

TEMORA

*The Friendly Shire*



Temora Shire Council

# RESOURCING STRATEGY

Including:  
Asset Management Plan  
Workforce Plan  
Long Term Financial Plan

MAY 2021



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# Foreward

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

The Resourcing Strategy outlines available resources in terms of time, money, assets and people required by, and available to, the Integrated Planning Process.

Essentially, the Resourcing Strategy consists of three (3) components:

1. Asset Management Plans

2. Workforce Management Plan

3. Long Term Financial Plan

# 1. Asset Management Plans

The Asset Management Plans are a long term plan that outlines the asset activities for each service. The International Infrastructure Management Manual defines Asset Management Plan as:

*"a written representation of the intended asset management programs for one or more infrastructure networks based on the controlling organisation's understanding of customer requirements, existing and projected networks and asset condition and performance"*

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

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

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

# 2. Workforce Management Plan

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

## 3. Long Term Financial Plan

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

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

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



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# ASSET MANAGEMENT STRATEGY

# Asset Management Strategy

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# 1. Introduction

## 1.1. Background

This Asset Management Strategy outlines a structured set of actions aimed at enabling Council to improve its asset management practices, to achieve the objectives of Temora 2030, and to be compliant with regulatory requirements. It is to be read with the following associated planning documents:

- Temora 2030 – Articulates the long-term strategic direction of Council.
- Delivery Program – a summary of the principle activities that Council intends to undertake over the next four years.
- Operational Plan – Detailed action plan on projects and finances for each particular year. The works identified in Asset Management Plans form the basis on which future annual plans are prepared.
- Resourcing Strategy – outlines the available resources in terms of time, money, assets and people required by and available to the Integrated Planning process.
- Long-term Financial Plan – Outlines all aspects of the key financial strategic objectives and commitments.
- Contracts – The service levels, strategies and information requirements contained in the Asset Management Plan are translated into field staff work instructions, contract specifications and reporting requirements.



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

Federal and State Governments and Agencies - Funding assistance and standards development.

Elected members - Community representation and administration.

Community - End-user involvement.

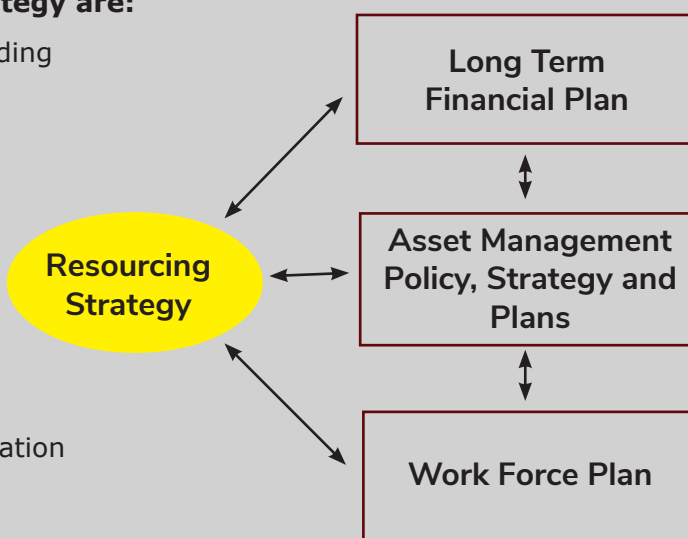
Visitors - End-user involvement.

Utilities / Developers - Providers of services and infrastructure facilities.

Employees / Volunteers - Operational and administration providers.

Contractors / Suppliers - Suppliers of goods and services.

Insurers - Remedy providers.



## 1.2. Goals and Objectives of Asset Management.

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

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

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

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

### **Council's vision is:**

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

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

### **Council's mission is:**

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

### 1.3. Key Principles

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

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



## 2. Legislative Controls

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

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

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

### 2.1. NSW OLG Integrated Planning and Reporting Framework

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

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

### 2.2. NSW and Federal Acts and Regulations

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

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



### **2.3. Australian Standards and other Codes of Practice**

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

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

### **2.4. Accounting Standards**

The Australian Accounting Standards that apply to Local Government include:

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



# 3. Asset Management Maturity Assessment

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

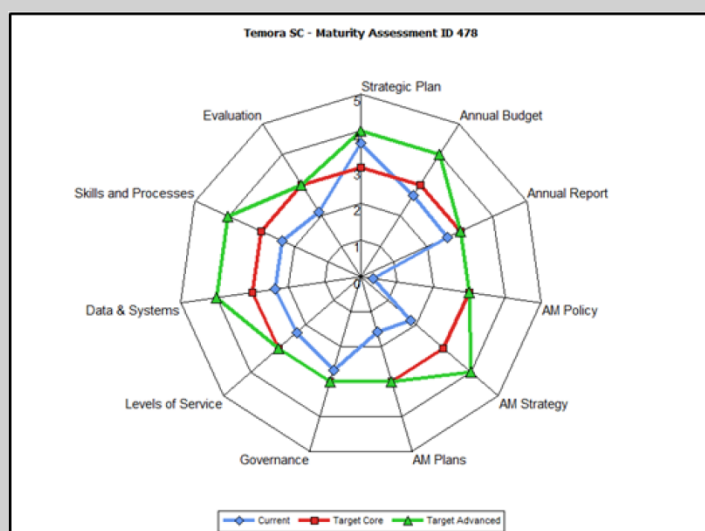
It is proposed that an assessment be undertaken annually.

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

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

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

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



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

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

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

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



**Figure 2 - OLG Asset Management Maturity Score Spider**

## 4. Priority Tasks and Actions Resulting from Maturity Assessments

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

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

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

### 4.1 Asset Management Strategy

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

This Asset Management Strategy is linked to Council's Asset Management Policy and integrated into Council's strategic long term planning documentation including Temora 2030, 4-year Delivery Plan, Annual Operational Plan, Long Term Financial Plan and Resourcing Strategy.

### 4.2 Asset Management Policy

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

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

### 4.3 Asset Register and Condition Data

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

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

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



## 4.4 Asset Management Plans

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

Asset Management Plans shall:

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

## 4.5 Monitoring and Reporting

Monitoring and reporting covers three main areas:

- annual financial reporting;
- reporting on the condition of assets (Special Schedule 7); and
- reporting on the status of asset management improvements.

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

The Office of Local Government is proposing changes to Special Schedule 7. Processes and procedures need to be put in place for future reporting, particularly on items including the 'cost to bring assets to a satisfactory condition when measured against a level of service'.

Section 5 dealt with maturity assessments of asset management practices. It is proposed to undertake Asset Management Practice assessments annually and report the results accordingly to show organisational improvement.

## 4.6 Operations/Maintenance Management

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

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

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

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

## 4.7 Systems Integration

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

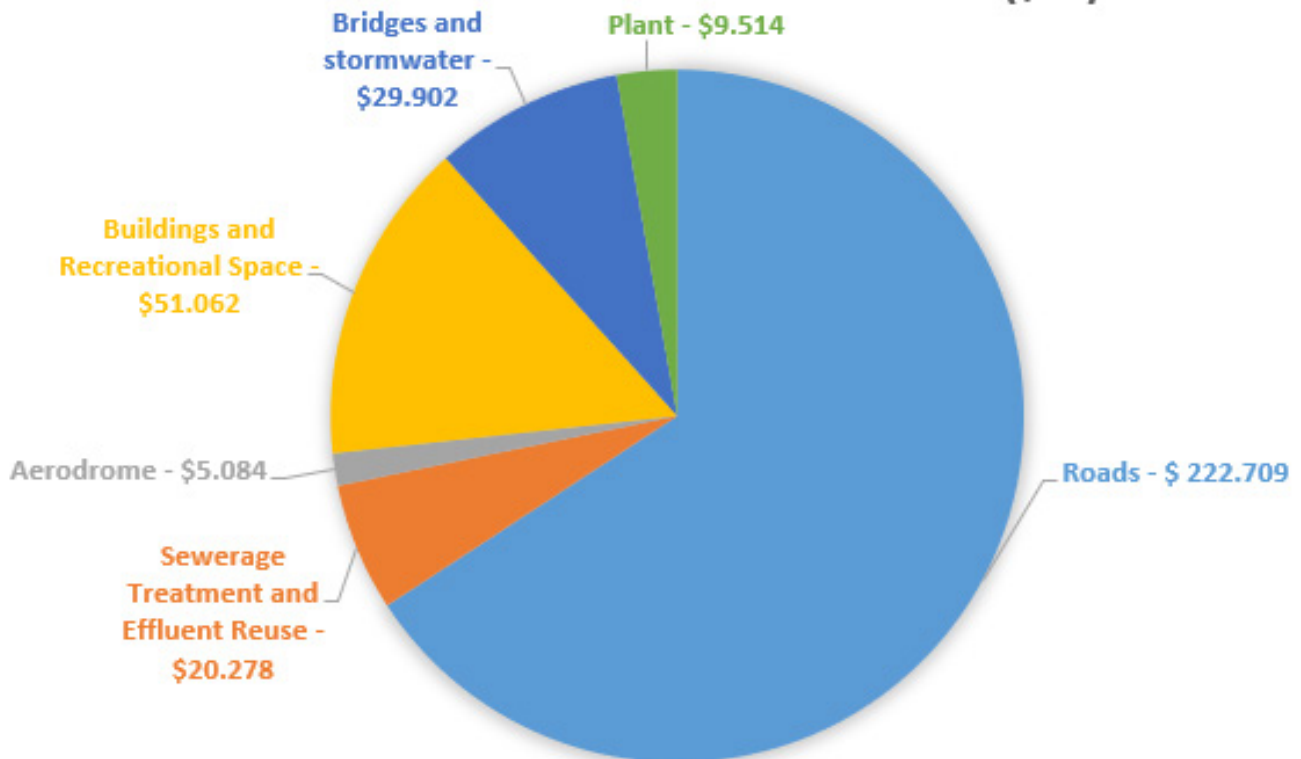


## 5. Temora Shire Council's Assets

Asset Category	Current Replacement Cost (\$M)	Annual Depreciation (\$M)	Asset Type	Unit	Quantity
Roads	\$222.709	\$2.403	Regional Roads	km	92.8
			Local Roads	km	1237.2
			Footpaths	km	20.4
			Kerb and Gutter	km	87
Sewerage Treatment and Effluent Reuse	\$20.278	\$0.231	Gravity Sewer Mains	km	53.29
			Rising Sewer Mains	km	3.36
			Sewer Pump Stations	No.	5
			Sewer Property Connections	No.	2029
			Sewer Manholes	No.	514
			Sewerage Treatment Works	No.	1
			Effluent Storage Dams	No.	5
			Effluent Pumping Stations	No.	5
			Effluent Delivery Lines	km	12.4
			Telemetry System	No.	1
			Weather Stations	No.	2
Aerodrome	\$5.084	\$0.053	Runways	No.	3
			Taxiways	No.	8
			GA Apron	km	1
			Open Unlined Drain	No.	0.9
			Piped Storm water Drain	No.	1
			Perimeter Fencing	No.	10
Buildings and Recreational Space	\$51.062	\$1.175	Parks and Gardens	No.	20
			Sporting Fields	No.	10
			Public Buildings	No.	18
			Operational Land	No.	5
			Storm water Pipes	No.	668
			Box Culverts	No.	65
			Open Channel Drain	km	2
			Causeways	No.	144
			Gross Pollutant Traps	No.	1
			Siltation Dams	No.	2
Bridges and Stormwater	\$29.902	\$0.240	Bridges	No.	6

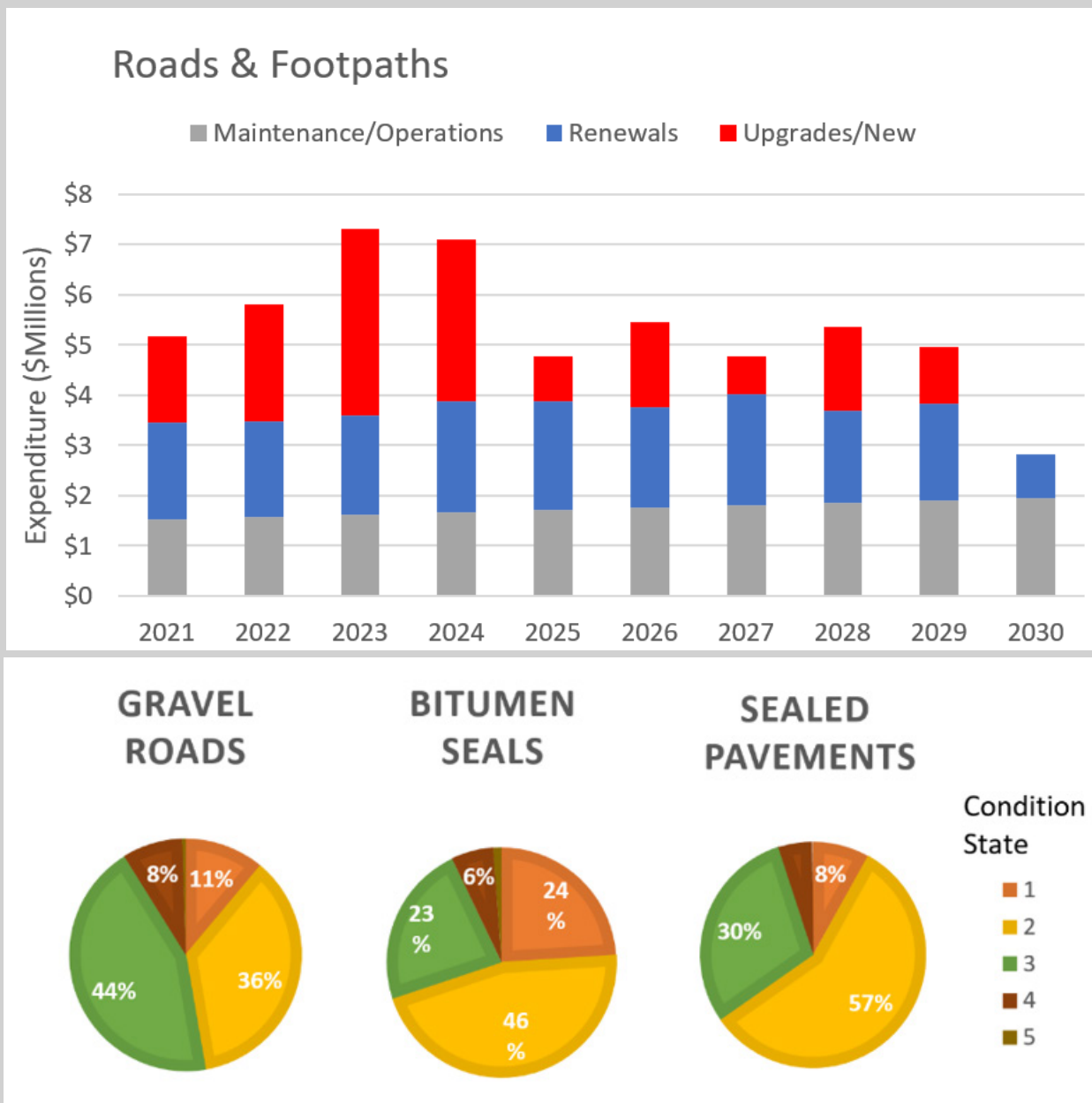
Plant	\$9,514	\$0.761	Cars	No.	6
			Light Utilities	No.	17
			Small Trucks	No.	9
			12 Tonne Tip-pers 7 Trailers	No.	10
			Graders	No.	3
			Tractors	No.	3/3
			Water Carts	No.	5/3
			Miscellaneous Equipment e.g Chainsaws	No.	19

### ASSET VALUES BY REPLACEMENT COST (\$M)



## Roads and Footpaths

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

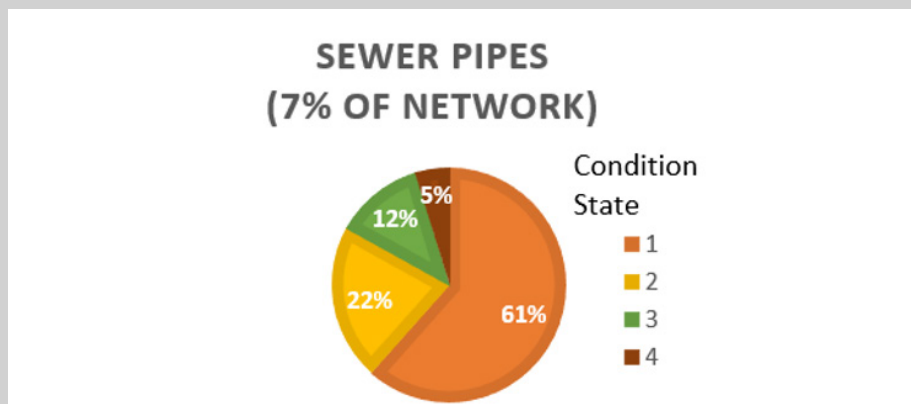
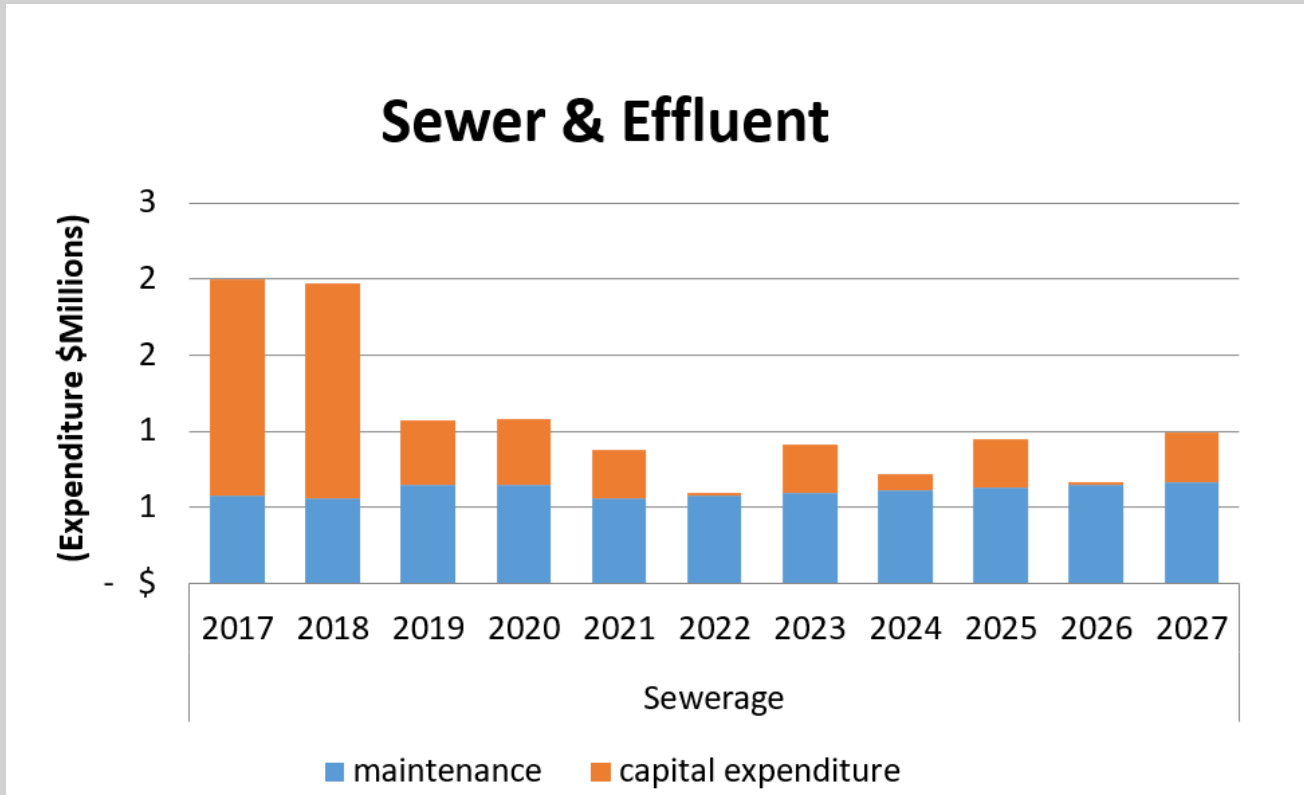


### Financial Reporting Ratios

- Asset Consumption Rate - 68.3%
- Asset Renewal Rate - 62.18%
- Asset Upgrade/Expansion Rate - 0.18%

## Sewerage Treatment and Effluent Reuse

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



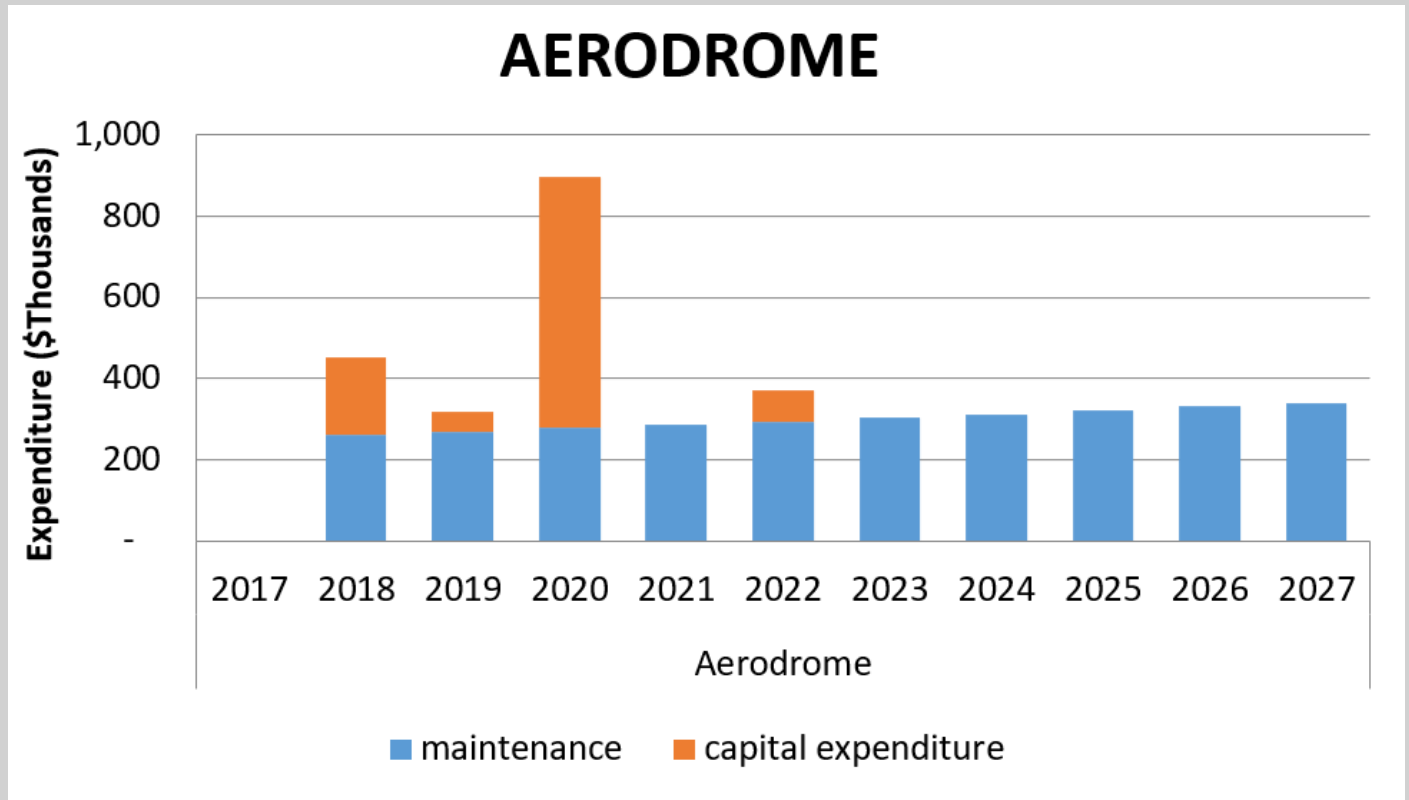
### Financial Reporting Ratios

- Asset Consumption Rate - 3.9%
- Asset Renewal Rate - TBD
- Asset Upgrade/Expansion rate - 34.1%\*

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

## Aerodrome

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



Condition data yet to be determined.

