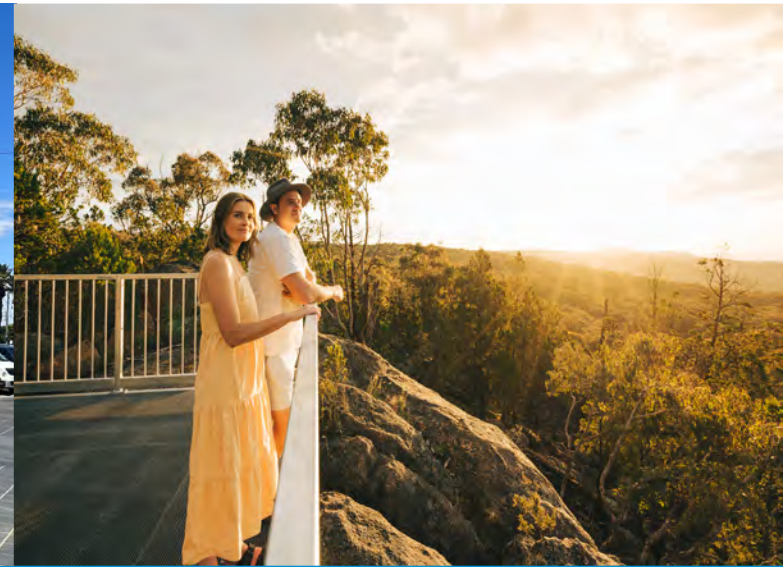




Greater
Hume
Council



Draft Delivery Program 2025 - 2029

Operational Plan 2025 - 2026

Front Cover Picture 1 – Jindera Adventure Playground (photo courtesy of Chloe Smith Photography)

Front Cover Picture 2 - Culcairn Plaza

Front Cover Picture 3 – Yambla View Wambariga Lookout, Woomargama National Park (photo courtesy of Matt Beaver Photography)

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About this Plan

This document combines Council's Delivery Program, Operational Plan and Budget. Together they show how Council will contribute to delivering our community aims and strategies outlined in the Community Strategic Plan 2025 - 2035.

We have used the five focus areas of the Community Strategic Plan - Our Community, Our Economy, Our Environment, Our Infrastructure and Our Civic Leadership - to structure the Delivery Program and Operational Plan.

The Delivery Program sets out the activities that Council will complete in a four year period which is aligned to a Council term, along with measures we will use to track our progress in achieving the activities.

The Operational Plan shows services, key projects and capital works that Council will deliver in the coming year.

The Budget shows our income, expenditure and capital programs for the year ahead as well as Council's Revenue Policy.

Message from the Mayor



It is my pleasure as Mayor to present the 2025-2029 Delivery Program and 2025-2026 Operational Plan which comprehensively depicts our initiatives and projects for the next 4 years.

There was record involvement from the community for the preparation of the Greater Hume Strategic Plan and we have responded to that input to devise the initiatives in the Delivery Program. These initiatives will address the strategies identified through the preparation of the Community Strategic Plan and in turn achieve Councils vision of a thriving and connected rural region that fosters sustainable growth and enhances the well-being of all residents while preserving its rich heritage, the natural beauty and character of the community.

It has been a long-term focus of Council to maintain a strong financial position and consequently it is pleasing that Council is able to enter the period of the Delivery Program without the need to pursue a special rate rise. The Delivery Program and associated Resourcing Strategy place an emphasis on continuous improvement which will delay the need for future special rate rises.

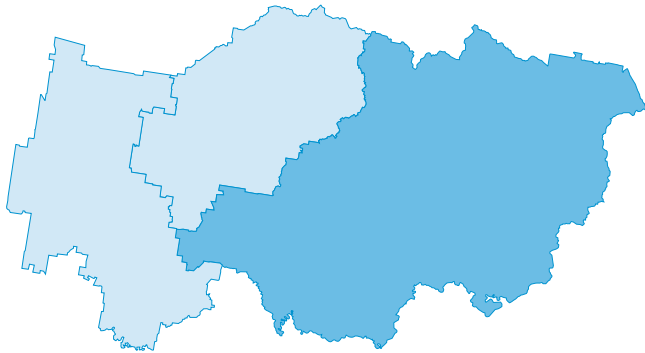
Greater Hume Council area has experienced a significant increase in population which requires the Council to ensure that its infrastructure is fit for purpose and so a review and enhancement of asset management is a priority. The current levels of expenditure on maintenance of Councils road network will continue and there is increased expenditure on water sewerage infrastructure as well as recreational assets such as swimming pools.

Through the completion of the Greater Hume Settlement Strategy Council will continue to plan for future growth which will identify land suitable for use for residential, commercial, and industrial purposes. The council will seek opportunities for grant funding so that this newly created land can be as affordable as possible and economic development will be pursued to support local businesses to generate employment opportunities.

We appreciate the time taken to consider the Delivery Program and we are committed to improving our communication methods so that Council can continue to work in partnership with the people that it serves so that we all can be proud of Greater Hume.

Lea Parker - Mayor

Our Councillors

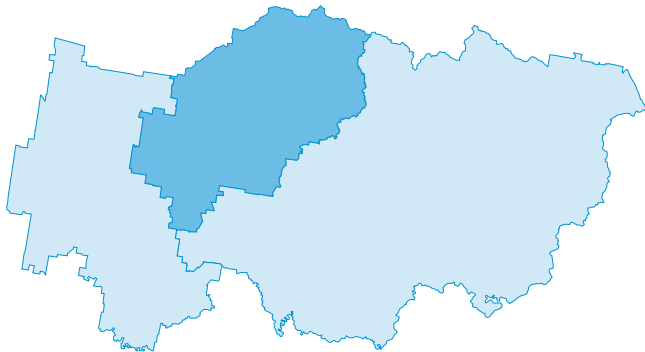


East Ward

The East Ward has 2527 electors.
The East Ward includes Holbrook, Gerogery, Woomargama, Mullengandra, Wantagong, Little Billabong, Carabost, Coppabella, Yarra, Lankey's Creek, Glenellen.



(L-R) Cr Lea Parker (Mayor), Cr Kerry Morton, Cr Tony Quinn

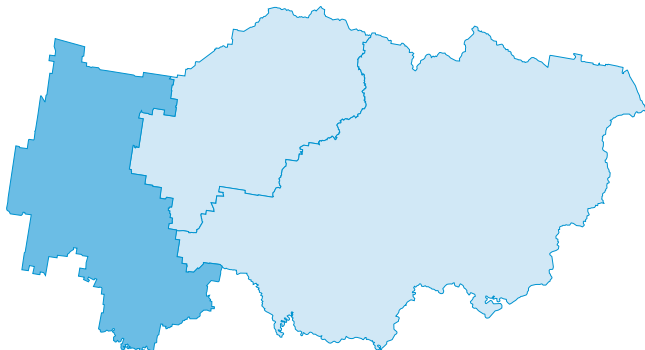


North Ward

The North Ward has 2709 electors.
The North Ward includes Culcairn, Henty, Walla Walla, Morven and Cookardinia.



(L-R) Cr Ben Hooper (Deputy Mayor), Cr Brian Liston, Cr Annette Schilg



West Ward

The West Ward has 2603 electors.
The West Ward includes Jindera, Burrumbuttock, Alma Park, Walbundrie, Brocklesby, Goombargana and Moorwatha.



(L-R) Cr Jenny O'Neill, Cr Matt Hicks, Cr Ashley Lindner

Integrated planning & reporting framework

Local councils in NSW are required to undertake their planning and reporting activities in accordance with the Local Government Act 1993 and the Local Government (General) Regulation 2021. The Integrated Planning & Reporting (IP&R) framework enables councils to integrate their various plans together, understand how they interact and get the maximum leverage from their efforts by planning holistically for the future.

Under the IP&R framework Council is required to prepare the following documents:

Community Strategic Plan 2025 - 2035

The purpose of the Community Strategic Plan is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these goals. While Council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan, it is not wholly responsible for its implementation.

Other partners such as State agencies and community groups may also be engaged in delivering the long term objectives of the plan. Council is required to review its Community Strategic Plan before the 30 June following the next Local Government election.

Delivery Program (this document)

The Delivery Program is a statement of commitment to the community from each newly elected council. The Delivery Program outlines the principal activities to be undertaken by Council to implement the strategies established by the Community Strategic Plan within the resources available under the Resourcing Strategy over the four year term of Council.

Essential elements for the Delivery Program include:

- The Delivery Program directly addresses the objectives and strategies of the Community Strategic Plan and identifies principal activities that Council will undertake
- The Delivery Program must inform and be informed by the Resourcing Strategy
- The Delivery Program must address the full range of Council operations
- The Delivery Program must allocate high level responsibilities for each action or set of actions
- Financial estimates for the four year period must be included in the Delivery Program.

Operational Plan (this document)

The Operational Plan has been prepared as a sub-plan of the Delivery Program. It directly addresses the actions outlined in the Delivery Program and identifies projects, programs or activities that Council will undertake within the financial year towards addressing these actions.

Essential elements for the Operational Plan include:

- It must directly address the actions outlined in the Delivery Program
- It must identify projects, programs or activities that Council will undertake within the financial year towards addressing these actions.
- The Operational Plan must allocate responsibilities for each project, program or activity
- It must identify suitable measures to determine the effectiveness of the projects, programs and activities undertaken.

- The Operational Plan must include a detailed budget for the activities to be undertaken in that year.

Resourcing Strategy

The Community Strategic Plan, the Delivery Program and Operational Plan must be supported by a Resourcing Strategy. The Long Term Financial Plan, Workforce Management Plan and Asset Management Plan combine to form Council's Resourcing Strategy.

The Long Term Financial Plan provides information about the financial sustainability of Council to address its current and future needs. The Long Term Financial Plan is used to inform decision making during the development of the Delivery Program and must be for a minimum of ten years.

The Workforce Management Plan must address the human resourcing requirements of Council's Delivery Program for a minimum timeframe of four years.

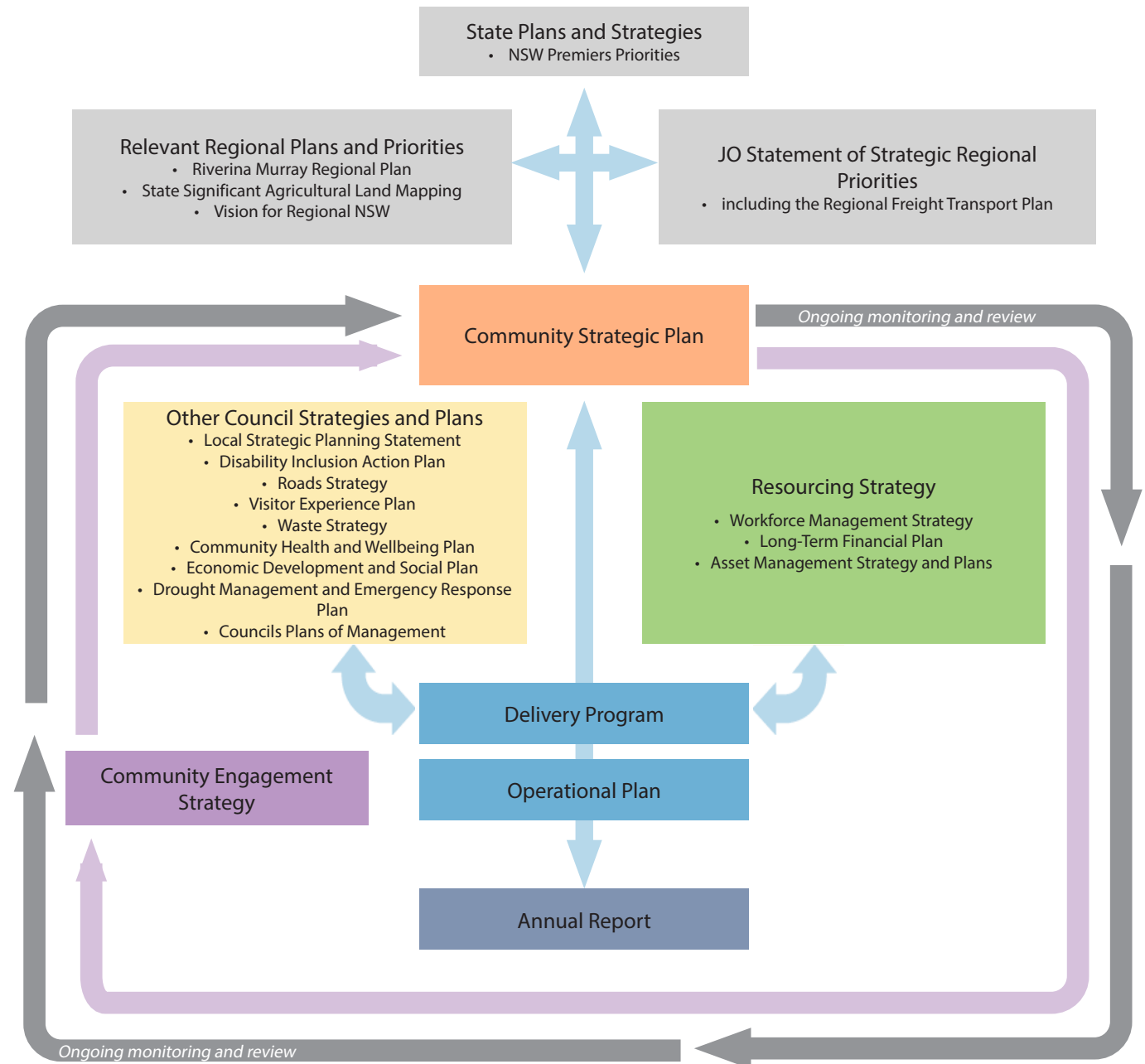
The Asset Management Plan informs on the current condition and ability of the community assets that exist for delivery of services to the community. Council must account for and plan for all the existing assets under its ownership and any new asset solutions proposed in its Delivery Program. The Asset Management Plan must be for a minimum timeframe of ten years. When integrated all these plans will ensure Council delivers the expressed levels of service to its community through optimal utilisation of its resources.

Annual Report

The Annual Report is a report to the community of Council's performance and achievements in relation to the objectives outlined in the Community Strategic Plan, Council's Delivery Program and Operational Plan. The Annual Report focuses on Council's implementation of the Delivery Program and Operational Plan as these are the plans that are wholly Council's responsibility and also includes information that is prescribed by the Local Government (General) Regulation 2005.

End of Term Report

This document will be prepared at the end of the current term to report Council's achievements in implementing the Community Strategic Plan over previous years.



Our Community Profile

Greater Hume Council local government area is located in southern New South Wales, bordering with Victoria and the local government areas of Wagga Wagga, Albury, Federation, Lockhart and Snowy Valley Councils.

It is roughly rectangular in shape, approximately 110km from east to west and 60km north to south. It is ideally linked by highways to Canberra, Sydney and Melbourne. The Main Southern Railway Line traverses the shire, with proximity to the Ettamogah Rail Hub and regional airports nearby at Albury and Wagga Wagga.

The five towns and six villages dispersed across the shire play a key role in servicing traffic between regional and metropolitan centres while also servicing the needs of a prosperous rural and thriving manufacturing sectors.

There are forestry resources based mainly in softwoods plantations in the eastern zone. Boutique wine and small scale olive oil also feature as emerging industries.

A growing number of transport operators base their business operations in the shire due to affordable land and proximity to the NSW transport corridor.

There are continued opportunities to grow the shire's population as the Greater Hume region is changing to a commuting based rural lifestyle community.

Albury / Wodonga and Wagga Wagga have a major influence on the local government area through employment, and access to high level goods and services.

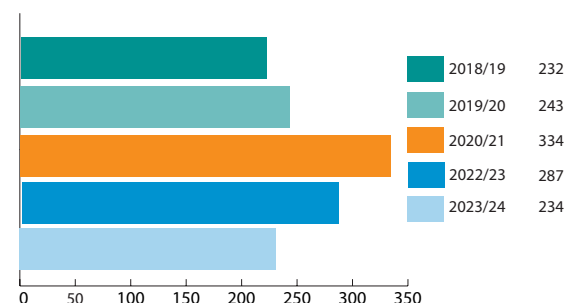
Growing numbers of residents working in Wagga Wagga or Albury / Wodonga have chosen to reside here for an affordable, rural and community lifestyle.

Residents enjoy the space of Greater Hume in a safe, natural environment. Council welcomes new residents to our thriving and connected rural region that fosters sustainable growth.

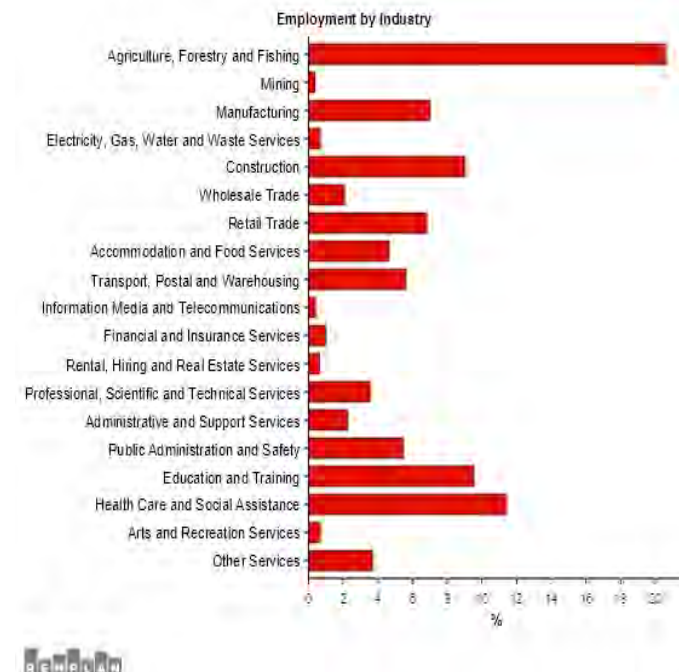
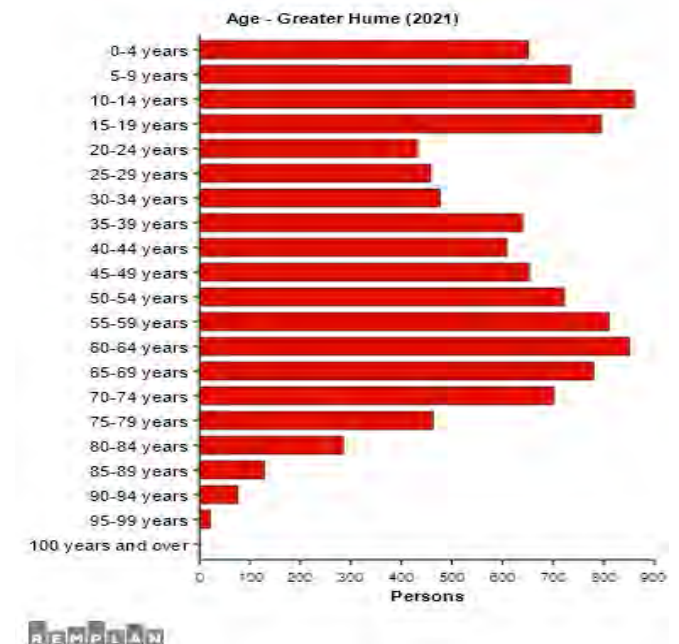
The Australian Bureau of Statistics (ABS) broadly defines relative socio-economic advantage and disadvantage in terms of people's access to material and social resources, and their ability to participate in society, this measurement is known as the SEIFA score.

Greater Hume's SEIFA score (2021 ABS) Index of Relative Socio-economic Disadvantage score is 999 (Decile 7).

Total Number of Development Applications



Greater Hume Council: Total Number of Development Applications (2018 - 2024)





Our Vision for the future

The vision we have for the future of Greater Hume is designed to encourage commitment to our future and a sense of common purpose and responsibility. It reflects the kind of community we will be in 2035.

This vision will be achieved through the implementation of the strategies based on the five core themes of the Community Strategic Plan 2025 - 2035

Those themes are:

- Our Community
- Our Economy
- Our Environment
- Our Infrastructure
- Our Civic Leadership

These themes are clearly interwoven and impact upon each other. They are the cornerstone for our community's progress and success.

Overall, it is the people of our community that makes us unique. It is important our vision contains quality of life, prosperity and connectivity.

Community's Vision

The community's vision for Greater Hume is captured in the following statement -

A thriving and connected rural region that fosters sustainable growth and enhances the well-being of all residents while preserving its rich heritage, the natural beauty and character of our community.



Our Core Values

Community First -

Supporting strong, connected and inclusive communities.

Resilience and Adaptability

Preparing for future challenges while preserving our rural identity.

Integrity and Transparency

Open and honest decision-making that reflects the needs of all residents.

Sustainability and the Environment

Preserve the rural character and unique attributes through environmental stewardship and sustainable land use whilst protecting and enhancing our natural resources for future generations.

Economic Development, Innovation and Growth

Encouraging sustainable development, supporting local business, employment and tourism, relationships with our neighbours and government departments.

Collaboration

Working together with residents, businesses and government partners for shared success.

Vital Snapshot

Area	5,939 square kilometres	Works Depot	Culcairn, Holbrook and Jindera
Total Population	11,157 (2021) Source: ABS Cat 3218.0 Regional Population Growth, Australia as at 2021 Census Estimated Resident Population LGA	Number of Staff	184
Electors	Total Electors 7,839 as at 19 April 2022	Total Road Length	2,079 km (909 km unsealed, 1,170km sealed)
Administrative Centre	Holbrook General Manager Department of Corporate and Community Services	Swimming Pools	5 Culcairn, Henty, Holbrook, Jindera and Walla Walla
Technical Centre	Culcairn Department of Engineering Department of Environment and Planning	Waste Disposal Depots	Brocklesby, Burrumbuttock, Culcairn, Gerogery, Henty, Holbrook, Jindera, Mullengandra
Customer Relation Centres	Henty, Jindera and Walla Walla	Population Centres	Brocklesby, Burrumbuttock, Culcairn, Morven, Gerogery / Gerogery West, Henty, Holbrook, Jindera, Walbundrie, Walla Walla, Woomargama.
Total Expenditure Budget*	\$45,786,490.00		

* Excludes depreciation, includes loan repayments

Organisation Structure

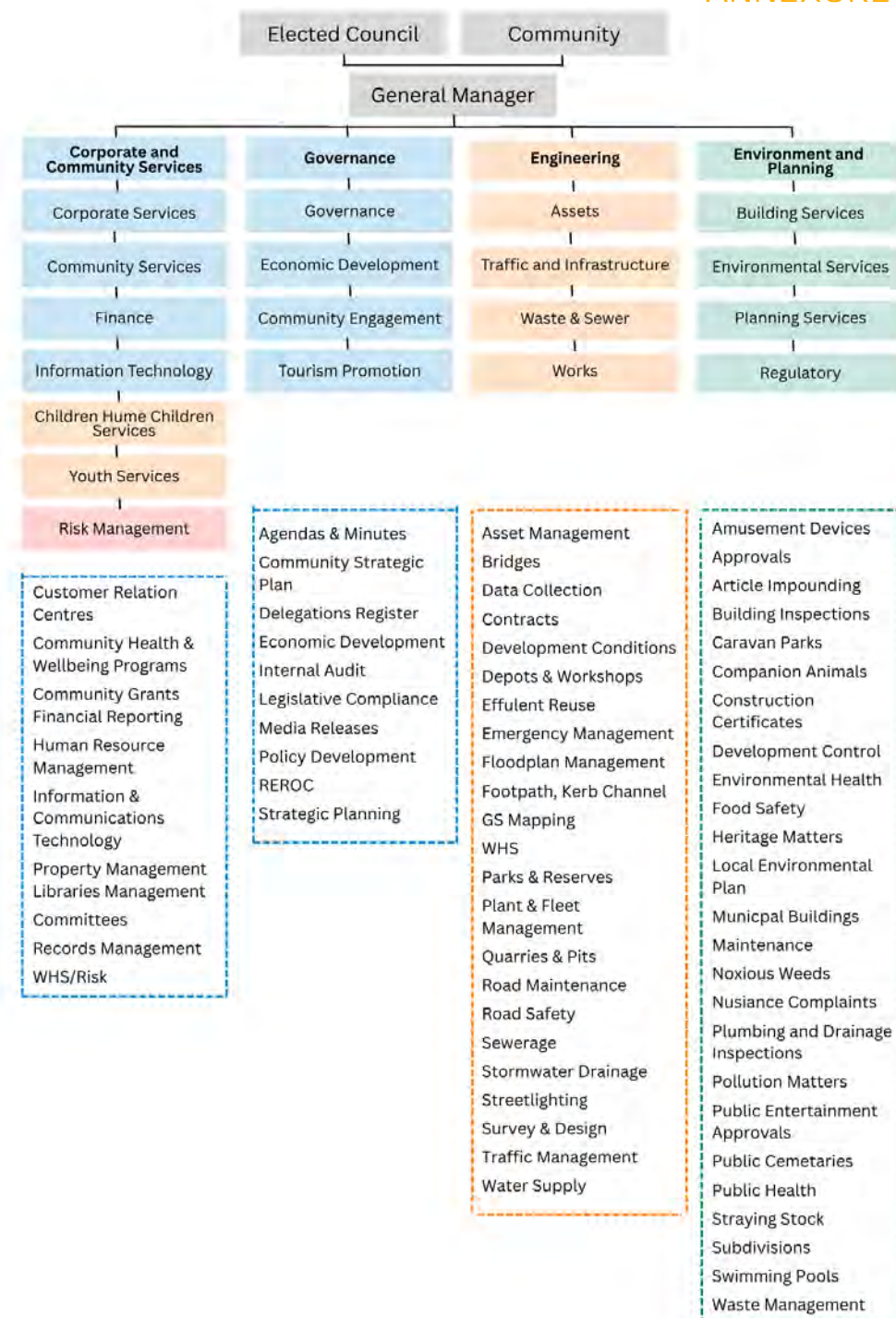
The Council, as an elected body, is responsible for determining policy and and overall strategic direction.

The General Manager provides a link between the Council and staff and is responsible for implementing the decisions of the Council.

The organisation structure below General Manager level comprises three departments: Corporate and Community Services, Engineering Services and Environment & Planning.

The three Directors which head each department together with the General Manager form the Management Executive which manage the day to day operations of the Council and provide professional advice to Councillors.

Council's organisation chart is show at right.



Strategic Directions

Theme	Objective	
1. Our Community	Enhance liveability, support community well-being, advocate for access to essential services, recreational opportunities, diverse housing options and provide quality services that meet the diverse needs of all residents.	A Connected, Inclusive and Livable Region
2. Our Economy	Build a strong and diverse economy, support local businesses, attract investment, grow tourism and create job opportunities that retain young people and families.	A Strong, Diverse and Resilient Economy
3. Our Environment	Protect natural assets, promote sustainable development, invest in resilience to climate change and enhance Greater Hume's natural landscapes, biodiversity, and environmental resilience.	A Sustainable and Beautiful Region
4. Our Infrastructure	Deliver, maintain and advocate for essential infrastructure, prioritising roads, transport, digital connectivity, and essential services to support growing communities.	Reliable, Safe and Future Ready
5. Our Civic Leadership	Strengthen trust in Council through transparency, proactive community engagement, responsiveness, and inclusive decision-making	A Council that Listens, Engages and Delivers

Performance Measurements and Continuous Improvement

Council's performance in achieving the outlined strategies will be measured as follows;

- By satisfactorily achieving the stated measure associated with the initiative in the desired timeframe as outlined in the below Delivery Program.
- By improving or maintaining the desired Community Satisfaction Survey indicators in the direction stated in the Community Strategic Plan.

Areas of Review

Council operations/services to be reviewed over the 4 year delivery period include;

- Asset Management
- Waste Management
- Communications
- IT.



Our COMMUNITY

Strategic Theme 1

Our Community

Theme	Our Community
Objective	Enhance liveability, support community well-being, advocate for access to essential services, recreational opportunities, diverse housing options and provide quality services that meet the diverse needs of all residents.
Outcome	A Connected, Inclusive and Livable Region

CSP Strategy	Initiative	Year 1 25 / 26	Year 2 26 / 27	Year 3 27 / 28	Year 4 28 / 29	Measure	Lead Service Unit
1.1 Improve access to healthcare, aged care and continue to improve access to children services and youth programs across our communities.	1.1.1 - Refurbish Building Acquisition in Balfour Street Culcairn to attract Allied Health and other medical professionals to service the local community.	■				Balfour Street Building Refurbished	GM
	1.1.2 - Advocate to Murrumbidgee Health to improve accessibility to health care for our communities.	■	■	■	■	Attendance at LHAC meetings	GM
	1.1.3 - Advocate for additional health and aged care services to be provided targeted for people over the age of 55	■	■	■	■	Support local community groups	GM
	1.1.4 - Collaborate with local providers and community groups to provide children services and youth programs to our community.	■	■	■	■	Continued programs	DCCS
	1.1.5 - Council to employ a dedicated Youth Officer to seek grant funding and establish a Youth Advisory Group that aims to provide suitable programs for our youth.	■				Youth Officer Employed	DCCS
	1.1.6 - Council to increase the number of placements and programs available at childcare facilities across Greater Hume.	■	■	■	■	Increase in placements	DCCS
	1.1.7 - Update the Greater Hume Council's Children Services website to improve access to relevant information for families regarding children services.	■	■	■	■	Website live	DCCS
	1.1.8 - Council to be recognised as a ChildSafe organisation.	■	■	■	■	Accreditation maintained	DCCS
	1.1.9 - Advocate to attract childcare services and dedicated preschool programs to Jindera.	■	■	■	■	Increase in services	DCCS
	1.1.10 - Update and implement the Disability Inclusion Action Plan	■				DIAP updated	DCCS

Our Community

Theme	Our Community
Objective	Enhance liveability, support community well-being, advocate for access to essential services, recreational opportunities, diverse housing options and provide quality services that meet the diverse needs of all residents.
Outcome	A Connected, Inclusive and Livable Region

CSP Strategy	Initiative	Year 1 25 / 26	Year 2 26 / 27	Year 3 27 / 28	Year 4 28 / 29	Measure	Lead Service Unit
1.2 Seek opportunities to develop recreational facilities, walking, rail and bike trails, inclusive playgrounds and family-friendly spaces.	1.2.1 - Seek grant funding to implement a structured walking and bike trails replacement and construction program across the Shire.	■	■	■	■	Successful grant applications	DE
	1.2.2 - Prepare Council Playground Strategy and upgrade playgrounds as budget permits		■			Strategy prepared and adopted	DE
	1.2.3 - Prepare Council Public Toilet Strategy and upgrade public toilets as budgets permits			■	■	Strategy prepared and adopted	DE
	1.2.4 - Prepare Council Parks and Recreation Ground Strategy and upgrade parks and open spaces as budget permits				■	Strategy prepared and adopted	DE
	1.2.5 - Advocate the use of disused rail corridors for recreational use	■	■	■	■	Lodge submission with State and Federal Governments	DE

Our Community

Theme	Our Community
Objective	Enhance liveability, support community well-being, advocate for access to essential services, recreational opportunities, diverse housing options and provide quality services that meet the diverse needs of all residents.
Outcome	A Connected, Inclusive and Livable Region

CSP Strategy	Initiative	Year 1 25 / 26	Year 2 26 / 27	Year 3 27 / 28	Year 4 28 / 29	Measure	Lead Service Unit
1.3 Maintain local heritage and respect, promote, support and promote cultural diversity, and inclusivity and embed Aboriginal culture and stories in our community through events, festivals, and community programs.	1.3.1 - Embed culturally appropriate practices, including Indigenous practices into Council and community run events, programs and initiatives.	■	■	■	■	Improve Citizenship Ceremonies and other events	GM
	1.3.2 - Update Council's Meeting Code of Meeting Practice 2022		■			Code of Practice updated	DCCS
	1.3.3 - Collaborate with the Australia Day Committee to develop a program of events that incorporates cultural diversity and inclusivity.	■	■	■	■	Work with elected Community	GM
	1.3.4 - Encourage development, promotion, funding and management of skills and cultural programs to grow the visitor experience.	■	■	■	■	Engage peak bodies to provide support to TO's	GM
	1.3.5 - Develop and implement Council Grants for local organisations and community groups seeking to host community events and festivals.		■	■	■	Annual grant programs	GM
	1.3.6 - Continue delivery of the Greater Hume Museum Advisor Program to provide with partnership, guidance, training and expertise to our public and private museums.	■	■			Continue engaging with current Museum Advisor	GM

Our Community

Theme	Our Community
Objective	Enhance liveability, support community well-being, advocate for access to essential services, recreational opportunities, diverse housing options and provide quality services that meet the diverse needs of all residents.
Outcome	A Connected, Inclusive and Livable Region

CSP Strategy	Initiative	Year 1 25 / 26	Year 2 26 / 27	Year 3 27 / 28	Year 4 28 / 29	Measure	Lead Service Unit
1.5 Advocate and promote public transport access and connectivity between towns and regional centre.	1.5.1 - Continue the association with Train Link to remain a ticketing agent to ensure accessibility to public transport options.	■	■	■	■	Current agreement in place	DCCS
	1.5.2 - Continue to maintain relationships with local bus companies to support Regional Buses On Demand service.	■	■	■	■	Promotion of services	DCCS
1.6 Advocate and support provision of more social activities and support networks for retirees and seniors	1.6.1 - Continue to seek grant funding to provide targeted events for seniors to interact, this includes Senior Week hosted at our Libraries.	■	■	■	■	Grant Funding and events hosted	DCCS
	1.6.2 - Attract and maintain community groups to host events targeted at seniors in the community.	■	■	■	■	Provision of meeting facilities	DCCS
	1.6.3 - Continue to support and promote Meals on Wheels.	■	■	■	■	Promotion of service	DCCS
	1.6.4 - Continue to promote and provide information on aged and community services.	■	■	■	■	Website updated to connect services with community needs	DCCS
	1.6.5 - Establish and maintain relationships with other organisations that continue to provide support to retirees and seniors.	■	■	■	■	Attend community meetings	DCCS

Our Community

Theme	Our Community
Objective	Enhance liveability, support community well-being, advocate for access to essential services, recreational opportunities, diverse housing options and provide quality services that meet the diverse needs of all residents.
Outcome	A Connected, Inclusive and Livable Region

CSP Strategy	Initiative	Year 1 25 / 26	Year 2 26 / 27	Year 3 27 / 28	Year 4 28 / 29	Measure	Lead Service Unit
1.7 Maintain aged care housing and encourage investment in affordable housing, monitor rental availability.	1.7.1 - Council to complete a Settlement Strategy that identifies: <ul style="list-style-type: none"> Land suitable for residential purposes Re-zoning of land Reviewing Council's Land Bank for proposed residential development Increasing available housing and pursue grants for infrastructure and flood mitigation. 	■				Settlement Strategy Completed	DEP
	1.7.2 - Continue to maintain and manage Kala Court Self-funded Units through sustainable business practices	■	■	■	■	Dedicated Housing Officer	DCCS
	1.7.3 - Continue to provide community housing at affordable rental prices such as Kala Court and Frampton Court.	■	■	■	■	Regular market reviews and manage waiting lists	DCCS
	1.7.4 - Attract private investment to construct suitable affordable accommodation options for aged care housing through economic development initiatives.			■	■	Prospectus developed outlining Council incentive	GM
	1.7.5 - Refurbish aged care units as budget permits	■	■	■	■	Maintenance program implemented	DCCS



Our Economy

Strategic Theme 2

Our Economy

Theme	Our Economy
Objective	Build a strong and diverse economy, support local businesses, attract investment, grow tourism and create job opportunities that retain young people and families.
Outcome	A Strong, Diverse and Resilient Economy

CSP Strategy	Initiative	Year 1 25 / 26	Year 2 26 / 27	Year 3 27 / 28	Year 4 28 / 29	Measure	Lead Service Unit
2.1 Invest in economic development to support small business development and support with approval processes and reducing red tape.	2.1.1 - Support approval processes and reduce red tape through allocating dedicated resources to assist the community in lodging a Development Application and use of the NSW Planning Portal.	■	■	■	■	Dedicated resources to assist the community	DEP
	2.1.3 - Aim to achieve the benchmark assessment times as prescribed by NSW Planning Housing & Infrastructure	■	■	■	■	Legislative stipulations are met	DEP
	2.1.4 - Revise Greater Hume Council's Local Strategic Planning Statement 2020		■			Local Strategic Planning Statement revised	DEP
	2.1.5 - Attract and recruit an Economic Development officer to work with businesses to identify and pursue opportunities.	■				Economic Development Officer Recruited	GM
	2.1.6 - Revise Council's Economic Development and Social Plan 2017-2022.		■			Plan Revised	GM

Our Economy

Theme	Our Economy
Objective	Build a strong and diverse economy, support local businesses, attract investment, grow tourism and create job opportunities that retain young people and families.
Outcome	A Strong, Diverse and Resilient Economy

CSP Strategy	Initiative	Year 1 25 / 26	Year 2 26 / 27	Year 3 27 / 28	Year 4 28 / 29	Measure	Lead Service Unit
2.2 Invest in tourism development, to promote tourism and opportunities for silo art, facilitate nature-based attractions, town beautification and encourage agri-tourism.	2.2.1 - Liaise and work with dedicated community groups to ensure that tourism opportunities and initiatives are led by community priorities.	■	■	■	■	Meetings held with relevant community groups	GM
	2.2.2 - Re-introduce agri-tourism round table events to support and provide networking opportunities for established and upcoming operators.	■	■	■	■	Agri-tourism Roundtable events held yearly	GM
	2.2.3 - Seek support and funding from Murray Regional Tourism and Destination Riverina Murray to attract and host events and to support tourism initiatives and operators.	■	■	■	■	Continue partnership and collaborations with peak bodies	GM
	2.2.4 - Revise the Visitor Experience Plan 2018.	■				Plan revised	GM
	2.2.5 - Develop promotional/marketing campaigns and collateral to show case Greater Hume's natural environment, history and heritage, walk/ bike/drive itineraries, agri-tourism, tourism operators and experiences.	■	■	■	■	Continuous development and improvement of tourism collateral	GM
	2.2.6 - Identify and apply for grant funding opportunities for tourism initiatives.	■	■	■	■	Grant funding applied for	GM
	2.2.7 - Develop locality based information for over-night and day trippers	■	■	■	■	Development of locality based tourism collateral	GM
	2.2.8 - Update and refresh Visit Greater Hume website.	■	■	■	■	Continuous development and improvement of accessibility and information on the VGH website	GM

Our Economy

Theme	Our Economy
Objective	Build a strong and diverse economy, support local businesses, attract investment, grow tourism and create job opportunities that retain young people and families.
Outcome	A Strong, Diverse and Resilient Economy

CSP Strategy	Initiative	Year 1 25 / 26	Year 2 26 / 27	Year 3 27 / 28	Year 4 28 / 29	Measure	Lead Service Unit
2.3 Support the expansion of local industries, including agriculture, manufacturing and small business, taking into consideration the importance of preserving valuable agricultural land.	2.3.1 - Continue to attract additional businesses to relocate and service Greater Hume		■	■	■	Update business directory	GM
	2.3.2 - Continue to undertake additional development in industrial estates from our land bank	■		■		New development in Holbrook and Jindera	GM
	2.3.3 - Conduct two business training workshops	■	■	■	■	Workshops hosted	GM
	2.3.4 - Conduct two business after hours events for business and industry.	■	■	■	■	Events hosted	GM
	2.3.5 - Prepare a strategy to investigate the expansion of industrial estates for Holbrook and Jindera	■				Greater Hume settlement strategy identifies land for expansion	GM
	2.3.6 - Undertake research to identify key factors that private enterprise is seeking for investment opportunities			■		Survey undertaken	GM
	2.3.7 - Review the Greater Hume Development Control Plan to improve planning criteria to minimise unplanned rural residential land	■				DCP updated	DEP
2.4 Encourage innovation and advocate for digital connectivity, improving Internet access for home-based and remote workers.	2.4.1 - Advocate to relevant Telco and Federal government for improved digital capacity, mobile phone connectivity and black spot mobile coverage.	■	■	■	■	Grant application for Black Spot Program pursued if available	GM

Our Economy

Theme	Our Economy
Objective	Build a strong and diverse economy, support local businesses, attract investment, grow tourism and create job opportunities that retain young people and families.
Outcome	A Strong, Diverse and Resilient Economy

CSP Strategy	Initiative	Year 1 25 / 26	Year 2 26 / 27	Year 3 27 / 28	Year 4 28 / 29	Measure	Lead Service Unit
2.5 Strengthen partnerships with regional universities, TAFEs, and training providers to enhance job skills, attract skilled workers and opportunities to retain young people.	2.5.1 - Partner with local schools, TAFE's and Universities to promote career opportunities with Council.	■	■	■	■	Attend TAFE/Uni Open Day	DCCS
	2.5.2 - In partnership with local high schools promote Careers at Council by hosting targeted events for students	■	■	■	■	Council Careers Day held	DCCS
	2.5.3 - Introduce a range of social media advertising campaigns to attract skilled workers to Council.	■	■	■	■	2 social media campaigns per annum	DCCS
	2.5.4 - Identify relevant positions that can be offered as entry level positions such as Traineeships that can lead to career pathways at Council.	■	■	■	■	Traineeships offered	DCCS



Our Environment

Strategic Theme 2

Our Environment

Theme	Our Environment
Objective	Protect natural assets, promote sustainable development, invest in resilience to climate change and enhance Greater Hume's natural landscapes, biodiversity, and environmental resilience
Outcome	A Sustainable and Beautiful Region

CSP Strategy	Initiative	Year 1 25 / 26	Year 2 26 / 27	Year 3 27 / 28	Year 4 28 / 29	Measure	Lead Service Unit
3.1 Implement stronger protections for agricultural land, noxious weed management, and ensuring responsible development and land use.	3.1.1 - Apply for Weed Action Plan for additional funding for noxious weeds funding	■	■	■	■	30 private property inspections per month	DEP
3.2 Expand tree-planting initiatives and green spaces in towns and villages.	3.2.1 - Develop Street Tree Planting Program for all towns and villages		■	■		Complete Street Tree Planting Program	DE
	3.2.2 - Develop open space strategy for Council land in Shire				■	Complete Open Space Strategy	DE

Our Environment

Theme	Our Environment						
Objective	Protect natural assets, promote sustainable development, invest in resilience to climate change and enhance Greater Hume's natural landscapes, biodiversity, and environmental resilience						
Outcome	A Sustainable and Beautiful Region						
CSP Strategy	Initiative	Year 1 25 / 26	Year 2 26 / 27	Year 3 27 / 28	Year 4 28 / 29	Measure	Lead Service Unit
3.3 Improve waste management and recycling facilities, including better access for rural residents.	3.3.1 - Revise Council's Waste Strategy 2019-2023		■			Strategy updated	DEP
	3.3.2 - Participate in Halve Waste Campaign and additional initiatives that aim to increase FOGO recycling	■	■	■	■	Halve Waste and FOGO information distributed quarterly	DEP
3.4 Advocate for climate resilience through water conservation, renewable energy projects, and responsible land use.	3.4.1 - Review and implement the Energy Savings Action Plan 2021	■	■	■	■	Plan updated and implemented	DCCS
	3.4.2 - Promote programs to enable citizens to adopt energy efficiency and renewable energy technologies.	■	■	■	■	Continue to action the Greater Hume Energy Savings Action Plan	DCCS
	3.4.3 - Review opportunities to support electric vehicle charging points at Council offices and depots to facilitate integration of electric vehicles into Council's fleet	■				Add 2 EV's in fleet and charging station in offices	DE
	3.4.4 - Finalise the Integrated Water Cycle Management Plan	■				Management Plan developed	DE

Our Environment

Theme	Our Environment
Objective	Protect natural assets, promote sustainable development, invest in resilience to climate change and enhance Greater Hume's natural landscapes, biodiversity, and environmental resilience
Outcome	A Sustainable and Beautiful Region

CSP Strategy	Initiative	Year 1 25 / 26	Year 2 26 / 27	Year 3 27 / 28	Year 4 28 / 29	Measure	Lead Service Unit
3.5 Support the development of sustainable tourism opportunities that celebrate the region's natural beauty, Indigenous heritage, and history.	3.5.1 - Support operators of Overnight Stay's and encourage the investment and implementation of electric charging stations.		■			Implementation of electric charging stations	GM
3.6 Enhance flood mitigation efforts and disaster preparedness planning to protect homes and businesses	3.6.1 - Enhance flood mitigation efforts and disaster preparedness planning to protect homes and businesses	■	■	■	■	Disaster preparedness plan developed and implemented	DE
	3.6.2 - Continue with applications to State Governments for implementation of flood studies/ Flood Plain Risk Management plans and flood mitigation projects.	■	■	■	■	Lodge at least one application per year	DE
	3.6.3 - Continue to undertake activities that build resilience in Councils asset base in response to environmental challenges.		■	■		Undertake review of bridge structures for 1:100 rain events	DE



Our Infrastructure

Strategic Theme 4

Our Infrastructure

Theme	Our Infrastructure
Objective	Deliver, maintain and advocate for essential infrastructure, prioritising roads, transport, digital connectivity, and essential services to support growing communities.
Outcome	Reliable, Safe and Future Ready

CSP Strategy	Initiative	Year 1 25 / 26	Year 2 26 / 27	Year 3 27 / 28	Year 4 28 / 29	Measure	Lead Service Unit
4.1 Continue to invest in better road maintenance, drainage, and footpaths across all towns and communities	4.1.1 - Advocate State and Federal Governments to increase funding for roads.	■	■	■	■	Advocate to State and Federal Governments at least twice per year	DE
	4.1.2 - Continue 4 Yearly reviews and refinement of Council's Road Strategy.			■		Complete review of road strategy	DE
	4.1.3 - Determine and develop priorities for Council's towns and village infrastructure.			■	■	Complete infrastructure program for each town and village. Town - Year 3 Village - Year 4	DE
	4.1.4 - Seek grant funding to support construction of Shared pathways and the construction and maintenance of Footpaths.	■	■	■	■	Lodge at least one grant application per year	DE

Our Infrastructure

Theme	Our Infrastructure
Objective	Deliver, maintain and advocate for essential infrastructure, prioritising roads, transport, digital connectivity, and essential services to support growing communities.
Outcome	Reliable, Safe and Future Ready

CSP Strategy	Initiative	Year 1 25 / 26	Year 2 26 / 27	Year 3 27 / 28	Year 4 28 / 29	Measure	Lead Service Unit
4.2 Work towards improving sewerage and water infrastructure, particularly in smaller villages to support growth.	4.2.1 - Complete upgrade works to: <ul style="list-style-type: none"> • Jindera Wastewater treatment system. • Villages Water supply system. • Culcairn Water Reservoir replacement. • Holbrook Wastewater Treatment Facility. • Burrumbuttock Wastewater Pond. 	■	■	■	■	Apply for grant funding - <ul style="list-style-type: none"> • Yr 1 - Burrumbuttock Wastewater Pond. • Yr 2 - Jindera Wastewater treatment system. • Yr 3 - Villages Water supply system. • Yr 4 - Culcairn Water Reservoir replacement. • Yr 5 - Holbrook Wastewater Treatment Facility. 	DE
	4.2.2 - Advocate to State and Federal Governments to provide financial assistance for expansion of essential infrastructure such as water supply and wastewater infrastructure.	■				Finalise the integrated water management strategy	DE

Our Infrastructure

Theme	Our Infrastructure
Objective	Deliver, maintain and advocate for essential infrastructure, prioritising roads, transport, digital connectivity, and essential services to support growing communities.
Outcome	Reliable, Safe and Future Ready

CSP Strategy	Initiative	Year 1 25 / 26	Year 2 26 / 27	Year 3 27 / 28	Year 4 28 / 29	Measure	Lead Service Unit
4.3 Promote public transport options, including commuter buses linking to Albury and Wagga Wagga.	4.3.1 - Council to promote public transport options that are available for the community.	■	■	■	■	Promote across Council social media platforms and website and newsletter	GM
4.4 Continue to upgrade sporting facilities, pools, and parks to enhance recreation opportunities.	4.4.1 - Apply for State and Federal Government funding for sporting and recreational infrastructure.	■	■	■	■	Grants applications submitted	DE
	4.4.2 - Continue to upgrade sporting facilities, pools and parks to enhance recreation activities.	■	■	■	■	Follow maintenance program	DEP/DE
4.5 Develop Council Asset Management Capability.	4.5.1 - Employ asset management team to improve Council Asset Management capabilities.	■	■			Asset Management team recruited and trained	DE
	4.5.2 - Further develop Council Asset Management Policy, Strategy and Plans for all Council assets.				■	Update all Asset Management plans every 4 years and update Asset Management policies and strategies every 2 years	DE

Our Infrastructure

Theme	Our Infrastructure
Objective	Deliver, maintain and advocate for essential infrastructure, prioritising roads, transport, digital connectivity, and essential services to support growing communities.
Outcome	Reliable, Safe and Future Ready

CSP Strategy	Initiative	Year 1 25 / 26	Year 2 26 / 27	Year 3 27 / 28	Year 4 28 / 29	Measure	Lead Service Unit
4.5 Advocate and maintain affordable housing developments with well-planned infrastructure and open spaces.	4.5.2 - Undertake the Greater Hume Settlement Strategy to identify suitable land for affordable residential development.	■				Greater Hume Settlement Strategy released	DEP
	4.5.3 - Apply for grant funding to provide essential infrastructure to support affordable residential development.	■	■	■	■	Grant funding applied for	DEP

Our Infrastructure

Theme	Our Infrastructure
Objective	Deliver, maintain and advocate for essential infrastructure, prioritising roads, transport, digital connectivity, and essential services to support growing communities.
Outcome	Reliable, Safe and Future Ready

CSP Strategy	Initiative	Year 1 25 / 26	Year 2 26 / 27	Year 3 27 / 28	Year 4 28 / 29	Measure	Lead Service Unit
4.6 Develop safer pedestrian and cycling infrastructure, including bike trails connecting communities	4.6.1 - Develop a Greater Hume Pedestrian and Cycling Infrastructure Strategy to support development of infrastructure.				■	Develop Strategy by Year 4	DE



Our Civic Leadership

Strategic Theme 5

Our Civic Leadership

Theme	Our Civic Leadership
Objective	Strengthen trust in Council through transparency, proactive community engagement, responsiveness, and inclusive decision-making
Outcome	A Council that Listens, Engages and Delivers

CSP Strategy	Initiative	Year 1 25 / 26	Year 2 26 / 27	Year 3 27 / 28	Year 4 28 / 29	Measure	Lead Service Unit
5.1 Enhance communication and engagement, ensuring residents have a voice in decision-making.	5.1.1 - Develop and implement a Greater Hume Council Communication Plan.	■	■	■	■	Communications Plan adopted and maintained	GM
	5.1.2 - Implement Council's Community Engagement Strategy.	■	■	■	■	Engagement Strategy Implemented	GM
	5.1.3 - Enhance Council's digital and social communication platforms to improve interactions with residents.	■	■	■	■	Communications to align with Communications Plan	GM
	5.1.4 - Update Council's "Community Consultation" and "Have Your Say" web pages to be more user friendly.	■	■	■	■	Review undertaken and improvements made	GM
	5.1.5 - Improve digital content in relation to locality based services/ information and to streamline online services.	■	■	■	■	Digital content updated and refreshed	GM
	5.1.6 - Undertake a review of Council products and services to identify what we offer online and what can be enhanced.	■	■	■	■	Review of online payments undertaken	GM
	5.1.7 - Inform community of council decisions through a series of initiatives including Council Meeting Summary on socials and website, community newsletters.	■	■	■	■	Communications undertaken to align with Communications Plan	GM
	5.1.8 - Revise and simplify Council Meeting agenda and documentation to support improved transparency and communication.	■	■	■	■	Introduction of new report template and meeting software	GM
	5.1.9 - Implementation of Meltware Software to track Council social media presence to better understand our target audience.	■				Software implemented	GM
	5.1.10 - Utilise Libraries and Customer Relation Centres to improve the delivery of relevant services for the community and ways to engage and consult with the community face-to-face.	■	■	■	■	Continued and increased usage of Customer Relation Centres	DCCS
	5.1.11 - Undertake a community wide Community Satisfaction Survey.		■		■	Community Satisfaction Surveys undertaken	GM

Our Civic Leadership

Theme	Our Civic Leadership
Objective	Strengthen trust in Council through transparency, proactive community engagement, responsiveness, and inclusive decision-making
Outcome	A Council that Listens, Engages and Delivers

CSP Strategy	Initiative	Year 1 25 / 26	Year 2 26 / 27	Year 3 27 / 28	Year 4 28 / 29	Measure	Lead Service Unit
L5.2 Invest in supporting the streamlining of approvals and services, making it easier for businesses and community projects to succeed.	L5.2.1 - Invest in supporting the streamlining of approvals and services, making it easier for businesses and community projects to succeed.	■	■	■	■	Provide support to facilitate ease of application submissions	DEP
5.3 Communicate how funding is distributed fairly across all our communities.	5.3.1 - Develop and distribute targeted publications on How Rate Money is spent in Council.	■	■	■	■	Yearly rates insert produced and distributed	GM
	5.3.2 - Develop and implement a series of initiatives that facilitate transparency of council funding and major projects. These include: <ul style="list-style-type: none"> Council Fact Sheets Public Project Plans Regular social community newsletter Regular reporting on Grant Management to Council Meetings 	■	■	■	■	Communications to align with Communication Plan	GM

Our Civic Leadership

Theme	Our Civic Leadership
Objective	Strengthen trust in Council through transparency, proactive community engagement, responsiveness, and inclusive decision-making
Outcome	A Council that Listens, Engages and Delivers

CSP Strategy	Initiative	Year 1 25 / 26	Year 2 26 / 27	Year 3 27 / 28	Year 4 28 / 29	Measure	Lead Service Unit
5.4 Increase Councillor visibility and accessibility, with regular local meetings and face-to-face engagement.	5.4.1 - Ensure the following activities regular occur to improve visibility and face-to-face communication with Councillor's: <ul style="list-style-type: none"> Cuppa with a Councillor Town Hall Meetings Regular interviews and social media posts 	■	■	■	■	Quarterly activities undertaken	GM
	5.4.2 - Council to release two standard media releases per month to local media providers.	■	■	■	■	Media releases developed and released	GM
5.5 Invest in professional development for Council staff to improve communication, community engagement and service delivery.	5.5.1 - Develop a council portal to provide improved communication and access to timely information to the public.		■	■		Software implemented	DCCS
	5.5.2 - Develop a Social Media Strategy and Guide to assist Council staff to manage and communicate using digital platforms.	■	■			Strategy developed and implemented	GM
	5.5.3 - Train staff in digital communications, media relations and effective writing skills.	■	■	■	■	Relevant staff trained	GM

Our Civic Leadership

Theme	Our Civic Leadership
Objective	Strengthen trust in Council through transparency, proactive community engagement, responsiveness, and inclusive decision-making
Outcome	A Council that Listens, Engages and Delivers

CSP Strategy	Initiative	Year 1 25 / 26	Year 2 26 / 27	Year 3 27 / 28	Year 4 28 / 29	Measure	Lead Service Unit
5.6 Advocate for regional funding and partnerships to bring more investment into Greater Hume.	5.6.1 - Advocate State and Federal Governments for regional investment	■	■	■	■	Continue membership with REROC	GM
5.7 Strengthen accountability, ensuring projects are completed on time and within budget.	5.7.1 - Review Council procurement practices and policies		■			Procurement practices and policies reviewed and updated	DCCS
	5.7.2 - Review Council operations and investigate options to create efficiencies.	■	■	■	■	Implement continuous improvement framework	GM

Abbreviations

ABS	Australian Bureau of Statistics
ARTC	Australian Rail Track Corporation
ATDW	Australian Tourism Data Warehouse
CAPT	Continuous Accessible Path and Travel
CET	Community Engagement Toolkit
CH&W Plan	Community Health and Wellbeing Plan
CT	Community Transport
DCCS	Director Corporate and Community
DE	Director Engineering
DEP	Director Environment and Planning
DIAP	Disability Inclusion Action Plan
DPI	Department of Primary Industries
ED&S Plan	Economic Development and Social Plan
ELT	Senior management group comprising General Manager and three Directors

EPA	NSW Environmental Protection Authority
EV	Electric Vehicle
FTE	Full time equivalent
GHC	Greater Hume Council
GHLEP	Greater Hume Local Environmental Plan 2012
GM	General Manager
HR	Human resources
IAP2	International Association For Public Participation Australasia
ICT	Information and computing technology
IWCMP	Integrated Water Cycle Management Plan
IP&R	Integrated Planning and Reporting
RivJO	Riverina Joint Organisation
LED	LED lighting

LEP	Local Environmental Plan
LG	Local Government
LGA	Local Government Area
LLS	Local Land Services
LTFP	Long Term Financial Plan
Mgt	Management
MOU	Memorandum of Understanding
MRT	Murray Regional Tourism
OLG	Office of Local Government
PwD	People with disability
RDA (Murray)	Regional Development Australia (Murray)
REROC	Riverina Eastern Organisation of Councils
RFS	NSW Rural Fire Service
TfNSW	Transport for NSW
SEIFA	Socio-Economic Indexes for Areas
SES	State Emergency Services
VEP	Visitor Experience Plan
WHS	Work Health and Safety

Capital Works and Forward Programs 2026/2025 to 2028/2029

Governance							
	Title: Governance						
	Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	General Manager	Vehicle Replacement	Cash	\$60,000.00			
				\$60,000.00			
	Total Governance			\$60,000.00			
Administration							
	Title: Corporate Admin						
	Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Administration Offices	Capital Improvements	Cash	\$70,000.00	\$30,00.00	\$30,000.00	\$30,00.00
	Chief Financial Officer	Vehicle Replacement	Cash			-	
	Jindera Hub	Refurbishment	Jindera Hub Reserve		\$10,000.00		\$10,000.00
				\$70,000.00	\$40,000.00	\$30,000.00	\$40,000.00
	Title: Information Technology						
	Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
		Network Cabling Upgrades (Various sites)	Cash	\$40,000.00			
		To be determined					
				\$40,000.00			
	Title: Engineering Administration						
	Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Director Engineering	Vehicle Replacement	Cash				\$70,000.00
	Manager Traffic & Infrastructure	Vehicle Replacement	Cash	\$15,000.00			
	Manager Assets	New Vehicle	Cash	\$20,000.00			
	Traffic Counters	New	Cash	\$7,000.00	\$7,000.00	\$7,000.00	\$7,000.00
				\$42,000.00	\$7,000.00	\$7,000.00	\$77,000.00

Capital Works and Forward Programs 2025/2026 to 2028/2029

	Title: Depot Administration and Management						
	Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Various Depots	Capital Improvements	Cash				\$5,000.00
	Holbrook Depot	Storage Bays x4 (Stage 2 2nd Bay)	Cash	\$20,000.00			
	Henty Depot	Storage x3 (Stage 1 1st Bay)	Cash	\$20,000.00			
	Holbrook Depot	Vehicle Parking Awning	Cash	\$25,000.00			
	Holbrook Depot	Wind Strong Doors	Cash		\$22,000.00		
	Henty Depot	Storage x3 (Stage 2 2nd Bay)	Cash		\$20,000.00		
	Holbrook Depot	Storage Bays x4 (Stage 3 3rd Bay)	Cash		\$20,000.00		
	Henty Depot	Storage x3 (Stage 3 3rd Bay)	Cash			\$25,000.00	
	Holbrook Depot	Storage Bays x4 (Stage4 4th Bay)	Cash			\$25,000.00	
	Henty Depot	Electric Code Operated Gates	Cash				\$45,000.00
				\$65,000.00	\$62,000.00	\$50,000.00	\$50,000.00
	Title: Plant Replacement						
	Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Plant Purchases	Capital Expenditure as per Plant Replacement Program	Plant Replacement Reserve	\$1,450,000.00	\$1,267,860.00	\$1,313,250.00	\$1,333,850.00
				\$1,450,000.00	\$1,267,860.00	\$1,313,250.00	\$1,333,850.00
	Total Administration			\$1,667,000.00	\$1,376,860.00	\$1,400,250.00	\$1,500.850.00
	Health Administration						
	Title: Health Administration						
	Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Director Environment & Planning	Vehicle Replacement	Cash			\$65,000.00	
	Manager Waste and Facilities	Vehicle Replacement	Cash	\$15,000.00			
				\$15,000.00		\$65,000.00	
	Total Health Administration			\$15,000.00		\$65,000.00	

Capital Works and Forward Programs 2025/2026 to 2028/2029

Environment							
Title: Waste Management							
	Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Landfill Stations rehabilitation	Capital Works	Cash	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00
	Holbrook Landfill	Replacement Compactor and Loader	Cash				\$500,000.00
				\$50,000.00	\$ 50,000.00	\$50,000.00	\$550,000.00
Title: Stormwater Drainage							
MAP REF	Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
1	Brownrigg St Morven	Install underground drainage and regrade table drains and driveway culverts (Stage 2 and 3)	Cash	\$480,000.00			
2	Fahey St Culcairn	Drainage in Barro Land from Fahey Crescent to Federal St	Cash	\$30,000.00			
	Holbrook Flood Mitigation	Albury St Culverts and Caravan Park Levee - Flood Mitigation Works	Grant/Loan		\$2,000,000.00		
	Comer/Keightley Intersection Henty	Upgrade culverts/ install concrete spoon drain to Smith St	Cash			\$150,000.00	
	Edward St Walla Walla	Replace Earthen drain with Concrete Culverts/Concrete Spoon Drain	Cash		\$200,000.00		
	Jindera Flood Mitigation	Flood Mitigation Works	Grant/Loan			\$2,000,000.00	
	Walla Walla Flood Mitigation	Flood Mitigation Works	Grant/Loan				\$2,500,000
				\$510,000.00	\$2,200,000.00	\$2,150,000.00	\$2,500,000.00
Total Environment				\$5,60,000.00	\$2,250,000.00	\$2,200,000.00	\$3,050,000.00

Capital Works and Forward Programs 2025/2026 to 2028/2029

Community Services & Education							
Title: Family Day Care							
	Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Children Services Manager	Vehicle Replacement for Nissan Xtrail	Family Day Care Reserve			\$55,000.00	
	Children Services Co-ordinator	Vehicle Replacement for Nissan Xtrail	Family Day Care Reserve		\$40,000.00		
	Children Services pool car	Vehicle Replacement for Nissan Xtrail	Family Day Care Reserve			\$45,000.00	
					\$40,000.00	\$100,000.00	
Title: Children Services							
	Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Children Services Pool Car	Vehicle Replacement for Ford Focus Hatch	Children Services Reserve	\$40,000.00			
	Henty Children Services	Vehicle Replacement for Transit Van	Children Services Reserve				\$50,000.00
				\$40,000.00			\$50,000.00
Title: Youth Services							
	Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Youth Services Pool Car	Vehicle Replacement (potential transfer to Holbrook Fleet)	Cash			\$40,000.00	
						\$40,000.00	
Title: Community Housing							
	Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Community Housing	Refurbishment	Reserve	\$24,000.00	\$24,000.00	\$24,000.00	\$24,000.00
				\$24,000.00	\$24,000.00	\$24,000.00	\$24,000.00
Title: Frampton Court Rental Units							
	Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Frampton Court	Refurbishment	Frampton Court Reserve	\$24,000.00	\$24,000.00	\$24,000.00	\$24,000.00
				\$24,000.00	\$24,000.00	\$24,000.00	\$24,000.00

Capital Works and Forward Programs 2025/2026 to 2028/2029

	Title: Kala Court Rental Units						
	Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Kala Court	Refurbishment	Reserve	\$20,000.00	\$20,000.00	\$20,000.00	\$20,000.00
				\$20,000.00	\$20,000.00	\$20,000.00	\$20,000.00
	Title: Kala Court Self Funded Units						
	Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Kala Court	Refurbishment	Reserve	\$28,000.00	\$28,000.00	\$28,000.00	\$28,000.00
				\$28,000.00	\$28,000.00	\$28,000.00	\$28,000.00
	Title: Culcairn Aged Care Rental Units						
	Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Aged Care Unit Refurbishment	Refurbishment	I Units Reserve	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00
				\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00
	Title: Jindera Aged Care Rental Units						
	Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Aged Care Unit Refurbishment	Refurbishment	Units Reserve	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00
				\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00
	Total Community Services & Education			\$166,000.00	\$206,000.00	\$366,000.00	\$161,000.00

Capital Works and Forward Programs 2025/2026 to 2028/2029

Housing & Community Amenities							
Title: Cemeteries							
	Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Various Cemeteries	Plinth Replacements	Cash	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00
				\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00
Title: Town Planning							
	Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Title: Public Conveniences							
MAP REF	Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Total Housing & Community Amenities				\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00
Water Supplies							
Title: Villages Water Supply							
MAP REF	Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Villages Water Supply	Villages Water Supply Augmentation - Stage 1 - min. 50% grant funded (AlburyCity possible contributions unknown)	Water Fund Reserves/50% Grant	\$900,000.00	\$4,500,000.00	\$4,500,000.00	
	Villages Water Supply	VWS Booster Pump Station Installation of Variable Frequency Drives, Power Factor Correction and High Efficiency Electric Motors	Water Fund Reserves/50% Grant	\$160,000.00			
	Villages Water Supply	VWS Booster Pump Station Security Fencing	Water Fund Reserves		\$7,500.00		
	Villages Water Supply	VWS New Water Service Connections	Water Fund Reserves	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00
	Villages Water Supply	VWS Luthers Road Water Main Extension - Connect to Colonial Drive - DN150 for 1,440m	Water Fund Reserves				\$290,000.00
	Villages Water Supply	VWS SCADA installation of RTUs and Level Transducers on Gerogery West, Burrumbuttock, Brocklesby and Little Brocklesby Reservoirs	Water Fund Reserves	\$95,000.00			
	Villages Water Supply	General Minor Capital Works Allocation	Water Fund Reserves				\$50,000.00
				\$1,180,000.00	\$4,532,500.00	\$4,525,000.00	\$365,000.00

Capital Works and Forward Programs 2025/2026 to 2028/2029

	Title: Culcairn Water Supply						
MAP REF	Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Culcairn Water Supply	Water Service Replacement	Water Fund Reserves	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00
	Culcairn Water Supply	Gordon St Reservoir repainting	Water Fund Reserves	\$85,000.00			
	Culcairn Water Supply	Culcairn Water Supply Augmentation - min. 50% grant funded	Water Fund Reserves/50% Grant	\$900,000.00	\$4,000,000.00	\$975,000.00	
	Culcairn Water Supply	Culcairn WFP Delta Water Conditioner	Water Fund Reserves	\$25,000.00			
	Culcairn Water Supply	Culcairn WFP Standby Hi-Lift Pump Installation	Water Fund Reserves		\$35,000.00		
	Culcairn Water Supply	Culcairn WFP Raise Switchboard, control and switch gear, pumps and instrumentation above flood level	Water Fund Reserves	\$45,000.00			
	Culcairn Water Supply	Kinvara Estate Pressure Boosting System	Water Fund Reserves	\$250,000.00			
	Culcairn Water Supply	Culcairn WFP spare pump, riser column, electric motor and cable Bore 1	Water Fund Reserves		\$20,000.00		
	Culcairn Water Supply	Culcairn New Water Service Connections	Water Fund Reserves	\$7,500.00	\$7,500.00	\$7,500.00	\$7,500.00
				\$1,327,500.00	\$4,077,500.00	\$997,500.00	\$22,500.00
	Total Water Supplies			\$2,507,500.00	\$8,610,000.00	\$5,522,500.00	\$387,500.00
Sewerage Services							
	Title: Burrumbuttock Sewer Scheme						
MAP REF	Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Burrumbuttock Sewer	Burrumbuttock STP Augmentation	Sewerage Funds Reserve	\$100,000.00	\$180,000.00		
				\$100,000.00	\$180,000.00		
	Title: Jindera Sewer Scheme						
MAP REF	Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Jindera Sewer	SPS Pump Replacement PS No 6 - Pump 1 (2011-15yrs)	Sewerage Funds Reserve	\$4,000.00			
	Jindera Sewer	SPS Pump Replacement PS No 6 - Pump 2 (2011-15yrs)	Sewerage Funds Reserve	\$4,000.00			
	Jindera Sewer	Switchboard Upgrade/Replacement (SPS1,2,3,4) 1986-40yrs	Sewerage Funds Reserve	\$80,000.00	\$65,000.00		
	Jindera Sewer	Heat shield for switchboards	Sewerage Funds Reserve	\$10,000.00	\$10,000.00	\$5,000.00	
	Jindera Sewer	Jindera Sewerage Augmentation Stage 1 - min. 50% grant funded	Sewerage Funds Reserve/50% Grant	\$1,500,000.00	\$7,500,000.00	\$7,500,000.00	\$5,500,000.00
	Jindera Sewer	Jindera Sewerage Augmentation Stage 2 - min. 50% grant funded	Sewerage Funds Reserve/50% Grant				\$2,000,000.00
	Jindera Sewer	Sewer Main Relining/Investigation/Manhole raising/(stormwater infiltration investigation)	Sewerage Funds Reserve			\$50,000.00	

Capital Works and Forward Programs 2025/2026 to 2028/2029

	<i>To be determined</i>						\$257,583.00
				\$1,598,000.00	\$7,575,000.00	\$7,555,000.00	\$7,757,583.00
	Title: Culcairn Sewer Scheme						
	Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Culcairn Sewer	Sewer Main Relining	Sewerage Funds Reserve	\$10,000.00	\$12,000.00	\$12,000.00	\$12,000.00
	Culcairn Sewer	New Head of Works (Screen)	Sewerage Funds Reserve		\$60,000.00		
	Culcairn Sewer	Re-use Scheme Dosing Pump Replacement	Sewerage Funds Reserve		\$6,000.00		
	Culcairn Sewer	SPS Pump Replacement PS No 4 - Pump 1 (2003-25yrs)	Sewerage Funds Reserve				\$7,000.00
	Culcairn Sewer	Aerator Replacement Culcairn STP	Sewerage Funds Reserve		\$120,000.00		
	Culcairn Sewer	Culcairn Sewer Reuse Pump and electric motor - spare	Sewerage Funds Reserve		\$12,500.00		
	Culcairn Sewer	Culcairn SPS 6 Pump Station Renewal	Sewerage Funds Reserve			\$75,000.00	
	Culcairn Sewer	Culcairn SPS 2 switchboard cabinet, control and instrumentation refurbishment	Sewerage Funds Reserve	\$30,000.00			
	Culcairn Sewer	Culcairn SPS 3 switchboard control and instrumentation refurbishment	Sewerage Funds Reserve	\$16,000.00			
				\$56,000.00	\$210,500.00	\$87,000.00	\$107,000.00
	Title: Henty Sewer Scheme						
	Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Henty Sewer	Sewer Main Relining	Sewerage Funds Reserve	\$10,000.00	\$12,000.00	\$12,000.00	\$12,000.00
	Henty Sewer	Re-use Scheme Dosing Pumps Replacement (2018-8yrs)	Sewerage Funds Reserve	\$6,000.00			
	Henty Sewer	Re-use Scheme Delivery Pump Replacement (2001-25yrs)	Sewerage Funds Reserve	\$20,000.00			
	Henty Sewer	Cleaning of Pasveer	Sewerage Funds Reserve		\$20,000.00		
	Henty Sewer	New Head of Works (Screen)	Sewerage Funds Reserve			\$60,000.00	
	Henty Sewer	Reuse plant room rebuild	Sewerage Funds Reserve	\$40,000.00			
	Henty Sewer	Henty STP Aerator Replacement	Sewerage Funds Reserve	\$120,000.00			
	Henty Sewer	Henty STP P1000 channel repairs - includes hire of temporary 850EP STP	Sewerage Funds Reserve	\$150,000.00			
	Henty Sewer	Henty STP and SPS 1 switchboard cabinet, PLC and instrumentation refurbishment	Sewerage Funds Reserve	\$20,000.00			
				\$366,000.00	\$32,000.00	\$72,000.00	\$12,000.00
	Title: Holbrook Sewer Scheme						
	Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Holbrook Sewer	Sewer main relining	Sewerage Funds Reserve	\$25,000.00	\$25,000.00	\$25,000.00	\$150,000.00
	Holbrook Sewer	Smoke Testing	Sewerage Funds Reserve			\$50,000.00	
	Holbrook Sewer	Replace line digester to sludge pond	Sewerage Funds Reserve	\$10,000.00			
	Holbrook Sewer	Holbrook STP PRP Works	Sewerage Funds Reserve	\$70,000.00	\$175,000.00	\$550,000.00	\$160,000.00

Capital Works and Forward Programs 2025/2026 to 2028/2029

	Holbrook Sewer	Holbrook STP access stairwell to discharge sampling location 10 Mile Creek	Sewerage Funds Reserve	\$15,000.00			
	Holbrook Sewer	Holbrook SPS 1 renew solids removal grinder/basket + electrical upgrades	Sewerage Funds Reserve		\$60,000.00		
	Holbrook Sewer	Holbrook STP replace Inlet Screen, Auger and controller	Sewerage Funds Reserve			\$55,000.00	
	Holbrook Sewer	Holbrook SPS 3 switchboard control and instrumentation refurbishment	Sewerage Funds Reserve	\$16,000.00			
				\$136,000.00	\$260,000.00	\$680,000.00	\$310,000.00
	Title: Walla Walla Sewer Scheme						
	Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Walla Walla Sewer	Sewer main relining	Sewerage Funds Reserve	\$7,000.00	\$7,000.00	\$7,000.00	\$7,000.00
	Walla Walla Sewer	SPS 4 Pump Replacement	Sewerage Funds Reserve				\$8,000.00
	Walla Walla Sewer	Aerator Replacement Walla Walla STP	Sewerage Funds Reserve			\$120,000.00	
	Walla Walla Sewer	Walla Walla STP switchboard cabinet, PLC and instrumentation refurbishment	Sewerage Funds Reserve		\$60,000.00		
	Walla Walla Sewer	Walla Walla SPS 1 switchboard cabinet, control and instrumentation refurbishment	Sewerage Funds Reserve		\$30,000.00		
	Walla Walla Sewer	Walla Walla SPS 2 switchboard cabinet, control and instrumentation refurbishment	Sewerage Funds Reserve		\$30,000.00		
	Walla Walla Sewer	Walla Walla SPS 4 switchboard cabinet, control and instrumentation refurbishment	Sewerage Funds Reserve		\$30,000.00		
	Walla Walla Sewer	Walla Walla SPS 1 replace well lid with FRP lid with integrated safety railing	Sewerage Funds Reserve	\$15,000.00			
				\$22,000.00	\$157,000.00	\$127,000.00	\$15,000.00
	Total Sewerage Services			\$2,278,000.00	\$8,414,500.00	\$8,521,000.00	\$8,201,583.00

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Recreation & Culture							
	Title: Halls						
	Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Various Halls	To be determined	Cash	\$10,000.00	\$20,000.00	\$20,000.00	\$20,000.00
	Little Billabong	Wall & Floor Renovation	Cash / S7.12	\$100,000.00			
	Mullengandra	Kitchen Replacement	S7.12		\$30,000.00		
	Jindera	Multi Purpose Stadium	VPA/Grant to be confirmed			\$4,000,000.00	
				\$110,000.00	\$50,000.00	\$4,020,000.00	\$20,000.00
	Title: Libraries						
	Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Various	To be determined	Cash	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00
				\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00
	Title: Swimming Pools						
	Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Various	Pool Cleaner Replacements	Cash		\$15,000.00	\$15,000.00	\$15,000.00
	Jindera Pool	Replacement Pool	Cash Yr 1 / Possible Grant, VPA or possible Loan	\$100,000.00	\$4,500,000.00		
	Holbrook Pool	Filter Media Replacements	Cash	\$65,000.00			
				\$165,000.00	\$4,515,000.00	\$15,000.00	\$15,000.00
	Title: Sporting Fields & Recreation Grounds						
MAP REF	Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
3	Culcairn Rec Ground	Replace Existing Cricket Nets	S7.12	\$100,000.00			
	Henty Rec Ground	Shade Sails on Playground	Cash		\$30,000.00		
	Henty Rec Ground	Seal Main Internal Road	Cash		\$150,000.00		
4	Holbrook Rec Ground	Replacement of lights and switchboard at tennis courts	Cash	\$50,000.00			
	Holbrook Rec Ground	Seal - Unsealed areas	Cash	\$20,000.00			
	Jindera Rec Ground	Create sealed parking area and road next to Netball Courts	VPA			\$150,000.00	
	Jindera Rec Ground	Net Behind Goals at northern end to protect netball players	VPA				\$30,000.00
	Walla Walla Rec Ground	Upgraded and Fenced Playground	VPA		\$150,000.00		
		Holbrook - Jingellic Walking Track	S7.12			\$500,000.00	
				\$170,000.00	\$330,000.00	\$650,000.00	\$30,000.00

Capital Works and Forward Programs 2025/2026 to 2028/2029

MAP REF	Title: Parks & Gardens		Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Location	Job Description					
	Holbrook	Develop Masterplans for both Sub Park and 10 Mile Park	Cash	\$40,000.00			
5	Holbrook	Gallipoli Park Replace Signs (Ex Transport Signs x 6 x \$3000 each)	Cash	\$20,000.00			
6	Jindera	Replace existing furniture in Memorial Park	Cash	\$20,000.00			
	Jindera	Install power to Pioneer Park and replace gas bbq and install lights in toilets and replace park furniture	Cash		\$50,000.00		
	Henty	Memorial Park Replace Playground Equipment	Cash		\$100,000.00		
	Henty	Bicentennial Park Replace Playground Equipment	S7.12			\$100,000.00	
	Henty	Memorial Park Ashphalting of Paths	S7.12		\$30,000.00		
	Henty	Memorial Park - Replace Public Toilets	S7.12				\$150,000.00
7	Walla Walla	Lions Park - Replace Playground	Cash	\$60,000.00			
	Walla Walla	Pump Track at Skate Park	VPA		\$100,000.00		
8	Walla Walla	Lions Park - New Toilet Facility	VPA	\$100,000.00			
	Walla Walla	Install Irrigation to Gardens, Green Space at Hall and Preschool	Cash			\$70,000.00	
	Morven	Updating of Community Space (Including toilets/bbq/seating tables)	Land Reserve and S7.12		\$300,000.00		
	Culcairn	Fencing of Eric Thomas Park	S7.12				\$50,000.00
				\$240,000.00	\$580,000.00	\$170,000.00	\$200,000.00
	Total Recreation & Culture			\$695,000.00	\$5,485,000.00	\$4,865,000.00	\$275,000.00
	Manufacturing & Mining						
	Title: Building Control						
	Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Building Surveyor	Vehicle Replacement	Cash				\$60,000.00
							\$60,000.00
	Total Manufacturing & Mining						\$60,000.00

Capital Works and Forward Programs 2025/2026 to 2028/2029

	Transport & Communications						
	Title: Road Construction Program - Rural						
	Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Engineering Works	Survey and Design + Environmental Works Programs	Cash	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00
	REDCIP (Jingellic Road)	Environmental and Design Changes		\$60,000.00			
9	Burrumbuttock - Walla Road	Road Widening - Stage 1 of 4 Stages		\$900,000.00			
				\$1,060,000.00	\$100,000.00	\$100,000.00	\$100,000.00
	Title: Road Construction Program - Rural - (Roads to Recovery)						
MAP REF	Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
10	Jelbart Rd	Construct and Seal Remaining 1.8km	Roads to Recovery Funding	\$900,000.00			
	Burrumbuttock - Walla Road	Road Widening - Stage 1 (2,3,4 Stages of 4 stages)	Roads to Recovery Funding		\$700,000.00	\$700,000.00	\$700,000.00
	Henty Cookardinia Road	Reconstruction in 1km lengths per year from new Bridge to Lubkes Rd			\$750,000.00	\$750,000.00	\$750,000.00
				\$900,000.00	\$1,450,000.00	\$1,450,000.00	\$1,450,000.00
	Title: Road Construction Program - Urban						
	Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
11	Balfour St/Railway Pde Culcairn	Overlay roads (CBD) with asphalt (Total Project \$750k - \$350 Cash / \$400k from RRBlock Grant)	Cash / Regional Roads Block Grant	\$350,000.00			
	Swift St Holbrook Young St to Bowler St	Reconstruct Hume and Bowler St Intersections and 100m of road	Cash		\$450,000.00		
	Jindera St Jindera	Pioneer Drive to Dight St- Reconstruction new K& C and Foot-path	Cash			\$500,000.00	
	Dight St Jindera	Watson St to Jindera St - Reconstruction new K&C and Foot-path					\$800,000.00
				\$350,000.00	\$450,000.00	\$500,000.00	\$800,000.00
	Title: Road Construction Program - Urban - (Roads to Recovery)						
MAP REF	Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
12	Queen St Walla Walla	Reconstruct (Complete length in urban area approx 500m and covering large drain) 3 stages	Roads to Recovery Funding	\$600,000.00	\$600,000.00	\$600,000.00	
13	Sladen St Lane	Reconstruction of pavement	Roads to Recovery Funding	\$200,000.00			
	Market St Walla Walla	New Kerb and Channel and Trees	Roads to Recovery Funding				\$400,000.00
	CBD lane way at rear of takeaway between Adams St and Creek St, Jindera	Construction and sealing of laneway + drainage (150m)	Roads to Recovery Funding				\$200,000.00

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	Sladen St East Henty	Reconstruction of pavement	Roads to Recovery Funding				\$500,000.00
	<i>To be determined</i>		Roads to Recovery Funding				\$588,908.00
				\$800,000.00	\$600,000.00	\$600,000.00	\$1,688,908.00
	Title: Bitumen Resealing Program - Rural						
MAP REF	Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
14	Coach Road	Start 1.9km Nth from Odewahns Road to Fellow Hills Rd (CH 17600 - CH 20700)	Cash	\$135,000.00			
15	Tunnel Road	Tinmines State Forest to River Rd (CH 10270 - CH 19805)	Cash	\$243,000.00			
16	Four Mile lane	From Hume Hwy to Bridge (CH 0 - CH 6780)	Cash	\$235,000.00			
17	Four Mile Lane	East from Bridge (CH 6780 - CH 12000)	Cash	\$116,000.00			
18	Cummings Road	Start 330m Nth of Benambra Road to Lookout Rd (CH 15055 - CH 17550)	Cash	\$101,000.00			
19	River Road	Dust seal final seals (starting west end of bridge) 8.013-8.079, 10.187-10.382, 17.987-18.159, 21.722-21.925, 23.616-23.798, 24.225-24.424	Cash	\$70,000.00			
	Bowna Road	From Hume Hwy to 100m NE of Wymah Rd (CH0 - CH5000)	Cash		\$250,000.00		
	Greenwood Road, Gerogery (West)	Glenellen Road to Lemke Road (CH 0 - CH 1638)	Cash		\$54,000.00		
	Wymah Road	From Wagra Crk Bridge to 300m east of Wymah Ferry Rd (CH 17185 - CH 22060)	Cash		\$190,000.00		
	Taylors Road	Start Olympic Hwy for 2.7km (CH 0 - CH 2710) & Dust Seal (CH 4240 - CH 4545)	Cash		\$120,000.00		
	Benambra Road	From Cummings Rd for 2.3km (CH 9238 - CH 11512)	Cash		\$104,000.00		
	Hendersons Road	From Jingellic Road for 1.78km (CH 0 - CH 1776)	Cash		\$34,000.00		
	Henty Ryan Road	Henty Pleasant Hills Road to Shire Boundary (Full Length)	Cash		\$74,000.00		
	Tunnel Road	Start 860m from Woomargama Way for 1.6km (CH0 - CH1600)	Cash		\$74,000.00		
	Bowna Road	From 100m NE of Wymah Rd to Sweetwater Rd (CH5000 - CH10000)	Cash			\$255,000.00	
	Weeamera Road	Benambra Road to Boral Quarry Entrance (CH 0 - CH 2080)	Cash			\$110,000.00	
	Tunnel Road	CH 2495 to CH 6120 (To just Sth of Ferndale Rd)	Cash			\$120,000.00	
	Walla Walla Road	Gerogery West Rd to Station St (CH 8920 - CH 12180)	Cash			\$125,000.00	
	Coach Road	Jobsons Rd to Odewahns Rd (CH 11800 - CH 15690)	Cash			\$135,000.00	
	Coach Road	Start Approx at Prop #306 - Nth for 1km (Ch 2892 - CH 3850)	Cash			\$45,000.00	
	Henty Pleasant Hills	Grubben Road to Henty Ryan Road (CH0 - CH2140)	Cash			\$110,000.00	
	Wymah Road	1.6km from Bowna Rd to Hore Rd (CH 1630 - CH 5830)	Cash				\$150,000.00
	Clancy Road	Burma Road to Bowna Road (CH 0 - CH 4035)	Cash				\$165,000.00
	Burma Road	Clancy Road to end of seal (CH 0 - CH 69)	Cash				\$37,000.00
	Walla Walla Road	Start at Morgans Rd Sth for 4.6km (CH 2700 - CH 7500)	Cash				\$174,000.00

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	Howlong Burrumbuttock Road	Fanning Lane to Shire Bndy (CH 13955 - CH 17290)	Cash				\$134,000.00
	Henty Cookardinia Road	Bahrs Rd to Jerra Jerra Rd - Approx (CH 12820 - CH 18220)	Cash				\$240,000.00
				\$900,000.00	\$900,000.00	\$900,000.00	\$900,000.00
	Title: Bitumen Resealing Program - Urban						
	Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
20	Purtell St, Morven	Culcairn Holbrook Road to Brownrigg Street (CH 0 - CH 580)	Cash	\$23,000.00			
21	Allan Street, Henty	Sladen Street to Rosler Parade (CH 0 - CH 960)	Cash	\$40,000.00			
22	Fallon Street, Jindera	Adams St to Dight St (CH 0 - CH 220)	Cash	\$10,000.00			
23	Second Ave, Henty	Sladen St East to First St	Cash	\$9,000.00			
24	Second Ave, Henty	Third St to Fourth St	Cash	\$6,000.00			
25	Munro Street, Culcairn	Wattle Street to Balfour Street (CH 0 - CH 387)	Cash	\$14,000.00			
26	Munro Street, Culcairn	Balfour S to Baird St (CH 418 - CH 1506)	Cash	\$38,000.00			
27	Berry Street, Woomargama	Woomargama Way to Tunnel Rd (C H0-CH 860)	Cash	\$24,000.00			
28	Melbourne Street, Woomargama	Full Length - Service road	Cash	\$6,000.00			
29	Burrumbuttock Recreation Road, Burrumbuttock	Howlong Burrumbuttock Rd to Road end (CH 0 - CH 1500)	Cash	\$10,000.00			
	Edward Street, Woomargama	Berry Street to Boundary Street - Full Length	Cash		\$23,000.00		
	Bardwell Street, Holbrook	Albury St to road end (CH 0 - CH 692)	Cash		\$38,000.00		
	Bowler Street, Holbrook	Wilson St to Railway Prd (CH 0 - CH 729)	Cash		\$32,000.00		
	Hume Street, Holbrook	Albury Street to Gundagai Street (CH 133 - CH 381)	Cash		\$10,500.00		
	Spring Street, Holbrook	Bath Street to Raymond Street (CH 0 - CH 430)	Cash		\$15,000.00		
	Webb Street, Holbrook	Young Street to Murdoch Place (CH0 - CH500 (minus Bowler St 20m)	Cash		\$20,000.00		
	Wattle Street, Culcairn	Gordon Street to Munro Street (CH 0 - CH 241)	Cash		\$9,000.00		
	Kierath Street, Henty	Ivor Street to Comer Street (CH 0 - CH 454)	Cash		\$16,000.00		
	Hayes Street, Henty	Ivor Street to Comer Street (CH 0 - CH 450)	Cash		\$16,500.00		
	Brownrigg Street, Morven	Culcairn Holbrook Rd to Mate St (CH 0 - CH 1305)	Cash			\$61,000.00	
	Third Street, Henty	Railway Parade to Third Avenue (CH 0 - CH 349)	Cash			\$13,000.00	
	Murray Street, Holbrook	Nolan Street to Nyhan Street (CH 0 - CH 390)	Cash			\$15,000.00	
	Murray Street, Holbrook	Nyhan Street to Road end (CH 390 - CH 742)	Cash			\$8,000.00	
	Baird Street, Culcairn	Melville Street to Hoy Street (CH 0 - CH 704)	Cash			\$26,500.00	
	Gibson Street, Jindera	Dight Street to Road end	Cash			\$7,000.00	
	Railway Parade, Culcairn	Hamilton Street to Heathcote Lane (CH 714 - CH 1260)	Cash			\$21,500.00	
	Melrose Street, Culcairn	Melville Street to Gordon Street (CH 0 - CH 295)	Cash			\$16,000.00	
	Purtell Street, Holbrook	Young Street to Bowler Street (CH 0 - CH 193)	Cash			\$6,500.00	
	Thomas Place, Culcairn	McBean Street to Cul-da-sac (CH 0 - Ch132)	Cash			\$5,500.00	
	Bond Street, Holbrook	Raymond St to Wallace St (CH 507 - CH717)	Cash				\$11,000.00
	Young Street, Holbrook	Jingellic Rd to Road end (CH 1280 - Ch 1480)	Cash				\$7,000.00
	First Street, Henty	Railway Parade to First Avenue (CH 0 - CH 120)	Cash				\$6,000.00
	First Street, Henty	First Avenue to Third Avenue (CH 120 - CH 256)	Cash				\$10,000.00

