



JUNEE SHIRE COUNCIL

NOTICE ORDINARY COUNCIL MEETING – 21 MAY 2024 COMMENCING AT 4:30PM IN THE COUNCIL CHAMBERS

OUR VISION

“Juneë will be a great place to live, with a healthy civic pride. That will come about because the amenity of the Shire – social, recreational, cultural, environmental and visual – is the best quality possible given our circumstances. There will be an increase in population because of this, with the increase made up of people who are net contributors to the community.

“Juneë will be prosperous and existing services and businesses will have been preserved and grown. The Shire will have economic development strategies recognising the different circumstances of urban and rural areas.

“Juneë will be a place where innovative, responsive leadership and management occurs in all facets of community life.

“It will be an independent Local Government area with a strong sense of identity.”

OUR MISSION

The community and Juneë Shire Council are to **Make Tracks** systematically and with determination towards the Shire **Vision.**”

OUR COMMUNITY VALUES

Proud and welcoming – we are proud of our Shire and as a friendly community we encourage and support new residents and business owners.

Innovative and progressive – we welcome new ideas and we seek to make changes that will improve the lifestyle of our community.

Inclusive – we have a perspective broader than the Shire boundary; our regional focus means we are tuned to the opportunities available through co-operation and partnerships.

Leadership and wisdom – we listen and act; we are prepared to take tough decisions in the best interests of the future of our people, our place and our economy.

HOW CAN A MEMBER OF THE PUBLIC SPEAK AT A COUNCIL MEETING?

Members of the public are welcome to attend meetings and address the Council. Registration to speak must be made by making application by 10:00am on the day of the meeting by filling out the Public Address Application Form found on the following link: [Public-Address-Application-Form-Council-Meetings](#)

AGENDA – 21 MAY 2024

COUNCIL MEETING OPENS

ACKNOWLEDGEMENT OF COUNTRY

APOLOGIES – Cr M Knight

PRESENTATIONS - Melanie Fennell and Jacqueline Van Der Neut – Murrumbidgee LHD - By Zoom

CONFIRMATION OF MINUTES – 16 April 2024

DECLARATION OF INTERESTS

MAYORAL MINUTE

1. MAYORAL MINUTE
2. ANNUAL PERFORMANCE REVIEW

GENERAL MANAGER'S REPORT

3. THIRD QUARTERLY BUDGET REVIEW
4. EXHIBITION OF DRAFT INTEGRATED PLANNING AND REPORTING DOCUMENTS
5. COUNCIL INVESTMENTS AND BANK BALANCES
6. FORMATION OF JUNEE REGENERATIVE LANDCARE INCORPORATED
7. COURSING PARK TENNIS AND COMMUNITY CENTRE (CPT&CC)
8. CEMETERY SHADE STRUCTURE
9. DEVELOPMENT APPLICATION 2024/12 – 5926 GUNDAGAI ROAD (NEW SHED)

CORRESPONDENCE – Nil

COUNCIL COMMITTEE REPORTS

- Junee Shire Advisory Committee – 24 April 2024

DELEGATES REPORTS

- Riverina Eastern Regional Organisation of Councils – 19 April 2024
- Sports Committee

NOTICES OF MOTIONS

LATE BUSINESS (MATTERS OF URGENCY) - Nil

QUESTIONS/STATEMENTS WITH NOTICE

- Cr P Halliburton

INFORMATION BOOKLET

GENERAL MANAGER'S CONFIDENTIAL REPORT – RECOMMENDATIONS OF COMMITTEE OF A WHOLE MEETING

10. EXECUTIVE HOME TENDER
11. GRAVEL WINNING CRUSHING TENDER

ACKNOWLEDGEMENT OF COUNTRY *(Mayor)*

I would like to acknowledge the Wiradjuri people who are the Traditional Custodians of this land. I would also like to pay respect to Elders both past and present and extend that respect to other community members present.

COUNCIL MEETING AUDIO RECORDINGS *(Mayor)*

In accordance with Council's Code of Meeting Practice, this Council meeting is being recorded and will be placed on Council's webpage for public information.

All present at the meeting are reminded that by speaking you are agreeing to your view and comments being recorded and published.

I would also like to remind Councillors and staff that during all our discussions and deliberations, we should be respectful and mindful of others present. We should at all times listen without interrupting and use words that do not personalise an individual, nor should they be offensive in any way. Whilst discussion, debate and an open mind is encouraged, please let us all keep our discussions productive, civil and inclusive.

Junee Shire Council accepts no liability for any defamatory or offensive remarks or gestures during this Council Meeting.

OATH

I swear that I will undertake the duties of the office of Councillor in the best interests of the people of Junee and the Junee Shire Council and that I will faithfully and impartially carry out the functions, powers, authorities and discretions vested in me under the Local Government Act 1993 or any other Act to the best of my ability and judgment.

DISCLOSURE OF INTEREST

Pecuniary – An interest that a person has in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to the person or another person with whom the person is associated.

(Local Government Act, 1993 section 442 and 443)

A Councillor or other member of a Council Committee who is present at a meeting and has a pecuniary interest in any matter which is being considered must disclose the nature of that interest to the meeting as soon as practicable.

The Councillor or other member must not take part in the consideration or discussion on the matter and must not vote on any question relating to that matter. *(Section 451)*.

Non-pecuniary – A private or personal interest the council official has that does not amount to a pecuniary interest as defined in the Act. These commonly arise out of family or personal relationships, or out of involvement in sporting, social, religious or other cultural groups and associations, and may include an interest of a financial nature.

A non-pecuniary conflict of interest exists where a reasonable and informed person would perceive that you could be influenced by a private interest when carrying out your official functions in relation to a matter.

If you have declared a non-pecuniary conflict of interest, you have a broad range of options for managing the conflict. The option you choose will depend on an assessment of the circumstances of the matter, the nature of your interest and the significance of the issue being dealt with. You must deal with a non-pecuniary conflict of interest in at least one of these ways.

- It may be appropriate that no action is taken where the potential for conflict is minimal. However, Council officials should consider providing an explanation of why they consider a conflict does not exist.
- Limit involvement if practical (for example, participate in discussion but not in decision making or visa-versa). Care needs to be taken when exercising this option.
- Remove the source of the conflict (for example, relinquishing or divesting the personal interest that creates the conflict or reallocating the conflicting duties to another officer).
- Have no involvement by absenting yourself from and not taking part in any debate or voting on the issue as if the provisions in section 451(2) of the Act apply (particularly if you have a significant non-pecuniary conflict of interest).



JUNEE SHIRE COUNCIL

DISCLOSURE OF INTEREST AT MEETINGS

Name of Meeting: _____

Meeting Date: _____

Item/Report Number: _____

Item/Report Title: _____

I, _____ declare the following interest:
(name)

Pecuniary – Must leave Chamber, take no part in discussion and voting.

Non-Pecuniary – Significant Conflict – Recommended that Councillor/Member leaves Chamber, takes no part in discussion or voting.

Non-Pecuniary – Less than Significant Conflict – Councillor/Member may choose to remain in Chamber and participate in discussion and voting.

For the reason that:

Signed: _____ Date: _____

Council's Email Address – jsc@junees.nsw.gov.au



JUNEE SHIRE COUNCIL

CONFIRMATION OF MINUTES ORDINARY MEETING



MINUTES OF THE ORDINARY MEETING OF JUNEE SHIRE COUNCIL HELD IN THE COUNCIL CHAMBERS, BELMORE STREET, JUNEE ON TUESDAY, 16 APRIL 2024.

PRESENT

Councillors R Asmus, M Austin, R Callow, A Clinton, M Cook, D Carter, P Halliburton and M Knight

STAFF

General Manager, Chief Financial Officer, Director Engineering Services, Facilities and Community Development Manager and Executive Assistant.

The meeting opened at 4.30pm.

LEAVE OF ABSENCE

Councillor Neil Smith has previously been granted a leave of absence from the 16 April 2024 Ordinary Council meeting.

CONFIRMATION OF MINUTES – ORDINARY MEETING HELD 19 MARCH 2024

01.04.24 **RESOLVED** on the motion of Cr M Cook seconded Cr D Carter that the minutes of the Ordinary Meeting held on 19 March 2024, copies of which had been supplied to each Councillor, be confirmed.

BUSINESS ARISING

Nil

DECLARATIONS OF INTEREST

Councillors were invited to disclose any Declarations of Interest related to the items of business in the report.

The Chief Financial Officer, Mr Luke Taberner, declared a non-pecuniary – significant conflict interest in Confidential Item 12 of the General Managers report as he is a Board Member of the Junee Golf Club who operates on the land subject to the Special Lease.

PUBLIC FORUM

Nil

I(MAYOR) MAYORAL MINUTE

02.04.24 **RESOLVED** on the motion of Cr R Callow that the Mayoral Minute, as tabled at the meeting, be noted.

The Mayor to pass on his thanks to the Pickles family for the afternoon tea that was supplied at the Memorial Park Oak Tree Dedication.

CHAIRPERSON: _____

GENERAL MANAGER: _____

MINUTES OF THE ORDINARY MEETING OF JUNEE SHIRE COUNCIL HELD IN THE COUNCIL CHAMBERS, BELMORE STREET, JUNEE ON TUESDAY, 16 APRIL 2024.

GENERAL MANAGER'S REPORT

The General Manager presented a report which dealt with Items 2 to 13.

2[GM] COUNCILLOR EXPENSES AND FACILITIES POLICY

03.04.24 **RESOLVED** on the motion of Cr R Asmus seconded Cr M Knight that Council note the six-month report on the provision of expenses and facilities to Councillors as required under the Sec. 252 of the Local Government Act 1993.

3[CFO] SUPPORT FOR APPLICATION UNDER THE COMMUNITY ENERGY UPGRADE FUND (CEUF)

04.04.24 **RESOLVED** on the motion of Cr P Halliburton seconded Cr M Austin that Council support the application for funding under the Community Energy Upgrade Fund (CEUF) program for solar panels at the Junee Junction Recreation & Aquatic Centre (JJRAC).

4[CFO] FEDERAL PARLIAMENTARY INQUIRY - INQUIRY INTO AND REPORT ON LOCAL GOVERNMENT FINANCIAL SUSTAINABILITY OF INFRASTRUCTURE AND SERVICE DELIVERY

05.04.24 **RESOLVED** on the motion of Cr M Austin seconded Cr R Asmus that Council support the preparation of a submission to the Standing Committee on Regional Development, Infrastructure and Transport in relation to Local Government Sustainability.

5[CFO] NSW LEGISLATIVE ASSEMBLY PUBLIC ACCOUNTS COMMITTEE INQUIRY INTO THE ASSETS, PREMISES AND FUNDING OF THE NSW RURAL FIRE SERVICE

06.04.24 **RESOLVED** on the motion of Cr D Carter seconded Cr P Halliburton that Council support the preparation of a submission to the Public Accounts Committee in relation to the recognition of Rural Fire Service assets in Council's Statutory Financial Statements.

6[DCCD] COUNCIL INVESTMENTS AND BANK BALANCES

07.04.24 **RESOLVED** on the motion of Cr R Asmus seconded Cr M Cook that Council notes the Investment Report as of 31 March 2024, including the certification by the Responsible Accounting Officer.

7[DCCD] JUNEE SHIRE COUNCIL DEFERRED PAYMENT AGREEMENT FOR SEWERAGE HEADWORKS CHARGES

08.04.24 **RESOLVED** on the motion of Cr M Cook seconded Cr R Asmus that:

1. Council advertise the Draft Deferred Payment Agreement for Sewerage Headworks Charges for public exhibition and comments for a period of 28-days.

CHAIRPERSON: _____

GENERAL MANAGER: _____

MINUTES OF THE ORDINARY MEETING OF JUNEE SHIRE COUNCIL HELD IN THE COUNCIL CHAMBERS, BELMORE STREET, JUNEE ON TUESDAY, 16 APRIL 2024.

2. *The Draft Deferred Payment Agreement for Sewerage Headworks Charges be adopted unless a submission is received, then a further report will be brought back to Council.*

8[DCCD] JUNEE LOCAL COMPANION ANIMALS MANAGEMENT PLAN

09.04.24 **RESOLVED** *on the motion of Cr P Halliburton seconded Cr M Cook that Council adopts the Junee Local Companion Animals Management Plan, following a 28-day period of public exhibition during which no comments or feedback were received.*

9[DES] TRAFFIC COMMITTEE MEETING

10.04.24 **RESOLVED** *on the motion of Cr A Clinton seconded Cr R Asmus that:*

1. *Council receive and note the Traffic Committee meeting minutes attached to the report.*
2. *Council endorse the three recommendations in the Local Traffic Committee Minutes:*
 - a) *The Committee endorse the Special Event applications.*
 - b) *That the Traffic Committee endorse the Give Way sign at the intersection of Brabins Road and Eurongilly Road.*
 - c) *That the Traffic Committee endorse the recommendation to erect the nine one hour parking signs with the hours to be from 9.00am to 4.00pm.*
3. *Council resolved for the existing Give Way sign to be replaced with a Stop sign on the exit from the southern end of the upper section of Main Street, at the intersection with Cedric Street, in line with the Traffic Committee resolution.*
4. *Council receives notice of the approval from Transport for New South Wales (TfNSW) to install a 60km/hr speed zone on Canola Way at Rock view Crossing.*

10[DES] PLAN OF MANAGEMENT FOR BETHUNGRA DAM RESERVE

11.04.24 **RESOLVED** *on the motion of Cr D Carter seconded Cr P Halliburton that:*

1. *Council note the report titled Plan of Management for Bethungra Dam Reserve.*
2. *Council adopt the Plan of Management for Bethungra Dam Reserve with updates detailed in the report pursuant to Section 40 of the Local Government Act 1993 in accordance with 3.23(6) of the Crown Land Management Act 2016.*

CHAIRPERSON: _____

GENERAL MANAGER: _____

MINUTES OF THE ORDINARY MEETING OF JUNEE SHIRE COUNCIL HELD IN THE COUNCIL CHAMBERS, BELMORE STREET, JUNEE ON TUESDAY, 16 APRIL 2024.

11 [DES] DUKE STREET EXPENDITURE OF \$7.12 CONTRIBUTIONS

12.04.24 **RESOLVED** on the motion of Cr M Cook seconded Cr R Asmus that:

1. Council endorses the expenditure of the \$7.12 contributions totalling \$135,000 on Duke Street, Junee to maintain connectivity between the existing kerb and gutter on Duke Street, Junee and the development.
2. Council notes the recently approved Development Application No. 2022/42.

As required under Section 375A of the Local Government Act, the following is the record of voting for this planning matter.

FOR: Councillors R Asmus, M Austin, R Callow, A Clinton, M Cook, P Halliburton and M Knight

AGAINST: Councillor D Carter

COMMITTEE REPORTS

13.04.24 **RESOLVED** on the motion of Cr P Halliburton seconded Cr M Knight that the minutes of the Junee Shire Advisory Committee meeting, held on 28 February 2024, be received.

DELEGATES REPORTS

14.04.24 **RESOLVED** on the motion of Cr D Carter seconded Cr M Cook that the minutes of the Sports Committee meeting held 14 March 2024, be noted.

NOTICE OF MOTION

Nil

QUESTIONS ON NOTICE

Nil

INFORMATION BOOKLET

The information booklet was received and noted.

CONFIDENTIAL ITEM

15.04.24 At 5.04pm, Council **RESOLVED** on the motion of Cr M Knight seconded Cr R Asmus to go into Closed Committee of the Whole under Section 10A (2):

- (d) (i) prejudice the commercial position of the person who supplied it; and

CHAIRPERSON: _____

GENERAL MANAGER: _____

MINUTES OF THE ORDINARY MEETING OF JUNEE SHIRE COUNCIL HELD IN THE COUNCIL CHAMBERS, BELMORE STREET, JUNEE ON TUESDAY, 16 APRIL 2024.

- (g) *advice concerning litigation or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege.*

12[DCCD] DISCHARGE OF SPECIAL LEASE ON CROWN LAND

The Chief Financial Officer left the meeting at 5.05pm.

16.04.24 **RESOLVED** *on the motion of Cr M Knight seconded Cr R Asmus that Council support the discharge of registered mortgage 7837483 on Folio Identifier 163/751399 (referred to as Special Lease 1984/1 Wagga).*

The Chief Financial Officer returned to the meeting at 5.25pm.

13[GM] PURCHASE OF LOT 5 DP 848629

17.04.24 **RESOLVED** *on the motion of Cr P Halliburton seconded Cr R Asmus that:*

- 1. Council approve the purchase of Lot 5, DP848629, plus associated property costs listed in this report.*
- 2. Council authorises the preparation and execution of purchasing contracts and conveyancing matters related to the purchase of the property.*
- 3. Lot 5, DP 848629 is classified as operational land under the Local Government Act 1993 when the purchase reaches settlement.*

As required under Section 375A of the Local Government Act, the following is the record of voting for this planning matter.

FOR: Councillors R Asmus, M Austin, R Callow, D Carter, A Clinton, M Cook, P Halliburton and M Knight

AGAINST: Nil

REVERSION TO OPEN COUNCIL

18.04.24 **RESOLVED** *on the motion of Cr P Halliburton seconded Cr M Knight that Council move out of Committee and revert to an open meeting of the Council, the time being 5.29pm.*

19.04.24 **RESOLVED** *on the motion of Cr A Clinton seconded Cr R Asmus that Council adopt the resolutions made in Closed Committee.*

CHAIRPERSON: _____

GENERAL MANAGER: _____

MINUTES OF THE ORDINARY MEETING OF JUNEE SHIRE COUNCIL HELD IN THE COUNCIL CHAMBERS, BELMORE STREET, JUNEE ON TUESDAY, 16 APRIL 2024.

LATE BUSINESS

20.04.24 **RESOLVED** *on the motion of Cr R Asmus seconded Cr M Austin that Councillor M Knight be granted a leave of absence from the 21 May 2024 Ordinary Council meeting.*

There being no further business, the meeting closed at 5.33pm.

CHAIRPERSON: _____

GENERAL MANAGER: _____



JUNEE SHIRE COUNCIL

MAYORAL MINUTE



Item 1 MAYORAL MINUTE

Author Mayor

Attachments No

RECOMMENDATION:

That the Mayoral Minute, as presented to the 21 May 2024 Ordinary Council meeting, be noted.

My first thoughts for this Minute turn to the magnificent participation by Junee Shire residents at our Anzac Day Ceremonies. I am certain our returned service personnel were warmed by the turnout, as were our serving and emerging service people. I was very proud of the Junee Shire on Anzac Day and Council was warmly thanked by Junee RSL Sub-Branch President, President Greg Zacharoff for their assistance.

On 7 May the General Manager and I met with the New CEO for the Inland Rail Mike Zambelli and Program Delivery Director James Kennedy. It is my intention to write to Minister Aitchison outlining our issues with the Kemp Street bridge and invite her to come to Junee to view the location firsthand. On the bright side, the General Manager and Stephen Targett had a productive viewing of the location with the Inland Rail representatives.

On 8 May I attended the Southern Region Police Awards Ceremony at Wagga Wagga. Congratulations to all awards recipients especially our own Sgt Adam White, who received the first Crime Community and Our People Award, for his outstanding contribution to Policing and Community interaction in the Junee Sector.

On 9 May I attended the LGNSW Rural and Regional Summit at the NSW State Library in Sydney. There were a number of key speakers, including Min. Ron Hoenig and Premier Chris Minns, whom I had the opportunity to meet and Opposition Minister, Wendy Tuckerman. The panel consisting of Carmel Donnelly (Prof. Joseph Drew, always entertaining, and Brett Whitworth (OLG) spoke and took questions on the ability of Councils to fund infrastructure and services. There were competing ideas, but some promising reviews coming up. Unlikely to change before the next election. Minister Hoenig rolled out much the same rhetoric that we have heard before in respect of the ESL and Red Fleet, but I am certain that his review will take place and he will consider all responses, of which REROC has tendered on our behalf, but it is a case of "watch this space". If he can be believed, and I have little doubt, I feel he is well on the side of Local Government and knows the constraints that have been placed upon us. The Summit was well worth it and we should support the next one whenever it is held. I hope to do a more in-depth report in the near future.

On 10 May I attended the Country Mayors meeting at the York Club, Sydney (my first CMA meeting). We had many speakers who presented the previous day, however two stood out. The absolute caning the Deputy Director of Audit Office, Karen Taylor received as she tried to explain away the upcoming ARIC and Audit requirements, which "of course" would require some additional costs. NOT well received. However, the Secretary of Department of Planning, Housing

MAYORAL MINUTE REPORT TO THE ORDINARY MEETING OF JUNEE SHIRE COUNCIL HELD ON 21 MAY 2024.

and Infrastructure and I, Kiersten Fishburn spoke on the many challenges she is facing to get the organisation "in order". She welcomes any interaction with Local Government on any concerns they have. Nerida Mooney, Executive Director Digital Analytics & Insights spoke on the challenges of fixing "The Portal". Of all the people who spoke, this young lady impressed me the most and welcomes responses from Councils. Once again, I will endeavour to present a more in depth report shortly. I will simply email it out to you.

The General Manager, Mr Hart and I also met with members of the Golf Club on Tuesday last; the result of that meeting will be mentioned at this meeting in confidential.

Our thoughts and prayers might be with the many families of the late Nan Evans. A beautiful lady who has been a part of this community for many years. I remember her fondly, paying my account at Broadway Builders and many remember her time with the schools. May she rest in blessed peace.

ITEM 2 ANNUAL PERFORMANCE REVIEW

Author Mayor

Attachments Nil

RECOMMENDATION

That Council nominate one Councillor to the General Manager’s performance review panel.

EXECUTIVE SUMMARY

The General Manager’s annual performance review is approaching. Mr Warren Hart from Hart and Associates Pty Ltd has been re-appointed to coordinate and conduct the assessment of the performance review process on behalf of Council. The review period will be for the previous 12 months.

The Council Review Panel consists of the Mayor, Deputy Mayor, one Councillor appointed by the elected body and one Councillor of the General Manager’s choice.

BACKGROUND

A formal performance review of the General Manager’s performance is conducted annually by the Council Review Panel. The Performance Review Panel includes up to four Councillors which provides a written report back to the next Council meeting following the review. The appointment of an independent facilitator who specialises in this field ensures good governance procedures are followed.

A proposed date for the review is Tuesday, 9 July 2024. This date has been tentatively set aside.

FINANCIAL

The estimated expenditure of approximately \$5,500 is included in the budget.

CONCLUSION

The Council should now nominate one Councillor to the performance review panel.



JUNEE SHIRE COUNCIL

GENERAL MANAGER'S

REPORT



ITEM 3 THIRD QUARTERLY BUDGET REVIEW

Author Chief Financial Officer

Attachments QRR3 Statement

RECOMMENDATIONS:

- 1. That the Quarterly Budget Review Report, as at 31 March 2024, be received and noted.***
 - 2. That Council approve the variations in the capital and operating budgets as detailed in the attached Third Quarterly Budget Review Report for the 2024 financial year.***
 - 3. That Council approve a loan for \$800,000 for the previously purchased property of 22 Boundary Street, Junee.***
-

SUMMARY

Council has reviewed its Capital and Operating budget in response to changing operational conditions.

Overall Council projects will have a nett unfavourable variance of \$42,000 when decreases in grants are offset against decreased operation expenditure and decreases in spending on Capital projects. This is broken up by unfavourable variance of \$166,000 in operating, due to lower grants, and a favourable variance of \$124,000 on Capital projects.

Council's cash balance is lower than in past quarters with \$9.5 million in the bank as at 31 March 2024. This is primarily due to the spending of pre-paid grants. Council is expecting negative cashflow in from April to June and is projecting a closing cash balance of \$8.2 million at 30 June 2024.

Council staff are also requesting the drawing down of a loan to boost cashflow after the purchase of a property at 22 Boundary Street, Junee.

BACKGROUND

Attached to this report are the following items which make up the Quarterly Budget Review Statement (QBRs) for Junee Shire Council as at 31 March 2024.

- Income and Expenses Statement
 - By account code type
 - Notes on changes made
 - By activity
-

GENERAL MANAGER'S REPORT TO THE ORDINARY MEETING OF JUNEE SHIRE COUNCIL HELD ON 21 MAY 2024.

- Capital Budget Review Statement
 - Notes on changes made
- Cash and Investments Statement, with notes on Council's position

CONSIDERATIONS

Council has reviewed its Capital and Operating budget in response to changing operational conditions.

The big changes for the quarter are:

- The correction of a \$1 million grant for Essential Public Asset Restoration Works (EPARW), which was mistakenly recognised in QBR2, but for which we were paid in the previous financial year.
- An increase of \$140,000 in R2R funding.
- The moving of the construction of the Executive home to the next financial year.
- The increasing of capital works on roads by \$526,000 which are funded from grant money which has already been paid to Council.

Labour Costs

Labour costs have been adjusted upwards to the tune of \$115,000 primarily due to additional costs at JJRAC and the Library. These costs occurred as a result of community programs and more activity at JJRAC and from opening on weekends at the Library to staff the Visitor Information Centre.

Capital

The construction of the Executive home and the associated loan have been moved to the 2025 financial year. The tender is expected to be awarded within the next few months and construction is likely to commence in July – August 2024.

An additional \$526,000 has been allocated for the rectification of flood damaged roads funded by the *Regional Emergency Road Repair Fund* which has been pre-paid. This fund supports local government to continue vital repair work following the severe floods in late 2022. Council's share is \$2.24 million to be spent over four years.

A broad summary table of the changes to the budget is shown below:

GENERAL MANAGER'S REPORT TO THE ORDINARY MEETING OF JUNEES SHIRE COUNCIL HELD ON 21 MAY 2024.

PROS		CONS	
Operating			
Operating Grants	644,000	Capital Grants	1,135,000
User Charges & Fees	135,000	Labour	115,000
Additional Rates & Charges income	32,000	Telephone & Subscriptions (net)	5,000
Materials & Contracts	228,000		
Software Licences	50,000		
Total Operating	1,089,000		1,255,000
Nett Operating Favourable Var	166,000		
Capital			
Executive home	605,000	Roadworks	526,000
Total Capital	605,000		526,000
Nett favourable Capital	124,000		
Nett unfavourable Op and Capital	42,000		

Cash

Council was holding \$9.5 million in cash and investments as at 31 March 2024. This figure is inflated by the pre-payment of several roads grants. The overall cash balance is expected to decrease over the remainder of the year to about \$8.2 million.

Council is in a position to meet its short-term commitments as and when they fall due and meet its longer-term debt commitments.

The challenge for Council will be to maintain its services and Capital Works over the longer term. The funding for these is detailed the Long Term Financial Plan.

Council's cash position has been tight over recent years and continues to be so.

CONCLUSION

Council's financial position continues to improve due to the receipt of grant and diligent financial management. The adjustments recommended in this report will help to continue that trajectory.

It is therefore recommended that Council approve the budget adjustments in the attached Quarterly Budget Review.



JUNEE SHIRE COUNCIL

ATTACHMENT TO ITEM 3

21 MAY 2024

Report by Responsible Accounting Officer

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2005:

31 March 2024

It is my opinion that the Quarterly Budget Review Statement for Junee Shire Council for the quarter ended 31/03/24 indicates that Council's projected financial position at 30/6/24 will be satisfactory at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.



Signed: _____

date: 14/05/2024

Luke Taberner
Responsible Accounting Officer

Income & Expenses Budget Review Statement

Budget review for the quarter ended 31 March 2024

Income & Expenses - Council Consolidated

(\$000's)	Original Budget 2023/24	Revotes	Approved Changes		Revised Budget 2023/24	Variations for this		Notes	Projected Year End Result	Actual YTD figures
			Sep	Dec		Mar	Qtr			
			QBRS	QBRS						
Income										
Rates and Annual Charges	7,223			55	7,278	32	1	7,310	7,631	
User Charges and Fees	2,624		(15)	2025	4,634	135	2	4,769	2,000	
Interest and Investment Revenues	125		62	352	539			539	313	
Other Revenues	494			9	503			503	446	
Grants & Contributions - Operating	5,191			-226	4,965	644	3	5,609	3,875	
Grants & Contributions - Capital	473		1,023	1000	2,496	(1,135)	4	1,361	359	
Other Income	199			112	311			311	179	
	-				-			-		
Total Income from Continuing Operations	16,329	-	1,070	3,327	20,726	(324)		20,402	14,803	
Expenses										
Employee Costs	5,689			174	5,863	115	5	5,978	4,374	
Borrowing Costs	363				363			363	317	
Materials & Contracts	6,253	2,215		1700	10,168	(228)	6	9,940	5,567	
Depreciation	3,759			(125)	3,634	0		3,634	2,671	
Legal Costs					-			-		
Other Expenses	368				368	(45)	7	323	1,254	
Initiative Expenses	-				-			-		
Net Loss from disposal of assets					-			-		
Share of interests in Joint Ventures					-			-		
Total Expenses from Continuing Operations	16,432	2,215	-	1,749	20,396	(158)		20,238	14,183	
Net Operating Result from Continuing Operations	(103)	(2,215)	1,070	1,578	330	(166)		164	620	
Net Operating Result from All Operations	(103)	(2,215)	1,070	1,578	330	(166)		164	620	
Net Operating Result before Capital Items	(576)	(2,215)	47	578	(2,166)	(1,166)		(1,197)	261	

**Income & Expenses Budget Review Statement
Recommended changes to revised budget**

Budget Variations being recommended include the following material items:

Notes Details

1	Due to legal costs recovered (\$15K) and penalty interest (7K) on overdue rate and higher than budgeted collection of the Domestic Waste Charge (\$10K)
2	Due to Sale proceeds from Plant (\$67K), higher than budgeted user fees at JJRAC (\$34K), higher property rental income (\$28K), additional HR rebates (\$21K), additional Financial Services Income (\$23K,) income from retail sales at the library (\$18K), additional income from scrap metal sales and other tip income (\$18K). Offset by a reduction in Building Inspection Fees (\$57K) and Development Contributions (\$20k).
3	Due to an increase in R2R funding (\$140K) and an increase of Block Grant funding (\$374K) (\$300K of this is offset by a re-categorisation of Block Grant from Capital and operation as mentioned in note 4 below) and (\$150K) for a grant from the Dept of Planning & Environment which was not budgeted for. Offset by a(\$20K) reduction in the budgeted Youth Grant.
4	A \$1 million grant for which we had already been paid has been taken out of the projected budget. Also (\$300K) for the Block Grant has been reclassified from capital to operating as mentioned above. The have been partially offset by recognition of LCRI grant (\$100K) for village improvements and recognition of a SCCF Rd 4 Grant for Toilet Refurbishments at JJRAC, and an increase (\$15K) in the repair grant.
5	Primarily due to additional labour costs at JJRAC (\$70K), which are partially offset by additional income and an additional (\$40K) at Library which is due to the additional hours worked to staff the VIC.
6	Due to a decrease in Road Maintenance contractor costs (\$300K), an increase of plant recovery costs (\$180K) (this is a saving) and a decrease in Tourism costs (\$40K). These are partially offset by an increase of contractor costs (\$91K) in the Parks and sporting fields,an increase in building maintenance (\$65K), and an increase in contractor costs (\$50K), additional purchases of retail stock (\$30K) (offset by sales revenue), additional training costs (\$25K), an additional (\$14K) in rates costs,(\$10K) in SES contributions and catering costs(8K).
7	Due to a budgeted decrease in software licences (\$50K) and a decrease in elected member expenses (\$15K). These are offset by a decrease in Subscriptions(10K) and a decrease in Telephone and internet expenses (10K).

Income & Expenses Budget Review Statement

Budget review for the quarter ended 31 March 2024

Income & Expenses - Council Consolidated

(\$000's)	Original Budget 2023/24	Revotes	Approved Changes			Revised Budget 2023/24	Variations for this Mar Qtr		Projected Year End Result	Actual YTD figures
			Other than by QBRS	Sep QBRS	Dec QBRS		Mar	Qtr		
Income										
Executive Services	20				50	70	3	73	(29)	
Finance & Administration	9,207			62	-3085	6,184	35	6,219	5,875	
Community & Business	1,598			274	-77	1,795	140	1,935	1,331	
Engineering Services	2,949			734	6399	10,082	(530)	9,552	5,033	
Waste	1,253					1,253	28	1,281	1,241	
Sewer Network & Treatment	1,302				40	1,342	0	1,342	1,352	
Effluent Reuse Scheme						-		-		
Total Income from Continuing Operations	16,329	-	-	1,070	3327	20,726	(324)	20,402	14,803	
Expenses										
Executive Services	1,464	131			39	1,634	24	1,658	1,277	
Finance & Administration	4,962				(217)	4,745	16	4,761	3,685	
Community & Business	2,677	-			(90)	2,587	164	2,751	2,193	
Engineering Services	4,663	2,084			2,017	8,764	(390)	8,374	5,448	
Waste Administration	1,140					1,140	28	1,168	815	
Domestic & Commercial Collection						-		-		
Junee Waste & Resource Recovery Centre						-		-		
Sewer Administration	1,526					1,526		1,526	765	
Sewer Network & Treatment						-		-		
Effluent Reuse Scheme						-		-		
Total Expenses from Continuing Operations	16,432	2,215	-	-	1,749	20,396	(158)	20,238	14,183	
Net Operating Result from Continuing Operations	-103	-2,215	-	1,070	1,578	330	(166)	164	620	
Net Operating Result from All Operations	(103)	(2,215)	-	1,070	1,578	330	(166)	164	620	

Capital Budget Review Statement

Budget review for the quarter ended 31 March 2024

Capital Budget - Council Consolidated

(\$000's)	Original Budget 2023/24	Approved Changes			Revised Budget 2023/24	Variations for this Mar Qtr	Notes	Projected Year End Result	Actual YTD figures
		22/23 Revotes	Sep QBRs	Dec QBRs					
Capital Expenditure									
01050 - Economic Development	0	59		(46)	13		13	12	
01080 - Property Development	0	0	900	30	870		870	870	
01230 - IT Services	35	0			35		35	0	
01310 - Buildings	324	644	605		1,573	(650) 1	923	150	
01390 - JJRAC Operations & Management	98	169	289		556		556	137	
01430 - Library	0	297			297		297	103	
01630 - Parks & Reserves	90	130			220		220	0	
01640 - Depot							-		
01660 - Bridges	0	750			750		750	46	
01710 - Footpaths and Cycleways									
01730 - Roads	2,016	1,882			3,898	526 2	4,424	2,526	
01790 - Stormwater Infrastructure	0	42			42		42	9	
01810 - Public Amenities	50	0	684		734		734	5	
01830 - Cemetery Operations					-		-	0	
01860 - Plant Purchases	298	396			694		694	698	
02020 - Junee Waste and Resource Recovery Centre		36			36		36	11	
03010 - Sewer Network and Treatment	141	276			417		417	252	
Total Capital Expenditure	3,052	4,681	2,478	(76)	-	10,135	(124)	10,011	4,819

Capital Budget Review Statement
Recommended changes to revised budget

Budget Variations being recommended include the following material items:

Notes Details

1	Due to the delaying of the construction of the Executive home to next financial year.
2	Primarily due to the the spending of RERRF funding on the rehabilitation of Retreat Road (\$291K) and Canola Way (\$199K). We have been pre-paid for this funding. Also \$36K has been taken from the operating budget to the capital budget to fund Traffic Facilities Works on regional roads.

Cash & Investments Budget Review Statement

Budget review for the quarter ended 31 March 2024

Cash & Investments - Council Consolidated

(\$000's)	Opening Balance 1/07/2023	Approved Changes			Revised Budget	Variations for this Mar Qtr	Projected Year End Result	Actual YTD figures
		Year End Adjustment	Sep QBRS	Mar QBRS				
Externally Restricted ⁽¹⁾								
Domestic Waste Management	146			146	(46)	100	146	
Sewer Fund	1,384			1,384	(262)	1,122	1,384	
Developer Contributions	378			378	(188)	190	378	
Community Transport - Vehicle Replacement	87			87	(15)	72	84	
Drainage/Stormwater Reserve	74			74	45	119	74	
Employee Leave Entitlement - Sewer & Waste	137			137	(37)	100	137	
Specific Purpose Unexpended Grants - General	3,074		(2,152)	922	2,399	3,321	2,207	
Specific Purpose Unexpended Grants (Rec as Revenue)	2,118		(1,483)	2,635	(2,635)	-	3,321	
				-		-	-	
Total Externally Restricted	7,398	-	(3,635)	2,000	5,763	(739)	5,024	7,731
⁽¹⁾ Funds that must be spent for a specific purpose								
Internally Restricted ⁽²⁾								
Employee Leave Entitlements	550			550		550	550	
Junee Caravan Park, Burns Park and Laurie Daly Oval	49			49	50	99	49	
Financial Assistance Grant	3,695		(3,695)	-		-	159	
Asset Management - General Fund	125			125		125	125	
Plant Replacement Fund	396		(396)	-	402	402	396	
Junee Historical Society - Sale Proceeds	15		(15)	-		-	15	
Bethungra Dam Reserve	61			61	28	89	61	
Gravel Pit Restoration	27			27	2	29	27	
Martel Memorial Trust Fund	4			4		4	4	
Specific Purpose Grants - Co-contribution	377		(377)	-	-	-	377	
Total Internally Restricted	5,299	-	(4,483)	-	816	482	1,298	1,763
⁽²⁾ Funds that Council has earmarked for a specific purpose								
Unrestricted (ie. available after the above Restrictions)	48			48		1,927	48	
Total Cash & Investments	12,745	-	(8,118)	2,000	6,627	(257)	8,249	9,542

Cash & Investments Budget Review Statement

Comment on Cash & Investments Position

Council was holding a total of \$9.5 million in cash at 31 March 2024.

This is about the same last year.

The balance is expected to fall to about \$8.2 million by 30 June 2024.

The reduction is due to the spending of operational and capital grants which have been paid to Council in advance.

Investments

Investments have been undertaken in accordance with Council's Investment Policy.

At 31 March 2024 Council had \$9 million invested in term deposits and about \$350,000 in an-online business saver account. The remaining \$192,000 was in its trading account.

Council will be looking to redeem term deposits over the next few months to pay for grant funded roadworks.

Contracts Budget Review Statement

Budget review for the quarter ended 31 March 2024

Part A - Contracts Listing - contracts over \$150,000 entered into during the quarter

Contractor	Contract detail & purpose	Contract Value	Start Date	Duration of Contract	Budgeted (Y/N)
Colin Joss & Co Pty Ltd	Construction of the Athenium Theatre Rear Extension project	\$ 752,251	26/03/24	6 months	Y
RDO Equipment Pty Ltd	Supply of a 670GP John Deer Motor Grader	599,500	20/02/24	1 month	Y

Consultancy & Legal Expenses Budget Review Statement

Consultancy & Legal Expenses Overview

Expense	YTD Expenditure (Actual Dollars)	Budgeted (Y/N)
Consultancies	-	Y
Legal Fees	23,569	Y

Definition of a consultant:

A consultant is a person or organisation engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision making by management. Generally it is the advisory nature of the work that differentiates a consultant from other contractors.

ITEM 4 EXHIBITION OF DRAFT INTEGRATED PLANNING AND REPORTING DOCUMENTS

Author Chief Financial Officer

Attachments Delivery Plan 2024-2028
Operational Plan 2024-25
Long Term Financial Plan 2024-2034
Workforce Plan 2024-2028
Asset Management Strategy

RECOMMENDATIONS:

1. ***That the Draft Delivery Program 2024-28 and Operational Plan 2024-25 be advertised for public comment for 28 days from the 23 May 2024.***

2. ***That the Resourcing Strategy, comprising:***
 - a) ***The Workforce Plan 2024-2028***
 - b) ***The Long-Term Financial Plan 2024-2034 (LTFFP)***
 - c) ***The Strategic Asset Management Plan (SAMP)***

be advertised for public comment for 28 days from the 23 May 2024.

SUMMARY

The Draft Delivery Program (DP) and Operational Plan (OP) are being presented to Council for adoption along with the resourcing strategy.

The DP and the OP are part of the Integrated Planning & Reporting Framework. They set the outcomes and strategies to achieve those outcomes for Council over the next four years.

They show a significant increase in spending on road maintenance, maintenance of other services at existing levels and significant property development.

BACKGROUND

The Draft DP and OP is presented by the Council under the Integrated Planning and Reporting Framework (IPR) mandated by the State Government. It has been prepared for public exhibition. Adoption must occur prior to 30 June 2024.

The strategies and actions in the Delivery Program are aligned with the outcomes in the Community Strategic Plan (CSP). The CSP was last reviewed in 2022, with the next review planned for new electoral term commencing in 2024/25.

CONSIDERATIONS

The Delivery Program (DP) is the first document. It is the document that will determine Council's direction for the next four years.

It includes tables of strategies and actions that will be undertaken along with four-year financial forecasts.

It shows stable cashflows. With opening cash being \$8.2 million reducing to \$5.4 million in the first year and \$3.6 million over four years.

The DP also shows the Capital Works program which will amount to \$11.97 million in 2024/25 and \$27.2 million across the four years. This is an enormous program and presents challenges to meet it.

The Operational Program (OP) is the second document and details key features for the next year along with the rating structure and a list of fees and charges.

Sewerage charges will increase by 4% per annum as will Domestic Waste charges. Discretionary fees and charges will generally increase between 4 to 5%. Exceptions to this are JJRAC and Planning Department fees which have not been increased.

Total operational expenditure will be \$19.376 million in 2024/25. All services have been retained at existing levels, with the exception of Road Maintenance which has been significantly increased from the currently \$1 million to \$1.57 million in 2023/24 and progressively increased to about \$1.94 million in 2026/27.

In recent years, the Council has featured strong capital works programs on the back of a surge in State and Federal Programs focused on rectifying flood damage.

Resourcing Strategy

Both the DP and OP are supported by the Resourcing Strategy, which is comprised of the Long Term Financial Plan (LTFP), Workforce Plan and the Strategic Asset Management Plan (SAMP).

Workforce Plan

The Workforce Plan is a key part of Council's resourcing strategy. It has been re-written and addresses present and future human resources required to achieve the outcomes identified in the Delivery Program.

It details strategies for filling critical positions, staff retention, Work Health and Safety, offering good working conditions and determining success.

With the aging workforce and challenges of attracting staff to rural Australia, this document is more important than ever.

Long Term Financial Plan (LTFP)

The LTFP is one of the most important strategic documents that Council will adopt. It is a blueprint of how Council will fund its operations over the next ten years.

GENERAL MANAGER'S REPORT TO THE ORDINARY MEETING OF JUNEE SHIRE COUNCIL HELD ON 21 MAY 2024.

It addresses funding and expenditure for operating activities and capital works. It also monitors cashflows and loan funding as well as addressing strategic land purchases and development.

It shows that Council is financially sustainable in the long and short term while still maintaining its service levels and infrastructure.

Strategic Asset Management Plan (SAMP)

The SAMP was fully re-written and last adopted in June 2022. This document determines what assets Council has, their condition and what needs to be spent to bring them to a satisfactory condition.

The plan sets out what should be spent on the maintenance and renewal of assets. What is actually spent is determined by how much Council can afford.

The document is still relevant today and can be re-adopted as part of the resourcing strategy.

CONCLUSION

The Delivery Program and the Operational Plan are the most important documents that Council will adopt this year. They will set the direction of Council as far as actions are concerned and financing them.

The three documents that make up the Resourcing Strategy determine how Council will attain the strategies and actions detailed in the DP and OP. They are the oars that row the boat.

It is therefore recommended that Council resolve to place the Delivery Program, Operational Plan and associated documents which make up the resourcing strategy on public exhibition for 28 days.



JUNEE SHIRE COUNCIL

ATTACHMENT TO ITEM 4

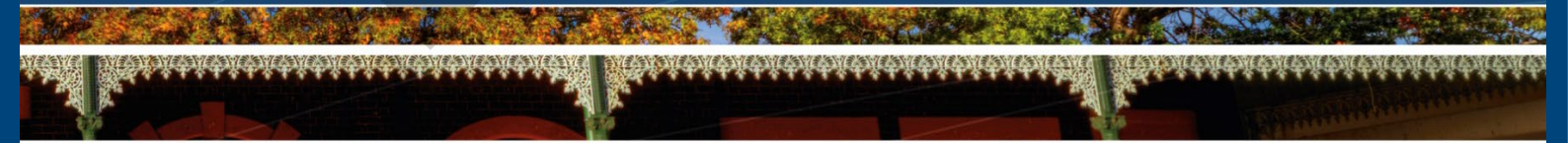
21 MAY 2024

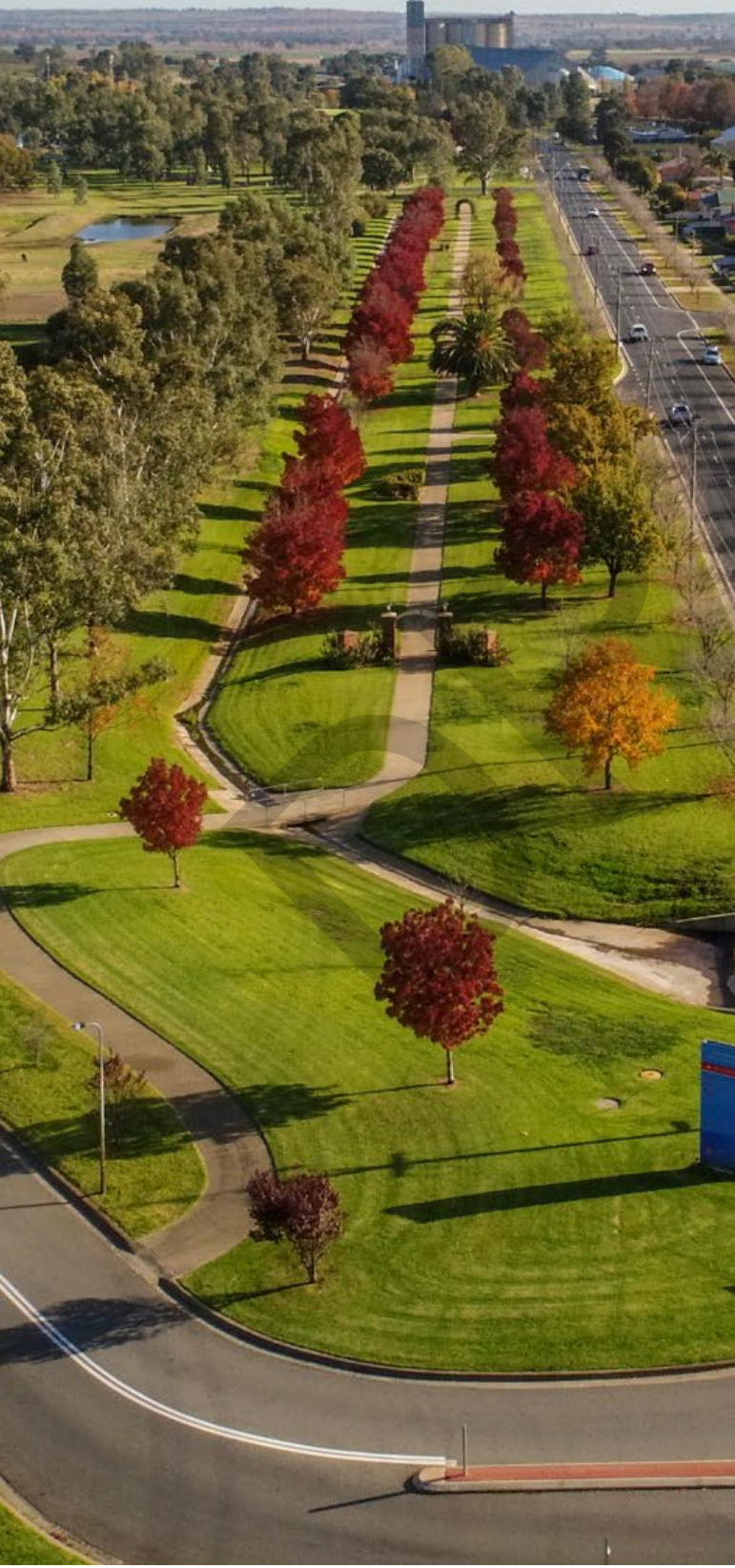




DELIVERY PROGRAM

2024 - 2028





CONTENTS

Mayor and General Manager Message

Introduction

Strategic Direction

Our Councillors

About This Document

Delivery Program Tables

Acknowledgement of

Junee Shire Council acknowledge the traditional custodians of the land, the Wiradjuri people, and pays respect to Elders past, present and future. We are honoured to recognise our connection to Wiradjuri Country, history, culture, and spirituality through these locations, and strive to ensure we operate in a manner that respects and honours the Elders and Ancestors of these lands.



MAYOR AND GENERAL MANAGER MESSAGE

On behalf of Junee Shire Council, we are pleased to present the Delivery Program and Operational Plan for the period 2024/28. The Delivery Program and Operational Plan is presented by the Council under the Integrated Planning and Reporting Framework (IPR) mandated by the State Government.

This is the last Delivery Program within this electoral term with the NSW Local Government elections just around the corner; scheduled for September this year (2024). Candidates interested in standing for election, who want to know more about the roles and responsibilities of a Councillor, can attend seminars in the coming months. For more information follow Council's social media or webpage for information. The NSW Office of Local Government webpage also has relevant advice and information on becoming a Councillor.

In 2024/25 the last stage of Athenium Master Plan will be completed. Back of stage additions and a new audio system are the major components to this work. Work has only recently commenced, and we are all looking forward to the Athenium Theatre re-opening in November 2024.

There is a significant capital works program to be performed in 2024/25 mostly involving roadwork intended at restoring the local road network from flooding and stormwater damage in 2022 which resulted in two Natural Disaster Declarations. NSW councils have received generous funding support from the Federal and State Governments from this Declaration. Junee Shire Council appreciates this financial support.

The capital program also includes new amenities at the Junee Cemetery and an irrigation system that will establish a manicured lawn to a new area at the Cemetery. The Council is aware of the high regard this place of reflection holds within the community and has set aside funding on an annual basis to maintain these high standards.

The community will also go through some adjustment given that the GEO Junee Correction Facility will transition to NSW Correctional Services in April 2025. GEO have served this community and the wider region with distinction for over 30 years. Their annual scholarship program has assisted and supported over 300 local people and help paved the way for budding locals to attend university and kickstart careers.



Councillor Bob Callow
Mayor



James Davis
General Manager



INTRODUCTION

VISION

Junee Shires community vision:

“Junee will be a great place to live, with a healthy civic pride. That will come about because the amenity of the Shire – social, recreational, cultural, environmental and visual – is the best quality possible given our circumstances. There will be an increase in population because of this, with the increase made up of people who are net contributors to the community.

Junee will be prosperous and existing services and businesses will have been preserved and grown. The Shire will have economic development strategies recognising the different circumstances of urban and rural areas.

Junee will be a place where innovative, responsive leadership and management occur in all facets of community life. It will be an independent Local Government area with a strong sense of identity.”

VALUES

When planning for our future, the community developed the following values which carry forward to achieve the community vision.

PROUD AND WELCOMING

We are proud of our Shire and as a friendly community we encourage and support new residents and business owners.

INNOVATION AND PROGRESSIVE

We welcome new ideas and we seek to make changes that will improve the lifestyle to our community.

INCLUSIVE

We have a perspective broader than the Shire boundary; our regional focus means we are tuned to the opportunities available through co-operation and partnerships.

LEADERSHIP AND WISDOM

We listen and act; we are prepared to take tough



STRATEGIC DIRECTION

This document supports the four themes set out in the Community Strategic Plan 'Making Tracks' 2035. Two objectives were identified under each theme and strategies developed under each objective which provides the structure for the Delivery Program and Operational Plan. Our themes are:

Liveable



Prosperous



Sustainable



Collaborative





OUR COUNCILLORS



Councillor Bob Callow
(Mayor)



Councillor Matt Austin
(Deputy Mayor)



Councillor Robin Asmus



Councillor David Carter



Councillor Andrew Clinton



Councillor Mark Cook



Councillor Pam Halliburton



Councillor Marie Knight



Councillor Neil Smith



OUR COUNCILLORS Cont.

ROLE OF MAYOR

- To be the leader of the Council and a leader in the local community.
- To advance community cohesion and promote civic awareness.
- To be the principal member and spokesperson of the governing body, including representing the views of the Council as to its local priorities.
- To exercise, in cases of necessity, the policy-making functions of the governing body of the Council between meetings of the Council.
- To preside at meetings of the Council.
- To ensure that meetings of the Council are conducted efficiently, effectively and in accordance with this Act.
- To ensure the timely development and adoption of the strategic plans, programs and policies of the Council.
- To promote the effective and consistent implementation of the strategic plans, programs and policies of the Council.
- To promote partnerships between the Council and key stakeholders.
- To advise, consult with and provide strategic direction to the General Manager in relation to the implementation of the strategic plans and policies of the Council.
- In conjunction with the General Manager, to ensure adequate opportunities and mechanisms for engagement between the Council and the local community.
- To carry out the civic and ceremonial functions of the Mayoral Office.
- To represent the Council on regional organisations and at inter-governmental forums at regional, State and Commonwealth level.
- In consultation with the Councillors, to lead performance appraisals of the General Manager, to exercise any other functions of the Council that the Council determines.

ROLE OF COUNCILLORS

As a member of the governing body of the Council:

- To be an active and contributing member of the governing body.
- To make considered and well-informed decisions as a member of the governing body.
- To participate in the development of the integrated planning and reporting framework.
- To represent the collective interests of residents, ratepayers, and the local community.
- To facilitate communication between the local community and the governing body.



OUR EXECUTIVE MANAGEMENT

The Management Team consists of the General Manager and Directors who provide leadership and strategic management to the organisation while ensuring effective, efficient and accountable operations. Their key activities are:

- Management of strategic relationships with stakeholders.
- Ensuring Council's interests are well protected at all levels of government.
- Ensuring decisions of Council are carried out expeditiously.
- Ensuring the provision and delivery of direct services to the community are aligned to real community needs; and
- Development of financial strategies that provide options and set priorities for service delivery.

ROLE OF GENERAL MANAGER

- To conduct the day-to-day management of the Council in accordance with the strategic plans, programs, strategies and policies of the Council.
- To implement, without undue delay, lawful decisions of the Council.
- To advise the mayor and the governing body on the development and implementation of the strategic plans, programs, strategies, and policies of the Council.
- To advise the mayor and the governing body on the appropriate form of community consultation on the strategic plans, programs, strategies, and policies of the Council and other matters related to the Council.
- To prepare, in consultation with the Mayor and the governing body, the Council's Community Strategic Plan, Community Engagement Strategy, Resourcing Strategy, Delivery Program, Operational Plan and Annual Report.
- To ensure that the Mayor and other Councillors are given timely information and advice and the administrative and professional support necessary to effectively discharge their functions.
- To exercise any of the functions of the Council that are delegated by the Council to the General Manager.
- To appoint staff in accordance with the organisation structure and the resources approved by the Council.
- To direct and dismiss staff.
- To implement the Council's Workforce Management Strategy.
- Any other functions that are conferred or imposed on the General Manager by or under this or any other Act.



James Davis
General Manager

Enterprise Risk Management
Fraud Control
Economic Development
Council Relationships
Integrated Planning and Reporting Framework
Advocacy



Stephen Targett
Director Engineering Services

Parks and Gardens
Sporting Fields
Cemeteries
Road Maintenance and Construction
Stormwater Management
Infrastructure Management
Street Cleaning
Biosecurity
Gravel Pits
Contracted Works
Waste Operations
Sewer Operation
Emergency Services



Lloyd Hart
Director Planning and Community Development

Corporate Administration
Community Transport
Youth Service
Caravan Park
Facilities Management
Junee Junction Recreation & Aquatic Centre
Athenium Theatre
Library
Town Planning
Contaminated Land
Public Health
Companion Animals
Impounding
Tourism



Luke Taberner
Chief Financial Officer

Information Technology
Customer Service
Records Management
Financial Accounting
Human Resources
Governance
Work Health & Safety
Insurance
Internal Audit
External Audit
Long Term Financial Planning
Policy Administration
Contract Administration



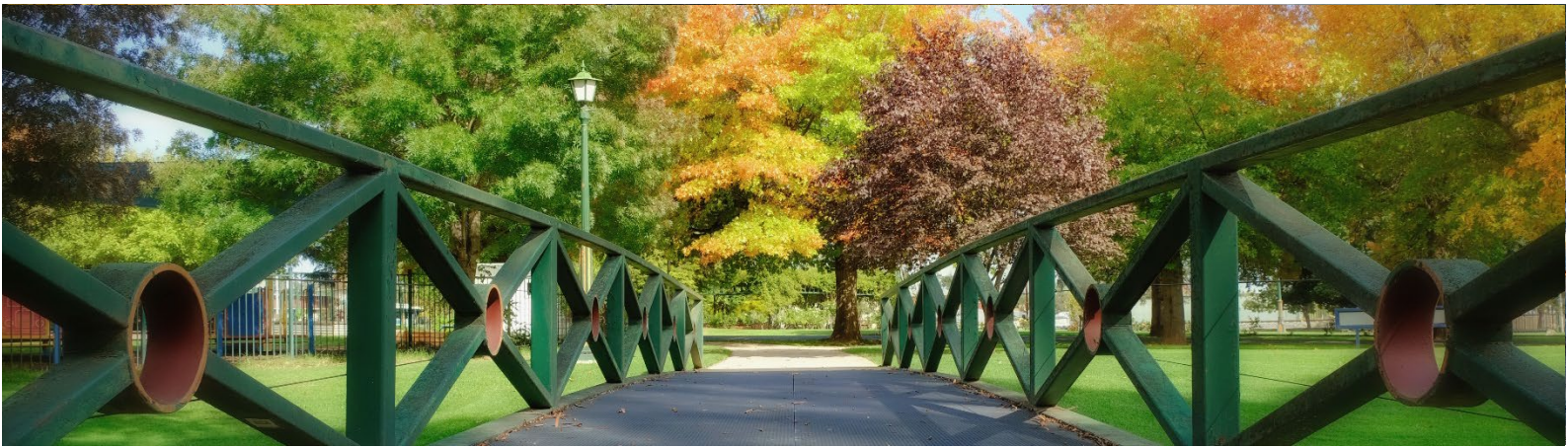
ABOUT THIS DOCUMENT

INTEGRATED PLANNING AND REPORTING FRAMEWORK

This document is the Combined Delivery Program and Operational Plan and is required to be produced by Council as part of the Integrated Planning and Reporting requirements under the Local Government Act 1993.

The Integrated Planning and Reporting framework allows NSW Councils to draw their plans together, to understand how they interact and inform each other, and to get the maximum benefit from their efforts by planning holistically for the future.





ABOUT THIS DOCUMENT Cont.

RELATIONSHIPS BETWEEN PLANS AND RESOURCING

Junee's Community Strategic Plan, "Making Tracks", identifies the community's main priorities and aspirations for the future and outlines strategies to achieve these goals over the next **ten plus years**. While the Council prepares and monitors the Plan's progress on behalf of the community its success is dependent on range of stakeholders and group.

The Delivery Program is a statement of commitment to the community from each newly elected council and translates community's strategic goals into Delivery Program Activities it is able to resource and attend to across the **four year term** of Council.

The Operational Plan is Council's action plan for achieving priorities outlined in the Community Strategic Plan and the Delivery Program. The Operational Plan outlines the projects and programs Council can deliver **each year** within available resources.

Council's resourcing strategy consists of three key components:

1. Long-Term Financial Plan
2. Workforce Management Plan
3. Asset Management Strategy.

These Strategies articulates how the council will allocate resources to deliver the objectives under its responsibility. The community's aspirations which are outlined in the Community Strategic Plan cannot be achieved without sufficient resources (time, money, assets and people) to carry them out.

MONITORING ORGANISATIONAL PERFORMANCE

As part of Council's performance reporting framework, the Delivery Program and Operational plan are monitored throughout the year and reviewed annually. Council monitors the effectiveness of the delivery program and operational plan by reviewing the 'outputs' (the things we did) and 'outcomes' (the results of what we did). Council provides updates every six months in the form of performance reports and annual reports which are published on Council's website.



ABOUT THIS DOCUMENT Cont.

CONTINUOUS IMPROVEMENT

Council is committed to continuous improvement through on-going incremental improvements to the processes that it undertakes. It takes a structured approach to identifying possible improvements, implementing them and measuring the effectiveness of those changes.

Learning from those who do the work, and clear communication pathways between all levels of management and on the ground workers are central to this process.

Evidence of the benefits of continuous improvement can be seen in Council's recent excellent Work, Health and Safety record, where work practises have been continually refined which has resulted in lower incidents.

HINTS ON HOW TO READ THIS DOCUMENT

The following tables in this Delivery Program 2024/25 to 2027/28 have been designed to link the major themes and strategies listed in the Community Strategic Plan with activities the Council aims to deliver over the next four years and actions to be undertaken in each year.

The Delivery Program outlines the four-year **activities** Council will undertake that contribute to achieving the objectives of the Community Strategic Plan. The Operational Plan outlines the **actions** Council will undertake in the financial year that contribute to achieving the commitments of the Delivery Program and Community Strategic Plan.



