

Temora Shire Council Resourcing Strategy 2025-2035



TEMORA
The Friendly Shire

Acknowledgment

Temora Shire in the NSW Riverina region recognises the Wiradjuri people, who are the traditional custodians of these lands.

We pay respect to the Wiradjuri people both past and present and recognise the culture, strength, resilience and capacity of the Wiradjuri people.

We also acknowledge the contributions of the Aboriginal Australians to the country we live in and share together.

Front Cover Image: Lean Timms

Please note that any financial data contained in the Temora Shire Council Resourcing Strategy 2025-2035 is accurate at the date of publication.

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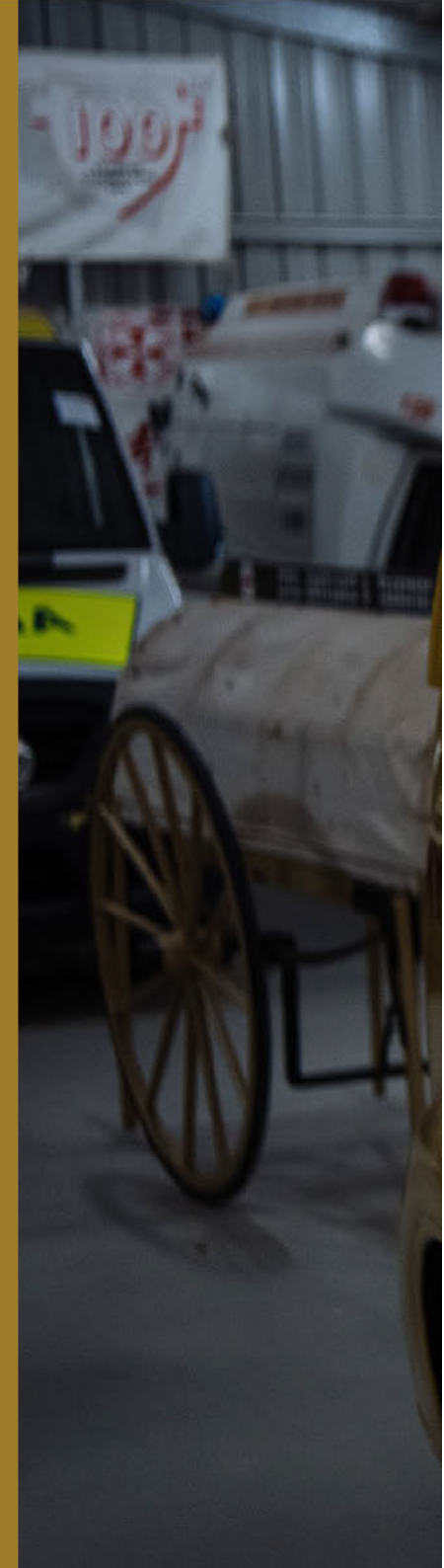


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1.0

Introduction







1.1

Message from General Manager

I am pleased to share with you the Temora Shire Council Resourcing Strategy 2025-2035.

While Our Plan for Future 2025 – 2035 (inclusive of the Community Strategic Plan, Delivery Program and Operational Plan) outlines our vision and what we need to do to get there, our Resourcing Strategy details the resources, skills and funding that Council will use to help us achieve the objectives, strategies and priority projects for the Shire.

We are committed to sustainable management of our resources, whether it's Council's finances, the people who carry out our work or our asset management and planning.

You will find individual strategies relating to all these resources detailed in this document. Like Our Plan for the Future, the Resourcing Strategy has a 10-year duration and is reviewed every four years, following the election of each new term of Council to ensure that our resources remain aligned with the delivery of our collective vision for the Shire.

Melissa Boxall

GENERAL MANAGER

About our Strategy

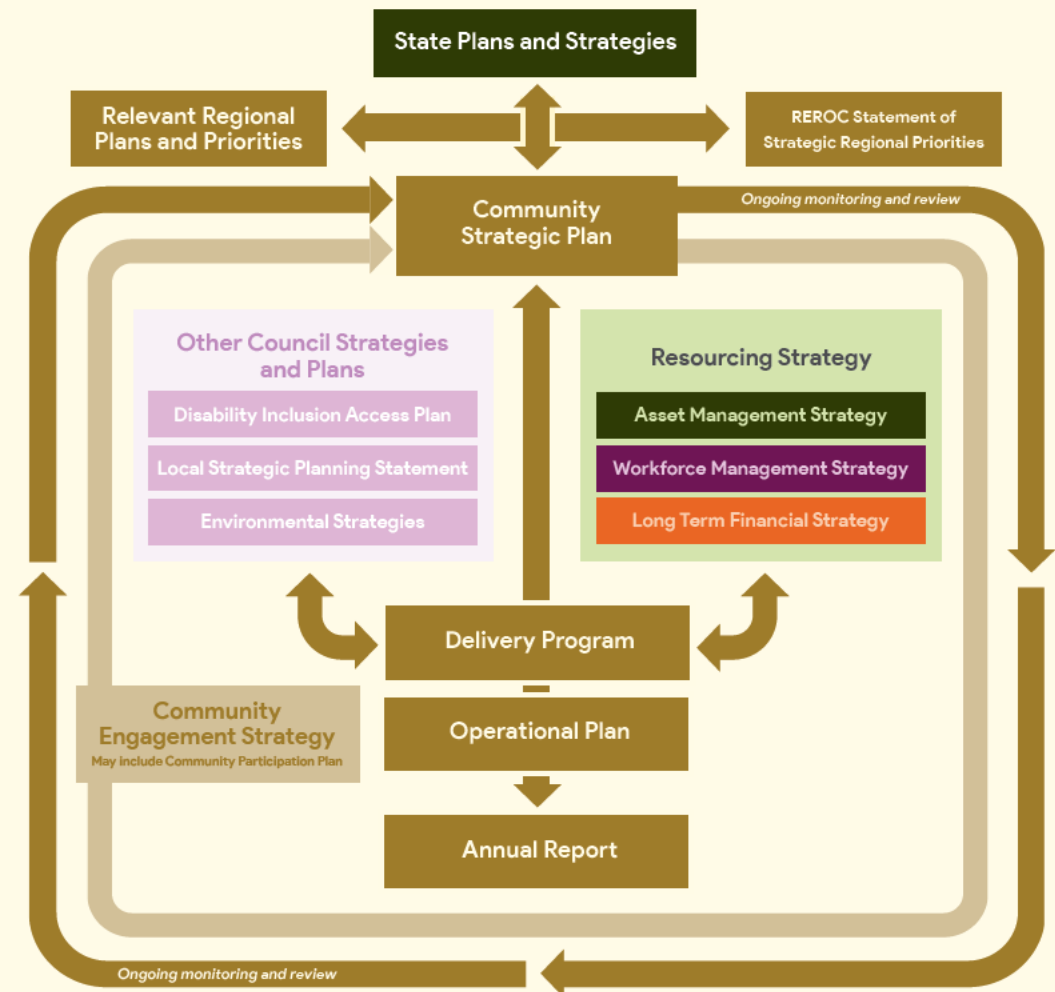
The Temora Shire Council Resourcing Strategy is an essential element of the Integrated Planning and Reporting (IP&R) framework. This Strategy supports Our Plan for the Future 2025 – 2035, an integrated strategic plan that is inclusive of the Community Strategic Plan 2025-2035, the Delivery Program 2025- 2029, and annual operational plans.

While the Community Strategic Plan describes the long-term goals of our community, the Resourcing Strategy provides information on the resources (money, asset and people) Council needs to implement the Delivery Program and the annual Operational Plans. It includes an Asset Management Strategy (and Asset Management Plans), a Workforce Management Strategy and a Long Term-Financial Plan.

The Resourcing Strategy is an important link between the Community Strategic Plan and the Delivery Program, detailing the resources needed to implement the strategies. Relevant actions from this Resourcing Strategy can be found in Councils annual operational plans.

In accordance with the Office of Local Government requirements, the Long-Term Financial Plan and the Asset Management Strategy and Plans must cover a minimum period of 10 years. The timeline for the Workforce Management Strategy must align with the Delivery Program, which is why it is prepared as a four-year plan.

Figure 2: The Integrated Planning and Reporting Framework



Overview of the Sub-Strategies

The Temora Shire Council Resourcing Strategy supports Our Plan for the Future 2025 – 2035, a strategic integrated document that includes the Community Strategic Plan 2025 -2035, the Delivery Program 2025 – 2029 and annual Operational Plans.

The Resourcing Strategy is an important link between the Community Strategic Plan and the Delivery Program, detailing the resources needed to implement the strategies.

The Resourcing Strategy includes three sub-strategies:

1. The Asset Management Strategy 2025-2035

2. The Workforce Management Strategy 2025-2029

3. The Long-Term Financial Plan (LTFP) 2025-2035

The Asset Management Strategy 2025-2035		The Workforce Management Strategy 2025-2029	The Long-Term Financial Plan (LTFP) 2025-2035
Goals	Meet the required levels of service in the most cost effective manner for current and future communities.	Strengthening leadership capability Improving employee health, safety and wellbeing. Building capability and improving productivity Building our workplace culture aligned to our Values.	Demonstrates how the objectives of the CSP and commitments of the DP and OP will be resourced and funded. Captures financial implications of asset management and workforce planning.

The Resourcing Strategy is prepared as a 10-year plan, however, is reviewed in detail and a new Strategy is prepared every four years, following the election of a new term of Council. The LTFP is reviewed annually.

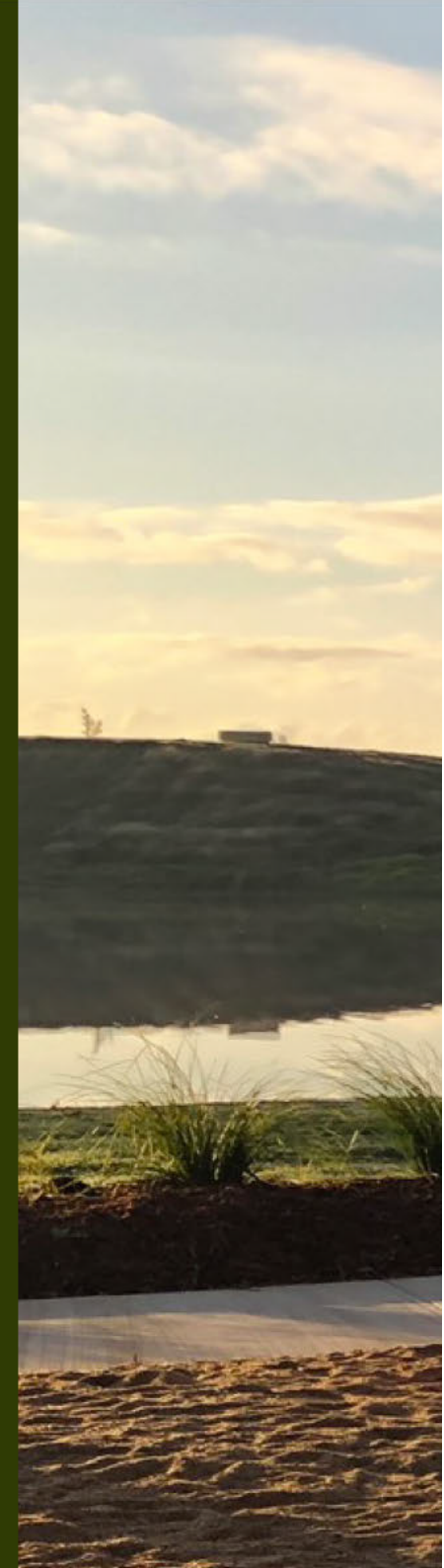
Relevant actions from each sub-strategy are included in annual operational plans, monitored and reviewed annually as part of the Annual report, to ensure that resources are managed in a sustainable way to meet the community’s goals.

Nick Wills, Temora Aerodrome
Photo: Anne Cooper Photography



2.0

Asset Management Strategy





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Executive Summary

Temora Shire Council is responsible for the acquisition, operation, maintenance, renewal and disposal of an extensive range of physical assets with a replacement value of \$525,835,000.

These assets include land, buildings, parks, recreation areas, roads, footpaths, drainage systems, sewerage & recycled water and associated operating assets and provide service essential to our community's quality of life.

This Asset Management Strategy takes the organisational objectives in our Community Strategic Plan and develops asset management objectives, principles, framework and strategies required to achieve our organisational objectives. The plan summarises activities and expenditure projections from individual Asset Management Plans to achieve the asset management objectives.

Current Situation

Our aim is to achieve a 'core' maturity for asset management activities and continue maturity improvement where the benefits exceed the costs. Improvement tasks with costs and target dates have been identified and documented in Table 8.2.

We are adequately investing in asset renewals over the next four years. The lifecycle renewal plan shows the need for significant renewals beyond the 10 year life of this plan, and we may not be able to renew assets at the optional time. Future revisions of the plan will consider asset renewals over the longer term.

What does it Cost? Operating Outlays (excluding depreciation)

The projected operating outlays necessary to provide the services covered by this Asset Management Strategy includes operation and maintenance of existing assets over the 10 year planning period is \$18,398,918 on average per year.

Capital Outlays

The projected required capital outlays including renewal/replacement and upgrade of existing assets and acquisition of new assets over the 10 year planning period is \$6,185,955 on average per year.

We have balanced the projected expenditure in the Asset Management Strategy with financial outlays in the Long-Term Financial Plan (LTFP) involving:

- Community consultation on desirable and affordable levels of service
- Balancing service performance, risk and cost in a trade-off of projects and initiatives
- Considering the impact of trade-offs and accepting the service and risk consequence.

What we will do

Our aim is to provide the services needed by the community in a financially sustainable manner. Achieving financial sustainability requires balancing service levels and performance with cost and risk.

It may not be possible to meet all expectations for services within current financial resources. However, we will continue to engage with our community to ensure that needed services are provided at suitable levels taking into consideration costs and risks.

What we have deferred

We do not have enough funding to provide all services at the desired service levels or provide new services. We will prioritise the renewal of assets over asset acquisition, and where appropriate defer the renewal of assets at the optimal time and will monitor their condition.

Managing the Risks

There are risks associated with providing the service and not being able to complete all identified initiatives and projects.

We have identified major risks as:



Potential critical asset failure causing personal harm



Increased future financial burden on Council and the community (increasing maintenance and reducing renewal)



Potential increased road crashes and safety related incidents



Potential damage to Council / community reputation



Potential increased public liability claims against Council

We will endeavour to manage these risks within available funding by:



Prioritising critical assets and deferring non-critical asset renewals beyond the optimal time for renewal



Undertaking regular condition and risk inspections



Reporting risks and communicating challenges to Council and the community.

Confidence Levels

This Asset Management Strategy is based on a medium level of data input confidence.

The Next Steps

The actions resulting from this Asset Management Strategy are:

- ✓ Complete development of the Stormwater Asset Register
- ✓ Undertake an Asset Management Maturity Assessment using NAMS+ NAF Assessment Tool
- ✓ Formalise an asset management communications and reporting plan

The effectiveness of this Asset Management Strategy can be evaluated based on the following criteria:

- ✓ The extent to which forecast expenditures in this plan are incorporated into the long-term financial plan.
- ✓ The alignment of Council's Delivery Plan with the overarching trends outlined in the portfolio Asset Management Plans.
- ✓ The integration of existing and projected service levels, service consequences (including deferred projects), and risk management strategies into the organisation's Community Strategic Plan and associated frameworks.
- ✓ The Asset Renewal Funding Ratio meeting the target range of 90 - 110%.

This Asset Management Plan serves as a key instrument in ensuring a sustainable, cost-effective, and risk-informed approach to asset management, supporting long-term service delivery and financial planning.



Asset Management System

Asset management enables an organisation to derive value from its assets while achieving strategic objectives. It balances financial, environmental, and social costs with risk, service quality, and performance.

An asset management system is a structured framework of interrelated elements—including policies, objectives, and processes—that guides the organisation in achieving its asset management goals.

The asset management system includes:

- ✓ The Asset Management Policy – Governance and commitment
- ✓ The Asset Management Strategy and objectives – Long-term vision
- ✓ The Asset Management Plans – Tactical planning and lifecycle management
- ✓ Asset Information and Decision Support – Data, technology and reporting
- ✓ Asset Management Processes and Continued Improvement – Operation and review

This system integrates with the organisation's broader strategic planning and delivery processes.

Figure 1: Asset Management System fit in Planning Process



2.1.1 Asset Management Policy

The Asset Management Policy outlines the principles guiding how Council manages assets to achieve the objectives in the Community Strategic Plan.

The full policy (EW18) is available on Council's website: temora.nsw.gov.au/Your-Council/Policies-and-codes

2.1.2 Asset Management Objectives

These objectives link organisational goals to asset-related objectives.

They are defined using SMART criteria (Specific, Measurable, Achievable, Realistic, Time-bound) and are detailed in Section 2.4.3.

2.1.3 Asset Management Strategy

The Asset Management Strategy connects strategic goals with asset management objectives.

This outlines how Council will:

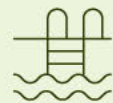
- ✓ Understand its assets
- ✓ Assess current management
- ✓ Define future goals
- ✓ Plan how to achieve them



The Asset Management Strategy covers the following service areas:



Buildings and Other Structures



Recreation and Open Space



Stormwater



Sewerage and Recycled Water



Transport

2.1.4 Asset Management Plans (AMPs)

Supporting the Asset Management Strategy are detailed AMPs for each major asset category.

These plans describe the specific actions and resources needed to meet asset management objectives and are summarised within the Asset Management Strategy.

The Asset Management Strategy is part of the organisation’s strategic and annual planning and reporting cycle as shown in Table 2.1.

Table 2.1: Asset Management Strategy within the Integrated Planning and Reporting Cycle

Type of Plan	Plan	Planning Cycle	Performance Reporting	Reporting Method
Community Planning	Community Strategic Plan	4 years	Community Objectives Performance Indicators	Annual Report
Strategic Planning	10 year Long-Term Financial Plan	4 years	Financial Indicators	Annual Report
	Asset Management Strategy	4 years	Asset Management Objectives	Annual Report
	Asset Management Plans	4 years	Asset Management Objectives	Annual Report
	Workforce Plan	4 years		Annual Report
Operational Planning	Delivery Plan	4 years	Operational Objectives	Annual Report Biannual Reports to Council
	Operational Plan	Annual	Annual Objectives Budget Objectives	Annual Report Biannual Reports to Council

What Assets do we have?

We manage a lot of assets to provide services to our community. The assets provide the foundation for the community to carry out its everyday activities, while contributing to overall quality of life.

Table 2.2: Assets covered by this Plan

Asset Class	Category	Dimension	Asset Class	Category	Dimension
Transport	Regional Roads	29.52 km	Sewerage and Recycled Water	Sewer Treatment Plant and Lagoons	1
	Rural Sealed Roads	271.89 km		Sewer Reticulation Connections	2,230
	Rural Unsealed Roads	837.01 km		Sewer Manholes	820
	Urban Sealed Roads	97.48 km		Recycled Water Reticulation mains	14.5km
	Urban Unsealed Roads	27.74 km		Recycled Water Pump Stations	6
	Bridges	32		Recycled Water Storage	6
	Paved Footpaths	24.084 km	Recreation & Open Space	Cemeteries	2
	Kerb & Gutter	90.26 km		Parks and reserves	16
Stormwater	Box Culvert (Concrete)	216		Sports and Recreation Centres and Facilities	10
	Causeway	135	Buildings & Other Structures	Aerodrome facilities	1
	Open Channel	29		Council Chambers, Works Depots	3
	Pipe (Concrete) & Pits	1362		Swimming complexes	2
	Pollutant Trap	2		Public toilets and amenities	11
Sewerage and Recycled Water	Sewer mains	59km		Community Halls	3
	Sewer Pump Stations	5		Waste management facilities.	2

2.3

Our Assets and their management

2.3.1 Asset Values

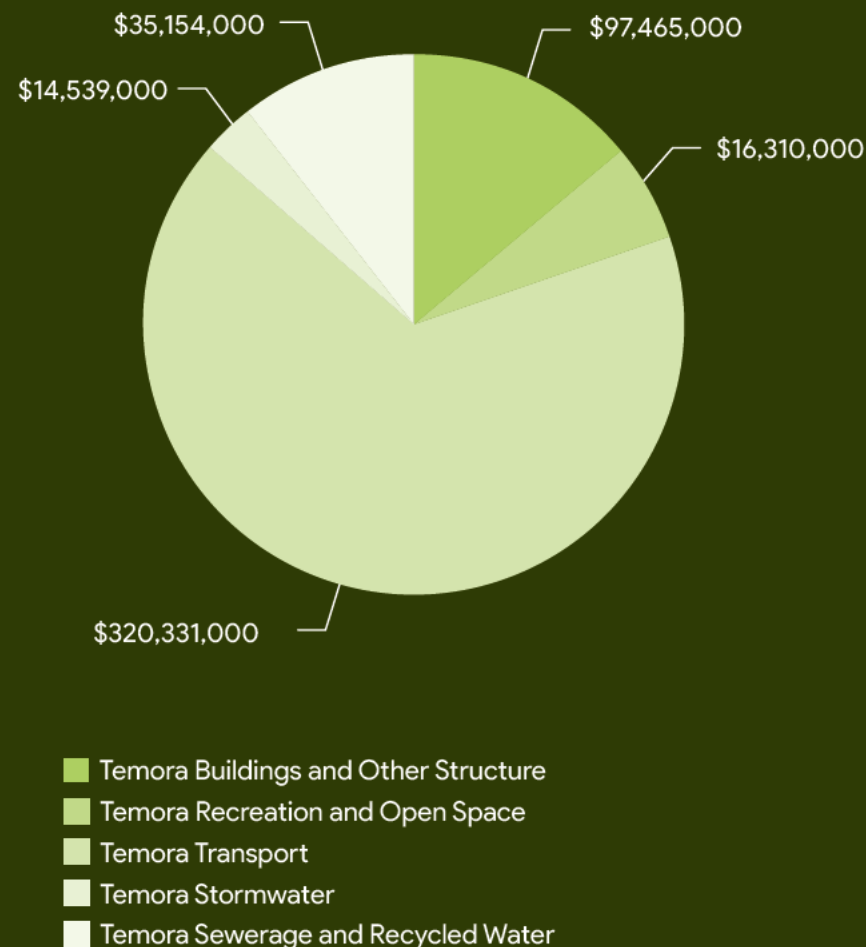
The infrastructure assets covered by this Asset Management Strategy are shown in Table 2.3.1.

These assets are used to provide services to the community.

Table 2.3.1: Assets covered by this Plan

Asset Class / Category	Gross Replacement Cost (,000)	Carrying Value (,000)	Annual Depreciation (,000)
Stormwater	14,539	8,012	133
Sewerage and Recycled Water	35,154	22,066	336
Recreation and Open Space	16,310	11,549	490
Buildings and Other Structures	97,465	67,05	1,751
Transport	320,331	208,156	4,196
Total	483,799	317,088	6,906

Figure 2: Shows the gross replacement value of Temora Shire Council assets



Section 2.3 demonstrates the significance of Temora Shire Council's investment infrastructure. An objective for this Asset Management Strategy is to demonstrate how value is to be obtained from the \$483 million investments in providing services to the community. The investment in infrastructure is being consumed at \$6.9 million per annum.

Figure 3: Shows the state of the assets for Temora Shire Council

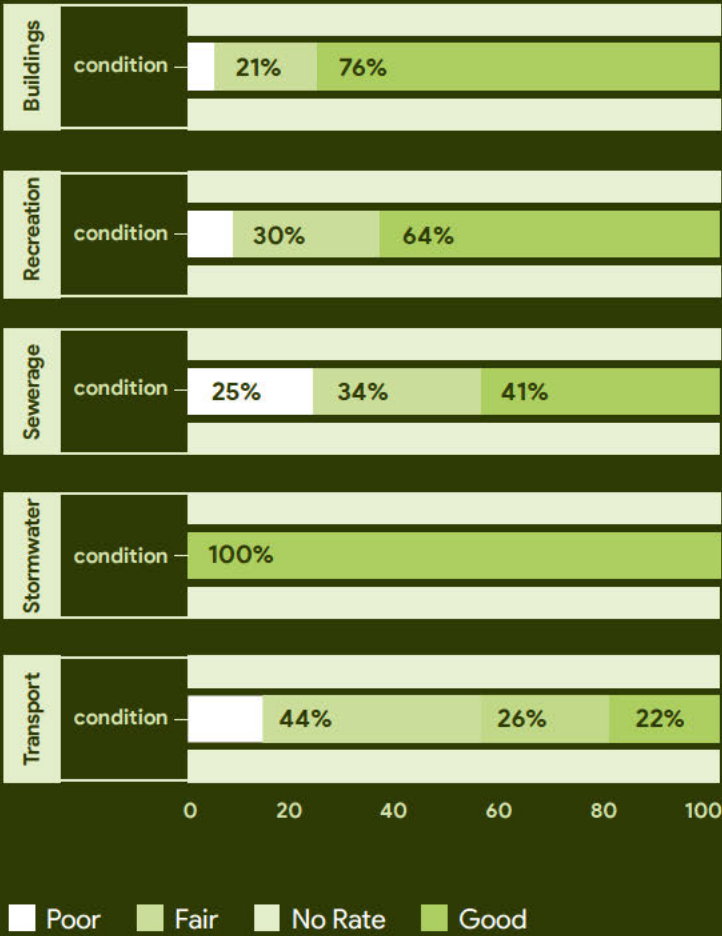


Figure 3 shows the assessment of performance of assets under condition (quality), community service indicators. We will need to improve our understanding of the effect of the poor condition ratings for Sewerage and Recycled Water assets and the subsequent impact on service performance of these assets. We will also need to update our asset register for stormwater.

2.3.2 Lifecycle Costs

Lifecycle Costs represent the average annual cost to sustain service levels over an asset’s full life.

These costs include:

- 1 Operating and maintenance costs
- 2 Depreciation (asset consumption)

Lifecycle Expenditure includes:

- 1 Operating and maintenance costs (excluding depreciation)
- 2 Capital renewal costs, which can vary based on the timing of asset renewals

Comparing lifecycle costs to lifecycle expenditure helps assess whether current spending aligns with the long-term cost of maintaining services. The lifecycle costs and expenditures averaged over the 10 year planning period are shown in Table 2.3.3.

Table 2.3.3: Asset Lifecycle Costs

Asset Class/Category	Lifecycle Cost (\$M/yr)	Lifecycle Expenditure (\$M/yr)	Lifecycle Expenditure Indicator (%)
Stormwater	196,809	59,829	30.40
Sewerage & Recycled Water	1,705,336	1,340,896	78.63
Recreation & Open Space	4,018,696	3,343,234	83.19
Buildings & Other Structures	5,845,588	4,620,623	79.04
Transport	14,280,827	11,398,082	79.81
TOTAL	26,047,256	20,762,664	80

Total lifecycle expenditure may reasonably be higher/lower than lifecycle costs in periods of above/below average asset renewal/replacement activity. The lifecycle indicator is a measure of estimated need over the long-term. It is dependent on the age profile of the assets, with older assets expected to have a higher LC indicator and newer assets a lower LC indicator. Section 5.4 gives a more accurate indicator of renewal/ replacement funding needs over the period of the Asset Management Strategy.

2.3.3 Asset Management Indicators

The core objective of asset management is to deliver the services the community needs at the optimal lifecycle cost, ensuring financial sustainability. Projected operation, maintenance, acquisition, and renewal costs are aligned with the 10-year Long-Term Financial Plan. Some projects have been deferred to future years to reassess service level requirements and explore funding options.

Figure 4: Projected Operating and Capital Expenditure

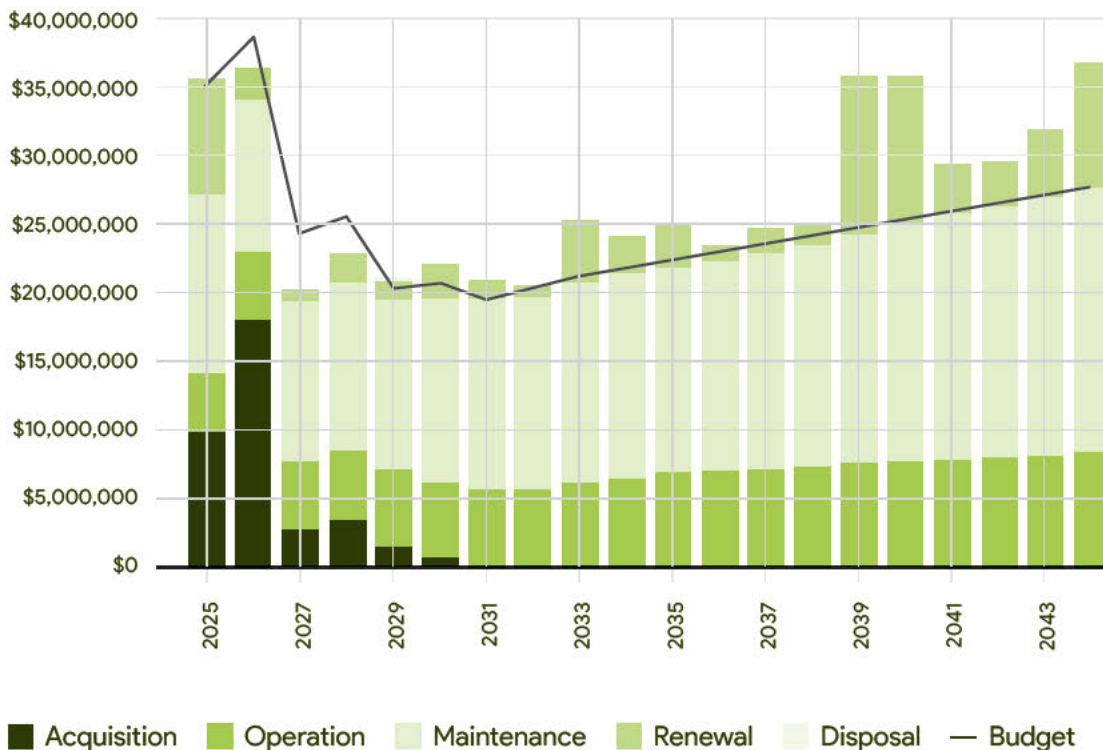


Figure 4 shows the results of balancing of service performance, risk and cost in the asset management plans and long-term financial plan to achieve an agreed and affordable position on service level and costs. This includes deferral of lower priority projects and initiatives for at least 10 years and identification and acceptance of the risks associated with the deferrals.



Bundawarra Centre
Photo: Courtney Rae Creative

2.3.4 Asset and Financial Management Maturity

We are taking steps to improve our asset and financial management performance including assessing our asset management maturity against the National Assessment Framework for Local Government Asset Management and Financial Planning (NAF). Our target is to achieve 'core' asset management maturity.

Tasks to improve asset and financial management maturity are prioritised and included within the Improvement Plan shown in Section 8.2.

2.3.5 Strategy Outlook

Funding of current infrastructure lifecycle costs are adequately funded for the next 10 years, but below long-term needs. Ongoing reviews of services, service levels, and costs will be essential to track changing demand and ensure long-term affordability.