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	Scholz Dr, Jindera	Urana Rd to Davis Dr (CH 0 - CH 340)	Cash				\$21,000.00
	Davis Dr, Jindera	Full Length (C H0 - CH 530)	Cash				\$21,500.00
	Begg Dr, Jindera	Davis Dr to Stockwell Dr (CH 0 - CH 220)	Cash				\$9,000.00
	Stockwell Dr, Jindera	Scholz Dr to Road end (CH 0 - CH 530)	Cash				\$20,500.00
	Fallon Street, Jindera	Creek St to road end (CH 0 - CH 175)	Cash				\$12,500.00
	Adams Street, Jindera	Start 400m West of Jindera St to Bungowannah Rd	Cash				\$28,500.00
	Sladen Street East, Henty	Railway Parade to Third Avenue (CH 0 - CH 451)	Cash				\$18,000.00
	Black Street - Lane, Culcairn	Henty Street & Douglas Street (CH 0 - CH 203)	Cash				\$5,500.00
	Smith Street, Henty	Smart Street to Lyne Street (CH 0 - CH 182)	Cash				\$9,500.00
					\$180,000.00	\$180,000.00	\$180,000.00
	Title: Gravel Resheeting Program						
MAP REF	Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
30	River Road	Ongoing Program	Cash	\$200,000.00	\$200,000.00	\$200,000.00	\$200,000.00
31	Bedggood Road	Full Length	Cash	\$59,000.00			
32	Bonnie Springs Road	Full Length	Cash	\$50,000.00			
33	Chinatown Lane	Full Length	Cash	\$39,500.00			
34	Diffey's Road	Full Length	Cash	\$177,500.00			
35	Four Mile Lane	CH 12000 - CH 15600 & CH 17580 - CH 21100 & CH 21400 - CH24000 (9.72Km)	Cash	\$338,000.00			
36	Glenlea Road East	East off Walla Walla Jindera Rd for 260m	Cash	\$6,500.00			
37	Gluepot Road	Alma Park Rd to Riders Rd (CH 4905 - CH 5505)	Cash	\$21,000.00			
38	Rockow Road	Full Length	Cash	\$16,000.00			
39	Gum Swamp Road	Full Length	Cash	\$210,000.00			
40	Scheinders Road	Full Length	Cash	\$113,500.00			
41	Singe Road	Full Length	Cash	\$24,500.00			
42	Stonehaven Road	Kanimbla Rd to Clifton Ring Rd (CH 0 - CH 460 & CH 860 - CH 9420)	Cash	\$359,500.00			
43	The Elms Lane	Full Length	Cash	\$25,000.00			
	Back Brocklesby Road	Ellis St to Wongadel Rd (CH 690 - CH 6330)	Cash		\$177,500.00		
	Barkers Road	Full Length	Cash		\$104,000.00		
	Brackley Road	Full Length	Cash		\$56,000.00		
	Brigadoon Lane	Full Length	Cash		\$50,000.00		
	Elmo Road	Full Length	Cash		\$107,000.00		
	Fullers Road	Urana Rd to Lennons Rd (CH 6120 - CH 8120)	Cash		\$70,000.00		
	Hudsons Road	Kywong Howlong Rd to Barkers Rd (CH 0 - CH 5220)	Cash		\$165,000.00		
	Kellys Road	Start on corner 1km East from Crawleys Rd to Green Acres Road (CH 9970 - CH 16410)	Cash		\$225,000.00		
	Ryan Stock Route	From Sherwyn Road to Kelly Road, Full Length (Ch 0 to Ch 6060)	Cash		\$210,000.00		

Capital Works and Forward Programs 2025/2026 to 2028/2029

	Stony Park Road	End of seal to Howlong Burrumbuttock Rd (CH 4236 - CH 8580)	Cash		\$180,500.00		
	Top Springs Road	Full Length	Cash		\$95,000.00		
	Barbers Road	Full Length	Cash			\$92,000.00	
	Calool Lane	Full Length	Cash			\$35,000.00	
	Davidson Lane	Full Length	Cash			\$10,000.00	
	Edgehill Stock Route	Full Length	Cash			\$163,000.00	
	Green Acres Road	Kotzurs Rd to Kellys Rd (CH 1100 - CH 2749)	Cash			\$46,000.00	
	Nolans Road	Full Length	Cash			\$88,000.00	
	Reynella Road	Full Length	Cash			\$145,000.00	
	Roblin Road	Full Length	Cash			\$138,000.00	
	Scheetz Road	Full Length (Brock Goombargana Rd to Elmo Rd)	Cash			\$103,000.00	
	Shady Grove Road	Full Length	Cash			\$70,000.00	
	Spring Valley Road	Maintained Length - Approx for 950 meters	Cash			\$33,000.00	
	Stewarts Road	Bedggood Rd to Thornbury Rd (CH 5140 - CH 7200)	Cash			\$58,000.00	
	Riders Road	Full Length	Cash			\$195,000.00	
	Vile Lane	Fanning Rd to Majors Crk Rd (CH 2030 - CH 4354)	Cash			\$74,000.00	
	Walla Cemetery Road	Full Length	Cash			\$90,000.00	
	Wenke Road	Full Length	Cash			\$100,000.00	
	Balldale Walbundrie Road	McGorman Ln to 1400m south of Selby Rd	Cash				\$115,000.00
	Bloomfield Road	Full Length	Cash				\$212,000.00
	Elmsley Lane	Full Length	Cash				\$35,000.00
	Hickory Hill Road	Full Length	Cash				\$155,000.00
	Hovell Road	Glenview Rd south to seal	Cash				\$172,000.00
	Kings Bridge Road	Full length	Cash				\$137,000.00
	Klinberg Road	Full Length	Cash				\$85,000.00
	Kotzurs Road	Alma Park Road, eastwards 1800m	Cash				\$55,000.00
	Mahers Road	Full Length	Cash				\$131,000.00
	Mullemblah Road	Full Length	Cash				\$160,000.00
	Parnells Road	Full Length	Cash				\$48,000.00
	Triangle Road	Full Length	Cash				\$135,000.00
				\$1,640,000.00	\$1,640,000.00	\$1,640,000.00	\$1,640,000.00

Capital Works and Forward Programs 2025/2026 to 2028/2029

	Title: Bridge/Major Culvert Program						
MAP REF	Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Title: Footpath Construction						
	Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
44	Molkentin Road	Cade Court To Urana Street (northside)	Cash/Landowners Cont	\$50,000.00			
	Jacob Wenke Drive Walla Walla	Kotzur Circuit to Commercial Street - 180m	Cash/Landowners Cont		\$60,000.00		
	<i>To be determined</i>		Cash			\$50,000.00	\$50,000.00
	<i>(50% income budgeted on above projects)</i>			\$80,000.00	\$80,000.00	\$260,000.00	\$260,000.00
	Title: Kerb & Gutter						
	Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
45	Molkentin Road	Cade Court To Urana Street (northside)	Cash	\$50,000.00			
	Creek, St Jindera	Huon St to Mitchell St (Southside)	Cash		\$100,000.00		
	Rail Ave, Walla Walla	Short St to Lane (Southside)	Cash			\$60,000.00	
	<i>To be determined</i>		Cash				\$50,000.00
	<i>(20% income budgeted on above projects)</i>			\$50,000.00	\$100,000.00	\$60,000.00	\$50,000.00
	Title: Bus Shelters						
	Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Various	Bus Shelters	Cash	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00
				\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00
	Title: Town Services – Villages Vote						
	Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
46	Morven	Install Streetlights	Cash	\$50,000.00			
	To be determined	Walbundrie, Morven, Woomargama, Burrumbuttock, Gerobery, Brocklesby	Cash		\$50,000.00	\$50,000.00	\$50,000.00
				\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00

Capital Works and Forward Programs 2025/2026 to 2028/2029

Title: Regional Roads Block Program							
	Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Routine Maintenance		Block Grant	\$122,749.00	\$260,530.00	\$272,611.00	\$279,426.00
	Sub Total - Maintenance			\$122,749.00	\$260,530.00	\$272,611.00	\$279,426.00
	CAPITAL						
47	Bitumen Reseals	Start Just North of Prop #2629 to Burrum Walla Walla Road (CH19500 to CH21237)	Block Grant	\$70,000.00			
	Guard Rail	Install Guard Rail and remove bus shelter at intersection of Hueske and Urana Road	Block Grant	\$30,000.00			
	Rehabilitation/Heavy Patching		Block Grant	\$40,000.00	\$120,000.00	\$220,000.00	\$225,000.00
	Sub Total - Capital			\$140,000.00	\$120,000.00	\$220,000.00	\$225,500.00
	TOTAL MR125			\$262,749.00	\$380,530.00	\$492,611.00	\$504,926.00
	Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Routine Maintenance		Block Grant	\$67,512.00	\$156,317.00	\$163,567.00	\$167,656.00
	Sub Total - Maintenance			\$67,512.00	\$156,317.00	\$163,567.00	\$167,656.00
	CAPITAL						
	Rehabilitation/Heavy Patching		Block Grant	\$22,000.00	\$66,000.00	\$116,000.00	\$118,900.00
48	Bitumen Reseals	Start Prop #1839 to Mahers Road Rd (CH18390 - Ch21020)	Block Grant	\$80,200.00			\$120,000.00
	Sub Total - Capital			\$102,000.00	\$66,000.00	\$116,000.00	\$238,900.00
	TOTAL MR211			\$169,512.00	\$222,317.00	\$279,567.00	\$406,556.00
MAP REF	Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Routine Maintenance		Block Grant	\$288,912.00	\$573,164.00	\$599,745.00	\$614,739.00
	Sub Total - Maintenance			\$288,912.00	\$573,164.00	\$599,745.00	\$614,739.00
	CAPITAL						
49	Bitumen Reseals	Kings Bridge Rd to 250m West of Prop #1591 (CH 12820 - CH 16163)	Block Grant	\$125,000.00			
50	Bitumen Reseals	Start 1.5km east of Brittas Reserve Road for 1.6km (CH2280 - CH24400)	Block Grant	\$75,000.00			
	Rehabilitation/Heavy Patching		Block Grant	\$80,000.00	\$258,000.00	\$458,000.00	\$469,450.00
11	Asphalting of Balfour St (CBD - Railway Pde to McBean St)	Overlay roads (CBD) with asphalt (Total Project \$750k - \$350 Cash / \$400k from RRB Grant)	Block Grant	\$400,000.00			
	Sub Total - Capital			\$680,000.00	\$258,000.00	\$458,000.00	\$469,450.00
	TOTAL MR331			\$968,912.00	\$831,164.00	\$1,057,745.00	\$1,084,189.00

Capital Works and Forward Programs 2025/2026 to 2028/2029

	Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Routine Maintenance		Block Grant	\$92,062.00	\$182,370.00	\$190,828.00	\$195,599.00
	Sub Total - Maintenance			\$92,062.00	\$182,370.00	\$190,828.00	\$195,599.00
	CAPITAL						
	Rehabilitation/Heavy Patching		Block Grant	\$30,000.00	\$90,000.00	\$140,000.00	\$143,000.00
51	Bitumen Reseals	Start Prop #1985, Nth for 5.1km to Prop #2484 (CH 19855 - CH 25000)	Block Grant	\$155,000.00			
	Sub Total - Capital			\$185,000.00	\$90,000.00	\$140,000.00	\$143,000.00
	TOTAL MR370			\$277,062.00	\$272,370.00	\$330,828.00	\$339,099.00
	Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Routine Maintenance		Grant	\$5,000.00	\$13,026.00	\$13,631.00	\$13,972.00
	Sub Total - Maintenance			\$5,000.00	\$13,026.00	\$13,631.00	\$13,972.00
	TOTAL MR384			\$5,000.00	\$13,026.00	\$13,631.00	\$13,972.00
MAP REF	Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Routine Maintenance		Block Grant	\$67,513.00	\$117,238.00	\$122,675.00	\$125,742.00
	Sub Total - Maintenance			\$67,513.00	\$117,238.00	\$117,238.00	\$125,742.00
	CAPITAL						
	Rehabilitation/Heavy Patching		Block Grant	\$22,000.00	\$66,000.00	\$116,000.00	\$118,900.00
52	Bitumen Reseals	Pioneer Dr from Morgans Rd to Klemke Ave (CH0-CH480) and Comercial St from Klemke Ave to Walla Walla Rd (CH0 - CH1931)	Block Grant	\$90,000.00			
	Sub Total - Capital			\$112,000.00	\$66,000.00	\$116,000.00	\$118,900.00
	TOTAL MR547			\$179,513.00	\$183,238.00	\$238,675.00	\$244,642.00
	Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
		Line marking / Guardrail / Signage	Grant	\$156,310.00	\$158,655.00	\$161,035.00	\$163,451.00
	TOTAL			\$156,655.00	\$158,655.00	\$161,035.00	\$163,451.00

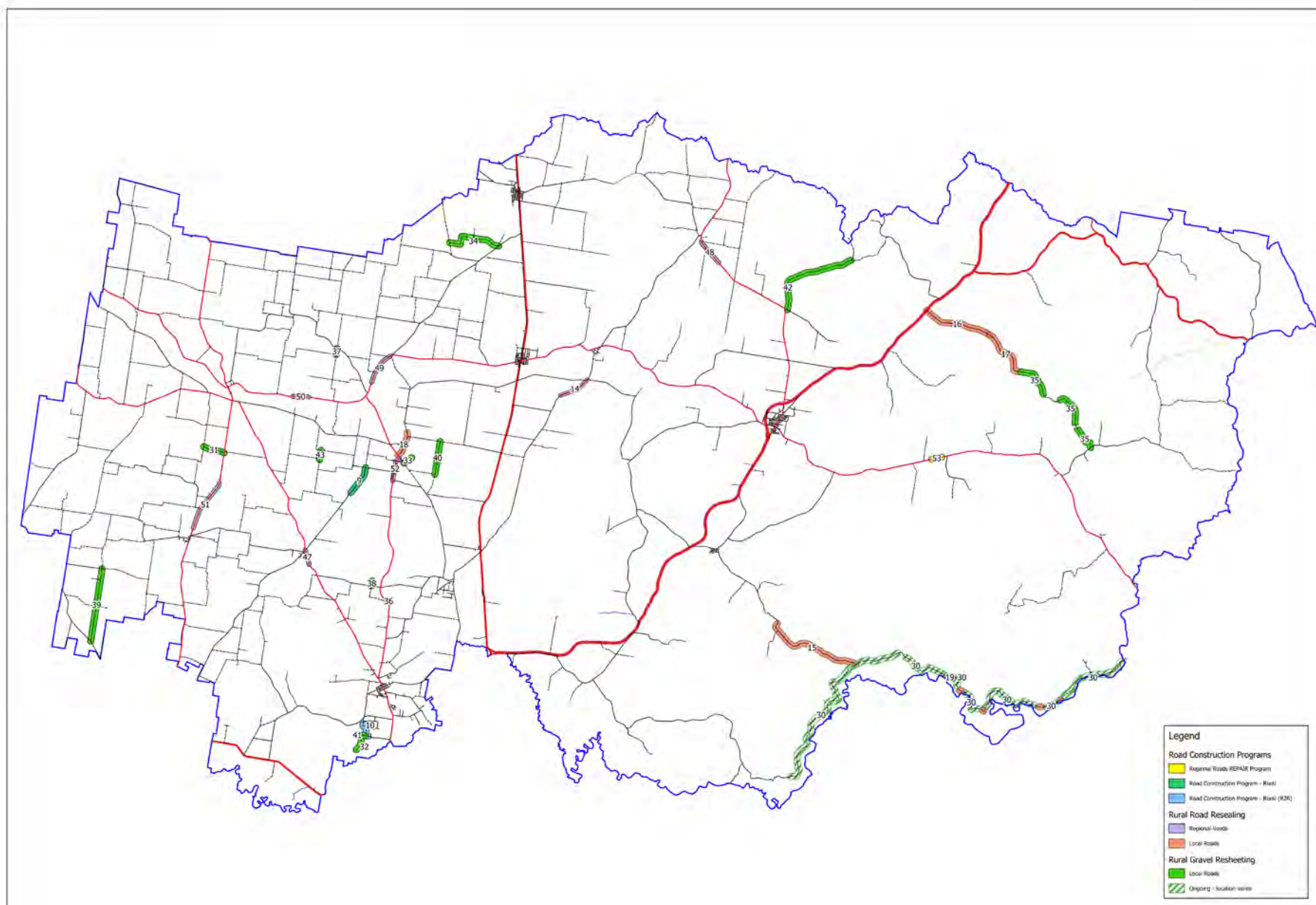
Capital Works and Forward Programs 2025/2026 to 2028/2029

Regional Roads REPAIR Program							
MAP REF	Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
53	Jingellic Road (MR331)	Reconstruction of 1km at Wantagong (CH17800 - CH18800)	\$450k from Repair Program/\$450k from Block Grant	\$450,000.00	\$1,230,000.00	\$660,000.00	
TOTAL				\$450,000.00	\$1,230,000.00	\$660,000.00	
Total Regional Roads BLOCK GRANT program				\$1,669,000.00	\$1,830,000.00	\$1,710,000.00	\$1,196,250.00
Summary Regional Roads BLOCK GRANT program							
	Maintenance			\$643,748.00	\$1,302,645.00	\$1,363,057.00	\$1,397,134.00
	Capital Expenditure			\$1,219,000.00	\$600,000.00	\$1,050,000.00	\$1,196,250.00
	Traffic Facilities			\$156,310.00	\$158,655.00	\$161,035.00	\$163,451.00
	Contribution to Repair Program (50%of Repair Project)			\$225,000.00	\$615,000.00	\$330,000.00	
	Sub Total (Regional Road Block Grant)			\$2,244,058.00	\$2,676,300.00	\$2,904,092.00	\$2,756,835.00
	Repair Program Grant (50% of Repair Project)			\$225,000.00	\$615,000.00	\$330,000.00	
Total Regional Roads BLOCK GRANT program				\$2,469,058.00	\$3,291,300.00	\$3,234,092.00	\$2,756,835.00
Total Transport & Communications				\$7,654,000.00	\$7,365,000.00	\$7,255,000.00	\$8,130,158.00

Capital Works and Forward Programs 2025/2026 to 2028/2029

Economic Affairs							
Title: Jindera Medical Centre							
Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	
Jindera Medical Centre	Improvements	Cash		\$10,000.00		\$10,000.00	
				\$10,000.00		\$10,000.00	
Title: Tourism Operations							
Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	
VIC	Air conditioner Replacement	Cash	\$3,000.00				
			\$3,000.00				
Title: Real Estate Development							
Location	Job Description	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	
Culcairn	31a Balfour Street, Culcairn renovation detailed drawings	Cash	\$30,000.00				
			\$30,000.00				
Total Economic Affairs			\$33,000.00	\$10,000.00		\$10,000.00	
Summary			Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	
Governance			\$60,000.00				
Administration			\$1,667,000.00	\$1,376,860.00	\$1,400,250.00	\$1,500,850.00	
Public Order & Safety							
Health			\$15,000.00		\$65,000.00		
Environment			\$560,000.00	\$2,250,000.00	\$2,200,000.00	\$3,050,000.00	
Community Services & Education			\$166,000.00	\$206,000.00	\$366,000.00	\$161,000.00	
Housing & Community Activities			\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	
Water Supplies			\$2,507,500.00	\$8,610,000.00	\$5,522,500.00	\$387,500.00	
Sewerage Services			\$2,278,000.00	\$8,414,500.00	\$8,521,000.00	\$8,201,583.00	
Recreation & Culture			\$695,000.00	\$5,485,000.00	\$4,865,000.00	\$275,000.00	
Mining, Manufacturing & Construction						\$60,000.00	
Transport & Communication			\$7,654,000.00	\$7,365,000.00	\$7,255,000.00	\$8,130,158.00	
Economic Affairs			\$33,000.00	\$10,000.00		\$10,000.00	
Total Capital Expenditure			\$15,645,500.00	\$33,727,360.00	\$30,204,750.00	\$21,786,091.00	

Capital Works and Forward Programs 2024/2025 to 2027/2028

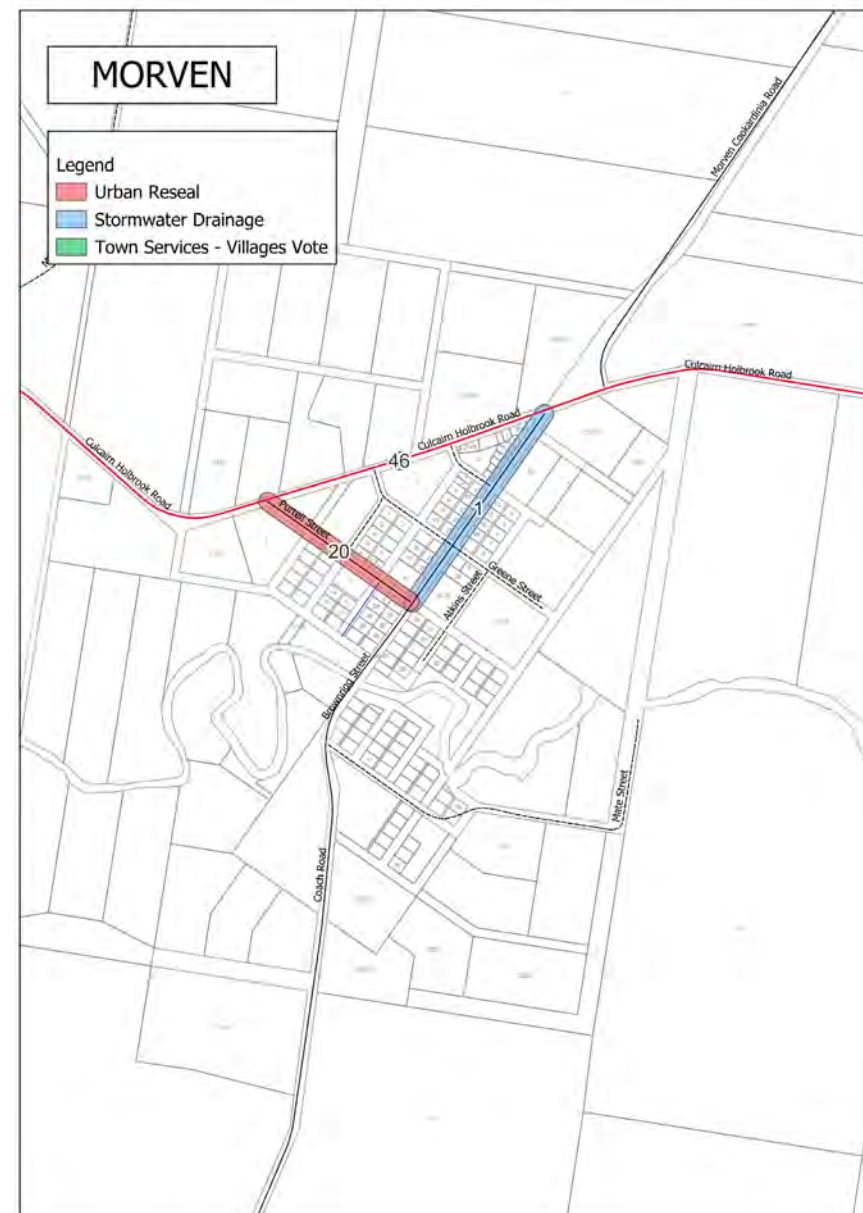
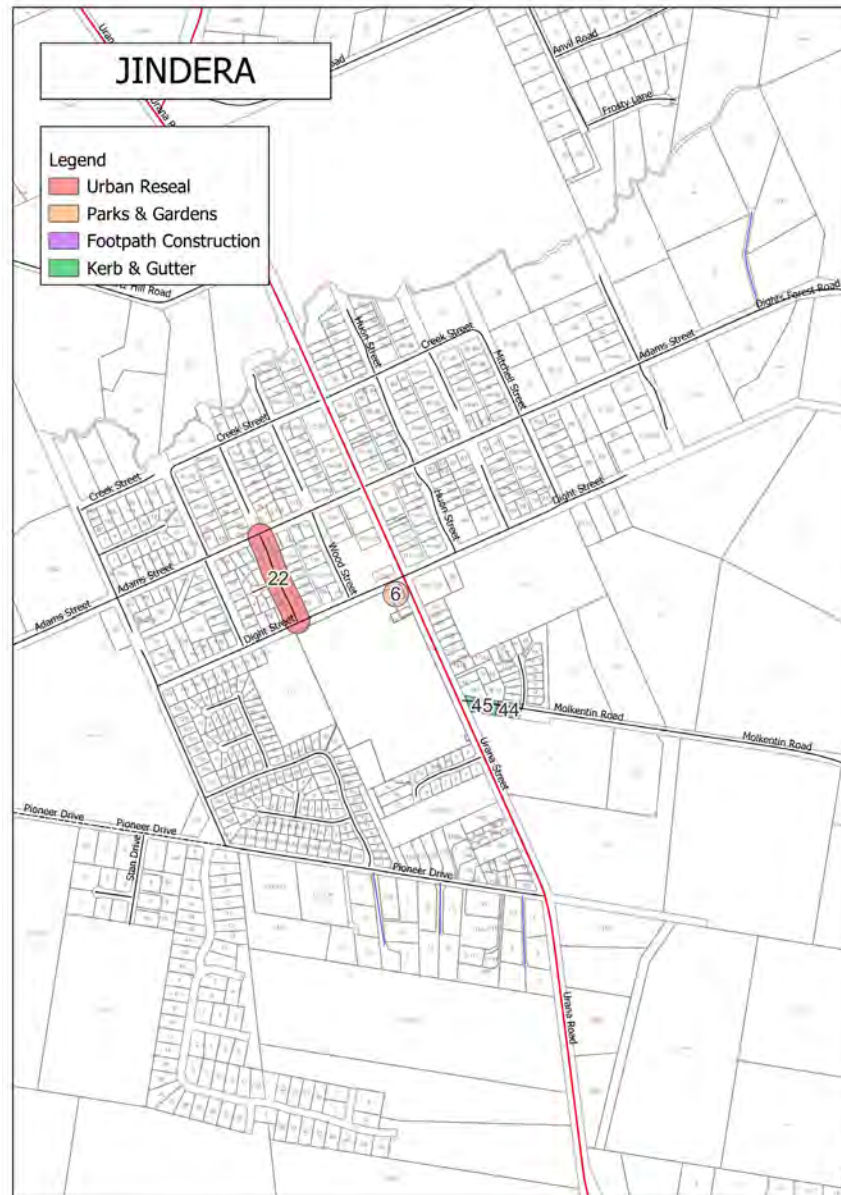




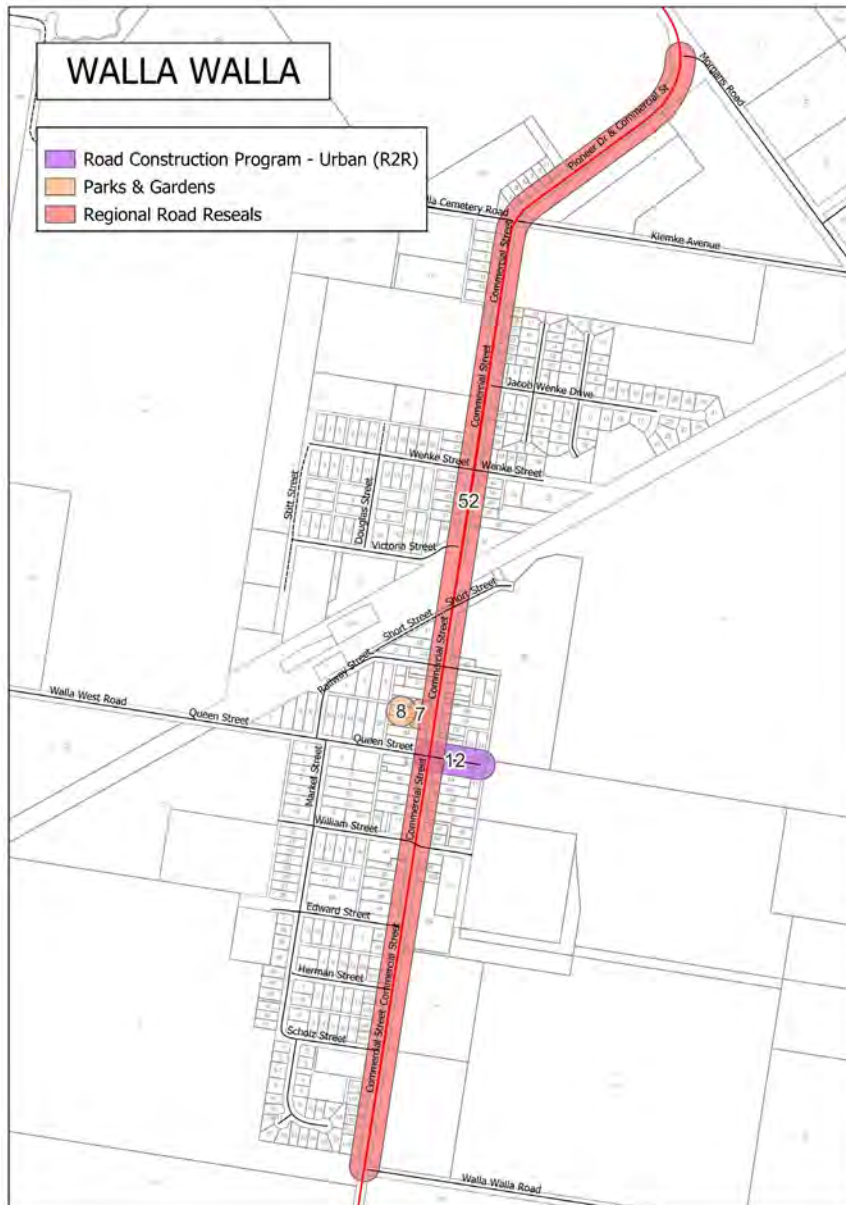
Capital Works and Forward Programs 2024/2025 to 2027/2028



Capital Works and Forward Programs 2024/2025 to 2027/2028



Capital Works and Forward Programs 2024/2025 to 2027/2028



Business Commercial Activities

Council operates a number of business / commercial activities which it is intended to return a surplus or at least breakeven from their operation. Generally any surpluses are used for the expansion of the activity.

Details of these activities are provided below:

Greater Hume Sewerage Services

Sewerage services (declared under NCP)

Provision of sewerage services in the following towns and villages - Burrumbuttock, Culcairn, Henty, Holbrook, Jindera and Walla Walla.

Greater Hume Water Supply

Water Supply (declared under NCP)

Water supply authority in the township of Culcairn and towns and villages - Jindera, Burrumbuttock, Brocklesby, Gerogery, Gerogery West and rural areas.

Greater Hume Children Services

Providing family day care services in Greater Hume, Albury, Wodonga and surrounding areas. Centre-based long day care and Out of Hours School Care is also provided at Culcairn, Henty, Holbrook and Walla Walla.

Industrial / Residential Subdivisions

Provision of industrial and residential allotments to encourage development of towns within the shire.

Private Works

Provision of private works to ratepayers.

Plant Replacement Program 2025/2026 to 2028/2029

DESCRIPTION	CATEGORY	Plant No	2025/2026			2026/2027			2027/2028			2028/2029		
			Purchase	Trade	Net Cost	Purchase	Trade	Net Cost	Purchase	Trade	Net Cost	Purchase	Trade	Net Cost
Replacement														
Works Manager Vehicle	PASSENGER VE- HICLE	624	\$60000	\$20000	\$40000									
Rangers Vehicle	UTILITY	1022	\$110000	\$20000	\$90000									
Weed Spray Operator Vehicle	UTILITY	1061	\$70000	\$20000	\$50000									
Overseers Vehicle	UTILITY	2022	\$65000	\$15000	\$50000									
Ford Ranger Crew Cab Utility with LED Board	UTILITY	3021	\$80000	\$5000	\$75000									
Loader	LOADER	4051	\$360000	\$280000	\$80000									
Backhoe - New Holland	BACKHOE	4120	\$215000	\$20000	\$195000									
Truck - Isuzu Crew Cab	TRUCK MR	5080	\$130000	\$20000	\$110000									
Trailer 7 x 5 Tipper	TRAILER - TIPPER	8401	\$15000	\$1500	\$13500									
Shoulder Pavement Unit	PAVER		\$130000		\$130000									
Mower Zero Turn	MOWER - ZERO TURN		\$15000		\$15000									
Ventrac Mower / Maintenance Unit	MOWER - OUT FRONT		\$105000		\$105000									
Mocrib - mobile lunchroom	TRAILER - MOCRIB		\$55000		\$55000									
Mocrib - mobile lunchroom	TRAILER - MOCRIB		\$40000		\$40000									
			\$1450000	\$401500	\$1048500									
Truck 10M3 - Hino	TRUCK - HR	934				\$247200	\$30000	\$217200						
Trailer - Dog Trailer	TRAILER - DOG	940				\$100000	\$15000	\$85000						
Nissan Navara King Cab Chassis Tray Back	UTILITY	1101				\$51500	\$18000	\$33500						
Maintenance Overseer Vehicle	UTILITY	2002				\$61800	\$25000	\$36800						
Holden Colorado Crew Cab Utility	UTILITY	2081				\$61800	\$25000	\$36800						
Culcairn Parks & Town Utility	UTILITY	2200				\$51500	\$10000	\$41500						
Water & Waste Water Manager Vehicle	UTILITY	3002				\$65000	\$25000	\$40000						

Plant Replacement Program 2025/2026 to 2028/2029

DESCRIPTION	CATEGORY	Plant No	2025/2026			2026/2027			2027/2028			2028/2029		
			Purchase	Trade	Net Cost	Purchase	Trade	Net Cost	Purchase	Trade	Net Cost	Purchase	Trade	Net Cost
Replacement														
Water & Waste Water Operator Vehicle	UTILITY	3080				\$61800	\$25000	\$36800						
Roller	ROLLER - COMBI-NATION	4415				\$215000	\$20000	\$195000						
Mower Out Front	MOWER - OUT FRONT	5741				\$82400	\$15000	\$67400						
Trailer - Portable Traffic Light	TRAILER - TRAF-FIC LIGHT	5942				\$16480	\$2500	\$13980						
Trailer - Portable Traffic Light	TRAILER - TRAF-FIC LIGHT	5943				\$16480	\$2500	\$13980						
Trailer - Variable Message Sign	TRAILER - VMS	6101				\$25750	\$3000	\$22750						
Trailer - Variable Message Sign	TRAILER - VMS	6106				\$52750	\$3000	\$22750						
Evolis speed indication device	TRAILER - SPEED RADAR	6111				\$16480	\$2500	\$13980						
Evolis speed indication device	TRAILER - SPEED RADAR	6116				\$16480	\$2500	\$13980						
CCTV Trailer	TRAILER - CCTV	6140				\$51500	\$10000	\$41500						
Mower Zero Turn	MOWER - ZERO TURN	8531				\$23690	\$6000	\$17690						
Mocrib - mobile lunchroom	TRAILER - MOCRIB					\$77250		\$77250						
						\$1267860	\$240000	\$1027860						
Holden Colorado Space Cab Utility	UTILITY	2121							\$61800	\$20000	\$41800			
East P & G Vehicle	UTILITY	2141							\$61800	\$20000	\$41800			
Ford Ranger Super Cab Chassis Tray Back	UTILITY	2161							\$61800	\$20000	\$41800			
Road Inspector Vehicle	UTILITY	2222							\$61800	\$20000	\$41800			
Projects Ganger Ute	UTILITY	2250							\$61800	\$20000	\$41800			
Grader - Caterpillar	GRADER	4025							\$381100	\$60000	\$321100			
Tractor - John Deere	TRACTOR - LARGE	4220							\$123600	\$25000	\$98600			

Plant Replacement Program 2025/2026 to 2028/2029

DESCRIPTION	CATEGORY	Plant No	2025/2026			2026/2027			2027/2028			2028/2029		
			Purchase	Trade	Net Cost	Purchase	Trade	Net Cost	Purchase	Trade	Net Cost	Purchase	Trade	Net Cost
Replacement														
Pavement Maintenance Truck	PAVEMENT MAIN-TENANCE TRUCK	5515							\$360500	\$50000	\$310500			
Trailer - Dog Trailer	TRAILER - DOG	6015							\$103000	\$20000	\$83000			
Weedspray Unit - QR 400	WEEDSPRAY UNIT	8492							\$22660	\$8000	\$14660			
Stump Grinder - Push Model	STUMP GRINDER	8910							\$13390	\$3000	\$10390			
									\$1313250	\$266000	\$1047250			
Rangers Vehicle	UTILITY	1002										\$61800	\$25000	\$36800
Ford Ranger Crew Cab Utility	UTILITY	1082										\$61800	\$25000	\$36800
Procurement / Stores Vehicle	UTILITY	2042										\$56650	\$20000	\$36650
Nissan Navara King Cab Chassis Tray Back	UTILITY	2280										\$56650	\$15000	\$41650
Water & Waste Water Overseer Vehicle	UTILITY	3022										\$61800	\$20000	\$41800
Water & Waste Water Operator Vehicle	UTILITY	3042										\$61800	\$25000	\$36800
Water & Waste Water Operator Vehicle	UTILITY	3062										\$618000	\$25000	\$36800
Backhoe JCB	BACKHOE	4100										\$216300	\$20000	\$196300
Prime Mover - Western Star	PRIME MOVER	5000										\$267800	\$65000	\$202800
Truck 6M3 - Hino	TRUCK - MR	5050										\$103000	\$20000	\$83000
Mower Out Front With Catcher - Toro Proline H800	MOWER - OUT FRONT	5711										\$87550	\$15000	\$72550
Mower Out Front	MOWER - OUT FRONT	5731										\$82400	\$10000	\$72400
Mower Large Ride On	MOWER - RIDE ON	5771										\$20600	\$5000	\$15600
Portable Traffic Lights - Master	TRAILER - TRAF-FIC LIGHT	5952										\$15450	\$2000	\$13450
Portable Traffic Lights - Slave	TRAILER - TRAF-FIC LIGHT	5953										\$15450	\$2000	\$13450
Trailer - Dog Trailer	TRAILER - DOG	6020										\$103000	\$20000	\$83000
												1333850	314000	1019850

Plant Replacement Program 2025/2026 to 2028/2029

DESCRIPTION	CATEGORY	Plant No	2025/2026			2026/2027			2027/2028			2028/2029		
			Purchase	Trade	Net Cost	Purchase	Trade	Net Cost	Purchase	Trade	Net Cost	Purchase	Trade	Net Cost
Replacement														
Summary of Plant Reserve			2025/2026			2026/2027			2027/2028			2028/2029		
Opening Balance			\$1460615			\$1370441			\$1312592			\$1246868		
Transfer to Reserve			\$1359826			\$1210011			\$1247526			\$1356850		
Transfer from Reserve			\$-1450000			\$-1267860			\$-1313250			\$-1333850		
Closing Balance			\$1370441			\$1312592			\$1246868			\$1269868		

Estimates of income and expenditure

Snapshot of 1 July 2025 to 30 June 2026

The budget, as presented, discloses a General Fund surplus of \$2,692 for the 2025-2026 financial year.

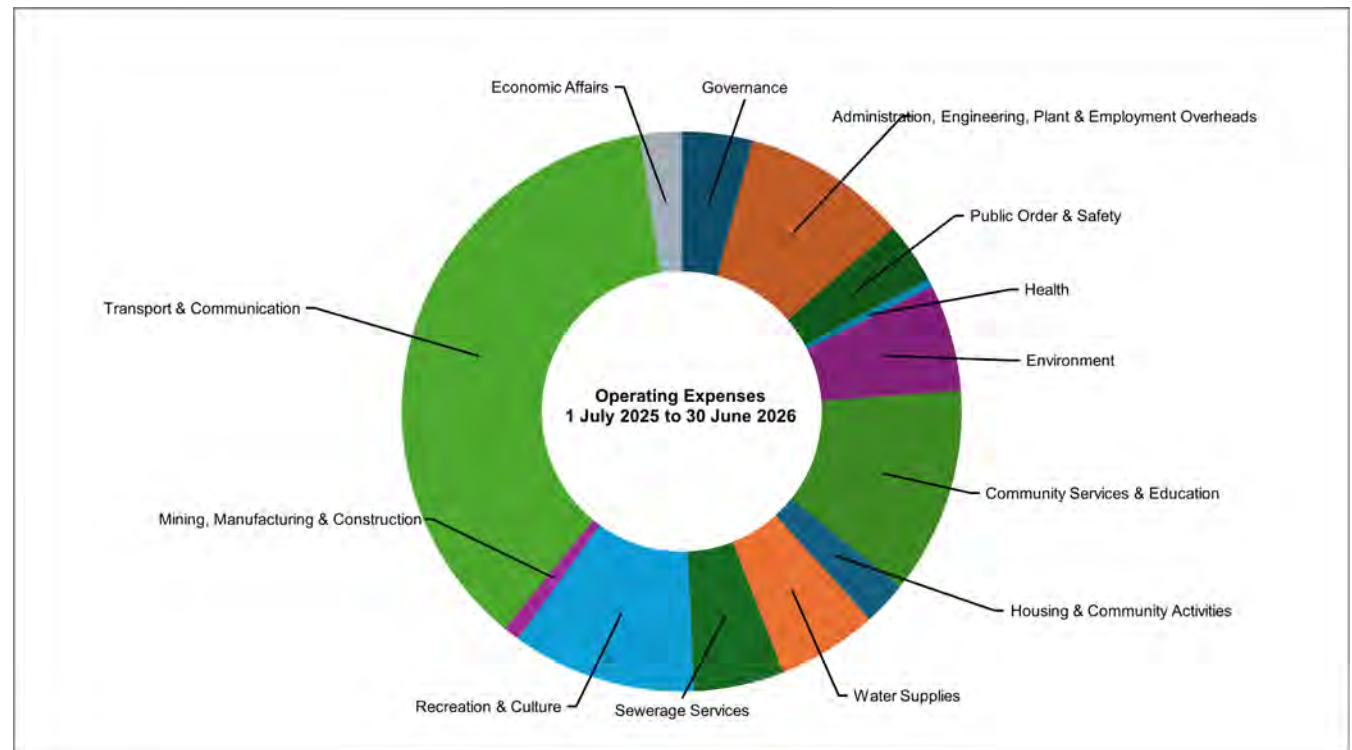
The table below outlines Council's position.

Operating Revenue	\$43,171,621
Capital Revenue	\$2,526,865
Loan Funds Raised	Nil
Sub total	\$45,698,486
Less:	
Operating Expenditure	\$45,786,490
Capital Expenditure	\$16,095,500
Loan Repayments	\$406,045
Non Cash Depreciation contra	-\$14,535,433
Sub Total	\$47,752,602
Transfer (To) /From Reserves and Unexpended Grants	\$1,635,179
Sale of Assets and Deferred Debtors	\$421,629
Surplus / (Deficit)	\$2,692

Estimates of income and expenditure

Operating Expenditure 1 July 2025 to 30 June 2026

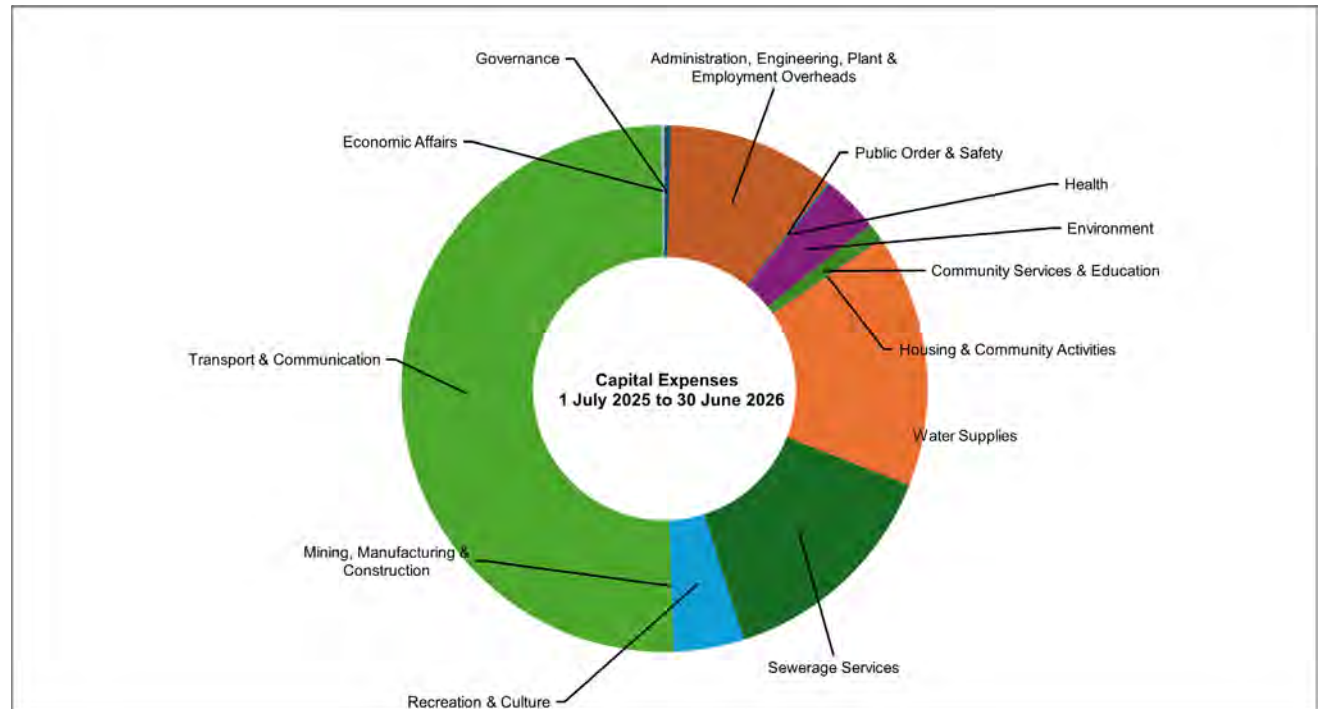
Governance, Administration, Engineering, Plant & Employment Overheads	\$6,243,809.00
Public Order & Safety	\$1,613,821.00
Health	\$219,003.00
Environment	\$2,823,167.00
Community Services & Education	\$5,459,837.00
Housing & Community Activities	\$1,177,591.00
Water Supplies	\$2,646,790.00
Sewerage Services	\$2,390,228.00
Recreation & Culture	\$4,872,673.00
Mining, Manufacturing & Construction	\$430,484.00
Transport & Communication	\$16,805,905.00
Economic Affairs	\$1,103,182.00



Estimates of income and expenditure

Capital Expenditure 1 July 2025 to 30 June 2026

Governance, Administration, Engineering, Plant & Employment Overheads	\$1,727,000.00
Public Order & Safety	\$0
Health	\$15,000.00
Environment	\$560,000.00
Community Services & Education	\$166,000.00
Housing & Community Activities	\$10,000.00
Water Supplies	\$2,507,500.00
Sewerage Services	\$2,278,000.00
Recreation & Culture	\$695,000.00
Mining, Manufacturing & Construction	\$0
Transport & Communication	\$8,104,000.00
Economic Affairs	\$33,000.00



Statement of Revenue Policy

In accordance with Section 405 of the Local Government Act 1993, Council provides the following details of its Statement of Revenue Policy. This information explains the basis upon which rates and charges will be made.

RATES AND CHARGES

Through rates and charges, Council recovers the cost of providing its services for land within the Council boundaries. Rates and charges raise about 58 per cent of Council's operating income and are used to improve and maintain services and facilities for the community.

Some of these services include:

- maintenance of roads, parks and gardens
- libraries
- community services for young people and the elderly
- swimming pools.

Council rates are determined in accordance with the provisions of the Local Government Act 1993 and Local Government (General) Regulation 2021.

Ordinary rates are levied on all rateable parcels of land based on independent valuations provided by Property NSW on behalf of the NSW Valuer General. Land valuations are supplied every three years by the NSW Valuer General. The land value does not include the value of a house, buildings or other improvements to the land. The latest valuation of the land in Greater Hume occurred with a base date of 1 July 2022.

These valuations will be used to calculate and levy the 2025-2026 ordinary rate.

Rate pegging is determined by the Independent Pricing and Regulatory Tribunal (IPART) each year and sets the maximum general income Council can collect from

ordinary rates. General income comprises income from ordinary rates and special rates, but does not include income from waste management charges.

IPART have announced the percentage increase to apply to Greater Hume Council in the 2025-2026 financial year would be 5.3 per cent.

The general income for the previous year, 2024-2025 is increased by 5.3 per cent to determine the total general income yield which can be levied in 2025-2026. This does not mean that each individual rate assessment will increase by that percentage, but does mean that Council's total income from ordinary rates cannot exceed this percentage increase.

ORDINARY RATES

In accordance with section 497 of the Local Government Act 1993, the structure of the ordinary rates are calculated annually and comprise of a base amount, plus an ad valorem (amount in the dollar) component, which is calculated using the land value supplied by Property NSW on behalf of the NSW Valuer General.

Section 494 of the Local Government Act 1993 requires Council to make and levy ordinary rates on all rateable land for the year 2025-2026.

In accordance with the provisions of section 514 of the Local Government Act 1993, each property in Greater Hume is declared to be within one of the following categories for rating purposes depending on the dominant land use of the property:

- Residential
- Residential – Villages
- Residential – Rural
- Business
- Farmland - Ordinary

- Farmland – Forestry

The rating structure for the residential category is based on a combination of a base amount and an ad valorem (amount in the dollar) component. The level of the base amount has been set to achieve (as close as possible) 50 per cent of total rate income from this category, with the ad valorem component raising the remaining 50 per cent of the total income.

The rating structure for all other categories is based on a combination of a base amount of rate and an ad valorem component.

Schedule of Fees and Charges

Council can charge and recover an approved fee for any service that it provides other than a service provided on an annual basis for which it may make an annual charge.

Fees and charges for services provided are determined by three methods:

- Statutory Fees – where the amount of the charge is legislated.
- User pays cost recovery – where the fee as far as possible is set to recover the cost of the good or service provided and
- Community Service Obligations – where the cost of the good or service provided may be discounted by the Council's determination that it has a community service obligation in respect of the provision of a particular good or service.

Council's schedule of fees can be read in the Fees and Charges 2025 - 2026 publication.

Private Works

In accordance with Section 67(1) of the Local Government Act 1993 Council may, by agreement with the owner or occupier of any private land, carry out on the land any kind of work that may be lawfully

Statement of Revenue Policy

carried out on the land. Private works are carried out on a commercial basis and prices charged reflect the investment of labour and plant utilised. A charge for supervision and administration is also charged. Private works orders must be signed and authorised by the responsible paying person/property owner prior to works commencing. In some circumstances, deposits or guarantees will be required. Credit checks may also be undertaken.

Loan Borrowings

No new loan borrowings are proposed for the 2025 - 2026 year.

Rating Structure and Yield (2025 - 2026)

	NO OF ASSM'S	RATEABLE LAND VALUE 1 July 2022 Base Date	BASE RATE %	BASE RATE \$	BASE RATE REVENUE	AD VALOREM RATE	AD VALOREM REVENUE	TOTAL REVENUE
Residential	2759	296,424,280	49.6%	\$495.00	\$1,365,705.00	0.00468015	\$1,387,309.17	\$2,753,014.17
Residential - Villages	520	81,350,070	49.4%	\$ 410.00	\$213,200.00	0.00268296	\$218,258.61	\$431,458.61
Residential - Rural	735	274,162,610	29.9%	\$ 410.00	\$301,350.00	0.00257333	\$705,511.54	\$1,006,861.54
Business	522	60,197,630	49.5%	\$ 525.00	\$274,050.00	0.00464068	\$279,357.73	\$553,407.73
Farmland - Ordinary	2182	5,906,661,360	14.6%	\$410.00	\$894,620.00	0.00088756	\$5,242,528.66	\$6,137,148.66
Farmland - Forestry	208	30,981,020	15.7%	\$ 270.00	\$56,160.00	0.00972792	\$301,380.98	\$357,540.98
Rateable Total	6926	6,649,776,970			\$3,105,085.00		\$8,134,346.69	\$11,239,431.69

Notes: Based on 2022 Valuations as at 1 July 2022

SUMMARY

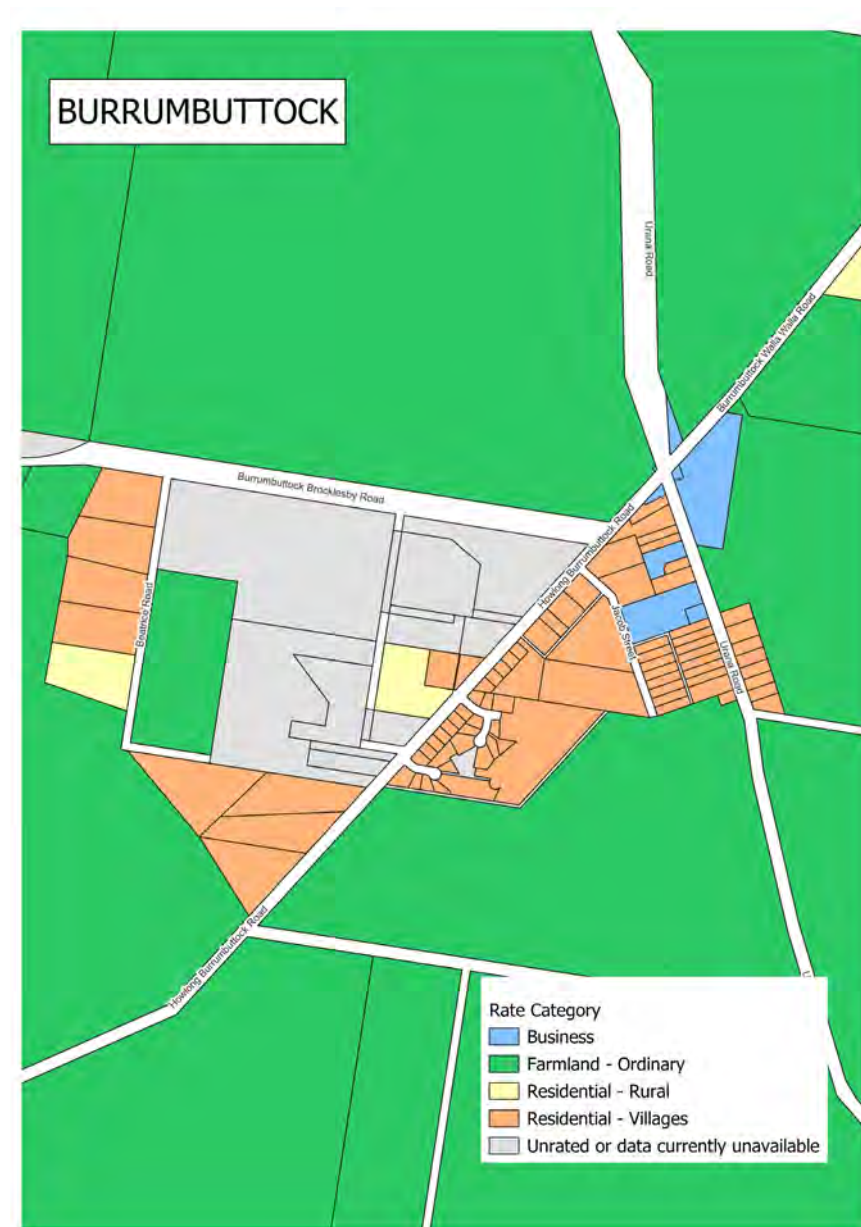
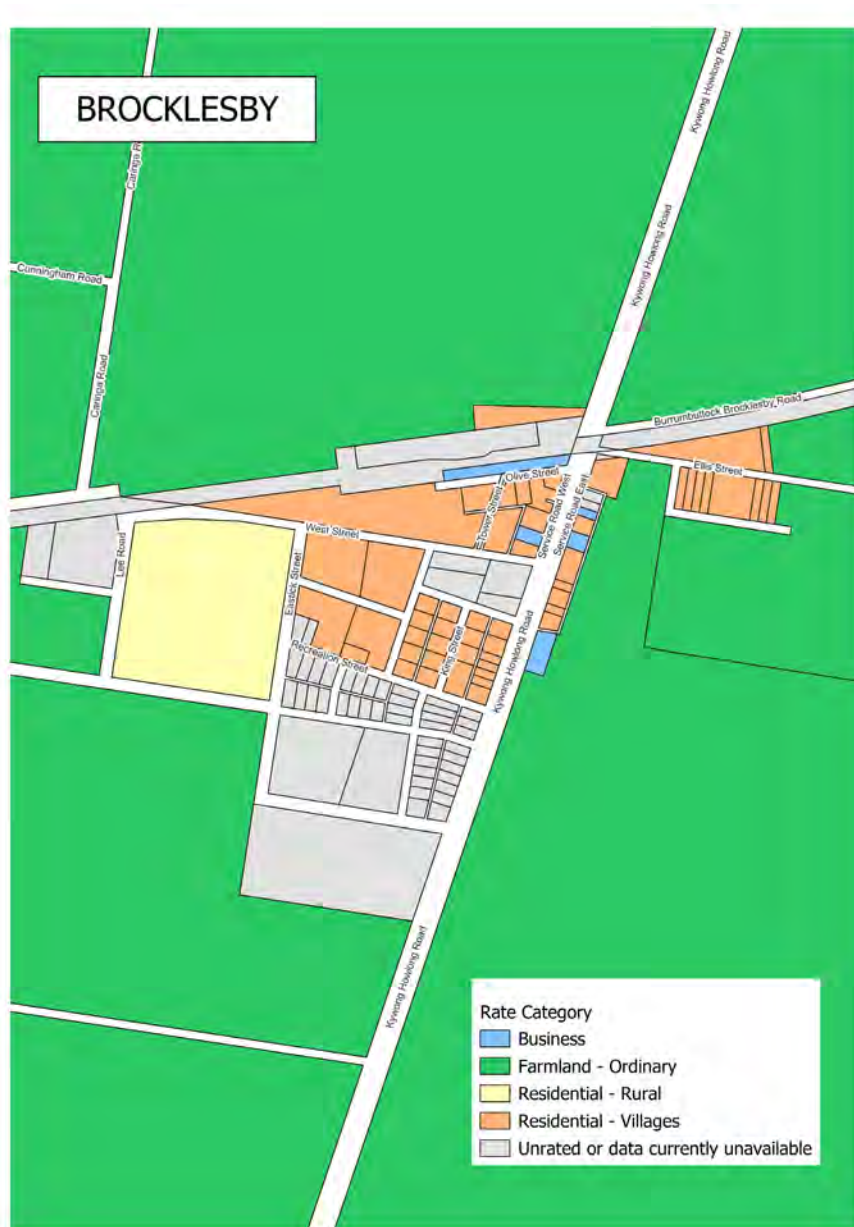
Residential	\$4,191,334.32
Business	\$553,407.73
Farmland	\$ 6,494,689.64
	<u>\$11,239,431.69</u>

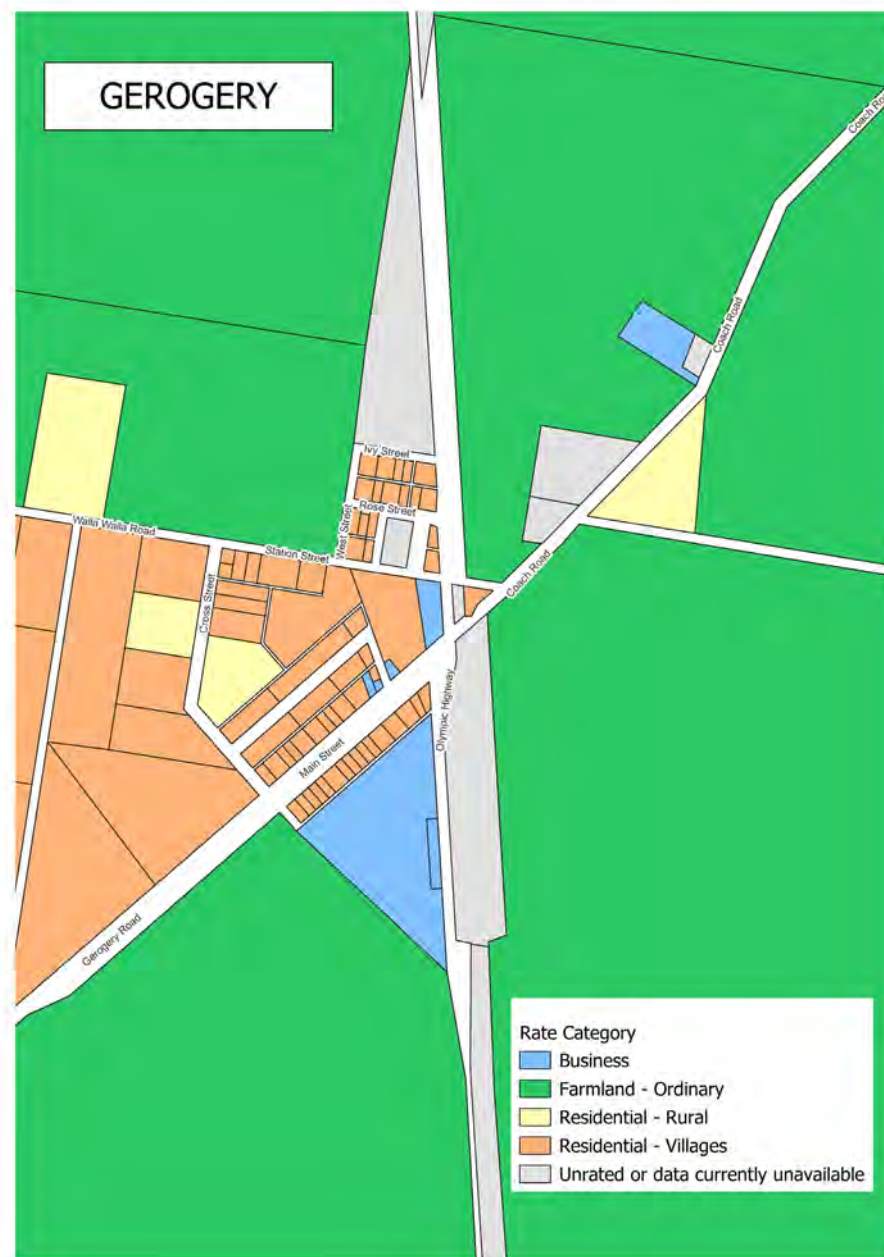
- The amounts shown in the row 'Total Revenue' have been calculated in accordance with the permissible increase in Council's notional general income for 2025-2026 of 5.3 per cent.
- The amounts shown in the above table are inclusive of adjustments to notional income for newly rateable Crown Land.
- Interest will accrue on outstanding rates and charges at the rate of six per cent a year (simple interest calculated daily).

Definition of Rating Categories

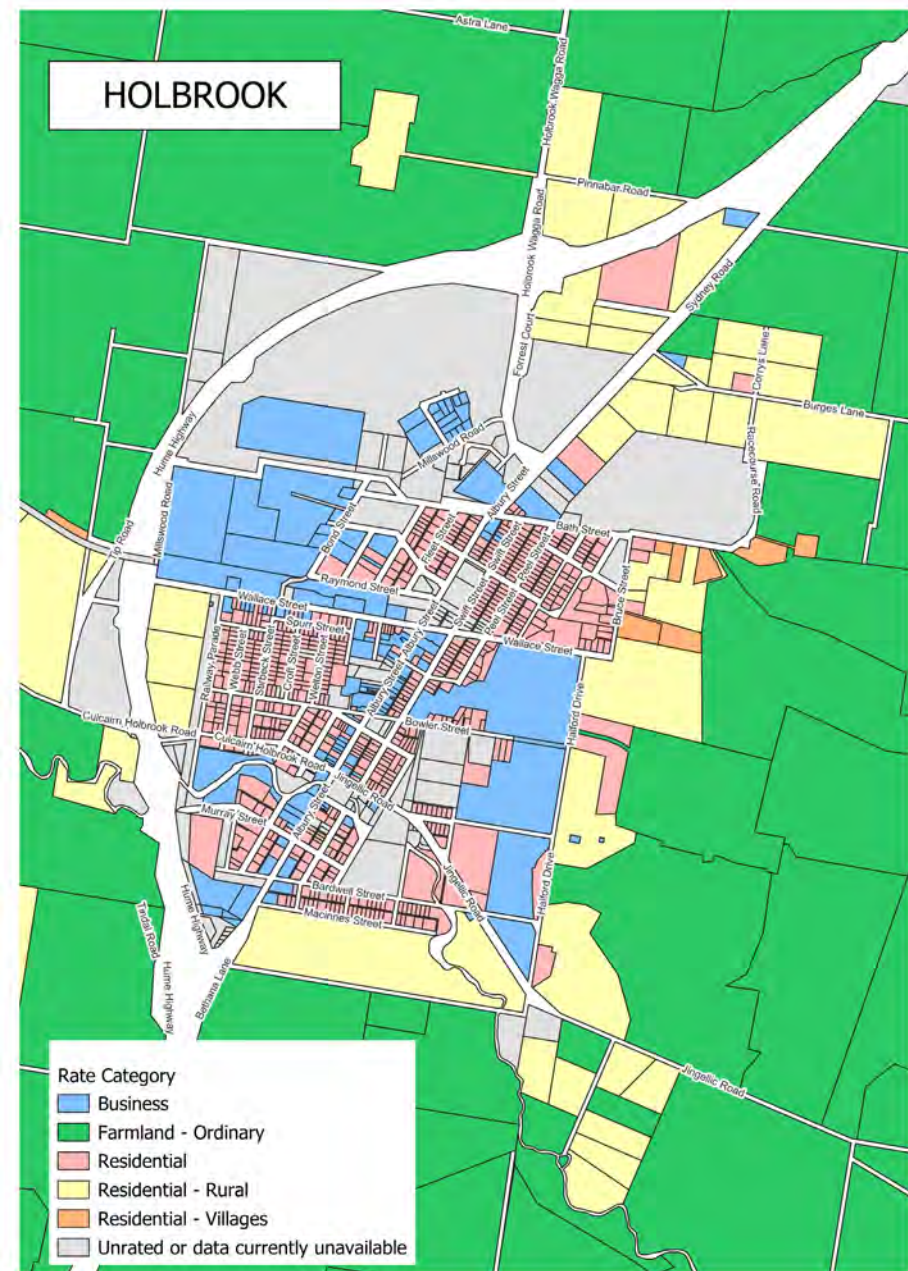
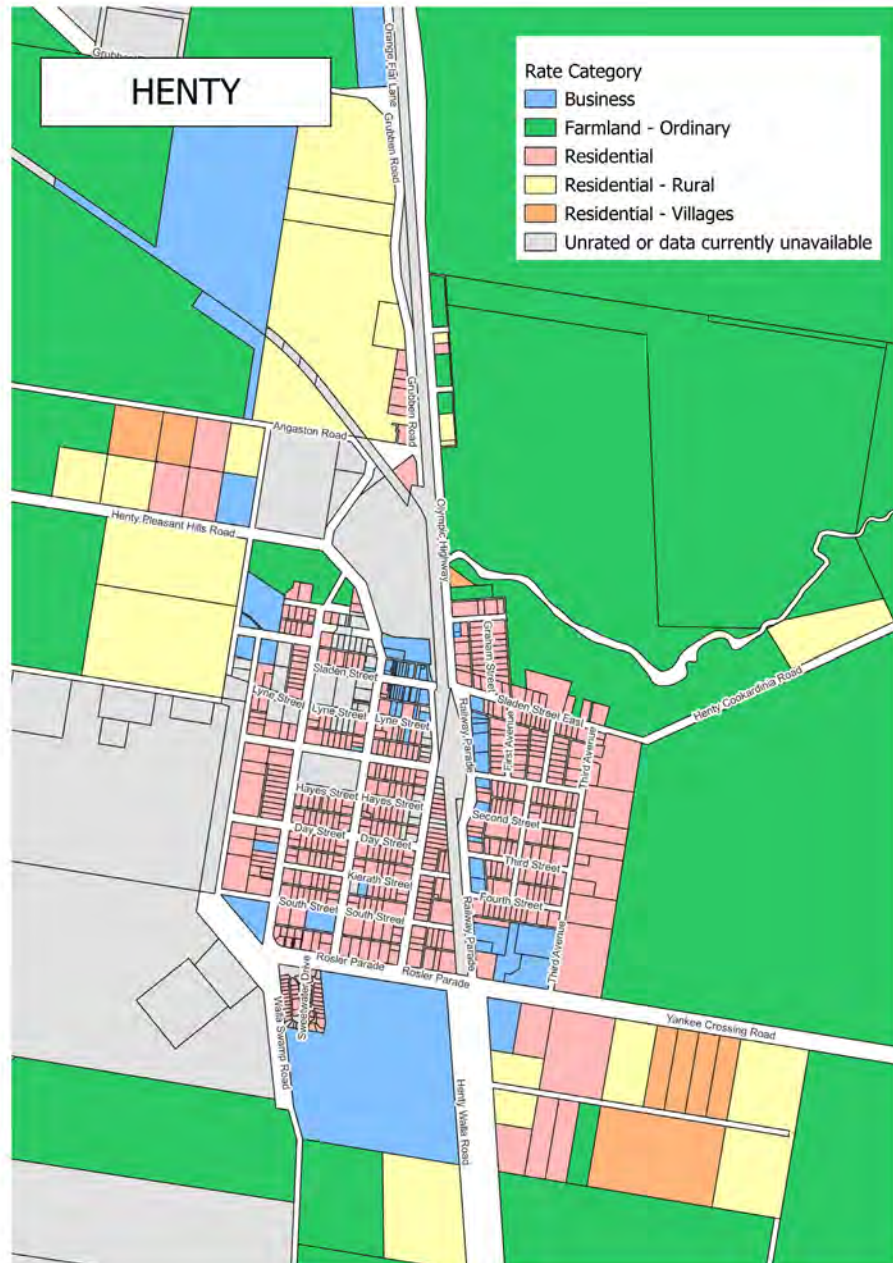
Rate Category	Definition
Residential	Land whose dominant use is for residential accommodation of a non-commercial nature as defined by Section 516 Local Government Act 1993.
Residential Villages	Residential land located within the localities of Brocklesby, Bungowannah, Burrumbuttock, Gerogery, Gerogery West, Mullengandra, Wymah, Bowna, Glenellen, Woomargama, Bulgandry, Morven, Walbundrie and Holbrook Airpark including residential land that is between 2ha and 40ha in size and is not the site of a dwelling as defined by the Local Government Act 1993.
Residential Rural	Residential land that is between 2ha and 40ha in size and is the site of a dwelling as defined by the Local Government Act 1993.
Business	Any land that is not categorised as Farmland or Residential. Refer Section 518 of the Local Government Act 1993.
Farmland - Ordinary	Land that is predominantly used for farming as defined by Section 515 of the Local Government Act 1993.
Farmland – Intensive Forestry	Farmland as defined by Section 515 of the Local Government Act 1993 that is subject to intensive forestry use.

Town and Village Rates Categories

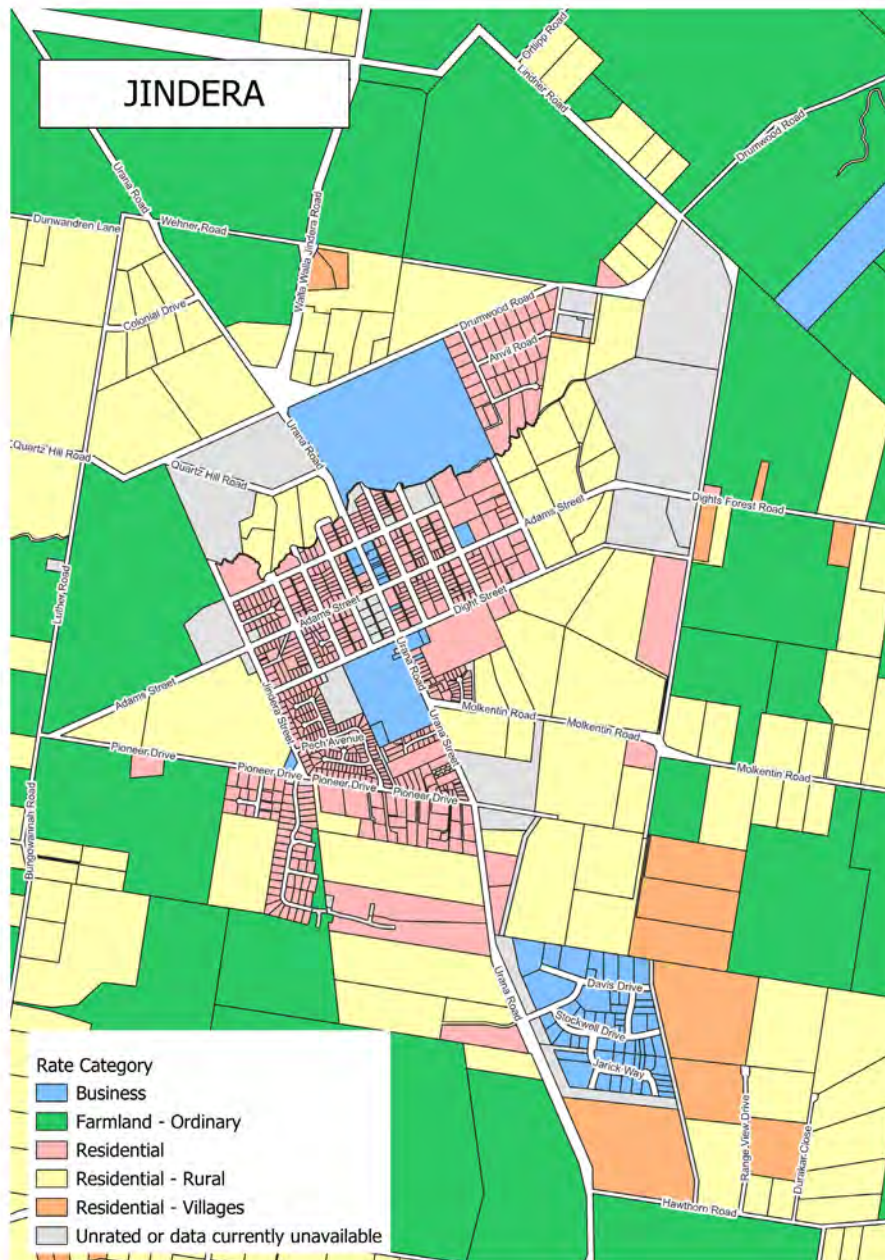




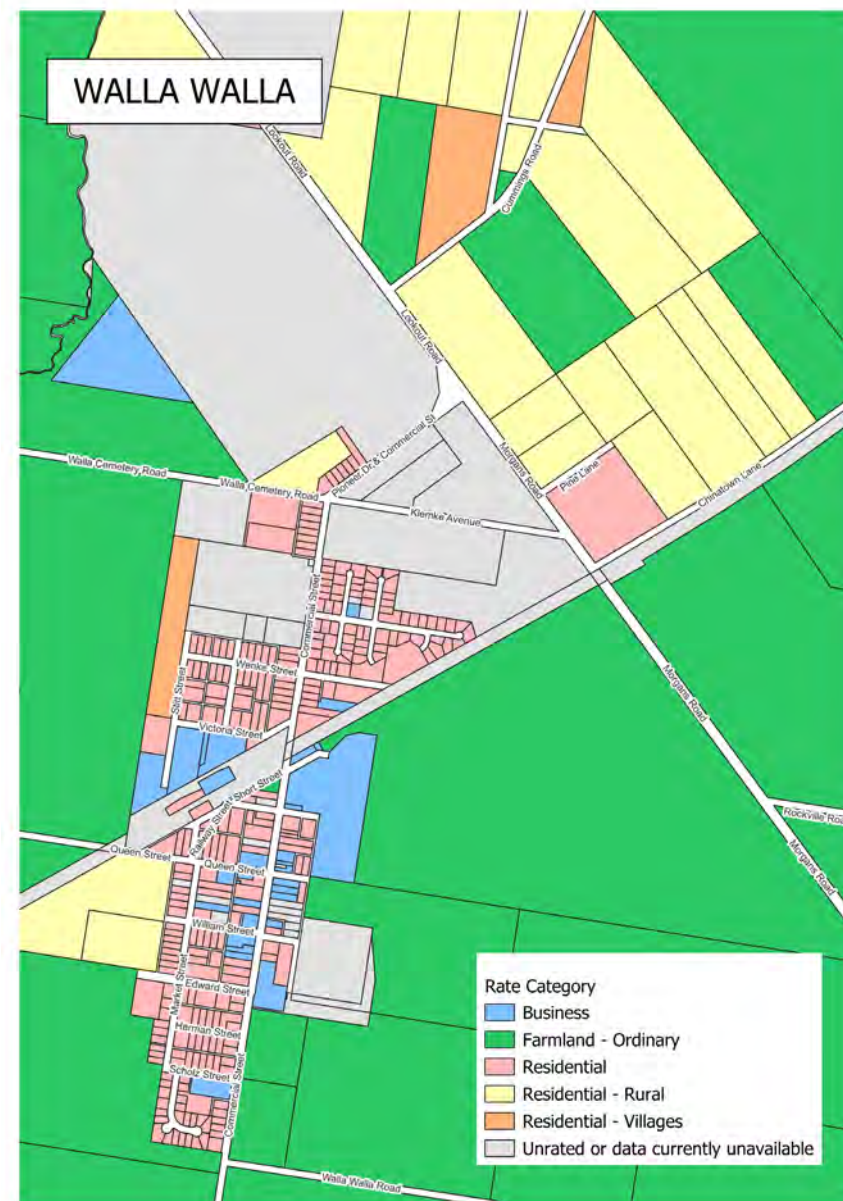
Town and Village Rates Categories



Town and Village Rates Categories



Town and Village Rates Categories



Water Charges 2025 - 2026

Water Charges

The water service access charge is a fixed annual fee (levied as a quarterly amount at the time of meter reading if applicable) for the connection, or ability to connect, to the drinking water supply system. It is charged in advance and properties with multiple water meter service connections are levied multiple charges. All residential properties are levied a water service access charge based on a 20mm connection regardless of the actual size. All non residential connection size varies as to the actual meter size.

The water consumption volumetric charge is levied for each kilolitre (1,000 litres) of water used and is based on the reading from a property's water meter. Unlike the service access charge, this fee is charged after the water is used. The water consumption charge is a single amount per kilolitre regardless of the volume used and is based on the long run marinal operating.

The following table summarises proposed Residential and Non Residential water charges.

Component	Proposed 2025 - 2026 Charges
Water Access Charge	
Residential	
20 mm	\$370
Non – Residential	
20mm	\$370
25mm	\$488
32mm	\$551
40mm	\$640
50mm	\$745
80mm	\$1,028
Usage Charge per KL \$	
< 200kl per annum	\$2.05
>200kl per annum	\$3.20

Waste Charges 2025 - 2026

Waste Charges

Greater Hume Council provides a waste collection and management service to the community. Waste management charges are designed to recover costs from people who actually benefit from the availability or the use of the waste management system.

Waste Charges - Annual Charges 2025 - 2026

Waste Charges	Charge	Amount 2025 - 2026
Waste - Domestic & Recycling (Sec 496) Covers the cost of waste collection services. These services include weekly collection of a 240 litre fogo bin and fortnightly collection of 240 litre recycling and 240 litre waste bin. This fee is charged to residents supplied with garbage bins by Council.	Annual Charge	\$479
Commercial, Garbage, Recycling and Organics (Sec 501)	Annual Charge	\$495
Commercial Garbage and Recycling Only (Sec 501)	Annual Charge	\$337
Rural Garbage and Recycling Only (Sec 501)	Annual Charge	\$321
Garbage Only (Sec 502)	Annual Charge	\$210
Recycling Only (Sec 502)	Annual Charge	\$158
Organics Only (Sec 502)	Annual Charge	\$216
Charge on Vacant Land (Sec 496). Applies to all vacant land located within an area where domestic waste collection is available.	Annual Charge	\$45

Sewer Charges 2025 - 2026

Sewer and Trade Waste Charges

All sewer charges in Greater Hume were amalgamated in 2011-2012 and standard charges applied across all sewerage areas of the shire. The adoption of standard pricing allows the total cost of sewer infrastructure to be spread across the entire population of the shire. As is the case with water charges, Council also has a responsibility to implement the principles of Best Practice Pricing and National Competition Policy.

It is proposed that Sewer and Trade Waste Charges will increase by 5%.

Non Residential

All non-residential properties will be charged based on a two-tier pricing system. Sewer charges will be in accordance with Best Practice Pricing guidelines, which prescribes an annual access charge based upon the relevant water meter connection size, plus a usage charge based on water usage and the relevant Sewerage Discharge Factor (SDF) disposal factor for each business type as detailed below.

Depending on the type of business, properties are charged a usage fee relevant to the ratio of the estimated volume of water discharged into the sewer system. The sewerage discharge factor is the ratio of the estimated volume of sewerage discharged into the sewerage system to the customer's total water consumption.

Non-residential properties will be levied charges based on water meter size. As the meter size increases the availability charge increases to reflect Council's costs in providing for larger capabilities of discharge.

As a component of Best Practice Pricing, Greater Hume Council will also apply a Trade Waste Discharge fee. This fee is similar to sewer discharge fees but will only apply to non-residential customers who have significant trade waste discharge.

The trade waste discharge fee consists of two components, a fixed fee and a usage charge. Depending on the type of business listed on the following schedule, properties are charged a usage fee discounted by a discharge factor.

The liquid trade waste discharge factor is the ratio of the volume of liquid trade waste discharged into the sewerage system divided by the volume of water consumed. This fee is calculated on whether the discharger applies pre-treatment (such as the removal of grease, oils, sediment, etc) prior to discharge.

All Trade Waste fees are detailed in the Fees and Charges.

Sewer Charges

Component	Proposed 2025 - 2026 Charges
Sewer Access Charge	
Residential	
20 mm	\$588
Non – Residential	
20mm	\$332
25mm	\$378
32mm	\$437
40mm	\$510
50mm	\$609
80mm	\$838
Usage Charge per KL \$	\$1.79
Minimum Charge	\$588

Sewer Charges 2025 - 2026

Non Residential Sewer and Liquid Trade Waste

The following table provides Non Residential Sewer and Liquid Trade Waste Discharge Factors (%) that apply to various businesses.

Business Type	Discharge Factor (%)	
	Sewer	Trade Waste
Bakery with a residence attached ¹	95 70	25 18
Bed and Breakfast/Guesthouse (max. 10 persons)	75	N/A ²
Boarding House	90	20
Butcher with a residence attached ¹	95 70	90 65
Cakes/Patisserie	95	50
Car Detailing	95	90
Car Wash	75	70 ⁵
Caravan Park (with commercial kitchen)	15	15
Caravan Park (no commercial kitchen)	75	N/A ²
Chicken/poultry shop (retail fresh, no cooking)	95	90
Charcoal Chicken	95	80
Concrete Batching Plant	2	1

Business Type	Discharge Factor (%)	
	Sewer	Trade Waste
Club	Variable ⁷	Variable ⁷
Cold store	7	N/A ²
Community hall (minimal food only)	95	N/A ²
Correctional Centre	90	Note 6
Craft/Stonemason	95	80
Day Care Centre	95	N/A ²
Delicatessen, mixed business (no hot food)	95	N/A ²
with a residence attached	70	
Dental Surgery with X-ray	95	80
with a residence attached	70	60
Fresh Fish outlet	95	90
Hairdresser	95	N/A ²
High school	95	25 ⁵
Hospital	95	30
Hostel	90	20
Hotel	100	25
Joinery	95	10

Business Type	Discharge Factor (%)	
	Sewer	Trade Waste
KFC, Red Rooster	95	80
Laundry	95	92 ⁵
Marina	90	70
McDonalds Restaurant, Burger King, Pizza Hut	95	62
Mechanical workshop ³	95	70
Mechanical workshop with car yard	85	70
Medical Centre	95	25 ⁵
Motels	Variable ⁸	Variable ⁸
Nursing Home	90	30
Office building	95	N/A
Optical service	95	N/A ²
Panel beating/spray painting	95	70
Primary school	95	10 ⁵
Printer	95	85
Restaurant ⁴	95	50
Self Storage	90	N/A

Sewer Charges 2025 - 2026

Business Type	Discharge Factor (%)	
	Sewer	Trade Waste
Service Station	90	70
Shopping Centre	85	30
Supermarket	95	70
Swimming pool (commercial)	85	N/A ²
Take Away Food	95	50
Technical College or University	95	Note 6
Vehicle Car Wash: Robo, Clean and Go, Gerni type	95	90 ⁵
Veterinary (no X-ray), Kennels, Animal Wash	80	N/A ²

Notes:

1. If a residence is attached, that has garden watering, the residential SDF should be applied
2. A trade waste usage charge is not applicable for this activity
3. Includes lawn mower repairer, equipment hire
4. Includes café, canteen, bistro, etc
5. A trade waste usage charge applies if appropriate pre-treatment equipment has not been installed or has not been properly operated or maintained.
6. A discharge factor to be applied on the basis of the relevant activity, e.g. food preparation / service, mechanical workshop, optical services etc.
7. SDF and LTWDF applicable to clubs to be negotiated on an individual basis depended upon water usage patterns, meal preparation and discharge to sewer
8. SDF and LTWDF applicable to motels to be negotiated on an individual basis depended upon water usage patterns, meal preparation and discharge to sewer

Pricing Methodology for Fees and Charges

Council operates a number of business / commercial activities which it is intended to return a surplus or at least breakeven from their operation. Generally any surpluses are used for the expansion of the activity.

All of Council's fees and charges that are not subject to statutory control are reviewed on an annual basis prior to finalisation of the Council's annual operating budget.

The pricing principles recognise a 'community service obligation' where full recovery of costs through fees may make some services or facilities financially out of reach to some members of the community, as well as the importance to appropriately account for expenses (environmental, social and financial) to price services and products correctly.

Council's Pricing Policy generally supports a cost recovery philosophy. It recognises people's ability to pay and balance an expectation that some services will be cross subsidised from rates for the common good of the community.

Pricing will:

- Explore cost recovery opportunities
- Ensure value for money by providing effective and efficient service
- Balance rates and grants against other funding sources
- Manage financial risk in a volatile climate
- Ensure that debt is limited to ensure long-term financial sustainability
- Develop pricing structures that can be administered simply and cheaply and be understood by the public

- Develop pricing structures that reflect real lifecycle and environmental costs
- Recognise pricing encourages or discourages consumer use and behaviours

Greater Hume Council Fees and Charges 2025 - 2026

Please refer the draft Greater Hume Council Fees and Charges 2025 - 2026, a separate publication. The fees and charges are subject to amendment up to final adoption by Council and/or statutory regulations.

GST Disclaimer

A goods and service tax (GST) applies to a number of goods and/or services supplied by Council. Those goods and/or services be subject to GST have been identified in the Greater Hume Council Fees and Charges publication as GST applying and the prices shown for those goods and/or services are the GST inclusive price.

Some goods and/or services supplied by the Council have been declared "GST free" or are excluded under Division 81 or 38 of the legislation. Those goods and/or services which are "GST free" or excluded from GST are indicated in the publication as GST not applying.

The Greater Hume Council Fees and Charges 2025 - 2026 publication has been prepared using the best available information in relation to the GST impacting on the fees and charges at the time of publication.



