

Our plan for the future

An integrated Community Strategic Plan, Delivery Program and Operational Plan.

1 July 2025 to 30 June 2035



TEMORA
The Friendly Shire

FUTYR 

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Introduction

Welcome to Our Plan for the Future.

This plan integrates our Strategic Community Plan, Delivery Plan and Operational Plan into one, succinct document, addressing the integrated planning and reporting principles as described in the *Local Government Act 1993* (Section 8C). The plan seeks to:

The plan seeks to:

- Identify and prioritise key local community needs and aspirations.
- Identify strategic objectives to meet those needs and aspirations.
- Develop activities and prioritise actions to work towards the strategic objectives.
- Collaborate with others to maximise achievement of strategic objectives.

In 2024, Temora Shire Council adopted the FUTYR® strategic planning approach – a rigorous and robust integrated planning and reporting approach aimed at improving community engagement, transparency and accountability. The review included desktop research, alignment with current plans and strategies, and participation in a national benchmarking exercise using the MARKYT® Community Scorecard. This was followed by workshops with councillors, staff and the community to review the draft vision, objectives, strategies and actions. The approach embraced NSW Government’s social justice principles for equity, access, participation and rights

We express our deepest thanks to more than **700 community members** who completed a survey or attended a workshop and who wrote **more than 28,000 words** with their ideas and suggestions. We heard from a broad and diverse cross-section of the community, including young people, families, seniors, people with disability, people with diverse cultural backgrounds, local businesses owners and managers, and representatives from local community organisations. We also express gratitude to REROC, our neighbouring Councils and the State Government agencies that engaged with Council across two days to share their strategic initiatives being undertaken in the Riverina region in coming years and to identify opportunities that we can work collaboratively to deliver the outcomes sought by our community.

Council will review Our Plan for the Future annually to ensure continued relevance in a changing environment and adherence to legislated requirements.

Acknowledgement of country

Temora Shire in the NSW Riverina region recognises the Wiradjuri people, who are the traditional custodians of these lands. We pay respect to the Wiradjuri people both past and present, and recognise the culture, strength, resilience and capacity of the Wiradjuri people. We also acknowledge the contributions of Aboriginal Australians to this country we all live in and share together.



Message from the Mayor and General Manager

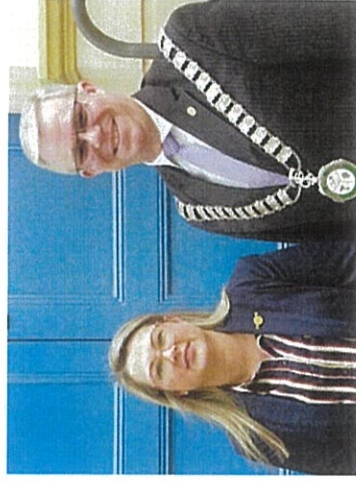
On behalf of Temora Shire Councillors and staff, we are delighted to present **Our Plan for the Future**, which brings together all our strategic planning documents into one consolidated, easy to read Plan.

It has been Council's pleasure to work collaboratively with the Temora Shire community to consider the future direction of our Shire, and to identify strategic initiatives that Council can undertake over the coming years to meet the needs of our cherished communities. The review of the community vision and the shared values sets a strong foundation for the Council and community to work together to thrive and prosper.

The financial sustainability and organisational efficiency of Council remains a high priority. Throughout the Plan you will see this reflected in our high-level objectives and supporting strategies as we aim to advocate, facilitate and deliver on a wide range of outcomes for Temora Shire, both now and into the future.

Council can't deliver Our Plan for the Future without the contribution of our community volunteers, partner organisations and the State and Federal levels of government, and we value the contribution they make to the success of our Shire.

We trust that Our Plan for the Future will be extremely valuable in guiding the Temora Shire community and Council for many years to come.



Cr Rick Firman OAM, Mayor and
Melissa Boxall, General Manager



The integrated planning and reporting framework

The Integrated Planning and Reporting framework guides planning and reporting activities to meet requirements under the *Local Government Act 1993* and *Local Government (General) Regulation 2021*. The framework includes a suite of plans that set out a community vision and goals, strategic actions to achieve them, how services and projects will be resourced, how the community will be engaged and how progress will be reported.

The **Community Strategic Plan** details the community's 10-year vision, priorities, aspirations and strategic objectives.

The 4-year Delivery Program annual Operational Plan details how Council will deliver and resource projects and services to address the community's strategic objectives.

An **Annual Report** is prepared to report on Council's overall progress.

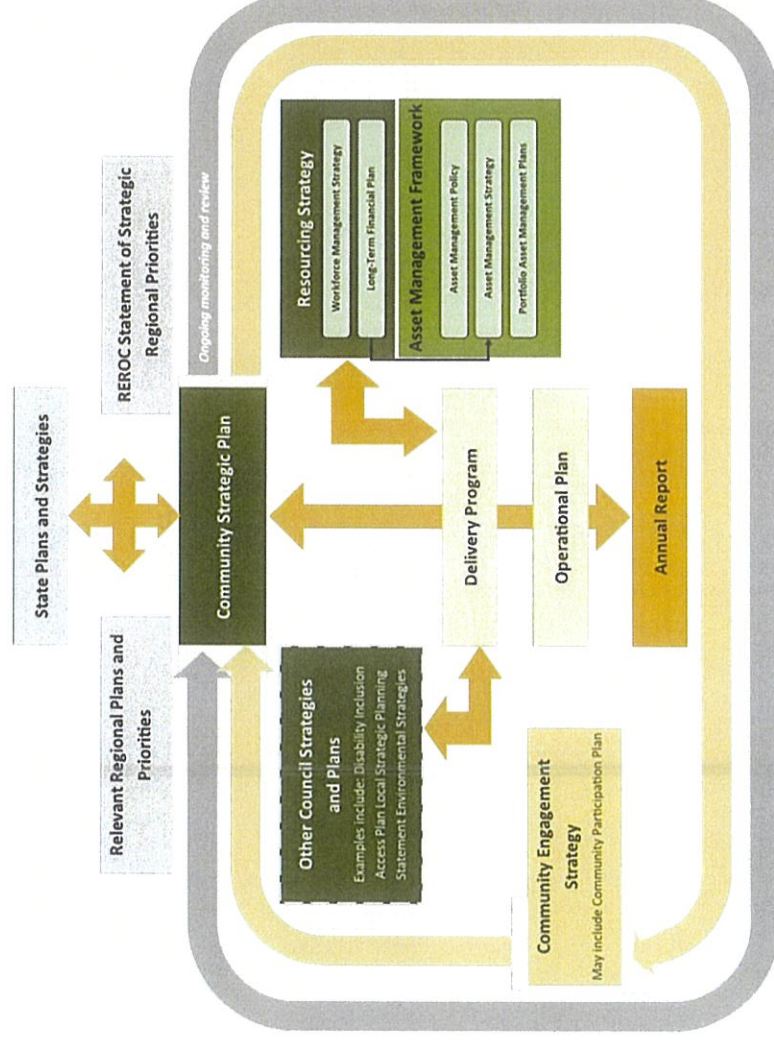
The **Community Engagement Strategy** outlines Council's principles and approach for engaging with the community and key stakeholders to inform Council decisions about projects and services.

The **Resourcing Strategy** provides information on the resources (money, assets and people) Council needs to implement the Delivery Program and Operational Plan. It includes a Long Term Financial Plan, Asset Management Plans and a Workforce Management Strategy.

The **Long-Term Financial Plan** is a rolling 10-year plan that informs decision making and demonstrates how the objectives of the Community Strategic Plan and commitments of the 4-year Delivery Program and the annual Operational Plan will be resourced and delivered over the short, medium and long term.

Asset Management Plans provide strategic guidance and direction to manage Council assets covering roads, buildings, water and wastewater, stormwater, parks and open spaces, and other Council-owned land.

The **Workforce Management Strategy** details how councils will ensure they have the right people with the right skills in the right place at the right time.



To strengthen integration, reduce reporting burden on limited Council and staff resources and improve overall service delivery and value for money for community members, Temora Shire Council has integrated its Community Strategy Plan, Delivery Plan and Operational Plan into Our Plan for the Future.

The table below references the section in our plan that addresses the integrated planning and reporting requirements.

Integrated Planning and Reporting Guidelines requirements					Community Strategic Plan 2025-2035	Delivery Program 2025/26 – 2029/30	Operational Plan 2025/26	Our plan for the future	Relevant section
Provide a community vision statement.					●			●	Community vision
Identify the main priorities and aspirations for the future of the local government area over the next 10 years.					●			●	Community priorities and aspirations
Provide strategic objectives for the community that address social, environmental, economic and civic leadership issues identified by the community					●			●	Objectives
Provide strategies for achieving each objective					●			●	Strategies
Identify principal activities the council will undertake to meet the objectives and implement the strategies.						●		●	Principal activities
Identify projects, programs or actions the council will undertake within the financial year to address the objectives.							●	●	Priority projects
Identify areas of service the council will review during its term.						●		●	Service Reviews
Specify each review to be undertaken in that year.							●	●	
Explain who is responsible for delivering each strategy.					●	●		●	Responsible
Allocate responsibilities for each project, program or action.							●	●	
Include assessment methods for determining whether the objectives are being achieved.					●	●		●	Key performance indicators
Identify suitable measures to determine the effectiveness of the projects, programs and actions undertaken.							●	●	
Provide financial estimates for council's budget position for the 4-year period.						●		●	Budget
Detail budget for the actions to be undertaken in that year.							●	●	
Include a Statement of Revenue Policy for the year covered by the Operational Plan.							●	●	Financials



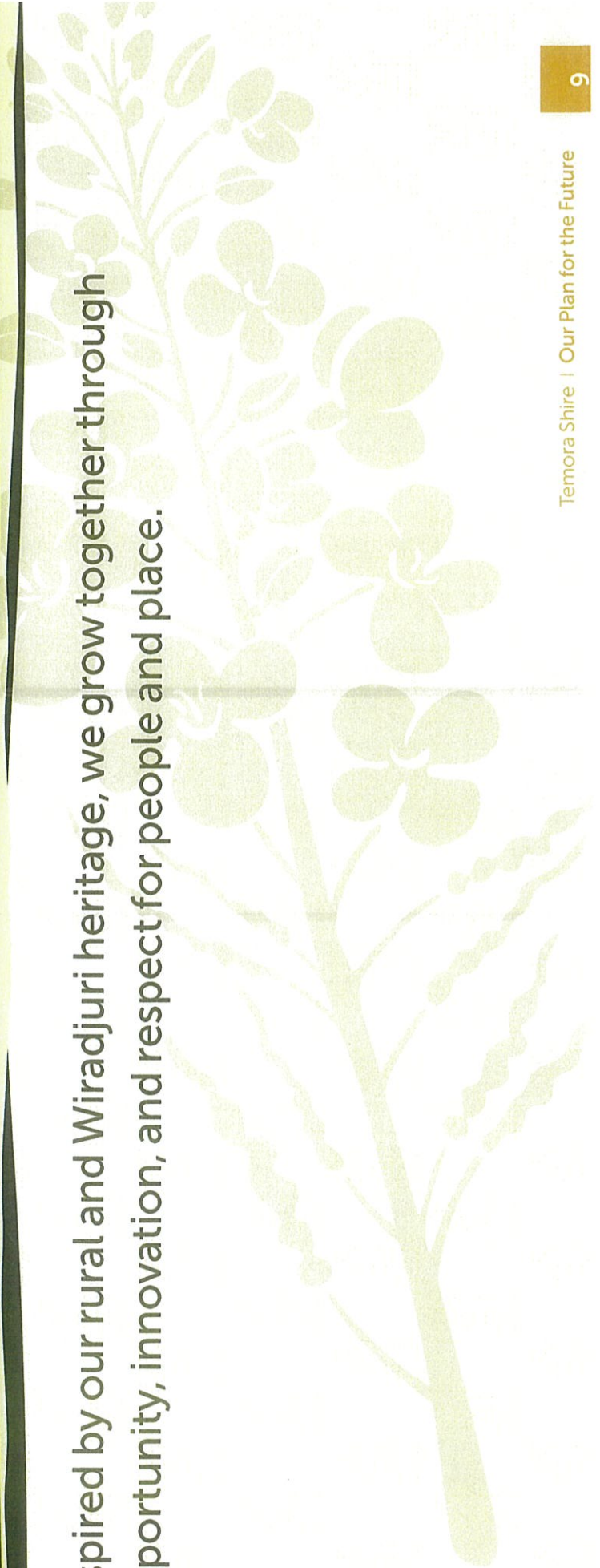
Community Strategic Plan 2025-2035





Community vision

Our vision is for Temora Shire to be recognised as one of the friendliest and most progressive rural communities.



Inspired by our rural and Wiradjuri heritage, we grow together through opportunity, innovation, and respect for people and place.

Temora Shire at a glance

Situated in the north of the Riverina region of NSW, Temora Shire is in the heart of the rich and productive southern wheat and sheep area of the state.

Originally home to the Wiradjuri people, European pastoral settlement occurred in the 1870s and 1880s along with a search for gold. Since then there has been agricultural production and growth through railway connections, German settlers and a major pilot training base during World War II.

Today, the Shire is a major centre for agriculture, being one of the largest wheat, canola and other cereals, and wool producers in the State. Sheep production for wool and meat is the main livestock based industry. Other significant enterprises centre on cattle, including a major feedlot and pig production on a large intensive piggery and three small operations. Along with agricultural related industries, tourism opportunities help the Shire to thrive.

Our towns and villages are the major areas of population, being home to about two thirds of the Shire's residents. Temora has the largest township with a population of 4,600 people. Ariaiah Park – a 1920s heritage village and the birthplace of bulk grain handling in Australia - has a population of 400 people and Springdale is home to 60 people.

The region supports a wonderful safe and friendly lifestyle for all with excellent services, shops, medical facilities and schools. Various sport and social activities are at the centre of community life, including Temora Recreation Centre, Temora Arts Centre and Temora Town Hall Theatre. Lake Centenary in Temora and Lake Arbor in Ariaiah Park are hives of activity for power boating, water skiing, sailing, canoeing, swimming, fishing, a BBQ or a stroll around the lake.

Much of our past is celebrated in the Bundawarra Centre Cultural Precinct, including the Rural Museum and Ambulance Museum, as well as the Aviation Museum with a world standard collection of working Warbirds.

We love to showcase our shire, and those experiencing Temora for work or pleasure marvel how over one hundred community groups work so well together for the wellbeing and enjoyment of us all, in this: **one of the friendliest and most progressive little towns in NSW.**



Residential Population



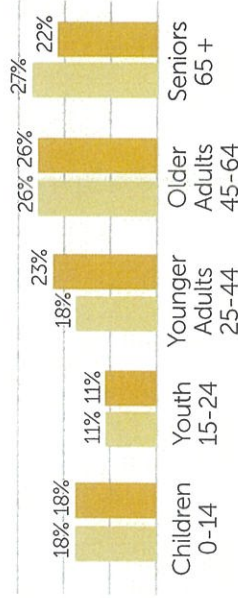
2023
ABS estimate
6,029

Age Profile

2021, ABS Census

■ Temora Shire
Median age: 47 years

■ Regional NSW
Median age: 43 years



Housing diversity

Semi-detached house, townhouse, flat or apartment
2021, ABS Census
(excludes not stated)



6.8%

Similar to 6.9% in 2016
Regional NSW 2011: 16.9%

Home ownership

Owns home outright or with a mortgage
2021, ABS Census
(excludes not stated)



74%

Down from 76% in 2016
Regional NSW 2011: 70%

Profound or severe core activity limitation

Temora Shire Council, 2021, ABS Census
(excludes not stated)



7.8%

Regional NSW: 7.3%

Households that speak a non-English language

Temora Shire Council, 2021, ABS Census
(excludes not stated)



2.6%

Regional NSW: 6.6%

Aboriginal and/or Torres Strait Islander People

Temora Shire Council, 2021, ABS Census



3.4%

Regional NSW: 6.6%

Completed bachelor degree or higher

2021, ABS Census



11.5%

Up from 9.9% in 2011
Regional NSW 2021: 17.8%

Cycle or walk to work

Among employed persons aged 15+, 2021, ABS Census
(base excludes work from home, did not go to work and not stated)



8.1%

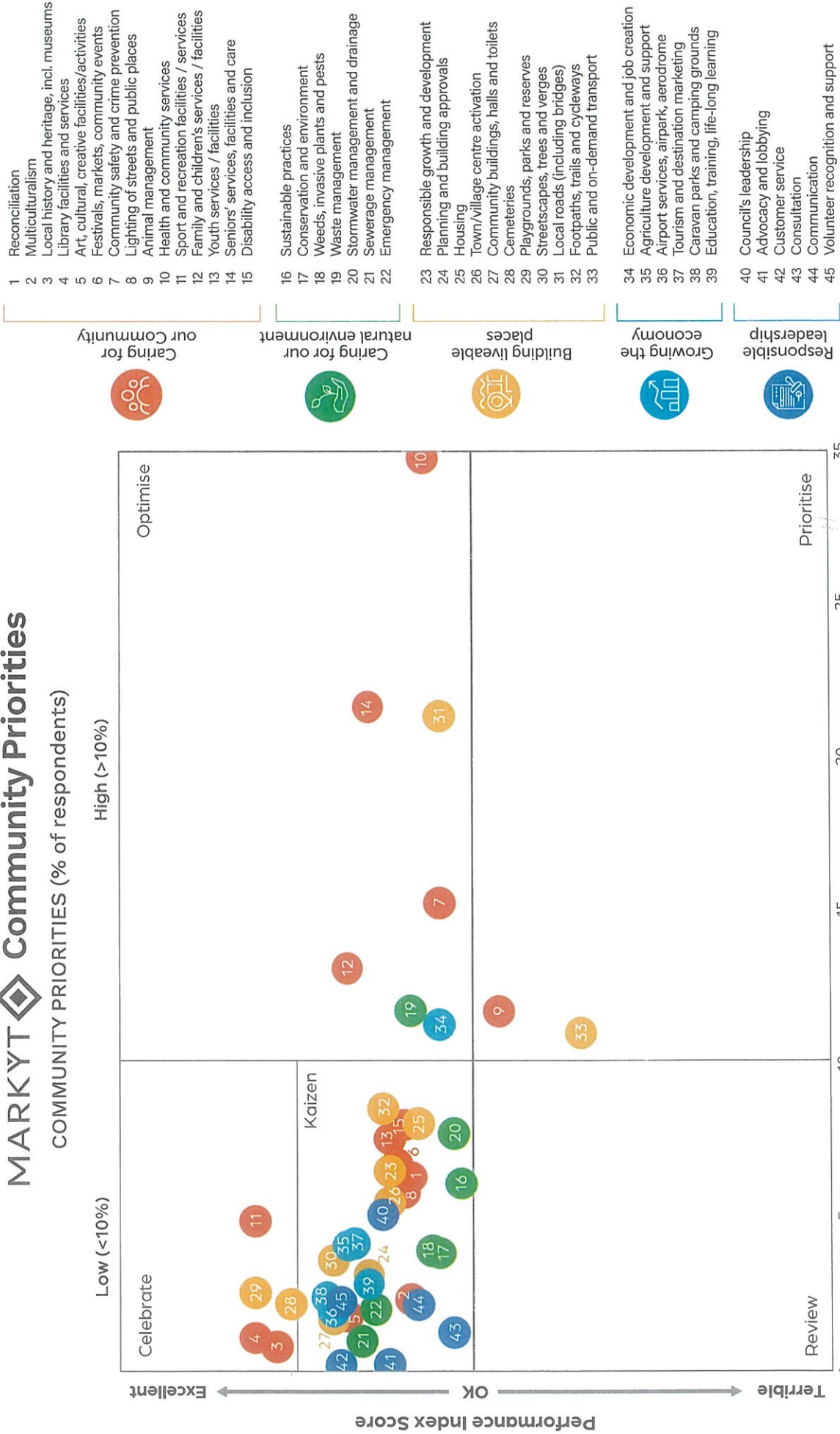
Regional NSW: 3.8%

Community priorities and aspirations

Council participates in the MARKYT® Benchmarking Excellence Program to assess local needs and determine how well Temora Shire Council and its partners are meeting these needs. In 2024, 703 community members completed a MARKYT® Community Scorecard. Libraries, parks and sporting facilities were the highest performing areas. The top community priorities were health and seniors' services, and local roads.