### Financial Reporting Ratios

- Asset Consumption Rate – 0.6%
- Asset Renewal Rate – 0.3%
- Asset Upgrade/Expansion rate – 1.5%

## **Buildings and Recreational Space**

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

Financial data to be confirmed.

Condition data yet to be determined.

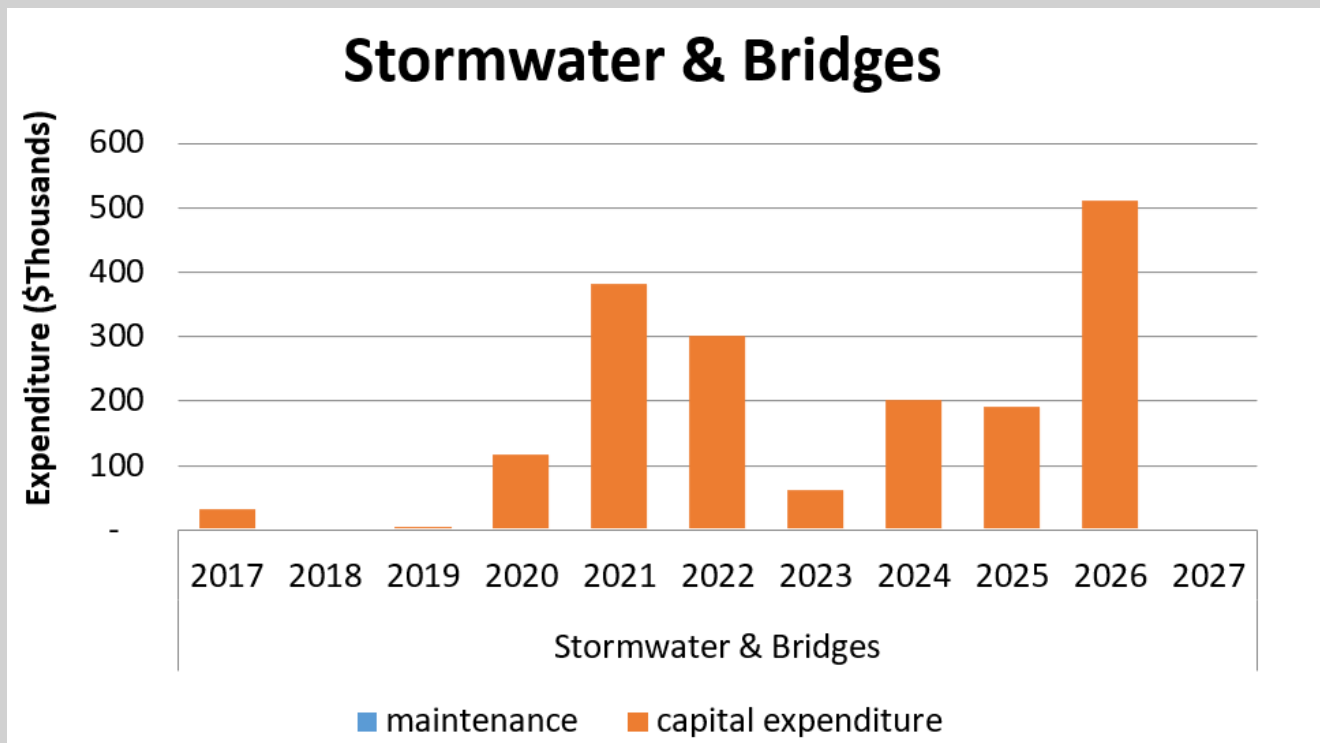
## **Financial Reporting Ratios**

- Asset Consumption Rate – 0.4%
- Asset Renewal Rate – 0.1%
- Asset Upgrade/Expansion rate – 1.0%

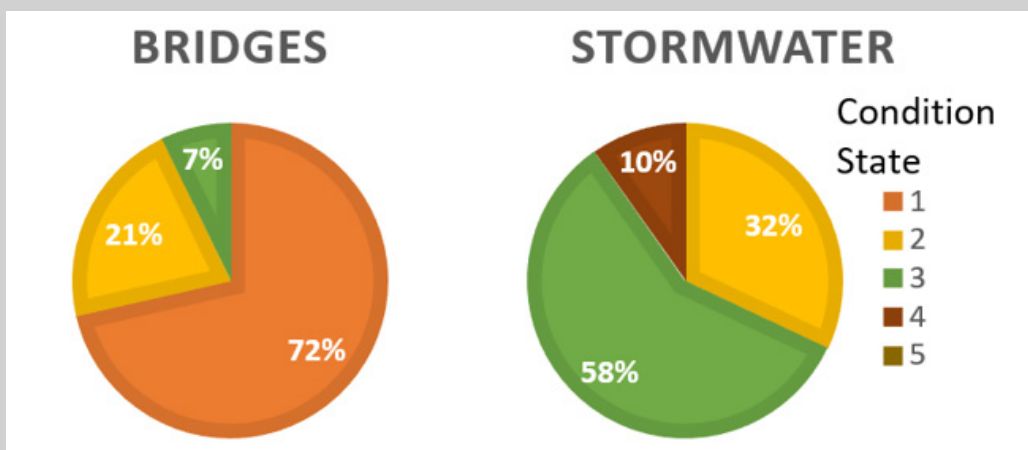


## Stormwater and Bridges

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



Note: Renewal capital works in 2017 include the renewal of Tara Bectric Bridge

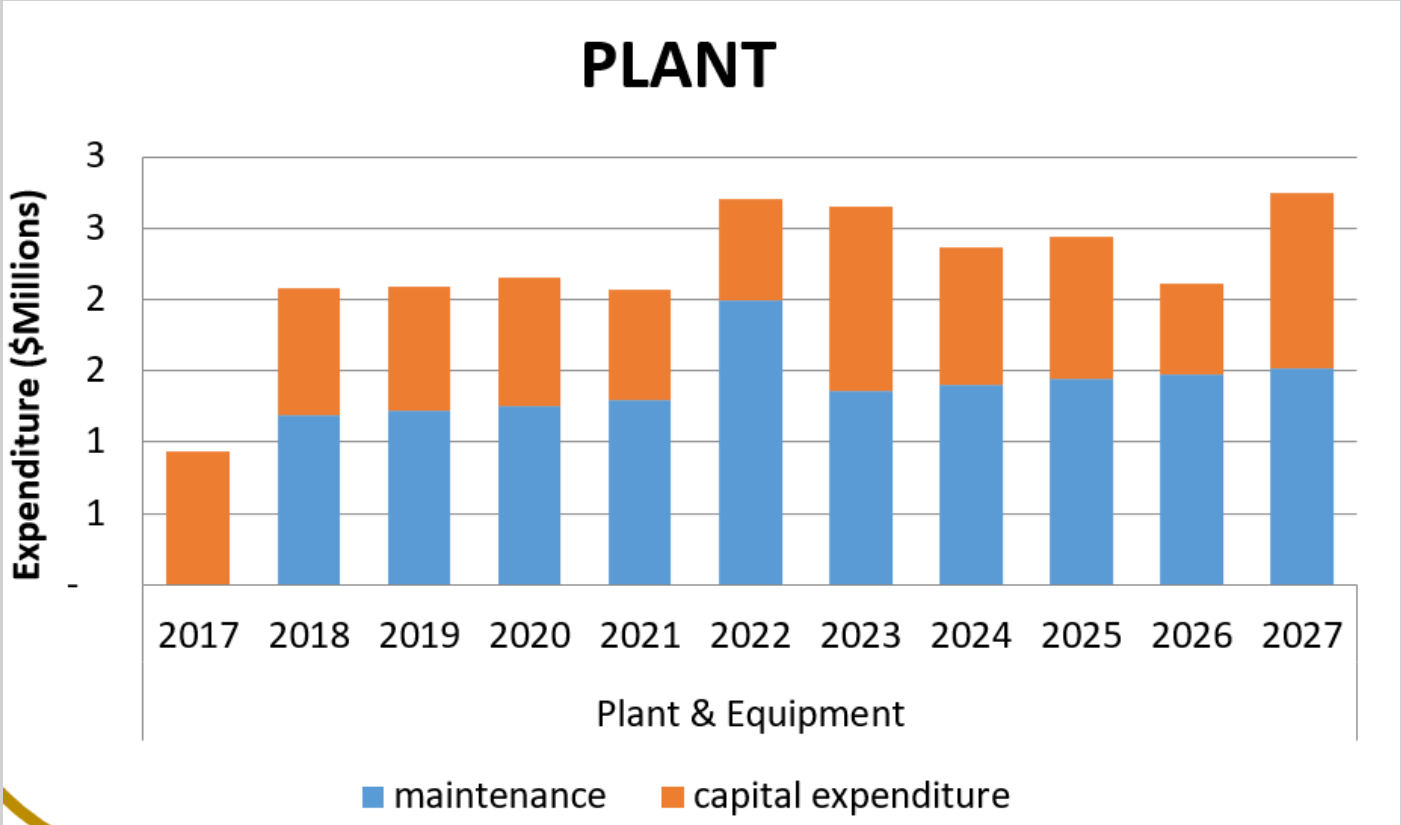


## Financial Reporting Ratios

- Asset Consumption Rate – 1.7%
- Asset Renewal Rate – 1.8%
- Asset Upgrade/Expansion rate – 0%

# Plant

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



## Financial Reporting Ratios

- Asset Consumption Rate – 0.2%
- Asset Renewal Rate – 0.12%
- Asset Upgrade/Expansion rate – 0%

## 7. References

IPWEA, 2016, NAMS.PLUS Asset Management, Institute of Public Works Engineering Australia, Sydney, [www.ipwea.org.au/namsplus](http://www.ipwea.org.au/namsplus).

IPWEA, 2015, Australian Infrastructure Financial Management Guidelines, Institute of Public Works Engineering Australia, Sydney, [www.ipwea.org.au/AIFMG](http://www.ipwea.org.au/AIFMG).

IPWEA, 2011, International Infrastructure Management Manual, Institute of Public Works Engineering Australia, Sydney, [www.ipwea.org.au](http://www.ipwea.org.au)





# Workforce Plan

## EXECUTIVE SUMMARY

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

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

### **What is Workforce Planning?**

Workforce planning and development is a management technique used to effectively manage workforce demand and supply. It is the process used to align the needs of a business with those of its workforce.

An effective workforce plan is a continuous process of shaping the workforce to ensure that it is capable of delivering the Council's objectives now and in the future. The plan aims to provide Council with the people best able to inform its strategic direction, develop innovative approaches to complex issues and deliver appropriate services consistently, effectively and efficiently.

For the process to be truly effective, workforce planning needs to be recognised as a business-driven process, which is a fundamental component of the integrated planning and reporting framework.

Workforce planning and development is an urgent issue in the Australian business community. It is strategic and operational and needs to be successfully integrated into overall business strategy and corporate objectives.

While Workforce Planning is the key to forecasting future labour requirements, it is also used for:

- Identifying staffing problems;
- Developing new workforce skills;
- Monitoring and containing workforce costs;
- Ensuring that there is adequate service delivery into the future.

## **What is Workforce Development?**

Workforce development is those policies and practices which support staff in participating effectively in the workforce and to develop and apply skills in the workplace, where learning translates into positive outcomes for the organisation.

Workforce development strategies are relevant to the entire workforce, permanent full-time and part-time staff, contractors, casuals as well as volunteers.

## **What are the Challenges?**

Workforce planning in Australia, particularly in rural Australia has a number of challenges:

- There are more women working than ever before;
- There are fewer young people entering the job market each year;
- The workforce is ageing;
- In 2011, more people exited the workforce than entered it;
- Over the next 40 years the proportion of Australians aged over 65 will double;
- Australia will have shortages of more than 200,000 skilled workers over the next five years, with many of these prominent in the local government sector;
- Aboriginal, the cultural and linguistically diverse communities and people with disabilities are under-represented in the workforce.

# INTRODUCTION

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- Australia will have shortages of more than 200,000 skilled workers over the next five years, with many of these prominent in the local government sector;
- Aboriginal, the cultural and linguistically diverse communities and people with disabilities are under-represented in the workforce.

## “Temora Shire 2030” - A Community Strategic Plan for Temora Shire

As the result of legislation enacted in October 2009, all NSW Local Councils are required by the Local Government Act to develop a Resourcing Strategy. Included within the Resourcing Strategy is a Workforce Management Plan which is a strategic approach to managing the workforce needs for the next four years.

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

Figure 1: Resourcing Strategy

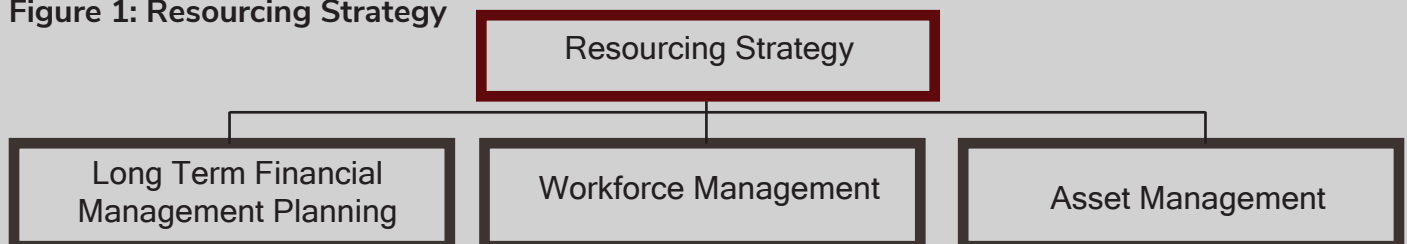


Figure 2: Integrated Planning and Reporting



Temora Shire Council is a significant employer within the Local Government Area (LGA), employing 122 equivalent full time employees, and representing more than 5% of the employment within the LGA. Council has a strong relationship with its workforce – long term employees, a small workforce number, and tight knit community all support the connected, professional and personal approach to management.

## **Aim**

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

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

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

We need to ensure our staff are 'fit for the future' so that we can deliver our community's priorities.

We need to involve our staff and support them in learning new ways of working.

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



# Our Direction and Values

## Our Vision

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

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

## Our Mission

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

## Our Core Values

We will make the best decisions we can, through:

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

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

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

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

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

We will maximise our opportunities, through:

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

# Workforce Profile Temora Shire Council LGA

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

*The Shire includes the townships of Temora and Aria Park as well as a number of smaller rural communities including Springdale and Reefton. The Shire is part of the state electorate of Cootamundra and the Federal electorate of Riverina.*

At the time of preparing this report the most recent statistics available were from 2016. The Shire population, according to the Australian Bureau of Statistics (ABS), was 6,236 persons. The Shire population has increased by 1% over the last 5 years.

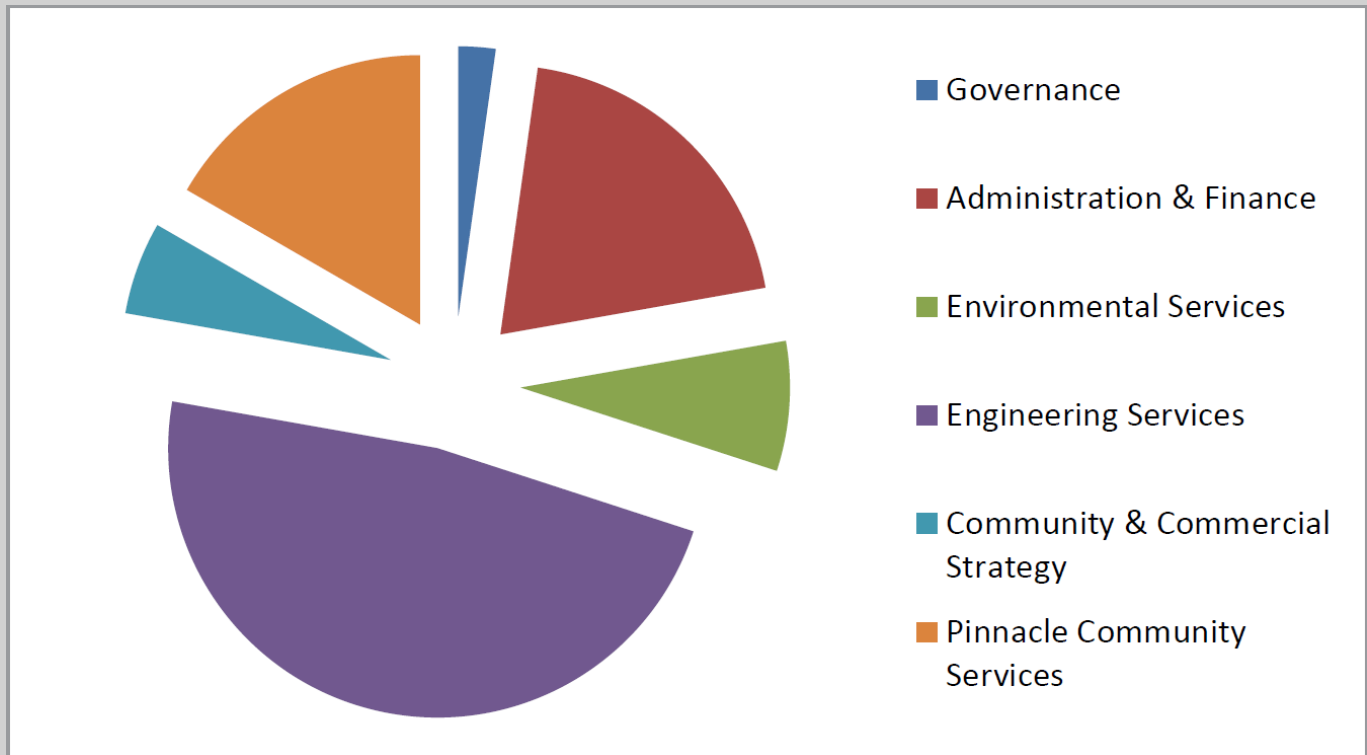
The Shire has an ageing population, with 24% of the population 65 + years old in 2016, which is above the State average.

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

# Understanding the Workforce at Temora Shire Council

Temora Shire Council is considered a small rural Council, employing some 185 (122.04 full time equivalent) staff across a diverse range of functional areas.

## Workforce Distribution by Department

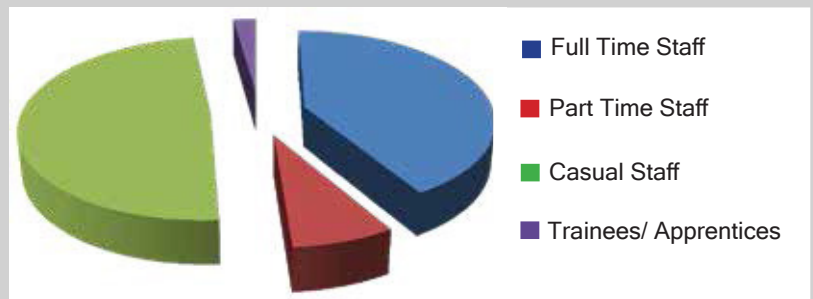


## Employment Status

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

Staffing levels at May 2021 were as follows:

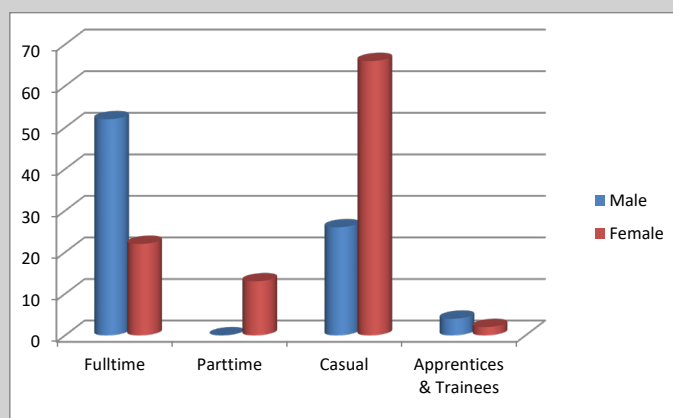
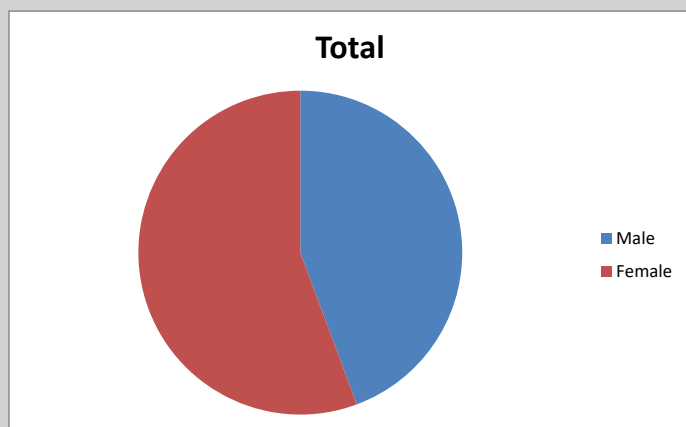
Number of Full Time Staff	74
Number of Part Time Staff	13
Number of Casual Staff	92
Number of Trainees/ Apprentices	6
<b>Total Number of Staff</b>	<b>185</b>



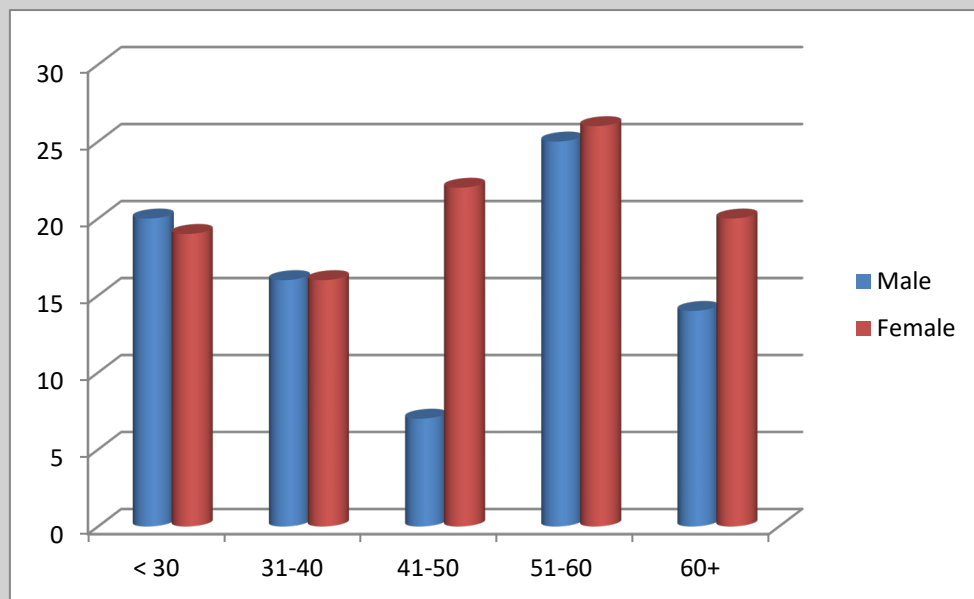
As indicated above, 43% of Temora Shire Council's workforce is employed on a permanent basis, with 7% employed part time and 50% employed as casual staff.