T1: Liveable

I: To be healthy and active

I.1: Have in place the right health services

Delivery Program Activity	Operational Plan Action	Responsibility	FY25	FY26	FY27	FY28
Advocate for facilities in Junee township for health and medical service providers to meet the community's needs	Periodically assess the needs of the Junee community to ensure appropriate health and medical services are available	EC		Y		Y
	Provide advice and information to the Junee Health Advisory Committee upon request	GM	Y	Y	Y	Y
Provide in the health sector and advocate for appropriate facilities and services	Interact with the relevant stakeholders, such as Junee Inter-Agency Forum, Junee Aged Hostel Community, Junee Community Centre and Lawson House	FCDM	Y	Y	Y	Y
Provide a Community Transport service	Provide Community Transport to eligible community members	CTC	Y	Y	Y	Y

I.2: Encourage and enable healthy and inclusive lifestyle choices

Delivery Program Activity	Operational Plan Action	Responsibility	FY25	FY26	FY27	FY28
Provide safe, fit for purpose active and passive recreation facilities	Maintain sports grounds and associated infrastructure in line with agreed levels of service, maintenance program and budget	MES	Y	Y	Y	Y
	Work with local law enforcement to apply for funding for increased CCTV coverage in public areas including sports grounds and recreational areas	DCCD	Y			
	Maintain parks, gardens, open spaces and associated infrastructure in line with agreed levels of service, maintenance programs and budget	MES	Y	Y	Y	Y
	Maintain the Sandy Beach and Bethungra Dam Reserves and associated infrastructure in line with agreed levels of service, maintenance programs and budget	MES	Y	Y	Y	Y
	Maintain the Junee Skate Park and associated infrastructure in line with agreed levels of service, maintenance programs and budget	MES	Y	Y	Y	Y

Delivery Program Activity	Operational Plan Action	Responsibility	FY25	FY26	FY27	FY28
Provide safe, fit for purpose active and passive recreation facilities	Deliver capital and renewal works for Parks, Gardens, Sports Facilities and Open Space in line with the annual works program and budget	DES	Y	Y	Y	Y
	Implement Bethungra Dam and Sandy Beach Reserve Improvements in line with program and budget	DES	Y	Y	Y	Y
Provide safe and accessible pedestrian and cycle infrastructure	Maintain the pedestrian network in line with agreed levels of service, maintenance program and budget	MES	Y	Y	Y	Y
	Deliver pedestrian network capital and renewal works in line with the annual works program and budget	DES	Y	Y	Y	Y
Assist Community Events	Advocate and support community events which provide physical and mental stimulation	DCCD	Y	Y	Y	Y

1.3: Provide the right places, spaces and activities

Delivery Program Activity	Operational Plan Action	Responsibility	FY25	FY26	FY27	FY28
Utilise Natural Recreation Assets	Support local Landcare Groups	EO	Y	Y	Y	Y
	Develop a Plan of Management for Rocky Hill	GIS	Y			
Enable people to move around our towns and villages safely	Provide animal control services	R	Y	Y	Y	Y
Manage the Junee Junction Recreation & Aquatic Centre	Develop and implement programs and activities that encourage young people, older people and people with a disability to attend	FCDM	Y	Y	Y	Y
	Develop and implement programs to encourage increased use of the Stadium and Gym	FCDM	Y	Y	Y	Y
	Ensure the Recreation Centre offers a range of recreational opportunities to meet the needs of its community	FCDM	Y	Y	Y	Y
	Ensure the Recreation Centre operates within its allocated budget	DCCD	Y	Y	Y	Y
	Provide a recreational/leisure facility that is accessible	FCDM	Y	Y	Y	Y

Delivery Program Activity	Operational Plan Action	Responsibility	FY25	FY26	FY27	FY28
Manage the Junee Junction Recreation & Aquatic Centre	Provide aquatic services that maintain public health and safety	FCDM	Y	Y	Y	Y
	Survey members and users for feedback leading to improvement at Junee Junction Recreation & Aquatic Centre	FCDM	Y		Y	
	Participate in meetings with the Junee Sports Committee	DES	Y	Y	Y	Y
Provide Library services	Operate the Library and its spaces to meet the information, education, recreation, cultural and resource needs of the community	LS	Y	Y	Y	Y
	Provide services and activities to members and patrons (eg. Storytime, holiday activities, promote Imagination Library)	LS	Y	Y	Y	Y
	Provide WiFi and computers for public use	ITC	Y	Y	Y	Y
	Survey Library users for feedback on Library services	LS	Y		Y	

2: To be a great place to live

2.1: Enable viable localities and villages

Delivery Program Activity	Operational Plan Action	Responsibility	FY25	FY26	FY27	FY28
Facilitate growth in our localities and villages outside of Junee township	Assist community groups on proposed silo art applications	DCCD	Y			
	Install community notice boards in villages	DCCD	Y			
	Progressively implement village improvement plans in accordance with approved budgeted expenditure	DCCD	Y	Y	Y	Y
	Facilitate development through appropriate land use initiatives that may lead to population growth in Village consistent with planning and regulatory guidelines	GM	Y	Y	Y	Y
	Support the development and hosting of new events and tourism activities in the villages and localities	DCCD	Y	Y	Y	Y

Delivery Program Activity	Operational Plan Action	Responsibility	FY25	FY26	FY27	FY28
	Maintain village parks and open spaces in line with agreed service levels, maintenance program and budget	MES	Y	Y	Y	Y
	Advocate for improved telecommunications and general equity in services across the Shire	GM	Y	Y	Y	Y
Increase the profile of our localities and villages	Feature our localities and villages in the local newspaper and/or through social media	DCCD	Y	Y	Y	Y
	Promote community activities and events to the wider LGA community	DCCD	Y	Y	Y	Y

2.2: Build on our heritage, creativity and cultural expression

Delivery Program Activity	Operational Plan Action	Responsibility	FY25	FY26	FY27	FY28
Provide fit for purpose open spaces	Maintain Cemeteries in line with agreed levels of service, maintenance program and budget	DES	Y	Y	Y	Y
	Ensure continued compliance with the Cemeteries and Crematoria Act	DES	Y	Y	Y	Y
	Provide customer service to community members during times of loss	EA	Y	Y	Y	Y
	Maintain public access to cemetery mapping/database	GIS	Y	Y	Y	Y
Improve the public's access to historical information held by the Council	Progressively action items from Tourism Plans in line with program and budget	DCCD	Y	Y	Y	Y
Use the historic character of Junee in a way that promotes tourism and local celebration	Provide support to Festivals	DCCD/DES	Y	Y	Y	Y
	Support tourism activities associated with historical, creative and cultural themes across the Shire	DCCD	Y	Y	Y	Y
	Attract and book shows for the Athenium Theatre	FCDM	Y	Y	Y	Y
	Facilitate the hire of the theatre and generate revenue	FCDM	Y	Y	Y	Y
	Apply for grant funding opportunities as they arise to complete the upgrade in line with Athenium Master Plan	DCCD	Y			

Delivery Program Activity	Operational Plan Action	Responsibility	FY25	FY26	FY27	FY28
	Retain a Heritage Area and maintain in accordance with Junee Development Control Plan	DCCD	Y	Y	Y	Y

2.3: Cater for the ageing population

Delivery Program Activity	Operational Plan Action	Responsibility	FY25	FY26	FY27	FY28
Provide safe and accessible pedestrian and cycle infrastructure	Improve community awareness on equitable sharing of path network - pedestrians, cyclists and mobility scooters	FCDM	Y	Y	Y	Y
Provide a Community Transport service	Provide Community Transport to eligible aged community members	CTC	Y	Y	Y	Y
Provide Library services	Ensure that access to the library and its services are appropriate for older people	LS	Y	Y	Y	Y
Provision of events for the aged community	Facilitate Seniors Week	FCDM	Y	Y	Y	Y
Access for the aged community to Junee Junction Recreation & Aquatic Centre	Ensure older people are able to access the Recreation Centre for appropriate activities, events and sessions	FCDM	Y	Y	Y	Y

2.4: Create opportunities for and value people with a disability

Delivery Program Activity	Operational Plan Action	Responsibility	FY25	FY26	FY27	FY28
Implement the Junee Shire Inclusion Action Plan	Implement the Junee Shire Inclusion Action Plan in accordance with program and budget	DCCD	Y	Y	Y	Y
	Include images that represent the diversity of our community in publications	ET	Y	Y	Y	Y
	Promote occasions that celebrate ability and diversity (eg. Mental Health Month, International Day of people with a disability)	FCDM	Y	Y	Y	Y
	Support funding for community groups and services to improve accessibility	ET	Y	Y	Y	Y
	Publicise the availability of accessible facilities	FCDM	Y	Y	Y	Y

Delivery Program Activity	Operational Plan Action	Responsibility	FY25	FY26	FY27	FY28
	Conduct bi-annual consultation both internally and externally to monitor council's progress in delivering commitments outlined in the Inclusion Action Plan	DCCD		Y		Y
Provide a Community Transport service	Provide Community Transport to eligible community members with a disability	CTC	Y	Y	Y	Y
Provide disability access to June Junction Recreation & Aquatic Centre	Provide accessible and appropriate activities, events and facilities for people with a disability	FCDM	Y	Y	Y	Y
Provide Library services to people with disability	Ensure access to the library and its services is appropriate for people with a disability	LS	Y	Y	Y	Y
Provide Library services to people with disability	Provide home-bound service (re Library Act)	LS	Y	Y	Y	Y

2.5: Support and create opportunities for youth

Delivery Program Activity	Operational Plan Action	Responsibility	FY25	FY26	FY27	FY28
Advocate for more attention on youth issues	Develop and Implement a Youth Development Program	FCDM	Y	Y	Y	Y
	Actively seek funding to support Children and Young people's wellbeing	ET	Y	Y	Y	Y
	Support mental health initiatives in the community for young people	FCDM	Y	Y	Y	Y
	Engage with schools/health organisations in the Shire and support programs being provided	ET	Y	Y	Y	Y
Coordinate programs for our youth	Coordinate Youth Council meetings	FCDM	Y	Y	Y	Y
	Coordinate School Holiday programs	FCDM	Y	Y	Y	Y
	Work with Sporting Associations to engage youth in continued sporting activities and community events	FCDM	Y	Y	Y	Y
Provide Library services	Maintain relevant collection and access to youth activities	LS	Y	Y	Y	Y
	Provide access to youth activities during school holidays	LS	Y	Y	Y	Y

T2: Prosperous

3: To grow our local economy

3.1 : Plan for, develop and maintain the right assets and infrastructure

Delivery Program Activity	Operational Plan Action	Responsibility	FY25	FY26	FY27	FY28
Develop, renew and maintain the road network	Maintain the road network in line with the agreed levels of service, maintenance program and budget	MES	Y	Y	Y	Y
	Deliver road network capital and renewal works in line with the program and budget	DES	Y	Y	Y	Y
	Maintain function and support of the Local Traffic Committee	DES	Y	Y	Y	Y
	Deliver road safety programs, projects and infrastructure in partnership with TfNSW and in line with program and budget	RSO	Y	Y	Y	Y
	Carry out Flood Recovery work across the Shire assigned to the LGA National Disaster Declaration	MES	Y	Y		
Develop, renew and maintain the sewer network and effluent reuse scheme	Operate and maintain the sewer collection system and treatment plant in accordance the licence conditions, maintenance program and budget. Manage and respond to system failures in a timely manner minimising negative environmental impacts	DES	Y	Y	Y	Y
	Deliver sewer network capital and renewal works in line with the program and budget	DES	Y	Y	Y	Y
Develop, renew and maintain the stormwater network	Maintain the stormwater network in line with agreed levels of service, maintenance program and budget	MES	Y	Y	Y	Y
	Deliver stormwater network capital and renewal works in line with the works program and budget	DES	Y	Y	Y	Y
Enabling efficient infrastructure delivery by others	Support utility providers in their own long term and strategic planning activities	ET	Y	Y	Y	Y
	Undertake a review of asset management plans and service levels in line with Councils Sustainability objectives	ET				Y
	Asset management plans for roads, drainage, sewer and buildings to be progressively updated	DES	Y		Y	

Delivery Program Activity	Operational Plan Action	Responsibility	FY25	FY26	FY27	FY28
Develop, renew and maintain Council owned buildings	Maintain Council's Administration Building in line with the agreed maintenance program and budget	DCCD	Y	Y	Y	Y

3.2: Support our business sector

Delivery Program Activity	Operational Plan Action	Responsibility	FY25	FY26	FY27	FY28
Provide support and assistance to existing employers to grow their businesses	Work with Business Stakeholder groups to implement strategic projects/programs to support economic activity	EDO	Y	Y	Y	Y
	Work with larger businesses in Junee to support and build the local economy	EDO	Y	Y	Y	Y
	Advocate for and/or provide training opportunities that assist business growth	EDO	Y	Y	Y	Y
	Conduct food and skin penetration premises inspections	EHBS	Y	Y	Y	Y
To provide and/or facilitate business and commercial expansion for the economic benefit of Junee Shire	Provide information packs to new residents providing directory of local businesses and services	DCCD	Y	Y	Y	Y
	Maintain virtual marketing material for business attraction	EDO	Y	Y	Y	Y
	Build internal and external marketing/promotion collateral to promote business attraction	EDO	Y	Y	Y	Y
	Maintain marketing materials promoting inward investment opportunities	EDO	Y	Y	Y	Y
	Monitor the availability of space in the commercial precincts of Junee and advocate/facilitate opportunities	EDO	Y		Y	
Leverage and seize the economic advantages for Junee Shire resulting from its proximity to Wagga Wagga, the largest inland city in NSW	Maintain access to published materials relevant to local economy to support consideration of business investment in Junee Shire	EDO	Y	Y	Y	Y

Delivery Program Activity	Operational Plan Action	Responsibility	FY25	FY26	FY27	FY28
Enable and promote economic growth opportunities for the Shire	Development Application and Complying Development Certificate approval times be monitored to improve turnaround times	EHBS	Y	Y	Y	Y

3.3: Grow our tourism sector

Delivery Program Activity	Operational Plan Action	Responsibility	FY25	FY26	FY27	FY28
Support and recognise tourism volunteers	Develop and Implement a volunteer attraction program	DCCD	Y	Y		Y
Provide a Visitor Information service	Maintain Tourism and Visitor Information materials for distribution to tourism stakeholders	LS	Y	Y	Y	Y
	Review Visitor Information services	DCCD		Y		
Promote the Athenium Theatre as a local and regional tourism and cultural facility	Seek funding opportunities for improved facilities and amenity at the Athenium Theatre.	DCCD	Y			
	Promote and market the use of the Athenium Theatre. Provide and facilitate the hire of the Athenium including the provision of administration support, equipment and marketing for performances, ceremonies, events and activities	FCDM	Y	Y	Y	Y
Support local tourism businesses	Work with tourism operators and proprietors to identify and develop products and services that appeal to visitors to the shire, and to co-ordinate the promotion of our attractions	DCCD	Y	Y	Y	Y

3.4: Promote our community as a place to visit and stay for longer

Delivery Program Activity	Operational Plan Action	Responsibility	FY25	FY26	FY27	FY28
To foster and promote Junee as a destination for visitors	Maintain Junee Visitor Information Services in line with program and budget	LS	Y	Y	Y	Y
	Support major tourism events in Junee	EB	Y	Y	Y	Y

Delivery Program Activity	Operational Plan Action	Responsibility	FY25	FY26	FY27	FY28
	Work with neighbouring Shires to promote regional tourism	DCCD	Y	Y	Y	Y
Market Junee as a destination for visitors	Review entry signs to the Shire with a view to incorporating cultural awareness	DCCD	Y			Y
	Review and maintain contemporary tourism webpages and social media	ITC	Y	Y	Y	Y
	Update Junee Visitor Guide	DCCD	Y		Y	

3.5: Plan our land resources for the future

Delivery Program Activity	Operational Plan Action	Responsibility	FY25	FY26	FY27	FY28
Provide advice and information to applicants and industry	Distribute information to developers and builders relating to changes in legislation and guidelines	EHBS	Y	Y	Y	Y
	Provide pre-lodgement advice and assistance to applicants	EHBS	Y	Y	Y	Y
Provide development assessment services	Assess and determine complying development applications, development applications, and construction certificates in line with legislation and Council policy	EHBS	Y	Y	Y	Y
	Provide certification inspection services	EHBS	Y	Y	Y	Y
	Undertake swimming pool compliance program	EHBS	Y	Y	Y	Y
Maintain contemporary development controls	Undertake Review of the Junee Local Environmental Plan	DCCD	Y			
	Undertake consultative works in relation to updating LEP	DCCD	Y			
Plan for future growth	Undertake Strategic planning for re-zoning for growth.	ET	Y			

4: To be a resilient community ready to adapt for the future

4.1: Build the capacity and skills of our community to meet, innovate and lead change

Delivery Program Activity	Operational Plan Action	Responsibility	FY25	FY26	FY27	FY28
The Council is a socially responsible employer	Implement Workforce Plan to provide for local employment capability	EO	Y	Y	Y	Y
Facilitate a resilient community/strengthen the community	Develop and maintain partnerships with the business community with the objective of staying on top of emerging issues and opportunities	EDO	Y	Y	Y	Y
	Implement a program of community engagement with the objective of staying on top of emerging issues and opportunities	DCCD	Y		Y	
Council lead by example with innovative technologies and processes	Actively seek and educate staff on new and innovative practices/processes including new technologies	ET	Y	Y	Y	Y
Council lead by example with innovative technologies and processes	Facilitate education sessions with the community around new technologies and change (eg. energy efficiency, environmental sustainability)	EO	Y	Y	Y	Y

4.2: Prepare and transition to the economy of the future

Delivery Program Activity	Operational Plan Action	Responsibility	FY25	FY26	FY27	FY28
Our community has ready access to local, regional, national and global information	Advocate for improved mobile reception across the Shire	EC	Y	Y	Y	Y
Seek out business opportunities to support our economy into the future	Advocate for enhanced Rail sector presence in Junee	EC	Y	Y	Y	Y
	Participate in the Inland Rail Project consultation	ET	Y	Y	Y	Y
	Implement visitor economy programs that grow the tourism potential within the Shire	DCCD	Y	Y	Y	Y

Delivery Program Activity	Operational Plan Action	Responsibility	FY25	FY26	FY27	FY28
	Support the Agricultural sector in the development and use of emerging technologies	DCCD	Y	Y	Y	Y
	Work with local businesses to support new sector based initiative that grow the local economy	EDO	Y	Y	Y	Y
Provide employment opportunities for young people	Continue to support and employ School based trainees within Council	ET	Y	Y	Y	Y
	Work with local business and industry to grow opportunities for employment opportunities for younger people	EDO	Y	Y	Y	Y
Maintain community values and interests as we transition towards a digital economy	Advocate for social and medical service provision to allow for local people to continue to live and age in place	EC	Y	Y	Y	Y
	Promote Junee as an attractive and desirable community to live in	ET	Y	Y	Y	Y

DRAFT

T3: Sustainable

5: For our community to be in harmony with its built and natural environment

5.1: Encourage respectful planning, balanced growth and good design

Delivery Program Activity	Operational Plan Action	Responsibility	FY25	FY26	FY27	FY28
Protect the natural environment through appropriate regulation and policy	Carry out Council regulatory obligations effectively	EO	Y	Y	Y	Y
Encourage and support community sustainability and environmental projects	Provide environmental and sustainability advice and education	EO	Y	Y	Y	Y

5.2: Plan and respond to our changing environment

Delivery Program Activity	Operational Plan Action	Responsibility	FY25	FY26	FY27	FY28
Respond to emergencies within our Shire	Support the activities of the Local Emergency Management Committee (LEMC) and maintain a local Emergency Operations Centre (EOC)	DES	Y	Y	Y	Y

5.3: Protect, conserve and maintain our natural assets

Delivery Program Activity	Operational Plan Action	Responsibility	FY25	FY26	FY27	FY28
Protect and conserve the natural environment	Tender for the agricultural agistment of non-public areas of Bethungra Reserve	CFO	Y	Y	Y	Y
	Support the management and control of weeds in line with the agreed program and budget	DES	Y	Y	Y	Y
	Actively engage with and support the Weed Management Committee	DES	Y	Y	Y	Y
	Manage roadside environments in line with the relevant guidelines and legislation	EO	Y	Y	Y	Y

Delivery Program Activity	Operational Plan Action	Responsibility	FY25	FY26	FY27	FY28
	Monitor, manage and protect public waterways in partnership with the relevant agencies and in line with the relevant guidelines and legislation	EO	Y	Y	Y	Y
Protect and conserve the natural environment	Manage and operate the Junee waste facility in line with the relevant guidelines and licence conditions	EO	Y	Y	Y	Y
	Deliver waste services in line with the agreed levels of service, programs and budgets	DES	Y	Y	Y	Y
	Review waste fees and charges annually in line with Councils sustainability objectives	DES	Y	Y	Y	Y
	Protect and manage threatened species populations and endangered ecological communities	EO	Y	Y	Y	Y
	Deliver a community waste education program aimed at improving recycling, reducing waste to landfill and reduced littering	EO	Y	Y	Y	Y
	Progressively develop and implement Plans of Management for Crown Lands managed by Council on behalf of the community	DES	Y	Y	Y	Y

6: To use and manage our resources wisely (human, financial and built assets)

6.1: Council is recognised by the community as being financially responsible

Delivery Program Activity	Operational Plan Action	Responsibility	FY25	FY26	FY27	FY28
Prepare, review and update corporate documents in consultation with the community to meet NSW Government Integrated Planning & Reporting requirements	Delivery Program and Operational Plan advertised for public exhibition each year	CFO	Y	Y	Y	Y
	Update the Long Term Financial Plan (LTFP) each year	CFO	Y	Y	Y	Y
	Undertake a review of asset service levels in line with Councils Sustainability objectives	ET			Y	
Complete required corporate	Publish half yearly monthly Council performance reports	ESO	Y	Y	Y	Y

Delivery Program Activity	Operational Plan Action	Responsibility	FY25	FY26	FY27	FY28
reporting to meet NSW Government Integrated Planning & Reporting requirements	Publish the Annual Report	ESO	Y	Y	Y	Y
	Publish the End of Term Report	ESO	Y			
Operate a sustainable infrastructure portfolio	Advocate for a more sustainable infrastructure funding model for local government infrastructure	EC	Y	Y	Y	Y
	Report quarterly on capital works program as part of the quarterly budget review process	CFO	Y	Y	Y	Y
Undertake entrepreneurial activities	Consider Residential Land Development where economically viable	EC	Y	Y	Y	Y
	Consider entrepreneurial opportunities where appropriate	EC	Y	Y	Y	Y
	Maintain the Roads Maintenance Council Contract with TfNSW	PE	Y	Y	Y	Y
	Review Councils capability and capacity to actively pursue external contracting work as a supplementary revenue source	DES	Y	Y	Y	Y
Manage Council's finances	Financial management reporting meets compliance frameworks	DCCD	Y	Y	Y	Y
	Provide sound financial management of Council's investments and borrowings	DCCD	Y	Y	Y	Y
	Develop annual budgets in the Operational Plan that are financially sustainable or meet sector performance ratios over the 10 year financial planning cycle	CFO	Y	Y	Y	Y
	Review Council's investment policy	DCCD		Y		
	Prepare and report Quarterly Budget Statement Reviews (QBRs)	CFO	Y	Y	Y	Y
	Half yearly review of Council's rating revenue to reduce aged debtors	CFO	Y	Y	Y	Y
	Implement Electronic Rates notification	AOR	Y			
	Implement Text messaging for rates due	AOR	Y			
	Implement a Fraud Control Plan in line with program and budget	GM		Y		
	Maintain controls against external creditor fraud	CFO	Y	Y	Y	Y

Delivery Program Activity	Operational Plan Action	Responsibility	FY25	FY26	FY27	FY28
	Undertake a service review on Waste operations	DES	Y			
	Undertake a review of Parks and Garden operations	DES	Y			
	Annual outstanding rate arrears reduced to 5% by 2025	AOR	Y			
	Support and facilitate the Audit Risk and Improvement Committee	GM	Y	Y	Y	Y

6.2: Embrace energy efficiency and industrial ecology principles

Delivery Program Activity	Operational Plan Action	Responsibility	FY25	FY26	FY27	FY28
Reduce the Council's Greenhouse Footprint	Progressively implement recommendations contained in the Renewable Energy Action Plan in line with program and budget	ET	Y	Y	Y	Y
Facilitate opportunities for energy efficiency gains by community and business	Facilitate industry to look for opportunities to help each other to reduce waste generation and increase resource recovery at the source	EO	Y	Y	Y	Y
	Undertake advocacy activities to further the opportunities for the Council and community to work together on community renewable energy generation	EO	Y	Y	Y	Y

6.3: Manage our built assets with asset management plans

Delivery Program Activity	Operational Plan Action	Responsibility	FY25	FY26	FY27	FY28
Manage our assets	Implement asset management improvement actions in line with Councils asset management plans and sustainability objectives	ET	Y	Y	Y	Y

6.4: Reduce, reuse and recover waste

Delivery Program Activity	Operational Plan Action	Responsibility	FY25	FY26	FY27	FY28
Manage Solid Waste Management	Maintain watching brief on waste revenue market opportunities eg. scrap metal	DES	Y	Y	Y	Y
	Provide waste management services	DES	Y	Y	Y	Y
Improve community understanding of reduce, reuse, recycle	Implement community awareness campaign for reduce, reuse and recycle	EO		Y		Y

DRAFT

T4: Collaborative

7: To be a socially, physically and culturally engaged and connected community

7.1: Encourage an informed and involved community

Delivery Program Activity	Operational Plan Action	Responsibility	FY25	FY26	FY27	FY28
Welcome new residents	Maintain and distribute information packs to new residents	DCCD	Y	Y	Y	Y
	Support 'Welcome to Junee' functions for new residents	DCCD	Y	Y	Y	Y
Distribute a regular Community Newsletter	Provide content in Junee Independent newspaper	ET	Y	Y	Y	Y
	Manage social media platforms and content	ITC	Y	Y	Y	Y
	Draft and review communication material	CEC	Y	Y	Y	Y
	Promote what Council has achieved in accessibility in the community through Council News and online	FCDM	Y	Y	Y	Y
Mandatory Public Information is accessible to the public	Attend village and community meetings when invited	ET	Y	Y	Y	Y
	Process formal and informal Government Information Public Access and Privacy and Personal Information Act applications	CFO	Y	Y	Y	Y
	Maintain Council websites and social media with current information	ITC	Y	Y	Y	Y
Customer Service is made available in a variety of forms Delivery Program Activity	Provide first point of customer contact - telephone, internet and in-person	BSCS	Y	Y	Y	
	Facilitate front-line services for Council - payments, applications, enquiries	BSCS	Y	Y	Y	Y
	Facilitate front-line services on behalf of other Government Agencies eg. Service NSW, Centrelink	BSCS	Y	Y	Y	Y

7.2: Enable broad, rich and meaningful engagement to occur

Delivery Program Activity	Operational Plan Action	Responsibility	FY25	FY26	FY27	FY28
Develop volunteers' network	Support or maintain volunteer registers that community stakeholders can access	DCCD	Y	Y	Y	Y
	Participate in the Riverina Eastern Regional Organisation of Councils (REROC) Take Charge Forum (Youth volunteering)	ET	Y	Y	Y	Y
	Provide access to volunteer training for community members	DCCD	Y	Y	Y	Y
	Recognise volunteers throughout Council publications and media	CEC	Y	Y	Y	Y
	Host annual celebration of volunteers (coordinate with National Volunteering Week)	CEC	Y	Y	Y	Y
Assist local community organisations to develop community capacity	Assist Not for Profit (NFP) event organisers with traffic management plans	DES	Y	Y	Y	Y
	Assist Not for Profit (NFP) organisations with regulatory approval applications	DCCD	Y	Y	Y	Y
	Provide assistance to Not for Profit (NFP) organisations with funding submissions	GO	Y	Y	Y	Y

7.3: Build on our sense of community

Delivery Program Activity	Operational Plan Action	Responsibility	FY25	FY26	FY27	FY28
Strengthen the networks which bind the community together	Athenium Theatre building is well maintained and marketed to attract regional scale events	FCDM	Y	Y	Y	Y
	Conduct regular meetings of the Local Emergency Management Committee	DES	Y	Y	Y	Y
Strengthen the networks which bind the community together	June Junction Recreation & Aquatic Centre provide contemporary leisure services to the Shire	FCDM	Y	Y	Y	Y
	Library provides and/or organises recreation space for community gatherings	LS	Y	Y	Y	Y
	Library to maintain relevant up to date resources for the public to use	LS	Y	Y	Y	Y

Delivery Program Activity	Operational Plan Action	Responsibility	FY25	FY26	FY27	FY28
Instill a sense of pride in the community by advocating for and supporting community initiatives	Council supports community initiatives and events within available resources	EC	Y	Y	Y	Y
	Facilitate local Australia Day nominations and awards	CEC	Y	Y	Y	Y
	The Mayor and Councillors makes themselves available for community and civic purposes	EC	Y	Y	Y	Y

8: To work together to achieve our goals

8.1: Build strong relationships and shared responsibilities

Delivery Program Activity	Operational Plan Action	Responsibility	FY25	FY26	FY27	FY28
Strengthen the networks which bind the community together - to keep a cohesive community	Councillors or council staff attend community progress association meetings	EC/ET	Y	Y	Y	Y
Council provides resources to support identified committees and structures	Australia Day - host and provide leadership and support to the public event	CEC	Y	Y	Y	Y
	Provide administrative support to the Junee Liquor Accord	FCDM	Y	Y	Y	Y
	Member participant of the District Emergency Management Committee	GM	Y	Y	Y	Y
	Junee Interagency Forum - Council services participate in this forum and events	FCDM	Y	Y	Y	Y
	Junee Youth Council - host and provide leadership and support to promote the voice of young people via citizenship activation	DCCD	Y	Y	Y	Y
	Senior Citizens Committee - the annual event to proceed and support activities for our aging residents	FCDM	Y	Y	Y	Y
	Support local volunteer drivers in the Junee Community Transport scheme	CTC	Y	Y	Y	Y
	Provide administration support to Committees of the Council	EA	Y	Y	Y	Y

8.2: Work in partnership to plan for the future

Delivery Program Activity	Operational Plan Action	Responsibility	FY25	FY26	FY27	FY28
Maintain proactive working relationship with community groups and associations	Meet with members of the business community to support business and community events	EDO	Y	Y	Y	Y
	Meet with Junee Sports Committee to improve and maintain sporting assets across the shire	DES	Y	Y	Y	Y
Work in partnership with neighbouring councils and government agencies in regional promotion, policy development and service provision.	Support membership of the Riverina Eastern Regional Organisation of Councils (REROC)	EC	Y	Y	Y	Y
	Work collaboratively with the NSW Roads and Maritime Services to maintain a safe and fit for purpose highway network	DES	Y	Y	Y	Y
	Work collaboratively with the NSW Rural Fire Service to mitigate bush fire hazard across the Shire	GM	Y	Y	Y	Y
State and Federal Government relationships	Invite Local Federal Member of Parliament to meet with elected body	GM	Y	Y	Y	Y
	Invite Local State Member of Parliament to meet with elected body	GM	Y	Y	Y	Y
	Meet with State and Federal Agencies to advocate for local and regional interest	EC/ET	Y	Y	Y	Y
	Support the NSW Electoral Commission in conducting the Local Government Election in 2024	CFO	Y			

8.3: Provide representative, responsive and accountable community governance and leadership

Delivery Program Activity	Operational Plan Action	Responsibility	FY25	FY26	FY27	FY28
Implement the Community Strategic Plan	Develop Council's Delivery Program and Operational Plan in response to the Community Strategic Plan	CFO	Y	Y	Y	Y
Report to the community in accordance with the NSW State	Prepare a Quarterly Budget Review Statement within two months of the close of each quarter	CFO	Y	Y	Y	Y

Delivery Program Activity	Operational Plan Action	Responsibility	FY25	FY26	FY27	FY28
Government's Integrated Planning & Reporting framework	Ensure Financial Statements are completed and lodged in accordance with statutory requirements	CFO	Y	Y	Y	Y
Appropriate governance and leadership are in place to ensure appropriate level of accountability and transparency	Maintain an appropriate suite of Policies to guide Council's activities	CFO	Y	Y	Y	Y
	Maintain an Enterprise Risk Management (ERM) system	RM	Y	Y	Y	Y
	Public information is readily accessible on council websites for public viewing	ITC	Y	Y	Y	Y
	Community Surveys carried out to help identify community satisfaction expectations in service delivery areas	ET	Y	Y	Y	Y
	Maintain Council's Records Management systems in line with compliance guidelines and standards	ESO	Y	Y	Y	Y

Responsibility:

EC	Elected Council
ET	Executive Team
GM	General Manager
CFO	Chief Financial Officer
DES	Director Engineering Services
DCCD	Director Corporate and Community Development
FCDM	Facilities and Community Development Manager
MES	Manager Engineering Services
RM	Risk Manager
ITC	Information Technology Coordinator
EDO	Economic Development Officer
EHBS	Environmental Health and Building Surveyor
ESO	Executive Support Officer
EA	Executive Assistant
GIS/GO	Geospatial Information System and Grant Officer
CTC	Community Transport Coordinator
CEC	Communication and Event Coordinator
LS	Library Supervisor
PE	Project Engineer
AOR	Accounts Officer Revenue
R	Ranger
EO	Environmental Officer
BSCS	Business Support Customer Service

Financial statements 2025-2028 (DPOP)

Income Statement - Consolidated

	Budget 2024/25 \$	Forecast 2025/26 \$	Forecast 2026/27 \$	Forecast 2027/28 \$
Income from continuing operations				
Rates and annual charges	8,013,000	8,245,000	8,487,000	8,736,000
User charges and fees	5,085,000	4,995,000	3,339,000	3,540,000
Other revenue	406,000	413,000	420,000	398,000
Grants and contributions provided for operating purposes	6,724,000	5,198,000	5,275,000	5,503,000
Grants and contributions provided for capital purposes	3,410,000	2,011,000	634,000	484,000
Interest and investment revenue	353,000	303,000	303,000	303,000
Other Income	308,000	314,000	311,000	307,000
Net gains from the disposal of assets	-	-	808,000	700,000
Total income from continuing operations	24,299,000	21,479,000	19,577,000	19,971,000
Expenses from continuing operations				
Employee Benefits and on-costs	6,607,000	6,826,000	6,475,000	6,665,000
Materials and services	7,803,000	7,598,000	6,724,000	6,873,000
Borrowing Costs	486,000	463,000	438,000	480,000
Depreciation, amortisation and impairment for non-financial assets	3,803,000	3,878,000	3,895,000	3,929,000
Other expenses	677,000	683,000	690,000	696,000
Net losses from the disposal of assets	-	-	-	-
Total expenses from continuing operations	19,376,000	19,448,000	18,222,000	18,643,000
Operating result from continuing operations	4,923,000	2,031,000	1,355,000	1,328,000
Net operating result for the period before grants and contributions provided for capital purposes	1,513,000	20,000	721,000	844,000

Financial statements 2025-2028 (DPOP)

Income Statement - General Fund

	Budget 2024/25 \$	Forecast 2025/26 \$	Forecast 2026/27 \$	Forecast 2027/28 \$
Income from continuing operations				
Rates and annual charges	7,038,000	7,231,000	7,430,000	7,633,000
User charges and fees	4,685,000	4,595,000	2,939,000	3,140,000
Other revenue	406,000	413,000	420,000	398,000
Grants and contributions provided for operating purposes	6,724,000	5,198,000	5,275,000	5,503,000
Grants and contributions provided for capital purposes	3,410,000	2,011,000	634,000	484,000
Interest and investment revenue	338,000	288,000	288,000	288,000
Other Income	308,000	314,000	311,000	307,000
Net gains from the disposal of assets	-	-	808,000	700,000
Total income from continuing operations	22,909,000	20,050,000	18,105,000	18,453,000
Expenses from continuing operations				
Employee Benefits and on-costs	6,030,000	6,237,000	5,871,000	6,053,000
Materials and services	7,442,000	7,234,000	6,357,000	6,503,000
Borrowing Costs	375,000	356,000	334,000	378,000
Depreciation, amortisation and impairment for non-financial assets	3,558,000	3,630,000	3,640,000	3,669,000
Other expenses	627,000	632,000	640,000	646,000
Net losses from the disposal of assets	-	-	-	-
Total expenses from continuing operations	18,032,000	18,089,000	16,842,000	17,249,000
Operating result from continuing operations	4,877,000	1,961,000	1,263,000	1,204,000
Net operating result for the period before grants and contributions provided for capital purposes	1,467,000	(50,000)	629,000	720,000

Financial statements 2025-2028 (DPOP)

Income Statement - Sewer Fund

	Budget 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28
	\$	\$	\$	\$
Income from continuing operations				
Rates and annual charges	975,000	1,014,000	1,057,000	1,103,000
User charges and fees	400,000	400,000	400,000	400,000
Other revenue	-	-	-	-
Grants and contributions provided for operating purposes	-	-	-	-
Grants and contributions provided for capital purposes	-	-	-	-
Interest and investment revenue	15,000	15,000	15,000	15,000
Other Income	-	-	-	-
Net gains from the disposal of assets	-	-	-	-
Total income from continuing operations	1,390,000	1,429,000	1,472,000	1,518,000
Expenses from continuing operations				
Employee Benefits and on-costs	577,000	589,000	604,000	612,000
Materials and services	361,000	364,000	367,000	370,000
Borrowing Costs	111,000	107,000	104,000	102,000
Depreciation, amortisation and impairment for non-financial assets	245,000	248,000	255,000	260,000
Other expenses	50,000	51,000	50,000	50,000
Net losses from the disposal of assets	-	-	-	-
Total expenses from continuing operations	1,344,000	1,359,000	1,380,000	1,394,000
Operating result from continuing operations	46,000	70,000	92,000	124,000
Net operating result for the period before grants and contributions provided for capital purposes	46,000	70,000	92,000	124,000

Financial statements 2025-2028 (DPOP)

Cash Flow - Consolidated

	Budget 2024/25 \$	Forecast 2025/26 \$	Forecast 2026/27 \$	Forecast 2027/28 \$
Cash flows from operating activities				
<i>Receipts:</i>				
Rates and annual charges	7,944,000	8,227,000	8,472,000	8,721,000
User charges and fees	5,084,000	4,995,000	3,342,000	3,540,000
Interest received	352,000	303,000	301,000	302,000
Grants and contributions	10,360,000	6,187,000	5,455,000	5,954,000
Other	802,000	736,000	741,000	708,000
<i>Payments:</i>				
Payments to employees	(6,577,000)	(6,816,000)	(6,495,000)	(6,657,000)
Payments for materials and services	(7,888,000)	(7,631,000)	(6,795,000)	(6,859,000)
Borrowings costs	(487,000)	(464,000)	(438,000)	(480,000)
Other	(690,000)	(684,000)	(707,000)	(692,000)
Net cash from operating activities	8,900,000	4,853,000	3,876,000	4,537,000
Cash Flows from Investing Activities				
<i>Receipts:</i>				
Sale of Real Estate Assets	-	-	808,000	700,000
<i>Payments:</i>				
Purchase of IPPE	(11,967,000)	(5,792,000)	(5,404,000)	(3,990,000)
Net cash flows from investing activities	(11,967,000)	(5,792,000)	(4,596,000)	(3,290,000)
Cash Flows from Financing Activities				
<i>Receipts:</i>				
Proceeds from Borrowings & Advances	953,000	-	1,275,000	-
<i>Payments:</i>				
Repayment of borrowings	(511,000)	(466,000)	(501,000)	(1,519,000)
Principal component of lease payments	(181,000)	(123,000)	(57,000)	(10,000)
Net cash from financing activities	261,000	(589,000)	717,000	(1,529,000)
Net change in cash and cash equivalents	(2,806,000)	(1,528,000)	(3,000)	(282,000)
Cash and cash equivalents at beginning of year	8,249,000	5,443,000	3,915,000	3,912,000
Cash and cash equivalents at end of year	5,443,000	3,915,000	3,912,000	3,630,000
Details of restrictions				
External restrictions - included in liabilities				
Employee leave entitlements - Sewer and waste	50,000	25,000	25,000	25,000
Specific purpose unexpended grants - General	2,500,000	1,000,000	500,000	-
Specific purpose unexpended grants - General (Council Commitment)	-	-	-	-
External restrictions - included in liabilities	2,550,000	1,025,000	525,000	25,000
External restrictions - other				
Asset Management - Vehicle replacement fund (Community Transport)	34,000	8,000	-	-
Developer Contributions - General	210,000	295,000	365,000	500,000
Domestic waste management	100,000	100,000	100,000	100,000
Sewer fund	966,000	996,000	901,000	1,080,000
Stormwater and Drainage Fund Reserve	114,000	109,000	104,000	149,000
External restrictions - other	1,424,000	1,508,000	1,470,000	1,829,000
Total external restrictions	3,974,000	2,533,000	1,995,000	1,854,000
Internal allocations				
Asset Management - General Fund	125,000	125,000	175,000	175,000
Asset Management - Plant and vehicle replacement	234,000	259,000	334,000	264,000
Bethungra Dam Reserve	74,000	-	-	28,000
Employee leave entitlement	550,000	575,000	650,000	700,000
Junee Caravan Park, Burns Park and Laurie Daley Oval	149,000	199,000	249,000	299,000
Martel Memorial Trust Fund	4,000	4,000	4,000	4,000
Rehabilitation of gravel pits	30,000	32,000	34,000	36,000
Total internal allocations	1,166,000	1,194,000	1,446,000	1,506,000
Total restricted cash	5,140,000	3,727,000	3,441,000	3,360,000
Total unrestricted cash	303,000	188,000	471,000	270,000

Financial statements 2025-2028 (DPOP)

Cash Flow - General Fund

	Budget 2024/25 \$	Forecast 2025/26 \$	Forecast 2026/27 \$	Forecast 2027/28 \$
Cash flows from operating activities				
<i>Receipts:</i>				
Rates and annual charges	7,015,000	7,224,000	7,422,000	7,627,000
User charges and fees	4,684,000	4,595,000	2,942,000	3,140,000
Interest received	336,000	289,000	287,000	287,000
Grants and contributions	10,360,000	6,187,000	5,455,000	5,954,000
Other	802,000	736,000	741,000	708,000
<i>Payments:</i>				
Payments to employees	(6,000,000)	(6,227,000)	(5,891,000)	(6,045,000)
Payments for materials and services	(7,527,000)	(7,268,000)	(6,428,000)	(6,490,000)
Borrowings costs	(376,000)	(357,000)	(334,000)	(378,000)
Other	(640,000)	(634,000)	(657,000)	(642,000)
Net cash from operating activities	8,654,000	4,545,000	3,537,000	4,161,000
Cash Flows from Investing Activities				
<i>Receipts:</i>				
Sale of Real Estate Assets	-	-	808,000	700,000
<i>Payments:</i>				
Purchase of IPPE	(11,626,000)	(5,596,000)	(5,038,000)	(3,864,000)
Net cash flows from investing activities	(11,626,000)	(5,596,000)	(4,230,000)	(3,164,000)
Cash Flows from Financing Activities				
<i>Receipts:</i>				
Proceeds from Borrowings & Advances	953,000	-	1,275,000	-
<i>Payments:</i>				
Repayment of borrowings	(449,000)	(400,000)	(433,000)	(1,448,000)
Principal component of lease payments	(181,000)	(123,000)	(57,000)	(10,000)
Net cash from financing activities	323,000	(523,000)	785,000	(1,458,000)
Net change in cash and cash equivalents	(2,649,000)	(1,574,000)	92,000	(461,000)
Cash and cash equivalents at beginning of year	7,127,000	4,478,000	2,904,000	2,996,000
Cash and cash equivalents at end of year	4,478,000	2,904,000	2,996,000	2,535,000

Financial statements 2025-2028 (DPOP)

Cash Flow - Sewer Fund

	Budget 2024/25 \$	Forecast 2025/26 \$	Forecast 2026/27 \$	Forecast 2027/28 \$
Cash flows from operating activities				
<i>Receipts:</i>				
Rates and annual charges	929,000	1,003,000	1,050,000	1,094,000
User charges and fees	400,000	400,000	400,000	400,000
Interest received	16,000	14,000	14,000	15,000
Grants and contributions	-	-	-	-
Other	-	-	-	-
<i>Payments:</i>				
Payments to employees	(577,000)	(589,000)	(604,000)	(612,000)
Payments for materials and services	(361,000)	(363,000)	(367,000)	(369,000)
Borrowings costs	(111,000)	(107,000)	(104,000)	(102,000)
Other	(50,000)	(50,000)	(50,000)	(50,000)
Net cash from operating activities	246,000	308,000	339,000	376,000
Cash Flows from Investing Activities				
<i>Receipts:</i>				
Sale of Real Estate Assets	-	-	-	-
<i>Payments:</i>				
Purchase of IPPE	(341,000)	(196,000)	(366,000)	(126,000)
Net cash flows from investing activities	(341,000)	(196,000)	(366,000)	(126,000)
Cash Flows from Financing Activities				
<i>Receipts:</i>				
Proceeds from Borrowings & Advances	-	-	-	-
<i>Payments:</i>				
Repayment of borrowings	(62,000)	(66,000)	(68,000)	(71,000)
Principal component of lease payments	-	-	-	-
Net cash from financing activities	(62,000)	(66,000)	(68,000)	(71,000)
Net change in cash and cash equivalents	(157,000)	46,000	(95,000)	179,000
Cash and cash equivalents at beginning of year	1,122,000	965,000	1,011,000	916,000
Cash and cash equivalents at end of year	965,000	1,011,000	916,000	1,095,000

Financial statements 2025-2028 (DPOP)

Capital Works Program

	Budget 2024/25 \$	Forecast 2025/26 \$	Forecast 2026/27 \$	Forecast 2027/28 \$
Category				
Regional Roads	809,000	484,000	484,000	784,000
Rural Sealed Roads	5,952,000	2,060,000	1,594,000	1,110,000
Rural Unsealed Roads	300,000	307,000	315,000	323,000
Urban Sealed Roads	610,000	720,000	1,715,000	550,000
Parks and Reserves	641,000	1,083,000	165,000	135,000
Corporate Buildings	2,068,000	250,000	250,000	80,000
JJRAC	423,000	65,000	50,000	200,000
Plant Purchases	786,000	627,000	465,000	682,000
Information Technology	37,000	-	-	-
General Fund - Total	11,626,000	5,596,000	5,038,000	3,864,000
Sewer	341,000	196,000	366,000	126,000
Sewer Fund - Total	341,000	196,000	366,000	126,000
Consolidated - Total	11,967,000	5,792,000	5,404,000	3,990,000
Funding Sources				
Council own source funding	1,764,000	1,348,000	1,835,000	1,822,000
Grant contributions	7,991,000	3,350,000	1,421,000	1,221,000
Loan	953,000	-	1,275,000	-
Special Rates Variation	250,000	250,000	250,000	250,000
S7.12	130,000	65,000	80,000	15,000
Reserves	879,000	779,000	543,000	682,000
Total Funding Sources	11,967,000	5,792,000	5,404,000	3,990,000



OPERATIONAL PLAN 2024 - 2025

Contents:

- Commentary Operational Plan
- Income Statements
- Capital Expenditure Plan
- Revenue - Rating Structure
- Fees and Charges



COMMENTARY ON OPERATIONAL PLAN

In this commentary the key features of the Delivery Program and Operational Plan are outlined. The budget is constructed on a number of assumptions and they are set out in this section of the Delivery Program and Operational Plan.

This four-year budget, in simple terms, sees the maintenance of existing service levels and a substantial capital program, while maintaining a tight but sustainable cash position. It is reliant on normal sources of funding plus funding from an SRV, for which an application has been made but the outcome unknown.

KEY FEATURES

- The consolidated operating result for 2024/25, including Capital Grants is a surplus of \$4.93 million. This is made up of a surplus in General Fund of \$4.88 million and a surplus of \$46,000 in the Sewer Fund.
- If Capital grants are not included in the operating result, the consolidated surplus would be \$1.51 million with \$1.47 million of that being due to General Fund and \$46,000 being due to sewer.
- General rates will increase by 12.5% in 2024-25, which includes the rate cap of 3.8% and the SRV of 8.7%. This is the second and final year of the SRV. In subsequent years a rate cap of 2.5% has been assumed.
- It has been assumed that untied Financial Assistance Grants will be increased by 2.0% per annum in each year of the plan.
- Residential sewer charges see an increase of 4% in each year of the four-year plan.
- Waste charges will see an increase of 4% in each year of the four-year plan.
- Expenditure on Road Maintenance will average around \$1.8 million per annum during the life of the DPOP. This is a large increase compared to what is spent in a normal year. The goal is to gradually increase spending each year until it gets to \$2 million per annum.
- Capital Spending will amount to \$11.97 million in 2024/25 and \$27.17 million across the four years of the DPOP. This is the largest capital spending in the shire's history.
- Fees for the pool and fitness centre have been increased by 4% as part of council's strategy to increase them bi-annually. Other discretionary fees have generally been increased by 4 per cent, unless governed by legislation. An exception to this is cemetery fees which have been increased by 7%, and some fees at the waste transfer station, for tyres and mattresses which have been increased to levels similar to neighbouring facilities.



- Employee salaries have been budgeted to increase at 3.5% per annum plus \$1,000 in 24/25 and 3% plus \$1000 in 2025/26 and 2.5% thereafter. This is governed by the new Industrial Award which has recently been implemented.
- Expenses generally have been budgeted to increase at 2% per annum.
- No cuts to services have been made.

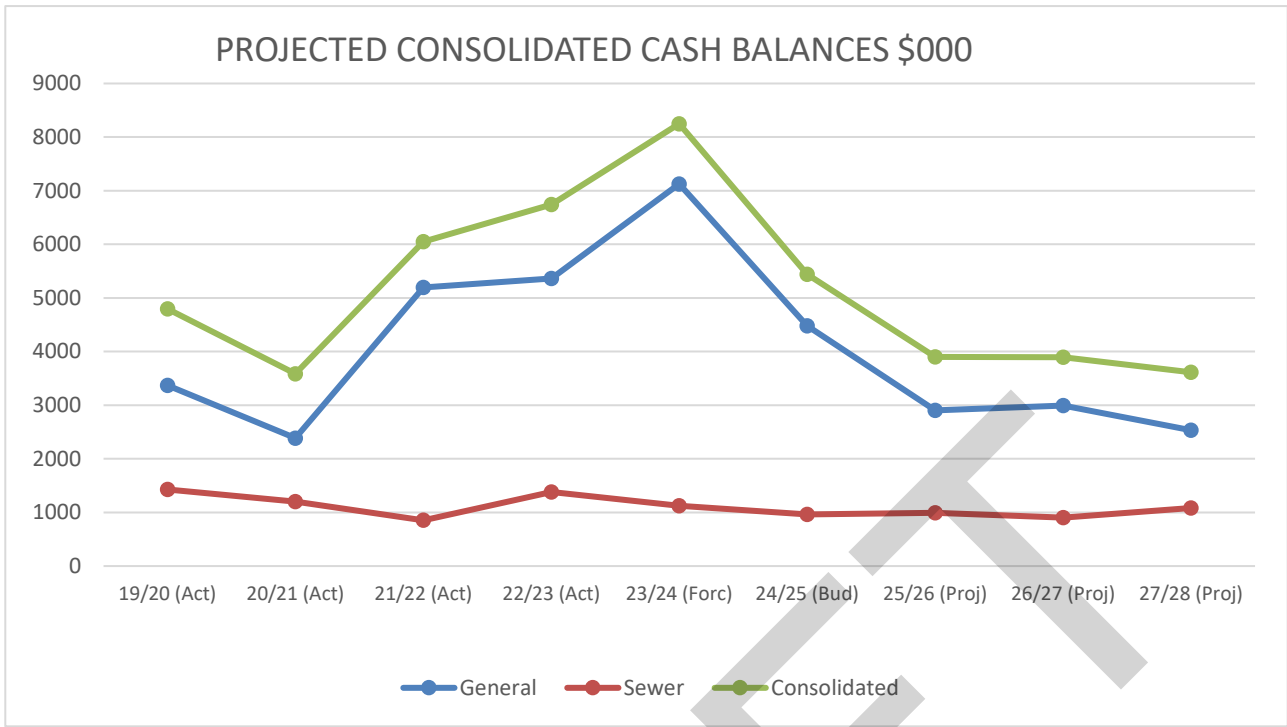
CASH FLOW

Over the four-year timeframe of the delivery program Council's consolidated cash and investments balance will decrease from an opening balance at 1/7/24 of \$8.25 million to \$3.62 at 30/6/28. Most of the decrease will be in the General Fund which will decrease from \$7.13 million to \$2.54 million. Sewer Fund will remain fairly stable reducing from \$1.12 million to \$1.08 million by the end of the four-year period.

The estimated opening cash position in 2024/25 is based on projected end of year figures for 2023/24 following the review of the revenue and expenditure in the March 2024 Quarterly Budget Review. The General Fund's cash will decrease significantly in the first year due to the spending of several roads grants which have been paid in advance.

Junee Shire continues to be diligent in the management of its tight cash position. Much of the cash received is restricted in use. That is, cash received must be spent on a particular item or area of operation. These restrictions limit the Council's ability to have enough free cash to fund unplanned events, demands for services and capital improvements.

Through careful cash management, the four-year Delivery Program is still able to deliver improvements in infrastructure through our maintenance and capital programs as well to continue to service the needs of the community and meet loan commitments.



CAPITAL EXPENDITURE

The planned Capital Expenditure program for the period 1 July 2024 to 30 June 2025 is set out below.

Capital expenditure will total \$11,967 million during 2024/25, the largest in Junee Shire's history.

The major areas of capital expenditure are as follows:

- Regional Roads \$809,000
- Rural Sealed Roads \$5,952,000
- Rural Unsealed Roads \$300,000
- Urban Sealed Roads \$610,000
- Parks and Reserves \$641,000
- Public Buildings \$1,765,000
- Plant and Equipment \$786,000
- Pool and Fitness Centre \$423,000
- Information Technology \$37,000
- Land purchase \$303,000
- Sewer \$341,000



The anticipated funding for capital projects is as follows:

SEWER FUND

The sewer fund is showing small surpluses over the four years of the delivery program and is in a strong financial position over the longer term.

This is because it has growing cash flows and will require low expenditure on Capital Works over the term of the Delivery Program and beyond due to the new Sewerage Treatment Plant being completed in 2021. The focus of the capital works program during the term of this plan will be on re-lining aging sewer mains.

Income is expected to grow at about \$40,000 per annum while borrowing costs will reduce as the loan that was taken out to fund the new Sewerage Treatment Plant in 2019 is repaid.

Depreciation is being charged at about \$360,000 per year, and capital spending has been budgeted to average \$261,000 per annum. During the term of the Delivery Program cash will moderately reduce. Beyond this timeframe the sewer fund will start to generate cash surpluses as income continues to increase due to price increases and population growth, and loan repayments decrease.

BORROWINGS

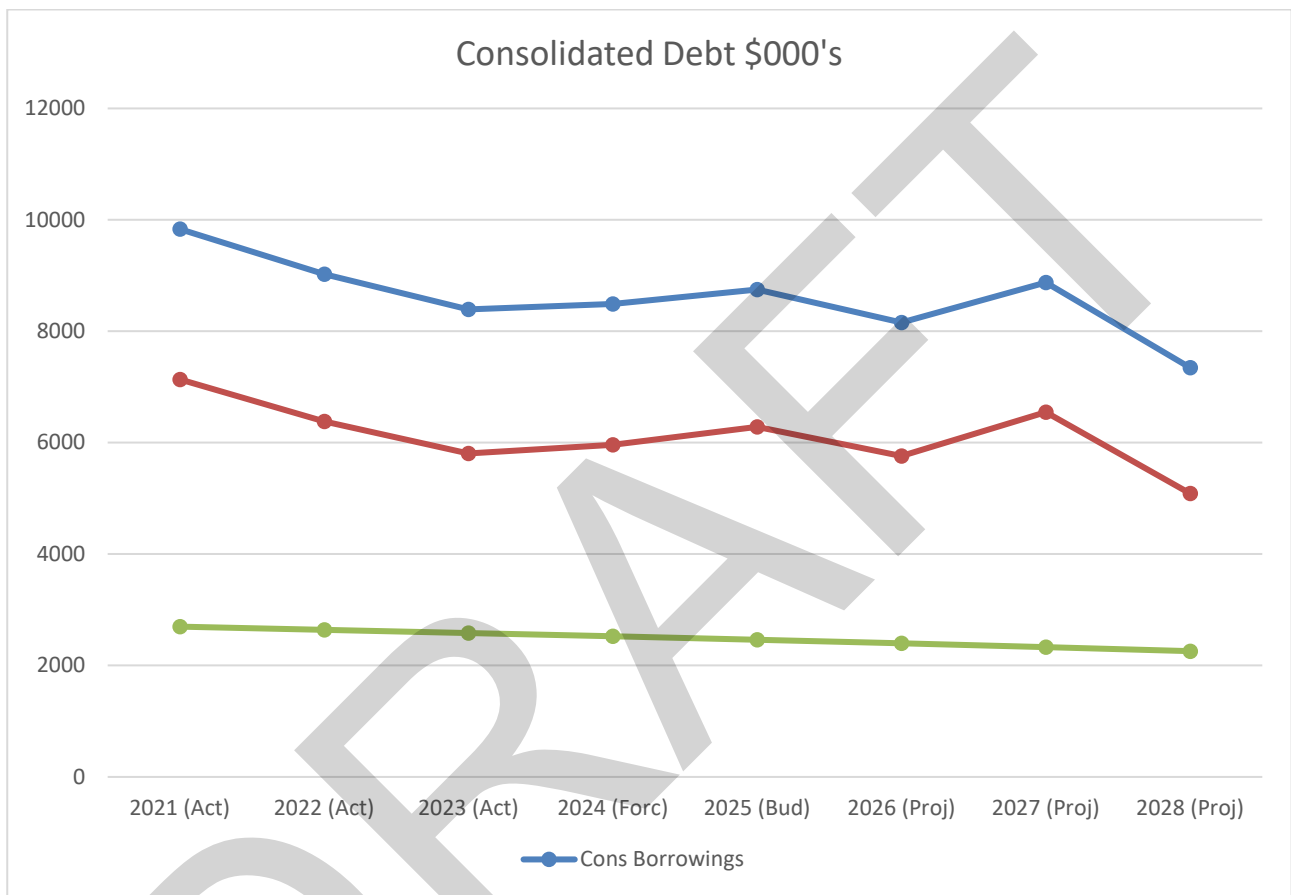
Borrowings are funds that Council may obtain from external and internal sources either by overdraft, loan or other means approved by the minister. There are three loans to consider which are an important component of funding the capital works program.

The first loan is for \$650,000 for the construction of the executive home in 2024/25.

The second loan is for \$303,000 for the balance of the settlement of a property in July 2024 planned to facilitate an improved intersection at Ducker and Kemp Streets with the planned reconstruction of the Kemp Street bridge which is a sub-set of the Inland Rail project.

The third loan amounts to \$1.125 million in 2026/27 for the development of residential land in Boundary Street Junee. This will be re-paid in future years correlating to when the newly sub-divided properties are sold.

The projected balance of borrowings at 30 June 2028 is \$7,347,000.



Financial statements 2024/25 (OP)

Income Statement - Consolidated

	Budget 2024/25 \$
Income from continuing operations	
Rates and annual charges	8,013,000
User charges and fees	5,085,000
Other revenue	406,000
Grants and contributions provided for operating purposes	6,724,000
Grants and contributions provided for capital purposes	3,410,000
Interest and investment revenue	353,000
Other Income	308,000
Net gains from the disposal of assets	-
Total income from continuing operations	24,299,000
Expenses from continuing operations	
Employee Benefits and on-costs	6,607,000
Materials and services	7,803,000
Borrowing Costs	486,000
Depreciation, amortisation and impairment for non-financial assets	3,803,000
Other expenses	677,000
Net losses from the disposal of assets	-
Total expenses from continuing operations	19,376,000
Operating result from continuing operations	4,923,000
Net operating result for the period before grants and contributions provided for capital purposes	1,513,000

Financial statements 2024/25 (OP)

Income Statement - General Fund

	Budget 2024/25 \$
Income from continuing operations	
Rates and annual charges	7,038,000
User charges and fees	4,685,000
Other revenue	406,000
Grants and contributions provided for operating purposes	6,724,000
Grants and contributions provided for capital purposes	3,410,000
Interest and investment revenue	338,000
Other Income	308,000
Net gains from the disposal of assets	-
Total income from continuing operations	22,909,000
Expenses from continuing operations	
Employee Benefits and on-costs	6,030,000
Materials and services	7,442,000
Borrowing Costs	375,000
Depreciation, amortisation and impairment for non-financial assets	3,558,000
Other expenses	627,000
Net losses from the disposal of assets	-
Total expenses from continuing operations	18,032,000
Operating result from continuing operations	4,877,000
Net operating result for the period before grants and contributions provided for capital purposes	1,467,000

Financial statements 2024/25 (OP)

Income Statement - Sewer Fund

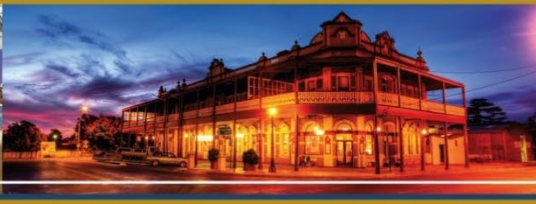
	Budget 2024/25 \$
Income from continuing operations	
Rates and annual charges	975,000
User charges and fees	400,000
Other revenue	-
Grants and contributions provided for operating purposes	-
Grants and contributions provided for capital purposes	-
Interest and investment revenue	15,000
Other Income	-
Net gains from the disposal of assets	-
Total income from continuing operations	1,390,000
Expenses from continuing operations	
Employee Benefits and on-costs	577,000
Materials and services	361,000
Borrowing Costs	111,000
Depreciation, amortisation and impairment for non-financial assets	245,000
Other expenses	50,000
Net losses from the disposal of assets	-
Total expenses from continuing operations	1,344,000
Operating result from continuing operations	46,000
Net operating result for the period before grants and contributions provided for capital purposes	46,000

Financial statements 2024/25 (OP)

Capital Program 2024/25 (OP)	Budget 2024/25 \$
Category	
General Fund	
Regional Roads	
Byrnes Road Heavy Patching & Rehabilitation	234,000
Canola Way Rehabilitation	325,000
Gundagai Road Heavy Patching & Rehabilitation	250,000
Rural Sealed Roads	
1030/1034 Natural Disaster Restoration Works	2,200,000
Old Cootamundra Road Reconstruction	2,000,000
Heavy Patching and Reseals	225,376
Brabins Road Rehab	527,000
Patterson Rd Rehab	250,000
Wantabadgery Road Culvert	750,067
Rural Unsealed Roads	
Gravel Resheeting	99,885
Shoulder Resheeting	199,770
Urban Sealed Roads	
Regent Street Rehab	200,000
Ducker Kemp street approach roads hand over	150,000
Heavy Patching and Reseals	100,000
Junee Streets	130,000
Village Streets	30,000
Parks and Reserves	
Canola Trail Project	335,938
Junee Cemetery Irrigation Extension	45,000
Junee Cemetery Toilet renewal	50,000
Playground Equipment Replacement	60,000
Memorial Park Softfall and Fencing	150,000
Public Buildings	
Council Chambers Renewal	35,000
Executive House	650,000
Athenium Upgrade	900,000
Broadway Museum Renewal	30,000
Library Renewal	20,000
SRV Building renewal	30,000
Depot Gates Replacement	100,000

Financial statements 2024/25 (OP)

Capital Program 2024/25 (OP)	Budget 2024/25 \$
Category	
General Fund	
JJRAC	
Building renewal	20,000
Gym Equipment	15,000
Solar Panels BTM Installation - REAP	280,000
Pool Covers	50,000
Pool Renewal	15,000
EV Charging station	43,444
Plant Purchases	
Plant Purchase expense	786,000
Other	
Land Acquired for improvement to intersection Kemp/Ducker Streets	303,000
Information Technology	
Replacement hardware	37,000
General Fund - Total	11,626,480
Sewer	
Effluent Pumping Plant	6,000
Manhole Repairs/Replacement	10,000
Sewer Plant Works - Ancilliary Works	80,000
Sewer Mains	20,000
Sewer Plant Works	5,000
Sewer Relining	200,000
Sewer Replacement	20,000
Sewer Fund - Total	341,000
Consolidated - Total	11,967,480
Funding Sources	
Council own source funding	1,764,218
Grant contributions	7,991,262
Loan	953,000
Special Rates Variation	250,000
S7.12	130,000
Reserves	879,000
Total Funding Sources	11,967,480



JUNEE SHIRE COUNCIL

2024/25

RATES, FEES AND CHARGES



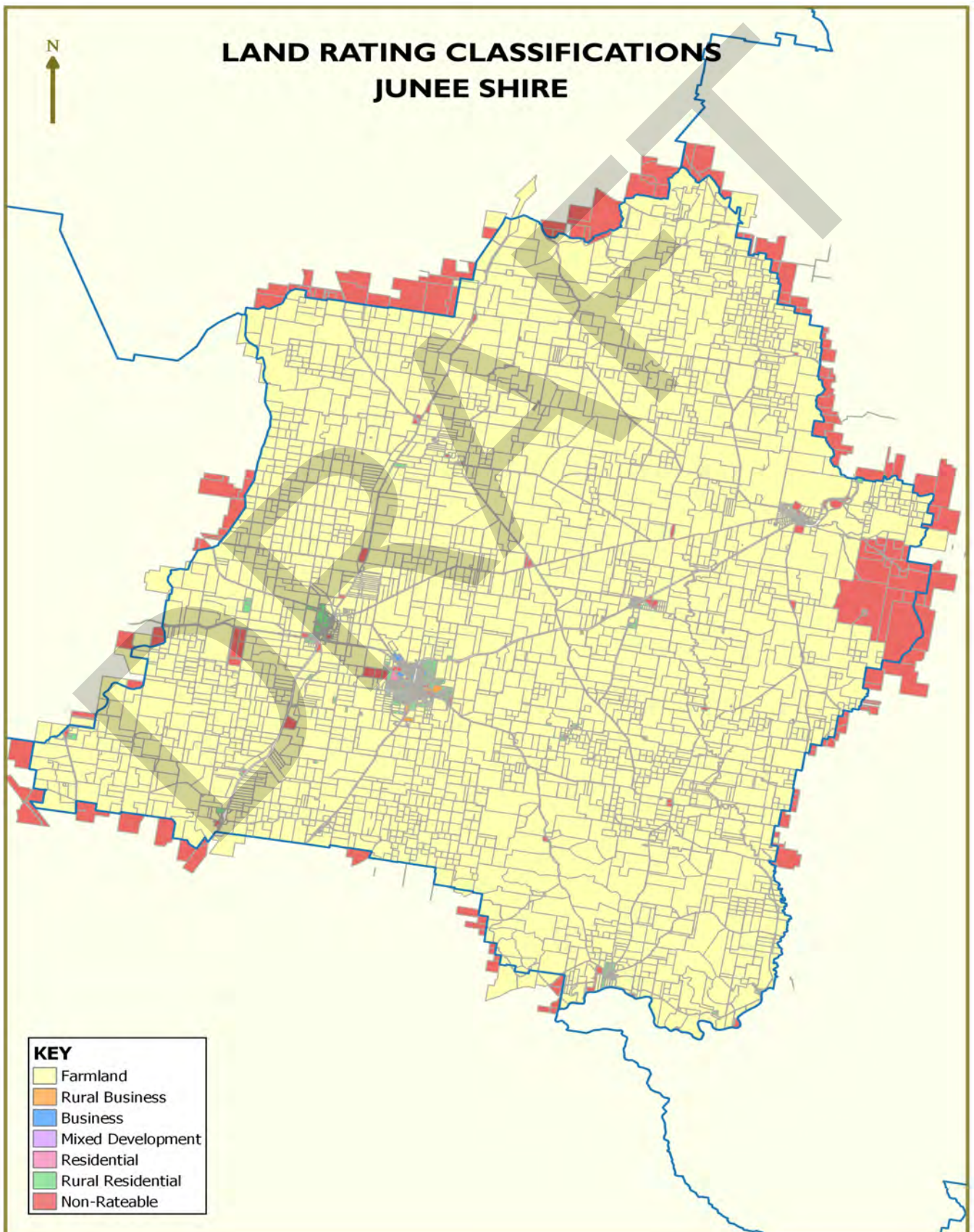
2024/25 RATES, FEES AND CHARGES

PROPOSED RATES STRUCTURES 2024/25

Table 1 - Applies 12.5% SRV increase across all rate categories using 2022 LV's as at 11.03.24													
Rating Structure 2024/25 - 1 July 2022 Base Date Land Values Rate Increase 12.5%													
Rate / Charge	Rate Code	No. of Assess.	Land Value	Notional Income 2023/24	Yield Required 2024/25	Base Rate %	Base Rate \$	Ad Valorem Rate (c in the \$)	Ad Valorem Rate	Base Income	Ad Valorem Income Calculated	Ad Valorem Income Required	Total Income
Farmland	1/3	627	2,298,061,250	2,479,361.00	2,789,281.13	10.07%	448.00	0.109152	0.00109152	280,896	2,508,385	2,508,385	2,789,281
Residential - Town	1/5	1,695	179,012,485	1,846,216.00	2,076,993.00	36.56%	448.00	0.736056	0.00736056	759,360	1,317,632	1,317,633	2,076,992
Residential - Rural & Village	1/1	519	83,563,070	449,903.00	506,140.88	45.94%	448.00	0.327452	0.00327452	232,512	273,629	273,629	506,141
Business - Town	1/4	120	13,025,035	382,465.00	430,273.13	12.49%	448.00	2.890688	0.02890688	53,760	376,513	376,513	430,273
Business	1/10	0	4,861,770	76,542.00	86,109.75	0.00%	448.00	1.771161	0.01771161	0	86,110	86,110	86,110
Total		2,961	2,578,523,610	5,234,487.00	5,888,797.88					1,326,528	4,562,269	4,562,270	5,888,797