Vision

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

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

2.4.1 Objectives and Strategies

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

Objectives		Strategies
1. Caring for our Community	Develop a safe, healthy and inclusive community for enhanced quality of life.	1.1 Acknowledge, promote and celebrate our cultural heritage and diversity. 1.2 Strengthen community pride, connections and resilience through participation in arts, culture and community activities. 1.3 Provide safe and secure communities. 1.4 Enhance opportunities to be healthy. 1.5 Offer sport and recreation opportunities for all ages, abilities and interests. 1.6 Deliver appropriate services for families, children and young people. 1.7 Deliver appropriate services and care for our ageing population, people with disability and other special needs.
2. Caring for our Natural Environment	Sustain and enhance our natural environment for community wellbeing and wildlife conservation.	2.1 Promote and adopt sustainable practices to help conserve and enhance the natural environment and local biodiversity. 2.2 Effectively manage waste, water and sewerage. 2.3 Build resilience to natural disasters and other emergencies.
3. Building Liveable Places	Plan attractive, liveable and sustainable towns, villages and rural communities.	3.1 Facilitate access to appropriate land, housing and development opportunities, with supporting infrastructure. 3.2 Provide attractive and welcoming towns and villages with well-maintained public facilities, open spaces, and streetscapes. 3.3 Maintain safe, effective and sustainable road networks and supporting infrastructure. 3.4 Offer safe, well-connected footpaths and cycleways. 3.5 Offer safe, accessible and affordable transport services.
4. Growing the Economy	Create a strong, vibrant and diverse economy that builds on existing opportunities in agriculture, aviation heritage, and tourism.	4.1 Grow and diversify the economy and work opportunities. 4.2 Support a strong and resilient agricultural sector. 4.3 Celebrate our aviation heritage, facilities and services, and leverage new opportunities. 4.4 Enrich, diversify and promote the visitor experience. 4.5 Provide good opportunities for education.
5. Responsible Leadership	Deliver effective leadership, governance and engagement to meet community needs.	5.1 Deliver strong community leadership, governance and stakeholder relationships. 5.2 Deliver and maintain sustainable, safe, fit-for-purpose Council facilities, plant and operations. 5.3 Facilitate a well-informed, engaged community. 5.4 Build capacity by supporting volunteers and local organisations.

2.4.2 Our role and Responsibilities

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



Provide

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



Facilitate

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



Advocate

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

2.4.3 Shared Values

Values guide the way we think and behave

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



Community focused

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



Sustainable

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



Progressive

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



Accountable

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



Respect for All

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

Asset Management Vision

To ensure long-term financial sustainability, Council must balance community service expectations with their capacity to fund infrastructure.

Sustaining service levels requires investment across the asset lifecycle.

Temora Aerodrome
Photo: Lean Timms



Governance

Build strong asset management governance, skills, systems, and data to deliver cost-effective, fit-for-purpose services.



Accountability

Maintain transparency and meet all legislative obligations.



Sustainability Infrastructure

Provide infrastructure services efficiently, aligned with sustainability principles.



Community

Maintain a community first approach through regular consultation and a can do attitude.



Performance

Continuously improve asset, risk, and financial performance.



Risk Management

Manage organisational infrastructure and service related risk.



Resilience

Create, maintain and renew assets and services to withstand, adapt and recover from unexpected events.



Reporting

Maintain oversight through the Audit Committee and regular reporting to Council.

How will we get there?

The asset management objectives (or strategies) translate the organisational objectives into the required service outcomes to be provided by infrastructure assets and activities described in the Asset Management Plans.

All actions and tasks to achieve the asset management objectives are included within operational and capital works plans discussed in Sections 5.3 – 5.6.

Table 2.6: Asset Management Strategies

No.	Strategy	Desired Outcome
1	Incorporate Year 1 of Long Term Financial Plan revenue and expenditure projections into annual budgets	Long term financial planning drives budget deliberations and the long term implications of all services are considered in annual budget deliberations
2	Report our financial position at Fair Value in accordance with Australian Accounting Standards, financial sustainability and performance against organisational objectives in Annual Reports	Financial sustainability information is available for Council and the community
3	Develop and maintain a Long Term Financial Plan covering 10 years incorporating Asset Management Plan expenditure projections with a sustainable funding position outcome	Sustainable funding model to provide our services
4	Develop and annually review Asset Management Plans and Asset Management Strategy covering at least 10 years for all major asset classes (80% of asset value)	Identification of services needed by the community and required funding to optimise 'whole of life' costs.
5	Review and update Asset Management Plans, Asset Management Strategy and Long Term Financial Plans after adoption of annual budgets. Communicate any consequence of funding decisions on service levels and service risks	We and the community are aware of changes to service levels and costs arising from budget decisions
6	Develop and maintain a risk register of operational and service delivery risks showing current risk levels, risk management treatments and report regularly to Council on current high level risks	Risk management of operational and service delivery risks is an integral part of governance.
7	Ensure Council decisions are made from accurate and current information in asset registers, on service level performance and costs and 'whole of life' costs	Improved decision making and greater value for money
8	Report on our resources and operational capability to deliver the services needed by the community in the annual report	Services delivery is matched to available resources and operational capabilities
9	Ensure responsibilities for asset management are identified and incorporated into staff position descriptions	Responsibility for asset management is defined
10	Implement an improvement plan to realise 'core' maturity for the financial and asset management competencies within 2 years	Improved financial and asset management capacity within the organisation
11	Report annually to Council on development and implementation of Asset Management Strategy, Asset Management Plans and Long Term Financial Plans	Oversight of resource allocation and performance

2.7

Asset Management Improvement Plan

The tasks required achieving a 'core' financial and asset management maturity are shown in priority order in the asset management improvement plan in Section 8.2

2.8

Consequences if actions are not completed

There may be consequences for Council if the improvement actions are not completed.

These include:



Inability to achieve strategic and organisational objectives



Inability to achieve financial sustainability for the organisation's operations



Current risks to infrastructure service delivery are likely to eventuate and response actions may not be appropriately managed

Bundawarra Centre Tractor Shed
Photo: Courtney Rae Creative



Levels of Service

3.1 Consumer Research and Expectations

The expectations and requirements of various stakeholders were considered in the preparation of Asset Management Strategy summarised in this Strategic Asset Management Plan.

Table 3.1 shows available satisfaction levels for these services.

Table 3.1: Community Satisfaction Levels

Asset Management Plan	Service	Current Satisfaction Level
Stormwater	Stormwater management and drainage	Good level of satisfaction. A medium priority for the community.
Sewerage & Recycled Water	Sewerage Management	Good level of satisfaction. A low priority for the community, as a result.
Buildings & Other Structures	Community buildings, halls and toilets	High level of satisfaction. A low priority for the community, as a result.
	Library facilities and services	Excellent level of satisfaction. A low priority for the community, as a result.
	Airport services, airpark, aerodrome	High level of satisfaction. A low priority for the community, as a result.
Recreation & Open Space	Sport and recreation facilities and services	Excellent level of satisfaction. A low priority for the community, as a result.
	Cemeteries	Excellent level of satisfaction. A low priority for the community, as a result.
	Playgrounds, parks and reserves.	Excellent level of satisfaction. A low priority for the community, as a result.
	Streetscapes, trees and verges	High level of satisfaction. A low priority for the community, as a result.
	Caravan parks and camping grounds	High level of satisfaction. A low priority for the community, as a result.
Transport	Local roads (including bridges)	High level of satisfaction. A high priority for the community.
	Footpaths, trails and cycleways	High level of satisfaction. A low priority for the community, as a result.



Temora Railway Station
Photo: Anne Cooper Photography

3.2 Organisational Objectives

Sections 2.6 of this Asset Management Strategy reported the organisational objectives from the Community Strategic Plan and asset management objectives developed from the organisational objectives.

3.3 Legislative Requirements

We have to meet many legislative requirements including Australian and State legislation and State regulations.

A summary of applicable legislation will be added to future revisions of this Asset Management Strategy.

3.4 Levels of Service

Service levels are defined in three ways:

1 Customer Values

Reflect what matters most to the community, their perception of current services, and expected trends based on available funding.

2 Customer Levels of Service

Measure how services are experienced by the community, using:



Quality/Condition – How good is the service?



Function – Does it meet user needs?



Capacity/Utilisation – Is usage appropriate?

These indicators help identify over- or under-servicing and guide resource allocation.

3 Technical Levels of Service

Supporting the community service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities that the organisation undertakes to best achieve the desired community outcomes and demonstrate effective organisational performance.

Technical service measures are linked to annual budgets covering:



Operation – the regular activities to provide services such as availability, staffing, cleaning, mowing, etc.



Maintenance – the activities necessary to retain an asset as near as practicable to an appropriate service condition (e.g. road patching, unsealed road grading, building and structure repairs),



Renewal – the activities that return the service capability of an asset similar to that which it had originally (e.g. road resurfacing and pavement reconstruction, pipeline replacement and building component replacement) or to a lower service level.



Acquisition – the activities to provide a higher level of service (e.g. widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library).

Service managers plan, implement and control technical service levels to influence the customer service levels.

Tables summarising the current and desired technical levels of service for services are shown in Appendix A.

Note: The Tables in Appendix A summarise the agreed sustainable position where trade-offs between service performance, risk and cost have been agreed by the Council following consultation with the community.

Future Demand

4.1 Demand Drivers

Drivers affecting demand include population change, changes in demographics, seasonal factors, climate change, vehicle ownership rates, consumer preferences and expectations, government decisions, technological changes, economic factors, agricultural practices, environmental awareness, etc.

4.2 Demand Management Plan

The main demands for new and/or altered services are created by:

- ✓ Community requests for new services or increased level of service
- ✓ Council becoming a service provider of last resort (filling a community need that private industry or other levels of government cease to deliver or will not provide)
- ✓ Increasing traffic volumes caused by regional growth
- ✓ Increased large heavy vehicle movement increasing transport asset consumption rates
- ✓ Increasing urbanisation increasing stormwater runoff
- ✓ Increased demand for sewerage and recycled water services
- ✓ Increased requirements by regulators

Lake Centenary BBQ Area
Photo: Anne Cooper Photography



Demand will be managed through a combination of applying non-asset solutions, managing existing assets and acquiring new ones.

Demand management strategies include:

- 1 Seeking opportunistic grant funds where available to supplement renewal and acquisition funding
- 2 Increased decision scrutiny regarding asset acquisition
- 3 Improved strategic urban planning relating to the current and future provision of infrastructure assets
- 4 Regular asset inspections to manage risk and work intervention associated with increased asset consumption

Lifecycle Management Plan

This plan outlines how Council will manage assets to maintain agreed service levels, optimise lifecycle costs, and manage risks.

5.1 Background Data

Assets Covered:

Listed in Tables 2.2 and 2.3.1.

Capacity & Performance:

Services generally meet design standards. Performance is monitored via condition, function, and capacity/utilisation in the State of the Assets report (Figure 3).

5.2 Operation and Maintenance

Operation activities affect service levels including quality and function, such as cleanliness, appearance, etc., through street sweeping and grass mowing frequency, intensity and spacing of street lights, cleaning frequency and opening hours of building and other facilities.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating, e.g. road patching but excluding rehabilitation or renewal.

Maintenance expenditure levels are considered to be marginally sufficient to meet projected service levels.

5.2.1 Strategies

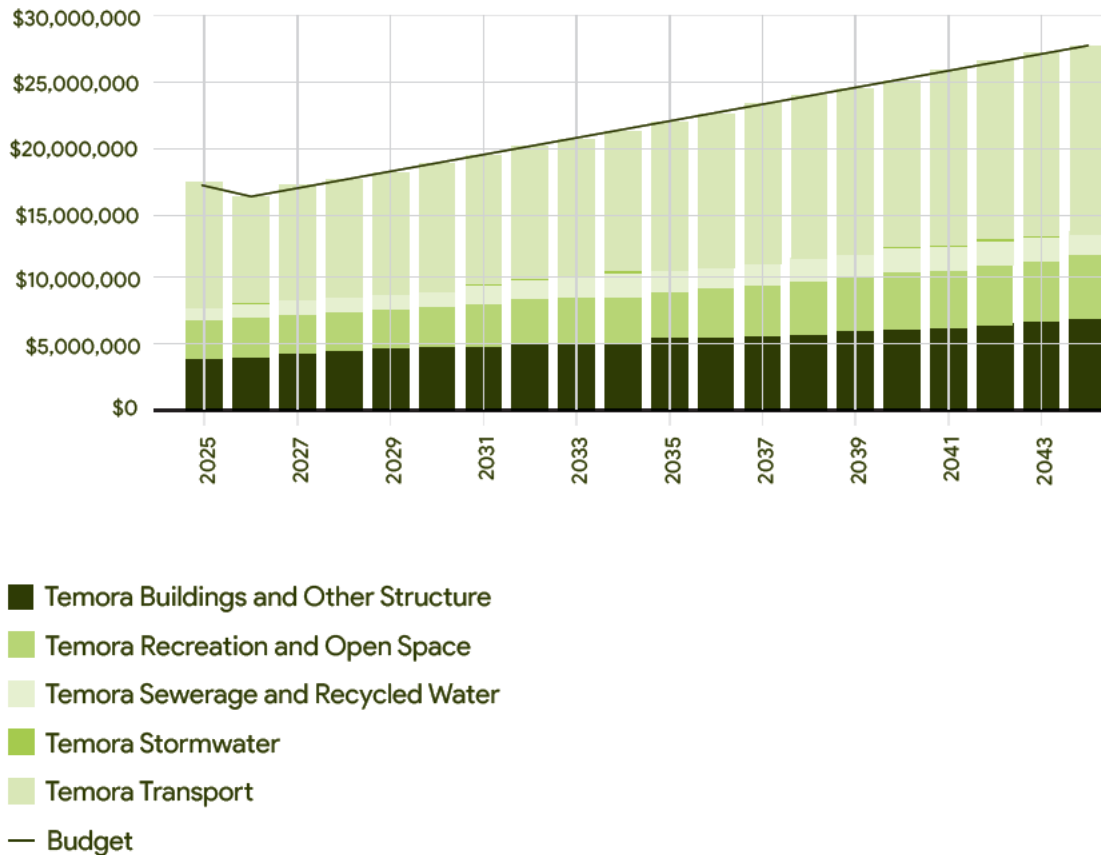
The operation and maintenance strategies include:

- 1 Scheduling operations activities to deliver the defined level of service in the most efficient manner
- 2 Systematic approach maintenance activities to reduce maintenance costs and improve maintenance outcomes
- 3 Maintain a current infrastructure risk register for assets and present service risks associated with providing services from infrastructure assets and reporting Very High and High risks and residual risks after treatment to Council
- 4 Review current and required skills base and implement workforce training and development to meet required operation and maintenance needs
- 5 Review asset utilisation to identify underutilised assets and consider future management
- 6 Maintain a current hierarchy of critical assets and required operation and maintenance activities
- 7 Develop and regularly review appropriate emergency response capability
- 8 Review operation and maintenance functions to ensure we are obtaining best value for resources used

5.2.2 Future Expenditure

Future operation and maintenance costs are expected to align with asset value growth and are included in the Long-Term Financial Plan.

Figure 7: Projected Operation and Maintenance Expenditure and LTFP Outlays



The consequences of deferred maintenance, i.e. works that are identified for maintenance and unable to be funded are to be included in the risk assessment and analysis in the infrastructure risk management plan.

5.3 Renewal/Replacement Plan





Renewal and replacement works restore assets to their original or required service level without increasing capacity. Upgrades or new works are considered separately.

5.3.1 Strategies

Council plans renewal projects to meet service objectives and reduce risk by:

- 1 Efficiently scheduling and scoping projects
- 2 Identifying service deficiencies, risks, and optimal
- 3 Evaluating options based on cost and risk including asset resilience
- 4 Using cost-effective renewal methods over full replacements
- 5 Maintaining a risk register and critical asset hierarchy
- 6 Building workforce capability and reviewing project management for value

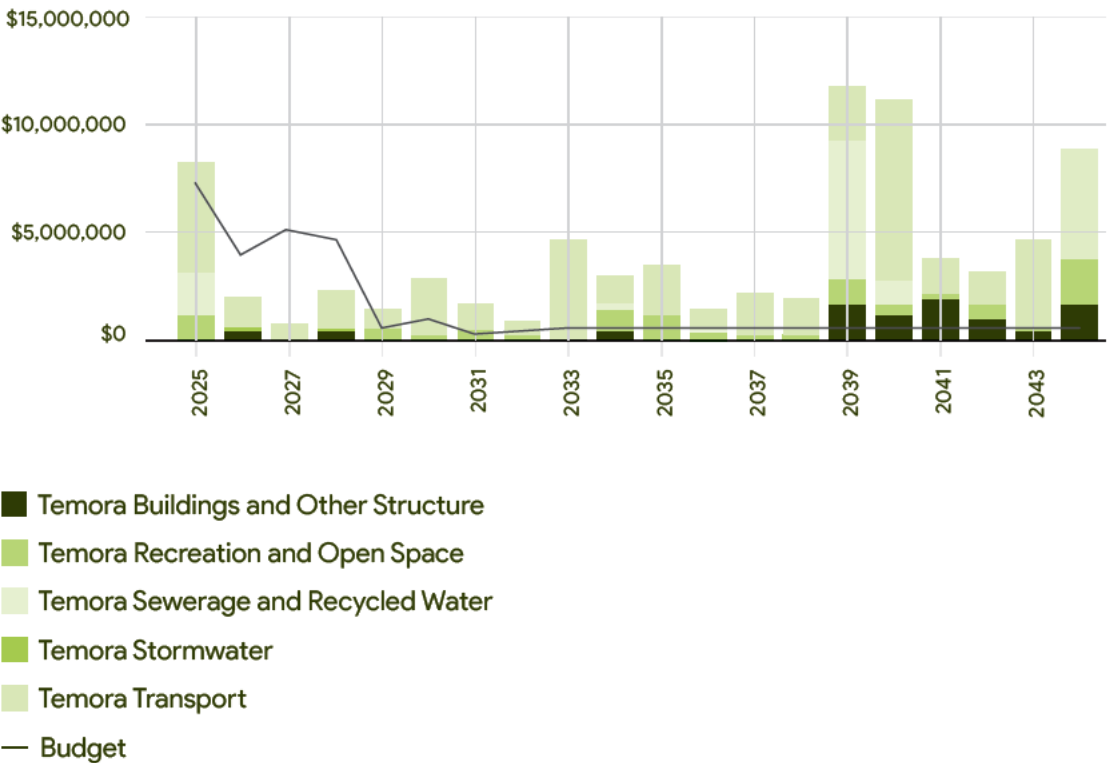
Renewal Prioritisation are based on:

-  Risk of failure and service impact
-  Asset age and condition
-  High operational or maintenance costs
-  Potential savings from modern replacements

5.3.2 Future Expenditure

Projected future renewal and replacement expenditures are forecast to increase over time as the asset stock ages. The forecast expenditures have not been accommodated in the organisation's long-term financial plan as shown in Fig 8. Note that all amounts are shown in real values.

Figure 8: Projected Capital Renewal and Replacement Expenditure and LTFP Outlays



The renewal projections are based on estimates of asset useful lives. Projected capital renewal and replacement programs are shown in each Asset Management Plan.

Note: The projected renewal and replacement program includes works identified in Council's Long Term Financial Plan. Low priority renewal and replacement projects unable to be accommodated within the 10 year long-term financial plan have been deferred for following years (see Figure 4) to allow further consideration in updates of the AM and financial plans.

5.4 Creation/Acquisition/Upgrade Plan

New works are those works that create a new asset that did not previously exist, or works which upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs.

Assets may also be acquired at no cost to the organisation from land development.

5.4.1 Selection Criteria

Projects are identified through community input, strategic plans, or partnerships.

Proposals are assessed, prioritised, and scheduled based on need, cost, and available funding.

5.4.2 Capital Investment Strategies

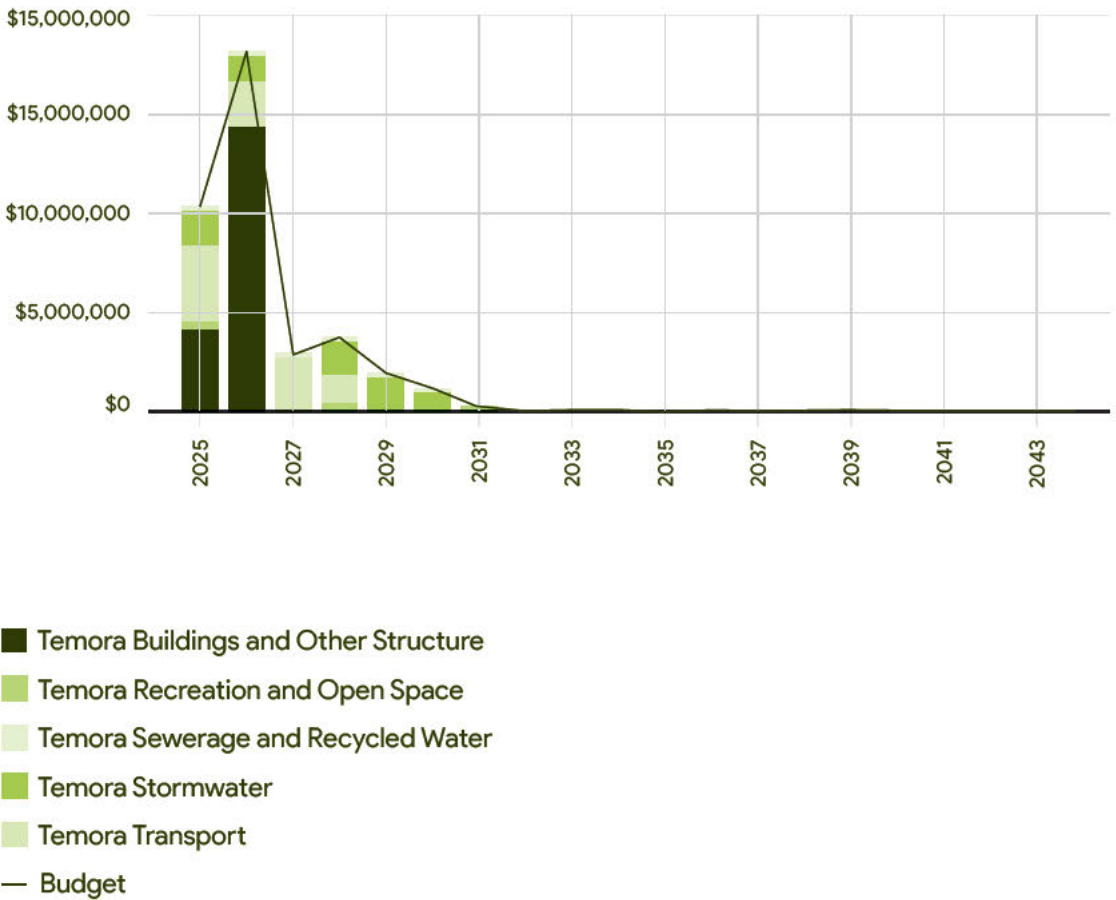
Council plans for upgrades and new works to meet service objectives by:

- 1 Efficiently scheduling and scoping projects
- 2 Identifying service gaps and risks, including asset resilience
- 3 Evaluating options based on lifecycle cost, risk and service value
- 4 Building internal skills and reviewing project management for efficiency
- 5 Embrace innovation and long-term thinking

5.4.3 Future Expenditure

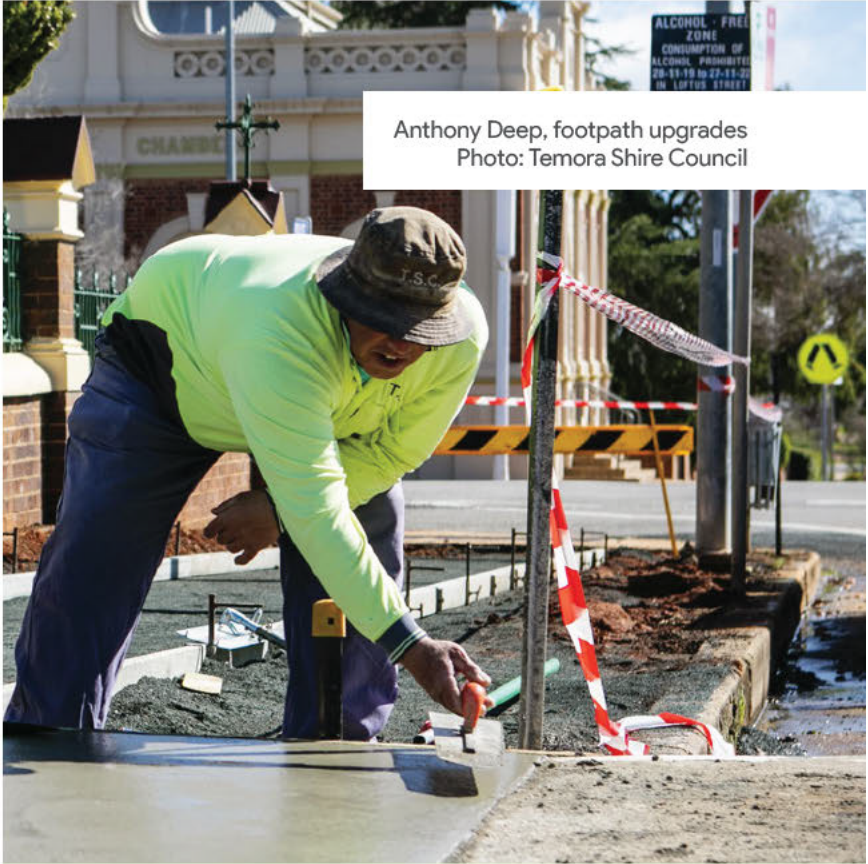
Forecasts for new and upgraded assets are shown in Figure 9 and are included in the Long-Term Financial Plan.

Figure 9: Renewal Asset Expenditure and Budget



- Temora Buildings and Other Structure
- Temora Recreation and Open Space
- Temora Sewerage and Recycled Water
- Temora Stormwater
- Temora Transport
- Budget

Note: The projected upgrade and new assets program are funded in the Long Term Financial Plan.



Anthony Deep, footpath upgrades
Photo: Temora Shire Council

5.5 Disposal Plan

Disposal involves decommissioning assets through sale, demolition, or relocation. While potential disposals are identified in individual Asset Management Plans summarised in this Asset Management Strategy. No disposals are currently planned.

5.6 Service Consequences and Risks

Asset Management Plans aim to balance service performance, cost, and risk to deliver agreed service levels within available resources. Prioritisation ensures optimal use of funding.

Risk Management Planning

Risk management identifies and addresses risks that could disrupt service delivery or cause financial shocks, following ISO 31000:2009 principles.

An assessment of risks associated with service delivery will identify critical risks that will result in loss or reduction in service from infrastructure assets or a 'financial shock'. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluate the risks and develop a risk treatment plan for those risks that are deemed to be non-acceptable.

6.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Similarly, critical failure modes are those which have the highest consequences.

Examples if failure mode could include:



Physical failure, collapse



Essential service interruption

By identifying critical assets and failure modes an organization can ensure that investigative activities, condition inspection programs, maintenance and capital expenditure plans are targeted at critical assets.

6.2 Risk Assessment

The risk assessment process evaluates likelihood and consequences of risks, assigns risk ratings, and develops treatment plans for unacceptable risks. This structured approach ensures informed, proactive decision-making.

Figure 6.2 Risk Management Process – Abridged







The risk assessment process identifies credible risks to infrastructure service delivery, evaluates their likelihood and consequences, and assigns a risk rating. For risks deemed unacceptable, a treatment plan is developed.

This process helps identify critical risks—those that could cause significant service disruption, financial shock, or major loss—ensuring proactive management and informed decision-making.

6.3 Infrastructure Resilience Approach

The resilience of our critical infrastructure is vital to the ongoing provision of services to customers. To adapt to changing conditions we need to understand our capacity to “withstand any given level of stress or demand” and to respond to possible disruptions to ensure continuity of service. It relies on:

-  Robust infrastructure
-  Crisis response and recovery planning
-  Financial capacity
-  Strong leadership



Understanding our ability to withstand and respond to challenges helps maintain service continuity.

6.4 Service and Risk Trade-Offs

This Asset Management Strategy aims to maximise benefits within available resources.





6.4.1 Limitations

Some activities and projects cannot be delivered in the next 10 years, including:

-  Maintaining all assets in near-new condition
-  Renewing every asset at the optimal time

6.4.2 Service Trade-Offs




If there is forecast work (operation, maintenance, capital renewal, upgrade / new) that cannot be undertaken due to available resources, then this will result in service consequences for users. These include:

-  The overall asset condition and customer level of service will decline over time at an accelerating rate
-  Asset maintenance need and cost will increase leading to redirection of funding and changes in customer service delivery.
-  Increased indirect service cost (vehicles damage, personal injury etc)
-  Decreased asset resilience, service reliability and accessibility

6.4.3 Risk Trade-Offs

The operation and maintenance activities and capital projects that cannot be undertaken may maintain or create risk consequences.

These include:

-  Critical asset failure and safety incidents
-  Increased future financial burden
-  Reputational damage and liability claims

Financial Summary

This section outlines the financial requirements based on the Asset Management Strategy.

Projections will be refined as more data becomes available on service levels and asset performance.

7.1 Financial Indicators and Projections

Asset Renewal Funding Ratio

This ratio measures whether projected capital renewal needs can be funded through the Long-Term Financial Plan. It is calculated by dividing the projected capital renewal expenditure shown in the Asset Management Plans by the estimated capital renewal budget provided in the Long-Term Financial Plan.

The asset renewal funding ratios for each asset portfolio is shown below:

Table 7.1: Asset Renewal Funding Ratios for each asset portfolio

Asset	Renewal Funding in the LTFP average over 10 years	Renewal Forecasts from the Assest Register average over 10 years	Asset Renewal Funding Ratio
Buildings and Other Structures	\$165,565	\$125,441	132%
Recreation and Open Space	\$78,500	\$353,059	22%
Sewerage and Recycled Water	\$167,000	\$243,200	69%
Transport	\$1,931,680	\$1,760,733	110%
Stormwater Drainage	\$21,000	No Data	0%

Council's LFTP ensures adequate funding for renewals allocated for Buildings and Transport asset portfolios.

The life cycle renewal plan generated by an analysis of the asset register indicates the need for significant renewals beyond the 10 year life of this plan.

7.2 Funding Strategy

The funding strategy to provide the services covered by this Asset Management Strategy and supporting Asset Management Plans is contained within the organisation's 10 year Long Term Financial Plan.

Note: The funding strategy was developed in conjunction with the Asset Management Plans and Long-Term Financial Plan. We recognise that we are unable to meet all service demand, have reviewed all service needs and demands and agreed on a trade-off of projects and initiatives to balance service performance, risk and costs.

