

TEMORA
The Friendly Shire



Temora Shire Council

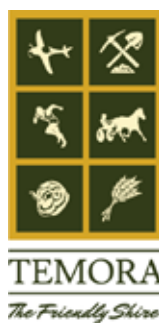
RESOURCING STRATEGY

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

MAY 2023

CONTENTS

Foreward	3
Asset Management Strategy	6
Workforce Plan	26
Long Term Financial Plan	43
Appendix 1	50



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FOREWARD

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

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

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



1. ASSET MANAGEMENT PLANS

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

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

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

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

2. WORKFORCE MANAGEMENT PLAN

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



3. LONG TERM FINANCIAL PLAN

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

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

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



ASSET MANAGEMENT STRATEGY



Contents

1. Introduction	8
1.1. Background	8
1.2. Goals and Objectives of Asset Management.....	9
1.3. Key Principles	10
2. Legislative Controls	11
2.1. NSW OLG Integrated Planning and Reporting Framework	11
2.2. NSW and Federal Acts and Regulations	11
2.3. Australian Standards and other Codes of Practice.....	12
2.4. Accounting Standards	12
3. Asset Management Maturity Assessment	13
4. Priority Tasks and Actions Resulting from Maturity Assessments.....	15
4.1 Asset Management Strategy	15
4.2 Asset Management Policy.....	15
4.3 Asset Register and Condition Data	15
4.4 Asset Management Plans	16
4.5 Monitoring and Reporting	16
4.6 Operations/Maintenance Management	16
4.7 Systems Integration.....	16
5. Temora Shire Council's Assets	17
6. State of the Assets.....	19
7. References	25

1. INTRODUCTION

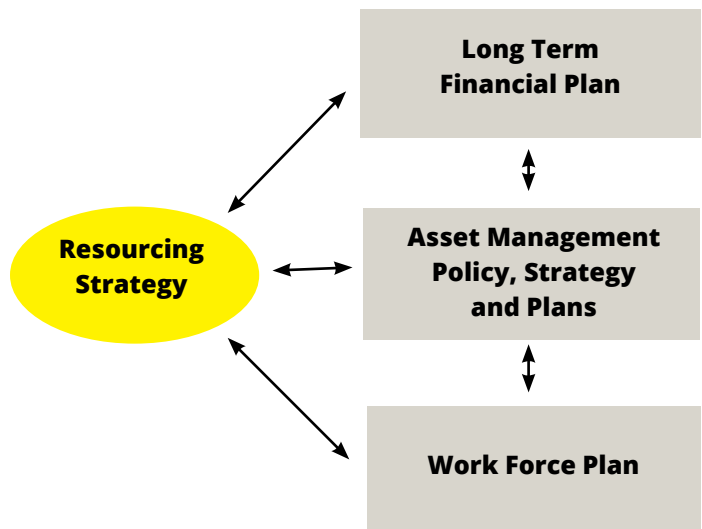
1.1. Background

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.

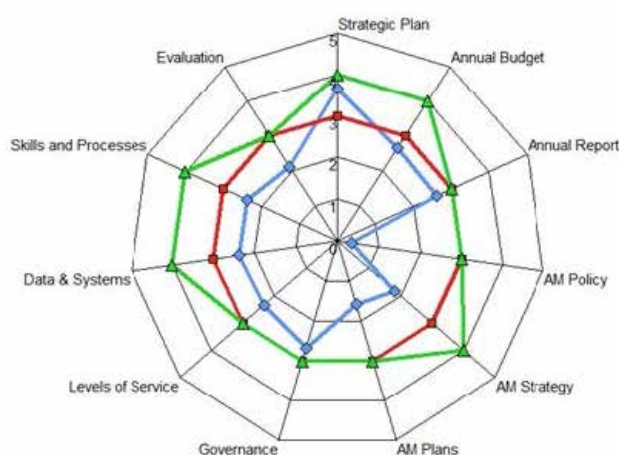
It is proposed that an assessment be undertaken annually.

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

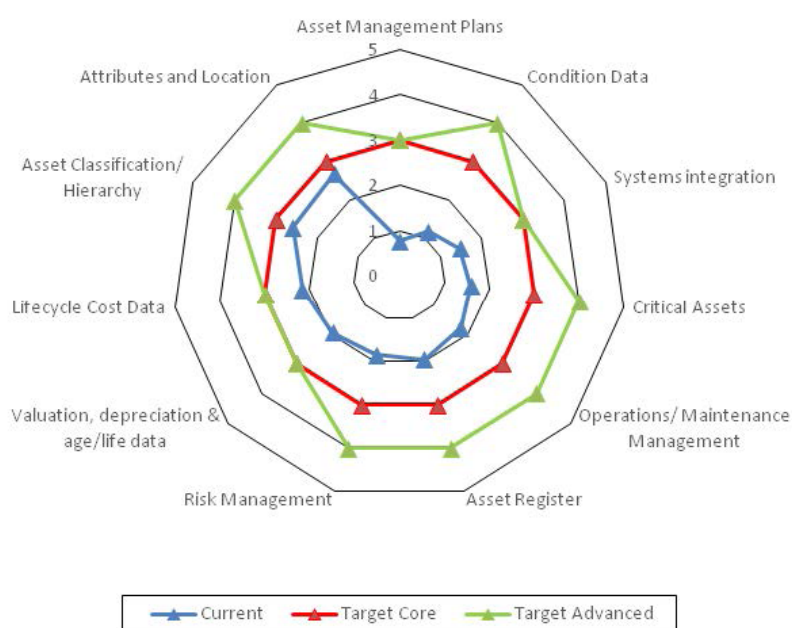


Figure 2 - OLG Asset Management Maturity Score Spider

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

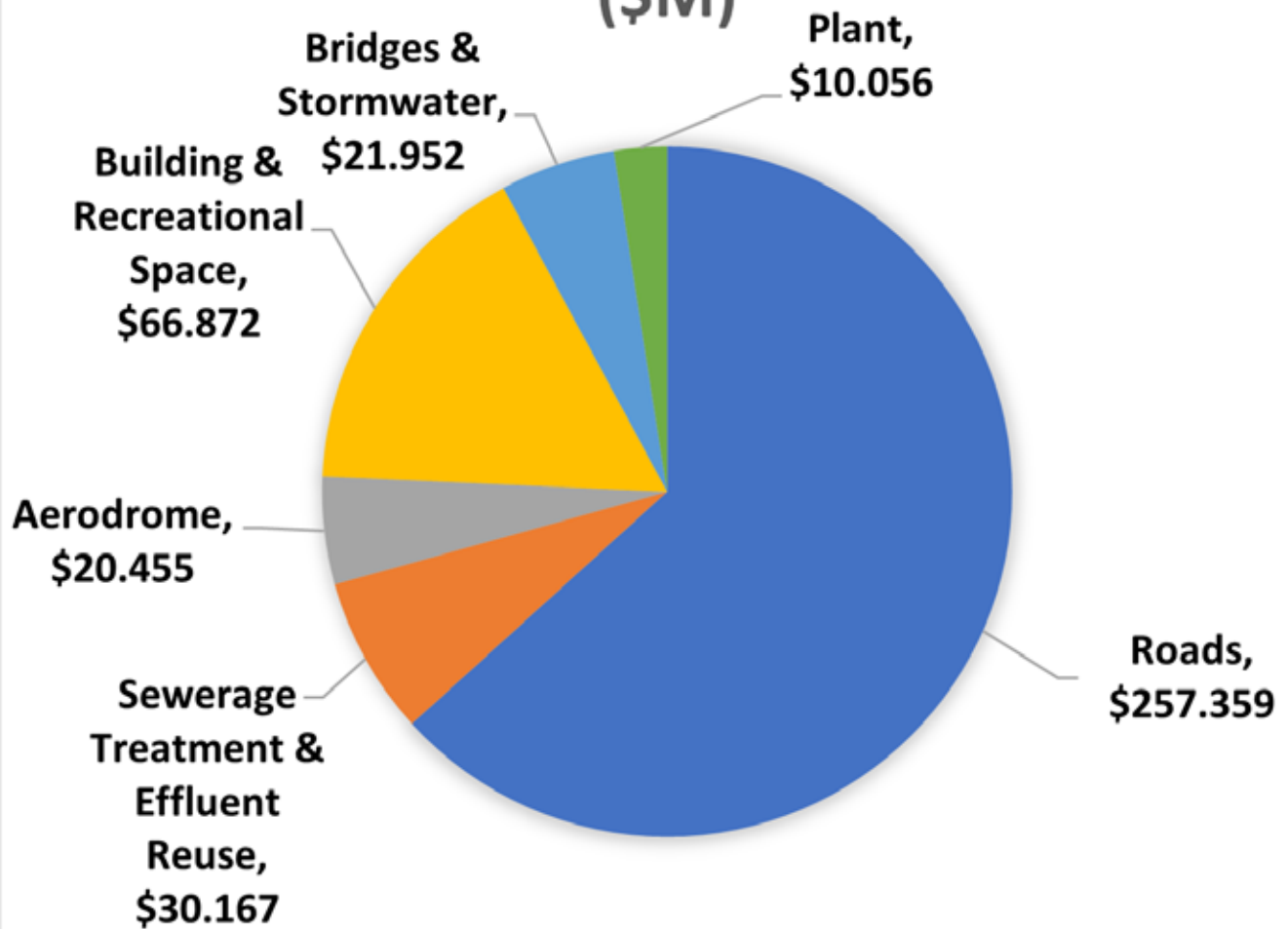
4.7 Systems Integration

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	\$257.359	\$3.251	Regional Roads	km	92.8
			Local Roads	km	1237.2
			Footpaths	km	20.4
			Kerb and Gutter	km	87
Sewerage Treatment and Effluent Reuse	\$30.167	\$0.199	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	\$20.455	\$0.119	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	\$66.872	\$1.434	Parks and Gardens	No.	20
			Sporting Fields	No.	10
			Public Buildings	No.	18
			Operational Land	No.	5
			Stormwater Pipes	No.	668
			Box Culverts	No.	65
			Open Channel Drain	km	2
			Causeways	No.	144
			Gross Pollutant Traps	No.	1
			Siltation Dams	No.	2
Bridges and Stormwater	\$21.952	\$0.196	Bridges	No.	6
Plant	\$10.056	\$0.700	Cars	No.	6
			Light Utilities	No.	17
			Small Trucks	No.	9
			12 Tonne Tippers 7 Trailers	No.	10
			Graders	No.	3
			Tractors	No.	3/3
			Water Carts	No.	5/3
			Miscellaneous Equipment e.g Chainsaws	No.	19

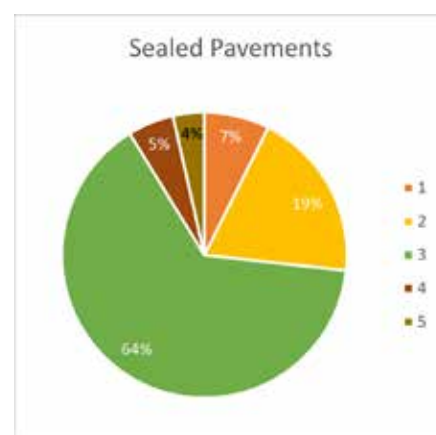
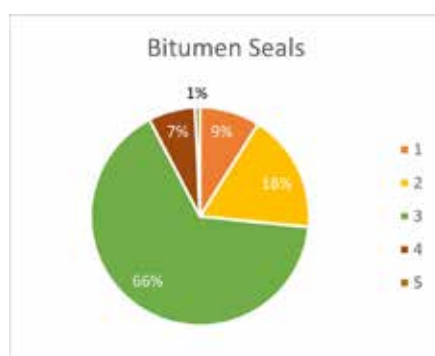
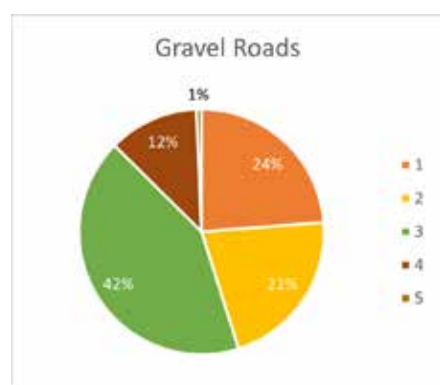
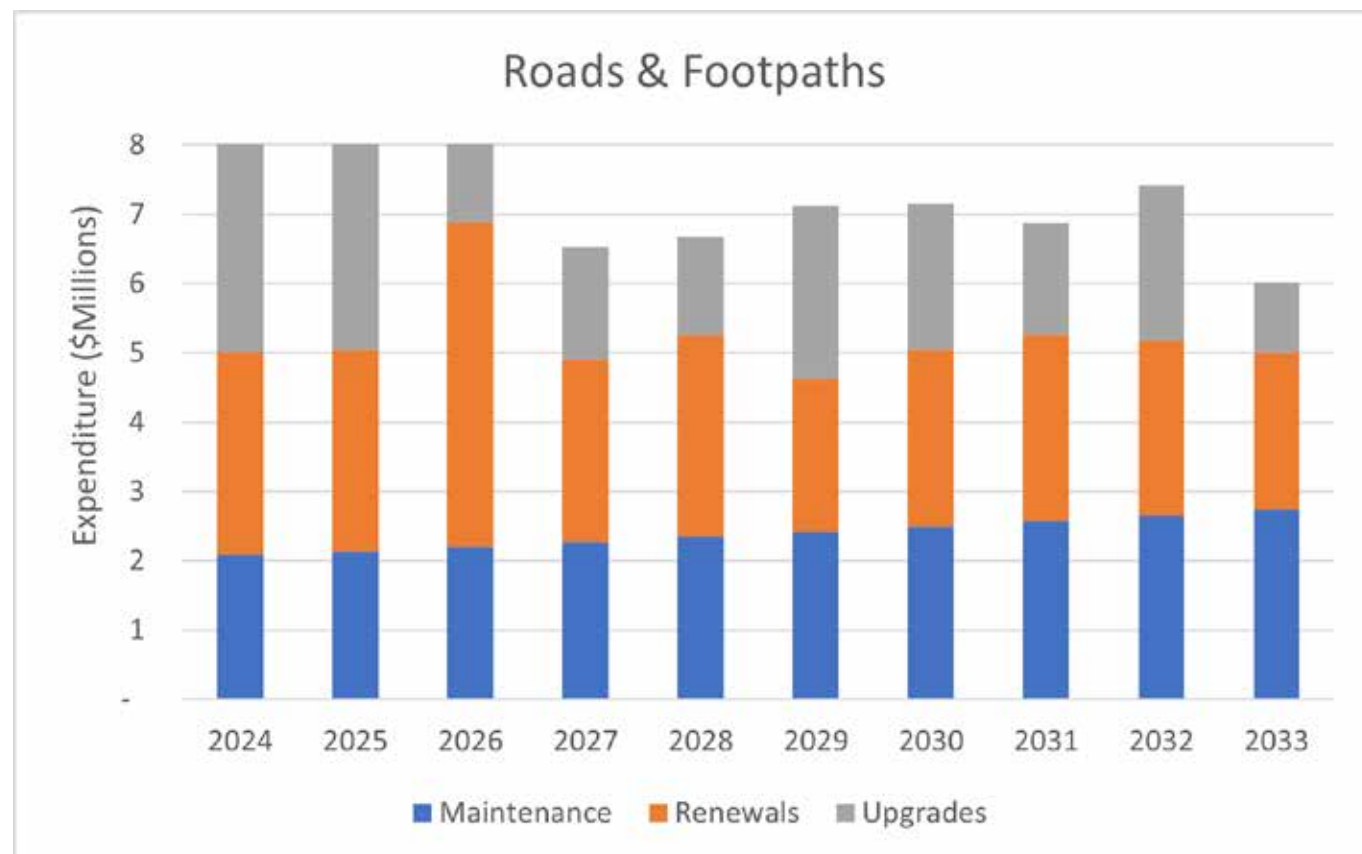
CURRENT REPLACEMENT COST (\$M)