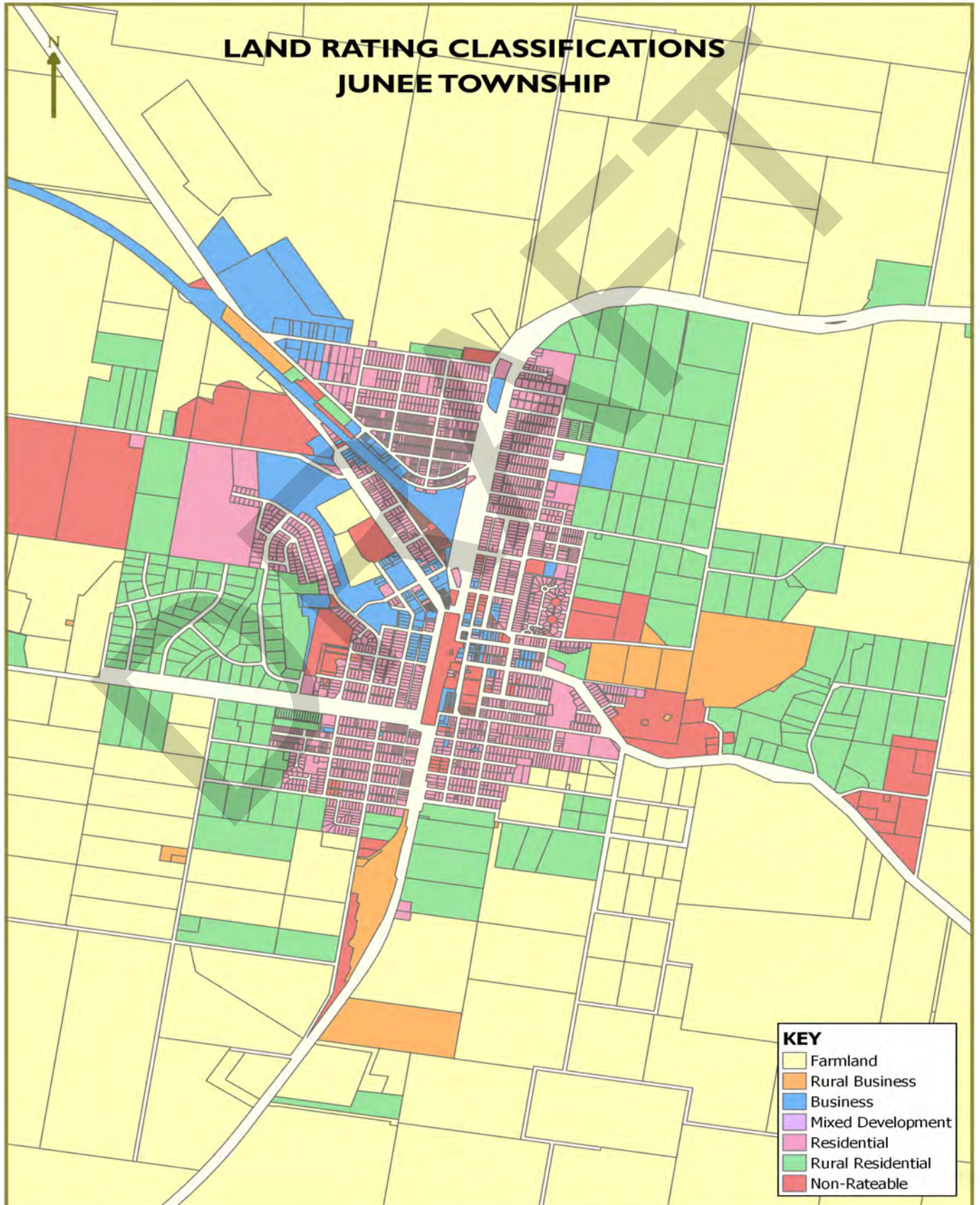


Park Dam



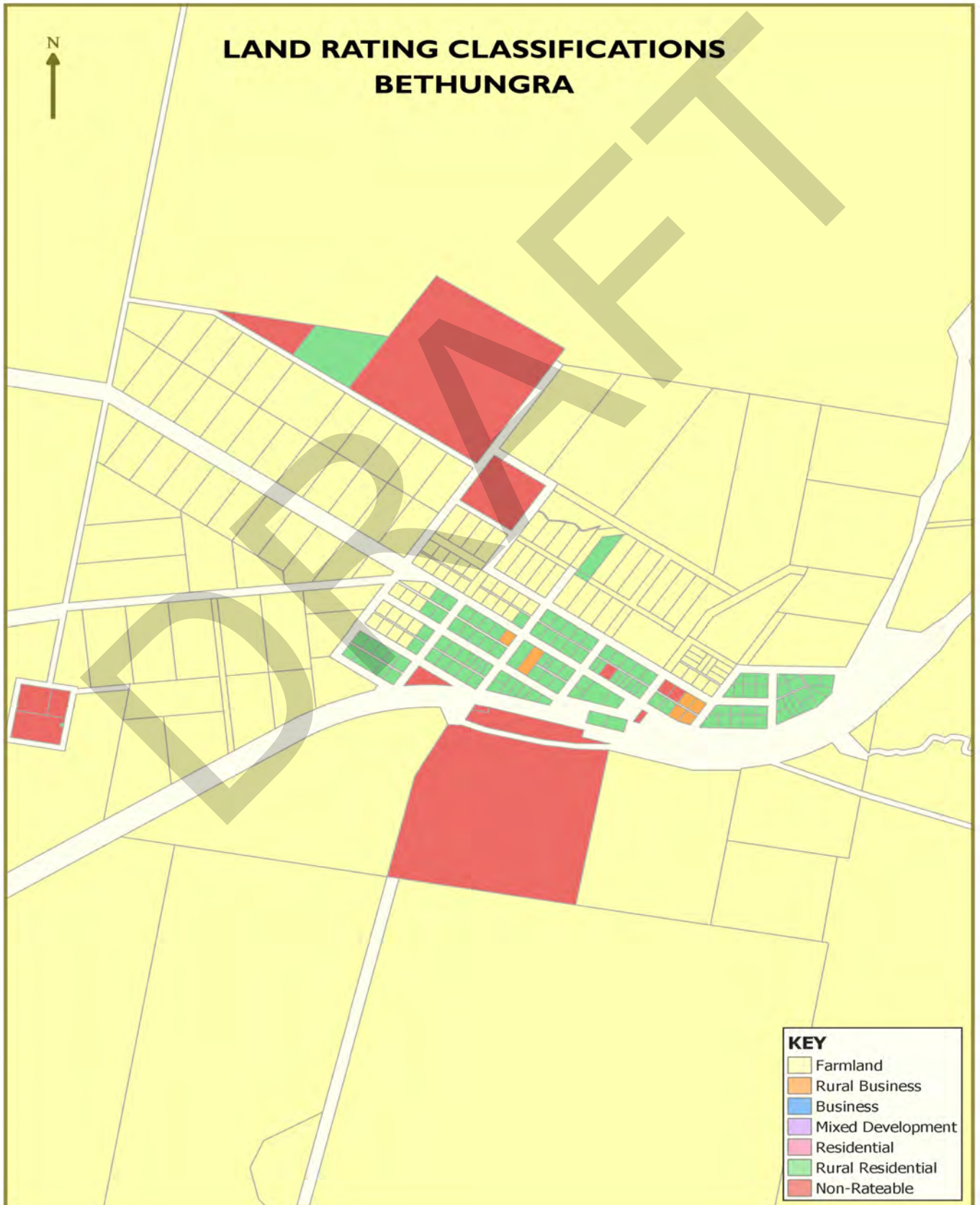


Broadway, Junee



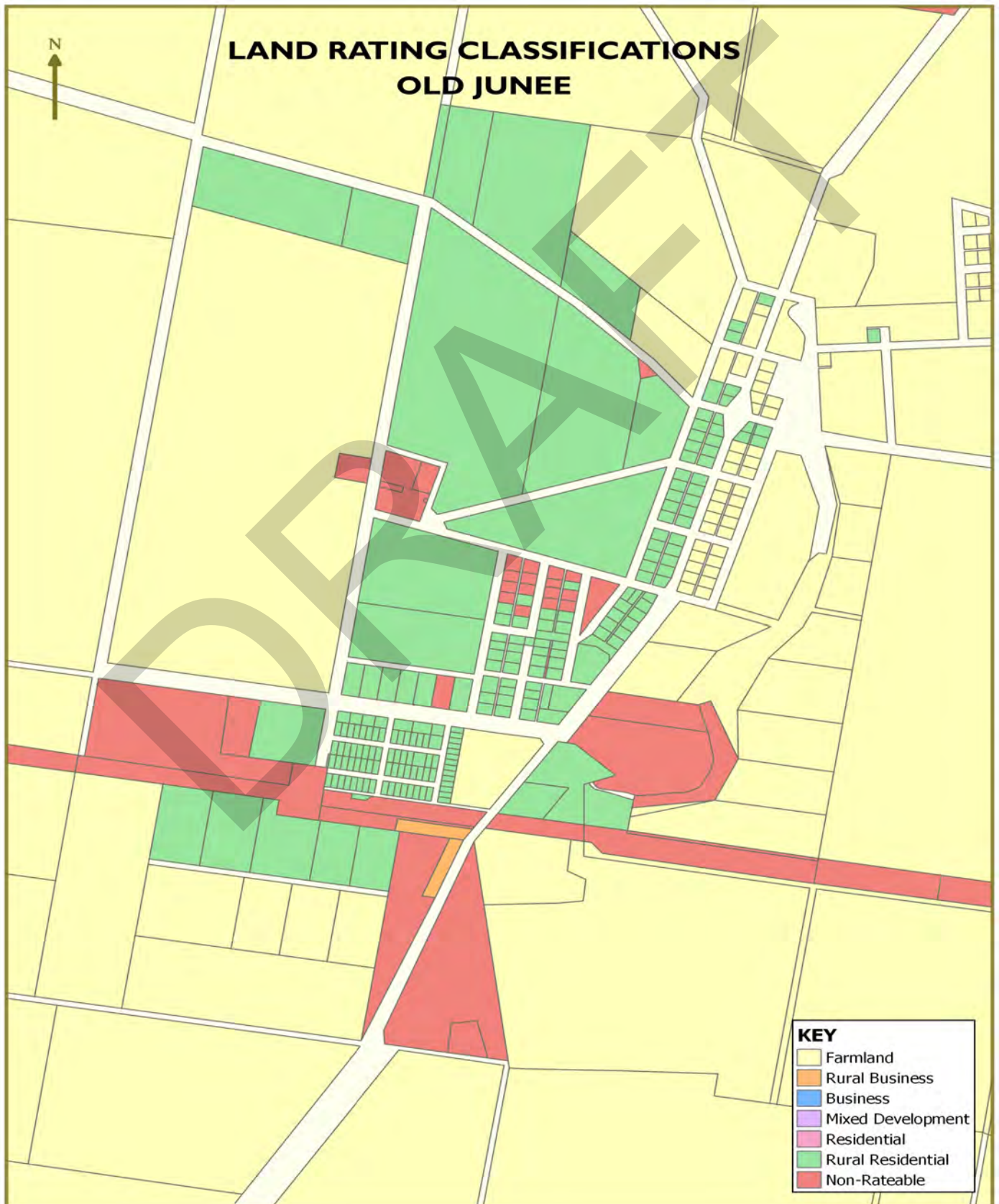


Shirley Hotel, Bethungra



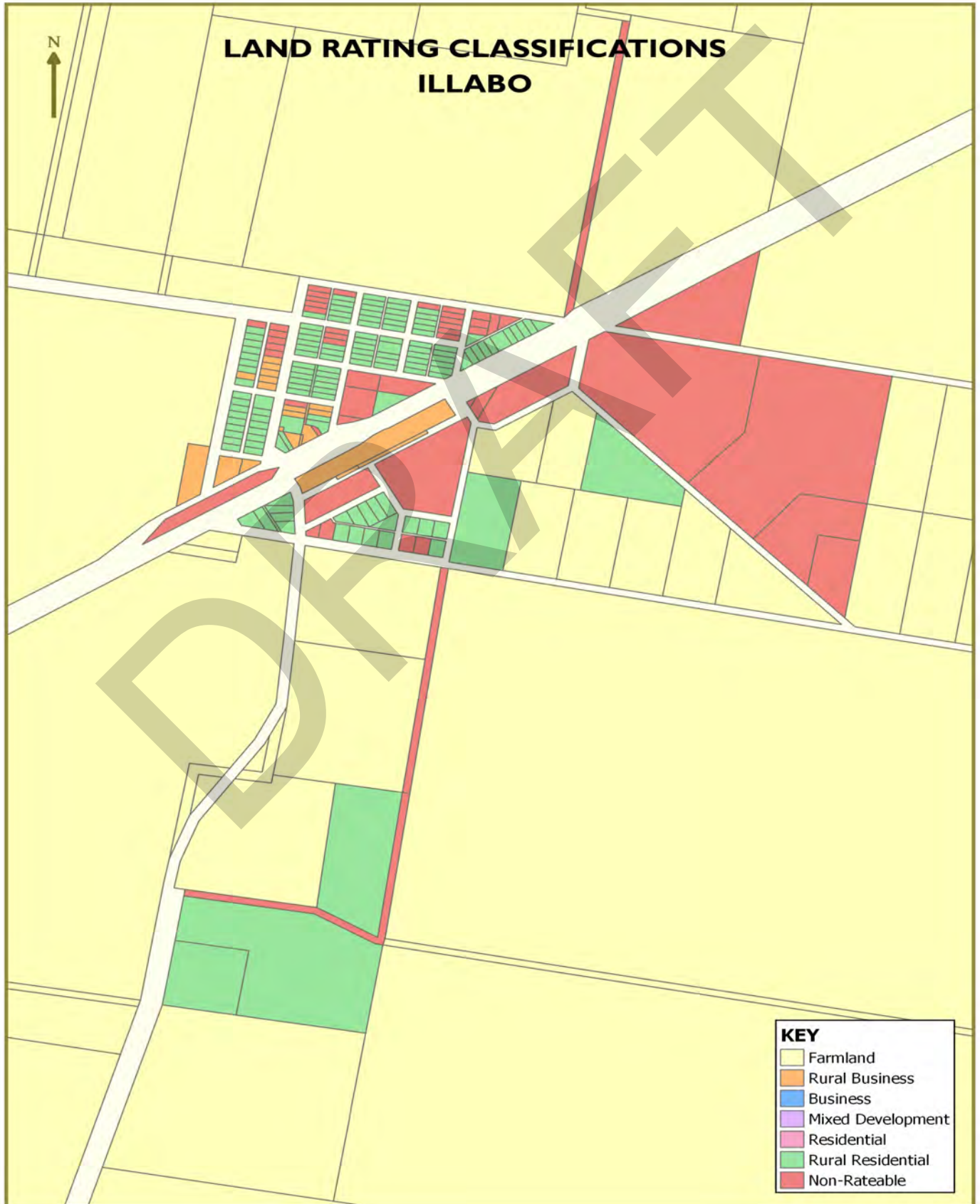


Silos, Old Junee



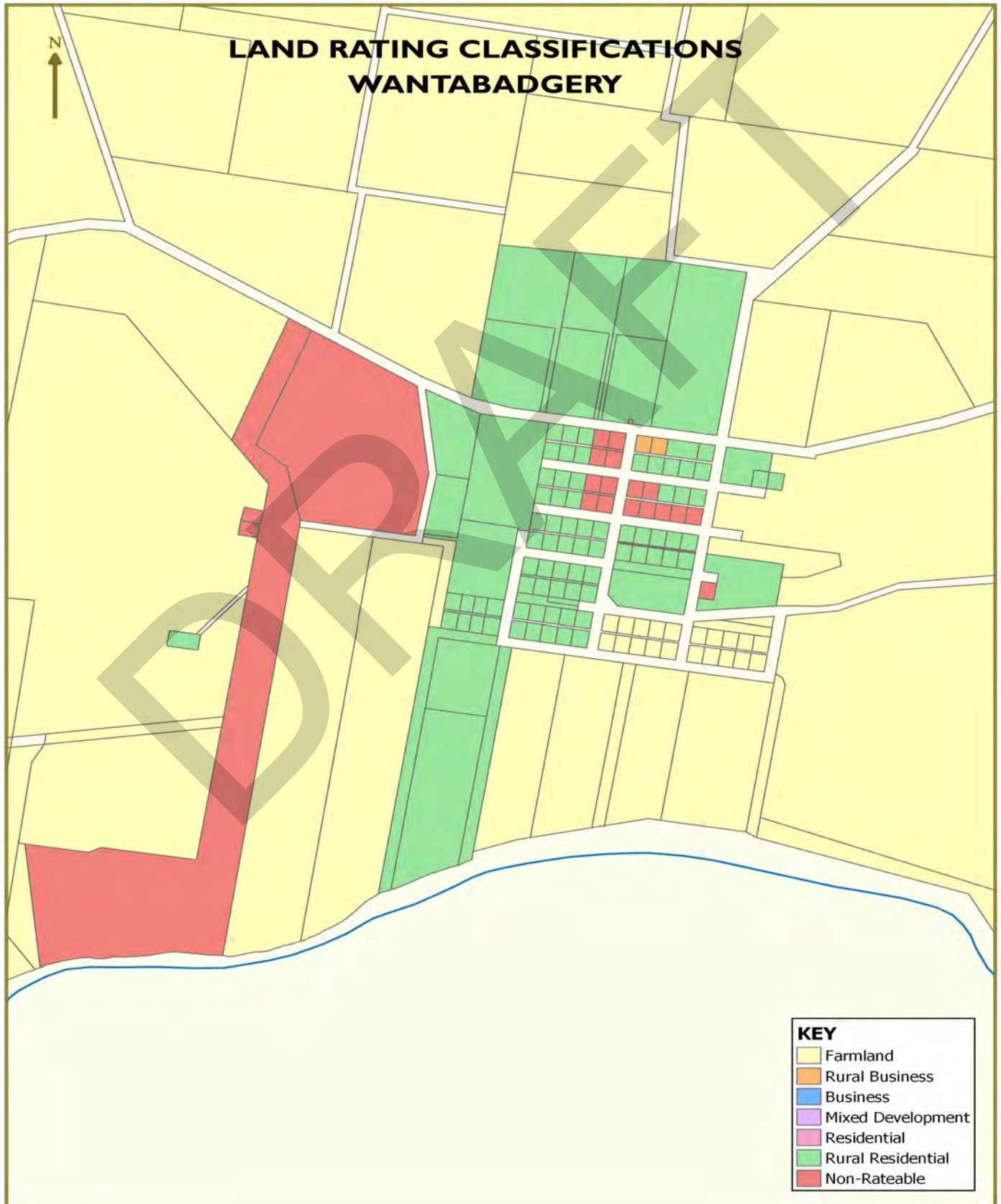


Illabo Speedway, Illabo





Sandy Beach, Wantabadgery



Fees and Charges Description	Statutory Fee	GST Status	23/24 Fees	Draft 24/25 Fees
Junee Junction Recreation & Aquatic Centre, Library and Community				
Junee Junction Recreation & Aquatic Centre				
"Concession" is defined as:				
<ul style="list-style-type: none"> • Child 4 years to 18 years • Pensioner with a Concession Card (on presentation of proof) • Seniors Card holders (on presentation of proof) • Full-time university students and TAFE students (on presentation of proof) • A child of 3 years old or under is free. 				
From time to time promotional periods may occur during the year to grow membership of the Centre and discounted fees may apply.				
Spectator fees are not payable by parents, carers or guardians of Junee Swimming Club members when attending club training and club events and parents, carers and guardians of Poynter Swimming participants when attending or assisting with learn-to-swim lessons. It is payable by these people when attending swimming carnivals and other events.				
JUNEE JUNCTION RECREATION & AQUATIC CENTRE				
Memberships - Fortnightly (Direct Debit can only take up a Fortnightly Membership)				
Joining Fee	Disc	Yes	\$50.00	\$52.00
Swim Memberships				
Adult	Disc	Yes	\$15.00	\$16.00
Concession	Disc	Yes	\$11.00	\$11.00
Couple	Disc	Yes	\$27.00	\$28.00
Family	Disc	Yes	\$35.00	\$36.00
Access All Areas Membership				
Adult,	Disc	Yes	\$31.00	\$32.00
Concession	Disc	Yes	\$27.00	\$28.00
Couple	Disc	Yes	\$55.00	\$57.00
Family	Disc	Yes	\$77.00	\$80.00
Memberships - 12 Months				
Swim Memberships				
Adult	Disc	Yes	\$336.00	\$349.00
Concession	Disc	Yes	\$240.00	\$250.00
Couple	Disc	Yes	\$602.00	\$626.00
Family	Disc	Yes	\$794.00	\$826.00
Access All Areas Membership				
Adult,	Disc	Yes	\$698.00	\$726.00
Concession	Disc	Yes	\$602.00	\$626.00
Couple	Disc	Yes	\$1,251.00	\$1,301.00
Family	Disc	Yes	\$1,736.00	\$1,805.00
Visit cards				
20 Visit Cards				
Swim				
Adult	Disc	Yes	\$115.00	\$120.00
Concession	Disc	Yes	\$77.00	\$80.00
20 Access All Areas Visit Card				
Adult	Disc	Yes	\$252.00	\$262.00
Concession	Disc	Yes	\$172.00	\$179.00
10 Visit Cards				
Swim				
Adult	Disc	Yes	\$58.00	\$60.00
Concession	Disc	Yes	\$39.00	\$41.00
10 Access All Areas Visit Card				
Adult	Disc	Yes	\$126.00	\$131.00
Concession	Disc	Yes	\$86.00	\$89.00
Senior Program Classes	Disc	Yes	\$40.00	\$42.00
Casual Entry				
Swim				
Adult	Disc	Yes	\$6.50	\$7.00
Concession	Disc	Yes	\$4.50	\$5.00
School Sport	Disc	Yes	\$2.00	\$2.00
Family	Disc	Yes	\$16.00	\$17.00
Spectator	Disc	Yes	\$1.00	\$1.00

Fees and Charges Description	Statutory Fee	GST Status	23/24 Fees	Draft 24/25 Fees
Access All Areas Casual Entry				
Adult	Disc	Yes	\$14.00	\$15.00
Concession	Disc	Yes	\$10.00	\$10.00
HeartMoves & Gentle Aqua classes	Disc	Yes	\$5.00	\$5.00
School Sport	Disc	Yes	\$5.00	\$5.00
Pool Activities				
Pool Lane Hire per hour - not including admission	Disc	Yes	\$18.00	\$19.00
Slide Hire - private hire per hour (Available in peak season only)	Disc	Yes	\$96.00	\$100.00
Water slide rides - per person per session (2 hour session)	Disc	Yes	\$5.50	\$6.00
Stadium Court Hire				
Booking - before 5pm per court per hour	Disc	Yes	\$32.00	\$33.00
Booking - after 5pm per court per hour	Disc	Yes	\$43.00	\$45.00
Junee Shire based sporting groups per court per hour	Disc	Yes	\$29.00	\$30.00
Junee Shire based schools per court per hour	Disc	Yes	\$12.00	\$13.00
Casual / walk in court hire - per person per hour (shoot around fee)	Disc	Yes	\$3.00	\$3.00
2 court Weekly Competition . Max 1 night a week for 10 weeks - Junee based sporting association (conditions apply)	Disc	Yes	\$720.00	\$749.00
Personal Training (provided by centre staff)				
All ages up to two people (non-members) - per hour	Disc	Yes	\$55.00	\$57.00
All ages up to two people (at least 1 member) - per hour	Disc	Yes	\$41.00	\$43.00
All ages up to two people (non-members) - 30 minutes	Disc	Yes	\$34.00	\$35.00
All ages up to two people (at least 1 member) - 30 minutes	Disc	Yes	\$28.00	\$29.00
10 Visit (per Hour each visit) - Personal Training (Member)	Disc	Yes	\$375.00	\$390.00
10 Visit (per Hour each visit) - Personal Training (Non-Member)	Disc	Yes	\$450.00	\$468.00
COMMUNITY TRANSPORT				
The following rates are for eligible Transport for NSW users				
Full cost client trips. 90c -\$1.50 per Km (Dependant of vehicle used = \$5 administration fee)	Disc	Yes		As defined
Around Junee (return trip)	Disc	Yes	\$10.00	\$10.00
Illabo - Junee (return trip)	Disc	Yes	\$20.00	\$21.00
Old Junee (return trip)	Disc	Yes	\$17.00	\$18.00
Bethungra - Junee (return trip)	Disc	Yes	\$22.00	\$23.00
Junee - Wagga (return trip)	Disc	Yes	\$25.00	\$26.00
Junee - Cootamundra and return	Disc	Yes	\$35.00	\$36.00
Gundagai (return trip)	Disc	Yes	\$45.00	\$47.00
Young (return trip)	Disc	Yes	\$60.00	\$62.00
Tumut (return trip)	Disc	Yes	\$60.00	\$62.00
Albury (return trip)	Disc	Yes	\$85.00	\$88.00
Illabo - Wagga (return trip)	Disc	Yes	\$35.00	\$36.00
Old Junee - Wagga (return trip)	Disc	Yes	\$30.00	\$31.00
Tumbarumba (return trip)	Disc	Yes	\$70.00	\$73.00
Deniliquin (return trip)	Disc	Yes	\$180.00	\$187.00
Bethungra - Wagga (return trip)	Disc	Yes	\$45.00	\$47.00
Canberra and return	Disc	Yes	\$95.00	\$99.00
Junee - Harden (return trip)	Disc	Yes	\$45.00	\$47.00
Junee - Nangus _Wagga	Disc	Yes	\$45.00	\$47.00
LIBRARY				
Junee Shire Council				
Photocopying - A4 per page (Black / white)	Disc	Yes	\$0.30	\$0.30
Photocopying - A4 per page (Colour)	Disc	Yes	\$2.60	\$3.00
Photocopying - A3 per page (Black / white)	Disc	Yes	\$0.50	\$0.50
Photocopying - A3 per page (Colour)	Disc	Yes	\$3.60	\$4.00
Scanning to email per page	Disc	Yes	\$0.50	\$0.50
Remote printing service fee per transaction (additional to per page print charge)	Disc	Yes	\$1.70	\$2.00
Laminating - A4	Disc	Yes	\$2.70	\$3.00
Laminating - A3	Disc	Yes	\$5.40	\$6.00
Internet use	Disc	Yes		\$0.00

Fees and Charges Description	Statutory Fee	GST Status	23/24 Fees	Draft 24/25 Fees
Facsimile - sending per page	Disc	Yes	\$1.70	\$2.00
Facsimile - receiving per page	Disc	Yes	\$1.10	\$1.00
Sale of Library books	Disc	Yes		
Hire of meeting room for special purposes including tutoring, NFP and individual use - per hour	Disc	Yes	\$16.60	\$17.00
Hire of meeting room for-profit organisations - per half day	Disc	Yes	\$85.30	\$89.00
Riverina Regional Library				
Reservation fee	Disc	No	\$1.00	\$1.00
Inter-Library Loan search fee - Minimum fee	Disc	Yes	\$4.60	\$5.00
Inter-Library Loan fee - additional fee for specialist library materials fee for loan requests from non-reciprocal libraries	Disc	Yes	\$29.60	\$31.00
Inter Library Loan - Rush Fee	Disc	Yes	\$54.10	\$56.00
Inter Library Loan - Express Fee	Disc	Yes	\$73.30	\$76.00
Library Bags	Disc	Yes	\$2.10	\$2.00
Library Loan from overseas	Disc	Yes	Cost Recovery	Cost Recovery
Programs fees varies depending type and content	Disc	Yes	\$2 - \$50	\$2 - \$50
Replacement Member Card	Disc	Yes	\$2.10	\$2.20
Replacement Charge - Lost or Damaged periodicals and articles	Disc	Yes	Replacement cost + \$5.00	Replacement cost + \$5.00
Replacement Charge - Lost or Damaged Items other than periodicals and articles	Disc	Yes	Replacement cost + \$10.00	Replacement cost + \$10.00
Replace lost or damaged CD/DVD case (One-Time CD/DVD/MP3 cases)	Disc	Yes	\$3.40	\$4.00
Replace lost or damaged CD/DVD case (multi-CD sound recording cases)	Disc	Yes	\$11.40	\$12.00
Replacement charge for e-Readers that are lost or damaged beyond reasonable repair (repair cost more than \$75)	Disc	Yes	\$172.00	\$179.00
Replacement charge for lost or damaged Book Club collection items	Disc	Yes	\$42.00	\$44.00
Replacement charge for lost or damaged e-Reader charging cords	Disc	Yes	\$37.30	\$39.00
RRL Book Club Membership fee (per club of up to 10 members)	Disc	Yes	\$416.00	\$433.00
RRL Membership Fee for non-residents (excluding eligible reciprocal members and residents of Wahgunyah and Yarrowonga) - twelve months	Disc	Yes	\$114.00	\$119.00
Visitor's Fee (non-refundable) - one month	Disc	Yes	\$34.00	\$35.00
Visitor's Fee (non-refundable) - three months	Disc	Yes	\$92.00	\$96.00
COMPANION ANIMAL FEES				
Companion Animals Act 1998				
Lifetime Registration Fees				
General Registration (Cats & Dogs)	Reg	No	As per legislation	As per legislation
Desexed Animals (Cats & Dogs)	Reg	No	As per legislation	As per legislation
Assistance animal	Reg	No	As per legislation	As per legislation
Registered Breeders (Cats & Dogs)	Reg	No	As per legislation	As per legislation
Eligible Pensioner	Reg	No	As per legislation	As per legislation
Eligible Pensioner with Desexed Animal	Reg	No	As per legislation	As per legislation
Other				
Microchip Animal	Disc	No	\$65.00	\$68.00
Cat / Possum Trap - per week (Bond of \$100)	Disc	Yes	\$22.00	\$23.00
Citronella Collar - per week (Bond of \$50)	Disc	Yes	\$27.00	\$28.00
COMPANION ANIMAL Impoundment				
Prescribed first impoundment release fee	Disc	No	\$51.35	\$53.00
Second or subsequent impounding within 1 year	Disc	No	\$101.60	\$106.00
Daily Board	Disc	No	\$49.05	\$51.00
Destruction Fee	Disc	No	\$101.60	\$106.00
IMPOUNDMENT				
Livestock				
Sustenance - per day	Disc	No	\$50.00	\$52.00
Impoundment	Disc	No	\$61.00	\$63.00
Transport to pound	Disc	No	At Cost	At Cost
Vet Attention where required	Disc	No	Vet costs + 15%	Vet costs + 15%

Fees and Charges Description	Statutory Fee	GST Status	23/24 Fees	Draft 24/25 Fees
Motor Vehicles				
Impounding Fee or Release Fee	Disc	No	\$260.00	\$270.00
Towing Fee	Disc	No	At cost	At cost
Storage Fee per Week	Disc	No	\$37.00	\$39.00
Other Goods				
Impoundment Release Fee	Disc	No	\$260.00	\$270.00
CEMETERIES				
Columbarium				
Wall niche (includes standard plaque)	Disc	Yes	\$607.00	\$650.00
Extra vase	Disc	Yes	\$105.45	\$113.00
Reservation Plaque only	Disc	Yes	Free	Free
RESERVATION OF WALL NICHE (includes standard plaque) {Nothing more payable upon interment}	Disc	Yes	\$756.00	\$809.00
Exhumation			POA	POA
Lawn Cemetery				
First interment (provision of and fixing in concrete of standard 6 line inscribed bronze plaque and perpetual maintenance)	Disc	Yes	\$2,578.00	\$2,759.00
Re-opening of grave for second interment (includes new plaque)	Disc	Yes	\$2,124.00	\$2,273.00
Interment in children's section (provision of and fixing in concrete of standard 6 line inscribed bronze plaque)	Disc	Yes	\$1,058.00	\$1,132.00
Weekday burials after 4.30pm additional cost per half hour	Disc	Yes	TBA	TBA
Weekend Burial - additional amount to "standard" fee	Disc	Yes	\$807.00	\$864.00
Land Only - Standard grave site (eg. Ashes interment, no excavation)	Disc	Yes	\$1,364.00	\$1,460.00
RESERVATION OF LAWN CEMETERY PLOT (includes standard plaque) {Nothing more payable upon interment}	Disc	Yes	\$2,882.00	\$3,084.00
Ashes interment in existing grave - no excavation (includes new plaque)	Disc	Yes	\$790.00	\$845.00
Monumental Cemeteries - Junee & Rural				
Grave dug by backhoe - All Interments	Disc	Yes	\$1,973.00	\$2,111.00
Grave hand dug	Disc	Yes	\$3,185.00	\$3,408.00
Weekday burials after 4.30pm additional cost per half hour	Disc	Yes	POA	POA
Weekend Burial - additional amount to "standard" fee	Disc	Yes	\$807.00	\$864.00
Re-opened Grave dug by backhoe	Disc	Yes	\$1,973.00	\$2,111.00
Where restricted access exists for excavation additional charges will apply	Disc	Yes	POA	POA
Re-opened Grave hand dug	Disc	Yes	\$3,185.00	\$3,408.00
RESERVATION OF MONUMENTAL CEMETERY PLOT {Nothing more payable upon interment}	Disc	Yes	\$2,273.00	\$2,432.00
Permission to erect tomb or monument	Disc	Yes	\$153.00	\$164.00
Land Only 1.2m x 2.4m (eg. Ashes interment, no excavation)	Disc	Yes	\$836.00	\$895.00
Ashes interment in existing grave - no excavation	Disc	Yes	\$306.00	\$327.00
Development Fees and Charges				
Section 68				
For some activities listed in section 68 of the Local Government Act, Junee Shire Council does not charge an application, however you may still be required to lodge an application for determination even where no fee is required. If you are intending to undertake one of the activities listed, you must still apply for an approval to undertake that activity.				
DEVELOPMENT				
Application for amendment to Council Environmental Planning				
Fee Unit - As per Schedule 4 of the Environmental Planning and Assessment Regulation 2021 (Part 1)	Reg	No	\$100.00	\$107.28
Application to amend LEP.	Disc	Yes	Min. of \$2,500 + \$120/hr after 10 hour work time	Min. of \$2,500 + \$120/hr after 10 hour work time
Application to amend Development Control Plan. Where the variation is greater than 10%	Disc	Yes	\$500.00	\$520.00
Application under Junee Local Environmental Plan, clause 4.6 Exemption to Development Standards.	Disc	Yes	\$500.00	\$520.00
Publication				
Council LEP, DCPs or public policies. Freely available on Council Website www.junee.nsw.gov.au	Disc	Yes	At adopted per page printing cost if printed	At adopted per page printing cost if printed

Fees and Charges Description	Statutory Fee	GST Status	23/24 Fees	Draft 24/25 Fees
Development Application Fees				
D.A. Fee (estimated cost up to \$5,000) 1.29 fee units (Schedule 4, Part 2 of EPA Regs 2021)	Reg	No	\$129.00	\$129.00
D.A. Fee (estimated cost \$5,001 to \$50,000) (1.98 fee units plus an additional \$3 for each \$1,000 (or part of \$1,000) of the estimated cost) (Schedule 4, Part 2 of EPA Regs 2021)	Reg	No	\$213.00 + formula	\$213.00 + formula
D.A. Fee (estimated cost \$50,001 to \$250,000) (4.12 fee units plus an additional \$3.64 for each \$1,000 (or part of \$1,000) by which the estimated cost estimate exceeds \$50,000) (Schedule 4, Part 2 of EPA Regs 2021)	Reg	No	\$443.00 + formula	\$443.00 + formula
D.A. Fee (estimated cost \$250,001 to \$500,000) (13.56 fee units plus an additional \$2.34 for each \$1,000 (or part of \$1,000) by which the estimated cost estimate exceeds \$250,000) (Schedule 4, Part 2 of EPA Regs 2021)	Reg	No	\$1459.00 + formula	\$1459.00 + formula
D.A. Fee (estimated cost \$500,001 to \$1,000,000) (20.41 plus an additional \$1.64 for each \$1,000 (or part of \$1,000) by which the estimated cost estimate exceeds \$500,000) (Schedule 4, Part 2 of EPA Regs 2021)	Reg	No	\$2196.00 + formula	\$2196.00 + formula
D.A. Fee (estimated cost \$1,000,001 to \$10,000,000) (30.58 fee units plus an additional \$1.44 for each \$1,000 (or part of \$1,000) by which the estimated cost estimate exceeds \$1,000,000) (Schedule 4, Part 2 of EPA Regs 2021)	Reg	No	\$3058.00 + formula	\$3058.00 + formula
D.A. Fee (estimated cost of more than \$10,000,000) (185.65 fee units plus an additional \$1.19 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000) (Schedule 4, Part 2 of EPA Regs 2021)	Reg	No	\$18565.00 + formula	\$18565.00 + formula
D.A. Fee for Advertising signs (3.33 fee units plus \$93 for each advertisement in excess of one or calculated in accordance with table under Clause 246B of EPA Regs 2000, whichever is the greater) (Schedule 4, Part 2 of EPA Regs 2021)	Reg	No	\$333.00 + formula	\$333.00 + formula
D.A. Fee (not involving erection of building, carrying out of work or subdivision of land) 3.33 fee units (Schedule 4, Part 2 of EPA Regs 2021)	Reg	No	\$333.00	\$333.00
D.A. Fee (Dwelling with estimated construction cost \$100,000 or less) 5.32 fee units (Schedule 4, Part 2 of EPA Regs 2021)	Reg	No	\$532.00	\$532.00
Additional fees for some development				
Designated Development 10.76 fee units (Schedule 4, Part 3 of EPA Regs 2021)	Reg	No	\$1,076.00	\$1,076.00
Additional Fees – Integrated Development or development requiring concurrence (processing fee 1.64 fee units plus applicable concurrence fee for payment to each authority) (Schedule 4, Part 3 of EPA Regs 2021)	Reg	No	\$164.00	\$164.00
Additional Fees – State Government Planning Levy for development exceeding \$50,000 (Clause 256A of EPA Regs 2000)	Reg	No	0.00064 x cost of development minus \$5.00	0.00064 x cost of development minus \$5.00
Developer Contributions – s.7.12 Contribution Plan (f s.94A)	Reg	No	Up to 1.0% of the value of the development in accordance with Council's s.7.12 contribution plan.	Up to 1.0% of the value of the development in accordance with Council's s.7.12 contribution plan.
Additional fees for advertising Development (unspent fees refunded)				
Designated Development referred to design review panel, 35.08 fee units (Schedule 4, Part 3 of EPA Regs 2021)	Reg	No	\$3,508.00	\$3,508.00
Advertised Development, 12.92 fee units (Schedule 4, Part 3 of EPA Regs 2021)	Reg	No	\$1,292.00	\$1,292.00
Prohibited Development, 12.92 fee units (Schedule 4, Part 3 of EPA Regs 2021)	Reg	No	\$1,292.00	\$1,292.00
Where environmental planning instrument or development control plan requires other notice to be given or other advertised development, 12.92 fee units (Schedule 4, Part 3 of EPA Regs 2021)	Reg	No	\$1,292.00	\$1,292.00

Fees and Charges Description	Statutory Fee	GST Status	23/24 Fees	Draft 24/25 Fees
Fees applying to other Government Agencies				
Integrated Development. Per approval body, 3.74 fee units (Schedule 4, Part 3 of EPA Regs 2021)	Reg	No	\$374.00	\$374.00
Development application that require concurrence from approval bodies, 3.74 fee units (Schedule 4, Part 3 of EPA Regs 2021)	Reg	No	\$374.00	\$374.00
Initial Fire Safety Reports – from NSW Fire and Rescue.	Reg	No	As per Schedule 2 of Fire Brigades Regulation 2008	As per Schedule 2 of Fire Brigades Regulation 2008
Inspection of Premises for Final Fire Safety Report – NSW Fire and Rescue.	Reg	No	As per Schedule 3 of Fire Brigades Regulation 2008	As per Schedule 3 of Fire Brigades Regulation 2008
Fire Safety Meetings Relating to a Development Proposal.	Reg	No	As per Fire Brigades Regulation 2008	As per Fire Brigades Regulation 2008
Provision of Advice, Assessment or Consultancy Services for: - Major Infrastructure Works - Designated Development, Integrated Development, etc - Any other Fire Safety Meeting	Reg	No	As per Fire Brigades Regulation 2008	As per Fire Brigades Regulation 2008
Subdivision of Land (Schedule 4, Part 2 of EPA Regs 2021)				
Land Subdivision with new Road, 7.77 fee units;	Reg	No	\$777.00	\$777.00
Plus for each additional lot.	Reg	No	\$65.00	\$65.00
Land Subdivision with no new Road, 3.86 fee units;	Reg	No	\$386.00	\$386.00
Plus for each additional lot.	Reg	No	\$53.00	\$53.00
Strata subdivision, 3.86 fee units;	Reg	No	\$386.00	\$386.00
Plus for each additional lot.	Reg	No	\$65.00	\$65.00
Miscellaneous Development Related Fees				
Stamping of additional plans and specification. Up to four copies - no charge. Each additional copy.	Disc	Yes	\$15.00	\$16.00
Refund of withdrawn Development Application prior to determination.	Disc	No	50% of application fee	50% of application fee
Refund of withdrawn Construction Certificate Application prior to determination.	Disc	No	50% of application fee	50% of application fee
Waiving of fees for Development Application and Construction Certificates for local organisations such as: schools; charitable; religious and community groups.	Disc	No	As per Council Policy	As per Council Policy
Development Application and Construction Certificate Application for certain work in the Heritage Conservation area.	Disc	No	As per Council Policy	As per Council Policy
Modification of a consent/Review of determination				
Modification involving minor error/misdescription or miscalculation (Sec 4.55(1)) 0.83 fee units (Schedule 4, Part 4 of EPA Regs 2021)	Reg	No	\$83.00	\$83.00
Modification involving minimal environmental impact (Sec 4.55(1A)), 50% of the original application or 7.54 fee units, whichever is the lesser (Schedule 4, Part 4 of EPA Regs 2021)	Reg	No	\$811.00 or 50% of original DA fee whichever is the lesser	\$811.00 or 50% of original DA fee whichever is the lesser
Other modifications Cls 258(2) of the Regulation:				
Is not of minimal environmental impact (Sec 4.55(2))	Reg	No	Refer to Schedule 4, Part 4 of EPA Regs 2021	Refer to Schedule 4, Part 4 of EPA Regs 2021
Request to review Council's determination	Reg	No	Refer to Schedule 4, Part 7 of EPA Regs 2021	Refer to Schedule 4, Part 7 of EPA Regs 2021
Request to review decision to reject a DA	Reg	No	Refer to Schedule 4, Part 7 of EPA Regs 2021	Refer to Schedule 4, Part 7 of EPA Regs 2021
INSPECTIONS (other than for Building Works)				
Skin Penetration premises. Inspection & Administration Charge - Annual Charge. Businesses with 0-5 employees.	Disc	No	\$174.00	\$181.00
Food Premises & Skin Penetration Premises- Additional inspections resulting from food or hygiene complaints or rectification instruction from original Council inspection. Each visit.	Disc	No	\$174.00	\$181.00
Inspection of Boarding Houses.	Disc	No	\$174.00	\$181.00
Inspection of Swimming Pools and issue of Certificate of Compliance. (S.22D of Swimming Pools Act)	Reg	No	\$150.00	\$150.00
Inspection of Swimming Pools (subsequent inspection prior to issue of Certificate)	Reg	No	\$100.00	\$100.00
Inspection of On-Site Sewerage Management system	Disc	Yes	\$174.00	\$181.00
Pre-purchase inspection of On-Site Sewerage Management system	Disc	No	\$174.00	\$181.00
Underground Petroleum Storage Systems	Disc	Yes	\$250.00	\$260.00

Fees and Charges Description	Statutory Fee	GST Status	23/24 Fees	Draft 24/25 Fees
CERTIFICATES				
Planning Certificates				
s.10.7(2) Planning Certificate (Schedule 4, Part 9 of EPA Regs 2021)				
For an assessment with up to 5 allotments, 0.62 fee units	Reg	No	\$62.00	\$62.00
For an assessment with 6 - 15 allotments.	Reg	No	\$300.00	\$300.00
For an assessment with more than 15 allotments.	Reg	No	\$600.00	\$600.00
s.10.7(2) & s.10.7(5) Planning Certificate (Combined)(Schedule 4, Part 9 of EPA Regs 2021)				
For an assessment with up to 5 allotments. 0.62 fee units + 0.94 fee units	Reg	No	\$156.00	\$156.00
For an assessment with more than 6 and up to 15 allotments.	Reg	No	\$480.00	\$480.00
For an assessment with more than 15 allotments.	Reg	No	\$820.00	\$820.00
s.121ZP - EPA 1979 & s.735A - LGA 1993 or Food Act. Outstanding Orders Certificate.	Disc	No	\$77.00	\$80.00
Drainage Diagram.	Disc	No	\$47.00	\$49.00
Division 6.7 Building Information Certificates (Clause 260 of EPA Regs 2000 - Version 1 February 2022)				
Applications for building information certificates made under Section 6.23 of the EPA Act 1979	Reg	No	Refer to Clause 260 of EPA Regs 2000	Refer to Clause 260 of EPA Regs 2000
s.6.26(10) Planning Certificate (Clause 259 of EPA Regs 2000) for any other class of building				
Certified copy of document, map or plan, 0.62 fee units (Schedule 4, Part 9 of EPA Regs 2021)	Reg	No	\$62.00	\$62.00
Application for Planning Certificate, 0.62 fee units (Schedule 4, Part 9 of EPA Regs 2021)	Reg		\$62.00	\$62.00
If Planning Certificate Request includes advice, 0.94 fee units (Schedule 4, Part 9 of EPA Regs 2021)			\$94.00	\$94.00
Request to determine existing holding status.	Disc	No	\$200.00	\$208.00
Part 4A Certificates				
Compliance certificate - new roads & services.	Disc	No	\$174.00	\$181.00
Compliance certificate - services only.	Disc	No	\$174.00	\$181.00
Compliance certificate - strata.	Disc	No	\$174.00	\$181.00
Subdivision certificate - Land or Strata.	Disc	No	\$174.00	\$181.00
Occupation Certificate.	Disc	No	\$174.00	\$181.00
Construction Certificates and Complying Development Certificates (CC's and CDC's) (Class 1 and 10 buildings) . Also charge for installing a manufactured home, movable dwelling or associated structure.				
CC or CDC Fee (estimated cost of works up to \$5,000) plus an additional 0.5% of the estimated cost.	Disc	Yes	\$155.00 +	\$161.00 +
CC or CDC Fee (estimated cost of works \$5,001 to \$100,000) plus an additional 0.3% of the estimated cost.	Disc	Yes	\$200.00 +	\$208.00+
CC or CDC Fee (estimated cost of works \$100,001 to \$250,000) plus an additional 0.2% of the estimated cost over \$100,000.	Disc	Yes	\$550.00 +	\$572.00 +
CC or CDC Fee (estimated cost of works \$250,001 to \$1,000,000) plus an additional 0.1% of the estimated cost over \$250,000.	Disc	Yes	\$910.00 +	\$946.00 +
CC or CDC Fee (estimated cost of works exceeds \$1,000,000) plus an additional 0.5% of the estimated cost over \$100,000.	Disc	Yes	\$1,745.00 +	\$1815 +
Amendment to Application for a CC or CDC after determination	Disc	Yes	40% of original fee with minimum of \$75.00	40% of original fee with minimum of \$75.00
Construction Certificates and Complying Development Certificates (CC's and CDC's) (Class 2 - 9 buildings)				
CC or CDC Fee	Disc	Yes	Price on application	Price on application
Other				
Minor building works / additions (2 inspections)	Disc	Yes	\$349.00	\$363.00
Minor building works / additions - with drainage (4 inspections)	Disc	Yes	\$697.00	\$725.00
Dwelling package (up to 6 inspections)	Disc	Yes	\$1,045.00	\$1,087.00
Building inspection fee per additional inspection (Clause 260 of EPA Regs 2000).	Disc	Yes	\$174.00	\$181.00
Plumbing & drainage inspections - not for Alternative Solutions or Recycled Water Supply Systems.	Disc	Yes	\$174.00	\$181.00
Pre-lodgement advice.			No Charge	No Charge
Registering Complying Development Certificate and Part 4A certificates (Clause 263 of EPA Regs 2000)	Reg	No	\$36.00	\$36.00

Fees and Charges Description	Statutory Fee	GST Status	23/24 Fees	Draft 24/25 Fees
SECTION 68 APPROVALS				
Structures and Public Entertainment Licence Part A s.68 LGA 1993				
Install a manufactured home, moveable dwelling or associated structure on land.	Reg	No	Requires Development Application and/or Section 68 Approval.	Requires Development Application and/or Section 68 Approval.
Install a temporary structure on land.	Disc	No	Requires Development Application and/or Section 68 Approval.	\$134.00
Sewerage and stormwater drainage work. Part B s.68 LGA 1993				
Carry out sewerage and/or stormwater works including connection to existing public infrastructure.	Disc	No	\$127.00	\$132.00
Community Land Part D s.68 LGA 1993				
Engage in a trade or business (no fee if NFP or local existing fixed business).			\$134.00	\$134.00
Direct or procure a theatrical, musical or other entertainment for the public.			No fee. Council approval required. Application needs to be lodged.	No fee. Council approval required. Application needs to be lodged.
Construct a temporary enclosure for the purpose of entertainment.			No fee. Council approval required. Application needs to be lodged.	No fee. Council approval required. Application needs to be lodged.
For fee or reward, play a musical instrument or sing (including busking).			No fee. Council approval required. Application needs to be lodged.	No fee. Council approval required. Application needs to be lodged.
Set up, operate or use a loudspeaker or sound amplifying device.			No fee. Council approval required. Application needs to be lodged.	No fee. Council approval required. Application needs to be lodged.
Deliver a public address or hold a religious service or public meeting.			No fee. Council approval required. Application needs to be lodged.	No fee. Council approval required. Application needs to be lodged.
Public Roads Part E s.68 LGA 1993				
Swing or hoist goods across or over any part of a public road by means of lift, hoist or tackle projecting over footway.	Disc	No	Require Development Application and/or Section 68 Approval.	\$70.00
Expose or allow to be exposed (whether for sale or otherwise) any article in or on or so as to overhang any part of the road or outside a shop window abutting the road, or hang an article beneath an awning over a road.	Disc	No	No fee if complying with Exempt Development criteria. Otherwise \$70.00.	\$70.00
Other Activities Part F s.68 LGA 1993				
Operate a caravan park or camping ground.	Disc	No	\$209.00	\$217.00
Operate a manufactured home estate.	Disc	No	\$209.00	\$217.00
Install a domestic oil or solid fuel heating appliance, other than a portable appliance.	Disc	No	No fee if complying with exempt development criteria. Otherwise Approval required and \$120.00.	No fee if complying with exempt development criteria. Otherwise Approval required and \$120.00.
Install or operate amusement devices. (within the meaning of the Construction Safety Act 1912)	Disc	No	No fee	No fee
Use a standing vehicle or any article for the purpose of selling any article in a public place. (Fee waived for charitable organisations where compliance with Council's policy is achieved.)	Disc	No	\$133.00	\$138.00
Operate an Undertaker business.	Disc	No	\$193.00	\$201.00
Operate a mortuary.	Disc	No	\$193.00	\$201.00
Septic Tank / AWTS Applications.	Disc	No	\$204.00	\$212.00
Amended Septic Tank / AWTS Applications.	Disc	No	\$79.00	\$82.00
Environmental Fees and Charges				
WASTE SERVICES				
Ad hoc collection & disposal where 20 or more bins are located together Cost/bin/collection/week	Disc	Yes	\$9.40	\$10.00
Replacement Garbage Bins - 120 litre (when bin lost or stolen)	Disc	Yes	\$121.00	\$126.00
New bins to rural landholders - 120 litre	Disc	Yes	\$142.00	\$148.00
Replacement Garbage Bins - 240 litre (when bin lost or stolen)	Disc	Yes	\$191.00	\$199.00
New bins to rural landholders - 240 litre	Disc	Yes	\$208.00	\$216.00
Replacement Key for landfill sites	Disc	Yes	\$44.00	\$46.00

Fees and Charges Description	Statutory Fee	GST Status	23/24 Fees	Draft 24/25 Fees
JUNEE LANDFILL FACILITY				
Sorted Green waste in designated area				
Car or Station Wagon load	Disc	Yes	\$13.00	\$14.00
Utility or 6x4 box trailer load	Disc	Yes	\$13.00	\$14.00
10x6 trailer load	Disc	Yes	\$18.00	\$19.00
Fill				
Clean Fill (otherwise Demolition / Trade Waste fees apply)	Disc	Yes	Free	Free
Fill - up to 50% concrete (otherwise Demolition / Trade Waste fees apply)	Disc	Yes	Free	Free
Fill - up to 20% timber (otherwise Demolition / Trade Waste fees apply)	Disc	Yes	Free	Free
Recyclables				
Sorted Recyclables in designated area	Disc	Yes	Free	Free
Landfill load				
Car or Station Wagon load	Disc	Yes	\$25.00	\$26.00
Car or Station Wagon load 1/2	Disc	Yes	\$14.00	\$15.00
Utility or 6x4 box trailer load	Disc	Yes	\$34.00	\$35.00
Utility or 6x4 box trailer load 1/2	Disc	Yes	\$18.00	\$19.00
10x6 trailer load	Disc	Yes	\$92.00	\$96.00
10x6 trailer load 1/2	Disc	Yes	\$46.00	\$48.00
Demolition / Trade Waste				
Trade Waste/m ³ - Not compacted	Disc	Yes	\$101.00	\$105.00
Car bodies	Disc	Yes	Free	Free
Asbestos & other separate disposal items requiring burial /m ³ - JSC to bury <i>*Minimum Charge</i>	Disc	Yes	\$271.00	\$282.00
Small Mattress	Disc	Yes	\$8.00	\$8.00
Large Mattress	Disc	Yes	\$13.00	\$27.00
Tyres				
Small tyres	Disc	Yes	\$9.00	\$9.00
Car tyres	Disc	Yes	\$11.00	\$22.00
4WD / Light truck tyres	Disc	Yes	\$15.00	\$25.00
Truck tyres	Disc	Yes	\$28.00	\$35.00
Tractor tyres	Disc	Yes	\$182.00	\$189.00
Earthmoving tyres (up to 1.5m high)	Disc	Yes	\$287.00	\$299.00
Earthmoving tyres (1.5m to 2m high)	Disc	Yes	\$530.00	\$551.00
Earthmoving tyres (2m & above)	Disc	Yes	POA	POA
Any tyres received with rims (add charge to cost of disposal)	Disc	Yes	\$9.00	\$9.00
<i>NB Loads exceeding 2 tonnes require an EPA Licence for transport</i>				
Other Waste Items				
Gas bottles - up to 9kg	Disc	Yes	Free	Free
Gas bottles - over 9kg	Disc	Yes	Free	Free
Fridges	Disc	Yes		Free
E-Waste (computers, IT equipment, TV's etc.) Per m ² if required to dispose to landfill	Disc	Yes	\$12.00	\$13.00
E-Waste to CRC	Disc	Yes	Free	Free
Paint (oil and water based)	Disc	Yes	Free	Free
Fire extinguishers	Disc	Yes	Free	Free
Fluoro light bulbs and tubes	Disc	Yes	Free	Free
Household and car batteries	Disc	Yes	Free	Free
Smoke detectors	Disc	Yes	Free	Free
Motor and other oils	Disc	Yes	Free	Free
SEWERAGE - Annual Charge				
Residential Properties				
Annual Charge - House -Connected	Disc	No	\$524.00	\$545.00
Annual Charge - House - Unconnected	Disc	No	\$257.00	\$267.00
Annual Charge - Flat/Unit - Connected	Disc	No	\$267.00	\$278.00
Non-residential Properties				
Access charge - 20mm water connection	Disc	No	\$454.00	\$472.00
Access charge - 25mm water connection	Disc	No	\$589.00	\$613.00
Access charge - 32mm water connection	Disc	No	\$1,058.00	\$1,100.00
Access charge - 40mm water connection	Disc	No	\$1,607.00	\$1,671.00
Access charge - 50mm water connection	Disc	No	\$2,545.00	\$2,647.00
Access charge - 80mm water connection	Disc	No	\$6,629.00	\$6,894.00
Access charge - 100mm water connection	Disc	No	\$10,353.00	\$10,767.00
Access charge - 150mm water connection	Disc	No	\$14,494.00	\$15,074.00
Non-residential sewer usage charge rate per kL	Disc	No	\$1.47	\$1.50

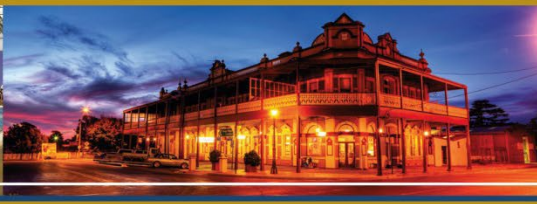
Fees and Charges Description	Statutory Fee	GST Status	23/24 Fees	Draft 24/25 Fees
SEPTIC TANKS - Annual Charge				
Annual Charge - Operate on-site sewage management system	Reg	No	\$16.00	\$16.00
SEWERAGE WORKS				
Connection Fee				
Residential Land - where the Sewer Main is available to the block. NB If the block is found to already have a satisfactory point of connection (junction, riser and boundary trap), the fee will be REFUNDED)	Disc	No	\$2,425.00	\$2,522.00
Commercial / Industrial Land	Disc	No	POA	POA
Extensions				
To extend the Sewer Main to a block(s)	Disc	No	POA	POA
Headworks Charge				
Charges set for development of residential subdivisions, strata units or flat development: Per Lot or Unit (PAYABLE ONLY WHEN NEW LOT(S) ARE CREATED OR ON SECOND AND SUBSEQUENT NEW UNITS)	Disc	No	\$1,919.00	\$1,996.00
WASTE MANAGEMENT - Annual Charges				
Domestic Waste Management Services - Section 496 LGA				
Annual charge - Residential Junee	Disc	No	\$380.00	\$395.00
Annual charge - Residential Junee Organics Collection	Disc	No	\$72.00	\$75.00
Annual charge - Residential Vacant Land - Junee	Disc	No	\$120.00	\$125.00
Annual charge - Residential Old Junee, Illabo & Bethungra	Disc	No	\$380.00	\$395.00
Annual charge - Residential Vacant Land - Old Junee, Illabo & Bethungra	Disc	No	\$59.00	\$61.00
Business Waste Management Services - Section 501 LGA				
Annual charge for 120 litre bin + 240litre recycling bin - Business per 1st service collection	Disc	No	\$380.00	\$395.00
Annual charge 120 litre Bin - Business or Residential for each additional bin per collection	Disc	No	\$222.00	\$231.00
Annual charge 240 litre Recycling Bin - Business or Residential each service and additional bin per collection	Disc	No	\$258.00	\$268.00
Waste Management Services - Section 501 LGA				
Annual charge - Waste Management collection "By Agreement"	Disc	No	\$428.00	\$445.00
Rural Waste Management Services - Section 501 LGA				
Annual charge - Rural Waste Management	Disc	No	\$154.00	\$160.00
Organics Waste				
Annual charge	Disc	No	\$72.00	\$75.00
DRAINAGE – Annual Charges				
Residential assessments - Junee	Reg	Yes	\$25.00	\$25.00
Business assessments - Junee Urban area - \$25.00 plus \$12.00 for each 350 m ² of land or part thereof	Disc	Yes	Calc.	Calc.
LIQUID TRADE WASTE				
Annual Trade Waste Fee				
Category 1 Discharger	Disc	No	\$122.58	\$127.00
Category 2 Discharger	Disc	No	\$241.60	\$251.00
Category 3 Discharger - Large Discharger (>20kL/day)	Disc	No	\$811.31	\$844.00
- Industrial Discharger	Disc	No	\$811.31	\$844.00
Reinspection Fee	Disc	No	\$192.91	\$201.00
Trade Waste Usage Charge				
Category 1 Discharger with appropriate pre-treatment	Disc	No	Free	Free
Category 1 Discharger without appropriate pre-treatment (\$/kL)	Disc	No	\$2.07	\$2.00
Category 2 Discharger with appropriate pre-treatment (\$/kL)	Disc	No	\$2.07	\$2.00
Category 2 Discharger without appropriate pre-treatment (\$/kL)	Disc	No	\$20.01	\$21.00
Food Waste Disposal Charge (per bed)	Disc	No	\$35.75	\$37.00
Excess Mass Charges (\$/mass)				
Aluminium	Disc	No	\$0.93	\$1.00
Ammonia* (as N)	Disc	No	\$2.76	\$3.00
Arsenic	Disc	No	\$97.34	\$101.00
Barium	Disc	No	\$48.66	\$51.00

Fees and Charges Description	Statutory Fee	GST Status	23/24 Fees	Draft 24/25 Fees
Biochemical oxygen demand* (BOD)	Disc	No	\$0.93	\$1.00
Boron	Disc	No	\$0.93	\$1.00
Bromine	Disc	No	\$19.66	\$20.00
Cadmium	Disc	No	\$448.52	\$466.00
Chloride	Disc	No	Nil	Nil
Chlorinated hydrocarbons	Disc	No	\$48.66	\$51.00
Chlorinated phenolics	Disc	No	\$1,940.93	\$2,019.00
Chlorine	Disc	No	\$1.91	\$2.00
Chromium	Disc	No	\$32.11	\$33.00
Cobalt	Disc	No	\$20.01	\$21.00
Copper	Disc	No	\$20.01	\$21.00
Cyanide	Disc	No	\$97.34	\$101.00
Fluoride	Disc	No	\$4.66	\$5.00
Formaldehyde	Disc	No	\$1.91	\$2.00
Oil and Grease* (Total O&G)	Disc	No	\$1.68	\$1.70
Herbicides/defoliants	Disc	No	\$970.71	\$1,010.00
Iron	Disc	No	\$1.91	\$2.00
Lead	Disc	No	\$48.66	\$51.00
Lithium	Disc	No	\$9.34	\$10.00
Manganese	Disc	No	\$9.34	\$10.00
Mercaptans	Disc	No	\$97.34	\$101.00
Mercury	Disc	No	\$3,235.12	\$3,365.00
Methylene blue active substances	Disc	No	\$0.93	\$1.00
Molybdenum	Disc	No	\$0.93	\$1.00
Nickel	Disc	No	\$32.11	\$33.00
Nitrogen* (Total Kjeldahl Nitrogen – Ammonia) as N	Disc	No	\$0.24	\$0.00
Organoarsenic compounds	Disc	No	\$970.71	\$1,010.00
Pesticides general (excludes organochlorines and organophosphates)	Disc	No	\$970.71	\$1,010.00
Petroleum hydrocarbons (non-flammable)	Disc	No	\$3.12	\$3.20
Phenolic compounds (non-chlorinated)	Disc	No	\$9.34	\$10.00
Phosphorous* (Total P)	Disc	No	\$1.91	\$2.00
Polynuclear aromatic hydrocarbons	Disc	No	\$20.01	\$21.00
Selenium	Disc	No	\$68.68	\$71.00
Silver	Disc	No	\$1.80	\$2.00
Sulphate* (SO4)	Disc	No	\$0.20	\$0.20
Sulphide	Disc	No	\$1.99	\$2.10
Sulphite	Disc	No	\$2.15	\$2.30
Suspended Solids* (SS)	Disc	No	\$1.25	\$1.20
Thiosulphate	Disc	No	\$0.35	\$0.30
Tin	Disc	No	\$9.74	\$10.00
Total dissolved solids* (TDS)	Disc	No	\$0.08	\$0.10
Uranium	Disc	No	\$9.71	\$10.00
Zinc	Disc	No	\$20.00	\$21.00
Non-compliance pH charge - value of coefficient k (refer equation 3 in Liquid Trade Waste Policy)	Disc	No	\$0.54	\$0.60
Septic receiptal at Junee Sewer Treatment Plant per litre	Disc	No	\$0.05	\$0.05
Trade Waste receiptal at Junee Sewer Treatment Plant per litre	Disc	No	\$0.10	\$0.11
SUPPLY OF EFFLUENT WATER				
Supply of Effluent Water (\$/kL)	Disc	No	\$0.06	\$0.06
Engineering & Infrastructure Fees and Charges				
Private Works				
Private Works undertaken by the Council are done so pursuant to the Local Government Act 1993. It is the Council's policy that all plant hired will be operated by an employee of the Council, ie. the Council will not 'dry hire' any item of plant.				
Where works are undertaken outside of normal working hours, an overtime loading shall apply.				
Similarly, where works are undertaken as a call-out (irrespective of the duration) or on short notice, a loading shall apply.				
Private Works will be undertaken either as a 'do and charge' or on a quote basis and this applies to labour, plant and materials.				
BLASTING				
Blasting Permit	Disc	No	\$149.00	\$155.00

Fees and Charges Description	Statutory Fee	GST Status	23/24 Fees	Draft 24/25 Fees
CONTRIBUTIONS				
Kerb & Guttering - JSC initiated				
As resolved by Council - not to exceed 50% of the cost of the work as specified in the Roads Act - includes 1 layback	Disc	No	AS detailed	AS detailed
Other boundaries, provided does not exceed 25% of cost per lineal metre	Disc	No	AS detailed	AS detailed
Laybacks / Gutter crossings (each)	Disc	No	AS detailed	AS detailed
PLANT, MATERIALS & PRIVATE WORKS				
Plant Hire Rates - per hour including operator				
Labour Rate	Private works	Yes	POA	POA
Truck D/Cab, Tipper - per hour	Private works	Yes	POA	POA
Tipppers, 5m3	Private works	Yes	POA	POA
U.D. Nissan Tipper, 8m	Private works	Yes	POA	POA
U.D. Nissan Tipper, 8m ,plus pig trailer 8m	Private works	Yes	POA	POA
Water Truck 10,000 litres	Private works	Yes	POA	POA
Street Sweeper	Private works	Yes	POA	POA
Rollers (towed by Tractor)	Private works	Yes	POA	POA
Grader	Private works	Yes	POA	POA
Excavator - Volvo EC210B	Private works	Yes	POA	POA
Backhoe - Caterpillar 432E	Private works	Yes	POA	POA
Loader - Hitachi LX-150	Private works	Yes	POA	POA
Self Propelled Rubber Tyred Roller - Multipac VP2400	Private works	Yes	POA	POA
Tractors - John Deere, Chamberlain, Ford	Private works	Yes	POA	POA
Combination Roller	Private works	Yes	POA	POA
Ingersol-Rand Roller (double drum)	Private works	Yes	POA	POA
HAMM Smooth Drum Roller (self-propelled)	Private works	Yes	POA	POA
John Deere 1145 Mowers	Private works	Yes	POA	POA
Mower - Walker	Private works	Yes	POA	POA
Slashers	Private works	Yes	POA	POA
Sewer Jetter	Private works	Yes	POA	POA
Minor Plant ie: Chainsaws, mowers, compactors, pumps, slashers	Private works	Yes	POA	POA
Ancillary Plant ie: P90 Cabin, small mowers, Whipper snippers etc.	Private works	Yes	POA	POA
Light Vehicles (operator to be added at hourly rate) - per km	Private works	Yes	POA	POA
Low Loader less than 100 KM	Private works	Yes	POA	POA
Low Loader greater than 100 KM add kilometre rate - per km	Private works	Yes	POA	POA
Overtime loading	Private works	Yes	POA	POA
Call-out/short notice loading	Private works	Yes	POA	POA
Materials				
Gravel	Private works	Yes	POA	POA
ROAD APPROVALS				
s.138 Approvals				
Section 138 Application - non-residential in nature (includes one inspection)	Disc	No	\$209.00	\$217.00
Section 138 Inspection Fee	Disc	No	\$184.00	\$191.00
Section 138 Driveway Application - Residential in nature (includes one inspection)	Disc	No	N/A	\$187.00
Section 138 Works in Road Reserve Application - Residential in nature (includes one inspection)	Disc	No	N/A	\$187.00
Section 138 Road Occupancy License Application Fee (No Inspection)	Disc	No	\$150.00	\$145.00
Assessment of design of Commercial vehicular footpath crossing (incl 2 inspections)	Private works	Yes	\$184.00	\$191.00
Additional Inspections if required	Private works	Yes	\$184.00	\$184.00
Road Closure: Undertake Road Status Search	Disc	Yes		\$650.00
s.144 Special Event Approvals				
Event. This does not include Traffic Management/personal	Disc	No	\$218.00	\$227.00
National Heavy Vehicle Approvals				
Oversize/Overmass Application	Disc	No	\$80.00	\$83.00

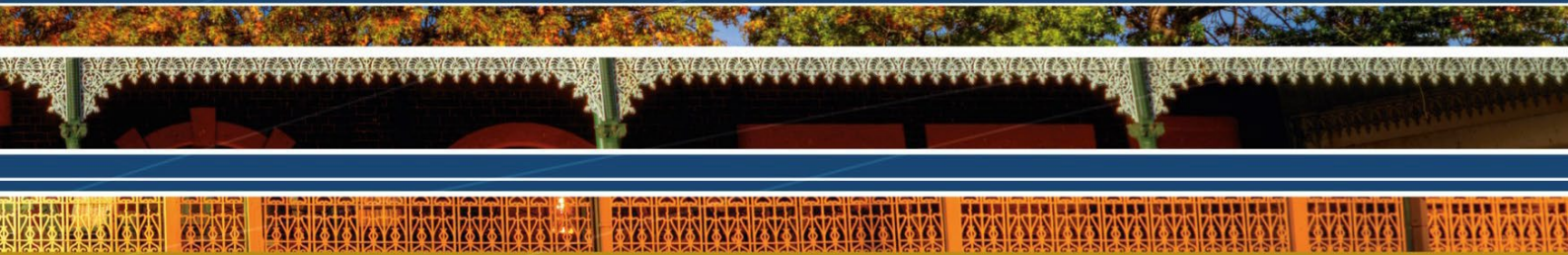
Fees and Charges Description	Statutory Fee	GST Status	23/24 Fees	Draft 24/25 Fees
PUBLIC RESERVE/ROAD				
Administration fee - charged at each lease/licence commencement	Disc	No	\$184.00	\$191.40
Rental of reserve or closed roads per hectare per annum (in Ha lots)	Disc	No	\$92.00	\$95.70
Permanent Road closure application. (Plus Actual cost include - advertising, survey plans, DA fees. LPI registration) - Formed or unformed Roads	Disc	Disc	\$2,200 + Actual costs	\$2,200 + Actual costs
Easement Negotiations. (Plus Actual cost include - advertising, survey plans, DA fees. LPI registration) - Council land	Disc	Disc	\$2,200 + Actual costs	\$2,200 + Actual costs
Crown Land leases	Disc	No	As tendered	As tendered
Occupation fee for hoarding length exceeding 50m or area occupied exceeding 100m ²	Disc	No	POA	POA
Occupation fee per m ² for hoarding less than 50m or area occupied less than 100m ² : - fees apply after one week - per m ² of road reserve occupied per week or part week - minimum charge of \$60/week	Disc	No	\$3.10	\$3.20
SLASHING				
Clean normal urban block (after notice) - Minimum Charge - Blocks less than 1,000 sq mtrs	Private works	Yes	POA	POA
Other/large block (by quote) - for blocks great than 5000 sq mtrs	Private works	Yes		POA
STREET BANNER				
Erection of street banner for ceremonial purposes - each	Disc	Yes	\$501.00	\$521.00
Finance & Administration Fees and Charges				
Privacy & Personal Information Protection Act				
Enquiries made of the Council may be subject to the requirements of the <i>Privacy & Personal Information Protection Act</i>).				
BANKING FEES				
Charge for dishonoured cheque or direct debit	Disc	Yes	\$120.00	\$125.00
CERTIFICATES				
Section 603 Certificate	Reg	No	\$95.00	\$95.00
Section 735A Certificate - Outstanding Notices and Orders under LG Act	Reg	No	See Development fee section	See Development fee section
24 hour turnaround from time of receipt	Disc	Yes	\$128.00	\$133.00
SALE OF LAND FOR UNPAID RATES				
Debtor Accounts, Rates Accounts etc - Rate is subject to change. Rate quoted is current at the time the schedule was prepared	Reg	No	9%	9%
Sale of Land for unpaid rates Administration charge	Disc	Yes	\$780.00	\$811.00
Advertising, Real Estate Agent, Solicitor, Valuation fees. Title Searches.	Reg	Yes	Actual cost	Actual cost
ENQUIRY FEES				
Rate enquiry per assessment				
Written response	Disc	No	\$52.00	\$54.00
Verbal response	Disc	No	\$29.00	\$30.00
By Owner (no charge)	Disc	No	No Charge	No Charge
Rate Notice, duplicate copy	Disc	No	\$21.00	\$22.00
Real Estate Listing	Disc	No	\$71.00	\$74.00
Researching information for external parties				
Rate per hour	Disc	No	\$101.00	\$105.00
Minimum Fee	Disc	No	\$101.00	\$105.00
GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT 2009				
Application fee for requests under GIPA	Reg	No	\$30.00	\$30.00
Processing fees				
Non-Personal Information per hour	Reg	No	\$30.00	\$30.00
Personal Information per hour after first 20 hours	Reg	No	\$30.00	\$30.00
Researching information for GIPA requests				
Rate per hour	Disc	No	\$101.00	\$105.00
Minimum Fee	Disc	No	\$101.00	\$105.00

Fees and Charges Description	Statutory Fee	GST Status	23/24 Fees	Draft 24/25 Fees
HIRE OF COUNCIL BUILDINGS/OPEN SPACES				
Council rooms				
Council Chambers or Committee Room - during office hours - per event or day	Disc	Yes	\$147.00	\$153.00
Council Chambers or Committee Room - outside of office hours - per hour	Disc	Yes	\$47.00	\$49.00
Athenium Theatre				
Weddings, 21sts, engagements - per event / day	Disc	Yes	POA	POA
Meetings - per event / day	Disc	Yes	POA	POA
Meetings - per hour (1 - 4 hours only)	Disc	Yes	POA	POA
Ecumenical Church Services - per event / day	Disc	Yes	POA	POA
Ecumenical Church Services - per hour (1 - 4 hours only)	Disc	Yes	POA	POA
Non-profit Organisations - per event / day	Disc	Yes	POA	POA
Non-profit Organisations - per hour (1 - 4 hours only)	Disc	Yes	POA	POA
Grand Piano Hire - per event / day	Disc	Yes	32	33
Grand Piano Hire - per hour (1 - 4 hours only)	Disc	Yes	11.4	12
Grand Piano Hire - key deposit	Disc	Yes	22	23
Bond - functions with alcohol	Disc	Yes	POA	POA
Bond - functions without alcohol	Disc	Yes	POA	POA
Council Parks & Reserves				
Group Fitness Class Fee (3 or more people) - per month, Max. No. sessions 6 per week. Application required.	Disc	Yes	\$267.00	\$278.00
Personal Training Fee (1 or 2 people) - per month Max. No. sessions 6 per week. Application required.	Disc	Yes	\$138.00	\$144.00
Commercial user per day	Disc	Yes	\$640.00	\$666.00
Cleaning/Damage Deposit	Disc	Yes	\$1,066.00	\$1,109.00



LONG TERM FINANCIAL PLAN

2024-2034



CONTENTS

1. EXECUTIVE SUMMARY	4
1.1 Who is Junee Shire.....	4
1.2 The Challenges We Face.....	4
1.3 What We Know.....	4
2. INTRODUCTION.....	6
2.1 Our Future 2035	6
2.2 Purpose of the Long-Term Financial Plan	7
2.3 Long-Term Financial Plan.....	7
3. LONG TERM FINANCIAL SUSTAINABILITY	7
3.1 How do we define long term financial sustainability?.....	7
3.2 How financially sustainable is Council currently?.....	8
4. FINANCIAL MANAGEMENT IN COUNCIL	9
4.1 Regulatory Environment	9
4.2 Financial Environment - Rate Pegging.....	9
4.3 Financial Environment – The State of the Council's Finances.....	9
4.4 Financial Environment - Balancing the Budget.....	10
4.5 Financial Management Principles.....	10
4.6 Rating Income Strategy	11
4.7 Domestic Waste Management Charges.....	11
4.8 Sewer	11
4.9 Investment Principles.....	12
4.10 Loan Borrowings.....	13
4.11 Cash Reserves and Restrictions.....	13
4.12 Developer Contributions.....	15
4.13 Discretionary and Regulatory Fees and Charges.....	15
4.14 Asset Disposal and Investment Strategy.....	15
4.15 Asset Management.....	15
4.16 Workforce Plan.....	17
4.17 Long-Term Financial Plan assumptions.....	17
5. SCENARIO ONE - BASE CASE.....	18
5.1 Introduction.....	18
5.2 Components included in the scenario.....	19
5.3 Sustainability assessment.....	19
5.4 Base Case summary.....	21
6. LONG-TERM FINANCIAL SUSTAINABILITY	22
6.1 Conclusion.....	22
7. FINANCIAL STATEMENTS AND KEY PERFORMANCE INDICATORS	23

FIGURES

Figure 1: Asset renewal ratio.....	16
Figure 2: Consolidated Fund Total Income compared to Expenditure including depreciation.....	19
Figure 3: Operating Result by Fund.....	20
Figure 4: Consolidated Fund Cash balances.....	20

TABLES

Table 1: 2020/21 Financial Performance Ratios.....	8
Table 2: Proposed Rates 2024-25.....	11
Table 3: External Restrictions as of 30 June 2023.....	14
Table 4: Internal Restrictions as of 30 June 2023.....	14
Table 5: Asset classes.....	16
Table 6: Inflation.....	17
Table 7: Rates budget assumptions.....	17
Table 8: Key revenue and expenditure sensitivity.....	18
Table 9: Expenditure budget assumptions all scenarios.....	18
Table 10: Sensitivity Analysis.....	21

I. EXECUTIVE SUMMARY

I.1 Who is Junee Shire

Junee Shire Council is located in southern NSW, 42 kilometres north of Wagga Wagga. The shire is bounded by the Cootamundra- Gundagai in the north and east, Coolamon to the west and the City of Wagga to the south.