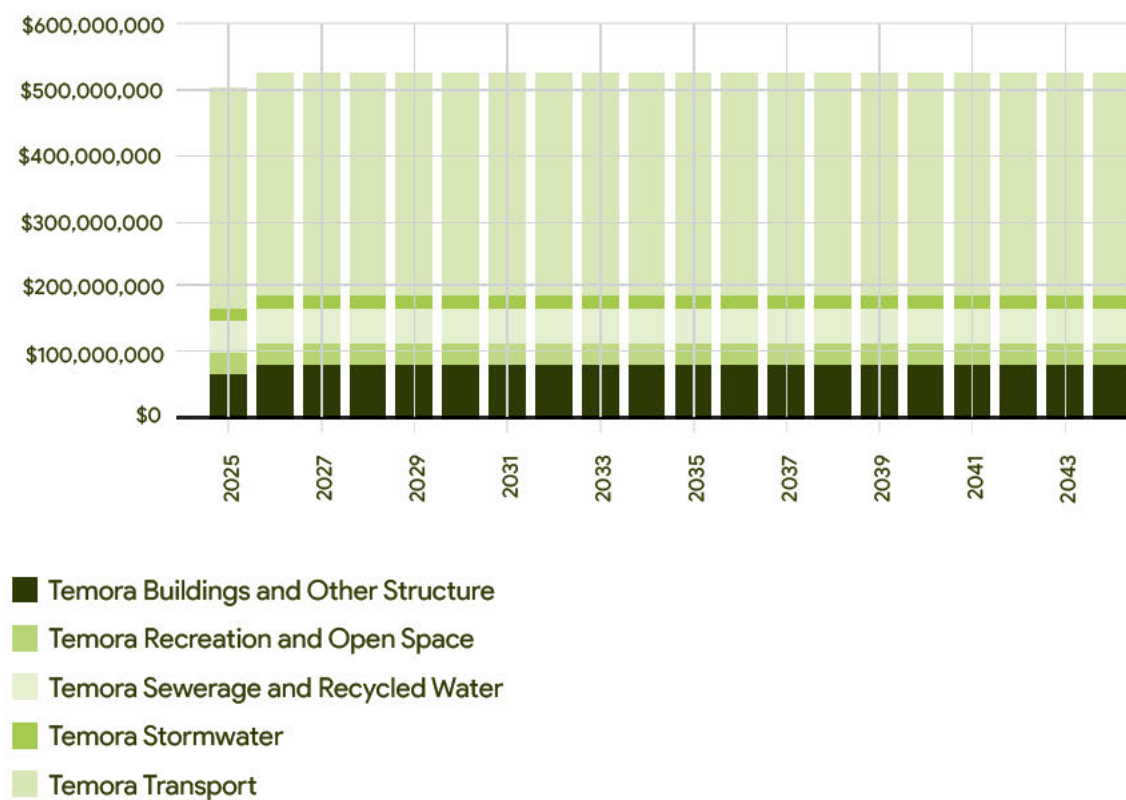


Temora Airport
Photo: Lean Timms

7.3 Valuation Forecasts

Asset values are forecast to increase as additional assets are added to the asset stock from construction and acquisition by the organisation and from assets constructed by land developers and others and donated to the organisation. Figure 10 shows the projected replacement cost asset values over the planning period in real values.

Figure 10: Projected Asset Values



The depreciated replacement cost will vary over the forecast period depending on the rates of addition of new assets, disposal of old assets and consumption and renewal of existing assets. Forecast of the assets' depreciated replacement cost is shown in Figure 11.

Figure 11: Projected Depreciated Replacement Cost



An increase in the projected depreciated replacement cost (carrying value) of infrastructure assets indicates that the organisation is maintaining/increasing its infrastructure capital in aggregate. The projection for new and contributed assets is shown by the darker colour. A decrease indicates that aggregate infrastructure capital is being eroded.

Note: Figure 11 indicates that we are not maintaining our infrastructure capital over the 10 year period. This is in accordance with our AM Plans and LTFP. At some time in the future, we will need to consider increasing capital renewal funding as the assets age and service performance is expected to decline.

7.4 Key Assumptions made in Financial Forecasts

The financial forecasts in this plan are based on the following key assumptions:



Aerodrome assets are distributed across multiple asset classes (e.g. buildings, transport, sewerage).



Stormwater asset values are understated due to incomplete data in the asset register.

These assumptions help readers understand the confidence level behind the financial projections.

7.5 Forecast Reliability and Confidence

Projections are based on the best available data, but their accuracy depends on data quality and currency. Confidence levels for expenditure and valuation forecasts are summarised in Table 7.5.

Table 7.5: Data Confidence Assessment for AM Plans summarised in Asset Management Strategy

AM Plan	Confidence Assessment	Comment
Stormwater	Low	Asset Register data is unreliable. Values only for pipes
Sewerage & Recycled Water	High	Asset register values based on recent internal valuation
Recreation & Open Space	High	Asset Register values based on recent external valuation
Buildings & Other Structures	High	Asset Register values based on recent external valuation
Transport	High	Asset Register values based on recent internal valuation

Overall, data used in this Asset Management Strategy is assessed as high confidence, except for stormwater assets, where data gaps exist. Actions to address data quality issues are outlined in Table 8.2 – Improvement Plan.

Plan Improvement and Monitoring

8.1 Improvement Plan

The asset management improvement tasks identified from an asset management maturity assessment and preparation of this Asset Management Strategy are shown in Table 8.1.

Table 8.1 Improvement Plan

Task No.	Task	Description	Responsibility	Resources	Timeline
1	Stormwater Asset Register	Complete development of the Stormwater Asset Register	Engineering Manager	\$25,000 approx. operations budget	12 Months
2	Asset Management System Maturity Assessment	Undertake an Asset Management Maturity Assessment using NAMS+ NAF Assessment Tool	Asset Management Steering Committee	\$5,000 approx. operations budget	12 Months
3	Asset Management Reporting	Formalise an asset management communications and reporting plan	Asset Management Steering Committee	\$5,000 approx. operations budget	12 Months
4	Asset Management Strategy Update	Add a summary of applicable legislation Consider the need for Capacity and Function ratings Asset Management Objectives converted to SMART goals Consolidate and update organisational / Asset Management Objective sections of the strategy document.	Asset Management Steering Committee	\$1,000 approx. operations budget	12 months
5	Other Infrastructure Asset Management Plan	Split Other Infrastructure Assets from Building Assets Management Plan	Engineering Manager / Technical Officer	\$2,500 approx. operations budget	12 months
6	Levels of Service	Review customer and technical levels of service in Appendix A	Engineering Manager / Technical Officer	\$2,500 approx. operations budget	12 months
7	Asset Management Plan updates	Review Asset Management Plans to align with the new Community Strategic Plan, Delivery Plan, Operational Plan, and Long-Term Financial Plan	Engineering Manager	\$15,000 approx. operations budget	24 Months
8	Service Reviews	Review of services, service levels and costs to identify and monitor changes in demand for services and service affordability over the longer-term (10 -20 years)	Engineering Manager / Technical Officer	\$25,000 approx. operations budget	24 Months
9	Improved forward capital works programs	Develop robust forward capital works programs for all asset classes. Focus to be given to Buildings and Other Structures, Recreation and Open Space and Stormwater Drainage.	Engineering Manager / Technical Officer	\$15,000 approx. operations budget	18 Months
10	Asset acquisition decision making framework	Develop and implement a basic asset acquisition decision making framework	Asset Management Steering Committee	\$5,000 approx. operations budget	24 Months
11	Migrate Asset Registers to Metrix Asset Information Software	Upload all Excel Asset Registers into Metrix	Engineering Manager / Technical Officer	\$25,000 approx. operations budget	36 Months

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8.3 Monitoring and Review Procedures

The Asset Management Strategy has a 10-year planning horizon and is reviewed every 4 years, aligned with the Council election cycle. A revision is due within one year of each election.

8.4 Performance Measures

Effectiveness is assessed by:



Inclusion of projected expenditures in the Long-Term Financial Plan



Alignment of short-term work programs and budgets with asset management trends



Integration of service levels, risks, and deferred projects into the Community Strategic Plan



Achieving an Asset Renewal Funding Ratio between 90–110%

Appendix A: Levels of Service Summaries for Services

10.1 Buildings and Other Structures

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance	Recommended Performance
Acquisition	Construction of new facilities including Ambulance museum and upgrading to existing facilities	Projects identified in the LTFP	Acquisitions identified in the LTFP are fully funded	Acquisitions identified in the LTFP are fully funded
		Budget	\$1,926,614	\$1,926,614
Operation	Buildings that meet user needs and program delivery needs	Occupancy rates for Council halls and usage rates for Council services. Outcomes of Council's customer satisfaction survey and trends in customer service requests. Assessment against relevant Australian standards and the BCA.	High levels of occupancy and usage for halls and services such as childcare. High levels of satisfaction with library services. Low numbers of complaints regarding the capacity of Council's buildings to meet needs. Lighting meets Australian Standard and the buildings are fully compliant with BCA.	Operational performance is forecast to remain the same
		Budget	\$3,311,065	\$3,311,065
Maintenance	Council buildings meet the needs of the community	Council buildings are cleaned and maintained at the level adopted by Council for the particular building classification.	Low numbers of complaints regarding the condition of Council's buildings. Compliance with BCA requirements.	Maintenance performance is forecast to remain the same
		Budget	\$1,143,992	\$1,143,992
Renewal	Building usage and condition	Renewal informed by asset condition and remaining useful life	Renewals for the first 10 years are fully funded. Significant renewals required beyond 10 years.	Building condition is expected to improve.
		Budget	\$165,565	\$125,441
Disposal	No disposals planned			
		Budget	\$0	\$0

10.2 Recreation and Open Spaces

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance	Recommended Performance
Acquisition	Upgrade cemeteries, sporting facilities and recreation assets	Acquisitions identified in the LTFP are fully funded	Acquisitions identified in the LTFP are fully funded	Acquisitions identified in the LTFP are fully funded
		Budget	\$ 115,700	\$ 115,700
Operation	Operate recreation and open space facilities	Compliance with Australian Standards and nominated level of service	Compliance with Australian Standards and nominated level of service	Operational needs will increase due to under-funding of renewals.
		Budget	\$1,624,012	\$1,624,012
Maintenance	Passive parks	Maintain parks as per the nominated level of service	No parks with long grass and hard to use facilities. All parks are in convenient locations, appropriately sized with suitable facilities. Parks usage matches the parks hierarchy.	Maintenance needs will increase due to under-funding of renewals
	Sporting areas	Maintain sporting facilities as per the nominated level of service	Sporting areas playing surfaces and facilities (e.g.: grass length, linemarking etc) are appropriate for use. Sporting areas are appropriately located with sufficient size and facilities for all weather usage. Booking waiting list is acceptable to user groups.	Maintenance needs will increase due to under-funding of renewals
	Playgrounds	Maintain playgrounds as per the nominated level of service	No playgrounds with damaged playground equipment and/or deficient soft-fall.	Maintenance needs will increase due to under-funding of renewals
		Budget	\$1,143,992	\$1,143,992
Renewal	Recreation and Open Space Assets	Renewal informed by asset condition and remaining useful life	Significant renewal expenditure is required to address ageing assets	Significant renewal expenditure is required to address ageing assets
		Budget	\$165,565	\$125,441
Disposal	No disposals planned			
		Budget	\$0	\$0

10.3 Sewerage and Recycled Water

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance	Recommended Performance
Acquisition	Expansion of sewerage system	Number of connections to sewerage system	Total connections 1,982 for 2022-23	Current performance is expected to continue
		Budget	\$ 0	\$ 0
Operation	Administer and operate the sewerage and recycled water system.	Operational costs.	Operational costs included in maintenance cost	Consider separating administration and operational costs from maintenance costs.
		Budget	\$259,164	\$259,164
Maintenance	Maintain the sewerage and recycled water system.	To maintain the treatment works and gravity mains to ensure compliance with legislative requirements	No parks with long grass and hard to use facilities. All parks are in convenient locations, appropriately sized with suitable facilities. Parks usage matches the parks hierarchy.	Maintenance needs will increase due to under-funding of renewals
	Undertake smoke testing and condition rating of sewerage reticulation network	Completion of nominated activities.	Scheduled for 2025.	Scheduled for 2025.
		Budget	\$914,732 pa	\$914,732 pa
Renewal	Undertake upgrade and renewal works on sewerage and recycled water in accordance with identified program	Completion of nominated activities.	Projects nominated in Appendix E.	Completion of Projects. Projects nominated in Appendix E.
		Budget	\$167,000 pa	\$243,200 pa
Disposal	No disposals planned			
		Budget	\$0	\$0

10.4 Transport

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance	Recommended Performance
Acquisition	Upgrade transport infrastructure to improve the level of service	Projects identified in the LTFP. Refer Appendix A	Acquisitions identified in the LTFP are fully funded	Acquisitions identified in the LTFP are fully funded
	Construct Airpark Estate Expansion – Phase 1	Projects identified in the LTFP	Acquisitions identified in the LTFP are fully funded	Acquisitions identified in the LTFP are fully funded
		Budget	\$991,007	\$987,007
Operation	Operate transport infrastructure	Compliance with nominated level of service. Refer Appendix D	Compliance with Australian Standards and nominated level of service	Operational needs will increase due to under-funding of renewals..
		Budget	\$298,049	\$298,049
Maintenance	Maintain sealed and unsealed road network and bridge infrastructure to meet user requirements	Maintenance grading Pothole sealing Shoulder grading Trees Edge break drop off Refer Appendix D	Maintenance activities undertaken in accordance with adopted intervention levels	Maintenance activities undertaken in accordance with adopted intervention levels
		Budget	\$9,168,354	\$9,168,354
Renewal	Renew transport infrastructure to maintain the level of service	Reseals Resheeting Heavy patching Pavement rehabilitation	As required by the renewals plan, based on asset condition and updated remaining useful life	As required by the renewals plan, based on asset condition and updated remaining useful life
		Budget	\$1,931,680	\$1,760,733
Disposal	No disposals planned			
		Budget	\$0	\$0

10.5 Stormwater Drainage

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance	Recommended Performance
Acquisition	Upgrade stormwater drainage infrastructure to improve the level of service	Projects identified in the LTFP. Refer Appendix A	Acquisitions identified in the LTFP are fully funded	Acquisitions identified in the LTFP are fully funded
		Budget	\$673,200	\$673,200
Operation	Operate stormwater Drainage infrastructure	Operational costs included with Maintenance		
		Budget	\$0	\$0
Maintenance	Maintain stormwater drainage infrastructure	Pipe blockages and structural condition. Customer complaints regarding flooding	Maintenance activities undertaken in accordance with level of service	Maintenance activities undertaken in accordance with level of service
		Budget	\$38,829	\$38,829
Renewal	Renew stormwater drainage infrastructure to maintain the level of service	Pipe blockages and structural condition.	As required by the renewals plan, based on asset condition and updated remaining useful life	As required by the renewals plan, based on asset condition and updated remaining useful life
		Budget	\$21,000	Unknown
Disposal	No disposals planned			
		Budget	\$0	\$0

An aerial photograph of a roundabout with a central landscaped island. The roundabout has four entry and exit points. Two of the entry points have zebra crossings. The surrounding area includes sidewalks, trees, and buildings. The image is taken from a high angle, looking down at the roundabout.

Hoskins Street Roundabout
Photo: Temora Shire Council

3.0

Work Force Management Strategy 2025 – 2029





Workforce Management Strategy

The Workforce Management Strategy (WMS) is a four-year plan that addresses the human resources required to achieve the activities identified in the Delivery Program.

It details how Council will ensure that it has the right people with the right skills in the right place at the right time. The WMS provides a framework that helps shape our organisation and guide people-related decision making, priorities and investment.



Wheat Crop, TAIC
Photo: Matt Beaver

Legislative Framework

Integrated Planning and Reporting (IP&R) is the planning and reporting framework the Temora Shire Council uses to work towards achieving the community's vision.

Council has prepared Our Plan for the Future 2025 – 2035, which is an integrated strategic plan that combines the Community Strategic Plan (2025-2035), Delivery Program (2025 – 2029) and Operational plans.

Councils are required to undertake workforce planning to support the achievement of the Delivery Program.

The Workforce Management Strategy (WMS) is a proactive, 4-year document that shapes the capacity and capability of the workforce to achieve council's strategic goals and objectives.






Key legislation relevant to workforce management includes:

- *Multicultural NSW Act 2000*
- *Disability Inclusion Act 2014*
- *Public Interest Disclosures Act 1994*
- *Anti-Discrimination Act 1977*
- *Carers (Recognition) Act 2010*
- *Work Health and Safety Act 2011*

Our Plan for the Future 2025-2035 identifies the following Objectives:

- 1 Develop a safe, healthy and inclusive community for enhanced quality of life
- 2 Sustain and enhance our natural environment for community and wildlife conservation
- 3 Plan attractive, liveable and sustainable towns, villages and rural communities
- 4 Create a strong, vibrant and diverse economy that builds on existing opportunities in agriculture, aviation heritage and tourism
- 5 Deliver effective leadership, governance and engagement to meet community needs

There are several challenges that will impact Temora Shire over the next four years. These include but are not limited to:

-  Ageing population, with 27% of the population aged 65 and over (2021 Census)
-  Rural and regional workforce attraction and retention
-  Population growth
-  Uncertainty in relation to the economic outlook
-  Climate change including responding to natural disasters and drought

The future will continue to yield challenges requiring Council to implement proactive strategies to ensure our current and future workforce can support the Community Strategic Plan. The Workforce Management Strategy and Plan forms an important part of the integrated resourcing strategy, ensuring we can deliver our business goals and are ready for the future.

Reflecting on the past four years, Council has experienced some of the most unprecedented challenges in workforce demands, labour market trends and economic impacts and subsequent community needs. Challenges in Temora Shire Council exist in Engineering (including civil construction labourers), Finance and Community Services. This is consistent with data provided by Jobs Skills Australia (December 2023).

Figure 1: Persistent shortage since 2021 in ANZSCO major occupation groups

Major Group	Description	Occupations in Persistent Shortage	% of Major Group
1	Managers	3	3%
2	Professionals	55	17%
3	Technicians and Trade Workers	67	33%
4	Community and Personal Service Workers	5	6%
7	Machinery Operators and Drivers	8	10%

Shared Values

Together with our community Council shares values that guide the way in which we think and behave.

The shared values have been developed in consultation with the community, councillors and staff and are the foundations for the culture of the organisation including decision-making, behaviour, delivery of services and identifying our strategic priorities.



Angela Guilfoyle, Recreation Centre
Photo: Anne Cooper Photography



Sustainable

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



Progressive

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



Accountable

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



Respect for All

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



Community Focused

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

Supporting our Workforce

It is the role of Temora Shire Council to provide, facilitate and advocate on behalf of the community.

Within the Delivery Program, Strategy 5.2 identifies that Council will deliver and maintain sustainable, safe, fit-for-purpose Council facilities, plant and operations.

This includes a range of principal activities, such as:



Oversee the operation and maintenance of Council's depot and workshop facilities



Support the internal communications across the organisation



Ensuring that Council's facilities, plant and operations are safe and compliant by leading the implementation of work, health and safety systems, training and procedures; and



The delivery of human resource functions including recruitment, onboarding, performance management, learning and development, and workforce culture initiatives.

The goals in the Workforce Management Strategy have been informed by data analysis, responding to the priorities of our community and the input of our staff. The workforce goals will ensure that we have an appropriately skilled and adaptable workforce that can meet the current and future needs of our community and organisation.

The Workforce Strategy:

- 1 Strengthens our capacity to deliver strategic and operational plans to meet the changing needs of our community
- 2 Provides an overview of our current workforce and future workforce requirements
- 3 Considers the challenges facing our organisation and identifies opportunities to attract, engage and retain a diverse and skilled workforce; and
- 4 Identifies areas of focus for the next four years

The Workforce Goals:

- ✓ Strengthening leadership capability
- ✓ Improving employee health, safety and wellbeing
- ✓ Building capability and improving productivity
- ✓ Building our workplace culture aligned to our Values.

The workforce goals are identified and addressed within the Workforce Management Strategy (page 63).

Matt New, Parks and Gardens
Photo: Anne Cooper Photography

3.5

Temora Shire Council Workforce

The Workforce Management Strategy recognises the workplace culture, diversity, skills and experience our people require to address the social, economic, leadership, and environmental sustainability challenges ahead.

Our workforce has contracted by 11.8%, this can be attributed to the divestment in Pinnacle Community Services outside the Temora Local Government Area (LGA) as well as natural attrition. However, Temora Shire Council still represents 4.3% (currently 112 FTE) of employment for LGA residents.

Council continues to face future workforce challenges due to our ageing workforce as well as national and international skills shortages. At risk departments have been identified and include Engineering, Planning, Finance and Community Services, particularly in the delivery of services for older people and people with a disability.

The development of contingency and succession plans are paramount to effective workforce management.

Developing the Strategy

Analysis of internal and external data sources generated insights that supported the development of the Workforce Management Strategy.

- 1 **Staff surveys:** Several staff surveys were conducted. Three pulse surveys were conducted with outdoor staff to measure satisfaction; a total of 60 responses were received across the three surveys.

Additionally in November 2024 Council rolled out a biennial Employee Engagement Survey to all staff receiving 110 responses.





Employees leaving the organisation have also been surveyed to gather meaningful feedback about their experience with Council and identify potential areas of improvement. Most recently staff have been consulted on the organisations renewed values and vision.
- 2 **Staff Focus Groups:** Seven staff focus groups were facilitated to analyse the Employee Engagement Survey results leading to the development of meaningful long term action plans.
- 3 **Workforce data:** Collection of Equal Employment Opportunity (EEO) data has provided valuable information and insights into Council's workforce demographics that were not previously available.
- 4 **Executive and Management workshops**
- 5 **Internal talent trends (local government and relevant sectors)**
- 6 **External global talent trends and workforce challenges**

Feedback highlighted that staff informed us they are proud of the quality service delivery Temora Shire Council provide and that it positively impacts people's lives. People are determined to give their best effort at work each day, and they have good relationships with their co-workers and supervisors.

There are opportunities to improve staff attraction and retention through remuneration and benefits, recognition and development initiatives.

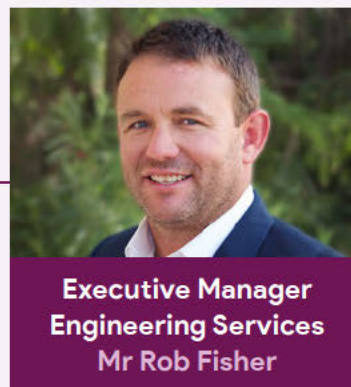
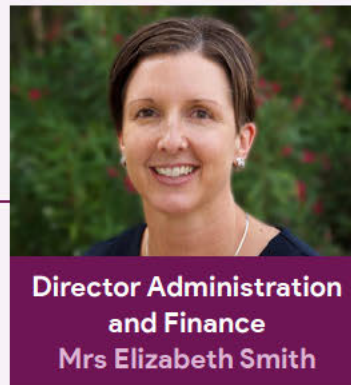
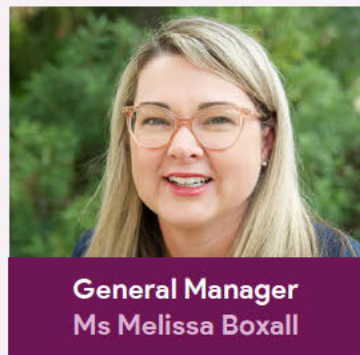
We aim to build a positive workplace culture leveraging the insights gained from the employee engagement survey and organisational values. Through our culture we aim to achieve strong leadership, collaboration, safety and adaptability to overcome challenges of our changing environment.

Global workforce challenges continue to impact Temora Shire Council. These include but are not limited to:

-  Reskilling and upskilling (rural and regional skills shortages)
-  Building diversity and inclusion (including strategic management of ageing and intergenerational workforces)
-  Gender pay equity, wage compliance
-  Technology and adapting to automation and artificial intelligence (AI)

The Workforce Management Strategy forms an important part of the integrated resourcing strategy, ensuring we can deliver our business goals with an effective workforce.

Organisational Structure



Commercial Services

Caravan Parks

Environmental Services

Climate Change
Environmental Management

Heritage Services

Heritage
Rural Museum

Property Services

Cemeteries
Council Properties
Public Toilets
Swimming Pools
Temora Rec. Centre
Temora Town Hall

Public Health

Food Control
Community Health Programs

Regulatory Control

Animal Control
Building Control
Land Use Planning
Regulatory Council

Waste Services

Garbage and Trade Waste
Street Cleaning

Commercial Services

Administration
Administration Services
Financial Management
Information Technology
Records Management

Aged Care

Aged Care / Seniors
Home and Community Care

Community Services

Childcare
Cultural Services
Education
Library Services
Youth

Resident Services

Community Safety
Customer Relations
Service NSW Agency

Villages
Volunteers

Economic Development

Economic Development
Tourism

Engineering Services

Engineering
Administration
Depot, Workshop and Fleet Management
Survey, Design, Mapping and Addressing
Asset Management
Emergency Management
TfNSW RMCC Management

Quarries
Road Safety
Heavy Vehicle Access
Energy Management

Recreation & Open Space

Lake Centenary
Parks and Gardens
Sports Fields
Street Trees

Transport Services

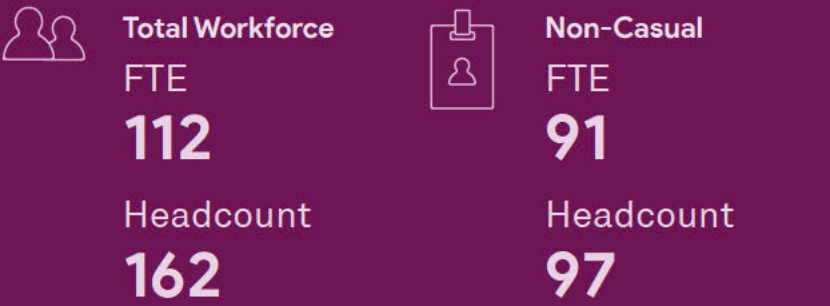
Roads
Bridges and Drainage
Pathways
Street Signage
Street Cleaning
Street Lighting
Vegetation Control

Water

Sewer and Recycled
Temora Aerodrome

Workforce Profile Snapshot

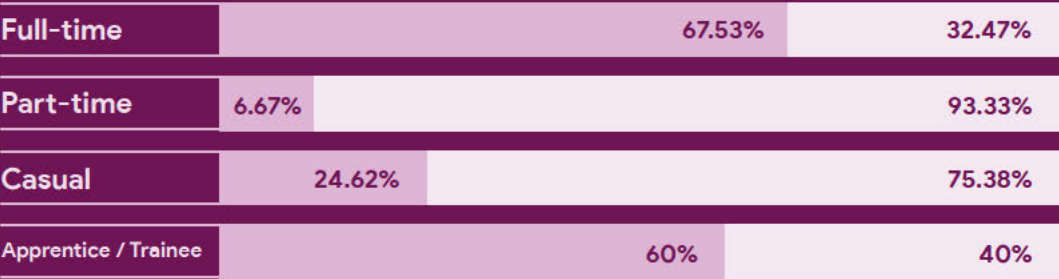
Temora Shire Council is considered a small rural council, employing 162 (112 full time equivalent) staff across a diverse range of functional areas.



Our workforce consists of full time and part time permanent and casual staff; this combination of work arrangements enables Council to be agile and adaptable in responding to the needs of our community and operational needs.

Total Workforce Gender

M 72 (44%) F 90 (56%)



Leadership by Gender



Total Workforce Age

Average age of staff	Male (ex casual)	Female (ex casual)	Male Casual	Female Casual	Total
30 and under years	10	8	5	17	40
31 - 40 years	10	8	4	5	27
41 - 50 years	14	10	1	3	28
51 - 60 years	12	12	5	11	40
61 + yrs	10	3	1	13	27



Employee Turn Over

12.18% (2024-2025)

Turn over rate for non-casual employees compared to 11.88% the previous year (2023-2024).

Divestment in Pinnacle Community Services in August 2024 equates to an additional 8% of permanent staff turnover for (2024-2025).



Aboriginal and Torres Strait Islander employees

2.15% (as at April 1 2025)

Percentage of non-casual employees surveyed identified as being a person of Aboriginal or Torres Strait Islander descent.

Council representation is lower than Community representation currently 3.5% (2021 Census).

Council is embarking on a journey of cultural awareness which includes the roll out of Aboriginal Cultural Awareness training.



Employees with Disability

12.9% (as at April 1 2025)

Percentage of non-casual employees surveyed reported having one or more limitations or restrictions associated with a disability.



Culturally and Linguistically Diverse (CALD) employees

3.22% (as at April 1 2025)

Percentage of non-casual employees surveyed identified as being part of a culturally or linguistically diverse (CALD) group; 6.45% indicated they were born overseas.

Collecting diversity data is optional for staff, we acknowledges there are many factors influencing whether employees report their individual diversity data, and that these may contribute to under-reporting. We encourage employees to self-identity as being a part of a diversity group, to build a more accurate picture of the workforce and to provide more support to employees.

A total of 125 employees have participated in the Equal Employment Opportunity data collection survey.

Pay Equity

As part of this workforce management strategy, Temora Shire Council decided to measure its gender pay gap (the gap between the average total remuneration of women and men across the Council) on two measures of pay - 'total remuneration' (base pay plus variable pay including overtime) and 'base salary'.

The Shires total remuneration gender pay gap was 21% (2025) in favour of men compared to Workplace Gender Equality Agency (WGEA) total remuneration national pay gap of 21.8% (2024) in favour of men. The base salary gender pay gap was 10.45% (2024) in favour of women compared to Workplace Gender Equality Agency (WGEA) national gender pay gap of 13.6% (2024) in favour of men and the public sector pay gap of 11.6 % (2023) in favour of men.

Position	No. of Male Staff	No. of Female Staff	Total Remun. Average	Base Salary
Manex	6	6	-7%	-8%
All Staff (excluding Manex)	50	35	30%	-6%

Canola Fields
Photo: Lean Timms



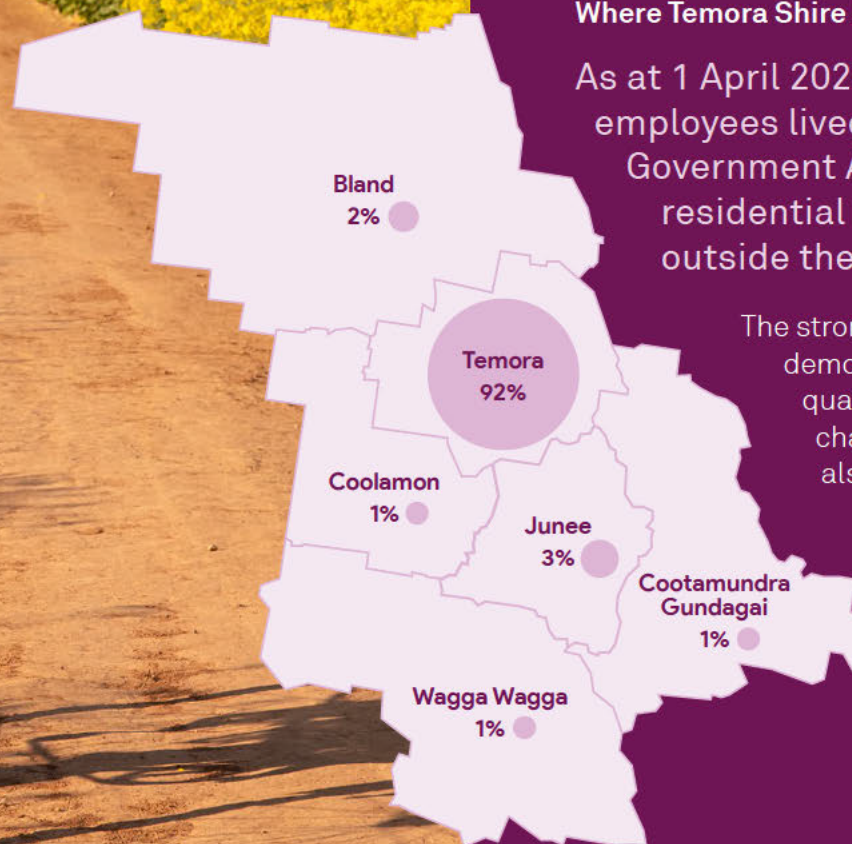
Our workforce profile consists of strong female representation in leadership roles, demonstrating our commitment to gender diversity and equity. This balanced representation brings a wide range of perspectives to the table, driving innovation, enhancing collaboration, and shaping a more resilient, future-ready organisation



The gender pay gap is widened by the concentration of men in roles that offer greater access to overtime, which increases their total remuneration beyond base salary. This disparity is further compounded by a higher proportion of women working part-time, limiting their earning potential.