Greater
Hume
Council



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ANNEXURE 9



Draft - Delivery Plan Budget

2025/26 to 2028/29

greaterhume.nsw.gov.au

DRAFT



**Delivery Program 2025 to 2029
Operational Plan 2025-2026**

**Delivery Plan Budget
2025/26 to 2028/29**

**Income Statement, Balance Sheet,
Cashflow and Restricted Cash**

Greater Hume Council
Delivery Plan Budget
2025/26 to 2034/35

ANNEXURE 9

INCOME STATEMENT - CONSOLIDATED	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Projected Years			
	2024/25 \$ 000's	2024/25 \$ 000's	Budget 2025/26 \$ 000's	Budget 2026/27 \$ 000's	Budget 2027/28 \$ 000's	Budget 2028/29 \$ 000's
Income from Continuing Operations						
Revenue:						
Rates & Annual Charges	14,849	14,760	15,729	16,507	17,430	18,338
User Charges & Fees	8,050	7,967	8,578	8,922	9,293	9,688
Interest & Investment Revenue	966	976	1,062	1,306	1,346	1,122
Other Revenues	2,294	2,425	2,335	1,274	1,294	1,314
Grants & Contributions provided for Operating Purposes	14,485	17,498	15,468	16,106	17,164	18,944
Grants & Contributions provided for Capital Purposes	10,225	18,014	2,527	14,534	13,566	7,271
Other Income:						
Net gains from the disposal of assets	0	0	0	0	0	0
Joint Ventures & Associated Entities	0	0	0	0	0	0
Total Income from Continuing Operations	50,869	61,640	45,699	58,649	60,093	56,677
Expenses from Continuing Operations						
Employee Benefits & On-Costs	14,493	14,240	15,334	15,910	16,663	17,209
Borrowing Costs	100	100	76	1,145	1,159	1,111
Materials & Services	14,085	18,534	15,349	16,715	17,049	17,938
Depreciation & Amortisation	10,484	14,320	14,535	15,014	15,537	16,091
Other Expenses	511	545	492	503	517	532
Net Losses from the Disposal of Assets	0	0	0	0	0	0
Total Expenses from Continuing Operations	39,673	47,739	45,786	49,287	50,925	52,881
Operating Result from Continuing Operations	11,196	13,901	-87	9,362	9,168	3,796
Discontinued Operations - Profit/(Loss)	0	0	0	0	0	0
Net Profit/(Loss) from Discontinued Operations	0	0	0	0	0	0
Net Operating Result for the Year	11,196	13,901	-87	9,362	9,168	3,796
Net Operating Result before Grants and Contributions provided for Capital Purposes	971	-4,113	-2,614	-5,172	-4,398	-3,475

Greater Hume Council
Delivery Plan Budget
2025/26 to 2028/29

ANNEXURE 9

INCOME STATEMENT - GENERAL FUND	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Projected Years			
	2024/25 \$ 000's	2024/25 \$ 000's	Budget 2025/26 \$ 000's	Budget 2026/27 \$ 000's	Budget 2027/28 \$ 000's	Budget 2028/29 \$ 000's
Income from Continuing Operations						
Revenue:						
Rates & Annual Charges	12,531	12,467	13,043	13,609	14,268	14,888
User Charges & Fees	6,440	6,288	6,595	6,789	6,998	7,219
Interest & Investment Revenue	878	801	823	936	925	909
Other Revenues	2,281	2,399	2,322	1,260	1,280	1,299
Grants & Contributions provided for Operating Purposes	14,433	17,476	15,438	16,106	17,164	18,944
Grants & Contributions provided for Capital Purposes	8,884	13,796	2,092	6,186	6,728	3,132
Other Income:	0	0	0	0	0	0
Net gains from the disposal of assets	0	0	0	0	0	0
Joint Ventures & Associated Entities	0	0	0	0	0	0
Total Income from Continuing Operations	45,447	53,227	40,313	44,886	47,363	46,391
Expenses from Continuing Operations						
Employee Benefits & On-Costs	13,110	12,838	13,900	14,440	15,146	15,642
Borrowing Costs	100	100	76	112	155	138
Materials & Services	12,280	16,404	13,110	14,258	14,927	15,673
Depreciation & Amortisation	9,184	13,020	13,171	13,534	13,932	14,349
Other Expenses	511	545	492	503	517	532
Net Losses from the Disposal of Assets	0	0	0	0	0	0
Total Expenses from Continuing Operations	35,184	42,908	40,749	42,847	44,677	46,334
Operating Result from Continuing Operations	10,263	10,318	-436	2,039	2,686	57
Discontinued Operations - Profit/(Loss)	0	0	0	0	0	0
Net Profit/(Loss) from Discontinued Operations	0	0	0	0	0	0
Net Operating Result for the Year	10,263	10,318	-436	2,039	2,686	57
Net Operating Result before Grants and Contributions provided for Capital Purposes	1,379	-3,478	-2,528	-4,147	-4,042	-3,075

Greater Hume Council
Delivery Plan Budget
2025/26 to 2028/29

ANNEXURE 9

INCOME STATEMENT - WATER FUND	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Projected Years			
	2024/25 \$ 000's	2024/25 \$ 000's	Budget 2025/26 \$ 000's	Budget 2026/27 \$ 000's	Budget 2027/28 \$ 000's	Budget 2028/29 \$ 000's
Income from Continuing Operations						
Revenue:						
Rates & Annual Charges	714	847	909	959	1,046	1,141
User Charges & Fees	1,361	1,444	1,732	1,865	2,008	2,162
Interest & Investment Revenue	21	108	139	136	113	69
Other Revenues	0	0	0	0	0	0
Grants & Contributions provided for Operating Purposes	30	0	0	0	0	0
Grants & Contributions provided for Capital Purposes	1,125	4,170	219	4,373	2,854	146
Other Income:		0				
Net gains from the disposal of assets	0	0	0	0	0	0
Joint Ventures & Associated Entities	0	0	0	0	0	0
Total Income from Continuing Operations	3,251	6,569	2,999	7,333	6,021	3,518
Expenses from Continuing Operations						
Employee Benefits & On-Costs	583	583	617	626	646	667
Borrowing Costs	0	0	0	287	279	270
Materials & Services	1,259	1,281	1,452	1,412	1,499	1,615
Depreciation & Amortisation	533	533	578	627	680	738
Other Expenses	0	0	0	0	0	0
Net Losses from the Disposal of Assets	0	0	0	0	0	0
Total Expenses from Continuing Operations	2,376	2,397	2,647	2,952	3,104	3,290
Operating Result from Continuing Operations	875	4,172	352	4,381	2,917	228
Discontinued Operations - Profit/(Loss)	0	0	0	0	0	0
Net Profit/(Loss) from Discontinued Operations	0	0	0	0	0	0
Net Operating Result for the Year	875	4,172	352	4,381	2,917	228
Net Operating Result before Grants and Contributions provided for Capital Purposes	-250	2	133	8	63	82

Greater Hume Council
Delivery Plan Budget
2025/26 to 2028/29

ANNEXURE 9

INCOME STATEMENT - SEWER FUND	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Projected Years			
	2024/25 \$ 000's	2024/25 \$ 000's	Budget 2025/26 \$ 000's	Budget 2026/27 \$ 000's	Budget 2027/28 \$ 000's	Budget 2028/29 \$ 000's
Income from Continuing Operations						
Revenue:						
Rates & Annual Charges	1,604	1,446	1,777	1,939	2,116	2,309
User Charges & Fees	249	235	251	268	287	307
Interest & Investment Revenue	67	67	100	234	308	144
Other Revenues	13	26	13	14	14	15
Grants & Contributions provided for Operating Purposes	22	22	30	0	0	0
Grants & Contributions provided for Capital Purposes	216	48	216	3,975	3,984	3,993
Other Income:		0				
Net gains from the disposal of assets	0	0	0	0	0	0
Joint Ventures & Associated Entities	0	0	0	0	0	0
Total Income from Continuing Operations	2,171	1,844	2,387	6,430	6,709	6,768
Expenses from Continuing Operations						
Employee Benefits & On-Costs	800	818	817	844	871	900
Borrowing Costs	0	0	0	746	725	703
Materials & Services	546	849	787	1,045	623	650
Depreciation & Amortisation	767	767	786	853	925	1,004
Other Expenses	0	0	0	0	0	0
Net Losses from the Disposal of Assets	0	0	0	0	0	0
Total Expenses from Continuing Operations	2,113	2,434	2,390	3,488	3,144	3,257
Operating Result from Continuing Operations	58	-590	-3	2,942	3,565	3,511
Discontinued Operations - Profit/(Loss)	0	0	0	0	0	0
Net Profit/(Loss) from Discontinued Operations	0	0	0	0	0	0
Net Operating Result for the Year	58	-590	-3	2,942	3,565	3,511
Net Operating Result before Grants and Contributions provided for Capital Purposes	-158	-638	-219	-1,033	-419	-482

Delivery Plan Budget

2025/26 to 2028/29

BALANCE SHEET - CONSOLIDATED	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Projected Years			
	2024/25 \$ 000's	2024/25 \$ 000's	Budget 2025/26 \$ 000's	Budget 2026/27 \$ 000's	Budget 2027/28 \$ 000's	Budget 2028/29 \$ 000's
ASSETS						
Current Assets						
Cash & Cash Equivalents	1,986	1,579	2,505	1,069	2,905	1,754
Investments	13,100	23,300	21,000	32,000	24,000	22,000
Receivables	7,500	7,500	7,500	7,500	7,500	7,500
Inventories	3,680	3,680	3,430	3,180	2,930	2,680
Other	20	0	20	20	20	21
Total Current Assets	26,286	36,059	34,455	43,769	37,355	33,955
Non-Current Assets						
Non Current Investments	0	0	0	0	0	0
Receivables	0	0	0	0	0	0
Inventories	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment	830,056	878,913	903,574	924,107	941,517	950,995
Investments Accounted for using the equity method	0	0	0	0	0	0
Investment Property	0	0	0	0	0	0
Intangible Assets	46	46	8	0	0	0
Right of Use Asset	0	0	0	0	0	0
Other	0	0	0	0	0	0
Total Non-Current Assets	830,102	878,959	903,582	924,107	941,517	950,995
TOTAL ASSETS	856,388	915,018	938,037	967,876	978,872	984,950
LIABILITIES						
Current Liabilities						
Bank Overdraft	0	0	0	0	0	0
Payables	3,261	3,261	3,261	3,261	3,261	3,261
Contract Liabilities	0	0	0	0	0	0
Lease Liabilities	0	0	0	0	0	0
Borrowings	409	409	915	965	896	939
Provisions	3,506	3,506	3,506	3,418	3,333	3,250
Asset Remediation Provision	0	1,829	1,829	1,829	1,829	1,829
Total Current Liabilities	7,176	9,005	9,511	9,473	9,319	9,279
Non-Current Liabilities						
Payables	1,400	1,400	1,400	1,400	1,400	1,400
Borrowings	1,943	1,943	1,031	19,116	18,220	17,280
Lease Liabilities	0	0	0	0	0	0
Employee Benefit Provisions	200	200	200	200	200	200
Asset Remediation Provision	5,152	2,875	2,875	2,875	2,875	2,875
Total Non-Current Liabilities	8,695	6,418	5,506	23,591	22,695	21,755
TOTAL LIABILITIES	15,871	15,423	15,017	33,064	32,014	31,034
Net Assets	840,517	899,595	923,020	934,812	946,858	953,916
EQUITY						
Retained Earnings	324,339	294,962	294,875	304,237	313,405	317,201
Revaluation Reserves	516,178	604,633	628,145	630,575	633,453	636,715
Council Equity Interest	840,517	899,595	923,020	934,812	946,858	953,916
Minority Equity Interest	-	-	-	-	-	-
Total Equity	840,517	899,595	923,020	934,812	946,858	953,916

Delivery Plan Budget

2025/26 to 2028/29

BALANCE SHEET - GENERAL FUND	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Projected Years			
	2024/25 \$ 000's	2024/25 \$ 000's	Budget 2025/26 \$ 000's	Budget 2026/27 \$ 000's	Budget 2027/28 \$ 000's	Budget 2028/29 \$ 000's
ASSETS						
Current Assets						
Cash & Cash Equivalents	719	408	2,209	797	2,621	1,439
Investments	7,100	20,300	15,600	17,300	15,200	18,100
Receivables	6,550	6,550	6,459	6,460	6,461	6,463
Inventories	3,680	3,680	3,430	3,180	2,930	2,680
Other	20	0	20	20	20	21
Total Current Assets	18,069	30,938	27,718	27,757	27,232	28,703
Non-Current Assets						
Non Current Investments	0	0	0	0	0	0
Receivables	0	0	0	0	0	0
Inventories	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment	762,317	804,482	806,403	808,961	811,654	809,822
Investments Accounted for using the equity method	0	0	0	0	0	0
Investment Property	0	0	0	0	0	0
Intangible Assets	46	46	8	0	0	0
Right of Use Asset	0	0	0	0	0	0
Other	0	0	0	0	0	0
Total Non-Current Assets	762,363	804,528	806,411	808,961	811,654	809,822
TOTAL ASSETS	780,432	835,466	834,129	836,718	838,886	838,525
LIABILITIES						
Current Liabilities						
Bank Overdraft	0	0	0	0	0	0
Payables	2,874	2,874	2,861	2,861	2,861	2,861
Contract Liabilities	0	0	0	0	0	0
Lease Liabilities	0	0	0	0	0	0
Borrowings	409	409	915	433	334	344
Provisions	3,506	3,506	3,506	3,418	3,333	3,250
Asset Remediation Provision	-	1,829	1,829	1,829	1,829	1,829
Total Current Liabilities	6,789	8,618	9,111	8,541	8,357	8,284
Non-Current Liabilities						
Payables	1,400	1,400	1,400	1,400	1,400	1,400
Borrowings	1,943	1,943	1,031	2,151	1,817	1,472
Lease Liabilities	0	0	0	0	0	0
Employee Benefit Provisions	200	200	200	200	200	200
Provisions	5,152	2,875	2,875	2,875	2,875	2,875
	0	0	0	0	0	0
Total Non-Current Liabilities	8,695	6,418	5,506	6,626	6,292	5,947
TOTAL LIABILITIES	15,484	15,036	14,617	15,167	14,649	14,231
Net Assets	764,948	820,430	819,512	821,551	824,237	824,294
EQUITY						
Retained Earnings	297,169	264,196	263,278	265,317	268,003	268,060
Revaluation Reserves	467,779	556,234	556,234	556,234	556,234	556,234
Council Equity Interest	764,948	820,430	819,512	821,551	824,237	824,294
Minority Equity Interest	-	-	-	-	-	-
Total Equity	764,948	820,430	819,512	821,551	824,237	824,294

Delivery Plan Budget

2025/26 to 2028/29

BALANCE SHEET - WATER FUND	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Projected Years			
	2024/25 \$ 000's	2024/25 \$ 000's	Budget 2025/26 \$ 000's	Budget 2026/27 \$ 000's	Budget 2027/28 \$ 000's	Budget 2028/29 \$ 000's
ASSETS						
Current Assets						
Cash & Cash Equivalents	485	529	22	81	108	131
Investments	5,000	3,000	2,500	3,700	1,600	2,000
Receivables	595	595	597	596	595	594
Inventories	0	0	0	0	0	0
Other	0	0	0	0	0	0
Total Current Assets	6,080	4,124	3,119	4,377	2,303	2,725
Non-Current Assets						
Non Current Investments	0	0	0	0	0	0
Receivables	0	0	0	0	0	0
Inventories	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment	24,399	30,307	43,151	52,213	58,361	59,470
Investments Accounted for using the equity method	0	0	0	0	0	0
Investment Property	0	0	0	0	0	0
Intangible Assets	0	0	0	0	0	0
Right of Use Asset	0	0	0	0	0	0
Other	0	0	0	0	0	0
Total Non-Current Assets	24,399	30,307	43,151	52,213	58,361	59,470
TOTAL ASSETS	30,479	34,431	46,270	56,590	60,664	62,195
LIABILITIES						
Current Liabilities						
Bank Overdraft	0	0	0	0	0	0
Payables	200	200	200	200	200	200
Contract Liabilities	0	0	0	0	0	0
Lease Liabilities	0	0	0	0	0	0
Borrowings	0	0	0	148	156	165
Provisions	0	0	0	0	0	0
Liabilities associated with assets classified as "held for sale"	0	0	0	0	0	0
Total Current Liabilities	200	200	200	348	356	365
Non-Current Liabilities						
Payables	0	0	0	0	0	0
Borrowings	0	0	0	4,712	4,556	4,391
Lease Liabilities	0	0	0	0	0	0
Employee Benefit Provisions	0	0	0	0	0	0
Provisions	0	0	0	0	0	0
Liabilities associated with assets classified as "held for sale"	0	0	0	0	0	0
Total Non-Current Liabilities	0	0	0	4,712	4,556	4,391
TOTAL LIABILITIES	200	200	200	5,060	4,912	4,756
Net Assets	30,279	34,231	46,070	51,530	55,752	57,439
EQUITY						
Retained Earnings	11,727	15,679	16,031	20,412	23,329	23,557
Revaluation Reserves	18,552	18,552	30,039	31,118	32,423	33,882
Council Equity Interest	30,279	34,231	46,070	51,530	55,752	57,439
Minority Equity Interest	-	-	-	-	-	-
Total Equity	30,279	34,231	46,070	51,530	55,752	57,439

Greater Hume Council

Delivery Plan Budget

2025/26 to 2028/29

ANNEXURE 9

BALANCE SHEET - SEWER FUND

	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Projected Years			
	2024/25 \$ 000's	2024/25 \$ 000's	Budget 2025/26 \$ 000's	Budget 2026/27 \$ 000's	Budget 2027/28 \$ 000's	Budget 2028/29 \$ 000's
ASSETS						
Current Assets						
Cash & Cash Equivalents	782	642	274	191	176	184
Investments	1,000	0	2,900	11,000	7,200	1,900
Receivables	355	355	444	444	444	443
Inventories	0	0	0	0	0	0
Other	0	0	0	0	0	0
Total Current Assets	2,137	997	3,618	11,635	7,820	2,527
Non-Current Assets						
Non Current Investments	0	0	0	0	0	0
Receivables	0	0	0	0	0	0
Inventories	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment	43,340	44,124	54,020	62,933	71,502	81,703
Investments Accounted for using the equity method	0	0	0	0	0	0
Investment Property	0	0	0	0	0	0
Intangible Assets	0	0	0	0	0	0
Right of Use Asset	0	0	0	0	0	0
Other	0	0	0	0	0	0
Total Non-Current Assets	43,340	44,124	54,020	62,933	71,502	81,703
TOTAL ASSETS	45,477	45,121	57,638	74,568	79,322	84,230
LIABILITIES						
Current Liabilities						
Bank Overdraft	0	0	0	0	0	0
Payables	187	187	200	200	200	200
Contract Liabilities	0	0	0	0	0	0
Lease Liabilities	0	0	0	0	0	0
Borrowings	0	0	0	384	406	430
Provisions	0	0	0	0	0	0
Liabilities associated with assets classified as "held for sale"	0	0	0	0	0	0
Total Current Liabilities	187	187	200	584	606	630
Non-Current Liabilities						
Payables	0	0	0	0	0	0
Borrowings	0	0	0	12,253	11,847	11,417
Lease Liabilities	0	0	0	0	0	0
Employee Benefit Provisions	0	0	0	0	0	0
Provisions	0	0	0	0	0	0
Liabilities associated with assets classified as "held for sale"	0	0	0	0	0	0
Total Non-Current Liabilities	0	0	0	12,253	11,847	11,417
TOTAL LIABILITIES	187	187	200	12,837	12,453	12,047
Net Assets	45,290	44,934	57,438	61,731	66,869	72,183
EQUITY						
Retained Earnings	15,443	15,087	15,566	18,508	22,073	25,584
Revaluation Reserves	29,847	29,847	41,872	43,223	44,796	46,599
Council Equity Interest	45,290	44,934	57,438	61,731	66,869	72,183
Minority Equity Interest	-	-	-	-	-	-
Total Equity	45,290	44,934	57,438	61,731	66,869	72,183

Greater Hume Shire Council

ANNEXURE 9

Delivery Plan Budget

2025/26 to 2028/29

CASH FLOW STATEMENT - CONSOLIDATED

	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Projected Years			
	2024/25 \$ 000's	2024/25 \$ 000's	Budget 2025/26 \$ 000's	Budget 2026/27 \$ 000's	Budget 2027/28 \$ 000's	Budget 2028/29 \$ 000's
Cash Flows from Operating Activities						
Receipts:						
Rates & Annual Charges	14,849	14,760	15,729	16,507	17,444	18,338
User Charges & Fees	8,050	7,967	8,578	8,922	9,293	9,688
Interest & Investment Revenue Received	966	975	1,062	1,306	1,346	1,122
Grants & Contributions	24,710	35,511	17,995	30,640	30,730	26,215
Bonds & Deposits Received	0	0	0	0	0	0
Other	2,294	2,425	2,335	1,274	1,294	1,314
Payments:						
Employee Benefits & On-Costs	-14,493	-14,240	-15,334	-15,910	-16,663	-17,209
Materials & Services	-14,085	-18,553	-15,349	-16,715	-17,049	-17,938
Borrowing Costs	-100	-100	-76	-1,145	-1,159	-1,111
Bonds & Deposits Refunded	0	0	0	0	0	0
Other	-511	-545	-492	-503	-517	-532
Net Cash provided (or used in) Operating Activities	21,680	28,200	14,448	24,376	24,719	19,887
Cash Flows from Investing Activities						
Receipts:						
Sale of Investment Securities	0	0	739	0	7,773	2,456
Sale of Real Estate Assets	1,448	0	1,448	368	368	368
Sale of Infrastructure, Property, Plant & Equipment	207	242	412	240	276	379
Deferred Debtors Receipts	10	10	10	10	10	10
Other Investing Activity Receipts	0	0	0	0	0	0
Payments:						
Purchase of Investment Securities	-2,560	-5,113	-789	-11,208	0	-669
Purchase of Infrastructure, Property, Plant & Equipment	-20,887	-16,096	-16,096	-33,357	-30,345	-22,686
Purchase of Real Estate Assets	0	0	0	0	0	0
Purchase of Intangible Assets	0	0	0	0	0	0
Deferred Debtors & Advances Made	0	0	0	0	0	0
Other Investing Activity Payments	0	0	0	0	0	0
Net Cash provided (or used in) Investing Activities	-21,782	-20,957	-14,276	-43,947	-21,918	-20,142
Cash Flows from Financing Activities						
Receipts:						
Proceeds from Borrowings & Advances	0	0	0	19,050	0	0
Other Financing Activity Receipts	0	0	0	0	0	0
Payments:						
Repayment of Borrowings & Advances	-651	-651	-406	-915	-965	-896
Other Financing Activity Payments	0	0	0	0	0	0
Net Cash Flow provided (used in) Financing Activities	-651	-651	-406	18,135	-965	-896
Net Increase/(Decrease) in Cash & Cash Equivalents	-753	6,592	-234	-1,436	1,836	-1,151
plus: Cash, Cash Equivalents & Investments - beginning of year	2,739	12,804	2,739	2,505	1,069	2,905
Cash & Cash Equivalents - end of the year	1,986	19,396	2,505	1,069	2,905	1,754
Cash & Cash Equivalents - end of the year	1,986	1,579	2,505	1,069	2,905	1,754
Investments - end of the year	13,100	23,300	21,000	32,000	24,000	22,000
Cash, Cash Equivalents & Investments - end of the year	15,086	24,879	23,505	33,069	26,905	23,754
Representing:						
- External Restrictions	5,775	5,312	7,246	16,843	11,155	6,436
- Internal Restrictions	8,329	16,137	10,573	10,966	11,453	11,644
- Unrestricted	982	3,430	5,686	5,260	4,297	5,674
	15,086	24,879	23,505	33,069	26,905	23,754

Delivery Plan Budget

2025/26 to 2028/29

CASH FLOW STATEMENT - GENERAL FUND	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Projected Years			
	2024/25 \$ 000's	2024/25 \$ 000's	Budget 2025/26 \$ 000's	Budget 2026/27 \$ 000's	Budget 2027/28 \$ 000's	Budget 2028/29 \$ 000's
Cash Flows from Operating Activities						
Receipts:						
Rates & Annual Charges	12,636	12,387	13,043	13,609	14,282	14,888
User Charges & Fees	6,390	6,272	6,532	6,789	6,998	7,219
Interest & Investment Revenue Received	916	800	823	936	925	909
Grants & Contributions	23,369	31,125	17,560	22,292	23,892	22,076
Bonds & Deposits Received	0	0	0	0	0	0
Other	2,282	2,413	2,322	1,260	1,280	1,299
Payments:						
Employee Benefits & On-Costs	-13,195	-12,839	-13,900	-14,440	-15,146	-15,642
Materials & Services	-12,456	-16,636	-13,109	-14,259	-14,927	-15,673
Borrowing Costs	-100	-100	-76	-1,145	-1,159	-1,111
Bonds & Deposits Refunded	0	0	0	0	0	0
Other	-511	-545	-492	-503	-517	-532
Net Cash provided (or used in) Operating Activities	19,331	22,877	12,703	14,539	15,628	13,433
Cash Flows from Investing Activities						
Receipts:						
Sale of Investment Securities	-500	0	0	0	2,276	-942
Sale of Real Estate Assets	1,448	0	1,448	368	368	368
Sale of Infrastructure, Property, Plant & Equipment	207	242	412	240	276	379
Deferred Debtors Receipts	10	10	10	10	10	10
Other Investing Activity Receipts	0	0	0	0	0	0
Payments:						
Purchase of Investment Securities	-2,560	-4,613	-789	-875	0	0
Purchase of Infrastructure, Property, Plant & Equipment	-18,626	-4,806	-11,310	-16,332	-16,301	-14,096
Purchase of Real Estate Assets	0	0	0	0	0	0
Purchase of Intangible Assets	0	0	0	0	0	0
Deferred Debtors & Advances Made	0	0	0	0	0	0
Other Investing Activity Payments	0	0	0	0	0	0
Net Cash provided (or used in) Investing Activities	-20,021	-9,167	-10,229	-16,589	-13,371	-14,281
Cash Flows from Financing Activities						
Receipts:						
Proceeds from Borrowings & Advances	0	0	0	1,050	0	0
Other Financing Activity Receipts	0	0	0	0	0	0
Payments:						
Repayment of Borrowings & Advances	-651	-651	-406	-412	-433	-334
Other Financing Activity Payments	0	0	0	0	0	0
Net Cash Flow provided (used in) Financing Activities	-651	-651	-406	638	-433	-334
Net Increase/(Decrease) in Cash & Cash Equivalents	-1,341	13,059	2,068	-1,412	1,824	-1,182
plus: Cash, Cash Equivalents & Investments - beginning of year	1,227	8,702	141	2,209	797	2,621
Cash & Cash Equivalents - end of the year	-114	21,761	2,209	797	2,621	1,439
Cash & Cash Equivalents - end of the year	719	408	2,209	797	2,621	1,439
Investments - end of the year	7,100	20,300	15,600	17,300	15,200	18,100
Cash, Cash Equivalents & Investments - end of the year	7,819	20,708	17,809	18,097	17,821	19,539
Representing:						
- External Restrictions	-1,325	3,220	1,550	1,871	2,071	2,220
- Internal Restrictions	8,329	16,137	10,573	10,966	11,453	11,644
- Unrestricted	982	3,430	5,686	5,260	4,297	3,734
	7,986	22,787	17,809	18,097	17,821	17,598

Delivery Plan Budget

2025/26 to 2028/29

CASH FLOW STATEMENT - WATER FUND

	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Projected Years			
	2024/25 \$ 000's	2024/25 \$ 000's	Budget 2025/26 \$ 000's	Budget 2026/27 \$ 000's	Budget 2027/28 \$ 000's	Budget 2028/29 \$ 000's
Cash Flows from Operating Activities						
Receipts:						
Rates & Annual Charges	745	847	909	959	1,046	1,141
User Charges & Fees	1,361	1,445	1,732	1,865	2,008	2,162
Interest & Investment Revenue Received	20	108	139	136	113	69
Grants & Contributions	1,125	4,170	219	4,373	2,854	146
Bonds & Deposits Received	0	0	0	0	0	0
Other	0	0	0	0	0	0
Payments:						
Employee Benefits & On-Costs	-498	-583	-617	-626	-646	-667
Materials & Services	-1,083	-1,281	-1,453	-1,411	-1,499	-1,615
Borrowing Costs	0	0	0	0	0	0
Bonds & Deposits Refunded	0	0	0	0	0	0
Other	0	0	0	0	0	0
Net Cash provided (or used in) Operating Activities	1,670	4,706	929	5,296	3,876	1,236
Cash Flows from Investing Activities						
Receipts:						
Sale of Investment Securities	0	0	636	0	1,822	0
Sale of Real Estate AsSets	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	0	0	0	0	0	0
Deferred Debtors Receipts	0	0	0	0	0	0
Other Investing Activity Receipts	0	0	0	0	0	0
Payments:						
Purchase of Investment Securities	0	0	0	-1,487	0	-669
Purchase of Infrastructure, Property, Plant & Equipment	-1,930	-6,502	-2,508	-8,610	-5,523	-388
Purchase of Real Estate AWSets	0	0	0	0	0	0
Purchase of Intangible AWSets	0	0	0	0	0	0
Deferred Debtors & Advances Made	0	0	0	0	0	0
Other Investing Activity Payments	0	0	0	0	0	0
Net Cash provided (or used in) Investing Activities	-1,930	-6,502	-1,872	-10,097	-3,701	-1,057
Cash Flows from Financing Activities						
Receipts:						
Proceeds from Borrowings & Advances	0	0	0	5,000	0	0
Other Financing Activity Receipts	0	0	0	0	0	0
Payments:						
Repayment of Borrowings & Advances	0	0	0	-140	-148	-156
Other Financing Activity Payments	0	0	0	0	0	0
Net Cash Flow provided (used in) Financing Activities	0	0	0	4,860	-148	-156
Net Increase/(Decrease) in Cash & Cash Equivalents	-260	-1,796	-943	59	27	23
plus: Cash, Cash Equivalents & Investments - beginning of year	1,250	3,485	965	22	81	108
Cash & Cash Equivalents - end of the year	990	1,689	22	81	108	131
Cash & Cash Equivalents - end of the year	990	3,646	22	81	108	131
Investments - end of the year	1,000	0	2,500	3,700	1,600	2,000
Cash, Cash Equivalents & Investments - end of the year	1,990	3,646	2,522	3,781	1,708	2,131
Representing:						
- External Restrictions	1,990	3,646	2,522	3,781	1,708	2,131
- Internal Restrictions	0	0	0	0	0	0
- Unrestricted	0	0	0	0	0	0
	1,990	3,646	2,522	3,781	1,708	2,131

Delivery Plan Budget

2025/26 to 2028/29

CASH FLOW STATEMENT - SEWER FUND

	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Projected Years			
	2024/25 \$ 000's	2024/25 \$ 000's	Budget 2025/26 \$ 000's	Budget 2026/27 \$ 000's	Budget 2027/28 \$ 000's	Budget 2028/29 \$ 000's
Cash Flows from Operating Activities						
Receipts:						
Rates & Annual Charges	1,468	1,526	1,777	1,939	2,116	2,309
User Charges & Fees	299	250	314	268	287	307
Interest & Investment Revenue Received	30	67	100	234	308	144
Grants & Contributions	216	216	216	3,975	3,984	3,993
Bonds & Deposits Received	0	0	0	0	0	0
Other	12	12	13	14	14	15
Payments:						
Employee Benefits & On-Costs	-800	-818	-817	-844	-871	-900
Materials & Services	-546	-636	-787	-1,045	-623	-650
Borrowing Costs	0	0	0	0	0	0
Bonds & Deposits Refunded	0	0	0	0	0	0
Other	0	0	0	0	0	0
Net Cash provided (or used in) Operating Activities	679	617	816	4,541	5,215	5,218
Cash Flows from Investing Activities						
Receipts:						
Sale of Investment Securities	500	0	103	0	3,675	3,398
Sale of Real Estate Assets	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	0	0	0	0	0	0
Deferred Debtors Receipts	0	0	0	0	0	0
Other Investing Activity Receipts	0	0	0	0	0	0
Payments:						
Purchase of Investment Securities	0	-500	0	-8,846	0	0
Purchase of Infrastructure, Property, Plant & Equipment	-331	-4,788	-2,278	-8,415	-8,521	-8,202
Purchase of Real Estate Assets	0	0	0	0	0	0
Purchase of Intangible Assets	0	0	0	0	0	0
Deferred Debtors & Advances Made	0	0	0	0	0	0
Other Investing Activity Payments	0	0	0	0	0	0
Net Cash provided (or used in) Investing Activities	169	-5,288	-2,175	-17,261	-4,846	-4,804
Cash Flows from Financing Activities						
Receipts:						
Proceeds from Borrowings & Advances	0	0	0	13,000	0	0
Other Financing Activity Receipts	0	0	0	0	0	0
Payments:						
Repayment of Borrowings & Advances	0	0	0	-363	-384	-406
Other Financing Activity Payments	0	0	0	0	0	0
Net Cash Flow provided (used in) Financing Activities	0	0	0	12,637	-384	-406
Net Increase/(Decrease) in Cash & Cash Equivalents	848	-4,671	-1,359	-83	-15	8
plus: Cash, Cash Equivalents & Investments - beginning of year	262	617	1,633	274	191	176
Cash & Cash Equivalents - end of the year	1,110	-4,054	274	191	176	184
Cash & Cash Equivalents - end of the year	1,110	-4,054	274	191	176	184
Investments - end of the year	4,000	4,500	2,900	11,000	7,200	1,900
Cash, Cash Equivalents & Investments - end of the year	5,110	446	3,174	11,191	7,376	2,084
Representing:						
- External Restrictions	5,110	446	3,174	11,191	7,376	2,084
- Internal Restrictions	0	0	0	0	0	0
- Unrestricted	0	0	0	0	0	0
	5,110	446	3,174	11,191	7,376	2,084

Delivery Plan Budget
2025/26 to 2028/29

Restricted Cash & Investments - Consolidated	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Projected Years			
	2024/25 \$ 000's	2024/25 \$ 000's	Budget 2025/26 \$ 000's	Budget 2026/27 \$ 000's	Budget 2027/28 \$ 000's	Budget 2028/29 \$ 000's
Cash & Investments						
Cash on Hand and at Bank	1,986	1,579	2,505	1,069	2,905	1,754
Term Deposits	13,100	23,300	21,000	32,000	24,000	22,000
Total Cash & Investments	15,086	24,879	23,505	33,069	26,905	23,754
External Restrictions						
Trust Fund	186	190	190	190	190	190
Unexpended Grants	0	0	0	0	0	0
Developer Contributions - General Fund	817	817	917	1,238	1,438	1,588
Developer Contributions - Voluntary Planning Agreements	891	421	421	421	421	421
Water Funds	2,287	1,993	2,522	3,781	1,708	2,131
Sewerage Funds	1,572	1,869	3,174	11,191	7,376	2,084
Town Improvement Funds & Other	22	22	22	22	22	22
TOTAL - EXTERNAL RESTRICTIONS	5,775	5,312	7,246	16,843	11,155	6,436
Internal Restrictions						
Aged Care Rental Units Reserve Jindera	17	50	37	0	0	0
Carabost Hall Reserve	7	7	7	7	7	7
Children Services Capital Improvements Reserve	316	316	317	317	317	317
Children Services Reserve	812	729	875	1,066	1,231	1,547
Council Owned Housing	68	37	89	140	193	245
Crown Lands Reserve	42	57	56	57	58	60
Culcairn Oasis Community Newsletter Reserve	15	15	15	15	15	15
Emergency Services Levy Reserve	327	290	290	290	290	290
Employee Entitlements	698	698	698	698	698	698
FAG Grant	0	7,505	0	0	0	0
Frampton Court Reserve	336	336	352	368	384	400
Gum Swamp Reserve	15	15	15	15	15	15
Henty Headerlines Newsletter Reserve	14	15	15	15	15	15
Holbrook Caravan Park Reserve	0	0	0	0	0	0
Holbrook Happenings Newsletter	9	29	29	1	1	1
Holbrook Woomargama Bypass Reserve	451	451	451	451	451	451
Jindera Admin Centre Reserve	73	73	73	73	70	73
Jindera Hostel Sale Proceeds Reserve	9	9	9	9	9	9
Jindera Medical Centre Reserve	13	13	22	19	26	24
Kala Court Rental Units Reserve	43	31	41	37	33	30
Kala Court Self Funded Units Reserve	238	230	239	246	252	258
Land Development Reserve	1,360	1,167	2,447	2,647	2,847	3,047
Library Donations Reserve	1	1	1	1	1	1
Low Income Housing Reserve	197	186	174	162	150	104
Moorwatha Cemetery	1	1	1	1	1	1
Morven Community Fund Reserve	19	19	19	19	19	19
Other Reserves	0	18	0	0	0	0
Plant Reserve	356	972	1,370	1,312	1,240	1,257
Quarry Rehabilitation Reserve	349	375	505	635	765	895
Regional & Community Local Infrastructure RLCIP Walking Track	10	10	10	10	10	10
Risk Management Reserve	23	61	61	0	0	0
Riverina Noxious Weeds Program	0	66	0	0	0	0
S355 Committee Reserves	851	1,271	1,271	1,271	1,271	1,271
State Roads RMCC Works Reserve	0	0	346	346	346	346
Submarine Museum Committee Reserve	32	34	34	34	34	34
Uncompleted works	0	0	0	0	0	0
Walbundrie Hall Reserve	7	7	7	7	7	7
Waste Management Reserve	1,254	677	677	677	677	177
Works Warranty Reserve	346	346	0	0	0	0
Youth Reserves	20	20	20	20	20	20
TOTAL - INTERNAL RESTRICTIONS	8,329	16,137	10,573	10,966	11,453	11,644
TOTAL INTERNALLY & EXTERNALLY RESTRICTED CASH	14,104	21,449	17,819	27,809	22,608	18,080
TOTAL UNRESTRICTED CASH	982	3,430	5,686	5,260	4,297	5,674



Delivery Program 2025 to 2029 Operational Plan 2025-2026

**Delivery Plan Budget
2025/26 to 2028/29**

Budget Summary

Delivery Program 2025 to 2029

ANNEXURE 9

Delivery Plan Budget

2025/26 to 2028/29

Function	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Operating Revenue						
Governance	77,636	73,636	63,636	63,636	63,636	63,636
Administration	480,009	509,076	624,059	476,457	487,237	496,826
Public Order & Safety	397,047	392,008	406,191	418,377	430,928	443,855
Health	175,352	165,671	170,849	175,655	180,604	185,702
Environment	2,182,236	2,029,081	2,216,974	2,300,178	2,396,535	2,486,757
Community Services & Education	5,362,318	5,359,099	5,614,251	5,799,355	6,085,725	6,331,695
Housing & Community Activities	462,072	617,289	500,429	516,158	532,473	549,395
Water Supplies	2,399,941	2,399,941	2,780,418	2,959,305	3,166,910	3,372,345
Sewerage Services	1,954,620	2,284,818	2,171,482	2,455,294	2,725,854	2,775,492
Recreation & Culture	244,027	244,847	256,529	255,854	262,969	270,273
Mining, Manufacturing & Construction	182,326	182,146	151,986	156,546	161,243	166,080
Transport & Communication	9,185,434	11,573,058	9,606,797	10,203,196	10,927,419	12,419,649
Economic Affairs	1,871,326	1,952,343	1,920,941	855,108	868,864	883,031
General Purpose Revenues (Not attributed to Functions)	15,684,849	15,842,577	16,687,079	17,480,658	18,236,112	18,962,247
Total Operating Revenue	40,659,194	43,625,591	43,171,621	44,115,777	46,526,509	49,406,983
Operating Expenditure						
Governance	1,731,290	1,831,607	1,867,895	1,865,938	2,042,465	2,178,129
Administration	4,431,034	4,579,115	4,375,914	4,393,442	4,682,529	4,782,263
Public Order & Safety	1,522,137	1,554,720	1,613,821	1,669,993	1,731,286	1,791,586
Health	209,969	200,094	219,003	225,660	235,340	242,565
Environment	2,555,702	2,895,577	2,823,167	2,927,920	3,019,986	3,121,439
Community Services & Education	5,067,313	5,303,146	5,459,837	5,605,761	5,866,055	6,055,870
Housing & Community Activities	1,165,880	1,562,949	1,177,591	1,215,586	1,266,349	1,557,450
Water Supplies	2,375,530	2,396,671	2,646,790	2,952,578	3,104,210	3,291,341
Sewerage Services	2,112,594	2,221,072	2,390,228	3,487,437	3,145,258	3,257,074
Recreation & Culture	4,534,637	5,293,891	4,872,673	5,068,674	5,303,415	5,463,147
Mining, Manufacturing & Construction	370,809	629,934	430,484	453,613	482,079	501,880
Transport & Communication	12,631,753	18,220,192	16,805,905	18,296,297	18,889,191	19,458,694
Economic Affairs	965,124	1,050,066	1,103,182	1,123,951	1,157,336	1,179,020
Total Operating Expenditure	39,673,773	47,739,035	45,786,490	49,286,850	50,925,499	52,880,458
Net Operating Surplus / (Deficit)	985,422	(4,113,443)	(2,614,869)	(5,171,073)	(4,398,990)	(3,473,475)

Delivery Plan Budget

2025/26 to 2028/29

Function	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Capital Revenue						
Governance	0	0	0	0	0	0
Administration	0	0	0	0	0	0
Public Order & Safety	0	150	0	0	0	0
Health	0	0	0	0	0	0
Environment	4,500,000	4,204,907	0	1,600,000	1,600,000	2,000,000
Community Services & Education	0	0	0	0	0	0
Housing & Community Activities	205,000	205,000	200,000	200,000	200,000	200,000
Water Supplies	4,169,550	4,169,550	218,865	4,373,351	2,853,922	145,603
Sewerage Services	216,000	216,000	216,000	3,974,640	3,983,626	3,992,971
Recreation & Culture	199,000	1,271,773	0	3,450,000	4,000,000	0
Mining, Manufacturing & Construction	0	0	0	0	0	0
Transport & Communication	920,000	7,946,815	1,892,000	936,000	928,000	932,000
Economic Affairs	0	0	0	0	0	0
Total Capital Revenue	10,209,550	18,014,195	2,526,865	14,533,991	13,565,548	7,270,574
Net Surplus / (Deficit) after Capital Revenue	11,194,972	13,900,752	(88,004)	9,362,918	9,166,558	3,797,099
Capital Expenditure						
Governance	18,000	15,600	60,000	0	0	0
Administration	1,377,000	1,504,807	1,667,000	1,376,860	1,400,250	1,500,850
Public Order & Safety	0	0	0	0	0	0
Health	60,000	115,000	15,000	0	65,000	0
Environment	4,750,000	4,735,946	560,000	2,250,000	2,200,000	3,050,000
Community Services & Education	106,000	127,445	166,000	166,000	266,000	161,000
Housing & Community Activities	65,000	152,668	10,000	10,000	10,000	10,000
Water Supplies	6,085,000	6,502,000	2,507,500	8,610,000	5,522,500	387,500
Sewerage Services	885,000	1,603,994	2,278,000	8,414,500	8,521,000	8,201,583
Recreation & Culture	482,000	2,126,021	695,000	5,485,000	4,865,000	275,000
Mining, Manufacturing & Construction	50,000	95,000	0	0	0	60,000
Transport & Communication	6,998,700	15,475,133	8,104,000	7,035,000	7,495,000	9,030,158
Economic Affairs	10,000	249,290	33,000	10,000	0	10,000
Total Capital Expenditure	20,886,700	32,702,904	16,095,500	33,357,360	30,344,750	22,686,091
Net Capital Expenditure	(10,677,150)	(14,688,709)	(13,568,635)	(18,823,369)	(16,779,202)	(15,415,517)
Net Surplus / (Deficit) after Capital Expenditure	(9,691,728)	(18,802,152)	(16,183,504)	(23,994,442)	(21,178,192)	(18,888,992)
Add Back: Non-Cash items included in operating result	10,484,216	14,320,087	14,535,433	15,014,116	15,537,194	16,091,158
Net Cash Surplus / (Deficit) after Capital Expenditure	792,488	(4,482,065)	(1,648,071)	(8,980,326)	(5,640,998)	(2,797,834)
Repayments from Deferred Debtors	10,129	10,129	10,129	10,129	10,129	10,129
Loan Funds Raised	0	0	0	19,050,000	0	0
Proceeds on Sale of Assets	207,000	242,000	411,500	240,000	276,000	379,000
Loan Repayments	(651,357)	(651,357)	(406,045)	(915,380)	(965,229)	(896,217)
Net Transfers (to) / from Reserves	(339,754)	5,015,521	1,635,179	(9,401,211)	6,313,368	3,300,671
Budgeted Net Increase / (Decrease) in Cash	18,505	134,228	2,692	3,212	(6,730)	(4,251)

Greater Hume Shire Council

Delivery Program 2025 to 2029

ANNEXURE 9

Delivery Plan Budget

2025/26 to 2028/29

Budget Summary						
Function: Governance	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Operating Revenue						
Elected Members Expenses	0	0	0	0	0	0
Governance Expenses	27,636	23,636	23,636	23,636	23,636	23,636
Risk Management	50,000	50,000	40,000	40,000	40,000	40,000
Total Operating Revenue	77,636	73,636	63,636	63,636	63,636	63,636
Operating Expenditure						
Elected Members Expenses	354,422	396,045	285,226	294,504	334,109	392,549
Governance Expenses	792,498	857,410	963,490	923,212	1,028,970	1,077,243
Risk Management	584,370	578,152	619,179	648,222	679,386	708,337
Total Operating Expenditure	1,731,290	1,831,607	1,867,895	1,865,938	2,042,465	2,178,129
Net Operating Surplus / (Deficit)	(1,653,654)	(1,757,971)	(1,804,259)	(1,802,302)	(1,978,829)	(2,114,493)

Greater Hume Shire Council

Delivery Program 2025 to 2029

ANNEXURE 9

Delivery Plan Budget

2025/26 to 2028/29

Budget Summary						
Function: Governance	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Capital Revenue						
Elected Members Expenses	0	0	0	0	0	0
Governance Expenses	0	0	0	0	0	0
Risk Management	0	0	0	0	0	0
Total Capital Revenue	0	0	0	0	0	0
Net Surplus / (Deficit) after Capital Revenue	(1,653,654)	(1,757,971)	(1,804,259)	(1,802,302)	(1,978,829)	(2,114,493)
Capital Expenditure						
Elected Members Expenses	0	0	0	0	0	0
Governance Expenses	18,000	15,600	60,000	0	0	0
Risk Management	0	0	0	0	0	0
Total Capital Expenditure	18,000	15,600	60,000	0	0	0
Net Capital Expenditure	(18,000)	(15,600)	(60,000)	0	0	0
Net Surplus / (Deficit) after Capital Expenditure	(1,671,654)	(1,773,571)	(1,864,259)	(1,802,302)	(1,978,829)	(2,114,493)
Add Back: Non-Cash items included in operating result	0	0	0	0	0	0
Net Cash Surplus / (Deficit) after Capital Expenditure	(1,671,654)	(1,773,571)	(1,864,259)	(1,802,302)	(1,978,829)	(2,114,493)
Repayments from Deferred Debtors	0	0	0	0	0	0
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	0	0	0	0	0	0
Net Transfers (to) / from Reserves	38,148	108,148	0	0	0	0
Budgeted Net Increase / (Decrease) in Cash	(1,633,506)	(1,665,423)	(1,864,259)	(1,802,302)	(1,978,829)	(2,114,493)

Greater Hume Shire Council

Delivery Program 2025 to 2029

ANNEXURE 9

Delivery Plan Budget

2025/26 to 2028/29

Budget Summary

Function: Administration	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Operating Revenue						
Corporate Services Administration	213,177	233,204	192,306	196,662	200,129	203,700
Information Technology Services	0	0	0	0	0	0
Employment On-Costs	70,000	70,000	70,000	70,000	70,000	70,000
Engineering Administration	39,756	39,992	204,159	44,759	45,377	46,014
Depot Administration & Maintenance	0	5,304	0	0	0	0
Plant Operations	61,200	64,700	60,000	61,800	63,654	65,564
Road Safety Officer	95,876	95,876	97,594	103,236	108,077	111,548
Total Operating Revenue	480,009	509,076	624,059	476,457	487,237	496,826
Operating Expenditure						
Corporate Services Administration	2,389,803	2,387,376	2,445,353	2,560,475	2,669,463	2,733,214
Information Technology Services	1,409,800	1,409,800	1,244,511	1,252,122	1,286,705	1,328,310
Employment On-Costs	70,000	70,000	70,000	70,000	70,000	70,000
Engineering Administration	68,458	172,901	85,242	(54,667)	46,799	53,897
Depot Administration & Maintenance	251,294	278,615	292,539	301,783	313,325	323,277
Plant Operations	109,311	128,054	103,610	124,749	150,763	123,423
Road Safety Officer	132,368	132,368	134,659	138,980	145,474	150,142
Total Operating Expenditure	4,431,034	4,579,115	4,375,914	4,393,442	4,682,529	4,782,263
Net Operating Surplus / (Deficit)	(3,951,025)	(4,070,039)	(3,751,855)	(3,916,985)	(4,195,292)	(4,285,437)

Greater Hume Shire Council

Delivery Program 2025 to 2029

ANNEXURE 9

Delivery Plan Budget

2025/26 to 2028/29

Budget Summary

Function: Administration	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Capital Revenue						
Corporate Services Administration	0	0	0	0	0	0
Information Technology Services	0	0	0	0	0	0
Employment On-Costs	0	0	0	0	0	0
Engineering Administration	0	0	0	0	0	0
Depot Administration & Maintenance	0	0	0	0	0	0
Plant Operations	0	0	0	0	0	0
Road Safety Officer	0	0	0	0	0	0
Total Capital Revenue	0	0	0	0	0	0
Net Surplus / (Deficit) after Capital Revenue	(3,951,025)	(4,070,039)	(3,751,855)	(3,916,985)	(4,195,292)	(4,285,437)
Capital Expenditure						
Corporate Services Administration	40,000	82,400	70,000	40,000	30,000	40,000
Information Technology Services	90,000	115,000	40,000	0	0	0
Employment On-Costs	0	0	0	0	0	0
Engineering Administration	40,000	100,000	42,000	7,000	7,000	77,000
Depot Administration & Maintenance	68,000	68,407	65,000	62,000	50,000	50,000
Plant Operations	1,139,000	1,139,000	1,450,000	1,267,860	1,313,250	1,333,850
Road Safety Officer	0	0	0	0	0	0
Total Capital Expenditure	1,377,000	1,504,807	1,667,000	1,376,860	1,400,250	1,500,850
Net Capital Expenditure	(1,377,000)	(1,504,807)	(1,667,000)	(1,376,860)	(1,400,250)	(1,500,850)
Net Surplus / (Deficit) after Capital Expenditure	(5,328,025)	(5,574,846)	(5,418,855)	(5,293,845)	(5,595,542)	(5,786,287)
Add Back: Non-Cash items included in operating result	1,328,821	1,328,821	1,361,071	1,369,970	1,402,796	1,444,880
Net Cash Surplus / (Deficit) after Capital Expenditure	(3,999,204)	(4,246,025)	(4,057,784)	(3,923,875)	(4,192,746)	(4,341,407)
Repayments from Deferred Debtors	10,129	10,129	10,129	10,129	10,129	10,129
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	167,000	182,000	406,500	240,000	266,000	329,000
Loan Repayments	(53,813)	(53,813)	(26,175)	(27,060)	(27,975)	(28,921)
Net Transfers (to) / from Reserves	67,612	318,767	90,174	58,815	71,405	(17,134)
Budgeted Net Increase / (Decrease) in Cash	(3,808,276)	(3,788,942)	(3,577,156)	(3,641,991)	(3,873,187)	(4,048,333)

Greater Hume Shire Council

Delivery Program 2025 to 2029

ANNEXURE 9

Delivery Plan Budget

2025/26 to 2028/29

Budget Summary						
Function: Public Order & Safety	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Operating Revenue						
Animal Control	37,286	37,981	37,975	39,114	40,287	41,495
Fire Services	359,761	354,027	368,216	379,263	390,641	402,360
Emergency Services	0	0	0	0	0	0
Total Operating Revenue	397,047	392,008	406,191	418,377	430,928	443,855
Operating Expenditure						
Animal Control	230,742	231,232	240,323	247,932	258,873	267,072
Fire Services	1,218,534	1,263,028	1,312,227	1,358,915	1,407,303	1,457,373
Emergency Services	72,861	60,460	61,271	63,146	65,110	67,141
Total Operating Expenditure	1,522,137	1,554,720	1,613,821	1,669,993	1,731,286	1,791,586
Net Operating Surplus / (Deficit)	(1,125,090)	(1,162,712)	(1,207,630)	(1,251,616)	(1,300,358)	(1,347,731)

Greater Hume Shire Council

Delivery Program 2025 to 2029

ANNEXURE 9

Delivery Plan Budget

2025/26 to 2028/29

Budget Summary						
Function: Public Order & Safety	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Capital Revenue						
Animal Control	0	0	0	0	0	0
Fire Services	0	150	0	0	0	0
Emergency Services	0	0	0	0	0	0
Total Capital Revenue	0	150	0	0	0	0
Net Surplus / (Deficit) after Capital Revenue	(1,125,090)	(1,162,562)	(1,207,630)	(1,251,616)	(1,300,358)	(1,347,731)
Capital Expenditure						
Animal Control	0	0	0	0	0	0
Fire Services	0	0	0	0	0	0
Emergency Services	0	0	0	0	0	0
Total Capital Expenditure	0	0	0	0	0	0
Net Capital Expenditure	0	150	0	0	0	0
Net Surplus / (Deficit) after Capital Expenditure	(1,125,090)	(1,162,562)	(1,207,630)	(1,251,616)	(1,300,358)	(1,347,731)
Add Back: Non-Cash items included in operating result	95,758	95,758	97,767	100,238	102,783	105,404
Net Cash Surplus / (Deficit) after Capital Expenditure	(1,029,332)	(1,066,804)	(1,109,863)	(1,151,378)	(1,197,575)	(1,242,327)
Repayments from Deferred Debtors	0	0	0	0	0	0
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	0	0	0	0	0	0
Net Transfers (to) / from Reserves	0	36,479	33,621	0	0	0
Budgeted Net Increase / (Decrease) in Cash	(1,029,332)	(1,030,324)	(1,076,242)	(1,151,378)	(1,197,575)	(1,242,327)

Greater Hume Shire Council

Delivery Program 2025 to 2029

ANNEXURE 9

Delivery Plan Budget

2025/26 to 2028/29

Budget Summary						
Function: Health	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Operating Revenue						
Health Administration	175,352	165,671	170,849	175,655	180,604	185,702
Total Operating Revenue	175,352	165,671	170,849	175,655	180,604	185,702
Operating Expenditure						
Health Administration	209,969	200,094	219,003	225,660	235,340	242,565
Total Operating Expenditure	209,969	200,094	219,003	225,660	235,340	242,565
Net Operating Surplus / (Deficit)	(34,617)	(34,423)	(48,154)	(50,005)	(54,736)	(56,863)

Greater Hume Shire Council

Delivery Program 2025 to 2029

ANNEXURE 9

Delivery Plan Budget

2025/26 to 2028/29

Budget Summary						
Function: Health	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Capital Revenue						
Health Administration	0	0	0	0	0	0
Total Capital Revenue	0	0	0	0	0	0
Net Surplus / (Deficit) after Capital Revenue	(34,617)	(34,423)	(48,154)	(50,005)	(54,736)	(56,863)
Capital Expenditure						
Health Administration	60,000	115,000	15,000	0	65,000	0
Total Capital Expenditure	60,000	115,000	15,000	0	65,000	0
Net Capital Expenditure	(60,000)	(115,000)	(15,000)	0	(65,000)	0
Net Surplus / (Deficit) after Capital Expenditure	(94,617)	(149,423)	(63,154)	(50,005)	(119,736)	(56,863)
Add Back: Non-Cash items included in operating result	16,880	16,880	17,302	17,821	18,356	18,907
Net Cash Surplus / (Deficit) after Capital Expenditure	(77,737)	(132,543)	(45,852)	(32,184)	(101,380)	(37,956)
Repayments from Deferred Debtors	0	0	0	0	0	0
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	25,000	35,000	5,000	0	10,000	0
Loan Repayments	0	0	0	0	0	0
Net Transfers (to) / from Reserves	0	45,000	0	0	0	0
Budgeted Net Increase / (Decrease) in Cash	(52,737)	(52,543)	(40,852)	(32,184)	(91,380)	(37,956)

Greater Hume Shire Council

Delivery Program 2025 to 2029

ANNEXURE 9

Delivery Plan Budget

2025/26 to 2028/29

Budget Summary

Function: Environment	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Operating Revenue						
Waste Management	2,082,482	2,024,081	2,121,220	2,201,535	2,294,810	2,381,964
Noxious Animals & Insects	0	0	0	0	0	0
Noxious Plants	89,754	0	89,754	92,447	95,220	98,077
Street Cleaning	10,000	5,000	6,000	6,196	6,505	6,716
Storm Water Management & Drainage	0	0	0	0	0	0
Total Operating Revenue	2,182,236	2,029,081	2,216,974	2,300,178	2,396,535	2,486,757
Operating Expenditure						
Waste Management	1,945,006	2,242,708	2,037,401	2,118,100	2,179,717	2,255,417
Noxious Animals & Insects	10,000	10,000	10,000	10,000	10,000	10,000
Noxious Plants	273,076	183,322	304,117	313,841	328,211	338,708
Street Cleaning	86,946	81,946	87,946	90,679	94,177	97,103
Storm Water Management & Drainage	240,674	377,601	383,703	395,300	407,881	420,211
Total Operating Expenditure	2,555,702	2,895,577	2,823,167	2,927,920	3,019,986	3,121,439
Net Operating Surplus / (Deficit)	(373,466)	(866,496)	(606,193)	(627,742)	(623,451)	(634,682)

Greater Hume Shire Council

Delivery Program 2025 to 2029

ANNEXURE 9

Delivery Plan Budget

2025/26 to 2028/29

Budget Summary

Function: Environment	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Capital Revenue						
Waste Management	0	0	0	0	0	0
Noxious Animals & Insects	0	0	0	0	0	0
Noxious Plants	0	0	0	0	0	0
Street Cleaning	0	0	0	0	0	0
Storm Water Management & Drainage	4,500,000	4,204,907	0	1,600,000	1,600,000	2,000,000
Total Capital Revenue	4,500,000	4,204,907	0	1,600,000	1,600,000	2,000,000
Net Surplus / (Deficit) after Capital Revenue	4,126,534	3,338,411	(606,193)	972,258	976,549	1,365,318
Capital Expenditure						
Waste Management	50,000	70,000	50,000	50,000	50,000	550,000
Noxious Animals & Insects	0	0	0	0	0	0
Noxious Plants	0	0	0	0	0	0
Street Cleaning	0	0	0	0	0	0
Storm Water Management & Drainage	4,700,000	4,665,946	510,000	2,200,000	2,150,000	2,500,000
Total Capital Expenditure	4,750,000	4,735,946	560,000	2,250,000	2,200,000	3,050,000
Net Capital Expenditure	(250,000)	(531,039)	(560,000)	(650,000)	(600,000)	(1,050,000)
Net Surplus / (Deficit) after Capital Expenditure	(623,466)	(1,397,535)	(1,166,193)	(1,277,742)	(1,223,451)	(1,684,682)
Add Back: Non-Cash items included in operating result	219,912	306,839	322,181	331,846	341,801	352,055
Net Cash Surplus / (Deficit) after Capital Expenditure	(403,554)	(1,090,696)	(844,012)	(945,896)	(881,650)	(1,332,627)
Repayments from Deferred Debtors	0	0	0	0	0	0
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	0	0	0	0	0	0
Net Transfers (to) / from Reserves	0	601,840	0	0	0	500,000
Budgeted Net Increase / (Decrease) in Cash	(403,554)	(488,856)	(844,012)	(945,896)	(881,650)	(832,627)

Greater Hume Shire Council

Delivery Program 2025 to 2029

ANNEXURE 9

Delivery Plan Budget

2025/26 to 2028/29

Budget Summary						
Function: Community Services & Education	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Operating Revenue						
Family Day Care	745,572	625,445	623,589	641,985	660,933	680,449
Henty Children Services	983,820	1,093,019	1,065,139	1,103,758	1,143,734	1,185,118
Walla Children Services	773,154	777,379	1,064,609	1,101,443	1,139,530	1,178,913
Holbrook Children Services	1,810,630	1,910,630	1,653,400	1,711,316	1,771,220	1,833,177
Culcairn Children Services	644,750	541,051	803,122	827,216	947,149	1,021,072
Pre-Schools	0	0	0	0	0	0
Youth Services	3,500	3,500	3,500	3,605	3,713	3,824
Community Housing	55,255	44,255	55,255	56,913	58,620	60,379
Frampton Court Rental Units	118,404	118,404	118,404	121,956	125,615	129,383
Kala Court Rental Units	47,599	37,000	47,599	49,027	50,498	52,013
Kala Court Self Funded Units	85,620	79,380	85,620	86,650	87,711	88,803
Aged Care Rental Units - Culcairn	23,681	23,681	23,681	23,681	23,681	23,681
Aged Care Rental Units - Jindera	21,280	21,280	21,280	21,280	21,280	21,280
Other Community Services	49,053	84,075	49,053	50,525	52,041	53,603
Total Operating Revenue	5,362,318	5,359,099	5,614,251	5,799,355	6,085,725	6,331,695
Operating Expenditure						
Family Day Care	633,093	649,127	707,200	729,926	762,897	787,411
Henty Children Services	880,904	989,543	973,185	973,681	1,019,837	1,052,814
Walla Children Services	735,203	737,779	969,165	1,000,501	1,048,215	1,082,111
Holbrook Children Services	1,654,648	1,759,224	1,645,874	1,699,279	1,781,643	1,839,418
Culcairn Children Services	759,941	732,517	727,836	751,241	785,587	810,847
Pre-Schools	2,683	1,695	2,683	2,802	2,921	3,037
Youth Services	10,000	16,824	36,340	37,496	39,159	40,404
Community Housing	56,079	56,079	59,271	61,219	63,439	65,528
Frampton Court Rental Units	107,527	107,527	112,105	115,978	120,351	124,378
Kala Court Rental Units	46,327	50,654	44,724	46,220	47,851	49,429
Kala Court Self Funded Units	76,364	81,908	81,010	83,757	86,934	89,853
Aged Care Rental Units - Culcairn	25,011	25,141	25,461	26,327	27,345	28,263
Aged Care Rental Units - Jindera	29,644	30,047	25,094	25,940	26,927	27,830
Other Community Services	49,889	65,081	49,889	51,394	52,949	54,547
Total Operating Expenditure	5,067,313	5,303,146	5,459,837	5,605,761	5,866,055	6,055,870
Net Operating Surplus / (Deficit)	295,005	55,953	154,414	193,594	219,670	275,825

Greater Hume Shire Council

Delivery Program 2025 to 2029

ANNEXURE 9

Delivery Plan Budget

2025/26 to 2028/29

Budget Summary						
Function: Community Services & Education	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Capital Revenue						
Family Day Care	0	0	0	0	0	0
Henty Children Services	0	0	0	0	0	0
Walla Children Services	0	0	0	0	0	0
Holbrook Children Services	0	0	0	0	0	0
Culcairn Children Services	0	0	0	0	0	0
Pre-Schools	0	0	0	0	0	0
Youth Services	0	0	0	0	0	0
Community Housing	0	0	0	0	0	0
Frampton Court Rental Units	0	0	0	0	0	0
Kala Court Rental Units	0	0	0	0	0	0
Kala Court Self Funded Units	0	0	0	0	0	0
Aged Care Rental Units - Culcairn	0	0	0	0	0	0
Aged Care Rental Units - Jindera	0	0	0	0	0	0
Other Community Services	0	0	0	0	0	0
Total Capital Revenue	0	0	0	0	0	0
Net Surplus / (Deficit) after Capital Revenue	295,005	55,953	154,414	193,594	219,670	275,825
Capital Expenditure						
Family Day Care	0	0	0	40,000	100,000	0
Henty Children Services	0	2,183	40,000	0	0	50,000
Walla Children Services	0	0	0	0	0	0
Holbrook Children Services	0	8,977	0	0	0	0
Culcairn Children Services	0	0	0	0	0	0
Pre-Schools	0	0	0	0	0	0
Youth Services	0	0	0	0	40,000	0
Community Housing	24,000	24,000	24,000	24,000	24,000	24,000
Frampton Court Rental Units	24,000	24,000	24,000	24,000	24,000	24,000
Kala Court Rental Units	0	10,285	20,000	20,000	20,000	20,000
Kala Court Self Funded Units	28,000	28,000	28,000	28,000	28,000	28,000
Aged Care Rental Units - Culcairn	15,000	15,000	15,000	15,000	15,000	15,000
Aged Care Rental Units - Jindera	15,000	15,000	15,000	15,000	15,000	0
Other Community Services	0	0	0	0	0	0
Total Capital Expenditure	106,000	127,445	166,000	166,000	266,000	161,000
Net Capital Expenditure	(106,000)	(127,445)	(166,000)	(166,000)	(266,000)	(161,000)
Net Surplus / (Deficit) after Capital Expenditure	189,005	(71,492)	(11,586)	27,594	(46,330)	114,825
Add Back: Non-Cash items included in operating result	116,451	116,451	116,451	119,945	123,542	127,248
Net Cash Surplus / (Deficit) after Capital Expenditure	305,456	44,959	104,865	147,539	77,212	242,073
Repayments from Deferred Debtors	0	0	0	0	0	0
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	40,000
Loan Repayments	0	0	0	0	0	0
Net Transfers (to) / from Reserves	(315,475)	(54,160)	(141,224)	(185,101)	(156,487)	(322,634)
Budgeted Net Increase / (Decrease) in Cash	(10,019)	(9,201)	(36,359)	(37,562)	(79,275)	(40,561)

Greater Hume Shire Council

Delivery Program 2025 to 2029

ANNEXURE 9

Delivery Plan Budget

2025/26 to 2028/29

Budget Summary

Function: Housing & Community Amenities	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Operating Revenue						
Street Lighting	24,000	24,000	24,000	24,000	24,000	24,000
Public Cemeteries	67,183	67,183	70,207	72,312	74,481	76,715
Town Planning	251,693	406,910	260,034	270,436	281,253	292,504
Public Conveniences	0	0	0	0	0	0
Council Owned Housing	50,960	50,960	74,880	75,962	77,087	78,256
Wirraminna Environmental Education Centre	0	0	0	0	0	0
Other Community Amenities	68,236	68,236	71,308	73,448	75,652	77,920
Total Operating Revenue	462,072	617,289	500,429	516,158	532,473	549,395
Operating Expenditure						
Street Lighting	167,953	191,139	174,271	182,485	191,109	200,164
Public Cemeteries	157,924	158,692	167,428	172,587	179,064	184,585
Town Planning	506,124	873,452	491,019	504,479	525,565	790,146
Public Conveniences	281,042	286,208	291,142	300,563	313,322	323,409
Council Owned Housing	34,271	34,596	35,060	36,238	37,474	38,733
Wirraminna Environmental Education Centre	18,566	18,862	18,671	19,234	19,815	20,413
Other Community Amenities	0	0	0	0	0	0
Total Operating Expenditure	1,165,880	1,562,949	1,177,591	1,215,586	1,266,349	1,557,450
Net Operating Surplus / (Deficit)	(703,808)	(945,660)	(677,162)	(699,428)	(733,876)	(1,008,055)

Greater Hume Shire Council

Delivery Program 2025 to 2029

ANNEXURE 9

Delivery Plan Budget

2025/26 to 2028/29

Budget Summary

Function: Housing & Community Amenities	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Capital Revenue						
Street Lighting	0	0	0	0	0	0
Public Cemeteries	5,000	5,000	0	0	0	0
Town Planning	200,000	200,000	200,000	200,000	200,000	200,000
Public Conveniences	0	0	0	0	0	0
Council Owned Housing	0	0	0	0	0	0
Wirraminna Environmental Education Centre	0	0	0	0	0	0
Other Community Amenities	0	0	0	0	0	0
Total Capital Revenue	205,000	205,000	200,000	200,000	200,000	200,000
Net Surplus / (Deficit) after Capital Revenue	(498,808)	(740,660)	(477,162)	(499,428)	(533,876)	(808,055)
Capital Expenditure						
Street Lighting	0	0	0	0	0	0
Public Cemeteries	25,000	50,000	10,000	10,000	10,000	10,000
Town Planning	0	22,668	0	0	0	0
Public Conveniences	40,000	80,000	0	0	0	0
Council Owned Housing	0	0	0	0	0	0
Wirraminna Environmental Education Centre	0	0	0	0	0	0
Other Community Amenities	0	0	0	0	0	0
Total Capital Expenditure	65,000	152,668	10,000	10,000	10,000	10,000
Net Capital Expenditure	140,000	52,332	190,000	190,000	190,000	190,000
Net Surplus / (Deficit) after Capital Expenditure	(563,808)	(893,328)	(487,162)	(509,428)	(543,876)	(818,055)
Add Back: Non-Cash items included in operating result	59,866	59,866	60,782	62,606	64,484	66,419
Net Cash Surplus / (Deficit) after Capital Expenditure	(503,942)	(833,462)	(426,380)	(446,822)	(479,392)	(751,636)
Repayments from Deferred Debtors	0	0	0	0	0	0
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	0	0	0	0	0	0
Net Transfers (to) / from Reserves	(228,488)	91,622	(251,619)	(251,877)	(252,131)	(252,417)
Budgeted Net Increase / (Decrease) in Cash	(732,430)	(741,840)	(677,999)	(698,699)	(731,523)	(1,004,053)

Greater Hume Shire Council

Delivery Program 2025 to 2029

ANNEXURE 9

Delivery Plan Budget

2025/26 to 2028/29

Budget Summary

Function: Water Supplies	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Operating Revenue						
Water Supplies	2,399,941	2,399,941	2,780,418	2,959,305	3,166,910	3,372,345
Total Operating Revenue	2,399,941	2,399,941	2,780,418	2,959,305	3,166,910	3,372,345
Operating Expenditure						
Water Supplies	2,375,530	2,396,671	2,646,790	2,952,578	3,104,210	3,291,341
Total Operating Expenditure	2,375,530	2,396,671	2,646,790	2,952,578	3,104,210	3,291,341
Net Operating Surplus / (Deficit)	24,411	3,270	133,628	6,727	62,700	81,004

Greater Hume Shire Council

Delivery Program 2025 to 2029

ANNEXURE 9

Delivery Plan Budget

2025/26 to 2028/29

Budget Summary

Function: Water Supplies	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Capital Revenue						
Water Supplies	4,169,550	4,169,550	218,865	4,373,351	2,853,922	145,603
Total Capital Revenue	4,169,550	4,169,550	218,865	4,373,351	2,853,922	145,603
Net Surplus / (Deficit) after Capital Revenue	4,193,961	4,172,820	352,493	4,380,078	2,916,622	226,607
Capital Expenditure						
Water Supplies	6,085,000	6,502,000	2,507,500	8,610,000	5,522,500	387,500
Total Capital Expenditure	6,085,000	6,502,000	2,507,500	8,610,000	5,522,500	387,500
Net Capital Expenditure	(1,915,450)	(2,332,450)	(2,288,635)	(4,236,649)	(2,668,578)	(241,897)
Net Surplus / (Deficit) after Capital Expenditure	(1,891,039)	(2,329,180)	(2,155,007)	(4,229,922)	(2,605,878)	(160,893)
Add Back: Non-Cash items included in operating result	532,735	532,735	578,017	627,148	680,456	738,295
Net Cash Surplus / (Deficit) after Capital Expenditure	(1,358,304)	(1,796,445)	(1,576,990)	(3,602,774)	(1,925,422)	577,402
Repayments from Deferred Debtors	0	0	0	0	0	0
Loan Funds Raised	0	0	0	5,000,000	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	0	0	0	(139,767)	(147,790)	(156,273)
Net Transfers (to) / from Reserves	1,358,304	1,796,445	1,576,990	(1,257,459)	2,073,212	(421,129)
Budgeted Net Increase / (Decrease) in Cash	0	0	0	0	0	0

Greater Hume Shire Council

Delivery Program 2025 to 2029

ANNEXURE 9

Delivery Plan Budget

2025/26 to 2028/29

Budget Summary						
Function: Sewerage Services	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Operating Revenue						
Sewerage Services	1,954,620	2,284,818	2,171,482	2,455,294	2,725,854	2,775,492
Total Operating Revenue	1,954,620	2,284,818	2,171,482	2,455,294	2,725,854	2,775,492
Operating Expenditure						
Sewerage Services	2,112,594	2,221,072	2,390,228	3,487,437	3,145,258	3,257,074
Total Operating Expenditure	2,112,594	2,221,072	2,390,228	3,487,437	3,145,258	3,257,074
Net Operating Surplus / (Deficit)	(157,974)	63,746	(218,746)	(1,032,143)	(419,404)	(481,582)

Greater Hume Shire Council

Delivery Program 2025 to 2029

Delivery Plan Budget

2025/26 to 2028/29

ANNEXURE 9

Budget Summary						
Function: Sewerage Services	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Capital Revenue						
Sewerage Services	216,000	216,000	216,000	3,974,640	3,983,626	3,992,971
Total Capital Revenue	216,000	216,000	216,000	3,974,640	3,983,626	3,992,971
Net Surplus / (Deficit) after Capital Revenue	58,026	279,746	(2,746)	2,942,497	3,564,222	3,511,389
Capital Expenditure						
Sewerage Services	885,000	1,603,994	2,278,000	8,414,500	8,521,000	8,201,583
Total Capital Expenditure	885,000	1,603,994	2,278,000	8,414,500	8,521,000	8,201,583
Net Capital Expenditure	(669,000)	(1,387,994)	(2,062,000)	(4,439,860)	(4,537,374)	(4,208,612)
Net Surplus / (Deficit) after Capital Expenditure	(826,974)	(1,324,248)	(2,280,746)	(5,472,003)	(4,956,778)	(4,690,194)
Add Back: Non-Cash items included in operating result	766,700	766,700	785,868	852,667	925,144	1,003,781
Net Cash Surplus / (Deficit) after Capital Expenditure	(60,274)	(557,548)	(1,494,878)	(4,619,336)	(4,031,634)	(3,686,413)
Repayments from Deferred Debtors	0	0	0	0	0	0
Loan Funds Raised	0	0	0	13,000,000	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	0	0	0	(363,394)	(384,253)	(406,309)
Net Transfers (to) / from Reserves	60,274	557,548	1,494,878	(8,017,270)	4,415,887	4,092,722
Budgeted Net Increase / (Decrease) in Cash	0	0	0	0	0	0

Greater Hume Shire Council

Delivery Program 2025 to 2029

ANNEXURE 9

Delivery Plan Budget

2025/26 to 2028/29

Budget Summary

Function: Recreation & Culture	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Operating Revenue						
Public Halls	4,750	4,750	3,200	2,065	2,127	2,191
Libraries	158,287	152,387	160,694	158,375	162,565	166,857
Museums	0	0	0	0	0	0
Swimming Pools	80,990	80,990	92,635	95,414	98,277	101,225
Sporting Grounds & Recreation Reserves	0	6,720	0	0	0	0
Parks & Gardens	0	0	0	0	0	0
Other Cultural Services	0	0	0	0	0	0
Total Operating Revenue	244,027	244,847	256,529	255,854	262,969	270,273
Operating Expenditure						
Public Halls	378,837	632,194	629,446	649,048	670,165	691,813
Libraries	832,737	838,833	782,831	804,994	836,298	861,906
Museums	41,077	47,765	42,679	44,341	46,078	47,822
Swimming Pools	993,120	993,120	1,033,619	1,112,021	1,208,071	1,237,779
Sporting Grounds & Recreation Reserves	1,761,668	2,094,538	1,839,339	1,896,576	1,959,736	2,021,742
Parks & Gardens	527,198	687,440	544,759	561,694	583,067	602,085
Other Cultural Services	0	0	0	0	0	0
Total Operating Expenditure	4,534,637	5,293,891	4,872,673	5,068,674	5,303,415	5,463,147
Net Operating Surplus / (Deficit)	(4,290,610)	(5,049,043)	(4,616,144)	(4,812,820)	(5,040,446)	(5,192,874)

Greater Hume Shire Council

Delivery Program 2025 to 2029

ANNEXURE 9

Delivery Plan Budget

2025/26 to 2028/29

Budget Summary

Function: Recreation & Culture	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Capital Revenue						
Public Halls	0	100,000	0	0	4,000,000	0
Libraries	199,000	208,417	0	0	0	0
Museums	0	0	0	0	0	0
Swimming Pools	0	133	0	3,450,000	0	0
Sporting Grounds & Recreation Reserves	0	782,800	0	0	0	0
Parks & Gardens	0	180,423	0	0	0	0
Other Cultural Services	0	0	0	0	0	0
Total Capital Revenue	199,000	1,271,773	0	3,450,000	4,000,000	0
Net Surplus / (Deficit) after Capital Revenue	(4,091,610)	(3,777,270)	(4,616,144)	(1,362,820)	(1,040,446)	(5,192,874)
Capital Expenditure						
Public Halls	0	450,920	110,000	50,000	4,020,000	20,000
Libraries	219,000	228,417	10,000	10,000	10,000	10,000
Museums	0	0	0	0	0	0
Swimming Pools	33,000	143,346	165,000	4,515,000	15,000	15,000
Sporting Grounds & Recreation Reserves	150,000	1,104,871	170,000	330,000	650,000	30,000
Parks & Gardens	80,000	198,467	240,000	580,000	170,000	200,000
Other Cultural Services	0	0	0	0	0	0
Total Capital Expenditure	482,000	2,126,021	695,000	5,485,000	4,865,000	275,000
Net Capital Expenditure	(283,000)	(854,248)	(695,000)	(2,035,000)	(865,000)	(275,000)
Net Surplus / (Deficit) after Capital Expenditure	(4,573,610)	(5,903,291)	(5,311,144)	(6,847,820)	(5,905,446)	(5,467,874)
Add Back: Non-Cash items included in operating result	1,898,697	2,548,697	2,223,473	2,290,179	2,358,885	2,429,652
Net Cash Surplus / (Deficit) after Capital Expenditure	(2,674,913)	(3,354,594)	(3,087,671)	(4,557,641)	(3,546,561)	(3,038,222)
Repayments from Deferred Debtors	0	0	0	0	0	0
Loan Funds Raised	0	0	0	1,050,000	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	(65,437)	(65,437)	(65,437)	(67,650)	(99,289)	(103,339)
Net Transfers (to) / from Reserves	100,000	771,087	250,000	580,000	500,000	50,000
Budgeted Net Increase / (Decrease) in Cash	(2,640,350)	(2,648,944)	(2,903,108)	(2,995,291)	(3,145,850)	(3,091,561)

Greater Hume Shire Council

Delivery Program 2025 to 2029

ANNEXURE 9

Delivery Plan Budget

2025/26 to 2028/29

Budget Summary						
Function: Mining, Manufacturing & Construction	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Operating Revenue						
Building Control Quarries & Pits	182,326 0	182,146 0	151,986 0	156,546 0	161,243 0	166,080 0
Total Operating Revenue	182,326	182,146	151,986	156,546	161,243	166,080
Operating Expenditure						
Building Control Quarries & Pits	497,511 (126,702)	526,636 103,298	557,104 (126,620)	580,132 (126,519)	608,494 (126,415)	628,187 (126,307)
Total Operating Expenditure	370,809	629,934	430,484	453,613	482,079	501,880
Net Operating Surplus / (Deficit)	(188,483)	(447,788)	(278,498)	(297,067)	(320,836)	(335,800)

Greater Hume Shire Council

Delivery Program 2025 to 2029

ANNEXURE 9

Delivery Plan Budget

2025/26 to 2028/29

Budget Summary						
Function: Mining, Manufacturing & Construction	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Capital Revenue						
Building Control	0	0	0	0	0	0
Quarries & Pits	0	0	0	0	0	0
Total Capital Revenue	0	0	0	0	0	0
Net Surplus / (Deficit) after Capital Revenue	(188,483)	(447,788)	(278,498)	(297,067)	(320,836)	(335,800)
Capital Expenditure						
Building Control	50,000	95,000	0	0	0	60,000
Quarries & Pits	0	0	0	0	0	0
Total Capital Expenditure	50,000	95,000	0	0	0	60,000
Net Capital Expenditure	(50,000)	(95,000)	0	0	0	(60,000)
Net Surplus / (Deficit) after Capital Expenditure	(238,483)	(542,788)	(278,498)	(297,067)	(320,836)	(395,800)
Add Back: Non-Cash items included in operating result	7,164	7,164	7,343	7,563	7,789	8,023
Net Cash Surplus / (Deficit) after Capital Expenditure	(231,319)	(535,624)	(271,155)	(289,504)	(313,047)	(387,777)
Repayments from Deferred Debtors	0	0	0	0	0	0
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	15,000	25,000	0	0	0	10,000
Loan Repayments	0	0	0	0	0	0
Net Transfers (to) / from Reserves	(130,000)	135,000	(130,000)	(130,000)	(130,000)	(130,000)
Budgeted Net Increase / (Decrease) in Cash	(346,319)	(375,624)	(401,155)	(419,504)	(443,047)	(507,777)

Greater Hume Shire Council

Delivery Program 2025 to 2029

ANNEXURE 9

Delivery Plan Budget

2025/26 to 2028/29

Budget Summary

Function: Transport & Communications	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Operating Revenue						
FAG Grant - Roads Component	2,704,813	2,762,012	2,872,492	2,987,392	3,106,888	3,231,164
Urban Local Roads	0	0	0	0	0	0
Sealed Rural Roads Local	3,195	3,195	0	0	0	0
Sealed Regional Roads Block Grant & Repair	1,940,300	1,972,000	2,019,058	2,061,300	2,574,092	2,758,444
Unsealed Rural Roads Local	0	0	0	0	0	0
Roads to Recovery	1,650,000	1,650,000	1,700,000	2,050,000	2,050,000	3,138,908
Bridges	0	0	0	0	0	0
Kerb & Gutter	0	0	0	0	0	0
Footpaths	0	0	0	0	0	0
Aerodromes	0	0	0	0	0	0
Bus Shelters	0	0	0	0	0	0
Ancillary Road Works	0	2,000	0	0	0	0
PAMPS & Cycleways	40,000	40,000	40,000	40,000	40,000	40,000
State Roads RMCC Works	2,847,126	2,847,126	2,975,247	3,064,504	3,156,439	3,251,133
Natural Disaster Recovery	0	2,296,725	0	0	0	0
Total Operating Revenue	9,185,434	11,573,058	9,606,797	10,203,196	10,927,419	12,419,649
Operating Expenditure						
FAG Grant - Roads Component	0	0	0	0	0	0
Urban Local Roads	1,210,485	1,686,437	1,836,802	2,127,479	2,193,237	2,255,598
Sealed Rural Roads Local	2,577,407	4,956,627	5,180,844	5,431,411	5,596,786	5,762,388
Sealed Regional Roads Block Grant & Repair	1,879,401	2,748,541	2,901,571	3,625,858	3,753,587	3,858,574
Unsealed Rural Roads Local	2,924,706	2,227,657	2,331,857	2,424,171	2,517,868	2,612,995
Roads to Recovery	0	0	0	0	0	0
Bridges	775,989	937,253	1,040,696	1,069,941	1,102,248	1,134,010
Kerb & Gutter	189,897	244,429	255,822	263,639	272,728	281,064
Footpaths	109,123	156,515	163,792	168,778	174,431	179,741
Aerodromes	32,063	33,326	33,440	34,507	35,678	36,818
Bus Shelters	5,556	5,556	5,834	6,009	6,189	6,375
Ancillary Road Works	0	0	0	0	0	0
PAMPS & Cycleways	80,000	80,000	80,000	80,000	80,000	80,000
State Roads RMCC Works	2,847,126	2,847,126	2,975,247	3,064,504	3,156,439	3,251,131
Natural Disaster Recovery	0	2,296,725	0	0	0	0
Road Safety Officer	0	0	0	0	0	0
Total Operating Expenditure	12,631,753	18,220,192	16,805,905	18,296,297	18,889,191	19,458,694
Net Operating Surplus / (Deficit)	(3,446,319)	(6,647,134)	(7,199,108)	(8,093,101)	(7,961,772)	(7,039,045)

Greater Hume Shire Council

Delivery Program 2025 to 2029

ANNEXURE 9

Delivery Plan Budget

2025/26 to 2028/29

Budget Summary

Function: Transport & Communications	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Capital Revenue						
FAG Grant - Roads Component	0	0	0	0	0	0
Urban Local Roads	0	213,924	0	0	0	0
Sealed Rural Roads Local	0	2,684,783	960,000	0	0	0
Sealed Regional Roads Block Grant & Repair	900,000	3,862,401	900,000	900,000	900,000	900,000
Unsealed Rural Roads Local	0	746,517	0	0	0	0
Roads to Recovery	0	0	0	0	0	0
Bridges	0	0	0	0	0	0
Kerb & Gutter	0	0	0	20,000	12,000	12,000
Footpaths	20,000	389,190	32,000	16,000	16,000	20,000
Aerodromes	0	0	0	0	0	0
Bus Shelters	0	0	0	0	0	0
Ancillary Road Works	0	50,000	0	0	0	0
PAMPS & Cycleways	0	0	0	0	0	0
State Roads RMCC Works	0	0	0	0	0	0
Natural Disaster Recovery	0	0	0	0	0	0
Road Safety Officer	0	0	0	0	0	0
Total Capital Revenue	920,000	7,946,815	1,892,000	936,000	928,000	932,000
Net Surplus / (Deficit) after Capital Revenue	(2,526,319)	1,299,681	(5,307,108)	(7,157,101)	(7,033,772)	(6,107,045)
Capital Expenditure						
FAG Grant - Roads Component	0	0	0	0	0	0
Urban Local Roads	480,500	898,694	530,000	630,000	680,000	980,000
Sealed Rural Roads Local	1,000,000	4,210,598	1,960,000	1,000,000	1,010,000	1,020,000
Sealed Regional Roads Block Grant & Repair	2,093,200	5,759,342	2,119,000	1,500,000	1,950,000	2,096,250
Unsealed Rural Roads Local	1,640,000	2,156,301	1,640,000	1,640,000	1,640,000	1,640,000
Roads to Recovery	1,650,000	1,650,000	1,700,000	2,050,000	2,050,000	3,138,908
Bridges	0	8,493	0	0	0	0
Kerb & Gutter	0	0	50,000	100,000	60,000	50,000
Footpaths	80,000	467,148	50,000	60,000	50,000	50,000
Aerodromes	0	182,232	0	0	0	0
Bus Shelters	5,000	10,000	5,000	5,000	5,000	5,000
Ancillary Road Works	50,000	132,325	50,000	50,000	50,000	50,000
PAMPS & Cycleways	0	0	0	0	0	0
State Roads RMCC Works	0	0	0	0	0	0
Natural Disaster Recovery	0	0	0	0	0	0
Road Safety Officer	0	0	0	0	0	0
Total Capital Expenditure	6,998,700	15,475,133	8,104,000	7,035,000	7,495,000	9,030,158
Net Capital Expenditure	(6,078,700)	(7,528,318)	(6,212,000)	(6,099,000)	(6,567,000)	(8,098,158)
Net Surplus / (Deficit) after Capital Expenditure	(9,525,019)	(14,175,452)	(13,411,108)	(14,192,101)	(14,528,772)	(15,137,203)
Add Back: Non-Cash items included in operating result	5,361,017	8,459,961	8,882,958	9,149,447	9,423,931	9,706,650
Net Cash Surplus / (Deficit) after Capital Expenditure	(4,164,002)	(5,715,491)	(4,528,150)	(5,042,654)	(5,104,841)	(5,430,553)
Repayments from Deferred Debtors	0	0	0	0	0	0
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	(388,874)	(388,874)	(168,003)	(167,810)	(152,881)	(44,918)
Net Transfers (to) / from Reserves	0	1,658,140	0	0	0	0
Budgeted Net Increase / (Decrease) in Cash	(4,552,876)	(4,446,225)	(4,696,153)	(5,210,464)	(5,257,722)	(5,475,471)

Greater Hume Shire Council

Delivery Program 2025 to 2029

ANNEXURE 9

Delivery Plan Budget

2025/26 to 2028/29

Budget Summary						
Function: Economic Affairs	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Operating Revenue						
Jindera Medical Centre	21,806	21,806	22,971	23,660	24,370	25,101
Caravan Parks	64,049	75,749	75,330	77,590	79,918	82,316
Tourism Operations	0	0	0	0	0	0
Visitor Information Centre	0	0	0	0	0	0
Submarine Museum	55,700	58,700	77,620	79,199	80,825	82,500
Economic Development	0	0	0	0	0	0
Community Development Grants	0	0	0	0	0	0
Community Development Projects	0	0	0	0	0	0
Real Estate Development	73,598	139,915	79,483	82,599	84,971	87,414
Real Estate Sales	1,448,093	1,448,093	1,448,093	368,093	368,094	368,093
Private Works	208,080	208,080	217,444	223,967	230,686	237,607
Total Operating Revenue	1,871,326	1,952,343	1,920,941	855,108	868,864	883,031
Operating Expenditure						
Jindera Medical Centre	26,032	26,276	27,061	27,902	28,790	29,689
Caravan Parks	71,940	83,921	91,096	94,292	97,636	101,032
Tourism Operations	183,381	183,381	193,847	200,000	208,782	215,411
Visitor Information Centre	206,307	206,364	223,782	231,008	243,158	249,360
Submarine Museum	26,059	28,990	29,783	29,940	30,104	30,276
Economic Development	144,026	144,026	193,776	199,094	207,179	212,928
Community Development Grants	0	0	15,000	15,000	15,000	15,000
Community Development Projects	15,000	78,730	0	0	0	0
Real Estate Development	92,765	98,764	120,240	111,860	105,386	97,384
Real Estate Sales	0	0	0	0	0	0
Private Works	199,614	199,614	208,597	214,855	221,301	227,940
Total Operating Expenditure	965,124	1,050,066	1,103,182	1,123,951	1,157,336	1,179,020
Net Operating Surplus / (Deficit)	906,202	902,277	817,759	(268,843)	(288,472)	(295,989)

