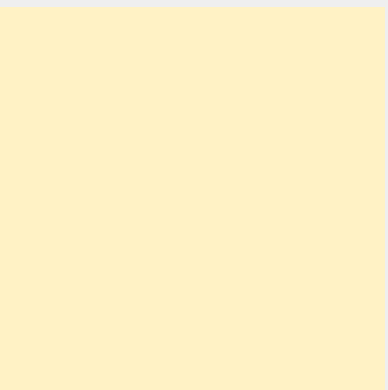



Temora Shire Council


State of Our Shire 2021 - 2024




Please note that any financial data contained in the Temora Shire Council State of our Shire Report 2021-2024 is accurate at the date of publication.



 02 6980 1100

 105 Loftus Street, Temora NSW

 www.temora.nsw.gov.au



Acknowledgement of Country

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

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

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

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Introduction



Temora Shire Community Vision and Values

OUR VISION

“Our community strives to reflect the qualities of its greatest asset - **its people** - those friendly, supportive, practical, hardworking and successful people.

Whilst holding on to the strengths of our past, we embrace change and grasp every opportunity to enhance our environment, economy and lifestyle.”

OUR VALUES

WE WILL MAKE THE BEST DECISIONS WE CAN

- **Leadership and respect** - act decisively with knowledge and courage in the best interest of our community
- **Integrity and transparency** - act honestly and openly in all our dealings with a view to make ethical and equitable decisions

WE WILL ACT WITH THE COMMUNITY AS OUR PRIMARY CONSIDERATION

- **Community focus** - engage with our community to provide services that respond to community needs
- **Future custodianship** - always act with the consideration of the impact of our actions on future generations

WE WILL VALUE THE VIEWS AND INPUT OF OTHERS

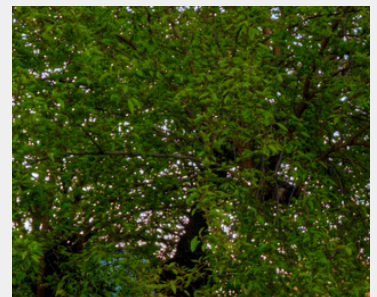
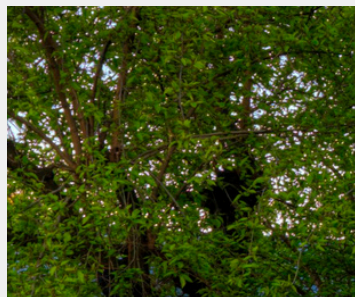
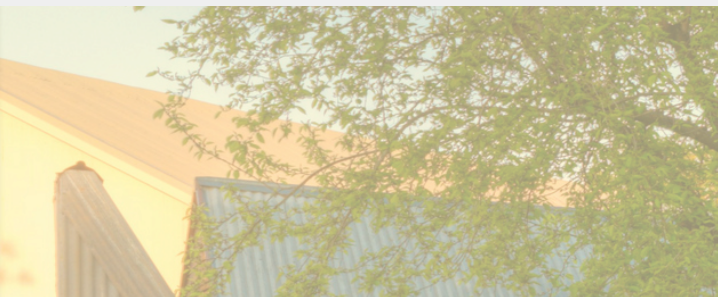
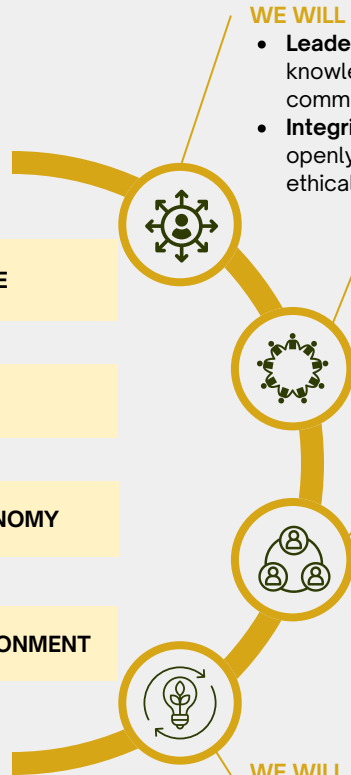
- **Teamwork and cooperation** - work together with open communication to achieve a common goal by sharing knowledge and supporting each other
- **Effective partnerships** - treat everyone with respect by being inclusive, non-judgmental, and by valuing diversity

WE WILL MAXIMISE OUR OPPORTUNITIES

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

OUR STRATEGIC DIRECTION

- 1 ENHANCING OUR QUALITY OF LIFE
- 2 PROVIDING LOCAL LEADERSHIP
- 3 BUILDING A STRONG LOCAL ECONOMY
- 4 ENJOYING OUR BEAUTIFUL ENVIRONMENT





About this report

This State of Our Shire report provides an overview of Temora Shire Council’s operational and financial performance during the period January 2021 to 30 June 2024.

In particular, this report focuses on Council’s work and achievements in implementing the strategies detailed in our four year *Delivery Plan 2022 - 2025*.

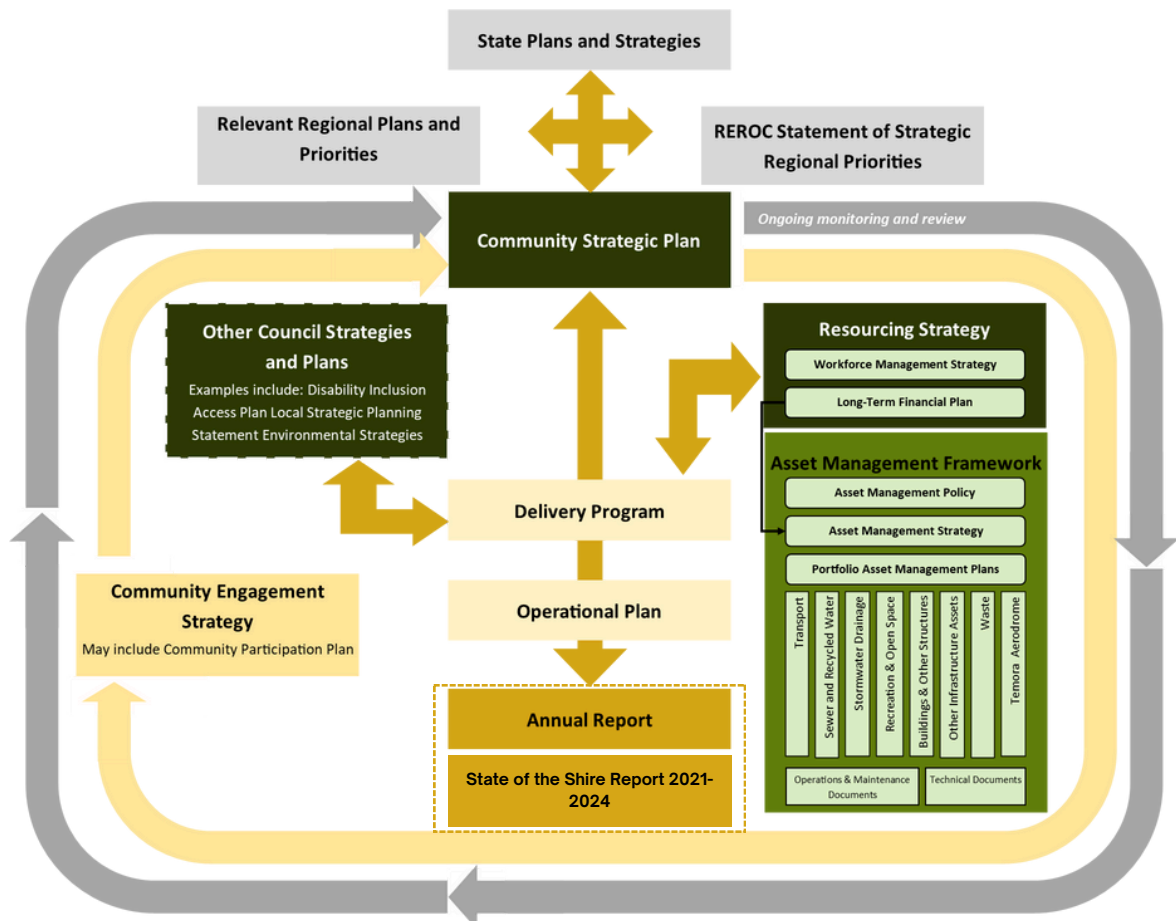
These strategies and actions are developed by Council in response to the expectations of the community (resulting from extensive community engagement) expressed as themes in our *Community Strategic Plan (CSP) Temora Tomorrow – Towards 2035*, adopted by Council in February 2022.