Where Temora Shire Council employees live

As at 1 April 2025, an estimated 92% of non-casual employees lived within the Temora Shire Local Government Area. The heat map left shows the residential locations for our employees inside and outside the Local Government Area.



The strong workforce representation within our LGA demonstrates our commitment to recruiting suitable qualified staff within our region despite the labour market challenges we face. Through engagement surveys we also know our staff are proud of the quality of work we deliver. This is also important from an attraction perspective when these are the communities they move to and live in.

Challenges and Opportunities

Temora Shire Council faces several challenges in relation to sustainable workforce planning.

Some challenges relate specifically to the implementation of Council's 4-year Delivery Program whilst others are long term, ongoing challenges that relate to supporting the attraction and retention of skilled and experienced staff.

In support of the implementation of the Workforce Management Strategy, Council welcomes assistance from the NSW Government through the Fresh Start for Local Government Apprentices, Trainees and Cadets program (available from 2024 to 2030 to NSW Councils) and how this complements the areas of priority identified by Council.

Challenges



Attracting and Retaining Talent

Council will review its current talent management and employee satisfaction strategies to ensure it remains competitive in a challenging labour market. This will include inclusive marketing and advertising, employer branding and reviewing employee benefits.



Ageing workforce

Council will develop strategies to support knowledge transfer and career opportunities for younger and less experienced employees and emerging leaders to reduce the impact on service provision due to the turnover of our ageing workforce.

Council is developing strategies to ensure corporate knowledge within our workforce is retained. This will be achieved by supporting less experienced employees through a combination of mentoring and individual development planning.



Learning and Development

Council will invest in ongoing learning and development opportunities for our staff to support growth and develop career pathways. We will deliver education and training programs to build knowledge and capacity in our staff. We will do this by creating opportunities for growth via higher duties, on the job training and mentoring, and the development of a training calendar to ensure compliance with regulative and legislative requirements.

Council currently invests approximately \$300,000 per annum in training across the organisation and reviews the training needs within these financial constraints.



Building leadership capability

Today's workforce is diverse with varying generational and cultural needs and values, technology advancements, and workplace legislative requirements.

We will develop leadership capability to achieve strategic and operational objectives, influence positive workplace change, and drive improved organisational culture that is responsive and adaptive to the needs of employees and our community.

Opportunities



Cadets, Apprentices and Trainees (CAT)

Council is committed to providing local employment opportunities for young people as well as encouraging broader workforce participation. Council will therefore continue to develop a Cadet, Apprenticeship and Trainee program (CAT), to provide opportunities for people to work full-time or part-time while studying.

At Council we want to provide opportunities for more young people within our community to experience a career with Council.

Council will partner with local schools and TAFE to offer work experience opportunities, affording students the opportunity to acquire general knowledge about how a council functions, an understanding of the work environment, and the types of career opportunities available.

Through workforce and succession planning, Council will capitalise on the State government funding program “A fresh start for local government apprentices, trainees and cadets”.

The Program objectives are:



Increase the local government workforce through the employment of apprentices, trainees and cadets (recruits) over the next six years



Build capacity in councils and a stronger local government sector



Create positive social outcomes by generating local education, training and employment opportunities particularly targeting youth.



Contribute to the National Agreement on closing the Gap.

Several new positions will be established over the next four years to support organisational objectives in accordance with the funding Program. This also creates opportunities for our aging workforce to share their knowledge and skills with our future workforce.



Health, Safety and Wellbeing

We will continue to develop our health and wellbeing program, ensuring our staff have access to these initiatives. Council will implement targeted training, education and preventative methods to reduce injuries, strengthen a culture of safety across Council, enhance employee resilience, and support psychological wellbeing in the workplace.



Equity, Diversity and Inclusion

Council is committed to creating a fair and inclusive workplace where all employees, regardless of their race, gender, age, sexual orientation, background, or any other characteristic, feel valued, respected, and supported. We will review and implement the Equal Employment Opportunity Management Plan, implement and support initiatives from the Disability and Inclusion Action Plan, and development and implementation an Equity, Diversity and Inclusion Action Plan.

Council will also invest in the physical workplace to ensure adequate facilities are provided for staff, including accessible toilets and office spaces/meeting room/s, kitchen and lunchroom. This will increase inclusion and participation in the workplace and build stronger relationships through business efficiency and improved employee engagement.

Our Strategy in Focus

Workforce Management Strategy 2025 – 2029

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

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

5.2.3 Implement priority projects identified in the Workforce Management Strategy to improve attraction, retention, leadership skills and workforce culture.



Amanda Colwill
Photo: Matt Beaver



**Strengthen leadership
capability**



**Improve employee health,
safety, and wellbeing**



**Build capability and
improve productivity**



**Build a workplace culture
aligned to our Values**

Priority Project		Workforce Goal	Responsible	25/26	26/27	27/28	28/29	29/30
1.	Develop and implement workforce review plans to identify current and future workforce needs (prioritising at risk departments/work units and critical roles).	Strengthen leadership capability	People and Culture Manager/s	✓	✓	✓		
2.	Implement systematic reviews of department workforce and succession plans to identify trends and emerging issues, emerging leaders and develop learning and retention strategies to support development and promotion.	Strengthen leadership capability	People and Culture	✓	✓	✓		
3.	Develop and implement a Leadership Program.	Strengthen leadership capability	People and Culture		✓	✓		
4.	Implement actions and activities detailed within Councils Work Health and Safety Action Plan.	Improve employee health, safety, and wellbeing	People and Culture Enterprise Risk Managers All Staff	✓	✓	✓	✓	✓
5.	Coordinate health, safety and wellbeing events and initiatives. Such as wellbeing week/program and safety awareness training	Improve employee health, safety, and wellbeing	People and Culture Enterprise Risk Managers All Staff	✓	✓	✓	✓	✓
6.	Provide information and resources to Council workers in relation to health, safety and wellbeing initiatives to help improve employee health and well-being at work including psychosocial safety and reduce the risk of workers sustaining musculoskeletal injuries from manual handling activities, slips trips and falls.	Improve employee health, safety, and wellbeing	People and Culture Enterprise Risk Manager/s	✓	✓	✓	✓	✓
7.	Develop a Recruitment and Selection policy and procedure.	Build capability and improve productivity	People and Culture	✓				
8.	Reinvigorate advertising and promotional activities to promote careers at Council and attract diverse, engaged and skilled staff including Employee Referral Program	Build capability and improve productivity	People and Culture		✓			
9.	Define our Value Proposition to attract and retain skilled and diverse talent.	Build capability and improve productivity	People and Culture			✓		

Priority Project		Linked Strategy	Responsible	25/26	26/27	27/28	28/29	29/30
10.	Develop a Professional Development policy.	Build capability and improve productivity	People and Culture		✓			
11.	Develop and implement a Training Program aligned with individual performance development and training plans.	Build capability and improve productivity	People and Culture		✓	✓		
12.	Establish a traineeship, apprenticeship and cadet graduate program.	Build capability and improve productivity	People and Culture Manager/s	✓	✓			
13.	Review and implement Employee Engagement Program (annual performance review).	Build capability and improve productivity	People and Culture	✓	✓			
14.	Investigate implementation of online learning platforms to support organisational development and regulatory compliance requirements.	Build capability and improve productivity	People and Culture		✓	✓		
15.	Investigate LG Capability Framework.	Build capability and improve productivity	People and Culture					✓
16.	Develop and implement an Induction and Onboarding program to support improved employee and manager experience.	Build a workplace culture aligned to our Values	People and Culture		✓	✓		
17.	Review and implement EEO management plan which supports a diverse and inclusive workforce reflective of our community profile where individual needs are supported.	Build a workplace culture aligned to our Values	People and Culture		✓			
18.	Implement and support initiatives from the Disability and Inclusion Action Plan.	Build a workplace culture aligned to our Values	People and Culture Manager/s Communications Officer			✓		
19.	Implement communication initiatives to improve information sharing and build a workplace culture aligned with our mission and values including: • Internal intranet • Creation of position to support internal communication	Build a workplace culture aligned to our Values	People and Culture Manager/s Communications Officer		✓	✓		
20.	Implement and participate in resilience programs.	Build a workplace culture aligned to our Values	People and Culture General Manager	✓	✓			

Priority Project		Linked Strategy	Responsible	25/26	26/27	27/28	28/29	29/30
21.	Conduct organisational engagement survey (biennially) and implement actions to support alignment with Councils values, organisational culture and connection to our purpose and vision.	Build a workplace culture aligned to our Values	People and Culture Manager/s		✓		✓	
22.	Review/re-develop and implement Reward and Recognition Program to recognise employee contributions and strong performance.	Build a workplace culture aligned to our Values	People and Culture General Manager		✓			
23.	Develop and implement Staff Benefits Policy.	Build a workplace culture aligned to our Values	People and Culture		✓			

Measuring Performance

The Workforce Management Strategy is a living document. While some actions will be completed, we continuously monitor our progress and introduce new actions, where required, to help us achieve our objectives.

This approach allows us to be agile and responsive to emerging workplace issues and challenges. It also allows us to take advantage of any new opportunities.

Josh McGee, Council Depot
Photo: Anne Cooper Photography

Examples of measures considered when assessing the Strategy include:

- 1 Overall completion or progress of strategic actions
- 2 Employee turnover
- 3 Vacancy fill rates
- 4 A minimum of 3% of workforce in cadet, trainee or apprentice roles
- 5 Workplace culture, including staff engagement surveys
- 6 Lost time injuries
- 7 Staff and applicant feedback
- 8 Workforce demographics

The strategies are determined to be achieved if the actions have been completed and measurable outcomes, including improvements to workplace culture, can be demonstrated.

Council implementation plans are monitored and evaluated through the Integrated Planning and Reporting (IP&R) Framework. We will report our progress in the Annual Report as well as provide status updates related to supporting Delivery and Operational Plan actions at least every six-months.

Regular, internal reports will be prepared for management and monitored by Management Executive (MANEX) to help identify and address workforce trends in a timely manner.

Bill Speirs, Bundawarra Centre
Photo: Anne Cooper Photography



4.0

Long Term Financial Plan





4.1

The Long-Term Financial Plan

The Long-Term Financial Plan (LTFP) is an important part of Council's Integrated Reporting and Planning framework combining the financial implications arising from the Community Strategic Plan, Delivery Plan and the Operational Plan.

The LTFP provides a consolidated position as well as both General and Sewer Fund positions.

The LTFP must be for a minimum of ten years and include the following:

- ✓ The planning assumptions used to develop the plan
- ✓ Projected income and expenditure statement, balance sheet and cash flow statement
- ✓ Sensitivity analysis
- ✓ Financial modelling for different scenarios
- ✓ Methods of monitoring financial performance.

The LTFP will be used by Council and the community to assist in decision making around what resources Council needs to apply to deliver on the outcomes of the Community Strategic Plan, through its Delivery Program.



Financial Goals

Financial sustainability is currently the most significant issue facing Council.

A financially sustainable Council has the ability to deliver services and provide infrastructure that meet the needs of its community, in a fiscally responsible manner, both now and in the future.

Council has recently developed a Financial Sustainability Strategy which has the following key objectives:

- 1 Promote financial transparency and accountability in decision-making.
- 2 Achieve an ongoing balanced budget (operating income equals operating expenses).
- 3 Ensure the asset management framework supports sustainable infrastructure planning while ensuring achievement of intergenerational equity.
- 4 Focus on cost efficiency, maximizing value for money.
- 5 Build cash reserves as a risk mitigation strategy to respond to unexpected events and future growth.

The financial sustainability strategy is based on the following principles:



Long term financial planning



Balanced budget



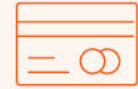
Sustainable asset management



Sustainable service delivery



Cost effectiveness and efficiency



Prudent debt management



Build financial reserves



Revenue diversity and stability



Financial risk management



Transparency and accountability

Challenges

Council has always prided itself on its ability to provide consistently high levels of service and state-of-the-art facilities and infrastructure for the benefit of the community.

The efficiency and innovation of Council has facilitated this high standard without reliance on rate increases above the rate peg. However, the LTFP shows General Fund operating deficits for the life of the plan indicating that the current level of service provision is unsustainable within the constraints of existing revenue streams.

Council's most significant challenges are outlined below.



Cost Increases

Increasing costs of materials creates a challenge for Council. A large proportion of Council expenditure is on maintenance and construction of Council's extensive road network.

Cost increases in this category of expenditure have increased at a rate significantly higher than other expenditures which is evidenced by the Producer Price Index (PPI) tracking at a rate notably higher than the Consumer Price Index (CPI).

The ongoing asset revaluation cycle also contributes to increased depreciation expense. While depreciation is a non-cash expense it contributes to Council's net result and factors into how Council's performance is measured.



Rate Pegging

Council's ability to align revenues with the increased cost of providing services has been restricted by rate pegging which limits the amount by which Council can increase its annual income from rates.

The rate peg is determined annually by IPART and while the rate peg was designed to protect ratepayers, it is formulated based on the assumption that Councils will provide the same services from one year to the next.

In reality however, community expectations change over time but there is currently no mechanism within the rate peg for the cost of providing those services to be reflected in the rate peg.



Cost Shifting

Cost shifting is a term used to describe the cost impact of Councils being forced to assume responsibility for infrastructure, services and regulatory functions of State and Federal Governments without the provision of sufficient supporting funding.

LGNSW has stated that cost shifting across the state is valued at approximately \$460.67 per ratepayer.

Significant examples of cost shifting that impact Temora Shire Council include Council's contribution to the Emergency Services Levy, pensioner rebates, library services, and statutory exemptions from rates for various organisations including government organisations, charities and private schools.

Increasing Cost of Regulation and Legislative Compliance

Council's limited financial and human resources are being strained with requirements to comply with legislation and regulations. Since the NSW Audit Office assumed oversight of Local Government financial statement audits, Council's audit fees have increased exponentially.

The requirement for every Council to establish an Audit Risk & Improvement Committee (ARIC) has placed additional pressure on Council's budget and staff.

The introduction of Food Organics and Garden Organics (FOGO) legislation mandates the collection of FOGO from households and businesses and will come into effect in 2030 and will place significant strain on Council resources.

Reliance on and unpredictability of Grant Funding

Council derives over 40% of its income from grants. This is typical of rural and regional Councils who have sparse populations, large geographical areas and a small rate base.

Rural and regional councils are particularly limited in their ability to raise alternative sources of income.

Budget reductions in other levels of government often impact the level of funding provided to local Councils.

The unpredictability of grant funding along with the requirement to make a co-contribution to grants makes forecasting budget positions and capital works programs extremely difficult.



Splash Park, Temora Recreation Centre
Photo: Temora Shire Council

4.4

Financial Performance

Council defines financial sustainability as the ability to meet the reasonable expectations of the community in the short term in a way that does not put at risk the capacity of future generations to meet their needs.

The audited financial statements for the year ended 30 June 2024, resulted in an operating result of \$0.638 million excluding capital income. The General Fund reported an operating surplus of \$0.161 million. The result has been distorted by an advance payment of \$4.273 million Financial Assistance Grant.

The following performance indicators are reported in the annual financial statements and provide a measure of Council's financial performance and position. Council will use these measures to monitor its financial performance with a goal of meeting the benchmarks established by the NSW Office of Local Government (OLG).

Historically, Council has met all of the OLG benchmarks with the exception of the Own Source Operating Revenue ratio. This is typical of regional and rural Councils with small populations and large geographical areas, where the opportunity to raise revenue is limited and reliance on grant funding is high.

Ratio	Calculation	What is being measured	Benchmark	2023/24 result
Operating performance ratio	Total operating revenue excluding revenue for capital purposes less operating expenses divided by total revenue excluding revenue for capital purposes	Is Council containing operating expenditure within operating revenue?	> 0.00%	1.26%
Own source operating revenue	Total operating revenue excluding grants and contributions divided by total operating revenue including grants and contributions	This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.	> 60%	59.30%
Unrestricted current ratio	Current assets less external restrictions divided by current liabilities less specific purpose liabilities	This ratio assesses the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.	> 1.50x	4.70x
Debt service cover ratio	Operating result before capital excluding interest and depreciation/impairment/ amortisation divided by principal repayments plus borrowing costs	This ratio measures the availability of operating cash to service debt including interest, principal and lease payments	> 2.00x	16.88x
Cash expenses cover ratio	Current year's cash and cash equivalents plus term deposits divided by monthly payments from cash flow of operating and financing activities	This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow	> 3.00 months	11.57 months
Buildings & infrastructure renewals ratio	Asset renewals divided by depreciation, amortisation and impairment	This ratio assesses whether asset renewal expenditure sufficient to maintain assets in the long term.	> 100.00%	181.01%
Infrastructure backlog ratio	Estimated cost to bring assets to a satisfactory standard divided by Net carrying amount of infrastructure assets	This ratio measures the ratio of renewal backlog against the net carrying value of assets and reflects success of strategy to invest in asset renewals.	< 2.00%	2.40%
Asset maintenance ratio	Actual asset maintenance divided by required asset maintenance	Measures the level of maintenance required to maintain current assets.	> 100.00%	177.80%

Planning Assumptions and Strategies

The LTFP requires Council to identify external and internal influences that could significantly affect Council's finances.

In preparing the LTFP, the following principles have been adopted:

Population growth, Increase in inflation, Interest rate movements, Revenue and Expenditure, Asset renewal expenses.



Haberton House
Photo: Anne Cooper Photography



Population Forecasts

 **0.6%**

Population growth impacts on asset provision requirements and long-term financial sustainability. Planning NSW estimates that Temora Shire's population will increase by 0.6% annually, with the 2041 estimated population being 6,815. While population growth is not considered to have a material impact on Council's operating result and has not been specifically provided for in the LTFP, Council's capital works program is focused on delivering infrastructure required to support population growth.



Inflation

 **4%**

The Consumer Price Index (CPI) for the year ending 31 December 2024 was 2.4%. The Reserve Bank of Australia's (RBA) February 2025 Statement on Monetary Policy forecast CPI at 3.7% in December 2025 dropping back to 3.2% by June 2026. The RBA in its Statement noted that the outlook for inflation was uncertain, noting that new trade policies could lead to potentially higher prices.

The LTFP provides for 4% inflation across the ten years of the plan.



Interest Rate Movements

4%

The RBA Cash Rate as at February 2025 was 4.10%. The RBA Board noted in February that while it had made good progress on inflation it remained cautious. The effects of emerging global trade issues will likely be a factor in future interest rate decisions of the RBA.

Council has used an average of 4% as the investment interest rate over the life of the LTFP.



Revenue and Expenditure Assumptions

The following table outlines the assumptions used in formulating the LTFP for each of the revenue and expenditure types which could have a material impact on Council's finances.

The financial projections included in the Delivery Plan and Operational Plan are formulated based on these assumptions.

Item	2025-26	2026-27 onwards
Rate Peg	5%	4.5%
Annual Charges – Waste	5%	5%
Annual Charges – Sewerage	10%	10%
Fees & Charges	5%	5%
Materials & Contracts	4%	4%
Employee Costs	4.5%	4.5%

Rating Income Strategy

Council's rates income is generated by a levy on properties within the Shire in order to provide local government services. The rating structure is reviewed regularly to ensure it is fair and equitable, with each rating category contributing to the rate levy according to the demands placed on Council's limited resources.

Council's current rate structure and 2024/25 rating information is detailed in the following table.

Rate Category	Base Amount	Minimum Amount	Ad Valorem (Cents in \$)	Yield	% of Yield
Farmland		\$240.00	0.001143	2,308,129	46.2%
Residential Temora	\$284.50		0.004570	1,679,011	33.6%
Residential Arianh Park	\$236.25		0.005197	87,483	1.8%
Residential Springdale	\$148.00		0.002999	11,921	0.2%
Residential Rural	\$264.00		0.000999	171,444	3.4%
Residential Temora Aviation	\$97.65		0.005241	51,810	1.0%
Business Temora – Hoskins St			0.030320	313,133	6.3%
Business Temora – Town			0.014380	310,422	6.2%
Business Temora Aviation	\$97.65		0.005823	31,773	0.6%
Business Arianh Park	\$273.50		0.006494	20,712	0.4%
Business Other	\$90.30		0.002196	11,596	0.2%
Total				4,997,434	100.0%

Rating Income Strategy

Under the Local Government Act, Councils are permitted to apply for additional increases in general rates income in addition to the rate peg as determined annually by IPART, through a Special Rate Variation (SRV). Council is currently experiencing significant financial pressures and an application for an SRV must be a future consideration of Council.

Council's rates income for 2025/26 has been forecast using the rate peg of 5% as determined by IPART for Temora Shire Council. Future year rate increases included in the LTFP are outlined in the table top right.

Future year rate increases included in the LTFP

Options	2025/26	2026/27	2027/28	2028/29	Cumulative increase
Scenario 1 – Planned (rate peg)	5.0%	4.5%	4.5%	4.5%	18.5%
Scenario 2 – Increase - Rate Peg 1% higher than Planned Scenario	5.0%	5.5%	5.5%	5.5%	21.5%
Scenario 3 – Decrease - Rate Peg 1% lower than Planned Scenario	5.0%	3.5%	3.5%	3.5%	15.5%

The impact on individual ratepayers will vary depending on the unimproved land value of their property. The table below provides an indication of the likely increase in annual rates under each scenario for the average land value for each rating category.

Estimated Farmland average rates to 2028/29

Impact on Council's Farmland Rates					
Options	2024/25	2025/26	2026/27	2027/28	2028/29
Scenario 1 – Planned (rate peg)	2,448.80	2,561.87	2,677.15	2,784.24	2,923.52
	Increase:	113.07	115.28	107.09	139.28
Scenario 2 – Increase - Rate Peg 1% higher than Planned Scenario	2,448.80	2,561.87	2,702.77	2,851.42	3,008.25
	Increase:	113.07	140.90	148.65	156.83
Scenario 3 – Decrease - Rate Peg 1% lower than Planned Scenario	2,448.80	2,561.87	2,651.53	2,744.34	2,840.39
	Increase:	113.07	89.66	92.81	96.05



Dustin Rose Estate
Photo: Miller and James Real Estate

Estimated Residential average rates to 2028/29

Impact on Council's Residential Rates

Options	2024/25	2025/26	2026/27	2027/28	2028/29
Scenario 1 – Planned (rate peg)	742.92	742.92	816.12	852.85	891.23
	Increase:	37.15	36.05	36.73	38.38
Scenario 2 – Increase - Rate Peg 1% higher than Planned Scenario	742.92	780.07	823.93	869.25	917.06
	Increase:	37.15	43.86	45.32	47.81
Scenario 3 – Decrease - Rate Peg 1% lower than Planned Scenario	742.92	780.07	808.31	836.60	865.89
	Increase:	37.15	28.24	28.29	29.29

Estimated Business average rates to 2028/29

Impact on Council's Business Rates

Options	2024/25	2025/26	2026/27	2027/28	2028/29
Scenario 1 – Planned (rate peg)	742.92	742.92	816.12	852.85	891.23
	Increase:	37.15	36.05	36.73	38.38
Scenario 2 – Increase - Rate Peg 1% higher than Planned Scenario	742.92	780.07	823.93	869.25	917.06
	Increase:	37.15	43.86	45.32	47.81
Scenario 3 – Decrease - Rate Peg 1% lower than Planned Scenario	742.92	780.07	808.31	836.60	865.89
	Increase:	37.15	28.24	28.29	29.29

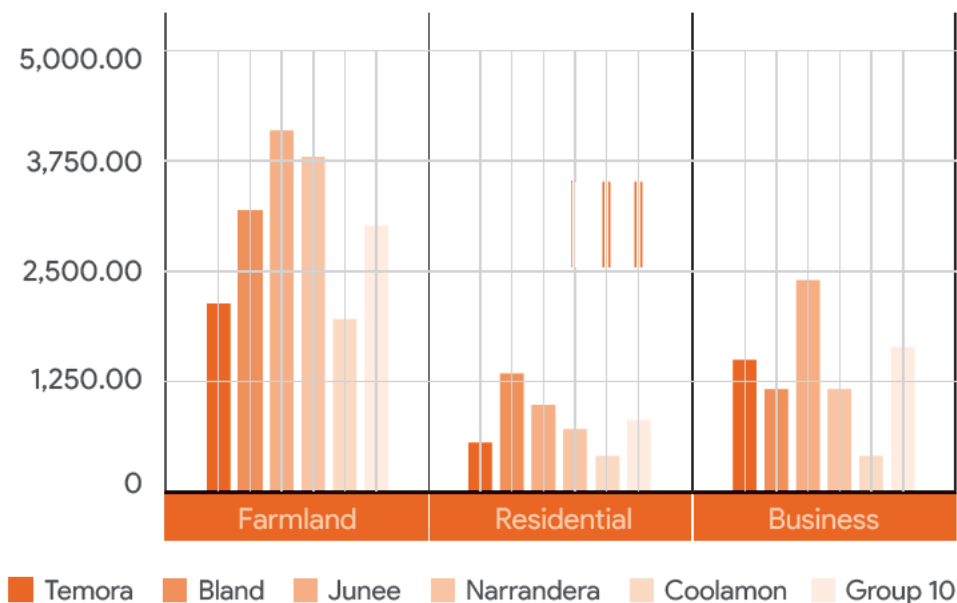


How do my rates compare to other Councils?

The NSW Office of Local Government (OLG) groups Councils with other similar councils for comparison. Temora Shire Council is in Group 10 along with 22 other large rural councils, including Junee, Bland and Narrandera Shire Councils. While not in the same OLG Group, Council also compares itself to Coolamon Shire Council as a neighbouring Council who has a similar farming profile.

The comparison councils are Coolamon, Bland, Junee and Narrandera. We have also provided comparison to the average of all the councils in Group 10 for each rating category. (*Temora Planned, Coolamon, Bland, Junee, Narrandera, Group 10 Average*).

2023-2023 Average Rates



This comparison uses the most recent reported data from the OLG, which is from 2023-24.

Temora's average rates across all categories is well below the Group 10 average. Residential and Farmland rates for Temora are second lowest within the comparison Councils, while Temora's Business rates are comparably higher within the comparative group.

It is noted that both Junee and Narrandera have subsequently been successful in their application for SRVs. Taking these increases into account for future rates increases, Temora's rates will fall even further below the comparison group average.

Domestic Waste Management

Council levies a Domestic Waste Management charge on property owners. This covers the cost of collecting and processing domestic waste throughout the Council area. Surplus funds are transferred to reserve for future service and infrastructure provision.

Investment Principles

All investments must comply with Council's Investment Policy. Council's policy objective is to provide a framework for investing Council's funds at the most favourable rate of interest available to it at the time whilst having due consideration of risk and security for that investment type and ensuring that Council's liquidity requirements are met.

Council's investments must comply with legislative requirements, which include:

- *Local Government Act 1993*
- *Ministerial Investment Order (dated 12 January 2011)*
- *Local Government (General) Regulation 2021*
- *Local Government Code of Accounting Practice and Financial Reporting*
- *Australian Accounting Standards*
- *Office of Local Government Circulars*

Interest earned by Council on General Fund revenue forms part of Council's consolidated revenue.

Loan Borrowings

At 30 June 2024 Council had debt of \$2.238 million. During 2024/25 Council applied for borrowings of \$600,000 to support the expansion of the Temora Airpark Estate. It is anticipated that this loan will be drawn down early in the 2025/26 financial year. This loan has been incorporated into the LTFP. No further loan borrowings are proposed.

Cash reserves and restrictions

The balance of cash and investments as at 30 June 2024 is \$30,472,000 which is comprised of:

- 1 **Externally restricted reserves:** \$9,068,000
- 2 **Internally restricted reserves:** \$20,236,000
- 3 **Unrestricted cash:** \$1,168,000

Externally restricted reserves are those funds held that have external restrictions placed on their use. Council is bound by legislation or third-party contractual agreements that restrict the use of the funds. Council's externally restricted reserves are made up of unexpended grants, developer contributions, sewer funds and domestic waste management funds.

Internally restricted reserves are determined via a Council resolution or policy for identified programs of works and any forward plans identified by Council. Council's significant internally restricted reserves are plant replacement, infrastructure replacement, employee leave entitlements, carry-over works, Financial Assistance Grants received in advance, Regional Local Roads Repair Program, gravel reserves, local roads reserves, other waste management and Pinnacle reserves.

Developer Contributions

The Environmental Planning and Assessment Act 1979 enables Council to levy contributions for the provision, extension or augmentation of public amenities or public services. Council has adopted a section 7.12 Developer Contributions Plan to provide for community facilities and drainage infrastructure.

Schedule 1 of the plan outlines the works which development contributions are to fund. At 30 June 2024, Council held \$562,000 in section 7.12 Developer Contributions.

Discretionary and regulatory fees and charges

Council is able to raise revenue through fees and charges which are reviewed annually in conjunction with the annual budget. Fees and charges fall into one of two categories:



Regulatory fees

Determined by state government legislation. The calculation and determination of increases to these fees and charges are outside of Council's control.



Discretionary fees

Council is able to determine the fee or charge for works or services.

Asset Management

Temora Shire Council controls assets with a gross replacement cost of \$525.8 million and a written down value of \$350.2 million as at 30 June 2024.

As custodian of these assets, Council is responsible for establishing and implementing asset management strategies and practices in line with Council's Asset Management Policy to ensure the assets are maintained to an acceptable level of service, at minimal life cycle cost, while managing exposure to risk.

Council's asset values and annual depreciation as at 30 June 2024 are set out below.

Asset Class	Gross Replacement Cost \$'000	Written Down Value \$'000	Annual Depreciation Expense \$'000
Buildings	71,586	45,181	1,385
Roads	211,209	108,373	3,858
Bridges	24,757	18,072	230
Footpaths	8,885	6,231	108
Bulk Earthworks	75,480	75,480	0
Stormwater Drainage	14,539	8,012	133
Sewer Network	35,154	22,066	336
Open Space & Recreation (including swimming pools)	16,310	11,549	490
Other Infrastructure	25,879	22,124	366
Other non-infrastructure assets	42,036	33,085	962
Total	525,835	350,173	7,868

Council is currently reviewing and updating its asset management strategy and plans to ensure completeness and accuracy of asset data.



Temora Library
Photo: Anne Cooper Photography

Workforce Plan

The Workforce Plan shapes the capacity and capability of the workforce to achieve Council's strategic goals and objectives. It considers what people, with what capabilities, experiences and expertise are required to implement Council's four-year Delivery Program, and ultimately, the long-term goals in the Community Strategic Plan.

Council continues to face future workforce challenges due to our ageing workforce as well as national and international skills shortages. At risk departments have been identified and include Engineering, Finance and Community Services, particularly in the delivery of services for older people and people with a disability.

The development of strategies to address the retention and attraction of staff to Council remains a priority with contingency and succession plans paramount to effective workforce management.

Sensitivity Analysis and Scenario Modelling

There are a number of risks associated with any long term financial planning. The risks can be minimised by regular review of the assumptions used in formulating the LTFP, conducting risk assessments on all major projects and modelling of scenarios.

Several external risks have been identified that may impact on the LTFP. Should they eventuate they could have a significant impact on the operating revenue or expenditure resulting in the need to review service levels.

The risks identified are as follows:



Budget reductions at a State or Federal level which impact future funding provisions of grants and contributions to Council



Continued increases in cost-shifting from other levels of government may adversely affect expenditure levels of Council



Climate change and natural disasters and the effect on Council infrastructure



Global issues impacting the cost and availability of materials

The following scenarios include modifications to some of the main assumptions made in Council's LTFP.

Scenario 1 – Planned:

As per assumptions outlined in this document.

Scenario 2 – Increase:

This includes an increase in the rate peg of 1.0% over the planned scenario. This will impact Rates & Annual Charges and is applicable from 2026/27 onwards. The impact of Scenario 2 is a General Fund deficit of \$1.67 million in 2034/35 compared to the planned General Fund deficit of \$2.23 million.