## Gender

Of the 185 staff working for Temora Shire Council, 45% are male and 55% are female. This represents an equitable split of male and female workers on staff, yet there are a much higher percentage of males employed full-time, and females employed part-time or casually.

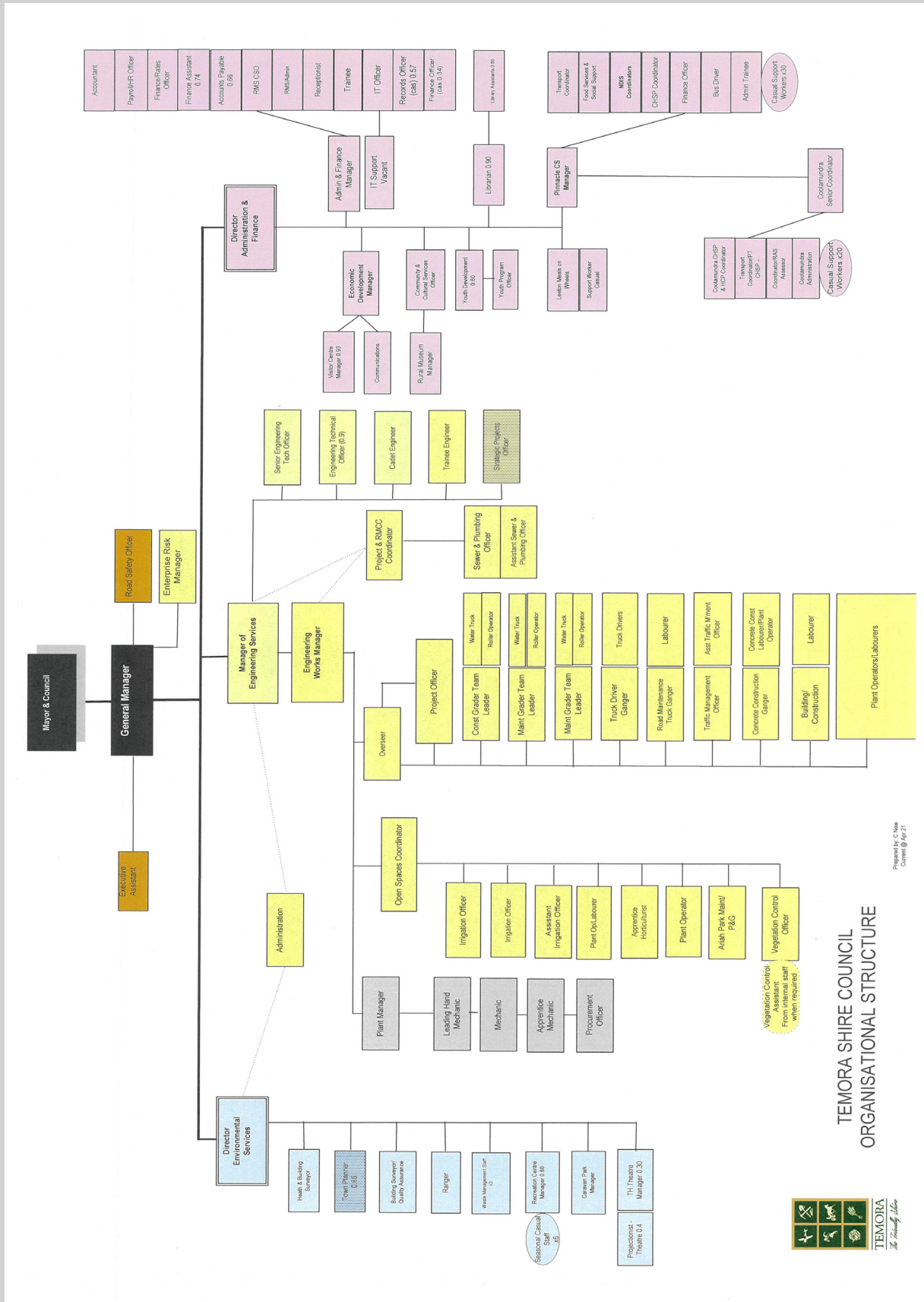


## Workforce Distribution by Age and Gender



Age Distribution	Male	Female	Total
<30	20	19	39
31-40	16	16	32
41-50	7	22	29
51-65	25	26	51
60+	14	20	34
	<b>82</b>	<b>103</b>	<b>185</b>

# Temora Shire Council Organisational Structure



Prepared by C New  
Current @ Apr 21

## TEMORA SHIRE COUNCIL ORGANISATIONAL STRUCTURE



# Current Workforce Profile

Temora Shire Council Staff Structure (Excluding Casuals) as @ 24 March 2021

DEPARTMENT	No of Staff	Aged 18 -30		Aged 31 - 50		Aged 51 - 75		Gender	
		Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	M	F
<b>Governance</b>									
General Manager	1					1		1	
Executive Assistants	2			1		1			2
<b>Administration &amp; Finance</b>									
Director	1			1					1
Administration Manager	1					1			1
Financial Accountant	1			1				1	
Clerical Staff	7			1	2	1	3		7
Information Technology Officer	1	1						1	
Trainee	1	1							1
Librarian	1				1				1
Library Assistant	1						1		1
<b>Environmental Services</b>									
Director	1			1				1	
Health & Building Surveyor	1			1					1
Town Planner	1				1				1
Building Surveyor/Quality Assurance	1					1		1	
Ranger	1					1		1	
Waste Management	2					2		2	
<b>Engineering Services</b>									
Manager of Engineering Services	1			1				1	
Engineering Works Manager	1		1					1	
Overseer	1					1		1	
Senior Engineering Technical Officer	0								
Engineering Technical Officer	1		1						1
Cadet Engineer	1	1						1	
Trainee Engineer	1	1						1	
RMCC Project Officer	1	1						1	
Project Officer	1			1				1	
Enterprise Risk Manager	1			1				1	
Road Safety Officer	1					1			1
Grader Operator	3					3		3	
Truck Driver	6	1		4		1		6	
Plant Operator/Labourer	11			7		4		11	
Traffic Management Officer	1	1						1	
Civil Construction Trainee	2	2						2	
Plant Manager	1					1		1	
Mechanic	2			1		1		2	
Apprentice Mechanic	1	1						1	
Storeman	1			1				1	
Open Spaces Coordinator	1			1				1	
P & G Plant Operator	3			1		2		3	
P & G Horticulturist	1	1						1	
P & G Apprentice	0								
Vegetation Control Officer	1			1				1	
Builder	1					1		1	
Assistant Sewer & Plumbing Officer	1			1				1	
Sewer & Plumbing Officer	1					1		1	

DEPARTMENT	No of Staff	Aged 18 -30		Aged 31 - 50		Aged 51 - 75		Gender	
		Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	M	F
<b>Community &amp; Commercial Strategy</b>									
Economic Development Manager	1			1				1	
Community Services Officer	1					1			1
Rural Museum	1					1		1	
Visitor Information Centre	1						1		1
Communications Officer	1				1				1
Youth Officer	1						1		1
<b>Pinnacle Community Services</b>									
Manager	1			1					1
Manager - Cootamundra	1			1					1
Transport Coordinator	1			1					1
Bus Driver	1					1		1	
Coordinators	6	3		2		1		1	5
Finance Officer	1			1					1
Administration	1			1					1
Trainee	1	1							1
Meals on Wheels Coordinator	1			1					1
Leeton Coordinator	1				1				1
<b>TOTALS:</b>	<b>92</b>	<b>15</b>	<b>2</b>	<b>35</b>	<b>5</b>	<b>28</b>	<b>6</b>	<b>57</b>	<b>35</b>
Percentage as compared to total		18%		43%		37%		62%	38%

Percentage as compared to total		18%	30%	44%	60%	38%
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# Challenges

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

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



# Strategies to Meet Future Workforce Needs

## Workforce Resourcing

Key Area	Goal	Specific Outcomes
Workforce Planning	An understanding of our current and future workforce needs	<p>Record human resource data to enable analysis of workplace issues and trends including:</p> <ul style="list-style-type: none"> <li>employee profile data (age, gender, ethnicity, disability, cultural), skills,</li> <li>qualifications, grievances, incidents)</li> <li>all exiting staff provided an exit interview</li> </ul> <p>Relation to Delivery Program 2021-2025: This allows Council to understand current and potential future workforce issues that could impact its ability to implement Delivery Program actions.</p>
Meet organisational needs	A workforce with the required skills and expertise to implement the Council's Delivery Program	<ul style="list-style-type: none"> <li>Continue to engage suitably qualified contractors, consultants, fixed term and casual staff to support the permanent workforce in the delivery of projects in Council's Delivery Program</li> <li>Continue to access resource sharing to enable staff resources in other Councils and Joint Organisations (JO) to continue to ensure that the service needs of the organisation can be met when there are gaps in Council's skills.</li> </ul> <p>Relation to Delivery Program 2021-2025: in particular community services, economic development, facility maintenance, grant writing, project management, strategic and land use planning, building assessment, health inspections, RMS contracting, environmental management and experienced works staff/contractors.</p>
Recruitment and selection	Attract and retain qualified and skilled people	<ul style="list-style-type: none"> <li>Recruit younger people through innovative and dynamic recruitment processes – including use of social media and promotion of Council's family friendly policies and staff development approach</li> <li>Continue to focus on attracting skilled and qualified staff to the organisation. This includes innovative recruitment advertising processes, secondment and job share opportunities, resource sharing and partnerships</li> <li>Promote Local Government as an attractive industry</li> </ul> <p>Relation to Delivery Program 2021-2025 – capacity to implement the Delivery Program actions that require skilled, experienced and/or physically capable staff.</p>

Key Area	Goal	Specific Outcomes
Workplace diversity	Value difference and have a workforce that reflects the community's profile	<ul style="list-style-type: none"> <li>• Implement the EEO Management Plan</li> </ul> <p>Relation to Delivery Program 2021-2025: a diverse workforce that reflects the community profile and ensures all employees' skills are being used.</p>
Placements	Provide opportunities for young people to experience what Temora Shire Council has to offer	<ul style="list-style-type: none"> <li>• Partner with local high school careers advisers and tertiary education institutes within the region to offer work experience to students</li> <li>• Offer Administration Trainee positions each year</li> </ul> <p>Relation to Delivery Program 2021-2025 – promote Council and Local Government as an attractive career option including during Local Government Week – further supporting capacity to attract the appropriate skill set to implement the Delivery Program.</p> <p>Placements relevant to the Delivery Program include:</p> <ul style="list-style-type: none"> <li>• Engineering and infrastructure</li> <li>• Land use planning and development assessment</li> <li>• Building surveying</li> <li>• Asset Management</li> <li>• Communications</li> <li>• Marketing</li> <li>• Community Development</li> <li>• Finance</li> <li>• Human Resources</li> <li>• Administration</li> <li>• Information technology and GIS</li> </ul>

## Employee Professional Development

Key Area	Goal	Specific Outcomes
Trainees and apprentices	Grow our own	<ul style="list-style-type: none"> <li>• Council has several trainees and apprentices on staff at any one time. This will mean that some skilled positions will need to be replaced with a trainee when the position becomes vacant.</li> <li>• Foster relationships with key training providers and the Australian Apprenticeship Centres</li> <li>• Each trainee / apprentice has a nominated mentor</li> <li>• Foster relationships with secondary schools within the Shire and neighbouring Shires, to encourage local young people to fill traineeship and apprenticeship positions</li> </ul> <p>Relation to Delivery Program 2021-2025: meet skills and resource gaps that may exist within the Delivery Program. These include:</p> <ul style="list-style-type: none"> <li>• IT / GIS</li> <li>• Customer Service</li> <li>• Works (roads, construction, facility maintenance, plant operation, and sewer, engineering and design</li> <li>• Land use planning</li> <li>• Building assessment</li> <li>• Governance</li> <li>• Finance</li> </ul> <p>Employee orientation new employees feel welcome and supported</p>
Employee orientation	New employees feel welcome and supported	<ul style="list-style-type: none"> <li>• Continue to implement the comprehensive orientation program that creates a strong first impression of Temora Shire Council, makes new employees feel welcome and ensures they have all the required information</li> <li>• Ensure that Temora Shire Council's values are promoted through the induction, position descriptions, employee appraisal process, posters and team meetings.</li> </ul> <p>Relation to Delivery Program 2021-2025: an employer of choice, to meet the ongoing requirements of the Delivery Program.</p>
Succession planning	Key roles are planned for	<ul style="list-style-type: none"> <li>• Identify the critical roles in the organisation</li> <li>• Fill gaps in key roles through staged retirement, external mentoring programs, intensive training opportunities, shared services</li> </ul> <p>Relation to Delivery Program 2021-2025: a long term focus, ensuring that appropriate skills and experience exist within the organisation.</p>

Key Area	Goal	Specific Outcomes
Learning and development	Relevant development opportunities are provided to all employees	<ul style="list-style-type: none"> <li>• Continue to identify development needs for each employee at the annual appraisal and provide appropriate budget for training each year</li> <li>• Continue to develop an annual corporate training calendar to ensure training opportunities are provided to all employees</li> <li>• To support the implementation of Council's Delivery Program, training should include a focus on skills in the following areas:               <ul style="list-style-type: none"> <li>• Information technology,                   <ul style="list-style-type: none"> <li>- Plant,</li> <li>- WHS,</li> <li>- Risk Management</li> <li>- Asset management</li> <li>- Works</li> <li>- Supervisory Management</li> <li>- Continuous improvement and innovation</li> <li>- Legislative compliance</li> </ul> </li> </ul> </li> <li>• Continue to register suitable staff for all available free / subsidised training and qualifications</li> <li>• Continue to register suitable staff for all available free Tafe courses</li> <li>• Continue to promote the Study and Professional Development policy with Council subsidising employees who wish to undertake further study on their own time</li> </ul> <p>Relation to Delivery Program 2021-2025: capacity to develop staff to meet emergent and existing needs in the implementation of the Delivery Program.</p>

## Reward and Recognition

Key Area	Goal	Specific Outcomes
Employee reviews	Recognise employees' efforts, capabilities and performance and address performance issues in a timely manner	<ul style="list-style-type: none"> <li>Develop an annual performance plan for each employee at the beginning of each financial year. This includes links to all the Delivery Program actions, the position's PD and the Council values</li> <li>Continue with the Annual Performance Review process at the end of each financial year.</li> <li>Ensure that supervisors and managers provide opportunity for open and ongoing two way feedback with employees</li> </ul> <p>Relation to Delivery Program 2021-2025: supports employees' understanding of key performance targets that relate to Delivery Program outcomes and how their job and performance fits into the bigger picture.</p>
Fixed pay	Grade levels reflect the role and the broader market	<ul style="list-style-type: none"> <li>Council has a salary system and position evaluation tool.</li> <li>Pay rates are reviewed against industry benchmarks when applicable</li> <li>Relation to Delivery Program 2021-2025: present as an employer of choice and to competitively attract skilled and experienced staff.</li> </ul>
Recognition scheme	Commitment, loyalty and continued service to Temora Shire Council is recognised and valued	<ul style="list-style-type: none"> <li>Continue to recognise and celebrate key service milestones with long term staff members, with Council and where appropriate in the media</li> <li>Celebrate and acknowledge qualification achievements made by staff including at staff breakfasts</li> <li>Profile staff in the monthly Communiqué</li> <li>Enter staff and their innovations into Awards where appropriate</li> </ul> <p>Relation to Delivery Program 2021-2025: supports the celebration and promotion of key achievements within Council – especially those that support the achievement of key Delivery Program actions.</p>

## Workplace Relations

Key Area	Goal	Specific Outcomes
Work/life balance	Our staff enjoy work and meet their family/personal obligations	<ul style="list-style-type: none"> <li>Investigate a Flexible Work Arrangements Policy to ensure it remains relevant for supporting work/life balance.</li> <li>Promote the policy to all staff through the Consultative Committee and monthly Communiqué and at team meetings</li> </ul> <p>Relation to Delivery Program 2021-2025: present as an employer of choice and to competitively attract skilled and experienced staff.</p>
Equal Employment Opportunity	A workplace free of discrimination/harassment/bullying	<ul style="list-style-type: none"> <li>Implement Council's EEO Management Plan</li> <li>Regular promotion of Council's Harassment and Bullying policy and conduct refresher training.</li> </ul> <p>Relation to Delivery Program 2021-2025: present as an employer of choice and to competitively attract skilled and experienced staff.</p>
Employee assistance	Employees have access to professional, independent counselling support	<ul style="list-style-type: none"> <li>Continue to provide free confidential counselling services for employees and families.</li> <li>Promote the service at staff breakfasts, through The Communique and when staff are involved in grievances.</li> </ul> <p>Relation to Delivery Program 2021-2025: provides a supportive environment for all staff.</p>
Work environment	A consistent, productive and positive work environment	<ul style="list-style-type: none"> <li>Conduct Code of Conduct refresher training for all staff every 3 years.</li> <li>Promote the Code of Conduct and other policies through all relevant mediums and forums</li> <li>Senior management and HR to support managers in addressing poor behaviour promptly and in accordance with Council's policies</li> <li>Promote the Council's Values through each employee's annual performance plan, assessed at the annual performance appraisal, on posters and at team meetings.</li> <li>Conduct an employee engagement survey every 2 years.</li> </ul> <p>Relation to Delivery Program 2021-2025: provide a supportive environment for all staff.</p>

## Workplace Health and Safety and Wellbeing

Key Area	Goal	Specific Outcomes
Safe work environment	A workplace that is safe and healthy	<ul style="list-style-type: none"> <li>All human resource and WHS processes are reviewed in consultation with employees through the Consultative Committee and the WHS Committee and at team meetings</li> <li>Develop and implement annual WHS Action Plan</li> <li>WHS and risk management is the first agenda item at all tool box and team meetings</li> <li>WHS and risk is on the Manex agenda each month</li> <li>Proactively and in a timely manner investigate all workplace incidents and grievances</li> </ul> <p>Relation to Delivery Program 2021-2025: all staff understand their safety rights and responsibilities, and that Council is compliant with legislation.</p>
Risk management	Risk management is an embedded business practice	<ul style="list-style-type: none"> <li>Adopt the Enterprise Risk Management Policy and framework</li> <li>Develop and implement an annual Corporate Enterprise Risk Management Plan with department plans underneath</li> <li>Train all staff in risk management concepts and undertake required risk identification and management tasks</li> <li>Ensure all required Council services, events and programs have appropriate risk management plans developed and implemented</li> <li>WHS and risk management is the first agenda item at all tool box and team meetings</li> </ul> <p>Relation to Delivery Program 2021-2025: all actions within the Delivery Program – including events, infrastructure activities outlined within the Delivery Program – comply with relevant risk procedures.</p>
Injury management	Injured employees are returned to their preinjury role	<ul style="list-style-type: none"> <li>Review the injury management policy to strengthen incident investigation, early injury management and allocation of alternate duties</li> <li>All injured staff are provided with alternate duties until they return to their full pre-injury duties</li> </ul> <p>Relation to Delivery Program 2021-2025: provide a supportive environment for all staff.</p>
Employee health and wellbeing	A fit and healthy workplace	<ul style="list-style-type: none"> <li>WHS Committee to implement a Staff Well Being Program.</li> </ul> <p>Relation to Delivery Program 2021-2025: provide a supportive, healthy environment for all staff.</p>

## Leadership Culture

Key Area	Goal	Specific Outcomes
Strong leadership	A strong and committed leadership approach	<ul style="list-style-type: none"> <li>All supervisors attend leadership training – as a new supervisor, refresher training for experienced</li> <li>All leadership staff to be given an opportunity to participate in development opportunities such as the annual Rural Management Challenge and the Local Government Mentor program.</li> <li>Regularly update staff on key issues, projects and decisions through the Communique, team meetings, executive staff being seen regularly in the field, staff presentations</li> <li>Provide higher duties and secondment opportunities so people can try leadership roles</li> </ul> <p>Relation to Delivery Program 2021-2025: provide strong and effective leadership.</p>
Organisational culture	A positive, vibrant and responsive organisation	<ul style="list-style-type: none"> <li>Conduct an employee engagement survey every 2 years, next one due in late-2021.</li> <li>Implement the Employee Engagement Survey and focus group feedback results</li> <li>Include the leadership values in each supervisor's annual performance plan and assess them at the annual performance appraisal for each supervisor</li> </ul> <p>Relation to Delivery Program 2021-2025: a positive organisational culture.</p>
Change management	Employees actively participate in new initiatives and improved approaches	<ul style="list-style-type: none"> <li>Foster information sharing between staff – both formally and informally – through project plans, stakeholder engagement strategies and change management strategies</li> </ul> <p>Relation to Delivery Program 2021-2025: focusing on developing capacity in areas that enable the response to Delivery Program actions.</p>
Employee Engagement	The staff are engaged and empowered	<ul style="list-style-type: none"> <li>All teams have regular team and tool box meetings where two way communication is fostered</li> <li>Actively involve all staff in reviews of all Integrated Planning and Reporting documents including the Community Strategic Plan</li> </ul> <p>Relation to Delivery Program 2021-2025: staff participate in the review of the Delivery Program and Operational Plan as appropriate.</p>

## Conclusion

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



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# Long Term Financial Plan

This document presents to the community Council's adopted Long Term Financial Plan (LTFP) for the 10 year period from 2021/22 to 2030/31.

The 10 year Financial Plan will be used to forecast Council's long term financial sustainability and will assist Council with its decision making and problem solving in deciding how best to achieve the Council's corporate objectives while addressing its long term financial challenges. The LTFP is not intended to indicate what services/proposals should be allocated funds but rather it addresses areas that impact on Council's ability to fund its services and capital works whilst living within its means. This LTFP does not allow for any additional funding for the maintenance/upgrade of Council's infrastructure assets other than annual CPI increases. The LTFP has been prepared based on the assumption that Council will continue to be responsible for providing the current range of goods and services with the current service delivery methods being largely unchanged.

### **Reviewing the Plan**

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

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



## LTFP Modelling Assumptions

### OPERATING INCOME

#### **Rates and Annual Charges**

This includes General Rate Revenue, Domestic Waste Management Charges and Sewer Availability Charges. The NSW State Government pegs rate increases and to reflect the conservative nature of these increases, the LTFP has provided for 2% increases for the period 2022/23 to 2030/31.

The rate increase for 2021/22 has been set at 2% which is the rate pegging limit recently announced by the NSW Minister for Local Government.

Temora Shire Council has traditionally adopted the rate pegging limit as the rate increase and the assumption has been made that this will continue.

Council has resolved to adopt best practice pricing for sewerage with common sewerage charges across the Council area, and best practice pricing was implemented in the 2008/9 financial year. The charge for 2021/22 has been increased by 10% to meet expenditure requirements. The increase proposed for the period 2022/2023 to 2030/2031 is 5% per year.

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

The charge for 2021/2022 has been increased by 5%. From 2022/2023 to 2030/2031 the annual increase is set at 5%.

#### **User Charges and Fees**

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

#### **Financial Assistance Grants**

Grant revenue from the Financial Assistance Grants Scheme has been increased in accordance with CPI projections ie 2.5% per year.

