation & Culture                                      | (491,294)              | 3,886,383         | 3,395,089         |
| Building Services   | (83,254)               | 309,162           | 225,908           |
| Transport & Communication                                 | (6,105,300)            | 10,491,640        | 4,386,340         |
| Economic Affairs  | (689,808)              | 2,130,815         | 1,441,007         |
| <b>Function Totals</b>                                    | <b>(17,329,939)</b>    | <b>28,182,238</b> | <b>10,852,299</b> |
| General Purpose Revenues (Not Attributed to Functions)    | (10,501,361)           |                   | (10,501,361)      |
| (Profit)/Loss on Disposal of Assets                       | (292,245)              | 224,000           | (68,245)          |
| <b>Operating (Surplus)/Deficit before Capital Amounts</b> | <b>(28,123,545)</b>    | <b>28,406,238</b> | <b>282,693</b>    |
| Capital Grants & Contributions                            | (1,160,100)            |                   | (1,160,100)       |
| <b>Operating (Surplus)/Deficit after Capital</b>          | <b>(29,283,645)</b>    | <b>28,406,238</b> | <b>(877,407)</b>  |
| ADD Expenses not involving flows of Funds                 |                        |                   |                   |
| Depreciation  |                        |                   | 6,863,329         |
| ADD Non-Operating funds employed                          |                        |                   |                   |
| Repayments by Long Term Debtors                           |                        |                   | -                 |
| Loan Funds used   |                        |                   | -                 |
| Transfer from Reserves                                    |                        |                   | (150,000)         |
|   |                        |                   | <b>(150,000)</b>  |
| LESS Funds deployed for non-operating purposes            |                        |                   |                   |
| Acquisition of Assets                                     |                        |                   | 6,201,094         |
| Development of Real Estate                                |                        |                   | -                 |
| Advance to Long Term Debtors                              |                        |                   | -                 |
| Repayment of Loans  |                        |                   | 451,814           |
| Transfer to Reserves                                      |                        |                   | 1,572,724         |
|   |                        |                   | <b>8,225,632</b>  |
| <b>Budget (Surplus) / Deficit</b>                         |                        |                   | <b>334,896</b>    |



**Function Budget**  
**For the year ended 30 June 2023**  
**Budget Summary 2026/27**

| Function  | Budget Summary 2026/27 |                   |                    |
|---|------------------------|-------------------|--------------------|
|   | Income                 | Expenditure       | (Surplus)/Deficit  |
| Governance  | (38,750)               | 501,686           | 462,936            |
| Public Order & Safety                                     | (395,074)              | 1,125,063         | 729,989            |
| Health  | (62,162)               | 340,512           | 278,350            |
| Community Services & Education                            | (6,768,969)            | 6,534,192         | (234,777)          |
| Housing & Community Amenities                             | (1,316,974)            | 1,912,966         | 595,992            |
| Sewerage Services   | (1,687,199)            | 1,146,100         | (541,099)          |
| Recreation & Culture                                      | (504,532)              | 3,946,413         | 3,441,881          |
| Building Services   | (85,333)               | 316,750           | 231,417            |
| Transport & Communication                                 | (6,232,483)            | 10,719,582        | 4,487,099          |
| Economic Affairs  | (801,262)              | 2,280,340         | 1,479,078          |
| <b>Function Totals</b>                                    | <b>(17,892,738)</b>    | <b>28,823,604</b> | <b>10,930,866</b>  |
| General Purpose Revenues (Not Attributed to Functions)    | (10,740,461)           |                   | (10,740,461)       |
| (Profit)/Loss on Disposal of Assets                       | (422,182)              | 381,228           | (40,954)           |
| <b>Operating (Surplus)/Deficit before Capital Amounts</b> | <b>(29,055,381)</b>    | <b>29,204,832</b> | <b>149,451</b>     |
| Capital Grants & Contributions                            | (1,870,800)            |                   | (1,870,800)        |
| <b>Operating (Surplus)/Deficit after Capital</b>          | <b>(30,926,181)</b>    | <b>29,204,832</b> | <b>(1,721,349)</b> |
| ADD Expenses not involving flows of Funds                 |                        |                   |                    |
| Depreciation  |                        |                   | 6,959,567          |
| ADD Non-Operating funds employed                          |                        |                   |                    |
| Repayments by Long Term Debtors                           |                        |                   | -                  |
| Loan Funds used   |                        |                   | -                  |
| Transfer from Reserves                                    |                        |                   | (450,000)          |
|   |                        |                   | <b>(450,000)</b>   |
| LESS Funds deployed for non-operating purposes            |                        |                   |                    |
| Acquisition of Assets                                     |                        |                   | 7,580,603          |
| Development of Real Estate                                |                        |                   | -                  |
| Advance to Long Term Debtors                              |                        |                   | -                  |
| Repayment of Loans  |                        |                   | 249,853            |
| Transfer to Reserves                                      |                        |                   | 1,705,707          |
|   |                        |                   | <b>9,536,163</b>   |
| <b>Budget (Surplus) / Deficit</b>                         |                        |                   | <b>405,247</b>     |

**Function Budget**  
**For the year ended 30 June 2023**  
**Budget Summary 2027/28**

| Function  | Budget Summary 2027/28 |                   |                   |
|---|------------------------|-------------------|-------------------|
|   | Income                 | Expenditure       | (Surplus)/Deficit |
| Governance  | (38,750)               | 509,058           | 470,308           |
| Public Order & Safety                                     | (404,952)              | 1,153,740         | 748,788           |
| Health  | (63,716)               | 350,024           | 286,308           |
| Community Services & Education                            | (6,938,177)            | 6,693,200         | (244,977)         |
| Housing & Community Amenities                             | (1,372,108)            | 1,954,229         | 582,121           |
| Sewerage Services   | (1,771,000)            | 1,174,687         | (596,313)         |
| Recreation & Culture                                      | (517,572)              | 4,018,879         | 3,501,307         |
| Building Services   | (87,466)               | 325,184           | 237,718           |
| Transport & Communication                                 | (6,362,976)            | 10,964,154        | 4,601,178         |
| Economic Affairs  | (722,440)              | 2,217,084         | 1,494,644         |
| <b>Function Totals</b>                                    | <b>(18,279,157)</b>    | <b>29,360,239</b> | <b>11,081,082</b> |
| General Purpose Revenues (Not Attributed to Functions)    | (10,984,167)           |                   | (10,984,167)      |
| (Profit)/Loss on Disposal of Assets                       | (318,000)              | 183,000           | (135,000)         |
| <b>Operating (Surplus)/Deficit before Capital Amounts</b> | <b>(29,581,324)</b>    | <b>29,543,239</b> | <b>(38,085)</b>   |
| Capital Grants & Contributions                            | (607,800)              |                   | (607,800)         |
| <b>Operating (Surplus)/Deficit after Capital</b>          | <b>(30,189,124)</b>    | <b>29,543,239</b> | <b>(645,885)</b>  |
| ADD Expenses not involving flows of Funds                 |                        |                   |                   |
| Depreciation  |                        |                   | 7,058,314         |
| ADD Non-Operating funds employed                          |                        |                   |                   |
| Repayments by Long Term Debtors                           |                        |                   | -                 |
| Loan Funds used   |                        |                   | -                 |
| Transfer from Reserves                                    |                        |                   | (50,000)          |
|   |                        |                   | <b>(50,000)</b>   |
| LESS Funds deployed for non-operating purposes            |                        |                   |                   |
| Acquisition of Assets                                     |                        |                   | 5,266,708         |
| Development of Real Estate                                |                        |                   | -                 |
| Advance to Long Term Debtors                              |                        |                   | -                 |
| Repayment of Loans  |                        |                   | 183,089           |
| Transfer to Reserves                                      |                        |                   | 1,781,702         |
|   |                        |                   | <b>7,231,499</b>  |
| <b>Budget (Surplus) / Deficit</b>                         |                        |                   | <b>(522,700)</b>  |



**Function Budget**  
**For the year ended 30 June 2023**  
**Budget Summary 2028/29**

| Function  | Budget Summary 2028/29 |                   |                   |
|---|------------------------|-------------------|-------------------|
|   | Income                 | Expenditure       | (Surplus)/Deficit |
| Governance  | (38,750)               | 645,319           | 606,569           |
| Public Order & Safety                                     | (415,082)              | 1,181,271         | 766,189           |
| Health  | (65,310)               | 353,575           | 288,265           |
| Community Services & Education                            | (7,111,685)            | 6,855,768         | (255,917)         |
| Housing & Community Amenities                             | (1,429,778)            | 1,991,429         | 561,651           |
| Sewerage Services   | (1,859,428)            | 1,203,020         | (656,408)         |
| Recreation & Culture                                      | (531,916)              | 4,077,371         | 3,545,455         |
| Building Services   | (89,653)               | 332,517           | 242,864           |
| Transport & Communication                                 | (6,496,778)            | 11,207,348        | 4,710,570         |
| Economic Affairs  | (834,732)              | 2,364,700         | 1,529,968         |
| <b>Function Totals</b>                                    | <b>(18,873,112)</b>    | <b>30,212,318</b> | <b>11,339,206</b> |
| General Purpose Revenues (Not Attributed to Functions)    | (11,235,530)           |                   | (11,235,530)      |
| (Profit)/Loss on Disposal of Assets                       | (276,945)              | 168,000           | (108,945)         |
| <b>Operating (Surplus)/Deficit before Capital Amounts</b> | <b>(30,385,587)</b>    | <b>30,380,318</b> | <b>(5,269)</b>    |
| Capital Grants & Contributions                            | (679,600)              |                   | (679,600)         |
| <b>Operating (Surplus)/Deficit after Capital</b>          | <b>(31,065,187)</b>    | <b>30,380,318</b> | <b>(684,869)</b>  |
| ADD Expenses not involving flows of Funds                 |                        |                   |                   |
| Depreciation  |                        |                   | 7,159,566         |
| ADD Non-Operating funds employed                          |                        |                   |                   |
| Repayments by Long Term Debtors                           |                        |                   | -                 |
| Loan Funds used   |                        |                   | -                 |
| Transfer from Reserves                                    |                        |                   | (90,000)          |
|   |                        |                   | <b>(90,000)</b>   |
| LESS Funds deployed for non-operating purposes            |                        |                   |                   |
| Acquisition of Assets                                     |                        |                   | 5,777,773         |
| Development of Real Estate                                |                        |                   | -                 |
| Advance to Long Term Debtors                              |                        |                   | -                 |
| Repayment of Loans  |                        |                   | 53,442            |
| Transfer to Reserves                                      |                        |                   | 1,995,518         |
|   |                        |                   | <b>7,826,733</b>  |
| <b>Budget (Surplus) / Deficit</b>                         |                        |                   | <b>(107,702)</b>  |

**Function Budget**  
**For the year ended 30 June 2023**  
**Budget Summary 2029/30**

| Function  | Budget Summary 2029/30 |                   |                    |
|---|------------------------|-------------------|--------------------|
|   | Income                 | Expenditure       | (Surplus)/Deficit  |
| Governance  | (38,750)               | 514,798           | 476,048            |
| Public Order & Safety                                     | (425,462)              | 1,210,430         | 784,968            |
| Health  | (66,943)               | 365,883           | 298,940            |
| Community Services & Education                            | (7,289,479)            | 7,024,428         | (265,051)          |
| Housing & Community Amenities                             | (1,489,980)            | 2,032,138         | 542,158            |
| Sewerage Services   | (1,951,478)            | 1,232,554         | (718,924)          |
| Recreation & Culture                                      | (545,570)              | 4,148,286         | 3,602,716          |
| Building Services   | (91,896)               | 340,698           | 248,802            |
| Transport & Communication                                 | (6,750,043)            | 11,460,660        | 4,710,617          |
| Economic Affairs  | (756,748)              | 2,299,528         | 1,542,780          |
| <b>Function Totals</b>                                    | <b>(19,406,349)</b>    | <b>30,629,403</b> | <b>11,223,054</b>  |
| General Purpose Revenues (Not Attributed to Functions)    | (11,491,640)           |                   | (11,491,640)       |
| (Profit)/Loss on Disposal of Assets                       | (373,582)              | 293,500           | (80,082)           |
| <b>Operating (Surplus)/Deficit before Capital Amounts</b> | <b>(31,271,571)</b>    | <b>30,922,903</b> | <b>(348,668)</b>   |
| Capital Grants & Contributions                            | (971,450)              |                   | (971,450)          |
| <b>Operating (Surplus)/Deficit after Capital</b>          | <b>(32,243,021)</b>    | <b>30,922,903</b> | <b>(1,320,118)</b> |
| ADD Expenses not involving flows of Funds                 |                        |                   |                    |
| Depreciation  |                        |                   | 7,263,319          |
| ADD Non-Operating funds employed                          |                        |                   |                    |
| Repayments by Long Term Debtors                           |                        |                   | -                  |
| Loan Funds used   |                        |                   | -                  |
| Transfer from Reserves                                    |                        |                   | (340,000)          |
|   |                        |                   | <b>(340,000)</b>   |
| LESS Funds deployed for non-operating purposes            |                        |                   |                    |
| Acquisition of Assets                                     |                        |                   | 5,947,219          |
| Development of Real Estate                                |                        |                   | -                  |
| Advance to Long Term Debtors                              |                        |                   | -                  |
| Repayment of Loans  |                        |                   | 55,222             |
| Transfer to Reserves                                      |                        |                   | 2,079,546          |
|   |                        |                   | <b>8,081,987</b>   |
| <b>Budget (Surplus) / Deficit</b>                         |                        |                   | <b>(841,450)</b>   |



**Function Budget**  
**For the year ended 30 June 2023**  
**Budget Summary 2030/31**

| Function  | Budget Summary 2030/31 |                   |                    |
|---|------------------------|-------------------|--------------------|
|   | Income                 | Expenditure       | (Surplus)/Deficit  |
| Governance  | (38,750)               | 519,309           | 480,559            |
| Public Order & Safety                                     | (436,091)              | 1,240,293         | 804,202            |
| Health  | (68,616)               | 370,675           | 302,059            |
| Community Services & Education                            | (7,471,561)            | 7,197,176         | (274,385)          |
| Housing & Community Amenities                             | (1,552,718)            | 2,073,830         | 521,112            |
| Sewerage Services   | (2,048,156)            | 1,262,805         | (785,351)          |
| Recreation & Culture                                      | (560,526)              | 4,214,843         | 3,654,317          |
| Building Services   | (94,191)               | 349,074           | 254,883            |
| Transport & Communication                                 | (6,890,465)            | 11,720,047        | 4,829,582          |
| Economic Affairs  | (869,879)              | 2,453,287         | 1,583,408          |
| <b>Function Totals</b>                                    | <b>(20,030,953)</b>    | <b>31,401,339</b> | <b>11,370,386</b>  |
| General Purpose Revenues (Not Attributed to Functions)    | (11,753,847)           |                   | (11,753,847)       |
| (Profit)/Loss on Disposal of Assets                       | (380,691)              | 235,000           | (145,691)          |
| <b>Operating (Surplus)/Deficit before Capital Amounts</b> | <b>(32,165,491)</b>    | <b>31,636,339</b> | <b>(529,152)</b>   |
| Capital Grants & Contributions                            | (879,000)              |                   | (879,000)          |
| <b>Operating (Surplus)/Deficit after Capital</b>          | <b>(33,044,491)</b>    | <b>31,636,339</b> | <b>(1,408,152)</b> |
| ADD Expenses not involving flows of Funds                 |                        |                   |                    |
| Depreciation  |                        |                   | 7,369,577          |
| ADD Non-Operating funds employed                          |                        |                   |                    |
| Repayments by Long Term Debtors                           |                        |                   | -                  |
| Loan Funds used   |                        |                   | -                  |
| Transfer from Reserves                                    |                        |                   | (40,000)           |
|   |                        |                   | <b>(40,000)</b>    |
| LESS Funds deployed for non-operating purposes            |                        |                   |                    |
| Acquisition of Assets                                     |                        |                   | 5,267,729          |
| Development of Real Estate                                |                        |                   | -                  |
| Advance to Long Term Debtors                              |                        |                   | -                  |
| Repayment of Loans  |                        |                   | 57,062             |
| Transfer to Reserves                                      |                        |                   | 2,168,002          |
|   |                        |                   | <b>7,492,793</b>   |
| <b>Budget (Surplus) / Deficit</b>                         |                        |                   | <b>(1,324,936)</b> |