Scenario 3 – Decrease:

This includes an increase in the rate peg of 1.0% less than the planned scenario. This will impact Rates & Annual Charges and is applicable from 2026/27 onwards. The impact of Scenario 3 is a General Fund deficit of \$2.75 million in 2034/35 compared to the planned deficit of \$2.23 million.

The impact of the assumption changes in scenarios 2 and 3 have been modelled in the following 10 year General Fund Income Statements.

Income Statement - General Fund
Scenario2 : Increase
10 Year Financial Plan for the Years ending 30 June 2035

2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
\$	\$	\$	\$	\$	\$	\$	\$	\$	\$

Income from Continuing Operations

Revenue:										
Rates & Annual Charges	5,869,127	6,191,386	6,527,315	6,877,069	7,245,868	7,626,204	8,024,367	8,446,661	8,877,444	9,334,461
User Charges & Fees	9,990,051	10,476,698	10,999,953	11,549,103	12,126,136	12,732,041	13,367,816	14,035,455	14,736,949	15,472,294
Other Revenues	474,617	494,301	514,954	536,619	559,370	583,243	608,275	634,552	662,144	691,052
Grants & Contributions provided for Operating Purposes	9,018,472	9,180,124	9,641,054	10,038,109	10,505,000	10,943,105	11,402,819	11,885,592	12,392,834	13,213,914
Grants & Contributions provided for Capital Purposes	1,458,497	454,445	2,282,500	2,183,615	1,511,909	1,990,500	3,196,600	436,889	179,200	150,000
Interest & Investment Revenue	834,473	748,255	733,689	717,591	692,406	684,507	663,010	663,010	663,010	663,010
Other Income:										
Net Gains from the Disposal of Assets	122,766	13,824	208,170	39,892	122,045	-	164,468	83,776	35,056	84,731
Other Income	341,977	377,150	397,235	416,534	435,816	456,066	477,310	499,626	523,070	547,650
Total Income from Continuing Operations	28,109,980	27,936,183	31,304,870	32,358,532	33,198,550	35,015,666	37,904,665	36,685,561	38,069,707	40,157,112

Expenses from Continuing Operations

Employee Benefits & On-Costs	10,082,073	10,429,238	10,926,136	11,490,759	12,029,756	12,640,318	13,246,133	13,927,204	14,586,979	15,322,213
Borrowing Costs	66,862	58,568	49,119	40,603	32,957	26,157	23,868	21,904	19,875	17,778
Materials & Contracts	10,483,952	10,570,131	10,829,963	11,183,517	11,479,377	11,922,754	12,424,154	12,935,875	13,212,513	13,724,669
Depreciation & Amortisation	8,099,193	8,420,554	8,754,762	9,102,629	9,464,167	9,840,146	10,230,601	10,637,125	11,060,507	11,499,960
Other Expenses	795,635	825,581	856,725	889,140	922,827	957,864	994,249	1,032,129	1,071,581	1,112,531
Net losses from the Disposal of Assets	-	-	-	-	-	49,755	-	-	-	-
Total Expenses from Continuing Operations	29,527,715	30,304,072	31,416,705	32,706,648	33,929,084	35,436,994	36,919,005	38,554,237	39,951,455	41,677,151

Operating Result from Continuing Operations

(1,417,734)	(2,367,889)	(111,836)	(348,116)	(730,534)	(421,328)	985,660	(1,868,676)	(1,881,748)	(1,520,039)
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-

Net Operating Result for the Year

Net Operating Result before Grants and Contributions provided for Capital Purposes

(1,417,734)	(2,367,889)	(111,836)	(348,116)	(730,534)	(421,328)	985,660	(1,868,676)	(1,881,748)	(1,520,039)
(2,876,231)	(2,822,334)	(2,394,336)	(2,531,731)	(2,242,443)	(2,411,828)	(2,210,940)	(2,305,565)	(2,060,948)	(1,670,039)

Income Statement - General Fund Scenario3 : Decrease 10 Year Financial Plan for the Years ending 30 June 2035		2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges		5,869,127	6,091,036	6,322,097	6,562,258	6,816,506	7,077,112	7,350,113	7,641,560	7,935,548	8,249,548
User Charges & Fees		9,990,051	10,476,698	10,999,953	11,549,103	12,126,136	12,732,041	13,367,816	14,035,455	14,736,949	15,472,294
Other Revenues		474,617	494,301	514,954	536,619	559,370	583,243	608,275	634,552	662,144	691,052
Grants & Contributions provided for Operating Purposes		9,018,472	9,180,124	9,641,054	10,038,109	10,505,000	10,943,105	11,402,819	11,885,592	12,392,834	13,213,914
Grants & Contributions provided for Capital Purposes		1,458,497	454,445	2,282,500	2,183,615	1,511,909	1,990,500	3,196,600	436,889	179,200	150,000
Interest & Investment Revenue		834,473	748,255	733,689	717,591	692,406	684,507	663,010	663,010	663,010	663,010
Other Income:											
Net Gains from the Disposal of Assets		122,766	13,824	208,170	39,892	122,045	-	164,468	83,776	35,056	84,731
Other Income		341,977	377,150	397,235	416,534	435,816	456,066	477,310	499,626	523,070	547,650
Total Income from Continuing Operations		28,109,980	27,835,833	31,099,652	32,043,721	32,769,188	34,466,574	37,230,411	35,880,460	37,127,811	39,072,199
Expenses from Continuing Operations											
Employee Benefits & On-Costs		10,082,073	10,429,238	10,926,136	11,490,759	12,029,756	12,640,318	13,246,133	13,927,204	14,586,979	15,322,213
Borrowing Costs		66,862	58,568	49,119	40,603	32,957	26,157	23,868	21,904	19,875	17,778
Materials & Contracts		10,483,952	10,570,131	10,829,963	11,183,517	11,479,377	11,922,754	12,424,154	12,935,875	13,212,513	13,724,669
Depreciation & Amortisation		8,099,193	8,420,554	8,754,762	9,102,629	9,464,167	9,840,146	10,230,601	10,637,125	11,060,507	11,499,960
Other Expenses		795,635	825,581	856,725	889,140	922,827	957,864	994,249	1,032,129	1,071,581	1,112,531
Net losses from the Disposal of Assets		-	-	-	-	-	49,755	-	-	-	-
Total Expenses from Continuing Operations		29,527,715	30,304,072	31,416,705	32,706,648	33,929,084	35,436,994	36,919,005	38,554,237	39,951,455	41,677,151
Operating Result from Continuing Operations		(1,417,734)	(2,468,240)	(317,053)	(662,926)	(1,159,896)	(970,421)	311,406	(2,673,778)	(2,823,644)	(2,604,952)
Discontinued Operations - Profit/(Loss)		-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations		-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year		(1,417,734)	(2,468,240)	(317,053)	(662,926)	(1,159,896)	(970,421)	311,406	(2,673,778)	(2,823,644)	(2,604,952)
Net Operating Result before Grants and Contributions provided for Capital Purposes		(2,876,231)	(2,922,685)	(2,599,553)	(2,846,541)	(2,671,805)	(2,960,921)	(2,885,194)	(3,110,667)	(3,002,844)	(2,754,952)

Income Statement - Consolidated Scenario: Planned 10 Year Financial Plan for the Years ending 30 June 2035										
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	7,547,419	7,990,120	8,460,905	8,961,522	9,498,946	10,067,601	10,675,867	11,332,644	12,025,402	12,773,449
User Charges & Fees	10,023,326	10,511,637	11,036,639	11,587,623	12,166,581	12,774,510	13,412,408	14,082,277	14,786,112	15,523,913
Other Revenues	491,181	511,693	533,216	555,794	579,503	604,383	630,473	657,859	686,617	716,748
Grants & Contributions provided for Operating Purposes	9,044,035	9,206,965	9,669,237	10,067,701	10,536,072	10,975,731	11,437,076	11,921,562	12,430,603	13,253,570
Grants & Contributions provided for Capital Purposes	1,458,497	454,445	2,282,500	2,183,615	1,511,909	1,990,500	3,196,600	436,889	179,200	150,000
Interest & Investment Revenue	989,727	909,639	901,449	891,986	873,698	872,971	858,922	866,677	874,753	883,136
Other Income:										
Net Gains from the Disposal of Assets	122,766	13,824	208,170	39,892	122,045	-	164,468	83,776	35,056	84,731
Other Income	341,977	377,150	397,235	416,534	435,816	456,066	477,310	499,626	523,070	547,650
Total Income from Continuing Operations	30,018,928	29,975,473	33,489,351	34,704,667	35,724,570	37,741,762	40,853,124	39,881,310	41,540,813	43,933,197
Expenses from Continuing Operations										
Employee Benefits & On-Costs	10,488,514	10,856,002	11,374,238	11,961,255	12,523,784	13,159,059	13,790,804	14,499,109	15,187,496	15,952,726
Borrowing Costs	66,862	58,568	49,119	40,603	32,957	26,157	23,868	21,904	19,875	17,778
Materials & Contracts	11,374,088	11,592,413	11,686,934	12,074,119	12,406,247	12,887,389	13,428,056	13,982,093	14,299,976	14,856,462
Depreciation & Amortisation	8,464,670	8,800,650	9,150,062	9,513,754	9,891,738	10,284,822	10,693,039	11,118,057	11,560,699	12,020,143
Other Expenses	795,635	825,581	856,725	889,140	922,827	957,864	994,249	1,032,129	1,071,581	1,112,531
Net Losses from the Disposal of Assets	-	-	-	-	-	49,755	-	-	-	-
Total Expenses from Continuing Operations	31,189,769	32,133,214	33,117,078	34,478,871	35,777,553	37,365,046	38,930,016	40,653,292	42,139,627	43,959,640
Operating Result from Continuing Operations	(1,170,841)	(2,157,741)	372,273	225,796	(52,983)	376,716	1,923,108	(771,982)	(598,814)	(26,443)
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	(1,170,841)	(2,157,741)	372,273	225,796	(52,983)	376,716	1,923,108	(771,982)	(598,814)	(26,443)
Net Operating Result before Grants and Contributions provided for Capital Purposes	(2,629,338)	(2,612,186)	(1,910,227)	(1,957,819)	(1,564,892)	(1,613,784)	(1,273,492)	(1,208,871)	(778,014)	(176,443)

Balance Sheet - Consolidated Scenario: Planned 10 Year Financial Plan for the Years ending 30 June 2035		2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Assets											
Current Assets:											
Cash & Cash Equivalents		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Investments		18,936,201	17,879,866	16,390,544	16,336,525	17,709,357	19,922,571	22,766,044	27,162,473	31,260,533	36,704,865
Receivables		3,378,089	3,533,083	3,295,679	3,395,102	3,236,814	2,989,792	3,221,435	3,213,676	3,375,055	7,774,339
Inventories		471,000	471,000	471,000	471,000	471,000	471,000	471,000	471,000	471,000	471,000
Contract assets and contract cost assets		215,250	215,250	215,250	215,250	215,250	215,250	215,250	215,250	215,250	215,250
Other		224,896	227,211	233,013	240,708	247,279	256,818	267,540	278,498	284,800	295,828
Total Current Assets		24,225,435	23,326,410	21,605,486	21,658,585	22,879,700	24,855,431	27,941,269	32,340,897	36,606,638	46,461,282
Non-Current Assets											
Investments		6,595,715	5,810,219	4,857,901	4,264,593	4,349,802	4,641,373	5,301,648	6,404,404	7,386,673	8,694,612
Receivables		3,711,262	2,593,553	1,929,923	1,267,236	850,133	851,140	852,198	853,307	854,473	25,696
Contract assets and contract cost assets		71,750	71,750	71,750	71,750	71,750	71,750	71,750	71,750	71,750	71,750
Infrastructure, Property, Plant & Equipment		359,265,745	359,559,655	363,416,500	364,759,275	363,640,084	361,890,739	360,318,327	353,752,839	348,037,851	341,191,382
Investments Accounted for using the equity method		217,000	217,000	217,000	217,000	217,000	217,000	217,000	217,000	217,000	217,000
Total Non-Current Assets		369,861,472	368,252,177	370,493,074	370,579,854	369,128,769	367,672,002	366,760,923	361,299,300	356,567,747	350,200,440
Total Assets		394,086,906	391,578,586	392,098,560	392,238,439	392,008,469	392,527,433	394,702,193	393,640,197	393,174,385	396,661,723
Liabilities											
Current Liabilities											
Payables		2,120,615	2,168,079	2,338,374	2,345,750	2,316,785	2,398,441	2,480,779	2,411,030	2,512,553	2,581,834
Contract liabilities		2,029,454	1,994,237	2,273,015	2,357,045	2,393,988	2,544,953	2,773,129	2,613,684	2,708,008	2,859,443
Borrowings		362,874	301,456	177,411	185,057	90,469	58,962	60,926	62,956	65,053	67,219
Employee benefit provisions		3,813,267	3,813,267	3,813,267	3,813,267	3,813,267	3,813,267	3,813,267	3,813,267	3,813,267	3,813,267
Total Current Liabilities		8,326,209	8,277,038	8,602,067	8,701,119	8,614,510	8,815,623	9,128,101	8,900,936	9,098,880	9,321,763
Non-Current Liabilities											
Payables		1,618	1,667	1,749	1,837	1,928	2,025	2,126	2,233	2,344	2,461
Borrowings		1,501,834	1,200,378	1,022,967	837,910	747,441	688,479	627,552	564,597	499,544	3,790,325
Employee benefit provisions		69,733	69,733	69,733	69,733	69,733	69,733	69,733	69,733	69,733	69,733
Total Non-Current Liabilities		1,573,186	1,271,778	1,094,450	909,480	819,103	760,238	699,411	636,563	571,621	3,862,519
Total Liabilities		9,899,394	9,548,816	9,696,517	9,610,599	9,433,612	9,575,860	9,827,512	9,537,499	9,670,502	13,184,282
Net Assets		384,187,512	382,029,771	382,402,043	382,627,840	382,574,857	382,951,572	384,874,680	384,102,698	383,503,884	383,477,441
Equity											
Retained Earnings		134,542,512	132,384,771	132,757,043	132,982,840	132,929,857	133,306,572	135,229,680	134,457,698	133,858,884	133,832,441
Revaluation Reserves		249,645,000	249,645,000	249,645,000	249,645,000	249,645,000	249,645,000	249,645,000	249,645,000	249,645,000	249,645,000
Other Reserves		-	-	-	-	-	-	-	-	-	-
Council Equity Interest		384,187,512	382,029,771	382,402,043	382,627,840	382,574,857	382,951,572	384,874,680	384,102,698	383,503,884	383,477,441
Non-controlling equity interests		-	-	-	-	-	-	-	-	-	-
Total Equity		384,187,512	382,029,771	382,402,043	382,627,840	382,574,857	382,951,572	384,874,680	384,102,698	383,503,884	383,477,441

Cash Flow Statement - Consolidated Scenario: Planned 10 Year Financial Plan for the Years ending 30 June 2035		2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges		7,549,517	7,980,703	8,450,670	8,950,395	9,486,807	10,054,421	10,661,503	11,316,930	12,008,324	12,754,794
User Charges & Fees		9,888,257	10,526,662	11,052,796	11,604,579	12,184,398	12,793,219	13,432,039	14,102,892	14,807,772	15,546,619
Investment & Interest Revenue Received		1,022,044	915,425	916,748	899,412	866,653	859,551	838,662	836,947	844,971	844,939
Grants & Contributions		10,173,908	9,629,724	12,037,835	12,262,531	12,040,277	13,000,712	14,696,334	12,272,806	12,619,190	13,433,356
Other		1,079,688	861,356	891,048	937,548	980,396	1,020,246	1,063,403	1,123,459	1,165,687	1,216,621
Payments:											
Employee Benefits & On-Costs		(10,517,563)	(10,848,464)	(11,361,316)	(11,947,571)	(12,509,525)	(13,143,961)	(13,775,092)	(14,482,483)	(15,170,145)	(15,934,490)
Materials & Contracts		(11,524,480)	(11,583,276)	(11,664,040)	(12,043,751)	(12,380,318)	(12,849,747)	(13,385,743)	(13,938,850)	(14,275,106)	(14,812,943)
Borrowing Costs		(66,604)	(59,966)	(50,280)	(41,286)	(33,670)	(26,506)	(24,095)	(22,139)	(20,118)	(18,029)
Other		(802,858)	(824,401)	(854,719)	(886,720)	(920,616)	(955,091)	(991,337)	(1,028,996)	(1,069,096)	(1,109,251)
Net Cash provided (or used in) Operating Activities		6,801,909	6,597,762	9,418,741	9,735,138	9,714,403	10,752,845	12,515,674	10,180,566	10,911,479	11,921,616
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities		3,261,892	2,578,034	3,125,552	1,947,264	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment		368,382	259,800	415,109	371,127	371,273	416,436	438,900	195,142	393,836	367,091
Deferred Debtors Receipts		644,994	981,661	1,118,537	664,500	663,600	418,061	-	-	-	-
Payments:											
Purchase of Investment Securities		(11,846)	(736,203)	(683,913)	(1,299,937)	(1,458,041)	(2,504,785)	(3,503,749)	(5,499,184)	(5,080,329)	(6,752,271)
Purchase of Infrastructure, Property, Plant & Equipment		(8,902,457)	(9,318,181)	(13,092,570)	(11,240,681)	(9,106,178)	(8,992,088)	(9,391,863)	(4,815,598)	(6,162,031)	(5,471,383)
Deferred Debtors & Advances Made		(2,229,658)	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities		(6,868,693)	(6,234,889)	(9,117,285)	(9,557,727)	(9,529,346)	(10,662,376)	(12,456,711)	(10,119,640)	(10,848,524)	(11,856,563)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances		600,000	-	-	-	-	-	-	-	-	-
Payments:											
Repayment of Borrowings & Advances		(533,215)	(362,874)	(301,456)	(177,411)	(185,057)	(90,469)	(58,962)	(60,926)	(62,956)	(65,053)
Net Cash Flow provided (used in) Financing Activities		66,785	(362,874)	(301,456)	(177,411)	(185,057)	(90,469)	(58,962)	(60,926)	(62,956)	(65,053)
Net Increase/(Decrease) in Cash & Cash Equivalents		0	0	0	0	0	0	0	0	0	0
plus: Cash & Cash Equivalents - beginning of year		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Cash & Cash Equivalents - end of the year		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Cash & Cash Equivalents - end of the year		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Investments - end of the year		25,531,915	23,690,084	21,248,445	20,601,118	22,059,159	24,563,944	28,067,693	33,566,877	38,647,206	45,399,477
Cash, Cash Equivalents & Investments - end of the year		26,531,915	24,690,084	22,248,445	21,601,118	23,059,159	25,563,944	29,067,693	34,566,877	39,647,206	46,399,477

Equity Statement – Consolidated Scenario: Planned 10 Year Financial Plan for the Years ending 30 June 2035		2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance (as at 1/7)		385,358,353	384,187,512	382,029,771	382,402,043	382,627,840	382,574,857	382,951,572	384,874,680	384,102,698	383,503,884
Adjustments to opening balance		-	-	-	-	-	-	-	-	-	-
Restated opening Balance (as at 1/7)		385,358,353	384,187,512	382,029,771	382,402,043	382,627,840	382,574,857	382,951,572	384,874,680	384,102,698	383,503,884
Net Operating Result for the Year		(1,170,841)	(2,157,741)	372,273	225,796	(52,983)	376,716	1,923,108	(771,982)	(598,814)	(26,443)
Adjustments to net operating result		-	-	-	-	-	-	-	-	-	-
Restated Net Operating Result for the Year		(1,170,841)	(2,157,741)	372,273	225,796	(52,983)	376,716	1,923,108	(771,982)	(598,814)	(26,443)
Other Comprehensive Income											
- Correction of prior period errors		-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of IPP&E		-	-	-	-	-	-	-	-	-	-
Other Comprehensive Income		-	-	-	-	-	-	-	-	-	-
Total Comprehensive Income		(1,170,841)	(2,157,741)	372,273	225,796	(52,983)	376,716	1,923,108	(771,982)	(598,814)	(26,443)
Distributions to/(contributions from) non-controlling interests		-	-	-	-	-	-	-	-	-	-
Transfers between Equity		-	-	-	-	-	-	-	-	-	-
Equity – Balance at end of the reporting period		384,187,512	382,029,771	382,402,043	382,627,840	382,574,857	382,951,572	384,874,680	384,102,698	383,503,884	383,477,441

Income Statement - General Fund
Scenario: Planned
10 Year Financial Plan for the Years ending 30 June 2035

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	5,869,127	6,141,211	6,424,204	6,718,136	7,028,085	7,346,409	7,679,246	8,032,745	8,391,105	8,771,904
User Charges & Fees	9,990,051	10,476,698	10,999,953	11,549,103	12,126,136	12,732,041	13,367,816	14,035,455	14,736,949	15,472,294
Other Revenues	474,617	494,301	514,954	536,619	559,370	583,243	608,275	634,552	662,144	691,052
Grants & Contributions provided for Operating Purposes	9,018,472	9,180,124	9,641,054	10,038,109	10,505,000	10,943,105	11,402,819	11,885,592	12,392,834	13,213,914
Grants & Contributions provided for Capital Purposes	1,458,497	454,445	2,282,500	2,183,615	1,511,909	1,990,500	3,196,600	436,889	179,200	150,000
Interest & Investment Revenue	834,473	748,255	733,689	717,591	692,406	684,507	663,010	663,010	663,010	663,010
Other Income:										
Net Gains from the Disposal of Assets	122,766	13,824	208,170	39,892	122,045	-	164,468	83,776	35,056	84,731
Other Income	341,977	377,150	397,235	416,534	435,816	456,066	477,310	499,626	523,070	547,650
Total Income from Continuing Operations	28,109,980	27,886,008	31,201,759	32,199,599	32,980,767	34,735,871	37,559,544	36,271,645	37,583,368	39,594,555
Expenses from Continuing Operations										
Employee Benefits & On-Costs	10,082,073	10,429,238	10,926,136	11,490,759	12,029,756	12,640,318	13,246,133	13,927,204	14,586,979	15,322,213
Borrowing Costs	66,862	58,568	49,119	40,603	32,957	26,157	23,868	21,904	19,875	17,778
Materials & Contracts	10,483,952	10,570,131	10,829,963	11,183,517	11,479,377	11,922,754	12,424,154	12,935,875	13,212,513	13,724,669
Depreciation & Amortisation	8,099,193	8,420,554	8,754,762	9,102,629	9,464,167	9,840,146	10,230,601	10,637,125	11,060,507	11,499,960
Other Expenses	795,635	825,581	856,725	889,140	922,827	957,864	994,249	1,032,129	1,071,581	1,112,531
Net Losses from the Disposal of Assets	-	-	-	-	-	49,755	-	-	-	-
Total Expenses from Continuing Operations	29,527,715	30,304,072	31,416,705	32,706,648	33,929,084	35,436,994	36,919,005	38,554,237	39,951,455	41,677,151
Operating Result from Continuing Operations	(1,417,734)	(2,418,064)	(214,946)	(507,049)	(948,317)	(701,123)	640,539	(2,282,592)	(2,368,087)	(2,082,596)
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	(1,417,734)	(2,418,064)	(214,946)	(507,049)	(948,317)	(701,123)	640,539	(2,282,592)	(2,368,087)	(2,082,596)
Net Operating Result before Grants and Contributions provided for Capital Purposes	(2,876,231)	(2,872,509)	(2,497,446)	(2,690,664)	(2,460,226)	(2,691,623)	(2,556,061)	(2,719,481)	(2,547,287)	(2,232,596)

Balance Sheet – General Fund Scenario: Planned 10 Year Financial Plan for the Years ending 30 June 2035		2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Assets											
Current Assets											
Cash & Cash Equivalents		800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000
Investments		15,051,729	13,259,191	11,085,957	9,732,001	9,926,452	10,591,831	12,098,610	14,615,150	16,856,734	19,841,512
Receivables		2,940,336	3,148,758	2,922,647	3,007,975	2,962,844	2,832,148	3,046,537	3,018,232	3,157,788	4,173,514
Inventories		471,000	471,000	471,000	471,000	471,000	471,000	471,000	471,000	471,000	471,000
Contract assets and contract cost assets		215,250	215,250	215,250	215,250	215,250	215,250	215,250	215,250	215,250	215,250
Other		224,896	227,211	233,013	240,708	247,279	256,818	267,540	278,498	284,800	295,828
Non-current assets classified as "held for sale"		-	-	-	-	-	-	-	-	-	-
Total Current Assets		19,703,211	18,121,410	15,727,867	14,466,934	14,622,824	15,167,046	16,898,937	19,398,131	21,785,573	25,797,104
Non-Current Assets											
Investments		6,595,715	5,810,219	4,857,901	4,264,593	4,349,802	4,641,373	5,301,648	6,404,404	7,386,673	8,694,612
Receivables		2,756,290	1,920,937	1,517,408	1,114,783	830,000	830,000	830,000	830,000	830,000	-
Contract assets and contract cost assets		71,750	71,750	71,750	71,750	71,750	71,750	71,750	71,750	71,750	71,750
Infrastructure, Property, Plant & Equipment		337,681,642	338,115,648	341,797,793	343,461,693	342,380,073	340,985,404	339,485,430	333,310,874	327,706,078	321,289,792
Investments Accounted for using the equity method		217,000	217,000	217,000	217,000	217,000	217,000	217,000	217,000	217,000	217,000
Total Non-Current Assets		347,322,397	346,135,554	348,461,852	349,129,819	347,848,625	346,745,527	345,905,828	340,834,028	336,211,501	330,273,154
Total Assets		367,025,607	364,256,964	364,189,719	363,596,753	362,471,449	361,912,573	362,804,765	360,232,159	357,997,074	356,070,258
Liabilities											
Current Liabilities											
Payables		2,120,615	2,168,079	2,338,374	2,345,750	2,316,785	2,398,441	2,480,779	2,411,030	2,512,553	2,581,834
Contract liabilities		2,029,454	1,994,237	2,273,015	2,357,045	2,393,988	2,544,953	2,773,129	2,613,684	2,708,008	2,859,443
Borrowings		362,874	301,456	177,411	185,057	90,469	58,962	60,926	62,956	65,053	67,219
Employee benefit provisions		3,813,267	3,813,267	3,813,267	3,813,267	3,813,267	3,813,267	3,813,267	3,813,267	3,813,267	3,813,267
Total Current Liabilities		8,326,209	8,277,038	8,602,067	8,701,119	8,614,510	8,815,623	9,128,101	8,900,936	9,098,880	9,321,763
Non-Current Liabilities											
Payables		1,618	1,667	1,749	1,837	1,928	2,025	2,126	2,233	2,344	2,461
Borrowings		4,859,834	4,558,378	4,380,967	4,195,910	4,105,441	4,046,479	3,985,552	3,922,597	3,857,544	3,790,325
Employee benefit provisions		69,733	69,733	69,733	69,733	69,733	69,733	69,733	69,733	69,733	69,733
Total Non-Current Liabilities		4,931,186	4,629,778	4,452,450	4,267,480	4,177,103	4,118,238	4,057,411	3,994,563	3,929,621	3,862,519
Total Liabilities		13,257,394	12,906,816	13,054,517	12,968,599	12,791,612	12,933,860	13,185,512	12,895,499	13,028,502	13,184,282
Net Assets		353,768,213	351,350,149	351,135,202	350,628,153	349,679,837	348,978,713	349,619,252	347,336,660	344,968,573	342,885,976
Equity											
Retained Earnings		121,555,213	119,137,149	118,922,202	118,415,153	117,466,837	116,765,713	117,406,252	115,123,660	112,755,573	110,672,976
Revaluation Reserves		232,213,000	232,213,000	232,213,000	232,213,000	232,213,000	232,213,000	232,213,000	232,213,000	232,213,000	232,213,000
Other Reserves		-	-	-	-	-	-	-	-	-	-
Council Equity Interest		353,768,213	351,350,149	351,135,202	350,628,153	349,679,837	348,978,713	349,619,252	347,336,660	344,968,573	342,885,976
Non-controlling equity interests		-	-	-	-	-	-	-	-	-	-
Total Equity		353,768,213	351,350,149	351,135,202	350,628,153	349,679,837	348,978,713	349,619,252	347,336,660	344,968,573	342,885,976

Cash Flow Statement - General Fund Scenario: Planned 10 Year Financial Plan for the Years ending 30 June 2035		2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges		5,866,167	6,139,066	6,421,973	6,715,819	7,025,641	7,343,899	7,676,622	8,029,958	8,388,280	8,768,902
User Charges & Fees		9,855,147	10,491,800	11,016,191	11,566,145	12,144,043	12,750,844	13,387,546	14,056,174	14,758,718	15,495,114
Investment & Interest Revenue Received		866,646	757,110	751,823	730,213	690,116	677,275	648,166	640,795	640,689	634,605
Grants & Contributions		10,148,345	9,602,883	12,009,652	12,232,939	12,009,205	12,968,086	14,662,077	12,236,836	12,581,421	13,393,700
Other		1,063,248	844,792	873,656	919,286	961,221	1,000,113	1,042,263	1,101,261	1,142,380	1,192,148
Payments:											
Employee Benefits & On-Costs		(10,111,122)	(10,421,700)	(10,913,214)	(11,477,075)	(12,015,497)	(12,625,220)	(13,230,421)	(13,910,578)	(14,569,628)	(15,303,977)
Materials & Contracts		(10,634,344)	(10,560,994)	(10,807,069)	(11,153,149)	(11,453,448)	(11,885,112)	(12,381,841)	(12,892,632)	(13,187,643)	(13,681,150)
Borrowing Costs		(66,604)	(59,966)	(50,280)	(41,286)	(33,670)	(26,506)	(24,095)	(22,139)	(20,118)	(18,029)
Other		(802,858)	(824,401)	(854,719)	(886,720)	(920,616)	(955,091)	(991,337)	(1,028,996)	(1,069,096)	(1,109,251)
Net Cash provided (or used in) Operating Activities		6,184,625	5,968,589	8,448,012	8,606,172	8,406,996	9,248,289	10,788,979	8,210,679	8,665,003	9,372,062
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities		3,261,892	2,578,034	3,125,552	1,947,264	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment		368,382	259,800	415,109	371,127	371,273	416,436	438,900	195,142	393,836	367,091
Deferred Debtors Receipts		389,609	634,631	835,353	403,529	402,625	284,783	-	-	-	-
Payments:											
Purchase of Investment Securities		-	-	-	-	(279,659)	(956,950)	(2,167,054)	(3,619,297)	(3,223,853)	(4,292,717)
Purchase of Infrastructure, Property, Plant & Equipment		(8,752,457)	(9,078,181)	(12,522,570)	(11,150,681)	(8,716,178)	(8,902,088)	(9,001,863)	(4,725,598)	(5,772,031)	(5,381,383)
Deferred Debtors & Advances Made		(1,518,835)	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities		(6,251,409)	(5,605,716)	(8,146,557)	(8,428,761)	(8,221,939)	(9,157,819)	(10,730,017)	(8,149,753)	(8,602,048)	(9,307,009)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances		600,000	-	-	-	-	-	-	-	-	-
Payments:											
Repayment of Borrowings & Advances		(533,215)	(362,874)	(301,456)	(177,411)	(185,057)	(90,469)	(58,962)	(60,926)	(62,956)	(65,053)
Net Cash Flow provided (used in) Financing Activities		66,785	(362,874)	(301,456)	(177,411)	(185,057)	(90,469)	(58,962)	(60,926)	(62,956)	(65,053)
Net Increase/(Decrease) in Cash & Cash Equivalents		0	-	0	0	0	0	0	0	0	0
plus: Cash & Cash Equivalents - beginning of year		800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000
Cash & Cash Equivalents - end of the year		800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000
Cash & Cash Equivalents - end of the year		800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000
Investments - end of the year		21,647,444	19,069,410	15,943,858	13,996,594	14,276,253	15,233,204	17,400,258	21,019,555	24,243,408	28,536,124
Cash, Cash Equivalents & Investments - end of the year		22,447,444	19,869,410	16,743,858	14,796,594	15,076,253	16,033,204	18,200,258	21,819,555	25,043,408	29,336,124

