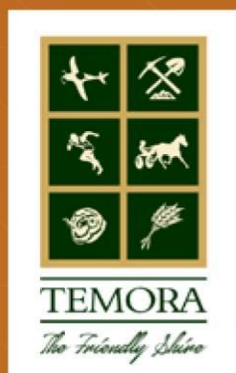




Temora Shire Council **DELIVERY PROGRAM 2020 - 2024**

Including:
Temora Shire Council's response to the Community
Strategic Plan (Temora Shire Council 2030)
& Financial Plan

MAY 2020



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Mayors Note

On behalf of Temora Shire Council, I am delighted to present the Delivery Program for the period 2020/2021 to 2023/2024.

The Delivery Program provides a summary of the principal activities that Council intend to undertake for the next four years, following issues raised in the Community Strategic Plan (Temora Shire 2030).

The IPR framework provides that each Council will prepare a Delivery Plan over a 4 year period, to align with the Council electoral cycle.

The Delivery Program is only part of the planning process and should specifically be read in conjunction with the Operational Plan, which provides details of the activities in the current year.

The requirement to engage with our community, as distinct from consult, has been both vital and exciting. I am pleased many of our residents participated in the facilitated community input, which allows this important process to work for you. The consultation period should reflect the hopes, dreams and aspirations of our Shire community and detail how your Council can help make them become a reality.

The 2020/2021 Delivery Program is the result of an ongoing process involving our community initially, through the Community Strategic Plan, and ultimately by way of a solid team effort involving all our Councillors and staff. This document will represent the intentions of all of us that make up Temora Shire Council Local Government area. I hope however that this document provides a solid footing on which both our Council and community can continue to prosper.

Cr RB Firman, OAM

MAYOR





What is the Delivery Program?

The Delivery program forms part of our Integrated Planning and Reporting (IPR) framework. This framework aims to draw our various plans together, to assist in understanding how they interact and to get maximum leverage from our efforts by planning holistically for the future.

The framework has four key elements:

- A twenty-year Community Strategic Plan (CSP), which outlines our broad vision for the future. Our plan is named 'Temora 2030'. IPR requires a minimum of 10 years
- A four-year Delivery Program, accompanied by a full budget that details what we will do to implement the CSP.
- An Operational Plan, which will record the planned activity and expenditure for each year.
- An Annual Report, which provides our community with a detailed account of what we have achieved each year and the progress made towards the implementation of the Delivery Program and CSP.

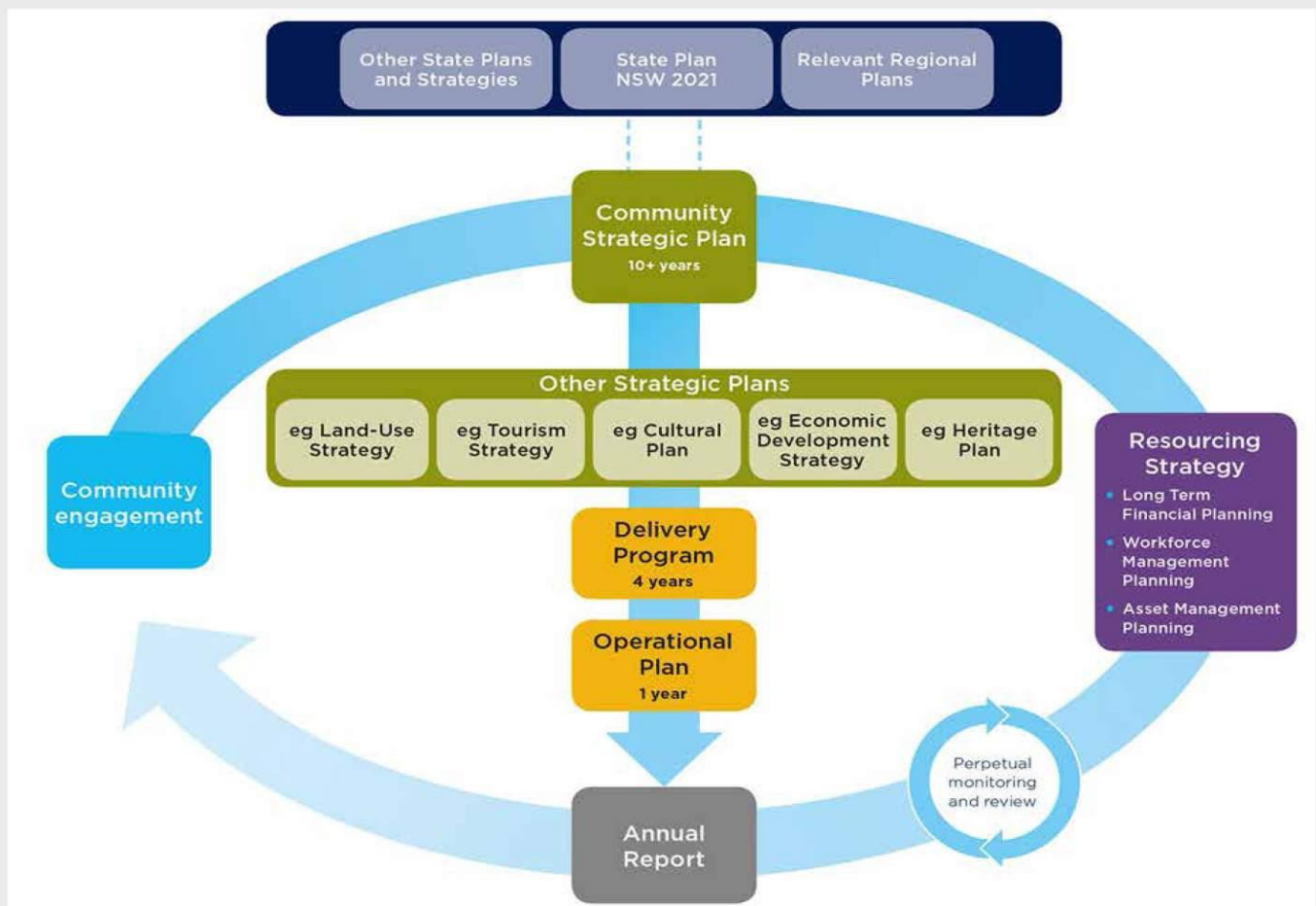
This year will be the fourth year since the initial delivery plan was developed following significant community consultation. Accordingly, this document is similar to the last three years plans, reflecting the expectations, hopes and aspirations of the community.

The Delivery Program must be prepared by 30 June in the year following a local government ordinary election and must be reviewed each year. The Delivery Program addresses the objectives of the CSP and identifies the principal activities that council will undertake to meet those objectives. Financial Information for the four years 2020/2021 to 2023/2024 is contained in the Temora Shire Council Budget document.



The Operational Plan must be prepared on an annual basis and be adopted before the beginning of each financial year. The document must outline the activities to be undertaken that year as part of the Delivery Program.

The Annual Report then completes the Integrated Planning and Reporting Framework. This report must be completed within five months of the end of the financial year. The report focuses on Council's implementation of the Delivery Program and Operational Plan. The report is designed to be a report to the community.



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

Local Government Guiding Principles

The role of the Temora Shire Council in accordance with the Local Government Act 1993 (NSW) Section 8A is to:

(1) EXERCISE OF FUNCTIONS GENERALLY

The following general principles apply to the exercise of functions by councils:

- (a) Councils should provide strong and effective representation, leadership, planning and decision-making.
- (b) Councils should carry out functions in a way that provides the best possible value for residents and ratepayers.
- (c) Councils should plan strategically, using the integrated planning and reporting framework, for the provision of effective and efficient services and regulation to meet the diverse needs of the local community.
- (d) Councils should apply the integrated planning and reporting framework in carrying out their functions so as to achieve desired outcomes and continuous improvements.
- (e) Councils should work co-operatively with other councils and the State government to achieve desired outcomes for the local community.
- (f) Councils should manage lands and other assets so that current and future local community needs can be met in an affordable way.
- (g) Councils should work with others to secure appropriate services for local community needs.
- (h) Councils should act fairly, ethically and without bias in the interests of the local community.
- (i) Councils should be responsible employers and provide a consultative and supportive working environment for staff.

(2) DECISION-MAKING

The following principles apply to decision-making by councils (subject to any other applicable law):

- (a) Councils should recognise diverse local community needs and interests.
- (b) Councils should consider social justice principles.
- (c) Councils should consider the long term and cumulative effects of actions on future generations.
- (d) Councils should consider the principles of ecologically sustainable development.
- (e) Council decision-making should be transparent and decision-makers are to be accountable for decisions and omissions.

(3) COMMUNITY PARTICIPATION

Councils should actively engage with their local communities, through the use of the integrated planning and reporting framework and other measures.



PRINCIPLES OF SOUND FINANCIAL MANAGEMENT

The following principles of sound financial management apply to councils:

- (a) Council spending should be responsible and sustainable, aligning general revenue and expenses.
- (b) Councils should invest in responsible and sustainable infrastructure for the benefit of the local community.
- (c) Councils should have effective financial and asset management, including sound policies and processes for the following:
 - (i) performance management and reporting,
 - (ii) asset maintenance and enhancement,
 - (iii) funding decisions,
 - (iv) risk management practices.
- (d) Councils should have regard to achieving intergenerational equity, including ensuring the following:
 - (i) policy decisions are made after considering their financial effects on future generations,
 - (ii) the current generation funds the cost of its services.

INTEGRATED PLANNING AND REPORTING PRINCIPLES THAT APPLY TO COUNCILS

The following principles for strategic planning apply to the development of the integrated planning and reporting framework by councils:

- (a) Councils should identify and prioritise key local community needs and aspirations and consider regional priorities.
- (b) Councils should identify strategic goals to meet those needs and aspirations.
- (c) Councils should develop activities, and prioritise actions, to work towards the strategic goals.
- (d) Councils should ensure that the strategic goals and activities to work towards them may be achieved within council resources.
- (e) Councils should regularly review and evaluate progress towards achieving strategic goals.
- (f) Councils should maintain an integrated approach to planning, delivering, monitoring and reporting on strategic goals.
- (g) Councils should collaborate with others to maximise achievement of strategic goals.
- (h) Councils should manage risks to the local community or area or to the council effectively and proactively.
- (i) Councils should make appropriate evidence-based adaptations to meet changing needs and circumstances.



ROLE OF MAYOR, COUNCILLORS AND GENERAL MANAGER

The Local Government Act 1993 as amended provides direction on the statutory roles and duties of the Mayor, Councillors and General Manager. The roles are as follows:

Role of Mayor (Clause 226)

- (a) to be the leader of the council and a leader in the local community,
- (b) to advance community cohesion and promote civic awareness,
- (c) to be the principal member and spokesperson of the governing body, including representing the views of the council as to its local priorities,
- (d) to exercise, in cases of necessity, the policy-making functions of the governing body of the council between meetings of the council,
- (e) to preside at meetings of the council,
- (f) to ensure that meetings of the council are conducted efficiently, effectively and in accordance with this Act,
- (g) to ensure the timely development and adoption of the strategic plans, programs and policies of the council,
- (h) to promote the effective and consistent implementation of the strategic plans, programs and policies of the council,
- (i) to promote partnerships between the council and key stakeholders,
- (j) to advise, consult with and provide strategic direction to the general manager in relation to the implementation of the strategic plans and policies of the council,
- (k) in conjunction with the general manager, to ensure adequate opportunities and mechanisms for engagement between the council and the local community,
- (l) to carry out the civic and ceremonial functions of the mayoral office,
- (m) to represent the council on regional organisations and at inter-governmental forums at regional, State and Commonwealth level,
- (n) in consultation with the Councillors, to lead performance appraisals of the general manager,
- (o) to exercise any other functions of the council that the council determines.



ROLE OF A COUNCILLOR (CHAPTER 232)

- (a) to be an active and contributing member of the governing body,
- (b) to make considered and well informed decisions as a member of the governing body,
- (c) to participate in the development of the integrated planning and reporting framework,
- (d) to represent the collective interests of residents, ratepayers and the local community,
- (e) to facilitate communication between the local community and the governing body,
- (f) to uphold and represent accurately the policies and decisions of the governing body,
- (g) to make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a Councillor.
- (h) A Councillor is accountable to the local community for the performance of the council.