The shire's estimated resident population in 2021 is 6,415 people. The population of Junee Shire Council is forecast to reach 7,300 by 2034.

I.2 The Challenges We Face

The key issues and challenges for Junee Shire Council include:

- Maintaining the Council's quality of services and infrastructure investment within the rate capping framework.
- Providing sufficient funding to renew existing assets to ensure that they continue to meet community needs.
- Delivering new and upgraded community infrastructure (roads, buildings, drains, footpaths etc.) to address the demands of a growing and changing community.
- Continuing to provide an appropriate range and level of services to the community.
- Managing within a narrow revenue base with limited growth opportunities.
- Managing ongoing cost-shifting from other levels of government, dealing with changes to legislative requirements and the expanding expectations of Local Government.
- Managing and responding to the ongoing environmental standards and their impact on Council's services and infrastructure and the community.

I.3 What We Know

All Councils must complete a Long-Term Financial Plan (LTFP) as part of the Resourcing Strategy that supports their Delivery Program. As part of preparing its LTFP, Council has determined where it sits – and there are some challenges ahead.

With the SRV now in place Council is collecting enough money each year to adequately cover the increasing cost of normal operations and maintain the community infrastructure. It can and will make modest productivity gains each year, where they are possible. Council does not intend to provide new services or uplift current service levels, which are already at a high level.

In accounting terms, Council aims for small operating surpluses, meaning that enough funding is collected to fund routine operations and the renewal of assets. This includes collecting sufficient revenue to cover the depreciation cost and an accounting calculation that measures the value of the community's assets consumed or used during any given year. The funds collected for depreciation enable asset renewal expenditure to be funded, thereby ensuring the community's assets are renewed over time and are not subjected to adverse deterioration.

In 2022/23, Council made a net operating surplus of \$2.1 million when capital revenues are excluded. The net operating result was generated by abnormal circumstances, being an advanced payment of the emergency assistance grants which would have otherwise been received in 2023/24. In 2023/24 Council is projecting a small surplus. From 2024/25 modest operating surpluses are projected.

The SRV of 17.5% in 2024 and 12.5% in 2025 (both inclusive of the rate cap) was approved in March 2023. This has enabled council to continue to maintain service levels and fund a reasonable capital works program while still being financially stable.

Council is in a better financial position than previous years with manageable debt and projected cash reserves of \$8.25 million as of 30 June 2024 at the consolidated fund level and \$7.13 million for the general fund, much of which is restricted for spending on roads for which grants have been received in advance. The average condition of most of the Council's assets is satisfactory, but a significant amount of assets need upgrading over time.

The LTFP is premised on Council having its current assets fit for purpose and for Council to be in a position to deliver services to the current expected standard. Assets are critical in the delivery of Council services. If not maintained, this can often lead to deterioration of asset condition and the intensification of complaints from users.

For this reason, an asset renewal program has been developed to mitigate any significant deterioration of the Council's current asset base. The program has been structured to ensure all classes of assets have funds allocated to deal with the timely renewal of non-current assets. The total infrastructure capital program from 2024 to 2034 is \$53.8 million, along with an asset maintenance program that maintains assets in a fit for purpose condition.

Under this LTFP, Council will experience modest operating surpluses in each year of the plan through to 2034.

In summary:

The LTFP

- Broadly models the continuation of the Council's services as currently provided.
- Funds asset renewals per the 10-year Capital Works Program.
- Allows for the second year of the SRV 12.5%(incl the rate cap) in 2024/25.
- Shows that Council is financially viable and will build up a modest cash reserve after ten years.
- Allows for some new property development in 2026/27 and subsequent sales.
- Allows for the implementation of renewable energy projects in the Renewable Energy Action Plan.
- Allows for an additional \$250,000 for building renewal funded from the SRV in an effort to improve the overall condition of Council's buildings.
- Allows for the funding of new Plant purchases through a comprehensive plant reserve.

2. INTRODUCTION

The NSW Government requires Councils to have:

- A Community Strategic Plan (of at least ten years)
- A Delivery Program (four years)
- An Operational Plan (one year)
- A Resourcing Strategy containing:
 - Long-Term Financial Plan
 - Workforce Management Plan
 - Strategic Asset Management Plan.

Councils must prepare a Resourcing Strategy for at least ten years to identify their resources to implement the Community Strategic Plan. An essential element of the Resourcing Strategy is that it must include provisions for long-term financial planning.

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

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

The LTFP forecasts must be updated annually, together with the preparation of the Operational Plan. On adopting a new Delivery Program every four years, a detailed review of the LTFP should be undertaken.

It is a requirement that Council write a new LTFP every four years and up-date its current document each year. It should be noted that this LTFP is a re-calibration of the LTFP adopted in 2022. Council will write a new LTFP next year after the new council is elected.

2.1 Our Future 2035

Making Tracks 2035 is the community's strategic plan outlining aspirations and priorities for at least ten years.

Development of the plan commenced in 2016, with an extensive community engagement program that was completed in May 2017. The elected Council considered the feedback in determining the final plan in June 2017. The plan was reviewed and readopted in 2022.

Four recurring themes arose, which inform the four vision areas of *Making Tracks 2035*. They are:

- Liveable
- Prosperous
- Sustainable
- Collaborative

All Council's activities are aligned with these four broad themes and seek to achieve *Making Tracks 2035*. Council's Delivery Program incorporates the vision objectives and activities to provide the programs, services and projects that ensure our residents enjoy where they live and work.

While the Community Strategic Plan reflects the community's aspirations, the Delivery Plan narrows the Council's focus on what is affordable or it can directly influence or control during its term.

2.2 Purpose of the Long-Term Financial Plan

The LTFP acts as a tool for stakeholders (Council and the community) to decide what resources Council needs to apply to deliver on the outcomes contained in the Community Strategic Plan – *Making Tracks 2035* through its Delivery Program. The LTFP seeks to answer the following questions:

- Can we survive the financial 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?

In particular, this plan will model the financial implications of the *Making Tracks – 2035* strategies and maintain existing facilities and infrastructure based on a range of assumptions and within financial and other known constraints.

2.3 Long-Term Financial Plan

Council has a long-term financial forecasting model developed by LG Solutions, local government financial software specialists. This provides a ten-year budgetary projection (from a profit and loss cash flow and balance sheet perspective). The model was used to prepare this LTFP and will be reviewed annually.

The model has now been updated to include the latest results and budget information. It has also been informed by updated asset management planning documents, a Workforce Management Plan, and a range of assumptions based on the best available data to guide forward projections. This forms the basis for the ten-year forecast presented in this LTFP.

This LTFP is being prepared to support the Delivery Program and Operational Plan.

3. LONG TERM FINANCIAL SUSTAINABILITY

3.1 How do we define long term financial sustainability?

A financially sustainable Council can fund ongoing service delivery and renew and replace assets without imposing excessive debt. This definition has been translated into four fundamental financial sustainability principles:

- The Council must achieve a fully funded operating position reflecting that it collects enough revenue to fund operational expenditure, debt repayment, and depreciation. This does not necessarily mean that Council needs to have an operating surplus every year, but it does mean that Council makes operating surpluses over the longer term.
-
- The Council must maintain sufficient cash reserves to meet its short-term working capital requirements.
-
- The Council must have a **fully funded capital program**, where the funding source is identified and secured for both capital renewal and new capital works.
- The Council must **maintain its asset base** by renewing identified ageing infrastructure and ensuring cash reserves are set asides for those works yet to be determined.

3.2 How financially sustainable is Council currently?

The most recent Audited Consolidated Financial Statements, as of 30 June 2023, resulted in a \$2.1 million operating surplus (excluding income for capital purposes).

They also show that Council had \$6.7 million in cash and owed \$8.4 million in borrowings and lease liabilities as at the 30 June 2023.

The following performance indicators measure Council's broader financial performance and position. They confirm that Council has adequate resources to fund assets and to meet these target ratios.

The indicators measure both recurrent operations and capital sustainability. These same indicators have been used to review Council's LTFP forecasts to assess the organisation's long-term financial health and its capacity to fund any proposed delivery program.

Table 1: 2022/23 Financial Performance Ratios

	CALCULATION	WHAT IS BEING MEASURED?	SUSTAINABLE TARGET	2022/23 RATIOS
Operating Performance Ratio	Total operating result excluding revenue for capital purposes divided by total operating revenue excluding revenue for capital purposes.	Is the Council sustainable in terms of its operating result?	Greater than zero	11%
Own Source Operating Revenue	Total operating revenue excluding all grants and contributions divided by total operational expenditure	Council's ability to fund its short-term expenditure needs.	Over 60% Sustainable Less than 60% overly reliant on grants and contributions	47.3%
Unrestricted Current Ratio	Current assets less external restrictions divided by current liabilities	Does the Council have enough unrestricted cash to meet its short-term debt servicing needs?	>1.5	2.9x
Cash Expense Cover Ratio	Current years cash and cash equivalents plus term deposits divided by monthly payments from cash flow operating and financing activities	How many months could the Council fund its existing cash and deposits?	>3 months	9.4 months
Debt Service Cover Ratio		Can the Council cover its debt repayments from cash generated from operations?	>2	6.09x

	CALCULATION	WHAT IS BEING MEASURED?	SUSTAINABLE TARGET	2022/23 RATIOS
Asset renewal ratio (buildings and infrastructure)	Asset renewal expenditure divided by depreciation	Monitors the rate at which the Council is renewing its assets relative to its use of the assets.	Benchmark >100%	45%
Infrastructure Backlog Ratio	Estimated cost to bring assets to satisfactory condition divided by net carrying amount of infrastructure assets	Measures ratio of renewal backlog against the net carrying value of assets - reflects the success of strategies to invest in asset renewals.	Benchmark <2%	3.63%
Asset Maintenance Ratio	Actual maintenance costs divided by required maintenance costs	Measures the level of maintenance costs required to maintain current assets.	Benchmark >100%	142%

4. FINANCIAL MANAGEMENT IN COUNCIL

4.1 Regulatory Environment

Council operates in a highly regulated environment driven by legislation and state strategies such as:

- Local Government Act 1993
 - The Act defines the scope and boundaries of the Council's role and the way it must conduct its business; and
 - NSW State Plan. The State Plan: A New direction for NSW defines the overarching goals and outcomes that the NSW Government has set for this state and shapes public policy.
 - The NSW Local Government State Award.

4.2 Financial Environment - Rate Pegging

The Council's ability to align rating revenues with the increased cost of providing local government services has been restrained by rate pegging, a legislative instrument whereby IPART NSW sets the maximum increase in rating revenues.

4.3 Financial Environment – The State of the Council's Finances

While the Council faces challenges generating sufficient revenue to balance the budget, it is reasonably financially sound at the Consolidated Fund level and individual fund level. When looking at the General Fund in isolation, by 2029 the cash balance falls to \$1.5 million and gradually improves in subsequent years. This is a tight but manageable situation.

As of 30 June 2023, Council had external debt of \$8.4 million and cash reserves of \$6.7 million. The total carrying value of infrastructure and land assets was \$191.7 million, while the total liabilities were \$14.8 million.

Three of the critical financial ratios outlined in table 1 above are not within industry benchmarks, while Council does meet the benchmarks in the other five.

It is virtually impossible for a small council like Junee to meet the Own Source Operating Revenue Ratio and the 2023 figure for the Asset Renewal Ratio is an aberration. It should be considered over several years. In other years council has exceeded ratio.

Council has a sound base and the ability to borrow. Loans are planned for this DPOP to fund infrastructure and property development; these are addressed in the Borrowings section of this plan. The fundamental issue faced by Junee and other NSW Councils is the restriction on the rate at which revenue can be increased. While Council can borrow to fund new works and renewals, it has limited capacity to increase revenues to service the additional debt.

Council also faces a fundamental imbalance between its annual operating revenues and the annual operating costs, including depreciation, which are growing at a faster rate than revenues.

4.4 Financial Environment - Balancing the Budget

Council's budget continues to face significant pressures, including:

- An increasing burden as a result of cost-shifting from other levels of government.
- Additional costs of construction, particularly the cost of engaging contractors.
- Increasing costs to procure goods and services have been consistently higher than rate pegging increases as determined by IPART.
- The increased cost of fuel and fuel-based product costs.
- Increased reporting and compliance burdens.
- Greater competition when applying for external funding and specific grants which are more often competitive in nature rather than as of right.
- Recurrent Financial Assistance Grants not keeping pace with inflation

The above factors mean that, as with many Councils in NSW, Junee Shire is faced with an income gap, with costs increasing at a greater rate than revenues and a minimal cash buffer to absorb it. This income gap in the past has been addressed through productivity gains and efficiency savings. Council also actively pursues grants, works collaboratively with neighbouring Councils and carefully manages its income and expenditure through sound financial reporting systems and regular budgetary monitoring.

Council has worked hard to absorb as much as it can and aims to achieve a balanced budget each year without affecting service levels. Council will face increasing pressure over time as its cash dips to \$2.6 million in 2028-29 at a consolidated fund level and \$1.5 million in the general fund. This is quite low when you think that council spends about \$19 to \$20 million per year (including capital works).

4.5 Financial Management Principles

In preparing the 2024-34 LTFP, the following underpinning principles have been used:

- Council will endeavour to maintain its existing service levels to residents.
- Continually look for ways to structurally realign resources and increase income opportunities without changes to service standards.
- Services and infrastructure in any new areas will be provided when needed.
- Council will continue to improve its capacity to fund its recurrent operations and renew critical infrastructure through sustainable financial decision-making.
- Council will manage the existing financial constraints as much as possible.

Council's LTFP is guided by many policies and strategies outlined below in conjunction with these principles.

4.6 Rating Income Strategy

Rating income is generated by a levy on properties within the Council area to provide local government services. Council periodically reviews its rating structure to ensure it is fair and equitable. Each rating category and property will contribute to the rate levy according to the demands placed on Council's limited resources. Council's rates comprise:

- Ordinary Farmland rate
- Ordinary Residential Town rate
- Ordinary Residential Rural & Village rate
- Ordinary Business Town rate
- Ordinary Business rate.
- Stormwater Management Service Charge for residential \$25 and business per square meter.

The rates for 2024/25 will increase by 12.5% which includes the second part of the SRV. Thereafter rates are assumed to increase by 2.5%. The rates for 2024-25 are shown in the table below:

Table 2: Rates 2024-25

Table 1 - Applies 12.5% SRV increase across all rate categories using 2022 LV's as at 11.03.24													
Rating Structure 2024/25 - 1 July 2022 Base Date Land Values Rate Increase 12.5%													
Rate / Charge	Rate Code	No. of Assess.	Land Value	Notional Income 2023/24	Yield Required 2024/25	Base Rate %	Base Rate \$	Ad Valorem Rate (c in the \$)	Ad Valorem Rate	Base Income	Ad Valorem Income Calculated	Ad Valorem Income Required	Total Income
Farmland	1/3	627	2,298,061,250	2,479,361.00	2,789,281.13	10.07%	448.00	0.109152	0.00109152	280,896	2,508,385	2,508,385	2,789,281
Residential - Town	1/5	1,695	179,012,485	1,846,216.00	2,076,993.00	36.56%	448.00	0.736056	0.00736056	759,360	1,317,632	1,317,633	2,076,992
Residential - Rural & Village	1/1	519	83,563,070	449,903.00	506,140.88	45.94%	448.00	0.327452	0.00327452	232,512	273,629	273,629	506,141
Business - Town	1/4	120	13,025,035	382,465.00	430,273.13	12.49%	448.00	2.890688	0.02890688	53,760	376,513	376,513	430,273
Business	1/10	0	4,861,770	76,542.00	86,109.75	0.00%	448.00	1.771161	0.01771161	0	86,110	86,110	86,110
Total		2,961	2,578,523,610	5,234,487.00	5,888,797.88					1,326,528	4,562,269	4,562,270	5,888,797

4.7 Domestic Waste Management Charges

In addition, Council charges a Domestic Waste Management (DMW) Charge to owners of rateable properties in the town and village areas. This covers the cost of general garbage, recycling, green waste and household clean-up and includes administration, service provision, state government charges and tipping fees. It also provides transfer services in rural areas.

The Domestic Waste and Recycling Charges will increase by 4% in this LTFFP. \$1.13 million is collected from these charges.

4.8 Sewer

Council provides a reticulated sewerage service to the town of Junee. In 2020 completed a new state of the art sewerage treatment plant at the cost of \$9 million. The plant provides for 30 years of growth.

Council has allowed for a 4% increase per annum in annual sewer charges.

Due to the new plant's high value, the amount of depreciation charged is high at about \$250,000 to \$260,000 per annum. This, along with interest expenses of \$110,000, means that the Sewerage Fund operating statement shows a very small surplus of \$46,000 in 2025, gradually increasing each year.

Although it is making only small surpluses, the sewer fund generates sufficient cash due to lower capital spending when compared to depreciation expense. So, the sewer fund will continue to be in a strong cash position throughout the term of the LTFP.

4.9 Investment Principles

Council has an Investment Policy that reinforces its ongoing commitment to maintaining a conservative risk/return portfolio, an essential component of its prudent financial management practices. The overall objectives of the policy are to ensure that Council invests its funds:

- Per the requirements of the Local Government Act (1993) and the Council's investment policy
- In a manner that seeks to ensure the security of the Council's cash and investment portfolio,
- That achieve appropriate earnings, and
- Ensures there is sufficient liquidity to meet Council's business objectives.

The policy outlines:

- How Council may invest funds.
- The institutions and products which Council can invest in.
- The reporting requirements, including benchmarking, of the Council's investment portfolio.

Interest on investments is received on three types of funding:

- General Fund revenues raised throughout the year from all sources of income, excluding reserves and developer contributions.
- Reserves held until expended.
- Developer contributions held until expended.

In recent years the general fund has earned considerable interest from grants paid in advance, to the extent that council expects to earn about \$500,000 in interest during 2023/24. This is not expected to continue during the life of this LTFP. Consequently interest revenue has been reduced in the LTFP to between \$200,000 to \$300,000 per annum.

Council has control over the interest on General Fund revenues and reserves. The interest Council makes on General Fund revenue is untied and forms part of the Council's consolidated revenue for distribution across services that restricted funds do not fund.

After years of low inflation and low-interest rates, the economy has entered a higher inflationary environment with higher interest rates. This has led to higher returns for Council from its investments. In future years council is expecting to receive lower investment reserves due to an easing of interest rates and lower available funds.

4.10 Loan Borrowings

Council uses debt (borrowings) to fund the cost of significant new community assets and smooth the expenditure of substantial asset renewals. However, any minor asset acquisitions and the required level of asset renewals (guided by the level of the annual depreciation charge) should be funded out of operating revenues.

On 30 June 2023 Council had loans of \$8.4 million. \$5,8 million of these were in General, and \$2.6 million were in the Sewer Fund. It pays up to \$1.1 million per year to service these loans and lease liabilities.

There are three loans proposed in this LTFP, they are:

The first loan is for \$650,000 for the construction of the executive home in 2024/25.

The second loan is for \$303,000 for the balance of the settlement of a property in July 2024 planned to facilitate an improved intersection at Ducker and Kemp Streets with the planned reconstruction of the Kemp Street bridge which is a sub-set of the Inland Rail project

The third loan amounts to \$1.125 million in 2026/27 for the development of residential land in Boundary Street Junee. This will be re-paid in future years correlating to when the newly sub-divided properties are sold.

The opening balance of borrowings at 1 July 2024 will be about \$8.4 million. This is expected to reduce to \$2.6 million by 30 June 2034 (\$840,000 in general fund and \$1.76 million in sewer).

4.11 Cash Reserves and Restrictions

Council has several cash reserves that are either a legislative requirement (externally restricted) or were made through a Council decision (internally restricted).

Establishing cash reserves is a financial management strategy to provide funds for future expenditures that could not otherwise be financed during a single year without material impact.

Council has a long-term goal of having about \$5 million in cash and about \$500,000 in unrestricted cash. It also has a goal of maintaining an adequate Employee Leave entitlement reserve of at least \$500,000 and a plant reserve from which new plant would be funded. This will vary depending on plant purchases but would normally be around \$400,000 to \$600,000.

The balance of cash reserves as of 30 June 2023 was \$12.75 million comprising:

- Externally restricted reserves \$7.398 million
- Internally restricted reserves \$5.299million
- Unrestricted cash \$0.048 million

These figures are projected to fall significantly in 2023/24 so that total cash will be about \$8.3 million.

The table shown below outlines the various reserves Council has established, the funds available in each, and the purpose of the reserve. Externally restricted reserves can only be used for the purpose they were collected.

Table 3: External Restrictions as of 30 June 2023

RESERVE	BALANCE 30/06/2023	PURPOSE OF RESERVE
Externally restricted reserves		
Sewer Fund	\$1,384	Cashflow for providing the assets and service.
Unexpended grant funding	\$5,192	This holds the balance of grants received for specific purposes yet to be spent. These funds can only be used for the purpose they were granted to Council.
Community Transport	\$87	Money to cover the lease liabilities of Community Transport vehicles.
Stormwater Management	\$74	This reserve holds the balance of the Stormwater Management Charges that have not yet been spent.
Employee Leave Entitlements Sewer & Waste	\$137	Sewer & DWM leave entitlements not yet taken
Domestic Waste Management	\$146	Cashflow for providing the DWM service
Developer Contributions	\$378	Levies on Developers under S7.12 Plan
Total external reserves	\$7,398	

Table 4: Internal Restrictions as of 30 June 2023

RESERVE	BALANCE 30/06/2023	PURPOSE OF THE RESERVE
Internally restricted reserves		
Employees leave entitlement	\$550	Leave entitlements accrued by staff but not yet taken.
Financial Assistance Grant	\$3,695	Financial Assistance Grant paid in advance
Bethungra Dam	\$61	Proceeds from lease to be spent on the reserve
Asset Management	\$521	Plant, Vehicle replacement and Gen Fund Works
Specific purpose grants – co-contribution	\$377	Money set aside for Council's contribution to particular grant funded projects.
June Caravan Park, Burns Park and Laurie Daley Oval	\$49	Proceeds from the lease to be spent on the caravan park.
Bonds, Deposits & Other	\$46	Gravel pit rehab & Bonds and Deposits held on behalf of other organisations.
Total internal reserves	\$5,299	

Council's reserves are considered as funding sources in the budget process.

4.12 Developer Contributions

The Environmental Planning and Assessment Act (1979) enables Council to levy contributions for public amenities and services required due to development. In 2021 Council adopted a new Sect 7.12 Developer Contributions Plan. From 2021/22 Council commenced putting these contributions through a reserve rather than spending them directly.

The levy has been set at 1% on developments over \$100,000. The amount collected varies wildly but averages about \$150,000 per annum, which is what has been allowed for on a per annum basis in this LTFP.

4.13 Discretionary and Regulatory Fees and Charges

The Council can raise revenues by adopting a fee or charge for services or facilities. Fees and charges are reviewed annually in conjunction with preparing the yearly budget.

The fees and charges which Council can charge can be split into two categories:

1. Regulatory fees - these fees are generally determined by state government legislation and primarily relate to building, development or compliance activities. Council has no control over the calculation or annual increases of these fees and charges.
2. Discretionary fees - The Council can determine the charge or fee for discretionary works or services such as community facilities and community services.

This LTFP has allowed for increases of 4% in 2024/25 in most cases and 2% thereafter. There are exceptions. For example cemetery fees have been increased 7% in an effort to recover costs and waste transfer fees for items such as tyres and mattresses have been increased to amounts similar to what is charged at neighbouring waste transfer stations.

4.14 Asset Disposal and Investment Strategy

The majority of the Council's property assets deliver on services such as:

- Transport infrastructure
- Environmental services, such as stormwater management
- Community facilities
- Operational assets, including administration buildings.

The asset sales comprise the sale of land form property development and the sale of plant and equipment traded in on replacement.

4.15 Asset Management

4.15.1 Junee Shire Council Asset Management Strategy

Junee Shire Council is the custodian of assets with a replacement value of \$282 million and a depreciated value of approximately \$192 million as of 30 June 2023.

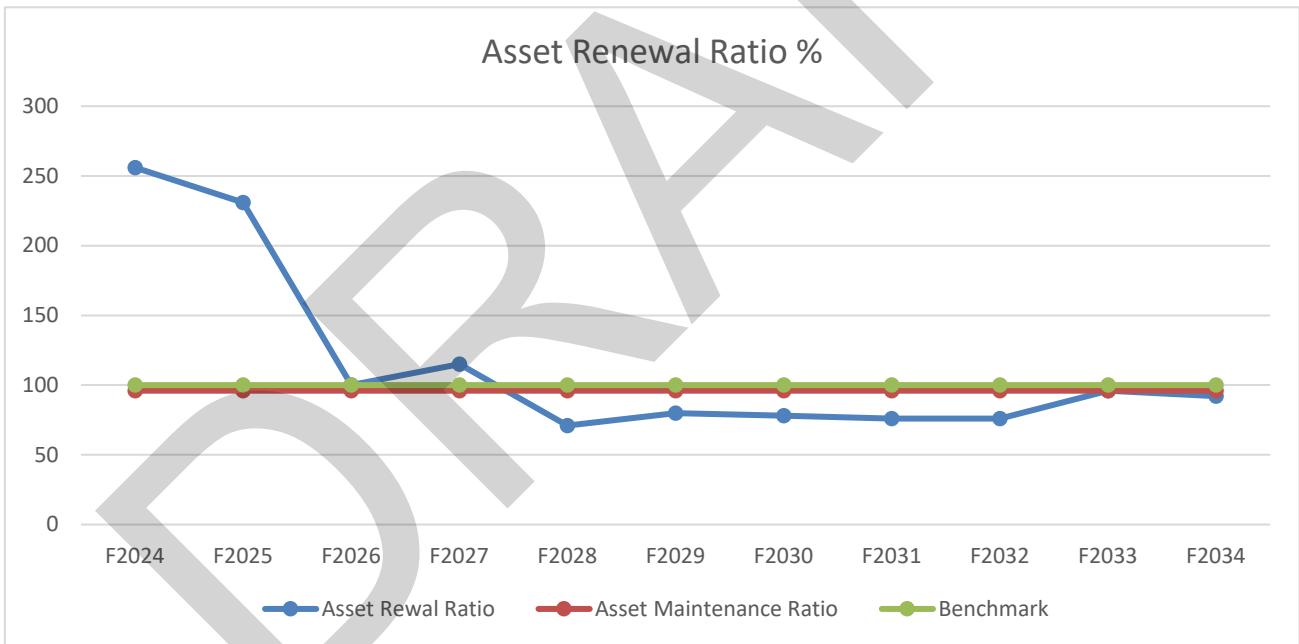
The six infrastructure asset classes included in the Asset Management Strategy and their values are detailed in the following table.

Table 5: Assets

ASSET CLASS	REPLACEMENT VALUE	DEPRECIATION	NETT CARRYING AMOUNT
Roads and Bridges	\$94,800,000	\$43,700,000	\$51,100,000
Sewerage	\$30,875,000	\$8,499,000	\$22,376,000
Footpaths	\$3,729,000	\$1,261,000	\$2,468,000
Buildings	\$32,598,000	\$20,109,000	\$12,489,000
Stormwater	\$19,866,000	\$8,536,000	\$11,330,000
Bulk Earthworks	\$72,518,000	\$0	\$72,518,000
Total	\$254,386,000	\$82,105,000	\$172,281,000

The following two graph shows Council's Asset Renewal Ratio and Maintenance ratio, two critical asset performance ratios.

Figure 1: Asset renewal ratio



The Asset Renewal ratio is a crucial indicator of financial sustainability. It indicates whether a Council is spending enough on asset renewals to maintain its assets in their current condition. The target ratio is 100%, and 90% to 110% is considered acceptable. One can see that spending in the early years is high due to the large amount of grants for roads that have been received. The ratio in later years does not meet the benchmark of 100%.

Asset maintenance ratio

The above graph also shows the asset maintenance ratio, the benchmark for which is also 100%. Council will be spending close to 100% of required maintenance over the life of this plan. This has been helped by the increase in road maintenance expenditure due to the additional funding from the SRV.

4.16 Workforce Plan

Council has developed a new Workforce Plan that that will be adopted as part of the Resourcing Strategy for the 2024-2028 DPOP. The plan highlights that Council is also faced with the challenge of retaining and attracting skilled staff in competitive market.

4.17 Long-Term Financial Plan assumptions

The LTFP requires Council to identify all material items of revenue and expenditure and determine the external and internal influences that could significantly impact Council's finances.

The following underpinning principles have been adopted in preparing the LTFP. There will also be further analysis during the exhibition period of the draft LTFP that will consider the impact of the higher inflationary environment being experienced.

4.17.1 Inflation

Table 6: Inflation

YEAR	2023-24	2024-25	2025-26 ONWARDS
Estimated CPI	2.2%	2.3%	2.3%-2.5%

While Council will have a growing population and a resulting increase in the number of dwellings, the amount of revenue available to fund services will not increase at the same rate as the population growth but is instead driven by the increase in the number of dwellings. The projected additional revenue from rates growth from 2026 is 2.5% per annum and will be needed to fund existing services.

4.17.2 Interest rate movements

Council has used 2.5% as the investment interest rate over this LTFP.

4.17.3 Revenue and expenditure assumptions

The following tables outline Council's planning assumptions by revenue and expenditure types. Included is a brief description of how the Council has determined this assumption and the external influences that impact the assumption.

Note: The assumptions included in the following tables could have a material impact on Council finances.

Table 7: Rates budget assumptions

RATES BUDGET ASSUMPTIONS	FACTOR 2024-25	FACTOR 2025-26 TO 2033-34
Minister's allowable increase	12.5%	2.5%

Table 8: Key revenue and expenditure assumptions

REVENUE BUDGET ASSUMPTIONS ALL SCENARIOS	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30 ONWARDS
Annual charges	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Fees and charges	4.0%	2.3%	2.3%	2.3%	2.3%	2.3%
Other revenues	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Capital revenues	As per grants available	As per grants available	As per grants available	As per grants available	As per grants available	As per grants available

Table 9: Expenditure budget assumptions all scenarios

EXPENDITURE BUDGET ASSUMPTIONS ALL SCENARIOS	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30 ONWARDS
Employee benefits and on costs	3.5%+\$1000	3.0%+1000	2.5%	2.5%	2.5%	2.5%
Materials and contracts	2.5%	2.5%	2.5%	2.5%	2.2%	2.2%
Other expenditure	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Depreciation	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%

5. Financial Sustainability and the LTFFP

5.1 Introduction

Being mindful of the economic environment challenges identified in section 4, this LTFFP aims to balance the budget with an operating surplus over the longer term. Even though the Council has made some significant savings, these have been offset by partially offset inflationary cost increases and additional compliance requirements and cost-shifting.

The LTFFP is based on to meeting the community's high service level expectations and providing necessary infrastructure through the 10-year capital works program. This document retains the underlying strategy relating to asset sustainability, ensuring the appropriate spending on infrastructure maintenance and renewal is made.

The Capital Works Program is comprehensive and is largely funded by grants in the initial two years and then mostly by council funds. An additional \$250,000/yr included for asset renewals as a result of the successful SRV application.

With the introduction of the SRV, the financial outcome result is operating surpluses for all forecast years except, totalling \$9.6 million (excluding capital grants). These outcomes enable Council to achieve economic sustainability.

5.2 Components included in the LTFP

All of the elements of the LTFP are:

- Adoption of SRV for rating income purposes of 12.5% (inc. the rate cap) in 2024/25.
- Rate peg growth has been forecast at 2.5% per annum.
- The requirement for planning for financial sustainability is achieved.
- Initiatives expenses (budgeted savings) have been implemented, offset by increased compliance costs and decreased revenues from Council contract with Transport for NSW for road maintenance.
- Three additional roadworks staff have been allowed for in the first two years of the LTFP to cope with the large amount of grant funded projects.
- Additional capital expenditure of \$250,000 per year for asset renewals over the term of the LTFP.
- The known resource requirements of the Workforce Management Plan are included in LTFP.
- The maintenance, rehabilitation and new capital expenditure program are based on the requirements in the Asset Management Strategy.
- There are several new borrowings.
- Only known capital grants have been allowed for in future years.

5.3 Sustainability assessment

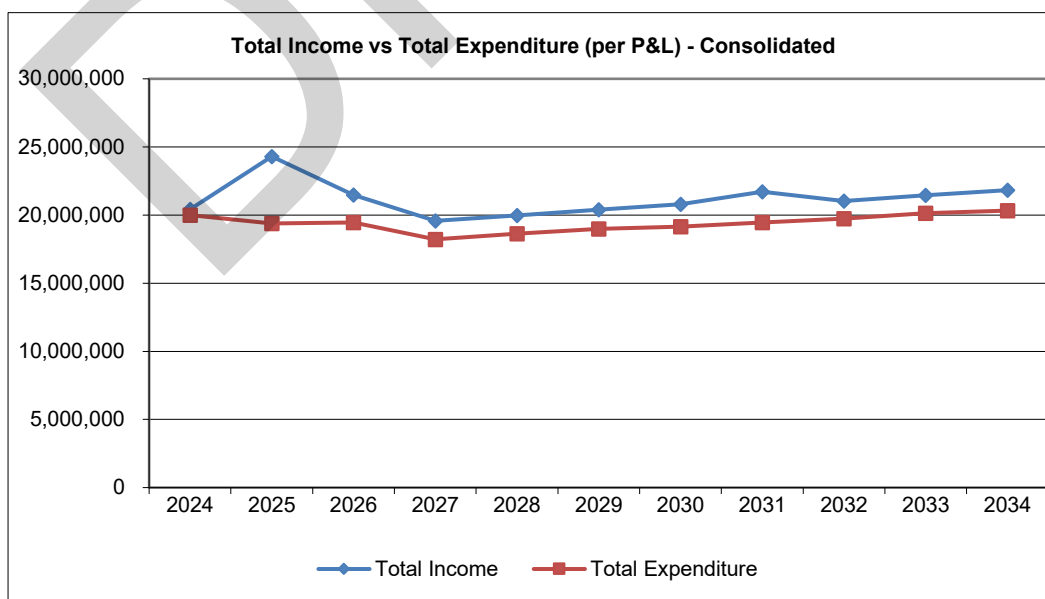
As mentioned in section 3.1 above, four economic sustainability principles have been used when considering this plan. The principles are: Have a Fully Funded Operating Position, Maintain Adequate Cash Reserves, Have a Fully Funded Capital Works Program, Maintain its Asset Base.

5.3.1 First Principle: Fully Funded Operating Position

The Council must achieve a **fully funded operating position** reflecting that Council collects enough revenue to fund operational expenditure and depreciation.

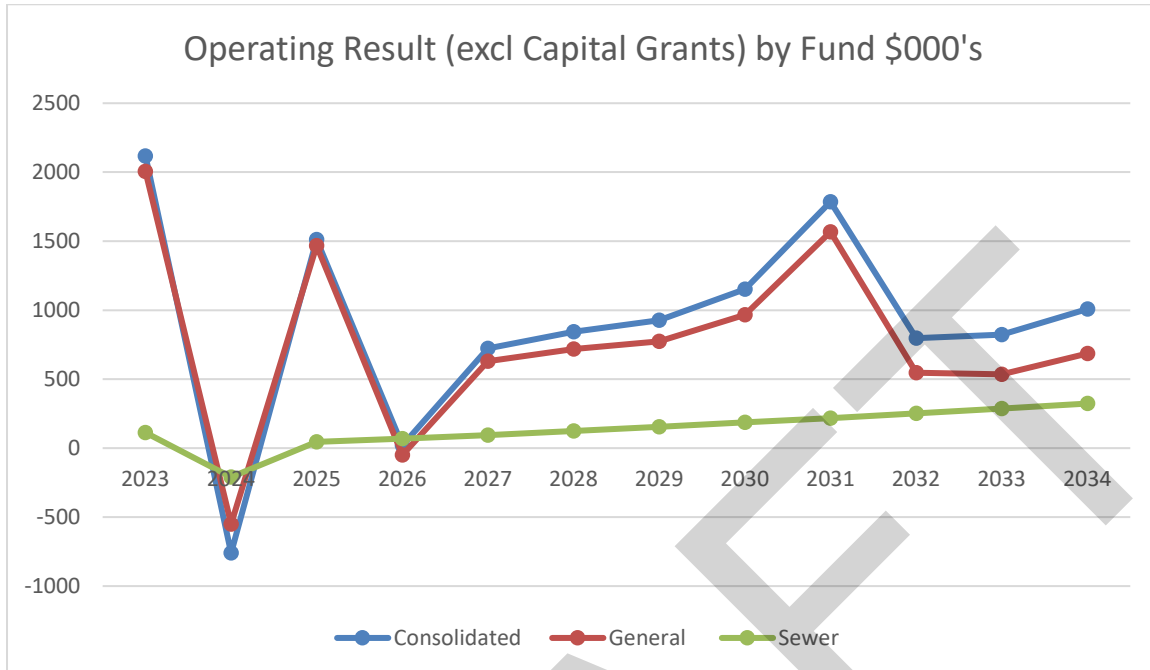
Council's operating position is primarily in surplus and improves marginally throughout the LTFP.

Figure 2: Consolidated Fund Total Income compared to Expenditure including depreciation.



The LTFP projects total operating surpluses of \$7.8 million (excluding capital grants) over the ten years. Surpluses are projected in every year except for 2025/26 where a very small deficit is projected. This is primarily due to lower revenue from RMS roadworks during that year.

Figure 3: Operating Result by Fund

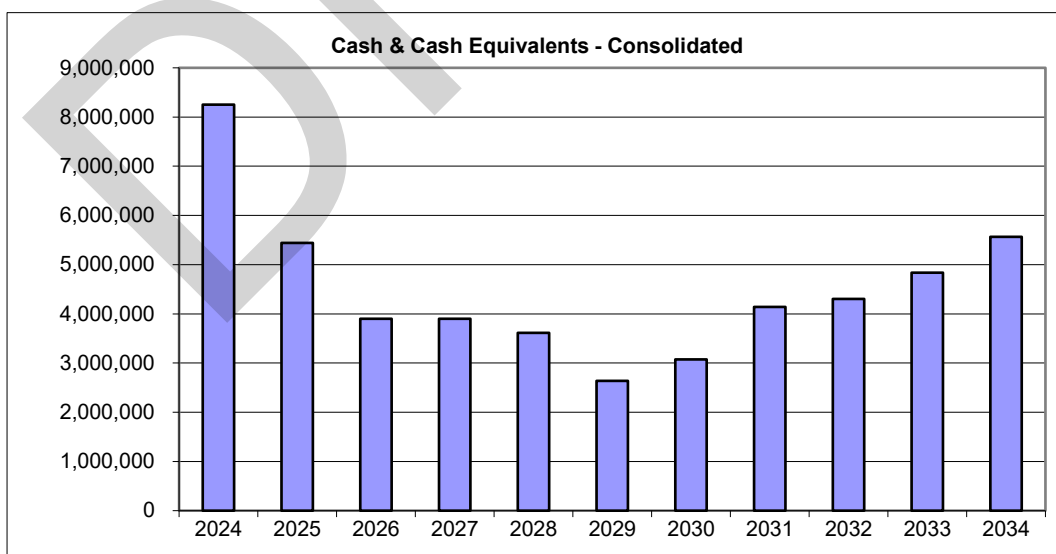


5.3.2 Second Principle: Maintenance of adequate cash reserves:

The Council must **maintain sufficient cash reserves** to meet its short-term working capital requirements.

The implementation of the SRV has allowed the Council to improve its cash reserves.

Figure 4: Consolidated Fund Cash balances



Cash balances decrease as pre-paid grants are spent and then improves over the longer term. It is Council's goal to have a consistent balance of about \$5 million over the long term.

5.3.3 Third Principle: Fully funded Capital Works Program:

The Council must have a **fully funded capital program**, where the funding source is identified and secured for both capital renewal and new capital works.

Council does have a fully funded capital works program with all funding sources identified. Importantly council is not funding its asset renewals from debt.

Capital works in the first year are extremely high at \$11.97 million, due to a large amount of grant funding. In subsequent years spending varies between \$4.0 million and \$5.8 million.

5.3.4 Fourth Principle: Maintain its Asset Base:

The Council should **maintain its asset base** by renewing identified ageing infrastructure and ensuring cash reserves are set aside for those works yet to be determined.

Cash reserves will be utilised as required to fund renewal. Externally restricted cash cannot be used for expenditure on the renewal of community infrastructure. This plan forecasts that the Council will be able to fund the required Asset Renewals and maintenance and still remain financially viable.

Due to the gradual increase over time of spending on road maintenance, which has been funded by the SRV, this plan incorporates an adequate asset maintenance program that achieves close to 100% of required maintenance over the LTFP period.

5.4 Sensitivity analysis

Council's LTFP model has the ability to perform sensitivity analysis where required. The figures presented are what council believe to be the most likely.

The table below represents the approximate effect that a one per cent change will have on Council's operating result.

Table 10: Sensitivity Analysis

ITEM	CHANGE	\$ EFFECT
Rates	1%	\$58,000
Sewer Annual Charge	1%	\$10,000
Domestic Waste Annual Charge	1%	\$11,000
User Charges & Fees	1%	\$35,000 - \$50,000
Employee Costs	1%	\$60,000
Materials and Contracts	1%	\$65,000
Depreciation	1%	\$38,000

6. LONG-TERM FINANCIAL SUSTAINABILITY

6.1 Conclusion

Financial sustainability is a legislative requirement. An LTFP is necessary to ensure Council acts responsibly in allocating scarce resources and avoids a situation in which economic and infrastructure capital are not maintained at appropriate levels, thereby leaving liability for future generations.

This LTFP is a strategic document . It provides a roadmap for managing the Council's financial resources and processes and is aligned with the objectives and priorities of the Council's Delivery Plan. It also establishes the framework under which sound and sustainable financial decisions can be made, outlines the economic environment that Council operates in, and identifies the significant challenges that Council faces.

Within the framework, guidance is provided to support decision-making regarding capital and operating revenue and expenditure, asset and service management levels, and procurement operations.

To ensure Council can continue to achieve financial sustainability with the scarce resources available and meet the needs of community expectations, Council will need to evaluate further any proposed changes in services and asset spending levels under the base case.

DRAFT

7. FINANCIAL STATEMENTS AND KEY PERFORMANCE INDICATORS

7.1 Financial Statements

10 Year Financial Plan for the Years ending 30 June 2034										
INCOME STATEMENT - CONSOLIDATED										
Scenario: 2024-2034 Long Term Financial Plan										
	2024/25	2025/26	2026/27	2027/28	Projected Years					
	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34				
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	8,012,674	8,245,213	8,486,827	8,735,823	8,991,440	9,256,884	9,527,489	9,806,399	10,093,884	10,334,447
User Charges & Fees	5,085,071	4,994,912	3,338,761	3,540,160	3,593,098	3,625,974	4,070,047	3,704,283	3,728,566	3,764,030
Other Revenues	406,415	413,343	420,410	397,618	404,971	412,470	420,120	427,922	435,880	443,998
Grants & Contributions provided for Operating Purposes	6,723,986	5,198,013	5,274,893	5,503,311	5,696,297	5,777,883	5,861,101	5,945,983	6,032,563	6,120,874
Grants & Contributions provided for Capital Purposes	3,410,021	2,011,250	634,000	484,000	484,000	484,000	484,000	484,000	484,000	484,000
Interest & Investment Revenue	353,000	303,000	303,000	303,000	218,000	218,000	328,000	328,000	328,000	328,000
Other Income:										
Net Gains from the Disposal of Assets	-	-	808,300	700,000	700,000	700,000	700,000	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-
Other Income	308,100	314,262	310,547	306,758	312,893	319,151	325,534	332,045	338,686	345,460
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	24,299,267	21,479,994	19,576,739	19,970,671	20,400,700	20,794,363	21,716,291	21,028,632	21,441,579	21,820,808
Expenses from Continuing Operations										
Employee Benefits & On-Costs	6,607,079	6,825,620	6,475,067	6,665,225	7,015,418	7,179,934	7,348,850	7,513,351	7,681,879	7,854,535
Borrowing Costs	486,219	463,432	437,671	480,080	399,547	360,587	319,430	274,678	233,738	199,743
Materials & Contracts	7,803,171	7,598,149	6,724,074	6,872,406	6,873,267	6,829,616	6,902,870	6,994,554	7,164,026	7,125,549
Depreciation & Amortisation	3,802,948	3,878,462	3,894,582	3,929,377	3,999,480	4,078,969	4,160,049	4,242,750	4,327,105	4,413,147
Impairment of investments	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-
Other Expenses	677,186	683,408	689,692	696,039	702,449	708,924	715,463	722,068	728,738	735,476
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	19,376,603	19,449,070	18,221,086	18,643,129	18,990,161	19,158,030	19,446,661	19,747,400	20,135,486	20,328,450
Operating Result from Continuing Operations	4,922,664	2,030,923	1,355,653	1,327,542	1,410,538	1,636,332	2,269,629	1,281,232	1,306,093	1,492,359
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	4,922,664	2,030,923	1,355,653	1,327,542	1,410,538	1,636,332	2,269,629	1,281,232	1,306,093	1,492,359
Net Operating Result before Grants and Contributions provided for Capital Purposes	1,512,643	19,673	721,653	843,542	926,538	1,152,332	1,785,629	797,232	822,093	1,008,359

Junee Shire Council												
10 Year Financial Plan for the Years ending 30 June 2034												
INCOME STATEMENT - GENERAL FUND												
Scenario: 2024-2034 Long Term Financial Plan												
	2024/25	2025/26	2026/27	2027/28	Projected Years		2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	7,037,855	7,230,842	7,429,321	7,633,457	7,843,419	8,059,382	8,281,527	8,510,038	8,745,109	8,931,161		
User Charges & Fees	4,685,071	4,594,912	2,938,761	3,140,160	3,193,098	3,225,974	3,670,047	3,304,283	3,328,566	3,364,030		
Other Revenues	406,415	413,343	420,410	397,618	404,971	412,470	420,120	427,922	435,880	443,998		
Grants & Contributions provided for Operating Purposes	6,723,986	5,198,013	5,274,893	5,503,311	5,696,297	5,777,883	5,861,101	5,945,983	6,032,563	6,120,874		
Grants & Contributions provided for Capital Purposes	3,410,021	2,011,250	634,000	484,000	484,000	484,000	484,000	484,000	484,000	484,000		
Interest & Investment Revenue	338,000	288,000	288,000	288,000	203,000	203,000	313,000	313,000	313,000	313,000		
Other Income:												
Net Gains from the Disposal of Assets	-	-	808,300	700,000	700,000	700,000	700,000	-	-	-		
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-		
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-		
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-		
Other Income	308,100	314,262	310,547	306,758	312,893	319,151	325,534	332,045	338,686	345,460		
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-		
Total Income from Continuing Operations	22,909,449	20,050,622	18,104,233	18,453,305	18,837,679	19,181,861	20,055,329	19,317,271	19,677,804	20,002,522		
Expenses from Continuing Operations												
Employee Benefits & On-Costs	6,030,233	6,237,237	5,870,941	6,053,072	6,391,022	6,543,049	6,699,227	6,850,736	7,006,012	7,165,150		
Borrowing Costs	375,450	356,360	333,512	378,409	301,314	265,675	227,500	187,129	149,730	119,699		
Materials & Contracts	7,441,503	7,233,590	6,357,305	6,503,382	6,501,942	6,455,945	6,526,805	6,616,046	6,783,026	6,742,007		
Depreciation & Amortisation	3,557,948	3,628,562	3,639,684	3,669,381	3,734,284	3,808,470	3,884,139	3,961,322	4,040,048	4,120,349		
Impairment of investments	-	-	-	-	-	-	-	-	-	-		
Impairment of receivables	-	-	-	-	-	-	-	-	-	-		
Other Expenses	627,186	633,408	639,692	646,039	652,449	658,924	665,463	672,068	678,738	685,476		
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-		
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-		
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-		
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-		
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-		
Total Expenses from Continuing Operations	18,032,319	18,089,156	16,841,134	17,250,284	17,581,011	17,732,063	18,003,133	18,287,300	18,657,555	18,832,681		
Operating Result from Continuing Operations	4,877,129	1,961,466	1,263,099	1,203,021	1,256,667	1,449,798	2,052,195	1,029,971	1,020,249	1,169,841		
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-		
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-		
Net Operating Result for the Year	4,877,129	1,961,466	1,263,099	1,203,021	1,256,667	1,449,798	2,052,195	1,029,971	1,020,249	1,169,841		
Net Operating Result before Grants and Contributions provided for Capital Purposes	1,467,108	(49,784)	629,099	719,021	772,667	965,798	1,568,195	545,971	536,249	685,841		

10 Year Financial Plan for the Years ending 30 June 2034										
INCOME STATEMENT - SEWER FUND										
Scenario: 2024-2034 Long Term Financial Plan										
	2024/25	2025/26	2026/27	2027/28	Projected Years		2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	974,819	1,014,371	1,057,506	1,102,366	1,148,021	1,197,502	1,245,962	1,296,361	1,348,775	1,403,286
User Charges & Fees	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Other Revenues	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Capital Purposes	-	-	-	-	-	-	-	-	-	-
Interest & Investment Revenue	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Other Income:										
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	1,389,819	1,429,371	1,472,506	1,517,366	1,563,021	1,612,502	1,660,962	1,711,361	1,763,775	1,818,286
Expenses from Continuing Operations										
Employee Benefits & On-Costs	576,846	588,383	604,126	612,154	624,397	636,885	649,622	662,615	675,867	689,384
Borrowing Costs	110,770	107,072	104,159	101,671	98,233	94,912	91,930	87,549	84,007	80,044
Materials & Contracts	361,668	364,559	366,769	369,024	371,324	373,671	376,065	378,508	381,000	383,542
Depreciation & Amortisation	245,000	249,900	254,898	259,996	265,196	270,500	275,910	281,428	287,057	292,798
Impairment of investments	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-
Other Expenses	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	1,344,284	1,359,914	1,379,952	1,392,845	1,409,150	1,425,968	1,443,528	1,460,100	1,477,931	1,495,768
Operating Result from Continuing Operations	45,535	69,457	92,554	124,522	153,871	186,534	217,434	251,260	285,844	322,518
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	45,535	69,457	92,554	124,522	153,871	186,534	217,434	251,260	285,844	322,518
Net Operating Result before Grants and Contributions provided for Capital Purposes	45,535	69,457	92,554	124,522	153,871	186,534	217,434	251,260	285,844	322,518

10 Year Financial Plan for the Years ending 30 June 2034										
BALANCE SHEET - CONSOLIDATED										
Scenario: 2024-2034 Long Term Financial Plan										
	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS										
Current Assets										
Cash & Cash Equivalents	5,443,366	3,914,564	3,911,732	3,630,241	2,654,620	3,067,859	4,137,627	4,296,745	4,853,107	5,351,650
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	846,969	863,161	872,087	891,416	916,484	943,985	975,617	1,001,134	1,030,657	1,222,060
Inventories	263,894	272,653	234,791	240,836	242,138	237,879	237,874	235,129	243,106	253,951
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Assets	6,554,230	5,050,378	5,018,609	4,762,492	3,813,242	4,249,722	5,351,117	5,533,008	6,126,871	6,827,661
Non-Current Assets										
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-
Inventories	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	206,719,062	208,740,392	210,299,106	210,367,715	210,875,235	211,273,266	211,635,217	211,869,467	211,964,362	212,088,215
Investment Property	355,000	355,000	355,000	355,000	355,000	355,000	355,000	355,000	355,000	355,000
Intangible Assets	-	-	-	-	-	-	-	-	-	-
Right of use assets	165,485	57,265	7,829	0	0	0	0	0	0	0
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	207,297,547	209,210,657	210,719,935	210,780,715	211,288,235	211,686,266	212,048,217	212,282,468	212,377,362	212,501,215
TOTAL ASSETS	213,851,777	214,261,035	215,738,544	215,543,207	215,101,477	215,935,988	217,399,334	217,815,475	218,504,233	219,328,876
LIABILITIES										
Current Liabilities										
Bank Overdraft	-	-	-	-	-	-	-	-	-	-
Payables	1,774,998	1,765,799	1,625,910	1,664,727	1,693,600	1,704,109	1,731,314	1,760,957	1,801,849	1,843,044
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	3,546,903	2,523,242	2,068,113	2,035,686	925,041	937,252	949,708	962,412	975,371	988,589
Lease liabilities	122,803	56,978	10,161	-	-	-	-	-	-	-
Borrowings	466,003	501,147	1,519,109	770,495	824,541	845,945	907,439	671,185	722,129	570,147
Employee benefit provisions	1,883,193	1,883,193	1,883,193	1,883,193	1,883,193	1,883,193	1,883,193	1,883,193	1,883,193	1,883,193
Other provisions	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	7,793,900	6,730,359	7,106,486	6,354,101	5,326,374	5,370,498	5,471,654	5,277,748	5,382,542	5,284,973
Non-Current Liabilities										
Payables	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-
Lease liabilities	67,139	10,161	-	-	-	-	-	-	-	-
Borrowings	8,092,350	7,591,203	7,347,093	6,576,598	5,752,057	4,906,112	3,998,673	3,327,488	2,605,360	2,035,213
Employee benefit provisions	98,807	98,807	98,807	98,807	98,807	98,807	98,807	98,807	98,807	98,807
Other provisions	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	8,285,296	7,727,171	7,472,900	6,702,405	5,877,864	5,031,919	4,124,480	3,453,295	2,731,167	2,161,020
TOTAL LIABILITIES	16,079,196	14,457,530	14,579,386	13,056,506	11,204,238	10,402,417	9,596,134	8,731,043	8,113,709	7,445,993
Net Assets	197,772,581	199,803,505	201,159,158	202,486,700	203,897,238	205,533,571	207,803,200	209,084,432	210,390,524	211,882,883
EQUITY										
Retained Earnings	108,026,581	110,057,505	111,413,158	112,740,700	114,151,238	115,787,571	118,057,200	119,338,432	120,644,524	122,136,883
Revaluation Reserves	89,746,000	89,746,000	89,746,000	89,746,000	89,746,000	89,746,000	89,746,000	89,746,000	89,746,000	89,746,000
Other Reserves	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	197,772,581	199,803,505	201,159,158	202,486,700	203,897,238	205,533,571	207,803,200	209,084,432	210,390,524	211,882,883
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-
Total Equity	197,772,581	199,803,505	201,159,158	202,486,700	203,897,238	205,533,571	207,803,200	209,084,432	210,390,524	211,882,883

Long Term Financial Plan 2024-34

10 Year Financial Plan for the Years ending 30 June 2034										
BALANCE SHEET - GENERAL FUND										
Scenario: 2024-2034 Long Term Financial Plan										
	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS										
Current Assets										
Cash & Cash Equivalents	4,477,734	2,903,558	2,995,982	2,535,501	1,479,929	1,749,305	2,821,685	2,768,824	3,056,923	3,269,152
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	664,976	668,720	669,387	680,126	696,453	714,480	736,833	752,700	772,187	953,152
Inventories	263,894	272,653	234,791	240,836	242,138	237,879	237,874	235,129	243,106	253,951
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Assets	5,406,604	3,844,932	3,900,160	3,456,463	2,418,520	2,701,663	3,796,392	3,756,652	4,072,216	4,476,255
Non-Current Assets										
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-
Inventories	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	184,237,159	186,312,389	187,760,002	187,962,606	188,479,322	188,921,853	189,153,714	189,443,393	189,619,344	189,809,995
Investment Property	355,000	355,000	355,000	355,000	355,000	355,000	355,000	355,000	355,000	355,000
Intangible Assets	-	-	-	-	-	-	-	-	-	-
Right of use assets	165,485	57,265	7,829	0	0	0	0	0	0	0
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	184,815,645	186,782,654	188,180,831	188,375,606	188,892,322	189,334,853	189,566,714	189,856,393	190,032,344	190,222,995
TOTAL ASSETS	190,222,249	190,627,586	192,080,990	191,832,069	191,310,843	192,036,516	193,363,106	193,613,045	194,104,560	194,699,250
LIABILITIES										
Current Liabilities										
Bank Overdraft	-	-	-	-	-	-	-	-	-	-
Payables	1,774,998	1,765,799	1,625,910	1,664,727	1,693,600	1,704,109	1,731,314	1,760,957	1,801,849	1,843,044
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	3,546,903	2,523,242	2,068,113	2,035,686	925,041	937,252	949,708	962,412	975,371	988,589
Lease liabilities	122,803	56,978	10,161	-	-	-	-	-	-	-
Borrowings	400,467	432,698	1,448,172	696,120	746,845	765,267	822,380	582,584	629,564	473,452
Employee benefit provisions	1,750,554	1,750,554	1,750,554	1,750,554	1,750,554	1,750,554	1,750,554	1,750,554	1,750,554	1,750,554
Other provisions	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	7,595,724	6,529,271	6,902,910	6,147,087	5,116,039	5,157,181	5,253,956	5,056,508	5,157,338	5,055,638
Non-Current Liabilities										
Payables	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-
Lease liabilities	67,139	10,161	-	-	-	-	-	-	-	-
Borrowings	5,694,200	5,261,502	5,088,330	4,392,210	3,645,365	2,880,098	2,057,718	1,475,134	845,570	372,118
Employee benefit provisions	94,446	94,446	94,446	94,446	94,446	94,446	94,446	94,446	94,446	94,446
Other provisions	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	5,882,785	5,393,109	5,209,776	4,513,656	3,766,811	3,001,544	2,179,164	1,596,580	967,016	493,564
TOTAL LIABILITIES	13,478,510	11,922,380	12,112,686	10,660,743	8,882,850	8,158,725	7,433,120	6,653,088	6,124,354	5,549,203
Net Assets	176,743,739	178,705,206	179,968,304	181,171,325	182,427,992	183,877,791	185,929,986	186,959,957	187,980,206	189,150,047
EQUITY										
Retained Earnings	98,935,739	100,897,206	102,160,304	103,363,325	104,619,992	106,069,791	108,121,986	109,151,957	110,172,206	111,342,047
Revaluation Reserves	77,808,000	77,808,000	77,808,000	77,808,000	77,808,000	77,808,000	77,808,000	77,808,000	77,808,000	77,808,000
Other Reserves	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	176,743,739	178,705,206	179,968,304	181,171,325	182,427,992	183,877,791	185,929,986	186,959,957	187,980,206	189,150,047
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-
Total Equity	176,743,739	178,705,206	179,968,304	181,171,325	182,427,992	183,877,791	185,929,986	186,959,957	187,980,206	189,150,047

Long Term Financial Plan 2024-34

10 Year Financial Plan for the Years ending 30 June 2034										
BALANCE SHEET - SEWER FUND										
Scenario: 2024-2034 Long Term Financial Plan										
	2024/25	2025/26	2026/27	2027/28	Projected Years					
	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34				
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS										
Current Assets										
Cash & Cash Equivalents	965,632	1,011,006	915,750	1,094,741	1,174,691	1,318,554	1,315,942	1,527,921	1,796,184	2,082,498
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	181,993	194,441	202,700	211,289	220,031	229,505	238,784	248,434	258,470	268,908
Inventories	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Assets	1,147,625	1,205,446	1,118,449	1,306,030	1,394,722	1,548,059	1,554,725	1,776,355	2,054,655	2,351,406
Non-Current Assets										
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	22,481,903	22,428,003	22,539,105	22,405,109	22,395,913	22,351,413	22,481,503	22,426,075	22,345,018	22,278,220
Investment Property	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	22,481,903	22,428,003	22,539,105	22,405,109	22,395,913	22,351,413	22,481,503	22,426,075	22,345,018	22,278,220
TOTAL ASSETS	23,629,528	23,633,449	23,657,554	23,711,138	23,790,634	23,899,472	24,036,228	24,202,430	24,399,673	24,629,626
LIABILITIES										
Current Liabilities										
Bank Overdraft	-	-	-	-	-	-	-	-	-	-
Payables	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Borrowings	65,536	68,449	70,937	74,375	77,696	80,678	85,059	88,601	92,564	96,695
Employee benefit provisions	132,639	132,639	132,639	132,639	132,639	132,639	132,639	132,639	132,639	132,639
Other provisions	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	198,175	201,088	203,576	207,014	210,335	213,317	217,698	221,240	225,203	229,334
Non-Current Liabilities										
Payables	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Borrowings	2,398,150	2,329,701	2,258,763	2,184,388	2,106,692	2,026,014	1,940,955	1,852,354	1,759,790	1,663,095
Employee benefit provisions	4,361	4,361	4,361	4,361	4,361	4,361	4,361	4,361	4,361	4,361
Other provisions	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	2,402,511	2,334,062	2,263,124	2,188,749	2,111,053	2,030,375	1,945,316	1,856,715	1,764,151	1,667,456
TOTAL LIABILITIES	2,600,686	2,535,150	2,466,700	2,395,763	2,321,388	2,243,692	2,163,014	2,077,955	1,989,354	1,896,790
Net Assets	21,028,842	21,098,299	21,190,853	21,315,375	21,469,246	21,655,780	21,873,214	22,124,474	22,410,318	22,732,836
EQUITY										
Retained Earnings	9,090,842	9,160,299	9,252,853	9,377,375	9,531,246	9,717,780	9,935,214	10,186,474	10,472,318	10,794,836
Revaluation Reserves	11,938,000	11,938,000	11,938,000	11,938,000	11,938,000	11,938,000	11,938,000	11,938,000	11,938,000	11,938,000
Other Reserves	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	21,028,842	21,098,299	21,190,853	21,315,375	21,469,246	21,655,780	21,873,214	22,124,474	22,410,318	22,732,836
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-
Total Equity	21,028,842	21,098,299	21,190,853	21,315,375	21,469,246	21,655,780	21,873,214	22,124,474	22,410,318	22,732,836

Long Term Financial Plan 2024-34

10 Year Financial Plan for the Years ending 30 June 2034										
CASH FLOW STATEMENT - CONSOLIDATED										
Scenario: 2024-2034 Long Term Financial Plan										
	2024/25	2025/26	2026/27	2027/28	Projected Years					
	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34				
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	7,944,453	8,226,726	8,472,384	8,720,880	8,976,158	9,240,711	9,511,292	9,789,638	10,076,540	10,318,375
User Charges & Fees	5,084,323	4,995,102	3,342,239	3,539,737	3,592,987	3,625,905	4,069,115	3,705,051	3,728,515	3,763,955
Investment & Interest Revenue Received	351,459	303,439	301,258	301,907	217,644	215,849	324,778	326,196	325,679	326,043
Grants & Contributions	10,359,477	6,185,603	5,453,764	5,954,884	5,069,652	6,274,095	6,357,557	6,442,688	6,529,522	6,618,092
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-
Other	801,640	735,578	741,225	708,178	715,407	729,572	741,633	759,714	772,441	787,239
Payments:										
Employee Benefits & On-Costs	(6,576,752)	(6,815,761)	(6,495,354)	(6,656,714)	(6,998,739)	(7,173,046)	(7,341,765)	(7,506,534)	(7,674,886)	(7,823,201)
Materials & Contracts	(7,888,172)	(7,631,980)	(6,794,820)	(6,859,254)	(6,873,801)	(6,830,146)	(6,893,037)	(6,979,672)	(7,150,137)	(7,140,517)
Borrowing Costs	(486,471)	(463,602)	(437,750)	(480,095)	(399,547)	(360,587)	(319,430)	(274,678)	(233,738)	(199,743)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	(689,612)	(683,530)	(707,092)	(691,588)	(697,886)	(707,571)	(712,430)	(718,847)	(724,387)	(727,572)
Net Cash provided (or used in) Operating Activities	8,900,346	4,851,575	3,875,853	4,537,936	3,601,874	5,014,781	5,737,712	5,543,557	5,649,548	5,922,671
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	808,300	700,000	700,000	700,000	700,000	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(11,967,480)	(5,791,571)	(5,403,860)	(3,990,157)	(4,507,000)	(4,477,000)	(4,522,000)	(4,477,000)	(4,422,000)	(4,537,000)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	(165,000)
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(11,967,480)	(5,791,571)	(4,595,560)	(3,290,157)	(3,807,000)	(3,777,000)	(3,822,000)	(4,477,000)	(4,422,000)	(4,702,000)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	953,000	-	1,275,000	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	(510,862)	(466,003)	(501,147)	(1,519,109)	(770,495)	(824,541)	(845,945)	(907,439)	(671,185)	(722,129)
Repayment of lease liabilities (principal repayments)	(180,919)	(122,803)	(56,978)	(10,161)	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	261,219	(588,806)	716,875	(1,529,270)	(770,495)	(824,541)	(845,945)	(907,439)	(671,185)	(722,129)
Net Increase/(Decrease) in Cash & Cash Equivalents	(2,805,915)	(1,528,802)	(2,832)	(281,491)	(975,621)	413,239	1,069,767	159,118	556,363	498,543
plus: Cash & Cash Equivalents - beginning of year	8,249,281	5,443,366	3,914,564	3,911,732	3,630,241	2,654,620	3,067,859	4,137,627	4,296,745	4,853,107
Cash & Cash Equivalents - end of the year	5,443,366	3,914,564	3,911,732	3,630,241	2,654,620	3,067,859	4,137,627	4,296,745	4,853,107	5,351,650
Cash & Cash Equivalents - end of the year	5,443,366	3,914,564	3,911,732	3,630,241	2,654,620	3,067,859	4,137,627	4,296,745	4,853,107	5,351,650
Investments - end of the year	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	5,443,366	3,914,564	3,911,732	3,630,241	2,654,620	3,067,859	4,137,627	4,296,745	4,853,107	5,351,650

Long Term Financial Plan 2024-34

10 Year Financial Plan for the Years ending 30 June 2034												
CASH FLOW STATEMENT - GENERAL FUND												
Scenario: 2024-2034 Long Term Financial Plan												
	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	6,329,028	7,013,621	7,224,348	7,422,642	7,626,588	7,836,354	8,052,116	8,274,052	8,502,350	8,737,199	8,924,901
User Charges & Fees	-	4,310,088	4,684,349	4,595,102	2,942,239	3,139,737	3,192,987	3,225,905	3,669,115	3,305,051	3,328,515	3,363,955
Investment & Interest Revenue Received	-	587,142	336,470	288,893	286,753	287,422	203,168	201,417	310,334	311,775	311,281	311,668
Grants & Contributions	-	6,889,300	10,359,477	6,185,603	5,453,764	5,954,884	5,069,652	6,274,095	6,357,557	6,442,688	6,529,522	6,618,092
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	1,898,585	801,640	735,578	741,225	708,178	715,407	729,572	741,633	759,714	772,441	787,239
Payments:												
Employee Benefits & On-Costs	-	(5,445,259)	(5,999,906)	(6,227,378)	(5,891,228)	(6,044,560)	(6,374,342)	(6,536,161)	(6,692,143)	(6,843,919)	(6,999,019)	(7,133,817)
Materials & Contracts	-	(8,728,746)	(7,526,504)	(7,267,421)	(6,428,051)	(6,490,230)	(6,502,477)	(6,456,475)	(6,516,972)	(6,601,164)	(6,769,138)	(6,756,975)
Borrowing Costs	-	(332,960)	(375,701)	(356,530)	(333,591)	(378,424)	(301,314)	(265,675)	(227,500)	(187,129)	(149,730)	(119,699)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(299,950)	(639,612)	(633,530)	(657,092)	(641,588)	(647,886)	(657,571)	(662,430)	(668,847)	(674,387)	(677,572)
Net Cash provided (or used in) Operating Activities	-	5,207,227	8,653,833	4,544,665	3,536,660	4,162,008	3,191,549	4,567,221	5,253,647	5,020,519	5,086,683	5,317,793
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	6,000,000	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	808,300	700,000	700,000	700,000	700,000	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(9,593,455)	(11,626,480)	(5,595,571)	(5,037,860)	(3,864,157)	(4,251,000)	(4,251,000)	(4,116,000)	(4,251,000)	(4,216,000)	(4,311,000)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	(165,000)
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(3,593,455)	(11,626,480)	(5,595,571)	(4,229,560)	(3,164,157)	(3,551,000)	(3,551,000)	(3,416,000)	(4,251,000)	(4,216,000)	(4,476,000)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	800,000	953,000	-	1,275,000	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(387,310)	(449,023)	(400,467)	(432,698)	(1,448,172)	(696,120)	(746,845)	(765,267)	(822,380)	(582,584)	(629,564)
Repayment of lease liabilities (principal repayments)	-	(260,139)	(180,919)	(122,803)	(56,978)	(10,161)	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	152,551	323,058	(523,270)	785,324	(1,458,333)	(696,120)	(746,845)	(765,267)	(822,380)	(582,584)	(629,564)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	1,766,323	(2,649,589)	(1,574,176)	92,424	(460,482)	(1,055,572)	269,376	1,072,380	(52,861)	288,099	212,229
plus: Cash & Cash Equivalents - beginning of year	-	5,361,000	7,127,323	4,477,734	2,903,558	2,995,982	2,535,501	1,479,929	1,749,305	2,821,685	2,768,824	3,056,923
Cash & Cash Equivalents - end of the year	-	7,127,323	4,477,734	2,903,558	2,995,982	2,535,501	1,479,929	1,749,305	2,821,685	2,768,824	3,056,923	3,269,152
Cash & Cash Equivalents - end of the year	5,361,000	7,127,323	4,477,734	2,903,558	2,995,982	2,535,501	1,479,929	1,749,305	2,821,685	2,768,824	3,056,923	3,269,152
Investments - end of the year	6,000,000	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	11,361,000	7,127,323	4,477,734	2,903,558	2,995,982	2,535,501	1,479,929	1,749,305	2,821,685	2,768,824	3,056,923	3,269,152