#### **Operating Grants**

All operating grants have been indexed by 2.5%.

#### **Interest Revenues**

Interest on investments attributed to the General Fund has been set to 2% of the projected reserve balances.

#### **Other Revenue**

Other revenue has been projected based on CPI growth of 2.5%.

## OPERATING EXPENDITURE

### Employee Costs

Employee costs include salaries, wages and employee leave entitlements and have been estimated to increase by 4% for 2021/2022 and thereafter have been indexed by 2.5% per year.

Superannuation and workers compensation have been factored by the same index.

### Insurance Costs

The LTFP includes a projected increase for public liability and property insurance of 2.5% per year from 2021/2022 to 2030/2031

### Materials and Contractor Costs

Materials and contractors costs have been indexed by 2.5% for the life of the LTFP.

### Depreciation

Depreciation expenses have been indexed based on the 2019/2020 levels.

### Other Expenses

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

### Borrowing Costs

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

In May 2020, Council borrowed \$1M to fund the construction of a supported independent living house.

Council has proposed borrowings of \$1.17M in 2021/2022 to fund the upgrade of the Temora Swimming Pool. This loan will be repaid over a 20 year period.



## CAPITAL EXPENDITURE AND INCOME

A Capital Works Program has been detailed in the attached asset plans for the period from 2021/2022 to 2030/2031. The infrastructure plans for:

1. Roads, footpaths, kerb & gutter
2. Sewerage treatment and effluent reuse
3. Aerodrome
4. Land and buildings
5. Bridges and storm water management
6. Plant replacement

detail expenditure and funding means for these projects.

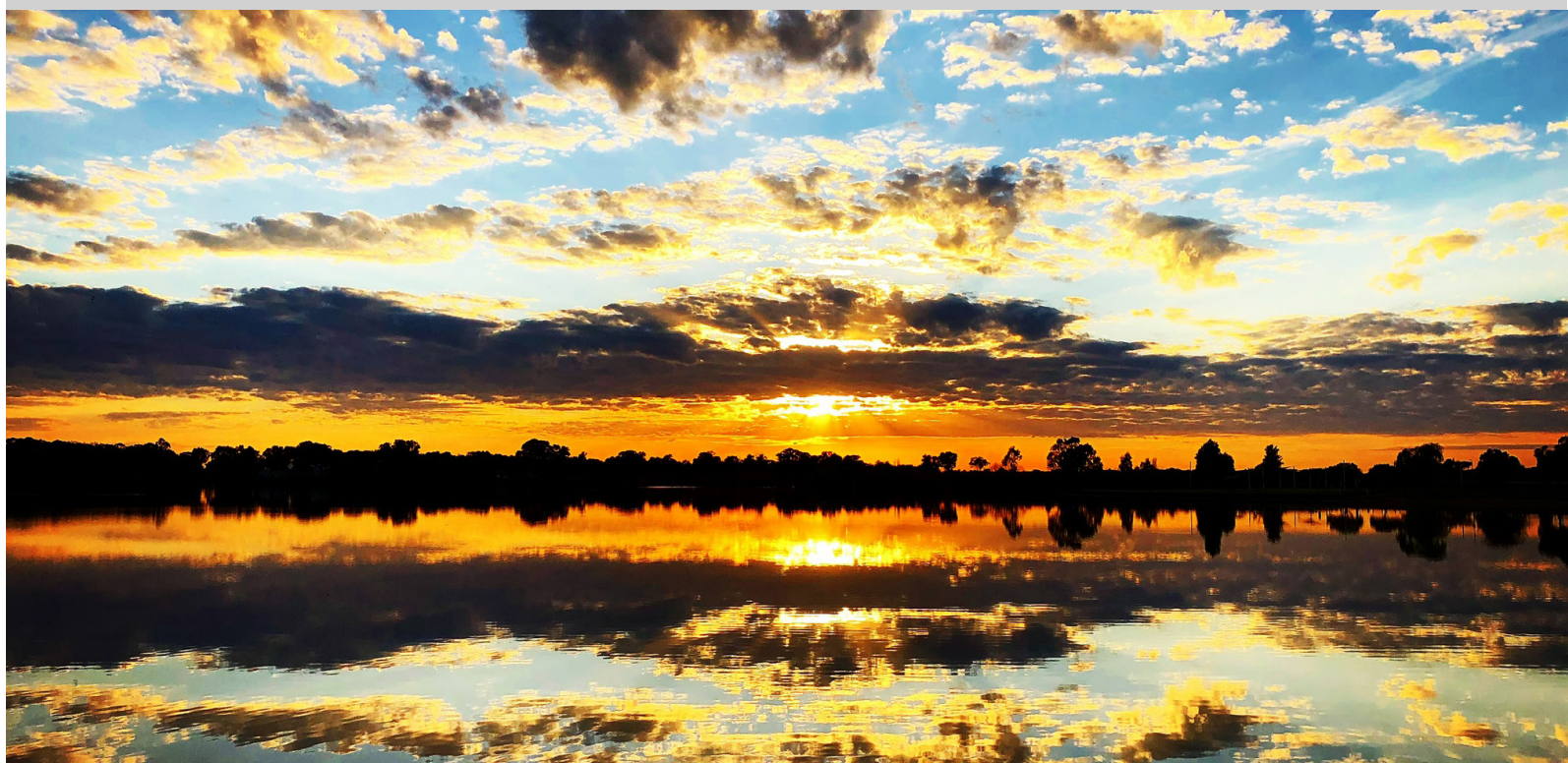
Note:

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

### **Financial Performance Indicators**

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

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



	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	Projected Years					2029/30 \$'000	2030/31 \$'000	
					2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000				
<b>Income from Continuing Operations</b>												
Revenue:												
Rates & Annual Charges	6,095	6,276	6,465	6,659	6,861	7,070	7,287	7,512	7,745	7,988		
User Charges & Fees	8,633	8,907	9,094	9,379	9,582	9,880	10,093	10,409	10,632	10,787		
Other Revenues	678	691	707	721	737	752	769	785	803	818		
Grants & Contributions provided for Operating Purposes	7,291	7,353	7,474	7,744	7,913	8,086	8,264	8,447	8,749	8,923		
Grants & Contributions provided for Capital Purposes	6,388	2,869	2,884	1,316	502	402	127	300	778	134		
Interest & Investment Revenue	200	203	207	211	214	218	221	226	229	233		
<b>Other Income:</b>												
Net Gains from the Disposal of Assets	79	213	286	226	280	274	210	198	190	66		
<b>Total Income from Continuing Operations</b>	<b>29,364</b>	<b>26,513</b>	<b>27,126</b>	<b>26,256</b>	<b>26,089</b>	<b>26,684</b>	<b>26,971</b>	<b>27,879</b>	<b>29,128</b>	<b>28,949</b>		
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	9,169	9,479	9,678	9,957	10,189	10,507	10,696	11,037	11,257	11,485		
Borrowing Costs	58	69	58	47	35	25	22	19	18	17		
Materials & Contracts	5,301	5,500	5,471	5,643	5,743	5,808	5,937	6,255	6,256	6,349		
Depreciation & Amortisation	5,817	5,893	5,971	6,051	6,134	6,218	6,304	6,393	6,484	6,577		
Other Expenses	3,069	3,100	3,174	3,336	3,327	3,412	3,490	3,667	3,663	3,753		
<b>Total Expenses from Continuing Operations</b>	<b>23,414</b>	<b>24,041</b>	<b>24,352</b>	<b>25,034</b>	<b>25,428</b>	<b>25,971</b>	<b>26,449</b>	<b>27,372</b>	<b>27,677</b>	<b>28,180</b>		
<b>Operating Result from Continuing Operations</b>	<b>5,950</b>	<b>2,472</b>	<b>2,774</b>	<b>1,222</b>	<b>660</b>	<b>713</b>	<b>522</b>	<b>507</b>	<b>1,451</b>	<b>769</b>		
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-		
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Net Operating Result for the Year</b>	<b>5,950</b>	<b>2,472</b>	<b>2,774</b>	<b>1,222</b>	<b>660</b>	<b>713</b>	<b>522</b>	<b>507</b>	<b>1,451</b>	<b>769</b>		
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(438)</b>	<b>(397)</b>	<b>(120)</b>	<b>(94)</b>	<b>158</b>	<b>311</b>	<b>395</b>	<b>207</b>	<b>673</b>	<b>635</b>		

Temora Shire Council  
 Financial Plan for the Years ending 30 June 2031  
 BALANCE SHEET - CONSOLIDATED

	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	Projected Years					2029/30 \$'000	2030/31 \$'000	
					2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000			
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	4,610	4,781	5,262	5,559	5,589	6,116	6,239	6,314	6,334	6,334	7,052	
Investments	11,022	11,322	11,822	13,322	15,472	17,172	20,172	23,172	25,622	26,872	26,872	
Receivables	2,477	2,295	2,346	2,316	2,320	2,388	2,436	2,528	2,633	2,640	2,640	
Inventories	2,323	4,306	3,635	2,972	3,635	1,637	970	317	317	317	323	
Contract assets	29	29	29	29	29	29	29	29	29	29	29	
Other	109	111	113	117	118	121	124	131	130	130	133	
<b>Total Current Assets</b>	<b>20,570</b>	<b>22,843</b>	<b>23,207</b>	<b>24,315</b>	<b>25,832</b>	<b>27,463</b>	<b>29,970</b>	<b>32,491</b>	<b>35,066</b>	<b>37,049</b>		
<b>Non-Current Assets</b>												
Receivables	-	-	-	-	-	-	-	-	-	-	-	
Infrastructure, Property, Plant & Equipment	240,436	239,921	241,971	241,612	240,288	239,213	237,098	235,208	234,136	232,898		
Investments Accounted for using the equity method	204	204	204	204	204	204	204	204	204	204		
<b>Total Non-Current Assets</b>	<b>240,640</b>	<b>240,125</b>	<b>242,175</b>	<b>241,816</b>	<b>240,492</b>	<b>239,417</b>	<b>237,302</b>	<b>235,412</b>	<b>234,340</b>	<b>233,102</b>		
<b>TOTAL ASSETS</b>	<b>261,210</b>	<b>262,968</b>	<b>265,382</b>	<b>266,131</b>	<b>266,324</b>	<b>266,880</b>	<b>267,272</b>	<b>267,903</b>	<b>269,405</b>	<b>270,151</b>		
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Payables	2,417	2,344	2,381	2,411	2,419	2,470	2,504	2,616	2,637	2,685		
Contract liabilities	2,104	1,884	1,918	1,858	1,836	1,879	1,899	1,965	2,051	2,035		
Borrowings	420	431	442	453	251	217	54	55	56	58		
Provisions	3,987	3,987	3,987	3,987	3,987	3,987	3,987	3,987	3,987	3,987		
<b>Total Current Liabilities</b>	<b>8,928</b>	<b>8,646</b>	<b>8,728</b>	<b>8,709</b>	<b>8,493</b>	<b>8,653</b>	<b>8,444</b>	<b>8,623</b>	<b>8,731</b>	<b>8,765</b>		
<b>Non-Current Liabilities</b>												
Payables	1	1	1	1	1	1	1	1	1	1		
Borrowings	2,623	2,192	1,749	1,296	1,045	827	806	751	695	637		
Provisions	42	42	42	42	42	42	42	42	42	42		
<b>Total Non-Current Liabilities</b>	<b>2,665</b>	<b>2,234</b>	<b>1,792</b>	<b>1,338</b>	<b>1,087</b>	<b>870</b>	<b>849</b>	<b>794</b>	<b>737</b>	<b>680</b>		
<b>TOTAL LIABILITIES</b>	<b>11,594</b>	<b>10,880</b>	<b>10,520</b>	<b>10,047</b>	<b>9,580</b>	<b>9,423</b>	<b>9,293</b>	<b>9,417</b>	<b>9,468</b>	<b>9,445</b>		
<b>Net Assets</b>	<b>249,617</b>	<b>252,088</b>	<b>254,862</b>	<b>256,084</b>	<b>256,744</b>	<b>257,457</b>	<b>257,979</b>	<b>258,486</b>	<b>259,937</b>	<b>260,706</b>		
<b>EQUITY</b>												
Retained Earnings	106,616	109,087	111,861	113,083	113,743	114,456	114,978	115,485	116,936	117,705		
Revaluation Reserves	143,001	143,001	143,001	143,001	143,001	143,001	143,001	143,001	143,001	143,001		
Other Reserves	-	-	-	-	-	-	-	-	-	-		
Council Equity Interest	249,617	252,088	254,862	256,084	256,744	257,457	257,979	258,486	259,937	260,706		
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-		
<b>Total Equity</b>	<b>249,617</b>	<b>252,088</b>	<b>254,862</b>	<b>256,084</b>	<b>256,744</b>	<b>257,457</b>	<b>257,979</b>	<b>258,486</b>	<b>259,937</b>	<b>260,706</b>		



Temora Shire Council  
Financial Plan for the Years ending 30 June 2031  
CASH FLOW STATEMENT - CONSOLIDATED

	Projected Years									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash Flows from Operating Activities</b>										
Receipts:										
Rates & Annual Charges	6,091	6,275	6,463	6,657	6,859	7,068	7,286	7,510	7,743	7,986
User Charges & Fees	8,637	8,911	9,086	9,383	9,584	9,884	10,095	10,414	10,635	10,789
Investment & Interest Revenue Received	211	201	201	203	204	206	207	212	217	227
Grants & Contributions	13,670	10,180	10,370	9,044	8,407	8,489	8,389	8,752	9,537	9,050
Other	694	701	700	720	734	744	763	774	792	816
Payments:										
Employee Benefits & On-Costs	(9,157)	(9,471)	(9,674)	(9,950)	(10,184)	(10,499)	(10,892)	(11,029)	(11,252)	(11,479)
Materials & Contracts	(5,406)	(5,488)	(5,455)	(5,603)	(5,737)	(5,786)	(5,915)	(6,201)	(6,259)	(6,329)
Borrowing Costs	(51)	(72)	(62)	(51)	(40)	(28)	(23)	(20)	(19)	(17)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	(3,074)	(3,097)	(3,171)	(3,332)	(3,325)	(3,408)	(3,487)	(3,661)	(3,661)	(3,750)
<b>Net Cash provided (or used in) Operating Activities</b>	11,616	8,139	8,468	7,071	6,503	6,671	6,622	6,752	7,735	7,293
<b>Cash Flows from Investing Activities</b>										
Receipts:										
Sale of Real Estate Assets	-	497	745	745	745	745	745	745	-	-
Sale of Infrastructure, Property, Plant & Equipment	238	280	294	291	274	308	248	254	283	298
Payments:										
Purchase of Investment Securities	(2,500)	(300)	(500)	(1,500)	(2,150)	(1,700)	(3,000)	(3,000)	(2,450)	(1,250)
Purchase of Infrastructure, Property, Plant & Equipment	(11,859)	(5,588)	(8,094)	(5,868)	(4,889)	(5,246)	(4,309)	(4,623)	(5,492)	(5,567)
<b>Net Cash provided (or used in) Investing Activities</b>	(12,378)	(7,547)	(7,555)	(6,332)	(6,019)	(5,893)	(6,315)	(6,624)	(7,659)	(6,519)
<b>Cash Flows from Financing Activities</b>										
Receipts:										
Proceeds from Borrowings & Advances	1,170	-	-	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	(376)	(421)	(431)	(442)	(454)	(251)	(184)	(54)	(55)	(56)
<b>Net Cash Flow provided (used in) Financing Activities</b>	794	(421)	(431)	(442)	(454)	(251)	(184)	(54)	(55)	(56)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	33	171	482	297	30	527	123	75	20	718
plus: Cash & Cash Equivalents - beginning of year	4,577	4,610	4,781	5,262	5,559	5,589	6,116	6,239	6,314	6,334
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>4,610</b>	<b>4,781</b>	<b>5,262</b>	<b>5,559</b>	<b>5,589</b>	<b>6,116</b>	<b>6,239</b>	<b>6,314</b>	<b>6,334</b>	<b>7,052</b>
Cash & Cash Equivalents - end of the year	4,610	4,781	5,262	5,559	5,589	6,116	6,239	6,314	6,334	7,052
Investments - end of the year	11,022	11,322	11,822	13,322	15,472	17,172	20,172	23,172	25,622	26,872
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>15,632</b>	<b>16,103</b>	<b>17,084</b>	<b>18,881</b>	<b>21,061</b>	<b>23,288</b>	<b>26,411</b>	<b>29,486</b>	<b>31,956</b>	<b>33,924</b>

Temora Shire Council  
Financial Plan for the Years ending 30 June 2031  
**EQUITY STATEMENT - CONSOLIDATED**

	2021/22	2022/23	2023/24	2024/25	Projected Years					2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Opening Balance (as at 1/7)	243,667	249,617	252,088	254,862	256,084	256,744	257,457	257,979	258,486	259,937	
Adjustments to opening balance											
<b>Restated opening Balance (as at 1/7)</b>	<b>243,667</b>	<b>249,617</b>	<b>252,088</b>	<b>254,862</b>	<b>256,084</b>	<b>256,744</b>	<b>257,457</b>	<b>257,979</b>	<b>258,486</b>	<b>259,937</b>	
Net Operating Result for the Year	5,950	2,472	2,774	1,222	660	713	522	507	1,451	769	
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-	
<b>Restated Net Operating Result for the Year</b>	<b>5,950</b>	<b>2,472</b>	<b>2,774</b>	<b>1,222</b>	<b>660</b>	<b>713</b>	<b>522</b>	<b>507</b>	<b>1,451</b>	<b>769</b>	
<b>Total Comprehensive Income</b>	<b>5,950</b>	<b>2,472</b>	<b>2,774</b>	<b>1,222</b>	<b>660</b>	<b>713</b>	<b>522</b>	<b>507</b>	<b>1,451</b>	<b>769</b>	
Distributions to/(contributions from) non-controlling interests	-	-	-	-	-	-	-	-	-	-	
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	
<b>Equity - Balance at end of the reporting period</b>	<b>249,617</b>	<b>252,088</b>	<b>254,862</b>	<b>256,084</b>	<b>256,744</b>	<b>257,457</b>	<b>257,979</b>	<b>258,486</b>	<b>259,937</b>	<b>260,706</b>	

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# Appendix 1

## Function Budget

For the year ended 30 June 2022

### Budget Summary 2021/22

Function	Budget Summary 2021/22		
	Income	Expenditure	(Surplus)/Deficit
Governance	(38,750)	409,438	370,688
Public Order & Safety	(349,884)	1,024,188	674,304
Health	(54,942)	354,941	299,999
Community Services & Education	(4,887,498)	5,098,765	211,267
Housing & Community Amenities	(1,132,944)	1,879,437	746,493
Sewerage Services	(1,330,449)	1,130,681	(199,768)
Recreation & Culture	(511,158)	3,353,338	2,842,180
Building Services	(75,423)	300,231	224,808
Transport & Communication	(5,509,935)	9,037,782	3,527,847
Economic Affairs	(654,196)	2,026,575	1,372,379
<b>Function Totals</b>	<b>(14,545,179)</b>	<b>24,615,376</b>	<b>10,070,197</b>
General Purpose Revenues (Not Attributed to Functions)	(9,553,137)		(9,553,137)
(Profit)/Loss on Disposal of Assets	(237,727)	158,889	(78,838)
<b>Operating Result before Capital Amounts</b>	<b>(24,336,043)</b>	<b>24,774,265</b>	<b>438,221</b>
Capital Grants & Contributions	(6,388,100)		(6,388,100)
<b>Operating Result</b>	<b>(30,724,143)</b>	<b>24,774,265</b>	<b>(5,949,879)</b>
ADD Expenses not involving flows of Funds			
Depreciation			5,816,585
ADD Non-Operating funds employed			
Repayments by Long Term Debtors			-
Loan Funds used			(1,170,000)
Transfer from Reserves			(1,309,293)
			<b>(2,479,293)</b>
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			11,900,346
Development of Real Estate			1,256,725
Advance to Long Term Debtors			-
Repayment of Loans			375,718
Transfer to Reserves			706,981
			<b>14,239,770</b>
<b>Budget (Surplus) / Deficit</b>			<b>(5,987)</b>

## Function Budget

For the year ended 30 June 2022

Budget Summary 2022/23

Function	Budget Summary 2022/23		
	Income	Expenditure	(Surplus)/Deficit
Governance	(38,750)	371,048	332,298
Public Order & Safety	(358,806)	1,050,048	691,242
Health	(56,316)	359,843	303,527
Community Services & Education	(5,011,276)	5,227,177	215,901
Housing & Community Amenities	(1,080,510)	1,781,934	701,424
Sewerage Services	(1,395,588)	1,257,398	(138,190)
Recreation & Culture	(523,685)	3,468,374	2,944,689
Building Services	(77,308)	308,052	230,744
Transport & Communication	(5,637,519)	9,260,306	3,622,787
Economic Affairs	(713,922)	2,188,130	1,474,208
<b>Function Totals</b>	<b>(14,893,680)</b>	<b>25,272,310</b>	<b>10,378,630</b>
General Purpose Revenues (Not Attributed to Functions)	(9,768,898)		(9,768,898)
(Profit)/Loss on Disposal of Assets	(776,854)	563,839	(213,015)
<b>Operating Result before Capital Amounts</b>	<b>(25,439,432)</b>	<b>25,836,149</b>	<b>396,717</b>
Capital Grants & Contributions	(2,868,611)		(2,868,611)
<b>Operating Result</b>	<b>(28,308,043)</b>	<b>25,836,149</b>	<b>(2,471,894)</b>
ADD Expenses not involving flows of Funds			
Depreciation			5,892,935
ADD Non-Operating funds employed			
Repayments by Long Term Debtors			-
Loan Funds used			-
Transfer from Reserves			(620,000)
			<b>(620,000)</b>
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			5,491,019
Development of Real Estate			2,426,061
Advance to Long Term Debtors			
Repayment of Loans			420,517
Transfer to Reserves			645,403
			<b>8,983,000</b>
<b>Budget (Surplus) / Deficit</b>			<b>(1,829)</b>

## Function Budget

For the year ended 30 June 2022

Budget Summary 2023/24

Function	Budget Summary 2023/24		
	Income	Expenditure	(Surplus)/Deficit
Governance	(38,750)	331,911	293,161
Public Order & Safety	(367,957)	1,076,553	708,596
Health	(57,722)	372,447	314,725
Community Services & Education	(5,135,309)	5,355,977	220,668
Housing & Community Amenities	(1,125,596)	1,819,410	693,814
Sewerage Services	(1,465,631)	1,184,767	(280,864)
Recreation & Culture	(496,517)	3,533,875	3,037,358
Building Services	(79,240)	316,069	236,829
Transport & Communication	(5,766,908)	9,484,141	3,717,233
Economic Affairs	(684,972)	2,138,400	1,453,428
<b>Function Totals</b>	<b>(15,218,602)</b>	<b>25,613,550</b>	<b>10,394,948</b>
General Purpose Revenues (Not Attributed to Functions)	(9,989,418)		(9,989,418)
(Profit)/Loss on Disposal of Assets	(1,039,263)	753,521	(285,742)
<b>Operating Result before Capital Amounts</b>	<b>(26,247,283)</b>	<b>26,367,071</b>	<b>119,788</b>
Capital Grants & Contributions	(2,893,500)		(2,893,500)
<b>Operating Result</b>	<b>(29,140,783)</b>	<b>26,367,071</b>	<b>(2,773,712)</b>
ADD Expenses not involving flows of Funds			
Depreciation			5,971,118
ADD Non-Operating funds employed			
Repayments by Long Term Debtors			-
Loan Funds used			-
Transfer from Reserves			(490,000)
			<b>(490,000)</b>
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			8,099,693
Development of Real Estate			-
Advance to Long Term Debtors			-
Repayment of Loans			431,215
Transfer to Reserves			788,077
			<b>9,318,985</b>
<b>Budget (Surplus) / Deficit</b>			<b>84,155</b>