MARKYT Community Priorities

COMMUNITY PRIORITIES (% of respondents)



* Kaizen = provide continuous improvement

What the community would like

Ready access to quality medical care

Advocate for timely completion of the Temora Hospital redevelopment project and improved access to general, specialist and allied health services to reduce wait times and the need to travel to Wagga Wagga and beyond to access health care.

Develop strategies and incentives, such as free or subsidised accommodation, to attract doctors and other healthcare workers to settle in Temora with their families.

Seniors' housing and transport

Advocate for better access to seniors' housing, aged care facilities and home support services to cater for Temora's ageing population. Suggestions include upgrading or replacing Greenstone Lodge, approving more retirement villages and assisted living facilities, and advocating for more in-home support services.

The community would also like better access to public and community transport services to enable aged persons to access essential services, and for footpaths to be upgraded to ensure they are even and safe for elderly pedestrians, gophers and mobility aids.

Safe local roads

Maintain local roads to a high standard, ensuring repairs are long-term solutions, not temporary fixes.

The community would like the Shire to address concerns with potholes, shoulders and drainage. Suggestions include grading dirt roads more regularly or sealing dirt roads with higher volumes of traffic. Some would like Council to advocate for an alternative route to divert trucks away from the town centre.

Safe and secure communities

Temora Shire is valued for being a safe place, and the community would like it to remain this way.

To continue to prevent and manage crime and anti-social behaviour, community members would like the police presence to be preserved and enhanced, and for more patrols, CCTV and lighting in hotspots.

Other suggestions include enhancing youth diversion programs to maintain low levels of youth crime.



What the community would like

Effective animal management

- Deliver proactive, responsive Environmental Services to improve dog and cat control.
- Community members are asking for increased Environmental Services powers and stricter enforcement of regulations to address areas of concern, such as animal registrations, desexing and stray pets.
- Other suggestions include more education to raise awareness and adoption of responsible animal ownership behaviours, and fenced dog exercise areas.

A diverse and thriving economy

- Attract more businesses and shops to the region and seek to diversify the local economy beyond agriculture to create a more sustainable economy with more job opportunities and more vibrant town centres.
- Community members suggest a range of business attraction initiatives, such as marketing and promotions, financial assistance, incentives and grants, and better infrastructure to support local businesses.
- Encourage young people to stay in Temora by developing industries that can offer skilled, non-seasonal work, training and apprenticeships.

Effective waste management

- Consider introducing a 3-bin system with separate bins for general waste, recycling, and food organic and garden organic (FOGO) material.
- Also consider providing more recycling stations, separate areas for recycling and green waste at the tip, and longer opening hours at the tip.

Service for youth and families

- Support working parents by advocating for additional childcare facilities, offering incentives to attract more childcare workers, and promoting local childcare training and work opportunities.
- The community would also like Council to advocate for improved family healthcare, including better access to child health nurses and lactation consultants.
- Other suggestions include more or better playgrounds, indoor play areas, playgroups, parent support groups and public parent rooms with baby change facilities.

Objectives and strategies

To work towards achievement of the community vision and aspirations, Temora Shire Council engaged the community to shape high-level objectives and supporting strategies.

Caring for our community

Objectives	Strategies
1. Develop a safe, healthy and inclusive community for enhanced quality of life.	
1.1 Acknowledge, promote and celebrate our cultural heritage and diversity.	
1.2 Strengthen community pride, connections and resilience through participation in arts, culture and community activities.	
1.3 Provide safe and secure communities.	
1.4 Enhance opportunities to be healthy.	
1.5 Offer sport and recreation opportunities for all ages, abilities and interests.	
1.6 Deliver appropriate services for families, children and young people.	
1.7 Deliver appropriate services and care for our ageing population, people with disability and other special needs.	

Caring for our natural environment

Objectives	Strategies
2. Sustain and enhance our natural environment for community wellbeing and wildlife conservation.	
	2.1 Promote and adopt sustainable practices to help conserve and enhance the natural environment and local biodiversity.
	2.2 Effectively manage waste, water and sewerage.
	2.3 Build resilience to natural disasters and other emergencies.



Building liveable places	
Objectives	3. Plan attractive, liveable and sustainable towns, villages and rural communities. 3.1 Facilitate access to appropriate land, housing and development opportunities, with supporting infrastructure. 3.2 Provide attractive and welcoming towns and villages with well-maintained public facilities, open spaces, and streetscapes. 3.3 Maintain safe, effective and sustainable road networks and supporting infrastructure. 3.4 Offer safe, well-connected footpaths and cycleways. 3.5 Offer safe, accessible and affordable transport services.
Strategies	

Growing the economy	
Objectives	4. Create a strong, vibrant and diverse economy that builds on existing opportunities in agriculture, aviation heritage, and tourism. 4.1 Grow and diversify the economy and work opportunities. 4.2 Support a strong and resilient agricultural sector. 4.3 Celebrate our aviation heritage, facilities and services, and leverage new opportunities. 4.4 Enrich, diversify and promote the visitor experience. 4.5 Provide good opportunities for education.
Strategies	
Objectives	5. Deliver effective leadership, governance and engagement to meet community needs. 5.1 Deliver strong community leadership, governance and stakeholder relationships. 5.2 Deliver and maintain sustainable, safe, fit-for-purpose Council facilities, plant and operations. 5.3 Facilitate a well-informed, engaged community. 5.4 Build capacity by supporting volunteers and local organisations.
Strategies	

Responsible leadership

Please refer to our Community Resilience Indicators and MARKYT® Community Scorecard (pages xxx-xxx) to see our key performance indicators.

Our role and responsibilities

Temora Shire Council exists to achieve the best possible outcomes for our community by striving for excellence in all we do.



Provide

We build and maintain local assets, deliver local services and ensure compliance with local laws, policies and regulations to meet community needs.



Facilitate

We facilitate community outcomes by forming partnerships and strategic alliances with government agencies, non-government organisations and private companies.



Advocate

We are the voice of the community, seeking to inform and influence decisions beyond our direct control. This includes decisions made by the Australian Government and NSW Government.

Shared values

Values guide the way we think and behave.

Recognising the importance of having shared values, these values have been created with input from the community, Councillors and council staff.



Community focused

We put the needs and wellbeing of our community first, listening with empathy and responding with care.



Sustainable

We manage our financial, social, and environmental resources wisely to secure a vibrant future for our community.



Progressive

We embrace innovation, adaptability, and continuous improvement to help our Shire grow and thrive.



Accountable

We act with integrity, professionalism, and transparency, taking responsibility for our decisions and actions.



Respect for All

We treat everyone with dignity, fairness, and kindness, fostering trust and positive relationships.





Delivery Program 2025/26-2028/29 and Operational Plan 2025/26



Caring for our community

Objective 1: Develop a safe, healthy and inclusive community for enhanced quality of life.



Strategy 1.1 Acknowledge, promote and celebrate our cultural heritage and diversity.

Principal activities – what we will continue to do		
Service team	Service description	Key partners
Property Services; Regulatory Control	Administer heritage policies, regulations and the Council Local Heritage Assistance Fund, including the provision of heritage advice services to preserve our built heritage.	- NSW Heritage Office - NSW Aboriginal Lands Council - Temora Historical Society
Economic & Community Development	Collect, preserve and promote significant local history, heritage and artefacts by supporting local museums, including the Rural Museum, NSW Ambulance Museum, Bundawarrah Centre, Temora Aviation Museum, and Railway Temora Museum, Echoes of Arianah Park and the Davey Park Original Heritage Display. Deliver programs and initiatives that build multicultural awareness to ensure all community members feel welcomed, represented and valued.	- Willo's Wiradjuri Keeping Place at the Bundawarrah Centre - Young LALCs - Temora High School - Temora Aviation Museum - Temora Shire Council Heritage Committee - Friends of the Cemetery Committee - Railway Temora Museum - Eastern Riverina Arts - Museum of the Riverina - Museums & Galleries Australia

Strategic initiatives						
Priority projects	Linked strategies	Responsible	25/26	26/27	27/28	28/29
1.1.1 Develop and implement a Diversity Inclusion Strategy to ensure all community members feel valued, promote equal opportunities, strengthen social cohesion, and reflect the varied needs and perspectives of a diverse population.	Equal Employment Opportunity Management Policy and Plan; Disability Inclusion Action Plan 2023-2026	Economic & Community Development	O	O	O	O
1.1.2 Establish protocols to provide an Acknowledgement of Wiradjuri peoples at civic events and to fly the Aboriginal flag at Council offices on days of significance		Office of the General Manager	●			
1.1.3 Erect "Welcome to Wiradjuri Country" signage to welcome visitors and raise awareness of our First Nations cultural heritage.		Engineering Services		●		
1.1.4 Work with community partners to strengthen understanding and appreciation of Wiradjuri peoples, cultures and heritage.		Economic & Community Development	●	●	●	●
1.1.5 Complete the Bundawarrah Centre Review to optimise the operational performance and structure of the Centre and recommend prioritised, costed actions to implement.		Economic & Community Development		O	O	O
1.1.6 Review the scope for the NSW Ambulance Museum at Bundawarrah Centre to ensure the project is financially sustainable and seek funding to implement.		Economic & Community Development	●	●	●	●
1.1.7 Develop a virtual tour of Bundawarrah Centre to increase visitor appeal and engagement and reduce the reliance of volunteers.		Economic & Community Development	\$			

● Covered by operating budget \$ Additional operating or capital budget secured O Additional operating or capital budget TBC / required

Strategy 1.2 Strengthen community pride, connections and resilience through participation in arts, culture and community activities.

Principal activities – what we will continue to do

Service team	Service description	Key partners
Economic & Community Development	Implement the Plan of Management for Temora Arts Centre, collaborating with regional arts bodies, artists and service providers to deliver a program of art, culture and creative activities, events and exhibitions. Support Imagine Temora and maintain membership with Eastern Riverina Arts. Ensure appropriate management of public art in the shire. Deliver events and initiatives that welcome newcomers to the Shire and foster social connection, inclusion and a sense of belonging. This includes collaborating with community groups, volunteers and service providers to host activities that help new residents connect with others, learn about local services, and feel part of the community. Maximise opportunities for cultural exchanges with our sister cities: Uppington in South Africa, Izumizaki in Japan and Randwick in Australia. Deliver a range of library programs, events and services. Maintain suitable venues and spaces for arts and cultural activities and events.	• Temora Arts Centre Advisory Committee • Temora and District Visual Arts Community • Imagine Temora • Eastern Riverina Arts
Library Services	Deliver a range of library programs, events and services. Maintain suitable venues and spaces for arts and cultural activities and events.	• Australian Sister Cities Association • Riverina Regional Library Service • Temora and District Visual Arts Community

Strategic initiatives

Priority projects	Linked strategies	Responsible	25/26	26/27	27/28	28/29
1.2.1 Maintain memberships with Eastern Riverina Arts and Riverina Regional Library Service.	Eastern Riverina Arts Strategic Plan 2021-2025; Riverina Regional Library Management Plan 2025-2026	Office of the General Manager	●	●	●	●
1.2.2 Facilitate local participation in The Resilience Project™ to strengthen community resilience, happiness and mental health. Council will fund license fees for the teaching and learning program and engagement initiatives. Find out more at theresilienceproject.com.au	Temora and Bland Shires Drought Resilience Plan	Economic & Community Development	\$			
1.2.3 Strengthen community group capacity to deliver social connection activities such as supporting governance training, administration tools, increased awareness raising and encouraging community participation.	Temora and Bland Shires Drought Resilience Plan	Economic & Community Development	\$			
1.2.4 Expand the Temora Arts Centre program of arts and creative activities for young people after school and in the school holidays to a) expand creative and cultural experience opportunities, b) support inter-generational engagement and c) provide a supportive space for young people with neuro-diverse and assisted needs to explore their interests and talents.		Economic & Community Development	O			

Strategic initiatives						
Priority projects	Linked strategies	Responsible	25/26	26/27	27/28	28/29
1.2.5 Expand the Temora Shire Library program of special projects and outreach services in Ariaiah Park and Springdale. This may include daytime and evening author visits, children's programs and establishing 'street libraries' (public, enclosed book shelters used for the free exchange of books).	Riverina regional Library Management Plan 2025 - 2026	Administration & Finance	\$	\$	\$	\$
1.2.6 Provide financial support and seek additional grant funding for community events. To include, at a minimum: - International Women's Day - Australia Day - Volunteers Week - Local Government Week - Temora Show - Ariaiah Park Show - V8 Jetboats - Ariaiah Park Christmas Tree - Christmas Eve Mass - Carols by Candlelight - Rural Museum Open Day - Country Weekend Hot Rod Run - Pacers Cup - Temora Greyhounds - Ariaiah Park "Spark in the Park" - Anzac Day/ Remembrance Day - School Presentation Awards - Warbirds Downunder - Embrace Festival - Drench Festival - Red Ribbon Run		Economic & Community Development	0	0	0	0

● Covered by operating budget

\$ Additional operating or capital budget secured

0 Additional operating or capital budget TBC / required

Strategy 1.3 Provide safe and secure communities.

Principal activities – what we will continue to do

Service team	Service description	Key partners
Office of the General Manager	Work cooperatively with NSW Police & Temora Security Services to ensure a coordinated approach to community safety. Maintain CCTV networks to a modern and acceptable standard to support police investigations and lobby to retain and expand the local police presence.	- NSW Police - Temora Security Services
Engineering Services	Partner with Essential Energy to deliver safe street lighting across the shire.	Essential Energy
Administration & Finance	Participate in the Temora Liquor Accord with NSW Police, local businesses, government departments and community organisations to collaborate on practical solutions for liquor-related problems.	- NSW Police - Publicans - Local Clubs
Economic & Community Development	Promote the availability of youth diversion programs and services for people who experience homelessness, substance abuse, mental illness or family and domestic violence.	- Ambulance - Domestic Violence NSW - Temora Community Centre
Environmental Services; Regulatory Services	Contribute to community safety by raising community awareness and compliance with local laws and regulations. This includes approving certificates and conducting inspections of footpath dining, regulated premises, food premises, septic tanks and swimming pools.	- NSW Health - Dept Planning
Animal Control	Regulate animal control and provide public education on responsible animal ownership to enhance community safety and animal welfare.	- Temora Veterinary Clinic - RSPCA - Local Animal Rescue Organisations

Strategic initiatives

Priority projects	Linked strategies	Responsible	25/26	26/27	27/28	28/29	Future
1.3.1 Partner with Essential Energy to implement a works program to progressively upgrade street lighting with consideration for solar-powered lighting.		Engineering Services	\$			\$	
1.3.2 Develop a public education campaign to encourage the safe use of gophers and e-bikes in public places.	Four Shires Road Safety Action Plan 2021-2025	Engineering Services	O				
1.3.3 Develop an Animal Management Plan to encourage responsible animal ownership (registrations, desexing etc.) through more effective education, communications and enforcement, and to improve the management of stray and unwanted dogs and cats.		Environmental Services	O				
1.3.4 Provide a dog off-leash exercise area at Golden Gate Reserve, subject to stormwater detention basin design.		Engineering Services					\$
1.3.5 Explore potential for northern side of the Temora Showground as an alternate dog of the leash site		Engineering Services	●				

● Covered by operating budget

\$ Additional operating or capital budget secured

O Additional operating or capital budget TBC / required

Strategy 1.4 Enhance opportunities to be healthy.

