



Temora Shire Council

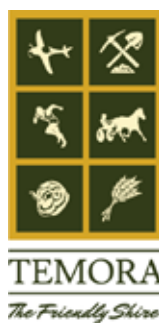
RESOURCING STRATEGY

Including: Asset Management Plan, Workforce Plan, Long Term Financial Plan

MAY 2024

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Temora Shire Council

105 Loftus Street PO Box 262
TEMORA NSW 2666

Phone: (02) 6980 1100

Fax: (02) 6980 1138

Email: temshire@temora.nsw.gov.au

Web: www.temora.nsw.gov.au

FOREWARD

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

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

1. Asset Management Plans
2. Workforce Management Plan
3. Long Term Financial Plan



1. ASSET MANAGEMENT PLANS

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

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

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

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

2. WORKFORCE MANAGEMENT PLAN

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



3. LONG TERM FINANCIAL PLAN

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

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

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



ASSET MANAGEMENT STRATEGY



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1. INTRODUCTION

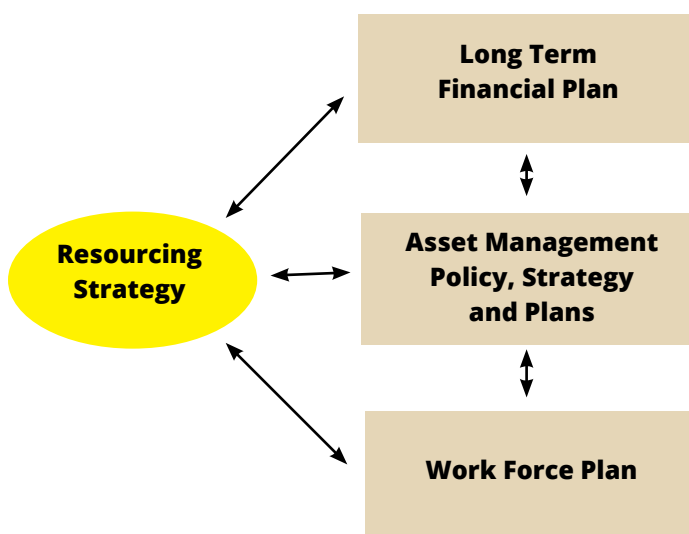
1.1. Background

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

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

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

- Federal and State Governments and Agencies - Funding assistance and standards development.
- Elected members - Community representation and administration.
- Community - End-user involvement.
- Visitors - End-user involvement.
- Utilities / Developers - Providers of services and infrastructure facilities.
- Employees / Volunteers - Operational and administration providers.
- Contractors / Suppliers - Suppliers of goods and services.
- Insurers - Remedy providers.



1.2. Goals and Objectives of Asset Management

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

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

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

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

Council's vision is:

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

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

Council's mission is:

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



1.3. Key Principles

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

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



2. LEGISLATIVE CONTROLS

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

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

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

2.1. NSW OLG Integrated Planning and Reporting Framework

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

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

2.2. NSW and Federal Acts and Regulations

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

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



2.3. Australian Standards and other Codes of Practice

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

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

2.4. Accounting Standards

The Australian Accounting Standards that apply to Local Government include:

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



3. ASSET MANAGEMENT MATURITY ASSESSMENT

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

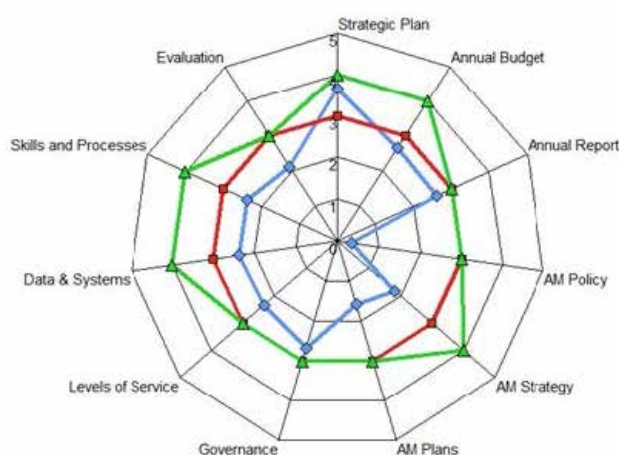
It is proposed that an assessment be undertaken annually.

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

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

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

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



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

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

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

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

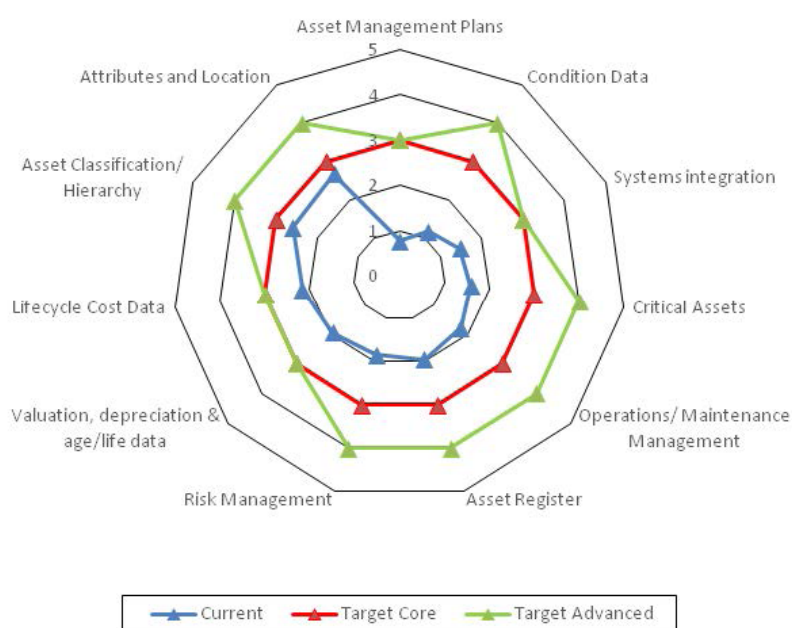


Figure 2 - OLG Asset Management Maturity Score Spider

4. PRIORITY TASKS AND ACTIONS RESULTING FROM MATURITY ASSESSMENTS

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

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

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

4.1 Asset Management Strategy

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

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

4.2 Asset Management Policy

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

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

4.3 Asset Register and Condition Data

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

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

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

4.4 Asset Management Plans

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

Asset Management Plans shall:

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

4.5 Monitoring and Reporting

Monitoring and reporting covers three main areas:

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

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

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

4.6 Operations/ Maintenance Management

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

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

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

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

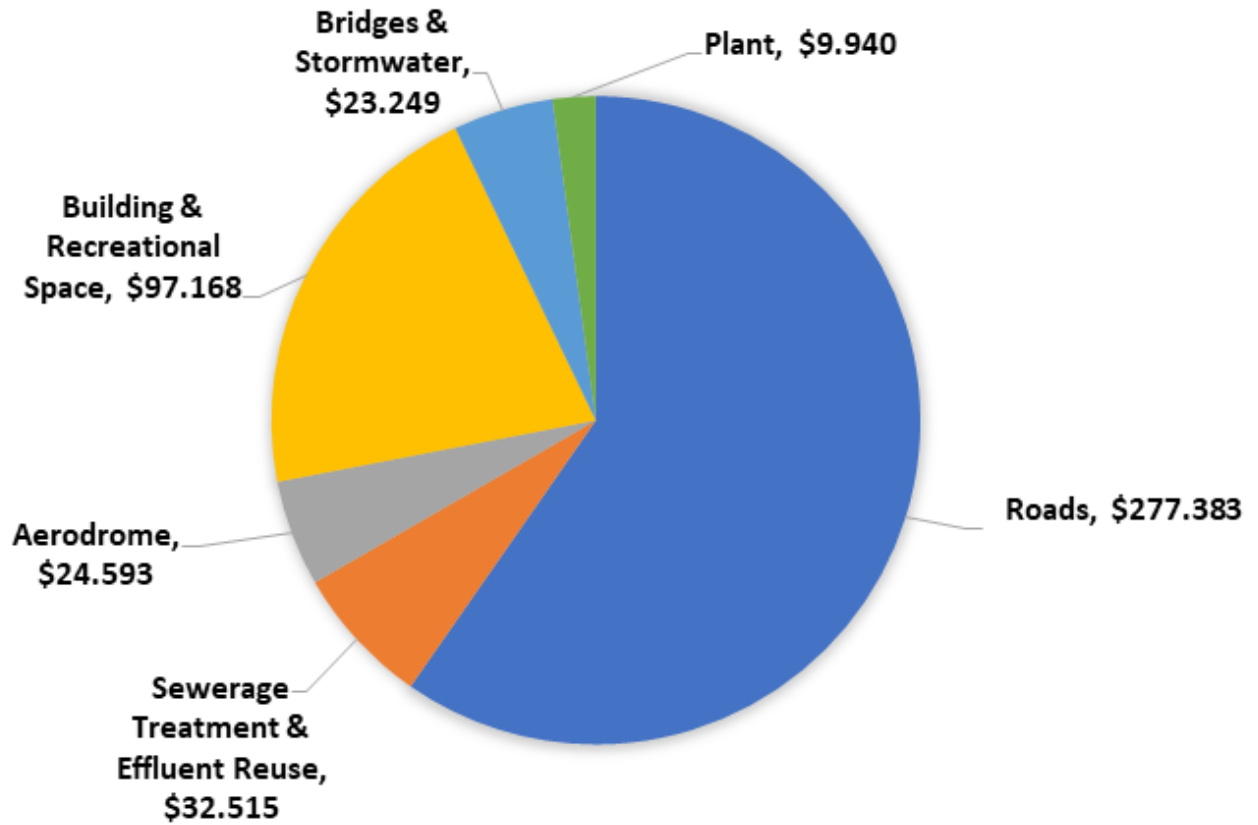
4.7 Systems Integration

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

5. Temora Shire Council's Assets

Asset Category	Current Replacement Cost (\$M)	Annual Depreciation (\$M)	Asset Type	Unit	Quantity
Roads	\$277.383	\$3.720	Regional Roads	km	92.8
			Local Roads	km	1237.2
			Footpaths	km	20.4
			Kerb and Gutter	km	87
Sewerage Treatment and Effluent Reuse	\$32.515	\$0.318	Gravity Sewer Mains	km	53.29
			Rising Sewer Mains	km	3.36
			Sewer Pump Stations	No.	5
			Sewer Property Connections	No.	2029
			Sewer Manholes	No.	514
			Sewerage Treatment Works	No.	1
			Effluent Storage Dams	No.	5
			Effluent Pumping Stations	No.	5
			Effluent Delivery Lines	km	12.4
			Telemetry System	No.	1
			Weather Stations	No.	2
Aerodrome	\$24.593	\$0.333	Runways	No.	3
			Taxiways	No.	8
			GA Apron	km	1
			Open Unlined Drain	No.	0.9
			Piped Stormwater Drain	No.	1
			Perimeter Fencing	No.	10
Buildings and Recreational Space	\$97.168	\$1.599	Parks & Gardens	No.	20
			Sporting Fields	No.	10
			Public Buildings	No.	18
			Operational Land	No.	5
			Stormwater Pipes	No.	668
			Box Culverts	No.	65
			Open Channel Drain	km	2
			Causeways	No.	144
			Gross Pollutant Traps	No.	1
			Siltation Dams	No.	2
Bridges and Stormwater	\$23.249	\$0.217	Bridges	No.	6
Plant	\$9.940	\$0.521	Cars	No.	6
			Light Utilities	No.	17
			Small Trucks	No.	9
			12 Tonne Tippers & Trailers	No.	10
			Graders	No.	3
			Tractors	No.	3/3
			Water Carts	No.	5/3
			Miscellaneous Equipment e.g Chainsaws	No.	19

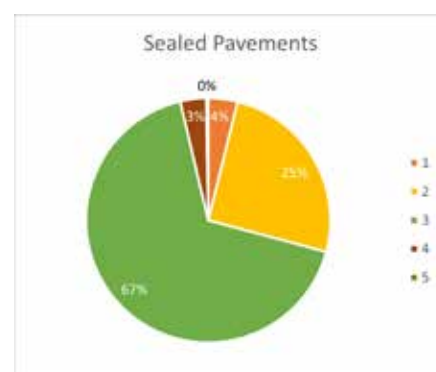
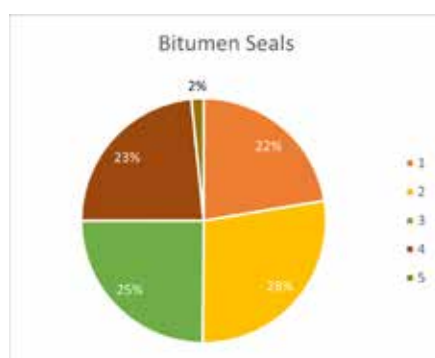
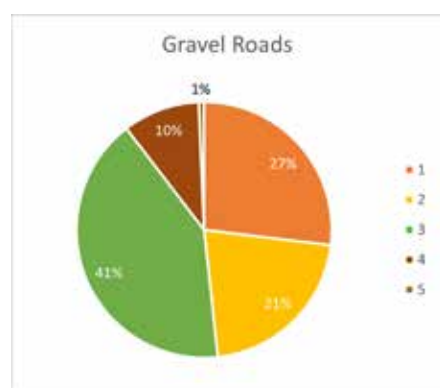
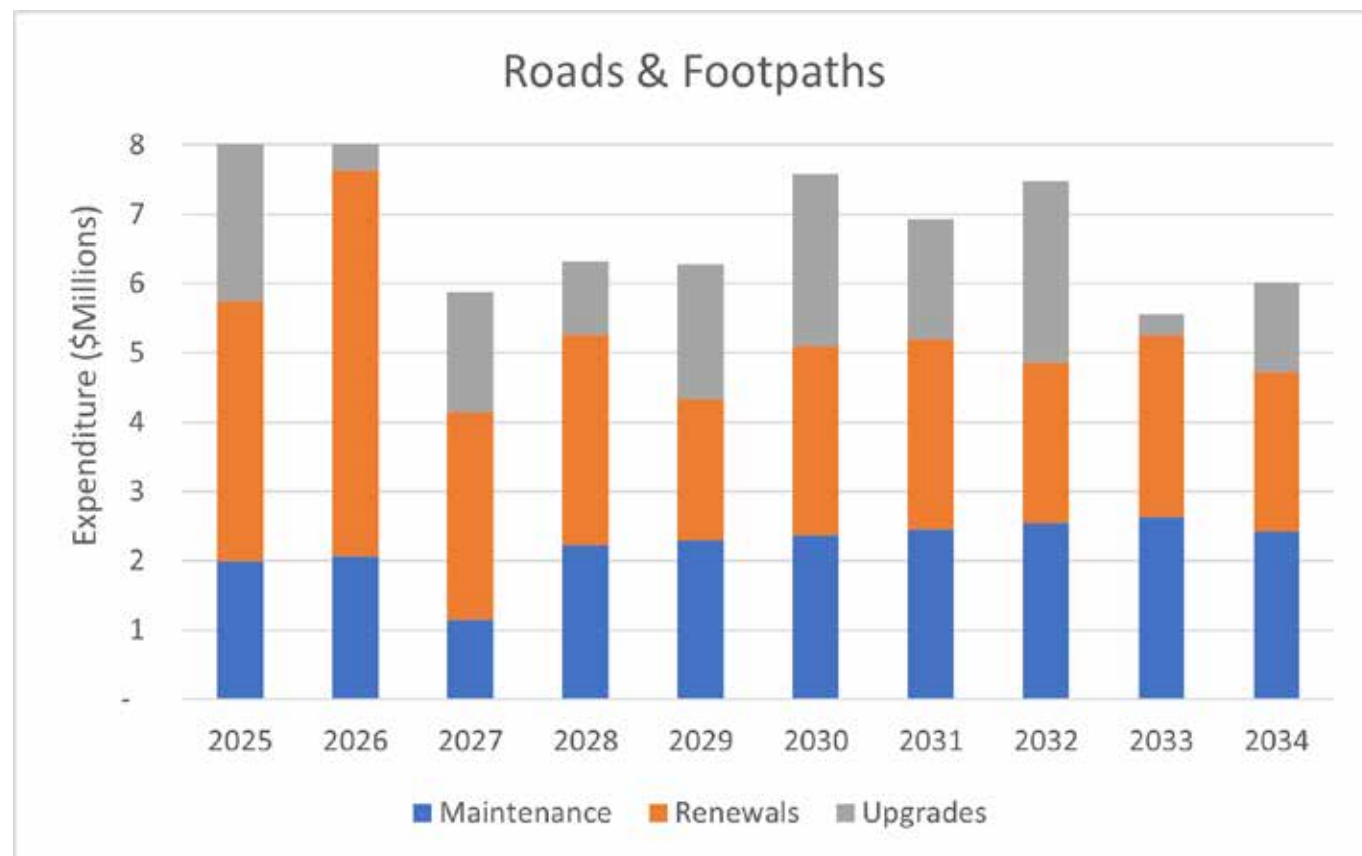
CURRENT REPLACEMENT COST (\$M)



6. State of the Assets

Roads and Footpaths

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

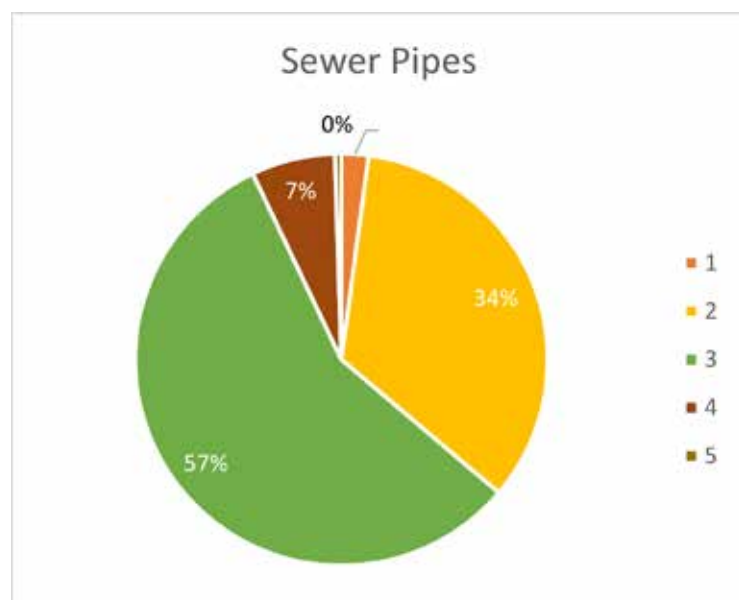
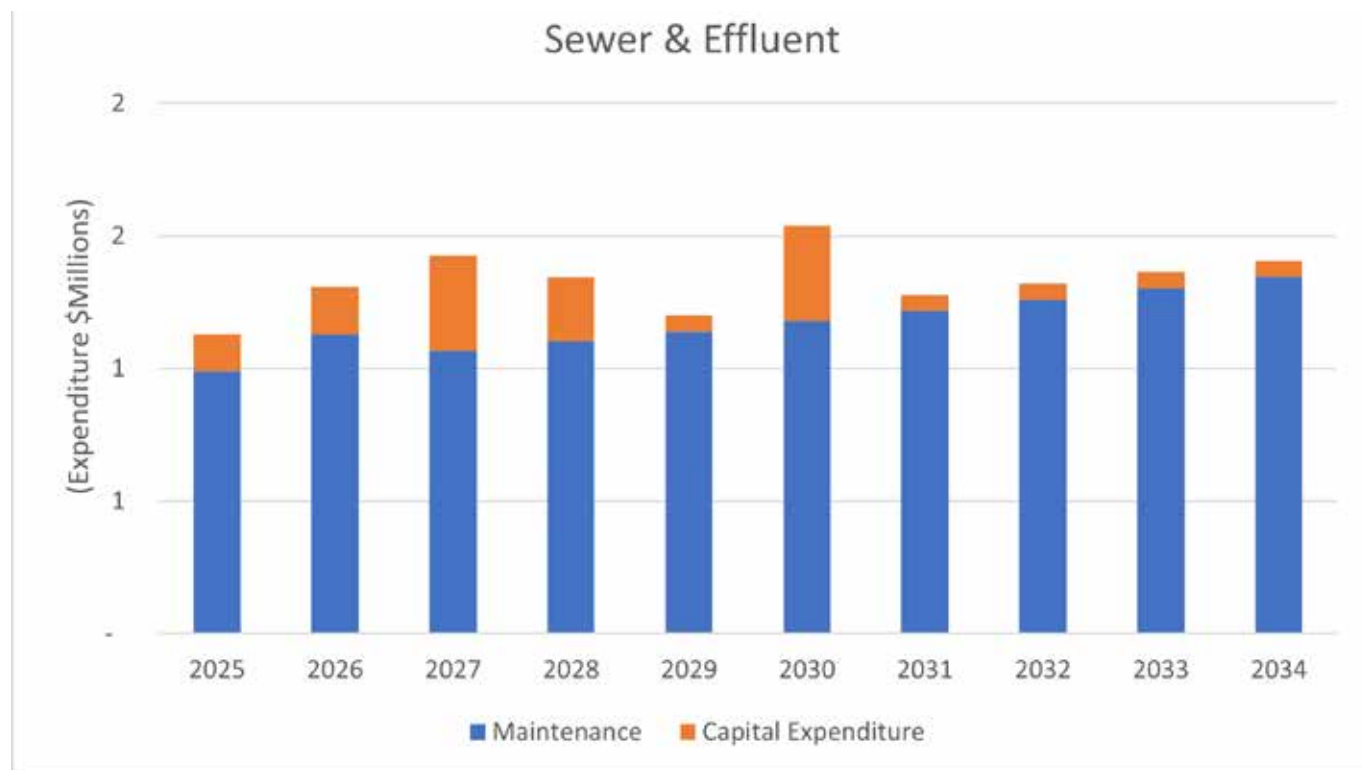