## Function Budget

For the year ended 30 June 2022

### Budget Summary 2024/25

Function	Budget Summary 2024/25		
	Income	Expenditure	(Surplus)/Deficit
Governance	(38,750)	447,619	408,869
Public Order & Safety	(377,360)	1,103,789	726,429
Health	(59,167)	376,271	317,104
Community Services & Education	(5,263,986)	5,489,576	225,590
Housing & Community Amenities	(1,172,320)	1,857,909	685,589
Sewerage Services	(1,538,285)	1,212,881	(325,404)
Recreation & Culture	(510,602)	3,595,091	3,084,489
Building Services	(81,223)	324,305	243,082
Transport & Communication	(6,003,441)	9,644,322	3,640,881
Economic Affairs	(746,882)	2,275,091	1,528,209
<b>Function Totals</b>	<b>(15,792,016)</b>	<b>26,326,854</b>	<b>10,534,838</b>
General Purpose Revenues (Not Attributed to Functions)	(10,215,226)		(10,215,226)
(Profit)/Loss on Disposal of Assets	(1,036,245)	810,346	(225,899)
<b>Operating Result before Capital Amounts</b>	<b>(27,043,487)</b>	<b>27,137,200</b>	<b>93,713</b>
Capital Grants & Contributions	(1,335,500)		(1,335,500)
<b>Operating Result</b>	<b>(28,378,987)</b>	<b>27,137,200</b>	<b>(1,241,787)</b>
ADD Expenses not involving flows of Funds			
Depreciation			6,051,437
ADD Non-Operating funds employed			
Repayments by Long Term Debtors			
Loan Funds used			
Transfer from Reserves			(180,000)
			<b>(180,000)</b>
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			5,828,209
Development of Real Estate			
Advance to Long Term Debtors			
Repayment of Loans			442,266
Transfer to Reserves			775,117
			<b>7,045,592</b>
<b>Budget (Surplus) / Deficit</b>			<b>(427,632)</b>

## Function Budget

For the year ended 30 June 2022

Budget Summary 2025/26

Function	Budget Summary 2025/26		
	Income	Expenditure	(Surplus)/Deficit
Governance	(38,750)	311,892	273,142
Public Order & Safety	(387,054)	1,131,786	744,732
Health	(60,645)	387,849	327,204
Community Services & Education	(5,397,282)	5,627,961	230,679
Housing & Community Amenities	(1,221,401)	1,897,497	676,096
Sewerage Services	(1,613,854)	1,241,674	(372,180)
Recreation & Culture	(523,084)	3,664,114	3,141,030
Building Services	(83,251)	332,778	249,527
Transport & Communication	(6,142,412)	9,929,779	3,787,367
Economic Affairs	(717,310)	2,227,194	1,509,884
<b>Function Totals</b>	<b>(16,185,043)</b>	<b>26,752,524</b>	<b>10,567,481</b>
General Purpose Revenues (Not Attributed to Functions)	(10,445,738)		(10,445,738)
(Profit)/Loss on Disposal of Assets	(1,019,481)	739,420	(280,061)
<b>Operating Result before Capital Amounts</b>	<b>(27,650,262)</b>	<b>27,491,944</b>	<b>(158,318)</b>
Capital Grants & Contributions	(502,150)		(502,150)
<b>Operating Result</b>	<b>(28,152,412)</b>	<b>27,491,944</b>	<b>(660,468)</b>
ADD Expenses not involving flows of Funds			
Depreciation			6,133,590
ADD Non-Operating funds employed			
Repayments by Long Term Debtors			
Loan Funds used			
Transfer from Reserves			(90,000)
			<b>(90,000)</b>
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			4,873,620
Development of Real Estate			-
Advance to Long Term Debtors			-
Repayment of Loans			453,623
Transfer to Reserves			821,893
			<b>6,149,136</b>
<b>Budget (Surplus) / Deficit</b>			<b>(734,922)</b>



## Function Budget

For the year ended 30 June 2022

Budget Summary 2026/27

Function	Budget Summary 2026/27		
	Income	Expenditure	(Surplus)/Deficit
Governance	(38,750)	300,931	262,181
Public Order & Safety	(397,003)	1,160,520	763,517
Health	(62,162)	395,247	333,085
Community Services & Education	(5,530,867)	5,766,791	235,924
Housing & Community Amenities	(1,272,864)	1,938,121	665,257
Sewerage Services	(1,694,324)	1,211,213	(483,111)
Recreation & Culture	(536,874)	3,728,856	3,191,982
Building Services	(85,333)	341,470	256,137
Transport & Communication	(6,282,938)	10,117,306	3,834,368
Economic Affairs	(781,226)	2,367,096	1,585,870
<b>Function Totals</b>	<b>(16,682,341)</b>	<b>27,327,551</b>	<b>10,645,210</b>
General Purpose Revenues (Not Attributed to Functions)	(10,681,540)		(10,681,540)
(Profit)/Loss on Disposal of Assets	(1,053,136)	778,814	(274,322)
<b>Operating Result before Capital Amounts</b>	<b>(28,417,017)</b>	<b>28,106,365</b>	<b>(310,652)</b>
Capital Grants & Contributions	(402,200)		(402,200)
<b>Operating Result</b>	<b>(28,819,217)</b>	<b>28,106,365</b>	<b>(712,852)</b>
ADD Expenses not involving flows of Funds			
Depreciation			6,217,880
ADD Non-Operating funds employed			
Repayments by Long Term Debtors			-
Loan Funds used			(445,000)
Transfer from Reserves			(445,000)
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			5,246,234
Development of Real Estate			-
Advance to Long Term Debtors			-
Repayment of Loans			251,214
Transfer to Reserves			932,824
			<b>6,430,272</b>
<b>Budget (Surplus) / Deficit</b>			<b>(945,460)</b>

## Function Budget

For the year ended 30 June 2022

### Budget Summary 2027/28

Function	Budget Summary 2027/28		
	Income	Expenditure	(Surplus)/Deficit
Governance	(38,750)	318,791	280,041
Public Order & Safety	(407,263)	1,190,092	782,829
Health	(63,716)	405,721	342,005
Community Services & Education	(5,669,098)	5,910,456	241,358
Housing & Community Amenities	(1,326,704)	1,979,955	653,251
Sewerage Services	(1,777,710)	1,241,526	(536,184)
Recreation & Culture	(550,479)	3,801,599	3,251,120
Building Services	(87,467)	350,420	262,953
Transport & Communication	(6,429,250)	10,319,782	3,890,532
Economic Affairs	(751,150)	2,321,074	1,569,924
<b>Function Totals</b>	<b>(17,101,587)</b>	<b>27,839,416</b>	<b>10,737,829</b>
General Purpose Revenues (Not Attributed to Functions)	(10,922,986)		(10,922,986)
(Profit)/Loss on Disposal of Assets	(993,663)	783,614	(210,049)
<b>Operating Result before Capital Amounts</b>	<b>(29,018,236)</b>	<b>28,623,030</b>	<b>(395,206)</b>
Capital Grants & Contributions	(126,700)		(126,700)
<b>Operating Result</b>	<b>(29,144,936)</b>	<b>28,623,030</b>	<b>(521,906)</b>
ADD Expenses not involving flows of Funds			
Depreciation			6,304,308
ADD Non-Operating funds employed			
Repayments by Long Term Debtors			
Loan Funds used			
Transfer from Reserves			(40,000)
			<b>(40,000)</b>
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			4,297,681
Development of Real Estate			-
Advance to Long Term Debtors			-
Repayment of Loans			183,976
Transfer to Reserves			985,897
			<b>5,467,554</b>
<b>Budget (Surplus) / Deficit</b>			<b>(1,398,660)</b>

## Function Budget

For the year ended 30 June 2022

### Budget Summary 2028/29

Function	Budget Summary 2028/29		
	Income	Expenditure	(Surplus)/Deficit
Governance	(38,750)	411,314	372,564
Public Order & Safety	(417,781)	1,220,399	802,618
Health	(65,309)	412,023	346,714
Community Services & Education	(5,811,981)	6,193,385	381,404
Housing & Community Amenities	(1,382,922)	2,022,824	639,902
Sewerage Services	(1,866,011)	1,272,592	(593,419)
Recreation & Culture	(565,398)	3,870,077	3,304,679
Building Services	(89,654)	359,594	269,940
Transport & Communication	(6,579,465)	10,569,793	3,990,328
Economic Affairs	(817,037)	2,464,388	1,647,351
<b>Function Totals</b>	<b>(17,634,308)</b>	<b>28,796,389</b>	<b>11,162,081</b>
General Purpose Revenues (Not Attributed to Functions)	(11,170,718)		(11,170,718)
(Profit)/Loss on Disposal of Assets	(999,136)	801,074	(198,062)
<b>Operating Result before Capital Amounts</b>	<b>(29,804,162)</b>	<b>29,597,463</b>	<b>(206,699)</b>
Capital Grants & Contributions	(300,400)		(300,400)
<b>Operating Result</b>	<b>(30,104,562)</b>	<b>29,597,463</b>	<b>(507,099)</b>
ADD Expenses not involving flows of Funds			
Depreciation			6,392,875
ADD Non-Operating funds employed			
Repayments by Long Term Debtors			
Loan Funds used			
Transfer from Reserves			(30,000)
			<b>(30,000)</b>
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			4,629,060
Development of Real Estate			-
Advance to Long Term Debtors			-
Repayment of Loans			53,827
Transfer to Reserves			1,043,132
			<b>5,726,019</b>
<b>Budget (Surplus) / Deficit</b>			<b>(1,203,955)</b>

## Function Budget

For the year ended 30 June 2022

### Budget Summary 2029/30

Function	Budget Summary 2029/30		
	Income	Expenditure	(Surplus)/Deficit
Governance	(38,750)	262,556	223,806
Public Order & Safety	(428,617)	1,251,558	822,941
Health	(66,942)	426,298	359,356
Community Services & Education	(5,955,163)	6,344,562	389,399
Housing & Community Amenities	(1,441,522)	2,066,899	625,377
Sewerage Services	(1,957,211)	1,304,433	(652,778)
Recreation & Culture	(579,621)	3,946,554	3,366,933
Building Services	(91,895)	369,026	277,131
Transport & Communication	(6,849,267)	10,744,396	3,895,129
Economic Affairs	(786,650)	2,420,214	1,633,564
<b>Function Totals</b>	<b>(18,195,638)</b>	<b>29,136,496</b>	<b>10,940,858</b>
General Purpose Revenues (Not Attributed to Functions)	(11,423,103)		(11,423,103)
(Profit)/Loss on Disposal of Assets	(282,618)	92,128	(190,490)
<b>Operating Result before Capital Amounts</b>	<b>(29,901,359)</b>	<b>29,228,624</b>	<b>(672,735)</b>
Capital Grants & Contributions	(778,075)		(778,075)
<b>Operating Result</b>	<b>(30,679,434)</b>	<b>29,228,624</b>	<b>(1,450,810)</b>
ADD Expenses not involving flows of Funds			
Depreciation			6,483,578
ADD Non-Operating funds employed			
Repayments by Long Term Debtors			
Loan Funds used			
Transfer from Reserves			(330,000)
			<b>(330,000)</b>
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			5,502,832
Development of Real Estate			-
Advance to Long Term Debtors			-
Repayment of Loans			55,075
Transfer to Reserves			1,102,491
			<b>6,660,398</b>
<b>Budget (Surplus) / Deficit</b>			<b>(1,603,990)</b>

## Function Budget

For the year ended 30 June 2022

Budget Summary 2030/31

Function	Budget Summary 2030/31		
	Income	Expenditure	(Surplus)/Deficit
Governance	(38,750)	248,567	209,817
Public Order & Safety	(439,731)	1,283,539	843,808
Health	(68,617)	433,125	364,508
Community Services & Education	(5,968,050)	6,365,654	397,604
Housing & Community Amenities	(1,503,263)	2,112,137	608,874
Sewerage Services	(2,053,154)	1,337,127	(716,027)
Recreation & Culture	(595,204)	4,018,728	3,423,524
Building Services	(94,192)	378,706	284,514
Transport & Communication	(6,950,833)	10,933,524	3,982,691
Economic Affairs	(850,981)	2,564,539	1,713,558
<b>Function Totals</b>	<b>(18,562,775)</b>	<b>29,675,646</b>	<b>11,112,871</b>
General Purpose Revenues (Not Attributed to Functions)	(11,682,287)		(11,682,287)
(Profit)/Loss on Disposal of Assets	(298,218)	232,173	(66,045)
<b>Operating Result before Capital Amounts</b>	<b>(30,543,280)</b>	<b>29,907,819</b>	<b>(635,461)</b>
Capital Grants & Contributions	(133,600)		(133,600)
<b>Operating Result</b>	<b>(30,676,880)</b>	<b>29,907,819</b>	<b>(769,061)</b>
ADD Expenses not involving flows of Funds			
Depreciation			6,576,725
ADD Non-Operating funds employed			
Repayments by Long Term Debtors			
Loan Funds used			
Transfer from Reserves			(180,000)
			<b>(180,000)</b>
LESS Funds deployed for non-operating purposes			
Acquisition of Assets			5,571,416
Development of Real Estate			-
Advance to Long Term Debtors			-
Repayment of Loans			56,353
Transfer to Reserves			1,165,740
			<b>6,793,509</b>
<b>Budget (Surplus) / Deficit</b>			<b>(732,277)</b>

**Function Budget**  
For the year ended 30 June 2022

**1. Governance**

Description	Ref.	Job No.	Previous Year Estimate	Budget 2021-22	Budget 2022-23	Budget 2023-24	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31
<b>Income</b>													
FBT Salary Recouped	2I	1050.140.224	(38,750)	(38,750)	(38,750)	(38,750)	(38,750)	(38,750)	(38,750)	(38,750)	(38,750)	(38,750)	(38,750)
Crown Lands Grant for Plans of Management		1050.115.171	(46,295)	-	-	-	-	-	-	-	-	-	-
<b>Total Income</b>			<b>(85,045)</b>	<b>(38,750)</b>	<b>(38,750)</b>	<b>(38,750)</b>	<b>(38,750)</b>	<b>(38,750)</b>	<b>(38,750)</b>	<b>(38,750)</b>	<b>(38,750)</b>	<b>(38,750)</b>	<b>(38,750)</b>
<b>Expenditure</b>													
<b>Governance &amp; Councillor Expenses</b>	<b>1E</b>												
Councillor Expenses		3020.330.616/603/648/644	30,120	39,651	40,641	41,638	42,700	43,766	44,835	45,984	47,135	48,310	49,521
Councillors Allowance		3020.330.618	99,999	97,560	101,964	104,511	107,127	109,803	112,548	115,363	118,248	121,203	124,237
Mayoral Allowance		3026.331.619	19,985	19,956	20,454	20,966	21,490	22,027	22,578	23,143	23,721	24,315	24,915
Mayoral Receptions		3025.331.	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Election Expenses		3050.335.617	-	80,000	-	-	85,000	-	-	-	90,000	-	-
Civic Functions & Ceremonies		3050.340.	4,203	4,308	4,416	4,525	4,639	4,755	4,875	4,996	5,121	5,249	5,380
Delegates Expenses		3050.450.644	13,653	13,999	14,349	14,707	15,076	15,452	15,838	16,235	16,641	17,056	17,483
Local Government NSW Subscription		3050.370.460/405.482	24,975	26,114	26,766	27,436	28,122	28,825	29,545	30,285	31,042	31,817	32,614
REROC Contribution		3050.370.481	26,868	25,771	26,415	27,075	27,753	28,446	29,157	29,887	30,634	31,399	32,185
Riverina JO Subscription		3050.370.487	19,232	19,292	19,774	20,268	20,776	21,295	21,827	22,373	22,932	23,505	24,094
Integrated Planning & Reporting		3050.440.502	5,778	40,922	6,070	6,222	46,377	6,537	6,700	6,868	52,039	7,215	7,396
Newsletter - Narrabri News		3050.502.	22,616	12,477	12,789	13,108	13,436	13,771	14,117	14,470	14,832	15,202	15,582
Media Content Manager		3050.440.658	5,253	5,384	5,519	5,656	5,798	5,943	6,091	6,244	6,400	6,560	6,724
Donations		3050.405.622	20,000	15,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Sister City Relations		3050.341.	3,000	1,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Local Government Week		3050.645.	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Internal Audit		3050.349.401	22,550	23,114	23,691	24,284	24,891	25,513	26,151	26,805	27,475	28,163	28,863
Audit, Risk & Improvement Committee		3050.359.405	40,000	-	41,000	42,024	43,076	44,152	45,256	46,388	47,548	48,736	49,956
Crown Lands Plans of Management		3050.454.401	46,295	-	-	-	-	-	-	-	-	-	-
<b>Finance &amp; Administration Costs</b>	<b>2E</b>												
Preparation of Meeting Papers		3050.	92,649	96,673	99,089	101,564	104,107	106,707	109,376	112,112	114,916	117,786	120,734
Function/Meeting Attendance		3050.336	118,722	109,595	112,335	115,141	118,023	120,971	123,995	127,097	130,275	133,530	136,874
Management of Council		3050.337.	412,484	414,127	424,480	435,081	445,974	457,113	468,593	480,263	492,173	504,321	517,203
Employee Assistance Programs		3050.344.401	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Work Health & Safety		3050.715.	79,506	81,499	83,537	85,622	87,766	89,959	92,209	94,515	96,878	99,298	101,784
Administration Costs		3100/3050.351.301/3110/3140	2,040,116	2,012,663	2,059,169	2,155,645	2,256,830	2,363,115	2,474,485	2,590,939	2,708,485	2,827,139	2,946,895
Financial Reporting		3100.342.	37,084	30,335	31,093	31,870	32,668	33,484	34,321	35,179	36,059	36,960	37,885
Property Revaluations		3100.407.401	-	-	30,000	-	-	-	-	-	-	-	-
Financial Statement Audit Fee		3100.360.605	28,290	31,570	32,359	33,167	33,998	34,847	35,718	36,612	37,527	38,465	39,428
Council Chamber Running Costs		3480.	115,397	118,929	121,602	124,341	127,151	130,027	132,981	136,007	139,108	142,282	145,545
Oncoasts Recovered		3100.986.986	(1,959,674)	(1,957,600)	(2,006,540)	(2,056,704)	(2,108,122)	(2,160,825)	(2,214,845)	(2,270,216)	(2,326,972)	(2,385,146)	(2,444,775)
Overheads Recovered		3050.980/3050/3100/3490.985.985	(1,252,444)	(1,238,966)	(1,276,774)	(1,315,020)	(1,354,642)	(1,394,623)	(1,434,985)	(1,483,522)	(1,529,249)	(1,576,955)	(1,625,775)
<b>Insurances</b>	<b>3E</b>												
Insurance - Personal Accident		3050.410.627	2,552	2,680	2,747	2,816	2,886	2,959	3,033	3,108	3,186	3,266	3,346
Insurance - Councillors & Officers		3050.410.629	33,664	34,506	35,369	36,252	37,160	38,088	39,040	40,017	41,017	42,042	43,095
Insurance - Fidelity Guarantee		3050.410.634	6,926	7,099	7,276	7,458	7,645	7,836	8,032	8,233	8,439	8,649	8,866
Depreciation		3100/3490.*740	203,300	203,300	203,300	203,300	203,300	203,300	203,300	203,300	203,300	203,300	203,300
<b>Total Expenditure</b>			<b>668,131</b>	<b>409,438</b>	<b>371,048</b>	<b>331,911</b>	<b>447,619</b>	<b>311,892</b>	<b>300,931</b>	<b>318,791</b>	<b>411,314</b>	<b>262,556</b>	<b>248,567</b>
<b>Nett Cost to Council</b>			<b>583,086</b>	<b>370,688</b>	<b>332,298</b>	<b>293,161</b>	<b>408,869</b>	<b>273,142</b>	<b>262,181</b>	<b>280,041</b>	<b>372,564</b>	<b>223,806</b>	<b>209,817</b>

**Function Budget**  
**For the year ended 30 June 2022**  
**2. Public Order and Safety**

Description	Ref.	Job No.	Previous Year Estimate	Budget 2021-22	Budget 2022-23	Budget 2023-24	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31
<b>Income</b>													
Fire Control	1I												
Operating Grant		2070.115.160/161	(130,667)	(131,768)	(135,361)	(139,056)	(142,855)	(146,816)	(150,883)	(155,112)	(159,449)	(163,956)	(168,572)
Bland Operating Grant		2070.115.164	(188,034)	(189,621)	(194,362)	(199,216)	(204,203)	(209,304)	(214,537)	(219,903)	(225,402)	(231,034)	(236,818)
Bland Administration Fee		2070.130.220	(23,193)	(23,193)	(23,773)	(24,367)	(24,977)	(25,600)	(26,241)	(26,897)	(27,570)	(28,258)	(28,966)
Animal Control	2I	2040	(5,300)	(5,302)	(5,310)	(5,318)	(5,325)	(5,334)	(5,342)	(5,351)	(5,360)	(5,369)	(5,375)
<b>Total Income</b>			<b>(347,194)</b>	<b>(349,884)</b>	<b>(358,806)</b>	<b>(367,957)</b>	<b>(377,360)</b>	<b>(387,054)</b>	<b>(397,003)</b>	<b>(407,263)</b>	<b>(417,781)</b>	<b>(428,617)</b>	<b>(439,731)</b>
<b>Expenditure</b>													
Fire Control	1E:												
Contribution - NSW Fire Brigade		4070.406.380	38,389	38,760	39,729	40,721	41,741	42,783	43,853	44,950	46,074	47,225	48,407
Contribution - Bush Fire Fund		4070.406.381	310,579	315,801	323,696	331,781	340,086	348,581	357,297	366,234	375,393	384,772	394,404
Brigade & Funded Vehicle Expenses		4070.306.	88,742	88,742	90,960	93,232	95,567	97,954	100,403	102,913	105,487	108,122	110,830
Bland Shire Brigade & Vehicle Costs		4071	150,898	150,898	154,420	158,027	161,732	165,523	169,414	173,401	177,486	181,672	185,969
Overheads/Internal Recharges		4070.980.980	102,254	104,942	108,116	111,380	114,736	118,243	121,844	125,598	129,448	133,454	137,557
Animal Control	2E:	4040	165,067	173,471	178,219	183,090	188,095	193,276	198,596	204,098	209,736	215,563	221,536
Enforcement of Regulations	3E:	4030	51,664	45,393	46,527	47,690	48,884	50,106	51,358	52,642	53,959	55,305	56,691
Emergency Services	4E:												
Security Service		4075.420	43,600	44,690	45,807	46,951	48,127	49,329	50,562	51,827	53,123	54,450	55,813
CCTV Operating Costs		4075.421.	8,200	8,405	8,615	8,830	9,051	9,277	9,509	9,747	9,991	10,241	10,497
Insurances		4075.410.	1,308	1,421	1,457	1,493	1,530	1,569	1,608	1,648	1,689	1,731	1,775
State Emergency Services		4080.528./4080.410.	22,064	21,700	22,243	22,798	23,369	23,952	24,551	25,166	25,794	26,439	27,101
Emergency Management Committee		4080.529.	2,942	3,092	3,169	3,248	3,330	3,413	3,499	3,586	3,675	3,767	3,862
Overheads/Internal Recharges		4080.980.980	6,972	7,155	7,372	7,594	7,823	8,062	8,308	8,564	8,826	9,099	9,379
Depreciation		4070/4040/4030/4075/4080	19,718	19,718	19,718	19,718	19,718	19,718	19,718	19,718	19,718	19,718	19,718
<b>Total Expenditure</b>			<b>1,012,397</b>	<b>1,024,188</b>	<b>1,050,048</b>	<b>1,076,553</b>	<b>1,103,789</b>	<b>1,131,786</b>	<b>1,160,520</b>	<b>1,190,092</b>	<b>1,220,399</b>	<b>1,251,558</b>	<b>1,283,539</b>
<b>Nett Cost to Council</b>			<b>665,203</b>	<b>674,304</b>	<b>691,242</b>	<b>708,596</b>	<b>726,429</b>	<b>744,732</b>	<b>763,517</b>	<b>782,829</b>	<b>802,618</b>	<b>822,941</b>	<b>843,808</b>