ROLE OF THE GENERAL MANAGER (SECTION CLAUSE 335)

- (a) to conduct the day-to-day management of the council in accordance with the strategic plans, programs, strategies and policies of the council,
- (b) to implement, without undue delay, lawful decisions of the council,
- (c) to advise the mayor and the governing body on the development and implementation of the strategic plans, programs, strategies and policies of the council,
- (d) to advise the mayor and the governing body on the appropriate form of community consultation on the strategic plans, programs, strategies and policies of the council and other matters related to the council,
- (e) to prepare, in consultation with the mayor and the governing body, the council's community strategic plan, community engagement strategy, resourcing strategy, delivery program, operational plan and annual report,
- (f) to ensure that the mayor and other Councillors are given timely information and advice and the administrative and professional support necessary to effectively discharge their functions,
- (g) to exercise any of the functions of the council that is delegated by the council to the general manager,
- (h) to appoint staff in accordance with the organisation structure determined under this Chapter and the resources approved by the council,
- (i) to direct and dismiss staff,
- (j) to implement the council's workforce management strategy,
- (k) any other functions that are conferred or imposed on the general manager by or under this or any other Act.

Elected Representatives

The Temora Shire Local Government Areas is represented by nine elected Councillors, one of which is chosen as Mayor by the Council at elections held each September. The Local Government elections were last held September 2016.

The elected Council is responsible for the direction and control of Councils affairs in accordance with the Local Government Act and associated legislation.

Councillors represent the interest of the residents and ratepayers, provided leadership and guidance to the community; and facilitate communication between the community whilst maintaining the broader vision, needs and aspirations of the whole Temora Shire Community.



Cr Rick Firman, OAM (Mayor)
02 69772021



Cr Graham Sinclair
(Deputy Mayor) 02 69738616



Cr Claire McLaren
02 69762045



Cr Nigel Judd
02 69741026



Cr Max Oliver
02 69780493



Cr Lindy Reinhold
02 69774026



Cr Dennis Sleight
02 69781260



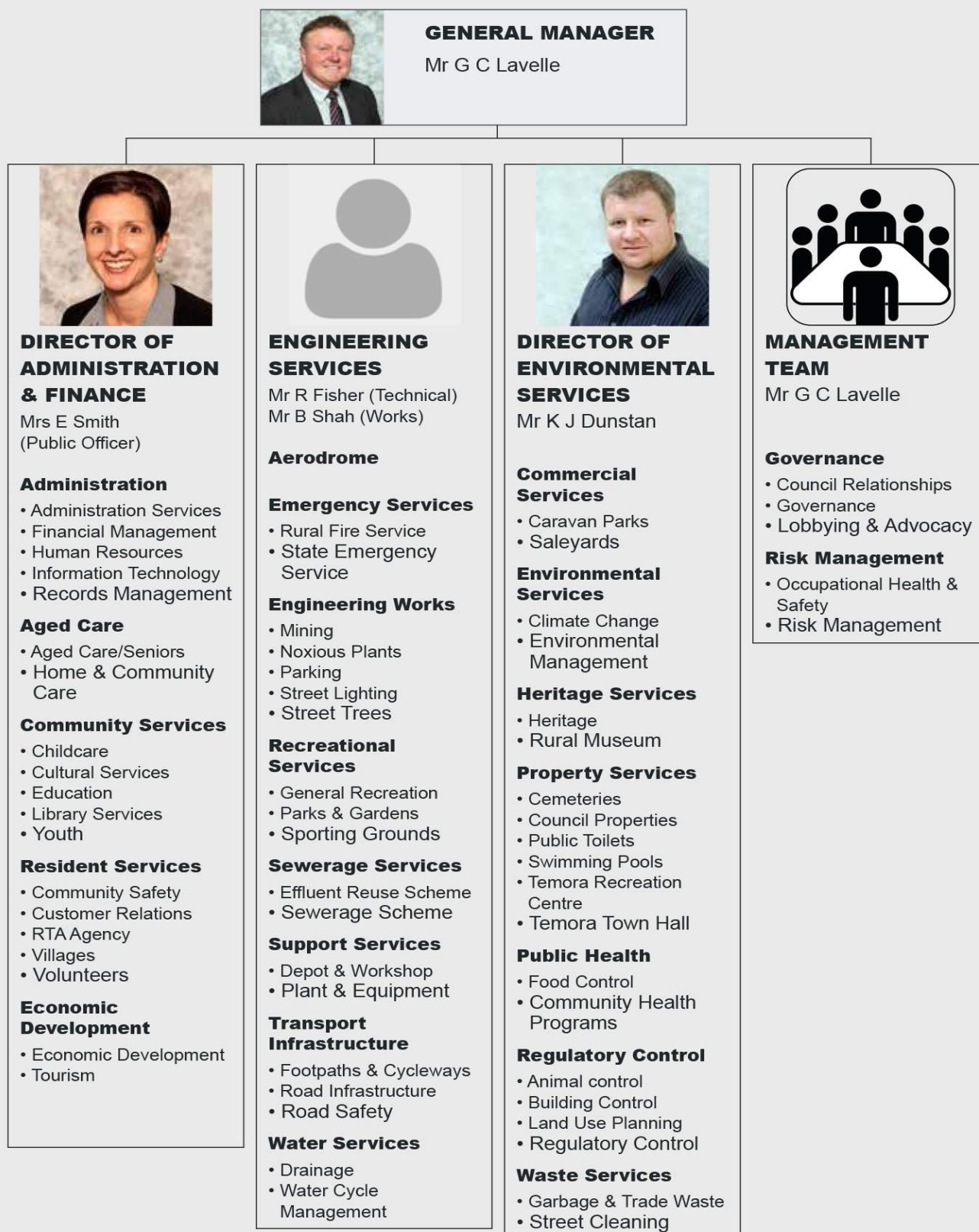
Cr Ken Smith
02 69731262



Cr Dale Wiencke
02 69781785

Organisational Structure

The Local Government Act 1993 (Section 332) requires Council to determine its Organisation Structure. This structure has been determined by Council comprising a General Manager and three separate Directorships namely: Administration & Finance, Engineering Services and Environmental Services. The Organisation Structure is represented diagrammatically below:-



Community Involvement

Temora Shire Council provides a number of mechanisms by which the community may be involved in terms of information sharing, active participation in committees, attendance at meetings, or other mechanisms. The following is a list of mechanisms by which residents can be involved.

Councillor Interaction

The Councillors of Temora Shire Council are there to represent your views. They welcome the opportunity to discuss any matters of concern of residents. The contact details of Councillors are included in this document however the most up to date contact information can be provided from Council's website www.temora.nsw.gov.au.

Council Meetings

The majority of Council and Committee meetings held at the Temora Shire Council Chambers, 105 Loftus Street, Temora. There are occasional instances in which committees are held on site or Council meetings are held at Arian Park. In all instances these changes to the normal meeting times are advertised.

Council meetings are held on the third Thursday of each month commencing at 4:00pm. Committee meetings are held on the Tuesday the week prior to the Council meeting and are advertised accordingly. Residents are advised that there is opportunity at the commencement of the meeting to address Council at the public forum. If the resident wishes to speak at the public forum, an application must be lodged with Council by 48 hours prior and limited to a time of 10 minutes. This can be extended at the discretion of the Mayor.

Business Papers

Council business papers are available for inspection from the Monday preceding the Council meeting at the following points:

Temora Shire Council

Council's website: www.temora.nsw.gov.au

If a copy of the business paper is required this can be provided at the Temora Shire Council Chambers.

Committees

Council has a number of Committees that meet monthly (subject to business requiring transacting) these committees are as follows:

- Assets & Operations Committee – generally at 2:00pm to consider issues and inspections relating to the engineering function.
- Economic Development Committee – generally at 5:00pm

Community Committees

Council has a number of community committees which meet variably from regular monthly meetings to an as needs basis. These committees are as follows:

- Aerodrome Users Committee
- Temora Traffic Committee
- Temora & District Sports Council
- Pinnacle Community Services Committee
- Mary Gilmore Festival Committee
- Imagine Temora
- Lake Centenary Management Committee
- Australia Day Committee
- Town Hall Theatre
- Temora Agriculture & Innovation Centre
- Temora's Own Arts & Craft
- Temora's Women's Network
- Arian Park Advisory Committee
- Youth Advisory Committee
- Heritage Committee
- Arian Park Pool Committee
- Friends of Temora Shire Cemeteries
- Springdale Progress Association Committee
- Temora Business Enterprise Group – TBEG
- Temora Fight the Fruit Fly Committee
- Bundawarra Centre Management Committee
- Access & Equity Committee
- Temora Youth Team
- Sister City Committee

Council Information Dissemination

Council utilise a number of mechanisms by which to inform our community. These include:

- Local newspaper – The Temora Independent provides coverage for the entire local government area and is used by Council to provide time sensitive information or to advertise or give notice of activities.
- Newsletter – The Narraburra News is printed monthly and is distributed to all residents of Temora Shire Council.
- Website – The Council website www.temora.nsw.gov.au provides Council specific information for interested parties.
- Community Website – The website www.temora.com.au provides information for the Temora community not specifically relating to local government operations and includes tourism, visitor information, and business information.
- Social Networking Site – Additionally Council Utilise Facebook and Twitter in a number of applications to disseminate information to residents.

How Do We Perform

The Office of Local Government provides comparative information on Councils based on the Division of like Councils. There are eleven categories of Council sorted according to their size modulated services and geographical location. Councils included in group Ten are; Berrigan, Bland, Blayney, Cobar, Cootamundra, Dugong, Glenn Innes, Severn, Forbes, Gloucester, Gwydir, Junee, Kyogle, Lachlan, Liverpool Plains, Murray, Narrandera, Narromine, Oberon, Snowy River, Temora, Tenterfield, Upper Lachlan, Uralla, Walgett, Wellington and Wentworth. For the purposes of this comparison, the information for nearby Councils of Bland, Junee and Narrandera will be used.

FINANCIAL PERFORMER

The Current ratio is an indicator of the Council's ability to meet its financial obligations. A ratio of between 1.5:1 and 2:1 is satisfactory and shows that a Council has sufficient liquid assets on hand to meet its short term commitments. A ratio of 2:1 or better is generally regarded as good.

Current Ratio - Unrestricted

	2015/2016	2016/2017	2017/2018	2018/2019
Bland	9.10	14.40	14.3	16.52
Junee	1.03	1.00	1.14	1.51
Narrandera	9.17	7.60	7.85	6.63
Temora	1.79	2.10	2.17	2.49

BUILDING AND INFRASTRUCTURE RENEWAL RATIO

This ratio assesses Council's ability to replace capital assets compared with the consumption (depreciation) of assets. Another way to view the 1:1 ratio is a dollar used to replace the capital asset equals a dollar spent on depreciation and impairment. An increase in the capital expenditure ratio indicates Council has acquired or replaced assets faster than they were consumed (depreciated). The ratio will generally be greater for growth Councils that are acquiring assets or building infrastructure.

Building and Infrastructure Renewal - Ratio

	2015/2016	2016/2017	2017/2018	2018/2019
Bland	88.86	24.93	55.3	18.72
Junee	204.35	158.48	86.14	53.89
Narrandera	108.49	96.00	111.76	66.81
Temora	114.58	53.36	169.52	156.74

Number of Equivalent Full Time Staff

	2015/2016	2016/2017	2017/2018	2018/2019
Bland	115	115	115	116
Junee	63	59	60	55
Narrandera	109	109	110	110
Temora	80	100	109	114

The total expenses from continuing operations per capita indicator measures the total expenses from continuing operations per head of population excluding capital expenditure. It does not include water or sewer rates.

How Do We Perform

TOTAL EXPENSES FROM

Continuing Operations per Capita Indicator

	2015/2016	2016/2017	2017/2018	2018/2019
Bland	3353.65	3196.82	3937.28	4205.62
June	2100.80	2204.58	2386.87	2412.84
Narrandera	2910.30	3023.09	3252.70	3250.38
Temora	2714.71	2877.64	3239.35	3442.24

Average Rate per Residential Assessment

	2014/2015	2015/2016	2016/2017	2017/2018
Bland	450.36	468.01	732.95	485.39
June	593.27	649.24	847.49	739.51
Narrandera	545.68	561.27	696.49	699.64
Temora	508.28	525.82	538.68	543.62

It is also important to note that in the four years of local government performance indicators 2015/2016 to 2018/2019 Temora Shire Council met all statutory requirements and submitted all documents required within the timeframe specified by the State Government.