In summary, the report outlines progress against each of the objectives by summarising outcomes of key performance indicators, significant achievements and status of actions within the Delivery Program.

These objectives are summarised into four themes reflecting the priorities of the local community:

- 1 Enhancing our quality of life
- 2 Providing local leadership
- 3 Building a strong local economy
- 4 Enjoying our beautiful environment

The State of the Shire report forms an important element of the Integrated Planning and Reporting framework, which is summarised in the diagram below:





The community we serve



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

Grazing and intensive animal production work in parallel with cropping provide the other major rural industries for Temora Shire. Sheep production for wool and meat is the main livestock-based industry, but other significant enterprise centre on cattle, including a major feedlot and pig production on a large intensive piggery and three small operations.

The towns and villages are the major areas of population, being home to about two thirds of the Shire's residents. Temora township has a population of 4,600 and the villages of Ariah Park (400) and Springdale (60) are home to the other non-rural dwellers.

The towns have a cycle of activity which is sympathetic with the agricultural cycle, and Temora supports a wonderful safe and friendly lifestyle for all, with its many service industries, retail shops, professionals, medical facilities and schools.

Much of our past is there to see at the Rural Museum and the Temora Aviation Museum, which presents a world standard collection of working Warbirds.

Above all, Temora is a healthy, safe and secure place to live and a pleasure to visit. Our residents particularly enjoy sport and social activities, which are at the centre of Temora's community life. We love to showcase our Shire, and those experiencing Temora for work or pleasure marvel how over one hundred community groups work so well together, for the wellbeing and enjoyment of us all, in the friendliest little Shire in NSW.



6,034

population of
Temora Shire

207

people who are
Aboriginal or Torres
Strait Islander

645

people who were
born overseas

47

median age





Key employment industries



Agriculture, Forestry & Fishing



Health Care & Social Assistance



Retail trade



Education & Training

Dwellings in Temora Shire

2,907
houses

\$1,100
median monthly mortgage
repayment

\$1,200
median weekly
household income

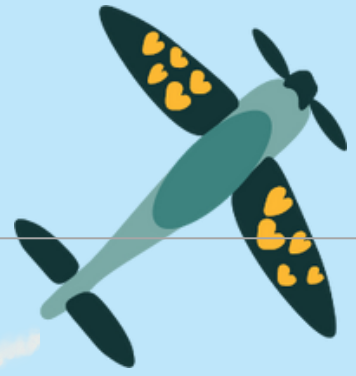
2.3
average people in
household

\$230
median
weekly rent





About our Council



190
Employees

\$75M

Budget
Operating and capital

\$387.2M

Value of assets
Upgrades and Renewals

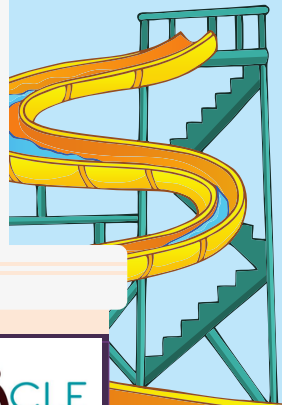


TEMORA
The Friendly Shire

3
Customer
Centres



3
Websites &
10 Social
Media sites



**NOW
SHOWING**



TEMORA SHIRE
LIBRARY



PINNACLE





1 Airport

5 Runways

330sq.m of taxiway, apron and runway



2 Aeroclub facilities

5 Museums & Cultural Centres

2 Community Halls

3 Medical facilities

1 Visitor Information Centre

1 Library

2 Youth spaces



10 Sporting facilities, plus 1 group Fitness Centre

2 Aquatic centres

1 Lake
48.6ha of water and 15 ha of greenlands

24 Km of footpaths

3 Waste Management facilities

1 Sewerage treatment plant
60km Sewerage Pipeline
8.6km Drainage Pipeline



12 Parks, plus 2 Dog parks

1 Community Garden

3 Caravan Parks

4 Cemeteries



8 bridges and 24 Bridge sized culverts

4,851 Street trees

1,334 Km of roads
464km sealed roads
870km unsealed roads





Message from our Mayor

In this last term of Council, I am especially proud of the \$95 Million investment from the State Government (\$80M announced in 2021 and \$15M in 2024) for a new Temora and District Hospital. This is a once in several generations’ investment in Temora Shire’s very exciting present and future. These funds were not awarded because Temora Shire is a ‘basket case Council and community’ – it happened because we worked hard to advocate for it, alongside our State Member for Cootamundra, Ms Steph Cooke MP and Murrumbidgee Local Health District. We again warmly acknowledge the former and current Governments for truly believing in us as a Temora Shire Council and community.

We could not have achieved all that is in this report – plus much, much more, without majority of Councillors, staff and the community working side by side. I also acknowledge Federal Member for Riverina, the Hon Michael McCormack MP and Ms Steph Cooke MP. Their unwavering support of Temora Shire Council and our community is something very special. No-one will ever really know all the assistance they give us, allowing us to thrive and prosper.

I wish to warmly thank my fellow Councillors for the past three years. It certainly has presented some challenges we have never experienced, however in spite of this, we have achieved a great deal for our fellow Citizens we hold so dear. It is our strong desire to serve others and make a positive difference, wherever we possibly can.

Council pays tribute to our four retiring Councillors in Councillor M Oliver (serving from 2012), Cr C McLaren (2016), Cr L Reinhold (2016) and Cr J Goode (2021). These Councillors have given their best and we warmly applaud their contributions in many and varied ways.

“Thanks to our former General Manager (Mr GC Lavelle PSM) and our current General Manager (Ms MK Boxall). Mr Lavelle was an exceptional General Manager for us, for 28 years. Ms Boxall, after just 12 months in the role and in her first General Manager’s role, has ‘hit the ground running’ and is doing a very impressive job, under some exciting but also trying circumstances, at times.”

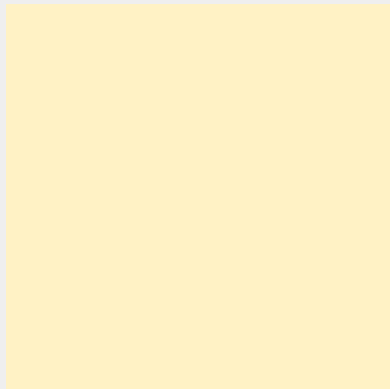
To Council’s Directors in Mrs E L Smith (Administration & Finance) & Mr K J Dunstan (Environmental Services), together with Mr R N Fisher (Engineering Assets Manager) – Council thanks you for your commitment and dedication to your respective roles.

The final vote of thanks goes to our Temora Shire community. Council sincerely thanks every single citizen for the support given to us – and also, for the roles they all play in making Temora Shire one of the strongest and successful Council’s and communities in Australia.

I continue to remain deeply proud to be Mayor of Temora Shire. I thank my fellow Councillors for the privilege you have given me, and to our Staff and Citizens of Temora Shire for your support and encouragement.



Cr Rick Firman OAM
Mayor



A word from our Councillors



**Councillor
Jason Goode**

The innovative **airport development** has entered a new phase, and there are several new housing developments to the east of town. Council, with the Heritage committee, have **digitalised most of Temora papers** and assisted in the **publishing of several books encompassing the history of the Shires areas**. These are available at the Bundawarra Centre.