**Function Budget**  
For the year ended 30 June 2022

**3. Health**

Description	Ref.	Job No.	Previous Year Estimate	Budget 2021-22	Budget 2022-23	Budget 2023-24	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31
<b>Income</b>													
Health Administration	1I	2100	-	(2,942)	(3,016)	(3,091)	(3,168)	(3,247)	(3,329)	(3,412)	(3,497)	(3,585)	(3,674)
Noxious Weeds	2I	1220	(49,379)	(52,000)	(53,300)	(54,631)	(55,999)	(57,398)	(58,833)	(60,304)	(61,812)	(63,357)	(64,943)
<b>Total Income</b>			<b>(49,379)</b>	<b>(54,942)</b>	<b>(56,316)</b>	<b>(57,722)</b>	<b>(59,167)</b>	<b>(60,645)</b>	<b>(62,162)</b>	<b>(63,716)</b>	<b>(65,309)</b>	<b>(66,942)</b>	<b>(68,617)</b>
<b>Expenditure</b>													
Health Administration	1E												
Health Administration & Inspection		4100	64,343	65,988	67,637	69,328	71,062	72,838	74,659	76,526	78,440	80,400	82,413
Bush Bursary Program		4100.450.581	-	3,000	-	3,000	-	3,000	-	3,000	-	3,000	-
Overheads/Internal Recharges		4100.980.980	63,676	65,350	67,327	69,359	71,449	73,633	75,875	78,213	80,611	83,105	85,661
Immunization		4110.350.603	1,153	1,260	1,292	1,324	1,357	1,391	1,426	1,461	1,498	1,535	1,574
Food Control Administration		4120	36,972	38,814	39,784	40,778	41,799	42,843	43,914	45,012	46,139	47,292	48,475
<b>Noxious Weeds/Pests</b>	2E												
Noxious Pests/Fruit Fly		4140	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500
Noxious Weeds - Coordination & Inspection		3220.523/300/519	108,317	107,849	110,546	114,807	116,143	119,045	123,620	125,073	128,199	133,102	136,392
Noxious Weeds - Khaki Weed		3220.519.401	10,000	-	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Noxious Weeds - Local Control		3220.522	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Noxious Weeds - Regional Plans		3220.520/521	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000
Overheads/Internal Recharges		3220.980.980	18,592	19,080	19,657	20,251	20,861	21,499	22,153	22,836	23,536	24,264	25,010
Depreciation		4100.*.740	7,200	10,100	10,100	10,100	10,100	10,100	10,100	10,100	10,100	10,100	10,100
<b>Total Expenditure</b>			<b>343,753</b>	<b>354,941</b>	<b>359,843</b>	<b>372,447</b>	<b>376,271</b>	<b>387,849</b>	<b>395,247</b>	<b>405,721</b>	<b>412,023</b>	<b>426,298</b>	<b>433,125</b>
<b>Nett Cost to Council</b>			<b>294,374</b>	<b>299,999</b>	<b>303,527</b>	<b>314,725</b>	<b>317,104</b>	<b>327,204</b>	<b>333,085</b>	<b>342,005</b>	<b>346,714</b>	<b>359,356</b>	<b>364,508</b>



**Function Budget**

For the year ended 30 June 2022

**4. Community Services and Education**

Description	Ref.	Job No.	Previous Year Estimate	Budget 2021-22	Budget 2022-23	Budget 2023-24	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31
<b>Income</b>													
<b>State Funded HACC Programs</b>	<b>1I</b>												
Transport - Temora		1860	(231,000)	(227,550)	(233,239)	(239,064)	(245,049)	(251,169)	(257,451)	(263,889)	(270,888)	(277,246)	(284,187)
Transport - Cootamundra		1818	(197,022)	(193,746)	(198,590)	(203,550)	(208,644)	(213,858)	(219,205)	(224,686)	(230,306)	(236,060)	(241,969)
Disability Services Packages		2820-2880	(1,500,000)	(1,537,500)	(1,576,500)	(1,615,500)	(1,656,000)	(1,698,000)	(1,740,000)	(1,783,500)	(1,828,500)	(1,873,500)	(1,919,500)
Supported Independent Living		2818	(766,014)	(785,164)	(805,080)	(824,997)	(845,679)	(867,128)	(888,576)	(910,791)	(933,771)	(956,752)	(980,752)
Contracted Services		1826-1828	(37,000)	(37,925)	(38,887)	(39,849)	(40,848)	(41,884)	(42,920)	(43,993)	(45,103)	(46,213)	(47,363)
<b>Commonwealth Funded HACC Programs</b>	<b>2I</b>												
My Aged Care Regional Assessments		2901	(50,000)	(51,250)	(52,550)	(53,850)	(55,200)	(56,600)	(58,000)	(59,450)	(60,950)	(62,450)	(63,950)
Social Support Group (ODC)		2902	(41,502)	(42,540)	(43,619)	(44,697)	(45,817)	(46,981)	(48,143)	(49,346)	(50,591)	(51,836)	(53,081)
Social Support - Temora		2903	(39,611)	(40,601)	(41,631)	(42,661)	(43,731)	(44,840)	(45,949)	(47,097)	(48,286)	(49,474)	(50,662)
Food Services		2904	(138,000)	(141,450)	(145,038)	(148,626)	(152,352)	(156,216)	(160,080)	(164,082)	(168,222)	(172,362)	(176,502)
Respite Care - Temora		2905	(52,539)	(53,852)	(55,219)	(56,584)	(58,003)	(59,474)	(60,945)	(62,468)	(64,045)	(65,621)	(67,201)
Home Modifications - Temora		2906	(34,916)	(35,789)	(36,697)	(37,605)	(38,547)	(39,525)	(40,503)	(41,515)	(42,563)	(43,610)	(44,667)
Personal Care		2907	(21,752)	(22,486)	(22,863)	(23,427)	(24,014)	(24,624)	(25,232)	(25,863)	(26,516)	(27,168)	(27,868)
Home Maintenance - Temora		2908	(15,907)	(16,305)	(16,718)	(17,132)	(17,561)	(18,007)	(18,452)	(18,914)	(19,390)	(19,868)	(20,346)
Home Support - Cootamundra		2910	(39,627)	(40,617)	(41,648)	(42,678)	(43,748)	(44,858)	(45,967)	(47,117)	(48,305)	(49,494)	(50,682)
Home Modifications - Cootamundra		2911	(26,916)	(27,589)	(28,289)	(28,989)	(29,715)	(30,469)	(31,223)	(32,003)	(32,811)	(33,618)	(34,426)
Home Maintenance - Cootamundra		2912	(15,536)	(15,924)	(16,328)	(16,732)	(17,152)	(17,587)	(18,022)	(18,472)	(18,938)	(19,404)	(19,870)
Domestic Assistance		2913	(81,485)	(83,522)	(85,640)	(87,760)	(89,959)	(92,241)	(94,523)	(96,886)	(99,330)	(101,775)	(104,219)
Home Modifications - Leeton		2915	(21,950)	(22,499)	(23,069)	(23,640)	(24,233)	(24,847)	(25,462)	(26,099)	(26,757)	(27,416)	(28,074)
Home Maintenance - Leeton		2916	(20,661)	(21,177)	(21,714)	(22,252)	(22,810)	(23,388)	(23,967)	(24,566)	(25,185)	(25,805)	(26,424)
Social Support Individual - Leeton		2917	(39,174)	(40,153)	(41,172)	(42,190)	(43,248)	(44,345)	(45,442)	(46,578)	(47,753)	(48,928)	(50,103)
Food Services - Leeton		2918	(104,152)	(106,756)	(109,464)	(112,172)	(114,984)	(117,900)	(120,816)	(123,837)	(126,861)	(130,086)	(133,311)
Aged Care Packages		2920-2980	(1,307,687)	(1,340,379)	(1,374,379)	(1,408,379)	(1,443,686)	(1,480,302)	(1,516,917)	(1,554,840)	(1,594,070)	(1,633,301)	(1,672,731)
<b>Community Services Sundry</b>	<b>3I</b>	1700	(1,700)	(1,700)	(1,700)	(1,700)	(1,700)	(1,700)	(1,700)	(1,700)	(1,700)	(1,700)	(1,700)
<b>Youth Affairs</b>	<b>4I</b>	1780	(1,200)	(1,200)	(1,230)	(1,261)	(1,292)	(1,325)	(1,358)	(1,392)	(1,426)	(1,462)	(1,499)
<b>Education</b>	<b>5I</b>	1790	(34)	(34)	(34)	(34)	(34)	(34)	(34)	(34)	(34)	(34)	(34)
Pre School Kindergarten													
<b>Total Income</b>			<b>(4,785,365)</b>	<b>(4,887,498)</b>	<b>(5,011,276)</b>	<b>(5,135,309)</b>	<b>(5,263,986)</b>	<b>(5,397,282)</b>	<b>(5,530,867)</b>	<b>(5,669,098)</b>	<b>(5,811,981)</b>	<b>(5,955,163)</b>	<b>(6,098,050)</b>

**Function Budget**  
**For the year ended 30 June 2022**  
**4. Community Services and Education**

Description	Ref.	Job No.	Previous Year Estimate	Budget 2021-22	Budget 2022-23	Budget 2023-24	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31
<b>Expenditure</b>													
State Funded HACC Programs	1E												
Transport - Temora		3860	206,000	202,550	208,239	214,064	220,049	226,169	232,451	238,889	245,488	252,246	259,187
Transport - Cootamundra		3818	179,022	175,746	180,590	185,550	190,646	195,858	201,205	206,686	212,206	218,060	223,969
Disabled Services Packages		4820 - 4880	1,490,000	1,527,500	1,566,500	1,605,500	1,646,000	1,688,000	1,730,000	1,773,500	1,818,500	1,863,500	1,863,500
Supported Independent Living		4818	639,306	656,509	674,407	692,353	710,991	730,362	749,697	773,750	795,021	818,002	848,002
Contracted Services		3826 - 3828	37,000	37,925	38,887	39,819	40,848	41,884	42,920	43,993	45,103	46,213	46,213
<b>Commonwealth Funded HACC Programs</b>	2E												
My Aged Care Regional Assessments		4901	46,000	47,250	48,550	49,850	51,200	52,600	54,000	55,450	56,950	58,450	58,450
Social Support Group (DDC)		4902	41,502	42,541	43,619	44,697	45,817	46,981	48,143	49,347	50,591	51,836	51,836
Social Support - Temora		4903	39,612	40,601	41,631	42,661	43,731	44,840	45,949	47,097	48,286	49,474	49,474
Food Services		4904	138,000	141,450	145,039	148,626	152,352	156,216	160,080	164,022	168,222	172,362	172,362
Respite Care - Temora		4905	52,539	53,852	55,219	56,584	58,003	59,474	60,945	62,468	64,045	65,621	65,621
Home Modifications - Temora		4906	34,916	35,789	36,697	37,605	38,547	39,525	40,503	41,515	42,563	43,610	43,610
Personal Care		4907	21,752	22,296	22,861	23,427	24,014	24,624	25,232	25,863	26,516	27,168	27,168
Home Maintenance - Temora		4908	15,907	16,305	16,718	17,132	17,561	18,007	18,452	18,914	19,390	19,868	19,868
Social Support - Cootamundra		4910	39,627	40,617	41,608	42,678	43,748	44,858	45,967	47,117	48,305	49,494	49,494
Home Modifications - Cootamundra		4911	26,915	27,589	28,289	28,989	29,715	30,469	31,223	32,003	32,811	33,618	33,618
Home Maintenance - Cootamundra		4912	15,537	15,924	16,328	16,732	17,152	17,587	18,022	18,472	18,938	19,404	19,404
Domestic Assistance		4913	81,485	83,522	85,640	87,760	89,959	92,241	94,523	96,886	99,330	101,775	101,775
Home Modifications - Leeton		4915	21,950	22,499	23,069	23,640	24,233	24,847	25,462	26,099	26,757	27,416	27,416
Home Maintenance - Leeton		4916	20,661	21,177	21,714	22,252	22,810	23,388	23,967	24,566	25,185	25,805	25,805
Social Support Individual - Leeton		4917	39,174	40,153	41,172	42,190	43,248	44,345	45,442	46,578	47,753	48,928	48,928
Food Services - Leeton		4918	104,152	106,756	109,464	112,172	114,984	117,900	120,816	123,837	126,961	130,086	130,086
Aged Care Packages		4920-4980	1,307,687	1,340,379	1,374,379	1,408,379	1,443,686	1,480,302	1,516,917	1,554,840	1,594,070	1,633,301	1,633,301
<b>Other Community Services &amp; Education</b>	3E												
Aged Services		3700-459	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Other Community Services		3700	111,294	113,528	116,415	119,375	122,418	125,559	128,784	132,115	135,529	139,051	142,664
Community & Social Development		3870	5,929	5,938	5,947	5,958	5,968	5,978	5,989	6,000	6,012	6,023	6,035
<b>Youth Affairs</b>	4E												
Youth Program		3780	150,968	150,635	154,069	157,588	161,203	164,917	168,727	172,647	176,663	180,791	185,027
Scholarships		3780-405-621	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
<b>Education</b>	5E												
Pre-School Kindergarten		3790	11,566	12,484	12,796	13,116	13,445	13,780	14,125	14,478	14,840	15,210	15,591
Depreciation			108,250	108,250	108,250	108,250	108,250	108,250	108,250	108,250	108,250	108,250	108,250
<b>Total Expenditure</b>			<b>4,995,751</b>	<b>5,098,765</b>	<b>5,227,177</b>	<b>5,355,977</b>	<b>5,489,576</b>	<b>5,627,961</b>	<b>5,766,791</b>	<b>5,910,456</b>	<b>6,193,385</b>	<b>6,344,562</b>	<b>6,365,654</b>
<b>Nett Cost to Council</b>			<b>210,386</b>	<b>211,267</b>	<b>215,901</b>	<b>220,668</b>	<b>225,590</b>	<b>230,679</b>	<b>235,924</b>	<b>241,358</b>	<b>381,404</b>	<b>389,399</b>	<b>397,604</b>

**Function Budget**  
For the year ended 30 June 2022  
5. Housing and Community Amenities

Description	Ref.	Job No.	Previous Year Estimate	Budget 2021-22	Budget 2022-23	Budget 2023-24	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31
<b>Income</b>													
<b>Town Planning</b>													
Sec 149 Certificate Fees	2I	2010.105.58	(12,607)	(12,922)	(13,243)	(13,576)	(13,916)	(14,263)	(14,620)	(14,986)	(15,360)	(15,744)	(16,138)
Development Application Fees		2010.105.61	(43,050)	(44,126)	(45,229)	(46,359)	(47,519)	(48,706)	(49,924)	(51,173)	(52,453)	(53,763)	(55,109)
Subdivision Fees		2010.105.63	(5,125)	(5,253)	(5,384)	(5,519)	(5,657)	(5,798)	(5,943)	(6,092)	(6,244)	(6,400)	(6,560)
<b>Waste Management</b>													
Domestic Waste Charges	3I	1420.100.40	(572,104)	(605,949)	(636,246)	(668,362)	(701,689)	(736,834)	(773,797)	(812,578)	(853,176)	(895,593)	(940,433)
Penalty Rebate		1420.100.30/31	38,705	40,985	41,917	42,964	44,040	45,140	46,268	47,426	48,612	49,826	51,074
Trade Waste Charges		1421.100.41	(12,076)	(139,508)	(140,184)	(147,260)	(154,603)	(162,347)	(170,491)	(179,065)	(187,983)	(197,326)	(207,206)
Extra Charges		1420/1421.100.34	(1,900)	(1,900)	(1,900)	(1,900)	(1,900)	(1,900)	(1,900)	(1,900)	(1,900)	(1,900)	(1,900)
Lipping Charges		1410/1480.110.	(105,113)	(114,866)	(117,676)	(120,615)	(123,694)	(126,922)	(129,892)	(133,141)	(136,470)	(139,879)	(143,361)
<b>Stormwater Management</b>													
Stormwater Management Annual Charges	4I	1400.100.44	(48,588)	(48,713)	(48,713)	(48,713)	(48,713)	(48,713)	(48,713)	(48,713)	(48,713)	(48,713)	(48,713)
Grants - Flood Studies & Floodplain Risk Mgt Plans		1400.115.171	(81,429)	(95,161)	-	-	-	-	-	-	-	-	-
<b>Heritage</b>													
Heritage Fund Grants	5I	1990.115	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)
<b>Public Cemeteries Fees</b>	6I	1530/1531.	(72,762)	(94,500)	(96,850)	(99,256)	(101,729)	(104,258)	(106,852)	(109,511)	(112,237)	(115,030)	(117,897)
<b>Environmental Protection</b>	7I	2060	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
<b>Total Income</b>			<b>(1,049,049)</b>	<b>(1,132,544)</b>	<b>(1,060,510)</b>	<b>(1,125,596)</b>	<b>(1,172,320)</b>	<b>(1,221,401)</b>	<b>(1,272,864)</b>	<b>(1,326,704)</b>	<b>(1,382,922)</b>	<b>(1,441,522)</b>	<b>(1,503,263)</b>
<b>Expenditure</b>													
<b>Housing</b>													
Dwelling Maintenance	1E	4164	3,631	3,662	3,716	3,771	3,828	3,887	3,946	4,007	4,070	4,134	4,200
<b>Town Planning</b>	2E	4010	228,143	218,024	223,692	229,507	235,480	241,641	247,965	254,488	261,177	268,067	275,137
<b>Waste Management</b>	3E												
Domestic Waste Collection		3420	210,296	215,949	221,072	226,322	231,716	237,250	242,929	248,766	254,748	260,887	267,191
Trade Waste Collection		3421	23,864	24,522	25,091	25,592	26,035	26,420	26,757	27,035	27,257	27,424	27,536
Other Waste Collection		3422 & 3430	56,552	57,664	58,993	60,357	61,757	63,197	64,674	66,189	67,750	69,364	71,011
Waste Disposal		3410	281,263	281,799	289,042	296,465	304,091	311,918	319,952	328,211	336,675	345,366	354,289
<b>Stormwater Drainage</b>	4E	3400	20,761	21,364	21,897	22,445	23,007	23,582	24,171	24,776	25,396	26,030	26,681
Stormwater Drainage Maintenance													
Ariah Park & Springdale Flood Study & Floodplain Risk Management Plan		3400.357.401	-	46,512	-	-	-	-	-	-	-	-	-
Temora Floodplain Risk Management Plan		3400.558.401	95,028	64,541	-	-	-	-	-	-	-	-	-
Stormwater Development Servicing Plan		3400.454.401	-	40,000	-	-	-	-	-	-	-	-	-
<b>Heritage</b>	5E												
Heritage Fund		3930.405	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Heritage Adviser		3930.360.408	16,000	16,400	16,810	17,230	17,661	18,102	18,555	19,019	19,495	19,982	20,482
Heritage Reinstatement Fund			5,785	5,959	6,096	6,235	6,378	6,523	6,676	6,831	6,990	7,152	7,317
<b>Public Cemeteries</b>	6E	3530-3532	231,931	241,134	247,255	253,592	259,988	266,623	273,440	280,446	287,661	295,074	302,677
<b>Environmental Protection</b>	7E												
Recycling Operations		4060.970 & 3415	23,547	26,036	26,686	27,355	28,039	28,738	29,456	30,195	30,949	31,722	32,518
Other Environmental Protection		4060	6,268	6,271	6,274	6,277	6,280	6,284	6,287	6,290	6,294	6,297	6,301
LCMA Landcare Fund		4060.450.492	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Environmental Services		4000	9,725	10,100	10,302	10,510	10,722	10,941	11,164	11,393	11,629	11,869	12,116
<b>Public Conveniences</b>	8E	3450	99,292	101,956	104,804	107,727	110,732	113,846	117,043	120,355	123,749	127,262	130,862
<b>Street Cleaning</b>	9E	3440	209,766	218,669	224,174	229,811	235,603	241,534	247,619	253,865	260,267	266,825	273,561
<b>Access &amp; Equity Assistance Fund</b>		3455	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
<b>Depreciation</b>			250,875	250,875	250,875	250,875	250,875	250,875	250,875	250,875	250,875	250,875	250,875
<b>Total Expenditure</b>			<b>1,793,127</b>	<b>1,879,437</b>	<b>1,781,934</b>	<b>1,819,410</b>	<b>1,857,909</b>	<b>1,897,497</b>	<b>1,938,121</b>	<b>1,979,955</b>	<b>2,022,824</b>	<b>2,066,899</b>	<b>2,112,137</b>
<b>Nett Cost to Council</b>			<b>745,078</b>	<b>746,893</b>	<b>701,424</b>	<b>693,814</b>	<b>685,589</b>	<b>676,896</b>	<b>665,257</b>	<b>653,251</b>	<b>639,902</b>	<b>625,377</b>	<b>608,874</b>