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

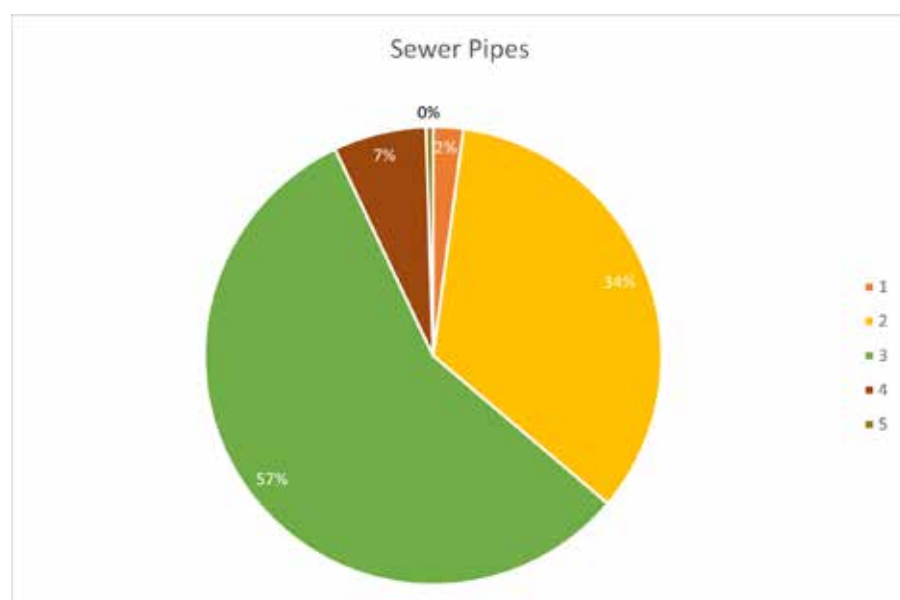
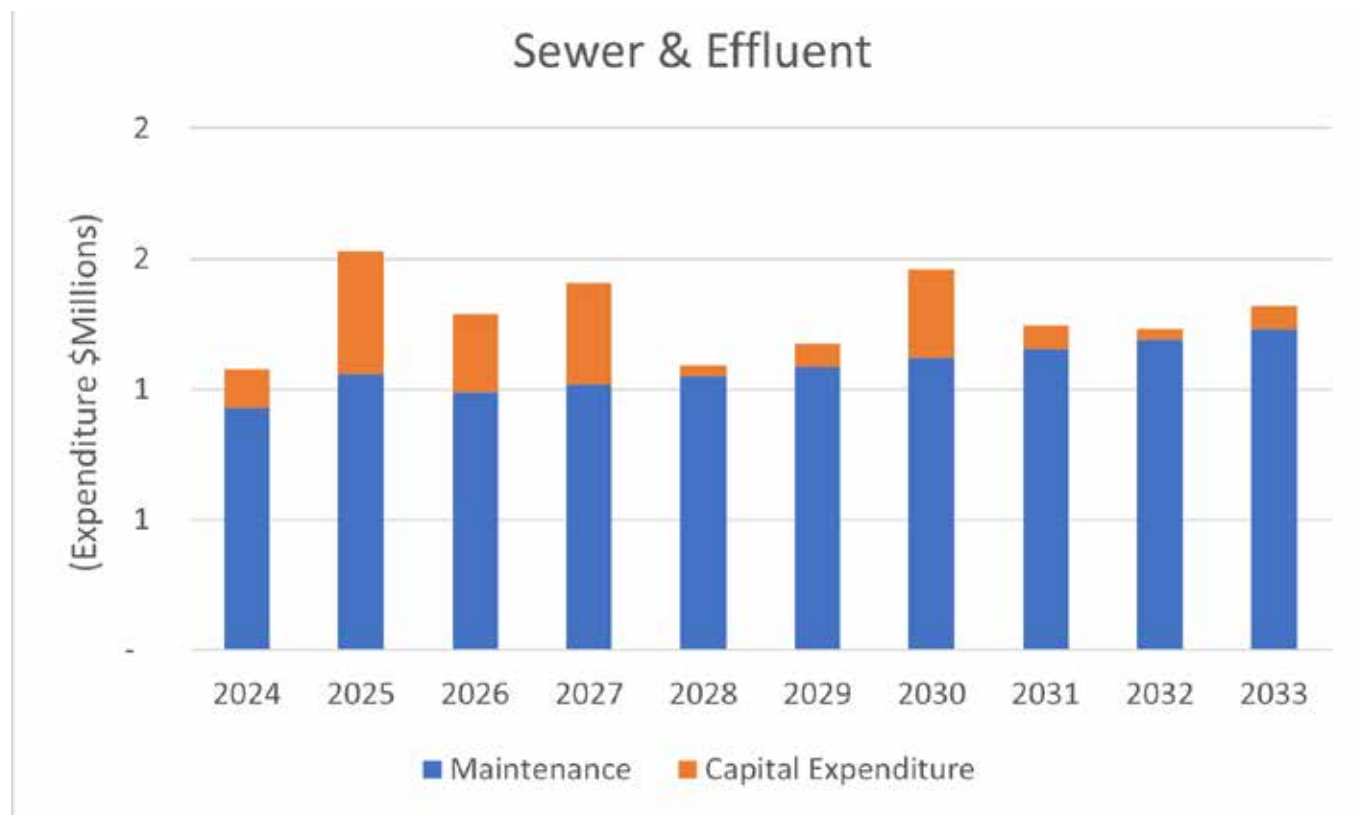


Financial Reporting Ratios

- 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.

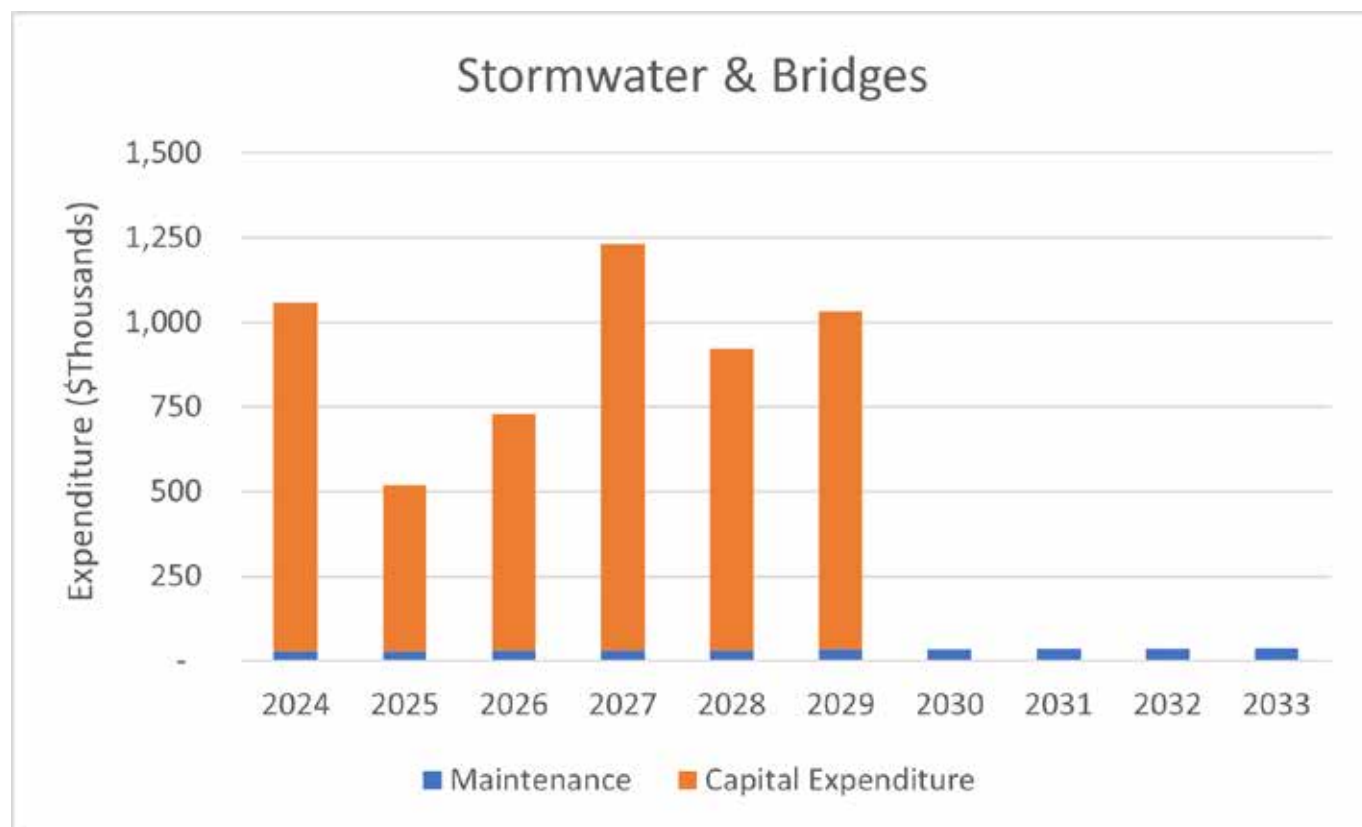


Financial Reporting Ratios

- 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.

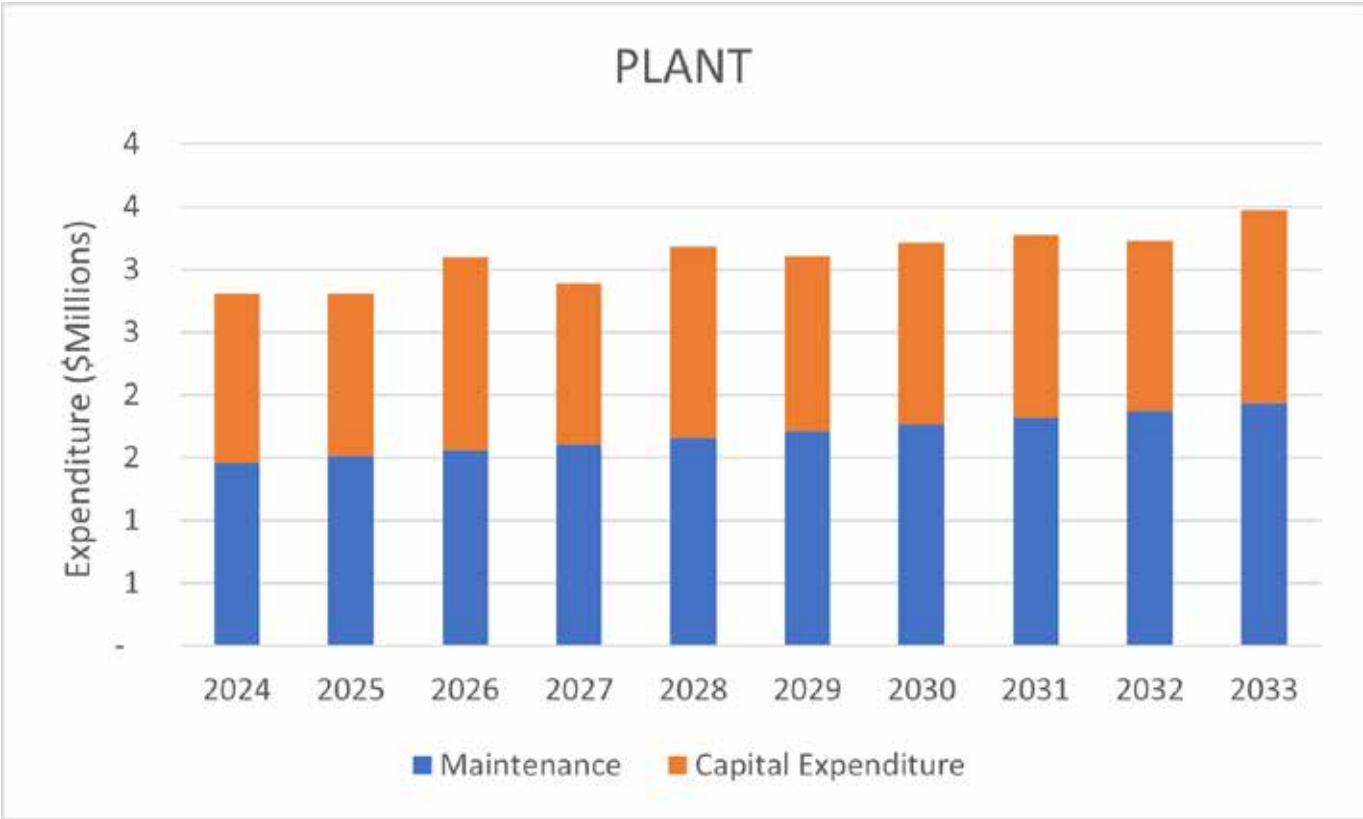


Financial Reporting Ratios

- 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

IPWEA, 2016, NAMS.PLUS Asset Management, Institute of Public Works Engineering Australia, Sydney, www.ipwea.org.au/namsplus.

IPWEA, 2015, Australian Infrastructure Financial Management Guidelines, Institute of Public Works Engineering Australia, Sydney, www.ipwea.org.au/AIFMG.

IPWEA, 2011, International Infrastructure Management Manual, Institute of Public Works Engineering Australia, Sydney, www.ipwea.org.au



WORKFORCE PLAN



EXECUTIVE SUMMARY

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

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

What is Workforce Planning?

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

Why do we need a Workforce Plan?

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

What are the benefits of Workforce Planning?

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



TEMORA SHIRE COUNCIL

INTRODUCTION

The NSW Government's Integrated Planning and Reporting (IPR) Framework recognises that council plans, policies and strategies are connected and should not operate in isolation.

Accordingly, all councils in NSW are operating within the IPR framework which allows various plans and strategies to integrate and for councils to plan holistically for the future.

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

provide the resources necessary to achieve the Delivery Program.

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

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

Figure 1: Resourcing Strategy

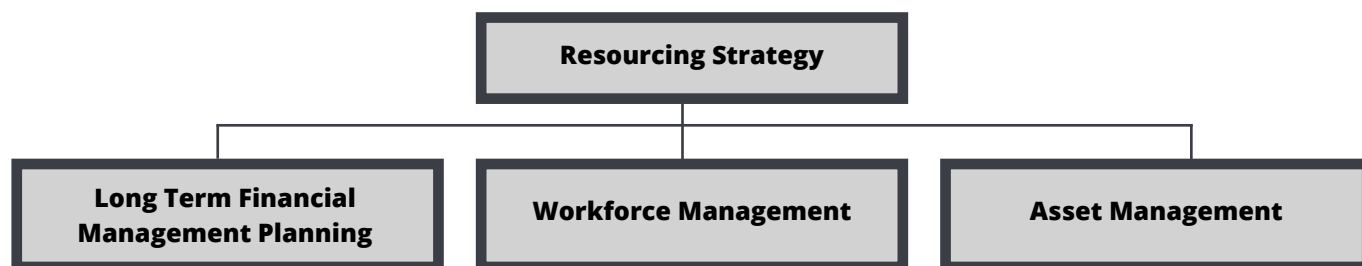


Figure 2: Integrated Planning and Reporting



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

Aim

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

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

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

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

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



OUR DIRECTION AND VALUES

Our Vision

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

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

Our Mission

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

Our Core Values

We will make the best decisions we can, through:

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

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

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

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

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

We will maximise our opportunities, through:

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

WORKFORCE PROFILE TEMORA SHIRE COUNCIL LGA

Temora Shire covers an area of 2,802km², 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.

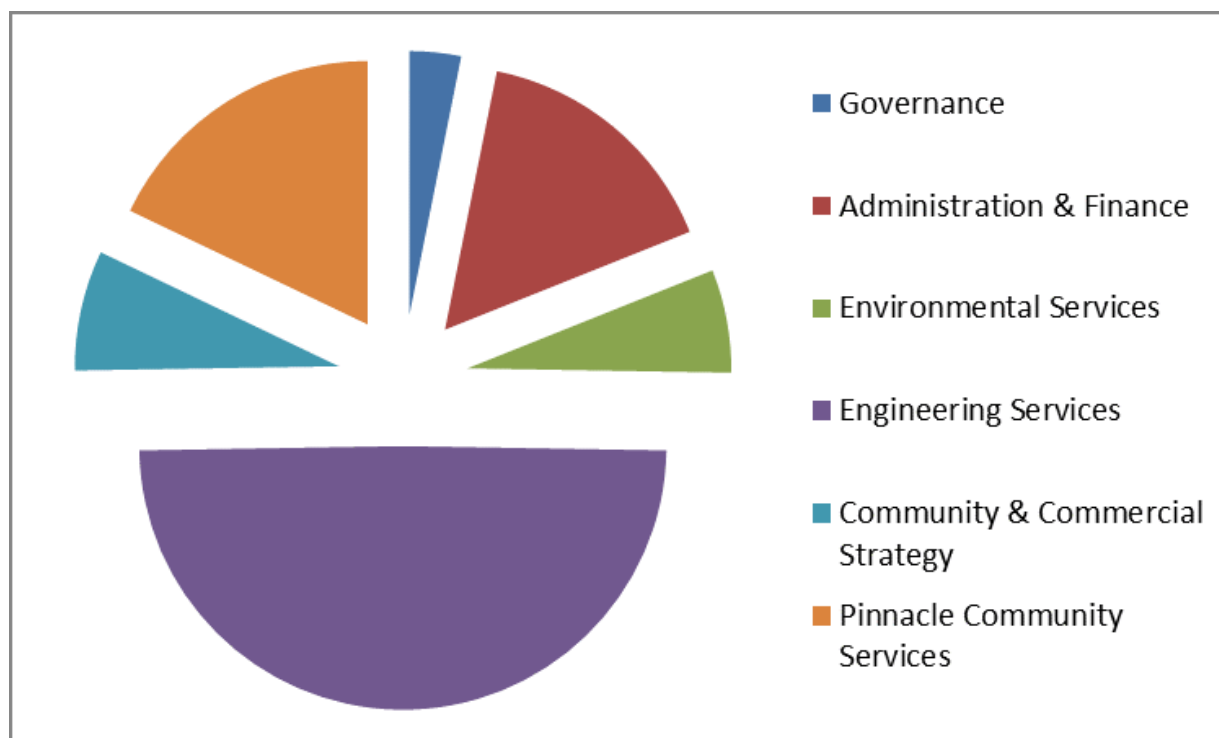
The skill shortages as a result of a smaller population mean that employers may be unable to source suitable employees from within the Shire and also have difficulties attracting and retaining suitable employees from outside the Shire.



UNDERSTANDING THE WORKFORCE AT TEMORA SHIRE COUNCIL

Temora Shire Council is considered a small rural Council, employing some 200 (136 full time equivalent) staff across a diverse range of functional areas.

Workforce Distribution by Department



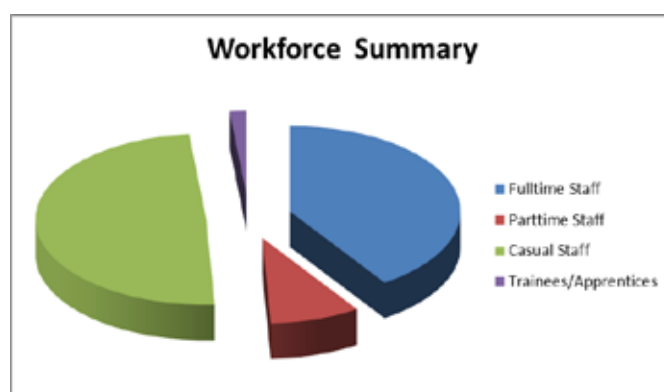
Employment Status

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 2023 were as follows:

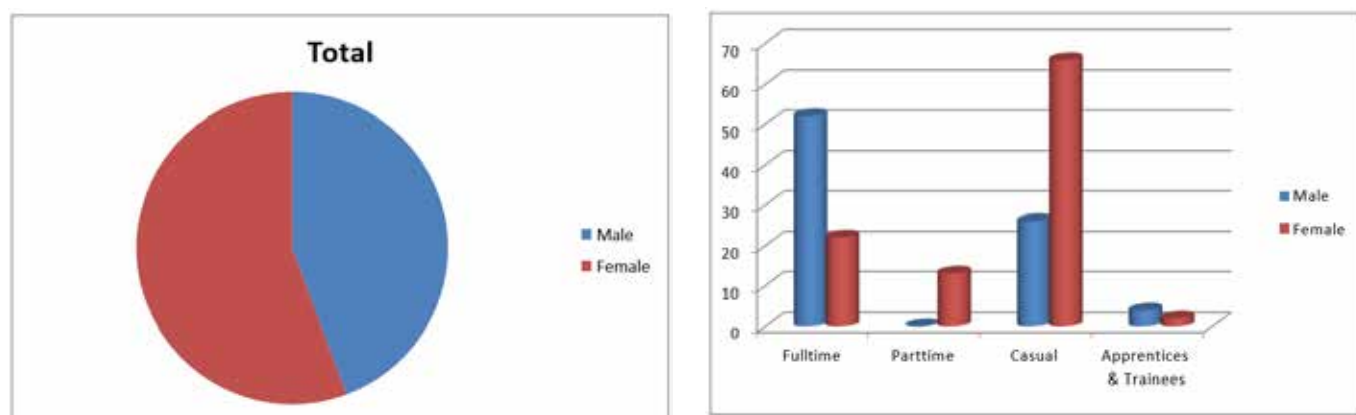
Number of Full Time Staff	80
Number of Part Time Staff	16
Number of Casual Staff	98
Number of Trainees/ Apprentices	6
Total Number of Staff	200

As indicated above, 48% of Temora Shire Council's workforce is employed on a permanent basis, with 8% employed part time and 49% employed as casual staff.