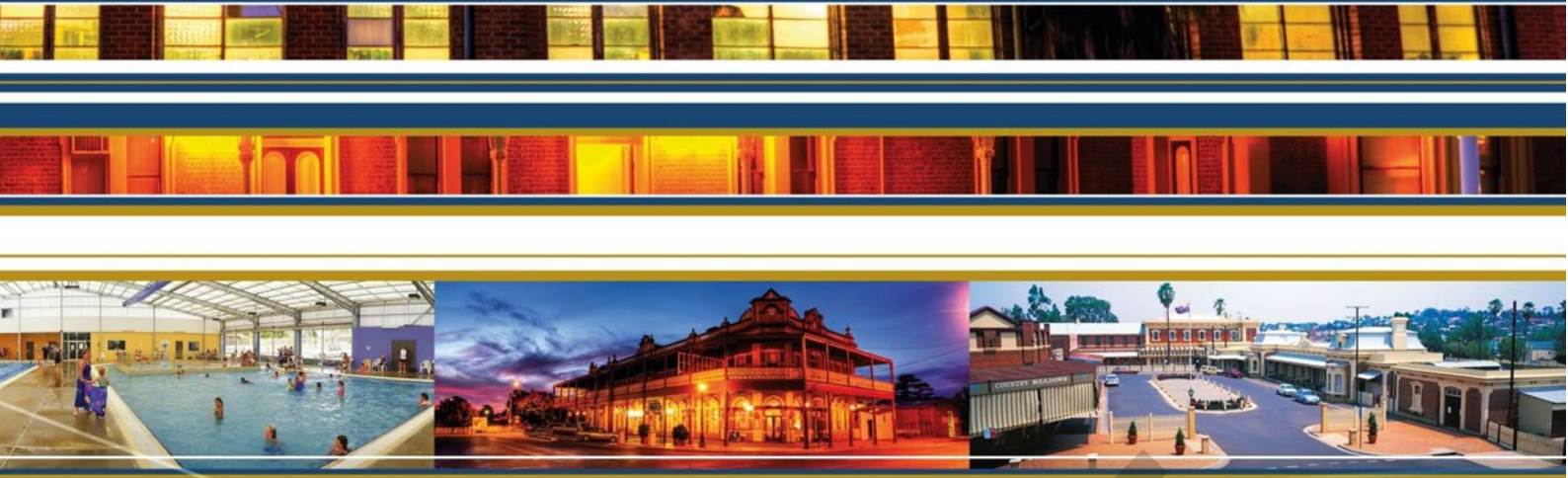
10 Year Financial Plan for the Years ending 30 June 2034										
CASH FLOW STATEMENT - SEWER FUND										
Scenario: 2024-2034 Long Term Financial Plan										
	2024/25	2025/26	2026/27	2027/28	Projected Years					
					2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	930,833	1,002,378	1,049,742	1,094,292	1,139,803	1,188,595	1,237,239	1,287,289	1,339,340	1,393,474
User Charges & Fees	399,975	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Investment & Interest Revenue Received	14,989	14,546	14,505	14,485	14,476	14,432	14,444	14,422	14,399	14,375
Grants & Contributions	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Payments:										
Employee Benefits & On-Costs	(576,846)	(588,383)	(604,126)	(612,154)	(624,397)	(636,885)	(649,622)	(662,615)	(675,867)	(689,384)
Materials & Contracts	(361,668)	(364,559)	(366,769)	(369,024)	(371,324)	(373,671)	(376,065)	(378,508)	(381,000)	(383,542)
Borrowing Costs	(110,770)	(107,072)	(104,159)	(101,671)	(98,233)	(94,912)	(91,930)	(87,549)	(84,007)	(80,044)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
Net Cash provided (or used in) Operating Activities	246,513	306,910	339,193	375,928	410,325	447,560	484,065	523,038	562,865	604,878
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(341,000)	(196,000)	(366,000)	(126,000)	(256,000)	(226,000)	(406,000)	(226,000)	(206,000)	(226,000)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(341,000)	(196,000)	(366,000)	(126,000)	(256,000)	(226,000)	(406,000)	(226,000)	(206,000)	(226,000)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	(61,839)	(65,536)	(68,449)	(70,937)	(74,375)	(77,696)	(80,678)	(85,059)	(88,601)	(92,564)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(61,839)	(65,536)	(68,449)	(70,937)	(74,375)	(77,696)	(80,678)	(85,059)	(88,601)	(92,564)
Net Increase/(Decrease) in Cash & Cash Equivalents	(156,326)	45,374	(95,256)	178,991	79,950	143,864	(2,613)	211,979	268,264	286,314
plus: Cash & Cash Equivalents - beginning of year	1,121,958	965,632	1,011,006	915,750	1,094,741	1,174,691	1,318,554	1,315,942	1,527,921	1,796,184
Cash & Cash Equivalents - end of the year	965,632	1,011,006	915,750	1,094,741	1,174,691	1,318,554	1,315,942	1,527,921	1,796,184	2,082,498
Cash & Cash Equivalents - end of the year	965,632	1,011,006	915,750	1,094,741	1,174,691	1,318,554	1,315,942	1,527,921	1,796,184	2,082,498
Investments - end of the year	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	965,632	1,011,006	915,750	1,094,741	1,174,691	1,318,554	1,315,942	1,527,921	1,796,184	2,082,498

Budgeted Capital Expenditure

	Budgeted 2024-25 \$	Budgeted 2025-26 \$	Budgeted 2026-27 \$	Budgeted 2027-28 \$	Budgeted 2028-29 \$	Budgeted 2029-30 \$	Budgeted 2030-31 \$	Budgeted 2031-32 \$	Budgeted 2032-33 \$	Budgeted 2033-34 \$
Regional Roads	809,000	484,000	484,000	784,000	784,000	784,000	784,000	784,000	784,000	834,000
Rural Sealed Roads	5,952,443	2,059,530	1,594,036	1,110,462	1,125,000	1,125,000	1,125,000	1,125,000	1,125,000	1,125,000
Rural Unsealed Roads	299,655	307,146	314,825	322,695	337,000	337,000	337,000	337,000	337,000	337,000
Urban Sealed Roads	610,000	720,000	1,715,000	550,000	730,000	845,000	745,000	845,000	845,000	855,000
Parks and Reserves	640,938	1,083,250	165,000	135,000	185,000	155,000	185,000	155,000	185,000	155,000
Corporate Buildings	2,068,000	250,000	250,000	80,000	250,000	170,000	250,000	170,000	250,000	170,000
Uncategorised	43,445	-	-	-	-	-	-	-	-	-
JJAC	380,000	65,000	50,000	200,000	50,000	195,000	50,000	195,000	50,000	195,000
Plant Purchases	786,000	626,645	465,000	682,000	790,000	640,000	640,000	640,000	640,000	640,000
Information Technology	37,000	-	-	-	-	-	-	-	-	-
General Fund - Total	11,626,480	5,595,571	5,037,860	3,864,157	4,251,000	4,251,000	4,116,000	4,251,000	4,216,000	4,311,000
Sewer	341,000	196,000	366,000	126,000	256,000	226,000	406,000	226,000	206,000	226,000
Sewer Fund	341,000	196,000	366,000	126,000	256,000	226,000	406,000	226,000	206,000	226,000

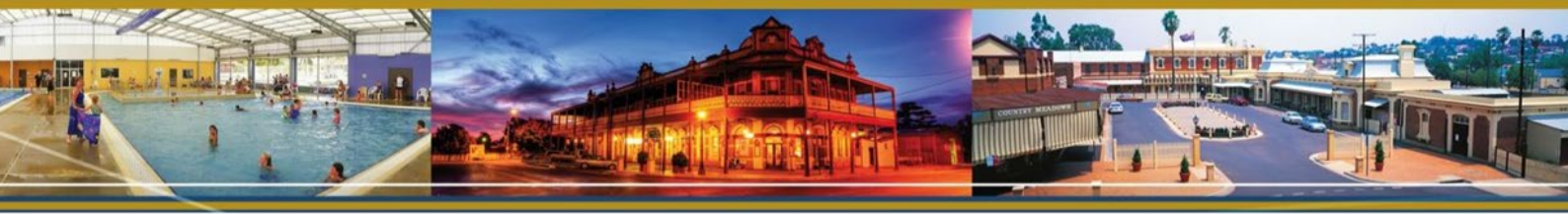
Funding Sources

	Budgeted 2024-25 \$	Budgeted 2025-26 \$	Budgeted 2026-27 \$	Budgeted 2027-28 \$	Budgeted 2028-29 \$	Budgeted 2029-30 \$	Budgeted 2030-31 \$	Budgeted 2031-32 \$	Budgeted 2032-33 \$	Budgeted 2033-34 \$
Council own source funding	1,764,218	1,347,846	1,834,760	1,822,157	1,973,000	2,123,000	2,138,000	2,123,000	2,088,000	2,183,000
Grant contributions	7,991,262	3,349,780	1,421,000	1,221,000	1,334,000	1,334,000	1,334,000	1,334,000	1,334,000	1,384,000
Loan	953,000	-	1,275,000	-	-	-	-	-	-	-
SRV	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
S94	130,000	65,000	80,000	15,000	30,000	50,000	30,000	50,000	110,000	-
Reserves	879,000	778,945	543,100	682,000	920,000	720,000	770,000	720,000	640,000	720,000
Total capital works expenditure	11,967,480	5,791,571	5,403,860	3,990,157	4,507,000	4,477,000	4,522,000	4,477,000	4,422,000	4,537,000



WORKFORCE MANAGEMENT STRATEGY 2024-2028





DOCUMENT INFORMATION

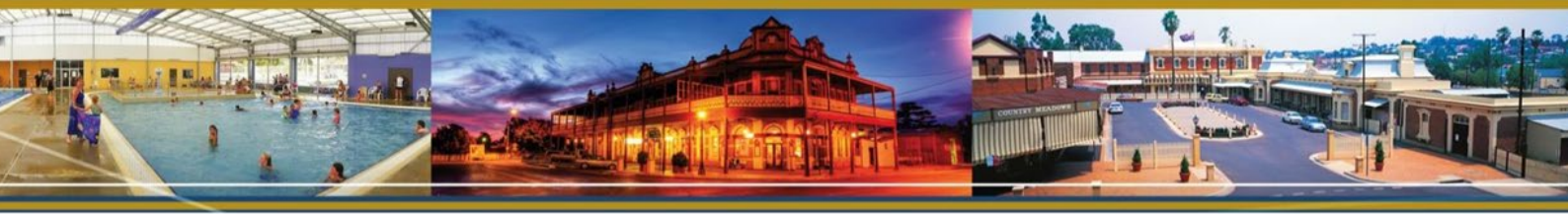
Authorisation Details:

Controlled document no.	
Document type	Plan
Document name	Workforce Management Strategy 2024-2028
Version no.	6
Department	Finance
Distribution	External
Approval type	Council resolution [date]
Version start date	[date]
Review due	Annually from endorsement, unless statutorily required sooner

DRAFT

Related Document Information, Standards and References:

Related Legislation	-
Related Policies	Community Strategic Plan Delivery Program Operational Plan Asset Management Strategy and Plan Long Term Financial Plan
Other References	NSW State Government Office of Local Government Integrated Planning and Reporting Framework



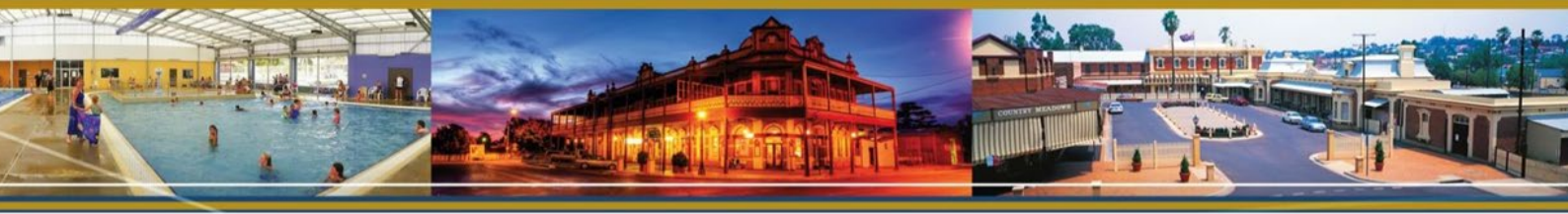
ACKNOWLEDGEMENT OF COUNTRY

Junee Shire Council acknowledges the traditional custodians of the land, the Wiradjuri people and pays respect to Elders past, present and future and extends our respect to all First Nations Peoples in Junee and surrounds.

We recognise and respect their cultural heritage, beliefs and continuing connection with the land and rivers. We also recognise the resilience, strength and pride of the Wiradjuri and First Nations Communities.

CONTENTS

INTRODUCTION	3
WORKFORCE PLANNING AND DEVELOPMENT	3
OUR PLANNING AND REPORTING FRAMEWORK.....	4
OUR ORGANISATION	5
ABOUT JUNEE - COMMUNITY VISION, PRINCIPLES, PRIORITIES AND VALUES.....	5
OUR COUNCILLORS 2024.....	7
EXECUTIVE TEAM.....	8
WORKFORCE PROFILE.....	8
INFLUENCES AND KEY CHALLENGES.....	13
STRATEGIES AND ACTION PLAN	14
MONITORING AND REVIEW	17
CONTACT US	17



INTRODUCTION

WORKFORCE PLANNING AND DEVELOPMENT

Introduction

Junee Shire Council's Workforce Management Strategy outlines our commitment to ensuring Council has both the capacity and capability within its workforce to deliver positive outcomes for the organisation and ultimately the community.

The Workforce Management Strategy together with the Asset Management Strategy and Long Term Financial Plan, provide the resources necessary to achieve Council's Combined Delivery Program and Operational Plan that support our Community Strategic Plan.

This strategy meets the Office of Local Government's Integrated Planning and Reporting requirements where assets, finances and the workforce are planned in an integrated framework to deliver the delivery program and operational plan. It identifies high level themes and focus areas and provides a strategic framework to guide our people management strategies over the next four years.

It is anticipated that the local government industry and our workforce will experience moderate changes during the period and as such the Workforce Management Strategy 2024-2028 will be reviewed in line with the annual Integrated Planning and Reporting cycle.

Workforce Planning and Development

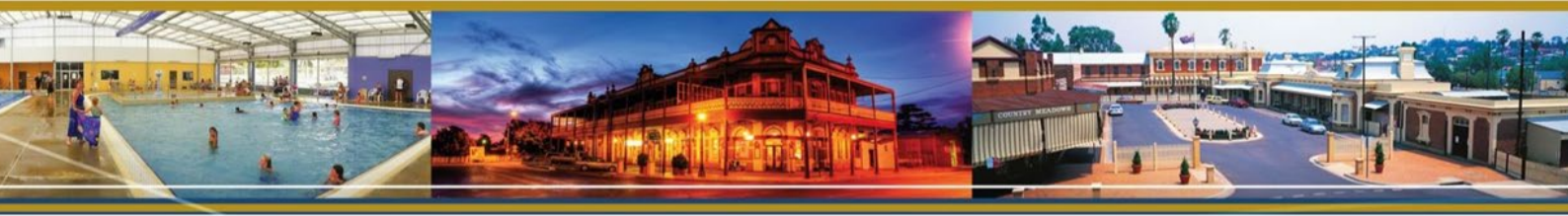
Workforce planning is defined as a management technique which is used to effectively manage workforce demand and supply.

It is the process used to align the needs of a business with those of its workforce by identifying current and future staffing needs.



Workforce planning focuses on retaining existing staff as well as attracting new employees to ensure an organisation has the right number of people, with the right skills, in the right jobs, at the right time.

The Workforce Management Strategy details Council's strategic approach to workforce development, whilst the outcomes of our workforce planning are detailed in the Long Term Financial Plan.

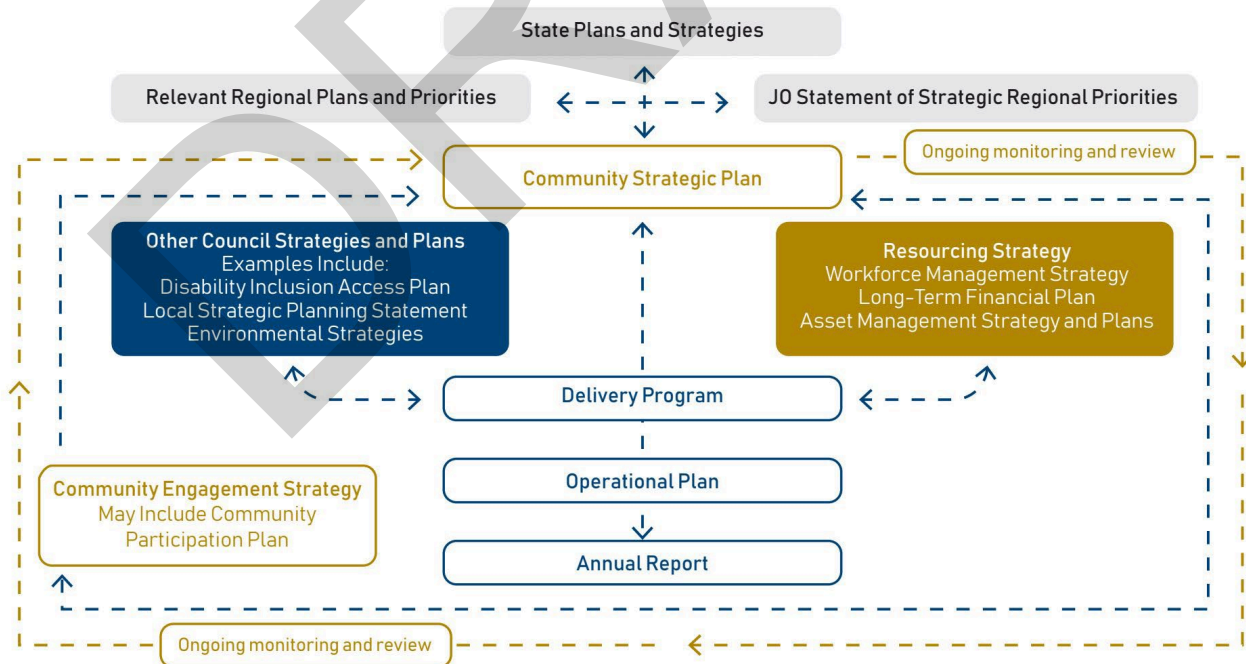


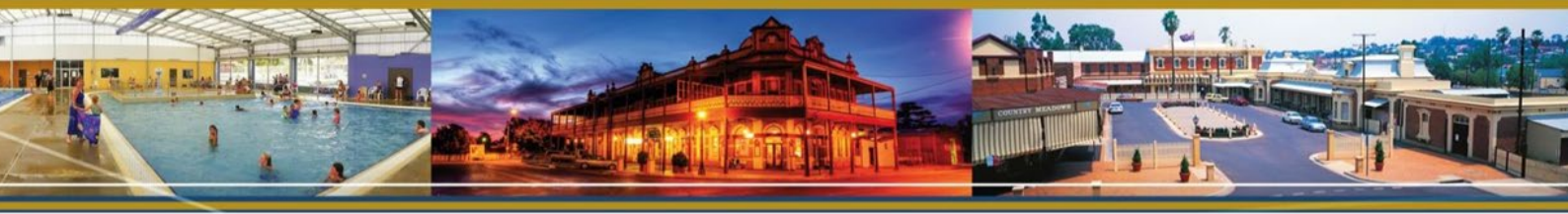
OUR PLANNING AND REPORTING FRAMEWORK

The Integrated Planning and Reporting is the planning and reporting framework Junee Shire Council uses to work towards achieving the community’s vision. Under NSW Government legislation, Councils must prepare a number of plans that provide details on how a council intends to deliver works and services in the short and long term. This is based on the community’s priorities, which have been identified through consultation and engagement, as well as the resources available to council in delivering these items. The framework ensures councils illustrate their various plans together, to understand how they interact in planning for the future.

The framework recognises that most communities share similar aspirations: a safe, healthy and pleasant place to live, a sustainable environment, opportunities for social interaction, opportunities for employment and reliable infrastructure. The difference lies in how each community responds to these needs. Junee Shire Council re-adopted its Community Strategic Plan in June 2022.

As illustrated below, the plans are designed to flow so that the broader objectives in a high-level plan are translated into specific targets, actions and measures.





OUR ORGANISATION

ABOUT JUNEE - COMMUNITY VISION, PRINCIPLES, PRIORITIES AND VALUES

Junee is a beautiful town nestled in the heart of the Riverina. The Shire encompasses a total land area of 2030 sq kilometres and is perfectly situated about 221 kilometres from Canberra, 437 kilometres from Sydney and 491 kilometres from Melbourne, making it the perfect base for exploring.

Founded in the glory days of the New South Wales Government Railways (NSWGR) and now home to some of the states most fitting tributes to those grand old locos, Junee happily combines old world charm with its modern lifestyle and culture.

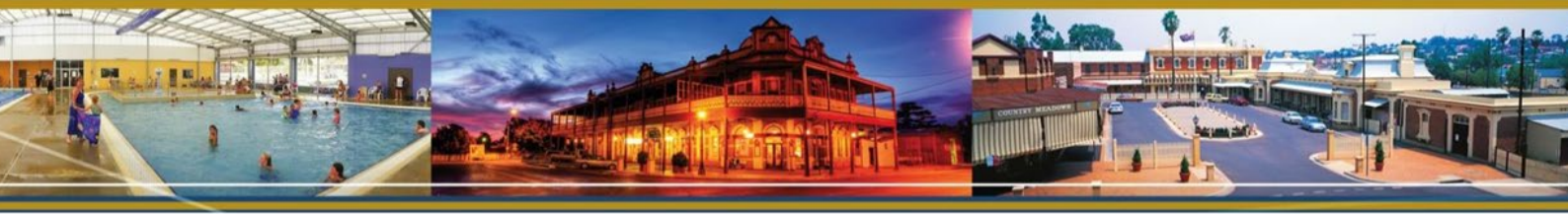
With a population of about 6,400 residents who mostly live in the urban areas with others enjoying the village and rural lifestyle offered in Illabo, Wantabadgery, Old Junee and Bethungra.

Junee Shire offers a broad range of experiences with from the Roundhouse Museum, Junee Licorice and Chocolate Factory, Athenium Theatre, Library, Recreation & Aquatic Centre, Bethungra Rail Spiral. There are many festivals and events throughout the year including some large-scale visitor events combined with local community programs.



The Junee township is a blend of heritage buildings and immaculate parks and gardens, providing a lovely environment for people to explore a range of shops, cafes, restaurants and pubs. Junee also boasts an active community with walking and biking trails, gym and aquatic facilities, a large children's adventure playground and dedicated sporting ovals.

Packed with quality class tourist attractions to excite the whole family, Junee is an ideal destination for residents and visitors year-round.



As part of the *Community Strategic Plan 2035* the community adopted a vision for Junee:

“Junee will be a great place to live, with a healthy civic pride. That will come about because the amenity of the Shire – social, recreational, cultural, environmental and visual – is the best quality possible given our circumstances. There will be an increase in population because of this, with the increase made up of people who are net contributors to the community.

Junee will be prosperous and existing services and businesses will have been preserved and grown. The Shire will have economic development strategies recognising the different circumstances of urban and rural areas. Junee will be a place where innovative, responsive leadership and management occur in all facets of community life. It will be an independent Local Government area with a strong sense of identity.”

Our strategic direction

Liveable



Sustainable



Prosperous



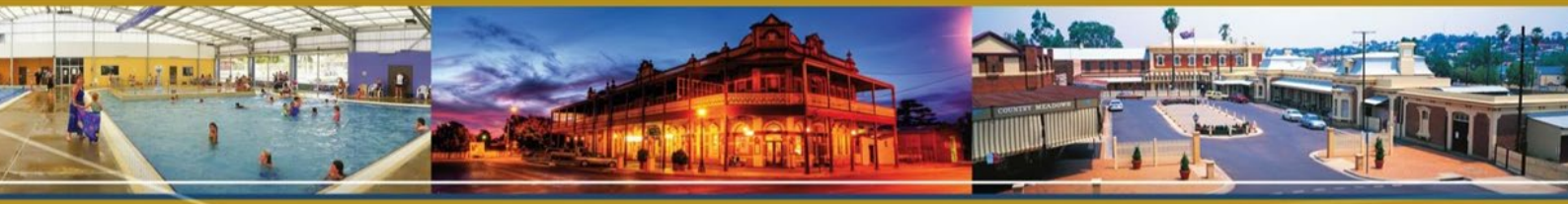
Collaborative



Our values

Council’s corporate values are the guiding principles which underpin everything we do.

Pride in workmanship	There is always a solution	Service with integrity	Considered leadership
-----------------------------	-----------------------------------	-------------------------------	------------------------------



OUR COUNCILLORS 2024



Councillor Bob Callow
(Mayor)



Councillor Matt Austin
(Deputy Mayor)



Councillor Robin Asmus



Councillor David Carter



Councillor Andrew Clinton



Councillor Mark Cook



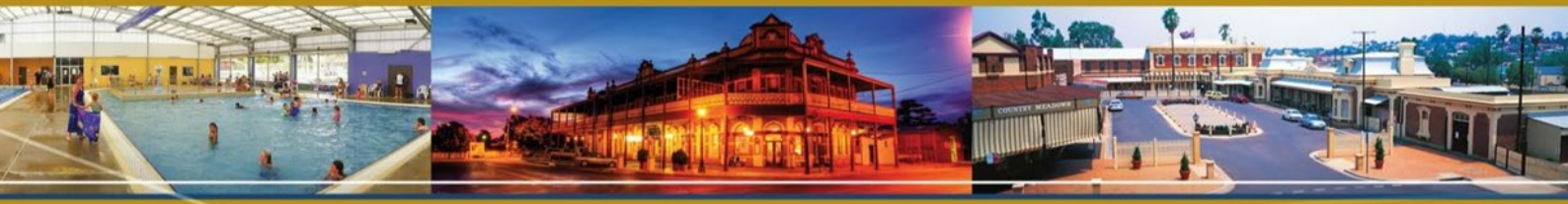
Councillor Pam Halliburton



Councillor Marie Knight



Councillor Neil Smith



EXECUTIVE TEAM

Mr James Davis - General Manager

Mr Stephen Targett - Director Engineering Services

Mr Lloyd Hart - Director Corporate and Community Development

Mr Luke Taberner - Chief Financial Officer

WORKFORCE PROFILE

**Note: as at 16 February 2024*

Workforce budget

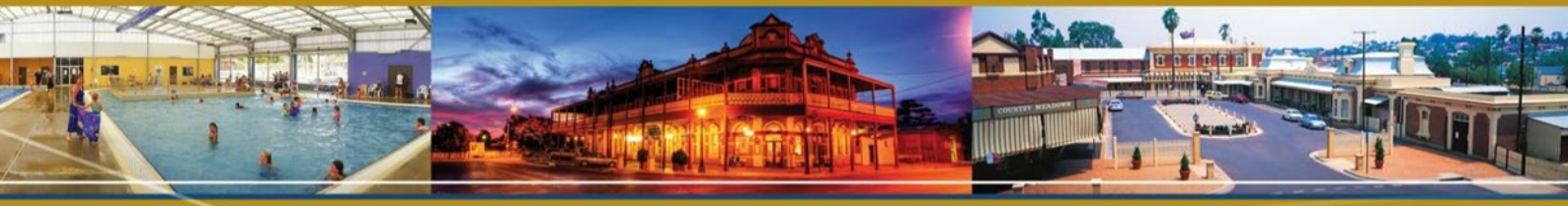
Junee Shire Council's workforce budget for 2023/2024 is: **\$5.86 million**.

Total workforce

Total workforce comprises of **87** employees including:

Employment Type	Female	Male	Total
Full time	10	42	52
Part time	5	0	5
Casual	12	11	23
Trainees/Cadets/Apprentices/Graduates	3	3	6
Labour hire	0	1	1
Total	30	57	87
% of total workforce	34.48	65.52	





Volunteers

Council’s workforce is also supported by the valuable contributions from our **12** community transport volunteers.



Community Transport Staff and Volunteers

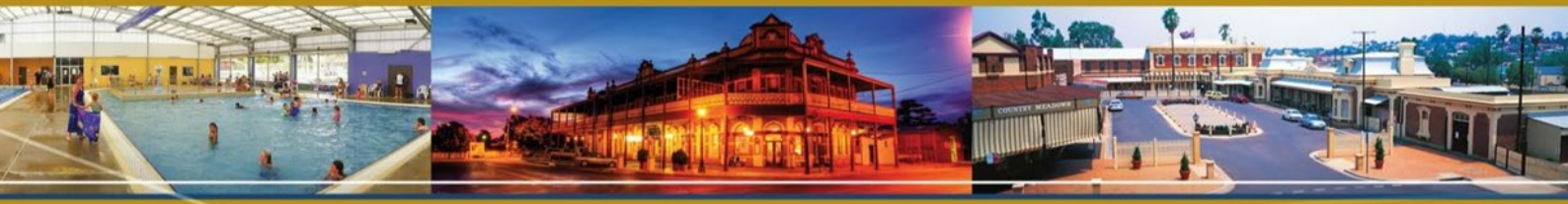
Full time equivalent

Junee Shire Council’s full time equivalent (FTE) is currently **75**.

Departments

Division of staff across directorates is as follows:

Directorate	No.	%
General Manager	2	2.30
Engineering	38	43.68
Finance, Corporate and Community	47	54.02
Total	87	



Age profile

The age of our workforce ranges from 15 to 67 years categorised below:

Age	Female	Male	Total
20 and under	4	8	12
20-24	3	4	7
25-29	1	8	9
30-34	1	0	1
35-39	4	4	8
40-44	2	5	7
45-49	2	4	6
50-54	2	7	9
55-59	4	9	13
60 +	7	8	15
Total	30	50	87

Gender profile in leadership positions

Council's gender distribution across management and supervisory positions is show below.

Management Level	Female	Male	Total
Executive	0	4	4
Managers	1	4	5
Coordinator, Supervisor, Team Leader	3	5	8
Total	4	13	17
% of total leadership positions	23.53	76.47	

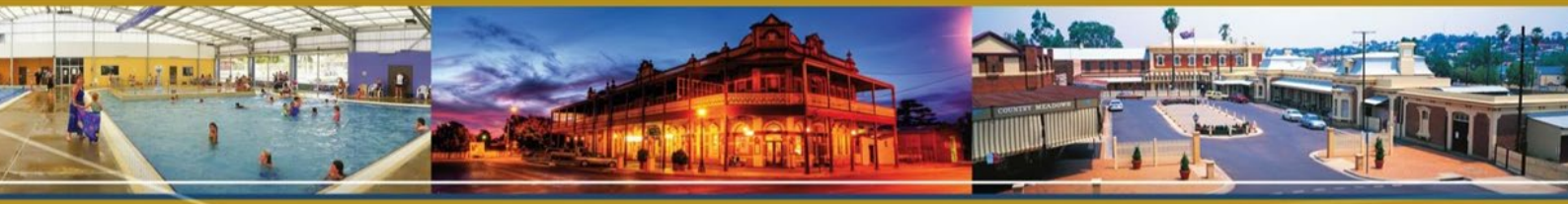
Separations

The total number of voluntary separations (ie. initiated by the employee), for permanent employees at Council for the 12-month period preceding 16 February 2024 was: **8**. This excludes casual and temporary employees.

Attraction

Feedback obtained during new employee onboarding process over the last 12 months indicated new employees applied for a position with Council due to:

- Training and development opportunities
- Work life balance
- Career progression opportunity
- Looking for a new challenge locally



Engagement

Junee Shire Council recognises the importance of consulting and engaging with our workforce. In 2024 it is proposed that Council conduct a culture survey focused on:

- Organisational culture – shared values and beliefs that guide how we approach our work and interact with each other.
- Climate of the organisation - our thoughts and feelings about Council.
- Overall satisfaction of staff - the extent we are happy with our jobs and work environment.

Responses will be reported upon the next revision of this document.

Length of service

The length of service in Council's workforce is as follows:

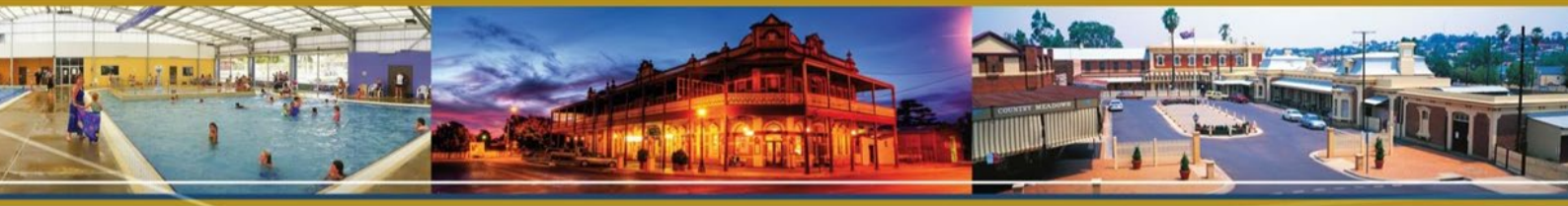
Length of Service (years)	Total
5 or less	56
10 or less	4
15 or less	7
20 or less	6
25 or less	4
26 or more	10
Total	87

Diversity and inclusion

The below table demonstrates the existing diversity groups within Council's total workforce, noting it is not a mandatory requirement to disclose this information and staff may elect not to do so.

Council acknowledges that there are many factors influencing whether employees self-report diversity data and that this can contribute to under reporting. Council continues to encourage employees to self-identify as being part of a diversity group, in order to build a more accurate picture of the workforce.

	Female Employees	Aboriginal and Torres Strait Islander Employees	Culturally or Linguistically Diverse Employees	Employees with a disability
	30	3	1	6
% of total workforce	34.48	3.45	1.15	6.90



Trainees, apprentices, cadets and graduates

Council has the following trainees, cadets, apprentices, cadets and graduates engaged:

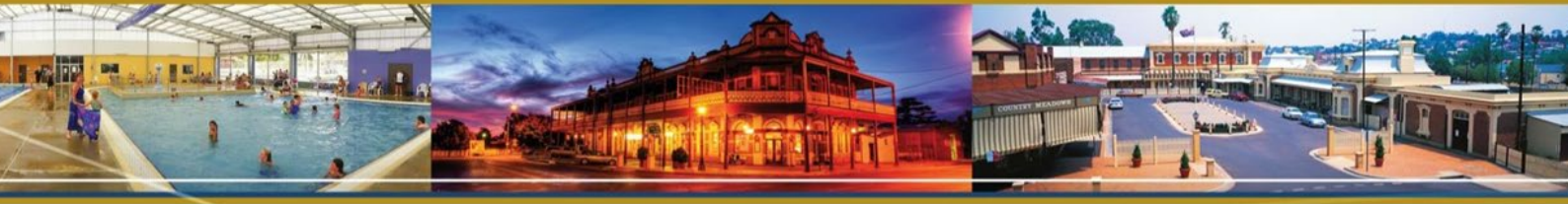
Type	Department	Total
School Based Trainees	Finance, Corporate and Community	4
School Based Trainees	Engineering	1
Full Time Trainees	-	-
Cadets	-	-
Apprentices	-	-
Graduates	-	1
Total		6



Unplanned Absenteeism Hours

Unplanned absenteeism includes sick leave, compassionate leave, carers leave, natural disaster leave and work cover.

The total number of unplanned absenteeism hours for the 12-month period preceding 16 February 2024 was: **5517**.



INFLUENCES AND KEY CHALLENGES

In developing an effective Workforce Management Strategy it is crucial to identify and understand current and future internal and external factors that may have an impact on the workforce.

The influences identified below will be monitored as part of the annual review of this strategy to ensure our response to workforce planning remains effective.

External Influences

- *Local Government (State) Award*
- COVID-19
- Current and future labour market
- Community expectations
- The demographics within the Local Government Area
- Legislation and regulatory requirements
- Technological developments such as artificial intelligence and cyber security
- Operational and strategic workings of the Local Government environment

Internal Influences

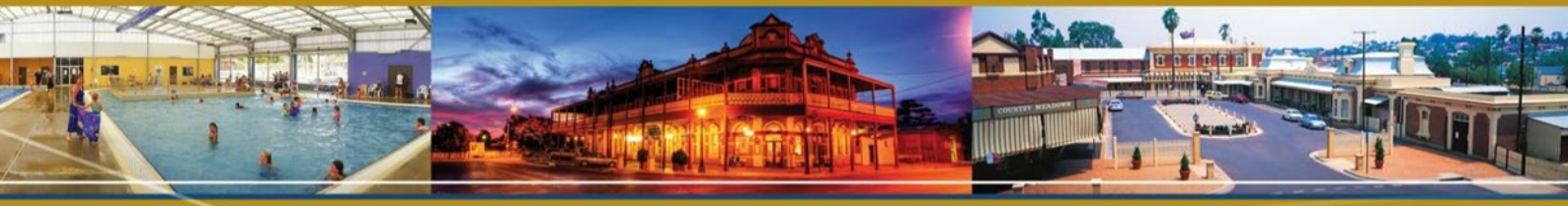
- Community Strategic Plan, Delivery Program and Operational Plans
- Budget
- Leave liability
- Staff accommodation arrangements
- Management of an ageing workforce
- Staff movements such as separations and retirements
- Major projects portfolio
- Employee feedback

Key Challenges

Junee Shire Council is facing a number of challenges, both now and into the future. These are predominantly related to the nature of Local Government, the diversity of our organisation and expectations of the community.

Many of these challenges will have an impact on this strategy with the current issues identified below:

- Gender balance
- Ageing workforce
- Skill shortages
- Multigenerational workforce
- Continuous improvement
- Retention



STRATEGIES AND ACTION PLAN

Our Future Workforce

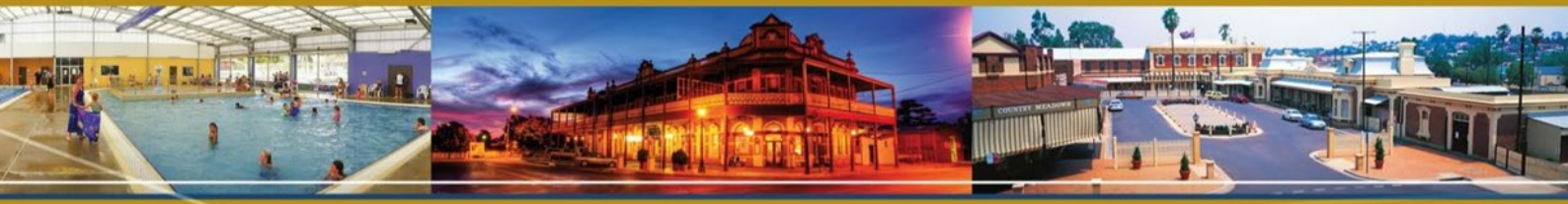
Junee Shire Council local government area has a growing population which provides Council with the opportunity to offer employment to a greater number of locally based residents together with job seekers in the broader area.

Council seeks to provide employment that offers flexibility and values work life balance in exchange for retention and development of high potential employees to support its service delivery to the community.



Our long-term objective is to be recognised as an employer of choice and to focus on developing Council's ability to foster and maintain a productive, flexible and adaptable workforce. Ongoing and effective management will ensure that Council remains capable of maintaining a sustainable workforce.

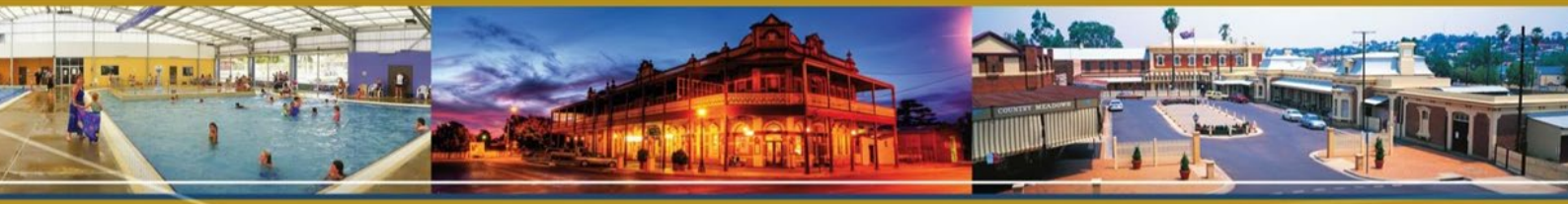
In support of this objective the four key focus areas reflected in this strategy are: Workforce Planning, Attraction and Retention, Learning and Development and Organisational Development.



Strategies and Plan

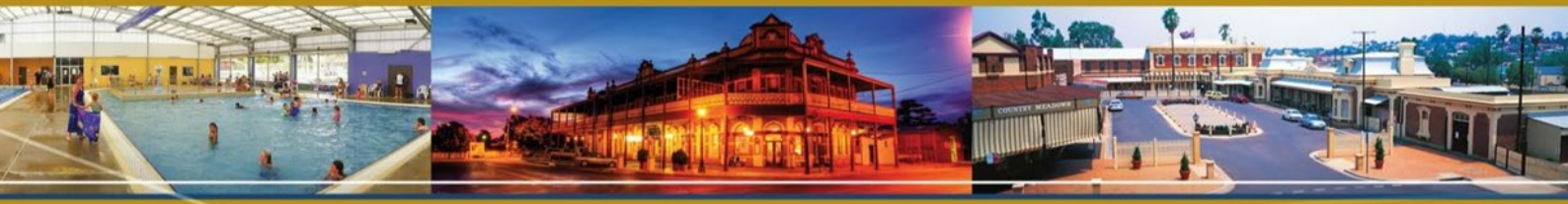
Objective 1: Increase our workforce planning capability			
<i>Improving workforce planning and development</i>			
Strategy	Actions	Timeframe	Who
1. Enable effective identification of key resourcing issues using workforce metrics	1.1.1 Continue to review existing business processes to improve the capture and reporting of workforce metrics.	Ongoing	Executive Services Officer
	1.1.2 Continue to monitor, analyse and report workforce demographics to the Executive Team on a bi annual basis.	Ongoing	
2. Maximise workforce sustainability through effective workforce planning	1.2.1 Create a register of critical positions, skills and qualifications based on current and future needs.	2025	Executive Services Officer
	1.2.2 Monitor turnover of critical positions to identify and address current or emerging skill gaps and report bi-annually on the staff turnover rates for those positions.	Ongoing	

Objective 2: Attract and retain the right people			
<i>Retaining and attracting a diverse workforce, promoting local government as an employer of choice</i>			
Strategy	Actions	Timeframe	Who
1. Address staff attraction issues	2.1.1 Continue to provide options for flexible work arrangements that enable mutually beneficial arrangements that meet business, team, employee and community service needs such as work from home and flexible hours options. Reporting of same to the Executive Team on a bi-annual basis.	Ongoing	Executive Services Officer
	2.1.2 Create and implement a market and retention allowance policy as a mechanism to address ad hoc salary gaps.	2025	
	2.1.3 Identify 'hard to fill' positions based on occupational groups and job families. Where possible, offer training and opportunities to staff in an effort to 'grow our own'.	2025	Executive Services Officer
	2.1.4 Continually review and streamline recruitment process including review of where we advertise.	Ongoing	Executive Services Officer
2. Encourage staff retention	2.2.1 Develop, implement and monitor a talent management strategy.	Ongoing	Executive Services Officer
	2.2.2 Continue to engage with staff in undertaking the annual performance appraisals process.	2026	
3. Appropriately respond to the impacts of an aging workforce	2.3.1 Develop, implement and monitor an ageing workforce and succession planning strategy.	2026	General Manager



Objective 3: Leverage the capability of our workforce			
<i>Investing in skills, maximising management and leadership</i>			
Strategy	Actions	Timeframe	Who
1. Maximise leadership capabilities at all levels of the organisation	3.1.1 Maintain internal accreditation to support ongoing delivery of leadership development to new staff and refresher training for existing staff.	Ongoing.	Risk Manager
	3.1.2 Promote participation in leadership projects by emerging and developing leaders.	2025	General Manager
	3.1.3 Continue to implement and monitor training plan to manage mandatory training. Reporting of same to the Executive Team on an annual basis.	Ongoing	Risk Manager
2. Optimise the onboarding of new starters	3.2.1 Continually review and develop on-boarding processes and programs.	Ongoing	Executive Services Officer
3. Create succession pathways	3.3.1 Investigate the development of a formal mentoring program to assist in the transfer of knowledge, skills and behaviour across the organisation.	2026	Executive Services Officer
	3.3.2 Promote participation in internal secondment and professional development opportunities to learn new skills and build knowledge across multiple areas in the organisation to support operations during times of staff changeover or absenteeism.	Ongoing	General Manager
	3.3.3 Continue to support relationships with local educational institutions to offer work experience programs, graduate, cadetships, traineeships and apprenticeships to the younger generation.	Ongoing	Executive Services Officer

Objective 4: Continue our focus on organisational development.			
<i>Creating a contemporary workplace, improving productivity and leveraging technology</i>			
Strategy	Actions	Timeframe	Who
1. Promote staff wellbeing	4.1.1 Identify risks associated with psychosocial hazards in the workplace by way of staff surveys, training and awareness programs. Implement a strategy to promote wellbeing and reduce downtime.	2025	Risk Manager
	4.1.2 Continue to review the employee assistance provider arrangements and implements changes if and when required.	Ongoing	Executive Services Officer
	4.1.3 Continue to review and improve the work health safety management system and injury management processes.	Ongoing	Risk Manager
2. Embrace appropriate technology to enhance efficiency, effectiveness and productivity	4.2.1 Continue to utilise and develop our human capital management module for employee performance appraisal management.	Ongoing	Executive Services Officer



Objective 4: Continue our focus on organisational development.			
<i>Creating a contemporary workplace, improving productivity and leveraging technology</i>			
Strategy	Actions	Timeframe	Who
3. Support diversity within our workforce	4.3.1 Continue to implement Councils EEO management plan to offer opportunities to all people.	Ongoing	General Manager
	4.3.2 Offer opportunities for gender diversity within the senior leadership team.	Ongoing	General Manager
4. Enhance our organisational culture	4.4.1 Continue to integrate Councils' values and vision into the onboarding program and annual staff forum.	Ongoing	Executive Services Officer

MONITORING AND REVIEW

The completion of the action items contained in the Workforce Management Strategy will be monitored and progress reports will be provided to the Executive Team on a quarterly basis. Council recognises the consequences of not implementing, reviewing and maintaining the Workforce Management Strategy and accordingly it will be reviewed on an annual basis.

CONTACT US

Visit our website:

www.junee.nsw.gov.au

Email us:

jsc@junee.nsw.gov.au

Talk with us:

02 6924 8100

Follow us on Facebook:

<https://www.facebook.com/JuneeShireCouncil>

In person:

29 Belmore Street, JUNEE NSW 2663

By post:

PO Box 93, JUNEE NSW 2663



DRAFT



Strategic Asset Management Plan

Junee Shire Council

Plan No: IPR-EXE-002
Adopted: 28 June 2022
Minute Number: 03.06.22

May 2022

DRAFT

Document status

Job #	Version	Approving Director	Date
7609	1	G Smith	May 2022

Contents

1	Executive summary	1
1.1	Asset values	1
1.2	Asset backlog	2
1.3	Asset condition	2
1.4	Expenditure and reporting	3
1.5	Levels of service	4
1.6	High level strategic actions	4
2	Introduction	5
2.1	Asset planning	5
2.2	Scope of this Strategic Asset Management Plan	8
2.3	Council's assets	9
2.4	About Junee Shire Council	9
2.5	Links to Council plans and strategies	10
3	Asset Management Policy	13
3.1	Purpose	13
3.2	Objective	13
3.3	Scope	13
3.4	Policy	13
3.5	Principles	14
3.6	Legislation	14
3.7	Related Documents	14
3.8	Responsibilities	14
3.9	Review Date	14
4	Asset management practices	15
4.1	Asset management information systems	15
4.2	Data collection and validation	15
4.3	Monitoring and review procedures	15
4.4	Confidence in data	15
4.5	Funding strategy	16
5	Levels of service	16
5.1	Defining levels of service	16

5.2	Performance measures	17
5.3	Service level outcomes	17
5.3.1	Condition	17
5.3.2	Function	19
5.3.3	Capacity	19
5.4	Financial based service levels	20
5.4.1	Asset backlog ratio	20
5.4.2	Asset consumption ratio	20
5.4.3	Asset sustainability ratio	20
5.4.4	Asset renewal and renewals funding ratio	21
5.4.5	Asset maintenance ratio	21
6	Future demand	23
6.1	Demand forecast	23
6.2	Demand management strategies	25
7	Risk management	25
7.1	Infrastructure risk management framework	27
7.2	Strategic infrastructure risks	27
7.3	Critical assets	28
8	Expenditure projections	28
8.1	Asset values	28
8.2	Asset backlog	29
8.3	Asset condition	29
8.4	Expenditure and reporting	29
8.5	Financial performance	33
9	Overarching improvement Plan	39

Tables

Table 1	Asset classes and values	1
Table 2	Asset backlog summary	2
Table 3	Asset condition	2
Table 4	Combined asset expenditure projections – base case	3
Table 5	High level strategic actions	4
Table 6	Asset management Strategy structure	9
Table 7	Range of infrastructure assets and services	9

Table 8 Linkages to the Corporate Strategic Plan	11
Table 9 Asset data confidence scale	15
Table 10 Asset data confidence rating	16
Table 11 Asset condition rating matrix	18
Table 12 Service levels	22
Table 13 Future demand impacts	23
Table 14 Demand management strategies	25
Table 16 Asset Classes and Values	28
Table 17 Asset backlog summary	29
Table 18 Asset Condition Data	29
Table 19 Combined asset expenditure projections	30
Table 20 General Fund Expenditure Projection	31
Table 21 Sewer Fund Expenditure Projection	32
Table 22 Asset management strategic actions	39

Figures

Figure 1 Junee Shire Council asset management planning framework	5
Figure 2 Relationship between Council's plans and resourcing strategies	7
Figure 3 Junee Shire Council LGA	10
Figure 4 Service level framework	20
Figure 5 NARClm Modelling and Expectations	24
Figure 6 ISO 31000 Framework	26
Figure 7 Consolidated Portfolio overview 1	33
Figure 8 Consolidated Portfolio overview 2	34
Figure 9 Consolidated OLG asset expenditure ratios	34
Figure 10 Consolidated OLG backlog ratio	34
Figure 11 General Fund Portfolio Review 1	35
Figure 12 General Fund Portfolio Overview 2	35
Figure 13 General Fund OLG asset expenditure ratios	36
Figure 14 General Fund OLG backlog ratio	36
Figure 15 Sewer Fund Portfolio overview 1	37
Figure 16 Sewer Fund Portfolio Overview 2	37
Figure 17 Sewer Fund OLG asset expenditure ratios	38
Figure 18 Sewer Fund OLG backlog ratio	38

1 Executive summary

This Strategic Asset Management Plan (SAMP) states the approach to implementing the principles and the objectives set out in the Asset Management Policy. It includes specific requirements to outline the processes, resources, structures, roles and responsibilities necessary to establish and maintain the asset management system. The asset groups covered by this SAMP are Buildings and Open Space Assets, Transport Infrastructure and Sewer Network Assets.

The SAMP highlights major issues which need to be addressed for each of the asset classes over the next ten years. The strategy also highlights the necessary actions for Junee Shire Council (“Council”) to help close the gap between current asset management practice and move towards a ‘good practice’ position in the future.

Both the SAMP and the asset management plans (AMPs) have been prepared in accordance with the International Infrastructure Management Manual (IIMM) and the Institute of Public Works Engineering Australasia (IPWEA) National Asset Management Strategy (NAMS) guidelines. Development of an asset management strategy and plans for council infrastructure assets is a mandatory requirement for NSW local government. The key findings for each asset class are included in the asset management plans section of this strategy and are covered in a concise but detailed manner.

This strategy includes Council’s Asset Management Policy. The policy provides a framework for managing infrastructure assets to support the delivery needs of the community.

1.1 Asset values

In preparing this SAMP, it has been identified that Junee Shire Council has an infrastructure and asset portfolio with a current replacement cost of approximately \$189.3 million. The asset values are estimates of the value of assets, as at 30 June 2021, based on councils audited annual financial statements. These values should be updated on an annual basis, in line with the annual financial statements, once completed.

Table 1 Asset classes and values

Asset Class	Gross Replacement Cost (CRC)	Written Down Value (WDV)	Annual Depreciation Expense
Transport	\$114,532	\$78,457	-\$1,635
Buildings	\$22,705	\$11,109	-\$419
Stormwater	\$17,244	\$10,055	-\$159
Parks, Recreation and Other	\$5,643	\$3,593	-\$193
Sewerage Network	\$29,211	\$18,517	-\$278
Combined	\$189,335	\$121,731	-\$2,684

1.2 Asset backlog

As per the 2020/21 Special Schedule 7, Council has a combined asset backlog of \$5.3 million, with this being the estimated cost to bring assets to a satisfactory standard. The satisfactory standard is currently taken as condition 3. The breakdown of backlog per asset class as of 30 June 2021 is shown in the following table.

Table 2 Asset backlog summary

Estimated cost to satisfactory	Backlog (\$)	Backlog Ratio % (Backlog / WDV)
Transport	\$1,694	2.16%
Buildings	\$643	5.79%
Stormwater	\$189	1.10%
Parks, Recreation and Other	\$173	4.81%
Sewerage Network	\$2,647	23.33%
Combined Assets	\$5,346	4.39%

1.3 Asset condition

Reviewing asset condition data shows that the most of Council's assets are in a satisfactory or better condition. The reliability of Council's condition data varies between the asset classes with most data being acceptable or reliable. Details of Council's current asset condition are shown in the table below. The condition is represented as a percentage of the replacement cost of Council's assets.

Table 3 Asset condition

Asset Class	Asset Condition (% of CRC)				
	1	2	3	4	5
Transport	6.44%	64.67%	25.27%	3.62%	0.00%
Buildings	12.16%	23.76%	36.38%	26.25%	1.45%
Stormwater	6.56%	83.85%	7.77%	1.82%	0.00%
Parks, Recreation and Other	42.40%	30.60%	12.90%	11.70%	2.40%
Sewerage Network	38.29%	4.84%	52.27%	4.60%	0.01%
Combined	11.37%	55.63%	26.35%	6.41%	0.25%

1.4 Expenditure and reporting

Table 4 Combined asset expenditure projections – base case

Expenditure projections (\$,000s) – combined assets		2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029	2029/ 2030	2030/ 2031
Actual	Renewal	3,809	3,803	2,023	2,247	2,242	2,485	2,166	2,266	2,305	2,473
	New and expanded assets	969	1,272	479	572	571	597	567	579	584	599
	Maintenance and operational	2,353	2,400	2,448	2,497	2,547	2,598	2,650	2,703	2,757	2,812
	Total expenditure	7,132	7,475	4,950	5,315	5,360	5,679	5,383	5,548	5,645	5,885
Required	Required renewal (depreciation)	3,809	2,901	2,992	3,074	3,159	3,246	3,336	3,428	3,522	3,618
	New and expanded assets	969	1,272	479	572	571	597	567	579	584	599
	Required O&M	2,761	2,848	2,926	3,007	3,090	3,176	3,263	3,353	3,445	3,540
	Total	7,540	7,021	6,397	6,652	6,820	7,019	7,166	7,359	7,551	7,757
Maintenance Gap		-408	-448	-478	-510	-543	-578	-614	-650	-688	-728
Renewals Gap		0	901	-969	-827	-917	-762	-1,170	-1,161	-1,217	-1,145
Overall Gap		-408	454	-1,447	-1,337	-1,461	-1,340	-1,784	-1,812	-1,905	-1,873

1.5 Levels of service

The objective of asset management is to enable assets to be managed in the most cost-effective way, based on an understanding of customer needs, expectations, preferences and their willingness to pay for any increase in the level of service.

A level of service is a measurable description of what Council delivers (or intends to deliver) in an activity which relates to something that can be controlled. Council has prepared specific community and technical levels of service which cover the accessibility, quality, responsiveness, affordability, customer satisfaction, sustainability, health and safety and financial performance regarding the delivery of their infrastructure assets.

These have been developed for all asset classes and are detailed in the respective AMPs and address the adopted lifecycle management of assets. The overarching SAMP establishes a basic framework to measure service level outcomes. It is important to note that while service levels have been developed and are informed by Council's Community Strategic Plan, Council is yet to undertake community and stakeholder consultation to 'accept' the service levels.

1.6 High level strategic actions

Table 5 High level strategic actions

No	Strategy	Desired outcome
1	Continue the move from annual budgeting to long term financial planning for all asset classes	The long-term implications of Council services are considered in annual budget deliberations.
2	Further develop and review the Long-Term Financial Plan covering ten years incorporating asset management plan expenditure projections with a sustainable funding position outcome.	Sustainable funding model to provide Council services.
3	Review and update asset management plan financial projections and long-term financial plans after adoption of annual budgets. Communicate any consequence of funding decisions on service levels and service risks.	Council and the community are aware of changes to service levels and costs arising from budget decisions.
4	Continue to report Council's financial position at fair value in accordance with Australian accounting standards, financial sustainability and performance against strategic objectives in annual reports, ensuring that asset remaining lives are assessed on an annual basis.	Financial sustainability information is available for Council and the community.
5	Ensure Council's decisions are made from accurate and current information in asset registers, on service level performance and costs and 'whole of life' costs.	Improved decision making and greater value for money.
6	Report on Council's resources and operational capability to deliver the services needed by the community in the Annual Report.	Services delivery is matched to available resources and operational capabilities.
7	Ensure responsibilities for asset management are identified and incorporated into staff position descriptions. Assess whether current resourcing is sufficient to cover all asset management functions for all asset classes.	Responsibility for asset management is defined.
8	Implement an improvement plan to initially realise 'core/good' maturity for the financial and asset management competencies, then progress to 'advanced/better' maturity.	Improved financial and asset management capacity within Council.
9	Develop and implement an asset condition inspection strategy which ensures all assets are inspected and condition assessed the year prior to the asset class revaluation.	Asset condition inspection strategy.
10	Report annually to Council on development and implementation of asset management strategy and plan and long-term financial plans.	Oversight of resource allocation and performance.

2 Introduction

2.1 Asset planning

Development of AMPs for Council’s infrastructure is a mandatory requirement for NSW councils, as per the *NSW Local Government Act 1993* and its subsequent amendments. As such, Junee Shire Council has developed the following SAMP to cover the period 2021/22 – 2030/31. The key findings for each asset class are included in the asset management plans section of this strategy and are covered in a concise but detailed manner.

The provision of infrastructure is one of the most important roles of Council, as assets support the delivery of services that deliver on Council’s long-term objectives. A formal approach to asset management is essential to ensure that services are provided in the most cost-effective and value-driven manner. To ensure this, it is essential that asset management is fully aligned and integrated with Council’s Community Strategy and Long-Term Financial Plan and Workforce Plan. This ensures that community needs, and expectations are well understood, and that funding requirements and consequences are understood and available.

Council’s current planning framework is based on the ‘Local Government Financial Asset Sustainability Framework’.

Figure 1 Junee Shire Council asset management planning framework



Council has adopted a ‘whole of council’ approach, beyond just a ‘lifecycle’ approach, and is committed to delivering value for money to the current and future generations of the community. The Strategic Asset Management Plan is underpinned by Council’s Community Strategic Plan which was developed using the guiding principles of:

1 - A liveable community is an inclusive place which provides for everyone – a place where we can be involved, healthy and active - a place of which we are proud - a place where others want to be – a great place to live.

To be healthy and active

To be a great place to live

2 - A prosperous community provides people with choices and opportunities for investment, employment and learning - it focuses on the things that will attract visitors and new residents which in turn generate wealth and vibrancy in the community – it extracts more from what it already has - it is mindful of change and prepares itself to adapt for the future.

To grow our local economy

To be a resilient community able to adapt for the future

3 - A sustainable community is characterised by an appreciation of its natural surroundings and biodiversity - this is supported by responsible planning and management practices which reduce the community's impact on the natural environment - a sustainable community also recognises the limited resources it has in terms of human, financial and built assets and puts practices in place to get the best from what it has.

For our community to be in harmony with its built and natural environment

To use and manage our resources wisely (human, financial and built assets)

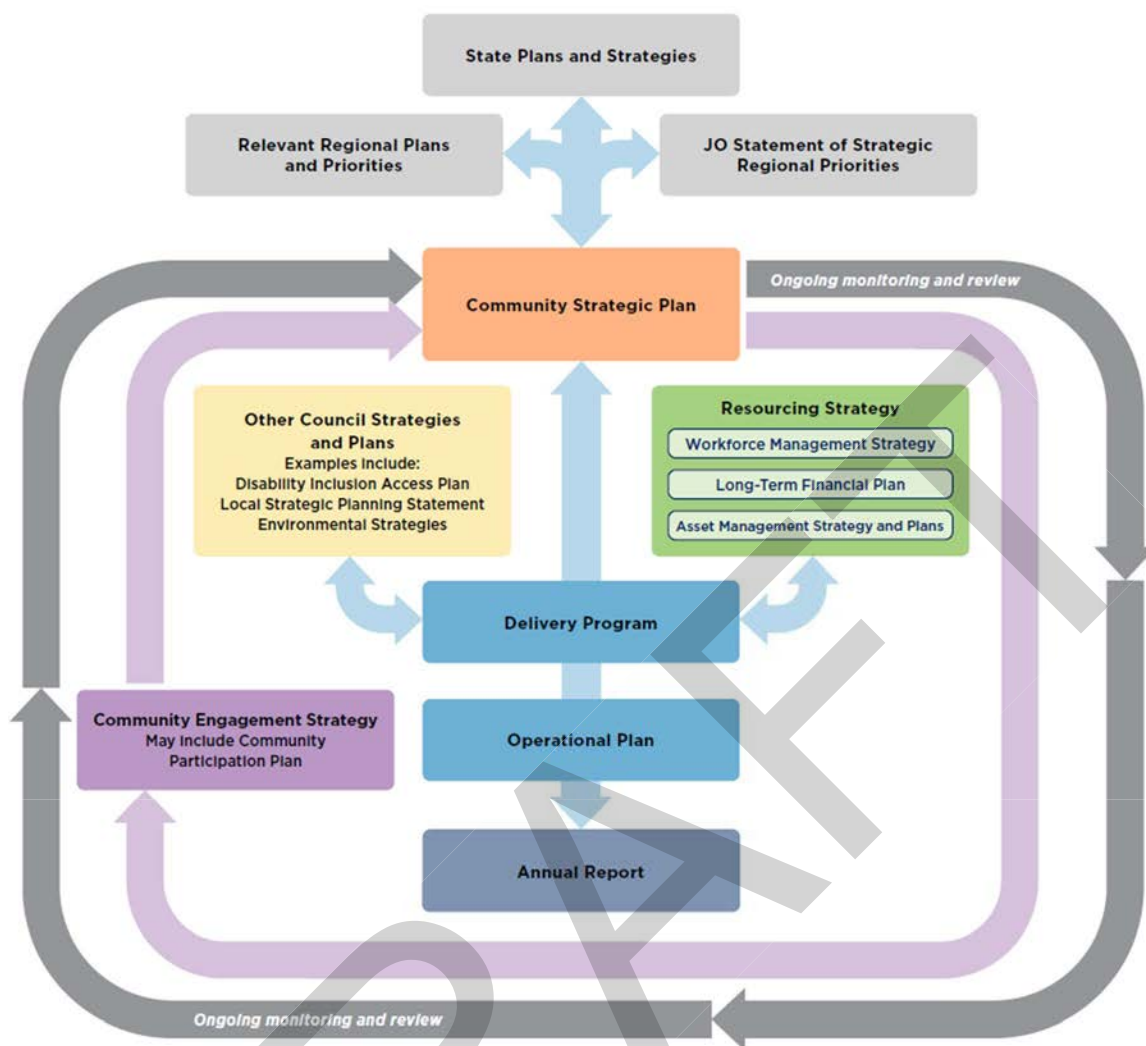
4 - A collaborative community is an informed and involved community which recognises the need for shared responsibility to achieve outcomes - it recognises the need for and the importance of volunteers - capable leaders within Council and the community working together guided by plans made for the future and within a framework of good governance.

To be a socially, physically and culturally engaged and connected community

To work together to achieve our goals

DRAFT

Figure 2 Relationship between Council’s plans and resourcing strategies



- **Community Strategic Plan** - outlines what the community wants; the objectives of the community and strategies to achieve those objectives.
- **Resourcing Strategy** - details the resources available to Council to deliver the Community Strategic Plan.
- **Delivery Program/Operational Plan** - details how Council will use the resources that it has, to meet the objectives in the Community Strategic Plan, specifically where Council has been identified as responsible or as a supporting partner in the identified strategies.
- **Annual Report** - is the reporting mechanism used by Council to report on those activities and actions that Council proposed in its Delivery Program and Operational Plan.

This SAMP establishes a framework to enable the prioritisation of asset groups through planning, construction, maintenance and operation of infrastructure necessary to achieve the goals and objectives as set out in:

- Junee Shire Council – Making Tracks 2035
- Junee Shire Council Resourcing Strategy
- NSW State Plan and Premier Priorities
- Eastern Riverina Regional Economic Development Strategy

2.2 Scope of this Strategic Asset Management Plan

This SAMP has been developed to provide the framework to ensure that new and existing Council's infrastructure assets are operated, maintained, renewed and upgraded to ensure that the levels of service are achieved in the most cost effective and sustainable way. It meets Council's commitments under the IP&R Framework in that all Council's infrastructure assets are fully accounted for. Details on each asset class, including the inventory, condition, predicted and required expenditure are included in the appendices.

The audience for this SAMP is Council staff, the Council executive management team, elected representatives (councillors), interest groups, stakeholders and other interested members of the general community.

The specific objectives of this strategy are:

- to ensure a sustainable service offering to the community by evolving and embedding a culture of asset management.
- to ensure decision-making reflects community value for this generation and the next.
- to develop clearly defined and agreed service levels, to inform asset investment, to support the community's quality of life.
- to drive quality service outcomes by taking a risk-based approach to the way assets are managed.
- to ensure availability of resources to maintain assets over the longer term.

The strategy identifies the future funding requirements and service delivery in the context of:

- current asset condition and performance.
- levels of service.
- forecasted demand for infrastructure and services.
- funding constraints.

This strategy supports Council's aim to have 'best value' asset management strategies and practices. This is achieved by continually developing and improving the whole of Council's knowledge, systems, processes and strategies. This will ensure that Council is providing the level of asset management necessary to competently, responsibly and sustainably manage the community assets for current and future generations.

This SAMP has been prepared using a 'top down' approach whereby analysis is applied at the 'system' or 'network' level. The focus is on current levels of service and current practices. It includes expenditure forecasts for asset maintenance, renewal and replacement based on local knowledge of Council's assets and options for meeting current levels of service.

Future revisions of this SAMP will use a 'bottom up' approach for gathering information for individual assets to support the optimisation of activities and programs to meet the levels of service. The focus of future plans developed in this manner will include risk and performance optimisation, risk-based strategies, use of predictive methods and optimised decision-making techniques.

The format of this SAMP is outlined in the table on the following page.

Table 6 Asset management Strategy structure

Sections	Guidelines
1. Executive summary	Provides a high-level summary of the combined asset management plans and highlights the main issues for consideration.
2. Introduction	Outline of the purpose and scope of the plan and how the plan relates to other key policies and strategies.
3. Asset Management Policy	Excerpt from Council’s adopted Asset Management Policy outlining the principles guiding Council’s asset management practices.
4. Asset management practices	Provision of a comprehensive strategic asset management gap analysis process for asset management.
5. Levels of service	Outline of levels of service and asset performance standards and customer/community expectations and feedback regarding levels of service.
6. Future demand	Identification of demand trends, factors which may influence demand, forecast changes in demand, impacts and implications of future demand and effects on future planning.
7. Risk management plan	Provision of an asset-based risk management plan.
8. Overarching Strategic Asset Management Plan	Provision of a summary of Council’s overall Asset Strategy including Asset Management Policy and identification of critical assets.