**Function Budget**  
**For the year ended 30 June 2023**  
**Budget Summary 2031/32**

| Function  | Budget Summary 2031/32 |                   |                    |
|---|------------------------|-------------------|--------------------|
|   | Income                 | Expenditure       | (Surplus)/Deficit  |
| Governance  | (38,750)               | 524,108           | 485,358            |
| Public Order & Safety                                     | (447,008)              | 1,270,964         | 823,956            |
| Health  | (70,333)               | 379,976           | 309,643            |
| Community Services & Education                            | (7,658,556)            | 7,374,531         | (284,025)          |
| Housing & Community Amenities                             | (1,618,795)            | 2,116,640         | 497,845            |
| Sewerage Services   | (2,149,831)            | 1,293,861         | (855,970)          |
| Recreation & Culture                                      | (574,828)              | 4,287,413         | 3,712,585          |
| Building Services   | (96,552)               | 357,677           | 261,125            |
| Transport & Communication                                 | (7,034,670)            | 11,986,488        | 4,951,818          |
| Economic Affairs  | (792,794)              | 2,390,380         | 1,597,586          |
| <b>Function Totals</b>                                    | <b>(20,482,117)</b>    | <b>31,982,038</b> | <b>11,499,921</b>  |
| General Purpose Revenues (Not Attributed to Functions)    | (12,021,936)           |                   | (12,021,936)       |
| (Profit)/Loss on Disposal of Assets                       | (430,700)              | 375,500           | (55,200)           |
| <b>Operating (Surplus)/Deficit before Capital Amounts</b> | <b>(32,934,753)</b>    | <b>32,357,538</b> | <b>(577,215)</b>   |
| Capital Grants & Contributions                            | (75,400)               |                   | (75,400)           |
| <b>Operating (Surplus)/Deficit after Capital</b>          | <b>(33,010,153)</b>    | <b>32,357,538</b> | <b>(652,615)</b>   |
| ADD Expenses not involving flows of Funds                 |                        |                   |                    |
| Depreciation  |                        |                   | <b>7,478,700</b>   |
| ADD Non-Operating funds employed                          |                        |                   |                    |
| Repayments by Long Term Debtors                           |                        |                   | -                  |
| Loan Funds used   |                        |                   | -                  |
| Transfer from Reserves                                    |                        |                   | (190,000)          |
|   |                        |                   | <b>(190,000)</b>   |
| LESS Funds deployed for non-operating purposes            |                        |                   |                    |
| Acquisition of Assets                                     |                        |                   | 4,494,379          |
| Development of Real Estate                                |                        |                   | -                  |
| Advance to Long Term Debtors                              |                        |                   | -                  |
| Repayment of Loans  |                        |                   | 58,962             |
| Transfer to Reserves                                      |                        |                   | 2,261,243          |
|   |                        |                   | <b>6,814,584</b>   |
| <b>Budget (Surplus) / Deficit</b>                         |                        |                   | <b>(1,506,731)</b> |



**Function Budget  
For the year ended 30 June 2023**  
1. Governance

| Description                                 | Ref. | Job No.                     | Previous Year Estimate | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 | Budget 2025-26 | Budget 2026-27 | Budget 2027-28 | Budget 2028-29 | Budget 2029-30 | Budget 2030-31 | Budget 2031-32 |
|---|------|-----------------------------|------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>Income</b>                               |      |                             |                        |                |                |                |                |                |                |                |                |                |                |
| FBI Salary Recouped                         | 2I   | 1050.140.224                | (38,750)               | (38,750)       | (38,750)       | (38,750)       | (38,750)       | (38,750)       | (38,750)       | (38,750)       | (38,750)       | (38,750)       | (38,750)       |
| <b>Total Income</b>                         |      |                             | (38,750)               | (38,750)       | (38,750)       | (38,750)       | (38,750)       | (38,750)       | (38,750)       | (38,750)       | (38,750)       | (38,750)       | (38,750)       |
| <b>Expenditure</b>                          |      |                             |                        |                |                |                |                |                |                |                |                |                |                |
| <b>Governance &amp; Councillor Expenses</b> | 1E   |                             |                        |                |                |                |                |                |                |                |                |                |                |
| Councillor Expenses                         |      | 3020.330.616/603/648/644    | 39,651                 | 45,516         | 46,655         | 47,820         | 49,016         | 50,240         | 51,496         | 52,784         | 54,105         | 55,456         | 56,844         |
| Councillors Allowance                       |      | 3020.330.618                | 97,560                 | 101,493        | 104,030        | 106,629        | 109,288        | 111,929        | 114,629        | 117,371        | 120,165        | 123,005        | 126,755        |
| Mayoral Allowance                           |      | 3026.331.619                | 19,085                 | 19,853         | 20,354         | 20,863         | 21,385         | 21,919         | 22,467         | 23,029         | 23,605         | 24,195         | 24,801         |
| Councillors & Mayoral Superannuation        |      | 3020.330.330/3026.331.330   | -                      | 12,742         | 13,682         | 14,662         | 15,682         | 16,742         | 17,842         | 18,982         | 20,162         | 21,382         | 22,642         |
| Mayoral Receptions                          |      | 3025.331.                   | 80,000                 | 10,000         | 10,000         | 10,000         | 10,000         | 10,000         | 10,000         | 10,000         | 10,000         | 10,000         | 10,000         |
| Election Expenses                           |      | 3050.335.617                | -                      | -              | -              | 85,000         | -              | -              | -              | 90,000         | -              | -              | -              |
| Civic Functions & Ceremonies                |      | 3050.340.                   | 4,308                  | 4,416          | 4,527          | 4,640          | 4,756          | 4,875          | 4,996          | 5,121          | 5,249          | 5,380          | 5,515          |
| Delegates Expenses                          |      | 3050.450.644                | 13,959                 | 14,949         | 14,708         | 15,075         | 15,452         | 15,838         | 16,234         | 16,641         | 17,057         | 17,483         | 17,920         |
| Local Government NSW Subscription           |      | 3050.370.480/405.482        | 26,114                 | 26,766         | 27,435         | 28,121         | 28,824         | 29,545         | 30,283         | 31,040         | 31,817         | 32,611         | 33,428         |
| RFROC Contribution                          |      | 3050.370.481                | 25,771                 | 25,951         | 26,600         | 27,264         | 27,947         | 28,645         | 29,361         | 30,096         | 30,848         | 31,619         | 32,411         |
| Rivernio Subscription                       |      | 3050.370.487                | 19,232                 | 19,427         | 19,913         | 20,410         | 20,921         | 21,444         | 21,980         | 22,530         | 23,093         | 23,670         | 24,263         |
| Integrated Planning & Reporting             |      | 3050.440.502                | 6,070                  | 6,222          | 6,377          | 6,537          | 6,701          | 6,868          | 7,038          | 7,211          | 7,388          | 7,568          | 7,751          |
| Newsletter - Narrabri News                  |      | 3050.500.                   | 12,477                 | 13,708         | 14,051         | 14,403         | 14,762         | 15,131         | 15,510         | 15,898         | 16,295         | 16,702         | 17,120         |
| Media Content Manager                       |      | 3050.440.658                | 5,384                  | 5,519          | 5,657          | 5,798          | 5,943          | 6,092          | 6,244          | 6,400          | 6,560          | 6,724          | 6,893          |
| Donations                                   |      | 3050.405.622                | 15,000                 | 15,000         | 20,000         | 20,000         | 20,000         | 20,000         | 20,000         | 20,000         | 20,000         | 20,000         | 20,000         |
| Sister City Relations                       |      | 3050.341.                   | 1,000                  | 2,152          | 3,000          | 3,000          | 3,000          | 3,000          | 3,000          | 3,000          | 3,000          | 3,000          | 3,000          |
| Local Government Week                       |      | 3050.445.                   | -                      | 3,000          | 3,000          | 3,000          | 3,000          | 3,000          | 3,000          | 3,000          | 3,000          | 3,000          | 3,000          |
| Internal Audit                              |      | 3050.349.401                | 22,550                 | 23,114         | 23,692         | 24,284         | 24,891         | 25,513         | 26,151         | 26,805         | 27,476         | 28,162         | 28,867         |
| Audit, Risk & Improvement Committee         |      | 3050.359.405                | -                      | -              | -              | 49,572         | 50,812         | 52,062         | 53,324         | 54,719         | 56,068         | 57,489         | 58,928         |
| <b>Finance &amp; Administration Costs</b>   | 2E   |                             |                        |                |                |                |                |                |                |                |                |                |                |
| Preparation of Meeting Papers               |      | 3050                        | 96,673                 | 102,014        | 104,564        | 107,177        | 109,858        | 112,603        | 115,418        | 118,306        | 121,264        | 124,292        | 127,405        |
| Function/Meeting Attendance                 |      | 3050.336.                   | 109,595                | 115,092        | 117,969        | 120,916        | 123,942        | 127,059        | 130,215        | 133,473        | 136,810        | 140,228        | 143,759        |
| Management of Council                       |      | 3050.337.                   | 414,127                | 392,829        | 402,650        | 412,706        | 423,037        | 433,604        | 444,446        | 455,564        | 466,956        | 478,623        | 490,604        |
| Employee Assistance Programs                |      | 3050.344.401                | 30,000                 | 30,000         | 30,000         | 30,000         | 30,000         | 30,000         | 30,000         | 30,000         | 30,000         | 30,000         | 30,000         |
| Internal Function/Service Review            |      | 3050.348.401                | 81,499                 | 83,230         | 85,311         | 87,442         | 89,631         | 91,870         | 94,166         | 96,521         | 98,935         | 101,407        | 103,946        |
| Work Health & Safety                        |      | 3050.315.                   | 773,677                | 1,057,781      | 1,056,733      | 1,059,496      | 1,063,635      | 1,112,356      | 1,117,879      | 1,167,872      | 1,196,684      | 1,226,178      | 1,256,498      |
| Administration Costs                        |      | 3100/3050.351/301/3110/3140 | 30,335                 | 44,169         | 45,273         | 46,404         | 47,566         | 48,754         | 49,973         | 51,223         | 52,504         | 53,816         | 55,163         |
| Financial Reporting                         |      | 3100.342.                   | -                      | 25,000         | -              | -              | -              | -              | 25,000         | -              | -              | -              | -              |
| Property Revaluations                       |      | 3100.407.401                | 31,570                 | 37,670         | 38,612         | 39,576         | 40,567         | 41,580         | 42,620         | 43,686         | 44,778         | 45,897         | 47,046         |
| Financial Statement Audit Fee               |      | 3100.360.605                | 118,928                | 114,725        | 117,292        | 119,924        | 122,625        | 125,388        | 128,223        | 131,130        | 134,109        | 137,159        | 140,292        |
| Council Chamber Running Costs               |      | 3490                        | (1,957,600)            | (2,135,267)    | (2,186,982)    | (2,239,753)    | (2,295,728)    | (2,353,121)    | (2,411,949)    | (2,472,248)    | (2,534,054)    | (2,597,406)    | (2,662,941)    |
| Oncosts Recovered                           |      | 3100.986.986                | -                      | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              |
| <b>Insurances</b>                           | 3E   |                             |                        |                |                |                |                |                |                |                |                |                |                |
| Insurance - Personal Accident               |      | 3050.410.627                | 2,615                  | 2,746          | 2,814          | 2,885          | 2,957          | 3,031          | 3,107          | 3,184          | 3,264          | 3,345          | 3,429          |
| Insurance - Councillors & Officers          |      | 3050.410.629                | 36,231                 | 36,231         | 37,137         | 38,065         | 39,017         | 39,992         | 40,992         | 42,017         | 43,068         | 44,144         | 45,249         |
| Insurance - Fidelity Guarantee              |      | 3050.410.634                | 7,099                  | 7,454          | 7,640          | 7,831          | 8,027          | 8,228          | 8,433          | 8,644          | 8,861          | 9,082          | 9,309          |
| Depreciation                                |      | 3100/3490.*.740             | 203,300                | 228,256        | 228,256        | 228,256        | 228,256        | 228,256        | 228,256        | 228,256        | 228,256        | 228,256        | 228,256        |
| <b>Total Expenditure</b>                    |      |                             | 409,498                | 481,011        | 460,795        | 617,861        | 497,616        | 501,666        | 509,058        | 645,319        | 514,798        | 519,309        | 524,108        |
| <b>Nett Cost to Council</b>                 |      |                             | 370,688                | 442,261        | 422,045        | 579,111        | 468,866        | 462,916        | 470,308        | 606,569        | 476,048        | 480,559        | 485,358        |

**Function Budget**  
**For the year ended 30 June 2023**  
**2. Public Order and Safety**

| Description                         | Ref. | Job No.                  | Previous Year Estimate | Budget 2022-23   | Budget 2023-24   | Budget 2024-25   | Budget 2025-26   | Budget 2026-27   | Budget 2027-28   | Budget 2028-29   | Budget 2029-30   | Budget 2030-31   | Budget 2031-32   |
|-------------------------------------|------|--------------------------|------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Income</b>                       |      |                          |                        |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Fire Control                        | 1 I  |                          |                        |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Operating Grant                     |      | 2070.115.160/161         | (131,768)              | (135,062)        | (138,439)        | (141,896)        | (145,448)        | (149,022)        | (152,809)        | (156,632)        | (160,548)        | (164,560)        | (168,679)        |
| Bland Operating Grant               |      | 2070.115.164             | (199,621)              | (199,361)        | (199,200)        | (204,196)        | (209,307)        | (214,536)        | (219,900)        | (225,400)        | (231,037)        | (236,809)        | (242,737)        |
| Bland Administration Fee            |      | 2070.130.220             | (23,193)               | (23,193)         | (23,773)         | (24,367)         | (24,977)         | (25,600)         | (26,241)         | (26,897)         | (27,570)         | (28,258)         | (28,966)         |
| <b>Animal Control</b>               | 2 I  | 2040                     | (5,302)                | (5,305)          | (5,438)          | (5,573)          | (5,713)          | (5,856)          | (6,002)          | (6,153)          | (6,307)          | (6,464)          | (6,626)          |
| <b>Total Income</b>                 |      |                          | <b>(349,884)</b>       | <b>(357,921)</b> | <b>(366,870)</b> | <b>(376,052)</b> | <b>(385,449)</b> | <b>(395,074)</b> | <b>(404,952)</b> | <b>(415,082)</b> | <b>(425,462)</b> | <b>(436,091)</b> | <b>(447,008)</b> |
| <b>Expenditure</b>                  |      |                          |                        |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Fire Control                        | 1 E  |                          |                        |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Contribution - NSW Fire Brigade     |      | 4070.406.380             | 38,760                 | 40,698           | 41,715           | 42,757           | 43,828           | 44,922           | 46,046           | 47,197           | 48,378           | 49,586           | 50,828           |
| Contribution - Bush Fire Fund       |      | 4070.406.381             | 315,801                | 315,801          | 323,696          | 331,781          | 340,086          | 348,581          | 357,297          | 366,234          | 375,393          | 384,772          | 394,404          |
| Brigade & Funded Vehicle Expenses   |      | 4070.306                 | 88,742                 | 89,560           | 91,799           | 94,092           | 96,449           | 98,855           | 101,327          | 103,863          | 106,461          | 109,119          | 111,851          |
| Bland Shire Brigade & Vehicle Costs |      | 4071                     | 150,898                | 152,076          | 157,123          | 161,161          | 165,311          | 169,558          | 172,812          | 178,376          | 182,950          | 187,634          | 192,446          |
| Overheads/Internal Recharges        |      | 4070.980.980             | 104,942                | 110,980          | 112,510          | 115,206          | 117,972          | 120,805          | 124,811          | 126,630          | 129,744          | 132,874          | 136,035          |
| <b>Animal Control</b>               | 2 E  | 4040                     | 173,471                | 167,382          | 170,578          | 174,725          | 178,984          | 183,342          | 188,663          | 192,397          | 197,095          | 201,908          | 206,851          |
| <b>Enforcement of Regulations</b>   | 3 E  | 4030                     | 45,393                 | 45,275           | 46,394           | 47,540           | 48,718           | 49,922           | 51,159           | 52,427           | 53,724           | 55,053           | 56,419           |
| <b>Emergency Services</b>           | 4 E  |                          |                        |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Security Service                    |      | 4075.420                 | 44,690                 | 45,807           | 46,952           | 48,125           | 49,320           | 50,562           | 51,826           | 53,122           | 54,451           | 55,811           | 57,208           |
| CCTV Operating Costs                |      | 4075.421                 | 8,405                  | 8,615            | 8,830            | 9,051            | 9,277            | 9,509            | 9,747            | 9,991            | 10,241           | 10,497           | 10,759           |
| Insurances                          |      | 4075.410                 | 1,421                  | 1,492            | 1,530            | 1,567            | 1,606            | 1,647            | 1,688            | 1,730            | 1,773            | 1,818            | 1,863            |
| State Emergency Services            |      | 4080.528/4080.410        | 21,700                 | 22,513           | 23,077           | 23,653           | 24,245           | 24,850           | 25,471           | 26,109           | 26,761           | 27,430           | 28,117           |
| Emergency Management Committee      |      | 4080.529                 | 3,092                  | 4,000            | 4,100            | 4,203            | 4,308            | 4,415            | 4,525            | 4,638            | 4,755            | 4,873            | 4,996            |
| Overheads/Internal Recharges        |      | 4080.980.980             | 7,155                  | 7,567            | 7,671            | 7,835            | 8,044            | 8,237            | 8,510            | 8,638            | 8,846            | 9,060            | 9,279            |
| <b>Depreciation</b>                 |      | 4070.4040/4030/4075/4030 | 19,718                 | 9,858            | 9,858            | 9,858            | 9,858            | 9,858            | 9,858            | 9,858            | 9,858            | 9,858            | 9,858            |
| <b>Total Expenditure</b>            |      |                          | <b>1,024,188</b>       | <b>1,021,625</b> | <b>1,045,833</b> | <b>1,071,574</b> | <b>1,098,016</b> | <b>1,125,063</b> | <b>1,153,740</b> | <b>1,181,271</b> | <b>1,210,480</b> | <b>1,240,293</b> | <b>1,270,964</b> |
| <b>Nett Cost to Council</b>         |      |                          | <b>674,304</b>         | <b>663,703</b>   | <b>678,963</b>   | <b>695,542</b>   | <b>712,571</b>   | <b>729,989</b>   | <b>748,788</b>   | <b>766,189</b>   | <b>784,968</b>   | <b>804,202</b>   | <b>823,956</b>   |