Financial Reporting Ratios

- Asset Consumption Rate - 66.27%
- Asset Renewal Rate - 62.60%
- Asset Upgrade/Expansion Rate - 0.74%

Sewerage Treatment and Effluent Reuse

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



Financial Reporting Ratios

- Asset Consumption Rate – 63.75%
- Asset Renewal Rate – 11.06%
- Asset Upgrade/Expansion rate – 0.00%*

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

Aerodrome

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



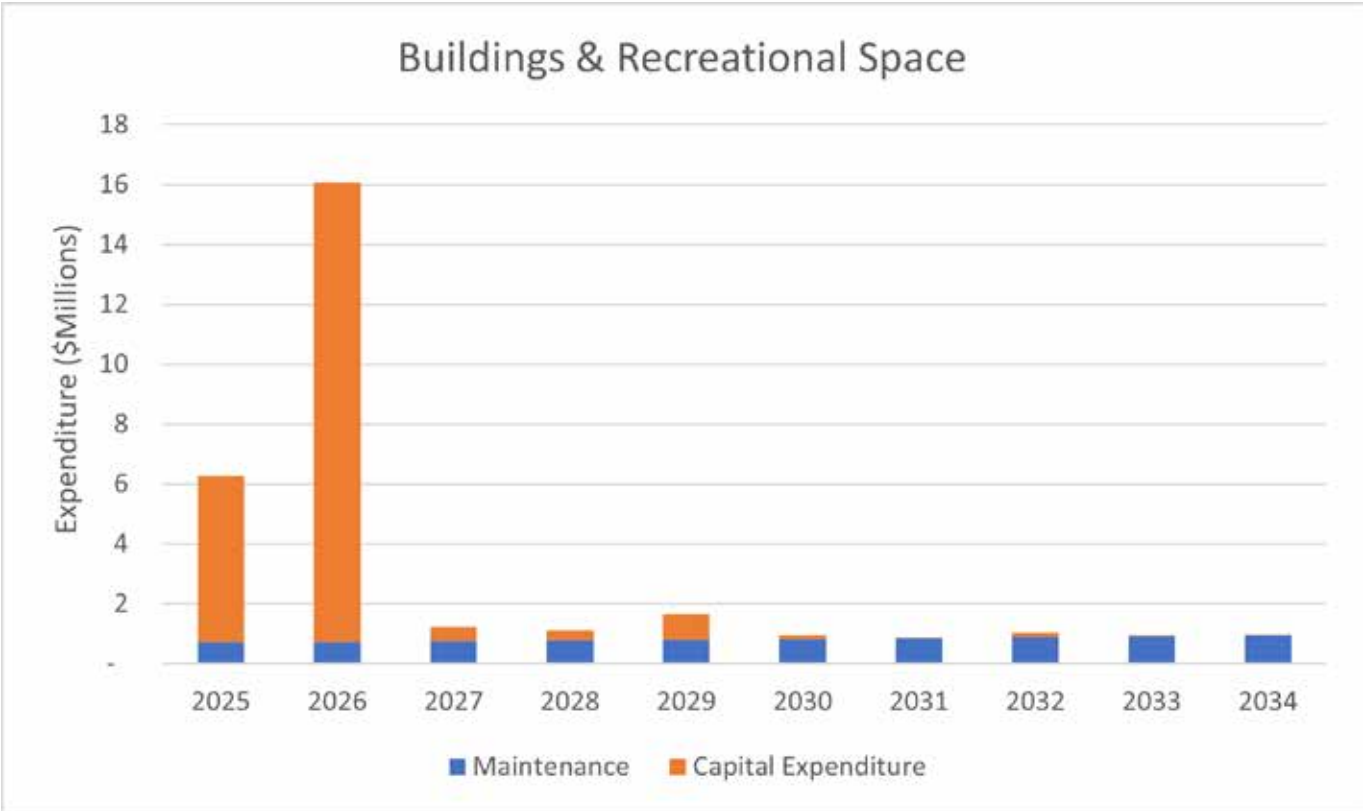
Condition data yet to be determined.

Financial Reporting Ratios

- Asset Consumption Rate – 86.77%
- Asset Renewal Rate – 125.21%
- Asset Upgrade/Expansion rate – 0%

Buildings and Recreational Space

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

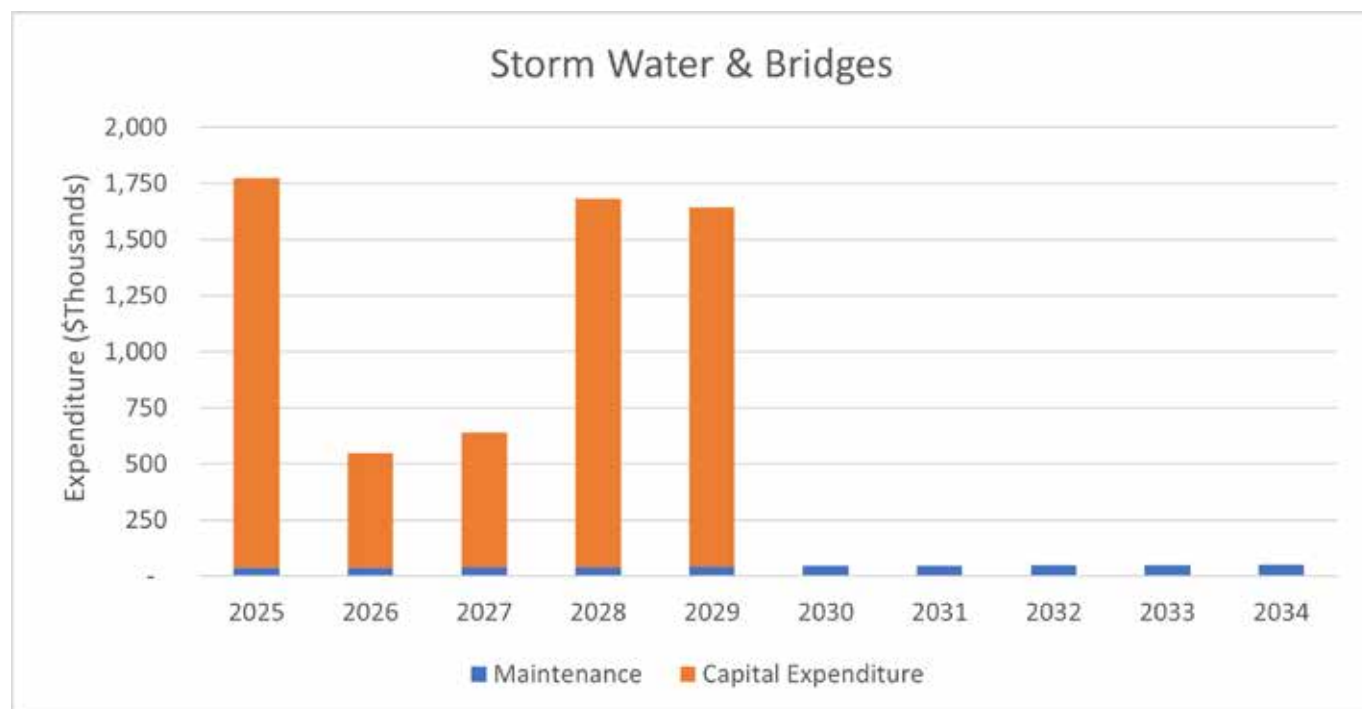


Financial Reporting Ratios

- Asset Consumption Rate – 54.07%
- Asset Renewal Rate – 62.55%
- Asset Upgrade/Expansion rate – 0.66%

Stormwater and Bridges

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

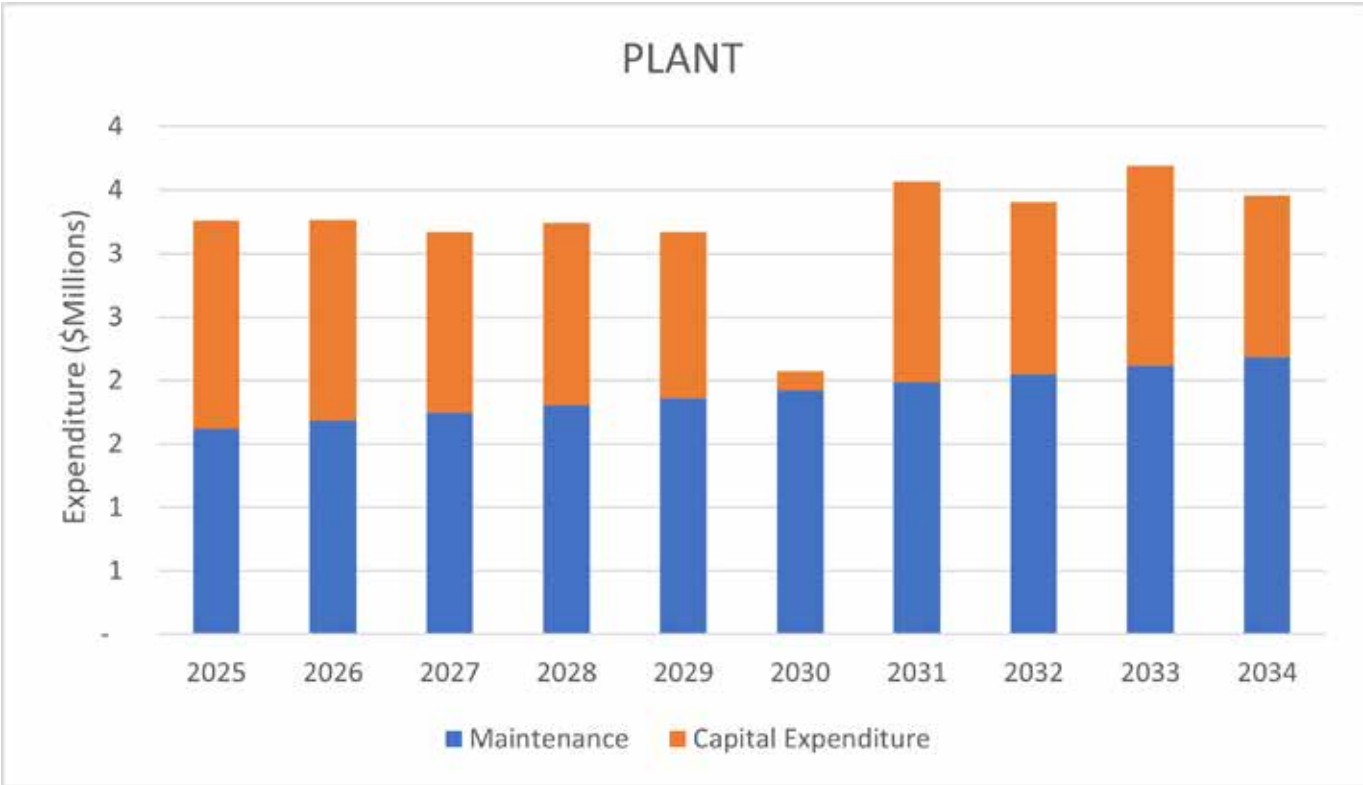


Financial Reporting Ratios

- Asset Consumption Rate – 67.34%
- Asset Renewal Rate – 133.23%
- Asset Upgrade/Expansion rate – 0.0%

Plant

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



Financial Reporting Ratios

- Asset Consumption Rate – 46.70%
- Asset Renewal Rate – 132.71%
- Asset Upgrade/Expansion rate – 0.00%

7. REFERENCES

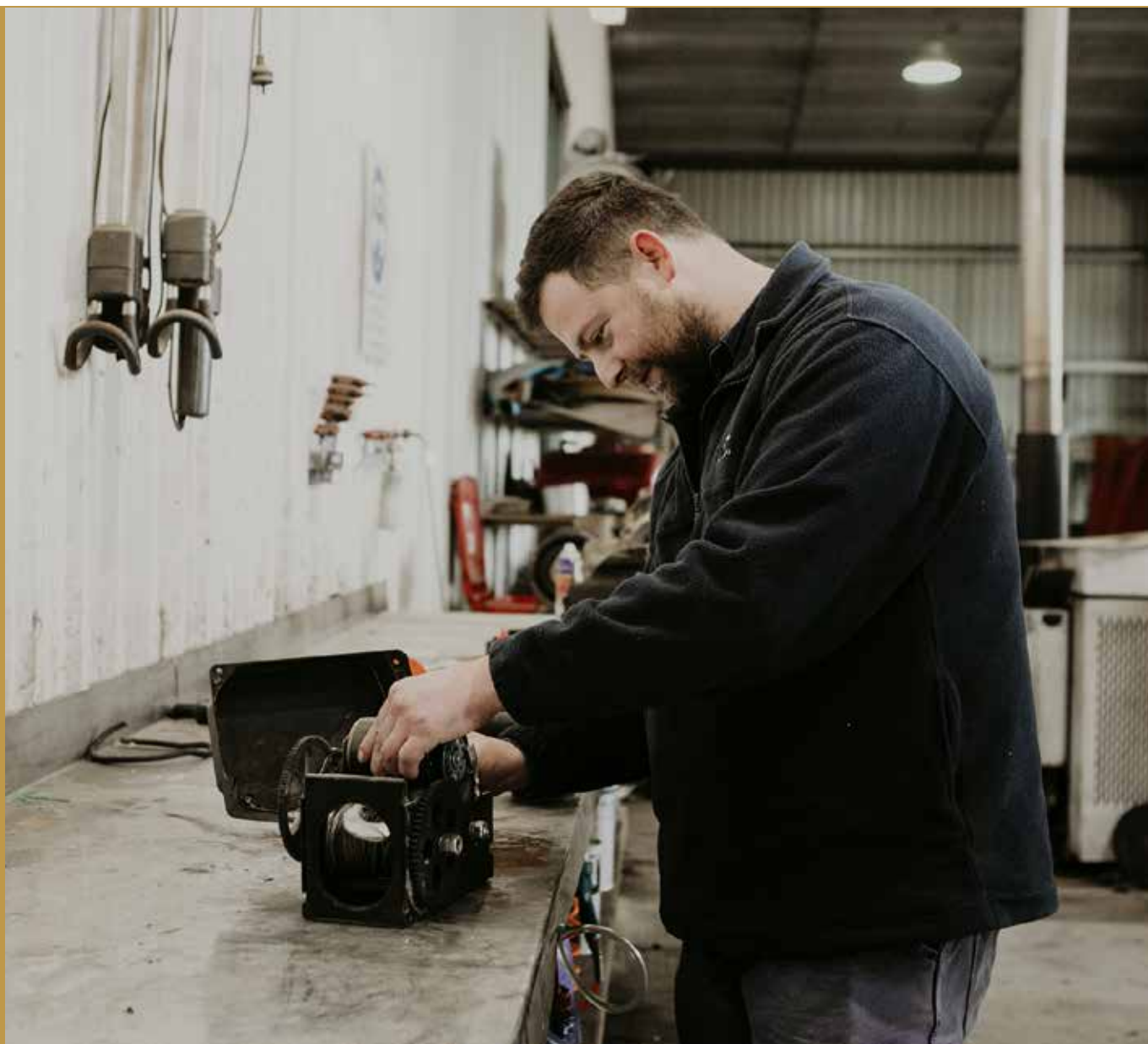
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WORKFORCE PLAN



EXECUTIVE SUMMARY

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

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

What is Workforce Planning?

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

Why do we need a Workforce Plan?

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

What are the benefits of Workforce Planning?

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



INTRODUCTION

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

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

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

Figure 1: Resourcing Strategy

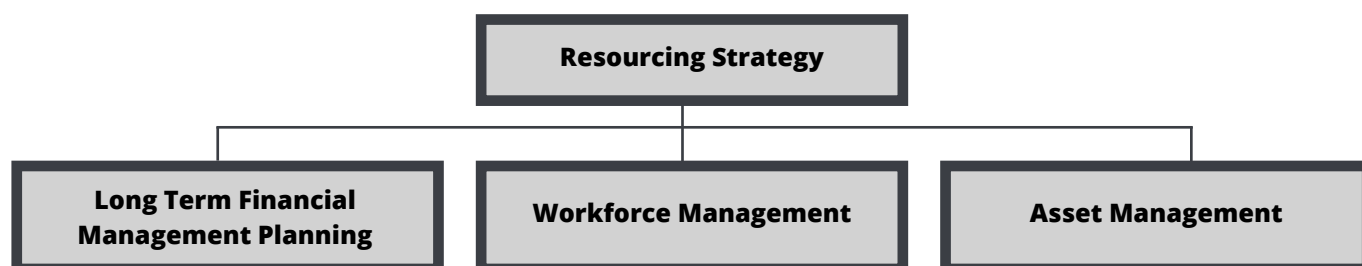


Figure 2: Integrated Planning and Reporting



Temora Shire Council is a significant employer within the Local Government Area (LGA), employing 127 equivalent fulltime employees, and representing more than 5% of the employment within the LGA. Council has a strong relationship with its workforce – long term employees, a small workforce number and tight knit community all support the connected, professional and personal approach to management.

Aim

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

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

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

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

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



OUR DIRECTION AND VALUES

Our Vision

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

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

Our Mission

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

Our Core Values

We will make the best decisions we can, through:

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

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

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

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

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

We will maximise our opportunities, through:

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

WORKFORCE PROFILE TEMORA SHIRE COUNCIL LGA

Temora Shire covers an area of 2,802km², and is bordered to the west by the local government areas of Bland, to the north east by Hilltops, to the east by Cootamundra-Gundagai and to the south by Coolamon, Junee and Wagga Wagga.

The shire includes the townships of Temora and Aria Park as well as a number of smaller rural communities including Springdale and Reefton. The shire is part of the state electorate of Cootamundra and the Federal electorate of Riverina. At the time of preparing this report the most recent statistics available were from 2021. The Shire population, according to the Australian Bureau of Statistics (ABS), was 6,034 persons.

The Shire has an ageing population, with 27% of the population 65 + years old in 2021, which is above the State average.