The Council, together with or local members of parliament, have worked tirelessly to lobby for a **new hospital** and have contributed to consultation carried out by Murrumbidgee Health.

The long overdue **upgrade of the main street** is occurring, and the continual **upgrading of the local sports fields** are another highlight of the term.



**Councillor
Nigel Judd**

The completion of the **Tara-Bectric Road** saw the finalisation of a 30 year programme to widen our sealed roads from 5.5 metres to 6.8 metres and implement road pavement centreline marking. Our arterial road network of Trungley Hall, Morangarell, Old Cootamundra, Coolamon, Mandamah Forest and Thanowring Roads is now very much safer with these improvements.

The future of the **Aviation Museum** was assured with the handover from Mr Lowy to the Royal Australian Air Force, and with the continued development of the adjacent **aviation estates**, the aerodrome precinct will continue to be an important part of Temora Shire's future.

With several **new residential subdivisions** up and running, and more in the planning stage, it is encouraging to see that developers have confidence in investing in our Shire, this will have positive flow on effects to other businesses in Temora, Aria Park and the Shire.

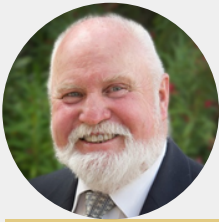
Last term, we reported on the building of the new **Temora Arts Centre** – this term we have seen it being developed into a major culture hub for the shire. Along with the continued **upgrade of our sporting facilities** to now include **female change rooms**, our **public toilets** being upgraded and made accessible, and with modern improvements to our **parks and playground equipment**. Temora Shire can be proud of what it has achieved.



**Councillor
Claire McLaren**

While there have been many improvements in the community during this time, the most satisfying for me have been the **Nixon Park upgrades**, establishment of the **disability group home**, and opening of the **Temora Arts Centre**.

I look forward to remaining active in the Temora community through my involvement with the **Dr Parry Homes** Committee, to help deliver more low-cost housing for our seniors.



Councillor
Max Oliver

The highlights for me have been the \$2.2 million upgrade to the **Temora Recreation Centre Pool**, with the inclusion of a **Splash Park**. It was wonderful to see upgrades to **Federal Park, Temora West Park, and Bradley Park** come to fruition.

These upgrades will be valuable assets to our community members for a very long time to come. I have been an advocate for these projects - Seeing my grandchildren grow, learn to swim and use these facilities has been a rewarding achievement for me personally.



Councillor
Lindy Reinhold

A highlight for me was the **Temora Recreation Centre** upgrades, including **Splash Park** and the \$2.2M **outdoor pool upgrade** – including access improvements. The **Temora Arts Centre** multipurpose venue has proven to be a wonderful space for the arts and culture for all community members with exhibitions, classes and workshops.

We have also upgraded sporting facilities at **Nixon Park** and **equipment in our beautiful parks**.

Thank you to all the 355 committees I have had the pleasure of helping. Their passion for helping make our town the fantastic place it is to live through volunteering - their contribution is greatly appreciated.



Deputy Mayor
Graham Sinclair

Another very productive term of council is coming to an end. More rounds of funding have meant many more projects being launched - keeping council staff, at all levels, on their toes.

The upgrade of the **swimming pool** was a major project, during some very wet weather, as was the **airport works**.

The announcement of plans for a **new hospital** along with **two major housing developments**, including the **Dr Parry Homes**, and several smaller, shows great confidence in our community.





Executive



GENERAL MANAGER

Ms Melissa Boxall

**People & Culture
Enterprise Risk Management**



**DIRECTOR
ENVIRONMENTAL SERVICES**

Mr Kris Dunstan

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 Recreation 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



**DIRECTOR
ADMINISTRATION & FINANCE**

Mrs Elizabeth Smith

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



**MANAGER
ENGINEERING ASSETS**

Mr Rob Fisher

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

**Sewer and Recycled Water
Temora Aerodrome**



Awards received

2022

- **Freedom of the (Temora) Shire** were awarded to **Cr Nigel Judd** and previous Councillors, **Mr Peter Speirs** and **Mr Ian McRae** on 7 October 2022.
- Temora Youth received **2022 Local Government Excellence Award - Judges Recognition** from Local Government NSW (LGNSW).

2023

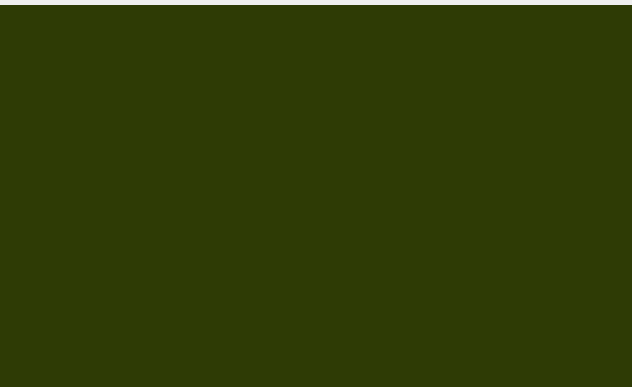
- **Mr Bill Speirs**, Bundawarra Centre Manager, received the **Excellence in Workmanship** award from Rotary Club of Temora on 15 May 2023.
- **Legislative Assembly Hamsard** was awarded by Ms Steph Cooke MP on 23 May 2023 to Council for the inaugural multicultural event, **Embrace Festival**.
- Council received **2023 Excellence in Diversity and Inclusion** at the Temora Business Enterprise Group (TBEG) Business Awards on 4 August 2023.
- **Temora Youth (Platform Y)** received **2023 Outstanding Community**

Organisation award at TBEG Business Awards.

- **Cr Nigel Judd was recognised with a Local Government Lifetime Achievement** by LGNSW on 13 November 2023 with over 30 years service in Local Government.
- **Temora Shire Library received 2023 Innovation and Outreach award** in November 2023 by NSW Public Libraries Association.
- **“A Coo-ee to Marie” musical theatre production by Temora Historical Society Inc.** took out the **2023 Temora Shire Event of the Year** on 26 January 2024.

2024

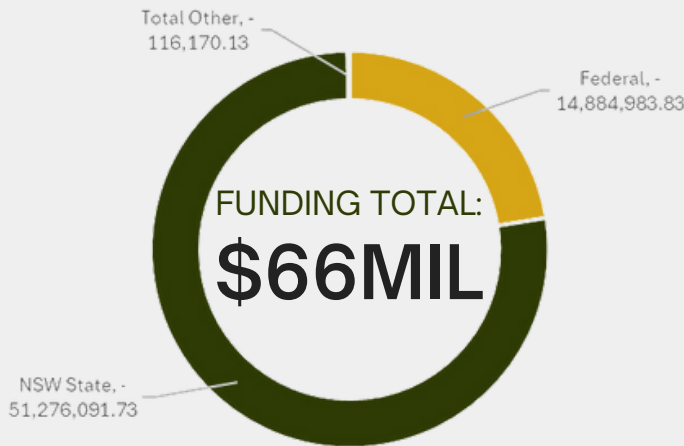
- Council received the **Champion Employer Award from Multicultural NSW** on 10 April 2024.
- Volunteer at Temora Town Hall Theatre, **Mrs Beth Firman** was added to the **Inclusion to the Hidden Treasures NSW Honour Roll** by Ms Steph Cooke MP.





Grants achieved

FUNDING BODIES



splash park, pool filtration and landscaping, RFS Airport building solar panels, rural roads centre line marking, Camp Street kerb and gutter, Asquith, Gloucester and De Boos streets footpath upgrades, Disabled Parking at the Temora Recreation Centre heated pool entrance, Visitor Information Centre entrance upgrade, road resheet on Campbells Road, Research Station Road, Collins Road and Sinclairs Lane.