**Function Budget**  
For the year ended 30 June 2022

**6. Sewerage Services**

Description	Ref.	Job No.	Previous Year Estimate	Budget 2021-22	Budget 2022-23	Budget 2023-24	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31
<b>Income</b>													
Sewerage System	1I												
Residential Annual Charges		21000.100.20/43	(918,590)	(1,020,362)	(1,071,380)	(1,125,459)	(1,181,579)	(1,240,760)	(1,303,002)	(1,368,670)	(1,436,670)	(1,508,095)	(1,583,602)
Commercial Access Charge & Usage		21000.101.20/43	(226,668)	(251,804)	(264,394)	(277,740)	(291,589)	(306,194)	(321,554)	(337,669)	(354,540)	(372,166)	(390,800)
Extra Charges		21000.120.34/35	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)
Pension Rebate		21000.100.30/31	42,133	43,186	44,266	45,371	46,507	47,668	48,861	50,083	51,335	52,617	53,935
Interest Earned		21000.120.190	(25,000)	(26,000)	(27,000)	(28,000)	(29,000)	(30,000)	(31,000)	(32,000)	(33,000)	(34,000)	(35,000)
Pension Subsidy		21000.115.98/99	(23,173)	(23,752)	(24,346)	(24,954)	(25,579)	(26,217)	(26,873)	(27,545)	(28,234)	(28,939)	(29,664)
Sewer Compliance Certificate Fees		21000.110.102	(5,922)	(6,070)	(6,231)	(6,395)	(6,571)	(6,751)	(6,934)	(7,121)	(7,311)	(7,504)	(7,700)
Fittings & Installation		21000.110.103	(4,415)	(4,525)	(4,641)	(4,761)	(4,885)	(5,014)	(5,147)	(5,284)	(5,424)	(5,567)	(5,713)
Drainage Diagram Fee		21000.110.104	(4,623)	(4,750)	(4,875)	(5,008)	(5,146)	(5,288)	(5,434)	(5,584)	(5,737)	(5,893)	(6,051)
Property Rental		21000.130.120	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
Sundry Income		21000.130.220	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)
Plant Hire		21000.130.975	(15,375)	(15,759)	(16,159)	(16,559)	(16,974)	(17,404)	(17,835)	(18,281)	(18,742)	(19,203)	(19,603)
<b>Effluent Scheme Sales</b>	2I												
		21000.110.99	(13,915)	(14,263)	(14,976)	(15,732)	(16,517)	(17,344)	(18,214)	(19,127)	(20,082)	(21,081)	(22,136)
<b>Total Income</b>			<b>(1,195,148)</b>	<b>(1,330,449)</b>	<b>(1,395,588)</b>	<b>(1,465,631)</b>	<b>(1,538,285)</b>	<b>(1,613,854)</b>	<b>(1,694,324)</b>	<b>(1,777,710)</b>	<b>(1,866,011)</b>	<b>(1,957,211)</b>	<b>(2,053,154)</b>
<b>Expenditure</b>													
Sewerage System	1IE												
Management & Technical Costs		23000.338.340	22,174	80,950	82,974	85,046	87,175	89,352	91,587	93,878	96,226	98,629	101,098
Integrated Water Cycle Management Strategy		23000.347.401	40,000	-	-	-	-	-	-	-	-	-	-
Sewerage Mgt Plan & Operational Procedures		23000.352.401	-	-	100,000	-	-	-	-	-	-	-	-
Treatment Works		23000.602	152,500	150,390	154,148	158,001	161,955	166,001	170,151	174,407	178,769	183,235	187,821
Mains Maintenance		23000.601	165,191	267,114	272,291	277,594	283,041	288,613	294,328	300,190	306,195	312,347	318,663
Pumping Stations		23000.603	17,725	18,469	18,931	19,403	19,889	20,386	20,896	21,418	21,953	22,503	23,067
Fittings & Installation		23000.590	7,200	6,555	6,718	6,886	7,058	7,236	7,417	7,601	7,782	7,966	8,186
Insurances		23000.110.*	20,046	20,944	21,468	22,004	22,555	23,118	23,695	24,289	24,896	25,518	26,157
Sundry		23000.970	3,769	3,863	3,960	4,058	4,160	4,264	4,371	4,480	4,592	4,707	4,825
Overheads/Internal Recharges		23000.980.980	40,669	44,123	45,458	46,830	48,241	49,716	51,230	52,808	54,427	56,111	57,837
<b>Effluent Scheme</b>	2IE												
		23000.511/512/514/536/537	216,666	269,123	275,850	282,740	289,817	297,058	304,487	312,102	319,907	327,900	336,107
Depreciation		23000.740	269,150	269,150	275,600	282,205	288,990	295,930	303,051	310,353	317,835	325,497	333,366
<b>Total Expenditure</b>			<b>955,090</b>	<b>1,130,681</b>	<b>1,257,398</b>	<b>1,384,767</b>	<b>1,512,881</b>	<b>1,641,674</b>	<b>1,771,213</b>	<b>1,901,213</b>	<b>2,031,526</b>	<b>2,162,433</b>	<b>2,293,927</b>
<b>Nett Cost to Council</b>			<b>(244,058)</b>	<b>(199,768)</b>	<b>(138,190)</b>	<b>(280,864)</b>	<b>(325,404)</b>	<b>(372,180)</b>	<b>(483,111)</b>	<b>(536,184)</b>	<b>(593,419)</b>	<b>(652,778)</b>	<b>(716,027)</b>

**Function Budget**  
For the year ended 30 June 2022  
7. Recreation and Culture

Description	Ref.	Job No.	Previous Year Estimate	Budget 2021-22	Budget 2022-23	Budget 2023-24	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31
<b>Income</b>													
Library Services	1I	1710	(83,713)	(84,560)	(86,674)	(48,839)	(51,971)	(53,244)	(55,538)	(57,352)	(60,186)	(62,040)	(64,917)
Public Halls	2I												
Cinema		1742	(132,500)	(133,500)	(136,837)	(140,255)	(143,766)	(147,357)	(151,041)	(154,819)	(158,691)	(162,656)	(166,728)
Public Halls		1740/1741	(9,225)	(9,225)	(9,456)	(9,692)	(9,934)	(10,183)	(10,437)	(10,698)	(10,966)	(11,240)	(11,521)
<b>Recreation Centre/Swimming Pools</b>	3I												
Temora Recreation Centre & Swimming Pools		1720/1722/1730	(160,861)	(185,262)	(189,892)	(194,636)	(199,507)	(204,491)	(209,604)	(214,848)	(220,223)	(225,722)	(231,372)
Ariah Park Swimming Pool		1721	(15,000)	(15,375)	(15,759)	(16,153)	(16,557)	(16,971)	(17,395)	(17,830)	(18,276)	(18,733)	(19,202)
<b>Sporting Grounds</b>	4I												
Sporting Grounds - Hire Fees		1240	(12,300)	(12,607)	(12,922)	(13,245)	(13,576)	(13,916)	(14,264)	(14,620)	(14,986)	(15,360)	(15,745)
<b>Parks &amp; Gardens</b>	5I												
Cultural Activities	8I												
Scout Hall - Arts & Cultural Centre		1885	(2,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
<b>Total Income</b>			<b>(418,164)</b>	<b>(511,158)</b>	<b>(523,685)</b>	<b>(496,517)</b>	<b>(510,602)</b>	<b>(523,084)</b>	<b>(536,874)</b>	<b>(550,479)</b>	<b>(565,998)</b>	<b>(579,621)</b>	<b>(595,204)</b>
<b>Expenditure</b>													
Library Services	1E	3710	357,002	370,416	379,846	389,508	399,434	409,617	420,066	430,801	441,805	453,095	464,690
Public Halls	2E												
Cinema		3742	142,640	144,261	147,791	151,409	155,123	158,924	162,824	166,821	170,917	175,111	179,422
Public Hall Maintenance		3740/3741	137,426	138,348	146,793	150,329	153,964	157,730	161,595	165,598	169,701	173,943	178,292
<b>Recreation Centre/Swimming Pools</b>	3E												
Temora Recreation Centre & Swimming Pool		3720/3722/3730	486,312	527,873	559,676	571,195	583,034	595,241	607,767	620,702	633,958	647,615	661,413
Ariah Park Swimming Pool		3721	57,145	57,773	58,927	60,110	61,324	62,567	63,841	65,147	66,485	67,858	69,265
Sport & Recreation Council Contribution		3730/452	10,000	-	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Sporting Walk of Honour		3870/499	-	-	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
<b>Sporting Grounds</b>	4E												
Sporting Grounds Maintenance		3240	349,362	340,881	349,725	358,789	368,102	377,670	387,490	397,595	407,953	418,595	429,520
<b>Parks &amp; Gardens</b>	5E												
Railway Precinct	6E												
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	7,649	8,629	8,743	8,863	8,983	9,110	9,238	9,369	9,503	9,639	9,780
<b>Bundawarrah Centre</b>	7E												
Cultural Activities	8E												
Australia Day		3912	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500
Mobile Stage Expenditure		3918	1,600	1,650	1,691	1,734	1,777	1,821	1,867	1,914	1,962	2,011	2,060
Izumizaki Visit		3890/450/592	-	-	-	10,000	-	10,000	-	10,000	-	10,000	-
Event Costs & Event Facilitation		3880	49,653	38,533	46,163	39,807	47,469	41,147	48,842	42,555	50,285	44,033	51,801
Cultural Expenditure		3880	115,192	110,794	119,857	122,491	125,200	128,016	130,906	133,910	136,988	140,180	143,421
Scout Hall - Arts & Cultural Centre		3885	9,363	14,063	14,289	14,521	14,759	15,004	15,253	15,510	15,773	16,043	16,319
<b>Depreciation</b>													
			817,850	816,650	816,650	816,650	816,650	816,650	816,650	816,650	816,650	816,650	816,650
<b>Total Expenditure</b>			<b>3,297,160</b>	<b>3,353,338</b>	<b>3,468,374</b>	<b>3,533,875</b>	<b>3,595,091</b>	<b>3,664,114</b>	<b>3,728,856</b>	<b>3,801,599</b>	<b>3,870,077</b>	<b>3,946,554</b>	<b>4,018,728</b>
<b>Nett Cost to Council</b>			<b>2,878,996</b>	<b>2,842,180</b>	<b>2,944,689</b>	<b>3,037,358</b>	<b>3,084,489</b>	<b>3,141,030</b>	<b>3,191,982</b>	<b>3,251,120</b>	<b>3,304,679</b>	<b>3,366,933</b>	<b>3,423,524</b>

**Function Budget  
For the year ended 30 June 2022**

**8. Building Services**

Description	Ref.	Job No.	Previous Year Estimate	Budget 2021-22	Budget 2022-23	Budget 2023-24	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31
<b>Income</b>	II												
Septic Tank Installations		2020.105.54	(2,152)	(2,206)	(2,261)	(2,318)	(2,376)	(2,435)	(2,496)	(2,558)	(2,622)	(2,688)	(2,755)
Building Certificate - Sec 149E		2020.105.56	(102)	(300)	(308)	(315)	(323)	(331)	(339)	(348)	(357)	(366)	(375)
Outstanding Notices Certificate		2020.105.57	(512)	(525)	(538)	(552)	(565)	(579)	(594)	(609)	(624)	(640)	(656)
Occupation Certificate Fees		2020.105.64	(9,430)	(13,000)	(13,325)	(13,658)	(14,000)	(14,349)	(14,708)	(15,076)	(15,453)	(15,839)	(16,236)
Construction Certificate Fees		2020.105.65	(31,262)	(36,000)	(36,900)	(37,822)	(38,768)	(39,737)	(40,730)	(41,749)	(42,793)	(43,862)	(44,960)
Commissions Received		2020.105.66	(1,051)	(1,077)	(1,104)	(1,131)	(1,160)	(1,189)	(1,219)	(1,249)	(1,280)	(1,312)	(1,345)
Compliance Certificate Fees		2020.105.67	(21,012)	(22,000)	(22,550)	(23,113)	(23,692)	(24,284)	(24,891)	(25,513)	(26,151)	(26,805)	(27,476)
Building Control Sundry		2020.130.220/105.70	(307)	(315)	(322)	(331)	(339)	(347)	(356)	(365)	(374)	(383)	(389)
<b>Total Income</b>			<b>(65,828)</b>	<b>(75,423)</b>	<b>(77,308)</b>	<b>(79,240)</b>	<b>(81,223)</b>	<b>(83,251)</b>	<b>(85,333)</b>	<b>(87,467)</b>	<b>(89,654)</b>	<b>(91,895)</b>	<b>(94,192)</b>
<b>Expenditure</b>	IE												
Employee Costs		4020.300/310	159,909	166,848	171,019	175,290	179,678	184,167	188,772	193,493	198,332	203,288	208,377
Office Administration Costs		4020.350/370/450/970	69,275	69,818	71,563	73,351	75,186	77,065	78,992	80,968	82,993	85,066	87,195
Overheads/Internal Recharges		4020.980.980	61,353	62,965	64,870	66,828	68,841	70,946	73,106	75,359	77,669	80,072	82,534
Depreciation		4020.*.740	600	600	600	600	600	600	600	600	600	600	600
<b>Total Expenditure</b>			<b>291,137</b>	<b>300,231</b>	<b>308,052</b>	<b>316,069</b>	<b>324,305</b>	<b>332,778</b>	<b>341,470</b>	<b>350,420</b>	<b>359,594</b>	<b>369,026</b>	<b>378,706</b>
<b>Nett Cost to Council</b>			<b>225,309</b>	<b>224,808</b>	<b>230,744</b>	<b>236,829</b>	<b>243,082</b>	<b>249,527</b>	<b>256,137</b>	<b>262,953</b>	<b>269,940</b>	<b>277,131</b>	<b>284,514</b>

**Function Budget**  
For the year ended 30 June 2022

**9. Transport and Communication**

Description	Ref.	Job No.	Previous Year Estimate	Budget 2021-22	Budget 2022-23	Budget 2023-24	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31
<b>Income</b>													
RTA Contributions													
Regional Roads Program	1I	1340	(728,280)	(746,487)	(765,149)	(784,259)	(803,892)	(823,972)	(844,575)	(865,701)	(887,349)	(909,520)	(932,288)
State Roads Program	2I	1370	(3,526,000)	(3,620,180)	(3,723,394)	(3,827,826)	(3,935,473)	(4,048,220)	(4,161,841)	(4,280,564)	(4,402,507)	(4,527,207)	(4,659,039)
Repair Program	1I	1372	(128,125)	(131,328)	(134,611)	(137,973)	(141,427)	(144,960)	(148,584)	(152,301)	(156,110)	(160,010)	(164,016)
Road Safety Officer	3I	1380	(91,018)	(93,496)	(95,535)	(97,623)	(99,769)	(101,963)	(104,214)	(106,522)	(108,888)	(111,310)	(113,797)
Quarry Operations	4I	1520	(7,000)	(7,175)	(7,354)	(7,538)	(7,727)	(7,920)	(8,118)	(8,321)	(8,529)	(8,742)	(8,961)
<b>Associated Roadworks</b>													
Roads to Recovery Program	5I	1371	(1,238,952)	(825,968)	(825,968)	(825,968)	(929,214)	(929,214)	(929,214)	(929,214)	(929,214)	(1,045,365)	(1,045,365)
Roads - Sundry - Sale of Old Material		1200	(525)	(538)	(551)	(565)	(579)	(594)	(609)	(624)	(640)	(655)	(672)
<b>Aerodrome</b>													
	6I	1510	(41,700)	(43,763)	(43,957)	(44,156)	(44,360)	(44,569)	(44,783)	(45,003)	(45,228)	(45,458)	(45,695)
<b>Street Lighting</b>													
	7I	1390	(101,000)	(41,000)	(41,000)	(41,000)	(41,000)	(41,000)	(41,000)	(41,000)	(41,000)	(41,000)	(41,000)
<b>Total Income</b>			<b>(5,862,600)</b>	<b>(5,509,935)</b>	<b>(5,637,519)</b>	<b>(5,766,908)</b>	<b>(6,003,441)</b>	<b>(6,142,412)</b>	<b>(6,282,938)</b>	<b>(6,429,250)</b>	<b>(6,579,465)</b>	<b>(6,849,267)</b>	<b>(6,950,833)</b>
<b>Expenditure</b>													
<b>RTA Funded Roadworks</b>													
Regional Roads Program	1E	3340	176,406	146,487	172,422	196,858	151,521	224,413	194,805	165,925	177,773	109,622	132,288
State Roads Program	2E	3370	2,955,743	3,016,817	3,102,829	3,189,855	3,279,561	3,373,517	3,468,201	3,567,137	3,668,756	3,772,673	3,832,533
<b>Road Safety Officer</b>													
	3E	3380	96,800	101,253	103,640	106,088	108,602	111,184	113,828	116,550	119,337	122,198	125,136
<b>Quarry Operations</b>													
	4E	3520	8,280	8,437	8,649	8,864	9,086	9,312	9,546	9,785	10,028	10,279	10,537
<b>Associated Roadworks</b>													
Urban Sealed Roads		3330	236,835	243,790	249,934	256,144	262,561	269,175	275,864	282,763	289,869	297,051	300,311
Urban Unsealed Roads		3331	35,932	36,963	37,895	38,837	39,810	40,814	41,828	42,874	43,952	45,040	45,460
Rural Sealed Roads		3350	294,178	302,178	309,321	316,193	322,822	329,280	334,411	340,272	345,920	351,364	356,608
Rural Unsealed Roads		3360	873,655	886,874	909,321	931,848	955,205	979,377	1,003,640	1,028,734	1,054,655	1,080,669	1,084,713
Bridge Maintenance		3280	5,218	5,348	5,482	5,619	5,759	5,903	6,051	6,202	6,357	6,516	6,679
Kerb & Gutter Maintenance		3310	63,035	63,035	64,610	66,224	67,882	69,578	71,317	73,101	74,930	76,802	78,724
Footpath Maintenance		3300	26,704	27,520	28,208	28,912	29,637	30,377	31,135	31,912	32,711	33,529	34,370
Street Tree Program		3385	196,228	201,957	207,507	212,189	217,507	222,987	228,528	234,242	240,131	246,079	248,674
Bus Shelters & Seats		3290	886	908	931	954	978	1,002	1,027	1,053	1,079	1,106	1,134
Car Park Maintenance		3500	5,250	4,510	4,623	4,738	4,857	4,978	5,103	5,230	5,361	5,495	5,633
Depot Costs		3570/3580	327,072	330,120	329,977	329,778	329,545	329,280	330,613	338,641	347,429	356,460	365,608
Engineering Operations		3200	860,331	866,848	884,670	902,859	921,514	940,315	959,572	979,082	999,047	1,019,252	1,040,010
Less Admin Oncosts Recovered		3590	(1,290,270)	(1,394,314)	(1,429,171)	(1,464,903)	(1,501,523)	(1,539,061)	(1,577,538)	(1,616,976)	(1,657,401)	(1,698,836)	(1,741,307)
<b>Aerodrome Operations &amp; Maintenance</b>													
	6E	3510	302,616	305,802	313,972	322,355	330,969	339,864	348,996	358,427	368,094	378,072	388,302
<b>Street Lighting Charges</b>													
	7E	3390	380,000	92,250	94,556	96,918	99,344	101,826	104,372	106,882	109,658	112,397	115,211
<b>Depreciation</b>													
			3,469,302	3,790,302	3,860,202	3,931,780	4,005,314	4,080,527	4,157,696	4,236,822	4,317,907	4,400,948	4,486,226
<b>Total Expenditure</b>			<b>9,024,201</b>	<b>9,037,782</b>	<b>9,260,306</b>	<b>9,484,141</b>	<b>9,644,322</b>	<b>9,929,779</b>	<b>10,117,306</b>	<b>10,319,782</b>	<b>10,569,793</b>	<b>10,744,396</b>	<b>10,933,524</b>
<b>Nett Cost to Council</b>			<b>3,161,601</b>	<b>3,527,847</b>	<b>3,622,787</b>	<b>3,717,233</b>	<b>3,640,881</b>	<b>3,787,367</b>	<b>3,834,368</b>	<b>3,890,532</b>	<b>3,990,328</b>	<b>3,895,129</b>	<b>3,982,691</b>

**Function Budget**  
For the year ended 30 June 2022

**10. Economic Affairs**

Description	Ref.	Job No.	Previous Year Estimate	Budget 2021-22	Budget 2022-23	Budget 2023-24	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31
<b>Income</b>													
<b>Tourism &amp; Area Promotion</b>	<b>1I</b>												
Caravan Parks, Cabins & Camping Areas		2150-2154	(150,000)	(156,541)	(205,458)	(164,464)	(215,039)	(172,793)	(224,849)	(181,542)	(234,906)	(190,731)	(245,218)
Tourism & Area Promotion		1920	(20,500)	(20,700)	(21,217)	(21,747)	(22,292)	(22,849)	(23,420)	(24,005)	(24,606)	(25,221)	(25,852)
<b>Economic Development/Business Activities</b>	<b>2I</b>												
Drought Funding Grant - Round 2		2170.115.170	(1,000,000)	-	-	-	-	-	-	-	-	-	-
Street Stall Fees		2050	(441)	(452)	(463)	(475)	(487)	(499)	(512)	(524)	(538)	(551)	(551)
Service NSW (incorporating RMS agency)		1701	(143,235)	(145,359)	(148,993)	(152,714)	(156,537)	(160,447)	(164,447)	(168,573)	(172,788)	(177,105)	(181,539)
Private Works		1600	(105,000)	(107,625)	(110,355)	(113,085)	(115,920)	(118,860)	(121,800)	(124,845)	(127,995)	(131,145)	(131,145)
Agricultural Innovation Centre		2195	(351,657)	(66,840)	(66,840)	(67,880)	(67,880)	(68,920)	(68,920)	(69,960)	(69,960)	(71,000)	(71,000)
<b>Medical Facilities</b>	<b>3I</b>												
Medical Centre Lease		2155.130.120	(120,297)	(120,838)	(123,859)	(126,952)	(130,130)	(133,381)	(136,716)	(140,136)	(143,640)	(147,229)	(150,915)
Medical Imaging Facility Lease		2156.130.120	(10,000)	(19,841)	(20,337)	(20,845)	(21,367)	(21,900)	(22,448)	(23,010)	(23,585)	(24,174)	(24,779)
Medical Units at 193 Baker Street Rents		2159	(17,425)	(16,000)	(16,400)	(16,810)	(17,230)	(17,661)	(18,102)	(18,555)	(19,019)	(19,494)	(19,982)
<b>Total Income</b>			<b>(1,918,555)</b>	<b>(654,196)</b>	<b>(713,922)</b>	<b>(684,972)</b>	<b>(746,882)</b>	<b>(717,310)</b>	<b>(781,226)</b>	<b>(751,150)</b>	<b>(817,037)</b>	<b>(786,650)</b>	<b>(850,981)</b>
<b>Expenditure</b>													
<b>Tourism &amp; Area Promotion</b>	<b>1E</b>												
Caravan Parks, Cabins & Camping Areas		4150-4154	200,422	201,331	227,004	223,481	239,367	235,549	252,519	248,347	266,478	261,909	278,705
Tourism & Area Promotion		3920	380,958	370,890	390,562	400,484	410,677	421,192	431,980	443,111	454,523	466,281	478,344
Support TBEG to deliver community events		3920.491.603	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Warbirds Downunder		3917	83,000	-	83,000	-	83,000	-	83,000	-	83,000	-	83,000
<b>Economic Development/Business Activities</b>	<b>2E</b>												
Economic Development		4170	308,361	419,522	436,309	446,348	455,664	467,303	478,220	489,483	501,029	512,924	525,130
Drought Funding Round 2 - Community Projects		4170.496	124,372	-	-	-	-	-	-	-	-	-	-
TBEG/BREED Business Centre		4170.456/458/449	10,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
TBEG Christmas Fair		3926	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300
Street Stall Caravan		4050	1,341	1,383	1,417	1,453	1,489	1,527	1,566	1,604	1,645	1,685	1,727
Service NSW (incorporating RMS agency)		3701	133,998	135,006	138,582	142,248	146,015	149,896	153,876	157,983	162,191	166,524	170,970
Private Works		3600	96,923	99,478	102,291	105,178	108,147	111,227	114,389	117,667	121,028	124,509	128,077
Agricultural Innovation Centre		4195	397,145	204,979	210,135	215,414	220,840	226,392	232,089	237,934	243,926	250,064	256,368
NRCC House		4160	101,872	109,237	111,367	113,549	115,791	118,085	120,438	122,850	125,324	127,851	130,436
Other Land & Buildings		4200/4166	62,551	64,583	66,197	67,851	69,549	71,287	73,068	74,897	76,771	78,687	80,658
<b>Medical Facilities</b>	<b>3E</b>												
Medical Centre		4155	26,327	29,798	29,798	30,367	30,953	31,550	32,165	32,794	33,439	34,099	34,778
Medical Imaging Facility		4156	3,717	4,028	4,078	4,130	4,239	4,295	4,352	4,411	4,471	4,471	4,533
Medical Units at 193 Baker Street		4159	21,919	23,956	24,450	24,957	25,475	26,007	26,551	27,112	27,683	28,270	28,873
Depreciation			360,140	347,640	347,640	347,640	347,640	347,640	347,640	347,640	347,640	347,640	347,640
<b>Total Expenditure</b>			<b>2,320,526</b>	<b>2,026,575</b>	<b>2,188,130</b>	<b>2,138,400</b>	<b>2,275,091</b>	<b>2,227,194</b>	<b>2,367,096</b>	<b>2,321,074</b>	<b>2,464,388</b>	<b>2,420,214</b>	<b>2,564,539</b>
<b>Nett Cost to Council</b>			<b>401,971</b>	<b>1,372,379</b>	<b>1,474,208</b>	<b>1,453,428</b>	<b>1,528,209</b>	<b>1,509,884</b>	<b>1,585,870</b>	<b>1,569,924</b>	<b>1,647,351</b>	<b>1,633,564</b>	<b>1,713,558</b>