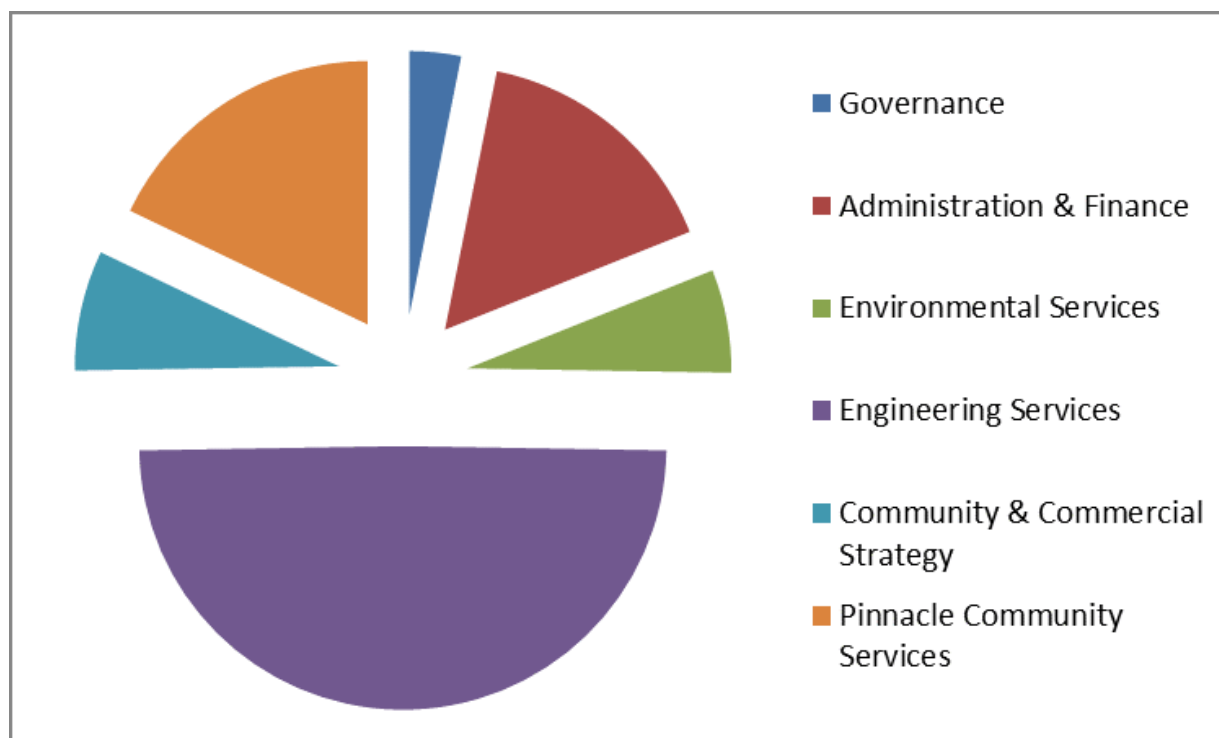
The skill shortages as a result of a smaller population mean that employers may be unable to source suitable employees from within the Shire and also have difficulties attracting and retaining suitable employees from outside the Shire.



UNDERSTANDING THE WORKFORCE AT TEMORA SHIRE COUNCIL

Temora Shire Council is considered a small rural Council, employing some 187 (127 full time equivalent) staff across a diverse range of functional areas.

Workforce Distribution by Department



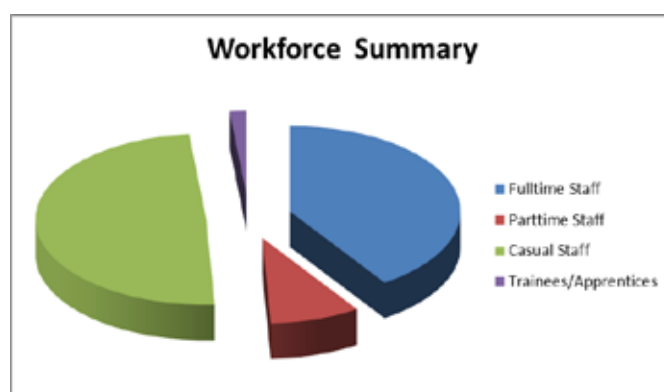
Employment Status

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

Staffing levels at May 2024 were as follows:

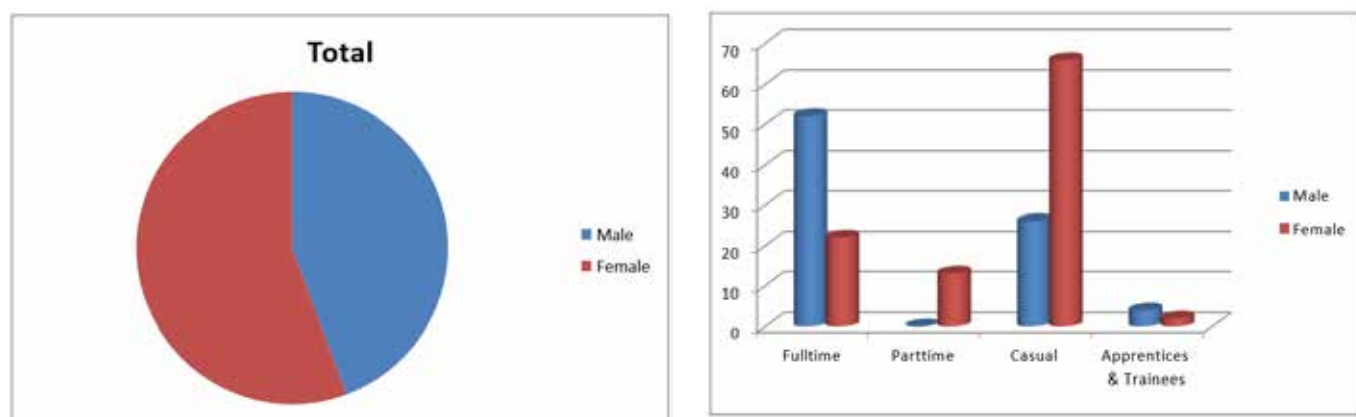
Number of Full Time Staff	76
Number of Part Time Staff	18
Number of Casual Staff	87
Number of Trainees/ Apprentices	6
Total Number of Staff	187

As indicated above, 44% of Temora Shire Council's workforce is employed on a permanent basis, with 9% employed part time and 47% employed as casual staff.

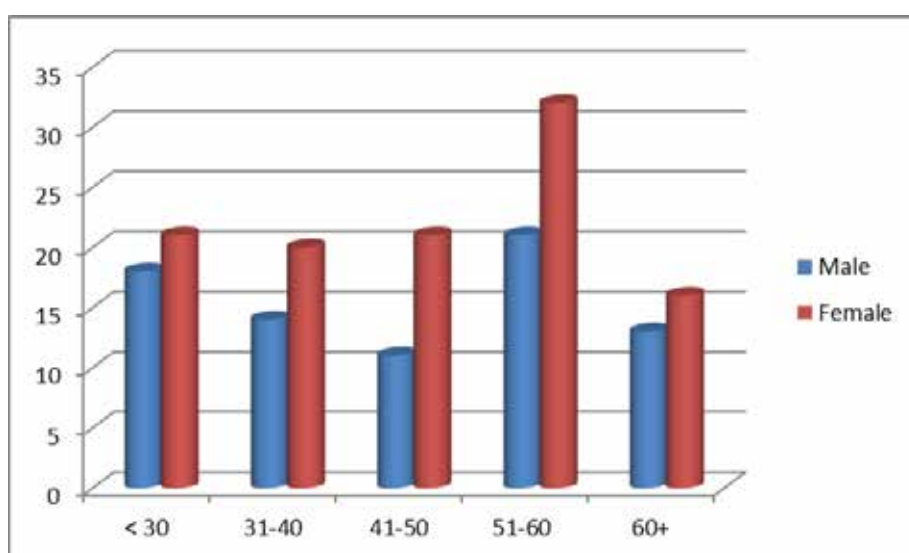


Gender

Of the 187 staff working for Temora Shire Council 39% are male and 61% are female. This inequity is due to the casual staff at Pinnacle Community Services being predominantly female.

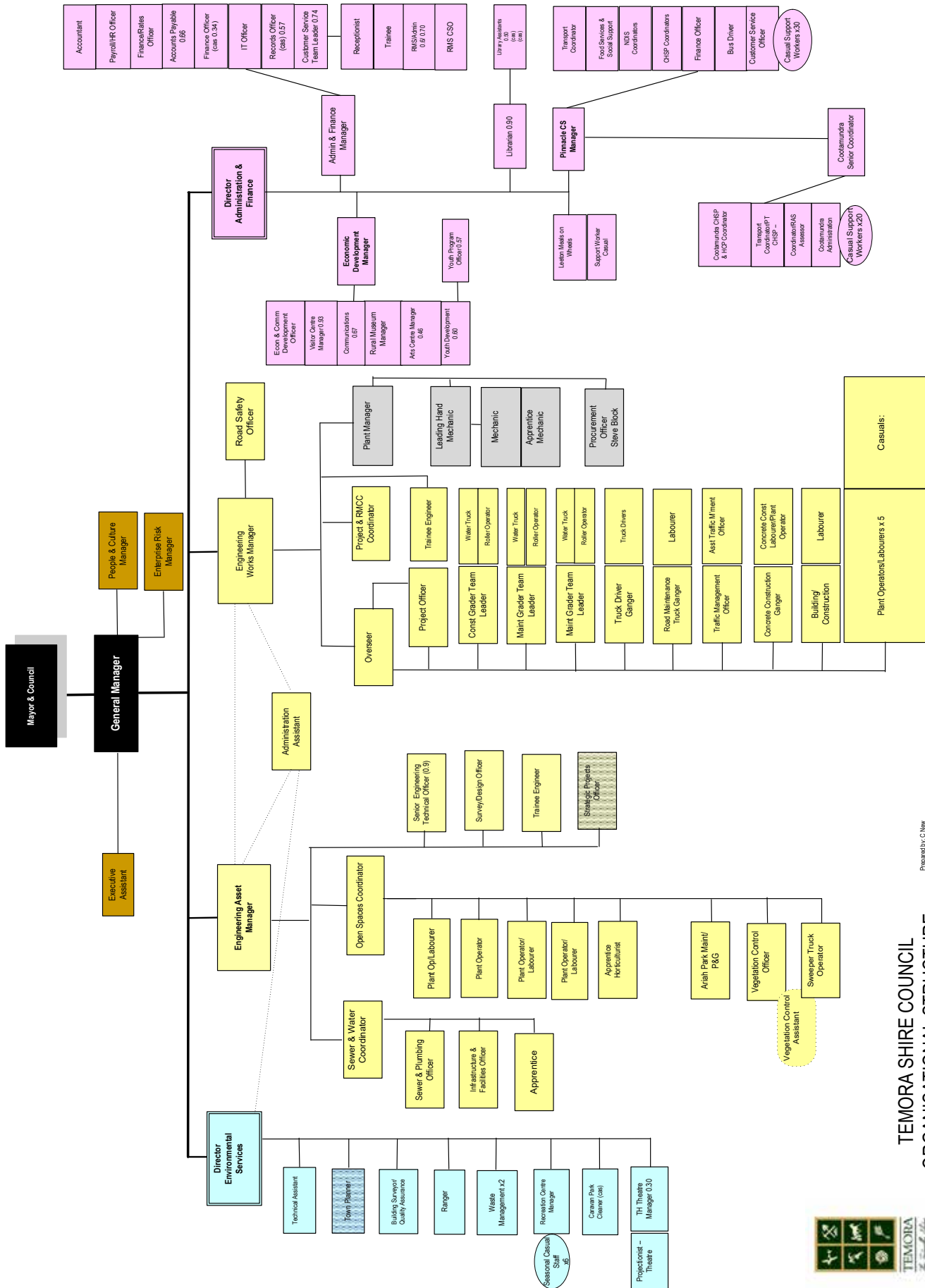


Workforce Distribution by Age and Gender



Age Distribution	Male	Female	Total
<30	17	27	44
31-40	11	18	29
41-50	15	16	31
51-65	16	32	48
60+	14	21	35
	73	114	187

Temora Shire Council Organisational Structure



CHALLENGES

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

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



STRATEGIES TO MEET FUTURE WORKFORCE NEEDS

Key Area	Specific Outcome	Actions	Timeframe	Measures
Workforce Planning <i>An understanding of our current and future workforce needs</i>	This will allow Council to understand current and potential future workforce issues that could impact its ability to implement Delivery Program actions.	- Enhance current reporting on workforce demographic data - Enhance the process for Exit Interviews	Ongoing Dec 2024	Workforce data is provided to Manex at least annually Participation in annual PWC survey Exit Policy to be reviewed 100% of departing employees (FT/PPT) participate in Exit Interviews
Meet organisational needs <i>A workforce with the required skills and expertise to implement Council's Delivery Program</i>	Particularly in the area of Community Services, Economic Development, Facility Management, grant writing, project management	Continue to engage suitably qualified contractors, consultants, fixed term and casual staff to support the permanent workforce in the delivery of projects in the Council Delivery Plan	Ongoing	Report to MANEX each 6 months to present workforce hours
Recruitment and Selection <i>Attract and retain qualified and skilled people</i>	Capacity to implement the Delivery program actions that require skilled, experienced and/or physically capable staff	- Recruit younger people through innovative and dynamic recruitment processes – including the use of social media. - Continue to focus on attracting skilled and qualified staff to the organisation, including innovative recruitment advertising, secondment and job share opportunities, resource sharing and partnerships - Develop Recruitment and Selection procedures		Aim to have <10% of positions requiring readvertising

Key Area	Specific Outcome	Actions	Timeframe	Measures
Workplace Diversity <i>Value difference and have a workforce that reflects the community's profile</i>	A diverse workforce that reflects the community's profile	Commitment to building a diverse & inclusive workplace where the skills, perspectives and experiences of our people are valued and respected		Investigate continuance of PWC survey for applicable data
Placements <i>Provide opportunities for younger people to experience what Temora Shire Council has to offer</i>	Promote Council and Local Government as an attractive career option, including activities during Local Government Week	- Partner with local high schools the tertiary education institutions within the region to offer work experience to students - Offer Administration Traineeship positions annually	Annual	Activity held within Local Government Week Administration Trainee program continuance
Trainees & Apprenticeships <i>Grow our own</i>	Meet skills and resource gaps that may exist within the Delivery Program	- Offer Traineeships and Apprenticeships - Offer Cadetships in skills shortage areas - Foster relationships with key training providers and the Australian Apprenticeship Centre - Ensure each Trainee/ Apprentice is allocated a mentor.	Ongoing	Investigate options for Trainee programs in different areas of Council

Key Area	Specific Outcome	Actions	Timeframe	Measures
Employee Orientation <i>New Employees feel welcome and supported</i>	New employees are welcomed and supported	- Continue to implement/improve the comprehensive orientation program that creates a strong first impression of Temora Shire Council - Ensure all new employees have all the required information required to begin a new position - Ensure Temora Shire Council's values are promoted throughout the induction process, position descriptions, employee appraisal process and team meetings	Ongoing	100% new employees participate in induction programs
Succession Planning <i>A long term focus ensuring that appropriate skills and experience exist within the organisation</i>	- Identify critical roles within teams - Identify potential successors - High potential employees are supported and encouraged to grow and develop	- Develop a framework to facilitate employee development approaches tailored to individual employee requirements - Provide support to leaders for ongoing succession management		Council has a Training & Succession Plan that supports its Operational needs Skills gaps identified
Learning & Development <i>Relevant development opportunities are provided to all employees</i>	- Employees have the capabilities required to perform their role - Career development is encouraged and supported - Maintain up to date compliance training	- Prepare training plans for employees following on from Reviews - Deliver compliance training as required		All employees have access to career enhancement Council's workforce are aware of potential opportunities for growth and development

Key Area	Specific Outcome	Actions	Timeframe	Measures
Employee Reviews <i>Recognise employees efforts, capabilities and performance and address performance issues in a timely manner</i>	Support employees understanding of key performance targets that relate to delivery program outcomes and how their job and performance fits into the bigger picture.	- Develop annual performance plans for each employee including links to the Delivery program, the position's PD and the Council values. - Ensure that supervisors and managers provide opportunity for open and ongoing two way feedback with employees	Sep 24	100% of employee reviews are completed Supervisors and Managers have the training to provide consistency across all staff undertaking reviews.
Fixed Pay <i>Grade/Levels reflect the role and the broader market</i>	Present as an employer of choice and to competitively attract skilled and experienced staff	- Pay rates are regularly reviewed against industry benchmarks - Positions are evaluated using Position Evaluation Tool in salary system	Ongoing	All new positions/ altered positions are evaluated All skill sets are current to the position
Recognition System <i>Commitment, loyalty and continued service to Temora Shire Council is recognised and valued</i>	Support the celebration and promotion of key achievements within Council – especially those that support the achievement of key Delivery Program actions	- Continue to recognise and celebrate key service milestones with long term staff members, with Council and where appropriate in the media - Celebrate and acknowledge qualification achievements made by staff including at staff breakfasts - Enter staff and their innovations in awards where appropriate	Ongoing	100% of employees reaching milestones are recognised Employee Incentive Awards are awarded throughout the year if applicable Review of Award/ Recognition policy
Work/Life balance <i>Present as an employer of choice and to competitively attract skilled and experienced staff</i>	Our staff enjoy their work and meet their family/personal obligations	Develop a Flexible Work Arrangement Policy ensuring it is relevant for supporting work/life balance	Dec 24	Promotion of the policy to all staff
Equal Employment Opportunity <i>Present as an employer of choice and to competitively attract skilled and experienced staff</i>	Provide a workplace free of discrimination/ harassment/ bullying	- Diversity is recognised and valued by all employees - EEO principles are embedded in our policies and procedures - Develop a Diversity Inclusion Action Plan		

Key Area	Specific Outcome	Actions	Timeframe	Measures
Employee Assistance Program <i>Provide a supportive environment for all staff</i>	Employees have access to professional, independent counselling support	- Continue to provide free confidential counselling services to employees and families - Promotion of EAP services to all staff through staff breakfasts, Communique and when staff are in need	Jun 24	EAP service is available to all employees All staff are aware that EAP Services are available Report usage to MANEX
Work Environment <i>Provide a supportive environment for all staff</i>	Provide a consistent, productive and positive work environment for all staff	- Open and productive working relationships exist - Code of Conduct training is provided to all staff every 3 years - Senior managers and HR to support managers in addressing poor behaviour promptly and in accordance with Council's policies - Promote the Council's values through each employee's annual performance plan, assessed at the annual performance appraisal, on posters and at team meetings - Conduct Employee Engagement Survey every two years	Dec 24	Meet Award obligations 100% Employee performance issues are resolved Surveys indicate a positive workplace
Safe Work Environment <i>A workplace that is safe and healthy</i>	All staff understand their safety rights and responsibilities, and the Council is compliant with all applicable legislation	- Employees are encouraged to take responsibility for their health and wellbeing - Develop and implement annual WHS Action Plans - WHS and Risk Management is the first item at all toolbox and team meetings - Proactively and in a timely manner investigate all workplace incidents and grievances - Establish a Health and Wellbeing program	Ongoing	All employees are aware of their rights and responsibilities Establishment of Health and Wellbeing programs Provide report to MANEX

Key Area	Specific Outcome	Actions	Timeframe	Measures
Risk Management <i>Risk Management is an embedded business practice</i>	All actions within the Delivery Program – including events & infrastructure activities comply with the relevant risk procedures	- Risk identification, assessment and control occurs in a consistent manner across Council activities - Develop and implement an annual Corporate Risk Management Plan with department plans underneath - Train all staff in risk management concepts and undertake required risk identification and management tasks	Ongoing	Monthly WHS & Risk are discussed at monthly meetings
Injury Management <i>Injured employees are effectively returned to the workplace</i>	Provide a supportive, healthy environment for all staff	- Maintain the current proactive approach to injury management - Maintain effective working relationships with external injury management stakeholders - Review the Injury Management Policy to strengthen incident investigation, early injury management and allocation of alternate duties.	Ongoing	All injured workers are provided with alternate duties until they return to their pre injury duties
Organisational Culture	A positive, vibrant and responsive organisation	- Mutual trust and respect is demonstrated by all employees - Conduct Employee Engagement surveys every two years - Implement Employee Engagement survey results - Include the leadership values in each supervisor's annual performance plan and assess them at appraisal time each year	2 yearly	Employee Engagement Survey conducted every two years Increase in survey response rate

Key Area	Specific Outcome	Actions	Timeframe	Measures
Strong Leadership <i>A strong and committed leadership approach</i>	Provide effective and committed leaders at all levels	- All new supervisors attend leadership training & refresher training for experienced staff - Regularly update staff on key issues, projects and decisions through the Communique, team meetings, with executive staff being seen regularly in the field - Provide higher duties and secondment opportunities so people are exposed to leadership roles		Leaders have attended appropriate training courses Regular meetings held within departments Higher duties made available
Employee Engagement <i>A workforce that is engaged and empowered</i>		- All teams have regular team and tool box meetings where two way communication is fostered. - Actively involve all staff in reviews of all Integrated Planning Documents including the Community Strategic Plan	Ongoing	Review Five Seven Reports and implement actions

Conclusion

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



LONG TERM FINANCIAL PLAN

This document presents to the community Council's adopted Long Term Financial Plan (LTFP) for the 10 year period from 2024/25 to 2033/34.