Greater Hume Shire Council

Delivery Program 2025 to 2029

ANNEXURE 9

Delivery Plan Budget

2025/26 to 2028/29

Budget Summary						
Function: Economic Affairs	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Capital Revenue						
Jindera Medical Centre	0	0	0	0	0	0
Caravan Parks	0	0	0	0	0	0
Tourism Operations	0	0	0	0	0	0
Visitor Information Centre	0	0	0	0	0	0
Submarine Museum	0	0	0	0	0	0
Economic Development	0	0	0	0	0	0
Community Development Grants	0	0	0	0	0	0
Community Development Projects	0	0	0	0	0	0
Real Estate Development	0	0	0	0	0	0
Real Estate Sales	0	0	0	0	0	0
Private Works	0	0	0	0	0	0
Total Capital Revenue	0	0	0	0	0	0
Net Surplus / (Deficit) after Capital Revenue	906,202	902,277	817,759	(268,843)	(288,472)	(295,989)
Capital Expenditure						
Jindera Medical Centre	10,000	10,000	0	10,000	0	10,000
Caravan Parks	0	0	0	0	0	0
Tourism Operations	0	0	0	0	0	0
Visitor Information Centre	0	0	3,000	0	0	0
Submarine Museum	0	0	0	0	0	0
Economic Development	0	0	0	0	0	0
Community Development Grants	0	0	0	0	0	0
Community Development Projects	0	0	0	0	0	0
Real Estate Development	0	239,290	30,000	0	0	0
Real Estate Sales	0	0	0	0	0	0
Private Works	0	0	0	0	0	0
Total Capital Expenditure	10,000	249,290	33,000	10,000	0	10,000
Net Capital Expenditure	(10,000)	(249,290)	(33,000)	(10,000)	0	(10,000)
Net Surplus / (Deficit) after Capital Expenditure	896,202	652,987	784,759	(278,843)	(288,472)	(305,989)
Add Back: Non-Cash items included in operating result	80,215	80,215	82,220	84,686	87,227	89,844
Net Cash Surplus / (Deficit) after Capital Expenditure	976,417	733,202	866,979	(194,157)	(201,245)	(216,145)
Repayments from Deferred Debtors	0	0	0	0	0	0
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	(143,233)	(143,233)	(146,430)	(149,699)	(153,041)	(156,457)
Net Transfers (to) / from Reserves	(1,290,129)	(1,050,395)	(1,287,641)	(198,319)	(208,518)	(198,737)
Budgeted Net Increase / (Decrease) in Cash	(456,945)	(460,427)	(567,092)	(542,175)	(562,804)	(571,339)

Delivery Plan Budget

2025/26 to 2028/29

Budget Summary

Function: General Purpose Revenue	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Operating Revenue						
FAG Grant - General Component	4,366,853	4,524,925	4,705,922	4,894,159	5,089,925	5,293,522
Interest on Investments	765,748	765,748	797,593	912,194	900,406	884,929
General Rates - Residential	3,923,907	3,936,934	4,191,334	4,402,577	4,646,700	4,880,894
General Rates - Farmland	6,156,800	6,167,061	6,494,690	6,754,478	7,058,430	7,340,767
General Rates - Business	525,436	492,234	553,408	575,544	601,443	625,501
General Rates - Pensioner Concessions	(175,323)	(175,323)	(179,706)	(185,097)	(190,650)	(196,370)
General Rates - Pensioner Rates Subsidy	96,428	96,428	98,838	101,803	104,858	108,004
Ex Gratia Rates	0	0	0	0	0	0
Extra Charges on Overdue Rates	25,000	34,571	25,000	25,000	25,000	25,000
Emergency Services Property Levy	0	0	0	0	0	0
	15,684,849	15,842,577	16,687,079	17,480,658	18,236,112	18,962,247
Operating Expenditure						
FAG Grant - General Component	0	0				
Interest on Investments	0	0				
General Rates - Residential	0	0				
General Rates - Farmland	0	0				
General Rates - Business	0	0				
General Rates - Pensioner Concessions	0	0				
General Rates - Pensioner Rates Subsidy	0	0				
Ex Gratia Rates	0	0				
Extra Charges on Overdue Rates	0	0				
Total Operating Expenditure	0	0	0	0	0	0
Net Operating Surplus / (Deficit)	15,684,849	15,842,577	16,687,079	17,480,658	18,236,112	18,962,247

Delivery Plan Budget

2025/26 to 2028/29

Budget Summary

Function: General Purpose Revenue	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Capital Revenue						
FAG Grant - General Component	0	0				
Interest on Investments	0	0				
General Rates - Residential	0	0				
General Rates - Farmland	0	0				
General Rates - Business	0	0				
General Rates - Pensioner Concessions	0	0				
General Rates - Pensioner Rates Subsidy	0	0				
Ex Gratia Rates	0	0				
Extra Charges on Overdue Rates	0	0				
Total Capital Revenue	0	0	0	0	0	0
Net Surplus / (Deficit) after Capital Revenue	15,684,849	15,842,577	16,687,079	17,480,658	18,236,112	18,962,247
Capital Expenditure						
FAG Grant - General Component	0	0				
Interest on Investments	0	0				
General Rates - Residential	0	0				
General Rates - Farmland	0	0				
General Rates - Business	0	0				
General Rates - Pensioner Concessions	0	0				
General Rates - Pensioner Rates Subsidy	0	0				
Ex Gratia Rates	0	0				
Extra Charges on Overdue Rates	0	0				
Total Capital Expenditure	0	0	0	0	0	0
Net Capital Expenditure	0	0	0	0	0	0
Net Surplus / (Deficit) after Capital Expenditure	15,684,849	15,842,577	16,687,079	17,480,658	18,236,112	18,962,247
Add Back: Non-Cash items included in operating result	0	0	0	0	0	0
Net Cash Surplus / (Deficit) after Capital Expenditure	15,684,849	15,842,577	16,687,079	17,480,658	18,236,112	18,962,247
Repayments from Deferred Debtors	0	0	0	0	0	0
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	0	0	0	0	0	0
Net Transfers (to) / from Reserves	0	0	0	0	0	0
Budgeted Net Increase / (Decrease) in Cash	15,684,849	15,842,577	16,687,079	17,480,658	18,236,112	18,962,247



Delivery Program 2025 to 2029 Operational Plan 2025-2026

**Delivery Plan Budget
2025/26 to 2028/29**

Detailed Budget

Function: Governance	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Elected Members Expenses						
Operating Revenue						
Other Revenue	0	0	0	0	0	0
Total Operating Revenue	0	0	0	0	0	0
Capital Revenue						
Capital Grants	0	0	0	0	0	0
Capital Contributions	0	0	0	0	0	0
Total Capital Revenue	0	0	0	0	0	0
Operating Expenses						
Mayor & Elected Members Expenditure						
Mayoral Fee	25,546	25,546	26,202	26,988	27,798	28,632
Deputy Mayoral Fee	4,856	4,856	4,978	5,127	5,281	5,439
Councillors Fees	125,406	125,406	128,628	132,487	136,462	140,556
Councillor Superannuation	16,312	16,312	17,461	17,985	18,525	19,081
Provision of Facilities	6,463	6,463	6,000	6,180	6,365	6,556
Travelling Costs	21,009	19,359	21,954	22,613	23,291	23,990
Subsistence	6,027	6,027	6,298	6,487	6,682	6,882
Subscriptions	0	1,650	1,700	1,751	1,804	1,858
Telephone Charges	2,141	2,141	2,205	2,271	2,339	2,409
Training Non Salary Costs	15,000	15,000	7,500	7,500	7,500	16,000
Conferences & Seminars	15,000	15,000	15,000	15,450	15,914	16,391
Mayor & Elected Members Expenditure	237,760	237,760	237,926	244,839	251,961	267,794
Election Expenses	68,237	113,237	0	0	30,000	70,000
Councillors & Officers Liability Insurance	48,425	45,048	47,300	49,665	52,148	54,755
Total Operating Expenses	354,422	396,045	285,226	294,504	334,109	392,549
Capital Expenditure	0	0	0	0	0	0
Transfers (to) / From Reserves						
Uncompleted Works	0	45,000	0	0	0	0
Unexpended Grants	0	0	0	0	0	0
Reserves	0	0	0	0	0	0
Transfers (to) / From Reserves	0	45,000	0	0	0	0
Summary : Elected Members						
Total Operating Revenue	0	0	0	0	0	0
Total Operating Expenditure	354,422	396,045	285,226	294,504	334,109	392,549
Net Surplus/ (Deficit) from Operating	(354,422)	(396,045)	(285,226)	(294,504)	(334,109)	(392,549)
Capital Revenue	0	0	0	0	0	0
Capital Expenditure	0	0	0	0	0	0
Net Surplus/ (Deficit) from Capital	0	0	0	0	0	0
Depreciation Contra	0	0	0	0	0	0
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	0	0	0	0	0	0
Net Transfer (to) / from Reserves	0	45,000	0	0	0	0
Net Result : Elected Members	(354,422)	(351,045)	(285,226)	(294,504)	(334,109)	(392,549)

Function: Governance	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Governance						
Operating Revenue						
User Fees & Charges	13,636	13,636	13,636	13,636	13,636	13,636
Other Revenue	0	0	0	0	0	0
Grants and Contributions for Operating purposes	14,000	10,000	10,000	10,000	10,000	10,000
Total Operating Revenue	27,636	23,636	23,636	23,636	23,636	23,636
Capital Revenue						
Capital Grants	0	0	0	0	0	0
Capital Contributions	0	0	0	0	0	0
Total Capital Revenue	0	0	0	0	0	0
Operating Expenses						
Staff Training	7,466	7,466	7,802	8,036	8,278	8,526
Civic Functions						
Australia Day Function	29,000	25,000	25,648	26,126	26,670	27,180
Anzac Day	16,100	16,100	16,825	17,330	12,306	12,675
Citizenship Ceremony	1,035	1,035	1,082	1,114	1,147	1,181
Miscellaneous Civic Functions	1,000	1,000	1,000	1,000	1,000	1,000
Civic Functions Total	47,135	43,135	44,555	45,570	41,123	42,036
Administration Expenditure	461,232	462,644	523,183	540,126	566,900	585,263
Professional Services						
General Manager Recruitment	0	0	25,000	0	0	0
Miscellaneous Professional Services	10,000	10,000	20,000	20,000	20,000	20,000
Customer Satisfaction Surveys	0	19,513	0	0	30,500	0
Audit Services Financial Reports	98,700	138,700	98,700	100,674	102,687	104,741
Internal Audit	37,295	37,295	80,227	42,634	88,913	91,580
Other Audit Services	0	0	0	0	0	0
Legal Expenses	0	1,350	2,700	2,781	2,864	2,950
Professional Services Total	145,995	206,858	226,627	166,089	244,964	219,271
Subscriptions	80,285	81,322	83,818	86,333	88,923	91,591
Council Contributions to Other Organisations	24,620	24,620	21,740	19,620	19,620	19,620
Depreciation	0	0	0	0	0	0
Project Expenses						
Service Reviews and Strategic Plans	25,000	17,387	40,000	41,200	42,436	93,709
Staff Satisfaction Survey	0	13,100	15,000	15,450	15,914	16,391
Softwoods Working Group Committee Meetings	765	765	765	788	812	836
Project Expenses Total	25,765	31,365	55,765	57,438	59,162	110,936
Total Operating Expenses	792,498	857,410	963,490	923,212	1,028,970	1,077,243

Function: Governance	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Capital Expenditure	18,000	15,600	60,000	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Transfers (to) / From Reserves						
Uncompleted Works	0	25,000	0	0	0	0
Unexpended Grants	0	0	0	0	0	0
Reserves	0	0	0	0	0	0
Transfers (to) / From Reserves	0	25,000	0	0	0	0
Summary : Governance						
Total Operating Revenue	27,636	23,636	23,636	23,636	23,636	23,636
Total Operating Expenditure	792,498	857,410	963,490	923,212	1,028,970	1,077,243
Net Surplus/ (Deficit) from Operating	(764,862)	(833,774)	(939,854)	(899,576)	(1,005,334)	(1,053,607)
Capital Revenue	0	0	0	0	0	0
Capital Expenditure	18,000	15,600	60,000	0	0	0
Net Surplus/ (Deficit) from Capital	(18,000)	(15,600)	(60,000)	0	0	0
Depreciation Contra	0	0	0	0	0	0
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	0	0	0	0	0	0
Net Transfer (to) / from Reserves	0	25,000	0	0	0	0
Net Result : Governance	(782,862)	(824,374)	(999,854)	(899,576)	(1,005,334)	(1,053,607)

Function: Governance	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Risk Management						
Operating Revenue						
Risk Incentive Payments	50,000	50,000	40,000	40,000	40,000	40,000
Grants & Subsidies Recurrent	0	0	0	0	0	0
Total Operating Revenue	50,000	50,000	40,000	40,000	40,000	40,000
Operating Expenses						
Staff Training	3,481	3,481	5,160	5,315	5,475	5,639
Administration Expenditure Salaries & Wages	177,180	177,180	156,194	164,004	172,204	177,801
Subscriptions	723	723	723	745	767	790
Insurance						
Property Insurance	10,101	9,722	10,208	10,718	11,254	11,817
Public Liability Insurance	333,348	328,378	344,797	362,037	380,139	399,146
Fidelity Guarantee & Professional Indemnity	16,297	15,537	16,314	17,130	17,987	18,886
Other	12,940	12,481	13,105	13,760	14,448	15,170
Excess Payable on Insurance Claims	15,000	15,000	15,000	15,000	15,000	15,000
Non-Recoverable Deed of Release Payments	15,300	15,650	15,668	16,145	16,637	17,144
Insurance Total	402,986	396,768	415,092	434,790	455,465	477,163
Project Expenses						
Events Management	0	0	39,010	40,278	42,292	43,666
Other Project Expenses	0	0	3,000	3,090	3,183	3,278
Project Expenses Total	0	0	39,010	40,278	42,292	43,666
Total Operating Expenses	584,370	578,152	619,179	648,222	679,386	708,337
Capital Expenditure	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Transfers (to) / From Reserves						
Uncompleted Works	0	0	0	0	0	0
Unexpended Grants	0	0	0	0	0	0
Risk Management Reserve	38,148	38,148	0	0	0	0
Transfers (to) / From Reserves	38,148	38,148	0	0	0	0
Summary : Risk Management						
Total Operating Revenue	50,000	50,000	40,000	40,000	40,000	40,000
Total Operating Expenditure	584,370	578,152	619,179	648,222	679,386	708,337
Net Surplus/ (Deficit) from Operating	(534,370)	(528,152)	(579,179)	(608,222)	(639,386)	(668,337)
Capital Revenue	0	0	0	0	0	0
Capital Expenditure	0	0	0	0	0	0
Net Surplus/ (Deficit) from Capital	0	0	0	0	0	0
Depreciation Contra	0	0	0	0	0	0
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	0	0	0	0	0	0
Net Transfer (to) / from Reserves	38,148	38,148	0	0	0	0
Net Result : Risk Management	(496,222)	(490,004)	(579,179)	(608,222)	(639,386)	(668,337)

Function: Governance	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Summary : Governance						
Total Operating Revenue	77,636	73,636	63,636	63,636	63,636	63,636
Total Operating Expenditure	1,731,290	1,831,607	1,867,895	1,865,938	2,042,465	2,178,129
Net Surplus/ (Deficit) from Operating	(1,653,654)	(1,757,971)	(1,804,259)	(1,802,302)	(1,978,829)	(2,114,493)
Capital Revenue	0	0	0	0	0	0
Capital Expenditure	18,000	15,600	60,000	0	0	0
Net Surplus/ (Deficit) from Capital	(18,000)	(15,600)	(60,000)	0	0	0
Depreciation Contra	0	0	0	0	0	0
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	0	0	0	0	0	0
Net Transfer (to) / from Reserves	38,148	108,148	0	0	0	0
Net Result	(1,633,506)	(1,665,423)	(1,864,259)	(1,802,302)	(1,978,829)	(2,114,493)

Function: Administration	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Corporate Services Management						
Operating Revenue						
Statutory Fees & Charges	29,925	29,925	25,524	26,290	27,079	27,891
User Fees & Charges	68,809	57,859	51,250	53,174	54,136	55,128
Other Revenue	114,443	114,975	115,532	117,198	118,914	120,681
Grants & Subsidies Recurrent	0	30,445	0	0	0	0
Total Operating Revenue	213,177	233,204	192,306	196,662	200,129	203,700
Capital Revenue						
Capital Grants	0	0	0	0	0	0
Capital Contributions	0	0	0	0	0	0
Total Capital Revenue	0	0	0	0	0	0
Operating Expenditure						
Administration Salaries & Wages	2,003,335	2,003,335	2,090,838	2,195,380	2,305,149	2,380,066
Administration Expenses - Other	284,980	286,797	279,160	289,535	298,220	307,167
Council Contributions	3,677	3,677	3,842	3,957	4,076	4,198
Council Offices - Cleaning	57,965	64,811	77,591	79,955	82,649	75,168
Council Offices - Maintenance	48,409	53,590	53,972	55,591	57,260	58,977
Debt Recovery Costs	65,000	65,000	65,000	65,000	65,000	65,000
Depreciation	158,718	158,718	162,686	167,567	172,594	177,772
Insurance	29,814	26,494	30,021	31,523	33,100	34,755
Legal Expenses	15,000	23,000	15,000	15,450	15,914	16,391
Loan Interest	653	653	0	0	0	0
Other Office Expenses	46,481	51,771	47,783	49,217	50,692	52,215
Staff Training	35,360	35,360	39,035	40,206	41,412	42,654
Subscriptions	24,748	25,245	25,909	26,668	27,450	28,256
Utilities	34,389	34,504	35,626	37,344	39,126	30,959
Valuation Expenses	65,717	65,613	68,674	70,734	72,856	75,042
Total Operating Expenses	2,874,246	2,898,568	2,995,137	3,128,127	3,265,498	3,348,620
Less: Overhead and Oncost Recoveries	(484,443)	(511,192)	(549,784)	(567,652)	(596,035)	(615,406)
Net Operating Expenses	2,389,803	2,387,376	2,445,353	2,560,475	2,669,463	2,733,214
Capital Expenditure						
Proceeds on Sale of Assets	40,000	82,400	70,000	40,000	30,000	40,000
Deferred Debtor Payments	0	0	0	0	0	0
Deferred Debtor Payments	10,129	10,129	10,129	10,129	10,129	10,129
Loan Principal Repayments	27,638	27,638	0	0	0	0
Transfers (to) / From Reserves						
Uncompleted Works	0	40,000	0	0	0	0
Unexpended Grants	0	0	0	0	0	0
Risk Management Reserve	0	0	0	0	0	0
Jindera Community Hub Reserve	0	0	0	0	0	0
Transfers (to) / From Reserves	0	40,000	0	0	0	0
Summary : Corporate Services Management						
Total Operating Revenue	213,177	233,204	192,306	196,662	200,129	203,700
Total Operating Expenditure	2,389,803	2,387,376	2,445,353	2,560,475	2,669,463	2,733,214
Net Surplus/ (Deficit) from Operating	(2,176,626)	(2,154,172)	(2,253,047)	(2,363,813)	(2,469,334)	(2,529,514)
Capital Revenue	0	0	0	0	0	0
Capital Expenditure	40,000	82,400	70,000	40,000	30,000	40,000
Net Surplus/ (Deficit) from Capital	(40,000)	(82,400)	(70,000)	(40,000)	(30,000)	(40,000)
Depreciation Contra	158,718	158,718	162,686	167,567	172,594	177,772
Loan Funds Raised	0	0	0	0	0	0
Deferred Debtor Repayments	10,129	10,129	10,129	10,129	10,129	10,129
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	27,638	27,638	0	0	0	0
Net Transfer (to) / from Reserves	0	40,000	0	0	0	0
Net Result : Corporate Services Management	(2,075,417)	(2,055,363)	(2,150,232)	(2,226,117)	(2,316,611)	(2,381,613)

Function: Administration	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Information Technology Services						
Capital Revenue						
Capital Grants	0	0	0	0	0	0
Capital Contributions	0	0	0	0	0	0
Total Capital Revenue	0	0	0	0	0	0
Operating Expenditure						
Administration Salaries & Wages	130,290	130,290	135,279	139,676	146,660	151,426
Computer Hardware <\$2000	30,000	30,000	35,000	36,050	37,132	38,246
Depreciation	85,592	85,592	86,762	57,431	50,881	52,407
Equipment Leases	11,000	11,000	11,400	11,400	11,400	11,400
Internet Charges	64,272	64,272	67,164	69,179	71,254	73,392
IT Contractors, Hardware and Projects	198,600	198,600	186,780	192,383	198,154	204,099
Software Licences & Upgrades	834,485	834,485	642,661	664,154	686,920	710,506
Software Maintenance & Support Calls	10,000	10,000	10,450	10,764	11,087	11,420
Website	45,561	45,561	69,015	71,085	73,217	75,414
Total Operating Expenditure	1,409,800	1,409,800	1,244,511	1,252,122	1,286,705	1,328,310
Capital Expenditure	90,000	115,000	40,000	0	0	0
Transfers (to) / From Reserves						
Uncompleted Works	0	25,000	0	0	0	0
Unexpended Grants	0	0	0	0	0	0
Risk Management Reserve	0	0	0	0	0	0
Transfers (to) / From Reserves	0	25,000	0	0	0	0
Summary : Information Technology Services						
Total Operating Revenue	0	0	0	0	0	0
Total Operating Expenditure	1,409,800	1,409,800	1,244,511	1,252,122	1,286,705	1,328,310
Net Surplus/ (Deficit) from Operating	(1,409,800)	(1,409,800)	(1,244,511)	(1,252,122)	(1,286,705)	(1,328,310)
Capital Revenue	0	0	0	0	0	0
Capital Expenditure	90,000	115,000	40,000	0	0	0
Net Surplus/ (Deficit) from Capital	(90,000)	(115,000)	(40,000)	0	0	0
Depreciation Contra	85,592	85,592	86,762	57,431	50,881	52,407
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	0	0	0	0	0	0
Net Transfer (to) / from Reserves	0	25,000	0	0	0	0
Net Result : Information Technology Services	(1,414,208)	(1,414,208)	(1,197,749)	(1,194,691)	(1,235,824)	(1,275,903)

Function: Administration	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Employment On-Costs						
Operating Revenue						
Sundry Income	0	0	0	0	0	0
Insurance Rebates	40,000	40,000	40,000	40,000	40,000	40,000
Workers Comp Accident Pays Recovered	30,000	30,000	30,000	30,000	30,000	30,000
Total Operating Revenue	70,000	70,000	70,000	70,000	70,000	70,000
Operating Expenditure						
Accident Pay	44,583	44,583	46,143	47,643	50,025	51,651
Annual Leave	1,002,156	1,002,277	1,030,550	1,064,043	1,117,245	1,153,555
Employee Assistance Program	20,000	20,000	20,700	21,373	22,442	23,171
Long Service Leave	442,590	442,590	453,710	468,456	491,879	507,865
Medicals	70,000	70,000	72,450	74,805	78,545	81,098
Employee Award Bonus Payment	0	110,371	127,646	131,794	138,384	142,881
Non Compensable Injury Management	27,000	27,000	0	0	0	0
Other Leave Expenses	29,919	29,919	25,600	26,432	27,754	28,656
Protective Clothing & Accessories	55,000	55,000	56,925	58,775	61,714	63,720
Public Holidays	547,670	547,670	563,160	581,463	610,536	630,378
Sick Leave	398,300	398,300	511,960	528,599	555,029	573,067
Special Leave (COVID)	0	0	0	0	0	0
Staff Recruitment Costs	30,000	30,000	20,000	20,150	20,305	20,464
Staff Training	135,000	135,000	180,790	186,403	193,561	199,573
Superannuation - Accumulation Scheme	1,490,960	1,490,960	1,628,050	1,680,962	1,765,010	1,822,373
Superannuation - Defined Benefit Plan	15,780	15,780	0	0	0	0
Uniform/Clothing Purchased	4,000	4,000	4,140	4,275	4,489	4,635
Work Health & Safety Expenses	5,000	5,000	5,000	5,150	5,305	5,464
Work Inspiration Day	2,101	2,101	2,101	2,164	2,229	2,295
Work Related Injury Management	30,000	30,000	30,000	30,000	30,000	30,000
Workers Comp Management Salaries & Wages	70,230	70,230	25,020	25,833	27,125	28,007
Workers Compensation Insurance	374,000	374,000	380,000	392,350	411,968	425,357
Total Operating Expenditure	4,794,289	4,904,781	5,183,945	5,350,670	5,613,545	5,794,210
Less: Payroll Oncost Recoveries	(4,724,289)	(4,834,781)	(5,113,945)	(5,280,670)	(5,543,545)	(5,724,210)
Net Operating Expenditure	70,000	70,000	70,000	70,000	70,000	70,000
Transfers (to) / From Reserves						
Uncompleted Works	0	0	0	0	0	0
Unexpended Grants	0	0	0	0	0	0
Risk Management Reserve	0	0	0	0	0	0
Transfers (to) / From Reserves	0	0	0	0	0	0
Summary : Employment On-Costs						
Total Operating Revenue	70,000	70,000	70,000	70,000	70,000	70,000
Total Operating Expenditure	70,000	70,000	70,000	70,000	70,000	70,000
Net Surplus/ (Deficit) from Operating	0	0	0	0	0	0
Capital Revenue	0	0	0	0	0	0
Capital Expenditure	0	0	0	0	0	0
Net Surplus/ (Deficit) from Capital	0	0	0	0	0	0
Depreciation Contra	0	0	0	0	0	0
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	0	0	0	0	0	0
Net Transfer (to) / from Reserves	0	0	0	0	0	0
Net Result : Employment On-Costs	0	0	0	0	0	0

Function: Administration	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Engineering Operations Management						
Operating Revenue						
User Fees & Charges	39,756	39,992	44,159	44,759	45,377	46,014
Other Revenue	0	0	0	0	0	0
Grants & Subsidies Recurrent	0	0	160,000	0	0	0
Total Operating Revenue	39,756	39,992	204,159	44,759	45,377	46,014
Capital Revenue						
Capital Grants	0	0	0	0	0	0
Capital Contributions	0	0	0	0	0	0
Total Capital Revenue	0	0	0	0	0	0
Operating Expenditure						
Administration Salaries & Wages	1,127,226	1,127,226	1,195,685	1,280,663	1,344,696	1,388,399
Administration Expenses - Other	109,420	117,951	91,081	95,813	98,688	101,649
Asset Management	328,310	404,542	486,890	511,235	596,797	614,243
Depreciation	27,445	27,445	28,131	28,975	29,844	30,739
Professional Consultancy	0	2,680	2,000	2,000	2,000	2,000
Programs & Events	5,150	30,150	5,330	5,503	5,778	5,966
Traffic Control	5,924	5,924	6,191	6,376	6,567	6,764
Jindera Flood Study	0	0	200,000	0	0	0
Staff Training	0	0	0	0	0	0
Subscriptions	4,511	4,511	3,890	3,823	3,919	4,017
Total Operating Expenditure	1,607,986	1,720,429	2,019,198	1,934,388	2,088,289	2,153,777
Less: Recoveries	(1,539,528)	(1,547,528)	(1,933,956)	(1,989,055)	(2,041,490)	(2,099,880)
Net Operating Expenditure	68,458	172,901	85,242	(54,667)	46,799	53,897
Capital Expenditure						
Proceeds on Sale of Assets	40,000	100,000	42,000	7,000	7,000	77,000
Proceeds on Sale of Assets	25,000	40,000	5,000	0	0	15,000
Transfers (to) / From Reserves						
Uncompleted Works	0	146,232	0	0	0	0
Unexpended Grants	0	2,680	0	0	0	0
Transfers (to) / From Reserves	0	148,912	0	0	0	0
Summary : Engineering Administration						
Total Operating Revenue	39,756	39,992	204,159	44,759	45,377	46,014
Total Operating Expenditure	68,458	172,901	85,242	(54,667)	46,799	53,897
Net Surplus/ (Deficit) from Operating	(28,702)	(132,909)	118,917	99,426	(1,422)	(7,883)
Capital Revenue	0	0	0	0	0	0
Capital Expenditure	40,000	100,000	42,000	7,000	7,000	77,000
Net Surplus/ (Deficit) from Capital	(40,000)	(100,000)	(42,000)	(7,000)	(7,000)	(77,000)
Depreciation Contra	27,445	27,445	28,131	28,975	29,844	30,739
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	25,000	40,000	5,000	0	0	15,000
Loan Repayments	0	0	0	0	0	0
Net Transfer (to) / from Reserves	0	148,912	0	0	0	0
Net Result : Engineering Administration	(16,257)	(16,552)	110,048	121,401	21,422	(39,144)

Function: Administration	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Depot						
Operating Revenue						
Other Revenue	0	5,304	0	0	0	0
Total Operating Revenue	0	5,304	0	0	0	0
Capital Revenue						
Capital Grants	0	0	0	0	0	0
Capital Contributions	0	0	0	0	0	0
Total Capital Revenue	0	0	0	0	0	0
Operating Expenditure						
Stores & Purchasing Administration	98,314	94,050	101,914	105,226	110,488	114,078
Depot Maintenance	62,605	86,605	70,922	73,049	75,240	77,497
Depot Operating Expenses	86,196	93,781	91,196	95,269	99,638	104,035
Depreciation	79,567	79,567	81,556	84,003	86,523	89,119
Interest on Loans	7,836	7,836	6,951	6,036	5,090	4,112
Total Operating Expenditure	334,518	361,839	352,539	363,583	376,979	388,841
Less: Recoveries	(83,224)	(83,224)	(60,000)	(61,800)	(63,654)	(65,564)
Net Operating Expenditure	251,294	278,615	292,539	301,783	313,325	323,277
Capital Expenditure	68,000	68,407	65,000	62,000	50,000	50,000
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Principal Repayments	26,175	26,175	26,175	27,060	27,975	28,921
Transfers (to) / From Reserves						
Uncompleted Works	0	22,000	0	0	0	0
Unexpended Grants	0	0	0	0	0	0
Plant Reserve	0	0	0	0	0	0
Transfers (to) / From Reserves	0	22,000	0	0	0	0
Summary : Depot Administration & Management						
Total Operating Revenue	0	5,304	0	0	0	0
Total Operating Expenditure	251,294	278,615	292,539	301,783	313,325	323,277
Net Surplus/ (Deficit) from Operating	(251,294)	(273,311)	(292,539)	(301,783)	(313,325)	(323,277)
Capital Revenue	0	0	0	0	0	0
Capital Expenditure	68,000	68,407	65,000	62,000	50,000	50,000
Net Surplus/ (Deficit) from Capital	(68,000)	(68,407)	(65,000)	(62,000)	(50,000)	(50,000)
Depreciation Contra	79,567	79,567	81,556	84,003	86,523	89,119
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	26,175	26,175	26,175	27,060	27,975	28,921
Net Transfer (to) / from Reserves	0	22,000	0	0	0	0
Net Result : Depot Administration & Management	(265,902)	(266,326)	(302,158)	(306,840)	(304,777)	(313,079)

Function: Administration	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Plant Operating						
Operating Revenue						
Diesel Fuel Rebate & Other Revenue	61,200	64,700	60,000	61,800	63,654	65,564
Total Operating Revenue	61,200	64,700	60,000	61,800	63,654	65,564
Capital Revenue						
Capital Grants	0	0	0	0	0	0
Capital Contributions	0	0	0	0	0	0
Total Capital Revenue	0	0	0	0	0	0
Operating Expenses						
Depreciation	977,499	977,499	1,001,936	1,031,994	1,062,954	1,094,843
Fuel & Oil	825,000	825,000	675,000	695,250	716,108	712,591
Insurance	151,812	170,555	178,033	186,935	196,282	206,096
Minor Plant Expenses	91,641	91,641	95,000	97,905	101,297	104,395
Tyres	60,000	60,000	80,000	82,400	84,872	87,418
Registration	140,000	140,000	140,000	144,200	148,526	152,982
Repairs and Maintenance	806,702	806,702	805,151	830,863	860,687	887,151
Total Plant Operating Expenses	3,052,654	3,071,397	2,975,120	3,069,547	3,170,726	3,245,476
Less: Plant Recoveries	(2,943,343)	(2,943,343)	(2,871,510)	(2,944,798)	(3,019,963)	(3,122,053)
Net Plant Operating Expenses	109,311	128,054	103,610	124,749	150,763	123,423
Capital Expenditure						
Proceeds on Sale of Assets	1,139,000	1,139,000	1,450,000	1,267,860	1,313,250	1,333,850
	142,000	142,000	401,500	240,000	266,000	314,000
Total Transfers (to) / from Plant Reserve	67,612	82,855	90,174	58,815	71,405	(17,134)
Summary : Plant						
Total Operating Revenue	61,200	64,700	60,000	61,800	63,654	65,564
Total Operating Expenditure	109,311	128,054	103,610	124,749	150,763	123,423
Net Surplus/ (Deficit) from Operating	(48,111)	(63,354)	(43,610)	(62,949)	(87,109)	(57,859)
Capital Revenue	0	0	0	0	0	0
Capital Expenditure	1,139,000	1,139,000	1,450,000	1,267,860	1,313,250	1,333,850
Net Surplus/ (Deficit) from Capital	(1,139,000)	(1,139,000)	(1,450,000)	(1,267,860)	(1,313,250)	(1,333,850)
Depreciation Contra	977,499	977,499	1,001,936	1,031,994	1,062,954	1,094,843
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	142,000	142,000	401,500	240,000	266,000	314,000
Loan Repayments	0	0	0	0	0	0
Net Transfer (to) / from Reserves	67,612	82,855	90,174	58,815	71,405	(17,134)
Net Result : Plant	0	0	0	0	0	0

Function: Administration	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Road Safety Officer						
Operating Revenue						
Grants & Subsidies Recurrent	10,000	10,000	10,000	10,300	10,609	10,927
Operating Contributions	85,876	85,876	87,594	92,936	97,468	100,621
Total Operating Revenue	95,876	95,876	97,594	103,236	108,077	111,548
Capital Revenue						
Capital Grants	0	0	0	0	0	0
Capital Contributions	0	0	0	0	0	0
Total Capital Revenue	0	0	0	0	0	0
Operating Expenses						
Salaries & Wages	111,040	111,040	112,560	116,218	122,029	125,995
Training	1,664	1,664	1,800	1,854	1,910	1,967
Other Administration Expenses	9,664	9,664	10,299	10,608	10,926	11,253
Project Expenses	10,000	10,000	10,000	10,300	10,609	10,927
Total Operating Expenses	132,368	132,368	134,659	138,980	145,474	150,142
Capital Expenditure	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Total Transfers (to) / from Reserve	0	0	0	0	0	0
Summary : Road Safety Officer						
Total Operating Revenue	95,876	95,876	97,594	103,236	108,077	111,548
Total Operating Expenditure	132,368	132,368	134,659	138,980	145,474	150,142
Net Surplus/ (Deficit) from Operating	(36,492)	(36,492)	(37,065)	(35,744)	(37,397)	(38,594)
Capital Revenue	0	0	0	0	0	0
Capital Expenditure	0	0	0	0	0	0
Net Surplus/ (Deficit) from Capital	0	0	0	0	0	0
Depreciation Contra	0	0	0	0	0	0
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	0	0	0	0	0	0
Net Transfer (to) / from Reserves	0	0	0	0	0	0
Net Result : Road Safety Officer	(36,492)	(36,492)	(37,065)	(35,744)	(37,397)	(38,594)
Summary : Administration						
Total Operating Revenue	480,009	509,076	624,059	476,457	487,237	496,826
Total Operating Expenditure	4,431,034	4,579,115	4,375,914	4,393,442	4,682,529	4,782,263
Net Surplus/ (Deficit) from Operating	(3,951,025)	(4,070,039)	(3,751,855)	(3,916,985)	(4,195,292)	(4,285,437)
Capital Revenue	0	0	0	0	0	0
Capital Expenditure	1,377,000	1,504,807	1,667,000	1,376,860	1,400,250	1,500,850
Net Surplus/ (Deficit) from Capital	(1,377,000)	(1,504,807)	(1,667,000)	(1,376,860)	(1,400,250)	(1,500,850)
Depreciation Contra	1,328,821	1,328,821	1,361,071	1,369,970	1,402,796	1,444,880
Loan Funds Raised	0	0	0	0	0	0
Deferred Debtor Repayments	10,129	10,129	10,129	10,129	10,129	10,129
Proceeds on Sale of Assets	167,000	182,000	406,500	240,000	266,000	329,000
Loan Repayments	53,813	53,813	26,175	27,060	27,975	28,921
Net Transfer (to) / from Reserves	67,612	318,767	90,174	58,815	71,405	(17,134)
Net Result : Administration	(3,808,276)	(3,788,942)	(3,577,156)	(3,641,991)	(3,873,187)	(4,048,333)

Function: Public Order & Safety	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Animal Control						
Operating Revenue						
Statutory Fees & Charges	36,740	36,740	37,475	38,599	39,757	40,949
User Fees & Charges	546	546	500	515	530	546
Other Revenue	0	695	0	0	0	0
Total Operating Revenue	37,286	37,981	37,975	39,114	40,287	41,495
Capital Revenue						
Capital Grants	0	0	0	0	0	0
Capital Contributions	0	0	0	0	0	0
Total Capital Revenue	0	0	0	0	0	0
Operating Expenditure						
Administration Expenditure	2,108	2,598	2,088	2,152	2,216	2,284
Debt Recovery Costs	518	518	550	567	584	602
Depreciation	474	474	474	474	474	474
Dog Impounding	192,883	192,883	201,121	207,502	216,770	223,653
Livestock Impounding	29,545	29,545	30,655	31,632	33,052	34,105
Professional Services - Legal	2,112	2,112	2,200	2,266	2,334	2,404
Staff Training	2,774	2,774	2,900	2,987	3,077	3,169
Utilities	328	328	335	352	366	381
Total Operating Expenditure	230,742	231,232	240,323	247,932	258,873	267,072
Capital Expenditure	0	0	0	0	0	0
Transfers (to) / From Reserves						
Uncompleted Works	0	0	0	0	0	0
Unexpended Grants	0	0	0	0	0	0
Reserves	0	0	0	0	0	0
Transfers (to) / From Reserves	0	0	0	0	0	0
Summary : Animal Control						
Total Operating Revenue	37,286	37,981	37,975	39,114	40,287	41,495
Total Operating Expenditure	230,742	231,232	240,323	247,932	258,873	267,072
Net Surplus/ (Deficit) from Operating	(193,456)	(193,251)	(202,348)	(208,818)	(218,586)	(225,577)
Capital Revenue	0	0	0	0	0	0
Capital Expenditure	0	0	0	0	0	0
Net Surplus/ (Deficit) from Capital	0	0	0	0	0	0
Depreciation Contra	474	474	474	474	474	474
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	0	0	0	0	0	0
Net Transfer (to) / from Reserves	0	0	0	0	0	0
Net Result : Animal Control	(192,982)	(192,777)	(201,874)	(208,344)	(218,112)	(225,103)

Function: Public Order & Safety	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Fire Services						
Operating Revenue						
Annual Maintenance & Repair Grant	354,252	348,518	362,459	373,333	384,533	396,069
Donations	0	0	0	0	0	0
Other Revenue	5,509	5,509	5,757	5,930	6,108	6,291
Green Valley Fire	0	0	0	0	0	0
Total Operating Revenue	359,761	354,027	368,216	379,263	390,641	402,360
Capital Revenue						
Capital Grants	0	0	0	0	0	0
Capital Contributions	0	150	0	0	0	0
Total Capital Revenue	0	150	0	0	0	0
Operating Expenses						
Annual Maint & Repairs Grant Expenditure - GHSC	274,686	263,443	279,740	288,132	296,775	305,679
Annual Maint & Repairs Grant Expenditure - Albury City	85,075	85,075	88,476	91,130	93,863	96,679
Total Annual Maint & Repair Grant Expenditure	359,761	348,518	368,216	379,262	390,638	402,358
Greater Hume Shire Council Expenditure	55,417	156,576	156,966	161,950	167,102	172,343
Contributions to Fire Services						
Contribution to Rural Fire Service : Emergency Services Levy	651,563	609,574	633,957	659,315	685,688	713,116
Contribution to NSW Fire Brigade : Emergency Services Levy	71,437	68,003	70,723	73,552	76,494	79,554
Contributions to Fire Services Total	723,000	677,577	704,680	732,867	762,182	792,670
Other Operating Expenses						
Depreciation	80,356	80,356	82,365	84,836	87,381	90,002
Total Other Operating Expenses	80,356	80,356	82,365	84,836	87,381	90,002
Total Operating Expenditure	1,218,534	1,263,028	1,312,227	1,358,915	1,407,303	1,457,373
Capital Expenditure	0	0	0	0	0	0
Transfers (to) / From Reserves						
Section 94 Contributions	0	(150)	47,849	0	0	0
Uncompleted Works	0	0	0	0	0	0
Unexpended Grants	0	0	0	0	0	0
Emergency Services Levy Reserve	0	50,000	0	0	0	0
Transfers (to) / From Reserves	0	49,850	47,849	0	0	0
Summary : Fire Services						
Total Operating Revenue	359,761	354,027	368,216	379,263	390,641	402,360
Total Operating Expenditure	1,218,534	1,263,028	1,312,227	1,358,915	1,407,303	1,457,373
Net Surplus/ (Deficit) from Operating	(858,773)	(909,001)	(944,011)	(979,652)	(1,016,662)	(1,055,013)
Capital Revenue	0	150	0	0	0	0
Capital Expenditure	0	0	0	0	0	0
Net Surplus/ (Deficit) from Capital	0	150	0	0	0	0
Depreciation Contra	80,356	80,356	82,365	84,836	87,381	90,002
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	0	0	0	0	0	0
Net Transfer (to) / from Reserves	0	49,850	47,849	0	0	0
Net Result : Fire Services	(778,417)	(778,645)	(813,797)	(894,816)	(929,281)	(965,011)

Function: Public Order & Safety	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
State Emergency Services						
Operating Revenue						
User Fees & Charges	0	0	0	0	0	0
Recurrent Grants	0	0	0	0	0	0
Total Operating Revenue	0	0	0	0	0	0
Operating Expenditure						
Administration Expenditure	0	0	0	0	0	0
Depreciation	14,928	14,928	14,928	14,928	14,928	14,928
Emergency Services Levy	53,621	40,250	41,860	43,534	45,275	47,086
Insurance	2,078	2,714	2,182	2,291	2,406	2,526
Utilities	2,234	2,568	2,301	2,393	2,501	2,601
Total Operating Expenditure	72,861	60,460	61,271	63,146	65,110	67,141
Capital Expenditure	0	0	0	0	0	0
Transfers (to) / From Reserves						
Uncompleted Works	0	0	0	0	0	0
Unexpended Grants	0	0	0	0	0	0
Emergency Services Levy Reserve	0	(13,371)	(14,228)	0	0	0
Transfers (to) / From Reserves	0	(13,371)	(14,228)	0	0	0
Summary : State Emergency Services						
Total Operating Revenue	0	0	0	0	0	0
Total Operating Expenditure	72,861	60,460	61,271	63,146	65,110	67,141
Net Surplus/ (Deficit) from Operating	(72,861)	(60,460)	(61,271)	(63,146)	(65,110)	(67,141)
Capital Revenue	0	0	0	0	0	0
Capital Expenditure	0	0	0	0	0	0
Net Surplus/ (Deficit) from Capital	0	0	0	0	0	0
Depreciation Contra	14,928	14,928	14,928	14,928	14,928	14,928
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	0	0	0	0	0	0
Net Transfer (to) / from Reserves	0	(13,371)	(14,228)	0	0	0
Net Result : State Emergency Services	(57,933)	(58,903)	(60,571)	(48,218)	(50,182)	(52,213)
Summary : Public Order & Safety						
Total Operating Revenue	397,047	392,008	406,191	418,377	430,928	443,855
Total Operating Expenditure	1,522,137	1,554,720	1,613,821	1,669,993	1,731,286	1,791,586
Net Surplus/ (Deficit) from Operating	(1,125,090)	(1,162,712)	(1,207,630)	(1,251,616)	(1,300,358)	(1,347,731)
Capital Revenue	0	150	0	0	0	0
Capital Expenditure	0	0	0	0	0	0
Net Surplus/ (Deficit) from Capital	0	150	0	0	0	0
Depreciation Contra	95,758	95,758	97,767	100,238	102,783	105,404
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	0	0	0	0	0	0
Net Transfer (to) / from Reserves	0	36,479	33,621	0	0	0
Net Result : Public Order & Safety	(1,029,332)	(1,030,324)	(1,076,242)	(1,151,378)	(1,197,575)	(1,242,327)

Function: Health	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Health Administration						
Operating Revenue						
User Fees & Charges	175,352	165,671	170,849	175,655	180,604	185,702
Other Revenue	0	0	0	0	0	0
Total Operating Revenue	175,352	165,671	170,849	175,655	180,604	185,702
Capital Revenue						
Capital Grants	0	0	0	0	0	0
Capital Contributions	0	0	0	0	0	0
Total Capital Revenue	0	0	0	0	0	0
Operating Expenditure						
Administration : Salaries & Wages	95,806	95,806	104,270	107,659	113,042	116,716
Administration Overhead Allocation	31,919	32,044	29,101	29,694	30,350	31,025
On-Site Sewerage	62,090	52,090	64,930	66,999	70,015	72,248
Staff Training	3,274	3,274	3,400	3,487	3,577	3,669
Depreciation Contra	16,880	16,880	17,302	17,821	18,356	18,907
Total Operating Expenditure	209,969	200,094	219,003	225,660	235,340	242,565
Capital Expenditure	60,000	115,000	15,000	0	65,000	0
Proceeds on Sale of Assets	25,000	35,000	5,000	0	10,000	0
Transfers (to) / From Reserves						
Uncompleted Works	0	45,000	0	0	0	0
Unexpended Grants	0	0	0	0	0	0
Reserves	0	0	0	0	0	0
Transfers (to) / From Reserves	0	45,000	0	0	0	0
Summary : Health Administration						
Total Operating Revenue	175,352	165,671	170,849	175,655	180,604	185,702
Total Operating Expenditure	209,969	200,094	219,003	225,660	235,340	242,565
Net Surplus/ (Deficit) from Operating	(34,617)	(34,423)	(48,154)	(50,005)	(54,736)	(56,863)
Capital Revenue	0		0	0	0	0
Capital Expenditure	60,000	115,000	15,000	0	65,000	0
Net Surplus/ (Deficit) from Capital	(60,000)	(115,000)	(15,000)	0	(65,000)	0
Depreciation Contra	16,880	16,880	17,302	17,821	18,356	18,907
Loan Funds Raised	0		0	0	0	0
Proceeds on Sale of Assets	25,000	35,000	5,000	0	10,000	0
Loan Repayments	0		0	0	0	0
Net Transfer (to) / from Reserves	0	45,000	0	0	0	0
Net Result : Health Administration	(52,737)	(52,543)	(40,852)	(32,184)	(91,380)	(37,956)

Function: Environment	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Waste Management						
Operating Revenue						
Rates & Annual Charges						
Std Combo Waste Residential	1,536,990	1,383,958	1,517,472	1,578,171	1,649,189	1,715,157
Std Combo Waste Business	221,370	130,473	136,125	141,570	147,941	153,859
Vacant Waste	13,320	12,397	12,195	12,195	12,195	12,195
Recycle Only Waste	9,450	6,916	7,268	7,559	7,899	8,215
Garbage Only Waste	79,980	74,177	38,430	39,967	41,766	43,437
Rural Garbage & Recycling	0	110,385	116,523	121,184	126,637	131,702
Business Garbage & Recycling	0	62,995	67,063	69,746	72,885	75,800
Organics	0	1,167	1,296	1,348	1,409	1,465
Pensioner Concessions	(27,500)	(27,500)	(27,500)	(28,325)	(29,175)	(30,050)
Total Rates & Annual Charges	1,833,610	1,754,968	1,868,872	1,943,415	2,030,746	2,111,780
User Fees & Charges						
Tipping Fees	173,747	173,747	177,223	182,541	188,018	193,657
Total User Fees & Charges	173,747	173,747	177,223	182,541	188,018	193,657
Grants & Subsidies Recurrent						
Pensioner Rates Subsidy	15,125	15,125	15,125	15,579	16,046	16,527
State Grants & Subsidies	0	15,347	0	0	0	0
Grants & Subsidies Recurrent	15,125	30,472	15,125	15,579	16,046	16,527
Other Revenue	60,000	64,894	60,000	60,000	60,000	60,000
Total Operating Revenue	2,082,482	2,024,081	2,121,220	2,201,535	2,294,810	2,381,964
Capital Revenue						
S7.11 Capital Contributions	0	0	0	0	0	0
Total Capital Revenue	0	0	0	0	0	0
Operating Expenditure						
Administration Expenses						
Administration : Salaries & Wages	85,254	85,254	104,528	107,925	113,321	117,004
Administration Overhead Allocation	53,974	53,974	55,863	57,679	60,563	62,531
Administration Expenses - Other	2,776	8,107	1,800	1,854	1,910	1,967
Depreciation	84,805	84,805	89,045	91,716	94,467	97,301
Insurance	16,479	15,082	15,836	16,628	17,459	18,332
Utilities	7,784	6,957	7,326	7,619	7,962	8,280
Administration Expenses	251,072	254,179	274,398	283,421	295,682	305,415
Other Operations Expenses						
Kerbside Collection	254,463	254,463	264,642	272,581	280,758	289,181
Organics	0	600,000	624,000	642,720	662,002	681,862
Recycling Services	934,937	334,937	348,334	358,784	369,548	380,634
Abandoned Vehicle Disposal	9,362	10,896	9,704	10,015	10,485	10,822
Drum Muster	5,118	5,118	5,118	5,184	5,273	5,344
Goods for Resale	4,500	5,554	0	0	0	0
Concrete Crushing	40,000	25,000	40,000	0	40,000	0
Tyre Disposal	0	300	0	40,000	0	40,000
Other Operations Expenses	1,248,380	1,236,268	1,291,798	1,329,284	1,368,066	1,407,843

Function: Environment	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Waste Site Operations						
Brocklesby Transfer Station	8,012	8,012	8,012	8,263	8,601	8,871
Burrumbuttock Transfer Station	9,216	9,216	9,603	9,901	10,279	10,598
Culcairn Landfill	125,133	125,133	126,285	130,305	136,118	140,452
Gerogery Transfer Station	10,987	10,987	10,987	11,336	11,836	12,212
Henty Transfer Station	13,963	13,963	16,963	17,493	18,194	18,763
Holbrook Landfill	109,508	109,508	109,508	113,024	118,316	122,115
Jindera Transfer Station	60,832	60,832	60,832	62,733	65,241	67,281
Mullengandera Transfer Station	13,302	13,302	13,302	13,725	14,334	14,790
Total Waste Site Operations	350,953	350,953	355,492	366,780	382,919	395,082
Waste Site Maintenance						
Brocklesby Transfer Station	1,616	1,616	1,616	1,664	1,714	1,765
Burrumbuttock Transfer Station	3,016	3,016	8,016	8,256	8,504	8,759
Culcairn Landfill	29,192	29,192	20,457	21,084	21,820	22,488
Gerogery Transfer Station	3,458	3,458	3,598	3,709	3,854	3,974
Henty Transfer Station	4,632	4,632	4,839	4,985	5,139	5,293
Holbrook Landfill	39,480	54,480	50,747	71,683	63,959	75,895
Jindera Transfer Station	8,805	8,805	18,768	19,331	19,911	20,509
Mullengandera Transfer Station	1,672	11,672	7,672	7,903	8,149	8,394
Walla Walla Landfill	1,599	283,306	0	0	0	0
Woomargama	1,131	1,131	0	0	0	0
Total Waste Site Maintenance	94,601	401,308	115,713	138,615	133,050	147,077
Total Operating Expenditure	1,945,006	2,242,708	2,037,401	2,118,100	2,179,717	2,255,417
Capital Expenditure	50,000	70,000	50,000	50,000	50,000	550,000
Loan Funds Raised	0	0	0	0	0	0
Loan Principal Repayments	0	0	0	0	0	0
Transfers (to) / From Reserves						
Uncompleted Works	0	20,000	0	0	0	0
Unexpended Grants	0	0	0	0	0	0
Section 7.11 Contributions	0	0	0	0	0	0
Waste Management Reserve	0	357,000	0	0	0	500,000
Transfers (to) / From Reserves	0	377,000	0	0	0	500,000
Summary : Waste Management						
Total Operating Revenue	2,082,482	2,024,081	2,121,220	2,201,535	2,294,810	2,381,964
Total Operating Expenditure	1,945,006	2,242,708	2,037,401	2,118,100	2,179,717	2,255,417
Net Surplus/ (Deficit) from Operating	137,476	(218,627)	83,819	83,435	115,093	126,547
Capital Revenue	0	0	0	0	0	0
Capital Expenditure	50,000	70,000	50,000	50,000	50,000	550,000
Net Surplus/ (Deficit) from Capital	(50,000)	(70,000)	(50,000)	(50,000)	(50,000)	(550,000)
Add Back: Depreciation Contra	84,805	84,805	89,045	91,716	94,467	97,301
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	0	0	0	0	0	0
Net Transfer (to) / from Reserves	0	377,000	0	0	0	500,000
Net Result : Waste Management	172,281	173,178	122,864	125,151	159,560	173,848

Function: Environment	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Noxious Animals & Insects						
Operating Revenue						
Other Revenue	0	0	0	0	0	0
Total Operating Revenue	0	0	0	0	0	0
Operating Expenditure						
Elm Leaf Beetle	5,000	5,000	5,000	5,000	5,000	5,000
Feral Animals	5,000	5,000	5,000	5,000	5,000	5,000
Total Operating Expenditure	10,000	10,000	10,000	10,000	10,000	10,000
Transfers (to) / From Reserves						
Uncompleted Works	0	0	0	0	0	0
Unexpended Grants	0	0	0	0	0	0
Reserves	0	0	0	0	0	0
Transfers (to) / From Reserves	0	0	0	0	0	0
Summary : Noxious Animals & Insects						
Total Operating Revenue	0	0	0	0	0	0
Total Operating Expenditure	10,000	10,000	10,000	10,000	10,000	10,000
Net Surplus/ (Deficit) from Operating	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Capital Revenue	0	0	0	0	0	0
Capital Expenditure	0	0	0	0	0	0
Net Surplus/ (Deficit) from Capital	0	0	0	0	0	0
Add Back: Depreciation Contra	0	0	0	0	0	0
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	0	0	0	0	0	0
Net Transfer (to) / from Reserves	0	0	0	0	0	0
Net Result : Noxious Animals & Insects	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)

Function: Environment	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Noxious Plants						
Operating Revenue						
WAP Program	89,754	0	89,754	92,447	95,220	98,077
Fees & Charges	0	0	0	0	0	0
Other Grants	0	0	0	0	0	0
Total Operating Revenue	89,754	0	89,754	92,447	95,220	98,077
Capital Revenue						
Capital Grants	0	0	0	0	0	0
Capital Contributions	0	0	0	0	0	0
Total Capital Revenue	0	0	0	0	0	0
Operating Expenditure						
Weeds Program	273,076	183,322	304,117	313,841	328,211	338,708
Total Operating Expenditure	273,076	183,322	304,117	313,841	328,211	338,708
Capital Expenditure	0	0	0	0	0	0
Transfers (to) / From Reserves						
Uncompleted Works	0	0	0	0	0	0
Transfers (to) / From Reserves	0	0	0	0	0	0
Summary : Noxious Plants						
Total Operating Revenue	89,754	0	89,754	92,447	95,220	98,077
Total Operating Expenditure	273,076	183,322	304,117	313,841	328,211	338,708
Net Surplus/ (Deficit) from Operating	(183,322)	(183,322)	(214,363)	(221,394)	(232,991)	(240,631)
Capital Revenue	0	0	0	0	0	0
Capital Expenditure	0	0	0	0	0	0
Net Surplus/ (Deficit) from Capital	0	0	0	0	0	0
Add Back: Depreciation Contra	0	0	0	0	0	0
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	0	0	0	0	0	0
Net Transfer (to) / from Reserves	0	0	0	0	0	0
Net Result : Noxious Plants	(183,322)	(183,322)	(214,363)	(221,394)	(232,991)	(240,631)

Function: Environment	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Street Cleaning						
Operating Revenue						
User Fees & Charges						
Lockhart Sweeping	5,000	0	6,000	6,196	6,505	6,716
Total Operating Revenue	10,000	5,000	6,000	6,196	6,505	6,716
Capital Revenue						
Capital Grants	0	0	0	0	0	0
Capital Contributions	0	0	0	0	0	0
Total Capital Revenue	0	0	0	0	0	0
Operating Expenses						
Maintenance - Street Sweeping	0	0	0	0	0	0
Brocklesby	1,790	1,790	1,790	1,845	1,911	1,970
Burrumbuttock	2,579	2,579	2,579	2,659	2,757	2,842
Culcairn	18,238	18,238	21,238	21,899	22,754	23,462
Gerogery	2,293	2,293	2,293	2,363	2,446	2,521
Henty	11,839	11,839	11,839	12,204	12,654	13,044
Holbrook	16,876	16,876	19,876	20,495	21,292	21,955
Jindera	14,245	14,245	14,245	14,683	15,210	15,677
Walbundrie	2,750	2,750	2,750	2,835	2,942	3,033
Walla Walla	5,553	5,553	5,553	5,726	5,954	6,140
Woomargama	783	783	783	807	836	862
Total Maintenance - Street Sweeping	76,946	76,946	82,946	85,516	88,756	91,506
Private Works						
Lockhart Sweeping	5,000	0	5,000	5,163	5,421	5,597
Total Private Works	10,000	5,000	5,000	5,163	5,421	5,597
Total Operating Expenses	86,946	81,946	87,946	90,679	94,177	97,103
Capital Expenditure	0	0	0	0	0	0
Transfers (to) / From Reserves						
Street Cleaning Reserve	0	0	0	0	0	0
Transfers (to) / From Reserves	0	0	0	0	0	0
Summary : Street Cleaning Reserve						
Total Operating Revenue	10,000	5,000	6,000	6,196	6,505	6,716
Total Operating Expenditure	86,946	81,946	87,946	90,679	94,177	97,103
Net Surplus/ (Deficit) from Operating	(76,946)	(76,946)	(81,946)	(84,483)	(87,672)	(90,387)
Capital Revenue	0	0	0	0	0	0
Capital Expenditure	0	0	0	0	0	0
Net Surplus/ (Deficit) from Capital	0	0	0	0	0	0
Depreciation Contra	0	0	0	0	0	0
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	0	0	0	0	0	0
Net Transfer (to) / from Reserves	0	0	0	0	0	0
Net Result : Street Cleaning Reserve	(76,946)	(76,946)	(81,946)	(84,483)	(87,672)	(90,387)

Function: Environment	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Stormwater Drainage						
Capital Revenue						
Capital Grants	4,500,000	4,204,907	0	1,600,000	1,600,000	2,000,000
Capital Contributions	0	0	0	0	0	0
Total Capital Revenue	4,500,000	4,204,907	0	1,600,000	1,600,000	2,000,000
Operating Expenses						
Stormwater Drainage Maintenance						
Clearing Drains	4,285	4,285	4,285	4,418	4,588	4,730
Minor Repairs	60,281	110,281	105,281	108,476	112,033	115,433
Mowing	3,075	3,075	3,075	3,170	3,292	3,395
Spraying	6,184	6,184	6,184	6,374	6,606	6,809
Other Maintenance	31,742	31,742	31,742	32,732	34,028	35,090
Stormwater Drainage Maintenance	105,567	155,567	150,567	155,170	160,547	165,457
Depreciation	135,107	222,034	233,136	240,130	247,334	254,754
Total Operating Expenditure	240,674	377,601	383,703	395,300	407,881	420,211
Capital Expenditure	4,700,000	4,665,946	510,000	2,200,000	2,150,000	2,500,000
Transfers (to) / From Reserves						
Uncompleted Works	0	24,840	0	0	0	0
Unexpended Grants	0	0	0	0	0	0
Land Development Reserve	0	200,000	0	0	0	0
Section 7.12 Contributions	0	0	0	0	0	0
Transfers (to) / From Reserves	0	224,840	0	0	0	0
Summary : Storm Water Drainage						
Total Operating Revenue	0	0	0	0	0	0
Total Operating Expenditure	240,674	377,601	383,703	395,300	407,881	420,211
Net Surplus/ (Deficit) from Operating	(240,674)	(377,601)	(383,703)	(395,300)	(407,881)	(420,211)
Capital Revenue	4,500,000	4,204,907	0	1,600,000	1,600,000	2,000,000
Capital Expenditure	4,700,000	4,665,946	510,000	2,200,000	2,150,000	2,500,000
Net Surplus/ (Deficit) from Capital	(200,000)	(461,039)	(510,000)	(600,000)	(550,000)	(500,000)
Depreciation Contra	135,107	222,034	233,136	240,130	247,334	254,754
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	0	0	0	0	0	0
Net Transfer (to) / from Reserves	0	224,840	0	0	0	0
Net Result : Storm Water Drainage	(305,567)	(391,766)	(660,567)	(755,170)	(710,547)	(665,457)

Function: Environment	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Summary : Environment						
Total Operating Revenue	2,182,236	2,029,081	2,216,974	2,300,178	2,396,535	2,486,757
Total Operating Expenditure	2,555,702	2,895,577	2,823,167	2,927,920	3,019,986	3,121,439
Net Surplus/ (Deficit) from Operating	(373,466)	(866,496)	(606,193)	(627,742)	(623,451)	(634,682)
Capital Revenue	4,500,000	4,204,907	0	1,600,000	1,600,000	2,000,000
Capital Expenditure	4,750,000	4,735,946	560,000	2,250,000	2,200,000	3,050,000
Net Surplus/ (Deficit) from Capital	(250,000)	(531,039)	(560,000)	(650,000)	(600,000)	(1,050,000)
Depreciation Contra	219,912	306,839	322,181	331,846	341,801	352,055
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	0	0	0	0	0	0
Net Transfer (to) / from Reserves	0	601,840	0	0	0	500,000
Net Result : Environment	(403,554)	(488,856)	(844,012)	(945,896)	(881,650)	(832,627)

Function: Community Services & Education	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Family Day Care						
Operating Revenue						
Admin Levy	716,300	596,300	583,268	600,766	618,789	637,353
Educator Levy	14,872	28,600	29,921	30,819	31,744	32,696
Grants & Contributions	0	0	0	0	0	0
Other Revenue	14,400	545	10,400	10,400	10,400	10,400
Total Operating Revenue	745,572	625,445	623,589	641,985	660,933	680,449
Operating Expenses						
Administration Expenditure						
Administration Salaries & Wages	437,100	437,100	487,170	503,003	528,153	545,318
Administration - Other	27,757	39,230	39,282	40,430	41,613	42,832
Building Maintenance	6,076	6,076	6,000	6,184	6,400	6,596
Cleaning	9,000	9,000	12,120	12,484	12,859	13,245
Insurance	0	0	0	0	0	0
Overhead Allocation	37,333	37,333	38,640	39,896	41,891	43,252
Computer / IT Expenditure	35,000	39,054	36,876	37,983	39,122	40,296
Furniture	0	0	0	0	0	0
Programs & Events	12,500	13,007	15,900	16,377	16,868	17,374
Rent	53,000	53,000	55,385	57,047	58,758	60,521
Subscriptions	2,327	2,327	2,327	2,397	2,469	2,543
Staff Training	2,500	2,500	2,500	2,575	2,652	2,732
Utilities	10,500	10,500	11,000	11,550	12,112	12,702
Depreciation	0	0	0	0	0	0
Total Operating Expenditure	633,093	649,127	707,200	729,926	762,897	787,411
Capital Expenditure	0	0	0	40,000	100,000	0
Proceeds on Sale of Assets	0	0	0	0	0	40,000
Transfers (to) / From Reserves						
Family Day Care Reserve	(112,479)	23,682	83,611	127,941	201,964	66,962
Transfers (to) / From Reserves	(112,479)	23,682	83,611	127,941	201,964	66,962
Summary : Family Day Care						
Total Operating Revenue	745,572	625,445	623,589	641,985	660,933	680,449
Total Operating Expenditure	633,093	649,127	707,200	729,926	762,897	787,411
Net Surplus/ (Deficit) from Operating	112,479	(23,682)	(83,611)	(87,941)	(101,964)	(106,962)
Capital Revenue	0	0	0	0	0	0
Capital Expenditure	0	0	0	40,000	100,000	0
Net Surplus/ (Deficit) from Capital	0	0	0	(40,000)	(100,000)	0
Add Back: Depreciation Contra	0	0.00	0	0	0	0
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	40,000
Loan Repayments	0	0	0	0	0	0
Net Transfer (to) / from Reserves	(112,479)	23,682	83,611	127,941	201,964	66,962
Net Result : Family Day Care	0	0	0	0	0	0

Function: Community Services & Education	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Children Services - Culcairn, Holbrook , Henty Walla Walla & Culcairn						
Operating Revenue						
Family Levy	870,000	820,000	971,400	1,000,543	1,039,247	1,085,148
CCCS Subsidies	2,030,000	1,950,000	2,161,250	2,234,401	2,396,426	2,507,923
Grants & Subsidies Recurrent	1,138,914	1,065,119	1,025,070	1,067,381	1,111,311	1,156,920
After School Hours Care	15,080	175,080	294,000	302,821	311,905	321,262
Vacation Care	158,360	23,360	134,550	138,587	142,744	147,027
Total Operating Revenue	4,212,354	4,033,559	4,586,270	4,743,733	5,001,633	5,218,280
Operating Expenditure						
Salaries & Wages - Child Facing	2,503,612	2,373,612	2,610,339	2,695,175	2,829,934	2,921,907
Salaries & Wages - Non Child Facing	581,245	581,245	538,277	555,771	583,561	602,528
Advertising and Marketing	8,000	8,000	8,000	8,300	8,581	8,872
Audit	5,481	5,481	3,000	3,090	3,182	3,278
Cleaning	65,014	65,543	54,017	55,637	57,308	59,027
Depreciation	0	0	0	0	0	0
Electricity	13,698	13,698	14,498	15,223	15,984	16,784
Equipment Purchases	15,000	15,000	10,000	10,300	10,610	10,928
Food	54,500	55,500	36,000	37,080	38,194	39,340
Furniture	0	0	0	0	0	0
Health & Hygiene	50,800	50,800	33,800	34,814	35,858	36,934
Insurance	11,115	10,677	11,201	11,762	12,350	12,968
IT Consultancy	71,020	81,324	81,675	84,125	86,648	89,248
Telephone and Internet	9,700	10,200	11,200	11,536	11,879	12,237
Maintenance	115,222	115,922	196,704	171,944	179,062	184,693
Other Expenses	86,369	90,835	43,869	45,194	46,623	48,030
Overheads Allocation	157,442	157,442	162,953	168,249	176,662	182,404
After School Hours Care	1,000	301,000	241,187	249,029	261,482	269,978
Vacation Care	155,100	155,100	121,505	125,357	130,817	134,966
Rates	6,648	7,854	8,563	8,905	9,306	9,678
Rent	68,236	68,236	71,308	73,448	75,652	77,920
Resources	23,500	23,600	26,000	26,780	27,584	28,411
Software Licences	6,480	6,480	4,000	4,120	4,244	4,371
Subscriptions	3,000	3,000	4,000	4,120	4,244	4,372
Training & Conferences	15,514	15,514	20,964	21,593	22,241	22,908
Water	3,000	3,000	3,000	3,150	3,276	3,408
Total Operating Expenditure	4,030,696	4,219,063	4,316,060	4,424,702	4,635,282	4,785,190
Capital Expenditure	0	11,160	40,000	0	0	50,000
Proceeds on Sale of Assets						
Transfers (to) / From Reserves						
Uncompleted Works	0	0	0	0	0	0
Unexpended Grant - Culcairn Children Services	0	0	0	0	0	0
Henty Children Services Reserve	(102,916)	(101,293)	(51,954)	(130,077)	(123,897)	(82,304)
Walla Walla Children Services Reserve	(37,951)	(39,600)	(95,444)	(100,942)	(91,315)	(96,802)
Holbrook Children Services Reserve	(155,982)	(142,429)	(7,526)	(12,037)	10,423	6,241
Holbrook Children Services Liquidation Proceeds Reserve	0	0	0	0	0	0
Culcairn Children Services Reserve	115,191	191,466	(75,286)	(75,975)	(161,562)	(210,225)
Culcairn Children Services Liquidation Proceeds Reserve	0	0	0	0	0	0
Transfers (to) / From Reserves	(181,658)	(91,856)	(230,210)	(319,031)	(366,351)	(383,090)
Summary : Children Services						
Total Operating Revenue	4,212,354	4,033,559	4,586,270	4,743,733	5,001,633	5,218,280
Total Operating Expenditure	4,030,696	4,219,063	4,316,060	4,424,702	4,635,282	4,785,190
Net Surplus/ (Deficit) from Operating	181,658	(185,504)	270,210	319,031	366,351	433,090
Capital Revenue	0	0	0	0	0	0
Capital Expenditure	0	11,160	40,000	0	0	50,000
Net Surplus/ (Deficit) from Capital	0	(11,160)	(40,000)	0	0	(50,000)
Add Back: Depreciation Contra	0	0	0	0	0	0
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	0	0	0	0	0	0
Net Transfer (to) / from Reserves	(181,658)	(91,856)	(230,210)	(319,031)	(366,351)	(383,090)
Net Result : Children Services	0	(288,520)	0	0	0	0

Function: Community Services & Education	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Pre-School						
Operating Expenditure						
Henty Pre-School	1,152	0	1,152	1,198	1,252	1,302
Jindera Pre-School	1,531	1,695	1,531	1,604	1,669	1,735
Total Operating Expenditure	2,683	1,695	2,683	2,802	2,921	3,037
Transfers (to) / From Reserves						
Children Services Reserve	0	0	0	0	0	0
Transfers (to) / From Reserves	0	0	0	0	0	0
Summary : Pre-School						
Total Operating Revenue	0	0	0	0	0	0
Total Operating Expenditure	2,683	1,695	2,683	2,802	2,921	3,037
Net Surplus/ (Deficit) from Operating	(2,683)	(1,695)	(2,683)	(2,802)	(2,921)	(3,037)
Capital Revenue	0	0	0	0	0	0
Capital Expenditure	0	0	0	0	0	0
Net Surplus/ (Deficit) from Capital	0	0	0	0	0	0
Add Back: Depreciation Contra	0	0	0	0	0	0
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	0	0	0	0	0	0
Net Transfer (to) / from Reserves	0	0	0	0	0	0
Net Result : Pre-School	(2,683)	(1,695)	(2,683)	(2,802)	(2,921)	(3,037)

Function: Community Services & Education	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Youth Services						
Operating Revenue						
User Fees & Charges	0	0	0	0	0	0
Grants & Subsidies Recurrent	3,500	3,500	3,500	3,605	3,713	3,824
Total Operating Revenue	3,500	3,500	3,500	3,605	3,713	3,824
Operating Expenditure						
Administration - Salaries & Wages	0	0	25,340	26,164	27,472	28,365
Administration - Other	0	0	1,000	1,030	1,060	1,092
Depreciation	0	0	0	0	0	0
Programs & Events	10,000	16,824	10,000	10,302	10,627	10,947
Total Operating Expenditure	10,000	16,824	36,340	37,496	39,159	40,404
Capital Expenditure	0	0	0	0	40,000	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Transfers (to) / From Reserves						
Uncompleted Works	0	0	0	0	0	0
Youth Reserves	0	0	0	0	0	0
Unexpended Grants	0	6,824	0	0	0	0
Transfers (to) / From Reserves	0	6,824	0	0	0	0
Summary : Youth Services						
Total Operating Revenue	3,500	3,500	3,500	3,605	3,713	3,824
Total Operating Expenditure	10,000	16,824	36,340	37,496	39,159	40,404
Net Surplus/ (Deficit) from Operating	(6,500)	(13,324)	(32,840)	(33,891)	(35,446)	(36,580)
Capital Revenue	0	0	0	0	0	0
Capital Expenditure	0	0	0	0	40,000	0
Net Surplus/ (Deficit) from Capital	0	0	0	0	(40,000)	0
Add Back: Depreciation Contra	0	0	0	0	0	0
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	0	0	0	0	0	0
Net Transfer (to) / from Reserves	0	6,824	0	0	0	0
Net Result : Youth Services	(6,500)	(6,500)	(32,840)	(33,891)	(75,446)	(36,580)

Function: Community Services & Education	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Aged Care Rental and Community Housing						
Operating Income						
Rent						
Community Housing	55,255	44,255	55,255	56,913	58,620	60,379
Frampton Court Rental Units	118,404	118,404	118,404	121,956	125,615	129,383
Kala Court Rental Units	47,599	37,000	47,599	49,027	50,498	52,013
Kala Court Self Funded Rental Units	34,320	28,080	34,320	35,350	36,411	37,503
Aged Care Rental Units Culcairn	23,681	23,681	23,681	23,681	23,681	23,681
Aged Care Rental Units Jindera	21,280	21,280	21,280	21,280	21,280	21,280
Total Rent	300,539	272,700	300,539	308,207	316,105	324,239
Other Income						
Kala Court Self Funded Rental Units Entry Contributions	51,300	51,300	51,300	51,300	51,300	51,300
Total Other Income	51,300	51,300	51,300	51,300	51,300	51,300
Total Operating Income	351,839	324,000	351,839	359,507	367,405	375,539
Operating Expenditure						
Community Housing	12,424	11,466	13,469	13,876	14,318	14,751
Frampton Court Rental Units	39,438	39,604	34,213	35,256	36,447	37,558
Kala Court Rental Units	19,711	19,711	19,711	20,306	20,937	21,568
Kala Court Self Funded Rental Units	23,023	23,023	23,023	23,736	24,636	25,399
Aged Care Rental Units Culcairn	11,064	11,064	11,064	11,404	11,813	12,177
Aged Care Rental Units Jindera	14,925	14,925	9,925	10,227	10,579	10,902
Total Maintenance	120,585	119,793	111,405	114,805	118,730	122,355
Operating Expenses						
Community Housing	16,246	17,204	18,393	19,112	20,043	20,827
Frampton Court Rental Units	35,357	35,191	45,160	47,008	49,179	51,053
Kala Court Rental Units	13,824	18,151	12,221	12,738	13,343	13,883
Kala Court Self Funded Rental Units	21,741	27,285	26,387	27,473	28,774	29,924
Aged Care Rental Units Culcairn	8,354	8,484	8,804	9,162	9,598	9,974
Aged Care Rental Units Jindera	8,394	8,797	8,844	9,198	9,638	10,017
Total Operating Expenses	103,916	115,113	119,809	124,691	130,575	135,678
Depreciation	116,451	116,451	116,451	119,945	123,542	127,248
Total Operating Expenditure	340,952	351,356	347,665	359,441	372,847	385,281

Function: Community Services & Education	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Capital Expenditure	106,000	116,285	126,000	126,000	126,000	111,000
Transfers (to) / From Reserves						
Community Housing	(2,585)	8,415	607	75	(259)	(801)
Frampton Court Rental Units	(19,609)	(19,609)	(15,031)	(15,692)	(15,989)	(16,772)
Kala Court Rental Units	(14,064)	11,147	4,333	4,017	3,782	3,438
Kala Court Self Funded Units	(12,856)	(1,072)	(8,210)	(7,441)	(6,301)	(5,480)
Aged Care Rental Units Culcairn	10,737	10,867	11,187	11,885	12,730	13,470
Aged Care Rental Units Jindera	17,039	17,492	12,489	13,145	13,937	(361)
S7.11 Reserve	0	(50)	0	0	0	0
Transfers (to) / From Reserves	(21,338)	27,190	5,375	5,989	7,900	(6,506)
Summary : Aged Care Rental and Community Housing						
Total Operating Revenue	351,839	324,000	351,839	359,507	367,405	375,539
Total Operating Expenditure	340,952	351,356	347,665	359,441	372,847	385,281
Net Surplus/ (Deficit) from Operating	10,887	(27,356)	4,174	66	(5,442)	(9,742)
Capital Revenue	0	0	0	0	0	0
Capital Expenditure	106,000	116,285	126,000	126,000	126,000	111,000
Net Surplus/ (Deficit) from Capital	(106,000)	(116,285)	(126,000)	(126,000)	(126,000)	(111,000)
Add Back: Depreciation Contra	116,451	116,451	116,451	119,945	123,542	127,248
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	0	0	0	0	0	0
Net Transfer (to) / from Reserves	(21,338)	27,190	5,375	5,989	7,900	(6,506)
Net Result : Aged Care Rental and Community Housing	0	0	0	0	0	0

Function: Community Services & Education	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Other Community Services						
Operating Revenue						
Culcairn Newsletter	6,398	6,398	6,398	6,590	6,788	6,992
Henty Newsletter	5,332	15,354	5,332	5,492	5,657	5,827
Holbrook Newsletter	37,323	62,323	37,323	38,443	39,596	40,784
Other	0	0	0	0	0	0
Total Operating Revenue	49,053	84,075	49,053	50,525	52,041	53,603
Operating Expenditure						
Culcairn Newsletter	6,398	6,398	6,398	6,590	6,788	6,992
Henty Newsletter	5,332	5,332	5,332	5,492	5,657	5,827
Holbrook Newsletter	37,323	42,323	37,323	38,443	39,596	40,784
Other	0	0	0	0	0	0
Culcairn Men's Shed	836	1,006	836	869	908	944
Holbrook Community Garden	0	10,022	0	0	0	0
Depreciation	0	0	0	0	0	0
Total Operating Expenditure	49,889	65,081	49,889	51,394	52,949	54,547
Transfers (to) / From Reserves						
Other Community Services	0	(20,000)	0	0	0	0
Transfers (to) / From Reserves	0	(20,000)	0	0	0	0
Summary : Other Community Services						
Total Operating Revenue	49,053	84,075	49,053	50,525	52,041	53,603
Total Operating Expenditure	49,889	65,081	49,889	51,394	52,949	54,547
Net Surplus/ (Deficit) from Operating	(836)	18,994	(836)	(869)	(908)	(944)
Capital Revenue	0	0	0	0	0	0
Capital Expenditure	0	0	0	0	0	0
Net Surplus/ (Deficit) from Capital	0	0	0	0	0	0
Add Back: Depreciation Contra	0	0	0	0	0	0
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	0	0	0	0	0	0
Net Transfer (to) / from Reserves	0	(20,000)	0	0	0	0
Net result : Other Community Services	(836)	(1,006)	(836)	(869)	(908)	(944)
Summary : Community Services & Education						
Total Operating Revenue	5,362,318	5,070,579	5,614,251	5,799,355	6,085,725	6,331,695
Total Operating Expenditure	5,067,313	5,303,146	5,459,837	5,605,761	5,866,055	6,055,870
Net Surplus/ (Deficit) from Operating	295,005	(232,567)	154,414	193,594	219,670	275,825
Capital Revenue	0	0	0	0	0	0
Capital Expenditure	106,000	127,445	166,000	166,000	266,000	161,000
Net Surplus/ (Deficit) from Capital	(106,000)	(127,445)	(166,000)	(166,000)	(266,000)	(161,000)
Add Back: Depreciation Contra	116,451	116,451	116,451	119,945	123,542	127,248
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	40,000
Loan Repayments	0	0	0	0	0	0
Net Transfer (to) / from Reserves	(315,475)	(54,160)	(141,224)	(185,101)	(156,487)	(322,634)
Net result : Community Services & Education	(10,019)	(297,721)	(36,359)	(37,562)	(79,275)	(40,561)

Function: Housing & Community Amenities	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Street Lighting						
Operating Revenue						
User Charges & Fees	24,000	24,000	24,000	24,000	24,000	24,000
Total Operating Revenue	24,000	24,000	24,000	24,000	24,000	24,000
Operating Expenditure						
Electricity	157,953	157,953	164,271	172,485	181,109	190,164
Street Light Installations	10,000	33,186	10,000	10,000	10,000	10,000
Total Operating Expenditure	167,953	191,139	174,271	182,485	191,109	200,164
Capital Expenditure	0	0	0	0	0	0
Transfers (to) / From Reserves						
Uncompleted Works	0	23,186	0	0	0	0
Unexpended Grants	0	0	0	0	0	0
Internal Reserves	0	0	0	0	0	0
Transfers (to) / From Reserves	0	23,186	0	0	0	0
Summary : Street Lighting						
Total Operating Revenue	24,000	24,000	24,000	24,000	24,000	24,000
Total Operating Expenditure	167,953	191,139	174,271	182,485	191,109	200,164
Net Surplus/ (Deficit) from Operating	(143,953)	(167,139)	(150,271)	(158,485)	(167,109)	(176,164)
Capital Revenue	0	0	0	0	0	0
Capital Expenditure	0	0	0	0	0	0
Net Surplus/ (Deficit) from Capital	0	0	0	0	0	0
Add Back: Depreciation Contra	0	0	0	0	0	0
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	0	0	0	0	0	0
Net Transfer (to) / from Reserves	0	23,186	0	0	0	0
Net Result : Street Lighting	(143,953)	(143,953)	(150,271)	(158,485)	(167,109)	(176,164)

Function: Housing & Community Amenities		Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Cemeteries							
Operating Revenue							
Cemetery Fees							
Cookardinia Cemetery	1,066	1,066	1,114	1,147	1,181	1,216	
Culcairn Cemetery	15,996	15,996	16,716	17,217	17,734	18,266	
Henty Cemetery	13,330	13,330	13,930	14,348	14,778	15,221	
Holbrook Cemetery	17,595	17,595	18,387	18,939	19,507	20,092	
Jindera Cemetery	9,065	9,065	9,473	9,757	10,050	10,352	
Walla Walla Cemetery	9,065	9,065	9,473	9,757	10,050	10,352	
Woomargama Cemetery	1,066	1,066	1,114	1,147	1,181	1,216	
Total Operating Revenue		67,183	67,183	70,207	72,312	74,481	76,715
Capital Revenue							
Capital Grants and Contributions	5,000	5,000	0	0	0	0	
Total Capital Revenue		5,000	5,000	0	0	0	0
Operating Expenses							
Cemetery Maintenance							
Burrumbuttock Cemetery	4,158	4,158	5,125	5,278	5,436	5,599	
Cookardinia Cemetery	5,500	5,500	5,748	5,920	6,098	6,281	
Culcairn Cemetery	15,416	15,416	16,077	16,568	17,135	17,659	
Gerogery Cemetery	1,600	1,600	0	0	0	0	
Gerogery West Cemetery	4,000	4,000	4,180	4,305	4,434	4,567	
Goombargana Cemetery	2,175	2,175	2,269	2,339	2,420	2,494	
Henty Cemetery	9,453	9,453	9,856	10,157	10,510	10,833	
Holbrook Cemetery	20,767	20,767	21,589	22,268	23,175	23,903	
Jindera Cemetery	3,895	3,895	4,054	4,180	4,342	4,477	
Mullengandra Cemetery	6,000	6,000	6,270	6,458	6,652	6,852	
Walbundrie Cemetery	3,000	3,000	3,135	3,229	3,326	3,426	
Walla Walla Cemetery	8,781	8,781	9,165	9,443	9,752	10,047	
Woomargama Cemetery	6,127	6,127	6,403	6,595	6,793	6,997	
Total Cemetery Maintenance		90,872	90,872	93,871	96,740	100,073	103,135

Function: Housing & Community Amenities		Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Cemetery Other Operating Expenses							
General Cemetery	36,533	36,533	43,274	44,680	46,914	48,439	
Brocklesby Cemetery	0	0	0	0	0	0	
Bungowannah Cemetery	282	1,330	282	282	282	282	
Burrumbuttock Cemetery	592	592	592	606	622	637	
Cookardinia Cemetery	406	406	406	411	416	421	
Culcairn Cemetery	5,170	5,170	5,170	5,325	5,485	5,650	
Gerogery Cemetery	0	0	0	0	0	0	
Gerogery West Cemetery	0	0	0	0	0	0	
Goombargana Cemetery	250	250	250	250	250	250	
Henty Cemetery	8,482	8,470	8,483	8,738	9,000	9,270	
Holbrook Cemetery	4,907	4,913	4,942	5,096	5,258	5,422	
Jindera Cemetery	304	30	32	33	34	35	
Moorwatha Cemetery	250	250	250	250	250	250	
Mullengandra Cemetery	250	250	250	250	250	250	
Walbundrie Cemetery	0	0	0	0	0	0	
Walla Walla Cemetery	3,188	3,188	3,188	3,295	3,400	3,509	
Woomargama Cemetery	0	0	0	0	0	0	
Total Cemetery Other Operating Expenses	60,614	61,382	67,119	69,216	72,161	74,415	
Depreciation	6,438	6,438	6,438	6,631	6,830	7,035	
Total Cemeteries Operating Expenditure	157,924	158,692	167,428	172,587	179,064	184,585	
Capital Expenditure	25,000	50,000	10,000	10,000	10,000	10,000	
Transfers (to) / From Reserves							
Uncompleted Works	0	26,050	0	0	0	0	
Transfers (to) / From Reserves	0	26,050	0	0	0	0	
Summary : Cemeteries							
Total Operating Revenue	67,183	67,183	70,207	72,312	74,481	76,715	
Total Operating Expenditure	157,924	158,692	167,428	172,587	179,064	184,585	
Net Surplus/ (Deficit) from Operating	(90,741)	(91,509)	(97,221)	(100,275)	(104,583)	(107,870)	
Capital Revenue	5,000	5,000	0	0	0	0	
Capital Expenditure	25,000	50,000	10,000	10,000	10,000	10,000	
Net Surplus/ (Deficit) from Capital	(20,000)	(45,000)	(10,000)	(10,000)	(10,000)	(10,000)	
Add Back: Depreciation Contra	6,438	6,438	6,438	6,631	6,830	7,035	
Loan Funds Raised	0	0	0	0	0	0	
Proceeds on Sale of Assets	0	0	0	0	0	0	
Loan Repayments	0	0	0	0	0	0	
Net Transfer (to) / from Reserves	0	26,050	0	0	0	0	
Net Result : Cemeteries	(104,303)	(104,021)	(100,783)	(103,644)	(107,753)	(110,835)	

Function: Housing & Community Amenities	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Town Planning						
Operating Revenue						
User Fees & Charges	251,693	258,693	260,034	270,436	281,253	292,504
Grants & Subsidies	0	148,217	0	0	0	0
Solar Farm Contribution	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0
Total Operating Revenue	251,693	406,910	260,034	270,436	281,253	292,504
Capital Revenue						
Section 7.12 (94A) Development Consent Levies	200,000	200,000	200,000	200,000	200,000	200,000
Total Capital Revenue	200,000	200,000	200,000	200,000	200,000	200,000
Total Capital Revenue	200,000	200,000	200,000	200,000	200,000	200,000
Operating Expenditure						
Administration - Salaries & Wages	359,405	359,405	397,897	410,829	431,370	445,390
Administration - Other Expenses	15,539	18,039	11,942	12,285	12,639	13,003
Legal Expenses	75,000	85,549	75,000	75,000	75,000	75,000
Professional Services - Planning Consultant	0	8,730	0	0	0	0
Ton Planning LEP	0	0	0	0	0	0
Subscriptions	0	0	0	0	0	0
Staff Training	6,180	6,180	6,180	6,365	6,556	6,753
West Jindera Rezoning Studies	0	325,549	0	0	0	250,000
South Jindera Precinct	0	20,000	0	0	0	0
Greater Hume Settlement Strategy	50,000	50,000	0	0	0	0
Total Operating Expenses	506,124	873,452	491,019	504,479	525,565	790,146
Capital Expenditure	0	22,668	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Transfers (to) / From Reserves						
Uncompleted Works	0	230,549	0	0	0	0
Unexpended Grants	0	0	0	0	0	0
Solar Farm Reserves	0	0	0	0	0	0
Section 7.12 Contributions	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
Transfers (to) / From Reserves	(200,000)	30,549	(200,000)	(200,000)	(200,000)	(200,000)
Summary : Town Planning						
Total Operating Revenue	251,693	406,910	260,034	270,436	281,253	292,504
Total Operating Expenditure	506,124	873,452	491,019	504,479	525,565	790,146
Net Surplus/ (Deficit) from Operating	(254,431)	(466,542)	(230,985)	(234,043)	(244,312)	(497,642)
Capital Revenue	200,000	200,000	200,000	200,000	200,000	200,000
Capital Expenditure	0	22,668	0	0	0	0
Net Surplus/ (Deficit) from Capital	200,000	177,332	200,000	200,000	200,000	200,000
Add Back: Depreciation Contra	0	0	0	0	0	0
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	0	0	0	0	0	0
Net Transfer (to) / from Reserves	(200,000)	30,549	(200,000)	(200,000)	(200,000)	(200,000)
Net Result : Town Planning	(254,431)	(258,661)	(230,985)	(234,043)	(244,312)	(497,642)