DEVELOPMENT APPLICATION STATISTICS

Development Application meeting DA Determination Time (2018/2019)

	Days	Complying Development Certificate Days
Bland	0	0
June	0	0
Narrandera	0	0
Temora	9	2

Volume & Value of DA (2018/2019)

	Volume	Value (\$Mil)	Section 96	Volume (CDC)	Volume (\$Mil)
Bland	0	0	0	0	0
June	0	0	0	0	0
Narrandera	0	0	0	0	0
Temora	71	8,751,282	0	47	3,793,641

Please Note:

Comparative Figures Unavailable.

Contact was made with the Department of Planning and Environment seeking the Local Development Performance Monitoring Report for 2018/2019.

Advice given was that the report has not been generated.

RESPONSIBLE OFFICERS

(Primary Responsible Officers in bold)

Code	Position	Incumbent
COMM	Communications Officer	Kate Slapp
CSO	Community & Cultural Services Officer	Amanda Gay
DAF	Director of Administration & Finance	Elizabeth Smith
DES	Director of Environmental Services	Kris Dunstan
EDO	Economic Development Manager	Craig Sinclair
ETM	Engineering Technical Manager	Rob Fisher
EWM	Engineering Works Manager	Bimal Shah
GM	General Manager	Gary Lavelle
HRO	Human Resources Officer	Cath New
HBS	Health & Building Surveyor	Belinda Bushell
IT	Information Technology	Matt Walker
LM	Library Manager	Wendy Manning
OM	Office Manager	Jacqui Hall
PCS	Pinnacle Community Services Manager	Sheree Axtell
PM	Plant Manager	Tony Hingerty
QAO	Quality Assurance Officer	James Durham
RGR	Ranger	Ross Gillard
RM	Risk Manager	Grant Nicholson
RO	Rural Overseer	Mick Mannion
RMM	Rural Museum Manager	Bill Speirs
RSO	Road Safety Officer	Karen Trethowan
SEC	Secretarial Staff	Anne Rands/Ashleigh Burnett
STO	Senior Technical Officer	Alex Dahlenburg
TP	Town Planner	Claire Golder
UO	Urban Overseer	Chris Campbell
VICM	Visitor Information Centre Manager	Ann Pike
YO	Youth Officer	Melissa Carter

Community Strategic Plan & Outcomes

Temora 2030 was developed in accordance with the Integrated Planning and Reporting Framework mandated by the NSW government for all Local Government authorities. The plan is the highest level plan that a Council can prepare and identifies the community's main priorities and aspirations for the future.

In the development of this plan, six (6) key themes were identified. It is these identified themes that form the basis of the Council's Delivery Plan and Operational Plan.



OUR 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

1: Retaining Our Quality of Life

1.1: Ensure there is a continuum of housing and care facilities for the aged

DP Strategic Action	Timeframe	Responsible Officer	Partner
Confirm the status of Pinnacle Services as an ongoing concern 1.7	2020-2024	Sheree Axtell	
Support the development of private Aged Care facilities 3.5	2020-2024	Gary Lavelle	
Deliver in home care to residents	2020-2024	Sheree Axtell	
Support the development of "The Peppers" senior housing project at Aria Park to meet the growing needs of the community.	2020-2024	Gary Lavelle	
Assist the provision of Aged Care facilities within Temora Shire 3.4	2020-2024	Elizabeth Smith	
Provision of My Aged Care Regional Assessment Service 1.4	2020-2024	Sheree Axtell	
Supply Home Support Services to the communities of Temora, and other communities for senior residents	2020-2024	Sheree Axtell	
Supply Home Care Packages to the communities of Temora and other communities for senior residents	2020-2024	Sheree Axtell	
Provide information and mechanism to support seniors living	2020-2024	Sheree Axtell	
Advise community of available transport options (1.2) 2.5, 2.6	2020-2024	Sheree Axtell	
Promote Temora Shire as a retirement destination (3.5) 2.3, 2.6	2020-2024	Craig Sinclair	
Provide mechanisms to allow interaction between stakeholders (2.6) 2.5	2020-2024	Claire Golder	

1.2: Improve public transport to regional centres

DP Strategic Action	Timeframe	Responsible Officer	Partner
Advise community of available transport options 1.1, 2.5, 2.6	2020-2024	Sheree Axtell	
Provide information about the ability of those who are transport disadvantaged to use the community bus 1.9, 2.6	2020-2024	Sheree Axtell	

1.3: Encourage the provision of education opportunities, including post school education

DP Strategic Action	Timeframe	Responsible Officer	Partner
Maintenance of Schools within Temora Shire	2020-2024	Gary Lavelle	
Support for students undertaking further education	2020-2024	Gary Lavelle	
Offer life skills workshop opportunities to both young people and the community 2.5	2020-2024	Melissa Carter	
Investigate the potential for Council designation as a registered training organisation 1.9, 2.5, 3.5	2020-2024	Amanda Gay	
Connect with school contacts and establish good working relationships 2.5, 2.6	2020-2024	Kris Dunstan	
Build additional youth teams that allow groups of young people with a common interest to connect and advance their skills (2.5) 2.3	2020-2024	Melissa Carter	
Include Villages in youth activities (1.5) 2.5	2020-2024	Melissa Carter	
Provide local businesses with the opportunity for training and coaching (3.5)	2020-2024	Craig Sinclair	
Support community and visitor awareness and appreciation of Temora Shires heritage through preservation and enhancement (3.6) 4.5	2020-2024	Belinda Bushell	
Support local students financially through scholarships (2.5)	2020-2024	Gary Lavelle	

1.4: Support and develop the provision of health services

DP Strategic Action	Timeframe	Responsible Officer	Partner
Proactively support and promote community mental health facilities	2020-2024	Amanda Gay	
Support the maintenance of services at Temora Hospital	2020-2024	Gary Lavelle	
Participate in multidisciplinary meetings relating to health and associated issue	2020-2024	Amanda Gay	
Provision of clear health service information linkages 1.7, 2.6	2020-2024	Sheree Axtell	
Aim to reduce stigma associated with disability (2.3) 1.7	2020-2024	Amanda Gay	
Provision of My Aged Care	2020-2024	Sheree Axtell	

DP Strategic Action	Timeframe	Responsible Officer	Partner
Regional Assessment Service (1.1)			

1.5: Support Village Life

DP Strategic Action	Timeframe	Responsible Officer	Partner
Retention of Council personnel at Arian Park	2020-2024	Gary Lavelle	
Adopt principle of the provision of services by outreach to Arian Park	2020-2024	Gary Lavelle	
Maintain an adequate library service to Arian Park	2020-2024	Wendy Manning	
Hold committee meeting of Council, at a village location annually 2.6	2020-2024	Gary Lavelle	
Ensure acceptable signage to recognise villages	2020-2024	Rob Fisher	
Include Villages in youth activities 1.3, 2.5	2020-2024	Melissa Carter	
Provision of playgrounds in Villages to a safe and contemporary standard New playground installations Harper Park Other projects for future Arian Park Skate Park Liberty Swing Arian Park	2020-2024	Gary Lavelle	
Maintain waste services in the village of Arian Park 4.2	2020-2024	Kris Dunstan	
Maintenance of facilities within Arian Park 2021/22 Repaint Arian Park Pool 2021/22 Harper Park Upgrade toilets 2023/24 Arian Park Recreation Ground Replace light poles 2026/27 Harper Park Upgrade playground 2026/27 Harper Park Replace shade sail 2026/27 Edis Park Replace shade sail	2020-2024	Rob Fisher	
Ensure adequate services to villages within Temora Shire	2020-2024	Rob Fisher	

DP Strategic Action	Timeframe	Responsible Officer	Partner
Retention and upgrade of community halls in Temora, Springdale and Aria Park	2020-2024	Kris Dunstan	
Support for village committees to achieve the community aspirations within the limitations of Council resourcing	2020-2024	Gary Lavelle	
Develop a Temora Shire Land Use Strategy 2030 (4.4) 3.5, 5.3, 6.2	2020-2024	Kris Dunstan	
Improvement of drainage within Temora Shire (4.3)	2020-2024	Rob Fisher	
Development of a Floodplain Risk Management Plan including 10 year rolling works program			
Proactively seek business opportunities for Temora Shire including its villages (3.5)	2020-2024	Craig Sinclair	
Provide public conveniences to a standard acceptable to the community	2020-2024	Kris Dunstan	
2021/22 Harper Park Upgrade toilets			
2026/27 Callaghan Park Construct toilets			

1.6: Provision of Childcare to meet community needs

DP Strategic Action	Timeframe	Responsible Officer	Partner
Support the improvement to existing and new child care services in Temora Shire	2020-2024	Elizabeth Smith	
Promote available child care and early learning options in Temora Shire including preschools, long day care, family day care and playgroups	2020-2024	Elizabeth Smith	

1.7: Ensure there is a continuum of housing and care for the disabled

DP Strategic Action	Timeframe	Responsible Officer	Partner
Ensure that the views of disabled people are represented to Council	2020-2024	Sheree Axtell	
Ensure equality of access for disabled people 2.6	2020-2024	Sheree Axtell	
Provision of accommodation for disabled people	2020-2024	Elizabeth Smith	
Supply Home Care Packages to the community of Temora, and	2020-2024	Sheree Axtell	

DP Strategic Action	Timeframe	Responsible Officer	Partner
other communities for disabled residents			
Show commitment to Disability Services in Temora Shire	2020-2024	Sheree Axtell	
Provision of the National Disability Insurance Scheme In Temora Shire	2020-2024	Sheree Axtell	
Supply Home Support Services to the community of Temora and other communities for disabled residents	2020-2024	Sheree Axtell	
Aim to reduce stigma associated with disability (2.3) 1.4	2020-2024	Amanda Gay	
Confirm the status of Pinnacle Services as an ongoing concern (1.1)	2020-2024	Sheree Axtell	
Facilitate opportunities for volunteers to enhance the environment and community (2.4) 1.9, 4.5, 6.3	2020-2024	Sheree Axtell	
Progress community based employment opportunities (3.5) 2.3	2020-2024	Rob Fisher	
Provide a welcoming community for new residents (2.3) 1.9	2020-2024	Ann Pike	
Provision of a mechanism as a means of communication with the Arts Community and delivering arts and cultural product (2.2) 1.9	2020-2024	Sheree Axtell	
Provision of clear health service information linkages (1.4) 2.6	2020-2024	Sheree Axtell	

1.8: Provide a safe and supportive living environment for our residents

DP Strategic Action	Timeframe	Responsible Officer	Partner
Develop and implement a program aimed at educating residents of regulatory responsibilities	2020-2024	Kris Dunstan	
Ensure that Councillors are aware of regulatory activities	2020-2024	Ross Gillard	
Provide footpath outdoor dining inspections and certificate approvals	2020-2024	Ross Gillard	
Utilise all avenues to re-home unwanted companion animals	2020-2024	Ross Gillard	
Provide a monitoring program of regulated premises eg. beauticians, hairdressers and morticians health	2020-2024	Belinda Bushell	
Provide a monitoring programme of food premises annually	2020-2024	Belinda Bushell	
Regulate septic tanks in accordance with Office of Local Government	2020-2024	Belinda Bushell	

DP Strategic Action	Timeframe	Responsible Officer	Partner
requirements and Councils onsite sewer management policy			
Commitment to road safety and relationship with RMS and adjoining Councils	2020-2024	Karen Trethowan	
Development and implementation of Road Safety Strategic Plan (RSSP)/Action Plan	2020-2024	Karen Trethowan	
Provide safe and crime free streets for the residents of urban areas in Temora Shire	2020-2024	Mathew Walker	
Conduct local public education campaigns across major road safety issues as identified in the RSSP	2020-2024	Karen Trethowan	
Undertake appropriate and acceptable approach to Road Safety Programs	2020-2024	Karen Trethowan	
Investigate the provision of street lighting within Temora Shire 1.9, 3.3	2020-2024	Rob Fisher	
Undertake Footpath upgrade and renewal in accordance with the Footpath Capital Works Program	2020-2024	Rob Fisher	
Provide emergency services to meet the needs of Temora Shire residents	2020-2024	Rob Fisher	
Undertake Cycleway upgrade and renewal in accordance with the Cycleway Capital Works Program	2020-2024	Rob Fisher	
Undertake Rural Unsealed Roads upgrade and renewal in accordance with the Rural Unsealed Roads Capital Works Program 4.1, 6.1	2020-2024	Rob Fisher	
Undertake Rural Sealed Roads upgrade and renewal in accordance with the Rural Sealed Roads Capital Works Program 4.1, 6.1	2020-2024	Rob Fisher	
Undertake Urban Unsealed Roads upgrade and renewal in accordance with the Urban Unsealed Roads Capital Works Program 4.1	2020-2024	Rob Fisher	
Undertake Urban Sealed Roads upgrade and renewal in accordance with the Urban Sealed Roads Capital Works Program 4.1	2020-2024	Rob Fisher	
Investigate the provision of access within Temora Shire, including footpaths, ramps and car parking provision 1.9, 3.3	2020-2024	Rob Fisher	
Undertake Kerb and Gutter upgrade and renewal in accordance with the Kerb and Gutter Capital Works Program 4.3	2020-2024	Rob Fisher	