Equity Statement – General Fund Scenario: Planned 10 Year Financial Plan for the Years ending 30 June 2035		2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance (as at 1/7)		355,185,947	353,768,213	351,350,149	351,135,202	350,628,153	349,679,837	348,978,713	349,619,252	347,336,660	344,968,573
Adjustments to opening balance		-	-	-	-	-	-	-	-	-	-
Restated opening Balance (as at 1/7)		355,185,947	353,768,213	351,350,149	351,135,202	350,628,153	349,679,837	348,978,713	349,619,252	347,336,660	344,968,573
Net Operating Result for the Year		(1,417,734)	(2,418,064)	(214,946)	(507,049)	(948,317)	(701,123)	640,539	(2,282,592)	(2,368,087)	(2,082,596)
Adjustments to net operating result		-	-	-	-	-	-	-	-	-	-
Restated Net Operating Result for the Year		(1,417,734)	(2,418,064)	(214,946)	(507,049)	(948,317)	(701,123)	640,539	(2,282,592)	(2,368,087)	(2,082,596)
Other Comprehensive Income											
- Correction of prior period errors		-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of IPP&E		-	-	-	-	-	-	-	-	-	-
Other Comprehensive Income		-	-	-	-	-	-	-	-	-	-
Total Comprehensive Income		(1,417,734)	(2,418,064)	(214,946)	(507,049)	(948,317)	(701,123)	640,539	(2,282,592)	(2,368,087)	(2,082,596)
Distributions to/(contributions from) non-controlling interests		-	-	-	-	-	-	-	-	-	-
Transfers between Equity		-	-	-	-	-	-	-	-	-	-
Equity – Balance at end of the reporting period		353,768,213	351,350,149	351,135,202	350,628,153	349,679,837	348,978,713	349,619,252	347,336,660	344,968,573	342,885,976

Income Statement - Sewer Fund Scenario: Planned 10 Year Financial Plan for the Years ending 30 June 2035		2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges		1,678,292	1,848,909	2,036,701	2,243,386	2,470,861	2,721,192	2,996,621	3,299,899	3,634,297	4,001,545
User Charges & Fees		33,275	34,939	36,686	38,520	40,445	42,469	44,592	46,822	49,163	51,619
Other Revenues		16,564	17,392	18,262	19,175	20,133	21,140	22,198	23,307	24,473	25,696
Grants & Contributions provided for Operating Purposes		25,563	26,841	28,183	29,592	31,072	32,626	34,257	35,970	37,769	39,656
Grants & Contributions provided for Capital Purposes		-	-	-	-	-	-	-	-	-	-
Interest & Investment Revenue		155,254	161,384	167,760	174,395	181,292	188,464	195,912	203,667	211,743	220,126
Other Income:											
Net Gains from the Disposal of Assets		-	-	-	-	-	-	-	-	-	-
Other Income		-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations		1,908,948	2,089,465	2,287,592	2,505,068	2,743,803	3,005,891	3,293,580	3,609,665	3,957,445	4,338,642
Expenses from Continuing Operations											
Employee Benefits & On-Costs		406,441	426,764	448,102	470,496	494,028	518,741	544,671	571,905	600,517	630,513
Borrowing Costs		-	-	-	-	-	-	-	-	-	-
Materials & Contracts		890,136	1,022,282	856,971	890,602	926,870	964,635	1,003,902	1,046,218	1,087,463	1,131,793
Depreciation & Amortisation		365,477	380,096	395,300	411,125	427,571	444,676	462,438	480,932	500,192	520,183
Other Expenses		-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations		1,662,054	1,829,142	1,700,373	1,772,223	1,848,469	1,928,052	2,011,011	2,099,055	2,188,172	2,282,489
Operating Result from Continuing Operations		246,894	260,323	587,219	732,845	895,334	1,077,839	1,282,569	1,510,610	1,769,273	2,056,153
Discontinued Operations - Profit/(Loss)		-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations		-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year		246,894	260,323	587,219	732,845	895,334	1,077,839	1,282,569	1,510,610	1,769,273	2,056,153
Net Operating Result before Grants and Contributions provided for Capital Purposes		246,894	260,323	587,219	732,845	895,334	1,077,839	1,282,569	1,510,610	1,769,273	2,056,153

Balance Sheet - Sewer Fund Scenario: Planned 10 Year Financial Plan for the Years ending 30 June 2035										
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Assets										
Current Assets										
Cash & Cash Equivalents	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Investments	3,884,471	4,620,674	5,304,587	6,604,524	7,782,906	9,330,740	10,667,435	12,547,322	14,403,798	16,863,353
Receivables	437,753	384,325	373,032	387,127	273,970	157,644	174,898	195,444	217,267	3,600,826
Inventories	-	-	-	-	-	-	-	-	-	-
Contract Assets And Contract Cost Assets	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total Current Assets	4,522,224	5,204,999	5,877,619	7,191,651	8,256,876	9,688,384	11,042,333	12,942,766	14,821,065	20,664,178
Non-Current Assets										
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	4,312,972	4,030,616	3,770,515	3,510,453	3,378,133	3,379,140	3,380,198	3,381,307	3,382,473	25,696
Inventories	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	21,584,103	21,444,007	21,618,707	21,297,582	21,260,011	20,905,335	20,832,897	20,441,965	20,331,773	19,901,590
Total Non-Current Assets	25,897,075	25,474,623	25,389,222	24,808,035	24,638,144	24,284,475	24,213,095	23,823,272	23,714,246	19,927,286
Total Assets	30,419,299	30,679,622	31,266,841	31,999,686	32,895,020	33,972,859	35,255,428	36,766,038	38,535,311	40,591,464
Liabilities										
Current Liabilities										
Payables	-	-	-	-	-	-	-	-	-	-
Contract Liabilities	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-
Employee Benefit Provisions	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	-	-	-	-	-	-	-	-	-	-
Non-Current Liabilities										
Payables	-	-	-	-	-	-	-	-	-	-
Contract Liabilities	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-
Employee Benefit Provisions	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-
Total Liabilities	-	-	-	-	-	-	-	-	-	-
Net Assets	30,419,299	30,679,622	31,266,841	31,999,686	32,895,020	33,972,859	35,255,428	36,766,038	38,535,311	40,591,464
Equity										
Retained Earnings	12,987,299	13,247,622	13,834,841	14,567,686	15,463,020	16,540,859	17,823,428	19,334,038	21,103,311	23,159,464
Revaluation Reserves	17,432,000	17,432,000	17,432,000	17,432,000	17,432,000	17,432,000	17,432,000	17,432,000	17,432,000	17,432,000
Other Reserves	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	30,419,299	30,679,622	31,266,841	31,999,686	32,895,020	33,972,859	35,255,428	36,766,038	38,535,311	40,591,464
Non-Controlling Equity Interests	-	-	-	-	-	-	-	-	-	-
Total Equity	30,419,299	30,679,622	31,266,841	31,999,686	32,895,020	33,972,859	35,255,428	36,766,038	38,535,311	40,591,464

Cash Flow Statement - Sewer Fund Scenario: Planned 10 Year Financial Plan for the Years ending 30 June 2035		2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges		1,683,350	1,841,637	2,028,697	2,234,576	2,461,165	2,710,522	2,984,881	3,286,972	3,620,044	3,985,892
User Charges & Fees		33,110	34,862	36,605	38,435	40,355	42,375	44,493	46,718	49,054	51,505
Investment & Interest Revenue Received		155,398	158,316	164,925	169,199	176,537	182,276	190,496	196,152	204,282	210,335
Grants & Contributions		25,563	26,841	28,183	29,592	31,072	32,626	34,257	35,970	37,769	39,656
Other		16,440	16,564	17,392	18,262	19,175	20,133	21,140	22,198	23,307	24,473
Payments:											
Employee Benefits & On-Costs		(406,441)	(426,764)	(448,102)	(470,496)	(494,028)	(518,741)	(544,671)	(571,905)	(600,517)	(630,513)
Materials & Contracts		(890,136)	(1,022,282)	(856,971)	(890,602)	(926,870)	(964,635)	(1,003,902)	(1,046,218)	(1,087,463)	(1,131,793)
Net Cash provided (or used in) Operating Activities		617,284	629,173	970,729	1,128,966	1,307,407	1,504,556	1,726,695	1,969,887	2,246,476	2,549,554
Cash Flows from Investing Activities											
Receipts:											
Deferred Debtors Receipts		255,385	347,030	283,184	260,971	260,975	133,278	-	-	-	-
Payments:											
Purchase of Investment Securities		(11,846)	(736,203)	(683,913)	(1,299,937)	(1,178,382)	(1,547,834)	(1,336,695)	(1,879,887)	(1,856,476)	(2,459,554)
Purchase of Infrastructure, Property, Plant & Equipment		(150,000)	(240,000)	(570,000)	(90,000)	(390,000)	(90,000)	(390,000)	(90,000)	(390,000)	(90,000)
Deferred Debtors & Advances Made		(710,823)	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities		(617,284)	(629,173)	(970,729)	(1,128,966)	(1,307,407)	(1,504,556)	(1,726,695)	(1,969,887)	(2,246,476)	(2,549,554)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances		-	-	-	-	-	-	-	-	-	-
Payments:											
Repayment of Borrowings & Advances		-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities		-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents		0	(0)	0	0	-	(0)	-	(0)	-	0
plus: Cash & Cash Equivalents - beginning of year		200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Cash & Cash Equivalents - end of the year		200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Cash & Cash Equivalents - end of the year		200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Investments - end of the year		3,884,471	4,620,674	5,304,587	6,604,524	7,782,906	9,330,740	10,667,435	12,547,322	14,403,798	16,863,353
Cash, Cash Equivalents & Investments - end of the year		4,084,471	4,820,674	5,504,587	6,804,524	7,982,906	9,530,740	10,867,435	12,747,322	14,603,798	17,063,353

Equity Statement – Sewer Fund Scenario: Planned 10 Year Financial Plan for the Years ending 30 June 2035		2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance (as at 1/7)	Adjustments to opening balance	30,172,406	30,419,299	30,679,622	31,266,841	31,999,686	32,895,020	33,972,859	35,255,428	36,766,038	38,535,311
	Adjustments to opening balance	-	-	-	-	-	-	-	-	-	-
	Restated opening Balance (as at 1/7)	30,172,406	30,419,299	30,679,622	31,266,841	31,999,686	32,895,020	33,972,859	35,255,428	36,766,038	38,535,311
	Net Operating Result for the Year	246,894	260,323	587,219	732,845	895,334	1,077,839	1,282,569	1,510,610	1,769,273	2,056,153
	Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-
	Restated Net Operating Result for the Year	246,894	260,323	587,219	732,845	895,334	1,077,839	1,282,569	1,510,610	1,769,273	2,056,153
Other Comprehensive Income											
	- Correction of prior period errors	-	-	-	-	-	-	-	-	-	-
	- Gain (loss) on revaluation of IPP&E	-	-	-	-	-	-	-	-	-	-
	Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-
	Total Comprehensive Income	246,894	260,323	587,219	732,845	895,334	1,077,839	1,282,569	1,510,610	1,769,273	2,056,153
	Distributions to/(contributions from) non-controlling interests	-	-	-	-	-	-	-	-	-	-
	Transfers between Equity	-	-	-	-	-	-	-	-	-	-
	Equity – Balance at end of the reporting period	30,419,299	30,679,622	31,266,841	31,999,686	32,895,020	33,972,859	35,255,428	36,766,038	38,535,311	40,591,464

Function Budget For the year ended 30 June 2026		Budget Summary 2025/26	
Function	Income	Expenditure	(Surplus)/ Deficit
Governance	(33,500)	800,405	766,905
Public Order & Safety	(333,246)	1,445,979	1,112,733
Health	(60,498)	373,028	312,530
Community Services & Education	(4,076,245)	4,446,120	369,875
Housing & Community Amenities	(1,724,311)	2,668,497	944,186
Sewerage Services	(1,908,948)	1,662,054	(246,894)
Recreation & Culture	(711,662)	5,051,908	4,340,246
Building Services	(84,583)	392,553	307,970
Transport & Communication	(7,582,833)	13,324,008	5,741,175
Economic Affairs	(704,498)	2,384,472	1,679,974
Function Totals	(17,220,323)	32,549,024	15,328,701
General Purpose Revenues (Not Attributed to Functions)	(12,576,596)		(12,576,596)
(Profit)/Loss on Disposal of Assets	(368,382)	245,616	(122,766)
Operating Result before Capital Amounts	(30,165,302)	32,794,640	2,629,338
Capital Grants & Contributions	(1,458,497)		(1,458,497)
Operating Result	(31,623,799)	32,794,640	1,170,841
ADD Expenses not involving flows of Funds			
Depreciation			8,464,670
ADD Non-Operating funds employed			
Repayments by Long Term Debtors			(644,995)
Loan Funds used			(600,000)
Transfer from Reserves			(3,748,922)
			(4,993,917)
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			8,597,382
Development of Real Estate			940,114
Advance to Long Term Debtors			1,816,709
Repayment of Loans			521,436
Transfer to Reserves			407,412
			12,283,053
Budget (Surplus) / Deficit			(4,693)

Function Budget For the year ended 30 June 2026		Budget Summary 2026/27	
Function	Income	Expenditure	(Surplus)/ Deficit
Governance	(34,840)	918,477	883,637
Public Order & Safety	(349,909)	1,497,658	1,147,749
Health	(63,523)	392,205	328,682
Community Services & Education	(4,280,861)	4,647,211	366,350
Housing & Community Amenities	(1,583,508)	2,591,587	1,008,079
Sewerage Services	(2,089,465)	1,829,142	(260,323)
Recreation & Culture	(676,831)	5,123,009	4,446,378
Building Services	(88,812)	411,193	322,381
Transport & Communication	(8,155,585)	13,833,625	5,678,040
Economic Affairs	(560,255)	2,331,890	1,771,635
Function Totals	(17,883,389)	33,575,997	15,692,608
General Purpose Revenues (Not Attributed to Functions)	(13,066,599)		(13,066,599)
(Profit)/Loss on Disposal of Assets	(259,800)	245,976	(13,824)
Operating Result before Capital Amounts	(31,209,788)	33,821,973	2,612,185
Capital Grants & Contributions	(454,445)		(454,445)
Operating Result	(31,664,233)	33,821,973	2,157,740
ADD Expenses not involving flows of Funds			
Depreciation			8,800,650
ADD Non-Operating funds employed			
Repayments by Long Term Debtors			(981,661)
Loan Funds used			-
Transfer from Reserves			(1,547,249)
			(2,528,910)
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			9,340,536
Development of Real Estate			-
Advance to Long Term Debtors			-
Repayment of Loans			564,834
Transfer to Reserves			1,734,570
			11,639,940
Budget (Surplus) / Deficit			2,468,120

Function Budget For the year ended 30 June 2026		Budget Summary 2027/28	
Function	Income	Expenditure	(Surplus)/ Deficit
Governance	(36,234)	873,923	837,689
Public Order & Safety	(367,403)	1,564,290	1,196,887
Health	(66,699)	407,309	340,610
Community Services & Education	(4,494,546)	4,859,354	364,808
Housing & Community Amenities	(1,662,961)	2,644,564	981,603
Sewerage Services	(2,287,592)	1,700,373	(587,219)
Recreation & Culture	(710,457)	5,347,204	4,636,747
Building Services	(93,253)	431,608	338,355
Transport & Communication	(8,565,421)	14,409,244	5,843,823
Economic Affairs	(588,747)	2,409,033	1,820,286
Function Totals	(18,873,313)	34,646,902	15,773,589
General Purpose Revenues (Not Attributed to Functions)	(13,655,192)		(13,655,192)
(Profit)/Loss on Disposal of Assets	(415,109)	206,939	(208,170)
Operating Result before Capital Amounts	(32,943,614)	34,853,841	1,910,227
Capital Grants & Contributions	(2,282,500)		(2,282,500)
Operating Result	(35,226,114)	34,853,841	(372,273)
ADD Expenses not involving flows of Funds			
Depreciation			9,150,062
ADD Non-Operating funds employed			
Repayments by Long Term Debtors			(1,118,538)
Loan Funds used			-
Transfer from Reserves			(485,659)
			(1,604,197)
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			13,213,846
Development of Real Estate			-
Advance to Long Term Debtors			-
Repayment of Loans			368,221
Transfer to Reserves			1,795,609
			15,377,676
Budget (Surplus) / Deficit			4,251,144

Function Budget For the year ended 30 June 2026		Budget Summary 2028/29	
Function	Income	Expenditure	(Surplus)/ Deficit
Governance	(37,684)	890,353	852,669
Public Order & Safety	(385,766)	1,628,007	1,242,241
Health	(70,033)	426,755	356,722
Community Services & Education	(4,718,801)	5,078,984	360,183
Housing & Community Amenities	(1,743,874)	2,754,721	1,010,847
Sewerage Services	(2,505,068)	1,772,223	(732,845)
Recreation & Culture	(745,958)	5,563,659	4,817,701
Building Services	(97,914)	451,210	353,296
Transport & Communication	(8,908,843)	14,998,749	6,089,906
Economic Affairs	(616,868)	2,538,344	1,921,476
Function Totals	(19,830,809)	36,103,005	16,272,196
General Purpose Revenues (Not Attributed to Functions)	(14,274,486)		(14,274,486)
(Profit)/Loss on Disposal of Assets	(371,127)	331,235	(39,892)
Operating Result before Capital Amounts	(34,476,422)	36,434,240	1,957,818
Capital Grants & Contributions	(2,183,615)		(2,183,615)
Operating Result	(36,660,037)	36,434,240	(225,797)
ADD Expenses not involving flows of Funds			
Depreciation			9,513,754
ADD Non-Operating funds employed			
Repayments by Long Term Debtors			(664,499)
Loan Funds used			-
Transfer from Reserves			(398,206)
			(1,062,705)
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			11,187,764
Development of Real Estate			-
Advance to Long Term Debtors			-
Repayment of Loans			307,058
Transfer to Reserves			2,587,992
			14,082,814
Budget (Surplus) / Deficit			3,280,558

Function Budget For the year ended 30 June 2026		Budget Summary 2029/30	
Function	Income	Expenditure	(Surplus)/ Deficit
Governance	(39,192)	815,429	776,237
Public Order & Safety	(405,061)	1,697,402	1,292,341
Health	(73,536)	442,193	368,657
Community Services & Education	(4,954,440)	5,311,896	357,456
Housing & Community Amenities	(1,831,926)	2,873,842	1,041,916
Sewerage Services	(2,743,803)	1,848,469	(895,334)
Recreation & Culture	(783,267)	5,801,865	5,018,598
Building Services	(102,810)	472,679	369,869
Transport & Communication	(9,319,363)	15,619,447	6,300,084
Economic Affairs	(645,421)	2,616,971	1,971,550
Function Totals	(20,898,819)	37,500,193	16,601,374
General Purpose Revenues (Not Attributed to Functions)	(14,914,437)		(14,914,437)
(Profit)/Loss on Disposal of Assets	(371,273)	249,228	(122,045)
Operating Result before Capital Amounts	(36,184,529)	37,749,421	1,564,892
Capital Grants & Contributions	(1,511,909)		(1,511,909)
Operating Result	(37,696,438)	37,749,421	52,983
ADD Expenses not involving flows of Funds			
Depreciation			9,891,738
ADD Non-Operating funds employed			
Repayments by Long Term Debtors			(663,599)
Loan Funds used			-
Transfer from Reserves			(82,294)
			(745,893)
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			9,021,775
Development of Real Estate			-
Advance to Long Term Debtors			-
Repayment of Loans			183,277
Transfer to Reserves			2,608,475
			11,813,527
Budget (Surplus) / Deficit			1,228,879

Function Budget For the year ended 30 June 2026		Budget Summary 2030/31	
Function	Income	Expenditure	(Surplus)/ Deficit
Governance	(40,759)	854,897	814,138
Public Order & Safety	(425,321)	1,769,773	1,344,452
Health	(77,214)	464,457	387,243
Community Services & Education	(5,201,871)	5,555,741	353,870
Housing & Community Amenities	(1,918,033)	2,998,294	1,080,261
Sewerage Services	(3,005,891)	1,928,052	(1,077,839)
Recreation & Culture	(822,443)	6,044,015	5,221,572
Building Services	(107,953)	495,188	387,235
Transport & Communication	(9,698,260)	16,267,572	6,569,312
Economic Affairs	(675,406)	2,763,996	2,088,590
Function Totals	(21,973,151)	39,141,985	17,168,834
General Purpose Revenues (Not Attributed to Functions)	(15,604,805)		(15,604,805)
(Profit)/Loss on Disposal of Assets	(416,436)	466,191	49,755
Operating Result before Capital Amounts	(37,994,392)	39,608,176	1,613,784
Capital Grants & Contributions	(1,990,500)		(1,990,500)
Operating Result	(39,984,892)	39,608,176	(376,716)
ADD Expenses not involving flows of Funds			
Depreciation			10,284,822
ADD Non-Operating funds employed			
Repayments by Long Term Debtors			(418,061)
Loan Funds used			-
Transfer from Reserves			(109,426)
			(527,487)
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			9,001,668
Development of Real Estate			-
Advance to Long Term Debtors			-
Repayment of Loans			88,629
Transfer to Reserves			2,921,638
			12,011,935
Budget (Surplus) / Deficit			822,910

Function Budget For the year ended 30 June 2026		Budget Summary 2031/32	
Function	Income	Expenditure	(Surplus)/ Deficit
Governance	(42,388)	970,289	927,901
Public Order & Safety	(446,582)	1,845,162	1,398,580
Health	(81,073)	481,558	400,485
Community Services & Education	(5,461,502)	5,810,824	349,322
Housing & Community Amenities	(2,008,390)	3,128,207	1,119,817
Sewerage Services	(3,293,580)	2,011,011	(1,282,569)
Recreation & Culture	(863,544)	6,303,208	5,439,664
Building Services	(113,350)	518,765	405,415
Transport & Communication	(10,095,830)	16,948,522	6,852,692
Economic Affairs	(706,866)	2,849,025	2,142,159
Function Totals	(23,113,105)	40,866,571	17,753,466
General Purpose Revenues (Not Attributed to Functions)	(16,315,506)		(16,315,506)
(Profit)/Loss on Disposal of Assets	(438,900)	274,432	(164,468)
Operating Result before Capital Amounts	(39,867,511)	41,141,003	1,273,492
Capital Grants & Contributions	(3,196,600)		(3,196,600)
Operating Result	(43,064,111)	41,141,003	(1,923,108)
ADD Expenses not involving flows of Funds			
Depreciation			10,693,039
ADD Non-Operating funds employed			
Repayments by Long Term Debtors			-
Loan Funds used			-
Transfer from Reserves			(45,603)
			(45,603)
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			9,395,059
Development of Real Estate			-
Advance to Long Term Debtors			
Repayment of Loans			57,062
Transfer to Reserves			2,675,709
			12,127,830
Budget (Surplus) / Deficit			(533,920)

Function Budget For the year ended 30 June 2026		Budget Summary 2032/33	
Function	Income	Expenditure	(Surplus)/ Deficit
Governance	(44,083)	1,008,477	964,394
Public Order & Safety	(468,909)	1,927,083	1,458,174
Health	(85,127)	508,754	423,627
Community Services & Education	(5,734,152)	6,079,790	345,638
Housing & Community Amenities	(2,103,279)	3,268,448	1,165,169
Sewerage Services	(3,609,665)	2,099,055	(1,510,610)
Recreation & Culture	(906,716)	6,573,650	5,666,934
Building Services	(119,018)	544,489	425,471
Transport & Communication	(10,513,313)	17,677,908	7,164,595
Economic Affairs	(739,909)	3,016,783	2,276,874
Function Totals	(24,324,171)	42,704,437	18,380,266
General Purpose Revenues (Not Attributed to Functions)	(17,087,619)		(17,087,619)
(Profit)/Loss on Disposal of Assets	(195,142)	111,366	(83,776)
Operating Result before Capital Amounts	(41,606,932)	42,815,803	1,208,871
Capital Grants & Contributions	(436,889)		(436,889)
Operating Result	(42,043,821)	42,815,803	771,982
ADD Expenses not involving flows of Funds			
Depreciation			11,118,057
ADD Non-Operating funds employed			
Repayments by Long Term Debtors			-
Loan Funds used			-
Transfer from Reserves			(46,827)
			(46,827)
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			4,663,935
Development of Real Estate			
Advance to Long Term Debtors			
Repayment of Loans			58,962
Transfer to Reserves			3,433,783
			8,156,680
Budget (Surplus) / Deficit			(2,236,222)

Function Budget For the year ended 30 June 2026		Budget Summary 2033/34	
Function	Income	Expenditure	(Surplus)/ Deficit
Governance	(45,848)	913,117	867,269
Public Order & Safety	(492,371)	2,005,963	1,513,592
Health	(89,386)	524,540	435,154
Community Services & Education	(6,020,610)	6,357,950	337,340
Housing & Community Amenities	(2,202,984)	3,406,059	1,203,075
Sewerage Services	(3,957,445)	2,188,172	(1,769,273)
Recreation & Culture	(952,080)	6,850,150	5,898,070
Building Services	(124,971)	569,417	444,446
Transport & Communication	(10,951,953)	18,396,703	7,444,750
Economic Affairs	(774,626)	3,102,573	2,327,947
Function Totals	(25,612,274)	44,314,644	18,702,370
General Purpose Revenues (Not Attributed to Functions)	(17,889,300)		(17,889,300)
(Profit)/Loss on Disposal of Assets	(393,836)	358,780	(35,056)
Operating Result before Capital Amounts	(43,895,410)	44,673,424	778,014
Capital Grants & Contributions	(179,200)		(179,200)
Operating Result	(44,074,610)	44,673,424	598,814
ADD Expenses not involving flows of Funds			
Depreciation			11,560,699
ADD Non-Operating funds employed			
Repayments by Long Term Debtors			(393,836)
Loan Funds used			-
Transfer from Reserves			(48,100))
			(441,936)
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			6,204,491
Development of Real Estate			-
Advance to Long Term Debtors			
Repayment of Loans			60,926
Transfer to Reserves			3,485,055
			9,750,472
Budget (Surplus) / Deficit			(1,653,349)

Function Budget For the year ended 30 June 2026		Budget Summary 2034/35	
Function	Income	Expenditure	(Surplus)/ Deficit
Governance	(47,681)	961,481	913,800
Public Order & Safety	(516,964)	2,086,564	1,569,600
Health	(93,851)	550,459	456,608
Community Services & Education	(6,320,074)	6,650,580	330,506
Housing & Community Amenities	(2,307,598)	3,554,247	1,246,649
Sewerage Services	(4,338,642)	2,282,489	(2,056,153)
Recreation & Culture	(999,628)	7,138,222	6,138,594
Building Services	(131,213)	596,562	465,349
Transport & Communication	(11,701,924)	19,166,346	7,464,422
Economic Affairs	(811,021)	3,276,830	2,465,809
Function Totals	(27,268,596)	46,263,780	18,995,184
General Purpose Revenues (Not Attributed to Functions)	(18,734,010)		(18,734,010)
(Profit)/Loss on Disposal of Assets	(367,091)	282,360	(84,731)
Operating Result before Capital Amounts	(46,369,697)	46,546,140	176,443
Capital Grants & Contributions	(150,000)		(150,000)
Operating Result	(46,519,697)	46,546,140	26,443
ADD Expenses not involving flows of Funds			
Depreciation			12,020,143
ADD Non-Operating funds employed			
Repayments by Long Term Debtors			-
Loan Funds used			-
Transfer from Reserves			(49,424))
			(49,424)
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			5,456,034
Development of Real Estate			-
Advance to Long Term Debtors			
Repayment of Loans			62,956
Transfer to Reserves			4,166,630
			9,685,620
Budget (Surplus) / Deficit			(2,357,504)

1. Governance For the year ended 30 June 2026												
Description	Job No.	Prev. Year Estimate	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33	Budget 2033-34	Budget 2034-35
Income												
Finance & Administration Income												
StateCover Incentive Payments	1120.130.135	(33,500)	(33,500)	(34,840)	(36,234)	(37,684)	(39,192)	(40,759)	(42,388)	(44,083)	(45,848)	(47,681)
Total Income		(33,500)	(33,500)	(34,840)	(36,234)	(37,684)	(39,192)	(40,759)	(42,388)	(44,083)	(45,848)	(47,681)
Expenditure												
Governance & Councillor Expenses												
Councillor Expenses	3020.330.616/603/648/644	58,806	61,179	63,626	66,171	68,820	71,573	74,436	77,410	80,506	83,729	87,077
Councillors Allowance	3020.330.618	109,257	112,815	117,328	122,021	126,906	131,982	137,262	142,745	148,453	154,399	160,570
Mayoral Allowance	3026.331.619	21,378	22,073	22,956	23,874	24,830	25,823	26,856	27,929	29,046	30,209	31,417
Councillors & Mayoral Superannuation	3020.330.330/3026.331.330	15,023	16,187	16,835	17,508	18,209	18,937	19,695	20,482	21,301	22,153	23,039
Mayoral Receptions	3025.331.	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Election Expenses	3050.335.617	89,558	-	-	100,000	-	-	-	110,000	-	-	-
Civic Functions & Ceremonies	3050.340.	4,686	5,719	5,948	6,185	6,433	11,691	6,958	7,236	7,526	7,827	8,140
Delegates Expenses	3050.450.644	15,296	20,000	20,800	21,632	22,498	23,398	24,333	25,307	26,318	27,372	28,466
Local Government NSW Subscription	3050.370.480/405.482	28,395	29,531	30,712	31,941	33,220	34,548	35,930	37,366	38,860	40,416	42,031
REROC Contribution	3050.370.481	39,330	40,903	42,539	44,241	46,012	47,852	49,767	51,755	53,824	55,980	58,217
Integrated Planning & Reporting	3050.440.502/603	48,000	8,320	8,653	8,999	59,359	9,734	10,123	10,527	65,948	11,387	11,842
Community Consultation & Consultants	3050.440.401 / 3100.360.401	30,000	50,000	160,000	-	25,000	-	-	-	30,000	-	-
Newsletter - Narraburra News	3050.502.	21,489	23,131	24,123	25,159	26,239	27,366	28,542	29,768	31,048	32,386	33,778
Donations	3050.405.622	15,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Sister City Relations	3050.341.	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Local Government Week	3050.645.	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Audit, Risk & Improvement Committee	3050.359.405	53,543	55,082	57,285	59,577	61,962	64,440	67,018	69,695	72,482	75,385	78,398
Finance & Administration Costs												
Management of Council	3050.336/337	584,248	625,854	656,894	689,477	723,662	759,576	797,274	836,820	878,338	921,952	967,657
Employee Assistance Programs	3050.344.401	30,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Service Reviews	3050.348.401	15,000	15,600	16,224	16,873	17,548	18,250	18,981	19,739	20,528	21,350	22,203
Work Health & Safety	3050.715.	142,917	139,266	145,948	152,953	160,295	167,995	176,068	184,525	193,396	202,702	212,443
Insurances	3050/3100.410.*	67,423	74,284	77,256	80,344	83,562	86,906	90,382	93,992	97,751	101,664	105,729
Governance & Administration Costs	3100/3050.351.301/3110/3140	1,480,135	1,743,747	1,849,007	1,889,984	2,040,570	2,108,626	2,230,115	2,316,872	2,425,861	2,545,933	2,689,885
Property Revaluations	3100.407.401	-	-	-	40,000	-	-	-	-	40,000	-	-
Financial Statement Audit Fee	3100.360.605	48,500	49,632	51,617	53,682	55,831	58,064	60,387	62,799	65,311	67,926	70,641
Council Chamber Running Costs	3490	136,646	144,432	150,210	156,219	162,473	168,977	175,742	182,765	190,082	197,703	205,613
Oncosts Recovered	3100.986.986	(2,616,776)	(2,621,350)	(2,789,284)	(2,928,749)	(3,075,186)	(3,228,945)	(3,390,393)	(3,559,912)	(3,737,908)	(3,924,803)	(4,121,043)
Depreciation	3100/3490.*740	212,232	145,000	150,800	156,832	163,110	169,636	176,421	183,469	190,806	198,447	206,378
Total Expenditure		664,086	800,405	918,477	873,923	890,353	815,429	854,897	970,289	1,008,477	913,117	961,481
Nett Cost to Council		630,586	766,905	883,637	837,689	852,669	776,237	814,138	927,901	964,394	867,269	913,800

