



Date: Thursday, 21 May 2020
Time: 4:00PM
Location: Temora Memorial Town Hall, Loftus Street
TEMORA NSW 2666

MINUTES

Ordinary Council Meeting

21 May 2020

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**MINUTES OF TEMORA SHIRE COUNCIL
ORDINARY COUNCIL MEETING
HELD AT TEMORA MEMORIAL TOWN HALL, LOFTUS STREET, TEMORA NSW 2666
ON THURSDAY, 21 MAY 2020 AT 4:00PM**

PRESENT: Cr Rick Firman (Mayor)Chair), Cr Kenneth Smith, Cr Graham Sinclair (Deputy Mayor), Cr Lindy Reinhold, Cr Dale Wiencke, Cr Max Oliver, Cr Nigel Judd, Cr Claire McLaren, Cr Dennis Sleigh

IN ATTENDANCE: Gary Lavelle (General Manager), Rob Fisher (Engineering Technical Manager), Bimal Shah (Engineering Works Manager), Kris Dunstan (Director of Environmental Services), Elizabeth Smith (Director of Administration & Finance), Anne Rands (Executive Assistant)

Media Officer – Liz Grant
Temora Independent – Alan Wilson

1 OPEN AND WELCOME

There were no Public Forum requests.

2 APOLOGIES

Nil

3 OPENING PRAYER

The opening prayer was by Cr Dale Wiencke.

4 CONFIRMATION OF MINUTES

RESOLUTION 115/2020

Moved: Cr Dennis Sleigh

Seconded: Cr Graham Sinclair

That the minutes of the Ordinary Council Meeting held on 16 April 2020 be confirmed.

CARRIED

5 MAYORAL MINUTES**5.1 MAYORAL MINUTE - MAY 2020****File Number:** REP20/524**Author:** Executive Assistant**Authoriser:** General Manager**Attachments:** Nil**FIRST HEADING**

1. Temora Shire Councillors, our Staff and community will reflect on the recent passing of our esteemed former Temora Shire President, the late Ian James Murphy OAM. Mr Murphy was not only a former Temora Shire President (for the 1990/91 term), but also a long-serving, Past President of the former Narraburra Shire. Mr Murphy served for some 15 years as the Deputy Chairman of the former Northern Riverina County Council (NRCC), with an overall career in local government spanning 35 years. It was indeed an honour for myself, former Mayor, Mr Peter Speirs OAM and our General Manager, Mr Gary Lavelle PSM to have been invited to attend the Funeral Service of Mr Murphy, which was held in Canberra. Mr Speirs and I were also invited to address the intimate gathering, which we were proud to do. Council sent flowers to Mrs Nola Murphy and her family, as well as lowering our National and Council flags to half mast, all to acknowledge the sad passing of a true gentleman of local government and a highly respected leader of Temora Shire. Our prayers, strength and love of us all remain with Mrs Murphy and her family.

I would invite all Councillors, Senior Staff and all present to please rise in your places for a Minute's Silence, in honour of the late I J Murphy OAM.

2. I warmly commend all Councillors, Staff and the Community on the manner in which they have handled the current Coronavirus (COVID-19) situation. These are certainly challenging times, however, everyone, in the main, has adapted well and continued to show kindness, care and respect toward others – which is the Temora Shire way. I congratulate our Prime Minister, the Hon Scott Morrison MP, the Federal Opposition Leader, the Hon Anthony Albanese MP, our Premier, the Hon Gladys Berejiklian MP, the NSW Opposition Leader, Mrs Jodi Mackay MP and their fellow MPs for working together to ensure we come through this current battle in a safe and sound manner. Our Citizens safety is number one and that guides Council's decisions every single day. We have been blessed to not have had any cases of COVID-19 in Temora Shire. Let's all continue to do as our respective Federal, State and Local Governments are telling us and we will come through this stronger than ever.
3. I place on record Council's warm congratulations to our newly appointed Director of Administration & Finance, Mrs Elizabeth Smith. Mrs Smith has been our respected and long-serving Financial Accountant and has recently accepted the challenge to 'step-up' to this vitally important position. I know every Councillor, Staff member and Citizen of Temora Shire will join me in wishing Mrs Smith a most enjoyable time in this role – a role she has well and truly earned.

4. Council will consider our Draft Budget later in today's meeting. I'm very proud of our Councillors and Staff for spending a great deal of time analysing our budget position for 2020/2021 and coming up with a strong Surplus of over \$331,000. In doing so we are also proposing an impressive \$12 Million plus Capital Works Budget. I place on record Council's warm thanks to our General Manager, Mr G C Lavelle PSM and our entire Finance team, headed by our new Director, Mrs Elizabeth Smith.

5. Finally, I inform Council of a videoconference meeting the General Manager and I had Monday 18 May 2020. This was with our cherished Sister City Council at Randwick. We met with Mayor Danny Said and General Manager, Miss Theresa Mann. They simply wished to touch base with Council & our community and see how we are coping during COVID-19. We were talking for over an hour and Mayor Said asked me to send his very best wishes to all Councillors, Staff and every Citizen. We are also in discussions with the Mayor and General Manager to arrange a 'Study Tour' visit to Randwick City, in the first quarter of next year. We will keep Council informed as developments occur.

RESOLUTION 116/2020

Moved: Cr Rick Firman

Seconded: Cr Claire McLaren

It was resolved that the Mayoral Minute be noted.

CARRIED

Report by Mayor Rick Firman OAM

6 REPORTS FROM COMMITTEES

Nil

7 DELEGATES REPORTS**1. CR WIENCKE**

Attended the Floodplain Management Plan meeting on Wednesday 20 May 2020 and was updated on the progress of the project.

2. CR SINCLAIR

Advised the Local Government Committee met today 21 May and looking at ways to celebrate Local Government Week given that residents can't congregate with the current Covid 19 restrictions. Community Services Officer is looking at doing a video of different aspects of Council and the works that are carried out, and hopefully will be able to use later on in promotional material.

8 MAYORAL REPORT**8.1 MAYORS REPORT - APRIL 2020**

File Number: REP20/449
Author: Executive Assistant
Authoriser: General Manager
Attachments: Nil

REPORT

- 1st April** – I had a Teleconference meeting with the Chief Executive of Riverina Eastern Regional Organisation of Councils (REROC), Mrs Julie Briggs.
- I had a meeting with the General Manager (Mr Gary Lavelle PSM).
- 2nd April** – I attended the Council Chambers and held several teleconferences with Temora District Hospital Manager, Mrs Wendy Skidmore, the General Manager (Mr Lavelle), Federal Member for Riverina (the Hon Michael McCormack MP) and the Mayor of Coolamon Shire, Cr John Seymour OAM.
- I had a teleconference with the Chief Executive (Mrs Briggs) & Treasurer (Mr Tony Donoghue) of REROC.
 - I had a teleconference with NSW Member for Cootamundra, Ms Steph Cooke MP.
- 3rd April** – I had a teleconference with Federal member for Riverina (Mr McCormack) & NSW Member for Cootamundra, Ms Steph Cooke MP.
- I chaired a REROC Executive meeting, my first via ZOOM technology (video conferencing).
 - I had a meeting with the General Manager, Mr Lavelle.
- 4th April** – I had a Face Time meeting with our Federal Member for Riverina, the Hon Michael McCormack MP. We appreciate the constant calls from Minister McCormack and our State MP, Ms Steph Cooke. They are checking in on Council and our community during these challenging times that will not last forever.
- I had a meeting with the General Manager (Mr Lavelle).
- 6th April** – Councillors, the General Manager (Mr Lavelle) and I held a meeting via the video conferencing method of 'Blue jeans'. It went better than I expected. We have determined, as at today, that we will hold our Integrated Planning & Reporting (IPR) workshop and our April Council meeting in the Temora Memorial Town Hall. Social distancing will obviously be in place. It is a very busy time at Council as we prepare for the 2020/2021 Budget.
- I attended a meeting at Temora & District Hospital for a teleconference with the Chief Executive of Murrumbidgee Local Health District, Mrs Jill Ludford. Temora District Hospital Manager, Mrs Wendy Skidmore and our Local Health Advisory Committee (LHAC) Secretary, Pastor Patricia Morris also attended, with other LHAC members also ringing in. The teleconference was re-scheduled until Wednesday 8th April, due to over 70 hooked up to the teleconference, and no-one could hear properly. These are challenging times for us all, and we need to show patience, respect and grace to all we come into contact with.

- Temora LHAC Secretary, Pastor Patricia Morris and I had a meeting with Temora District Hospital Manager, Mrs Wendy Skidmore. I asked Pastor Morris to present a special 'thank you' gift to Mrs Skidmore and the Hospital team. Our Hospital staff, no matter what the role, do a remarkable job for us and it's important we remind them how grateful our Shire community are. This gesture obviously meant a great deal to them.

7th April – I had a meeting with the General Manager (Mr Lavelle).

- Local Resident, Mrs Pat Neasmith very generously dropped in some raspberry coconut slice for me. This made my day!

8th April – I attended the Council Chambers.

- As Chairman of Temora's Local Health Advisory Committee (LHAC), I attended a teleconference with Murrumbidgee Local Health District, together with Temora District Hospital Manager, Mrs Wendy Skidmore.
- I attended the official opening of the Temora District Hospital's Chapel Re-Opening, which was conducted by the Chairman of the Temora Christian Leaders, the Reverend Nathan Manwaring (St Paul's Anglican Church). Unfortunately, we were extremely limited with those who were able to attend with only five attending. Among those who joined us was former long-serving LHAC Chairman, Cr Dennis Sleigh.
- Councillors, Senior Staff and I attended our Integrated Planning & Reporting Workshop, held at our beautifully renovated Temora Memorial Town Hall. Effectively, this is the process which feeds into the Budget for the coming year and beyond. It's going to be a lean year, however, we still hope to achieve a great deal.

9th April – I had a meeting with the Secretary (Mrs Judy Gilchrist) and Treasurer (Mrs Denise Breust) of the Temora & District Sports Council, re: the current Awards and Grant nominations.

10th April – Good Friday. I was among many who observed Good Friday Services via Youtube. Well done to Rev'd Nathan Manwaring and all other Clergy, for doing a very good job under trying circumstances.

11th April – Easter Saturday.

12th April – Easter Sunday. I was among those who observed Easter Sunday services via YouTube service. He is Risen!

13th April - Easter Monday.

14th April – I chaired a meeting with the Deputy Mayor (Cr Sinclair), the General Manager and Director of Finance & Administration, Mr Firth.

- I had an interview with Temora independent re: various matters.

15th April – I attended the Council Chambers.

16th April – I conducted a 'Minute with the Mayor' in an attempt to give some encouragement to our Shire community, during these current trying times.

- I chaired our monthly Temora Shire Council meeting, held at our Memorial Town Hall, Supper Room. We maintained our social distancing, and also took the time to formally acknowledge retiring Director of Finance & Administration, Mr Steve Firth. Mr Firth has been an outstanding contributor to Temora Shire Council for nearly 20 years. Mr Firth has been in local government for over 50 years. I admire many things about Mr Firth, however it is his wise counsel and having the courage of his convictions that I respect the most. Councillors, Staff and our community wish Mr Firth, and his wife Judy, all the very best in their well-earned retirement.

17th April – I attended a sitting of the NSW Local Government Boundaries Commission via teleconference. Four of us Commissioners are reviewing the De-Merger proposals for Cootamundra-Gundagai Regional Council and Snowy Valleys Council.

- I chaired the Riverina Eastern Regional Organisation of Councils (REROC) Executive meeting.
- I chaired our Temora Local Health Advisory Committee (LHAC) meeting, held in the Hospital Board room.
- I attended the Council Chambers office.

20th April – The Deputy Mayor (Cr Sinclair), General Manager (Mr Lavelle), Director of Finance (Mr Firth, Engineering Technical Manager (Mr Robert Fisher) and Financial Accountant (Mrs Elizabeth Smith) re: Draft 2020/21 Budget.

- I had a series of teleconference meetings with REROC Chief Executive, Mrs Julie Briggs.
- Councillors, Senior Staff and I attended our Budget Estimates Workshop.

21st April – I had a meeting with Greater Hume Mayor, Heather Wilton re: REROC & Riverina JO.

- I had a meeting with Mr Blake Aichinger (son of owner of McDonald's Temora, Mr Tony Aichinger). Mr Aichinger (Jnr) advised that they are committed to maintain their employee base, although their business has declined, like many others.
- I had a teleconference with Coolamon Shire Mayor, Cr John Seymour OAM.

22nd April – I attended a meeting of the St Paul's Anglican Church Parish Council. This was done via Zoom videoconferencing.

23rd April – I chaired the Workshop re: REROC & RivJO Review, via Zoom technology. This worked better than expected.

- I chaired REROC and RivJO Board meetings, which were very productive. We had discussions regarding the Review Paper of both REROC & RivJO. We have resolved to proceed with a preferred one organisation and further, that it be a Company Limited by Guarantee. We now write to Councils and advise of both Boards recommendations.
- I held a 'Minute with the Mayor' with local youngsters Miss Shiraz and Master James Broad (children of Mr & Mrs John Broad). This was to discuss what ANZAC Day meant to them and to publicly thank them for their lovely letter to myself and many other locals.

24th April – I was most grateful to have received a gift of an ANZAC wreath, personally made by Mrs Sally Hurst. Mrs Hurst wouldn't take anything for it and I continue to be appreciative of the gesture.

- Several residents delivered ANZAC biscuits to me, which was very kind. I appreciated long-serving former Mayor, Mr Peter Speirs OAM and his wife, Mrs Helen Speirs delivering a large basket of ANZAC biscuits to deliver around Temora's CBD. We have a caring and generous community, and these acts of kindness certainly reminds of it.

- I had individual teleconferences with Ms Steph Cooke MP (NSW Member for Cootamundra), Dr Joe McGirr MP (NSW Member for Wagga Wagga) & Dr Justin Clancy MP (NSW Member for Albury). This was to update them on the REROC and RivJO situation.

25th April – Cr Max Oliver laid a wreath on behalf of Temora Shire Council and our community at Dawn, at Temora's Cenotaph, for Anzac Day.

- Like many Temora Shire Citizens, I stood in my driveway in front of Mrs Hurt's wreath (hitched to my gate), a Chamber Stick with lit candle and the wireless going, listening to the Canberra Dawn Anzac Day Service. The most stirring part was hearing the several versions of the Last Post echoing across the streets of Temora. This certainly is a year we shall never forget, for many reasons. When life returns to normal, I do hope we all continue to dress our front doors/gates homes to further honour Anzac Day.
- Cr Ken Smith and I laid a wreath during the day, maintaining social distances, also at our Temora Cenotaph, on behalf of the Temora Shire Council and the community. Our warm and ongoing thanks remain with all our Ex-Servicemen & women, particularly those who made the ultimate sacrifice for us to enjoy our basic (usual) freedoms.

27th April – I had several meetings re: REROC and Riverina JO, via Zoom video conferencing.

28th April – I chaired a special meeting of the REROC Executive Board, via Zoom.

29th April – I tended to REROC & Riverina JO business papers.

- I had meetings with LGNSW President, Cr Linda Scott, NSW Member for Cootamundra, Ms Steph Cooke MP and the NSW Member for Albury, Mr Justin Clancy MP.
- I had teleconferences with Mayor John Seymour OAM (Coolamon Shire), Mrs Julie Briggs (CEO, REROC and Riverina JO).

30th April - Long-serving, Former Mayor of Temora Shire, Mr Peter Speirs OAM, General Manager, Mr Gary Lavelle PSM and myself were invited by the family of the late Ian James Murphy OAM to attend his funeral service in Canberra on 1st May. Given all regulations are complied with we have accepted and will be proud to represent the Council and community of Temora Shire.

- I had teleconferences with the Mayor Doug Batten (Gilgandra Shire) and Mrs Julie Briggs (CEO of REROC and Riverina JO).

RESOLUTION 117/2020

Moved: Cr Dennis Sleigh

Seconded: Cr Kenneth Smith

It was resolved that the Mayors report be noted.

CARRIED

Report by Mayor Rick Firman

9 STAFF REPORTS

RESOLUTION 118/2020

Moved: Cr Max Oliver

Seconded: Cr Lindy Reinhold

It was resolved that Council receive Staff reports.

CARRIED

10 GENERAL MANAGER**10.1 CALENDAR OF EVENTS - MAY 2020****File Number:** REP20/441**Author:** Executive Assistant**Authoriser:** General Manager**Attachments:** Nil**REPORT****MAY 2020**21ST Council Meeting23rd Nixon Park Club House – Soft Opening**JUNE 2020**18TH Council Meeting**RESOLUTION 119/2020**

Moved: Cr Graham Sinclair

Seconded: Cr Dale Wiencke

It was resolved that the Calendar of Events be noted.

CARRIED

10.2 SEALS - MAY 2020

File Number: REP20/465
Author: Executive Assistant
Authoriser: General Manager
Attachments: Nil

REPORT

The Council Seal is required to be affixed to the below documents:

- Contract – 6-10 Harrison Street, Aria Park
- Aria Park Mirrool Senior Housing Incorporated – Loan Agreement
- Restart NSW Funding Deed

RESOLUTION 120/2020

Moved: Cr Dale Wiencke

Seconded: Cr Max Oliver

It was resolved that the Council Seal be affixed to the above documents.

CARRIED

Report by Gary Lavelle

10.3 ARIAH PARK LANDFILL FEES

File Number: REP20/436
Author: Executive Assistant
Authoriser: General Manager
Attachments: Nil

REPORT

As Council are aware, fees from the Arianah Park landfill site are partially (after commission to the business providing the keys), rebated to Council. The agreement at the time of the arrangement being put in place was for the funds to be provided back to the community through a Community Grant Application Process.

The account has now developed to currently contain \$3,815.45. It is therefore appropriate to consider how the grant process should function. At the genesis of this arrangement, it was determined that any community group could apply for funds and the projects needed to be of a broad community benefit. That is, not specific to one group.

RESOLUTION 121/2020

Moved: Cr Nigel Judd
Seconded: Cr Dennis Sleight

It was resolved that Council contacts Arianah Park Advisory Committee and request them to receive the expressions of interest and then report back to Council with the recommendations of groups to receive funding.

AND FURTHER

That this is one annually based on the balance at 30 June each year.

CARRIED

Report by Gary Lavelle

10.4 PAYMENT OF FEES & EXPENSES & THE PROVISION OF FACILITIES FOR COUNCILLORS

File Number: REP20/440
Author: Executive Assistant
Authoriser: General Manager
Attachments: Nil

REPORT

At the March meeting of Council it was resolved that the Payment of Fees & Expenses & the Provision of Facilities for Councillors be placed on public display for 28 days.

At the close of the submission on the 23 April 2020 there was no submissions received.

RESOLUTION 122/2020

Moved: Cr Nigel Judd
Seconded: Cr Graham Sinclair

It was resolved that Council adopts the Payment of Fees & Expenses and the Provision of Facilities for Councillors.

CARRIED

Report by Gary Lavelle

10.5 OPERATIONAL PLAN REVIEW - QUARTER 3 2019-2020**File Number:** REP20/457**Author:** Executive Assistant**Authoriser:** General Manager**Attachments:** 1. Operational Plan Quarter 3 2019-2020  **REPORT**

Operational Plan Review 2019-2020 for consideration.

RESOLUTION 123/2020

Moved: Cr Dale Wiencke

Seconded: Cr Graham Sinclair

It was resolved that Council notes the Operational Plan Review Quarter 3 2019-2020.

CARRIED

Report by Gary Lavelle




**TEMORA SHIRE COUNCIL
OPERATIONAL PLAN
QUARTER 3 – 2019/20
REVIEW**

Administration


Key Functions - Administration Services, Human Resources, Information Technology, Records Management, Financial Services Policy Direction

- To manage all records in accordance with the State Records Act
- Commitment to e-commerce strategies
- Support a larger share of taxation revenue for Local Government
- Ensure Council's investment portfolio is properly managed to obtain highest possible secure interest yield within allowable form of investments

To provide efficient and effective secretarial/clerical, reception, information technology, and financial support services for Council to internal and external customers, which meet the needs of the customer.

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Complete implementation and optimisation of Content Manager 9 including training of staff	Jacqui Hall	Implementation completed	Not Progressing		0%	No progress this quarter.
Continually review and test all internal procedures	Jacqui Hall	Test completed	Progressing		25%	No progress this quarter.
Continually review the use of Cloud technology for business applications	Mathew Walker	Investigation concluded	Progressing		25%	In light of recent events, upgrading this had been put on the side for the time being.
Continuation of a compliant internal audit program	Gary Lavelle	Program implemented	Progressing		75%	Ongoing development based on government guideline release

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Continue to develop and maintain internal and external user guides for Council IT systems	Mathew Walker	Guides completed	Progressing	▲	90%	We received our risk management matrix which identified the key IT systems and the risks associated with each one.
Continue to maximise the opportunity to use technology to automate processes through Authority, GIS, and 3rd Party applications	Mathew Walker	Adaptation of technology	Progressing	▲	10%	Authority had been upgraded to the latest version. Systems are running smoothly. Any kinks in the config are being worked out by the IT officer and Administration Manager
Develop ICT strategic plan	Mathew Walker	Plan developed	Progressing	▲	25%	This has been assigned to computer consultant for development.
Develop IT disaster recovery plan in conjunction with business continuity plan	Mathew Walker	Plan developed	Progressing	▲	80%	IT officer and IT consultants have been working on reviewing disaster recovery. As it stands, some issues have arisen with our Veeam back up involving connectivity and storage. Both of these are currently being worked on. Awaiting more storage drives to arrive. Connectivity is being worked on with Veeam support. Connectivity is not hardware based.
Develop procedures for person specific roles and introduce review sheets for each procedure	Jacqui Hall	Procedures completed	Progressing	▲	25%	No further progress this quarter.

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Develop Records Management strategy and development plan	Elizabeth Smith	Strategy developed	Progressing		10%	Still assessing the capabilities of the incumbent employee and waiting on the update of our Authority system to 7.1 at the end of the year
Review the options for the provision of Council staff intranet	Catherine New	Review conducted	Not Progressing		0%	Needs further investigation on the best way to communicate and share information with staff. An intranet may not be the answer.
Upgrade to Civica Authority 7.1 including training	Jacqui Hall	System installed and operational	Completed		100%	System installed and operational
Civica - Implement inspection reporting module	Kris Dunstan	Implement module	To be Completed in the Next Financial Year		0%	Action postponed

Airport



Key Function - Temora Aerodrome

Policy Direction

- Compliance with all CASA requirements to maintain registration
- Maintain sufficient land stock for future development of the Temora Aerodrome
- Lobby for the development of a Multipurpose Facility at the Aerodrome to meet the needs of user groups

To develop and market the airport as a premier tourist attraction and 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

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
BBRF - Rehabilitate 18/36 Runway, Reconstruct apron, Construct 1km underground drainage, seal runway F&G, Reconstruct runway C&D	Rob Fisher	Meet grant guidelines and milestones	Progressing	▲	25%	Construction commenced and is on schedule.
Continually review management and staffing at Temora Airport	Rob Fisher	Review conducted	Progressing	▲	5%	Ongoing. Update of aerodrome manual has commenced. It may take some time to complete the review of the Aerodrome Manual, however other high priority aerodrome objectives will be worked on concurrently over the FY.
Continue to advocate for the re-installation of TAF services at Temora Aerodrome including relocation of weather station to enable widening of grass strip	Rob Fisher	Submission made	Progressing	▲	25%	Ongoing. Review to be commenced by government soon. Submission made by Council and representations made politically. Council developing a support case for submission to the review.

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Implement the findings of the adopted Airport Master Plan	Rob Fisher	Plan implemented	Progressing		30%	Implementation recommendations are ongoing. Estimate 30% through actions. Actions include - TAF Services, staged upgrade of the main apron, competitively priced fuel available on site, flood study and mitigation works, safety risk assessment and mitigation, asset renewal plan, maintenance and landing fees, telecommunications, caravan park/cabin future, caravan storage area, Council building use and fees, accommodation and future development.
Make application under Growing Local Economies Program for the servicing cost of new subdivision, potential accommodation and potential Multi Purpose Building	Craig Sindlair	Application made	Completed		100%	Business case submitted for airport expansion
Undertake preliminary plans for the construction of a Multipurpose Building at Temora Aerodrome.	Kris Dunstan	Plans completed and agreed by Council	Postponed by Council Decision		10%	Not Commenced. No budget allocated. Require \$25-30K for this task. - Report to Council (February Assets and Operations Committee)

Aged & Special Needs Care

Key Functions - Aged Care, Home & Community Services (HACC), Persons with Disabilities, Senior Citizens Policy Direction

- Support existing providers of aged care services in the development and retention of facilities and services
- Undertake regular and comprehensive consultation to ensure that the current and future needs of senior residents are met
- Continue to seek funding for programs that improve the options available for frail aged and disabled

• **To provide frail, older people and young people with disabilities and the carers of these people with a range of basic services to enable them to live comfortably in their own homes and avoid inappropriate or premature institutionalization, and:** • **To provide an environment for our senior citizens that is safe, well serviced and meets the expectations of residents**

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Access & Equity - Consider access issues at local parks, including removal of edging to allow wheelchair access	Rob Fisher	Review by access committee	Not Progressing		15%	No Change. Noting renewal work at Lake Centenary and Gloucester Park considers inclusive and all abilities access.
Access & Equity - Consider access issues at sporting grounds	Rob Fisher	Review by access committee	Not Progressing		0%	No action. Again ties into Rec and Open Spaces Plan. Will look to audit facilities with building maintenance manager and potentially representatives from A&E Committee within Financial year.
Access & Equity - Provide disabled car park spaces that meet the needs of the community in conjunction with the Access and Equity Committee	Rob Fisher	Review by access committee	Progressing		50%	Scoping of modification and new works underway. Will report to Access & Equity in 19/20 FY or very early 20/21 FY.





Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Access & Equity - Review access to public buildings and businesses in conjunction with TBEG and Access and Equity Committee	Sheree Axtell	Access report to Council	Progressing	▲	85%	Ongoing program that is being addressed through Access & Equity Committee.
Access & Equity - Support for the Access and Equity Committee to Inform Council processes relating to disabled, aged and mothers with young children	Amanda Gay	Effective operation of Committee	Completed	●	100%	Access and Equity Committee is operating reasonably at the moment however achieving a quorum is difficult at times. The Committee will be reviewed under the S355 review currently being undertaken.
Aged Care Services - Support the increased capacity for seniors accommodation offerings in Temora	Craig Sinclair	Advise activities to Council	Progressing	▲	75%	This committee is no longer the CCSO's responsibility. It has been restructured as a new advisory committee under Chris Dunstan This Action will need to be deleted.
Aged Care Services - Advocacy and Lobbying on behalf of private aged care providers	Gary Lavelle	Advise activities to Council	Progressing	▲	75%	Continuing to liaise with developers of Narraburra Lodge expansion and keep abreast of development proposed for Apollo Place.
						Ongoing advocacy. New Whiddon development to commence soon.


Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Aged Care Services - Create a positive ageing expo/ information session	Amanda Gay	Hold event at least annually	Progressing	▲	90%	<p>After meeting with Mr Steve Firth The Active Aging Expo will be postponed until September/October 2020 pending restriction being lifted due to Covid 19.</p> <p>An Active Aging Expo is proposed for May 2020</p> <p>TSC did not receive a Seniors Grant for 2020. As we are now not constrained to the grant delivery date of February, the CCSO met with Mr Steve Firth and it was decided TSC would deliver the Expo in May 2020.</p> <p>This month is far more sensible as our Seniors who do not like the heat of February.</p> <p>The Expo will be delivered in the same successful format as the 2019 Expo, with the location now being the Town Hall.</p>
Aged Care Services - Maintain information about how to access aged care services in Temora Shire using digital media and information flyers covering relevant topics including medical services, transportation and home modifications	Kate Slapp	Preparation of documents	Progressing	▲	75%	<p>Pinnacle's Aged Care Services are regularly advertised, promoted and represented on social media, in Narraburra News and via the website. Each month the Narraburra news contains an advertisement or article dedicated to Pinnacle</p>

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Attendance and participation in Interagency Meetings by relevant staff including Pinnacle, Youth and Community Services	Amanda Gay	Attendance at meetings and referral of minutes to Council	Progressing	▲	80%	Attend Meetings and pass relevant information on to the Communications Officer to be posted on networks. CCSO also actively works with the Community Centre Manager to deliver community projects.
Disability Services - Include images of people with disabilities in Council publications	Kate Slapp	Increased diversity in photos	Progressing	▲	75%	Disability services are regularly represented in Narraburra News and on social media.
Disability Services - Maintain a Temora Shire Disability Inclusion Action Plan	Sheree Axtell	Report to Council	Progressing	▲	50%	Ongoing
Disability Services - Provide disability awareness training to staff, new and current, as well as Councillors	Catherine New	Provision of training	Progressing	▲	0%	Ongoing
Disability Services - Provide information linkages to National Disability Insurance Scheme (NDIS)	Sheree Axtell	Linkage provided	Progressing	▲	75%	NDIS coordinators continue to support clients to navigate the NDIS system through assistance with plan reviews, plan implementation and support to liaise with allied health and GPs. Promotion of NDIS Support services available through Pinnacle Community Services through social media and other opportunities as they arise continue. Presence at local Interagency meetings.

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Pinnacle - Continue to maintain Pinnacle Service levels to meet the needs of clients	Sheree Axtell	Preservation of levels of service	Progressing	▲	25%	2 x new support staff recruited in the Jan-March quarter in Temora to meet the increased client services demand. Total number of Temora support staff is now 31. Cootamundra currently has 13 support staff. Linkages established with local and regional employment agencies. Liaising with TAFE for professional development of existing and future staff.
Pinnacle - Investigate options for improved signage at NRCC House	Sheree Axtell	Report to Council	Progressing	▲	25%	Currently looking at quotes for new signage. Ongoing.
Pinnacle - Investigate options for the future accommodation of Pinnacle operations including administrative and operational accommodation	Sheree Axtell	Report to Council	Progressing	▲	25%	Painting of upstairs at NRCC House was completed in January. Rooms have been rearranged to accommodate for more efficient operations for Pinnacle.
Pinnacle - Monitor finances to ensure that Pinnacle Services are provided at no net cost to Council	Elizabeth Smith	Achievement of breakeven status	Progressing	▲	75%	The number of clients has continued to increase and the service is being provided at no cost to Council. The reserves for Pinnacle Community Services increased last year to over \$1.5 million Council has purchased a larger house in Aurora Street to provide more opportunities for provision of services to people with disabilities. Council is selling the Grey Street house.

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Pinnacle - Monitor the need to adjust hours of operation for Community Transport to include weekends and public holidays	Sheree Axtell	Review conducted	Progressing	▲	50%	Meeting held with Taxi providers in March. Discussions on how collaboration may be possible between Pinnacle and Taxi service. Ongoing.
Pinnacle - Promote the availability of transport facilities through Pinnacle Services	Sheree Axtell	Advertise availability electronically	Progressing	▲	50%	Advertising of transport continued in the local newspaper, on social media through Pinnacle's and TSC facebook pages. Periodic ads also in Narraburra News.
Pinnacle - Promotion of Pinnacle Community Services as a provider of choice for disability services	Sheree Axtell	Increase in client base	Progressing	▲	75%	Promotion of NDIS in Cootamundra has proven effective with doubling referrals for the reporting period. Total NDIS client number per outlet below: Temora - 61 clients (decrease 5 from previous quarter - 2 x moved out of area, 2 x no longer meets NDIS eligibility criteria, 1 x self-managing) Cootamundra - 10 (increase 5 from previous quarter)
Pinnacle - Undertake My Aged Care Regional Assessment under contract to Community Options Australia	Sheree Axtell	Assessments conducted	Progressing	▲	75%	Completing assessments as required under Community Options Australia contract. Total income for reporting period - \$9,345.60. Less referrals received during the reporting period. January - 4 February - 12 March - 8

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Pinnacle - Use social media and information flyers to create awareness of who can access Community Transport and how to use this service	Sheree Axtell	Increased usage	Progressing		75%	Transport services continues to be promoted through social media, Narraburra News, Client Newsletters and guest speaker at local service groups.
Pinnacle - Utilise the My Aged Care portal Central Intake and Referral distribution to Pinnacle for Home Support Services (funded to 30 June 2020)	Sheree Axtell	Referrals received	Progressing		75%	Funding extension to 30 June 2022. Pinnacle continued to receive referrals across all locations with an increase of 54% for the reporting period. Commonwealth Home Support Program (CHSP) new referrals 100 - Temora - 27, Coota - 56, Leeton - 17. Home Care Packages (HCP) - Temora - 4, Coota - 4
Provide donation equivalent to 25% of General rate to the following: • Ariah Park Senior Housing, • Temora Senior Citizens Group, • Ariah Park CWA	Jacqui Hall	Donation made	Completed		100%	Donations currently being processed.
Regular promotion of health services	Kate Slapp	Services promoted	Progressing		75%	The Direct Me booklet has recently been updated and continues to be updated in its online format regularly. It contains a great deal of information about health services in the Temora Shire.

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Disability Services - Develop plans and construct an Independent Living facility in Temora Shire	Elizabeth Smith	Plans completed and construction commenced	Progressing		75%	Budget has been included in the current budget (\$700,000) and design and building plans are being prepared. A loan for \$1 million has been applied for through TCORP for construction of a supported Independent Living accommodation facility. A successful tenderer has been chosen and construction is commencing
		Report to Council				

Commercial Services

Key Functions - Caravan Parks, Land Stocks, Sale Yards, TAIC

Policy Direction: • Develop the existing caravan parks to a level where commercial interest would find the facilities attractive to lease or buy • Retention of caravan park facilities in Ariah Park and Temora

To provide Commercial Facilities that supports the economic development of Temora Shire at minimum cost to council.






Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Provide budget to enable the continued operation of Temora Agricultural Innovation Centre including review of commercial partnership arrangements	Elizabeth Smith	Budget provided	Progressing	▲	75%	A meeting has been held with Farmlink and we are working towards renegotiation of the contract with Farmlink at the end of their current agreement. The current budget will show a deficit.
Provide comprehensive review of the operations of TAIC, considering Councils financial exposure and seeking additional revenue streams for TAIC	Elizabeth Smith	Report to Council	Progressing	▲	75%	A report is being prepared following negotiations with Farmlink.
Temora Saleyards - Develop options for the long term use of land	Rob Fisher	Report to Council	Progressing	▲	15%	Awaiting funding announcements prior to further refining this objective.

Communications

Key Function - Narraburra News, Social Media, Websites






To provide Community Services to Temora Shire residents that meet needs in terms of community, cultural and education for the targeted demographic


Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Acknowledgement of volunteers through Narraburra News and digital media	Kate Slapp	Monthly articles in Narraburra News Promotion of events	Progressing	▲	75%	Volunteers are acknowledged on digital media and through Narraburra News throughout the year. There have been feature articles in Narraburra News about volunteering with Pinnacle and the Visitor Information Centre. We continue to advertise for volunteer positions when and where appropriate
Communicate with residents about the progress in the roll out of NBN and mobile towers in Temora Shire	Kate Slapp	Information disseminated	Progressing	▲	75%	An article about the NBN network is included in the May 2020 Narraburra News demonstrating the demand on the network during the coronavirus pandemic.
Continue to publish regular material on the Youth function in the Narraburra News	Kate Slapp	Monthly article in Narraburra News	Progressing	▲	75%	The Youth Officer liaises regularly with the Communications Officer to ensure this action is met. Narraburra News often contains information on Youth programs. The Youth Facebook and Instagram pages are very active
Continue with regular job vacancy mailer and social media posts	Kate Slapp	Increased employment capacity	Progressing	▲	75%	A Job Mail-Out is sent at least once a month to subscribers and appears on social media pages.

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Create program content and resources based on youth vision, which cover print, broadcast and internet media	Kim Sandgren	Content created	Progressing		25%	The new Youth Leadership Team for 2020 have expressed an interest in developing a Youth Radio Program that has a number of different groups who host on a roster basis. TemFM have supported this idea and are working with the Youth Officer to talk about options and possibilities. Previous Youth Team Leader and Junior mentor, and current Young Citizen of the Year Mikayla McGuirk Scolaro is running a "How to run a successful radio show workshop" with the Leadership Team In April, with a view to using some of the time at home with COVID restrictions to develop radio program content.
Disseminate grant information to relevant stakeholders	Craig Sinclair	Stakeholders informed	Progressing		75%	Launched the Grant Guru portal for Temora Shire
Ensure Council websites are mobile optimised	Kate Slapp	Review conducted	Progressing		75%	Council is developing a new website through OpenCities. The Communications Officer is dedicating 5 hours a week to developing content and liaising with Open Cities to have the website ready to go live by mid June 2020.
Ensure information on digital platforms is current and accurate	Kate Slapp	Complaints regarding information	Progressing		75%	Content on websites and social media is regularly reviewed and all care is taken to ensure the information is accurate and current.
Hold an annual meeting with rural ratepayers in rural localities on a rotational basis to discuss locality issues in conjunction with the local Councillor	Gary Lavelle	Arrange meeting	Not Due To Start		0%	To be arranged 2020. Will be deferred due to COVID19.

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Include images of people with a disability, information on NDIS and other disability services in new residents packs	Ann Pike	Included in new residents pack	Progressing	▲	85%	New resident packs are made up with literature from various organisations in our community including information on NDIS. Up to date information is sort from Pinnacle when new resident packs are requested.
Maintain current and accurate information on Council websites	Kate Slapp	Regular updates of site	Progressing	▲	75%	All care is taken in maintaining accurate and current information on Council websites. With the development of the new website, all content is being reviewed before it is moved over to the new website
Promote arts and cultural events through council media outlets including websites, facebook and 'whats on' in Narraburra News	Kate Slapp	All events advertised	Progressing	▲	75%	The Communications Officer and the Community Services Officer work closely together to advertise, promote and support events using all the publications available to Council.
Promote the achievements of Temora Shire residents through the 'Home grown heroes' program	Kate Slapp	Continuation of program	Progressing	▲	75%	Homegrown Heroes has been difficult to continue due to time restraints. It is something the Communications Officer would like to continue
Provide a current and upcoming works program in the Narraburra News	Kate Slapp	Report included in Narraburra News	Progressing	▲	75%	When appropriate, TSC works projects are included as content in Narraburra News as well as receiving posts on social media.

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Provide an easy format flyer advising of volunteer opportunities in the community	Kate Slapp	Provision of flyer	Progressing	▲	75%	Volunteer opportunities are advertised on Council's website, sometimes in Narraburra News and social media. The Direct Me booklet also contains this information which has now been updated and published and will continue to be updated
Provide information about child care and early learning options in Temora on Council website, social media, new resident packs.	Kate Slapp	Information disseminated	Progressing	▲	75%	The Direct Me booklet, which is largely available online and updated regularly, contains detailed information about childcare options. Council's website also displays this information
Provide relevant information about housing, services, facilities and opportunities for community involvement to potential new residents	Ann Pike	Currency of information	Progressing	▲	80%	Relevant information is gathered from several organisations during the year and on demand. The Direct Me booklet is one of the main tools that we use to assist people when they are looking for information on relocating.

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Remain active on social media sites to ensure that issues affecting Council are identified	Kate Slapp	Early identification of issues	Progressing		75%	Council has numerous social media sites that range from very active (Temora Shire Council Facebook) to those with minimal activity (Temora Airpark Estate Facebook). Every attempt is made to utilise the social media pages and remain as active as possible. The Communications Officer currently manages 11 Facebook pages, 3 Facebook groups and 1 Instagram page related to Council
Support the concept of conducting a Survey to gain the Residents feedback and review mechanisms for ratepayers to provide ongoing feedback to Council (Next survey 2021)	Gary Lavelle	Review currency of information for survey	Not Due To Start		0%	Will be deferred until 2021 due to deferral of elections
Undertake a Walk and Talk Tour of Temora for Councillors	Gary Lavelle	Tour undertaken	Completed		100%	Tour conducted
Update the Direct Me guide	Kate Slapp	Currency of document	Progressing		75%	Direct Me has recently undergone a complete makeover by a graphic designer and is now published online. It is able to be updated by the Communications Officer
Upgraded use of digital media platforms to communicate with residents	Kate Slapp	Increased followers and hits	Progressing		75%	Council's new website is aiming to go live in mid June 2020. Content is being created by the Communications Officer. Other digital platforms are used regularly for communication purposes including, but not limited to, community consultation, basic information output and two-way communication.



Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Use Council communications outlets to advise of volunteering opportunities	Kate Slapp	Advice to community	Progressing		75%	Volunteer positions are advertised on the Temora Shire Website as well as regular advertisements being posted to social media sites about volunteering opportunities




Community Services




Key Functions - Child Care, Cultural Services, Education, Library Services, Town Hall Theatre, Town Hall




Policy Direction • Continuation of a Government funded childcare service through the Bland/Temora Family Day Care Scheme • Continued employment of a Community Services Officer • Support for Imagine Temora and membership of Eastern Riverina Arts (ERA) • Maximise the opportunity for cultural exchange with sister cities • Develop opportunities for relationship with Charles Sturt University (CSU) • Upgrade of the town hall facilities to meet the needs of a modern day conference/ entertainment venue




To provide Community Services to Temora Shire residents that meet needs in terms of community, cultural and education for the targeted demographic






Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Arts and Culture - Review of opportunities to develop arts based programs under NDIS	Amanda Gay	Review conducted and reported to Council	Progressing		85%	Progressing the new Arts and Cultural space will assist greatly with the delivery of these projects.
Arts and Culture - Act as host of the 2019 Bald Archys	Amanda Gay	Exhibition held	Completed		100%	2019 Bald Archy exhibition was very successful. The future of the event to be determined in the short term. Delivered for 2019 awaiting to hear the format for 2020 however CCSO doubts Temora will be involved as the due to the passing of Peter Baily the exhibition will now be managed by Wagga City Museum. The CCSO advises there would now be little visitation value for Temora in hosting the exhibition, as previously Temora was the only venue in the Riverina host the exhibition we would now be competing with Wagga.

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Arts and Culture - Arrange visit by the National Gallery guides	Amanda Gay	Trip undertaken	Completed		65%	Currently not progressing due to Covid 19 will speak to with education office again once her commitment to digital activity delivery due to Covid 19 are reduced CCSO In regular contact with Museum and they are still very keen just finishing the renovations and will provide a firm date for early 2020
Arts and Culture - Arts Precinct - Seek funding for the development of the precinct.	Gary Lavelle	Grant submissions made	Not Progressing		10%	Referred to 20/21 budget
Arts and Culture - Conduct Temora Shire Council Art Prize	Amanda Gay	Competition held	Completed		100%	2019 Exhibition astounding success with exhibition entries so much increased Council ran out of hanging system (167) entries. The event saw increased interest from community sponsors and has received an additional sponsorship for 2020. This event has grown and developed into a genuine community pleaser, with the such a vast increase in younger entrants - It is intended to create an annual exhibition for under 25's. This would be an excellent opportunity to nurture and increase participation in the arts across the broader community and make a measurable contribution to the vibrancy of our community.

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Arts and Culture - Develop activating unique spaces for cultural events	Amanda Gay	Development of site audit	Completed		95%	Currently inactive due to Covid 19 Delivered the first Activating Unusual Spaces 2020 concert in the oldest brick building in Temora - St Andrew's Hall. Christine Collister and Michael Fix were very well received by our community who were intrigued to see inside the oldest brick building in Temora. Activating Unusual Spaces has been so successful the CCSO is now being contacted by musician, managers and groups from Australia, Europe and America wanting to be part of the concept. The CCSO is aiming to deliver three more concerts 1. - in 2020 in the Court House. 2. - in the Fire Station 3. - at Moonbucca Station Woolshed.
Arts and Culture - Develop opportunities for the conduct of Artisan Markets	Amanda Gay	Markets conducted without impact on business	Completed		95%	Currently inactive due to Covid 19 The CCSO is working with local business owners to develop sustainable Artisan or Hand Made Markets. The aim is to establish an Autumn and Spring market in 2020, the first one will run in conjunction with the Bundawarrah Centre Annual Open Day at the 14 March 2020.
Arts and Culture - Hold a creative Lifestyle Expo	Amanda Gay	Successful Expo held	Progressing		90%	Working on this project and investigating if we can combine with Active Ageing Expo that has been postponed due to Covid 19

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
						The 2020 Expo will be combined with the 2020 Spring Handmade Markets in Callaghan Park to create a weekend of workshops, activities and markets for all ages.
Arts and Culture - Maintain membership of Eastern Riverina Arts	Amanda Gay	Retention of numbers	Completed		100%	Membership maintained 2019 -2020 Attended and voted at the 2020 AGM and the CCSO holds a seat on the Eastern Riverina Arts Advisory Committee
Arts and Culture - Operation of a Sister City Committee to determine activities and future strategies	Amanda Gay	Committee established	Completed		100%	Sister City Committee operating well and meeting regularly. Committee working well and setting activities for 2020. Working on projects and collaborations for Sister City Committee
						Committee in recess March for Covid 19 will arrange a video meeting in May 2020
Arts and Culture - Temora Arts Precinct - Development of a management plan for development/usage of the ex Scout Hall involving stakeholders/ user groups.	Gary Lavelle	Management Plan developed and adopted	Not Progressing		0%	To be developed in conjunction with facility redevelopment
Events - Support events determined by resolution of Council and the following events (at a	Amanda Gay	Conduct of successful event	Completed		95%	The CCSO assisted the Temora Women's Network to deliver 2020 International Women's Day event 2020 Active Ageing Expo has been postponed due to Covid 19

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
minimum), <ul style="list-style-type: none"> • Active Ageing Expo • Local Government Week • NAIDOC Day • International Women's Day • Australia Day • Volunteers Week • Mary Gilmore Festival Including seeking grant funding for those events 						Working on new ways to deliver Local Government week due Social Isolation.
Hold a welcome function for new residents	Amanda Gay	Event held	Completed		100%	New residents function held.
Host an Afternoon Tea for carers	Sheree Axtell	Function held	Completed		100%	Carers Afternoon Tea function was held on Friday 18th October in conjunction with Special Persons & Carers Group Inc. at Aria Park Hotel. It was well attended and enjoyed by all who attended. Planning for the next event will commence when applications for a grant through NSW Carers Inc. open later in the year.
Imagine Temora - Conduct formal review of the	Amanda Gay	Increased programs	Progressing		85%	Will be undertaken as part of Community Committee review Have not been given any clear understanding of or way of

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
structure and operation of Imagine Temora, including development and adoption of a policy for operation.						delivering this.
Imagine Temora - Provision of an annual budget for the use within Council guidelines	Amanda Gay	Budget allocation and accountability	Completed		100%	Met with Steve Firth and Elizabeth Smith and set the budget as per same 2019.
Lake Centenary - Investigate grant opportunities for funding of community activities at the Lake	Amanda Gay	Grants investigated and applied for	Progressing		75%	Ongoing Investigating now with time due to Covid 19
Partner with Bland Shire regarding family day care provision.	Elizabeth Smith	Annual review of scheme by Council	Progressing		75%	Ongoing support by advertising and support for operators.
Provision of a donation equivalent to rates for the Arianah Park Community Hall	Jacqui Hall	Donation Made	Completed		100%	Donations currently being processed
Springdale Memorial Hall - Provide financial support to Committee	Kris Dunstan	Funds allocated	Completed		100%	\$5000 allocated for maintenance/upgrade activities. Projects also supported under Drought Communities Extension Funding.
Temora Memorial Town Hall - Support volunteers associated	Kris Dunstan	Support provided	Completed		100%	Ongoing. Christmas Function Scheduled in December.




Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
with Temora Town Hall Theatre						
NRCC House - Construct outdoor reading room and provide access ramp to rear of NRCC House (subject to grants)	Elizabeth Smith	Grant submissions made	Progressing	▲	75%	Application will be submitted for Library Infrastructure grant in October for this facility Application for grant has been submitted.
NRCC House - Undertake upgrade of toilets at Temora Library utilising grants and own source funds	Kris Dunstan	Completion of project	Grant Not Available	●	20%	Concept plans done. Grant application submitted.
Temora Memorial Town Hall - Completion of refurbishment	Kris Dunstan	Refurbishment completed	Completed	●	100%	Completed

Economic Development, Tourism & Resident Attraction

Key Functions - Economic Development, Tourism

Policy Directions • To lobby for continued improvement of and access to services, transport, communications and utilities for Temora Shire • To attract grant funding to assist in the development of the Shire • To build a strong and united community force for the growth and sustainability of our Shire. • To plan for the possibility of a sudden upsurge in investment and population which may result from a new mine or other large employer • To keep State and Federal members informed of Temora's needs and our strategies to meet those needs. • To maintain close links with relevant State and Federal Govt. Departments, agencies and Regional Offices. • Increase the access to information regarding TSC and Government programs initiatives and funding opportunities to the community via newsletters and webpage on Council and www.temora.com.au websites • Maintain membership of Regional Tourism Bodies • Proactively seek business opportunities for Temora Shire including villages





To create an environment which encourages growth in existing businesses and maximise opportunities for external business investment in the Temora Shire and grows population, recognising tourism as an important industry within the community

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Bundawarrah Centre - Undertake consultation with users regarding any proposed changes and complete planning for design options for Visitor Information Centre	Craig Sinclair	Plans completed and agreement from users	Completed		100%	Designs approved by Council. \$10K funding received from Federal Government. Further funding sought through round 2 drought assistance
Continually build rapport with relevant politicians	Gary Lavelle	Maintenance of relationships	Progressing		75%	Ongoing
Develop priority projects to 'shovel ready' in order to take	Craig Sinclair	Development of projects and	Progressing		75%	Prepared business cases for airport estate expansion and Temora Airport Pilot Training Academy

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
advantage of funding opportunities as they arise.		submission to Council				
Economic Development - Actively target, and support businesses identified in the Economic Development Strategy	Craig Sindair	Attraction of business	Progressing	▲	75%	Ongoing conversations with developers in agriculture, tourism and aviation industries. AAPA commenced satellite operations at Temora Airport.
Economic Development - Attend quarterly RDA Riverina Economic Development Forums	Craig Sindair	Attendance of meetings	Progressing	▲	75%	No RDA event held this quarter.
Economic Development - Conduct study to determine needs and develop strategies to address any housing shortfall in market	Craig Sindair	Study conducted	Completed	●	100%	Completed in previous year
Economic Development - Connect businesses with complementary skills, needs and resources.	Craig Sindair	Assistance provided	Progressing	▲	75%	Conducted a Beers and Business, delivered a Workshop Wednesday on marketing with BEC, developed a webpage of resources for COVID-19, distributed Economic Dev emailer, launched Grant Guru portal.
Economic Development -	Craig Sindair	Reports to	Progressing	▲	75%	Met with Inland Rail to discuss latest project forecasts. Met with new owners of Sebastopol Solar Farm. Ongoing


Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Continually review workforce futures plan to determine likely spikes in population and communicate the impacts to relevant stakeholder in advance.		Council				discussions with various other potential employers including AAPA, SFC and Thunderstruck.
Economic Development - Create a development prospectus including Arianah Park and update the relevant pages on Council website	Craig Sindlair		Progressing	▲	25%	No progress
Economic Development - Develop strategies to invigorate the Hoskins St CBD to ensure future prosperity	Craig Sindlair	Report to Council and strategies implemented	Progressing	▲	75%	COVID-19 resources page established and communicated. Project scope and design brief for next stage of main street upgrade agreed and quoted.
Economic Development - Development of strategic partnership with Farmlink to attract new industry and provide opportunities for	Craig Sindlair	Increase in partnership arrangements and facilities at TAIC	Progressing	▲	75%	Worked with Cindy Cassidy to initiate a pilot program for transition planning for drought impacted communities in partnership with CSIRO

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
existing industry through diversification						
Economic Development - Facilitate a smooth DA process for investors	Craig Sindair	Minimise red tape	Progressing	▲	75%	Ongoing conversations with developers and the planning department.
Economic Development - Maintain a development prospectus, including Arian Park and update the relevant pages on the Council website	Craig Sindair	Prospectus readily available to community	Progressing	▲	25%	No progress
Economic Development - Participate in relevant conferences that focus on regional development issues	Craig Sindair	Currency of knowledge	Progressing	▲	75%	Participated in numerous webinars regarding response planning for COVID-19
Economic Development - Participate in relevant Government and Non-Government programs for regional growth	Craig Sindair	Review conducted	Progressing	▲	75%	Postponed Country Change expo until after COVID-19
Economic Development -	Craig Sindair	Retention of	Progressing	▲	75%	Weekly meetings with TBEG Exec Officer and TBEG Chair.

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Provide advice and support to the TBEG and BREED Australia including provision of assistance to employ executive officer		TBEG				Facilitated the TBEG strategic review.
Economic Development - Review the relative cost of the provision of electricity and other utilities in Temora Shire.	Craig Sindair		Completed		100%	Completed in previous year.
Economic Development - Support TBEG in the delivery of events and initiatives	Craig Sindair	Retention of TBEG	Progressing		75%	Delivered Workshop Wednesday on marketing, Beers and Business and facilitated strategic review.
Economic Development - Work with Environmental Services and local developers to ensure there is a sufficient pipeline of available residential land	Craig Sindair	Review conducted	Progressing		75%	Submitted salesyards business case. Assisted local developer to attract investors to fund large scale land redevelopment.
Investigate options for the reuse of Greenstone Lodge if the facility becomes vacant	Craig Sindair	Report to Council	Progressing		75%	Ongoing conversations with the Whiddon Group - site not likely to be available until 2022

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Investigate the potential for the establishment of a campus of U3A in Temora	Gary Lavelle		Progressing		5%	Referred to 20/21 plan
Investigate the viability of establishing a Country University Centre in Temora	Craig Sindclair	Report provided to Council	Not Progressing		10%	This action has stalled for the time being
Maintain a local trades directory	Craig Sindclair	Directory created	Completed		100%	Directory launched as part of DirectMe refresh
Maintain a subscription to Easy Grants & distribute to relevant stakeholders	Craig Sindclair	Subscription maintained	Progressing		75%	Subscription terminated with Easy Grants and new subscription undertaken with Grant Guru
Maintain strong relationships with local estate agents to monitor markets and communicate to property owners	Craig Sindclair	Relationships developed	Progressing		75%	Ongoing relationships maintained through various means including working groups, initiatives and committees.
Participate in regional programs to attract new residents eg Country Change	Craig Sindclair	Conduct of event	Progressing		75%	Country change expo postponed until after COVID 19
Support developments that	Ann Pike	Report to PVC	Progressing		55%	No progress

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
broaden the range and raise the quality of visitor experiences in Temora Shire.						
Support relevant organisations to prepare grant applications	Craig Sindair	Grant assistance advertised	Progressing	▲	75%	Met with a business to discuss an expansion grant. Submitted business case for Temora Airport Pilot Training Academy.
Tourism - Develop tools that encourage conference and events organisers to come to Temora Shire	Craig Sindair	Tools developed and utilised	Progressing	▲	50%	No progress
Tourism - Ensure all accommodation options are listed on Get Connected, Council Website, Google and Trip Advisor	Ann Pike	Listings confirmed	Progressing	▲	70%	This is an ongoing process due to the expiry dates.
Tourism - Implement actions from tourist signage study	Ann Pike	Review presented to Council	Progressing	▲	80%	A report has been completed and forwarded to the signage committee.
Tourism - Maintain membership of, and actively participate in, regional tourism bodies	Craig Sindair	Membership maintenance	Progressing	▲	75%	Lead two streams for strategic review of Thrive Riverina
Tourism - Promote	Ann Pike	Completeness	Progressing	▲	50%	Accommodation operators are encouraged to use booking

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
the use of booking engines to accommodation providers		of listing				engines. 11 of the 26 registered businesses with the VIC use booking engines eg booking.com, Air B&B.
Tourism - Provide a budget and associated policy for the PVC for the purpose of promoting and developing events and tourism initiatives	Craig Sindair	Provision of budget	Completed		100%	PVC review complete. Council resolved to disband the committee in November 2019.
Tourism - Work with June and Coolamon Shire's to actively develop and promote the Canola Trail experience and brand in all relevant tourism channels	Craig Sindair	Promotion of trail	Progressing		75%	Promotions on hold due to COVID 19
Utilise support available through Randwick City Council	Craig Sindair	Access utilised	Progressing		75%	Accessed support from Randwick for ABR data
Visitor Information Centre - Improve tourism signage	Craig Sindair		Progressing		50%	Commenced village entrance signage upgrade project.
Visitor Information Centre - Maintain accreditation	Ann Pike	Accreditation achieved	Progressing		80%	The VIC maintains its accreditation. The Tourism Group has not advised when the next audit will take place.



Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Visitor Information Centre - Provide report on implementation of design changes for the Temora VIC space	Ann Pike		Progressing	▲	60%	No progress

Emergency Services

Key Functions - Rural Fire Service, State Emergency Service, Fire Brigade, Police and Ambulance

Policy Directions • Support and maintain the zoning arrangement with Bland Shire Council • Ensure that all personnel have adequate training to perform their function





To ensure the provision of effective facilities for emergency services in the Temora Shire area and development of strong alliances between Emergency Service organisations to ensure residents are provided with well-resourced and effective emergency services

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Hold 3 (three) meetings of the LEMC annually	Alex Dahlenburg	Meetings held	Completed		100%	First meeting of three was held on August 7th, second meeting held on the 4th of December and third meeting held on April 1st 2020 (third meeting significantly inclusive of COVID-19).
Support for Local Emergency Management Committee (LEMC)	Alex Dahlenburg	Support provided	Progressing		85%	Support for LEMC progressed continues over the past 10 months and increased involvement during the COVID-19 human pandemic event. LEMC support will continue for the remaining 2 months of the Financial Year.




Engineering Services


Key Function - Management, Administration, Contract Services, Design, Road Safety, Asset Management, Procurement

To provide management services to support engineering works

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Commence review of current construction methods to ensure consistency	Rob Fisher	Documentation commenced	Progressing		25%	Ongoing. Currently being worked on and tentatively agreed as part of Asset Management Planning, however i would like to run past Council Assets / Roads Hierarchy Committee early in 20/21 FY.
Develop procedures and templates for the provision of a business case for all capital works on Council land not covered by asset development plans (roads, plant, transport infrastructure)	Gary Lavelle	Adoption of procedure by Council	Progressing		25%	Under review. Introduction has been hampered by the proliferation of grants and the need for expediency.
Development of a maintenance Memorandum of Understanding (MOU) with utility companies working within the road verge and nature strip	Bimal Shah	MOU adopted	Not Progressing		10%	Need to differ to next financial year
Review of engineering policies	Rob Fisher	Review	Progressing		15%	Ongoing. Large objective currently being chipped away at. Contractor Management and Emergency preparedness are

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
and procedures		completed				currently being worked on.
Review of plant and equipment policy framework and Asset Management Plan	Bimal Shah	Report to MANEX	Progressing		40%	Ongoing
Road Safety - Campaigns include: Speed, Drink Driving, Fatigue, Driver Distraction/ Inattention, Seatbelts/Child Restraints, GLS (x2), Mobility Scooter Workshops, Pedestrian Safety, Older Drivers, Safety Around Schools, Young Drivers	Glenn Sheehan	Programs conducted	Not Progressing		0%	New road safety officer appointed
Road Safety - Conduct local projects including (but not limited to): Bike Week Campaign, Stepping On Programs – with local Allied Health, Youth Programs (e.g. Cool Heads), Fatality Free Friday Campaign, Road Rules	Glenn Sheehan	Conduct of projects	Not Progressing		0%	New road safety officer appointed

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Awareness Week Campaign, Bus Safety Awareness Week Camp						
Road Safety - Conduct stakeholder meetings and community consultation on local road safety issues	Glenn Sheehan	Information Dissemination	Not Progressing		0%	New road safety officer appointed
Road Safety - Maintain RSO Facebook page and update Council's social media platforms and website with up-to-date road safety information	Glenn Sheehan	Information Dissemination	Not Progressing		0%	New road safety officer appointed
Road Safety - Participation in the Local Government Road Safety Program and adherence to terms of LGRSP Agreement	Glenn Sheehan	Continuation of program	Not Progressing		0%	New road safety officer appointed
Road Safety - Retention of the Safe Systems Approach to planning, development and	Glenn Sheehan	Approach acceptable to funding bodies	Not Progressing		0%	New road safety officer appointed



Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
implementation of RSO programs to improve road user safety in local communities						
Road Safety - Review of Rural Bus Stops and Pick Up/ Drop Off points	Glenn Sheehan	Report to Council	Not Progressing		0%	New road safety officer appointed

Engineering Works

Key Functions - Parking, Street Lighting, Street Trees

Policy Directions • Improve the quality of street lighting by the installation of more energy efficient, low maintenance systems • Secure quarry sites strategically located around the shire (subject to quality requirements) to minimise travel time to works

To provide infrastructure that meets the needs of the community and provides in an aesthetically pleasing and functional way




Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Develop a formal Street Tree Policy dealing with replacement species, early care and maintenance, planting location, adjacent asset protection and removal rehabilitation	Chris Campbell	Adoption of plan by Council	Progressing		20%	Progressing.
Implement priority actions for removal and replacement of street trees	Chris Campbell	Meet agreed targets	Progressing		20%	Staff remove tree's on a as need's basis.
Review footpath policy to ensure it is based on community service expectations	Rob Fisher	Review by access	Not Progressing		60%	Footpath Hierarchy nearing draft completion. Will table at assets / Road hierarchy committee.

Environmental Services

Key Functions - Climate Change, Environmental Management, Noxious Plants and Pests

Policy Directions • Develop/promote initiatives/campaigns relating to energy and water efficiency • Council to lead by example by developing and implementing measures to reduce water-energy usage in Council buildings and facilities • Establish realistic organisational energy savings targets to be genuinely measured to establish a smaller environmental footprint by Council • Conduct of public education program to explain to residents the issues faced by Council in relation to weeds • Weed Plan Continue with the Weeds Alliance

That Council considers environmental impact in all of its functions and activities and becomes a champion for environmentally responsible behaviour amongst its residents



Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Ariah Park - Report to Council on options for the Ariah Park Nature Reserve	Rob Fisher	Report to Council	Not Progressing		0%	No action. Remove objective
Commitment by Council to the Fight the Fruit Fly Committee	Kris Dunstan	Ongoing activities by Committee	Completed		100%	\$1000 Grant from the ELC finalised.
Support the activities of the Bland/Temora Landcare groups	Belinda Bushell	Support for activities	Completed		100%	Ongoing

Governance

Key Function - Council relationships (other Councils, Government departments, Local members & Sister City Relationships), Governance, Lobbying and Advocacy

Policy Directions • Membership of Riverina Joint Organisation • Maintain membership to Local Government NSW • Membership to Riverina Eastern Regional Organisation of Councils (REROC) • Maintain membership of Eastern Riverina Arts (ERA) • Maintain membership of Economic Development Officers (EDO) network • Maintain membership of Riverina Regional Library Service (RRLS) • Maintain membership of the Country Mayors Association • Actively maintain relationships with non REROC neighbouring Councils • Seek ways in which Sister City activities can be of benefit to the residents of the Shire • Support for Constitutional recognition of Local Government • Development of robust and transparent internal audit programs within the Council to ensure that the risk to Council is minimized • Provision of training opportunities for all elected members • Support of Councillors who wish to undertake professional development courses • Undertake a comprehensive resident satisfaction survey every 4 years after election • Maintain close relationships with local members and act at all times in a non-political manner • Acknowledge that it is the role of council to represent all areas of the local community to external parties

To provide responsive and effective governance to Council, ensuring the resident's needs are conveyed to government and potential benefits through external relationships is explored.

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Advocate for the abolition of mandatory webcasting or government funding of the facility. Implement webcasting to meet legislative requirements if unable to change government position.	Gary Lavelle	Meet the legislative requirements of the Government	Completed		100%	Unable to change govt position. Audio webcasting implemented within prescribed times
Advocate on behalf of the Community for	Gary Lavelle	Advocacy undertaken	Progressing		75%	Ongoing advocacy

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
the retention of: * Schools within Temora Shire * Health Services within Temora Shire * Adequate Police Numbers * Electoral Commission re pre-poll voting in Temora in State and Federal Elections * Lobby for the retention of R2R and FAG funding * Lobby for constitutional recognition of Local Government						
Ensure all available funding options are utilised to achieve the Council projects outlined in the Delivery Program	Gary Lavelle	Increased grant availability	Progressing	▲	75%	Ongoing
Establish flexible	Catherine New	Develop	Progressing	▲	5%	Little activity at this stage

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
work practices to encourage an inclusive working environment		practices				
Investigate corporate offerings for Councillors and Senior Staff representing Council (ties, blazer etc)	Gary Lavelle		Not Progressing		0%	Referred to 20/21 plan
Lobby state and federal governments for ongoing increased local road funding	Gary Lavelle	Lobbying maintained	Progressing		75%	Ongoing
Maintain communication at an official level between Council and Temora Hospital administration and LHAC	Gary Lavelle	Communication established	Progressing		75%	Ongoing
Maintain communication at an official level between Council and the Temora Community Centre	Gary Lavelle	Communication established	Progressing		75%	Ongoing
Maintain membership to following	Gary Lavelle	Membership maintained	Progressing		75%	Maintained

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
organisations: Eastern Riverina Arts, REROC, Riverina JO, Destination Riverina Murray, Thrive Riverina, Riverina Food Network, Local Government NSW, Economic Development Officers Network, Riverina Regional Library Service, Country Mayors Association						
Provide the Mayor with the appropriate information to best represent the Shire's needs.	Gary Lavelle	Comprehensive information provided	Progressing		50%	
Review the Workforce Plan including workshop with key staff	Catherine New	Rewrite of Workforce Plan	Progressing		25%	Ongoing. Plan to be update in 2019/20
Villages - Hold a committee meeting (Assets & Operations) at Ariah Park	Gary Lavelle	Hold meeting at Ariah Park	Completed		100%	Meeting held March in Ariah Park







Heritage

Key Function - Bundawarrah Centre, Heritage, Railway Precinct

Policy Directions • To collect and preserve local history in its various forms in the area generally covered by the Temora Shire Council • Council are committed to the retention of the current management structure at the museum • Commitment to Temora Shire Council Heritage Committee

To protect and conserve areas and items of historic and landscape heritage value, support and encourage adaptive and sustainable reuse of these places and facilitate development and interpretation of social value through information and education programs

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Bundawarrah Centre - Ambulance Museum Stage 3 Design Plans and Specifications (Subject to external funding)	William Speirs	Completion of plans	Progressing		5%	A quote for the preparation of preliminary site surveys and plans for the proposed building has been obtained. This has been submitted for grant funding once, unsuccessfully. Still awaiting further Grant funding opportunities.
Bundawarrah Centre - Develop Rural Museum social media presence	Kate Slapp	Social media presence completed	Progressing		75%	Historical photos spark a great deal of interest on social media and are scheduled to be posted once a week. These always get a good conversation going on the Bundawarrah Centre Facebook page
Bundawarrah Centre - Develop virtual tour of facility (subject to grant funding)	William Speirs	Application for grant funding	Grant Not Available		0%	Initial attempt to seek a quote was unsuccessful so the project awaits commencement. Numerical identification of tour highlights, with physical signage, is in planning to underpin both virtual and physical tours of the facility.
Bundawarrah Centre - Implement actions from Tourist Signage Strategy	Ann Pike		Not Progressing		85%	Rural Signage Audit completed and report sent to the Signage Committee. Urban signage audit is still to be completed.

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Bundawarrah Centre - Landscape forecourt and update signage.	William Speirs	Project completed	Progressing		30%	Funding has been secured under the Drought Funding initiative and planning for the upgrade is being progressed by the EDO.
Bundawarrah Centre - Support the concept of hosting temporary travelling exhibitions	William Speirs	Ongoing increased number of exhibitions	Progressing		50%	The TADVAC Brush With Art Exhibition continued through January 2020 and was succeeded by Colette Balzer's Exhibition across February. A feature display was presented by TADVAC at the Annual Live Exhibition but since then COVID 19 restrictions have interrupted the exhibition schedule for the foreseeable future.
Commitment to the Temora Shire Sportsman Walk of Honour including provision of budget as required	Elizabeth Smith	Support provided	Progressing		75%	The commitment to provide budget as required is assured
Heritage - Continue the Temora Heritage Advisor program	Belinda Bushell	Budget allocated	Completed		100%	End of year Report to be completed by 15th May - this is on track - Due to COVID-19 Heritage Advisor was requested to undertake online consultations no site visits to Temora.
Heritage - Review Items of Environmental Heritage as part of Temora Local Environmental Plan review	Claire Golder	Items considered as part of LEP process	Completed		100%	The LEP amendment to update the list of heritage items is now complete and the LEP has been updated.
Heritage - Support the Heritage Assistance	Kris Dunstan	Budget allocated	Progressing		80%	Support as per annual report. Ongoing

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Fund. Support community heritage groups in accordance with policy						
Heritage - Support the Temora Heritage Committee	Belinda Bushell	Regular meetings held	Progressing	▲	75%	Ongoing support
Temora Railway Precinct - Provide resources towards enhancement as a heritage tourism and event destination	Belinda Bushell	Budget allocated	Progressing	▲	75%	Ongoing support
Bundawarra Centre - Construct bridge over dam	William Speirs	Bridge completed	Progressing	▲	20%	A design quote received from a local civil engineer has been received and a request for Council funding to commission these plans awaits approval.



Property Services



Key Function - Cemeteries, Council Properties, Public Toilets.

Policy Directions • Support the operation and activities of the Friends of Temora Shire Cemeteries (FOTSC) and involve the group in Cemetery planning • Upgrade presentation of one public toilet per year to an acceptable standard • Council involvement in real estate development only when private developers do not meet a determined need • Purchase of additional land for expansion of cemetery in the future

To provide Council properties that are well maintained, planned and meet or exceed the expectations of our community and visitors.

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Crown Land - Develop Management Plans for all Crown Land in the care and control of Council.(Funded by State Government)	Claire Golder	Plans completed to satisfaction of Government	Progressing	▲	25%	Lake Centenary and Temora Golf Course plans complete. Generic sports fields plan commenced.
Support Friends of Temora Shire Cemeteries	Belinda Bushell	Support provided	Progressing	▲	75%	Ongoing
Council Chambers - Investigate options for redesign/ expansion of Council admin building	Kris Dunstan	Project completed	Cancelled by Council	●	0%	No budget allocated. \$10 - \$15K required to complete concept design. Report to Council required. To be submitted to February Assets and Ops Committee meeting.
Incorporate the Cardax system into Bundawarra Centre	Kris Dunstan	System installed and operational	Progressing	▲	20%	Grant application submitted

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
NRCC House - Internal painting (\$21k Pinnacle, \$14k Library)	Kris Dunstan	Project completed	Completed		100%	Currently completed
Platform Y - Install air conditioning	Kris Dunstan	Air conditioning installed	Completed		100%	Quotation accepted. Job Completed
Support the concept of installing solar panels on Council buildings subject to the provision of a positive business case. In 2019/20 install 35kw system at Temora Council offices.	Rob Fisher	Solar system installed	Completed		100%	Complete
Temora Cemetery - Heavy patching and reseal of internal roads and construct northern drainage dish drain	Bimal Shah	Project completed	Completed		100%	Majority of the works complete.
Temora Cemetery - Install plinth to incorporate existing headstones. 2 rows in alternate years (2020/21)	Kris Dunstan	Completion of project	To be Completed in the Next Financial Year		0%	Not due this year

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Ariah Park Swimming Pool - upgrade facilities	Kris Dunstan		Completed		100%	Concrete Work Completed, New Chlorinator scheduled for installation on the 28th October, 2019. Work Completed. Grant acquittal submitted.
Apollo Place - Develop a plan of management and services design	Kris Dunstan	Plan of management and design completed	Progressing		50%	





Public Health

Key Function - Community Health Programs, Food Control

Policy Directions • To keep public health related business owners and operators informed of changes to legislation, standards and regulations • Conduct an ongoing program to provide or promote swimming pool operator education as per state legislation

- Provide a public health related complaints database/register • Support the Bush Bursary Program on a biennial basis

To protect the health of the general public by ensuring public health and safety practices are maintained and improved by regularly inspecting commercial public health related premises and educating business owners and employees


Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Advocate for the maintenance and additional services at Temora Hospital	Gary Lavelle	Report to Council	Progressing		75%	Ongoing advocacy
Proactively support and promote community mental health facilities and programs	Amanda Gay	Report to Council	Completed		100%	Attend Interagency and send Communications Officer information for delivery to the public.
Provide inspections of food premises, including Scores on Doors Policy	Belinda Bushell	Premises inspected	Progressing		75%	Ongoing program
Support Local Health Advisory Committee	Gary Lavelle	Liaison between GM and Hospital Manager	Progressing		75%	Ongoing support provided. Councillors on LHAC Board

Recreational Services

Key Function - General Recreational Services, Parks & Gardens, Sporting Grounds, Playgrounds, Temora Recreation Centre, Public Pools

Policy Direction • Sports Council are the body responsible for liaison between Council and users of Sporting Facilities

To provide, maintain and improve the sporting fields and recreational facilities which meet the needs of the community and are safe enjoyable and attractive

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Ariah Park Recreation Ground - Upgrade skate park	Rob Fisher		Progressing		45%	Project underway. Completion will be around Jan/Feb 2021.
Data collection, asset register and mapping of recreational spaces	Rob Fisher	Provision of data	Not Progressing		5%	Only minor action this Financial year. Working to improve accuracy of and fill data gaps in Transport Asset area so as to facilitate an accurate revaluation and forward planning of this asset Class.
Hillview Park - refurbishment of gardens and pathway	Kris Dunstan		Completed		100%	Completed
Investigate drainage solutions for Nixon Park No.2 and Bob Aldridge	Rob Fisher	Report presented to Council	Progressing		25%	Bob Aldridge solution and associated cost proposal has been received. Bob Aldridge not yet scoped for 20/21 FY delivery. Nixon Park solution is yet to be determined.
Investigate the issue of collection of an equitable contribution towards the provision of sports facilities from sporting groups	Rob Fisher	Projects completed	Not Progressing		0%	Unable to resource and awaiting Crown Land Plans of Management completion. Believe Council needs to deliver this FY and if unable to resource internally, i may seek approval for external assistance.

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Maintain a comprehensive and regular playground inspection system for all Council facilities	Chris Campbell	System adopted by Council	Progressing		35%	Is undertaken on a monthly basis by Park's Staff using Reflect.
Plan, develop and maintain facilities, parks and gardens that respond to the needs of the community	Rob Fisher	Inclusion in planning process	Not Progressing		0%	Ongoing. Rec and Open Spaces Plan key to this. This has been delayed to allow integration with Crown Land Management and Rec and Open Spaces Review.
Temora Recreation Centre - Signage Upgrade	Kris Dunstan	New signage installed	Completed		100%	Quotation sought. Job Completed
Lake Centenary - Construct new playground	Bimal Shah	Project completed	Completed		100%	Equipment installed
Ariah Park Recreation Ground - Install drainage pipes and structures	Bimal Shah	Project completed	Progressing		20%	Design complete and work order issued
Ariah Park Recreation Ground - Seek funding for skate park upgrade	Rob Fisher	Funding application made	Completed		50%	Duplicate action. Project underway. Completion will be around Jan/Feb 2021.
Ariah Park Recreation Ground - Upgrade to	Kris Dunstan	Project completed	Progressing		75%	Meeting with committee. Scope of work being developed.

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
change rooms including painting, electrical and guttering						All trades completed with the exception of painter.
Nixon Park - Contribute toward the construction of storage facilities for Temora Cricket Assoc.	Rob Fisher	Project completed	Progressing		40%	Project underway. Completion in current FY.
Nixon Park - Fencing of play equipment	Bimal Shah	Project completed	Completed		100%	Completed
Nixon Park - Modification and expansion of Nixon Pk No1 clubhouse	Kris Dunstan	Project completed	Progressing		70%	
Nixon Park - Modifications to amenities building	Kris Dunstan		Progressing		0%	
Nixon Park - New Rugby League canteen and associated storage	Kris Dunstan	Project completed	Completed		100%	Completed. Funding acquittal submitted.
Temora Town Tennis Courts - Resurface 2 courts	Kris Dunstan		Completed		100%	Completed. Funding acquittal submitted
The Oval - Upgrade/resurface netball courts	Rob Fisher	Complete project	Completed		100%	Complete






Regulatory Control


Key Function - Animal Control, Building Control, Land Use Planning, Regulatory Control

Policy Directions • Continued employment of a ranger/law enforcement officer Train/Up-skill existing staff member to assist/relieve Ranger • Utilise CCTV and other technologies to enhance effectiveness of enforcement activities • Participation and support for Temora Liquor Accord

To utilise a mixture of education campaigns and enforcement to gain compliance with relevant legislation and ensure appropriate processes and procedures are in place.

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Conduct a review of the Temora Local Environmental Plan 2010 involving development of a discussion paper and community consultation	Kris Dunstan	Review conducted	Progressing	▲	75%	2nd round of amendments (airport/saleyards rezone) approved by Council at September Council Meeting. Planning proposal to be put to Dept of Planning. First Amendment (Heritage Items) now finalised.
Determine a policy outlining the relationship between Council and Temora Veterinary Clinic and pet rescue groups	Ross Gillard	Relationships maintained	Progressing	▲	70%	Residential land component (3rd Amendment) study completed and adopted by Council. Airport/Saleyards Rezoning is complete. Residential Land amendment to be finalised at May meeting
Provide a calendar of regulatory issues to be addressed throughout the year, such as information flyers about responsible pet ownership	Kris Dunstan	Completion of brochure	Completed	●	100%	Veterinary clinic dealing with most dumped kittens and any that can be housed are vaccinated and homed, feral cats are euthanized. Pet rescue groups are helpful and transportation is reliable, some groups are supplying bedding and treats for dogs and cats which cuts down our costs. Euthanized dogs are at a low at the moment.
						Companion Animals article in Sept Narraburra News. Main Street Recreational wheeled Vehicles policing

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Provide annual inspections of beauticians, hairdressers, mortuary premises	Belinda Bushell	Premises inspected	Progressing		75%	Ongoing program
Provide inspections of septic tanks in accordance with risk category	Belinda Bushell	Premises inspected	Progressing		75%	Ongoing program
Provide inspections of swimming pools in accordance with Council's policy, every 3 years or at the time of sale	Belinda Bushell	Inspections completed	Progressing		75%	Ongoing program
Provide monthly report to Council about ranger activities incl. parking, companion animals	Ross Gillard	Report to Council	Progressing		55%	Monthly report to council on all activities ongoing.
Report statistics of number of Development Applications, Complying Development Applications and assessment times. Planning Reports to Council where required	Kris Dunstan	Report to Council	Completed		100%	Completed





Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Use of social media to advertise availability of companion animals	Ross Gillard	Number of pets rehomed	Progressing		50%	Facebook/Newspaper/Buy swap and sell used for lost animals. Unclaimed animals are sent to rescue if suitable.




Resident Services







Key Functions - Community Safety, Service NSW, Villages, Volunteers

Policy Directions • Commit to the maintenance and development of the CCTV concept • Work cooperatively with Police & Temora Security Services to ensure a coordinated approach to community safety • Presentation of Council as a professional organisation with a strong customer focus • Development of systems to ensure that communication between Council and stakeholders is best practice • Hold at least one Council meeting per term of Council in Ariah Park • Lobby for continued presence of Service NSW Office in Temora • Lobby for more frequent driver testing in Temora • Lobby for retention and availability of Policing services in the shire • Conduct a comprehensive ratepayer survey once in each term of Council

To provide a safe and inclusive built environment by working together as a community and to present to the public a caring, courteous and efficient local government service

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Construct/ reinstall a Nativity Scene in Temora including investigation of community based low cost alternatives.	Rob Fisher	Complete project	Completed		100%	Complete
Install new entrances to Temora township	Bimal Shah		Progressing		90%	In advanced stages of development
Lake Centenary - Provide GWCC drink station	Bimal Shah	Project completed	Completed		100%	Drinking station installed and is operational
Maintain CCTV system in Temora to a modern standard acceptable to the users of the facility.	Mathew Walker	Uptime of system	Progressing		25%	A plan is being put in place to migrate all of our cameras off the primary wireless network connection to free up the massive amount of bandwidth they take up from other user connections. This plan is being handled by Veritech at the moment.

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
						Plans to update the old cameras for town hall theatre have been put in place and a new one will be installed as requested by the Temora Police. We are awaiting lock down restrictions to lift so technicians can come and complete this.
						There are also plans to update Temora west park, and the office main cameras however we have not got a proper quote for this one as of yet.
						Performance is stable, however frequent connection drops have been recorded multiple times. I believe this is simply the fact that our wireless network is under extreme load due to the large number of packets being sent from all of our cameras over the multipoint link at the water tower.
Provide the Service NSW Agency at no cost to Council that meets the needs of residents	Elizabeth Smith	Annual review of budget	Progressing		75%	This service is meeting it's expected outcomes and is being provided at no cost to council
Support the concept of Smart Communities through the Southern Lights Program.	Gary Lavelle	Support given to concept	Cancelled by Council		50%	LED luminaires to be installed late 2020 calendar year. Smart communities component not supported.
Utilise public events to acknowledge volunteers for	Amanda Gay	Promotion of events	Progressing		95%	Volunteer recognition is an essential part of Council operations. Systems are in place to ensure that there is a general recognition of the importance of volunteers in the

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
example Volunteers Week, Local Government Week and nominating volunteers for awards within the community.						community. Please note the acknowledgment of all Council volunteers is a huge undertaking and very time consuming, as we would offend if anyone was left out. CCSO has scheduled a meeting with The Mayor to discuss a formal approach to community acknowledgment in 2020 possibly at Mayor Morning Tea.
Villages - Investigate the installation of an RV Dump Point at Ariah Park	Kris Dunstan	Investigation complete and reported to Council	Progressing		75%	Report completed by BEST contractors. Approved as a project under Drought Communities Funding. Work programmed in May, 2020
Villages - Retain staff member at Ariah Park	Bimal Shah	Payroll retention	Progressing		70%	Ongoing
Villages - Support community in the establishment of a nature walking track and bicycle track from Broken Dam Heritage Area to Ariah Park Cemetery (Subject to Grant Funding)	Rob Fisher	In principle support	Not Progressing		20%	Funded as a drought project. Council to provide advice in relation to delivery.
Update street Christmas decorations	Rob Fisher	Project completed	Completed		100%	Reported to Council. Project deferred and passed to Environmental.
Install town/village signs	Kris Dunstan	Signs installed	Progressing		25%	EDM to prepare graphic design, prior to going out to quote.
Villages - Install landscaping and	Rob Fisher	Provision of plans to	Progressing		30%	Ongoing. Installation of new seating will be delivered prior to the end of financial year. Will be delivered with the centre

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
street furniture in Coolamon Street, Ariah Park		Council				island project.








Risk Management

Key Function: Occupational Health and Safety, Risk Management

Policy Directions • Provide suitable education to employees, volunteers, and contractors relating to WH & S risks • Encourage employees to submit near miss incidents to develop better work method statements • Provide training for all staff in relation to WH & S matters, Risk Analysis and Hazard Identification • Maintain Temora Shire Council's WH & S Committee to assist in providing consultation and communication in relation to WH & S matters • Use Councils Policies to improve and monitor WHS and Risk Management Strategies • Conduct of exit medical assessment on employees hearing and sight to benchmark condition • To commit, unreservedly, as an organisation to Workplace Health and Safety and ensure that all possible steps are taken to ensure the safety of each individual • Commitment to StateCover best practice • Commitment to compliance with all Acts, regulations and Codes relating to OH&S and Risk Management

To provide a safe working environment, for staff, contractors, volunteers and the public that minimises the occurrence of accidents and incidents and where necessary delivers an efficient rehabilitation program and promote a culture of WH & S and Risk Management best practice in the work place

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Commit to the conduct of regular Risk Management meetings	Grant Nicholson	Hold at least 6 meetings annually	Not Progressing		15%	Enterprise Risk Management Foundations Training for Manex and others held on the 24th of October 2019. Per discussions with Gary, we need to determine structure moving forward in line with ARIC requirements. How Council's will meet ARIC requirements is not yet clear to many Councils.
Develop a Risk Management Action Plan that will assist Council to counteract new challenges arising in to the future (eg technological changes, climate change)	Grant Nicholson	Action Plan developed	Progressing		25%	Plan drafted and sent to GM - specific actions to be discussed.

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Develop an integrated safety, quality and environmental management system	Grant Nicholson	Plans completed and adopted	Progressing		35%	WHS Management System is under development, significant work is required to develop and implement a system that is up to date with current requirements.
Develop an integrated safety, quality and environmental management system to ISO9001, 4801 and 14001 certification	Grant Nicholson		Not Progressing		0%	Certification requirement has been removed by RMS and is no longer required.
Develop and implement a structured Risk Audit program	Grant Nicholson	System implemented and operational	Progressing		25%	Linked with "Implement ERM program". Under construction.
Implement Enterprise Risk Management program	Grant Nicholson	System implemented and operational	Progressing		40%	Risk appetite workshop will not be able to be held for some time due to COVID-19, timeline is unclear.
Integration of Quarry Management Plan into the Council Integrated Risk Management Plan	Grant Nicholson	System integrated	Not Progressing		25%	Not progressing. Am working on other priorities
Replace grass on roundabouts in Hoskins Street with concrete	Bimal Shah		Not Due To Start		10%	Design being prepared
Undertake Employee programs to support employees in the	Grant Nicholson	Develop program and implement	Progressing		65%	Staff immunisations continue. Skin checks need to be completed by 30/6/20 to access Statecover funding. Continuing to promote EAP and Mental Health training for




Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
workforce, including: * Hearing Tests * Mental Health Programs * Skin Checks * Employee Assistance Programs * Health Checks * Team Building Exercises * Instal ergonomic chairs						staff. Ergonomic furniture was not approved in Council budget, will be installed as required.




Sewerage Service

Key Functions - • Effluent Reuse System • Sewerage System

Policy Directions • Extension of effluent system to all parks subject to evaluation by staff that there is sufficient water and the extension is economically viable • Support for long term construction of a Sewerage Scheme for Arianah Park • Support extension of sewer mains to non sewer locations in Temora

To maintain the treatment works and reticulation network to ensure compliance with legislative requirements and improve the quality of effluent

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Address actions for 2017 Gap analysis and develop pathway to compliance	Rob Fisher		Progressing		45%	IWCM ongoing. IWCM Process will likely run into 20/21 FY. Following IWCM, Council will be required to undertake further works including Recycled Water Management Plan, Infrastructure Options Studies, Section 60 Approval for Recycled Water System. Long Term Objective. Have recently closed some recommendations around sewer pump station. Flow monitoring and telemetry.
Arianah Park - conduct consultation with the Arianah Park community to determine support for the installation of sewerage services within the village	Rob Fisher	Report to Council	Not Progressing		15%	Received correspondence from regulator recently. Will report to May Council meeting.
Ensure all staff involved in the sewerage function receive appropriate industry specific training for managers and operators	Bimal Shah	Budget required	Progressing		70%	Ongoing
Investigate	Rob Fisher	Investigation	Progressing		45%	Energy report to be presented to Council in April. Renewable




Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Renewable Energy at Sewerage Treatment Plant		completed				energy at treatment works is feasible.
Undertake CCTV inspection, smoke testing and condition rating of sewerage reticulation network including removal of sewerage infiltration	Bimal Shah	Set targets	Progressing		20%	Ongoing
Aerodrome - Replace sewerage telemetry	Rob Fisher	Project completed	Completed		100%	Complete
Undertake Upgrade and renewal works on Sewerage and Recycled Water in accordance with identified program	Bimal Shah	Program completed	Progressing		60%	Progressing in accordance with program.