DP Strategic Action	Timeframe	Responsible Officer	Partner
Undertake Regional Roads Program in accordance with the determined program 4.1, 6.1	2020-2024	Rob Fisher	
Ensure residents are not adversely impacted upon by untidy or overgrown lots 4.5	2020-2024	Ross Gillard	
Regulate swimming pool enclosures in accordance with Swimming Pool regulations	2020-2024	Belinda Bushell	
Develop an appropriate mechanism to deal with Environmental matters (6.3) 2.6, 4.5	2020-2024	Kris Dunstan	
Monitor illegal waste dumping hot spots within Temora Shire (4.5) 4.2	2020-2024	Ross Gillard	
Reduce the impacts of litter on our community (4.2) 4.5	2020-2024	Belinda Bushell	
Undertake Fixing Country Roads/ Heavy Vehicle Safety and Productivity Program in accordance with the determined program (4.1) 6.1	2020-2024	Rob Fisher	
Undertake Pavement rehabilitation/ Widening in accordance with the Pavement Rehabilitation/Widening Capital Works Program (4.1) 6.1	2020-2024	Rob Fisher	

1.9: Provide services required for excellent liveability in a rural community

DP Strategic Action	Timeframe	Responsible Officer	Partner
Provision of services to meet the needs of residents	2020-2024	Elizabeth Smith	
Provide support for external events held in Temora Shire 2.2, 3.5, 3.6	2020-2024	Amanda Gay	
Provision of facilities for the conduct of arts and cultural events 2.2, 3.5	2020-2024	Kris Dunstan	
Partner with individuals, organisations and companies to support new resident attraction 3.5	2020-2024	Craig Sinclair	
Provide a welcoming community for new residents	2020-2024	Amanda Gay	
Retention of Lake Centenary as a premier water sports facility 2.1 Upgrade entrance Sealing of pathway around Lake Centenary Bitumen reseal internal roads and carparks	2020-2024	Chris Campbell	

DP Strategic Action	Timeframe	Responsible Officer	Partner
Support for events within Temora Shire 2.2	2020-2024	Amanda Gay	
Continue to provide a high level of service to the community for all building and planning requirements	2020-2024	Kris Dunstan	
Continue to improve functionality of the cemetery. Heavy patching and sealing of internal road * Update plinths in Lawn Cemetery (2 in alternate years)	2020-2024	Kris Dunstan	
Maintain NRCC House as building suitable for use as a library - 2020-21 Construct outdoor reading room and replace rear steps	2020-2024	Elizabeth Smith	
Provision of parks and gardens that meet the needs and expectations of the community 2026/27 Harper Park Playground 2026/27 Gloucester Park shade sail 2026/27 Edis Park shade sail 2026/27 Federal Park skate park modifications 2026/27 Hillview Park shade sails 2026/27 Harper Park shade sail 2026/27 Federal Park replace play equipment 2026/27 Federal Park shade sails 2028/29 Callaghan Park replace play equipment	2020-2024	Rob Fisher	
Ensure adequacy of signage at NRCC House	2020-2024	Wendy Manning	
Determine the future strategic direction of Temora Library	2020-2024	Wendy Manning	
Provide public conveniences to a standard acceptable to the community 2021/22 Harper Park upgrade toilets	2020-2024	Kris Dunstan	

DP Strategic Action	Timeframe	Responsible Officer	Partner
2027/28 Callaghan Park - Construct toilets			
Provide facilities for parks and gardens in Temora Shire	2020-2024	Rob Fisher	
Provide areas to enable pet owners to exercise pets	2020-2024	Kris Dunstan	
Maintain Temora Memorial Town Hall as a premium event destination	2020-2024	Kris Dunstan	
Provide community facilities that meet the needs of residents - Temora Antique Motor Club - partner to develop clubhouse	2020-2024	Kris Dunstan	Antique Motor Club
Attract grant funding to assist in the development of the Shire 2.6, 3.5, (7.1)	2020-2024	Craig Sinclair	
Commitment to the eradication of urban weeds and pests (4.5) 6.3	2020-2024	Kris Dunstan	
Continue relationship with Eastern Riverina Arts (2.2)	2020-2024	Amanda Gay	
Development of Temora Recreation Centre including upgrade plan for Temora Swimming Pool (2.1) 2021/22 Upgrade pool	2020-2024	Kris Dunstan	
Enrich and diversify the visitor experience (3.6) 3.4	2020-2024	Ann Pike	
Facilitate opportunities for volunteers to enhance the environment and community (2.4) 1.7, 4.5, 6.3	2020-2024	Belinda Bushell	
Investigate the provision of access within Temora Shire, including footpaths, ramps and car parking provision (1.8) 3.3	2020-2024	Rob Fisher	
Investigate the provision of street lighting within Temora Shire (1.8) 3.3	2020-2024	Rob Fisher	
Provide information about the ability of those who are transport disadvantaged to use the community bus (1.2) 2.6	2020-2024	Sheree Axtell	
Provision of a mechanism as a means of communication with the Arts Community and delivering arts and cultural product (2.2) 1.7	2020-2024	Gary Lavelle	
Review public art in Temora Shire (2.2)	2020-2024	Amanda Gay	

DP Strategic Action	Timeframe	Responsible Officer	Partner
Support local arts through the conduct of exhibitions (2.2)	2020-2024	Gary Lavelle	

2: Engaging and Supporting the Community

2.1: Provision of Sport facilities that are well maintained, planned and meet the expectations of the community

DP Strategic Action	Timeframe	Responsible Officer	Partner
Provision of playgrounds in Temora Shire to a safe and contemporary standard 2026/27 Harper Park - Upgrade playground 2026/27 Federal Park - Replace playground 2028/29 Callaghan Park - Replace playground	2020-2024	Rob Fisher	
Provision of sporting grounds that meet the needs of Temora Shire residents Future Sporting Projects 2021/22 Nixon Park Top dressing and reshape (No 2) 2023/24 Nixon Park Shade sail over playground 2026/27 Nixon Park Interchange Seating No.1 (subject to grant funding) 2026/27 Nixon Park Security gates and feature wall signage 2026/27 Nixon Park Wet weather cover over entry 2026/27 Nixon Park Upgrade lighting on Netball Courts 2026/27 Nixon Park Athletics area upgrade (subject to grant funding) 2026/27 Nixon Park Seal car parks for athletics and netball (subject to grant funding) 2026/27 Nixon Park Upgrade of lighting of Netball courts at (subject to grant funding) 2026/27 Nixon Park Widening and resurfacing of netball courts (subject to grant funding) 2028/29 Nixon Park Australian Rules Grand Stand (subject to grant funding)	2020-2024	Rob Fisher	

DP Strategic Action	Timeframe	Responsible Officer	Partner
2028/29 Nixon Park Upgraded perimeter seating No.1 (subject to grant funding)			
2028/29 Nixon Park PA system to No.1 (subject to grant funding)			
Purchase of additional land around Nixon Park to enable future expansion			
Biennial review of maintenance service levels			
Development of Temora Recreation Centre including upgrade plan for Temora Swimming Pool 1.9	2020-2024	Kris Dunstan	
2021/22 Upgrade Pool			
Provide suitable policies to oversee the management of Councils sports facilities	2020-2024	Rob Fisher	
Maintain sports facilities in a condition that meets the needs of users	2020-2024	Rob Fisher	
Address access and inclusion in the sports facility strategy	2020-2024	Rob Fisher	
Retention of Lake Centenary as a premier water sports facility (1.9)	2020-2024	Rob Fisher	
Upgrade entrance			
Sealing of pathway around Lake Centenary			
Bitumen reseal internal roads and carparks			

2.2: Provide support for the development of arts and cultural activities

DP Strategic Action	Timeframe	Responsible Officer	Partner
Support Temora Arts Community in accessing grant funding or other means to redevelop the Scout Hall into an arts precinct	2020-2024	Gary Lavelle	
Retention and upgrade of community halls in Temora, Springdale and Aria Park	2020-2024	Kris Dunstan	
Support all arts and cultural events within the framework determined by Council 2.3, 2.6	2020-2024	Amanda Gay	
Review public art policy in Temora Shire 1.9	2020-2024	Amanda Gay	
Continue relationship with Eastern	2020-2024	Amanda Gay	

DP Strategic Action	Timeframe	Responsible Officer	Partner
Riverina Arts 1.9			
Provision of a mechanism as a means of communication with the Arts Community and delivering arts and cultural product 1.7, 1.9	2020-2024	Amanda Gay	
Support local arts through the conduct of exhibitions 1.9	2020-2024	Amanda Gay	
Support and encourage cultural activities	2020-2024	Amanda Gay	
Provide programs that benefit the youth of Temora Shire through education, social interaction or personal development	2020-2024	Melissa Carter	
Establishment of Youth action teams (2.5)	2020-2024	Melissa Carter	
Provide support for external events held in Temora Shire (1.9) 3.5, 3.6	2020-2024	Amanda Gay	
Provision of facilities for the conduct of arts and cultural events (1.9) 3.5	2020-2024	Kris Dunstan	
Support for events within Temora Shire (1.9)	2020-2024	Amanda Gay	

2.3: Encourage a welcoming, caring, inclusive and tolerant community that welcomes new residents from all backgrounds

DP Strategic Action	Timeframe	Responsible Officer	Partner
Provide a welcoming community for new residents 1.7	2020-2024	Amanda Gay	
Aim to reduce stigma associated with disability 1.4, 1.7	2020-2024	Amanda Gay	
Improve Council employment conditions and opportunities for people with disabilities 3.5	2020-2024	Catherine New	
Commitment to the Council sister cities of: Uppington South Africa Izumizaki Japan, Randwick Australia	2020-2024	Amanda Gay	
Show commitment to Disability Services in Temora Shire	2020-2024	Sheree Axtell	
Build additional youth teams that allow groups of young people with a common interest to connect and advance their skills (2.5) 1.3	2020-2024	Melissa Carter	
Progress community based employment opportunities (3.5) 1.7	2020-2024	Rob Fisher	
Promote Temora Shire as a retirement destination (3.5) 1.1,	2020-2024	Kate Slapp	

DP Strategic Action	Timeframe	Responsible Officer	Partner
2.6			
Provide events to assist in the attraction of new residents (2.3)	2020-2024	Amanda Gay	
Provide sufficient accessible car parking spaces (3.3)	2020-2024	Rob Fisher	
Support all arts and cultural events within the framework determined by Council (2.2) 2.6	2020-2024	Kate Slapp	

2.4: Support volunteers within the community

DP Strategic Action	Timeframe	Responsible Officer	Partner
Advise residents of specific volunteering opportunities within the community	2020-2024	Kate Slapp	
Acknowledge the valuable role that volunteers play in the community	2020-2024	Kate Slapp	
Grow the number of local jobs available to an increasing population	2020-2024	Kate Slapp	
Facilitate opportunities for volunteers to enhance the environment and community 1.7, 1.9, 4.5, 6.3	2020-2024	Belinda Bushell	
Acknowledge the efforts of young people both publicly and electronically (2.5)	2020-2024	Gary Lavelle	

2.5: Support and develop the Youth of our community

DP Strategic Action	Timeframe	Responsible Officer	Partner
Develop and deliver programs that meet the needs of Youth	2020-2024	Melissa Carter	
Support the establishment of food outlets favoured by Youth	2020-2024	Melissa Carter	
Development of leadership within young people	2020-2024	Melissa Carter	
Explore opportunities to share resources and information for Youth between Councils (REROC)	2020-2024	Melissa Carter	
Use social media to provide feedback on the needs of Youth	2020-2024	Melissa Carter	
Ensure Youth programs are equitable to all sections of the Temora Shire	2020-2024	Melissa Carter	
Promote Platform Y as an inclusive and safe space for young	2020-2024	Melissa Carter	