**Function Budget**  
For the year ended 30 June 2023  
**3. Health**

| Description   | Ref. | Job No.          | Previous Year Estimate | Budget 2022-23  | Budget 2023-24  | Budget 2024-25  | Budget 2025-26  | Budget 2026-27  | Budget 2027-28  | Budget 2028-29  | Budget 2029-30  | Budget 2030-31  | Budget 2031-32  |
|---|------|------------------|------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| <b>Income</b>   |      |                  |                        |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |
| Health Administration   | 11   | 2100             | (2,942)                | (3,016)         | (3,091)         | (3,169)         | (3,248)         | (3,329)         | (3,412)         | (3,498)         | (3,585)         | (3,675)         | (3,767)         |
| Noxious Weeds   | 21   | 1220             | (52,000)               | (53,300)        | (54,633)        | (55,997)        | (57,399)        | (58,833)        | (60,304)        | (61,812)        | (63,358)        | (64,941)        | (66,566)        |
| <b>Total Income</b>   |      |                  | <b>(54,942)</b>        | <b>(56,316)</b> | <b>(57,724)</b> | <b>(59,166)</b> | <b>(60,647)</b> | <b>(62,162)</b> | <b>(63,716)</b> | <b>(65,310)</b> | <b>(66,949)</b> | <b>(68,616)</b> | <b>(70,323)</b> |
| <b>Expenditure</b>  |      |                  |                        |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |
| Health Administration   | 11P  | 4100             | 65,988                 | 45,752          | 46,894          | 48,065          | 49,270          | 50,503          | 51,765          | 53,059          | 54,385          | 55,744          | 57,138          |
| Health Administration & Inspection                                    |      |                  |                        |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |
| Bush Bursary Program / CSU Foundation Regional Future Doctors Program |      | 4100,450,581     | 3,000                  | 3,000           | 3,000           | 3,000           | 3,000           | 3,000           | 3,000           | 3,000           | 3,000           | 3,000           | 3,000           |
| Overheads/Internal Recharges  |      | 4100,980,980     | 68,101                 | 69,040          | 70,694          | 72,392          | 74,130          | 76,588          | 77,742          | 79,616          | 81,536          | 83,507          | 85,507          |
| Immunization  |      | 4110,350,603     | 1,260                  | 1,537           | 1,576           | 1,615           | 1,656           | 1,697           | 1,740           | 1,783           | 1,828           | 1,873           | 1,873           |
| Food Control Administration   |      | 4120             | 38,814                 | 25,385          | 26,019          | 26,688          | 27,356          | 28,020          | 28,720          | 29,439          | 30,176          | 30,929          | 31,708          |
| <b>Noxious Weeds/Pests</b>  |      |                  |                        |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |
| Noxious Pests/Fruit Fly   |      | 4140             | 5,500                  | 5,500           | 5,500           | 5,500           | 5,500           | 5,500           | 5,500           | 5,500           | 5,500           | 5,500           | 5,500           |
| Noxious Weeds - Coordination & Inspection                             |      | 3220,529,300/519 | 107,849                | 105,941         | 110,090         | 114,301         | 118,538         | 122,860         | 127,683         | 132,860         | 138,779         | 145,779         | 153,311         |
| Noxious Weeds - Khaki Weed  |      | 3220,519,401     | -                      | 10,000          | 10,000          | 10,000          | 10,000          | 10,000          | 10,000          | 10,000          | 10,000          | 10,000          | 10,000          |
| Noxious Weeds - Local Control   |      | 3220,522         | 17,000                 | 7,000           | 7,000           | 7,000           | 7,000           | 7,000           | 7,000           | 7,000           | 7,000           | 7,000           | 7,000           |
| Noxious Weeds - Regional Plans  |      | 3220,520/521     | 21,000                 | 21,000          | 21,000          | 21,000          | 21,000          | 21,000          | 21,000          | 21,000          | 21,000          | 21,000          | 21,000          |
| Overheads/Internal Recharges  |      | 3220,980,980     | 19,080                 | 20,178          | 20,456          | 20,946          | 21,449          | 21,965          | 22,693          | 23,035          | 23,590          | 24,159          | 24,748          |
| <b>Depreciation</b>   |      |                  |                        |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |
|   |      | 4100*,740        | 10,100                 | 2,200           | 2,200           | 2,200           | 2,200           | 2,200           | 2,200           | 2,200           | 2,200           | 2,200           | 2,200           |
| <b>Total Expenditure</b>  |      |                  | <b>354,941</b>         | <b>320,997</b>  | <b>322,736</b>  | <b>324,950</b>  | <b>334,850</b>  | <b>340,512</b>  | <b>350,024</b>  | <b>363,575</b>  | <b>365,883</b>  | <b>370,675</b>  | <b>379,976</b>  |
| <b>Nett Cost to Council</b>   |      |                  | <b>299,999</b>         | <b>264,681</b>  | <b>265,012</b>  | <b>265,784</b>  | <b>274,203</b>  | <b>278,350</b>  | <b>286,308</b>  | <b>288,265</b>  | <b>298,940</b>  | <b>302,059</b>  | <b>309,649</b>  |



**Function Budget**  
**For the year ended 30 June 2023**  
**4. Community Services Education**

| Description                               | Ref. | Job No.   | Previous Year Estimate | Budget 2022-23     | Budget 2023-24     | Budget 2024-25     | Budget 2025-26     | Budget 2026-27     | Budget 2027-28     | Budget 2028-29     | Budget 2029-30     | Budget 2030-31     | Budget 2031-32     |
|---|------|-----------|------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Income</b>                             |      |           |                        |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| <b>State Funded HACCC Programs</b>        | 11   |           |                        |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Transport - Temora                        |      | 1860      | (227,550)              | (256,536)          | (262,948)          | (269,517)          | (276,263)          | (283,165)          | (290,244)          | (297,506)          | (304,944)          | (312,563)          | (320,387)          |
| Transport - Cootamundra                   |      | 1818      | (193,746)              | (197,111)          | (202,093)          | (207,085)          | (212,269)          | (217,571)          | (223,011)          | (228,589)          | (234,306)          | (240,160)          | (246,171)          |
| Disability Services Packages              |      | 2820-2880 | (1,537,900)            | (2,350,000)        | (2,306,250)        | (2,363,850)        | (2,423,025)        | (2,483,550)        | (2,545,650)        | (2,609,325)        | (2,674,575)        | (2,741,400)        | (2,810,025)        |
| Supported Independent Living              |      | 2818      | (785,164)              | (806,373)          | (826,551)          | (847,176)          | (868,383)          | (890,074)          | (913,330)          | (938,151)          | (963,556)          | (989,485)          | (1,007,079)        |
| Contracted Services                       |      | 1826-1828 | (37,925)               | (38,887)           | (39,860)           | (40,955)           | (41,877)           | (42,924)           | (43,997)           | (45,097)           | (46,225)           | (47,379)           | (48,566)           |
| <b>Commonwealth Funded HACCC Programs</b> | 21   |           |                        |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| MV Aged Care Regional Assessments         |      | 2901      | (51,250)               | (52,550)           | (53,864)           | (55,209)           | (56,591)           | (58,005)           | (59,455)           | (60,942)           | (62,466)           | (64,027)           | (65,630)           |
| Social Support Group (DDC)                |      | 2902      | (42,940)               | (43,619)           | (44,710)           | (45,266)           | (46,973)           | (48,147)           | (49,350)           | (50,586)           | (51,850)           | (53,145)           | (54,476)           |
| Social Support - Temora                   |      | 2903      | (40,601)               | (40,601)           | (41,616)           | (42,655)           | (43,738)           | (44,815)           | (45,966)           | (47,085)           | (48,262)           | (49,488)           | (50,707)           |
| Food Services                             |      | 2904      | (441,450)              | (445,958)          | (449,607)          | (453,243)          | (457,182)          | (461,108)          | (465,137)          | (469,267)          | (473,501)          | (477,835)          | (482,266)          |
| Respite Care - Temora                     |      | 2905      | (53,852)               | (55,219)           | (56,599)           | (58,013)           | (59,465)           | (60,951)           | (62,475)           | (64,037)           | (65,639)           | (67,279)           | (68,963)           |
| Home Modifications - Temora               |      | 2906      | (35,789)               | (36,697)           | (37,614)           | (38,553)           | (39,519)           | (40,506)           | (41,519)           | (42,558)           | (43,622)           | (44,711)           | (45,831)           |
| Personal Care                             |      | 2907      | (22,296)               | (22,378)           | (22,437)           | (22,522)           | (22,637)           | (22,777)           | (22,946)           | (23,146)           | (23,375)           | (23,633)           | (23,927)           |
| Social Support - Cootamundra              |      | 2908      | (16,305)               | (16,718)           | (17,136)           | (17,564)           | (18,004)           | (18,454)           | (18,915)           | (19,388)           | (19,873)           | (20,369)           | (20,879)           |
| Home Modifications - Cootamundra          |      | 2909      | (40,617)               | (41,648)           | (42,689)           | (43,751)           | (44,851)           | (45,971)           | (47,121)           | (48,299)           | (49,507)           | (50,744)           | (52,014)           |
| Home Maintenance - Cootamundra            |      | 2910      | (27,989)               | (28,289)           | (28,996)           | (29,720)           | (30,464)           | (31,225)           | (32,006)           | (32,807)           | (33,627)           | (34,467)           | (35,330)           |
| Domestic Assistance                       |      | 2912      | (15,824)               | (16,328)           | (16,756)           | (17,154)           | (17,584)           | (18,023)           | (18,473)           | (18,936)           | (19,409)           | (19,894)           | (20,392)           |
| Home Modifications - Leeton               |      | 2913      | (83,522)               | (91,495)           | (93,782)           | (96,124)           | (98,551)           | (100,992)          | (103,518)          | (106,107)          | (108,760)          | (111,478)          | (114,259)          |
| Home Modifications - Leeton               |      | 2915      | (22,499)               | (23,069)           | (23,646)           | (24,236)           | (24,843)           | (25,464)           | (26,100)           | (26,753)           | (27,422)           | (28,107)           | (28,811)           |
| Home Maintenance - Leeton                 |      | 2916      | (21,177)               | (21,714)           | (22,257)           | (22,813)           | (23,384)           | (23,968)           | (24,567)           | (25,182)           | (25,811)           | (26,456)           | (27,119)           |
| Social Support Individual - Leeton        |      | 2917      | (40,153)               | (41,172)           | (42,201)           | (43,251)           | (44,338)           | (45,446)           | (46,582)           | (47,747)           | (48,941)           | (50,164)           | (51,420)           |
| Food Services - Leeton                    |      | 2918      | (106,756)              | (109,454)          | (112,201)          | (115,003)          | (117,882)          | (120,826)          | (123,847)          | (126,946)          | (130,120)          | (133,371)          | (136,710)          |
| Aged Care Packages                        |      | 2920-2980 | (1,340,379)            | (1,775,813)        | (1,818,158)        | (1,863,948)        | (1,910,219)        | (1,957,935)        | (2,006,892)        | (2,057,091)        | (2,108,532)        | (2,161,213)        | (2,215,315)        |
| <b>Community Services Sundry</b>          | 31   | 1700      | (1,700)                | (1,700)            | (1,700)            | (1,700)            | (1,700)            | (1,700)            | (1,700)            | (1,700)            | (1,700)            | (1,700)            | (1,700)            |
| <b>Youth Affairs</b>                      | 41   | 1780      | (1,200)                | (1,230)            | (1,261)            | (1,292)            | (1,325)            | (1,358)            | (1,392)            | (1,426)            | (1,462)            | (1,499)            | (1,536)            |
| <b>Education</b>                          | 51   | 1790      | (14)                   | (14)               | (14)               | (14)               | (14)               | (14)               | (14)               | (14)               | (14)               | (14)               | (14)               |
| Pre School Kindergarten                   |      |           |                        |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| <b>Total Income</b>                       |      |           | <b>(4,887,498)</b>     | <b>(6,132,583)</b> | <b>(6,285,852)</b> | <b>(6,442,802)</b> | <b>(6,604,046)</b> | <b>(6,768,969)</b> | <b>(6,938,177)</b> | <b>(7,111,665)</b> | <b>(7,289,479)</b> | <b>(7,471,561)</b> | <b>(7,658,556)</b> |

**Function Budget**  
**For the year ended 30 June 2023**  
**4. Community Services Education**

| Description                                     | Ref. | Job No.        | Previous Year Estimate | Budget 2022-23   | Budget 2023-24   | Budget 2024-25   | Budget 2025-26   | Budget 2026-27   | Budget 2027-28   | Budget 2028-29   | Budget 2029-30   | Budget 2030-31   | Budget 2031-32   |
|---|------|----------------|------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Expenditure</b>                              |      |                |                        |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| <b>State Funded HACC Programs</b>               |      |                |                        |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Transport - Temora                              | 1B   | 3860           | 202,550                | 227,823          | 234,264          | 240,879          | 247,646          | 254,587          | 261,708          | 269,000          | 276,471          | 284,173          | 291,944          |
| Transport - Cootamundra                         |      | 3818           | 175,746                | 184,039          | 189,085          | 194,269          | 199,571          | 205,011          | 210,588          | 216,306          | 222,160          | 228,141          | 234,264          |
| Disabled Services Packages                      |      | 4820 - 4880    | 1,527,500              | 2,006,831        | 2,108,377        | 2,161,156        | 2,215,140        | 2,270,529        | 2,327,529        | 2,385,322        | 2,444,123        | 2,503,031        | 2,562,040        |
| Supported Independent Living                    |      | 4818           | 656,510                | 615,507          | 628,593          | 642,057          | 655,843          | 670,010          | 685,375          | 702,512          | 720,064          | 738,090          | 756,116          |
| Contracted Services                             |      | 3826 - 3828    | 37,925                 | 39,860           | 40,854           | 41,878           | 42,924           | 43,997           | 45,095           | 46,224           | 47,380           | 48,566           | 49,782           |
| <b>Commonwealth Funded HACC Programs</b>        |      |                |                        |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| NIV Aged Care Regional Assessments              |      | 4901           | 47,250                 | 42,864           | 44,209           | 45,591           | 47,005           | 48,455           | 49,942           | 51,466           | 53,027           | 54,630           | 56,274           |
| Social Support Group (DDC)                      |      | 4902           | 42,541                 | 44,709           | 45,824           | 46,971           | 48,146           | 49,349           | 50,583           | 51,849           | 53,147           | 54,475           | 55,834           |
| Social Support - Temora                         |      | 4903           | 40,601                 | 41,617           | 42,654           | 43,721           | 44,816           | 45,936           | 47,084           | 48,263           | 49,471           | 50,706           | 51,976           |
| Food Services                                   |      | 4904           | 141,450                | 145,958          | 149,605          | 153,345          | 157,180          | 161,111          | 165,135          | 169,269          | 173,498          | 177,834          | 182,290          |
| Respite Care - Temora                           |      | 4905           | 53,852                 | 55,219           | 56,601           | 58,011           | 59,463           | 60,954           | 62,475           | 64,037           | 65,641           | 67,283           | 68,962           |
| Home Modifications - Temora                     |      | 4906           | 35,788                 | 36,697           | 37,615           | 38,539           | 39,467           | 40,406           | 41,348           | 42,296           | 43,251           | 44,214           | 45,183           |
| Personal Care                                   |      | 4907           | 22,236                 | 22,378           | 22,523           | 22,671           | 22,821           | 22,973           | 23,127           | 23,283           | 23,441           | 23,601           | 23,762           |
| Home Maintenance - Temora                       |      | 4908           | 16,305                 | 16,718           | 17,135           | 17,565           | 18,005           | 18,451           | 18,917           | 19,388           | 19,872           | 20,370           | 20,881           |
| Social Support - Cootamundra                    |      | 4910           | 40,617                 | 41,648           | 42,689           | 43,754           | 44,851           | 45,971           | 47,120           | 48,298           | 49,505           | 50,745           | 52,014           |
| Home Modifications - Cootamundra                |      | 4911           | 27,589                 | 28,289           | 28,999           | 29,718           | 30,462           | 31,227           | 32,006           | 32,806           | 33,629           | 34,470           | 35,329           |
| Home Maintenance - Cootamundra                  |      | 4912           | 15,924                 | 16,328           | 16,737           | 17,153           | 17,583           | 18,024           | 18,473           | 18,936           | 19,410           | 19,895           | 20,392           |
| Domestic Assistance                             |      | 4913           | 83,522                 | 91,495           | 98,782           | 106,125          | 113,518          | 121,051          | 128,723          | 136,536          | 144,490          | 152,585          | 160,820          |
| Home Modifications - Leeton                     |      | 4915           | 22,499                 | 23,069           | 23,647           | 24,236           | 24,844           | 25,463           | 26,101           | 26,752           | 27,422           | 28,107           | 28,810           |
| Home Maintenance - Leeton                       |      | 4916           | 21,177                 | 21,714           | 22,257           | 22,813           | 23,385           | 23,968           | 24,568           | 25,182           | 25,812           | 26,457           | 27,118           |
| Social Support Individual - Leeton              |      | 4917           | 40,153                 | 41,172           | 42,202           | 43,255           | 44,338           | 45,446           | 46,581           | 47,747           | 48,941           | 50,163           | 51,420           |
| Food Services - Leeton                          |      | 4918           | 106,756                | 109,464          | 112,200          | 115,003          | 117,882          | 120,826          | 123,847          | 126,944          | 130,119          | 133,371          | 136,708          |
| Aged Care Packages                              |      | 4920-4980      | 1,340,379              | 1,732,910        | 1,776,191        | 1,820,654        | 1,866,133        | 1,912,795        | 1,960,640        | 2,009,668        | 2,059,881        | 2,111,445        | 2,164,347        |
| <b>Other Community Services &amp; Education</b> |      |                |                        |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Aged Services                                   |      | 3700, 459      | 3,000                  | 3,000            | 3,000            | 3,000            | 3,000            | 3,000            | 3,000            | 3,000            | 3,000            | 3,000            | 3,000            |
| Other Community Services                        |      | 3700           | 113,528                | 107,466          | 109,989          | 112,582          | 115,235          | 117,948          | 120,714          | 123,535          | 126,405          | 129,324          | 132,291          |
| Community & Social Development                  |      | 3870           | 5,988                  | 5,957            | 5,967            | 5,977            | 5,988            | 6,000            | 6,010            | 6,021            | 6,034            | 6,046            | 6,060            |
| <b>Youth Affairs</b>                            |      |                |                        |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Youth Program                                   |      | 3780           | 150,635                | 145,555          | 148,658          | 151,843          | 155,105          | 158,473          | 161,879          | 165,394          | 168,993          | 172,689          | 176,480          |
| Scholarships                                    |      | 3780, 405, 621 | 6,000                  | 6,000            | 6,000            | 6,000            | 6,000            | 6,000            | 6,000            | 6,000            | 6,000            | 6,000            | 6,000            |
| <b>Education</b>                                |      |                |                        |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Pre-School Kindergarten                         |      | 3790           | 12,484                 | 12,892           | 13,215           | 13,546           | 13,883           | 14,231           | 14,587           | 14,951           | 15,325           | 15,709           | 16,101           |
| <b>Depreciation</b>                             |      |                |                        |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
|   |      |                | 108,250                | 128,042          | 128,042          | 128,042          | 128,042          | 128,042          | 128,042          | 128,042          | 128,042          | 128,042          | 128,042          |
| <b>Total Expenditure</b>                        |      |                | <b>5,098,766</b>       | <b>5,939,417</b> | <b>6,082,150</b> | <b>6,228,976</b> | <b>6,379,802</b> | <b>6,534,192</b> | <b>6,693,200</b> | <b>6,855,768</b> | <b>7,024,428</b> | <b>7,197,176</b> | <b>7,374,531</b> |
| <b>Nett Cost to Council</b>                     |      |                | <b>211,288</b>         | <b>(193,166)</b> | <b>(203,702)</b> | <b>(213,826)</b> | <b>(224,204)</b> | <b>(234,777)</b> | <b>(244,977)</b> | <b>(255,917)</b> | <b>(265,051)</b> | <b>(274,365)</b> | <b>(284,025)</b> |