Support Services

Key Functions - Depot & Workshop, Plant & Equipment, Mining, Stores

Policy Directions • Ensure that depot and workshop facilities are adequate to meet the needs of a modern workforce • To provide scheduled and unscheduled maintenance and repairs according to OEM guidelines and Council procedures with minimal downtime • To supply and dispose of fleet assets at the most advantageous cost to Council • To ensure that there are sufficient, well trained staff to service Councils plant

To provide a Depot Workshop and stores facility that meets all statutory and regulatory requirements and provides the support to allow all Councils works functions to perform in the most efficient and cost effective manner and To provide and maintain a modern plant and equipment fleet that meet its operational requirements with high utilisation in a cost effective manner

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Review the adequacy of current materials from Council quarries	Bimal Shah	Evaluation of alternatives	Progressing		50%	Ongoing
Review the Quarry Management Plan on a biennial basis	Bimal Shah	Update of plan	Not Due To Start		0%	Ongoing
Undertake Review of the operations at Temora Shire Council Depot	Bimal Shah		Progressing		50%	Ongoing







Transport Infrastructure

Key Functions - Footpaths and Cycleways, Road Infrastructure

Policy Directions • Policy to generally provide paved footpaths on only one side of urban streets in accordance with the Footpath Hierarchy Plan • Development of a footpath hierarchy plan including pedestrian access mobility plan and cycleway plan • Construction of one length of footpath annually in accordance with adopted plan • Width of all new footpaths to be at least 1.5 mtrs or greater • Review the Roads Hierarchy including review of methodology within the term of each Council

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

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Commitment to the long term facilitation of efficient heavy vehicle access through Temora Shire subject to minimisation of impact on: Resident amenity, Council finances, Resident safety	Rob Fisher	Reduction in conflict between users and road managers	Not Progressing		75%	Council has reviewed and currently manages heavy vehicle access for all RAV types excluding some SPV vehicles (Large cranes). RAV access requires continual review and this will occur. Target consideration of level 2, 4 and 6 SPV access in current FY. HVAR ongoing.
Develop a project brief for the construction of an Alternate Heavy Vehicle Route around Temora based on the preferred route	Rob Fisher	Brief completed	Progressing		10%	Council has held an initial meeting with RMS in relation to scoping HVAR options. Council is awaiting contact RMS regarding next steps.
Develop submission and advocate politically for funding for the preferred route	Gary Lavelle	Meetings held with politicians	Progressing		35%	Continued advocacy. Commitment received from RMS for investigation

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Make application for a minimum of one (1) Fixing Country Roads grants annually	Rob Fisher	Application made	Completed		100%	Applied for an additional project in the second tranche of funding, this being widening and resealing of the remaining narrow 5.5m sealed sections of the Tara Bectric Road.
Seek funding (Full) for the installation of a roundabout and associated infrastructure at the corner of Hoskins & Polaris Streets	Rob Fisher	Submissions made	Progressing		35%	Design complete. Delivered to Budget estimates. Need to Seek grant funding.
Seek funding for appropriate signage for the truck stop/ rest area at Ingalba on Burley Griffin Way	Rob Fisher	Submission made to RMS	Not Progressing		50%	Naming signs installed. Heritage signage pending. Hopefully complete in 19/20 FY.
Undertake a progressive assessment of local road network for potential RAV use	Rob Fisher	Route Assessment completed	Not Progressing		0%	Incomplete. Unable to resource and low priority compared to other objectives.
Undertake service level review of Hoskins Street maintenance	Bimal Shah		Not Due To Start		0%	Action created.
Undertake Kerb and Gutter construction and maintenance in	Bimal Shah	Completion of program	Progressing		80%	Progressing in accordance with program.

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
accordance with the Kerb and Gutter Assets Capital Works Program						
Undertake Footpath construction and maintenance in accordance with the Footpath Assets Capital Works Program	Bimal Shah	Completion of program	Progressing	▲	85%	Progressing in accordance with program.
Undertake Cycleway construction and maintenance in accordance with the Cycleway Assets Capital Works Program	Bimal Shah	Completion of program	Progressing	▲	80%	Progressing in accordance with program.
Undertake Rural Unsealed Roads construction and maintenance in accordance with the Rural Unsealed Roads Assets Capital Works Program	Bimal Shah	Completion of program	Progressing	▲	75%	Progressing in accordance with program.
Undertake Urban Sealed Roads construction and	Bimal Shah	Completion of program	Progressing	▲	70%	Progressing in accordance with program.

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
maintenance in accordance with the Urban Sealed Roads Assets Capital Works Program						
Undertake Urban Unsealed Roads construction and maintenance in accordance with the Urban Unsealed Roads Assets Capital Works Program	Bimal Shah	Completion of program	Progressing	▲	80%	Progressing in accordance with program.
Undertake Pavement Rehabilitation/ Widening in accordance with the Pavement Rehabilitation / Widening Assets Capital Works Program	Bimal Shah	Completion of program	Progressing	▲	50%	Progressing in accordance with program.
Undertake Rural Sealed Roads construction and maintenance in accordance with the Rural Sealed Roads Assets Capital Works Program	Bimal Shah	Completion of program	Progressing	▲	50%	Progressing in accordance with program.
Undertake Fixing	Bimal Shah	Completion	Progressing	▲	50%	Progressing in accordance with program.




Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Country Roads/ Heavy Vehicle Safety and Productivity Program in accordance with the determined program		of program				
Undertake Regional Roads Program in accordance with the determined program	Bimal Shah	Completion of program	Progressing		70%	Progressing in accordance with program.

Waste Services

Key Functions - Garbage Services, Landfill Sites, Street Cleaning, Trade Waste Services, Recycling

Policy Direction • To provide, maintain and improve facilities, which enhance visual aspects of the CBD and street infrastructure

• *To maintain the town and village streets in a tidy and clean standard • To provide effective householder waste services collection and disposal systems for Arah Park, Springdale and Temora as well as enhancing residents recycling opportunities and participation utilising innovative approaches to education, promotion and service provision*




Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Continue support for Cleanup Australia Day program and anti litter promotion	Belinda Bushell	Participation in program	Completed		100%	Another successful clean up Australia Day - and Senior Bulky Items well received and appreciated
Efficiently enforce legislative requirements to abate nuisance caused by overgrown lots	Ross Gillard	Advice to Council on activities	Progressing		60%	Letters and direct contact with owners is getting good results with overgrown blocks and untidy house blocks
Efficiently investigate and enforce the legislative requirements related to illegal dumping	Ross Gillard	Advice to Council on activities	Progressing		60%	Litter at the moment is mainly takeaway containers and drink containers dumping of household rubbish is low.
Support and expand the Adopt a Road Program	Belinda Bushell	Retention and expansion of program	Completed		100%	Ongoing

Water Services

Key Function - • Drainage • Water Cycle Management

To ensure that water resources are utilized in an effective and efficient manner with a view to sustainability

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Complete the development of an Integrated Water Cycle Management Plan (IWCMP)	Rob Fisher	Preliminary investigation undertaken	Progressing	▲	25%	IWCM ongoing. Nutrient report received. DPIE considering additional works resulting from IWCM. Additional works consideration and COVID - 19 holding up project reference group meeting.
Data collection, asset register and mapping of rural storm water assets	Rob Fisher	Data collected	Progressing	▲	75%	Staff currently working on rural asset sheet and mapping. Expect /hope for completion in 2020 calendar year.
Data collection, asset register and mapping of urban storm water drainage assets	Rob Fisher	Data collected	Progressing	▲	40%	Data currently being processed into asset sheet and data mapping. Hope for completion 2020 calendar year.
Deliver Flood Study for Arian Park and Springdale	Rob Fisher	Application made	Progressing	▲	10%	Ongoing. LIDAR capture of Arian Park is delivered and has been passed on to the consultant late in 2019. The Flood study is due for completion in October 2020 and the associated Risk Management Study and Plan is due in June 2021, subject to no setbacks.
Make application for a minimum of one (1) Safe and Secure Water grant annually	Rob Fisher	Application made	Grant Not Available	●	0%	Must complete IWCM first. Funding not likely.

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Seek funding for the delivery of a Temora Floodplain Risk Management Study and Plan	Rob Fisher		Completed		100%	Has been funded for commencement in 20/21 FY of project reserve list. Going to tender in April aiming to engage a consultant to deliver the works.
Undertake a Flood Study for Temora	Rob Fisher	Completion of Study	Completed		100%	Complete
Undertake Stormwater Drainage construction and maintenance in accordance with the Stormwater Assets Capital Works Program	Bimal Shah	Completion of program	Progressing		50%	Progressing in accordance with program.

Youth






Key Functions - • Support Youth in their endeavours





Policy Directions • Conduct surveys of Youth to determine "mainstream" concerns and ways to engage the youth of Temora • Support the efforts of our Youth Council • Maintain youth centre facilities at Ariah Park and Temora • Participation in Youth Week/Local Government Week






Provision of services for the Youth in the Community that meet the expectations of stakeholders





Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Acknowledge the definition of Youth incorporates young people up to age 25 inclusive	Kim Sandgren	Programs aimed at all aged groups	Progressing	▲	75%	The 10 - 18 year category is heavily populated in our weekly workshops. We now have two mentors in the 18-25 year category supporting the Gaming Team. The Adulting 101 program is being developed around supporting post school transition of 16+ age group.
Celebrate talent by inviting young people to perform at Shire events	Kim Sandgren	Participation level by Village residents	Progressing	▲	75%	The reopening of Platform Y was an excellent opportunity for young people to demonstrate their skills. There was opportunity for public speaking, cooking demonstrations, drama improvisation, waiting and food service. Additional performance options have been placed on hold as a result of COVID-19.
Conduct regular Youth programs and workshops in relevant areas of youth interest	Kim Sandgren	Activities held	Progressing	▲	60%	The youth programs have been extremely popular this quarter. During school term fortnightly leadership meetings were conducted, as well as two Hospitality workshops each week. Gaming and Performing Arts workshops are conducted weekly and generously supported by volunteer mentors. Additional programs are being designed and have attracted an additional 8 adult mentors to support our young people in the areas of mental health and entrepreneurship.



Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Create program content and resources for youth programs	Kim Sandgren	Program created	Progressing	▲	75%	<p>This is an ongoing requirement of all mentors, overseen by the Youth Officer.</p> <p>Forward planning in the area of Hospitality has ensured the Youth Officer is able to mentor the Youth Worker in the areas of whole food nutrition and nutritional science. The program now takes on a life skills focus, with learning how to prepare nutritious meals that cover breakfast right through to dinner and dessert.</p> <p>Taking the program online as a result of COVID has meant that additional curriculum development has been necessary. Food Safety, Food service, Nutrition and Mindfulness have now been included in classes.</p>
Develop and run weekly activities to allow young people to meet, connect and interact socially	Kim Sandgren	Activities held	Progressing	▲	75%	<p>Platform Y is a hub for young people to connect and interact socially. We are seeing new relationships building with children of different ages, different schools and different towns. We will continue to develop and run the weekly programs as they are proving a great success in this area.</p> <p>Since COVID restrictions the Youth Team has transferred to an online platform. Leadership, Hospitality and Performing Arts are continuing online.</p>
Development of a program for school holiday activities	Kim Sandgren	Programs undertaken	Progressing	▲	75%	<p>Due to COVID the Term 1 School Holiday Youth Week Celebrations have been postponed until either the Term 2 or 3 holidays. The programs developed for this celebration included a vocal workshop, whole food sweet treat workshop, Skate workshop and BBQ with performances.</p>

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Formulate strategy to bring village and town young people together	Kim Sandgren	Participation by non-Temora residents	Progressing		75%	Before COVID we had young people from both village and town attending Platform Y. Due to COVID, online programming has been implemented. This has eliminated the barrier of travel for village young people. However the reliability of the internet, access to equipment is a new barrier for all young people. We have successfully offered support to families to help to overcome their individual barriers to participation.
Hold a Youth Team afternoon tea hosted by the Mayor	Kim Sandgren	Function held	Completed		100%	The Temora Youth Leadership Team attended a Mayoral afternoon tea in Council Chambers on Monday 19th November. As a part of the event, the Leadership Team meeting was held in the Chamber, and chaired by Mayor Rick Firman. The members of the youth team gained valuable insight, experience and advice on formal meeting procedures, some of which they will start to incorporate into their team meetings at Platform Y.
Investigate the provision of vocational scholarships to local students	Gary Lavelle		Completed		100%	Reviewed by Scholarships Committee
Investigate viability of "The Youth Room" at Arianah Park becoming a youth hub for villages	Kim Sandgren	Report to Council	Completed		100%	Resolved in previous financial year
Marketing material to show youth mission statement	Kim Sandgren	Logo included	Progressing		60%	The youth membership forms have been updated for 2020. Youth web and social media pages have mission statement pinned to top of pages. The Youth Team recites the motto at the start of sessions to reinforce the values of the team.

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Participate in regional Youth activities where available	Kim Sandgren	Participation in programs	Not Progressing		50%	All regional youth activities have been postponed due to COVID. We are carefully following our partners to stay connected to possible online options for participation.
Partner with Pinnacle Services to provide targeted programs that support and engage the young people in their care	Kim Sandgren	Participation numbers	Progressing		75%	The youth officer and youth worker are in contact with Pinnacle regularly. We continue to support individual students in our weekly workshops and look to support other programs as required. COVID has unfortunately created a barrier to participation online for a number of our regular clients from Pinnacle. We are staying connected with those families to provide other supports and options as required.
Partner with TemFM to train members of the team to run a regular youth radio spot on local radio	Kim Sandgren	Allocation of radio spot	Progressing		25%	Interest from the new Temora Youth Leadership Team has restarted this partnership and we are in the process of determining options for participation and training.
Partner/ participate with local businesses/ agencies/ experts and professional development opportunities to support both the youth officer and youth teams	Kim Sandgren	Partnerships established	Progressing		75%	The initial development of three new programs has meant that partnerships have been developed with over 10 new local business owners/employees to support the development and training of our young people in the areas of "Adulting", product development and sales, personal development and mental health. The launch of these programs will be dependent on COVID restrictions and alternate ways of meeting and delivering content/mentorship is being considered.

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Platform Y - Maintain and develop Platform Y as the centre for Youth activity in Temora Shire	Kim Sandgren	Viability of Platform Y	Not Progressing		50%	Platform Y is currently closed due to COVID restrictions. 3 of our 4 programs continue online, and we are promoting the Youth Team via facebook. Programs are being promoted by the schools through their social media platforms and push notifications.
Scholarships - Provide one (1) scholarship to the Temora and District Education Fund	Gary Lavelle	Scholarship provided	Completed		100%	Scholarship provided
Scholarships - Provide scholarships in accordance with policy to be determined by Council through the Scholarships Sunset Committee	Gary Lavelle	Scholarships awarded	Completed		100%	Scholarships provided
Schools are involved in learning about local natural resource management. Work with schools to develop project opportunities	Kris Dunstan	One visit per year	Completed		100%	Ongoing. No Landcare Support Officer Position supported now. No State Government Funding provided.
Support for Youth Week events	Kim Sandgren		Progressing		75%	Youth Week has been postponed, however a full program of events is ready to go once restrictions are lifted. The program includes a vocal workshop, wholefood cooking workshop, skating workshop and BBQ with local young people providing performances and entertainment.

Action Name	Responsible Officer	Metric	Status	Traffic Lights	Progress	Comments
Support the concept of the Young Citizen of the Year Award as a way of recognising Youth	Gary Lavelle	Continued support	Completed		100%	Awards made on Australia Day
Undertake careers promotion to local high school students in Local Government Week	Amanda Gay	Presentation to Council	Completed		100%	Deliver 2019 Careers Bus Tour Very well received by teachers, parents, students and TSC staff.
Youth Hospitality Team to promote Youth team through catering and service opportunities	Kim Sandgren	Assistance provided	Progressing		50%	The Youth Hospitality Team has continued to work on Food Safety, Service and Handling skills, Online classes have meant a shift towards theory and so there have been a number of additional learning's on offer in this area. We continue to share the recipe of the week on social media, to continue to promote the free life-skill and employment skill opportunity to young people. While reminding the wider community of the catering options and skills being developed.
Youth Officer to visit villages/schools on a regular basis to build rapport and partnership opportunities	Kim Sandgren	Visitation numbers	Progressing		75%	The three High Schools are coming together to go to the Canberra Careers Expo, as long as still running later this year. The development of the "Adulting 101" program will continue to develop as much as possible given the COVID restrictions and uncertainty schools are facing. The Youth Officer will continue to keep in contact with schools; however face to face visits have been postponed due to COVID restrictions.

10.6 HIRE OF MOBILE STAGE**File Number:** REP20/498**Author:** Executive Assistant**Authoriser:** General Manager**Attachments:** 1. C1 - Hire of Mobile Stage  **REPORT**

The mobile stage provided by Council is provided for community use within Temora Shire. The current policy provides for 2 classes of hire, namely community and private.

It is contended that the primary purpose of the stage is for the use of community organisations and events. The extension of this policy to private hirers increases the potential for:

- Damage to the mobile stage
- Shortening the lifespan of the stage
- Increasing maintenance costs of the stage

An amended Hire of Mobile Stage Procedure is attached.

RESOLUTION 124/2020

Moved: Cr Kenneth Smith

Seconded: Cr Nigel Judd

It was resolved that:

1. The hire of the stage to private users be ceased and the stage be retained for community uses only.
2. The draft Hire of Mobile Stage procedure be placed on public display for comment and brought back to the June Council meeting for adoption.

CARRIED

Report by Gary Lavelle

Function: Community

Temora Shire Council

Policy Number: C1

TEMORA SHIRE COUNCIL



TEMORA
The Friendly Shire

USE AND HIRE OF MOBILE STAGE

DRAFT

Revision Number: 2
File Name: Use and Hire of Mobile Stage

Revision Date: 21 March 2019
Page Number: Page 1 of 9

*Function: Community**Temora Shire Council**Policy Number: C1*

Review Details

ABOUT THIS RELEASE

DOCUMENT NAME: Use & Hire of Mobile Stage
CODE NUMBER: C1
AUTHOR: Temora Shire Council
ENDORSEMENT DATE: May 2020

REVIEW

Revision	Date	Revision Description		Date approved by Council	General Managers Endorsement
November 2018		New Stage	1	21 March 2019	GCL
January 2020		Remove Private Hirers	2		

PLANNED REVIEW

Planned Review Date	Revision Description		Review by
September 2019	Review		GCL
September 2020	Review		GCL

Revision Number: 2
File Name: Use and Hire of Mobile Stage

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*Function: Community**Temora Shire Council**Policy Number: C1*

The mobile stage owned by Council is available for use, at a rate specified in the Council Management Plan.

Applications for the use of the stage must be on the approved form (attached).

1. Definition

Community Hirers are defined as non profit or organisations with a substantially community focus within Temora Shire Council area. Council will be the final arbitrator on the status of applicants.

2. Hirers

The stage is available for hire for community functions held within the boundary of the Shire of Temora.

3. Local Community Hirers

- 3.1 Community hirers must pay a \$400 refundable deposit (cleaning/damage deposit).
- 3.2 The stage will be delivered, set up and collected by Council staff
- 3.3 The equipment checklist and feedback form must be completed and returned with the stage
- 3.4 The hirer will abide by all operating procedures as outlined in the user manual.
- 3.5 The stage will not be hired if the event is held outside the Temora Shire Council boundary

4. Accredited Persons

- 4.1 All hirers must have an accredited person to take delivery of the stage
- 4.2 To achieve accreditation, the accredited person must undergo a training program to be familiar with the operations of the stage.

5. Usage

- 5.1 The hire fee includes the cost of delivery by Council staff
- 5.2 The stage will be delivered and collected by Council staff. The staff will erect the stage upon delivery. The hirer must nominate an accredited person prior to the hire to operate the stage
- 5.3 The stage must be returned in a clean and damage free state with all equipment intact. Users will be charged for any cleaning/repairs required. Hirers must complete the equipment checklist and feedback form which will be provided at the time of delivery

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- 5.4 Hirers must complete a checklist before and after each hire which will be counterchecked by the Plant Manager (or his delegate) on return. Any anomalies must be reported
- 5.5 The Temora Shire Council, at a general meeting, may make individual exceptions to this policy, upon application in writing, in exceptional circumstances

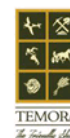
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**APPLICATION TO HIRE MOBILE STAGE**

Name:			
Organisation:			
Telephone:	Ph:		Mb:
Organisation: Private or Community			

DETAILS OF HIRE

Date:			
Time:			
Pickup Date:	Return Date:		
Location:			
Event Details:			
Purpose stage is to be used:			
Public Address System (PA) Required:	Yes	No	
Power Required :	Yes	No	

DELIVERY

Responsible Person:			Accredited Number:	
Require Delivery:	Yes	No	Delivery Return Date:	

AGREEMENT

I agree that I will take full responsibility for the erection and dismantling of the Mobile Stage and that I will be in attendance during this time. The operating conditions outlined in the user manual will be strictly adhered to.	
Signature:	

OFFICE USE

Entered:	Yes	No	Applicant Advised:	Yes	No
Hire Fee:			Receipt No:		
Deposit:			Staff Member:		

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CONFIRMATION OF HIRE

<date>

<Contact>
<Organisation>
<Address>

Dear

RE: HIRE OF MOBILE STAGE

I refer to your application of <date> and advise that you have been allocated the use of the mobile stage for

<Function Details>
<Function Date>

Please liaise with Council prior to the event to arrange collection of the vehicle.

Yours faithfully

G C Lavelle
GENERAL MANAGER

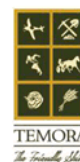
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**MOBILE STAGE CHECKLIST****DETAILS**

Hiring Organisation:	
Date of Hire:	

Item	Delivery ✓	Return ✓	Comment
Keys			
PA System			
Handheld microphone in black pouch			
Lectern microphone in cardboard box			
Microphone stand in 2 parts base and pole			
Microphone cables 5m			
Microphone Cable 15m			
Microphone Cable 20m			
Aux cord			
Sound mixer			
Sound mixer box covers (2)			
Lectern			
Plastic box with lectern accessories			
Leads & Accessories			
Amphibious 10-15amp extension lead adaptor			
Pink extension leads (2)			
Orange extension leads (2)			
Miscellaneous			
Stage stairs (2)			
Handrails (4)			
Wheel chocks (4)			
Cable to carpet mats (5)			
Spotlights (2)			
Spirit level			

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Stage canvas cover skirt			
Hayman Reese battery monitor			
Additional (If required)			
Honda 2.2 Generator (serial No EAMT-15049) (located in Depot storeroom)			

I acknowledge that the mobile stage was delivered in good condition with no damage and all equipment listed above in place. Please note any issues below.

Signed:		Date:	
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Revision Number: 2
File Name: Use and Hire of Mobile Stage

Revision Date: 21 March 2019
Page Number: Page 8 of 9

Function: Community

Temora Shire Council

Policy Number: C1

RETURN OF STAGE:

Please advise if any problems were encountered with the stage during the hiring		
Did all equipment function as required:	Yes	No
I acknowledge that the stage has been received by Temora Shire Council in good condition with all equipment returned.	Yes	No
Signed:		Date:

Temora Shire Council – Authorised Representative

I advise that issues raised by the hirer have been addressed in the following way:	
Signed:	Date:
I authorise/ do not authorise the refund of the full/part deposit and have advised the Creditor Clerk (details below)	
Signed:	Date:

Revision Number: 2
File Name: Use and Hire of Mobile Stage

Revision Date: 21 March 2019
Page Number: Page 9 of 9

11 ENGINEERING SERVICES**11.1 MOTORCYCLE PARKING BAYS HOSKINS ST****File Number:** REP20/453**Author:** Senior Engineering Technical Officer**Authoriser:** Engineering Technical Manager**Attachments:**
1. Motorcycle Parking Bay Images  
2. Parking Bay Stencil  **REPORT**

As business without notice at the April 2020 Traffic Committee meeting it was raised by Cr Smith that non-compliant use of motorcycle bays in Hoskins Street is an ongoing issues and if engineering staff could look into the matter.

Upon review councils engineering department notes there are three current motorcycle designated parking bays in Hoskins Street with a small bay outside Granleese and Co, another small bay outside the Temora Dentist and the third bay is double width near the pedestrian crossing mid-block (see image 2 attached).

The two smaller bays physically can't accommodate a vehicle within the existing parking bay lines however the mid-block location is the width of a normal parking bay. This was as result of the original motorcycle parking bay being pushed back one spot following implementation of audit actions for the pedestrian crossing to improve pedestrian safety. As the parking bay is the normal size of a vehicle 45 degree parking bay non-compliant use of the space is possible.

After investigating motorcycle treatment types it should be noted that motorcycle parking bays are typically half the width of a normal parking bay and a pavement stencil installed to visually highlight a change in parking type. It should be further noted that motorcycles also have the right to utilise normal parking spaces and don't need specific parking treatments unless there is a parking issue based on usage volume requiring designated parking to allow increased volume of motorcycle parking, however this type of parking is typically observed in metropolitan locations.

Possible treatment options include;

Option 1:

No change to current parking to occur.

Option 2:

The mid-block motorcycle bay be re-instated to a normal vehicle parking bay and retain the other 2 smaller motorcycle parking bays as already signposted and marked. Noting these smaller 2 bays can't be re-purposed as normal parking spaces due to insufficient space.

Option 2 can also include 2x pavements stencils for the motorcycle parking bays.

Option 3:

Turn the existing mid-block motorcycle parking bay into 2 spaces by marking a line down the centre of the existing bay. Also further install pavement stencils in each motorcycle parking bay.

Budget Implications**Option 1:**

Nil

Option 2:

Re-instate normal vehicle parking bay by changing signage = \$120

Optional addition of 2x motorcycle pavement stencils = \$65

Total of both items: **\$185**

Option 3:

Mark a dividing line in the mid-block motorcycle parking bay and install 4x motorcycle parking pavement stencils = **\$150**

RESOLUTION 125/2020

Moved: Cr Graham Sinclair

Seconded: Cr Max Oliver

It was resolved that Council adopts Option 2 which includes the stenciling with any expenditure to be funded through maintenance funds.

CARRIED

Report by Alex Dahlenburg



Image 1: Motorcycle Bay outside Granleese and Co (a similar smaller bay is also found outside the Temora Dentist)



Image 2: Motorcycle Bay near the pedestrian crossing mid-block in Hoskins Street





**MOTORCYCLE
PARKING
ONLY**

11.2 MATHEWS STREET SEALING

File Number: REP20/473

Author: Engineering Technical Officer

Authoriser: Engineering Technical Manager

Attachments: 1. Correspondence  

REPORT

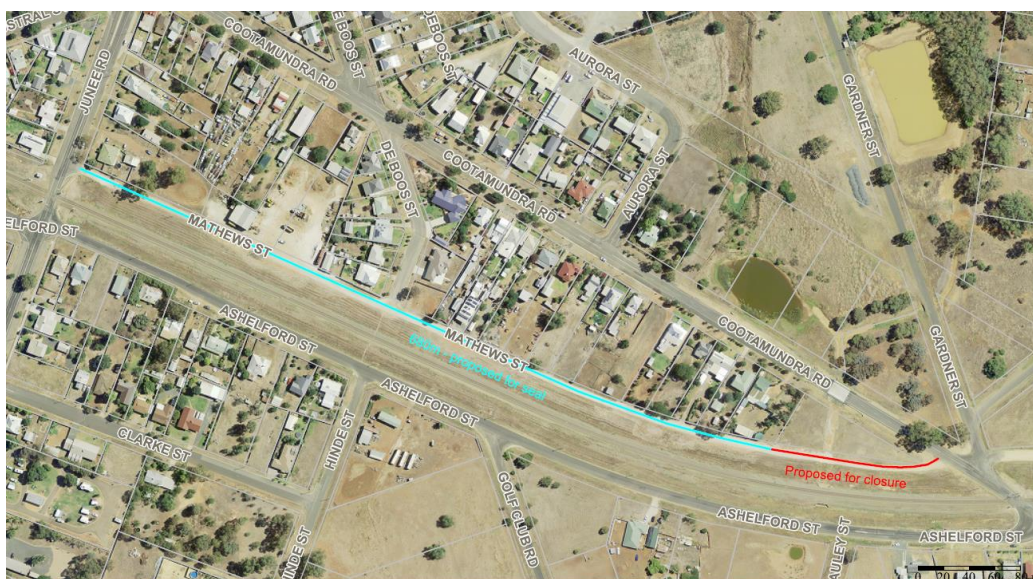
Council is in receipt of correspondence from a resident requesting that Mathews Street be considered for bitumen sealing. The nature of the request relates to increased traffic volumes, the speed at which vehicles are travelling and the subsequent dust.

Mathews Street currently services 3 businesses and provides side access to 4 properties and rear access to 13 properties. The eastern end has several costly issues that should be considered (including intersection realignment, drainage and land acquisition) prior to committing upgrade works.

Council staff are aware of the increasing use of Mathews Street and are supportive of an upgrade of this road to a sealed road. When including the issues identified at the eastern end of Mathews Street the estimated to cost for a full upgrade is in the order of \$300,000 to \$400,000. At this cost, the project does not stack up in terms of community benefit and is difficult to fund in the context of competing funding priorities.

It is proposed a workable solution that could be delivered in the near term (1-3 years), would be to terminate access at the last property boundary on the eastern end (580m from the Junee Road). This would eliminate the costly issues identified above but would entail closing the remaining road that links to the Old Cootamundra Road (highlighted in red below). Opting for this modified approach would assist with speeding issues encountered on this road and would cut at least \$150,000 - \$250,000 off the estimated upgrade cost.

There is currently \$150,000 allocated in the 2021/2022 draft budget for upgrading Mathews Street to a sealed road, however this reflects lower cost upgrade works as described above.



Budget Implications

\$150000 - \$300,000

RESOLUTION 126/2020

Moved: Cr Graham Sinclair

Seconded: Cr Kenneth Smith

It was resolved that Council investigate the option of upgrading the western 580m Matthews Street starting from the Junee Road in the 2021/2022 financial year, with the remaining length of Matthews Street to be closed to the Old Cootamundra Road.

AND FURTHER

That 50km/h speed signage be erected mid-block until such time upgrade works are complete.

CARRIED

Report by Amanda Colwill

73751

10th January, 2020

To Whom It May Concern

We have owned this residence at DeBoos St, for the past 6 years. When we first brought this house and was renovating it for over 12 months the traffic on the street which runs along the side of the house in Matthews St was hardly ever used by anybody.

We are currently living in the house and the amount of traffic using the road is unbelievable. I see more traffic going up and down here than what I did in Baker St which is our old residence.



I am writing this letter to ask the council can we pleased have this street looked at for sealing, I do realise its dry and dusty everywhere at the moment but with so much traffic in a residential area I feel this road should be sealed as soon as possible as the dust is just ridiculous and not good for the health.

Also the speed of the traffic that goes up and down is frightening, putting up speed sign might make people think twice about the speed they are going. There are children living in the area and it frightens me that someone's kids could seriously be hurt or killed.

I hoping the council take this letter seriously and seal this road and try slowing the traffic down before someone is hurt.

Yoursfaithfully

11.3 COMBANING ROAD PROPOSED RENAMING

File Number: REP20/486
Author: Senior Engineering Technical Officer
Authoriser: Engineering Technical Manager
Attachments: 1. Combaning Road Maps  

REPORT

Councils engineering department have been looking at Combaning Road in terms of the name and addressing as signage is currently incorrect. Originally from Combaning Silo's across to Old Cootamundra Road was "Junee Combaning Road North" and the other section from Old Cootamundra Road heading through Junee Shire adjoining Goldfields Way was "Junee Combaning Road South". Currently the name gazetted for both sections is Combaning Road but the addressing was never updated for the section between Burley Griffin Way and Old Cootamundra Road.

The main problem with this is that addressing starts at 0 from Combaning Silo's end through to Old Cootamundra Road, then on the other section restarts at 0 from Old Cootamundra Road and go's through to Goldfields Way. This in terms of emergency response is not ideal as it is possible to have the same address on separate sections and with a 3km stretch between both roads along Old Cootamundra Road could very easily confuse emergency services for which section they should be on.

To achieve the best result long term would be to rename the section from Combaning Silo's/Burley Griffin Way to Old Cootamundra Rd and leave the other section as Combaning Road. The reason this is easier than the other section is due to it being in both Temora and Junee shires which also makes it more involved with re-addressing as well as a harder renaming process. The name cannot be simply change to include titles like North or South as these titles are no longer approved in NSW by the Geographical Names Board and may only remain in existing gazetted names.

The current family names for property owners along this road are New's, Bushell's, Sinclair's, Oliver's and McCrone's.

We already have Sinclairs Road, Olivers Road, McCrones Road, News lane and Reynolds Lane.

Table 1: Road Name Proposals

Proposed Road Name	Individual	Significance
Bushells Road	JA Bushell	Currently 5 generations of Bushell's farming property along this road with JA Bushell noted on Parish Maps
Gilchrists Road	Peter Gilchrist	Noted on parish map
Penfolds Road	Eric Penfold	Noted on parish map The Penfold family showed the history group where the murder of Mr Baxter took place and the site of his burial.
Cleverdons Road	JJ Cleverdon Jr	Noted on parish map
Blairs Road	David Blair	Noted on parish map
Greenlaws Road	William Greenlaw	Noted on parish map
Comans Road	Michael Comans	Noted on parish map and also not far from this road on Old Cootamundra Road there is two graves for members of the Comans family – Ellen and John Comans
Hendersons Road	L Henderson	Noted on parish map
Baxters Road	William Baxter	Mr Baxter was murdered by John Hawthorne (a multi-murder) along this road in either 1873 or 1874, buried in the road reserve but his body was later exhumed and relocated by the family

Budget Implications

Renaming Section 1 of Combaning Road

- \$790 New signposting
- \$110 Rural Addressing changes for properties
- \$700 Administration including application, advertising for renaming and government gazette fee

Total \$1,600

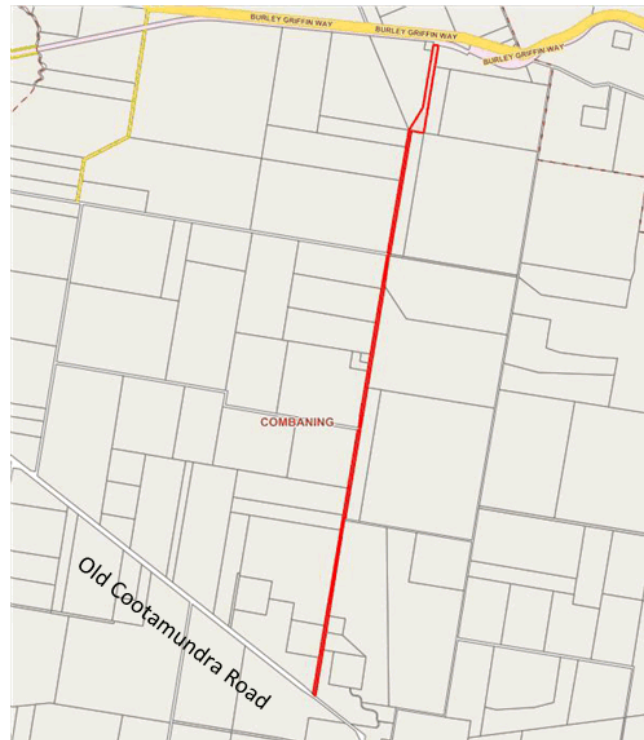
RESOLUTION 127/2020

Moved: Cr Dale Wiencke

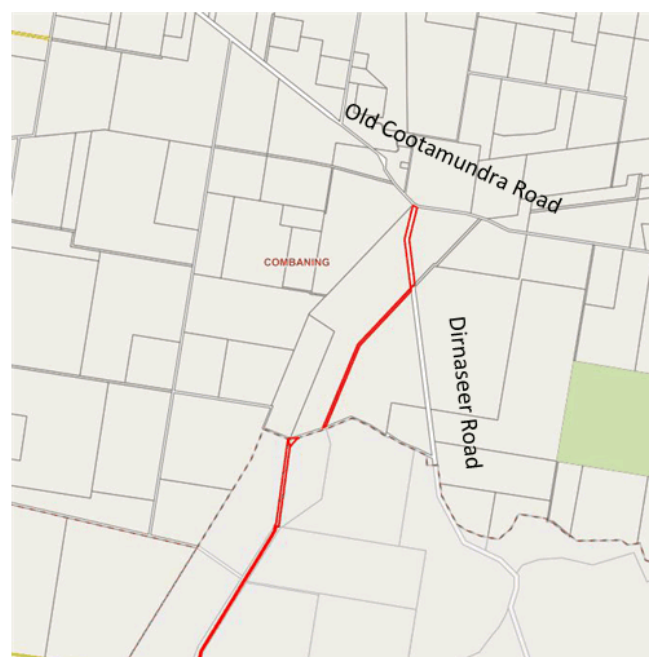
Seconded: Cr Lindy Reinhold

It was resolved that Council renames the Northern end of the section of road to Old Cootamundra Road, and call for public submissions on the name.





CARRIED



Map 1: Section of Combaning Road Proposed for Renaming



Map 2: Section of Combaning Road to remain as per current name and addressing

11.4 UNNAMED ROAD SPRINGDALE & MARNOO ROAD**File Number:** REP20/488**Author:** Engineering Technical Officer**Authoriser:** Engineering Technical Manager**Attachments:**
1. Correspondence  
2. Site Maps  **REPORT**

A report was tabled at the June 2019 meeting of Council in relation to an unnamed Crown road near Springdale, which is constructed across private land outside of the dedicated road reserve.

Council resolved to “*obtain a legal opinion on Council’s position in relation to roads on private property*”. Subsequently, legal advice sought has indicated that the formal process of conducting a road closure followed by a road opening should be followed. This is to be carried out in accordance with the guidelines set out by Crown Lands under *Part 4 Division 3 of the Roads Act 1993*. Following this a land acquisition is to be undertaken to conclude the process.

Unnamed Road - Springdale

As previously noted this road is under Crown Land ownership and would have to undergo a transfer to a Council Road prior to the road closure/opening.

Preliminary discussions have been held with the affected land holder, who is in favour of the road closure/opening and acquisition. However it should be noted that should Council wish to only close the road, without the re-opening they would be against. It is suspected that nearby residents would be of the same stance.

It should be noted that John Holland Group (JHG) have contacted Council on several occasions in relation to the substandard angle of the approach to the intersection with Burley Griffin Way. As a result, JHG currently implement a speed reduction. This will require further investigation by the Engineering Department for future budget consideration.

Marnoo Road

Marnoo Road is another instance where the road is constructed outside of the dedicated road reserve. Should Council resolve to rectify this issue, it too would need to follow the formal road closure/opening process, followed by a land acquisition. Initial investigations indicate that this is a Council Road, and does not require any transfer of ownership.

Preliminary discussions with the land owner have indicated that they are in favour of the road closure/opening and acquisition, provided Council absorb all associated costs.

Road Naming

Should Council endorse the closure/opening of the unnamed road, it would then require formal naming. As previously advised the Engineering Department in conjunction with the Bundawarra Centre Manager have reviewed parish plans for naming suggestions. The below names are all historically associated to the area and should be considered when selecting a name:

Proposed Road Name	Individual	Significance
Berger Lane	Joseph Edward Berger	A former resident of the area
Harding Lane	HC Harding	A former landholder in the area
McMahons Lane	M McMahon	A former landholder in the area
Miles Lane		Well-known name in Springdale and surrounds (Springdale Progress Association and adjoining landholder suggestion) Recently added to the Road Naming list, as endorsed by Council.
Penfolds Lane	James Penfold	A former landholder in the area
Stower Lane	George Stower	A former landholder in the area

Budget Implications

Overall expenditure incurred to Council is detailed below, including all legal fees.

Unnamed Crown Road, Springdale

Road Closure and Opening Cost

Item	Quantity	Unit Cost	Total
Road Closure Application	1	\$490	\$490
Advertising	1	\$150	\$150
Administration by Council (Reports, applications, advertisements, letters, etc.)	7 hrs	\$60 p/h	\$420
Registered Surveying, calculation & preparation of linen plans, create 88B, Boundary Adjustment/Subdivision and Lodgement for LRS registration	1	\$5,500	\$5,500
Legal Fees - Certificate of Title	2	\$300	\$600
Legal Fees – Transfer of Ownership	2	\$1,400	\$2,800
TOTAL			\$9,960

Road Naming Cost

Item	Quantity	Unit Cost	Total
Advertising	1	\$150	\$150
Administration by Council (Reports, applications, advertisements, letters, etc.)	5 hrs	\$60 p/h	\$300
Gazetting / Application	1	\$300	\$300
TOTAL			\$750

Marnoo Road*Road Closure and Opening Cost*

Item	Quantity	Unit Cost	Total
Road Closure Application	1	\$490	\$490
Advertising	1	\$150	\$150
Administration by Council (Reports, applications, advertisements, letters, etc.)	7 hrs	\$60 p/h	\$420
Registered Surveying, calculation & preparation of linen plans, create 88B, Boundary Adjustment/Subdivision and Lodgement for LRS registration	1	\$5,500	\$5,500
Legal Fees - Certificate of Title	1	\$300	\$300
Legal Fees – Transfer of Ownership	1	\$1,400	\$1,400
TOTAL			\$8,260

RESOLUTION 128/2020

Moved: Cr Graham Sinclair

Seconded: Cr Dale Wiencke

It was resolved that Council proceeds with the closing, opening and naming of the unnamed road in Springdale, and the closure and reopening of Marnoo Road to the cost of \$8,250.00 to enable emergency services to determine the location of an emergency and place on public exhibition calling for submissions on the naming of the unnamed road.

AND FURTHER

Allocate \$20,000 each year in the budget for the resolution of similar issues as they are identified.

CARRIED

Report by Amanda Colwill



Granleese & Co Pty Ltd
Solicitors & Conveyancers

Office 169 Hoskins Street, Temora NSW
Mailing Address PO Box 258 Temora NSW 2666
DX5493 Temora
Ph 02 6977 1444 Fax 02 6977 2998
Email solicitors@cltemora.com.au

ABN 31 164 916 358

Our Ref: MJG:190452
Your Ref:

11 December 2019

ATTN: ROB FISHER

The General Manager
Temora Shire Council
PO Box 262
TEMORA NSW 2666

Dear Rob,

Advice on Council Liability for Public Access over Private Land

Further to previous communications in this matter.

As per our telephone discussion today, I provide the following advice as requested:

The owner of the land holds the liability for any person traversing that land. The owner also has recourse against any person traversing their land without permission in the law of trespass.

Marnoo Road (see attached Plans)

1. In relation to the Marnoo Road issue, Council has liability over the portion of the paddock located adjacent to Lot 35 in DP 750843. The owner of Lot 1 in DP1232350 holds the liability (and recourse) for the formed road.
2. to rectify the issue of the road, we advise as follows:
 - a. Council consent to closing the road with title passing to the owner of either Lot 1 in DP1232350 or Lot 35 in DP750843); or
 - b. Vesting the formed road to Council and transferring the former Marnoo Road to the owner of Lot 1 in DP1232350 or Lot 35 in DP750843 (the owner of these 2 lots are one in the same persons).

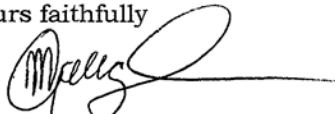
Unnamed Road, Springdale (see attached Plans)

1. In relation to the unnamed Road in Springdale, Council again has liability over the portion of the gazetted road which runs between Lot 156 in DP750603 and part Lot 155 in DP750603 and the owner of Lot 155 in DP750603 has liability on the portion of road that runs through that Lot.
2. to rectify this issue, we advise as follows:
 - a. Close the portion of road which runs between Lot 156 in DP750603 and part Lot 155 in DP750603 and vesting the formed road on Lot 155 in DP750603 to Council.
 - b. A formal easement can be created over the gazetted road that runs between Lot 156 and Lot 155 should public access be required.

Liability limited by a Scheme approved under Professional Standards Legislation

Should you require any further information in relation to this matter, please do not hesitate to contact the writer.

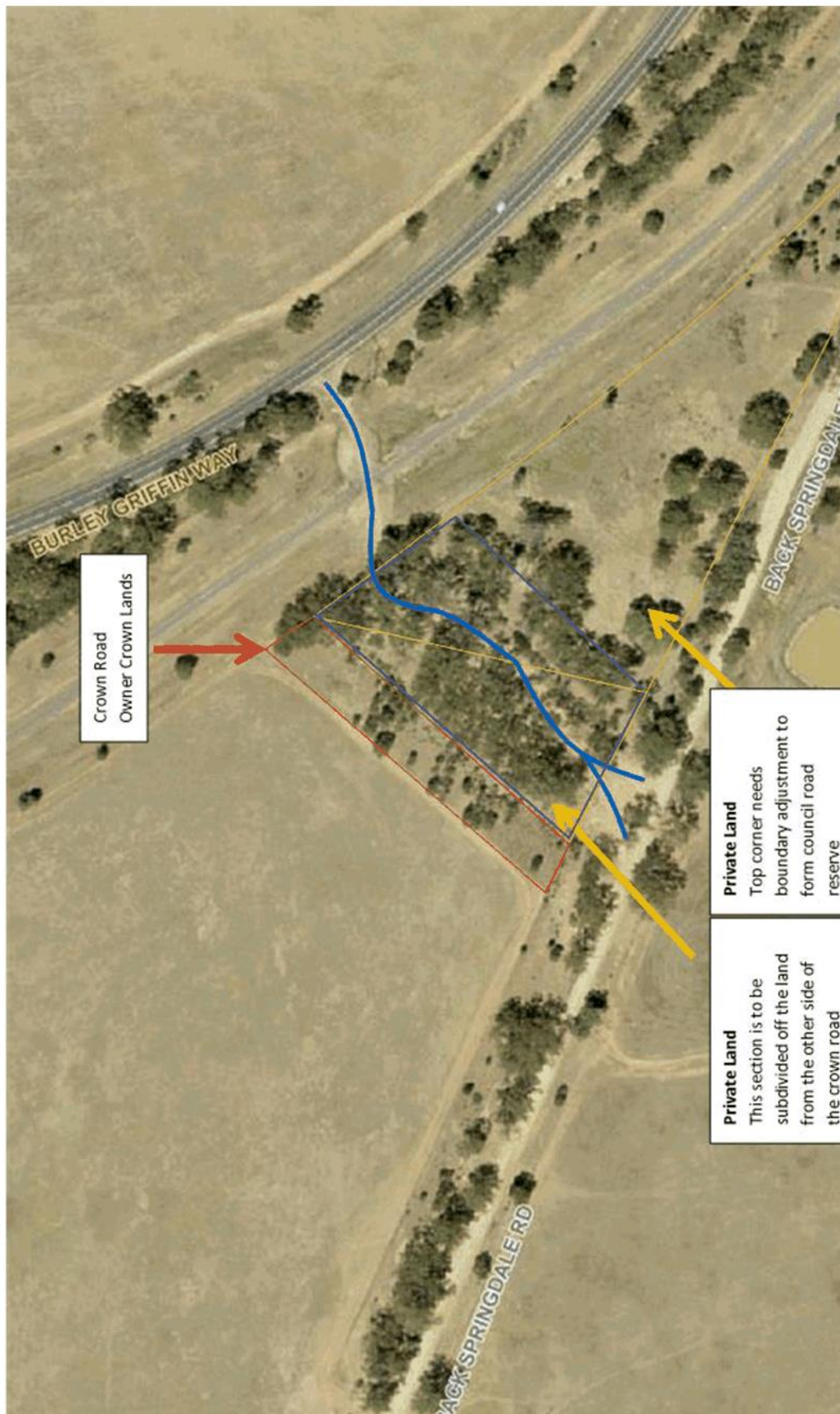
Yours faithfully

A handwritten signature in black ink, appearing to read 'Melinda', with a long, sweeping horizontal line extending to the right.

Melinda Gallagher

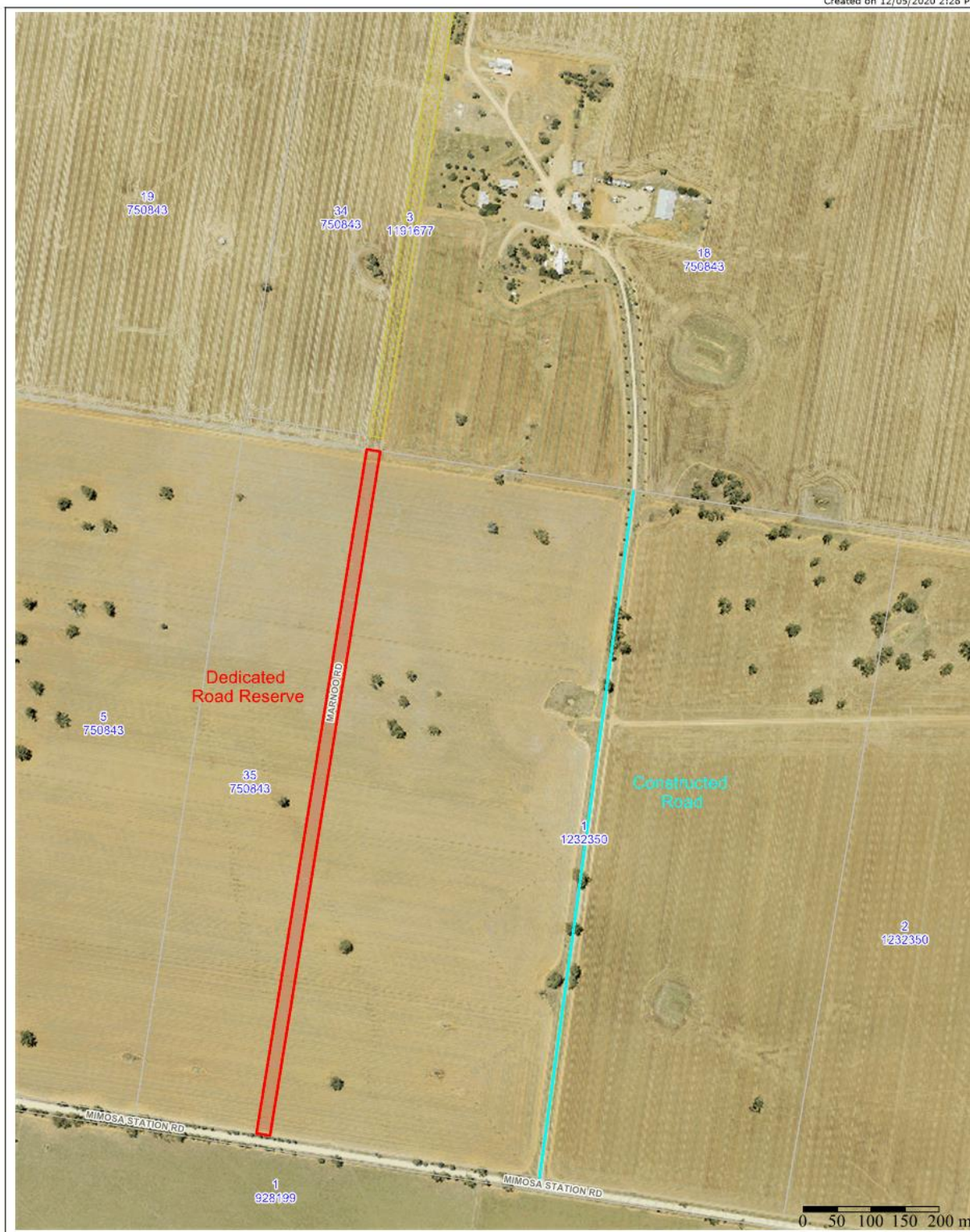
Encl.

Email: solicitors@cltemora.com.au



- Current constructed road Location (Crown Road) — Propose to close Crown Road
- Council Road Reserve to establish following crown road closure

Created on 12/05/2020 2:28 PM



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 Fax: (02) 6960 1138
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Created By: Amanda Obit

Projection: GDA94 / MGA zone 55

Date: 12/05/2020 2:28 PM

11.5 AIRPORT UPGRADE - MAY 2020**File Number:** REP20/490**Author:** Executive Assistant**Authoriser:** General Manager

Attachments:

1. Overall Lay out  
2. Staging Plan  
3. Construction Program  
4. Photos  

REPORT

Airport upgrade works are progressing well and on time. Engineering team is trying to get works completed while the weather condition is suitable for construction activities in the month of May 2020.

Stage 01 construction and sealing was completed on time.

Stage 02 activities commenced on 27 April 2020. After few days of work we experienced some wet weather while conducting the excavation work. Due to wet weather construction activities got delayed by one week. While working near the Aeroclub vicinity we found soft and wet underlying material. The material was unsuitable and was removed by using excavator and carted away to waste. This activity has also added 3 days to the project time frame. At the time of writing this report the stabilisation of subgrade was completed and work was carried out on the sub base of the hard stand area which is a Code B Apron. The hard stand area is scheduled for sealing in the week of 18 May 2020. Construction activities will cease after sealing and will recommence in the month of August 2020 pending weather conditions

Due to oncoming winter and colder weather the construction program was revised. The stage 02 was divided in two sub sections Stage 02A and Stage 02B. Work on Stage 02B will commence in the month of August 2020. Also this allowed adding additional drainage under Code E.

The wet weather and unsuitable material have delayed the project by 7 days however this delay will not impact on meeting the Funding Milestones deadlines.

There are four attachments to this report providing information on the general layout of the Temora airport works, Construction staging, Construction program and Photos showing the construction activities.

Attachments:

A – Overall Lay out of the Temora Airport
B – Staging Plan
C – Construction Program
D – Photos

RESOLUTION 129/2020

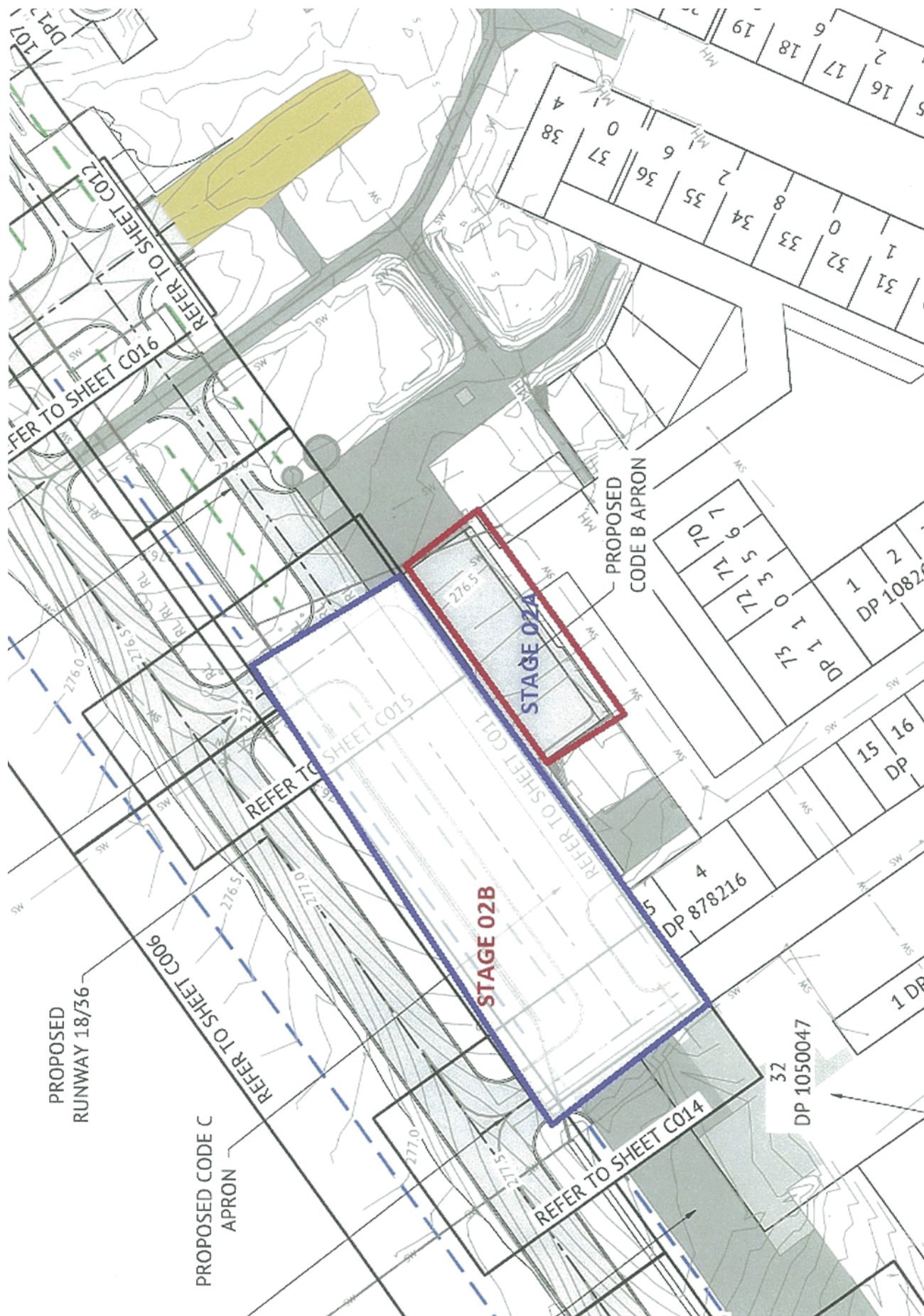
Moved: Cr Max Oliver

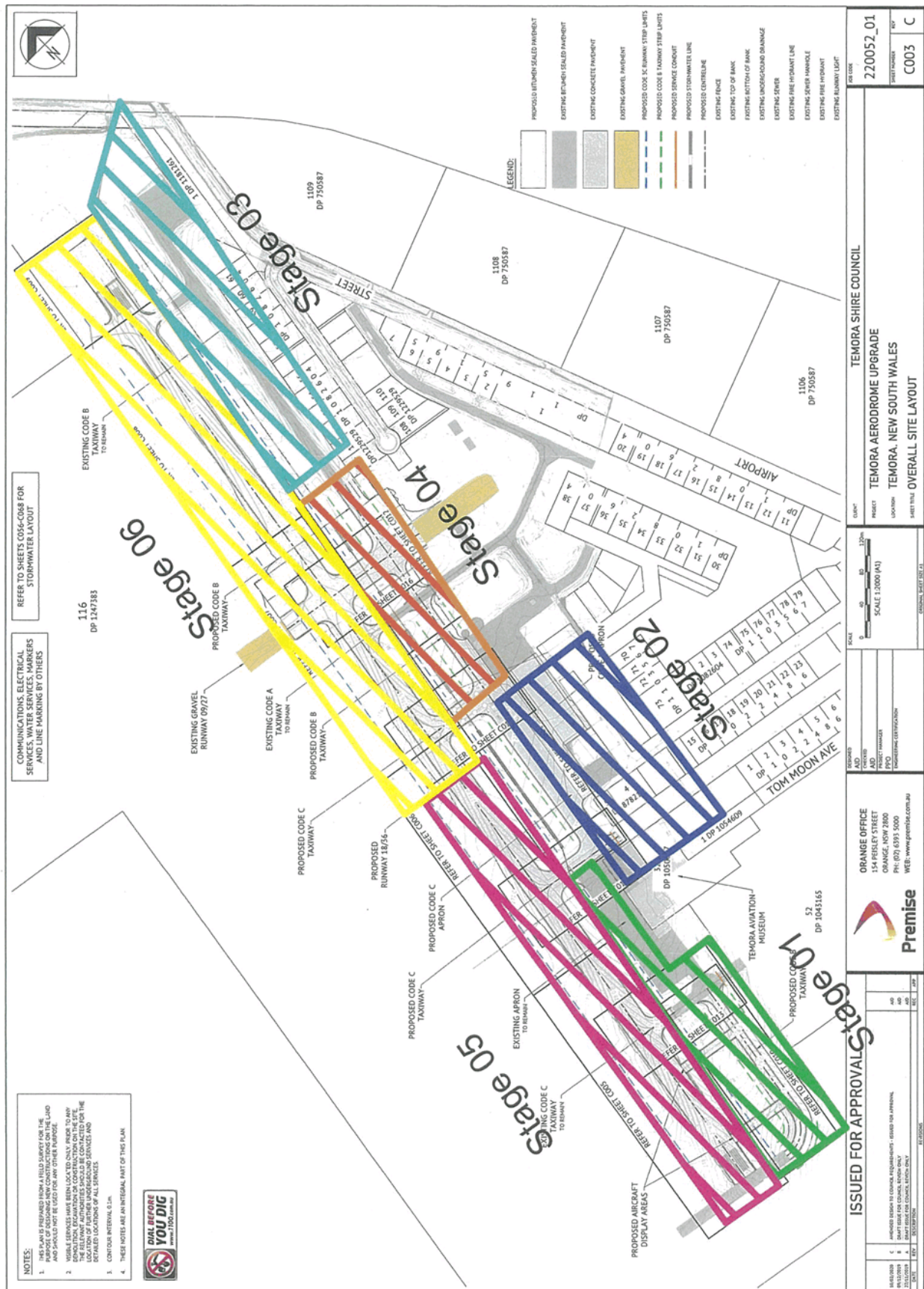
Seconded: Cr Lindy Reinhold

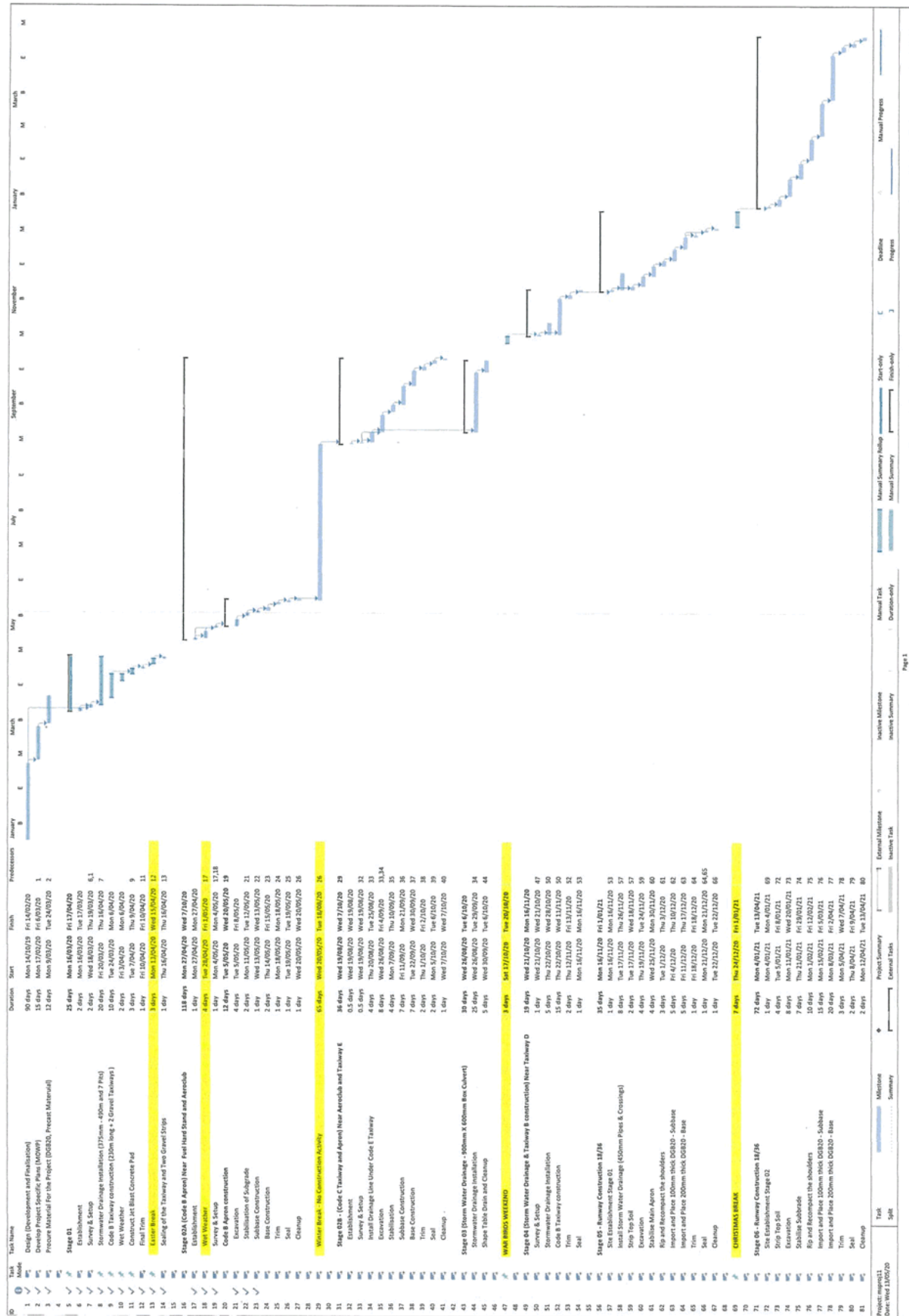
It was resolved that Council notes the report.

CARRIED

Report by Bimal Shah











11.6 2020 LOCAL ROADS CONGRESS

File Number: REP20/500
Author: Engineering Technical Manager
Authoriser: Engineering Technical Manager
Attachments: 1. Agenda  

REPORT

The annual NSW Local Roads Congress will be delivered as a virtual conference this year, with day sessions on Monday 1st June 2020 and Monday 15th June 2020.

In past years Council has elected to send one staff member and one elected member, noting 1 elected member is granted free entry with each staff registration.

Budget Implications

\$365

RESOLUTION 130/2020

Moved: Cr Nigel Judd
Seconded: Cr Claire McLaren

It was resolved that Council approves the \$730.00 for the two Engineering Managers to attend the 2020 Local Roads Congress with Cr Judd and Cr Wiencke attending as guests by a virtual conference.

CARRIED

Report by Rob Fisher**1. ENGINEERING WORKS MANAGER**

Advised that works will be carried out in Hoskins Street on the infills on the roundabouts at Hoskins/Victoria Street commencing 26 May 2020 weather permitting and will then move on to the Hoskins/Anzac Street roundabout.



2020 Virtual NSW Local Roads Conference
Connecting the Dots: Providing Safe and Reliable Road and Transport
Infrastructure to the Community

DAY ONE – Monday 1st June 2020 Saving Lives on Local Roads	
9:29am	Opening Video 2019 State Conference Video – 30 seconds/1 minute
9:30am	Welcome/Housekeeping Items Moderator
9:30am – 9:40am	Welcome Warren Sharpe OAM, President IPWEA (NSW)
9:40am – 10:00am	Opening + Q&A (5 minutes) Cr Linda Scott, President of Local Government NSW
10:00am – 10:20am	Keynote Address + Q&A (5 minutes) The Hon. Paul Toole, MP, Minister for Regional Transport and Roads
10:20am – 10:35am	Road Safety Statistics for Local Roads Adam Mularczyk, IPWEA Road Safety Panel
10:35am – 10:55am	Benefits of Route-based Safety Assessments Rob McInerney, Chief Executive Officer, iRAP
10:55am – 11:15am	Funding Mechanism for Road Safety on Local Roads Bernard Carlon, Transport for NSW
11:15am – 11:30am	BREAK
11:30am – 12:10pm	Panel Discussion Adam Mularczyk, IPWEA Road Safety Panel Rob McInerney, Chief Executive Officer, iRAP Bernard Carlon, Transport for NSW
12:10pm – 12:30pm	Connecting the National Road Safety Strategy with Council Strategies + Q&A (5 minutes) Mayor David O'Loughlin, President of The Australian Local Government Association
12:30pm	Event Wrap Up Moderator

Proudly brought to you by





2020 Virtual NSW Local Roads Conference
Connecting the Dots: Providing Safe and Reliable Road and Transport
Infrastructure to the Community





DAY TWO – Monday 15th June 2020 Addressing Future Infrastructure Needs of Local Communities	
9:29am	Opening Video 2019 State Conference Video – 30 seconds/1 minute
9:30am	Welcome/Housekeeping Items Moderator
9:30am – 9:40am	Welcome Warren Sharpe OAM, President IPWEA (NSW)
9:40am – 10:00am	Opening + Q&A (5 minutes) The Hon. Mick Veitch, MLC, Shadow Minister for Rural Roads
10:00am – 10:20am	Keynote Address + Q&A (5 minutes) The Hon. Andrew Constance, MP, Minister for Transport and Road
10:20am – 10:40am	Disaster Recovery Warren Sharpe OAM, Director at Eurobodalla Shire Council
10:40am – 10:55am	Benchmark Report (Roads and Bridges), Attracted Funding >\$1B to Date Jeff Roorda, G7Assetmanagement4
10:55am – 11:15am	Road Classification Review Wendy Machin, Chair Regional Road Transfer and NSW Road Classification Review
11:15am – 11:30am	BREAK
11:30am – 12:10pm	Panel Discussion Warren Sharpe OAM, Director at Eurobodalla Shire Council Jeff Roorda, G7Assetmanagement Wendy Machin, Chair Regional Road Transfer and NSW Road Classification Review
12:10pm – 12:30pm	Future Direction and Projects RTD, Wrap-up, Communique Garry Hemsworth, IPWEA (NSW) Board Member Arjan Rensen, Manager Road and Transport Directorate
12:30pm	Event Wrap Up Moderator

Proudly brought to you by



12 ENVIRONMENTAL SERVICES**12.1 TEMORA LOCAL ENVIRONMENTAL PLAN AMENDMENT NO. 8 TEMORA WEST****File Number:** REP20/125**Author:** Town Planner**Authoriser:** Director of Environmental Services

Attachments:

1. Submission from DPI Agriculture [↓](#) 
2. Submission from DPIE Biodiversity and Conservation [↓](#) 
3. Due Diligence Assessment [↓](#) 
4. Comments from DPIE Environment [↓](#) 

REPORT

At the November 2019 Confidential Council Meeting, Council considered a report in relation to a draft planning proposal relating to land located on the western fringe of Temora. This amendment involves a rezoning of the subject land from RU1 Primary Production to R1 General Residential. The proposal will also involve a change to the minimum lot size of the subject land, from 40 hectares to 750m².

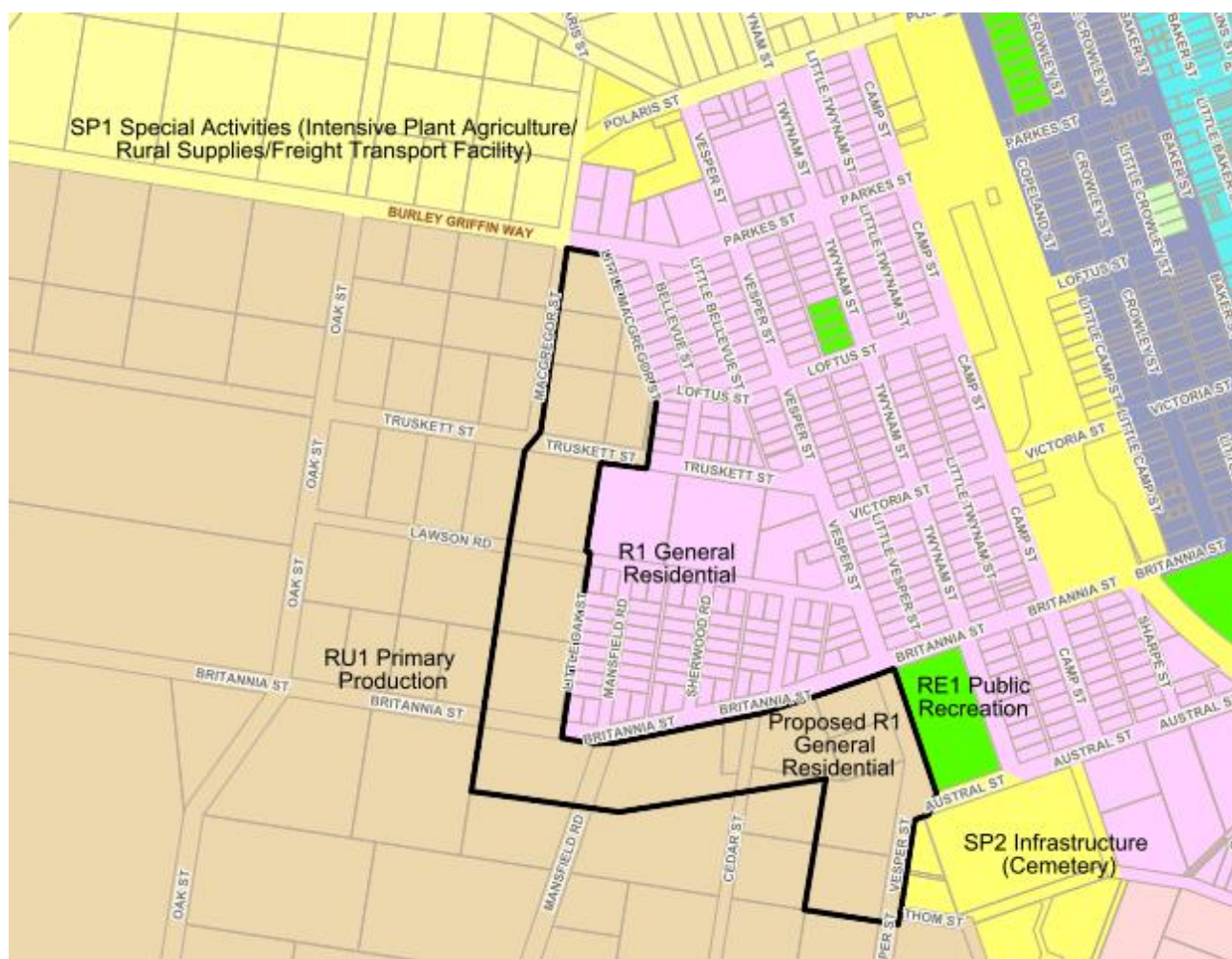
The intended outcome of the Planning Proposal is to support the extension of existing residential development located on the western fringe of Temora.

The subject land, with aerial image, is shown edged heavy black by Figure 1.



Figure 1: Subject land – aerial image

The subject land, with existing zoning, is shown edged heavy black by Figure 2.

**Figure 2: Subject land – existing zoning**

At the meeting Council resolved that Council:

1. Endorse the draft planning proposal,
2. Forward the draft planning proposal to the NSW Department of Planning and Environment,
3. Place the draft Planning Proposal on public exhibition once approval from the NSW Department of Planning and Environment is received, and
4. Receive a future report on the outcomes of the public exhibition.

The public exhibition of the draft amendment is now complete.

Public exhibition

The public exhibition took place between 10 January 2020 and 10 February 2020. Notification of the draft amendment occurred through newspaper advertisement in the Temora Independent on 10 January and 24 January 2020, notification letters to all affected and adjoining landowners and consultation with the Department of Primary Industries Agriculture and Department of Planning, Industry and Environment - Biodiversity. A copy of the exhibition materials was available at Council's offices and on Council's website.

Submissions

The submission received from the Department of Primary Industries - Agriculture is summarised below:

- The identified land is immediately adjacent to current R1 General Residential areas and will have access to existing services and utilities
- The identified land is a very small area in the context of the Council area and no significant agricultural enterprises are likely to be impacted
- The proposal is based on the Temora Shire Land Use Discussion Paper 2017 and the Temora Shire Residential Land Use Strategy 2019. The Strategy has identified a long term shortfall in residential land requirements.

The submission from the Department of Primary Industries Agriculture and Department of Planning, Industry and Environment – Biodiversity is summarised below:

Biodiversity

- The planning proposal has some potential to harm threatened species
- There is the option to apply Stage 1 of the Biodiversity Assessment Method to the site to all anticipated development that involves clearing of native vegetation resulting from the proposal
- An alternative option is Council has a duty to ensure that any subsequent clearing of native vegetation within the rezoned area is assessed in accordance with the Biodiversity Conservation Act.

Council comment:

It is preferred that the second approach be used as future clearing of the land is unknown at this stage and will depend on the future development applications received. Council will encourage applicants to avoid clearing in order to avoid being included within the Biodiversity Conservation Act. This is considered appropriate given that patches of native vegetation are mostly confined to road reserves and there is high potential to avoid these.

Aboriginal cultural heritage

- The documentation provided in the planning proposal has not yet addressed Aboriginal cultural heritage. Ministerial Directions state that planning authorities must ensure that a planning proposal contains provisions that facilitate the conservation of Aboriginal objects and places
- The Department recommends that the proponent clearly identifies all potential areas, objects, places or landscapes of heritage significance to Aboriginal culture and people

Council comment:

Council officers arranged of a consultant archaeologist to conduct an Aboriginal Due Diligence assessment of the site. The assessment was carried out on 26 February 2020. The outcome of the assessment concluded that the project area did not contain landforms which were considered archaeologically sensitive. The field assessment identified two isolated stone artefacts. These items may be able to be avoided in future development. Further assessment is not required for the rezoning and works can proceed with caution outside of the location of the Aboriginal heritage sites. This approach is considered to be acceptable to Council.

The Aboriginal Due Diligence Report was reviewed by DPIE (Biodiversity and Conservation) and the following comments were received:

- The presence of Aboriginal stone artefacts demonstrates Aboriginal cultural heritage (ACH) on the land proposed for rezoning. While we note the findings of the due diligence assessment, the Department does not have a role in certifying or approving the due diligence process. If done effectively, the due diligence process provides a defence against harm to ACH. Due diligence in accordance with the Code is not a process that provides for detailed cultural heritage assessment, nor consultation with the Aboriginal community to identify cultural heritage values. In this instance it should be used to inform the level of assessment required for future development on the proposal site.
- While noting some disturbance in the area, the report notes the presence of two stone artefacts which indicates there may be a low density scatter of artefacts and potential for others to be present within the rezoning area (NGH, 2020:16). As part of the due diligence process, consultation with Aboriginal people was not undertaken. There may be other values in the area of which Aboriginal people are aware.
- While Council may choose to proceed with the planning proposal based on the due diligence, we recommend that a Aboriginal Cultural Heritage Assessment (ACHA) be prepared now at the strategic planning stage, to ensure that ACH values are adequately identified, assessed and protected where appropriate. It is important to note that the relationship of ACH to landscape context is lost when assessment occurs on a lot by lot basis. The ACHA could be used to promote the conservation of significant ACH values through land-use zoning mechanisms (such as E2 Environmental Conservation). An ACHA may also be used to support a future AHIP application, should it be required. This would also be consistent with our comments on the Draft Temora Local Strategic Planning Statement provided on 27 March 2020 in which we recommended Council investigate and assess potential impacts on ACH values for priority development precincts at the strategic planning stage (i.e. rezoning) in partnership with the local Aboriginal community.

Council comment:

In response to comments received from DPIE Environment in relation to the Draft Temora Shire Local Strategic Planning Statement, Council has included two additional actions in relation to Aboriginal cultural heritage. These actions are as follows:

11.2 Undertake a study of Aboriginal cultural heritage values for the local government area in partnership with the local Aboriginal community, by the end of 2023.

11.3 Update Council's Development Control Plan to support Aboriginal heritage assessment for priority development precincts in partnership with the local Aboriginal community, and to avoid and minimise impacts to Aboriginal cultural heritage from development by the end of 2023.

Council has since adopted the Local Strategic Planning Statement to include these actions.

Council considers that the Due Diligence Assessment conducted on behalf of Council has provided sufficient information for Council to proceed with the planning proposal. Any future development applications that may have proximity to the identified items of Aboriginal cultural heritage will be required to avoid impacting the items. In accordance with the report, if the artefact sites cannot be avoided by future works, an Aboriginal Heritage Impact Permit will be required. As Temora

Shire has low levels of development growth, it is likely that impacts upon the identified items can realistically be avoided.

The commitment of Council to undertake a study of Aboriginal cultural heritage values for the local government area in partnership with the local Aboriginal community, by the end of 2023, will provide a much more strategic assessment of Aboriginal cultural heritage, which will be of higher value to both the Aboriginal community and the general Temora Shire community.

In the short term, Council considers that proceeding with the planning proposal will not be in conflict with the longer term objectives of protecting Aboriginal cultural heritage as the potential impacts can be managed through the planning assessment process.

There were no written objections to the planning proposal for any affected or adjoining landowners.

Discussion

As issues raised by Government agencies have been addressed and there were no objections from landholders, it is recommended that the draft Planning Proposal proceed to the stage of receiving a legal opinion and final maps being prepared.

RESOLUTION 131/2020

Moved: Cr Graham Sinclair

Seconded: Cr Kenneth Smith

It was resolved that Council:

1. Accept the planning proposal as exhibited,
2. Request that Council officers forward the planning proposal to Parliamentary Counsel's Office with a request that the draft instrument be prepared,
3. Request that Council officers arrange for relevant maps to be prepared in accordance with DPIE requirements, and
4. Receive a future report to formally adopt and make the LEP, once a legal opinion from Parliamentary Counsel's Office is received.

CARRIED

Report by Claire Golder



Department of
Primary Industries

OUT20/1250

5 February 2020

Ms Claire Golder
Temora Shire Council
Temora, NSW, 2666

Dear Claire,

Temora Shire Council LEP Proposed Amendment (Amendment No. 8) - to rezone land from RU1 Primary Production to R1 General Residential to meet future housing demands

Thank you for the opportunity to provide further comment on the above proposal. The NSW Department of Primary Industries (NSW DPI) Agriculture provides advice to consent authorities about the protection and growth of agricultural industries and the resources upon which these industries depend to provide economic growth.

NSW DPI has reviewed the Temora Shire Council Planning Proposal to amend the Temora LEP to rezone land from RU1 Primary Production to R1 General Residential. The land for rezoning is identified as: Lots 1, 3, 4 DP 1119795, Lots 79, 89, 90, 93, 165, 194, 195, 208, 215, 224, Part Lot 94, Part Lot 179 DP 750587, Part Lot 1, Lot 2 DP 513497. The Planning Proposal relates to approx. 20 ha and will involve a change to the minimum lot size the subject land from 40 hectares to 750m² where the land is proposed to be zoned R1.

DPI supports the Planning Proposal for the specified Lots based on:

- The identified land is immediately adjacent to current R1 General Residential areas and will have access to existing services and utilities
- The identified land is a very small area in the context of the Council area and no significant agricultural enterprises are likely to be impacted.
- The proposal is based on the Temora Shire Land Use Discussion Paper 2017 and the Temora Shire Residential Land Use Strategy 2019 (endorsed by Council, yet to be approved by the Secretary). The Strategy has identified a long term short fall in residential land requirements.

Should you require clarification on any of the information contained in this response please contact Agricultural Land Use Planning Officer Lilian Parker on (02) 6938 1906.

Yours sincerely

A handwritten signature in black ink, appearing to read 'L. Parker'.

Lilian Parker
Agricultural Land Use Planning

NSW Department of Primary Industries - Agriculture
Locked Bag 21, Orange NSW 2800 | 161 Kite St, Orange NSW 2800
Tel: 02 6391 3369 | Email: landuse.ag@dpi.nsw.gov.au | www.dpi.nsw.gov.au | ABN: 72 189 919 072



Our ref: DOC20-32868
Senders ref: KJD:CG:D/01/01

Mr K Dunstan
Director of Environmental Services
Temora Shire Council
PO Box 262
TEMORA NSW 2666

Via email: temshire@temora.nsw.gov.au

10 February 2020

Attention: Claire Golder, Town Planner

Dear Mr Dunstan

Subject – Planning Proposal – Amendment No 8 - Rezone Land in west Temora from RU1 to R1

Thank you for your letter dated 8 January 2020 regarding the abovementioned planning proposal and seeking comments from the Biodiversity and Conservation Division of the Department of Planning, Industry and Environment (the Department).

The Biodiversity and Conservation Division of the Department has statutory responsibilities relating to biodiversity (including threatened species, populations, ecological communities, or their habitats), Aboriginal cultural heritage and flooding. For matters relating to national parks estate matters please refer these to the National Parks and Wildlife Service.

We have reviewed the documents supplied and provide the following comments at **Attachment A**.

The planning proposal has the potential to harm threatened species. The Department's preference is that Council assesses that potential according to Part 7 of the *Biodiversity Conservation Act 2016* at the planning proposal stage.

Regarding potential impacts on Aboriginal cultural heritage, we recommend that Council complete an Aboriginal Cultural Heritage Assessment to inform the planning proposal.

The Temora Flood Study (2019) shows that flood risk within the proposal area is limited. We do not have any concerns with the planning proposal from a flooding perspective.

If you have any questions about this advice, please contact Marcus Wright, Senior Conservation Planning Officer via rog.southwest@environment.nsw.gov.au or 02 6983 4917.

512 Dean Street Albury 2640 | PO Box 1040 Albury 2640 | rog.southwest@environment.nsw.gov.au | dpie.nsw.gov.au | 1

Yours sincerely



Andrew Fisher

Senior Team Leader Planning

South West Branch

Biodiversity and Conservation Division

Department of Planning, Industry and Environment

Attachment A Detailed comments –Planning Proposal – Amendment No 8 - Rezone Land in west Temora from RU1 to R1

Attachment A Detailed Comments – Planning Proposal – Planning Proposal – Amendment
No 8 - Rezone Land in west Temora from RU1 to R1

Biodiversity

The *Temora Residential Land Use Strategy* (Premise, 2019) lists biodiversity as one of several 'general directions' as the basis for decision making and to guide future investigations. We concur with the Strategy that any decision to support this planning proposal must also ensure the appropriate protection of biodiversity including appropriate zones, buffers or offsets.

The planning proposal has some potential to harm threatened species or their habitats on the subject land.

The Department's preference is that Council satisfy itself at the planning proposal stage as to the potential for future development to harm threatened species. This is done by applying Stage 1 of the Biodiversity Assessment Method (BAM) to all anticipated development that involves the clearing of native vegetation resulting from the proposal.

This assessment should include all ancillary clearing including services, access, storm water disposal, both within and adjacent to the subject land. The advantage of this approach is that Council only assesses this evidence once, assuming all clearing associated with subsequent development is included in the assessment. In this case Council would require a Biodiversity Development Assessment Report (BDAR) to accompany the proposal unless the clearing of native vegetation is avoided.

Alternatively, Council has a duty to ensure that any subsequent clearing of native vegetation within the rezoned area, including all clearing ancillary to each development application, is assessed in accordance with Part 7 of the *Biodiversity Conservation Act 2016*. In this way subsequent development applications must be accompanied by a Biodiversity Offset Scheme Entry Threshold (BOSET) report and a Test of Significance, and potentially a BDAR.

Council may not consent to development without being satisfied that no harm to threatened species will occur, or that such harm will be offset under the Biodiversity Offset Scheme.

Whichever approach is taken, consideration should be given to the patches of native vegetation mostly confined to roadsides on the subject land, the loss of connectivity provided by this vegetation to any local populations, and the cumulative impacts of losing small areas of habitat and scattered paddock trees in the Temora landscape.

Regarding development that is permitted without consent on the new SP1 zone, Council's power to regulate clearing ancillary to those matters relies on the *State Environmental Planning Policy (Vegetation on non-rural land) 2017* (the Vegetation SEPP) and is limited by the Temora Development Control Plan (DCP). To better protect native vegetation on all land regulated by the Vegetation SEPP, including R1 land, Council is encouraged to amend the Temora DCP to better provide for the protection of native vegetation. Alternatively, specific conditions of consent may be used to protect habitat at the subject site including Tree Preservation Orders.

By not adopting clause 5.9(9) of the standard instrument LEP, Routine Agricultural Management Activities (RAMAs) remain available in some zones of the Temora LEP. RAMAs are always limited to development that is permitted without consent only and are not available on R1 land. The availability of RAMAs is not increased by the proposal.

Aboriginal cultural heritage

The documentation provided in the planning proposal has not yet addressed Aboriginal cultural heritage. The current planning proposal will need to be consistent with Ministerial Directions issued

under Section 9.1 of the *Environmental Planning and Assessment Act 1979* (EP&A Act), specifically direction 2.3 Heritage Conservation (former section 117(2) directions).

Direction 2.3 states that planning authorities must ensure that a planning proposal contains provisions that facilitate the conservation of Aboriginal objects and places protected under the *National Parks and Wildlife Act 1974* (NPW Act) (Direction 2.3(4)(b)), and Aboriginal areas, objects, places or landscapes identified as being of heritage significance to Aboriginal culture and people (Direction 2.3(4)(c)).

The land subject to the planning proposal investigation comprises generally cleared farmland used for a mix of grazing and cropping purposes and rural lifestyle properties. Sites recorded on the Aboriginal Heritage Information Management System (AHIMS) have been recorded within 10 km of the investigation area, including scarred trees and artefact sites.

To adequately assess the Aboriginal cultural heritage significance of the lands subject to the planning proposal, the proponent should clearly identify all potential areas, objects, places or landscapes of heritage significance to Aboriginal culture and people that may potentially constrain future land-use planning.

The Department therefore recommends that an Aboriginal Cultural Heritage Assessment be undertaken, in consultation with relevant Aboriginal parties and inclusive of a field assessment, to adequately capture the information required to inform a planning proposal.