DP Strategic Action	Timeframe	Responsible Officer	Partner
people			
Acknowledge the efforts of young people both publicly and electronically	2020-2024	Melissa Carter	
Continue to develop pathways to connect the Youth Officer to young people, parents and community 2.6	2020-2024	Melissa Carter	
Build additional youth teams that allow groups of young people with a common interest to connect and advance their skills 1.3, 2.3	2020-2024	Melissa Carter	
Support local students financially through scholarships 1.3	2020-2024	Gary Lavelle	
Advise community of available transport options (1.2) 1.1, 2.6	2020-2024	Sheree Axtell	
Connect with school contacts and establish good working relationships (1.3) 2.6	2020-2024	Melissa Carter	
Include Villages in youth activities (1.5) 1.3	2020-2024	Melissa Carter	
Investigate the potential for Council designation as a registered training organisation (1.3) 1.9, 3.5	2020-2024	Amanda Gay	
Offer life skills workshop opportunities to both young people and the community (1.3)	2020-2024	Melissa Carter	
Provide mechanisms to allow interaction between stakeholders (2.6) 1.1	2020-2024	Claire Golder	

2.6: Maintain regular communication with residents

DP Strategic Action	Timeframe	Responsible Officer	Partner
Continue Narraburra News and maintain Council website	2020-2024	Kate Slapp	
Ensure that feedback is available on the community view of Council service by a Resident Satisfaction Survey within the term of each Council	2021	Gary Lavelle	
Commitment to Section 355 Community Committees to provide communication avenue between Council and Community	2020-2024	Gary Lavelle	
Take advantage of emerging trends and technologies	2020-2024	Mathew Walker	
Maintain a strict Communications Policy that outlines the roles of	2020-2024	Kate Slapp	

DP Strategic Action	Timeframe	Responsible Officer	Partner
websites, social media and publications			
Maintain currency of information on Council websites and Social Media	2020-2024	Kate Slapp	
Commitment to digital media as a means of information flow with residents	2020-2024	Kate Slapp	
Provide mechanisms to allow interaction between stakeholders 1.1, 2.5	2020-2024	Claire Golder	
Advise community of available transport options (1.2) 2.5, 1.1	2020-2024	Sheree Axtell	
Attract grant funding to assist in the development of the Shire (1.9) 3.5	2020-2024	Craig Sinclair	
Connect with school contacts and establish good working relationships (1.3) 2.5	2020-2024	Kris Dunstan	
Continue to develop pathways to connect the Youth Officer to young people, parents and community (2.5)	2020-2024	Kate Slapp	
Develop an appropriate mechanism to deal with Environmental matters (6.3) 1.8, 4.5	2020-2024	Kris Dunstan	
Develop the facilities at the Temora Rural Museum and Bundawarra Centre (3.6) Erect new tractor shed * Bundawarra Centre (VIC) Design changes Construct bridge over dam Create gold panning activity Landscape Bundawarra Centre Zone 1 Temora Ambulance Museum Plan and studies Landscape zone 2 (western allotments) Landscape zone 3 (eastern allotments) Re-develop the Marge Fouracre Gallery Temora Ambulance Museum construction Museum virtual tour	2020-2024	William Speirs	

DP Strategic Action	Timeframe	Responsible Officer	Partner
Textile exhibition re-development Digital catalogue of Rural Museum collections			
Hold a committee meeting of Council annually at a village location (1.5)	2020-2024	Gary Lavelle	
Ongoing support for Temora Agricultural Innovation Centre (6.3) 3.5 Reseal internal sealed roads Construction of new sheep yards	2020-2024	Elizabeth Smith	
Promote Temora Shire as a retirement destination (3.5) 1.1, 2.3	2020-2024	Kate Slapp	
Provide information about the ability of those who are transport disadvantaged to use the community bus (1.2) 1.9	2020-2024	Sheree Axtell	
Provision of clear health service information linkages (1.4) 1.7	2020-2024	Sheree Axtell	
Support all arts and cultural events within the framework determined by Council (2.2) 2.3	2020-2024	Amanda Gay	
Support for NBN and other carriers to provide improved coverage (3.1) 5.1, 6.1	2020-2024	Craig Sinclair	

3: Building our Shire Economy

3.1: Improve telecommunications within the Shire

DP Strategic Action	Timeframe	Responsible Officer	Partner
Support the provision of public Wi-Fi by private providers 3.6	2020-2024	Craig Sinclair	
Support for NBN and other carriers to provide improved coverage 2.6, 5.1, 6.1	2020-2024	Craig Sinclair	

3.2: Seek affordable housing options for all residents

DP Strategic Action	Timeframe	Responsible Officer	Partner
Encourage the provision of affordable rental accommodation	2020-2024	Craig Sinclair	
Investigate options for Council to assist with the provision of affordable housing	2020-2024	Craig Sinclair	
Plan for the possibility of a sudden upsurge in investment and population which may result from a large employer (3.5)	2020-2024	Craig Sinclair	

3.3: Provide adequate parking to meet the needs of Temora Shire residents

DP Strategic Action	Timeframe	Responsible Officer	Partner
Develop off street parking in Temora CBD	2020-2024	Rob Fisher	
Provide adequate long vehicle parking in Temora Shire	2020-2024	Rob Fisher	
Provide sufficient accessible car parking spaces 2.3	2020-2024	Rob Fisher	
Investigate the provision of access within Temora Shire, including footpaths, ramps and car parking provision (1.8) 1.9	2020-2024	Rob Fisher	
Investigate the provision of street lighting within Temora Shire (1.8) 1.9	2020-2024	Rob Fisher	

3.4: Ensure accommodation in Temora Shire meets standards in terms of quantity

DP Strategic Action	Timeframe	Responsible Officer	Partner
Support the provision of a range of accommodations options within Temora Shire	2020-2024	Craig Sinclair	
Ensure quality and quantity of accommodation in Temora meets	2020-2024	Ann Pike	

DP Strategic Action	Timeframe	Responsible Officer	Partner
the needs of stakeholders 3.6			
Assist the provision of Aged Care facilities within Temora Shire (1.1)	2020-2024	Elizabeth Smith	
Enrich and diversify the visitor experience (3.6) 1.9	2020-2024	Ann Pike	

3.5: Strengthen the Temora Shire Economy

DP Strategic Action	Timeframe	Responsible Officer	Partner
Diversify the economy and provide employment by attracting non agriculture based industry	2020-2024	Craig Sinclair	
Provide local businesses with the opportunity for training and coaching 1.3	2020-2024	Craig Sinclair	
Support local businesses at every opportunity Support of TBEG	2020-2024	Craig Sinclair	
Progress community based employment opportunities 1.7, 2.3	2020-2024	Rob Fisher	
Encourage local industries to collaborate on new initiatives	2020-2024	Craig Sinclair	
Plan for the possibility of a sudden upsurge in investment and population which may result from a large employer 3.2	2020-2024	Craig Sinclair	
Keep State and Federal members informed of Temora's needs and our strategies to meet those needs	2020-2024	Craig Sinclair	
Maintain close links with relevant State and Federal Govt. Departments, agencies and Regional Offices.	2020-2024	Craig Sinclair	
Encourage the development or relocation of large industry in Temora Shire	2020-2024	Craig Sinclair	
Proactively seek business opportunities for Temora Shire including its villages 1.5	2020-2024	Craig Sinclair	
Maintain and strengthen collaboration with businesses and related associations	2020-2024	Craig Sinclair	
Lobby for the continual improvement of , and equitable access to, services, transport, communications and utilities for Temora Shire	2020-2024	Craig Sinclair	
Promote Temora Shire as a retirement destination 1.1, 2.3, 2.6	2020-2024	Craig Sinclair	
Attract grant funding to assist in the	2020-2024	Craig Sinclair	

DP Strategic Action	Timeframe	Responsible Officer	Partner
development of the Shire (1.9) 2.6			
Develop a Temora Land Use Strategy 2030 (4.4) 1.5, 5.3, 6.2	2020-2024	Kris Dunstan	
Improve Council employment conditions and opportunities for people with disabilities (2.3)	2020-2024	Gary Lavelle	
Ongoing support for Temora Agricultural Innovation Centre (6.3) 2.6	2020-2024	Elizabeth Smith	
Reseal internal sealed roads			
Construction of new sheep yards			
Partner with individuals, organisations and companies to support new resident attraction (1.9) 3.5	2020-2024	Craig Sinclair	
Provide events to assist in the attraction of new residents (2.3)	2020-2024	Craig Sinclair	
Provide support for external events held in Temora Shire (1.9) 2.2, 3.6	2020-2024	Amanda Gay	
Provision of facilities for the conduct of arts and cultural events (1.9) 2.2	2020-2024	Kris Dunstan	
Support the development of private Aged Care facilities (1.1)	2020-2024	Gary Lavelle	

3.6: Support Tourism acknowledging the value it brings to the Temora Shire economy

DP Strategic Action	Timeframe	Responsible Officer	Partner
Improvement of Tourism signage within the Temora Shire	2020-2024	Craig Sinclair	
Ensure tourism product, including brochures are current, relevant and attractive	2020-2024	Ann Pike	
Maintain accreditation of the Temora Visitor Information Centre	2020-2024	Ann Pike	
Ensure signage pertaining to AVIC and CMCA accreditation meet standards	2020-2024	Ann Pike	
Ensure VIC is modern and meets the needs of users.	2020-2024	Ann Pike	
Partner with individuals, organisations and companies to support new resident attraction	2020-2024	Craig Sinclair	
Develop the facilities at the Temora Rural Museum and Bundawarrah Centre 2.6	2020-2024	William Speirs	

DP Strategic Action	Timeframe	Responsible Officer	Partner
Erect new tractor shed * Bundawarra Centre (VIC) design changes Construct bridge over dam Create gold panning activity Landscape Bundawarra Centre Zone 1 Temora Ambulance Museum Plan and studies Landscape zone 2 (western allotments) Landscape zone 3 (eastern allotments) Re-develop the Marge Fouracre Gallery Temora Ambulance Museum construction Museum virtual tour Textile exhibition re-development Digital catalogue of Rural Museum collections			
Partner with individuals, organisations and companies to support the growth in the visitor economy	2020-2024	Craig Sinclair	
Enhance and support new and existing tourism events	2020-2024	Craig Sinclair	
Investigate the need and potential opportunities for Temora Shire to offer a multipurpose conferencing and events facility/s	2020-2024	Craig Sinclair	
Support community and visitor awareness and appreciation of Temora Shires heritage through preservation and enhancement 1.3, 4.5	2020-2024	Belinda Bushell	
Enrich and diversify the visitor experience 1.9, 3.4	2020-2024	Craig Sinclair	
Provide tourism facilities to meet the needs of visitors	2020-2024	Gary Lavelle	
Ensure quality and quantity of accommodation in Temora meets the needs of stakeholders (3.4)	2020-2024	Ann Pike	
Provide support for external events held in Temora Shire (1.9) 2.2, 3.5	2020-2024	Amanda Gay	

DP Strategic Action	Timeframe	Responsible Officer	Partner
Support the provision of public Wi-Fi by private providers (3.1)	2020-2024	Craig Sinclair	

4: Preserving Our Beautiful Surrounds

4.1: Create a network of heavy vehicle routes that met the needs of industry and residents

DP Strategic Action	Timeframe	Responsible Officer	Partner
Undertake a program of network assessment 6.1	2020-2024	Rob Fisher	
Develop a policy framework for heavy vehicle access 6.1	2020-2024	Rob Fisher	
Commitment to the Alternate Heavy Vehicle Route around Temora 6.1	2020-2024	Rob Fisher	
Undertake Pavement rehabilitation/ Widening in accordance with the Pavement Rehabilitation/Widening Capital Works Program 1.8, 6.1	2020-2024	Rob Fisher	
Undertake Fixing Country Roads/ Heavy Vehicle Safety and Productivity Program in accordance with the determined program 1.8, 6.1	2020-2024	Rob Fisher	
Undertake Regional Roads Program in accordance with the determined program (1.8) 6.1	2020-2024	Rob Fisher	
Undertake Rural Sealed Roads upgrade and renewal in accordance with the Rural Sealed Roads Capital Works Program (1.8) 6.1	2020-2024	Rob Fisher	
Undertake Rural Unsealed Roads upgrade and renewal in accordance with the Rural Unsealed Roads Capital Works Program (1.8) 6.1	2020-2024	Rob Fisher	
Undertake Urban Sealed Roads upgrade and renewal in accordance with the Urban Sealed Roads Capital Works Program (1.8)	2020-2024	Rob Fisher	
Undertake Urban Unsealed Roads upgrade and renewal in accordance with the Urban Unsealed Roads Capital Works Program (1.8)	2020-2024	Rob Fisher	