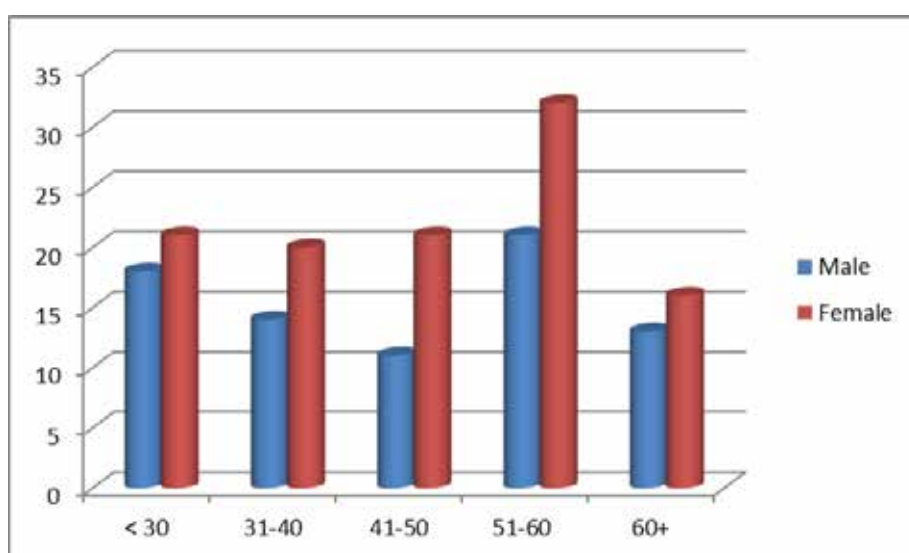


Gender

Of the 200 staff working for Temora Shire Council 41% are male and 59% are female. This inequity is due to the casual staff at Pinnacle Community Services being predominantly female.

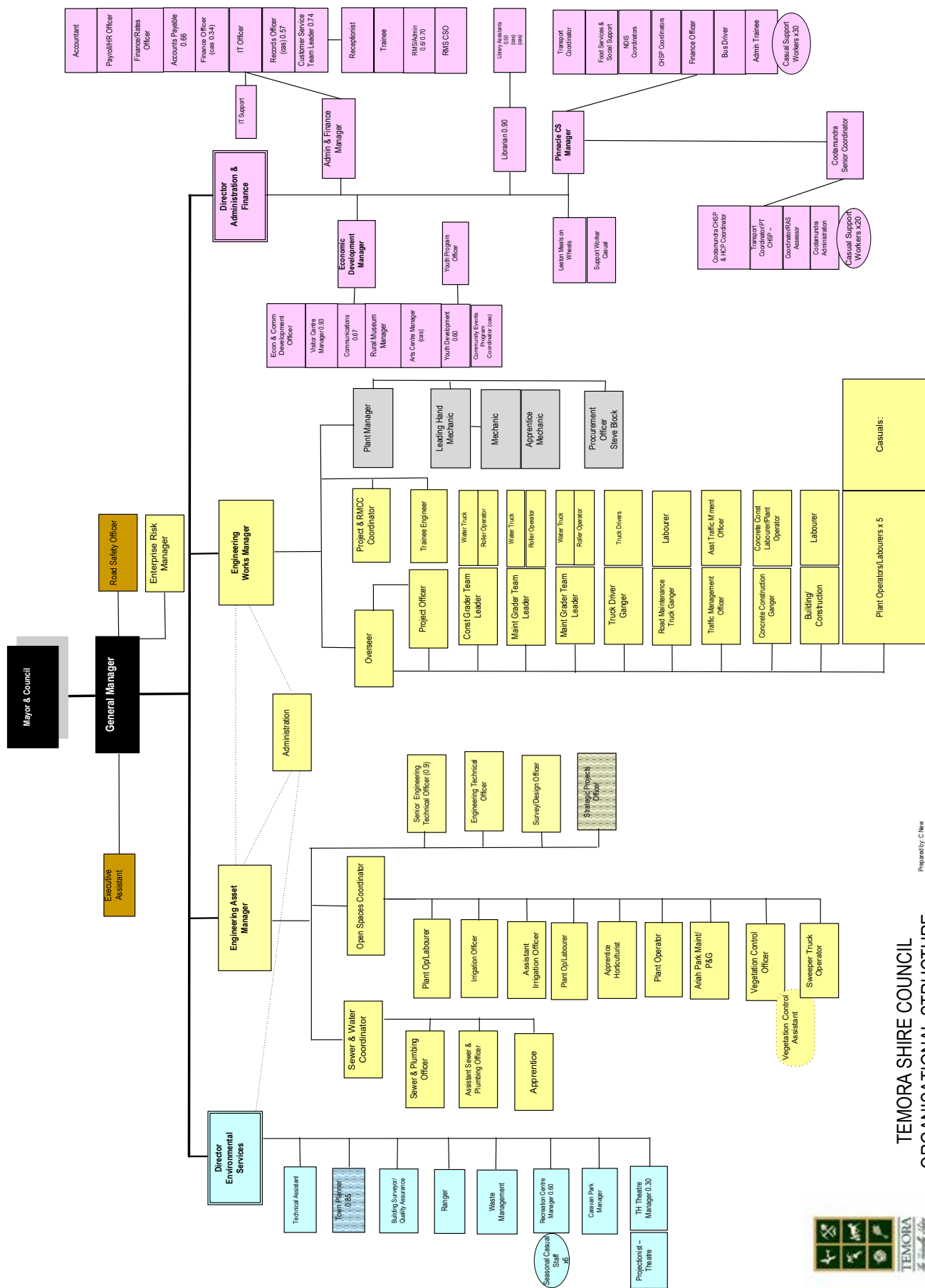


Workforce Distribution by Age and Gender



Age Distribution	Male	Female	Total
<30	22	22	44
31-40	14	23	37
41-50	11	23	34
51-65	22	33	55
60+	13	17	30
	82	118	200

Temora Shire Council Organisational Structure



TEMORA SHIRE COUNCIL ORGANISATIONAL STRUCTURE

Prepared by: C New
Current @ Oct 22

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 June 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	Aug 23 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	Sep 23	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 23	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		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	Sept 23	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		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 2023/24 to 2032/33.

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

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

Reviewing the Plan

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

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



LTFP MODELLING ASSUMPTIONS

OPERATING INCOME

Rates and Annual Charges

This includes General Rate Revenue, Domestic Waste Management Charges and Sewer Availability Charges. The NSW State Government pegs rate increases and to reflect the conservative nature of these increases, the LTFP has provided for 3% increases for the period 2023/24 to 2022/33.

The rate increase for 2023/24 has been set at 3.7% which is the rate pegging limit announced by IPART.

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

The charge for 2023/24 has been increased by 5% to meet expenditure requirements. The increase proposed for the period 2024/2025 to 2032/2033 is 5% per year.

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

The charge for 2023/2024 has been increased by 5%. From 2024/2025 to 2032/2033 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% for 2023/2024 and thereafter have been indexed by 3.5% per year.

Workers compensation have been factored by the same index while superannuation is set to 11% for 2023/24 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 3.0% per year from 2023/2024 to 2032/2033.

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 2023/2024 to 2032/2033. 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 2033
INCOME STATEMENT - CONSOLIDATED

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	6,610,945	6,874,239	7,148,896	7,435,030	7,733,095	8,043,742	8,367,194	8,703,885	9,054,699	9,420,316
User Charges & Fees	14,295,953	14,448,688	12,426,429	12,816,814	13,219,419	13,635,427	14,064,819	14,507,613	14,964,541	15,436,770
Other Revenues	439,359	450,023	461,010	472,352	484,031	496,082	508,510	521,310	534,503	548,123
Grants & Contributions provided for Operating Purposes	10,342,976	8,213,417	8,460,367	8,715,859	8,980,467	9,254,222	9,653,878	9,946,543	10,249,565	10,562,952
Grants & Contributions provided for Capital Purposes	5,809,454	2,961,131	18,127,801	1,847,600	919,650	1,188,800	995,000	948,000	2,138,800	519,200
Interest & Investment Revenue	668,344	689,006	710,367	732,481	755,350	779,034	803,529	828,838	855,017	882,125
Other Income:										
Net Gains from the Disposal of Assets	146,567	124,588	110,011	168,201	88,107	73,615	32,219	34,300	2,763	38,791
Other Income	316,297	329,075	340,052	351,409	363,147	375,291	387,846	400,812	414,216	428,088
Total Income from Continuing Operations	38,629,895	34,090,167	47,784,933	32,539,746	32,543,266	33,846,213	34,812,995	35,891,301	38,214,104	37,836,365
Expenses from Continuing Operations										
Employee Benefits & On-Costs	10,937,009	11,314,513	11,694,017	12,094,501	12,513,493	12,947,233	13,390,716	13,856,590	14,340,398	14,838,351
Borrowing Costs	70,103	58,655	46,876	36,405	32,304	29,388	27,608	25,769	23,868	21,904
Materials & Contracts	14,229,086	12,074,219	10,121,104	10,431,274	10,754,810	11,200,164	11,380,664	11,730,637	12,069,209	12,619,667
Depreciation & Amortisation	7,239,999	7,440,257	7,631,221	7,828,355	8,031,650	8,241,689	8,458,488	8,682,324	8,913,484	9,152,217
Other Expenses	779,384	809,773	832,332	855,545	879,409	904,001	929,316	955,429	982,343	1,010,050
Total Expenses from Continuing Operations	33,255,582	31,697,417	30,325,550	31,246,080	32,211,666	33,322,475	34,186,792	35,250,749	36,329,302	37,642,189
Operating Result from Continuing Operations	5,374,313	2,392,750	17,459,383	1,293,666	331,600	523,738	626,203	640,552	1,884,802	194,176
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	5,374,313	2,392,750	17,459,383	1,293,666	331,600	523,738	626,203	640,552	1,884,802	194,176
Net Operating Result before Grants and Contributions provided for Capital Purposes	(435,141)	(668,381)	(668,418)	(553,934)	(588,050)	(665,062)	(368,797)	(307,448)	(253,998)	(325,024)

Temora Shire Council
10 Year Financial Plan for the Years ending 30 June 2033
BALANCE SHEET - CONSOLIDATED

	2023/24	2024/25	2025/26	2026/27	2027/28	Projected Years					2031/32	2032/33
						\$	\$	\$	\$	\$		
ASSETS												
Current Assets												
Cash & Cash Equivalents	1,248,613	1,369,709	1,506,650	1,661,841	2,062,699	2,123,827	2,144,323	2,138,446	2,179,291	2,222,207		
Investments	18,809,142	18,622,331	19,182,871	20,001,358	21,262,979	22,269,790	24,807,006	27,954,443	32,283,200	36,189,251		
Receivables	3,645,508	3,264,755	4,025,458	3,242,470	2,921,768	3,029,955	3,127,809	3,232,521	3,430,959	3,432,119		
Inventories	1,478,998	1,310,935	1,172,655	1,193,965	1,216,166	1,247,405	1,258,999	1,283,046	1,306,195	1,344,867		
Contract assets and contract cost assets	437,333	437,333	437,333	437,333	437,333	437,333	437,333	437,333	437,333	437,333		
Other	232,267	195,882	165,904	170,956	176,214	183,467	186,421	192,120	197,636	206,570		
Total Current Assets	25,851,861	25,200,945	26,490,872	26,707,923	28,077,160	29,291,778	31,961,892	35,237,909	39,814,613	43,832,347		
Non-Current Assets												
Investments	2,518,858	2,477,669	2,505,129	2,580,642	2,663,021	2,704,210	3,019,994	3,383,557	3,913,800	4,380,749		
Receivables	693,258	540,851	416,358	55,283	48,218	41,164	34,123	27,093	20,074	20,577		
Contract assets and contract cost assets	218,667	218,667	218,667	218,667	218,667	218,667	218,667	218,667	218,667	218,667		
Infrastructure, Property, Plant & Equipment	290,307,702	292,390,936	309,281,386	308,836,258	307,608,130	307,027,916	304,681,346	301,770,243	298,732,368	294,414,778		
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	293,955,485	295,844,923	312,638,539	311,907,850	310,755,035	310,208,956	308,171,130	305,616,560	303,101,909	299,251,770		
TOTAL ASSETS	319,807,346	321,045,867	339,129,412	338,615,773	338,832,195	339,500,734	340,133,022	340,854,469	342,916,522	343,084,117		
LIABILITIES												
Current Liabilities												
Payables	3,296,052	2,907,558	3,154,085	2,656,552	2,723,911	2,836,899	2,834,648	2,904,760	2,985,451	3,055,558		
Contract liabilities	2,756,391	2,430,678	3,260,114	2,200,183	2,200,721	2,285,963	2,349,507	2,417,336	2,572,844	2,537,067		
Borrowings	440,035	451,814	249,853	183,088	53,442	55,222	57,062	58,962	60,926	62,956		
Employee benefit provisions	3,903,016	3,903,016	3,903,016	3,903,016	3,903,016	3,903,016	3,903,016	3,903,016	3,903,016	3,903,016		
Total Current Liabilities	10,395,493	9,693,066	10,567,068	8,942,839	8,881,090	9,081,100	9,144,232	9,284,074	9,522,237	9,558,596		
Non-Current Liabilities												
Payables	342	354	367	379	393	407	421	436	451	467		
Borrowings	1,797,923	1,346,109	1,096,255	913,167	859,725	804,503	747,441	688,479	627,552	564,597		
Employee benefit provisions	58,984	58,984	58,984	58,984	58,984	58,984	58,984	58,984	58,984	58,984		
Total Non-Current Liabilities	1,857,250	1,405,448	1,155,606	972,531	919,102	863,894	806,846	747,899	686,988	624,049		
TOTAL LIABILITIES	12,252,742	11,098,513	11,722,674	9,915,370	9,800,192	9,944,994	9,951,078	10,031,974	10,209,225	10,182,645		
Net Assets	307,554,604	309,947,354	327,406,737	328,700,403	329,032,003	329,555,741	330,181,943	330,822,495	332,707,297	332,901,473		
EQUITY												
Retained Earnings	121,953,604	124,346,354	141,805,737	143,099,403	143,431,003	143,954,741	144,580,943	145,221,495	147,106,297	147,300,473		
Revaluation Reserves	185,601,000	185,601,000	185,601,000	185,601,000	185,601,000	185,601,000	185,601,000	185,601,000	185,601,000	185,601,000		
Total Equity	307,554,604	309,947,354	327,406,737	328,700,403	329,032,003	329,555,741	330,181,943	330,822,495	332,707,297	332,901,473		

Temora Shire Council
10 Year Financial Plan for the Years ending 30 June 2033
CASH FLOW STATEMENT - CONSOLIDATED

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	6,607,065	6,871,136	7,145,637	7,431,608	7,729,497	8,039,963	8,363,226	8,699,716	9,050,317	9,415,715
User Charges & Fees	14,451,023	14,454,156	12,353,650	12,830,831	13,233,875	13,650,364	14,060,237	14,523,512	14,980,948	15,453,727
Investment & Interest Revenue Received	652,564	695,657	702,165	737,837	743,806	776,112	790,574	814,047	832,994	864,049
Grants & Contributions	16,180,337	11,137,492	26,702,891	10,444,178	9,895,175	10,447,058	10,650,405	10,896,366	12,399,479	11,072,424
Other	504,528	797,401	817,236	893,416	826,777	843,156	869,296	894,029	912,523	955,380
Payments:										
Employee Benefits & On-Costs	(10,883,715)	(11,300,669)	(11,680,000)	(12,079,910)	(12,498,235)	(12,931,412)	(13,374,241)	(13,839,570)	(14,322,739)	(14,820,156)
Materials & Contracts	(13,923,616)	(12,190,436)	(10,217,035)	(10,413,114)	(10,735,931)	(11,174,737)	(11,369,179)	(11,710,155)	(12,049,267)	(12,588,535)
Borrowing Costs	(72,245)	(60,854)	(49,134)	(37,654)	(33,219)	(29,655)	(27,884)	(26,054)	(24,163)	(22,209)
Other	(767,752)	(812,913)	(834,807)	(854,371)	(878,183)	(902,545)	(928,288)	(954,081)	(980,985)	(1,008,316)
Net Cash provided (or used in) Operating Activities	12,748,190	9,590,971	24,940,602	8,952,820	8,263,561	8,718,304	9,054,146	9,297,811	10,799,106	9,322,078
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	-	300,000	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	372,273	318,156	385,091	305,582	402,545	338,855	456,255	357,545	326,909	316,444
Deferred Debtors Receipts	294,527	223,772	153,018	124,716	361,508	7,508	7,508	7,508	7,508	7,508
Payments:										
Purchase of Investment Securities	(3,182,000)	(72,000)	(588,000)	(894,000)	(1,344,000)	(1,048,000)	(2,853,000)	(3,511,000)	(4,839,000)	(4,393,000)
Purchase of Infrastructure, Property, Plant & Equipment	(11,895,023)	(9,799,768)	(24,301,956)	(8,084,074)	(7,119,668)	(7,902,096)	(6,589,191)	(6,100,679)	(6,194,716)	(5,149,187)
Net Cash provided (or used in) Investing Activities	(14,410,223)	(9,029,840)	(24,351,847)	(8,547,776)	(7,699,615)	(8,603,733)	(8,978,428)	(9,246,626)	(10,699,299)	(9,218,235)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	(428,587)	(440,035)	(451,814)	(249,853)	(183,088)	(53,442)	(55,222)	(57,062)	(58,962)	(60,926)
Net Cash Flow provided (used in) Financing Activities	(428,587)	(440,035)	(451,814)	(249,853)	(183,088)	(53,442)	(55,222)	(57,062)	(58,962)	(60,926)
Net Increase/(Decrease) in Cash & Cash Equivalents	(2,090,620)	121,096	136,942	155,191	400,858	61,128	20,496	(5,877)	40,845	42,917
plus: Cash & Cash Equivalents - beginning of year	3,339,233	1,248,613	1,369,709	1,506,650	1,661,841	2,062,699	2,123,827	2,144,323	2,138,446	2,179,291
Cash & Cash Equivalents - end of the year	1,248,613	1,369,709	1,506,650	1,661,841	2,062,699	2,123,827	2,144,323	2,138,446	2,179,291	2,222,207
Cash & Cash Equivalents - end of the year	1,248,613	1,369,709	1,506,650	1,661,841	2,062,699	2,123,827	2,144,323	2,138,446	2,179,291	2,222,207
Investments - end of the year	21,328,000	21,100,000	21,688,000	22,582,000	23,926,000	24,974,000	27,827,000	31,338,000	36,177,000	40,570,000
Cash, Cash Equivalents & Investments - end of the year	22,576,613	22,469,709	23,194,650	24,243,841	25,988,699	27,097,827	29,971,323	33,476,446	38,356,291	42,792,207