Identifying Aboriginal cultural heritage values and consultation with Aboriginal people should be guided by the following documents:

- Guide to investigating, assessing and reporting on Aboriginal cultural heritage in NSW (DECCW, 2011) available at www.environment.nsw.gov.au/licences/investassessreport.htm
- Aboriginal cultural heritage consultation requirements for proponents 2010 (DECCW, 2010) available at www.environment.nsw.gov.au/licences/consultation.htm
- Code of Practice for the Archaeological Investigation of Aboriginal Objects in New South Wales (OEH, 2010) www.environment.nsw.gov.au/licences/archinvestigations.htm

The Department notes that the conservation of significant Aboriginal cultural heritage values is consistent with the requirements of Section 9.1 (Direction 2.3 - Heritage Conservation) of the EP&A Act. The Department considers the application of appropriate land-use zoning (such as E2 conservation) as a suitable mechanism to promote the conservation of significant Aboriginal cultural heritage values.

The Department recommends that the proponent clearly identify all potential areas, objects, places or landscapes of heritage significance to Aboriginal culture and people that may potentially constrain future land-use planning, by undertaking an Aboriginal Cultural Heritage Assessment. The outcomes of this assessment should inform the planning proposal, to ensure consistency with the requirements of Section 9.1 (Direction 2.3 - Heritage Conservation) of the *Environmental Planning and Assessment Act 1979*.

Historic Heritage

All enquires for historic heritage should be addressed to the Department of Premier and Cabinet – Heritage NSW: heritage@heritage.nsw.gov.au

Flooding

Temora Shire Council have recently finalised the Temora Flood Study (2019) that defines the flood risks in the urban areas of Temora and its environs. This report shows that the flood risks at this location is very limited. Only a very small section of the site on the corner of Britannia and Vesper Streets is defined as low hazard flood fringe in the 1% Annual Exceedance Probability design flood event. As such we agree that inconsistency with the Section 9.1 Ministerial Direction (4.3 Flood Prone Land) is of minor significance.

Council are preparing to progress to the next stage of the Floodplain Management process by completing a Floodplain Risk Management Study and Plan for Temora, which should look at all new proposed development areas including this proposal and assess the appropriateness given flood risk. However, given the very limited flood risk at this particular site, we have no concerns with the planning proposal in relation to flood risk.



ABORIGINAL HERITAGE DUE DILIGENCE ASSESSMENT

Temora West, NSW

March 2020

Project Number: 20-091



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Aboriginal Heritage Due Diligence Assessment
Temora West, NSW

DOCUMENT VERIFICATION

Project Title:	Temora West, NSW
Project Number:	20-091
Project File Name:	20-091 Temora West Aboriginal Due Diligence Assessment Draft V1.0

Revision	Date	Prepared by	Reviewed by	Approved by
Final V1.0	23/03/2020	Ali Byrne / Amy Ziesing	Matthew Barber	Matthew Barber
Final V1.0	24/03/2020	Ali Byrne / Amy Ziesing	Matthew Barber	Matthew Barber

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ACRONYMS AND ABBREVIATIONS

ACHA	Aboriginal Cultural Heritage Assessment
AHIMS	Aboriginal Heritage Information Management System
AHIP	Aboriginal Heritage Impact Permit
BCD	Biodiversity and Conservation Division (formerly OEH)
Cm	Centimetres
DPIE	Department of Planning, Industry and Environment
EP&A Act	Environmental Planning and Assessment Act 1979 (NSW)
Ha	Hectares
Km	Kilometres
LALC	Local Aboriginal Land Council
LEP	Local Environmental Plan
LGA	Local Government Area
M	Metres
NPW Act	National Parks And Wildlife Act 1974 (NSW)
NSW	New South Wales
OEH	(NSW) Office of Environment and Heritage, formerly Department of Environment, Climate Change and Water
PAD	Potential Archaeological Deposit
REP	Regional Environmental Plan

EXECUTIVE SUMMARY

NGH was commissioned by Temora Shire Council (Council) to undertake an Aboriginal Heritage Due Diligence assessment to support a proposed amendment to the Temora Local Environmental Plan 2010 (LEP) which would result in the rezoning of land within Temora West from RU1 Primary Production to R1 General Residential. The proposal would also result in a change to the minimum lot size from 40 hectares (ha) to 750 m² where the land is proposed to be zoned R1. The total area for the Planning Proposal is 20.9 ha.

The NSW Department of Planning, Industry and Environment (DPIE), Biodiversity and Conservation Division (BCD) provided advice relating to this proposal on 10 February 2020 which included a requirement for further assessment relating to potential impacts to Aboriginal cultural heritage. While this correspondence recommended preparation of an Aboriginal Cultural Heritage Assessment (ACHA), NGH understands that personal communication between Council and the Department confirmed that an Aboriginal Heritage Due Diligence Assessment will be sufficient for this stage of works. DPIE has recommended that Council arrange for the due diligence assessment outcomes to be reported back to DPIE prior to moving on to the next stage of the rezoning proposal (this report).

BACKGROUND AND DESKTOP ASSESSMENT

A search of the AHIMS database was conducted, centred over the project area, on 17 February 2020 covering approximately 10 kilometres (km) around the project area. There were 21 Aboriginal sites recorded within this search area and no declared Aboriginal Places. None of the archaeological sites currently recorded on AHIMS are located within or directly adjacent to the project area, and the closest recorded site is 3.1 km to the north east. It is unlikely that the project area has previously been subject to any archaeological survey as it is farmland that has been privately owned, likely since the establishment of Temora township. There are no significant modifications to the land identified as a result of the background research, however it is recognised that farming practices have likely increased the erosion processes of soils across the site.

Based upon the initial desktop assessment, using satellite imagery and topographic data, and with reference to the AHIMS results, it was assessed that there is low to moderate potential for Aboriginal objects or sites to occur within the project area.

FIELD ASSESSMENT

The field inspection was carried out on 26 February 2020 by qualified NGH archaeologist, Amy Ziesing, assessing the entire proposed rezoning area.

Visibility within the proposal area was variable with the eastern portion of the proposal area noted to generally have poor visibility (less than 1%) due to a dense grass cover. The western and northern portions of the proposal area had better visibility with an average of 40%, with a low grass cover. The proposal area however did have a number of exposures that were visually inspected, particularly in the land parcel west of Mansfield Road. Mature trees were sparse; however, those present within the proposal area were also visually inspected and no scarring was observed that was considered to conform in any way to the standard scarring morphology accepted for Aboriginal modification (cf. Long 2005).

The project area did not contain landforms which are considered archaeologically sensitive. Disturbances were noted across the proposed rezoning area resulting from ploughing, the construction of multiple farm dams, roads, paddock fencing, existing houses and sheds.

IMPACT ASSESSMENT CONCLUSION

The field assessment identified two isolated stone artefacts (Temora IF 1 and Temora IF 2). No archaeologically sensitive landforms were noted across the proposal area. Extensive parts of the proposal area were assessed to have been modified for roads, dams, fences, sheds and residential dwellings. The remaining areas within the proposal area are considered to be extensively disturbed and are therefore considered to have low potential for archaeological deposits.

Should the two Aboriginal sites within the proposal area not be able to be avoided by any possible future development works subsequent to the proposed rezoning of the area, an Aboriginal Heritage Impact Permit (AHIP) would be required to impact these sites. This would require undertaking an Aboriginal Cultural Heritage Assessment (ACHA).

This assessment however also identified that further assessment for Aboriginal sites and objects is not required for the rezoning and future development works within the proposal area that are outside the locations of the previously recorded sites within the proposal area. Therefore, the rezoning and future development works within the proposal area outside the locations of the Aboriginal heritage sites as noted in this report can proceed with caution.

RECOMMENDATIONS

It is recommended that:

1. The proposed rezoning for the proposal area may proceed with caution.
2. Any future ground disturbance works, subsequent to the proposed rezoning of the area, must avoid the locations of the isolated artefacts (Temora IF 1 and Temora IF 2). If these sites cannot be avoided, then further heritage investigation and assessment will be required. An Aboriginal Heritage Impact Permit would be required to impact these sites. This would require undertaking an Aboriginal Cultural Heritage Assessment (ACHA).
3. Any future development works, outside of the isolated artefact site locations as noted above within the proposal area, do not require further assessment.
4. Any activity proposed outside the current assessment area should also be subject to an Aboriginal heritage assessment.

Temora Shire Council are reminded that it is an offence under the *NSW National Parks and Wildlife Act 1974* to disturb, damage or destroy an Aboriginal object without a valid Aboriginal Heritage Impact Permit (AHIP).

1 INTRODUCTION

NGH was commissioned by Temora Shire Council (Council) to undertake an Aboriginal Heritage Due Diligence assessment to support a proposed amendment to the Temora Local Environmental Plan 2010 (LEP) which would result in the rezoning of land within Temora West from RU1 Primary Production to R1 General Residential. The proposal would also result in a change to the minimum lot size from 40 hectares (ha) to 750 m² where the land is proposed to be zoned R1. The total area for the Planning Proposal is 20.9 ha.

The NSW Department of Planning, Industry and Environment (DPIE), Biodiversity and Conservation Division (BCD) provided advice to Council relating to this proposal on 10 February 2020 which included a requirement for further assessment relating to potential impacts to Aboriginal cultural heritage. While this correspondence recommended preparation of an Aboriginal Cultural Heritage Assessment (ACHA), NGH understands that personal communication between Council and the Department confirmed that an Aboriginal Heritage Due Diligence Assessment will be sufficient for this stage of works. DPIE recommended that Council arrange for the due diligence assessment outcomes to be reported back to DPIE prior to moving on to the next stage of the rezoning proposal (this report).

The due diligence assessment is undertaken to evaluate the presence or potential for Aboriginal objects to occur and be affected by the development activity.

1.1 SUBJECT SITE

The site proposed for rezoning comprises the following land parcels in Temora, all of which are located within the Temora Local Government Area (LGA). The project area is located on the south western fringe of the Temora urban area, and comprises generally cleared and flat farmland (refer to Figure 1-1 and Figure 1-2). The land is currently used for a mixture of grazing and cropping purposes, and rural lifestyle purposes. The parcels of land covered by this assessment are outlined below (Table 1-1).

Table 1-1 Lot and DP numbers covered by this assessment.

Lot	Deposited Plan
1,3,4	1119795
79,89, 90, 93, 165, 194, 195, 208, 215, 224, Part Lot 94, Part Lot 179	750587
Part Lot 1, Lot 2	513497

1.2 PROJECT PERSONNEL

The due diligence assessment was carried out by qualified archaeologist Amy Ziesing of NGH. This included field inspection and the completion of this report. Qualified NGH archaeologist Ali Byrne completed the background research for this report and Matthew Barber reviewed the report.

The due diligence process does not formally require consultation with Aboriginal community groups. No Aboriginal groups were contacted for this due diligence level assessment. The project area is within the boundaries of the Young Local Aboriginal Land Council (LALC).

1.3 APPROACH AND FORMAT OF THIS REPORT

This report has been drafted in keeping with the sequence of steps identified in the *Due Diligence Code of Practice for the Protection of Aboriginal Objects in NSW* (DECCW 2010) (the Due Diligence Code). The Due Diligence Code provides a five-step approach to determine if an activity is likely to cause harm to an Aboriginal object, as defined by the *NSW National Parks and Wildlife Act 1974*. The steps follow a logical sequence of questions, the answer to each question determines the need for the next step in the process (Table 1-2).

Table 1-2 Due Diligence Steps for this report

Due Diligence Steps
Step 1. Will the activity disturb the ground surface?
Step 2a. Search the AHIMS database and use any other sources of information of which you are already aware
Step 2b. Are activities proposed in areas where landscape features indicate the presence of Aboriginal objects?
Step 3. Can you avoid harm to the object or disturbance of the landscape feature?
Step 4. Undertake a desktop assessment and visual inspection. Is it likely that Aboriginal objects will be impacted by the proposed works?
Step 5. Further investigations and impact assessment

The Due Diligence Code of Practice sets out the steps which the Proponent is required to take in order to:

- Identify whether Aboriginal objects are, or are likely to be, present in the study area;
- Determine whether or not their activities are likely to harm Aboriginal objects (if present) in the study area; and
- Determine whether an AHIP application is required.

Each section within this report follows the relevant step outlined in the Due Diligence Code.



Figure 1-1 General Project Location

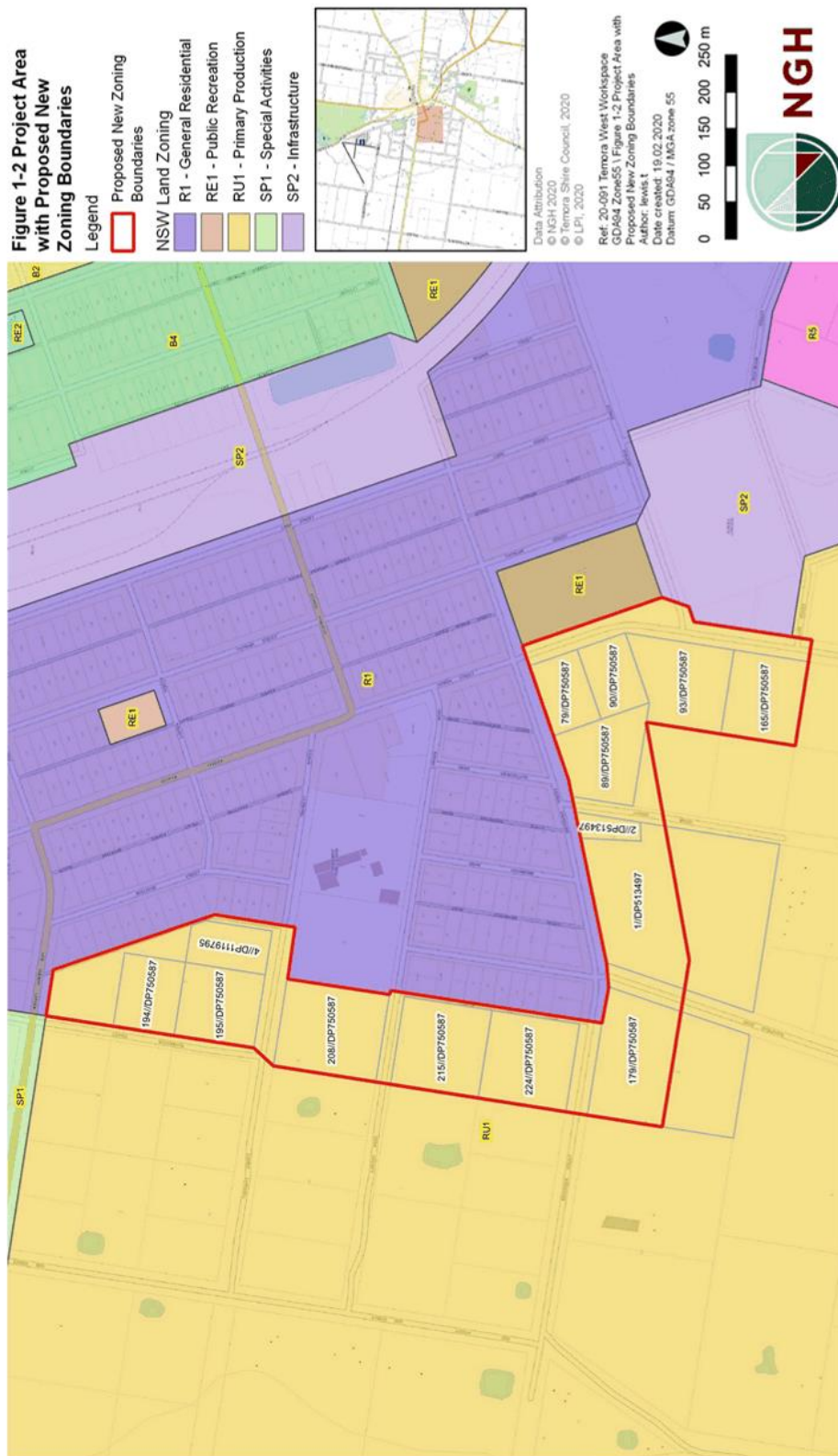


Figure 1-2 Temora West Project Area

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2 LEGISLATION

In NSW, Aboriginal heritage is principally protected by two legislative acts:

- The *National Parks and Wildlife Act 1974* (NSW) (NPW ACT); and
- The *Environmental Planning and Assessment Act 1979* (NSW) (EP&A Act).

2.1 THE NATIONAL PARKS AND WILDLIFE ACT 1974

Part 6 of the NPW Act concerns Aboriginal objects and places and various sections describe the offences, defences and requirements to harm an Aboriginal object or place. All Aboriginal material receives blanket protection under the NPW Act of NSW. The main offences under section 86 of the NPW Act are:

- A person must not harm or desecrate an object that the person knows is an Aboriginal object.
- A person must not harm an Aboriginal object.
- For the purposes of this section, "circumstances of aggravation" are:
 - that the offence was committed in the course of carrying out a commercial activity, or
 - that the offence was the second or subsequent occasion on which the offender was convicted of an offence under this section.
- A person must not harm or desecrate an Aboriginal place.

Under section 87 of the NPW Act, there are specified defences to prosecution including authorisation through an Aboriginal Heritage Impact Permit (AHIP) or through exercising due diligence or compliance through the regulation.

Section 89A of the Act also requires that a person who is aware of an Aboriginal object, must notify the Director-General in a prescribed manner. In effect, this section requires the completion of AHIMS site cards for all sites located during heritage surveys.

The strict liability offence of harming Aboriginal objects has a number of defences and include the statutory defence of due diligence (Section 2.4) through complying with an adopted industry code of practice, or compliance with the conditions of an AHIP.

2.2 ENVIRONMENTAL PLANNING AND ASSESSMENT ACT 1979

The *Environmental Planning and Assessment Act 1979* (EP&A Act) is legislation for the management of development in NSW. It sets up a planning structure that requires developers (individuals or companies) to consider the environmental impacts of new projects. Under this Act, cultural heritage is considered to be a part of the environment. It provides for the identification, protection and management of heritage items through inclusion of these items into schedules of planning instruments, such as Local Environmental Plans (LEPs) or Regional Environmental Plans (REPs). This Act requires that Aboriginal cultural heritage and the possible impacts to Aboriginal heritage that development may have are formally considered in land-use planning and development approval processes.

2.2.1 Temora Local Environmental Plan 2010

The study area is located within the Temora Shire LGA. Schedule 5 of the LEP 2010 details the included environmental heritage items covered by the plan. No Aboriginal sites or places are identified within close proximity to the project area in the Temora LEP.

3 GROUND DISTURBANCE

Step 1. Will the activity disturb the ground surface or any culturally modified trees?

The current proposal involves only paper rezoning of the project area; however, the end result of the proposed rezoning will be to allow the subdivision and residential development of this land. As such, future works may include:

- Vegetation clearance;
- Construction activities including cut and fill;
- Construction of roads, fences and installation of services requiring grading, trenching and other earthwork activities, and
- Housing construction.

These activities require significant ground disturbance, the use of heavy machinery and laydown areas. Any Aboriginal sites within the disturbance footprint could therefore be subject to harm. The confirmation that ground disturbance will occur requires the next step in the due diligence process.

4 REGISTER SEARCH AND LANDSCAPE ASSESSMENT

Step 2a. Search the AHIMS Database and other information sources

A search of relevant heritage registers for Aboriginal sites and places provides an indication of the presence of previously recorded sites. A register search is not conclusive however, as it requires that an area has been inspected and any sites are provided to the relevant body to add to the register. As a starting point, the search will indicate whether any sites are known, within or adjacent to, the investigation area. The Aboriginal Heritage Information Management System (AHIMS) provides a database of previously recorded Aboriginal heritage sites. A search provides basic information about any sites previously identified within a search area. The results of the search are valid for 12 months for the purposes of a due diligence level assessment.

A search of the AHIMS database was conducted centred over the project area on 17 February 2020 covering approximately 10 kilometres centred on the project area. Parameters and results were as follows:

- Client Service ID: 484452
- MGA Zone 55
- Eastings: 537603 - 558696
- Northings: 6177058 - 6198224
- Buffer: 0 metres
- Aboriginal sites: 21
- Aboriginal Places: 0

There were 21 Aboriginal sites recorded within this search area and no declared Aboriginal Places. Table 4-1 below shows the breakdown of site types and Figure 4-1 shows the location of the AHIMS sites in relation to the project area. None of the archaeological sites currently recorded on AHIMS are located within or directly adjacent to the project area, and the closest recorded site is 3.1 km to the north east.

Table 4-1 Breakdown of previously recorded Aboriginal sites in the region.

Site Type	Number
Modified Tree	17
Artefact	3
Artefact and Hearth	1
TOTAL	21

The dominant sites which have been recorded in the region are modified trees, which make up nearly 81% of all recorded sites, followed by a smaller number of artefact sites and one site containing an artefact scatter and hearth. The presence of modified trees indicates that a number of mature native trees remain standing within the local area. As most trees are located along roads, the percentage of modified trees compared with other sites may be a result of bias in recording due to the accessibility of these sites compared with artefact scatters or archaeological deposits which may be located within privately owned land.

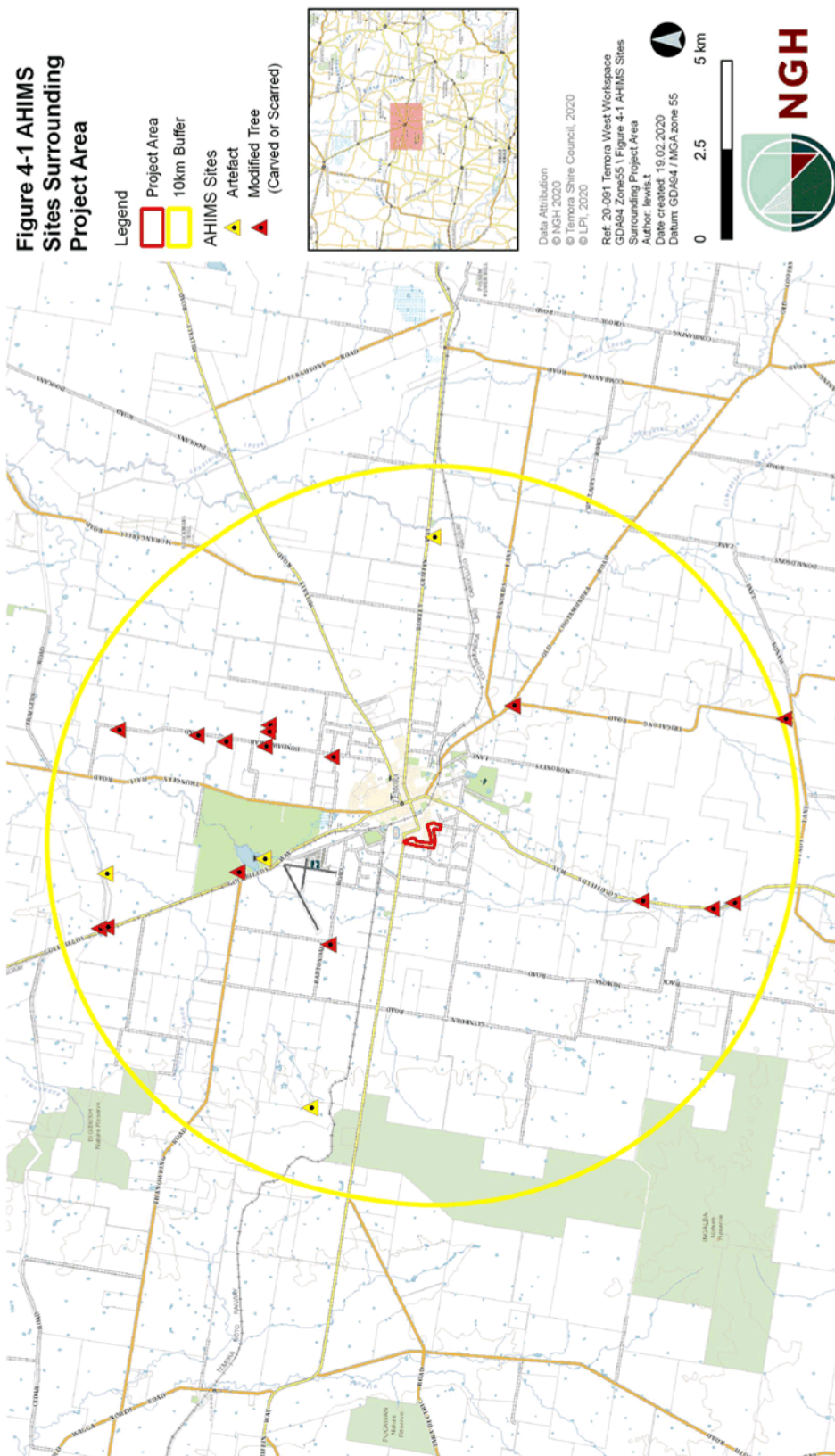


Figure 4-1 AHIMS Sites Surrounding the Project Area

4.1 ARCHAEOLOGICAL CONTEXT

4.1.1 Previous Archaeological Studies

Aboriginal people have occupied what we now know as the Australian continent for at least 40,000 years and perhaps 60,000 years and beyond. There have been no known dated excavations in the Temora area, although the archaeological evidence from Lake Mungo, approximately 400 kilometres to the north west provides ample evidence of Aboriginal occupation dating back 40,000 years (Hiscock 2007, Mulvaney and Kamminga 1999). No regional synthesis of the archaeology has been completed for the Temora area. The following are summaries of those archaeological survey reports that have been completed in the region, noting that these have primarily been driven by development and infrastructure requirements.

Witter carried out a survey for a gas pipeline between Wagga Wagga and Young in 1980. This survey resulted in the identification of 14 artefact scatters, 21 isolated finds, a possible rock well and a modified tree. Most of the sites Witter identified occurred in association with creeks or watercourses within a range of landforms including flats, slopes and spurs. Witter recommended the excavation of some of these sites if they could not be avoided. One of the sites, artefact scatter BY/4, was later salvaged by Kelly later that same year, who collected a total of 319 surface artefacts and 48 subsurface artefacts (as cited in Kelleher Nightingale Consultancy 2008:4).

A 1983 study by Witter and Hughes (as cited in AECOM Australia Pty Ltd 2010:67) of a proposed transmission line from Murrumburrah to Yass (Stage 1) and Murrumburrah to Wagga Wagga (Stage 2) recorded 18 Aboriginal sites. This consisted of 13 isolated finds, four artefact scatters and one scarred tree. Witter and Hughes suggested that site patterning in the region is dominated by sites clustered along the valleys of water courses with the open undulating plateau containing significantly lower densities of sites.

An archaeological survey of the Ulandra Nature Reserve, approximately 50 kilometres south east of the project area was undertaken in 1985 by Paton and Hughes (as cited in AECOM Australia Pty Ltd 2010:67). The survey identified seven artefact scatters and 15 isolated finds. The scatter consisted mostly of quartz with some silcrete, basalt and quartzite, and ranged in number from nine to sixty-seven artefacts. All sites were located on low rises associated with creek lines. Paton and Hughes suggested that landforms associated with wide low relief valleys had the highest archaeological potential.

Brayshaw and Associates (1986) undertook a survey at Gidginbung, approximately 16 kilometres north west of Temora, on primarily flat land, but with a ridge running south east to north west. Barmedman Creek as well as a number of low order streams were present within this study area. The contextual information provided within this report identified that any sites identified would likely confirm to the model created by Witter known as the "Riverine oriented cultural adaptation", whereby sites are usually associated with water sources. The survey identified five sites within the 4.5 square kilometre wide area, including: a complex open site containing an artefact scatter, remnants of baked clay hearths and a scarred tree; an artefact scatter, two groups of baked clay hearths; and a scarred tree. The complex site, known as Lilydale 1, was located on an erosion scour and small gully and comprised a cluster of seven surface artefacts within a 20 by 5 metre area, with a second area containing two artefacts located about 30 metres to the south. Six of the artefacts were of chalcedonic silica, two of milky quartz and one of chert; artefact types included flakes (n=4), flaked pieces (n=4) and a broken flake (n=1). Within the same area, concentrations of baked clay nodules with an inner layer of grey clay and an outer layer of orange clay were also recorded as possible hearths. These had been exposed as a result of sheet wash and gully erosion. The scarred tree associated with this complex was a box species, however the scar was suspected of being natural in origin due to the irregularity of the scar shape and the presence of other non-cultural scarring on the same individual. Lilydale 2, an artefact scatter, comprised a scatter of eleven surface artefacts, the majority of which were manufactured from chalcedonic silica, with other materials including basalt, quartzite and a fine-grained volcanic also present. Artefact types included flakes (n=5), flaked pieces (n=3) and cores (n=3). Lilydale 3 included a number of hearths in a

ploughed paddock approximately 500 metres from Lilydale 4 on Barmedman Creek. Lilydale 4 comprised three concentrations of burnt clay located on the eroded banks of Barmedman Creek. No indication of subsurface material was identified in the exposed sections of the creek bank. Lilydale 5 was recorded as a scarred tree of ironbark species; however the description notes that the scar is considered unlikely to be Aboriginal in origin. All the hearth sites were noted to have been damaged by erosion and the low density of artefact in the area was assessed to indicate transient occupation of the area.

Bonhomme (as cited in AECOM Australia Pty Ltd:67) assessed a gas pipeline north of Junee in 1987. Eighteen sites consisting of seven artefact scatters, eight isolated finds and three scarred trees were recorded. The majority of the scatters were located on hill slopes within 100 metres of a watercourse.

As assessment was undertaken by Nicholson in 1990 for a proposed natural gas pipeline from Junee South towards Wagga Wagga. The predictive model established for this project suggested that artefact scatters would occur more frequently within valleys, along ridges and near water. The survey did not identify any sites. This was consistent with the model as the proposed line extended across undulating country removed from water sources. While this model proved relatively accurate, a study undertaken by Witter (1980) and a subsequent reassessment by Kelton (2006) did locate evidence of occupation in the form of a quartz scatter and possible waterhole along an ephemeral drainage line within one kilometre of Nicholson's (1990) survey. This suggests that there is potential for sites to occur within open undulating plains.

HLA Envirosciences (1995) conducted a preliminary archaeological survey of 90 hectares for the proposed expansion of the feedlot on the Jindalee property near Springdale, approximately 20 kilometres east of the current project area. No archaeological sites were identified which was thought to be a reflection of the small area effectively surveyed in addition to a potential result of less intensive Aboriginal occupation in the area.

In 1997, Culture and Heritage surveyed the proposed transmission line between Temora and Lake Cowal. The survey primarily targeted watercourses as it was noted that past Aboriginal people tended to focus their activities in areas where water was readily available. All creek channels, drainage lines and low-lying areas were inspected for archaeological materials with a total sample area of 22.5 linear kilometres or 10% of the total proposed corridor. A total of seven artefact scatters, an isolated grinding stone, a scarred tree and five areas of archaeological sensitivity were recorded. Culture and Heritage noted that campsites were all located adjacent to watercourses with the site size appearing to reflect the reliability of the watercourse. Sites containing only a few artefacts were recorded next to minor creeks and drainage lines while larger sites were associated with more permanent water sources. Campsites were noted to be the most common in the Temora area. It should be noted that however that the selective survey method of focussing on areas near water would likely have skewed these results as it is expected that a background scatter of artefacts would also be located further away and/or between these water sources.

A subsurface investigation was undertaken by Barber in 1997 adjacent to Muttama Creek just south of Cootamundra, and over 50 kilometres south east of the current project area. A total of 61 test probes were excavated with only 24 test pits containing artefacts. Sixty-nine artefacts in total were recovered and 45% of the assemblage originated from a single test pit, E8. The overwhelming majority of artefacts were manufactured from quartz (92.8%) with lesser quantities of fine-grained siliceous and volcanic raw materials present. The nature of the quartz assemblage suggested that bipolar flaking techniques were predominantly used and the high density of artefacts found in test pit E8 suggested a knapping event. Barber (1997) suggested that the generally flat topography of the area prevented the concentration of the archaeological record to a topographic feature however, a significant background scatter of artefacts including single knapping events such as that identified in E8 are present in the landscape.

A second survey of the Ulandra Nature Reserve was undertaken by Dearling and Grinbergs in 2002 (as cited in AECOM Australia Pty Ltd:67). The survey was undertaken along Transgrid access tracks and 28 Aboriginal sites were identified within the reserve and an additional site located on a neighbouring private

property. A subsequent survey by Dearling in 2004 identified seven artefact scatters and three isolated finds, recording a total of 146 stone artefacts. Most sites were adjacent to watercourses and all occurred on low gradient spurs or locally elevated locations (as cited in AECOM Australia Pty Ltd:67).

AECOM Australia Pty Ltd conducted the Aboriginal and historic heritage study for Stage 1 of a 61-kilometre pipeline project from Bethungra to Wagga Wagga. The survey methodology was designed to only target specific portions of landscapes where archaeological evidence was most likely to be found, resulting in 18 transects being surveyed. A total of 36 Aboriginal sites (30 artefact scatters and 6 isolated finds) were recorded along the proposed pipeline route, of which 24 were previously unrecorded. The majority of sites identified during the survey were associated with, or in close proximity to an ephemeral water source with over two thirds of sites located within 50 metres of a watercourse.

A 2011 report by OzArk undertook an assessment of the Wagga North to Junee to Temora 132 kV powerline. The study identified several artefact scatters and a scarred tree (as cited in EMM Consulting 2018:16).

In 2017, EMM Consulting undertook an Aboriginal Heritage Due Diligence Assessment for the proposed Junee Solar Farm approximately 45 kilometres south of the current project area. EMM suggested that as the study area was not in proximity to a water source, had been extensively disturbed through land management practices and was within a relatively flat landscape, there was low potential for cultural material to be present. Based on the background assessment EMM suggested that artefact scatters were most likely to occur in valleys, along ridges and adjacent to permanent or semi-permanent sources of water. Additionally, the absence of mature tree on the property negated the potential for culturally modified trees to be present (EMM Consulting 2018).

In 2018, NGH undertook an assessment for a solar farm near Sebastopol, approximately 15 kilometres south of the current project area. The assessment identified 37 isolated finds, and three artefact scatters, as well as seven possible scarred trees. Sebastopol Solar AFT 1 comprised a scatter of three complete quartz flakes approximately 20 metres apart from each other in a flat ploughed wheat paddock. Sebastopol Solar AFT2 comprised six artefacts, including flakes (n=3), a flaked piece (n=1), a broken flake (n=1) and hammerstone (n=1), manufactured from chert (n=3), fine-grained siliceous (n=2) and volcanic (n=1). It was concluded that, as the three complete chert flakes appeared to have been made from the same source, the site was likely to have been the result of a single discrete reduction event. Sebastopol Solar AFT3 consisted of seven artefacts near an access track and gate in a flat ploughed paddock. These included flakes (n=5), a flaked piece (n=1) and a core (n=1), manufactured from quartz (n=4), silcrete (n=2) and chert (n=1). As with AFT2, it was concluded based on the presence of several artefacts manufactured from the same raw material source, that the site was the result of a single discrete event (NGH 2018:28-29). The isolated finds included flakes (n=30), manuports (n=4), hammerstones (n=2) and a fragment of a ground edge axe (n=1). The assessment concluded that the sites recorded indicated opportunistic use and movement of people through the landscape. The area was likely to have been used intermittently over a period of time for camping, hunting and gathering resources. The sites are most likely representative of the use of Country away from major rivers and travelling routes for Wiradjuri people given that the proposal area was five kilometres west of the wetlands associated with Houlaghans Creek. It was concluded that there are likely to be similar stone artefact and scarred tree sites across similar landscapes in the region around Sebastopol. It also indicated that such sites are likely to be more prevalent in the landscape than current registered site data suggests (NGH 2018: 48).

4.2 LANDSCAPE ASSESSMENT

Step 2b. Are there undisturbed landscape features likely to contain Aboriginal objects?

The Due Diligence Code of Practice for the Protection of Aboriginal Objects in New South Wales outlines a range of landscape features that have higher potential to contain Aboriginal objects. It is also necessary to consider whether there are landscape features of undisturbed land that may contain Aboriginal objects. These include land that is:

- within 200m of water;
- located within a sand dune system;
- located on a ridge top, ridge line or headland;
- located within 200m below or above a cliff face, or
- within 20m of a cave, rock shelter or cave mouth.

The project area is not located on any of the above identified sensitive landforms. However, with reference to the findings of previous studies, in particular NGH (2018), it is noted that artefact sites such as surface scatters and isolated finds, as well as scarred trees, have been identified in areas which do not contain such features. As such, an outline of the environmental context of the project area is provided in order to assist in the development of predictions regarding site types and potential in the project area.

4.2.1 Geology

The project area is underlain by a number of geological formations, with the majority of Temora township, and the eastern portion of the project area, located on the Temora Volcanics, while the northern parts of the project area fall within the Trigalong Formation, and the remainder of the project area lies atop undifferentiated Quaternary alluvium (Warren, Gilligan and Raphael 1996).

The Temora Volcanics comprise andesite, trachyandesite, latite, and basaltic andesite. The Trigalong Formation is characterised by laminites (thin-bedded siltstone/minor sandstone). Both of these geological formations are often obscured by Quaternary alluvium, which is composed of gravel, sand, silt and clay. Andesites and such volcanics were sometimes utilised by past Aboriginal people for the manufacture of stone tools such as axes and hammerstones. Furthermore, the presence of alluvium throughout much of the project area indicates that where gravels are present, these may contain artefacts suitable for the manufacture of stone tools, such as chert and silcrete, which are known to occur in the general region.

4.2.2 Topography

Topographically, the project area is located on an undulating plain comprising primarily lower slopes at an elevation of approximately 300 metres above sea level. It is located approximately 1.5 kilometres to the east of Trigalong Creek at its closest point, with no high order streams or drainage lines present within the project area. Typically stream channels are widely spaced within the local area.

Archaeological deposits containing Aboriginal objects are more likely to be present in close proximity to water sources, or on gently sloping or level elevated areas which overlook the landscape. The project area does not contain landforms which are considered archaeologically sensitive. However, it should be noted that low density sites containing Aboriginal objects can occur on any landform as a result of transitory land use.

4.2.3 Soils

The project area is characterised by two soil landscapes: Springdale (SI5511sd) and Pinnacle (SI5511pi) (Table 4-2). A summary of the characteristics of these two landscapes is provided in the table below. The erosional nature of the Pinnacle soils may limit the likelihood for archaeological deposits to be present, however where undisturbed, the Springdale soils have the potential contain *in situ* archaeological deposits

up to approximately 100 centimetres (cm) deep. The presence of such deposits would also depend upon other environmental factors as outlined herein.

Table 4-2 Soil landscapes characterising the project area (Office of Environment and Heritage 2019: 233-237, 389-393)

Soil landscape	Description
Springdale (SI5511sd)	Transferral landscape (formed by downslope movement of parent materials) located on gentle to undulating rises formed on recent Quaternary colluvium, containing moderately deep, moderately well drained Haplic Mesotrophic Red Chromosols grading to Bleached-Mottled Mesotrophic Brown Chromosols on lower slopes such as the project area.
Pinnacle (SI5511pi)	Erosional landscape (formed by erosive action of running water) located on gentle to undulating topography, with the project area located on lower slopes reaching less than 3% gradient. Soils on lower slopes in this landscape are typically shallow (less than 50cm depth), comprising well-drained gravelly Haplic Magnesic Brown Kurosols.

4.2.4 Vegetation

As a result of past land uses, much of the original vegetation which would have been present in the project area has been cleared, except along roads and property boundaries. Keith (2006) has completed broad scale vegetation mapping for NSW and the ACT, including a reconstruction of vegetation as it would have been prior to colonisation. A summary of the relevant vegetation community as reconstructed by Keith is provided below. It should be noted that this information is used for reference purposes within this report and cannot be used as a substitute for vegetation studies undertaken by a specialist specifically for this project area.

The original vegetation community which would have characterised the local area is known as Floodplain Transition Wetlands (Keith 2006:98-99). This community characterises the edge of the arid zone, where the Western Slopes transition to the Murray Darling River plains. Woodlands in this community can reach up to 25 metres in height and is dominated by box species most commonly including grey box (*Eucalyptus macrocarpa*) and yellow box (*E. melliodora*). Semi-arid plant species create an understorey and ground cover throughout the woodlands, including shrubs including a variety of acacias, hobbushes, saltbushes and grasses (Keith 2006:98-99). Box trees are a species which often exhibit cultural scarring as they are suitable for the manufacture of items such as shields, canoes, coolamons and other items. Wattle and saltbush species provided important medicinal and food resources for past Aboriginal people, and grasses were used for the creation of baskets and nets (Stewart and Percival 1997).

This vegetation community was once home to a great abundance of native mammals including arboreal species such as gliders and flying foxes, as well as ground-dwelling fauna such as kangaroos, wallabies, quolls and bettongs. A large number of marsupial species which were formerly present in this habitat are not extinct or locally extinct. Parrots and cockatoos also have a prominent presence within this community, along with a large variety of other seed- and insect eating bird species (Keith 2006: 82-83). Such animals would likely have been important sources of food for past Aboriginal people, as well as providing sources of medicine, clothing and implements through use of fur, feathers, bones and teeth (Attenbrow 2006).

4.2.5 Historic Land Use

Since the arrival of Europeans to Temora starting from the gold rush in approximately 1869, the land around the township has predominantly been subject to grazing of livestock such as cattle and sheep, as well as construction of rural homes and farm structures. Most of the trees present within the project area are boundary plantings along roads and property fence lines, the majority of which are unlikely to be mature native trees. However, due to the large number of modified trees already recorded in the project area, it is

considered moderately likely that there would be Aboriginal culturally modified trees in the project area. Artefact sites may be present in low densities where ground disturbance has been limited within grazed properties.

4.3 ABORIGINAL SITE PREDICTION

The results of previous archaeological surveys in the Temora region show that there are sites present in a range of landforms. There does appear however to be a pattern of site location that relates to the presence of potential resource for Aboriginal use with high density sites generally located in elevated areas adjacent to waterways. Lower density background scatters also occur across undulating plains in proximity to water. The dominant lithology within the area appears to be quartz with lesser quantities of silcrete, quartzites, volcanic and fine-grained siliceous artefacts. A number of scarred trees are recorded in the area, but this type depends wholly upon the presence of old growth trees.

The land use by past Aboriginal people around the locality of Temora is little understood, as few in-depth studies have been completed and no sites have been dated. It is possible, however, to ascertain that proximity to raw materials and resources was a key factor in the location of Aboriginal sites. It is also reasonable to expect that Aboriginal people ventured away from these resources to utilise the broader landscape, but the current archaeological record of such activity is limited.

No Aboriginal objects have been previously recorded within the project area, and the closest registered site is 3.1 km to the north east. It is unlikely that the project area has previously been subject to any archaeological survey as it is farmland that has been privately owned, likely since the establishment of Temora township. There are no significant modifications to the land identified as a result of the background research, however it is recognised that farming practices have likely increased the erosion processes of soils across the site.

Based upon the initial desktop assessment, using satellite imagery and topographic data, and with reference to the AHIMS results, it appears that there is low to moderate potential for Aboriginal objects or sites to occur within the project area. This is based on the potential for mature native trees to be present within the uncleared treed areas along roads and property boundaries. Furthermore, though it is located 1.5 km from permanent water, the landscape still has some potential to contain evidence of transitory land use in the form of low-density artefact sites. Where topsoils have not been subject to extensive erosion or stripping, potential archaeological deposits (PADs) may be identified.

This prediction is made with reference to the results of the assessment undertaken by NGH (2018) near Sebastopol, approximately 15 km from the current study area, which identified three low density artefact scatters as well as nearly forty isolated find sites, in addition to seven scarred trees within farmed, primarily cleared land. Scarred trees and artefact sites are also the two main site types present within 10 km of the project area according to AHIMS data.

The desktop assessment therefore indicates that there are landscapes present within the project area that have the potential to contain Aboriginal sites. The nature of the potential future work which will be undertaken at this site will involve significant ground disturbance and it is therefore important that a visual inspection be undertaken.

Table 4-3. Aboriginal Site Prediction Statements

Site Type	Site Description	Potential
Stone artefact scatters and isolated artefacts	Artefact scatter sites can range from high-density concentrations through to isolated finds.	Moderate potential to occur in low to moderate densities.
Potential Archaeological Deposits (PADs)	Potential subsurface deposits of archaeological material	Low potential to occur within proposal area in areas of elevated flat land where soils have not been eroded or stripped.
Modified trees	Trees that have undergone cultural modification.	High potential to occur within the project area in areas where there are remnant mature native trees.

5 IMPACT AVOIDANCE

Step 3. Can any AHIMS listed objects, or landscape features be avoided?

The proposed rezoning will facilitate future construction of residential dwellings within project area, which will require ground disturbance works across the majority of the landscape, wherein there is assessed to be some potential for low density artefact sites and modified trees.

As the rezoning includes all portions of the project area, this assessment is being undertaken based on an assumption that future activities may not be amenable to change to avoid any potential sites or PADs.

The desktop assessment alone is not sufficient to conclusively appraise the archaeological potential of the landscape or the location of any sites, the next step in the process, a visual inspection, must be conducted to properly appraise the presence and potential for Aboriginal sites to occur.

6 DESKTOP ASSESSMENT AND VISUAL INSPECTION

Step 4. Does the desktop assessment confirm that there are likely to be Aboriginal objects present or below the ground surface?

The assessment process is primarily a desktop exercise, using available information such as the AHIMS search results and relevant archaeological reports that have been previously completed in the area. Visual inspection is also required where landscape features are present that may contain sites.

A visual inspection of the entire project area was undertaken on 26 of February 2020 by qualified archaeologist, Amy Ziesing of NGH.






Visibility within the proposal area was variable with the eastern portion of the proposal area noted to generally have very poor visibility (less than 1%) due to a dense grass cover. The western and northern portions of the proposal area had better visibility with an average of 40%, with only low grass cover noted. The proposal area however did have a number of exposures and recently ploughed paddocks with high ground visibility (90%) that were visually inspected, particularly in the land parcel west of Mansfield Road and north of Britannia Street. Mature trees were sparse; however, those present within the proposal area were also visually inspected and no scarring was observed that was considered to conform in any way to the standard scarring morphology accepted for Aboriginal modification (cf. Long 2005).

Two isolated artefacts (Temora IF 1 and Temora IF 2) were identified across the proposed rezoning area. Temora IF 1 was identified in a small exposure approximately 20 m south of a farm dam and 20 m west of Vesper Street. The site consisted of a broken sandstone grindstone fragment that had evidence of grinding on one surface. The site was identified in a highly disturbed location that had been subject to previous construction, ploughing and grazing. The presence of the fragment suggests that food preparation in some form may have taken place at the site, or this may have been carried in from elsewhere. Temora IF 2 was identified in a small recently ploughed paddock approximately 100 m north of Britannia Street and 70 m west of Little Oak Street. The site consisted of a white quartz distal flake that exhibited plough damage on its dorsal surface. No natural watercourses were noted in association with either of the two newly recorded sites, with the closest being Trigalong Creek, located approximately 1.4 km to the west. Neither of the artefacts recorded in the proposed rezoning area exhibited any unusual features that have not similarly been recorded in the wider region. The location of the artefacts may indicate that Aboriginal people used this area intermittently and in a transitory nature as they moved through the landscape to access various resources.

No other objects of Aboriginal cultural heritage were identified across the proposal area, most likely due to low ground surface visibility, which was encountered due to low crop cover. Extensive erosion had also stripped much of the topsoils west of Mansfield Road. Generally, a lack of stone resources was noted across the area, suggesting that any cultural objects would be transported to the area from elsewhere. Site cards for the two newly identified sites have been submitted to the AHIMS database.

The project area did not contain any landforms which are considered archaeologically sensitive. Disturbances were noted across the proposed rezoning area resulting from ploughing, the construction of multiple farm dams, roads, paddock fencing, existing houses and sheds. Due to these disturbances, land use history and lack of archaeologically sensitive landforms it has been assessed that there is low potential for subsurface archaeological deposits to be present across the proposed rezoning area. However, the recording of two artefacts indicates there may be a low density scatter of artefacts and potential for others to be present within the rezoning area.

Site photographs below taken during field work are provided in Plates 1 to 10 below.

	
<p>Plate 1 View east towards Vesper Street of areas containing very low ground surface visibility.</p>	<p>Plate 2 View east towards Vesper Street of farm dam disturbance 20 m north of Temora IF 1.</p>
	
<p>Plate 3 View north towards Britannia Street of area of higher ground surface visibility west of Mansfield Road.</p>	<p>Plate 4 View east of existing house disturbance north of Lawson Road.</p>
	
<p>Plate 5 View east of recently ploughed paddock with moderate ground visibility north of Lawson Road.</p>	<p>Plate 6 View west of grazed paddock with very slight elevation and low ground surface visibility north of Truskett Street.</p>







	
<p>Plate 7 View north of recently ploughed paddock north of Britannia Street with high ground surface visibility.</p>	<p>Plate 8 View west of large farm dam disturbance abutting Truskett Street.</p>
	
<p>Plate 9 Sandstone grindstone fragment from isolated artefact site Temora IF 1.</p>	<p>Plate 10 Quartz distal flake from isolated artefact site Temora IF 2.</p>
	
<p>Plate 11 View west of Temora IF 1 location west of Vesper Street.</p>	<p>Plate 12 View west of Temora IF 2 location in ploughed paddock.</p>



Figure 6-1 Field results

6.1 SUMMARY

Two isolated artefact sites (Temora IF 1 and Temora IF 2) were identified across the proposal area. No areas of archaeological potential or archaeologically sensitive landforms were noted and there is a low likelihood of encountering unidentified items of Aboriginal cultural heritage during the proposed rezoning of the land or future ground disturbance works.

Widespread disturbances were identified from existing residential and pastoral buildings, farm dams, paddock fencing, roads and ploughing. Very few mature native trees were present throughout the proposal area and none of these had evidence of cultural modification.

7 FURTHER ASSESSMENT

Step 5. Is further investigation or impact assessment required?

The Due Diligence Code of Practice states that if, after the desktop research and visual inspection is completed, it is evident that harm will occur to Aboriginal objects or heritage places then further and more detailed assessment is required. However, if the research and inspection conclude that there are no, or unlikely to be any, objects impacted by the proposed activity, then the activity can proceed with caution.

If the locations of the two isolated artefacts (Temora IF 1 and Temora IF 2) can be avoided by any proposed future ground disturbance, then the assessment concludes that the area does not require further investigation and assessment.

If these artefact site locations cannot be avoided by any future ground disturbance, then further investigation and assessment will be required to be able to disturb these sites. An Aboriginal Heritage Impact Permit (AHIP) is required to disturb any object of Aboriginal cultural heritage, which needs to be accompanied by an Aboriginal Cultural Heritage Assessment (ACHA) and full Aboriginal community consultation.

Outside of the location of these two isolated artefact sites it is concluded that no further investigation or assessment is required. This conclusion has been drawn based on a lack of archaeologically sensitive landforms, subsurface archaeological potential, extensive previous disturbances and a low likelihood of impact to any unrecorded items of Aboriginal cultural heritage across the remainder of the proposal area.

8 RECOMMENDATIONS

The following recommendations are based on a number of considerations including:

- Background research into the area;
- Landscape assessment;
- Field inspection;
- Consideration of the proposed works, and
- Legislative context for the development proposal.

Based on an assessment of the project, the location and previous level of disturbance, the proposed work can proceed with caution with the following recommendations.

1. The proposed rezoning for the proposal area may proceed with caution.
2. Any future ground disturbance works, subsequent to the proposed rezoning of the area, must avoid the locations of the isolated artefacts (Temora IF 1 and Temora IF 2). If these sites cannot be avoided, then further heritage investigation and assessment will be required. An Aboriginal Heritage Impact Permit would be required to impact these sites. This would require undertaking an Aboriginal Cultural Heritage Assessment (ACHA).
3. Any future development works, outside of the isolated artefact site locations as noted above within the proposal area, do not require further assessment. The proposed rezoning and any future development works can proceed with caution following an Unexpected Finds Procedure (Appendix A).
4. Any activity proposed outside the current assessment area should also be subject to an Aboriginal heritage assessment.

Temora Shire Council is reminded that it is an offence under the *NSW National Parks and Wildlife Act 1974* to disturb, damage or destroy and Aboriginal object without a valid Aboriginal Heritage Impact Permit.

9 REFERENCES

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OEH, 24 April 2009. *Due Diligence guidelines for protection of Aboriginal objects in NSW*. Accessed online.

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APPENDIX A UNEXPECTED FINDS PROCEDURE

An unexpected heritage item means any unanticipated discovery of an actual or potential heritage item, for which the Proponent does not have prior approval to disturb or does not have a safeguard in place to manage the disturbance.

These discoveries are categorised as either:

- a) Aboriginal objects
- b) Human skeletal remains

If any of the above items are suspected or identified during construction activities, then a series of steps must be followed. These are outlined below:

1. All work should cease in that area and notify a Project Manager or Supervisor immediately of the find;
2. A 'no-go' zone should be established around the find, using visibility fencing (where applicable);
3. Inform all on-site personnel and staff of the find and the demarcated 'no-go' zone;
4. Contact a qualified archaeologist/heritage consultant/DPIE to inspect the find and provide recommendations.
5. In the event that human remains are identified, complete steps 1-3. Replace Step 4 by immediately contacting the local police to investigate if the find relates to a criminal investigation. The police may take command of part or all of the site.

Once clearance of the site has been given by either the qualified archaeologist/heritage consultant and/or the local police then works may proceed within the 'no-go' zone UNLESS specifically instructed by the professional(s) that no further works can be completed in these areas.

Claire Golder

From: Andrew Fisher <Andrew.Fisher@environment.nsw.gov.au> on behalf of ROG South West Region Mailbox <rog.southwest@environment.nsw.gov.au>
Sent: Tuesday, 14 April 2020 3:00 PM
To: Claire Golder
Cc: Lyndon Patterson; Marcus Wright
Subject: DPIE BCD Response RE: Notification of Temora LEP Amendment No. 8 - ACH due diligence

Follow Up Flag: Follow up
Due By: Wednesday, 15 April 2020 8:00 AM
Flag Status: Flagged

Hi Claire,

The document we received for review was titled 'Aboriginal Heritage Due Diligence Assessment, Temora West, NSW' prepared by NGH Environmental (March 2020). The report states it was prepared in accordance with the 'Due Diligence Code of Practice for the protection of Aboriginal Objects in NSW' (NGH, 2020:2).

The result of the due diligence was that two stone artefact sites were identified and recorded and submitted to the AHIMS database (Temora IF 1 and 2) within the area of investigation for rezoning. The report recommended that if the artefact sites cannot be avoided by future works, than an Aboriginal Heritage Impact Permit (AHIP) would be required.

The presence of Aboriginal stone artefacts demonstrates Aboriginal cultural heritage (ACH) on the land proposed for rezoning. While we note the findings of the due diligence assessment, the Department does not have a role in certifying or approving the due diligence process. If done effectively, the due diligence process provides a defence against harm to ACH. Due diligence in accordance with the Code is not a process that provides for detailed cultural heritage assessment, nor consultation with the Aboriginal community to identify cultural heritage values. In this instance it should be used to inform the level of assessment required for future development on the proposal site.

While noting some disturbance in the area, the report notes the presence of two stone artefacts which indicates there may be a low density scatter of artefacts and potential for others to be present within the rezoning area (NGH, 2020:16). As part of the due diligence process, consultation with Aboriginal people was not undertaken. There may be other values in the area of which Aboriginal people are aware.

While Council may choose to proceed with the planning proposal based on the due diligence, we recommend that a Aboriginal Cultural Heritage Assessment (ACHA) be prepared now at the strategic planning stage, to ensure that ACH values are adequately identified, assessed and protected where appropriate. It is important to note that the relationship of ACH to landscape context is lost when assessment occurs on a lot by lot basis. The ACHA could be used to promote the conservation of significant ACH values through land-use zoning mechanisms (such as E2 Environmental Conservation). An ACHA may also be used to support a future AHIP application, should it be required. This would also be consistent with our comments on the Draft Temora Local Strategic Planning Statement provided on 27 March 2020 in which we recommended Council investigate and assess potential impacts on ACH values for priority development precincts at the strategic planning stage (i.e. rezoning) in partnership with the local Aboriginal community.

I trust this is of assistance, but let me know if you have any further questions about this.

Regards

Andrew Fisher
Senior Team Leader, Planning – South West

Biodiversity and Conservation | Department of Planning, Industry and Environment
T 02 6022 0623 | M 0427 562 844 | E andrew.fisher@environment.nsw.gov.au
PO Box 1040, 512 Dean St, Albury, NSW 2640
www.dpie.nsw.gov.au

Contact the South West Planning Team about biodiversity and Aboriginal cultural heritage planning and regulation matters by emailing rog.southwest@environment.nsw.gov.au.



Planning,
Industry &
Environment

The Department of Planning, Industry and Environment acknowledges that it stands on Aboriginal land. We acknowledge the traditional custodians of the land and we show our respect for elders past, present and emerging through thoughtful and collaborative approaches to our work, seeking to demonstrate our ongoing commitment to providing places in which Aboriginal people are included socially, culturally and economically.

From: Claire Golder [mailto:cgolder@temora.nsw.gov.au]
Sent: Tuesday, 24 March 2020 1:35 PM
To: ROG South West Region Mailbox <rog.southwest@environment.nsw.gov.au>
Cc: Marcus Wright <Marcus.Wright@environment.nsw.gov.au>; Lyndon Patterson <Lyndon.Patterson@environment.nsw.gov.au>
Subject: RE: DPIE BCD Response RE: Notification of Temora LEP Amendment No. 8

Hi Andrew,

Please see attached a copy of the Aboriginal Due Diligence report that has been prepared by NGH on behalf of Temora Shire Council in relation to the draft LEP amendment. Can you please review and advise of any comments.

Regards,
Claire



Claire Golder
Town Planner/Strategic Projects Officer
Temora Shire Council

p: 02 6980 1108
a: 105 Loftus Street (PO Box 262) Temora NSW 2666
w: www.temora.nsw.gov.au e: cgolder@temora.nsw.gov.au



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PLEASE CONSIDER THE ENVIRONMENT BEFORE PRINTING THIS EMAIL

12.2 ARIAH PARK PRESCHOOL DEVELOPER CONTRIBUTION FEES**File Number:** REP20/444**Author:** Town Planner**Authoriser:** Director of Environmental Services**Attachments:**
1. Letter from Arianh Park Preschool  
2. Fee schedule Arianh Park Preschool  **REPORT**

Council has received correspondence from the Arianh Park Preschool Committee requesting that Council consider waiving the Section 7.12 Developer Contributions that apply to the development to construct a new preschool at Arianh Park.

The Committee has put forward the following reasons for Council to consider waiving this fee, being that the Arianh Park Preschool is a not for profit organisation, that the preschool is contributing \$35,000 of their own funds towards the build project, and that a Committee of volunteers secured the grant funds and will provide project management during the build. The project will be completed by local tradespeople and some of the works will be completed by volunteer labour.

It is also noted that the Arianh Park Preschool has recently purchased the land associated with the project as a Committee, therefore removing Council ownership of this property into the future.

The relevant fee that is requested to be waived is \$2,650 under the Developer Contributions Plan. This money is collected to provide for the support of community projects throughout Temora Shire.

RESOLUTION 132/2020**Moved:** Cr Graham Sinclair**Seconded:** Cr Nigel Judd

It was resolved that Council donates the developer contribution fees to the value of \$2,650.00 to the Arianh Park Pre School and the costs come from the donation budget.

CARRIED***Report by Claire Golder***

29 April 2020

Ariah Park Preschool
Memorial Hall
Pitt Street
Ariah Park NSW 2665

Mr Kris Dunstan
Temora Shire Council
Temora NSW 2666

Dear Kris

RE: Request for waiver of s94A contribution

Thank you for supporting our new preschool project at Ariah Park. We have lodged the application for a construction certificate for this project and note that the s94A contribution for this development is \$2,650.00.

Would Council consider waiving this fee on the basis of the following:

1. Ariah Park Preschool is a not for profit organisation.
2. The preschool has managed to save the necessary \$35,000 required to contribute to the new preschool project (being 5% of the project cost) through many years of fundraising and generous donations from local community groups such as the Ariah Park Community Caterers and Ariah Park B&S Committee.
3. Ariah Park Preschool is run by a Management Committee of volunteers which have completed the grant application and will project manage the build.
4. We have engaged tradespeople from Temora Shire to carry out the project and will use local suppliers wherever possible.
5. Preliminary works have been carried out by volunteer parents and community members and the landscaping will also be completed by volunteers wherever possible.

We look forward to your reply.

Yours faithfully



Jillian Edis
President



T: 02 6980 1100
F: 02 6980 1138
PO Box 262, TEMORA NSW 2666
E: temshire@temora.nsw.gov.au

W: www.temora.nsw.gov.au

ABN: 55 048 860 109

FEE SCHEDULE

DA/CDC No. (Office Use Only)

Receipt Code

Applicant

Ariah Park Preschool

Development Description

New Preschool - Sec. 94A Contribution as per condition in DA

Estimated Value of Development

530,000

530000

Indicate if your development is Complying or Notifying (i.e. DA)/Designated/Integrated

Complying Development -

LINK: [NSW](#)

If applicable enter a digit 1 in the boarded cell

Housing Code SEPP

12

Development Application

Notify/Designated/Integrated -

If applicable enter a digit 1 in the boarded cell

12

Section 94A Contribution

1 \$ 2,650.00

128

Sub Total \$ 2,650.00

Advertising -

If applicable enter a digit 1 in the boarded cell

Advertising Fee

12

Sub Total \$ -

Inspections -

If applicable enter the number of inspections required in the boarded cell

Footings

33

Slab

33

Frame

33

Wet Areas

33

Stormwater

33

Internal Drainage

33

External Drainage

33

Occupation Inspection

34

Sub Total \$ -

Drainage - (Sewer/Septic) -

If

applicable enter a digit 1 in the boarded cell

Septic Tank Installation

15

Connection to Councils Sewer System

14

Alteration to Septic/Sewer System

14

Sub Total \$ -

Construction Certificate

FALSE

16

Government Levies

Long Service Levy

\$ -

40

LSL Council Remittance

\$ -

18

Strategic Planning Levy

\$ -

17

SPL Council Remittance

\$ -

19

Sub Total \$ -

TOTAL \$ 2,650.00

12.3 TEMORA HIGH SCHOOL PROPOSAL - OUTDOOR FITNESS EQUIPMENT IN GLOUCESTER PARK**File Number:** REP20/477**Author:** Environmental Secretary**Authoriser:** General Manager**Attachments:**

1. THS Correspondence  
2. THS Proposed Design - View 1  
3. THS Proposed Design - View 2  

REPORT

Council has received a request to partner in a project that would see outdoor fitness equipment (similar to Lake Centenary) installed in the northern end of Gloucester Park allowing the equipment to be readily accessible to THS Students (including special needs classes).

The author hopes that Council and THS can work together to design, partially fund and investigate grant funding opportunities that would facilitate the installation of equipment that would suit the schools and wider community's needs.

A copy of the relevant correspondence is attached along with an example of the schools proposed design which is estimated to cost approx. \$55,000 + GST.

The project would be eligible for being considered for funding under the Community Building Partnership Program. This grants program is open now and closes on 12 June. Council would be required to be the applicant as NSW Government Schools are ineligible to apply. However, Council could receive contributing funding towards the project from the High School.

The conditions of the Community Building Partnership Program, for Council must match the funding that is requested under the program. This funding may be from Council's budget, or it could be from another source, such as the High School, or a combination of Council and High School funding.

However, given the tight time frame and the fact that the project is not in the Community Strategic Plan or draft budget, the proposal may have to be further considered, should Council be interested in the concept and partnership arrangement.

Budget Implications

To be determined – Depends on any partnership agreement with Temora High School.

RESOLUTION 133/2020

Moved: Cr Graham Sinclair

Seconded: Cr Dale Wiencke

It was resolved that Council supports the concept in principle but at no cost to Council.

CARRIED***Report by Kris Dunstan***

Kris Dunstan

From: Sheree Henman-Elwin <SHEREE.HENMAN@det.nsw.edu.au>
Sent: Sunday, 10 May 2020 10:10 PM
To: Kris Dunstan
Cc: Craig Sinclair
Subject: Fw: Temora Fitness Trail
Attachments: Concept 1 DFX-0076S-0.pdf; Concept 2 Profile_DFM-0151.pdf; Concept 3 Product Profile_DFP-CP-LP-PD (4).pdf; Concept 4 a Aerial view main station pod of D60934.JPG; Concept 4 b D60934 pg 1.JPG; Concept 5 a Wentworth P.S Pg 1.JPG; Concept 5 b Wentworth P.S Pg 2.JPG

Hi Kris.

I had an idea relating to creating an outdoor fitness area in town- similar to that at Lake Centenary. The venue I am proposing is the northern end of Gloucester Park, where the equipment is accessible to school groups (particularly our students with special needs), sporting organisations and the broader community. My hope is that as a partnership, Temora High School and Temora Shire Council can investigate grants which target improving community well-being/ fitness in regional areas, shared community assets, etc.

I have attached copies of the options forwarded from *a_space*, who I believe you have worked with previously. I have included the email below received from their representative below.

In terms of broad appeal, I think Concept 4 is the best option...and most expensive due to the addition of the dynamic station.

Always best to aim high!!!

Our Principal, Mr Ian Pattingale and myself would like the opportunity to discuss this with you further. Please contact me via return email or call Temora High on 69771988 to suggest a suitable time. We appreciate you are very busy, but we would like to get moving on this if you think this is a project with merit; given that funding opportunities may become more scarce with the grim economic outlook.

Thanks for your time.

Kind Regards,

Sheree Elwin

Dance-PD/H/PE teacher
Temora High School

From: Feda Arifaki <feda.a@aspace.com.au>
Sent: Wednesday, 6 May 2020 3:56 PM
To: Sheree Henman-Elwin
Subject: RE: Temora Fitness Trail

Hi Sheree

Excited to share with you a few concepts that I hope you'd like 😊

They would work very well within the area specified.

These are all estimated costings as the price can drop if we combine some of the designs. I've shared costings per individual group design.

For the shade sail, the cost will also come down to the final size, but basing the area on 100m2, an amount budgeted to \$20k should be sufficient enough for supply and installation of shade sails.

Concepts:

Concept 1:

- Original Design Mark Shared: DFX-00765
- Installed on softfall mulch with timber edging:
Total project: \$30,000 + gst
- Same concept above however with rubber softfall and paved edging:
Total project: \$47,000 + gst

Concept 2:

- DFM-0151 Cross Training Circuit
- Installed on softfall mulch with timber edging
Total project: \$27,000 + gst
- Same concept as above however with rubber softfall and paved edging:
Total project: \$39,000 + gst

Concept 3: option of a separate pod station along a trail

- DFP-CP-LP-PD
- Installed on softfall mulch with timber edging
Total project: \$19,000 + gst
- Same concept as above however with rubber softfall and paved edging:
Total project: \$23,000 + gst

Concept 4: this is an awesome mix of static and dynamic in the one area: This option is recommended for rubber surface due to the line markings that form part of the fitness station.

Total project on rubber with paved edging: \$55,000 + gst

Concept 5: one of my favourites:

Project was installed at Wentworthville PS, on mulch with timber edge. This is a huge area so I wouldn't recommend rubber surfacing as it would drive the cost up immensely.

Total project on mulch with timber edging: \$55,000 + gst

Around \$40,000 for supply only.

Would you mind sending the draft mud map that you mentioned in last email ? I couldn't find the attachment.

Please note Sheree, we are more than happy to supply the equipment only, which council has done several times in the past. This will decrease costs dramatically.

Example: Concept 1 would be appx: \$19,000 for supply only.

Warmest Regards

Feda Arifaki | Open Space Design Consultant | a_space australia Pty Ltd

M: 0448 985 989 | P: 1800 632 222 | E: feda.a@aspace.com.au | www.aspace.com.au





13 ADMINISTRATION AND FINANCE**13.1 RECORDS FOR DESTRUCTION - DR-1-2020****File Number:** REP20/424**Author:** Executive Assistant**Authoriser:** General Manager**Attachments:** 1. Records for Destruction  **REPORT**

Attached are records that need to be destroyed under GA39 Retention and Disposal Authority.

RESOLUTION 134/2020

Moved: Cr Dale Wiencke

Seconded: Cr Kenneth Smith

It was resolved that the attached records be destroyed under GA39 Retention and Disposal Authority.

CARRIED

GA39 Temora Council Retention and Disposal Authority: Destruction Record

74945

For: Assorted GA39 Functions Ref: DR-1/2020

GA39 No.	Description of Records	Date Created	Archive Box	Retention	Disposal
12.1.1	Autopays & Vouchers	2011/2012	B18/20	7 years	Jul-19
12.1.1	Town Hall Theatre Reconciliation Sheets	2009/10 - 2011/12		7 years	Jul-19
12.1.1	Receipting	2011/2012	B18/19	7 years	Jul-19
12.1.1	End of Year	2010/2011	B18/38	7 years	Jul-19
12.1.1	TOAC Sales	2011/2012	B19/21	7 years	Jul-19
12.1.1	Creditors & End of Month	2011 - 2012		7 years	Jul-19
12.1.5	BAS Statements	2005/6 to 2011/12		7 years	Jul-19
23.1.2	Stores, Equipment, & Materials	2009/10 to 2011/12		7 years	Jul-19
25.5.2	Rate Notices - Returned	2005/2006	B19/6	7 years	Jul-14
25.6.0	Rate: Journals & Adjustments	2008 - 2010	B19/6	7 years	Jul-18
25.6.0	Rate Reconciliation & Levy Workpaper	2009/2010	B19/6	7 years	Jul-18

Date Destroyed:

Method of Destruction:

Authorised by*:

Shredding

No. Boxes: 13

Note: The destruction of records should be irreversible, and environmentally friendly.

Destruction is the complete and irreversible physical erasure of the record which ensures that the record cannot be reconstituted or reconstructed.

*Council acknowledges that the records listed above are no longer required for legal, administrative, audit or financial reasons.

13.2 STATE GOVERNMENT FUNDING FOR NSW PUBLIC LIBRARIES

File Number: REP20/432
Author: Executive Assistant
Authoriser: General Manager
Attachments: Nil

REPORT

The NSW Public Libraries Association's 2018-19 Renew Our Libraries campaign was a spectacular success, delivering an increase of \$60m in state funding for NSW public libraries over the quadrennial period 2019-20 to 2022-23. This is the largest single increase in state funding since the NSW Library Act was introduced in 1939.

This outcome was achieved as a result of the remarkable support of councils, libraries and communities across the state. Over 80% of NSW councils formally endorsed Renew Our Libraries through council resolutions.

The NSW Public Libraries Association has requested the support of NSW councils in its advocacy to State Government to develop a sustainable funding model for NSW libraries.

Renew Our Libraries Phase Two has recently been launched <https://renewourlibraries.com.au/> Well known media and advocacy company Essential Media has been engaged to administer the campaign, the objectives of which are to:

- **Index the total increased state funding contribution** to the Consumer Price Index (CPI) in perpetuity. Without indexation the actual value of state funding for NSW libraries will decline over time, leaving NSW councils to either meet the shortfall or reduce services.
- **Protect the new funding commitment** by including all elements of the new state funding model in legislation through the Library Act and/or the Library Regulation. Currently, only the per-capita component of the funding model (increasing from \$1.85 per capita to \$2.85 per capita over the 4-year period 2019-20 to 2022-23) is included in library legislation, **leaving 46% of the total funding for NSW libraries at risk.**

Index the Funding ➔ Protect the Funding

These two simple measures will ensure that NSW councils continue to receive a significantly increased state government contribution to the operation of public libraries across the state, which will be protected by legislation and will not be subject to cost of living attrition over time.

This will also mean that the NSW Public Libraries Association, its member councils and libraries across the state can direct their funds and efforts to the ongoing support and development of high quality library services for NSW communities, rather than engaging in expensive and time consuming future funding campaigns.

This is our opportunity to lock in the historic 2019 state funding increase for NSW libraries once and for all, thereby ensuring the future prosperity of the NSW public library network.

Accordingly, it is recommended that Council supports the NSW Public Libraries Association by formally endorsing Phase Two of the Renew Our Libraries Campaign to secure a sustainable funding model for NSW public libraries in perpetuity.

RESOLUTION 135/2020

Moved: Cr Max Oliver

Seconded: Cr Dale Wiencke

It was resolved that Council

1. Make representation to the local State Member(s), Ms Steph Cooke, in relation to the need for a sustainable state funding model for the ongoing provision of public library services.
2. That Council write to the Minister for the Arts and the Shadow Minister for the Arts, calling for bi-partisan support for Consumer Price Index (CPI) indexation of state funding for NSW public libraries, as well as legislation of all elements of the 2019-20 to 2022-23 NSW state funding model.
3. That Council take a leading role in lobbying for sustainable state government funding for libraries.
4. That Council endorse the distribution of the NSW Public Libraries Association NSW library sustainable funding advocacy information in Council libraries, as well as involvement in any actions proposed by the Association.

CARRIED

Report by Elizabeth Smith

13.3 FEES & CHARGES 2020-2021**File Number:** REP20/459**Author:** Executive Assistant**Authoriser:** General Manager**Attachments:** 1. Draft Fees & Charges 2020/2021  **REPORT**

The draft Fees & Charges for 2020/2021 are presented for consideration and required to be placed on public exhibition for 28 days.

RESOLUTION 136/2020**Moved:** Cr Kenneth Smith**Seconded:** Cr Nigel Judd

It was resolved that the draft Fees & Charges 2020/2021 be placed on public exhibition for comment and then report back to the June Council meeting

AND FURTHER

That a workshop is held once every term of Council for the Fees & Charges.

CARRIED***Report by Jac Hall***

At 5:17 pm, Cr Dennis Sleight left the meeting.

Pricing Policy

Council intends to charge fees for the provision of all goods and services that it provides within legal constraints.

These fees will be charged to all Council's clients that avail themselves of Council's goods and services.

In the setting of the fees for its goods and services the Council is endeavouring to adopt a user-pays principle while being ever mindful of the capacity of the client to pay the fees being set. Accordingly the fees set by Council in some cases will not recover the full cost of providing the goods and services.

The prices charged includes GST where GST is applicable to that charge. The list of fees and charges has been prepared based on assumptions made regarding the GST status of each fee and charge. Should the GST legislation or the interpretation of this legislation change, Council reserves the right to increase or decrease the amount of the fees stated, by the amount of the GST.

The particular pricing methodology Council applies to the various fees is as follows (the pricing identifier (A, B, C, etc.)

These items are priced at the figure stipulated by legislation as applicable to this activity.

These items are priced at the maximum recommended by Local Government NSW.

These items are priced so as to return a total cost recovery for the activities provided.

These items are priced to cover the cost of the item plus normal commercial mark-ups.

These items are priced below the cost of providing this activity as Council considers that full cost recovery would deprive the members of the Community of the ability to participate/enjoy these activities.

The applicable methodology appears beside the various fees shown in Council's list of fees and charges.

Fees & Charges

Description of Services	Pricing Policy	2019-2020 Fee per Unit (Excluding GST)	2020-2021 Fee per Unit (Excluding GST)	GST Yes/No	2020-2021 Fee per Unit (Inclusive of GST)
Aerodrome Annual Lease Fees					
Hangar & Annex - Aero Club *	D	2042.42	2,087.18	Yes	2,295.89
Airport Usage & Airside Maintenance Fees					
<u>Commercial</u>					
Agricultural - Airport Usage Fee (per day per operator aircraft)	C	360.00	360.00	Yes	396.00
Frequent Commercial - Landing fee per tonne of aircraft weight per landing (by negotiation, minimum 1 tonne, charged periodically)	C	10.91	10.91	Yes	12.00
Infrequent Commercial - Landing fee per tonne of aircraft weight per landing (minimum 1 tonne)	C	10.91	10.91	Yes	12.00
<u>Recreational</u>					
Airpark Landowner - Airside (Airport) Maintenance fee per lot p/a	C	363.64	363.64	Yes	400.00
Non-aviation use - Airport usage fee per hour	C	909.09	909.09	Yes	1000.00
Animal Control Fees					
<u>Lifetime Registration</u>					
Desexed (set by OLG)	A	58.00	58.00	No	58.00
Under 6mths not desexed	A	58.00	58.00	No	58.00
Not desexed (set by OLG)	A	210.00	210.00	No	210.00
Pensioner (Desexed Only) (set by OLG)	A	25.00	25.00	No	25.00
Registered Breeder (set by OLG)	A	58.00	58.00	No	58.00
Desexed and sold by rehoming organisation	A	29.00	29.00	No	29.00
Working Dogs, Assistance animals, dogs in service of State, registered greyhounds and cats born prior to 1/7/1999	A	0.00	0.00	No	0.00
Late fee - if registration fee not paid 28 days after registration required	A	16.00	16.00	No	16.00
<u>Pound Release Fee</u>					
Fee per Day	C	17.50	18.00	No	18.00
Impoundment Fee	A	30.50	30.00	No	30.00
Surrender Animal Fee	A	30.50	30.00	No	30.00
Microchipping	C	60.00	60.00	No	60.00
Registration as per CAA above	A	58.00	60.00	No	60.00
Surrender Animal - Euthanase	C	40.00	40.00	No	40.00
<u>Stock Impoundment & Sustainance Fees</u>					
Stock Impoundment Fee	C	Actual Cost + 10%	Actual Cost + 10%	No	Exclusive
Sustainance Fees (large stock/head/day)	C	21.00	22.00	No	22.00
Sustainance Fees (small stock/head/day)	C	5.50	5.50	No	5.50
Ranger Emergency Call Out Fee per hour	C	68.18	68.18	Yes	75.00
Vehicle/Trailer Impoundment Fee			Actual Cost + 10%	No	Exclusive
Ariah Park Swimming Pool					
<u>Summer Membership Fees - Annual:</u>					
Adult	E	86.36	86.36	Yes	95.00
Child/Concession	E	59.09	59.09	Yes	65.00
Family	E	150.00	150.00	Yes	165.00

Description of Services	Pricing Policy	2019-2020 Fee per Unit (Excluding GST)	2020-2021 Fee per Unit (Excluding GST)	GST Yes/No	2020-2021 Fee per Unit (Inclusive of GST)
Casual Admission:					
Adult	E	3.64	3.64	Yes	4.00
Child over 5yrs/Concession	E	2.27	2.27	Yes	2.50
Child under 5yrs		0.91	0.91	Yes	1.00
Family Day Pass	E	11.82	11.82	Yes	13.00
Non-swimmer		0.91	0.91	Yes	1.00
Caravan Parks					
Temora Caravan Park - Junee Rd (per night)					
Unpowered Tent Site	D	13.64	18.18	Yes	20.00
Powered Caravan Site	D	23.18	22.73	Yes	25.00
Temora Airfield Park (per night)					
Unpowered Tent Site	D	18.18	18.18	Yes	20.00
Powered Tent Site	D	22.73	22.73	Yes	25.00
Unpowered Caravan Site	D	22.73	22.73	Yes	25.00
Powered Caravan Site	D	27.27	27.27	Yes	30.00
Cabin - Bunk Style	D	59.09	72.73	Yes	80.00
Cabin - Self Contained	D	100.00	113.64	Yes	125.00
Cabins - additional person (each)	D	13.64	13.64	Yes	15.00
<i>Included occupancy and maximum occupancy on all tent and caravan sites is 6 people</i>					
<i>Included occupancy on Bunk Style Cabins is 1 person with maximum occupancy of 7 people</i>					
<i>Included occupancy on Self Contained Cabins is 2 people with maximum occupancy of 6 people</i>					
Cemetery Fees					
Temora					
Child grave - Single Plaque & Depth	E	1668.18	1,704.55	Yes	1875.00
Lawn Cemetery - Burial Fee, Plaque & Vase	C	2086.36	2,131.82	Yes	2345.00
Saturday Morning - Lawn Cemetery	C	2722.73	2,786.36	Yes	3065.00
Lawn Cemetery - Reopen Grave	C	1363.64	1,390.91	Yes	1530.00
Lawn Cemetery - Reopen Saturday	C	2086.36	2,131.82	Yes	2345.00
Lawn Cemetery - Reservation Deposit	C	3127.27	3,200.00	Yes	3520.00
Lawn Cemetery - Excavation Fee	C	990.91	1,013.64	Yes	1115.00
Monumental Section - Cemetery Plot	C	518.18	527.27	Yes	580.00
New Monumental - Excavation Fee (where applicable)	C	1022.73	1,045.45	Yes	1150.00
New Monumental - Interment Fee	C	750.00	763.64	Yes	840.00
Monumental - Grave Reopening (all cemeteries)	E	1286.36	1,318.18	Yes	1450.00
Old Cemetery - Destitute Grave	E	422.73	431.82	Yes	475.00
Plaque Only	C	545.45	559.09	Yes	615.00
Columbarium - Niche & Plaque	C	709.09	722.73	Yes	795.00
Reservation Deposit - Columbarium	C	1063.64	1,086.36	Yes	1195.00
Ariah Park					
Child Grave - single plaque & depth	C	1840.91	1,881.82	Yes	2070.00
Excavation Fee (where applicable)	C	1286.36	1,318.18	Yes	1450.00
Grave Plot	C	672.73	690.91	Yes	760.00
Grave Plot Reservation Deposit	C	672.73	690.91	Yes	760.00
Lawn Cemetery - Plot	C	2300.00	2,354.55	Yes	2590.00
Lawn Cemetery - Reopen	E	1609.09	1,640.91	Yes	1805.00
Lawn Cemetery - Reopen Saturday	C	2368.18	2,422.73	Yes	2665.00
Lawn Cemetery - Reservation Deposit	C	3127.27	3,200.00	Yes	3520.00

Description of Services	Pricing Policy	2019-2020 Fee per Unit (Excluding GST)	2020-2021 Fee per Unit (Excluding GST)	GST Yes/No	2020-2021 Fee per Unit (Inclusive of GST)
Saturday Morning - Lawn Cemetery	C	2868.18	2,931.82	Yes	3225.00
Monumental Grave - Reopening	C	1286.36	1,318.18	Yes	1450.00
<u>Trungley Hall</u>					
Excavation Fee (where applicable)	C	1363.64	1,390.91	Yes	1530.00
Monumental Grave-Reopening	C	1286.36	1,318.18	Yes	1450.00
Events - Fees & Charges					
Road Closure Application	C	100.00	100.00	No	100.00
Event Application	C	100.00	100.00	No	100.00
Small Event Application	C	50.00	50.00	No	50.00
Employee Costs - as per Private Works charges	C	Actual Cost (incl on-cost)	Actual Cost (incl on-cost)	Yes	Exclusive + GST
Road Signage if required	C	50.00	50.00	Yes	55.00
Plant usage costs - as per Private Works charges	C	Actual Cost	Actual Cost	Yes	Exclusive + GST
Garbage Collection Fees					
<u>Domestic Waste Management Charges</u>					
Collection Service Per Bin	C	239.20	251.20	No	251.20
Rural Garbage Charge - (only available on approval)	C	291.70	301.20	No	301.20
Commercial Waste Management Charge	C	239.20	251.20	No	251.20
Vacant Land	C	10.00	10.00	No	10.00
Garbage Disposal Fees					
<u>Sale of Big Bins</u>					
New 240l - for use with collection service	C	92.00	92.00	No	92.00
New 240l - not for use with collection service	C	92.00	92.00	Yes	101.20
New120l - for use with collection service			72.00	No	72.00
New120l - not for use with collection service	C	72.27	72.00	Yes	79.20
<u>Waste Disposal Charges at Temora Tip</u>					
240L Bin / 44 Gal Drum	D	4.55	4.55	Yes	5.00
Articulated Vehicle/Garbage Truck	D	386.36	431.82	Yes	475.00
Large Trailer/Extended Sides/Small Truck (single axle) up to 5 m3	D	31.82	31.82	Yes	35.00
Large Truck - Between 9 & 18 m3	D	122.73	127.27	Yes	140.00
Medium Truck - Between 5 & 9 m3	D	63.64	63.64	Yes	70.00
Minimum Charge	D	4.55	4.55	Yes	5.00
Sedan	D	4.55	4.55	Yes	5.00
Utility/Box Trailer/Station Wagon / Panel Van	D	9.09	9.09	Yes	10.00
Large Animal (horse, cow)	C	36.36	40.91	Yes	45.00
Small/Medium Animal (dog, cat, sheep) / Offal (per bag/container)	C	9.09	9.09	Yes	10.00
Small / Medium Animal (dog, cat, sheep)	C	9.09	9.09	Yes	10.00
Tyres - Light Truck / 4 Wheel Drive	C	13.64	13.64	Yes	15.00
Tyres - Tractor	C	77.27	77.27	Yes	85.00
Tyres - Car / Trailer	C	9.09	9.09	Yes	10.00
Fridge / Freezer (degassed)	C	9.09	9.09	Yes	10.00
Washing machine/ Dryer/Stove	C	9.09	9.09	Yes	10.00
Mattresses	C	13.64	13.64	Yes	15.00
Asbestos per M3	D	163.64	168.18	Yes	185.00
Car Bodies	D	50.00	50	Yes	55.00

Description of Services	Pricing Policy	2019-2020 Fee per Unit (Excluding GST)	2020-2021 Fee per Unit (Excluding GST)	GST Yes/No	2020-2021 Fee per Unit (Inclusive of GST)
Book of 5 Prepaid Vouchers	D	36.36	36.36	Yes	40.00
Commercial Operators e.g. Cleanaway M3	D	386.36	431.82	Yes	475.00
Septic Tank/Grease Trap Pump out	D	63.64	63.64	Yes	70.00
Waste Disposal Charges at Arah Park Tip					
Utility/Box Trailer/Station Wagon / Panel Van	D	9.09	9.09	Yes	10.00
Large Trailer/Extended Sides/Small Truck (single axle) up to 5 m3	D	31.82	31.82	Yes	35.00
Medium Truck - Between 5 & 9 m3	D	54.55	63.64	Yes	70.00
Large Truck - Between 9 & 18 m3	D	113.64	127.27	Yes	140.00
Health Act Inspection Fees					
Premises Inspection Administration Fee	C	100.00	100.00	No	100.00
Health & Food Premises-Inspection Fees -Per Hour	C	150.00	150.00	No	150.00
Mortuary	C	250.00	250.00	No	250.00
Hire of Room Fees					
<u>Council Chambers/Committee Room</u>					
For Community Use	E	Free	Free	Yes	Free
For Commercial Purposes (incl Phone)	D	90.91	90.91	Yes	100.00
For Commercial Purposes (excl Phone)	D	61.82	63.64	Yes	70.00
<u>Library Training Room</u>					
Per Hour	D	9.09	9.09	Yes	10.00
Per Day	D	54.55	54.55	Yes	60.00
<u>Pinnacle Consultation Room</u>					
Per Hour	D	9.09	9.09	Yes	10.00
Per Day	D	45.45	45.45	Yes	50.00
<u>Pinnacle Large Meeting Room</u>					
Per Hour	D	13.64	13.64	Yes	15.00
Per Day	D	54.55	54.55	Yes	60.00
<u>Pinnacle Recreation Room</u>					
Per Hour	D	9.09	9.09	Yes	10.00
Per Day	D	45.45	45.45	Yes	50.00
Pinnacle Services Fees					
<u>Aged Care Services</u>					
<u>Transport Service Charges - Bus</u>					
Temora Shire - Wagga Return	E	20.00	20.00	No	20.00
Temora Town trip - Return	E	5.00	5.00	No	5.00
Temora Town trip Arah Park/Springdale - Return	E	15.00	15.00	No	15.00
<u>Transport Service Charges - Sedan (Per Client)</u>					
Elsewhere Per KM	E	1.00	1.00	No	1.00
Temora Shire - Albury/Canberra	E	90.00	90.00	No	90.00
Temora Shire - Cootamundra	E	25.00	26.00	No	26.00
Temora Shire - Wagga	E	45.00	46.00	No	46.00
Temora Shire - Young	E	45.00	46.00	No	46.00