2. Public Order Safety For the year ended 30 June 2026												
Description	Job No.	Prev. Year Estimate	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33	Budget 2033-34	Budget 2034-35
Income												
Fire Control												
Rural Fire Service Grant Payments	2070	(333,147)	(328,930)	(345,377)	(362,645)	(380,770)	(399,815)	(419,813)	(440,799)	(462,837)	(485,994)	(510,269)
Animal Control												
	2040	(4,312)	(4,316)	(4,532)	(4,758)	(4,996)	(5,246)	(5,508)	(5,783)	(6,072)	(6,377)	(6,695)
Total Income		(337,459)	(333,246)	(349,909)	(367,403)	(385,766)	(405,061)	(425,321)	(446,582)	(468,909)	(492,371)	(516,964)
Expenditure												
Fire Control												
Contribution - NSW Fire Brigade	4070.406.380	54,216	54,814	57,007	59,287	61,660	64,127	66,692	69,356	72,130	75,018	78,017
Contribution - Bush Fire Fund	4070.406.381	438,803	443,023	460,744	479,174	498,357	518,293	539,026	560,557	582,974	606,321	630,555
Rural Fire Service Expenditure	4070/4071	476,376	481,926	493,128	516,267	537,265	560,782	585,326	610,906	639,364	665,476	689,601
Animal Control												
	4040	209,523	234,318	245,122	257,624	268,282	280,692	293,692	307,297	322,915	336,490	352,119
Enforcement of Regulations												
	4030	64,017	65,121	68,164	71,349	74,685	78,181	81,839	85,668	89,682	93,887	98,283
Emergency Services												
Security Service	4075.420.	48,672	50,619	52,644	54,750	56,941	59,219	61,588	64,048	66,610	69,277	72,046
CCTV Operating Costs	4075.421.	9,139	9,505	9,885	10,281	10,692	11,120	11,565	12,027	12,508	13,009	13,528
Insurances	4075.410.	1,814	1,886	1,961	2,040	2,121	2,207	2,295	2,386	2,481	2,581	2,684
State Emergency Services	4080.528/410/415	44,372	37,315	38,808	40,360	41,975	43,655	45,402	47,215	49,103	51,069	53,110
Emergency Management Committee	4080.529.	5,244	5,453	5,671	5,898	6,134	6,379	6,634	6,900	7,176	7,463	7,761
Overheads/Internal Recharges	4080.980.980	9,766	10,432	10,895	11,485	11,887	12,418	12,973	13,554	14,282	14,798	15,464
Depreciation												
	4070/4040/4030/4075/4080	44,113	51,567	53,629	55,775	58,008	60,329	62,741	65,248	67,858	70,574	73,396
Total Expenditure		1,406,055	1,445,979	1,497,658	1,564,290	1,628,007	1,697,402	1,769,773	1,845,162	1,927,083	2,005,963	2,086,564
Nett Cost to Council		1,068,596	1,112,733	1,147,749	1,196,887	1,242,241	1,292,341	1,344,452	1,398,580	1,458,174	1,513,592	1,569,600

3. Health For the year ended 30 June 2026												
Description	Job No.	Prev. Year Estimate	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33	Budget 2033-34	Budget 2034-35
Income												
Health Administration	2100	(4,100)	(4,244)	(4,456)	(4,679)	(4,913)	(5,159)	(5,417)	(5,687)	(5,972)	(6,271)	(6,584)
Noxious Weeds	1220	(55,999)	(56,254)	(59,067)	(62,020)	(65,120)	(68,377)	(71,797)	(75,386)	(79,155)	(83,115)	(87,267)
Total Income		(60,099)	(60,498)	(63,523)	(66,699)	(70,033)	(73,536)	(77,214)	(81,073)	(85,127)	(89,386)	(93,851)
Expenditure												
Health Administration												
Health Administration & Inspection	4100	140,959	149,775	156,667	164,829	171,443	179,361	187,655	196,338	206,515	214,967	224,943
Bush Bursary Program	4100.450.581	3,000	-	3,000	-	3,000	-	3,000	-	3,000	-	3,000
Immunization	4110.350.603	2,481	3,420	3,557	3,699	3,847	4,001	4,161	4,327	4,500	4,681	4,868
Food Control Administration	4120	26,938	26,473	27,770	29,131	30,557	32,054	33,629	35,275	37,008	38,823	40,725
Noxious Weeds/Pests												
Pests/Fruit Fly	4140	20,000	5,000	5,200	5,408	5,624	5,850	6,083	6,327	6,580	6,843	7,116
Weeds - Coordination & Inspection	3220.523/300/519	138,581	148,552	154,675	161,317	167,704	174,628	181,842	189,346	199,273	205,335	213,825
Weeds - Khaki Weed	3220.519.401	10,000	10,000	10,400	10,816	11,249	11,699	12,167	12,653	13,159	13,686	14,233
Weeds - Local Control	3220.522.	7,000	7,000	7,280	7,571	7,874	8,189	8,517	8,857	9,211	9,580	9,963
Weeds - Regional Plans	3220.520/521	21,000	21,000	21,840	22,713	23,623	24,568	25,550	26,572	27,634	28,740	29,890
Depreciation	3220/4100.*740	1,800	1,808	1,816	1,825	1,834	1,843	1,853	1,863	1,874	1,885	1,896
Total Expenditure		371,759	373,028	392,205	407,309	426,755	442,193	464,457	481,558	508,754	524,540	550,459
Nett Cost to Council		311,660	312,530	328,682	340,610	356,722	368,657	387,243	400,485	423,627	435,154	456,608

4. Community Services

Education
For the year ended 30 June 2026

Description

Income												
Aged & Disability Support Services												
Transport	1860/1818	(477,796)	(249,912)	(262,407)	(275,528)	(289,299)	(303,769)	(318,963)	(334,907)	(351,652)	(369,244)	(387,688)
Disability Services	2800-2899	(3,630,338)	(2,501,900)	(2,626,995)	(2,758,344)	(2,896,200)	(3,041,059)	(3,193,175)	(3,352,796)	(3,520,423)	(3,696,557)	(3,881,198)
Aged Care Services	2900-2999	(3,235,785)	(1,305,233)	(1,371,349)	(1,439,611)	(1,511,236)	(1,586,493)	(1,665,510)	(1,748,415)	(1,835,474)	(1,926,926)	(2,021,963)
Contracted Services	1826-1828	(403,265)	(16,333)	(17,150)	(18,007)	(18,907)	(19,853)	(20,845)	(21,888)	(22,982)	(24,132)	(25,337)
Community Services Sundry												
	1700	(1,700)	(1,500)	(1,525)	(1,551)	(1,579)	(1,608)	(1,638)	(1,670)	(1,704)	(1,739)	(1,776)
Youth Affairs												
	1780	(1,305)	(1,351)	(1,419)	(1,489)	(1,564)	(1,642)	(1,724)	(1,810)	(1,901)	(1,996)	(2,096)
Education												
Pre School Kindergarten	1790	(14)	(16)	(16)	(16)	(16)	(16)	(16)	(16)	(16)	(16)	(16)
Total Income		(7,750,203)	(4,076,245)	(4,280,861)	(4,494,546)	(4,718,801)	(4,954,440)	(5,201,871)	(5,461,502)	(5,734,152)	(6,020,610)	(6,320,074)
Expenditure												
Aged & Disability Support Services												
Transport	3860/3818	437,796	249,912	261,755	274,217	287,166	300,796	315,077	330,035	345,774	362,153	379,354
Disability Services	4800-4899	3,447,927	2,377,590	2,484,859	2,597,585	2,715,507	2,840,638	2,971,601	3,108,549	3,252,413	3,402,194	3,559,162
Aged Care Services	4900-4999	3,148,095	1,299,547	1,360,544	1,424,848	1,491,341	1,561,453	1,634,901	1,711,783	1,792,814	1,876,789	1,965,128
Contracted Services	3826-3828	403,265	16,333	17,150	18,007	18,907	19,853	20,845	21,888	22,982	24,132	25,337
Other Community Services & Education												
Community Services	3700/3870	129,500	126,515	132,576	139,282	145,596	152,589	159,925	167,614	176,080	184,146	193,013
Youth Affairs												
Youth Program	3780	172,502	183,319	192,014	201,474	210,671	220,683	231,178	242,168	254,095	265,778	278,429
Scholarships	3780.405.621	6,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Education												
Pre-School Kindergarten	3790	15,959	16,597	17,260	17,951	18,669	19,416	20,193	21,000	21,840	22,714	23,622
Depreciation		187,742	172,307	177,053	181,990	187,127	192,468	198,021	203,787	209,792	216,044	222,535
Total Expenditure		7,948,786	4,446,120	4,647,211	4,859,354	5,078,984	5,311,896	5,555,741	5,810,824	6,079,790	6,357,950	6,650,580
Nett Cost to Council		198,583	369,875	366,350	364,808	360,183	357,456	353,870	349,322	345,638	337,340	330,506

5. Housing Community

Amenities

For the year ended 30 June 2026

Description

Job No.

Prev. Year
Estimate

Budget
2025-26

Budget
2026-27

Budget
2027-28

Budget
2028-29

Budget
2029-30

Budget
2030-31

Budget
2031-32

Budget
2032-33

Budget
2033-34

Budget
2034-35

Income

Housing

Dwelling Rental Income

2164

(30,030)

(35,280)

(37,044)

(38,896)

(40,840)

(42,883)

(45,028)

(47,279)

(49,642)

(52,126)

(54,730)

Town Planning

Sec 149 Certificate Fees

2010.105.58

(14,051)

(15,200)

(15,960)

(16,758)

(17,596)

(18,476)

(19,400)

(20,370)

(21,388)

(22,458)

(23,580)

Development Application Fees

2010.105.61/63

(115,712)

(130,000)

(136,500)

(143,325)

(150,488)

(158,015)

(165,919)

(174,213)

(182,923)

(192,075)

(201,669)

Town Planning Grants

2010.115.171

-

(70,000)

-

-

-

-

-

-

-

-

-

-

Waste Management

Domestic Waste Charges

1420.100.40

(720,759)

(773,334)

(812,001)

(852,601)

(895,211)

(939,987)

(987,006)

(1,036,345)

(1,088,158)

(1,142,601)

(1,199,750)

Pension Rebate

1420.100.30/31

42,965

42,965

45,114

47,369

49,736

52,224

54,836

57,578

60,456

63,480

66,651

Trade Waste Charges

1421.100.41

(155,872)

(164,697)

(172,931)

(181,578)

(190,653)

(200,189)

(210,202)

(220,710)

(231,745)

(243,339)

(255,510)

Extra Charges

1420/1421.120.34

(2,200)

(2,800)

(2,800)

(2,800)

(2,800)

(2,800)

(2,800)

(2,800)

(2,800)

(2,800)

(2,800)

Tipping Charges

1410/1430.110.

(169,538)

(215,187)

(199,697)

(209,680)

(220,161)

(231,173)

(242,735)

(254,869)

(267,612)

(281,001)

(295,037)

Recycling Grants

1415

-

(71,462)

-

-

-

-

-

-

-

-

-

-

Stormwater Management

Stormwater Management Annual Charges

1400.100.44

(55,163)

(74,863)

(81,138)

(86,238)

(89,113)

(95,163)

(95,163)

(95,163)

(95,163)

(95,163)

(95,163)

Stormwater Grants

1400.115.171

-

(51,429)

-

-

-

-

-

-

-

-

-

-

Heritage

Heritage Fund Grants

1930.115

(12,000)

(12,000)

(12,000)

(12,000)

(12,000)

(12,000)

(12,000)

(12,000)

(12,000)

(12,000)

(12,000)

Public Cemetery Fees

1530/1531.

(135,500)

(151,025)

(158,551)

(166,454)

(174,748)

(183,464)

(192,616)

(202,219)

(212,304)

(222,901)

(234,010)

Total Income

(1,367,860)

(1,724,311)

(1,583,508)

(1,662,961)

(1,743,874)

(1,831,926)

(1,918,033)

(2,008,390)

(2,103,279)

(2,202,984)

(2,307,598)

Expenditure

Housing

Dwelling Maintenance

4164

28,008

32,281

33,601

34,973

36,406

37,896

39,444

41,056

42,738

44,489

46,309

Town Planning

Town Planning

4010

318,989

338,428

343,709

360,608

376,532

394,157

412,644

432,018

453,341

473,666

496,002

Bundawarra Estate Master Planning

4010

60,500

-

-

-

-

-

-

-

-

-

-

-

Engineering Guidelines for Subdivisions

4010

60,000

-

60,000

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-

-

-

Temora North Project

-

70,000

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-

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Waste Management

Waste Management

3420

734,001

845,099

5. Housing Community

Amenities Continued

For the year ended 30 June 2026

Description

Job No.	Prev. Year Estimate	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33	Budget 2033-34	Budget 2034-35
Heritage											
Heritage Fund	3930.405.	20,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Heritage Adviser	3930.360.408	18,720	22,000	22,880	23,795	24,748	25,738	26,767	27,837	28,950	30,109
Other Heritage Expenses	3930	6,437	7,024	7,335	7,661	8,003	8,360	8,736	9,131	9,543	9,974
Public Cemeteries	3530-3532	301,811	339,704	333,643	349,075	363,411	379,294	395,887	413,208	432,309	450,232
Environmental Protection											
Other Environmental Protection	4060	6,920	7,444	7,717	8,001	8,297	8,604	8,922	9,254	9,600	9,960
LCMA Landcare Fund	4060.450.492	5,000	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Environmental Services	4000	13,244	14,450	15,028	15,629	16,255	16,906	17,580	18,284	19,015	19,776
Public Conveniences	3450	132,250	152,770	159,631	167,614	174,320	182,178	190,397	198,995	208,911	217,408
Street Cleaning	3440	223,071	235,837	246,192	257,181	268,306	280,112	292,442	305,308	318,960	332,827
Access & Equity Assistance Fund	3455	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Depreciation		294,864	336,267	349,720	363,708	378,266	393,398	409,137	425,476	442,493	460,215
Total Expenditure		2,307,789	2,668,497	2,591,587	2,644,564	2,754,721	2,873,842	2,998,294	3,128,207	3,268,448	3,406,059
Nett Cost to Council		939,929	944,186	1,008,079	981,603	1,010,847	1,041,916	1,080,261	1,119,817	1,165,169	1,203,075

6. Sewerage												
For the year ended 30 June 2026												
Description	Job No.	Prev. Year Estimate	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33	Budget 2033-34	Budget 2034-35
Income												
Sewerage System												
Residential Annual Charges	21000.100.20/43	(1,532,470)	(1,341,337)	(1,475,471)	(1,623,018)	(1,785,320)	(1,963,852)	(2,160,223)	(2,376,178)	(2,613,863)	(2,875,827)	(3,163,409)
Commercial Access Charge & Usage	21000.101.20/43	(310,985)	(383,434)	(421,777)	(463,955)	(510,350)	(561,385)	(617,520)	(679,253)	(747,197)	(822,082)	(904,290)
Extra Charges	21000.120.34/35	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Pension Rebate	21000.100.30/31	46,479	46,479	48,339	50,272	52,284	54,376	56,551	58,810	61,161	63,612	66,154
Interest Income	21000.120.190	(156,620)	(153,254)	(159,384)	(165,760)	(172,395)	(179,292)	(186,464)	(193,912)	(201,667)	(209,743)	(218,126)
Pension Subsidy	21000.115.9849	(24,955)	(25,563)	(26,841)	(28,183)	(29,592)	(31,072)	(32,626)	(34,257)	(35,970)	(37,769)	(39,656)
Fittings & Installation	21000.110.103	(5,114)	(6,000)	(6,300)	(6,615)	(6,946)	(7,293)	(7,658)	(8,041)	(8,443)	(8,865)	(9,308)
Drainage Diagram Fee	21000.110.104	(8,879)	(11,000)	(11,550)	(12,128)	(12,734)	(13,370)	(14,039)	(14,741)	(15,478)	(16,252)	(17,064)
Sundry Income	21000.130.120/220	(681)	(805)	(845)	(888)	(932)	(978)	(1,027)	(1,079)	(1,133)	(1,189)	(1,249)
Plant Hire	21000.130.975	(15,759)	(15,759)	(16,547)	(17,374)	(18,243)	(19,155)	(20,113)	(21,119)	(22,174)	(23,284)	(24,447)
Effluent Scheme Sales	21000.110.99	(15,725)	(16,275)	(17,089)	(17,943)	(18,840)	(19,782)	(20,772)	(21,810)	(22,901)	(24,046)	(25,247)
Total Income		(2,026,709)	(1,908,948)	(2,089,465)	(2,287,592)	(2,505,068)	(2,743,803)	(3,005,891)	(3,293,580)	(3,609,665)	(3,957,445)	(4,338,642)
Expenditure												
Sewerage System												
Management & Technical Costs	23000.338.	89,673	137,854	144,089	150,608	157,427	164,560	172,021	179,815	187,972	196,512	205,429
Sewerage Mgt Plan & Operational Procedures	23000.352.401	-	-	100,000	-	-	-	-	-	-	-	-
Treatment Works	23000.602.	160,635	190,019	198,089	206,505	215,283	224,436	233,986	243,932	254,314	265,157	276,446
Mains Maintenance	23000.601/605	286,673	398,140	410,761	323,924	337,653	351,967	366,895	382,443	398,669	415,614	433,251
Pumping Stations	23000.603.	25,084	28,643	29,904	31,221	32,596	34,032	35,534	37,100	38,739	40,450	42,236
Fittings & Installation	23000.590.	7,127	30,150	31,556	33,028	34,569	36,185	37,875	39,646	41,499	43,441	45,471
Insurances	23000.410.*	31,117	32,362	33,657	35,003	36,404	37,860	39,375	40,948	42,585	44,291	46,060
Sundry	23000.970.	4,201	4,369	4,544	4,726	4,915	5,111	5,316	5,528	5,749	5,979	6,218
Overheads/Internal Recharges	23000.980.980	86,263	121,702	127,108	133,989	138,682	144,873	151,352	158,131	166,625	172,648	180,415
		-	-	-	-	-	-	-	-	-	-	-
Effluent Scheme	23000.511/512/514/536/537	299,110	353,338	369,338	386,069	403,569	421,874	441,022	461,030	481,971	503,888	526,780
		-	-	-	-	-	-	-	-	-	-	-
Depreciation	23000.*740	351,420	365,477	380,096	395,300	411,125	427,571	444,676	462,438	480,932	500,192	520,183
Total Expenditure		1,341,303	1,662,054	1,829,142	1,700,373	1,772,223	1,848,469	1,928,052	2,011,011	2,099,055	2,188,172	2,282,489
Nett Cost to Council		(685,406)	(246,894)	(260,323)	(587,219)	(732,845)	(895,334)	(1,077,839)	(1,282,569)	(1,510,610)	(1,769,273)	(2,056,153)

7. Recreation Culture												
For the year ended 30 June 2026												
Description	Job No.	Prev. Year Estimate	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33	Budget 2033-34	Budget 2034-35
Income												
Library Services	1710	(88,427)	(113,701)	(93,033)	(97,684)	(102,566)	(107,696)	(113,083)	(118,735)	(124,672)	(124,672)	(137,448)
Public Halls												
Cinema	1742	(95,100)	(97,700)	(102,585)	(107,713)	(113,098)	(118,755)	(124,694)	(130,927)	(137,473)	(137,473)	(151,562)
Public Halls	1740/1741	(12,000)	(12,000)	(12,600)	(13,230)	(13,891)	(14,586)	(15,316)	(16,081)	(16,885)	(16,885)	(18,616)
Recreation Centre/Swimming Pools												
Temora Recreation Centre & Swimming Pools	1720/1722/1730	(295,210)	(412,256)	(392,151)	(411,760)	(432,336)	(453,963)	(476,671)	(500,497)	(525,520)	(525,520)	(579,374)
Ariah Park Swimming Pool	1721	(17,585)	(16,950)	(17,798)	(18,687)	(19,621)	(20,603)	(21,633)	(22,715)	(23,850)	(23,850)	(26,295)
Sporting Grounds	1240	(13,576)	(29,414)	(47,602)	(49,982)	(52,480)	(55,105)	(57,861)	(60,753)	(63,791)	(63,791)	(70,328)
Parks & Gardens	1230	(2,831)	(23,040)	(3,935)	(4,132)	(4,339)	(4,555)	(4,784)	(5,022)	(5,274)	(5,274)	(5,814)
Cultural Activities												
Events - Facility Hire Fees	1910/1913/1916	-	(6,291)	(6,601)	(6,927)	(7,268)	(7,627)	(8,005)	(8,399)	(8,815)	(8,815)	(9,710)
Arts Centre	1885	(18,347)	-	-	-	-	-	-	-	-	-	-
Other	1895	-	-	-	-	-	-	-	-	-	-	-
Total Income		(543,076)	(711,662)	(676,631)	(710,457)	(745,958)	(783,267)	(822,443)	(863,544)	(906,716)	(906,716)	(999,628)
Expenditure												
Library Services	3710	401,864	468,520	456,060	476,477	497,110	519,055	542,000	565,982	591,479	617,340	644,776
Public Halls												
Cinema	3742	113,676	126,693	132,267	138,091	144,174	150,529	157,168	164,098	171,340	178,916	186,809
Public Hall Maintenance	3740/3741	168,737	174,820	177,890	185,971	192,981	201,028	209,427	218,191	228,146	236,909	246,885
Recreation Centre/Swimming Pools												
Temora Recreation Centre & Swimming Pool	3720/3722/3730	721,298	896,179	866,849	904,309	940,281	979,588	1,020,720	1,063,741	1,110,578	1,155,952	1,205,250
Ariah Park Swimming Pool	3721	60,580	66,809	69,606	72,533	75,595	78,797	82,144	85,642	89,305	93,136	97,141
Sporting Walk of Honour	3870.499.	-	-	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Sporting Grounds	3240	461,662	510,278	532,459	556,495	579,812	605,073	631,455	658,978	688,736	717,803	749,152
Parks & Gardens	3230	624,676	687,770	677,858	708,516	739,123	771,837	806,019	841,708	879,821	918,051	958,771
Railway Precinct												
Railway Museum	3786	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Railway Station	3785	12,902	13,891	14,401	14,934	15,490	16,069	16,676	17,308	17,968	18,655	19,373
Bundawarra Centre	3880	257,777	359,064	375,717	393,677	411,408	430,526	450,549	471,498	494,046	516,442	540,491
Cultural Activities												
Australia Day	3912	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Izumizaki Visit	3890.450.592	-	2,000	-	5,000	-	5,000	-	5,000	-	5,000	-
Event Costs & Event Facilitation	3910/13/14/16/21-29/3931/3900	70,929	35,400	36,855	38,377	39,968	41,634	43,376	45,195	47,101	49,094	51,176
Cultural Expenditure	3890, 3895	174,747	157,970	163,225	167,451	175,560	179,670	189,089	193,835	204,721	209,367	220,184
Arts Centre	3885	88,172	85,148	89,041	93,842	97,394	102,573	106,568	112,228	116,707	122,827	127,676
Depreciation		1,344,716	1,460,366	1,518,781	1,579,531	1,642,763	1,708,486	1,776,824	1,847,804	1,921,702	1,998,658	2,078,538
Total Expenditure		4,508,736	5,051,908	5,123,009	5,347,204	5,563,659	5,801,865	6,044,015	6,303,208	6,573,650	6,850,150	7,138,222
Nett Cost to Council		3,965,660	4,340,246	4,446,378	4,636,747	4,817,701	5,018,598	5,221,572	5,439,664	5,666,934	5,898,070	6,138,594

8. Building Services For the year ended 30 June 2026												
Description	Job No.	Prev. Year Estimate	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33	Budget 2033-34	Budget 2034-35
Income												
Septic Tank Installation Permits	2020.105.54	(2,318)	(2,399)	(2,519)	(2,645)	(2,777)	(2,916)	(3,062)	(3,215)	(3,376)	(3,545)	(3,722)
Building Certificate - Sec 149E	2020.105.56	(300)	(311)	(327)	(343)	(360)	(378)	(397)	(417)	(438)	(460)	(482)
Outstanding Notices Certificate	2020.105.57	(551)	(570)	(598)	(628)	(660)	(693)	(727)	(764)	(802)	(842)	(884)
Occupation Certificate Fees	2020.105.64	(13,658)	(15,500)	(16,275)	(17,089)	(17,943)	(18,840)	(19,783)	(20,772)	(21,810)	(22,901)	(24,045)
Construction Certificate Fees	2020.105.65	(38,192)	(39,529)	(41,505)	(43,581)	(45,759)	(48,047)	(50,451)	(52,973)	(55,621)	(58,404)	(61,321)
Commissions Received	2020.105.66	(1,500)	(1,500)	(1,575)	(1,654)	(1,736)	(1,823)	(1,914)	(2,010)	(2,111)	(2,216)	(2,327)
Compliance Certificate Fees	2020.105.67	(23,339)	(24,156)	(25,364)	(26,632)	(27,963)	(29,362)	(30,830)	(32,371)	(33,990)	(35,690)	(37,473)
Building Control Sundry	2020.130.220/105.70	(334)	(618)	(649)	(681)	(716)	(751)	(789)	(828)	(870)	(913)	(959)
Total Income		(80,192)	(84,583)	(88,812)	(93,253)	(97,914)	(102,810)	(107,953)	(113,350)	(119,018)	(124,971)	(131,213)
Expenditure												
Building Control	4020	378,585	392,553	411,193	431,608	451,210	472,679	495,188	518,765	544,489	569,417	596,562
Total Expenditure		378,585	392,553	411,193	431,608	451,210	472,679	495,188	518,765	544,489	569,417	596,562
Nett Cost to Council		298,393	307,970	322,381	338,355	353,296	369,869	387,235	405,415	425,471	444,446	465,349

9. Transport and Communications For the year ended 30 June 2026												
Description	Job No.	Prev. Year Estimate	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33	Budget 2033-34	Budget 2034-35
Income												
Transport for NSW Contributions												
Regional Roads Program	1340	(771,680)	(787,280)	(826,644)	(867,976)	(911,355)	(956,939)	(1,004,805)	(1,055,034)	(1,107,782)	(1,163,206)	(1,221,307)
State Roads Program	1370	(6,311,891)	(5,126,291)	(5,382,606)	(5,651,736)	(5,934,194)	(6,231,007)	(6,542,685)	(6,869,743)	(7,213,204)	(7,574,095)	(7,952,415)
Repair Program	1372	-	-	-	-	-	-	-	-	-	-	-
Road Safety Officer	1380	(113,000)	(114,330)	(118,796)	(123,486)	(128,408)	(133,581)	(139,012)	(144,711)	(150,696)	(156,985)	(163,578)
Quarry Operations	1520	(80,000)	(105,000)	(110,250)	(115,762)	(121,548)	(127,628)	(134,012)	(140,710)	(147,746)	(155,138)	(162,886)
Associated Roadworks												
Roads to Recovery Program	1371	(1,149,027)	(1,321,554)	(1,569,345)	(1,651,942)	(1,651,942)	(1,701,609)	(1,701,609)	(1,701,609)	(1,701,609)	(1,701,609)	(1,991,782)
Sundry Income	1200	(578)	(598)	(628)	(659)	(692)	(727)	(763)	(801)	(841)	(884)	(928)
Aerodrome	1510	(85,417)	(83,780)	(101,116)	(105,350)	(109,770)	(114,390)	(119,217)	(124,258)	(129,523)	(135,026)	(140,771)
Street Lighting Subsidy	1390	(41,000)	(44,000)	(46,200)	(48,510)	(50,934)	(53,482)	(56,157)	(58,964)	(61,912)	(65,010)	(68,257)
Total Income		(8,552,593)	(7,582,833)	(8,155,585)	(8,565,421)	(8,908,843)	(9,319,363)	(9,698,260)	(10,095,830)	(10,513,313)	(10,951,953)	(11,701,924)
Expenditure												
Transport for NSW Roadworks												
Regional Roads Maintenance	3340	200,680	232,238	243,092	254,923	266,370	278,848	291,921	305,603	320,471	334,973	350,699
State Roads Program	3370	5,324,871	4,459,510	4,649,114	4,847,962	5,053,244	5,268,447	5,492,928	5,726,810	5,972,212	6,225,977	6,491,508
Road Safety Officer	3380	123,194	123,301	128,061	133,056	138,290	143,785	149,545	155,584	161,918	168,567	175,524
Quarry Operations	3520	31,743	55,653	58,216	60,897	63,705	66,643	69,718	72,935	76,303	79,831	83,519
Associated Roadworks												
Urban Sealed Roads	3330	268,689	282,500	295,219	308,518	322,425	336,969	352,177	368,065	384,686	402,087	420,252
Urban Unsealed Roads	3331	40,563	41,217	43,035	44,934	46,917	48,990	51,155	53,417	55,778	58,251	60,828
Rural Sealed Roads	3350	333,057	460,000	480,700	502,343	524,975	548,642	573,390	599,242	626,290	654,603	684,158
Rural Unsealed Roads	3360	1,036,737	1,266,127	1,321,472	1,379,266	1,439,635	1,502,674	1,568,509	1,637,186	1,708,961	1,784,004	1,862,239
Bridge Maintenance	3280	5,759	5,989	6,229	6,478	6,737	7,007	7,287	7,578	7,881	8,197	8,524
Kerb & Gutter Maintenance	3310	68,500	71,240	74,520	77,953	81,547	85,308	89,246	93,363	97,673	102,189	106,909
Footpath Maintenance	3300	32,635	40,957	42,887	44,910	47,026	49,245	51,569	54,005	56,555	59,229	62,028
Street Tree Program	3385	234,096	230,742	241,085	251,898	263,203	275,024	287,381	300,288	313,790	327,920	342,667
Bus Shelter Maintenance	3290	987	1,026	1,067	1,110	1,154	1,200	1,248	1,298	1,350	1,404	1,460
Car Park Maintenance	3500	4,905	5,101	5,305	5,517	5,738	5,968	6,206	6,454	6,712	6,981	7,260
Depot Costs	3570/3580	412,344	448,870	461,593	482,420	503,083	525,558	549,048	573,590	614,780	626,129	653,705
Engineering Operations	3200	1,228,326	1,450,596	1,481,846	1,558,732	1,635,335	1,718,010	1,804,872	1,896,072	1,994,238	2,092,719	2,198,405
Less: Oncosts Recovered	3590	(1,654,355)	(1,870,009)	(1,963,509)	(2,061,685)	(2,164,769)	(2,273,008)	(2,386,658)	(2,505,991)	(2,631,290)	(2,762,855)	(2,900,998)
Aerodrome Operations & Maintenance	3510	366,341	406,666	426,116	440,581	452,125	466,023	481,729	502,952	527,555	549,211	573,931
Street Lighting Charges	3390	96,500	106,150	110,396	114,812	119,408	124,185	129,153	134,312	139,683	145,277	151,083
Depreciation		5,094,217	5,506,134	5,725,981	5,954,619	6,192,601	6,439,929	6,697,148	6,964,259	7,242,362	7,532,009	7,832,645
Total Expenditure		13,249,789	13,324,008	13,833,625	14,409,244	14,998,749	15,619,447	16,267,572	16,948,522	17,677,908	18,396,703	19,166,346
Nett Cost to Council		4,697,196	5,741,175	5,678,040	5,843,823	6,089,906	6,300,084	6,569,312	6,852,692	7,164,595	7,444,750	7,464,422