INFRASTRUCTURE

- **\$10 million** was received between 2021 - 2024 from Transport NSW, Department of Planning and Environment, and Office of Local Government for **disaster relief and flood damage repairs**.
- **\$4 million** was funded by the Department of Infrastructure for the **BBRF Airport Runway upgrades**.
- **\$3.5 million** was received between 2020 - 2024 from Local Roads and Community Infrastructure Program for **Temora Arts Centre extension, Bundawarra Precinct pedestrian bridge, pram ramps, lighting at the Airport Estate, Morangarell Road upgrade, Temora Recreation Centre**
- **\$1.3 million** from Department of Regional NSW Stronger Country Communities Fund and Office of Sport Greater Cities and Regional Sports Facility Fund for the **Bob Aldridge, Temora West sports ground and Temora Tennis Club lighting upgrade**.
- **\$990k** funding was received from Regional Sports Facility Fund for the **Temora Recreation Centre pool redevelopment** to improve access and align to Olympic standards.
- **\$542k** was funded by Stronger Country Communities Fund to install the **Temora Recreation Centre splash park and hoist for disability access to the indoor heated pool**.





Grants continued...

- **\$485k** was funded by the Public Library Infrastructure Grant to construct the **Temora Shire Library outdoor reading room, accessible ramp and toilets.**
- **\$345k** awarded from Places to Play Grant which funded **Bradley Park nature based adventure and water play space, as well as toilet and seating.**
- **\$273k** was awarded by Department of Regional NSW Stronger Country Communities Fund towards the **parks and gardens upgrades at Lake Centenary, Callaghan Park, Temora West Park and Federal Park, which included BBQ areas, paths and shade sails**
- **\$213k** was granted by the Stronger Country Community Fund to **improve accessibility and customer experience at the Bundawarra Precinct from the Visitor Information Centre into the Rural Museum.**
- **\$145k** between 2021 - 2024 was awarded from Transport NSW's Road Safety Office School Zone and Get Active Programs towards the improvement of Aurora and Crowley Streets footpaths.
- **\$106k** was awarded in 2024 by Department of Regional NSW Stronger Country Community Funds to **redevelop Harper Park, Aria Park toilets for improved accessibility.**
- **\$80k** was received by API Planning Portal grant for the for **digital integration of Council's IT systems with the NSW Planning Portal.**
- **\$71k** was funded by Create NSW to **develop the business case and master plan design for the NSW Ambulance Museum to be located in the Bundawarra Precinct.**
- **\$47.5k** was received from Office of Local Government toward the **development of Crown Lands Plans of Management for Lake Centenary, Temora Golf Course, parks and sporting grounds, Temora Agricultural Innovation Centre, which Council manages of behalf of NSW Government.**
- **\$42.4k** was awarded from Department of Regional NSW Business Case and Strategy Development Fund to **develop the Railway Precinct Master Plan.**





Grants continued...

- **\$38.6k** from Transport Heritage NSW funded the **Railway Station roof repair**.
- **\$38k** of funding was received by Department of Infrastructure and Transport for the **Springdale Reviver site upgrades**.
- **\$25.5k** was received from Places to Swim - Open Spaces from Office of Planning NSW for **installation of a new pedestrian bridge at Lake Centenary**.
- **\$19k** from Creative Capital grant went towards the **Temora Arts Centre fit out**.
- **\$7.5k** from Creative Capital **upgraded the AV at Temora Town Hall Theatre**.
- **\$7k** was awarded from Department of Planning, Housing and Infrastructure to **upgrade the Temora Shire Library furniture**.
- **\$7k** was received from NSW RFSA for the **Rural Fire Service Community Engagement Centre in the Bundawarra Precinct**.

PROGRAMS

- **\$263k** between 2021 - 2024 was received from Transport NSW for **Road Safety Officer wages and projects**.
- **\$200.5k** was awarded from Department of Planning, Housing and Infrastructure for the **Springdale and Aria Park Flood Study and Plan, Temora Flood Plain Risk Management Plan, and the design of Golden Gate Reserve**.
- **\$200k** was awarded from Regional Drought Resilience Milestone to assist in the recent **development of the Regional (Bland and Temora Shires) Drought Resilience Plan**.
- Between 2021 - 2024, **\$89.6k** has been awarded from Department of

Regional NSW and Department of Communities and Justice for youth programs, including School Holiday programs.

- **\$50k** of funding came from Children and Young People Wellbeing Recovery Grant towards **The Resilience Project roll out in our Shire schools and for the community launch**.

EVENTS

- **Almost \$240k** was funded by Department of Regional NSW **Community Events program, which went towards Drench Festival, and other community events such as T-light Festival and NYE 2023 Fireworks following COVID-19 impacts**.
- **\$53k** was received from Australia Day Community Events between 2022-2024 for **Australia Day events, and the creation of Aboriginal Artwork "Gugaa" by Wiradjuri artist Stewart James**.
- **\$44k** was funded by Department of Planning - Festival of Place Summer Fund, Multicultural NSW and Eastern Riverina Arts to **implement Temora Shire's inaugural multicultural festival Embrace in 2023 and the second festival in 2024**.
- **\$20k** was awarded by Department of Planning, Housing and Infrastructure and Department of Communities and Justice to **reduce social isolation in seniors following COVID-19 impacts through FLOW program of events and activities**.
- **\$10k** was received from Australian Sports Commission to **hold the 2022 Temora Golf Tournament**.



1.

Enhancing our Quality of Life

1.

Enhancing our Quality of Life

OUR STRATEGIC OBJECTIVES ARE TO HAVE:

A community with:



Appropriate services and care for our ageing population and people with disability



Opportunities to be healthy



Services and facilities for our children and young people

A community that:



Offers opportunities for sport and recreation



Enjoys arts and cultural activities and events



Is safe and inclusive, and looks after people who are experiencing disadvantage

OUR MEASURES, TARGETS, BASELINES AND ACTUALS

MEASURE	TARGETS	BASELINES	ACTUALS
Alcohol related hospitalisations (per 100,000)	Less than NSW State avg 479.9 (2016/17)	624 (2020/21)	624 (2020/21) NSW 528 (2020/21)
Community rating for feeling there is a good community spirit	> 4.40	4.33 (2021)	4.33 (2021)
Community satisfaction rating for cultural activities	> 3.75	3.74 (2021)	3.42 (2024)
Community satisfaction rating for sport facilities	> 4.00	3.99 (2021)	4.02 (2024)
Community satisfaction rating for youth activities	> 4.00	3.91 (2021)	3.10 (2024)
Community satisfaction rating for aged and disability service provision	> 4.10	4.05 (2021)	3.55 (2024)

You said...

- We require additional affordable housing options, services and facilities for our ageing population and people with a disability.
- We need affordable housing for people experiencing disadvantage, as well as more rental options.
- Access to health services, such as allied health, telehealth, and community transport need to continue and improve.
- We need to increase health education programs (i.e. sexual health, drug use), number of health professionals and improve our hospital.
- We need more childcare options for 0-3, as well as flexible, casual services.
- Increase sport options for women and facilities and services for those wishing to participate at an elite level.
- Introduce new sport and recreation facilities, such as exercise equipment.
- Improve options for residents wishing to participate in elite level sport.
- Grow arts and cultural activities and events.

So we...



CONTINUE TO PROVIDE PINNACLE COMMUNITY SERVICES (PINNACLE)

Pinnacle is a registered Home Care and National Disability Insurance Scheme (NDIS) provider and also provides Community Transport and Commonwealth Home Support Programs. Pinnacle serviced 89 NDIS clients across Temora and Cootamundra.

Pinnacle operates Pinnacle House, a supported independent living home with 24/7 care. It also offers in-home support and day programs for people with disability.

Pinnacle provided support to 455 senior residents through Commonwealth Home Support Program and 153 clients through Home Care Packages in Temora, Cootamundra and Leeton.



HOUSING FOR OUR SENIOR RESIDENTS

Council has recently sold land to Dr Parry Homes to develop additional housing. Council sold the land under an interest free loan.