Temora Shire Council
10 Year Financial Plan for the Years ending 30 June 2033
EQUITY STATEMENT - CONSOLIDATED

	2023/24	2024/25	2025/26	2026/27	Projected Years				2030/31	2031/32	2032/33
	\$	\$	\$	\$	2027/28	2028/29	2029/30	\$	\$	\$	\$
Opening Balance (as at 1/7)	302,180,291	307,554,604	309,947,354	327,406,737	328,700,403	329,032,003	329,555,741	330,181,943	330,822,495	332,707,297	
Adjustments to opening balance											
Restated opening Balance (as at 1/7)	302,180,291	307,554,604	309,947,354	327,406,737	328,700,403	329,032,003	329,555,741	330,181,943	330,822,495	332,707,297	
Net Operating Result for the Year	5,374,313	2,392,750	17,459,383	1,293,666	331,600	523,738	626,203	640,552	1,884,802	194,176	
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-	
Restated Net Operating Result for the Year	5,374,313	2,392,750	17,459,383	1,293,666	331,600	523,738	626,203	640,552	1,884,802	194,176	
Other Comprehensive Income											
- Correction of prior period errors	-	-	-	-	-	-	-	-	-	-	
- Gain (loss) on revaluation of IPP&E	-	-	-	-	-	-	-	-	-	-	
- Gain (loss) on revaluation of available for sale investments	-	-	-	-	-	-	-	-	-	-	
- Realised (gain) loss on available for sale investments recognised in operating result	-	-	-	-	-	-	-	-	-	-	
- Gain (loss) on revaluation of other reserves	-	-	-	-	-	-	-	-	-	-	
- Realised (gain) loss from other reserves recognised in operating result	-	-	-	-	-	-	-	-	-	-	
- Impairment loss (reversal) – financial assets at fair value through OCI	-	-	-	-	-	-	-	-	-	-	
- Realised (gain) loss on financial assets at fair value through OCI	-	-	-	-	-	-	-	-	-	-	
- Gain/(loss) on revaluation of financial assets at fair value through OCI (other than equity instruments)	-	-	-	-	-	-	-	-	-	-	
- Gain/(loss) on revaluation of equity instruments at fair value through OCI	-	-	-	-	-	-	-	-	-	-	
- Transfers to Income Statement	-	-	-	-	-	-	-	-	-	-	
- Impairment (loss) reversal relating to IPP&E	-	-	-	-	-	-	-	-	-	-	
- Impairment (reversal) of available for sale investments to (from) operating res	-	-	-	-	-	-	-	-	-	-	
- Joint ventures and associates	-	-	-	-	-	-	-	-	-	-	
- Other reserves movements	-	-	-	-	-	-	-	-	-	-	
- Other Movements (combined)	-	-	-	-	-	-	-	-	-	-	
Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-	
Total Comprehensive Income	5,374,313	2,392,750	17,459,383	1,293,666	331,600	523,738	626,203	640,552	1,884,802	194,176	
Distributions to/(contributions from) non-controlling interests	-	-	-	-	-	-	-	-	-	-	
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	
Equity - Balance at end of the reporting period	307,554,604	309,947,354	327,406,737	328,700,403	329,032,003	329,555,741	330,181,943	330,822,495	332,707,297	332,901,473	

APPENDIX 1

Function Budget For the year ended 30 June 2024 Budget Summary 2023/24

Function	Budget Summary 2023/24		
	Income	Expenditure	(Surplus)/Deficit
Governance	-	406,683	406,683
Public Order & Safety	(358,050)	1,195,971	837,921
Health	(58,133)	333,742	275,609
Community Services & Education	(7,871,768)	7,811,365	(60,403)
Housing & Community Amenities	(1,201,830)	1,948,555	746,725
Sewerage Services	(1,534,248)	1,271,216	(263,032)
Recreation & Culture	(527,523)	4,056,392	3,528,869
Building Services	(78,107)	304,753	226,646
Transport & Communication	(10,827,926)	15,141,230	4,313,304
Economic Affairs	(572,214)	1,914,235	1,342,021
Function Totals	(23,029,799)	34,384,142	11,354,343
General Purpose Revenues (Not Attributed to Functions)	(10,772,635)		(10,772,635)
(Profit)/Loss on Disposal of Assets	(372,273)	225,706	(146,567)
Operating Result before Capital Amounts	(34,174,707)	34,609,848	435,141
Capital Grants & Contributions	(5,809,454)		(5,809,454)
Operating Result	(39,984,161)	34,609,848	(5,374,313)
ADD Expenses not involving flows of Funds			
Depreciation			7,239,999
ADD Non-Operating funds employed			
Repayments by Long Term Debtors			(294,527)
Loan Funds used			-
Transfer from Reserves			(1,495,550)
			(1,790,077)
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			11,946,177
Development of Real Estate			
Advance to Long Term Debtors			
Repayment of Loans			428,587
Transfer to Reserves			1,600,388
			13,975,152
Budget (Surplus) / Deficit			(429,237)

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

Function	Budget Summary 2024/25		
	Income	Expenditure	(Surplus)/Deficit
Governance		583,950	583,950
Public Order & Safety	(370,400)	1,235,531	865,131
Health	(59,621)	338,355	278,734
Community Services & Education	(8,147,214)	8,080,284	(66,930)
Housing & Community Amenities	(1,253,007)	1,995,239	742,232
Sewerage Services	(1,605,600)	1,415,097	(190,503)
Recreation & Culture	(500,744)	4,146,228	3,645,484
Building Services	(80,840)	314,767	233,927
Transport & Communication	(8,418,413)	12,740,536	4,322,123
Economic Affairs	(591,182)	1,989,969	1,398,787
Function Totals	(21,027,021)	32,839,956	11,812,935
General Purpose Revenues (Not Attributed to Functions)	(11,119,966)		(11,119,966)
(Profit)/Loss on Disposal of Assets	(318,156)	193,568	(124,588)
Operating Result before Capital Amounts	(32,465,143)	33,033,524	568,381
Capital Grants & Contributions	(2,961,131)		(2,961,131)
Operating Result	(35,426,274)	33,033,524	(2,392,750)
ADD Expenses not involving flows of Funds			
Depreciation			7,440,257
ADD Non-Operating funds employed			
Repayments by Long Term Debtors			(223,772)
Loan Funds used			
Transfer from Reserves			(780,839)
			(1,004,611)
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			9,717,059
Development of Real Estate			
Advance to Long Term Debtors			
Repayment of Loans			440,035
Transfer to Reserves			1,558,510
			11,715,604
Budget (Surplus) / Deficit			877,986

Function Budget
For the year ended 30 June 2024
Budget Summary 2025/26

Function	Budget Summary 2025/26		
	Income	Expenditure	(Surplus)/Deficit
Governance		466,516	466,516
Public Order & Safety	(383,173)	1,273,317	890,144
Health	(61,146)	350,719	289,573
Community Services & Education	(8,430,801)	8,343,892	(86,909)
Housing & Community Amenities	(1,306,569)	2,055,917	749,348
Sewerage Services	(1,680,456)	1,356,047	(324,409)
Recreation & Culture	(516,912)	4,271,285	3,754,373
Building Services	(83,668)	325,235	241,567
Transport & Communication	(6,153,139)	11,015,879	4,862,740
Economic Affairs	(608,512)	2,028,415	1,419,903
Function Totals	(19,224,376)	31,487,222	12,262,846
General Purpose Revenues (Not Attributed to Functions)	(11,484,416)		(11,484,416)
(Profit)/Loss on Disposal of Assets	(385,091)	275,079	(110,012)
Operating Result before Capital Amounts	(31,093,883)	31,762,301	668,418
Capital Grants & Contributions	(18,127,801)		(18,127,801)
Operating Result	(49,221,684)	31,762,301	(17,459,383)
ADD Expenses not involving flows of Funds			
Depreciation			7,631,221
ADD Non-Operating funds employed			
Repayments by Long Term Debtors			(153,018)
Loan Funds used			(532,673)
Transfer from Reserves			(685,691)
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			24,796,751
Development of Real Estate			
Advance to Long Term Debtors			
Repayment of Loans			451,814
Transfer to Reserves			1,677,965
			26,926,530
Budget (Surplus) / Deficit			1,150,235

Function Budget
For the year ended 30 June 2024
Budget Summary 2026/27

Function	Budget Summary 2026/27		
	Income	Expenditure	(Surplus)/Deficit
Governance		468,639	468,639
Public Order & Safety	(396,405)	1,312,227	915,822
Health	(62,714)	358,962	296,248
Community Services & Education	(8,724,339)	8,615,208	(109,131)
Housing & Community Amenities	(1,362,628)	2,118,372	755,744
Sewerage Services	(1,758,961)	1,398,181	(360,780)
Recreation & Culture	(533,640)	4,387,848	3,854,208
Building Services	(86,598)	336,009	249,411
Transport & Communication	(6,291,809)	11,321,298	5,029,489
Economic Affairs	(626,412)	2,110,584	1,484,172
Function Totals	(19,843,506)	32,427,328	12,583,822
General Purpose Revenues (Not Attributed to Functions)	(11,861,686)		(11,861,686)
(Profit)/Loss on Disposal of Assets	(305,582)	137,380	(168,202)
Operating Result before Capital Amounts	(32,010,774)	32,564,708	553,934
Capital Grants & Contributions	(1,847,600)		(1,847,600)
Operating Result	(33,858,374)	32,564,708	(1,293,666)
ADD Expenses not involving flows of Funds			
Depreciation			7,828,355
ADD Non-Operating funds employed			
Repayments by Long Term Debtors			(124,716)
Loan Funds used			(599,535)
Transfer from Reserves			(724,251)
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			7,520,608
Development of Real Estate			
Advance to Long Term Debtors			
Repayment of Loans			249,853
Transfer to Reserves			1,760,302
			9,530,763
Budget (Surplus) / Deficit			(315,509)

Function Budget
For the year ended 30 June 2024
Budget Summary 2027/28

Function	Budget Summary 2027/28		
	Income	Expenditure	(Surplus)/Deficit
Governance		475,700	475,700
Public Order & Safety	(410,095)	1,354,416	944,321
Health	(64,320)	371,249	306,929
Community Services & Education	(9,028,435)	8,898,824	(129,611)
Housing & Community Amenities	(1,421,337)	2,185,991	764,654
Sewerage Services	(1,841,385)	1,442,432	(398,953)
Recreation & Culture	(550,923)	4,530,122	3,979,199
Building Services	(89,627)	347,911	258,284
Transport & Communication	(6,434,025)	11,649,879	5,215,854
Economic Affairs	(644,866)	2,154,888	1,510,022
Function Totals	(20,485,013)	33,411,412	12,926,399
General Purpose Revenues (Not Attributed to Functions)	(12,250,242)		(12,250,242)
(Profit)/Loss on Disposal of Assets	(402,545)	314,438	(88,107)
Operating Result before Capital Amounts	(33,137,800)	33,725,850	588,050
Capital Grants & Contributions	(919,650)		(919,650)
Operating Result	(34,057,450)	33,725,850	(331,600)
ADD Expenses not involving flows of Funds			
Depreciation			8,031,650
ADD Non-Operating funds employed			
Repayments by Long Term Debtors			(361,508)
Loan Funds used			
Transfer from Reserves			(306,423)
			(667,931)
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			7,117,960
Development of Real Estate			
Advance to Long Term Debtors			
Repayment of Loans			183,089
Transfer to Reserves			1,844,095
			9,145,144
Budget (Surplus) / Deficit			113,963

Function Budget
For the year ended 30 June 2024
Budget Summary 2028/29

Function	Budget Summary 2028/29		
	Income	Expenditure	(Surplus)/Deficit
Governance	-	615,434	615,434
Public Order & Safety	(424,279)	1,393,788	969,509
Health	(65,969)	377,685	311,716
Community Services & Education	(9,343,216)	9,190,193	(153,023)
Housing & Community Amenities	(1,482,817)	2,250,020	767,203
Sewerage Services	(1,927,876)	1,486,643	(441,233)
Recreation & Culture	(568,804)	4,651,015	4,082,211
Building Services	(92,768)	358,874	266,106
Transport & Communication	(6,580,274)	11,979,820	5,399,546
Economic Affairs	(663,925)	2,239,304	1,575,379
Function Totals	(21,149,928)	34,542,776	13,392,848
General Purpose Revenues (Not Attributed to Functions)	(12,654,170)		(12,654,170)
(Profit)/Loss on Disposal of Assets	(338,855)	265,239	(73,616)
Operating Result before Capital Amounts	(34,142,953)	34,808,015	665,062
Capital Grants & Contributions	(1,188,800)		(1,188,800)
Operating Result	(35,331,753)	34,808,015	(523,738)
ADD Expenses not involving flows of Funds			
Depreciation			8,241,689
ADD Non-Operating funds employed			
Repayments by Long Term Debtors			(7,508)
Loan Funds used			
Transfer from Reserves			(290,000)
			(297,508)
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			7,926,715
Development of Real Estate			
Advance to Long Term Debtors			
Repayment of Loans			53,442
Transfer to Reserves			1,934,601
			9,914,758
Budget (Surplus) / Deficit			851,823

Function Budget
For the year ended 30 June 2024
Budget Summary 2029/30

Function	Budget Summary 2029/30		
	Income	Expenditure	(Surplus)/Deficit
Governance	-	471,394	471,394
Public Order & Safety	(438,959)	1,436,545	997,586
Health	(67,661)	393,085	325,424
Community Services & Education	(9,669,277)	9,495,442	(173,835)
Housing & Community Amenities	(1,547,141)	2,319,352	772,211
Sewerage Services	(2,018,570)	1,533,071	(485,499)
Recreation & Culture	(587,291)	4,797,865	4,210,574
Building Services	(96,017)	370,979	274,962
Transport & Communication	(6,846,712)	12,327,037	5,480,325
Economic Affairs	(683,586)	2,281,952	1,598,366
Function Totals	(21,955,214)	35,426,722	13,471,508
General Purpose Revenues (Not Attributed to Functions)	(13,070,491)		(13,070,491)
(Profit)/Loss on Disposal of Assets	(456,255)	424,035	(32,220)
Operating Result before Capital Amounts	(35,481,960)	35,850,757	368,797
Capital Grants & Contributions	(995,000)		(995,000)
Operating Result	(36,476,960)	35,850,757	(626,203)
ADD Expenses not involving flows of Funds			
Depreciation			8,458,488
ADD Non-Operating funds employed			
Repayments by Long Term Debtors			(7,508)
Loan Funds used			
Transfer from Reserves			(340,000)
			(347,508)
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			6,535,954
Development of Real Estate			
Advance to Long Term Debtors			
Repayment of Loans			55,222
Transfer to Reserves			2,025,937
			8,617,113
Budget (Surplus) / Deficit			(815,086)

Function Budget
For the year ended 30 June 2024
Budget Summary 2030/31

Function	Budget Summary 2030/31		
	Income	Expenditure	(Surplus)/Deficit
Governance	-	474,054	474,054
Public Order & Safety	(454,130)	1,480,612	1,026,482
Health	(69,395)	399,399	330,004
Community Services & Education	(10,006,041)	9,809,087	(196,954)
Housing & Community Amenities	(1,614,486)	2,390,658	776,172
Sewerage Services	(2,113,747)	1,580,874	(532,873)
Recreation & Culture	(606,380)	4,931,736	4,325,356
Building Services	(99,375)	383,404	284,029
Transport & Communication	(7,001,029)	12,684,121	5,683,092
Economic Affairs	(703,856)	2,376,569	1,672,713
Function Totals	(22,668,439)	36,510,514	13,842,075
General Purpose Revenues (Not Attributed to Functions)	(13,500,327)		(13,500,327)
(Profit)/Loss on Disposal of Assets	(357,545)	323,245	(34,300)
Operating Result before Capital Amounts	(36,526,311)	36,833,759	307,448
Capital Grants & Contributions	(948,000)		(948,000)
Operating Result	(37,474,311)	36,833,759	(640,552)
ADD Expenses not involving flows of Funds			
Depreciation			8,682,324
ADD Non-Operating funds employed			
Repayments by Long Term Debtors			(7,508)
Loan Funds used			(90,000)
Transfer from Reserves			(97,508)
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			6,094,466
Development of Real Estate			
Advance to Long Term Debtors			
Repayment of Loans			57,062
Transfer to Reserves			2,123,466
			8,274,994
Budget (Surplus) / Deficit			(1,145,390)

Function Budget
For the year ended 30 June 2024
Budget Summary 2031/32

Function	Budget Summary 2031/32		
	Income	Expenditure	(Surplus)/Deficit
Governance	-	478,082	478,082
Public Order & Safety	(469,833)	1,526,151	1,056,318
Health	(71,174)	413,821	342,647
Community Services & Education	(10,354,815)	10,135,254	(219,561)
Housing & Community Amenities	(1,685,029)	2,464,637	779,608
Sewerage Services	(2,213,678)	1,630,341	(583,337)
Recreation & Culture	(626,109)	5,087,747	4,461,638
Building Services	(102,852)	396,351	293,499
Transport & Communication	(7,159,470)	13,054,657	5,895,187
Economic Affairs	(724,762)	2,421,685	1,696,923
Function Totals	(23,407,722)	37,608,726	14,201,004
General Purpose Revenues (Not Attributed to Functions)	(13,944,243)		(13,944,243)
(Profit)/Loss on Disposal of Assets	(326,909)	324,146	(2,763)
Operating Result before Capital Amounts	(37,678,874)	37,932,872	253,998
Capital Grants & Contributions	(2,138,800)		(2,138,800)
Operating Result	(39,817,674)	37,932,872	(1,884,802)
ADD Expenses not involving flows of Funds			
Depreciation			8,913,484
ADD Non-Operating funds employed			
Repayments by Long Term Debtors			(7,508)
Loan Funds used			(40,000)
Transfer from Reserves			(47,508)
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			6,199,755
Development of Real Estate			
Advance to Long Term Debtors			
Repayment of Loans			58,962
Transfer to Reserves			2,224,536
			8,483,253
Budget (Surplus) / Deficit			(2,362,541)