Description of Services	Pricing Policy	2019-2020 Fee per Unit (Excluding GST)	2020-2021 Fee per Unit (Excluding GST)	GST Yes/No	2020-2021 Fee per Unit (Inclusive of GST)
Temora Shire - Griffith	E	70.00	70.00	No	70.00
Temora Shire - Harden	E	45.00	46.00	No	46.00
Temora Shire - Junee	E	25.00	26.00	No	26.00
Temora Shire - Leeton	E	65.00	65.00	No	65.00
Temora Shire - Narrandera	E	50.00	50.00	No	50.00
Temora Shire - Orange	E	90.00	90.00	No	90.00
Temora Shire - West Wyalong	E	40.00	41.00	No	41.00
Cootamundra Shire - Canberra	E	70.00	70.00	No	70.00
Cootamundra Shire - Albury	E	90.00	90.00	No	90.00
Cootamundra Shire - Wagga	E	45.00	46.00	No	46.00
Cootamundra Shire - Young	E	25.00	26.00	No	26.00
Cootamundra Shire - Griffith	E	90.00	90.00	No	90.00
Cootamundra Shire - Junee	E	25.00	26.00	No	26.00
Cootamundra Shire - Orange	E	90.00	90.00	No	90.00
Cootamundra Shire - Harden	E	20.00	20.00	No	20.00
<u>Home Maintenance Fees</u>					
Handyman Service per hour	E	15.00	15.00	No	15.00
Home Modifications (material cost & Labour contribution)	C	Actual costs	Actual costs	No	Exclusive
<u>Day Program Fees</u>					
Per Session	E	10.00	10.00	No	10.00
<u>Laundry Service Charges per Load</u>					
Other Services (negotiated on capacity to pay)	E	7.00	7.00	No	7.00
<u>Social Support</u>					
In home (per session)	E	5.00	5.00	No	5.00
Out of Home - shopping assistance etc (per session)	E	5.00	5.00	No	5.00
<u>Other Fees</u>					
Domestic Assistance, Personal Care (per Hour)	E	10.00	10.00	No	10.00
Respite Care (per hour)	E	10.00	10.00	No	10.00
<u>Meals on Wheels</u>					
Hot Meals - Temora					
Main Meal Only	E	11.50	12.00	No	12.00
Main Meal & Dessert	E	12.00	12.00	No	12.00
Reviewed 6 monthly according to contracted supplier costs					
Frozen Meals - Temora					
Soup	E	3.00	3.00	No	3.00
Petite Meals (Small meals)	E	5.00	5.00	No	5.00
Petite Meals (Small meals) **Premium**	E	5.50	5.50	No	5.50
Puree Petite Meals	E	4.50	4.50	No	4.50
Main Meals	E	6.50	6.50	No	6.50
Main Meal **Premium**	E	8.50	8.50	No	8.50
Puree Main Meals	E	6.50	6.50	No	6.50
Vegetarian Main Meals	E	6.50	6.50	No	6.50
Desserts	E	3.50	3.50	No	3.50
Christmas Meal	E	TBA	TBA	No	TBA
Christmas Dessert	E	TBA	TBA	No	TBA
Menu updated quarterly and priced per supplier					

Description of Services	Pricing Policy	2019-2020 Fee per Unit (Excluding GST)	2020-2021 Fee per Unit (Excluding GST)	GST Yes/No	2020-2021 Fee per Unit (Inclusive of GST)
Frozen Meals - Leeton					
Petite Meals (Small meals)	E	5.60	5.50	No	5.50
Main Meals	E	7.10	7.50	No	7.50
Main Meal **Premium**	E	8.50	8.50	No	8.50
Desserts	E	3.00	3.00	No	3.00
Christmas Meal	E	8.50	8.50	No	8.50
Christmas Dessert	E	3.00	3.00	No	3.00
Menu updated quarterly and priced per supplier					
Administration Charge	C	4.50	4.50	No	4.50
Home Care Packages					
Personal Care - cost per hour					
Weekday 6am-6pm	E	37.00	38.00	No	38.00
Weekday 6pm-6am	E	42.00	43.00	No	43.00
Saturday	E	44.00	45.00	No	45.00
Sunday	E	51.00	50.00	No	50.00
Public Holidays	E	79.00	80.00	No	80.00
Domestic Assistance/Shopping Assistance - cost per hour					
Weekday 6am-6pm	E	35.00	36.00	No	36.00
Weekday 6pm-6am	E	41.00	42.00	No	42.00
Saturday	E	42.00	43.00	No	43.00
Sunday	E	49.00	50.00	No	50.00
Public Holidays	E	77.00	80.00	No	80.00
Respite Care - cost per hour					
Weekday 6am-6pm	E	37.00	38.00	No	38.00
Weekday 6pm-6am	E	42.00	43.00	No	43.00
Saturday	E	44.00	45.00	No	45.00
Sunday	E	51.00	50.00	No	50.00
Public Holidays	E	79.00	80.00	No	80.00
Garden/Lawn Maintenance - plus tip fees - cost per hour					
Weekday 6am-6pm	E	57.00	60.00	No	60.00
Meals Delivered					
Temora (no administration fee)	E	Cost of meal	Cost of meal	No	Cost of meal
Cootamundra	E	Cost of meal	Cost of meal	No	Cost of meal
Administration Fee - Cootamundra only	E	4.50	4.50	No	4.50
Community Transport					
Town trips - Temora & Cootamundra					
One way	E	4.50	4.50	No	4.50
Return	E	6.00	6.00	No	6.00
Km rate	E	1.00	1.00	No	1.00
Taxi Voucher - Cootamundra only (per voucher)	E	4.00	4.00	No	4.00
Coordination Administration Fee (per week)					
Level One	E	65.00	65.00	No	65.00
Level Two	E	110.00	110.00	No	110.00
Level Three	E	185.00	190.00	No	190.00
Level Four	E	280.00	285.00	No	285.00

Description of Services	Pricing Policy	2019-2020 Fee per Unit (Excluding GST)	2020-2021 Fee per Unit (Excluding GST)	GST Yes/No	2020-2021 Fee per Unit (Inclusive of GST)
NDIS Packages					
<i>As per the NDIS Price Guide issued by the National Disability Insurance Agency and updated throughout the financial year</i>					
Land Rates					
Farmland					
cents in the \$		0.004040	0.00204	No	0.00204
minimum		203.55	208.00	No	208.00
Residential Temora					
cents in the \$		0.007190	0.00661	No	0.00661
base		234.05	240.00	No	240.00
Residential Arah Park					
cents in the \$		0.014515	0.00968	No	0.00968
base		194.25	199.00	No	199.00
Residential Springdale					
cents in the \$		0.006771	0.00466	No	0.00466
base		125.25	128.00	No	128.00
Residential Rural					
cents in the \$		0.001940	0.00157	No	0.00157
base		218.05	223.00	No	223.00
Residential Temora Aviation					
cents in the \$		0.006330	0.00593	No	0.00593
base		80.35	82.00	No	82.00
Business Temora Hoskins St					
cents in the \$		0.031215	0.02751	No	0.02751
base		-	-	No	-
Business Temora Town					
cents in the \$		0.023357	0.02009	No	0.02009
base		-	-	No	-
Business Temora Aviation					
cents in the \$		0.007200	0.00655	No	0.00655
base		80.35	82.00	No	82.00
Business Arah Park					
cents in the \$		0.016152	0.01103	No	0.01103
base		226.25	231.00	No	231.00
Business Other					
cents in the \$		0.003765	0.00299	No	0.00299
base		74.75	76.00	No	76.00
Interest on Overdue Rates & Charges - set by Office of Local Government		7.50%	7.50%	No	7.50%
Copy of Rates Notice		9.09	9.09	Yes	10.00

Description of Services	Pricing Policy	2019-2020 Fee per Unit (Excluding GST)	2020-2021 Fee per Unit (Excluding GST)	GST Yes/No	2020-2021 Fee per Unit (Inclusive of GST)
Library Fees					
<i>The following charges have been set by Riverina Regional Library</i>					
Inter Library Loan search fee	C	4.00	4.00	Yes	4.40
Inter Library Loan - fee for loan requests from non-reciprocal libraries	C	15.00	25.91	Yes	28.50
Library Loan from overseas	C	Actual Cost	Actual Cost	Yes	Exclusive + GST
Inter Library Loan - Rush Fee	C	30.00	47.27	Yes	52.00
Inter Library Loan - Express Fee	C	45.00	64.09	Yes	70.50
Reservation Fee	C	1.00	1.00	No	1.00
<i>An exemption applies to reservations placed under the following member categories: Class Cards; Book Clubs; Branch Libraries; Housebound; Home Library; Hospitals & Nursing Homes; Inter Library Loans; Wagga Community Links</i>					
Replace Lost Member Card	C	2.00	2.00	No	2.00
Replacement Charge for lost/damaged periodicals and articles	C	5.00 + replacement cost	5.00 + replacement cost	No	Exclusive
Replacement Charge for lost/damaged collection items other than periodicals and articles	C	10.00 + replacement cost	10.00 + replacement cost	No	Exclusive
Replacement card for lost/damaged audio disc			15.00 + replacement cost	No	Exclusive
Replace lost or damaged CD/DVD case (One-Time CD/DVD/MP3 cases)	C	3.00	3.00	Yes	3.30
Replace lost or damaged CD/DVD case (multi-CD sound recording cases)	C	10.00	10.00	Yes	11.00
<i>An exemption applies to fines on overdue items borrowed under the following member categories: Mobile Library; Book Clubs; Branch Libraries; Housebound; Home Library; Hospitals & Nursing Homes; Inter-Library-Loan Libraries; Wagga Community Links. This exemption does not extend to lost or damaged items.</i>					
<i>Periods of amnesty apply when no overdue item fines are charged for specific periods - specific days to be announced.</i>					
Library Bags	C	1.82	1.82	Yes	2.00
Library Backsacks	C	4.55	4.55	Yes	5.00
Mobile Library - A4 printing/photocopying (b&w)	C	0.18	0.18	Yes	0.20
Mobile Library - A4 printing/photocopying (colour)	C	0.50	0.50	Yes	0.55
Programs - depending on content	C	2.00 - 50.00	2.00 - 50.00	No	2.00 - 50.00
Professional Research Fee - per hour (includes photocopying & postage)	C	60.00	60.00	Yes	66.00
Visitors Fee (non-refundable) - one month	C	30.00	30.00	Yes	33.00
Visitors Fee (non-refundable) - three months	C	80.00	80.00	Yes	88.00
RRL Non-resident membership fee for any person not eligible for reciprocal or resident membership - 12 months	C	100.00	100.00	Yes	110.00
RRL Book Club Membership Fee (per club of up to 10 members)	C	363.64	363.64	Yes	400.00
Replacement Charge for Lost/Damaged Book Club Collection Items	C	36.36	36.36	Yes	40.00
Replacement Charge for e-Readers that are lost/damaged beyond reasonable repair (repair cost less than 75.00)	C	165.00	165.00	Yes	165.00
Replacement charge for lost or damaged e-Reader charging cords	C	36.30	36.30	Yes	36.30
Mother Shiptons Charges					
Mother Shipton's & VL Gallery, terrace & grounds (excludes kitchen)	C	195.45	200.00	Yes	220.00
Mother Shipton's	C	29.09	30.00	Yes	33.00
Kitchen	C	49.09	50.00	Yes	55.00
Crockery/cutlery/glassware	C	19.09	18.18	Yes	20.00
Tablecloths (per cloth)	C	4.55	5.45	Yes	6.00
Cleaning per hour (if venue not left as found)	C	45.45	50.00	Yes	55.00

Description of Services	Pricing Policy	2019-2020 Fee per Unit (Excluding GST)	2020-2021 Fee per Unit (Excluding GST)	GST Yes/No	2020-2021 Fee per Unit (Inclusive of GST)
Other Sundry Fees & Charges					
GIPA Application					
Application	C	30.00	30.00	No	30.00
Internal per hour	C	30.00	30.00	No	30.00
Hire of Mobile Stage					
Refundable deposit - Community hirer		400.00	400.00	No	400.00
Delivery & set up costs	D	Actual + 10%	Actual + 10%	Yes	Exclusive + GST
<i>The stage is available for hire for functions held within the boundary of the Shire of Temora only</i>					
Street Stall Caravan Hire					
Charitable group	C	29.09	30	Yes	33.00
Commercial	C	100.00	100	Yes	110.00
Hire of Portable Toilets & Shower Block					
2 stand unit WC's	C	186.36	186.36	Yes	205.00
3 stand unit WC's	C	231.82	236.36	Yes	260.00
4 stand unit WC's	C	277.27	281.82	Yes	310.00
Delivery, Installation and Pickup	D	231.82	236.36	Yes	260.00
Refundable Deposit		400.00	400.00	No	400.00
Apex Train Hire					
Community Use	C	72.73	77.27	Yes	85.00
Abandoned Shopping Trolley Fee	E	55.00	55.00	No	55.00
Erection Of Banner (Erect & Take down)	C	85.00	85.00	Yes	85.00
Pool Safety Signs	C	27.27	31.82	Yes	35.00
Lost key		40.91	54.55	Yes	60.00
Dishonour Fees - (charged on dishonoured cheques, direct debits and DEFT payments)			13.64	Yes	15.00
Parks & Sporting Ground Charges					
League, Union, Rules, Cricket & Soccer Charges					
Cricket B Grade only	E	59.09	63.64	Yes	70.00
Per field per day - Where gate charge	E	204.55	209.09	Yes	230.00
Per field per day - No gate Charge	E	104.55	104.55	Yes	115.00
Nixon Park - Hire of Lights Charges					
Maintenance - Match Play Per Hour	C	22.73	23.64	Yes	26.00
Maintenance - Training Per Hour	C	13.64	13.64	Yes	15.00
Power Usage	C	Actual	Actual	Yes	Exclusive + GST
Netball - Annual Charge - The Oval	E	309.09	318.18	Yes	350.00
School Age Sports Fees	E	Free	Free	Yes	Free
Tennis - Annual Charge - Federal Park Courts	E	518.18	527.27	Yes	580.00
Touch Football - Daily Charge - Aldridge Park	E	104.55	104.55	Yes	115.00

Description of Services	Pricing Policy	2019-2020 Fee per Unit (Excluding GST)	2020-2021 Fee per Unit (Excluding GST)	GST Yes/No	2020-2021 Fee per Unit (Inclusive of GST)
Printing, Faxing, Maps & Other Administrative Charges					
Copy & Printing Charges - per Sheet					
A4 black & white	D	1.00	1.00	Yes	1.10
A4 colour	D	2.55	2.64	Yes	2.90
A3 black & white	D	1.55	1.55	Yes	1.70
A3 colour	D	3.00	3.09	Yes	3.40
A1 (plan printer) black & white	D	5.55	5.73	Yes	6.30
A1 (plan printer) colour	D	9.82	10.00	Yes	11.00
A0 (plan printer) black & white	D	7.00	7.18	Yes	7.90
A0 (plan printer) colour	D	12.27	12.55	Yes	13.80
A2 (plan printer) black & white	D	4.18	4.27	Yes	4.70
A2 (plan printer) colour	D	7.45	7.55	Yes	8.30
Facsimile Charges per sheet					
Receive	D	1.36	1.36	Yes	1.50
Send	D	2.64	2.73	Yes	3.00
Additional pages	D	1.36	1.45	Yes	1.60
Scanning					
A4	D	0.55	0.55	Yes	0.60
A3	D	0.73	0.82	Yes	0.90
A1 (plan printer)	D	2.82	2.82	Yes	3.10
A0 (plan printer)	D	3.45	3.55	Yes	3.90
A2 (plan printer)	D	2.09	2.18	Yes	2.40
Laminating Charges					
A4	D	1.64	1.64	Yes	1.80
A3	D	2.64	2.73	Yes	3.00
Sale of Maps (colour printing)					
New Shire Maps - A0 (1189mm x 841mm)	D	32.73	33.64	Yes	37.00
Other Maps - A1 (841mm x 594mm)	D	16.36	17.27	Yes	19.00
Other Maps - A2 (594mm x 420mm)	D	8.18	8.18	Yes	9.00
Other Maps - A3 (420mm x 297mm)	D	3.64	3.64	Yes	4.00
Heat Binding Charges Per Document	D	5.18	5.27	Yes	5.80
Record Searches					
First Half Hour	C	54.55	59.09	Yes	65.00
every 15mins after first half hour	C	36.36	36.36	Yes	40.00
Private Works Charges					
Plant Hire Charges per Hour					
Backhoes (Plant 7024)	D	131.82	135.00	Yes	148.50
Graders (Plant 7001, 7002, 7004, 7006)	D	141.82	145.00	Yes	159.50
Loader					
914G (Plant 7018)	D	131.82	135.00	Yes	148.50
Case 721E (Plant 7027) & Komatsu WA320PZ-6 (Plant 7019)	D	141.82	145.00	Yes	159.50
Tractors					
Case Maxxum Tractors (Plant 7026, 7028, 7029)	D	101.36	105.00	Yes	115.50
John Deere 3045R Tractor (Plant 7022)	D	111.36	115.00	Yes	126.50
Large Trucks/Trailers over 15T GVM					
UD GW470 Primer Mover (Plant 7039)					

Description of Services	Pricing Policy	2019-2020 Fee per Unit (Excluding GST)	2020-2021 Fee per Unit (Excluding GST)	GST Yes/No	2020-2021 Fee per Unit (Inclusive of GST)
Hourly Charge	D	80.91	85.00	Yes	93.50
Plus per Kilometre charge	D	1.32	1.35	Yes	1.48
Isuzu FVD1000 6x2 HD Body (Plant 7040)	D	111.36	115.00	Yes	126.50
Hino FS700 6x4 Tippers (Plant 7042, 7043, 7045, 7046)					
Hourly Charge	D	80.91	85.00	Yes	93.50
Plus per Kilometre charge	D	1.17	1.19	Yes	1.31
Iveco Garbage Truck Compactor (Plant 7082)	D	136.82	140.00	Yes	154.00
Hamelex White Stable Point Tipper (Plant 7139)					
Hourly Charge	D	15.00	15.45	Yes	17.00
Plus per Kilometre charge	D	0.61	0.62	Yes	0.68
3 Axle Dog Trailers (Plant 7142, 7143, 7145, 7146)					
Hourly Charge	D	15.00	15.45	Yes	17.00
Plus per Kilometre charge	D	0.61	0.62	Yes	0.68
Brentwood 3 Axle Float (Plant 7150)					
Hourly Charge	D	15.00	15.91	Yes	17.50
Plus per Kilometre charge	D	0.71	0.72	Yes	0.80
Light Trucks under 12t GVM					
Isuzu NPR 300 single cab/crane (Plant 7031)	D	65.91	70.00	Yes	77.00
Isuzu NPR400 Tipper (Plant 7033)	D	80.91	85.00	Yes	93.50
Hino 500 Series Factory Tipper (Plant 7034)	D	80.91	85.00	Yes	93.50
Isuzu NQR450 Tipper (Plant 7035)	D	70.91	75.00	Yes	82.50
Fuso Canter FE84 Crew Cab (Plant 7063, 7066, 7096)	D	65.91	70.00	Yes	77.00
Fuso Canter FE84 Crew Cab (Plant 7065)	D	70.91	70.00	Yes	77.00
Isuzu NPR200 Single Cab (Plant 7070)	D	65.91	65.00	Yes	71.50
Hino 500 Rosmech Street Sweeper (Plant 7084)	D	126.82	130.00	Yes	143.00
Light Utes					
Ford Ranger Dual Cab Tray Back (Plant 7057)	D	75.91	78.00	Yes	85.80
Holden Colorado Single Cab Service Back (Plant 7059)	D	75.91	78.00	Yes	85.80
Holden Commodore VF Utility (Plant 7092)	D	75.91	78.00	Yes	85.80
Ford Ranger PX11 Single Cab Tub (Plant 7068)	D	58.64	60.00	Yes	66.00
Ford Ranger Single Cab Tipper (Plant 7081, 7089, 7090, 7094)	D	58.64	60.00	Yes	66.00
Holden Colorado DX Single Cab Tray Back (Plant 7091, 7093)	D	58.64	60.00	Yes	66.00
Holden Colorado DX Single Cab Tray Back (Plant 7095)	D	75.91	78.00	Yes	85.80
Vehicles					
Ford Falcon FG11 (V26)	D	75.91	78.00	Yes	85.80
Ford Ranger 4WD (V28)	D	75.91	78.00	Yes	85.80
Ford Ranger XLS 4WD Dual Cab (V34)	D	75.91	78.00	Yes	85.80
Ford Ranger XL 2WD Space Cab (V72)	D	69.09	70.00	Yes	77.00
Ford Ranger XL Plus 4WD Dual Cab (V83,84,85)	D	75.91	78.00	Yes	85.80
Rollers					
Smooth Drum /Vibrator Rollers (Plant 7233, 7234, 7235, 7236)	D	111.36	115.00	Yes	126.50
Survey Base Station & Rover	D	101.36	100.00	Yes	110.00
Water Trucks (Plant 7172, 7173, 7175, 7174)	D	111.36	115.00	Yes	126.50
Water Tankers (Plant 7176,7178)	D	117.73	120.00	Yes	132.00
Water Trailers					
Rapidspray Water Tank Trailer 1500ltr (Plant 7118)	D	10.00	11.00	Yes	12.10
Henry Hope Pig Trailer (Plant 7171)	D	20.45	20.00	Yes	22.00
Mowers					
Iseki FS370 Outfront Mower (Plant 7358)	D	91.36	95.00	Yes	104.50
<i>The above rates are during normal business hours, overtime rates are Plant Hire rates as per above plus operators overtime penalties</i>					
Labour Charges per hour					
Normal Rate	D	42.73	43.64	Yes	48.00
Supervisor Rate	D	63.64	65.45	Yes	72.00

Description of Services	Pricing Policy	2019-2020 Fee per Unit (Excluding GST)	2020-2021 Fee per Unit (Excluding GST)	GST Yes/No	2020-2021 Fee per Unit (Inclusive of GST)
<i>The above rates are during normal business hours, overtime rates are above labour charges plus overtime penalties</i>					
Coolamon Shire Council Street Sweeping - per hour					
01/01/2020 - 31/12/2020	C	140.00	142.73	Yes	157.00
01/01/2021 - 31/12/2021	C	2020 + CPI Dec20	2020 + CPI Dec20	Yes	Exclusive + CPI
Gravel Sales to Ratepayers per Cubic Metre					
Crushed Gravel ex quarry - arrangement	D	14.55	16.50	Yes	18.15
Uncrushed Gravel ex quarry - arrangement	D	8.64	9.00	Yes	9.90
Crushed Gravel ex TSC depot	D	23.64	25.00	Yes	27.50
<i>Self-load is by arrangement only - rates above less \$1.00</i>					
Property Lease Fees					
Residential Property Fees					
TAIC Cottage 1 - 476 Goldfields Way	D	205.00	210.00	No	210.00
TAIC Cottage 2 - 476 Goldfields Way	D	205.00	210.00	No	210.00
TAIC Cottage 3 - 476 Goldfields Way	D	205.00	210.00	No	210.00
193 Baker Street:					
3 Bedroom House (maximum 3mth stay, payable in advance):					
Relocating Doctor/Staff - first month		No charge	No charge	No	No charge
Relocating Doctor/Staff - second & third month per week	D	260.00	265.00	No	265.00
Locum/Temporary Registrar per week	D	260.00	265.00	No	265.00
Short Term Rental (if all units full or emergency) per week	D	260.00	265.00	No	265.00
Security Deposit	D	400.00	400.00	No	400.00
Cleaning Fee on vacation of unit per hour (required)	D	45.45	50.00	Yes	55.00
2 Bedroom Units (maximum stay 2 weeks, payable in advance)					
Used as a 2 Bedroom Unit:					
Per day	D	35.00	35.00	No	35.00
Per week	D	180.00	185.00	No	185.00
Cleaning Fee on vacation of unit per hour (required)	D	45.45	50.00	Yes	55.00
Cleaning Fee per hour (on request - optional)	D	45.45	50.00	Yes	55.00
Used as a 4 Bedroom Unit:					
Per day	D	50.00	55.00	No	55.00
Per week	D	260.00	265.00	No	265.00
Cleaning Fee on vacation of unit per hour (required)	D	45.45	50.00	Yes	55.00
Cleaning Fee per hour (on request - optional)	D	45.45	50.00	Yes	55.00
Commercial Property Fees (per annum)					
Aerodrome Terminal Building (per week)	E	4.55	4.55	Yes	5.00
Arts & Crafts Group - No 1 Army Hut	E	241.82	247.27	Yes	272.00
Temora Agricultural & Innovation Centre - Office 1 Building A (including 2 car spaces & 2 undercover quad spaces)	D	5613.64	5,737.27	Yes	6,311.00
Temora Agricultural & Innovation Centre - Office 2 Building A (including 2 car spaces)	D	14000.00	14,000.00	Yes	15,400.00
Temora Agricultural & Innovation Centre - Workshop 3 (including 2 undercover quad spaces & 5 car spaces) Licence Fee and cleaning 1/11/18- 31/10/21		24647.60	24,647.60	Yes	27,112.36
Temora Medical Complex - 01/07/2019 - 30/06/2020	D	32956.91	33484.25	Yes	36832.68
Temora Medical Complex - 01/07/2020 - 30/06/2021	D		2020 + CPI Jun 20	Yes	Exclusive +GST
Temora Medical Complex - Pathology 01/01/2020 - 31/12/2020	D	83879.09	85388.95	Yes	93927.85
Temora Medical Complex - Pathology 01/01/2021 - 31/12/2021	D		2020 + CPI Dec20	Yes	Exclusive +GST
Temora Medical Imaging Centre - 193 Baker Street 01/01/2020 - 31/12/2020	D	19125.45	19469.31	Yes	21416.24

Description of Services	Pricing Policy	2019-2020 Fee per Unit (Excluding GST)	2020-2021 Fee per Unit (Excluding GST)	GST Yes/No	2020-2021 Fee per Unit (Inclusive of GST)
Temora Medical Imaging Centre - 193 Baker Street 01/01/2021 - 31/12/2021	D		2020 + CPI Dec20	Yes	Exclusive +GST
Temora Preschool	E	13.64	13.64	Yes	15.00
Other Lease Fees					
Crowley Street - Part of Western Drain Lot 5: Sec 35:	E	55.45	56.36	Yes	62.00
Gardner Street Park - Lots 2,3/343137	C	236.36	2020 + CPI Nov 20	Yes	Exclusive +GST
Gardner Street Dam (land adjoining 2.56ha) Part Reserve 74617 01/07/2019 - 30/06/2022	C	227.27	227.27	Yes	250.00
Gidginbung Reserve 37030	E	36.36	37.27	Yes	41.00
Part Sanitary Depot - Ariah Park	C	82.73	84.55	Yes	93.00
Railway Dam Ariah Park - 1/1023103	C	593.64	607.27	Yes	668.00
Railway Station Ariah Park adjacent land - 2/1023103 (tender expires 30/6/2022)	C	545.45	545.45	Yes	600.00
Reefton Recreation Reserve 41317	E	36.36	37.27	Yes	41.00
Springdale Garbage Depot - from 01/11/2019	C	100.00	100.00	Yes	110.00
Temora Rugby League Club - lease of land adjacent to aerodrome 01/01/2020 - 31/12/2022	C	5409.09	5409.09	Yes	5950.00
Temora Rugby Union Club - lease of land adjacent to treatment works 01/01/2020-31/12/2023	C	909.09	909.09	Yes	1000.00
Woodlands Motor Circuit (to 2021)	E	9.09	9.09	Yes	10.00
Lake Centenary 1212/45494 - Australian Formula Jet Sprint Assoc 04/03/2015 - 03/03/2025	E	90.91	90.91	Yes	100.00
Crown Reserve - Golf Club ***	E	1362.00	1,391.91	Yes	1531.10
Unused Roads Fees					
Extension Trigalong Sebastopol Rd - Through 163/750624	C	36.36	37.27	Yes	41.00
Extension Kurrajong St - between 180,181,95,183,182,101/750587	C	36.36	37.27	Yes	41.00
Extension Daffodil Street - South 894/750587	C	36.36	37.27	Yes	41.00
Roadworks, Footpath, Kerb & Guttering Contributions					
Footpaths (Owners Contribution)					
Concrete paving per 1.0m frontage (1.5m wide)	C	67.00	68.50	No	68.50
Concrete paving per 1.0m side (1.5m wide)	C	33.50	34.50	No	34.50
Kerb & Guttering (Owners Contribution)					
Per Metre	C	93.50	95.50	No	95.50
Roadworks Rate for Subdivisions					
Actual Cost + 10%	C	Actual + 10%	Actual + 10%	Yes	Exclusive + GST
(with upfront payment of 10% of estimated price)					
Administration Fee for Private Construction	C	268.18	272.73	Yes	300.00
Road Restoration Fees					
Administration Fee	C	155.00	155.00	No	155.00
Restoration Fee - charged as per private works charges but GST exempt)	C	Private works	Private works	No	Exclusive
Section 603 Certificates Fee (legislated fee)					
	A	85.00	85.00	No	85.00
Septic Tank Fees					
Application for new Installation	C	250.00	250.00	No	250.00
Onsite Sewerage Management Inspections	C	80.00	80.00	No	80.00
Unregistered System	C	250.00	250.00	No	250.00








Description of Services	Pricing Policy	2019-2020 Fee per Unit (Excluding GST)	2020-2021 Fee per Unit (Excluding GST)	GST Yes/No	2020-2021 Fee per Unit (Inclusive of GST)
Sewerage Charges					
Sewer Access & Usage Charges					
Sewer Charge - residential	C	453.50	476.20	No	476.20
Sewer Charge - commercial vacant	C	453.50	476.20	No	476.20
Sewer Charge - 20mm	C	358.00	375.90	No	375.90
Sewer Charge - 25mm	C	559.37	587.34	No	587.34
Sewer Charge - 32mm	C	916.47	962.30	No	962.30
Sewer Charge - 40mm	C	1431.99	1503.59	No	1503.59
Sewer Charge - 50mm	C	2237.48	2349.36	No	2349.36
Sewer Charge - 80mm	C	5727.96	6014.36	No	6014.36
Sewer Charge - 100mm	C	8949.94	9397.43	No	9397.43
Commercial Sewer Usage rate per k/l	C	0.45	0.47	No	0.47
Connection Inspection Fee	C	250.00	250.00	No	250.00
(Actual Connection carried out by Licensed Plumber)					
Alteration to Sewerage Plan Fee	C	180.00	180.00	No	180.00
Sewerage Compliance Inspection Fee	C	80.00	80.00	No	80.00
Effluent Re-use Charges					
GBOT per kl	C	1.05	1.10	No	1.10
St Anne's School per kl	C	1.05	1.10	No	1.10
Temora Golf Club per kl	C	0.75	0.75	No	0.75
Temora West School per kl	C	0.75	0.75	No	0.75
Storm Water Levy (per Assessment)					
Full	A	25.00	25.00	No	25.00
Strata	A	12.50	12.50	No	12.50
Temora Recreation Centre					
Stadium Admission/Court Hire Fees (casual users)					
Hourly Rate (exclusive use of court):					
Per Court per Hour - Child/School Student	E	22.73	25.00	Yes	27.50
Per Court per Hour - Adult	E	31.82	34.09	Yes	37.50
Daily Rate					
1 Court	E	168.18	181.82	Yes	200.00
2 Courts	E	309.09	318.18	Yes	350.00
Function Room Hire					
Full Day	E	72.27	90.91	Yes	100.00
Overnight Camps (per head)	E	11.36	13.64	Yes	15.00
Per hour Session	E	16.82	18.18	Yes	20.00
Pool Fees					
Summer Membership Fees - Paid Upfront (Olympic & indoor pool access during Rec Ctr hours)					
Adult	E	118.18	118.18	Yes	130.00
Child/Concession	E	95.45	95.45	Yes	105.00
Family	E	259.09	263.64	Yes	290.00
Season Tickets after 15/1/2019 is 50% of above prices					
Summer Pool Fees- Casual (Olympic & indoor pool access during Rec Ctr hours)					
Adult	E	4.09	4.09	Yes	4.50
Child/Concession	E	3.18	3.64	Yes	4.00
Family	E	11.36	11.82	Yes	13.00

Description of Services	Pricing Policy	2019-2020 Fee per Unit (Excluding GST)	2020-2021 Fee per Unit (Excluding GST)	GST Yes/No	2020-2021 Fee per Unit (Inclusive of GST)
Spectator Adult	E	0.91	0.91	Yes	1.00
Spectator Child	E	0.91	0.91	Yes	1.00
Private Functions	E	109.09	113.64	Yes	125.00
School Group per person	E	2.27	2.27	Yes	2.50
Swimming Club Carnivals	E	290.91	290.91	Yes	320.00
After Hours Access Membership Fees - Paid Upfront (indoor pool all yr & Olympic pool during Rec Ctr hours)					
Adult	E	245.45	250.00	Yes	275.00
Child/Concession	E	195.45	200.00	Yes	220.00
Family	E	540.91	550.00	Yes	605.00
Additional/Lost Card Fee	E	18.18	18.18	Yes	20.00
Card Bond Fee (refundable)		20.00	20.00	No	20.00
After Hours Access Monthly Membership - minimum 3 months					
Adult	E	24.55	25.00	Yes	27.50
Child/Concession	E	19.55	20.00	Yes	22.00
Family	E	54.09	55.00	Yes	60.50
Additional/Lost Card Fee	E	18.18	18.18	Yes	20.00
Card Bond Fee (refundable)		20.00	20.00	No	20.00
After Hours Access Casual Fees					
Adult	E	4.09	4.09	Yes	4.50
Child/Concession	E	3.18	3.64	Yes	4.00
Family	E	11.36	11.82	Yes	13.00
Additional/Lost Card Fee	E	18.18	18.18	Yes	20.00
Card Bond Fee (refundable)		20.00	20.00	No	20.00
Temora Railway Station					
Platform	E	136.36	140.91	Yes	155.00
Kitchen - per hour	E	27.27	27.27	Yes	30.00
Kitchen - per day	E	104.55	109.09	Yes	120.00
Sound Shell	E	136.36	140.91	Yes	155.00
Cleaning Deposit		200.00	200.00	No	200.00
Town Hall Charges					
Bar - Hire	C	100.00	104.55	Yes	115.00
Bar - Deposit		150.00	150.00	No	150.00
Chairs to Non Profit Events e.g. Rotary	E	0.91	0.91	Yes	1.00
Cleaning Cost - Per hour	C	45.45	50.00	Yes	55.00
Cleaning Deposit		400.00	400.00	No	400.00
Coolroom per day	E	31.82	31.82	Yes	35.00
Crockery & Cutlery Hire	E	27.27	27.27	Yes	30.00
Wine Glass Hire Fee	E	59.09	59.09	Yes	65.00
Entire Facility - 8 Hours (excluding bar/kitchen)	E	318.18	327.27	Yes	360.00
Foyer per hour	E	31.82	31.82	Yes	35.00
Grand Piano - Per Session	E	18.18	18.18	Yes	20.00
Hall only - Per Hour	E	31.82	31.82	Yes	35.00
Kitchen - Per hour	E	31.82	31.82	Yes	35.00
Kitchen-Per Day	E	122.73	122.73	Yes	135.00
Stage only	E	15.00	15.45	Yes	17.00
Supper Room only - Per hour	E	15.00	15.45	Yes	17.00
Tables to Non Profit Events (each)	E	2.73	2.73	Yes	3.00

Description of Services	Pricing Policy	2019-2020 Fee per Unit (Excluding GST)	2020-2021 Fee per Unit (Excluding GST)	GST Yes/No	2020-2021 Fee per Unit (Inclusive of GST)
Special Arrangements Approved by GL					
Temora Dance Group - Monthly Dance	E	63.64	63.64	Yes	70.00
Town Hall Theatre Charges					
Cinema					
Concession	C	9.09	9.09	Yes	10.00
Adult	C	13.18	13.64	Yes	15.00
Special	C	6.36	9.09	Yes	10.00
Operas	C	36.36	36.36	Yes	40.00
Hire of Theatre Charge per half day (4hrs)					
Private	E	136.36	140.91	Yes	155.00
Council/School/Community	E	109.09	113.64	Yes	125.00
Other Charges					
Projectionist per hour (min 1hr)	E	45.45	45.45	Yes	50.00
Cleaning Fee per hour (if left in unacceptable state) Minimum 1hr charge	C	45.45	50.00	Yes	55.00
Accessory Hire - urn, tables, glasses	E	27.27	27.27	Yes	30.00
Refundable Bond		200.00	200.00	No	200.00
Advertising per month 30 second segment			181.82	Yes	200.00
Advertising per month 15 second segment			109.09	Yes	120.00
Town Planning & Building					
BAL Risk Assessment Fee - complying development assessment	C	545.45	545.45	Yes	600.00
Building Certificate Fee (Section 149E)	A	150.00	150.00	No	150.00
Compliance Certificate Fee	C	72.73	72.73	Yes	80.00
Noxious Weeds Certificate Fee	A	80.00	80.00	No	80.00
Occupation Certificate Fee	C	136.36	136.36	Yes	150.00
Outstanding H & B Notice Fee	A	80.00	80.00	No	80.00
Rezoning Application Fee	C	3500.00	3,500.00	No	3500.00
Supply Drainage Diagram Fee	A	60.00	60.00	No	60.00
Pool Compliance Inspection Fee	C	72.73	72.73	Yes	80.00
Complying Development Fee	C	181.82	181.82	Yes	200.00
Minor Development Application Modification Fee	C	250.00	250.00	No	250.00
Underground Petroleum Storage Systems Inspection Fee (annual)			200.00	No	200.00
Construction Certificate Fees					
Contract price not exceeding \$5000**	C	\$50 + Contract \$ x 0.50%	\$50 + Contract \$ x 0.50%	Yes	Exclusive + GST
Exceeding \$5000 but < \$100,000	C	Above + (Contract \$ - 5,000) x 0.35%	Above + (Contract \$ - 5,000) x 0.35%	Yes	Exclusive + GST
Exceeding \$100,000 but < \$250,000	C	Above + (Contract \$ - 100,000) x 0.20%	Above + (Contract \$ - 100,000) x 0.20%	Yes	Exclusive + GST
Exceeding \$250,000	C	Above + (Contract \$ - 250,000) x 0.10%	Above + (Contract \$ - 250,000) x 0.10%	Yes	Exclusive + GST
**minimum fee of \$55 exclusive of GST					
Development Application Fees - (new structure effective 01/01/2017)	C				
Estimated cost not exceeding \$17,000	C	110.00	110.00	No	110.00
Estimated cost between \$17,001 and \$50,000	C	\$170 plus (est. cost x 0.3c x 50%)	\$170 plus (est. cost x 0.3c x 50%)	No	Exclusive Amount
Estimated cost between \$50,001 and \$250,000	C	\$352 plus (0.0364c for	\$352 plus (0.0364c for	No	Exclusive Amount

Description of Services	Pricing Policy	2019-2020 Fee per Unit (Excluding GST)	2020-2021 Fee per Unit (Excluding GST)	GST Yes/No	2020-2021 Fee per Unit (Inclusive of GST)
Estimated cost between \$250,001 and \$500,000	C	each \$ over \$50k x 50%) \$1160 plus (0.0234c for each \$ over \$250k x 50%)	each \$ over \$50k x 50%) \$1160 plus (0.0234c for each \$ over \$250k x 50%)	No	Exclusive Amount
Estimated cost between \$500,001 and \$1,000,000	C	\$1745 plus (0.0164c for each \$ over \$500k x 50%)	\$1745 plus (0.0164c for each \$ over \$500k x 50%)	No	Exclusive Amount
Estimated cost between \$1,000,001 and \$10,000,000	C	\$2615 plus (0.0144c for each \$ over \$1m x 50%)	\$2615 plus (0.0144c for each \$ over \$1m x 50%)	No	Exclusive Amount
Estimated cost greater than \$10,000,000	C	\$15875 plus 0.0119c for each \$ over \$10m x 50%	\$15875 plus 0.0119c for each \$ over \$10m x 50%	No	Exclusive Amount
Advertising Fee	C	136.36	136.36	Yes	150.00
Subdivision Application Fees					
Each New Lot Created (plus minimum fee)	C	200.00	200.00	No	200.00
Minimum Fee	C	700.00	700.00	No	700.00
Developer Contributions Plan (Section 94(a)) - effective 01/07/2018					
Development cost up to \$100,000	C	Nil	Nil	No	Nil
Development cost up to \$100,001 - \$200,000	C	Total Development Cost x 0.25%	Total Development Cost x 0.25%	No	Exclusive Amount
Development cost more than \$200,000	C	Total Development Cost x 0.5%	Total Development Cost x 0.5%	No	Exclusive Amount
Section 10.7 Planning Certificates					
10.7(2) standard certificate	A	53.00	53.00	No	53.00
10.7(5) additional information	A	60.00	60.00	No	60.00
Urgency Fee	A	50.00	50.00	No	50.00
Rural Addressing					
Create, Supply & Measure (not on new subdivision)	C	72.73	72.73	Yes	80.00
Backing Plate each	C	2.27	2.27	Yes	2.50
Numbers each	C	.73	2.73	Yes	3.00

13.4 DRAFT OPERATIONAL PLAN, DELIVERY PROGRAM 2020/2021 TO 2023/2024, & LONG TERM PLAN 2020/2021 TO 2029/2030**File Number:** REP20/461**Author:** Executive Assistant**Authoriser:** General Manager

- Attachments:**
1. Operational Plan Function Budget [↓](#) 
 2. Operational Plan LTFP [↓](#) 
 3. Delivery Plan Function Budget [↓](#) 
 4. Delivery Plan LTFP [↓](#) 
 5. Resourcing Plan Function Budget [↓](#) 
 6. Resourcing Plan LTFP [↓](#) 
 7. Reconciliation of Adjustments to Budget [↓](#) 

REPORT

Following the budget workshop on 20 April 2020 the adjustments as requested by Council to the proposed budget have been made and have resulted in a surplus of \$331,210 for 2020/2021 and a surplus in each of the following years.

The reconciliation of adjustments to the budget is attached.

In addition to the adjustments decided upon at the budget workshop on 20th April, the list of adjustments include the addition of one project being the installation of tables and chairs in Hoskins Street to the value of \$15,000 as resolved at the March meeting of Council. This item had previously been overlooked in the budgeting process. The reconciliation also includes the removal of a project at Wellman Street Ariaiah Park being the widen and reseal of Segments 2 and 3 and the associated Kerb & Gutter upgrade. This project was removed after consultation with land owners. The net effect of the removal of the Wellman Street project is \$101,600.

The plans need to be placed on public display for 28 days for comment.

RESOLUTION 137/2020

Moved: Cr Claire McLaren

Seconded: Cr Max Oliver

It was resolved that Council place the draft Operational Plan, Delivery Program 2020/2021 to 2023/2024 and Long Term Financial Plan 2020/2021 to 2029/2030 on public display for 28 days for comment and report back to the June Council meeting.

CARRIED

Report by Elizabeth Smith

Function Budget**For the year ended 30 June 2021****Budget Summary 2020/21**

Function	Budget Summary 2020/21		
	Income	Expenditure	(Surplus)/Deficit
Governance	(85,045)	668,131	583,086
Public Order & Safety	(347,194)	1,012,397	665,203
Health	(49,379)	343,753	294,374
Community Services & Education	(4,785,365)	4,995,751	210,386
Housing & Community Amenities	(1,074,049)	1,793,127	719,078
Sewerage Services	(1,199,148)	955,090	(244,058)
Recreation & Culture	(418,164)	3,297,160	2,878,996
Building Services	(65,828)	291,137	225,309
Transport & Communication	(5,862,600)	9,024,201	3,161,601
Economic Affairs	(1,918,555)	2,320,526	401,971
Function Totals	(15,805,327)	24,701,273	8,895,946
General Purpose Revenues (Not Attributed to Functions)	(9,360,033)		(9,360,033)
Operating Result before Capital Amounts	(25,165,360)	24,701,273	(464,087)
Capital Grants & Contributions	(5,683,044)		(5,683,044)
Operating Result	(30,848,404)	24,701,273	(6,147,131)
ADD Expenses not involving flows of Funds			
Depreciation			5,506,385
ADD Non-Operating funds employed			
Sale of Assets			(144,727)
Sale of Real Estate Assets			(375,000)
Repayments by Long Term Debtors			(357,270)
Loan Funds used			(1,000,000)
Transfer from Reserves			(976,000)
			(2,852,997)
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			11,120,986
Development of Real Estate			1,256,725
Carrying Amount of Assets Sold			173,300
Cost of Real Estate Assets Sold			222,431
Advance to Long Term Debtors			350,000
Repayment of Loans			354,215
Transfer to Reserves			697,646
			14,175,303
Budget (Surplus) / Deficit			(331,210)

Function Budget

For the year ended 30 June 2021

1. Governance

Description	Ref.	Job No.	Previous Year Estimate	Budget 2020-21
Income				
FBT Salary Recouped	2I	1050.140.224	(38,750)	(38,750)
Crown Lands Grant for Plans of Management		1050.115.171	(54,522)	(46,295)
Total Income			(93,272)	(85,045)
Expenditure				
Governance & Councillor Expenses	1E			
Councillor Expenses		3020.330.616/603/648/644	29,384	30,120
Councillors Allowance		3020.330.618	97,560	99,999
Mayoral Allowance		3026.331.619	19,085	19,562
Mayoral Receptions		3025.331.	10,000	10,000
Civic Functions & Ceremonies		3050.340.	4,100	4,203
Delegates Expenses		3050.450.644	13,325	13,658
Local Government NSW Subscription		3050.370.480/405.482	24,044	24,975
REROC Contribution		3050.370.481	25,771	26,868
Riverina JO Subscription		3050.370.487	5,000	19,232
Integrated Planning & Reporting		3050.440.502	5,637	5,778
Newsletter - Narraburra News		3050.502.	21,345	22,616
Media Content Manager		3050.440.658	5,125	5,253
Donations		3050.405.622	20,000	20,000
Sister City Relations		3050.341.	3,000	3,000
Local Government Week		3050.645.	6,000	6,000
Internal Audit		3050.349.401	17,500	22,000
Audit, Risk & Improvement Committee		3050.359.405	-	40,000
Crown Lands Plans of Management		3050.454.401	54,522	46,295
Finance & Administration Costs	2E			
Preparation of Meeting Papers		3050	90,299	92,649
Function/Meeting Attendance		3050.336.	124,864	118,722
Management of Council		3050.337.	412,151	412,484
Employee Assistance Programs		3050.344.401	10,000	30,000
Internal Function Review		3050.348.401	10,000	-
Work Health & Safety		3050.715.	74,876	79,506
Administration Costs		3100/3050.351.301/3110/3140	1,956,518	2,040,116
Financial Reporting		3100.342.	37,084	37,084
Financial Statement Audit Fee		3100.360.605	28,700	28,290
Council Chamber Running Costs		3490	115,430	115,397
Oncosts Recovered		3100.986.986	(1,808,596)	(1,699,674)
Overheads Recovered		3050.980/3050/3100/3490.985.985	(1,175,233)	(1,252,444)
Insurances	3E			
Insurance - Personal Accident		3050.410.627	2,261	2,552
Insurance - Councillors & Officers		3050.410.629	29,830	33,664
Insurance - Fidelity Guarantee		3050.410.634	6,138	6,926
Depreciation		3100/3490.*.740	203,300	203,300
Total Expenditure			479,020	668,131
Nett Cost to Council			385,748	583,086

Function Budget

For the year ended 30 June 2021

2. Public Order and Safety

Description	Ref.	Job No.	Previous Year Estimate	Budget 2020-21
Income				
Fire Control	1I			
Operating Grant		2070.115.160/161	(151,722)	(130,667)
Bland Operating Grant		2070.115.164	(304,069)	(188,034)
Bland Administration Fee		2070.130.220	(22,627)	(23,193)
Animal Control	2I	2040	(5,302)	(5,300)
Total Income			(483,720)	(347,194)
Expenditure				
Fire Control	1E			
Contribution - NSW Fire Brigade		4070.406.380	36,152	38,389
Contribution - Bush Fire Fund		4070.406.381	235,182	310,579
Brigade & Funded Vehicle Expenses		4070.306.	112,620	88,742
Bland Shire Brigade & Vehicle Costs		4071	270,428	150,898
Overheads/Internal Recharges		4070.980.980	95,370	102,254
Animal Control	2E	4040	158,948	165,067
Enforcement of Regulations	3E	4030	48,100	51,664
Emergency Services	4E			
Security Service		4075.420.	40,500	43,600
CCTV Operating Costs		4075.421.	8,000	8,200
Insurances		4075.410.	1,159	1,308
State Emergency Services		4080.528./4080.410.	23,468	22,064
Emergency Management Committee		4080.529.	2,870	2,942
Overheads/Internal Recharges		4080.980.980	6,503	6,972
Depreciation		4070/4040/4030/4075/4080	19,718	19,718
Total Expenditure			1,059,018	1,012,397
Nett Cost to Council			575,298	665,203

Function Budget

For the year ended 30 June 2021

3. Health

Description	Ref.	Job No.	Previous Year Estimate	Budget 2020-21
Income				
Health Administration	1I	2100	(2,800)	-
Noxious Weeds	2I	1220	(48,175)	(49,379)
Total Income			(50,975)	(49,379)
Expenditure				
Health Administration	1E			
Health Administration & Inspection		4100	63,127	64,343
Bush Bursary Program		4100.450.581	3,000	-
Overheads/Internal Recharges		4100.980.980	59,390	63,676
Immunization		4110.350.603	1,125	1,153
Food Control Administration		4120	36,374	36,972
Noxious Weeds/Pests	2E			
Noxious Pests/Fruit Fly		4140	5,500	5,500
Noxious Weeds - Coordination & Inspection		3220.523/300/519	104,611	108,317
Noxious Weeds - Khaki Weed		3220.519.401	10,000	10,000
Noxious Weeds - Local Control		3220.522.	7,000	7,000
Noxious Weeds - Regional Plans		3220.520/521	21,000	21,000
Overheads/Internal Recharges		3220.980.980	17,340	18,592
Depreciation		4100.*.740	7,200	7,200
Total Expenditure			335,667	343,753
Nett Cost to Council			284,692	294,374

Function Budget**For the year ended 30 June 2021****4. Community Services and Education**

Description	Ref.	Job No.	Previous Year Estimate	Budget 2020-21
Income				
State Funded HACC Programs	1I			
Transport - Temora		1860	(215,762)	(231,000)
Transport - Cootamundra		1818	(185,012)	(197,022)
Disability Services Packages		2820-2880	(972,928)	(1,500,000)
Supported Independent Living		2818	(655,200)	(766,014)
Contracted Services		1826-1828	(71,750)	(37,000)
Commonwealth Funded HACC Programs	2I			
My Aged Care Regional Assessments		2901	(46,125)	(50,000)
Social Support Group (DDC)		2902	(40,787)	(41,502)
Social Support - Temora		2903	(38,645)	(39,611)
Food Services		2904	(166,000)	(138,000)
Respite Care - Temora		2905	(51,362)	(52,539)
Home Modifications - Temora		2906	(34,260)	(34,916)
Personal Care		2907	(21,222)	(21,752)
Home Maintenance - Temora		2908	(11,257)	(15,907)
Social Support - Cootamundra		2910	(39,087)	(39,627)
Home Modifications - Cootamundra		2911	(26,260)	(26,916)
Home Maintenance - Cootamundra		2912	(10,706)	(15,536)
Domestic Assistance		2913	(62,500)	(81,485)
Home Modifications - Leeton		2915	(15,000)	(21,950)
Home Maintenance - Leeton		2916	(28,688)	(20,661)
Social Support Individual - Leeton		2917	(36,432)	(39,174)
Food Services - Leeton		2918	(107,341)	(104,152)
Aged Care Packages		2920-2980	(780,288)	(1,307,687)
Community Car		1861	(7,174)	-
Community Services Sundry	3I	1700	(1,700)	(1,700)
Youth Affairs	4I	1780	(1,200)	(1,200)
Education	5I			
Pre School Kindergarten		1790	(12)	(14)
Total Income			(3,626,698)	(4,785,365)

Function Budget

For the year ended 30 June 2021

4. Community Services and Education

Description	Ref.	Job No.	Previous Year Estimate	Budget 2020-21
Expenditure				
State Funded HACC Programs	1E			
Transport - Temora		3860	202,762	206,000
Transport - Cootamundra		3818	167,012	179,022
Disabled Services Packages		4820 - 4880	972,928	1,490,000
Supported Independent Living		4818	655,200	639,306
Contracted Services		3826 - 3828	71,750	37,000
Commonwealth Funded HACC Programs	2E			
My Aged Care Regional Assessments		4901	46,125	46,000
Social Support Group (DDC)		4902	40,787	41,502
Social Support - Temora		4903	38,645	39,612
Food Services		4904	166,000	138,000
Respite Care - Temora		4905	51,362	52,539
Home Modifications - Temora		4906	34,260	34,916
Personal Care		4907	21,222	21,752
Home Maintenance - Temora		4908	11,257	15,907
Social Support - Cootamundra		4910	39,087	39,627
Home Modifications - Cootamundra		4911	26,260	26,915
Home Maintenance - Cootamundra		4912	10,706	15,537
Domestic Assistance		4913	62,500	81,485
Home Modifications - Leeton		4915	15,000	21,950
Home Maintenance - Leeton		4916	28,688	20,661
Social Support Individual - Leeton		4917	36,432	39,174
Food Services - Leeton		4918	107,341	104,152
Aged Care Packages		4920-4980	760,688	1,307,687
Community Car		3861	7,174	-
Other Community Services & Education	3E			
Aged Services		3700.459.	3,000	3,000
Other Community Services		3700	105,514	111,294
Community & Social Development		3870	5,920	5,929
Youth Affairs	4E			
Youth Program		3780	141,500	150,968
Scholarships		3780.405.621	6,000	6,000
Education	5E			
Pre-School Kindergarten		3790	10,542	11,566
Depreciation			93,100	108,250
Total Expenditure			3,938,762	4,995,751
Nett Cost to Council			312,064	210,386

Function Budget

For the year ended 30 June 2021

5. Housing and Community Amenities

Description	Ref.	Job No.	Previous Year Estimate	Budget 2020-21
Income				
Town Planning	2I			
Sec 149 Certificate Fees		2010.105.58	(12,300)	(12,607)
Development Application Fees		2010.105.61	(42,000)	(43,050)
Section 94 Contributions		2010.141.71	(26,000)	(26,000)
Subdivision Fees		2010.105.63	(5,000)	(5,125)
Waste Management	3I			
Domestic Waste Charges		1420.100.40	(541,194)	(572,104)
Pension Rebate		1420.100.30/31	37,761	38,705
Trade Waste Charges		1421.100.41	(121,504)	(127,076)
Extra Charges		1420/1421.120.34	(1,900)	(1,900)
Tipping Charges		1410.110.	(102,550)	(105,113)
Stormwater Management	4I			
Stormwater Management Annual Charges		1400.100.44	(48,588)	(48,588)
Grants - Flood Studies & Floodplain Risk Mgt Plans		1400.115.171	(201,429)	(81,429)
Heritage	5I			
Heritage Fund Grants		1930.115	(12,000)	(12,000)
Public Cemetery Fees	6I	1530/1531.	(71,000)	(72,762)
Environmental Protection	7I	2060	(5,000)	(5,000)
Total Income			(1,152,704)	(1,074,049)
Expenditure				
Housing	1E			
Dwelling Maintenance		4164	3,552	3,631
Town Planning	2E	4010	198,648	228,143
Waste Management	3E			
Domestic Waste Collection		3420	202,015	210,296
Trade Waste Collection		3421	22,739	23,864
Other Waste Collection		3422 & 3430	52,448	56,952
Waste Disposal		3410	282,682	281,263
Stormwater Drainage	4E			
Stormwater Drainage Maintenance		3400	20,174	20,761
Ariah Park & Springdale Flood Study & Floodplain Risk Management Plan		3400.357.401	235,000	-
Temora Floodplain Risk Management Plan		3400.358.401	-	95,028
Heritage	5E			
Heritage Fund		3930.405.	15,000	15,000
Heritage Adviser		3930.360.408	15,500	16,000
Other Heritage Expenses		3930	5,640	5,785
Public Cemeteries	6E	3530-3532	219,444	231,931
Environmental Protection	7E			
Recycling Operations		4060.970 & 3415	22,876	23,547
Other Environmental Protection		4060	6,265	6,268
LCMA Landcare Fund		4060.450.492	10,000	5,000
Environmental Services		4000	9,500	9,725
Public Conveniences	8E	3450	94,450	99,292
Street Cleaning	9E	3440	237,800	209,766
Depreciation			248,955	250,875
Total Expenditure			1,902,688	1,793,127
Nett Cost to Council			749,984	719,079

Function Budget

For the year ended 30 June 2021

6. Sewerage Services

Description	Ref.	Job No.	Previous Year Estimate	Budget 2020-21
Income				
Sewerage System	1I			
Residential Annual Charges		21000.100.20/43	(875,708)	(918,590)
Commercial Access Charge & Usage		21000.101.20/43	(217,872)	(226,668)
Extra Charges		21000.120.34/35	(2,500)	(2,500)
Pension Rebate		21000.100.30/31	39,463	42,133
Interest Earned		21000.120.190	(15,000)	(25,000)
Pension Subsidy		21000.115.9849	(21,705)	(23,173)
Sewer Compliance Certificate Fees		21000.110.102	(5,778)	(5,922)
Fittings & Installation		21000.110.103	(4,307)	(4,415)
Drainage Diagram Fee		21000.110.104	(4,510)	(4,623)
Property Rental		21000.130.120	(1,000)	(1,000)
Sundry Income		21000.130.220	(100)	(100)
Plant Hire		21000.130.975	(15,000)	(15,375)
Effluent Scheme Sales	2I	21000.110.99	(13,576)	(13,915)
Total Income			(1,137,593)	(1,199,148)
Expenditure				
Sewerage System	1E			
Management & Technical Costs		23000.338.340	21,424	22,174
Integrated Water Cycle Management Strategy		23000.347.401	-	40,000
Treatment Works		23000.602.	151,184	152,500
Mains Maintenance		23000.601.	163,993	165,191
Pumping Stations		23000.603.	15,659	17,725
Fittings & Installation		23000.590.	7,195	7,200
Insurances		23000.410.*	17,425	20,046
Sundry		23000.970.	3,677	3,769
Overheads/Internal Recharges		23000.980.980	37,931	40,669
Effluent Scheme	2E	23000.511/512/514/536/537	171,091	216,666
Depreciation		23000.*.740	269,150	269,150
Total Expenditure			858,729	955,090
Nett Cost to Council			(278,864)	(244,058)

Function Budget

For the year ended 30 June 2021

7. Recreation and Culture

Description	Ref.	Job No.	Previous Year Estimate	Budget 2020-21
Income				
Library Services	1I	1710	(35,612)	(83,713)
Public Halls	2I			
Cinema		1742	(132,500)	(132,500)
Public Halls		1740/1741	(9,000)	(9,225)
Recreation Centre/Swimming Pools	3I			
Temora Recreation Centre & Swimming Pools		1720/1722/1730	(157,000)	(160,861)
Ariah Park Swimming Pool		1721	-	(15,000)
Sporting Grounds	4I			
Sporting Grounds - Hire Fees		1240	(12,000)	(12,300)
SCCF Grant - Golf Club Irrigation		1240.115.171	(20,000)	-
Parks & Gardens	5I	1230	(2,562)	(2,565)
Cultural Activities	8I			
Scout Hall - Arts & Cultural Centre		1885	(2,000)	(2,000)
Total Income			(370,674)	(418,164)
Expenditure				
Library Services	1E	3710	332,897	357,002
Public Halls	2E			
Cinema		3742	141,321	142,640
Public Hall Maintenance		3740/3741	121,441	137,426
Recreation Centre/Swimming Pools	3E			
Temora Recreation Centre & Swimming Pool		3720/3722/3730	454,614	486,312
Ariah Park Swimming Pool		3721	25,000	57,145
Sport & Recreation Council Contribution		3730.452.	10,000	10,000
Sporting Walk of Honour		3870.499.	5,000	-
Sporting Grounds	4E			
Sporting Grounds Maintenance		3240	335,039	349,362
Donation to Golf Club for Irrigation Extension		3240.405.622	20,000	-
Parks & Gardens	5E	3230	496,069	534,211
Railway Precinct	6E			
Railway Museum		3786	1,000	1,000
Railway Station		3785	7,275	7,649
Bundawarra Centre	7E	3880	205,361	215,255
Cultural Activities	8E			
Australia Day		3912	5,500	5,500
Mobile Stage Expenditure		3918	1,571	1,600
Event Costs & Event Facilitation		3910/13/14/16/21-29/3931/390	47,912	49,653
Cultural Expenditure		3890	125,319	115,192
Scout Hall - Arts & Cultural Centre		3885	2,400	9,363
Depreciation			711,510	817,850
Total Expenditure			3,049,229	3,297,160
Nett Cost to Council			2,678,555	2,878,996

Function Budget

For the year ended 30 June 2021

8. Building Services

Description	Ref.	Job No.	Previous Year Estimate	Budget 2020-21
Income	1I			
Septic Tank Installations		2020.105.54	(2,100)	(2,152)
Building Certificate - Sec 149E		2020.105.56	(100)	(102)
Outstanding Notices Certificate		2020.105.57	(500)	(512)
Occupation Certificate Fees		2020.105.64	(9,200)	(9,430)
Construction Certificate Fees		2020.105.65	(30,500)	(31,262)
Commissions Received		2020.105.66	(1,025)	(1,051)
Compliance Certificate Fees		2020.105.67	(20,500)	(21,012)
Building Control Sundry		2020.130.220/.105.70	(300)	(307)
Total Income			(64,225)	(65,828)
Expenditure	1E			
Employee Costs		4020.300/310	157,828	159,909
Office Administration Costs		4020.350/370/450/970	68,507	69,275
Overheads/Internal Recharges		4020.980.980	57,222	61,353
Depreciation		4020.*.740	600	600
Total Expenditure			284,157	291,137
Nett Cost to Council			219,932	225,309

Function Budget

For the year ended 30 June 2021

9. Transport and Communication

Description	Ref.	Job No.	Previous Year Estimate	Budget 2020-21
Income				
RTA Contributions				
Regional Roads Program	1I	1340	(710,000)	(728,280)
State Roads Program	2I	1370	(3,440,000)	(3,526,000)
Repair Program	1I	1372	(125,000)	(128,125)
Road Safety Officer	3I	1380	(82,909)	(91,018)
Quarry Operations	4I	1520	(7,000)	(7,000)
Associated Roadworks	5I			
Roads to Recovery Program		1371	(825,968)	(1,238,952)
Roads - Sundry - Sale of Old Material		1200	(512)	(525)
Aerodrome	6I	1510	(34,890)	(41,700)
Street Lighting	7I	1390	(40,000)	(101,000)
Total Income			(5,266,279)	(5,862,600)
Expenditure				
RTA Funded Roadworks				
Regional Roads Program	1E	3340	95,000	176,406
State Roads Program	2E	3370	2,871,877	2,955,743
Road Safety Officer	3E	3380	96,112	96,800
Quarry Operations	4E	3520	8,061	8,280
Associated Roadworks	5E			
Urban Sealed Roads		3330	230,085	236,835
Urban Unsealed Roads		3331	34,930	35,932
Rural Sealed Roads		3350	303,904	294,178
Rural Unsealed Roads		3360	851,049	873,655
Bridge Maintenance		3280	5,091	5,218
Kerb & Gutter Maintenance		3310	61,184	63,035
Footpath Maintenance		3300	25,913	26,704
Street Tree Program		3385	190,667	196,228
Bus Shelters & Seats		3290	864	886
Car Park Maintenance		3500	5,000	5,250
Depot Costs		3570/3580	302,180	327,072
Engineering Operations		3200	880,068	860,331
Less Admin Oncosts Recovered		3590	(1,269,945)	(1,290,270)
Aerodrome Operations & Maintenance	6E	3510	295,040	302,616
Street Lighting Charges	7E	3390	150,000	380,000
Depreciation			3,146,802	3,469,302
Total Expenditure			8,283,882	9,024,201
Nett Cost to Council			3,017,603	3,161,601

Function Budget**For the year ended 30 June 2021****10. Economic Affairs**

Description	Ref.	Job No.	Previous Year Estimate	Budget 2020-21
Income				
Tourism & Area Promotion	1I			
Caravan Parks, Cabins & Camping Areas		2150-2154	(149,000)	(150,000)
Tourism & Area Promotion		1920	(38,000)	(20,500)
Economic Development/Business Activities	2I			
Drought Funding Grant - Round 2		2170.115.170	-	(1,000,000)
Saleyards & Markets - Street Stall Fees		2050	(430)	(441)
Service NSW (incorporating RMS agency)		1701	(140,300)	(143,235)
Private Works		1600	(105,000)	(105,000)
Agricultural Innovation Centre		2195	(405,275)	(351,657)
Medical Facilities	3I			
Medical Centre Lease		2155.130.120	(117,660)	(120,297)
Medical Imaging Facility Lease		2156.130.120	(21,000)	(10,000)
Medical Units at 193 Baker Street Rents		2159	(17,000)	(17,425)
Total Income			(993,665)	(1,918,555)
Expenditure				
Tourism & Area Promotion	1E			
Caravan Parks, Cabins & Camping Areas		4150-4154	220,300	200,422
Tourism & Area Promotion		3920	382,269	380,958
Support TBEG to deliver community events		3920.491.603	3,000	3,000
Warbirds Downunder		3917	-	83,000
Economic Development/Business Activities	2E			
Economic Development		4170	310,810	308,361
Drought Funding Round 2 - Community Projects		4170.496	-	124,572
TBEG/BREED Business Centre		4170.456/458/449	8,000	10,000
TBEG Christmas Fair		3926	4,300	4,300
Saleyards & Markets - Street Stall Caravan		4050	1,300	1,341
Service NSW (incorporating RMS agency)		3701	138,658	133,998
Private Works		3600	97,030	96,923
Agricultural Innovation Centre		4195	388,190	397,145
NRCC House		4160	86,207	101,872
Other Land & Buildings		4200/4166	62,037	62,531
Medical Facilities	3E			
Medical Centre		4155	24,124	26,327
Medical Imaging Facility		4156	4,433	3,717
Medical Units at 193 Baker Street		4159	17,831	21,919
Depreciation			354,640	360,140
Total Expenditure			2,103,129	2,320,526
Nett Cost to Council			1,109,464	401,971

Function Budget

For the year ended 30 June 2021

11. General Purpose Revenue

Description	Ref.	Job No.	Previous Year Estimate	Budget 2020-21
Income				
Ordinary Rates	1I			
Ordinary Rates		1110.100.	(4,042,436)	(4,140,923)
Pension Rebates		1110.100.30	105,667	108,837
Legal Costs Recovered		1110.130.36	(15,000)	(15,000)
Extra Charges		1110.120.34	(10,000)	(10,000)
Pensioner Grant		1110.115.171	(78,886)	(80,464)
Interest on Investments	2I	1120.120.190	(150,000)	(154,000)
Financial Assistance Grants	3I			
Financial Assistance Grants - General Component		1120.115.186	(2,162,829)	(2,434,339)
Financial Assistance Grants - Roads Component		1120.115.187	(1,232,352)	(1,385,914)
Other General Purpose Revenues	4I			
Section 603 Certificate Fees		1120.105.60	(10,250)	(10,506)
Sundry Administration		1120.130.220/1120.134.110	(3,651)	(3,742)
Traineeship Subsidies		1120.115.205	(12,300)	(12,300)
Diesel Fuel Rebate		1540.115.177	(90,000)	(75,000)
Surplus on Plant Hire		1540/3540/3550	(1,599,155)	(1,146,682)
Total Income			(9,301,192)	(9,360,033)

Function Budget

For the year ended 30 June 2021

Non-Operating Income

Description	Ref.	Job No.	Budget 2020-21
Capital Grants & Contributions - Aerodrome			
Aerodrome - TAF Infrastructure		1510.135.172	(150,000)
Saleyards Subdivision		2190.135.171	(1,231,725)
Capital Grants & Contributions - Road Assets			
Footpaths - Loftus St Taxi Rank Grant		1300.135.171	(190,000)
Footpaths Grants		1300.135.171	(181,250)
Kerb & Guttering Contributions		1310.141.200	(36,000)
Footpath Contributions		1300.141.204	(79,200)
Fixing Country Roads		1373.135.171	(1,742,360)
Fixing Local Roads		1360.135.171	(1,026,750)
Capital Grants & Contributions - Buildings			
Temora Swimming Pool - Water Slide (SCCF R3)		1720.135.171	(400,000)
Temora Swimming Pool - Water Slide - Bequest		1720.141.173	(47,800)
NRCC House - Outdoor Reading Room/Access Steps		1710.135.172	(189,014)
Bundawarra Centre - Virtual Tour		1880.135.821	(8,000)
Bundawarra Centre - Ambulance Museum Plans & Studies		1880.135.821	(20,000)
Capital Grants & Contributions - Parks & Gardens			
Gloucester Park - Playground Upgrade (SCCF R3)		1230.135.171	(154,445)
Capital Grants & Contributions - Sporting Grounds			
Ariah Park Skate Park Upgrade - (SCCF R3)		1240.135.822	(100,000)
Ariah Park Skate Park Upgrade - Community Contribution		1240.141.173	(3,000)
Nixon Park - Amenities Upgrade (SCCF R3)		1240.135.822	(123,500)
Total Capital Grants & Contributions			(5,683,044)
Sale of Assets			
Plant Sales & Trade-ins		1550.950.955	(144,727)
			(144,727)
Sale of Real Estate			
Aerodrome Subdivision		2190.950.236	(375,000)
			(375,000)
Repayments by Long Term Debtors			
Temora Schoolboys Rugby League		19120.8309.8300	(5,000)
TEM-FM Relocation Costs		19130.8310.8330	(750)
Ariah Park Pre-School		19120.8314.8300	(1,520)
Ariah Park Senior Housing		19120.8307.8300	(350,000)
			(357,270)
Loan Funds Used			
Supported Independent Living Accommodation		19232.9203.9010	(1,000,000)
			(1,000,000)
Transfers from Reserves			
Sewer & Effluent Scheme Upgrade		21000.960.960	(160,000)
S94 Contributions		2010.960.960	(20,000)
Civica Upgrades - V7 & Asset Management			(150,000)
Street Lighting Upgrade - Infrastructure Reserve		1390.960.960	(230,000)
Revotes:			
Bob Aldridge Park - Irrigation Rehabilitation		1240.960.960	(20,000)

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Function Budget

For the year ended 30 June 2021

Non-Operating Income

Description	Ref.	Job No.	Budget 2020-21
Bundawarra Centre - Construct Bridge over Dam			(22,000)
Implement Inspection Reporting Module			(15,000)
Apollo Place - Affordable Housing Plan			(25,000)
NRCC House - Library Internal Painting			(14,000)
Ariah Park Recreation Ground - Drainage Pipes & Structures			(20,000)
Bulkhead Road (Gardner to Tewksbury)			(170,000)
Taxiway C & E Resealing			(130,000)
			(976,000)
Total Income			(8,536,041)

Function Budget

For the year ended 30 June 2021

Non-Operating Expenditure

Description	Job No.	Budget 2020-21
Council Buildings		
Bundawarra Centre		
Virtual tour	W2856	8,000
New walkway, signage, fitout	W3075	97,095
Ambulance Museum Plans & Studies	W2858	20,000
Construct Bridge over Dam	W2379	2,000
Solar PV System Installation	W3120	30,000
NRCC House		
Library Local Special Projects	W1664	7,500
Library - Internal Painting	W2860	14,000
Library Outdoor Reading Room/Access Steps	W3121	235,163
Temora Recreation Centre & Swimming Pools		
Entrance Upgrade	W3064	200,000
Install Waterslide	W3119	447,800
Ariah Park Swimming Pool		
Construct new change rooms & toilets	W3045	175,000
Temora Railway Precinct		
Gidginbung waiting shed relocation	W3077	7,500
Temora Arts Precinct		
Contribution to Grant		50,000
Temora Town Hall & Theatre		
Theatrical Backdrop		3,500
Supported Independent Living House		
Construction	W2864	1,000,000
Technology		
Replace PCs on Network	W1629	27,500
Website - Migrate to new platform - Open Cities	W2895	20,000
Civica - Implement Inspection Reporting Module	W2572	15,000
Civica - Asset Management & Apps	W3122	150,000
Parks & Gardens		
Lake Centenary - Bridge & Walking Track Improvements	W3079	90,000
Ariah Park - Broken Dam Heritage Trails - Path & Panels	W3091	10,000
Gloucester Park - Playground Upgrade	W3117	154,445
Coolamon Street Grape Vine Plantings	W3123	3,000
Sporting Grounds		
Ariah Park Recreation Ground - Seal Carpark & Resheet Access Road	W3082	70,000
Ariah Park Recreation Ground - Drainage Pipes & Structures	W32918	20,000
Ariah Park Skate Park Upgrade	W2570	103,000
Bob Aldridge Park - Top Dressing & Drainage	W2141	70,000
Bob Aldridge Park - Irrigation Rehabilitation	W3124	90,000
Temora Recreation Ground - Rugby Union Electronic Scoreboard	W3067	2,250
Nixon Park - Cricket Area - Shade, concrete pad & seating	W3070	10,731
Nixon Park - Amenities Building Upgrade	W2657	123,500
Sewerage		
Effluent Reuse Scheme	W1661	30,000
Treatment Plant (Recycled Water Pump Stn) - Solar PV System Installation	W3126	50,000
Recycled Effluent Trunk Main Duplication	W2370	80,000
Browns Dam Desilting	W3080	35,000
O'Shannesys Dam Desilting	W3081	40,000
Roads & Transport		
Cycleway Construction Program	7305.777.	25,000
Kerb & Gutter Program	7310.746	120,200

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Function Budget

For the year ended 30 June 2021

Non-Operating Expenditure

Description	Job No.	Budget 2020-21
Footpath/Taxirank Construction Program	7300.760.	621,500
Rural Unsealed Roads	7360.740.	1,569,000
Urban Sealed Roads	7330.740.	203,500
Urban Unsealed Roads	7331.740.	235,000
Rural Sealed Roads	7350.740.	2,676,450
Regional Roads	7340.740.	680,000
Plant Purchases		
General Plant	7540.777.	764,500
Aerodrome		
Taxiway C & E Resealing	W2902	130,000
TAF Infrastructure	W3127	200,000
Stormwater Drainage		
Chifley Street Culvert(s)	W3128	100,000
Nixon Park & Gardner St Dam Levee Reinforcement	W3129	25,000
Victoria St U/G Drainage (Railway Yard to Camp St)	W3130	15,000
Airport Rd U/G Drainage (60m Incl road crossing)	W3131	50,000
Chifley Street U/G Drainage (Joffre to Culvert)	W3132	70,000
Golden Gate Reserve - Detention Basin/Wetland - Stage 1	W3083	137,852
Cemetery		
Ariah Park Cemetery - Water Line Replacement	W3133	6,000
Total Acquisition of Assets		11,120,986
Development of Real Estate		
Staged Development - Affordable Housing Plan - Apollo Place		25,000
Development of Saleyards Subdivision		1,231,725
Total Development of Real Estate		1,256,725
Carrying Amount of Assets Sold		
Plant	3550.686.590	173,300
Total Carrying Amount of Assets Sold		173,300
Cost of Real Estate Assets Sold		
Aerodrome Estate	4190	222,431
Total Cost of Real Estate Assets Sold		222,431
Advance to Long Term Debtors		
Ariah Park Senior Housing		350,000
Total Advance to Long Term Debtors		350,000
Repayment of Loans		
Depot Purchase Loan	19232.9204.9010	236,257
Supported Independent Living Accommodation Loan	19232.9203.9010	117,958
Total Repayment of Loans		354,215
Transfers to Reserves		
Sewerage Reserve	23000.961.961	244,058
Two Way Radio - Upgrade to Digital	3200.961.961	15,000

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Function Budget**For the year ended 30 June 2021****Non-Operating Expenditure**

Description	Job No.	Budget 2020-21
Section 94 Contributions	4010.961.961	26,000
Medical Complex Maintenance Reserve	4155.961.961	10,000
Infrastructure Replacement Reserve	3120.961.961	300,000
Stormwater Management	3400.961.961	48,588
Aerodrome - Airside Maintenance	3510.961.961	34,000
Bundawarra Centre - Construct Bridge over Dam		20,000
Total Transfers to Reserves		697,646
Total Non-Operating Expenditure		14,175,303

Temora Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
INCOME STATEMENT - CONSOLIDATED

	Projected Year 2020/21 \$
Income from Continuing Operations	
Revenue:	
Rates & Annual Charges	5,844,274
User Charges & Fees	8,346,442
Interest & Investment Revenue	193,400
Other Revenues	889,628
Grants & Contributions provided for Operating Purposes	8,752,934
Grants & Contributions provided for Capital Purposes	5,683,044
Other Income:	
Net gains from the disposal of assets	123,996
Total Income from Continuing Operations	29,833,718
Expenses from Continuing Operations	
Employee Benefits & On-Costs	8,774,464
Borrowing Costs	62,663
Materials & Contracts	5,986,760
Depreciation & Amortisation	5,506,385
Other Expenses	3,232,319
Net Losses from the Disposal of Assets	-
Total Expenses from Continuing Operations	23,562,591
Operating Result from Continuing Operations	6,271,127
Discontinued Operations - Profit/(Loss)	-
Net Profit/(Loss) from Discontinued Operations	-
Net Operating Result for the Year	6,271,127
Net Operating Result before Grants and Contributions provided for Capital Purposes	588,083

Temora Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
BALANCE SHEET - CONSOLIDATED

	Projected Year 2020/21 \$
ASSETS	
Current Assets	
Cash & Cash Equivalents	3,865,804
Investments	7,818,519
Receivables	2,517,682
Inventories	2,664,330
Other	127,936
Total Current Assets	16,994,272
Non-Current Assets	
Investments	-
Receivables	4,560
Infrastructure, Property, Plant & Equipment	222,398,827
Investments Accounted for using the equity method	195,000
Total Non-Current Assets	222,598,387
TOTAL ASSETS	239,592,659
LIABILITIES	
Current Liabilities	
Payables	2,188,888
Income received in advance	259,784
Borrowings	374,196
Provisions	4,242,797
Total Current Liabilities	7,065,666
Non-Current Liabilities	
Payables	821
Borrowings	1,934,759
Provisions	37,203
Total Non-Current Liabilities	1,972,783
TOTAL LIABILITIES	9,038,448
Net Assets	230,554,210
EQUITY	
Retained Earnings	104,039,210
Revaluation Reserves	126,515,000
	-
Council Equity Interest	230,554,210
Minority Equity Interest	-
Total Equity	230,554,210

Temora Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
CASH FLOW STATEMENT - CONSOLIDATED

	Projected Year 2020/21 \$
Cash Flows from Operating Activities	
Receipts:	
Rates & Annual Charges	5,837,786
User Charges & Fees	8,204,135
Interest & Investment Revenue Received	190,811
Grants & Contributions	14,476,546
Bonds & Deposits Received	-
Other	900,996
Payments:	
Employee Benefits & On-Costs	(8,748,555)
Materials & Contracts	(5,857,767)
Borrowing Costs	(55,083)
Bonds & Deposits Refunded	-
Other	(3,232,319)
Net Cash provided (or used in) Operating Activities	11,716,550
Cash Flows from Investing Activities	
Receipts:	
Sale of Investment Securities	600,000
Sale of Real Estate Assets	375,000
Sale of Infrastructure, Property, Plant & Equipment	144,727
Deferred Debtors Receipts	357,270
Payments:	
Purchase of Investment Securities	-
Purchase of Infrastructure, Property, Plant & Equipment	(11,145,099)
Purchase of Real Estate Assets	(1,256,725)
Deferred Debtors & Advances Made	(350,000)
Net Cash provided (or used in) Investing Activities	(11,274,827)
Cash Flows from Financing Activities	
Receipts:	
Proceeds from Borrowings & Advances	1,000,000
Payments:	
Repayment of Borrowings & Advances	(324,544)
Net Cash Flow provided (used in) Financing Activities	675,456
Net Increase/(Decrease) in Cash & Cash Equivalents	1,117,179
plus: Cash, Cash Equivalents & Investments - beginning of year	2,718,832
Cash & Cash Equivalents - end of the year	3,836,012
Cash & Cash Equivalents - end of the year	3,836,012
Investments - end of the year	7,818,519
Cash, Cash Equivalents & Investments - end of the year	11,654,530

Temora Shire Council

10 Year Financial Plan for the Years ending 30 June 2030

EQUITY STATEMENT - CONSOLIDATED

	Projected Year 2020/21 \$
Opening Balance	224,283,083
Adjustments to opening balance	
Restated Opening Balance	224,283,083
Net Operating Result for the Year	6,271,127
Adjustments to net operating result	-
Restated Net Operating Result for the Year	6,271,127
Current Year Income & Expenses Recognised direct to Equity	
- Transfers to/(from) Asset Revaluation Reserve	-
- Transfers to/(from) Other Reserves	-
- Other Income/Expenses recognised	-
- Other Adjustments	-
Net Income Recognised Directly in Equity	-
Total Recognised Income & Expenses	6,271,127
Distributions to/(Contributions from) Minority Interests	-
Transfers between Equity	-
Equity - Balance at end of the reporting period	230,554,210

Function Budget**For the year ended 30 June 2021****Budget Summary 2020/21**

Function	Budget Summary 2020/21		
	Income	Expenditure	(Surplus)/Deficit
Governance	(85,045)	668,131	583,086
Public Order & Safety	(347,194)	1,012,397	665,203
Health	(49,379)	343,753	294,374
Community Services & Education	(4,785,365)	4,995,751	210,386
Housing & Community Amenities	(1,074,049)	1,793,127	719,078
Sewerage Services	(1,199,148)	955,090	(244,058)
Recreation & Culture	(418,164)	3,297,160	2,878,996
Building Services	(65,828)	291,137	225,309
Transport & Communication	(5,862,600)	9,024,201	3,161,601
Economic Affairs	(1,918,555)	2,320,526	401,971
Function Totals	(15,805,327)	24,701,273	8,895,946
General Purpose Revenues (Not Attributed to Functions)	(9,360,033)		(9,360,033)
Operating Result before Capital Amounts	(25,165,360)	24,701,273	(464,087)
Capital Grants & Contributions	(5,683,044)		(5,683,044)
Operating Result	(30,848,404)	24,701,273	(6,147,131)
ADD Expenses not involving flows of Funds			
Depreciation			5,506,385
ADD Non-Operating funds employed			
Sale of Assets			(144,727)
Sale of Real Estate Assets			(375,000)
Repayments by Long Term Debtors			(357,270)
Loan Funds used			(1,000,000)
Transfer from Reserves			(976,000)
			(2,852,997)
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			11,120,986
Development of Real Estate			1,256,725
Carrying Amount of Assets Sold			173,300
Cost of Real Estate Assets Sold			222,431
Advance to Long Term Debtors			350,000
Repayment of Loans			354,215
Transfer to Reserves			697,646
			14,175,303
Budget (Surplus) / Deficit			(331,210)

Function Budget**For the year ended 30 June 2021****Budget Summary 2021/22**

Function	Budget Summary 2021/22		
	Income	Expenditure	(Surplus)/Deficit
Governance	(38,750)	755,127	716,377
Public Order & Safety	(355,749)	1,038,936	683,187
Health	(53,555)	354,143	300,588
Community Services & Education	(4,904,953)	5,121,620	216,667
Housing & Community Amenities	(1,032,566)	1,719,358	686,792
Sewerage Services	(1,258,043)	1,034,032	(224,011)
Recreation & Culture	(428,566)	3,402,111	2,973,545
Building Services	(67,475)	300,588	233,113
Transport & Communication	(5,502,034)	8,814,095	3,312,061
Economic Affairs	(946,777)	2,157,377	1,210,600
Function Totals	(14,588,468)	24,697,387	10,108,919
General Purpose Revenues (Not Attributed to Functions)	(9,609,695)		(9,609,695)
Operating Result before Capital Amounts	(24,198,163)	24,697,387	499,224
Capital Grants & Contributions	(4,828,561)		(4,828,561)
Operating Result	(29,026,724)	24,697,387	(4,329,337)
ADD Expenses not involving flows of Funds			
Depreciation			5,506,385
ADD Non-Operating funds employed			
Sale of Assets			(226,440)
Sale of Real Estate Assets			(281,250)
Repayments by Long Term Debtors			(1,520)
Loan Funds used			(1,200,000)
Transfer from Reserves			(112,500)
			(1,821,710)
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			7,743,448
Development of Real Estate			2,426,061
Carrying Amount of Assets Sold			211,600
Cost of Real Estate Assets Sold			166,823
Advance to Long Term Debtors			-
Repayment of Loans			375,177
Transfer to Reserves			715,099
			11,638,208
Budget (Surplus) / Deficit			(19,224)

Function Budget**For the year ended 30 June 2021****Budget Summary 2022/23**

Function	Budget Summary 2022/23		
	Income	Expenditure	(Surplus)/Deficit
Governance	(38,750)	658,469	619,719
Public Order & Safety	(364,646)	1,066,432	701,786
Health	(54,913)	360,213	305,300
Community Services & Education	(5,029,329)	5,252,492	223,163
Housing & Community Amenities	(1,074,807)	1,761,968	687,161
Sewerage Services	(1,319,400)	953,617	(365,783)
Recreation & Culture	(439,388)	3,483,566	3,044,178
Building Services	(69,185)	310,323	241,138
Transport & Communication	(5,618,926)	8,976,278	3,357,352
Economic Affairs	(1,008,291)	2,309,286	1,300,995
Function Totals	(15,017,635)	25,132,644	10,115,009
General Purpose Revenues (Not Attributed to Functions)	(9,868,551)		(9,868,551)
Operating Result before Capital Amounts	(24,886,186)	25,132,644	246,458
Capital Grants & Contributions	(1,320,200)		(1,320,200)
Operating Result	(26,206,386)	25,132,644	(1,073,742)
ADD Expenses not involving flows of Funds			
Depreciation			5,506,385
ADD Non-Operating funds employed			
Sale of Assets			(290,254)
Sale of Real Estate Assets			(1,026,477)
Repayments by Long Term Debtors			(1,520)
Loan Funds used			-
Transfer from Reserves			(407,500)
			(1,725,751)
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			5,829,120
Development of Real Estate			-
Carrying Amount of Assets Sold			358,400
Cost of Real Estate Assets Sold			823,767
Advance to Long Term Debtors			-
Repayment of Loans			420,350
Transfer to Reserves			856,871
			8,288,508
Budget (Surplus) / Deficit			(17,370)

Function Budget**For the year ended 30 June 2021****Budget Summary 2023/24**

Function	Budget Summary 2023/24		
	Income	Expenditure	(Surplus)/Deficit
Governance	(38,750)	630,616	591,866
Public Order & Safety	(373,543)	1,094,201	720,658
Health	(56,272)	373,954	317,682
Community Services & Education	(5,153,706)	5,383,551	229,845
Housing & Community Amenities	(1,118,449)	1,805,345	686,896
Sewerage Services	(1,384,046)	973,495	(410,551)
Recreation & Culture	(450,209)	3,563,231	3,113,022
Building Services	(70,897)	320,296	249,399
Transport & Communication	(5,735,864)	9,087,491	3,351,627
Economic Affairs	(979,836)	2,254,226	1,274,390
Function Totals	(15,361,572)	25,486,406	10,124,834
General Purpose Revenues (Not Attributed to Functions)	(10,131,150)		(10,131,150)
Operating Result before Capital Amounts	(25,492,722)	25,486,406	(6,316)
Capital Grants & Contributions	(1,034,375)		(1,034,375)
Operating Result	(26,527,097)	25,486,406	(1,040,691)
ADD Expenses not involving flows of Funds			
Depreciation			5,506,385
ADD Non-Operating funds employed			
Sale of Assets			(272,709)
Sale of Real Estate Assets			(745,227)
Repayments by Long Term Debtors			(1,520)
Loan Funds used			-
Transfer from Reserves			(95,625)
			(1,115,081)
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			5,312,440
Development of Real Estate			-
Carrying Amount of Assets Sold			303,000
Cost of Real Estate Assets Sold			656,944
Advance to Long Term Debtors			-
Repayment of Loans			431,432
Transfer to Reserves			901,639
			7,605,455
Budget (Surplus) / Deficit			(56,702)