Principal activities – what we will continue to do

Service team Service description

Office of the General Manager	Advocate for the retention and expansion of general, specialist and mental health services to meet local needs. This includes promoting locally available public health facilities, services and education programs (alcohol and other drugs etc).
Environmental Services; Regulatory Services	Keep public health related business owners and operators informed of changes to legislation, standards and regulations (such as food control requirements).

Key partners

- Murrumbidgee Local Health District - Murrumbidgee Primary Health Network - Temora Medical Complex - NSW Health	- GPs - Headspace - Relationships Australia - Temora Community Drug Action Team
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Strategic initiatives

Priority projects	Linked strategies	Responsible	25/26	26/27	27/28	28/29
1.4.1 Advocate Murrumbidgee Local Health District completes the Temora and District Hospital redevelopment project in timely way to improve access to general, specialist and allied health services.	NSW Regional Health Strategic Plan 2022-2032	Office of the General Manager	●			
1.4.2 Advocate Murrumbidgee Local Health District, Murrumbidgee Primary Health Network and Temora Medical Complex to improve access to GPs and health services across Temora Shire.		Office of the General Manager	●			
1.4.3 Provide support and incentives to attract and retain GPs and allied health workers, such as affordable accommodation and medical scholarships (i.e. Bush Bursary).		Office of the General Manager	0	0	0	0
1.4.4 Partner with health and education providers to promote opportunities for young people to pursue health related careers, such as the establishment of a biennial health careers expo.		Economic & Community Development	0		0	
1.4.5 Adopt and implement recommendations from the Temora Medical Precinct Masterplan study to accommodate for current and future health needs of the community.		Economic & Community Development	0	0	0	0

● Covered by operating budget \$ Additional operating or capital budget secured 0 Additional operating or capital budget TBC / required

Strategy 1.5 Offer sport and recreation opportunities for all ages, abilities and interests.

Principal activities – what we will continue to do

Service team	Service description	Key partners
Property Services; Engineering Works	Oversee Crown Reserve Plans of Management for sportsgrounds and parks, Temora Golf Club and Lake Centenary to ensure delivery of attractive recreational assets for community use and visitor attraction.	• Temora and District Sports Council • Temora Golf Club Management Committee • Lake Centenary Management Committee
Property Services	Develop and maintain recreation facilities, including Temora Recreation Centre and Ariah Park Swimming Pool.	• Ariah Park Pool Committee

Strategic initiatives

Priority projects	Linked strategies	Responsible	25/26	26/27	27/28	28/29	Future
Temora Recreation Centre							
1.5.1 Develop a communications plan and supporting materials to promote Temora Recreation Centre as a premium venue.		Economic & Community Development	\$	\$	\$	\$	
1.5.2 Replace insulation and air conditioning in Temora Recreation Centre.	Capital Works Program	Environmental Services	\$	\$			
1.5.3 Install reverse cycle air conditioning in the Function Room and Manager Office at Temora Recreation Centre.		Environmental Services	0				
1.5.4 Improve spectator seating in Temora Recreation Centre		Environmental Services				\$	
Temora Recreation Ground							
1.5.5 Reseal the internal carpark at Temora Recreation Ground.		Engineering Services		\$			
1.5.6 Provide LED lighting upgrades at Temora Recreation Ground.	RERO Regional Energy Efficiency and Net Zero Plan	Engineering Services		\$			
1.5.7 Replace boundary seating at Temora Recreation Ground.	Recreation and Open Space Strategy	Engineering Services			\$		
Temora West Sports Ground							
1.5.8 Renew basic ground seating at Temora West Sports Ground.		Engineering Services			\$		
1.5.9 Reconstruct the playing surface at Temora West Sports Ground.	Recreation and Open Space Strategy	Engineering Services		\$			\$
Ariah Park Recreation Ground							
1.5.10 Upgrade Ariah Park Skate Park with shelter over seating.		Engineering Services	\$				
1.5.11 Replace the irrigation pump at Ariah Park Recreation Ground.		Engineering Services		\$			
1.5.12 Replace boundary seating at Ariah Park Recreational Ground.		Engineering Services			\$		

Strategic initiatives							
Priority projects	Linked strategies	Responsible	25/26	26/27	27/28	28/29	Future
1.5.13 Repair and repaint sections of the Oval post and rail fence.	Recreation and Open Space Strategy	Engineering Services					O
Lake Centenary							
1.5.14 Develop a Lake Centenary Master Plan to enhance boating, cycling, and recreation facilities, accessibility and safety.	Council Resolution; Lake Centenary Plan of Management	Economic & Community Development	\$				
1.5.15 Upgrade Lake Centenary Aerated Wastewater Treatment Systems (AWTS) with either an inflow balance tank or duplicate AWTS system.		Engineering Services			\$		
Nixon Park							
1.5.16 Scarify and provide heavy top dressing at Nixon Park field #2.	Open Space and Recreation Strategy	Engineering Services		\$			
1.5.17 Reseal the carpark at Nixon Park.		Engineering Services			\$		
Hillview Park							
1.5.18 Upgrade Hillview Park with additional solar lighting.		Engineering Services			\$		
Bradley Park							
1.5.19 Deliver stage 2 of the Bradley Park playground redevelopment, plus irrigation, top dress and line painting.	Open Space and Recreation Strategy	Engineering Services			\$		
Other projects							
1.5.20 Develop and implement suitable policies to oversee the management of Council's sports facilities.	Open Space and Recreation Strategy	Engineering Services					
1.5.21 Plant more large tree species around parks and playgrounds.		Engineering Services	O				

● Covered by operating budget \$ Additional operating or capital budget secured O Additional operating or capital budget TBC / required

Strategy 1.6 Deliver appropriate services for families, children and young people.

Principal activities – what we will continue to do

Service team	Service description	Key partners
Administration & Finance	Continue to be a local agency for Service NSW, providing Transport for NSW Services such as driver testing, licences, identification cards, birth, death or marriage certificates and Working with Children Checks.	Service NSW
Economic & Community Development	Support young people to strengthen their sense of identity, belonging, self-worth, leadership skills and confidence by working with key partners to provide safe and inclusive spaces, services, activities and programs in Temora and Ariah Park. Initiatives include after school programs, school holiday and Youth Week activities, careers expos and opportunities, and youth Leadership development, advocacy and community involvement opportunities (e.g. Take the Lead, Youth Made Markets, Life Ready Programs).	- Platform Y - Temora Community Centre - Temora Art Centre - Sports organisations - Ariah Park Advisory Committee - Schools - REROC - Dept. Primary Industries & Regional Development - Dept. Communities & Justice - Dept Education / RIEP - Landcare
	Work with key providers of child care and early learning programs, such as family day care, long day care, playgroups and preschool, to ensure an adequate and sustainable supply of childcare to meet the needs of local families, including through advocacy, partnerships and support for workforce development.	- Childcare providers - Temora Preschool Inc - Ariah Park Preschool - Bland Shire Council - Regional Development Australia Riverina
	Support young people to have a voice in local matters through the Youth Advisory Committee, youth surveys etc.	- Platform Y - Local High Schools
	Recognise contributions and achievements of young people through the Young Citizen of the Year Award and Youth Team and Committee meetings and afternoon teas hosted by the Mayor.	Australia Day Committee

Strategic initiatives

Priority projects	Linked strategies	Responsible	25/26	26/27	27/28	28/29
1.6.1 Undertake initiatives to attract childcare providers and workers.		Economic & Community Development	●	●	●	●
1.6.2 Review council activities to ensure compliance with the Child Safe Code of Conduct and Child Safe policy.	Child Safe Policy	Office of the General Manager	●	●		
1.6.3 Scope options to provide more parent rooms and baby change facilities in existing Council facilities, such as the library and Temora Recreation Centre.		Property Services	●			
1.6.4 Support Platform Y and local schools to deliver youth leadership programs for young people to develop leadership skills and awareness of leadership opportunities.		Economic & Community Development	●	●	●	●
1.6.5 With support from local mentors, support Platform Y to deliver a Youth-Made Market program to develop and showcase local talent among young people.		Economic & Community Development	●	●	●	●
1.6.6 Provide new floor coverings in Ariah Park Youth Hall.		Property Services	O			

Strategic initiatives

Priority projects	Linked strategies	Responsible	25/26	26/27	27/28	28/29
1.6.7 Investigate demand among young people for youth recreational activities, such as a BMX track, rock-climbing wall or gaming centre, and present a costed, prioritised list of projects to Council and private enterprise for their consideration.		Economic & Community Development	●			
1.6.8 Review and refresh the Youth Development Strategy including consultation, future thinking and needs analysis. The review will consider integrated participant pathways, youth leadership development and opportunities, diversity and inclusion opportunities, youth advocacy and advisory group, and youth conference and networking opportunities.		Economic & Community Development	●			
1.6.9 Work with partners and stakeholders to investigate strategies for addressing youth disengagement.		Economic & Community Development	●			

● Covered by operating budget

\$ Additional operating or capital budget secured

○ Additional operating or capital budget TBC / required

Strategy 1.7

Deliver appropriate services and care for our ageing population, people with disability and other special needs.

Principal activities – what we will continue to do

Service team	Service description	Key partners
Pinnacle Community Services	Operate Pinnacle Community Services to support seniors, aged persons and people with disability. This includes: - Engaging with people who require special needs care to assess and address their needs through service delivery or advocacy. - Delivering home and community care, including community transport, Meals on Wheels, outings and centre-based activities, respite, home modifications, and home maintenance services. - Maintaining Aged Care Provider approval. - Maintaining National Disability Insurance Scheme (NDIS) registration and delivering services. - Hosting an annual event to acknowledge carers. - Hosting a biennial Positive Aging Expo.	- Federal Government - State Government - Ageing and Disability Service Providers
Economic and Community Development	Advocate for and collaborate with Federal and State Government and independent service providers to ensure the delivery of appropriate housing, facilities and support services for aged persons, people with disability, and those experiencing housing stress. This includes supporting the development of retirement villages, independent and assisted living facilities, crisis accommodation, social and affordable housing, and ensuring access to care services that meet the needs of people who are aged, living with disability or have other special needs including dementia.	- Federal Government - State Government - Dr Parry Memorial Homes - Ariah Park Community Housing - The Whiddon Group - Pinnacle Community Services - Ageing and Disability Service Providers - Temora Community Centre - Young Crisis Accommodation Centre - Argyle Housing - TBEG - Access and equity Committee - Service NSW
Environmental Service	Encourage local businesses to apply for Access & Equity Committee grant funds to make their premises accessible for people with disability.	
Administration & Finance	Provide National Disability Insurance Scheme Worker Check (NDISWC) services through Service NSW Agency	

Strategic initiatives							
Priority projects		Linked strategies	Responsible	25/26	26/27	27/28	28/29
1.7.1	Support the development of affordable seniors’ housing facilities, such as The Peppers and Apollo Place.		Office of the General Manager	●	●	●	●
1.7.2	Advocate for the expansion of Narraburra Lodge to provide additional fit for purpose residential aged care and a specialist dementia care.		Office of the General Manager	●	●	●	●
1.7.3	Provide Arianh Park Senior Housing, Arianh Park CWA and Arianh Park Community Projects – Second Glance OP Shop with a donation (equivalent to 25% of the General Rates they pay) to contribute to their delivery of seniors’ housing and support services.		Administration & Finance	○	○	○	○
1.7.4	Review and implement the Pinnacle Community Services Strategic Plan.	Pinnacle Community Services Strategic Plan	Pinnacle Community Services	●	●	●	●
1.7.5	Renovate Pinnacle Community Services’ shed at Pinnacle House to increase usability and service provision opportunities for older people and people with disability.		Pinnacle Community Services		\$		
1.7.6	Collaborate with Temora Business Enterprise Group to facilitate a universal access audit of local businesses	Disability Inclusion Plan 2023-2026	Economic & Community Development	●			
1.7.7	Review the current Disability Inclusion and Action Plan 2023-2025, communicate achievements to the community, and prepare a new 3-year Disability Inclusion and Action Plan 2025-2028 including children 5-11 and young people 12-24 years	Disability Inclusion Plan 2023-2026	Economic & Community Development	●			
1.7.8	Install tactile ground surface indicators in priority locations.		Engineering Services	○			
1.7.9	Progressively replace non-compliant universal access ramps in priority locations.	Disability Inclusion Plan 2023-2026	Engineering Services	○	○	○	○
1.7.10	Promote and enforce legal requirements for universal access and inclusion in business premises.	Disability Inclusion Plan 2023-2026	Regulatory Services	●			
1.7.11	Undertake a disability parking review in urban Temora.	Disability Inclusion Plan 2023-2026	Engineering Services	●	●	●	

● Covered by operating budget

\$ Additional operating or capital budget secured

○ Additional operating or capital budget TBC / required



Caring for our natural environment

Objective 2: Sustain and enhance our natural environment for community wellbeing and wildlife conservation.



Strategy 2.1 Promote and adopt sustainable practices to help conserve and enhance the natural environment and local biodiversity.

Principal activities – what we will continue to do						
Service team	Service description	Key partners				
Environmental Services (Environmental Management)	Support key partners to conserve and enhance the natural environment, water resources and local biodiversity. This includes supporting the Riverina Eastern Noxious Weeds Authority, Weeds Alliance and Fruit Fly Committee to enact the NSW Noxious Weeds Act 1993 No 11, implement the NSW Weed Action Plan in the shire, and deliver public education programs.	- National Parks & Wildlife Service - NSW Environment Protection Authority - Department of Primary Industries - Landcare groups - Fruit Fly Committee - REROC				
Environmental Services; Engineering Services (Climate Change)	Support key partners to develop and promote climate action initiatives and campaigns related to energy and water efficiency and we explore innovative and sustainable energy models for the benefit of Council and the community. This includes information dissemination, community education and leading by example in developing and implementing measures to reduce water and energy usage in Council's buildings and facilities.					
Economic & Community Development	Work with local businesses, industry groups and regional partners to promote and support initiatives that advance sustainable practices, including energy conservation, circular economy principles, emissions reduction and net zero targets. This includes promoting access to relevant programs, funding opportunities, and innovation in sustainable business practices.					
Strategic initiatives						
Priority projects	Linked strategies	Responsible	25/26	26/27	27/28	28/29
2.1.1 Support the installation of electric vehicle chargers and directional signage, including a DC Electric Vehicle Charger in urban Temora.	REROC Regional Energy Efficient and Net Zero Plan 2024-2028	Engineering Services	\$			
2.1.2 Integrate electric vehicles and plant into Council’s fleet.			0	0	0	0
2.1.3 Establish a baseline measure of Councils carbon emissions to enable ongoing monitoring and management and demonstrate the benefit of actions taken in energy efficiency initiatives.			●			
			● Covered by operating budget		\$ Additional operating or capital budget secured	
					O Additional operating or capital budget TBC / required	

Strategy 2.2 Effectively manage waste, water and sewerage.

Principal activities – what we will continue to do						
Service team	Service description	Key partners				
Waste Services; Water and Sewer Services	Provide household waste, trade waste and recycling services, manage land fill and deliver street cleaning, litter control and public education programs, such as the Cleanup Australia Day program. Provide sewerage and effluent reuse systems to safely manage and, where viable, re-use waste water.	NSW Environment Protection Authority				
Strategic initiatives						
Priority projects	Linked strategies	Responsible	25/26	26/27	27/28	28/29
2.2.1 Develop a plan to introduce Food Organic Garden Organic (FOGO) waste collection and processing services to meet expected mandatory requirements.		Waste Services	\$			
2.2.2 Expand community education programs to increase recycling and awareness of the Lions Club recycling facility, community garden and environmental learning space.		Waste Services	\$	\$	\$	\$
2.2.3 Complete the Temora Shire Integrated Water Cycle Management Strategy to manage the entire urban water cycle (water supply, wastewater, and stormwater) in a holistic and sustainable way, ensuring water security, public health, environmental protection, and urban amenity, while meeting community needs and providing cost-effective services.	Integrated Water Cycle Management Strategy	Engineering Services	O			
2.2.4 Extend the effluent disposal system and introduce water efficiency measures where viable to use recycled water to irrigate local parks.	Temora and Bland Shires Drought Resilience Plan	Engineering Services	\$			
2.2.5 Undertake the sewerage upgrade and renewal program.	Capital Works Program	Engineering Services	\$	\$	\$	
2.2.6 Review Temora landfill site and waste collection practices at Ariah Park to ensure safe, compliant, and efficient service delivery.		Environmental Services	●			

● Covered by operating budget \$ Additional operating or capital budget secured O Additional operating or capital budget TBC / required

Strategy 2.3 Build resilience to natural disasters and other emergencies.

Principal activities – what we will continue to do

Service team	Service description	Key partners
Engineering Services Office of the General Manager	Support the Local Emergency Management Committee and Rural Fire Service to plan for, prevent and respond to natural disasters and other emergencies. This includes supporting the delivery of community education programs and resources and maintaining the Disaster Dashboard.	- Department of Primary Industries - Department of Health NSW - NSW State Emergency Service
Water and Sewer Services; Engineering Services	Undertake floodplain risk management planning and construct and maintain the stormwater drainage network.	- Rescue and Emergency NSW - NSW Police - Fire & Rescue NSW - Resilience NSW - Rural Fire Service - Local Emergency Management Committee - REROC

Strategic initiatives

Priority projects	Linked strategies	Responsible	25/26	26/27	27/28	28/29
2.3.1 Maintain a Local Emergency Management Committee and Plan that prepares for, educates about and responds to local disasters.	Temora Shire Council Adverse Events Plan	Engineering Services	●	●	●	●
2.3.2 Review and update the Temora and Bland Shires Drought Resilience Plan and implement new actions.	Temora and Bland Shires Drought Resilience Plan	Economic & Community Development	○	○	○	○
2.3.3 Partner with REROC to provide information, tools, guidance and programs to help the community and visitors better understand their disaster risk and responsibilities.	REROC Disaster Risk Reduction Fund Project	Economic & Community Development	○			
2.3.4 Commence Floodplain Management Program Stage 3 with an investigation and design/feasibility study for Temora, Ariah Park and Springdale.	Temora Floodplain Risk Management Study and Plan; Ariah Park and Springdale Risk Management Study and Plan	Engineering Services	○			
2.3.5 Undertake stormwater drainage upgrade and renewal program.	Capital Works Program	Engineering Services	\$	\$	\$	\$

● Covered by operating budget \$ Additional operating or capital budget secured ○ Additional operating or capital budget TBC / required



Building liveable places

Objective 3: Plan attractive, liveable and sustainable towns, villages and rural communities.