**Function Budget**  
**For the year ended 30 June 2023**  
**5. Housing Community Amenities**

| Description   | Ref. | Job No.          | Previous Year Estimate | Budget 2022-23     | Budget 2023-24     | Budget 2024-25     | Budget 2025-26     | Budget 2026-27     | Budget 2027-28     | Budget 2028-29     | Budget 2029-30     | Budget 2030-31     | Budget 2031-32     |
|---|------|------------------|------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Income</b>   |      |                  |                        |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| <b>Housing</b>  |      |                  |                        |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Dwelling Rental Income  | 1I   | 2164             | -                      | (27,040)           | (27,716)           | (28,408)           | (29,119)           | (29,847)           | (30,593)           | (31,358)           | (32,142)           | (32,946)           | (33,770)           |
| <b>Town Planning</b>  |      |                  |                        |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Sec 149 Certificate Fees  | 2I   | 2010.105.58      | (12,922)               | (13,245)           | (13,576)           | (13,915)           | (14,264)           | (14,620)           | (14,985)           | (15,360)           | (15,744)           | (16,138)           | (16,542)           |
| Development Application Fees  |      | 2010.105.61      | (44,126)               | (45,229)           | (46,360)           | (47,518)           | (48,707)           | (49,924)           | (51,172)           | (52,452)           | (53,764)           | (55,107)           | (56,486)           |
| Subdivision Fees  |      | 2010.105.63      | (5,253)                | (5,384)            | (5,519)            | (5,656)            | (5,798)            | (5,943)            | (6,091)            | (6,244)            | (6,400)            | (6,560)            | (6,724)            |
| <b>Waste Management</b>   |      |                  |                        |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Domestic Waste Charges  | 3I   | 1420.100.40      | (605,949)              | (640,758)          | (672,796)          | (706,756)          | (741,998)          | (779,162)          | (818,248)          | (859,256)          | (902,187)          | (947,040)          | (994,456)          |
| Pension Rebate  |      | 1420.100.30/31   | 40,895                 | 40,895             | 41,917             | 42,964             | 44,040             | 45,140             | 46,268             | 47,426             | 48,612             | 49,826             | 51,074             |
| Trade Waste Charges   |      | 1421.100.41      | (133,593)              | (140,729)          | (147,765)          | (155,249)          | (162,964)          | (171,126)          | (179,111)          | (188,146)          | (198,146)          | (207,997)          | (218,411)          |
| Extra Charges   |      | 1420/1421.120.34 | (1,900)                | (1,700)            | (1,700)            | (1,700)            | (1,700)            | (1,700)            | (1,700)            | (1,700)            | (1,700)            | (1,700)            | (1,700)            |
| Tippling Charges  |      | 1410/1480.110.   | (114,806)              | (125,398)          | (128,533)          | (131,742)          | (135,041)          | (138,414)          | (141,875)          | (145,424)          | (149,061)          | (152,785)          | (156,610)          |
| <b>Stormwater Management</b>  |      |                  |                        |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Stormwater Management Annual Charges                                  | 4I   | 1400.100.44      | (48,713)               | (48,963)           | (48,962)           | (48,962)           | (48,962)           | (48,962)           | (48,962)           | (48,962)           | (48,962)           | (48,962)           | (48,962)           |
| Grants - Flood Studies & Floodplain Risk Mgt Plans                    |      | 1400.115.171     | (95,161)               | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  |
| <b>Heritage</b>   |      |                  |                        |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Heritage Fund Grants  | 5I   | 1930.115         | (12,000)               | (12,000)           | (12,000)           | (12,000)           | (12,000)           | (12,000)           | (12,000)           | (12,000)           | (12,000)           | (12,000)           | (12,000)           |
| <b>Public Cemetery Fees</b>   | 6I   | 1530/1531.       | (94,500)               | (95,550)           | (97,926)           | (100,360)          | (102,859)          | (105,416)          | (108,039)          | (110,750)          | (113,486)          | (116,309)          | (119,208)          |
| <b>Environmental Protection</b>                                       | 7I   | 2060             | (5,000)                | (5,000)            | (5,000)            | (5,000)            | (5,000)            | (5,000)            | (5,000)            | (5,000)            | (5,000)            | (5,000)            | (5,000)            |
| <b>Total Income</b>   |      |                  | <b>(1,132,944)</b>     | <b>(1,120,101)</b> | <b>(1,165,936)</b> | <b>(1,214,277)</b> | <b>(1,264,372)</b> | <b>(1,316,974)</b> | <b>(1,372,108)</b> | <b>(1,429,778)</b> | <b>(1,489,980)</b> | <b>(1,552,718)</b> | <b>(1,618,795)</b> |
| <b>Expenditure</b>  |      |                  |                        |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| <b>Housing</b>  |      |                  |                        |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Dwelling Maintenance  | 1E   | 4164             | 3,662                  | 12,985             | 13,184             | 13,389             | 13,599             | 13,814             | 14,034             | 14,260             | 14,492             | 14,729             | 14,972             |
| <b>Town Planning</b>  | 2E   | 4010             | 218,024                | 237,992            | 232,621            | 238,105            | 243,738            | 249,502            | 256,440            | 263,477            | 267,691            | 274,057            | 280,591            |
| <b>Waste Management</b>   | 3E   |                  |                        |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Domestic Waste Collection   |      | 3420             | 215,949                | 221,729            | 226,584            | 231,817            | 237,192            | 242,652            | 248,584            | 254,119            | 260,047            | 266,121            | 272,354            |
| Trade Waste Collection  |      | 3421             | 24,522                 | 25,571             | 26,089             | 26,708             | 27,363             | 28,033             | 28,846             | 29,427             | 30,149             | 30,890             | 31,650             |
| Other Waste Collection  |      | 3422 & 3430      | 57,664                 | 59,318             | 60,484             | 61,809             | 63,166             | 64,558             | 66,108             | 67,445             | 68,944             | 70,478             | 72,055             |
| Waste Disposal  |      | 3410             | 281,759                | 286,263            | 293,369            | 300,647            | 308,122            | 315,769            | 323,616            | 331,659            | 339,905            | 348,344            | 357,017            |
| <b>Stormwater Drainage</b>  | 4E   | 3400             | 21,364                 | 46,897             | 22,445             | 23,005             | 23,581             | 24,171             | 24,773             | 25,393             | 26,030             | 26,680             | 27,346             |
| Stormwater Drainage Maintenance                                       |      | 3400.357.401     | 46,512                 | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  |
| Arari Park & Springdale Flood Study & Floodplain Risk Management Plan |      | 3400.358.401     | 64,541                 | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  |
| Temora Floodplain Risk Management Plan                                |      | 3400.454.401     | 40,000                 | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  |
| Stormwater Development Servicing Plan                                 |      |                  |                        |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| <b>Heritage</b>   | 5E   |                  |                        |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Heritage Fund   |      | 3930-405.        | 15,000                 | 15,000             | 30,000             | 30,000             | 30,000             | 30,000             | 30,000             | 30,000             | 30,000             | 30,000             | 30,000             |
| Heritage Adviser  |      | 3930.360.408     | 16,400                 | 16,910             | 17,250             | 17,661             | 18,109             | 18,555             | 19,019             | 19,495             | 19,982             | 20,481             | 20,994             |
| Other Heritage Expenses   |      | 3930             | 5,959                  | 6,096              | 6,236              | 6,380              | 6,526              | 6,676              | 6,831              | 6,990              | 7,152              | 7,319              | 7,489              |
| <b>Public Cemeteries</b>  | 6E   | 3530-3532        | 241,134                | 244,094            | 249,262            | 255,201            | 261,297            | 267,531            | 274,557            | 280,495            | 287,219            | 294,106            | 301,178            |
| <b>Environmental Protection</b>                                       | 7E   | 3415             | 25,511                 | 31,164             | 26,817             | 27,487             | 28,177             | 28,879             | 29,601             | 30,342             | 31,099             | 31,878             | 32,676             |
| Recycling Operators   |      |                  |                        |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |



**Function Budget**  
**For the year ended 30 June 2023**  
**5. Housing Community Amenities**

| Description                                | Ref.      | Job No.      | Previous Year Estimate | Budget 2022-23   | Budget 2023-24   | Budget 2024-25   | Budget 2025-26   | Budget 2026-27   | Budget 2027-28   | Budget 2028-29   | Budget 2029-30   | Budget 2030-31   | Budget 2031-32   |
|--|-----------|--------------|------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Other Environmental Protection             |           | 4060         | 6,770                  | 6,770            | 6,770            | 6,770            | 6,770            | 6,770            | 6,770            | 6,770            | 6,770            | 6,770            | 6,770            |
| LCMA Landcare Fund                         |           | 4050,450,492 | 3,000                  | 5,000            | 5,000            | 5,000            | 5,000            | 5,000            | 5,000            | 5,000            | 5,000            | 5,000            | 5,000            |
| Environmental Services                     |           | 4000         | 10,100                 | 11,125           | 11,253           | 11,586           | 11,827           | 12,072           | 12,324           | 12,582           | 12,847           | 13,118           | 13,397           |
| <b>Public Conveniences</b>                 | <b>8E</b> | 3450         | 101,956                | 100,067          | 101,918          | 104,403          | 106,966          | 109,569          | 112,223          | 114,986          | 117,812          | 120,696          | 123,658          |
| <b>Street Cleaning</b>                     | <b>9E</b> | 3440         | 218,669                | 208,089          | 213,175          | 218,491          | 223,960          | 229,534          | 235,362          | 241,138          | 247,158          | 253,322          | 259,652          |
| <b>Access &amp; Equity Assistance Fund</b> |           | 3455         | 10,000                 | 10,000           | 10,000           | 10,000           | 10,000           | 10,000           | 10,000           | 10,000           | 10,000           | 10,000           | 10,000           |
| Depreciation                               |           |              | 250,875                | 249,841          | 249,841          | 249,841          | 249,841          | 249,841          | 249,841          | 249,841          | 249,841          | 249,841          | 249,841          |
| <b>Total Expenditure</b>                   |           |              | <b>1,879,437</b>       | <b>1,794,805</b> | <b>1,802,358</b> | <b>1,875,208</b> | <b>1,912,966</b> | <b>1,954,229</b> | <b>1,991,429</b> | <b>2,032,138</b> | <b>2,073,830</b> | <b>2,116,640</b> | <b>2,166,640</b> |
| <b>Nett Cost to Council</b>                |           |              | <b>746,493</b>         | <b>674,704</b>   | <b>636,422</b>   | <b>610,836</b>   | <b>595,992</b>   | <b>582,121</b>   | <b>561,651</b>   | <b>542,158</b>   | <b>521,112</b>   | <b>497,845</b>   | <b>477,845</b>   |

**Function Budget**  
For the year ended 30 June 2023  
**6. Sewerage Services**

| Description                                | Ref. | Job No.                   | Previous Year Estimate | Budget 2022-23     | Budget 2023-24     | Budget 2024-25     | Budget 2025-26     | Budget 2026-27     | Budget 2027-28     | Budget 2028-29     | Budget 2029-30     | Budget 2030-31     | Budget 2031-32     |
|--|------|---------------------------|------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Income</b>                              |      |                           |                        |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| <b>Sewerage System</b>                     | 1I   |                           |                        |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Residential Annual Charges                 |      | 21000.100.20/43           | (1,020,362)            | (1,075,250)        | (1,129,012)        | (1,186,001)        | (1,245,140)        | (1,307,504)        | (1,375,094)        | (1,441,910)        | (1,513,952)        | (1,589,220)        | (1,668,788)        |
| Commercial Access Charge & Usage           |      | 21000.101.20/43           | (251,804)              | (265,898)          | (279,193)          | (293,285)          | (307,910)          | (323,332)          | (339,552)          | (356,569)          | (374,384)          | (392,997)          | (412,674)          |
| Extra Charges                              |      | 21000.120.34/35           | (2,500)                | (2,000)            | (2,000)            | (2,000)            | (2,000)            | (2,000)            | (2,000)            | (2,000)            | (2,000)            | (2,000)            | (2,000)            |
| Pension Rebate                             |      | 21000.100.30/31           | 43,186                 | 43,186             | 44,266             | 45,371             | 46,507             | 47,668             | 48,861             | 50,083             | 51,335             | 52,617             | 53,935             |
| Interest Earned                            |      | 21000.120.190             | (26,000)               | (15,000)           | (15,000)           | (15,500)           | (16,000)           | (16,000)           | (16,000)           | (16,500)           | (17,000)           | (17,000)           | (17,000)           |
| Pension Subsidy                            |      | 21000.115.9849            | (23,752)               | (23,752)           | (24,346)           | (24,984)           | (25,579)           | (26,217)           | (26,873)           | (27,545)           | (28,234)           | (28,939)           | (29,664)           |
| Sewer Compliance Certificate Fees          |      | 21000.110.102             | (6,070)                | (6,692)            | (7,026)            | (7,381)            | (7,749)            | (8,137)            | (8,545)            | (8,974)            | (9,422)            | (9,890)            | (10,385)           |
| Fittings & Installation                    |      | 21000.110.108             | (4,525)                | (4,751)            | (4,989)            | (5,240)            | (5,502)            | (5,777)            | (6,067)            | (6,371)            | (6,689)            | (7,022)            | (7,374)            |
| Drainage Diagram Fee                       |      | 21000.110.104             | (7,500)                | (8,250)            | (8,662)            | (9,100)            | (9,554)            | (10,032)           | (10,535)           | (11,063)           | (11,616)           | (12,194)           | (12,804)           |
| Property Rental                            |      | 21000.130.120             | (1,000)                | (1,000)            | (1,000)            | (1,000)            | (1,000)            | (1,000)            | (1,000)            | (1,000)            | (1,000)            | (1,000)            | (1,000)            |
| Sundry Income                              |      | 21000.130.220             | (1,000)                | (1,000)            | (1,000)            | (1,000)            | (1,000)            | (1,000)            | (1,000)            | (1,000)            | (1,000)            | (1,000)            | (1,000)            |
| Plant Hire                                 |      | 21000.130.975             | (15,759)               | (15,000)           | (15,375)           | (15,759)           | (16,154)           | (16,557)           | (16,971)           | (17,396)           | (17,830)           | (18,276)           | (18,734)           |
| <b>Effluent Scheme Sales</b>               | 2I   | 21000.110.99              | (4,263)                | (4,976)            | (5,725)            | (6,519)            | (7,342)            | (8,211)            | (9,124)            | (10,083)           | (11,086)           | (12,135)           | (13,243)           |
| <b>Total Income</b>                        |      |                           | <b>(1,330,449)</b>     | <b>(1,389,483)</b> | <b>(1,468,162)</b> | <b>(1,531,468)</b> | <b>(1,607,023)</b> | <b>(1,687,199)</b> | <b>(1,771,000)</b> | <b>(1,859,428)</b> | <b>(1,951,478)</b> | <b>(2,048,156)</b> | <b>(2,149,831)</b> |
| <b>Expenditure</b>                         |      |                           |                        |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| <b>Sewerage System</b>                     | 1E   |                           |                        |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Management & Technical Costs               |      | 23000.338.340             | 80,950                 | 83,174             | 85,253             | 87,382             | 89,570             | 91,808             | 94,103             | 96,457             | 98,869             | 101,340            | 103,876            |
| Sewerage Mgt Plan & Operational Procedures |      | 23000.352.401             | -                      | -                  | 100,000            | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  |
| Treatment Works                            |      | 23000.602                 | 150,390                | 143,989            | 145,540            | 149,173            | 152,910            | 156,727            | 160,647            | 164,665            | 168,781            | 173,000            | 177,321            |
| Mains Maintenance                          |      | 23000.601                 | 267,114                | 272,146            | 277,450            | 282,880            | 288,461            | 294,167            | 240,022            | 246,026            | 252,178            | 258,479            | 264,950            |
| Pumping Stations                           |      | 23000.603                 | 18,469                 | 18,981             | 19,404             | 19,888             | 20,387             | 20,896             | 21,418             | 21,953             | 22,504             | 23,065             | 23,648             |
| Fittings & Installation                    |      | 23000.590                 | 6,555                  | 6,718              | 6,886              | 7,058              | 7,235              | 7,416              | 7,600              | 7,791              | 7,986              | 8,186              | 8,389              |
| Insurances                                 |      | 23000.410*                | 20,944                 | 24,010             | 24,611             | 25,225             | 25,856             | 26,502             | 27,164             | 27,844             | 28,541             | 29,254             | 29,986             |
| Sundry                                     |      | 23000.970                 | 3,863                  | 3,960              | 4,059              | 4,160              | 4,265              | 4,371              | 4,480              | 4,592              | 4,707              | 4,825              | 4,946              |
| Overheads/Internal Recharges               |      | 23000.980.980             | 44,123                 | 49,184             | 49,863             | 51,057             | 52,283             | 53,539             | 55,314             | 56,147             | 57,500             | 58,887             | 60,310             |
| <b>Effluent Scheme</b>                     | 2E   | 23000.511/512/514/536/537 | 269,123                | 280,768            | 287,788            | 294,977            | 302,359            | 309,914            | 317,659            | 325,605            | 333,748            | 342,089            | 350,650            |
| Depreciation                               |      | 23000.*.740               | 269,150                | 220,000            | 225,000            | 230,120            | 235,380            | 240,760            | 246,280            | 251,940            | 257,740            | 263,680            | 269,780            |
| <b>Total Expenditure</b>                   |      |                           | <b>1,130,681</b>       | <b>1,100,880</b>   | <b>1,225,854</b>   | <b>1,151,920</b>   | <b>1,178,706</b>   | <b>1,146,100</b>   | <b>1,174,687</b>   | <b>1,203,020</b>   | <b>1,232,554</b>   | <b>1,262,805</b>   | <b>1,293,861</b>   |
| <b>Nett Cost to Council</b>                |      |                           | <b>(199,768)</b>       | <b>(288,603)</b>   | <b>(232,309)</b>   | <b>(379,548)</b>   | <b>(428,317)</b>   | <b>(541,099)</b>   | <b>(596,313)</b>   | <b>(656,408)</b>   | <b>(718,924)</b>   | <b>(785,351)</b>   | <b>(855,970)</b>   |