Function Budget

For the year ended 30 June 2021

1. Governance

Description	Ref.	Job No.	Previous Year Estimate	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24
Income							
FBT Salary Recouped	2I	1050.140.224	(38,750)	(38,750)	(38,750)	(38,750)	(38,750)
Crown Lands Grant for Plans of Management		1050.115.171	(54,522)	(46,295)	-	-	-
Total Income			(93,272)	(85,045)	(38,750)	(38,750)	(38,750)
Expenditure							
Governance & Councillor Expenses	1E						
Councillor Expenses		3020.330.616/603/648/644	29,384	30,120	30,873	31,656	32,440
Councillors Allowance		3020.330.618	97,560	99,999	102,499	105,099	107,699
Mayoral Allowance		3026.331.619	19,085	19,562	20,051	20,560	21,068
Mayoral Receptions		3025.331.	10,000	10,000	10,000	10,000	10,000
Election Expenses		3050.335.617	-	-	80,000	-	-
Civic Functions & Ceremonies		3050.340.	4,100	4,203	4,308	4,418	4,527
Delegates Expenses		3050.450.644	13,325	13,658	13,999	14,355	14,710
Local Government NSW Subscription		3050.370.480/405.482	24,044	24,975	25,599	26,248	26,898
REROC Contribution		3050.370.481	25,771	26,868	27,540	28,238	28,937
Riverina JO Subscription		3050.370.487	5,000	19,232	19,713	20,213	20,713
Integrated Planning & Reporting		3050.440.502	5,637	5,778	55,922	6,073	6,223
Newsletter - Narraburra News		3050.502.	21,345	22,616	23,213	23,834	24,456
Media Content Manager		3050.440.658	5,125	5,253	5,384	5,521	5,657
Donations		3050.405.622	20,000	20,000	20,000	20,000	20,000
Sister City Relations		3050.341.	3,000	3,000	3,000	3,000	3,000
Local Government Week		3050.645.	6,000	6,000	6,000	6,000	6,000
Internal Audit		3050.349.401	17,500	22,000	22,550	23,122	23,694
Audit, Risk & Improvement Committee		3050.359.405	-	40,000	41,000	42,040	43,080
Crown Lands Plans of Management		3050.454.401	54,522	46,295	-	-	-
Finance & Administration Costs	2E						
Preparation of Meeting Papers		3050	90,299	92,649	94,966	97,374	99,783
Function/Meeting Attendance		3050.336.	124,864	118,722	122,861	127,119	131,494
Management of Council		3050.337.	412,151	412,484	426,784	441,498	456,609
Employee Assistance Programs		3050.344.401	10,000	30,000	30,000	30,000	30,000
Internal Function Review		3050.348.401	10,000	-	-	-	-
Work Health & Safety		3050.715.	74,876	79,506	82,187	84,950	87,780
Administration Costs		3100/3050.351.301/3110/3140	1,956,518	2,040,116	2,103,001	2,167,881	2,234,094
Financial Reporting		3100.342.	37,084	37,084	38,382	39,717	41,089
Property Revaluations		3100.407.401	-	-	-	30,000	-
Financial Statement Audit Fee		3100.360.605	28,700	28,290	28,997	29,733	30,468
Council Chamber Running Costs		3490	115,430	115,397	117,982	120,669	123,359
Oncosts Recovered		3100.986.986	(1,808,596)	(1,699,674)	(1,759,163)	(1,820,733)	(1,884,459)
Overheads Recovered		3050.980/3050/3100/3490.985.985	(1,175,233)	(1,252,444)	(1,290,042)	(1,328,758)	(1,368,467)
Insurances	3E						
Insurance - Personal Accident		3050.410.627	2,261	2,552	2,616	2,682	2,749
Insurance - Councillors & Officers		3050.410.629	29,830	33,664	34,506	35,381	36,256
Insurance - Fidelity Guarantee		3050.410.634	6,138	6,926	7,099	7,279	7,459
Depreciation		3100/3490.*.740	203,300	203,300	203,300	203,300	203,300
Total Expenditure			479,020	668,131	755,127	658,469	630,616
Nett Cost to Council			385,748	583,086	716,377	619,719	591,866

Function Budget

For the year ended 30 June 2021

2. Public Order and Safety

Description	Ref.	Job No.	Previous Year Estimate	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24
Income							
Fire Control	1I						
Operating Grant		2070.115.160/161	(151,722)	(130,667)	(133,934)	(137,331)	(140,728)
Bland Operating Grant		2070.115.164	(304,069)	(188,034)	(192,735)	(197,624)	(202,513)
Bland Administration Fee		2070.130.220	(22,627)	(23,193)	(23,773)	(24,376)	(24,979)
Animal Control	2I	2040	(5,302)	(5,300)	(5,307)	(5,315)	(5,323)
Total Income			(483,720)	(347,194)	(355,749)	(364,646)	(373,543)
Expenditure							
Fire Control	1E						
Contribution - NSW Fire Brigade		4070.406.380	36,152	38,389	39,349	40,347	41,345
Contribution - Bush Fire Fund		4070.406.381	235,182	310,579	318,343	326,419	334,494
Brigade & Funded Vehicle Expenses		4070.306	112,620	88,742	91,021	93,388	95,762
Bland Shire Brigade & Vehicle Costs		4071	270,428	150,898	154,419	158,083	161,747
Overheads/Internal Recharges		4070.980.980	95,370	102,254	105,347	108,531	111,798
Animal Control	2E	4040	158,948	165,067	170,307	175,702	181,235
Enforcement of Regulations	3E	4030	48,100	51,664	53,383	55,155	56,969
Emergency Services	4E						
Security Service		4075.420	40,500	43,600	44,690	45,824	46,957
CCTV Operating Costs		4075.421	8,000	8,200	8,405	8,618	8,831
Insurances		4075.410	1,159	1,308	1,340	1,374	1,408
State Emergency Services		4080.528./4080.410	23,468	22,064	22,415	22,781	23,146
Emergency Management Committee		4080.529	2,870	2,942	3,016	3,092	3,168
Overheads/Internal Recharges		4080.980.980	6,503	6,972	7,183	7,400	7,623
Depreciation		4070/4040/4030/4075/4080	19,718	19,718	19,718	19,718	19,718
Total Expenditure			1,059,018	1,012,397	1,038,936	1,066,432	1,094,201
Nett Cost to Council			575,298	665,203	683,187	701,786	720,658

Function Budget

For the year ended 30 June 2021

3. Health

Description	Ref.	Job No.	Previous Year Estimate	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24
Income							
Health Administration	1I	2100	(2,800)	-	(2,942)	(3,016)	(3,091)
Noxious Weeds	2I	1220	(48,175)	(49,379)	(50,613)	(51,897)	(53,181)
Total Income			(50,975)	(49,379)	(53,555)	(54,913)	(56,272)
Expenditure							
Health Administration	1E						
Health Administration & Inspection		4100	63,127	64,343	66,546	68,813	71,138
Bush Bursary Program		4100 450 581	3,000	-	3,000	-	3,000
Overheads/Internal Recharges		4100 980 980	59,390	63,676	65,602	67,585	69,620
Immunization		4110 350 603	1,125	1,153	1,182	1,212	1,242
Food Control Administration		4120	36,374	36,972	38,244	39,552	40,894
Noxious Weeds/Pests	2E						
Noxious Pests/Fruit Fly		4140	5,500	5,500	5,500	5,500	5,500
Noxious Weeds - Coordination & Inspection		3220 523/300/519	104,611	108,317	109,715	112,618	117,033
Noxious Weeds - Khaki Weed		3220 519 401	10,000	10,000	10,000	10,000	10,000
Noxious Weeds - Local Control		3220 522	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
Overheads/Internal Recharges		3220 980 980	17,340	18,592	19,154	19,733	20,327
Depreciation		4100 *.740	7,200	7,200	7,200	7,200	7,200
Total Expenditure			335,667	343,753	354,143	360,213	373,954
Nett Cost to Council			284,692	294,374	300,588	305,300	317,682

Function Budget

For the year ended 30 June 2021

4. Community Services and Education

Description	Ref.	Job No.	Previous Year Estimate	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24
Income							
State Funded HACC Programs	1I						
Transport - Temora		1860	(215,762)	(231,000)	(236,775)	(242,781)	(248,787)
Transport - Cootamundra		1818	(185,012)	(197,022)	(201,946)	(207,070)	(212,193)
Disability Services Packages		2820-2880	(972,928)	(1,500,000)	(1,537,500)	(1,576,500)	(1,615,500)
Supported Independent Living		2818	(655,200)	(766,014)	(785,164)	(805,080)	(824,997)
Contracted Services		1826-1828	(71,750)	(37,000)	(37,925)	(38,887)	(39,849)
Commonwealth Funded HACC Programs	2I						
My Aged Care Regional Assessments		2901	(46,125)	(50,000)	(51,250)	(52,550)	(53,850)
Social Support Group (DDC)		2902	(40,787)	(41,502)	(42,540)	(43,619)	(44,697)
Social Support - Temora		2903	(38,645)	(39,611)	(40,601)	(41,631)	(42,661)
Food Services		2904	(166,000)	(138,000)	(141,450)	(145,038)	(148,626)
Respite Care - Temora		2905	(51,362)	(52,539)	(53,852)	(55,219)	(56,584)
Home Modifications - Temora		2906	(34,260)	(34,916)	(35,789)	(36,697)	(37,605)
Personal Care		2907	(21,222)	(21,752)	(22,296)	(22,861)	(23,427)
Home Maintenance - Temora		2908	(11,257)	(15,907)	(16,305)	(16,718)	(17,132)
Social Support - Cootamundra		2910	(39,087)	(39,627)	(40,617)	(41,648)	(42,678)
Home Modifications - Cootamundra		2911	(26,260)	(26,916)	(27,589)	(28,289)	(28,989)
Home Maintenance - Cootamundra		2912	(10,706)	(15,536)	(15,924)	(16,328)	(16,732)
Domestic Assistance		2913	(62,500)	(81,485)	(83,522)	(85,640)	(87,760)
Home Modifications - Leeton		2915	(15,000)	(21,950)	(22,499)	(23,069)	(23,640)
Home Maintenance - Leeton		2916	(28,688)	(20,661)	(21,177)	(21,714)	(22,252)
Social Support Individual - Leeton		2917	(36,432)	(39,174)	(40,153)	(41,172)	(42,190)
Food Services - Leeton		2918	(107,341)	(104,152)	(106,756)	(109,464)	(112,172)
Aged Care Packages		2920-2980	(780,288)	(1,307,687)	(1,340,379)	(1,374,379)	(1,408,379)
Community Car		1861	(7,174)	-	-	-	-
Community Services Sundry	3I	1700	(1,700)	(1,700)	(1,700)	(1,700)	(1,700)
Youth Affairs	4I	1780	(1,200)	(1,200)	(1,230)	(1,261)	(1,292)
Education	5I						
Pre School Kindergarten		1790	(12)	(14)	(14)	(14)	(14)
Total Income			(3,626,698)	(4,785,365)	(4,904,953)	(5,029,329)	(5,153,706)

Function Budget

For the year ended 30 June 2021

4. Community Services and Education

Description	Ref.	Job No.	Previous Year Estimate	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24
Expenditure							
State Funded HACC Programs	1E						
Transport - Temora		3860	202,762	206,000	211,775	217,780	223,786
Transport - Cootamundra		3818	167,012	179,022	183,946	189,070	194,193
Disabled Services Packages		4820 - 4880	972,928	1,490,000	1,527,500	1,566,500	1,605,500
Supported Independent Living		4818	655,200	639,306	656,509	674,447	692,353
Contracted Services		3826 - 3828	71,750	37,000	37,925	38,887	39,849
Commonwealth Funded HACC Programs	2E						
My Aged Care Regional Assessments		4901	46,125	46,000	47,250	48,550	49,850
Social Support Group (DDC)		4902	40,787	41,502	42,541	43,619	44,697
Social Support - Temora		4903	38,645	39,612	40,601	41,631	42,661
Food Services		4904	166,000	138,000	141,450	145,039	148,626
Respite Care - Temora		4905	51,362	52,539	53,852	55,219	56,584
Home Modifications - Temora		4906	34,260	34,916	35,789	36,697	37,605
Personal Care		4907	21,222	21,752	22,296	22,861	23,427
Home Maintenance - Temora		4908	11,257	15,907	16,305	16,718	17,132
Social Support - Cootamundra		4910	39,087	39,627	40,617	41,648	42,678
Home Modifications - Cootamundra		4911	26,260	26,915	27,589	28,289	28,989
Home Maintenance - Cootamundra		4912	10,706	15,537	15,924	16,328	16,732
Domestic Assistance		4913	62,500	81,485	83,522	85,640	87,760
Home Modifications - Leeton		4915	15,000	21,950	22,499	23,069	23,640
Home Maintenance - Leeton		4916	28,688	20,661	21,177	21,714	22,252
Social Support Individual - Leeton		4917	36,432	39,174	40,153	41,172	42,190
Food Services - Leeton		4918	107,341	104,152	106,756	109,464	112,172
Aged Care Packages		4920-4980	760,688	1,307,687	1,340,379	1,374,379	1,408,379
Community Car		3861	7,174	-	-	-	-
Other Community Services & Education	3E						
Aged Services		3700.459	3,000	3,000	3,000	3,000	3,000
Other Community Services		3700	105,514	111,294	114,764	118,334	122,001
Community & Social Development		3870	5,920	5,929	5,938	5,948	5,959
Youth Affairs	4E						
Youth Program		3780	141,500	150,968	155,458	160,083	164,829
Scholarships		3780.405.621	6,000	6,000	6,000	6,000	6,000
Education	5E						
Pre-School Kindergarten		3790	10,542	11,566	11,855	12,156	12,457
Depreciation			93,100	108,250	108,250	108,250	108,250
Total Expenditure			3,938,762	4,995,751	5,121,620	5,252,492	5,383,551
Nett Cost to Council			312,064	210,386	216,667	223,163	229,845

Function Budget

For the year ended 30 June 2021

5. Housing and Community Amenities

Description	Ref.	Job No.	Previous Year Estimate	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24
Income							
Town Planning	2I						
Sec 149 Certificate Fees		2010.105.58	(12,300)	(12,607)	(12,922)	(13,250)	(13,578)
Development Application Fees		2010.105.61	(42,000)	(43,050)	(44,126)	(45,246)	(46,365)
Section 94 Contributions		2010.141.71	(26,000)	(26,000)	(26,000)	(26,000)	(26,000)
Subdivision Fees		2010.105.63	(5,000)	(5,125)	(5,253)	(5,386)	(5,520)
Waste Management	3I						
Domestic Waste Charges		1420.100.40	(541,194)	(572,104)	(600,709)	(631,031)	(662,496)
Pension Rebate		1420.100.30/31	37,761	38,705	39,672	40,679	41,685
Trade Waste Charges		1421.100.41	(121,504)	(127,076)	(133,430)	(140,165)	(147,154)
Extra Charges		1420/1421.120.34	(1,900)	(1,900)	(1,900)	(1,900)	(1,900)
Tipping Charges		1410.110.	(102,550)	(105,113)	(107,741)	(110,473)	(113,207)
Stormwater Management	4I						
Stormwater Management Annual Charges		1400.100.44	(48,588)	(48,588)	(48,588)	(48,588)	(48,588)
Grants - Flood Studies & Floodplain Risk Mgt Plans		1400.115.171	(201,429)	(81,429)	-	-	-
Heritage	5I						
Heritage Fund Grants		1930.115	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)
Public Cemetery Fees	6I	1530/1531.	(71,000)	(72,762)	(74,569)	(76,447)	(78,326)
Environmental Protection	7I	2060	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Total Income			(1,152,704)	(1,074,049)	(1,032,566)	(1,074,807)	(1,118,449)
Expenditure							
Housing	1E						
Dwelling Maintenance		4164	3,552	3,631	3,713	3,797	3,883
Town Planning	2E	4010	198,648	228,143	214,818	221,686	228,736
Waste Management	3E						
Domestic Waste Collection		3420	202,015	210,296	216,440	222,792	229,240
Trade Waste Collection		3421	22,739	23,864	24,568	25,295	26,036
Other Waste Collection		3422 & 3430	52,448	56,952	58,458	60,015	61,601
Waste Disposal		3410	282,682	281,263	289,767	298,549	307,483
Stormwater Drainage	4E						
Stormwater Drainage Maintenance		3400	20,174	20,761	21,364	21,988	22,622
Ariah Park & Springdale Flood Study & Floodplain Risk Management Plan		3400.357.401	235,000	-	-	-	-
Temora Floodplain Risk Management Plan		3400.358.401	-	95,028	-	-	-
Heritage	5E						
Heritage Fund		3930.405.	15,000	15,000	15,000	15,000	15,000
Heritage Adviser		3930.360.408	15,500	16,000	16,400	16,816	17,232
Other Heritage Expenses		3930	5,640	5,785	5,959	6,141	6,324
Public Cemeteries	6E	3530-3532	219,444	231,931	238,427	245,141	251,965
Environmental Protection	7E						
Recycling Operations		4060.970 & 3415	22,876	23,547	24,172	24,820	25,472
Other Environmental Protection		4060	6,265	6,268	6,271	6,274	6,277
LCMA Landcare Fund		4060.450.492	10,000	5,000	5,000	5,000	5,000
Environmental Services		4000	9,500	9,725	9,918	10,119	10,320
Public Conveniences	8E	3450	94,450	99,292	102,368	105,538	108,783
Street Cleaning	9E	3440	237,800	209,766	215,840	222,122	228,496
Depreciation			248,955	250,875	250,875	250,875	250,875
Total Expenditure			1,902,688	1,793,127	1,719,358	1,761,968	1,805,345
Nett Cost to Council			749,984	719,079	686,792	687,161	686,896

Function Budget

For the year ended 30 June 2021

6. Sewerage Services

Description	Ref.	Job No.	Previous Year Estimate	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24
Income							
Sewerage System	1I						
Residential Annual Charges		21000.100.20/43	(875,708)	(918,590)	(964,520)	(1,013,205)	(1,063,727)
Commercial Access Charge & Usage		21000.101.20/43	(217,872)	(226,668)	(238,001)	(250,015)	(262,482)
Extra Charges		21000.120.34/35	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)
Pension Rebate		21000.100.30/31	39,463	42,133	43,186	44,282	45,377
Interest Earned		21000.120.190	(15,000)	(25,000)	(26,000)	(26,000)	(27,000)
Pension Subsidy		21000.115.9849	(21,705)	(23,173)	(23,752)	(24,355)	(24,957)
Sewer Compliance Certificate Fees		21000.110.102	(5,778)	(5,922)	(6,070)	(6,224)	(6,378)
Fittings & Installation		21000.110.103	(4,307)	(4,415)	(4,525)	(4,640)	(4,755)
Drainage Diagram Fee		21000.110.104	(4,510)	(4,623)	(4,739)	(4,859)	(4,979)
Property Rental		21000.130.120	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
Sundry Income		21000.130.220	(100)	(100)	(100)	(100)	(100)
Plant Hire		21000.130.975	(15,000)	(15,375)	(15,759)	(16,159)	(16,559)
Effluent Scheme Sales	2I	21000.110.99	(13,576)	(13,915)	(14,263)	(14,625)	(14,986)
Total Income			(1,137,593)	(1,199,148)	(1,258,043)	(1,319,400)	(1,384,046)
Expenditure							
Sewerage System	1E						
Management & Technical Costs		23000.338.340	21,424	22,174	22,950	23,748	24,569
Integrated Water Cycle Management Strategy		23000.347.401	-	40,000	-	-	-
Sewerage Mgt Plan & Operational Procedures		23000.352.401	-	-	100,000	-	-
Treatment Works		23000.602	151,184	152,500	156,713	161,076	165,483
Mains Maintenance		23000.601	163,993	165,191	170,020	175,016	180,080
Pumping Stations		23000.603	15,659	17,725	18,266	18,825	19,393
Fittings & Installation		23000.590	7,195	7,200	7,401	7,609	7,819
Insurances		23000.410.*	17,425	20,046	20,548	21,068	21,589
Sundry		23000.970	3,677	3,769	3,863	3,961	4,059
Overheads/Internal Recharges		23000.980.980	37,931	40,669	41,899	43,166	44,465
Effluent Scheme	2E	23000.511/512/514/536/537	171,091	216,666	223,222	229,998	236,888
Depreciation		23000.*.740	269,150	269,150	269,150	269,150	269,150
Total Expenditure			858,729	955,090	1,034,032	953,617	973,495
Nett Cost to Council			(278,864)	(244,058)	(224,011)	(365,783)	(410,551)

Function Budget

For the year ended 30 June 2021

7. Recreation and Culture

Description	Ref.	Job No.	Previous Year Estimate	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24
Income							
Library Services	1I	1710	(35,612)	(83,713)	(85,806)	(87,982)	(90,159)
Public Halls	2I						
Cinema		1742	(132,500)	(132,500)	(135,812)	(139,258)	(142,702)
Public Halls		1740/1741	(9,000)	(9,225)	(9,456)	(9,695)	(9,935)
Recreation Centre/Swimming Pools	3I						
Temora Recreation Centre & Swimming Pools		1720/1722/1730	(157,000)	(160,861)	(164,881)	(169,065)	(173,248)
Ariah Park Swimming Pool		1721	-	(15,000)	(15,375)	(15,765)	(16,155)
Sporting Grounds	4I						
Sporting Grounds - Hire Fees		1240	(12,000)	(12,300)	(12,607)	(12,927)	(13,247)
SCCF Grant - Golf Club Irrigation		1240.115.171	(20,000)	-	-	-	-
Parks & Gardens	5I	1230	(2,562)	(2,565)	(2,629)	(2,696)	(2,763)
Cultural Activities	8I						
Scout Hall - Arts & Cultural Centre		1885	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Total Income			(370,674)	(418,164)	(428,566)	(439,388)	(450,209)
Expenditure							
Library Services	1E	3710	332,897	357,002	367,813	378,976	390,341
Public Halls	2E						
Cinema		3742	141,321	142,640	146,046	149,585	153,121
Public Hall Maintenance		3740/3741	121,441	137,426	140,789	144,261	147,795
Recreation Centre/Swimming Pools	3E						
Temora Recreation Centre & Swimming Pool		3720/3722/3730	454,614	486,312	506,713	541,795	554,182
Ariah Park Swimming Pool		3721	25,000	57,145	58,305	59,497	60,723
Sport & Recreation Council Contribution		3730.452	10,000	10,000	10,000	10,000	10,000
Sporting Walk of Honour		3870.499	5,000	-	5,000	5,000	5,000
Sporting Grounds	4E						
Sporting Grounds Maintenance		3240	335,039	349,362	359,340	369,663	380,127
Donation to Golf Club for Irrigation Extension		3240.405.622	20,000	-	-	-	-
Parks & Gardens	5E	3230	496,069	534,211	549,764	565,849	582,172
Railway Precinct	6E						
Railway Museum		3786	1,000	1,000	1,000	1,000	1,000
Railway Station		3785	7,275	7,649	7,752	7,861	7,968
Bundawarra Centre	7E	3880	205,361	215,255	221,835	228,624	235,553
Cultural Activities	8E						
Australia Day		3912	5,500	5,500	5,500	5,500	5,500
Mobile Stage Expenditure		3918	1,571	1,600	1,650	1,704	1,757
Izumizaki Visit		3890.450.592	-	-	10,000	-	10,000
Event Costs & Event Facilitation		3910/13/14/16/21-29/3931/3900	47,912	49,653	50,439	51,247	52,078
Cultural Expenditure		3890	125,319	115,192	132,842	135,568	138,364
Scout Hall - Arts & Cultural Centre		3885	2,400	9,363	9,473	9,586	9,700
Depreciation			711,510	817,850	817,850	817,850	817,850
Total Expenditure			3,049,229	3,297,160	3,402,111	3,483,566	3,563,231
Nett Cost to Council			2,678,555	2,878,996	2,973,545	3,044,178	3,113,022

Function Budget

For the year ended 30 June 2021

8. Building Services

Description	Ref.	Job No.	Previous Year Estimate	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24
Income	1 I						
Septic Tank Installations		2020.105.54	(2,100)	(2,152)	(2,206)	(2,262)	(2,318)
Building Certificate - Sec 149E		2020.105.56	(100)	(102)	(105)	(107)	(110)
Outstanding Notices Certificate		2020.105.57	(500)	(512)	(525)	(538)	(551)
Occupation Certificate Fees		2020.105.64	(9,200)	(9,430)	(9,666)	(9,911)	(10,156)
Construction Certificate Fees		2020.105.65	(30,500)	(31,262)	(32,044)	(32,856)	(33,669)
Commissions Received		2020.105.66	(1,025)	(1,051)	(1,077)	(1,105)	(1,132)
Compliance Certificate Fees		2020.105.67	(20,500)	(21,012)	(21,537)	(22,084)	(22,630)
Building Control Sundry		2020.130.220/ 105.70	(300)	(307)	(315)	(322)	(331)
Total Income			(64,225)	(65,828)	(67,475)	(69,185)	(70,897)
Expenditure	1 E						
Employee Costs		4020.300/310	157,828	159,909	165,485	171,220	177,114
Office Administration Costs		4020.350/370/450/970	68,507	69,275	71,295	73,385	75,503
Overheads/Internal Recharges		4020.980.980	57,222	61,353	63,208	65,118	67,079
Depreciation		4020.*.740	600	600	600	600	600
Total Expenditure			284,157	291,137	300,588	310,323	320,296
Nett Cost to Council			219,932	225,309	233,113	241,138	249,399

Function Budget

For the year ended 30 June 2021

9. Transport and Communication

Description	Ref.	Job No.	Previous Year Estimate	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24
Income							
RTA Contributions							
Regional Roads Program	1I	1340	(710,000)	(728,280)	(746,487)	(765,422)	(784,358)
State Roads Program	2I	1370	(3,440,000)	(3,526,000)	(3,614,150)	(3,705,826)	(3,797,502)
Repair Program	1I	1372	(125,000)	(128,125)	(131,328)	(134,659)	(137,991)
Road Safety Officer	3I	1380	(82,909)	(91,018)	(93,496)	(96,049)	(98,648)
Quarry Operations	4I	1520	(7,000)	(7,000)	(7,175)	(7,357)	(7,539)
Associated Roadworks	5I						
Roads to Recovery Program		1371	(825,968)	(1,238,952)	(825,968)	(825,968)	(825,968)
Roads - Sundry - Sale of Old Material		1200	(512)	(525)	(538)	(552)	(565)
Aerodrome	6I	1510	(34,890)	(41,700)	(41,892)	(42,093)	(42,293)
Street Lighting	7I	1390	(40,000)	(101,000)	(41,000)	(41,000)	(41,000)
Total Income			(5,266,279)	(5,862,600)	(5,502,034)	(5,618,926)	(5,735,864)
Expenditure							
RTA Funded Roadworks							
Regional Roads Program	1E	3340	95,000	176,406	127,815	157,081	134,850
State Roads Program	2E	3370	2,871,877	2,955,743	3,039,316	3,125,839	3,213,350
Road Safety Officer	3E	3380	96,112	96,800	99,783	102,851	105,987
Quarry Operations	4E	3520	8,061	8,280	8,437	8,599	8,765
Associated Roadworks	5E						
Urban Sealed Roads		3330	230,085	236,835	243,790	250,980	258,274
Urban Unsealed Roads		3331	34,930	35,932	36,963	38,030	39,111
Rural Sealed Roads		3350	303,904	294,178	302,875	311,865	320,991
Rural Unsealed Roads		3360	851,049	873,655	896,874	920,966	945,195
Bridge Maintenance		3280	5,091	5,218	5,348	5,484	5,620
Kerb & Gutter Maintenance		3310	61,184	63,035	64,943	66,914	68,917
Footpath Maintenance		3300	25,913	26,704	27,520	28,363	29,220
Street Tree Program		3385	190,667	196,228	201,957	207,882	213,885
Bus Shelters & Seats		3290	864	886	908	931	954
Car Park Maintenance		3500	5,000	5,250	5,381	5,517	5,654
Depot Costs		3570/3580	302,180	327,072	327,835	328,637	329,338
Engineering Operations		3200	880,068	860,331	886,831	914,153	941,999
Less Admin Oncosts Recovered		3590	(1,269,945)	(1,290,270)	(1,335,429)	(1,382,169)	(1,430,545)
Aerodrome Operations & Maintenance	6E	3510	295,040	302,616	311,396	320,463	329,694
Street Lighting Charges	7E	3390	150,000	380,000	92,250	94,590	96,930
Depreciation			3,146,802	3,469,302	3,469,302	3,469,302	3,469,302
Total Expenditure			8,283,882	9,024,201	8,814,095	8,976,278	9,087,491
Nett Cost to Council			3,017,603	3,161,601	3,312,061	3,357,352	3,351,627

Function Budget

For the year ended 30 June 2021

10. Economic Affairs

Description	Ref.	Job No.	Previous Year Estimate	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24
Income							
Tourism & Area Promotion	1I						
Caravan Parks, Cabins & Camping Areas		2150-2154	(149,000)	(150,000)	(156,541)	(205,491)	(164,476)
Tourism & Area Promotion		1920	(38,000)	(20,500)	(21,012)	(21,546)	(22,078)
Economic Development/Business Activities	2I						
Drought Funding Grant - Round 2		2170.115.170	-	(1,000,000)	-	-	-
Saleyards & Markets - Street Stall Fees		2050	(430)	(441)	(452)	(463)	(475)
Service NSW (incorporating RMS agency)		1701	(140,300)	(143,235)	(146,816)	(150,540)	(154,264)
Private Works		1600	(105,000)	(105,000)	(107,625)	(110,355)	(113,085)
Agricultural Innovation Centre		2195	(405,275)	(351,657)	(353,073)	(354,547)	(356,019)
Medical Facilities	3I						
Medical Centre Lease		2155.130.120	(117,660)	(120,297)	(123,304)	(126,432)	(129,560)
Medical Imaging Facility Lease		2156.130.120	(21,000)	(20,093)	(20,093)	(20,603)	(21,112)
Medical Units at 193 Baker Street Rents		2159	(17,000)	(17,425)	(17,861)	(18,314)	(18,767)
Total Income			(993,665)	(1,918,555)	(946,777)	(1,008,291)	(979,836)
Expenditure							
Tourism & Area Promotion	1E						
Caravan Parks, Cabins & Camping Areas		4150-4154	220,300	200,422	210,738	237,670	222,968
Tourism & Area Promotion		3920	382,269	380,958	387,710	399,312	411,170
Support TBEG to deliver community events		3920.491.603	3,000	3,000	3,000	3,000	3,000
Warbirds Downunder		3917	-	83,000	-	83,000	-
Economic Development/Business Activities	2E						
Economic Development		4170	310,810	308,361	316,470	324,815	333,383
Drought Funding Round 2 - Community Projects		4170.496	-	124,572	-	-	-
TBEG/BREED Business Centre		4170.456/458/449	8,000	10,000	8,000	8,000	8,000
TBEG Christmas Fair		3926	4,300	4,300	4,300	4,300	4,300
Saleyards & Markets - Street Stall Caravan		4050	1,300	1,341	1,383	1,426	1,470
Service NSW (incorporating RMS agency)		3701	138,658	133,998	138,498	143,130	147,886
Private Works		3600	97,030	96,923	99,717	102,603	105,544
Agricultural Innovation Centre		4195	388,190	397,145	406,652	416,537	426,429
NRCC House		4160	86,207	101,872	103,868	105,945	108,022
Other Land & Buildings		4200/4166	62,037	62,531	64,093	65,719	67,346
Medical Facilities	3E						
Medical Centre		4155	24,124	26,327	26,810	27,313	27,816
Medical Imaging Facility		4156	4,433	3,717	3,760	3,805	3,849
Medical Units at 193 Baker Street		4159	17,831	21,919	22,238	22,571	22,903
Depreciation			354,640	360,140	360,140	360,140	360,140
Total Expenditure			2,103,129	2,320,526	2,157,377	2,309,286	2,254,226
Nett Cost to Council			1,109,464	401,971	1,210,600	1,300,995	1,274,390

Function Budget

For the year ended 30 June 2021

11. General Purpose Revenue

Description	Ref.	Job No.	Previous Year Estimate	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24
Income							
Ordinary Rates	1I						
Ordinary Rates		1110.100.	(4,042,436)	(4,140,923)	(4,265,150)	(4,393,520)	(4,526,029)
Pension Rebates		1110.100.30	105,667	108,837	112,102	115,477	118,959
Legal Costs Recovered		1110.130.36	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
Extra Charges		1110.120.34	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Pensioner Grant		1110.115.171	(78,886)	(80,464)	(82,878)	(85,372)	(87,947)
Interest on Investments	2I	1120.120.190	(150,000)	(154,000)	(157,000)	(160,000)	(163,000)
Financial Assistance Grants	3I						
Financial Assistance Grants - General Component		1120.115.186	(2,162,829)	(2,434,339)	(2,495,197)	(2,558,490)	(2,621,783)
Financial Assistance Grants - Roads Component		1120.115.187	(1,232,352)	(1,385,914)	(1,420,562)	(1,456,596)	(1,492,629)
Other General Purpose Revenues	4I						
Section 603 Certificate Fees		1120.105.60	(10,250)	(10,506)	(10,769)	(11,042)	(11,315)
Sundry Administration		1120.130.220/1120.134.110	(3,651)	(3,742)	(3,835)	(3,933)	(4,030)
Traineeship Subsidies		1120.115.205	(12,300)	(12,300)	(12,607)	(12,927)	(13,247)
Diesel Fuel Rebate		1540.115.177	(90,000)	(75,000)	(76,875)	(78,825)	(80,775)
Surplus on Plant Hire		1540/3540/3550	(1,599,155)	(1,146,682)	(1,171,924)	(1,198,323)	(1,224,354)
Total Income			(9,301,192)	(9,360,033)	(9,609,695)	(9,868,551)	(10,131,150)

Function Budget

For the year ended 30 June 2021

Non-Operating Income

Description	Ref.	Job No.	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24
Capital Grants & Contributions - Aerodrome						
Aerodrome - TAF Infrastructure		1510.135.172	(150,000)	-	-	-
Saleyards Subdivision		2190.135.171	(1,231,725)	(2,426,061)		
Capital Grants & Contributions - Road Assets						
Cycleway Grants		1305.135.172	-	(60,500)	(85,000)	-
Footpaths - Loftus St Taxi Rank Grant		1300.135.171	(190,000)			
Footpaths Grants		1300.135.171	(181,250)			
Kerb & Guttering Contributions		1310.141.200	(36,000)	-	-	-
Footpath Contributions		1300.141.204	(79,200)	-	(10,200)	(30,000)
Fixing Country Roads		1373.135.171	(1,742,360)	(1,352,000)	-	(7,500)
Fixing Local Roads		1360.135.171	(1,026,750)			
Hoskins St / Polaris St Roundabout Construction		1330.135.821			(1,000,000)	
Capital Grants & Contributions - Buildings						
Temora Swimming Pool - Water Slide (SCCF R3)		1720.135.171	(400,000)			
Temora Swimming Pool - Water Slide - Bequest		1720.141.173	(47,800)			
Temora Swimming Pool Upgrade		1720.135.171		(990,000)		
NRCC House - Outdoor Reading Room/Access Steps		1710.135.172	(189,014)			
Bundawarra Centre - Virtual Tour		1880.135.821	(8,000)			
Bundawarra Centre - Ambulance Museum Plans & Studies		1880.135.821	(20,000)			
Capital Grants & Contributions - Stormwater & Sewerage						
Golden Gate Reserve - Detention Basin/Wetland		1400.135.822			(24,000)	(400,000)
Crowley/Polaris Sts - Western Drain & Intersection Upgrade		1400.135.822			(16,000)	(400,000)
Sewerage - Treatment Works - Disinfection		21000.135.172			(75,000)	
Sewerage - O'Shannesys Dam - Desilt/Bank Lining/Stormwater Isolation		21000.135.172			(30,000)	
Sewerage - O'Shannesys Dam - Pump Station, filters & storage cover		21000.135.172				(18,750)
Sewerage - O'Shannesys Dam - Disinfection		21000.135.172				(45,000)
Sewerage - O'Shannesys Dam - Aeration		21000.135.172				(9,375)
Sewerage - Gardner St Dam - Pump Station, filters & storage cover		21000.135.172				(18,750)
Sewerage - Reticulate Main from O'Shannesys Dam to Railway Dam						
Irrigation Network		21000.135.172				(52,500)
Sewerage - Reticulate Main from Gardner St Dam to Callaghan Dam						
Irrigation Network		21000.135.172				(52,500)
Capital Grants & Contributions - Parks & Gardens						
Gloucester Park - Playground Upgrade (SCCF R3)		1230.135.171	(154,445)			
Capital Grants & Contributions - Sporting Grounds						
Ariah Park Skate Park Upgrade - (SCCF R3)		1240.135.822	(100,000)			
Ariah Park Skate Park Upgrade - Community Contribution		1240.141.173	(3,000)			
Nixon Park - Amenities Upgrade (SCCF R3)		1240.135.822	(123,500)			
Nixon Park - Other Upgrades		1240.135.822			(80,000)	
Total Capital Grants & Contributions			(5,683,044)	(4,828,561)	(1,320,200)	(1,034,375)
Sale of Assets						
Plant Sales & Trade-ins		1550.950.955	(144,727)	(226,440)	(290,254)	(272,709)
			(144,727)	(226,440)	(290,254)	(272,709)
Sale of Real Estate						
Aerodrome Subdivision		2190.950.236	(375,000)	(281,250)	(281,250)	
Saleyards Subdivision		2190.950.236			(745,227)	(745,227)
			(375,000)	(281,250)	(1,026,477)	(745,227)
Repayments by Long Term Debtors						
Temora Schoolboys Rugby League		19120.8309.8300	(5,000)	-	-	-
TEM-FM Relocation Costs		19130.8310.8330	(750)	-	-	-
Ariah Park Pre-School		19120.8314.8300	(1,520)	(1,520)	(1,520)	(1,520)
Ariah Park Senior Housing		19120.8307.8300	(350,000)	-	-	-
			(357,270)	(1,520)	(1,520)	(1,520)
Loan Funds Used						
Supported Independent Living Accommodation		19232.9203.9010	(1,000,000)			
Swimming Pool Redevelopment Loan		19232.9206.9010		(1,200,000)		
			(1,000,000)	(1,200,000)	-	-
Transfers from Reserves						
Sewer & Effluent Scheme Upgrade		21000.960.960	(160,000)	(90,000)	(365,000)	(95,625)
S94 Contributions		2010.960.960	(20,000)	(12,500)	(12,500)	
Civica Upgrades - V7 & Asset Management			(150,000)			
Street Lighting Upgrade - Infrastructure Reserve		1390.960.960	(230,000)			
Revotes:						
Bob Aldridge Park - Irrigation Rehabilitation		1240.960.960	(20,000)			
Bundawarra Centre - Construct Bridge over Dam			(22,000)			
Implement Inspection Reporting Module			(15,000)			
Apollo Place - Affordable Housing Plan			(25,000)			
NRCC House - Library Internal Painting			(14,000)			
Ariah Park Recreation Ground - Drainage Pipes & Structures			(20,000)			

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Function Budget**For the year ended 30 June 2021****Non-Operating Income**

Description	Ref.	Job No.	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24
Wattle Street Seg 1 Resheet			-		(30,000)	
Bulkhead Road (Gardner to Tewksbury)			(170,000)			
Taxiway C & E Resealing			(130,000)			
Aerodrome - Multi-Purpose Building - Plans Only				(10,000)		
			(976,000)	(112,500)	(407,500)	(95,625)
Total Income			(8,536,041)	(6,650,271)	(3,045,951)	(2,149,456)

Function Budget

For the year ended 30 June 2021

Non-Operating Expenditure

Description	Job No.	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24
Council Buildings					
Council Chambers & Administration Building					
Replace Curtains			10,000		
Bundawarra Centre					
Virtual tour	W2856	8,000			
New walkway, signage, fitout	W3075	97,095			
Ambulance Museum Plans & Studies	W2858	20,000			
Construct Bridge over Dam	W2379	2,000			
LED Lighting Upgrade			7,000		
Solar PV System Installation	W3120	30,000			
Medical Precinct					
Baker St Units - Solar PV System Installation			8,000		
Temora Works Depot					
Existing Solar Extension			2,500		
NRCC House					
Library Local Special Projects	W1664	7,500	7,500	7,500	7,500
Existing Solar Extension			4,500		
Library - Internal Painting	W2860	14,000			
Library Outdoor Reading Room/Access Steps	W3121	235,163			
Temora Recreation Centre & Swimming Pools					
Pool Pumps - Solar PV System Installation			15,000		
Pool Pumps - VFD Control			25,000		
Pool Pumps - Existing Solar Extension			3,000		
Entrance Upgrade	W3064	200,000			
Install Waterslide	W3119	447,800			
Outdoor Pool Redevelopment	W2586		2,190,000		
Ariah Park Swimming Pool					
Construct new change rooms & toilets	W3045	175,000			
Surface Paint				40,000	
Temora Railway Precinct					
Gidginbung waiting shed relocation	W3077	7,500			
Temora Arts Precinct					
Contribution to Grant		50,000			
Temora Town Hall & Theatre					
Theatrical Backdrop		3,500			
Supported Independent Living House					
Construction	W2864	1,000,000			
Technology					
Replace PCs on Network	W1629	27,500	27,500	27,500	27,500
Website - Migrate to new platform - Open Cities	W2895	20,000			
Civica - Implement Inspection Reporting Module	W2572	15,000			
Civica - Asset Management & Apps	W3122	150,000			
Chambers Technology Upgrade			25,000		
Parks & Gardens					
Lake Centenary - Bridge & Walking Track Improvements	W3079	90,000			
Ariah Park - Broken Dam Heritage Trails - Path & Panels	W3091	10,000			
Gloucester Park - Playground Upgrade	W3117	154,445			
Coolamon Street Grape Vine Plantings	W3123	3,000			
Harper Park - Upgrade Toilets			50,000		
Federal Park - Controller Upgrade & Wiring Repair			15,000		
Temora West Park - Controller Upgrade & Wiring Repair			15,000		
Ariah Park Recreation Ground Swing Set				4,500	
Hoskins Street - Irrigation Automation					25,000
Sporting Grounds					
Ariah Park Recreation Ground - Seal Carpark & Resheet Access Road	W3082	70,000			
Ariah Park Recreation Ground - Drainage Pipes & Structures	W32918	20,000			
Ariah Park Recreation Ground - Replace Light Poles					80,000
Ariah Park Skate Park Upgrade	W2570	103,000			
Bob Aldridge Park - Top Dressing & Drainage	W2141	70,000			
Bob Aldridge Park - Irrigation Rehabilitation	W3124	90,000			
Temora Recreation Ground - Rugby Union Electronic Scoreboard	W3067	2,250			
Nixon Park - Cricket Area - Shade, concrete pad & seating	W3070	10,731			
Nixon Park - Amenities Building Upgrade	W2657	123,500			
Nixon Park - Top Dressing & Reshape #2				160,000	
Nixon Park - Shade Sail over Play Equipment					20,000
Sewerage					
Effluent Reuse Scheme	W1661	30,000	30,000	30,000	30,000
Relining Sewer Mains	W1781			300,000	
Treatment Plant (Recycled Water Pump Stn) - Solar PV System Installation	W3126	50,000			
Recycled Effluent Trunk Main Duplication	W2370	80,000			
Browns Dam Desilting	W3080	35,000			
O'Shannesys Dam Desilting	W3081	40,000			
Treatment Plant - Solar PV System Installation			60,000		
Treatment Works - Disinfection				100,000	
O'Shannesys Dam - Bank Lining/Stormwater Isolation				40,000	

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Function Budget**For the year ended 30 June 2021****Non-Operating Expenditure**

Description	Job No.	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24
O'Shannessy's Dam - Pump Station, filters & storage cover					25,000
O'Shannessy's Dam - Disinfection					60,000
O'Shannessy's Dam - Aeration					12,500
Gardner St Dam - Pump Station, filters & Storage Cover					25,000
Reticulation Main from O'Shannessy's Dam to Railway Dam Irrigation Network (Removal of Railway Dam)					70,000
Reticulation Main from Gardner St Dam to Callaghan Dam Irrigation Network (removal of Callaghan Dam)					70,000
Roads & Transport					
Street Lighting	W1670.777			20,000	
Cycleway Construction Program	7305.777.	25,000	151,000	170,000	-
Kerb & Gutter Program	7310.746	120,200	104,000	76,000	80,000
Footpath/Taxirank Construction Program	7300.760.	621,500	165,000	184,000	125,000
Rural Unsealed Roads	7360.740.	1,569,000	555,000	610,000	620,000
Urban Sealed Roads	7330.740.	203,500	218,500	1,243,500	250,000
Urban Unsealed Roads	7331.740.	235,000	175,000	60,000	90,000
Rural Sealed Roads	7350.740.	2,676,450	1,899,000	342,000	729,000
Regional Roads	7340.740.	680,000	750,000	743,000	787,500
Plant Purchases					
General Plant	7540.777.	764,500	945,948	1,316,120	1,032,440
Aerodrome					
Taxiway C & E Resealing	W2902	130,000			
TAF Infrastructure	W3127	200,000			
Multi Purpose Building - Plans only			30,000		
Solar PV System Installation			35,000		
Aerodrome Units - Solar PV System Installation			5,000		
Taxiway C Underground Drainage			30,000		
Stormwater Drainage					
Chifley Street Culvert(s)	W3128	100,000			
Nixon Park & Gardner St Dam Levee Reinforcement	W3129	25,000			
Victoria St U/G Drainage (Railway Yard to Camp St)	W3130	15,000			
Airport Rd U/G Drainage (60m Incl road crossing)	W3131	50,000			
Chifley Street U/G Drainage (Joffre to Culvert)	W3132	70,000			
Golden Gate Reserve - Detention Basin/Wetland - Stage 1	W3083	137,852			
Victoria St/Ironbark St U/G Drainage			100,000		
Britannia St/Hoskins St Intersection Drainage				25,000	
Gallipoli St (Victoria St to Timmins St)				80,000	
Back Mimosa Rd - Drainage Channel Construction				80,000	
Baker St U/G Drainage (Victoria St to Britannia St)				120,000	
Delavan Street (Box Culvert)	W2107				80,000
Chifley Street U/G Drainage (Williams to Joffre)					66,000
Crowley St/Polaris St - Western drain upgrade	7400.777.			20,000	500,000
Golden Gate Reserve - Detention Basin/Wetland	W2108			30,000	500,000
Cemetery					
Burial Plinth	W1756		85,000		-
Ariah Park Cemetery - Water Line Replacement	W3133	6,000			
Total Acquisition of Assets		11,120,986	7,743,448	5,829,120	5,312,440
Development of Real Estate					
Staged Development - Affordable Housing Plan - Apollo Place		25,000			
Development of Saleyards Subdivision		1,231,725	2,426,061		
Total Development of Real Estate		1,256,725	2,426,061	-	-
Carrying Amount of Assets Sold					
Plant	3550.686.590	173,300	211,600	358,400	303,000
Total Carrying Amount of Assets Sold		173,300	211,600	358,400	303,000
Cost of Real Estate Assets Sold					
Aerodrome Estate	4190	222,431	166,823	166,823	
Saleyards Subdivision				656,944	656,944
Total Cost of Real Estate Assets Sold		222,431	166,823	823,767	656,944
Advance to Long Term Debtors					
Ariah Park Senior Housing		350,000			
Total Advance to Long Term Debtors		350,000	-	-	-
Repayment of Loans					
Depot Purchase Loan	19232.9204.9010	236,257	243,666	251,308	259,190
Supported Independent Living Accommodation Loan	19232.9203.9010	117,958	119,904	121,883	123,894

Function Budget**For the year ended 30 June 2021****Non-Operating Expenditure**

Description	Job No.	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24
Swimming Pool Redevelopment Loan	19232.9206.9010		11,607	47,159	48,348
Total Repayment of Loans		354,215	375,177	420,350	431,432
Transfers to Reserves					
Sewerage Reserve	23000.961.961	244,058	224,011	365,783	410,551
Two Way Radio - Upgrade to Digital	3200.961.961	15,000	15,000	15,000	15,000
Section 94 Contributions	4010.961.961	26,000	26,000	26,000	26,000
Medical Complex Maintenance Reserve	4155.961.961	10,000	10,000	10,000	10,000
Infrastructure Replacement Reserve	3120.961.961	300,000	300,000	300,000	300,000
Stormwater Management	3400.961.961	48,588	48,588	48,588	48,588
Aerodrome - Airside Maintenance	3510.961.961	34,000	34,000	34,000	34,000
Bundawarra Centre - Construct Bridge over Dam		20,000			
Infrastructure Replacement Reserve - Street Lighting Upgrade	3390.961.961		57,500	57,500	57,500
Total Transfers to Reserves		697,646	715,099	856,871	901,639
Total Non-Operating Expenditure		14,175,303	11,638,208	8,288,508	7,605,455

Temora Shire Council

10 Year Financial Plan for the Years ending 30 June 2030

INCOME STATEMENT - CONSOLIDATED

	Projected Years			
	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$
Income from Continuing Operations				
Revenue:				
Rates & Annual Charges	5,844,274	6,055,438	6,276,086	6,504,455
User Charges & Fees	8,346,442	8,559,810	8,820,875	8,991,979
Interest & Investment Revenue	193,400	197,400	200,400	204,400
Other Revenues	889,628	912,932	927,188	941,439
Grants & Contributions provided for Operating Purposes	8,752,934	7,308,859	7,471,722	7,634,711
Grants & Contributions provided for Capital Purposes	5,683,044	4,814,161	1,305,800	1,019,975
Other Income:				
Net gains from the disposal of assets	123,996	129,267	134,564	57,992
Total Income from Continuing Operations	29,833,718	27,977,867	25,136,635	25,354,951
Expenses from Continuing Operations				
Employee Benefits & On-Costs	8,774,464	9,057,696	9,412,396	9,637,616
Borrowing Costs	62,663	60,807	72,955	61,875
Materials & Contracts	5,986,760	5,824,129	5,871,386	5,911,539
Depreciation & Amortisation	5,506,385	5,506,385	5,506,385	5,506,385
Other Expenses	3,232,319	3,084,646	3,079,606	3,153,253
Net Losses from the Disposal of Assets	-	-	-	-
Total Expenses from Continuing Operations	23,562,591	23,533,662	23,942,728	24,270,668
Operating Result from Continuing Operations	6,271,127	4,444,205	1,193,907	1,084,283
Discontinued Operations - Profit/(Loss)	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-
Net Operating Result for the Year	6,271,127	4,444,205	1,193,907	1,084,283
Net Operating Result before Grants and Contributions provided for Capital Purposes	588,083	(369,956)	(111,893)	64,308

Temora Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
BALANCE SHEET - CONSOLIDATED

	Projected Years			
	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$
ASSETS				
Current Assets				
Cash & Cash Equivalents	3,865,804	4,490,320	4,595,542	5,184,850
Investments	7,818,519	8,218,519	9,818,519	11,018,519
Receivables	2,517,682	2,407,310	2,234,513	2,264,462
Inventories	2,664,330	4,908,811	4,094,190	3,439,465
Other	127,936	122,379	124,292	125,790
Total Current Assets	16,994,272	20,147,339	20,867,055	22,033,086
Non-Current Assets				
Investments	-	-	-	-
Receivables	4,560	3,040	1,520	-
Infrastructure, Property, Plant & Equipment	222,398,827	224,424,290	224,388,625	223,891,680
Investments Accounted for using the equity method	195,000	195,000	195,000	195,000
Total Non-Current Assets	222,598,387	224,622,330	224,585,145	224,086,680
TOTAL ASSETS	239,592,659	244,769,669	245,452,200	246,119,766
LIABILITIES				
Current Liabilities				
Payables	2,188,888	2,089,233	1,989,436	1,997,915
Income received in advance	259,784	266,443	274,192	279,399
Borrowings	374,196	419,352	430,418	441,794
Provisions	4,242,797	4,242,797	4,242,797	4,242,797
Total Current Liabilities	7,065,666	7,017,825	6,936,843	6,961,905
Non-Current Liabilities				
Payables	821	819	844	859
Borrowings	1,934,759	2,715,406	2,284,988	1,843,194
Provisions	37,203	37,203	37,203	37,203
Total Non-Current Liabilities	1,972,783	2,753,428	2,323,035	1,881,256
TOTAL LIABILITIES	9,038,448	9,771,254	9,259,878	8,843,161
Net Assets	230,554,210	234,998,415	236,192,322	237,276,605
EQUITY				
Retained Earnings	104,039,210	108,483,415	109,677,322	110,761,605
Revaluation Reserves	126,515,000	126,515,000	126,515,000	126,515,000
	-	-	-	-
Council Equity Interest	230,554,210	234,998,415	236,192,322	237,276,605
Minority Equity Interest	-	-	-	-
Total Equity	230,554,210	234,998,415	236,192,322	237,276,605

Temora Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
CASH FLOW STATEMENT - CONSOLIDATED

	2020/21	Projected Years		2023/24
	\$	2021/22	2022/23	\$
	\$	\$	\$	\$
Cash Flows from Operating Activities				
Receipts:				
Rates & Annual Charges	5,837,786	6,047,838	6,268,134	6,496,222
User Charges & Fees	8,204,135	8,534,662	8,790,090	8,971,832
Interest & Investment Revenue Received	190,811	194,224	190,509	194,250
Grants & Contributions	14,476,546	12,265,303	8,989,765	8,667,928
Bonds & Deposits Received	-	-	-	-
Other	900,996	923,605	944,121	941,984
Payments:				
Employee Benefits & On-Costs	(8,748,555)	(9,052,632)	(9,405,842)	(9,633,839)
Materials & Contracts	(5,857,767)	(5,862,568)	(5,857,717)	(5,896,633)
Borrowing Costs	(55,083)	(51,547)	(77,658)	(66,701)
Bonds & Deposits Refunded	-	-	-	-
Other	(3,232,319)	(3,084,646)	(3,079,606)	(3,153,253)
Net Cash provided (or used in) Operating Activities	11,716,550	9,914,238	6,761,795	6,521,789
Cash Flows from Investing Activities				
Receipts:				
Sale of Investment Securities	600,000	-	-	-
Sale of Real Estate Assets	375,000	281,250	1,026,477	745,227
Sale of Infrastructure, Property, Plant & Equipment	144,727	226,440	290,254	272,709
Deferred Debtors Receipts	357,270	1,520	1,520	1,520
Payments:				
Purchase of Investment Securities	-	(400,000)	(1,600,000)	(1,200,000)
Purchase of Infrastructure, Property, Plant & Equipment	(11,145,099)	(7,798,674)	(5,955,472)	(5,321,519)
Purchase of Real Estate Assets	(1,256,725)	(2,426,061)	-	-
Deferred Debtors & Advances Made	(350,000)	-	-	-
Net Cash provided (or used in) Investing Activities	(11,274,827)	(10,115,525)	(6,237,221)	(5,502,063)
Cash Flows from Financing Activities				
Receipts:				
Proceeds from Borrowings & Advances	1,000,000	1,200,000	-	-
Payments:				
Repayment of Borrowings & Advances	(324,544)	(374,688)	(419,851)	(430,926)
Net Cash Flow provided (used in) Financing Activities	675,456	825,312	(419,851)	(430,926)
Net Increase/(Decrease) in Cash & Cash Equivalents	1,117,179	624,025	104,723	588,800
plus: Cash, Cash Equivalents & Investments - beginning of year	2,718,832	3,836,012	4,460,036	4,564,759
Cash & Cash Equivalents - end of the year	3,836,012	4,460,036	4,564,759	5,153,559
Cash & Cash Equivalents - end of the year	3,836,012	4,460,036	4,564,759	5,153,559
Investments - end of the year	7,818,519	8,218,519	9,818,519	11,018,519
Cash, Cash Equivalents & Investments - end of the year	11,654,530	12,678,555	14,383,278	16,172,078

Temora Shire Council

10 Year Financial Plan for the Years ending 30 June 2030

EQUITY STATEMENT - CONSOLIDATED

	Projected Years			
	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$
Opening Balance	224,283,083	230,554,210	234,998,415	236,192,322
Adjustments to opening balance				
Restated Opening Balance	224,283,083	230,554,210	234,998,415	236,192,322
Net Operating Result for the Year	6,271,127	4,444,205	1,193,907	1,084,283
Adjustments to net operating result	-	-	-	-
Restated Net Operating Result for the Year	6,271,127	4,444,205	1,193,907	1,084,283
Current Year Income & Expenses Recognised direct to Equity				
- Transfers to/(from) Asset Revaluation Reserve	-	-	-	-
- Transfers to/(from) Other Reserves	-	-	-	-
- Other Income/Expenses recognised	-	-	-	-
- Other Adjustments	-	-	-	-
Net Income Recognised Directly in Equity	-	-	-	-
Total Recognised Income & Expenses	6,271,127	4,444,205	1,193,907	1,084,283
Distributions to/(Contributions from) Minority Interests	-	-	-	-
Transfers between Equity	-	-	-	-
Equity - Balance at end of the reporting period	230,554,210	234,998,415	236,192,322	237,276,605

Function Budget**For the year ended 30 June 2021****Budget Summary 2020/21**

Function	Budget Summary 2020/21		
	Income	Expenditure	(Surplus)/Deficit
Governance	(85,045)	668,131	583,086
Public Order & Safety	(347,194)	1,012,397	665,203
Health	(49,379)	343,753	294,374
Community Services & Education	(4,785,365)	4,995,751	210,386
Housing & Community Amenities	(1,074,049)	1,793,127	719,078
Sewerage Services	(1,199,148)	955,090	(244,058)
Recreation & Culture	(418,164)	3,297,160	2,878,996
Building Services	(65,828)	291,137	225,309
Transport & Communication	(5,862,600)	9,024,201	3,161,601
Economic Affairs	(1,918,555)	2,320,526	401,971
Function Totals	(15,805,327)	24,701,273	8,895,946
General Purpose Revenues (Not Attributed to Functions)	(9,360,033)		(9,360,033)
Operating Result before Capital Amounts	(25,165,360)	24,701,273	(464,087)
Capital Grants & Contributions	(5,683,044)		(5,683,044)
Operating Result	(30,848,404)	24,701,273	(6,147,131)
ADD Expenses not involving flows of Funds			
Depreciation			5,506,385
ADD Non-Operating funds employed			
Sale of Assets			(144,727)
Sale of Real Estate Assets			(375,000)
Repayments by Long Term Debtors			(357,270)
Loan Funds used			(1,000,000)
Transfer from Reserves			(976,000)
			(2,852,997)
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			11,120,986
Development of Real Estate			1,256,725
Carrying Amount of Assets Sold			173,300
Cost of Real Estate Assets Sold			222,431
Advance to Long Term Debtors			350,000
Repayment of Loans			354,215
Transfer to Reserves			697,646
			14,175,303
Budget (Surplus) / Deficit			(331,210)

Function Budget**For the year ended 30 June 2021****Budget Summary 2021/22**

Function	Budget Summary 2021/22		
	Income	Expenditure	(Surplus)/Deficit
Governance	(38,750)	755,127	716,377
Public Order & Safety	(355,749)	1,038,936	683,187
Health	(53,555)	354,143	300,588
Community Services & Education	(4,904,953)	5,121,620	216,667
Housing & Community Amenities	(1,032,566)	1,719,358	686,792
Sewerage Services	(1,258,043)	1,034,032	(224,011)
Recreation & Culture	(428,566)	3,402,111	2,973,545
Building Services	(67,475)	300,588	233,113
Transport & Communication	(5,502,034)	8,814,095	3,312,061
Economic Affairs	(946,777)	2,157,377	1,210,600
Function Totals	(14,588,468)	24,697,387	10,108,919
General Purpose Revenues (Not Attributed to Functions)	(9,609,695)		(9,609,695)
Operating Result before Capital Amounts	(24,198,163)	24,697,387	499,224
Capital Grants & Contributions	(4,828,561)		(4,828,561)
Operating Result	(29,026,724)	24,697,387	(4,329,337)
ADD Expenses not involving flows of Funds			
Depreciation			5,506,385
ADD Non-Operating funds employed			
Sale of Assets			(226,440)
Sale of Real Estate Assets			(281,250)
Repayments by Long Term Debtors			(1,520)
Loan Funds used			(1,200,000)
Transfer from Reserves			(112,500)
			(1,821,710)
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			7,743,448
Development of Real Estate			2,426,061
Carrying Amount of Assets Sold			211,600
Cost of Real Estate Assets Sold			166,823
Advance to Long Term Debtors			-
Repayment of Loans			375,177
Transfer to Reserves			715,099
			11,638,208
Budget (Surplus) / Deficit			(19,224)

Function Budget**For the year ended 30 June 2021****Budget Summary 2022/23**

Function	Budget Summary 2022/23		
	Income	Expenditure	(Surplus)/Deficit
Governance	(38,750)	658,469	619,719
Public Order & Safety	(364,646)	1,066,432	701,786
Health	(54,913)	360,213	305,300
Community Services & Education	(5,029,329)	5,252,492	223,163
Housing & Community Amenities	(1,074,807)	1,761,968	687,161
Sewerage Services	(1,319,400)	953,617	(365,783)
Recreation & Culture	(439,388)	3,483,566	3,044,178
Building Services	(69,185)	310,323	241,138
Transport & Communication	(5,618,926)	8,976,278	3,357,352
Economic Affairs	(1,008,291)	2,309,286	1,300,995
Function Totals	(15,017,635)	25,132,644	10,115,009
General Purpose Revenues (Not Attributed to Functions)	(9,868,551)		(9,868,551)
Operating Result before Capital Amounts	(24,886,186)	25,132,644	246,458
Capital Grants & Contributions	(1,320,200)		(1,320,200)
Operating Result	(26,206,386)	25,132,644	(1,073,742)
ADD Expenses not involving flows of Funds			
Depreciation			5,506,385
ADD Non-Operating funds employed			
Sale of Assets			(290,254)
Sale of Real Estate Assets			(1,026,477)
Repayments by Long Term Debtors			(1,520)
Loan Funds used			-
Transfer from Reserves			(407,500)
			(1,725,751)
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			5,829,120
Development of Real Estate			-
Carrying Amount of Assets Sold			358,400
Cost of Real Estate Assets Sold			823,767
Advance to Long Term Debtors			-
Repayment of Loans			420,350
Transfer to Reserves			856,871
			8,288,508
Budget (Surplus) / Deficit			(17,370)

Function Budget**For the year ended 30 June 2021****Budget Summary 2023/24**

Function	Budget Summary 2023/24		
	Income	Expenditure	(Surplus)/Deficit
Governance	(38,750)	630,616	591,866
Public Order & Safety	(373,543)	1,094,201	720,658
Health	(56,272)	373,954	317,682
Community Services & Education	(5,153,706)	5,383,551	229,845
Housing & Community Amenities	(1,118,449)	1,805,345	686,896
Sewerage Services	(1,384,046)	973,495	(410,551)
Recreation & Culture	(450,209)	3,563,231	3,113,022
Building Services	(70,897)	320,296	249,399
Transport & Communication	(5,735,864)	9,087,491	3,351,627
Economic Affairs	(979,836)	2,254,226	1,274,390
Function Totals	(15,361,572)	25,486,406	10,124,834
General Purpose Revenues (Not Attributed to Functions)	(10,131,150)		(10,131,150)
Operating Result before Capital Amounts	(25,492,722)	25,486,406	(6,316)
Capital Grants & Contributions	(1,034,375)		(1,034,375)
Operating Result	(26,527,097)	25,486,406	(1,040,691)
ADD Expenses not involving flows of Funds			
Depreciation			5,506,385
ADD Non-Operating funds employed			
Sale of Assets			(272,709)
Sale of Real Estate Assets			(745,227)
Repayments by Long Term Debtors			(1,520)
Loan Funds used			-
Transfer from Reserves			(95,625)
			(1,115,081)
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			5,312,440
Development of Real Estate			-
Carrying Amount of Assets Sold			303,000
Cost of Real Estate Assets Sold			656,944
Advance to Long Term Debtors			-
Repayment of Loans			431,432
Transfer to Reserves			901,639
			7,605,455
Budget (Surplus) / Deficit			(56,702)

Function Budget**For the year ended 30 June 2021****Budget Summary 2024/25**

Function	Budget Summary 2024/25		
	Income	Expenditure	(Surplus)/Deficit
Governance	(38,750)	774,003	735,253
Public Order & Safety	(382,782)	1,123,158	740,376
Health	(57,682)	379,136	321,454
Community Services & Education	(5,282,861)	5,519,801	236,940
Housing & Community Amenities	(1,164,386)	1,850,783	686,397
Sewerage Services	(1,452,153)	994,300	(457,853)
Recreation & Culture	(461,445)	3,626,165	3,164,720
Building Services	(72,674)	330,776	258,102
Transport & Communication	(5,960,597)	9,285,851	3,325,254
Economic Affairs	(1,043,460)	2,410,585	1,367,125
Function Totals	(15,916,790)	26,294,558	10,377,768
General Purpose Revenues (Not Attributed to Functions)	(10,402,593)		(10,402,593)
Operating Result before Capital Amounts	(26,319,383)	26,294,558	(24,825)
Capital Grants & Contributions	(1,170,000)		(1,170,000)
Operating Result	(27,489,383)	26,294,558	(1,194,825)
ADD Expenses not involving flows of Funds			
Depreciation			5,506,385
ADD Non-Operating funds employed			
Sale of Assets			(240,400)
Sale of Real Estate Assets			(745,227)
Repayments by Long Term Debtors			(1,520)
Loan Funds used			-
Transfer from Reserves			(130,000)
			(1,117,147)
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			5,336,256
Development of Real Estate			-
Carrying Amount of Assets Sold			216,000
Cost of Real Estate Assets Sold			656,944
Advance to Long Term Debtors			-
Repayment of Loans			442,825
Transfer to Reserves			948,941
			7,600,966
Budget (Surplus) / Deficit			(217,391)

Function Budget**For the year ended 30 June 2021****Budget Summary 2025/26**

Function	Budget Summary 2025/26		
	Income	Expenditure	(Surplus)/Deficit
Governance	(38,750)	637,172	598,422
Public Order & Safety	(392,362)	1,153,073	760,711
Health	(59,146)	392,103	332,957
Community Services & Education	(5,416,810)	5,661,057	244,247
Housing & Community Amenities	(1,212,620)	1,897,573	684,953
Sewerage Services	(1,522,722)	1,015,743	(506,979)
Recreation & Culture	(473,098)	3,711,313	3,238,215
Building Services	(74,518)	341,540	267,022
Transport & Communication	(6,086,549)	9,456,779	3,370,230
Economic Affairs	(1,014,780)	2,357,872	1,343,092
Function Totals	(16,291,355)	26,624,225	10,332,870
General Purpose Revenues (Not Attributed to Functions)	(10,683,224)		(10,683,224)
Operating Result before Capital Amounts	(26,974,579)	26,624,225	(350,354)
Capital Grants & Contributions	(54,400)		(54,400)
Operating Result	(27,028,979)	26,624,225	(404,754)
ADD Expenses not involving flows of Funds			
Depreciation			5,506,385
ADD Non-Operating funds employed			
Sale of Assets			(256,272)
Sale of Real Estate Assets			(745,227)
Repayments by Long Term Debtors			-
Loan Funds used			-
Transfer from Reserves			(60,000)
			(1,061,499)
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			4,347,000
Development of Real Estate			-
Carrying Amount of Assets Sold			237,300
Cost of Real Estate Assets Sold			656,944
Advance to Long Term Debtors			-
Repayment of Loans			454,538
Transfer to Reserves			940,567
			6,636,349
Budget (Surplus) / Deficit			(336,289)

Function Budget**For the year ended 30 June 2021****Budget Summary 2026/27**

Function	Budget Summary 2026/27		
	Income	Expenditure	(Surplus)/Deficit
Governance	(38,750)	640,253	601,503
Public Order & Safety	(401,945)	1,183,496	781,551
Health	(60,609)	400,998	340,389
Community Services & Education	(5,550,750)	5,802,695	251,945
Housing & Community Amenities	(1,262,952)	1,945,838	682,886
Sewerage Services	(1,597,727)	1,037,760	(559,967)
Recreation & Culture	(484,750)	3,778,670	3,293,920
Building Services	(76,360)	352,764	276,404
Transport & Communication	(6,212,626)	9,574,665	3,362,039
Economic Affairs	(1,080,340)	2,518,842	1,438,502
Function Totals	(16,766,809)	27,235,981	10,469,172
General Purpose Revenues (Not Attributed to Functions)	(10,967,252)		(10,967,252)
Operating Result before Capital Amounts	(27,734,061)	27,235,981	(498,080)
Capital Grants & Contributions	(394,500)		(394,500)
Operating Result	(28,128,561)	27,235,981	(892,580)
ADD Expenses not involving flows of Funds			
Depreciation			5,506,385
ADD Non-Operating funds employed			
Sale of Assets			(344,255)
Sale of Real Estate Assets			(745,227)
Repayments by Long Term Debtors			-
Loan Funds used			-
Transfer from Reserves			(330,000)
			(1,419,482)
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			5,088,200
Development of Real Estate			-
Carrying Amount of Assets Sold			265,371
Cost of Real Estate Assets Sold			656,944
Advance to Long Term Debtors			-
Repayment of Loans			252,497
Transfer to Reserves			993,555
			7,256,567
Budget (Surplus) / Deficit			(561,880)

Function Budget**For the year ended 30 June 2021****Budget Summary 2027/28**

Function	Budget Summary 2027/28		
	Income	Expenditure	(Surplus)/Deficit
Governance	(38,750)	672,926	634,176
Public Order & Safety	(411,868)	1,214,876	803,008
Health	(62,124)	412,979	350,855
Community Services & Education	(5,689,476)	5,949,327	259,851
Housing & Community Amenities	(1,315,581)	1,995,469	679,888
Sewerage Services	(1,675,194)	1,060,421	(614,773)
Recreation & Culture	(496,818)	3,868,242	3,371,424
Building Services	(78,270)	364,277	286,007
Transport & Communication	(6,343,167)	9,764,212	3,421,045
Economic Affairs	(1,051,042)	2,467,592	1,416,550
Function Totals	(17,162,290)	27,770,321	10,608,031
General Purpose Revenues (Not Attributed to Functions)	(11,261,466)		(11,261,466)
Operating Result before Capital Amounts	(28,423,756)	27,770,321	(653,435)
Capital Grants & Contributions	(100,000)		(100,000)
Operating Result	(28,523,756)	27,770,321	(753,435)
ADD Expenses not involving flows of Funds			
Depreciation			5,506,385
ADD Non-Operating funds employed			
Sale of Assets			(286,036)
Sale of Real Estate Assets			(745,227)
Repayments by Long Term Debtors			-
Loan Funds used			-
Transfer from Reserves			(30,000)
			(1,061,263)
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			4,497,520
Development of Real Estate			-
Carrying Amount of Assets Sold			231,068
Cost of Real Estate Assets Sold			656,944
Advance to Long Term Debtors			-
Repayment of Loans			185,692
Transfer to Reserves			1,048,361
			6,619,585
Budget (Surplus) / Deficit			(701,498)

Function Budget**For the year ended 30 June 2021****Budget Summary 2028/29**

Function	Budget Summary 2028/29		
	Income	Expenditure	(Surplus)/Deficit
Governance	(38,750)	796,457	757,707
Public Order & Safety	(422,134)	1,247,454	825,320
Health	(63,692)	420,999	357,307
Community Services & Education	(5,832,984)	6,235,617	402,633
Housing & Community Amenities	(1,370,508)	2,047,151	676,643
Sewerage Services	(1,757,119)	1,084,003	(673,116)
Recreation & Culture	(509,305)	3,941,104	3,431,799
Building Services	(80,243)	376,294	296,051
Transport & Communication	(6,478,248)	9,906,930	3,428,682
Economic Affairs	(1,118,925)	2,634,087	1,515,162
Function Totals	(17,671,908)	28,690,096	11,018,188
General Purpose Revenues (Not Attributed to Functions)	(11,563,522)		(11,563,522)
Operating Result before Capital Amounts	(29,235,430)	28,690,096	(545,334)
Capital Grants & Contributions	(391,795)		(391,795)
Operating Result	(29,627,225)	28,690,096	(937,129)
ADD Expenses not involving flows of Funds			
Depreciation			5,506,385
ADD Non-Operating funds employed			
Sale of Assets			(250,291)
Sale of Real Estate Assets			(496,818)
Repayments by Long Term Debtors			-
Loan Funds used			-
Transfer from Reserves			(30,000)
			(777,109)
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			3,815,295
Development of Real Estate			-
Carrying Amount of Assets Sold			139,040
Cost of Real Estate Assets Sold			437,963
Advance to Long Term Debtors			-
Repayment of Loans			54,764
Transfer to Reserves			1,106,704
			5,553,766
Budget (Surplus) / Deficit			(1,666,857)

Function Budget**For the year ended 30 June 2021****Budget Summary 2029/30**

Function	Budget Summary 2029/30		
	Income	Expenditure	(Surplus)/Deficit
Governance	(38,750)	648,230	609,480
Public Order & Safety	(432,400)	1,280,310	847,910
Health	(65,259)	433,899	368,640
Community Services & Education	(5,976,494)	6,389,858	413,364
Housing & Community Amenities	(1,428,230)	2,099,618	671,388
Sewerage Services	(1,842,628)	1,107,884	(734,744)
Recreation & Culture	(521,790)	4,035,108	3,513,318
Building Services	(82,218)	388,554	306,336
Transport & Communication	(6,729,527)	10,098,750	3,369,223
Economic Affairs	(1,089,209)	2,584,206	1,494,997
Function Totals	(18,206,505)	29,066,417	10,859,912
General Purpose Revenues (Not Attributed to Functions)	(11,869,318)		(11,869,318)
Operating Result before Capital Amounts	(30,075,823)	29,066,417	(1,009,406)
Capital Grants & Contributions	(412,800)		(412,800)
Operating Result	(30,488,623)	29,066,417	(1,422,206)
ADD Expenses not involving flows of Funds			
Depreciation			5,506,385
ADD Non-Operating funds employed			
Sale of Assets			(344,345)
Sale of Real Estate Assets			-
Repayments by Long Term Debtors			-
Loan Funds used			-
Transfer from Reserves			(30,000)
			(374,345)
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			4,209,756
Development of Real Estate			-
Carrying Amount of Assets Sold			252,400
Cost of Real Estate Assets Sold			-
Advance to Long Term Debtors			-
Repayment of Loans			56,147
Transfer to Reserves			1,168,332
			5,686,635
Budget (Surplus) / Deficit			(1,616,301)

Function Budget
For the year ended 30 June 2021
1. Governance

Description	Ref.	Job No.	Note	Previous Year Estimate	Budget 20 20-21	Budget 20 21-22	Budget 20 22-23	Budget 20 23-24	Budget 20 24-25	Budget 20 25-26	Budget 20 26-27	Budget 20 27-28	Budget 20 28-29	Budget 20 29-30
Income														
FBT Salary Recouped	21	1050140.224		(38,750)	(38,750)	(38,750)	(38,750)	(38,750)	(38,750)	(38,750)	(38,750)	(38,750)	(38,750)	(38,750)
Crown Lands Grant for Plans of Management		1050115.171		(545,221)	(46,295)	-	-	-	-	-	-	-	-	-
Total Income				(583,972)	(85,045)	(38,750)	(38,750)	(38,750)	(38,750)	(38,750)	(38,750)	(38,750)	(38,750)	(38,750)
Expenditure														
Governance & Councilor Expenses	1E													
Councilor Expenses		3020.330.01/603/648/644		29,384	30,120	30,873	31,656	32,440	33,252	34,095	34,940	35,813	36,717	37,620
Councilors Allowance		3020.330.618		97,560	99,999	102,499	105,099	107,699	110,299	112,899	115,499	118,099	120,699	123,299
Mayoral Allowance		3026.331.619		19,562	20,061	20,561	21,061	21,561	22,061	22,561	23,061	23,561	24,061	24,561
Mayoral Receptions		3025.331		10,000	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		-	-	80,000	-	-	-	-	-	-	-	-
Civic Functions & Ceremonies		3050.340		4,100	4,203	4,308	4,418	4,527	4,640	4,758	4,875	4,998	5,123	5,250
Delegates Expenses		3050.450.644		13,325	13,658	13,999	14,355	14,710	15,078	15,446	15,813	16,189	16,564	16,940
Local Government NSW Subscription		3050.370.480/402.482		24,044	24,975	25,599	26,288	26,938	27,573	28,212	28,851	29,496	30,145	30,794
REROC Contribution		3050.370.481	2	25,771	26,888	27,540	28,248	28,937	29,662	30,415	31,167	31,946	32,752	33,558
Riverina JO Subscription		3050.370.487	2	5,000	19,232	19,713	20,213	20,713	21,232	21,771	22,309	22,867	23,444	24,021
Integrated Planning & Reporting		3050.440.502	9	5,637	5,778	5,922	6,073	6,223	6,379	6,541	6,702	6,870	7,043	7,217
Newsletter - Narraburra News		3050.502		21,345	22,616	23,213	23,834	24,456	25,104	25,777	26,453	27,154	27,880	28,610
Media Content Manager		3050.405.622		5,125	5,253	5,384	5,521	5,657	5,799	5,946	6,093	6,246	6,403	6,561
Donations		3050.405.622	8	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Sister City Relations		3050.341		3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Local Government Week		3050.645	5	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Internal Audit		3050.349.401		17,500	22,000	22,550	23,122	23,694	24,288	24,904	25,520	26,158	26,818	27,478
Audit, Risk & Improvement Committee		3050.359.405	3	-	40,000	41,000	42,040	43,080	44,160	45,280	46,400	47,560	48,760	49,960
Crown Lands Plans of Management		3050.454.401		545,221	46,295	-	-	-	-	-	-	-	-	-
Finance & Administration Costs	2E													
Preparation of Meeting Papers		3050		90,299	92,649	94,966	97,374	99,783	102,266	104,878	107,472	110,159	112,938	115,718
Function/Meeting Attendance		3050.336		1,318,664	118,722	122,861	127,119	131,494	136,106	140,834	145,798	150,880	156,198	161,634
Management of Council		3050.337		41,215	42,484	43,784	45,119	46,488	47,891	49,330	50,804	52,314	53,861	55,445
Employee Assistance Programs		3050.344.401	4	10,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Internal Function Review		3050.348.401		10,000	-	-	-	-	-	-	-	-	-	-
Work Health & Safety		3050.715		7,487.6	79,506	83,187	86,950	90,780	94,689	98,678	102,746	106,894	111,122	115,430
Administration Costs		3100/3050.351.301/3110/3140		3,955,518	2,040,116	2,103,001	2,167,881	2,234,094	2,303,904	2,375,678	2,450,387	2,527,043	2,607,258	2,688,761
Financial Reporting		3100.342		37,084	37,084	38,382	39,717	41,089	42,535	44,039	45,576	47,171	48,840	50,545
Property Revaluations		3100.407.401	6	28,700	28,290	28,997	29,738	30,518	31,332	32,184	33,067	33,983	34,932	35,934
Financial Statement Audit Fee		3100.360.605	1	115,430	115,397	117,982	120,689	123,519	126,150	129,045	131,940	134,938	138,042	141,142
Council Chamber Running Costs		3400		(1,206,596)	(1,699,674)	(1,759,163)	(1,824,459)	(1,894,459)	(1,950,413)	(2,008,680)	(2,069,335)	(2,122,660)	(2,179,146)	(2,236,481)
Oncoasts recovered		3050.980/3050/3100/3400/385.985	7	(1,175,233)	(1,257,444)	(1,290,042)	(1,328,758)	(1,368,467)	(1,410,173)	(1,453,301)	(1,497,727)	(1,543,582)	(1,591,450)	(1,640,422)
Overheads recovered														
Insurance	3E													
Insurance - Personal Accident		3050.410.627		2,261	2,552	2,616	2,682	2,749	2,817	2,889	2,960	3,034	3,111	3,187
Insurance - Councilors & Officers		3050.410.629		29,830	33,664	34,508	35,381	36,256	37,165	38,108	39,050	40,026	41,036	42,046
Insurance - Fidelity Guarantee		3050.410.634		61.38	69.26	70.99	72.79	74.59	76.46	78.40	8,034	8,235	8,443	8,651
Depreciation		3100/3400.740		203,300	203,300	203,300	203,300	203,300	203,300	203,300	203,300	203,300	203,300	203,300
Total Expenditure				479,020	668,131	755,127	858,469	930,616	1,009,009	1,087,172	1,169,253	1,254,925	1,343,457	1,436,230
Net Cost to Council				385,748	583,086	716,377	819,719	919,866	1,009,253	1,095,422	1,188,003	1,286,176	1,389,707	1,497,480

Function Budget
For the year ended 30 June 2021
2. Public Order and Safety

Description	Ref.	Job No.	Note	Previous Year Estimate	Budget 20/20-21	Budget 20/21-22	Budget 20/22-23	Budget 20/23-24	Budget 20/24-25	Budget 20/25-26	Budget 20/26-27	Budget 20/27-28	Budget 20/28-29	Budget 20/29-30
Income														
Fire Control	11													
Operating Grant		2070115/160/161	10	(151,722)	(1,30,667)	(1,32,934)	(1,37,321)	(1,40,728)	(1,44,264)	(1,47,815)	(151,574)	(155,262)	(159,283)	(163,203)
Brand Operating Grant		2070115/164	10	(304,060)	(188,034)	(197,275)	(197,234)	(202,513)	(207,590)	(212,854)	(218,119)	(223,577)	(229,213)	(234,854)
Brand Administration Fee		2070130/220	10	(22,627)	(23,113)	(23,773)	(24,176)	(24,979)	(25,605)	(26,254)	(26,904)	(27,576)	(28,272)	(28,980)
Animal Control	21	2040		(5,302)	(5,300)	(5,307)	(5,315)	(5,323)	(5,331)	(5,339)	(5,348)	(5,357)	(5,366)	(5,375)
Total Income				(483,720)	(347,194)	(355,749)	(364,646)	(373,543)	(382,782)	(392,362)	(401,545)	(411,868)	(422,134)	(432,400)
Expenditure														
Fire Control	1E													
Contribution- NSW Fire Brigade		4070406/380		36,152	38,380	39,340	40,347	41,345	42,382	43,457	44,572	45,645	46,797	47,949
Contribution- Bush Fire Fund		4070406/381		226,182	310,579	318,343	326,619	334,494	342,879	351,575	360,272	369,278	378,596	387,913
Brigade & Funded Vehicle Expenses		4070306	10	112,420	88,712	91,021	93,388	95,762	98,229	100,786	103,355	106,012	108,764	111,523
Brand Shire Brigade & Vehicle Costs		4071	10	270,428	150,898	154,419	158,083	161,747	165,552	169,488	173,442	177,527	181,755	185,983
Overheads/Internal Recharges		4070980/380	10	95,370	102,254	105,347	108,531	111,796	115,217	118,730	122,387	126,140	130,047	134,043
Animal Control	21E	4040		158,948	145,067	170,307	175,702	181,235	187,042	193,009	199,230	205,610	212,268	219,066
Enforcement of Regulations	3E	4030		48,100	51,664	53,383	55,155	56,969	58,878	60,837	62,883	64,981	67,174	69,408
Emergency Services	4E													
Security Service		4075420		40,500	43,600	44,690	45,824	46,957	48,134	49,355	50,576	51,840	53,148	54,456
CCTV Operating Costs		4075421		8,000	8,200	8,405	8,618	8,831	9,053	9,282	9,512	9,750	9,996	10,242
Insurances		4075410		1,159	1,308	1,340	1,374	1,408	1,444	1,480	1,517	1,556	1,594	1,634
State Emergency Services		4080528/4080410		23,488	22,064	22,415	22,781	23,146	23,526	23,920	24,314	24,721	25,144	25,565
Emergency Management Committee		4080529		2,870	2,942	3,016	3,092	3,168	3,248	3,331	3,413	3,498	3,586	3,675
Overheads/Internal Recharges		4080980/380		6,503	6,972	7,183	7,400	7,623	7,856	8,095	8,345	8,600	8,867	9,139
Depreciation		4070/4040/4030/4075/4080		19,718	19,718	19,718	19,718	19,718	19,718	19,718	19,718	19,718	19,718	19,718
Total Expenditure				1,059,018	1,012,397	1,038,936	1,066,432	1,094,201	1,123,158	1,153,073	1,183,496	1,214,876	1,247,454	1,280,310
Net Cost to Council				575,298	665,203	683,187	701,786	720,658	740,376	760,711	781,551	803,008	825,320	847,910

Function Budget
For the year ended 30 June 2021
3. Health

Description	Ref.	Job No.	Note	Previous Year Estimate	Budget 20/20-21	Budget 20/21-22	Budget 20/22-23	Budget 20/23-24	Budget 20/24-25	Budget 20/25-26	Budget 20/26-27	Budget 20/27-28	Budget 20/28-29	Budget 20/29-30
Income														
Health Administration	11	2100		(2800)	-	(2942)	(3056)	(3093)	(3168)	(3249)	(3329)	(3412)	(3499)	(3585)
Noxious Weeds	21	1220		(48,175)	(49,379)	(50,63)	(51,897)	(53,181)	(54,514)	(55,897)	(57,280)	(58,712)	(60,193)	(61,674)
Total Income				(50,975)	(49,379)	(53,555)	(54,913)	(56,272)	(57,682)	(59,146)	(60,609)	(62,124)	(63,692)	(65,259)
Expenditure														
Health Administration	1E													
Health Administration & Inspection		4100		63,127	64,343	66,546	68,813	71,138	73,588	76,106	78,737	81,435	84,255	87,137
Bush Burnaway Program		4100.450.581		3,000	-	3,000	-	3,000	-	3,000	-	3,000	-	-
Overheads/Internal Recharges		4100.980.980		59,360	63,676	66,602	67,585	69,620	71,749	73,936	76,214	78,551	80,984	83,472
Immunisation		4110.350.603		1,125	1,153	1,182	1,212	1,242	1,273	1,305	1,337	1,371	1,406	1,445
Food Control Administration		4120		36,974	36,972	38,244	39,552	40,894	42,306	43,759	45,261	46,837	48,466	50,129
Noxious Weeds/pests	2E													
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		3220.523.800/519		104,611	108,317	109,715	112,618	117,033	118,569	121,710	126,477	128,150	131,543	136,649
Noxious Weeds - Crack Weed		3220.519.401		30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Noxious Weeds - Local Control		3220.522		7,000	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		17,940	18,592	19,154	19,733	20,327	20,949	21,587	22,252	22,935	23,645	24,372
Depreciation		4100.1.740		7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200
Total Expenditure				335,667	343,752	354,143	360,213	373,954	379,136	392,103	400,998	412,979	420,999	433,899
Net Cost to Council				284,692	294,374	300,588	305,300	317,682	321,454	332,957	340,389	350,855	357,307	368,640

Function Budget
For the year ended 30 June 2021
4. Community Services and Education