**Function Budget**  
For the year ended 30 June 2022  
**1.1. General Purpose Revenue**

Description	Ref.	Job No.	Previous Year Estimate	Budget 2021-22	Budget 2022-23	Budget 2023-24	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31
<b>Income</b>													
Ordinary Rates	11	1110.100	(4,140,923)	(4,231,189)	(4,315,812)	(4,402,129)	(4,490,137)	(4,579,840)	(4,671,233)	(4,764,742)	(4,859,944)	(4,957,261)	(5,056,270)
Pension Rebates		1110.100.30	108,837	112,102	116,544	116,631	116,962	121,340	123,760	126,238	128,760	131,338	133,962
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	(10,000)	(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	(80,464)	(82,878)	(84,536)	(86,226)	(87,950)	(89,707)	(91,497)	(93,329)	(95,194)	(97,100)	(99,039)
Interest on Investments	2I	1120.120.190	(154,000)	(160,000)	(163,000)	(166,000)	(169,000)	(172,000)	(175,000)	(178,000)	(182,000)	(185,000)	(189,000)
<b>Financial Assistance Grants</b>	3I												
Financial Assistance Grants - General Component		1120.115.186	(2,434,339)	(2,463,090)	(2,524,667)	(2,587,722)	(2,652,502)	(2,718,759)	(2,786,740)	(2,856,445)	(2,927,875)	(3,001,029)	(3,076,153)
Financial Assistance Grants - Roads Component		1120.115.187	(1,385,914)	(1,396,314)	(1,431,222)	(1,466,967)	(1,503,691)	(1,541,251)	(1,579,790)	(1,619,305)	(1,659,798)	(1,701,269)	(1,743,857)
<b>Other General Purpose Revenues</b>	4I												
Section 603 Certificate Fees		1120.105.60	(10,506)	(12,000)	(12,300)	(12,607)	(12,923)	(13,246)	(13,577)	(13,916)	(14,264)	(14,621)	(14,987)
Sundry Administration		1120.130.220/1120.134.110	(3,742)	(3,835)	(3,931)	(4,029)	(4,130)	(4,233)	(4,339)	(4,448)	(4,559)	(4,673)	(4,790)
Traineeship Subsidies		1120.115.205	(12,300)	(12,607)	(12,922)	(13,245)	(13,576)	(13,916)	(14,264)	(14,620)	(14,986)	(15,360)	(15,745)
Diesel Fuel Rebate		1540.115.177	(75,000)	(76,875)	(78,797)	(80,765)	(82,767)	(84,855)	(86,976)	(89,152)	(91,381)	(93,664)	(96,003)
Surplus on Plant Hire		1540/3540/3550	(1,146,682)	(1,201,451)	(1,231,055)	(1,261,359)	(1,292,492)	(1,324,271)	(1,356,884)	(1,390,267)	(1,424,477)	(1,459,464)	(1,495,399)
<b>Total Income</b>			<b>(9,360,033)</b>	<b>(9,553,137)</b>	<b>(9,768,898)</b>	<b>(9,989,418)</b>	<b>(10,215,226)</b>	<b>(10,445,738)</b>	<b>(10,681,540)</b>	<b>(10,922,986)</b>	<b>(11,170,718)</b>	<b>(11,423,103)</b>	<b>(11,682,287)</b>

**Function Budget**  
For the year ended 30 June 2022  
Non-Operating Income

Description	Ref.	Job No.	Budget 2021-22	Budget 2022-23	Budget 2023-24	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31
<b>Capital Grants &amp; Contributions - Aerodrome</b>												
Aerodrome - IAF Infrastructure		1510.135.172	-	(150,000)								
Saleyards Subdivision		2190.135.171	(1,231,725)	(2,426,061)								
<b>Capital Grants &amp; Contributions - Road Assets</b>												
Cycleway Grants		1305.135.172	-	(60,500)	(50,000)	(35,000)	(170,000)					
Footpaths - Loftus St Taxi Rank Grant		1300.135.171	-	(19,000)								
Footpaths Grants		1300.135.171	-	(19,000)	(20,000)	(12,000)		(28,000)		(28,000)	(37,800)	
Kerb & Guttering Contributions		1310.141.200	(14,000)	-	(13,500)	(28,500)	(42,150)	(34,200)	(86,700)	(32,400)	(18,400)	
Footpath Contributions		1300.141.204	(34,500)	(34,050)	(640,000)	(800,000)		(300,000)			(121,875)	(93,600)
Fixing Country Roads		1373.135.171	(2,104,000)	(16,000)	(200,000)							
Bridges Renewal Program		1280.135.821					(250,000)					
Fixing Local Roads		1360.135.171	(931,875)									
Hoskins St / Polaris St Roundabout Construction		1330.135.821	(215,000)		(1,000,000)							
Contributions from Developers/Landowners		1330/1331.141.173			(50,000)							
<b>Capital Grants &amp; Contributions - Buildings</b>												
Temora Swimming Pool Upgrade		1720.135.171	(990,000)									
Treated Pool Hoist (SCCH4)		1720.135.171	(20,000)									
NRCC House - Library renovations - stage 2		1710.115.171	(174,000)									
Bundawarra Centre - Virtual Tour		1880.135.821	(8,000)									
Bundawarra Centre - New Walkway & Cabinetry		1880.135.821	(100,000)									
Bundawarra Centre - Ambulance Museum Business Case		1880.135.821	(18,000)									
LRQ2 - TAIC Solar Installation		2195.135.171	(25,000)									
Satellite Airfield Sites - Contribution		1930.141.173	(2,000)									
Satellite Airfield Sites - Grant		1930.135.172	(10,000)									
<b>Technology</b>												
CCTV Upgrades (SCCH4)		1050.135.171	(50,000)									
<b>Capital Grants &amp; Contributions - Stormwater &amp; Sewerage</b>												
Golden Gate Reserve - Detention Basin/Wetland		1400.135.821		(24,000)	(480,000)							
Crowley Polaris Sts - Western Drain & Intersection Upgrade		1400.135.821		(24,000)	(400,000)	(400,000)						
<b>Capital Grants &amp; Contributions - Sporting Grounds &amp; Parks &amp; Gardens</b>												
Nixon Park - Widely/resurface netball courts		1240.135.822		(75,000)								
Solar Legacy Project		1230.141.173	(300,000)									
Ariah Park Exercise Stations						(20,000)						
<b>Other</b>												
Developer Contributions (S7.12)			(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)
Electrical Line Relocation		2170.141.173	(120,000)									
<b>Total Capital Grants &amp; Contributions</b>			(6,388,100)	(2,868,611)	(2,893,500)	(1,335,500)	(502,150)	(402,200)	(126,700)	(300,400)	(778,075)	(133,600)
<b>Sale of Assets</b>												
Plant Sales & Trade-ins		1550.950.955	(237,727)	(280,036)	(294,036)	(291,018)	(274,254)	(307,909)	(248,436)	(253,909)	(282,618)	(298,218)
<b>Sale of Real Estate</b>												
Saleyards Subdivision		2190.950.236		(496,818)	(745,227)	(745,227)	(745,227)	(745,227)	(745,227)	(745,227)	(745,227)	
<b>Loan Funds Used</b>												
Swimming Pool Redevelopment Loan		19232.9206.9010	(1,170,000)									
			(1,170,000)									

**Function Budget**  
**For the year ended 30 June 2022**  
**Non-Operating Income**

Description	Ref.	Job No.	Budget 2021-22	Budget 2022-23	Budget 2023-24	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31
Transfers from Reserves			(82,000)	(470,000)	(370,000)	(180,000)	(30,000)	(380,000)	(30,000)	(30,000)	(330,000)	(180,000)
Sewer & Effluent Scheme Upgrade		21000.960.960	(160,000)									
Stormwater Drainage Reserve		1400.960.960	(45,000)	(70,000)	(120,000)		(60,000)	(65,000)	(10,000)			
S94 Contributions		2010.960.960	(32,680)									
Computer Reserve - HP CM9 Upgrade			(50,000)									
Computer Reserve - Asset Management Software			(20,000)									
Pinnacle Reserves - Solar Projects			(109,000)	(50,000)								
Infrastructure Reserve - Solar Projects												
Revotes:												
Town Hall Footpath & K&G Upgrade		1300.960.960	(15,000)									
Hoskins St - Northern & Southern Ends Upgrades - design		1300.960.960	(15,000)									
Victoria St Culvert K&G Modification		1310.960.960	(21,000)									
Back Ariah Park Rd Seg 1, K&G		1310.960.960	(65,000)									
Little Coolamon St, Seg 1, & 2 Resheet & Seal		1330.960.960	(30,000)									
Wattle Street Seg 1, Resheet		1330.960.960	(100,000)									
Chiffley St Box Culvert		1400.960.960	(70,000)									
Airport Rd U/G Drainage		1400.960.960	(40,000)									
Chiffley St U/G Drainage		1400.960.960	(25,000)									
Lake Centenary - Bridge Installation & Tie In			(14,000)									
Apollo Place - Affordable Housing Plan			(220,613)									
NRCC House - Library Internal Painting			(130,000)									
NRCC House - Outdoor Reading Room												
Ariah Park Recreation Ground - Drainage Pipes & Structures		1510.960.960		(20,000)								
Taxiway C & E Resealing				(10,000)								
Aerodrome - Multi-Purpose Building - Plans Only												
<b>Total Income</b>			<b>(1,309,293)</b>	<b>(620,000)</b>	<b>(490,000)</b>	<b>(180,000)</b>	<b>(90,000)</b>	<b>(445,000)</b>	<b>(40,000)</b>	<b>(30,000)</b>	<b>(330,000)</b>	<b>(180,000)</b>
			<b>(9,105,120)</b>	<b>(4,265,465)</b>	<b>(4,422,763)</b>	<b>(2,551,745)</b>	<b>(1,611,631)</b>	<b>(1,900,336)</b>	<b>(1,160,363)</b>	<b>(1,329,536)</b>	<b>(1,390,693)</b>	<b>(611,818)</b>

**Function Budget**  
For the year ended 30 June 2022  
Non-Operating Expenditure

Description	Job No.	Budget 2021-22	Budget 2022-23	Budget 2023-24	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31
<b>Council Buildings</b>											
Council Chambers & Administration Building											
Replace Curtains			10,000								
Caravan Parks											
Cabins/Units			50,000							50,000	
Junee Rd - Internal Roads & K&G Upgrade	W1789										
<b>Agricultural Innovation Centre</b>											
Reseal Internal Sealed Roads		25,000		30,000							
Solar Installation (25kw)											
<b>Bundawallah Centre</b>											
Virtual tour		8,000									
New walkway & cabinetry		100,000									
Ambulance/Museum Business Case		18,000									
Create Gold Panning Area	W2858					10,000					
LED Lighting Upgrade			7,000								
<b>Medical Precinct</b>											
Baker St Units - Solar PV System Installation		9,000									
<b>Temora Works Depot</b>											
Existing Solar Extension		2,500									
Covered storage area			100,000								
<b>MRCC House</b>											
Roof Replacement			80,000								
Library Local Special Projects		18,500	18,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	
Library - Internal Painting		14,000									
Library Outdoor Reading Room/Access Steps		224,438									
Library renovations stage 2		174,000									
<b>Temora Recreation Centre &amp; Swimming Pools</b>											
Pool Pumps - Solar PV System Installation		35,000									
Recreation Centre - Existing Solar Extension		4,000									
Outdoor Pool Redevelopment		2,160,000									
Heated pool hoist		20,000									
Heated pool parking			17,500								
<b>Ariah Park Swimming Pool</b>											
Solar Installation (25kw)											
Surface Paint		22,000									
<b>Pinnacle Facilities</b>											
Supported Independent Living House - Solar Installation		10,000									
Pinnacle House - Solar Installation		10,000									
<b>Miscellaneous</b>											
Satellite Airfield Sites - TAM/Heritage		20,000									
Portable Small Stage			7,000								
<b>Technology</b>											
Replace PCs on Network		30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
CCTV Upgrades	W1629	50,000									
Asset Management Software		50,000									
CM9 Upgrade		32,680									
<b>Parks &amp; Gardens</b>											
Lake Centenary - Bridge Installation & Tie In		40,000									
Solar Legacy Project		300,000									
Ariah Park Recreation Ground Swing Set		8,000									
Harper Park - Upgrade Toilets			50,000								
Lake Centenary Irrigation Controller & Valve wiring											
Dog Track/Nixon Park Land Purchase/Dam Clearing/Construction & Irrigation Pump Station		20,000									
Gloucester Park - Path from playground to shelter/carpark		55,000	15,000								

**Function Budget**  
**For the year ended 30 June 2022**  
**Non-Operating Expenditure**

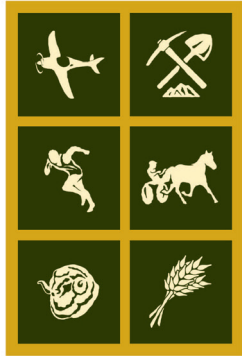
Description	Job No.	Budget 2021-22	Budget 2022-23	Budget 2023-24	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31
Probable Water Facilities - various locations		-	50,000								
Hillview Park - Solar lighting installation		-	25,000								
Goldengate Reserve Green Space/fenced offleash area			40,000								
Ariah Park Skate Park - Sheltered Seating			8,000								
Ariah Park - Exercise Stations				20,000							
Lake Centenary - Reseal Road & Carpark				30,000							
Railway Dam Fencing				25,000							
Railway Dam Desilting				45,000							
Federal Park - Replace Play Equipment					100,000						
Unallocated Projects						75,000				75,000	
											75,000
<b>Sporting Grounds</b>											
Ariah Park Recreation Ground - Drainage Pipes & Structures			25,000								
Nixon Park #2 - Searify & heavy top dressing			50,000								
Nixon Park - Widen & Resurface Netball Courts			100,000								
Nixon Park - Shade Sail over Play Equipment				20,000							
Ariah Park Recreation Ground - Irrigation Pump replacement				15,000							
Temora West Sports Ground - Surface reconstruction					100,000						
Ariah Park Recreation Ground - Replace Light Poles					80,000						
Unallocated Projects						50,000				50,000	
											50,000
<b>Sewerage</b>											
Effluent Reuse Scheme	W1661	30,000	30,000	30,000	30,000	30,000					
Railway Dam Pump Replacement		20,000									
CCTV Inspection - transferred to operating											
Aurora Street Oval Irrigation Wiring		12,000									
Service Junction Replacements			50,000	300,000							
Relining Sewer Mains							50,000				
Treatment Plant (Recycled Water Pump Strn) - Solar PV System Installation							300,000				
Browns Dam Desilting			50,000								
O'Shannessy's Dam - Bank Lining/Stormwater Isolation			60,000								
French St Sewer Pump Station Relocation			30,000								
Gardner St Dam - Pump Station replacement		20,000	250,000								
Treatment Works - Sewer Pump Station Reconditioning				40,000							
O'Shannessy's Dam - Disinfection					100,000						100,000
											50,000
<b>Roads &amp; Transport</b>											
Street Lighting	W1670/777		20,000		20,000						
Cycleway Construction Program	7305.777.		151,000	100,000	70,000		20,000				20,000
Kerb & Gutter Program	7310.746	185,000	90,000	130,000	242,000	122,000	70,000	223,000	175,000	193,000	100,000
Footpath/Taxi-rank Construction Program	7300.760	155,000	194,500	427,000	160,000	350,500	177,000	209,000	218,000	481,850	567,000
Rural Unsealed Roads	7360.740.	400,000	530,000	1,158,000	715,000	1,175,000	687,500	590,000	690,000	650,000	650,000
Urban Sealed Roads	7330.740.	251,500	388,500	1,625,000	289,500	309,500	220,000	398,000	190,000	425,000	150,000
Urban Unsealed Roads	7331.740.	480,000	150,000	115,000	147,000	215,000	370,000	140,000	260,000	80,000	210,000
Rural Sealed Roads	7350.740.	3,907,500	360,000	1,050,000	1,165,000	200,000	575,000	200,000	200,000	910,000	1,175,000
Regional Roads	7340.740.	731,328	702,659	725,473	793,927	745,960	798,584	852,301	856,110	960,010	964,016
<b>Plant Purchases</b>											
General Plant	7540.777.	1,354,900	1,191,360	1,071,720	1,123,282	1,298,160	969,650	1,272,880	1,302,450	1,060,472	1,067,900
<b>Aerodrome</b>											
Taxiway C & E Resealing		130,000									
Multi Purpose Building - Plans only											
Solar PV System Installation			30,000								
Aerodrome Cabins - Solar PV System Installation		8,000									

**Function Budget**  
**For the year ended 30 June 2022**  
**Non-Operating Expenditure**

Description	Job No.	Budget 2021-22	Budget 2022-23	Budget 2023-24	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31
Trackway C Underground Drainage		50,000	200,000								
TAF Infrastructure											
<b>Stormwater Drainage</b>											
Chifley Street Culvert(s)		110,000									
Airport Rd U/G Drainage (60m incl road crossing)		50,000									
Chifley Street U/G Drainage (Joffre to Culvert)		70,000									
Victoria St Arterial U/G Drainage - Gallipoli St to Wallies St		240,000									
Gloucester St U/G Drainage (Gloucester to Polaris THS)		-	30,000								
Gilles St Levee Bank & pipe culvert works		35,000									
Delavan Street (Box Culvert)	W2107		80,000								
Gallipoli St (Victoria St to Timmins St)		30,000	30,000								
Crowley St/Polaris St - Western drain upgrade	7400.777		80,000	500,000							
Golden Gate Reserve - Detention Basin/Wetland	W2108		30,000	600,000							
Britannia St/Hoskins St Intersection Drainage			35,000								
Back Mimosa Rd - Drainage Channel Construction			80,000								
Baker St U/G Drainage (Victoria St to Britannia St)				120,000							
Hoskins Street (Macaulay to Ashford U/G Drainage)				80,000							
Chifley Street U/G Drainage (Williams to Joffre)					66,000						
Hoskins St U/G Drainage (Parkes to Kitchener)				20,000							
Austral Street U/G Drainage (Debbos to Aurora St)	W2319				100,000						200,000
Unallocated Projects											200,000
<b>Cemetery</b>											
Temora Cemetery - Burial Plinth		45,000			90,000						90,000
Temora Cemetery - New Road east of new plinth	W1756		20,000								
Temora Cemetery - Carpark resaling/internal gravel road			15,000	25,000							35,000
Temora Cemetery - Internal road construction			5,000								
Ariah Park Cemetery - Parking - Gravel Construction											
<b>Other</b>											
Electrical Line Relocation - Joffre/Bundawarrah vicinity		120,000									
Golden Gate Reserve Pump Station				50,000							
<b>Total Acquisition of Assets</b>		<b>11,900,346</b>	<b>5,491,019</b>	<b>8,099,693</b>	<b>5,828,209</b>	<b>4,873,620</b>	<b>5,246,234</b>	<b>4,297,681</b>	<b>4,629,060</b>	<b>5,502,832</b>	<b>5,571,416</b>
<b>Development of Real Estate</b>											
Staged Development - Affordable Housing Plan - Apollo Place		25,000									
Development of Saleyards Subdivision		1,231,725	2,426,061								
<b>Total Development of Real Estate</b>		<b>1,256,725</b>	<b>2,426,061</b>								
<b>Carrying Amount of Assets Sold</b>											
Plant	3550.686.590	158,889	113,692	78,301	135,126	64,200	103,594	108,394	125,854	92,128	232,173
<b>Total Carrying Amount of Assets Sold</b>		<b>158,889</b>	<b>113,692</b>	<b>78,301</b>	<b>135,126</b>	<b>64,200</b>	<b>103,594</b>	<b>108,394</b>	<b>125,854</b>	<b>92,128</b>	<b>232,173</b>
<b>Cost of Real Estate Assets Sold</b>											
Saleyards Subdivision	4190		450,147	675,220	675,220	675,220	675,220	675,220	675,220	675,220	
<b>Total Cost of Real Estate Assets Sold</b>			<b>450,147</b>	<b>675,220</b>	<b>675,220</b>	<b>675,220</b>	<b>675,220</b>	<b>675,220</b>	<b>675,220</b>	<b>675,220</b>	
<b>Repayment of Loans</b>											
Depot Purchase Loan	19232.9204.9010	243,666	251,308	259,190	267,318	275,702	70,266				
Supported Independent Living Accommodation Loan	19232.9203.9010	120,692	122,302	124,030	125,839	127,673	129,535	131,369			
Swimming Pool Redevelopment Loan	19232.9206.9010	11,560	46,907	47,995	49,109	50,248	51,413	52,607	53,827	55,075	56,353

**Function Budget**  
**For the year ended 30 June 2022**  
**Non-Operating Expenditure**

Description	Job No.	Budget 2021-22	Budget 2022-23	Budget 2023-24	Budget 2024-25	Budget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29	Budget 2029-30	Budget 2030-31
Total Repayment of Loans		375,718	420,517	431,215	442,266	453,623	251,214	183,976	53,827	55,075	56,353
<b>Transfers to Reserves</b>											
Sewerage Reserve	23000.961.961	195,768	138,190	280,864	325,404	372,180	483,111	536,184	593,419	652,778	716,027
Two Way Radio - Upgrade to Digital	3200.961.961	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Section 94 Contributions	4010.961.961	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Medical Complex Maintenance Reserve	4155.961.961	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Infrastructure Replacement Reserve	3120.961.961	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Stormwater Management	3400.961.961	48,713	48,713	48,713	48,713	48,713	48,713	48,713	48,713	48,713	48,713
Aerodrome - Alside Maintenance	3510.961.961	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000
Infrastructure Replacement Reserve - Street Lighting Upgrade	3390.961.961	57,500	57,500	57,500							
<b>Total Transfers to Reserves</b>		<b>706,981</b>	<b>645,403</b>	<b>788,077</b>	<b>775,117</b>	<b>821,893</b>	<b>932,824</b>	<b>985,897</b>	<b>1,043,132</b>	<b>1,102,491</b>	<b>1,165,740</b>
<b>Total Non-Operating Expenditure</b>		<b>14,398,659</b>	<b>9,546,839</b>	<b>10,072,506</b>	<b>7,855,938</b>	<b>6,888,556</b>	<b>7,208,086</b>	<b>6,251,168</b>	<b>6,527,093</b>	<b>6,752,526</b>	<b>7,025,682</b>



TEMORA

*The Friendly Shire*