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

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

Reviewing the Plan

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

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



LTFP MODELLING ASSUMPTIONS

OPERATING INCOME

Rates and Annual Charges

This includes General Rate Revenue, Domestic Waste Management Charges and Sewer Availability Charges. The NSW State Government pegs rate increases and to reflect the conservative nature of these increases, the LTFP has provided for 4% increases for the period 2024/25 to 2033/34.

The rate increase for 2024/25 has been set at 4.5% which is the rate pegging limit announced by IPART for Temora Shire Council.

Council follows best practice management of sewerage. Under the best practice pricing guidelines sewerage charges should be based on a cost-reflective two part tariff with an annual access charge and a uniform sewer usage charge per KL. The access charge for 2024/25 been increased by 5%. The proposed increase for each year of the LTFP is also 5%. The sewer usage charge has been increased by 40% for 2024/25, with future increases proposed to be 10% per year.

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

The charge for 2024/2025 has been increased by 5%. From 2025/2026 to 2033/2034 the annual increase is set at 5%.

User Charges and Fees

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

Financial Assistance Grants

Grant revenue from the Financial Assistance Grants Scheme has been increased by 3.5% per year.

Operating Grants

All operating grants have been indexed by 3.5%.

Interest Revenues

Interest on investments attributed to the General Fund has been set to 3% of the projected reserve balances.

Other Revenue

Other revenue has been projected based on CPI growth of 3.5%.

OPERATING EXPENDITURE

Employee Costs

Employee costs include salaries, wages and employee leave entitlements and have been estimated to increase by 4.5% for 2024/2025 and thereafter have been indexed by 4.0% per year.

Workers compensation have been factored by the same index while superannuation is set to 11.5% for 2024/25 and will increase in line with superannuation guarantee legislation for future years.

Insurance Costs

The LTFP includes a projected increase for public liability and property insurance of 4.0% per year from 2024/2025 to 2033/2034.

Materials and Contractor Costs

Materials and contractors costs have been indexed by 3.0% for the life of the LTFP.

Depreciation

Depreciation expenses have been indexed based on the 2021/2022 levels.

Other Expenses

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

Borrowing Costs

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

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

CAPITAL EXPENDITURE AND INCOME

A Capital Works Program has been detailed in the attached asset plans for the period from 2024/2025 to 2033/2034. The infrastructure plans for:

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

detail expenditure and funding means for these projects.

Note:

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

Financial Performance Indicators

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

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



Temora Shire Council
10 Year Financial Plan for the Years ending 30 June 2034
INCOME STATEMENT - CONSOLIDATED
Scenario: N/A

	2024/25	2025/26	2026/27	2027/28	2028/29	Projected Years					2032/33	2033/34
						\$	\$	\$	\$	\$		
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	7,290,618	7,631,065	7,963,744	8,312,144	8,675,969	9,055,957	9,452,855	9,867,680	10,300,953	10,753,396		
User Charges & Fees	14,366,904	12,771,377	13,219,614	13,683,036	14,162,728	14,659,736	15,174,297	15,706,640	16,257,812	16,828,824		
Other Revenues	467,973	481,572	495,467	509,683	524,387	539,616	555,369	571,643	588,481	605,920		
Grants & Contributions provided for Operating Purposes	8,895,850	9,239,588	9,788,226	10,401,787	11,091,175	11,773,596	12,087,112	12,411,210	12,746,749	13,094,169		
Grants & Contributions provided for Capital Purposes	10,342,783	15,978,853	309,000	2,256,500	2,662,884	1,945,714	2,973,500	2,577,600	249,200	149,200		
Interest & Investment Revenue	987,648	992,527	997,432	1,002,360	1,007,314	1,012,292	1,017,294	1,022,322	1,027,375	1,032,454		
Other Income:												
Net Gains from the Disposal of Assets	86,717	133,607	99,479	139,855	-	96,549	78,605	63,731	-	148,276		
Other Income	341,689	355,445	369,582	384,135	397,451	410,263	423,523	437,228	451,411	466,105		
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-		
Total Income from Continuing Operations	42,780,181	47,584,034	33,242,544	36,689,500	38,521,908	39,493,723	41,762,555	42,658,054	41,621,981	43,078,344		
Expenses from Continuing Operations												
Employee Benefits & On-Costs	11,326,468	11,785,761	12,228,282	12,727,775	13,252,203	13,793,714	14,362,002	14,948,835	15,563,064	16,200,234		
Borrowing Costs	58,655	46,876	167,707	163,606	160,690	158,910	157,071	155,170	153,206	151,177		
Materials & Contracts	13,075,428	11,460,872	11,700,118	11,998,258	12,509,243	12,681,757	13,083,971	13,390,863	14,052,820	14,165,145		
Depreciation & Amortisation	7,930,614	8,243,864	8,528,920	8,781,867	9,042,648	9,311,252	9,587,696	9,871,977	10,164,859	10,467,147		
Other Expenses	786,663	826,450	853,556	877,609	902,406	927,947	954,234	981,264	1,009,115	1,037,860		
Net Losses from the Disposal of Assets	-	-	-	-	2,629	-	-	-	-	11,024		
Total Expenses from Continuing Operations	33,177,829	32,363,823	33,478,583	34,549,115	35,869,819	36,873,580	38,144,974	39,348,109	40,954,088	42,021,563		
Net Operating Result for the Year	9,602,353	15,220,211	(236,039)	2,140,385	2,652,089	2,620,143	3,617,581	3,309,945	667,893	1,056,781		
Net Operating Result before Grants and Contributions provided for Capital Purposes	(740,430)	(758,642)	(545,039)	(116,115)	(10,795)	674,429	644,081	732,345	418,693	907,581		

Temora Shire Council
10 Year Financial Plan for the Years ending 30 June 2034
BALANCE SHEET - CONSOLIDATED
Scenario: N/A

ASSETS										
Current Assets										
Cash & Cash Equivalents	1,572,500	3,276,130	605,470	996,739	2,499,347	3,280,761	3,954,706	4,442,022	5,689,128	10,894,309
Investments	19,164,230	20,269,798	21,619,609	23,156,312	24,725,663	27,425,690	30,757,486	35,069,016	39,130,403	40,770,403
Receivables	3,985,710	4,062,965	3,349,709	3,246,692	3,156,424	3,246,970	3,433,543	3,534,133	3,512,495	6,551,077
Inventories	2,745,325	3,205,298	5,317,217	5,336,484	5,370,768	5,381,179	5,407,658	5,427,393	5,471,917	5,477,948
Contract assets and contract cost assets	97,500	97,500	97,500	97,500	97,500	97,500	97,500	97,500	97,500	97,500
Other	258,369	225,046	231,735	237,582	247,635	251,040	258,943	264,979	277,949	280,195
Total Current Assets	27,823,635	31,136,736	31,221,240	33,071,308	36,097,336	39,683,141	43,909,836	48,835,043	54,179,391	64,071,431
Non-Current Assets										
Investments	5,297,770	5,350,202	5,494,391	5,651,688	5,730,337	6,333,310	7,027,514	8,039,984	8,931,597	8,931,597
Receivables	1,235,780	865,202	264,049	18,227	18,864	19,526	20,210	20,916	21,648	22,406
Contract assets and contract cost assets	32,500	32,500	32,500	32,500	32,500	32,500	32,500	32,500	32,500	32,500
Infrastructure, Property, Plant & Equipment	340,596,121	355,284,052	353,480,411	354,028,097	353,743,741	352,175,589	351,099,345	348,486,957	342,765,865	336,903,949
Investments Accounted for using the equity method	217,000	217,000	217,000	217,000	217,000	217,000	217,000	217,000	217,000	217,000
Total Non-Current Assets	347,379,171	361,748,956	359,488,351	359,947,512	359,742,442	358,777,925	358,396,569	356,797,357	351,968,610	346,107,452
TOTAL ASSETS	375,202,805	392,885,692	390,709,591	393,018,821	395,839,778	398,461,065	402,306,406	405,632,400	406,148,001	410,178,883
LIABILITIES										
Current Liabilities										
Payables	3,127,321	3,101,663	2,623,791	2,707,870	2,782,956	2,784,614	2,897,638	2,916,943	2,928,309	2,973,486
Contract liabilities	3,274,896	3,589,007	2,376,670	2,644,523	2,791,748	2,846,457	3,018,253	3,073,960	2,971,229	3,058,109
Borrowings	451,814	249,853	183,088	53,442	55,222	57,062	58,962	60,926	62,966	65,053
Employee benefit provisions	3,937,214	3,937,214	3,937,214	3,937,214	3,937,214	3,937,214	3,937,214	3,937,214	3,937,214	3,937,214
Total Current Liabilities	10,791,244	10,877,737	9,120,762	9,343,049	9,567,140	9,625,346	9,912,068	9,989,043	9,899,707	10,033,861
Non-Current Liabilities										
Borrowings	1,346,109	3,722,292	3,539,204	3,485,762	3,430,540	3,373,478	3,314,516	3,253,589	3,190,634	6,030,581
Employee benefit provisions	61,786	61,786	61,786	61,786	61,786	61,786	61,786	61,786	61,786	61,786
Total Non-Current Liabilities	1,407,895	3,784,078	3,600,990	3,547,548	3,492,326	3,435,264	3,376,302	3,315,375	3,252,420	6,092,367
TOTAL LIABILITIES	12,199,140	14,661,815	12,721,753	12,890,597	13,059,467	13,060,610	13,288,370	13,304,419	13,152,128	16,126,228
Net Assets	363,003,666	378,223,877	377,987,838	380,128,223	382,780,312	385,400,455	389,018,036	392,327,981	392,995,874	394,052,655
EQUITY										
Retained Earnings	133,952,666	149,172,877	148,936,838	151,077,223	153,729,312	156,349,455	159,967,036	163,276,981	163,944,874	165,001,655
Revaluation Reserves	229,051,000	229,051,000	229,051,000	229,051,000	229,051,000	229,051,000	229,051,000	229,051,000	229,051,000	229,051,000
Other Reserves	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	363,003,666	378,223,877	377,987,838	380,128,223	382,780,312	385,400,455	389,018,036	392,327,981	392,995,874	394,052,655
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-
Total Equity	363,003,666	378,223,877	377,987,838	380,128,223	382,780,312	385,400,455	389,018,036	392,327,981	392,995,874	394,052,655

Temora Shire Council
10 Year Financial Plan for the Years ending 30 June 2034
CASH FLOW STATEMENT - CONSOLIDATED
Scenario: N/A

Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	7,269,497	7,624,477	7,957,072	8,305,140	8,668,632	9,048,272	9,444,809	9,859,249	10,292,120	10,744,147
User Charges & Fees	14,370,216	12,696,421	13,240,596	13,704,728	14,185,182	14,683,001	15,198,383	15,731,559	16,283,612	16,855,553
Investment & Interest Revenue Received	995,386	981,384	1,012,121	989,642	996,669	995,462	998,013	998,696	1,002,298	1,003,108
Grants & Contributions	19,306,858	25,350,640	9,762,863	12,714,894	13,778,266	13,718,519	15,090,246	14,987,199	12,951,861	13,248,814
Other	786,495	888,117	906,463	855,550	889,164	921,241	943,107	978,361	1,016,858	1,037,856
Payments:										
Employee Benefits & On-Costs	(11,319,493)	(11,771,543)	(12,214,892)	(12,712,298)	(13,235,917)	(13,776,914)	(14,344,336)	(14,930,606)	(15,543,954)	(16,180,414)
Materials & Contracts	(13,117,902)	(11,521,545)	(11,685,476)	(11,985,433)	(12,488,357)	(12,673,479)	(13,067,073)	(13,377,470)	(14,026,165)	(14,158,850)
Borrowing Costs	(60,506)	(37,730)	(168,758)	(164,376)	(160,915)	(159,142)	(157,311)	(155,418)	(153,463)	(151,442)
Other	(788,421)	(829,142)	(851,902)	(875,926)	(900,210)	(926,443)	(952,182)	(979,377)	(1,006,412)	(1,036,283)
Net Cash provided (or used in) Operating Activities	17,442,130	23,381,079	7,958,088	10,831,922	11,732,513	11,830,517	13,153,656	13,112,193	10,816,756	11,362,490
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	300,000	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	418,073	355,691	432,982	296,855	490,873	401,073	370,145	332,535	402,000
Sale of Infrastructure, Property, Plant & Equipment	857,259	522,225	371,154	601,747	246,439	-	-	-	-	-
Payments:										
Purchase of Investment Securities	(1,272,000)	(1,158,000)	(1,494,000)	(1,694,000)	(1,648,000)	(3,303,000)	(4,026,000)	(5,324,000)	(4,953,000)	(1,640,000)
Purchase of Infrastructure, Property, Plant & Equipment	(17,446,880)	(23,051,782)	(7,521,890)	(9,598,294)	(9,071,757)	(8,181,752)	(8,797,723)	(7,612,059)	(4,888,259)	(4,856,353)
Purchase of Real Estate Assets	(1,409,613)	(582,188)	(2,089,849)	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(18,600,034)	(23,851,672)	(10,378,894)	(10,257,565)	(10,176,463)	(10,993,879)	(12,422,650)	(12,565,914)	(9,508,724)	(6,094,353)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	-	2,626,037	-	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	(440,035)	(451,814)	(249,853)	(183,088)	(53,442)	(55,222)	(57,062)	(58,962)	(60,926)	(62,956)
Net Cash Flow provided (used in) Financing Activities	(440,035)	2,174,223	(249,853)	(183,088)	(53,442)	(55,222)	(57,062)	(58,962)	(60,926)	(62,956)
Net Increase/(Decrease) in Cash & Cash Equivalents	(1,597,939)	1,703,630	(2,670,660)	391,269	1,502,608	781,415	673,945	487,316	1,247,106	5,205,181
plus: Cash & Cash Equivalents - beginning of year	3,170,439	1,572,500	3,276,130	605,470	996,739	2,499,347	3,280,761	3,954,706	4,442,022	5,689,128
Cash & Cash Equivalents - end of the year	1,572,500	3,276,130	605,470	996,739	2,499,347	3,280,761	3,954,706	4,442,022	5,689,128	10,894,309
Cash & Cash Equivalents - end of the year	1,572,500	3,276,130	605,470	996,739	2,499,347	3,280,761	3,954,706	4,442,022	5,689,128	10,894,309
Investments - end of the year	24,462,000	25,620,000	27,114,000	28,808,000	30,456,000	33,759,000	37,785,000	43,109,000	48,062,000	49,702,000
Cash, Cash Equivalents & Investments - end of the year	26,034,500	28,896,130	27,719,470	29,804,739	32,955,347	37,039,761	41,739,706	47,551,022	53,751,128	60,596,309

Temora Shire Council
10 Year Financial Plan for the Years ending 30 June 2034
EQUITY STATEMENT - CONSOLIDATED
Scenario: N/A

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance (as at 1/7)	353,401,313	363,003,666	378,223,877	377,987,838	380,128,223	382,780,312	385,400,455	389,018,036	392,327,981	392,995,874
Adjustments to opening balance	-	-	-	-	-	-	-	-	-	-
Restated opening Balance (as at 1/7)	353,401,313	363,003,666	378,223,877	377,987,838	380,128,223	382,780,312	385,400,455	389,018,036	392,327,981	392,995,874
Net Operating Result for the Year	9,602,353	15,220,211	(236,039)	2,140,385	2,652,089	2,620,143	3,617,581	3,309,945	667,893	1,056,781
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-
Restated Net Operating Result for the Year	9,602,353	15,220,211	(236,039)	2,140,385	2,652,089	2,620,143	3,617,581	3,309,945	667,893	1,056,781
Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of IPP&E	-	-	-	-	-	-	-	-	-	-
- Impairment (loss) reversal relating to IPP&E	-	-	-	-	-	-	-	-	-	-
Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-
Total Comprehensive Income	9,602,353	15,220,211	(236,039)	2,140,385	2,652,089	2,620,143	3,617,581	3,309,945	667,893	1,056,781
Distributions to/(contributions from) non-controlling interests	-	-	-	-	-	-	-	-	-	-
Transfers between Equity	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	363,003,666	378,223,877	377,987,838	380,128,223	382,780,312	385,400,455	389,018,036	392,327,981	392,995,874	394,052,655

APPENDIX 1

Function Budget

For the year ended 30 June 2025

Budget Summary 2024/25

Function	Budget Summary 2024/25		
	Income	Expenditure	(Surplus)/Deficit
Governance	(33,500)	664,086	630,586
Public Order & Safety	(337,459)	1,406,055	1,068,596
Health	(60,099)	368,759	308,660
Community Services & Education	(7,750,203)	7,948,786	198,583
Housing & Community Amenities	(1,367,861)	2,307,789	939,928
Sewerage Services	(2,026,709)	1,341,303	(685,406)
Recreation & Culture	(543,076)	4,508,736	3,965,660
Building Services	(80,192)	378,585	298,393
Transport & Communication	(8,552,593)	13,249,789	4,697,196
Economic Affairs	(744,446)	2,261,887	1,517,441
Function Totals	(21,496,138)	34,435,776	12,939,638
General Purpose Revenues (Not Attributed to Functions)	(12,112,491)		(12,112,491)
(Profit)/Loss on Disposal of Assets	(371,200)	284,483	(86,717)
Operating Result before Capital Amounts	(33,979,829)	34,720,259	740,430
Capital Grants & Contributions	(10,342,783)		(10,342,783)
Operating Result	(44,322,612)	34,720,259	(9,602,353)
ADD Expenses not involving flows of Funds			
Depreciation			7,930,614
ADD Non-Operating funds employed			
Repayments by Long Term Debtors			(857,259)
Loan Funds used			
Transfer from Reserves			(3,734,796)
			(4,592,055)
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			17,420,746
Development of Real Estate			1,409,613
Advance to Long Term Debtors			
Repayment of Loans			440,035
Transfer to Reserves			2,737,012
			22,007,406
Budget (Surplus) / Deficit			(117,616)