2.3 Council’s assets

Council uses infrastructure assets to provide services to the community. An outline of the range of infrastructure assets and the services provided from the assets is shown below:

Table 7 Range of infrastructure assets and services

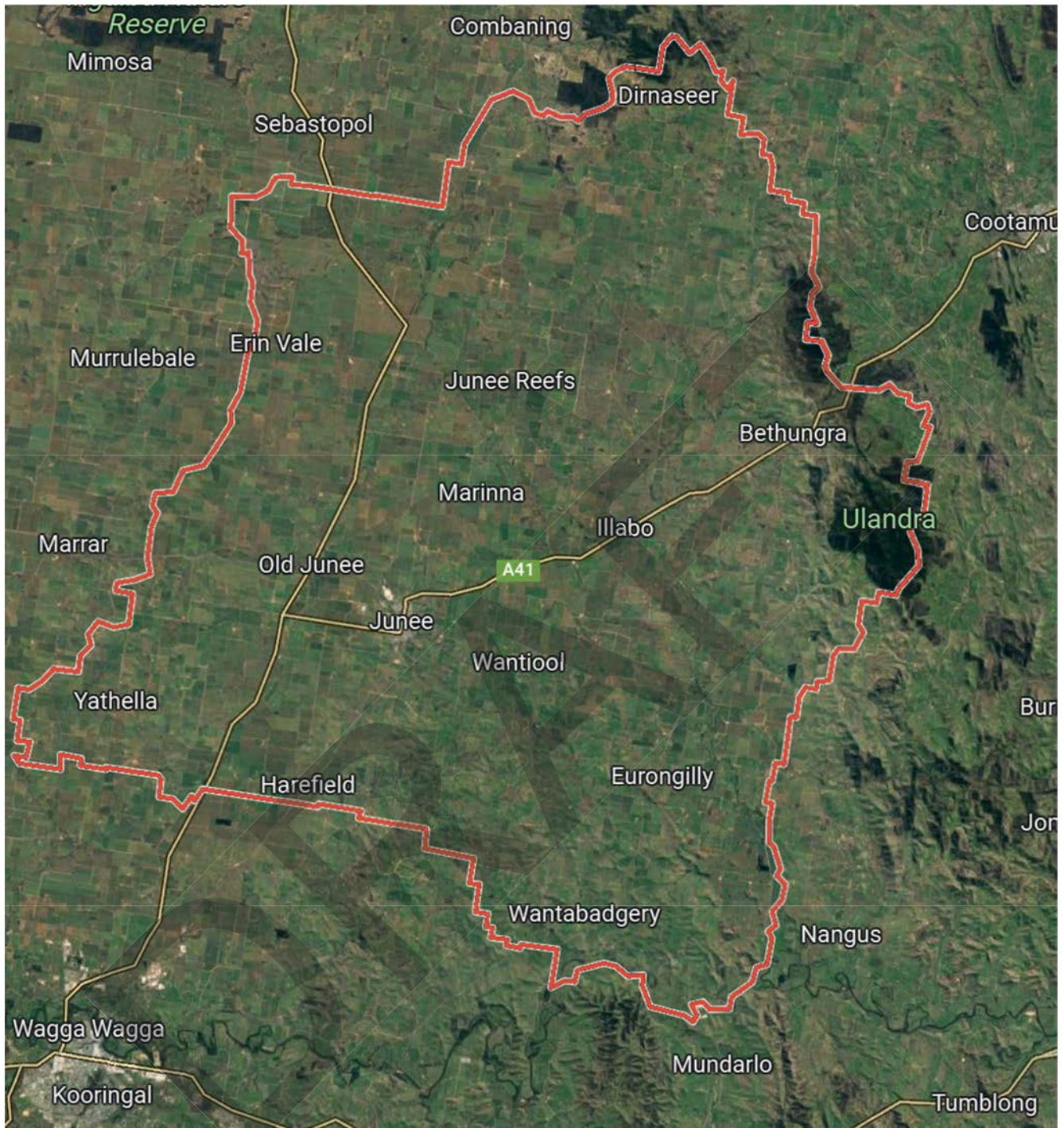
Asset Plan	Description
Transport	This includes roads, kerb and guttering, bridges, footpaths and cycleways and stormwater drainage assets.
Buildings and Recreation Assets	This includes office/administration centres, libraries, community centres, halls, sheds, public toilets and other miscellaneous structures. This asset plan also includes councils’ recreation assets such as playgrounds, ovals, swimming pools, etc.
Sewerage Network	This includes the sewerage pipelines, pumping stations, storage and treatment plants

Full details of Council’s assets are covered in the individual asset management plans found in the appendices.

2.4 About Junee Shire Council

Junee Shire is a rural council located in the Riverina region and covers an area of 2000 square kilometres. The shire comprises of Junee Township (located 41km from Wagga Wagga) as well as the villages of Bethungra, Illabo, Old Junee and Wantabadgery. The area has a rich heritage and history dating back to the late 19th century whereby the wealth in the region at the time can be seen in the preserved historic buildings seen throughout the townships today. The region has rich agricultural land and allows for a country living with easy access to a city lifestyle.

Figure 3 Junee Shire Council LGA



2.5 Links to Council plans and strategies

The Strategic Asset Management Plan and asset management plans have been prepared in line with the vision and strategy outlined in the 'Junee Shire Community Strategic Plan Making Tracks 2035 (CSP).

Infrastructure assets will play both a direct and indirect role in achieving the strategic objectives of the CSP. The following table indicates how Council's assets play a role in the delivery of the key strategies outlined in the CSP.

Table 8 Linkages to the Corporate Strategic Plan

Strategy	Buildings	Transport	Sewer
Liveable			
To be healthy and active			
Have in place the right health services			
Encourage and enable access to healthy food and healthy, inclusive lifestyle choices			
Provide the right places, spaces and activities	x		
A Great Place to Live			
Enable viable localities and villages	x	x	x
Build on our heritage, creativity and cultural expression	x		
Cater for our ageing population	x	x	
Create opportunities for and value people with a disability	x		
Support and create opportunities for our youth	x		
Prosperous			
To grow our local economy			
Plan for, develop and maintain the right assets and infrastructure	x	x	x
Support our business sector			
Grow our tourism sector			
Promote our community as a place to visit and stay for longer	x		
Plan our land resources for the future			
Grow our population throughout our Shire			
To be a resilient community able to adapt for the future			
Build the capacity and skills of our community and workforce to meet, innovate and lead change			
Prepare and transition to the economy of the future			
Sustainable			
For our community to be in harmony with its built and natural environment			
Encourage respectful planning, balanced growth and good design	x	x	x

- Plan for and respond to our changing environment		X	X
Protect, conserve and maintain our natural assets		X	X
To use and manage our resources wisely (human, financial and built assets)			
Council is accountable and financially sustainable	X	X	X
Embrace energy efficiency and industrial ecology principles	X	X	X
Manage our built assets with asset management planning Strategy	X	X	X
Reduce, reuse and recover waste	X	X	X
Collaborative			
To be a socially, physically and culturally engaged and connected community			
Encourage an informed and involved community	X	X	X
Support volunteers to contribute to the community's sustainability Strategy			
Build on our sense of community			
To work together to achieve our goals			
Build strong relationships and shared responsibilities			
Work in partnership to plan for the future			
Provide representative, responsive and accountable community governance and leadership			

3 Asset Management Policy

3.1 Purpose

To set guidelines for implementing consistent asset management processes throughout Junee Shire Council.

3.2 Objective

To ensure adequate provision is made for the long-term replacement of major assets by:

- Ensuring that Council's services and infrastructure are provided in a sustainable manner, with the appropriate levels of service to residents, visitors and the environment.
- Safeguarding Council assets including physical assets and employees by implementing appropriate asset management strategies and appropriate financial resources for those assets.
- Creating an environment where all Council employees take an integral part in overall management of Council assets by creating and sustaining an asset management awareness throughout the organisation by training and development.
- Meeting legislative requirements for asset management.
- Ensuring resources and operational capabilities are identified and responsibility for asset management is allocated.
- Demonstrating transparent and responsible asset management processes that align with demonstrated best practice.

3.3 Scope

This policy applies to all Council activities.

3.4 Policy

Council is committed to implementing a systematic asset management methodology in order to apply appropriate asset management best practices across all areas of the organisation. This includes ensuring that assets are planned, created, operated, maintained, renewed and disposed of in accordance with Council's priorities for service delivery.

Asset management practices impact directly on the core business of the organisation and appropriate asset management is required to achieve our strategic service delivery objectives.

Adopting asset management principles will assist Council in achieving its Strategic Longer-Term Plan and Long Term Financial objectives.

A strategic approach to asset management will ensure that the Council delivers the highest appropriate level of service through its assets. This will provide positive impact on:

- Members of the public and staff;
- Council's financial position;
- The ability of Council to deliver the expected level of service and infrastructure;
- The political environment in which Council operates; and

- The legal liabilities of Council.

3.5 Principles

A consistent Asset Management Strategy must exist for implementing systematic asset management and appropriate asset management best-practice throughout all Departments of Council.

All relevant legislative requirements together with political, social and economic environments are to be taken into account in asset management.

Asset management principles will be integrated within existing planning and operational processes.

Asset Management Plans will be developed for major service/asset categories. The plans will be informed by community consultation and financial planning and reporting.

An inspection regime will be used as part of asset management to ensure agreed service levels are maintained and to identify asset renewal priorities.

Asset renewals required to meet agreed service levels and identified in adopted asset management plans and long term financial plans will be considered in the annual budget estimates.

Service levels agreed through the budget process and defined in adopted Asset Management Plans will be fully funded in the annual budget estimates.

Asset renewal plans will be prioritised and implemented progressively based on agreed service levels and the effectiveness of the current assets to provide that level of service.

Systematic and cyclic reviews will be applied to all asset classes and are to ensure that the assets are managed, valued and depreciated in accordance with appropriate best practice and applicable Australian Standards.

Future life cycle costs will be reported and considered in all decisions relating to new services and assets and upgrading of existing services and assets.

Future service levels will be determined in consultation with the community.

Training in asset and financial management will be provided for councillors and relevant staff.

3.6 Legislation

Local Government Act 1993 Regulations under the Act

3.7 Related Documents

Asset Management Strategy and associated Asset Management Plans

3.8 Responsibilities

Councillors are responsible for adopting the policy and ensuring that sufficient resources are applied to manage the assets.

The General Manager has overall responsibility for developing an asset management strategy, plans and procedures and reporting on the status and effectiveness of asset management within Council.

3.9 Review Date

This policy has a life of four years. It will be reviewed within four years of the date of adoption below.

4 Asset management practices

4.1 Asset management information systems

Junee Shire Council Council's asset knowledge, information and data are corporate assets and are managed as part of the asset management framework. The current applications used by Council include:

- Financial – Authority V7 - Civica
- Assets – Chartis AMS
- pavement management system for roads – reflect
- Spatial – Intramaps

4.2 Data collection and validation

In the preparation of this Strategic Asset Management Plan, Council has used the most current and up to date information available to Council.

As part of Council's asset management improvement plan, Council aims to foster a culture of continuous improvement in service delivery to ensure best value in service provision for the community. This will be supported by the asset management plans including ongoing monitoring, audit and improvement practices which are to be used to optimise Council's operational and renewal expenditure.

4.3 Monitoring and review procedures

Council utilises a performance management framework to track the achievement of the CSP, Delivery Program, Operational Plan and asset management improvement plan outcomes. This will be reviewed and reported on annually by the executive team.

4.4 Confidence in data

The confidence in the asset data used as a basis for the financial forecasts has been assessed using the following grading system, as outlined in the table below.

Table 9 Asset data confidence scale

Confidence grade	General meaning
Highly reliable	Data based on sound records, procedure, investigations and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing, and reliance is placed on unconfirmed reports or some extrapolation.
Acceptable	Data based on sound records, procedures, investigations and analysis with some shortcomings and inconsistencies.
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample.
Very uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

Summary of confidence in asset data for all asset classes is detailed in the table below.

Table 10 Asset data confidence rating

Asset Plan	Inventory	Condition	Age	Overall
Buildings and Recreation	Reliable	Acceptable	Acceptable	Acceptable
Transport	Reliable	Acceptable	Reliable	Reliable
Sewer	Reliable	Acceptable/Uncertain	Reliable	Acceptable

4.5 Funding strategy

Council’s funding strategy aims to align Council’s Long Term Financial Plan, Asset Management Plans and annual budget to accommodate the lifecycle requirements of its assets. By having a unified process, all decision-making numbers can be traced back to the AMPs, thereby informing the annual budgets, DPOP and forward programs providing a degree of certainty for delivery timeframes and resourcing requirements.

In order to ensure value, Council will plan capital upgrade and new projects to meet level of service objectives by:

- planning and scheduling capital upgrade and new projects to deliver the defined level of service in the most efficient manner.
- undertaking project scoping for all capital upgrade/new projects to identify:
 - the service delivery ‘deficiency’, present risk and required timeline for delivery of the upgrade/new asset
 - the project objectives to rectify the deficiency including value management for major projects
 - the range of options, estimated capital and lifecycle costs for each option that could address the service deficiency
 - management of risks associated with alternative options
 - evaluate the options against evaluation criteria adopted by Council
 - select the best option to be included in capital upgrade/new programs.
- reviewing current and required skills base and implement training and development to meet required construction and project management needs.
- reviewing the current resources and capacity of the organisation to deliver the Capital Works Program on an annual basis.
- reviewing management of capital project management activities to ensure Council is obtaining best value for resources used.

Standards and specifications for new assets and for upgrade/expansion of existing assets are the same as those for renewal, as shown in the appendices.

5 Levels of service

5.1 Defining levels of service

There are a variety of ways to describe levels of service (also known as service level).The concept adopted in this plan is that ‘levels of service are output descriptions supported by performance measures.’

A level of service is a measurable description of what Council delivers (or intends to deliver)in an activity which relates to something that can be controlled. Service levels may relate to:

- the reliability of an asset
- the quality of an asset
- having the right quantity of assets
- the safety/risk/security of the assets.

The objective of asset management is to enable assets to be managed in the most cost-effective way based on an understanding of customer needs, expectations, preferences and their willingness to pay for any increase in the levels of service.

5.2 Performance measures

The level of service statement is supported by performance measure(s) also referred to as performance indicator(s) that indicate how the organisation is performing in relation to that level of service. The performance measure includes targets that are made up of community and technical measures. The customer measure relates to how the community receives the service, whereas technical measures support customer measures to ensure all aspects of organisational performance are being monitored, even those that may not be understood by customers.

In this plan, the level of services is prepared so that they are clearly and directly linked with the performance measures. For some performance measures in this plan, Council will have full control over the outcome, for example 'respond to service requests within specified timeframes'. However, it is important to recognise that some performance measures may be influenced by external factors. For example, the number of fatalities can be influenced by road management, but driver behaviours, police enforcement and a number of other factors also strongly contribute to the overall outcome.

5.3 Service level outcomes

The levels of service in this plan have been developed with a customer focus and are grouped into core areas that are referred to as 'service level outcomes'. These service level outcomes (sometimes referred to as service criteria) encompass:

- condition
 - accessibility and/or availability
 - quality/condition
- functionality
 - reliability/responsiveness
 - sustainability
 - customer satisfaction
- capacity
 - affordability
 - health and safety.

5.3.1 Condition

Accessibility

To ensure the asset base performs as required, it is essential that the asset, no matter which type of asset, is generally available to the community as required. As a service outcome, the Council's customers will require assets that are accessible and can be relied upon to deliver the services that are not only expected, but the services that are required.

Quality/condition

Asset quality is also very important. In this regard, Council should determine the quality of the assets required. Quality will have more to do with manner and type of the asset rather than its condition. An asset may be poor in quality yet have a condition which is described as good.

Condition is a measure of an asset's physical condition relative to its condition when first constructed. When rating asset condition, Council uses a scale of 1 - 5, where 1 = new and 5 = totally failed. A copy of a typical condition rating matrix is detailed below.

Table 11 Asset condition rating matrix

Condition rating	Condition	Descriptor	Guide
1	Excellent	An asset in excellent overall condition, however, is not new and providing its intended level of service.	Normal maintenance required
2	Good	An asset in good overall condition with some possible early stages of slight deterioration evident, minor in nature and causing no serviceability issues. No indicators of any future obsolescence and providing a good level of service.	Normal maintenance plus minor repairs required (to 5% or less of the asset)
3	Satisfactory	An asset in fair overall condition with some deterioration evident, which may be slight or minor in nature and causing some serviceability issues. Providing an adequate level of service with no signs of immediate or short-term obsolescence.	Significant maintenance and/or repairs required (to 10 - 20% of the asset)
4	Poor	An asset in poor overall condition, moderate to high deterioration evident. Substantial maintenance required to keep the asset serviceable. Will need to be renewed, upgraded or disposed of in near future. Is reflected via inclusion in the ten-year Capital Works Plan.	Significant renewal required (to 20 - 40% of the asset)
5	Very poor	An asset in extremely poor condition or obsolete. The asset no longer provides an adequate level of service and/or immediate remedial action required to keep the asset in service in the near future.	Over 50% of the asset requires renewal

5.3.2 Function

Responsiveness

Council will maintain assets in a diligent manner and be responsive to the needs of the community now and into the future. Whilst this may be difficult in some instances, Council places a high emphasis on customer service and its responsiveness to customer enquiries. Strategies will be implemented to ensure that Council maintains level of customer support.

Customer satisfaction

Council will continue to provide services to the community in a manner that is efficient and effective. Council will continue to monitor community satisfaction with its current services and strive to improve community satisfaction where possible.

Sustainability

Council will ensure that its assets are maintained in a manner that will ensure the long-term financial sustainability for current and future generations. This will be achieved by ensuring efficient and effective service delivery and ensuring appropriate funds are allocated to maintain and renew infrastructure assets.

5.3.3 Capacity

Affordability

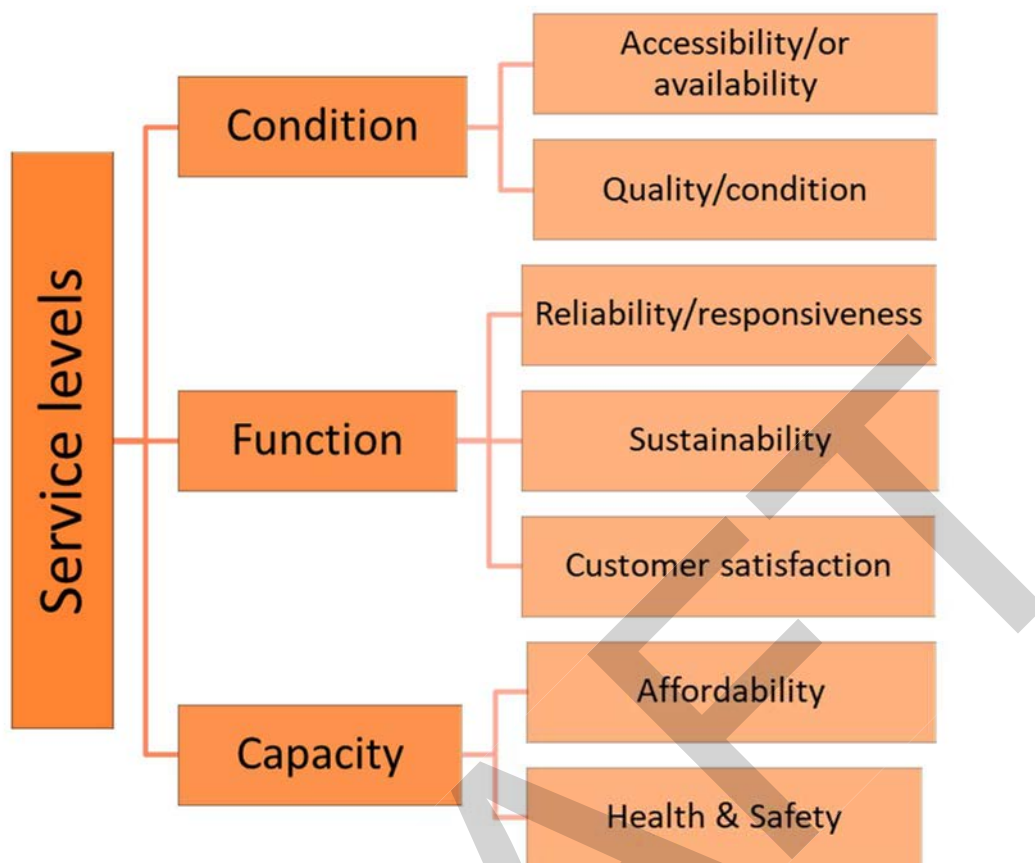
Council will maintain its infrastructure assets in a cost-effective, affordable manner in accordance with responsible economic and financial management. In order for Council's assets to assist in meeting the strategic goals and in attaining optimum asset expenditure, Council will need to continually review its current operational strategies and adopt new and proven techniques to ensure that assets are maintained in their current condition.

Health and safety

Council will endeavour to identify and mitigate all key health and safety risks created by the provision of services.

Each of the service level outcomes is related directly to the Council's Community Strategic Plan by the way each asset class helps deliver the services required by the community. These service level outcomes are essential to ensure the asset portfolio is not only maintained to a satisfactory level but also caters for the future demands of the community whilst balancing the potential risks to the community and the Council.

Figure 4 Service level framework



5.4 Financial based service levels

The premise of asset management is that asset requirements and asset management strategies should be driven by defined and acceptable service levels and performance standards. This section defines the various factors that are considered relevant in determining the levels of service for Council's assets that have been used to provide the basis for the lifecycle management strategies and works programme identified within this Strategic Asset Management Plan.

5.4.1 Asset backlog ratio

This ratio shows what proportion the infrastructure backlog is against the total value of a Council's infrastructure. The benchmark is less than 2%. The ratio is determined by dividing the estimated cost to bring assets to a satisfactory condition by the carrying value of infrastructure, building, other structures and depreciable land improvement assets (averaged over 3 years).

5.4.2 Asset consumption ratio

The average proportion of 'as new' condition remaining for assets. This ratio shows the written down current value of the local government's depreciable assets relative to their 'as new' value. It highlights the aged condition of a local government's stock of physical assets and the potential magnitude of capital outlays required in the future to preserve their service potential. It is also a measure of Council's past commitment to renewal of the asset class. A consumption ratio of less than 50% would suggest that past renewal funding has been inadequate or that the asset could expect to decay more rapidly.

5.4.3 Asset sustainability ratio

Are assets being replaced at the rate they are wearing out? This ratio indicates whether a local government is

renewing or replacing existing non-financial assets at the same rate that its overall stock of assets is wearing out. It is calculated by measuring capital expenditure on renewal or replacement of assets relative to the rate of depreciation of assets for the same period.

5.4.4 Asset renewal and renewals funding ratio

Is there sufficient future funding for renewal and replacement of assets? This ratio indicates whether Council is allocating sufficient funds in its Long Term Financial Plan to adequately fund asset renewals. The benchmark is 100% (averaged over 3 years).

5.4.5 Asset maintenance ratio

This ratio compares actual versus required annual asset maintenance for each asset class. A ratio of above 100% indicates that Council is investing enough funds that year to halt the infrastructure backlog from growing. The benchmark is greater than 100% (averaged over 3 years).

DRAFT

Table 12 Service levels

Key performance indicator	Level of service	Performance measurement process	Target performance
Accessibility	Provision of quality of assets to meet community needs	Condition of assets are measured and reported on	Report on condition across all asset classes biannually
	Community has confidence in Council to manage assets	Community satisfaction survey and Community engagement strategy	Report on level of confidence and compare to previous surveys where available
Quality/condition	Assets are maintained in a satisfactory condition	Backlog ratio (estimated cost to bring asset to a satisfactory condition / written down value of the assets)	OLG benchmark <2% (Averaged across three years)
Reliability/ responsiveness	Provision of sufficient assets to meet community needs	Number of requests for additional/ increased level of service	Number of requests for additional/ increased level of service less than rolling previous three-year average
Customer satisfaction	Be responsive to the needs of customers using asset	Number of customer requests received	85% of requests are responded to within agreed timeframes
	Opportunity for community involvement in decision making are provided	Asset management plan	All asset management plans are available on the website and for circulation to the public
Sustainability	Assets are managed with respect for future generations	Lifecycle approach to managing assets	Prepare a ten-year asset condition and age-based renewals plan - ensure the plan is approved by Council and updated annually
	Continuous improvement in asset knowledge, systems and processes.	Management meets regularly to report on performance of strategic asset improvement program	Strategic asset improvement actions are completed in accordance with Delivery program and budget
	Assets are being renewed in a sustainable manner	Asset renewal ratio (asset renewal expenditure / annual depreciation expense)	OLG benchmark >100% (Averaged across three years)
Affordability	Council maintains its assets	Asset maintenance ratio, measured by (actual maintenance expenditure and required maintenance expenditure)	OLG benchmark 100% (Averaged across three years)
Health and safety	Ensure all assets are safe and do not cause a hazard to people	Safety audits	The three-year rolling average of total claims decreases

6 Future demand

6.1 Demand forecast

The future infrastructure demand for community infrastructure and facilities is driven by changes and trends in:

- population growth
- changes in the demography of the community
- urban planning
- residential occupancy levels
- commercial/industrial demand
- technological changes which impact the asset
- the economic situation
- government policy
- the environment.

Table 13 Future demand impacts

Demand drivers	Present position	Projection	Impact on services
Population growth and residential development	Current estimated population is 6,738 (Profile ID)	2019 NSW government estimates expect population to remain relatively stable until 2041	Population growth will have limited impact on demand for assets. Council could expect a natural demand for increased services as community expectations and demands change over time particularly due to the proximity of Wagga Wagga
Demographics	Around 15% of the population was over the age of 60 in the 2016 Census.	The population is expected to continue to age with around 25% of the population expected to be over the age of 60 by 2040	An increasing and older population will place an increased demand on some assets and increased accessibility requirements for footpaths, aged care facilities, community centres and recreation assets.
Lifestyle	Predominantly rural lifestyle.	Proximity to Wagga Wagga may raise community expectations with respect to community facilities.	Increase in the level of service for council's assets demanded by the community
Environment	The NSW and ACT Regional Climate Modelling (NARClIM) Project has undertaken climate modelling of the region for 2020-2039 and 2060-2079.	Expected climatic changes can be found in figure five. This includes: <ul style="list-style-type: none"> - overall increased temperatures - increased risk and intensity of natural disaster (fire) events. - Reduced rainfall 	Assets may be impacted by changes such as more severe weather events.

Figure 5 NARClim Modelling and Expectations



6.2 Demand management strategies

Demand management strategies have been developed to effectively manage the change in Junee Shire Council. These strategies will need to be monitored to ensure that they capture and are responsive to changing community expectations and demographic profile as the region develops.

Table 14 Demand management strategies

Demand factor	Impact on services
Population	Population is expected to remain stable and will not increase the burden on council's assets.
Demographics	An increasing and older population will place an increased demand on some assets and increased accessibility requirements for footpaths, aged care facilities, community centres and recreation assets.
Road utilisation changes	Smart, multi-modal road solutions will be required to keep up with the growth and provide cheap, efficient and sustainable means of road transport. Further changing patterns in road utilisation will require council to review service prioritisation across the road hierarchy
Increasing costs	Requirement to continue to maximise service delivery within the funding limitations.
Environment and climate	Assets may be impacted by changes such as increased severity of natural disasters and weather events.
Technology	May require improved environmental/economical management of assets.

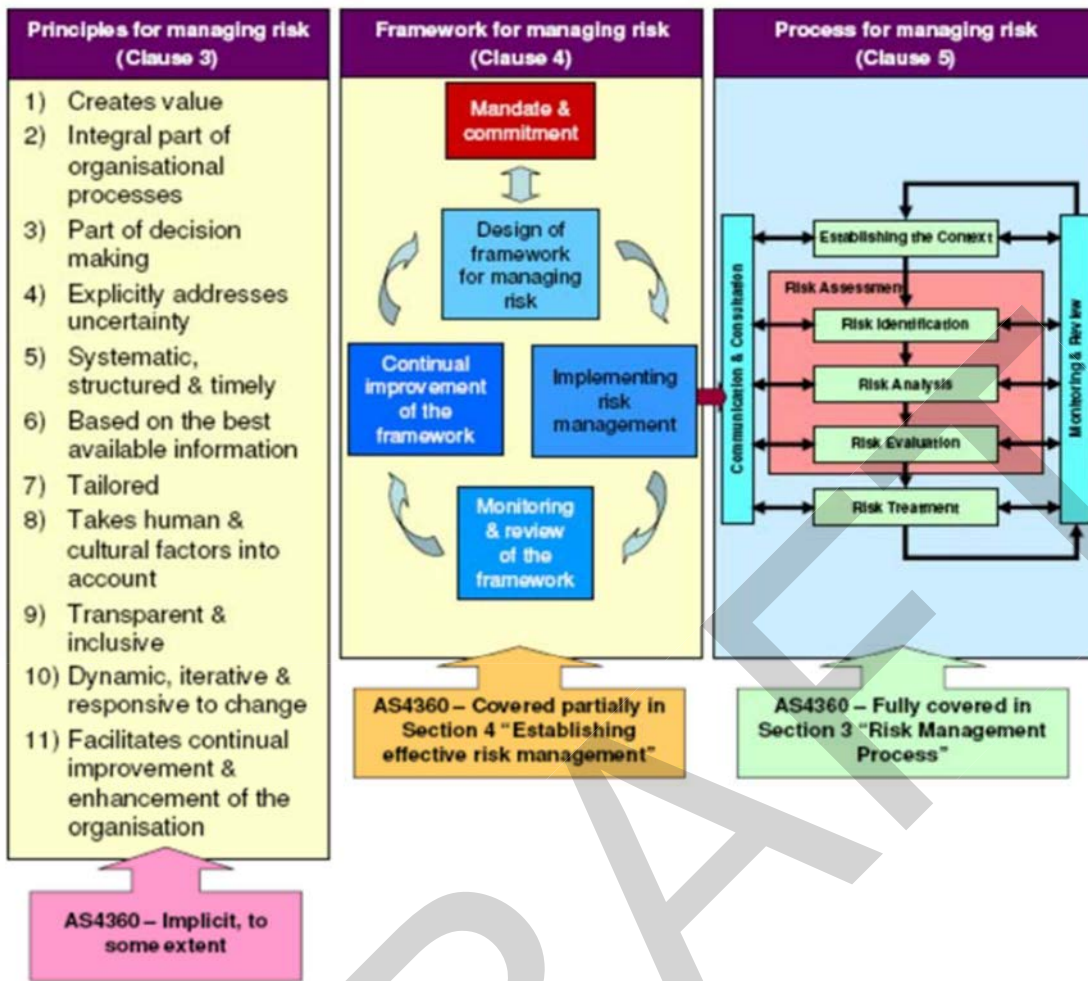
7 Risk management

Risk management is defined in 'AS/NZS 4360:2004' as: "the culture, processes and structures that are directed towards realising potential opportunities whilst managing adverse effects".

Junee Shire Council is committed to a structured and systematic approach to the management of risk with Councils enterprise risk management framework aligned with ISO 31000:2018. This aims to embed the principles of risk management in all aspects of Council's operations, which ultimately:

- increases the likelihood of Council achieving its objectives
- creates an environment where all employees have a key role in managing risk
- encourages proactive management
- improves the identification of opportunities and threats
- improves stakeholder confidence and trust
- improves financial stability and minimise losses
- improves organisational performance.

Figure 6 ISO 31000 Framework



This is a structured, best-practice and proven approach that is to be applied Council-wide to support the management of strategic, operational, financial, regulatory, and other risk. Under this approach, there are five key stages to the risk management process:

- communicate and consult - with internal and external stakeholders
- establish context - the boundaries
- risk assessment - identify, analyse and evaluate risks
- treat risks - implement and assess controls to address risk
- monitoring and review - risks reviews and audit.

7.1 Infrastructure risk management framework

Council is currently developing 'infrastructure risk management plans' for each of its asset classes. These plans will provide greater detail on Council's risk management approach for each of its infrastructure assets, including the risk analysis (likelihood and consequence) and treatment criteria specific to each asset class.

In general, risks are evaluated in the following way in Council's asset risk registers:

- risk identification
 - which asset is at risk?
 - what can happen?
 - when can it occur?
 - what are the possible causes?
 - what are the existing controls?
 - is the risk credible?
- risk analysis
 - what is the likelihood of occurrence?
 - what are the consequences of occurrence?
 - risk rating
 - what action is required?
 - is the risk acceptable?
- risk treatment
 - what treatment options are available?
 - what is the plan to treat the risk?
 - what is the residual risk?
- risk treatment plan
 - actions
 - responsibility
 - resource
 - budget
 - due date.

7.2 Strategic infrastructure risks

Council is currently in the process of identifying its high-level infrastructure-based risks that are associated with the management of its assets in accordance with its corporate infrastructure risk management framework. A summary of these risks will be incorporated into future strategic asset management plans.

7.3 Critical assets

Critical assets are those assets that are likely to result in a more significant financial, environmental and social cost in terms of impact on organisational objectives. By identifying critical assets and critical failure modes, organisations can target and refine investigative activities, maintenance plans and capital expenditure plans at critical areas.

ISO 55001 Cl 6.2.1.2b requires organisations to ‘review the importance of assets related to their intended outcomes, objectives and product or service requirements.’ ISO 55002 Cl 6.2.2.1 suggests that ‘a key aspect of planning is the identification of events in which the functionality of assets is compromised, including potentially catastrophic events in which function is completely lost’. Council determines the criticality of assets based upon the following criteria:

- complexity
- impact of loss of service
- environmental impact
- health and safety impact
- cost of failure.

Critical assets which will be listed in their respective asset management plans.

8 Expenditure projections

8.1 Asset values

In preparing this SAMP, it has been identified that Junee Shire Council has an infrastructure and asset portfolio with a current replacement cost of approximately \$189 million. The asset values are estimates of the value of assets, as at 30 June 2021, based on our best estimate of asset values, taking into account recent asset revaluations. These values should be updated on an annual basis, in line with the annual financial statements, once completed.

Table 15 Asset Classes and Values

Asset Class	Gross Replacement Cost (CRC)	Written Down Value (WDV)	Annual Depreciation Expense
Transport	\$114,532	\$78,457	-\$1,635
Buildings	\$22,705	\$11,109	-\$419
Stormwater	\$17,244	\$10,055	-\$159
Parks, Recreation and Other	\$5,643	\$3,593	-\$193
Sewerage Network	\$29,211	\$18,517	-\$278
Combined	\$189,335	\$121,731	-\$2,684

8.2 Asset backlog

As per the 2020/21 Special Schedule 7, Council has a combined asset backlog of \$5.3 million, with this being the estimated cost to bring assets to a satisfactory standard. The satisfactory standard is currently taken as condition 3. The breakdown of backlog per asset class as of 30 June 2021 is shown in the following table.

Table 16 Asset backlog summary

Estimated cost to satisfactory	Backlog (\$)	Backlog Ratio % (Backlog / WDV)
Transport	\$1,694	2.16%
Buildings	\$643	5.79%
Stormwater	\$189	1.10%
Parks, Recreation and Other	\$173	4.81%
Sewerage Network	\$2,647	23.33%
Combined Assets	\$5,346	4.39%

8.3 Asset condition

Reviewing asset condition data shows that the most of Council's assets are in a satisfactory or better condition. The reliability of Council's condition data varies between the asset classes with most data being acceptable or reliable. Details of Council's current asset condition are shown in the table below. The condition is represented as a percentage of the replacement cost of Council's assets.

Table 17 Asset Condition Data

Asset Class	Asset Condition (% of CRC)				
	1	2	3	4	5
Transport	6.44%	64.67%	25.27%	3.62%	0.00%
Buildings	12.16%	23.76%	36.38%	26.25%	1.45%
Stormwater	6.56%	83.85%	7.77%	1.82%	0.00%
Parks, Recreation and Other	42.40%	30.60%	12.90%	11.70%	2.40%
Sewerage Network	38.29%	4.84%	52.27%	4.60%	0.01%
Combined	11.37%	55.63%	26.35%	6.41%	0.25%

8.4 Expenditure and reporting

The average capital and maintenance expenditure on Council assets over the ten-year forecast period is approximately \$5.8 million per year. This compares to the expenditure which is required to maintain, operate, and renew the asset network as required being \$7.2 million per year.

A summary of the projected expenditure requirements can be found in the following table.

Table 18 Combined asset expenditure projections

Expenditure projections (\$,000s) – combined assets		2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029	2029/ 2030	2030/ 2031
Actual	Renewal	3,809	3,803	2,023	2,247	2,242	2,485	2,166	2,266	2,305	2,473
	New and expanded assets	969	1,272	479	572	571	597	567	579	584	599
	Maintenance and operational	2,353	2,400	2,448	2,497	2,547	2,598	2,650	2,703	2,757	2,812
	Total expenditure	7,132	7,475	4,950	5,315	5,360	5,679	5,383	5,548	5,645	5,885
Required	Required renewal (depreciation)	2,817	2,901	2,992	3,074	3,159	3,246	3,336	3,428	3,522	3,618
	New and expanded assets	969	1,272	479	572	571	597	567	579	584	599
	Required O&M	2,761	2,848	2,926	3,007	3,090	3,176	3,263	3,353	3,445	3,540
	Total	6,547	7,021	6,397	6,652	6,820	7,019	7,166	7,359	7,551	7,757
Maintenance (Gap)	-408	-448	-478	-510	-543	-578	-614	-650	-688	-728	
Renewal (Gap)	993	901	-969	-827	-917	-762	-1,170	-1,161	-1,217	-1,145	
Overall (Gap)	585	454	-1,447	-1,337	-1,461	-1,340	-1,784	-1,812	-1,905	-1,873	

Table 19 General Fund Expenditure Projection

Expenditure projections (\$,000s) – combined assets		2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029	2029/ 2030	2030/ 2031
Actual	Renewal	3,538	3,683	1,889	2,113	2,041	2,137	2,046	2,023	2,109	2,088
	New and expanded assets	955	1,266	472	565	561	579	561	566	573	579
	Maintenance and operational	1,968	2,007	2,048	2,089	2,130	2,173	2,216	2,261	2,306	2,352
	Total expenditure	6,461	6,956	4,409	4,766	4,732	4,888	4,823	4,850	4,988	5,019
Required	Required renewal (depreciation)	2,466	2,541	2,623	2,695	2,770	2,847	2,927	3,008	3,091	3,176
	New and expanded assets	955	1,266	472	565	561	579	561	566	573	579
	Required O&M	2,508	2,589	2,661	2,735	2,812	2,890	2,970	3,053	3,137	3,224
	Total	5,930	6,397	5,756	5,995	6,142	6,316	6,458	6,626	6,801	6,979
Maintenance (Gap)		-540	-582	-613	-647	-681	-717	-754	-792	-831	-872
Renewal (Gap)		1,072	1,142	-733	-582	-729	-710	-880	-984	-982	-1,088
Overall (Gap)		531	560	-1,347	-1,229	-1,410	-1,428	-1,634	-1,776	-1,813	-1,960

Table 20 Sewer Fund Expenditure Projection

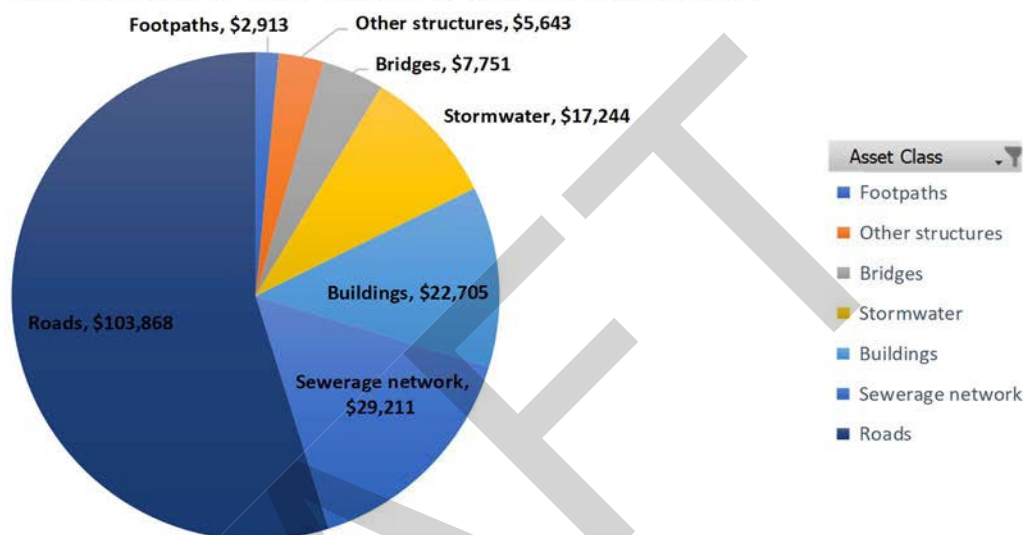
Expenditure projections (\$,000s) – combined assets		2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029	2029/ 2030	2030/ 2031
Actual	Renewal	272	120	134	134	200	348	120	243	196	386
	New and expanded assets	14	6	7	7	11	18	6	13	10	20
	Maintenance and operational	385	392	400	408	417	425	433	442	451	460
	Total expenditure	671	518	541	549	628	791	559	698	657	866
Required	Required renewal (depreciation)	285	292	300	307	315	323	331	340	349	357
	New and expanded assets	14	6	7	7	11	18	6	13	10	20
	Required O&M	252	259	265	272	279	286	293	301	309	317
	Total	552	557	572	586	605	628	631	654	667	694
Maintenance (Gap)		132	134	135	136	138	139	140	141	142	143
Renewal (Gap)		-13	-173	-166	-173	-115	25	-212	-97	-153	28
Overall (Gap)		119	-39	-31	-37	23	163	-72	44	-11	172

8.5 Financial performance

The Office of Local Government has established financial benchmarks for councils to strive towards and adhere to. The charts below showcase Council's current financial service levels and the impacts of Council's projected expenditure upon these service levels

Figure 7 Consolidated Portfolio

Consolidated Fund Asset Portfolio value \$ 000's



Infrastructure Ratios	Actual 2021/22	Estimated 2030/31	Funding gap	
Infrastructure Renewals ratio	135.24%	68.36%	Yr 1	\$993
			5 Yr Average	(-\$164)
			10 Yr Average	(-\$627)
Infrastructure Backlog Ratio	4.15%	4.28%	Yr 1	(-\$2,680)
			5 Yr Average	(-\$2,631)
			10 Yr Average	(-\$2,888)
Infrastructure Maintenance Ratio	85.23%	79.44%	Yr 1	(-\$408)
			5 Yr Average	(-\$477)
			10 Yr Average	(-\$565)
Total Infrastructure Funding Gap			Yr 1	(-\$2,095)
			5 Yr Average	(-\$3,272)
			10 Yr Average	(-\$4,080)

Figure 8 Consolidated Portfolio Expenditure

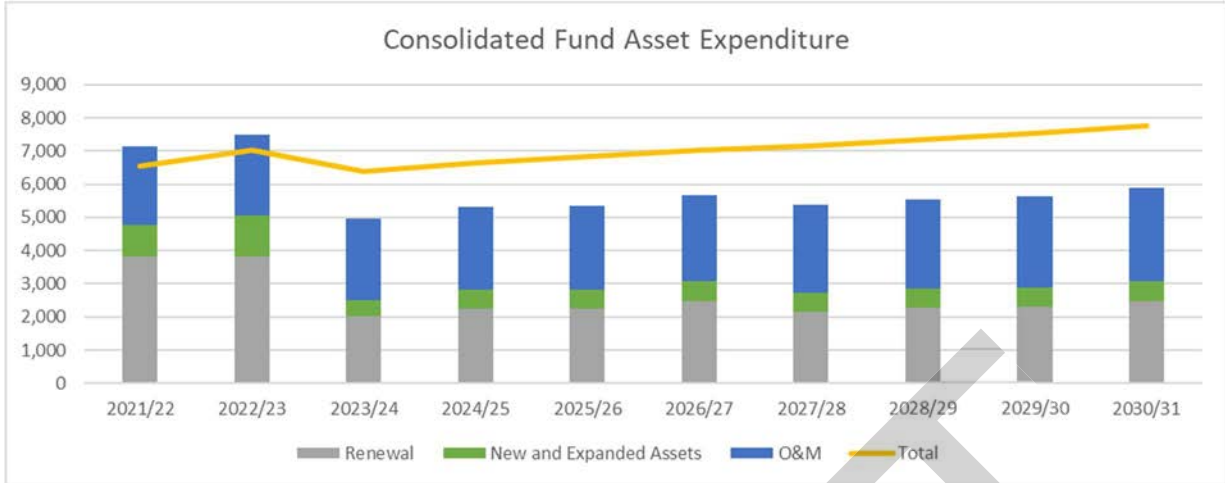


Figure 9 Consolidated OLG asset expenditure ratios

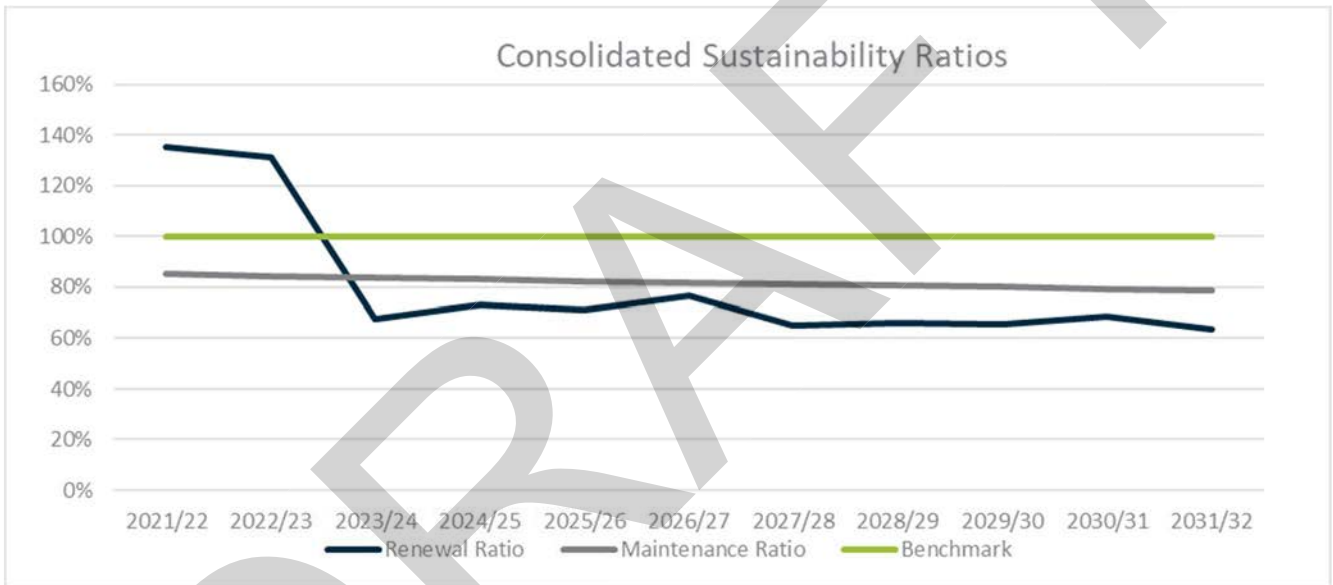


Figure 10 Consolidated OLG backlog ratio

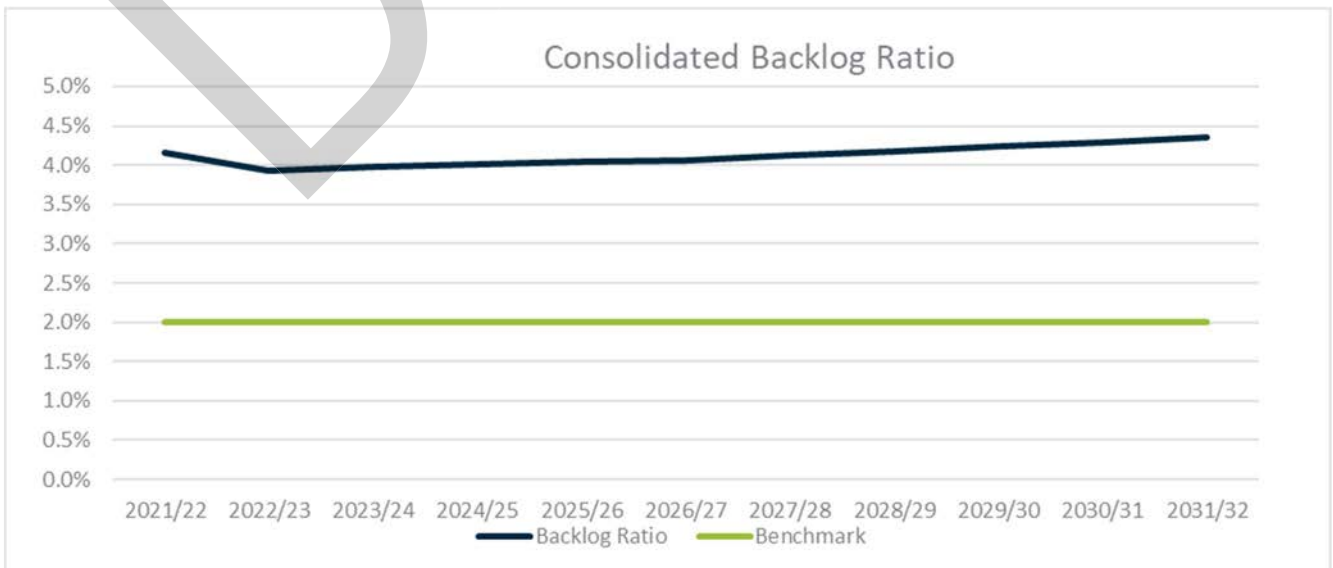
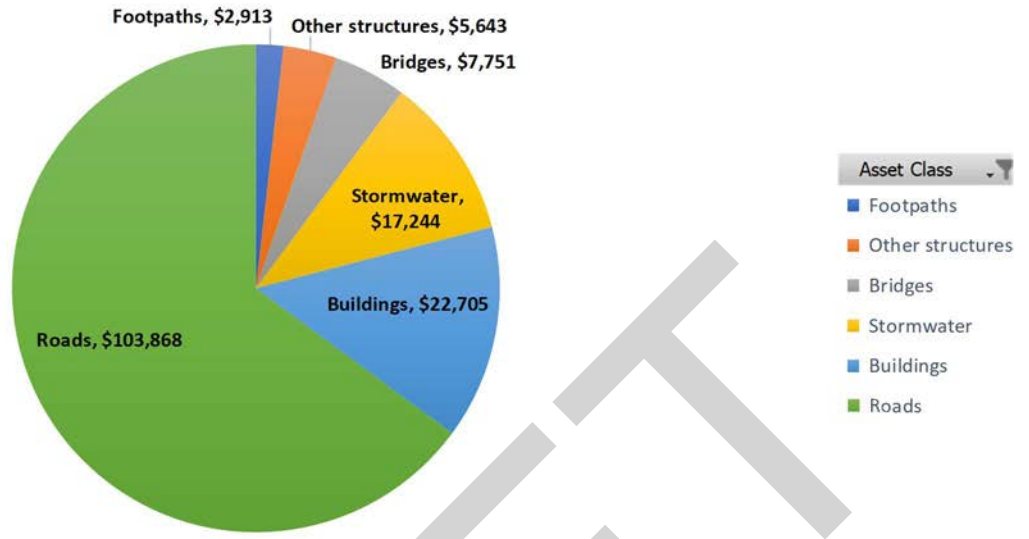


Figure 11 General Fund Portfolio

General Fund Asset Portfolio value \$ 000's



Infrastructure Ratios	Actual 2021/22	Estimated 2030/31	Funding gap	
Infrastructure Renewals ratio	143.45%	65.60%	Yr 1	\$1,072
			5 Yr Average	\$32
			10 Yr Average	(-\$451)
Infrastructure Backlog Ratio	2.38%	2.74%	Yr 1	(-\$397)
			5 Yr Average	(-\$283)
			10 Yr Average	(-\$483)
Infrastructure Maintenance Ratio	78.43%	72.79%	Yr 1	(-\$541)
			5 Yr Average	(-\$615)
			10 Yr Average	(-\$707)
Total Infrastructure Funding Gap			Yr 1	\$133
			5 Yr Average	(-\$867)
			10 Yr Average	(-\$1,641)

Figure 12 General Fund Portfolio Expenditure

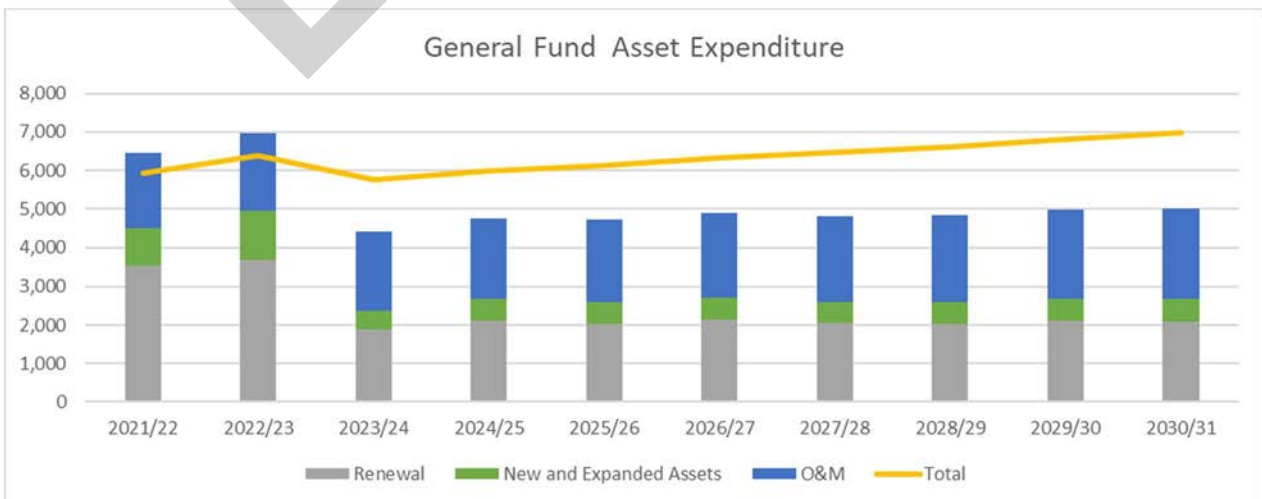


Figure 13 General Fund OLG asset expenditure ratios

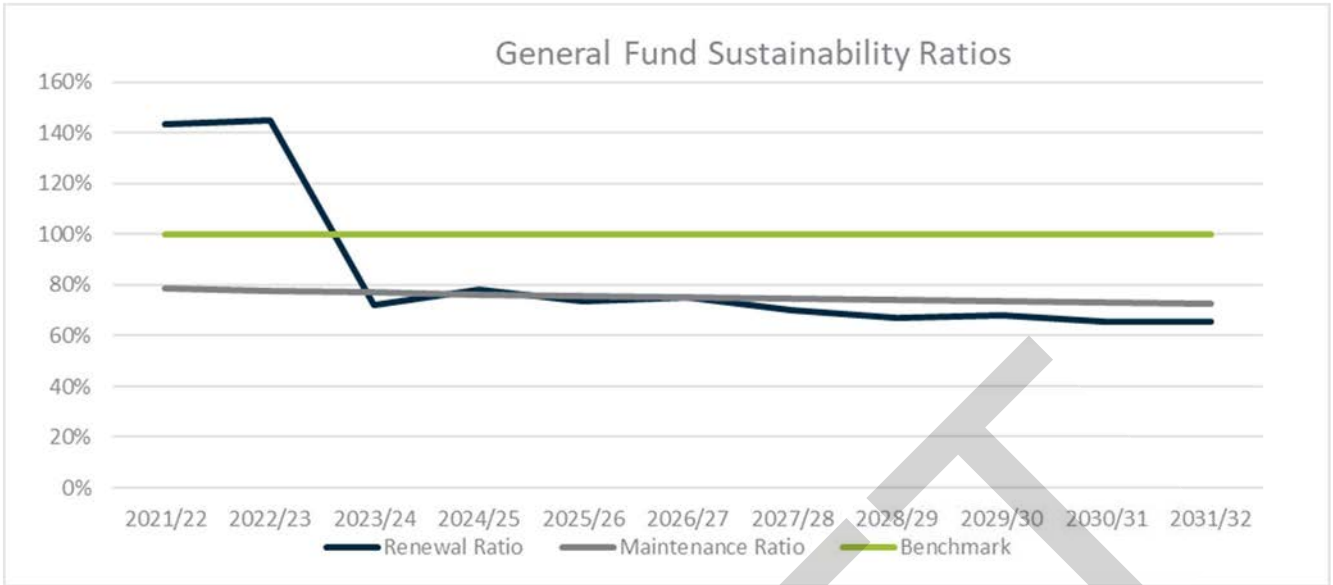


Figure 14 General Fund OLG backlog ratio

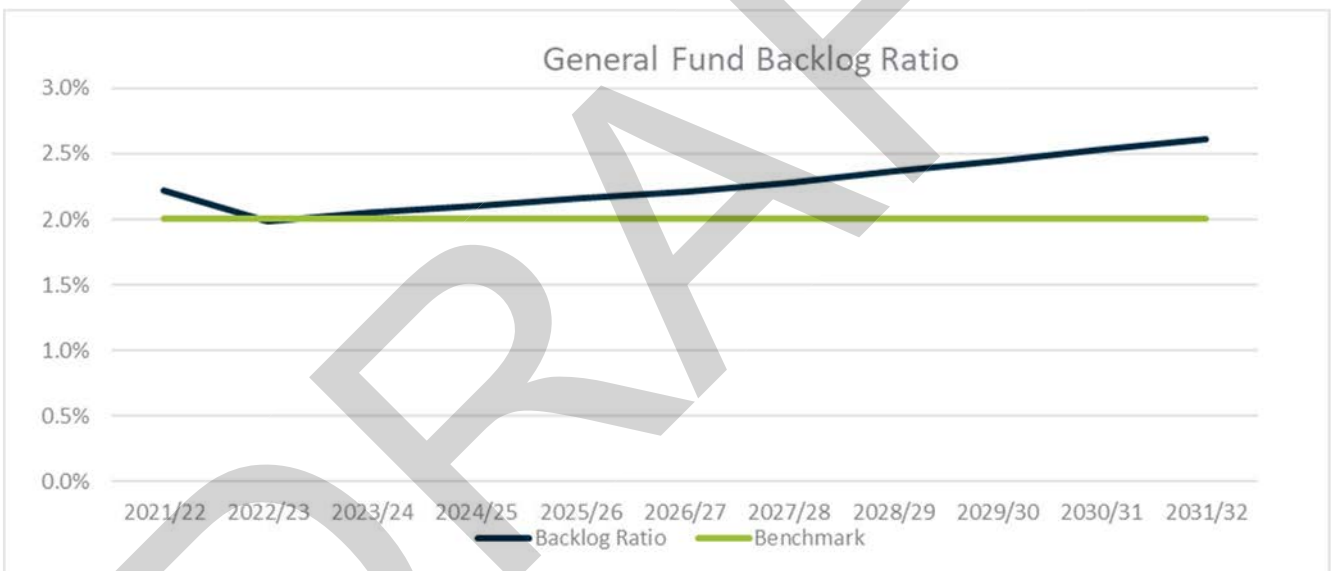
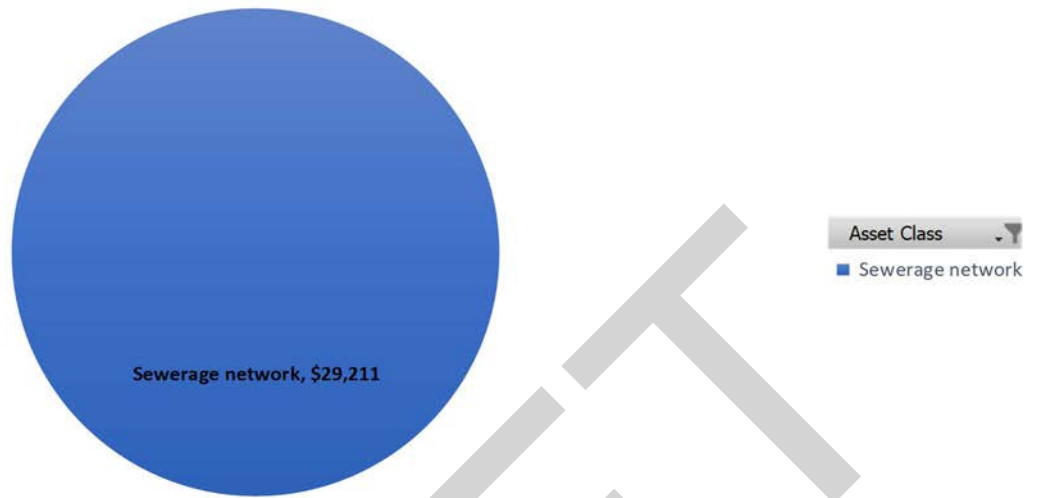


Figure 15 Sewer Fund Portfolio

Sewer Fund Asset Portfolio value \$ 000's



Infrastructure Ratios	Actual 2021/22	Estimated 2030/31	Funding gap
Infrastructure Renewals ratio	95.35%	108.09%	Yr 1 (-\$13)
			5 Yr Average (-\$128)
			10 Yr Average (-\$105)
Infrastructure Backlog Ratio	13.96%	11.98%	Yr 1 (-\$2,270)
			5 Yr Average (-\$2,308)
			10 Yr Average (-\$2,331)
Infrastructure Maintenance Ratio	152.54%	145.55%	Yr 1 \$133
			5 Yr Average \$135
			10 Yr Average \$138
Total Infrastructure Funding Gap			Yr 1 (-\$2,151)
			5 Yr Average (-\$2,301)
			10 Yr Average (-\$2,297)

Figure 16 Sewer Fund Portfolio Expenditure

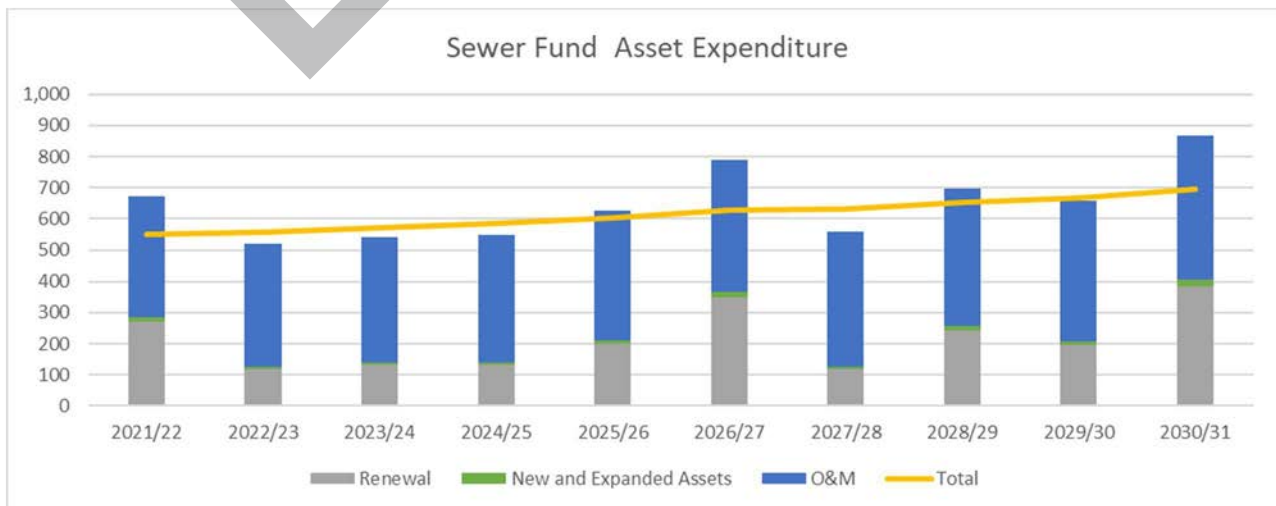


Figure 17 Sewer Fund OLG asset expenditure ratios

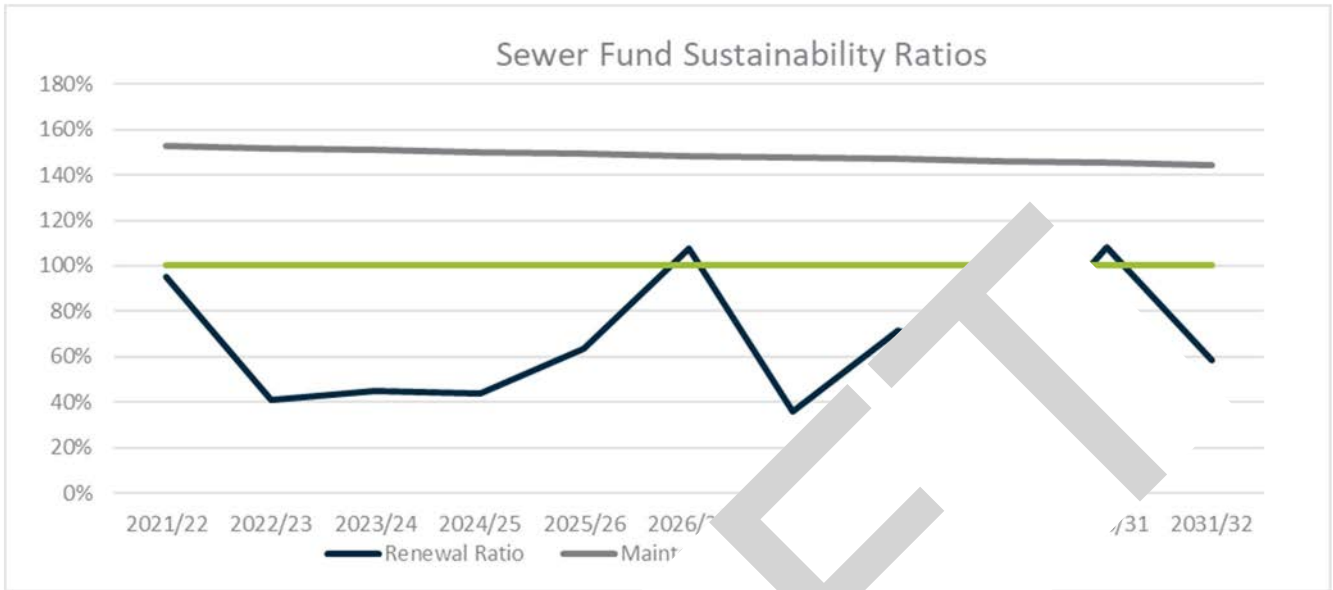
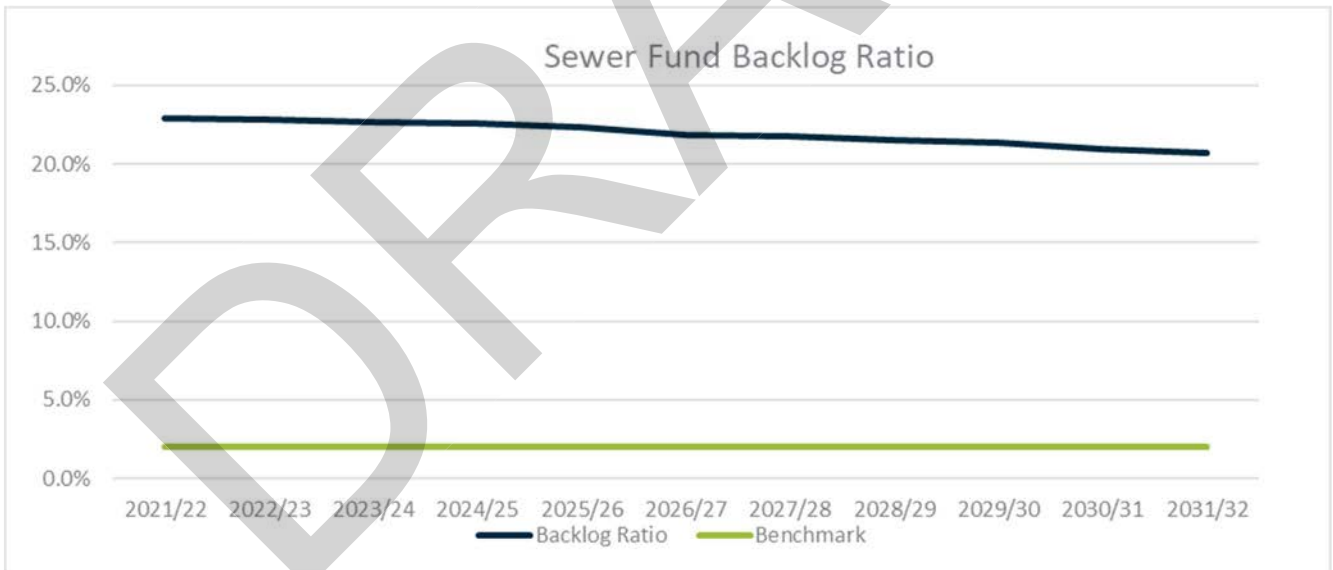


Figure 18 Sewer Fund OLG backlog ratio



9 Overarching improvement Plan

The Strategic Asset Management Plan is to enable Council to:

- demonstrate how its asset portfolio will meet the service delivery needs of its community into the future
- ensure the integration of Council's asset management with its Community Strategic Plan.