10. Economic Affairs For the year ended 30 June 2026												
Description	Job No.	Prev. Year Estimate	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33	Budget 2033-34	Budget 2034-35
Income												
Tourism & Area Promotion												
Caravan Parks & Camping Areas	2150-2154	(73,820)	(22,941)	(25,696)	(28,458)	(29,578)	(29,757)	(29,945)	(30,142)	(30,349)	(30,567)	(30,795)
Tourism & Area Promotion	1920	(21,742)	(22,431)	(23,552)	(24,730)	(25,966)	(27,265)	(28,629)	(30,059)	(31,563)	(33,142)	(34,797)
Economic Development/Business Activities												
NRCC House Rentals	2160	(11,462)	(11,462)	(12,035)	(12,637)	(13,268)	(13,932)	(14,629)	(15,360)	(16,128)	(16,935)	(17,781)
Street Stall Fees	2050	(400)	(300)	(315)	(331)	(347)	(365)	(383)	(402)	(422)	(443)	(465)
RMS / Service NSW Agency	1701	(158,700)	(162,326)	(170,442)	(178,964)	(187,909)	(197,307)	(207,177)	(217,533)	(228,409)	(239,837)	(251,816)
Private Works	1600	(113,114)	(119,000)	(124,950)	(131,198)	(137,754)	(144,644)	(151,880)	(159,472)	(167,445)	(175,822)	(184,605)
Agricultural Innovation Centre	2195	(30,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
Drought Resilience Program		(150,000)	(171,500)	-	-	-	-	-	-	-	-	-
Medical Facilities												
Medical Centre Lease	2155.130.120	(146,500)	(125,588)	(131,867)	(138,461)	(145,381)	(152,652)	(160,288)	(168,300)	(176,715)	(185,556)	(194,825)
Medical Imaging Facility Lease	2156.130.120	(22,708)	(23,950)	(25,148)	(26,405)	(27,725)	(29,111)	(30,567)	(32,095)	(33,700)	(35,386)	(37,154)
Medical Units Rental Income	2159	(16,000)	(25,000)	(26,250)	(27,563)	(28,940)	(30,388)	(31,908)	(33,503)	(35,178)	(36,938)	(38,783)
Total Income		(744,446)	(704,498)	(560,255)	(588,747)	(616,868)	(645,421)	(675,406)	(706,866)	(739,909)	(774,626)	(811,021)
Expenditure												
Tourism & Area Promotion												
Caravan Parks & Camping Areas	4150-4154	127,110	47,047	49,053	51,287	53,333	55,614	58,002	60,489	63,252	65,813	68,648
Tourism & Area Promotion	3920	458,036	606,991	635,343	666,792	696,147	728,741	762,892	798,645	838,115	875,388	916,482
Warbirds Downunder	3917	25,000	-	32,000	-	35,000	-	38,500	-	43,500	-	44,000
Economic Development/Business Activities												
Economic Development	4170	385,915	422,534	432,112	457,587	470,452	496,011	512,558	540,123	560,773	588,566	609,521
Drought Resilience Program		150,000	171,500	-	-	-	-	-	-	-	-	-
Contribution to TBEG	4170.456/458/449	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
TBEG Christmas Fair	3926	2,860	2,954	3,077	3,206	3,341	3,483	3,632	3,789	3,953	4,126	4,307
Street Stall Caravan	4050	1,828	1,901	1,989	2,083	2,182	2,283	2,391	2,503	2,621	2,744	2,873
RMS / Service NSW Agency	3701	163,452	179,369	188,025	197,664	206,625	216,618	227,099	238,090	250,259	261,720	274,398
Private Works	3600	123,511	79,377	82,789	86,742	90,070	93,955	98,011	102,242	107,112	111,284	116,104
Agricultural Innovation Centre	4195	225,387	235,364	244,809	254,704	264,863	275,494	286,555	298,044	310,085	322,468	335,405
NRCC House	4160	74,651	75,277	78,340	81,529	84,850	88,304	91,899	95,638	99,532	103,591	107,809
Other Land & Buildings	4200	35,836	41,669	43,340	45,080	46,890	48,771	50,727	52,761	54,879	57,082	59,372
Medical Facilities												
Medical Centre	4155	44,169	47,858	49,824	51,872	54,006	56,227	58,539	60,945	63,450	66,065	68,783
Medical Imaging Facility	4156	6,953	7,191	7,510	7,843	8,192	8,555	8,935	9,332	9,747	10,182	10,633
Medical Units	4159	29,669	31,696	32,905	34,162	35,473	36,837	38,255	39,729	41,267	42,869	44,532
Depreciation		399,510	425,744	442,774	460,482	478,920	498,078	518,001	538,695	560,238	582,675	605,963
Total Expenditure		2,261,887	2,384,472	2,331,890	2,409,033	2,538,344	2,616,971	2,763,996	2,849,025	3,016,783	3,102,573	3,276,830
Nett Cost to Council		1,517,441	1,679,974	1,771,635	1,820,286	1,921,476	1,971,550	2,088,590	2,142,159	2,276,874	2,327,947	2,465,809

11. General Purpose Revenue												
For the year ended 30 June 2026	Job No.	Prev. Year Estimate	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33	Budget 2033-34	Budget 2034-35
Description												
Income												
Ordinary Rates												
Ordinary Rates	1110.100.	(4,723,158)	(5,017,545)	(5,243,335)	(5,479,159)	(5,726,023)	(5,983,423)	(6,252,865)	(6,534,350)	(6,828,378)	(7,135,451)	(7,456,574)
Pension Rebates	1110.100.30/31	118,346	118,346	123,080	128,003	133,128	138,453	143,991	149,744	150,243	161,969	168,442
Legal Costs Recovered	1110.130.36	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
Extra Charges	1110.120.34	(7,500)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Pensioner Grant	1110.115.171	(86,649)	(88,721)	(93,157)	(97,815)	(102,703)	(107,840)	(113,235)	(118,895)	(124,839)	(131,085)	(137,633)
Interest Income												
	1120.120.190	(819,328)	(821,673)	(735,455)	(720,889)	(704,791)	(679,606)	(671,707)	(650,210)	(650,210)	(650,210)	(650,210)
Financial Assistance Grants												
Financial Assistance Grants (General)	1120.115.186	(3,383,106)	(3,444,050)	(3,616,252)	(3,797,065)	(3,986,832)	(4,186,243)	(4,395,641)	(4,615,371)	(4,846,123)	(5,088,584)	(5,342,755)
Financial Assistance Grants (Roads)	1120.115.187	(1,776,347)	(1,776,323)	(1,865,139)	(1,958,396)	(2,056,272)	(2,159,121)	(2,267,121)	(2,380,450)	(2,499,464)	(2,624,517)	(2,755,610)
Other General Purpose Revenues												
Section 603 Certificate Fees	1120.105.60	(12,922)	(14,200)	(14,910)	(15,656)	(16,438)	(17,260)	(18,123)	(19,029)	(19,981)	(20,980)	(22,028)
Sundry Administration	1120.130.220/1120.110.134	(4,130)	(4,275)	(4,489)	(4,713)	(4,949)	(5,197)	(5,457)	(5,729)	(6,016)	(6,316)	(6,632)
Traineeship Subsidies	1120.115.205	(16,000)	(12,000)	(12,600)	(13,230)	(13,891)	(14,586)	(15,316)	(16,081)	(16,885)	(17,730)	(18,616)
Diesel Fuel Rebate	1540.115.177	(90,000)	(93,150)	(97,808)	(102,698)	(107,830)	(113,224)	(118,887)	(124,830)	(131,071)	(137,629)	(144,504)
Surplus on Plant Hire	1540/3540/3550	(1,296,697)	(1,398,005)	(1,481,534)	(1,568,574)	(1,662,885)	(1,761,390)	(1,865,444)	(1,975,305)	(2,089,895)	(2,213,767)	(2,342,890)
Total Income		(12,112,491)	(12,576,596)	(13,066,599)	(13,655,192)	(14,274,486)	(14,914,437)	(15,604,805)	(16,315,506)	(17,087,619)	(17,889,300)	(18,734,010)

Function Income For the year ended 30 June 2026	Job No.	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33	Budget 2033-34	Budget 2034-35
Capital Income											
Capital Grants & Contributions – Road Assets											
Cycleway Grants	1305.135.172			(112,500)	(75,000)	(50,000)					
Kerb & Gutter Contributions	1310.141.200	-	(40,000)	(32,000)		(24,000)					
Footpath Contributions/Grants	1300.141.204\135.171	(13,000)	(147,000)	(63,000)	(23,600)	(32,000)	(98,500)	(146,600)	(19,200)	(29,200)	
Fixing Country Roads (20% Council contribution)	1373.135.171	(728,580)		(320,000)	(280,000)	(784,000)	(792,000)				
Bridge Renewal Program	1280.135.821				(300,000)	(250,000)	(350,000)	(300,000)	(110,000)		
Hoskins St / Polaris St Roundabout Construction	1330.135.821							(2,000,000)			
Contributions from Developers/Property Owners	1330.141.173			(165,000)							
Regional Roads (additional to Regional Block Grants)	1340.135.171				(255,015)	(221,909)			(157,689)		
DRFA											
- Rural Unsealed Roads	1360.135.169	(346,710)									
Capital Grants & Contributions – Buildings											
Bundawarra Centre – Virtual Tour	1880.135.821	(8,000)									
Urban Temora EV Charger – Dept Premier & Cabinet	1200.135.171	-	(43,445)								
Medical Imaging – Contribution to Solar	2156.141.173		(9,000)								
Teal St Depot – Landfill consolidation & infrastructure improvements	1410.135.171	(97,707)									
Ariah Park Youth Hall – Floor Coverings		(12,000)									
Capital Grants & Contributions – Stormwater & Sewerage											
Golden Gate Res Detention Basin Construction	1400.135.821			(1,040,000)	(800,000)						
Crowley/Polaris Sts – Western Drain & Intersection Upgrade	1400.135.821						(600,000)	(600,000)			
Capital Grants & Contributions – Parks & Gardens											
Bradley Park – Construct Irrigation, top dress and line planting	1230.135.171			(175,000)							
Bradley Park Stage 2	1230.135.171			(175,000)							
Callaghan Park upgrade	1230.135.171				(100,000)						
Community Garden	1230.135.171	(60,000)									
Gloucester Park – play equipment upgrade	1230.135.171				(200,000)						
Hillview Park – Solar Lighting Installation	1230.135.171		(15,000)								
Lake Centenary – Furniture Renewal (LCMC contribution)	1230.141.173	(15,000)									
Lake Centenary – Furniture Renewal (SCCF)	1230.135.171	(27,500)									
Capital Grants & Contributions – Sporting Grounds											
Ariah Park Recreation Ground – Boundary fencing / seating	1240.135.171			(50,000)							
Temora Recreation Ground – LED luminaire upgrade	1240.135.171		(50,000)								
Other											
Developer Contributions (\$7.12)	2010.141.71	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)
Total Capital Grants & Contributions		(1,458,497)	(454,445)	(2,282,500)	(2,183,615)	(1,511,909)	(1,990,500)	(3,196,600)	(436,889)	(179,200)	(150,000)
Sale of Assets											
Plant Sales & Trade-ins	1550.950.955	(368,382)	(259,800)	(415,109)	(371,127)	(371,273)	(416,436)	(438,900)	(195,142)	(393,836)	(367,091)
		(368,382)	(259,800)	(415,109)	(371,127)	(371,273)	(416,436)	(438,900)	(195,142)	(393,836)	(367,091)
Repayments by Long Term Debtors											
Repayments by Long Term Debtors	19120/19130	(644,995)	(981,661)	(1,118,538)	(664,499)	(663,599)	(418,061)	-	-	-	-
		(644,995)	(981,661)	(1,118,538)	(664,499)	(663,599)	(418,061)	-	-	-	-

Function Income For the year ended 30 June 2026		Job No.	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33	Budget 2033-34	Budget 2034-35
Capital Income												
Loan Funds Used												
Loan Funds Used	19120/19130	(600,000)	-	-	-	-	-	-	-	-	-	-
		(600,000)	-	-	-	-	-	-	-	-	-	-
Transfers from Reserves												
S7.12 Contributions	2010.960.960	-	(234,000)	(444,500)	(265,000)	(39,000)						
Computer Reserve	1120.960.960	(88,000)	(23,400)	-	(91,000)	-	(65,000)	-	-	-	-	-
Stormwater Reserve	1400.960.960	(192,708)	(247,862)	-	-							
Other Waste Reserve	1410.960.960	(23,567)										
Gravel Reserve	1520.960.960	(503,358)										
Medical Complex Reserve	2155.960.960	(40,000)										
Infrastructure Reserve	1120.960.960	(846,000)										
TAIC Maintenance Reserve	2195.960.960	(24,186)	(25,153)	(26,159)	(27,206)	(28,294)	(29,426)	(30,603)	(31,827)	(33,100)	(34,424)	
Regional Local & Emergency Roads Repair Program:												
Donaldson Ln Seg 1 & 2	1360.960.960	(297,500)										
Pringles Rd Seg 1	1360.960.960	(135,000)										
Regans Rd Seg 2	1360.960.960	(150,000)										
Ariah St Seg 2, 3 & 4	1330.960.960		(140,000)									
Trungley Hall Rd Seg 3-6	1350.960.960		(465,000)									
Coolamon Rd Seg 1-5	1350.960.960	(517,000)										
Grogan Rd Heavy Patching	1350.960.960	(60,023)										
Coolamon Rd Seg 1-5 Shoulders	1350.960.960	(284,280)										
Airside Maintenance Reserve	1510.960.960		(72,734)									
Verandah Reinstatement Fund	1930.960.960	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
Ariah Park Light Show	1890.960.960	(3,000)										
Revotes:												
Loftus St Reseal, Seg 4, 5, 7, 8, 9, 10, 11, 12, 13 & 14	1330.960.960	(134,000)										
Little Loftus St, Seg 1 Resheet & Seal	1330.960.960	(30,000)										
Morangarell Rd Reseal Seg 1	1350.960.960	(21,300)										
Grogan Rd Reseal Seg 1	1350.960.960	(10,000)										
Stormwater - Victoria St Arterial U/G Drainage	1400.960.960	(20,000)	(240,000)									
Beelah St to Dairy St Drainage	1400.960.960	(50,000)										
Toro Wide Area Mower	1540.960.960	(124,000)										
Temora Recreation Centre - Solar Upgrade	1720.960.960	(80,000)										
Temora Recreation Centre - Airconditioning Replacement	1720.960.960	(60,000)										
Temora Christmas Decorations	1120.960.960	(25,000)										
Administration Building Renovations	1120.960.960		(9,100)									
Sporting Grounds - Nixon Park Scarify & Heavy Top Dress	1240.960.960		(75,000)									
Implement Inspection Reporting Module	1120.690.690	(15,000)										
		(3,748,922)	(1,547,249)	(485,659)	(398,206)	(82,294)	(109,426)	(45,603)	(46,827)	(48,100)	(49,424)	
Total Capital Income		(6,820,796)	(3,243,155)	(4,301,806)	(3,617,447)	(2,629,075)	(2,934,423)	(3,681,103)	(678,858)	(621,136)	(566,515)	

Function Income For the year ended 30 June 2026	Job No.	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33	Budget 2033-34	Budget 2034-35
Capital Expenditure											
Council Buildings											
Council Chambers & Administration Building											
Administration Building Redesign including Awning			438,200	520,900				-	-	-	-
Ergonomic Furniture		10,000									
Caravan Parks											
Junee Rd - Cabins/Units				50,000				-	-	-	-
Agricultural Innovation Centre											
Reseal Internal Sealed Roads					40,000						
Aerated Waste Water Treatment System			13,000					-	-	-	-
Bundawarra Centre											
Virtual tour (subject to funding)		8,000									
Ambulance Museum land purchase			75,000								
Create Gold Panning Area				10,000							
Medical Precinct											
Medical Complex - Internal Painting		40,000						(30,603)	(31,827)	(33,100)	(34,424)
Medical Complex - Lighting Upgrade		15,000									
Diagnostic Imaging - Solar			18,000								
NRCC House											
Library - Local Special Projects		8,500	8,500	8,500	8,500	8,500	8,500	8,500	8,500	8,500	8,500
Temora Recreation Centre & Swimming Pools											
Solar upgrade		80,000									
Airconditioner Replacement		130,000									
Function Room/Gym - Airconditioning		11,000									
Swimming Pool - Outdoor Pool Cover (additional 2.75m)		13,000									
Swimming Pool Spectator Seating					50,000						
Ariah Park Youth Hall											
Floor Coverings (subject to funding)		12,000						(15,000)	(15,000)	(15,000)	(15,000)
Temora Memorial Town Hall											
Storage & Lighting under stage		7,500									
Pinnacle Facilities											
Pinnacle House Shed Renovation			50,000								
Temora Landfill Site / Recycling Facilities											
Teal St - New Temporary Site Office		30,000									
Teal St - Landfill consolidation & Infrastructure Improvement		141,196									
Recycling - Forklift replacement		24,500									
Recycling - Concrete back yard		39,000									
Ariah Park Depot											
Water Tank/Pressure Pump		12,000									
Miscellaneous											
Christmas Decorations Temora		50,000	25,000	25,000							
Christmas Decorations Ariah Park		1,000									
Hard Rock Quarry Exploration		50,000									
Shire Entrances - Wiradjuri Signage			9,600								
Urban Temora - 60KW DC EV Charger			80,000								
Council House											

Function Income For the year ended 30 June 2026												
Capital Expenditure continued	Job No.	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33	Budget 2033-34	Budget 2034-35	
Technology												
Replace PCs on Network	W1629	30,000	32,000	32,000	32,000	32,000	35,000	35,000	35,000	35,000	35,000	
Inspection reporting module (Civica)		15,000										
Roles & Responsibilities (Civica)		25,000										
Content Manager Upgrade		28,000										
Milestone Server Replacement		35,000										
Replace Network Switches & Routers		5,000	3,000	3,000	3,000	3,000						
Implement new modules (Civica)			23,400		91,000		65,000					
Cemetery												
New Cemetery Site Preparation and Fencing			20,000									
Ariah Park Cemetery - Extension of lawn cemetery			80,000									
Temora Cemetery - Burial Plinth				130,000			130,000			130,000		
Temora Cemetery - Internal road construction				40,000			40,000			40,000		
Stormwater Drainage												
Nixon Park Outfall and Industrial Area Drainage		400,000										
Formalise drainage easement from Beelah St to Dairy St		110,000										
Victoria St Arterial U/G Drainage		20,000	340,000									
Temora High School Through Drainage Works		70,000										
Polaris St (Temora High School to Eastern Drain)			220,000									
Golf Club Dam Spill Way Adjustments				80,000								
Chifley St to Pearce St earth channel / drainage easement		70,000										
Bundawarra Rd Stormwater Channel / easement			50,000									
Chifley St U/G Drainage		200,000										
Loftus St (Eastern Drain to Gloucester Street)				500,000								
Austral St (Nixon Park to Eastern Drain)					500,000							
Airport St Culvert Upgrade (Airport St to Dairy St)			100,000									
Sharpe St Area Drainage			100,000									
Giles St Levee				35,000								
Crowley St/Polaris St - Western drain upgrade					50,000		1,000,000	1,000,000				
Golden Gate Reserve - Detention Basin Construction				1,300,000	1,000,000							
Delavan St Detention Basin						300,000	300,000					
Hoskins St (Macauley to Ashelford U/G Drainage)						180,000						
Gallipoli St (Victoria St to Timmins St)						150,000						
Britannia St / Hoskins St Intersection Drainage					50,000							
Baker St U/G Drainage (Victoria St to Britannia St)								190,000				
Parks & Gardens												
Various Capital Repairs to Playgrounds		10,000										
Lake Centenary - Furniture Renewal		42,500										
Lake Centenary - Reseal rear road to TAIC					30,000							
Lake Centenary - Sewer balance tank or duplicate system				20,000								
Hillview Park - Solar Lighting Installation (subject to funding)			25,000									
Edis Park - Replace bins with new style bin, repair seating shelter				15,000								

Function Income	For the year ended 30 June 2026											
Capital Expenditure continued		Job No.	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33	Budget 2033-34	Budget 2034-35
Parks & Gardens continued												
Ariah Park Skate Park - Shelter over seating			15,000									
Paleface Park - additional seating				10,000								
Gloucester Park - Supplement play equipment (subject to funding)						200,000						
Callaghan Park - Upgrade play equipment to improve inclusivity						300,000						
Bradley Park Upgrade - Stage 2					250,000							
Bradley Park - Construct Irrigation, top dress and line planting					250,000							
Dog off leash area - Temora Urban							100,000					
Community Garden			60,000									
Parks and Sports Fields - Upgrade remaining old style open top bins					40,000							
Sporting Grounds												
Nixon Park #2 - Scarify and Heavy Top Dressing				80,000								
Nixon Park - Reseal Carpark					35,000							
Temora West Sports Ground - Playing surface reconstruction				150,000								
Temora West Sports Ground - Ground seating renewal					50,000							
Ariah Park Recreation Ground - Irrigation Pump Replacement				20,000								
Ariah Park Recreation Ground - Connect to recycled water						130,000						
Ariah Park Recreation Ground - Boundary fencing / seating					60,000							
Temora Recreation Ground - Reseal Internal Carpark				20,000								
Temora Recreation Ground - LED Luminaire Upgrade				80,000								
Temora Recreation Ground - Boundary Seating Replacement					50,000							
The Oval - replace post & rail fence								40,000				
Roads & Transport												
Street Lighting	W1670.777		25,000	25,000		40,000		40,000		40,000		40,000
Cycleway Construction Program	7305.777.		-	-	225,000	150,000	100,000	-	-	-	-	-
Kerb & Gutter Program	7310.746		-	280,000	486,000	50,000	300,000	110,000	150,000	100,000	-	-
Footpath Program	7300.760.		87,500	982,000	1,655,000	1,486,000	190,000	455,000	553,000	356,000	146,000	
Rural Unsealed Roads	7360.740.		1,368,996	1,620,000	1,599,500	2,410,000	1,542,000	1,903,000	1,635,000	1,248,000	2,338,000	1,957,000
Urban Sealed Roads	7330.740.		659,000	942,500	1,788,500	748,500	1,277,000	342,000	2,257,000	424,000	248,500	304,000
Urban Unsealed Roads	7331.740.		60,000	-	190,000	260,000	208,000	150,000	-	-	-	-
Rural Sealed Roads	7350.740.		2,274,028	910,000	1,000,000	1,005,000	1,540,000	1,755,000	665,000	275,000	326,000	385,000
Regional Roads	7340.740.		555,042	583,552	613,053	900,000	900,000	712,884	749,431	945,000	828,233	870,608
Other												
General Plant	7540.777.		1,459,620	1,576,784	1,582,393	1,513,764	1,201,275	1,765,284	1,612,128	1,102,435	1,714,258	1,765,926
Pinnacle Vehicles			120,000									
Emulsion Tank Replacement									150,000			
Golden Gate Reserve Pump Station						50,000						
Sewerage												
Effluent Reuse Scheme Renewals			40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Service Junction Replacements			50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000

Function Income For the year ended 30 June 2026		Job No.	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33	Budget 2033-34	Budget 2034-35
Capital Expenditure continued												
Sewerage continued												
Browns Dam Aerator / Fountain Replacement			30,000									
Browns Dam Desilting					80,000							
O'Shannesys Dam - Fence Repair / Renewal				50,000								
O'Shannesys Dam - Bank Lining				100,000								
Sewer Mains - Relining					300,000		300,000		300,000		300,000	
Gardner Street Dam - Filter Renewal			30,000									
Treatment Works - Sewer Pump Station Reconditioning					100,000							
Aerodrome												
Runway/Taxiway line marking				80,000								
Crack sealing & enrichment on runway 05/23 (landing areas)				50,000								
Total Acquisition of Assets			8,597,382	9,340,536	13,213,846	11,187,764	9,021,775	9,001,668	9,395,059	4,663,935	6,204,491	5,456,034
Advance to Long Term Debtors												
Deferred Development Contributions Scheme			1,816,709	-								
Advance to Long Term Debtors			1,816,709	-	-	-	-	-	-	-	-	-
Development of Real Estate												
Airpark Estate Expansion			940,114	-								
Total Development of Real Estate			940,114	-	-	-	-	-	-	-	-	-
Carrying Amount of Assets Sold												
Plant	3550.686.590		245,616	245,976	206,939	331,235	249,228	466,191	274,432	111,366	358,780	282,360
Total Carrying Amount of Assets Sold			245,616	245,976	206,939	331,235	249,228	466,191	274,432	111,366	358,780	282,360
Repayment of Loans												
Depot Purchase Loan	19232.9204.9010		267,318	275,702	70,266							
Supported Independent Living Accommodation Loan	19232.9203.9010		125,839	127,673	129,535	131,369						
Swimming Pool Redevelopment Loan	19232.9206.9010		46,878	48,439	50,052	51,720	53,442	55,222	57,062	58,962	60,926	62,956
Taxiway Land Purchase & Construction	19232.9207.9010		81,401	113,020	118,368	123,969	129,835	33,407				
Total Repayment of Loans			521,436	564,834	368,221	307,058	183,277	88,629	57,062	58,962	60,926	62,956
Transfers to Reserves												
Sewerage Reserve	23000.961.961		6,933	747,451	695,705	1,314,942	1,193,877	1,565,794	1,355,007	1,901,542	1,879,465	2,486,336
Domestic Waste Management	3420.961.961		119,320	173,154	184,346	197,783	211,250	225,539	240,690	255,862	273,760	291,829
Section 7.1.2 Contributions	4010.961.961		64,000	-	-	-	-	-	3,000	150,000	150,000	150,000
Medical Complex Maintenance Reserve	4155.961.961			15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000

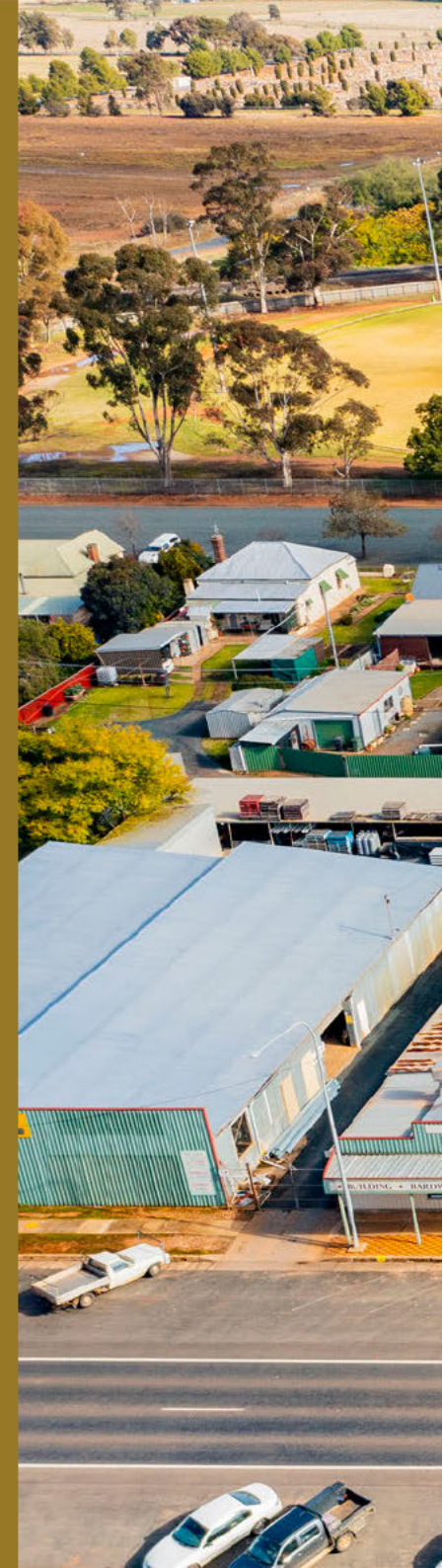
Function Income	For the year ended 30 June 2026											
Capital Expenditure continued	Job No.	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31	Budget 2031-32	Budget 2032-33	Budget 2033-34	Budget 2034-35	
Transfers to Reserves continued												
Recreation Centre Reserve	3730.961.961	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	
Infrastructure Replacement Reserve	3120.961.961	-	225,932	350,932	343,656	343,656	343,656	300,000	300,000	300,000	300,000	
Stormwater Management	3400.961.961			5,738	9,113	95,163	95,163	95,163	95,163	95,163	95,163	
Aerodrome - Airside Maintenance	3510.961.961	41,780		59,557	61,939	64,417	66,994	69,674	72,460	75,359	78,373	
Pinnacle Reserves	4818/4880/4980	23,832	87,266	45,410	202,721	228,434	256,069	285,751	316,548	351,591	387,205	
Other Waste Management Reserve	3410.961.961	-	83,179	88,565	95,029	101,509	108,383	115,673	122,975	131,586	140,276	
Industrial Development Reserve	4190.961.961	104,050	78,037	52,025	52,025	52,025						
Gravel Royalty Reserve	3520.961.961	-	275,919	248,521	244,744	250,824	191,387	140,710	147,746	155,138	162,886	
Ariah Park Tip Reserve	3430.961.961	3,312	3,478	3,651	3,834	4,026	4,227	4,438	4,660	4,893	5,138	
TAIC Maintenance Reserve	4195.961.961	24,186	25,153	26,159	27,206	28,294	29,426	30,603	31,827	33,100	34,424	
Verandah Reinstatement Fund	3930.961.961	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	
Total Transfers to Reserves		407,412	1,734,570	1,795,609	2,587,992	2,608,475	2,921,638	2,675,709	3,433,783	3,485,055	4,166,630	
Total Non-Operating Expenditure		12,528,669	11,885,916	15,584,615	14,414,049	12,062,755	12,478,126	12,402,262	8,268,046	10,109,252	9,967,980	

Measuring our Success

Although it is prepared as a 10-year plan the Resourcing Strategy is reviewed in detail, and a new Strategy is prepared every four years.

The LTFP is reviewed each year by Council to assist in developing the annual Operational Plan and Budget. Every four years the LTFP is re-forecast and presented to the community as part of the new Resourcing Strategy.

Relevant actions from each sub-strategy are included in Annual Operational Plans, monitored and reviewed through the Integrated Planning and Reporting framework and an update is provided annually as part of the Annual Report. This ensures that our resources are managed in a sustainable and transparent way to achieve the community's goals.





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