Function Budget

For the year ended 30 June 2025

Budget Summary 2025/26

Function	Budget Summary 2025/26		
	Income	Expenditure	(Surplus)/Deficit
Governance	(34,840)	596,950	562,110
Public Order & Safety	(349,124)	1,460,165	1,111,041
Health	(62,203)	368,971	306,768
Community Services & Education	(8,024,859)	8,258,493	233,634
Housing & Community Amenities	(1,426,440)	2,277,030	850,590
Sewerage Services	(2,120,293)	1,494,841	(625,452)
Recreation & Culture	(562,083)	4,674,647	4,112,564
Building Services	(82,999)	388,420	305,421
Transport & Communication	(6,938,165)	11,973,606	5,035,441
Economic Affairs	(616,199)	2,165,291	1,549,092
Function Totals	(20,217,205)	33,658,414	13,441,209
General Purpose Revenues (Not Attributed to Functions)	(12,548,960)		(12,548,960)
(Profit)/Loss on Disposal of Assets	(418,073)	284,466	(133,607)
Operating Result before Capital Amounts	(33,184,238)	33,942,880	758,642
Capital Grants & Contributions	(15,978,853)		(15,978,853)
Operating Result	(49,163,091)	33,942,880	(15,220,211)
ADD Expenses not involving flows of Funds			
Depreciation			8,243,864
ADD Non-Operating funds employed			
Repayments by Long Term Debtors			(522,225)
Loan Funds used			(536,188)
Transfer from Reserves			(1,594,048)
			(2,652,461)
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			23,216,261
Development of Real Estate			582,188
Advance to Long Term Debtors			
Repayment of Loans			451,814
Transfer to Reserves			2,144,221
			26,394,484
Budget (Surplus) / Deficit			277,948

Function Budget

For the year ended 30 June 2025

Budget Summary 2026/27

Function	Budget Summary 2026/27		
	Income	Expenditure	(Surplus)/Deficit
Governance	(36,059)	551,262	515,203
Public Order & Safety	(361,188)	1,512,696	1,151,508
Health	(64,378)	379,595	315,217
Community Services & Education	(8,308,580)	8,566,025	257,445
Housing & Community Amenities	(1,487,716)	2,359,390	871,674
Sewerage Services	(2,218,745)	1,445,473	(773,272)
Recreation & Culture	(581,744)	4,838,676	4,256,932
Building Services	(85,901)	403,556	317,655
Transport & Communication	(7,405,178)	12,360,962	4,955,784
Economic Affairs	(638,606)	2,399,565	1,760,959
Function Totals	(21,188,095)	34,817,200	13,629,105
General Purpose Revenues (Not Attributed to Functions)	(12,984,587)		(12,984,587)
(Profit)/Loss on Disposal of Assets	(355,691)	256,212	(99,479)
Operating Result before Capital Amounts	(34,528,373)	35,073,412	545,039
Capital Grants & Contributions	(309,000)		(309,000)
Operating Result	(34,837,373)	35,073,412	236,039
ADD Expenses not involving flows of Funds			
Depreciation			8,528,920
ADD Non-Operating funds employed			
Repayments by Long Term Debtors			(371,154)
Loan Funds used			(2,089,849)
Transfer from Reserves			(1,236,535)
			(3,697,538)
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			6,981,491
Development of Real Estate			2,089,849
Advance to Long Term Debtors			
Repayment of Loans			249,853
Transfer to Reserves			2,176,225
			11,497,418
Budget (Surplus) / Deficit			(493,001)

Function Budget

For the year ended 30 June 2025

Budget Summary 2027/28

Function	Budget Summary 2027/28		
	Income	Expenditure	(Surplus)/Deficit
Governance	(37,141)	570,258	533,117
Public Order & Safety	(373,684)	1,566,329	1,192,645
Health	(66,632)	394,066	327,434
Community Services & Education	(8,602,167)	8,872,674	270,507
Housing & Community Amenities	(1,551,820)	2,442,942	891,122
Sewerage Services	(2,322,275)	1,493,744	(828,531)
Recreation & Culture	(602,110)	4,995,663	4,393,553
Building Services	(88,909)	419,921	331,012
Transport & Communication	(7,933,594)	12,730,714	4,797,120
Economic Affairs	(661,725)	2,452,445	1,790,720
Function Totals	(22,240,057)	35,938,756	13,698,699
General Purpose Revenues (Not Attributed to Functions)	(13,442,729)		(13,442,729)
(Profit)/Loss on Disposal of Assets	(432,982)	293,127	(139,855)
Operating Result before Capital Amounts	(36,115,768)	36,231,883	116,115
Capital Grants & Contributions	(2,256,500)		(2,256,500)
Operating Result	(38,372,268)	36,231,883	(2,140,385)
ADD Expenses not involving flows of Funds			
Depreciation			8,781,867
ADD Non-Operating funds employed			
Repayments by Long Term Debtors			(601,747)
Loan Funds used			(456,423)
Transfer from Reserves			(1,058,170)
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			9,622,680
Development of Real Estate			
Advance to Long Term Debtors			
Repayment of Loans			183,089
Transfer to Reserves			2,247,817
			12,053,586
Budget (Surplus) / Deficit			73,164

Function Budget

For the year ended 30 June 2025

Budget Summary 2028/29

Function	Budget Summary 2028/29		
	Income	Expenditure	(Surplus)/Deficit
Governance	(38,257)	745,862	707,605
Public Order & Safety	(386,615)	1,616,042	1,229,427
Health	(68,964)	402,115	333,151
Community Services & Education	(8,905,857)	9,187,020	281,163
Housing & Community Amenities	(1,618,928)	2,521,671	902,743
Sewerage Services	(2,431,017)	1,541,752	(889,265)
Recreation & Culture	(623,182)	5,156,693	4,533,511
Building Services	(92,020)	435,132	343,112
Transport & Communication	(8,535,164)	13,153,993	4,618,829
Economic Affairs	(683,906)	2,551,846	1,867,940
Function Totals	(23,383,910)	37,312,126	13,928,216
General Purpose Revenues (Not Attributed to Functions)	(13,920,050)		(13,920,050)
(Profit)/Loss on Disposal of Assets	(296,855)	299,484	2,629
Operating Result before Capital Amounts	(37,600,815)	37,611,610	10,795
Capital Grants & Contributions	(2,662,884)		(2,662,884)
Operating Result	(40,263,699)	37,611,610	(2,652,089)
ADD Expenses not involving flows of Funds			
Depreciation			9,042,648
ADD Non-Operating funds employed			
Repayments by Long Term Debtors			(246,439)
Loan Funds used			(390,000)
Transfer from Reserves			(636,439)
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			9,057,776
Development of Real Estate			
Advance to Long Term Debtors			
Repayment of Loans			53,442
Transfer to Reserves			2,327,105
			11,438,323
Budget (Surplus) / Deficit			(892,853)

Function Budget

For the year ended 30 June 2025

Budget Summary 2029/30

Function	Budget Summary 2029/30		
	Income	Expenditure	(Surplus)/Deficit
Governance	(39,406)	596,370	556,964
Public Order & Safety	(400,011)	1,670,413	1,270,402
Health	(71,380)	419,542	348,162
Community Services & Education	(9,220,716)	9,516,324	295,608
Housing & Community Amenities	(1,689,166)	2,607,178	918,012
Sewerage Services	(2,545,165)	1,592,321	(952,844)
Recreation & Culture	(645,012)	5,319,031	4,674,019
Building Services	(95,244)	451,846	356,602
Transport & Communication	(9,126,395)	13,598,393	4,471,998
Economic Affairs	(705,904)	2,603,299	1,897,395
Function Totals	(24,538,399)	38,374,717	13,836,318
General Purpose Revenues (Not Attributed to Functions)	(14,414,198)		(14,414,198)
(Profit)/Loss on Disposal of Assets	(490,873)	394,324	(96,549)
Operating Result before Capital Amounts	(39,443,470)	38,769,041	(674,429)
Capital Grants & Contributions	(1,945,714)		(1,945,714)
Operating Result	(41,389,184)	38,769,041	(2,620,143)
ADD Expenses not involving flows of Funds			
Depreciation			9,311,252
ADD Non-Operating funds employed			
Repayments by Long Term Debtors			
Loan Funds used			
Transfer from Reserves			(360,000)
			(360,000)
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			8,137,424
Development of Real Estate			
Advance to Long Term Debtors			
Repayment of Loans			55,222
Transfer to Reserves			2,161,503
			10,354,149
Budget (Surplus) / Deficit			(1,937,246)

Function Budget

For the year ended 30 June 2025

Budget Summary 2030/31

Function	Budget Summary 2030/31		
	Income	Expenditure	(Surplus)/Deficit
Governance	(40,589)	612,443	571,854
Public Order & Safety	(413,875)	1,726,643	1,312,768
Health	(73,880)	428,037	354,157
Community Services & Education	(9,546,710)	9,857,762	311,052
Housing & Community Amenities	(1,762,622)	2,695,708	933,086
Sewerage Services	(2,664,896)	1,644,571	(1,020,325)
Recreation & Culture	(667,605)	5,497,141	4,829,536
Building Services	(98,580)	469,214	370,634
Transport & Communication	(9,345,620)	14,057,657	4,712,037
Economic Affairs	(728,669)	2,715,194	1,986,525
Function Totals	(25,343,046)	39,704,370	14,361,324
General Purpose Revenues (Not Attributed to Functions)	(14,926,800)		(14,926,800)
(Profit)/Loss on Disposal of Assets	(401,073)	322,468	(78,605)
Operating Result before Capital Amounts	(40,670,919)	40,026,838	(644,081)
Capital Grants & Contributions	(2,973,500)		(2,973,500)
Operating Result	(43,644,419)	40,026,838	(3,617,581)
ADD Expenses not involving flows of Funds			
Depreciation			9,587,696
ADD Non-Operating funds employed			
Repayments by Long Term Debtors			
Loan Funds used			
Transfer from Reserves			(60,000)
			(60,000)
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			8,833,920
Development of Real Estate			
Advance to Long Term Debtors			
Repayment of Loans			57,062
Transfer to Reserves			2,245,390
			11,136,372
Budget (Surplus) / Deficit			(2,128,905)

Function Budget

For the year ended 30 June 2025

Budget Summary 2031/32

Function	Budget Summary 2031/32		
	Income	Expenditure	(Surplus)/Deficit
Governance	(41,805)	628,799	586,994
Public Order & Safety	(428,205)	1,784,733	1,356,528
Health	(76,464)	444,702	368,238
Community Services & Education	(9,883,850)	10,211,341	327,491
Housing & Community Amenities	(1,839,476)	2,787,307	947,831
Sewerage Services	(2,790,585)	1,698,494	(1,092,091)
Recreation & Culture	(690,957)	5,671,060	4,980,103
Building Services	(102,028)	487,242	385,214
Transport & Communication	(9,572,542)	14,483,291	4,910,749
Economic Affairs	(752,198)	2,770,851	2,018,653
Function Totals	(26,178,110)	40,967,820	14,789,710
General Purpose Revenues (Not Attributed to Functions)	(15,458,324)		(15,458,324)
(Profit)/Loss on Disposal of Assets	(370,145)	306,414	(63,731)
Operating Result before Capital Amounts	(42,006,579)	41,274,234	(732,345)
Capital Grants & Contributions	(2,577,600)		(2,577,600)
Operating Result	(44,584,179)	41,274,234	(3,309,945)
ADD Expenses not involving flows of Funds			
Depreciation			9,871,977
ADD Non-Operating funds employed			
Repayments by Long Term Debtors			
Loan Funds used			
Transfer from Reserves			(105,000)
			(105,000)
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			7,566,003
Development of Real Estate			
Advance to Long Term Debtors			
Repayment of Loans			58,962
Transfer to Reserves			2,333,604
			9,958,569
Budget (Surplus) / Deficit			(3,328,353)

Function Budget

For the year ended 30 June 2025

Budget Summary 2032/33

Function	Budget Summary 2032/33		
	Income	Expenditure	(Surplus)/Deficit
Governance	(43,058)	830,665	787,607
Public Order & Safety	(443,035)	1,848,061	1,405,026
Health	(79,138)	459,067	379,929
Community Services & Education	(10,233,027)	10,580,247	347,220
Housing & Community Amenities	(1,919,942)	2,886,545	966,603
Sewerage Services	(2,922,602)	1,755,283	(1,167,319)
Recreation & Culture	(715,123)	5,867,698	5,152,575
Building Services	(105,597)	506,968	401,371
Transport & Communication	(9,807,502)	14,992,926	5,185,424
Economic Affairs	(776,547)	2,896,434	2,119,887
Function Totals	(27,045,571)	42,623,894	15,578,323
General Purpose Revenues (Not Attributed to Functions)	(16,008,040)		(16,008,040)
(Profit)/Loss on Disposal of Assets	(332,535)	343,559	11,024
Operating Result before Capital Amounts	(43,386,146)	42,967,453	(418,693)
Capital Grants & Contributions	(249,200)		(249,200)
Operating Result	(43,635,346)	42,967,453	(667,893)
ADD Expenses not involving flows of Funds			
Depreciation			10,164,859
ADD Non-Operating funds employed			
Repayments by Long Term Debtors			
Loan Funds used			
Transfer from Reserves			(60,000)
			(60,000)
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			4,787,326
Development of Real Estate			
Advance to Long Term Debtors			
Repayment of Loans			60,926
Transfer to Reserves			2,423,790
			7,272,042
Budget (Surplus) / Deficit			(3,620,710)

Function Budget

For the year ended 30 June 2025

Budget Summary 2033/34

Function	Budget Summary 2033/34		
	Income	Expenditure	(Surplus)/Deficit
Governance	(44,351)	663,252	618,901
Public Order & Safety	(458,399)	1,907,049	1,448,650
Health	(81,909)	473,562	391,653
Community Services & Education	(10,594,664)	10,958,088	363,424
Housing & Community Amenities	(2,004,149)	2,980,480	976,331
Sewerage Services	(3,061,131)	1,811,904	(1,249,227)
Recreation & Culture	(740,161)	6,047,946	5,307,785
Building Services	(109,293)	525,427	416,134
Transport & Communication	(10,050,842)	15,450,291	5,399,449
Economic Affairs	(801,773)	2,950,597	2,148,824
Function Totals	(27,946,672)	43,768,596	15,821,924
General Purpose Revenues (Not Attributed to Functions)	(16,581,229)		(16,581,229)
(Profit)/Loss on Disposal of Assets	(402,000)	253,724	(148,276)
Operating Result before Capital Amounts	(44,929,901)	44,022,320	(907,581)
Capital Grants & Contributions	(149,200)		(149,200)
Operating Result	(45,079,101)	44,022,320	(1,056,781)
ADD Expenses not involving flows of Funds			
Depreciation			10,467,147
ADD Non-Operating funds employed			
Repayments by Long Term Debtors			
Loan Funds used			
Transfer from Reserves			(60,000)
			(60,000)
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			4,858,955
Development of Real Estate			
Advance to Long Term Debtors			
Repayment of Loans			62,956
Transfer to Reserves			2,524,041
			7,445,952
Budget (Surplus) / Deficit			(4,137,976)

Function Budget
For the year ended 30 June 2025
1. Governance

Description	Job No.	Previous Year Estimate	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33	Budget 2033-34
Income												
Finance & Administration Income												
StateCover Incentive Payments	1120.130.135	-	(33,500)	(34,840)	(36,059)	(37,141)	(38,257)	(39,406)	(40,589)	(41,805)	(43,058)	(44,351)
Total Income		-	(33,500)	(34,840)	(36,059)	(37,141)	(38,257)	(39,406)	(40,589)	(41,805)	(43,058)	(44,351)
Expenditure												
Governance & Councillor Expenses												
Councillor Expenses	3020.330.616/603/648/644	47,744	58,806	60,976	62,924	64,813	66,757	68,757	70,820	72,943	75,131	77,388
Councillors Allowance	3020.330.618	104,553	109,257	113,627	117,604	121,133	124,771	128,519	132,376	136,342	140,428	144,645
Mayoral Allowance	3026.331.619	20,457	21,378	22,233	23,122	24,048	25,010	26,011	27,052	28,133	29,258	30,427
Councillors & Mayoral Superannuation	3020.330.330/3026.331.330	13,751	15,023	16,303	16,873	17,450	17,973	18,512	19,068	19,640	20,229	20,837
Mayoral Receptions	3025.331.	10,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Election Expenses	3050.335.617	-	89,558	-	-	-	95,000	-	-	-	100,000	-
Civic Functions & Ceremonies	3050.340.	4,527	4,686	4,874	5,044	5,195	5,351	5,513	5,678	5,848	6,023	6,204
Delegates Expenses	3050.450.644	14,708	15,296	15,908	16,465	16,959	17,468	17,993	18,533	19,088	19,660	20,250
Local Government NSW Subscription	3050.370.480/405.482	27,435	28,395	29,531	30,564	31,482	32,427	33,401	34,403	35,434	36,496	37,592
NEROC Contribution	3050.370.481	38,000	39,330	40,903	42,335	43,605	44,915	46,264	47,652	49,080	50,551	52,069
Integrated Planning & Reporting	3050.440.502/603	6,222	48,000	8,320	8,611	8,870	54,136	9,410	9,693	9,983	60,282	10,591
Community Consultation	3050.440.401	-	30,000	70,000	-	-	25,000	-	-	-	30,000	-
Newsletter - Narraburra News	3050.502.	15,974	21,489	22,349	23,164	23,929	24,720	25,537	26,381	27,253	28,154	29,087
Donations	3050.405.622	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Sister City Relations	3050.341.	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Local Government Week	3050.645.	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Internal Audit	3050.349.401	23,692	-	-	-	-	-	-	-	-	-	-
Audit, Risk & Improvement Committee	3050.359.405	-	53,543	55,082	57,634	59,363	61,146	62,983	64,873	66,816	68,819	70,886
Finance & Administration Costs												
Management of Council	3050.336/337	567,958	584,248	607,618	631,837	656,952	683,048	710,184	738,413	767,739	798,217	829,907
Employee Assistance Programs	3050.344.401	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Service Reviews	3050.348.401	10,000	15,000	15,600	16,146	16,631	17,130	17,645	18,174	18,719	19,280	19,859
Work Health & Safety	3050.715.	93,721	142,917	138,234	143,447	148,537	153,810	159,274	164,936	170,797	176,867	183,163
Administration Costs (incl Fin reporting)	3100/3050.351.301/3110/3140	1,335,292	1,486,217	1,548,417	1,607,276	1,631,954	1,719,739	1,778,894	1,840,143	1,903,328	1,933,664	2,036,340
Property Revaluations	3100.407.401	-	-	-	-	35,000	-	-	-	-	40,000	-
Financial Statement Audit Fee	3100.360.605	46,365	48,500	50,440	52,205	53,772	55,387	57,051	58,763	60,523	62,337	64,209
Council Chamber Running Costs	3490	126,768	136,646	141,432	145,785	149,651	153,635	157,739	161,963	166,307	170,783	175,400
Oncosts Recovered	3100.986.986	(2,442,787)	(2,616,776)	(2,708,363)	(2,803,156)	(2,901,266)	(3,002,810)	(3,107,909)	(3,216,685)	(3,329,269)	(3,445,794)	(3,566,397)
Insurances												
Insurances - Personal Accident	*.410.627/629/634/638/659/660	-	-	-	-	-	-	-	-	-	-	-
Insurances - Personal Accident	3050.410.627	3,388	3,762	3,912	4,049	4,171	4,296	4,425	4,558	4,695	4,835	4,981
Insurances - Councillors & Officers	3050.410.629	39,656	43,404	45,180	46,720	48,122	49,567	51,056	52,588	54,164	55,787	57,463
Insurances - Fidelity Guarantee	3050.410.634	9,436	11,362	11,816	12,230	12,597	12,975	13,365	13,766	14,179	14,604	15,042
Insurances - Other	3050.410.659/660	-	2,813	2,925	3,028	3,119	3,212	3,309	3,408	3,510	3,615	3,724
Depreciation	3100/3490.*.740	238,823	212,232	220,673	228,355	235,171	242,199	249,437	256,887	264,547	272,439	280,585
Total Expenditure		406,683	664,086	596,950	551,262	570,258	745,862	596,370	612,443	628,799	830,665	663,252
Nett Cost to Council		406,683	630,586	562,110	515,203	533,117	707,605	556,964	571,854	586,994	787,607	618,901