Function Budget
For the year ended 30 June 2024
Budget Summary 2032/33

Function	Budget Summary 2032/33		
	Income	Expenditure	(Surplus)/Deficit
Governance		629,141	629,141
Public Order & Safety	(486,099)	1,575,448	1,089,349
Health	(73,001)	425,413	352,412
Community Services & Education	(10,715,714)	10,470,638	(245,076)
Housing & Community Amenities	(1,758,889)	2,543,910	785,021
Sewerage Services	(2,318,513)	1,681,978	(636,535)
Recreation & Culture	(646,521)	5,235,704	4,589,183
Building Services	(106,451)	410,376	303,925
Transport & Communication	(7,322,521)	13,440,678	6,118,157
Economic Affairs	(746,361)	2,527,426	1,781,065
Function Totals	(24,174,070)	38,940,712	14,766,642
General Purpose Revenues (Not Attributed to Functions)	(14,402,826)		(14,402,826)
(Profit)/Loss on Disposal of Assets	(316,444)	277,652	(38,792)
Operating Result before Capital Amounts	(38,893,340)	39,218,364	325,024
Capital Grants & Contributions	(519,200)		(519,200)
Operating Result	(39,412,540)	39,218,364	(194,176)
ADD Expenses not involving flows of Funds			
Depreciation			9,152,217
ADD Non-Operating funds employed			
Repayments by Long Term Debtors			(7,508)
Loan Funds used			(90,000)
Transfer from Reserves			(97,508)
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			5,112,280
Development of Real Estate			
Advance to Long Term Debtors			
Repayment of Loans			60,926
Transfer to Reserves			2,332,670
			7,505,876
Budget (Surplus) / Deficit			(1,938,025)

Function Budget
For the year ended 30 June 2024
1. Governance

Description	Job No.	Previous Year Estimate	Budget 2023-24	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33
Expenditure												
Governance & Councillor Expenses												
Councillor Expenses	3020.330.616/603/648/644	45,516	47,744	49,415	50,899	52,429	53,999	55,618	57,284	59,002	60,773	62,598
Councillors Allowance	3020.330.618	101,493	104,553	108,212	111,464	114,810	118,249	121,794	125,443	129,207	133,086	137,079
Mayoral Allowance	3026.331.619	19,858	20,457	21,173	21,909	22,666	23,464	24,282	25,142	26,021	26,942	27,883
Councillors & Mayoral Superannuation	3020.330.330/3026.331.330	12,742	13,751	14,233	14,728	15,236	15,773	16,323	16,900	17,491	18,110	18,743
Mayoral Receptions	3025.331	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Election Expenses	3050.335.617	-	-	89,558	-	-	-	95,000	-	-	-	100,000
Civic Functions & Ceremonies	3050.340	4,416	4,527	4,686	4,826	4,971	5,120	5,274	5,431	5,595	5,762	5,935
Delegates Expenses	3050.450.644	14,349	14,708	15,233	15,680	16,151	16,635	17,133	17,647	18,176	18,722	19,284
Local Government NSW Subscription	3050.370.480/405.482	26,766	27,435	28,395	29,248	30,126	31,029	31,960	32,917	33,904	34,922	35,970
REROC Contribution	3050.370.481	25,951	38,000	39,330	40,512	41,728	42,978	44,266	45,592	46,960	48,370	49,822
Riverina IO Subscription	3050.370.487	19,427	-	-	-	-	-	-	-	-	-	-
Integrated Planning & Reporting	3050.440.502	6,070	6,222	6,440	6,633	6,832	7,037	7,248	7,465	7,689	7,920	8,158
Newsletter - Narraburra News	3050.502	13,708	15,974	16,533	17,049	17,581	18,131	18,697	19,282	19,885	20,510	21,151
Media Content Manager	3050.440.658	5,519	5,657	5,855	6,031	6,212	6,398	6,590	6,787	6,991	7,201	7,417
Donations	3050.405.622	15,000	15,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Sister City Relations	3050.341	2,152	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	23,114	23,692	24,521	25,258	26,016	26,796	27,599	28,426	29,279	30,158	31,063
Audit, Risk & Improvement Committee	3050.359.405	-	-	50,280	51,791	53,346	54,944	56,591	58,286	60,035	61,837	63,693
Finance & Administration Costs												
Preparation of Meeting Papers	3050	102,014	114,648	118,660	122,283	126,009	129,850	133,807	137,891	142,099	146,444	150,911
Function/Meeting Attendance	3050.336	115,092	122,383	126,667	131,064	135,583	140,346	145,358	150,609	155,609	161,102	166,717
Management of Council	3050.337	392,829	445,575	461,170	477,139	493,552	510,839	528,572	547,183	566,239	586,174	606,556
Employee Assistance Programs	3050.344.401	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Internal Function/Service Review	3050.348.401	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Work Health & Safety	3050.715	83,230	93,721	97,002	100,247	103,584	107,080	110,669	114,420	118,267	122,278	126,386
Administration Costs	3100/3050.351.301/3110/3140	999,031	1,169,964	1,197,209	1,247,768	1,290,009	1,313,261	1,381,009	1,421,205	1,470,082	1,521,714	1,547,609
Financial Reporting	3100.342	44,169	45,023	46,599	48,220	49,885	51,641	53,442	55,333	57,269	59,295	61,366
Property Revaluations	3100.407.401	25,000	-	-	-	-	25,000	-	-	-	-	25,000
Financial Statement Audit Fee	3100.360.605	37,670	46,365	47,988	49,430	50,913	52,439	54,011	55,629	57,298	59,018	60,789
Council Chamber Running Costs	3490	114,725	126,768	130,680	134,155	137,732	141,410	145,198	149,099	153,122	157,269	161,540
Oncosts Recovered	3100.986.986	(2,135,267)	(2,442,787)	(2,528,285)	(2,616,775)	(2,708,362)	(2,803,154)	(2,901,265)	(3,002,809)	(3,107,907)	(3,216,684)	(3,329,268)
Insurances												
Insurance - Personal Accident	3050.410.627	2,746	3,388	3,507	3,612	3,720	3,832	3,947	4,065	4,187	4,313	4,442
Insurance - Councillors & Officers	3050.410.629	36,231	39,656	41,044	42,277	43,546	44,851	46,195	47,579	49,007	50,478	51,993
Insurance - Fidelity Guarantee	3050.410.634	7,454	9,436	9,766	10,060	10,362	10,672	10,992	11,321	11,661	12,011	12,372
Depreciation	3100/3490.*740	228,256	238,823	242,098	245,008	248,002	251,080	254,252	257,518	260,886	264,357	267,932
Total Expenditure		442,261	406,683	583,950	466,516	468,639	475,700	615,434	471,394	474,054	478,082	629,141
Nett Cost to Council		442,261	406,683	583,950	466,516	468,639	475,700	615,434	471,394	474,054	478,082	629,141

Function Budget
For the year ended 30 June 2024
2. Public Order Safety

Description	Job No.	Previous Year Estimate	Budget 2023-24	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33
Income												
Fire Control												
Operating Grant	2070.115.160/161	(135,062)	(135,115)	(139,844)	(144,735)	(149,802)	(155,044)	(160,476)	(166,097)	(171,907)	(177,919)	(184,148)
Bland Operating Grant	2070.115.164	(194,361)	(194,434)	(201,239)	(208,278)	(215,569)	(223,113)	(230,929)	(239,018)	(247,378)	(256,031)	(264,994)
Bland Administration Fee	2070.130.220	(23,193)	(23,193)	(24,005)	(24,844)	(25,714)	(26,614)	(27,546)	(28,511)	(29,508)	(30,541)	(31,610)
Animal Control	2040	(5,305)	(5,308)	(5,312)	(5,316)	(5,320)	(5,324)	(5,328)	(5,333)	(5,337)	(5,342)	(5,347)
Total Income		(357,921)	(358,050)	(370,400)	(383,173)	(396,405)	(410,095)	(424,279)	(438,959)	(454,130)	(469,833)	(486,099)
Expenditure												
Fire Control												
Contribution - NSW Fire Brigade	4070.406.380	40,698	52,131	53,956	55,577	57,245	58,960	60,727	62,547	64,423	66,358	68,349
Contribution - Bush Fire Fund	4070.406.381	315,801	421,926	436,693	449,815	463,317	477,198	491,502	506,227	521,416	537,070	553,187
Brigade & Funded Vehicle Expenses	4070.306	89,560	85,516	88,509	91,195	93,961	96,808	99,743	102,767	105,884	109,102	112,410
Bland Shire Brigade & Vehicle Costs	4071	152,076	146,252	151,019	155,258	159,619	164,100	168,722	173,477	178,381	183,433	188,641
Overheads/Internal Recharges	4070.980.980	110,980	120,975	124,191	128,167	132,273	137,626	140,922	145,473	150,169	155,032	161,369
Animal Control	4040	167,382	181,299	186,824	192,957	199,280	206,725	212,667	219,737	227,012	234,574	243,365
Enforcement of Regulations	4030	45,275	47,297	48,934	50,575	52,262	54,031	55,849	57,751	59,699	61,734	63,818
Emergency Services												
Security Service	4075.420	45,807	46,952	48,595	50,056	51,558	53,103	54,694	56,333	58,023	59,765	61,559
CCTV Operating Costs	4075.421	8,615	8,830	9,139	9,414	9,696	9,987	10,286	10,594	10,912	11,240	11,577
Insurances	4075.410	1,492	1,654	1,712	1,763	1,817	1,871	1,926	1,985	2,044	2,106	2,168
State Emergency Services	4080.528/410/415	22,513	42,407	43,891	45,210	46,567	47,962	49,400	50,880	52,408	53,981	55,600
Emergency Management Committee	4080.529	4,000	4,100	4,244	4,371	4,503	4,637	4,776	4,919	5,067	5,219	5,376
Overheads/Internal Recharges	4080.980.980	7,567	8,248	8,468	8,739	9,019	9,384	9,608	9,919	10,239	10,570	11,002
Depreciation	4070/4040/4030/4075/4080	9,858	28,384	29,356	30,220	31,110	32,024	32,966	33,936	34,935	35,967	37,027
Total Expenditure		1,021,624	1,195,971	1,235,531	1,273,317	1,312,227	1,354,416	1,393,788	1,436,545	1,480,612	1,526,151	1,575,448
Nett Cost to Council		663,703	837,921	865,131	890,144	915,822	944,321	969,509	997,586	1,026,482	1,056,318	1,089,349

Function Budget
For the year ended 30 June 2024
3. Health

Description	Job No.	Previous Year Estimate	Budget 2023-24	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33
Income												
Health Administration	2100	(3,016)	(3,500)	(3,622)	(3,749)	(3,880)	(4,016)	(4,157)	(4,303)	(4,453)	(4,609)	(4,770)
Noxious Weeds	1220	(53,300)	(54,633)	(55,999)	(57,397)	(58,834)	(60,304)	(61,812)	(63,358)	(64,942)	(66,565)	(68,231)
Total Income		(56,316)	(58,133)	(59,621)	(61,146)	(62,714)	(64,320)	(65,969)	(67,661)	(69,395)	(71,174)	(73,001)
Expenditure												
Health Administration												
Health Administration & Inspection	4100	45,752	49,515	51,248	53,011	54,823	56,729	58,685	60,736	62,838	65,035	67,280
Bush Bursary Program / CSU Foundation												
Regional Future Doctors Program	4100.450.581	8,440	3,000	-	3,000	-	3,000	-	3,000	-	3,000	-
Overhead/Internal Recharges	4100.980.980	68,101	74,235	76,208	78,648	81,168	84,454	86,475	89,267	92,149	95,133	99,022
Immunization	4110.350.603	1,500	1,700	1,759	1,812	1,867	1,923	1,980	2,040	2,101	2,164	2,229
Food Control Administration	4120	25,385	27,525	28,488	29,467	30,473	31,532	32,617	33,755	34,921	36,140	37,388
Noxious Weeds/Pests												
Noxious Pests/Fruit Fly	4140	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500
Noxious Weeds - Coordination & Inspection	3220.523/300/519	105,941	110,072	112,372	115,778	120,881	122,888	126,606	132,137	134,387	138,461	144,454
Noxious Weeds - Khaki Weed	3220.519.401	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Noxious Weeds - Local Control	3220.522	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Noxious Weeds - Regional Plans	3220.520/521	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000
Overhead/Internal Recharges	3220.980.980	20,178	21,995	22,580	23,303	24,050	25,023	25,622	26,450	27,303	28,188	29,340
Depreciation	4100.*.740	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200
Total Expenditure		320,997	333,742	338,355	350,719	358,962	371,249	377,685	393,085	399,399	413,821	425,413
Nett Cost to Council		264,681	275,609	278,734	289,573	296,248	306,929	311,716	325,424	330,004	342,647	352,412

Function Budget
For the year ended 30 June 2024
4. Community Services Education

Description	Job No.	Previous Year Estimate	Budget 2023-24	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33
Income												
State Funded HACC Programs												
Transport - Temora	1860	(256,536)	(262,948)	(272,152)	(281,669)	(291,531)	(301,733)	(312,302)	(323,241)	(334,551)	(346,251)	(358,372)
Transport - Cootamundra	1818	(197,111)	(205,664)	(212,862)	(220,307)	(228,019)	(236,000)	(244,267)	(252,822)	(261,666)	(270,818)	(280,299)
Disability Services Packages	2820-2880	(2,250,000)	(3,100,000)	(3,208,500)	(3,320,720)	(3,436,970)	(3,557,250)	(3,681,870)	(3,810,830)	(3,944,130)	(4,082,080)	(4,224,990)
Supported Independent Living	2818	(806,373)	(529,274)	(547,799)	(566,959)	(586,806)	(607,342)	(628,619)	(650,636)	(673,395)	(696,949)	(721,348)
Contracted Services	1826-1828	(38,887)	(421,464)	(436,215)	(451,472)	(467,277)	(483,629)	(500,573)	(518,106)	(536,228)	(554,984)	(574,414)
Commonwealth Funded HACC Programs												
My Aged Care Regional Assessments	2901	(52,550)	(53,864)	(55,750)	(57,628)	(59,556)	(61,581)	(63,658)	(65,832)	(68,060)	(70,384)	(72,763)
Social Support Group (DDC)	2902	(43,619)	(44,710)	(46,275)	(47,852)	(49,473)	(51,178)	(52,924)	(54,755)	(56,632)	(58,591)	(60,595)
Social Support - Temora	2903	(40,601)	(41,616)	(43,073)	(44,537)	(46,042)	(47,624)	(49,249)	(50,948)	(52,688)	(54,508)	(56,368)
Food Services	2904	(145,958)	(149,607)	(154,842)	(159,866)	(165,032)	(170,415)	(175,949)	(181,706)	(187,622)	(193,770)	(200,074)
Respite Care - Temora	2905	(55,219)	(56,599)	(58,579)	(60,596)	(62,669)	(64,849)	(67,085)	(69,431)	(71,833)	(74,345)	(76,915)
Home Modifications - Temora	2906	(36,697)	(37,614)	(38,930)	(40,183)	(41,470)	(42,812)	(44,189)	(45,623)	(47,095)	(48,624)	(50,193)
Personal Care	2907	(42,378)	(43,437)	(44,957)	(46,512)	(48,109)	(49,794)	(51,520)	(53,331)	(55,186)	(57,127)	(59,112)
Home Maintenance - Temora	2908	(16,718)	(17,136)	(17,736)	(18,295)	(18,870)	(19,466)	(20,078)	(20,715)	(21,368)	(22,046)	(22,744)
Social Support - Cootamundra	2910	(41,648)	(42,689)	(44,183)	(45,677)	(47,213)	(48,822)	(50,477)	(52,206)	(53,978)	(55,829)	(57,723)
Home Modifications - Cootamundra	2911	(28,289)	(27,548)	(28,510)	(29,422)	(30,358)	(31,331)	(32,334)	(33,373)	(34,439)	(35,547)	(36,685)
Home Maintenance - Cootamundra	2912	(16,328)	(16,736)	(17,321)	(17,892)	(18,478)	(19,089)	(19,719)	(20,375)	(21,046)	(21,746)	(22,464)
Domestic Assistance	2913	(91,495)	(93,782)	(97,063)	(100,403)	(103,836)	(107,448)	(111,153)	(115,038)	(119,021)	(123,180)	(127,436)
Home Modifications - Leeton	2915	(23,069)	(23,646)	(24,474)	(25,267)	(26,082)	(26,934)	(27,808)	(28,718)	(29,650)	(30,622)	(31,617)
Home Maintenance - Leeton	2916	(21,714)	(22,257)	(23,035)	(23,789)	(24,565)	(25,373)	(26,204)	(27,070)	(27,959)	(28,883)	(29,831)
Social Support Individual - Leeton	2917	(41,172)	(42,201)	(43,678)	(45,188)	(46,740)	(48,374)	(50,050)	(51,809)	(53,611)	(55,494)	(57,420)
Food Services - Leeton	2918	(109,464)	(112,201)	(116,128)	(120,007)	(123,994)	(128,170)	(132,459)	(136,940)	(141,534)	(146,324)	(151,231)
Aged Care Packages	2920-2980	(1,773,813)	(2,523,800)	(2,612,133)	(2,703,495)	(2,798,137)	(2,896,060)	(2,997,517)	(3,102,508)	(3,211,031)	(3,323,339)	(3,439,687)
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	(1,230)	(1,261)	(1,305)	(1,351)	(1,398)	(1,447)	(1,498)	(1,550)	(1,604)	(1,660)	(1,719)
Education												
Pre School Kindergarten	1790	(14)	(14)	(14)	(14)	(14)	(14)	(14)	(14)	(14)	(14)	(14)
Total Income		(6,132,583)	(7,871,768)	(8,147,214)	(8,430,801)	(8,724,339)	(9,028,435)	(9,343,216)	(9,669,277)	(10,006,041)	(10,354,815)	(10,715,714)