Council continues to advocate for additional funding for Whiddon Homes to redevelop *Greenstone Lodge*.

The Peppers in Aria Park is a jointly owned facility with Council.

Council also offers a rate rebate to Aria Park Community Housing.





ACCOMODATION FOR PEOPLE EXPERIENCING DISADVANTAGE

Pinnacle offers short-term respite facilities for NDIS clients. Council attends Temora Community Centre's monthly Interagency meeting to gain awareness of people experiencing disadvantage, as well as an understanding of services available to them. Council promotes these services to the residents of our Shire.



DISABILITY INCLUSION ACTION PLAN 2023 -2026

This Plan is legislated for Councils by *NSW Disability Inclusion Act 2014*. Council approved the updated Plan in 2023 to assist in removing barriers and enabling people with a disability to participate in our community. It will assist Council in reviewing, monitoring, and tracking our progress over the three years.



ACCESS AND EQUITY COMMITTEE

This committee is a Section 355 Committee of Council, with representation from Councillors, Council staff and community members. The Committee has

worked with Council staff on the Pedestrian Access Mobility Plan (PAMP) and reviewed community facilities plans, such as Temora Library's new outdoor reading room, Temora Arts Centre extension and refurbishment, and accessible car parking spaces.



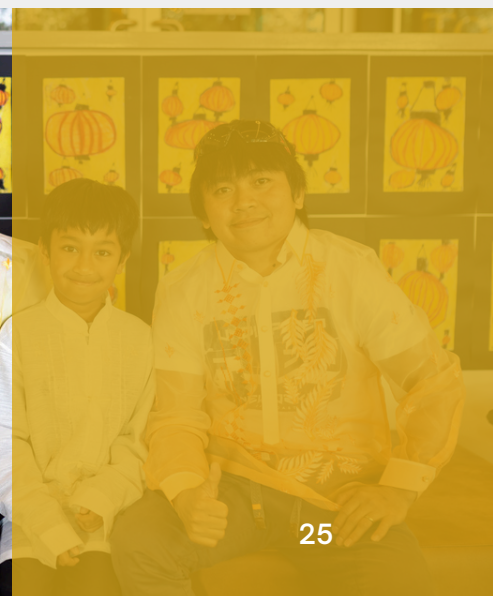
HOSPITAL REDEVELOPMENT

Council has successfully advocated for the redevelopment of Temora and District Hospital. In June 2024 the NSW Government invested a further \$15M in the project, bringing the total investment in the redevelopment to \$95M. The Clinical Services Plan has been completed, and preliminary designs are underway.



CHILDCARE

Council participates in the Bland Temora Family Day Care Program, and provides accommodation to the Temora Pre-school and OOSH.





TEMORA ARTS CENTRE

The Temora Art Centre construction was completed and the facility opened in 2021. Since then, the centre is home to regular classes and exhibitions, including the popular pottery. In June 2024, the centre received Japanese ceramics from the National Gallery of Australia's (NGA) collection, to be on exhibition there until 2026. Other notable exhibitions have included Arthur Wick's Mining the Archives regional exhibition and the inaugural Aboriginal Art Trail across three of Council's facilities.



TEMORA RECREATION CENTRE

The Temora Recreation Centre has undergone significant works over the past term, including the outdoor pool reconstruction to align it with Olympic standards by making the length precise, adding two more swim lanes, adding a wet deck, moving the diving board, and relining it to prevent future leakages.

An accessible outdoor Splash Park was constructed, and a wheelchair hoist added to the indoor heated pool for accessibility.



SPORTING FACILITY UPGRADES SUPPORT WOMEN IN SPORT

New amenities were constructed at Bob Aldridge Park, including unisex change rooms to accommodate the growing number of female teams in Junior Rugby League and Junior Touch Football, and a new accessible toilet.

The lighting has been upgraded at Bob Aldridge Park, Temora West Sports Ground and Temora Tennis Club enabling the continuation of a safer more inclusive venue for evening training and competition games.

Nixon Park amenities were upgraded, with the first part completed in 2021, including spectator toilets, netball visitor change room and storage. The Park's Netball Courts were upgraded in 2023, and works have continued in 2024.

Other highlights completed in 2021 include Temora Recreation Ground women's change rooms, Aria Park Skate Park, Netball Court widening, change rooms, outdoor gym, table and shade.



2.

Providing Local Leadership

2. Providing Local Leadership

OUR STRATEGIC OBJECTIVES ARE TO HAVE:

A community with:



Strong local leadership

A community that:



Acknowledges and celebrates its heritage and diversity



Is supported by our volunteers



Speaks up and advocates for itself



Is well informed through engagement and communication

OUR MEASURES, TARGETS, BASELINES AND ACTUALS

MEASURE	TARGETS	BASELINES	ACTUALS
% of community who undertake voluntary work for an organisation or group	35%	25% (2021)	25.2% (2024)
% of women in elected positions (Temora Shire Council)	50%	3.33% (2021)	3.33% (2021-2024)
Community satisfaction rating for heritage programs	> 3.80	3.70 (2021)	3.91 (2024)
Community satisfaction rating with communications	> 3.70	3.64 (2021)	2.90 (2024)
Temora Hospital Redevelopment	Completion by 2025		Concept design complete. Additional funding announced mid-2024. Due to commence in 2025

You said...

- Engage and encourage community participation and ideas.
- Incorporate and include indigenous heritage, Aboriginal people and practices.
- Celebrate diversity through Council's media platforms and activities.
- Encourage diversity in leadership, in particular female representation.
- Advocate for adequate services and facilities for our growing population.

So we...



COMMUNITY CONSULTATION

In 2021 Council conducted a Resident Satisfaction Survey to develop the Temora Shire's Community Strategic Plan (CSP) based on the thoughts and needs of our community. The responses and CSP informed subsequent Council Delivery and Operational Plan actions. Substantial community consultation also informed significant plans and reports for Council during this term, such as the Regional Drought Resilience Plan, Human Resources Needs Assessment Report, Railway Precinct Master Plan, Disability Inclusion Action Plan, Temora Flood Plain Risk Management Plan and Springdale and Ariah Park Flood Plain Study and Plan.



ABORIGINAL ARTWORK PROJECT

Wiradjuri Artist, Stewart James, was commissioned to design an artwork that could be used as indigenous acknowledgement signage in Temora Shire.

Stewart worked with and consulted with the Temora High School Aboriginal Education Team from the very beginning, through to the delivery of the artwork.

Wiradjuri Country all have the gugaa (goanna) as their 'nation' totem. The gugaa is a symbol that connects all people, past and present, to the Wiradjuri nation; as Aboriginal culture considers everyone and everything created equal.

Wiradjuri people have the responsibility of ensuring the gugaa's protection, passing that accountability and knowledge on to the next, and every, generation.

The shape and alignment of the gugaa artwork reflects the geography of the Trigalong Creek and charts the progress of the Temora community by linking Altona, via the aviation precinct and Lake Centenary, back to the original Temora Pastoral Station.



WELCOMING NEW RESIDENTS

Council host two new residents events each year, allowing new residents who have relocated to the shire in the last five years the opportunity to meet each other and hear about Council and the shire's facilities and services.

The lines are a traditional Wiradjuri symbol that represent, in the artwork, our waterways in Temora Shire.

The artwork was launched in January 2024, and can now be seen on flag poles and at various community facilities and schools across our shire.



EMBRACING OUR DIVERSITY

Embrace festival is a free community event to celebrate our Shire’s cultural diversity. The inaugural festival took place in 2023 and is now an annual event on our Shire’s calendar. The event provides cross-cultural awareness through community engagement with interactive experiences and develops partnerships with key stakeholders in the local/surrounding areas, particularly Culturally and Linguistically Diverse (CALD) and multicultural stakeholders.