Function Budget
For the year ended 30 June 2025
2. Public Order Safety

Description	Job No.	Previous Year Estimate	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33	Budget 2033-34
Income												
Fire Control												
Rural Fire Service Grant	2070	(352,742)	(333,147)	(344,808)	(356,868)	(369,360)	(382,286)	(395,678)	(409,537)	(423,863)	(438,688)	(454,046)
Animal Control	2040	(5,308)	(4,312)	(4,316)	(4,320)	(4,324)	(4,329)	(4,333)	(4,338)	(4,342)	(4,347)	(4,353)
Total Income		(358,050)	(337,459)	(349,124)	(361,188)	(373,684)	(386,615)	(400,011)	(413,875)	(428,205)	(443,035)	(458,399)
Expenditure												
Fire Control												
Contribution - NSW Fire Brigade	4070.406.380	52,131	54,216	56,385	58,358	60,109	61,915	63,774	65,688	67,656	69,684	71,777
Contribution - Bush Fire Fund	4070.406.381	421,926	438,803	456,355	472,328	486,501	501,113	516,164	531,654	547,582	563,993	580,931
Rural Fire Service Expenditure	4070/4071	231,768	333,147	344,808	356,868	369,360	382,286	395,678	409,537	423,863	438,688	454,046
Overheads/Internal Recharges	4070.980.980	120,975	143,229	148,765	154,445	161,890	166,487	172,867	179,498	186,392	193,317	201,006
Animal Control	4040	181,299	209,523	217,755	226,171	236,024	243,829	253,179	262,900	272,993	284,839	294,377
Enforcement of Regulations	4030	47,297	64,017	66,537	69,058	71,570	74,176	76,881	79,688	82,595	85,611	88,742
Emergency Services												
Security Service	4075.420.	46,952	48,672	50,619	52,391	53,963	55,583	57,253	58,971	60,738	62,558	64,437
CCTV Operating Costs	4075.421.	8,830	9,139	9,505	9,837	10,132	10,437	10,750	11,073	11,405	11,746	12,099
Insurances	4075.410.	1,654	1,814	1,886	1,953	2,011	2,072	2,134	2,198	2,264	2,332	2,401
State Emergency Services	4080.528/410/415	42,407	44,372	46,146	47,762	49,196	50,673	52,195	53,762	55,371	57,031	58,744
Emergency Management Committee	4080.529.	4,100	5,244	5,453	5,644	5,814	5,989	6,168	6,354	6,544	6,740	6,943
Overheads/Internal Recharges	4080.980.980	8,248	9,766	10,143	10,530	11,038	11,351	11,786	12,239	12,709	13,317	13,705
Depreciation	4070/4040/4030/4075/4080	28,384	44,113	45,808	47,351	48,721	50,131	51,584	53,081	54,621	56,205	57,841
Total Expenditure		1,195,971	1,406,055	1,460,165	1,512,696	1,566,329	1,616,042	1,670,413	1,726,643	1,784,733	1,848,061	1,907,049
Nett Cost to Council		837,921	1,068,596	1,111,041	1,151,508	1,192,645	1,229,427	1,270,402	1,312,768	1,356,528	1,405,026	1,448,650

Function Budget
For the year ended 30 June 2025
3. Health

Description	Job No.	Previous Year Estimate	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33	Budget 2033-34
Income												
Health Administration	2100	(3,500)	(4,100)	(4,244)	(4,392)	(4,546)	(4,705)	(4,870)	(5,040)	(5,216)	(5,399)	(5,588)
Noxious Weeds	1220	(54,633)	(55,999)	(57,959)	(59,986)	(62,086)	(64,259)	(66,510)	(68,840)	(71,248)	(73,739)	(76,321)
Total Income		(58,133)	(60,099)	(62,203)	(64,378)	(66,632)	(68,964)	(71,380)	(73,880)	(76,464)	(79,138)	(81,909)
Expenditure												
Health Administration												
Health Administration & Inspection	4100	49,515	53,069	55,192	57,362	59,582	61,886	64,279	66,769	69,350	72,035	74,823
Bush Bursary Program	4100.450.581	3,000	-	3,000	-	3,000	-	3,000	-	3,000	-	3,000
Overheads/Internal Recharges	4100.980.980	74,235	87,890	91,288	94,773	99,341	102,162	106,077	110,147	114,377	119,854	123,345
Immunization	4110.350.603	1,700	2,481	2,580	2,671	2,751	2,833	2,918	3,006	3,096	3,189	3,285
Food Control Administration	4120	27,525	26,938	28,015	29,123	30,262	31,442	32,671	33,948	35,276	36,653	38,085
Noxious Weeds/Pests												
Pests/Fruit Fly	4140	5,500	20,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Weeds - Coordination & Inspection	3220.523/300/519	110,072	112,539	117,040	122,770	124,874	128,694	134,332	136,689	140,864	146,967	149,612
Weeds - Khaki Weed	3220.519.401	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Weeds - Local Control	3220.522	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Weeds - Regional Plans	3220.520/521	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000
Overheads/Internal Recharges	3220.980.980	21,995	26,042	27,048	28,081	29,434	30,270	31,430	32,636	33,889	35,512	36,547
Depreciation	3220/4100.*.740	2,200	1,800	1,808	1,815	1,822	1,828	1,835	1,842	1,850	1,857	1,865
Total Expenditure		333,742	368,759	368,971	379,595	394,066	402,115	419,542	428,037	444,702	459,067	473,562
Nett Cost to Council		275,609	308,660	306,768	315,217	327,434	333,151	348,162	354,157	368,238	379,929	391,653

Function Budget
For the year ended 30 June 2025
4. Community Services Education

Description	Job No.	Previous Year Estimate	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33	Budget 2033-34
Income												
Aged & Disability Support Services												
Transport	1860/1818	(468,612)	(477,796)	(495,078)	(512,653)	(530,517)	(549,028)	(568,230)	(588,127)	(608,733)	(630,090)	(652,245)
Disability Services	2800-2899	(3,629,274)	(3,630,338)	(3,757,400)	(3,888,818)	(4,024,956)	(4,165,813)	(4,311,753)	(4,462,775)	(4,618,879)	(4,780,429)	(4,947,788)
Aged Care Services	2900-2999	(3,349,443)	(3,235,785)	(3,349,954)	(3,467,895)	(3,590,009)	(3,716,175)	(3,847,010)	(3,982,440)	(4,122,459)	(4,267,514)	(4,417,575)
Contracted Services	1826-1828	(421,464)	(403,265)	(419,362)	(436,102)	(453,524)	(471,630)	(490,459)	(510,050)	(530,405)	(551,562)	(573,563)
Community Services Sundry	1700	(1,700)	(1,700)	(1,700)	(1,700)	(1,700)	(1,700)	(1,700)	(1,700)	(1,700)	(1,700)	(1,700)
Youth Affairs	1780	(1,261)	(1,305)	(1,351)	(1,398)	(1,447)	(1,497)	(1,550)	(1,604)	(1,660)	(1,718)	(1,779)
Education	1790	(14)	(14)	(14)	(14)	(14)	(14)	(14)	(14)	(14)	(14)	(14)
Pre School Kindergarten												
Total Income		(7,871,768)	(7,750,203)	(8,024,859)	(8,308,580)	(8,602,167)	(8,905,857)	(9,220,716)	(9,546,710)	(9,883,850)	(10,233,027)	(10,594,664)
Expenditure												
State Funded HACC Programs												
Transport	3860/3818	423,487	437,796	455,078	472,653	490,517	509,028	528,230	548,127	568,733	590,090	612,245
Disability Services	4800-4899	3,402,377	3,447,927	3,583,646	3,716,413	3,846,354	3,980,268	4,120,981	4,266,777	4,417,653	4,574,771	4,736,016
Aged Care Services	4900-4999	3,137,809	3,148,095	3,271,863	3,395,673	3,519,943	3,647,476	3,780,396	3,918,255	4,061,046	4,209,834	4,362,728
Contracted Services	3826-3828	421,464	403,265	419,396	436,161	453,599	471,720	490,567	510,177	530,552	551,732	573,756
Other Community Services & Education												
Community Services (incl aged services)	3700	113,669	123,529	128,262	133,141	138,579	143,445	148,903	154,578	160,474	167,042	172,973
Community & Social Development	3870	5,957	5,971	5,988	6,003	6,017	6,031	6,045	6,061	6,075	6,091	6,107
Youth Affairs	3780	161,607	172,502	179,356	186,344	193,826	200,883	208,572	216,566	224,866	233,883	242,436
Scholarships	3780.405.621	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Education												
Pre-School Kindergarten	3790	14,211	15,959	16,597	17,178	17,694	18,225	18,772	19,336	19,915	20,512	21,129
Depreciation		124,783	187,742	192,307	196,459	200,145	203,944	207,858	211,885	216,027	220,292	224,698
Total Expenditure		7,811,365	7,948,786	8,258,493	8,566,025	8,872,674	9,187,020	9,516,324	9,857,762	10,211,341	10,580,247	10,958,088
Nett Cost to Council		(60,403)	198,583	233,634	257,445	270,507	281,163	295,608	311,052	327,491	347,220	363,424

Function Budget
For the Year Ended 30 June 2025
5. Housing Community Amenities

Description	Job No.	Previous Year Estimate	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33	Budget 2033-34
Income												
Housing												
Dwelling Rental Income	2164	(27,040)	(30,030)	(31,081)	(32,168)	(33,294)	(34,459)	(35,667)	(36,916)	(38,207)	(39,544)	(40,928)
Town Planning												
Sec 149 Certificate Fees	2010.105.58	(13,576)	(14,051)	(14,543)	(15,051)	(15,578)	(16,124)	(16,688)	(17,273)	(17,877)	(18,502)	(19,150)
Development Application Fees	2010.105.61	(65,000)	(110,000)	(113,850)	(117,832)	(121,957)	(126,225)	(130,647)	(135,223)	(139,953)	(144,848)	(149,919)
Subdivision Fees	2010.105.63	(5,519)	(5,712)	(5,912)	(6,119)	(6,333)	(6,555)	(6,784)	(7,022)	(7,267)	(7,522)	(7,785)
Waste Management												
Domestic Waste Charges	1420.100.40	(683,000)	(720,759)	(756,797)	(794,637)	(834,351)	(876,083)	(919,905)	(965,889)	(1,014,180)	(1,064,972)	(1,118,186)
Pension Rebate	1420.100.30/31	41,917	42,965	44,469	46,024	47,636	49,302	51,029	52,817	54,664	56,576	58,557
Trade Waste Charges	1421.100.41	(147,565)	(155,872)	(163,666)	(171,849)	(180,438)	(189,463)	(198,940)	(208,885)	(219,328)	(230,301)	(241,820)
Extra Charges	1420/1421.120.34	(1,700)	(2,200)	(2,200)	(2,200)	(2,200)	(2,200)	(2,200)	(2,200)	(2,200)	(2,200)	(2,200)
Tipping Charges	1410/1430.110.	(136,333)	(169,538)	(175,472)	(181,609)	(187,967)	(194,545)	(201,361)	(208,412)	(215,704)	(223,248)	(231,063)
Stormwater Management												
Stormwater Management Annual Charges	1400.100.44	(49,363)	(55,163)	(55,163)	(55,163)	(55,163)	(55,163)	(55,163)	(55,163)	(55,163)	(55,163)	(55,163)
Heritage												
Heritage Fund Grants	1930.115	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)
Public Cemetery Fees												
1530/1531.		(97,651)	(135,500)	(140,225)	(145,112)	(150,175)	(155,413)	(160,840)	(166,456)	(172,261)	(178,268)	(184,492)
Environmental Protection												
2060		(5,000)	-	-	-	-	-	-	-	-	-	-
Total Income		(1,201,830)	(1,367,861)	(1,426,440)	(1,487,716)	(1,551,820)	(1,618,928)	(1,689,166)	(1,762,622)	(1,839,476)	(1,919,942)	(2,004,149)
Expenditure												
Housing												
Dwelling Maintenance	4164	21,687	28,008	29,129	30,157	31,081	32,034	33,018	34,030	35,070	36,145	37,257
Town Planning												
Town Planning	4010	279,996	318,989	325,940	338,258	351,883	364,256	378,028	392,349	407,227	423,689	438,761
Bundawarra Estate Master Planning	4010		60,500									
Engineering Guidelines for Subdivisions			60,000									
Waste Management												
Domestic Waste Collection	3420	267,940	318,463	331,124	343,374	355,781	367,380	380,024	393,109	406,643	421,354	435,173
Trade Waste Collection	3421	39,807	43,848	45,570	47,283	49,260	50,777	52,622	54,537	56,523	58,883	60,721
Other Waste Collection	3422 & 3430	65,571	70,017	72,785	75,522	78,493	81,038	83,949	86,967	90,096	93,638	96,702
Waste Disposal	3410	284,986	301,673	313,740	325,475	336,815	348,555	360,715	373,307	386,331	399,819	413,796
Stormwater Drainage												
Stormwater Drainage Maintenance	3400	22,589	32,589	33,893	35,209	36,537	37,915	39,345	40,830	42,370	43,969	45,630
Heritage												
Heritage Fund	3930.405.	30,000	20,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Heritage Adviser	3930.360.408	17,230	18,720	19,469	20,150	20,755	21,378	22,020	22,681	23,361	24,061	24,783
Other Heritage Expenses	3930	6,236	6,437	6,674	6,919	7,170	7,430	7,701	7,983	8,275	8,579	8,895
Public Cemeteries												
3530-3532		251,058	301,811	313,774	325,408	337,564	348,377	360,483	373,016	385,985	400,420	413,343

Function Budget
For the Year Ended 30 June 2025
5. Housing Community Amenities

Description	Job No.	Previous Year Estimate	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33	Budget 2033-34
Environmental Protection												
Recycling Operations	3415	41,692	46,385	48,221	49,920	51,463	53,057	54,701	56,395	58,143	59,943	61,803
Other Environmental Protection	4060	6,770	6,920	6,944	6,966	7,026	7,005	7,026	7,047	7,069	7,091	7,115
LCMA Landcare Fund	4060,450,492	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Environmental Services	4000	11,353	13,244	13,694	14,103	14,466	14,841	15,226	15,623	16,031	16,452	16,886
Public Conveniences	3450	106,321	132,250	137,439	142,695	148,858	153,617	159,395	165,399	171,629	179,019	184,820
Street Cleaning	3440	213,945	223,071	231,975	240,561	248,915	257,276	266,075	275,181	284,593	294,494	304,424
Access & Equity Assistance Fund	3455	10,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Depreciation		268,423	294,864	306,659	317,390	326,916	336,735	346,850	357,254	367,961	378,989	390,371
Total Expenditure		1,950,604	2,307,789	2,277,030	2,359,390	2,442,942	2,521,671	2,607,178	2,695,708	2,787,307	2,886,545	2,980,480
Nett Cost to Council		748,775	939,928	850,590	871,674	891,122	902,743	918,012	933,086	947,831	966,603	976,331

Function Budget
For the year ended 30 June 2025
6. Sewerage

Description	Job No.	Previous Year Estimate	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33	Budget 2033-34
Income												
Sewerage System												
Residential Annual Charges	21000.100.20/43	(1,132,233)	(1,532,470)	(1,609,093)	(1,689,548)	(1,773,987)	(1,862,717)	(1,955,891)	(2,053,662)	(2,156,338)	(2,264,224)	(2,377,473)
Commercial Access Charge & Usage	21000.101.20/43	(296,176)	(310,985)	(326,534)	(342,861)	(359,996)	(378,002)	(395,910)	(416,751)	(437,587)	(459,480)	(482,462)
Extra Charges	21000.120.34/35	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Pension Rebate	21000.100.30/31	44,266	46,479	48,339	50,030	51,532	53,079	54,673	56,314	58,001	59,739	61,534
Interest Income	21000.120.190	(77,908)	(156,620)	(157,403)	(158,190)	(158,981)	(159,776)	(160,575)	(161,377)	(162,184)	(162,995)	(163,810)
Pension Subsidy	21000.115.9849	(24,346)	(24,955)	(25,828)	(26,732)	(27,668)	(28,636)	(29,639)	(30,677)	(31,750)	(32,861)	(34,011)
Fittings & Installation	21000.110.103	(4,989)	(5,114)	(5,293)	(5,478)	(5,670)	(5,868)	(6,074)	(6,287)	(6,507)	(6,734)	(6,970)
Drainage Diagram Fee	21000.110.104	(8,662)	(8,879)	(9,190)	(9,511)	(9,844)	(10,189)	(10,546)	(10,915)	(11,297)	(11,692)	(12,101)
Sundry Income	21000.130.120/220	(1,100)	(681)	(705)	(729)	(755)	(781)	(809)	(837)	(866)	(897)	(928)
Plant Hire	21000.130.975	(15,375)	(15,759)	(16,311)	(16,881)	(17,472)	(18,083)	(18,717)	(19,373)	(20,050)	(20,751)	(21,478)
Effluent Scheme Sales												
	21000.110.99	(15,725)	(15,725)	(16,275)	(16,845)	(17,434)	(18,044)	(18,677)	(19,331)	(20,007)	(20,707)	(21,432)
Total Income		(1,534,248)	(2,026,709)	(2,120,293)	(2,218,745)	(2,322,275)	(2,431,017)	(2,545,165)	(2,664,896)	(2,790,585)	(2,922,602)	(3,061,131)
Expenditure												
Sewerage System												
Management & Technical Costs	23000.338.	85,253	89,673	93,260	96,661	99,848	103,143	106,548	110,067	113,701	117,455	121,342
Sewerage Mgt Plan & Operational Procedures	23000.352.401	-	-	100,000	-	-	-	-	-	-	-	-
Treatment Works	23000.602.	145,540	160,635	167,062	173,141	178,826	184,702	190,775	197,048	203,522	210,214	217,140
Mains Maintenance	23000.601.	277,450	286,673	298,140	308,923	318,919	329,248	339,917	350,934	362,298	374,036	386,179
Pumping Stations	23000.603.	19,404	25,084	26,088	27,057	27,989	28,954	29,952	30,985	32,053	33,160	34,305
Fittings & Installation	23000.590.	6,886	7,127	7,412	7,682	7,938	8,200	8,471	8,752	9,042	9,342	9,652
Insurances	23000.410.*	27,964	31,117	32,362	33,494	34,499	35,536	36,603	37,701	38,831	39,994	41,196
Sundry	23000.970.	4,059	4,201	4,369	4,522	4,658	4,798	4,942	5,090	5,242	5,400	5,562
Overheads/Internal Recharges	23000.980.980	72,860	86,263	89,597	93,018	97,502	100,271	104,113	108,107	112,259	117,634	121,061
Effluent Scheme	23000.511/512/514/536/537	287,788	299,110	311,074	322,706	333,945	345,578	357,625	370,106	383,009	396,368	410,222
Depreciation	23000.*.740	344,012	351,420	365,477	378,269	389,620	401,322	413,375	425,781	438,537	451,680	465,245
Total Expenditure		1,271,216	1,341,303	1,494,841	1,445,473	1,493,744	1,541,752	1,592,321	1,644,571	1,698,494	1,755,283	1,811,904
Nett Cost to Council		(263,032)	(685,406)	(625,452)	(773,272)	(828,531)	(889,265)	(952,844)	(1,020,325)	(1,092,091)	(1,167,319)	(1,249,227)