4.2: Introduce an environmentally, socially and economically responsible waste policies

DP Strategic Action	Timeframe	Responsible Officer	Partner
Respond to community and Government demands for the provision of suitable recycling services within Temora Shire	2020-2024	Kris Dunstan	
Reduce the impacts of litter on our community 1.8, 4.5	2020-2024	Belinda Bushell	
Maintain waste services in the	2020-2024	Kris Dunstan	

DP Strategic Action	Timeframe	Responsible Officer	Partner
village of Aria Park (1.5)			
Monitor illegal waste dumping hot spots within Temora Shire (4.5) 1.8	2020-2024	Ross Gillard	

4.3: Improve drainage within the Shire area

DP Strategic Action	Timeframe	Responsible Officer	Partner
Improvement of drainage within Temora Shire 1.5 Development of a Floodplain Risk Management Plan including 10 year rolling works program	2020-2024	Rob Fisher	
Undertake Stormwater Drainage upgrade and renewal in accordance with the Stormwater Assets Capital Works Program	2020-2024	Rob Fisher	
Ensure sustainable operation and usage of precious water Achievement of NSW Office of Water Best Practice (4.5)	2020-2024	Rob Fisher	
Undertake Kerb and Gutter upgrade and renewal in accordance with the Kerb and Gutter Capital Works Program (1.8)	2020-2024	Rob Fisher	

4.4: Ensure local planning instruments meets the needs of the community

DP Strategic Action	Timeframe	Responsible Officer	Partner
Develop a Temora Land Use Strategy 2030 1.5, 3.5, 5.3,6.2	2020-2024	Claire Golder	
Ensure availability of land for residential development that meets the needs of new and existing resident	2020-2024	Claire Golder	

4.5: Ensure an aesthetically pleasing urban environment

DP Strategic Action	Timeframe	Responsible Officer	Partner
Commitment to the eradication of urban weeds and pests 1.9, 6.3	2020-2024	Kris Dunstan	
Implement the actions from Street Tree Audit	2020-2024	Chris Campbell	
Monitor illegal waste dumping hot spots within Temora Shire 1.8, 4.2	2020-2024	Ross Gillard	
Ensure sustainable operation and usage of precious water Achievement of NSW Office of	2020-2024	Rob Fisher	

DP Strategic Action	Timeframe	Responsible Officer	Partner
Water Best Practice 4.3			
Develop an appropriate mechanism to deal with Environmental matters (6.3) 1.8, 2.6	2020-2024	Kris Dunstan	
Ensure residents are not adversely impacted upon by untidy or overgrown lots (1.8)	2020-2024	Ross Gillard	
Facilitate opportunities for volunteers to enhance the environment and community (2.4) 1.7, 1.9, 6.3	2020-2024	Belinda Bushell	
Reduce the impacts of litter on our community (4.2) 1.8	2020-2024	Belinda Bushell	
Support community and visitor awareness and appreciation of Temora Shires heritage through preservation and enhancement (3.6) 1.3	2020-2024	Belinda Bushell	

5: Embracing and Developing Aviation

5.1: Optimise telecommunications to the airport precinct

DP Strategic Action	Timeframe	Responsible Officer	Partner
Support for NBN and other carriers to provide improved coverage (3.1) 2.6, 6.1	2020-2024	Craig Sinclair	

5.2: Retain and develop facilities at Temora Airport

DP Strategic Action	Timeframe	Responsible Officer	Partner
Maintain comprehensive maintenance, drainage and signage programs	2020-2024	Rob Fisher	
Investigate potential to provide improved weather monitoring * Installation of TAF services	2020-2024	Rob Fisher	
Ensure adequate drainage at Temora Aerodrome	2020-2024	Rob Fisher	
Development of a Multipurpose facility at Temora Airport	2020-2024	Craig Sinclair	
Maintain and upgrade aircraft landing and movement areas	2020-2024	Rob Fisher	

5.3: Ensure land use plans are developed to protect the future use of the airport

DP Strategic Action	Timeframe	Responsible Officer	Partner
Develop a Temora Land Use Strategy 2030 (4.4) 1.5, 3.5, 6.2	2020-2024	Kris Dunstan	

5.4: Provide a clear direction for the current use and future direction of Temora Airport

DP Strategic Action	Timeframe	Responsible Officer	Partner
Maintain and implement an Airport Management Plan	2020-2024	Gary Lavelle	
Review mechanisms by which the cost impost at Temora Aerodrome can be addressed	2020-2024	Gary Lavelle	
Constantly review the Temora Airport Master Plan as policies relating to key issues are determined	2020-2024	Gary Lavelle	

6: Maintenance of infrastructure to support agriculture

6.1: Maintenance of infrastructure to support agriculture

DP Strategic Action	Timeframe	Responsible Officer	Partner
Maintain key bridges and roads	2020-2024	Rob Fisher	
Create heavy vehicle routes to meet agricultural needs	2020-2024	Rob Fisher	
Commitment to the Alternate Heavy Vehicle Route around Temora (4.1)	2020-2024	Rob Fisher	
Develop a policy framework for heavy vehicle access (4.1)	2020-2024	Rob Fisher	
Support for NBN and other carriers to provide improved coverage (3.1) 2.6, 5.1	2020-2024	Craig Sinclair	
Undertake a program of network assessment (4.1)	2020-2024	Rob Fisher	
Undertake Fixing Country Roads/ Heavy Vehicle Safety and Productivity Program in accordance with the determined program (4.1) 1.8	2020-2024	Rob Fisher	
Undertake Pavement rehabilitation/ Widening in accordance with the Pavement Rehabilitation/Widening Capital Works Program (4.1) 1.8	2020-2024	Rob Fisher	
Undertake Regional Roads Program in accordance with the determined program (1.8) 4.1	2020-2024	Rob Fisher	
Undertake Rural Sealed Roads upgrade and renewal in accordance with the Rural Sealed Roads Capital Works Program (1.8) 4.1	2020-2024	Rob Fisher	
Undertake Rural Unsealed Roads upgrade and renewal in accordance with the Rural Unsealed Roads Capital Works Program (1.8) 4.1	2020-2024	Rob Fisher	

6.2: Optimise the opportunities to develop agricultural industry

DP Strategic Action	Timeframe	Responsible Officer	Partner
Attraction of agricultural based industry	2020-2024	Craig Sinclair	
Develop a Temora Land Use Strategy 2030 (4.4) 1.5, 3.5, 5.3	2020-2024	Claire Golder	

6.3: Commitment to the support of agriculture in Temora Shire

DP Strategic Action	Timeframe	Responsible Officer	Partner
Ongoing support for Temora Agricultural Innovation Centre 2.6, 3.5	2020-2024	Elizabeth Smith	

DP Strategic Action	Timeframe	Responsible Officer	Partner
Reseal internal sealed roads			
Construction of new sheep yards			
Develop an appropriate mechanism to deal with Environmental matters 1.8, 2.6, 4.5	2020-2024	Craig Sinclair	
Commitment to the eradication of urban weeds and pests (4.5) 1.9	2020-2024	Kris Dunstan	
Facilitate opportunities for volunteers to enhance the environment and community (2.4) 1.7, 1.9, 4.5	2020-2024	Craig Sinclair	

6.4: Develop a strategy to cope with the consolidation of farming enterprises

DP Strategic Action	Timeframe	Responsible Officer	Partner
Monitor the impact of consolidation of farming enterprises	2020-2024	Craig Sinclair	

7: Internal Objectives

7.1: Internal Strategies

DP Strategic Action	Timeframe	Responsible Officer	Partner
Utilise solar power systems where economic. 2021/22 Baker St Units 2021/22 Temora Recreation Centre	2020-2024	Rob Fisher	
Ensure Capital Proposals are optimised and supported by Council	2020-2024	Rob Fisher	
Maintain currency of Policies, Procedures and Business Rules	2020-2024	Jacqui Hall	
Risk Management - Minimise Council Risk exposure	2020-2024	Gary Lavelle	
IT - Provision of Technology Plan for Temora Shire	2020-2024	Mathew Walker	
IT - Take advantage of emerging trends and technologies	2020-2024	Mathew Walker	
IT - Optimise the use of business systems and applications	2020-2024	Mathew Walker	
IT - Monitor and optimise the use of IT infrastructure and technology	2020-2024	Mathew Walker	
IT - Review security issues pertaining to ITC	2020-2024	Mathew Walker	
IT - Review future direction of application software	2020-2024	Mathew Walker	
Advocacy on behalf of Temora Shire residents	2020-2024	Gary Lavelle	
Risk Management - Develop and implement a Continuous Improvement Pathway(Statewide Mutual) which monitors the Risk Management performance of Council	2020-2024	Grant Nicholson	
To attract grant funding to assist in the development of the Shire	2020-2024	Craig Sinclair	
Ensure that succession planning of staff is in place and risk to Council implications are minimised	2020-2024	Gary Lavelle	
Reduction in the financial cost, risk and disruption to Council works by Utility Providers	2020-2024	Rob Fisher	
Ensure quality and homogeneity of Council works	2020-2024	Rob Fisher	
Assets - Improve long term management of sewerage assets and ensure sustainable operation	2020-2024	Rob Fisher	

DP Strategic Action	Timeframe	Responsible Officer	Partner
Sewerage pump station telemetry			
Application for S60 approval for Sewerage scheme and recycled water scheme			
Development of 30 year Strategic Business Plan			
Assets - Provide long term management of transport assets including biennial review of Transport Asset Management Plan and associated hierarchy plans	2020-2024	Rob Fisher	
Lobbying and Advocacy activities of Council	2020-2024	Gary Lavelle	
Ensure sustainable operation and usage of precious water	2020-2024	Rob Fisher	
Achievement of NSW Office of Water Best Practice	2020-2024	Rob Fisher	
Ensure ongoing sustainability of Plant Replacement Program	2020-2024	Tony Hingerty	
Review plant and equipment hire rates biennially			
Provision of Quarries that meet the needs of Council	2020-2024	Rob Fisher	
Investigate development of secure water sources at quarry sites			
Ensure modern approach to engineering administration and management	2020-2024	Rob Fisher	
Risk Management - Commit, as an organisation, to actions, policies and procedures that support a safe and healthy workplace.	2020-2024	Grant Nicholson	
Assets - Ensure the identification of road assets operated by Council	2020-2024	Alex Dahlenburg	
Provide facilities for administration staff that meet the needs of users	2020-2024	Kris Dunstan	
Upgrade of foyer and toilet facilities			
Undertake Upgrade and renewal works on Sewerage and Recycled Water in accordance with identified program	2020-2024	Rob Fisher	
Assets - Improved long term management of plant assets	2020-2024	Tony Hingerty	
Biennial review of Plant Asset Management Plan			
Assets - Long term management of	2020-2024	Rob Fisher	

DP Strategic Action	Timeframe	Responsible Officer	Partner
Council assets			
Biennial review of Building Asset Management Plan			
Maintain relationships with external bodies	2020-2024	Gary Lavelle	
Provide clear process for the conduct of events within Temora Shire	2020-2024	Amanda Gay	
Ensure optimal mix of staff to meet the operational needs of Council now and in the future	2020-2024	Gary Lavelle	
Improve Council employment conditions and opportunities for people with challenging circumstances (family, disability)	2020-2024	Catherine New	
Present Council as a professional, efficient organisation	2020-2024	Gary Lavelle	
Provide Mayor and Councillors with sufficient depth of information to enable effective decision making based on sound legislative, economic, social and moral bases	2020-2024	Gary Lavelle	

Capital Works

This section of the document provides a summary of the major capital expenditure planned by council for the next four years.