Description	Ref.	Job No.	Note	Previous Year Estimate	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30
Income														
State Funded HACC Programs	11													
Transport - Temora		1860		(215,743)	(247,775)	(247,775)	(247,781)	(248,787)	(255,024)	(261,492)	(267,940)	(274,459)	(281,589)	(288,519)
Transport - Coamundra		1818		(185,012)	(201,848)	(201,848)	(202,070)	(212,193)	(217,511)	(223,930)	(228,445)	(234,259)	(240,171)	(246,083)
Disability Services Packages		28 20-2880		(97,238)	(1,537,280)	(1,537,280)	(1,537,500)	(1,615,500)	(1,689,000)	(1,769,000)	(1,740,000)	(1,783,000)	(1,828,000)	(1,873,000)
Supported Independent Living		2818		(653,200)	(785,160)	(785,160)	(805,060)	(824,971)	(845,979)	(867,128)	(888,976)	(910,911)	(933,711)	(956,752)
Contracted Services		18 26-18 28		(717,550)	(17,000)	(17,925)	(38,887)	(39,849)	(40,848)	(41,884)	(42,825)	(43,993)	(45,103)	(46,213)
Commonwealth Funded HACC Programs	21													
My Aged Care Regional Assessments		2901		(461,251)	(50,000)	(51,250)	(52,550)	(53,850)	(55,200)	(56,600)	(58,000)	(59,450)	(60,950)	(62,450)
Social Support Group (DDC)		2902		(407,871)	(41,502)	(42,540)	(43,619)	(44,697)	(45,817)	(46,981)	(48,143)	(49,346)	(50,591)	(51,836)
Social Support - Temora		2903		(38,645)	(39,611)	(40,601)	(41,631)	(42,661)	(43,731)	(44,840)	(45,949)	(47,097)	(48,286)	(49,474)
Food Services		2904		(1,66,000)	(1,38,000)	(1,41,450)	(1,45,038)	(1,48,626)	(152,352)	(156,216)	(160,080)	(164,082)	(168,222)	(172,362)
Respite Care - Temora		2905		(51,362)	(5,253)	(5,385)	(5,519)	(5,658)	(58,003)	(59,474)	(60,945)	(62,468)	(64,045)	(65,621)
Home Modifications - Temora		2906		(34,260)	(34,916)	(35,789)	(36,697)	(37,605)	(38,547)	(39,525)	(40,503)	(41,515)	(42,563)	(43,610)
Personal Care		2907		(21,222)	(21,752)	(22,296)	(22,861)	(23,427)	(24,014)	(24,624)	(25,232)	(25,863)	(26,516)	(27,188)
Home Maintenance - Temora		2908		(11,257)	(15,907)	(16,205)	(16,518)	(17,132)	(17,561)	(18,007)	(18,452)	(18,914)	(19,390)	(19,888)
Social Support - Coamundra		2910		(39,087)	(39,627)	(40,181)	(40,748)	(41,328)	(41,918)	(42,518)	(43,128)	(43,747)	(44,375)	(44,994)
Home Modifications - Coamundra		2911		(26,200)	(26,916)	(27,589)	(28,289)	(28,989)	(29,715)	(30,469)	(31,223)	(32,003)	(32,811)	(33,618)
Home Maintenance - Coamundra		2912		(10,706)	(15,536)	(15,924)	(16,328)	(16,732)	(17,152)	(17,587)	(18,022)	(18,472)	(18,930)	(19,404)
Domestic Assistance		2913		(62,500)	(81,485)	(83,522)	(85,640)	(87,760)	(89,959)	(92,241)	(94,523)	(96,886)	(99,330)	(101,775)
Home Modifications - Leeton		2915		(15,000)	(21,950)	(22,499)	(23,069)	(23,640)	(24,233)	(24,847)	(25,462)	(26,099)	(26,757)	(27,416)
Home Maintenance - Leeton		2916		(28,688)	(20,661)	(21,177)	(21,714)	(22,252)	(22,810)	(23,388)	(23,967)	(24,566)	(25,185)	(25,805)
Social Support Individual - Leeton		2917		(36,432)	(39,174)	(40,153)	(41,173)	(42,240)	(43,348)	(44,495)	(45,642)	(46,789)	(47,975)	(49,288)
Food Services - Leeton		2918		(107,341)	(104,152)	(106,756)	(109,464)	(112,172)	(114,984)	(117,800)	(120,616)	(123,437)	(126,261)	(129,086)
Aged Care Packages		29 20-2980		(780,288)	(1,307,687)	(1,340,279)	(1,374,279)	(1,408,279)	(1,443,686)	(1,480,302)	(1,516,917)	(1,554,840)	(1,594,070)	(1,633,301)
Community Car		1861		(7,174)	-	-	-	-	-	-	-	-	-	-
Community Services Fund FY	31	1700		(1,700)	(1,700)	(1,700)	(1,700)	(1,700)	(1,700)	(1,700)	(1,700)	(1,700)	(1,700)	(1,700)
Youth Affairs	41	1780		(1,200)	(1,200)	(1,230)	(1,261)	(1,292)	(1,325)	(1,358)	(1,392)	(1,427)	(1,463)	(1,499)
Education	51													
Pre School Kindergarten		1790		(1,2)	(1,41)	(1,41)	(1,41)	(1,41)	(1,41)	(1,41)	(1,41)	(1,41)	(1,41)	(1,41)
Total Income				(3,626,698)	(4,785,365)	(4,904,953)	(5,029,329)	(5,153,706)	(5,282,861)	(5,416,810)	(5,550,750)	(5,689,476)	(5,832,984)	(5,976,494)

Function Budget
For the year ended 30 June 2021
4. Community Services and Education

Description	Ref.	Job No.	Note	Previous Year Estimate	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30
Expenditure														
State Funded HACC Programs	1E													
Transport - Temora		3860		202,763	206,000	211,715	217,760	223,784	230,023	236,491	242,940	249,459	256,589	263,519
Transport - Coamundra		3818		177,013	179,022	183,846	189,070	194,193	199,511	205,030	210,545	216,259	222,171	228,081
Disabled Services Packages		4820-4880		972,281	1,400,000	1,527,500	1,566,500	1,605,500	1,646,000	1,688,000	1,730,000	1,773,500	1,818,500	1,865,500
Supported Independent Living		4818		655,200	630,300	656,500	674,447	692,353	710,931	730,300	749,697	769,644	792,021	814,002
Contracted Services		3876-3828		71,750	37,000	37,250	38,887	39,849	40,848	41,884	42,920	43,993	45,103	46,213
Commonwealth Funded HACC Programs														
My Aged Care Regional Assessments		4901		461,25	46,000	47,250	48,550	49,850	51,200	52,600	54,000	55,450	56,950	58,450
Social Support Group (DDC)		4902		40,787	41,502	42,541	43,619	44,697	45,817	46,981	48,143	49,347	50,591	51,836
Social Support - Temora		4903		38,645	39,612	40,601	41,631	42,662	43,731	44,840	45,949	47,097	48,286	49,474
Food Services		4904		1,66,000	1,38,000	1,41,450	1,45,039	1,48,626	1,52,352	1,56,216	1,60,080	1,64,000	1,68,000	1,72,362
Respite Care - Temora		4905		51,362	52,539	53,852	55,219	56,584	58,003	59,474	60,945	62,468	64,045	65,621
Home Modifications - Temora		4906		34,760	34,916	35,789	36,697	37,625	38,547	39,525	40,503	41,515	42,563	43,610
Personal Care		4907		21,222	21,752	22,296	22,861	23,427	24,014	24,624	25,232	25,863	26,516	27,168
Home Maintenance - Temora		4908		31,257	31,907	32,581	33,279	33,991	34,716	35,464	36,235	37,029	37,846	38,686
Social Support - Coamundra		4910		39,087	39,627	40,187	40,767	41,367	41,987	42,627	43,287	43,967	44,667	45,387
Home Modifications - Coamundra		4911		26,760	26,915	27,589	28,289	28,989	29,715	30,469	31,223	32,003	32,811	33,618
Home Maintenance - Coamundra		4912		10,706	10,706	10,706	10,706	10,706	10,706	10,706	10,706	10,706	10,706	10,706
Domestic Assistance		4913		62,500	62,500	62,500	62,500	62,500	62,500	62,500	62,500	62,500	62,500	62,500
Home Modifications - Leeton		4914		15,000	21,950	22,499	23,069	23,640	24,233	24,847	25,462	26,099	26,757	27,416
Home Maintenance - Leeton		4915		28,688	20,661	21,177	21,714	22,252	22,810	23,388	23,967	24,566	25,185	25,805
Social Support Individual - Leeton		4916		36,432	39,174	40,153	41,172	42,190	43,248	44,345	45,442	46,578	47,753	48,928
Food Services - Leeton		4918		107,341	104,152	106,756	109,464	112,172	114,984	117,800	120,616	123,437	126,261	129,086
Aged Care Packages		4920-4980		760,688	1,307,687	1,340,379	1,374,379	1,408,379	1,443,686	1,480,302	1,516,917	1,554,840	1,594,070	1,633,301
Community Car		3861		7,174	-	-	-	-	-	-	-	-	-	-
Other Community Services & Education														
Aged Services	3E	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		105,514	111,294	114,764	118,334	122,001	125,857	129,814	133,956	138,200	142,633	147,167
Community & Social Development		3870	11	5,720	5,720	5,720	5,720	5,720	5,720	5,720	5,720	5,720	5,720	5,720
Youth Affairs														
Youth Program	4E	3780	12	141,500	150,968	155,658	160,283	164,929	169,624	174,350	179,119	183,935	188,797	193,440
Scholarships		3780-405,621	13	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Education														
Pre-School Kindergarten	5E	3790		10,542	11,566	11,855	12,156	12,457	12,769	13,093	13,416	13,752	14,098	14,446
De-preciation				93,100	108,250	108,250	108,250	108,250	108,250	108,250	108,250	108,250	108,250	108,250
Total Expenditure				3,938,762	4,985,751	5,121,620	5,252,492	5,383,551	5,519,801	5,661,057	5,802,695	5,949,327	6,096,617	6,249,858
Net Cost to Council				312,064	210,886	216,667	223,163	229,845	236,940	244,247	251,945	259,851	268,333	276,364

Function Budget
For the year ended 30 June 2021
5. Housing and Community Amenities

Description	Ref.	Job No.	Note	Previous Year Estimate	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30
Income														
Town Planning	21													
Sec 141 Certificate Fees		2010.105.58		(12,902)	(12,607)	(13,260)	(13,918)	(13,578)	(13,918)	(14,271)	(14,624)	(14,980)	(15,368)	(15,746)
Development Application Fees		2010.105.61		(42,000)	(43,500)	(44,126)	(45,246)	(46,365)	(47,527)	(48,733)	(49,938)	(51,186)	(52,478)	(53,769)
Section 94 Contributions		2010.141.71	14	(26,000)	(26,000)	(26,000)	(26,000)	(26,000)	(26,000)	(26,000)	(26,000)	(26,000)	(26,000)	(26,000)
Subdivision Fees		2010.105.63		(5,000)	(5,125)	(5,251)	(5,386)	(5,521)	(5,658)	(5,801)	(5,945)	(6,094)	(6,247)	(6,401)
Waste Management	31													
Domestic Waste Charges		1420.100.40	15	(641,194)	(671,104)	(699,909)	(731,031)	(762,486)	(796,679)	(830,577)	(867,191)	(905,129)	(944,579)	(987,093)
Trade Waste Charges		1420.100.50		(37,761)	(38,706)	(39,672)	(40,659)	(41,685)	(42,750)	(43,814)	(44,888)	(46,002)	(47,131)	(48,313)
Extra Charges		1420.100.41	16	(121,504)	(127,076)	(133,430)	(140,165)	(147,154)	(154,524)	(162,265)	(170,400)	(178,920)	(187,818)	(197,222)
Tipping Charges		1420.1421.120.34		(1,900)	(1,900)	(1,900)	(1,900)	(1,900)	(1,900)	(1,900)	(1,900)	(1,900)	(1,900)	(1,900)
		1410.110		(102,950)	(105,113)	(107,741)	(110,473)	(113,207)	(116,046)	(118,887)	(121,931)	(124,979)	(128,132)	(131,286)
Stormwater Management	41													
Stormwater Management Annual Charges		1400.100.44	17	(48,588)	(48,588)	(48,588)	(48,588)	(48,588)	(48,588)	(48,588)	(48,588)	(48,588)	(48,588)	(48,588)
Grants - Flood Studies & Floodplain Risk Mgt Plans		1400.115.171	18	(201,429)	(81,429)	-	-	-	-	-	-	-	-	-
Heritage	51													
Heritage Fund Grants		1930.115		(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)
Public Cemetery Fees	61	1530.1531		(71,000)	(72,762)	(74,569)	(76,447)	(78,326)	(80,277)	(82,301)	(84,324)	(86,419)	(88,588)	(90,756)
Environmental Protection	71	2000		(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Total Income				(1,152,704)	(1,074,049)	(1,032,566)	(1,070,807)	(1,118,449)	(1,164,386)	(1,212,620)	(1,262,952)	(1,315,581)	(1,370,508)	(1,429,230)
Expenditure														
Insurance	11E													
Building Maintenance		4164	19	3,552	3,631	3,713	3,797	3,883	3,974	4,065	4,163	4,262	4,364	4,469
Town Planning	21E	4010	20	198,548	228,143	214,818	221,686	228,736	236,148	243,755	251,712	259,867	268,385	277,088
Waste Management	31E													
Domestic Waste Collection		3420		202,015	210,296	216,440	222,792	229,242	235,986	242,935	250,078	257,427	265,074	272,818
Trade Waste Collection		3421		22,739	23,864	24,988	26,105	26,086	26,813	27,611	28,486	29,283	30,105	31,051
Other Waste Collection		3422 & 3460		92,488	97,952	103,438	108,933	114,021	118,713	123,273	127,739	132,054	136,254	140,344
Waste Disposal		3410		28,282	28,125	28,577	29,549	30,743	31,674	32,474	33,143	33,674	34,132	34,614
Stormwater Drainage	41E													
Stormwater Drainage Maintenance		3400		20,174	20,761	21,364	21,988	22,622	23,283	23,966	24,666	25,386	26,134	26,891
Kiwi Park & Springfield Flood Study & Floodplain Risk Management Plan		3400.357.401	18	235,000	-	-	-	-	-	-	-	-	-	-
Remora Floodplain Risk Management Plan		3400.358.401	18	-	56,028	-	-	-	-	-	-	-	-	-
Heritage	51E													
Heritage Fund		3930.435		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Heritage Advisor		3930.360.408		15,500	16,000	16,816	17,664	18,112	18,960	19,024	19,504	19,904	20,328	20,776
Other Heritage Expenses		3930		5,640	5,785	5,959	6,141	6,324	6,519	6,718	6,926	7,139	7,363	7,598
Public Cemeteries	61E	3530.353.2		210,444	231,931	258,427	286,141	315,365	345,104	376,458	409,417	443,800	479,692	517,101
Environmental Protection	71E													
Recycling Operations		4560.370 & 3.115		22,876	23,547	24,172	24,833	25,472	26,151	26,854	27,584	28,337	29,107	29,891
Environmental Protection		4560.370 & 3.115		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Environmental Protection		4560.370 & 3.115		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Environmental Services		4000		9,500	9,726	9,918	10,119	10,328	10,536	10,745	10,961	11,185	11,417	11,649
Public Conveniences	81E	3450		91,450	99,292	102,368	105,538	108,783	112,085	115,682	119,316	123,049	126,937	130,905
Street Cleaning	91E	3140	21	237,800	230,796	215,840	222,122	228,066	235,162	242,040	249,095	256,357	263,914	271,562
Depreciation				248,595	250,875	250,875	250,875	250,875	250,875	250,875	250,875	250,875	250,875	250,875
Total Expenditure				1,902,688	1,793,127	1,719,358	1,761,966	1,805,345	1,850,783	1,897,573	1,946,838	1,995,469	2,047,151	2,099,618
Net Cost to Council				749,984	719,079	686,792	687,161	686,896	686,397	684,953	682,886	679,888	676,643	671,388

Function Budget
For the year ended 30 June 2021
6. Sewerage Services

Description	Ref.	Job No.	Note	Previous Year Estimate	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30
Income														
Sewerage System	11													
Recurrent Annual Charges		21000.100.20/43	22	(875,718)	(818,590)	(844,520)	(1,013,395)	(1,043,727)	(1,117,005)	(1,173,038)	(1,231,828)	(1,283,295)	(1,357,674)	(1,425,053)
Commercial Access Charge & Usage		21000.101.20/43	23	(21,872)	(226,688)	(238,001)	(250,015)	(262,822)	(275,028)	(289,855)	(303,662)	(319,148)	(335,015)	(351,789)
Extra Charges		21000.120.24/35		(2500)	(2500)	(2500)	(2500)	(2500)	(2500)	(2500)	(2500)	(2500)	(2500)	(2500)
Person Related		21000.100.20/31		29,463	421,133	431,816	441,282	453,377	465,515	477,695	489,875	502,056	514,236	526,416
Interest Earned		21000.120.190		(15,000)	(25,000)	(26,000)	(26,000)	(27,000)	(28,000)	(29,000)	(30,000)	(31,000)	(32,000)	(33,000)
Person Subsidy		21000.115.9849		(21,705)	(231,731)	(243,751)	(255,771)	(267,791)	(279,811)	(291,831)	(303,851)	(315,871)	(327,891)	(339,911)
Sewer Compliance Certificate Fees		21000.110.102		(5,778)	(5,922)	(6,066)	(6,210)	(6,354)	(6,498)	(6,642)	(6,786)	(6,930)	(7,074)	(7,218)
Fittings & Installation		21000.110.103		(4,307)	(4,451)	(4,595)	(4,739)	(4,883)	(5,027)	(5,171)	(5,315)	(5,459)	(5,603)	(5,747)
Drainage Diagram Fee		21000.110.104		(4,510)	(4,623)	(4,736)	(4,849)	(4,962)	(5,075)	(5,188)	(5,301)	(5,414)	(5,527)	(5,640)
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		(15,000)	(15,375)	(15,750)	(16,125)	(16,500)	(16,875)	(17,250)	(17,625)	(18,000)	(18,375)	(18,750)
Effluent Scheme Sales	21	21000.110.09		(1,357.6)	(1,391.5)	(1,425.3)	(1,459.1)	(1,492.9)	(1,526.7)	(1,560.5)	(1,594.3)	(1,628.1)	(1,661.9)	(1,695.7)
Total Income				(1,137,593)	(1,199,148)	(1,258,043)	(1,319,400)	(1,384,046)	(1,452,153)	(1,522,722)	(1,597,727)	(1,675,194)	(1,757,119)	(1,842,628)
Expenditure														
Sewerage System	11													
Management & Technical Costs		23000.338.340		21,424	22,174	22,950	23,748	24,569	25,434	26,321	27,252	28,205	29,203	30,223
Integrated Water Cycle Management Strategy		23000.347.401	24	-	40,000	-	-	-	-	-	-	-	-	-
Sewerage Mgt Plan & Operational Procedures		23000.352.401	24	-	-	-	-	-	-	-	-	-	-	-
Treatment Works		23000.601		151,184	152,500	156,713	161,076	165,483	170,081	174,830	179,660	184,644	189,817	195,034
Mains Maintenance		23000.602		1,639.3	1,651.91	1,700.00	1,750.16	1,800.80	1,853.31	1,908.46	1,965.52	2,024.22	2,084.28	2,144.30
Pumping Stations		23000.603		15,659	17,725	18,266	18,825	19,393	19,990	20,604	21,237	21,889	22,567	23,255
Fittings & Installation		23000.590		17,195	17,200	17,401	17,609	17,819	18,040	18,266	18,497	18,735	18,983	19,232
Insurance		23000.410.*		17,425	20,046	20,548	21,048	21,549	22,131	22,692	23,253	23,815	24,386	25,037
Sundry		23000.970.		3,677	3,769	3,863	3,961	4,059	4,161	4,267	4,372	4,481	4,594	4,707
Overheads/Internal Recharges		23000.980.980		37,931	40,669	43,899	47,166	50,465	53,825	57,222	60,677	64,169	67,703	71,283
Effluent Scheme	21	23000.511/512/514/536/537		171,091	216,666	223,222	229,998	236,888	244,107	251,545	259,210	267,091	275,302	283,630
Depreciation		23000.*.740		269,150	269,150	269,150	269,150	269,150	269,150	269,150	269,150	269,150	269,150	269,150
Total Expenditure				858,729	955,090	1,034,032	953,617	973,495	994,300	1,015,743	1,037,760	1,060,421	1,084,003	1,107,884
Net Cost to Council				(278,864)	(244,058)	(224,011)	(365,783)	(410,551)	(467,853)	(506,979)	(559,467)	(614,773)	(673,116)	(734,744)

Function Budget
For the year ended 30 June 2021
7. Recreation and Culture

Description	Ref.	Job No.	Note	Previous Year Estimate	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30
Income														
Libary services	11	1710	25	(5,622)	(8,713)	(85,806)	(87,982)	(80,159)	(92,420)	(94,763)	(97,107)	(99,534)	(102,046)	(104,558)
Public Halls	21													
Cinema		1742	30.1	(1,325,000)	(1,352,500)	(1,352,500)	(1,352,500)	(1,427,020)	(1,462,800)	(1,499,900)	(1,537,000)	(1,575,542)	(1,615,518)	(1,654,922)
Public Halls		1740/1741		(9,000)	(9,225)	(9,450)	(9,675)	(9,900)	(10,125)	(10,350)	(10,575)	(10,800)	(11,025)	(11,250)
Recreation Centre/Swimming Pools	31													
Terrara Recreation Centre & Swimming Pools		1720/1722/1730	28	(157,000)	(160,861)	(164,881)	(168,901)	(173,248)	(177,900)	(182,604)	(187,359)	(192,163)	(196,990)	(201,839)
Arabi Park Swimming Pool		1721		-	(15,000)	(15,375)	(15,750)	(16,125)	(16,500)	(16,875)	(17,250)	(17,625)	(18,000)	(18,375)
Sporting Grounds	41													
Sporting Grounds - Hire fees		1240		(12,000)	(12,300)	(12,600)	(12,900)	(13,200)	(13,500)	(13,800)	(14,100)	(14,400)	(14,700)	(15,000)
SACF grant - Golf Club Irrigation		1240/115171		(20,000)	-	-	-	-	-	-	-	-	-	-
Parks & gardens	51	1220		(25,625)	(25,625)	(25,625)	(25,625)	(25,625)	(25,625)	(25,625)	(25,625)	(25,625)	(25,625)	(25,625)
Cultural Activities	61													
Scout hall - Arts & Cultural Centre		1885	27	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Total income				(770,674)	(418,164)	(428,566)	(439,388)	(450,209)	(461,445)	(473,098)	(484,750)	(496,402)	(508,054)	(519,706)
Expenditure														
Libary services	11	3710	25	332,897	357,002	367,813	378,576	390,341	402,256	414,158	426,185	438,220	450,265	462,310
Public Halls	21													
Cinema		3742	30.1	141,323	142,640	146,046	149,585	153,121	156,796	160,500	164,222	168,060	171,852	175,694
Public Hall Maintenance		3740/3741		121,441	137,426	140,789	144,201	147,795	151,464	155,208	158,928	162,720	166,584	170,416
Recreation Centre/Swimming Pools	31													
Terrara Recreation Centre & Swimming Pool		3720/3722/3730	28	(454,614)	(486,312)	(506,713)	(524,795)	(541,182)	(557,175)	(573,056)	(588,930)	(604,800)	(620,664)	(636,528)
Arabi Park Swimming Pool		3721		(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
Sport & Recreation Council Contribution		3730/452		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Sporting Walk of Honour		3870/493		5,000	-	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Sporting Grounds	41													
Sporting Grounds Maintenance		3240		355,039	340,362	359,340	369,663	380,127	391,061	402,343	413,894	425,791	438,137	450,673
Donation to Golf Club for Irrigation Extension		3240/455/622		20,000	-	-	-	-	-	-	-	-	-	-
Parks & gardens	51	3230		496,069	534,211	549,764	565,849	582,172	599,244	616,844	634,911	653,503	672,654	692,443
Railway Precinct	61													
Railway Museum		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		7,275	7,649	7,752	7,861	7,988	8,080	8,196	8,313	8,433	8,557	8,683
Bundawarra Centre	71	3880	26	205,361	215,255	221,835	228,624	235,553	242,829	250,310	258,072	266,099	274,351	282,810
Cultural Activities	81													
Australia Day		3912		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		3918		1,572	1,600	1,650	1,704	1,757	1,814	1,872	1,932	1,993	2,059	2,123
Bumtiki Visit		3890/450/592		-	-	10,000	-	10,000	-	10,000	-	10,000	-	10,000
Event Costs & Event Facilitation		3010/3141/621-28/3931/390	29	47,912	49,653	50,439	51,247	52,078	52,954	53,852	54,795	55,760	56,771	57,803
Cultural Expenditure		3890	30	125,319	115,192	132,842	135,588	138,364	141,201	144,268	147,427	150,638	153,962	157,398
Scout hall - Arts & Cultural Centre		3885	27	2,400	9,363	9,473	9,586	9,700	9,817	9,939	10,061	10,187	10,318	10,449
Depreciation				711,510	817,850	817,850	817,850	817,850	817,850	817,850	817,850	817,850	817,850	817,850
Total Expenditure				3,049,229	3,297,160	3,402,111	3,483,566	3,562,231	3,636,165	3,711,313	3,778,670	3,848,242	3,911,104	4,005,108
Net Cost to Council				2,678,555	2,875,996	2,973,545	3,044,178	3,113,022	3,164,720	3,238,215	3,293,920	3,371,424	3,431,799	3,513,316

Function Budget
For the year ended 30 June 2021
8. Building Services

Description	Ref.	Job No.	Note	Previous Year Estimate	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30
Income	11													
Sept Tank Installations		2020.105.54		(21,100)	(21,120)	(22,296)	(22,762)	(23,318)	(23,769)	(24,369)	(24,995)	(25,559)	(26,233)	(26,883)
Online Sewerage Management		2020.110.55												
Building Certificate - Sec 108		2020.105.56		(1,000)	(1,020)	(1,051)	(1,071)	(1,109)	(1,133)	(1,151)	(1,181)	(1,211)	(1,241)	(1,271)
Outstanding Notices Certificate		2020.105.57		(5,000)	(5,120)	(5,251)	(5,381)	(5,511)	(5,651)	(5,801)	(5,941)	(6,091)	(6,241)	(6,391)
Occupation Certificate fees		2020.105.64		(9,200)	(9,430)	(9,666)	(9,911)	(10,156)	(10,411)	(10,673)	(10,939)	(11,211)	(11,491)	(11,769)
Construction Certificate fees		2020.105.65		(30,500)	(31,262)	(32,044)	(32,849)	(33,669)	(34,513)	(35,389)	(36,269)	(37,171)	(38,109)	(39,046)
Commissions Received		2020.105.66		(1,025)	(1,051)	(1,077)	(1,105)	(1,132)	(1,160)	(1,190)	(1,219)	(1,250)	(1,281)	(1,313)
Compliance Certificate Fees		2020.105.67		(20,500)	(21,012)	(21,537)	(22,084)	(22,630)	(23,197)	(23,786)	(24,374)	(24,983)	(25,614)	(26,244)
Building Control Surplus		2020.130.220.105.70		(300)	(307)	(315)	(323)	(331)	(339)	(347)	(356)	(365)	(374)	(383)
Total Income				(64,225)	(65,828)	(67,475)	(69,185)	(70,897)	(72,674)	(74,518)	(76,360)	(78,270)	(80,243)	(82,218)
Expenditure	1E													
Employee Costs		4020.300/210		157,828	159,000	165,485	171,220	177,114	183,326	189,896	196,383	203,230	210,304	217,716
Office Administration Costs		4020.350/370/450/970		68,507	69,215	71,295	73,385	75,503	77,720	80,006	82,349	84,763	87,272	89,812
Overheads/Internal Recharges		4020.960/980		57,222	61,253	63,208	65,118	67,079	69,130	71,238	73,432	75,684	78,028	80,426
Depreciation		4020.7.740		600	600	600	600	600	600	600	600	600	600	600
Total Expenditure				284,157	291,137	300,588	310,323	320,296	330,776	341,540	352,764	364,277	376,294	388,554
Net Cost to Council				219,932	225,909	233,113	241,138	249,399	258,102	267,022	276,404	286,007	296,051	306,338

Function Budget
For the year ended 30 June 2021
9. Transport and Communication

Description	Ref.	Job No.	Note	Previous Year Estimate	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30
Income														
RTA Contributions														
Regional Roads Program	11	1340		(710,000)	(728,280)	(746,487)	(765,423)	(784,580)	(804,031)	(824,413)	(844,805)	(865,265)	(885,773)	(909,623)
State Roads Program	21	1370		(3,440,000)	(3,526,000)	(3,614,150)	(3,705,876)	(3,797,502)	(3,892,004)	(3,991,132)	(4,090,160)	(4,192,414)	(4,298,194)	(4,403,974)
Repair Program	11	1372		(1,25,000)	(1,28,125)	(1,31,281)	(1,34,659)	(1,37,991)	(1,41,450)	(1,45,083)	(1,48,825)	(1,52,641)	(1,56,584)	(1,60,628)
Road Safety Officer	31	1380		(8,23,091)	(9,1,018)	(9,3,496)	(9,6,049)	(9,8,648)	(1,01,393)	(1,04,218)	(1,07,161)	(1,10,171)	(1,13,324)	(1,16,522)
Quarry Operations	41	1520		(7,000)	(7,000)	(7,175)	(7,357)	(7,539)	(7,728)	(7,924)	(8,120)	(8,323)	(8,533)	(8,743)
Associated Roadworks	51													
Roads to Recovery Program		1371		(8,25,988)	(1,238,952)	(8,25,988)	(8,25,988)	(8,25,988)	(9,29,214)	(9,29,214)	(9,29,214)	(9,29,214)	(9,29,214)	(1,045,365)
Roads - Sundry - Sale of Old Material		1300	31	(53,2)	(5,25)	(5,38)	(5,52)	(5,65)	(5,80)	(5,94)	(6,09)	(6,24)	(6,40)	(6,56)
Aerodrome	61	1510	32	(34,890)	(41,700)	(41,892)	(42,093)	(42,293)	(42,501)	(42,716)	(42,932)	(43,155)	(43,386)	(43,617)
Street Lighting	71	1390	33	(40,000)	(1,01,000)	(41,000)	(41,000)	(41,000)	(41,000)	(41,000)	(41,000)	(41,000)	(41,000)	(41,000)
Total Income				(5,266,279)	(5,862,600)	(5,500,094)	(5,618,926)	(5,735,864)	(5,960,597)	(6,206,549)	(6,212,626)	(6,343,167)	(6,478,248)	(6,739,527)
Expenditure														
RTA Funded Roadworks														
Regional Roads Program	1E	3340		95,000	176,406	127,815	157,081	134,850	192,972	219,451	188,430	218,266	193,958	219,650
State Roads Program	2E	3370		2,871,877	2,955,143	3,039,316	3,125,839	3,213,350	3,304,782	3,399,163	3,495,507	3,594,801	3,698,019	3,802,228
Road Safety Officer	3E	3380		96,112	96,800	99,783	102,851	105,987	109,309	112,709	116,279	119,927	123,751	127,641
Quarry Operations	4E	3520		8,061	8,280	8,437	8,599	8,765	8,940	9,119	9,306	9,497	9,697	9,901
Associated Roadworks	5E													
Urban Sealed Roads		3330		230,085	236,835	243,790	250,980	258,274	265,908	273,778	281,854	290,169	298,822	307,580
Urban Unsealed Roads		3331		34,930	35,932	36,963	38,030	39,111	40,243	41,407	42,599	43,828	45,106	46,396
Rural Sealed Roads		3350	34	303,004	294,178	302,875	311,865	320,991	330,544	340,393	350,507	360,918	371,757	382,730
Rural Unsealed Roads		3360		851,049	873,655	896,874	920,966	945,195	970,439	996,954	1,022,944	1,050,209	1,078,484	1,106,897
Bridge Maintenance		3280		5,091	5,218	5,348	5,484	5,620	5,761	5,907	6,053	6,204	6,361	6,517
Verb & Gutter Maintenance		3310		61,184	63,055	64,943	66,914	68,917	71,019	73,182	75,412	77,705	80,094	82,518
Footpath Maintenance		3300		25,913	26,704	27,520	28,363	29,220	30,119	31,043	31,997	32,980	34,003	35,042
Street Tree Program		3385		190,667	196,228	201,957	207,882	213,885	220,173	226,651	233,298	240,139	247,260	254,464
Bus Shelters & Seats		3240		864	886	908	931	954	978	1,003	1,028	1,053	1,080	1,107
Car Park Maintenance		3500		5,000	5,250	5,381	5,517	5,654	5,796	5,943	6,090	6,243	6,400	6,558
Depot Costs		3510/3580	35	302,180	327,072	327,835	328,637	329,138	330,192	331,062	331,588	342,813	353,034	363,369
Engineering Operations		3320	36	880,088	860,331	886,831	914,153	941,949	971,280	1,001,370	1,032,594	1,064,673	1,098,072	1,132,023
Less Admin Costs Recovered		3590		(1,749,945)	(1,290,270)	(1,385,429)	(1,382,169)	(1,430,545)	(1,480,014)	(1,532,148)	(1,586,071)	(1,641,583)	(1,699,038)	(1,758,505)
Aerodrome Operations & Maintenance	6E	3510		295,040	302,616	311,396	320,463	329,694	339,350	349,298	359,548	370,088	381,000	390,923
Street Lighting Charges	7E	3390	33.1	150,000	380,000	92,250	94,550	96,330	99,360	101,880	104,400	107,010	109,710	112,410
Depreciation				31,46,802	3,469,302	3,469,302	3,469,302	3,469,302	3,469,302	3,469,302	3,469,302	3,469,302	3,469,302	3,469,302
Total Expenditure				8,283,882	9,054,201	8,814,095	8,976,278	9,087,491	9,285,851	9,456,779	9,574,665	9,764,212	9,906,930	10,098,750
Net Cost to Council				3,017,609	3,161,601	3,312,081	3,357,352	3,351,627	3,325,254	3,370,230	3,362,039	3,421,045	3,428,682	3,369,223

Function Budget
For the year ended 30 June 2021
10. Economic Affairs

Description	Ref.	Job No.	Note	Previous Year Estimate	Budget 20-20-21	Budget 20-21-22	Budget 20-22-23	Budget 20-23-24	Budget 20-24-25	Budget 20-25-26	Budget 20-26-27	Budget 20-27-28	Budget 20-28-29	Budget 20-29-30
Income														
Tourism & Area Promotion	11													
Caravan Parks, Cabins & Camping Areas		2150-2154	37	(149,000)	(150,000)	(154,541)	(205,491)	(144,476)	(215,664)	(172,845)	(234,876)	(181,549)	(234,954)	(190,740)
Tourism & Area Promotion		1920	38	(39,000)	(205,000)	(21,012)	(21,546)	(22,078)	(22,032)	(23,206)	(23,780)	(24,374)	(24,889)	(25,604)
Economic Development/Business Activities	21													
Drought Funding Grant - Round 2		2170-115-170	39	-	(1,000,000)	-	-	-	-	-	-	-	-	-
Saleyards & Markets - Street Stall Fees		2050	40	(430)	(441)	(452)	(463)	(475)	(487)	(499)	(512)	(524)	(536)	(551)
Service NSW (incorporating RMS agency)		1701	51	(140,300)	(143,235)	(146,816)	(150,340)	(154,244)	(158,131)	(162,142)	(166,153)	(170,306)	(174,603)	(178,501)
Private Works		1600		(105,000)	(105,000)	(107,825)	(110,351)	(113,085)	(115,920)	(118,862)	(121,800)	(124,845)	(127,995)	(131,145)
Agricultural Innovation Centre		2195	45	(425,275)	(351,657)	(353,073)	(354,547)	(356,019)	(357,549)	(359,136)	(360,722)	(362,367)	(364,065)	(365,765)
Medical Facilities	31													
Medical Centre Lease		2155-130-120		(117,660)	(120,297)	(123,304)	(126,432)	(129,560)	(132,808)	(136,176)	(139,545)	(143,033)	(146,642)	(150,251)
Medical Imaging Facility Lease		2156-130-120	50	(21,000)	(10,000)	(20,093)	(20,093)	(21,112)	(22,142)	(22,191)	(22,239)	(23,308)	(23,896)	(24,484)
Medical Units at 193 Balg Street Rents		2159		(17,000)	(17,425)	(17,861)	(18,314)	(18,767)	(19,237)	(19,711)	(20,191)	(20,678)	(21,171)	(21,664)
Total Income				(893,665)	(1,918,555)	(846,777)	(1,008,291)	(979,836)	(1,043,460)	(1,014,780)	(1,080,340)	(1,051,042)	(1,118,925)	(1,089,209)
Expenditure														
Tourism & Area Promotion	11E													
Caravan Parks, Cabins & Camping Areas		4150-4154	37	220,300	200,422	210,738	237,670	222,668	251,732	236,052	266,797	249,943	282,872	264,735
Tourism & Area Promotion		3920	41	382,269	380,958	387,710	399,312	411,170	423,603	436,390	449,659	463,284	477,489	491,959
Support TBEG to deliver community events		3920-491-603	42	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Warbirds Downunder		3917		-	83,000	-	83,000	-	83,000	-	83,000	-	83,000	-
Economic Development/Business Activities	21E													
Economic Development		4170	43	310,810	308,361	316,470	324,815	333,383	342,388	351,629	361,292	371,197	381,537	392,108
Drought Funding Round 2 - Community Projects		4170-496	44	-	1,24,572	-	-	-	-	-	-	-	-	-
TBEG/BREED Business Centre		4170-45/458/449	46	8,000	10,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
TBEG Christmas Fair		3926	47	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300
Saleyards & Markets - Street Stall Caravan		4050	48	1,300	1,341	1,383	1,426	1,470	1,516	1,564	1,613	1,663	1,715	1,770
Service NSW (incorporating RMS agency)		3701	51	138,658	133,998	138,498	143,130	147,886	152,889	158,026	163,403	168,914	174,674	180,559
Private Works		3600		97,030	96,923	99,717	102,603	105,544	108,615	111,779	115,040	118,392	121,879	125,412
Agricultural Innovation Centre		4195	45	388,190	397,145	406,652	416,537	426,429	436,708	447,361	458,035	469,083	480,518	491,964
NRCC House		4160		86,207	101,872	103,688	105,945	108,022	110,178	112,416	114,651	116,968	119,365	121,760
Other Land & Buildings		4200/4466	49	62,037	62,531	64,093	65,719	67,346	69,034	70,786	72,536	74,351	76,225	78,101
Medical Facilities	31E													
Medical Centre		4155		24,124	26,327	26,910	27,313	27,816	28,337	28,878	29,419	29,979	30,560	31,140
Medical Imaging Facility		4156		4,433	3,717	3,605	3,605	3,649	3,696	3,744	3,792	3,842	3,893	3,945
Medical Units at 193 Balg Street		4159		17,831	21,919	22,238	22,571	22,903	23,249	23,607	23,965	24,316	24,730	25,103
Depreciation				354,640	360,140	360,140	360,140	360,140	360,140	360,140	360,140	360,140	360,140	360,140
Total Expenditure				2,103,129	2,320,526	2,157,377	2,309,286	2,254,226	2,410,585	2,357,872	2,518,842	2,467,592	2,634,087	2,584,206
Net Cost to Council				1,109,464	401,971	1,210,600	1,300,995	1,274,990	1,367,125	1,343,092	1,438,502	1,416,550	1,515,162	1,494,997

Function Budget
For the year ended 30 June 2021
11. General Purpose Revenue

Description	Ref.	Job No.	Note	Previous Year Estimate	Budget 20-20-21	Budget 20-21-22	Budget 20-22-23	Budget 20-23-24	Budget 20-24-25	Budget 20-25-26	Budget 20-26-27	Budget 20-27-28	Budget 20-28-29	Budget 20-29-30
Income														
Ordinary Rates	11													
Ordinary Rates		1110.100		(4,042,436)	(4,140,923)	(4,265,150)	(4,393,520)	(4,516,039)	(4,642,629)	(4,803,120)	(4,948,403)	(5,097,075)	(5,250,900)	(5,408,045)
Pension Rebates		1110.100.30		(105,667)	(108,837)	(112,102)	(115,477)	(118,959)	(122,550)	(126,251)	(130,060)	(133,978)	(138,006)	(142,141)
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)	(15,000)
Extra Charges		1110.120.34		(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Pensioner Grant		1110.115.171		(78,886)	(80,464)	(82,878)	(85,372)	(87,947)	(90,602)	(93,388)	(96,154)	(99,051)	(102,028)	(105,286)
Interest on Investments	21													
Interest on Investments		11.20.1.20.190		(150,000)	(154,000)	(157,000)	(160,000)	(163,000)	(166,000)	(169,000)	(172,000)	(176,000)	(179,000)	(182,000)
Financial Assistance Grants	31													
Financial Assistance Grants - General Component		11.20.115.186		(21,628.29)	(24.34.339)	(2,495,197)	(2,558,490)	(2,621,783)	(2,687,510)	(2,755,672)	(2,823,833)	(2,894,429)	(2,967,459)	(3,040,489)
Financial Assistance Grants - Roads Component		11.20.115.187		(1,232.352)	(1,385,914)	(1,420,562)	(1,456,596)	(1,492,629)	(1,530,049)	(1,568,855)	(1,607,660)	(1,647,852)	(1,689,429)	(1,731,007)
Other General Purpose Revenues	41													
Section 603 Certificate Fees		11.20.105.60		(10,250)	(10,506)	(10,769)	(11,042)	(11,315)	(11,599)	(11,893)	(12,187)	(12,492)	(12,807)	(13,122)
Sundry Administration		11.20.1.30.200/11.20.1.34.110		(3,651)	(3,742)	(3,835)	(3,938)	(4,030)	(4,131)	(4,236)	(4,341)	(4,449)	(4,562)	(4,678)
Traineeship Subsidies		11.20.115.205		(12,300)	(12,300)	(12,607)	(12,927)	(13,247)	(13,579)	(13,924)	(14,268)	(14,625)	(14,994)	(15,363)
Diesel Fuel Rebate		1540.115.177		(90,000)	(75,000)	(76,875)	(78,825)	(80,775)	(82,800)	(84,900)	(87,000)	(89,175)	(91,425)	(93,675)
Surplus on Plant Hire		1540/3540/8550		(1,599,155)	(1,146,682)	(1,171,924)	(1,198,323)	(1,224,354)	(1,251,194)	(1,279,187)	(1,306,466)	(1,334,896)	(1,364,134)	(1,392,999)
Total Income				(9,301,192)	(9,360,033)	(9,609,695)	(9,868,551)	(10,131,150)	(10,402,593)	(10,683,224)	(10,967,252)	(11,261,466)	(11,563,222)	(11,869,318)

Function Budget
For the year ended 30 June 2021
Non-Operating Income

Description	Ref.	Job No.	Note	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30
Capital Grants & Contributions - Aerodrome													
Aerodrome - TAFE Infrastructure		3510.135.172		(150,000)	-	-	-	-	-	-	-	-	-
Saleyards Subdivision		2130.135.171		(1,231,725)	(2,425,051)								
Capital Grants & Contributions - Road Assets													
Cycleway Grants		1305.135.172		-	(60,500)	(85,000)	-	-	-	-	-	-	-
Footpaths - Loftus St Taxi Rank Grant		1300.135.171		(190,000)									
Footpaths Grants		1300.135.171		(381,250)	-	-	-	(20,000)	(28,000)	-	-	(46,400)	(378,000)
Kerb & Guttering Contributions		1310.141.200		(86,000)	-	(10,200)	(30,000)	-	(25,400)	-	-	-	-
Footpath Contributions		1300.141.200		(75,200)	-	-	-	-	-	-	-	-	-
Footpath Contributions		1378.135.171		(1,742,360)	(1,352,000)	-	(7,500)	(750,000)	-	(300,000)	-	(187,500)	(375,000)
Fixing Local Roads		1350.135.171		(1,25,750)									
Hickins St / Polaris St Roundabout Construction		1330.135.821				(1,000,000)							
Capital Grants & Contributions - Buildings													
Temora Swimming Pool - Water Slide (SCCF R3)		1720.135.171		(400,000)									
Temora Swimming Pool - Water Slide - Bequest		1720.141.173		(47,800)	(990,000)								
Temora Swimming Pool Upgrade		1720.135.171											
NRCC House - Outdoor Reading Room/Access Steps		1710.135.172		(385,014)									
Bundawarra Centre - Virtual Tour		3880.135.821		(8,000)									
Bundawarra Centre - Ambulance Museum Plans & Studies		3880.135.821		(20,000)									
Capital Grants & Contributions - Stormwater & Sewerage													
Golden Gate Reserve - Detention Basin/Wetland		1400.135.822				(24,000)	(40,000)						
Crowley/Polaris Sits - Western Drain & Intersection Upgrade		1400.135.822				(15,000)	(40,000)						
Sewerage - Treatment Works - Disinfection		21000.135.172				(75,000)							
Sewerage - O'Shanneys Dam - Decilit/Bank Lining/Stormwater Isolation		21000.135.172				(30,000)							
Sewerage - O'Shanneys Dam - Pump Station, Filters & Storage cover		21000.135.172				(18,750)							
Sewerage - O'Shanneys Dam - Disinfection		21000.135.172				(45,000)							
Sewerage - O'Shanneys Dam - Aeration		21000.135.172				(5,375)							
Sewerage - Gardner St Dam - Pump Station, filters & storage cover		21000.135.172				(18,750)							
Sewerage - Reticulate Main from O'Shanneys Dam to Railway Dam		21000.135.172				(52,500)							
Irrigation Network													
Sewerage - Reticulate Main from Gardner St Dam to Callaghan Dam		21000.135.172				(52,500)							
Irrigation Network													
Sewerage - North Temora Irrigation		21000.135.172				(52,500)							
Capital Grants & Contributions - Parks & Gardens													
Gloucester Park - Playground Upgrade (SCCF R3)		1230.135.171		(154,445)									
Capital Grants & Contributions - Sporting Grounds													
Temora West Sports Ground - Top Dress Grant		1240.135.822											
Ariah Park Skate Park Upgrade - (SCCF R3)		1240.135.822		(100,000)									
Ariah Park Skate Park Upgrade - Community Contribution		1240.141.173		(3,000)									
Nikon Park - Amenities Upgrade (SCCF R3)		1240.135.822		(123,500)									
Nikon Park - Other Upgrades		1240.135.822				(80,000)				(54,500)		(157,850)	
Total Capital Grants & Contributions				(5,688,044)	(4,628,551)	(1,320,200)	(1,084,375)	(1,170,000)	(59,400)	(594,500)	(100,000)	(391,795)	(412,800)
Sale of Assets													
Plant Sales & Trade-ins		3550.950.955	52	(144,727)	(225,440)	(250,254)	(272,709)	(240,400)	(256,272)	(344,255)	(286,036)	(250,251)	(344,345)
				(144,727)	(225,440)	(250,254)	(272,709)	(240,400)	(256,272)	(344,255)	(286,036)	(250,251)	(344,345)
Sale of Real Estate													
Aerodrome Subdivision		2130.950.236	53	(375,000)	(281,250)	(281,250)							
Saleyards Subdivision		2130.950.236				(745,227)	(745,227)	(745,227)	(745,227)	(745,227)	(745,227)	(496,818)	-
				(375,000)	(281,250)	(1,026,477)	(745,227)	(745,227)	(745,227)	(745,227)	(745,227)	(496,818)	-

Function Budget
For the year ended 30 June 2021
Non-Operating Income

Description	Ref.	Job No.	Note	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30
Repayments by Long Term Debtors													
Temora Schoolboys Rugby League		19120.8307.8330		(5,000)	-	-	-	-	-	-	-	-	-
Temora Golf Club		19120.8311.8330		-	-	-	-	-	-	-	-	-	-
TEM-FM Relocation Costs		19130.8310.8330		(750)	-	-	-	-	-	-	-	-	-
Ariah Park Pre-School		19120.8314.8330		(1,520)	(1,520)	(1,520)	(1,520)	(1,520)	-	-	-	-	-
Ariah Park Senior Housing		19120.8307.8330		(350,000)	-	-	-	-	-	-	-	-	-
				(357,270)	(1,520)	(1,520)	(1,520)	(1,520)	-	-	-	-	-
Loan Funds Used													
Supported Independent Living Accommodation		19232.9203.9310		(1,000,000)									
Swimming Pool Redevelopment Loan		19232.9205.9310			(1,200,000)								
				(1,000,000)	(1,200,000)	-	-	-	-	-	-	-	-
Transfer from Reserves													
Sewer & Effluent Scheme Upgrade		21000.960.960		(160,000)	(90,000)	(365,000)	(95,625)	(130,000)	(60,000)	(330,000)	(30,000)	(30,000)	(30,000)
Quarries & Pits		3520.960.960											
Stormwater Drainage - Flood Studies & Construction Projects		1400.960.960											
S54 Contributions		2010.960.960		(20,000)	(12,500)	(12,500)							
Civil Upgrades - V7 & Asset Management				(150,000)									
Street Lighting Upgrade - Infrastructure Reserve		1350.960.960		(230,000)									
Revotes:													
Bob Aldridge Park - Irrigation Rehabilitation		1240.960.960		(20,000)									
Bundawarra Centre - Construct Bridge over Dam				(22,000)									
Implement Inspection Reporting Module				(15,000)									
Apollo Place - Affordable Housing Plan				(25,000)									
NRCC House - Urban Internal Painting				(14,000)									
Ariah Park Recreation Ground - Drainage Pipes & Structures				(20,000)									
Wattle Street Sg 1 Asphalt				-	(30,000)								
Bulbin Road (gardner to Lewisbury)				(170,000)									
Twilight C & E Recycling				(130,000)	(10,000)								
Aerodrome - Multi-Purpose Building - Plans Only													
				(976,000)	(112,500)	(407,500)	(95,625)	(130,000)	(60,000)	(330,000)	(30,000)	(30,000)	(30,000)
Total Income				(8,536,041)	(6,650,271)	(3,045,955)	(2,149,456)	(2,287,147)	(1,115,899)	(1,813,962)	(1,161,263)	(1,168,904)	(787,145)

Function Budget
For the year ended 30 June 2021
Non-Operating Expenditure

Description	Job No.	Note	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30
Council Buildings												
Council Chambers & Administration Building												
Replace Curtains				10,000								
Caravan Parks												
Junee Rd - Internal Roads & K&G Upgrade	W1789						20,000					50,000
Agricultural Innovation Centre												
Reseal Internal Sealed Roads												
Bundawarra Centre												
Virtual tour			8,000									
New walkway, signage, fitout			57,035									
Ambulance Museum Plans & Studies	W2858		20,000									
Construct Bridge over Dam			2,000					10,000				
Grants Gold Panning Area			-	7,000								
LED Lighting Upgrade												
Solar PV System Installation			30,000									
Medical Precinct												
Baker St Units - Solar PV System Installation				8,000								
Temora Works Depot												
Existing Solar Extension				2,500								
NRCC House												
Library Local Special Projects	W1664		7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500
Existing Solar Extension				4,500								
Library - Internal Painting			14,000									
Library Outdoor Reading Room/Access Stairs			235,163									
Temora Recreation Centre & Swimming Pools												
Pool Pumps - Solar PV System Installation				15,000								
Pool Pumps - VFD Control				25,000								
Pool Pumps - Existing Solar Extension				3,000								
Entrance Upgrade			200,000									
Install Waterslide			447,800									
Outdoor Pool Redevelopment				2,150,000								
Ararah Park Swimming Pool	W2586											
Construct new change rooms & toilets			175,000									
Surface Paint				40,000								
Temora Railway Precinct												
Gidginbung waiting shed relocation			7,500									
Temora Arts Precinct												
Contribution to Grant			50,000									
Temora Town Hall & Theatre												
Theatrical Backdrop			3,500									
Supported Independent Living House												
Construction			1,000,000									
Miscellaneous												
Update Temora Christmas Decorations			-									
Update Ararah Christmas Decorations			-									
Technology												
Replace PCs on Network	W1629		27,500	27,500	27,500	27,500	27,500	27,500	27,500	27,500	27,500	27,500
Website - Migrate to new platform - Open Cities			20,000									
Civica - Implement Inspection Reporting Module	W2572		15,000									
Civica - Asset Management & Apps			150,000									
Chambers Technology Upgrade				25,000								
Parks & Gardens												
Lake Centenary - Bridge & Walking Track Improvements			50,000									
Ararah Park - Broken Dam Heritage Trails - Path & Panels			10,000									
Gloucester Park - Playground Upgrade			154,445									

Function Budget
For the year ended 30 June 2021
Non-Operating Expenditure

Description	Job No.	Note	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30
Coolamon Street Grape Vine Plantings			3,000	50,000								
Harper Park - Upgrade Toilets				15,000								
Federal Park - Controller Upgrade & Wiring Repair				15,000								
Temora West Park - Controller Upgrade & Wiring Repair					4,500	25,000						
Ariah Park Recreation Ground Swing Set												
Woolins Street - Irrigation Automation							30,000					
Lake Centenary - Reseal Road & Carpark							45,000					
Railway Dam Desilting												
Harper Park - Upgrade Playground										50,000		
Gloucester Park - Replace Shade Sails										21,500		
Edis Park - Replace Shade Sails										20,000		
Callaghan Park - Replace Shade Sails										21,500		
Federal Park - Skate Park Modifications										50,000		
Hillview Park - Shade Sails over play equipment										25,000		
Harper Park - Shade Sails										15,000		
Federal Park - Replace Play Equipment										100,000		
Federal Park - Replace Shade Sails										25,000		
Callaghan Park - Construct Toilets										90,000		
Callaghan Park - Replace Play Equipment										100,000		
Sporting Grounds												
Ariah Park Recreation Ground - Seal Carpark & Resheet Access Road			70,000									
Ariah Park Recreation Ground - Drainage Pipes & Structures			20,000			80,000						
Ariah Park Recreation Ground - Replace Light Poles												
Ariah Park Skate Park Upgrade												
Bob Aldridge Park - Top Dressing & Drainage	W2570		103,000									
Bob Aldridge Park - Irrigation Rehabilitation	W2141		70,000									
Temora West Sports Ground - Top Dress			50,000							100,000		
Temora Recreation Ground - Rugby Union Electronic Scoreboard			2,250									
Nikon Park - Cricket Area - Shade, concrete pad & seating			10,731									
Nikon Park - Amenities Building Upgrade			123,500									
Nikon Park - Top Dressing & Reshape #2				150,000								
Nikon Park - Shade Sails over Play Equipment					20,000							
Nikon Park - Athletics Area Upgrade									16,500			
Nikon Park - Sealed Car Parking for Athletics & Netball									25,000			
Nikon Park - Upgraded Lighting to Netball Courts									5,000			
Nikon Park - Widen & Resurface Netball Courts									21,000			
Nikon Park - Interchange Seating #1									22,000			
Nikon Park - Disassembly of Existing Grandstand at #1									5,000			
Nikon Park - Facilities Signage - Internal (excludes entrance)									8,000			
Nikon Park - Security Gates & Feature Signage Wall									12,000			
Nikon Park - Cover over Entry for Wet Weather									8,000			
Nikon Park - Upgraded Bench Seating on #1 Oval Perimeter										30,000		
Nikon Park - PA System on Nikon #1 Oval										30,000		
Nikon Park - Time Keepers Booths & Interchange Benches - Netball										3,500		
Nikon Park - Grandstand at #1 Oval										86,395		
Nikon Park - Upgrades to CCTV										8,000		
Sewerage												
Effluent Reuse Scheme	W1661		30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Refining Sewer Mains	W1781				300,000				300,000			
Treatment Plant (Recycled Water Pump 5m) - Solar PV System Installation			50,000									
Recycled Effluent Trunk Main Duplication	W2370		80,000									
Browns Dam Desilting			35,000									
O'Shannessy Dam Desilting			40,000									
Treatment Plant - Solar PV System Installation				60,000								
Treatment Works - Disinfection					100,000							

Function Budget

Description	Job No.	Note	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30
O'Shanney's Dam - Bank Lining/Stormwater Isolation O'Shanney's Dam - Pump Station, filters & storage cover O'Shanney's Dam - Disinfection O'Shanney's Dam - Disinfection O'Shanney's Dam - Aeration Gardiner St Dam - Pump Station, filters & Storage Cover Reticalation Main from O'Shanney's Dam to Railway Dam Irrigation Network (Removal of Railway Dam) Reticalation Main from Gardiner St Dam to Callaghan Dam Irrigation Network (removal of Callaghan Dam) Treatment Works - Sewer Pump Station Reconditioning Airport Sewer Pump Station - Pump Renewals					40,000							
						25,000						
						60,000						
						12,500						
						25,000						
						70,000						
						70,000		100,000	30,000			
Roads & Transport												
Street Lighting	W1570, 777				20,000		20,000		20,000		20,000	
Sidepath Construction Program	7305, 777		25,000	151,000	170,000	-	-	-	-	-	-	-
Kerb & Gutter Program	7310, 746		120,000	104,000	76,000	80,000	212,000	132,000	-	223,000	221,000	147,000
Footpath/Taxiway Construction Program	7300, 763		621,500	155,000	384,000	125,000	115,000	98,000	63,000	230,000	-	355,600
Rural Unsealed Roads	7360, 740		1,569,000	555,000	610,000	620,000	620,000	645,000	697,500	636,000	160,000	-
Urban Sealed Roads	7330, 740		203,500	238,500	1,243,500	250,000	402,500	254,500	145,000	246,000	289,000	50,000
Urban Unsealed Roads	7331, 740		235,000	175,000	60,000	90,000	187,000	100,000	40,000	80,000	95,000	-
Rural Sealed Roads	7360, 740		2,676,450	1,899,000	342,000	725,000	1,319,000	1,025,000	675,000	250,000	885,000	1,400,000
Regional Roads	7340, 740		880,000	750,000	743,000	787,500	752,500	750,000	805,000	800,000	850,000	850,000
Plant Purchases												
General Plant	7540, 777		764,500	945,948	1,316,120	1,032,440	743,755	1,057,500	1,355,200	1,445,520	1,322,400	1,292,155
Aerodrome												
Taxiway C & E Resealing												
TAF Infrastructure			130,000									
Multi Purpose Building - Plans only			200,000									
Solar PV System Installation				30,000								
Aerodrome Units - Solar PV System Installation				35,000								
Taxiway C Underground Drainage				5,000								
				30,000								
Stormwater Drainage												
Chifley Street Culvert(s)												
Nixon Park & Gardiner St Dam Levee Reinforcement			100,000									
Victoria St U/G Drainage (Railway Yard to Camp St)			25,000									
Airport Rd U/G Drainage (60m Incl road crossing)			15,000									
Chifley Street U/G Drainage (Jeffrey to Culvert)			50,000									
Golden Gate Reserve - Detention Basin/Wetland - Stage 1			70,000									
Victoria St/Frontpark St U/G Drainage			137,852									
Britannia St/Hoskins St Intersection Drainage				100,000								
Gallipoli St (Victoria St to Timmins St)				25,000								
Back Mimosa Rd - Drainage Channel Construction				80,000								
Baker St U/G Drainage (Victoria St to Britannia St)				80,000								
Deleavan Street (Box Culvert)				120,000								
Chifley Street U/G Drainage (Williams to Jeffrey)						80,000						
Victoria St U/G Drainage (Gallipoli St to Melaleuca St)						65,000						
Crowley St/Polaris St - Western drain upgrade					20,000	80,000						
Golden Gate Reserve - Detention Basin/Wetland					30,000	500,000						
Hoskins St U/G Drainage (Parkes to Kitchener)						500,000						
Hoskins Street (Micauley to Achford U/G Drainage)								80,000	750,000			
Austral Street U/G Drainage (Deboost to Aurora St)												
Cemetery												
Burial Plinth												
				85,000			-	90,000		-	50,000	

Function Budget
For the year ended 30 June 2021
Non-Operating Expenditure

Description	Job No.	Note	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30
Ariah Park Cemetery - Water Line Replacement			6,000									
Total Acquisition of Assets			11,120,986	7,743,448	5,829,120	5,312,440	5,336,256	4,347,000	5,088,200	4,497,520	3,815,295	4,209,755
Development of Real Estate												
Staged Development - Affordable Housing Plan - Apollo Place			25,000									
Development of Saleyards Subdivision			1,231,725	2,425,951								
Total Development of Real Estate			1,256,725	2,426,061	-	-	-	-	-	-	-	-
Carrying Amount of Assets Sold												
Plant	3550,886,550	52	173,300	211,600	358,400	303,000	216,000	237,300	265,371	231,068	139,040	252,400
Total Carrying Amount of Assets Sold			173,300	211,600	358,400	303,000	216,000	237,300	265,371	231,068	139,040	252,400
Cost of Real Estate Assets Sold												
Aerodrome Estate	4190	53	222,431	166,823	166,823	656,944	656,944	656,944	656,944	656,944	437,963	
Saleyards Subdivision					656,944	656,944	656,944	656,944	656,944	656,944	437,963	
Total Cost of Real Estate Assets Sold			222,431	166,823	823,767	656,944	656,944	656,944	656,944	656,944	437,963	-
Advance to Long Term Debtors												
Ariah Park Senior Housing			350,000									
Total Advance to Long Term Debtors			350,000	-	-	-	-	-	-	-	-	-
Repayment of Loans												
Depot Purchase Loan	19232,9204,9010		236,257	243,666	251,308	255,150	267,318	275,702	70,266			-
Supported Independent Living Accommodation Loan	19232,9203,9010		117,958	115,904	121,883	123,834	125,939	128,017	130,129	132,276	-	-
Swimming Pool Redevelopment Loan	19232,9205,9010			11,607	47,159	48,348	49,568	50,819	52,102	53,416	54,764	56,147
Total Repayment of Loans			354,215	375,177	420,350	431,432	442,825	454,538	252,497	185,692	54,764	56,147
Transfers to Reserves												
Sewerage Reserve	23000,561,951		244,058	224,011	365,783	410,551	457,853	506,579	555,957	614,773	673,116	734,744
Two Way Radio - Upgrade to Digital	3200,561,951		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Section 34 Contributions	4010,561,951		26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000
Medical Complex Maintenance Reserve	4155,561,951		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Infrastructure Replacement Reserve	3120,561,951		300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Stormwater Management	3400,561,951		48,588	48,588	48,588	48,588	48,588	48,588	48,588	48,588	48,588	48,588
Aerodrome - Airside Maintenance	3510,561,951		34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000
Bundawarra Centre - Construct Bridge over Dam			20,000									
Infrastructure Replacement Reserve - Street Lighting Upgrade	3390,561,951			57,500	57,500	57,500						
Total Transfers to Reserves			697,646	715,099	856,871	901,639	946,941	940,567	993,555	1,046,361	1,106,704	1,168,352
Total Non-Operating Expenditure			14,175,303	11,638,208	8,288,508	7,605,455	7,600,966	6,636,349	7,256,567	6,619,585	5,583,766	5,686,635

Temora Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
INCOME STATEMENT - CONSOLIDATED

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	5,844,274	6,055,438	6,276,086	6,504,455	6,742,307	6,989,645	7,246,549	7,512,938	7,788,810	8,076,093
User Charges & Fees	8,346,442	8,559,810	8,820,875	8,991,979	9,262,828	9,449,055	9,729,517	9,922,801	10,220,936	10,421,474
Interest & Investment Revenue	193,400	197,400	200,400	204,400	208,400	211,400	215,400	219,400	223,400	226,400
Other Revenues	889,628	912,932	927,188	941,439	956,239	971,589	986,938	1,002,834	1,019,280	1,035,726
Grants & Contributions provided for Operating Purposes	8,752,934	7,308,859	7,471,722	7,634,711	7,907,247	8,082,759	8,258,471	8,440,399	8,628,622	8,933,123
Grants & Contributions provided for Capital Purposes	5,683,044	4,814,161	1,305,800	1,019,975	1,155,600	40,000	380,100	85,600	377,395	398,400
Other Income:										
Net gains from the disposal of assets	123,996	129,267	134,564	57,992	112,683	107,255	167,167	143,251	170,106	91,945
Total Income from Continuing Operations	29,833,718	27,977,867	25,136,635	25,354,951	26,345,304	25,851,703	26,984,142	27,327,223	28,428,549	29,183,161
Expenses from Continuing Operations										
Employee Benefits & On-Costs	8,774,464	9,057,696	9,412,396	9,637,616	10,030,043	10,302,623	10,673,304	10,967,106	11,367,810	11,681,395
Borrowing Costs	62,663	60,807	72,955	61,875	50,482	38,768	28,376	24,370	21,665	20,281
Materials & Contracts	5,986,760	5,824,129	5,871,386	5,911,539	6,150,635	6,198,920	6,340,864	6,478,260	6,794,426	6,834,842
Depreciation & Amortisation	5,506,385	5,506,385	5,506,385	5,506,385	5,506,385	5,506,385	5,506,385	5,506,385	5,506,385	5,506,385
Other Expenses	3,232,319	3,084,646	3,079,606	3,153,253	3,314,651	3,307,397	3,389,865	3,468,816	3,645,428	3,640,507
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	23,562,591	23,533,662	23,942,728	24,270,668	25,052,196	25,354,093	25,938,794	26,444,937	27,335,714	27,683,410
Operating Result from Continuing Operations	6,271,127	4,444,205	1,193,907	1,084,283	1,293,108	497,610	1,045,348	882,286	1,092,835	1,499,751
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	6,271,127	4,444,205	1,193,907	1,084,283	1,293,108	497,610	1,045,348	882,286	1,092,835	1,499,751
Net Operating Result before Grants and Contributions provided for Capital Purposes	588,083	(369,956)	(111,893)	64,308	137,508	457,610	665,248	796,686	715,440	1,101,351

Temora Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
BALANCE SHEET - CONSOLIDATED

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS										
Current Assets										
Cash & Cash Equivalents	3,865,804	4,490,320	4,595,542	5,184,850	5,743,484	6,342,198	6,930,159	7,773,153	8,594,484	9,536,419
Investments	7,818,519	8,218,519	9,818,519	11,018,519	12,318,519	13,818,519	15,318,519	17,018,519	19,418,519	21,418,519
Receivables	2,517,682	2,407,310	2,234,513	2,264,462	2,361,562	2,345,372	2,442,754	2,485,862	2,588,741	2,664,958
Inventories	2,664,330	4,908,811	4,094,190	3,439,465	2,797,590	2,143,363	1,495,192	846,712	428,758	430,937
Other	127,936	122,379	124,292	125,790	131,463	131,887	134,984	137,958	144,958	145,286
Total Current Assets	16,984,272	20,147,339	20,867,055	22,033,086	23,362,619	24,781,339	26,321,609	28,262,204	31,175,460	34,196,120
Non-Current Assets										
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	4,560	3,040	1,520	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	222,398,827	224,424,290	224,388,625	223,891,680	223,505,551	222,108,866	221,425,310	220,185,377	218,355,247	216,806,218
Investments Accounted for using the equity method	195,000	195,000	195,000	195,000	195,000	195,000	195,000	195,000	195,000	195,000
Total Non-Current Assets	222,598,387	224,822,330	224,585,145	224,086,680	223,700,551	222,303,866	221,620,310	220,380,377	218,550,247	217,001,218
TOTAL ASSETS	239,592,659	244,769,669	245,452,200	246,119,766	247,063,170	247,085,205	247,941,919	248,642,581	249,725,707	251,197,338
LIABILITIES										
Current Liabilities										
Payables	2,188,888	2,089,233	1,989,436	1,997,915	2,071,927	2,054,164	2,108,608	2,139,103	2,208,537	2,230,449
Income received in advance	259,784	266,443	274,192	279,399	287,440	293,102	301,429	307,305	316,159	322,255
Borrowings	374,196	419,352	430,418	441,794	453,490	461,433	478,019	488,036	501,147	515,563
Provisions	4,242,797	4,242,797	4,242,797	4,242,797	4,242,797	4,242,797	4,242,797	4,242,797	4,242,797	4,242,797
Total Current Liabilities	7,065,666	7,017,825	6,936,843	6,961,905	7,055,653	6,841,495	6,870,853	6,777,241	6,823,640	6,853,064
Non-Current Liabilities										
Payables	821	819	844	859	897	911	940	963	1,005	1,022
Borrowings	1,934,759	2,715,406	2,284,988	1,843,194	1,389,704	1,138,272	920,253	832,218	776,068	718,507
Provisions	37,203	37,203	37,203	37,203	37,203	37,203	37,203	37,203	37,203	37,203
Total Non-Current Liabilities	1,972,783	2,753,428	2,323,035	1,881,256	1,427,803	1,176,387	958,396	870,384	814,276	756,731
TOTAL LIABILITIES	9,038,448	9,771,254	9,259,878	8,843,161	8,483,457	8,017,882	7,829,248	7,647,625	7,637,916	7,609,796
Net Assets	230,554,210	234,998,415	236,192,322	237,276,605	238,569,713	239,067,323	240,112,670	240,994,956	242,087,791	243,587,542
EQUITY										
Retained Earnings	104,039,210	108,483,415	109,677,322	110,761,605	112,054,713	112,552,323	113,597,670	114,479,956	115,572,791	117,072,542
Revaluation Reserves	126,515,000	126,515,000	126,515,000	126,515,000	126,515,000	126,515,000	126,515,000	126,515,000	126,515,000	126,515,000
Council Equity Interest	-	-	-	-	-	-	-	-	-	-
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-
Total Equity	230,554,210	234,998,415	236,192,322	237,276,605	238,569,713	239,067,323	240,112,670	240,994,956	242,087,791	243,587,542

Temora Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
CASH FLOW STATEMENT - CONSOLIDATED

Cash Flows from Operating Activities

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Receipts:										
Rates & Annual Charges	5,837,786	6,047,838	6,268,134	6,496,222	6,733,721	6,980,707	7,237,255	7,503,292	7,778,812	8,065,564
User Charges & Fees	8,204,135	8,534,662	8,790,090	8,971,832	9,230,889	9,427,127	9,696,444	9,900,042	10,185,780	10,397,860
Interest & Investment Revenue Received	190,811	194,224	190,509	194,250	198,749	202,146	203,193	207,624	206,654	212,506
Grants & Contributions	14,476,546	12,265,303	8,989,765	8,667,928	9,025,676	8,180,614	8,606,888	8,532,964	8,976,539	9,311,547
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-
Other	900,996	923,605	944,121	941,984	953,006	975,707	984,138	1,002,820	1,016,634	1,033,517
Payments:										
Employee Benefits & On-Costs	(8,748,555)	(9,052,632)	(9,405,842)	(9,633,839)	(10,022,761)	(10,297,921)	(10,666,559)	(10,962,026)	(11,360,508)	(11,875,970)
Materials & Contracts	(5,857,767)	(5,862,588)	(5,857,717)	(5,896,633)	(6,104,643)	(6,194,820)	(6,314,799)	(6,454,034)	(6,740,012)	(6,830,775)
Borrowing Costs	(55,083)	(51,547)	(77,658)	(66,701)	(55,436)	(43,853)	(31,196)	(26,815)	(22,652)	(20,910)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	(3,232,319)	(3,084,646)	(3,079,606)	(3,153,253)	(3,314,651)	(3,307,397)	(3,389,865)	(3,468,816)	(3,645,428)	(3,640,507)
Net Cash provided (or used in) Operating Activities	11,716,550	9,914,238	6,761,795	6,521,789	6,644,550	5,922,310	6,325,500	6,235,049	6,395,817	6,852,932
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	600,000	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	375,000	281,250	1,026,477	745,227	745,227	745,227	745,227	745,227	496,818	-
Sale of Infrastructure, Property, Plant & Equipment	144,727	226,440	290,254	272,709	240,400	256,272	344,255	286,036	250,291	344,345
Deferred Debtors Receipts	357,270	1,520	1,520	1,520	1,520	-	-	-	-	-
Payments:										
Purchase of Investment Securities	-	(400,000)	(1,600,000)	(1,200,000)	(1,300,000)	(1,500,000)	(1,500,000)	(1,700,000)	(2,400,000)	(2,000,000)
Purchase of Infrastructure, Property, Plant & Equipment	(11,145,099)	(7,798,674)	(5,955,472)	(5,321,519)	(5,331,269)	(4,371,606)	(5,075,587)	(4,505,301)	(3,833,556)	(4,199,197)
Purchase of Real Estate Assets	(1,256,725)	(2,426,061)	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	(350,000)	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(11,274,827)	(10,115,525)	(6,237,221)	(5,502,063)	(5,644,122)	(4,870,107)	(5,486,105)	(5,174,038)	(5,486,447)	(5,854,852)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	1,000,000	1,200,000	-	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	(324,544)	(374,688)	(419,851)	(430,926)	(442,311)	(454,015)	(251,966)	(185,153)	(88,037)	(56,147)
Net Cash Flow provided (used in) Financing Activities	675,456	825,312	(419,851)	(430,926)	(442,311)	(454,015)	(251,966)	(185,153)	(88,037)	(56,147)
Net Increase/(Decrease) in Cash & Cash Equivalents	1,117,179	624,025	104,723	588,800	558,117	598,188	587,429	875,859	821,333	941,934
plus: Cash, Cash Equivalents & Investments - beginning of year	2,718,832	3,836,012	4,460,036	4,564,759	5,153,559	5,711,676	6,309,864	6,897,293	7,773,152	8,594,485
Cash & Cash Equivalents - end of the year	3,836,012	4,460,036	4,564,759	5,153,559	5,711,676	6,309,864	6,897,293	7,773,152	8,594,485	9,536,418

Cash & Cash Equivalents - end of the year

Investments - end of the year

Cash, Cash Equivalents & Investments - end of the year

3,836,012	4,460,036	4,564,759	5,153,559	5,711,676	6,309,864	6,897,293	7,773,152	8,594,485	9,536,418
7,818,519	8,218,519	9,618,519	11,018,519	12,318,519	13,818,519	15,318,519	17,018,519	19,418,519	21,418,519
11,654,530	12,678,555	14,383,278	16,172,078	18,030,195	20,128,383	22,215,812	24,791,671	28,013,004	30,954,937

Temora Shire Council

10 Year Financial Plan for the Years ending 30 June 2030

EQUITY STATEMENT - CONSOLIDATED

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance	224,283,083	230,554,210	234,998,415	236,192,322	237,276,605	238,569,713	239,067,323	240,112,670	240,994,956	242,087,791
Adjustments to opening balance										
Restated Opening Balance	224,283,083	230,554,210	234,998,415	236,192,322	237,276,605	238,569,713	239,067,323	240,112,670	240,994,956	242,087,791
Net Operating Result for the Year	6,271,127	4,444,205	1,193,907	1,084,283	1,293,108	497,610	1,045,348	882,286	1,092,835	1,499,751
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-
Restated Net Operating Result for the Year	6,271,127	4,444,205	1,193,907	1,084,283	1,293,108	497,610	1,045,348	882,286	1,092,835	1,499,751
Current Year Income & Expenses Recognised direct to Equity										
- Transfers to/(from) Asset Revaluation Reserve	-	-	-	-	-	-	-	-	-	-
- Transfers to/(from) Other Reserves	-	-	-	-	-	-	-	-	-	-
- Other Income/Expenses recognised	-	-	-	-	-	-	-	-	-	-
- Other Adjustments	-	-	-	-	-	-	-	-	-	-
Net Income Recognised Directly in Equity	-	-	-	-	-	-	-	-	-	-
Total Recognised Income & Expenses	6,271,127	4,444,205	1,193,907	1,084,283	1,293,108	497,610	1,045,348	882,286	1,092,835	1,499,751
Distributions to/(Contributions from) Minority Interests	-	-	-	-	-	-	-	-	-	-
Transfers between Equity	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	230,554,210	234,998,415	236,192,322	237,276,605	238,569,713	239,067,323	240,112,670	240,994,956	242,087,791	243,587,542

Reconciliation of Proposed Adjustments

2020/21 Budget

Budget (Surplus) / Deficit presented to Budget Workshop 20.4.2020	(43,777)
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Agreed Adjustments

Youth Wages - previously overstated	Reduced expenditure	(13,143)
Ariah Park Pool - Reduce Pool Committee contribution	Reduced Income	10,000
Insurance Cost Increase	Increased expenditure	32,638
Health Administration Income - reduce to zero	Reduced income	2,870
Youth Program	Reduced expenditure	(10,000)
LCMA Landcare Fund	Reduced expenditure	(5,000)
Sporting Walk of Honour	Reduced expenditure	(5,000)
Cultural Expenditure - Imagine Temora sub-committees	Reduced expenditure	(15,000)
Street Lighting Internal Loan from Infrastructure Fund	Reduced expenditure	(230,000)
Caravan Parks Income	Reduced Income	46,100
Caravan Parks Expenditure	Reduced expenditure	(23,998)
Bundawarra Centre - LED Lighting Upgrade	Moved to 2021-22	(7,000)
Town Hall - Theatrical Backdrop	Reduced expenditure	(4,000)
Christmas Decorations - Upgrade/Replace	Removed allocation	(15,500)
Christmas Decorations Revote	Removed allocation	14,500
Wattle Street, Seg 1 Resheet	Moved to 2022-23	(60,000)
Wattle Street Revote	Moved to 2022-23	30,000
Reception Area Renovation - Plans Only	Removed allocation	(15,000)
Reception Area Revote	Removed allocation	15,000
Chambers Technology Upgrade	Moved to 2021-22	(25,000)
Temora Cemetery Burial Plinth	Moved to 2021-22	(85,000)
Britannia St/Hoskins St Intersection Drainage	Moved to 2022-23	(25,000)
Hillview Park - Solar Lighting Installation	Removed allocation	(25,000)
Ariah Park Rec Playground Swing Set	Moved to 2022-23	(4,500)
Bundawarra Centre Footpath	Item Added	15,200
Bundawarra Centre K&G	Item Added	1,000
Thanowring Rd, Seg 2 Widen Reseal	Item Added	200,000

Proposed Late Adjustments

Hoskins St, Tables & Chairs	Item Added	15,000
Wellman St, Seg 2 & 3 K&G	Removed allocation	(36,000)
Wellman St, Seg 2 & 3 K&G - Contribution from Landowners	Removed allocation	14,400
Wellman St, Seg 2 & 3 Widen & Reseal	Removed allocation	(80,000)

Revised Budget (Surplus) / Deficit**(331,210)**

13.5 EMERGENCY SERVICES LEVY INCREASE FUNDING ASSISTANCE

File Number: REP20/497
Author: Director of Administration & Finance
Authoriser: Director of Administration & Finance
Attachments: Nil

REPORT

The NSW Government has announced a \$395 million economic stimulus package for local Councils as part of its response to the COVID-19 crisis. There are three components to the stimulus package:

- Council Job Retention Allowance
- Funding to meet Council's increase in the Emergency Services Levy for 2020/2021
- Greater access to TCorp Loans

This stimulus package provides \$32.76 million to meet the increase in the Emergency Services Levy (ESL) for all NSW Councils for 2020-2021. Councils will still be required to pay the emergency services levy, and the relief will be paid by the OLG as a grant equivalent to the increase in their ESL. For Temora Shire Council, the amount of this increase is \$136,321.99 (from \$350,158.60 in 2019/2020 to \$486,480.59 in 2020/2021). The budgetary impact of not accepting this funding is to reduce our budget surplus from the \$331,210 to \$194,888.

While it is not entirely clear in the information available from the OLG, it appears that eligibility for the funding is dependent on Council making a commitment to support their Joint Organisation for a period of two years. Councils who are not currently a member of a JO will be eligible for funding as long as they meet other criteria (which is not specified in the documentation from the OLG).

RESOLUTION 138/2020

Moved: Cr Graham Sinclair
Seconded: Cr Dale Wiencke

It was resolved that Council notes the report and consider the implications of this funding upon clarification of the conditions of the funding.

AND FURTHER

Council makes formal urgent and strong representations with State Member for Cootamundra Ms Steph Cooke.

CARRIED

Report by Elizabeth Smith

At 5:29 pm, Cr Dennis Sleight returned to the meeting.

13.6 QUARTERLY BUDGET REVIEW - 31 MARCH 2020**File Number:** REP20/502**Author:** Executive Assistant**Authoriser:** General Manager**Attachments:** 1. Quarterly Budget Review [!\[\]\(c694a3ff3b077d76910920a6a1593ab4_img.jpg\) !\[\]\(42fc53a13f008e5bbf67aee5111990a5_img.jpg\)](#)**RESOLUTION 139/2020**

Moved: Cr Max Oliver

Seconded: Cr Lindy Reinhold

It was resolved that Council adopts the Quarterly Budget Review to the 31 March 2020.

CARRIED***Report by Elizabeth Smith***

Temora Shire Council

Quarterly Budget Review Statement
for the period 01/01/20 to 31/03/20

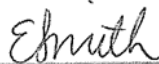
Report by Responsible Accounting Officer

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

31 March 2020

It is my opinion that the Quarterly Budget Review Statement for Temora Shire Council for the quarter ended 31/03/20 indicates that Council's projected financial position at 30/6/20 will be satisfactory at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

Signed:



date: 14.5.2020 .

Elizabeth Smith
Responsible Accounting Officer

Temora Shire Council

Quarterly Budget Review Statement

for the period 01/01/20 to 31/03/20

Income & Expenses Budget Review Statement

Budget review for the quarter ended 31 March 2020

Income & Expenses - Council Consolidated

(\$'000's)	Original Budget 2019/20	Approved Changes			Revised Budget 2019/20	Variations for this Mar Qtr	Notes	Projected Year End Result	Actual YTD figures
		Sep QBRs	Dec QBRs	Mar QBRs					
Income									
Rates and Annual Charges	5,664,411				5,664,411			5,664,411	5,602,379
User Charges and Fees	7,142,423				7,142,423			7,142,423	6,490,090
Interest and Investment Revenues	179,400				179,400			179,400	154,320
Other Revenues	975,714				975,714	490,000	2	1,465,714	1,301,094
Grants & Contributions - Operating	6,979,894	(1,586,735)	470,286		5,863,445			5,863,445	5,149,290
Grants & Contributions - Capital	8,024,726		996,484		9,021,210	(4,176,151)	1	4,845,059	1,729,606
Net gain from disposal of assets	77,113				77,113			77,113	243,175
Total Income from Continuing Operations	29,043,681	(1,586,735)	1,466,770	-	28,923,716	(3,686,151)		25,237,565	20,669,954
Expenses									
Employee Costs	7,556,185		162,562		7,718,747			7,718,747	6,406,830
Borrowing Costs	54,170				54,170			54,170	29,430
Materials & Contracts	5,222,332		253,938		5,476,270			5,476,270	4,698,292
Depreciation	5,054,975				5,054,975	301,822	3	5,356,797	4,017,598
Other Expenses	2,822,464	67,190			2,889,654			2,889,654	2,342,667
Net Loss from disposal of assets					-			-	-
Total Expenses from Continuing Operations	20,710,126	67,190	416,500	-	21,193,816	301,822		21,495,638	17,494,817
Net Operating Result from Continuing Operation	8,333,555	(1,653,925)	1,050,270	-	7,729,900	(3,987,973)		3,741,927	3,175,137
Discontinued Operations - Surplus/(Deficit)					-			-	
Net Operating Result from All Operations	8,333,555	(1,653,925)	1,050,270	-	7,729,900	(3,987,973)		3,741,927	3,175,137
Net Operating Result before Capital Items	308,829	(1,653,925)	53,786	-	(1,291,310)	188,178		(1,103,132)	1,445,531

This statement forms part of Council's Quarterly Budget Review Statement (QBRs) for the quarter ended 31/03/2020 and should be read in conjunction with the total QBRs report

Quarterly Budget Review Statement
for the period 01/01/20 to 31/03/20

Budget Variations being recommended include the following material items:

[illegible]

Quarterly Budget Review Statement for the period 01/01/20 to 31/03/20									
Tenora Shire Council									
Capital Budget Review Statement									
Budget review for the quarter ended 31 March 2020									
Capital Budget - Council Consolidated									
(\$000's)	Original Budget 2019/20	Approved Changes Sep QBRs	Dec QBRs	Mar QBRs	Revised Budget 2019/20	Variations for this Mar Qtr	Projected Year End Result	Actual YTD figures	
Capital Expenditure									
New Assets									
- Plant & Equipment	16,000	3,270			3,270	4,530	7,800	7,800	
- Office Equipment	15,000	3,759	80,000		99,759		99,759	99,759	
- Furniture & Fittings					15,000		15,000	1,355	
- Infrastructure									
Land & Buildings	753,900	84,478	470,490		1,308,868	3,667	1,312,535	581,871	
Other Structures/Swimming Pools/Open Space & Recreational	75,000	22,663	75,570		173,233	22,492	195,725	63,875	
Roads, Bridges, Footpaths	554,708		45,000		599,708		599,708	194,638	
Stormwater Drainage	5,000				5,000		5,000		
Other Infrastructure					96,500		96,500		
Sewerage Network	50,000				50,000		50,000	20,000	
- Leasehold Improvements	5,300				5,300		5,300	5,300	
- Other Assets	89,500		10,000		99,500		99,500	33,696	
Renewal Assets (Replacement)									
- Plant & Equipment	948,000		29,450		977,450		977,450	838,131	
- Office Equipment	102,500				102,500	6,093	108,593	81,645	
- Furniture & Fittings									
- Land Improvements	105,500				105,500	9,499	114,999	109,663	
- Infrastructure									
Land & Buildings	969,000	258,622	171,871		1,399,493	30,072	1,429,565	781,254	
Other Structures/Swimming Pools/Open Space & Recreational	400,378	33,433	16,150		449,961	28,624	478,585	360,133	
Roads, Bridges, Footpaths	3,344,600		969,893		4,314,493	294,215	4,608,708	2,252,902	
Stormwater drainage	761,787		4,921		766,708	24,129	790,837	560,783	
Sewerage Network	87,000				87,000		87,000	46,872	
Other Infrastructure	4,781,364		8,267		4,789,631	10,298	4,799,929	487,576	
- Leasehold Improvements			9,485		9,485	1,181	10,666	10,666	
- Other Assets	16,000				16,000		16,000	1,484	
Loan Repayments (Principal)	229,072				229,072		229,072	171,139	
Development of Real Estate	100,000				100,000		100,000	11,891	
Carrying Amount of Assets Sold	161,036				161,036		161,036	33,947	
Cost of Real Estate Assets Sold	178,004				178,004		178,004	177,634	
Transfers to Reserves	707,542				707,542		707,542	3,967,188	
Total Capital Expenditure	14,456,191	406,225	1,987,597	-	16,850,013	434,800	17,284,813	10,901,202	
Capital Funding									
Rates & Other United Funding	4,870,691	406,225	991,113		6,268,029	434,800	6,702,829	6,287,234	
Capital Grants & Contributions	8,024,726		996,484		9,021,210		9,021,210	1,729,606	
Reserves:									
- External Restrictions/Reserves	190,571				190,571		190,571	52,885	
- Internal Restrictions/Reserves	246,050				246,050		246,050	2,528,243	
New Loans	700,000				700,000		700,000		
Receipts from Sale of Assets									
- Plant & Equipment	138,182				138,182		138,182	50,486	
- Real Estate Assets Held for Resale	277,971				277,971		277,971	252,748	
Repayments by Long Term Debtors	8,000				8,000		8,000		
Total Capital Funding	14,456,191	406,225	1,987,597	-	16,850,013	434,800	17,284,813	10,901,202	
Net Capital Funding - Surplus/(Deficit)	-	-	-	-	-	-	-	(0)	

This statement forms part of Council's Quarterly Budget Review Statement (QBRs) for the quarter ended 31/03/2020 and should be read in conjunction with the total QBRs report

Quarterly Budget Review Statement
for the period 01/01/20 to 31/03/20

Budget Variations being recommended include the following material items:

[illegible]

Quarterly Budget Review Statement
for the period 01/01/20 to 31/03/20

Temora Shire Council

Cash & Investments Budget Review Statement

Budget review for the quarter ended 31 March 2020

Cash & Investments - Council Consolidated

(\$'000's)

	Original Budget 2019/20	Approved Changes		Revised Budget 2019/20	Variations for this Mar Qtr	Projected Year End Result	Actual YTD figures
		Sep QBRs	Dec QBRs				
Externally Restricted ⁽¹⁾							
Sewerage Services	1,697,093			1,697,093		1,697,093	1,903,311
Domestic Waste Management	804,244			804,244		804,244	1,182,322
Pinnacle Unexpended Grants (including leave entitlements)	1,481,632			1,481,632		1,481,632	1,441,647
Stormwater Drainage & Flood Studies	153,622			153,622		153,622	153,787
S94 Contributions	31,341			31,341		31,341	120,529
Unspent Drought Funding							369,815
Total Externally Restricted	4,167,932	-	-	4,167,932	-	4,167,932	5,171,411
(1) Funds that must be spent for a specific purpose							
Internally Restricted ⁽²⁾							
Airport Hanger Driveway & Retaining Walls	29,090			29,090		29,090	33,819
Airside Maintenance							
Ariah Park Youth Hall Revote	140,713			140,713		140,713	126,061
Computer Upgrade	35,000			35,000		35,000	31,250
Digital Two Way Radio	324,774			324,774		324,774	1,758,014
Employee Leave Entitlements	312,723			312,723		312,723	306,754
Gravel Royalty	197,603			197,603		197,603	197,603
Industrial Development	793,571			793,571		793,571	775,116
Infrastructure - Airpark Estate							4,513
Infrastructure - Innovation Fund							
Izumizaki Donation	2,152			2,152		2,152	2,152
Lake Centenary - Repair Bank Erosion and Sand							
Local Roads	215,302			215,302		215,302	606,978
Mapinfo/GIS Upgrades	17,700			17,700		17,700	17,700
Medical Complex	48,192			48,192		48,192	5,650
Mobile Stage							
Other Waste Management	39,668			39,668		39,668	669,233
Plant & Vehicle	124,013			124,013		124,013	489,666
Revotes & Unspent Grants	748,709			748,709		748,709	843,184
Roads Reserve	1,121,398			1,121,398		1,121,398	10,000
Sports Council Requirements	10,000			10,000		10,000	
Temora West Sportsground Dressing Shed & Toilets Revote							
Youth Hospitality	10,642			10,642		10,642	14,472
Total Internally Restricted	4,171,250	-	-	4,171,250	-	4,171,250	5,892,165
(2) Funds that Council has earmarked for a specific purpose							
Unrestricted (ie. available after the above Restrictions)	-	-	-	-	-	-	418,506
Total Cash & Investments	8,339,182	-	-	8,339,182	-	8,339,182	11,482,082

This statement forms part of Council's Quarterly Budget Review Statement (QBRs) for the quarter ended 31/03/2020 and should be read in conjunction with the total QBRs report

Temora Shire Council

Quarterly Budget Review Statement
for the period 01/01/20 to 31/03/20

Cash & Investments Budget Review Statement**Investments**

Investments have been invested in accordance with Council's Investment Policy.