GROWING OUR SKILLSET

Our Shire has participated in the NSW Growing Regions of Welcome (GROW) since June 2021. GROW is a pilot lifestyle and employment program connecting interested people from migrant and refugee backgrounds living in Western Sydney with opportunities in regional NSW with an alternative

place they can choose to call home. Council was recognised with an award for Champion Employer today by Multiculture NSW, in their success in relocating two people from Western Sydney through the NSW Grow program.



LANGUAGE BUDDY

Every week during school terms, Temora Shire Library offers free language classes for people with English as a second language. This also presents as an opportunity for people who have moved to the shire to connect with other people in our community.



FACILITIES AND SERVICES FOR GROWING POPULATION

The Temora and District Hospital \$95 million redevelopment will contribute to the current and growing demand on health services in our shire, without residents having to travel to regional or city centres. Council has supported the growth of schools in our Shire, including the developments of St. Anne’s Catholic College introducing Years 10-12 over this term, and the development of Aria Park Pre-school. Council has approved and supported 225 residential lots across five developments and 94



airport estate lots across two developments this term. Hoskins Street road upgrade (stage 1) was complete, and Council finalised a 30-year program to widen our sealed roads from 5.5 metres to 6.8 metres and implement road pavement centreline marking to improve safety. Temora Recreation Centre and Sporting ground improvements have been a focus this term, with new amenities, lighting, redevelopment of the pool and new Splash Park among the highlights.



FEMALE REPRESENTATION IN LEADERSHIP

In 2023, Melissa Boxall was appointed as Temora Shire Council's General Manager. Melissa also represents Council as a Board Member on Riverina Eastern Regional Organisation of Councils (REROC). Almost half (46%) of senior positions in Council are represented by females and female Councillors represented one in three of the elected officials.





3.

Building a Strong Local Economy

3. Building a Strong Local Economy

OUR STRATEGIC OBJECTIVES ARE TO HAVE:

A community with:



A community that:



OUR MEASURES, TARGETS, BASELINES AND ACTUALS

MEASURE	TARGETS	BASELINES	ACTUALS
% of households experiencing rental* or mortgage stress (>30% of income on housing)	Mortgage: < 7.5%	Mortgage: 9% (2021) Rental: 29% (2021)	27.3% (2021)
% of people attending an educational institute	>28%	26.36% (2021)	26.9% (2021)
Community satisfaction rating for footpaths	> 3.25	3.07 (2021)	3.15 (2024)
Community satisfaction rating for the road network	> 3.60	3.53 (2021)	2.75 (2024)
Local value of agricultural commodities produced	\$204.2M	\$110M (2021)	\$99.3M (2021)

* Rental data not available previously.

Number of annual visitors to Temora Aviation Museum	> 20,000	19, 159 (2021, covid affected)	17,445 (avg. per annum since 2021 FY)
Total number of businesses in Temora Shire	>750	773 (2021)	773 (2021)
Unemployment rate in Temora Shire	< 4.5%	2.9% (2021)	2.8% (2021)

You said...

- Improve agriculture sustainability and focus on agriculture skills development.
- Attract affordable stores to the Shire and improve dining options, particularly in the evening.
- Hold regular community markets.
- Encourage young people to stay and return to the shire, with education and employment options.
- Access to entry level and trades courses, especially with Inland Rail project opportunity.
- Aviation facilities should accommodate commercial, recreational and tourism options to attract new and returning visitors.
- Improve road safety in town and village CBDs and at railway crossings.
- Improve mobile phone coverage across the Shire.
- Increase industrial land availability.
- Prepare for increased housing needs to accommodate labour force.

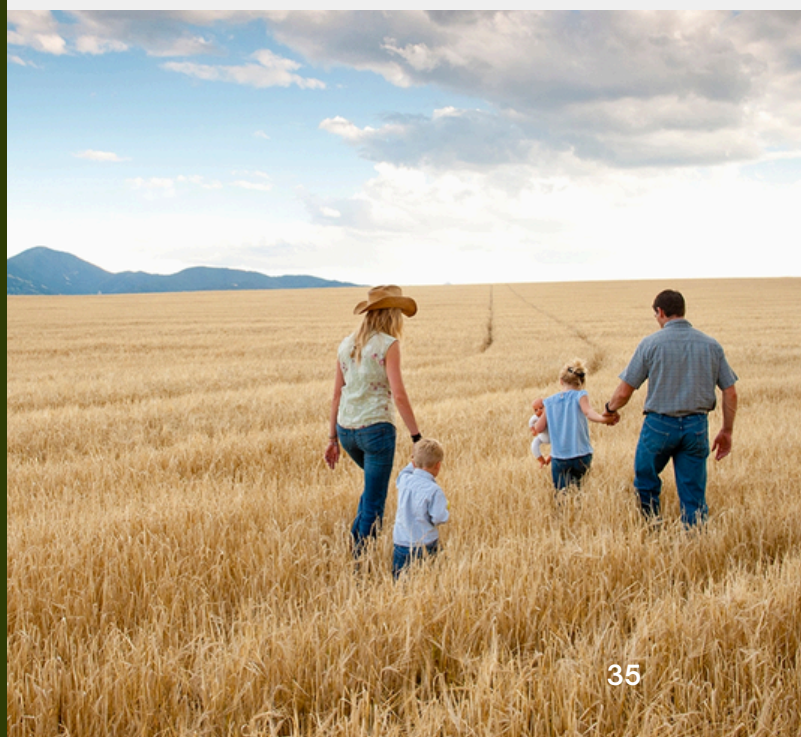
Go we...



AGRICULTURAL INNOVATION

A Section 355 committee has been established for the Temora Agricultural Innovation Centre (TAIC) and meets twice a year. Council provides ongoing support to TAIC through a contractual agreement with Farmlink, as well as supporting its annual open day.

Heavy vehicle access continues to progress through Farm Gate Access Program, Grain Harvest Management Scheme, obtaining grants to assess bridge infrastructure under the Strategic Local Government Asset Assessment Project, Road Train access under permits to service local farmers, and quick permit access for local industry in comparison to our peers.





SUPPORTING YOUTH PROFESSIONAL DEVELOPMENT

Council coordinates a Temora Youth Network Committee, working to improve employability of our young people, growing our own talent and encouraging them to study and stay local.

The Adulting 101 program has been successfully delivered annually to Year 12 students approaching the end of their secondary schooling, to ensure they are prepared in life skills. The YOUTH-Made Market was designed to offer valuable business skills to budding young entrepreneurs. 53 young people have participated during this term. TAKE THE LEAD youth leadership program develops community connections and builds confidence and skills of our young people to step into leadership roles. Nine young people have taken the opportunity to participate in the last term.

In 2024, TBEG, TAFE NSW and Council hosted the inaugural Careers and Volunteers Expo in our shire to promote local businesses and study options to the community.



PARTNERSHIP WITH TEMORA BUSINESS ENTERPRISE GROUP (TBEG) TO ADDRESS LOCAL ISSUES

In consultation with TBEG, Council engaged a Human Resources (HR) consultant to assess the capacity of local businesses, and deliver recommendations and actions based on the findings. The HR Assessment report was highly anticipated and well received by the region. Actions have been adopted by the Regional Drought Resilience Plan.



IMPROVING OUR NETWORK COVERAGE

In 2021 Council supported a Mobile and NBN Coverage workshop to determine issues and priorities. Since then, priority areas for improved coverage have been identified.

In December 2023, a new mobile phone station in Aria Park was announced as funded under the Regional Connectivity Program.





LAND AND HOUSING AVAILABILITY

Council adopted the Temora Local Housing Strategy 2022-2042 to set out a clear plan for housing in Temora over the next 20 years, to meet anticipated demand and drive economic growth and opportunity for Temora Shire.

Since 2021, Council has approved development of 63 residential lots at Highfields Estate, 232 Loftus St Temora, 85 residential lots at Dustin Rose Estate, 2 Bundawarra Road Temora, 28 large residential lots at Morningside, 7853 Burley Griffin Way Temora, 32 residential lots at Coventry Place, 7-15 French St Temora, 17 residential lots on Joffre Street/Chifley Street Temora, 22 airpark estate lots at 50 Airport Street Temora, and 40 airpark estate lots at 44 Airport St Temora.