**Function Budget**  
For the year ended 30 June 2023  
7. Recreation Culture

| Description                               | Ref. | Job No.                       | Previous Year Estimate | Budget 2022-23   | Budget 2023-24   | Budget 2024-25   | Budget 2025-26   | Budget 2026-27   | Budget 2027-28   | Budget 2028-29   | Budget 2029-30   | Budget 2030-31   | Budget 2031-32   |
|---|------|-------------------------------|------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Income</b>                             |      |                               |                        |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Library Services                          | 1I   | 1710                          | (84,560)               | (86,674)         | (48,839)         | (51,970)         | (53,244)         | (55,537)         | (57,352)         | (60,186)         | (62,040)         | (64,317)         | (66,814)         |
| <b>Public Halls</b>                       |      |                               |                        |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Cinema                                    | 2I   | 1742                          | (139,500)              | (91,500)         | (93,787)         | (96,130)         | (98,535)         | (100,998)        | (103,523)        | (106,112)        | (108,767)        | (111,484)        | (114,273)        |
| Public Halls                              |      | 1740/1741                     | (9,225)                | (9,456)          | (9,632)          | (9,934)          | (10,183)         | (10,438)         | (10,693)         | (10,963)         | (11,240)         | (11,521)         | (11,810)         |
| <b>Recreation Centre/Swimming Pools</b>   |      |                               |                        |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Temora Recreation Centre & Swimming Pools | 3I   | 1720/1722/1730                | (485,262)              | (485,262)        | (489,892)        | (494,636)        | (499,508)        | (504,492)        | (509,604)        | (514,847)        | (520,222)        | (525,722)        | (531,373)        |
| Ariah Park Swimming Pool                  |      | 1721                          | (15,375)               | (15,789)         | (16,133)         | (16,556)         | (16,971)         | (17,395)         | (17,830)         | (18,276)         | (18,733)         | (19,201)         | (19,681)         |
| <b>Sporting Grounds</b>                   |      |                               |                        |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| 4I  |      | 1240                          | (12,607)               | (12,922)         | (13,245)         | (13,576)         | (13,916)         | (14,263)         | (14,620)         | (14,986)         | (15,360)         | (15,744)         | (16,138)         |
| <b>Parks &amp; Gardens</b>                |      |                               |                        |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| 5I  |      | 1230                          | (69,629)               | (80,145)         | (69,698)         | (65,289)         | (66,924)         | (68,596)         | (70,311)         | (72,069)         | (73,872)         | (75,718)         | (77,613)         |
| <b>Railway Precinct</b>                   |      |                               |                        |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Railway Station                           | 6I   | 1785                          | -                      | (20,000)         | -                | -                | -                | -                | -                | -                | -                | -                | -                |
| <b>Bundawarrah Centre</b>                 |      |                               |                        |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| 7I  |      | 1800                          | -                      | (50,000)         | -                | -                | -                | -                | -                | -                | -                | -                | -                |
| <b>Cultural Activities</b>                |      |                               |                        |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Scout Hall - Arts & Cultural Centre       | 8I   | 1885                          | (10,000)               | (23,727)         | (30,470)         | (31,231)         | (32,013)         | (32,813)         | (33,633)         | (34,474)         | (35,336)         | (36,219)         | (37,126)         |
| <b>Total Income</b>                       |      |                               | <b>511,150</b>         | <b>(388,445)</b> | <b>(465,716)</b> | <b>(479,322)</b> | <b>(491,294)</b> | <b>(504,332)</b> | <b>(517,372)</b> | <b>(531,216)</b> | <b>(545,370)</b> | <b>(560,326)</b> | <b>(574,820)</b> |
| <b>Expenditure</b>                        |      |                               |                        |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| <b>Library Services</b>                   |      |                               |                        |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| 1E  |      | 3710                          | 370,416                | 384,783          | 393,902          | 403,649          | 413,661          | 423,902          | 434,810          | 445,184          | 456,224          | 467,332          | 479,145          |
| <b>Public Halls</b>                       |      |                               |                        |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Cinema                                    | 2E   | 3742                          | 144,361                | 100,844          | 103,288          | 106,794          | 109,367          | 110,938          | 113,701          | 116,473          | 119,306          | 122,214          | 125,195          |
| Public Hall Maintenance                   |      | 3740/3741                     | 138,248                | 141,208          | 143,589          | 146,619          | 149,729          | 152,913          | 156,853          | 159,525          | 162,957          | 166,472          | 170,082          |
| <b>Recreation Centre/Swimming Pools</b>   |      |                               |                        |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Temora Recreation Centre & Swimming Pool  | 3E   | 3720/3722/3730                | 527,979                | 567,322          | 576,357          | 586,860          | 597,640          | 608,636          | 621,380          | 631,530          | 643,381          | 655,900          | 667,999          |
| Ariah Park Swimming Pool                  |      | 3721                          | 57,779                 | 50,839           | 51,406           | 52,337           | 53,415           | 54,456           | 55,523           | 56,619           | 57,739           | 58,890           | 60,069           |
| Sport & Recreation Council Contribution   |      | 3730,452                      | -                      | 5,000            | 10,000           | 10,000           | 10,000           | 10,000           | 10,000           | 10,000           | 10,000           | 10,000           | 10,000           |
| Sporting Walk of Honour                   |      | 3870,499                      | -                      | -                | 5,000            | 5,000            | 5,000            | 5,000            | 5,000            | 5,000            | 5,000            | 5,000            | 5,000            |
| <b>Sporting Grounds Maintenance</b>       |      |                               |                        |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| 4E  |      | 3240                          | 340,881                | 351,374          | 359,430          | 366,342          | 377,492          | 386,837          | 397,105          | 406,310          | 416,405          | 426,745          | 437,361          |
| <b>Parks &amp; Gardens Maintenance</b>    |      |                               |                        |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| 5E  |      | 3230                          | 553,814                | 592,477          | 581,670          | 596,125          | 610,978          | 626,149          | 642,428          | 657,798          | 674,118          | 690,890          | 708,114          |
| <b>Railway Precinct</b>                   |      |                               |                        |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Railway Museum                            | 6E   | 3786                          | 1,000                  | 1,000            | 1,000            | 1,000            | 1,000            | 1,000            | 1,000            | 1,000            | 1,000            | 1,000            | 1,000            |
| Railway Station                           |      | 3785                          | 8,429                  | 28,606           | 8,720            | 8,839            | 8,960            | 9,085            | 9,212            | 9,343            | 9,474            | 9,611            | 9,752            |
| <b>Bundawarrah Centre</b>                 |      |                               |                        |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| 7E  |      | 3880                          | 223,153                | 271,812          | 226,804          | 232,236          | 237,818          | 243,525          | 249,695          | 255,386          | 261,539          | 267,843          | 272,815          |
| <b>Cultural Activities</b>                |      |                               |                        |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Australia Day                             | 8E   | 3812                          | 5,500                  | 5,500            | 5,500            | 5,500            | 5,500            | 5,500            | 5,500            | 5,500            | 5,500            | 5,500            | 5,500            |
| Mobile Stage Expenditure                  |      | 3818                          | 1,450                  | -                | -                | -                | -                | -                | -                | -                | -                | -                | -                |
| Community Expenditure                     |      | 3890,450,452                  | -                      | -                | -                | -                | -                | -                | -                | -                | -                | -                | -                |
| Event Costs & Client Facilitation         |      | 3810/13/14/16/17/18/19/31/390 | 38,533                 | 49,045           | 40,769           | 48,511           | 49,235           | 51,055           | 52,876           | 54,695           | 56,516           | 58,337           | 60,158           |
| Cultural Expenditure                      |      | 3820,3823                     | 10,724                 | 126,233          | 132,639          | 133,237          | 137,498          | 140,032          | 143,137          | 147,845          | 150,553          | 153,262          | 155,971          |
| Scout Hall - Arts & Cultural Centre       |      | 3885                          | 14,953                 | 61,540           | 67,441           | 69,670           | 71,934           | 74,227           | 76,551           | 78,912           | 81,304           | 83,732           | 86,199           |
| <b>Depreciation</b>                       |      |                               |                        |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| 8E  |      |                               | 816,550                | 1,048,378        | 1,050,978        | 1,050,978        | 1,050,978        | 1,050,978        | 1,050,978        | 1,050,978        | 1,050,978        | 1,050,978        | 1,050,978        |
| <b>Total Expenditure</b>                  |      |                               | <b>3,553,338</b>       | <b>3,775,423</b> | <b>3,764,732</b> | <b>3,806,383</b> | <b>3,860,383</b> | <b>3,916,413</b> | <b>4,018,879</b> | <b>4,077,371</b> | <b>4,148,206</b> | <b>4,214,843</b> | <b>4,287,413</b> |
| <b>Net Cost to Council</b>                |      |                               | <b>2,842,188</b>       | <b>3,193,978</b> | <b>3,298,976</b> | <b>3,342,436</b> | <b>3,395,089</b> | <b>3,441,801</b> | <b>3,501,307</b> | <b>3,545,455</b> | <b>3,602,716</b> | <b>3,654,317</b> | <b>3,712,585</b> |



**Function Budget**  
**For the year ended 30 June 2023**  
**8. Building Services**

| Description                     | Ref. | Job No.              | Previous Year Estimate | Budget 2022-23  | Budget 2023-24  | Budget 2024-25  | Budget 2025-26  | Budget 2026-27  | Budget 2027-28  | Budget 2028-29  | Budget 2029-30  | Budget 2030-31  | Budget 2031-32  |
|---------------------------------|------|----------------------|------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| <b>Income</b>                   | 1 I  |                      |                        |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |
| Septic Tank Installations       |      | 2020.105.54          | (2,266)                | (2,261)         | (2,318)         | (2,375)         | (2,435)         | (2,496)         | (2,558)         | (2,622)         | (2,688)         | (2,755)         | (2,824)         |
| Building Certificate - Sec 149E |      | 2020.105.56          | (300)                  | (308)           | (316)           | (324)           | (332)           | (340)           | (348)           | (357)           | (366)           | (375)           | (385)           |
| Outstanding Notices Certificate |      | 2020.105.57          | (525)                  | (538)           | (551)           | (565)           | (579)           | (594)           | (609)           | (624)           | (640)           | (655)           | (672)           |
| Occupation Certificate Fees     |      | 2020.105.64          | (13,000)               | (13,325)        | (13,658)        | (13,999)        | (14,350)        | (14,708)        | (15,076)        | (15,453)        | (15,839)        | (16,235)        | (16,642)        |
| Construction Certificate Fees   |      | 2020.105.65          | (36,000)               | (36,900)        | (37,822)        | (38,767)        | (39,738)        | (40,730)        | (41,749)        | (42,793)        | (43,863)        | (44,959)        | (46,084)        |
| Commissions Received            |      | 2020.105.66          | (1,077)                | (1,104)         | (1,132)         | (1,160)         | (1,189)         | (1,219)         | (1,249)         | (1,280)         | (1,312)         | (1,345)         | (1,379)         |
| Compliance Certificate Fees     |      | 2020.105.67          | (22,000)               | (22,550)        | (23,114)        | (23,691)        | (24,284)        | (24,891)        | (25,513)        | (26,151)        | (26,805)        | (27,475)        | (28,163)        |
| Building Control Sundry         |      | 2020.130.220/.105.70 | (315)                  | (322)           | (330)           | (338)           | (347)           | (355)           | (364)           | (373)           | (383)           | (392)           | (403)           |
| <b>Total Income</b>             |      |                      | <b>(75,423)</b>        | <b>(77,308)</b> | <b>(79,241)</b> | <b>(81,219)</b> | <b>(83,254)</b> | <b>(85,333)</b> | <b>(87,466)</b> | <b>(89,653)</b> | <b>(91,896)</b> | <b>(94,191)</b> | <b>(96,552)</b> |
| <b>Expenditure</b>              | 1 E  |                      |                        |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |
| Employee Costs                  |      | 4020.300/310         | 166,848                | 150,529         | 154,240         | 158,039         | 161,943         | 165,936         | 170,022         | 174,238         | 178,538         | 182,946         | 187,473         |
| Office Administration Costs     |      | 4020.350/370/450/970 | 69,818                 | 71,416          | 73,202          | 75,031          | 76,908          | 78,829          | 80,800          | 82,822          | 84,893          | 87,012          | 89,190          |
| Overheads/Internal Recharges    |      | 4020.980.980         | 62,965                 | 65,579          | 66,483          | 68,076          | 69,711          | 71,385          | 73,152          | 74,962          | 76,867          | 78,816          | 80,814          |
| Depreciation                    |      | 4020.1.740           | 600                    | 600             | 600             | 600             | 600             | 600             | 600             | 600             | 600             | 600             | 600             |
| <b>Total Expenditure</b>        |      |                      | <b>300,231</b>         | <b>288,124</b>  | <b>294,525</b>  | <b>301,746</b>  | <b>309,162</b>  | <b>316,750</b>  | <b>325,184</b>  | <b>332,517</b>  | <b>340,698</b>  | <b>349,074</b>  | <b>357,677</b>  |
| <b>Nett Cost to Council</b>     |      |                      | <b>224,808</b>         | <b>210,816</b>  | <b>215,284</b>  | <b>220,527</b>  | <b>225,908</b>  | <b>231,417</b>  | <b>237,718</b>  | <b>242,864</b>  | <b>248,802</b>  | <b>254,883</b>  | <b>261,125</b>  |