Function: Housing & Community Amenities	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Public Conveniences						
Operating Expenses						
Public Toilets Maintenance						
Brocklesby Public Toilets	1,057	1,057	1,101	1,135	1,177	1,213
Burrumbuttock Public Toilets	1,057	1,057	1,096	1,131	1,184	1,222
Culcairn Public Toilets	5,399	5,577	5,620	5,795	6,016	6,203
Gerogery Public Toilets	1,876	2,154	1,949	2,010	2,094	2,160
Henty Public Toilets	3,793	3,825	3,942	4,067	4,236	4,370
Holbrook Public Toilets	6,986	6,986	7,268	7,495	7,790	8,034
10 Mile Creek Public Toilets	595	595	619	639	665	686
Submarine Area Public Toilets	596	631	620	640	667	688
Jindera Public Toilets	4,328	7,953	4,501	4,643	4,830	4,982
Walbundrie Public Toilets	1,056	1,409	1,101	1,135	1,176	1,212
Walla Walla Public Toilets	1,056	1,056	1,102	1,136	1,176	1,212
Woomargama Public Toilets	1,057	1,057	1,101	1,135	1,180	1,217
Total Public Toilets Maintenance	28,856	33,357	30,020	30,961	32,191	33,199
Public Toilets Other Operating Expenses						
Brocklesby Public Toilets	4,943	4,928	5,121	5,282	5,504	5,677
Burrumbuttock Public Toilets	4,591	4,591	4,769	4,920	5,128	5,290
Culcairn Public Toilets	18,273	18,916	18,934	19,584	20,501	21,208
Gerogery Public Toilets	4,340	4,340	4,508	4,650	4,848	5,001
Henty Public Toilets	21,747	21,696	22,541	23,286	24,282	25,067
Holbrook Public Toilets	27,962	27,894	28,906	29,948	31,223	32,303
10 Mile Creek Public Toilets	43,496	43,496	45,029	46,478	48,687	50,255
Submarine Area Public Toilets	45,246	45,246	46,934	48,432	50,629	52,246
Jindera Public Toilets	16,207	16,363	17,018	17,549	18,260	18,833
Walbundrie Public Toilets	11,105	11,105	11,512	11,881	12,437	12,837
Walla Walla Public Toilets	9,274	9,274	9,617	9,924	10,384	10,716
Woomargama Public Toilets	8,364	8,364	8,679	8,987	9,407	9,741
Total Public Toilets Other Operating Expenses	215,548	216,213	223,568	230,921	241,290	249,174
Depreciation	36,638	36,638	37,554	38,681	39,841	41,036
Total Public Toilets Expenditure	281,042	286,208	291,142	300,563	313,322	323,409
Capital Expenditure	40,000	80,000	0	0	0	0
Transfers (to) / From Reserves						
Uncompleted Works	0	40,000	0	0	0	0
Unexpended Grants	0	0	0	0	0	0
Transfers (to) / From Reserves	0	40,000	0	0	0	0
Summary : Public Conveniences						
Total Operating Revenue	0	0	0	0	0	0
Total Operating Expenditure	281,042	286,208	291,142	300,563	313,322	323,409
Net Surplus/ (Deficit) from Operating	(281,042)	(286,208)	(291,142)	(300,563)	(313,322)	(323,409)
Capital Revenue	0	0	0	0	0	0
Capital Expenditure	40,000	80,000	0	0	0	0
Net Surplus/ (Deficit) from Capital	(40,000)	(80,000)	0	0	0	0
Add Back: Depreciation Contra	36,638	36,638	37,554	38,681	39,841	41,036
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	0	0	0	0	0	0
Net Transfer (to) / from Reserves	0	40,000	0	0	0	0
Net Result : Public Conveniences	(284,404)	(289,570)	(253,588)	(261,882)	(273,481)	(282,373)

Function: Housing & Community Amenities	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Council Owned Housing						
Operating Revenue						
Rent						
46 Young Street, Holbrook	14,040	14,040	14,040	14,602	15,186	15,793
45 Lyne Street, Henty	23,920	23,920	47,840	47,840	47,840	47,840
10 Vine Street, Holbrook	13,000	13,000	13,000	13,520	14,061	14,623
Total Operating Revenue	50,960	50,960	74,880	75,962	77,087	78,256
Expenditure						
Maintenance						
46 Young Street, Holbrook	4,157	4,157	4,157	4,281	4,410	4,543
45 Lyne Street, Henty	4,157	4,157	4,157	4,281	4,410	4,543
10 Vine Street, Holbrook	3,135	3,135	3,135	3,229	3,326	3,426
Total Maintenance	11,449	11,449	11,449	11,791	12,146	12,512
Operating Expenses						
46 Young Street, Holbrook	3,403	3,557	3,660	3,790	3,936	4,076
45 Lyne Street, Henty	4,246	4,325	4,506	4,676	4,855	5,031
10 Vine Street, Holbrook	3,374	3,466	3,646	3,828	4,019	4,220
Total Operating Expenses	11,023	11,348	11,812	12,294	12,810	13,327
Depreciation	11,799	11,799	11,799	12,153	12,518	12,894
Total Operating Expenditure	34,271	34,596	35,060	36,238	37,474	38,733
Capital Expenditure	0	0	0	0	0	0
Transfers (to) / From Reserves						
Uncompleted Works	0	0	0	0	0	0
Unexpended Grants	0	0	0	0	0	0
Staff Housing Reserve Culcairn	0	0	(39,177)	(38,883)	(38,575)	(38,266)
Staff Housing Reserve Holbrook	(28,488)	(28,163)	(12,442)	(12,994)	(13,556)	(14,151)
Transfers (to) / From Reserves	(28,488)	(28,163)	(51,619)	(51,877)	(52,131)	(52,417)
Summary : Council Owned Housing						
Total Operating Revenue	50,960	50,960	74,880	75,962	77,087	78,256
Total Operating Expenditure	34,271	34,596	35,060	36,238	37,474	38,733
Net Surplus/ (Deficit) from Operating	16,689	16,364	39,820	39,724	39,613	39,523
Capital Revenue	0	0	0	0	0	0
Capital Expenditure	0	0	0	0	0	0
Net Surplus/ (Deficit) from Capital	0	0	0	0	0	0
Add Back: Depreciation Contra	11,799	11,799	11,799	12,153	12,518	12,894
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	0	0	0	0	0	0
Net Transfer (to) / from Reserves	(28,488)	(28,163)	(51,619)	(51,877)	(52,131)	(52,417)
Net Result : Council Owned Housing	0	0	0	0	0	0

Function: Housing & Community Amenities	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Other Community Amenities						
Operating Revenue						
Wirraminna	0	0	0	0	0	0
Rent - Children Services Buildings	68,236	68,236	71,308	73,448	75,652	77,920
Total Operating Revenue	68,236	68,236	71,308	73,448	75,652	77,920
Capital Revenue						
Wirraminna	0	0	0	0	0	0
Other	0	0	0	0	0	0
Total Capital Revenue	0	0	0	0	0	0
Operating Expenses						
Wirraminna (Including Depreciation)	18,566	18,862	18,671	19,234	19,815	20,413
Other	0	0	0	0	0	0
Total Operating Expenditure	18,566	18,862	18,671	19,234	19,815	20,413
Capital Expenditure	0	0	0	0	0	0
Loan Funds Raised	0	0	0	0	0	0
Loan Principal Repayments	0	0	0	0	0	0
Transfers (to) / From Reserves						
Wirraminna	0	0	0	0	0	0
Other	0	0	0	0	0	0
Transfers (to) / From Reserves	0	0	0	0	0	0
Summary : Other Community Amenities						
Total Operating Revenue	68,236	68,236	71,308	73,448	75,652	77,920
Total Operating Expenditure	18,566	18,862	18,671	19,234	19,815	20,413
Net Surplus/ (Deficit) from Operating	49,670	49,374	52,637	54,214	55,837	57,507
Capital Revenue	0	0	0	0	0	0
Capital Expenditure	0	0	0	0	0	0
Net Surplus/ (Deficit) from Capital	0	0	0	0	0	0
Add Back: Depreciation Contra	(4,991)	(4,991)	(4,991)	(5,141)	(5,295)	(5,454)
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	0	0	0	0	0	0
Net Transfer (to) / from Reserves	0	0	0	0	0	0
Net Result : Other Community Amenities	54,661	54,365	57,628	59,355	61,132	62,961
Summary : Housing & Community Amenities						
Total Operating Revenue	462,072	617,289	500,429	516,158	532,473	549,395
Total Operating Expenditure	1,165,880	1,562,949	1,177,591	1,215,586	1,266,349	1,557,450
Net Surplus/ (Deficit) from Operating	(703,808)	(945,660)	(677,162)	(699,428)	(733,876)	(1,008,055)
Capital Revenue	205,000	205,000	200,000	200,000	200,000	200,000
Capital Expenditure	65,000	152,668	10,000	10,000	10,000	10,000
Net Surplus/ (Deficit) from Capital	140,000	52,332	190,000	190,000	190,000	190,000
Add Back: Depreciation Contra	49,884	49,884	50,800	52,324	53,894	55,511
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	0	0	0	0	0	0
Net Transfer (to) / from Reserves	(228,488)	91,622	(251,619)	(251,877)	(252,131)	(252,417)
Net Result : Housing & Community Amenities	(732,430)	(741,840)	(677,999)	(698,699)	(731,523)	(1,004,053)

Function: Water Supplies		Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Water Supplies							
Operating Revenue							
Rates & Annual Charges		817,658	817,658	894,084	975,267	1,063,821	1,160,416
Pensioner Concessions		(30,649)	(30,649)	(33,648)	(36,340)	(39,247)	(42,387)
Statutory Fees & Charges		0	0	0	0	0	0
User Fees & Charges		1,444,502	1,444,502	1,732,305	1,864,809	2,007,914	2,162,467
Pensioner Rates Subsidy		16,857	16,857	18,506	19,987	21,586	23,313
Interest & Investment Income		108,249	108,249	139,171	135,582	112,836	68,536
Operating Grants & Subsidies		43,325	43,325	30,000	0	0	0
Other Revenue		0	0	0	0	0	0
Total Operating Revenue		2,399,941	2,399,941	2,780,418	2,959,305	3,166,910	3,372,345
Capital Revenue							
Capital Grants		4,046,000	4,046,000	80,000	4,250,000	2,737,500	0
Capital Contributions		123,550	123,550	138,865	123,351	116,422	145,603
Total Capital Revenue		4,169,550	4,169,550	218,865	4,373,351	2,853,922	145,603
Operating Expenditure							
Villages Water Scheme							
Water Purchases - Albury City		873,000	873,000	963,500	1,040,580	1,123,826	1,213,732
Treatment Works	Maintenance	10,000	10,000	10,000	10,390	10,794	11,212
Treatment Works	Operating Expenses	3,425	3,425	3,425	3,562	3,700	3,849
Mains	Maintenance	78,425	94,825	153,863	100,929	104,555	108,320
Mains	Operating Expenses	64,500	64,500	84,000	81,735	84,565	87,492
Pumping Stations	Maintenance	3,250	3,250	3,250	3,120	3,240	3,370
Pumping Stations	Operating Expenses	79,940	79,940	82,220	85,960	89,877	93,972
Reservoirs	Maintenance	3,380	3,380	3,380	3,520	3,670	3,810
Reservoirs	Operating Expenses	47,000	47,000	47,000	47,814	39,173	50,580
Standpipes	Maintenance	4,000	4,000	4,000	4,150	1,060	1,090
Standpipes	Operating Expenses	12,750	12,750	18,500	19,636	20,848	22,140
Villages Water Total		1,179,670	1,196,070	1,373,138	1,401,396	1,485,308	1,599,567
Culcairn Water Scheme							
Treatment Works	Maintenance	16,250	16,250	16,250	14,290	14,590	15,170
Treatment Works	Operating Expenses	47,000	47,000	51,000	53,224	55,555	58,006
Mains	Maintenance	24,500	24,500	32,000	33,164	34,372	35,625
Mains	Operating Expenses	36,750	36,750	38,250	36,509	37,805	39,149
Pumping Stations	Maintenance	11,250	11,250	6,250	6,485	6,723	6,974
Pumping Stations	Operating Expenses	25,490	25,490	20,135	21,114	22,138	23,222
Reservoirs	Maintenance	2,250	2,250	2,250	2,340	2,430	2,520
Reservoirs	Operating Expenses	20,560	20,560	20,560	21,350	22,181	23,033
Standpipes	Maintenance	2,250	2,250	2,250	2,336	2,423	2,510
Standpipes	Operating Expenses	1,500	1,500	1,500	1,560	1,620	1,680
Culcairn Water Total		187,800	187,800	190,445	192,372	199,837	207,889
Other Expenses							
Depreciation		532,735	532,735	578,017	627,148	680,456	738,295
Administration		410,325	415,066	430,190	444,662	459,632	475,096
Professional Services		65,000	65,000	75,000	0	0	0
Other Expenses Total		1,008,060	1,012,801	1,083,207	1,071,810	1,140,088	1,213,391
Interest on Loans							
		0	0	0	287,000	278,977	270,494
Total Operating Expenditure		2,375,530	2,396,671	2,646,790	2,952,578	3,104,210	3,291,341

Function: Water Supplies	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Capital Expenditure	6,085,000	6,502,000	2,507,500	8,610,000	5,522,500	387,500
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Funds Raised	0	0	0	5,000,000	0	0
Loan Principal Repayments	0	0	0	139,767	147,790	156,273
Transfers (to) / From Reserves						
S64 Contributions	(123,550)	(123,550)	(138,865)	(123,351)	(116,422)	(145,603)
Water Fund Reserve	1,481,854	1,919,995	1,715,855	(1,134,108)	2,189,634	(275,526)
Transfers (to) / From Reserves	1,358,304	1,796,445	1,576,990	(1,257,459)	2,073,212	(421,129)
Summary : Water Supplies						
Total Operating Revenue	2,399,941	2,399,941	2,780,418	2,959,305	3,166,910	3,372,345
Total Operating Expenditure	2,375,530	2,396,671	2,646,790	2,952,578	3,104,210	3,291,341
Net Surplus/ (Deficit) from Operating	24,411	3,270	133,628	6,727	62,700	81,004
Capital Revenue	4,169,550	4,169,550	218,865	4,373,351	2,853,922	145,603
Capital Expenditure	6,085,000	6,502,000	2,507,500	8,610,000	5,522,500	387,500
Net Surplus/ (Deficit) from Capital	(1,915,450)	(2,332,450)	(2,288,635)	(4,236,649)	(2,668,578)	(241,897)
Depreciation Contra	532,735	532,735	578,017	627,148	680,456	738,295
Loan Funds Raised	0	0	0	5,000,000	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	0	0	0	139,767	147,790	156,273
Net Transfer (to) / from Reserves	1,358,304	1,796,445	1,576,990	(1,257,459)	2,073,212	(421,129)
Net Result : Water Supplies	0	0	0	0	0	0

Function: Sewerage Services		Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Sewerage Services							
Operating Revenue							
Rates & Annual Charges		1,643,879	1,643,879	1,792,677	1,955,453	2,133,008	2,326,685
Pensioner Concessions		(40,163)	(40,163)	(34,135)	(35,500)	(36,920)	(38,397)
Statutory Fees & Charges		0	0	0	0	0	0
User Fees & Charges		261,863	261,863	264,130	282,180	301,530	322,277
Pensioner Rates Subsidy		22,090	22,090	18,774	19,525	20,306	21,118
Interest & Investment Income		66,951	66,951	100,036	233,636	307,930	143,809
Operating Grants and Subsidies		0	330,198	30,000	0	0	0
Other Revenue		0	0	0	0	0	0
Total Operating Revenue		1,954,620	2,284,818	2,171,482	2,455,294	2,725,854	2,775,492
Capital Revenue							
Capital Grants		0	0	0	0	0	0
Capital Contributions		216,000	216,000	216,000	3,974,640	3,983,626	3,992,971
Total Capital Revenue		216,000	216,000	216,000	3,974,640	3,983,626	3,992,971
Operating Expenditure							
Burrumbuttock Sewer							
Mains	Maintenance	1,268	1,268	1,268	1,310	1,350	1,390
Mains	Operations Expenses	7,970	7,970	7,970	8,319	8,671	9,046
Pumping Stations	Maintenance	450	450	450	470	490	510
Pumping Stations	Operations Expenses	0	0	0	0	0	0
Reuse Water	Operations Expenses	1,155	1,155	1,155	10,670	1,300	1,350
Treatment Sewer	Maintenance	1,032	1,032	1,032	1,060	1,100	1,150
Treatment Sewer	Operations Expenses	0	0	0	0	0	0
Total Operating Expenses - Burrumbuttock Sewer		11,875	11,875	11,875	21,829	12,911	13,446
Culcairn Sewer							
Mains	Maintenance	9,750	9,750	9,750	10,110	10,510	10,920
Mains	Operations Expenses	5,750	5,750	5,750	8,990	9,340	9,690
Pumping Stations	Maintenance	10,000	10,000	10,000	10,380	10,780	11,190
Pumping Stations	Operations Expenses	31,960	31,960	31,960	33,250	34,590	35,980
Reuse Water	Maintenance	5,120	5,120	5,120	5,320	5,530	5,750
Reuse Water	Operations Expenses	23,570	23,570	23,570	24,490	25,440	26,430
Treatment Sewer	Maintenance	11,000	19,000	14,000	14,550	15,130	15,730
Treatment Sewer	Operations Expenses	71,590	71,590	72,477	75,310	78,250	81,310
Total Operating Expenses - Culcairn Sewer		168,740	176,740	172,627	182,400	189,570	197,000
Henty Sewer							
Mains	Maintenance	11,500	11,500	11,500	11,920	12,340	12,780
Mains	Operations Expenses	5,630	5,630	5,630	5,630	5,860	16,090
Pumping Stations	Maintenance	3,870	3,870	3,870	4,020	4,180	4,350
Pumping Stations	Operations Expenses	1,750	1,750	1,750	1,820	1,890	1,960
Reuse Water	Maintenance	5,120	5,120	5,120	5,320	5,530	5,750
Reuse Water	Operations Expenses	17,350	17,350	17,600	18,290	18,990	19,730
Treatment Sewer	Maintenance	9,150	40,000	14,150	14,710	15,290	15,890
Treatment Sewer	Operations Expenses	70,910	70,910	70,910	73,720	76,620	79,650
Total Operating Expenses - Henty Sewer		125,280	156,130	130,530	135,430	140,700	156,200
Holbrook Sewer							
Mains	Maintenance	11,000	11,000	11,000	11,420	11,840	12,280
Mains	Operations Expenses	18,000	8,000	8,000	11,110	11,540	11,980
Pumping Stations	Maintenance	4,750	4,750	4,750	4,930	5,110	5,300
Pumping Stations	Operations Expenses	36,190	36,190	36,880	38,430	40,070	41,760
Reuse Water	Maintenance	0	10,000	2,000	2,080	2,160	2,240
Reuse Water	Operations Expenses	0	0	0	0	0	0
Treatment Sewer	Maintenance	13,100	13,100	18,100	18,810	19,560	20,340
Treatment Sewer	Operations Expenses	175,070	175,070	175,801	182,290	189,010	195,990
Total Operating Expenses - Holbrook Sewer		258,110	258,110	256,531	269,070	279,290	289,890

ANNEXURE 9

Function: Sewerage Services		Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Jindera Sewer							
Mains	Maintenance	8,250	18,000	14,250	14,780	15,330	15,900
Mains	Operations Expenses	18,250	18,250	18,750	19,790	20,170	10,560
Pumping Stations	Maintenance	10,500	10,500	10,500	10,900	11,320	11,750
Pumping Stations	Operations Expenses	56,920	56,920	63,216	65,790	68,480	71,270
Reuse Water	Maintenance	0	0	0	0	0	0
Reuse Water	Operations Expenses	0	0	0	0	0	0
Treatment Works	Maintenance	3,250	41,000	78,750	442,070	4,650	4,830
Treatment Works	Operations Expenses	22,170	22,170	22,659	23,570	24,510	25,490
Total Operating Expenses - Jindera Sewer		119,340	166,840	208,125	576,900	144,460	139,800
Walla Walla Sewer							
Mains	Maintenance	5,750	5,750	5,750	5,970	6,200	6,440
Mains	Operations Expenses	3,390	4,414	3,390	3,390	3,530	3,670
Pumping Stations	Maintenance	4,550	4,550	4,550	4,730	4,920	5,120
Pumping Stations	Operations Expenses	16,805	16,805	16,805	17,490	18,200	18,930
Reuse Water	Maintenance	0	0	0	0	0	0
Reuse Water	Operations Expenses	1,460	1,460	1,460	1,520	1,580	1,640
Treatment Works	Maintenance	5,410	5,410	8,910	9,270	9,640	10,030
Treatment Works	Operations Expenses	48,780	48,780	48,780	50,650	52,580	54,600
Total Operating Expenses - Walla Walla Sewer		86,145	87,169	89,645	93,020	96,650	100,430
Other Expenses							
Depreciation		766,700	766,700	785,868	852,667	925,144	1,003,781
Administration		576,404	572,508	590,027	609,921	631,192	653,242
Professional Services		0	25,000	145,000	0	0	0
Other Expenses Total		1,343,104	1,364,208	1,520,895	1,462,588	1,556,336	1,657,023
Interest on Loans		0	0	0	746,200	725,341	703,285
Total Operating Expenditure		2,112,594	2,221,072	2,390,228	3,487,437	3,145,258	3,257,074
Capital Expenditure		885,000	1,603,994	2,278,000	8,414,500	8,521,000	8,201,583
Proceeds on Sale of Assets		0	0	0	0	0	0
Loan Funds Raised		0	0	0	13,000,000	0	0
Loan Principal Repayments		0	0	0	363,394	384,253	406,309
Transfers (to) / From Reserves							
S64 Contributions		(216,000)	(216,000)	(216,000)	(224,640)	(233,626)	(242,971)
Sewerage Services Reserve		276,274	773,548	1,710,878	(7,792,630)	4,649,513	4,335,693
Transfers (to) / From Reserves		60,274	557,548	1,494,878	(8,017,270)	4,415,887	4,092,722
Summary : Sewerage Services							
Total Operating Revenue		1,954,620	2,284,818	2,171,482	2,455,294	2,725,854	2,775,492
Total Operating Expenditure		2,112,594	2,221,072	2,390,228	3,487,437	3,145,258	3,257,074
Net Surplus/ (Deficit) from Operating		(157,974)	63,746	(218,746)	(1,032,143)	(419,404)	(481,582)
Capital Revenue		216,000	216,000	216,000	3,974,640	3,983,626	3,992,971
Capital Expenditure		885,000	1,603,994	2,278,000	8,414,500	8,521,000	8,201,583
Net Surplus/ (Deficit) from Capital		(669,000)	(1,387,994)	(2,062,000)	(4,439,860)	(4,537,374)	(4,208,612)
Depreciation Contra		766,700	766,700	785,868	852,667	925,144	1,003,781
Loan Funds Raised		0	0	0	13,000,000	0	0
Proceeds on Sale of Assets		0	0	0	0	0	0
Loan Repayments		0	0	0	363,394	384,253	406,309
Net Transfer (to) / from Reserves		60,274	557,548	1,494,878	(8,017,270)	4,415,887	4,092,722
Net Result : Sewerage Services		(0)	0	0	0	0	0

Function: Recreation & Culture	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Halls & Community Centres						
Operating Revenue						
User Fees & Charges	4,750	4,750	3,200	2,065	2,127	2,191
Total Operating Revenue	4,750	4,750	3,200	2,065	2,127	2,191
Capital Revenue						
Capital Grants	0	100,000	0	0	4,000,000	0
Capital Contributions	0	0	0	0	0	0
Total Capital Revenue	0	100,000	0	0	4,000,000	0
Operating Expenditure						
Hall Maintenance						
Brocklesby Public Hall	2,050	2,050	1,500	1,545	1,591	1,639
Brocklesby PO Public Hall	0	0	0	0	0	0
Bungowannah Public Hall	0	306	0	0	0	0
Burrumbuttock Public Hall	5,100	5,100	2,000	2,060	2,122	2,186
Carabost Public Hall	0	51	500	515	530	546
Cookardinia Public Hall	2,050	2,050	1,500	1,545	1,591	1,639
Culcairn Public Hall	6,100	6,100	6,000	6,180	6,365	6,556
Gerogery Public Hall	6,100	6,100	2,000	2,060	2,122	2,186
Holbrook Public Hall	6,100	6,100	6,000	6,180	6,365	6,556
Jindera Public Hall	1,020	1,020	1,500	1,545	1,591	1,639
Lankeys Creek Public Hall	3,000	3,000	1,500	1,549	1,626	1,679
Little Billabong Public Hall	2,040	2,040	1,500	1,545	1,591	1,639
Mullengandra Public Hall	1,500	1,500	1,500	1,545	1,591	1,639
Walbundrie Public Hall	2,040	2,242	1,500	1,545	1,591	1,639
Walla Walla Public Hall	2,330	2,330	3,000	2,330	2,400	2,472
Woomargama Public Hall	1,500	1,500	1,500	1,549	1,626	1,679
Wymah Public Hall	1,030	1,030	1,500	1,549	1,626	1,679
Total Hall Maintenance	41,960	42,519	33,000	33,242	34,328	35,373
Hall Other Operating Expenditure by Location						
Brocklesby Public Hall	6,564	6,314	6,590	6,880	7,181	7,491
Brocklesby PO Public Hall	4,006	3,840	0	0	0	0
Bungowannah Public Hall	273	200	211	219	229	238
Burrumbuttock Public Hall	5,271	5,677	7,145	7,456	7,786	8,123
Carabost Public Hall	1,558	1,505	1,998	2,098	2,202	2,311
Cookardinia Public Hall	4,438	4,345	4,544	4,732	4,930	5,132
Culcairn Public Hall	18,286	18,090	18,857	19,767	20,739	21,731
Gerogery Public Hall	5,937	5,845	6,476	6,758	7,051	7,351
Henty Public Hall	6,680	6,680	6,950	7,160	7,370	7,590
Holbrook Public Hall	15,888	15,684	17,760	18,532	19,345	20,181
Jindera Public Hall	6,722	6,784	6,866	7,160	7,462	7,767
Lankeys Creek Public Hall	2,932	2,874	2,998	3,115	3,235	3,359
Little Billabong Public Hall	3,325	3,250	3,392	3,528	3,668	3,813
Mullengandra Public Hall	3,434	6,339	3,494	3,624	3,759	3,899
Walbundrie Public Hall	5,807	5,847	6,114	6,408	6,716	7,033
Walla Walla Public Hall	9,217	9,790	10,254	10,710	11,193	11,684
Woomargama Public Hall	4,477	4,599	4,957	5,160	5,372	5,584
Wymah Public Hall	1,180	1,130	1,186	1,245	1,307	1,372
Total Hall Other Operating Expenditure by Location	105,995	108,793	109,792	114,552	119,545	124,659
Depreciation	230,882	480,882	486,654	501,254	516,292	531,781
Interest on Loans	0	0	0	0	0	0
Total Hall Expenditure	378,837	632,194	629,446	649,048	670,165	691,813

Function: Recreation & Culture		Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Capital Expenditure		0	450,920	110,000	50,000	4,020,000	20,000
Transfers (to) / From Reserves							
Uncompleted Works		0	14,000	0	0	0	0
Unexpended Grants		0	0	0	0	0	0
Voluntary Planning Agreement - Solar Farms		0	340,000	0	0	0	0
Reserve		0	0	50,000	30,000	0	0
Transfers (to) / From Reserves		0	354,000	50,000	30,000	0	0
Summary : Halls & Community Centres							
Total Operating Revenue		4,750	4,750	3,200	2,065	2,127	2,191
Total Operating Expenditure		378,837	632,194	629,446	649,048	670,165	691,813
Net Surplus/ (Deficit) from Operating		(374,087)	(627,444)	(626,246)	(646,983)	(668,038)	(689,622)
Capital Revenue		0	100,000	0	0	4,000,000	0
Capital Expenditure		0	450,920	110,000	50,000	4,020,000	20,000
Net Surplus/ (Deficit) from Capital		0	(350,920)	(110,000)	(50,000)	(20,000)	(20,000)
Add Back: Depreciation Contra		230,882	480,882	486,654	501,254	516,292	531,781
Loan Funds Raised		0	0	0	0	0	0
Proceeds on Sale of Assets		0	0	0	0	0	0
Loan Repayments		0	0	0	0	0	0
Net Transfer (to) / from Reserves		0	354,000	50,000	30,000	0	0
Net Result : Halls & Community Centres		(143,205)	(143,482)	(199,592)	(165,729)	(171,746)	(177,841)

Function: Recreation & Culture		Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Public Libraries							
Operating Revenue							
User Charges & Fees	40,000	40,000	41,800	43,054	44,346	45,676	
Grants & Subsidies Recurrent	118,287	112,387	118,894	115,321	118,219	121,181	
Other Revenue	0	0	0	0	0	0	
Total Operating Revenue	158,287	152,387	160,694	158,375	162,565	166,857	
Capital Revenue							
Capital Grants	199,000	208,417	0	0	0	0	
Capital Contributions	0	0	0	0	0	0	
Total Capital Revenue	199,000	208,417	0	0	0	0	
Expenditure							
Library Maintenance	9,270	9,270	9,687	9,979	10,279	10,588	
Library Operating Expenditure							
Administration - Salaries & Wages	303,154	280,154	284,660	293,911	308,607	318,637	
Administration - Other Expenses	12,067	28,882	12,610	12,989	13,380	13,781	
Cleaning	28,384	33,384	35,464	36,564	37,955	39,133	
Insurance	13,955	13,385	14,055	14,757	15,496	16,271	
Overhead Distribution	38,742	38,742	40,485	41,700	42,951	44,240	
Programs & Events	7,000	7,000	0	0	0	0	
Security	1,088	2,176	2,137	2,201	2,267	2,335	
Subscriptions	11,200	11,200	11,650	11,820	12,164	12,519	
Training	3,000	3,000	3,000	1,500	2,793	2,849	
Utilities	21,579	18,129	18,417	19,286	20,211	21,152	
Total Library Operating Expenditure	440,169	436,052	422,478	434,728	455,824	470,917	
Library Donations & Contributions Expenditure	0	851	0	0	0	0	
Contribution to Riverina Regional Library	287,303	287,303	249,785	257,279	264,997	272,947	
Library Programs & Events							
Local Priority Grant Funding Expenditure	19,467	27,763	19,166	19,741	20,333	20,943	
Seniors Week	16,000	11,000	16,000	16,000	16,000	16,000	
Other Funded Programs	13,060	19,126	17,060	17,152	17,247	17,344	
Total Library Programs & Events	48,527	57,889	52,226	52,893	53,580	54,287	
Depreciation	47,468	47,468	48,655	50,115	51,618	53,167	
Total Library Expenditure	832,737	838,833	782,831	804,994	836,298	861,906	

Function: Recreation & Culture		Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Capital Expenditure		219,000	228,417	10,000	10,000	10,000	10,000
Transfers (to) / From Reserves							
Uncompleted Works		0	0	0	0	0	0
Unexpended Grants		0	12,670	0	0	0	0
Library Donations Reserve		0	851	0	0	0	0
Local Priority Grants		0	0	0	0	0	0
Transfers (to) / From Reserves		0	13,521	0	0	0	0
Summary : Public Libraries							
Total Operating Revenue		158,287	152,387	160,694	158,375	162,565	166,857
Total Operating Expenditure		832,737	838,833	782,831	804,994	836,298	861,906
Net Surplus/ (Deficit) from Operating		(674,450)	(686,446)	(622,137)	(646,619)	(673,733)	(695,049)
Capital Revenue		199,000	208,417	0	0	0	0
Capital Expenditure		219,000	228,417	10,000	10,000	10,000	10,000
Net Surplus/ (Deficit) from Capital		(20,000)	(20,000)	(10,000)	(10,000)	(10,000)	(10,000)
Add Back: Depreciation Contra		47,468	47,468	48,655	50,115	51,618	53,167
Loan Funds Raised		0	0	0	0	0	0
Proceeds on Sale of Assets		0	0	0	0	0	0
Loan Repayments		0	0	0	0	0	0
Net Transfer (to) / from Reserves		0	13,521	0	0	0	0
Net Result : Public Libraries		(646,982)	(645,457)	(583,482)	(606,504)	(632,115)	(651,882)

Function: Recreation & Culture		Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Museums							
Operating Revenue							
Grants & Subsidies Recurrent		0	0	0	0	0	0
Total Operating Revenue		0	0	0	0	0	0
Capital Revenue							
Capital Grants		0	0	0	0	0	0
Capital Contributions		0	0	0	0	0	0
Total Capital Revenue		0	0	0	0	0	0
Operating Expenditure							
Maintenance							
Woolpack Inn Museum		1,664	1,664	1,750	1,803	1,857	1,913
Culcairn Station House		1,664	1,664	1,750	1,803	1,857	1,913
Headlie Taylor Museum		1,600	1,600	1,750	1,803	1,857	1,913
Total Museum Maintenance		4,928	4,928	5,250	5,409	5,571	5,739
Operating Expenses							
Woolpack Inn Museum		2,310	2,395	2,377	2,474	2,585	2,688
Culcairn Station House		12,114	11,947	12,486	13,060	13,653	14,263
Headlie Taylor Museum		1,099	1,054	1,106	1,161	1,219	1,280
Jindera Pioneer Museum		7,424	7,333	7,897	8,233	8,593	8,936
Jindera Craft Shop		2,290	2,109	2,378	2,483	2,590	2,693
Total Museum Operating Expenses		25,237	24,837	26,244	27,411	28,640	29,860
Total Museum Expenses		30,165	29,765	31,494	32,820	34,211	35,599
Programs and Events							
TVC & Social Media Marketing Campaign		0	7,088	0	0	0	0
Jindera Craft Shop		0	7,088	0	0	0	0
Depreciation		10,912	10,912	11,185	11,521	11,867	12,223
Total Operating Expenditure		41,077	36,853	31,494	32,820	34,211	35,599
Capital Expenditure		0	0	0	0	0	0
Transfers (to) / From Reserves							
Uncompleted Works		0	0	0	0	0	0
Unexpended Grants		0	7,088	0	0	0	0
Reserves		0	0	0	0	0	0
Transfers (to) / From Reserves		0	7,088	0	0	0	0
Summary : Museums							
Total Operating Revenue		0	0	0	0	0	0
Total Operating Expenditure		41,077	36,853	31,494	32,820	34,211	35,599
Net Surplus/ (Deficit) from Operating		(41,077)	(36,853)	(31,494)	(32,820)	(34,211)	(35,599)
Capital Revenue		0	0	0	0	0	0
Capital Expenditure		0	0	0	0	0	0
Net Surplus/ (Deficit) from Capital		0	0	0	0	0	0
Add Back: Depreciation Contra		(10,912)	0	0	0	0	0
Loan Funds Raised		0	0	0	0	0	0
Proceeds on Sale of Assets		0	0	0	0	0	0
Loan Repayments		0	0	0	0	0	0
Net Transfer (to) / from Reserves		0	7,088	0	0	0	0
Net Result : Museums		(30,165)	(29,765)	(31,494)	(32,820)	(34,211)	(35,599)

Function: Recreation & Culture	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Swimming Pools						
Operating Revenue						
User Charges & Fees						
Culcairn	9,431	10,756	9,856	10,152	10,457	10,770
Henty	17,197	14,300	17,971	18,510	19,065	19,637
Holbrook	17,196	20,165	17,970	18,509	19,064	19,636
Jindera	27,181	29,445	36,404	37,496	38,621	39,780
Walla Walla	9,985	6,324	10,434	10,747	11,070	11,402
Total Operating Revenue	80,990	80,990	92,635	95,414	98,277	101,225
Capital Revenue						
Capital Grants	0	0	0	2,000,000	0	0
Capital Contributions	0	133	0	1,450,000	0	0
Total Capital Revenue	0	133	0	3,450,000	0	0
Operating Expenditure						
Culcairn Swimming Pool						
Culcairn Swimming Pool - Maintenance	37,454	37,454	39,139	40,313	41,523	42,768
Culcairn Swimming Pool - Operating Expenses	91,832	91,832	85,255	88,443	92,702	96,062
Total Expenses - Culcairn Swimming Pool	129,286	129,286	124,394	128,756	134,225	138,830
Henty Swimming Pool						
Henty Swimming Pool - Maintenance	30,119	30,119	42,473	43,746	45,059	46,411
Henty Swimming Pool - Operating Expenses	90,704	90,704	87,814	91,102	95,516	98,999
Total Expenses - Henty Swimming Pool	120,823	120,823	130,287	134,848	140,575	145,410
Holbrook Swimming Pool						
Holbrook Swimming Pool - Maintenance	34,108	34,108	42,598	43,888	45,301	46,672
Holbrook Swimming Pool - Operating Expenses	98,255	98,255	98,750	102,446	107,374	111,297
Total Expenses - Holbrook Swimming Pool	132,363	132,363	141,348	146,334	152,675	157,969
Jindera Swimming Pool						
Jindera Swimming Pool - Maintenance	23,699	23,699	32,766	33,749	34,762	35,805
Jindera Swimming Pool - Operating Expenses	87,906	87,906	94,965	98,392	103,125	106,757
Total Expenses - Jindera Swimming Pool	111,605	111,605	127,731	132,141	137,887	142,562
Walla Walla Swimming Pool						
Walla Walla Swimming Pool - Maintenance	23,872	23,872	24,945	25,693	26,464	27,258
Walla Walla Swimming Pool - Operating Expenses	75,917	75,917	78,381	75,829	79,484	82,400
Total Expenses - Walla Walla Swimming Pool	99,789	99,789	103,326	101,522	105,948	109,658
Interest on Loans	19,591	19,591	17,378	67,590	123,906	118,109
Depreciation	379,663	379,663	389,155	400,830	412,855	425,241
Total Operating expenditure	993,120	993,120	1,033,619	1,112,021	1,208,071	1,237,779

Function: Recreation & Culture		Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Capital Expenditure		33,000	143,346	165,000	4,515,000	15,000	15,000
Loan Funds Raised		0	0	0	1,050,000	0	0
Loan Principal Repayments		65,437	65,437	65,437	67,650	99,289	103,339
Transfers (to) / From Reserves							
Uncompleted Works		0	110,346	0	0	0	0
Unexpended Grants		0	0	0	0	0	0
Section 7.11 Contributions		0	(133)	0	0	0	0
Transfers (to) / From Reserves		0	110,213	0	0	0	0
Summary : Swimming Pools							
Total Operating Revenue		80,990	80,990	92,635	95,414	98,277	101,225
Total Operating Expenditure		993,120	993,120	1,033,619	1,112,021	1,208,071	1,237,779
Net Surplus/ (Deficit) from Operating		(912,130)	(912,130)	(940,984)	(1,016,607)	(1,109,794)	(1,136,554)
Capital Revenue		0	133	0	3,450,000	0	0
Capital Expenditure		33,000	143,346	165,000	4,515,000	15,000	15,000
Net Surplus/ (Deficit) from Capital		(33,000)	(143,213)	(165,000)	(1,065,000)	(15,000)	(15,000)
Add Back: Depreciation Contra		379,663	379,663	389,155	400,830	412,855	425,241
Loan Funds Raised		0	0	0	1,050,000	0	0
Proceeds on Sale of Assets		0	0	0	0	0	0
Loan Repayments		65,437	65,437	65,437	67,650	99,289	103,339
Net Transfer (to) / from Reserves		0	110,213	0	0	0	0
Net Result : Swimming Pools		(630,904)	(630,904)	(782,266)	(698,427)	(811,228)	(829,652)

Function: Recreation & Culture	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Sporting Grounds & Recreation Facilities						
Operating Revenue						
User Fees & Charges	0	6,720	0	0	0	0
Holbrook Complex Rental	0	6,720	0	0	0	0
Total Operating Revenue	0	6,720	0	0	0	0
Capital Revenue						
Capital Grants	0	782,800	0	0	0	0
Capital Contributions	0	0	0	0	0	0
Total Capital Revenue	0	782,800	0	0	0	0
Operating Expenditure						
Maintenance Expenditure						
Brocklesby Rec Reserve	5,187	5,187	5,187	5,355	5,612	5,792
Bungowannah Rec Reserve	506	506	506	522	549	567
Burrumbuttock Rec Reserve	5,479	5,479	6,540	6,742	6,988	7,204
Cookardinia Rec Reserve	506	506	506	522	549	567
Culcairn Rec Reserve	85,802	85,802	88,669	91,100	94,407	97,243
Gerogery Rec Reserve	11,019	11,019	11,504	11,853	12,233	12,604
Gerogery West Rec Reserve	2,588	2,588	2,678	2,765	2,904	2,998
Henty Rec Reserve	79,806	79,806	82,903	85,473	88,717	91,467
Holbrook Sporting Complex	79,675	79,675	83,034	85,539	88,209	90,868
Jindera Rec Reserve	80,014	80,014	82,692	85,365	89,521	92,417
Morgans Lookout	3,090	3,090	3,229	3,326	3,426	3,529
Mullengandra Rec Reserve	505	505	523	540	567	585
Walbundrie Rec Reserve	22,329	26,849	22,827	23,526	24,351	25,098
Walla Walla Rec Reserve	11,881	11,881	12,331	12,722	13,285	13,707
Wymah Rec Reserve	3,090	3,090	3,229	3,326	3,426	3,529
Total Maintenance Expenditure	391,477	395,997	406,358	418,676	434,744	448,175
Operations Expenditure						
Brocklesby Rec Reserve	27,612	27,230	28,404	29,449	30,524	31,644
Bungowannah Rec Reserve	5,529	5,413	5,655	5,883	6,118	6,360
Burrumbuttock Rec Reserve	26,704	49,929	27,533	28,535	29,536	30,576
Cookardinia Rec Reserve	760	755	791	817	843	869
Culcairn Rec Reserve	33,056	32,348	33,745	35,170	36,623	38,137
Gerogery Rec Reserve	2,262	2,200	2,303	2,418	2,539	2,666
Gerogery West Rec Reserve	5,879	5,813	6,029	6,276	6,515	6,760
Henty Rec Reserve	29,474	28,911	30,078	31,318	32,555	33,841
Holbrook Sporting Complex	53,172	58,884	54,483	55,947	58,393	60,895
Jindera Rec Reserve	29,480	29,044	30,261	31,507	32,775	34,092
Mullengandra Rec Reserve	0	0	0	0	0	0
Walbundrie Rec Reserve	29,376	28,916	30,183	31,318	32,491	33,714
Walla Walla Rec Reserve	27,113	26,738	27,897	28,917	29,970	31,067
Woomargama Rec Reserve	0	0	0	0	0	0
Wymah Rec Reserve	5,510	8,094	6,649	6,907	7,172	7,445
Other Committees Rec Reserve	1,950	1,950	2,040	2,100	2,160	2,220
Total Operations Expenditure	277,877	306,227	286,051	296,562	308,214	320,286
Depreciation	1,092,314	1,392,314	1,146,930	1,181,338	1,216,778	1,253,281
Total Sporting Grounds and Rec Facilities Expenses	1,761,668	2,094,538	1,839,339	1,896,576	1,959,736	2,021,742

Function: Recreation & Culture		Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Capital Expenditure		150,000	1,104,871	170,000	330,000	650,000	30,000
Transfers (to) / From Reserves							
Uncompleted Works		0	102,225	0	0	0	0
Unexpended Grants		0	0	0	0	0	0
Voluntary Planning Agreement - Solar Farms		100,000	100,000	100,000	150,000	0	0
Unrestricted Cash Reserve		0	(50,000)	0	0	0	0
Brocklesby Sale Proceeds Reserve		0	145,996	0	0	0	0
S7.12 Developer Contributions		0	0	0	0	500,000	0
Risk Management Reserve		0	0	0	0	0	0
Transfers (to) / From Reserves		100,000	298,221	100,000	150,000	500,000	0
Summary : Sporting Grounds & Recreation Facilities							
Total Operating Revenue		0	6,720	0	0	0	0
Total Operating Expenditure		1,761,668	2,094,538	1,839,339	1,896,576	1,959,736	2,021,742
Net Surplus/ (Deficit) from Operating		(1,761,668)	(2,087,818)	(1,839,339)	(1,896,576)	(1,959,736)	(2,021,742)
Capital Revenue		0	782,800	0	0	0	0
Capital Expenditure		150,000	1,104,871	170,000	330,000	650,000	30,000
Net Surplus/ (Deficit) from Capital		(150,000)	(322,071)	(170,000)	(330,000)	(650,000)	(30,000)
Add Back: Depreciation Contra		1,092,314	1,392,314	1,146,930	1,181,338	1,216,778	1,253,281
Loan Funds Raised		0	0	0	0	0	0
Proceeds on Sale of Assets		0	0	0	0	0	0
Loan Repayments		0	0	0	0	0	0
Net Transfer (to) / from Reserves		100,000	298,221	100,000	150,000	500,000	0
Net Result : Sporting Grounds & Recreation Facilities		(719,354)	(719,354)	(762,409)	(895,238)	(892,958)	(798,461)

Function: Recreation & Culture	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Parks & Gardens						
Operating Revenue						
Sundry Income	0	0	0	0	0	0
Total Operating Revenue	0	0	0	0	0	0
Capital Revenue						
Capital Grants	0	180,000	0	0	0	0
Capital Contributions	0	423	0	0	0	0
Total Capital Revenue	0	180,423	0	0	0	0
Operating Expenditure						
Parks Maintenance Expenditure						
Brocklesby Parks	5,165	5,165	5,367	5,536	5,769	5,951
Burrumbuttock Parks	4,855	4,855	5,045	5,204	5,419	5,590
Culcairn Parks	25,840	82,023	26,816	27,670	28,900	29,820
Gerogery Parks	4,137	4,137	4,289	4,426	4,630	4,779
Henty Parks	24,409	24,455	25,337	26,142	27,291	28,158
Holbrook Parks	30,703	30,703	31,719	32,575	33,871	34,908
Holbrook-10 Mile Creek Parks	61,620	62,574	63,360	65,295	67,538	69,602
Holbrook-Ian Geddes Bush Walk	7,612	7,612	7,878	8,134	8,541	8,819
Holbrook-Submarine Area Parks	53,593	53,639	55,752	57,490	59,755	61,619
Jindera Parks	50,192	52,947	52,118	53,767	56,090	57,866
Morven Parks	1,172	1,172	1,213	1,252	1,315	1,358
Walbundrie Parks	2,344	2,344	2,437	2,513	2,615	2,697
Walla Walla Parks	28,552	28,552	29,720	30,642	31,812	32,799
Woomargama Parks	7,669	7,669	7,973	8,222	8,557	8,826
Maintenance Expenditure	307,863	367,847	319,024	328,868	342,103	352,792
Parks Other Operating Expenditure						
Burrumbuttock Parks	2,913	2,913	2,971	3,120	3,245	3,375
Burrumbuttock Parks	1,781	1,779	1,842	1,928	2,010	2,093
Culcairn Parks	16,155	16,147	16,530	17,336	18,037	18,758
Gerogery Parks	2,573	2,573	2,637	2,769	2,886	3,009
Henty Parks	10,726	10,632	11,024	11,548	12,064	12,596
Holbrook Parks	13,465	13,879	14,380	15,060	15,735	16,420
Holbrook-10 Mile Creek Parks	2,230	2,361	2,465	2,574	2,688	2,800
Holbrook-Submarine Area Parks	10,952	11,257	11,633	11,019	11,490	11,966
Jindera Parks	4,630	4,325	4,446	4,669	4,874	5,088
Jindera JVG Parks	8,918	8,846	9,186	9,609	10,030	10,450
Morven Parks	1,425	1,414	1,477	1,542	1,612	1,680
Walbundrie Parks	32	30	32	33	34	35
Walla Walla Parks	5,670	5,576	5,804	6,063	6,330	6,591
Woomargama Parks	407	403	414	435	454	473
Total Parks Other Operating Expenditure	81,877	82,135	84,841	87,705	91,489	95,334
Depreciation	137,458	237,458	140,894	145,121	149,475	153,959
Total Parks Expenditure	527,198	687,440	544,759	561,694	583,067	602,085

Function: Recreation & Culture		Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Capital Expenditure		80,000	198,467	240,000	580,000	170,000	200,000
Transfers (to) / From Reserves							
Uncompleted Works		0	118,467	0	0	0	0
Unexpended Grants		0	0	0	0	0	0
Voluntary Planning Agreement - Solar Farms		0	(130,000)	100,000	0	0	0
Section 7.12 Developer Contributions		0	(423)	0	300,000	0	50,000
Transfers (to) / From Reserves		0	(11,956)	100,000	300,000	0	50,000
Summary : Parks & Gardens							
Total Operating Revenue		0	0	0	0	0	0
Total Operating Expenditure		527,198	687,440	544,759	561,694	583,067	602,085
Net Surplus/ (Deficit) from Operating		(527,198)	(687,440)	(544,759)	(561,694)	(583,067)	(602,085)
Capital Revenue		0	180,423	0	0	0	0
Capital Expenditure		80,000	198,467	240,000	580,000	170,000	200,000
Net Surplus/ (Deficit) from Capital		(80,000)	(18,044)	(240,000)	(580,000)	(170,000)	(200,000)
Add Back: Depreciation Contra		137,458	237,458	140,894	145,121	149,475	153,959
Loan Funds Raised		0	0	0	0	0	0
Proceeds on Sale of Assets		0	0	0	0	0	0
Loan Repayments		0	0	0	0	0	0
Net Transfer (to) / from Reserves		0	(11,956)	100,000	300,000	0	50,000
Net Result : Parks & Gardens		(469,740)	(479,982)	(543,865)	(696,573)	(603,592)	(598,126)

Function: Recreation & Culture	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Summary : Recreation & Culture						
Total Operating Revenue	244,027	244,847	256,529	255,854	262,969	270,273
Total Operating Expenditure	4,534,637	5,282,979	4,861,488	5,057,153	5,291,548	5,450,924
Net Surplus/ (Deficit) from Operating	(4,290,610)	(5,038,131)	(4,604,959)	(4,801,299)	(5,028,579)	(5,180,651)
Capital Revenue	199,000	1,271,773	0	3,450,000	4,000,000	0
Capital Expenditure	482,000	2,126,021	695,000	5,485,000	4,865,000	275,000
Net Surplus/ (Deficit) from Capital	(283,000)	(854,248)	(695,000)	(2,035,000)	(865,000)	(275,000)
Add Back: Depreciation Contra	1,876,873	2,537,785	2,212,288	2,278,658	2,347,018	2,417,429
Loan Funds Raised	0	0	0	1,050,000	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	65,437	65,437	65,437	67,650	99,289	103,339
Net Transfer (to) / from Reserves	100,000	771,087	250,000	580,000	500,000	50,000
Net Result : Recreation & Culture	(2,640,350)	(2,648,944)	(2,903,108)	(2,995,291)	(3,145,850)	(3,091,561)

Function: Manufacturing, Mining & Construction	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Building Control						
Operating Revenue						
User Fees & Charges	182,326	182,146	151,986	156,546	161,243	166,080
Other Revenue						
Total Operating Revenue	182,326	182,146	151,986	156,546	161,243	166,080
Capital Revenue						
Capital Grants						
Capital Contributions						
Total Capital Revenue						
Operating Expenses						
Administration - Salaries & Wages	468,326	468,326	525,881	547,972	575,371	594,071
Administration - Other Expenses	17,719	17,719	17,760	18,293	18,841	19,406
Building Consultants Fees		29,125	0	0	0	0
Staff Training	6,000	6,000	6,000	6,180	6,365	6,556
Subscriptions	1,600	1,600	3,500	3,605	3,713	3,824
Total Operating Expenses	493,645	522,770	553,141	576,050	604,290	623,857
Capital Expenditure	50,000	95,000				60,000
Proceeds on Sale of Assets	15,000	25,000				10,000
Transfers (to) / From Reserves						
Uncompleted Works		35,000				
Unexpended Grants						
Reserves						
Transfers (to) / From Reserves		35,000				
Summary : Building Control						
Total Operating Revenue	182,326	182,146	151,986	156,546	161,243	166,080
Total Operating Expenditure	493,645	522,770	553,141	576,050	604,290	623,857
Net Surplus/ (Deficit) from Operating	(311,319)	(340,624)	(401,155)	(419,504)	(443,047)	(457,777)
Capital Revenue						
Capital Expenditure	50,000	95,000				60,000
Net Surplus/ (Deficit) from Capital	(50,000)	(95,000)				(60,000)
Depreciation Contra						
Loan Funds Raised						
Proceeds on Sale of Assets	15,000	25,000				10,000
Loan Repayments						
Net Transfer (to) / from Reserves		35,000				
Net Result : Building Control	(346,319)	(375,624)	(401,155)	(419,504)	(443,047)	(507,777)

Function: Manufacturing, Mining & Construction	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Quarries & Pits						
Operating Revenue						
User Fees & Charges						
Total Operating Revenue						
Operating Expenses						
Remediation Expenses		230,000				
Depreciation	3,298	3,298	3,380	3,481	3,585	3,693
Oncost Recoveries	(130,000)	(130,000)	(130,000)	(130,000)	(130,000)	(130,000)
Operating Expenses Total	(126,702)	103,298	(126,620)	(126,519)	(126,415)	(126,307)
Total Operating Expenses	(126,702)	103,298	(126,620)	(126,519)	(126,415)	(126,307)
Capital Expenditure						
Refer: Capital Expenditure Page						
Total Capital Expenditure						
Transfers (to) / From Reserves						
Uncompleted Works						
Unexpended Grants						
Landfill Rehabilitation Reserve		230,000				
Quarry Rehabilitation Reserve	(130,000)	(130,000)	(130,000)	(130,000)	(130,000)	(130,000)
Transfers (to) / From Reserves	(130,000)	100,000	(130,000)	(130,000)	(130,000)	(130,000)
Summary : Quarries & Pits						
Total Operating Revenue	0	0				
Total Operating Expenditure	-126,702	103,298	(126,620)	(126,519)	(126,415)	(126,307)
Net Surplus/ (Deficit) from Operating	126,702	-103,298	126,620	126,519	126,415	126,307
Capital Revenue	0	0				
Capital Expenditure	0	0				
Net Surplus/ (Deficit) from Capital	0	0				
Depreciation Contra	3,298	3,298	3,380	3,481	3,585	3,693
Loan Funds Raised	0	0				
Proceeds on Sale of Assets	0	0				
Loan Repayments	0	0				
Net Transfer (to) / from Reserves	-130,000	100,000	(130,000)	(130,000)	(130,000)	(130,000)
Net Result : Quarries & Pits	0	0	0	0	0	0
Summary : Manufacturing, Mining & Building						
Total Operating Revenue	182326	182146	151,986	156,546	161,243	166,080
Total Operating Expenditure	366943	626068	426,521	449,531	477,875	497,550
Net Surplus/ (Deficit) from Operating	-184617	(443,922)	(274,535)	(292,985)	(316,632)	(331,470)
Capital Revenue	0	0				
Capital Expenditure	50000	95000				60,000
Net Surplus/ (Deficit) from Capital	(50,000)	-95000				(60,000)
Depreciation Contra	3298	3298	3,380	3,481	3,585	3,693
Loan Funds Raised	0	0				
Proceeds on Sale of Assets	15000	25000				10,000
Loan Repayments	0	0				
Net Transfer (to) / from Reserves	-130000	135000	(130,000)	(130,000)	(130,000)	(130,000)
Net Result : Manufacturing, Mining & Building	(346,319)	(375,624)	(401,155)	(419,504)	(443,047)	(507,777)

Function: Transport & Communication	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Operating Revenue						
FAG Grant - Roads Component	2,704,813	2,762,012	2,872,492	2,987,392	3,106,888	3,231,164
Urban Roads - Roads to Recovery	900,000	900,000	800,000	600,000	600,000	1,688,908
Sealed Rural Roads - Roads to Recovery	750,000	750,000	900,000	1,450,000	1,450,000	1,450,000
Sealed Rural Roads - State Government Interest Subsidy	3,195	3,195	0	0	0	0
Sealed Regional Roads - Block Grant	1,940,300	1,972,000	2,019,058	2,061,300	2,574,092	2,758,444
Unsealed Rural Roads - Roads to Recovery	0	0	0	0	0	0
Natural Disaster Recovery Grants	0	2,296,725	0	0	0	0
Ancillary Roadworks - Rural Addressing	0	2,000	0	0	0	0
PAMPS Funding	40,000	40,000	40,000	40,000	40,000	40,000
Aerodromes	0	0	0	0	0	0
State Roads RMCC Works - Maintenance	787,950	787,950	823,408	848,110	873,553	899,760
State Roads RMCC Works - Ordered Works	2,059,176	2,059,176	2,151,839	2,216,394	2,282,886	2,351,373
Total Operating Revenue	9,185,434	11,573,058	9,606,797	10,203,196	10,927,419	12,419,649
Capital Revenue						
Urban Roads - Grants & Contributions	0	210,000	0	0	0	0
Sealed Rural Roads - Grants & Contributions	0	2,673,662	960,000	0	0	0
Sealed Rural Roads - Contribution to Works (Boral)	0	11,121	0	0	0	0
Sealed Regional Roads - Block Grant	450,000	900,000	450,000	450,000	450,000	450,000
Sealed Regional Roads - Regional Repair Contribution	450,000	460,462	450,000	450,000	450,000	450,000
Sealed Regional Roads - Other Funded Projects	0	2,501,939	0	0	0	0
Sam McPaul Memorial	0	50,000	0	0	0	0
Kerb & Gutter Contributions	0	0	0	20,000	12,000	12,000
Footpath Contributions	20,000	389,190	32,000	16,000	16,000	20,000
Bus Shelters	0	0	0	0	0	0
Bridges	0	0	0	0	0	0
Section 94 Contributions	0	750,441	0	0	0	0
Total Capital Revenue	920,000	7,946,815	1,892,000	936,000	928,000	932,000
Operating Expenditure						
Urban Roads - Tree Maintenance	264,195	264,195	275,018	283,545	294,329	303,458
Urban Roads - Town Maintenance	289,945	474,945	541,927	798,461	824,692	849,732
Urban Roads - Roads Maintenance	248,307	213,307	258,148	266,236	277,071	285,756
Sealed Rural Roads - Road Maintenance	911,459	1,011,459	1,049,179	1,181,507	1,223,995	1,261,640
Unsealed Rural Roads - Road Maintenance	1,548,030	1,548,030	1,618,249	1,689,155	1,760,802	1,833,217
Sealed Regional Roads - Road Maintenance	747,100	747,100	800,058	1,461,300	1,524,092	1,562,194
Natural Disaster Recovery Expenditure	0	2,296,725	0	0	0	0
State Roads RMCC Works - Maintenance	787,950	787,950	823,409	848,111	873,554	899,760
State Roads RMCC Works - Ordered Works	2,059,176	2,059,176	2,151,838	2,216,393	2,282,885	2,351,371
Kerb & Gutter Maintenance	55,184	55,184	57,115	58,971	61,920	63,932
Footpath Maintenance	54,784	54,784	56,974	58,755	61,107	63,017
Bus Shelters Maintenance	0	0	0	0	0	0
Bridges & Culverts Maintenance	152,704	94,211	155,502	158,191	163,145	166,734
Aerodromes Maintenance	18,986	18,986	19,818	20,418	21,077	21,715
Aerodromes - Other Expenditure	5,549	6,812	5,718	5,948	6,216	6,466
Ancillary Roadworks - Rural Addressing	0	0	0	0	0	0
Ancillary Roadworks - Other	0	0	0	0	0	0
PAMPS Project Expenditure	80,000	80,000	80,000	80,000	80,000	80,000
Loan Interest	47,367	47,367	29,994	19,859	10,375	3,052
Depreciation	5,361,017	8,459,961	8,882,958	9,149,447	9,423,931	9,706,650
Total Operating Expenditure	12,631,753	18,220,192	16,805,905	18,296,297	18,889,191	19,458,694

Function: Transport & Communication	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Capital Expenditure						
Urban Roads	480,500	898,694	530,000	630,000	680,000	980,000
Sealed Rural Roads	1,000,000	4,210,598	1,960,000	1,000,000	1,010,000	1,020,000
Unsealed Rural Roads	3,290,000	3,806,301	3,340,000	3,690,000	3,690,000	4,778,908
Regional Roads	2,093,200	5,759,342	2,119,000	1,500,000	1,950,000	2,096,250
Kerb & Gutter	0	0	50,000	100,000	60,000	50,000
Footpaths	80,000	467,148	50,000	60,000	50,000	50,000
Bridges & Culverts	0	8,493	0	0	0	0
Bus Shelters	5,000	10,000	5,000	5,000	5,000	5,000
Aerodromes	0	182,232	0	0	0	0
Ancillary Roadworks	50,000	132,325	50,000	50,000	50,000	50,000
PAMPS	0	0	0	0	0	0
Total Capital Expenditure	6,998,700	15,475,133	8,104,000	7,035,000	7,495,000	9,030,158
Loan Funds Raised	0	0	0	0	0	0
Loan Repayments	388,874	388,874	168,003	167,810	152,881	44,918
Transfers (to) / From Reserves						
Uncompleted Works	0	2,040,709	0	0	0	0
Unexpended Grants	0	428,993	0	0	0	0
Unrestricted Cash Reserve	0	(796,517)	0	0	0	0
Boral Contributions	0	(11,121)	0	0	0	0
S7.11 Contributions	0	(3,924)	0	0	0	0
Transfers (to) / From Reserves	0	1,658,140	0	0	0	0
Summary : Transport & Communications						
Total Operating Revenue	9,185,434	11,573,058	9,606,797	10,203,196	10,927,419	12,419,649
Total Operating Expenditure	12,631,753	18,220,192	16,805,905	18,296,297	18,889,191	19,458,694
Net Surplus/ (Deficit) from Operating	(3,446,319)	(6,647,134)	(7,199,108)	(8,093,101)	(7,961,772)	(7,039,045)
Capital Revenue	920,000	7,946,815	1,892,000	936,000	928,000	932,000
Capital Expenditure	6,998,700	15,475,133	8,104,000	7,035,000	7,495,000	9,030,158
Net Surplus/ (Deficit) from Capital	(6,078,700)	(7,528,318)	(6,212,000)	(6,099,000)	(6,567,000)	(8,098,158)
Add Back: Depreciation Contra	5,361,017	8,459,961	8,882,958	9,149,447	9,423,931	9,706,650
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	388,874	388,874	168,003	167,810	152,881	44,918
Net Transfer (to) / from Reserves	0	1,658,140	0	0	0	0
Net Result : Transport & Communications	(4,552,876)	(4,446,225)	(4,696,153)	(5,210,464)	(5,257,722)	(5,475,471)

Function: Economic Affairs	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Jindera Medical Centre						
Operating Revenue						
User Fees & Charges	21,806	21,806	22,971	23,660	24,370	25,101
Total Operating Revenue	21,806	21,806	22,971	23,660	24,370	25,101
Expenditure						
Maintenance	3,820	3,820	3,800	3,737	3,665	3,584
Operating Expenditure	11,383	11,627	12,161	12,732	13,349	13,976
Depreciation	10,829	10,829	11,100	11,433	11,776	12,129
Total Operating Expenditure	26,032	26,276	27,061	27,902	28,790	29,689
Capital Expenditure	10,000	10,000	0	10,000	0	10,000
Transfers (to) / From Reserves						
Uncompleted Works	0	0	0	0	0	0
Unexpended Grants	0	0	0	0	0	0
Jindera Medical Centre Reserves	3,397	3,641	(7,010)	2,809	(7,356)	2,459
Transfers (to) / From Reserves	3,397	3,641	(7,010)	2,809	(7,356)	2,459
Summary : Jindera Medical Centre						
Total Operating Revenue	21,806	21,806	22,971	23,660	24,370	25,101
Total Operating Expenditure	26,032	26,276	27,061	27,902	28,790	29,689
Net Surplus/ (Deficit) from Operating	(4,226)	(4,470)	(4,090)	(4,242)	(4,420)	(4,588)
Capital Revenue	0	0	0	0	0	0
Capital Expenditure	10,000	10,000	0	10,000	0	10,000
Net Surplus/ (Deficit) from Capital	(10,000)	(10,000)	0	(10,000)	0	(10,000)
Depreciation Contra	10,829	10,829	11,100	11,433	11,776	12,129
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	0	0	0	0	0	0
Net Transfer (to) / from Reserves	3,397	3,641	(7,010)	2,809	(7,356)	2,459
Net Result : Jindera Medical Centre	0	0	0	0	0	0

Function: Economic Affairs	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Caravan Parks						
Operating Revenue						
Culcairn Caravan Park Fees	64,049	75,749	75,330	77,590	79,918	82,316
Total Operating Revenue	64,049	75,749	75,330	77,590	79,918	82,316
Operating Expenditure						
Culcairn Caravan Park - Maintenance	8,615	8,615	8,976	9,252	9,587	9,882
Culcairn Caravan Park - Operations	43,031	55,012	61,319	63,615	65,981	68,420
Depreciation	20,294	20,294	20,801	21,425	22,068	22,730
Total Caravan Park Expenditure	71,940	83,921	91,096	94,292	97,636	101,032
Capital Expenditure	0	0	0	0	0	0
Transfers (to) / From Reserves						
Uncompleted Works	0	0	0	0	0	0
Unexpended Grants	0	0	0	0	0	0
Transfers (to) / From Reserves	0	0	0	0	0	0
Summary : Caravan Parks						
Total Operating Revenue	64,049	75,749	75,330	77,590	79,918	82,316
Total Operating Expenditure	71,940	83,921	91,096	94,292	97,636	101,032
Net Surplus/ (Deficit) from Operating	(7,891)	(8,172)	(15,766)	(16,702)	(17,718)	(18,716)
Capital Revenue	0	0	0	0	0	0
Capital Expenditure	0	0	0	0	0	0
Net Surplus/ (Deficit) from Capital	0	0	0	0	0	0
Depreciation Contra	20,294	20,294	20,801	21,425	22,068	22,730
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	0	0	0	0	0	0
Net Transfer (to) / from Reserves	0	0	0	0	0	0
Net Result : Caravan Parks	12,403	12,122	5,035	4,723	4,350	4,014

Function: Economic Affairs	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Tourism Operations						
Operating Revenue						
Grants & Subsidies Recurrent	0	0	0	0	0	0
Operating Contributions	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0
Total Operating Revenue	0	0	0	0	0	0
Operating Expenditure						
Administration Salaries & Wages	128,050	128,050	134,729	139,108	146,063	150,810
Tourism Initiatives	41,331	41,331	45,118	46,472	47,866	49,302
Programs & Events	14,000	14,000	14,000	14,420	14,853	15,299
Total Operating Expenditure	183,381	183,381	193,847	200,000	208,782	215,411
Capital Expenditure	0	0	0	0	0	0
Transfers (to) / From Reserves						
Uncompleted Works	0	0	0	0	0	0
Transfers (to) / From Reserves	0	0	0	0	0	0
Summary : Tourism Operations						
Total Operating Revenue	0	0	0	0	0	0
Total Operating Expenditure	183,381	183,381	193,847	200,000	208,782	215,411
Net Surplus/ (Deficit) from Operating	(183,381)	(183,381)	(193,847)	(200,000)	(208,782)	(215,411)
Capital Revenue	0	0	0	0	0	0
Capital Expenditure	0	0	0	0	0	0
Net Surplus/ (Deficit) from Capital	0	0	0	0	0	0
Depreciation Contra	0	0	0	0	0	0
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	0	0	0	0	0	0
Net Transfer (to) / from Reserves	0.00	0.00	0	0	0	0
Net Result : Tourism Operations	(183,381)	(183,381)	(193,847)	(200,000)	(208,782)	(215,411)

Function: Economic Affairs	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Visitor Information Centre and Submarine Museum						
Operating Revenue						
Admission Fees	35,700	43,700	52,620	54,199	55,825	57,500
Tourism Sales and Other Revenue	20,000	15,000	25,000	25,000	25,000	25,000
Grants & Subsidies Recurrent	0	0	0	0	0	0
Total Operating Revenue	55,700	58,700	77,620	79,199	80,825	82,500
Operating Expenditure						
Administration Salaries & Wages	154,680	154,680	169,500	175,009	183,759	189,731
Goods for Resale	18,000	18,000	21,250	21,250	21,250	21,250
Maintenance Expenditure	2,758	3,676	3,348	3,451	3,579	3,690
Operating Expenditure	19,685	21,755	21,418	22,198	24,613	23,852
Submarine Museum Committee Expenditure	5,000	5,000	5,000	5,000	5,000	5,000
Depreciation	32,243	32,243	33,049	34,040	35,061	36,113
Total Operating Expenditure	232,366	235,354	253,565	260,948	273,262	279,636
Capital Expenditure	0	0	3,000	0	0	0
Transfers (to) / From Reserves						
Uncompleted Works	0	0	0	0	0	0
Unexpended Grants	0	0	0	0	0	0
Reserves	0	0	0	0	0	0
Transfers (to) / From Reserves	0	0	0	0	0	0
Summary : Visitor Information Centre and Submarine Museum						
Total Operating Revenue	55,700	58,700	77,620	79,199	80,825	82,500
Total Operating Expenditure	232,366	235,354	253,565	260,948	273,262	279,636
Net Surplus/ (Deficit) from Operating	(176,666)	(176,654)	(175,945)	(181,749)	(192,437)	(197,136)
Capital Revenue	0	0	0	0	0	0
Capital Expenditure	0	0	3,000	0	0	0
Net Surplus/ (Deficit) from Capital	0	0	(3,000)	0	0	0
Depreciation Contra	32,243	32,243	33,049	34,040	35,061	36,113
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	0	0	0	0	0	0
Net Transfer (to) / from Reserves	0	0	0	0	0	0
Net Result : Visitor Information Centre and Submarine Museum	(144,423)	(144,411)	(145,896)	(147,709)	(157,376)	(161,023)

Function: Economic Affairs	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Economic Development						
Operating Revenue						
User Fees & Charges	0	0	0	0	0	0
Grants & Subsidies	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0
Total Operating Revenue	0	0	0	0	0	0
Operating Expenditure						
Administration Expenditure - Salaries & Wages	94,860	94,860	143,680	148,350	155,768	160,830
Administration Expenditure - Other	3,500	3,500	3,500	3,500	3,500	3,500
Subscriptions	20,666	20,666	21,596	22,244	22,911	23,598
Programs & Events	25,000	25,000	25,000	25,000	25,000	25,000
Total Operating Expenditure	144,026	144,026	193,776	199,094	207,179	212,928
Capital Expenditure	0	0	0	0	0	0
Transfers (to) / From Reserves						
Uncompleted Works	0	0	0	0	0	0
	0	0	0	0	0	0
Summary : Economic Development						
Total Operating Revenue	0	0	0	0	0	0
Total Operating Expenditure	144,026	144,026	193,776	199,094	207,179	212,928
Net Surplus/ (Deficit) from Operating	(144,026)	(144,026)	(193,776)	(199,094)	(207,179)	(212,928)
Capital Revenue	0	0	0	0	0	0
Capital Expenditure	0	0	0	0	0	0
Net Surplus/ (Deficit) from Capital	0	0	0	0	0	0
Depreciation Contra	0	0	0	0	0	0
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	0	0	0	0	0	0
Net Transfer (to) / from Reserves	0	0	0	0	0	0
Net Result : Economic Development	(144,026)	(144,026)	(193,776)	(199,094)	(207,179)	(212,928)

Function: Economic Affairs	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Community Development Grants and Projects						
Operating Revenue						
Mental Health Drug & Alcohol Program	0	0	0	0	0	0
Total Operating Revenue	0	0	0	0	0	0
Operating Expenditure						
Community Development Grants	0	0	15,000	15,000	15,000	15,000
Community Development Projects - Other	15,000	78,730	0	0	0	0
Total Operating Expenditure	15,000	78,730	15,000	15,000	15,000	15,000
Transfers (to) / From Reserves						
Uncompleted Works	0	63,730	0	0	0	0
Unexpended Grants	0	0	0	0	0	0
Reserves	0	0	0	0	0	0
Transfers (to) / From Reserves	0	63,730	0	0	0	0
Summary : Community Development Grants and Projects						
Total Operating Revenue	0	0	0	0	0	0
Total Operating Expenditure	15,000	78,730	15,000	15,000	15,000	15,000
Net Surplus/ (Deficit) from Operating	(15,000)	(78,730)	(15,000)	(15,000)	(15,000)	(15,000)
Capital Revenue	0	0	0	0	0	0
Capital Expenditure	0	0	0	0	0	0
Net Surplus/ (Deficit) from Capital	0	0	0	0	0	0
Depreciation Contra	0	0	0	0	0	0
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	0	0	0	0	0	0
Net Transfer (to) / from Reserves	0	63,730	0	0	0	0
Net Result : Community Development Grants and Projects	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)

Function: Economic Affairs	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Real Estate Rental and Leasing						
Operating Revenue						
Property Leases	73,598	139,915	79,483	82,599	84,971	87,414
Land Sales	1,448,093	1,448,093	1,448,093	368,093	368,094	368,093
Total Operating Revenue	1,521,691	1,588,008	1,527,576	450,692	453,065	455,507
Expenditure						
Property Expenses	51,056	57,055	81,307	75,678	72,011	66,876
Depreciation	16,849	16,849	17,270	17,788	18,322	18,872
Interest on Loans	24,860	24,860	21,663	18,394	15,053	11,636
Total Operating Expenditure	92,765	98,764	120,240	111,860	105,386	97,384
Capital Expenditure	0	239,290	30,000	0	0	0
Loan Funds Raised	0	1,500,000	0	0	0	0
Loan Principal Repayments	143,233	143,233	146,430	149,699	153,041	156,457
Transfers (to) / From Reserves						
Uncompleted Works	0	0	0	0	0	0
Unexpended Grants	0	0	0	0	0	0
Crown Lands Reserve	(13,526)	(30,441)	(1,280,000)	(200,000)	(200,000)	(200,000)
Land Development Reserve	(1,280,000)	(1,087,325)	(631)	(1,128)	(1,162)	(1,196)
Transfers (to) / From Reserves	(1,293,526)	(1,117,766)	(1,280,631)	(201,128)	(201,162)	(201,196)
Summary : Real Estate Development						
Total Operating Revenue	1,521,691	1,588,008	1,527,576	450,692	453,065	455,507
Total Operating Expenditure	92,765	98,764	120,240	111,860	105,386	97,384
Net Surplus/ (Deficit) from Operating	1,428,926	1,489,243	1,407,336	338,832	347,679	358,123
Capital Revenue	0	0	0	0	0	0
Capital Expenditure	0	239,290	30,000	0	0	0
Net Surplus/ (Deficit) from Capital	0	(239,290)	(30,000)	0	0	0
Add Back: Depreciation Contra	16,849	16,849	17,270	17,788	18,322	18,872
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	143,233	143,233	146,430	149,699	153,041	156,457
Net Transfer (to) / from Reserves	(1,293,526)	(1,117,766)	(1,280,631)	(201,128)	(201,162)	(201,196)
Net Result : Real Estate Development	9,016	5,803	(32,455)	5,793	11,798	19,342

Function: Economic Affairs	Original Budget 2024/25	Revised Budget as at 31 Dec 2024	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Private Works						
Operating Revenue						
Private Works Income	208,080	208,080	217,444	223,967	230,686	237,607
Total Operating Revenue	208,080	208,080	217,444	223,967	230,686	237,607
Operating Expenditure						
Private Works Expenditure	199,614	199,614	208,597	214,855	221,301	227,940
Total Operating Expenditure	199,614	199,614	208,597	214,855	221,301	227,940
Summary : Private Works						
Total Operating Revenue	208,080	208,080	217,444	223,967	230,686	237,607
Total Operating Expenditure	199,614	199,614	208,597	214,855	221,301	227,940
Net Surplus/ (Deficit) from Operating	8,466	8,466	8,847	9,112	9,385	9,667
Capital Revenue	0	0	0	0	0	0
Capital Expenditure	0	0	0	0	0	0
Net Surplus/ (Deficit) from Capital	0	0	0	0	0	0
Depreciation Contra	0	0	0	0	0	0
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	0	0	0	0	0	0
Net Transfer (to) / from Reserves	0	0	0	0	0	0
Net Result : Private Works	8,466	8,466	8,847	9,112	9,385	9,667
Summary : Economic Affairs						
Total Operating Revenue	1,871,326	1,952,343	1,920,941	855,108	868,864	883,031
Total Operating Expenditure	965,124	1,050,066	1,103,182	1,123,951	1,157,336	1,179,020
Net Surplus/ (Deficit) from Operating	906,202	902,277	817,759	(268,843)	(288,472)	(295,989)
Capital Revenue	0	0	0	0	0	0
Capital Expenditure	10,000	249,290	33,000	10,000	0	10,000
Net Surplus/ (Deficit) from Capital	(10,000)	(249,290)	(33,000)	(10,000)	0	(10,000)
Depreciation Contra	80,215	80,215	82,220	84,686	87,227	89,844
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	143,233	143,233	146,430	149,699	153,041	156,457
Net Transfer (to) / from Reserves	(1,290,129)	(1,050,395)	(1,287,641)	(198,319)	(208,518)	(198,737)
Net Result : Economic Affairs	(456,945)	(460,427)	(567,092)	(542,175)	(562,804)	(571,339)



Delivery Program 2025 to 2029 Operational Plan 2025-2026

**Delivery Plan Budget
2025/26 to 2028/29**

Capital Expenditure

GHC Budget Capital Works 2025/2026 to 2028/29

Governance

Title: Governance

MAP REF	Location	Job Description	Class			Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	General Manager	Vehicle Replacement		New	TBA	Cash	\$ 60,000.00		\$ -	
							\$ 60,000.00	\$ -	\$ -	\$ -

Total Governance

\$ 60,000.00 \$ - \$ - \$ -

Administration

Title: Corporate Admin

MAP REF	Location	Job Description	Class			Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Administration Offices	Capital Improvements		Renewal		Cash	\$ 70,000.00	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00
	Chief Financial Officer	Vehicle Replacement		New	D Hart	Cash			\$ -	
	Jindera Hub	Refurbishment		Renewal		Jindera Hub Reserve		\$ 10,000.00		\$ 10,000.00
							\$ 70,000.00	\$ 40,000.00	\$ 30,000.00	\$ 40,000.00

Title: Information Technology

MAP REF	Location	Job Description	Class			Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
		Network Cabling Upgrades (Various sites)		Upgrade		Cash	\$ 40,000.00			
		To be determined		Upgrade						
							\$ 40,000.00	\$ -	\$ -	\$ -

Title: Engineering Administration

MAP REF	Location	Job Description	Class			Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Director Engineering	Vehicle Replacement		New	G Blackie	Cash				\$ 70,000.00
	Manager Traffic & Infrastructure	Vehicle Replacement		New	M Oliver	Cash	\$ 15,000.00			
	Manager Assets	New Vehicle		New	TBA	Cash	\$ 20,000.00			
	Traffic Counters			New		Cash	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00
							\$ 42,000.00	\$ 7,000.00	\$ 7,000.00	\$ 77,000.00

Title: Depot Administration and Management

MAP REF	Location	Job Description	Class	Distance	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Various Depots	Capital Improvements		New	Cash				\$ 5,000.00
	Holbrook Depot	Storage Bays x4 (Stage 2 2nd Bay)		New	Cash	\$ 20,000.00			
	Henty Depot	Storage x3 (Stage 1 1st Bay)		New	Cash	\$ 20,000.00			
	Holbrook Depot	Vehicle Parking Awning		New	Cash	\$ 25,000.00			
	Holbrook Depot	Wind Strong Doors		New	Cash		\$ 22,000.00		
	Henty Depot	Storage x3 (Stage 2 2nd Bay)		New	Cash		\$ 20,000.00		
	Holbrook Depot	Storage Bays x4 (Stage 3 3rd Bay)		New	Cash		\$ 20,000.00		
	Henty Depot	Storage x3 (Stage 3 3rd Bay)		New	Cash			\$ 25,000.00	
	Holbrook Depot	Storage Bays x4 (Stage4 4th Bay)		New	Cash			\$ 25,000.00	
	Henty Depot	Electric Code Operated Gates		New	Cash				\$ 45,000.00
						\$ 65,000.00	\$ 62,000.00	\$ 50,000.00	\$ 50,000.00

Title: Plant Replacement

MAP REF	Location	Job Description	Class	Distance	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Plant Purchases	Capital Expenditure as per Plant Replacement Program		New	Plant Replacement Reserve	\$ 1,450,000.00	\$ 1,267,860.00	\$ 1,313,250.00	\$ 1,333,850.00
						\$ 1,450,000.00	\$ 1,267,860.00	\$ 1,313,250.00	\$ 1,333,850.00

Total Administration

\$ 1,667,000.00 \$ 1,376,860.00 \$ 1,400,250.00 \$ 1,500,850.00

Public Order & Safety

Title: Fire Services

MAP REF	Location	Job Description	Class	Distance	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
						\$ -	\$ -	\$ -	\$ -

Total Public Order & Safety

\$ - \$ - \$ - \$ -

Health Administration**Title: Health Administration**

MAP REF	Location	Job Description	Class		Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Director Environment & Planning	Vehicle Replacement		New	C Kane	Cash	\$ -	\$ 65,000.00	
	Manager Waste and Facilities	Vehicle Replacement		New	J Waite	Cash	\$ 15,000.00	\$ -	
						\$ 15,000.00	\$ -	\$ 65,000.00	\$ -

Total Health Administration

\$ 15,000.00	\$ -	\$ 65,000.00	\$ -
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Environment**Title: Waste Management**

MAP REF	Location	Job Description	Class		Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Landfill Stations	Capital Works		New	Cash	\$ 50,000.00	\$ 50,000.00	\$50,000.00	\$50,000.00
	Holbrook Landfill	Replacement Compactor and Loader		New	Waste Management Reserve				\$ 500,000.00
						\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 550,000.00

Title: Stormwater Drainage

MAP REF	Location	Job Description	Class		Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
1	Brownrigg St Morven	Install underground drainage and regrade table drains and driveway culverts (Stage 2 and 3)		New	cash	\$ 480,000.00			
2	Fahey St Culcairn	Drainage in Barro Land from Fahey Crescent to Federal St		New	Cash	\$ 30,000.00			
	Holbrook Flood Mitigation	Albury St Culverts and Caravan Park Levee - Flood Mitigation Works		New	Grant/Loan		\$ 2,000,000.00		
	Smart St Henty	Replace open drain with piped drain Comer St to Smith St Henty		Upgrade	Cash				
	Comer/Keightley Intersection Henty	Upgrade culverts/ install concrete spoon drain to Smith St		Upgrade	Cash		\$ -	\$ 150,000.00	
	Edward St Walla Walla	Replace Earthen drain with Concrete Culverts/Concrete Spoon Drain		Upgrade	cash		\$ 200,000.00		
	Jindera Flood Mitigation	Flood Mitigation Works		New	Grant/Loan			\$ 2,000,000.00	
	Walla Walla Flood Mitigation	Flood Mitigation Works		New	Grant/Loan				\$ 2,500,000.00
						\$ 510,000.00	\$ 2,200,000.00	\$ 2,150,000.00	\$ 2,500,000.00

Total Environment

\$ 560,000.00	\$ 2,250,000.00	\$ 2,200,000.00	\$ 3,050,000.00
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Community Services & Education

Title: Family Day Care

MAP REF	Location	Job Description	Class		Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Children Services Manager	Vehicle Replacement for Nissan Xtrail		New	Family Day Care Reserve			\$ 55,000.00	
	Children Services Co-ordinator	Vehicle Replacement for Nissan Xtrail		New	Family Day Care Reserve		\$ 40,000.00		
	Children Services Pool Car	Vehicle Replacement for Nissan Xtrail		New	Family Day Care Reserve			\$ 45,000.00	
						\$ -	\$ 40,000.00	\$ 100,000.00	\$ -

Title: Children Services

MAP REF	Location	Job Description	Class		Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Children Services Pool Car	Vehicle Replacement for Ford Focus Hatch		New	Children Services Reserve	\$ 40,000.00			
	Henty Children Services	Vehicle Replacement for Transit Van		New	Children Services Reserve				\$ 50,000.00
						\$ 40,000.00	\$ -	\$ -	\$ 50,000.00

Title: Youth Services

MAP REF	Location	Job Description	Class		Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Youth Services pool car	Vehicle Replacement (potential transfer to Holbrook Fleet)		New	Cash			\$ 40,000.00	
						\$ -	\$ -	\$ 40,000.00	\$ -

Title: Community Housing

MAP REF	Location	Job Description	Class		Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Community Housing	Refurbishment	4B	Renewal	Culcairn Community Housing Reserve	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00
						\$ 24,000.00	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00

Title: Frampton Court Rental Units

MAP REF	Location	Job Description	Class		Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Frampton Court	Refurbishment	4B	Renewal	Frampton Court Reserve	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00
						\$ 24,000.00	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00

Title: Kala Court Rental Units

MAP REF	Location	Job Description	Class		Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Kala Court	Refurbishment	4B	Renewal	Kala Court Rental Units Reserve	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00
						\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00

Title: Kala Court Self Funded Units

MAP REF	Location	Job Description	Class		Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Kala Court	Refurbishment	4B	Renewal	Kala Court Self Funded Units Reserve	\$ 28,000.00	\$ 28,000.00	\$ 28,000.00	\$ 28,000.00
						\$ 28,000.00	\$ 28,000.00	\$ 28,000.00	\$ 28,000.00

Title: Culcairn Aged Care Rental Units

MAP REF	Location	Job Description	Class		Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Aged Care Unit Refurbishment	Refurbishment		Renewal	Culcairn Aged Care Rental Units Reserve	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00
			4B	Renewal					
						\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00

Title: Jindera Aged Care Rental Units

MAP REF	Location	Job Description	Class		Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Aged Care Unit Refurbishment	Refurbishment		Renewal	Jindera Aged Care Rental Units Reserve	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ -
						\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ -

Total Community Services & Education

						\$ 166,000.00	\$ 206,000.00	\$ 366,000.00	\$ 161,000.00
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Housing & Community Amenities**Title: Cemeteries**

MAP REF	Location	Job Description	Class		Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Various Cemeteries	Plinth Repacements		New	Cash	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00
						\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00

Title: Town Planning

MAP REF	Location	Job Description	Class		Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
						\$ -	\$ -	\$ -	\$ -

Title: Public Conveniences

MAP REF	Location	Job Description	Class		Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
						\$ -	\$ -	\$ -	\$ -

Title: Council Owned Housing

MAP REF	Location	Job Description	Class		Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
						\$ -	\$ -	\$ -	\$ -

Total Housing & Community Amenities

\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00
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Water Supplies

Title: Villages Water Supply

MAP REF	Location	Job Description	Class			Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Villages Water Supply	Villages Water Supply Augmentation - Stage 1 - min. 50% grant funded (AlburyCity possible contributions unknown)	updated	Upgrade	Renewal/mains	Water Fund Reserves/50% Grant	\$ 900,000.00	\$ 4,500,000.00	\$ 4,500,000.00	
	Villages Water Supply	VWS Booster Pump Station Installation of Variable Frequency Drives, Power Factor Correction and High Efficiency Electric Motors	updated	Renewal	Renewal/mains	Water Fund Reserves/50% Grant	\$ 160,000.00	\$ -	\$ -	\$ -
	Villages Water Supply	VWS Booster Pump Station Security Fencing	updated	New	Renewal/mains	Water Fund Reserves	\$ -	\$ 7,500.00	\$ -	\$ -
	Villages Water Supply	VWS New Water Service Connections	updated	New	Renewal/mains	Water Fund Reserves	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00
	Villages Water Supply	VWS Luthers Road Water Main Extension - Connect to Colonial Drive - DN150 for 1,440m	updated	Renewal	Renewal/mains	Water Fund Reserves	\$ -	\$ -	\$ -	\$ 290,000.00
	Villages Water Supply	VWS Hawthorn Road Water Main Augmentation - DN150 for 4,410m	updated	Renewal	Renewal/mains	Water Fund Reserves	\$ -	\$ -	\$ -	\$ -
	Villages Water Supply	VWS SCADA installation of RTUs and Level Transducers on Gerogery West, Burrumbuttock, Brocklesby and Little Brocklesby Reservoirs	updated	Renewal	Renewal/mains	Water Fund Reserves	\$ 95,000.00	\$ -	\$ -	\$ -
	Villages Water Supply	General Minor Capital Works Allocation	updated	Renewal	Renewal/mains	Water Fund Reserves		\$ -	\$ -	\$ 50,000.00
	Villages Water Supply	Smart Metering VWS and Culcairn Water Supply Schemes - 2,500 meters	updated	New	Renewal/mains	Water Fund Reserves/50% Grant		\$ -	\$ -	
	To be determined						\$ -			
							\$ 1,180,000.00	\$ 4,532,500.00	\$ 4,525,000.00	\$ 365,000.00