Function Budget
For the year ended 30 June 2024
4. Community Services Education

Description	Job No.	Previous Year Estimate	Budget 2023-24	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33
Expenditure												
State Funded HACCC Programs												
Transport - Temora	3860	221,536	237,823	246,848	256,205	265,903	275,937	286,332	297,092	308,218	319,727	331,653
Transport - Cootamundra	3818	179,111	185,664	192,862	200,307	208,019	216,000	224,267	232,822	241,666	250,818	260,299
Disabled Services Packages	4820 - 4880	2,006,831	2,921,633	3,023,890	3,121,488	3,221,853	3,326,358	3,433,786	3,545,310	3,660,310	3,779,562	3,901,889
Supported Independent Living	4818	602,745	480,744	495,462	510,324	525,626	541,780	559,101	578,497	598,376	619,140	640,382
Contracted Services	3826 - 3828	38,887	421,464	436,215	451,472	467,277	483,629	500,573	518,106	536,228	554,984	574,414
Commonwealth Funded HACCC Programs												
My Aged Care Regional Assessments	4901	41,550	48,816	50,525	52,246	54,013	55,872	57,778	59,775	61,822	63,958	66,145
Social Support Group (ODC)	4902	43,619	44,710	46,275	47,852	49,473	51,178	52,924	54,755	56,632	58,591	60,595
Social Support - Temora	4903	40,601	41,616	43,073	44,537	46,042	47,624	49,249	50,948	52,688	54,508	56,368
Food Services	4904	145,958	149,607	154,842	159,866	165,032	170,415	175,949	181,706	187,622	193,770	200,074
Respite Care - Temora	4905	55,219	56,599	58,579	60,596	62,669	64,849	67,085	69,431	71,833	74,345	76,915
Home Modifications - Temora	4906	36,697	37,614	38,930	40,183	41,470	42,812	44,189	45,623	47,095	48,624	50,193
Personal Care	4907	42,378	43,437	44,957	46,512	48,109	49,794	51,520	53,331	55,186	57,127	59,112
Home Maintenance - Temora	4908	16,718	17,136	17,736	18,295	18,870	19,466	20,078	20,715	21,368	22,046	22,744
Social Support - Cootamundra	4910	41,648	42,689	44,183	45,677	47,213	48,822	50,477	52,206	53,978	55,829	57,723
Home Modifications - Cootamundra	4911	28,289	27,548	28,510	29,422	30,358	31,331	32,334	33,373	34,439	35,547	36,685
Home Maintenance - Cootamundra	4912	16,328	16,736	17,321	17,892	18,478	19,089	19,719	20,375	21,046	21,746	22,464
Domestic Assistance	4913	91,495	93,782	97,063	100,403	103,836	107,448	111,153	115,038	119,021	123,180	127,436
Home Modifications - Leeton	4915	23,069	23,646	24,474	25,267	26,082	26,934	27,808	28,718	29,650	30,622	31,617
Home Maintenance - Leeton	4916	21,714	22,257	23,035	23,789	24,565	25,373	26,204	27,070	27,959	28,883	29,831
Social Support Individual - Leeton	4917	41,172	42,201	43,678	45,188	46,740	48,374	50,050	51,809	53,611	55,494	57,420
Food Services - Leeton	4918	109,464	112,201	116,128	120,007	123,994	128,170	132,459	136,940	141,534	146,324	151,231
Aged Care Packages	4920-4980	1,690,644	2,317,216	2,398,318	2,477,626	2,559,166	2,644,418	2,731,987	2,823,351	2,917,117	3,014,761	3,114,806
Other Community Services & Education												
Aged Services	3700-459.	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Other Community Services	3700	105,427	110,669	114,098	117,791	121,592	125,856	129,679	133,966	138,365	142,955	147,989
Community & Social Development	3870	5,947	5,957	5,971	5,984	5,997	6,010	6,024	6,038	6,053	6,068	6,084
Youth Affairs												
Youth Program	3780	142,750	161,607	167,029	172,650	178,426	184,731	190,698	197,197	203,867	210,818	218,247
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	12,578	14,211	14,708	15,150	15,606	16,073	16,555	17,050	17,562	18,089	18,632
Depreciation												
		128,042	124,783	126,574	128,163	129,799	131,481	133,215	135,000	136,841	138,738	140,690
Total Expenditure		5,939,417	7,811,365	8,080,284	8,343,892	8,615,208	8,898,824	9,190,193	9,495,442	9,809,087	10,135,254	10,470,638
Nett Cost to Council		(193,166)	(60,403)	(66,930)	(86,909)	(109,131)	(129,611)	(153,023)	(173,835)	(196,954)	(219,561)	(245,076)

Function Budget
For the Year Ended 30 June 2024
5. Housing Community Amenities

Description	Job No.	Previous Year Estimate	Budget 2023-24	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33
Income												
Housing												
Dwelling Rental Income	2164	(27,040)	(27,040)	(27,986)	(28,965)	(29,979)	(31,028)	(32,115)	(33,240)	(34,403)	(35,606)	(36,853)
Town Planning												
Sec 149 Certificate Fees	2010.105.58	(13,245)	(13,576)	(14,051)	(14,543)	(15,052)	(15,578)	(16,124)	(16,689)	(17,273)	(17,877)	(18,503)
Development Application Fees	2010.105.61	(45,229)	(65,000)	(67,275)	(69,628)	(72,066)	(74,588)	(77,200)	(79,904)	(82,700)	(85,592)	(88,588)
Subdivision Fees	2010.105.63	(5,384)	(5,519)	(5,712)	(5,912)	(6,119)	(6,333)	(6,555)	(6,785)	(7,022)	(7,267)	(7,522)
Waste Management												
Domestic Waste Charges	1420.100.40	(640,758)	(683,000)	(717,150)	(753,008)	(790,641)	(830,186)	(871,713)	(915,288)	(961,049)	(1,009,132)	(1,059,606)
Pension Rebate	1420.100.30/31	40,895	41,917	42,965	44,038	45,141	46,268	47,425	48,611	49,826	51,072	52,350
Trade Waste Charges	1421.100.41	(140,729)	(147,565)	(154,943)	(162,690)	(170,821)	(179,365)	(188,337)	(197,752)	(207,639)	(218,027)	(228,932)
Extra Charges	1420/1421.120.34	(1,700)	(1,700)	(1,700)	(1,700)	(1,700)	(1,700)	(1,700)	(1,700)	(1,700)	(1,700)	(1,700)
Tipping Charges	1410/1430.110.	(125,398)	(136,333)	(139,742)	(143,231)	(146,817)	(150,485)	(154,249)	(158,105)	(162,059)	(166,109)	(170,266)
Stormwater Management												
Stormwater Management Annual Charges	1400.100.44	(48,963)	(49,363)	(49,362)	(49,362)	(49,362)	(49,362)	(49,362)	(49,362)	(49,362)	(49,362)	(49,362)
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.	(95,550)	(97,651)	(101,051)	(104,568)	(108,212)	(111,980)	(115,887)	(119,927)	(124,105)	(128,429)	(132,907)
Environmental Protection	2060	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Total Income		(1,120,101)	(1,201,830)	(1,253,007)	(1,306,569)	(1,362,628)	(1,421,337)	(1,482,817)	(1,547,141)	(1,614,486)	(1,685,029)	(1,758,889)
Expenditure												
Housing												
Dwelling Maintenance	4164	12,985	19,638	20,326	20,944	21,581	22,237	22,914	23,611	24,330	25,072	25,836
Town Planning	4010	237,992	279,996	278,517	287,620	296,990	307,441	316,913	327,473	338,307	349,613	361,947
Waste Management												
Domestic Waste Collection	3420	221,723	267,940	276,353	284,695	293,279	302,640	311,382	320,917	330,723	340,899	351,875
Trade Waste Collection	3421	25,571	39,807	41,026	42,336	43,685	45,272	46,528	48,024	49,564	51,160	53,029
Other Waste Collection	3422 & 3430	59,318	65,571	67,447	69,402	71,418	73,699	75,670	77,911	80,217	82,611	85,296
Waste Disposal	3410	286,263	284,986	294,890	304,368	314,117	324,271	334,706	345,565	356,721	368,313	380,202
Stormwater Drainage												
Stormwater Drainage Maintenance	3400	46,897	22,589	23,380	24,127	24,897	25,694	26,517	27,371	28,248	29,158	30,093
Heritage												
Heritage Fund	3930.405.	15,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Heritage Adviser	3930.360.408	16,810	17,230	18,369	19,487	20,671	21,930	23,273	24,673	26,129	27,643	29,219
Other Heritage Expenses	3930	6,096	6,236	6,437	6,639	6,845	7,061	7,285	7,517	7,758	8,007	8,262
Public Cemeteries	3530-3532	244,094	251,058	258,953	266,930	275,144	284,500	294,457	304,570	310,946	320,670	331,415

Function Budget
For the Year Ended 30 June 2024
5. Housing Community Amenities

Description	Job No.	Previous Year Estimate	Budget 2023-24	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33
Environmental Protection												
Recycling Operations	3415	31,164	41,692	37,976	39,135	40,329	41,559	42,826	44,133	45,481	46,873	48,303
Other Environmental Protection	4060	6,770	6,770	6,770	6,770	6,770	6,770	6,770	6,770	6,770	6,770	6,770
LCMA Landcare Fund	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	11,125	11,353	11,681	11,971	12,270	12,578	12,895	13,222	13,559	13,906	14,263
Public Conveniences												
	3450	100,067	106,321	109,510	113,075	116,751	121,149	124,515	128,611	132,826	137,205	142,395
Street Cleaning												
	3440	208,089	213,945	221,340	228,398	235,658	243,299	250,957	259,010	267,292	275,881	284,825
Access & Equity Assistance Fund												
	3455	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Depreciation												
		249,841	268,423	277,800	286,138	294,718	303,534	312,614	321,974	331,623	341,567	351,809
Total Expenditure		1,794,805	1,948,555	1,995,239	2,055,917	2,118,372	2,185,991	2,250,020	2,319,352	2,390,658	2,464,637	2,543,910
Nett Cost to Council		674,704	746,725	742,232	749,348	755,744	764,654	767,203	772,211	776,172	779,608	785,021

Function Budget
For the year ended 30 June 2024
6. Sewerage

Description	Job No.	Previous Year Estimate	Budget 2023-24	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33
Income												
Sewerage System												
Residential Annual Charges	21000.100.20/43	(1,075,250)	(1,132,233)	(1,188,845)	(1,248,287)	(1,310,673)	(1,376,229)	(1,445,069)	(1,517,305)	(1,593,165)	(1,672,874)	(1,756,546)
Commercial Access Charge & Usage	21000.101.20/43	(265,898)	(296,176)	(310,985)	(326,534)	(342,853)	(360,002)	(378,009)	(396,905)	(416,749)	(437,600)	(459,487)
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	43,186	44,266	46,479	48,803	51,242	53,806	56,497	59,321	62,286	65,403	68,674
Interest Earned	21000.120.190	(15,000)	(77,908)	(78,297)	(78,689)	(79,082)	(79,477)	(79,875)	(80,274)	(80,676)	(81,079)	(81,484)
Pension Subsidy	21000.115.9849	(23,752)	(24,346)	(24,955)	(25,578)	(26,218)	(26,873)	(27,545)	(28,234)	(28,940)	(29,663)	(30,406)
Sewer Compliance Certificate Fees	21000.110.102	(6,692)	-	-	-	-	-	-	-	-	-	-
Fittings & Installation	21000.110.103	(4,751)	(4,989)	(5,114)	(5,241)	(5,373)	(5,507)	(5,645)	(5,786)	(5,930)	(6,079)	(6,231)
Drainage Diagram Fee	21000.110.104	(8,250)	(8,662)	(8,879)	(9,100)	(9,328)	(9,561)	(9,800)	(10,045)	(10,297)	(10,554)	(10,818)
Property Rental	21000.130.120	(1,000)	(1,000)	(1,025)	(1,051)	(1,077)	(1,104)	(1,131)	(1,160)	(1,189)	(1,218)	(1,249)
Sundry Income	21000.130.220	(100)	(100)	(102)	(105)	(108)	(110)	(113)	(116)	(119)	(122)	(125)
Plant Hire	21000.130.975	(15,000)	(15,375)	(15,759)	(16,153)	(16,557)	(16,971)	(17,395)	(17,830)	(18,276)	(18,733)	(19,202)
Effluent Scheme Sales												
	21000.110.99	(14,976)	(15,725)	(16,118)	(16,521)	(16,934)	(17,357)	(17,791)	(18,236)	(18,692)	(19,159)	(19,639)
Total Income		(1,389,483)	(1,534,248)	(1,605,600)	(1,680,456)	(1,758,961)	(1,841,385)	(1,927,876)	(2,018,570)	(2,113,747)	(2,213,678)	(2,318,513)
Expenditure												
Sewerage System												
Management & Technical Costs	23000.338.340	83,174	85,253	88,237	90,889	93,616	96,422	99,311	102,287	105,356	108,518	111,775
Sewerage Mgt Plan & Operational Procedures	23000.352.401	-	-	100,000	-	-	-	-	-	-	-	-
Treatment Works	23000.602	141,989	145,540	150,635	155,372	160,248	165,301	170,501	175,889	181,431	187,176	193,074
Mains Maintenance	23000.601	272,146	277,450	287,161	296,107	305,308	314,831	324,631	334,772	345,213	356,018	367,120
Pumping Stations	23000.603	18,931	19,404	20,084	20,740	21,413	22,117	22,839	23,593	24,365	25,169	25,993
Fittings & Installation	23000.590	6,718	6,886	7,127	7,352	7,583	7,822	8,069	8,323	8,586	8,858	9,137
Insurances	23000.410 *	24,010	27,964	28,943	29,812	30,708	31,627	32,576	33,551	34,557	35,596	36,664
Sundry	23000.970	3,960	4,059	4,201	4,327	4,457	4,591	4,728	4,870	5,016	5,167	5,322
Overheads/Internal Recharges	23000.980.980	49,184	72,860	74,797	77,192	79,664	82,890	84,873	87,614	90,443	93,372	97,188
Effluent Scheme												
	23000.511/512/514/536/537	280,768	287,788	297,860	307,505	317,424	327,753	338,375	349,426	360,777	372,574	384,671
Depreciation	23000. * 740	220,000	344,012	356,052	366,751	377,760	389,078	400,740	412,746	425,130	437,893	451,034
Total Expenditure		1,100,880	1,271,216	1,415,097	1,556,047	1,698,181	1,844,432	1,986,643	2,133,071	2,280,874	2,430,341	2,581,978
Nett Cost to Council		(288,603)	(263,032)	(190,503)	(324,409)	(360,780)	(398,953)	(441,233)	(485,499)	(532,873)	(583,337)	(636,555)

Function Budget
For the year ended 30 June 2024
7. Recreation Culture

Description	Job No.	Previous Year Estimate	Budget 2023-24	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33
Income												
Library Services	1710	(86,674)	(88,472)	(91,518)	(94,669)	(97,929)	(101,303)	(104,796)	(108,410)	(112,145)	(116,008)	(120,008)
Public Halls												
Cinema	1742	(91,500)	(92,500)	(95,737)	(99,086)	(102,555)	(106,144)	(109,862)	(113,710)	(117,688)	(121,804)	(126,067)
Public Halls	1740/1741	(9,456)	(9,692)	(10,031)	(10,382)	(10,746)	(11,122)	(11,511)	(11,914)	(12,331)	(12,762)	(13,209)
Recreation Centre/Swimming Pools												
Temora Recreation Centre & Swimming Pools	1720/1722/1730	(185,262)	(186,250)	(192,768)	(199,511)	(206,496)	(213,722)	(221,209)	(228,958)	(236,967)	(245,255)	(253,839)
Ariah Park Swimming Pool	1721	(15,759)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
Sporting Grounds	1240	(12,922)	(13,245)	(13,576)	(13,915)	(14,264)	(14,620)	(14,985)	(15,360)	(15,744)	(16,138)	(16,542)
Parks & Gardens	1230	(80,145)	(62,212)	(63,767)	(65,360)	(66,996)	(68,670)	(70,387)	(72,147)	(73,951)	(75,799)	(77,696)
Railway Precinct												
Railway Station	1785	(20,000)	(42,425)	-	-	-	-	-	-	-	-	-
Bundawarra Centre	1880	(50,000)	-	-	-	-	-	-	-	-	-	-
Cultural Activities												
Arts Centre	1885	(29,727)	(17,727)	(18,347)	(18,989)	(19,654)	(20,342)	(21,054)	(21,792)	(22,554)	(23,343)	(24,160)
Total Income		(581,445)	(527,523)	(500,744)	(516,912)	(533,640)	(550,923)	(568,804)	(587,291)	(606,380)	(626,109)	(646,521)
Expenditure												
Library Services	3710	384,785	384,813	397,632	410,093	422,910	436,511	449,986	464,261	478,930	494,168	510,103
Public Halls												
Cinema	3742	100,844	107,234	110,849	114,242	117,728	121,359	125,087	128,954	132,934	137,063	141,299
Public Hall Maintenance	3740/3741	141,308	148,944	152,868	156,993	161,245	166,240	170,172	174,859	179,691	184,691	190,559
Recreation Centre/Swimming Pools												
Temora Recreation Centre & Swimming Pool	3720/3722/3730	567,522	577,758	591,879	606,212	620,961	637,448	652,118	668,551	685,440	702,986	722,348
Ariah Park Swimming Pool	3721	50,439	67,717	61,417	63,095	64,817	66,622	68,476	70,411	72,398	74,468	76,587
Sport & Recreation Council Contribution	3730.452.	5,000	5,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Sporting Walk of Honour	3870.499.	-	-	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Sporting Grounds	3240	351,374	385,053	397,950	410,582	423,581	437,697	450,956	465,354	480,175	495,533	512,067
Parks & Gardens	3230	592,677	568,960	588,411	607,248	626,630	647,276	667,498	689,020	711,153	734,118	758,295
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	28,606	52,149	9,890	10,036	10,187	10,342	10,502	10,668	10,838	11,015	11,193
Bundawarra Centre	3880	271,812	236,579	244,627	252,681	260,960	269,857	278,495	287,761	297,274	307,172	317,626
Cultural Activities												
Australia Day	3912	5,500	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Temora Recreation Centre & Swimming Pools	3890.450.592	-	-	5,000	10,000	-	10,000	-	10,000	-	10,000	-
Event Costs & Event Facilitation	3910/13/14/16/21-29/3931/3900	43,045	76,106	79,749	80,447	84,205	85,084	89,025	90,086	94,208	95,453	99,758
Cultural Expenditure	3890, 3895	126,293	150,884	150,982	154,546	158,220	162,719	165,983	170,076	174,294	178,670	183,983