The Strategic Asset Management Plan proposes the following strategies to enable the objectives of the Community Strategic Plan to be achieved.

Table 21 Asset management strategic actions

No	Strategy	Desired outcome
1	Continue the move from annual budgeting to long term financial planning for all asset classes	The long-term implications of Council services are considered in annual budget deliberations.
2	Further develop and review the Long-Term Financial Plan covering ten years incorporating asset management plan expenditure projections with a sustainable funding position outcome.	Sustainable funding model to provide Council services.
3	Review and update asset management plan financial projections and long-term financial plans after adoption of annual budgets. Communicate any consequence of funding decisions on service levels and service risks.	Council and the community are aware of changes to service levels and costs arising from budget decisions.
4	Continue to report Council's financial position at fair value in accordance with Australian accounting standards, financial sustainability and performance against strategic objectives in annual reports.	Financial sustainability information is available for Council and the community.
5	Ensure Council's decisions are made from accurate and current information in asset registers, on service level performance and costs and 'whole of life' costs.	Improved decision making and greater value for money.
6	Report on Council's resources and operational capability to deliver the services needed by the community in the Annual Report.	Services delivery is matched to available resources and operational capabilities.
7	Ensure responsibilities for asset management are identified and incorporated into staff position descriptions. Assess whether current resourcing is sufficient to cover all asset management functions for all asset classes.	Responsibility for asset management is defined.
8	Implement an improvement plan to initially realise 'core/good' maturity for the financial and asset management competencies, then progress to 'advanced/better' maturity.	Improved financial and asset management capacity within Council.
9	Develop and implement an asset condition inspection program which ensures all assets are inspected and condition assessed the year prior to the asset class revaluation.	Asset condition inspection carried out
10	Report annually to Council on development and implementation of asset management strategy and plan and long-term financial plans.	Oversight of resource allocation and performance.

Ref no.	Improvement plan tasks	Priority
1.	Asset management maturity	
1.1	Council is to achieve a core level of asset management.	High
2.	Asset data and knowledge	
2.1	Clean asset data to ensure that asset condition is measured consistently across the various asset classes and sub classes.	Medium
2.2	Develop an asset condition inspection strategy that ensures all assets are inspected on a regular basis.	Medium
2.3	Clearly identify maintenance and operational activities as part of a maintenance management system, and clearly identify capital works projects as renewal, expansion or new asset expenditure.	Medium
2.4	Develop and implement asset lifecycle strategy and processes for operations, maintenance, renewal, development and disposal of assets.	Low
3.	Asset knowledge processes	
3.1	Valuation methodology and assumptions is documented and applied.	Medium
3.2	Undertake an annual desktop review of asset valuations ensuring that there is an annual review of useful life of assets.	Medium
3.3	Ensure that the asset data in the asset management system is the true record of Council's assets and is up to date.	High
3.4	Adopt consistent reporting methodology across all asset classes informed by current asset data.	Medium
4.	Strategic asset planning processes	
4.1	Determine the long-term expenditure requirements for Council's assets based on a sustainable asset approach and recommend findings for inclusion in Council's LTFP.	High
4.2	Review and readopt the Asset Management Policy to ensure that it is up to date and remains relevant.	Medium
4.4	Revise Asset Management Plans to include: <ul style="list-style-type: none"> - refined level of service statements and clearly defined community and technical level of service targets - forward programs identifying forecasts for renewals, new assets, upgrades, maintenance, operations and depreciation expenditure - asset performance and utilisation measures with associated links to levels of service - identify critical assets for each asset class. 	Medium
4.5	Review and update asset management plans and long-term financial plans after adoption of annual budgets. Communicate any consequence of funding decisions on service levels and service risks.	Medium
4.6	Review the Asset Management Strategy to ensure that it incorporates the most up to date and relevant information on each asset class.	Low
5.	Operations and maintenance work practices	
5.1	Implement a maintenance management system for maintenance planning and ensure that operational and maintenance requirements are specified against asset performance and service level expectations for all asset classes.	Medium
5.2	Identify critical assets and incorporate critical asset risk mitigation plans into Council's emergency response planning procedures.	Medium
5.3	Ensure that all works are costed correctly to either operational, maintenance, renewal, or new asset expenditure.	High

Ref no.	Improvement plan tasks	Priority
6.	Information systems	
6.2	Develop an operational process to ensure that the asset register integrates with the maintenance system, financial system and the spatial system. Ensure that that these are reconciled and aligned on a regular basis.	Medium
7.	Organisational context	
7.1	Implement a process for reporting on asset management progress and improvement plan status and create a process for annual reporting to senior management.	Medium
7.2	Ensure that asset reporting in the financial statements is up to date and consistent across each asset class.	Medium
7.3	Ensure responsibilities for asset management are identified and incorporated into staff position descriptions. Review current asset management capacity and capability for all asset classes to ensure council can undertake strategic planning for all asset classes.	High

DRAFT

ITEM 5 COUNCIL INVESTMENTS AND BANK BALANCES

Author Director Corporate and Community Development

Attachments Nil

RECOMMENDATION:

That Council notes the Investment Report as of 30 April 2024, including the certification by the Responsible Accounting Officer.

PURPOSE

To provide a report setting out all money that the Council has invested under Section 625 of the *Local Government Act 1993*.

EXECUTIVE SUMMARY

In accordance with Clause 212 of the *Local Government (General) Regulation 2021*, a report stating the details of money invested must be presented to the Council monthly.

The report must include certification as to whether the investments have been made in accordance with the Act, Regulations, and Council's Investment Policy.

The Investment Report shows that Council has total cash and investments of \$10,441,624 comprising:

Trading Accounts -	\$89,320
At Call Accounts -	\$3,102,304
Investments -	\$7,250,000

Certification – Responsible Accounting Officer

I, Lloyd Hart, hereby certify that the investments listed in the attached reports have been made in accordance with Section 625 of the *Local Government Act 1993*, Clause 212 of the *Local Government (General) Regulation 2005*, and existing Investment Policies.

BACKGROUND

In accordance with Clause 212 of the *Local Government (General) Regulation 2021*, a report stating the details of money invested must be presented to the Council monthly.

The report must also include certification as to whether the investments have been made in accordance with the Act, the Regulations, and Council's Investment Policy.

LINK TO STRATEGY

The report relates to the Community Strategic Plan Outcome of:

- Sustainable – Strategy 6.1 – Council is accountable and financially sustainable.

FINANCIAL CONSIDERATIONS

Actual investment income for the period from 1 July 2023 to date was \$329,575.54.

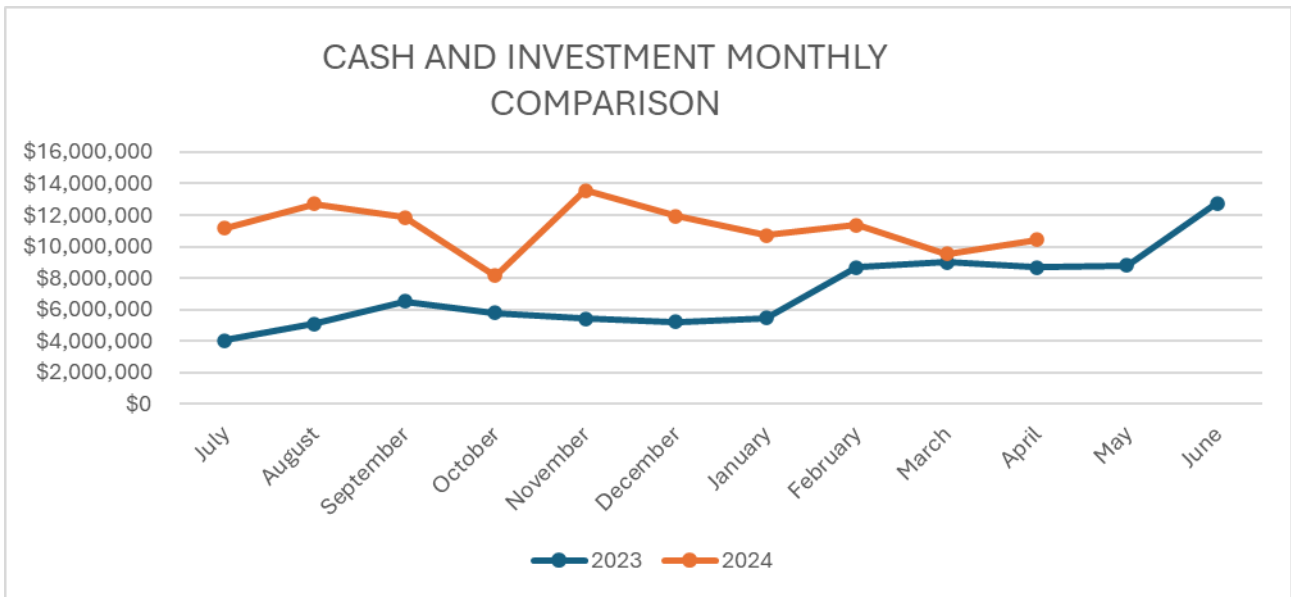
SOCIAL CONSIDERATIONS

Council's investments are managed in accordance with Council's Investment Policy. Council's Investment Policy requires consideration of social responsibility when making investment decisions.

INVESTMENT BALANCES

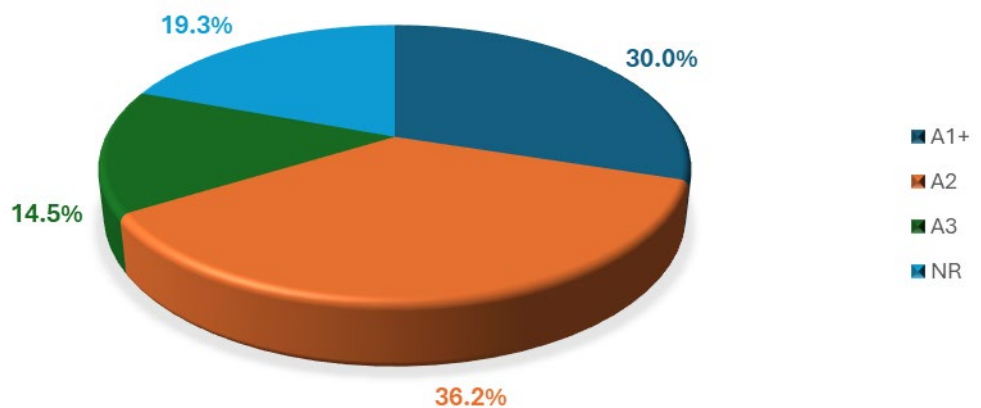
INVESTMENT BALANCES						
As of 30 April 2024						
INSTITUTION	RATING	AMOUNT (\$)	MATURITY DATE	INTEREST RATE	INTEREST AT MATURITY (\$)	BENCHMARK – AusBond
Trading Accounts						
Commonwealth Bank of Australia	A1+	89,320	-	-	-	-
		89,320				
At Call Accounts						
Commonwealth Bank of Australia	A1+	3,102,304	At Call	4.35%	41,364.59	4.13%
		3,102,304			41,364.59	
Term Deposits						
National Australia Bank	A1+	-	Matured	-	18,000.00	-
National Australia Bank	A1+	-	Matured	-	15,904.11	-
National Australia Bank	A1+	-	Matured	-	10,969.86	-
AMP Bank	A2	-	Matured	-	23,058.90	-
Judo Bank	A3	-	Matured	-	6,669.18	-
AMP Bank	A2	-	Matured	-	11,842.47	-
AMP Bank	A2	-	Matured	-	12,397.26	-
MyState Bank	A2	-	Matured	-	12,328.77	-
AMP Bank	A2	-	Matured	-	11,376.71	-
AMP Bank	A2	-	Matured	-	12,821.92	-
AMP Bank	A2	-	Matured	-	3,773.97	-
Judo Bank	A3	-	Matured	-	13,068.49	-
Judo Bank	A3	-	Matured	-	27,484.93	-
National Australia bank	A1+	-	Matured	-	26,136.99	-
Bank of Queensland	A2	-	Matured	-	18,006.85	-
Bank of Queensland	A2	-	Matured	-	12,575.34	-
National Australia Bank	A1+	-	Matured	-	29,054.79	-
Mystate Bank	A2	-	Matured	-	22,740.41	-
AMP Bank	A2	500,000	01-May-24	5.15%	12,910.27	4.35%
Mystate Bank	A2	500,000	06-May-24	5.25%	12,945.21	4.35%
AMP Bank	A2	500,000	24-May-24	5.70%	25,767.12	4.35%
AMP Bank	A2	500,000	27-May-24	5.20%	12,964.38	4.35%
Australian Unity Bank	A2	500,000	27-May-24	5.40%	13,315.07	4.35%
Judo Bank	A3	1,000,000	19-Jun-24	5.20%	25,643.84	4.33%
Australian Unity Bank	A2	500,000	19-Jun-24	5.55%	27,750.00	4.33%
Heritage and People's Choice	A2	750,000	04-Jul-24	5.30%	35,938.36	4.33%
Judo Bank	A3	500,000	07-Aug-24	5.33%	17,523.29	4.33%
Arab Bank Australia	NR	2,000,000	03-Sep-24	5.50%	82,273.97	4.33%
		7,250,000			555,242.46	
Total Cash and Investment		10,441,624				

Cash Comparative Analysis



Portfolio Analysis

COUNCIL INVESTMENT PORTFOLIO BY INSTITUTION RATING

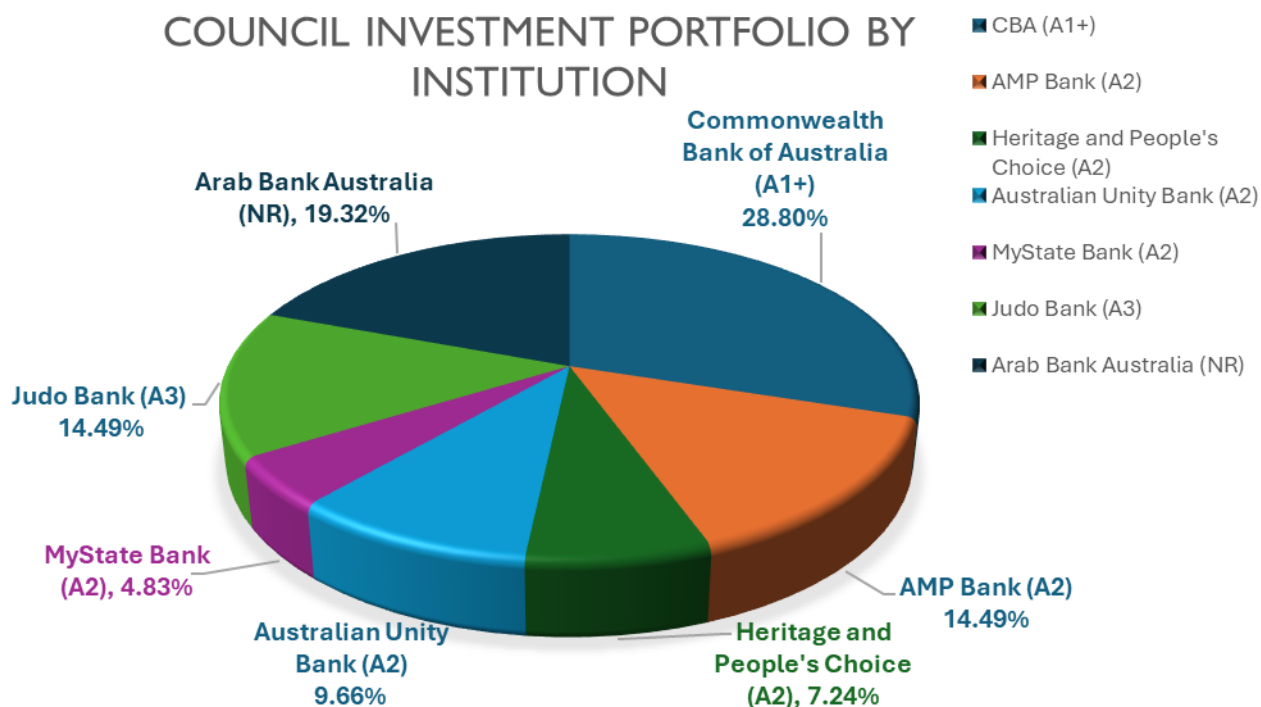


Portfolio Credit Framework – Compliance with Investment Policy Requirements

Clause 9a of the Council’s Investment Policy requires that the total percentage exposure within the market to any particular credit rating category be limited, as detailed in the table below:

S&P Long Term Rating	S&P Short Term Rating	Maximum %	Portfolio Complies with Policy?
AAA	A1+	100%	Yes
AA+	A1	100%	Yes
AA			
AA-			
A+	A2	75%	Yes
A			
A-			
BBB+	A3	40%	Yes
BBB			
BBB-			
Unrated	Unrated	25%	Yes

COUNCIL INVESTMENT PORTFOLIO BY INSTITUTION



Overall Portfolio Credit Framework – Compliance with Investment Policy Requirements

Clause 9b of the Council's Investment Policy requires that exposure to an individual institution be restricted by their credit rating so that single entity exposure is limited, as detailed in the table below:

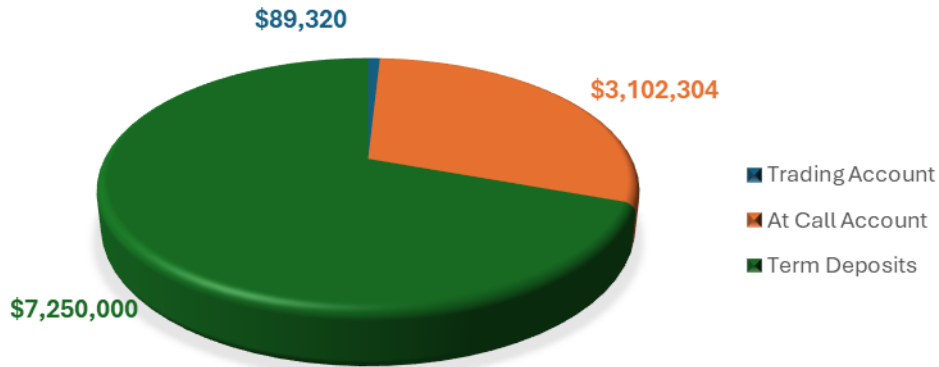
S&P Long Term Rating	S&P Short Term Rating	Maximum %	Portfolio Complies with Policy?
AAA	A1+	50%	Yes
AA+	A1	50%	Yes
AA			
AA-			
A+	A2	35%	Yes
A			
A-			
BBB+	A3	20%	Yes
BBB			
BBB-			
Unrated	Unrated	20%	Yes

Term to Maturity Framework – Compliance with Investment Policy Requirements

Clause 9c of the Council's Investment Policy requires Council's investment portfolio is to be invested within the following maturity constraints:

Overall Portfolio Term to Maturity Limited			Portfolio Complies with Policy?
Portfolio % < 1 year	Min 65%	Max 100%	Yes
Portfolio % > 1 year < 3 years	Min 0%	Max 20%	Yes
Portfolio % > 3 years < 5 years	Min 0%	Max 15%	Yes
Portfolio % > 5 years	Min 0%	Max 0%	Yes

COUNCIL CASH AND INVESTMENT PORTFOLIO BY TYPE OF INVESTMENT



Statement of Investment Policy Compliance

Legislative Requirements		Compliant
Institutional Exposure Limits	Yes	Fully compliant
Portfolio Credit Rating Limits	Yes	Fully compliant
Term to Maturity Limits	Yes	Fully compliant

ITEM 6 FORMATION OF JUNEE REGENERATIVE LANDCARE INCORPORATED

Author General Manager

Attachments Letter of Introduction

RECOMMENDATION:

That Council write to the Junee Regenerative Landcare Incorporated acknowledging their formation and wishing them well in their future endeavours.

EXECUTIVE SUMMARY

Council has received notification of the formation of the Junee Regenerative Landcare Inc. (attached).

Junee Regenerative Landcare Inc. introduced their enterprise to the wider community with a free event on 11 May 2024 at the Junee Ex-Services Memorial Club hosting a relevant movie followed by a Question and Answer panel discussion.

The Junee Regenerative Landcare Inc. vision, is:

Junee Regenerative Landcare Incorporated (JRLI) is a resident led community organisation, which supports members and volunteers to run environmental and social initiatives for the benefit of the broader Junee community.

Historically, there have been several Landcare groups operate within the Shire. These have led worthy environmental projects in regeneration, spatialised multi-attribute sub-catchment surveys, private property landscape management surveys and assisted with the production of management plans such as the Junee Wetlands and Rocky Hill.

Landcare groups can assist councils in the delivery or support of projects that have been identified in the Integrated Planning and Reporting Frameworks.

The formation of the Junee Regenerative Landcare Inc. is a welcomed addition which may add value to social and community life across the Junee Shire.

CONSIDERATIONS

Policy

IP&R framework – Council's Delivery Program and Operational Plan includes the action of supporting local Landcare groups.

There are a number of Environmental policy and Plans which will be provided to the Junee Regeneration Landcare Inc.

Risk Assessment

The Junee Regenerative Landcare Inc. is an incorporated association with annual reporting obligations to the NSW Department of Fair Trading.

Council's risk exposure is minimal at this stage. The Junee Regenerative Landcare Inc. may seek Council's support towards projects in the future which would be assessed on a case by case basis.

Financial

NA

CONCLUSION

Council should formally acknowledge the formation the Junee Regeneration Landcare Incorporated.



JUNEE SHIRE COUNCIL

ATTACHMENT TO ITEM 6

21 MAY 2024





11 April 2024

Mr James Davis
General Manager
Junee Shire Council
PO Box 93
JUNEE NSW 2663

Dear James,

JUNEE REGENERATIVE LANDCARE INC

I am writing to introduce to Council, a newly formed community group. We are Junee Regenerative Landcare Inc.

Following our first annual general meeting and the election of our committee, the group became an incorporated association in September last year. Since then the committee has been busy formalising governance arrangements, and we are currently taking on new members.

For your further information, I have attached a copy of our Vision/Mission Statement which sets out the group's aspirations and objectives.

We have a very enthusiastic and proactive committee that has already obtained grant funding to enable us to run our first free community event, which will also be the official launch of the group. You and interested Councillors are invited to attend. I have attached a flyer with the details.

Our group is well supported by the Local Landcare Coordinator, Annika Colenso, from Murrumbidgee Landcare Inc who recently advised that, due to an increase in the funding that they receive, we will have even more support for various projects in the future.

We look forward to partnering with Council, where possible, on future projects in and around Junee and the wider shire community.

Yours sincerely,

Narelle Hobson
President
Junee Regenerative Landcare Inc

SATURDAY MAY 11TH- 2PM

JUNEE EX-SERVICES CLUB AUDITORIUM

FREE MOVIE EVENT...

Expert Q & A Panel

light refreshments provided

tickets here



www.jrl.org.au
info@jrl.org.au



Presented by Junee Regenerative Landcare...



Transgrid



**...through the generous assistance
of Transgrid**

Vision and Mission Statement



Our Vision

Junee Regenerative Landcare Incorporated (JRLI) is a resident led community organisation, which supports members and volunteers to run environmental and social initiatives for the benefit of the broader Junee community.

Our Mission

Our mission is to enrich the lives of our community members by fostering a deep appreciation for the unique environment of the Junee Shire and beyond. Through education, conservation efforts, and community engagement, we strive to ensure that everyone can experience and enjoy the natural beauty and cultural heritage of our region. We are committed to promoting sustainable practices, preserving biodiversity, and creating opportunities for outdoor recreation and exploration. Together, we aim to cultivate a strong sense of stewardship and pride in our environment, fostering a vibrant and resilient community for current and future generations to cherish.

What will we do?

- Offer opportunities to learn about the local environment and how to nurture our native flora and fauna.
- Benefit the Junee Shire community by obtaining funding for projects on our land that contribute to increasing biodiversity.
- Identify and participate in activities/projects that can enhance our local environment and community.
- Recognise and act on behalf of producers and consumers who seek effective Landcare action.
- Be informed by science and the latest research.
- Be proactive in developing Landcare and youth participation.
- Strategic alliances and partnerships.
- Promotion and education regarding natural resource management and sustainable practices.
- Help our community to enjoy the special environment of the Junee Shire and beyond.
- Contribute to the environmental regeneration of the Junee Shire.
- Maintain and expand biodiversity.
- Promote sustainable and regenerative farming.
- Contribute to improving the quality of water through our landscape.



Who are our committee members?



Narelle Hobson
President



Struan Timms
Vice-President



Maxine Rodwell
Secretary



Mariah Foley
Treasurer & Marketing
/Comms



Keith Griffin
Public Officer /
Ordinary Member



Brian Beasley
Ordinary Member



Bianca Harman
Ordinary Member



Phil Turner
Ordinary Member



Annika Colenso
Murrumbidgee Landcare Incorporated
Support Co-ordinator



ITEM 7 COURSING PARK TENNIS AND COMMUNITY CENTRE (CPT&CC)

Author Stephen Targett, Director Engineering Services

Attachment CPT&CC request

RECOMMENDATIONS:

- 1. That Council receive and note the follow up email from Coursing Park Tennis and Community Centre in regard to funding additional works at the Tennis Club.***
 - 2. Council declines the request for additional financial support to Coursing Park Tennis and Community Centre noting it has recently agreed to support their initiative with \$25,000 for repairs to the building this year.***
 - 3. Council refers potential grant program opportunities to the Coursing Park Tennis and Community Centre that may assist in their endeavours.***
-

SUMMARY

Coursing Park Tennis & Community Centre (CPT&CC) have been corresponding regularly with Council over the last three months with Council regarding the level of service Council provides at the CPT&CC. The most recent correspondence requests a further contribution for a restoration of the building, after the asbestos removal. As indicated in previous reports, the club has become active in recent years with 30-40 people adults and children playing on a weekly basis which resulted in the request for an increased level of service by Council.

BACKGROUND

Due to the increased activities at the CPT&CC, Council agreed to put \$25,000 towards asbestos removal and safety restorations from the special rate variation for building renewal at the March 24 Council meeting. Council has met with a number of asbestos contractors on-site and priced the removal works. Given the type of works, Council has undertaken an assessment of the contractor's processes and WHS systems, prior to the works.

The club has since returned and requested a further \$29,287 for additional work which includes \$6,666 of plastering and lining works, \$15,422 of framework, trimmings etc. and \$7,199 of painting to the building. When added to the asbestos removal, Council's contribution would extend to \$54,288 (while the sum of \$46,720 in the attachment is noted, it does not fully consider all asbestos removal costs).

CPT&CC have previously indicated they had obtained grants totalling \$15,000 for the renovation. The first grant, amounting to \$5000 from *TransGrid*, was intended to be used for the installation of lights in the clubhouse and externally, as well as within the toilet block. The second grant of \$10,000 from *Foundation for Rural and Regional Renewal*, was intended to fund the installation of a kitchen facility within the clubhouse.

CONSIDERATIONS

Policy

Under the Local Government Act, a 'plan of management' (PoM) must be adopted by Council for all community land, including Crown Land. These works are covered under Councils Generic Plan of Management.

These works are only maintenance works which do not trigger a Native Title Assessment.

Risk Assessment

Enterprise risks considerations for this report are public image particularly around equity in community support and financial constraints for the organisation.

Financial

Council recently agreed to a request to support repair work at the Coursing Park Tennis and Community Centre of \$25,000.

Connection with IPR

Crown Reserve Plans of Management

CONCLUSION

The Coursing Park Tennis Club is situated on a Council managed Crown Reserve and is becoming more active in recent years with 30-40 people playing on a weekly basis which results in works needing to be completed. Council has previously supported the CPT&CC because they have shown initiative in obtaining grant funding and contributing to maintaining the facilities. Council needs to be considerate of other community groups and small towns/localities and ensure the funding for community upgrades is fair and equitable across the Council area. In addition to this, asset management of other reserves and buildings and Councils financial position should be considered.



JUNEE SHIRE COUNCIL

ATTACHMENT TO ITEM 7

21 MAY 2024



From: [REDACTED]

Date: 22 April 2024 at 10:12:52 AEST

To: Stephen Targett

Cc: James Davis

**Subject: Funding Request for Coursing Park Tennis & Community Centre (CPT&CC)
Asbestos Removal and Renovation**

Dear Stephen and Junee Council,

I refer to above matter, previous communications including my letter dated 1st March 2024, and meeting with Stephen at CPT&CC Friday 15th March 2024, regarding removal of asbestos and subsequent repairs.

Stephen informed me that Junee Council has generously agreed to cover the asbestos removal costs, and contribute further funds to reinstating the building post removal of asbestos. Following this, I have obtained quotes for the necessary repairs and replacements, encompassing carpentry, plastering, painting, and the removal and reinstallation of the reverse cycle system.

For the electrical work, we have secured a grant of \$5,000, which will cover the electrician's expenses. I have attached all the quotes for your review, along with a table indicating the costs.

After careful consideration, I have selected the most cost-effective options. For example, we have decided to re-clad the exterior of the clubhouse with colourbond to minimise future maintenance costs, this is also cheaper than weatherboard. Additionally, asbestos removal from the toilet block roof necessitates its replacement and painting.

The total estimated cost, including asbestos removal, is ~\$46,720.19

We kindly ask Junee Council to consider paying the full amount. We understand that this is a significant amount, but due to current building costs, we have optimised the budget as much as possible.

Would you please confirm if Junee Council is willing to contribute the full amount? If agreed upon, we will promptly forward the invoices for payment and commence the project as soon as possible.

Our goal is to complete the renovations by early October, in time for a fundraising event and the resumption of tennis lessons, including a holiday camp for children.

Your prompt response will be greatly appreciated.

Best regards,

Alice Gwozdecky
President - CPT&CC

[REDACTED]

ITEM 8 CEMETERY SHADE STRUCTURE

Author Stephen Targett, Director Engineering Services

Attachment Quote for Proposed Portable Shade Structure provided by Rotary.
Proposed Portable Shade Structure Concept Design

RECOMMENDATIONS:

- 1. That Council notes the proposed request for support from Rotary.***
 - 2. Council resolves to support the Rotary to construct a portable steel structure at the Junee Lawn Cemetery with a decorative element in line with the attached proposed concept design.***
-

SUMMARY

The Junee Rotary have approached Council indicating they can provide support to facilitate a steel shade structure at the cemetery. Council, from previous meetings, has indicated they are generally supportive of adding a shade at the cemetery due to the benefits for family members at a funeral. This poses several operational challenges around the storing, transport and placement of the structure and the parties involved in the process. Council should support the proposal from Rotary. The proposal, however, is a low budget design and somewhat impractical proposal. Council staff have proposed an alternative solution.

BACKGROUND

Ensuring shade is provided for cemetery users at each grave is an ongoing challenge for all cemeteries. Ensuring the family and elderly are in shade during a funeral service is the main challenge. Surrounding councils use a variety of methods. For example, Wagga Wagga and Coolamon have a shade structure that they store at the cemetery, in the open and transport into place during the funeral service. Cootamundra-Gundagai supply and setup a marquee for funerals. Historically Junee has trialled a number of shade structures including marquees provided in consultation with local funeral directors. An example of Coolamons shade structure is shown in Photograph 1.



Photograph 1

GENERAL MANAGER'S REPORT TO THE ORDINARY MEETING OF JUNEE SHIRE COUNCIL HELD ON 21 MAY 2024.

The proposed shade structure rotary presented includes a design of a simple, light gauged steel structure. Rotary have provided a quote to supply a 6m x 4m x 2.4m high portable shade structure with the following included:

- Supply of materials, axles and wheels
- Fabrication of shelter
- Fit wheels and axles
- Fit cladding
- All Duragal steel frame
- Transport to site
- Crane hire to load and unload
- Motorise a wheel and fit solar will be another \$1,200.00

An expansion of this design would allow for a more aesthetically pleasing structure. Additionally, ensuring the componentry is stainless steel or hot dipped galvanised hot rolled steel would result in a longer lasting structure.

CONSIDERATIONS

Storage alternatives could include:

- Establishing a concrete pad as centrepiece of the next cemetery area and storing the shade structure on the pad, as a decorative centrepiece when it isn't in use. This is a cost effective short term alternative.
- Upgrading the maintenance shed to a larger work shed to allow for internal storage of the shade structure. This could be a longer term solution.



Photograph 2

Operationally, the establishment of a structure of any kind has potential to damage graves and damage lawn and irrigation in the cemetery area. The lawn is saturated and the frame would have to be managed carefully to ensure damage does not occur. A 5.9m x 5.9m x 2.4m high structure is the most suitable structure for the existing beam layout.

Policy

Council has limited policy in this area.

Risk Assessment

Minimal risks are anticipated due to this development. Any enterprise risks would already be present at the cemetery. The structure would have to be able to be free of sharp edges and weigh enough to not pose a risk in the event of a storm.

Financial

An additional allowance of \$10,000 to the cemetery budget would ensure Council can support Rotary to develop an aesthetically pleasing shade structure and allow Council to complete the concreting works at the Junee Cemetery to ensure the shade structure can be used effectively including a pad where the shade structure is stored permanently. These funds would need to be re-allocated from another area of Council.

CONCLUSION

The Junee Rotary have approached Council indicating they can provide support to facilitate a steel shade structure at the cemetery. Council should support the proposal from Rotary and add additional funding to ensure the structure is aesthetically pleasing and can be stored securely. Council should support the proposed concept design.

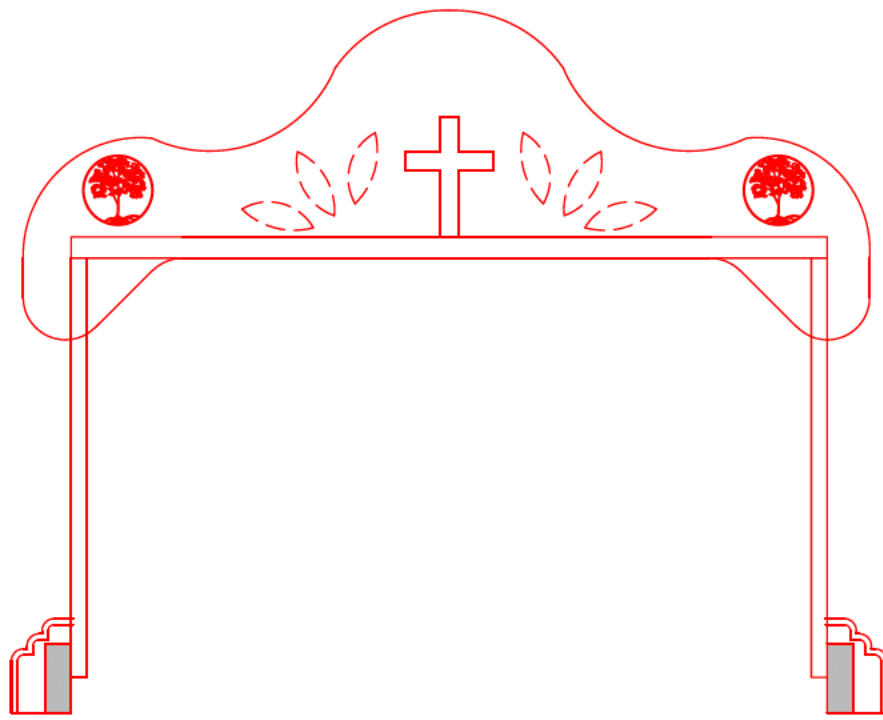


JUNEE SHIRE COUNCIL

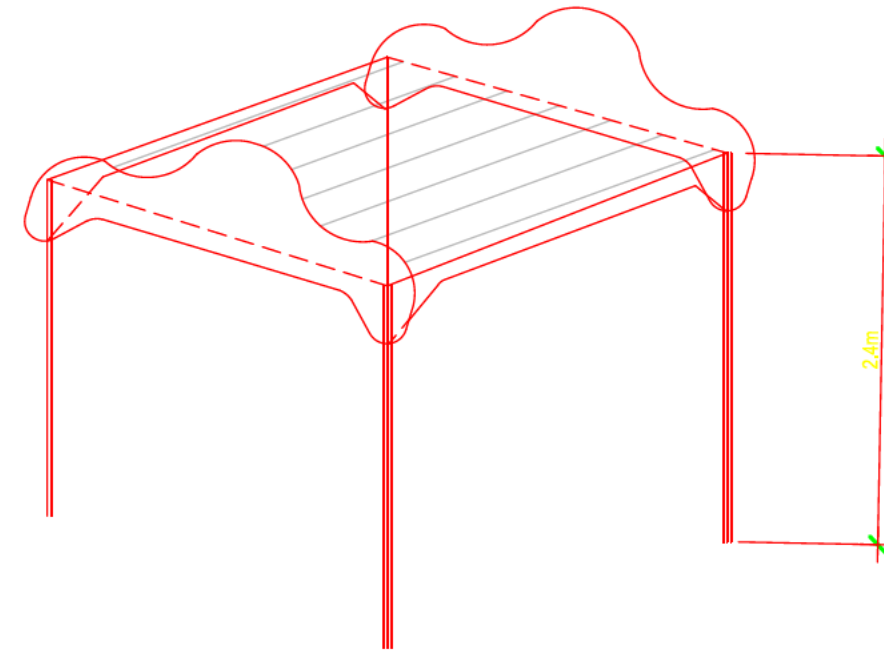
ATTACHMENT TO ITEM 8

21 MAY 2024

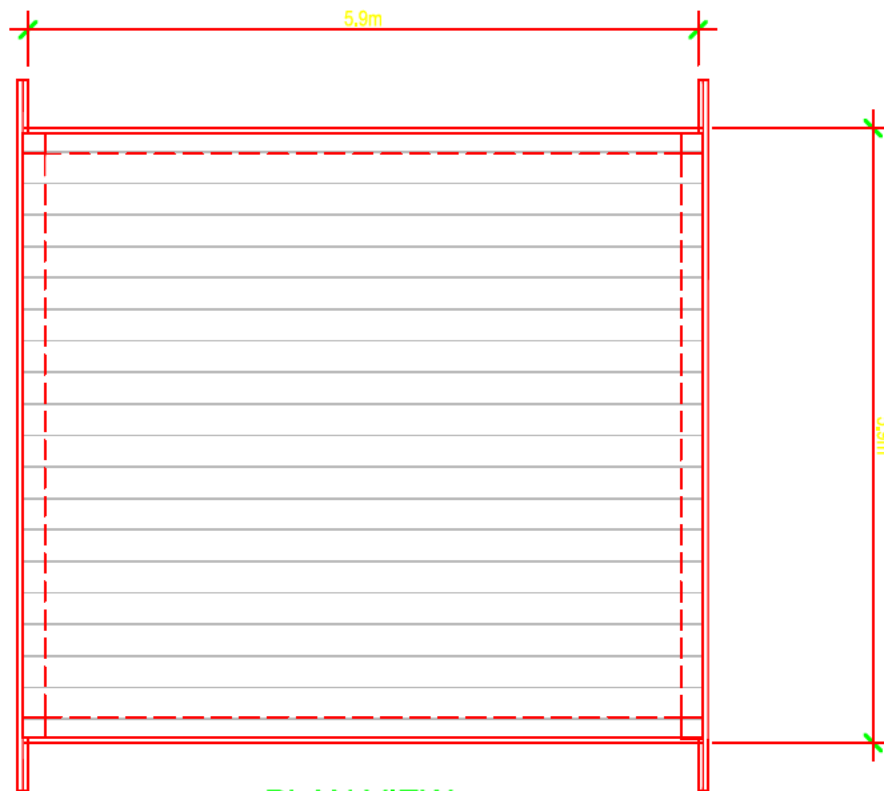




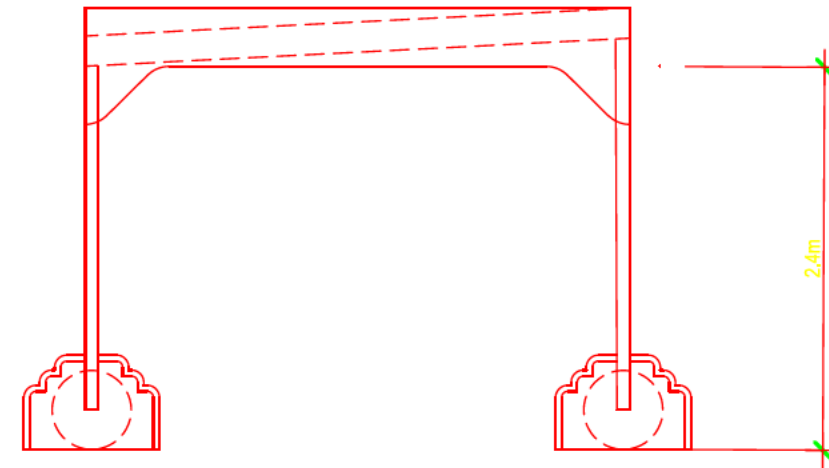
FRONT VIEW
SCALE 1:200



ISOMETRIC
NTS - WHEELS NOT DRAWN



PLAN VIEW
SCALE 1:200



SIDE VIEW
SCALE 1:200

REV.	DATE	ISSUE DESCRIPTION	DESIGNED	CHECKED	APPROVED
-	07_05_24	Draft Design	SAT	SAT	MN

CONCEPT PLAN
SHADE STRUCTURE
 JUNEE LAWN CEMETERY GUNDAGAI ROAD
 INTERNAL USE

29 Belmore Street, Junee NSW 2663
 02 6924 8100
 stephen.targett@junee.nsw.gov.au

Junee Shire Council



Approved:
 STEPHEN TARGETT
 This drawing is issued under licence and remains the property of Junee Shire Council and is not to be copied or used without permission.

Drawing: **P&G24-02**
 Sheet: **S1** Revision: **#**
 Original Sheet Size: **A3**

TLB Industries
Trading as;

T-Line Steel Fabrication

ABN 18070851740
ACN 070851740



5-7 Joffre Street
Junee NSW 2663
(PO Box 163)

"If a job is worth doing it's worth doing well"

Gold Card No 145824C - Vic Lic No CB- L16702 - Qld Lic No 1096305

Ph (02) 69242524
Fax 69243598
tony@tline.com.au
www.tlinesteeel.com.au

TO: Maurice R Moroney and Co
Belmore St Junee

QUOTATION NUMBER: 3337

DATE: 23.2.2024

RE: Mobile Shelter – 6.000 x 4.000 x 2.400 High

THIS QUOTATION COVERS THE FOLLOWING.

- Supply of Materials, Axles and Wheels
- Fabrication of Shelter
- Fit Wheels and Axles
- Fit Cladding
- All Duragal Steel Frame
- Transport to site
- Crane Hire to load and unload.

Price; \$ 6,970.00

Gst \$ 697.00

Total \$ 7,667.00

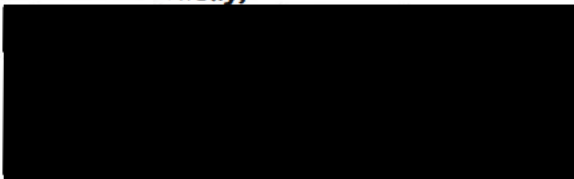
Note; To Motorise a wheel and fit solar will be another \$1,200.00

Terms

Nett 30 Days. This quotation is valid for 30 days.

This quotation is subject to the availability of materials, the above price is based on the latest known ruling prices, any subsequent variation in price is to be indebted to the customer. Should this Quotation be acceptable, please provide a signed purchase order with instructions and the agreed amount and return a copy to us.

Yours faithfully,



TONY BUTT

ITEM 9 DEVELOPMENT APPLICATION 2024/12 – 5926 GUNDAGAI ROAD (NEW SHED)

Author Director Planning and Community Development – Town Planner

Attachment Submitted Statement of Environmental Effects & Plan Set, Variation Request, s4.15 Assessment Report

RECOMMENDATIONS:

Development Application No. 2024/12 from Miss Jody Casey for the construction of a new shed, being located on Lot 67, DPI1174622, known as 5926 Gundagai Road, Junee be APPROVED subject to the relevant Standard Conditions of Consent, for the following reasons:

- 1. The proposed development is generally consistent with the relevant sections of the Junee Development Control Plan 2021, with requested variations to controls able to be supported in this instance.***
 - 2. The development is generally consistent with the existing character of the locality and is considered to be suitable for the subject site.***
 - 3. There are minimal impacts anticipated to adjoining properties.***
-

SUMMARY

The development application seeks consent for the construction of a new shed with an overall floor area of 240sqm (20m x 12m) on R5 Large Lot Residential Land. The application is recommended to be approved as it is considered that the overall scale and bulk of the shed can be accommodated on this site and will not significantly impact the existing character of the area.

BACKGROUND

The subject land site is located adjacent to the RU5 Village zone, with an overall size of approximately 7832.5sqm. The subject site has an existing dwelling that has been recently constructed.

The proposed shed will have dimensions of 20m x 12m x 5.37m high (to the ridge) and will be constructed of a standard concrete slab, steel frame and pre-coloured steel cladding. The shed will be accessed via large roller and standard pedestrian doors.

Justification was requested from the applicant in regard to the need for such a large shed for residential purposes. The response provided by the applicant indicated the need for storage for a number of personal items, hobbies and projects including a caravan, project cars, a small loader, trailer, boat and a hobby workshop.

The initial proposal that was lodged with Council included a shed with a floor area of 372sqm. Council has negotiated the current proposal with a floor area of 240sqm, which is considered to be more appropriate for the site and the intended residential storage use.

CONSIDERATIONS

Policy

Junee Local Environmental Plan (LEP) 2012

The subject land is part of the R5 Large Lot Residential zone in this area of Junee. The proposed development is considered to be for the purposes of a *storage shed* ancillary to a *dwelling house*, as defined in the Junee LEP 2012. This land use is permitted with consent in the R5 Large Lot Residential zone.

The objectives of the R5 Large Lot Residential zone are:

- *To provide residential housing in a rural setting while preserving, and minimising impacts on, environmentally sensitive locations and scenic quality.*
- *To ensure that large residential lots do not hinder the proper and orderly development of urban areas in the future.*
- *To ensure that development in the area does not unreasonably increase the demand for public services or public facilities.*
- *To minimise conflict between land uses within this zone and land uses within adjoining zones.*
- *To facilitate and promote an increased range of living opportunities by providing for low intensity residential development compatible with the rural characteristics of the locality.*

It is considered that the development is generally consistent with the objectives of the R5 zone.

Junee Development Control Plan 2021

The applicable sections of the Junee Development Control Plan (DCP) 2021 are Sections C2 - *Site Planning, Earthworks and Utilities* and C5 - *Ancillary Development: Sheds, Garages, Carports, Outbuildings and Pools/Spas*. It is considered that the proposed development is generally inconsistent with Section C5.4 *Detached Garages, Carports, Outbuilding and Sheds in RU5 Village Zones*, including the restriction on floor area of 200sqm, where 240sqm is proposed, being a 20% variation to the control. The development is also not consistent with the height controls of this section, proposing a maximum height of approximately 5.37m, where 4.8m is the maximum permitted height of this section of the DCP, being a 11.88% variation to the control.

It is considered that the proposed variations to the controls of the DCP could be supported on this site due to the minor exceedances and the location and topography of the subject site. The positioning of the proposed shed on the site and the minimal anticipated impact to adjoining properties also support these variations.

Risk Assessment

The approval of this application has minimal risk to Council, given the minimal anticipated impact of the proposed development and number of non-compliant aspects of the development with the applicable local planning controls.

There is the possibility of the applicant requesting a review of any determination made, as permitted under Section 8.2 of the Environmental Planning and Assessment Act (EP&A Act) 1979. In addition, the applicant may appeal any determination to the Land and Environment Court, as permitted under Section 8.7 of the EP&A Act 1979.

Financial

The refusal or approval of this development application has minimal financial risk to Council. It should be noted any review or appeal of the determination may require additional staff resourcing and potential legal costs.

CONCLUSION

As a result of the assessment of all provided and current information, Development Application No. 2024/12 from Miss Jody Casey for the construction of a new shed, being located on Lot 67, DPI174622, known as 5926 Gundagai Road, Junee be **APPROVED** subject to the relevant Standard Conditions of Consent, for the following reasons:

1. The proposed development is generally consistent with the relevant sections of the Junee Development Control Plan 2021, with requested variations to controls able to be supported in this instance.
2. The development is generally consistent with the existing character of the locality and is considered to be suitable for the subject site.
3. There are minimal impacts anticipated to adjoining properties.



JUNEE SHIRE COUNCIL

ATTACHMENT TO ITEM 9

21 MAY 2024





Certified Building Approvals
Mobile: 0421 812 795
ABN: 957 276 13 299

26th February 2024

Statement of Environmental Effects

1. Executive Summary

The Development proposal seeks the development approval for the proposed siting of a 24m x 15.5m shed with bathroom.

The proposed development has referred to the following relevant planning instruments:

- Junee Local Environmental Plan 2012
- Junee Shire Council Development Control Plan 2021

The consent authority for the purpose of this Development Application is Junee Shire Council as per Junee Local Environmental Plan 2012. The proposed development does not carry out any significant environmental impacts. Therefore, a development approval is recommended.

2. Introduction and Description of the Proposed Development

In addition to this Statement of Environmental Effects, the Development Application is supported by the following documents:

- Architectural Drawings prepared by Certified Building Approvals
- Engineer Certificate prepared by Civil and Structural Engineers

3. The Site and Surrounding Development

3.1. The Site

The subject site is identified as Lot 67 in DP 1300245, also known as 5926 Gundagai Road, Junee NSW 2663. The lot size of this property is 10560m². The street frontage faces Gundagai Road with a width of 60m, the width of the rear boundary is 60m. The length of the right-side boundary is 110m and the left-side boundary is 127m.

The subject site currently comprises of existing shrubs and scattered trees. The subject site is void of any significant plant species and vegetation.

Site Summary:

Cadastral: 67/DP1300245

Address: 5926 Gundagai Road, Junee NSW 2663

Parcel Status: Registered

Plan number: DP 1300245

Lot number: 67

Locality: Junee
State: NSW
Frontage: 60m
Stratas: None

3.2. Zoning

Under the relevant provisions of the Junee Local Environmental Plan 2012, the subject site is zoned as the following:

R5 Large Lot Residential

3.3. Location

The location of the subject site can be identified in the locality map shown below.



3.4. Site Context and Surrounding Development

The subject site is void of any significant vegetation, views, and topographical feature.

The subject site is not within a conservation area. The subject site is not listed as a Heritage Significant item.

4. Current and proposed Uses

4.1. Current Use

The subject site is currently used as residential.



4.2 Proposed Use

The proposed use of the subject site will remain as residential.

5. Assessment

The proposed shed satisfies the controls and is consistent with the objectives. The proposed development does not seek consent for the subdivision of the land. The proposed development does not seek consent for the demolition of existing structures. The proposed development does not seek consent for any temporary use of land. The proposed height is compatible and sympathetic to the existing scale and character of the surrounding developments. The proposed development does not seek consent for any permissible uses other than shed 24m x 15.5m. The subject land is not within an existing native vegetation area. The subject land is not within a flood area.

6. Access and Traffic

The scale of the development and the number of occupants will not change. Therefore, the proposed development will not generate an increase to vehicular traffic and inconvenience the community.

The nominated licensed builder is to observe the conditions of the Development Consent – in particular to the acceptable time and day of construction and delivery. The proposed construction access for delivery and works will be along Gundagai Road.

7. Social and Economic Effects

The proposal will have a positive outcome to the community. The selection of building materials will contribute to the potential capital growth of the neighbouring properties.

8. Flora and Fauna

Since the subject site is void of any significant flora and fauna the proposed development will have no adverse effect upon the community and will have no impact on any threatened or endangered species.

9. Erosion and Sediment Control

The proposed development is to ensure that construction works will comply with relevant council requirements and Australian Standards. The nominated builder must have a current license and up to date work cover. It is the responsibility of the nominated license builder to ensure that measures for erosion and sediment control will be followed all throughout the construction stage.

10. Conclusion

The development proposal does not have any significant adverse environmental impacts and has been designed to accommodate the existing character of the streetscape. The development proposal is considered to have a positive social and economical contribution to its adjoining properties and its surrounding areas.

In conclusion, the development proposal for the proposed new shed 5926 Gundagai Road, Junee NSW 2663 has satisfied all the objectives and relevant provisions of the Junee Local Environmental Plan 2012 and Junee Shire Council Development Control Plan 2021.

I believe that the development application is worthy of the positive recommendation and support of Junee Shire Council.

Regards,

Jody Casey
Business Owner
Certified Building Approvals



16th April 2024

Variation

Description

- 5926 Gundagai Road, Junee NSW 2663 – Lot 67 DP 1300245

Proposed Development

Shed 20m x 12m with bathroom

Zoning

- R5 Large Lot Residential

I would like to put forward a variation to part C5.4 (1) of Council's Development Control Plan (DCP) which states, must not exceed a ridge height of 4.8m above ground level.

As per plans, we are hoping you would consider a ridge height of 5.3m above ground level. This gives my client extra height for my client's caravan that will need to be stored away. The shed will also be used to store 4 x cars, 1 loader for driveway maintenance, trailer, boat, along with general hobby workshop area (gardening equipment, ride on mowers etc).

C5.4 (2) & (3) – The shed has been reduced to 12m x 20m which comes to a total of 240m² compared to the initial proposal of 372m² to accommodate these controls. Please refer to plan.
C5.4 (4) – There is a setback of over 10m.

The development proposal does not have any significant adverse environmental impacts and has been designed to accommodate the existing character of the streetscape. The development proposal is considered to have a positive social and economical contribution to its adjoining properties and its surrounding areas.

The proposal will have a positive outcome to the community. The selection of building materials will contribute to the potential capital growth of the neighbouring properties.

We look forward to hearing from you and we hope you will consider this proposal.

Kind Regards,

Jody Casey

Certified Building Approvals



Section 4.15 Development Assessment Report

Application Summary	
Development Application No:	DA 2024/12
Proposed Land Use:	<input checked="" type="checkbox"/> Residential <input type="checkbox"/> Commercial <input type="checkbox"/> Rural <input type="checkbox"/> Other
Property Description:	Lot: 67 Section: - DP 1174622 Address: 5926 Gundagai Road, Junee
Applicant:	Miss Jody Casey
Owner/s:	Mr J Hill & Mrs K Hill
Proposed Development Classification:	<input checked="" type="checkbox"/> Local <input type="checkbox"/> Integrated <input type="checkbox"/> Designated
Assessing Officer:	Rohan Johnston - Town Planner
Development Application & Site History	
Details of Previous Consents (Last 5 years)	DA2024/06 – New Dwelling
Previous Use	Residential land
Previous Subdivision(s) Affecting the Site	DA2022/62 – 3 Lot Subdivision
Easements/Restrictions on title	Easement for overhead and underground power lines – Variable width as shown on DP, right of way access.
Public Consultation	
Notifications – Adjoining Landowners:	Notification Required
Newspaper Advertisements:	Advertising Not Required
Exhibition Dates:	Start: 7/03/2024 End: 21/03/2024
No. of Submissions Received:	0
All Submissions Acknowledged?	No - no submissions received.
Referrals	
Date Government Agencies Referred to:	-
Agency Name:	<input type="checkbox"/> Rural Fire Service NSW <input type="checkbox"/> Office of Environment and Heritage <input type="checkbox"/> Department of Primary Industries <input type="checkbox"/> Department of Planning, Industry & Environment <input type="checkbox"/> Other – Insert details of Agency.
Agency Response/Conditions:	N/A
Internal Referrals:	<input type="checkbox"/> Engineering <input type="checkbox"/> GIS <input type="checkbox"/> Other
Comments or Recommendations:	N/A
Additional Planning Commentary:	Nil.

	State Environmental Planning Policy (Resilience and Hazards) 2021	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	State Environmental Planning Policy (Resources and Energy) 2021	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	State Environmental Planning Policy (Transport and Infrastructure) 2021	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Ministerial Directions		
	Section 117(2) – Ministerial Directions	<input type="checkbox"/>	<input checked="" type="checkbox"/>
SEPP Commentary:			
There are no SEPPs or s177's considered to be applicable or relevant to the proposed development.			

The Provisions of Any Environmental Planning Instrument – Cont.			
Biodiversity Conservation Act 2016 No.63	Section 7.3 - Test for determining whether proposed development or activity likely to significantly affect threatened species or ecological communities, or their habitats	Applicable?	
		Y	N
	<i>In the case of a threatened species, whether the proposed development or activity is likely to have an adverse effect on the life cycle of the species such that a viable local population of the species is likely to be placed at risk of extinction,</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	<i>In the case of an endangered ecological community or critically endangered ecological community, whether the proposed development or activity—</i> <i>(i) is likely to have an adverse effect on the extent of the ecological community such that its local occurrence is likely to be placed at risk of extinction, or</i> <i>(ii) is likely to substantially and adversely modify the composition of the ecological community such that its local occurrence is likely to be placed at risk of extinction,</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	<i>In relation to the habitat of a threatened species or ecological community—</i> <i>(i) the extent to which habitat is likely to be removed or modified as a result of the proposed development or activity, and</i> <i>(ii) whether an area of habitat is likely to become fragmented or isolated from other areas of habitat as a result of the proposed development or activity, and</i> <i>(iii) the importance of the habitat to be removed, modified, fragmented or isolated to the long-term survival of the species or ecological community in the locality,</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	<i>whether the proposed development or activity is likely to have an adverse effect on any declared area of outstanding biodiversity value (either directly or indirectly),</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	<i>whether the proposed development or activity is or is part of a key threatening process or is likely to increase the impact of a key threatening process.</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Comments	There are no known or anticipated impacts caused by the development on threatened species or communities that would require further assessment under the Biodiversity Conservation Act 2016.		

Local Environmental Plans (LEPs)	In Force LEPs	Applicable?	
		Y	N
	June Local Environmental Plan 2012	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Land Zoning	Relevant?	
		Y	N
	R5 Large Lot Residential - Permissible with Consent	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	4.1 – Minimum subdivision lot size	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	4.1A – Minimum subdivision lot size for strata plan schemes in certain rural and residential zones	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	4.2 – Rural subdivision	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	4.2A – Erection of dual occupancies (attached) and dwelling houses on land in Zone RUI	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	4.2B – Erection of rural workers' dwellings in Zone RUI	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	4.2C – Exceptions to minimum lot sizes for certain rural subdivisions	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	4.6 – Exceptions to development standards	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	5.3 - Development near zone boundaries	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	5.4 - Controls relating to miscellaneous permissible uses	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	5.5 – Controls relating to secondary dwellings on land in a rural zone	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	5.10 – Heritage conservation	<input type="checkbox"/>	<input checked="" type="checkbox"/>

5.11 – Bush fire hazard reduction	<input type="checkbox"/>	<input checked="" type="checkbox"/>
5.13 – Eco-tourist facilities	<input type="checkbox"/>	<input checked="" type="checkbox"/>
5.16 - Subdivision of, or dwellings on, land in certain rural, residential or environment protection zones	<input type="checkbox"/>	<input checked="" type="checkbox"/>
5.18 - Intensive livestock agriculture	<input type="checkbox"/>	<input checked="" type="checkbox"/>
5.19 - Pond-based, tank-based and oyster aquaculture	<input type="checkbox"/>	<input checked="" type="checkbox"/>
5.20 - Standards that cannot be used to refuse consent—playing and performing music	<input type="checkbox"/>	<input checked="" type="checkbox"/>
6.1 - Earthworks	<input checked="" type="checkbox"/>	<input type="checkbox"/>
6.2 - Flood Planning	<input type="checkbox"/>	<input checked="" type="checkbox"/>
6.3 - Stormwater management	<input checked="" type="checkbox"/>	<input type="checkbox"/>
6.4 - Terrestrial biodiversity	<input checked="" type="checkbox"/>	<input type="checkbox"/>
6.5 - Groundwater vulnerability	<input type="checkbox"/>	<input checked="" type="checkbox"/>
6.6 - Riparian land and watercourses	<input type="checkbox"/>	<input checked="" type="checkbox"/>
6.7 - Wetlands	<input type="checkbox"/>	<input checked="" type="checkbox"/>
6.8 - Salinity	<input type="checkbox"/>	<input checked="" type="checkbox"/>
6.9 - Essential Services	<input checked="" type="checkbox"/>	<input type="checkbox"/>

LEPs Commentary: The proposed development is considered to be an ancillary shed to a dwelling house and earthworks as defined by the Junee LEP 2012. An ancillary shed to a dwelling house and earthworks located in the R5 Large Lot Residential zone is a use and activity that is permissible with consent under the land use table contained in the Junee LEP 2012. The objectives of the R5 Large Lot Residential zone are:

- To provide residential housing in a rural setting while preserving, and minimising impacts on, environmentally sensitive locations and scenic quality.
- To ensure that large residential lots do not hinder the proper and orderly development of urban areas in the future.
- To ensure that development in the area does not unreasonably increase the demand for public services or public facilities.
- To minimise conflict between land uses within this zone and land uses within adjoining zones.
- To facilitate and promote an increased range of living opportunities by providing for low intensity residential development compatible with the rural characteristics of the locality.

It is considered that the proposal is generally consistent with the objectives of the zone.

Stormwater management of the development will be directed to utilise the existing Council stormwater infrastructure. All utilities are available to the site and can be connected to the shed where required. Earthworks will be required to create a level building pad, as well as the proposed earthworks to create a level house yard.

The site is mapped as having terrestrial biodiversity on the site; however the site is highly modified and the development is not considered to significantly impact on biodiversity in this location.


The Provisions of Any Environmental Planning Instrument – Cont.		
Development Control Plans (DCPs)	DCPs	Applicable
		Y N
	Junee Shire Council Development Control Plan 2021	<input checked="" type="checkbox"/> <input type="checkbox"/>
	Policies/S.94A Plans	
		Y N
	Council Policies & Procedures – checked?	<input checked="" type="checkbox"/> <input type="checkbox"/>
Relevant plans	<input checked="" type="checkbox"/> <input type="checkbox"/>	

Part	Section	Comment
Part C: Residential and Rural Residential Development		
C2 Site Planning, Earthworks and Utilities	C2.1 Site Planning	The location of the proposed shed is considered to be satisfactory, taking into consideration the location of the existing dwelling and the surrounding built form.
	C2.2 Water and Energy Efficiency	N/A
	C2.3 Earthworks	Minimal earthworks required.
	C2.4 Utilities	All utilities are available to the site and can be connected to the shed and extension as required.
	C2.5 Waste Management	The proposed shed and extension will not increase the demand for waste management services.
	C2.6 Letterboxes and Street Numbering	Letterbox and street numbering as existing.
C5 Ancillary Development: Sheds, Garages, Carports, Outbuildings and Pools/Spas	C5.1 Use	Shed and extension is not proposed to be utilised for any purpose other than for domestic storage or workshop.
	C5.2 Visual Impact and Amenity	<p>The anticipated visual and amenity impacts resulting from the proposed shed are considered to be consistent in the context of the existing area. The specific performance criteria of the DCP are assessed below:</p> <ol style="list-style-type: none"> 1. Visibility: It is considered that the overall size of the shed is generally in keeping with the residential scale and setting of this area. A shed of this size (225sqm) is larger than the existing scale of sheds in this location, however, can generally be accepted in a large lot setting. The shed is located to the rear of the dwelling, however, will still be visible from public roads. 2. Setbacks: The proposal is generally consistent with the setback requirements to avoid overshadowing impacts to neighbouring properties. 3. The proposed shed is not located to the side or front of the existing dwelling. 4. The shed will be constructed from a pre-coloured metal cladding that will not be reflective. 5. Proposal generally meets the requirements of the NCC and any other relevant Australian Standard.
	C5.4 Garages, Carports, Outbuilding and Sheds in R5 Large Lot Residential Zones	<p>The proposed shed is located behind the front building line of the dwelling. The proposed shed is 5.37m in overall height, exceeding the DCP requirement of 4.8m. A variation to the overall height of the shed can be supported due to the minor nature of the variation (11.88%). An additional variation is also sought for the overall size of the shed, with a proposed floor area of 240sqm, exceeding the DCP control by 40sqm, representing a 20% variation to the control of 200sqm. The shed is not larger than the approved dwelling on the site.</p> <p>Given the location of the proposed shed and the limited anticipated impacts to adjoining properties, the requested variations could be supported.</p>

The Provisions of Any Environmental Planning Instrument – Cont.		
Planning Agreements (VPAs)	VPAs	Applicable
		Y N
	Any 93F VPAs or Draft VPAs?	<input type="checkbox"/> <input checked="" type="checkbox"/>
VPAs Commentary: N/A		
Regulations	Any Matters Prescribed by the Regulations	
	Regulations	Applicable?
		Y N
	Does Section 4 of the Regulations have any relevance?	<input type="checkbox"/> <input checked="" type="checkbox"/>
	Any specific items prescribed by the Regulations of relevance?*	<input type="checkbox"/> <input checked="" type="checkbox"/>
*(Clause 92, 93, 94 or 94A of the Regs)		
Regulations Commentary: No requirement to upgrade Fire safety		

	4.15(b) Matters for Consideration Likely Impacts of the Development
Primary Matters	Comments
Context & Setting	The proposed shed is considered to be consistent with the existing large lot residential context and setting.
Site Design & Internal Design	The proposal has an adequate site design.
Ecologically Sustainable Building Design	Not Applicable.
Access, Transport & Traffic	Nil impact, no additional traffic generation.
Public Domain	No impact to the public domain is anticipated as a result of the development.
Utilities	All utilities are available to the site and can be connected if required.
Heritage	No heritage impact anticipated; site is not located in a heritage conservation area.
Other Land Resources	No other land resources anticipated to be impacted – site has been developed for large lot residential use.
Water	No impact to water anticipated.
Soils	Minor impact on soils – excavation required for site preparation.
Air & Microclimate	Minimal impact anticipated – potential for dust generation during construction.
Flora & Fauna	Nil – no impacts to flora or fauna anticipated.
Waste	Small amount of construction waste anticipated.
Energy	Minimal impact anticipated.
Noise & Vibration	Additional construction noise anticipated – minimal impact.
Natural Hazards	The site is not considered to be flood or bushfire prone land.
Technological Hazards	No technological hazards anticipated.
Safety, Security & Crime Prevention	Not applicable.
Economic Impact on the Locality	Positive – investment in local businesses, property value etc
Social Impacts	Positive.
Construction	Standard steel frame and concrete slab construction. Other construction impacts considered to be minimal.
Cumulative Impacts	Overall cumulative impacts considered to be minimal.
Other?	N/A
Additional Planning Commentary: Proposal is suitable on the subject site and is generally consistent with the established character of the locality.	

Suitability of the Site for the Development.	
Primary Matters	Comments
Does the proposed development fit within the locality?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Are the site attributes conducive to the development?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Additional Planning Commentary: The site is considered to be suitable for the proposed development.	
Any Submission Made in Accordance with the Act or the Regulations	
Primary Matters	Comments
Are the issues raised of relevance to the DA?	N/A
Are relevant issues raised in the submissions being considered?	N/A
Additional Planning Commentary: Nil.	
The Public Interest	
Federal, State, Local Government Interests & Community Interests	Comments
Do any policy statements from Federal or State Governments have relevance?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Are there any relevant planning studies and strategies?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is there any management plan, planning guideline, or advisory document that is relevant?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No _____
Are there any credible research findings applicable?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No _____
Have there been relevant issues raised in public meetings and inquiries?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No _____
Were there consultations and submissions made in addition to (d) above?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No _____
Will the health and safety of the public be affected?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No.
Additional Planning Commentary: The proposed shed is not considered to infringe on or detriment the public interest in any way.	

RECOMMENDATION	Approve Development Consent
It is recommended that Development Application 2024.12 be approved, pursuant to Section 4.16 of the EP&A Act 1979, subject to the relevant Standard Conditions of Consent, and any additional bespoke conditions listed below:	
Bespoke Conditions Nil.	
Name of Assessing Officer: Rohan Johnston – Town Planner	
Signature of Assessing Officer: 	
Date: 8/05/2024	



JUNEE SHIRE COUNCIL

COMMITTEE REPORTS/MINUTES



AGENDA OF THE JUNEE SHIRE ADVISORY COMMITTEE MEETING HELD IN THE COUNCIL CHAMBERS, 29 BELMORE STREET, JUNEE ON WEDNESDAY, 24 APRIL 2024.

The meeting opened at 9.02am.

PRESENT

Linda Calis, Keith Griffin, Maryanne Khan, Anna Lashbrook, Maggie Salisbury and Sue Wood

STAFF

Lloyd Hart, Sam Perry, Jessica Wood and Jonty Bruce

APOLOGIES

Nil

DECLARATIONS OF INTEREST

Nil

CONFIRMATION OF MINUTES

The Junee Shire Advisory Committee resolved to note and receive the Minutes of the meeting held 28 February 2024.

AGENDA ITEMS

1. **PRESENTATION BY MURRUMBIDGEE LHD**

Melanie Fennell from Murrumbidgee LHD addressed the Committee via Zoom and gave an overview of results from the Junee Health Survey which was carried out in March 2024 and what the next steps in the process will be.

The Junee Shire Advisory Committee noted the presentation from Murrumbidgee LHD regarding future health service planning for Junee.

2. **PRESENTATION BY JESSICA WOOD, EXECUTIVE SERVICES OFFICER (JUNEE SHIRE COUNCIL) – CHILD SAFE POLICY**

The Executive Services Officer gave a presentation regarding a Child Safe Policy and Child Safe Code of Conduct. It was explained that local councils are required to meet the NSW Child Safe Standards (the Standards) which are a continuous improvement framework which has been designed to complement the existing child protection compliance requirements. A Child Safe Policy and Child Safe Code of Conduct are key documents required to implement the standards.