Title: Culcairn Water Supply

MAP REF	Location	Job Description	Class			Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Culcairn Water Supply	Water Service Replacement		Renewal	Renewals/Mains	Water Fund Reserves	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00
	Culcairn Water Supply	Gordon St Reservoir repainting		Renewal	Renewal/Res	Water Fund Reserves	\$ 85,000.00			
	Culcairn Water Supply	Culcairn Water Supply Augmentation - min. 50% grant funded		Renewal	Renewal/Pumps	Water Fund Reserves/50% Grant	\$ 900,000.00	\$ 4,000,000.00	\$ 975,000.00	
	Culcairn Water Supply	Culcairn WFP Delta Water Conditioner		Renewal	Renewal/Pumps	Water Fund Reserves	\$ 25,000.00	\$ -	\$ -	\$ -
	Culcairn Water Supply	Culcairn WFP Standby Hi-Lift Pump Installation		Renewal	Renewal/Pumps	Water Fund Reserves	\$ -	\$ 35,000.00	\$ -	\$ -
	Culcairn Water Supply	Culcairn WFP Raise Switchboard, control and switch gear, pumps and instrumentation above flood level		Renewal	Renewal/Pumps	Water Fund Reserves	\$ 45,000.00	\$ -	\$ -	\$ -
	Culcairn Water Supply	Kinvara Estate Pressure Boosting System		New	Renewal/Pumps	Water Fund Reserves	\$ 250,000.00	\$ -	\$ -	\$ -
	Culcairn Water Supply	Culcairn WFP spare pump, riser column, electric motor and cable Bore 1		Renewal	Renewal/Pumps	Water Fund Reserves	\$ -	\$ 20,000.00	\$ -	\$ -
	Culcairn Water Supply	Culcairn WFP spare pump, riser column, electric motor and cable Bore 2		Renewal	Renewal/Pumps	Water Fund Reserves	\$ -	\$ -	\$ -	\$ -
	Culcairn Water Supply	Culcairn New Water Service Connections		New	Renewal/Pumps	Water Fund Reserves	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00
	To be determined									
							\$ 1,327,500.00	\$ 4,077,500.00	\$ 997,500.00	\$ 22,500.00

Total Water Supplies

\$ 2,507,500.00 \$ 8,610,000.00 \$ 5,522,500.00 \$ 387,500.00

Sewerage Services

Title: Burrumbuttock Sewer Scheme

MAP REF	Location	Job Description	Class			Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Burrumbuttock Sewer	Burrumbuttock STP Augmentation		Upgrade	Upgrade/Treat	Sewerage Funds Reserve	\$ 100,000.00	\$ 180,000.00		
							\$ 100,000.00	\$ 180,000.00	\$ -	\$ -

Title: Jindera Sewer Scheme

MAP REF	Location	Job Description	Class			Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Jindera Sewer	SPS Pump Replacement PS No 6 - Pump 1 (2011-15yrs)		Renewal	Renewals/Pump	Sewerage Funds Reserve	\$ 4,000.00			
	Jindera Sewer	SPS Pump Replacement PS No 6 - Pump 2 (2011-15yrs)		Renewal	Renewals/Pump	Sewerage Funds Reserve	\$ 4,000.00			
	Jindera Sewer	Switchboard Upgrade/Replacement (SPS1,2,3,4) 1986-40yrs		Upgrade	Upgrade/Pump	Sewerage Funds Reserve	\$ 80,000.00	\$ 65,000.00		
	Jindera Sewer	Heat shield for switchboards		Upgrade	Upgrade/Pump	Sewerage Funds Reserve	\$ 10,000.00	\$ 10,000.00	\$ 5,000.00	
	Jindera Sewer	Jindera Sewerage Augmentation Stage 1 - min. 50% grant funded		Upgrade	Renewals/Mains	Sewerage Funds Reserve/50% Grant	\$ 1,500,000.00	\$ 7,500,000.00	\$ 7,500,000.00	\$ 5,500,000.00
	Jindera Sewer	Jindera Sewerage Augmentation Stage 2 - min. 50% grant funded		Renewal	Renewals/Mains	Sewerage Funds Reserve/50% Grant				\$ 2,000,000.00
	Jindera Sewer	Sewer Main Relining/Investigation/Manhole raising/(stormwater infiltration investigation)		Renewal	Renewals/Mains	Sewerage Funds Reserve			\$ 50,000.00	
	To be determined			Renewal						\$ 257,583.00
							\$ 1,598,000.00	\$ 7,575,000.00	\$ 7,555,000.00	\$ 7,757,583.00

Title: Culcairn Sewer Scheme

MAP REF	Location	Job Description	Class			Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Culcairn Sewer	Sewer Main Relining		Renewal		Sewerage Funds Reserve	\$ 10,000.00	\$ 12,000.00	\$ 12,000.00	\$ 100,000.00
	Culcairn Sewer	New Head of Works (Screen)		Renewal	Renewal/Treat	Sewerage Funds Reserve		\$ 60,000.00		
	Culcairn Sewer	Re-use Scheme Dosing Pump Replacement		Renewal	Renewals/Treat	Sewerage Funds Reserve		\$ 6,000.00		
	Culcairn Sewer	SPS Pump Replacement PS No 4 - Pump 1 (2003-25yrs)		Renewal		Sewerage Funds Reserve				\$ 7,000.00
	Culcairn Sewer	Aerator Replacement Culcairn STP		Renewal		Sewerage Funds Reserve	\$ -	\$ 120,000.00	\$ -	\$ -
	Culcairn Sewer	Culcairn Sewer Reuse Pump and electric motor - spare		Renewal		Sewerage Funds Reserve	\$ -	\$ 12,500.00	\$ -	\$ -
	Culcairn Sewer	Culcairn SPS 6 Pump Station Renewal		Renewal		Sewerage Funds Reserve	\$ -	\$ -	\$ 75,000.00	\$ -
	Culcairn Sewer	Culcairn SPS 2 switchboard cabinet, control and instrumentation refurbishment		Renewal		Sewerage Funds Reserve	\$ 30,000.00	\$ -	\$ -	\$ -
	Culcairn Sewer	Culcairn SPS 3 switchboard control and instrumentation refurbishment		Renewal		Sewerage Funds Reserve	\$ 16,000.00	\$ -	\$ -	\$ -
							\$ 56,000.00	\$ 210,500.00	\$ 87,000.00	\$ 107,000.00

Title: Henty Sewer Scheme

MAP REF	Location	Job Description	Class			Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Henty Sewer	Sewer Main Relining		Renewal	Renewals/Mains	Sewerage Funds Reserve	\$ 10,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00
	Henty Sewer	Re-use Scheme Dosing Pumps Replacement (2018-8yrs)		Renewal	Renewal/Treat	Sewerage Funds Reserve	\$ 6,000.00			
	Henty Sewer	Re-use Scheme Delivery Pump Replacement (2001-25yrs)		Renewal	Renewal/Treat	Sewerage Funds Reserve	\$ 20,000.00			
	Henty Sewer	Cleaning of Pasveer		Renewal	Renewal/Treat	Sewerage Funds Reserve		\$ 20,000.00		
	Henty Sewer	New Head of Works (Screen)		New	Renewal/Treat	Sewerage Funds Reserve			\$ 60,000.00	
	Henty Sewer	Reuse plant room rebuild		Renewal	Renewal/Treat	Sewerage Funds Reserve	\$ 40,000.00			
	Henty Sewer	Henty STP Aerator Replacement		Renewal	Renewal/Treat	Sewerage Funds Reserve	\$ 120,000.00	\$ -	\$ -	\$ -
	Henty Sewer	Henty STP P1000 channel repairs - includes hire of temporary 850EP STP		Renewal	Renewal/Treat	Sewerage Funds Reserve	\$ 150,000.00	\$ -	\$ -	\$ -
	Henty Sewer	Henty STP and SPS 1 switchboard cabinet, PLC and instrumentation refurbishment		Renewal	Renewal/Treat	Sewerage Funds Reserve	\$ 20,000.00	\$ -	\$ -	\$ -
							\$ 366,000.00	\$ 32,000.00	\$ 72,000.00	\$ 12,000.00

Title: Holbrook Sewer Scheme

MAP REF	Location	Job Description	Class			Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Holbrook Sewer	Sewer main relining		Renewal	Renewal/Mains	Sewerage Funds Reserve	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 150,000.00
	Holbrook Sewer	Upgrade/Replacement Trickling Filter Central Column Assembly		Renewal	Renewal/Treat	Sewerage Funds Reserve				
	Holbrook Sewer	Sludge Digester Mixer Replacement (2016-10yrs)		Renewal	Renewal/Treat	Sewerage Funds Reserve				
	Holbrook Sewer	Smoke Testing	Rebudgget 2023-24	Renewal	Renewal/Treat	Sewerage Funds Reserve	\$ -		\$ 50,000.00	
	Holbrook Sewer	Replace line digester to sludge pond		Renewal	Renewal/Treat	Sewerage Funds Reserve	\$ 10,000.00			
	Holbrook Sewer	Holbrook STP PRP Works		Renewal	Renewal/Treat	Sewerage Funds Reserve	\$ 70,000.00	\$ 175,000.00	\$ 550,000.00	\$ 160,000.00
	Holbrook Sewer	Holbrook STP access stairwell to discharge sampling location 10 Mile Creek		Renewal	Renewal/Treat	Sewerage Funds Reserve	\$ 15,000.00	\$ -	\$ -	\$ -
	Holbrook Sewer	Holbrook SPS 1 renew solids removal grinder/basket + electrical upgrades		Renewal	Renewal/Treat	Sewerage Funds Reserve	\$ -	\$ 60,000.00	\$ -	\$ -
	Holbrook Sewer	Holbrook STP replace Inlet Screen, Auger and controller		Renewal	Renewal/Treat	Sewerage Funds Reserve	\$ -	\$ -	\$ 55,000.00	\$ -
	Holbrook Sewer	Holbrook SPS 3 switchboard control and instrumentation refurbishment		Renewal	Renewal/Treat	Sewerage Funds Reserve	\$ 16,000.00	\$ -	\$ -	\$ -
							\$ 136,000.00	\$ 260,000.00	\$ 680,000.00	\$ 310,000.00

Title: Walla Walla Sewer Scheme

MAP REF	Location	Job Description	Class			Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Walla Walla Sewer	Sewer main relining		Renewal	Renewal/Main	Sewerage Funds Reserve	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00
	Walla Walla Sewer	SPS 4 Pump Replacement		Renewal	Renewal/Pump	Sewerage Funds Reserve				\$ 8,000.00
	Walla Walla Sewer	New Head of Works (Screen)		Renewal	Renewal/Treat	Sewerage Funds Reserve				
	Walla Walla Sewer	Aerator Replacement Walla Walla STP		Renewal	Renewal/Treat	Sewerage Funds Reserve	\$ -	\$ -	\$ 120,000.00	\$ -
	Walla Walla Sewer	Walla Walla STP switchboard cabinet, PLC and instrumentation refurbishment		Renewal	Renewal/Treat	Sewerage Funds Reserve	\$ -	\$ 60,000.00	\$ -	\$ -
	Walla Walla Sewer	Walla Walla SPS 1 switchboard cabinet, control and instrumentation refurbishment		Renewal	Renewal/Treat	Sewerage Funds Reserve	\$ -	\$ 30,000.00	\$ -	\$ -
	Walla Walla Sewer	Walla Walla SPS 2 switchboard cabinet, control and instrumentation refurbishment		Renewal	Renewal/Treat	Sewerage Funds Reserve	\$ -	\$ 30,000.00	\$ -	\$ -
	Walla Walla Sewer	Walla Walla SPS 4 switchboard cabinet, control and instrumentation refurbishment		Renewal	Renewal/Treat	Sewerage Funds Reserve	\$ -	\$ 30,000.00	\$ -	\$ -
	Walla Walla Sewer	Walla Walla SPS 1 replace well lid with FRP lid with integrated safety railing		Renewal	Renewal/Treat	Sewerage Funds Reserve	\$ 15,000.00	\$ -	\$ -	\$ -
							\$ 22,000.00	\$ 157,000.00	\$ 127,000.00	\$ 15,000.00

Total Sewerage Services

\$ 2,278,000.00 \$ 8,414,500.00 \$ 8,521,000.00 \$ 8,201,583.00

Recreation & Culture

Title: Halls

MAP REF	Location	Job Description	Class		Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Various Halls	To be determined		Renewal	Cash	\$ 10,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00
	Little Billabong	Wall & Floor Renovation		Renewal	Cash / S7.12	\$ 100,000.00			
	Mullendandra	Kitchen Replacement		Renewal	S7.12		\$ 30,000.00		
	Jindera	Multi Purpose Stadium		New	VPA/Grant to be confirmed			\$ 4,000,000.00	
						\$ 110,000.00	\$ 50,000.00	\$ 4,020,000.00	\$ 20,000.00

Title: Libraries

MAP REF	Location	Job Description	Class		Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Various	To be determined		Renewal	Cash	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00
							\$ -	\$ -	\$ -
						\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00

Title: Museums

	Location	Job Description	Class		Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
						\$ -	\$ -	\$ -	\$ -

Title: Swimming Pools

MAP REF	Location	Job Description	Class		Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Various	Pool Cleaner Replacements		Renewal	Cash	\$ -	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00
	Jindera Pool	Replacement Pool		Renewal	Cash Yr 1 / Possible Grant, VPA or possible Loan	\$ 100,000.00	\$ 4,500,000.00		
	Holbrook Pool	Filter Media Replacements		Renewal	Cash	\$ 65,000.00			
						\$ 165,000.00	\$ 4,515,000.00	\$ 15,000.00	\$ 15,000.00

Title: Sporting Fields & Recreation Grounds

MAP REF	Location	Job Description	Class		Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
3	Brocklesby Rec Ground	Replace Bore		Renewal	Cash				\$ -
	Culcairn Rec Ground	Replace Existing Cricket Nets		Renewal	S7.12	\$ 100,000.00			
	Henty Rec Ground	Shade Sails on Playground		New	Cash		\$ 30,000.00		
	Henty Rec Ground	Seal Main Internal Road		New	Cash		\$ 150,000.00		
4	Holbrook Rec Ground	Replacement of lights and switchboard at Tennis Courts		Renewal	Cash	\$ 50,000.00			
	Holbrook Rec Ground	Seal - Unsealed areas		New	Cash	\$ 20,000.00			
	Jindera Rec Ground	Create sealed parking area and road next to Netball Courts		New	VPA			\$ 150,000.00	
	Jindera Rec Ground	Net Behind Goals at northern end to protect netball players		New	VPA				\$ 30,000.00
	Walla Walla Rec Ground	Upgraded and Fenced Playground		Renewal	VPA		\$ 150,000.00		
	Culcairn	Removal of Gal Sheds near Station Masters house		Renewal	S7.12				
		Holbrook - Jingellic Walking Track		New	S7.12			\$ 500,000.00	
						\$ 170,000.00	\$ 330,000.00	\$ 650,000.00	\$ 30,000.00

Title: Parks & Gardens

MAP REF	Location	Job Description	Class		Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Holbrook	Develop Masterplans for both Sub Park and 10 Mile Park		New	Cash	\$ 40,000.00			
5	Holbrook	Gallipoli Park Replace Signs (Ex Transport Signs x 6 x \$3000 each)		Renewal	Cash	\$ 20,000.00			
6	Jindera	Replace existing furniture in Memorial Park		Renewal	Cash	\$ 20,000.00			
	Jindera	Install power to Pioneer Park and replace gas bbq and install lights in toilets and replace park furniture		Renewal	Cash	\$ -	\$ 50,000.00		
	Henty	Memorial Park Replace Playground Equipment		Renewal	Cash	\$ -	\$ 100,000.00		
	Henty	Bicentennial Park Replace Playground Equipment		Renewal	S7.12		\$ -	\$ 100,000.00	
	Henty	Memorial Park Ashphalting of Paths		New	S7.12		\$ 30,000.00		
	Henty	Memorial Park - Replace Public Toilets		Renewal	S7.12				\$ 150,000.00
7	Walla Walla	Lions Park - Replace Playground		Renewal	Cash	\$ 60,000.00			
	Walla Walla	Pump Track at Skate Park		New	VPA		\$ 100,000.00		
8	Walla Walla	Lions Park - New Toilet Facility		New	VPA	\$ 100,000.00			
	Walla Walla	Install Irrigation to Gardens, Green Space at Hall and Preschool		New	Cash			\$ 70,000.00	
	Morven	Updating of Community Space (Including toilets/bbq/seating tables)		New	Land Reserve and S7.12		\$ 300,000.00		
	Culcairn	Fencing of Eric Thomas Park		New	S7.12				\$ 50,000.00
						\$ 240,000.00	\$ 580,000.00	\$ 170,000.00	\$ 200,000.00

Total Recreation & Culture

\$ 695,000.00 \$ 5,485,000.00 \$ 4,865,000.00 \$ 275,000.00

Manufacturing & Mining
Title: Building Control

MAP REF	Location	Job Description	Class		Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Building Surveyor	Vehicle Replacement		New	R Rampal	Cash			\$ 60,000.00
						\$ -	\$ -	\$ -	\$ 60,000.00

Total Manufacturing & Mining

\$ - \$ - \$ - \$ 60,000.00

Transport & Communications

Title: Road Construction Program - Rural

MAP REF	Location	Job Description	Class		Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
9	Engineering Works	Survey and Design + Environmental Works Programs		Renewal	Cash	\$ 100,000.00	\$ 100,000.00	\$ 110,000.00	\$ 120,000.00
	REDCHIP (Jingellic Road)	Environmental and Design Changes		Renewal	REDCHIP	\$ 60,000.00			
	Burrumbuttock - Walla Road	Road Widening - Stage 1 of 4 Stages		Upgrade	RERRF	\$ 900,000.00			
						\$ 1,060,000.00	\$ 100,000.00	\$ 110,000.00	\$ 120,000.00

Title: Road Construction Program - Rural - (Roads to Recovery)

MAP REF	Location	Job Description	Class		Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
10	Jelbart Rd	Construct and Seal Remaining 1.8km	4A	New	1.8 Km	Roads to Recovery Funding	\$ 900,000.00		
	Burrumbuttock - Walla Road	Road Widening - Stage 1 (2,3,4 Stages of 4 stages)	4B	Upgrade	6 Km	Roads to Recovery Funding		\$ 700,000.00	\$ 700,000.00
	Henty Cookardinia Road	Reconstruction in 1km lengths per year from new Bridge to Lubkes Rd		Renewal		Roads to Recovery Funding		\$ 750,000.00	\$ 750,000.00
						\$ 900,000.00	\$ 1,450,000.00	\$ 1,450,000.00	\$ 1,450,000.00

Title: Road Construction Program - Urban

MAP REF	Location	Job Description	Class		Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
11	Balfour St/Railway Pde Culcairn	Overlay roads (CBD) with asphalt (Total Project \$750k - \$350 Cash / \$400k from RRBlock Grant)		Upgrade	Cash / Regional Roads Block Grant	\$ 350,000.00			
	Swift St Holbrook Young St to Bowler St	Reconstruct Hume and Bowler St Intersections and 100m of road		Renewal	Cash		\$ 450,000.00		
	Jindera St Jindera	Pioneer Drive to Dight St- Reconstruction new K&C and Footpath		Upgrade	Cash			\$ 500,000.00	
	Dight St Jindera	Watson St to Jindera St - Reconstruction new K&C and Footpath		Upgrade	Cash				\$ 800,000.00
						\$ 350,000.00	\$ 450,000.00	\$ 500,000.00	\$ 800,000.00

Title: Road Construction Program - Urban - (Roads to Recovery)

MAP REF	Location	Job Description	Class		Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
12	Queen St Walla Walla	Reconstruct (Complete length in urban area approx 500m and covering large drain) 3 stages		Renewal	Roads to Recovery Funding	\$ 600,000.00	\$ 600,000.00	\$ 600,000.00	
	Sladen St Lane	Reconstruction of pavement		Renewal	Roads to Recovery Funding	\$ 200,000.00			
13	Market St Walla Walla	New Kerb and Channel and Trees		New	Roads to Recovery Funding				\$ 400,000.00
	CBD lane way at rear of takeaway between Adams St and Creek St, Jindera	Construction and sealing of laneway + drainage (150m)		New	Roads to Recovery Funding				\$ 200,000.00
	Sladen St East Henty	Reconstruction of pavement		Renewal	Roads to Recovery Funding				\$ 500,000.00
	To be determined			Renewal	Roads to Recovery Funding				\$ 588,908.00
						\$ 800,000.00	\$ 600,000.00	\$ 600,000.00	\$ 1,688,908.00

Title: Bitumen Resealing Program - Rural									
MAP REF	Location	Job Description		Distance (Km)	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
14	Coach Road	Start 1.9km Nth from Odewahns Road to Fellow Hills Rd (CH 17600 - CH 20700)	Renewal	3.10	Cash	\$ 135,000.00			
15	Tunnel Road	Tinmines State Forest to River Rd (CH 10270 - CH 19805)	Renewal	9.52	Cash	\$ 243,000.00			
16	Four Mile lane	From Hume Hwy to Bridge (CH 0 - CH 6780)	Renewal	6.78	Cash	\$ 235,000.00			
17	Four Mile Lane	East from Bridge (CH 6780 - CH 12000)	Renewal	5.33	Cash	\$ 116,000.00			
18	Cummings Road	Start 330m Nth of Benambra Road to Lookout Rd (CH 15055 - CH 17550)	Renewal	2.47	Cash	\$ 101,000.00			
19	River Road	Dust seal final seals (starting west end of bridge) 8.013-8.079, 10.187-10.382, 17.987-18.159, 21.722-21.925, 23.616-23.798, 24.225-24.424	Renewal	4.58	Cash	\$ 70,000.00			
	Total		Renewal	31.78					
	Bowna Road	From Hume Hwy to 100m NE of Wymah Rd (CH0 - CH5000)	Renewal	5.00	Cash		\$ 250,000.00		
	Greenwood Road, Gerogery (West)	Glenellen Road to Lemke Road (CH 0 - CH 1638)	Renewal	1.45	Cash		\$ 54,000.00		
	Wymah Road	From Wagra Crk Bridge to 300m east of Wymah Ferry Rd (CH 17185 - CH 22060)	Renewal	4.88	Cash		\$ 190,000.00		
	Taylor's Road	Start Olympic Hwy for 2.7km (CH 0 - CH 2710) & Dust Seal (CH 4240 - CH 4545)	Renewal	3.00	Cash		\$ 120,000.00		
	Benambra Road	From Cummings Rd for 2.3km (CH 9238 - CH 11512)	Renewal	2.30	Cash		\$ 104,000.00		
	Hendersons Road	From Jingellic Road for 1.78km (CH 0 - CH 1776)	Renewal	1.78	Cash		\$ 34,000.00		
	Henty Ryan Road	Henty Pleasant Hills Road to Shire Boundary (Full Length)	Renewal	1.62	Cash		\$ 74,000.00		
	Tunnel Road	Start 860m from Woomargama Way for 1.6km (CH0 - CH1600)	Renewal	1.64	Cash		\$ 74,000.00		
	Total		Renewal	21.67					
	Bowna Road	From 100m NE of Wymah Rd to Sweetwater Rd (CH5000 - CH10000)	Renewal	5.00	Cash			\$ 255,000.00	
	Weeamera Road	Benambra Road to Boral Quarry Entrance (CH 0 - CH 2080)	Renewal	2.08	Cash			\$ 110,000.00	
	Tunnel Road	CH 2495 to CH 6120 (To just Sth of Ferndale Rd)	Renewal	3.63	Cash			\$ 120,000.00	
	Walla Walla Road	Gerogery West Rd to Station St (CH 8920 - CH 12180)	Renewal	3.26	Cash			\$ 125,000.00	
	Coach Road	Jobsons Rd to Odewahns Rd (CH 11800 - CH 15690)	Renewal	3.90	Cash			\$ 135,000.00	
	Coach Road	Start Approx at Prop #306 - Nth for 1km (Ch 2892 - CH 3850)	Renewal	1.00	Cash			\$ 45,000.00	
	Henty Pleasant Hills	Grubben Road to Henty Ryan Road (CH0 - CH2140)	Renewal	2.14	Cash			\$ 110,000.00	
	Total		Renewal	21.01					
	Wymah Road	1.6km from Bowna Rd to Hore Rd (CH 1630 - CH 5830)	Renewal	4.23	Cash				\$ 150,000.00
	Clancy Road	Burma Road to Bowna Road (CH 0 - CH 4035)	Renewal	4.04	Cash				\$ 165,000.00
	Burma Road	Clancy Road to end of seal (CH 0 - CH 69)	Renewal	0.69	Cash				\$ 37,000.00
	Walla Walla Road	Start at Morgans Rd Sth for 4.6km (CH 2700 - CH 7500)	Renewal	4.60	Cash				\$ 174,000.00
	Howlong Burrumbuttock Road	Fanning Lane to Shire Bndy (CH 13955 - CH 17290)	Renewal	3.35	Cash				\$ 134,000.00
	Henty Cookardinia Road	Bahrs Rd to Jerra Jerra Rd - Approx (CH 12820 - CH 18220)	Renewal	5.40	Cash				\$ 240,000.00
				22.31					
TOTAL						\$ 900,000.00	\$ 900,000.00	\$ 900,000.00	\$ 900,000.00

Title: Bitumen Resealing Program - Urban

MAP REF	Location	Job Description		Distance (m)	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
20	Purtell St, Morven	Culcairn Holbrook Road to Brownrigg Street (CH 0 - CH 580)	Renewal	580.00	Cash	\$23,000.00			
21	Allan Street, Henty	Sladen Street to Rosler Parade (CH 0 - CH 960)	Renewal	960.00	Cash	\$40,000.00			
22	Fallon Street, Jindera	Adams St to Dight St (CH 0 - CH 220)	Renewal	220.00	Cash	\$10,000.00			
23	Second Ave, Henty	Sladen St East to First St	Renewal	238.00	Cash	\$9,000.00			
24	Second Ave, Henty	Third St to Fourth St	Renewal	130.00	Cash	\$6,000.00			
25	Munro Street, Culcairn	Wattle Street to Balfour Street (CH 0 - CH 387)	Renewal	387.00	Cash	\$14,000.00			
26	Munro Street, Culcairn	Balfour S to Baird St (CH 418 - CH 1506)	Renewal	1,088.00	Cash	\$38,000.00			
27	Berry Street, Woomargama	Woomargama Way to Tunnel Rd (C H0-CH 860)	Renewal	850.00	Cash	\$24,000.00			
28	Melbourne Street, Woomargama	Full Length - Service road	Renewal	120.00	Cash	\$6,000.00			
29	Burrumbuttock Recreation Road, Burrumbuttock	Howlong Burrumbuttock Rd to Road end (CH 0 - CH 1500)	Renewal	300.00	Cash	\$10,000.00			
	Total		Renewal	4,873.00					
	Edward Street, Woomargama	Berry Street to Boundary Street - Full Length	Renewal	830.00	Cash		\$ 23,000.00		
	Bardwell Street, Holbrook	Albury St to road end (CH 0 - CH 692)	Renewal	692.00	Cash		\$ 38,000.00		
	Bowler Street, Holbrook	Wilson St to Railway Prd (CH 0 - CH 729)	Renewal	729.00	Cash		\$ 32,000.00		
	Hume Street, Holbrook	Albury Street to Gundagai Street (CH 133 - CH 381)	Renewal	248.00	Cash		\$ 10,500.00		
	Spring Street, Holbrook	Bath Street to Raymond Street (CH 0 - CH 430)	Renewal	430.00	Cash		\$ 15,000.00		
	Webb Street, Holbrook	Young Street to Murdoch Place (CH0 - CH500 (minus Bowler St 20m)	Renewal	480.00	Cash		\$ 20,000.00		
	Wattle Street, Culcairn	Gordon Street to Munro Street (CH 0 - CH 241)	Renewal	242.00	Cash		\$ 9,000.00		
	Kierath Street, Henty	Ivor Street to Comer Street (CH 0 - CH 454)	Renewal	454.00	Cash		\$ 16,000.00		
	Hayes Street, Henty	Ivor Street to Comer Street (CH 0 - CH 450)	Renewal	450.00	Cash		\$ 16,500.00		
	Total		Renewal	6,283.00					
	Brownrigg Street, Morven	Culcairn Holbrook Rd to Mate St (CH 0 - CH 1305)	Renewal	1,305.00	Cash			\$ 61,000.00	
	Third Street, Henty	Railway Parade to Third Avenue (CH 0 - CH 349)	Renewal	349.00	Cash			\$ 13,000.00	
	Murray Street, Holbrook	Nolan Street to Nyhan Street (CH 0 - CH 390)	Renewal	390.00	Cash			\$ 15,000.00	
	Murray Street, Holbrook	Nyhan Street to Road end (CH 390 - CH 742)	Renewal	352.00	Cash			\$ 8,000.00	
	Baird Street, Culcairn	Melville Street to Hoy Street (CH 0 - CH 704)	Renewal	704.00	Cash			\$ 26,500.00	
	Gibson Street, Jindera	Dight Street to Road end	Renewal	160.00	Cash			\$ 7,000.00	
	Railway Parade, Culcairn	Hamilton Street to Heathcote Lane (CH 714 - CH 1260)	Renewal	547.00	Cash			\$ 21,500.00	
	Melrose Street, Culcairn	Melville Street to Gordon Street (CH 0 - CH 295)	Renewal	295.00	Cash			\$ 16,000.00	
	Purtell Street, Holbrook	Young Street to Bowler Street (CH 0 - CH 193)	Renewal	193.00	Cash			\$ 6,500.00	
	Thomas Place, Culcairn	McBean Street to Cul-da-sac (CH 0 - Ch132)	Renewal	132.00	Cash			\$ 5,500.00	
	Total		Renewal	6,283.00					
	Bond Street, Holbrook	Raymond St to Wallace St (CH 507 - CH717)	Renewal	210.00	Cash				\$ 11,000.00
	Young Street, Holbrook	Jingellic Rd to Road end (CH 1280 - Ch 1480)	Renewal	200.00	Cash				\$ 7,000.00
	First Street, Henty	Railway Parade to First Avenue (CH 0 - CH 120)	Renewal	120.00	Cash				\$ 6,000.00
	First Street, Henty	First Avenue to Third Avenue (CH 120 - CH 256)	Renewal	256.00	Cash				\$ 10,000.00
	Scholz Dr, Jindera	Urana Rd to Davis Dr (CH 0 - CH 340)	Renewal	340.00	Cash				\$ 21,000.00
	Davis Dr, Jindera	Full Length (C H0 - CH 530)	Renewal	530.00	Cash				\$ 21,500.00
	Begg Dr, Jindera	Davis Dr to Stockwell Dr (CH 0 - CH 220)	Renewal	220.00	Cash				\$ 9,000.00
	Stockwell Dr, Jindera	Scholz Dr to Road end (CH 0 - CH 530)	Renewal	530.00	Cash				\$ 20,500.00
	Fallon Street, Jindera	Creek St to road end (CH 0 - CH 175)	Renewal	170.00	Cash				\$ 12,500.00
	Adams Street, Jindera	Start 400m West of Jindera St to Bungowannah Rd	Renewal	650.00	Cash				\$ 28,500.00
	Sladen Street East, Henty	Railway Parade to Third Avenue (CH 0 - CH 451)	Renewal	451.00	Cash				\$ 18,000.00
	Black Street - Lane, Culcairn	Henty Street & Douglas Street (CH 0 - CH 203)	Renewal	203.00	Cash				\$ 5,500.00
	Smith Street, Henty	Smart Street to Lyne Street (CH 0 - CH 182)	Renewal	182.00	Cash				\$ 9,500.00
				4,062.00					
						\$ 180,000.00	\$ 180,000.00	\$ 180,000.00	\$ 180,000.00

Title: Gravel Resheeting Program

MAP REF	Location	Job Description	Class		Distance (Km)	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
30	River Road	Ongoing Program		Renewal		Cash	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00
31	Bedggood Road	Full Length	6B	Renewal	2.10	Cash	\$ 59,000.00			
32	Bonnie Springs Road	Full Length	6B	Renewal	1.59	Cash	\$ 50,000.00			
33	Chinatown Lane	Full Length	5	Renewal	0.94	Cash	\$ 39,500.00			
34	Dilleys Road	Full Length	6B	Renewal	5.70	Cash	\$ 177,500.00			
35	Four Mile Lane	CH 12000 - CH 15600 & CH 17580 - CH 21100 & CH 21400 - CH24000 (9.72Km)	5	Renewal	9.72	Cash	\$ 338,000.00			
36	Glenlea Road East	East off Walla Walla Jindera Rd for 260m	6B	Renewal	0.26	Cash	\$ 6,500.00			
37	Gluepot Road	Alma Park Rd to Riders Rd (CH 4905 - CH 5505)	6B	Renewal	0.60	Cash	\$ 21,000.00			
38	Rockow Road	Full Length	6B	Renewal	0.50	Cash	\$ 16,000.00			
39	Gum Swamp Road	Full Length	6A	Renewal	4.10	Cash	\$ 210,000.00			
40	Scheinders Road	Full Length	6B	Renewal	3.24	Cash	\$ 113,500.00			
41	Singe Road	Full Length	5	Renewal	0.70	Cash	\$ 24,500.00			
42	Stonehaven Road	Kanimbla Rd to Clifton Ring Rd (CH 0 - CH 460 & CH 860 - CH 9420)	6B	Renewal	8.56	Cash	\$ 359,500.00			
43	The Elms Lane	Full Length	6B	Renewal	0.90	Cash	\$ 25,000.00			
		Total Class 5			\$ 11.36					
		Total Class 6			\$ 27.55					
		Total			\$ 38.91					
	Back Brookesby Road	Ellis St to Wongadel Rd (CH 690 - CH 6330)	6B	Renewal	5.64	Cash		\$ 177,500.00		
	Barkers Road	Full Length	6A	Renewal	3.28	Cash		\$ 104,000.00		
	Brackley Road	Full Length	6B	Renewal	1.60	Cash		\$ 56,000.00		
	Brigadoon Lane	Full Length	6B	Renewal	1.80	Cash		\$ 50,000.00		
	Elmo Road	Full Length	6A	Renewal	3.40	Cash		\$ 107,000.00		
	Fullers Road	Urana Rd to Lennons Rd (CH 6120 - CH 8120)	6A	Renewal	2.00	Cash		\$ 70,000.00		
	Hudsons Road	Kywong Howlong Rd to Barkers Rd (CH 0 - CH 5220)	6A	Renewal	5.20	Cash		\$ 165,000.00		
	Kellys Road	Start on corner 1km East from Crawleys Rd to Green Acres Road (CH 9970 - CH 16410)	5	Renewal	6.44	Cash		\$ 225,000.00		
	Ryan Stock Route	From Sherwyn Road to Kelly Road, Full Length (Ch 0 to Ch 6060)	6B	Renewal	6.00	Cash		\$ 210,000.00		
	Stony Park Road	End of seal to Howlong Burrumbuttock Rd (CH 4236 - CH 8580)	5	Renewal	4.30	Cash		\$ 180,500.00		
	Top Springs Road	Full Length	6B	Renewal	2.70	Cash		\$ 95,000.00		
		Total Class 5			10.74					
		Total Class 6			31.62					
		Total			42.36					

Barbers Road	Full Length	6B	Renewal	3.28	Cash			\$	92,000.00	
Calool Lane	Full Length	6	Renewal	1.00	Cash			\$	35,000.00	
Davidson Lane	Full Length	6B	Renewal	0.40	Cash			\$	10,000.00	
Edgehill Stock Route	Full Length	6B	Renewal	5.20	Cash			\$	163,000.00	
Green Acres Road	Kotzurs Rd to Kellys Rd (CH 1100 - CH 2749)	6B	Renewal	1.65	Cash			\$	46,000.00	
Nolans Road	Full Length	6B	Renewal	2.50	Cash			\$	88,000.00	
Reynella Road	Full Length	6A	Renewal	4.20	Cash			\$	145,000.00	
Roblin Road	Full Length	6A	Renewal	4.38	Cash			\$	138,000.00	
Scheetz Road	Full Length (Brock Goombargana Rd to Elmo Rd)	6A	Renewal	3.70	Cash			\$	103,000.00	
Shady Grove Road	Full Length	6B	Renewal	2.50	Cash			\$	70,000.00	
Spring Valley Road	Maintained Length - Approx for 950 meters	6B	Renewal	0.95	Cash			\$	33,000.00	
Stewarts Road	Bedgood Rd to Thornbury Rd (CH 5140 - CH 7200)	6B	Renewal	2.06	Cash			\$	58,000.00	
Riders Road	Full Length	6B	Renewal	6.00	Cash			\$	195,000.00	
Vile Lane	Fanning Rd to Majors Crk Rd (CH 2030 - CH 4354)	6A	Renewal	2.33	Cash			\$	74,000.00	
Walla Cemetery Road	Full Length	6B	Renewal	2.70	Cash			\$	90,000.00	
Wenke Road	Full Length	6A	Renewal	3.00	Cash			\$	100,000.00	
	Total Class 5			-						
	Total Class 6			45.61						
	Total			45.61						
Balldale Walbundrie Road	McGorman Ln to 1400m south of Selby Rd	6A	Renewal	2.70	Cash			\$	115,000.00	
Bloomfield Road	Full Length	6A/6B	Renewal	6.70	Cash			\$	212,000.00	
Elmsley Lane	Full Length	6B	Renewal	1.60	Cash			\$	35,000.00	
Hickory Hill Road	Full Length	6B	Renewal	5.52	Cash			\$	155,000.00	
Hovell Road	Glenview Rd south to seal	5	Renewal	4.90	Cash			\$	172,000.00	
Kings Bridge Road	Full Length	6B	Renewal	3.90	Cash			\$	137,000.00	
Klinberg Road	Full length	6B	Renewal	2.70	Cash			\$	85,000.00	
Kotzurs Road	Alma Park Road, eastwards 1800m	6B	Renewal	1.80	Cash			\$	55,000.00	
Mahers Road	Full Length	6B	Renewal	3.75	Cash			\$	131,000.00	
Mullembiah Road	Full length	6B	Renewal	4.50	Cash			\$	160,000.00	
Parnells Road	Full Length	6B	Renewal	1.47	Cash			\$	48,000.00	
Triangle Road	Full length	6B	Renewal	3.40	Cash			\$	135,000.00	
	Total Class 5			4.90						
	Total Class 6			44.28						
	Total			49.18						

\$ 1,640,000.00 \$ 1,640,000.00 \$ 1,640,000.00 \$ 1,640,000.00

Title: Bridge/Major Culvert Program

MAP REF	Location	Job Description	Class	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
			Renewal	Cash				
	<i>To be determined</i>		Renewal	Cash				

\$ - \$ - \$ - \$ -

Title: Footpath Construction

MAP REF	Location	Job Description	Class		Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
44	Molkentin Road	Cade Court To Urana Street (northside)		New	Cash/Landowners Cont	\$ 50,000.00			
	Jacob Wenke Drive Walla Walla	Kotzur Circuit to Commercial Street - 180m		New	Cash/Landowners Cont		\$ 60,000.00		
	To be Determined			New	Cash			\$ 50,000.00	\$ 50,000.00
(50% income budgeted on above projects)						\$ 50,000.00	\$ 60,000.00	\$ 50,000.00	\$ 50,000.00

Title: Kerb & Gutter

MAP REF	Location	Job Description	Class		Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
45	Molkentin Road	Cade Court To Urana Street (northside)		New	Cash	\$ 50,000.00			
	Creek, St Jindera	Huon St to Mitchell St (Southside)		New	Cash		\$ 100,000.00		
	Rail Ave, Walla Walla	Short St to Lane (Southside)		New	Cash			\$ 60,000.00	
	To be Determined			New	Cash				\$ 50,000.00
(20% income budgeted on above projects)						\$ 50,000.00	\$ 100,000.00	\$ 60,000.00	\$ 50,000.00

Title: Aerodromes

	Location	Job Description	Class		Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Holbrook Airpark	Gravel resheeting		Renewal	Cash				
						\$ -	\$ -	\$ -	\$ -

Title: Bus Shelters

	Location	Job Description	Class		Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Various	Bus Shelters		New	Cash	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
						\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00

Title: Town Services – Villages Vote

MAP REF	Location	Job Description	Class		Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
46	Morven	Install Streetlights		New	Cash	\$ 50,000.00			
	To be determined	Walbundrie,Morven,Woomargama,Burrumbuttock,Gerogery, Brocklesby		New	Cash		\$ 50,000.00	\$ 50,000.00	\$ 50,000.00
						\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00

REGIONAL ROADS PROGRAM
Regional Roads BLOCK GRANT Program

MAP REF	Location	Job Description	Class	Distance (Km)	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
47	Routine Maintenance				Block Grant	\$122,749.00	\$260,530.00	\$272,611.00	\$279,426.00
	Sub Total - Maintenance					\$122,749.00	\$260,530.00	\$272,611.00	\$279,426.00
	CAPITAL								
	Bitumen Reseals	Start Just North of Prop #2629 to Burrum Walla Walla Road (CH19500 to CH21237)	Renewal	1.74	Block Grant	\$70,000.00			
	Guard Rail	Install Guard Rail and remove bus shelter at intersection of Hueske and Urana Road	Renewal		Block Grant	\$30,000.00			
	Rehabilitation/Heavy Patching		Renewal		Block Grant	\$40,000.00	\$120,000.00	\$220,000.00	\$225,500.00
	Sub Total - Capital					\$140,000.00	\$120,000.00	\$220,000.00	\$225,500.00
	TOTAL MR125					\$262,749.00	\$380,530.00	\$492,611.00	\$504,926.00
MAP REF	Location	Job Description	Class	Distance (Km)	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
48	Routine Maintenance				Block Grant	\$67,512.00	\$156,317.00	\$163,567.00	\$167,656.00
	Sub Total - Maintenance					\$67,512.00	\$156,317.00	\$163,567.00	\$167,656.00
	CAPITAL								
	Rehabilitation/Heavy Patching		Renewal		Block Grant	\$22,000.00	\$66,000.00	\$116,000.00	\$118,900.00
	Bitumen Reseals	Start Prop #1839 to Mahers Road Rd (CH18390 - Ch21020)	Renewal	2.63	Block Grant	\$80,000.00			\$120,000.00
	Sub Total - Capital					\$102,000.00	\$66,000.00	\$116,000.00	\$238,900.00
	TOTAL MR211					\$169,512.00	\$222,317.00	\$279,567.00	\$406,556.00
MAP REF	Location	Job Description	Class	Distance (Km)	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
49	Routine Maintenance				Block Grant	\$288,912.00	\$573,164.00	\$599,745.00	\$614,739.00
	Sub Total - Maintenance					\$288,912.00	\$573,164.00	\$599,745.00	\$614,739.00
	CAPITAL								
	Bitumen Reseals	Kings Bridge Rd to 250m West of Prop #1591 (CH 12820 - CH 16163)	Renewal	3.34	Block Grant	\$125,000.00			
	Bitumen Reseals	Start 1.5km east of Brittas Reserve Road for 1.6km (CH2280 - CH24400)	Renewal	1.60	Block Grant	\$75,000.00			
	Rehabilitation/Heavy Patching		Renewal		Block Grant	\$80,000.00	\$258,000.00	\$458,000.00	\$469,450.00
	Asphalting of Balfour St (CBD - Railway Pde)	Overlay roads (CBD) with asphalt (Total Project \$750k - \$350 Cash / \$400k from RRBlock Grant)	Renewal		Block Grant	\$400,000.00			
	Sub Total - Capital					\$680,000.00	\$258,000.00	\$458,000.00	\$469,450.00
	TOTAL MR331					\$968,912.00	\$831,164.00	\$1,057,745.00	\$1,084,189.00

MAP REF	Location	Job Description	Class	Distance (Km)	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
51	Routine Maintenance				Block Grant	\$92,062.00	\$182,370.00	\$190,828.00	\$195,599.00
	Sub Total - Maintenance					\$ 92,062.00	\$ 182,370.00	\$ 190,828.00	\$ 195,599.00
	CAPITAL								
	Rehabilitation/Heavy Patching		Renewal		Block Grant	\$ 30,000.00	\$ 90,000.00	\$ 140,000.00	\$ 143,500.00
	Bitumen Reseals	Start Prop #1985, Nth for 5.1km to Prop #2484 (CH 19855 - CH 25000)	Renewal	5.15	Block Grant	\$ 155,000.00			
	Sub Total - Capital					\$ 185,000.00	\$ 90,000.00	\$ 140,000.00	\$ 143,500.00
	TOTAL MR370					\$ 277,062.00	\$ 272,370.00	\$ 330,828.00	\$ 339,099.00

MAP REF	Location	Job Description	Class	Distance (Km)	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Routine Maintenance				Block Grant	\$5,000.00	\$13,026.00	\$13,631.00	\$13,972.00
	Sub Total - Maintenance					\$ 5,000.00	\$ 13,026.00	\$ 13,631.00	\$ 13,972.00
	CAPITAL								
	Rehabilitation/Heavy Patching		Renewal		Block Grant	\$ -	\$ -	\$ -	\$ -
	Bitumen Reseals		Renewal		Block Grant	\$ -	\$ -	\$ -	\$ -
	Sub Total - Capital					\$ -	\$ -	\$ -	\$ -
	TOTAL MR384					\$ 5,000.00	\$ 13,026.00	\$ 13,631.00	\$ 13,972.00

MAP REF	Location	Job Description	Class	Distance (Km)	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
52	Routine Maintenance				Block Grant	\$67,513.00	\$117,238.00	\$122,675.00	\$125,742.00
	Sub Total - Maintenance					\$ 67,513.00	\$ 117,238.00	\$ 122,675.00	\$ 125,742.00
	CAPITAL								
	Rehabilitation/Heavy Patching		Renewal		Block Grant	\$ 22,000.00	\$ 66,000.00	\$ 116,000.00	\$ 118,900.00
	Bitumen Reseals	Pioneer Dr from Morgans Rd to Klemke Ave (CH0-CH480) and Comercial St from Klemke Ave to Walla Walla Rd (CH0 - CH1931)	Renewal	2.40	Block Grant	\$ 90,000.00	\$ -	\$ -	\$ -
	Sub Total - Capital					\$ 112,000.00	\$ 66,000.00	\$ 116,000.00	\$ 118,900.00
	TOTAL MR547					\$ 179,513.00	\$ 183,238.00	\$ 238,675.00	\$ 244,642.00

	Location	Job Description	Class	Distance (Km)	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
		Line marking / Guardrail / Signage			Block Grant	\$ 156,310.00	\$ 158,655.00	\$ 161,035.00	\$ 163,451.00
	TOTAL					\$ 156,310.00	\$ 158,655.00	\$ 161,035.00	\$ 163,451.00

Regional Roads REPAIR Program

MAP REF	Location	Job Description	Class	Distance (Km)	Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
53	Jingellic Road (MR331)	Reconstruction of 1km at Wantagong (CH17800 - CH18800)	Renewal	1.00	\$450k from Repair Program/\$450k from Block Grant	\$ 450,000.00	\$ 1,230,000.00	\$ 660,000.00	\$ -
	TOTAL					\$ 450,000.00	\$ 1,230,000.00	\$ 660,000.00	\$ -

Total Regional Roads BLOCK GRANT Program

\$ 1,669,000.00 \$ 1,830,000.00 \$ 1,710,000.00 \$ 1,196,250.00

Summary Regional Roads BLOCK GRANT program									
Maintenance						\$ 643,748.00	\$ 1,302,645.00	\$ 1,363,057.00	\$ 1,397,134.00
Capital Expenditure						\$ 1,219,000.00	\$ 600,000.00	\$ 1,050,000.00	\$ 1,196,250.00
Traffic Facilities						\$ 156,310.00	\$ 158,655.00	\$ 161,035.00	\$ 163,451.00
Contribution to Repair Program (50% of Repair Project)						\$ 225,000.00	\$ 615,000.00	\$ 330,000.00	\$ -
Sub Total (Regional Road Block Grant)						\$ 2,244,058.00	\$ 2,676,300.00	\$ 2,904,092.00	\$ 2,756,835.00
Repair Program Grant (50% of Repair Project)						\$ 225,000.00	\$ 615,000.00	\$ 330,000.00	\$ -
Total Regional Roads BLOCK GRANT program						\$ 2,469,058.00	\$ 3,291,300.00	\$ 3,234,092.00	\$ 2,756,835.00
Regional Roads Other Programs									
Location	Job Description	Class			Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
TOTAL						\$ -	\$ -	\$ -	\$ -
Total Transport & Communications						\$ 7,654,000.00	\$ 7,365,000.00	\$ 7,255,000.00	\$ 8,130,158.00
Economic Affairs									
Title: Jindera Medical Centre									
Location	Job Description	Class			Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Jindera Medical Centre	Improvements		Renewal		Cash		\$ 10,000.00		\$ 10,000.00
						\$ -	\$ 10,000.00	\$ -	\$ 10,000.00
Title: Visitor Information Centre									
MAP REF	Location	Job Description	Class		Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	VIC	Airconditioner Replacement		Renewal	Cash	\$ 3,000.00			
						\$ 3,000.00	\$ -	\$ -	\$ -
Title: Real Estate Development									
MAP REF	Location	Job Description	Class		Funding Source	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	Culcairn	31a Balfour Street, Culcairn renovation detailed drawings		New	Cash	\$ 30,000.00			
							\$ -	\$ -	\$ -
						\$ 30,000.00	\$ -	\$ -	\$ -
Total Economic Affairs						\$ 33,000.00	\$ 10,000.00	\$ -	\$ 10,000.00

Summary						Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Governance						\$ 60,000.00	\$ -	\$ -	\$ -
Administration						\$ 1,667,000.00	\$ 1,376,860.00	\$ 1,400,250.00	\$ 1,500,850.00
Public Order & Safety						\$ -	\$ -	\$ -	\$ -
Health						\$ 15,000.00	\$ -	\$ 65,000.00	\$ -
Environment						\$ 560,000.00	\$ 2,250,000.00	\$ 2,200,000.00	\$ 3,050,000.00
Community Services & Education						\$ 166,000.00	\$ 206,000.00	\$ 366,000.00	\$ 161,000.00
Housing & Community Activities						\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00
Water Supplies						\$ 2,507,500.00	\$ 8,610,000.00	\$ 5,522,500.00	\$ 387,500.00
Sewerage Services						\$ 2,278,000.00	\$ 8,414,500.00	\$ 8,521,000.00	\$ 8,201,583.00
Recreation & Culture						\$ 695,000.00	\$ 5,485,000.00	\$ 4,865,000.00	\$ 275,000.00
Mining, Manufacturing & Construction						\$ -	\$ -	\$ -	\$ 60,000.00
Transport & Communication						\$ 7,654,000.00	\$ 7,365,000.00	\$ 7,255,000.00	\$ 8,130,158.00
Economic Affairs						\$ 33,000.00	\$ 10,000.00	\$ -	\$ 10,000.00
Total Capital Expenditure						\$ 15,645,500.00	\$ 33,727,360.00	\$ 30,204,750.00	\$ 21,786,091.00



Greater
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Council



Draft Resourcing Strategy 2025 - 2029

What is a Resourcing Strategy ?

The Community Strategic Plan provides a vehicle for each community to express its long-term aspirations. However, these aspirations will not be achieved without sufficient resources – time, money, assets and people – to implement them. The Resourcing Strategy is critical link when translating strategic objectives into actions.

The Resourcing Strategy consists of three inter-related elements:

- Long-Term Financial Planning
- Workforce Planning
- Asset Management Planning

The Resourcing Strategy makes clear what elements of the Community Strategic Plan the council will take responsibility for. Other levels of government, business, non-government organisations, community groups and individuals will also have a role in achieving the outcomes of the Community Strategic Plan.

As its name suggests, each of the elements of the Resourcing Strategy also play a role in resourcing the achievement of the Delivery Program and Operational Plans, as well as any other strategic plans the council has developed to support the achievement of the Community Strategic Plan.

Source: Office of Local Government

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Planning and Reporting Framework

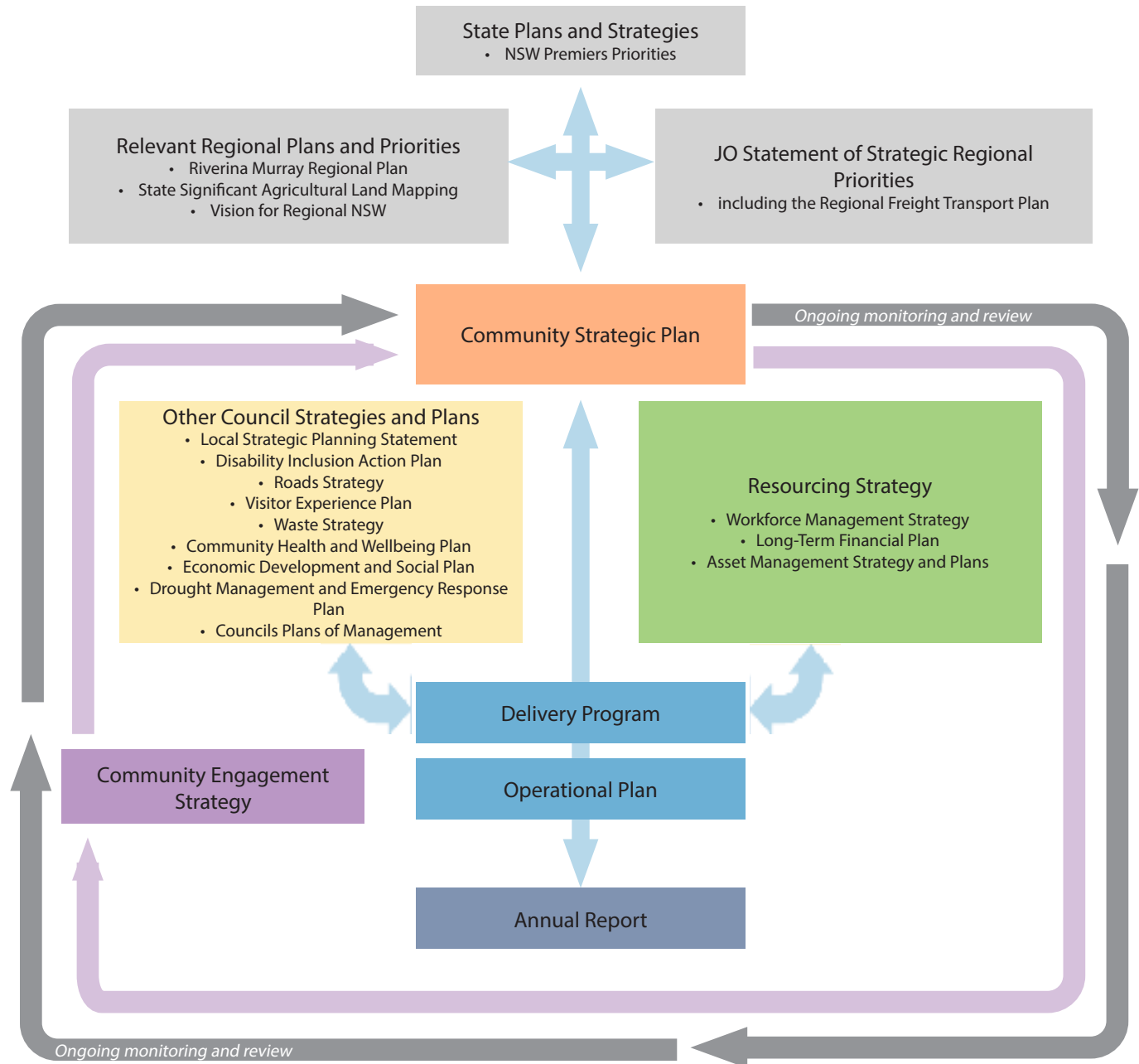
In 2009 a new planning and reporting framework for NSW local government was introduced. These reforms replace the former Management Plan and Social Plan with an integrated framework. To comply with this legislation, Council has produced the following documents:

- Long Term Community Strategic Plan
- Resourcing Strategy
- 4 year Delivery Program
- Annual Operating Plan

Council's Community Strategic Plan 2025 - 2035 is about the future of the whole community.

It represents the aspirations of the people who live, visit and work in the Greater Hume local government area. It is a 10 year vision developed as a collaborative effort between the community and Council.

Greater Hume Council Strategic Plan 2025 - 2035 defines a sustainable direction for our shire, and sets out the strategic direction which Council, will follow in achieving the needs of our community for the next 10 years to 2035.



About this plan

The Greater Hume Council Resourcing Strategy is a document supporting the Community Strategic Plan 2025 - 2035.

This Resourcing Strategy has been developed in accordance with the NSW State Government's Integrated Planning and Reporting Framework.

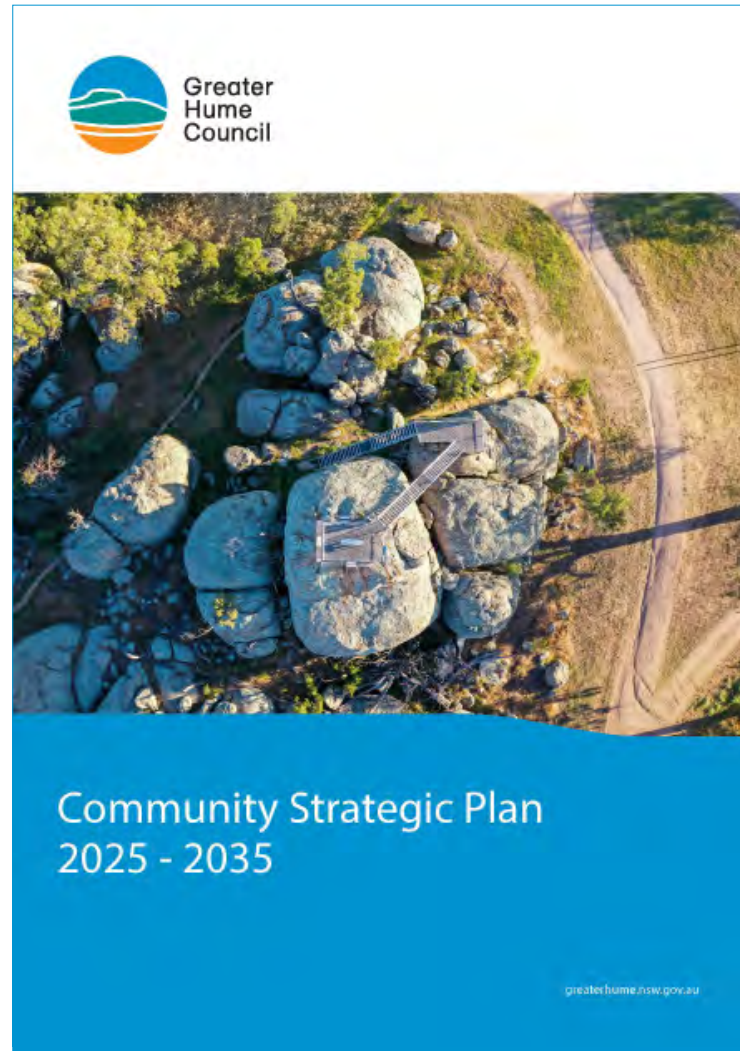
The Community Strategic Plan was originally endorsed by Council in 2011 and has been subsequently reviewed and updated following each local government election. Each review has been undertaken following extensive community consultation. The community determined Council's priorities and expressed their concerns and vision for the future of Greater Hume. From there, priorities, related actions, and progress indicators were developed.

The Resourcing Strategy will help ensure the community's long term goals and objectives, as expressed in the Community Strategic Plan, are met. Effective resource planning ensures Council will focus not only on the short term issues indicated in the Operational Plan, but also on the medium and long term challenges.

This document contains the 10 Year Resourcing Strategy that supports the Community Strategic Plan.

The Resourcing Strategy comprises three components:

- Long Term Financial Plan (LTFT),
- Workforce Management Plan (WMP), and
- Asset Management Strategy (AMS).



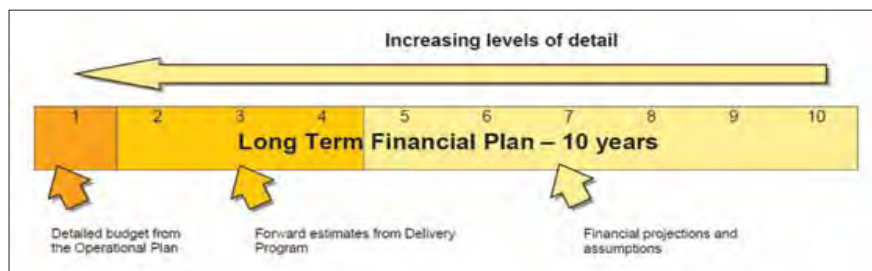
Overview

Council's Long Term Financial Plan (LTFP)

The first part of the Resourcing Strategy consists of Council's Long Term Financial Plan. The LTFP outlines the modelling used to forecast Council's financial future for the coming 10 years and presents the strategic aims, financial objectives, financial indicators and strategies the organisation has adopted to continue its progress in meeting significant financial sustainability challenges over the next decade. Financial sustainability is one of the key issues facing local government due to several contributing factors including cost shifting from other levels of government, aging infrastructure and constraints on revenue growth.

The LTFP is an important document, which will test the community aspirations and goals against financial realities. Contained in the plan are:

- Planning assumptions used to develop the plan
- Projected income and expenditure, balance sheet and cashflow statement
- Sensitivity analysis
- Methods of monitoring financial performance



Balancing expectations and uncertainty of future revenue and expenditure forecasts are the most challenging aspects of the financial planning process. As such, the longer the planning horizon, the more general the plan will be in the later years.

Council's Workforce Management Plan (WMP)

The second part of the Resourcing Strategy is the Workforce Management Plan. The WMP describes where Greater Hume Council is today in respect to its current workforce, where the council wants to be and the actions that must be undertaken to achieve the organisation's workforce planning and human resource management objectives which in turn support the achievement of Council's Delivery Program.

Council's Asset Management Strategy (AMS)

The third part of the Resourcing Strategy deals with asset management planning and in particular Council's Asset Management Strategy. The AMS sets a framework for the sustainable management of current and future assets so that Council can continue to deliver services effectively to the community now and into the future.

NSW local government are the custodians of approximately \$160 billion of community and operational assets, which enable councils to provide services to their communities. These assets need to be managed in the most appropriate

manner on behalf of, and to service, the community. Greater Hume Council is committed to a planned approach to providing services that integrates financial, asset management, workforce and information technology requirements within each service. Service planning presents an opportunity to improve access and equity in existing service provision and to introduce more innovative service delivery approaches that are affordable. Any change in Council's asset portfolio requires detailed service planning. The desired result of this planning is that the Council's capacity to provide satisfactory, equitable and affordable services to the community is maintained whilst at the same time reducing the Council's financial burden. A review of assets through service planning may result in a change to the way assets are utilised and the relevant services provided.

Council's Asset Management Strategy includes:

- The current status of Council's assets and management practices
- How council will improve or enhance their assets
- Specific actions to be undertaken to achieve Council's strategic objectives

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

- Land and Facilities Asset Management Plan (AMP)
- Transport AMP
- Water Supply AMP
- Waste Water AMP
- Plant and Fleet AMP
- Stormwater AMP

Long Term Financial Plan 2025 - 2035

Our Finance Goals

The Long-Term Financial Plan combines the financial implications arising from the Community Strategic Plan, Delivery Program and the annual Operational Plan to ensure all items in these plans are achievable and sustainable.

The Long-Term Financial Plan combines Council's current financial state with future delivery actions, including the ongoing delivery of services, facilities and infrastructure, while ensuring financial sustainability for the long-term financial health of Council.

This plan provides a 10-year projection of income, expenses, capital works, cash, assets and liabilities. The goal of Council's Long-Term Financial Plan is to update and maintain a long-term financial blueprint for Council and the community that ensures the cost-effective delivery of works and services, and the appropriate maintenance and renewal of our significant asset base, within the framework of present and future financial sustainability.

It is within this 10-year plan that the long-term aspirations and goals of our community are tested against financial reality.

Projections for a 10-year financial plan require a number of assumptions to be made for what will occur in the future and how this will impact Council's financial position. These assumptions will be monitored and reviewed annually to ensure changes within the economy globally and locally, as well as strategic direction, are reflected and amended.

Our goals for this Resourcing Strategy term include:

- FOCUS ON FINANCIAL SUSTAINABILITY

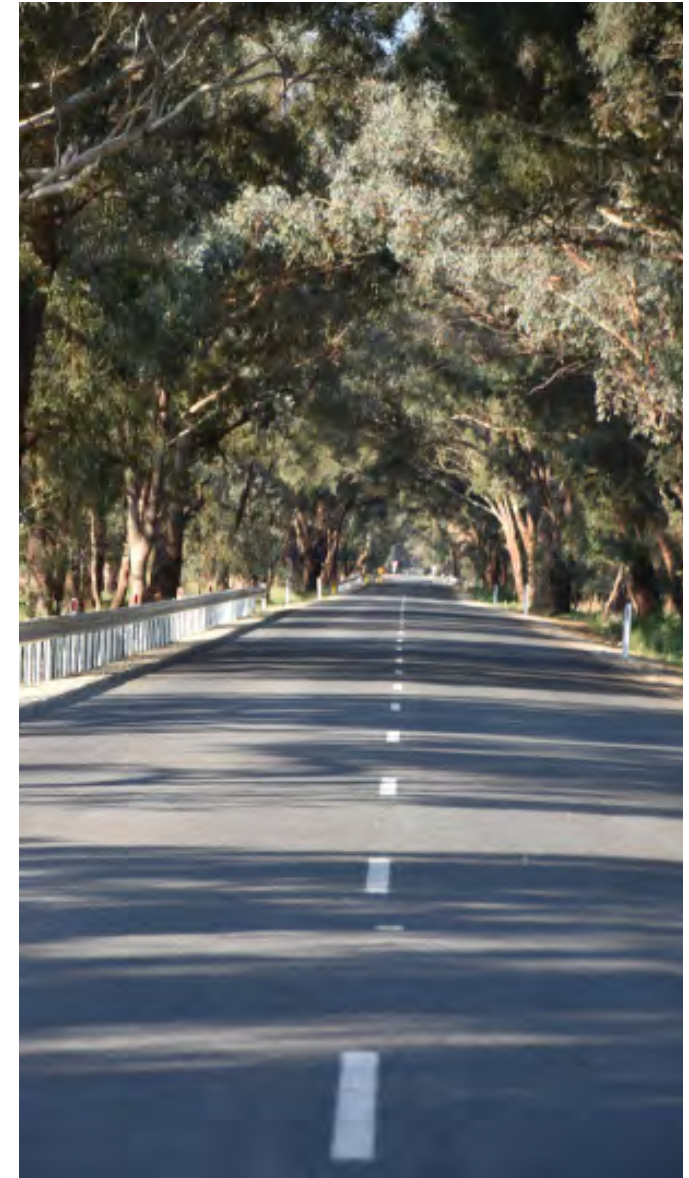
The aim of financial sustainability practices is to ensure Council is able to deliver acceptable, affordable and ongoing services to the community, while also ensuring Council can continue to provide these services over the longer term.

- MAKE CONTINUOUS IMPROVEMENTS

Council will engage in a review of current practices and generate efficiencies through technology, education and training to improve services to the community and increase visibility of financial information.

- ACHIEVE SURPLUS OPERATING POSITION

Council recognises the importance of financial sustainability and aims to achieve a surplus financial operating result over the course of the Long Term Financial Plan. In this 10 Year Long Term Financial Plan a balanced operating position will be achieved.



Long Term Financial Plan

Our Challenges

RENEWAL OF INFRASTRUCTURE

As a result of Council's aging infrastructure, in particular Sewer and Water, Council will incur significant cost to replace existing infrastructure as well as provide new infrastructure for growth in our towns and villages.

The investment cost is likely to be \$40M+ which is a significant cost that will require a combination of grants, loans, Council contribution and increases to annual rates and charges. This level of investment is considered significant to our Council, however is necessary to provide for our growing community.

Council is currently undertaking a Integrated Water Cycle Management Study, financial modelling and liaison with key stakeholders in relation to identifying the costs associated with this renewal project.

MAINTENANCE OF ASSETS

Council own and manage a series of aging assets including buildings, swimming pools, recreational facilities, public toilets and playgrounds. These assets are considered to be of an age that now requires significant maintenance and repair works. The level of financial investment required to maintain the asset at the required standard is considered significant in comparison to the income generated by these assets and will require grant funding throughout the next 10 years.

INDEPENDANT PRICING AND REGULATORY TRIBUNAL (IPART) RATE PEG

IPART is an independent authority established under the Independent Pricing and Regulatory Tribunal Act 1992. IPART is responsible for setting a 'rate peg' each year. This rate peg identifies the maximum allowable increase that can be applied to ordinary rates annually without special approvals, such as a special rate variation.

The rate peg limits the amount the Council can increase rates each year without obtaining special permissions. The rate peg for 2025-2026 is set at 5.3 per cent. Given that rate income represents 26 per cent of operating income received by Council, this represents a challenge for the Council in increasing income and continuing to meet community expectations, manage assets and operate in a growth environment.

INCREASING COSTS

Over time costs associated with operations and capital projects have been increasing at a rate greater than income. Recently coming through a period of high inflation has increased costs incurred by the Council.

Increasing costs mean efficiencies are required to be made continually in how Council spends money to provide these services and to ensure cost increases do not rise at a higher rate than Council income.

A small movement in Consumer Price Index (CPI) indices can have a multimillion-dollar negative impact to Council's operating position.

To mitigate this risk, Council is engaged in business improvement and financial sustainability practices across the organisation to identify and put in place strategies to reduce the impact of these changes as they occur.

INSTABILITY OF CONTINUED GRANTS

Council anticipates that the availability and accessibility to grant funding may reduce over the coming years, in comparison to what has previously been available. Grants are a significant funding stream of local government organisations and this will have a substantial impact on income. Grant funding is particularly important for rural and regional areas as income is restricted due to lower density population and servicing of larger geographical areas. Grant applications have become increasingly competitive and the requirement for co-contributions is more prevalent.

In the event that significant grant contributions cannot be secured for major infrastructure projects, Council may need to consider delaying development projects. This could result in a backlog of infrastructure renewal and a delay in growth within the Greater Hume Council area.

This would require Council to seek other methods of funding operating and capital programs without the benefit of grants.

Long Term Financial Plan

Our Challenges

SPECIAL RATE VARIATION

In order to address the challenges faced by Council as outlined above, Council may need to consider applying for a Special Rate Variation (SRV).

A key indicator of Council's long term financial sustainability is achieving a balanced operating performance position. The Operating Performance Ratio on page 21 provides an indication of Council's financial sustainability by measuring operating result excluding capital grants and contributions (which are typically tied to delivery of new capital works).

Performance at or above benchmark indicates Council has the ability to internally generate sufficient funding for its ongoing operations. The benchmark set by OLG is greater than 0 per cent. Council's base prediction of applying 4% rate peg increase across the 10 years of the LTFP confirms that Council's operating performance continues to be below benchmark year on year.

In order to address this situation, a Special Rate Variation prediction may need to be considered if we cannot secure alternate funding options.

Projected Financial Statements

PLANNING PRINCIPLES

The purpose of this plan is not to provide specific detail about various individual works or services. The Long Term Financial Plan will provide a decision-making tool that allows various assumptions and sensitivity analysis to be carried out, which will indicate the ability of Council to deliver cost-effective services to our community into the future, within a framework of financial sustainability.

The key principles in the development of the financial planning and modelling process include:

- continuing to engage in financial sustainability initiatives
- identifying and implementing initiatives to reduce expenditure and/or increase income
- progressively driving operating result towards a surplus operating result
- maintaining current and future infrastructure effectively using funding sources
- managing loan borrowings
- exploring profit generating activities.

Projected Financial Statement, Projected Statement of Financial Position and Projected Cash Flow Statement on a consolidated basis and by individual Fund can be found at [ANNEXURE 1](#) of this Plan.

PLANNING ASSUMPTIONS

The budget in the annual Operational Plan 2025-2026 creates the basis of the projections when building the Long-Term Financial Plan.

Relevant indices have been used as the basis of assumptions for income and expenditure and/or increased services and facilities. These indices are detailed on Page 12 below.

A number of income and expense assumptions have been derived from the relevant CPI indices to provide an indicative guide on the long-term movements within the plan.

SENSITIVITY ANALYSIS

Council's Long-Term Financial Plan is built on assumptions of what will occur over the course of the plan. Should assumptions change, sensitivity analysis helps Council determine the impact of these movements on financial performance.

All baseline assumptions used in the Long Term Financial Plan are detailed on page 12.

Pages 13 to 23 outline the sensitivity analysis on significant income and expense categories to identify how small movements in assumptions can change Council's financial position.

Some significant adjustments within the plan do not use assumptions for projections:

- Capital programs are built at a project level and/or using other relevant inputs.
- Capital grants are projected on the basis of known capital projects and the likelihood of grants being available for recurrent programs.
- Administration costs of local government elections are projected only for the identified year an election will occur.
- Asset maintenance cost increases are projected based on the capital program.
- Non-cash revaluations are not projected due to the uncertainty of valuations and that these have no impact on Council's budgeted cash position.

Long Term Financial Plan

Applied Indexation

The following indexation rates have been applied across the 10 years of the LTFP.

INDEX	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
FEES	1.0300	1.0300	1.0300	1.0300	1.0300	1.0300	1.0300	1.0300	1.0300	1.0300
CPI	1.0400	1.0300	1.0300	1.0300	1.0300	1.0300	1.0300	1.0300	1.0300	1.0300
CPI2	1.0500	1.0250	1.0250	1.0250	1.0250	1.0250	1.0250	1.0250	1.0250	1.0250
REGIONAL ROADS	1.0125	1.0125	1.0125	1.0125	1.0125	1.0125	1.0125	1.0125	1.0125	1.0125
PAY	1.0325	1.0325	1.0500	1.0325	1.0325	1.0325	1.0325	1.0325	1.0325	1.0325
TRAINEE	1.0300	1.0300	1.0300	1.0300	1.0300	1.0300	1.0300	1.0300	1.0300	1.0300
RATES	1.0530	1.0400	1.0400	1.0400	1.0400	1.0400	1.0400	1.0400	1.0400	1.0400
PENSIONER REBATE	1.0300	1.0300	1.0300	1.0300	1.0300	1.0300	1.0300	1.0300	1.0300	1.0300
PENSION INCREASE	1.0300	1.0300	1.0300	1.0300	1.0300	1.0300	1.0300	1.0300	1.0300	1.0300
FAG	1.0400	1.0400	1.0400	1.0400	1.0400	1.0400	1.0400	1.0400	1.0400	1.0400
WATER	1.0800	1.0500	1.0400	1.0400	1.0400	1.0400	1.0400	1.0400	1.0400	1.0400
WATER ALBURY	1.0800	1.0300	1.0300	1.0300	1.0300	1.0300	1.0300	1.0300	1.0300	1.0300
WATER REVENUE	1.0800	1.0800	1.0800	1.0800	1.0800	1.0500	1.0500	1.0500	1.0500	1.0500
SEWER REVENUE	1.0500	1.0800	1.0800	1.0800	1.0800	1.0800	1.0800	1.0800	1.0800	1.0800
DWM	1.0400	1.0400	1.0400	1.0400	1.0400	1.0400	1.0400	1.0400	1.0400	1.0400
INSURANCE	1.0500	1.0500	1.0500	1.0500	1.0500	1.0500	1.0500	1.0500	1.0500	1.0500
ENERGY	1.0500	1.0500	1.0500	1.0500	1.0500	1.0500	1.0500	1.0500	1.0500	1.0500
COUNCILLORS FEES	1.0400	1.0300	1.0300	1.0300	1.0300	1.0300	1.0300	1.0300	1.0300	1.0300
DEPRECIATION	1.0300	1.0300	1.0300	1.0300	1.0300	1.0300	1.0300	1.0300	1.0300	1.0300
REGIONAL LIBRARY	1.0300	1.0300	1.0300	1.0300	1.0300	1.0300	1.0300	1.0300	1.0300	1.0300

Projected Financial Statements

OUR INCOME

Council has several major sources of income which are explained below.

Rates and annual charges are the primary source of annual income, contributing about one third of total annual income.

Rates are calculated annually, in accordance with NSW legislative requirements, and include the ordinary rate and annual charges for domestic waste collection and management and for on-site sewer management. The ordinary rate is calculated by applying a flat base amount, plus a rate in the dollar (ad valorem) multiplier to each property owner's unimproved land value.

Increases for ordinary rates are determined at a maximum amount by IPART. This increase is described as a rate peg and is determined by reference to the annual movement in the local government cost index.

The rate peg for 2025-2026 is set at 5.3 per cent.

Included in the projected financial statements has been a rate increase of 4% each year. An increase of 8% has been assumed for Water Annual Charges in the 2025/2026 Operational Plan to compensate for the increase in supply costs. Additional increases will also be required each year there after but are hard to quantify at this stage as we are dependent on Albury City for our Village water supply. Charges will need to be aligned with supply costs to mitigate discounting water charges.

The other driving factor behind significant increases in annual charges relates to asset renewal costs for the Culcairn Water Supply System

Sewer Annual Charge has been assumed in the 2025/2026 Operational Plan are projected to increase significantly over the next five years in order to increase the capacity of the Jindera Sewer Augmentation System to ensure we meet current service levels and provide for future growth within the township.

Rates and Annual Charges Sensitivity Analysis \$,000

	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2032-2033	2033-2034	2034-2035
0.5%	79	83	87	92	97	102	108	114	120	127
1.0%	157	165	174	183	194	205	216	228	241	254
1.5%	236	248	261	275	291	307	324	342	361	381

Note: This Sensitivity Analysis has not undertaken a review of rates under a Special Rate Rise Variation. Financial conditions over the period of the Long Term Financial Plan may require Council to pursue an application for Special Rate Rise.

Long Term Financial Plan

FEES AND CHARGES

This income is derived from the use of facilities and services by the public.

Fees and charges are determined annually, published with the Operational Plan and incorporated within the annual budget.

These fees are levied to cover the cost associated with:

- the supply of a product, service or commodity
- the giving of information
- providing a service in connection with the Council's regulatory functions, including receiving an application for approval, granting an approval, making an inspection and issuing a certificate
- allowing admission to any building or enclosure.

Fees and Charges Sensitivity Analysis \$,000										
	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2032-2033	2033-2034	2034-2035
1.0%	86	89	93	97	101	105	108	112	116	121
2.0%	172	178	186	194	202	209	217	224	233	241
3.0%	257	268	279	291	303	314	325	337	349	362

INTEREST INCOME

Interest income is earned by Council on the investment of funds that are surplus to its current needs. Investments are made in accordance with the appropriate legislative requirements and our Investment Policy and strategy. Interest revenue currently accounts for about 2.5 per cent of annual operating income.

The sensitivity analysis applied to investment revenue relates to variances of 0.5%, 1.0% and 2.0% in interest rates received compared to the budget assumption.

Interest Income Sensitivity Analysis \$,000										
	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2032-2033	2033-2034	2034-2035
1.0%	210	320	240	220	220	250	280	300	350	400
1.0%	315	480	360	330	330	375	420	420	525	600
2.0%	420	640	480	440	440	500	560	560	700	800



Long Term Financial Plan

OPERATIONAL GRANTS AND CONTRIBUTIONS

Operational grants and contributions are received from other government bodies to supplement other sources of income and provide additional funding for specific projects and programs where there may be shared outcomes.

Council is allocated approximately \$5.9 million annually from the Commonwealth Government in the form of the Financial Assistance Grant. This is a general-purpose grant paid to Council under the Commonwealth Local Government (Financial Assistance) Act 1995. These funds comprise an unconditional grant, and a smaller local roads component which is also untied. Traditionally, this component of the grant has been tied by Council to road maintenance and improvement.

Operational grants and contributions Sensitivity Analysis \$,000

	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2032-2033	2033-2034	2034-2035
1.0%	155	161	172	189	190	196	203	210	217	224
1.5%	309	322	343	379	379	392	406	419	434	448
2.0%	464	483	515	568	569	588	608	629	650	672

CAPITAL INCOME

Capital income includes development contributions that provide significant funding towards the cost of essential public facilities and infrastructure provided by Council. This income helps fund infrastructure such as parks, community facilities, local roads, footpaths, stormwater drainage and traffic management.

Capital grants are received by Council for specific projects to assist in funding community facilities and infrastructure. The grants provide supplementary funding that can assist in accelerating the start of a project, demonstrate a shared commitment from the other party or provide a greater benefit arising from additional funding.

Capital grants income does not require sensitivity analysis as this is budgeted at a detailed level based on the minimum.

Known grants available and those grants that have been committed for specific projects.

Any variations to capital grants income are assessed against the capital program and asset management plans.

OUR EXPENDITURE

Council has several major sources of expenditure which are explained below.

Operating expenditure is expected to increase in general over the next 10 years and an average increase for CPI growth has been applied to all costs, unless specifically modified on the basis of other data or assumptions.

EMPLOYEE COSTS

Employee costs includes the costs of salaries, wages and other associated costs of Council's workforce. Direct employee costs represent about 33 per cent of Council's total annual operating costs (excluding depreciation).

Increases applied to this class of expenditure are in line with previous Award increases, however no allowance has been made for growth in Council's overall staff numbers.

Employee Costs Sensitivity Analysis \$,000										
	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2032-2033	2033-2034	2034-2035
0.5%	77	80	83	86	89	92	95	98	101	104
1.0%	153	159	167	172	178	183	189	195	202	208
1.5%	230	239	250	258	266	275	284	293	302	312

Long Term Financial Plan

MATERIALS AND CONTRACT EXPENDITURES

Materials and contract expenditures are another significant cost accounting for 50 per cent of Council's total annual operating costs (excluding depreciation).

This category includes costs for services contracted to external parties, costs associated with consultants and labour hire contracts and the purchase of goods such as materials.

Projections have been based on existing contracted rates escalated for CPI where applicable.

Major financial risks within this category of expenditure include:

- increased costs of inputs such as waste/recycling disposal costs, fuel and labour
- increased levels of service expected by the community and other stakeholders
- new services expected to be delivered in the future
- additional asset maintenance costs of new infrastructure
- limited competitive supply for some specific service areas.

Materials and Contract Sensitivity Analysis \$,000

	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2032-2033	2033-2034	2034-2035
0.5%	77	84	85	90	95	98	101	105	110	108
1.0%	153	167	170	179	189	196	202	211	220	217
1.5%	230	251	256	269	284	294	303	316	330	325

FINANCIAL PERFORMANCE INDICATORS

Council complies with the reporting requirements of the Integrated Planning and Reporting framework, with periodic reviews and reporting cycles to allow revision of performance and adjustment of planning activities based on results. This allows plans to be amended should performance indicate there is a risk to the achievement of the financial goals.

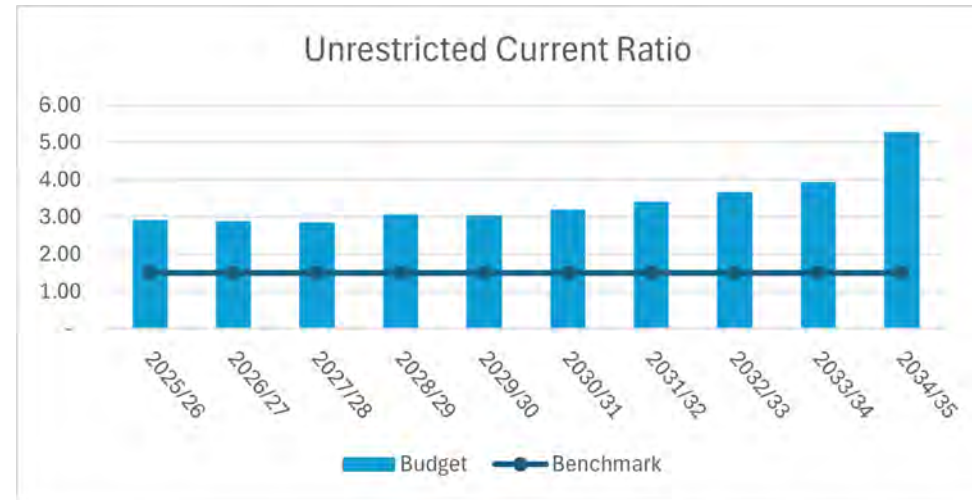
A critical component of measuring performance is identified by performance indicators set by Council and the Office of Local Government, including those outlined on pages 19 to 23.

UNRESTRICTED CURRENT RATIO

The unrestricted current ratio is specific to local government, measuring the adequacy of liquid working capital and its ability to satisfy its financial obligations as they fall due in the short-term. Restrictions placed on various funding sources (for example, development contributions) complicate the traditional current ratio used to assess liquidity of businesses, as cash allocated to specific projects is restricted and cannot be used to meet Council's other operating and borrowing costs. The benchmark set by the Office of Local Government (OLG) is greater than 1.5.

Current assets less all external restrictions

Current liabilities less specific purpose liabilities



Unrestricted Current Ratios	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2032-2033	2033-2034	2034-2035
Base Prediction	2.89	2.87	2.83	3.04	3.02	3.17	3.40	3.64	3.90	5.25
OLG Benchmark	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50

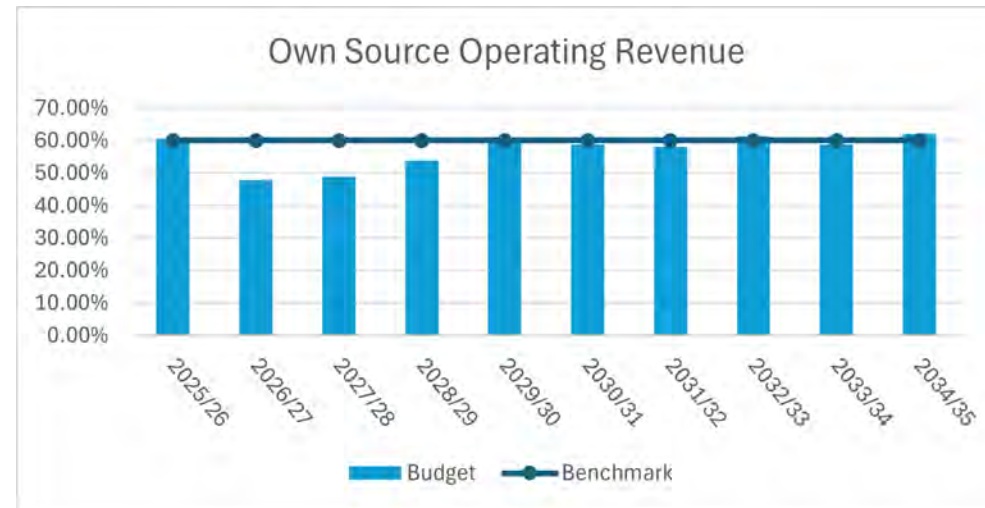
Long Term Financial Plan

OWN SOURCE OPERATING REVENUE RATIO

A measure of fiscal flexibility, own source revenue refers to Council's ability to raise revenue through its own internal means, thereby reducing reliance on external sources of income and insulating against negative fluctuations in external funding. The benchmark set by OLG is greater than 60 per cent.

Total continuing operating revenue excluding all grants and contributions

Total continuing operating revenue



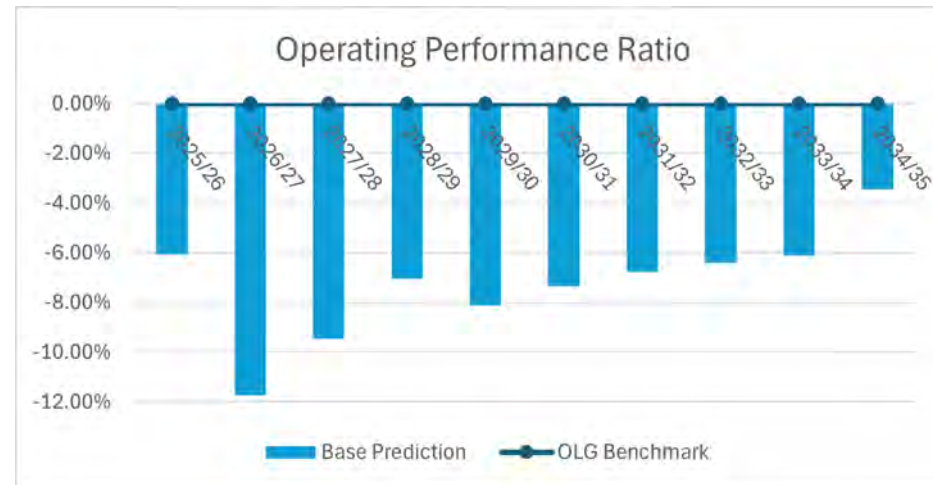
Own Source Operating Revenue Ratios	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2032-2033	2033-2034	2034-2035
Base Prediction	60.62%	47.76%	48.86%	53.75%	59.39%	58.84%	58.08%	61.38%	58.80%	61.96%
OLG Benchmark	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%

OPERATING PERFORMANCE RATIO

This ratio provides an indication of Council's financial sustainability by measuring operating result excluding capital grants and contributions (which are typically tied to delivery of new capital works). Performance at or above benchmark indicates Council has the ability to internally generate sufficient funding for its ongoing operations. The benchmark set by OLG is greater than 0 per cent.