Capital Works Program

Description	Ref.	Budget	Budget	Budget	Budget
		2020-21	2021-22	2022-23	2023-24
Council Buildings	C1				
Library Local Special Projects		7,500	7,500	7,500	7,500
Administration Building - Replace Curtains			10,000		
Bundawarra Centre - Virtual Tour		8,000			
Bundawarra Centre - New walkway, signage, fitout		97,095			
Bundawarra Centre - Ambulance Museum Plans & Studies		20,000			
Bundawarra Centre - Construct Bridge over Dam		2,000			
Bundawarra Centre - LED Lighting Upgrade			7,000		
Bundawarra Centre Solar PV System Installation (30kw nominal)		30,000			
Baker Street Units - Solar PV System Installation (8kw nominal)			8,000		
Temora Depot - Existing Solar PV 5.0Kw Extension (panels only)			2,500		
NRCC House - Existing Solar PV 9.0kw Extension (panels only)			4,500		
Temora Recreation Centre - Pool Pumps - Solar PV System Installation (15kw nominal)			15,000		
Temora Recreation Centre - Pool Pumps - VFD Control (Main pool, toddler pool and heated pool)			25,000		
Temora Recreation Centre - Existing Solar PV 6.5Kw Extension (panels only)			3,000		
NRCC House - Library Internal Painting		14,000			
NRCC House - Outdoor Reading Room/Access Steps		235,163			
Temora Swimming Pool - Install Waterslide		447,800			
Temora Swimming Pool Redevelopment			2,190,000		
Temora Recreation Centre - Entrance Upgrade		200,000			
Ariah Park Pool - Construct new change rooms & toilets		175,000			
Ariah Park Pool - Surface Paint				40,000	
Temora Railway Station - Gidginbung waiting shed relocation		7,500			
Temora Arts Precinct - Contribution to Grant		50,000			
Town Hall - Theatrical Backdrop		3,500			
Supported Independent Living Accommodation		1,000,000			
Total		2,297,558	2,272,500	47,500	7,500
Technology	C2				
Replace PCs on Network		27,500	27,500	27,500	27,500
Website - Migrate to new platform - Open Cities		20,000			
Chambers - Technology Upgrade			25,000		
Inspection reporting module (Civica)		15,000			
Civica - Asset Management & Apps		150,000			
Total		212,500	52,500	27,500	27,500
Cemetery	C3				
Temora Cemetery Burial Plinth			85,000		
Ariah Park Cemetery Water Line Replacement (first section only)		6,000			
Total		6,000	85,000	0	0
Stormwater Drainage	C4				
Chifley Street Box Culvert (Using Council owned culverts Ex RMS)		100,000			
Nixon Park & Gardner Street Dam Levee Reinforcement		25,000			
Victoria Street U/G Drainage (Railway Yard to Camp Street 60m)		15,000			
Airport Road U/G Drainage (125m inc road crossing)		50,000			
Chifley Street U/G Drainage (Joffre to Culvert 170m)		70,000			
Victoria Street / Ironbark St U/G Drainage (200m)			100,000		
Britannia Street / Hoskins Street Intersection Drainage (60m)				25,000	
Gallipoli Street (Victoria St to Timmins St 250m)				80,000	
Back Mimosa Road (1250m Drainage Channel Construction) Note: Major tree removal required				80,000	
Baker Street U/G Drainage (240m Victoria St to Britannia St)				120,000	
Delavan Street Box Culvert (Using Council owned culverts Ex RMS)					80,000
Chifley Street U/G Drainage (Williams to Joffre 220m)					66,000
Crowley St/Polaris St - Western Drain upgrade Crowley St to intersection of Polaris & Baker Sts				20,000	500,000
Golden Gate Reserve - Detention Basin/Wetland				30,000	500,000
Golden Gate Reserve - Detention Basin/Wetland - Stage 1		137,852			
Total		397,852	100,000	355,000	1,146,000
Parks Gardens	C5				
Lake Centenary - Bridge & Walking track entry improvements		90,000			
Ariah Park - Broken Dam Heritage Trails - Compressed Granite Path & Interpretive Panels		10,000			
Gloucester Park - Playground Upgrade		154,445			
Coolamon Street Grape Vine Plantings		3,000			
Ariah Park Rec Playground Swing Set				4,500	
Harper Park - Upgrade Toilets			50,000		
Federal Park - Controller Upgrade & Wiring Repair			15,000		
Temora West Park - Controller Upgrade & Wiring Repair			15,000		
Hoskins St - Irrigation Automation					25,000
Total		257,445	80,000	4,500	25,000
Sporting Grounds	C6				
Bob Aldridge Park - Top Dressing & Minor Drainage		70,000			
Bob Aldridge Park - Irrigation Rehabilitation		90,000			
Ariah Park Recreation Ground - Replace Light Poles					80,000
Ariah Park Recreation Ground - Drainage Pipes and Structures		20,000			
Ariah Park Recreation Ground - Seal Carpark & Resheet access road		70,000			
Ariah Park Skate Park Upgrade		103,000			
Temora Recreation Ground - Rugby Union Electronic Scoreboard		2,250			
Nixon Park - Shade Sail, concrete pad, seating for cricket nets		10,731			
Nixon Park - Upgrade amenities block		123,500			
Nixon Park - Shade Sail over Play Equipment					20,000

Capital Works Program

Description	Ref.	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24
Nixon Park #2 - Top Dressing & Reshaping				160,000	
Total		489,481	0	160,000	100,000
Kerb & Gutter Program	C7				
Renewal					
Victoria St Culvert K&G Modification (40m)		15,000			
Little Crowley St, Seg 3 (500m) Note: In conjunction with reconstruction			80,000		
Loftus St, Seg 5 (120m) Note: Deliver with Little Crowley			24,000		
Camp St, Seg 2 & 3 (470m) Note: In conjunction with SHD Reconstruction				76,000	
Little Baker St, Seg 2 (500m) Note: In conjunction with Reconstruction					80,000
Upgrade					
Joffre St, Eastern Side, Seg 1 (270m)		55,000			
Back Arianh Park Rd, Seg 1 (200m) Note: Deliver with Little Coolamon Street		35,000			
Bundawarra Centre K&G		15,200			
Total		120,200	104,000	76,000	80,000
Footpath Construction Program	C8				
Renewal					
Hoskins St, Northern Upgrade (\$94 Cont \$12.5k)		7,500		150,000	
Hoskins St, Southern Upgrade (Victoria St to Britannia St) 250 x 10 = 2500m2 (\$94 Cont \$12.5k)		7,500	150,000		
Hoskins St, Chairs & Tables		15,000			
Victoria St, Seg 8 (South 30m of 2m path at servo entrance)			15,000		
Hoskins St, Seg 5 & 6 Footpath Resealing					25,000
Deboos St, Seg 4 (Asphalt West 1.5m x 210m, Loftus to Victoria) (Upgrade??)		65,000			
Upgrade					
Aurora Street Pedestrian Facility (Refuge and Pram Ramps)		38,000			
Town Hall Footpath & K&G Upgrade (Design only)		15,000			
Bundawarra Centre K&G		1,000			
Loftus St CBD Footpath Renewal (\$94 Cont \$20k)		210,000			
DeBoos St, Seg 2 (West Side 200m, Polaris to Parkes St)		45,000			
Asquith Street, Seg 1 & 2 (West Side 440m Polaris to Loftus)		100,000			
Anzac St, Seg 3 (North side 60m, George to Gloucester)		13,500			
Gloucester St, Seg 1 (West side 220m, Anzac to Polaris)		50,000			
Reid St, Seg 5 (East side 240m, School to Pool)		54,000			
Gallipoli St, Seg 3 (East side?? 150m, Victoria to Nixon)				34,000	
Crowley St, Seg 3, 5 & 6 (West Side 440m, Loftus to Bob Aldridge)					100,000
Total		621,500	165,000	184,000	125,000
Cycleway Construction Program	C9				
Twynam St (Polaris to Lucas St) Rail X (excluding Rail X)			21,000		
Polaris Street Rail Crossing		10,000	100,000		
Airport Road/Goldfields Way Intersection Crossing		15,000		100,000	
Loftus St Cycleway (Bundawarra Rd to Callaghan Park North side)			30,000		
Aurora Street Cycleway (Anzac to Kitchener - tree removal, shoulder reconstruction and line mark)				70,000	
Total		25,000	151,000	170,000	0
Rural Unsealed Roads	C10				
Renewal (resheet)					
Haddrills Rd, Seg 1 Resheet (7.7km)		224,000			
Slingsers Ln, Seg 1,2,3,4 Reform Major GP (17.4km) Note: may struggle to source gravel		711,000			
Speirs Rd, Seg 1 Resheet (5.85km)		166,000			
News Rd, Seg 1 Resheet (6.8km)		198,000			
Gardeners Rd, Seg 1 Resheet (2.4km)		70,000			
Quades Ln, Seg 2 Major GP (2km) (in between flood damage)		45,000			
Back Mimosa Rd, Seg 3 Major GP (2km from Pine Lodge Road)		45,000			
Derricks Rd, Seg1 Resheet (Centre 1km)		30,000			
Bartondale Rd, Seg 3 Resheet (2.65km Derricks to Glynbyrn)		80,000			
Fraters Speedway, Seg 3 Reform Major GP (3.5km)			80,000		
Fraters Speedway, Seg 2 Reform Major GP (6.3km)			145,000		
Donaldsons Ln, Seg 1 Resheet (3.2km)			100,000		
Wynds Rd, Seg 1 Major GP (2.00km at Donaldsons end)			45,000		
Quandary Rd, Seg 1 Resheet (5.35km)			185,000		
Campbells Rd, Seg 1 Resheet (3.4km Inc Pipe Culvert Upgrades)				140,000	
Pringles Rd, Seg 1 Resheet (4.0km)				120,000	
Fergusons Ln, Seg 1 Reform Major GP (4km)				100,000	
Research Station Rd, Seg 1 Resheet (3.25km)				110,000	
Camps Ln, Seg 1 Resheet (4.55km)				140,000	
Boundary Range Rd, Seg 1 & 2 Resheet (5.9km)					180,000
Racecourse, Seg 1 Resheet (0.9km) Note: Reduce width					35,000
Rees Rd, Seg 1 Resheet (2.75km)					85,000
Smiths, Seg 1 Reform GP (1.90km)					50,000
Fergusons Ln, Seg 2 Reform Major GP (3.15km)					70,000
Bundawarra Rd, Seg 2 Resheet (6.35km) Note: Reduce width					200,000
Total		1,569,000	555,000	610,000	620,000
Urban Sealed Roads	C11				
Renewal (reseals)					
Crowley St, Seg 3, 4, 5, 6, 7 & 8 Reseal (19650m2)		70,000			
Bartondale Rd, Seg 1 Reseal (1280m x 6m)		27,000			
Mimosa St, Seg 3 (322m x 8m)		9,000			