Function Budget
For the year ended 30 June 2025
7. Recreation Culture

Description	Job No.	Previous Year Estimate	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33	Budget 2033-34
Income												
Library Services	1710	(88,472)	(88,427)	(91,522)	(94,723)	(98,040)	(101,471)	(105,025)	(108,704)	(112,506)	(116,441)	(120,518)
Public Halls												
Cinema	1742	(92,500)	(95,100)	(98,428)	(101,871)	(105,437)	(109,128)	(112,950)	(116,907)	(120,996)	(125,228)	(129,612)
Public Halls	1740/1741	(9,692)	(12,000)	(12,420)	(12,854)	(13,304)	(13,770)	(14,252)	(14,752)	(15,268)	(15,802)	(16,355)
Recreation Centre/Swimming Pools												
Temora Recreation Centre & Swimming Pools	1720/1722/1730	(186,250)	(295,210)	(305,543)	(316,230)	(327,301)	(338,754)	(350,622)	(362,902)	(375,596)	(388,732)	(402,343)
Ariah Park Swimming Pool	1721	(15,000)	(17,585)	(18,200)	(18,837)	(19,496)	(20,179)	(20,886)	(21,617)	(22,373)	(23,156)	(23,967)
Sporting Grounds	1240	(13,245)	(13,576)	(14,051)	(14,543)	(15,052)	(15,578)	(16,124)	(16,689)	(17,273)	(17,877)	(18,503)
Parks & Gardens	1230	(2,762)	(2,831)	(2,930)	(3,033)	(3,139)	(3,249)	(3,362)	(3,480)	(3,602)	(3,728)	(3,858)
Railway Precinct												
Railway Station	1785	(42,425)	-	-	-	-	-	-	-	-	-	-
Cultural Activities												
Arts Centre	1885	(17,727)	(18,347)	(18,989)	(19,653)	(20,341)	(21,053)	(21,791)	(22,554)	(23,343)	(24,159)	(25,005)
Total Income		(468,073)	(543,076)	(562,083)	(581,744)	(602,110)	(623,182)	(645,012)	(667,605)	(690,957)	(715,123)	(740,161)
Expenditure												
Library Services	3710	384,813	401,864	417,495	432,799	448,073	463,181	479,197	495,794	512,970	531,163	549,215
Public Halls												
Cinema	3742	107,234	113,676	118,222	122,613	126,823	131,178	135,686	140,354	145,178	150,167	155,343
Public Hall Maintenance	3740/3741	148,944	168,737	174,944	181,022	187,834	193,187	199,603	206,250	213,134	221,230	227,668
Recreation Centre/Swimming Pools												
Temora Recreation Centre & Swimming Pool	3720/3722/3730	577,758	721,298	729,872	753,299	778,161	800,744	825,816	851,827	878,799	908,577	935,826
Ariah Park Swimming Pool	3721	67,717	60,580	62,803	65,003	67,173	69,419	71,748	74,164	76,669	79,262	81,955
Sport & Recreation Council Contribution	3730.452	5,000	-	-	-	-	-	-	-	-	-	-
Sporting Walk of Honour	3870.499	-	-	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Sporting Grounds	3240	385,053	461,662	480,020	497,733	515,604	532,326	550,539	569,387	588,876	610,049	629,949
Parks & Gardens	3230	568,960	624,676	649,576	673,724	697,715	721,136	746,111	771,964	798,706	827,196	855,090
Railway Precinct												
Railway Museum	3786	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Railway Station	3785	52,149	12,902	13,259	13,597	13,918	14,251	14,592	14,946	15,312	15,692	16,084
Bundawarrah Centre	3880	236,579	257,777	268,044	278,273	288,810	299,024	309,980	321,350	333,131	345,748	358,031
Cultural Activities												
Australia Day	3912	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Izumizaki Visit	3890.450.592	-	-	5,000	5,000	-	5,000	-	5,000	-	5,000	-
Event Costs & Event Facilitation	3910/13/14/16/21-29/3931/3900	76,106	70,929	73,240	75,620	78,069	80,613	83,257	86,008	88,864	91,831	94,915
Cultural Expenditure	3890, 3895	150,884	174,747	179,979	185,339	191,824	196,634	202,617	208,835	215,296	223,089	228,986
Arts Centre	3885	94,878	88,172	91,690	95,201	98,772	102,333	106,098	110,004	114,053	118,331	122,614
Depreciation		1,193,317	1,344,716	1,398,503	1,447,453	1,490,887	1,535,667	1,581,787	1,629,258	1,678,072	1,728,363	1,780,270
Total Expenditure		4,056,392	4,508,736	4,674,647	4,838,676	4,995,663	5,156,693	5,319,031	5,497,141	5,671,060	5,867,698	6,047,946
Nett Cost to Council		3,588,319	3,965,660	4,112,564	4,256,932	4,393,553	4,533,511	4,674,019	4,829,536	4,980,103	5,152,575	5,307,785

Function Budget
For the year ended 30 June 2025
8. Building Services

Description	Job No.	Previous Year Estimate	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33	Budget 2033-34
Income												
Septic Tank Installation Permits	2020.105.54	(2,318)	(2,318)	(2,399)	(2,483)	(2,570)	(2,660)	(2,753)	(2,850)	(2,949)	(3,052)	(3,159)
Building Certificate - Sec 149E	2020.105.56	(300)	(300)	(311)	(321)	(333)	(344)	(356)	(369)	(382)	(395)	(409)
Outstanding Notices Certificate	2020.105.57	(551)	(551)	(570)	(590)	(611)	(632)	(654)	(677)	(701)	(726)	(751)
Occupation Certificate Fees	2020.105.64	(13,658)	(13,658)	(14,136)	(14,630)	(15,143)	(15,673)	(16,222)	(16,790)	(17,377)	(17,985)	(18,614)
Construction Certificate Fees	2020.105.65	(36,900)	(38,192)	(39,529)	(40,911)	(42,343)	(43,825)	(45,361)	(46,949)	(48,592)	(50,291)	(52,052)
Commissions Received	2020.105.66	(1,500)	(1,500)	(1,552)	(1,607)	(1,663)	(1,721)	(1,782)	(1,844)	(1,908)	(1,975)	(2,044)
Compliance Certificate Fees	2020.105.67	(22,550)	(23,339)	(24,156)	(25,001)	(25,876)	(26,782)	(27,720)	(28,691)	(29,694)	(30,733)	(31,809)
Building Control Sundry	2020.130.220/ .105.70	(330)	(334)	(346)	(358)	(370)	(383)	(396)	(410)	(425)	(440)	(455)
Total Income		(78,107)	(80,192)	(82,999)	(85,901)	(88,909)	(92,020)	(95,244)	(98,580)	(102,028)	(105,597)	(109,293)
Expenditure												
Employee Costs	4020.300/310	162,355	213,288	216,619	225,268	234,254	243,592	253,303	263,407	273,903	284,813	296,159
Office Administration Costs	4020.350/370/450/970	73,062	83,917	87,275	90,535	96,945	96,945	100,323	103,819	107,435	111,179	115,060
Overheads/Internal Recharges	4020.980.980	68,736	81,380	84,526	87,753	91,983	94,595	98,220	101,988	105,904	110,976	114,208
Depreciation	4020.*.740	600	-	-	-	-	-	-	-	-	-	-
Total Expenditure		304,753	378,585	388,420	403,556	419,921	435,132	451,846	469,214	487,242	506,968	525,427
Nett Cost to Council		226,646	298,393	305,421	317,655	331,012	343,112	356,602	370,634	385,214	401,371	416,134

Function Budget
For the year ended 30 June 2025
9. Transport and Communications

Description	Job No.	Previous Year Estimate	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33	Budget 2033-34
Income												
Transport for NSW Contributions												
Regional Roads Program	1340	(765,149)	(771,680)	(798,689)	(826,624)	(855,562)	(885,503)	(916,524)	(948,626)	(981,808)	(1,016,148)	(1,051,723)
State Roads Program	1370	(6,430,000)	(6,311,891)	(4,431,932)	(4,586,231)	(4,745,450)	(4,910,315)	(5,081,024)	(5,257,789)	(5,440,823)	(5,630,363)	(5,826,648)
Repair Program	1372	(137,976)	-	-	-	-	-	-	-	-	-	-
Road Safety Officer	1380	(99,025)	(113,000)	(116,080)	(119,266)	(122,566)	(125,980)	(129,518)	(133,178)	(136,962)	(140,878)	(144,935)
Quarry Operations	1520	(7,538)	(80,000)	(82,800)	(85,696)	(88,696)	(91,800)	(95,016)	(98,344)	(101,784)	(105,344)	(109,032)
Associated Roadworks												
Roads to Recovery Program	1371	(825,968)	(1,149,027)	(1,378,834)	(1,654,600)	(1,985,520)	(2,382,624)	(2,762,115)	(2,762,115)	(2,762,115)	(2,762,115)	(2,762,115)
Sundry Income	1200	(564)	(578)	(598)	(619)	(641)	(663)	(686)	(711)	(735)	(761)	(788)
Regional & Local Roads Repair Program Funding		(2,430,501)	-	-	-	-	-	-	-	-	-	-
Aerodrome	1510	(90,205)	(85,417)	(88,232)	(91,142)	(94,159)	(97,279)	(100,512)	(103,857)	(107,315)	(110,893)	(114,601)
Street Lighting Subsidy	1390	(41,000)	(41,000)	(41,000)	(41,000)	(41,000)	(41,000)	(41,000)	(41,000)	(41,000)	(41,000)	(41,000)
Total Income		(10,827,926)	(8,552,593)	(6,938,165)	(7,405,178)	(7,933,594)	(8,535,164)	(9,126,395)	(9,345,620)	(9,572,542)	(9,807,502)	(10,050,842)
Expenditure												
Transport for NSW Roadworks												
Regional Roads Maintenance	3340	207,538	200,680	250,689	277,624	256,562	285,503	316,524	348,626	331,808	366,148	381,723
State Roads Program	3370	5,430,000	5,324,871	3,696,941	3,817,925	3,944,254	4,072,889	4,207,161	4,346,212	4,490,150	4,640,374	4,784,688
Road Safety Officer	3380	105,510	123,194	127,289	131,478	135,761	140,216	144,846	149,669	154,683	159,894	165,317
Quarry Operations	3520	8,865	31,743	33,013	34,287	35,562	36,885	38,258	39,683	41,162	42,695	44,286
Associated Roadworks												
Urban Sealed Roads	3330	256,182	268,689	279,437	289,888	299,986	310,443	321,272	332,486	344,086	356,095	368,544
Urban Unsealed Roads	3331	38,842	40,563	42,185	43,741	45,220	46,752	48,334	49,970	51,662	53,413	55,226
Rural Sealed Roads	3350	318,268	333,057	346,380	359,422	372,126	385,286	398,921	413,047	427,667	442,811	458,515
Rural Unsealed Roads	3360	994,704	1,036,737	1,078,206	1,117,899	1,155,523	1,194,446	1,234,708	1,276,344	1,319,356	1,363,846	1,409,918
Bridge Maintenance	3280	5,619	5,759	5,989	6,199	6,385	6,577	6,774	6,978	7,187	7,402	7,624
Kerb & Gutter Maintenance	3310	66,225	68,500	71,240	73,949	76,617	79,383	82,250	85,222	88,302	91,494	94,805
Footpath Maintenance	3300	58,913	32,635	33,939	35,217	36,458	37,744	39,074	40,454	41,882	43,361	44,893
Street Tree Program	3385	224,526	234,096	243,459	252,693	261,760	271,156	280,895	290,992	301,446	312,282	323,521
Bus Shelter Maintenance	3290	954	987	1,026	1,062	1,094	1,127	1,161	1,196	1,232	1,269	1,307
Car Park Maintenance	3500	4,739	4,905	5,101	5,338	5,602	5,870	6,156	6,461	6,787	7,134	7,494
Depot Costs	3570/3580	389,526	412,344	419,716	428,237	443,784	458,791	475,192	492,201	509,809	528,579	546,998
Engineering Operations	3200	1,028,722	1,228,326	1,272,953	1,276,110	1,324,212	1,369,960	1,419,521	1,470,962	1,524,259	1,581,851	1,639,901
Less: Oncosis Recovered	3590	(1,529,254)	(1,654,355)	(1,712,258)	(1,772,187)	(1,834,213)	(1,898,411)	(1,964,855)	(2,033,625)	(2,104,802)	(2,178,470)	(2,254,717)
Regional & Local Roads Repair Program Expenditure		2,430,501	-	-	-	-	-	-	-	-	-	-
Aerodrome Operations & Maintenance	3510	339,100	366,341	380,775	395,216	411,465	424,757	440,362	456,564	473,367	492,798	508,897
Street Lighting Charges	3390	92,250	96,500	100,360	103,873	106,990	110,203	113,513	116,919	120,422	124,031	127,756
Depreciation		4,669,500	5,094,217	5,297,166	5,481,849	5,645,730	5,814,684	5,988,712	6,167,814	6,351,992	6,541,749	6,737,595
Total Expenditure		15,141,230	13,249,789	11,973,606	12,360,962	12,730,714	13,153,993	13,598,393	14,057,657	14,483,291	14,992,926	15,450,291
Nett Cost to Council		4,313,304	4,697,196	5,035,441	4,955,784	4,797,120	4,618,829	4,471,998	4,712,037	4,910,749	5,185,424	5,399,449

Function Budget
For the year ended 30 June 2025
10. Economic Affairs

Description	Job No.	Previous Year Estimate	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33	Budget 2033-34
Income												
Tourism & Area Promotion												
Caravan Parks & Camping Areas	2150-2154	(70,790)	(73,820)	(78,400)	(83,048)	(87,769)	(90,914)	(93,188)	(95,542)	(97,974)	(100,491)	(103,099)
Tourism & Area Promotion	1920	(21,697)	(21,742)	(22,503)	(23,290)	(24,105)	(24,948)	(25,824)	(26,728)	(27,663)	(28,629)	(29,632)
Economic Development/Business Activities												
NRCC House Rentals	2160	(10,000)	(11,462)	(11,863)	(12,278)	(12,708)	(13,153)	(13,613)	(14,090)	(14,583)	(15,093)	(15,622)
Street Stall Fees	2050	(475)	(400)	(414)	(428)	(443)	(459)	(475)	(492)	(509)	(527)	(545)
RMS / Service NSW Agency	1701	(150,446)	(158,700)	(164,255)	(169,999)	(175,951)	(182,108)	(188,488)	(195,090)	(201,914)	(208,976)	(216,292)
Private Works	1600	(113,114)	(113,114)	(117,073)	(121,168)	(125,409)	(129,798)	(134,345)	(139,051)	(143,915)	(148,949)	(154,163)
Agricultural Innovation Centre	2195	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
Drought Resilience Program		-	(150,000)	-	-	-	-	-	-	-	-	-
Medical Facilities												
Medical Centre Lease	2155-130.120	(137,899)	(146,500)	(151,628)	(156,931)	(162,425)	(168,109)	(173,998)	(180,092)	(186,392)	(192,911)	(199,665)
Medical Imaging Facility Lease	2156.130.120	(21,793)	(22,708)	(23,503)	(24,325)	(25,176)	(26,057)	(26,970)	(27,915)	(28,891)	(29,902)	(30,949)
Medical Units Rental Income	2159	(16,000)	(16,000)	(16,560)	(17,139)	(17,739)	(18,360)	(19,003)	(19,669)	(20,357)	(21,069)	(21,806)
Total Income		(572,214)	(744,446)	(616,199)	(638,606)	(661,725)	(683,906)	(705,904)	(728,669)	(752,198)	(776,547)	(801,773)
Expenditure												
Tourism & Area Promotion												
Caravan Parks & Camping Areas	4150-4154	117,813	127,110	132,107	137,019	142,207	146,838	152,015	157,380	162,940	169,124	174,680
Tourism & Area Promotion	3920	411,930	458,036	475,818	493,729	513,578	530,612	550,112	570,362	591,367	615,169	635,810
Warbirds Downunder	3917	3,000	25,000	-	26,643	-	28,053	-	29,549	-	31,134	-
Economic Development/Business Activities												
Economic Development	4170	352,912	385,915	398,629	411,733	427,084	439,467	454,161	469,442	485,321	503,824	518,980
Drought Resilience Program			150,000									
Contribution to TBEG	4170.456/458/449	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
TBEG Christmas Fair	3926	2,750	2,860	2,954	3,053	3,155	3,261	3,371	3,486	3,606	3,730	3,859
Street Stall Caravan	4050	1,452	1,828	1,901	1,973	2,047	2,122	2,201	2,282	2,367	2,454	2,545
RMS / Service NSW Agency	3701	150,248	163,452	169,917	176,609	184,130	190,785	198,297	206,112	214,231	223,323	231,446
Private Works	3600	110,849	123,511	128,339	133,141	138,864	142,948	148,128	153,503	159,075	165,898	170,859
Agricultural Innovation Centre	4195	212,965	225,387	234,394	242,619	250,027	257,525	265,324	273,351	281,608	290,200	298,908
NRCC House	4160	68,778	74,651	76,877	78,928	80,782	82,693	84,665	86,695	88,787	90,945	93,174
Other Land & Buildings	4200	34,752	35,836	37,269	38,977	40,782	42,687	44,693	46,800	48,917	51,045	53,174
Medical Facilities												
Medical Centre	4155	36,290	44,169	45,656	47,045	48,323	49,643	51,004	52,411	53,860	55,356	56,904
Medical Imaging Facility	4156	5,576	6,953	7,191	7,424	7,649	7,882	8,124	8,374	8,633	8,902	9,180
Medical Units	4159	26,963	29,669	30,776	31,793	32,710	33,653	34,627	35,631	36,664	37,729	38,830
Depreciation												
		369,957	399,510	415,463	429,979	442,855	456,138	469,814	483,894	498,370	513,285	528,677
Total Expenditure		1,914,235	2,261,887	2,165,291	2,399,565	2,452,445	2,551,846	2,603,299	2,715,194	2,770,851	2,896,434	2,950,597
Nett Cost to Council		1,342,021	1,517,441	1,549,092	1,760,959	1,790,720	1,867,940	1,897,395	1,986,525	2,018,653	2,119,887	2,148,824

Function Budget
For the year ended 30 June 2025
11. General Purpose Revenue

Description	Job No.	Previous Year Estimate	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33	Budget 2033-34
Income												
Ordinary Rates	1110.100.	(4,503,135)	(4,723,159)	(4,935,700)	(5,133,128)	(5,338,587)	(5,552,073)	(5,774,061)	(6,005,024)	(6,245,433)	(6,495,288)	(6,755,061)
Pension Rebates	1110.100.30/31	114,344	118,346	123,080	127,388	131,210	135,151	139,211	143,388	147,684	152,110	156,678
Legal Costs Recovered	1110.130.36	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
Extra Charges	1110.120.34	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)
Pensioner Grant	1110.115.171	(84,536)	(86,649)	(89,662)	(92,818)	(96,068)	(99,430)	(102,913)	(106,518)	(110,244)	(114,099)	(118,094)
Interest on Investments	1120.120.190	(579,236)	(819,328)	(823,424)	(827,542)	(831,679)	(835,838)	(840,017)	(844,217)	(848,438)	(852,680)	(856,944)
Financial Assistance Grants												
Financial Assistance Grants (General)	1120.115.186	(2,864,062)	(3,383,106)	(3,501,515)	(3,623,983)	(3,750,850)	(3,882,114)	(4,018,115)	(4,158,852)	(4,304,326)	(4,454,874)	(4,610,835)
Financial Assistance Grants (Roads)	1120.115.187	(1,546,318)	(1,776,347)	(1,838,519)	(1,902,823)	(1,969,436)	(2,038,358)	(2,109,767)	(2,183,663)	(2,260,046)	(2,339,094)	(2,420,983)
Other General Purpose Revenues												
Section 603 Certificate Fees	1120.105.60	(12,607)	(12,922)	(13,374)	(13,842)	(14,327)	(14,828)	(15,347)	(15,885)	(16,441)	(17,016)	(17,611)
Sundry Administration	1120.130.220/1120.110.134	(4,030)	(4,130)	(4,275)	(4,425)	(4,579)	(4,739)	(4,906)	(5,077)	(5,255)	(5,438)	(5,629)
Traineeship Subsidies	1120.115.205	(13,245)	(16,000)	(16,560)	(17,139)	(17,739)	(18,360)	(19,003)	(19,669)	(20,357)	(21,069)	(21,806)
Diesel Fuel Rebate	1540.115.177	(90,000)	(90,000)	(93,150)	(96,408)	(99,783)	(103,275)	(106,893)	(110,637)	(114,507)	(118,512)	(122,661)
Surplus on Plant Hire	1540/3540/3550	(1,167,310)	(1,296,697)	(1,333,341)	(1,377,367)	(1,428,391)	(1,483,686)	(1,539,887)	(1,598,146)	(1,658,461)	(1,719,580)	(1,785,783)
Total Income		(10,772,635)	(12,112,491)	(12,548,960)	(12,984,587)	(13,442,729)	(13,920,050)	(14,414,198)	(14,926,800)	(15,458,324)	(16,008,040)	(16,581,229)