Cash

The Cash at Bank figure included in the Cash & Investment Statement totals \$676,080

This Cash at Bank amount has been reconciled to Council's physical Bank Statements.
The date of completion of this bank reconciliation is 31/03/20

Reconciliation Status

The YTD Cash & Investment figure reconciles to the actual balances held as follows:		\$ 000's
Cash at Bank (as per bank statements)		706,666
Investments on Hand		10,806,002
less: Unpresented Cheques & EFTs	(Timing Difference)	(142)
less: Unpresented Direct Debits	(Timing Difference)	(31,368)
less: Creditor Payment Rejected	(Timing Difference)	(155)
add: Undeposited Funds	(Timing Difference)	1,079
less: Identified Deposits (not yet accounted in Ledger)	(Require Actioning)	
add: Identified Outflows (not yet accounted in Ledger)	(Require Actioning)	
less: Unidentified Deposits (not yet actioned)	(Require Investigation)	
add: Unidentified Outflows (not yet actioned)	(Require Investigation)	
Reconciled Cash at Bank & Investments		11,482,082
Balance as per Review Statement:		11,482,082
Difference:		0

Recommended changes to revised budget

Budget Variations being recommended include the following material items:

Notes Details

Temora Shire Council

Contracts Budget Review Statement

Budget review for the quarter ended 31 March 2020

Part A - Contracts Listing - contracts entered into during the quarter

Contractor	Contract detail & purpose	Contract Value	Start Date	Duration of Contract	Budgeted (Y/N)	Notes
Nil						

Quarterly Budget Review Statement
for the period 01/01/20 to 31/03/20

Notes:

1. Minimum reporting level is 1% of estimated income from continuing operations of Council or \$50,000 - whatever is the lesser.
2. Contracts listed are those entered into during the quarter being reported and exclude contractors on Council's Preferred Supplier list.
3. Contracts for employment are not required to be included.

This statement forms part of Council's Quarterly Budget Review Statement (QBRS) for the quarter ended 31/03/2020 and should be read in conjunction with the total QBRS report

Quarterly Budget Review Statement
for the period 01/01/20 to 31/03/20

Consultancy & Legal Expenses Overview

Expense	YTD Expenditure (Actual Dollars)	Budgeted (Y/N)
Consultancies	Nil	
Legal Fees	14,832	Y

A consultant is a person or organisation engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision making by management. Generally it is the advisory nature of the work that differentiates a consultant from other contractors.

Expenditure included in the above YTD figure but not budgeted includes:

This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. There are approximately 20 lines visible. The paper appears to be a standard notebook page.

Temora Shire Council
 Budgeted Capital Expenditure
 For the Year Ended 30th June 2020
 As at 31st March 2020

Description	Original Budget	Approved Sub-Vote	Total Approved Budget	Actual YTD	Est. Remainder of Year	Revised Estimate	Variance this Quarter
Council Buildings							
Library - Local Special Projects	7,500		7,500		7,500	7,500	
Administration Building - 30Kw Solar System	50,000		50,000	33,696	16,304	50,000	
Administration Building - Plan Reception Area Renovations	20,000		20,000		20,000	20,000	
Ergonomic Furniture	15,000		15,000	1,355	13,645	15,000	
Bundawarra Centre - Virtual Tour	8,000		8,000		8,000	8,000	
Bundawarra Centre - Construct Bridge over Dam	22,000		22,000		22,000	22,000	
Bundawarra Centre - Implement Tourist Signage Study	10,000		10,000		10,000	10,000	
Bundawarra Centre - VIC Renovation/design changes		2,273	2,273	2,273	0	2,273	
Bundawarra Centre - Upgrade Access to Card System	9,000		9,000		9,000	9,000	
Bundawarra Centre - Landscape Forecourt & Signage	8,000		8,000		8,000	8,000	
Bundawarra Centre - Ambulance Museum Plans & Studies	20,000		20,000		20,000	20,000	
Bundawarra Centre - Museum Machinery Shed		263	263	263	0	263	
NRCC House Pinnacle - Internal Painting	21,000		21,000	18,760	2,240	21,000	
NRCC House Library - Internal Painting	14,000		14,000		14,000	14,000	
NRCC House - Outdoor Reading Room/Access Steps	90,000		90,000		90,000	90,000	
Platform Y - Airconditioner for Main Hall	5,300		5,300	5,300	0	5,300	
Recreation Centre - Signage Upgrade	5,000		5,000	4,425	575	5,000	
Recreation Centre - Swimming Pool Redevelopment		8,305	8,305	8,305	0	8,305	
Recreation Centre - Upgrade Entrance - DF2			0	660	0	660	660
Town Hall Refurbishment	425,000		425,000	108,051	316,949	425,000	
Town Hall Main Hall Refurbishment - SCCF Round 1		1,400	1,400	1,400	0	1,400	
Town Hall Foyer Development	0	225,755	225,755	227,036	(0)	227,036	1,281
Town Hall Electrical Upgrade	0	36,447	36,447	36,446	0	36,447	
Village/Locality Signage Update	38,000		38,000		38,000	38,000	
Update Christmas Decorations	16,000		16,000	1,484	14,516	16,000	
Supported Independent Living Accommodation	700,000		700,000	25,509	674,491	700,000	
Medical Complex Automatic Doors	0	6,592	6,592	6,592	0	6,592	
Medical Complex - Install Solar Panels			0	28,131	0	28,131	28,131
New Depot Purchase	0	121,815	121,815	122,198	(0)	122,198	383
Ariah Park Swimming Pool - Chlorinator & Concrete		29,450	29,450	29,450	0	29,450	
Ariah Park Swimming Pool - Upgrade Changerooms		25,000	25,000	700	24,300	29,451	
Pinnacle House - Aurora Street		430,617	430,617	433,901	(0)	433,901	3,284
Railway Station - Kitchen Upgrade		9,485	9,485	10,666	(0)	10,666	1,181
Springdale Hall - Building Repairs, Bushfire Protection, BBQ - DF R1		25,500	25,500		25,500	25,500	
Apollo Place Fencing - Drought Funding R1		35,000	35,000		35,000	35,000	
Arts Precinct - Fence & Building Repairs - Drought Funding R1		59,000	59,000		59,000	59,000	
Pinnacle Leeton - Freezer			0	4,530	0	4,530	4,530
Technology							
Computer Purchases	27,500		27,500	6,542	20,958	27,500	
Internal Audit Online Portal		80,000	80,000	80,000	0	80,000	
Implement Inspection Reporting Module	15,000		15,000		15,000	15,000	
Theatre to Council IT System & CCTV Upgrade	6,000	13,759	19,759	19,759	0	19,759	
Webcasting Equipment & Software - Audio Only	10,000		10,000		10,000	10,000	
Website Upgrade	20,000		20,000	15,500	4,500	20,000	
Civica Upgrade to v7.1	55,000		55,000	53,510	1,490	55,000	
Town Hall Theatre - Electronic Poster Units	0	3,270	3,270	3,270	0	3,270	
Pinnacle Computer Purchases			0	1,903	0	1,903	1,903
VIC New Phone System			0	4,190	0	4,190	4,190
Parks & Gardens							
Temora Town Entrance Beautification Project	100,000		100,000	109,499	(0)	109,499	9,499
Lake Centenary - Replace Play Equipment & Flying Fox	120,000		120,000	148,246	0	148,246	28,246
Lake Centenary - Off Leash Area	0	4,519	4,519	4,519	(0)	4,519	
Lake Centenary - Landscaping - Drought Funding R1		10,000	10,000		10,000	10,000	
Gloucester Park - Install Flying Fox	0	17,680	17,680	31,923	(0)	31,923	14,243
CMCA Free Camp Establishment - Pinney Park	0		0	8,249	0	8,249	8,249
Sporting Grounds							
Bob Aldridge Park - Top Dressing & Drainage	2,500		2,500		2,500	2,500	
Ariah Park Recreation Ground - Drainage Pipes & Structures	20,000		20,000	512	19,488	20,000	
Ariah Park Recreation Ground - Painting/Electrical/Guttering	35,000		35,000	12,296	22,704	35,000	
Ariah Park Recreation Ground - Skate Park Upgrade	1,378	2,711	4,089	4,089	0	4,089	
Ariah Park Recreation Ground - Dump Point - Drought Funding R1		30,500	30,500		30,500	30,500	
Ariah Park Recreation Ground - Kiosk Upgrade - Drought Funding R1		48,000	48,000	23,591	24,409	48,000	
Ariah Park Recreation Ground - Footpath & Landscaping - DF R1		10,000	10,000	341	9,659	10,000	
The Oval Resurface Netball Courts	156,000	38,567	194,567	194,945	(0)	194,945	378
Temora Tennis Courts - Resurface 4 Courts (SCCD Project)	80,000		80,000	124	79,876	80,000	
Nixon Park - Top Dressing & Reshape Nixon #2	3,000		3,000	163	2,837	3,000	
Nixon Park - Cricket Storage	23,900		23,900		23,900	23,900	
Nixon Park - Aussie Rules Club House Upgrade	364,000		364,000	314,791	49,209	364,000	
Nixon Park - Play Equipment, Softfall & Fencing	15,000	423	15,423	15,423	(0)	15,423	
Nixon Park - Diversion of vehicle egress	10,000		10,000	3,486	6,514	10,000	

Temora Shire Council
 Budgeted Capital Expenditure
 For the Year Ended 30th June 2020
 As at 31st March 2020

Description	Original Budget	Approved Sub-Vote	Total Approved Budget	Actual YTD	Est. Remainder of Year	Revised Estimate	Variance this Quarter
Temora West Sports Ground - Drainage Pipes & Structures	0	611	611	341	270	611	
Nixon Park Upgrades - Rugby League Club	0	526	526	526	(0)	526	
Sewerage							
Effluent Re-use Scheme	30,000		30,000	10,513	19,487	30,000	
French St - Lift Pump Replacement	50,000		50,000	31,250	18,750	50,000	
Airport Pump Station - Telemetry	50,000		50,000	20,000	30,000	50,000	
Temora Recreation ground - Irrigation Extension to Hill Area	7,000		7,000	5,109	1,891	7,000	
Roads & Transport							
Plant Purchases	948,000		948,000	808,681	139,319	948,000	
Kerb & Gutter Program	177,050		177,050	60,438	116,612	177,050	
Footpath Construction Program/Taxirank	377,658		377,658	129,886	247,772	377,658	
Rural Unsealed Roads	487,500	744,312	1,231,812	1,526,027	0	1,526,027	294,215
Urban Sealed Roads	395,700		395,700	310,016	85,684	395,700	
Urban Unsealed Roads	30,000		30,000	3,127	26,873	30,000	
Rural Sealed Roads	1,691,400		1,691,400	134,799	1,556,601	1,691,400	
Regional Roads	740,000		740,000	278,934	461,066	740,000	
Coolamon St Central Island Upgrade - SCCF2 & Drought Funding R1		200,000	200,000		200,000	200,000	
Narraburra Street Sealing to Standpipe - Drought Funding R1		35,000	35,000	3,973	31,027	35,000	
Stormwater Drainage							
Austral St U/G Drainage (DeBoos to Aurora St)	5,000		5,000		5,000	5,000	
Roads Drainage	0	30,502	30,502	54,631	0	54,631	24,129
Aerodrome							
Runway 18/36 Reconstruction	3,286,175	(9,215)	3,276,960	378,654	2,885,904	3,264,558	(12,402)
Main Airport Apron Reconstruction	912,997		912,997	12,367	900,630	912,997	
Arterial Drainage Upgrade	761,787		761,787	506,152	255,635	761,787	
Taxiway C & D Reconstruction	274,000		274,000	13,670	260,330	274,000	
Aerodrome Upgrades Project Management		5,714	5,714	18,116	0	18,116	12,402
Taxiway F & G Initial Sealing	118,192		118,192	4,668	113,524	118,192	
Resealing of Taxiways (C & E)	130,000		130,000	160	129,840	130,000	
Multi Purpose Building - Plans only	10,000		10,000		10,000	10,000	
Aerodrome Upgrades Project Management		3,501	3,501		3,501	3,501	
Security Fencing		40,000	40,000	2,907	37,093	40,000	
Temora Agricultural Innovation Centre							
Irrigation Lines - Supply & Installation - Drought Funding R1		66,000	66,000		66,000	66,000	
Cemetery							
Heavy Patching & Resealing of Internal Road	50,000		50,000	37,890	12,110	50,000	
Northern Drainage		8,267	8,267	8,267	(0)	8,267	
Aluminium Powder Coated Bollards			0	10,298	0	10,298	10,298
Development							
Apollo Place	40,000		40,000	5,174	34,826	40,000	
Saleyards Subdivision	60,000		60,000	6,718	53,282	60,000	
Transfer to Reserves							
Sewerage Reserve	278,864		278,864	348,082	(69,218)	278,864	
Two Way Radio - Upgrade to Digital	15,000		15,000	11,250	3,750	15,000	
Section 94 Contributions	26,000		26,000	95,188	(69,188)	26,000	
Waste Reserves			0	213,288	(213,288)	0	
Roads Reserve			0	289,909	(289,909)	0	
Plant Reserves			0	463,521	(463,521)	0	
Gravel Royalties			0	1,031	(1,031)	0	
Medical Complex Maintenance Reserve	10,000		10,000		10,000	10,000	
Infrastructure Replacement Reserve	300,000		300,000	286,025	13,975	300,000	
Stormwater Management	48,588		48,588	15,182	33,406	48,588	
Aerodrome - Airside Maintenance	29,090		29,090	33,819	(4,729)	29,090	
Leave Reserve			0	1,433,240	(1,433,240)	0	
Local Roads Reserve			0	403,008	(403,008)	0	
Youth Team Surplus			0	3,830	(3,830)	0	
Drought Funding			0	369,815	(369,815)	0	
	13,888,079	2,401,549	16,289,628	10,518,482	6,205,945	16,724,428	434,800

14 CORRESPONDENCE**14.1 REVIEW OF RIVERINA JOINT ORGANISATION & RIVERINA EASTERN ORGANISATION OF COUNCILS OPERATIONS****File Number:** REP20/528**Author:** Executive Assistant**Authoriser:** General Manager**Attachments:** 1. Review of JO & REROC Operations  **REPORT**

Advising of a review of Riverina JO and REROC operations and recommending several resolutions in relation to a proposed way forward.

RESOLUTION 140/2020

Moved: Cr Max Oliver

Seconded: Cr Nigel Judd

It was resolved that Council

1. Provides in principle support for the way forward determined in relation to the creation of a new regional organisation under the structure of a company limited by guarantee
2. A final decision on Council's participation in the new regional organisation be determined once the funding arrangements for the COVID 19 Local Government Stimulus package have been resolved.
3. Council make urgent and strong recommendation to our State Member for Cootamundra Ms Steph Cooke.

CARRIED

Mayor Firman placed on record a thank you to Ms Steph Cooke for taking the lead in completing a Ministerial Report in relation to current Riverina JO and REROC issues.



28 April 2020

Cr Graham Sinclair
Deputy Mayor
Temora Shire Council
PO Box 262
TEMORA NSW 2666

Dear Graham

Review of the Riverina Joint Organisation and Riverina Eastern Regional Organisation of Councils Operations

I am writing to you in my dual capacities as Chairman of the Riverina Joint Organisation (RivJO) and Chairman of the Riverina Eastern Regional Organisation of Councils (REROC) in relation to the outcome of the above Review.

As you are aware, when the REROC Member Councils resolved to join the RivJO the decision was made on the basis that the operations of both organisations would be reviewed after 12 months of operation. Member Councils recognised that operating the two organisations side-by-side was not ideal but committed to the approach because the Members believed that it would facilitate a decision in relation to what the best way forward should be to achieve effective collaboration for our Region.

It was further agreed that the Review should be undertaken by an independent consultant. The RivJO commenced operating in October 2018, in late December 2019 the Boards of both organisations appointed Morrison Low to undertake the independent review. The firm commenced work in January 2020, the Terms of Reference for the Review were as follows:

1. Identify the strengths and weaknesses of REROC and the RivJO;
2. Measure and assess the compliance costs associated with the operation of both Organisations:
 - a. Identify the compliance regimes that apply to each
 - b. Determine costs associated with compliance including staff time and resources
 - c. Identify benefits of the compliance regime for each organisation;

3. Determine the minimum operating costs for both Organisations;
4. Measure and assess the cost of duplication associated with running both Organisations side-by-side;
5. Determine the most effective level of staff and resourcing for both Organisations;
6. Determine the opportunity cost of retaining both Organisations or losing one of them, including the implications for the Member Councils and the communities they represent; and
7. Make recommendations on the most efficient and effective way to represent the constituent councils and their communities to deliver the outcomes of in the areas of strategic planning and advocacy, as well as operational activities that benefit the Member Councils and by extension their communities.
8. Make recommendations for future operations including structures and budgets including identifying any constraints to implementing the recommendations.

A single sub-committee representing both Boards was created and tasked with responsibility of overseeing the Review. The sub-committee members were Cr Rick Firman, Cr John Seymour, Cr Abb McAlister, Cr Rodger Schirmer, Cr Neil Smith, Tony Donoghue, Ray Smith, Steve Pinnuck. I was tasked with responsibility for the day-to-day interactions with the consultants.

Morrison Low completed their Review in April, their Review Report (**Attachment One**) was initially considered by the sub-committee with a view to making a recommendation on the preferred way forward. The sub-committee met on April 17 to discuss the Review Report and to make recommendations. The outcome of those discussions is contained in **Attachment Two: Report to the Joint Organisation Board, Review of Operations of RERO and the Riverina Joint Organisation**

The sub-committee agreed that the best way to discuss the Review Report was at a joint workshop of the Riverina JO and RERO Boards. This Workshop was held on 23 April, 2020 with Mr Greg Smith and Mr Steve Bunting from Morrison Low attending to provide advice and respond to questions. A robust discussion ensued with all Members asking questions in relation to the Review Report and the recommendation made by the sub-committee.

At the conclusion of the Workshop it was agreed that sub-committee's recommendation would be taken to the meetings of both Boards for discussion and resolution. Subsequently, each Board considered the recommendation and both resolved as follows:

That as a result of the Review Process that the preferred way forward is the creation of a new Regional Organisation structured as a Company Limited by Guarantee.

The resolution will result in the creation of a single, regional organisation of councils under the governance of the Australian Securities and Investment Commission (ASIC). The vote to create the new organisation was not unanimous, but was passed 7 votes to one.

In resolving to take this pathway forward the Boards of both organisations acknowledge that there have been some significant successes with the operation of the Joint Organisation however, as is the case with many of the JOs in the rest of the State, the RivJO Board recognises that the JO structure is not financially sustainable. The current structure requires that either the State Government makes a significant on-going financial contribution to a JO's core operations or that Members increase their contributions significantly. The latter course of action is not desirable and the former, at least at this stage given current indications, seems unlikely.

The Boards acknowledge that the process of establishing a new organisation as a company limited by guarantee will require time and resources. However, the Boards of both organisations believe that the creation of the new organisation provides a compromise between the low level governance required by the incorporated association structure that dictates REROC's operations and the governance structure that applies to all JOs which mirrors those imposed on councils.

The new structure recognises the limits and resourcing of both REROC and the RivJO and provides members with a viable and we believe affordable way forward.

In making this recommendation the Boards of both organisations recognise that the proposed structure can only be put into place with the agreement of the Minister for Local Government. We propose making a request to the Minister to form the new regional organisation, if the majority of the current members of the RivJO and REROC resolve to take this direction. If the majority of the Member Councils of both organisations do not support the proposal then the Boards of both organisations will revisit the Morrison Low Report with a view to recommending a different pathway.

Further, I note that with the release of the COVID-19 Local Government Stimulus Package on 27 April 2020 circumstances have materially changed in relation to the operation of the JOs since the JO and REROC Boards met on 23 April. Information released by the OLG in relation to the Stimulus Package on 28 April states that *"councils that are members of a JO will need to work with member councils to continue to fund their JO for a period of two years as a condition of funding."*

At this stage this requirement appears to mean that councils who want to access the Stimulus Package funding must commit to funding their Joint Organisations for a period of two years. I have contacted our local State Members of Parliament and the LGNSW President to seek clarification about this funding condition which only affects councils that are members of a Joint Organisation.

The goal in this process is to deliver the best possible outcome for our member councils where they are represented by a sustainable, workable regional organisation. It is clear that councils will not be able to make a decision on the best way forward until the issues associated with access to the Stimulus Package are resolved. However we are hoping that councils will still be in a position to at least consider the recommendation and participate in discussions which will then provide us with guidance in relation to our next steps.

We are recommending that each council considers the following resolutions in relation to the proposed way forward:

- 1. Council provides in-principle support for the way forward determined in relation to the creation of a new regional organisation under the structure of a company limited by guarantee.**
- 2. A final decision on Council's participation in the new regional organisation be determined once the funding arrangements for the COVID-19 Local Government Stimulus package have been resolved.**

A number of questions have been raised in relation to the proposed way forward and we anticipate that councillors considering the recommendation will have similar questions. Therefore, we have included an Appendix to this letter that highlights questions and provides answers. We trust that this will assist in the decision-making.

I look forward to working with Members to action this resolution and to continue the high level local government collaborations that the eastern Riverina Region excels in. If you would like to discuss anything contained in this correspondence please do not hesitate to contact me on mobile 0429 204 060.

Thank you for your on-going support.

Yours sincerely



Cr Rick Firman OAM
Chairman

PO Box 646
Wagga Wagga, NSW 2650

APPENDIX: QUESTIONS AND ANSWERS

1. What will the new organisation do?

The new organisation will combine the strategic and lobbying activities of the RivJO with all of REROC's operational activities into a single entity.

2. How much will this cost?

Morrison Low provided some costs for the new organisation, estimating the cost of a single incorporated organisation to be \$308,000 with estimated council contributions of \$269,000. This is indicative only and provides us with some guidance. If we move forward the Review sub-committees will be tasked with creating a final budget for the new organisation. It is not envisaged that the cost of the organisation will be in excess of the \$308,000 estimated by Morrison Low and the Boards of organisations are keen to try and reduce costs as much as possible.

The members of the JO Review sub-committee are: Cr Rick Firman (Temora Shire), Cr John Seymour (Coolamon Shire), Cr Abb McAlister (Cootamundra-Gundagai Regional), Cr Rodger Schirmer (Lockhart Shire), Cr Neil Smith (Junee Shire), Tony Donoghue (Coolamon Shire), Ray Smith (Bland Shire), Steve Pinnuck (Greater Hume Shire), Peter Thompson (Wagga Wagga) and CEO Julie Briggs.

The members of the REROC Review sub-committee are: Cr Rick Firman (Temora Shire), Cr John Seymour (Coolamon Shire), Cr Abb McAlister (Cootamundra-Gundagai Regional), Cr Rodger Schirmer (Lockhart Shire), Cr Neil Smith (Junee Shire), Tony Donoghue (Coolamon Shire), Ray Smith (Bland Shire), Steve Pinnuck (Greater Hume Shire) and CEO Julie Briggs.

Once a final budget is determined, then a contributions' regime will need to be determined, which will take into consideration any earned income, e.g. REROC has budgeted earned income of \$40,000 for the 20/21 FY. As was the case with this year's budgeting process it is expected that several contributions models will be projected, at a minimum there will be a model that uses a base charge and then a charge per head of population (as is the current approach with REROC) and one that is a flat rate contribution (as is the current approach for the RivJO).

While the Morrison Low Report included some contributions' projections, these were merely a guide. The Review sub-committees will prepare final recommendations based on the final budget and it will be a matter for the Members of both organisations to decide what approach is adopted in relation to the financing the organisation.

3. What is a Company Limited by Guarantee?

A company limited by guarantee is a specialised form of public company designed for non-profit organisations (NFP). In Australia companies limited by guarantee are subject to the *Corporations*

Act 2001 (Cth) administered by the Australian Securities and Investments Commission (ASIC). The structure designates an organisation as a separate legal entity. It can be sued, legally lease a property, enter into contracts or hold assets in its name.

Many NFP organisations choose to incorporate this way and the structure covers a wide variety of NFP activities. Examples of organisations that are incorporated this way are the Western Sydney Regional Organisation of Councils (WESROC), Regional Arts NSW, the Wagga Wagga Country Club, Junee Golf Club, Temora Trotting Club and the Riverina Conservatorium of Music.

The term company limited by guarantee refers to what occurs in the winding up of this type of company. The members of a company limited by guarantee must specify the amount they are willing to contribute to the property of the company on its winding up and this will determine, or limit, the liability of the company's members. The amount is usually a nominal amount for say \$10 and the amount is nominated in the company's constitution.

Companies limited by guarantee cannot distribute dividends to its members; however surpluses can be applied to the operational costs of the organisation reducing the contributions members make or to increase services provided.

4. *What does being governed by ASIC mean - is it very onerous?*

Many councillors will already be familiar with the operations of a company limited by guarantee and so will be familiar with their operations. The company reports annually to ASIC, must be independently audited, and there is a strict process to be adhered to in relation to the appointment and resignation of auditors. The company must distribute annual reports to its members and hold Annual General Meetings.

Much of what the company is required to do for ASIC mirrors what REROC is already doing as an incorporated association and consequently should not result in any significant additional burdens to the Members.

5. *How many votes will the council have?*

A constitution will need to be prepared for the new organisation. The groundwork on this will be undertaken by the Review sub-committees. Amongst other things, including the name of the new organisation, the Constitution must include the voting rights for the member councils. At the moment each full member of REROC has two votes and each full member of RivJO has one vote. Associate members (county councils) do not currently have a vote in either organisation.

It is a matter for the membership to decide how many votes each full member and each associate member of the new organisation will have.

6. *Will the Organisation still be able to access grant funding?*

Here we fall-back on our experience with REROC. REROC as an incorporated association has attracted grant funding in the millions of dollars from both Federal and State governments. It is anticipated that there will be no change with a company limited by guarantee.

There are some grants that are limited to local government which the new organisation may not be able to apply for. In the past when this situation has arisen with REROC, one of the member councils has agreed to auspice the grant (usually Coolamon Shire). In this situation REROC has prepared the grant documentation and it has been lodged under the auspicing council's name. REROC has undertaken the grant delivery and reporting and again this has gone in under the auspicing council's name. State and Federal agencies have been fully aware of the arrangement and have supported it.

Conversely, there are some grants that are only open to NFP entities, in these cases the new organisation will be able to apply whereas the member councils would not. Again, in the past this has been a situation that REROC has taken advantage of.

7. *We will still have an open door to government?*

Not every grouping of councils in the State is operating within the JO structure. Morrison Low noted that "currently, ROCs remain the preferred regional organisation in the Sydney metropolitan area".

It is not anticipated that our standing with either the State or Federal governments will be diminished in anyway because members choose to adopt a different structure for collaboration. Indeed, the ROCs in metro areas operate under a number of structures including companies limited by guarantee, incorporated associations and s355 committees.

It is my view that structure does not determine the level of engagement; rather it is the quality of the engagement. My recent discussions with the local State Members of Parliament indicate that a change of structure will not hamper engagement.

In relation to engagement at a Federal level, the structure that members choose for collaboration is unlikely to influence engagement with the Federal government, one way or the other. We have visited Federal Parliament twice in the last 18 months, once as REROC and once as the RivJO and there was no difference in the level of engagement with the Federal Ministers.

8. *What happens to REROC and the RivJO?*

If the Minister gives the Members permission to establish a company limited by guarantee the following will occur:

REROC

REROC would need to be wound-up. The easiest way to do this would be to apply to NSW Fair Trading to transfer REROC's current registration to ASIC. See <https://www.fairtrading.nsw.gov.au/associations-and-co-operatives/associations/closing-an-association/transfer-of-incorporation> This would allow all the assets of the organisation to transfer to the new company. The transfer requires the passing of a Special Resolution of the REROC Board.

RivJO

There is no process to wind-up a Joint Organisation. The JO is created by statute and therefore continues to exist even where there are no members.

It is our understanding that councils would need to resolve to cease their membership of the JO. We anticipate that councils would be expected to ensure that all the debts and obligations of the JO are fulfilled prior to its resignation taking effect. This will have some impact as the JO is currently delivering the Capacity Building Project which will not be completed until early 2021. This is a matter that will need to be negotiated with the OLG and will depend on timeframes relating to the establishment of the new entity

9. *What happens if things change with regard to the JO's funding*

All JOs, including the Riverina JO, are lobbying for the State to provide on-going core funding for JOs. This lobbying activity has been on-going with it gaining momentum when the 13 JO Chairmen wrote and signed a letter to the Minister on 31 May 2019. Since that time the Joint JO Chairs' Forum has consistently raised the issue with the Minister and the OLG and will continue to do so.

If the State makes a commitment to on-going funding then this will change the context in which the recommendation has been made. It will mean that the Boards of both organisations will need to re-visit the resolution and again determine what is in the best interests of the members. At this stage we can only make a decisions based on what we currently know, if circumstances change at any time in the future, then the Boards of both organisations will need to reconsider their respective positions.

10. *What is process for moving forward*

We have identified the following steps for moving forward:

- a) Letter to each of the Member Councils advising of the resolution, requesting that the resolution be considered at their respective May council meetings for discussion and adoption of a resolution by the individual councils.
 - i. If the majority of councils do not support the recommendation then both Boards will need to return to the Morrison Low Report with a view to making a recommendation that does have the support of the membership.
- b) Cr Firman makes contact with local State Members of Parliament, Steph Cooke Mp, Justin Clancy MP and Dr Joe McGirr MP to advise them of the adoption of the resolution and seek their support for the new direction.
- c) At the end of May, assuming that the majority of Members adopt the resolution, a delegation of Members approach the Minister for Local Government to seek her approval for the establishment of a Company Limited by Guarantee.
- d) Work commences on a Constitution for the new organisation.
- e) Assuming the Minister agrees to the establishment of the new organisation, we request direction as to the process by which Member Councils can resign from the JO.
- f) Both Boards meet in early June to finalise the decision.
- g) Member councils will continue to be informed as information comes to hand.

ATTACHMENT ONE



Review of operations of REROC and the Riverina Joint Organisation

April 2020

**Document status**

Job #	Version	Approving Director	Date
7437	1	Greg Smith	March 2020
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Executive summary

This report assesses the operations of the Riverina Eastern Regional Organisation of Councils (REROC) and the Riverina Joint Organisation (RivJO) with a view of providing the best way to deliver the value to its member councils into the future.

REROC was established in 1994 by the member councils, generating savings in excess of \$45million for its member councils. REROC's activities have encompassed advocacy and lobbying, strategic regional planning, aggregated procurements, conferences and workshops.

The RivJO was created in May 2018 as a legal entity created under the NSW Local Government Act. The structure and function of joint organisations (JOs) is intended to lift collaboration between councils and between local government and the state to new levels. The Act specifies core functions of a JO. The NSW Government is clear it's preferred method of regional partnering, planning, collaboration and funding with councils is through Jos.

The member councils agreed to run both organisations side-by-side, transferring the three core functional areas that were legislated for the JO to RivJO while REROC retained control of operational activities. The boards agreed that the review of the operations of the organisations would commence in early 2020.

Morrison Low was engaged to undertake a review of REROC and RivJO operations, developing a tailored approach incorporating extensive consultation with all stakeholders. This included interviews of all member council board members and a survey of councillors and senior staff of member councils.

REROC has been and still is a successful organisation that has the solid backing of almost all of its potential members. Unlike some other ROCs that have had limited success, members report REROC has a proven delivery track record, robust governance model and efficient cost structure that the current members are very satisfied with. Its ability to deliver cost savings through shared services to smaller size local governments is seen as most valuable.

There are currently thirteen JOs across the state of NSW supporting the essential need for regional organisations to represent, advocated and deliver outcomes for the betterment of all regions. The chairs have questioned the ongoing financial sustainability and have sought ongoing funding from the government.

For any entity there needs to be absolute clarity on why it exists and what it does. Commitment to sound governance is essential to achieve desired outcomes. The report identifies four operational governance models that may be suitable, namely section 355 committees, incorporated structures, county council and a joint organisation.

The extensive stakeholder engagement included all members, mayors and general managers, of both REROC and RivJO participating in the interview process, the CEO of REROC/Executive Office of RivJO and four external stakeholders. An online survey was developed to provide an opportunity for a broader range of stakeholders to have input into the review process with 40 respondents. A number of other JOs were contacted as part of the industry consultation process.



The key outcome of the interviews and surveys was the desire for one single entity for the future, as well as a strong preference for REROC when given the choice between REROC and RivJO. Whilst a significant number of the response saw no barriers, the main concern raised was the potential increase in member contributions. While there is a preference for REROC given its track record there was no clear direction on which type of entity is **best** for the future of the region. The challenge for members, and this report, is to compare and assess **current** performance and then project **future** performance to establish the best options for the entity to deliver regional and state government collaboration and regional shared service delivery.

Since future performance is dependent on a number of untested promises or unknown factors the ultimate solution is not without some risk. While it may be unlikely, there is no guarantee that any future government or member council will retain the same commitment and support for any entity in the future and therefore future regional collaboration entities are likely to change over time regardless.

A range of views as to the most appropriate entity were identified along with some solutions, with the main constraints being compliance requirements, obligations and costs.

Determining the future structure and governance model isn't straight forward. In coming to a position on the future governance model we have taken into consideration:

- the need to have a clear and unequivocal position on why any entity exists and what it does
- the commitment to sound governance to achieve effective outcomes and benefits
- the attributes identified in the operational governance model section of the report
- the key themes identified directly below
- the potential advantages and disadvantages of not being part of the state government's framework in terms of reputation and regional priorities and projects.

The following strong and consistent themes evolved from this process and were used in assessing the six options, along with the financial forecasts and estimated member contributions for each option:

- influencing and accessing government resources and funding
- duplication of effort and costs
- value for money
- what's best for the region
- affordability for member councils
- outcomes for the region and member councils
- effective and responsive entity.

As detailed in the options and analysis section, the six options are:

1. two entities – REROC and RivJO	4. RivJO – in-kind
2. RivJO - fulltime	5. RivJO – delegation
3. RivJO – part time	6. incorporated association (REROC) and company



The outcomes of this assessment indicate that option 5 (RivJO delegation) and option 4 (RivJO in-kind - slightly more expensive), are the most suitable. However, the incorporated structure (option 6) satisfies all the criteria except for those relating to a full partnership with the state government under the JO structure. If the state government were to commit to accepting the incorporated structure as the equivalent of JO for the purposes state/regional collaboration and funding, then this would alter that preference. Option 2 is somewhat more expensive and therefore less affordable for member councils, and with option 3 having less resources, it would be a less effective and responsive entity.

The government have made it clear that the JO structure provides the best opportunity for regions to have a 'seat at the table' with the state government and agencies to develop meaningful and sustainable relationships and partnerships. This will allow JOs to influence and recommend regional strategic direction and priorities. It should provide more certainty in being able to access and secure funding and resources to identify and deliver projects and programs for the betterment of the region.

However, there is the issue of ongoing sustainability of a JO, as the state government has not committed to regular funding of day to day activities. There is still a level of risk as to whether the JO structure will succeed longer term. However, a number of other JOs indicated it is the best chance to partner collaboratively with state government while leveraging their regional planning model to significantly improve the betterment of regional and local Australia.

The incorporated structure, in particular a not-for-profit (NFP) company limited by guarantee, will also afford the region and member councils with ongoing benefits within a leaner governance structure. Whether this can and will maximise the potential outcomes and benefits for the region, similar to that of a JO structure, is not without risks. The region is disadvantaged if all councils are not members under this structure, which is currently the situation with Wagga Wagga City Council.

Our recommendation is for a single entity and that if the councils are unable to obtain commitment of government to the incorporated structure as a 'proxy' JO, then the JO structure is the preferred approach. In moving to a JO, it must be acknowledged it is not without some risk in terms of longer-term viability of ongoing state government support and resources, member commitment and contribution. Ultimately members must weigh up the potential ease of operation and costs and benefits against the risks and the entity's likely sustainability to determine its preferred way forward.



Introduction

Morrison Low was engaged to undertake a review of the operations of REROC and RivJO to assess the most effective and efficient way to deliver the best value to its member councils.

Currently both REROC and RivJO are operating side-by-side, with REROC retaining control of operational activities while the three core functions of a JO, prescribed under the NSW Local Government Act, have been transferred to RivJO.

The review includes the assessment of the most efficient and effective way to represent the constituent councils and their communities to deliver the outcomes in the areas of strategic planning and advocacy, as well as operational activities that benefit the member councils and, by extension, their communities.

We noted that key issues for this review include:

- the strengths and weaknesses of both REROC and RivJO
- compliance requirements
- duplication of two similar organisations operating simultaneously
- most effective resourcing
- future organisation(s).

Consultation with key stakeholders is an important part of this project. In addition, to the brief requirements we have contacted a number of JOs as part of the assessment process.

There is a need to balance the current and future direction of the regional organisation with the ongoing financial sustainability and affordability, and the same time gauge the type and level of support and commitment from the state government.

Background

REROC was established in 1994 by the member councils. It has operated continuously since then, providing a platform to pursue activities and projects that harness the scale and capacity of the region to generate savings for the member councils. REROC is incorporated under the NSW Corporations Act.

Over the last 15 years of its operation, REROC estimates that it has generated savings in excess of \$45million for its member councils. REROC's activities have encompassed advocacy and lobbying, strategic regional planning, aggregated procurements, conferences and workshops, representation on a variety of committees as well as the delivery of projects in infrastructure, youth, waste and environment and town planning.

The RivJO was created by proclamation in May 2018. It was one of 9 new joint organisations created as a result of work undertaken by the NSW Government through the Office of Local Government. It followed a lengthy pilot that REROC had participated in and the structure and function of the new JOs was intended to lift collaboration, between councils and between local government and the state, to new levels.



The JOs are legal entities created under the NSW Local Government Act. The act specifies three core functions for JOs which are to:

- Establish strategic regional priorities for the JO area and develop strategies and plans for delivering these priorities.
- Provide regional leadership for the JO area and to be an advocate for strategic regional priorities.
- Identify and take up opportunities for inter-governmental cooperation on matters relating to the JO area.

The RivJO commenced operations formally with its first board meeting in October 2018.

The member councils were unsure of the future of the new JOs and consequently made the decision that rather than wind-up REROC and exclusively adopt the JO structure, that the members would instead run both organisations side-by-side. It was agreed that this arrangement would continue for a trial period after which a review would be undertaken to determine the future of both organisations.

The member councils agreed that work REROC had previously undertaken in the three core functional areas, that were legislated for the JO, would be transferred to the JO. Consequently, the JO became the organisation charged with the development and prosecution of strategic regional issues while REROC retained control of operational activities. Structures and processes were put into place to facilitate interaction between the two organisations, these formal arrangements were required because the JOs compliance regime mirrored that of the member councils.

The boards agreed that the review of the operations of the organisations would commence in early 2020.

Methodology

In undertaking the review for REROC and RivJO operations, we developed a tailored approach incorporating extensive consultation with all stakeholders. The following approach has been used for the completion of this project.



We conducted a range of interviews and issued a survey to gain a better understanding of the current situation, issues, opportunities, costs drivers, compliance matters and views on the future direction of the regional organisations.

In undertaking the review and preparing this report, we considered the terms of reference detailed in the client scope by exploring and assessing:

- The strengths and weaknesses, of REROC and RivJO, along with any opportunities and challenges.



- The compliance requirements and benefits for current and proposed organisation(s).
- Budget modelling for current and proposed operations to determine the operating costs and contribution levels.
- Any duplication of cost, opportunity cost and any implications on all stakeholders with the running of the two organisations.
- The most effective level of staff and resourcing requirements.
- Structural and operational models that will best fit the future strategic and operational requirements for member councils into the future.

Regional organisations

Current status

From the interviews and survey results, regional organisations were deemed essential - providing critical relationships and partnerships with governments in accessing and delivering outcomes for the region.

Prior to the legislation of JOs, there were a number of regional organisations of councils (ROCs) formed, largely on a geographical basis with councils of common interests. These took the form of company limited by guarantee; incorporated associations and section 355 committee under the Local Government Act. Currently ROCs remain the preferred regional organisation in the Sydney metropolitan area.

In the publication *A Comparative Analysis of Regional Organisations of Councils in NSW And Western Australia*, the research indicates that in the case of NSW ROCs, while there is some consistency in specific aspects of their organisation structure, there is relatively little correlation between these characteristics and the size of the organisation or the range of activities undertaken by each ROC. The most important variables for ROCs remain their own priority setting processes, the level of resources provided by their member councils and the amount of funding they can attract from other sources.¹

The state government introduced the joint organisation structure by creating legal entities under the NSW Local Government Act. Members are appointed through the Government Gazette. Part of this rationale was to create some consistency to regional organisations in NSW, along with a structure and process where regional organisations can better collaborate and partnership with state government in delivering regional outcomes. The key difference between ROCs and JOs is that ROCs are able to set their own functions where JOs are prescribed in legislation. In reality there is little practical difference between these functions.

The Act specifies three core functions for JOs which are to:

- Establish strategic regional priorities for the joint organisation area and develop strategies and plans for delivering these priorities.
- Provide regional leadership for the joint organisation area and to be an advocate for strategic regional priorities.

¹ Gooding, A, 2012. *A Comparative Analysis of Regional Organisations of Councils in NSW and Western Australia*, Australian Centre of Excellence for Local Government, University of Technology Sydney.

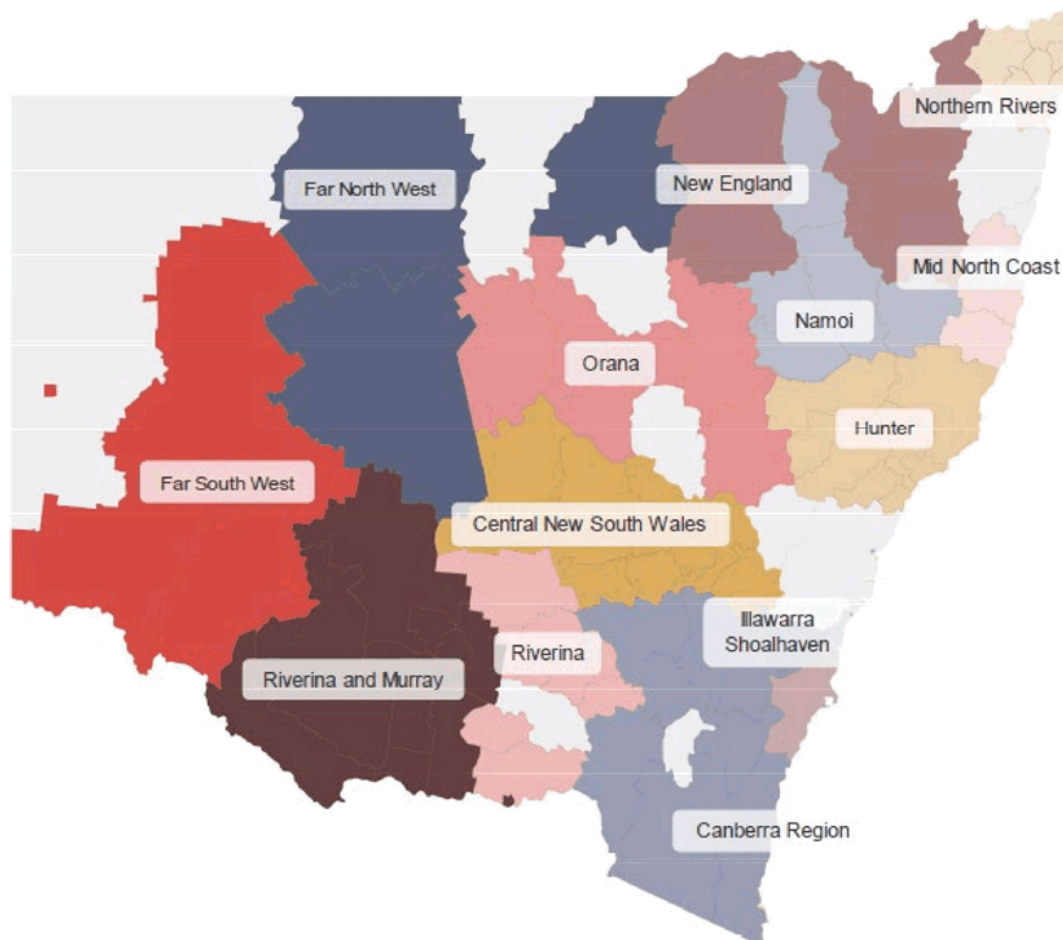


- Identify and take up opportunities for inter-governmental cooperation on matters relating to the joint organisation area.

Along with regional advocacy and collaboration with the state and Australian governments, the JOs can also engage in regional projects and share services with member councils.

There are currently thirteen JOs across the state of NSW as detailed in the figure below.

Figure 1 NSW joint organisations



Currently the Riverina Eastern Region have two organisations in the form of a ROC and a JO, namely REROC and RivJO. Members of both organisations are the same, with the exception of RivJO, as Wagga Wagga City Council has become member of RivJO since this project has commenced. There are now eight member councils and two associated members.



One of the current issues facing all JOs is the sustainability of funding for day to day operations. This was highlighted in a letter, **appendix A**, signed by all thirteen JO chairs to the local minister, seeking baseline funding of \$300,000 per year for three years. It is noted that the second \$150,000 payment is for projects, not for the day to day operations of JOs.

We understand that the Riverina and Murray JO (RAMJO) has decided that if they do not receive ongoing funding for their JO operations, they may revert back to the ROC structure.

Organisational governance model

To determine the most suitable organisational governance model for any organisation, there is a need to have a clear and unequivocal agreement/understanding on why any entity exists and what councils want it to do. Without commitment to sound governance, effective outcomes will mostly likely not be achieved.

Different entities bring varying cost and complexity into governance structures, but these should be outweighed by the improvements in transparency and accountability in delivering the desired outcome and benefits to members. Ideally for a regional organisation there should be a desire to have governance models based on collaboration, rather than competition between different levels of government. Collaborative regional organisations are sustainable where councils contribute as equals, driven by the same values, with a collective focus on the betterment of the region.

In determining the most appropriate governance model, the key considerations are managing risk and determining the control/authority that the entity needs to achieve its objectives.

Various governance models address the risks associated with the operation and management of an entity's activities in different ways. The key risk is the non-alignment between member councils' objectives, strategy and performance outcomes, to that of the separate entity. These need to be clearly articulated, documented and understood. Other risks include the councils' reputations in terms of the perception of how the entity manages and operates project and service type activities, financial and operational business risk and workplace health and safety.

How the member councils delegate/exert control over management and operations of the entity is an important consideration. The different governance models discussed in this report each have different methods for exerting control over the strategic and operational activities, and the different models also provide for the member councils to contribute in different ways.

A further consideration is the membership model in terms of representation and decision making. The model needs to equitably distribute the ability to influence the entity's direction and outcomes, while managing accountability, compliance and reporting.

There are a wide range of options in use by councils, regional and community organisations and governments across Australasia for the delivery of numerous activities/functions and services to the varying communities. Each of the options has different advantages, challenges and weaknesses that the regional organisation will need to consider. Specifically, for regional organisations we believe the following options are relevant:

- section 355 committees under the NSW Local Government Act
- incorporated structures
 - incorporated association



- company limited by guarantee (NFP – not for profit)
- county council
- JO as prescribed under NSW Local Government.

More broadly, there are other governance models such as joint ventures, partnerships, 'ordinary' pty limited company, fixed trust and a private equity company. It is considered that these models aren't suitable for a regional organisation.

The following is a broad description of the four models in terms of risks, control and outcome effectiveness of the model.

355 committees

A 355 committee is an arrangement where councils can work together on a regional basis with limited delegations, often requiring individual council resolutions on significant matters. Under this model a ring-fenced organisation would be established with specific responsibility and authority as determined and delegated by council to provide transparency, accountability and outcomes.

This model is somewhat cumbersome, inefficient and potentially ineffective in being able to deliver prioritised regional outcomes. This is mainly due to the decision-making process on key issues resulting from limited delegations from member councils. The key risk would be timely decision making of individual councils.

Incorporated association and company

The specific governance and compliance requirements for an incorporated association and an NFP company limited by guarantee are detailed in **appendix B** and are very similar. The major differences are committee members and directors' duties, and liabilities are a higher standard for company directors. There is greater onus on compliance and governance obligations for a company with these costs marginally higher.

These models offer strong control and effective decision-making regimes, as the board has to determine its own destiny and how it will achieve this.

The key issues for consideration include whether either of these models are the most appropriate in building strong and meaningful relationships with the state government and its agencies, that could lead to greater responsibility for regional organisations. Also, whether the region maybe disadvantaged in being unable to access state government resources, funds and agreements to deliver regional projects for the betterment of regional communities.

There are number of fiduciary responsibilities and risks for councillors and staff being members and directors of incorporated entities ensuring the entities are legally compliant and that the boards are operating in a complaint and financial sustainable manner.

Further, the Minister for Local Government needs to approve the creation of a company limited by guarantee. Companies have been approved; however, this can be a long drawn out process, often delaying the timing of establishment and without guarantee of success.



County councils

County councils are an entity that can be formed under the Local Government Act for the purposes of service delivery and managing operations and assets on behalf of a group of member councils. They can employ staff and are a separate legal entity from the constituent councils. There is a requirement for councillors from each council to be county councillors, giving member councils control over the entity.

County councils have typically been established by a number of councils agreeing to provide services at a regional level such as water supply or weed control. County councils have provided a solution for regional and rural issues of capacity and capability advantages provide by creating larger organisations focused on a specific regional service. The major foreseeable risk is whether this type of entity would be accepted by state government as an alternate JO arrangement to partner in the development of regional strategies and priorities, and whether funding and resources would be forthcoming.

Given the JO model has been proclaimed, it is unlikely that this would be accepted as an alternative model.

Joint organisation

This governance model has been specifically created by the state government, incorporated into the NSW Local Government Act, for the operation of regional organisations. The objectives are specifically relevant to being able to develop regional communities. Sitting within a legislative and partnership framework these organisations can advocate and influence regional priorities with improved access to state government funding and resources.

With this governance model comes a compliance regime, similar to that of local councils. This places an additional burden on JOs in terms of compliance requirements and costs. The key issue for consideration is, does this governance model's operational requirements and costs outweigh the potential benefits for the region.

Council membership of JOs is voluntary and it is these members that control and determine the direction, strategy, regional priorities and projects of the entity. The main risk is the longer-term viability given the level of ongoing support and commitment by the state government.

The following is a high-level assessment of the governance models discussed above based on the elements of risk, control and outcome effectiveness an effective governance model.

Summary of Models

The assessment approach is based on how well the governance option addresses the elements and is as follows:

- ✓ the option addresses the criteria in a limited way
- ✓ ✓ the option addresses the criteria satisfactorily
- ✓ ✓ ✓ the option addresses the criteria very well.



Table 1 Assessment of governance models

Elements	S355 committee	County council	Incorporated association	Not for profit company	Joint organisation
Management of governance risk	✓	✓ ✓	✓ ✓	✓ ✓	✓ ✓
Council member controlled	✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓
Outcome effectiveness	✓	✓	✓ ✓	✓ ✓	✓ ✓ ✓

Based on this high-level assessment, the JOs and incorporated associations are the most suitable organisational governance models where collaborative partnerships, equitable council contributions and a collective focus on the betterment of the region are the desired outcome. In practice the success or failure of the governance model is influenced by the willingness and commitment of the participants.



Stakeholder engagement

Interview and survey approach

All members, mayors and general managers, of both REROC and RivJO participated in the interview process. The interviews were undertaken face to face over two days and, with those that could not make it, a telephone interview was conducted. The CEO of REROC/Executive Office of RivJO and four external stakeholders also completed the interview. Wagga Wagga City Council did not participate in the interview process.

An online survey was developed to provide an opportunity for a broader range of stakeholders to have input into the review process. The aim of the survey was firstly to obtain a baseline position on regional organisations' functions and structure and secondly allow stakeholders with an opportunity provide their views and options. The survey was distributed to all councillors of member councils and a number of senior staff within member councils. 40 people completed the survey, with a copy attached at **appendix C**.

A significant amount of any organisation's knowledge is held by the members of each regional organisation and the long-term CEO of REROC. In our experience, the most effective reviews are informed strongly by this knowledge. Engaging with members and staff was critical and enabled us to obtain a range of perspectives from those members and staff who represent a range of councils across the region.

Interviews and survey outcomes

The outcomes of the interviews and survey are incorporated in the analysis and option section of this report.

Strength and weakness

Strengths and advantages of REROC

The interviews and survey feedback provided a range of commentary in relation REROC operations. The current members reported a high level of satisfaction and support for REROC. There was overwhelming agreement that it has a proven record and has delivered many benefits to councils over a number of years. A number of members provided specific dollar savings over 20 years, ranging between \$3.5m to \$4.5m. This is further illustrated in the *Achieving Strategic Capacity Through Regional Collaboration Report* of June 2015. The report estimates REROC has provided \$45.3m of financial benefits to member councils over its 20 years of operation.

From a strategic regional perspective, REROC is seen as playing a strong advocacy role for member councils, representing the region and therefore in a good position to identify and prioritise the needs of member councils. REROC made a decision to transfer the advocacy and strategy responsibilities to RivJO aiming to further improve the region's strategic position, which has delivered some level of success.

There were a number of operational advantages identified by the stakeholders as detailed below:

- A credible, reputable, and efficient entity that comes from a long history and strong track record of delivery.
- REROC has provided tangible benefits to member councils, for example, procurement and a range of regional projects.



- An independent association, not controlled by legislative frameworks, and may be more responsive to address immediate issues informally.
- REROC is not overly bound by regulation and process – it is not burdened by legislative requirements of the Local Government Act or employment provisions of the Local Government Award.
- Not being accountable or beholden to state government policy or agency principles.
- Managing the competing interest of federal and state politics to achieve better outcomes for both governments and communities.
- Has an established brand in the community.
- Being nimble, cheap, flexible, pragmatic and operational.
- Information, knowledge sharing and networking between member councils.
- Local, voluntary membership with affordable entry cost for membership.
- Cost effective model for cost savings in resource sharing.
- Financial sustainability has produced many \$ savings to members.

There was feedback from a few respondents who were unsure or didn't believe that REROC provided any advantages. Further, there was some indication that the greater benefits/advantages flowed to smaller councils.

It is evident that REROC continues to provide a regional vehicle for a range of activities that member councils obtain significant benefits from. These include:

- a collaborative forum
- delivers on the ground practical solutions, programmes and training
- very good representation with established relationships
- excellent awareness of regional and local issues
- sharing resources
- collaboration and networking for all member councils
- delivers support and services to member councils such as procurement, waste and sharp deposits etc - generally things that individual councils haven't the resources to do.

Strengths and Advantages RivJO

The interviews and survey feedback provided some consistent observations around RivJO not currently providing any significant benefits to date. There was some concern regarding the value for money, whether the additional compliance costs/requirements were greater than potential benefits and the possibility that JOs may not deliver over the longer term. However, there is strong recognition that being part of the state government framework would provide a genuine platform for councils to collaborate, plan, set regional priorities and deliver important projects on a regional scale. Following are the members' responses regarding the advantages of a JO:

- strategic regional representation
- JOs have a seat at the table with the state government
- governance structure allows better regional functionality to employ joint staff, enter contracts etc



- aligns with government priorities and consistent approach across the state, enables access to JO resources and shared leadership/strategy
- an advocate for the whole region
- government has shown that it prefers to communicate less with smaller entities
- allows stronger regional strategic focus and alignment with state government
- legislative framework that binds agreements and strategies
- direct, meaningful relationship with state government, with the operation protected and empowered by legislation
- recognised by the NSW Government as its preferred model for regional collaboration – it appears to have the door open to engage and work with JOs
- perhaps the revised governance requirements are appropriate for JOs, none the less the additional compliance issues aren't significant
- easier access to government resources and policy decisions
- marginally stronger emphasis on links with regional strategies with the Department of Premier and Cabinet representative being involved
- this can be useful on larger scale and help deliver major projects by utilising local council resources - this will allow us to build expertise locally.

As a summary from a respondent, “it seems that RivJO has replaced the ear to state government from that of REROC. There appears to be a genuine commitment from government agencies towards Jos, although we can't point to any significant outcomes yet, rather just a commitment towards the process”.

The stakeholder engagement also highlighted a number of issues in relation to the JO operation including:

- no additional state funding has been forthcoming post implementation and the ongoing financial sustainability is questionable
- JO is more expensive to operate
- the JO will not function appropriately unless there is strategic alignment of the Riverina JO in advocating for regional outcomes
- perhaps better access to government but that has yet to be proven
- if the JO is to become a truly representative body for the Riverina it may work, but if it becomes a Wagga centric body, it will fail
- expensive duplication of an existing REROC structure that was excellent at saving councils' money not costing them money
- a JO adds an additional layer of costs, time requirement and a parallel organisation creating duplication and an unnecessary level of complexity.

Currently the JO structure has some challenges in being able to deliver benefits that outweigh costs and at the same time being financially sustainable. The JO should provide better advocacy pathways with acknowledgement from state government that having Wagga Wagga City Council (WWCC) as a member will improve broader regional alignment and future strategic opportunities.



External industry stakeholders

The state government sees the JO arrangement as an avenue to collaborate and work with regions to provide opportunities for JOs to help justify, prioritise and deliver regional strategies and projects. There is an expectation on the state government to be more accountable in justifying where and how they allocate and spend funds, JOs are in a strong position to obtain further benefits. Given these circumstances there is a greater opportunity for JOs to leverage their position to gain support and resources to help deliver the flow of benefits to the region. Comments and observations from other JOs indicate they have experienced a relatively straight forward transition to the JO structure. However, there were varying degrees of concern about the additional governance in terms of requirements and the ongoing compliance costs, with all indicating some form of ongoing funding for day to day activities. On balance all agreed it was the right decision to move to a JO.

External stakeholders argue this is the regional planning model created by the state government, so leveraging off their idea and working in partnership will present a range of opportunities not previously seen. The state government needs to give up some of their control/responsibilities for the JOs to be relevant and successful. This is giving member councils some direct and greater input into regional priorities and projects. This is evidenced with a mayor chairing a state committee. There was acknowledgement that time is needed for JOs to establish and mature into well performing organisations.

In the view of external stakeholders, should a region not take up the JO opportunity they could be somewhat disadvantaged in terms of how state government works with a regional organisation – “as a JO the state government takes you more seriously”. As the state government gains a better understanding and confidence there is an expect increase in the value proposition for them. This should lead to increased credibility and recognition of JOs and therefore increasing access to resources and funding.

Under the JO structure, regions are part of the state government’s legislative framework. This has created some additional compliance and procedural obligations, however, there appears to be a range of opportunities for JOs given:

- Treasury is a key agency on how funds are allocated for all state government projects and the way funds are allocated may change due to increased accountability.
- The JO structure is embedded into the state government requirements and governance for project and funding allocations.
- That REROC has the reputation, skills, experience, performance record and relationships, RivJO would be in a strong position to leverage greater benefits for the region.
- They increase the opportunity to influence and delivery larger and more complex regional projects, leading to regional capability development.
- The potential that state government will become more reliant on JOs to develop and deliver regional priorities and projects.

External stakeholders noted that the potential additional benefits of a JO include the greater opportunity to advocate and influence and be more involved in determining the future of the region through:

- planning for growth and industry development opportunities
- influencing and improving regional transport links and infrastructure to join people and markets
- projects that attract industry and jobs to region



- sharing and pooling resources to provide regional and local projects.

The very unfortunate circumstances with COVID-19 will require federal and state governments to provide stimulus programs to rejuvenate state, regional and local economies and communities. We understand governments are identifying and assessing a range of options, namely infrastructure projects including improvements to road networks in terms of improved safety and related facilities. Regional organisations and councils should be in a strong position to implement some of these initiatives.

There is uncertainty as to the future governments' commitment to JOs. The current government could change its policy on JOs and there is no telling on what a change of government would do with the JO arrangements. At this stage there is a reliance on the policy, relationship and trust that the state government will remain committed to developing, engaging and supporting JOs. Again, the state government hasn't committed to any ongoing funding for day-to-day operations of JOs.

Concerns relating to a single entity

The survey and interviews sought views on the potential barriers in establishing a single regional organisation entity. A significant number of the responses saw no significant barriers, as this would avoid duplication and additional costs, providing best value for the membership contributions. In fact, there was unanimous support and agreement, from the interview process, in having only one organisation. However, there was a range of views as to the most appropriate entity due to the compliance requirements, obligations and costs.

The most significant barrier to entry identified, for a JO as the single entity, was the increase in compliance requirements and costs. A common view is that JOs are more expensive, resource hungry and cumbersome. Further the regulation requirements will limit the adaptability to the ever-changing regional environment.

An issue raised by some councils was the affordability and capacity should the contributions significantly increase. However, having said this most members expected the total contributions to either stay the same or increase under a single entity structure. Of the seven member councils and the two associated members:

- two expected a total contribution decrease
- five expected the total contributions to remain the same, however three councils would consider an increase subject to benefits being derived
- two expected increases and both would remain members.

Acknowledging that councils are consistently under pressure to deliver more for their communities with the constraints of income, costs shifting by state government and involvement external associations, groups and committees, any increase in contributions must be offset by tangible benefits. An insight from one-member council is that "the fee is insignificant to the value we get – it always has been and will continue to do so".

There is a view that a single entity, other than REROC, would not be able to replicate the benefits it has achieved with the same membership cost structure. If there is a significant change in terms of benefits and costs, commitment towards remaining a member of a single entity would be drawn into question.

A challenge identified for members of JOs is to ensure that the JO doesn't become a further tier of government but remains as an independent regional body that is focused on the best interest of the region in terms of regional strategies, priorities and projects.



For a JO, their powers and the legislative framework would need to cater for binding agreements between the government and JOs to undertake regional projects. There needs to be commitment and guarantee from government to the priorities and projects.

Suggested solutions, from the stakeholder engagement process, to reduce the entry to a single entity were:

- dispensing with RivJO and revert back to REROC
- creating a hybrid arrangement where REROC is structured into the JO model.

A suggestion was provided that could lessen the barriers of entry to a single entity, particularly if it was a JO. This involved allocating member councils the responsibility to undertake the compliance requirements of the JO. An example provided was Coolamon Shire Council to do the financials. There appears to be very little value or benefit to member councils having the JO undertake the same compliance requirements to that of a council. This approach would significantly reduce the governance and compliance costs of the JO, with member resources/contributions being used more efficiently.

A further solution provided for the increased governance requirements and costs is the state government, through the OLG, providing the service or funding for each JO.

Future structure and governance model options

It was evident from the interviews and surveys that there is a strong preference for a single entity. However, there were a range of entity options and suggested solutions, as detailed in the previous section of this report. External stakeholders have a greater preference for the JO structure as the single entity for regional organisations, while internal stakeholders clearly prefer the REROC structure.

From the interviews, eight of the nine member councils indicated a strong preference for a single entity, along with the four external stakeholders that were interviewed. One council's preference was a JO with REROC as the operational arm and another suggested a hybrid arrangement incorporating REROC into the JO model.

In helping to assess which single entity would be best for the future, the interviewees identified a range of attributes that need to be considered, for a fit for purpose entity. The challenge is which of these attributes are more important than others in determining the future direction.

The attributes identified were adaptiveness and responsiveness, cost efficiency, clear regional identity, ability to influence the regional future and priorities, delivery of regional and council benefits, suitable level of compliance to be accountable and transparent, access to government funding, building and sustaining government relationships and partnerships, value for money for member councils and equal representation for all member councils regardless of size.

From the survey there was strong endorsement of the need for a regional organisation. As to the best option for the future, 37 of the 39 responses indicated one entity, as the following table illustrates.



Table 2 Survey future options

Best option for the future	Responses
REROC	16
RivJO	7
Both RivJO and REROC	2
A joint single entity	14

As to the question which entity is best place to deliver on the functions of the regional organisation, the following table indicates that one entity option is best placed to undertake the government and strategic functions (four functions) of a regional organisation, while REROC is best place to deliver the operational aspects (five functions). RivJO was not identified as a preferred option for any regional functions although those surveyed may have assumed 'one entity' included JO responsibilities.

Table 3 Entity best placed to deliver functions

Functions	REROC	RivJO	One entity
Regional advocacy	15	8	17
Government relationships	11	12	21
Collaboration and leadership	17	8	17
Regional strategy and priorities	15	7	18
Regional economic development	18	9	16
Resource sharing	24	5	14
Regional projects and services	19	5	16
Forum for communication and co-operation	17	9	16
Professional development	19	4	15

The survey results indicate overall that there is no preference for one particular option for the future.

Other matters and observations

At present there is no signed agreement in place between REROC/RivJO and Julie Briggs Management Services. For the purposes of allocating the executive services contract amount for our financial forecasting, we have relied on a copy of the service agreement executed on 28 February 2011 and advice from Julie Briggs.

As part of this review process it would be timely to reassess the need for this type of agreement. As part of this agreement reassessment we recommend some more clarity around the specific services/resources that are provided. It would appear the current arrangements are providing good value for money for REROC members.

From the interviews a few members raised the issue of the need to undertake succession planning for the current CEO/EO and some form of performance review should be put in place.



The following are our observations as part of the project:

- Governance requirements for JO meeting practices was raised consistently. A common practice to discuss matters in a less formal environment is to hold briefing sessions prior to the formal board meetings. This allows free flowing discussion often with an agreement/position taken on a particular matter.
- Meeting practices for councils and JOs are more formal then ROC meetings. At ROC meetings the CEO can play a greater role in how the meeting is run with a greater contribution/influence on the direction and outcome of the meeting. The meeting practices for a JO require the chair to manage the meeting in terms of the agenda.
- The challenge in this analysis is to weigh up the immediate costs and benefits versus the future costs and benefits of the best operational model. It is clear that the balance in costs and benefits are likely to change over time. The costs and benefits of REROC are well known and agreed by members. Currently there are financial advantages with RivJO while it attracts Government operational and project funding. The government have stated that this will not continue, at which point the cost will increase and unless government delivers on its promise of further regional benefits at that time, it may prove a less favourable option. The difficulty currently is although future benefits are promised by the JO structure, they are not quantifiable at present.



Options and analysis

The option and analysis phase aims to identify the best fit for purpose option(s) for the member councils to achieve the outcomes in the areas of strategic planning and advocacy as well as operational activities. This will provide member councils with a view of the future options in terms of structure, operation and estimated financial forecasts.

It is evident from the stakeholder engagement that there are a number of strong and consistent themes that will drive the options for consideration. These themes are:

- influencing priorities and accessing government resources and funding
- duplication of effort and costs
- value for money
- what's best for the region
- affordability for member councils
- outcomes for the region and member councils
- effective and responsive entity.

Our conclusion is that a single entity is the preferred option, however the future structure and governance model isn't straight forward. In coming to a position on the future governance model we have taken into consideration:

- the need to have a clear and unequivocal position on why any entity exists and what it does
- the commitment to sound governance to achieve effective outcomes and benefits
- the attributes identified in the future structure and governance model options section
- the key themes identified directly above
- the potential disadvantages of not being part of the state government's framework in terms of influence and access to regional priorities and projects.

Our recommended approach is to have one entity – either an incorporated structure or JO structure. Our financial options analysis that follows is based on this approach. We have evaluated six options which are described below. There are some limitations on the financial options analysis for the incorporated structures mainly due to the restricted breakdown of the current REROC management services contract amount and the alignment to the agreement, however we have made some assumptions for comparative purposes.

Option 1 - two entities - REROC & RivJO

This option continues with the status quo of operating the two entities, with RivJO undertaking the role as detailed in the Local Government Act and REROC continuing to undertake the operation aspects, namely services delivery and project management.

There are no cost savings, and over time you would expect the costs would increase exponentially due to significant duplication of operational and governance activities. It was evident from the interviews and survey that the level of corporate and governance duplication was unproductive. The most common theme was the duplication of member meetings and duplicated audit costs.



From the financial analysis it is the most expensive option in dollar terms, with ongoing duplication in a range of governance and compliance activities. From the contribution table below, member contributions will need to increase significantly to sustain the core activities and the operation of both entities.

The benefits are that REROC remains operational, which was a desire from most member councils, however it doesn't resolve or deal with the core themes of duplication of effort and costs, value for money and affordability for member councils. With two entities operating in the same regional space it may cause confusion and potential conflict for stakeholders. The state government may question member councils' full commitment to the JO arrangements, with the potential downside unknown.

Option 2 - RivJO - full time

This option assumes there is a full time executive officer (EO) employed by RivJO along with two part time positions totalling one full time position, namely 14 hours a week for finance and 21 hours week for corporate support. From our research, we deem these essential for core activities of the organisation. From our comparative research it is apparent that a level of administration, corporate and financial support is necessary to deliver on the core activities of a JO. RivJO can make other decisions in terms of type of positions and how they are employed.

The main issue with this option is the additional level of compliance imposed by the JO model under the Local Government Act. In affect it is similar to a local government council. There is a view that the additional compliance regime better aligns to the accountability and responsibility of a JO which is leading and delivering region strategies and projects with the support of state government. It is the mechanism by which state government will be satisfied that governance, controls and accountability is in place to allow and justify the allocation of resources and funding to regional organisations.

The additional compliance requirements and costs are a burden on member councils, and this is illustrated in financial forecast table 6 below, with the employment of additional staff and the increase in audit fees. There are a number office administrative savings totalling \$34,000.

With regard to member contributions, they will be slightly less than the option 1 scenario of the two entities. With the inclusion of Wagga Wagga City Council (WWCC), the current members' contributions increase, but less significantly as a result of their inclusion.

The benefits of this option are a significant reduction in governance duplication mainly around meetings as they will halve. The other key benefit is the certainty of RivJO having access to and support of state government in identifying and delivering regional priorities and projects. It is expected over the longer term the JO will develop strong relationships and partnerships with the state government and its agencies in the betterment of regional NSW.

However, there is still the risk that a future government may change the ground rules for JOs and possibly dismantle the regime altogether. The current lack of operational funding will place a further financial burden on member councils, who may choose not to remain members. The government, however, has indicated a strong commitment to partnering with JOs help identify and develop regional priorities that will drive development, growth and community wellbeing, as means of helping JOs mature and develop as a regional organisation.



Option 3 - RivJO - part time

This option assumes there is a part time (28 hours a week) EO employed by RivJO along with two part time positions, totalling one full time position, that we deem essential for core activities of the organisation. From our comparative research it is apparent that a level of administration, corporate and financial support is necessary to deliver on the core activities of a JO.

The discussion on this option is similar to option 2 above, with the exception of the full time EO role. From our discussions with members and the REROC/RivJO CEO/EO it will be a challenge to deliver all current strategic and operational obligations with a part time EO. We do note that all the JOs included in the comparative analysis above have full time EOs, except the Hunter JO, where the EO role is only half a position with the other half assigned to Strategic Services Australia Limited.

With the reduction in hours there is a slight reduction in overall costs, with member contributions similar to the current REROC/RivJO contributions in table 7, remembering WWCC is included. Even though the duplication issues have largely been dealt with, whether there are adequate resources to meet and deliver the core activities of RivJO is in question.

This may impact on capacity to deal with and respond to regional opportunities in a timely manner, potentially disadvantaging the region. There is a need for adequate resources to enable the entity to be effective and responsive ensuring benefits are delivered and member councils obtain value for their contributions.

Option 4 - RivJO - in-kind

This option stems from a suggestion during the interview process. The assumptions are a full time EO with two part time positions - finance support 7 hours week and corporate support 14 hours weeks - with in-kind contributions from member councils to undertake the majority of the compliance requirements. The premise of this option is that each council will agree to undertake a component of the governance requirements of RivJO. The following table is an illustration of how the option may work, however more discussion and consideration of each council's capacity and capability is required in the assignment of the compliance activities.

Table 4 Council member compliance activities

Compliance activity	Nominated council
Code of Conduct	Greater Hume Shire Council
Procedures of Administration of Code of Conduct	Greater Hume Shire Council
Code of Meeting Practice	Lockhart Shire Council
JO Charter	Lockhart Shire Council
Board Expenses and Facilities	Bland Shire Council
Revenue Policy	Coolamon Shire Council
Agency Information Guide (GIPA)	Coolamon Shire Council
Privacy Management Plan	Bland Shire Council



Compliance activity	Nominated council
Related Parties Disclosure Policy	Junee Shire Council
Internal Reporting Policy	Junee Shire Council
Disaster Recovery Plan	Cootamundra-Gundagai Shire Council
IT Security Plan	Cootamundra-Gundagai Shire Council
Records Management Policy	Temora Shire Council
Enterprise Risk Management Policy	Temora Shire Council
WHS Policy	Greater Hume Shire Council
Fraud Control Policy	Bland Shire Council
Gathering Information Policy	Cootamundra-Gundagai Shire Council
Compliance and Reporting Documents	Wagga Wagga City Council
End of year Performance Statement	Wagga Wagga City Council
General Purpose Financial Statements	Wagga Wagga City Council
Others:	
> Minute taking and preparation	Temora Shire Council
> Meeting logistics	Temora Shire Council

The key challenge for RivJO is managing the timing and logistics of the review and preparation processes for each of the compliance activities. From a council perspective they will need to incorporate these processes into the usual work programs. Effectively RivJO will be contract managing a number of deliverables to a predetermined timeframe and standard.

The value proposition for member councils is that estimated contributions are slightly higher than the current contributions, as they aren't paying the full compliance cost through their contributions, refer to table 6. This option significantly reduces the duplication of governance issues with councils undertaking the majority of the activities more effectively and efficiently.

Option 5 - RivJO - delegation

The assumptions for this option are a full time EO employed by RivJO along with a part time position of 14 hours a week for corporate support, with all the governance and compliance obligations delegated to a member council. This option is based on the member council not charging to provide this service. The other option is a fee for service arrangement, however detailed analysis and negotiations would be required to finalise the arrangement. We have been advised this approach has been considered previously.

Currently Tamworth Regional Council has agreed to undertake all the JO governance and compliance requirements, through Namoi JO delegating all the obligations to council. We understand the rationale is that council is committed to a regional role in terms of leadership and contribution. The council area is the major economic driver for the region through businesses, public services and population, therefore a beneficiary directly and indirectly of most regional projects.



Council has acknowledged these benefits and the greater good for the region by undertaking the JO governance and compliance activities. All the JO governance and compliance requirements and costs were incorporated into the daily operations of council, without the need for additional staff. The impact on councils' operations has been very minimal. Under this option there would be limited governance risk exposure for the JO provided the member councils had the confidence in, a sound relationship with and trust in the council undertaking these activities.

This is the most cost effective of the JO options with all current member contributions estimated to decrease, based on table 6 with the inclusion of WWCC. This option eliminates all duplication of governance and compliance obligations and costs as these are incorporated into the daily operations of the host council. Further member council contributions would not include compliance costs representing both effective use of resources and value for money for all members and their communities.

We have also been advised that Tamworth Regional Council provides all the office space, technology and all employee support requirements. Under option 5 this represents a further estimated annual saving of \$48,500, reducing total member contributions to \$257,000.

Option 6 - incorporated association and company

For the purposes of this option we have used REROC operations. As discussed in the operational governance model section of this report, the compliance and governance obligations are higher for a company, with the associated costs marginally higher as well.

The risks for councillors and staff being members and directors are fiduciary responsibilities of incorporated entities, ensuring the entities are legally compliant and that the boards are operating in an ethical and financially sustainable manner.

The incorporated entity approach has been operating very effectively through the REROC organisation. It is well established and delivered significant tangible benefits to member councils and by extension their communities. It has been able to take advantage of numerous opportunities for the regional communities while creating a financial sustainable organisation.

From our observations and interpretation of the financial information and management agreement provided, it appears that the arrangement is heavily weighted in favour of member councils. As we understand the current payment of \$175,500 by REROC for executive services is solely for REROC operations. We acknowledge there has been additional resources of both funding and staff to deliver projects, however it is unclear if this has contributed to the core activities of REROC. For comparison purposes we have increased this amount by \$74,500 to be comparable to the other options.

It is our view, should the management agreement be renewed for this option, that it is highly likely the cost to deliver the services detailed in the previous agreement will be significantly higher. To undertake a more meaningful financial forecast for this option there would be a need to evaluate the most recent management service agreement and estimate the costs for the itemised services and facilities. Based on the information provided and subsequent advice, this option currently provides the best value for all member councils.



The key risk is that both these models sit outside the state government legislative framework for JOs, which are effectively the regional organisations. The question is, will this structure be acceptable in building strong and meaningful relationships with the state government and its agencies that could lead to greater responsibility for regional organisations. The region could be disadvantaged in terms of not being a 'full partner' with the state government and unable to maximise the access to state government resources, funds and agreements to deliver additional regional projects for the betterment of regional communities.

A further matter for consideration is that WWCC has only a joined as member of RivJO and not REROC. The incorporated structure option may not be suitable for their purposes. This would have a detrimental impact on the region's longer-term ability to partner with state government to deliver broader regional benefits and improvements.

Financial analysis

The basis of the financial analysis is to establish the core operating costs of the single entity using the 2019/20 budgets. This excludes any grant related or fee for service projects. This allows us to determine the membership contributions that will support core capability year-on-year.

For consistency and comparison purposes, we have estimated employee costs based on the JO directly employing staff. The alternative is to contract out part, or all, of the part time staff which may either reduce the costs or increase the hours of work for each position. Again, we have included positions that are required for the core functioning of the JO entity. For the incorporated structure we have relied on the current REROC budget.

In determining the core operating costs, we have relied on the information provided by REOC and RivJO in the form of 2019/20 budgets, excluding project costs and advice from Julie Briggs. Further research was undertaken to ascertain some comparative information with other JOs in terms of core operating costs. The following table details the estimated core costs and the level of staffing.

Table 5 Joint organisation core cost comparisons

Joint organisation	Estimated annual core costs 2019/20	Employees - FTE	Estimated employee costs 2019/20
RAMJO	\$306,500	1 FTE - EO plus budget for casual admin support	\$243,500*
Namoni JO	\$325,000	1 FTE - EO	\$216,500 [#]
Canberra JO	\$648,500	2 FTE – 1 FTE EO and 1 FTE government relations	\$480,000 [^]
Hunter JO	\$648,000	2.5 FTE - .5 FTE EO, .5 FTE EA, .5 FTE communications, 1 FTE policy officer	\$369,000 ⁺ excludes back off costs



Joint organisation	Estimated annual core costs 2019/20	Employees - FTE	Estimated employee costs 2019/20
Central NSW JO	\$369,500	2 FTE – 1FTE EO and 1 FTE executive assistance and finance	\$331,000@
Option 2 -RivJO full time	\$436,700	2.0 FTE – 1FTE CO, .6 FTE finance, .4 FTE corporate support	\$308,700

* - estimated from 2018/19 budget

^ - proposed 2019/20 budget at board meeting (05/08/2019)

@ - Budget and Statement of Revenue Policy 2019-2020 (Report 29/6/19)

- from Financial Report (31/12/19) to board meeting (04/02/2020)

+ - CEO report to board meeting (09/05/2019)

It is worth noting that all the above JOs have transitioned from their former governance model structure to the JO structure.

The following financial forecasting establishes the estimated income and expenses of operating a single entity, excluding projects. The financial options analysis that is in the following table details the estimated financial forecasts based on the 2019/20 budgets for each option, using the current status as the base for comparison. A copy of the full model with assumptions and member contribution options is at **appendix D**.



Table 6 Financial forecast budget options

Description	Option 1 REROC & RIVJO combined	Option 2 RivJO full time EO + 2 part time staff	Estimated savings from option 1 to option 2	Option 3 RivJO part time 28 hr EO + 2 part time staff	Estimated savings from option 1 to option 3	Option 4 RivJO in-kind full time EO	Estimated savings from option 1 to option 4	Option 5 RivJO delegation full time EO	Estimated savings from option 1 to option 5	Option 6 REROC incorporate structure
Income										
Council contributions	247,171.00		Contribution amount at bottom line of this table				Contribution amount at bottom line of this table			
Interest on Investments	7,500.00	7,500.00	-	7,500.00	-	7,500.00	-	7,500.00	-	5,000.00
Sundry income	2,000.00	2,000.00	-	2,000.00	-	2,000.00	-	2,000.00	-	2,000.00
Meetings and catering income	-									
JO operations contributions	11,506.00		- 11,506.00		- 11,506.00		- 11,506.00		- 11,506.00	
Special projects - income	-		-		-		-		-	
	2,000.00	2,000.00	-	2,000.00	-	2,000.00	-	2,000.00	-	2,000.00
	30,000.00	30,000.00	-	30,000.00	-	30,000.00	-	30,000.00	-	30,000.00
	-									
	300,177.00	41,500.00	- 11,506.00	41,500.00	- 11,506.00	41,500.00	- 11,506.00	41,500.00	- 11,506.00	39,000.00
Expenditure										
Executive officer services	197,609.00	176,400.00	- 21,209.00	141,120.00	- 56,489.00	176,400.00	- 21,209.00	176,400.00	- 21,209.00	189,000.00
EO On-costs	10,384.00	44,100.00	33,716.00	35,280.00	24,896.00	44,100.00	33,716.00	44,100.00	33,716.00	
Admin support	24,000.00	-	- 24,000.00	-	- 24,000.00	-	- 24,000.00	-	- 24,000.00	24,000.00
Office Expenses (Elect: p/copy: computer: etc)	30,000.00	20,000.00	- 10,000.00	17,500.00	- 12,500.00	15,000.00	- 15,000.00	12,500.00	- 17,500.00	30,000.00
Car	7,000.00	8,500.00	1,500.00	7,000.00	-	8,500.00	1,500.00	8,500.00	1,500.00	7,000.00
Secretarial support	25,000.00	-	- 25,000.00	-	- 25,000.00	-	- 25,000.00	-	- 25,000.00	
Finance support staff	-	43,680.00	43,680.00	43,680.00	43,680.00	21,840.00	21,840.00	-	-	
FS On-costs	-	10,920.00	10,920.00	10,920.00	10,920.00	5,460.00	5,460.00	-	-	
Corporate support staff	-	35,280.00	35,280.00	35,280.00	35,280.00	23,520.00	23,520.00	16,800.00	16,800.00	
CS On-costs	-	8,820.00	8,820.00	8,820.00	8,820.00	5,880.00	5,880.00	4,200.00	4,200.00	
Projects & planning	25,000.00	15,000.00	- 10,000.00	15,000.00	- 10,000.00	15,000.00	- 10,000.00	15,000.00	- 10,000.00	



Description	Option 1 REROC & RIVJO combined	Option 2 RivJO full time EO + 2 part time staff	Estimated savings from option 1 to option 2	Option 3 RivJO part time 28 hr EO + 2 part time staff	Estimated savings from option 1 to option 3	Option 4 RivJO in-kind full time EO	Estimated savings from option 1 to option 4	Option 5 RivJO delegation full time EO	Estimated savings from option 1 to option 5	Option 6 REROC incorporate structure
Evaluation of Operations	15,000.00	-	-	-	-	-	-	-	-	-
Phone	9,266.00	5,000.00	- 4,266.00	4,000.00	- 5,266.00	4,000.00	- 5,266.00	3,000.00	- 6,266.00	4,266.00
Printing/stationery/postage	8,500.00	6,500.00	- 2,000.00	5,000.00	- 3,500.00	6,500.00	- 2,000.00	4,000.00	- 4,500.00	6,500.00
Advertising	1,600.00	1,600.00	-	1,400.00	- 200.00	1,600.00	-	1,600.00	-	1,600.00
Insurance	13,531.00	5,000.00	- 8,531.00	5,000.00	- 8,531.00	5,000.00	- 8,531.00	5,000.00	- 8,531.00	8,531.00
Rent / office lease	32,621.00	22,821.00	- 9,800.00	22,821.00	- 9,800.00	22,821.00	- 9,800.00	22,821.00	- 9,800.00	22,821.00
Travel	5,500.00	4,000.00	- 1,500.00	3,500.00	- 2,000.00	4,000.00	- 1,500.00	4,000.00	- 1,500.00	1,500.00
It & web site	6,500.00	3,000.00	- 3,500.00	3,000.00	- 3,500.00	3,000.00	- 3,500.00	3,000.00	- 3,500.00	1,500.00
Board meetings/catering	8,550.00	4,000.00	- 4,550.00	4,000.00	- 4,550.00	4,000.00	- 4,550.00	4,000.00	- 4,550.00	2,550.00
Representations	7,000.00	7,000.00	-	6,000.00	- 1,000.00	7,000.00	-	7,000.00	-	-
Legal/accounting/audit	26,000.00	20,000.00	- 6,000.00	20,000.00	- 6,000.00	20,000.00	- 6,000.00	20,000.00	- 6,000.00	6,000.00
Research & resources	-	-	-	-	-	-	-	-	-	-
Subscriptions	732.00	600.00	- 132.00	600.00	- 132.00	600.00	- 132.00	600.00	- 132.00	732.00
Equipment consumables	3,000.00	3,000.00	-	2,000.00	- 1,000.00	2,000.00	- 1,000.00	3,000.00	-	-
Special projects	-	-	-	-	-	-	-	-	-	-
	2,000.00	2,000.00	-	2,000.00	-	2,000.00	-	2,000.00	-	2,000.00
	458,793.00	447,221.00	3,428.00	393,921.00	- 49,872.00	398,221.00	- 45,572.00	357,521.00	- 86,272.00	308,000.00
Operating result	(158,616.00)	405,721.00	14,934.00	352,421.00	- 38,366.00	356,721.00	- 34,066.00	316,021.00	- 74,766.00	269,000.00
Estimated council contribution	405,787.00	405,721.00		352,421.00		356,721.00		316,021.00		269,000.00



The following member contribution table is based on 2/3 fixed base and 1/3 population, it includes Wagga Wagga and is for comparison purposes only for this report. In **appendix C** there is a contribution tab that has a range of contribution approaches for consideration.

Table 7 Member contribution for each option

Proposed contributions	2/3 FIXED BASE + 1/3 POPULATION BASED						
	Current REROC/RIVJO	Option 1 REROC & RIVJO balanced budget	Option 2	Option 3	Option 4	Option 5	Option 6
Bland Shire Council	30,668.88	37,401.00	36,914.00	32,483.00	32,879.00	29,128.00	24,793.94
Coolamon Shire Council	29,588.88	35,378.00	34,891.00	30,726.00	31,100.00	27,552.00	23,452.44
Cootamundra-Gundagai Shire Council	34,083.88	43,798.00	43,310.00	38,039.00	38,503.00	34,110.00	29,034.66
Greater Hume Shire Council	33,563.88	42,824.00	42,336.00	37,193.00	37,646.00	33,351.00	28,388.59
Junee Shire Council	30,892.88	37,820.00	37,333.00	32,847.00	33,248.00	29,455.00	25,072.29
Lockhart Shire Council	28,800.88	33,903.00	33,416.00	29,445.00	29,803.00	26,403.00	22,474.41
Temora Shire Council	30,770.88	37,592.00	37,105.00	32,649.00	33,047.00	29,277.00	24,920.77
Snowy Valleys Shire Council	-	-	-	-	-	-	-
Wagga Wagga City Council	-	107,012.00	106,514.00	92,940.00	94,073.00	83,340.00	70,939.55
Goldenfields Water County Council	14,400.44	15,028.00	16,948.00	13,051.00	13,211.00	11,703.00	9,961.67
Riverina Water	14,400.44	15,028.00	16,948.00	13,051.00	13,211.00	11,703.00	9,961.67
Total	247,171.00	405,784.00	405,715.00	352,424.00	356,721.00	316,022.00	269,000.00



Recommendations

The following is an assessment of the six options based on the criteria that has been established in this report. The aim is to help ascertain which option is most suitable for your regional organisation.