Strategy 3.1 Facilitate access to appropriate land, housing and development opportunities, with supporting infrastructure within Temora, Ariah Park and the Shire

Principal activities – what we will continue to do

Service team	Service description	Key partners
Environmental Services	Support development and implementation of the Temora Shire Local Strategic Planning Statement, Local Environmental Plan, Development Control Plans and planning and development regulations, and process building and planning development applications. Advocate for telecommunications service providers to expand NBN and mobile phone coverage to address blackspots and improve service quality.	- Planning NSW - Local Real Estate Agents - Local builders and developers - Federal and State agencies and politicians
Economic and Community Development	Support the attraction and facilitation of residential, commercial and industrial development by assisting developers to explore opportunities within the Shire. This includes connecting proponents with local networks, providing economic and social data to inform decision-making, supporting strategic planning processes, and assisting with grant applications and investment in enabling infrastructure.	- DRIRD - RDA Riverina - Investment NSW - AusIndustry

Strategic initiatives						
Priority projects	Linked strategies	Responsible	25/26	26/27	27/28	28/29
3.1.1 Seek specialist planning advice to plan appropriate land uses (residential, industrial, commercial, agricultural, recreational, open space, transportation etc.), housing, infrastructure and essential services (childcare, schools, health services etc) to meet the needs of a growing community.	Local Strategic Planning Statement	Regulatory Services	●	●	●	●
3.1.2 Support new resident attraction through membership of Country Change and the Regional Activators Alliance, and participation in The Welcome Experience lead by RDA Riverina.		Economic & Community Development	○	○	○	○
3.1.3 Review and implement policies, incentives and projects that support housing and land development, such as establishing a Voluntary Planning Agreement Policy, reviewing the Developer Contributions Plan and updating chapters within the Development Control Plan	Local Environmental Plan (LEP)	Regulatory Services	●			
3.1.4 Investigate the viability of the Temora North Project land release for residential development between Chifley Street, Teal Street, Trungley Hall Road and Bundawarrah Road.	Temora Local Housing Strategy	Regulatory Services	\$			
3.1.5 Support Large Lot Residential land release for residential development (Goldfields Way, etc).	Temora Local Housing Strategy	Regulatory Services	●			
3.1.6 Progress delivery of the Bundawarrah Estate Master Plan to increase housing density, to create additional residential lots between Bundawarrah Road, Narraburra Street, Milvale Road and Evatt Street.	Temora Local Housing Strategy; Bundawarrah Estate Master Plan	Regulatory Services	●	●	●	●
3.1.7 Make a submission (and deputation if necessary to local Aboriginal Land Councils encouraging them to develop Crown Land that is subject to Native Title claims or consider releasing back onto the open market		Regulatory Services	●			

● Covered by operating budget \$ Additional operating or capital budget secured O Additional operating or capital budget TBC / required

Strategy 3.2 Provide attractive and welcoming towns and villages with well-maintained public facilities, open spaces, and streetscapes.

Principal activities – what we will continue to do

Service team	Service description	Key partners
Engineering Assets	Deliver aesthetically pleasing urban environments by maintaining public open spaces, parks, playgrounds, street furniture, signage and streetscapes. This includes street tree planting, removal and replacement. Facilitate access to affordable community facilities and meeting spaces for community use.	- Imagine Temora - Ariah Park Community Projects - Springdale Memorial Hall Committee - Churches
Administration & Finance		
Engineering Works	Maintain council properties and public toilets. Please refer to the Capital Works Program for more information.	
Property Services	Collaborate with Friends of Temora Shire Cemeteries to plan, maintain and enhance local cemeteries. Deliver outreach services to Ariah Park.	Friends of Temora Shire Cemeteries
Office of the General Manager	Support village committees to achieve community aspirations within the limitations of Council resources.	
Economic & Community Development	Support the enhancement of community infrastructure by identifying opportunities, advocating for investment, and leveraging grant funding to improve public facilities, open spaces and streetscapes. The team contributes insights on the needs of residents, businesses and visitors to inform the design and development of welcoming, inclusive and functional places across the Shire.	

Strategic initiatives

Priority projects	Linked strategies	Responsible	25/26	26/27	27/28	28/29
Public facilities						
3.2.1 Develop and implement a marketing campaign to promote Temora Memorial Town Hall as a premium event destination.		Property Services	\$	\$	\$	\$
3.2.2 Provide storage, lighting and soundproofing under the stage at Temora Memorial Town Hall.		Environmental Services	\$			
3.2.3 Provide Ariah Park Community Hall with a donation equivalent to Council rates.		Administration & Finance	●	●	●	●
3.2.4 Provide Springdale Memorial Hall committee with funding to contribute to hall maintenance costs.		Administration & Finance	●	●	●	●
3.2.5 Implement the Temora Railway Precinct Master Plan.	Railway Precinct Master Plan	Economic & Community Development	O	O	O	O
3.2.6 Create a community garden and environmental learning space in Federal Park.	Railway Precinct Master Plan	Economic & Community Development	\$			
3.2.7 Upgrade presentation of public toilet facilities as required.	Capital Works Program	Engineering Services	O	O	O	O

Strategic initiatives						
Priority projects		Linked strategies	Responsible	25/26	26/27	27/28
Streetscapes and open spaces						
3.2.8	Implement the Urban Tree Management Plan.	Urban Tree Management Plan; Amenity Tree Management Plan	Engineering Services	●	●	●
3.2.9	Develop and deliver a community education campaign to encourage residents to take responsibility for lot management (to reduce adverse impacts on neighbours from untidy or overgrown lots).		Regulatory Services	\$	\$	\$
3.2.10	Investigate opportunities to improve seating and other user amenities in Paleface Park.		Engineering Services		O	
Cemeteries						
3.2.11	Deliver two more rows of burial plinths in the lawn cemetery at Temora Cemetery.		Engineering Services			\$
3.2.12	Provide landscaping design for Temora Cemetery expansion.		Property Services	\$		
3.2.13	Provide site preparations, vegetation control and perimeter fencing for Temora Cemetery expansion.		Property Services	\$		

● Covered by operating budget \$ Additional operating or capital budget secured O Additional operating or capital budget TBC / required

Strategy 3.3 Maintain safe, effective and sustainable road networks and supporting infrastructure.

Principal activities – what we will continue to do		Key partners					
Service team	Service description						
Engineering Services; Engineering Works; Engineering Assets	Implement road safety initiatives and oversee road project management and administration, including design, procurement, contract services, and asset management.						
Engineering Works	Build and maintain transport infrastructure for local roads, including roads, kerbing, bridges, culverts, signage and traffic control, and implement the Road Maintenance Council Contract with Transport for NSW to help maintain State Roads. Secure quarry sites around the shire to minimise travel time to works.	• Transport for NSW					
Road Safety Officer	Support Transport for NSW to deliver public education campaigns locally across major road safety issues.	• Transport for NSW					

Strategic initiatives							
Priority projects	Linked strategies	Responsible	25/26	26/27	27/28	28/29	
3.3.1 Advocate for Transport for NSW to review options and decide on a preferred heavy vehicle route for improved safety and ambiance in Temora town centre.		Engineering Services	●	●	●	●	
3.3.2 Undertake road upgrade and renewal programs for: - Rural unsealed roads - Rural sealed roads - Urban unsealed roads - Urban sealed roads - Kerbs and gutters	Capital Works Program	Engineering Works	O	O	O	O	O
3.3.3 Undertake the Regional Roads program.	Capital Works Program	Engineering Works	O	O	O	O	O
3.3.4 Review the Transport Asset Management Plan and supporting plans every 4 years.	Transport Asset Management Plan	Engineering Services	●				
3.3.5 Identify and determine the most suitable ownership and maintenance model for Crown roads (public roads and land corridors set aside for access).		Engineering Services	●				
3.3.6 Advocate for Transport for NSW to provide adequate long vehicle parking and rest areas for truck drivers and travellers.		Engineering Services	●				

● Covered by operating budget \$ Additional operating or capital budget secured O Additional operating or capital budget TBC / required

Strategy 3.4 Offer safe, well-connected footpaths and cycleways.

Principal activities – what we will continue to do			Key partners
Service Team	Service description		
Engineering Works	Provide footpaths and cycleways to encourage residents and visitors to utilise active transport options and to walk and cycle for better health and wellbeing.		

Strategic initiatives							
Priority projects	Linked strategies	Responsible	25/26	26/27	27/28	28/29	
3.4.1 Develop an Active Transport Plan with costed short-term priorities and long-term recommendations to extend and improve footpaths, trails, cycleways and crossings, especially near schools and in high pedestrian areas, with consideration for universal access requirements, use of prams and gophers, and ongoing maintenance costs (to replace the current Pedestrian Access and Mobility Plan).	Pedestrian Access and Mobility Plan	Engineering Services	O				
3.4.2 Upgrade and renew footpaths and cycleways as per the Active Transport Program.	Capital Works Program	Engineering Works	O	O	O	O	O
3.4.3 Design and deliver the DeBoos Street Master Plan to improve parking, amenity and safety.	DeBoos Street Master Plan	Engineering Services	O				
3.4.4 Work in partnership with Transport for NSW and advocate for funding to prepare a design for the Polaris Street Rail Crossing cycleway project.		Engineering Services	●				

● Covered by operating budget \$ Additional operating or capital budget secured O Additional operating or capital budget TBC / required

Strategy 3.5 Offer safe, accessible and affordable transport services.

Principal activities – what we will continue to do		
Service team	Service description	Key partners
Office of the General Manager	Advocate for the NSW Government and service providers to deliver public and on-demand transport services to meet local needs.	- Transport for NSW - Local MPs - Taxi providers - Ride-share providers - Transport for NSW
Pinnacle Community Services	Support delivery of Pinnacle community bus services for eligible residents.	
Administration & Finance	Provide driver and rider licences, vehicle registrations, driver testing, boating licences and vessel registrations, Driver Knowledge Test (DKT), and NSW Photo Cards on behalf of Service NSW.	Service NSW

Strategic initiatives						
Priority projects	Linked strategies	Responsible	25/26	26/27	27/28	28/29
3.5.1 Facilitate and advocate for improved public and on-demand transport services within Temora Shire and to connect with regional centres.		Office of the General Manager	●			
3.5.2 Review community transport options in Temora Shire, including investigating opportunities to expand Pinnacle community transport services and other bus services.		Pinnacle Community Services	●			

- Covered by operating budget \$ Additional operating or capital budget secured 0 Additional operating or capital budget TBC / required



Growing the economy

Objective 3: Create a strong, vibrant and diverse economy that builds on existing opportunities in agriculture, aviation heritage and tourism.



Objective 4. Create a strong, vibrant and diverse economy that builds on existing opportunities in agriculture, aviation heritage, and tourism.

Strategy 4.1 Grow and diversify the economy and work opportunities.

Principal activities – what we will continue to do		
Service team	Service description	Key partners
Economic and Community Development	Support economic growth and diversification opportunities by leveraging grant opportunities, lobbying Government and working with the private sector to deliver necessary infrastructure and services. Promote programs and grants, networking, and professional development opportunities to businesses and community groups. Partner with Temora Business Enterprise Group to deliver programs and events that support the growth and development of the local economy, such as the Temora Business Awards. Deliver initiatives, infrastructure, marketing and data analysis to attract and support business investment and workforce, and to grow our own talent. Deliver programs and initiatives that build a sustainable, diverse, and resilient economy. Deliver marketing, communications and information to attract and welcome visitors and new residents. This includes new resident welcome packs. Support young people to access local work experience, training programs, apprenticeships.	• DPIRD • Temora Business Enterprise Group • RDA Riverina
Visitor Information Centre		
Youth Development		
Administration and Finance	Provide contractor licence applications and Responsible Service of Alcohol (RSA) and Responsible Conduct of Gambling (RCG) competency cards on behalf of Service NSW.	• Service NSW

Strategic initiatives						
Priority projects	Linked strategies	Responsible	25/26	26/27	27/28	28/29
4.1.1	Develop an Economic Development Strategy to guide initiatives that grow and diversify the economy.	RAI Regionalisation Ambition Plan 2032; Economic Development Strategy	Economic & Community Development	\$		
4.1.2	Scope key worker housing opportunities to support the attraction and retention of workers in healthcare and other essential roles.		Economic & Community Development	●		
4.1.3	Advocate for improved internet and mobile communication services to enable and promote opportunities for people to live and work remotely from home in Temora Shire.		Economic & Community Development	●	●	●
4.1.4	Engage a consultant to explore sustainable human resource support solutions for local businesses to strengthen local workforce capacity and economic resilience.	Temora Shire Human Resources Needs Analysis; Temora and Bland Shires Drought Resilience Plan	Economic & Community Development	\$		
4.1.5	Provide spend data analysis and associated communications to facilitate targeted drought relief.	Temora and Bland Shires Drought Resilience Plan	Economic & Community Development	●		
4.1.6	Provide annual financial support to the Temora Business Enterprise Group to undertake programs that support the growth and development of Temora Shire's economy.		Economic & Community Development	●	●	●

● Covered by operating budget \$ Additional operating or capital budget secured O Additional operating or capital budget TBC / required

Strategy 4.2 Support a strong and resilient agricultural sector.

Principal activities – what we will continue to do		
Service team	Service description	Key partners
Economic & Community Development	Partner with Farmlink Research to deliver Temora Agricultural Innovation Centre and implement the Temora Agricultural Innovation Centre (TAIC) Crown Reserve Plan of Management. This includes supporting initiatives to protect and enhance agricultural land, soil health and productivity, encouraging native vegetation planting on farmland, and promotions in Shire communications to keep the community informed about what's happening at Temora Agricultural Innovation Centre.	Farmlink Research

Strategic initiatives						
Priority projects	Linked strategies	Responsible	25/26	26/27	27/28	28/29
4.2.1 Continue to provide a financial contribution to support the Temora Agricultural Innovation Centre while exploring opportunities for external funding to replace or reduce Council's contribution.		Administration & Finance	●	●	●	●

- Covered by operating budget
- \$ Additional operating or capital budget secured
- O Additional operating or capital budget TBC / required

Strategy 4.3 Celebrate our aviation heritage, facilities and services, and leverage new opportunities.

Principal activities – what we will continue to do	
Service team	Service description
Aerodrome; Engineering Services	Ensure compliance with Civil Aviation Safety Authority (CASA) requirements to maintain our registration, coordinate the Aerodrome Committee, oversee implementation of the Temora Airport Master Plan and maintain sufficient land stock for future development of the Temora Aerodrome.
Economic and Community Development	Support key partners to grow aviation and related industries within the shire.
	Key partners • Civil Aviation Safety Authority • Aerodrome Users Committee • Aerodrome Users Committee • Aerodrome Users Committee • Temora Aero Club • Temora Gliding Club • Temora Flyer's Inc

Strategic initiatives						
Priority projects	Linked strategies	Responsible	25/26	26/27	27/28	28/29
4.3.1 Maintain membership with the Australian Airports Association.		Environmental Services	O	O	O	O
4.3.2 Undertake the Temora Airport upgrade and renewal program.	Temora Airport Master Plan 2019; Capital Works Program	Engineering Services		\$		
4.3.3 Complete Airpark Estate Expansion project.		Economic & Community Development	\$			

- Covered by operating budget \$ Additional operating or capital budget secured O Additional operating or capital budget TBC / required

Strategy 4.4 Enrich, diversify and promote the visitor experience.

Principal activities – what we will continue to do		
Service team	Service description	Key partners
Economic and Community Development	Work with key partners and maintain memberships with regional tourism bodies to develop, promote and grow local tourism.	- Destination NSW - Riverina RDA - Visit Riverina - Country Change - Local producers - Event organisers - Accredited Visitor Information Centres (AVIC) - Showground committees - Hospitality providers - Bundawarra Centre - Canola Trail partners - Wagga City Council
Visitor Information Centre	Provide facilities, services and resources to enhance visitor experiences. This includes delivering the Temora Visitor Information Centre and maintaining AVIC accreditation, distributing marketing materials such as the Visit Temora brochures, and maintaining and promoting a database of tourism accommodation and operators.	
Property Services	Lease Temora Caravan Park to an independent operator and oversee implementation of the Temora Caravan Park Crown Reserve Plan of Management.	Temora Caravan Park

Strategic initiatives						
Priority projects	Linked strategies	Responsible	25/26	26/27	27/28	28/29
4.4.1 Maintain membership with Visit Riverina to promote the region for visitation.		Office of the General Manager	\$	\$	\$	\$
4.4.2 Develop a Destination Management Plan, including consideration of visitor experiences that promote Temora's natural assets plus experiences that help to grow the local night-time economy (eating, drinking, entertainment etc).	Destination Management Plan	Economic & Community Development		\$		
4.4.3 Work with partners to implement the Canola Trail Strategic Plan.	Canola Trail Strategic Plan		\$	\$	\$	\$
4.4.4 Advocate for Temora Caravan Park's operator to improve facilities (access, signage, lighting, cabins, dump point etc.) to attract more visitors.	Temora Caravan Park Crown Reserve Plan of Management	Property Services	●	●	●	●
4.4.5 Upgrade Christmas decorations in Hoskins Street, Temora.		Environmental Services	\$	\$	\$	

● Covered by operating budget \$ Additional operating or capital budget secured O Additional operating or capital budget TBC / required

Strategy 4.5 Provide good opportunities for education.