Total continuing operating revenue excluding
capital grants and contributions less operating
expenses

Total continuing operating revenue excluding
capital grants and contributions



Operating Performance Ratios	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2032-2033	2033-2034	2034-2035
Base Prediction	-6.05%	-11.72%	-9.45%	-7.03%	-8.11%	-7.34%	-6.77%	-6.41%	-6.11%	-3.45%
OLG Benchmark	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

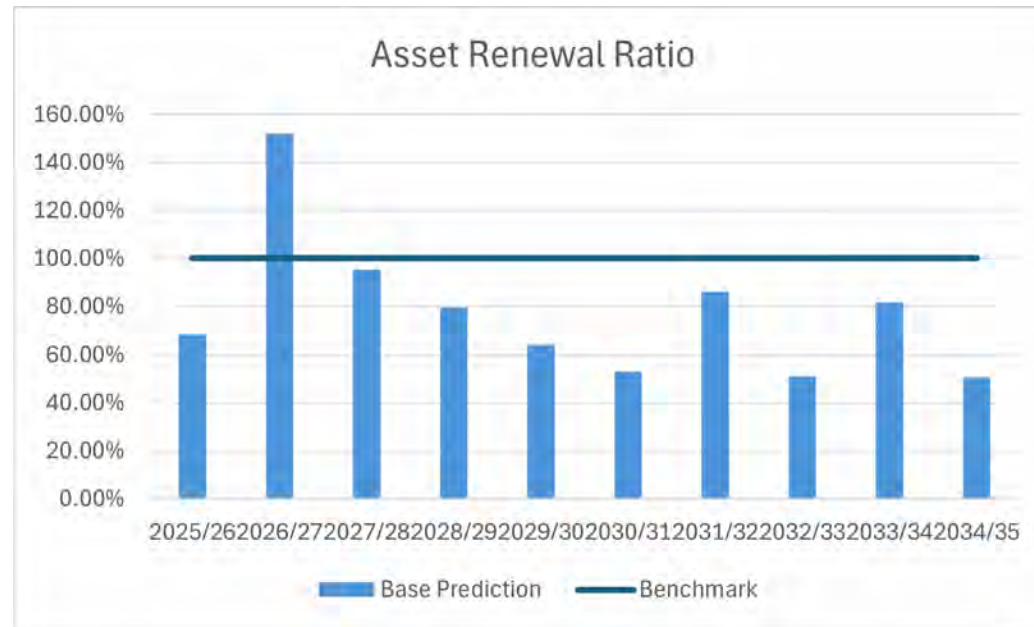
Long Term Financial Plan

ASSET RENEWAL RATIO

This ratio indicates Council is adequately maintaining its asset base on the basis of planned renewal activities as a proportion of the depreciation expenditure. A ratio result of 100 per cent indicates Council is renewing its asset base and not contributing to infrastructure backlogs. The benchmark set by OLG is greater than 100 per cent.

Asset renewals expenditure

Depreciation and amortisation expenditure



Asset Renewal Ratios*	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2032-2033	2033-2034	2034-2035
Base Prediction	68.36%	151.91%	95.35%	79.47%	64.27%	52.98%	85.96%	51.27%	81.56%	50.57%
OLG Benchmark	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

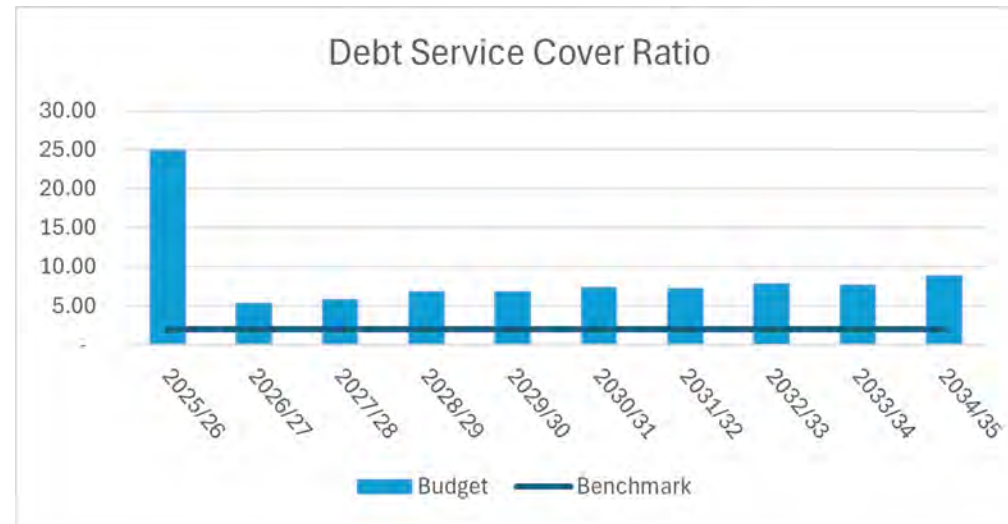
* Ratio calculation does not include asset renewals expenditure that is incorporated as part of a new capital project.

DEBT SERVICE COVER RATIO

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments. A high ratio indicates the ability of the Council to repay debt. The benchmark set by OLG is greater than two.

Operating result before capital excluding
interest and
depreciation/impairment/amortisation

Principal repayments (Statement of Cash Flows)
plus borrowing costs (Income Statement)



Debt Service Cover Ratios	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2032-2033	2033-2034	2034-2035
Base Prediction	24.89	5.33	5.79	6.84	6.79	7.37	7.21	7.84	7.70	8.86
OLG Benchmark	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%

Long Term Financial Plan

Strategic Alignment

The Long-Term Financial Plan combines the financial implications arising from the Community Strategic Plan, Delivery Program and the annual Operational Plan to ensure all items in these plans are achievable and sustainable.

The Asset Management Framework and Workforce Management Strategy are major drivers of the assumptions used within the Long-Term Financial Plan.



Workforce Management Plan 2025 - 2029

Forward by the General Manager

Greater Hume Council operates in a multi-faceted, complex and challenging Local Government environment. With more than 14 work sites across the organisation and over 200 employees working in a range of roles including machine operators, engineers, planners, accountants, IT, sewer operators, landfill attendants, maintenance, parks and gardens, tourism and childcare. Given the nature of the operating environment and the wide range of services that the Council provide to the community, it is essential that we plan how we will attract, train, develop, provide career opportunities and retain our workforce.

With ongoing skills shortages, a competitive labour market and services transforming rapidly, this presents a unique leadership challenge for our workforce. Our Workforce Management Plan 2025-2029 provides an opportunity to proactively address issues, challenges and create opportunities in order to future proof our workforce. This proactive approach will assist in building a future-focused workforce that is agile, flexible, resilient, and possesses transferable skills. This will lay the foundations for a high performing sustainable workforce, aligned to the future needs of our community.

Over the past four years, Greater Hume Council has faced on-going issues with a skills shortage and difficulty attracting candidates to key roles. Our focus has been on improving our recruitment activities to attract and retain suitable employees.

We will continue to work towards improving the profile of our workplace within the community to ensure that we become an “Employer of Choice” that can provide career opportunities for our local community.

More recently, we initiated a program of apprentices and trainees targeting key roles that have been identified as a required skill within the organisation. We will train and develop our team to meet the continuing needs of the organisation while also providing career opportunities for young people in our local community. We have recently invested in a new payroll system that will streamline practices and processes and improve accessibility of information for our workforce and improve reporting capabilities that inform decision making.

We will continue to focus on having a workforce that is aligned with our Vision, Values and Guiding Principles and that is committed to delivering the Community Strategic Plan. This will be achieved through a range of initiatives which include;

- Talent attraction and retention - retain skilled, experienced employees and attract new, competent and quality candidates
- Develop a high performing workforce - by investing in training and development, improving performance management processes and developing a new capability framework
- Leadership at all levels – improving and developing leadership capabilities to enhance decision making
- Provide a health & safe work environment - provide a healthy and safe work environment for our team that supports diversity and inclusion

- Become an Employer of Choice – improve employee consultation and engagement by aligning employee values with strategic goals and initiatives.

In recognition and acknowledgement that our current workforce has many layers of talent, knowledge, skills and experience, this Workforce Management Plan aims to continue building on our workforce. This will be achieved by proactively developing strategies and workforce capability that ensures future challenges can be overcome while ensuring we have a resilient, capable and engaged workforce to deliver the outcomes and objectives identified in the Community Strategic Plan 2025 – 2035 and the Delivery Program 2025-2029.

Introduction

The key objective of the Workforce Management Plan is to ensure that Greater Hume Council has the workforce capability and capacity to deliver the objectives in the Four Year Delivery Program and the Community Strategic Plan.

The Workforce Management Plan describes where Greater Hume Council is today in respect to its current workforce, where the council wants to be and the actions that must be undertaken to achieve the organisation's workforce planning and human resource management objectives which in turn support the achievement of Council's Delivery Program.

Our Workforce Management Plan identifies:

- external and internal factors impacting the workforce, and
- strategies and actions to address workforce issues and challenges in the short, medium and longer-term.

Crucial to the success of the Workforce Management Plan is Greater Hume Council's organisational culture, that builds on accountability, good governance and a strong commitment to support our people through change. A strong and immediate focus is also on attraction and retention of talent in roles where there are a low supply of candidates, as well as ensuring Greater Hume Council has the appropriate human resources to meet the community's needs now and into the future.

Our Workforce Goal

Greater Hume Council aims to deliver sustainable services and assets to support the community through the Community Strategic Plan. This includes managing our workforce and resources efficiently and effectively.

The development of an effective workforce plan will enable Council to plan its future workforce needs to deliver goals, focus on medium and long term, and provide a framework for dealing with immediate challenges in a consistent way.

It is critical that our workforce is aligned with our Vision, Mission and Core Values:

Our Vision

A thriving and connected rural region that fosters sustainable growth and enhances the well-being of all residents while preserving its rich heritage, the natural beauty and character of our community.

Our Mission

Provide strong civic leadership through collaboration, advocacy, genuine community engagement and innovation; invest in sustainable infrastructure, support local businesses, and foster a vibrant, inclusive community where people of all ages can live, work, and thrive.

Our Core Values

1. **Community First** – Supporting strong, connected and inclusive communities.
2. **Integrity and Transparency** – Open and honest decision-making that reflects the needs of all residents.
3. **Sustainability and the Environment** – Preserve the rural character and unique attributes through environmental stewardship and sustainable land use whilst protecting and enhancing our natural resources for future generations.
4. **Economic Development, Innovation and Growth** – Encouraging sustainable development, supporting local business, employment and tourism.
5. **Collaboration** – Working together with residents, businesses and government partners for shared success.
6. **Resilience and Adaptability** – Preparing for future challenges while preserving our rural identity.

Strategies and Priorities

Greater Hume Council's Workforce Management Plan (WMP) is a strategic approach to managing its workforce needs for the next four years. The WMP enables the organisation to respond to the changing needs of our customers and identify strategies that are people focused, empower our workforce and contribute to our business success.

The strategy allows us to better understand the make-up of the current workforce to determine the required skills, capabilities and competencies to achieve strategic operational goals in the future.

The key strategies that were identified as part of the Community Strategic Plan 2025 – 2035 that impact on our workforce include:

- Improving access to healthcare, aged care and continuing to improve access to children services and youth programs across our communities.
- Seeking grant opportunities for a range of community-based initiatives and improvements to Council infrastructure and assets.
- A focus on promotion of tourism and investment in tourism and opportunities
- Advocate and support provision of more social activities and support networks for retirees and seniors.
- Maintain aged care housing and access to affordable housing with well-planned infrastructure and open spaces.

- Investment in economic development to support small business development and support the expansion of local industries.
- Strengthening partnerships with regional universities, TAFE's and training providers to enhance job skills, attract skilled workers and opportunities to retain young people.
- Advocating for climate resilience, tree-planting initiatives and expanding the development of green spaces.
- Improving waste management and recycling facilities, including improving sewerage and water infrastructure to facilitate growth of towns and villages.
- Enhancing flood mitigation and disaster preparedness.
- Enhancing communication and engagement with the community on Council initiatives, projects and services.
- Training and development of Council employees to improve communication, community engagement and service delivery.

In response to the key strategies identified in the Community Strategic Plan 2025 – 2035 the following desired outcomes are incorporated into this WMP:

- Retain skilled, experienced employees and attract new, competent and quality staff
- Develop a high-performing workforce
- Improve leadership capability
- Provide a healthy and safe work environment for our team that supports diversity and inclusion
- Become an Employer of Choice.

Workforce Snapshot

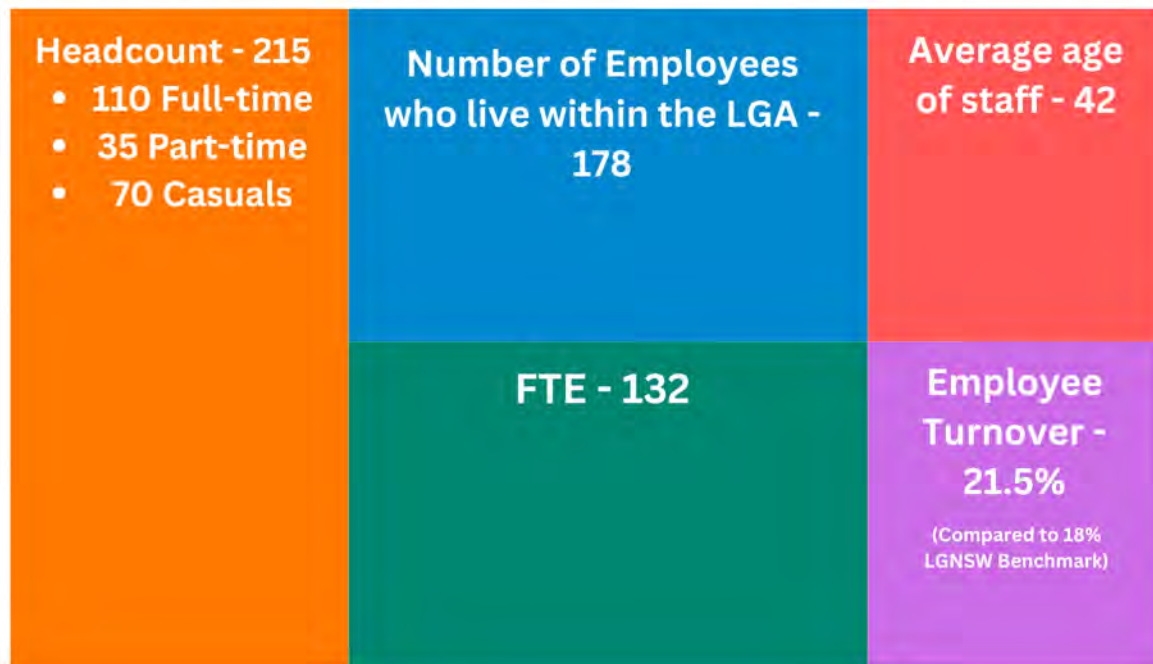
In February 2025, the workforce was made up of permanent (145) and casual (70) employees. It is important to highlight that 30 of the 70 casual employees were Seasonal Pool Lifeguards who are employed from November to March each year to support the operations of Council's five swimming pools. Our casual workforce is predominantly utilised to support service delivery in customer relations, landfill and children services.

Council's workforce comprises of 215 employees, with 132 full-time equivalent (FTE) positions in comparison to an FTE of 131 (as at 30 June 2021). The combination of permanent, temporary and casual staff, along with the use of contractors and labour hire, has enabled Council to effectively deliver the previous Four Year Delivery Program and Operational Plans. The composition of the workforce enables Council to respond to seasonal demands and deliver services across the Greater Hume region.

During February 2025, Council's workforce (including casuals) was made up of 42% male employees and 58% female employees.

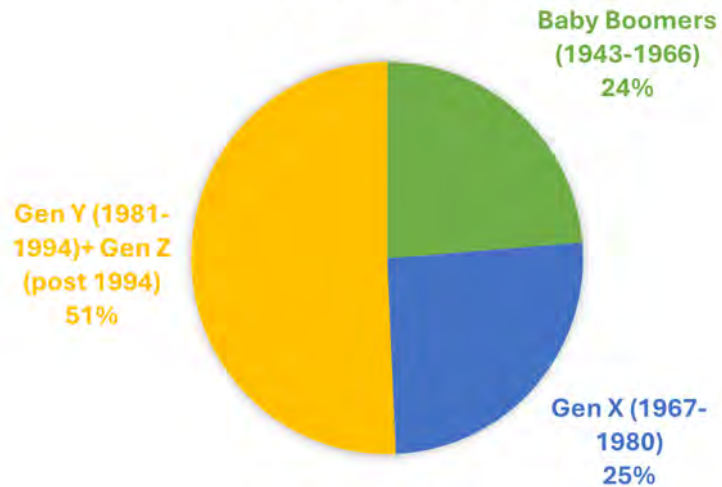
17 employees were enrolled in and were studying a relevant accredited qualification while employed. These qualifications ranged from a Certificate III to a Bachelor Degree.

WORKFORCE SNAPSHOT



Workforce Management Plan

AGE PROFILE



In February 2025, Council's average age of employees was 42 years. This reflects the average age of the Greater Hume Shire population of 42.5 years. The number of employees under 44 years of age accounts for approximately 51% of our workforce .

This is a notable shift from our previous Workforce Management Plan whereby 32% of employees were under 30 years. Contributing factors may include the introduction and expansion of childcare services and pool life guards, which attract a younger profile of workforce.

The average age of operational employees is 50.82 years. Average age of Professional/Administration employees is 49.37 and children services is 35.73

LENGTH OF SERVICE



Organisation Structure

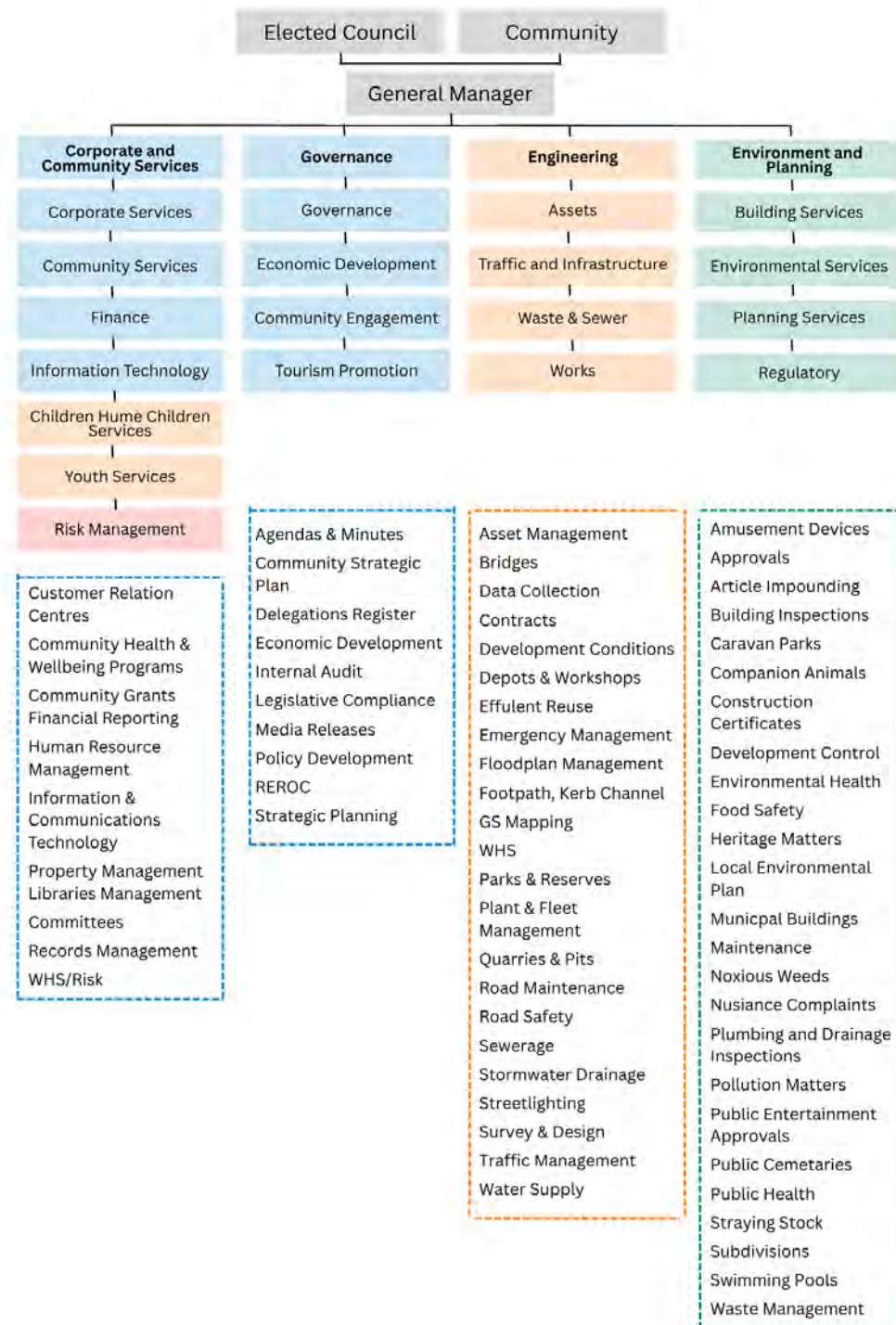
The Council, as an elected body, is responsible for determining policy and and overall strategic direction.

The General Manager provides a link between the Council and staff and is responsible for implementing the decisions of the Council.

The organisation structure below General Manager level comprises three departments: Corporate and Community Services, Engineering Services and Environment & Planning.

The three Directors which head each department together with the General Manager form the Management Executive which manage the day to day operations of the Council and provide professional advice to Councillors.

Council's organisation chart is show at right.



Workforce Management Plan

Workplace Culture

Greater Hume Council aims to provide a safe and respectful work environment where employees are recognised for their contributions, valued and supported. It is important that employees work in a fair and inclusive workplace, are treated with dignity and have the resources they need to deliver outcomes. A key principle that underpins Greater Hume Council's culture is that of continuous improvement. This involves continuously reviewing and improving processes to create efficiencies including adopting technological advances. Council aims to become a dynamic and flexible workforce that strives to continuously improve.

Workforce Environmental Scan

In consideration of the complex and ever-changing environment that Council operates within, detailed below is a review of the external and internal factors that we as an organisation need to consider. The factors below will have an impact on our ability to achieve the objectives of the Community Strategic Plan 2025 – 2035 and service our local community.

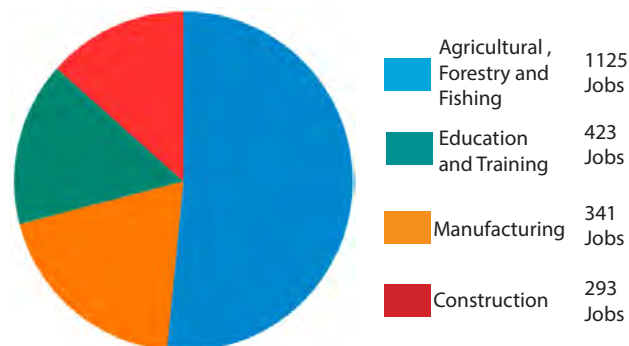
Our Challenges and Opportunities

Greater Hume Council will face a number of challenges both now and into the future.

ATTRACTING AND RETAINING TALENT IN A REGIONAL AREA

Council has faced and will continue to face difficulty in attracting and retaining talent in roles where there are a low supply in the labour market. Contributing factors include geographical location of our sites and depot's requires employees to travel. The labour market accessibility is reduced in small regions, lack of flexibility in employment conditions such as hybrid work arrangements or a 4 day working week and remuneration packages offered can be less competitive than private enterprise resulting in the attraction of less qualified or experienced candidates.

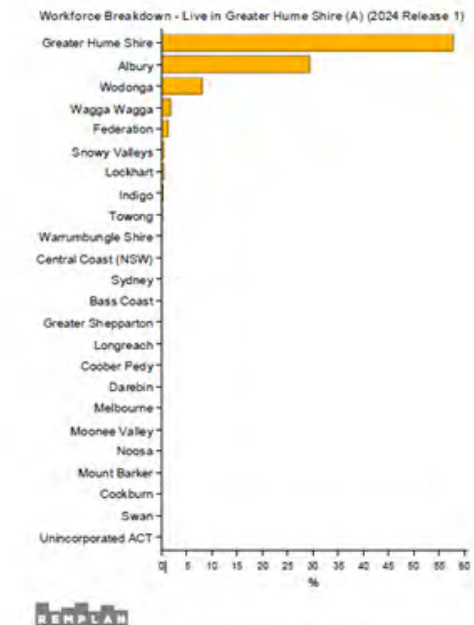
We will work to attract and retain talent in a competitive market to improve services to our community.



LGA of Usual Work

This report shows all the LGA of usual work categories for the employed people who reside in Greater Hume Shire (A).

The total employment estimate for these employed people is 4,664 jobs.



This table shows all the LGAs of usual work for the employed people who reside in the Greater Hume. It indicates that 60% of the residents in Greater Hume work in the Greater Hume region.

Workforce Management Plan

SKILL SHORTAGES

Skills shortages remain across several key areas. This is compounded by high demand across the labour market, inability to compete with the private sector on remuneration, lack of suitable/qualified experienced candidates, geographical location and access to smaller labour market. To ensure service delivery and project requirements are met labour hire agencies may be utilised and/or external consultants/contractors which attract higher rates of fees. Council have also committed to implementing an Education to Employment Program, that offers apprenticeships, traineeships and cadetships in key target areas to develop the skills required internally.

The key areas that Council are expected to incur skills shortages are, include:

- [Engineering](#)
- [Water and waste water](#)
- [Town Planners and Building Surveyors](#)
- [Rangers](#)
- [Children Services](#)
- [Mechanics and qualified trades people](#)
- [Qualified professionals](#)

EMPLOYEES TRANSITIONING TO RETIREMENT

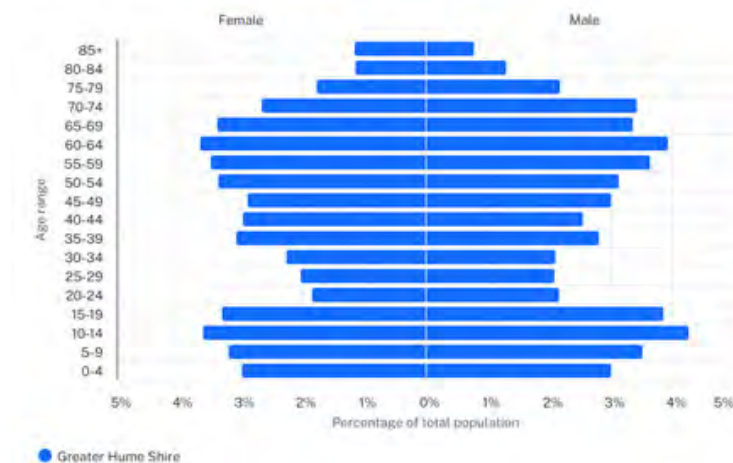
A trend that our organisation will notice in the coming four years will be employees that wish to transition to retirement. Not only will this create opportunities for recruitment but it will also create a challenge of knowledge and experience leaving the organisation that may impact on service delivery. It is important that we identify ways of succession planning for these roles and sharing knowledge between our retiring workforce and existing workforce.

Council will also embrace this opportunity to expand our Education to Employment program with trainees, apprentices, cadets, graduates and work experience placements employing a younger demographic.

The average age of population in Greater Hume is 42.5 years. Our workforce is reflective of this with an average age of 42 years.

In 2021, the share of 65+ year olds in [Greater Hume Shire](#) was 21.2%.

In 2021 the median age in [Greater Hume Shire](#) was 42.5.



Workforce Management Plan

CURRENT AND FUTURE EMPLOYMENT MARKET

As a result of COVID and skill shortages, organisations are offering more flexibility to their workforce in relation to working conditions. For example, more organisations have adopted Hybrid and Work From Home (WFH) Arrangements. In addition, many organisations are offering a compressed working week, such as a four day working week. Council will need to compete with the current and future employment market to remain competitive in attracting and retaining talent as well as to address skill shortages.

FINANCIAL CHALLENGES

Revenue streams of Local Government organisations are largely restricted to Financial Assistance Grants, Rate Pegging and Grant Contributions. Depending on population and government objectives will largely determine Council income which in turn restricts spending, in particular Wages, Salaries and On-costs. Global financial increases, interest rates, unemployment rates, stability in global markets and trading conditions can impact on cost of living and labour market conditions.

COMMUNITY EXPECTATIONS

Meeting the community's expectations in respect to service delivery, processing of applications, communication, engagement and standard of infrastructure, parks and gardens and public spaces and recreational areas can result in additional demands that impact the workforce.

POLICY AND LEGISLATIVE CHANGES

Policy and legislative requirements at both State and Federal Government levels may impact the type of services required to be delivered and the way in which service delivery is required. For example, the legislation government Childsafe and Early Years Education and Care may impact on workforce and service delivery, along with environmental regulation.

Changes made by annual Award Variations impacting the Local Government Award 2023 and affect wages, entitlements, provision for on-costs and leave entitlements.

Changes in State and Federal political parties influence the nature and areas targeted for grant applications. Depending on the areas targeted by government funding will largely influence the projects that Council will pursue and therefore the type of experienced required by our teams to deliver.

Workforce Management Plan

INTERNAL WORKFORCE CHALLENGES

SKILL SHORTAGES

We have identified that skills shortages and skill gaps exist across a number of roles impacting on our service delivery.

RETIRING WORKFORCE

We have a retiring workforce and the potential loss of corporate knowledge associated with staff turnover is prevalent.

WORKFORCE IN MANUAL ROLES

Our aging workforce in physical and manual roles may result in under-performance and/or workplace injury.

EMPLOYEE BURNOUT

We may experience employee burnout and fatigue due to inadequate resources and capability to meet demand or service requirements.

SYSTEMS/TECHNOLOGY

We lack adequate systems and technology to assist with organisational efficiencies, accuracy and service delivery.

PERFORMANCE MANAGEMENT

An inconsistent approach with performance management related issues results in poor workplace culture and underperforming teams.

RECRUITMENT

Slow recruitment turn-around times due to demand on People & Culture leads to lengthy vacancies and increased pressure on existing workforce.

CAREER ADVANCEMENT

A lack of clear career progression for our existing workforce is leading to increased turnover.

SUCCESSION PLANNING

Our lack of succession planning may result in a reduced leadership capacity and technical skills.

Workforce Management Plan

INTERNAL WORKFORCE OPPORTUNITIES

BUILDING LEADERSHIP AND WORKFORCE CAPABILITY

We will continue to build our leadership capability to navigate change and be more responsive and adaptive to the ever- changing environment.

EMBRACING EMERGING TECHNOLOGIES

Emerging technologies will have an impact on future capabilities and skills required in the digital age. Our challenge is to keep up with the rapid changes in this space. The way in which technology can be utilised to improve service delivery and streamline work practices and processes. Investigating options for utilising technology and advancements for software and plant and equipment to create efficiencies in work practices as part of workplace culture of continuous improvement.

SUPPORTING OUR STAFF HEALTH, SAFETY AND WELLBEING

Ensuring the health and safety of our team is an ongoing challenge, including investing in employee mental health and wellbeing to enhance resilience and psychological safety in the workplace.

ENCOURAGING DIVERSITY AND INCLUSION

At Greater Hume we value diversity and inclusion. We will ensure the benefits of a diverse and inclusive workforce are recognised throughout the organisation.

ENGAGING AND INVESTING IN OUR WORKFORCE - EMPLOYER OF CHOICE

Engaging our employees is key to our customer and employee experience. We will enhance workforce planning, systems and processes to better support business decision-making. Critical to engaging our workforce is seeking feedback from the workforce on improvements that can be made to enhance employee satisfaction levels.

PLANNING FOR THE FUTURE OF OUR WORKFORCE

We will seize opportunities to consider new ways of working aligned to our future customer and staffing needs. Areas identified internally as growth areas that require recruitment:

- [Economic Development & Grant Writing](#)
- [Marketing & Communications](#)
- [Tourism](#)
- [IT](#)
- [Engineering and project management](#)
- [Children Services](#)
- [Asset management.](#)

IMPROVING WORK ACCOUNTABILITY

Improving accountability of each employee to ensure that the roles are being performed to the desired standards through implementation of a robust performance management system including improved probation and on-boarding, current position descriptions, performance indicators and annual reviews. This will enable the organisation to support more flexible working conditions and utilise technology.



Workforce Consultation

A range of consultation initiatives have been utilised to develop the Workforce Management Plan, these initiatives have included:

- Quarterly Consultative Committee Meetings
- Quarterly Operational BBQ's
- Employee Satisfaction Survey completed
- Regular RWHS Meetings
- Analysis of Exit Surveys

Workforce Management Plan

Our Workforce Management Plan is a proactive plan that shapes the capacity and capability of our workforce to achieve Council's strategic goals and objectives.

It clearly identifies how future employees and skills requirements will be met, and resources in conjunction with our Long Term Financial Plan and Delivery Program.

STRATEGY	INITIATIVE	ACTIONS	TIMEFRAME	MEASURES
Talent Attraction and Retention	Develop an Education to Employment Program	Strengthen partnerships and facilitate a range of initiatives with local secondary schools, TAFEs, Universities and training providers to promote career opportunities for apprentices, trainees and entry level positions.	July 2026	Increase in the number of apprentices and trainees.
		Targeted recruitment campaigns.	Ongoing	Key target roles filled.
		Provide various work experience opportunities.	Ongoing	Career at Council event launched.
		Attend and promote Careers at Council Events.	Annually	Representation in a minimum of one community initiative.
		Attend relevant career expos and local community initiatives.	Annually	Representation in a minimum of one community initiative.
	Improve recruitment activities to attract experienced and quality candidates.	Identify and implement innovative programs to attract high-performing employees to our organisation.	December 2028	Program launched
		Improve marketing campaigns for attracting skilled workforce including social media campaigns, LinkedIn, local government platforms.	Ongoing	Launch of campaign
		Review and update Recruitment Policies, Procedures and practices and propose alternative approaches to resource the workforce (i.e. outsourcing, contractors) for targeted roles.	October 2026	Revised policies
	Improved remuneration packages.	Review Salary Matrix and e-comp system to effectively grade and reward appropriate level of skills and experience in role.	December 2027	Review completed
		Enhance performance through competitive remuneration packages.	July 2028	Salary Review Reduced employee turnover.
		Attract suitable qualified and experienced employees through competitive remuneration packages.	July 2028	Successful recruitment campaigns and reduction in positions not filled.

Workforce Management Plan

STRATEGY	INITIATIVE	ACTIONS	TIMEFRAME	MEASURES
Develop a High Performaing Workforce	Improve Council's employment conditions to ensure attraction and retention of employees.	Investigate Hybrid work arrangements and flexible working hours.	July 2028	Report prepared.
	Attract quality candidates and retain employees.	Investigate the feasibility and fit for purpose of operating multiple office and worksites. Consideration of consolidating work sites, including the Jindera Community Hub considering the proximity to Albury.	December 2028	Feasibility study completed.
	Invest in our staff by providing the right training and development opportunities.	Develop and implement a structured approach to training and development supported by appropriate systems and technology.	December 2027	Training and Development Program implemented.
		Improve on-boarding and probation processes and information content for new employees and implement refresher inductions for existing employees.	September 2027	Improvements to Pulse On-boarding Probation Process updated.
		Review and update the Education Assistance Policy.	May 2027	Policy updated. Employees enrolled in formal study.
	Upskill workforce	Identify key skills and coordinate a training program to upskill workforce through the development of a capability framework.	September 2028	Introduction of Capability Framework. Employee turn-over reduced. Increased internal applicants.

Workforce Management Plan

STRATEGY	INITIATIVE	ACTIONS	TIMEFRAME	MEASURES
	Improve performance and motivate employees.	Review Annual Review practices.	April 2027	Updated Annual Performance Review process.
		Develop and implement a Reward & Recognition Program.	January 2029	Reward & Recognition Program launched.
Improve Leadership Capability	Develop effective leadership capabilities across the organisation to improve accountability and people management in all areas.	Design coaching/mentoring programs to develop higher levels of engagement, leadership, flexibility and performance.	July 2028	Launch Program
		Implement an ongoing leadership development program and regular SLT's.	July 2027	Regular SLT Meetings
	Improve accountability across management by developing appropriate key performance indicators that are consistently reported and monitored.	Revise Performance Management and Misconduct Policy and procedure.	December 2026	Revised Policy and Procedure.
		Revise Position Descriptions.	December 2027	Include KPI's in PD's
		Implement a range of initiatives that encourage and promote sharing of skills, mentoring, higher duties, secondments and further education.	Ongoing	Revised Higher Duties Policy. Increased opportunities internally.
Provide a healthy and safe work environment for our team that supports diversity and inclusion	Provide a diverse, inclusive and healthy place to work.	Ensure diversity in the workplace is acknowledged and respected by implementing a training and education program.	December 2027	Program launched. Staff attend training.
		Develop and implement a Reconciliation Action Plan.	September 2026	Reconciliation Action Plan implemented.
		Psychosocial Safety – training, support, education and implementation of the Framework.	March 2027	Framework implemented.
		Work towards implementing workforce initiatives outlined in the Disability Inclusion Action Plan.	December 2026	Disability Inclusion Action Plan adopted.
		Revise and update a series of policies including Alcohol & Other Drugs Policy and associated practices.	December 2027	Policy revised.

Workforce Management Plan

STRATEGY	INITIATIVE	ACTIONS	TIMEFRAME	MEASURES
		Review and update EEO Management Plan and Bullying & Harassment Policies	December 2027	Policy revised. EEO Management Plan adopted.
	A commitment to the prevention of family and domestic violence and RESPECT in the workplace.	RESPECT in workplace campaign	July 2028	Launch Campaign
		Develop a Family and Domestic Violence Policy	December 2027	Policy revised
	Become a ChildSafe Organisation	Revise and improve workplace practices including the development of a ChildSafe Statement.	December 2026	ChildSafe Organisation.
		Train employees.	July 2027	Training completed
Work towards becoming an Employer of Choice	Ascertaining feedback from the workforce to improve working environment and conditions.	Review the process of exit interviews and propose enhancements	September 2027	Reduce employee turnover.
		Implement a series of internal feedback initiatives to better understand levels of employee satisfaction including Employee Engagement Surveys.	July 2027	Improve Employee Engagement & Alignment.
		Revise organisational Values and work towards establishing a shared value proposition statement.	December 2028	Develop value proposition statement.
	Streamline organisational processes and improve communication internally.	Invest in technology and software that improves the user experience.	Ongoing	New technology implemented including O365, Done Safe and Aurion.

Asset Management Strategy



Asset Management Plan Document Control

Document Control	NAMS.PLUS Asset Management for Small, Rural or Remote Communities				
www.ipwea.org.au/AM4SRRC					
Document ID: 59_280_110301 am4srrc am strategy template v6					
Rev No	Date	Revision Details	Author	Reviewer	Approver
1	30/05/2012				
	First Edition	A Vonarx	D Smith G Blackie	14/06/2012	
2	12/05/2016	Second Edition	Team Leader Assets	Director Engineering	General Manager
3	28/04/2022	Third Edition	Asset Officer	Director Engineering	General Manager
4	March 2024	Fourth Edition	CT Management Group	Director Engineering	General Manager

Asset Management for Small, Rural or Remote Communities Guidelines
The Institute of Public Works Engineering Australia.

www.ipwea.org.au/AM4SRRC

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Asset Management Plan

Executive Summary

This asset management strategy is prepared to assist council in improving the way it delivers services from infrastructure including roads, bridges, footpaths, stormwater drainage, parks and recreation, buildings, water supply and waste water. These infrastructure assets have a fair value of \$567,305,565. (The Asset Management Plans do not include bulk earthworks, land under roads, office equipment, furniture and fittings or capital works in progress.)

The asset management strategy is to enable Council to show:

- how its asset portfolio will meet the service delivery needs of its community into the future,
- enable Council's asset management policies to be achieved,
- and ensure the integration of Council's asset management with its long term strategic plan.¹

Adopting this asset management strategy will assist council in meeting the requirements of national sustainability frameworks, Section 8 of the Local Government Act 1993 (NSW) and providing services needed by the community in a financially sustainable manner.

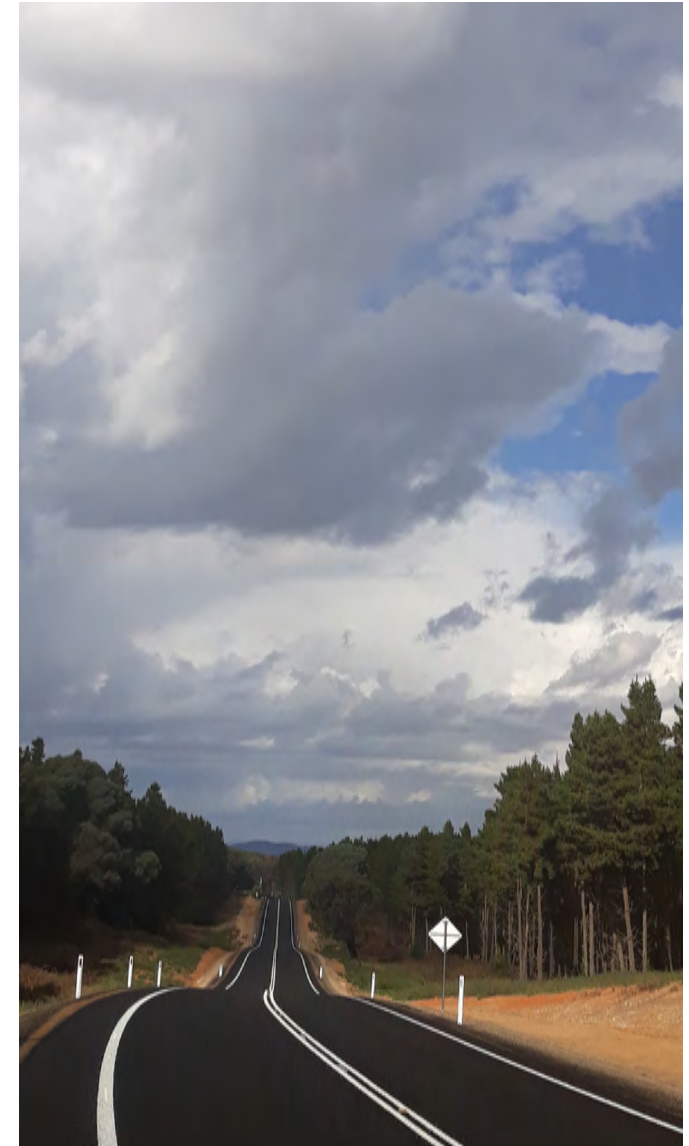
The asset management strategy is prepared following a review of the council's service delivery practices, financial sustainability indicators, asset management maturity and fit with council's vision for the future outlined in the Greater Hume Shire Asset Management Strategy. The strategy outlines an asset management

improvement plan detailing a program of tasks to be completed and resources required to bring council to a minimum 'core' level of asset maturity and competence.

Strategy outlook

At present, it has been determined that Council's current asset management maturity is at 'core' level and continued investment is needed to improve information management, lifecycle management, service management and accountability and direction.

¹LGPMC, 2009, Framework 2 Asset Planning and Management, p 4.



Asset Management Strategies

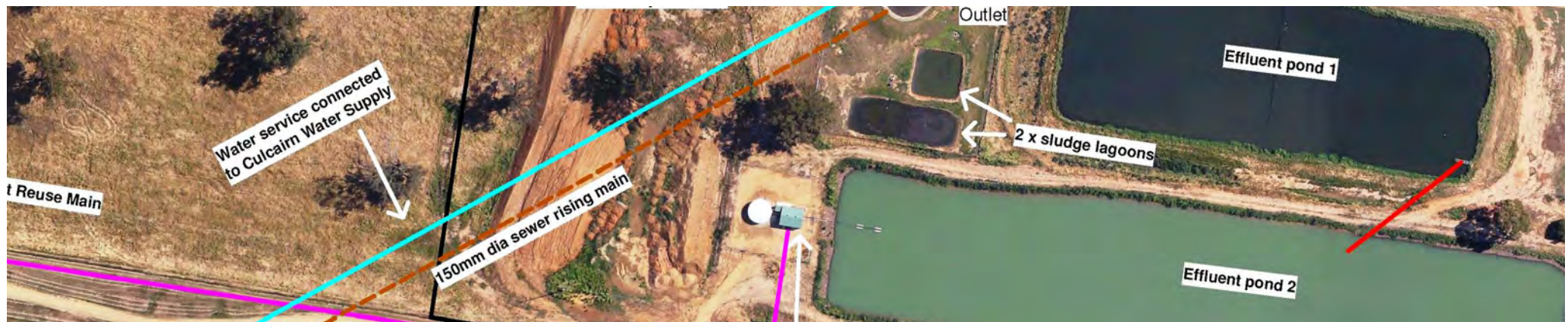
No	Strategy	Desired Outcome
1	Move from Annual Budgeting to Long Term Financial Planning	The long term implications of Council services are considered in annual budget deliberations
2	Develop and review Asset Management Plans on a four year rotation covering at least 10 years for all major asset classes.	Identification of services needed by the community and required funding to optimise 'whole of life' costs
3	Develop Long Term Financial Plan covering 10 years incorporating asset management plan expenditure projections with a sustainable funding position outcome	Sustainable funding model to provide Council services
4	Incorporate Year 1 of Long Term Financial Plan revenue and expenditure projections into annual budgets	Long term financial planning drives budget deliberations
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	Council and the community are aware of changes to service levels and costs arising from budget decisions
6	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
7	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
8	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
9	Ensure responsibilities for asset management are identified and incorporated into staff position descriptions	Responsibility for asset management is defined
10	Implement an Improvement Plan to realise 'core' maturity for the financial and asset management competencies within 2 years	Improved financial and asset management capacity within Council
11	Report six monthly to Council by Audit Committee/GM on development and implementation of Asset Management Strategy, AM Plans and Long Term Financial Plans	Oversight of resource allocation and performance

Asset Management Improvement Plan

The program of tasks and resources required to maintain a minimum 'core' asset management maturity was developed in the asset management strategy.

The tasks and program are shown below.

Task	Responsibility	Target Date	Budget
1. Transport Asset Management Plan	Director Engineering /Manager Assets/ Manager Works	30/06/2026	Existing Resources
2. Water Asset Management Plan	Director Engineering /Manager Assets/ Manager Water & Waste Water	30/06/2026	Existing Resources
3. Wastewater Asset Management Plan	Director Engineering /Manager Assets/ Manager Water & Waste Water	30/06/2026	Existing Resources
4. Stormwater Asset Management Plan	Director Engineering /Manager Assets/ Manager Works	30/06/2026	Existing Resources
5. Open Space Asset Management Plan	Director Engineering /Manager Assets/ Manager Works	30/06/2026	Existing Resources
6. Land and Facilities Asset Management Plan	Director Engineering /Manager Assets/ Manager Works/Manager Waste & Facilities	30/06/2026	Existing Resources
7. Plant and Fleet Asset Management Plan	Director Engineering /Manager Assets/ Manager Works	30/06/2026	Existing Resources



Introduction

Assets deliver important services to communities. A key issue facing local governments throughout Australia is the management of ageing assets in need of renewal and replacement.

Infrastructure assets such as roads, drains, bridges, water and waste water and public buildings present particular challenges. Their condition and longevity can be difficult to determine. Financing needs can be large, requiring planning for large peaks and troughs in expenditure for renewing and replacing such assets. The demand for new and improved services adds to the planning and financing complexity.²

The creation of new assets also presents challenges in funding the ongoing operating and replacement costs necessary to provide the needed service over the assets' full life cycle.³

The national frameworks on asset planning, management, financial planning and reporting endorsed by the Local Government and Planning Ministers' Council (LGPMC) require councils to adopt a longer-term approach to service delivery and funding comprising:

- A strategic longer-term plan covering, as a minimum, the term of office of the councillors and:
 - bringing together asset management and long term financial plans,
 - demonstrating how council intends to resource the plan, and
 - consulting with communities on the plan
- Annual budget showing the connection to the strategic objectives, and

- Annual report with:
 - explanation to the community on variations between the budget and actual results,
 - any impact of such variances on the strategic longer-term plan,
 - report of operations with review on the performance of the council against strategic objectives.⁴

Framework 2 Asset Planning and Management has seven elements to assist in highlighting key management issues, promote prudent, transparent and accountable management of local government assets and introduce a strategic approach to meet current and emerging challenges.

- Asset management policy,
- Strategy and planning,
 - asset management strategy,
 - asset management plan,
- Governance and management arrangements,
- Defining levels of service,
- Data and systems
- Skills and processes, and
- Evaluation⁵.

The asset management strategy is to enable Council to show:

- how its asset portfolio will meet the service delivery needs of its community into the future,
- to enable Council's asset management policies to be achieved, and
- to ensure the integration of Council's asset management with its long term strategic plan.⁶

The goal of asset management is to ensure that services are provided:

- in the most cost effective manner,
- through the creation, acquisition, maintenance, operation, rehabilitation and disposal of assets,
- for present and future consumers.

The objective of the Asset Management Strategy is to establish a framework to guide the planning, construction, maintenance and operation of the infrastructure essential for council to provide service. Council will consider the current and future needs of the community and its ability to provide facilities and infrastructure which contribute to meeting these requirements. It also needs to consider the financial implications of maintaining community assets, the balancing of this expenditure and operational realities against the varied needs of the community.

² LGPMC, 2009, Framework 2 Asset Planning and Management, p 2.

³ LGPMC, 2009, Framework 3 Financial Planning and Reporting, pp 2-3.

⁴ LGPMC, 2009, Framework 3 Financial Planning and Reporting, pp 4-5.

⁵ LGPMC, 2009, Framework 2 Asset Planning and Management, p 4.

⁶ LGPMC, 2009, Framework 2 Asset Planning and Management, p 4

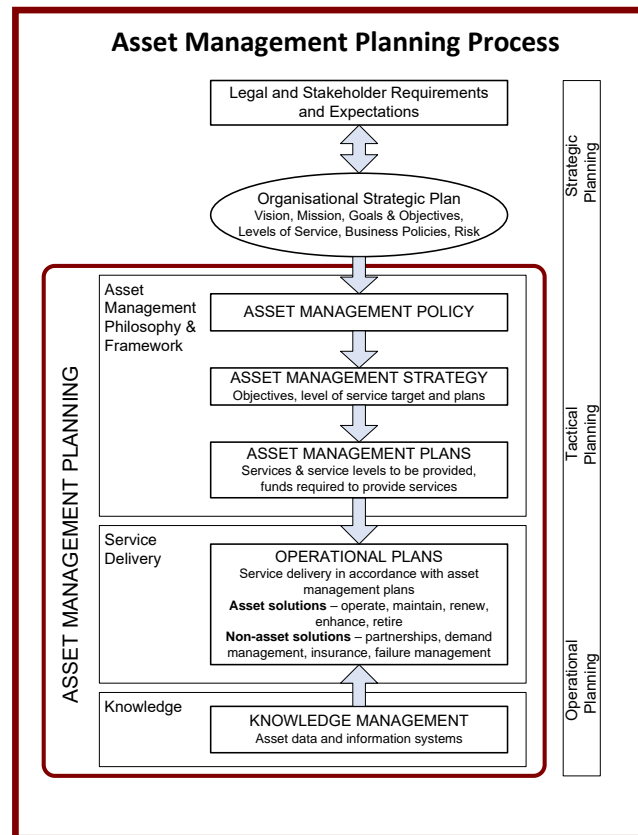
Asset Management Plan

Asset Management Planning Process

Asset management planning is a comprehensive process to ensure that assets are managed and maintained in a way that enables affordable services from infrastructure to be provided in an economically optimal way. In turn, affordable service levels can only be determined by assessing Council's financially sustainability under scenarios with different proposed service levels.

Asset management planning commences with defining stakeholder and legal requirements and needs, incorporating these needs into the organisation's strategic plan, developing an asset management policy, strategy, asset management plan and operational plans, linked to a long-term financial plan with a funding plan.⁷

⁷ IPWEA, 2009, AIFMG, Quick Guide, Sec 4, p 5.



Asset Management Strategy Objectives

Council owns and uses approximately \$567,305,565 of non-current assets to support its core business of delivery of service and facilities to the community. Asset management practices impact directly on the core business of Council and appropriate asset management is required to achieve Council's service delivery objectives.

The Asset Management Strategy is to ensure that Council's asset portfolio meets the service delivery needs of the community and conforms to Council's Asset Management Policy objectives and goals. The purpose is to ensure adequate provision is made for the long-term management of infrastructure assets by:

- All relevant legislative requirements together with political, social, economic and environmental requirements are to be taken into account in asset management.
- Consistent Asset Management Action Plans exist for implementing systematic and appropriate asset management best-practice throughout all Departments of Council.
- Asset management principles will be integrated within existing planning and operational processes.
- Service levels agreed through the budget process and defined in Infrastructure and Asset Management Plans will be fully funded in the annual budget estimates.

Asset Management Strategy Objectives cont ...

- Asset renewals are required to be prioritised to meet agreed service levels. These are to be identified in infrastructure and asset management plans and will be fully funded in the annual and forward budget estimates. in the annual and forward budget estimates.
- Estimated 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.
- Ensuring resources and operational capabilities are identified and responsibility for asset management is allocated.
- Demonstrating transparent and responsible asset management processes that align with best practice.
- 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.
- Creating an environment where Council employees take part in overall management of council assets by developing asset management awareness throughout the organisation.

By undertaking the above actions, the Asset Management Strategy will:

- Enable Council to show how its asset portfolio will meet the service delivery needs of its community into the future,
- enable Council's asset management policies to be achieved, and
- ensure the integration of Council's asset management with its long term strategic plan.

The goal of asset management is to ensure that services are provided:

- in the most cost effective manner,
- through the creation, acquisition, maintenance, operation, rehabilitation and disposal of assets,
- for present and future consumers.

The objective of the Asset Management Strategy is to establish a framework to guide the planning, construction, maintenance and operation of the infrastructure essential for Greater Hume Council to provide services to the community.

Scope

This strategy applies to all Council owned and managed physical assets. It will be reviewed every four years. It does not apply to human resources.

This strategy sets guidelines for implementing consistent asset management process for Greater Hume Council.

Asset Management Resources

The large scope and responsibility of effective asset management becomes apparent when all Council assets are considered, from a bench in a local park to major infrastructure projects worth millions of dollars. In order to be able to fully implement the Asset Management Strategy and Asset Management Plans for each asset category key resource requirements have been identified:

- The need for a full time Manager Assets to oversee and implement the asset management strategy, ensure asset management plans are developed and reviewed and that the Asset Management System is operational and effective. The Manager Assets is responsible for ensuring Asset Management Plans are up to date and reviewed when programmed. The Manager Assets also needs to ensure the effective implementation of the Asset Management System and training of staff.
- A full time Asset/GIS Systems Coordinator, Asset Accounting Officer and Asset Technical Officer to support the Manager Assets in the role outlined above.
- Staff resources for each asset category and IT staff available to the Manager Assets to complete defined tasks and responsibilities.
- An operational, efficient and user friendly Asset Management System.
- Training of staff to ensure they have a sound working knowledge of the Asset Management approach and the Asset Management System and to ensure Council is meeting industry best practice.

Asset Management Plan

Asset Management Resources cont ...

- Suitable equipment (hardware and software) for inspections, data recording and loading of information into the Asset Management System.
- Interaction and involvement with the asset management industry and professional bodies to ensure Council's asset management process are consistent with industry best practice.
- Employ external professionals to assist in preparation and review of Asset Management Plans and the Asset Management System where beneficial and cost effective and also provide training where appropriate.

Current Situation

The assets listed below represent the Council's current asset stock.

Built Environment

- Drainage pits - 768
- Open drains – 32.1 km
- Drainage pipes – 31.28 km
- Waste Management facilities – 8
- Town centres – 5 Towns and 6 Villages
- Public toilets – 29
- Cemeteries – 14
- Sealed road pavement – 1084kms
- Unsealed road pavement – 993kms
- Footpath /cycleway – 24.4km concrete, 2.6km gravel and 4.85km shared path
- Kerb & gutter – 96.4km
- Bridges and Major Culverts – 217
- Bus shelters - 20

Water Supply

- Water treatment plants – 1
- Reservoirs – 7
- Water pump stations – 2
- Water mains – 71.6kms trunk mains, 82.4kms reticulation mains

Waste Water

- Waste water Treatment Plant – 6
- Waste Water Pumping Station – 25
- Waste Water Rising Mains & Waste Water Mains – 13.1km rising mains, 78.6km Waste Water mains

Social

- Libraries – 4
- Swimming pools – 5
- Community buildings & halls - 21
- Rural Fire Service / SES buildings - 27
- Parks and Sportsgrounds - 56
- Tennis courts – 62 courts in 11 venues
- Skate parks – 5
- Caravan parks – 1
- Visitor Information Centres – 1

Civic Leadership

- Operational buildings – 2 administrative offices, 3 works depots
- Commercial buildings – 2

What Assets do we have?

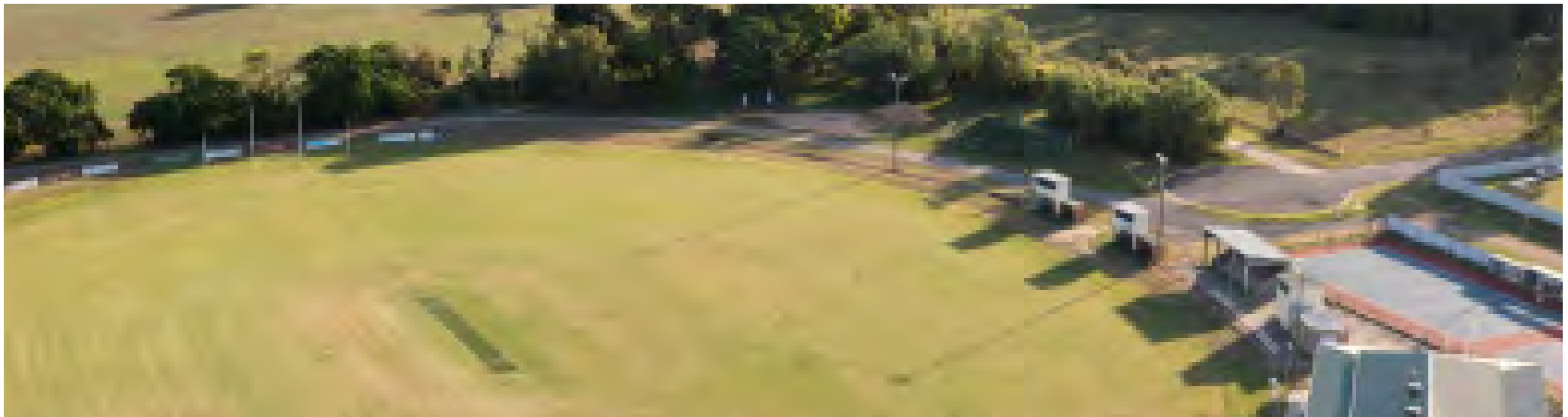
Council uses infrastructure assets to provide services to the community.
The range of infrastructure assets and the services provided from the assets is shown in Table 1.

Table 1: Assets used for providing Services		
Asset Class	Description	Services Provided
1. Transport	Roads, Bridges, Footpath, Kerb and Gutter	Council's intent is that an appropriate Transport network is maintained in partnership with other levels of government and stakeholders to an appropriate standard to enable residents and visitors to move about the shire in safety.
2. Water Supply	Water treatment plant, reservoirs, water pump stations and water mains	<p>Council's intent is that an appropriate Water Supply network is maintained in partnership with other levels of government and stakeholders to extract, treat and deliver water supplies at the highest standards.</p> <p>Council's objective is to ensure that the following functional objectives are met:</p> <ul style="list-style-type: none"> Water is extracted from the underground aquifer disinfected/treated in a water treatment plant and delivered to users through its reticulation system. <p>The operation and maintenance of the water supply network does not have an adverse effect on the environment, and does not cause damage to private properties or public places.</p>
3. Waste Water Operations	Waste Water treatment plants, Waste Water pump stations, Waste Water rising mains and Waste Water mains	<p>Council's intent is that an appropriate Waste Water network is maintained in partnership with other levels of government and stakeholders to collect, treat and dispose of waste water from the areas Council services.</p> <p>Council's objective is to ensure that the following functional objectives are met:</p> <ul style="list-style-type: none"> Waste water is efficiently and effectively collected from properties, conveyed to the Waste Water treatment plants, treated and re used or disposed of. The operation of the Waste Water system does not have an adverse effect on the environment.
4. Stormwater	Drains, Pits, Pipes, etc.	Council's intent is that an appropriate Stormwater network is maintained in partnership with other levels of government and stakeholders to an appropriate standard to safely convey rainwater falling within residential areas to the most appropriate natural watercourse.

Asset Management Plan

What Assets do we have ? cont ...

Table 1: Assets used for providing Services		
Asset Class	Description	Services Provided
5. Open Space/ Land and Facilities	Pools, Tennis Courts, Netball Courts, Recreational Assets, Play Equipment and Lighting. Council owned buildings and Land include operational buildings (Council offices, libraries depots, public halls etc) and leased buildings (commercial properties).	Council's intent is that the open space areas and assets are maintained in partnership with sporting committees and other stakeholders to provide appropriate levels of facilities for the growing communities. Council owns, operates and maintains a number of buildings and other facilities in partnership with specialist contractors, community committees and in-house staff to ensure customer and community needs are satisfied by delivering a quality service.
6. Plant and Fleet	Fleet of heavy plant and vehicles	To enable Council staff to effectively maintain councils assets.



Council's Assets and their management?

State of Assets

The financial status of Council's assets is shown in Table 2.

Table 2: Financial Status of the Assets

Asset Class	Replacement Cost (\$000)	Fair Value (\$000)	Depreciation Expense for current year (\$000)
Transport	\$539,846	\$371,401	\$6,515
Stormwater	\$22,203	\$18,304	\$221
Open Space/Land and Community Facilities	\$164,969	\$107,073	\$3,736
Water Supply	\$42,522	\$25,460	\$544
Waste Water Operations	\$62,265	\$37,777	\$741
Plant and Fleet	\$14,306	\$7,292	\$1,143
Total	\$846,111	\$567,306	\$12,900
As at 30 June 2024			

Asset Replacement Cost



Asset Management Plan

Life Cycle Cost

Life cycle costs (or whole of life costs) are the average costs that are required to sustain the service levels over the longest asset life. Life cycle costs include operating and maintenance expenditure and asset consumption (depreciation expense). The life cycle cost for the services covered in this asset management plan is shown in Table 3.

Service	Previous Year Expenditure		Previous Year Depreciation Exp (\$000's)	Life Cycle Cost (\$000's/yr)
	Operations (\$000's)	Maintenance (\$000's)		
Transport	\$718	\$12,600	\$6,515	\$19,833
Stormwater	\$126	\$132	\$221	\$479
Open Space/Land and Community Facilities	\$1,960	\$2,047	\$3,736	\$7,743
Water Supply	\$613	\$205	\$544	\$1,362
Waste Water Operations	\$1,071	\$157	\$741	\$1,969
Plant and Fleet	\$1,000	\$782	\$1,143	\$2,925
Total	\$5,488	\$15,923	\$12,900	\$34,311

Life cycle costs can be compared to life cycle expenditure to give an indicator of sustainability in service provision. Life cycle expenditure includes operating, maintenance and capital renewal expenditure in the previous year or preferably averaged over the past 3 years. Life cycle expenditure will vary depending on the timing of asset renewals. The life cycle expenditure at the start of the plan is shown in Table 4 overleaf.

Life Cycle costs cont ...

Table 4: Life Cycle Expenditure for Council Services

Service	Previous Year Expenditure		Cap Renewal Exp (\$/yr) (\$000's)	Life Cycle Exp (\$/yr) (\$000's)
	Operations (\$000's)	Maintenance (\$000's)		
Transport	\$718	\$12,600	\$8,829	\$22,147
Stormwater	\$126	\$132	\$876	\$1,134
Open Space/Land and Community Facilities	\$1,960	\$2,047	\$143	\$4,150
Water Supply	\$613	\$205	\$100	\$918
Waste Water Operations	\$1,071	\$157	\$64	\$1,292
Plant and Fleet	\$1,000	\$782	\$1,719	\$3,501
Total	\$5,488	\$15,923	\$11,731	\$33,142

The life cycle costs and life cycle expenditure comparison highlights any difference between present outlays and the average cost of providing the service over the long term. If the life cycle expenditure is less than the life cycle cost, it is most likely that outlays will need to be increased or cuts in services made in the future.

Knowing the extent and timing of any required increase in outlays and the service consequences if funding is not available will assist organisations in providing service to their communities in a financially sustainable manner. This is the purpose of the AM Plans and long term financial plan.

A shortfall between life cycle cost and life cycle expenditure gives an indication of the life cycle gap to be addressed in the asset management and long term financial plan.

The life cycle gap and sustainability indicator for services covered by this asset management plan is summarised in Table 5.



Asset Management Plan

Life Cycle costs cont ...

Service	Life Cycle Cost (\$000's/yr)	Life Cycle Expenditure (\$000's/yr)	Life Cycle Gap * (\$000's/yr)	LC Sustainability Index
Transport	\$19,833	\$22,147	\$2,314	0.12
Stormwater	\$479	\$1,134	\$655	1.37
Open Space/Land and Community Facilities	\$7,743	\$4,150	-\$3,593	-0.46
Water Supply	\$1,362	\$918	-\$444	-0.33
Waste Water Operations	\$1,969	\$1,292	-\$677	-0.34
Plant and Fleet	\$2,925	\$3,501	\$576	0.20
Total	\$34,311	\$33,142	-\$1,169	-0.03

Note: * A life cycle gap is reported as a negative value

Corporate Asset Management Team

A 'whole of organisation' approach to asset management can be developed with a corporate asset management team. The benefits of a corporate asset management team include:

- demonstrate corporate support for sustainable asset management,
- encourage corporate buy-in and responsibility,
- coordinate strategic planning, information technology and asset management activities,
- promote uniform asset management practices across the organisation,

- information sharing across IT hardware and software,
- pooling of corporate expertise
- championing of asset management process,
- wider accountability for achieving and reviewing sustainable asset management practices.

The role of the asset management team will evolve as the organisation maturity increases over several phases.

Phase 1

- strategy development and implementation of asset management improvement program,

Phase 2

- asset management plan development and implementation,
- reviews of data accuracy, levels of service and systems plan development,

Phase 3

- asset management plan operation
- evaluation and monitoring of asset management plan outputs
- ongoing asset management plans review and continuous improvement.

The current position on Council's asset management team is, Phase 1.

Asset Management Classes - Phase 2 and 3 Implementation

A draft Asset Management Plan has been developed by consultants for each asset category and these will be refined over time. The objective in managing these assets is to meet the required level of service in the most cost effective manner for the benefit of present and future members of the Greater Hume community. The key elements of asset management plans are:

- Taking a life cycle approach
- Developing cost-effective management strategies for the long term
- Providing a defined level of service
- Providing defined performance monitoring
- Understanding and meeting the demands of growth through demand management and infrastructure investment
- Managing risks associated with asset failures
- Sustainable use of physical resources
- Continuous improvement in asset management practices

Asset Management Plans for each asset category are prepared under the direction of Council's Community Strategic Plan 2025 - 2035 and will form part of Council's Resourcing Strategy. Each Asset Management Plan will include provision for capital, renewal and maintenance works which will provide facilities with available resources and endeavour to meet community expectations for standards and capacity. Asset Management Plans outline processes

and principles used to plan capital, renewal and maintenance works for each asset.

Each Asset Management Plan will prioritise works in the asset category and will help guide the Council in making decisions within its 4 year Delivery Plan and 10 year Community Strategic Plan objectives. The result is a long term planning framework which will assist in making informed decisions on maintenance programmes and renewal and capital projects.

Asset Management Plans will include:

- An assets register
- Levels of service – specifies the services and levels of service to be provided by Council
- Future demand – how this will impact on future service delivery and how this is to be met
- Life cycle management – how Council will manage its existing and future assets to provide the required services
- Prioritise capital, renewal and maintenance works
- How risk and liability is managed
- Financial summary – what funds are required to provide the required services

Transport

Road pavements, bridges, culverts, footpaths, kerb & gutter traffic devices etc

Roads and associated infrastructure is the major asset class that Council maintains.

Council conducted a road condition assessment in 2014 and reviewed the Roads Strategy in 2014. A further review of the Roads Strategy has been undertaken in 2017 and 2023. The Roads Strategy identified the need for Council to approve funding of up to \$7.2m per annum on the road network to satisfactorily maintain the infrastructure. Other major findings from the Roads Strategy are as follows.

The construction standards of some of the existing roads does not meet with the adopted standards and there is a requirement to bring these roads up to standard by widening roads that are too narrow, sealing roads that have a high enough traffic count to require sealing and providing line marking where required. The estimated cost is recorded in the Roads Strategy document.

Asset Management Plan

Asset Management Classes - Phase 2 and 3 Implementation cont ...

Roads / Infrastructure Responsibilities

Works Item – Roads / Infrastructure	Responsible
Implementation and review of Asset Management Plan	Director Engineering and Manager Assets and Manager Works
Implementation of Asset Management System	Manager Assets
Training of staff to ensure Asset Management System is effective	Manager Assets and Manager Works
Development of annual and 4 year capital works plans	Director Engineering, Manager Assets and Manager Works
Annual budget recommendation	Director Engineering
Progression of specific projects within the Asset Management Plan	Manager Works
Programmed and day to day maintenance	Manager Works

Storm Water

Greater Hume Shire Council's storm water system is designed to safely convey rainwater falling within residential areas to the most appropriate natural watercourse. Water falling on roads and footpaths or running off private property roofs and gardens is collected by pits mainly at the road kerbs and conveyed underground in a network of pipelines.

The stormwater system attempts to ensure that public and private land does not become flooded to a level where danger is posed to people or property. One important function of the drainage system is road drainage which ensures that vehicles do not encounter dangerous conditions.

Greater Hume Council has maintained a network of stormwater pipes, pits and other associated infrastructure. The stormwater system is largely contained below ground and is therefore not as visible as other assets and the importance of it could be overlooked. A rational approach to the management of this large asset base is required to maintain it in an order where major issues do not arise and the system remains invisible.

Stormwater Assets Responsibilities

Works Item – Stormwater	Responsible
Implementation and review of Asset Management Plan	Director Engineering and Manager Assets and Manager Works
Implementation of Asset Management System	Manager Assets
Training of staff to ensure Asset Management System is effective	Manager Assets and Manager Works
Development of annual and 4 year capital works plans	Director Engineering and Manager Assets and Manager Works
Annual budget recommendation	Director Engineering
Progression of specific projects within the Asset Management Plan	Manager Works
Programmed and day to day maintenance	Manager Works

Asset Management Classes - Phase 2 and 3
Implementation cont ...

Open Space/Land and Facilities

Buildings

Council owns, operates and maintains a number of buildings and other facilities in partnership with specialist contractors, community committees and in-house staff to ensure customer and community needs are satisfied by delivering a quality service. These buildings include operational buildings (Council offices, libraries depots, public halls etc) and leased buildings (commercial properties).

Council has completed a condition audit of all its buildings (excluding commercial premises under lease). This will enable Council to gain an appreciation of the condition of the buildings in terms of the funds needed to bring each building up to a “desired standard”, determine the remaining useful life of the building and to consider a forward plan for maintenance and/or replacement.

Works Item – Buildings	Responsible
Implementation and review of Asset Management Plan	Manager Assets and Manager Waste & Facilities
Implementation of Asset Management System	Manager Assets
Training of staff to ensure Asset Management System is effective	Manager Assets and Manager Waste & Facilities
Development of annual and 4 year capital works plans	Director Environment & Planning and Manager Waste & Facilities
Annual budget recommendation	Director Environment & Planning and Manager Waste & Facilities
Progression of specific projects within the Asset Management Plan	Manager Waste & Facilities
Programmed and day to day maintenance	Manager Waste & Facilities

Waste Management Facilities

Council owns, operates and maintains a number of waste management facilities.

These facilities vary from relatively small transfer stations to large landfill facilities.

Council has completed a condition audit of all waste management facilities. This will enable Council to gain an appreciation of the condition of buildings, fences and other infrastructure in terms of the funds needed to maintain each facility at a “desired standard”, determine the remaining useful life of the infrastructure and to consider a forward plan for maintenance and/or replacement.

Asset Management Plan

Asset Management Classes - Phase 2 and 3 Implementation cont ...

Works Item – Waste Management	Responsible
Adoption of Waste Management Strategy	Council
Implementation and review of Asset Management Plan	Manager Assets and Manager Waste & Facilities
Implementation of Asset Management System	Manager Assets
Training of staff to ensure Asset Management System is effective	Manager Assets and Manager Waste & Facilities
Development of annual and 4 year capital works plans	Director Environment & Planning and Manager Waste & Facilities
Annual budget recommendation	Director Environment & Planning and Manager Waste & Facilities
Progression of specific projects within the Asset Management Plan	Manager Waste & Facilities
Programmed and day to day maintenance	Manager Waste & Facilities

Cemeteries

Greater Hume Shire Council provides and maintains 14 cemeteries throughout the Shire in partnership with committees, interested parties and volunteers to a level that meets the expectations of ratepayers and visitors. The level of service is usually determined by the size and visitor frequency at the relevant cemetery.

Council has completed assessments of all Council cemeteries to determine their current condition of buildings and other assets at the cemetery. Results of the assessments will assist with planning and budgeting for ongoing maintenance that will be required over coming years.

Works Item – Cemeteries	Responsible
Implementation and review of Asset Management Plan	Manager Assets and Manager Waste & Facilities
Implementation of Asset Management System	Manager Assets
Training of staff to ensure Asset Management System is effective	Manager Assets and Manager Waste & Facilities
Development of annual and 4 year capital works plans	Director Environment & Planning / Manager Assets and Manager Waste & Facilities
Annual budget recommendation	Director Environment & Planning/ Manager Assets and Manager Waste & Facilities
Progression of specific projects within the Asset Management Plan	Manager Waste & Facilities
Programmed and day to day maintenance	Manager Waste & Facilities

Open Space

Greater Hume Shire Council's open space assets are highly valued by the community and provide a range of passive and active recreational opportunities. Traditionally it has been difficult to put a value on open space assets however this is changing as increasing demands on these facilities is making users and the broader community more aware of the worth of open space assets. Council maintains sporting facilities, ovals, parks, gardens, walking tracks, irrigation systems, playgrounds, trees and bushland areas along with fences, furniture and amenities. Collectively these assets provide social, cultural, health, aesthetic and ecological benefits to the community.

Plans of Management have been prepared for some facilities, however further plans require development so as to ensure that Council meets the expectations of the community in relation to the future direction of our open space assets.

Items such as amenities blocks have been captured in the building condition audit but there are still a considerable number of assets within the parks and open space areas that will need further attention to determine a usable current value.

Opposite to many built assets, open space 'green' assets generally increase in value after capital works are complete and turf, plant and trees grow and become established. However, after these assets have matured they begin to age and eventually will die and require renewal or replacement. Generally speaking these assets require a high level of programmed maintenance.

Asset Management Classes - Phase 2 and 3 Implementation cont ...

Effective maintenance programs are necessary to get the most value out of these assets particularly in high use areas. These maintenance programmes, which may include minor replacements or restorations, can greatly prolong the life of an asset. Maintenance programmes can also be used to monitor deterioration and forecast future capital requirements.

Works Item – Open Space	Responsible
Implementation and review of Asset Management Plan	Manager Assets and Manager Works
Implementation of Asset Management System	Manager Assets
Training of staff to ensure Asset Management System is effective	Manager Assets and Manager Works
Development of annual and 4 year capital works plans	Director Engineering and Manager Assets and Manager Works
Annual budget recommendation	Director Engineering
Progression of specific projects within the Asset Management Plan	Manager Works
Programmed and day to day maintenance	Manager Works

Swimming Pools

Council operates five swimming pools in the towns of Holbrook, Culcairn, Walla Walla, Jindera and Henty. Council's swimming pools offer an environment for residents to participate in a range of activities in a safe and exciting environment.

Council has completed preliminary assessments of all Council owned swimming pools to determine their current condition. Results of the assessments will assist with planning and budgeting for ongoing maintenance that will be required over coming years.

Works Item – Swimming Pools	Responsible
Development of annual and 4 year capital works plans	Director Environment & Planning/ Manager Assets and Manager Waste & Facilities
Annual budget recommendation	Director Environment & Planning and Manager Waste & Facilities
Progression of specific projects within the Asset Management Plan	Manager Waste & Facilities
Programmed and day to day maintenance	Manager Waste & Facilities

Works Item – Swimming Pools	Responsible
Implementation and review of Asset Management Plan	Manager Assets and Manager Waste & Facilities
Implementation of Asset Management System	Manager Assets
Training of staff to ensure Asset Management System is effective	Manager Assets and Manager Waste & Facilities

Asset Management Plan

Asset Management Classes - Phase 2 and 3 Implementation cont ...

Water Supply

Council provides a Water Supply network to enable extraction, treatment and delivery of filtered water supplies at the highest standards.

Council plans to operate and maintain the Water Supply network to achieve the following strategic objectives.

1. Ensure the Water Supply network is maintained at a safe and functional standard as set out in this asset management plan.
2. Ensure sufficient funds are raised through its fees and charges policy to provide for water asset renewal over the life of the assets.
3. Meet the Australian drinking water guidelines in terms of quality and community expectations.

Considerable work has been completed as part of the development of a Strategic Business Plan for Council's water supply operations and the implementation of an Integrated Water Cycle Management Plan. The planning work already completed as a result of these activities will guide the completion and implementation of an Asset Management Plan and future financial planning for Council's water supply activities.

Works Item – Water Supply	Responsible
Implementation and review of Asset Management Plan	Manager Assets and Manager Water & Waste Water
Implementation of Asset Management System	Manager Assets
Training of staff to ensure Asset Management System is effective	Manager Assets and Manager Water & Waste Water
Development of annual and 4 year capital works plans	Director Engineering and Manager Water & Waste Water
Annual budget recommendation	Director Engineering and Manager Water & Waste Water
Progression of specific projects within the Asset Management Plan	Manager Water & Waste Water
Programmed and day to day maintenance	Manager Water & Waste Water



Asset Management Classes - Phase 2 and 3 Implementation cont ...

Waste Water Operations

Council's intent is that an appropriate waste water network is maintained in partnership with other levels of government and stakeholders to collect, treat and dispose of waste water from the areas within Greater Hume shire.

Waste Water asset attributes will be maintained at a safe level and associated signage and equipment be provided as needed to ensure public safety. Council must ensure that key functional objectives are met:

- Waste water is efficiently and effectively collected from properties, conveyed to the Waste Water treatment plants, treated and re used or disposed of.
- The operation of the waste water system does not have an adverse effect on the environment.

Considerable work has been completed as part of the development of a Strategic Business Plan for Council's waste water operations and the implementation of an Integrated Water Cycle Management Plan. The planning work already completed as a result of these activities will guide the completion and implementation of an Asset Management Plan and future financial planning for Council's waste water activities.

Works Item – Waste Water Operations	Responsible
Implementation and review of Asset Management Plan	Manager Assets and Manager Water & Waste Water
Implementation of Asset Management System	Manager Assets and Manager Water & Waste Water
Training of staff to ensure Asset Management System is effective	Manager of Assets and Manager Water & Waste Water
Development of annual and 4 year capital works plans	Director Engineering and Manager Water & Waste Water
Annual budget recommendation	Director Engineering and Manager Water & Waste Water
Progression of specific projects within the Asset Management Plan	Manager Water & Waste Water
Programmed and day to day maintenance	Manager Water & Waste Water



Asset Management Plan

Asset Management Classes - Phase 2 and 3 Implementation cont ...

Plant and Fleet

Council owns and operates an extensive plant fleet ranging from heavy construction plant items to small passenger sedans.

Regular maintenance and replacement of plant is critical if Council is to ensure that its construction, maintenance and service delivery activities are undertaken in an efficient and cost effective manner.

Council will develop a detailed plant replacement programme which will specify the replacement schedule for all items of plant and the associated financial resources required.

Works Item – Plant Replacement	Responsible
Implementation and review of Asset Management Plan	Manager Assets and Operations Overseer
Implementation of Asset Management System	Manager of Assets and Operations Overseer
Training of staff to ensure Asset Management System is effective	Manager Assets and Operations Overseer
Development of plant replacement plans	Director Engineering and Operations Overseer

Works Item – Plant Replacement	Responsible
Annual budget recommendation	Director Engineering and Operations Overseer
Progression of specific projects within the Asset Management Plan	Director Engineering and Operations Overseer
Programmed plant replacement activities	Director Engineering and Operations Overseer

- Data & Systems
- Skills & processes
- Evaluation

Council will be conducting a maturity assessment for the core competencies with the aim of determining the maturity gap to be overcome for Council to achieve core financial and asset management competency.

Financial & Asset Management Core Competencies

The National Frameworks on Asset Planning and Management and Financial Planning and Reporting define 10 elements. 11 core competencies have been developed from these elements⁸ to assess 'core' competency under the National Frameworks. The core competencies are:

Financial Planning and Reporting

- Strategic Longer Term Plan
- Annual Budget
- Annual report

Asset Planning and Management

- Asset Management Policy
- Asset Management Strategy
- Asset Management Plans
- Governance & Management
- Levels of Service

Strategy Outlook

At present, it has been determined that Council's current asset management maturity is at 'core' level and investment is needed to improve information management, lifecycle management, service management and accountability and direction.

⁸ Asset Planning and Management Element 2 Asset Management Strategy and Plans divided into Asset Management Strategy and Asset Management Plans competencies

Where do we want to be?

Council's Vision, Themes, Objectives and outcomes

Council has adopted a Vision for the future in the Council Strategic Plan.

A thriving and connected rural region that fosters sustainable growth and enhances the well-being of all residents while preserving its rich heritage, the natural beauty and character of our community.

Council's purpose or reason for existence is set out in the Guiding Principles to the Community Strategic Plan

The Strategic Plan sets themes, objectives and outcomes to be achieved in the planning period. The outcomes set out where Council wants to be.

Council's Asset Management Policy defines the council's vision and service delivery objectives for asset management in accordance with legislative requirements, community needs and affordability.

Asset Management Policy

Council's Asset Management Policy defines the council's vision and service delivery objectives for asset management in accordance with the Strategic Plan and applicable legislation.

The asset management strategy is developed to support the asset management policy and is to enable council to show:

- how its asset portfolio will meet the affordable service delivery needs of the community into the future,
- enable Council's asset management policies to be achieved, and
- ensure the integration of Council's asset management with its long term strategic plans.

Asset Management Vision

To ensure the long-term financial sustainability of Council, it is essential to balance the community's expectations for services with their ability to pay for the infrastructure assets used to provide the services. Maintenance of service levels for infrastructure services requires appropriate investment over the whole of the asset life cycle.

To assist in achieving this balance, Council aspires to -

Develop and maintain asset management governance, skills, process, systems and data in order to provide the level of service the community need at present and in the futures, in the most cost-effective and fit for purpose manner.

In line with the vision, the objectives of the asset management strategy are to:

- ensure that the Council's infrastructure services are provided in an economically optimal way, with the appropriate level of service to residents, visitors and the environment determined by reference to Council's financial sustainability,
- safeguard Council's assets including physical assets and employees by implementing appropriate asset management strategies and appropriate financial resources for those assets,
- adopt the long term financial plan as the basis for all service and budget funding decisions,
- meet legislative requirements for all Council's operations,
- ensure resources and operational capabilities are identified and responsibility for asset management is allocated,
- provide high level oversight of financial and asset management responsibilities through Audit Committee/GM reporting to council on development and implementation of Asset Management Strategy, Asset Management Plan and Long Term Financial Plan.

Strategies to achieve this position are outlined in Section 5.

Asset Management Plan

How will we get there?

The Asset Management Strategy proposes strategies to enable the objectives of the Strategic Plan, Asset Management Policy and Asset Management Vision to be achieved.

No	Strategy	Desired Outcome
1	Continue to refine Long Term Financial Planning.	The long term implications of Council services are considered in annual budget deliberations
2	Develop and annually review Asset Management Plans covering at least 10 years for all major asset classes (80% of asset value).	Identification of services needed by the community and required funding to optimise 'whole of life' costs
3	Annual review of the Long Term Financial Plan covering 10 years incorporating asset management plan expenditure projections with a sustainable funding position outcome	Sustainable funding model to provide Council services
4	Incorporate Year 1 of Long Term Financial Plan revenue and expenditure projections into annual budgets	Long term financial planning drives budget deliberations
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	Council and the community are aware of changes to service levels and costs arising from budget decisions
6	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
7	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
8	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
9	Ensure responsibilities for asset management are identified and incorporated into staff position descriptions	Responsibility for asset management is defined
10	Implement an Improvement Plan to realise 'core' maturity for the financial and asset management competencies within 2 years	Improved financial and asset management capacity within Council
11	Report six monthly to Council by Audit Committee/GM on development and implementation of Asset Management Strategy, AM Plans and Long Term Financial Plans	Oversight of resource allocation and performance

Asset Management Improvement Plan

An asset management improvement programme will enhance the processes, systems and data that support an Asset Management Plan.

An improvement planning process will:

- Identify corporate business need for asset management planning
- Assess the current status of asset management practices
- Identify gaps between current practices and business needs
- Develop an optimised programme for asset management improvements, considering risks and cost of options for improvement and also availability of resources
- Continually monitor and review the effectiveness of asset management planning

Council will review its current asset management practices to identify any gaps in order to improve. This will occur in conjunction with regular review of this Asset Management Strategy.

Works Assessment and Prioritisation Criteria

Asset Management Plans provide a set of criteria, such as safety, the number of users, environmental impact and sustainability, to enable objective and accountable decisions to be made. Priority is given to the most urgently needed works that provide the greatest benefit to the community.

In prioritising works, the following factors listed below need to be considered. These form the criteria by which renewal and capital projects are assessed and funding is allocated in the annual budget. These criteria will be consistent across each asset category however it might be appropriate for the weighting of criteria to differ between asset classes.

- Legal – Council's legislative requirements and obligations
- Condition – the condition rating of the asset
- Cost – acknowledgement of the financial aspects of asset management, financial budgeting and management
- Funding – seek external funding opportunities and its associated challenges. External funding can greatly increase the value of works per Council dollar spent.
- Community – the needs and requirements of the many user groups and individuals which use Council facilities
- Planning – Council's obligation to implement formal planning documents which have been developed through community consultation and adopted by Council

Priority listings developed from the criteria outlined above will be used to bid for grant funding and as a guide for staff to progressively work through the identified projects. There will be variation to the priority ratings, which would move the projects up or down the list.

This will occur when:

- Current or future grant funding applications are either successful or unsuccessful
- Additional funding is provided for a specific project (e.g. donation from an external organisation or an increase in budget allocation)
- Budget constraints mean that full funding for a particular project is not available and a project of lower priority requiring less funding can be

Asset Management System

Council has a computer based Asset Management System to deal with the high volume and detailed nature of the asset data collected. The Asset Management System must also be integrated with other corporate databases such as Council's financial management system and document management system.

Council's asset management information is integral to the future management and monitoring of Council assets.

It will enable Council to:

- Project forward capital and recurrent expenditure
- Fulfil the responsibility and requirement to report regularly to the community about Council's asset management programmes.

Asset Management Plan

Asset Management System cont ...

- Have an understanding of the risk levels associated with the assets and to ensure that future asset management planning incorporates a risk management element
- Undertake predictive modelling to optimise the decision making process
- Identify preferred treatment options for assets requiring expenditure within the forward works programme
- Base service levels on identified need and enabling explanation of maintenance programmes and capital works projects to the community
- Weigh up and decide between deferred or basic maintenance and commitment to extensive rehabilitation in a rational manner and with due regard to budgetary constraints
- Continuously develop the process, knowledge and support information systems as the consultation and feedback process progresses.

Asset Management Information System

Council has purchased an asset management information system known as Assetfinda (Universe) with the view to better manage and maintain council assets and tracking lifecycle costs in order to improve the cost of ownership.

The core data has been entered in layers composing of Roads and Bridges, Stormwater, Water supply, Waste water, Buildings, Footpaths and Kerb and Channel.

The physical location is plotted on a GIS map using a line, a point or a region. Attached to these is an asset number, name, age and any other information needed to locate, value, maintain or use the asset.