Function Budget
For the year ended 30 June 2025
Capital Income

Description	Job No.	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33	Budget 2033-34
Capital Grants & Contributions - Road Assets											
Cycleway Grants	1305.135.172				(12,500)	(75,000)	(50,000)				
Kerb & Guttering Contributions	1310.141.200	(88,000)	(40,000)	(50,000)	(32,000)		(24,000)				
Footpath Contributions/Grants	1300.141.204		(27,000)	(64,000)	(27,000)	(23,600)	(32,000)	(1,711,500)	(157,600)	(19,200)	(29,200)
Fixing Country Roads (20% Council contribution)	1373.135.171	(1,760,000)	(728,580)		(320,000)	(280,000)	(784,000)	(792,000)			
Bridge Renewal Program	1280.135.821		(500,000)			(300,000)	(250,000)	(350,000)	(300,000)	(110,000)	
Hoskins St / Polaris St Roundabout Construction	1330.135.821										
Contributions from Developers/Property Owners	1330.141.173				(190,000)				(2,000,000)		
Local Roads & Community Infrastructure											
- Round 4 - Rural Unsealed Rds (Fraters Speedway, Rees Rd)	1120.135.821	(450,000)									
- Round 4b - Urban Sealed - Twynham St, Camp St		(310,000)									
- Round 4b - K&G Twynham & Camp Sts		(166,436)									
Fixing Local Roads											
- Round 4 - Urban Unsealed Rds	1331.135.171	(461,131)									
- Round 4 - Rural Unsealed Rds		(221,484)									
Flood Recovery											
- Railway Dam Desilting/Enlargement	1230.135.171	(200,000)									
- Lake Centenary - Foreshore levelling etc		-									
- Ariah Park Cemetery Parking Incl. entrance culvert		(50,000)									
- Morangarell Rd Pipe Culvert Installation		(70,000)									
- Nixons Rd Causeway		(40,000)									
DRFA											
- Rural Unsealed Roads		(527,967)									
Capital Grants & Contributions - Buildings											
Bundawarra Centre - Virtual Tour	1880.135.821	(8,000)									
Urban Temora EV Charger - Dept Premier & Cabinet			(43,500)								
Temora Recreation Centre - Upgrade to visitor seating & BBQ area (SCCF5)	1720.135.171	(50,000)									
Christmas Decorations	1230.135.822	-									
Ambulance Museum	1880.135.821	(4,297,765)	(14,473,673)								
Medical Imaging - Contribution to Solar			(9,000)								
Shire Entrances - Wiradjuri Signage	2156.135.171		(9,600)								
Capital Grants & Contributions - Stormwater & Sewerage											
Chifley St Box Culvert (Flood Recovery)	1400.135.821	(100,000)									
Chifley St U/G Drainage (Flood Recovery)	1400.135.821	(70,000)									
Burley Griffin Way Crossing & Nixon Park Outfall (Flood Recovery)	1400.135.821	(300,000)									
Burley Griffin Way Crossing & Nixon Park Outfall (Flood Recovery)	1400.135.171	(250,000)									
Golden Gate Res Detention Basin Construction	1400.135.821										
Crowley/Polaris Sts - Western Drain & Intersection Upgrade					(1,040,000)	(514,284)	(685,714)				
Hoskins St (parkies to Kitchener) U/G Drainage	1400.135.821					(800,000)					
Capital Grants & Contributions - Parks & Gardens											
Bradley Park	1230.135.171										
Hillview Park - Solar Lighting Installation	1230.135.171			(25,000)							
Lake Centenary - Foreshore levelling etc (SCCF)		(45,000)									
Lake Centenary - Additional Solar Lighting (SCCF5)		(2,500)	(27,500)								
Lake Centenary - Sewer Balance tank or duplicate system					(15,000)						
Gloucester Park - play equipment upgrade	1230.135.171					(200,000)	(150,000)				
Callaghan Park upgrade											
Ironbark St Rest Area											
Capital Grants & Contributions - Sporting Grounds											
Nixon Park - Boundary Fencing, seating	1240.135.					(150,000)					
Nixon Park - PA Systems	1240.135.					(50,000)					
Temora West Sports Ground - Boundary Fencing (Community Building Partnerships)		(5,000)									
Temora West Sports Ground - Additional Lighting (SCCF5)		(17,500)									
Temora Recreation Ground - LED Luminaire upgrade				(50,000)							
Capital Grants & Contributions - Cemeteries											
Temora Cemetery - New Gates - FOTC Contribution	1530.141.173	(5,000)	-								
Ariah Park Cemetery Parking - Internal Rd & Drainage (Flood Recovery)	1531.135.171										

Function Budget
For the year ended 30 June 2025
Capital Income

Description	Job No.	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33	Budget 2033-34
Grants & Contributions - Airpark		(727,000)									
Other											
Developer Contributions (S7.12)	2010.141.71	(120,000)	(120,000)	(120,000)	(120,000)	(120,000)	(120,000)	(120,000)	(120,000)	(120,000)	(120,000)
Total Capital Grants & Contributions		(10,342,783)	(15,978,853)	(309,000)	(2,256,500)	(2,662,884)	(1,945,714)	(2,973,500)	(2,577,600)	(249,200)	(149,200)
Sale of Assets											
Plant Sales & Trade-ins	1550.950.955	(371,200)	(418,073)	(355,691)	(432,982)	(296,855)	(490,873)	(401,073)	(370,145)	(332,535)	(402,000)
Total		(371,200)	(418,073)	(355,691)	(432,982)	(296,855)	(490,873)	(401,073)	(370,145)	(332,535)	(402,000)
Repayments by Long Term Debtors											
Repayments by Long Term Debtors	19120/19130	(857,259)	(522,225)	(371,154)	(601,747)	(246,439)	-	-	-	-	-
Total		(857,259)	(522,225)	(371,154)	(601,747)	(246,439)	-	-	-	-	-
Transfers from Reserves											
Sewer & Effluent Scheme Upgrade	21000.960.960	(60,000)	(210,000)	(360,000)	(240,000)	(60,000)	(360,000)	(60,000)	(60,000)	(60,000)	(60,000)
Airpark Expansion		(728,613)									
RERF (funds received 2023/24FY)		(1,655,000)	(875,023)	(657,000)							
S94 Contributions	2010.960.960	(30,000)	(50,000)	(40,000)	(85,000)	(330,000)		-	(45,000)		
Computer Reserves - Server Replacement, Inspection Reporting Module (Civica)		(130,650)									
Waste Reserve - New Cell Construction & fencing		(60,000)	(280,000)								
Stormwater Reserves - Beeloh to Dairy, Golf Club Dam Spillway adj.		(152,000)									
Administration Building redesign		(100,000)									
Pinnacle Reserve - Pinnacle House Shed				(50,000)							
Pinnacle Reserve - SL House		(125,839)	(127,673)	(129,535)	(131,423)						
Pinnacle Reserve - NRCC House Roof Replacement		(200,000)									
Ambulance Museum Land Purchase		(75,000)									
TAIC Mtce Reserve - AWTS			(13,000)								
Revotes:											
K&G - Victoria St Culvert K&G Modification	1310.960.960	(30,000)									
K&G - Loftus St, Seg 5		(40,000)									
Little Loftus St, Seg 1 Resheet		(25,000)									
Stormwater - Chifley St Box Culvert	1400.960.960	(100,000)									
Stormwater - Victoria St Arterial U/G Drainage		(70,000)									
Sporting Grounds - Nixon Park Scarfy & Heavy Top Dress			(38,352)								
Rural Unsealed Rds - Mirrool Rd - Council Contribution to FLR		(73,828)									
Street Lighting - M84 Intersection		(78,866)									
Total		(3,734,796)	(1,594,048)	(1,236,535)	(456,423)	(390,000)	(360,000)	(60,000)	(105,000)	(60,000)	(60,000)
Total Income		(15,306,038)	(18,513,199)	(2,272,380)	(3,747,652)	(3,596,178)	(2,796,587)	(3,434,573)	(3,052,745)	(641,735)	(611,200)

Function Budget
For the year ended 30 June 2025
Capital Expenditure

Description	Job No.	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33	Budget 2033-34
Council Buildings											
Council Chambers & Administration Building											
Administration Building Redesign including Awning		100,000	120,000	250,000							
Ergonomic Furniture		10,000	10,000								
Working at Heights Safety System		8,000									
Caravan Parks											
Junee Rd - Dump Point		7,000			50,000						
Junee Rd - Cabins/Units							100,000				
Junee Rd - Internal Roads & K&G Upgrade	W1789										
Agricultural Innovation Centre											
Reseal Internal Sealed Roads			40,000								
Aerated Waste Water Treatment System			13,000								
Bundawarrah Centre											
Virtual tour		8,000									
Wiradjuri Signage		1,600									
Ambulance Museum land purchase		75,000									
Ambulance Museum construction		4,297,765	14,473,673	10,000							
Create Gold Panning Area											
Medical Predict											
Medical Complex - Internal Painting			40,000								
Medical Complex - Lighting Upgrade			15,000								
Diagnostic Imaging - Solar			18,000								
Temora Works Depot											
Covered storage area		30,000									
NRCC House											
Library - Local Special Projects		8,500	8,500	8,500	8,500	8,500	8,500	8,500	8,500	8,500	8,500
Library Airconditioner Replacement		64,000									
Roof Repair		200,000									
Temora Recreation Centre & Swimming Pools											
Upgrade visitor seating & BBQ area		50,000									
Solar upgrade		80,000									
Airconditioner Replacement		60,000									
Ariah Park Swimming Pool											
Shade Structure											
Ariah Park Youth Hall											
Floor Coverings			12,000								
Temora Memorial Town Hall											
Storage & Lighting under stage (design only)		5,000									
Theatre - Projection Room Air Conditioner Replacement		7,500									
Pinnacle Facilities											
Pinnacle House Shed Renovation				50,000							
Temora Landfill Site											
New Cell construction & fencing		60,000									
Miscellaneous											
Christmas Decorations Temora		25,000	25,000	25,000	25,000						
Christmas Decorations Ariah Park		1,000									
Shire Entrances - Wiradjuri Signage			9,600								
Urban Temora - 60KW DC EV Charger			80,000								
Technology											
Replace PCs on Network	W1629	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
Server Replacement		100,000									
Sophos Hardware Replacement		15,650									
Civica - Implement Inspection Reporting Module	W2572	15,000									
Magiq Upgrade											
Parks & Gardens											

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Description	Job No.	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33	Budget 2033-34
Lake Centenary - Foreshore levelling, playground replacement, retaining wall works, concrete under seating, install bike rack		67,500									
Lake Centenary - Additional solar lighting			27,500								
Lake Centenary - Sewer balance tank or duplicate system					15,000						
Lake Centenary Spillway - upgrade to concrete				25,000					120,000		
Hillview Park - Solar Lighting Installation											
Edis Park - replace bins, repair seating shelter					15,000						
Harper Park - Improve accessibility (gates, paths, etc)		20,000									
Harper Park - Ramp & path to CWA		8,000									
Ariah Park Skate Park - Shelter over Seating			15,000								
Gloucester Park - Supplement play equipment to increase diversity						200,000					
Callaghan Park - Upgrade play equipment and associated area to improve inclusivity. Remove edging, increased traversable softfall, greater variety of equipment.						300,000					
Bradley Park - Stage 2					250,000						
Bradley Park - Irrigation, top dress and line planting					250,000						
Parks and Sports fields - Potable Water Drinking Facilities		10,000	10,000	10,000	10,000	10,000	10,000				
Parks and Sports fields - Bin Upgrade					40,000						
Railway Dam Desilting / Enlargement		200,000									
Sporting Grounds											
Nixon Park #2 - Scarify and Heavy Top Dressing			80,000								
Nixon Park - Reseal Carpark				30,000							
Nixon Park - Boundary fencing/seating/grandstand seating replacement						150,000					
Nixon Park - PA Systems						50,000					
Temora West Sports Ground - Additional Lighting		17,500									
Temora West Sports Ground - Western boundary screening trees		10,000									
Temora West Sports Ground - Playing surface reconstruction, cricket pitch cover				150,000							
Temora West Sports Ground - basic ground seating				30,000	20,000						
Ariah Park Recreation Ground - Irrigation Pump Replacement				20,000							
Ariah Park Recreation Ground - Connect to recycled water						130,000					
Ariah Park Recreation Ground - Boundary fencing / seating				15,000	60,000						
Temora Recreation Ground - Reseal internal carpark											
Temora Recreation Ground - Remove selected trees, plant hill trees, install hill irrigation		20,000									
Temora Recreation Ground - LED Luminaire upgrade				70,000							
Temora Recreation Ground - Boundary seating replacement					50,000						
Sewerage											
Effluent Reuse Scheme	W1661	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Service Junction Replacements		20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Relining Sewer Mains	W1781			300,000			300,000				
Browns Dam Desilting					80,000						
O'Shannesy's Dam - Fence Repair/Renewal			40,000								
O'Shannesy's Dam - Bank Lining			80,000								
Gardner St Dam - Filter renewal			30,000								
Treatment Works - Sewer Pump Station Reconditioning					100,000						
Roads & Transport											
Street Lighting	W1670.777	78,866		40,000		40,000		40,000		40,000	40,000
Cycleway Construction Program	7305.777		-	100,000		150,000	100,000	-	-	-	-
Kerb & Gutter Program	7310.746	396,436	120,000	125,000	616,000	-	300,000	110,000	150,000	100,000	-
Footpath Program	7300.760	5,000	215,000	497,000	430,000	366,000	160,000	2,520,000	608,000	356,000	146,000
Rural Unsealed Roads	7360.740	2,620,359	470,000	1,128,000	1,527,500	2,149,000	1,420,000	1,577,000	1,351,000	988,000	1,803,000
Urban Sealed Roads	7330.740	659,000	656,000	1,050,500	995,000	612,000	1,150,000	373,000	2,261,000	477,000	280,500
Urban Unsealed Roads	7331.740	767,810	50,000	-	190,000	260,000	208,000	150,000	-	-	-
Rural Sealed Roads	7350.740	3,245,000	3,005,748	712,000	1,013,000	874,000	1,417,000	1,608,000	629,000	531,000	422,000
Regional Roads	7340.740	571,000	548,000	549,000	599,000	600,000	600,000	600,000	650,000	650,000	670,000

Function Budget
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Description	Job No.	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33	Budget 2033-34
Plant Purchases											
General Plant	7540.777.	1,636,260	1,579,240	1,421,491	1,438,680		1,468,924	1,582,420	1,353,503	1,571,826	1,268,955
Emulsion Tank Replacement									150,000		
Aerodrome											
Runway/Taxiway line marking				80,000							
Crack sealing & enrichment on runway 05/23 (landing areas)				50,000							
Stormwater Drainage											
Chilley Street Box Culvert		200,000									
Chilley Street U/G Drainage		70,000									
Victoria Street St Arterial U/G Drainage - Gallipoli St to Mallee St		70,000									
Burley Griffin Way crossing & Nixon Park Outfall		1,000,000	1,000,000		150,000						
Gallipoli Street (Victoria St to Timmins St 250m)											
Temora High School Through Drainage Works		70,000									
Polaris Street (Temora High School to Eastern Drain)		60,000	220,000								
Formalise drainage from Beelah St to Dairy St (Design & Construct)		12,000									
Golden Gate Dam - Flood Gates (2)						50,000					
Briannia Street / Hoskins Street Intersection Drainage				140,000							
Airport Street Culvert Upgrade		10,000	60,000								
Golf Club Dam Spill Way Adjustments			50,000			600,000	800,000				
Crowley St/Polaris St - Western Drain upgrade					1,300,000						
Golden Gate Reserve - Detention Basin construction									190,000		
Baker Street U/G Drainage					100,000						
Hoskins Street (Macaulay to Ashelford U/G Drainage)		30,000				1,000,000					
Hoskins Street (Parkes to Kitchener U/G Drainage)						50,000					
Golden Gate Reserve - Pump station											
Cemetery											
Temora Cemetery Entrance upgrade		10,000									
New Cemetery Fencing		12,000									
Temora Cemetery - Burial Plinth	W1756	130,000			130,000			130,000			90,000
Temora Cemetery - Internal road construction		40,000			40,000			40,000			35,000
Ariah Park Cemetery - Internal Road & Drainage		50,000									
Ariah Park Cemetery - Extension of lawn cemetery						60,000					
Total Acquisition of Assets		17,420,746	23,216,261	6,981,491	9,622,680	9,057,776	8,137,424	8,833,920	7,566,003	4,787,326	4,854,955
Development of Real Estate											
Airpark Estate Expansion - Phase 1		1,409,613	46,000								
Airpark Estate Expansion - Phase 2			536,188	2,089,849							
Total Development of Real Estate		1,409,613	582,188	2,089,849	-	-	-	-	-	-	-
Carrying Amount of Assets Sold											
Plant	3550.686.590	284,483	284,466	256,212	293,127	299,484	394,324	322,468	306,414	343,559	253,724
Total Carrying Amount of Assets Sold		284,483	284,466	256,212	293,127	299,484	394,324	322,468	306,414	343,559	253,724
Repayment of Loans											
Depot Purchase Loan	19232.9204.9010	267,318	275,702	70,266							
Supported Independent Living Accommodation Loan	19232.9203.9010	125,839	127,673	129,535	131,369						
Swimming Pool Redevelopment Loan	19232.9206.9010	46,878	48,439	50,052	51,770	53,442	55,222	57,062	58,962	60,926	62,956
Total Repayment of Loans		440,035	451,814	249,853	183,089	53,442	55,222	57,062	58,962	60,926	62,956
Transfers to Reserves											

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Description	Job No.	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33	Budget 2033-34
Sewerage Reserve	23000.961.961	1,036,826	990,929	1,151,541	1,218,151	1,290,587	1,366,219	1,446,106	1,530,628	1,618,999	1,714,472
Section 7.12 Contributions	4010.961.961	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000
Medical Complex Maintenance Reserve	4155.961.961	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Recreation Centre Reserve	3730.961.961	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Infrastructure Replacement Reserve	3120.961.961	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Stormwater Management	3400.961.961	55,163	55,163	55,163	55,163	55,163	55,163	55,163	55,163	55,163	55,163
Aerodrome - Airside Maintenance	3510.961.961	39,330	40,707	42,130	43,605	45,131	46,712	48,348	50,040	51,790	53,603
Infrastructure Replacement Reserve - Street Lighting Upgrade	3390.961.961	57,500									
Pinnacle Reserves	4818/4880/4980	262,116	244,114	236,852	240,359	245,685	248,409	250,773	252,773	252,838	255,803
Dustin Rose - Replenishment of Reserves - Sewer		350,000									
Highfields - Replenishment of Reserves - Sewer		255,360	191,520	127,680	127,680	127,680					
Highfields - Replenishment of Reserves - Industrial Development Reserve		103,126	77,345	51,563	51,563	51,563					
Highfields - Replenishment of Reserves - Gravel Reserve		132,591	99,443	66,296	66,296	66,296					
Total Transfers to Reserves		2,737,012	2,144,221	2,176,225	2,247,817	2,327,105	2,161,503	2,245,390	2,333,604	2,423,790	2,524,041