Table 8 Options assessment

Criteria	Option 1	Option 2	Option 3	Option 4	Option 5	Option 6
Influencing priorities and accessing government resources and funding	✓ ✓	✓ ✓ ✓	✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓
Duplication of effort and costs	X	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓
Value for money	✓	✓ ✓	✓ ✓	✓ ✓	✓ ✓	✓ ✓ ✓
Affordability for member councils	✓	✓ ✓	✓ ✓	✓ ✓	✓ ✓ ✓	✓ ✓ ✓
Governance	✓	✓ ✓ ✓	✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓
Outcomes for the region and member councils	✓ ✓	✓ ✓ ✓	✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓
Effective and responsive entity	✓	✓ ✓	✓	✓ ✓	✓ ✓	✓ ✓ ✓
Accountability	✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓

The evaluation methodology is based on how well each option addresses the criteria and is as follows:

- X the option does not address the criteria
- ✓ the option addresses the criteria in a limited way
- ✓ ✓ the option mostly addresses the criteria
- ✓ ✓ ✓ the option fully addresses the criteria.

The outcomes of this assessment indicate that option 5 (RivJO delegation) and option 4 (RivJO in-kind - slightly more expensive), are the most suitable. However, the incorporated structure (option 6) satisfies all the criteria except for those relating to a full partnership with the state government under the JO structure. Member councils may wish to confirm with the state government that if REROC were to continue in preference to RivJO, for the reasons outlined in this report, that it would, or would not, receive the same recognition, partnering and funding as a RivJO. Option 2 is somewhat more expensive and therefore less affordable for member councils, and with option 3 having less resources, it would not be an effective and responsive entity.



This report is future looking and whilst REROC has served the majority of the region exceptionally well, in our view, if REROC is not recognised as a suitable partner for state government, then the JO structure provides the best opportunity for the region to have a 'seat at the table' with the state government and agencies and to develop meaningful and sustainable relationships and partnerships, provided the government remains committed to supporting JOs. This will allow the regional organisation to influence and recommend regional strategic direction and priorities. It should also provide more certainty in being able to access and secure funding and resources to identify and deliver projects and programs for the betterment of the region.

However, there is the issue of the ongoing sustainability of a JO, as the state government has not committed to regular funding of day-to-day activities. There is still a level of risk as to whether the JO structure will succeed longer term. However, a number of other JOs indicated it is the best chance to partner collaboratively with state government whilst leveraging their regional planning model to significantly improve the betterment of regional and local Australia.

The incorporated structure, in particular an NFP company limited by guarantee, will also afford the region and member councils with ongoing benefits within a leaner governance structure. Whether this can and will maximise the potential outcomes and benefits for the region, similar to that of a JO structure, without government support, is questionable.



Appendix A Letter to the local minister from the thirteen JO chairs

30 May 2019

Hon Shelley Hancock MP
Minister for Local Government
Parliament House
Macquarie St
SYDNEY NSW 2000

Dear Minister

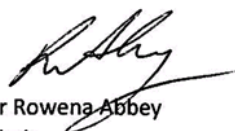
We write on behalf of all thirteen NSW Joint Organisations, following our facilitated meeting today to discuss a framework for collaboration with the NSW Government.


The meeting of Joint Organisation (JO) Chairs which followed the above meeting discussed its outcomes and the way forward. The JO Chairs have unanimously resolved that we write to you to advise that we agree that JOs require a more collaborative partnership approach to the proposed business model of funding. We agree that the provision of on-going baseline funding of \$300,000 per JO, each year for the next three years, would recognise the need for capacity building funding which would allow JOs and the State to work collaboratively to continue development on sustainable financial pathways for the new organisations.

It was noted during the facilitated session that JOs were reporting deficit budgets, during our JO Chairs' meeting it was agreed that this approach was not sustainable. Given the realised benefits of collaboration between JOs, State Government and councils to drive outcomes, we believe that a commitment from State Government to ensuring the financial sustainability of the JOs during their establishment phase is in the best interests of regional NSW.

We would welcome the opportunity to discuss the concerns raised in this letter with you. We are agreed that as we enter into a second Financial Year of operations for the JOs that the issue of a collaborative funding model must be suitably resolved to provide our member councils with confidence about the future of JOs. Your response to our correspondence, within 28 days would be appreciated.

Yours sincerely


Cr Rowena Abbey
Chair
Canberra Region JO


Cr John Metcalf
Chair
Central NSW JO



Cr Ryan Palmer
Acting Chair
Hunter JO



Cr Liz Campbell
Chair
Mid-North Coast JO



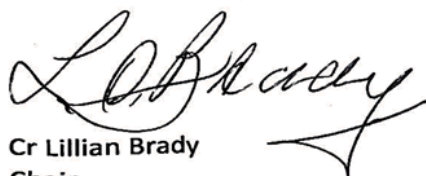
Cr Michael Pearce
Chair
New England JO



Cr Craig Davies
Acting Chair
Orana JO



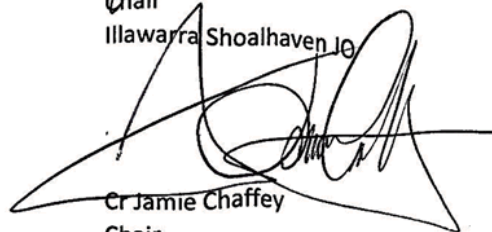
Cr Kevin Mack
Chair
Riverina and Murray JO



Cr Lillian Brady
Chair
Far North West JO



Cr Gordon Bradbery OAM
Chair
Illawarra Shoalhaven JO



Cr Jamie Chaffey
Chair
Namoi Unlimited



Cr Danielle Mulholland
Chair
Northern Rivers JO



Cr Rick Firman OAM
Chair
Riverina JO

Cr Melissa Hederics
Chair
Far South West JO



Appendix B Outline of governance and compliance requirements

OUTLINE OF INCORPORATED ASSOCIATION AGAINST A PUBLIC COMPANY LIMITED BY GUARANTEE

	INCORPORATED ASSOCIATION	PUBLIC COMPANY LIMITED BY GUARANTEE
Structure <i>Company - national recognition</i>	<p>An incorporated association is a body corporate with a legal personality separate from its members.</p> <p>Incorporated associations are registered and regulated by the <i>Associations Incorporation Act 2009</i> (NSW) ("Act"), which is administered by NSW Fair Trading.</p> <p>The Act provides a simple and affordable means of creating a separate legal entity for small, community-based groups with limited resources, which operate only in New South Wales.</p> <p>The Act imposes less onerous conditions than the Corporations Act which governs the activities of companies.</p>	<p>Companies limited by guarantee are public companies constituted by members and governed by a board of directors.</p> <p>Companies limited by guarantee are registered and regulated by the <i>Corporations Act 2001</i> (Cth) ("Corporations Act"), which is administered by ASIC.</p> <p>A company's registration is recognised Australia wide.</p>
Legal Status <i>No real difference</i>	<p>The association itself has a legal existence independent of its members. This means that as an entity it may:</p> <ul style="list-style-type: none"> (a) sue and be sued; (b) acquire, hold and dispose of property; (c) act as a trustee; (d) make contracts and enter into tenancy agreements; (e) receive a bequest or gift from a will; and (f) have perpetual succession. That is, the association will remain in existence regardless of who is a member until it is disbanded by operation of the law. 	<p>A company limited by guarantee has broad powers equivalent to the legal capacity of an individual and a body corporate (except for the power to issue shares).</p> <p>Registration of a company creates a legal entity separate from its members. This means that, as with an incorporated association, a company may:</p> <ul style="list-style-type: none"> (a) sue and be sued; (b) acquire, hold and dispose of property; (c) act as a trustee; (d) make contracts and enter into tenancy agreements; (e) receive a bequest or gift from a will; and (f) have perpetual succession. The company remains in existence until it is disbanded by operation of the law.

	INCORPORATED ASSOCIATION	PUBLIC COMPANY LIMITED BY GUARANTEE
Trading ability <i>No State boundaries for a company. Primary purpose is trade.</i>	<p>A primary limitation of incorporated associations is that whereas a company may trade nationally, an incorporated association is confined to trade within the State in which it is registered.</p> <p>An association incorporated in New South Wales which proposed to carry on business in another Australian jurisdiction has two alternatives:</p> <ul style="list-style-type: none"> (a) to incorporate as another legal entity under the equivalent associations incorporation legislation in each jurisdiction in which it intends to carry on business; or (more commonly) (b) to register as an Australian Registrable Body (ARB) under the Corporations Act. An incorporated association which registers as an ARB will have compliance obligations under both the associations incorporation legislation and the corporations law. 	<p>Once a company is registered under the Corporations Act it can operate anywhere in Australia. A company is entitled to carry on business nationally without having to separately incorporate in each State and Territory or register as an ARB.</p> <p>A company may conduct trade with the public as a primary purpose. In contrast, an incorporated association may only trade with the public if that trade is ancillary to the association's purpose.</p>
Winding up and the liability of members <i>No real difference</i>	<p>Members are not liable to contribute towards the payment of the debts and liabilities of the incorporated association or the costs, charges and expenses of the winding up of the incorporated association.</p> <p>The liability of members of an incorporated association (including members who are committee members) in the event of a winding up is limited to amounts due to the association by way of unpaid subscriptions, joining fees or other amounts payable under the Rules of the association.</p>	<p>A company has limited liability if would up and is a separate legal entity distinct from its members.</p> <p>"Limited by guarantee" means the liability of the company's members is limited to the amount of the guarantee (that is, the amount a member has agreed to contribute if the company is wound up). The amount of the guarantee is usually specified in the company's constitution and is often fixed at a nominal amount. The guarantee is only called upon in a winding up situation.</p>
Committee Members and Directors Duties and Liabilities	<p>Under the Act the committee of an association incorporated in New South Wales must include 3 or more members, each of whom is aged 18 years or more and at least 3 of whom are ordinarily resident in Australia.</p>	<p>The Board of a company is structured as decided by the organisation and set out in its constitution.</p> <p>Directors of company's limited by guarantee are subject to the same equitable and common law duties as directors of</p>

	INCORPORATED ASSOCIATION	PUBLIC COMPANY LIMITED BY GUARANTEE
Higher standard for company directors	<p>The Act requires each committee member to carry out his or her functions for the benefit, so far as practicable, of the association and with due care and diligence.</p> <p>The common law imposes fiduciary duties on committee members. These fiduciary duties require them to:</p> <ul style="list-style-type: none"> (a) act honestly (b) act in good faith; and (c) in what they consider to be the best interests of the incorporated association. <p>If they fail in any of these duties, committee members may be liable to personally compensate members (or the association) who suffer loss.</p> <p>The Act provides protection for committee members against being held personally responsible for the association's liabilities.</p> <p>Unless there are exceptional circumstances the "veil" of incorporation will not be lifted to expose an association's members or council members to personal liability in relation to the business carried on by the association</p>	<p>incorporated associations. These fiduciary duties require directors to:</p> <ul style="list-style-type: none"> (a) act in good faith in the best interests of the company; (b) act for a proper purpose; and (c) give adequate consideration to decisions and keep discretions unfettered. <p>If they fail in any of these duties, directors may be liable to personally compensate members who suffer loss.</p> <p>In addition, a company limited by guarantee attracts the statutory directors' duties under the Corporations Act.</p> <p>These statutory duties include duties to:</p> <ul style="list-style-type: none"> (a) act in good faith and in the best interests of the company; (b) act with due care and diligence; (c) act for a proper purpose (that is, not for personal advantage or to the company's detriment); (d) not use information acquired for personal advantage or to the company's detriment; (e) disclose material personal interests; (f) not to vote on a matter involving a material personal interest, nor be present when such matters are considered; (g) avoid insolvent trading;

	INCORPORATED ASSOCIATION	PUBLIC COMPANY LIMITED BY GUARANTEE
		<p>(h) retain appropriate discretions, for example when delegating functions to sub-committees of the board; and</p> <p>(i) avoid conflicts of interest.</p> <p>Directors of companies who breach these duties are exposed to both civil and criminal penalties. They may be individually liable for penalties up to \$200,000. The company also may be liable for penalties up to \$1 million.</p> <p>The Corporations Act does provide that, in certain circumstances, a company may indemnify its directors and officers against personal liability which they could incur in the course of performing their duties.</p>
Compliance and Governance Obligations <i>Higher onus for company</i>	<p>The Act imposes a range of compliance obligations on incorporated associations. These include the following matters:</p> <p>(a) Having at least 5 members;</p> <p>(b) Must not be formed or carried on for the purposes of providing financial gain for its members;</p> <p>(c) An alteration of the rules of an incorporated association must be lodged and registered before it takes effect;</p> <p>(d) Ensure the association complies with its rules about calling and holding meetings;</p> <p>(e) An incorporated association must hold an annual general meeting (AGM) each calendar year within 6 months of the end of the financial year of the incorporated association;</p> <p>(f) An incorporated association must submit to its members at an AGM, a statement containing details of all income and expenditure during the last financial year, assets and</p>	<p>A company's compliance obligations are more onerous than those associated with incorporated associations. Under the Corporations Act companies limited by guarantee are subject to the disclosure requirements that apply to public companies. These include:</p> <p>(a) Requirements to notify ASIC of all material changes in administration and governance of the company, including change of name, address, company secretary, directors and constitution;</p> <p>(b) Hold an annual general meeting (AGM) each calendar year within 5 months of the end of the financial year of the incorporated association.</p> <p>(c) Requirement to lodge annual statements of solvency;</p> <p>(d) Requirements regarding the administration of company business such as the conduct of formal meetings, passing and recording resolutions;</p>

INCORPORATED ASSOCIATION	PUBLIC COMPANY LIMITED BY GUARANTEE
<p>liabilities, mortgages, charges and securities affecting any of the incorporated association's property, and details relating to any trust of which the association was trustee during the previous financial year, or any trust which contains funds of the incorporated association and the statement must be kept for at least 7 years after the date of submission;</p> <p>(g) The association accounts must be audited and also provided to members at an AGM;</p> <p>(h) At, or soon after, the AGM, a committee member must certify that the committee member attended the AGM and that the statement referred to in (d) was submitted to members at the AGM;</p> <p>(i) The association must have a Secretary;</p> <p>(j) An incorporated association must maintain adequate and accurate accounting records of its financial transactions; and</p> <p>(k) Be governed in accordance with the Association's Rules.</p>	<p>(e) Requirements relating to maintenance of company financial records;</p> <p>(f) Requirements relating to the maintenance of company registers;</p> <p>(g) Detailed procedures must be followed in relation to the appointment and removal of auditors.</p> <p>(h) Have at least 3 directors and 1 secretary;</p> <p>(i) Have at least 1 member;</p> <p>(j) Have a registered office address and principal place of business located, open and accessible in Australia;</p> <p>(k) Be managed by a Constitution or Replaceable rules;</p> <p>(l) Maintain a record of all directors' and members' meeting minutes and resolutions;</p> <p>(m) Appoint a registered company auditor within 1 month of its registration; and</p> <p>(n) Receive and review an annual company statement and pay an annual review fee. A charitable or not-for-profit company may be eligible for a reduced annual review fee if it meets the criteria under the definition of 'special purpose company' in regulation 3(a), (b), (c) or (d) of the Corporations (Review Fees) Regulations 2003;</p> <p>Company members are entitled to vote at annual general meetings and extraordinary general meetings. The members vote on issues such as changes to the company's constitution and the appointment of directors.</p> <p>Operating as a company limited by guarantee also imposes more onerous accounting and financial obligations.</p>

	INCORPORATED ASSOCIATION	PUBLIC COMPANY LIMITED BY GUARANTEE
Profits <i>Profits may be distributed to members</i>	<p>Incorporated associations may not be formed for the purposes of earning profit for members. If the association earns a profit from commercial activity, this profit may not be distributed amongst the members. Profits are used to further the objectives of the association and not to provide personal gain for its members. Any profit must be used for activities carried on by the association.</p>	<p>As a company limited by guarantee, there are no restrictions on the entity's ability to trade, earn and distribute profits.</p> <p>A company limited by guarantee cannot issue shares. However, unless restricted by its constitution, a company limited by guarantee may make distributions to its members. The constitution of the company will specify the purposes for which profits may be used – for example, in furtherance of the company's principal objectives.</p> <p>Companies limited by guarantee are often used for 'not-for-profit' activities. If BMG becomes a company limited by guarantee under the Corporations Act it can most likely retain its not-for-profit status.</p> <p>Generally, companies limited by guarantee must use the word "limited" or the abbreviation "Ltd" in their name, but ASIC may waive this requirement for a not-for-profit company. To do so, the company must pursue charitable purposes only and apply its income in promoting those purposes, it must not make distributions to its members or pay fees to its directors and the directors of the company must approve all other payments the company makes to its directors.</p>
Costs <i>Higher costs for company</i>	<p>The costs associated with an incorporated association in administration should generally be minor.</p>	<p>There are maintenance costs to be incurred under both entities, such as registration fees and lodgement of annual returns. These costs are marginally higher for a company, however these costs are not prohibitive.</p> <p>The fees associated with compliance obligations under the Corporations Act are generally more than the fees required for the administration of associations. There are also substantial late fees imposed on the notification requirements which are strictly enforced by ASIC.</p>



Appendix C Copy of survey



REROC and Riverina JO

Member Feedback Survey

REROC and Riverina JO have decided to undertake a review of these two organisations to determine the most cost effective and efficient way to deliver regional collaboration and operational activities in the best interest of its Member Councils and, by extension, their communities.

The Boards have appointed Morrison Low Consultants Pty Ltd to undertake this review, part of which is to engage with key stakeholders across the region.

The key objectives for consideration are:

- > Financial sustainability
- > Best value for money
- > Compliance simplicity
- > Community benefits
- > Achievements and delivery

Given your understanding and/or involvement, the Boards are seeking input into the organisational reviews and the operational future of the two entities. It is the intention of both Boards to use this review and its recommendations as the basis for determining the future operations of both Organisations.

1. Please select your Council

2. How important are regional organisations to your Council?

	Very Important	Important	Neither	Not Important
REROC	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Riverina JO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. Which of the following entities is best placed to undertake the following functions, with 1 being the best and 3 being the worst.

	REROC	Riverina JO	One Entity
Regional Advocacy	<input type="text"/>	<input type="text"/>	<input type="text"/>
Government Relationships	<input type="text"/>	<input type="text"/>	<input type="text"/>
Collaboration and Leadership	<input type="text"/>	<input type="text"/>	<input type="text"/>
Regional Strategy and Priorities	<input type="text"/>	<input type="text"/>	<input type="text"/>
Regional Economic Development	<input type="text"/>	<input type="text"/>	<input type="text"/>
Resource Sharing	<input type="text"/>	<input type="text"/>	<input type="text"/>
Regional Projects and Services	<input type="text"/>	<input type="text"/>	<input type="text"/>
A forum for communication and co-operation	<input type="text"/>	<input type="text"/>	<input type="text"/>
Professional Development	<input type="text"/>	<input type="text"/>	<input type="text"/>

4. What are the advantages of REROC?

5. What are the advantages of Riverina JO?

6. Do you see any significant barriers for a single entity?

If Yes, please specify.

7. Considering your responses, what do you believe is the best option for the future?

- ☐ REROC
- ☐ Riverina JO
- ☐ Both REROC and Riverina JO
- ☐ A joint single entity

Other (please specify)

8. If you would like to provide further information or talk to someone please use the following contacts:
g.smith@morrisonlow.com or s.bunting@morrisonlow.com or Mobile: 0407 294765



Appendix D Financial forecasting model

A copy of the financial forecasting model will be provided separately to this report in the form of an Excel spreadsheet.

ATTACHMENT TWO

**Report to the Joint Organisation Board
Review of Operations of REROC and the Riverina Joint Organisation**

The Report from Morrison Low was received by myself on 9 April. I distributed the Report to the JO's Review Sub-committee on 14 April and the committee met on 17 April to discuss the contents. The sub-committee members are Cr Rick Firman, Cr John Seymour, Cr Abb McAlister, Cr Rodger Schirmer, Cr Neil Smith, Tony Donoghue, Ray Smith, Steve Pinnuck. Cr Schirmer was not available for the 17 April meeting, but I briefed Cr Schirmer on the meeting afterwards.

Morrison Low recommended six structural options which are summarised below:

OPTION	SUMMARY STRUCTURE	ESTIMATED COST
1. Two Entities - REROC and RivJO	This would be a continuation of the current arrangements.	\$458,793
2. RivJO – Full Time	One organisation, being a JO with a full-time Executive Officer (EO) and two part-time support staff (14hrs for finance and 21 hours per week corporate support).	\$447,221
3. RivJO- part-time	One organisation, being a JO with a part-time EO (28 hrs per week) and two part-time support staff that would equate to one full-time staff member.	\$393,921
4. RivJO – in-kind	One organisation, being a JO with a part-time EO (14 hrs per week) and two part-time support staff. (7 hours per week finance and 14 hours per week corporate support). Member Councils provide governance support.	\$398,221 (plus council in-kind support)
5. RivJO - Delegation	One organisation, being a JO with a full-time EO and one part-time support staff (14 hours per week). All compliance and governance obligations delegated to a member council with the member council not charging for the service.	\$357,521 (plus Member Council providing services free of charge)
6. Incorporated association or company	One organisation, being either an incorporated association (as per the current REROC arrangement) or a company limited by guarantee with executive services contracted out.	\$308,000

The Committee considered each of the Options with the goal of identifying the one that would provide Members with the best possible value for money outcome. The Committee weighed this against the possible gains or losses that each of the proposed structures provided.

The Committee agreed that their belief was that the Member Councils' preferred option would be for a single organisation. The current arrangement operating two separate organisations was less than ideal and carried with it a level of duplication that was not sustainable. After considering all the options the Committee short-listed two options: Option 2 and Option 6.

Both options will provide Member Councils with a single dedicated organisation that is not reliant on the Member Councils to deliver core activities such as compliance and governance. The new organisation will deliver both the strategic activities of the current JO and the operational activities undertaken by REROC.

In weighing up the two options the Committee was very aware of the vision that the State Government had committed to for the JOs. They were to have been the mechanism by which the State delivered infrastructure and services into the Regions. However after almost 2 years of operation, apart from the significant funding that has been invested in the Far West JOs, no infrastructure or service delivery initiatives have been specifically channelled through any of the JOs and to date there are none planned.

Some JOs in the State have accessed funding for Biodiversity Conservation Reform project officers and Contaminated Land project officers, however access to this funding was not restricted to JOs. In our Region this funding was accessed by REROC and in the Central West by a single council hosting the projects. In each case the funding had to be supplemented by funding from the host. The State has opened some funding like Stronger Country Communities to JOs however this occurred when the funding was opened to a wide range of third parties and JOs were required to compete with their Member Councils for the funding.

Morrison Low noted that a move away from the JO structure could jeopardise the Member Councils' ability to partner with the State on project delivery and that being part of the JO "provides the best opportunity for the region to have a 'seat at the table' with the state government and agencies and to develop meaningful and sustainable relationships and partnerships, providing that the government remains committed to supporting JOs."

Feeding into our discussions was the knowledge gained through my participation in the Joint Chairs' meetings where the repeated requests by the Joint Chairs for recurrent JO funding, which started in earnest in May 2019, have not been actioned. The work of the JO Ministerial Advisory Committee, as per the briefing paper that was distributed at the last Board meeting is now very much focused on how JOs can fund themselves without State support. The recent grant of \$150,000 for Capacity Building will not address the underlying structural deficits most JOs are experiencing because the funding cannot be used for "business as usual".

RivJO has now been in operation for 18 months and during that time it has been in constant contact with other JOs. However the major focus of that contact has not been on furthering the sector or the regions but on the JOs' financial sustainability. While many thought that the JO structure would provide a greater voice for the regions, a focus on survival has undermined that promise.

The Committee expressed their dissatisfaction with the level of governance and compliance required for the JO operations and concern that the JO will be caught by the introduction of the new ARIC arrangements, further increasing costs.

In considering Option 6, the Committee agreed that continuing with the incorporated association structure that REROC currently uses does not necessarily provide the level of governance that an organisation that has handled millions of dollars in public funding requires.

Morrison Low noted that "the incorporated structure, in particular an NFP [Not-for-Profit] company limited by guarantee, will also afford the region and member councils with ongoing benefits within a leaner governance structure." The Report goes on to say "whether this can and will maximise the potential outcomes and benefits for the region, similar to that of a JO structure, without government support, is questionable".

The Committee considered the question of government support, at this stage, government support for the JO structure could be best described as "moral support". In discussions I have held with Ministers, they have indicated that providing a group of councils were working together, in a structure other than a JO, the councils would still have an ear to Government. Morrison Low note that "ROCs remain the preferred regional organisation in the Sydney Metropolitan area." WESROC has the ear of government and operates as a company limited by guarantee.

The Committee agreed that valuable lessons have been learned as a result of operating RivJO and REROC side-by-side. Member Councils have been able to develop a clear understanding of what they want from their regional organisation and give serious consideration to how they want it to operate.

The Committee compared the cost of operating each Option noting that Option 2 was \$140,000 per annum more than Option 6. The Committee is very aware of the budget constraints all our Member Councils are facing.

Having weighed up the costs and benefits, and the potential opportunity cost should the State make a decision to provide dedicated funding to JOs, the Committee is recommending the following:
the creation of a new Regional Organisation structured as a Company Limited by Guarantee

In making this recommendation the Committee notes that the formation of the proposed new regional organisation under this structure will require ministerial approval.

The adoption of the above recommendation would provide the following benefits to the Member Councils including those noted by Morrison Low:

- The new Regional Organisation would not be bound by the compliance and governance requirements of the JO but would be answerable to ASIC.
- Lower operating costs for Members
- Increased flexibility
- Value for money
- Effective and responsive
- High levels of accountability

Morrison Low noted that this structure could reduce the ability of the Member Councils to influence priorities and access government resources and funding. However, we note previous assurances provided by the Government that REROC would not be disadvantaged if it decided not to become a JO and note that councils that have not committed to the JO structure have still been able to influence outcomes and attract funding.

The new Australian Securities and Investments Commission (ASIC) regulated structure would enhance the standing of the Regional Organisation; the Committee noted that the regional organisation does not only deal with the State government but also with the Federal Government and industry.

The proposed structure is more affordable and as such would mean RivJO Members would cease being part of the constant lobbying for funding for JOs.

However there are a number of issues that need to be considered in relation to the adoption of the approach, in addition to the need to obtain the Minister's approval:

- A new company limited by guarantee needs to be established. Members would need to apply to ASIC for registration for the new company.
- A new constitution for the company would need to be prepared.
- REROC would need to be wound-up. The easiest way to do this would be to apply to NSW Fair Trading to transfer REROC's current registration to ASIC. See <https://www.fairtrading.nsw.gov.au/associations-and-co-operatives/associations/closing-an-association/transfer-of-incorporation> This would allow all the assets of the organisation to transfer to the new company. The transfer requires the passing of a Special Resolution of the REROC Board.

The above will take time perhaps until the end of the current calendar year. This will have impacts on Members' budgets. In addition, once RivJO enters into another financial year it will be required to undertake all the compliance obligations for that year including the audit and the release of the Annual Performance Statement. Even if it performs no functions the JO will still be bound by its legislative obligations.

In making the above recommendation I would like to reiterate the level of commitment that the Member Councils have shown to the JO structure. As REROC we committed to the pilot process to test the structure and as RivJO we have participated fully in every facet of the development of the JO model, looking for opportunities to work with the State and other JOs towards its success.

The Committee strongly believes that every decision we make in relation to the way we co-operate as a region must be with the goal of furthering the opportunities for our Member Councils and by extension the communities they represent. Our Member Councils are strongly committed to working together, the survey undertaken by Morrison Low clearly shows that our Members understand that when we work together everyone benefits. It is now a matter for Members to decide on the best structure to make that happen.

Suggested Way Forward

1. If the Board adopts the recommendation then we suggest the following actions:
 - a. That a verbal report be made at the RivJO Board meeting that will allow a formal resolution to adopt the Workshop recommendation.
 - b. Letter to each of the Member Councils advising of the resolution, requesting that the resolution be considered at their respective May council meetings for discussion and adoption by the individual councils.
 - c. I contact each of the local members to advise them of the adoption of the resolution and seek their support for the new direction.
 - d. At the end of May, assuming that the majority of Members adopt the resolution, a delegation of Members approach the Minister for Local Government to seek her approval for the establishment of a Company Limited by Guarantee.
 - e. A sub-committee be formed to commence work on a Constitution for the new organisation. I am suggesting the same sub-committee that has worked on the Review to date.
 - f. Assuming the Minister agrees to the establishment of the new organisation, we request direction as to the process by which Member Councils can resign from the JO.
 - g. Both Boards meet in early June to finalise the decision.
2. If the Board does not adopt the recommendation then we suggest:
 - a. The sub-committee considers the position of the Members in relation to the Review.
 - b. The sub-committee prepares a report that reflects the Member' position and recommendations that are consistent with those views.
 - c. Another workshop is held to discuss and agree on a way forward.

Recommendation:

That the Workshop recommend to the RivJO Board that as a result of the Review Process that the preferred way forward is the creation of a new Regional Organisation structured as a Company Limited by Guarantee.



Cr Rick Firman OAM
Chairman

14.2 WAGGA CARAVANS**File Number:** REP20/530**Author:** Executive Assistant**Authoriser:** General Manager**Attachments:** 1. Wagga Caravans  **REPORT**

Council has received a request from Wagga Caravans to display a new caravan between the hours of 9:00/10:00am to 4:00pm on every second Saturday until the end of the year. They will be visiting towns in the Riverina on a rotating basis. There will be a sales person, couple of feather banners and sign, table and chairs set up under the awning of the van.

RESOLUTION 141/2020

Moved: Cr Kenneth Smith

Seconded: Cr Max Oliver

It was resolved that Council denies the request of Wagga Caravans and supply them with options to consider.

CARRIED

Anne Rands

Subject: FW: Proposal - Wagga Caravans

From: Kenny Mansfield | Wagga Caravan Centre [<mailto:kenny@waggacaravans.com.au>]
Sent: Friday, 15 May 2020 1:45 PM
To: Temora Shire Council
Cc: Jack Hillis | Wagga Caravan Centre
Subject: RE: Proposal - Wagga Caravans

Hi Ashleigh,

Thanks for your email. Please pass on the following:

Dear Sir/Madam,

Consumer confidence and enquiry in our industry seems to be on the rise after the COVID19 situation that has confined us all over the last few months and Wagga Caravans would like to investigate the possibility of bringing one of our new Caravans to Temora for a display day between the hours of 9-10am till 4pm.

We are proposing that we do this every 2nd Saturday (starting in approx. 3-4 weeks) and continuing till the end of the year, visiting several towns in the Riverina on a rotating basis.

Our idea is that we tow a caravan into town and set it up somewhere convenient, safe and close to in-town traffic and also through town traffic if possible.

There will be one of our sales staff, a couple of feather banners, maybe a sign or two and we will also just have a small table and a couple of chairs which will be set up under the awning of the van.

The vans will be approx. 7-9m in length and will be unhitched off the tow vehicle. They are approx. 2m in width as well.

I understand that at some stage there would be vehicles set up in certain areas of towns such as a mobile blood bank, mobile library etc so if we could possibly do the same it would be appreciated.

Could you please inform us of any permits or otherwise that we would have to acquire?

I appreciate your assistance with this.

Yours sincerely

Kenny Mansfield
Sales Manager

p 02 6922 8307

f 02 6922 7841

mob 0439 000 496

e kenny@waggacaravans.com.au

w www.waggacaravans.com.au



14.3 OFFICE OF LOCAL GOVERNMENT - STIMULUS PACKAGE FAQs**File Number:** REP20/532**Author:** Executive Assistant**Authoriser:** General Manager**Attachments:** 1. Stimulus Package FAQs  **REPORT**

Attached is the Local Government Economic Stimulus Package Frequently Asked Questions for Councils consideration.

RESOLUTION 142/2020**Moved:** Cr Claire McLaren**Seconded:** Cr Graham Sinclair

It was resolved that Council notes the report.

CARRIED

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Access to funding	
Why is the Government supporting local councils?	<p>The NSW Government recognises the vital role councils play in their communities and is only too aware of the significant financial and operational impacts of the COVID-19 pandemic on our State's local councils.</p> <p>Local councils are the lifeblood of their communities as a major employer. Local councils employ more than 60,000 staff and in many towns and communities are the major employer.</p> <p>Our local councils also provide vital services and infrastructure to their communities, be it waste, roads, water, or management of our public spaces. Like other parts of the community they are suffering from reduced revenues and increased costs as well as significant challenges in maintaining delivery of community infrastructure and services.</p> <p>Importantly, council employees are not eligible to access the Commonwealth Government's JobKeeper Payment. This package will give councils breathing space to adjust their structures and operations and be in a better position to effectively serve their communities throughout the ongoing COVID-19 crisis.</p>
What are the conditions to access the funding?	<p>The Government has announced a \$395 million local government economic stimulus package to reduce the significant impacts of the COVID-19 pandemic on local councils across the State.</p> <p>The package is comprised of four components:</p> <ul style="list-style-type: none"> • The Council Job Retention Allowance • Funding to meet councils' increase in the emergency services levy for 2020-21 • Access to low-interest, infrastructure loans from TCorp in line with TCorp's credit criteria • Access, subject to meeting certain requirements, to a NSW Government guarantee for commercial borrowings. <p>The \$112.5 million Council Job Retention Allowance is a payment of \$1,500 per fortnight per employee, paid to the council, which will be administered by the Office of Local Government.</p>

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	<p>To access the funding councils need:</p> <ul style="list-style-type: none"> • To covered by the <i>Local Government (COVID-19) Splinter (Interim) Award 2020</i> (the Splinter Award) or equivalent agreement with relevant industrial unions • To have met the cost of four weeks paid COVID-19 Special Leave under the Splinter Award prior to each employee accessing the Council Job Retention Allowance, as well as any costs above \$1,500 a fortnight, per employee, for up to three months • To provide evidence to the Office of Local Government (OLG) of financial distress as a result of the COVID-19 crisis, and • To note that certain council staff are ineligible from accessing the allowance, even if they are redeployed to other roles during the COVID-19 pandemic. <p>Note: if any employee has ordinary earnings less than \$1,500, council will receive the full \$1,500 for that employee but must pass it on to them.</p> <p>The NSW Government will fully fund the \$32.76 million increase in the Emergency Services Levy (ESL) for all NSW councils for 2020-21. Councils will be required to pay their ESL invoices to Revenue NSW, and OLG will directly reimburse councils the 2020-21 increase in the ESL contribution.</p> <p>The stimulus package also makes it easier for local councils to secure low-interest, safe and secure infrastructure loans from TCorp, with councils previously ineligible for TCorp loans now able to access the Government's lending facility for the next six months. The criteria to access these loans will be in line with TCorp's credit criteria.</p> <p>The Government is also placing a two-year moratorium on using TCorp loans for capital works on council chambers and administration buildings to ensure infrastructure projects directly benefit local residents and businesses.</p> <p>Councils seeking to access commercial finance can apply to have the Treasurer to provide a "Deed of Indemnity for and on behalf of the Crown in right of the State of NSW". This will be conditional on Treasury's assessment, analysis and approval. This guarantee will increase the</p>
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	<p>availability and reduce the cost for those councils seeking to borrow from banks and other private sector credit providers.</p> <p>Councils that are a member of a joint organisation (JO) will need to continue to support that JO's continued operations, including with necessary funding contributions, for the next two years.</p>
Why does my council have to demonstrate financial distress to access the Council Job Retention Allowance? Shouldn't this package be available to all councils?	<p>The NSW Government wants to support all councils that need it. Much like the Commonwealth has limited access to JobKeeper, the State Government has taken a similar approach to ensure funding is prioritised to those that need it most. The funding is available to all councils in NSW that meet the conditions. Councils in NSW are facing severe financial pressures as a result of COVID-19 and are already showing signs of financial distress. While revenue is falling quickly, annual council employee costs in NSW remain stable and it is important that all councils in financial distress have access to the funding provided.</p>
What is financial distress?	<p>Councils will need to be projecting a 30% reduction in own-source revenue each quarter, commencing with the 4th quarter of the 2019-20 financial year, to be eligible for the Council Job Retention Allowance. If councils have claimed funding for a quarter and subsequently significantly exceed this revenue target, they may be required to repay all or part of that quarter's amount. OLG will issue further information regarding the process and criteria to apply for the stimulus package.</p>
How does my council demonstrate/measure financial distress?	<p>The Office of Local Government will issue each council with a return to complete. The return will be based on cash receipts of items that are included in the councils' own source income. It is expected that the most significant decrease in cash receipts for councils will occur in the fourth quarter. The return will compare councils' projected current quarter cash receipts against either the original current quarter budgeted cash receipts or the previous quarter actual cash receipts.</p> <p>The items included in the own source revenue receipt calculations include:</p>

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	<ul style="list-style-type: none"> • Rates and annual charges (but not the receipt of deferred rates and annual charges) • User charges and fees (but not the receipt of deferred fees and user charges) • Other revenue eg parking revenue, fines, rental income, and • Interest and investment income. <p>For the purposes of calculating whether a council is in financial distress or not, capital and operating grants are not included in the calculations. The return will be based on general fund and not consolidated revenue.</p> <p>OLG will assess each councils' level of distress and confirm councils' eligibility.</p>
Which parts of the funding package may only be accessed by councils that are a member of a joint organisation (JO) and supporting their JO for the next two years?	Councils that are a member of a joint organisation (JO) are required to continue to fund their JO, as specified in Clauses 397L and 397B of the <i>Local Government (General) Regulation 2005</i> , for a period of two years as part of the package.
How can councils continue to support their JOs?	JOs can provide a strong regional voice for councils and ensure that NSW Government agencies are well placed to provide funding and projects that will support the region's strategic priorities. Councils can continue to support their JOs through active engaged participation and the provision of financial support through membership fees and in-kind support. Many councils are reaping the benefits of belonging to a successful JO, and others are working with their JOs to increase their capacity to deliver outcomes for their councils and communities.
My council isn't part of a JO, does that mean it won't get the funding? Does it mean my council needs to join a JO?	Councils that are not currently a member of a JO will be eligible for funding as long as they meet other criteria. Membership of a JO is voluntary, and no council will be required to join a JO to be eligible for funding. However, councils that are members of a JO will need to work with member councils to continue to fund their JO for a period of two years as a condition of funding. The NSW

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	Government continues to support JOs and encourages all councils to join their JO so that they and their communities can benefit from the advantages a strong JO brings to the region.
Why is the State Government not doing more to support council operations?	The NSW Government has delivered a support package to NSW councils worth \$112.5 million to ensure that valuable local jobs are safeguarded, and staff are retained to continue to serve the community. This is on top of the funding already provided to councils to help to keep childcare and family day care services open. The package also includes \$32.76 million to fund the increase in the emergency services levy for all councils in 2020-21. Importantly, the package will ensure that important infrastructure projects are delivered. These projects create much-needed jobs and investment and support local businesses.
Council Job Retention Allowance	
How much is the Council Job Retention Allowance?	<p>The job retention allowance is a payment to council staff by their employer of \$858.20 per week for an aggregate period of three months where there is no useful work for the staff member due to COVID-19. This amount was negotiated by the parties to the Award in the Splinter Award. The NSW Government has allocated \$112.5 million to contribute to councils' cost of providing the Council Job Retention Allowance to eligible employees after the State's councils were deemed ineligible for the Commonwealth's JobKeeper Payment.</p> <p>The State-funded Council Job Retention Allowance payment of \$1,500 per fortnight per employee for eligible employees will be paid to councils for three months to qualifying staff working in the NSW local government sector.</p>
Which councils and council staff are eligible to access the State-funded allowance?	The following eligibility requirements apply:

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	<ul style="list-style-type: none"> • Council needs to be covered by the Splinter Award or equivalent agreement with relevant industrial unions in order to access the State Government-funded Council Job Retention Allowance • To qualify for NSW Government support, the employee must have received their full entitlement to Paid COVID-19 Special Leave under the Splinter Award (funded by council) which is an aggregate amount of four weeks • Councils will need to be projecting or demonstrate a 30 per cent reduction in own-source revenue each quarter, commencing with the 4th quarter of 2019-20, to be eligible for funds. If councils have claimed funding for a quarter and subsequently significantly exceed this revenue target, they may be required to repay all or part of that quarter's amount • Staff performing key functions (including general managers, senior staff, and roles in planning, waste collection, childcare, water and wastewater) are ineligible from accessing the State Government-funded Council Job Retention Allowance, even if these employees are redeployed to other roles. This is because these employees are already required to work in providing vital services that are important to the ongoing functioning of the community. <p>*Note: Childcare has already been provided with additional State funding to keep their services operating.</p>
How will the funding be administered?	<p>The funding will be administered by OLG with councils being paid monthly in arrears and required to comply with the financial distress conditions. OLG will issue further information on how the financial distress criteria are to be calculated. Following the gathering and analysis of this information from councils, OLG will contact councils to discuss agreements and any other necessary information.</p>
What is the commencement date for funding to be available?	<p>The funding is available from the date the council became covered by the Splinter Award or equivalent instrument. The Job Retention Allowance Payment to councils commences once councils meet the access criteria.</p>

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How long can councils access the allowance?	Qualifying staff will be provided with a State-funded subsidy of \$1,500 per fortnight to cover eligible employees who are unable to be provided work due to the COVID-19 pandemic for up to a total of three months after they have accessed their full entitlement to four-weeks paid leave under the Paid COVID-19 Special Leave provisions of the Splinter Award (funded by local councils). Further guidance will be provided about which staff qualify for the allowance.
Why is the Government only funding \$1,500 not the full cost of payments?	The \$1,500 per fortnight subsidy is consistent with the level of the Commonwealth JobKeeper Payment.
Why is the funding only available for three months when the Commonwealth JobKeeper package provides six months of assistance?	The three-month funding period is consistent with the provisions of the Splinter Award negotiated by Local Government NSW (LGNSW) and industry unions.
What are qualifying frontline staff? Can all council staff access the allowance?	It is ultimately a matter for councils to determine which staff are eligible and in most need within the parameters of the allowance criteria. While most council staff are eligible, staff performing key functions (including general managers, senior staff, and roles in planning, waste collection, childcare, water and wastewater) will not be funded by the NSW Government, although the council can choose to cover the full cost. The exemptions are to encourage councils to maintain vital services for communities. Councils cannot redeploy these employees to make them eligible for the State-funded allowance. Further guidance will be provided on which staff perform key functions for the purposes of the allowance.
Which staff are not eligible for NSW Government support?	General managers, senior staff, and roles in key functions including planning, waste collection, childcare, water and wastewater are not eligible for State-funded support. It should be noted that the NSW Government is not paying staff but instead subsidising councils for the cost of a payment

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	they are required to make in certain circumstances under the Splinter Award. Councils can still choose to move these employees onto the Job Retention Allowance under the Splinter Award, but the State will not contribute to the cost of the allowance. Further guidance on this matter will be issued to councils.
How are key functions defined?	Key functions are areas of council and staff which are continuing to deliver the core council and utility services the local community requires to remain functioning during the COVID-19 pandemic. This includes services related to waste, water, sewerage, and planning or where care is provided to a vulnerable person, for example, aged, health, childcare and social services. Further guidance will be issued to councils on key functions.
I am working in a key function. What support is being provided to me?	While many council staff are eligible for a State-funded allowance, staff performing key functions (including general managers, senior staff, and planning, waste collection, childcare, water and wastewater) are exempt from accessing the State-funded allowance. The Splinter Award and Job Retention Allowance only apply to council staff whose job is affected or disrupted by COVID-19 and are unable to perform normal duties and normal work hours or redeployed into another suitable role. The exemptions are to encourage councils to maintain vital services for communities. If your role is not eligible for State-funded assistance but your council places you on the Job Retention Allowance under the Splinter Award, you will still be paid the allowance but the State will not contribute to the cost incurred by your employer.
What support is available for childcare workers?	Childcare workers are ineligible to access the State-funded allowance. Councils can still move childcare staff onto the Job Retention Allowance under the Splinter Award, and they will still be paid the allowance, but the State will not contribute to the cost incurred by the council. In April 2020, the NSW Government announced up to \$82 million to support 260 council-run childcare centres not eligible for the JobKeeper Payment. This new funding will provide councils with certainty during this challenging time, ensuring childcare educators can be confident they will

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	remain employed. The new funding also means community preschools and council childcare centres should remain open, unless they are closed on health advice.
What if staff performing key functions have been redeployed into other roles?	While most council staff are eligible, certain staff performing key functions (including general managers, senior staff, and roles in planning, waste collection, childcare, water and wastewater) are exempt from accessing the State-funded allowance. The exemptions are to encourage councils to maintain these vital services for communities. Councils cannot redeploy these staff to make them eligible for the State-funded payment.
If a council moves an ineligible staff member onto the Job Retention Allowance will they still get paid?	Yes, the council will be obliged to pay the staff member in accordance with the Splinter Award. However, the council will not receive funding by the NSW Government for that position.
For staff and activities that are not performing key functions, does this mean the Government does not believe these services and functions are not essential and should not be undertaken?	The NSW Government recognises the vital role councils play in their communities and is only too aware of the significant financial and operational impacts of the COVID-19 pandemic on our State's local councils. Councils are a critical part of the NSW economy, especially in many regional and rural towns where they are the largest employers. The State Government wants to encourage all councils to maintain services to the maximum extent possible while maintaining compliance with the relevant Public Health Orders, in consultation with their community, where possible. However, the NSW Government has identified key functions that are ineligible for funding if stood down to ensure that all parties understand the importance of these roles and functions.
What about the staff already laid off?	The Job Retention Allowance subsidises councils for the payments they make to council staff that are eligible for assistance under the Splinter Award. As the Splinter Award does not apply to council staff who are no longer employed by the council, councils cannot receive the Job Retention Allowance for former employees.

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Land use planning activity has ground to a halt. Why can't a council stand down these employees?	<p>The NSW Government is committed to supporting economic activity during the pandemic and this is why so much is being done to keep construction activity moving. Infrastructure and housing will play a key role in the economic recovery of the State after the pandemic. Maintaining a pipeline of projects for the State's recovery from the pandemic relies on the planning system continuing to deliver outcomes during this period.</p>
What is the Splinter Award – what does it entail?	<p>The Splinter Award, which will apply for 12 months, was negotiated by LGNSW (on behalf of NSW councils) and the relevant local government unions to protect thousands of local government jobs put at risk by the COVID-19 pandemic.</p> <p>The Splinter Award operates in addition to the Local Government (State) Award 2017 and to any registered Enterprise Agreements a council has in place. Under the Splinter Award, councils are required to look for other suitable work for their staff whose usual jobs have been impacted by mandatory closures or other changes. Where this is not possible, council staff are entitled to up to a total of four weeks of paid COVID-19 Special Leave at their normal pay rate to cover any period where no work can be provided and then to be paid a weekly job retention allowance of \$858.20 for a total period of three months (13 weeks). The Splinter Award is not mandatory but councils may voluntarily sign up. A full list of participating councils can be found here.</p> <p>Note: the periods referred to are not inclusive of any days/hours the employee has worked.</p>
What if a council has not signed up to the Splinter Award? Will staff still get the payment?	<p>To access the State-funded allowance councils need to have signed up to the Splinter Award or equivalent instrument. OLG will consider providing funding to councils with local industrial arrangements on a case by case basis, but they must operate in the same manner and be agreed with all relevant industrial organisations. The NSW Government is not paying council staff, it is subsidising councils for the cost of a payment they are required to make in certain circumstances under the Splinter Award.</p>

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Who are the parties to the Splitter Award?	<p>The parties to the Splitter Award are:</p> <ul style="list-style-type: none"> • Local Government NSW • Aged and Community Services Australia (ACSA) • United Services Union (USU) • Local Government Engineers' Association (LGEA) • Development and Environmental Professionals' Association (DEPA) • NSW Nurses and Midwives Association (NSWNMA) • Electrical Trades Union of Australia, New South Wales Branch (ETU) • Health Services Union (HSU).
What if the parties to the Award change the Splitter Award or negotiate a new Award that changes the rate or access to the Job Retention Allowance?	<p>The NSW Government is providing this money to local councils to support their employees and communities in good faith. The Government expects all parts of the local government sector to similarly act in good faith.</p> <p>The NSW Government retains the right to modify the scheme if the parties to the award vary the award in a manner that has a material adverse effect on the NSW Government's liability or commitment to fund certain payments.</p>
Won't this encourage councils to move staff onto the Job Retention Allowance?	<p>The Splitter Award contemplates that the Job Retention Allowance is a last resort, only after all attempts at redeployment have been exhausted. Council staff concerned that they are not being offered adequate opportunities to be redeployed should raise this with their manager or local industrial representative.</p>

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Will casual staff be eligible for the payment?	The Splinter Award does not provide a job retention allowance for casual staff or staff employed under a term contract.
Will the State fund all staff that are stood down under the Splinter Award?	The State will fund councils for all staff on the Job Retention Allowance that meet the eligibility criteria, except those frontline staff that are exempt from accessing the State-funded allowance (including general managers, senior staff, and roles in planning, waste collection, childcare, water and wastewater).
Why do council workers get more than the Commonwealth JobKeeper payment?	The Splinter Award was negotiated between LGNSW and industry unions. The level of the Job Retention Allowance was agreed between these parties. However, the NSW Government is only funding eligible councils with an amount equivalent to the Commonwealth JobKeeper payment, and councils will need to 'top up' this amount to the amount prescribed under the Splinter Award.
Emergency Services Levy (ESL)	
Why is the Government making ESL grants to councils?	The Government understands now more than ever the importance of supporting our emergency services. Unfortunately, local councils simply cannot afford increased costs in the wake of COVID-19, bushfires and drought. These grants will enable local councils to redirect funds to vital services and deliver financial support (through rate and fee relief) for local businesses and communities.
Why pay for the value of this year's increase?	Our emergency services have long been funded through a cost sharing arrangement between insurers, councils and the Government. Councils will have budgeted for expected increased ESL contributions in their operational plans and financial planning for this year based on last year's invoices. The Government is stepping in to meet any ESL cost increases councils may not have anticipated to ensure that councils' available funds are fully directed towards supporting delivery of essential services to their communities at this time.

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What is the total value of local government ESL contributions for 2020-21?	Local government contributions to ESL will total \$178.28 million for 2020-21.
How much has the total value of these contributions increased since 2019-20?	The total value of these contributions has increased by \$32.76 million since 2019-20.
Why are council invoices increasing again?	The contribution of local councils will rise next financial year, primarily to pay for new workers' compensation arrangements for firefighters with cancer. This significant increase reflects the full-year impact of the legislation introduced to better support firefighters with cancer.
When will councils receive their invoices for 2020-21?	Revenue NSW will issue invoices to local government shortly.
How much has my council's invoice increased by?	Councils will be able to receive advance notice of their invoice amounts by contacting their OLG Council Engagement Manager. However, the NSW Government has committed to meeting these increased costs for 2020-2021.
How much will my council receive from the Government?	Councils will receive a grant to offset the amount that their invoices have increased by between 2019-20 and 2020-21. The NSW Government will fully fund the \$32.76 million increase in the emergency services levy for all NSW councils for 2020-21. Councils will be required to pay their ESL invoices to Revenue NSW, and OLG will pay a grant to councils in the first quarter of 2020-21 to cover the 2020-21 increase in the contribution.
When will the payments be made?	Payments will be made by OLG to councils in the first quarter of 2020-21. This early grant payment will provide councils with a much-needed cashflow stimulus.

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Does this mean the Government will continue to fund annual local government ESL contributions?	No. Our emergency services have long been funded through a cost sharing arrangement between insurers, councils and the Government. These grants acknowledge that local councils simply cannot afford this financial impost in the wake of COVID-19, bushfires and drought as they focus on providing essential frontline services to their local communities.
Are councils obliged to pay their levy invoices? Will they have to return the grant money if they do not?	By law local councils must pay their ESL invoices. Grants for each council will also be provided on the condition that it is used to pay their ESL invoices.
Does this mean ESL contributions from insurers are also going up? How will that impact local ratepayers?	The cost of emergency services has increased in NSW and insurers, councils and the Government will each pay higher levies to fund these services. Property owners that hold insurance should speak to their insurer about their premiums.
What has the Government done to address the timing issues? Didn't the Government commit to fixing this?	<p>The Government acknowledges the need to provide earlier notice to councils and that the timing issue has been problematic for councils for a number of years. The Government is continuing to work towards a solution to enable the State and local council budgetary processes to work more smoothly.</p> <p>The Government has extended the time for councils to prepare their 2020-21 operational plans and budgets by one month. It has also provided a significant amount of funding to councils to help with the transition to the increased cost.</p> <p>IPART has also improved the calculation of the ESL component of the Local Government Cost Index, which allows the ESL increase to be reflected in the rate peg calculation more quickly.</p>
Low cost loans to councils	
Which councils can access TCorp low cost loans? What about Far West councils or what if councils have not met the	The Government is expanding eligibility to allow any council to access the TCorp low cost loans facility for the next six months, effective immediately. This means that Far West councils, and those councils that previously had not met the Government's financial sustainability criteria are now able to access TCorp, subject to meeting TCorp's credit criteria. To access the low cost

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Government's financial sustainability criteria?	loans, councils are encouraged to contact the TCorp Local Government Services team to discuss their requirements, read the 'Loan Facilities for Local Councils - Guidelines' and complete the Loan Facility Application Form and submit it to TCorp, along with the required documentation.
Why have councils only been given six months to access TCorp?	This is a concession made by the NSW Government to provide temporary assistance for all councils. All councils should have the opportunity at this time to fund suitable infrastructure projects as part of kickstarting economic recovery in their local community.
Does a council have to take out the loan for six months?	Terms of up to 20 years are available through TCorp.
What are the lending criteria to access the loans?	TCorp will assess loan applications using standard credit criteria, including a review of investments, based on a council's audited financial statements for the last five years, current 10-year long term financial plan and capital expenditure program, integrated planning and reporting documents, investment and debt policies and current investment reports. Councils are encouraged to contact TCorp's Local Government Services team to discuss their requirements, and read the 'Loan Facilities for Local Councils - Guidelines'.
Will the Government relax the borrowing criteria for TCorp?	TCorp has an independent credit committee that sets its credit policies to maintain an appropriate risk exposure.
Are there any moratoriums on certain projects to be funded by TCorp loans?	The NSW Government is placing a two-year moratorium on using TCorp loans for capital works on council chambers and administration buildings. This is to ensure infrastructure projects directly benefit local residents and businesses.
Can a council still build its civic centre with council funding or external borrowings?	Yes, provided that council has planned and documented its intention to do so in its suite of integrated planning and reporting documents. However, councils should carefully consider if these projects

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	will provide the best use of ratepayers' funds for the community during the COVID-19 pandemic and the subsequent economic recovery. The NSW Government encourages all councils to prioritise investment in economic and community infrastructure, such as roads and bridges.
Can my council use TCorp to borrow for operational expenditure? Can TCorp assist with cash flow?	No. TCorp loans are available for approved community and economic infrastructure, which form part of a council's annual capital expenditure program, such as roads, buildings, stormwater drainage, and water and sewerage networks. Councils should contact TCorp's Local Government Services team if they are unsure whether assets planned for acquisition, upgrade or replacement will qualify.
How does council access the TCorp's deferral of principal and interest payments?	TCorp will, when requested, also provide principal and interest payment deferrals to any council with existing loans for the next six months, commencing immediately. Deferred interest and any associated costs will be capitalised as part of the council's loan.
Can council access commercial finance?	Councils seeking to access commercial finance can apply to have the Treasurer provide a "Deed of Indemnity for and on behalf of the Crown in right of the State of NSW". This will be conditional upon Treasury's assessment, analysis and approval. This guarantee will increase the availability and reduce the cost for those councils seeking to borrow from banks and other private sector credit providers. There is no obligation for councils to borrow from TCorp. Borrowing from TCorp is an option that the Government has made available to councils in NSW to assist with the cost of borrowing. Any council can still choose to access commercial finance providers.
Why is the Government forcing money away from local building societies by forcing councils to use TCorp?	There is no obligation for councils to borrow from TCorp if they do not want to meet the conditions of borrowing. Borrowing from TCorp is an option that the Government has made available to councils in NSW to assist with the cost of borrowing. Councils can still access private sector lenders, potentially with a government guarantee.

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What funding is available if my council cannot meet the borrowing requirements of TCorp?	Councils seeking to access commercial finance can apply to have the Treasurer provide a "Deed of Indemnity for and on behalf of the Crown in right of the State of NSW". This will be conditional on Treasury's assessment, analysis and approval. This guarantee will increase the availability and reduce the cost for those councils seeking to borrow from banks and other private sector credit providers.
Can council borrow against restricted funds?	No. Restricted funds are protected by law and can only be used for specific purposes and infrastructure.
Two-year moratorium on using TCorp loans for civic centres	
Why has this measure been introduced?	This will ensure that council resources are directed to essential expenditure on assets like roads and bridges, waste, sewerage, water and other transport infrastructure, which must continue to be provided to protect public health and safety or key community infrastructure. This is necessary given the financial challenges councils are facing and reduces unnecessary borrowing, which would need to be paid for by current and future ratepayers.
What types of buildings does it apply to?	TCorp loans will not be approved for capital works on council assets that are public buildings that are primarily used for administrative or decision-making purposes, including council chambers.
What are capital works?	The moratorium includes loans to finance capital expenditure, including the purchase of new assets as well as any renewal, renovation or rehabilitation works on relevant buildings.
When does this begin?	TCorp will not accept or assess any applications for works to which this moratorium applies. This policy comes into effect on and from 25 April 2020.

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When does this end?	The moratorium is for a two-year period. TCorp will not accept any new applications for works to which this moratorium applies until Monday, 25 April 2022.
Are there any exceptions?	Limited exceptions will apply to councils in financial distress in relation to emergency works and repairs required due to unforeseen failures, natural disasters and similar emergencies.
Does this apply to existing TCorp loans?	No. The moratorium applies to any loan for which an application is approved on or after 26 April 2020.
Can county councils access TCorp loans? If so, does the moratorium apply?	All councils and county councils are now able to access these low-cost loans for a period of six months if they meet the TCorp borrowing conditions. The moratorium applies to all Local Government Act entities that obtain loans.
Is there an exception for capital works set out in a council's integrated planning and reporting documents?	No. The moratorium applies whether or not the capital works are specified in an operational plan or delivery program.
Can these works be undertaken with other council finances?	Councils are strongly discouraged from undertaking capital works on council buildings primarily used for administrative or decision-making purposes. Council resources should be directed to providing economic infrastructure by investing in assets like roads and bridges, waste, sewerage, water and other infrastructure which must continue to be provided to protect public health and safety.
What happens for buildings affected by the moratorium when funding has already been provided?	Existing loan commitments will continue to be met. However, any loans within the process of approval will no longer be eligible.

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Does the moratorium apply to commercial loans where a Treasurer's Deed is sought?	Councils are strongly discouraged from undertaking capital works on council buildings primarily used for administrative or decision-making purposes. Council resources should be directed to providing economic infrastructure by investing in assets like waste, sewerage, water and transport infrastructure, which must continue to be provided to protect public health and safety.
Indemnity	
Why is the NSW Government offering the indemnity for councils?	Councils seeking to access commercial finance will be able to, conditional on Treasury's analysis and approval upon application, and subject to assessment by Treasury, have the Treasurer provide a "Deed of Indemnity for and on behalf of the Crown in right of the State of NSW". This will increase the availability and reduce the cost for those councils seeking to borrow from banks and other private sector credit providers. This is an important mechanism for councils that may need immediate operational or cashflow assistance as well as those that cannot meet the borrowing criteria of TCorp.
Is the indemnity only for the pandemic	These are temporary measures designed to assist councils deal with the impact of the COVID-19 pandemic only.
Other	
What further funding is the Government considering for local government? What about infrastructure grants?	This package will give councils breathing space to adjust their structures and operations to be in a better position to effectively serve their communities during the ongoing COVID-19 crisis. Each level of government needs to play their part in dealing with the economic and social impacts of COVID-19, and this package supports local government to do their part.

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How can a council get funding if it has a shovel ready project that would be perfect for economic rebuilding?

The NSW Government has made a record investment in community infrastructure throughout metropolitan and regional NSW. Since 2011, the NSW Government has provided more than \$9 billion to councils to deliver and improve local infrastructure, services and facilities for their communities and it is important that councils continue with vital projects as a result of their own or the Government's investment. In relation to COVID-19 alone, we have already committed billions of dollars to economic stimulus, including \$82 million for council-run childcare centres and \$25 million for councils to rebuild and refurbish infrastructure for local showgrounds. There are also a range of grant and infrastructure funding opportunities available for councils across NSW, which remain open.

15 NOTICE OF MOTION

Nil

16 BUSINESS WITHOUT NOTICE**1. CR MCLAREN**

Congratulations to the Engineering Works Manager on a excellent webinar last week on the 100% renewable energy.

2. CR JUDD

Advised that a lot of drought projects are currently underway in Aria Park.

The dump point has commenced today 21 May. An application was submitted to CMCA and they have granted \$10K in funding toward the dump point.

3. CR FIRMAN

Warmly commends Council IT Officer Matthew Walker for his support to Council.

Formally acknowledge every volunteer within Temora Shire as this is Volunteers Week. Council would normally hold an event in their recognition.

17 COUNCILLORS INFORMATION PAPER**RESOLUTION 143/2020**

Moved: Cr Max Oliver

Seconded: Cr Dale Wiencke

It was resolved that the Information Reports be received.

CARRIED

17.1 TEMORA MEMORIAL TOWN HALL - INCOME & EXPENDITURE APRIL 2020

File Number: REP20/481

Author: Executive Assistant

Authoriser: General Manager

Attachments: Nil

INCOME \$

TOTAL INCOME \$NIL

EXPENDITURE \$

Utilities

Gas 67.11

Water

Electricity 700.80

Rates

Cleaning

Supplies

Wages 81.82

Sanitary Service

Maintenance

Includes Plant, Stores, Handyman's Wages 370.00

Administration

Wages 417.58

Miscellaneous

Organisation Support Costs 6,246.87

TOTAL EXPENDITURE **\$7,884.18**

YEAR TO DATE

Income \$8,424.25

Expenditure \$118,292.72

17.2 WORKS REPORT - APRIL 2020

File Number: REP20/456
Author: Secretary Engineering
Authoriser: General Manager
Attachments: Nil

Main Roads

- MR57 - inspection & routine maintenance
- MR84 - inspection & routine maintenance
- MR57 - bull plane reconstruction

Local roads

- Longs Road gravel resheet
- Wallundry Road
- Speirs Lane
- Thanowring Road
- Gummers Lane
- Sebastopol Road
- Trigalong Road
- Nixon Lane
- Mandamah Road
- Gaynor's Road

Urban Temora & Aria Park

- K & G maintenance Aria Park
- Tree planting
- Flying fox – Gloucester Park
- Nottingham Road
- Footpath maintenance

Works planned for next month

- Maintenance grading
- Heavy patching MR 57
- Thanowring Road shoulders widen
- Pipe culvert upgrade MR57
- K & G Britannia & Vesper Streets renew

Report by Mick Mannion

17.3 BUILDING APPROVALS - APRIL 2020

File Number: REP20/462
Author: Environmental Secretary
Authoriser: General Manager
Attachments: Nil

BUILDING APPROVALS – APRIL 2020

- ✓ DA/CC 16/2020 – Lot 1; DP 964298; 122 Polaris Street, Temora – Residential Storage Sheds/Garages
- ✓ DA 18/2020 – Lot C; DP ; 2/256 Hoskins Street, Temora – Beauty Salon (Lashes)
- ✓ DA 20/2020 – Lot 6; DP 1112742; 126 Sheriffs Road, Temora – Change of Use to Residential Dwelling and Onsite Sewage Management System (Conventional)
- ✓ CC 30/2019 – Lot 625; DP 750587; 190 Kitchener Road, Temora – Two (2) Storey 50 Bed Aged Care Facility (Extension to Narraburra)
- ✓ CC 36/2019 – Lot 88; DP 750852; 6-8 Harrison Street, Aria Park – Erection of Preschool
- ✓ CC 78/2019 – Lot 108; DP 1229529; 15 Spitfire Drive, Temora – Hangar & Accommodation

COMPLYING DEVELOPMENT ISSUED BY PRIVATE CERTIFIER

- ✓ CDC 202-1-1123/2020 – Lot 1; DP 593048; 94 Grey Street, Temora – Solar System

17.4 TEMORA SHIRE COUNCIL LOCAL STRATEGIC PLANNING STATEMENT**File Number:** REP20/433**Author:** Executive Assistant**Authoriser:** General Manager**Attachments:** 1. Local Strategic Planning Statement  

Advice received that the Temora Shire Council Local Strategic Planning Statement has been successfully uploaded to the Department's Planning Portal.



Planning,
Industry &
Environment

Mr Kris Dunstan
Temora Shire Council

Our ref: IRF20/1737

kdunstan@temora.nsw.gov.au

Dear Kris

Temora Shire Council Local Strategic Planning Statement

I am pleased to advise that the Temora Shire Council Local Strategic Planning Statement (LSPS) has been successfully uploaded to the Department's Planning Portal and therefore satisfies section 3.9 of the *Environmental Planning and Assessment Act, 1979*.

I would like to commend the work undertaken by Council in considering the special characteristics of the Shire and identifying the planning priorities of the community relating to agriculture, housing, aviation, employment, tourism, heritage, environment, amenity and liveability. The LSPS shows a clear alignment with the Riverina Murray Regional Plan and linkages with the Temora LEP, DCP and Integrated Planning and Reporting Framework.

Congratulations on this significant achievement.

As you know there have been some recent changes in the Department's Local and Regional Planning team which have resulted in the establishment of a new office based in Wagga Wagga, reporting to the Western Region. The Western Regional team will continue to provide support and assistance to Council and is looking forward to working with you to achieve the planning priorities and actions contained in your LSPS.

Once again, I would like to acknowledge the significant amount of work that has been undertaken by Council in developing such a comprehensive LSPS that will inform your community and will be the basis on which to make future land use planning decisions.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Sarah Lees'.

22 April 2020

Sarah Lees
Director, Southern Region
Local and Regional Planning

17.5 REGULATORY CONTROL - APRIL 2020**File Number:** REP20/509**Author:** Environmental Secretary**Authoriser:** General Manager**Attachments:** Nil

Item	Investigate Incidents	Orders Issued Y/N	Penalty Infringement Y/N	Notes
Illegal Parking - Check	3	No	No	Moved on, no issues.
Scooters & Bikes	1	No	No	Dog hit by Postman. Dog okay, owner advised to keep dog in yard.
School Zones	16	No	No	No issues
Noise	5	No	No	Investigated and all okay.
Air Quality		No	No	
Illegal Dumping/Littering	2	No	No	Chair on Trungley Hall Road taken to Tip. Rubbish in Williams Street, spoke to builder, no issue.
Overgrown/Untidy Blocks	4	No	No	Letter Issued. Spoke to owners. Actioned.
Lake Walking Track – leashed animals	29	No	No	Noise complaint, person involved moved on. No other issues
Animal Welfare	10	No	No	1 x Snake in yard. Advice given 3 x Monitoring 1 x Impounded dog tied to tree 1 x Hospital Goats solved 1 x RSPCA 1 x Impound 1 x Dumped Kittens taken to Vets 1 x Turtle moved to Dam
Dangerous Dogs	3	No	No	1 x Dogs picked up 1 x Nothing found 1 x False claim
Impounded	6	No	No	4 x Pound 2 x Claimed
Noise Animals	4	No	No	1 x No issues 1 x Nothing found 1 x Working with owners for solution 1 x Monitor
Nuisance Animals / Trapping	5	No	No	5 x Cat trap
Dead Animal Removal	7	No	No	1 x Checked with owners, all

				good 1 x Kangaroo removed 5 x Possum removed
Keeping of Horses in Residential Areas		No	No	
Main Street Sign Approvals Inspections		No	No	
Rural Stock Incidents	4	No	No	1 x Lambs put back in paddock 1 x Calf out, contacted owner 1 x Dog attack on sheep. Ongoing. 1 x No issue
Fruit Fly		No	No	
Euthanised	3	No	No	3 x Feral Cats
Other	138	No	No	27 x Check Showgrounds 29 x Check Airport – Birds 18 x Check Cemetery 30 x Pound Feeding & Cleaning 2 x Animal Rescue 1 x People moved on from Skate Park 1 x Snake removed from Rental bathroom 30 x Check Railway & Caravan Parks

Report by Ross Gillard

17.6 CASH AND INVESTMENTS - PERIOD ENDED 30 APRIL 2020**File Number:** REP20/510**Author:** Executive Assistant**Authoriser:** General Manager**Attachments:** 1. Cash & Investments 30 April 2020 [!\[\]\(8d0f0e0fe25b320c33272c52aec1fbca_img.jpg\) !\[\]\(c1e4487e48462435243c9e117557e045_img.jpg\)](#)




Temora Shire Council

Cash & Investments

For the period ended 30th April, 2020

	Original Budget 2019/20	Revised Budget 2019/20	Actual YTD Figures
Externally Restricted			
Sewerage Services	1,697,093	1,697,093	1,886,456
Domestic Waste Management	977,027	977,027	1,195,698
Stormwater Drainage Flood Studies & Construction Programs	153,622	153,622	157,195
S94 Contributions	31,341	31,341	122,739
HACC Unexpended	1,481,632	1,481,632	1,853,974
Drought Funding	0	0	260,743
Total Externally Restricted	4,340,715	4,340,715	5,476,805
Internally Restricted			
Leave Reserves	324,774	324,774	1,637,014
Roads Reserve	1,121,398	1,121,398	1,285,253
Local Roads	215,302	215,302	572,822
Industrial Development	197,603	197,603	197,603
Plant & Vehicle	124,013	124,013	768,168
Izumizaki Donation	2,152	2,152	2,152
Gravel Royalty	312,723	312,723	306,754
Medical Complex Development	48,192	48,192	5,430
Infrastructure	793,571	793,571	796,389
Infrastructure - Airpark Estate	0	0	323
MapInfo/GIS Upgrades	17,700	17,700	17,700
Digital Two Way Radio Upgrade	35,000	35,000	32,500
Computer Upgrade	140,713	140,713	114,669
Sports Council Requirements	10,000	10,000	10,000
Youth Hospitality	10,642	10,642	14,473
Revotes	748,709	902,281	479,197
Airside Maintenance	29,090	29,090	33,819
Total Internally Restricted	4,131,582	4,285,154	6,274,265
Total Reserves	8,472,297	8,625,869	11,751,071
Cash & Investments			
Westpac Cheque Account			467,233
Macquarie Bank DEFT Account			191,574
AMP Business Saver Account			300,919
AMP Notice Account			3,581
Westpac Cash Reserve			151,311
Term Deposits:			
Bank of Queensland			500,000
National Australia Bank			500,000
National Australia Bank			516,193
National Australia Bank			500,000
Commonwealth Bank of Australia			500,000
Bank of Queensland			500,000
National Australia Bank			500,000
Bank of Queensland			500,000
National Australia Bank			506,869
Macquarie Bank			500,000
AMP			500,000
National Australia Bank			536,497
National Australia Bank			513,935
Suncorp Bank			517,024
Bank of Queensland			500,000
Macquarie			500,000
Westpac Bank			500,000
Macquarie			500,000
CBA			500,000
Total Cash & Investments	8,472,297	8,625,869	10,705,136
Funding Deficit			(1,045,934)

I certify that the investments have been made in accordance with the Act, the Regulations and Council's actual Investment Policy.


Elizabeth Smith
Responsible Accounting Officer

17.7 RATES COLLECTION - APRIL 2020**File Number:** REP20/475**Author:** Executive Assistant**Authoriser:** General Manager**Attachments:** 1. Rates Collection - April 2020  

Rates Collections											
Rates 2019/20											
Category	Arrears	Levies including Interest & Legals	Total	Pension Rebates	Adjusted Total	Payments	Rates		Rates		same period last year
							Outstanding 04/05/2020	Rates Outstanding % 04/05/2020	Outstanding 02/05/2019	Rates Outstanding % 02/05/2019	
Farmland	19,611.90	1,907,673.16	1,927,285.06	-4,117.19	1,923,167.87	-1,490,728.14	432,439.73	22%	423,177.62	23%	
Residential Temora Occupied	28,187.54	1,242,788.16	1,270,975.70	-85,895.72	1,185,079.98	-1,049,694.75	135,385.23	11%	217,062.31	19%	
Residential Temora Vacant	3,941.11	65,264.86	69,205.97	0.00	69,205.97	-58,568.62	10,637.35	15%	13,826.90	19%	
Residential Ariah Park	12,985.29	72,287.38	85,272.67	-7,027.41	78,245.26	-56,653.21	21,592.05	28%	22,833.40	31%	
Residential Springdale	-452.77	9,624.23	9,171.46	-1,178.61	7,992.85	-6,866.12	1,126.73	14%	985.32	12%	
Rural Residential	6,275.04	149,699.82	155,974.86	-10,602.84	145,372.02	-124,772.55	20,599.47	14%	22,687.65	16%	
Residential - Temora Aviation	-926.80	40,138.53	39,211.73	-385.07	38,826.66	-36,899.18	1,927.48	5%	4,578.97	13%	
Business Temora - Hoskins Street	15,053.64	248,925.38	263,979.02		263,979.02	-226,845.40	37,133.62	14%	52,538.63	21%	
Business Temora - Town	5,329.60	261,735.74	267,069.34		267,069.34	-238,137.93	28,931.41	11%	29,666.41	12%	
Business Temora - Aviation	0.00	26,352.82	26,352.82		26,352.82	-25,907.57	445.25	2%	1,125.48	4%	
Business Ariah Park	1,000.39	16,300.30	17,300.69		17,300.69	-14,621.59	2,679.10	15%	1,921.67	12%	
Business Other	0.00	9,961.04	9,961.04		9,961.04	-9,419.46	541.58	5%	899.47	9%	
Residential Sewer	40,793.65	899,427.31	940,220.96	-41,052.16	899,168.80	-658,965.70	240,203.10	27%	156,598.47	18%	
Non-Residential Sewer	8,142.81	192,829.83	200,972.64		200,972.64	-126,910.34	74,062.30	37%	48,635.07	26%	
Storm Water Levy	2,415.00	48,743.84	51,158.84		51,158.84	-35,892.96	15,265.88	30%	9,667.02	19%	
Domestic & Rural Waste	29,369.25	546,035.94	575,405.19	-38,852.62	536,552.57	-381,054.96	155,497.61	29%	97,847.99	20%	
Trade Waste	7,139.60	121,237.65	128,377.25		128,377.25	-96,431.30	31,945.95	25%	21,696.81	18%	
Assessments in Credit						-31,320.27	-31,320.27				
	\$178,865.25	\$5,859,029.99	\$6,037,895.24	-\$189,111.62	\$5,848,783.62	-\$4,669,690.05	\$1,179,093.57	20%	\$1,125,749.19	20%	

17.8 TOWN HALL THEATRE - OPERATING RESULTS APRIL 2020**File Number:** REP20/451**Author:** Executive Assistant**Authoriser:** General Manager**Attachments:** 1. Town Hall Theatre - April 2020  

TOWN HALL THEATRE
Operating Statement

	July	August	September	October	November	December	January	February	March	April	Total YTD
Candy Bar											
Income	8,738	1,662	2,127	3,653	1,263	2,358	5,806	1,702	890	-	28,198
Purchases	(2,309)	(615)	(695)	(364)	(896)	(397)	(531)	(1,072)	(89)	-	(6,970)
	6,429	1,046	1,431	3,289	366	1,961	5,275	630	801	-	21,228
Admissions											
Income	18,054	3,527	4,722	9,446	3,017	8,110	9,624	5,200	3,556	-	65,256
Audio Visual Purchases	(4,462)	(8,489)	(1,727)	(5,111)	(2,491)	(1,492)	(5,470)	(3,590)	(2,744)	-	(35,575)
	13,592	(4,961)	2,995	4,336	526	6,617	4,154	1,610	812	-	29,682
Other Income											
Facility Hire	600	218	545	755	764	-	-	136	-	-	3,018
Sale of Advertising	182	182	364	182	182	182	182	182	182	-	1,818
Event Catering	-	-	473	200	-	-	-	-	-	-	673
	782	400	1,382	1,136	945	182	182	318	182	-	5,509
Other Costs											
Advertising	(245)	(175)	(338)	-	(175)	(175)	(175)	-	-	-	(1,281)
Bank Fees	(89)	(241)	(85)	(96)	(127)	(85)	(112)	(138)	(99)	(20)	(1,092)
Building Maintenance	-	-	(1,370)	-	(1,588)	(1)	(18)	-	-	-	(2,977)
Cleaning	(425)	(680)	(592)	(479)	(143)	(662)	(309)	(304)	(125)	-	(3,720)
Computer Costs	-	(824)	(924)	(228)	(2,637)	(469)	(212)	(359)	(411)	(313)	(6,376)
Event Catering Expenses	-	-	-	(471)	-	-	-	-	-	-	(471)
Freight	(100)	(70)	(69)	(49)	(67)	(34)	(17)	-	-	-	(405)
General Maintenance	-	-	-	(89)	(295)	-	-	-	-	-	(384)
Insurance	(4,283)	-	-	-	-	-	-	-	-	-	(4,283)
Materials Purchased	-	(52)	(23)	(492)	-	(98)	(189)	(162)	(25)	-	(1,040)
Contractors	-	-	(254)	-	(3,062)	-	-	(538)	-	-	(3,854)
Rates & Electricity	(1,153)	(1,566)	-	-	(174)	(1,140)	(1,169)	(174)	-	(1,023)	(6,400)
Stationery & Office Consumables	-	-	-	-	-	-	(6)	-	-	-	(6)
Employee Costs	(2,711)	(4,302)	(3,651)	(3,883)	(4,207)	(3,105)	(4,817)	(2,909)	(3,054)	(680)	(33,318)
Sundry Expenses	9	-	26	12	(27)	-	0	-	-	-	20
Telephone & Internet	(82)	(84)	(82)	(82)	(82)	(83)	-	(168)	(84)	-	(747)
Volunteer Support	(130)	(182)	-	-	-	(971)	(313)	-	-	-	(1,597)
Depreciation	-	-	(675)	-	-	(733)	-	-	-	-	(1,408)
Total Cinema Surplus/(Deficit)	(9,208)	(8,174)	(8,036)	(5,858)	(12,583)	(7,555)	(7,336)	(4,753)	(3,799)	(2,036)	(69,339)
	11,595	(11,689)	(2,227)	2,904	(10,745)	1,204	2,274	(2,195)	(2,004)	(2,036)	(12,920)

17.9 TEMORA & DISTRICT SPORTS COUNCIL**File Number:** REP20/445**Author:** Executive Assistant**Authoriser:** General Manager**Attachments:** 1. Temora & District Sports Council [!\[\]\(0aff635c4179ba9e710b00f4b01d3b20_img.jpg\) !\[\]\(29658d981ebdf5edc259074cbf6110e0_img.jpg\)](#)**FIRST HEADING**

Advice regarding the 2020 Sportsperson of the Year awards.

29th April 2020

To the Delegates of the Temora & District Sports Council.

After much deliberation, the unanimous view of the Executive Committee, what we have decided was to award the following.



- That we present this year's \$500 Junior Sports Development Grant and the 2 x \$500 Building & Equipment Grants and, the \$1000 McDonald's Building & Equipment Grant at a suitable time and date, to be determined.
- That we present the main awards at the 2021 Sportsperson of the Year Dinner

Junior, Intermediate, Senior Sportsperson of the Year.
The Junior Team Award.
The Life Time Achievement in Sport Award.

Following the same format as we had at the 2017 /2018 Dinner

We as an executive appreciate everyone's frank discussion and we believe that we have made the appropriate call.

Yours in Sport
Judy Gilchrist
Secretary
Temora & District Sports Council

17.10 RESILIENCE NSW**File Number:** REP20/482**Author:** Executive Assistant**Authoriser:** General Manager**Attachments:** 1. Resilience NSW  **FIRST HEADING**

The Premier announced a new agency called Resilience NSW on the 6 April 2020. Mr Shane Fitzsimmons is the new Commissioner appointed.

75383

**Resilience
NSW**

Dear Mayor,

On 6 April 2020, the Premier announced the formation of a new agency called Resilience NSW. I am writing to you in my capacity as Commissioner for Resilience NSW, a role I feel privileged to take on.

Resilience NSW will be responsible for disaster preparedness and recovery for NSW, especially in the wake of the bushfires, drought and current COVID-19 health crisis. Through Resilience NSW we will redouble our efforts to prevent, prepare and recover from any crisis which impacts NSW.

I am keenly aware that effective recovery is community and locally led, and I look forward to establishing Resilience NSW as a valued partner to support and facilitate recovery alongside you and your communities.

I acknowledge that recovery is challenging at the best of times, even more so in the current COVID-19 environment. As we work to keep people safe during the pandemic, we've got people feeling isolated, which goes against the very grain of how most of us interact as a social community. In my experience good recovery includes the coming together of people. We need to innovate to find ways to stay connected even when it's not physically possible to do so.

COVID-19 may have changed the way we do things, but it hasn't changed our priority to protect and support the people of NSW. Recovery from last summer's bushfires is continuing, and work is always being done to prepare communities for not only future bushfires, but disasters of any kind. It is only the method of communication that has changed, with online, one-to-one contact and phone calls the main ways the program is being delivered in the current environment.

The NSW community has shown extraordinary resilience in the face of many disasters. We know the next six months and beyond will be challenging. There is a great deal of work ahead. I would like to assure you that the transition from the Office of Emergency Management into Resilience NSW will be a smooth one and will not interrupt that work, rather it will strengthen it as we work together to help keep New South Wales safe and supported.

While leaving the fire service was a hard decision, I am very much looking forward to working with you to continue to make a meaningful difference in this new role.

Please feel free to reach out to me or the team to discuss any matters, or to highlight additional ways we can support you during this challenging time.

Yours Sincerely,

A handwritten signature in blue ink, appearing to read 'Shane Fitzsimmons', written over a blue line.

Shane Fitzsimmons
Commissioner of Resilience NSW

1/05/2020

20/3 AUC.

17.11 STEPH COOKE MP - TRANSFORM OUR STREETS AND PUBLIC SPACES FOR SOCIAL DISTANCING**File Number:** REP20/484**Author:** Executive Assistant**Authoriser:** General Manager**Attachments:** 1. Steph Cooke MP  **FIRST HEADING**

Communities are being encouraged to come up with ideas to transform local streets into shared public spaces as part of a new program from the NSW Government to increase places for people to safely walk, cycle or exercise.



Monday, 11 May 2020

TRANSFORM OUR STREETS AND PUBLIC SPACES FOR SOCIAL DISTANCING

Communities across the Cootamundra electorate are being encouraged to come up with ideas to transform local streets into shared public spaces as part of a new program from the NSW Government to increase places for people to safely walk, cycle or exercise.

Member for Cootamundra Steph Cooke said a new \$15 million Streets as Shared Spaces fund will help councils implement pilot measures to increase public space and allow for easier social distancing during the COVID-19 pandemic.

"Simple changes like widening footpaths or closing a street to vehicles on weekends will make our community healthier, more walkable and easier to maintain social-distancing," Ms Cooke said.

"I urge Councils to take up this opportunity as it will be a great way to benefit their local residents whilst improving their public spaces and making them more accessible during this time."

Councils will be able to apply for grants of up to \$100,000 for short-term, quick response projects, such as widening footpaths and temporary cycle lanes, and up to \$1 million for longer-term projects, such as changes to road alignments and widths and trialling lower speed limits.

Community input will be essential in helping councils choose projects that will benefit their communities. An online social pinpoint map allows users to click directly on a specific area and leave their comments and ideas.

Planning and Public Spaces Minister Rob Stokes said the program will help councils deliver simple short-term projects to provide fast relief and longer-term strategic projects that will help communities transition out of the pandemic.

"These initiatives will make it easier to maintain social distancing, create jobs for the construction industry and encourage economic activity back into our streets," Mr Stokes said.

"If the pilot projects gain widespread community support, we'll look to make them permanent so more people can enjoy the outdoors once this pandemic is over."

✉ cootamundra@parliament.nsw.gov.au

🌐 www.stephcooke.com.au

☎ 02 6382 2399

📮 PO Box 350, Young NSW 2594

20/3 AUC.
THE NATIONALS
for Regional NSW



Councils can apply for Streets as Shared Spaces grants until 30 June 2020.

For more information visit: <https://www.dpie.nsw.gov.au/streets>

MEDIA: Emma Brown | Adam Drummond: 6924 2533

Please note the attached image is a file photo and dates from prior to current social distancing measures.

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🌐 www.stephcooke.com.au

☎ 02 6382 2399

📮 PO Box 350, Young NSW 2594

THE NATIONALS
for Regional NSW

18 CONFIDENTIAL REPORTS**RESOLUTION 144/2020**

Moved: Cr Dennis Sleight

Seconded: Cr Graham Sinclair

That Council considers the confidential report(s) listed below in a meeting closed to the public in accordance with Section 10A(2) of the Local Government Act 1993 at 6:24PM:

18.1 Councillors Training

This matter is considered to be confidential under Section 10A(2) - f of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with details of systems and/or arrangements that have been implemented to protect council, councillors, staff and Council property.

RESOLUTION 115/2020

Moved: Cr Graham Sinclair

Seconded: Cr Dale Wiencke

It was resolved that Council reimburse a Councillor the cost for course fees for the Local Government Law module only, to the value of \$1,394.00.

CARRIED

18.2 Local Business

This matter is considered to be confidential under Section 10A(2) - di of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it.

RESOLUTION 116/2020

Moved: Cr Max Oliver

Seconded: Cr Dale Wiencke

It was resolved that Council holds a workshop to review the Procurement Policy and Procedure.

CARRIED

RESOLUTION 117/2020

Moved: Cr Graham Sinclair

Seconded: Cr Dale Wiencke

It was resolved that Council authorises 5 Councillors to meet with the business owner.

CARRIED

18.3 Bulk Head Road Intersection Layout

This matter is considered to be confidential under Section 10A(2) - dii of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with information that would, if disclosed,

confer a commercial advantage on a competitor of the council.

RESOLUTION 118/2020

Moved: Cr Max Oliver

Seconded: Cr Claire McLaren

**It was resolved that Council select the T intersection option 1 as the preferred option
AND FURTHER**

**Council staff commence the land acquisition process and development of a project estimate and
report back to Council.**

CARRIED

18.4 Employee Incentive Scheme

This matter is considered to be confidential under Section 10A(2) - a of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with personnel matters concerning particular individuals (other than councillors).

RESOLUTION 119/2020

Moved: Cr Nigel Judd

Seconded: Cr Claire McLaren

It was resolved that Council rewards a Council Employee Incentive Award to Diners Choice Restaurant for two, to an employee for exceptional work.

CARRIED

18.5 Warbirds Downunder 2020

This matter is considered to be confidential under Section 10A(2) - c of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.

RESOLUTION 120/2020

Moved: Cr Claire McLaren

Seconded: Cr Nigel Judd

It was resolved that Council notes the report.

CARRIED

18.6 Village Entrance Signage

This matter is considered to be confidential under Section 10A(2) - di of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with commercial information of a confidential nature that

would, if disclosed prejudice the commercial position of the person who supplied it.

RESOLUTION 121/2020

Moved: Cr Graham Sinclair

Seconded: Cr Max Oliver

It was resolved that Council accepts the quotation for the Specification Prep for materials to the value of \$1,080.00.

CARRIED

18.7 Temora Girl Guides - Request

This matter is considered to be confidential under Section 10A(2) - b of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with discussion in relation to the personal hardship of a resident or ratepayer.

RESOLUTION 122/2020

Moved: Cr Kenneth Smith

Seconded: Cr Dennis Sleigh

It was resolved that Council donates the 4th Instalment for sewer rates to the value of \$113.38.

CARRIED

CARRIED

RESOLUTION 145/2020

Moved: Cr Claire McLaren

Seconded: Cr Max Oliver

It was resolved that Council adopts the motions from the closed committee of Council.

CARRIED

19 MEETING CLOSE

The Meeting closed at 8:34PM.

The minutes of this meeting were confirmed at the Ordinary Council Meeting held on 18 June 2020.

.....
GENERAL MANAGER

.....
CHAIRMAN