**Function Budget**  
For the year ended 30 June 2023  
9. Transport Communication

| Description                                   | Ref. | Job No.   | Previous Year Estimate | Budget 2022-23     | Budget 2023-24     | Budget 2024-25     | Budget 2025-26     | Budget 2026-27     | Budget 2027-28     | Budget 2028-29     | Budget 2029-30     | Budget 2030-31     | Budget 2031-32     |
|---|------|-----------|------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Income</b>                                 |      |           |                        |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| RTA Contributions                             |      |           |                        |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Regional Roads Program                        | 11   | 1340      | (746,487)              | (765,149)          | (784,278)          | (803,866)          | (823,989)          | (844,571)          | (865,690)          | (887,343)          | (909,533)          | (932,288)          | (955,595)          |
| State Roads Program                           | 21   | 1370      | (3,620,180)            | (3,723,394)        | (3,816,479)        | (3,911,798)        | (4,009,723)        | (4,109,882)        | (4,212,648)        | (4,318,020)        | (4,425,998)        | (4,536,583)        | (4,650,147)        |
| Repair Program                                | 11   | 1372      | (131,328)              | (134,611)          | (137,976)          | (141,422)          | (144,963)          | (148,584)          | (152,299)          | (156,108)          | (160,012)          | (164,010)          | (168,116)          |
| <b>Road Safety Officer</b>                    | 31   | 1380      | (93,496)               | (96,817)           | (99,025)           | (101,286)          | (103,609)          | (105,985)          | (108,422)          | (110,921)          | (113,482)          | (116,105)          | (118,799)          |
| <b>Quarry Operations</b>                      | 41   | 1320      | (7,175)                | (7,354)            | (7,538)            | (7,726)            | (7,920)            | (8,117)            | (8,320)            | (8,528)            | (8,742)            | (8,960)            | (9,184)            |
| <b>Associated Roadworks</b>                   | 51   |           |                        |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Roads to Recovery Program                     |      | 1371      | (825,968)              | (825,968)          | (825,968)          | (825,968)          | (825,968)          | (825,968)          | (825,968)          | (825,968)          | (825,968)          | (825,968)          | (825,968)          |
| Roads - Sundry - Sale of Old Material         |      | 1200      | (558)                  | (550)              | (564)              | (578)              | (592)              | (607)              | (622)              | (638)              | (654)              | (670)              | (687)              |
| <b>Aerodrome</b>                              | 61   | 1510      | (43,763)               | (43,407)           | (43,841)           | (44,063)           | (44,290)           | (44,523)           | (44,761)           | (45,006)           | (45,257)           | (45,514)           | (45,777)           |
| <b>Street Lighting</b>                        | 71   | 1390      | (41,000)               | (41,000)           | (41,000)           | (41,000)           | (41,000)           | (41,000)           | (41,000)           | (41,000)           | (41,000)           | (41,000)           | (41,000)           |
| <b>Total Income</b>                           |      |           | <b>(5,509,985)</b>     | <b>(5,671,250)</b> | <b>(5,756,669)</b> | <b>(5,980,953)</b> | <b>(6,105,300)</b> | <b>(6,232,463)</b> | <b>(6,362,976)</b> | <b>(6,496,778)</b> | <b>(6,750,043)</b> | <b>(6,890,465)</b> | <b>(7,034,670)</b> |
| <b>Expenditure</b>                            |      |           |                        |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| RTA Funded Roadworks                          |      |           |                        |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Regional Roads Program                        | 1E   | 3340      | 146,487                | 200,000            | 205,000            | 210,125            | 215,378            | 220,752            | 226,281            | 231,938            | 237,736            | 243,679            | 249,772            |
| State Roads Program                           | 2E   | 3370      | 3,016,817              | 3,104,782          | 3,184,554          | 3,260,936          | 3,342,489          | 3,425,904          | 3,512,238          | 3,599,243          | 3,689,169          | 3,781,269          | 3,875,844          |
| <b>Road Safety Officer</b>                    | 3E   | 3380      | 101,253                | 102,570            | 102,445            | 102,225            | 104,585            | 107,004            | 109,487            | 112,041            | 114,657            | 117,341            | 120,100            |
| <b>Quarry Operations</b>                      | 4E   | 3320      | 8,437                  | 8,649              | 8,865              | 9,087              | 9,314              | 9,546              | 9,785              | 10,030             | 10,281             | 10,539             | 10,802             |
| <b>Associated Roadworks</b>                   | 5E   |           |                        |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Urban Sealed Roads                            |      | 3330      | 245,790                | 249,984            | 256,182            | 262,581            | 269,153            | 275,878            | 282,776            | 289,848            | 297,097            | 304,520            | 312,142            |
| Urban Unsealed Roads                          |      | 3331      | 36,963                 | 37,895             | 38,842             | 39,813             | 40,809             | 41,829             | 42,875             | 43,947             | 45,047             | 46,171             | 47,327             |
| Rural Sealed Roads                            |      | 3350      | 302,875                | 310,506            | 318,268            | 326,218            | 334,384            | 342,789            | 351,306            | 360,094            | 369,098            | 378,321            | 387,732            |
| Rural Unsealed Roads                          |      | 3360      | 886,874                | 1,119,571          | 1,147,561          | 1,176,222          | 1,205,666          | 1,235,782          | 1,266,682          | 1,298,367          | 1,330,834          | 1,364,085          | 1,398,232          |
| Bridge Maintenance                            |      | 3380      | 5,348                  | 5,482              | 5,619              | 5,759              | 5,904              | 6,051              | 6,202              | 6,357              | 6,516              | 6,679              | 6,846              |
| Kerb & Gutter Maintenance                     |      | 3310      | 65,055                 | 64,610             | 66,225             | 67,879             | 69,578             | 71,317             | 73,100             | 74,929             | 76,802             | 78,721             | 80,681             |
| Footpath Maintenance                          |      | 3300      | 27,520                 | 28,208             | 28,913             | 29,635             | 30,378             | 31,135             | 31,916             | 32,713             | 33,531             | 34,370             | 35,230             |
| Street Tree Program                           |      | 3385      | 201,957                | 219,050            | 224,526            | 230,185            | 235,897            | 241,788            | 247,833            | 254,030            | 260,385            | 266,890            | 273,570            |
| Bus Shelters & Seats                          |      | 3290      | 908                    | 951                | 954                | 978                | 1,003              | 1,028              | 1,053              | 1,078              | 1,107              | 1,134              | 1,163              |
| Car Park Maintenance                          |      | 3300      | 4,510                  | 4,623              | 4,739              | 4,857              | 4,979              | 5,103              | 5,230              | 5,361              | 5,495              | 5,633              | 5,774              |
| Depot Costs                                   |      | 3370/3580 | 390,130                | 377,312            | 377,988            | 377,988            | 378,504            | 380,784            | 390,235            | 399,322            | 409,223            | 419,361            | 429,775            |
| Engineering Operations                        |      | 3200      | 866,849                | 907,017            | 897,429            | 894,967            | 916,154            | 927,800            | 961,444            | 982,747            | 1,006,053          | 1,029,908          | 1,054,336          |
| Less Oncoasts Recovered                       |      | 3390      | (1,394,314)            | (1,586,023)        | (1,625,674)        | (1,666,315)        | (1,707,973)        | (1,750,673)        | (1,794,459)        | (1,839,300)        | (1,885,283)        | (1,932,415)        | (1,980,725)        |
| <b>Aerodrome Operations &amp; Maintenance</b> | 6E   | 3310      | 305,802                | 314,690            | 320,329            | 327,388            | 334,632            | 342,050            | 350,907            | 357,460            | 365,454            | 373,644            | 382,052            |
| <b>Street Lighting Charges</b>                | 7E   | 3390      | 92,250                 | 90,000             | 92,250             | 94,554             | 96,921             | 99,342             | 101,826            | 104,373            | 106,983            | 109,656            | 112,401            |
| <b>Depreciation</b>                           |      |           | 3,790,302              | 4,344,698          | 4,428,929          | 4,515,182          | 4,603,795          | 4,694,424          | 4,787,417          | 4,882,768          | 4,980,475          | 5,080,541          | 5,183,304          |
| <b>Total Expenditure</b>                      |      |           | <b>9,037,783</b>       | <b>9,904,504</b>   | <b>10,080,343</b>  | <b>10,270,225</b>  | <b>10,491,640</b>  | <b>10,719,582</b>  | <b>10,964,154</b>  | <b>11,207,348</b>  | <b>11,460,660</b>  | <b>11,720,047</b>  | <b>11,986,488</b>  |
| <b>Nett Cost to Council</b>                   |      |           | <b>3,527,848</b>       | <b>4,233,254</b>   | <b>4,323,674</b>   | <b>4,289,272</b>   | <b>4,386,340</b>   | <b>4,487,099</b>   | <b>4,601,178</b>   | <b>4,710,570</b>   | <b>4,829,582</b>   | <b>4,951,818</b>   | <b>5,075,812</b>   |

**Function Budget**  
**For the year ended 30 June 2023**  
**10. Economic Affairs**

| Description                                     | Ref. | Job No.          | Previous Year Estimate | Budget 2022-23   | Budget 2023-24   | Budget 2024-25   | Budget 2025-26   | Budget 2026-27   | Budget 2027-28   | Budget 2028-29   | Budget 2029-30   | Budget 2030-31   | Budget 2031-32   |
|---|------|------------------|------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Income</b>                                   |      |                  |                        |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| <b>Tourism &amp; Area Promotion</b>             | 1I   |                  |                        |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Caravan Parks, Cabins & Camping Areas           |      | 2150-2154        | (156,541)              | (256,001)        | (164,465)        | (263,921)        | (172,794)        | (272,457)        | (184,538)        | (281,426)        | (190,732)        | (290,844)        | (200,391)        |
| Tourism & Area Promotion                        |      | 1920             | (20,700)               | (21,167)         | (21,597)         | (22,298)         | (22,795)         | (23,363)         | (23,949)         | (24,547)         | (25,161)         | (25,790)         | (26,436)         |
| <b>Economic Development/Business Activities</b> | 2I   |                  |                        |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Street/Trail Fees                               |      | 2050             | (462)                  | (463)            | (475)            | (486)            | (499)            | (511)            | (524)            | (537)            | (550)            | (564)            | (578)            |
| Service NSW (Incorporating RMS agency)          |      | 1701             | (145,359)              | (145,359)        | (148,993)        | (152,714)        | (156,537)        | (160,447)        | (164,459)        | (168,573)        | (172,788)        | (177,105)        | (181,559)        |
| Private Works                                   |      | 1600             | (107,625)              | (110,355)        | (113,114)        | (115,939)        | (118,841)        | (121,810)        | (124,856)        | (127,979)        | (131,179)        | (134,457)        | (137,822)        |
| Agricultural Innovation Centre                  |      | 2195             | (66,840)               | (45,000)         | (45,000)         | (45,000)         | (45,000)         | (45,000)         | (45,000)         | (45,000)         | (45,000)         | (45,000)         | (45,000)         |
| <b>Medical Facilities</b>                       | 3I   |                  |                        |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Medical Centre Lease                            |      | 2155,150,120     | (120,898)              | (124,627)        | (127,743)        | (130,993)        | (134,211)        | (137,663)        | (141,003)        | (144,530)        | (148,144)        | (151,846)        | (155,647)        |
| Medical Imaging Facility Lease                  |      | 2156,150,120     | (19,841)               | (20,357)         | (20,845)         | (21,366)         | (21,901)         | (22,448)         | (23,009)         | (23,585)         | (24,175)         | (24,779)         | (25,399)         |
| Medical Units at 193 Baker Street Rents         |      | 2159             | (16,000)               | (16,000)         | (16,400)         | (16,810)         | (17,230)         | (17,661)         | (18,102)         | (18,555)         | (19,019)         | (19,494)         | (19,982)         |
| <b>Total Income</b>                             |      |                  | <b>(654,196)</b>       | <b>(739,309)</b> | <b>(658,732)</b> | <b>(769,407)</b> | <b>(689,808)</b> | <b>(801,262)</b> | <b>(722,440)</b> | <b>(834,732)</b> | <b>(756,748)</b> | <b>(869,879)</b> | <b>(792,794)</b> |
| <b>Expenditure</b>                              |      |                  |                        |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| <b>Tourism &amp; Area Promotion</b>             | 1E   |                  |                        |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Caravan Parks, Cabins & Camping Areas           |      | 4150-4154        | 201,331                | 222,841          | 215,323          | 282,369          | 225,538          | 242,827          | 286,681          | 253,820          | 247,524          | 265,361          | 259,359          |
| Tourism & Area Promotion                        |      | 3920             | 370,890                | 387,425          | 395,224          | 404,488          | 414,006          | 423,743          | 434,381          | 445,975          | 454,471          | 465,223          | 475,269          |
| Support TBEG to deliver community events        |      | 3920,491,603     | 3,000                  | -                | -                | -                | -                | -                | -                | -                | -                | -                | -                |
| Warbirds Downunder                              |      | 3917             | -                      | 96,935           | -                | 96,935           | -                | 96,935           | -                | 96,935           | -                | 96,935           | -                |
| <b>Economic Development/Business Activities</b> | 2E   |                  |                        |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Economic Development                            |      | 4170             | 419,522                | 392,450          | 399,222          | 407,440          | 415,879          | 424,512          | 434,621          | 442,456          | 451,765          | 461,300          | 471,001          |
| Contribution to TBEG                            |      | 4170,456,458/449 | 8,000                  | 8,000            | 8,000            | 8,000            | 8,000            | 8,000            | 8,000            | 8,000            | 8,000            | 8,000            | 8,000            |
| TBEG Christmas Fair                             |      | 3926             | 4,300                  | 2,500            | 2,500            | 2,500            | 2,500            | 2,500            | 2,500            | 2,500            | 2,500            | 2,500            | 2,500            |
| Street/Trail Caravan                            |      | 4050             | 1,383                  | 1,471            | 1,452            | 1,488            | 1,527            | 1,564            | 1,603            | 1,643            | 1,685            | 1,727            | 1,771            |
| Service NSW (Incorporating RMS agency)          |      | 3701             | 135,006                | 142,026          | 145,126          | 148,707          | 152,386          | 156,152          | 160,016          | 163,976          | 168,035          | 172,193          | 176,461          |
| Private Works                                   |      | 3600             | 99,478                 | 103,983          | 105,847          | 108,423          | 111,069          | 113,775          | 117,202          | 120,400          | 123,317          | 125,307          | 128,377          |
| Agricultural Innovation Centre                  |      | 4195             | 204,979                | 195,862          | 200,701          | 205,709          | 210,853          | 216,114          | 221,564          | 227,049          | 232,721          | 238,592          | 244,497          |
| MRC House                                       |      | 4160             | 109,237                | 102,466          | 104,448          | 106,457          | 108,520          | 110,632          | 112,800          | 115,020          | 117,298          | 119,628          | 122,021          |
| Other Land & Buildings                          |      | 4200/4166        | 64,583                 | 58,950           | 60,424           | 61,933           | 63,483           | 65,068           | 66,695           | 68,364           | 70,073           | 71,824           | 73,629           |
| <b>Medical Facilities</b>                       | 3E   |                  |                        |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Medical Centre                                  |      | 4155             | 29,242                 | 30,184           | 30,764           | 31,357           | 31,967           | 32,590           | 33,230           | 33,886           | 34,559           | 35,248           | 35,954           |
| Medical Imaging Facility                        |      | 4156             | 4,028                  | 4,128            | 4,181            | 4,236            | 4,292            | 4,349            | 4,408            | 4,468            | 4,529            | 4,592            | 4,658            |
| Medical Units at 193 Baker Street               |      | 4159             | 23,956                 | 24,830           | 25,344           | 25,874           | 26,416           | 26,971           | 27,541           | 28,125           | 28,722           | 29,336           | 29,964           |
| Depreciation                                    |      |                  | 347,640                | 353,725          | 359,937          | 364,155          | 368,379          | 374,608          | 380,842          | 387,083          | 393,329          | 399,581          | 405,841          |
| <b>Total Expenditure</b>                        |      |                  | <b>2,026,575</b>       | <b>2,127,742</b> | <b>2,052,503</b> | <b>2,200,071</b> | <b>2,130,815</b> | <b>2,280,340</b> | <b>2,217,084</b> | <b>2,364,700</b> | <b>2,299,528</b> | <b>2,453,287</b> | <b>2,390,380</b> |
| <b>Nett Cost to Council</b>                     |      |                  | <b>1,372,379</b>       | <b>1,388,433</b> | <b>1,393,771</b> | <b>1,430,664</b> | <b>1,441,007</b> | <b>1,479,078</b> | <b>1,494,644</b> | <b>1,529,968</b> | <b>1,542,780</b> | <b>1,563,408</b> | <b>1,597,586</b> |



**Function Budget**  
**For the year ended 30 June 2023**  
**11. General Purpose Revenue**

| Description                                     | Ref. | Job No.                   | Previous Year Estimate | Budget 2022-23      | Budget 2023-24      | Budget 2024-25      | Budget 2025-26      | Budget 2026-27      | Budget 2027-28      | Budget 2028-29      | Budget 2029-30      | Budget 2030-31      | Budget 2031-32 |
|---|------|---------------------------|------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------|
| <b>Income</b>                                   |      |                           |                        |                     |                     |                     |                     |                     |                     |                     |                     |                     |                |
| Ordinary Rates                                  | 11   | 1110.100                  | (4,231,189)            | (4,417,731)         | (4,506,086)         | (4,596,173)         | (4,687,993)         | (4,781,544)         | (4,877,262)         | (4,974,712)         | (5,074,327)         | (5,175,675)         |                |
| Pension Rebates                                 |      | 1110.100.30               | 112,102                | 114,344             | 116,631             | 118,962             | 121,340             | 123,760             | 126,238             | 128,760             | 131,338             | 133,962             |                |
| Legal Costs Recovered                           |      | 1110.130.36               | (15,000)               | (15,000)            | (15,000)            | (15,000)            | (15,000)            | (15,000)            | (15,000)            | (15,000)            | (15,000)            | (15,000)            |                |
| Extra Charges                                   |      | 1110.120.34               | (10,000)               | (7,500)             | (7,500)             | (7,500)             | (7,500)             | (7,500)             | (7,500)             | (7,500)             | (7,500)             | (7,500)             |                |
| Pensioner Grant                                 |      | 1110.115.171              | (82,878)               | (84,536)            | (86,236)            | (87,950)            | (89,707)            | (91,497)            | (93,329)            | (95,194)            | (97,100)            | (99,059)            |                |
| <b>Interest on Investments</b>                  | 21   | 1120.120.190              | (160,000)              | (92,250)            | (94,554)            | (96,921)            | (99,342)            | (101,826)           | (104,373)           | (106,983)           | (109,656)           | (112,401)           |                |
| <b>Financial Assistance Grants</b>              | 31   |                           |                        |                     |                     |                     |                     |                     |                     |                     |                     |                     |                |
| Financial Assistance Grants - General Component |      | 1120.115.186              | (2,463,090)            | (2,724,427)         | (2,789,463)         | (2,859,200)         | (2,930,680)         | (3,003,947)         | (3,079,046)         | (3,156,022)         | (3,234,923)         | (3,315,796)         |                |
| Financial Assistance Grants - Roads Component   |      | 1120.115.187              | (1,396,314)            | (1,509,467)         | (1,547,204)         | (1,585,884)         | (1,625,531)         | (1,666,169)         | (1,707,823)         | (1,750,519)         | (1,794,282)         | (1,839,139)         |                |
| <b>Other General Purpose Revenues</b>           | 41   |                           |                        |                     |                     |                     |                     |                     |                     |                     |                     |                     |                |
| Section 603 Certificate Fees                    |      | 1120.105.60               | (12,000)               | (12,607)            | (12,922)            | (13,246)            | (13,577)            | (13,916)            | (14,264)            | (14,621)            | (14,986)            | (15,361)            |                |
| Sundry Administration                           |      | 1120.130.220/1120.134.110 | (3,831)                | (4,030)             | (4,130)             | (4,233)             | (4,339)             | (4,448)             | (4,559)             | (4,673)             | (4,790)             | (4,910)             |                |
| Traineeship Subsidies                           |      | 1120.115.205              | (12,607)               | (13,245)            | (13,576)            | (13,916)            | (14,263)            | (14,620)            | (14,986)            | (15,360)            | (15,744)            | (16,138)            |                |
| Diesel Fuel Rebate                              |      | 1540.115.177              | (76,875)               | (92,250)            | (94,554)            | (96,921)            | (99,342)            | (101,826)           | (104,373)           | (106,983)           | (109,656)           | (112,401)           |                |
| Surplus on Plant/Hire                           |      | 1540/3540/3550            | (1,201,451)            | (1,183,266)         | (1,212,938)         | (1,243,379)         | (1,274,527)         | (1,305,694)         | (1,339,253)         | (1,372,933)         | (1,407,221)         | (1,442,538)         |                |
| <b>Total Income</b>                             |      |                           | <b>(9,553,137)</b>     | <b>(10,038,985)</b> | <b>(10,267,512)</b> | <b>(10,501,361)</b> | <b>(10,740,461)</b> | <b>(10,984,167)</b> | <b>(11,235,530)</b> | <b>(11,491,640)</b> | <b>(11,753,847)</b> | <b>(12,021,936)</b> |                |