COMMUNITY MARKETS

Each year, Council supports TBEG in the closure of Temora's CBD for Christmas markets and activities.



SUPPORTING AVIATION IN OUR COMMUNITY

Council has provided support in the planning and preparations of the Temora Aviation Museum's Day on the Lake 2023 and Warbirds Downunder 2022 and 2024 events. Unfortunately, the 2022 event was cancelled due to wet weather. A \$6.5 million upgrade has renewed the majority of old assets at the aerodrome to place the facility in a very strong long term position.

Airport Master Plan was drafted and work continues with the Aerodrome Users Committee to improve the Aerodrome Manual.



HEAVY VEHICLES IN OUR CBD

An Alternate Heavy Vehicle Route around Temora remains a significant challenge. A workshop was conducted, with recommendations endorsed by Council. Actions are progressing. Council adopted a Policy Framework for Heavy Vehicle access in 2023.



4.

Enjoying our Beautiful Environment

4.

Enjoying our Beautiful Environment

OUR STRATEGIC OBJECTIVES ARE TO HAVE:

A community that:



Is livable and provides for enjoyable town and village life



Enjoys appropriate urban infrastructure



Strives to minimise its environmental impacts



Enjoys a variety of open spaces for leisure



Sustainably plans for its future

OUR MEASURES, TARGETS, BASELINES AND ACTUALS

MEASURE	TARGETS	BASELINES	ACTUALS
CO2 Emissions	< 150,000t	247,000t (2021)	215,000t (2023)
Community satisfaction rating for parks and playgrounds	> 4.30	3.99 (2021)	4.05 (2024)
Community satisfaction rating for town planning	> 3.75	3.45 (2021)	3.25 (2024)
Community satisfaction rating for visual impact	> 4.00	3.72 (2021)	3.72 (2021)
Community satisfaction rating with drainage	> 3.08	3.01 (2021)	2.65 (2024)

You said...

- Provide shade, seating and access to drinking water at our parks.
- Improve footpaths and cycleways in town and village CDB, as well as to Broken Dam, Aria Park.
- Educate pet owners.
- Provide off-leash dog areas.
- Educate community on disaster response.
- Respond to climate change by reducing carbon footprint.
- Improve recycling opportunities.
- Introduce flood mitigations.
- Investigate sewerage system, kerb and guttering for Aria Park.
- Introduce more street lights.

So we...



PARK UPGRADES ENCOURAGING ACTIVE CHILDREN

Federal Park and Bradley Park have been redesigned, and stage one of improvements have been complete for both parks.

Federal Park's (Crowley Street, Temora) play equipment was removed, and new play equipment, paths and soft fall equipment were installed.

Bradley Park (Chifley Street, Temora) has undergone stage one revamp, with the introduction of new paths, new natural timber equipment, toilets, seating, and landscaping.

Temora West Park (Twynam Street, Temora) received an accessibility upgrade by removing equipment edging and new footpath linking equipment, BBQ facilities, toilets to Twynam Street parking.

Harper Park (Pitt Street, Aria Park) toilets were refurbished for improved accessibility.



PEDESTRIAN ACCESS MOBILITY PLAN (PAMP)

Council engaged a study of Pedestrian and Mobility for the centres of Temora and Aria Park to assist with planning for pedestrians while inclusively assuring access for mobility. The PAMP proposed a priority forward works program aiding improved mobility and access along the identified pedestrian network and was assessed against the current cycleway/shared path routes to ensure connectivity and integrations of plans. A total of 79 items were identified in the original PAMP, since then 21 have been completed, and a further 17 have been added.





BUILDING RESILIENCE TO DROUGHT

The Regional Drought Resilience Plan (RDR Plan) was adopted by Council in 2024. The objective is to encourage behavioural and cultural shifts to foster a collective awareness and understanding of shared responsibility surrounding drought resilience. By adopting this community-led inclusive strategy, the RDR Plan positions itself as a comprehensive roadmap that outlines context and community-driven strategies, and actionable plans to equip our region with the tools they need to plan for, respond to and recover from drought impacts effectively. The RDR Plan actions are due to commence in 2025, subject to funding.



MITIGATING FLOODS

Springdale and Aria Park Flood Plain Study and Plan was finalised and adopted by Council in June 2024. The Temora Flood Plain Risk Management Plan was drafted in 2024 and is being finalised.

The stormwater detention basin at Highfields Estate was completed and the design of the Golden Gate Reserve stormwater detention basin has been complete and awaits future funding.



BUILDING A RESILIENT COMMUNITY

The Resilience Project outlines the importance of wellbeing and practicing the strategies of Gratitude, Empathy and Mindfulness – the three key evidence-based principles linked to positive emotions and mental health. Temora Public School and Aria Park Central School had rolled out The Resilience Project in early 2023, with Temora High School, Temora West Public School and St Anne's Catholic College following, all adopting the program in 2024. In 2023 Council launched The Resilience Project to the Temora Shire community.



COMMUNITY RECYCLING CENTRE MILESTONE

For four decades the Lions Club Temora has been managing Council's recycling at the Community Recycling Centre (CRC). In 2023, we celebrated their efforts after they reached 1,000,000 bottles recycled to Return and Earn, injecting the \$100,000 earned back into the community. In early 2024, Council invested in a new Cardboard Baling Press for the CRC.



Financials



Financial Performance

Like many Local Government Areas around Australia, financial sustainability is a key challenge facing our Council. This challenge is due to several factors, including the demand on current levels of service, cost shifting from other levels of government, ageing infrastructure, constraints on increasing revenues and risk of reliance on external funding sources.

During this last term, our Council has also felt the impacts of COVID-19, floods and past drought.

The impact floods had on our road network were considerable, requiring considerable investment and resources to rehabilitate damaged infrastructure.

Mental health and resilience have also been key areas of focus as we recover as a community from COVID-19 and past drought impacts on health.

Operating and Project Performance



INCOME
\$149.8M
(4 year total)



EXPENSES
\$118.7M
(4 year total)



TOTAL ASSETS
\$387.2M
(at 30 June 2024)



TOTAL LIABILITIES
\$11.5M
(at 30 June 2024)