CHAIRPERSON: _____

COUNCIL DELEGATE: _____

AGENDA OF THE JUNEE SHIRE ADVISORY COMMITTEE MEETING HELD IN THE COUNCIL CHAMBERS, 29 BELMORE STREET, JUNEE ON WEDNESDAY, 24 APRIL 2024.

The draft documents outline Council's commitment to child safety and how it fulfills its legal obligations under relevant legislation, including the *Children and Young Persons (Care and Protection) Act 1998*, *Child Protection (Working with Children) Act 2012*, *Child Protection (Working with Children) Regulation 2013* and the *Children's Guardian Act 2019*. It also applies to equivalent regulations in other Australian jurisdictions should our employees undertake work activities from a different jurisdiction.

The draft policy serves as a clear guide for workers who interact with children within a Council workplace.

Further refinement and detailed consideration are necessary before the draft policy is brought to Council for their deliberation. This entails ensuring alignment with NSW Child Safe Standards and relevant legislation, as well as incorporating feedback from stakeholders to enhance the effectiveness and comprehensiveness of the policy.

The Junee Shire Advisory Committee noted the presentation from Jessica Wood, Executive Services Officer with Junee Shire Council, regarding the Child Safe Policy.

3. PRESENTATION BY JONTY BRUCE, RISK MANAGER (JUNEE SHIRE COUNCIL) – STREET BEAUTIFICATION PROJECT

The Risk Manager gave a presentation regarding a street beautification project. It was explained that this project includes Memorial Park Playground, CBD footpath improvements, accessibility upgrades, new bins and bin surrounds and tree plantings. The street beautification project is commencing after Council was successful in receiving funding through Round 5 of the *Stronger Country Communities Fund*.

The consultation process for the Memorial Park Playground project was outlined by the Risk Manager. It aims to blend Junee's Heritage and Culture while meeting the preferences of end users. Consultations will occur with various groups:

- Preschools, daycare operators and primary schools from 1-17 May 2024;
- The broader community from 13-24 May 2024; and
- Council maintenance staff from 24-31 May 2024.

Feedback will be reviewed and compiled for vendor design throughout June 2024, with a community vote expected between June and July 2024.

The Junee Shire Advisory Committee noted the presentation from Jonty Bruce, Risk Manager with Junee Shire Council, regarding the Street Beautification Project.

CHAIRPERSON: _____

COUNCIL DELEGATE: _____

AGENDA OF THE JUNEE SHIRE ADVISORY COMMITTEE MEETING HELD IN THE COUNCIL CHAMBERS, 29 BELMORE STREET, JUNEE ON WEDNESDAY, 24 APRIL 2024.

4. PRESENTATION BY SAM PERRY, FACILITIES AND COMMUNITY DEVELOPMENT MANAGER (JUNEE SHIRE COUNCIL) - DRAFT LOCAL COMMUNITY FUND

The Facilities and Community Development Manager presented information regarding a proposed Local Community Grant Fund aimed at supporting local initiatives. The Committee was apprised of the following key points:

- The draft budget for the financial year 2024/2025 includes an allocation of \$50,000 designated for the establishment of an annual Local Community Grant Fund. This fund is intended to provide support for smaller projects initiated by local organisations and small businesses.
- It was highlighted that previous considerations of establishing such a community fund were impeded by insufficient cash reserves.

The Committee was duly informed of the pivotal role this fund would play in facilitating community development and supporting local endeavors. Further deliberations ensued regarding the potential impact and feasibility of incorporating the proposed fund within the overall budgetary framework.

The Junee Shire Advisory Committee endorse the inclusion of the Local Community fund in Council's budget.

5. GENERAL BUSINESS

- Maggie Salisbury inquired whether Council could conduct an inspection of the playground equipment situated at Wantabadgery.
- Maggie Salisbury informed the committee that she will not be able to attend the Junee Shire Advisory Committee meeting scheduled for 27 June 2024.

NEXT MEETING

The next meeting of the Junee Shire Advisory Committee is scheduled for 27 June 2024.

The meeting closed at 10.20am.

CHAIRPERSON: _____

COUNCIL DELEGATE: _____



JUNEE SHIRE COUNCIL

DELEGATES REPORTS



RIVERINA EASTERN REGIONAL ORGANISATION OF COUNCILS
MINUTES OF THE BOARD MEETING
held at The Rules Club, Fernleigh Rd Wagga Wagga
Friday 19 April 2024

Meeting opened at 9.10a.m.

PRESENT

Cr David McCann <i>OAM</i>	Coolamon Shire Council	
Tony Donoghue <i>PSM</i>	Coolamon Shire Council	
Stephen McGrath	Cootamundra-Gundagai Regional Council	
Cr Tony Quinn	Greater Hume Shire Council	
Evelyn Arnold	Greater Hume Shire Council	
Cr Bob Callow	Junee Shire Council	
James Davis	Junee Shire Council	
Cr Greg Verdon	Lockhart Shire Council	
Peter Veneris	Lockhart Shire Council	
Cr Rick Firman <i>OAM</i>	Temora Shire Council	CHAIRMAN
Melissa Boxall	Temora Shire Council	
Cr Matt Stadtmiller	Goldenfields Water	
Geoff Veneris	Goldenfields Water	ALTERNATE
Cameron Templeton	Office of Local Government	
Julie Briggs	REROC	
Leah Gain	REROC	
William Adlong	REROC	
Peter Dale	REROC	

APOLOGIES

RESOLVED on the motion of Cr. D. McCann seconded Cr B. Callow that apologies be received from Cr Brian Monaghan, Cr Charlie Sheahan, Grant Baker, Aaron Drenovksi, Rachel Whiting, Giles Butler.

CONFIRMATION OF MINUTES

RESOLVED on the motion of Cr. T. Quinn, seconded Cr. J. Davis that the minutes of the meeting held on 23 February 2024 be confirmed.

BUSINESS ARISING

Invitation to Simon Draper to attend REROC Meeting – remains outstanding.

CORRESPONDENCE

Letter from Minister Jackson re Regional Community Housing Project

J. Briggs has contacted S. Brown, Manager Affordable Housing Delivery as requested by the Minister in her letter. Ms Brown has provided substantial resource materials to assist with the delivery of the project and indicated that her area would be prepared to provide support for the project.

Cr Firman advised that Minister Jackson will be visiting Temora in July. J. Briggs to contact the Minister's Office to invite the Minister to meet with the Board while she is in the Region.

RESOLVED on the motion of Cr T. Quinn seconded Cr. G. Verdon that the correspondence be received.

CHIEF EXECUTIVE OFFICER'S REPORT

The report was tabled. J Briggs raised the following issues with Members:

Meeting with the Minister for Local Government, Hon Ron Hoenig MP – it was agreed that a follow-up letter should be sent to the Minister addressing the comments he made at the meeting in relation to ownership of RFS assets.

Public Accounts Committee: Inquiry into the assets. Premises and funding of the NSW Rural Fire Service

Noted.

IPART Draft Terms of Reference for NSW Councils' Financial Model Review

Noted.

RESOLVED on the motion of S. McGrath, seconded by M. Boxall that REROC makes a submission to the Draft Terms of Reference for the Inquiry into NSW Councils' Financial Model Review.

Standing Committee on State Development Inquiry into the Ability of Local Government to Fund infrastructure and Services

RESOLVED on the motion of Cr D. McCann seconded by M. Boxall that REROC makes a submission to the Inquiry and provides support for submissions by LGNSW and the CMA. Copies of the submission to local members, LGNSW and CMA.

RESOLVED on the motion of Cr G. Verdon seconded by Cr. T. Quinn that REROC requests that the Committee hold Hearings for the Inquiry in the Riverina-Murray.

Amendments made to the Local Government General Regulation: Waste Service Contracts

RESOLVED on the motion of Cr G. Verdon seconded by T. Donoghue that REROC continues to advocate for the removal of the amendments and supports the efforts of others to do the same.

Review of the Reconstruction Authority Act

RESOLVED on the motion of Cr D McCann seconded by Cr. T. Quinn that REROC requests that the Committee hold Hearings for the Inquiry in the Riverina-Murray.

New Cemetery and Crematorium Tax

RESOLVED on the motion of T. Donoghue, seconded by S. McGrath that REROC write to the Premier, requesting that Local Government be exempted from applying the levy to internments and cremations in council-owned cemeteries and crematoria. Copies to LGNSW, CMA and local State members.

Local Government Natural Disaster Claims

Noted.

FOGO Collection Grants

Noted.

Discussions with Commonwealth DCCEEW about NTCRS

Noted.

Health and Knowledge Precinct

Noted.

Skills Shortage Project

Noted.

Extension of JONZA

Noted.

IP&R Workshop

Noted.

Transgrid Discovery Hub

J. Briggs to make arrangements for the June Board meeting to be held at the Discovery Hub.

JO/ROC Joint Meetings

Noted.

30th Anniversary Dinner

Noted.

Post-election Councillor Training

M. Boxall asked whether REROC would be holding post-election councillor training.

RESOLVED on the motion of Cr D McCann seconded by P. Veneris that REROC hosts a Councillor Training Workshop on a Saturday in early to mid-November.

Restructure of Regional NSW

G. Butler attended the meeting to advise members of the restructure that was announced on the morning of the Board meeting. The restructure will result in Regional NSW becoming the Department of Primary Industry and Regional Development and will be held by Steve Orr as Department Secretary. The Regional Co-ordination activities of Regional NSW are being moved to the Office of the Premier.

G. Butler responded to questions from the Members and advised that he would continue in his position in the new Department, however the machinery of government changes are still taking place.

RESOLVED on the motion of Cr G. Verdon, seconded P. Veneris that the CEO Report be received.

CEO RECRUITMENT

Cr Matt Stadtmiller declared a conflict of interest and left the room at 10.00a.m. J. Briggs, L. Gain P. Dale and W. Adlong also left the room at 10.00a.m.

Members were updated on the progress of the CEO recruitment.

Cr Matt Stadtmiller, J. Briggs, L. Gain, P. Dale and W. Adlong returned to the meeting at 10.30a.m.

RESOURCE SHARING REPORT

The report was tabled. J Briggs spoke to the report.

Planning Technical Group

Noted.

Workforce Development Group

Noted.

Water and Wastewater Technical Group

Noted.

Infrastructure/Engineers Group

Noted.

Build a Bridge

Noted.

Youth and Community Network: Take Charge Youth Leadership Forum

Noted.

Riverina Spatial Information Group (RIVSIG)

Noted.

Aggregated Procurements

Noted.

***RESOLVED** on the motion of P. Veneris, seconded Cr. M. Stadtmiller that the Resource Sharing Report be received.*

TREASURER'S REPORT

J. Briggs spoke to the report.

REROC 24-25 Proposed Budget

Clarification of the CEO costs were provided to the Board.

***RESOLVED** on the motion of T. Donoghue, seconded Cr. G. Verdon that REROC Budget for the 23-24 Financial Year be adopted.*

Year-to-Date Financial Reports

***RESOLVED** on the motion of T. Donoghue, seconded Cr. B. Callow that the Treasurer's Report be received.*

WASTE FORUM REPORT

The report was tabled. L. Gain spoke to the report.

Bin Trim Grant

Noted.

Waste Tendering – Changes to the General Regulation

Noted.

FOGO Audits

J. Briggs advised that the rewritten report had been provided during the week and was awaiting review.

E-Waste Collections

Noted.

Regional Contracts

Noted.

No Time to Waste Conference

Noted.

School Projects

Noted.

Community Recycling Centres

Noted.

Landfill Gas Capture Project

Noted.

Food and Green Keep it Clean!

Noted.

RENEW Meeting

Noted.

REROC Waste Forum Meeting Dates

Noted.

RESOLVED on the motion of Cr. T. Quinn, seconded J. Davis that the Waste Forum report be received.

ENERGY AND NET ZERO PROJECT REPORT

The Report was tabled. W. Adlong spoke to the report.

Community Energy Upgrade Fund (CEUF)

Noted.

Energy Management Technical Group

Noted.

REROC Regional Energy Efficiency and Net Zero Plan

RESOLVED on the motion of T. Donoghue, seconded J. Davis that REROC Regional Energy Efficiency and Net Zero Plan 2024-28 be adopted.

Extension of the JONZA Funding

Noted.

Opportunity to Lease Land for Batteries

Noted.

RESOLVED on the motion of Cr D. McCann seconded M. Boxall that the Energy and Net Zero Project report be received.

DISASTER RISK RECOVERY PROJECT REPORT

The Report was tabled, J. Briggs spoke to the report.

DRR Project Steering Committee

Noted.

GAP Analysis

Noted.

Reporting

Noted.

IP&R Sub-committee

Noted.

Mapping Transport

Noted.

Community Education Platform

J. Briggs asked that Members advise of community groups that could be interested in a presentation on disaster preparedness by the end of next week.

RRPAC Meetings

Noted.

RESOLVED on the motion of Cr. M. Stadtmiller seconded P. Veneris that the Disaster Risk Recovery Project Report be received.

GUEST SPEAKERS

Cr Darria Turley, President of LGNSW and David Reynolds, CEO LGNSW – addressed the Members about LGNSW's latest activities which included:

- Asbestos Taskforce – the result of finding asbestos in mulch in children's playgrounds.
- Bus Industry Taskforce – has been meeting for 12 months.
- Emergency Services Levy Taskforce – is putting proposals together for the Treasurer, one of which is likely to be the South Australian approach. A consultation paper has been released and responses are due by 22 May.
- Red Fleet – advocacy activities in relation to the Private Members's Bill.
- Inquiry into LG Funding in NSW.
- Federal Inquiry into LG Funding – Darria encouraged Members to lodge a response to the Federal Inquiry.
- Inquiry into LWUs – legislation to protect their operation.
- Cemetery Levy.
- Intergovernmental Agreement – this needs to be signed with LGNSW.
- Cost Shifting and Rate Pegging

Cameron Templeton, Office of Local Government – Cameron advised Members that:

- JO Update – work is currently being undertaken on the pathway to wind-up JOs. At this stage it does not appear that councils will be permitted to form incorporated associations or companies limited by guarantee. This is in part because those structures do not allow any control by the Minister or OLG, and if they get into any financial trouble the Government does not have the legislative power to step-in.
- 22 of the Metro councils are indicating that they want to form two JOs. The reasoning is that they will have more power to lobby for outcomes because they will be so large. Cameron indicated that he was unsure if this will be permitted as JOs were initiated for country-based councils.

GENERAL BUSINESS

Weeds Funding – Cr D. McCann addressed the issues that were arising from changes to the funding approach for weed management which requires that instead of working together councils are required to compete against each other for funding. This is creating significant inefficiencies particularly when the funding is already insufficient to meet demand,

***RESOLVED** on the motion of Cr D. McCann, seconded S. McGrath that REROC write to the Minister raising our concerns with copies to LGNSW, CMA and local State Members.*

Post-election Councillor Training – Members were advised that councillor training would be held on Saturday 9 November 2024.

NEXT MEETING

Friday 28 June 2024 at Transgrid Discovery Hub, 27 Kincaid St, Wagga Wagga.

CLOSURE

Meeting closed at 12:53pm.

SPORTS COMMITTEE MEETINGS HELD 18 APRIL 2024 & 9 MAY 2024

GENERAL

Council was able to confirm they received the draft invoice template for future invoicing.

The Treasurer provided details of correspondence with the Commonwealth Bank around account access and setup.

The Committee indicated they wished to provide condolences and support the family after the recent death of a prominent sporting club member.

LAURIE DALEY OVAL (WILLOW PARK)

Council advised that Laurie Daley Oval had been successfully sowed in early April in time for Junee Diesels first game.

Junee Schoolboys Carnival indicated they wanted continued support for the carnival on 3 August 2024 and were thankful for the quote which had been provided by Council for provision of Traffic Management on the day.

The Committee indicated the toilets at Laurie Daley Oval were not functional and should be demolished. Council advised they would review the costs of demolition works before considering further.

LOFTUS OVAL

Council advised that the tree removals at Sunnyside Road had been scheduled for early June and are still planned.

ALAN BURNS OVAL (BURNS PARK)

Council advised that Alan Burns Oval had been successfully sowed in late April in time for the first Junee Jaguars Soccer Club game and setup of the goal posts had been completed. Staff had to use a metal detector to find the connection points.

The Junee Jaguars Soccer Club had Junee Correctional Centre's trade section working on some steel posts and of netting ball stops. Their intention is to work with Council to facilitate their install at the Alan Burns Oval (Burns Park), behind the soccer goals.

The Junee Jaguars Soccer Club expressed thanks for the recent electrical works. The Junee Jaguars Soccer Club inadvertently turned the pump off when switching the lights on for training. Council staff reinforced they should only switch the lights on and off and ensure an attendee of each training session is appropriate.

The Junee Jaguars Soccer Club expressed thanks for the recent letters of support for lighting grants.

JUNEE TENNIS

Council advised they had received the asbestos report for sheet asbestos in tennis block and would consider alternatives to ensure safety. Junee Tennis indicated that demolition was the preferred option.

Council advised that the footpath repairs along Lorne Street had been scheduled.

Stephen Targett
Director Engineering Services



JUNEE SHIRE COUNCIL

QUESTIONS ON NOTICE



QUESTIONS ON NOTICE FROM COUNCILLOR P HALLIBURTON

Referred to Council's Meeting of 21 May 2024

1. Has the condition of the Unnamed Lane between Pretoria Avenue to Vaughan Street, especially the state of the tarmac and the overgrown vegetation, been assessed, and, if so, what is the outcome, other than making it a one way lane?

Response:

The condition has been assessed and it is a high priority lane under Councils resealing program. Pothole maintenance/repairs has commenced in that laneway. Other high priority roads are identified in the resealing program to be delivered over a two-year period. Vegetation risk assessments have been undertaken over the past three months on Junee streets for overgrown vegetation. Assessments are due to commence in rear lanes over the next nine months. These vegetation issues will be addressed on a risk basis.

2. Has any further advice been received from TfNSW since 8 February 2023 regarding installation of 50 kph signs on Waterworks Road north of Benbow Court, and, if so, what is it?

Response:

No further advice has been received at this time. TfNSW is arranging a site inspection to assess the suitability of a speed reduction and will provide the results of the audit to Council once they have made a decision. This process can be time consuming, given the number of priorities the TfNSW speed zone team have statewide.

3. Has Council received follow-up advice from TfNSW regarding the onsite inspection of the Main Street (Olympic Highway) underpass from the representative of TfNSW, and, if so, what is it?

Response:

Yes, TfNSW presented the results of the site risk assessment to the last Traffic Committee meeting and the resulting actions were presented to the Council meeting in April. No modifications at that location were proposed by TfNSW, however, it was evident at the Traffic Committee meeting, they were not fully aware of the risks Council was aware of. With this in mind, further investigations are still underway as to long term improvements at the site.

4. Have resources and competing priorities allowed the review of disabled parking in Junee, including The Athenium, to be commenced, and, if so, what is the outcome?

Response:

Yes, a Stage 1 audit of the disabled carparks in the Urban Centre has been undertaken and was presented to the last Traffic Committee meeting. The initial report dealt with the adequacy of existing disabled accesses and the Committee approved Councils proposal to update each disabled ramp at carpark spaces to a compliant standard. The Committee recommended coming back to

the next meeting with a second report. That report will detail with disabled parking numbers and locations and propose treatments for access ramps.

A Question with Notice inclusion in the Council's business paper is administered under the Code of Meeting Practice for Local Councils in NSW and includes:

- *They must be in writing and be submitted no later than 5:00pm seven business days before the meeting is to be held.*
- *Councillors must put questions directly, succinctly, respectfully and without argument.*
- *The Chairperson must not permit discussion on any reply to, or refusal to reply to, a question put to a Councillor or Council employee.*
- *Responses to a Question with Notice may be by way of a report included in the business paper for the relevant meeting of the Council or orally at the meeting.*



JUNEE SHIRE COUNCIL

INFORMATION BOOKLET





JUNEE SHIRE COUNCIL

INFORMATION BOOKLET

ORDINARY MEETING TUESDAY, 21 MAY 2024

- 1[GM] COUNCILLOR DELEGATE MEETINGS**
- 2[HR] WORKERS' COMPENSATION/REHABILITATION**
- 3[DPCD] LIBRARY**
- 4[DES] WORKS PROGRAM**
- 5[RSO] ROAD SAFETY OFFICER**
- 6[DES] SEWERAGE SYSTEM**
- 7[DPCD] RANGER REPORT**
- 8[DES] SOLID WASTE REPORT**
- 9[EO] WEEDS**
- 10[DPCD] S.10.7 CERTIFICATES**
- 11[DPCD] DEVELOPMENT/COMPLYING DEVELOPMENT DETERMINATIONS**
- 12[DPCD] HEALTH, BUILDING, PLANNING AND ENVIRONMENTAL INSPECTIONS**
- 13[DPCD] COMMUNITY AND RECREATION**
- 14[GM] CUSTOMER SERVICE REQUESTS SUMMARY**

1[GM] COUNCILLOR DELEGATE MEETINGS

Notification of Council committee meetings or community meetings for which Councillors may be attending.

Council Committee and Delegate Meetings

Attendee	Delegate Meeting	Date
Councillor Callow	Weeds Committee	4 June 2024
Mayor/General Manager	Coolamon-Junee Community Safety Precinct Committee	5 June 2024
FYI	Junee Advisory 355 Committee	27 June 2024
Mayor/General Manager	REROC Board Meeting	28 June 2024
Councillor Carter	Riverina Zone, Rural Fire Service Bushfire Management Committee	July 2024
General Manager	Coolamon Junee Local Emergency Management Committee	7 August 2024
Councillor Knight	Junee Sports Committee	8 August 2024
Councillor Halliburton	Riverina Regional Library Advisory Committee	23 October 2024
Councillor Clinton and Councillor Knight	Audit Risk & Improvement Committee	TBA
Councillor Cook	Junee Traffic Committee	TBA
Councillor Halliburton Councillor Halliburton	Inland Rail Community Consultative Committees: A2I I2S	TBA TBA
Councillor Carter	Riverina Zone Service Level Agreement Committee	TBA
Councillor Clinton and Councillor Halliburton	Senior Citizens Festival Committee	TBA
General Manager	Riverina Murray Regional Emergency Management Committee	As required

2[HR] WORKERS' COMPENSATION/REHABILITATION

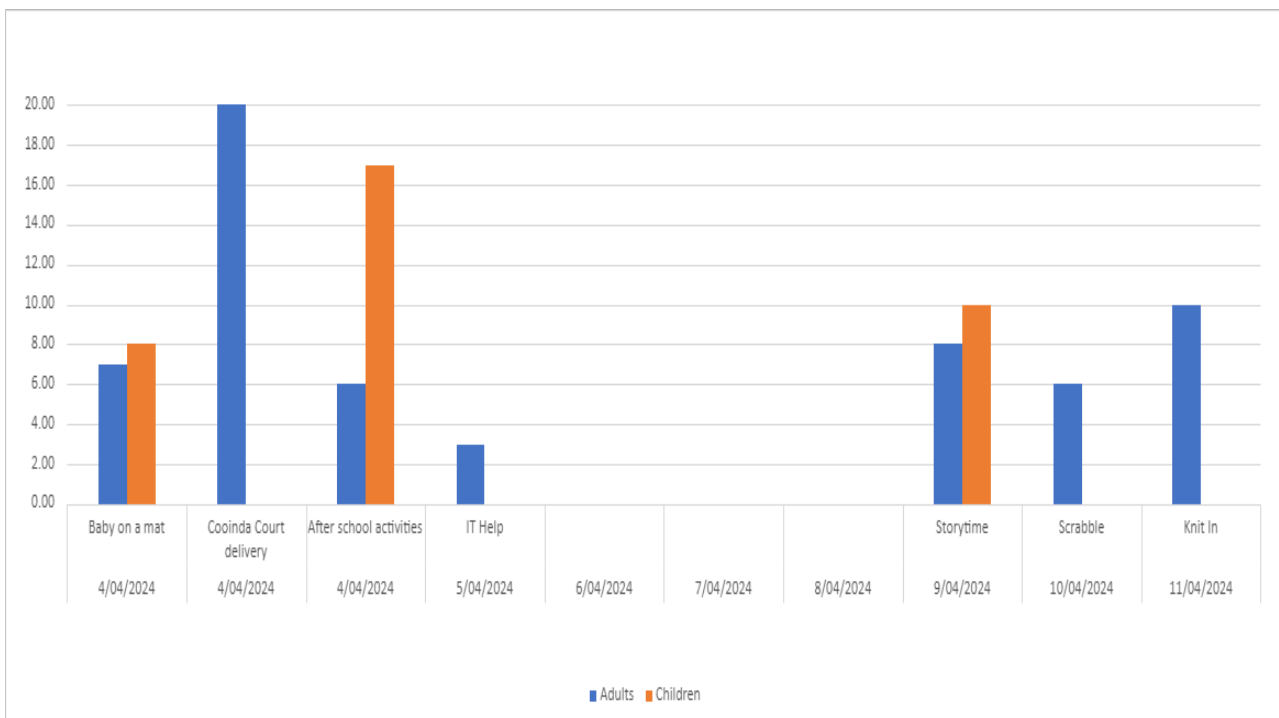
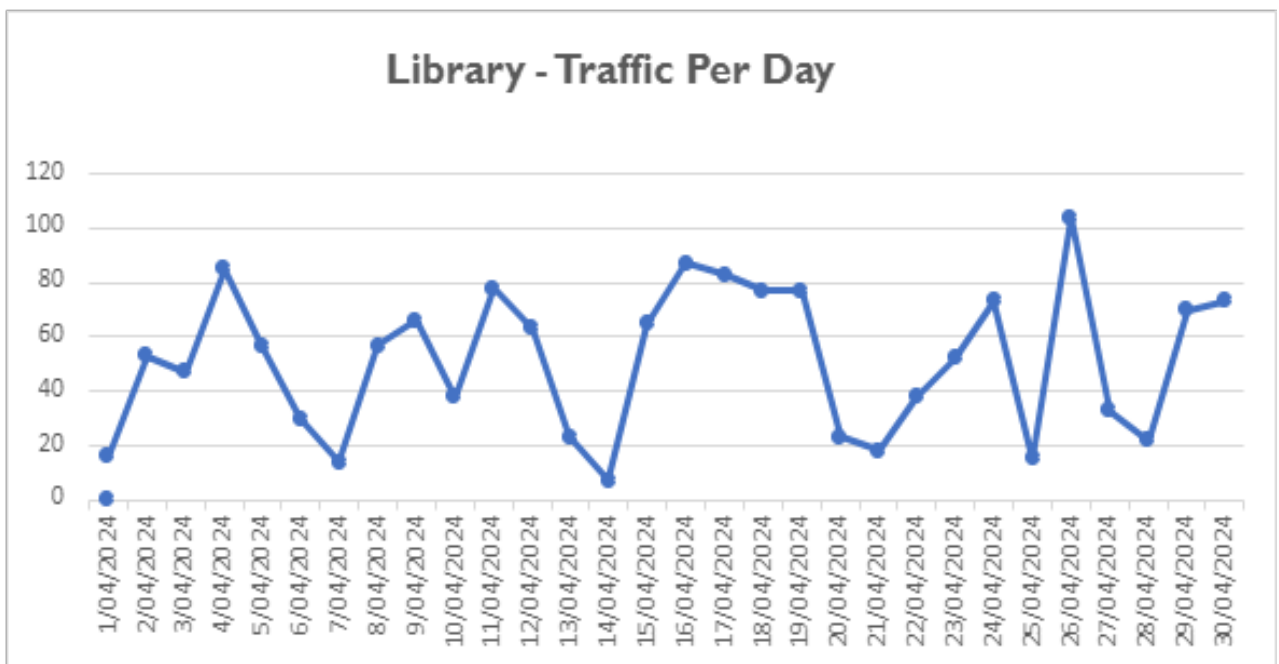
There were no recordable incidents for the month of April 2024.

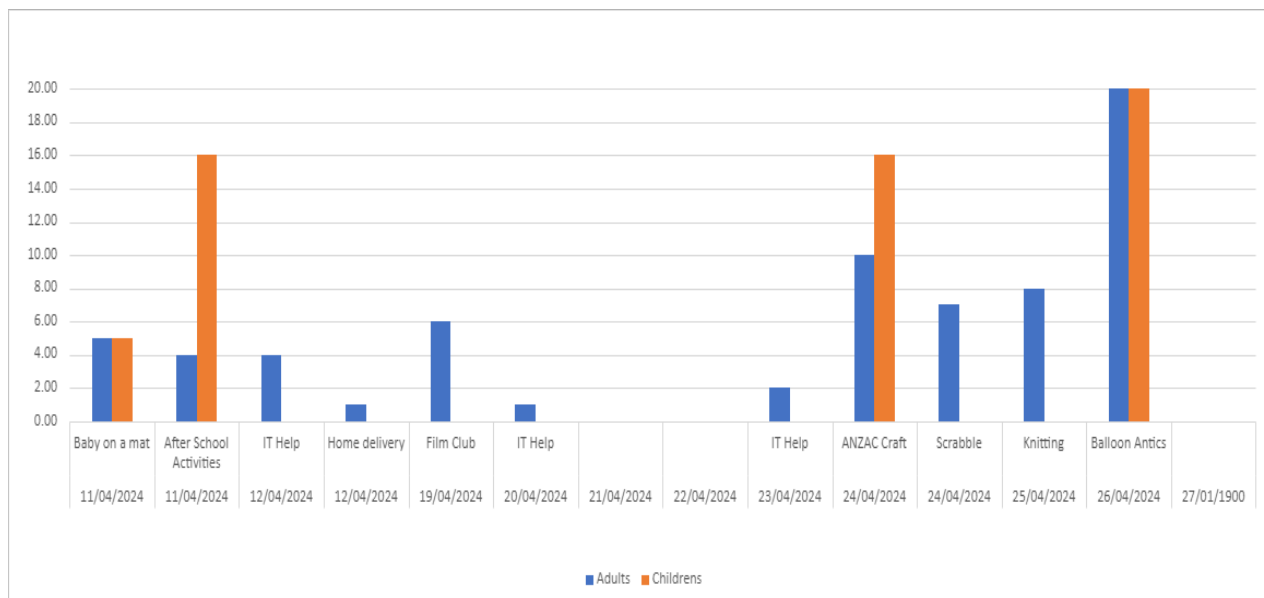
3[DPCD] LIBRARY

The library refurbishment project is progressing well and is approaching completion. The renovations have already had a positive impact on the community, revitalising the library space and enhancing its utility.

Upon completion, the updated facility will feature improved accessibility, expanded seating areas, and new computers. Additionally, state-of-the-art technologies are being incorporated, including an AV Media room and the introduction of Hublet, a self-service, loanable tablet solution. Hublet requires minimal IT skills to deploy and manage, making it simple to offer digital content to all patrons.

Furthermore, we are exploring the potential to host events and workshops in the revitalised floor space. These activities aim to further enrich the cultural and educational landscape of the facility, providing additional opportunities for community engagement and learning.





4[DES] WORKS PROGRAM

MR78 (Olympic Highway)

- Potholes patched.
- Rest areas and toilets have been maintained.
- Weekly safety inspections have been undertaken.
- Signs and guideposts have been maintained and replaced.

MR 57 (Goldfields Way)

- Potholes patched, repaired wearing surfaces.
- Signs and guideposts maintained and replaced.
- Fortnightly safety inspections have been conducted.
- Culvert replacement works are underway for two culverts.

MR243 (Regional Roads - Canola Way, Old Junee Road and Gundagai Road, Byrnes Road)

- Signs and guideposts maintained.
- Potholes patched, repaired wearing surfaces.
- Fortnightly safety inspections completed.
- Gundagai Road – Pavement works are currently underway.
- Rock view crossing speed zone signs installed.

Rural Sealed Roads

- Harefield Road – shoulder grading.
- Junee Reefs Road – shoulder grading.
- Stanyer Road – shoulder grading.
- Byrnes Road – shoulder grading.
- Signs and guideposts maintained.
- Potholes patched, repaired wearing surfaces.

Rural Unsealed Roads

- Summer Hill Road – maintenance grading.
- Butts Lane – maintenance grading.
- Gregorys Lane – maintenance grading.
- Storeys Lane – maintenance grading.
- Trevothin Lane – maintenance grading.
- Wantiool Lane – maintenance grading.

Urban Sealed Roads

- Jet patched various town streets.
- Stormwater issues rectified and managed.
- Fallen trees removed.
- Tar patching.
- Drainage works around town.

Junee

- General maintenance.
- Gutters/drains cleaned.
- Various merits completed.
- Footpath inspections.
- Cemetery signs replaced.

5[RSO] ROAD SAFETY OFFICER (RSO)

- Created social media messaging for May.
- Attended Junee Interagency meeting on 10 April 2024.
- Met with TfNSW LGA lead on 10 April 2024 to discuss 2024 / 2025 project applications.
- Sent through National Road Safety Week social media document to promote initiative.
- Delivered two National Road Safety Week corflute signs to Recreation Centre and Library to promote initiative.
- *Seatbelts Save Lives* social media post to highlight signage installed at Burns Park and Laurie Daley Oval for the upcoming football & soccer season.
- Completing 2023 / 2024 project evaluations in preparation for the end of financial year.
- Finalising 2024 / 2025 project submissions with TfNSW. TfNSW to confirm all projects by 4 June 2024.
- Advertised “*The Road Ahead*” (65+) project for any local resident interested in attending. We had three participants attend. RSO now to target specific organisations in the community to attend their local meetings.
- RSO to attend *Living Your Best Life* Forum at Recreation Centre on 8 May 2024.

6[DES] SEWERAGE SYSTEM

- Over the month of April there were four chokes in the mains and three chokes in the services.
- Total inflow to the treatment plant for the month was 65ML with 16ML of effluent reused.
- Site tests indicate the process is producing good effluent.
- Electrical works were undertaken on one aeration pump.

7[DPCD] RANGER REPORT

Abandoned/Impounded Vehicle

	Notices attached – impoundment process commenced	Vehicles impounded
July 2023	4	0
August 2023	4	0
September 2023	3	0
October 2023	3	0

	Notices attached – impoundment process commenced	Vehicles impounded
November 2023	5	0
December 2023	6	0
January 2024	5	0
February 2024	4	0
March 2024	5	1
April 2024	3	1

Impounded Dog Activity

During April 2024, there were six dogs impounded. Four dogs were returned to their owners and two were re-homed.

8[DES] SOLID WASTE REPORT

Junee Landfill Waste Facility (JLWF)

The Junee Transfer Station is functioning well with no issues or incidents at the site.

Rural Transfer Stations

All rural transfer stations were inspected on the 8 May 2024 and were in a good condition.

9[EO] WEEDS

- High risk roadways inspected across the Shire.
- Staff have completed roadside inspections of high risk sites and pathways.
- Coolatai inspected and treated; no new sites found.
- Planning under way for Boxthorn spraying across the shire.
- Road shoulders sprayed for RFS asset protection.

10[DPCD] S.10.7 CERTIFICATES

Average Processing time (Working Days) for last 10 Certificates	Two days
---	----------

11[DPCD] DEVELOPMENT/COMPLYING DEVELOPMENT DETERMINATIONS

DA/CDC No.	Development Type	Address	Determination Date	Determination
DA 2024/13	New Transportable Dwelling	5924 Gundagai Road, Junee	03/04/2024	Approved By Delegation
DA 2024/16	New Shed	79 George Street, Junee	04/04/2024	Approved By Delegation
CDC 2022/25	New Swimming Pool	33 Denison Street, Junee	04/04/2024	Approved by Delegation
DA 2023/71	New Transportable Dwelling, Garage & Shed	23 George Street, Old Junee	08/04/2024	Approved By Delegation

DA/CDC No.	Development Type	Address	Determination Date	Determination
DA 2024/10	Subdivision, Demolish Existing Home & Erect 3 New Dwellings	14 Prince Street & 11 Marquis Street, Junee	16/04/2024	Approved By Delegation
CDC 2024/02	New Swimming Pool	1455 Goldfields Way, Erin Vale	24/04/2024	Approved By Delegation
CDC 2024/04	New Swimming Pool	4 Walster Street, Junee	30/04/2024	Approved By Delegation

12(DPCD) HEALTH, BUILDING, PLANNING AND ENVIRONMENTAL INSPECTIONS

There were 18 health, building and planning inspections carried out during the month of April 2024.

13[DPCD] COMMUNITY AND RECREATION

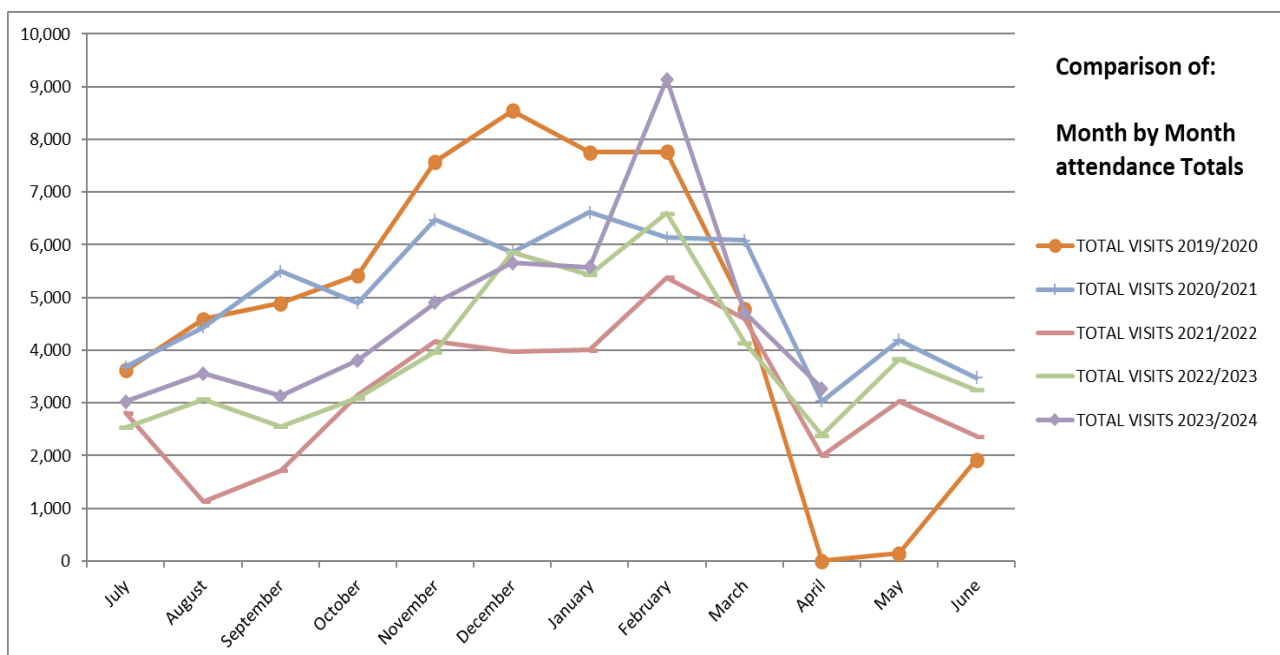
Junee Junction Recreation and Aquatic Centre - Statistics for April 2024

The following tables summarise the attendance and membership statistics at JJRAC for March 2024.

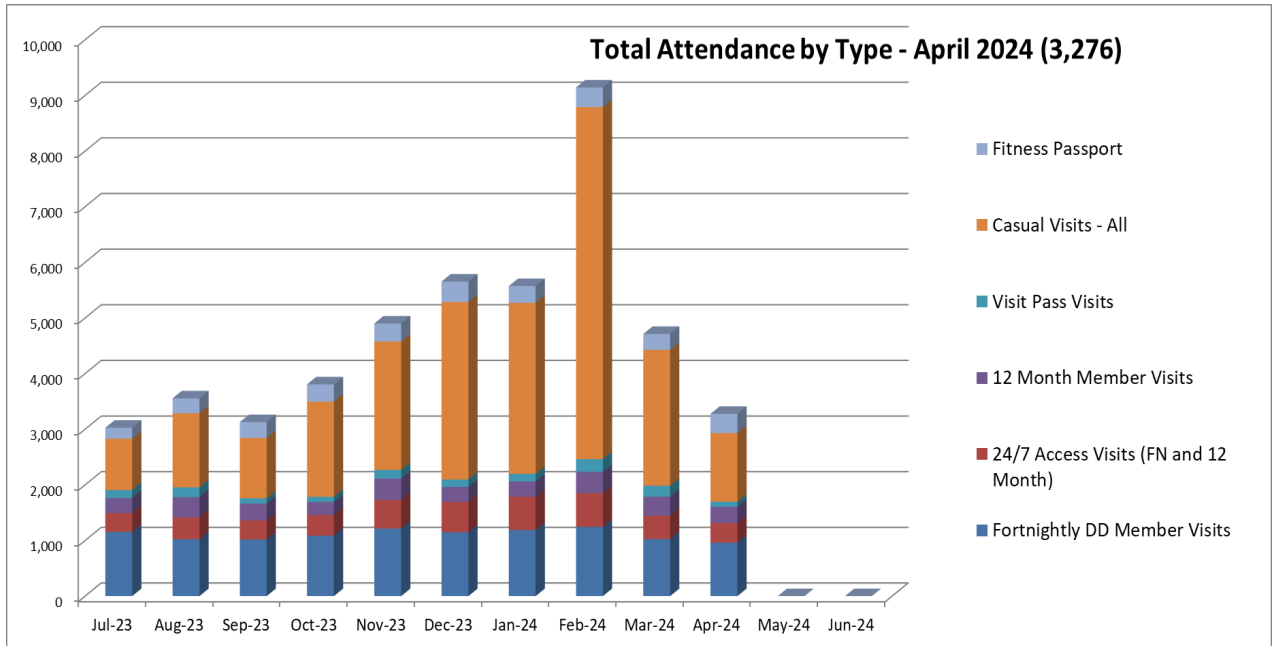
- Membership saw a very slight decline with the weather getting colder.
- Pool patrons decreased with only one swimming carnival and colder temperatures. We should see the number increase now the boom has been installed.
- Stadium usage increased greatly in addition to the regular programs. We also had a netball gala day and regular netball training.

The conversion of the 50-meter pool to a 25-meter pool, necessitated by the change in seasons, was successfully completed on April 12, 2024. The process proceeded smoothly without any issues, even with the integration of a new facilities team.

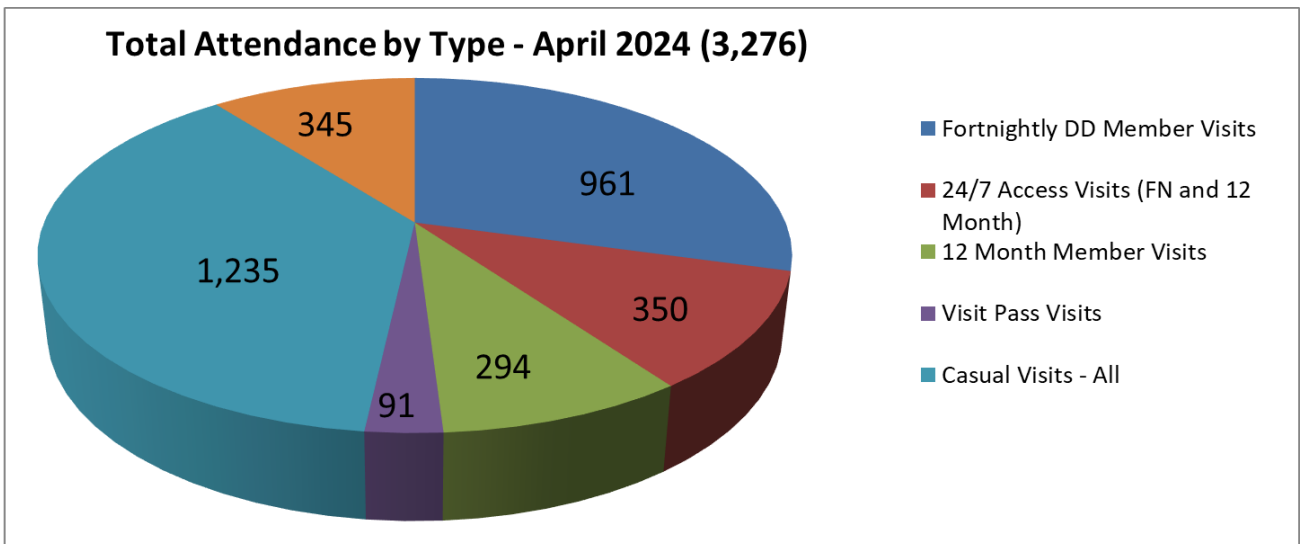
Graph I: Total Attendances by Month



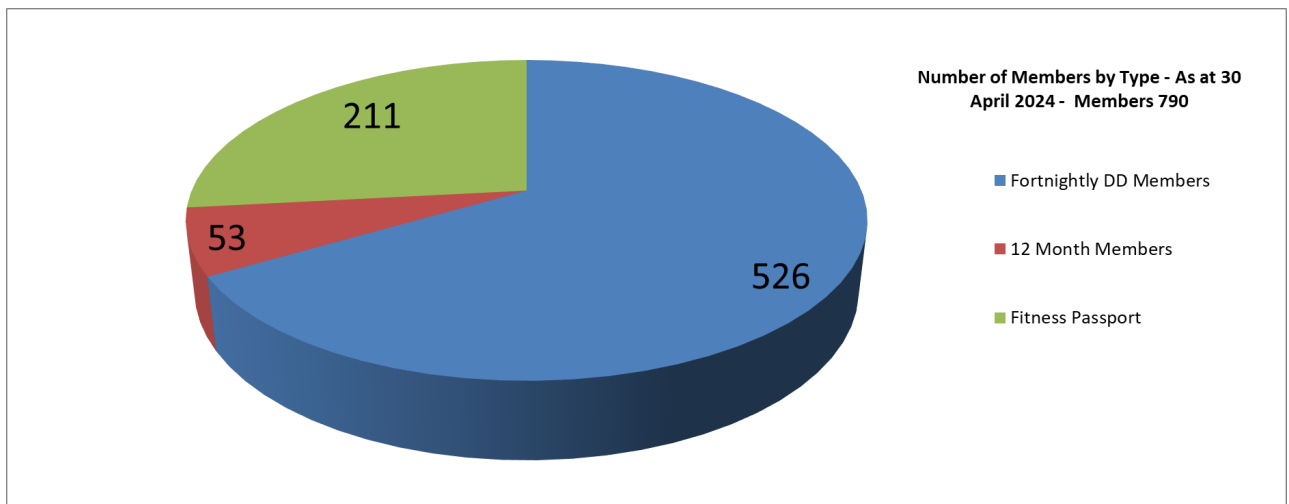
Graph 2: Total Attendances by Month by Type of Visit



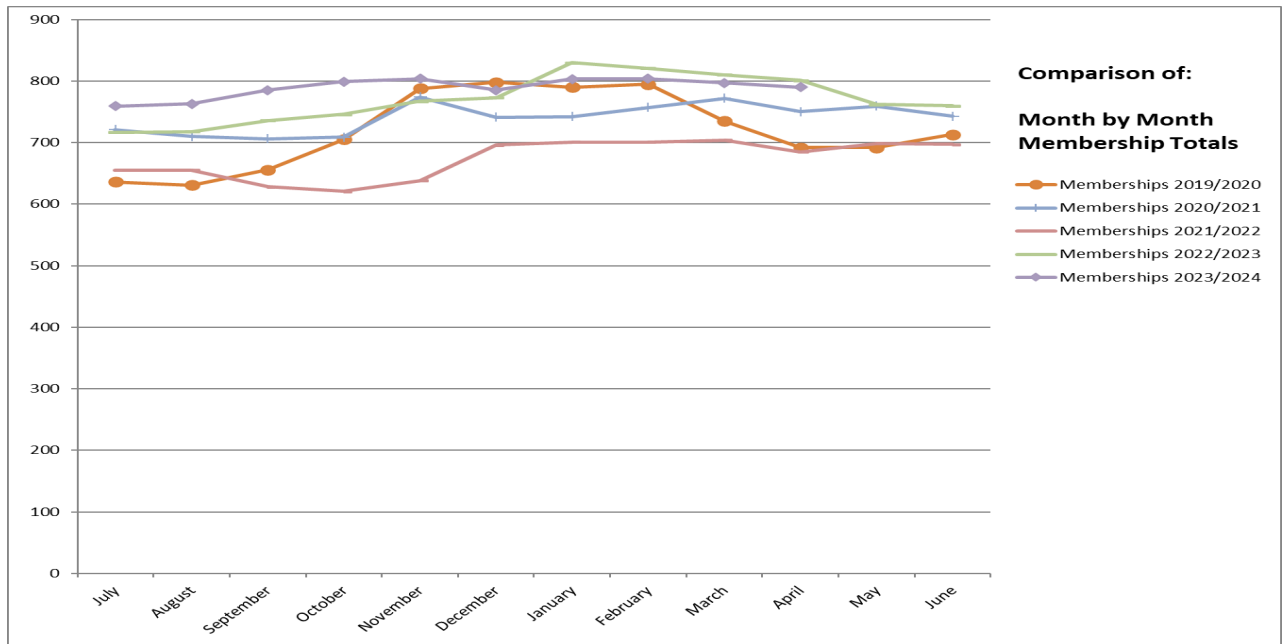
Graph 3: Centre Attendance by Type



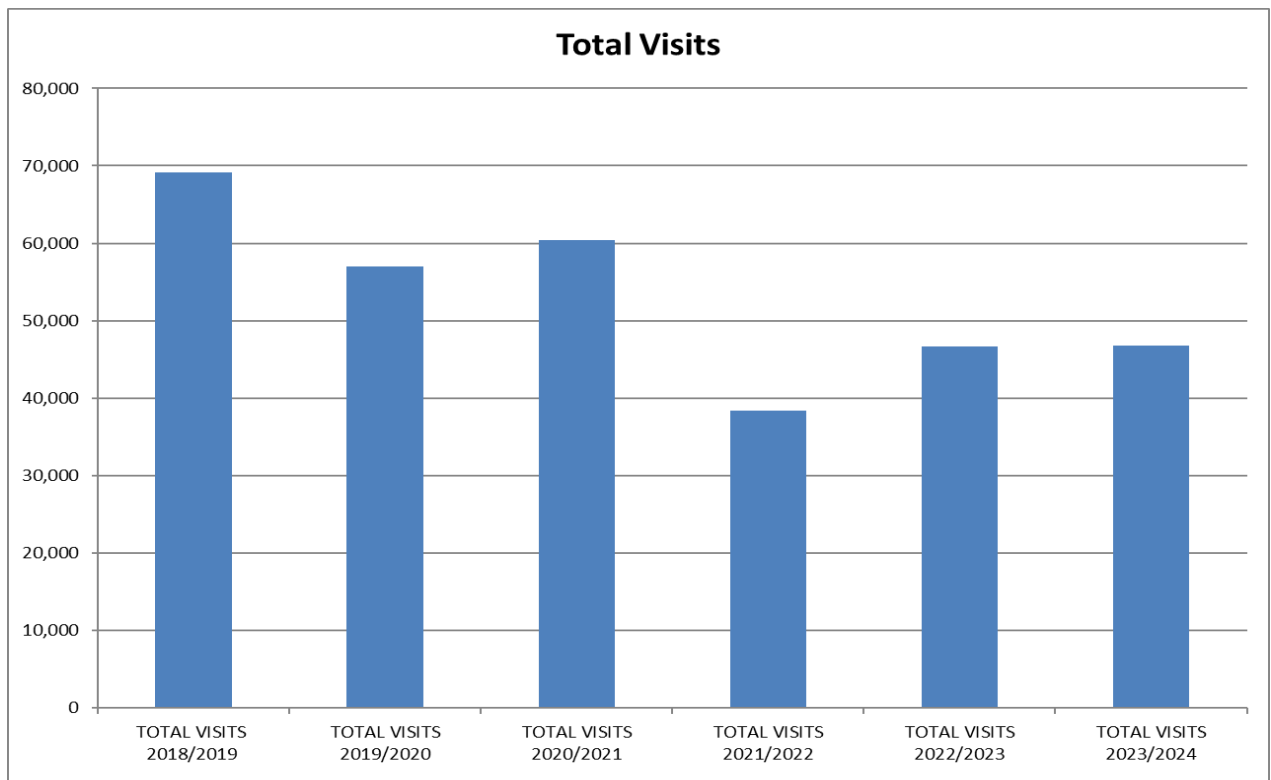
Graph 4: Membership Numbers by Type



Graph 5: Yearly Comparison of Month by Month Membership Numbers



Graph 6: Comparison of Visits by Year



Social Media Statistics

JJRAC social media data. The following statistics were recorded:

MONTH	Facebook Page Likes	Facebook Page Reach	Instagram Page Followers
January 2024	2,001	6,500	778

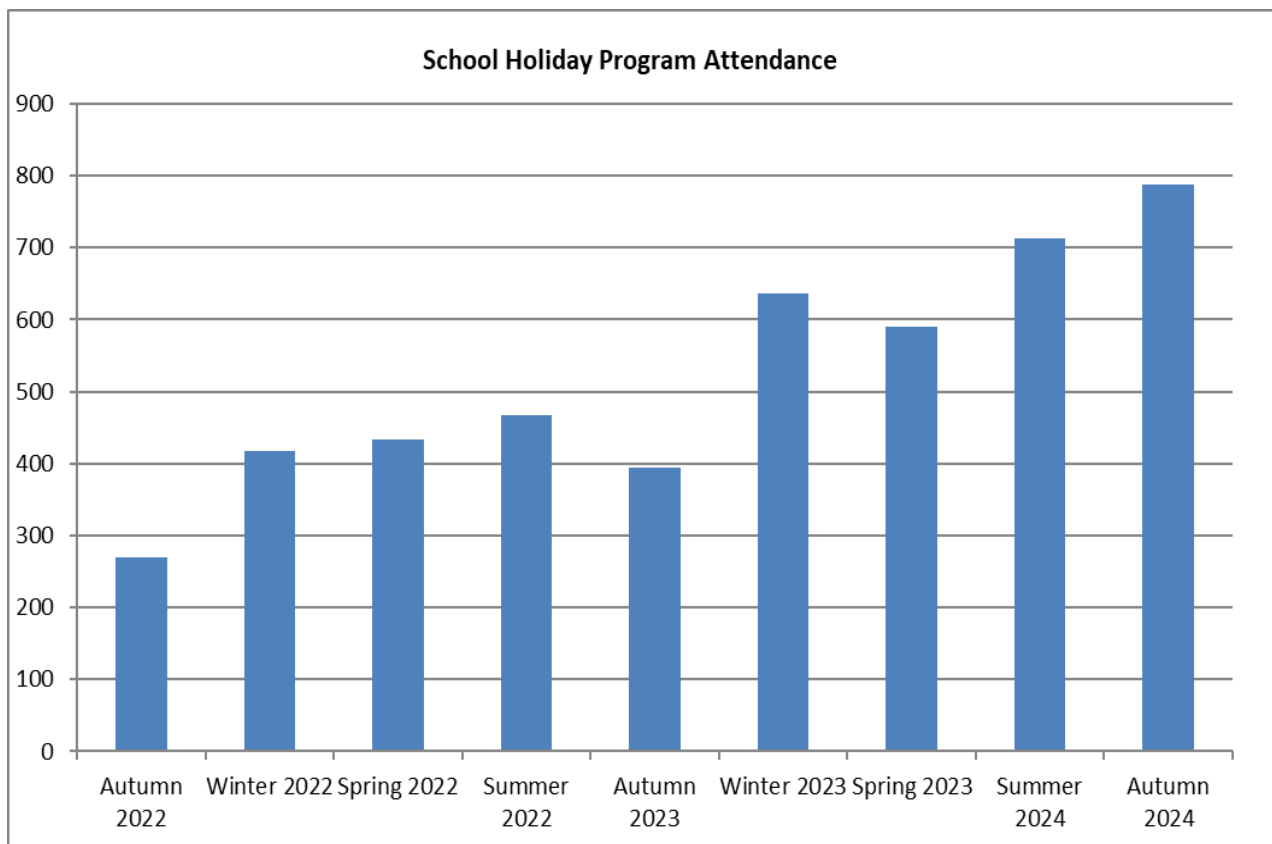
MONTH	Facebook Page Likes	Facebook Page Reach	Instagram Page Followers
February 2024	2,028	2,172	781
March 2024	2,041	3,240	777
April 2024	2,056	9,025	777

Community Development

Youth Program/Youth Council

The Autumn school holiday program proved to be a resounding success, drawing in a total of 787 enthusiastic participants across 21 different events. Among the highlights were the 'Wonka' movie screening which saw an impressive turnout of 146 attendees, closely followed by the 'Roller Disco' event, which attracted 142 enthusiastic participants. These numbers reflect the program's ability to captivate and engage a diverse audience, offering a range of enriching experiences that resonated deeply with our community.

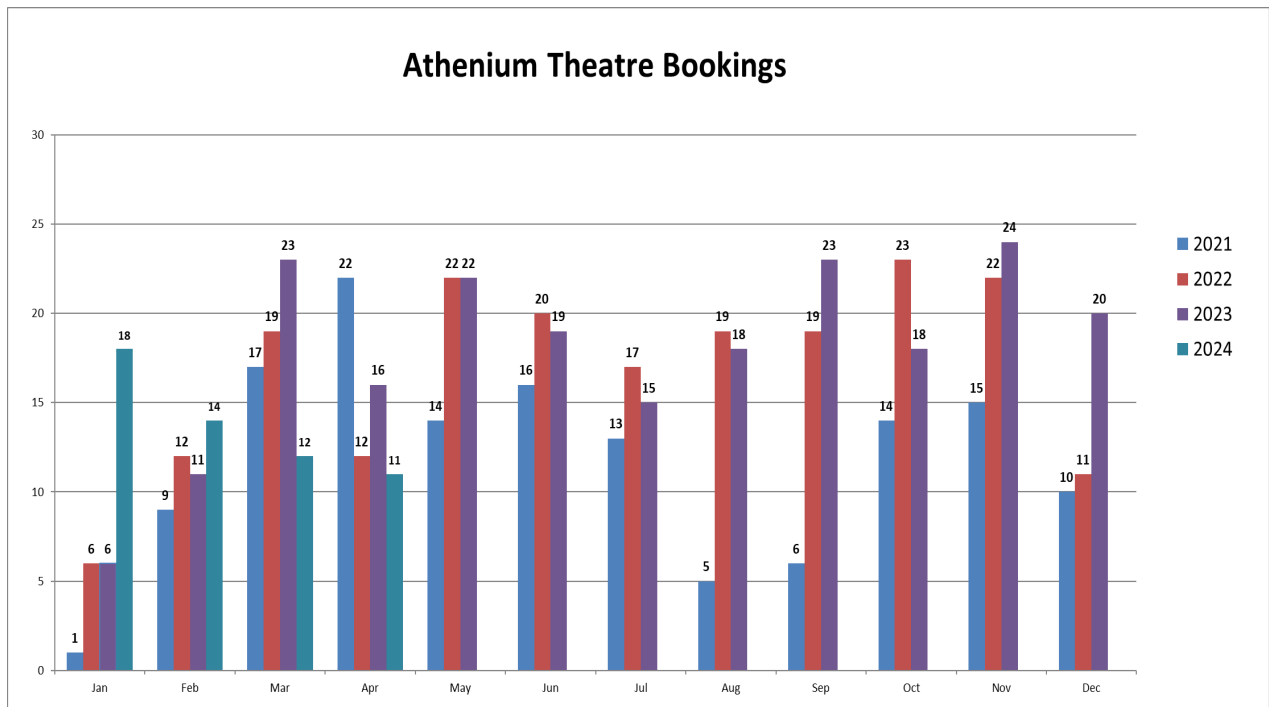
In addition to the below school holiday numbers, the Youth Week Pool Party, co-hosted with the Community Centre, drew over 175 excited children, adding another layer of success to our collaborative efforts.



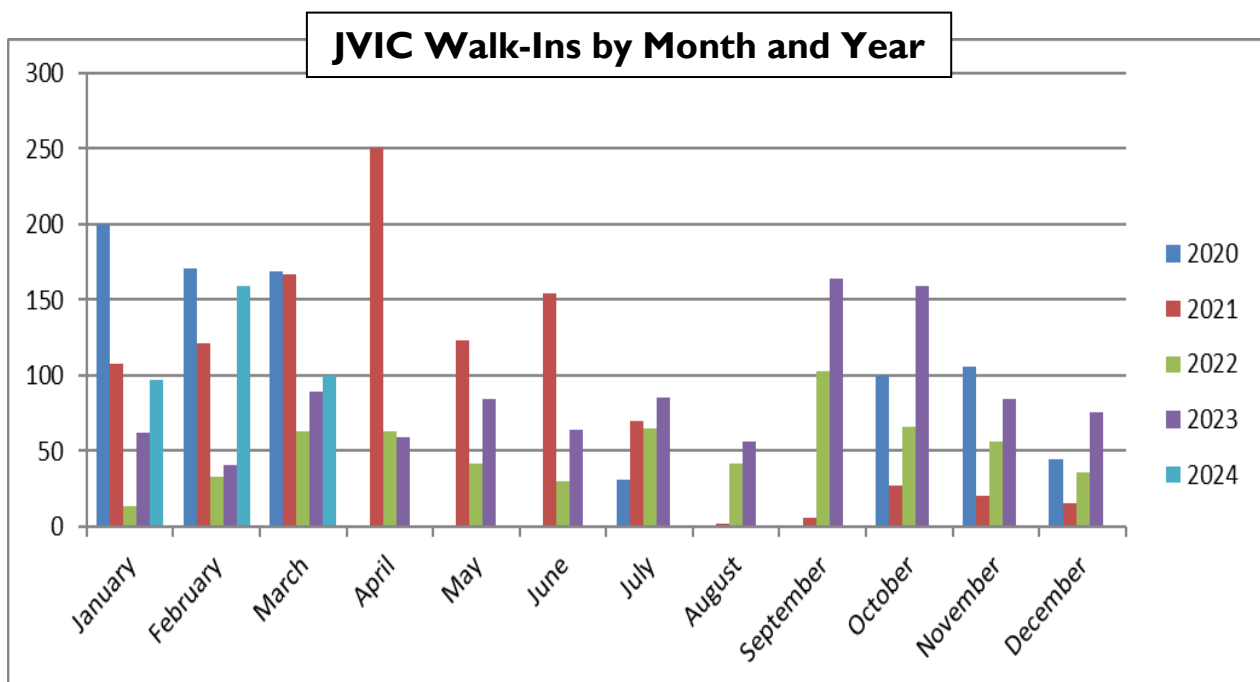
June Athenium Theatre

The Athenium Theatre continues to see a decline with the hesitance to commit to additional opportunities based on refurbishment start dates.

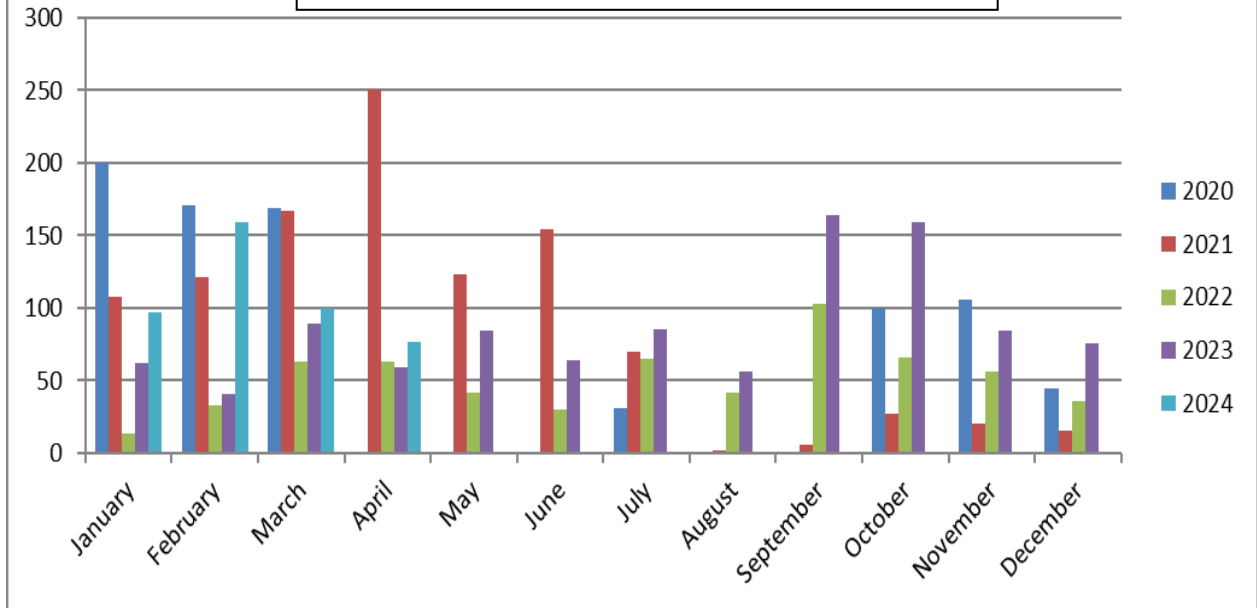
On 29 April 2024, the Athenium was officially handed over to Colin Joss & Co Pty Ltd as part of the rear extension project. This project marks one of the final stages of the Athenium Theatre Conservation Management Plan 2018, revised in 2021. Contracts have been signed to formalise this partnership, ensuring a clear framework for the project's execution. The handover signifies a crucial step towards the completion of the conservation and enhancement efforts, ensuring the preservation and improvement of this historic landmark. The collaboration with Colin Joss & Co Pty Ltd is expected to bring valuable expertise to the project, contributing to the successful realisation of the theatre's long-term conservation goals.



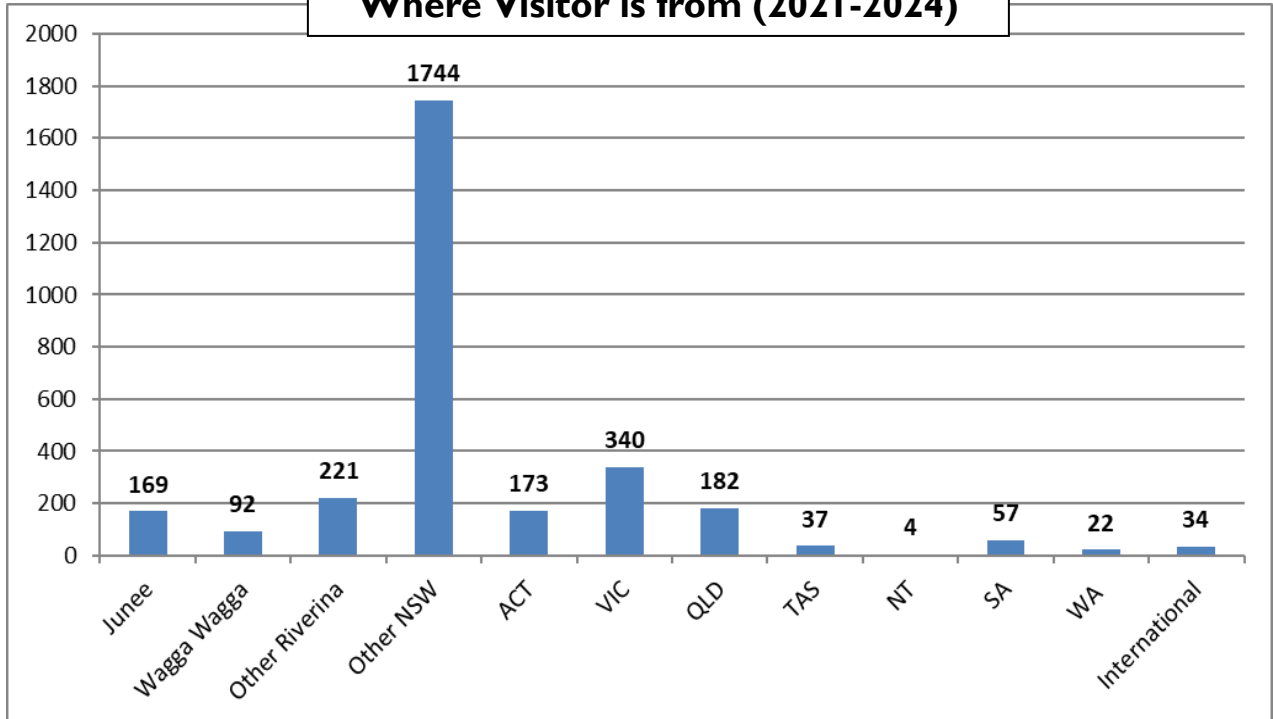
Visitor Information Centre



JVIC – Most Popular Day to Visit



Where Visitor is from (2021-2024)



I4[GM] CUSTOMER SERVICE REQUESTS SUMMARY

May Merit 2024	Count of Function Name
Council	
Property Damage	1
Engineering Services Administration	
Damaged Bin	8
General Enquiry	9
General Maintenance	1
General/ Maintenance	3
Maintenance	6
Maintenance Request	3
Roadside Slashing	1
Service Enquiry	1
Service Request	7
Stolen Bin	2
Finance	
Animal Registration Enquiry	1
Dog Attack	1
Dog Barking	2
General Enquiry	1
Nuisance Animal	1
Grand Total	48