**Function Budget**  
**For the year ended 30 June 2023**  
**Non-Operating Income**

| Description   | Ref. | Job No.       | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 | Budget 2025-26 | Budget 2026-27 | Budget 2027-28 | Budget 2028-29 | Budget 2029-30 | Budget 2030-31 | Budget 2031-32 |
|---|------|---------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>Capital Grants &amp; Contributions - Road Assets</b>               |      |               |                |                |                |                |                |                |                |                |                |                |
| Cycleway Grants   |      | 1305.135.172  | -              | (50,000)       | (60,500)       | -              | (50,000)       | -              | -              | -              | -              | -              |
| Footpaths - Loftus St Taxi Rank Grant                                 |      | 1300.135.171  | (200,000)      | (110,000)      | (170,000)      |                |                |                |                |                |                |                |
| Footpaths Grants  |      | 1300.135.171  | (70,000)       |                |                |                |                |                |                | (37,800)       |                |                |
| Kerb & Guttering Grants (LRC)3  |      | 1310.141.200  | -              | (64,000)       | (32,000)       | -              | (28,000)       | -              | (28,000)       | (18,400)       | -              | -              |
| Kerb & Guttering Contributions  |      | 1300.141.204  | (46,000)       | (12,000)       | (12,000)       | (10,100)       | (22,800)       | (77,800)       | (21,600)       | (81,250)       | (37,000)       | (25,400)       |
| Footpath Contributions  |      | 1373.135.171  | (1,444,000)    | (800,000)      | (960,000)      | -              | (300,000)      | -              | (280,000)      | (784,000)      | (792,000)      | -              |
| Fixing Country Roads  |      | 1280.135.821  | (893,259)      | (250,000)      | (100,000)      | (250,000)      | (350,000)      | -              | -              | -              | -              | -              |
| Bridges Renewal Program   |      | 1360.135.171  |                | (1,000,000)    |                |                |                |                |                |                |                |                |
| Fixing Local Roads (incl S232k Wattle St)                             |      | 1330.135.821  |                | (1,000,000)    |                |                |                |                |                |                |                |                |
| Hoskins St / Polaris St Roundabout Construction                       |      | 1330.141.173  | -              | (107,500)      |                |                |                |                |                |                |                |                |
| Contributions from Developers   |      |               |                |                |                |                |                |                |                |                |                |                |
| <b>Local Roads &amp; Community Infrastructure</b>                     |      |               |                |                |                |                |                |                |                |                |                |                |
| - Round 3 - Rural Unsealed Rd's                                       |      |               | (530,000)      |                |                |                |                |                |                |                |                |                |
| - Round 3 - Urban Sealed Rds  |      | 1330.135.820  | (90,000)       |                |                |                |                |                |                |                |                |                |
| - Round 3 - Council Buildings   |      |               | (100,000)      |                |                |                |                |                |                |                |                |                |
| <b>Capital Grants &amp; Contributions - Buildings</b>                 |      |               |                |                |                |                |                |                |                |                |                |                |
| Bundawarah Centre - Virtual Tour                                      |      | 1880.135.821  | (8,000)        |                |                |                |                |                |                |                |                |                |
| Bundawarah Centre - New Walkway & Cabinetry (SCCF4)                   |      | 1880.135.821  | (102,000)      |                |                |                |                |                |                |                |                |                |
| Library Infrastructure Grant  |      | 1710.135.171  | (102,087)      |                |                |                |                |                |                |                |                |                |
| <b>Capital Grants &amp; Contributions - Stormwater &amp; Sewerage</b> |      |               |                |                |                |                |                |                |                |                |                |                |
| Golden Gate Reserve - Detention Basin/Wetland                         |      | 1400.135.821  |                | (24,000)       | (24,000)       | (480,000)      | (480,000)      |                |                |                |                |                |
| Crowley/Polaris Sts - Western Drain & Intersection Upgrade            |      | 1400.135.821  |                | (24,000)       | (24,000)       | (480,000)      | (480,000)      | (480,000)      |                |                |                |                |
| <b>Capital Grants &amp; Contributions - Parks &amp; Gardens</b>       |      |               |                |                |                |                |                |                |                |                |                |                |
| Bradley Park Upgrades   |      | 1230.135.171  | (250,000)      |                |                | (250,000)      |                |                | (150,000)      |                |                |                |
| Gloucester Park Upgrades  |      | 1230.135.171  |                |                |                |                |                |                |                |                |                |                |
| <b>Capital Grants &amp; Contributions - Sporting Grounds</b>          |      |               |                |                |                |                |                |                |                |                |                |                |
| Nixon Park - wider/resurface netball courts - Contributions           |      | 1240.141.173  | (20,000)       |                |                |                |                |                |                |                |                |                |
| Nixon Park - wider/resurface netball courts - SCCF4 Grant             |      | 1240.135.171  | (130,000)      |                |                |                |                |                |                |                |                |                |
| Bob Albridge - Contributions - Schoolboys RL / Touch                  |      | 1240.141.173  | (40,000)       |                |                |                |                |                |                |                |                |                |
| Bob Albridge - Grant  |      | 1240.135.171  | (519,000)      |                |                |                |                |                |                |                |                |                |
| Temora Recreation Ground - SCCF4                                      |      | 1240.135.171  | (67,500)       |                |                | (120,000)      | (110,000)      |                |                |                |                |                |
| Nixon Park Upgrades   |      | 1240.135.171  |                |                |                |                |                |                |                |                |                |                |
| <b>Other</b>  |      |               |                |                |                |                |                |                |                |                |                |                |
| Developer Contributions (\$7.12)                                      |      |               | (50,000)       | (50,000)       | (50,000)       | (50,000)       | (50,000)       | (50,000)       | (50,000)       | (50,000)       | (50,000)       | (50,000)       |
| Contributions from Developers   |      |               | (99,241)       |                |                |                |                |                |                |                |                |                |
| <b>Total Capital Grants &amp; Contributions</b>                       |      |               | (4,761,087)    | (2,443,500)    | (1,432,500)    | (1,160,100)    | (1,870,800)    | (607,800)      | (679,600)      | (971,450)      | (879,000)      | (75,400)       |
| <b>Sale of Assets</b>   |      |               |                |                |                |                |                |                |                |                |                |                |
| Plant, Sales & Trade-ins  |      | 1550.950.955  | (172,727)      | (355,145)      | (462,313)      | (292,245)      | (422,182)      | (318,000)      | (276,945)      | (373,582)      | (380,691)      | (430,700)      |
| <b>Transfers from Reserves</b>  |      |               |                |                |                |                |                |                |                |                |                |                |
| Sewer & Effluent Scheme Upgrade                                       |      | 21000.960.960 | (400,000)      | (430,000)      | (90,000)       | (1,400,000)    | (390,000)      | (40,000)       | (40,000)       | (340,000)      | (40,000)       | (190,000)      |
| S94 Contributions   |      | 2010.960.960  | (95,000)       | (85,000)       | (40,000)       | (10,000)       | (60,000)       | (10,000)       | (50,000)       |                |                |                |
| Stormwater - Victoria St Arterial U/G Drainage                        |      |               | (160,000)      |                |                |                |                |                |                |                |                |                |
| Computer Reserve - CM9 Upgrade  |      |               | (32,680)       |                |                |                |                |                |                |                |                |                |
| Solar Projects (TAC, Heated Pool)                                     |      |               | (90,000)       |                |                |                |                |                |                |                |                |                |
| Pinnacle Reserve - Pinnacle House Shed                                |      |               | (50,000)       |                |                |                |                |                |                |                |                |                |
| Sister City Relations - Isumizaki Reserve                             |      |               | (2,152)        |                |                |                |                |                |                |                |                |                |

**Function Budget**  
**For the year ended 30 June 2023**  
**Non-Operating Income**

| Description   | Ref. | Job No.      | Budget 2022-23     | Budget 2023-24     | Budget 2024-25     | Budget 2025-26     | Budget 2026-27     | Budget 2027-28   | Budget 2028-29     | Budget 2029-30     | Budget 2030-31     | Budget 2031-32   |
|---|------|--------------|--------------------|--------------------|--------------------|--------------------|--------------------|------------------|--------------------|--------------------|--------------------|------------------|
| Apollo Place - Infrastructure Reserve                 |      |              | (185,000)          |                    |                    |                    |                    |                  |                    |                    |                    |                  |
| Saleyards Subdivision - Airpark Estate Infrastructure |      |              | (208,999)          |                    |                    |                    |                    |                  |                    |                    |                    |                  |
| Saleyards Subdivision - Gravel Quarry Reserve         |      |              | (200,000)          |                    |                    |                    |                    |                  |                    |                    |                    |                  |
| <b>Revetas</b>  |      |              |                    |                    |                    |                    |                    |                  |                    |                    |                    |                  |
| K&G - Victoria St Culvert K&G Modification            |      | 1310.960.960 | (30,000)           |                    |                    |                    |                    |                  |                    |                    |                    |                  |
| K&G - Little Crowley St, Seg 3                        |      |              | (80,000)           |                    |                    |                    |                    |                  |                    |                    |                    |                  |
| K&G - Loftus St, Seg 5                                |      |              | (40,000)           |                    |                    |                    |                    |                  |                    |                    |                    |                  |
| Wattle Street Seg 1 Resheet                           |      | 1330.960.960 | (30,000)           | (25,000)           |                    |                    |                    |                  |                    |                    |                    |                  |
| Little Loftus St, seg 1 Resheet                       |      |              | (55,000)           |                    |                    |                    |                    |                  |                    |                    |                    |                  |
| Little Crowley St Seg 3 Reconstruction                |      |              | (100,000)          |                    |                    |                    |                    |                  |                    |                    |                    |                  |
| Stormwater - Chifley St Box Culvert                   |      | 1400.960.960 | (35,000)           |                    |                    |                    |                    |                  |                    |                    |                    |                  |
| Stormwater - Giles St Levee Bank & Pipe Culvert Works |      |              | (70,000)           |                    |                    |                    |                    |                  |                    |                    |                    |                  |
| Stormwater - Chifley St U/G Drainage                  |      | 1400.960.960 | (40,000)           |                    |                    |                    |                    |                  |                    |                    |                    |                  |
| P&G - Lake Centenary - Bridge Installation & Tie In   |      |              | (40,000)           |                    |                    |                    |                    |                  |                    |                    |                    |                  |
| Sporting Grounds - Bob Aldridge Drainage              |      |              | (15,000)           |                    |                    |                    |                    |                  |                    |                    |                    |                  |
| Implement Inspection Reporting Module                 |      |              | (2,500)            |                    |                    |                    |                    |                  |                    |                    |                    |                  |
| Temora Depot - Existing Solar Extension               |      |              | (15,000)           |                    |                    |                    |                    |                  |                    |                    |                    |                  |
| Footpaths - Town Hall Footpath design only            |      |              |                    |                    |                    |                    |                    |                  |                    |                    |                    |                  |
|   |      |              | (1,996,331)        | (580,000)          | (130,000)          | (150,000)          | (450,000)          | (50,000)         | (90,000)           | (340,000)          | (40,000)           | (190,000)        |
| <b>Total Income</b>                                   |      |              | <b>(6,870,145)</b> | <b>(3,378,645)</b> | <b>(2,024,813)</b> | <b>(1,602,345)</b> | <b>(2,742,982)</b> | <b>(975,800)</b> | <b>(1,046,545)</b> | <b>(1,685,032)</b> | <b>(1,299,881)</b> | <b>(696,100)</b> |



**Function Budget**  
**For the year ended 30 June 2023**  
**Non-Operating Expenditure**

| Description   | Job No. | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 | Budget 2025-26 | Budget 2026-27 | Budget 2027-28 | Budget 2028-29 | Budget 2029-30 | Budget 2030-31 | Budget 2031-32 |
|---|---------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>Council Buildings</b>  |         |                |                |                |                |                |                |                |                |                |                |
| Caravan Parks   |         |                |                |                |                |                |                |                |                |                |                |
| Junee Rd - Internal Roads & K&G Upgrade   | W1789   |                | 50,000         |                |                |                |                |                | 50,000         |                |                |
| Cabins/Units  |         |                |                |                |                |                |                |                |                |                |                |
| Airport Caravan Park Post & Fence   |         | 15,000         |                |                |                |                |                |                |                |                |                |
| <b>Agricultural Innovation Centre</b>   |         |                |                |                |                |                |                |                |                |                |                |
| Reseal Internal Sealed Roads  |         | 30,000         |                | 30,000         |                |                |                |                |                |                |                |
| Solar Installation (25kw)   |         |                |                |                |                |                |                |                |                |                |                |
| <b>Bundawarrah Centre</b>   |         |                |                |                |                |                |                |                |                |                |                |
| Virtual tour  |         | 8,000          |                |                |                |                |                |                |                |                |                |
| New walkway & cabinetry   |         | 102,000        |                |                |                |                |                |                |                |                |                |
| Create Gold Panning Area  |         |                | 7,000          |                | 10,000         |                |                |                |                |                |                |
| LED Lighting Upgrade  |         |                |                |                |                |                |                |                |                |                |                |
| <b>Temora Works Depot</b>   |         |                |                |                |                |                |                |                |                |                |                |
| Existing Solar Extension  |         | 2,500          |                |                |                |                |                |                |                |                |                |
| Covered storage area  |         | 87,500         | 87,500         |                |                |                |                |                |                |                |                |
| Chemical Storage  |         | 24,000         |                |                |                |                |                |                |                |                |                |
| Portable Small Stage  |         | 7,000          |                |                |                |                |                |                |                |                |                |
| <b>NRCC House</b>   |         |                |                |                |                |                |                |                |                |                |                |
| Library - External Refurbishment, internal lighting, RFID gates etc   |         | 102,087        | 7,500          | 7,500          | 7,500          | 7,500          | 7,500          | 7,500          | 7,500          | 7,500          | 7,500          |
| Library - Local Special Projects  |         | 18,500         | 17,000         |                |                |                |                |                |                |                |                |
| <b>Working at Heights Safety System</b>   |         |                |                |                |                |                |                |                |                |                |                |
| <b>Temora Recreation Centre &amp; Swimming Pools</b>  |         |                |                |                |                |                |                |                |                |                |                |
| Heated Pool Gas Boiler Replacement with Electric Heat Pump  |         | 60,000         |                |                |                |                |                |                |                |                |                |
| Heated pool parking   |         | 20,000         |                |                |                |                |                |                |                |                |                |
| <b>Arriah Park Swimming Pool</b>  |         |                |                |                |                |                |                |                |                |                |                |
| Surface Paint   |         | 100,000        |                |                |                |                |                |                |                |                |                |
| <b>Pinnacle Facilities</b>  |         |                |                |                |                |                |                |                |                |                |                |
| Pinnacle House Shed Renovation  |         | 50,000         |                |                |                |                |                |                |                |                |                |
| <b>Technology</b>   |         |                |                |                |                |                |                |                |                |                |                |
| Replace PCs on Network  | W1629   | 30,000         | 30,000         | 30,000         | 30,000         | 30,000         | 30,000         | 30,000         | 30,000         | 30,000         | 30,000         |
| CCTV Upgrades   |         |                | 50,000         |                |                |                |                |                |                |                |                |
| Civica - Implement Inspection Reporting Module  | W2572   | 15,000         |                |                |                |                |                |                |                |                |                |
| CMS Upgrade   |         | 32,680         |                |                |                |                |                |                |                |                |                |
| <b>Parks &amp; Gardens</b>  |         |                |                |                |                |                |                |                |                |                |                |
| Lake Centenary - Bridge installation and tie in   |         |                | 50,000         |                |                |                |                |                |                |                |                |
| Lake Centenary - Reseal Road & Carpark  |         |                | 30,000         |                |                |                |                |                |                |                |                |
| Lake Centenary - Seating / picnic setting replacement, concrete under seating, lighting under BBQ shelters, bike rack   |         |                |                |                |                |                |                |                | 45,000         |                |                |
| Hillview Park - Solar Lighting Installation   |         |                |                | 25,000         |                |                |                |                |                |                |                |
| Edis Park - Playground Swing Set  |         | 18,000         |                |                |                |                |                |                |                |                |                |
| Edis Park - Remove BBQ's, replace bins, repair seating shelter  |         |                | 15,000         |                |                |                |                |                |                |                |                |
| Harper Park - Toilet refurbishment including accessibility  |         |                | 80,000         |                |                |                |                |                |                |                |                |
| Harper Park - Improve accessibility (gates, paths, etc)   |         |                | 20,000         |                |                |                |                |                |                |                |                |
| Gloucester Park - Supplement play equipment to increase diversity   |         |                |                |                |                |                |                |                |                |                |                |
| Callaghan Park - Upgrade 180m path to old pool / heated pool entrance   |         |                |                |                |                |                |                |                |                | 150,000        |                |
| Callaghan Park - Upgrade play equipment and associated area to improve inclusiveness. Replace picnic setting, remove BBQ. Replace bins, remove plastic seating  |         |                | 55,000         |                |                |                |                |                |                |                | 300,000        |
| Federal Park - Play Equipment Replacement & connect to existing footpath, Level / drain wet areas around current play equipment. Include Shade Sail Replacement |         |                |                |                | 300,000        |                |                |                |                |                |                |
| Federal Park - Install lighting on central path   |         |                |                |                |                |                | 30,000         |                |                |                |                |