Function Budget
For the year ended 30 June 2024
7. Recreation Culture

Description	Job No.	Previous Year Estimate	Budget 2023-24	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33
Arts Centre	3885	61,240	94,878	97,890	100,914	104,022	107,327	110,624	114,118	117,700	121,436	125,326
Depreciation		1,043,978	1,193,317	1,235,084	1,272,196	1,310,382	1,349,640	1,390,093	1,431,746	1,474,701	1,518,974	1,564,560
Total Expenditure		3,775,423	4,056,392	4,146,228	4,271,285	4,387,848	4,530,122	4,651,015	4,797,865	4,931,736	5,087,747	5,235,704
Nett Cost to Council		3,193,978	3,528,869	3,645,484	3,754,373	3,854,208	3,979,199	4,082,211	4,210,574	4,325,356	4,461,638	4,589,183

Function Budget
For the year ended 30 June 2024
8. Building Services

Description	Job No.	Previous Year Estimate	Budget 2023-24	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33
Income												
Septic Tank Installations	2020.105.54	(2,261)	(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	(308)	(300)	(310)	(321)	(333)	(344)	(356)	(369)	(382)	(395)	(409)
Outstanding Notices Certificate	2020.105.57	(538)	(551)	(570)	(590)	(611)	(632)	(654)	(677)	(701)	(726)	(751)
Occupation Certificate Fees	2020.105.64	(13,325)	(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)	(36,900)	(38,192)	(39,527)	(40,911)	(42,343)	(43,826)	(45,361)	(46,948)	(48,590)	(50,291)
Commissions Received	2020.105.66	(1,104)	(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)	(22,550)	(23,339)	(24,156)	(25,001)	(25,876)	(26,783)	(27,721)	(28,690)	(29,694)	(30,733)
Building Control Sundry	2020.130.220/105.70	(322)	(330)	(342)	(354)	(366)	(378)	(392)	(405)	(420)	(435)	(450)
Total Income		(77,308)	(78,107)	(80,840)	(83,668)	(86,598)	(89,627)	(92,768)	(96,017)	(99,375)	(102,852)	(106,451)
Expenditure												
Employee Costs	4020.300/310	150,529	162,355	167,964	173,734	179,663	185,912	192,322	199,054	205,945	213,156	220,528
Office Administration Costs	4020.350/370/450/970	71,416	73,062	75,619	78,039	80,532	83,122	85,784	88,550	91,395	94,345	97,374
Overheads/Internal Recharges	4020.980.980	65,579	68,736	70,563	72,822	75,155	78,198	80,069	82,655	85,323	88,086	91,687
Depreciation	4020.*.740	600	600	621	640	659	679	699	720	741	764	787
Total Expenditure		288,124	304,753	314,767	325,235	336,009	347,911	358,874	370,979	383,404	396,351	410,376
Nett Cost to Council		210,816	226,646	233,927	241,567	249,411	258,284	266,106	274,962	284,029	293,499	303,925

Function Budget
For the year ended 30 June 2024
9. Transport and Communications

Description	Job No.	Previous Year Estimate	Budget 2023-24	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33
Income												
RTA Contributions												
Regional Roads Program	1340	(765,149)	(765,149)	(791,929)	(819,628)	(848,321)	(878,008)	(908,767)	(940,598)	(973,499)	(1,007,548)	(1,042,822)
State Roads Program	1370	(3,723,394)	(6,430,000)	(6,311,891)	(4,009,593)	(4,109,966)	(4,212,630)	(4,317,964)	(4,425,971)	(4,536,649)	(4,649,998)	(4,766,401)
Repair Program	1372	(134,611)	(137,976)	(141,425)	(144,958)	(148,586)	(152,298)	(156,106)	(160,011)	(164,012)	(168,110)	(172,318)
Road Safety Officer	1380	(96,817)	(99,025)	(101,288)	(103,606)	(105,986)	(108,422)	(110,920)	(113,482)	(116,107)	(118,796)	(121,557)
Quarry Operations	1520	(7,354)	(7,538)	(7,726)	(7,919)	(8,118)	(8,320)	(8,528)	(8,742)	(8,960)	(9,184)	(9,414)
Associated Roadworks												
Roads to Recovery Program	1371	(825,968)	(825,968)	(929,214)	(929,214)	(929,214)	(929,214)	(929,214)	(1,045,365)	(1,045,365)	(1,045,365)	(1,045,365)
Roads - Sundry - Sale of Old Material	1200	(550)	(564)	(578)	(593)	(607)	(623)	(638)	(654)	(670)	(687)	(704)
Regional & Local Roads Repair Program Funding		-	(2,430,501)	-	-	-	-	-	-	-	-	-
Aerodrome	1510	(76,407)	(90,205)	(93,362)	(96,628)	(100,011)	(103,510)	(107,137)	(110,889)	(114,767)	(118,782)	(122,940)
Street Lighting	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		(5,671,250)	(10,827,926)	(8,418,413)	(6,153,139)	(6,291,809)	(6,434,025)	(6,580,274)	(6,846,712)	(7,001,029)	(7,159,470)	(7,322,521)
Expenditure												
RTA Funded Roadworks												
Regional Roads Program	3340	200,000	207,538	214,497	221,541	228,790	236,686	244,134	252,239	260,565	269,226	278,506
State Roads Program	3370	3,104,782	5,430,000	5,311,891	3,405,389	3,515,635	3,631,310	3,748,682	3,871,634	3,997,940	4,129,233	4,264,780
Road Safety Officer	3380	102,570	105,510	108,819	112,154	115,579	119,202	122,907	126,811	130,792	134,971	139,226
Quarry Operations	3520	8,649	8,865	9,176	9,471	9,776	10,092	10,419	10,756	11,104	11,466	11,836
Associated Roadworks												
Urban Sealed Roads	3330	249,934	256,182	265,149	273,666	282,425	291,537	300,907	310,645	320,655	331,046	341,709
Urban Unsealed Roads	3331	37,895	38,842	40,201	41,480	42,797	44,162	45,567	47,025	48,523	50,079	51,677
Rural Sealed Roads	3350	310,506	318,268	329,408	340,021	350,936	362,297	373,977	386,122	398,599	411,560	424,857
Rural Unsealed Roads	3360	1,119,571	994,704	1,029,518	1,061,869	1,095,144	1,129,631	1,165,112	1,201,877	1,239,708	1,278,893	1,319,143
Bridge Maintenance	3280	5,482	5,619	5,759	5,903	6,051	6,202	6,357	6,516	6,679	6,846	7,018
Kerb & Gutter Maintenance	3310	64,610	66,225	68,543	70,757	73,033	75,405	77,842	80,377	82,983	85,688	88,463
Footpath Maintenance	3300	28,208	58,913	29,926	30,903	31,908	32,958	34,037	35,160	36,314	37,515	38,745
Street Tree Program	3385	219,050	224,526	232,385	239,850	247,521	255,511	263,718	272,251	281,024	290,127	299,467
Bus Shelters & Seats	3290	931	954	987	1,017	1,048	1,079	1,111	1,145	1,179	1,214	1,251
Car Park Maintenance	3500	4,623	4,739	4,905	5,052	5,204	5,360	5,520	5,686	5,856	6,032	6,213
Depot Costs	3570/3580	377,312	389,526	393,609	397,427	402,985	416,104	428,965	442,950	457,330	472,266	488,295
Engineering Operations	3200	907,018	1,028,722	1,045,825	1,072,976	1,107,976	1,144,146	1,179,292	1,217,449	1,256,632	1,297,404	1,340,954
Less: Oncoasts Recovered	3590	(1,586,023)	(1,529,254)	(1,582,778)	(1,638,175)	(1,695,571)	(1,754,844)	(1,816,274)	(1,879,844)	(1,945,638)	(2,013,735)	(2,084,216)
Regional & Local Roads Repair Program Expenditure		-	2,430,501	-	-	-	-	-	-	-	-	-

Function Budget
For the year ended 30 June 2024
9. Transport and Communications

Description	Job No.	Previous Year Estimate	Budget 2023-24	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33
Aerodrome Operations & Maintenance	3510	314,690	339,100	349,671	360,736	372,125	385,204	396,139	408,783	421,800	435,293	450,677
Street Lighting Charges	3390	90,000	92,250	95,479	98,348	101,300	104,335	107,462	110,682	114,003	117,425	120,949
Depreciation		4,344,698	4,669,500	4,787,566	4,905,494	5,027,474	5,153,512	5,283,946	5,418,773	5,558,073	5,702,108	5,851,128
Total Expenditure		9,904,506	15,141,230	12,740,536	11,015,879	11,321,298	11,649,879	11,979,820	12,327,037	12,684,121	13,054,657	13,440,678
Nett Cost to Council		4,233,256	4,313,304	4,322,123	4,862,740	5,029,489	5,215,854	5,399,546	5,480,325	5,683,092	5,895,187	6,118,157

Function Budget
For the year ended 30 June 2024
10. Economic Affairs

Description	Job No.	Previous Year Estimate	Budget 2023-24	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33
Income												
Tourism & Area Promotion												
Caravan Parks, Cabins & Camping Areas	2150-2154	(256,001)	(70,790)	(74,770)	(76,638)	(78,555)	(80,519)	(82,532)	(84,596)	(86,711)	(88,878)	(91,103)
Tourism & Area Promotion	1920	(21,697)	(21,697)	(22,240)	(22,795)	(23,366)	(23,949)	(24,548)	(25,161)	(25,791)	(26,436)	(27,098)
Economic Development/Business Activities												
NRCC House Rentals	2160	-	(10,000)	(10,350)	(10,712)	(11,087)	(11,475)	(11,877)	(12,293)	(12,723)	(13,168)	(13,629)
Street Stall Fees	2050	(463)	(475)	(487)	(499)	(512)	(524)	(537)	(551)	(565)	(579)	(593)
Service NSW (incorporating RMS agency)	1701	(145,359)	(150,446)	(155,712)	(161,158)	(166,799)	(172,637)	(178,685)	(184,943)	(191,412)	(198,107)	(205,043)
Private Works	1600	(110,355)	(113,114)	(115,942)	(118,838)	(121,812)	(124,855)	(127,977)	(131,178)	(134,459)	(137,818)	(141,268)
Agricultural Innovation Centre	2195	(45,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
Medical Facilities												
Medical Centre Lease	2155,130,120	(124,627)	(137,899)	(142,725)	(147,717)	(152,889)	(158,239)	(163,783)	(169,519)	(175,449)	(181,585)	(187,943)
Medical Imaging Facility Lease	2156,130,120	(20,337)	(21,793)	(22,556)	(23,345)	(24,162)	(25,007)	(25,884)	(26,790)	(27,727)	(28,697)	(29,702)
Medical Units at 193 Baker Street Rents	2159	(16,000)	(16,000)	(16,400)	(16,810)	(17,230)	(17,661)	(18,102)	(18,555)	(19,019)	(19,494)	(19,982)
Total Income		(739,309)	(572,214)	(591,182)	(608,512)	(626,412)	(644,866)	(663,925)	(683,586)	(703,856)	(724,762)	(746,361)
Expenditure												
Tourism & Area Promotion												
Caravan Parks, Cabins & Camping Areas	4150-4154	222,842	117,813	121,656	125,530	129,517	133,925	137,931	142,355	146,914	151,643	156,813
Tourism & Area Promotion	3920	387,425	411,930	424,665	438,123	451,978	467,684	481,306	496,792	512,710	529,267	547,759
Warbirds Downunder	3917	96,935	3,000	20,000	-	22,000	-	24,000	-	26,000	-	28,000
Economic Development/Business Activities												
Economic Development	4170	392,450	352,912	361,936	371,946	382,253	394,283	404,120	415,688	427,574	439,951	454,155
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	2,500	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750
Street Stall Caravan	4050	1,417	1,452	1,503	1,553	1,604	1,656	1,711	1,768	1,827	1,888	1,950
Service NSW (incorporating RMS agency)	3701	142,026	150,248	155,129	160,391	165,807	171,892	177,323	183,428	189,690	196,225	203,415
Private Works	3600	103,983	110,849	114,127	117,731	121,446	125,942	129,260	133,364	137,599	141,980	147,275
Agricultural Innovation Centre	4195	195,852	212,965	220,374	227,005	233,830	240,900	248,083	255,529	263,212	271,131	279,344
NRCC House	4160	102,486	68,778	70,345	71,739	73,171	74,643	76,162	77,725	79,337	80,997	82,710
Other Land & Buildings	4200/4166	58,950	34,752	35,969	37,048	38,161	39,304	40,483	41,695	42,947	44,235	45,564
Medical Facilities												
Medical Centre	4155	30,184	36,290	37,210	38,028	38,869	39,734	40,625	41,542	42,489	43,465	44,469
Medical Imaging Facility	4156	4,128	5,576	5,666	5,746	5,829	5,913	6,001	6,090	6,183	6,279	6,377
Medical Units at 193 Baker Street	4159	24,830	26,963	27,733	28,414	29,118	29,840	30,585	31,351	32,143	32,958	33,795
Depreciation		353,725	369,957	382,906	394,411	406,251	418,422	430,964	443,875	457,194	470,916	485,050
Total Expenditure		2,127,743	1,914,235	1,989,969	2,028,415	2,110,584	2,154,888	2,239,304	2,281,952	2,376,569	2,421,685	2,527,426
Nett Cost to Council		1,388,434	1,342,021	1,398,787	1,419,903	1,484,172	1,510,022	1,575,379	1,598,366	1,672,713	1,696,923	1,781,065

Function Budget
For the year ended 30 June 2024
1.1. General Purpose Revenue

Description	Job No.	Previous Year Estimate	Budget 2023-24	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33
Income												
Ordinary Rates												
Ordinary Rates	1110.100	(4,331,109)	(4,503,135)	(4,660,744)	(4,823,758)	(4,992,625)	(5,167,348)	(5,348,374)	(5,535,704)	(5,729,339)	(5,929,728)	(6,137,323)
Pension Rebates	1110.100.30	112,102	114,344	118,346	121,902	125,562	129,323	133,200	137,190	141,306	145,549	149,916
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	(82,878)	(84,536)	(86,649)	(88,814)	(91,037)	(93,311)	(95,644)	(98,036)	(100,488)	(102,999)	(105,577)
Interest on Investments	1120.120.190	(90,000)	(579,236)	(599,509)	(620,478)	(642,199)	(664,673)	(687,959)	(712,055)	(736,962)	(762,738)	(789,441)
Financial Assistance Grants												
Financial Assistance Grants - General Component	1120.115.186	(2,655,050)	(2,864,062)	(2,964,304)	(3,067,983)	(3,175,386)	(3,286,511)	(3,401,646)	(3,520,791)	(3,643,946)	(3,771,397)	(3,903,430)
Financial Assistance Grants - Roads Component	1120.115.187	(1,472,650)	(1,546,318)	(1,600,439)	(1,656,416)	(1,714,403)	(1,774,400)	(1,836,562)	(1,900,889)	(1,967,380)	(2,036,192)	(2,107,477)
Other General Purpose Revenues												
Section 603 Certificate Fees	1120.105.60	(12,300)	(12,607)	(12,922)	(13,245)	(13,576)	(13,916)	(14,264)	(14,620)	(14,986)	(15,360)	(15,745)
Sundry Administration	1120.130.220/1120.134.110	(3,931)	(4,030)	(4,130)	(4,234)	(4,340)	(4,448)	(4,560)	(4,674)	(4,790)	(4,910)	(5,034)
Traineeship Subsidies	1120.115.205	(12,992)	(13,245)	(13,576)	(13,915)	(14,264)	(14,620)	(14,985)	(15,360)	(15,744)	(16,138)	(16,542)
Diesel Fuel Rebate	1540.115.177	(90,000)	(90,000)	(92,250)	(94,554)	(96,921)	(99,342)	(101,826)	(104,373)	(106,983)	(109,656)	(112,401)
Surplus on Plant Hire	1540/3540/3550	(1,153,483)	(1,167,310)	(1,181,289)	(1,200,421)	(1,219,997)	(1,238,496)	(1,259,050)	(1,278,679)	(1,298,515)	(1,318,174)	(1,337,272)
Total Income		(9,814,721)	(10,772,635)	(11,119,968)	(11,484,416)	(11,861,686)	(12,250,242)	(12,654,170)	(13,070,491)	(13,500,327)	(13,944,243)	(14,402,826)