Principal activities – what we will continue to do									
Service team		Service description		Key partners					
Office of the General Manager		Advocate for the retention and enhancement of primary, secondary and tertiary education in the shire to support local students and industries. We focus on ensuring educational needs are being met in priority industries, such as agriculture, veterinary science, building trades, mechanics, engineering, hair & beauty, allied health, administration, childcare, retail, hospitality and tourism.		- NSW Education Department - Country Universities Centre Council - Charles Sturt University - TAFE - Schools					
Strategic initiatives									
Priority projects		Linked strategies		Responsible		25/26	26/27	27/28	28/29
4.5.1 Support students to access scholarships through the Temora and District Education Fund, Charles Sturt University and others.				Office of the General Manager		\$	\$	\$	\$
4.5.2 Coordinate and assist in the delivery of initiatives of the Temora Youth Careers Network.				Economic & Community Development		●	●	●	●

- Covered by operating budget \$ Additional operating or capital budget secured 0 Additional operating or capital budget TBC / required



Responsible leadership

Objective 5: Deliver effective leadership, governance and engagement to meet community needs.



Strategy 5.1 Deliver strong community leadership, governance and stakeholder relationships.

Principal activities – what we will continue to do							
Service team	Service description	Key partners					
Office of the General Manager	Support the Mayor and Councillors to undertake their civic duties, including advocacy and lobbying.	• LGNSW • OLG • Country Mayors Association of NSW • REROC					
	Maintain key stakeholder relations with politicians, State and Federal Government departments, agencies, regional offices and Riverina Eastern Regional Organisation of Councils (REROC).	• Audit, Risk and Improvement Committee (ARIC)					
Administration & Finance	Oversee risk management to ensure Temora Shire Council is compliant with Local Government legislation, Council policies, procedures and frameworks, including following the Internal Audit Plan adopted by ARIC. Provide administration services, including financial management, human resources, information technology and records management.	• Veritech Corporation (IT Service Provider)					
Strategic initiatives							
Priority projects	Linked strategies	Responsible	25/26	26/27	27/28	28/29	
5.1.1 Maintain membership to following organisations: • Australian Local Government Association (ALGA) • Local Government NSW • Country Mayors Association • Riverina Eastern Regional Organisation of Councils		Office of the General Manager	●	●	●	●	
5.1.2 Develop and implement a communications campaign in the lead up to the next election to encourage a diverse and representative cross section of the community to stand for public office.		Office of the General Manager			O		
5.1.3 Implement the Financial Sustainability Strategy to ensure Council remains viable, resilient and able to provide essential services to the community over the long term.	Financial Sustainability Strategy	Administration & Finance	●	●	●	●	
5.1.4 Undertake the data analysis and stakeholder engagement required to position Council to apply for a Special Rate Variation (SRV)	Financial Sustainability Strategy	Office of the General Manager	O	O			
5.1.5 Embed the new Risk Management Framework and introduce an annual maturity assessment.	Risk Management Framework	Office of the General Manager	●				
5.1.6 Implement the Information, Communication & Technology (ICT) Strategy, including the following actions: • Revise and develop ICT policies. • Review Password Manager trial results and roll out, if approved. • Leverage AI to enhance productivity and service delivery.	Information, Communication & Technology (ICT) Strategy	Administration & Finance	\$	●	●	●	
5.1.7 Review the Equal Employment Opportunity Management Plan and identify opportunities to integrate with the Diversity and Inclusion Strategy.	Equal Employment Opportunity Management Plan; Diversity and Inclusion Strategy	Office of the General Manager	●				

● Covered by operating budget

\$ Additional operating or capital budget secured

O Additional operating or capital budget TBC / required

Strategy 5.2 Deliver and maintain sustainable, safe, fit-for-purpose Council facilities, plant and operations.

Principal activities – what we will continue to do		
Service team	Service description	Key partners
Engineering Services; Engineering Works	Oversee the operation and maintenance of Council's depot and workshop facilities, including the management of plant, fleet vehicles, equipment, quarries and stores. This ensures resources are safe, well-maintained and readily available to support the efficient delivery of Council services and infrastructure projects.	Transport for NSW
Economic & Community Development	Support internal communications across the organisation by developing tools, resources and messaging that keep staff informed, connected and aligned with Council priorities. This includes contributing to internal newsletters, intranet content, staff updates and engagement campaigns to foster a positive workplace culture, enhance information flow and support effective operations.	
Office of the General Manager	Ensure Council facilities, plant and operations are safe and compliant by leading the implementation of work health and safety systems, training and procedures. The team supports a proactive safety culture through risk assessments, incident investigations, staff inductions and continuous improvement initiatives that promote the wellbeing of all employees, contractors and visitors.	- Safework NSW - StateCover Mutual
Property Services	Support a safe, engaged and high-performing workforce by delivering human resource functions including recruitment, onboarding, performance management, learning and development, and workplace culture initiatives in consultation with the Staff Consultative Committee. The team ensures Council has the right people in the right roles and fosters a positive, inclusive and compliant workplace aligned with organisational values and strategic goals. Coordinate and deliver building maintenance works to ensure Council facilities remain safe, functional and fit-for-purpose. This includes scheduling and overseeing repairs, maintenance and minor upgrades across Council-owned buildings, ensuring compliance with safety standards and supporting the long-term sustainability and usability of community infrastructure.	- LGNSW - LG Professionals

Strategic initiatives		25/26	26/27	27/28	28/29
Priority projects	Linked strategies	Responsible			
5.2.1 Undertake refurbishment of the Temora Shire Council Administration Building to provide appropriate facilities to meet occupational health and safety requirements, support improved business efficiencies and employee engagement.	Workforce Management Strategy	Office of the General Manager			
5.2.2 Undertake the plant replacement program to ensure plant and equipment remains safe and effective.	Capital Works Program	Engineering Works			
5.2.3 Implement priority projects identified in the Workforce Management Strategy to improve attraction, retention leadership skills and workplace culture.	Workforce Management Strategy	Office of the General Manager			
5.2.4 Introduce an intranet and other initiatives to improve internal communications among shire employees.	Workforce Management Strategy	Economic & Community Development			

● Covered by operating budget \$ Additional operating or capital budget secured O Additional operating or capital budget TBC / required

Strategy 5.3

Facilitate a well-informed, engaged community.

Principal activities – what we will continue to do							
Service team	Service description	Key partners					
Economic and Community Development	Implement the Shire’s Community Engagement Policy, Community Engagement Strategy and Communications Policy. Ensure transparent and timely communication with the community and other stakeholders by informing the public about Council decisions, initiatives and opportunities through a range of communication channels. The team builds trust and strengthens stakeholder relationships by delivering clear, accessible and engaging content across digital, print, broadcast and in-person platforms, supporting good governance and community confidence in Council’s leadership.	• Temora Independent					
Strategic initiatives							
Priority projects		Linked strategies	Responsible	25/26	26/27	27/28	28/29
5.3.1	Complete a regular Resident Satisfaction Survey to monitor community views on service delivery and local priorities.		Office of the General Manager		●		●
5.3.2	Develop and implement a communications campaign to encourage community members to sign-up for the Shire’s community engagement register to improve the effectiveness of reaching and informing community members about what’s happening in the local area.	Community Engagement Strategy 2024	Economic & Community Development	●			
5.3.3	Scope and trial innovative engagement approaches, both digital and non-digital, to ensure the right messages are getting to the right people at the right time.	Community Engagement Strategy 2024	Office of the General Manager	●	●	●	●
5.3.4	Introduce community feedback forums to provide opportunities for community input on initiatives and changes that require community engagement.	Community Engagement Strategy 2024	Economic & Community Development	●			
5.3.5	Partner local schools and young people to develop a Youth Engagement Plan, with consideration for initiatives such as: - Youth surveys and workshops. - Inviting Shire representatives to attend school assemblies and special events and inviting students to attend special Council Meetings for Young People, to strengthen relations and discuss projects of interest to young people. - Involving students in the planning and implementation of youth-initiated projects.	Community Engagement Strategy 2024; Youth Engagement Plan; Child Safe Policy	Economic & Community Development	●			

● Covered by operating budget

\$

Additional operating or capital budget secured

O

Additional operating or capital budget TBC / required

Principal activities – what we will continue to do		
Service team	Service description	Key partners
Economic and Community Development	Support business and community groups to secure grant funding.	- Local business and community groups - Volunteering NSW
	Provide committees with ongoing support, training and information to improve their capacity and performance.	
	Support volunteerism by promoting opportunities, enhancing the capacity of volunteer organisations, and recognising the value and achievements of volunteers.	

Planned improvements for the delivery program

Council has an ongoing commitment to improving organisational efficiencies and effectiveness to deliver our commitments to the community. The financial sustainability of Temora Shire Council remains a high priority and as the needs of the community change over time it is important that Council continues to review how we are delivering services to ensure that Council meet the needs in a way that is sustainable over the long term. Council has a focus on business improvement initiatives including the implementation of the Financial Sustainability Strategy, a program of service reviews and an Internal Audit Plan, which is overseen by the Audit Risk and Improvement Committee (ARIC).

Financial Sustainability Strategy

The Financial Sustainability Strategy is a critical component for ensuring the long-term financial health and resilience of Council. Priority Project 5.1.3 provides for the implementation of the Financial Sustainability Strategy which outlines the financial principles, actions, and targets that will guide Council in achieving sustainability, ensuring financial accountability, and meeting community needs. The Financial Sustainability Strategy will be reviewed on an annual basis, with adjustments made to reflect changes in financial conditions, legislative requirements, and community expectations. Key performance indicators (KPIs) will be tracked, and the results will be published in council's Financial Statements and Annual Report.

Service Review Program

The Service Review Program supports continuous improvement and allows the opportunity to review a range of services delivered by Council throughout the life of the Delivery Program. The Service Review Program is prepared annually and is reported through six monthly Operational Plan reports to Council.

Internal Audit Plan

Council will continue to undertake audits to ensure compliance and improve performance. Audits refer to a systematic, independent and documented process for obtaining evidence and evaluating objectively to determine the extent to which the audit criteria are fulfilled. Audits can include a financial statement audit (external audit), internal compliance audit (internal audit) or a process in practice audit.

In accordance with the *Guidelines for Risk Management and Internal Audit for Local Government in NSW* the Internal Audit function must be planned and is functionally to be directed by the ARIC. Temora Shire Council is part of an Internal Audit Alliance in partnership with the Councils of Bland, Coolamon, Cootamundra-Gundagai, Junee and Lockart. An Internal Audit Plan has been developed from a risk perspective and is completed on high-risk areas of the alliance Councils. The Internal Audit Plan will be reviewed by the ARIC annually in accordance with the ARIC Workplan and may be amended to respond to shifts in the risk profile of the Councils.

Service reviews

To encourage continuous improvement, Council has prioritised several service areas to review during its term.

Through the MARKYT® Community Scorecard, Council engaged with more than 700 community members to assess customer needs, priorities and service level expectations. This supported the prioritisation of service areas to review and identification of service review objectives. Council will complete a program of targeted stakeholder engagement activities to address these objectives.

Service	Service review objectives	Responsible	25/26	26/27	27/28	28/29
Ranger Services	- Assess the scope, efficiency, and effectiveness of ranger services. - Examine current roles and responsibilities, service demand, compliance activities, resource allocation, and alignment with community expectations and regulatory requirements. - Identify opportunities to enhance service delivery, improve community safety and amenity, and ensure the service continues to meet legislative obligations in a cost-effective manner.	Environmental Services				
Tourism Services	- Focus on Bundawarrah Centre operations, including the Visitor Information Centre and Temora Rural Museum. - Examine current service delivery, staffing, volunteer involvement, program offerings, and facility management. - Assess how effectively the Centre supports tourism and heritage promotion, enhances the visitor experience, and contributes to the local economy. - Explore opportunities to improve operational efficiency, strengthen partnerships, enhance interpretation and engagement, and align with broader tourism strategies.	Economic & Community Development				

Service	Service review objectives	Responsible	25/26	26/27	27/28	28/29
Recreation Services	• Focus on Temora Recreation Centre operations and service delivery. • Assess current programs, facility usage, staffing, maintenance, and financial performance. • Consider how effectively the Centre supports health and wellbeing outcomes, meets community needs, and contributes to local sport and fitness participation. • Explore opportunities to enhance operational efficiency, improve user experience, expand program offerings, and strengthen the Centre's role as a key community asset.	Environmental Services	•			
Arts and Cultural Services	• Focus on the delivery and management of arts and cultural services, including the operation of Temora Arts Centre and Town Hall Theatre, and broader arts programming. • Assess facility usage, programming effectiveness, community participation, staffing and volunteer support, and alignment with cultural development objectives. • Explore opportunities to enhance creative engagement, support local artists and cultural expression, improve operational sustainability, and strengthen the role of arts and culture in community wellbeing and economic development.	Economic & Community Development			•	
Other	• Undertake audits in accordance with the ARIC Strategic Plan, including cyber security, asset management, project management, governance framework (including delegations), fraud control, tender processes, recruitment and records management.	Administration & Finance	•	•	•	•

• Covered by operating budget

\$ Additional operating or capital budget secured

\$ Additional operating or capital budget required

Resourcing the plan

Content to come

Our organisation

Council has determined a staff structure and resourcing to deliver programs and activities detailed within the Delivery Program and Operational Plan. An overview of the directorates, teams, services and resourcing is provided below.

Directorate	Service Teams	Employees: fulltime equivalent (FTE), excludes casual employees	Net cost of service
Office of the General Manager	- Enterprise Risk Management - People and Culture - Governance	5	To be provided once budget adopted
Environmental Services	- Environmental Services - Regulatory Control - Waste Services - Property Services - Recreation Centre	9.39	
Engineering Services	- Engineering Works - Engineering Services - Water and Sewer Services - Road Safety - Aerodrome	45	
Administration and Finance	- Administration and Finance - Library Services - Pinnacle Community Services (Ageing and Disability Services)	26.88	
Economic and Community Development	- Economic and Community Development - Communication - Tourism - Rural Museum - Youth - Arts	7.25	

Income statement – consolidated

Scenario: Planned	Projected Years		
	2025-26	2026-27	2027-28
Income from Continuing Operations			
Revenue:			
Rates & Annual Charges	7,547,419	7,990,120	8,460,905
User Charges & Fees	10,023,326	10,511,637	11,036,639
Other Revenues	491,181	511,693	533,216
Grants & Contributions provided for Operating Purposes	9,044,035	9,206,965	9,669,237
Grants & Contributions provided for Capital Purposes	1,458,497	454,445	2,282,500
Interest & Investment Revenue	989,727	909,639	901,449
Other Income:			
Net Gains from the Disposal of Assets	122,766	13,824	208,170
Other Income	341,977	377,150	397,235
Total Income from Continuing Operations	30,018,928	29,975,473	33,489,351
Expenses from Continuing Operations			
Employee Benefits & On-Costs	10,488,514	10,856,002	11,374,238
Borrowing Costs	66,862	58,568	49,119
Materials & Contracts	11,374,088	11,592,413	11,686,934
Depreciation & Amortisation	8,464,670	8,800,650	9,150,062
Other Expenses	795,635	825,581	856,725
Total Expenses from Continuing Operations	31,189,769	32,133,214	33,117,078
Operating Result from Continuing Operations	(1,170,841)	(2,157,741)	372,273
Discontinued Operations - Profit/(Loss)	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-
Net Operating Result for the Year	(1,170,841)	(2,157,741)	372,273
Net Operating Result before Grants and Contributions provided for Capital Purposes	(2,629,338)	(2,612,186)	(1,910,227)
			(1,957,819)

Balance sheet – consolidated

Scenario: Planned		Projected Years		
		2025-26	2026-27	2027-28
ASSETS				2028-29
Current Assets:				
Cash & Cash Equivalents		1,000,000	1,000,000	1,000,000
Investments		18,936,201	17,879,866	16,390,544
Receivables		3,378,089	3,533,083	3,295,679
Inventories		471,000	471,000	471,000
Contract assets and contract cost assets		215,250	215,250	215,250
Other		224,896	227,211	233,013
Total Current Assets		24,225,435	23,326,410	21,605,486
Non-Current Assets:				
Investments		6,595,715	5,810,219	4,857,901
Receivables		3,711,262	2,593,553	1,929,923
Contract assets and contract cost assets		71,750	71,750	71,750
Infrastructure, Property, Plant & Equipment		359,265,745	359,559,655	363,416,500
Investments Accounted for using the equity method		217,000	217,000	217,000
Total Non-Current Assets		369,861,472	368,252,177	370,493,074
TOTAL ASSETS		394,086,906	391,578,586	392,098,560
LIABILITIES				
Current Liabilities:				
Payables		2,120,615	2,168,079	2,338,374
Contract liabilities		2,029,454	1,994,237	2,273,015
Borrowings		362,874	301,456	177,411
Employee benefit provisions		3,813,267	3,813,267	3,813,267
Total Current Liabilities		8,326,209	8,277,038	8,602,067
Payables		1,618	1,667	1,749
Borrowings		1,501,834	1,200,378	1,022,967
Employee benefit provisions		69,733	69,733	69,733
Total Non-Current Liabilities		1,573,186	1,271,778	1,094,450
TOTAL LIABILITIES		9,899,394	9,548,816	9,696,517
Net Assets		384,187,512	382,029,771	382,402,043
NET ASSETS				
EQUITY				
Retained Earnings		134,542,512	132,384,771	132,757,043
Revaluation Reserves		249,645,000	249,645,000	249,645,000
Other Reserves		-	-	-
Council Equity Interest		384,187,512	382,029,771	382,402,043
Non-controlling equity interests		-	-	-
Total Equity		384,187,512	382,029,771	382,402,043
				382,627,840