**Function Budget**  
**For the year ended 30 June 2023**  
**Non-Operating Expenditure**

| Description   | Job No.   | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 | Budget 2025-26 | Budget 2026-27 | Budget 2027-28 | Budget 2028-29 | Budget 2029-30 | Budget 2030-31 | Budget 2031-32 |
|---|-----------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Temora West Park - Install footpath network within the path that links facilities (consider lighting) |           |                |                |                |                |                | 50,000         |                |                |                |                |
| Bradley Park - Add to play experience and improve inclusivity of park. include toilet                 |           | 250,000        |                |                |                |                |                |                |                |                |                |
| Bradley Park - Construct Irrigation, top dress and line planting.                                     |           |                |                | 250,000        |                |                |                |                |                |                |                |
| Parks and Sports fields - Potable Water Drinking Facilities   |           |                | 15,000         | 15,000         |                | 15,000         |                |                |                |                |                |
| Parks and Sports Fields - Bn Upgrade  |           |                |                | 40,000         |                | 40,000         |                |                |                |                |                |
| Railway Dam Fencing   |           |                |                | 100,000        |                |                |                |                |                |                |                |
| Railway Dam Desilting / Enlargement   |           |                |                |                |                |                |                |                |                |                |                |
| <b>Sporting Grounds</b>   |           |                |                |                |                |                |                |                |                |                |                |
| Nixon Park #2 - Scarify and Heavy Top Dressing  |           | 40,000         | 40,000         |                |                |                |                |                |                |                |                |
| Nixon Park - Widen & resurface netball courts   |           | 175,000        |                |                |                |                |                |                |                |                |                |
| Nixon Park - Level and irrigate cricket nets / discus area  |           |                | 25,000         |                |                |                |                |                |                |                |                |
| Nixon Park - Eastern amenities building floors, showers / toilet / layout / storage                   |           |                |                | 120,000        |                |                |                |                |                |                |                |
| Nixon Park - Seal Gravel car park   |           |                |                | 50,000         |                |                |                |                |                |                |                |
| Nixon Park - Athletics Area Upgrade   |           |                |                | 60,000         |                |                |                |                |                |                |                |
| Nixon Park - Boundary fencing / seating / grandstand seating replacement                              |           |                |                |                |                |                |                | 100,000        |                |                |                |
| Nixon Park - PA Systems   |           |                |                |                |                |                |                | 50,000         |                |                |                |
| Nixon Park - Purchase Additional Land   |           |                |                |                |                |                |                |                |                |                |                |
| Temora West Sports Ground - Playing surface reconstruction including cricket pitch cover              |           |                |                |                |                | 150,000        |                |                |                |                |                |
| Temora West Sports Ground - Lighting upgrade (LED)  |           |                |                |                |                |                | 80,000         |                |                |                |                |
| Bob Alridge Park - New amenities building   |           | 618,000        |                |                |                |                |                |                |                |                |                |
| Bob Alridge Park - Ground 1 lighting upgrade (Globe / Lights only)                                    |           |                |                |                |                | 80,000         |                |                |                |                |                |
| Ariah Park Rec Irrigation Pump Replacement  |           |                | 20,000         |                |                |                |                |                |                |                |                |
| Ariah Park Recreation Ground - Connect to recycled water  |           |                |                |                |                | 120,000        |                |                |                |                |                |
| Ariah Park Recreation Ground - Boundary fencing / seating   |           |                |                |                |                |                | 40,000         |                |                |                |                |
| Temora Recreation Ground - Level playing surface / drainage   |           |                |                |                |                |                | 60,000         |                |                |                |                |
| Temora Recreation Ground - Boundary fencing / seating renewal   |           |                |                |                |                |                | 40,000         |                |                |                |                |
| Temora Recreation Ground - Modify Storage room to create Women's Change Room                          |           | 67,500         |                |                |                |                |                |                |                |                |                |
| <b>Sewerage</b>   |           |                |                |                |                |                |                |                |                |                |                |
| Effluent Reuse Scheme   |           |                |                |                |                |                |                |                |                |                |                |
| Service Junction Replacements   | W1661     | 40,000         | 40,000         | 40,000         | 40,000         | 40,000         | 40,000         | 40,000         | 40,000         | 40,000         | 40,000         |
| Refining Sewer Mains  | W1781     |                | 300,000        | 50,000         |                | 300,000        |                |                |                |                |                |
| Treatment Plant (Recycled Water Pump Stn) - Install Solar PV System                                   |           |                |                |                |                |                |                |                |                |                |                |
| Browns Dam Desilting  |           | 50,000         |                |                |                |                |                |                |                |                |                |
| O'Shannessy's Dam - Bank Lining/Stormwater Isolation  |           | 60,000         |                |                |                |                |                |                |                |                |                |
| French St Sewer Pump Station Relocation   |           | 250,000        | 50,000         |                |                |                |                |                |                |                |                |
| Gardner St Dam - Pump Station replacement   |           |                | 40,000         |                |                |                |                |                |                |                |                |
| Treatment Works - Sewer Pump Station Reconditioning   |           |                |                | 100,000        |                |                |                |                |                |                |                |
| Treatment Works - Disinfection  |           |                |                |                |                |                |                |                |                |                | 100,000        |
| O'Shannessy's Dam - Disinfection  |           |                |                |                |                |                |                |                |                |                | 50,000         |
| <b>Roads &amp; Transport</b>  |           |                |                |                |                |                |                |                |                |                |                |
| Street Lighting   | W1670.777 | 15,000         | 125,000        | 40,000         |                | 40,000         |                | 40,000         |                | 40,000         |                |
| Cycleway Construction Program   | 7305.777  |                | 100,000        | 121,000        |                | 100,000        |                |                |                |                |                |
| Kerb & Gutter Program   | 7310.746  | 220,000        | 310,000        | 167,000        | 25,000         | 172,000        | 223,000        | 70,000         | 183,000        | 90,000         | 75,000         |
| Footpath/Tarbank Construction Program   | 7300.760  | 271,000        | 630,000        | 521,000        | 275,500        | 1,410,000      | 209,000        | 108,000        | 481,850        | 40,000         | 127,000        |
| Rural Unsealed Roads  | 7360.740  | 1,150,000      | 1,240,000      | 950,000        | 1,270,000      | 1,410,000      | 815,000        | 750,000        | 750,000        | 750,000        | 750,000        |
| Urban Sealed Roads  | 7330.740  | 386,000        | 1,736,000      | 235,500        | 434,500        | 631,500        | 435,000        | 360,000        | 370,000        | 230,000        | 390,000        |
| Urban Unsealed Roads  | 7331.740  | 1,030,284      | 75,000         | 140,000        | 37,000         |                | 140,000        | 260,000        | 80,000         | 95,000         |                |

**Function Budget**  
**For the year ended 30 June 2023**  
**Non-Operating Expenditure**

| Description   | Job No.         | Budget 2022-23   | Budget 2023-24   | Budget 2024-25   | Budget 2025-26   | Budget 2026-27   | Budget 2027-28   | Budget 2028-29   | Budget 2029-30   | Budget 2030-31   | Budget 2031-32   |
|---|-----------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Rural Sealed Roads  | 7350.740.       | 1,967,000        | 1,325,000        | 1,548,000        | 395,000          | 650,000          | 295,000          | 700,000          | 1,275,000        | 1,340,000        | 295,000          |
| Regional Roads  | 7340.740.       | 699,760          | 717,254          | 735,163          | 753,574          | 772,403          | 791,708          | 811,513          | 831,809          | 852,589          | 873,939          |
| <b>Plant Purchases</b>  |                 |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| General Plant   | 7540.777.       | 1,002,000        | 1,235,220        | 1,365,320        | 1,343,020        | 1,345,200        | 1,160,500        | 1,250,760        | 1,298,060        | 1,227,640        | 1,755,940        |
| <b>Stormwater Drainage</b>  |                 |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Chifley Street Box Culvert  |                 | 100,000          |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Chifley Street U/G Drainage   |                 | 70,000           |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Victoria Street U/G Drainage Railway Dam to Camp Street   |                 | 20,000           |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Victoria Street St Arterial U/G Drainage - Gallipoli St to Mallee St                            |                 | 300,000          |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Giles Street Levee Bank and Pipe culvert works  |                 | 35,000           |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Back Mimosa Road (1250m Drainage Channel Construction)  |                 | 100,000          |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Gallipoli Street (Victoria St to Timmins St 250m)   |                 | 80,000           |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Nixon Park Concrete Drain Extension (150m Woods Property to Victoria Street)                    |                 | 180,000          |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Airport Street Culvert Upgrade (Aerodrome Subdivision)  |                 | 80,000           |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Golf Club Dam Spill Way Adjustments (create detention to prevent high level spill)              |                 | 40,000           |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Arterial Stormwater contribution to Dustin Rose   |                 | 60,000           |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| DeLavan Street Box Culvert  |                 | 80,000           |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Delavan Street / Hoskins Street Intersection Drainage (60m)                                     |                 | 35,000           |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Crowley St/Polaris St - Western Drain Upgrade Crowley St to Intersection of Polaris & Baker Sts |                 | 30,000           |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Golden Gate Reserve - Detention Basin/Wetland   |                 | 30,000           |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Baker Street U/G Drainage (240m Victoria St to Britannia St)                                    |                 | 80,000           |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Hoskins Street (Macaulay to Ashelford U/G Drainage)   |                 | 20,000           |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Hoskins Street (Parkes to Kitchener U/G Drainage)   |                 | 50,000           |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Golden Gate Reserve - Pump Station  |                 | 150,000          |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Austral Street U/G Drainage (DeBoos to Aurora St) 135m  |                 |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Urban Safety Barrier Upgrades   |                 |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| <b>Cemetery</b>   |                 |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Temora Cemetery - Burial Plinth   | W1756           |                  |                  | 90,000           |                  |                  |                  |                  |                  | 90,000           |                  |
| Temora Cemetery - New Road  |                 | 30,000           |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Temora Cemetery - Road resealing  |                 | 15,000           |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Temora Cemetery - Carpark resealing   |                 |                  | 15,000           |                  |                  |                  |                  |                  |                  |                  |                  |
| Temora Cemetery - Internal road construction  |                 |                  |                  | 30,000           |                  |                  |                  |                  |                  |                  |                  |
| Ariah Park Cemetery - Parking - Gravel Construction   |                 | 5,000            |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Ariah Park Cemetery - Connect to Railway Dam Water  |                 |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| <b>Total Acquisition of Assets</b>  |                 | <b>9,668,811</b> | <b>9,092,474</b> | <b>6,410,483</b> | <b>6,201,094</b> | <b>7,580,603</b> | <b>5,266,708</b> | <b>5,777,773</b> | <b>5,947,219</b> | <b>5,267,729</b> | <b>4,494,379</b> |
| <b>Development of Real Estate</b>   |                 |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Staged Development - Affordable Housing Plan - Apollo Place                                     |                 | 185,000          |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Development of Saleyards Subdivision Enabling Infrastructure                                    |                 | 765,800          |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| <b>Total Development of Real Estate</b>   |                 | <b>950,800</b>   |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| <b>Carrying Amount of Assets Sold</b>   |                 |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Plant   | 3550.686.590    | 121,183          | 107,560          | 361,890          | 224,000          | 381,228          | 183,000          | 168,000          | 293,500          | 235,000          | 375,500          |
| <b>Total Carrying Amount of Assets Sold</b>   |                 | <b>121,183</b>   | <b>107,560</b>   | <b>361,890</b>   | <b>224,000</b>   | <b>381,228</b>   | <b>183,000</b>   | <b>168,000</b>   | <b>293,500</b>   | <b>235,000</b>   | <b>375,500</b>   |
| <b>Repayment of Loans</b>   |                 |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Depot Purchase Loan   | 19232.9204.9010 | 251,308          | 259,190          | 267,318          | 275,702          | 70,266           |                  |                  |                  |                  |                  |
| Supported Independent Living Accommodation Loan   | 19232.9203.9010 | 122,302          | 124,030          | 128,839          | 127,673          | 129,535          | 131,369          |                  |                  |                  |                  |



**Function Budget**  
**For the year ended 30 June 2023**  
**Non-Operating Expenditure**

| Description  | Job No.         | Budget 2022-23    | Budget 2023-24    | Budget 2024-25   | Budget 2025-26   | Budget 2026-27   | Budget 2027-28   | Budget 2028-29   | Budget 2029-30   | Budget 2030-31   | Budget 2031-32   |
|--|-----------------|-------------------|-------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Swimming Pool Redevelopment Loan                             | 19232.9206.9010 | 43,904            | 45,367            | 46,878           | 48,439           | 50,052           | 51,720           | 53,442           | 55,222           | 57,062           | 58,962           |
| <b>Total Repayment of Loans</b>                              |                 | <b>43,904</b>     | <b>45,367</b>     | <b>46,878</b>    | <b>48,439</b>    | <b>50,052</b>    | <b>51,720</b>    | <b>53,442</b>    | <b>55,222</b>    | <b>57,062</b>    | <b>58,962</b>    |
| <b>Transfers to Reserves</b>                                 |                 |                   |                   |                  |                  |                  |                  |                  |                  |                  |                  |
| Sewerage Reserve   | 23000.961.961   | 508,603           | 457,308           | 609,668          | 663,697          | 781,859          | 842,593          | 908,348          | 976,664          | 1,049,031        | 1,125,750        |
| Two Way Radio - Upgrade to Digital                           | 3200.961.961    | 15,000            | 15,000            | 15,000           | 15,000           | 15,000           | 15,000           | 15,000           | 15,000           | 15,000           | 15,000           |
| Section 94 Contributions                                     | 4010.961.961    | 50,000            | 50,000            | 50,000           | 50,000           | 50,000           | 50,000           | 50,000           | 50,000           | 50,000           | 50,000           |
| Medical Complex Maintenance Reserve                          | 4155.961.961    | 10,000            | 10,000            | 10,000           | 10,000           | 10,000           | 10,000           | 10,000           | 10,000           | 10,000           | 10,000           |
| Infrastructure Replacement Reserve                           | 3120.961.961    | 300,000           | 300,000           | 300,000          | 300,000          | 300,000          | 300,000          | 300,000          | 300,000          | 300,000          | 300,000          |
| Stormwater Management  | 3400.961.961    | 48,963            | 48,963            | 48,963           | 48,963           | 48,963           | 48,963           | 48,963           | 48,963           | 48,963           | 48,963           |
| Aerodrome - Airside Maintenance                              | 3510.961.961    | 34,977            | 34,977            | 34,977           | 34,977           | 34,977           | 34,977           | 34,977           | 34,977           | 34,977           | 34,977           |
| Infrastructure Replacement Reserve - Street Lighting Upgrade | 3390.961.961    | 57,500            | 57,500            | 57,500           | 57,500           | 57,500           | 57,500           | 57,500           | 57,500           | 57,500           | 57,500           |
| Pinnacle Reserves  | 4818/4880/4980  | 407,664           | 421,490           | 435,594          | 450,087          | 464,908          | 480,169          | 628,230          | 643,942          | 660,031          | 676,553          |
| <b>Total Transfers to Reserves</b>                           |                 | <b>1,432,707</b>  | <b>1,395,238</b>  | <b>1,561,702</b> | <b>1,572,724</b> | <b>1,705,707</b> | <b>1,781,702</b> | <b>1,995,518</b> | <b>2,079,546</b> | <b>2,168,002</b> | <b>2,261,243</b> |
| <b>Total Non-Operating Expenditure</b>                       |                 | <b>12,591,015</b> | <b>11,023,859</b> | <b>8,774,110</b> | <b>8,449,632</b> | <b>9,917,351</b> | <b>7,414,499</b> | <b>7,994,733</b> | <b>8,375,487</b> | <b>7,727,753</b> | <b>7,190,084</b> |

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*The Friendly Shine*