Capital Works

Capital Works Program

Description	Ref.	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24
North St, Seg 1 (400m x 9m)		12,000			
Coolamon St Shoulders Seg 2 Reseal (300m x 5m) (K&G maintenance required first)		5,000			
Beelah St, Seg 1 Reseal (95m x 9m)		3,500			
Giles St, Seg 1 Reseal (329m x 7m)		7,000			
Industrial Ave, Seg 1 (210m x 14m)		10,000			
Moroneys Ln, Seg 1 Reseal (850m x 6.2m) Note: In conjunction with rural seg 2			16,000		
George St A/Park, Seg 1 (250m x 7m)			6,000		
Wellman St, Seg 1, 2, 3 & 4 Reseal (530m x 11m)			20,000		
Ashton St, Seg 1 & 2 (467m x 14.5m)			22,000		
Beattie St, Seg 1 (270m x 9.4m)			8,000		
Centenary Pl, Seg 1 (103m x 9.2m)			3,500		
Wellingham Pl, Seg 1 (129m x 6.6m)			3,000		
Byron St, Seg 1 & 2 (233m x 10.3m)			8,000		
Deutcher St, Seg 5 & 6 Reseal (400m x 9.7m)			13,000		
Hoskins St SHD, Seg 10, 11, 12 Reseal (430m x 11.5m)			18,000		
James St, Seg 1 & 2 (215 x 7.5m)			6,000		
Barnes St, Seg 1 & 2 (750m x 8.5m)				20,000	
Ariah St, Seg 1, 2, 3 & 4 (7400m2)				24,000	
Vesper St, Seg 1 & 4 Reseal (475m x 17m)				26,000	
Little Vesper St, Seg 1, 2 & 3 (700m x 6m)				14,000	
Old Cootamundra Rd, Seg 1 Reseal (600m x 14m)				27,000	
Delavan St, Seg 1 (415m x 7m)				10,000	
Meagher St, Seg 1 (126m x 9.4m)				4,500	
Little Crowley St, Seg 1 & 2 Reseal (468m x 5m) Note: Consider with seg 3 reconstruction				8,000	
Loftus St, Seg 4 & 5 (195m x 22m)					15,000
Little Camp St, Seg 1 Reseal (234m x 4m)					4,000
Polaris St, Seg 10, 11 & 12 Reseal (545m x 14m SHD Only)					27,000
Oak St, Seg 1,2 & 3 (740m x 9m)					22,000
Clarke St, Seg 1 & 2 Reseal (285 x 11m)					10,000
Macauley St, Seg 1, 2 & 3 Reseal (560m x 6.2m)					11,000
Nicholson St, Seg 1 (110m x 7m)					3,000
Little DeBoos St, Seg 2, 3, 4 & 5 Reseal (4800m2)					16,000
Truskett St, Seg 1 & 2 (264m x 17m)					15,000
Little Bellevue St, Seg 1 & 2 (334m x 6m)					7,000
Renewal (Rehabilitation/Patching)					
Melaleuca St, Seg 1 Rehabilitation (190m x 12.5m) Note: In conjunction with K&G, DGB Correction & Modify		60,000			
Little Crowley St, Seg 3 Reconstruction (234m x 4.4m) Note: In conjunction with K&G			45,000		
Camp St, Seg 2 & 3 Reconstruction (470m x 5m) Note: In conjunction with K&G, DGB Correction & Modify				60,000	
Little Aurora St, Seg 1 & 2 Reconstruction (233m x 5.2m)				50,000	
Little Baker St, Seg 2 & 3 Reconstruction (467 x 4m) Note: In conjunction with K&G					70,000
Urban Heavy Patching			50,000		50,000
Upgrade					
Hoskins Street / Polaris Street Roundabout Construction				1,000,000	
Total		203,500	218,500	1,243,500	250,000
Urban Unsealed Roads	C12				
Renewal (resheet)					
Wattle St, Seg 1 (0.87km)				60,000	
Upgrade Seal					
Bulkhead Road (Gardner Street to Tewksbury Road)		170,000			
Little Coolamon St, Seg 1 & 2 Resheet and Bitumen Seal (0.35km Wellman St to Pub Entrance)		65,000			
Little Loftus St, Seg 1 Resheet and Seal (0.1km)			25,000		
Matthews Street Seg 1 & 2 Resheet & Seal (0.60km MR57 to Last Property Boundary)			150,000		
Harmon St, Seg 2 Resheet & Seal (0.135km Harrison St to Hopetoun St)					45,000
Harmon St, Seg 1 Resheet & Seal (0.135km Hopetoun St to Ariah St)					45,000
Total		235,000	175,000	60,000	90,000
Rural Sealed Roads	C13				
Reseals					
Rannock Rd, Seg 2 Reseal (2.85km)		51,000			
Combaning Road, Seg 1 Reseal (4.85km)		106,000			
Bartondale Rd, Seg 1 Reseal (0.73km) note: combine with Seg 1 - urban		16,500			
Moroneys Ln Seg 2 Reseal (1.6km)			35,000		
Fraters Speedway, Seg 1 Reseal (3.15km)			57,000		
Old Wagga Road South, Seg 1 (3.15km)			57,000		
Morangarell Rd, Seg 2 Reseal (1.9km)				42,000	
Boginderra Rd, Seg 2 Reseal (4.4km)				79,000	
Porters Ln, Seg 1 Reseal (1.25km)				28,000	
Grogan Rd, Seg 1 Reseal (0.4km)				8,000	
Old Wagga Rd North, Seg 4 Reseal (2.2km)				50,000	
Grogan Stockinbingal Rd, Seg 1 & 2 Reseal (9.4km)					169,000
Pavement Rehabilitation/Widening					
Thanowring Rd, Seg 2 Widen Reseal		200,000			
Morangarell Rd, Seg 7 Widen Reseal (3.75km)				10,000	550,000
Various Roads Heavy Patching		125,000		125,000	
Fixing Country Roads / Heavy Vehicle Safety and Productivity Program	C14				
Tara Bectric Rd, Seg 7 Widen Reseal (4.35km)		940,000			
Tara Bectric Rd, Seg 5 Widen Reseal (4.9km)			986,000		

Capital Works Program

Description	Ref.	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24
Tara Bectric Rd, Seg 4 Widen Reseal (3.5km)			704,000		
Morangarell Rd, Seg 12 Reconstruction (2.5km)		1,237,950			
South Eastern Industrial Area Arterial Road Access (MR57 & MR84) - Design only			60,000		
Howards Rd, Seg 1 Reconstruction (3.65km) (Consider FCR)					10,000
Total		2,676,450	1,899,000	342,000	729,000
Regional Roads	C15				
MR 398 (Mary Gilmore Way) Seg 40 Reseal (2.07km)				60,000	
MR 398 (Mary Gilmore Way) Seg 50 Reseal (1.33km)				40,000	
MR 398 (Mary Gilmore Way) Seg 60 Reseal (1.25km)				38,000	
MR 398 (Mary Gilmore Way) Seg 200 Reseal (2.99km)				85,000	
MR 398 (Mary Gilmore Way) Seg 210 Reseal (2.87km)				85,000	
MR 398 (Mary Gilmore Way) Seg 220 Reseal (2.03km)				55,000	
MR 398 (Mary Gilmore Way) Seg 230 Reseal (1.10km)				30,000	
MR 398 (Mary Gilmore Way) Seg 100 Reseal (0.97km)					27,500
MR 398 (Mary Gilmore Way) Seg 110 Reseal (1.53km)					42,500
MR 398 (Mary Gilmore Way) Seg 70 Reseal (2.81km)					80,000
MR 398 (Mary Gilmore Way) Seg 80 Reseal (1.35km)					37,500
MR241 (Young Rd) Seg 150?? Narraburra Creek Bridge Approaches and Safety Barrier		80,000			
MR398 (Mary Gilmore Way) Seg 170 Intersection Lighting			50,000		
Burley Griffin Way/Mary Gilmore Way Turning Treatment		250,000			
MR 398 (Mary Gilmore Way) Seg 330 Bridge Size Culvert Construction (REPAIR)		350,000	450,000		
MR 398 (Mary Gilmore Way) Seg 340 Bridge Size Culvert Construction (REPAIR)				50,000	500,000
MR398/241 Heavy Patching			250,000	100,000	100,000
MR 398 & 241 - Various Projects				200,000	
Total		680,000	750,000	743,000	787,500
Sewerage	C16				
Effluent Reuse Scheme Upgrades (pumps, UV, shelters, filtration)		30,000	30,000	30,000	30,000
Relining Sewer Mains				300,000	
Treatment Plant (Recycled Water Pump Station) - Solar PV System Installation (nominal 50kw)		50,000			
Recycled Effluent Trunk Main Duplication		80,000			
Browns Dam Desilting		35,000			
O'Shannesys Dam Desilting		40,000			
Treatment Plant - Solar PV System Installation (nominal 60kw)			60,000		
Treatment Works - Disinfection				100,000	
O'Shannesys Dam - Bank Lining/Stormwater Isolation				40,000	
O'Shannesys Dam - Pump Station, filters & Storage Cover					25,000
O'Shannesys Dam - Disinfection					60,000
O'Shannesys Dam - Aeration					12,500
Gardner Street Dam - Pump Station, Filters and Storage Cover					25,000
Reticulation Main from O'Shannesys Dam to Railway Dam Irrigation Network (removal of Railway Dam) (Consider Safe and					70,000
Reticulation Main from Gardner St Dam to Callaghan Dam Irrigation Network (removal of Callaghan Dam) (Consider Safe and					70,000
Total		235,000	90,000	470,000	292,500
Aerodrome	C17				
Taxi C & E Resealing		130,000			
TAF Infrastructure		200,000			
Multi-Purpose Building - Plans only 19/20			30,000		
Aerodrome - Solar PV System Installation (35kw nominal)			35,000		
Aerodrome Units - Solar PV System Installation (5kw nominal)			5,000		
Taxiway C Underground Drainage			30,000		
Total		330,000	100,000	0	0
Other	C18				
Plant Replacement Program		764,500	945,948	1,316,120	1,032,440
Street Lighting				20,000	
Total		764,500	945,948	1,336,120	1,032,440
Total Acquisition of Assets		11,120,986	7,743,448	5,829,120	5,312,440
Development of Real Estate					
Staged Development - Affordable Housing Plan for Apollo Place		25,000			
Development of Saleyards Subdivision		1,231,725	2,426,061		
Total		1,256,725	2,426,061	0	0
Total Capital Works Program		12,377,711	10,169,509	5,829,120	5,312,440
Legend					
Fully Grant/Contribution/Revote Funded					
Partially Grant/Revote/Contribution Funded (including S94 Contributions)					
Subject to Funding before project can proceed					
Partially Offset by Asset Sales					
Roads to Recovery					
Loan Funded					
Projects for which the scope & timing has not been determined					
Staff Suggestions for Balancing budget					

Financial Plan

Temora Shire Council

10 Year Financial Plan for the Years ending 30 June 2030

INCOME STATEMENT - CONSOLIDATED

Scenario

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

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

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

Financial Plan

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

Scenario:

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

Temora Shire Council

10 Year Financial Plan for the Years ending 30 June 2030

EQUITY STATEMENT - CONSOLIDATED

Scenario

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

Function Budget

Function Budget

For the year ended 30 June 2021

Budget Summary 2020/21

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

Function Budget

For the year ended 30 June 2021

Budget Summary 2021/22

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

Function Budget

For the year ended 30 June 2021

Budget Summary 2022/23

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

Function Budget

For the year ended 30 June 2021

Budget Summary 2023/24

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

Function Budget

For the year ended 30 June 2021

1. Governance

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

Function Budget

For the year ended 30 June 2021

2. Public Order and Safety

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

Function Budget

For the year ended 30 June 2021

3. Health

Description	Ref.	Job No.	Previous Year Estimate	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24
Income							
Health Administration	1I	2100	(2,800)	-	(2,942)	(3,016)	(3,091)
Noxious Weeds	2I	1220	(48,175)	(49,379)	(50,613)	(51,897)	(53,181)
Total Income			(50,975)	(49,379)	(53,555)	(54,913)	(56,272)
Expenditure							
Health Administration	1E						
Health Administration & Inspection		4100	63,127	64,343	66,546	68,813	71,138
Bush Bursary Program		4100.450.581	3,000	-	3,000	-	3,000
Overheads/Internal Recharges		4100.980.980	59,390	63,676	65,602	67,585	69,620
Immunization		4110.350.603	1,125	1,153	1,182	1,212	1,242
Food Control Administration		4120	36,374	36,972	38,244	39,552	40,894
Noxious Weeds/Pests	2E						
Noxious Pests/Fruit Fly		4140	5,500	5,500	5,500	5,500	5,500
Noxious Weeds - Coordination & Inspection		3220.523/300/519	104,611	108,317	109,715	112,618	117,033
Noxious Weeds - Khaki Weed		3220.519.401	10,000	10,000	10,000	10,000	10,000
Noxious Weeds - Local Control		3220.522.	7,000	7,000	7,000	7,000	7,000
Noxious Weeds - Regional Plans		3220.520/521	21,000	21,000	21,000	21,000	21,000
Overheads/Internal Recharges		3220.980.980	17,340	18,592	19,154	19,733	20,327
Depreciation		4100.*.740	7,200	7,200	7,200	7,200	7,200
Total Expenditure			335,667	343,753	354,143	360,213	373,954
Nett Cost to Council			284,692	294,374	300,588	305,300	317,682

Function Budget

For the year ended 30 June 2021

4. Community Services and Education

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

Function Budget

For the year ended 30 June 2021

4. Community Services and Education

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

Function Budget

For the year ended 30 June 2021

5. Housing and Community Amenities

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

Function Budget

For the year ended 30 June 2021

6. Sewerage Services

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

Function Budget

For the year ended 30 June 2021

7. Recreation and Culture

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

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

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

Function Budget

For the year ended 30 June 2021

9. Transport and Communication

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

Function Budget

For the year ended 30 June 2021

10. Economic Affairs

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

Function Budget

For the year ended 30 June 2021

11. General Purpose Revenue

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

Function Budget

For the year ended 30 June 2021

Non-Operating Income

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

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

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

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

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

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

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