Cash flow statement – consolidated

Scenario: Planned		Projected Years			
		2025-26	2026-27	2027-28	2028-29
Cash Flows from Operating Activities					
Receipts:					
Rates & Annual Charges		7,549,517	7,980,703	8,450,670	8,950,395
User Charges & Fees		9,888,257	10,526,662	11,052,796	11,604,579
Investment & Interest Revenue Received		1,022,044	915,425	916,748	899,412
Grants & Contributions		10,173,908	9,629,724	12,037,835	12,262,531
Bonds & Deposits Received		-	-	-	-
Other		1,079,688	861,356	891,048	937,548
Payments:					
Employee Benefits & On-Costs		(10,517,563)	(10,848,464)	(11,361,316)	(11,947,571)
Materials & Contracts		(11,524,480)	(11,583,276)	(11,664,040)	(12,043,751)
Borrowing Costs		(66,604)	(59,966)	(50,280)	(41,286)
Bonds & Deposits Refunded		-	-	-	-
Other		(802,858)	(824,401)	(854,719)	(886,720)
Net Cash provided (or used in) Operating Activities		6,801,909	6,597,762	9,418,741	9,735,138
Cash Flows from Investing Activities					
Receipts:					
Sale of Investment Securities		3,261,892	2,578,034	3,125,552	1,947,264
Sale of Infrastructure, Property, Plant & Equipment		368,382	259,800	415,109	371,127
Deferred Debtors Receipts		644,994	981,661	1,118,537	664,500
Payments:					
Purchase of Investment Securities		(11,846)	(736,203)	(683,913)	(1,299,937)
Purchase of Infrastructure, Property, Plant & Equipment		(8,902,457)	(9,318,181)	(13,092,570)	(11,240,681)
Deferred Debtors & Advances Made		(2,229,658)	-	-	-
Net Cash provided (or used in) Investing Activities		(6,868,693)	(6,234,889)	(9,117,285)	(9,557,727)
Cash Flows from Financing Activities					
Receipts:					
Proceeds from Borrowings & Advances		600,000	-	-	-
Payments:					
Repayment of Borrowings & Advances		(533,215)	(362,874)	(301,456)	(177,411)
Net Cash Flow provided (used in) Financing Activities		66,785	(362,874)	(301,456)	(177,411)
Net Increase/(Decrease) in Cash & Cash Equivalents		(0)	0	0	0
plus: Cash & Cash Equivalents - beginning of year		1,000,000	1,000,000	1,000,000	1,000,000
Cash & Cash Equivalents - end of the year		1,000,000	1,000,000	1,000,000	1,000,000
Cash & Cash Equivalents - end of the year					
Cash & Cash Equivalents - end of the year		1,000,000	1,000,000	1,000,000	1,000,000
Investments - end of the year		25,531,915	23,690,084	21,248,445	20,601,118
Cash, Cash Equivalents & Investments - end of the year		26,531,915	24,690,084	22,248,445	21,601,118

Equity statement – consolidated

Scenario: Planned	Projected Years		
	2025-26	2026-27	2027-28
Opening Balance (as at 1/7)	385,358,353	384,187,512	382,029,771
Adjustments to opening balance	-	-	-
Restated opening Balance (as at 1/7)	385,358,353	384,187,512	382,029,771
Net Operating Result for the Year	(1,170,841)	(2,157,741)	372,273
Adjustments to net operating result	-	-	-
Restated Net Operating Result for the Year	(1,170,841)	(2,157,741)	372,273
Other Comprehensive Income			
- Correction of prior period errors	-	-	-
- Gain (loss) on revaluation of IPP&E	-	-	-
Other Comprehensive Income	-	-	-
Total Comprehensive Income	(1,170,841)	(2,157,741)	372,273
Distributions to/(contributions from) non-controlling interests	-	-	-
Transfers between Equity	-	-	-
Equity - Balance at end of the reporting period	384,187,512	382,029,771	382,402,043
			382,627,840

Statement of revenue policy

Rates

The Operational Plan incorporates a rating structure that utilises minimum charges, base charge and a rate in the dollar. The use of minimums and base charges reduces the impact of land values in calculating rates and results in a more equitable spread of the rate burden across rateable properties.

Council’s budget has been compiled making provision for an increase of 5.0% to rate income in accordance with the rate peg set annually by IPART.

Interest on overdue rates and charges will be charged at the maximum permissible per annum as advised by the Office of Local Government.

Total income raised from ordinary rates for 2025/2026 is forecast to be \$5,017,545.

Rate Category	Ad valorem amount cents in \$	Base amount \$	Minimum rate \$	Yield \$	Base amount %
Farmland	0.001143	0.00	243.60	2,308,242	
Residential Temora	0.004570	284.60	0.00	1,579,667	33
Residential Temora Vacant	0.004570	284.60	0.00	111,721	32
Residential Ariaiah Park	0.005197	236.30	0.00	87,492	48
Residential Springdale	0.002999	148.00	0.00	11,921	49
Residential Rural	0.000999	264.60	0.00	169,970	49
Residential Temora Aviation	0.005241	97.70	0.00	51,813	13
Business Temora Hoskins St	0.030327	0.00	0.00	313,205	
Business Temora Town	0.014384	0.00	0.00	319,702	
Business Temora Aviation	0.005823	97.70	0.00	31,774	10
Business Ariaiah Park	0.006494	273.50	0.00	20,712	49
Business Other	0.002197	90.30	0.00	11,326	29
Total Rate Yield				5,017,545	

The rating categories and sub-categories for the purposes of levying the 2025/2026 rates are as follows:

RESIDENTIAL

- Residential Temora: Rateable land, the dominant use of which is for residential purposes, not included in any other sub-category.
- Residential Ariaiah Park: Rateable land, the dominant use of which is for residential purposes in the Ariaiah Park township.
- Residential Springdale: Rateable land, the dominant use of which is for residential purposes in the Springdale township.
- Residential Temora Aviation: Rateable land, the dominant use of which is for residential purposes in the Airport precinct.
- Residential Rural: Rateable land of 2-4 hectares, with a dwelling, which does not have a significant or substantial commercial purpose or character.

FARMLAND

- Farmland: Farmland rates will be levied on all rateable land which in Council’s opinion, qualifies as farmland as defined in Section 515 of the Local Government Act 1993.

BUSINESS

- Business Temora Town: Land which cannot be categorised as farmland, mining or residential not included in any other sub-category in the Temora township.
- Business Temora Hoskins Street: Land which cannot be categorised as farmland, mining or residential in Hoskins Street Temora.
- Business Ariaiah Park: Land which cannot be categorised as farmland, mining or residential in the Ariaiah Park township.
- Business Temora Aviation: Land which cannot be categorised as farmland, mining or residential in the Airport precinct.
- Business Other: Land which cannot be categorised as farmland, mining or residential in any other sub-category.

Rating maps

The following rates are to apply throughout the entire Temora Shire Local Government area except the Temora, Ariaiah Park and Springdale townships and the Airport precinct:

- Residential Temora
- Residential Temora Vacant
- Residential Rural
- Business Temora Town
- Business Temora Hoskins St
- Business Other
- Farmland



Temora Township



Rates to apply:

- Residential Temora
- Residential Temora Vacant
- Residential Rural
- Business Temora Town
- Business Temora Hoskins St

Ariaiah Park Township



Rates to apply:

- Residential Ariaiah Park
- Residential Rural
- Business Ariaiah Park

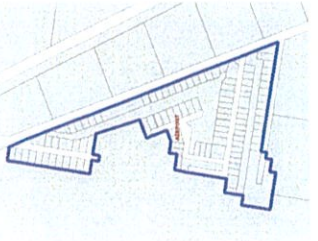
Springdale Township



Rates to apply:

- Residential Springdale
- Residential Rural

Airport Precinct



Rates to apply:

- Residential Temora Aviation
- Business Temora Aviation

Annual Charges

In accordance with Section 496, 501 & 502 of the Local Government Act, Council is able to charge for the provision of waste, sewer and drainage services. The charges levied by Council in relation to these items are explained as follows.

Waste Management Charges

A summary of the annual waste management charges forecast for 2025/2026 is provided in the table, right.

The estimated income from Waste Management Charges will be applied towards providing Waste Management services within the Council area.

Charges	Annual Charge (\$)	Yield (\$)
Domestic Waste Charge	320.60	763,028
Domestic Waste Charge – Vacant	30.00	4,710
Trade Waste Charge	320.60	163,827
Trade Waste Charge – Vacant	30.00	870
Rural Waste Charge	373.00	5,595
Total Waste Charges		938,030

Sewerage Charges

Council's policy is to levy charges across all sewerage areas of the shire, at a level sufficient to provide funds to operate, maintain and renew the sewer system and to generate additional reserves to minimise the impact of any major capital expenditure.

Sewer charges for non-residential properties are based on the volume of water consumed and the water meter size. Sewer charges for residential properties relate to average meter sizes and water consumption producing a standard annual sewer charge for all residential tenements.

In accordance with the Local Government Act 1993, sewerage charges are levied upon land that is connected to Council's sewer mains, and vacant land situated within 75 metres of a Council sewer main, whether or not the property is connected, provided it is possible for the land to be serviced if requested.

In accordance with the State Government's best practice guidelines for sewer management, Council's sewerage charging structure for 2025/2026 are outlined above.

Charges	Annual/Access Charge (\$)	Usage per kl (\$)	Yield (\$)
Sewerage Charge – Residential	667.00		
Sewerage Charge – Commercial Vacant	667.00		
Sewerage Charge – 20mm Commercial	526.60	1.57	
Sewerage Charge – 25mm Commercial	822.81	1.57	
Sewerage Charge – 32mm Commercial	1,348.10	1.57	\$1,724,771
Sewerage Charge – 40mm Commercial	2,106.40	1.57	
Sewerage Charge – 50mm Commercial	3,291.25	1.57	
Sewerage Charge – 80mm Commercial	8,425.60	1.57	
Sewerage Charge – 100mm Commercial	13,165.00	1.57	

Stormwater Management Charges

In accordance with sections 496A and 510A of the Local Government Act, Council is permitted to charge for Stormwater Management Services. Stormwater Management Charges are applied to all properties within the urban areas of Temora, Ariah Park and Springdale except for vacant land. The urban areas being those areas defined as townships (Temora, Ariah Park and Springdale) for the application of rates. The charges levied by Council in relation to Stormwater Management are outlined right.

Charges	Annual Charge (\$)	Yield (\$)
Residential Stormwater Levy	25.00	48,125
Business Stormwater Levy (first 350m ²)	25.00	6,150
Business Stormwater Levy (each additional 350m ² or part thereof – capped at \$300)	25.00	19,375
Stormwater Levy - Strata	12.50	1,213
Total Stormwater Management Charges		74,863

Work on Private Land

Council may, by agreement with the owner or occupier of any private land, carry out any kind of work that may lawfully be carried out on the land. In cases where Council does carry out such work, it is the policy of Council to charge a rate for such work sufficient to ensure full cost recovery of such work (inclusive of supervision and administration costs). The fees to be charged for standard private works are shown in the list of fees proposed to be charged by Council.

Fees & Pricing Schedule

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 clients that avail themselves of Council's goods and services. The purpose of raising these fees is to recover, or assist Council in recovering, the cost of providing these services.

In the setting of the fees for its goods and services 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 Schedule of Fees & Charges indicates whether GST applies to each fee and charge.

Council proposes to charge the fees shown in the Schedule of Fees & Charges, available at www.temora.nsw.gov.au/Your-Council/Fees-Charges.

Borrowings

Council's budget provides for a loan of \$600,000 from NSW Treasury Corporation. The loan will be repaid over a 5-year period with the loan secured with the income of Council pursuant to section 623 of the Local Government Act 1993 and clause 229 of the Local Government (General) Regulation 2021.

Commercial Activities

Council has one Category 2 business activity in providing sewerage services to the Shire of Temora.

Council has adopted the principle of 'competitive neutrality' as part of the actual competitive policy being applied at all levels of government.

The framework for its application is set out in the June 1996 Government Policy statement and the "Application of Neutral Competition Policy to Local Government".

The "privacy and Costing for Council Businesses. A Guide to Competitive Neutrality" issued by the Department of Local Government in July 1997 has also been adopted.

The pricing and costing guidelines outline the process for identifying and alleviating costs to activities and provide a standard of disclosure requirements. These disclosures are reflected in Council pricing and/or financial reporting systems and indicated taxation equivalents, Council subsidies, return on investments (rate of return) and dividends paid.

Proposed Capital Works

Capital works projects include expenditure on planning, acquisition, construction, rehabilitation and augmentation of infrastructure assets. In order to achieve the objectives of Council as contained in this Delivery Program the following capital works are planned for July 2025 to June 2029.

The worked detailed for 2026/27, 2027/28 and 2028/29 have been identified as possible projects for those financial years. The adoption of the Operational Plan for those years will determine the actual works to be completed.

Capital works program

Description	Funding status	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29
Council Buildings & Other Facilities					
Library Local Special Projects	●	8,500	8,500	8,500	8,500
Temora Agricultural Innovation Centre - Reseal Internal Sealed Roads	\$				40,000
Temora Agricultural Innovation Centre - Aerated Waste Water Treatment System	●		13,000		
Temora Agricultural Innovation Centre - Virtual Tour (subject to funding)	■	8,000			
Bundawarrah Centre - Create gold panning activity	\$			10,000	
Bundawarrah Centre - Wiradjuri Signage	●		9,600		
Temora Recreation Centre - Solar Upgrade		80,000			
Temora Recreation Centre - Airconditioning Replacement	●	130,000			
Temora Recreation Centre - Function Room/Gym - Airconditioning	\$	11,000			
Temora Swimming Pool - spectator seating	\$				50,000
Temora Swimming Pool - Outdoor pool covers (to cover additional 2.75m of new pool)	\$	13,000			
Urban Temora 60kW DC EV Charger	●		80,000		
Caravan Park Cabins/Units	\$			50,000	
Pinnacle House Shed Renovations	●		50,000		
Council Chambers/ Administration Building Awning	●		438,200	520,900	
Town Hall - Storage & lighting under stage	\$	7,500			
Christmas Decorations - Temora	●	50,000	25,000	25,000	
Christmas Decorations - Ariaiah Park	\$	1,000			
Ambulance Museum land purchase	●		75,000		
Ergonomic Furniture	\$	10,000			
Ariaiah Park Youth Hall - Floor coverings (subject to funding)	■	12,000			
Medical Complex - Internal painting	●	40,000			
Medical Complex - Lighting upgrade	●	15,000			
Temora Diagnostic Imaging - Solar	●		18,000		
Hard Rock Quarry Exploration	●	50,000			
Ariaiah Park Depot - Water Tank / Pressure Pump	\$	12,000			
Lions Club Recycling - Forklift	●	24,500			
Lions Club Recycling - Concrete Backyard	●	39,000			
Teal St Depot - Supply & Install New Temporary Site Office	●	30,000			
Teal St Depot - Landfill Consolidation & Infrastructure Improvement	●	141,196			
Total Council Buildings & Other Facilities		682,696	717,300	614,400	98,500

\$ Council funded
■ Partially offset by asset sales
R2R Roads to Recovery

● Fully Grant/Contribution/Revote Funded (including s7.12 Contributions)
● Partially Grant/Contribution Funded (including s7.12 Contributions)
■ Subject to funding before project can proceed (funding not yet secured)

Description	Funding status	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29
Coolabah St, Seg 2 (70m x 9m)	\$				4,000
Crowley St, Seg 1 & 2 (468m x 22m)	\$				52,000
Joffre St, Seg 1 & 2 Reseal (3900m2)	\$				20,000
Little Mansfield Rd, Seg 1 Reseal (225m x 6m)	\$				7,000
Little Nottingham Rd, Seg 1 Reseal (120m x 6m)	\$				4,000
Little Sherwood Rd, Seg 1 Reseal (180m x 6m)	\$				6,000
Baker St, Seg 2, Seg 3 & 4 Reseal (701m x 22.5m)	\$				80,000
Little Reid St, Seg 1 Reseal (240m x 6m)	\$				7,500
Renewal (Rehabilitation/Patching)					
Camp St / Twynam St LRC14B Contingency	\$	60,000			
Loftus St, Seg 9, SHD reconstruction (140m) in conjunction with K&G	\$		125,000		
Aurora St, Seg 3 Reconstruction (234m x 20m) in conjunction with K&G	\$		50,000		
Loftus St, Seg 6, Reconstruction (2300m2) in conjunction with K&G & Footpath	\$			120,000	
Little Aurora St, Seg 1 & 2 Reconstruction (233m x 5.2m)	\$			100,000	
Urban Heavy Patching	\$	50,000	50,000	50,000	50,000
Upgrade					
Austral St / DeBoos St & Austral / Aurora St Installation of Central Median	\$	20,000			
Line marking Class 4.1 urban roads (Baker Seg 3 & 4, Polaris Segs 1-7, DeBoos Seg 3 & 4, Parkes Seg 5 & 6, etc)	\$	30,000			
Britannia St / DeBoos St & Britannia St / Aurora St - Installation of Central Median	\$		20,000		
Loftus St / Baker St - Installation of Central Median	\$			15,000	
Parkes St / Baker St - Installation of Central Median	\$		130,000	15,000	
Tom Moon Ave Shoulder Widening	\$			50,000	
Crowley St Intersection Blisters	\$	10,000			
Ariah St Seg 2, 3 & 4 Widen Reseal (700m x 7m)	●		140,000		
DeBoos St Seg 3 - DeBoos/Loftus Sts & DeBoos/Parkes Sts Intersection Treatment	\$			450,000	
Twynam St, Seg 6 & 7 SHD Construction (266m x 5m) Note: In conjunction with K&G	●		30,000	500,000	
Victoria St, Seg 5 SHD Construction (100 x 14m) Note: In conjunction with K&G	\$			75,000	
Tewksbury Road, Seg 2 & 3 Strengthening (840m x 8m)	\$				350,000
Total Urban Sealed		659,000	942,500	1,788,500	748,500
Urban Unsealed Roads					
Upgrade Seal					
Little Loftus St, Seg 1 Resheet and Seal (0.1km) (inc drainage)	●	60,000			
Little Camp St, Seg 3 Resheet & Bitumen Seal (0.22km Britannia to Austral)	\$			70,000	
Little Twynam St, Seg 1 Resheet & Bitumen Seal (0.22km Austral to Britannia)	\$			70,000	
Little Camp St, Seg 2 Resheet & Bitumen Seal (0.165km Victoria to Crowley)	\$			50,000	
Lawson Rd (270m) Resheet and Bitumen Seal	\$				100,000
Truskett St (500m) Resheet and Bitumen Seal	\$				160,000
Total Urban Unsealed Roads		60,000	0	190,000	260,000
Technology					
Replace PCs on Network	\$	30,000	32,000	32,000	32,000
Inspection reporting module (Civica)	●	15,000			
Roles & Responsibilities	●	25,000			
Content Manger upgrade	●	28,000			
Milestone server replacement	●	35,000			