CAPITAL EXPENDITURE



\$11.8M
Upgrades

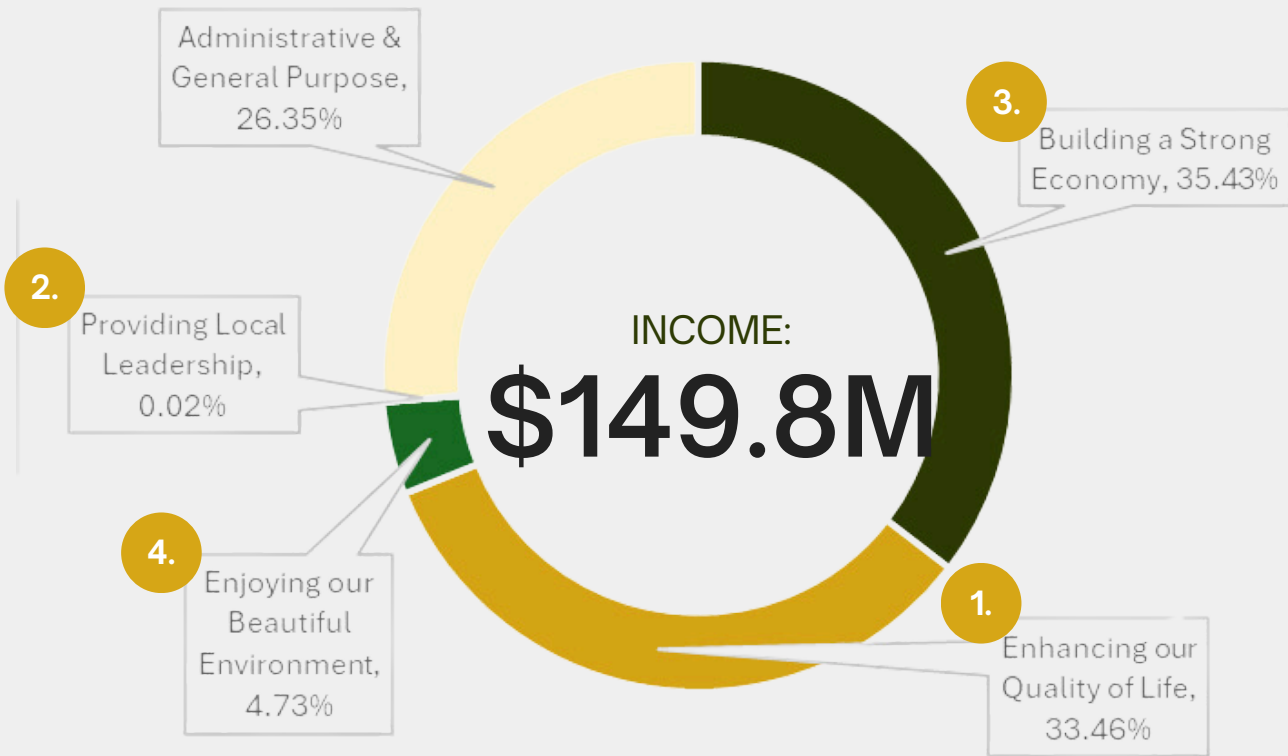


\$30.7M
Renewals





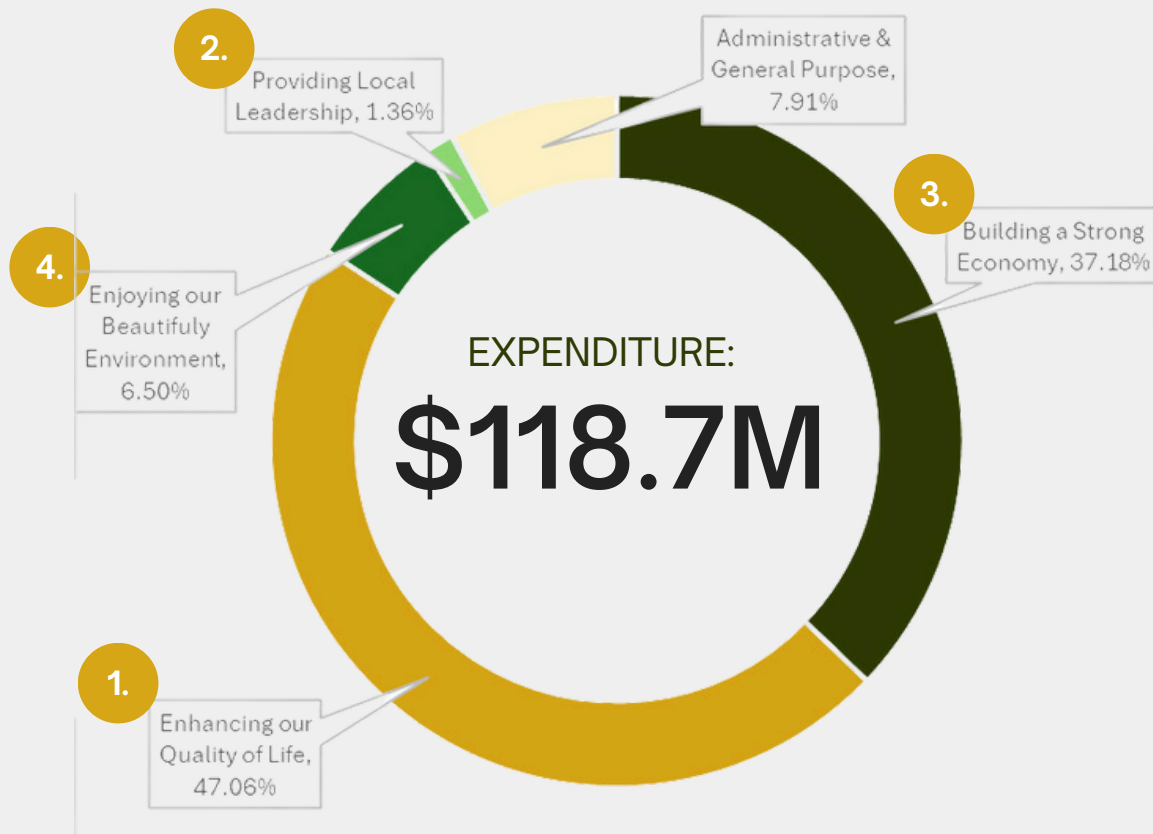
What are Council's sources of income? (June 2020- June 2024)



What did Council support?

Rates, fees, charges and grant funding contribute to Council providing a range of services to our community.

The below chart illustrates the distribution of operating expenditure under key service groupings from June 2020 - June 2024.





Next Steps



Where are we headed?

Following the local government election in September 2024, Council commenced the Community Scorecard process with independent research organisation, CATALYSE. A total of 705 community members responded to the Community Scorecard, which helps Council understand our communities top priorities. This feedback will guide Council on where it needs to improve and focus its efforts.

The results, along with community consultation, will inform the update to Temora Shire's Community Strategic Plan 2035. Council will use the information and insights to develop our four-year Delivery Plan and annual Operational Plans.

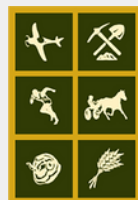
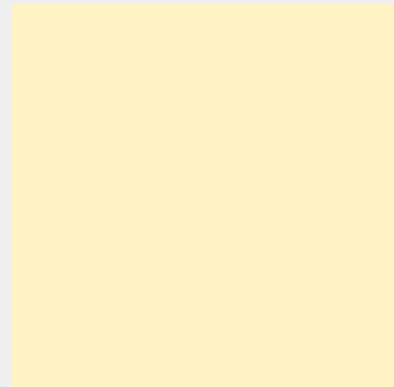
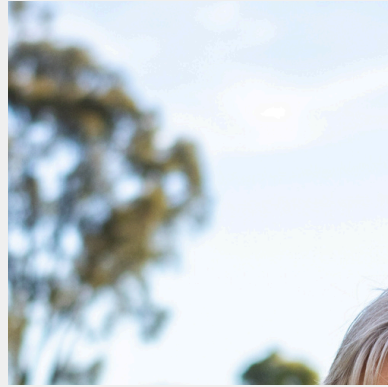
Key challenges

Over the 2021-2024 term, Temora Shire Council has continued to face complex and varied challenges, and these will continue into the years ahead. External pressures are largely driven by an ageing population; access to health services; extreme weather events, such as floods and drought; and financial pressures e.g. rate pegs, cost shifting from Federal and State Government, aging, infrastructure, current economic conditions.

Council will continue to invest in resilience of our community to do what it can to keep our people safe during the future challenges we face.

As we move into this new term, we will focus on:

- **Continued advocacy for health and community services**, including supporting and influencing the new Temora and District Hospital redevelopment; and attracting more healthcare services and workers to our Shire.
- **Caring and supporting seniors' services** by supporting more affordable housing, retirement homes and assisted living facilities; providing in-home care and support to assist aged persons to live independently; and improving accessibility with upgrades to footpaths, and community transport.
- **Improve local roads** with timely and effective repair of potholes; more frequent grading; and continued advocacy for a heavy vehicle alternate route.
- **Housing to accommodate growing and aging population and workforce demand** by supporting residential land and independent living developments, and investigating innovative ways to increase availability.
- **Attraction and retention of Council's workforce** by developing workforce strategies in areas such as attraction and retention, training and development and communication to ensure future success of the organisation.



TEMORA

The Friendly Shire



02 6980 1100



105 Loftus Street, Temora NSW



www.temora.nsw.gov.au