Function Budget
For the year ended 30 June 2024
Capital Income

Description	Job No.	Budget 2023-24	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33
Capital Grants & Contributions - Road Assets											
Cycleway Grants	1305.135.172										
Footpaths - Lortius St Taxi Rank Grant	1300.135.171		(50,000)	(62,500)	(50,000)						
Footpaths - Polaris St Seg 5 (LRC13)	1300.135.171	(50,000)	(260,000)								
Footpaths - Polaris St Seg 5 (Contributions)	1300.141.204	(15,000)									
Kerb & Guttering Contributions	1310.141.204		(88,000)								
Footpath Contributions/Grants	1300.141.204		(27,000)	(32,000)	(40,000)	-	(40,000)	(24,000)			
Fixing Country Roads (20% Council contribution)	1373.135.171	(1,205,640)	(1,760,000)	(1,614,000)	(23,600)	(65,650)	(28,800)	(97,000)	(66,000)	(48,800)	(29,200)
Bridge Renewal Program	1280.135.821			(728,580)	(300,000)		(280,000)	(784,000)	(792,000)		
Hoskins St / Polaris St Roundabout Construction	1330.135.821			(400,000)	(350,000)	(250,000)				(2,000,000)	(400,000)
Contributions from Developers/Property Owners	1330.141.173	(25,000)		(132,000)							
Local Roads & Community Infrastructure											
- Round 4 - Rural Unsealed Rds (Fraters Speedway, Rees Rd)	1120.135.821	(450,000)									
- Round 4 - Urban Unsealed Rds (Nicholson)	1120.135.821	(50,000)									
- Round 4 - Rural Sealed - Hazard Directional Markers Rural Class 2 Rds	1170.135.821	(80,000)									
Fixing Local Roads											
- Round 4 - Rural Unsealed Roads (Mirrool Rd)	1360.135.171	(221,484)									
- Round 3 & 4 - Urban Unsealed Rds	1331.135.171	(622,622)	(461,131)								
- Fixing Local Roads - Potholes	1350.135.171	(253,770)									
Flood Recovery											
- Rural Unsealed Roads (Nixons Rd Causeway)	1360.135.171	(40,000)									
- Rural Sealed Roads (Morangarell Rd culvert)	1350.135.171	(70,000)									
- Railway Dam Fencing	1230.135.171		(50,000)								
- Railway Dam Desilting/Enlargement	1230.135.171		(150,000)								
Capital Grants & Contributions - Buildings											
Bundawarrarah Centre - Virtual Tour	1880.135.821	(8,000)									
Bundawarrarah Centre - New Walkway & Cabinetry (SCCF4)	1880.135.821	(80,400)									
Bundawarrarah Centre/VIC Upgrade - Amenities & Accessibility (SCCF5)	1880.135.821	(100,000)									
Temora Recreation Centre - Upgrade to visitor seating & BBQ area (SCCF5)	1720.135.171	(100,000)									
Christmas Decorations	1230.135.822	(20,000)									
CCTV Upgrades (SCCF5)	2075.135.171	(82,000)									
Ambulance Museum	1880.135.821		(14,330,721)	(8,000)							
Medical Imaging - Contribution to Solar	2156.135.171										
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)									
Golden Gate Res Detention Basin Design (\$50k Flood Recovery, \$50k Disaster Risk Recovery)	1400.135.821	(100,000)									
Golden Gate Res Detention Basin Construction	1400.135.821		(480,000)		(480,000)						
Crowley/Polaris Sts - Western Drain & Intersection Upgrade	1400.135.821				(514,000)						
Capital Grants & Contributions - Parks & Gardens											
Lake Centenary - Bridge installation & tie in (Places to Swim)	1230.135.171	(118,449)									
Lake Centenary - Reseal Road & Carpark (Flood Recovery)	1230.135.171	(50,000)									
Lake Centenary - Foreshore, playground, wall etc (\$45k SCCF5, \$70k Flood Recovery)	1230.135.171	(115,000)									
Lake Centenary - Foreshore, playground, wall etc (\$2.5k LCMC cont)	1230.141.173	(2,500)									
Lake Centenary - Additional solar lighting (SCCF5)	1230.135.171	(45,000)									
Edis Park - Playground Swing Set Installation (LRC14)	1230.135.171	(18,000)									
Harper Park - Toilet Refurbishment (SCCF5)	1230.135.171	(100,000)									
Callaghan Park - Footpath replacement (SCCF5)	1230.135.171	(55,000)									
Federal Park upgrade (\$83k SCCF5, \$151,968 LRC14)	1230.135.171	(234,968)									
Temora West Park Footpaths (SCCF5)	1230.135.171	(40,000)									
Bradley Park Stage 1 (Places to Play)	1230.135.171	(340,000)									
Bradley Park Stage 2	1230.135.171		(250,000)								
Hillview Park - Solar Lighting Installation	1230.135.171										
Gloucester Park - play equipment upgrade	1230.135.171						(200,000)				
Callaghan Park upgrade	1230.135.171						(150,000)				

Function Budget
For the year ended 30 June 2024
Capital Income

Description	Job No.	Budget 2023-24	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33
Capital Grants & Contributions - Sporting Grounds											
Nixon Park - Level & irrigate cricket (discuss area (SCCF5)	1240.135	(11,000)									
Nixon Park - Eastern amenities (SCCF5)	1240.135	(120,000)									
Nixon Park - Seal carpark (SCCF5)	1240.135	(60,000)									
Nixon Park - Athletics area upgrade - long jump & discus (SCCF5)	1240.135	(77,000)									
Nixon Park - Athletics area upgrade - shade (SCCF5)	1240.135	(40,621)									
Temora West Sports Ground - Lighting Upgrade (Female friendly facilities)	1240.135	(50,000)									
Temora West Sports Ground - Lighting Upgrade (club cont.)	1240.141.173	(6,250)									
Bob Aldridge Park - Lighting Upgrade (Female friendly facilities)	1240.135	(55,000)									
Bob Aldridge Park - Lighting Upgrade (club cont.)	1240.141.173	(7,000)									
Temora Tennis Courts - Lighting Upgrade (Female friendly facilities)	1240.135	(53,750)									
Temora Tennis Courts - Lighting Upgrade (club cont.)	1240.141.173	(10,000)					(100,000)				
Nixon Park - Boundary Fencing, seating	1240.135						(50,000)				
Nixon Park - PA Systems	1240.135										
Capital Grants & Contributions - Cemeteries											
Temora Cemetery Carpark Resealing (LRU4)	1530.135.170	(16,000)									
Ariah Park Cemetery Parking - Internal Rd & Drainage (Flood Recovery)	1531.135.171	(50,000)									
Other											
Developer Contributions (\$7.12)	2010.141.71	(90,000)	(90,000)	(90,000)	(90,000)	(919,650)	(1,188,800)	(995,000)	(948,000)	(2,138,800)	(90,000)
Total Capital Grants & Contributions		(5,809,454)	(2,961,131)	(18,127,801)	(1,847,600)	(919,650)	(1,188,800)	(995,000)	(948,000)	(2,138,800)	(519,200)
Sale of Assets											
Plant Sales & Trade-ins	1550.950.955	(372,273)	(318,156)	(385,091)	(305,582)	(402,545)	(338,855)	(456,255)	(357,545)	(326,909)	(316,444)
		(372,273)	(318,156)	(385,091)	(305,582)	(402,545)	(338,855)	(456,255)	(357,545)	(326,909)	(316,444)
Repayments by Long Term Debtors											
Repayments by Long Term Debtors	19120/19130	(294,527)	(223,772)	(153,018)	(124,716)	(361,508)	(7,508)	(7,508)	(7,508)	(7,508)	(7,508)
		(294,527)	(223,772)	(153,018)	(124,716)	(361,508)	(7,508)	(7,508)	(7,508)	(7,508)	(7,508)
Transfers from Reserves											
Sewer & Effluent Scheme Upgrade	21000.960.960	(150,000)	(470,000)	(300,000)	(390,000)	(40,000)	(90,000)	(340,000)	(90,000)	(40,000)	(90,000)
Quarries & Pits	1520.960.960	(150,000)	(120,000)	(30,000)	(80,000)	(135,000)	(200,000)	-			
S94 Contributions	2010.960.960	(13,520)									
Magliq Upgrade		(258,000)									
Waste Reserve - Recycling Press		(50,000)									
Pinnacle Reserve - Pinnacle House Shed		(124,030)	(125,839)	(127,673)	(129,535)	(131,423)					
Pinnacle Reserve - SIL House				(75,000)							
Ambulance Museum Land Purchase											
Revotes:											
K&G - Victoria St Culvert K&G Modification	1310.960.960	(30,000)									
K&G - Little Crowley St, Seg 3		(80,000)									
K&G - Loftus St, Seg 5		(40,000)									
Council Carpark		(50,000)									
Wattle Street Seg 1 Resheet	1330.960.960	(30,000)	(25,000)								
Little Loftus St, Seg 1 Resheet											
Little Crowley St Seg 3 Reconstruction		(55,000)									
Stormwater - Chifley St Box Culvert		(100,000)									
Stormwater - Giles St Levee Bank & Pipe Culvert Works		(35,000)									
Stormwater - Victoria St Arterial U/G Drainage		(260,000)									
P&G - Lake Centenary - Bridge Installation & Tie in		(40,000)									
Sporting Grounds - Nixon Park Scarify & Heavy Top Dress		(35,000)	(5,000)								
Implement Inspection Reporting Module		(15,000)									
Footpaths - Town Hall Footpath design only											
		(1,495,550)	(780,839)	(532,673)	(599,535)	(306,423)	(290,000)	(340,000)	(90,000)	(40,000)	(90,000)
Total Income		(7,971,804)	(4,283,898)	(19,198,583)	(2,877,433)	(1,990,126)	(1,825,163)	(1,798,763)	(1,403,053)	(2,513,217)	(933,152)

Function Budget
For the year ended 30 June 2024
Capital Expenditure

Description	Job No.	Budget 2023-24	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33
Council Buildings											
Council chambers & Administration Building											
Council carpark upgrade		100,000									
Ergonomic Furniture		10,000	10,000	10,000							
Caravan Parks											
Junee Rd - Hardstand Pads		14,000									
Junee Rd - Solar		13,000									
Junee Rd - Cabins/Units			50,000								
Junee Rd - Internal Roads & K&G Upgrade	W1789							50,000			
Agricultural Innovation Centre											
Reseal Internal Sealed Roads			40,000								
Bundawarrah Centre											
Virtual tour		8,000									
New walkway & cabinetry		80,400									
VIC upgrade amenities & accessibility		100,000									
LED Lighting Upgrade		7,000									
Create Gold Panning Area				10,000							
Ambulance Museum construction				14,330,721							
Ambulance Museum land purchase				77,000							
Medical Precinct											
Diagnostic Imaging - Solar				20,000							
Temora Works Depot											
Covered storage area		87,500									
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
Working at Heights Safety System		17,000									
Temora Recreation Centre & Swimming Pools											
Upgrade visitor seating & BBQ area		100,000									
Solar upgrade			80,000								
Ariah Park Swimming Pool											
Shade Structure		17,000									
Pinnacle Facilities											
Pinnacle House Shed Renovation		50,000									
Miscellaneous											
Christmas Decorations Temora		20,000									
Christmas Decorations Ariah Park		1,000									
Technology											
Replace PCs on Network	W1629	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
CCTV Upgrades		82,000									
Civica - Implement Inspection Reporting Module	W2572	15,000									
Magliq Upgrade		13,520									
Parks & Gardens											
Lake Centenary - Bridge Installation and tie in		158,449									
Lake Centenary - Reseal Road & Carpark		50,000									
Lake Centenary - Foreshore levelling, playground replacement, retaining wall works, concrete under seating, install bike rack		117,500									
Lake Centenary - Additional solar lighting		45,000									
Lake Centenary - Internal waterline		10,000									
Lake Centenary Spillway - upgrade to concrete					120,000						
Hillview Park - Solar Lighting Installation			25,000								
Edis Park - Playground Swing Set		18,000									
Edis Park - Remove BBQ's, replace bins, repair seating shelter			15,000								
Harper Park - Toilet refurbishment including accessibility		100,000									

Function Budget
For the year ended 30 June 2024
Capital Expenditure

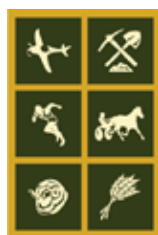
Description	Job No.	Budget 2023-24	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33
Harper Park - Improve accessibility (gates, paths, etc)		20,000					200,000				
Gloucester Park - Supplement play equipment to increase diversity											
Callaghan Park - Replace path to old pool / heated pool entrance		55,000									
Callaghan Park - Remove BBQ (Anzac St side)		5,000									
Callaghan Park - Upgrade play equipment and associated area to improve inclusivity. Remove edging, increased traversable softfall, greater variety of equipment.							300,000				
Federal Park - Play Equipment replacement & connect to existing footpath, level / drain wet areas around current play equipment, shade sail replacement											
Temora West Park - Install footpath network linking facilities		235,000									
Bradley Park - Stage 1		40,000									
Bradley Park - Stage 2 - 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	10,000			
Parks and Sports Fields - Bin Upgrade					40,000						
Railway Dam Fencing			50,000								
Railway Dam Desilting / Enlargement			150,000								
Sporting Grounds											
Nixon Park #2 - Scarify and Heavy Top Dressing		35,000	40,000								
Nixon Park - Level and irrigate cricket nets / discus area		25,000									
Nixon Park - Eastern amenities building upgrade		120,000									
Nixon Park - Seal gravel car park		60,000									
Nixon Park - Athletics area upgrade		117,621					100,000				
Nixon Park - Boundary fencing/seating/grandstand seating replacement							50,000				
Nixon Park - PA Systems											
Temora West Sports Ground - Playing surface reconstruction, cricket pitch cover					150,000						
Temora West Sports Ground - basic ground seating				40,000							
Temora West Sports Ground - Lighting upgrade		70,000									
Bob Aldridge Park - Lighting upgrade		80,000									
Temora Tennis Courts - Lighting upgrade		80,000									
Bob Aldridge Park - Western boundary screening trees			10,000								
Ariah Park Recreation Ground - Irrigation Pump Replacement			20,000								
Ariah Park Recreation Ground - Connect to recycled water				120,000							
Ariah Park Recreation Ground - Boundary fencing / seating						60,000					
Temora Recreation Ground - Level playing surface / drainage						60,000					
Sewerage											
Effluent Reuse Scheme	W1661	100,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Service Junction Replacements		50,000	50,000			50,000	50,000		50,000		50,000
Relining Sewer Mains	W1781		300,000		300,000			300,000			
Browns Dam Desilting				80,000							
O'Shanesys Dam - Bank Lining/Stormwater Isolation				80,000							
Gardner St Dam - Filter renewal			80,000								
Treatment Works - Sewer Pump Station Reconditioning				100,000							
Roads & Transport											
Street Lighting	W1670.777	125,000	40,000		40,000		40,000		40,000		40,000
Cycleway Construction Program	7305.777	-	100,000	125,000	100,000	-	-	-	-	-	-
Kerb & Gutter Program	7310.746	170,000	378,000	360,000	246,000	220,000	100,000	230,000	150,000	100,000	-
Footpath/Taxi-rank Construction Program	7300.760	169,000	650,000	2,100,000	231,000	292,000	144,000	320,000	585,000	244,000	146,000
Rural Unsealed Roads	7360.740	1,659,312	870,000	1,689,000	1,506,000	1,746,000	1,900,000	850,000	850,000	850,000	850,000
Urban Sealed Roads	7330.740	396,500	536,000	1,044,000	640,500	675,000	763,000	861,000	297,000	2,440,000	250,000
Urban Unsealed Roads	7331.740	834,468	664,842	37,000	-	190,000	260,000	208,000	120,000	-	-
Rural Sealed Roads	7350.740	2,321,820	2,742,000	1,251,725	763,000	411,000	717,000	1,335,000	1,420,000	225,000	1,095,000

Function Budget
For the year ended 30 June 2024
Capital Expenditure

Description	Job No.	Budget 2023-24	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33
Regional Roads	7340.740.	695,587	718,857	743,045	768,117	793,620	820,739	848,370	876,946	906,432	936,634
Plant Purchases											
General Plant	7540.777.	1,345,000	1,298,860	1,540,760	1,277,491	1,521,840	1,393,476	1,445,084	1,457,020	1,355,823	1,541,146
Recycling Press		258,000									
Stormwater Drainage											
Chifley Street Box Culvert		200,000									
Chifley Street U/G Drainage		70,000									
Victoria Street St Arterial U/G Drainage - Gallipoli St to Mallee St		360,000									
Burley Griffin Way crossing & Nixon Park Outfall		300,000									
Golden Gate Reserve - Detention Basin Design		100,000									
Golden Gate Reserve - Pump Station			50,000								
Gallipoli Street (Victoria St to Timmins St 250m)			100,000								
Arterial Stormwater contribution to Dustin Rose			60,000								
Britannia Street / Hoskins Street Intersection Drainage			45,000								
Giles Street levee bank and pipe culvert works			35,000								
Airport Street Culvert Upgrade			130,000								
Golf Club Dam Spill Way Adjustments			60,000								
Crowley St/Polaris St - Western Drain upgrade			40,000	600,000	600,000	600,000					
Golden Gate Reserve - Detention Basin construction				600,000	600,000						
DeLavan Street Box Culvert				100,000							
Baker Street U/G Drainage						190,000					
Hoskins Street (Macaulay to Ashelford U/G Drainage)						100,000	1,000,000				
Hoskins Street (Parkes to Kitchener U/G Drainage)			20,000								
Cemetery											
Temora Cemetery - Burial Plinth	W1756		130,000			130,000			130,000		90,000
Temora Cemetery - Carpark resaling		16,000									
Temora Cemetery - Internal road construction			40,000			40,000			40,000		35,000
Ariah Park Cemetery - Internal Road & Drainage		50,000									
Total Acquisition of Assets		11,946,177	9,717,059	24,796,751	7,520,608	7,117,960	7,926,715	6,535,954	6,094,466	6,199,755	5,112,280
Carrying Amount of Assets Sold											
Plant	3550.686.590	225,706	193,568	275,079	137,380	314,438	265,239	424,035	323,245	324,146	277,652
Total Carrying Amount of Assets Sold		225,706	193,568	275,079	137,380	314,438	265,239	424,035	323,245	324,146	277,652
Repayment of Loans											
Depot Purchase Loan	19232.9204.9010	259,190	267,318	275,702	70,266						
Supported Independent Living Accommodation Loan	19232.9203.9010	124,030	125,839	127,673	129,535	131,369					
Swimming Pool Redevelopment Loan	19232.9206.9010	45,367	46,878	48,439	50,052	51,720	53,442	55,222	57,062	58,962	60,926
Total Repayment of Loans		428,587	440,035	451,814	249,853	183,089	53,442	55,222	57,062	58,962	60,926
Transfers to Reserves											
Sewerage Reserve	23000.961.961	607,044	546,555	691,160	738,540	788,031	841,973	898,245	958,003	1,021,230	1,087,569
Two Way Radio - Upgrade to Digital	3200.961.961	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Section 94 Contributions	4010.961.961	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000
Medical Complex Maintenance Reserve	4155.961.961	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Infrastructure Replacement Reserve	3120.961.961	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Stormwater Management	3400.961.961	49,363	49,363	49,363	49,363	49,363	49,363	49,363	49,363	49,363	49,363
Aerodrome - Airside Maintenance	3510.961.961	38,000	39,330	40,706	42,131	43,605	45,133	46,713	48,347	50,038	51,790
Infrastructure Replacement Reserve - Street Lighting Upgrade	3390.961.961	57,500	57,500								

Function Budget
For the year ended 30 June 2024
Capital Expenditure

Description	Job No.	Budget 2023-24	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33
Pinnacle Reserves	4818/4880/4980	433,481	450,762	481,736	515,268	548,096	583,132	616,616	652,753	688,905	728,948
Total Transfers to Reserves		1,600,388	1,558,510	1,677,965	1,760,302	1,844,095	1,934,601	2,025,937	2,123,466	2,224,536	2,332,670
Total Non-Operating Expenditure		14,200,858	11,909,172	27,201,609	9,668,143	9,459,582	10,179,997	9,041,148	8,598,239	8,807,399	7,783,528



TEMORA
The Friendly Shire