Description	Funding status	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29
Civica - Purchase Cards	●		23,400		
Civica - Online Timesheets	●				91,000
Network Switches & Routers	\$	5,000	3,000	3,000	3,000
Total Technology		138,000	58,400	35,000	126,000
Cemetery					
Temora Cemetery Burial Plinth x 2	\$			130,000	
Internal Road Construction	\$			40,000	
Ariah Park extension of lawn cemetery (3 x gravel roads + 100m Kerb)	\$		80,000		
New Temora Cemetery - site preparation & perimeter fencing	\$	20,000			
Total Cemetery		20,000	80,000	170,000	0
Stormwater Drainage					
Nixon Park Outfall and Industrial Area Drainage (Melaleuca St to Mallee St, Mallee St & Coolabah St)	R2R	400,000			
Formalise drainage easement from Beelah St to Dairy St (Design & Construct)	●	110,000			
Victoria St Arterial U/G Drainage - Gallioli to Mallee (400m) Design & Construct	●	20,000	340,000		
Temora High School Through Drainage Works	●	70,000			
Polaris St (Temora High School to Eastern Drain)	●		220,000		
Golf Club Dam Spill Way Adjustments (create detention to prevent high level spill)	●			80,000	
Chifley St to Pearce St earth channel / drainage easement 720m	●	70,000			
Bundawarrah Rd Stormwater Channel / easement (Chifley St to Pearce St) 550m	●		50,000		
Chifley St U/G Drainage (Joffre to Williams St connecting Bradley Park) (250m)	●	200,000			
Loftus St (Eastern Drain to Gloucester St) 500m	●			500,000	500,000
Austral St (Nixon Park to Eastern Drain) 550m	●				
Airport St Culvert Upgrade, including downstream channel works / easement (Airport St to Dairy St)	●		100,000		
Sharpe St Area Drainage	●		100,000		
Giles St Levee	●			35,000	
Crowley St/Polaris St - Western Drain upgrade Crowley St to intersection of Polaris & Baker Sts	●				50,000
Golden Gate Reserve - Detention Basin Construction	●			1,300,000	1,000,000
Britannia St / Hoskins St Intersection Drainage (60m)	●				50,000
Total Stormwater Drainage		870,000	810,000	1,915,000	1,600,000
Parks Gardens					
Various Capital Repairs to Playgrounds	\$	10,000			
Lake Centenary - Furniture Renewal	●	42,500			
Lake Centenary - reseal rear road to TAIC (in conjunction with TAIC Sealing)	\$				30,000
Lake Centenary - Sewer balance tank or duplicate system.	\$			20,000	
Hillview Park - Solar Lighting Installation	■		25,000		
Edis Park - Replace bins with new style bin, repair seating shelter	\$			15,000	
Ariah Park Skate Park - Shelter over seating	●	15,000			
Paleface Park - additional seating	\$		10,000		
Gloucester Park - Supplement play equipment to continue to increase diversity in premier park	■				200,000

\$ Council funded
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 R2R Roads to Recovery

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Description	Funding status	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29
Callaghan Park - Upgrade play equipment and associated area to improve inclusivity. Remove edging, increased traversable soft fall, greater variety of equipment.	■				300,000
Bradley Park Stage 2	■			250,000	
Bradley Park - Construct Irrigation, top dress and line planting	■			250,000	
Community Garden	■	60,000			
Parks and Sports Fields - Upgrade remaining old style open top bins	\$			40,000	
Total Parks & Gardens		127,500	35,000	575,000	530,000
Sporting Grounds					
Nixon Park #2 - Scarify and Heavy Top Dressing	■		80,000		
Nixon Park - Resealing Carpark	\$			35,000	
Temora West Sports Ground - Playing surface reconstruction	\$		150,000		
Temora West Sports Ground - Ground seating renewal	\$			50,000	
Ariah Park Recreation Ground - Irrigation pump replacement	\$		20,000		130,000
Ariah Park Recreation Ground - Connection to recycled water (Railway Dam)	\$				
Ariah Park Recreation Ground - Boundary fencing / seating	■			60,000	
Temora Recreation Ground - Reseal Internal Carpark	\$		20,000		
Temora Recreation Ground - LED Luminaire Upgrade	■		80,000		
Temora Recreation Ground - Boundary seating replacement	\$			50,000	
Total Sporting Grounds		0	350,000	195,000	130,000
Kerb & Gutter Program					
Renewals					
Loftus St, Seg 6, (200m) Note: In conjunction with footpath & SHD reconstruction	\$		45,000		
Loftus St, Seg 9, (140m) Note: In conjunction with SHD reconstruction	\$		35,000		
DeBoos St, Seg 1 (400m) (consider road rehab)	\$		80,000		
Victoria St, Seg 5 (140m) Note: In conjunction with SHD reconstruction	\$			35,000	
Deboos Street St Seg 3 (440m) both sides	\$			135,000	
Parkes St, Seg 4 & 5 (480m)	\$			96,000	
Loftus St, Seg 9 (450m) Including minor shoulder reinstatement	\$			140,000	
Aurora St, Seg 3 East (240m) Note: In conjunction with SHD reconstruction	\$				50,000
Upgrade					
Tom Moon Ave 550m	■		120,000		
Twynam St, Seg 6 & 7 (300m)	■			80,000	
Total Kerb & Gutter		0	280,000	486,000	50,000
Footpath Construction Program					
Renewal					
Tactile Ground Surface Indicators	\$	10,000	50,000		
George Street Footpath Replacement	\$		15,000		
Replace non-compliant Pram Ramps (Progressive program)	\$	10,000		30,000	
Loftus St, Seg 6, CBD Footpath (Hoskins St to Baker St)	■		150,000		
Hoskins St Pram Ramp renewal (Hoskins / Victoria St)	\$		5,000		
Hoskins St, Northern Upgrade (inc underground drainage)	\$		300,000	1,000,000	
DeBoos St, Seg 3 Footpath Upgrade	\$			220,000	
Coolamon St, Southern section - moveable tables & seating	\$		7,000		

Description	Funding status	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29
Deboos St, Seg 1 (East and West 360m, Grey to Polaris) (assuming removal of one side)	\$			65,000	
Hoskins St, Southern Upgrade (Victoria St to Britannia St) 250 x 10 = 2500m2	\$				1,200,000
Hoskins St Bike Racks	\$			25,000	
Hoskins St, Seg 5 & 6 Footpath Resealing	\$				60,000
Britannia St, Seg 11 (South 60m x 3.6, Intersection Hoskins and Britannia) Note: Replace with 1.5m	\$				45,000
Deboos St, Seg 4 (Concrete East 1.5m x 210m, Loftus to Victoria)	\$				63,000
Upgrade					
Install Handrails at Ex Services Club	\$	2,500			
Gardner St, Seg 1 & 2 (West Side 200m, Loftus to Victoria)	●	65,000			
Gallipoli St, Seg 3 (West Side 210m, Victoria to Britannia)	●		70,000		
Deutcher St, Seg 4 (South Side 165m to Glassop) - Grant Pending	●		55,000		
Glassop St, Seg 1 (East side 185m, Deutcher St to Chiefly St) - Grant Pending	●		60,000		
Haig St, Seg 2, 3 & 4 (East side 190m, Parry Drive to Deutcher St) - Grant Pending	●		65,000		
Chiefly St Seg 1,2 & 4 (210m Glassop St to Bradley Park) - Grant Pending	●		65,000		
Chiefly St (440m French St to Bradley Park)	●		140,000		
Highfields / Melaleuca St to Victoria St (330m)	●			105,000	
Victoria St to Gallipoli St (220m)	●			75,000	
Polaris St, Seg 5 (South side 230m from Rail X to Crowley St inc kerb ramps and link to existing path)	●			65,000	
Coolamon St, Seg 1 (East side 190m, Wellman St to Back Ariah Park Rd east side) - Grant pending	●			60,000	
Coolamon St (East Side 25m, Rail X to Sealed Shd)	●			10,000	
Lawson Rd, Seg 1 & 2 (North side 260m, Vesper St to Temora West School Access)	●				78,000
Vesper St, Seg 4 (West side 130m, Victoria St to Lawson Rd)	●				40,000
Total Footpaths		87,500	982,000	1,655,000	1,486,000
Cycleway Construction Program					
Polaris St Rail Crossing	●			200,000	
Airport Rd/Goldfields Way Intersection Crossing	●				150,000
Twynam St (Polaris St to Lucas St) Rail X (excluding Rail X)	●			25,000	
Total Cycleways		0	0	225,000	150,000
Rural Unsealed Roads					
Renewal (resheet)					
Donaldsons Ln, Seg 1 & 2 Resheet (8.2km)	●	377,284			
Pringles Rd, Seg 1 Resheet (4.0km)	●	172,712			
Trigalong Rd, Seg 1 & 2 Resheet (8.5km)	\$		380,000		
Wynds Rd, Seg 1 (5.1km)	R2R	204,000			
Fergusons Ln, Seg 1 Resheet (4km)	●	185,000			
Back Mimosa Rd Seg 2 (2.9km) (wet area creek west to Boundary Rd)	●	140,000			
Wests Rd, Seg 1 Resheet (5.6km)	\$		250,000		
Daveys Rd, Seg 1 (3.35km)	\$		150,000		
Mirrool Rd, Seg 2 Resheet (2.5km)	\$		115,000		
Longs Rd, Seg 1 Resheet (3.24km)	\$		145,000		

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 R2R Roads to Recovery

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Description	Funding status	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29
Golders Rd, Seg 1 Resheet (3.25km)	\$		145,000		
Smiths, Seg 1 Resheet (1.90km)	\$		95,000		
Mimosa Station Rd, Seg 1 (5km)	\$		250,000		
Tidds Ln, Seg 1 Resheet (1.60km)	\$			72,000	
Keiths Rd, Seg 1 Resheet (2.4km)	\$			110,000	
Harpers Rd, Seg 2 Gravel Sheeting (3.77km)	\$			170,000	
Muirs Rd , Seg 1 Resheet (5.6km)	\$			255,000	
Rodways Ln, Seg 1 Resheet (3.2km)	\$			160,000	
Fishers Rd, Seg 1 Resheet (2.4km)	\$			120,000	
Thanowring School Rd, Seg 1 Resheet (3.65km)	\$			165,000	
Cantys Ln, Seg 1 Resheet (2.5km)	\$				125,000
Marnoo Rd, Seg 1 Resheet (1.05km)	\$				50,000
Winkleys Rd, Seg 1 Resheet (1.5km)	\$				67,000
Bundawarrah Rd, Seg 2 & 3 Resheet (9.95km) Note: Reduce width	\$				500,000
Brays Rd, Seg 1 Resheet (4.6km)	\$				230,000
Dunns Rd, Seg 1 Resheet (1km) (leave section past house unsealed)	\$				50,000
Upgrade					
Regans Rd, Seg 2 Gravel Sheeting (5.2km)	⬇	250,000			
Peels Rd, Sealing at Quarry entrance	●	40,000			
Durhams Rd, Seg 1 Gravel Sheeting (1.75km)	\$		90,000		
Langes Rd, Seg 1 & 2 Gravel Sheeting (4.55km)	\$			227,500	70,000
Cowans Rd, Seg 1 Gravel Sheeting (1.4km)	\$				168,000
Joblings Rd, Seg 1 Gravel Sheeting (3.35km)	\$			320,000	
Back Mimosa Rd Seg 3 Initial Sealing (770m)	\$				550,000
Bundawarrah Rd Seg 2 Initial Sealing (1400m)	\$				
Drainage					
McLeods Ln, Causeway Renewal (Mirrool Creek)	⬇				600,000
Total Rural Unsealed		1,368,996	1,620,000	1,599,500	2,410,000
Urban Sealed Roads					
Renewal (reseals)					
Loftus St, Seg 4, 5, 7, 8, 9, 10, 11, 12, 13 & 14 (33500m2)	⬇	140,000			
Parkes St, Seg 1, 2, 3, 4, 5, 6 & 7 Reseal (17200m2)	\$	74,000			
Anzac St, Seg 1 Reseal (243m x 9m)	\$	12,000			
Tonkin St, Seg 1 Reseal (247m x 9.5m)	\$	12,000			
Haig St, Seg 1, 2, 3 & 4 Reseal (4100m2)	\$	21,000			
Holbrook St, Seg 1 & 2 Reseal (290m x 12m)	\$	17,500			
Watsonford St, Seg 1 & 2 Reseal (165m x 10m)	\$	9,000			
Willow St, Seg 1 Reseal (243m x 9m)	\$	12,000			
Old Cootamundra Rd Seg 2 (11600m2) (with rural segs)	\$	58,000			
Victoria St Shd, Seg 1, 2, 3, 4, 5, 6, & 7 Reseal (10500m2)	\$	53,000			
DeBoos St, Seg 1 & 2 (7700m2)	\$	38,500			
Twynam St, Seg 2 Reseal (3010m2)	\$	16,000			
Little Twynam St, Seg 2, 3, 4 & 5 Reseal (860m x 6m)	\$	26,000			
Twynam St, Seg 5, 6 & 7 Reseal (7000m2)	\$		34,000		

Description	Funding status	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29
Deboos St, Seg 5, 6, 7 & 8 Reseal (23500m2)	\$		120,000		
Skidmore St, Seg 1 Reseal (135m x 8.2m)	\$		6,000		
Hyde St, Seg 1 Reseal (125m x 9.2m)	\$		6,000		
Deutcher St, Seg 1, 2, 3, 4, & 5 Reseal (785m x 9.7m)	\$		31,000		
Glassop St, Seg 1 Reseal (187m x 9.6m)	\$		9,000		
Chifley St, Seg 1, 2, 3, 4 & 5 Reseal (8400m2)	\$		38,000		
Williams St, Seg 1 & 2 Reseal (303m x 7m)	\$		14,000		
Tom Moon Av, Seg 1 Reseal (410m x 6m)	\$		12,500		
Aurora St, Seg 5, 6, & 7 (8200m2)	\$		41,000		
Ashelford St, Seg 6, 7 & 8 (840m x 8m)	\$		34,000		
Kavanagh Ct, Seg 1 Reseal (340m x 8m)	\$		14,000		
Golf Club Rd, Seg 2 Reseal, (880m x 6.4m)	\$		28,000		
Spitfire Dr, Seg 1 Reseal (2000m2)	\$		10,000		
Tigermoth Seg, 1, 2, 3, 4 & 5 Reseal (4800m2)	\$			25,000	
Harding St, Seg 1 Reseal (2160m2)	\$			11,000	
Polaris St, Seg 1, 2, 3, 4, 5, 6 & 7 Reseal (19600m2)	\$			100,000	
Polaris St, Seg 8, 9, 10, 11, 12 & 13 Reseal (18000m2)	\$			90,000	
Tewksbury Rd, Seg 1, 2 & 3 Reseal (5500m2)	\$			28,000	
Teal St, Seg 1 Reseal (1520m x 9.5m)	\$			72,000	
Little Baker St, Seg 1, 2, 3, 4 & 5 Reseal (4200m2)	\$			21,000	
Vista Av, Seg 1 Reseal (1000m2)	\$			5,000	
Britannia St, Seg 10, 11 & 12 (7350m2)	\$			36,500	
Lucas St, Seg 1 Reseal (540m x 9.2m)	\$			25,000	
Pitt St, Seg 1, 2, 3 & 4 Reseal (12600m2)	\$				65,000
Kitchener, Seg, 4, 5, 6, 7, 8, 9, 10 & 11 (18900m2)	\$				87,000
Bellevue St, Seg 1 & 2 (350m x 9.2m)	\$				16,000
Coolabah St, Seg 2 (70m x 9m)	\$				4,000
Crowley St, Seg 1 & 2 (468m x 22m)	\$				52,000
Joffre St, Seg 1 & 2 Reseal (3900m2)	\$				20,000
Little Mansfield Rd, Seg 1 Reseal (225m x 6m)	\$				7,000
Little Nottingham Rd, Seg 1 Reseal (120m x 6m)	\$				4,000
Little Sherwood Rd, Seg 1 Reseal (180m x 6m)	\$				6,000
Baker St, Seg 2, Seg 3 & 4 Reseal (701m x 22.5m)	\$				80,000
Little Reid St, Seg 1 Reseal (240m x 6m)	\$				7,500
Renewal (Rehabilitation/Patching)					
Camp St / Twynam St LRCI4B Contingency	\$	60,000			
Loftus St, Seg 9, SHD reconstruction (140m) in conjunction with K&G	\$		125,000		
Aurora St, Seg 3 Reconstruction (234m x 20m) in conjunction with K&G	\$		50,000		
Loftus St, Seg 6, Reconstruction (2300m2) in conjunction with K&G & Footpath	\$				120,000
Little Aurora St, Seg 1 & 2 Reconstruction (233m x 5.2m)	\$			100,000	
Urban Heavy Patching	\$	50,000	50,000	50,000	50,000

\$ Council funded
■ Partially offset by asset sales
R2R Roads to Recovery

● Fully Grant/Contribution/Revote Funded (including s7.12 Contributions)
● Partially Grant/Revote/Contribution Funded (including s7.12 Contributions)
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Description	Funding status	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29
Upgrade					
Austral St / DeBoos St & Austral / Aurora St Installation of Central Median		20,000			
Line marking Class 4.1 urban roads (Baker Seg 3 & 4, Polaris Segs 1-7, DeBoos Seg 3 & 4, Parkes Seg 5 & 6, etc)	\$	30,000			
Britannia St / DeBoos St & Britannia St / Aurora St - Installation of Central Median	\$		20,000		
Loftus St / Baker St - Installation of Central Median	\$			15,000	
Parkes St / Baker St - Installation of Central Median	\$		130,000	15,000	
Tom Moon Ave Shoulder Widening	\$	10,000		50,000	
Crowley St Intersection Blisters	\$		140,000		
Ariah St Seg 2, 3 & 4 Widen Reseal (700m x 7m)	●			450,000	
DeBoos St Seg 3 - DeBoos/Loftus Sts & DeBoos/Parkes Sts Intersection Treatment	\$			500,000	
Twynnam St, Seg 6 & 7 SHD Construction (266m x 5m) Note: In conjunction with K&G	●		30,000	75,000	
Victoria St, Seg 5 SHD Construction (100 x 14m) Note: In conjunction with K&G	\$				350,000
Tewksbury Road, Seg 2 & 3 Strengthening (840m x 8m)	\$	659,000	942,500	1,788,500	748,500
Total Urban Sealed					
Urban Unsealed Roads					
Upgrade Seal					
Little Loftus St, Seg 1 Resheet and Seal (0.1km) (inc drainage)	●	60,000			
Little Camp St, Seg 3 Resheet & Bitumen Seal (0.22km Britannia to Austral)	\$			70,000	
Little Twynnam St, Seg 1 Resheet & Bitumen Seal (0.22km Austral to Britannia)	\$			70,000	
Little Camp St, Seg 2 Resheet & Bitumen Seal (0.165km Victoria to Crowley)	\$			50,000	
Lawson Rd (270m) Resheet and Bitumen Seal	\$				100,000
Truskett St (500m) Resheet and Bitumen Seal	\$	60,000	0	190,000	160,000
Total Urban Unsealed Roads					260,000
Rural Sealed Roads					
Reseals					
Morangarell Rd, Seg 1 (1.32km)	●	30,000			
Morangarell Rd, Seg 3 (4.3km)	R2R	120,000			
Grogan Rd, Seg 1 Reseal (0.4km)	●	10,000			
Trungley Hall Rd, Seg 3, 4, 5 & 6 (16.3km)	●		465,000		
Taylors Rd, Seg 1 (0.3km)	\$	12,000			
Schmidts Rd, Seg 1 (3.4km)	\$	100,000			
Coolamon Rd, Seg 1, 2, 3, 4 & 5 (18.2km)	●	517,000			
Combaning Rd, Seg 1 (3.79km)	\$		110,000		
Thanowring Rd, Seg 1 (4.65km)	\$		140,000		
Morangarell Rd, Seg 5 (3.21km)	\$			95,000	
Morangarell Rd, Seg 10 & 11 (7.5km)	\$			220,000	
Wallundry Rd, Seg (4.4km)	\$			105,000	
Rannock Rd, Seg 1 (4.4km)	\$			110,000	
Hadrills Rd, Seg 1 (5.4km)	\$				135,000
Tara Bectric Rd, Seg 6 (4.4km)	\$				130,000
Tara Bectric Rd, Seg 3 (3.3km)	\$				100,000
Tara Bectric Rd, Seg 2 (2.4km)	\$				75,000

Description	Funding status	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29
Pavement Rehabilitation/Widening					
Grogan Rd Heavy Patching	●	60,023			
Coolamon Rd Seg 1, 2, 3, 4 & 5 Shd Resheeting (18.2km)	●	284,280			
Trungley Hall Rd Bridge (CH8640) maintenance works and safety barrier renewal	⬮				40,000
Old Cootamundra Rd Bridge (Ch8450) maintenance works and safety barrier renewal	⬮		125,000		50,000
Various Sealed Roads Heavy Patching	⬮		70,000		125,000
Various Sealed Roads Shoulder Resheet	⬮			70,000	
Rural Sealed Roads - Upgrade					
Morangarell Rd Causeway upgrade (Shoards)	R2R	230,000			
Fixing Country Roads / Heavy Vehicle Safety and Productivity Program					
Howards Rd, Seg 1 Reconstruction (3.65km)	⬮	910,725			350,000
Combaning Rd South, Seg 1 Bridge Sized Culvert Replacement	⬮			400,000	
Burley Griffin Way/BFB JV Turning Treatment (State Road Asset)	⬮			1,000,000	1,005,000
Total Rural Sealed Roads		2,274,028	910,000	1,000,000	1,005,000
Regional Roads					
MR 398 (Mary Gilmore Way) Seg 40 Reseal (2.07km)	●	80,000			
MR 398 (Mary Gilmore Way) Seg 50 Reseal (1.33km)	●	50,000			
MR 398 (Mary Gilmore Way) Seg 60 Reseal (1.25km)	●	46,000			
MR 398 (Mary Gilmore Way) Seg 70 Reseal (2.81km)	●	105,000			
MR 398 (Mary Gilmore Way) Seg 80 Reseal (1.35km)	●	50,000	50,000		
MR241 (Young Rd) Seg 130 Reseal (1.07km)	●		105,000		
MR241 (Young Rd) Seg 140 Reseal (2.35km)	●		60,000		
MR241 (Young Rd) Seg 150 Reseal (1.36km)	●		50,000		
MR241 (Young Rd) Seg 160 Reseal (1.12km)	●		75,000		
MR241 (Young Rd) Seg 90 Reseal (2.02km)	●		70,000		
MR241 (Young Rd) Seg 100 Reseal (2.03km)	●			120,000	
MR241 (Young Rd) Seg 10 Reseal (2.54km)	●			70,000	
MR241 (Young Rd) Seg 20 Reseal (1.47km)	●			120,000	
MR 398 (Mary Gilmore Way) Seg 200 Reseal (2.99km)	●			115,000	
MR 398 (Mary Gilmore Way) Seg 210 Reseal (2.87km)	●			75,000	
MR 398 (Mary Gilmore Way) Seg 220 Reseal (2.03km)	●			45,000	
MR 398 (Mary Gilmore Way) Seg 230 Reseal (1.10km)	●				
MR398 (Mary Gilmore Way) Seg 10, 20, 30, 40, 50 & 60 Safety Works	●	224,042			800,000
MR241 (Young Rd) Seg 110 (9.97km) Bridge Sized Culvert Replacement	■		173,552	68,053	100,000
MR398/241 Heavy Patching	●				
Total Regional Roads		555,042	583,552	613,053	900,000

● Council funded
 ⬮ Partially offset by asset sales
 ■ Roads to Recovery
 R2R

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Description	Funding status	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29
Sewerage					
Effluent Reuse Scheme Renewals (Pumps, UV, shelters, filtration)	●	40,000	40,000	40,000	40,000
Service Junction Replacements	●	50,000	50,000	50,000	50,000
Browns Dam Aerator / Fountain Replacement	●	30,000			
Browns Dam Desilting	●			80,000	
O'Shannesys Dam - Fence Repair / Renewal	●		50,000		
O'Shannesys Dam - Bank Lining	●		100,000		
Relining Sewer Mains	●			300,000	-
Gardner Street Dam - Filter Renewal	●	30,000			
Treatment Works - Sewer Pump Station Reconditioning	●			100,000	
Total Sewerage		150,000	240,000	570,000	90,000
Aerodrome					
Runway / Taxiway Line Marking	●		80,000		
Crack Sealing and 30,000m2 enrichment on Runway 05/23 (landing areas)	●		50,000		0
Total Aerodrome		0	130,000	0	0
Other					
Plant Replacement Program	■	1,459,620	1,576,784	1,582,393	1,513,764
Pinnacle Vehicle - EV	●	70,000			
Pinnacle Vehicle	●	50,000			
Street Lighting - Progressive upgrade	\$	25,000	25,000		40,000
Golden Gate Reserve pump station	\$				50,000
Total Other		1,604,620	1,601,784	1,582,393	1,603,764
Total Acquisition of Assets		8,597,382	9,340,536	13,213,846	11,187,764
Development of Real Estate					
Airpark Estate Expansion / Skypark	●	2,756,823			
Total Development of Real Estate		2,756,823	0	0	0
Total Capital Works Program		11,354,205	9,340,536	13,213,846	11,187,764

\$ Council funded
 ■ Partially offset by asset sales
 R2R Roads to Recovery

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Financial indicators

The following performance indicators reported in Council's annual financial statements measure Council's performance and position.

Measure	Purpose	2021	2022	2023	2024	Target
Own Source Operating Revenue: Ratio	To ensure Council does not rely too heavily on external funding	53.33%	54.69%	54.34%	59.3%	> 60%
Unrestricted Current Ratio	To ensure working capital is sufficient to satisfy short term obligations	3.25x	4.90x	4.77x	4.7x	> 1.5x
Debt Service Cover Ratio	To ensure debt levels are managed within acceptable levels	14.81x	17.48x	17.85x	16.88x	> 2x
Rates and Annual Charges Outstanding	To ensure debt recovery efforts are sufficient to minimise outstanding debts and increase cashflow	3.31%	2.99%	3.65%	3.68%	< 10%
Operating Performance Ratio	To contain operating expenses within operating income	0.33%	4.38%	5.04%	1.26%	> 0%



Community resilience indicators

Temora Shire Council is committed to strengthening its approach to integrated planning and reporting by aligning performance monitoring with evidence-based, community-level data. As part of this commitment, Council is incorporating key indicators from the Community Resilience Insights platform into the performance framework for the Community Strategic Plan.

The Community Resilience Insights tool, developed through a partnership between the Southern NSW Drought Resilience Adoption and Innovation Hub and SGS Economics and Planning, provides a robust suite of indicators that measure the availability and strength of resources that help communities adapt to and recover from challenges—such as economic disruption, natural disasters, and social change.

The tool offers valuable data across a range of community resilience domains, including financial resources, human resources (e.g., personal wellbeing, education and health), social resources (e.g., social connection, volunteering, sense of belonging), access to infrastructure and services, community liveability, institutional resources (e.g., leadership trust and engagement), and ecosystem and natural hazard resources.

Where data is available at the Local Government Area level, these indicators provide Council with a reliable and consistent way to track the community's wellbeing and resilience over time. Where only regional or Joint Organisation* (JO) level data is available, it still provides important context and benchmarking for Council's planning and advocacy activities.

Each strategy within this plan has been mapped against relevant indicators from the CRI platform. These indicators serve as performance proxies—helping Council and the community to understand whether strategic outcomes are being achieved, where gaps remain, and where additional investment or collaboration may be needed.

By embedding these indicators into our reporting framework, Temora Shire Council aligns local goals with national and state-wide resilience benchmarks, enhances transparency and accountability in reporting progress, provides a consistent evidence base to support decision-making and strengthens the community's ability to respond to changing circumstances.

The indicators will be reviewed alongside other performance data through Council's Annual Report, Delivery Program progress reporting, and Community Scorecard surveys. This integrated approach helps ensure our strategies remain responsive, measurable and focused on outcomes that matter most to our community.

* Joint Organisation refers to Local Government Areas in Riverina Eastern Regional Organisation of Councils and Wagga Wagga.

Community resilience indicators

	Strategy	Measure	2024/25 Result	Level of reporting
Caring for community	1.1 Acknowledge, promote and celebrate our cultural heritage and diversity	Sense of belonging	65%	LGA
		Cultural participation	Moderate	LGA
	1.2 Strengthen community pride, connections and resilience through participation in arts, culture and community activities	Social connection index	Moderate	LGA
		Community participation	High	LGA
	1.3 Provide safe and secure communities	Crime rate	Low	LGA
	1.4 Enhance opportunities to be healthy	Health and wellbeing index	72	LGA
		Access to health services	Moderate	LGA
	1.5 Offer sport and recreation opportunities for all ages, abilities and interests	Physical activity participation	58%	LGA
		Facilities access	High	LGA
	1.6 Deliver appropriate services for families, children and young people	Youth engagement score	Moderate	LGA
Caring for our natural environment		Access to childcare	Moderate	LGA
	1.7 Deliver appropriate services and care for our ageing population, people with disability and other special needs	Disability access index	Improving	LGA
		Aged care facilities	Moderate coverage	LGA
	2.1 Promote and adopt sustainable practices to help conserve and enhance the natural environment and local biodiversity	Sustainable practices participation	Moderate	LGA
		Biodiversity index	Stable	LGA
	2.2 Effectively manage waste, water and sewerage	Recycling rate	43%	LGA
		Waste management satisfaction	Moderate	LGA
	2.3 Build resilience to natural disasters and other emergencies	Emergency preparedness awareness	Low to moderate	JO Region

	Strategy	Measure	2024/25 Result	Level of reporting
Building livable places	3.1 Facilitate access to appropriate land, housing and development opportunities, with supporting infrastructure	Housing affordability index	85	LGA
	3.2 Provide attractive and welcoming towns and villages with well-maintained public facilities, open spaces, and streetscapes	Development activity	Moderate	LGA
	3.3 Maintain safe, effective and sustainable road networks and supporting infrastructure	Streetscape quality	Moderate	LGA
	3.4 Offer safe, well-connected footpaths and cycleways	Local road quality	Moderate	LGA
	3.5 Offer safe, accessible and affordable transport services	Footpath and cycleway connectivity score	65	LGA
Growing the economy	4.1 Grow and diversify the economy and work opportunities	Transport accessibility rating	Moderate	JO Region
		Employment opportunities score	Moderate	LGA
		Business activity	High	LGA
	4.2 Support a strong and resilient agricultural sector	Agricultural output index	High	JO Region
		Resilience rating	Moderate	JO Region
	4.3 Celebrate our aviation heritage and leverage new opportunities	Tourism engagement	Growing	LGA
		Aviation visitor numbers	High	LGA
		Local tourism spend	\$12M/year	LGA
	4.4 Enrich, diversify and promote the visitor experience	Access to education opportunities	Moderate	LGA
		Youth enrolment	Stable	LGA
Responsible leadership	5.1 Deliver strong community leadership, governance and stakeholder relationships	Trust in leadership score	61	LGA
		Stakeholder collaboration	Moderate	LGA
	5.2 Deliver and maintain sustainable, safe and fit-for-purpose Council facilities, plant and operations	Asset renewal ratio	95%	LGA
	5.3 Facilitate a well-informed, engaged community	Community engagement effectiveness	Moderate	LGA
		Volunteer participation rate	High	LGA
	5.4 Build capacity by supporting volunteers and local organisations	Community leadership capacity	Moderate	LGA

MARKYT Community Scorecard

Temora Shire Council participates in the MARKYT® Benchmarking Excellence Program to monitor and benchmark customer satisfaction and perceptions of service delivery.

In 2024, a representative sample of 703 community members completed a MARKYT® Community Scorecard to assess services delivered by Temora Shire Council and key partners, including Federal and State governments, non-governmental organisations and private industry.

Legend	
Performance	MARKYT® Industry Standards
Improved by 3+ points	Industry leader 
Steady +/- 2 points	Above average by 3+ points 
	On par +/- 2 points 
Declined by 3+ points	Below average by 3+ points 

Strategy	MARKYT®			
	Performance		Industry Standards	
	2021	2024	Trend	Average Comparison

Overall liveability		Measure	
		(Performance Index Score out of 100)	
		Place to live	
1.1 Acknowledge, promote and celebrate our cultural heritage and diversity		Multiculturalism	59 
		Reconciliation	59 
		Local history and heritage, incl. museums	76 
		Library facilities and services	78 
1.2 Strengthen community pride, connections and resilience through participation in arts, culture and community activities		Art, cultural, creative facilities and activities	66 
		Temora Arts Centre	63 
1.3 Provide safe and secure communities		Festivals, markets and community events	61 
		Community safety and crime prevention	55 
		Lighting of streets and public places	60 
1.4 Enhance opportunities to be healthy		Animal management	52 
		Health and community services	64 

Caring for community

Strategy	Measure (Performance Index Score out of 100)	MARKYT® Industry Standards			
		Performance		Trend	Average Comparison
		2021	2024		
Building liveable places	3.2 Provide attractive and welcoming towns and villages with well-maintained public facilities, open spaces, and streetscapes (cont.)	85	84	●	
	Streetscapes, trees and verges	62	70	↑	53 ★
	3.3 Maintain safe, effective and sustainable road networks and supporting infrastructure	63	55	↓	46 ▲
	3.4 Offer safe, well-connected footpaths and cycleways	52	63	↑	52 ▲
	3.5 Offer safe, accessible and affordable transport services		35		51 ▼
Growing the economy	4.1 Grow and diversify the economy and work opportunities	62	55	↓	43 ▲
	Area to work or operate a business		70		61 ▲
	4.2 Support a strong and resilient agricultural sector	67	68	●	48 ★
	4.3 Celebrate our aviation heritage, facilities and services, and leverage new opportunities	76	70	↓	53 ★
	Airport services, airpark and aerodrome				
	Place to visit		77		68 ▲
	Tourism and destination marketing	71	67	↓	62 ★
	Caravan parks and camping grounds	72	71	●	59 ★
	Education, training and life-long learning	79	65	↓	49 ★
	Council's leadership		63		44 ★
Responsible leadership	Governing organisation		71		51 ★
	Advocacy and lobbying		62		41 ★
	Service NSW		70		
	Customer service	75	69	↓	56 ★
	Value for money from rates		59		42 ★
	See various measures				
	Consultation		53		40 ▲
	Communication	66	58	↓	44 ▲
	Volunteer recognition and support		69		59 ★
	5.1 Deliver strong community leadership, governance and stakeholder relationships				
	5.2 Deliver and maintain sustainable, safe, fit-for-purpose Council facilities, plant and operations				
	5.3 Facilitate a well-informed, engaged community				
	5.4 Build capacity by supporting volunteers and local organisations				





Do you have suggestions on how to make Temora Shire one of the friendliest and most progressive rural communities?

Please reach out to Temora Shire Council to share your thoughts and ideas.

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TEMORA

The Friendly Shire