Risk Management

The implementation of an effective Asset Management Strategy will consider the relationship and prioritisation of maintenance and capital work to support the delivery of Council services. To this effect it will be a major tool in assisting the Council to manage risk and liability through the development of defined works and service programmes which best allocate the use of available resources.

The implementation of the Asset Management Strategy will:

- Identify any significant asset or service gaps (capacity, functionality or maintenance related) and related service risks over both the short and long term
- Take into account projected changes to population (ageing / demographic) land use and planning, legal requirements and policies, technology and community expectations
- Explain how available resources will manage asset or service gaps, or why any gaps not address by the relevant Asset Management Plan are considered a low priority
- Assess the risk to service delivery and asset performance if gaps are not addressed
- Outline relationships between proposed projects or programs and how these support cohesive asset management strategy

- Explain how the proposed capital projects and maintenance expenditure are prioritised within the projected funding limits.

In developing each Asset Management Plan, a risk assessment will be carried out and will document potential risks associated with the relevant asset category.

The tasks required to achieve a 'core' financial and asset management maturity are shown in priority order in Table 7.

Risk Management cont ...

Table 7: Asset Management Improvement Plan			
Task	Responsibility	Target Date	Budget
Transport Asset Management Plan	Director Engineering / Manager Assets / Manager Works	30/06/2026	Existing Resources
Water Asset Management Plans	Director Engineering / Manager Assets and Manager Water & Waste Water	30/06/2026	Existing Resources
Wastewater Asset Management Plan	Director Engineering / Manager Assets and Manager Water & Waste Water	30/06/2026	Existing Resources
Stormwater Asset Management Plan	Director Engineering / Manager Assets	30/06/2026	Existing Resources
Open Space Asset Management Plan	Director Engineering / Manager Assets / Manager Works	30/06/2026	Existing Resources
Land and Facilities Asset Management Plan	Director Engineering / Manager Assets and Manager Waste & Facilities	30/06/2026	Existing Resources
Plant and Fleet Asset Management Plan	Director Engineering / Manager Assets / Manager Works	30/06/2026	Existing Resources

Asset Management Plan

Roles and Accountabilities

All Employees Generally

Further to the responsibilities and accountabilities outlined under each asset management category, all staff have the responsibility of managing assets in their activities and workplace and are accountable through their individual work instructions, position descriptions and council plans.

Employees are required to cooperate and be actively involved in the development and implementation of the various Asset Management Plans. This collaborative approach will ensure quality systems delivering measurable outcomes.

Councillors

Councillors are responsible for endorsing and adopting this Asset Management Strategy and Asset Management Plans.

General Manager

The General Manager is responsible for ensuring that Asset Management Plans are established, implemented and maintained in accordance with the Asset Management Policy, and for the assignment of responsibilities in relation to asset management. The General Manager is also responsible for reporting on the status and effectiveness of asset management within Council.

Director Engineering

Council's Engineering Department is responsible for the large majority of operational maintenance, renewal and capital projects and development of strategic plans for the current and future management of Council's physical assets.

As such, the Director Engineering is responsible for overseeing the Asset Management Policy and implementation and review of Asset Management Plans.

Directors

Directors are responsible to facilitate resources to enable their Departments to operate effectively in consideration of the Asset Management Policy and Asset Management Plans.

Managers and Supervisors

Managers and Supervisors are responsible for the day to day use of assets as described in the Asset Management Policy and Asset Management Plans. This includes the timely identification, assessment and recording of defects and referral to the person responsible for the day to day management of that asset.

Review Structure

This Asset Management Strategy will be reviewed every 4 years to ensure that it meets the requirements of legislation and the needs of Council.

Unplanned reviews may be triggered by new technology, legislation / regulation changes, incident and variation in resources or community use / demand.

All reviews will take into account information affecting the effective ongoing management of physical assets which are owned and managed by Greater Hume Council.

Associated Council Policies and Documents

Greater Hume Community Strategic Plan 2025 - 2035,
Asset Management Policy,
Asset Management Plans,
Risk Management Policy.



Greater
Hume
Council



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Council



Draft Fees and Charges 2025 - 2026

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Name	Year 25/26 Fee (incl. GST)	S	GST
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Greater Hume Council

BUILDING CONTROL, PLANNING & HEALTH ADMINISTRATION

Bonds

Protection of Footpath and K & G (Building Works) – per meter of frontage	\$100.00	N	N
Relocation of existing dwelling – satisfactory completion	\$3,000.00	N	N

Construction Certificates

Building Construction Certificate Application Table: not including inspections

Not exceeding \$5,000	\$100.00	N	Y
Where CC lodged with DA and value \$5,001 – \$100,000	\$100.00 plus \$4.0 per \$1,000 or part thereof by which the cost exceeds \$5,000	N	Y
Where CC lodged with DA and value \$100,001 – \$250,000	\$690.80 plus \$3.00 per \$1,000 or part thereof by which the cost exceeds \$100,000	N	Y

Name	Year 25/26 Fee (incl. GST)	S	GST
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Building Construction Certificate Application Table: not including inspections [continued]

Where CC lodged with DA and value more than \$250,000	\$1,381.05 plus \$2.00 per \$1,000 or part thereof which the costs exceeds \$250,000	N	Y
Where Council acts as PCA outside area (not approval authority)	POA based on actual cost of processing and recognition of market forces	N	Y

Building Construction Certificate Amendment

Minor application to amend Construction Certificate	\$55.00	N	Y
General application to amend Construction Certificate	\$55.00	N	Y

Subdivision Construction Certificate

Engineering assessment of civil works design

Involving 1 to 10 lots – per lot	\$40.00	N	N
Involving more than 10 lots – per lot	\$400 plus \$40.00 per lot in excess of ten	N	N

Engineering inspection of subdivision civil works (charge at CC stage):

Involving 1 to 10 lots – per lot	\$50.00	N	N
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Name	Year 25/26 Fee (incl. GST)	S	GST
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Engineering inspection of subdivision civil works (charge at CC stage): [continued]

Involving more than 10 lots – per lot	\$500 plus \$50.00 per lot in excess of ten	N	N
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Certificates - Occupation

Interim Occupation Certificate	\$152.00	N	Y
Final Occupation Certificate	\$152.00	N	Y

Inspection Fees - Construction

Cooling Tower Improvement Notice or Prohibition Order	As prescribed by legislation	N	N
Cooling Towers Inspection	\$175.00	N	N
Major Development	\$583.00	N	N
Minor Development	\$449.00	N	N
Critical Stage & Nominated Inspections if not in Package Price	\$133.50	N	Y
Where Council conducts inspection for Accredited Certifier	\$194.00	N	Y
Re-inspection or additional fee (at Council discretion)	\$133.00	N	Y
A maximum of one pre-lodgement inspection will be undertaken at nil cost			

Inspection Fees - Swimming Pool Compliance

Swimming Pool Compliance – Initial Sale Inspection	\$165.00	Y	Y
Swimming Pool Compliance – Sale Re-Inspection	\$110.00	Y	Y
Private Swimming Pool Inspections (1st Inspection) - Mandatory Inspection Program	\$165.00	N	Y
Private Swimming Pool Inspections (Re-Inspection) - Mandatory Inspection Program	\$100.00	N	N
Public Swimming Pools (motels, hotels, hospitals, schools etc) Inspection - Mandatory Inspection Program	\$110.00	N	N
Public Swimming Pools (motels, hotels, hospitals, schools etc) Re-Inspection - Mandatory Inspection Program	\$95.00	N	N

Name	Year 25/26 Fee (incl. GST)	S	GST
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Development Application

Development Application Table

Development application fee for erecting building, carrying out works or demolition:

Estimated value up to \$5,000	\$144.00	Y	N
Estimated value \$5,001 – \$50,000	\$221 plus additional \$5 for each \$1,000 of value	Y	N
Estimated value \$50,001 – \$250,000	\$459 plus additional \$3.64 for each \$1,000 value exceeds \$50,000	Y	N
Estimated value \$250,001 – \$500,000	\$1,510 plus additional \$2.34 for each \$1,000 value exceeds \$250,000	Y	N
Estimated value \$500,001 – \$1,000,000	\$2,273 plus an additional \$1.64 for each \$1,000 value exceeds \$500,000	Y	N

Name	Year 25/26 Fee (incl. GST)	S	GST
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Development Application Table [continued]

Estimated value \$1,000,001 – \$10,000,000	\$3,405 plus an additional \$1.44 for each \$1,000 value exceeds \$1,000,000	Y	N
Estimated value more than \$10,000,000	\$20,667 plus an additional \$1.19 for each \$1,000 value exceeds \$10m	Y	N
Involving the erection of a dwelling < \$100,000	\$593.00	Y	N
Maximum fee payable for development for the purpose of one or more advertisements. Plus \$93 for each advertisement in excess of one or the fee is calculated in accordance with the Development Application Fee table – whichever is the greater.	\$371.00	Y	N
Development Application Fee not involving erection of building, works or demolition (use only)	\$371.00	Y	N

Development Control Plan

Amendment to the Greater Hume Development Control Plan	\$4,500.00	N	N
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Complying Development Certificate Table

Not exceeding \$5,000	\$120.00	N	Y
\$5,001 – \$100,000	\$120.00 plus \$6.00 for each \$1,000 or part thereof by which the estimated costs exceeds \$5,000	N	Y

Name	Year 25/26 Fee (incl. GST)	S	GST
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Complying Development Certificate Table [continued]

\$100,001 – \$250,000	\$954.25 plus \$7.00 for each \$1,000 or part thereof by which the estimate cost exceeds \$100,000	N	Y
More than \$250,000	\$1958.00 plus \$3.60 for each \$1,000 or part thereof by which the estimated cost exceeds \$250,000	N	Y

Complying Development Certificates

Swimming Pool	\$600.00	N	Y
Industrial Change use	\$302.00	N	Y
Commercial Change use	\$302.00	N	Y
Bed & Breakfast	\$264.00	N	Y
Subdivision (No additional lots created)	\$264.00	N	Y
Modification of Complying Development Certificate	50% of the original fee	N	Y

Development involving the subdivision of land

Involving opening of a public road	\$867 plus \$65 per additional lot	Y	N
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Name	Year 25/26 Fee (incl. GST)	S	GST
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Development involving the subdivision of land [continued]

Not involving the opening of a public road	\$430 plus \$53 per additional lot	Y	N
Strata subdivision	\$430 plus \$53 per additional lot	Y	N

Certificates - Subdivision

Subdivision Certificate	\$200 + \$10 per lot	Y	N
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Designated Development

Designated Development (as prescribed by S251 EP&A Reg 2000)	\$1,198 in addition to any prescribed DA Fee	Y	N
In addition to any fee payable under Part 15 Division 1 of the EPA Reg 2000			

Development that requires advertising (additional fees)

Designated Development	\$2,890.00	Y	N
Advertised Development (as prescribed by LEP)	\$1,439.00	Y	N
Council must refund any part of the above fee paid for advertising under S252 EP&A Reg that is not spent in advertising the development			
Prohibited Development (as prescribed by LEP)	\$1,439.00	Y	N
Development that is required to be advertised in accordance with an environmental planning instrument or development control plan and is not designated development	Maximum of \$1,439.00	Y	N
Council must refund any part of the above fee paid for advertising under S252 EP&A Reg that is not spent in advertising the development			

Name	Year 25/26 Fee (incl. GST)	S	GST
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Development

Additional Fees for Development that requires concurrence	An additional fee of \$183 to Council is to be provided on lodgement of the application	Y	N
Integrated Development (requires concurrence of external authority)	An additional fee of \$183 to Council is to be provided on lodgement of the application	Y	N

Review of Determination under Section 8.3 of the EP&A Act

Maximum fee for a request for a redetermination in accordance with 82A(3) of EP & A Act

In the case of a request with respect to a development application that does not involve the erection of a building, the carrying out of a work or the demolition of a work or building	50% of original development application fee	Y	N
In the case of a request to a development application that involves the erection of a dwelling house with an estimated cost of construction of \$100,000 or less	\$248.00	Y	N

Other Developments Table

Up to \$5,000	\$72.00	Y	N
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Name	Year 25/26 Fee (incl. GST)	S	GST
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Other Developments Table [continued]

\$5,001 – \$250,000	\$85 plus \$1.50 for each \$1,000 or part thereof of the estimated cost	Y	N
\$250,001 – \$500,000	\$500 plus \$0.85 for each \$1,000 or part thereof by which the estimated costs exceed \$250,000	Y	N
\$500,001 – \$1,000,000	\$712 plus \$0.50 for each \$1,000 or part thereof by which the estimated costs exceed \$500,000	Y	N
\$1,001,000 – \$10,000,000	\$987 plus \$0.40 for each \$1,000 or part thereof by which the estimated costs exceeds \$1,000,000	Y	N

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Name	Year 25/26 Fee (incl. GST)	S	GST
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Other Developments Table *[continued]*

More than \$10,000,000	\$4,737 plus \$0.27 for each \$1,000 or part thereof by which the estimated costs exceeds \$10,000,000	Y	N
Plus an additional amount of \$620 if notice of the application is required to be given under S82 of the Act			

Residential Flat Building

DA requiring SEPP65 referral	\$3,906 plus standard DA Fee	Y	N
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Post Determination

Estimated cost for development is between \$100,000 and \$1,000,000	\$150.00	Y	N
Estimated cost for development is over \$1,000,000	\$250.00	Y	N
Estimated cost for development under \$100,000	\$55.00	N	N

Application under Part 4 of EP & A Act for Modification of Consent

Modification of Consent

Applications under Part 4 of EP&A Act for modification of consent

Modifications involving minor error, misdescription or miscalculation – S4.55(1) EP&A Act- maximum fee	\$93.00	Y	N
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Name	Year 25/26 Fee (incl. GST)	S	GST
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Modification of Consent [continued]

Modifications involving minimum environmental impact (S4.55(1A) or S4.56(1) of the EP&A Act, whichever is the lesser)	\$840 or 50% of original development fee, whichever is lesser	Y	N
The maximum fee for an application under section 4.56(1) or 4.55(2) of the EP&A Act for modification of a development consent which is NOT of minimal environmental impact	50% of original application fee or other maximum fee as prescribed by Clause 258 of EP&A Regulation 2000	Y	N

Original Application

If the original fee for the application was less than \$100	50% of original fee	Y	N
If the fee for the original application was \$100 or more – In the case of an application with respect to a development application that does not involve the erection of a building, the carrying out of a work or the demolition of a work or building	50% of original fee	Y	N
If the fee for the original application was \$100 or more – In the case of a request with respect to a development application that involves the erection of a dwelling house with an estimated cost of construction of \$100,000 or less.	\$190.00	Y	N

Modification Development Table

In the case of an application with respect to any other development application as set out in the table below

Up to \$5,000	\$72.00	Y	N
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Name	Year 25/26 Fee (incl. GST)	S	GST
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Modification Development Table [continued]

\$5,001 – \$250,000	\$85 plus \$1.50 for each \$1,000 or part thereof of the estimated cost	Y	N
\$250,001 – \$500,000	\$500 plus \$0.85 for each \$1,000 or part thereof by which the estimated costs exceeds \$250,000	Y	N
\$500,001 – \$1,000,000	\$712 plus \$0.50 for each \$1,000 or part thereof by which the estimated costs exceed \$500,000	Y	N
\$1,001,000 – \$10,000,000	\$987 plus \$0.40 for each \$1,000 or part thereof by which the estimated costs exceeds \$1,000,000	Y	N

Name	Year 25/26 Fee (incl. GST)	S	GST
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Modification Development Table *[continued]*

More than \$10,000,000	\$4,737 plus \$0.27 for each \$1,000 or part thereof by which the estimated costs exceed \$10,000,000	Y	N
Notification Fee in accordance with S4.55(2) or S4.56(1) of EP&A Act	Additional amount of \$665 if notice of the application is required to be given.	Y	N
An additional fee not exceeding \$760 is payable for development to which clause 115(3) applies	\$760.00	Y	N

Certificates - Bushfire Attack Level

Bushfire Attack Level Certificate	\$330.00	N	N
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General

Completion Certificate and Inspection for relocatable structures	\$120.00	N	N
Verification letter relating to dwelling entitlements – per allotment	\$140.00	N	N
Stamping of more than 4 plans and spec when DA approved – per plan	\$11.00	N	N
Hard Copy of LEP/DCP	Not Provided	N	N
Certified Copy of Plan/Document	\$53.00	N	N
Provision of monthly approval listings – p.a.	\$350.00	N	N

Application for rezoning of land

Planning proposal – Reclassification of land only	\$6,500.00	N	N
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Name	Year 25/26 Fee (incl. GST)	S	GST
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Application for rezoning of land [continued]

Planning Proposals – Minor	\$4,000.00	Y	N
written amendment to existing GHLEP 2012 and not resulting in any increased density or subdivision of land			
Planning Proposal – Significant	\$7,000.00	Y	N
Both written and Mapping Amendments to existing GHLEP 2012 including significant change of zoning and/or other provisions			

Application for Amendment to the GHDCP 2013

Amendment to the Greater Hume Development Control Plan	\$4,500.00	N	N
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Levies

Levies collected on behalf of external bodies by council

Planning Reform Levy (value > \$50,000)	64 cents for every \$1,000 of estimated value (Development Application)	N	N
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Local Government Act Functions

Section 68 Approvals

Connect to Council Sewer Main	\$132.00	Y	N
Install Onsite Sewage Management (Septic) System	\$242.00	Y	N
Water Supply Work (Domestic Plumbing Approval)	\$187.00	Y	N
Amusement Device Approval	Nil	Y	N
Install Manufactured Home/Moveable Dwelling in accordance with Regulations	\$594.00	Y	N
Install temporary structure on land	\$132.00	Y	N
Operate a Caravan Park or Camping Ground	\$242.00	Y	N

Name	Year 25/26 Fee (incl. GST)	S	GST
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Section 68 Approvals [continued]

Install Solid Fuel Heating Appliance	\$87.70 or Nil charge where carried out with DA/CC	Y	N
Modification Section 68 Approvals	50% of the original fee payable	Y	N

Public Health Inspection Fees

Service/Fees

Food Premises Inspections

Permanent Food Van Fee on Council Land	\$400.00	N	N
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Food Premise Inspections

New Food Premises Registration	\$140.00	N	N
Food Premises Inspection	\$175.00	N	N
Re-inspection (at Council discretion)	\$120.00	N	N
Home Based Business Registration	\$140.00	N	N
Home Based Business Inspection	\$175.00	N	N
Food Van Inspection	\$175.00	N	N
Food Van Re-Inspection	\$120.00	N	N

Food Van Operations

Mobile food/drink vans - 1 month commercial activity approval up to 200 hours	\$500.00	N	N
Mobile food/drink vans - 3 month commercial activity approval up to 200 hours	\$1,300.00	N	N
Mobile food/drink vans - 6 month commercial activity approval up to 200 hours	\$2,300.00	N	N
Mobile food/drink vans - 12 month commercial activity approval up to 200 hours	\$4,000.00	N	N

Name	Year 25/26 Fee (incl. GST)	S	GST
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Food Van Operations *[continued]*

Food Improvement Notice	As prescribed by legislation	N	N
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Public Health

Onsite Sewerage Management System

Inspection fee – new installation	\$160.00	N	N
Compliance Inspection – property transaction	\$260.00	N	N
Charge – Per Annum	\$30.00	N	N
Reinspection Fee	\$100.00	N	N

Public Health

Skin Penetration Inspection	\$175.00	N	N
Skin Penetration & Hairdressing Re-Inspection	\$110.00	N	N
Skin Penetration Improvement Notice or Prohibition Order	As prescribed by legislation	N	N
Hairdressing (no skin penetration) Inspection	\$120.00	N	N
Underground Petroleum Storage Systems (UPSS) Inspection	\$250.00	N	N
Underground Petroleum Storage Systems (UPPS) Re-inspection	\$125.00	N	N
Public Health Act Inspections	\$140.00	N	N
Skin penetration, Hairdressers, Pools, Spas, Mortuaries, Microbial Control etc.			

Certificates

Noxious Weeds

Noxious Plants – Outstanding Notices on Property	\$105.00	Y	N
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Name	Year 25/26 Fee (incl. GST)	S	GST
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Planning Development Certificates

Section 10.7(2) Certificate	\$69.00	Y	N
Section 10.7(2) & (5) Certificate	\$173.00	Y	N
Section 10.7 Certificate Urgency Fee	\$110.00	Y	N
Process within 48 hours of receipt			
Section 735A Certificate (outstanding notices)	\$60.00	N	N
EPA Act Certificate (outstanding orders)	\$60.00	N	N
Provision of Drainage Diagram/ Septic Information Request	\$35.00	N	N

Section 56.22 Building Certificate

Building based on floor area

Authorised Works

Building Information Certificates for class 1-10 (less than 5 years)	\$340.00	Y	N
Under part 6.7 of the EP&A Act			
Building Information Certificate for class 1 or 10 (more than 5 years)	\$680.00	Y	N
under 6.7 of the EP&A Act			
Other structures less than 200m2 (less than 5 years)	\$680.00	Y	N
Other structures less than 200m2 (more than 5 years)	\$1,000.00	Y	N
Other structures floor area between 200m2 - 2000m2 (less than 5 years)	\$1,000.00	Y	N
Other structures floor area greater than 2000m2 (more than 5 years)	\$3,000.00	Y	N
In a case where the applicant relates to a part of a building and that part consists of an external wall only or does not otherwise have a floor area.	\$250.00	Y	N
Copy of a Building Certificate	\$13.00	Y	N
Additional inspection required CL260(2) EP & A Regulation	\$340.00	Y	N

Unauthorised Works

Building Information Certificate - Unauthorised works - class 10a	\$2,000.00	Y	N
Building Information Certificate - Unauthorised works - class 2-9 (2000m2)	\$4,000.00	Y	N
Building Information Certificate - Unauthorised works - class 2-9 (exceeding 2000m2)	\$5,000.00	Y	N

Name	Year 25/26 Fee (incl. GST)	S	GST
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Unauthorised Works *[continued]*

Building Information Certificate - Unauthorised works - 10b retaining wall/fence	\$1,000.00	Y	N
Building Information Certificate - Unauthorised works - class 1a dwelling	\$3,000.00	Y	N
Building Information Certificate - Unauthorised works - swimming pool	\$2,000.00	Y	N

Pollution Control

Prevention Notice	\$591.00	Y	N
Clean Up Notice	\$591.00	Y	N
Compliance Cost Notice – per hour	\$60.00	N	N
Inspection of Register	Nil	N	N

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Name	Year 25/26 Fee (incl. GST)	S	GST
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CEMETERY

Cemeteries

Fee for Grave Digging

Excavation fee by quotation (unless stated as included)	By Quotation	N	Y
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General

Plaque removal & refitting – Cost of plaque PLUS	\$120.00	N	Y
Reservation fees (applicable fee plus 10%)	Current cost + 10%	N	Y
Minor Disturbance Fee	\$50.00	N	Y
Hire of Shade Shelter only	No Charge	N	Y
Hire of Shade Shelter including delivery & erection by Council Staff	\$180.00	N	Y

General Section

Site Purchase – Adult	\$823.00	N	N
Site Purchase – Infant/stillborn	\$484.00	N	N
Reopening of Grave (2nd Interment)	\$363.00	N	Y
Interment of Ashes	\$448.00	N	Y
Special circumstances - not niche wall or garden - including excavation for urn & bronze plaque to value of \$130.00			
Garden Section (where provided) – interment of ashes	\$460.00	N	Y
Including excavation for urn & bronze plaque to value of \$140.00			
Paupers Grave	No Charge	N	N

Historic Search

Search of historic/cemetery records per hour (one hour minimum)	\$55.00	N	N
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Name	Year 25/26 Fee (incl. GST)	S	GST
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Lawn Section

Including bronze plaque to value of \$400 for 1st interment

Including bronze plaque to value of \$120 for 2nd interment

Site Purchase – Adult	\$1,455.00	N	N
Site Purchase – Infant/Stillborn	\$1,335.00	N	N
2nd Interment	\$751.00	N	Y
Interment of ashes - where Council not providing excavation or plaque	\$194.00	N	Y
Interment of ashes (Council placing the ashes and with a plaque allowance)	\$533.00	N	Y

Niche Wall

Includes bronze plaque to the value of \$130

Interment fee	\$398.00	N	Y
Planting a shrub	\$67.00	N	Y
in addition to burial of ashes - not including supply of shrub			

Permits

Monument	\$50.00	N	N
Headstone	\$50.00	N	N
Kerbing	\$50.00	N	N

Upright Memorial

includes upright memorial headstone with 1st inscription

Site purchase	\$2,610.00	N	N
2nd Interment	\$751.00	N	Y

Burrumbuttock Cemetery

Interment	\$11.00	N	Y
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Name	Year 25/26 Fee (incl. GST)	S	GST
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Burrumbuttock Cemetery [continued]

Interment of Ashes	\$110.00	N	Y
Reopen Grave	\$220.00	N	Y
Interment and site purchase – Single depth	\$330.00	N	N
Interment and site purchase – Double depth	\$726.00	N	Y
Interment in reserved site	\$150.00	N	Y
Contact - Barry Mott - 0400 987 151			

Goombargana Cemetery

Plot Maintenance -Donation	\$150.00	N	N
General Monumental Section - Site Purchase	\$242.00	N	N
General Monumental Section - Interment	\$11.00	N	Y
Lawn Cemetery - Site Purchase	\$363.00	N	N
Lawn Cemetery - Interment	\$11.00	N	Y
Pre-Plot Purchase	\$110.00	N	N
Contact - Vicky & Darran Shipard 0429 617 310			

Name	Year 25/26 Fee (incl. GST)	S	GST
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CORPORATE SERVICES

Administration

Access to Information (GIPA)

Application Fee – Initial Formal Application	\$40.00	Y	N
50% reduction for Pensioner Concession Card, full time student or non-profit organisation			
Additional Processing Charges – per hour	\$40.00	Y	N
50% reduction for Pensioner Concession Card, full time student or non-profit organisation			
Application Fee – Internal Review	\$50.00	Y	N
50% reduction for Pensioner Concession Card, full time student or non-profit organisation			
Processing charge-personal affairs after first 20 hours	\$40.00	Y	N
Application Fee - Informal GIPA	\$40.00	Y	N

Closure of Dedicated Public Road

Land - Leasing and Licencing

Closure of Dedicated Public Road

Road Closing Application Fee - formed Council Road	\$3,000.00	N	N
Application Bond	\$5,000.00	N	N

Unused Road Lease

Annual rental	\$200.00	N	Y
Administration Fee for renewal of existing lease	\$250.00	N	Y
Administration Fee for new lease	\$300.00	N	Y

Licence Fees

Crown Land - Short-term Licence Application Fee	\$300.00	N	Y
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Name	Year 25/26 Fee (incl. GST)	S	GST
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Books & CD

Three Shires & Their Councils	\$28.95	N	Y
Culcairn 25 Years On 1983-2008	\$20.00	N	Y
Henty History Book	\$25.00	N	Y
Culcairn – Our Heritage	Out of Print	N	Y
Holbrook – Submarine Town	\$9.90	N	Y
Postage per book	\$12.00	N	Y
Shire History Publications on CD	\$15.00	N	Y
Morven on the Billabong	\$25.00	N	Y

Binding

Folding/Sorting/Collating

Hire Equipment

Shade Sail	\$180.00	N	Y
Data Projector	\$66.00	N	Y
Projector Screen	\$22.00	N	Y
PA System	\$55.00	N	Y
Damages to equipment	At Cost	N	Y

Laminating

A4 sheet each	\$2.50	N	Y
A3 sheet each	\$4.50	N	Y

Newsletters - Advertising

Culcairn Oasis

Per Issue

Classified (1/16 page)	\$11.00	N	Y
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Name	Year 25/26 Fee (incl. GST)	S	GST
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Per Issue [continued]

Classified (1/8 page)	\$22.00	N	Y
Classified (1/4 page)	\$44.00	N	Y
Classified (1/2 page)	\$88.00	N	Y
Classified (Full Page)	\$176.00	N	Y
Insert (not printed at Council)	\$110.00	N	Y

Setting up of advertisement**Henty Headerlines****Per Issue**

Classified (1/16 page)	\$20.00	N	Y
Classified (1/8 page)	\$40.00	N	Y
Classified (1/4 page)	\$55.00	N	Y
Classified (1/2 page)	\$80.00	N	Y
Classified (Full Page)	\$150.00	N	Y

Holbrook Happenings**Per Issue****Setting up of Advertisement****Photocopying (Black & White)****A4 Single sided****Per sheet**

< 20 Copies	\$0.40	N	Y
Up To 50 copies	\$0.30	N	Y
Up To 100 copies	\$0.20	N	Y
Up To 500 copies	\$0.15	N	Y
> 500 copies	\$0.10	N	Y

Name	Year 25/26 Fee (incl. GST)	S	GST
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A4 Double sided

Per sheet

< 20 copies	\$0.50	N	Y
Up To 50 copies	\$0.40	N	Y
Up To 100 copies	\$0.30	N	Y
Up To 500 copies	\$0.20	N	Y
> 500 copies	\$0.15	N	Y

A3 Single sided

Per sheet

< 20 copies	\$0.80	N	Y
Up To 50 copies	\$0.60	N	Y
Up To 100 copies	\$0.40	N	Y
Up To 500 copies	\$0.30	N	Y
> 500 copies	\$0.20	N	Y

A3 Double sided

Per sheet

< 20 copies	\$1.00	N	Y
Up To 50 copies	\$0.80	N	Y
Up To 100 copies	\$0.60	N	Y
Up To 500 copies	\$0.40	N	Y
> 500 copies	\$0.30	N	Y

Other

Printing Community Newsletters	\$0.35	N	Y
>500 pages			

Name	Year 25/26 Fee (incl. GST)	S	GST
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Other [continued]

School Assignments/Projects & Non Funded Organisations (per sheet)	\$0.40	N	Y
Up to 50 sheets			
Sorting & collating – per hour or part thereof	\$44.00	N	Y

Photocopying (Colour)**A4 Single sided**

< 20 copies	\$1.00	N	Y
Up To 50 copies	\$0.80	N	Y
Up To 100 copies	\$0.70	N	Y
Up To 500 copies	\$0.50	N	Y
> 500 copies	\$0.50	N	Y

A4 Double sided

< 20 copies	\$2.00	N	Y
Up To 50 copies	\$1.60	N	Y
Up To 100 copies	\$1.40	N	Y
Up To 500 copies	\$1.00	N	Y
> 500 copies	\$0.65	N	Y

A3 Single sided

< 20 copies	\$1.50	N	Y
Up To 50 copies	\$1.30	N	Y
Up To 100 copies	\$1.20	N	Y
Up To 500 copies	\$1.00	N	Y
> 500 copies	\$0.65	N	Y

Name	Year 25/26 Fee (incl. GST)	S	GST
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A3 Double sided

< 20 copies	\$3.00	N	Y
Up To 50 copies	\$2.60	N	Y
Up To 100 copies	\$2.40	N	Y
Up To 500 copies	\$2.00	N	Y
> 500 copies	\$1.20	N	Y

Other

School Assignments/Projects & Non Funded Organisations (per sheet)	\$0.80	N	Y
Copies of Strategic Plans and Corporate Documents	\$36.36	N	N

Property & Rates

Certificates

Section 603 Certificate	\$100.00	Y	N
Section 603 Certificate Urgency Fee	\$60.00	N	N
Process within 24 hours of receipt			
Special Water Meter Reading (if required on S603 Certificate)	\$95.00	N	N

Property/Rates

Written inquiry (not 603 Cert)	\$30.00 - rating records - searches involving over 15 min investigation (per half hour)	N	N
Copy of Rates Notice (for non Council purposes)	\$15.00	N	N
Valuation Extract (per assessment)	\$10.00	N	N

Name	Year 25/26 Fee (incl. GST)	S	GST
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Property/Rates [continued]

Urgency Fee	\$60.00	N	N
Process within 48 hours of receipt			
Accrual of Interest on Rates, Charges, Water & Sewer Usage	9.00%	Y	N
Refer s566 Local Government Act 1993) (Fixed by Act)			

Dishonoured Payments

Dishonoured Payment Fee	Equivalent to Financial Institution Fee	N	N
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Room Hire

Council Offices - Chambers/Committee/Interview Rooms

Half Day (Room Only)	\$50.00	N	Y
Evening	\$50.00	N	Y
Full Day (Room Only)	\$85.00	N	Y
Non Funded Organisations	50% of listed fee	N	Y

Holbrook Library

Meeting Rooms 1 AND 2 (both rooms) – per Full Day	\$190.00	N	Y
Meeting Rooms 1 AND 2 (both rooms) – per Half Day	\$100.00	N	Y
Meeting Rooms 1, 2 OR 3 (1 room only) – per Half Day	\$70.00	N	Y
Meeting Rooms 1, 2 OR 3 (1 room only) – per Full Day	\$130.00	N	Y
Meeting Rooms 1, 2 OR 3 (1 room only) – per hour	\$25.00	N	Y
Meeting Rooms 1 AND 2 (both rooms) – per hour	\$38.50	N	Y
Meeting Room – Non Funded Organisations	50% of listed fees	N	Y
Sending an Email – per email	\$3.00	N	Y

Name	Year 25/26 Fee (incl. GST)	S	GST
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Holbrook Library [continued]

Table Hire (per table per day)	\$3.50	N	Y
Chair Hire (per chair per day)	\$1.10	N	Y
Group Training	By Quotation	N	Y

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Name	Year 25/26 Fee (incl. GST)	S	GST
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COMMUNITY SERVICES

Aged Care

Kala Court - Self Funded

Entry Contribution per Unit	\$212,300.00	N	N
Subject to review following valuation			
Fortnightly Service Fee	\$125.00	N	N

Kala Court - Rental

Fortnightly Rent	25% of Couples Pension	N	N
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Aged & Community Housing

Fortnightly Rent	25% of Tenants' Income	N	N
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Greater Hume Children Services

Family Day Care

Administration Levy per childcare hour	\$2.02	N	N
Educator Levy per week	\$12.00	N	N
Family Registration Fee	Nil	N	N

Name	Year 25/26 Fee (incl. GST)	S	GST
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Family Day Care [continued]

Children Services Programs and Events	Cost of programs and events is as per advertised price for individual events	N	N
Cost of programs and events is as per advertised price for individual events			
Hazel's Nest Playground - Per Child Per Session	\$20.00	N	N

Children Services Culcairn

After School Care - up to 3 hours of care	\$36.47	N	N
Before School Care - up to 2 hours of care	\$31.26	N	N
Daily Fees	\$130.00	N	N
No Food Included			
Vacation Care - Per Day	\$93.78	N	N
Vacation Care - Excursion Levy	\$20.84	N	N

Children Services Henty

After School Care - up to 3 hours of care	\$36.47	N	N
Before School Care - up to 2 hours of care	\$31.26	N	N
Daily Fees	\$130.00	N	N
No Food Included			
Vacation Care - Per Day	\$93.78	N	N
Vacation Care - Excursion Levy	\$20.84	N	N

Children Services Holbrook

After School Care - up to 3 hours of care	\$36.47	N	N
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Name	Year 25/26 Fee (incl. GST)	S	GST
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Children Services Holbrook [continued]

Before School Care - up to 2 hours of care	\$31.26	N	N
Casual Bookings			
Daily Fees	\$130.00	N	N
No Food Included			
Vacation Care - Per Day	\$93.78	N	N
Vacation Care - Excursion Levy	\$20.84	N	N

Children Services Walla Walla

After School Care - up to 3 hours of care	\$36.47	N	N
Before School Care - up to 2 hours of care	\$31.26	N	N
Daily Fees	\$130.00	N	N
Daily fee - No Food Included			
Vacation Care - Per Day	\$93.78	N	N
Vacation Care - Excursion Levy	\$20.84	N	N

DRAFT

Name	Year 25/26 Fee (incl. GST)	S	GST
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PUBLIC ORDER & SAFETY

Abandoned Article Impounding

Motor Vehicles	\$275.00	N	N
Plus Actual Cost			
Storage of Impounding Item – per day	\$22.00	N	N

Animal Control

Impounding

Dogs & Cats

Release Fees – Dogs	\$80.00	N	N
Plus registration and microchipping charges as necessary			
Release Fees – Cats	\$40.00	N	N
Plus registration and microchipping charges as necessary			
Feeding Per Day or part thereof – includes entry & exit days – Dogs	\$38.00	N	N
Feeding Per Day or part thereof – includes entry & exit days – Cats	\$27.00	N	N
Surrender (Re-Homing) – Cats	\$70.00	N	N
Surrender (Re-Homing) – Small Dogs	\$100.00	N	N
Surrender (Re-Homing) – Large Dogs	\$150.00	N	N
Where vet attention is required for an impounded dog	To be recovered from owner on basis of actual cost to Council.	Y	N
The amount charged by the vet is to be collected from the owner of the dog prior to release			
Microchipping Before Release	\$55.00	N	N

Name	Year 25/26 Fee (incl. GST)	S	GST
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Livestock

Council will recover the actual costs of a stock impounding exercise from the identified owner prior to release or sale.	At Cost	N	N
Impounding Fee – per head	\$60.00	N	N
Feeding Fee – per head – per day	\$39.00	N	N

Dangerous Dog

Certificate of Compliance required for dangerous and restricted dog enclosures	\$150.00	Y	N
Dangerous Dog Signs	At Cost	N	Y
Dangerous Dog Collars	At Cost	N	Y

Companion Animal Act Fees, Inspection and Registration & Control Registration

Microchipping, By Request	\$60.01	N	Y
Entire (not desexed)	\$262.00	Y	N
Desexed	\$78.00	Y	N
Registration is for Companion Animal lifetime Vet Certificate required or Statutory Declaration			
Desexed (Owned by Pensioner)	\$34.00	Y	N
Registered Breeders	\$78.00	Y	N
Assistance Animals	Exempt	Y	N
An Assistance Animal includes a guide dog, a dog trained to assist a person in activities where hearing is required or any other animal trained to assist a person alleviate the effect of a disability. Assistance Companion Animal does not include therapy animals			
Desexed – Acquired from Pound or Shelter	\$0.00	Y	N

Pest Control

Companion Animals Permit Fees

Cat Entire (not Desexed)	\$68.00	Y	N
Dangerous Dog	\$230.00	Y	N
Late Fee	\$22.00	Y	N
Restricted Dog	\$230.00	Y	N

Name	Year 25/26 Fee (incl. GST)	S	GST
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Compliance

Administration fee for Local Government Act Orders	\$230.00	N	N
Compliance Inspection of Overgrown Premises	\$161.50	N	N
Grass Cutting of Private Land	Full cost recovery + inspection and admin fee \$220.00	N	N

DRAFT

Name	Year 25/26 Fee (incl. GST)	S	GST
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RECREATION & CULTURE

Camping Grounds

Hire Charges

Bowna Wymah Community Centre

Camping only - per person - per night	\$27.50	N	Y
Camping and Use of Facilities - per night - per person	\$27.50	N	Y
+ cleaning fee			
Cleaning Fee	\$330.00	N	Y
Reserve - per night	\$1,100.00	N	Y
Clean up and Rubbish removal	\$440.00	N	Y
Hire Hall and Facilities - per day	\$110.00	N	Y
Hire Hall and Facilities - Cleaning Fee	\$165.00	N	Y
Security Deposit	\$400.00	N	N
Refundable after 7 days post function Contact Peter 0417 797 112 or Lucinda 0409 038 993			

Burrumbuttock Camping Grounds

Unpowered Site – per day	Donation Appreciated	N	Y
Powered Site – per day	Available at a small cost	N	Y
Contact - Darryl Jacob - 02 6029 3319			

Henty Showground - Camping

Unpowered Site – per day	\$10.00	N	Y
Powered Site – per day	\$15.00	N	Y
Field Day Camping – Unpowered Site – per day	\$20.00	N	Y
Field Day Camping – Powered Site – per day	\$28.00	N	Y

Name	Year 25/26 Fee (incl. GST)	S	GST
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Henty Showground - Camping [continued]

Field Day Camping – Regular Hire – Monthly	\$55.00	N	Y
Contact - Kerry Small - 02 6929 3066			

Culcairn Caravan Park

Unpowered

Per night (2 persons)	\$24.00	N	Y
Extra charge/person over 5 yrs.	\$6.50	N	Y
Per week (2 persons)	\$113.50	N	Y
Extra charge/person over 5 yrs.	\$27.00	N	Y

Powered

Per night (2 persons)	\$32.50	N	Y
Extra charge/person over 5 yrs.	\$6.90	N	Y
Per week (2 persons)	\$194.50	N	Y
Extra charge/person over 5 yrs.	\$38.00	N	Y

Permanent - Own Van

Per week – powered (2 persons) up to 27 days	\$97.00	N	Y
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On Site Cabin

Per night – up to 2 persons	\$130.00	N	Y
Additional Adult charge	\$16.00	N	Y
Additional Child charge	\$16.00	N	Y
Permanent – per week – up to 27 days	\$595.00	N	Y

Private Vans

Annual on Site Fee	\$393.00	N	Y
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Name	Year 25/26 Fee (incl. GST)	S	GST
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Private Vans [continued]

Permanent – per week – 28 days and over (5.5% GST)	\$158.50	N	Y
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Museums

Culcairn Museum - Station House

Entry Fee	\$4.40	N	Y
Wedding Photos	\$40.00	N	N

Holbrook Submarine

Entrance

Family (each)	\$20.00	N	Y
Adult (each)	\$10.00	N	Y
Pensioner (each)	\$5.00	N	Y
Child (each)	\$5.00	N	Y
Adult Group Entry (each)	\$5.00	N	Y
Special Group Entry (each)	\$5.00	N	Y

Wymah School Museum

Wymah School Musum	\$2.00	N	N
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Public Halls

Hire Charges

Brocklesby Hall

Main Hall	\$66.00	N	Y
Supper Room	\$66.00	N	Y
Kitchen	\$66.00	N	Y
RSL Meeting Room	\$33.50	N	Y

Name	Year 25/26 Fee (incl. GST)	S	GST
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Brocklesby School of Arts

Security Bond	\$100.00	N	N
Main Hall (incl. Cloak Room)	\$44.00	N	Y
Supper Room	\$44.00	N	Y
Kitchen (incl. use of Equipment)	\$44.00	N	Y
RSL Room	\$16.50	N	Y
Gas Heaters – Supply own gas	\$30.00	N	Y
Wooden Trestle Tables – each	\$10.00	N	Y
Fold-up Tables – each	\$5.50	N	Y
Old Stacking Chairs – each	\$0.55	N	Y
Plastic Stacking Chairs – each	\$1.10	N	Y
Bain Marie	\$15.50	N	Y
Microwave	\$10.00	N	Y
Urn	\$5.10	N	Y
White Polyester Tablecloths – each	\$5.00	N	Y
Dinner Plates – each	\$0.40	N	Y
Dessert/Soup Bowl – each	\$0.40	N	Y
Side Plates – each	\$0.20	N	Y
Stacking Tea Cups – each	\$0.20	N	Y
Saucers – each	\$0.10	N	Y
Jugs – each	\$0.30	N	Y
Large Bowl – each	\$0.50	N	Y
Glasses – each	\$0.20	N	Y
Salt & Pepper Shakers	\$0.20	N	Y
Spoon, teaspoon – per set	\$0.50	N	Y
Knife, Fork & Spoon – per set	\$0.30	N	Y
Serving Spoon	\$0.20	N	Y

Burrumbuttock Hall

Kitchen Only	\$66.00	N	Y
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Name	Year 25/26 Fee (incl. GST)	S	GST
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Burrumbuttock Hall [continued]

Main Hall	\$143.00	N	Y
Supper Room and Kitchen	\$82.50	N	Y
Supper Room – meeting	\$38.50	N	Y
Meeting Room	\$16.60	N	Y
Tables – each	\$5.50	N	Y
Chairs – each	\$1.10	N	Y
Bar-b-que	\$33.00	N	Y
PA System	\$100.00	N	Y
Refundable bond	\$500.00	N	N
Contact - Jeff Litchfield - 02 6029 3227			

Carabost Hall

Cookardinia Hall

Hall Hire – per day	\$50.00	N	Y
Heater Hire – per hour	\$10.00	N	Y
Tables – each	\$10.00	N	Y
Chairs – each	\$0.20	N	Y

Culcairn Hall

Hall only – full day	\$110.00	N	Y
Supper Room – full day	\$80.00	N	Y
Entire Facility – full day (Excluding Old Library)	\$181.50	N	Y
Hall Hire – Hourly Rate	\$27.50	N	Y
Old Library – Per Hour	\$22.00	N	Y
Old Library – Full Day	\$88.00	N	Y
Table Hire – External Use – Each	\$5.00	N	Y
Chair Hire – External Use – Each	\$1.10	N	Y

Name	Year 25/26 Fee (incl. GST)	S	GST
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Culcairn Hall [continued]

Security Deposit	\$300.00	N	N
Refundable after 7 days post function			
Security Deposit – Tables & Chairs External Use	\$100.00	N	N
Refundable after 7 days post function			

Gerogery Hall

Hall only – per hour	\$20.00	N	Y
Maximum Rental per day	\$150.00	N	Y
Hall only – per half day	\$75.00	N	Y
Security Deposit	\$200.00	N	N
Refundable after 7 days post function			
Tables – External Use – Each	\$3.50	N	Y
Chairs – External Use – Each	\$1.10	N	Y
Security Deposit for the hire of tables and chairs	\$100.00	N	N

Holbrook Hall

Shire Hall, Supper Room & Kitchen – per hour	\$50.00	N	Y
Maximum Rental per day	\$338.00	N	Y
Shire Hall only – per hour	\$25.00	N	Y
Maximum Rental per day	\$238.00	N	Y
Supper Room & Kitchen – per hour	\$25.00	N	Y
Maximum Rental per day	\$194.00	N	Y
Supper Room only – per hour	\$15.00	N	Y
Maximum Rental per day	\$114.00	N	Y
Security Deposit	\$500.00	N	N
Refundable after 7 days post function			
Security Deposit – Tables & Chairs External Use	\$100.00	N	N
Refundable after 7 days post function			

Name	Year 25/26 Fee (incl. GST)	S	GST
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Holbrook Hall [continued]

Non Profit Organisations	50% of all above fees & charges	N	Y
Tables – external use – each	\$3.50	N	Y
Chairs – external use – each	\$1.10	N	Y

Jindera School of Arts

Bond	\$500.00	N	N
Supper Room – per hour	\$22.00	N	Y
Supper Room and Kitchen – per hour	\$33.00	N	Y
Supper Room and Kitchen - Evening (4-5hrs)	\$110.00	N	Y
Main Hall, Supper Room and Kitchen – Weddings/Large Parties - Full Day	\$330.00	N	Y
Main Hall, Supper Room and Kitchen – full day - Hourly Rate	\$44.00	N	Y
Chair Hire – each	\$0.55	N	Y
Table Hire – each	\$5.50	N	Y

Lankeys Creek Hall

Chairs – each	\$2.50	N	Y
Hall Hire	\$100.00	N	Y
Cool room	Donation	N	Y
Tables – each	\$5.00	N	Y

Little Billabong Public Hall

Hall Hire - Weekend	\$350.00	N	Y
Hall Hire - Full Day	\$100.00	N	Y
Hall Hire – Night	\$250.00	N	Y

Mullengandra Hall

Hall Hire	\$200.00	N	Y
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Name	Year 25/26 Fee (incl. GST)	S	GST
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Mullengandra Hall [continued]

Table Hire – each	\$10.00	N	Y
Chair Hire – each	\$2.00	N	Y

Walbundrie Hall

Supper Room & Kitchen – Full Night or more than 3 hours	\$110.00	N	Y
Supper Room & Kitchen – Half Night or 3 hours and less	\$55.00	N	Y
Day Rate	\$55.00	N	Y
Concert or Deb Practice	\$5.50	N	Y
Meetings in Supper Room	\$22.00	N	Y
Meeting Room only	\$11.00	N	Y
Crockery and Cutlery – per dozen	\$2.20	N	Y
Stackable Chairs – each	\$2.20	N	Y
Wooden forms – each	\$1.10	N	Y
Folding Tables – each	\$11.00	N	Y
Table Cloths – each	\$3.30	N	Y
Cleaning – Hall and Stage Rooms	\$110.00	N	Y
Cleaning – Supper Room	\$88.00	N	Y
Cleaning – Meeting Room	\$55.00	N	Y
Cleaning – Toilets – each	\$44.00	N	Y

Walla Walla Hall

Main Hall – half day	\$44.00	N	Y
Main Hall – full day	\$77.00	N	Y
Main Hall – night	\$55.00	N	Y
Hall and Kitchen – half day	\$22.00	N	Y
Hall and Kitchen – full day	\$44.00	N	Y
Hall and Kitchen – night	\$33.00	N	Y
Entire Complex – half day	\$55.00	N	Y
Entire Complex – full day	\$99.00	N	Y

Name	Year 25/26 Fee (incl. GST)	S	GST
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Walla Walla Hall [continued]

Memorial Hall – meetings – half day	\$11.00	N	Y
Memorial Hall – meetings – night	\$16.50	N	Y
Security Deposit	\$100.00	N	N
Security Deposit for functions serving alcohol	\$200.00	N	N
Plates – each	\$0.25	N	Y
Side Plates – each	\$0.25	N	Y
Dessert Bowls – each	\$0.25	N	Y
Cups or Mugs – each	\$0.25	N	Y
Saucers – each	\$0.25	N	Y
Salt & Pepper shakers – pair	\$0.20	N	Y
Cutlery – per setting	\$0.30	N	Y
Water/Beer jugs – each	\$2.20	N	Y
Chairs – each	\$0.50	N	Y
Trestle Tables – each	\$3.30	N	Y

Wirraminna Environmental Education Centre

Cleaning Fee - per hour	\$110.00	N	Y
Half Day	\$82.50	N	Y
Full Day	\$165.00	N	Y
Excursions by School Children (each)	\$5.50	N	Y
Freestanding BBQ Hire	\$27.50	N	Y

Woomargama Hall

Hall Hire - Event/Function	\$220.00	N	Y
Hall Hire - Meetings	\$55.00	N	Y
Security Deposit	\$200.00	N	N
Refundable after 7 days post function			

Name	Year 25/26 Fee (incl. GST)	S	GST
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Woomargama Hall [continued]

Chair - Each	\$1.10	N	Y
Replacement Cost - \$90 per Chair			
Table - Each	\$3.90	N	Y
Replacement Cost - \$45 per table			
Security Bond - Chairs & Tables External Use	\$200.00	N	N
Cleaning after hire	\$30.00	N	Y
Contact -0408 305 255			

Sportsgrounds

Hire Charges

Brocklesby Recreation Reserve

Function Room Hire & Bar Facilities	\$220.00	N	Y
Function Room Hire Only	\$220.00	N	Y
Refundable Bond	\$500.00	N	N
Whole Building	\$550.00	N	Y

Burrumburrock Recreation Reserve

Ground Hire	\$55.00	N	Y
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Culcairn Sportsground

Full Day Hire – Andrew Hoy Pavilion	\$300.00	N	Y
1/2 Day Hire – Andrew Hoy Pavilion	\$150.00	N	Y
Ground Hire	\$210.00	N	Y
School Hire	\$55.00	N	Y

Culcairn Town Tennis Club

Tennis Court Hire	\$11.00	N	Y
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Name	Year 25/26 Fee (incl. GST)	S	GST
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Culcairn Town Tennis Club [continued]

Tennis Court Hire - Night	\$11.00	N	Y
Tennis Court Lights - Hire	\$5.50	N	Y
Tennis Court - Club Rooms - per hour	\$55.00	N	Y

Gerogery Recreation Reserve

Ground Hire	\$100.00	N	Y
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Henty Tennis Club

Hire Clubrooms - per hour	\$25.00	N	Y
Night Tennis Hire	\$15.00	N	Y
Tennis Court Lights	\$50.00	N	Y
Members	No Charge	N	Y
Non-Members	\$10.00	N	Y
Hire of Courts - per hour			
Contact - Kristy Brennan - 0429 448 009			

Henty Park Tennis

Tennis Court - Club Room	\$27.50	N	Y
Tennis Court Hire	\$11.00	N	Y
Tennis Court Hire - Night	\$22.00	N	Y
Tennis Court Lights	\$55.00	N	Y

Holbrook Complex

Basketball Stadium	\$275.00	N	Y
Grounds	\$165.00	N	Y
Old Football Rooms	\$165.00	N	Y
Entire Complex - Half Day	\$330.00	N	Y
Entire Complex - Full Day	\$550.00	N	Y

Name	Year 25/26 Fee (incl. GST)	S	GST
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Holbrook Complex [continued]

Entire Complex Excl. Kitchen- Half Day	\$220.00	N	Y
Contact - Marylou Hodges -			
Entire Complex Excl. Kitchen- Full Day	\$385.00	N	Y
Bond for Alcohol related event	\$1,000.00	N	N
Bond repaid 7 days after the event, provided no damage has been incurred and inspection requirements have been met.			
The venue needs to left clean and tidy after each event, if additional cleaning is required loss of full or partial bond may be applicable.			
Bond for Non-Alcohol related event	\$300.00	N	N
Contact - Emma Jane Musgrave - holbrooksportingcomplex@gmail.com - 0429 687 051			

Jindera Recreation Reserve

Hire Grounds	\$330.00	N	Y
Contact - Jenny O'Neill - 0438 263 417			

Walla Walla Sportsground

Pavilion Hire – per day	\$100.00	N	Y
Pavilion & Sportsground Hire – per day	\$300.00	N	Y
Chair Hire	\$50.00	N	Y
Caravan Park Rates – per night	\$15.00	N	Y
Camping – Unpowered Site – per day	\$7.50	N	Y
Contact - John Mullavey - 0429 039 322			

Walbundrie Sportsground

Pavilion Hire – Function/Party	\$110.00	N	Y
Pavilion Hire – Meetings	\$15.00	N	Y

Name	Year 25/26 Fee (incl. GST)	S	GST
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Swimming Pool Charges

General Admission

Adult	\$4.50	N	Y
Students and children (Secondary School & under)	\$3.50	N	Y
Pensioners	\$3.50	N	Y
Spectator	\$2.00	N	Y
School events (Carnival, Sport, PE)	\$2.00	N	Y
Replacement for lost card (any type)	\$5.10	N	Y

Season Tickets

50% discount for purchase from 17 January

Family (2 nominated adults + children 16 years & under)	\$210.00	N	Y
Single Adult	\$115.00	N	Y
Pension Family (all adults must be eligible pensioners)	\$150.00	N	Y
Pension Single + child secondary school & under	\$70.00	N	Y

Private Pool Usages

Out of Hours - Lessons/Activities - Season	\$285.00	N	Y
Out of Hours fee for use of swimming pool per hour	\$70.00	N	Y

Name	Year 25/26 Fee (incl. GST)	S	GST
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TRANSPORT & ENGINEERING

Certificates

Flood Prone Area Assessment Certificate	\$100.00	N	N
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Concrete Driveways x 3m wide

Standard	Full Cost	N	Y
Heavy Duty	Full Cost	N	Y

Consents & Permits

Permit to Collect Firewood (Yearly)	\$40.00	N	N
Roadside Grazing Consent	\$40.00	N	N

Driveway Kerb & Channel Crossing x 4.5m wide

Standard	Full Cost	N	Y
Heavy Duty	Full Cost	N	Y

Heavy Vehicle Access

Kerb & Channel

Kerbing & Channeling	50% of cost	N	N
Footpath (1.5 metre width)	50% of cost	N	N
Footpath (above 1.5 metre width)	Full Cost	N	Y

Name	Year 25/26 Fee (incl. GST)	S	GST
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Plant Hire

Note -

- **Hourly Rates - Exclusive of travel and delivery to site (this is an additional cost above hourly rate)**
- **An additional charge of \$50.00 per hour will apply to plant hire outside normal working hours.**
- **Council Volunteer Operator and Plant for Community Projects/Events - Please refer to Council's Policy.**

Including Operator

Backhoe	\$267.50	N	Y
Forklift	\$134.00	N	Y
Grader	\$317.00	N	Y
Krata Shaka Binder Spreader	\$61.00	N	Y
Loader	\$328.00	N	Y
Mini Excavator	\$266.81	N	Y
Mower – Out Front	\$170.50	N	Y
Paveliner - Not Including Materials	\$426.00	N	Y
Pavement Maintenance Truck (Holbrook) - Not Including Materials	\$426.00	N	Y
Prime Mover	\$304.00	N	Y
Road Broom	\$61.00	N	Y
Roller	\$109.50	N	Y
Stabiliser - Large	\$607.00	N	Y
Stabiliser - Small	\$255.50	N	Y
Street Sweeper	\$402.00	N	Y
Tractor Large	\$267.50	N	Y
Traffic Lights - Plus Delivery and Pick Up	\$60.64	N	Y
Trailer - Bulk Water Tanker	\$194.04	N	Y
Trailer – Dog	\$194.50	N	Y
Trailer – Fire Fighter	\$61.00	N	Y
Trailer – Low Loader	\$194.50	N	Y
Trailer – Pump	\$61.00	N	Y
Trailer – Ranger	\$109.50	N	Y

Name	Year 25/26 Fee (incl. GST)	S	GST
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Including Operator [continued]

Trailer – Semi Tipper	\$194.50	N	Y
Trailer – VMS - Plus Delivery and Pick Up	\$61.00	N	Y
Truck Heavy Rigid	\$304.00	N	Y
Truck Medium Rigid	\$230.50	N	Y

Water & Sewer

Jetter & Trailer (large) x2 staff	\$352.00	N	Y
Gang Utility	\$109.50	N	Y
Truck Medium Rigid - Water Gang Truck	\$243.00	N	Y

Road Opening Permit

2-5 Lot Subdivision	\$400.00	N	N
New Subdivision Application			
6-10 Lot Subdivision	\$700.00	N	N
New Subdivision Application			
Over 10 Lot Subdivision	\$1,100.00	N	N
New Subdivision Application			
Single Lot Application (Including Driveway Crossovers, Tree Planting, Other)	\$140.00	N	N

Rural Addressing

Rural Address Plate	\$140.00	N	Y
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Street Naming

Registration, Administration fee for New Streets in Subdivision	\$500.00	N	N
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Traffic Control Plans

Name	Year 25/26 Fee (incl. GST)	S	GST
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WASTE MANAGEMENT

Disposal Fees

Cardboard Recycling

Cardboard recycling service (per pick up of 3 cubic meter skip bin)	\$31.00	N	Y
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Tipping Fees

General Waste - 240 Litre Bin

Residents	\$12.00	N	Y
Non Residents	\$18.00	N	Y

Garbage & Green Waste

Car or Station Wagon (up to 2MGB's)

Residents	\$16.00	N	Y
Non Residents	\$23.00	N	Y

Clean Fill

Clean Fill	No Charge	N	Y
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Commercial Waste

Residents – per m3	\$36.00	N	Y
Non Residents – per m3	\$48.00	N	Y

Concrete

Residents – per m3	\$54.00	N	Y
Non Residents – per m3	\$54.00	N	Y

Name	Year 25/26 Fee (incl. GST)	S	GST
<i>Dead Animals</i>			
Per animal	At Cost	N	Y
<i>Garbage Service</i>			
Service Establishment – Includes provision of bin (per bin)	\$61.00	N	Y
<i>Green Waste</i>			
Residents – per m3	\$13.00	N	Y
Non Residents – per m3	\$23.00	N	Y
<i>Lounge</i>			
3 Seater	\$38.00	N	Y
Double	\$35.00	N	Y
Single	\$21.00	N	Y
<i>Mattresses</i>			
King or Queen Mattress	\$31.00	N	Y
King or Queen Mattress & Base	\$36.00	N	Y
Single Mattress	\$23.00	N	Y
Single Mattress & Base	\$31.00	N	Y
<i>Scrap Metal</i>			
Scrap Metal	No Charge	N	Y
<i>Tandem Trailers</i>			
Residents – per m3	\$21.00	N	Y
Non Residents – per m3	\$27.00	N	Y

Name	Year 25/26 Fee (incl. GST)	S	GST
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Trucks

Residents – per m3	\$21.00	N	Y
Non Residents – per m3	\$38.00	N	Y

Utilities & Box Trailers (3 plus MGB's)

Residents- Utilities & Box Trailers (No Crate)	\$21.00	N	Y
Non Residents	\$27.00	N	Y

Whitegoods

Fridges/Freezer/Air-Conditioners – (Gassed or Un-gassed) each	\$28.00	N	Y
Washing Machine (Plastic) – each (All metal machines are free)	\$13.00	N	Y

E-Waste**Computer Monitor**

Residents	No Charge	N	Y
Non Residents	No Charge	N	Y

Game Console & Peripherals

Residents – each	\$7.00	N	Y
Non Residents – each	\$8.00	N	Y

PC & Peripherals

Residents	No Charge	N	Y
Non Residents	No Charge	N	Y

Printer

Residents	No Charge	N	Y
Non Residents	No Charge	N	Y

Name	Year 25/26 Fee (incl. GST)	S	GST
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TV's

Residents	No Charge	N	Y
Non Residents	No Charge	N	Y

Disposal of Asbestos**Culcairn Landfill Only**

Up to 1 Tonne – per m3 of part thereof	\$200.00	N	Y
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Solar Panels

Residents - Each	\$30.00	N	Y
Non-Residents - Each	\$30.00	N	Y

Tyres**Culcairn Landfill Only**

Car or Motorcycle – each	\$12.00	N	Y
Light Truck and 4WD – each	\$13.00	N	Y
Truck tyre – each	\$29.00	N	Y
Super single & Small Tractor (diameter <1.5m) – each	\$43.00	N	Y
Tractor Tyre (>1.5m) – each	\$103.00	N	Y

Weighbridge**Culcairn Landfill**

Commercial Waste (per tonne)	\$130.00	N	Y
Concrete Waste (per tonne)	\$60.00	N	Y
Fob Key Charge - Refundable	\$50.00	N	N
General Waste (per tonne)	\$100.00	N	Y
Green Waste (per tonne)	\$30.00	N	Y
Remote Access Setup Fee	\$30.00	N	Y

Name	Year 25/26 Fee (incl. GST)	S	GST
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Waste Charges

Annual Charges

Organics Only	\$205.00	N	N
Domestic - Garbage, Recycling (240 Litre Bin) & Organics Collection	\$455.00	N	N
Domestic - Garbage, Recycling (360 Litre Bin) & Organics Collection	\$465.00	N	N
Commercial - Garbage, Recycling (240 Litre Bin) & Organics Collection'	\$470.00	N	N
Rural – Garbage & Recycling (240 Litre Bin) Collection Only	\$320.00	N	N
Rural – Garbage & Recycling (360 Litre Bin) Collection Only	\$315.00	N	N
Commercial - Garbage, Recycling (360 Litre Bin) & Organics Collection	\$480.00	N	N
Rural – Garbage & Recycling (240 Litre Bin) Collection Only	\$305.00	N	N
Recycling Only – 360 Litre Bin	\$160.00	N	N
Vacant Land Availability Charge	\$45.00	N	N
Garbage Only Collection	\$200.00	N	N
Recycling Only	\$150.00	N	N

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Name	Year 25/26 Fee (incl. GST)	S	GST
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WATER & SEWER

Backflow Prevention Device Testing Fee	At Cost + 10% administrati on	N	N
Charged to customers who do not provide certification of testing and Council performs the testing of the backflow device			

Sewer

Access Charges

Residential

20mm	\$588.00	N	N
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Non-Residential

20mm	\$332.00	N	N
25mm	\$378.00	N	N
32mm	\$437.00	N	N
40mm	\$511.00	N	N
50mm	\$609.00	N	N
80mm	\$838.00	N	N
Minimum Charge	\$588.00	N	N

Usage Charges

Per KL	\$1.79	N	N
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Back-Flow Prevention

Confined Space entry

Confined Space entry by trained accredited Council Staff (minimum 3 Council staff) for work on Council assets (Min – 1 hr) – per hour	\$273.00	N	N
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Name	Year 25/26 Fee (incl. GST)	S	GST
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Developer Charges

Development Servicing Plan Charges for Sewerage DSP Areas (Per Equivalent (ET) (Section 64)

This charge is in addition to the applicable service connection fee in Townships/Villages of

Burrumbuttock (part of)	\$4,945.00	N	N
Jindera	\$4,945.00	N	N
Culcairn	\$4,945.00	N	N
Henty	\$4,945.00	N	N
Holbrook	\$4,945.00	N	N
Walla Walla	\$4,945.00	N	N

Sewer Connection Fee- Jindera Sewer Trunk Sewer Main

This charge is in addition to the applicable service connection fee - to all areas serviced by Jindera Sewer Trunk Sewer Main Construction in 2016 - these areas include the following:

Jindera Master Plan area (Refer to the adopted 7.11 plan charges)	\$3,510.00	N	N
Jindera Industrial lots (new area only)	\$8,475.00	N	N
Jindera Industrial lots (old area only) Sewer connection fee plus actual cost to connect to new sewer trunk main	\$8,475 + Construction Cost	N	N

Sewer Connection Fees

Sewer Blockages / Chokes

Council owns and accepts responsibility for maintenance of the sewer pipe work connecting to your property from the sewer main up to 2nd joint downstream from the inspection shaft (connection point, sewer shaft or property riser) or 500mm downstream from inspection shaft

It is the property owners responsibility to maintain all sewer pipes upstream from this point including the inspection shaft. The owner is responsible to ensure the inspection shaft is not buried or broken. Council staff are required to have access to the inspection shaft/riser in order to clear blockages in Council sewer mains

Council – clear sewer choke downstream from inspection shaft (connection point) to Council sewer main	No Charge	N	N
Clear sewer choke upstream from inspection shaft and including Inspection shaft (owners responsibility) Contact plumber	At Owners Cost	N	Y

Name	Year 25/26 Fee (incl. GST)	S	GST
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Sewer Blockages / Chokes [continued]

Sewer Jetter, truck and 2 council staff during normal working hours (Min – 1 hr)	\$524.00	N	Y
Note: An additional charge of \$55.00 per/hr will apply on Saturday, Sunday or designated Public Holidays (min - 4hrs)			

Sewer Connections

These fees are in addition to the applicable Development Servicing Plan Charges for Sewerage

Any existing lot not rated for sewer to be connected to sewer	\$4945 + Construction Cost to Connect	N	N
Sewer connection point (junction) – Connect to existing sewer main	At owners cost	N	N
Licensed Plumber required to carry out work and Council inspection required at appropriate fee			
Connection to pressure sewer system if available	At owners cost plus DSP charge for connection to sewer if applicable	N	N
Licensed Plumber required to carry out work and Council inspection required at appropriate fee			

Sewer Mains

Sewer main extensions for existing lots & new subdivisions	At owners cost	N	N
Licensed Plumber required to carry out work and Council inspection required at appropriate fee			
Repairs to sewer mains damaged by others	Actual cost + 10% Administrati on	N	N

Name	Year 25/26 Fee (incl. GST)	S	GST
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Sewer Mains [continued]

Connection to pressure sewer system if available	At owners cost plus DSP charge for connection to sewer if applicable	N	N
Licensed Plumber required to carry out work and Council inspection required at appropriate fee			

Sewer Inspection Fee

1 x Inspection	\$132.00	N	N
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Liquid Trade Waste Annual Fee

Category 1 Discharger	\$100.00	N	N
Category 2 Discharger	\$206.00	N	N
Category 3 Discharger	\$682.00	N	N
Re-Inspection Fee	\$100.00	N	N

Liquid Trade Waste Application Fee

Trade Waste Application Fee (New Connection or Addition Equipment)	\$175.50	N	N
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Liquid Trade Waste Usage Charges

Note: Usage Charges are based on nominated Trade Waste Discharge Factors. Rear to the table of example Discharge Factors as detailed in the Statement of Revenue Policy

Category 1 Discharger with appropriate equipment	Nil	N	N
Category 1 Discharger without appropriate pre-treatment – per kl	\$1.95	N	N
Category 2 Discharger with appropriate pre treatment – per Kl	\$1.95	N	N
Category 2 Discharger without appropriate pre-treatment – per Kl	\$16.22	N	N
Food waste disposal (in-sinkerators) Charge – per bed	\$31.50	N	N

Name	Year 25/26 Fee (incl. GST)	S	GST
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Liquid Trade Waste Excess Mass Charges (Substance)

BOD – per kg	\$0.91	N	N
Suspended Solids – per kg	\$1.25	N	N
Oil & Grease – per kg	\$1.59	N	N
Ammonia (as Nitrogen) – per kg	\$2.50	N	N
Nitrogen – per kg	\$0.25	N	N
Total Phosphorus – per kg	\$1.76	N	N
Non-compliance penalty for PH co- efficient (k) – per kg	\$0.58	N	N

Tankered Waste (Septic Tank Waste Disposal Charge for Chemical Toilet, Effluent or Septic Sludge)

Minimum charge (for up to 3000 litres – during normal working hours 7.30am – 3.00pm Monday to Friday) Contact Council to arrange a suitable delivery time & day	\$94.50	N	N
Charge per 100 litres over 3,000 litres – per KL	\$3.30	N	N
Charge per 1,000 litres over 3,000 litres – per KL	\$33.00	N	N
Note; Additional Charge (After hours call out charge including Saturdays, Sundays or designated Public Holidays) – per load	\$402.00	N	N

Non Residential Sewer & Trade Waste

Discharge Factor

Sewer

Bakery	95%	N	N
Bakery with a residence attached	70%	N	N
Bed & Breakfast/Guesthouse (mx. 10 persons)	75%	N	N
Boarding House	90%	N	N
Butcher	95%	N	N
Butcher with a residence attached	70%	N	N
Cakes/Patisserie	95%	N	N
Car Detailing	95%	N	N
Car Wash	75%	N	N
Caravan Park with commercial kitchen	15%	N	N

Name	Year 25/26 Fee (incl. GST)	S	GST
<i>Sewer [continued]</i>			
Caravan Park no commercial kitchen	75%	N	N
Chicken/poultry shop (retail fresh, no cooking)	95%	N	N
Charcoal Chicken	95%	N	N
Concrete Batching Plant	2%	N	N
Club	SDF and LTWDF applicable to clubs to be negotiated on an individual basis depended upon water usage patterns, meal preparation and discharge to sewer	N	N
Cold Store	7%	N	N
Community Hall (minimal food only)	95%	N	N
Correctional Centre	90%	N	N
Craft/Stonemason	95%	N	N
Day Care Centre	95%	N	N
Delicatessen, mixed business (no hot food)	95%	N	N
Delicatessen, mixed business (no hot food) with residence attached	70%	N	N
Dental Surgery with X-ray	95%	N	N
Dental Surgery with X-ray with residence attached	70%	N	N
Fresh Fish Outlet	95%	N	N
Hairdresser	95%	N	N
High School	95%	N	N
Hospital	95%	N	N

Name	Year 25/26 Fee (incl. GST)	S	GST
<i>Sewer [continued]</i>			
Hostel	90%	N	N
Hotel	100%	N	N
Joinery	95%	N	N
KFC, Red Rooster	95%	N	N
Laundry	95%	N	N
Marina	90%	N	N
McDonalds restaurant, Burger King, Pizza Hut	95%	N	N
Mechanical workshop	95%	N	N
Mechanical workshop with car yard	85%	N	N
Medical Centre	95%	N	N
Motels	SDF & LTWDF applicable to motels to be negotiated on an individual basis depended upon water usage patterns, meal preparation and discharge to sewer	N	N
Nursing Home	90%	N	N
Office Building	95%	N	N
Optical Service	95%	N	N
Panel Beating/ Spray Painting	95%	N	N
Primary School	95%	N	N
Printer	95%	N	N
Restaurant	95%	N	N

Name	Year 25/26 Fee (incl. GST)	S	GST
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Sewer [continued]

Self Storage	90%	N	N
Service Station	90%	N	N
Shopping Centre	85%	N	N
Supermarket	95%	N	N
Swimming Pool (commercial)	85%	N	N
Take Away Food	95%	N	N
Technical College or University	95%	N	N
Vehicle wash: Robo, Clean and Go, Gerni type	95%	N	N
Veterinary (no X-ray), kennels, Animal wash	80%	N	N

Trade Waste

Bakery	25%	N	N
Bakery with a residence attached	18%	N	N
Bed & Breakfast/Guesthouse (mx. 10 persons)	A trade waste usage charge is not applicable for this activity	N	N
Boarding House	20%	N	N
Butcher	90%	N	N
Butcher with a residence attached	65%	N	N
Cakes/Patisserie	50%	N	N
Car Detailing	90%	N	N
Car Wash	70%	N	N
Caravan Park with commercial kitchen	15%	N	N

Name	Year 25/26 Fee (incl. GST)	S	GST
<i>Trade Waste [continued]</i>			
Caravan Park no commercial kitchen	A trade waste usage charge is not applicable for this activity	N	N
Chicken/poultry shop (retail fresh, no cooking)	90%	N	N
Charcoal Chicken	80%	N	N
Concrete Batching Plant	1%	N	N
Club	SDF & LTWDF applicable to motels to be negotiated on an individual basis depended upon water usage patterns, meal preparation and discharge to sewer	N	N
Cold Store	A trade waste usage charge is not applicable for this activity	N	N

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Name	Year 25/26 Fee (incl. GST)	S	GST
<i>Trade Waste [continued]</i>			
Community Hall (minimal food only)	A trade waste usage charge is not applicable for this activity	N	N
Correctional Centre	A discharge factor to be applied on the basis of the relevant activity e.g. food preparation/ service, mechanical workshop, optical services etc.	N	N
Craft/Stonemason	80%	N	N
Day Care Centre	A trade waste usage charge is not applicable for this activity	N	N
Delicatessen, mixed business (no hot food)	A trade waste usage charge is not applicable for this activity	N	N
Delicatessen, mixed business (no hot food) with residence attached	80%	N	N
Dental Surgery with X-ray	60%	N	N
Dental Surgery with X-ray with residence attached	90%	N	N

Name	Year 25/26 Fee (incl. GST)	S	GST
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Trade Waste *[continued]*

Fresh Fish Outlet	A trade waste usage charge is not applicable for this activity	N	N
Hairdresser	25%	N	N
High School	30%	N	N
Hospital	20%	N	N
Hostel	25%	N	N
Hotel	10%	N	N
Joinery	80%	N	N
KFC, Red Rooster	92%	N	N
Laundry	70%	N	N
Marina	62%	N	N
McDonalds restaurant, Burger King, Pizza Hut	70%	N	N
Mechanical workshop	70%	N	N
Mechanical workshop with car yard	25%	N	N
Medical Centre	25%	N	N

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Name	Year 25/26 Fee (incl. GST)	S	GST
<i>Trade Waste [continued]</i>			
Motels	SDf and LTWDF applicable to motels to be negotiated on an individual basis depended upon water usage patterns, meal preparation and discharge to sewer	N	N
Nursing Home	30%	N	N
Office Building	A trade waste usage charge is not applicable for this activity	N	N
Optical Service	A trade waste usage charge is not applicable for this activity	N	N
Panel Beating/ Spray Painting	70%	N	N
Primary School	10%	N	N
Printer	85%	N	N
Restaurant	50%	N	N

Name	Year 25/26 Fee (incl. GST)	S	GST
<i>Trade Waste [continued]</i>			
Self Storage	A trade waste usage charge is not applicable for this activity	N	N
Service Station	70%	N	N
Shopping Centre	30%	N	N
Supermarket	70%	N	N
Swimming Pool (commercial)	A trade waste usage charge is not applicable for this activity	N	N
Take Away Food	50%	N	N
Technical College or University	A discharge factor to be applied on the basis of the relevant activity e.g. food preparation/ service, mechanical workshop, optical services etc.	N	N
Vehicle wash: Robo, Clean and Go, Gerni type	90%	N	N

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Name	Year 25/26 Fee (incl. GST)	S	GST
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Trade Waste *[continued]*

Veterinary (no X-ray), kennels, Animal wash	A trade waste usage charge is not applicable for this activity	N	N
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Water**Access Charges****Residential**

20mm	\$361.00	N	N
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Non-Residential

20mm	\$361.00	N	N
25mm	\$475.00	N	N
32mm	\$537.00	N	N
40mm	\$622.00	N	N
50mm	\$725.00	N	N
80mm	\$1,000.00	N	N

Usage Charges

< 200KL per annum	\$2.05	N	N
> 200KL per annum	\$3.10	N	N

Bulk Water Sales

Sale of water from overhead standpipe (agent 50%) (Walbundrie) – per KL	\$4.75	N	N
Sale of water for roadwork's from overhead standpipes (Council) – per KL	\$2.75	N	N
Sale of water from automatic filling station – Jindera, Burrumbuttock, Brocklesby, Gerogery and Culcairn – per KL	\$3.40	N	N

Name	Year 25/26 Fee (incl. GST)	S	GST
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Bulk Water Sales [continued]

Sale of water for roadwork's from automatic filling station (Council Only) – per KL	\$2.75	N	N
Application for automatic water filling station key	\$307.50	N	N
Replacement water filling station key	\$77.00	N	N
Return of water filling station key (refund)	\$77.00	N	N
Water for Rural Fire Service (RFS) fire fighting & testing of equipment only	No Charge	N	N
Application for automatic water filling station key - Drought Assistance (Subject to approval)	\$105.00	N	N
Sale of Water for Drought Assistance - per KL (Subject to approval)	\$2.00	N	N

Developer Charges

Development Servicing Plan Charges for Water DSP Areas (Per Equivalent Tenement (ET))

This charge is in addition to the applicable service connection fee

Village Water Supply (Jindera, Burrumbuttock, Brocklesby, Gerogery, Gerogery West and Rural areas)	\$3,640.00	N	N
Culcairn Water Supply	\$3,640.00	N	N

Inspection Fee

1 x Inspection	\$132.00	N	N
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Locating Water and Sewer Services

Spotting only (this does not include excavation) – per hour	\$132.00	N	N
Min -1 hr			

Main Tappings Only (includes tapping & inspection)

Licensed Plumber to supply all material (except water meter & cover supplied by council at the appropriate fee) carry out all other works including excavation, installation, reinstatement and traffic control

20mm to 25mm – each	\$121.00	N	N
32mm to 50mm – each	\$176.00	N	N

Name	Year 25/26 Fee (incl. GST)	S	GST
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Main Tappings Only (includes tapping & inspection) [continued]

Larger sizes by Quotation	By Quotation	N	N
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Mains

Chlorination disinfection of new water mains to be handed over to GHSC

100mm dia	Minimum \$675.00 setup cost plus \$1.35 per/m	N	N
150mm dia	Minimum \$675.00 setup cost plus \$1.75 per/m	N	N
Repairs to water mains damaged by others	Actual cost + 10% Administrati on	N	N
Interruption to water supply (Covers cost of informing residents, advertising if required, shutting valves and flushing) – each	\$479.00	N	N
Water main extensions for new subdivisions	By Quotation	N	N
Water main extensions others	By Quotation	N	N

Meter Cover - Supply Only

Suite 20mm to 25mm meters	\$44.00	N	Y
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Meter & Cover - Supply & Install (New Subdivision Only)

1 x 20mm meter and cover	\$298.00	N	N
1 x 25mm meter and cover	\$488.00	N	N

Name	Year 25/26 Fee (incl. GST)	S	GST
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Meter & Cover - Supply & Install (New Subdivision Only) [continued]

Larger sizes	By Quotation	N	N
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Other Charges

Council will not be responsible or liable for any damage or leakage of water supplies infrastructure beyond the outlet side of a water meter assembly, other than the repair or replacement of a faulty water meter.

The property owner is responsible for the cost to repair or replace a damaged water meter, unless the damage is the direct result of Council workmanship. The property owner is responsible to ensure the water meter assembly is protected and free from obstruction to allow easy access for meter reading

Water meter testing (refunded if meter reading is found to be inaccurate by more than + 3%)	\$283.50	N	N
Water main hydrant flow test – with report for single hydrant	\$268.00	N	N
Tenant water meter reading	\$110.50	N	N
Water meter re-reading fee (not able to access on quarterly meter readings)	\$110.50	N	N
Water meter reading check (check meter reading after quarterly meter readings at owners request) refunded if reading is incorrect	\$110.50	N	N
Disconnection and reconnection of water supply – each	\$289.00	N	N
Installation and removal of flow restrictors	\$110.50	N	N
Replacement of 20mm dia water meter only due, to unauthorised removal and/or deliberate tampering	\$552.00	N	N
Replacement of 20mm dia water meter only, due to accidental damage by property owner	\$241.50 Plus Installation Cost Min Charge \$300.00	N	N
Water meter sizes greater than 20mm for replacement as above	Cost as above plus the difference in meter size cost	N	N
Repair of water services damaged by others	Actual Cost + 10% Administra tion	N	N
Repair of water service from water main to meter (Council)	No Charge	N	N

Name	Year 25/26 Fee (incl. GST)	S	GST
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Other Charges [continued]

Repair of water pipe beyond property boundary (outlet side of meter)	At owners cost	N	N
Contact licensed Plumber			
Relocate water service at owners request – up to 3m from original location (up to 25mm dia water service)	\$630.00	N	N
Relocate water service at owners request – up to 3m from original location (larger than 25mm dia water service)	By Quotation	N	N
Relocate water service at owners request – over 3m from original location (all sizes)	By Quotation	N	N

Restriction

Non-compliance	\$315.00	N	N
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Re-use Usage Charges

Sewer Reuse Water – per KL	\$0.90	N	N
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Service Connections

Any additional under road boring over 25 metres - per meter	\$85.00	N	N
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Urban, Commercial & Industrial Short Water Service Connections maximum 6 metres in length (no road crossing)

These fees are in addition to the applicable Development Servicing Plan Charge for Water

New water connection cost include mains tapping, service pipe to property boundary, water meter, meter cover and household tap adjacent to the meter. Water service connection greater than 25mm diameter is dependent on capacity within the reticulation supply network

25mm water service pipe x 20mm meter x 20mm outlet	\$1,900.00	N	N
25mm water service pipe x 25mm meter x 25mm outlet	\$2,010.00	N	N
32mm water service pipe x 32mm meter x 32mm outlet	\$2,655.00	N	N
40mm water service pipe x 40mm meter x 40mm outlet	\$3,465.00	N	N
50mm water service pipe x 50mm meter x 50mm outlet	\$4,600.00	N	N
Additional service pipe for 25mm connections over 6 metres (no road crossing) – per metre	\$65.00	N	N

Name	Year 25/26 Fee (incl. GST)	S	GST
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Urban, Commercial & Industrial Short Water Service Connections maximum 6 metres in length (no road crossing) [continued]

Additional service pipe for 32mm connections over 6 metres (no road crossing) – per metre	\$80.00	N	N
Larger sizes	By Quotation	N	N

Rural Short Water Service Connections maximum 6 metres in length (no road crossing)

These fees are in addition to the applicable Development Servicing Plan Charge for Water

New water connection cost include mains tapping, service pipe to property boundary, water meter, meter cover and household tap adjacent to the meter. Meter connection for rural service comes with protective L/D concrete ring 1.2m x 0.6m, (Additional cost of \$350.00). Water service connection greater than 25mm diameter is dependent on capacity within the reticulation supply network

25mm water service pipe x 20mm meter x 25mm outlet	\$2,165.00	N	N
25mm water service pipe x 25mm meter x 25mm outlet	\$2,385.00	N	N
32mm water service pipe x 32mm meter x 32mm outlet	\$3,030.00	N	N
40mm water service pipe x 40mm meter x 40mm outlet	\$3,685.00	N	N
50mm water service pipe x 50mm meter x 50mm outlet	\$4,550.00	N	N
Additional service pipe for 25mm connections over 6 metres (no road crossing) – per metre	\$65.00	N	N
Additional service pipe for 32mm connections over 6 metres (no road crossing) – per metre	\$80.00	N	N
Larger sizes	By Quotation	N	N

Urban, Commercial & Industrial Long Water Service Connections maximum 30metres in length (with road crossing)

These fees are additional to the applicable Development Servicing Plan Charges for Water

New water connection cost include mains tapping, service pipe to property boundary, water meter, meter cover and household tap adjacent to the meter. This Water service includes 25 metres of under road boring (additional cost of \$1,400.00). Water service connection greater than 25mm diameter is dependent on capacity within the reticulation supply network.

25mm water service pipe x 20mm meter x 20mm outlet	\$2,815.00	N	N
25mm water service pipe x 25mm meter x 25mm outlet	\$3,245.00	N	N
32mm water service pipe x 32mm meter x 32mm outlet	\$3,685.00	N	N
40mm water service pipe x 40mm meter x 40mm outlet	\$4,550.00	N	N
50mm water service pipe x 50mm meter x 50mm outlet	\$5,410.00	N	N

Name	Year 25/26 Fee (incl. GST)	S	GST
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Urban, Commercial & Industrial Long Water Service Connections maximum 30metres in length (with road crossing) [continued]

Additional service pipe for 25mm connections over 6 metres (no road crossing) -per metre	\$65.00	N	N
Additional service pipe for 32mm connections over 6 metres (no road crossing)	\$80.00	N	N
Larger sizes by Quotation	By Quotation	N	N

Rural Long Water Service Connections maximum 30metres in length (with road crossing)

These fees are additional to the applicable Development Servicing Plan Charges for Water

New water connection cost include mains tapping, service pipe to property boundary, water meter, meter cover and household tap adjacent to the meter. This water service includes 25 metres of under road boring (additional cost of \$1,500.00). Meter connection for rural service comes with protective L/D concrete ring 1.2m x 0.6m (additional cost of \$350.00). Water service connection greater than 25mm diameter is dependent on capacity within the reticulation supply network

25mm water service pipe x 20mm meter x 25mm outlet	\$3,465.00	N	N
25mm water service pipe x 25mm meter x 25mm outlet	\$3,685.00	N	N
32mm water service pipe x 32mm meter x 32mm outlet	\$4,115.00	N	N
Water service connection greater than 25mm diameter is dependent on capacity within the reticulation supply network			
40mm water service pipe x 40mm meter x 40mm outlet	\$5,195.00	N	N
Water service connection greater than 25mm diameter is dependent on capacity within the reticulation supply network			
50mm water service pipe x 50mm meter x 50mm outlet	\$5,735.00	N	N
Water service connection greater than 25mm diameter is dependent on capacity within the reticulation supply network			
Additional service pipe for 25mm connections over 6 metres (no road crossing)	\$65.00	N	N
Water service connection greater than 25mm diameter is dependent on capacity within the reticulation supply network			
Additional service pipe for 32mm connections over 6 metres (no road crossing)	\$80.00	N	N
Water service connection greater than 25mm diameter is dependent on capacity within the reticulation supply network			
Larger sizes by Quotation	By Quotation	N	N
Water service connection greater than 25mm diameter is dependent on capacity within the reticulation supply network			
Any additional under road boring over 25 metres - per m	\$98.00	N	N
Water service connection greater than 25mm diameter is dependent on capacity within the reticulation supply network			

Name	Year 25/26 Fee (incl. GST)	S	GST
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Service Connection - Existing

Water Connection - Existing service pipe to property already exists (Meter connection and outlet assembly Only)

This fee applies to water services supply pipe to property boundary already exist and was provided as part of the original subdivision

The outlet connection includes water meter, meter cover and household tap adjacent to the meter.

20mm water meter x 20mm outlet connection	\$1,030.00	N	N
20mm water meter x 25mm outlet connection (rural, commercial & industrial connections only)	\$1,085.00	N	N
20mm water meter x 25mm outlet connection with protective L/D concrete ring 1.2m x 0.6m (additional cost \$300.00 (rural, commercial & industrial connections only)	\$1,410.00	N	N
25mm water meter x 25mm outlet connection (rural, commercial & industrial connections only)	\$1,305.00	N	N
25mm water meter x 25mm outlet connection with protective L/D concrete ring 1.2m x 0.6m (additional cost \$300.00 (rural, commercial & industrial connections only)	\$1,625.00	N	N
Larger sizes by Quotation	By Quotation	N	N

Water Connection Charges

Water Connection Fee - Any existing lot not rateable for water to be connected to water	\$3,640 + construction Cost to Connect	N	N
This connection charge is in addition to applicable service connection fee plus construction cost to connect			

Name	Year 25/26 Fee (incl. GST)	S	GST
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Riverina Regional Library

LIBRARY

Inter Library Loan

Search Fee – each	\$4.40	N	Y
Loan requests from non-reciprocal libraries	\$33.59	N	Y
From Overseas	At Cost	N	Y
Rush Fee	\$61.30	N	Y
Express Fee	\$83.00	N	Y

Items for Sale

Library Bag – each	\$2.00	N	Y
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Other Charges

Programs	From \$2.00 depending on content	N	N
RRL Non-Resident Membership Fee - Valid for 12 months (a limit of 4 physical loans at any one time and no access to eResources)	\$35.00	N	N
Non-Resident membership for Victorian residents at Wahgunyah and Yarrawonga – no charge – a limit of 4 physical loans at any one time and no access to any other physical or electronic collections, programs or services applies.	No Charge	N	N
RRL Book club Membership fee (per club of up to 10 members)	\$400.00	N	N
Replacement Charge for Lost or Damaged Book Club Collection Items	\$40.00	N	N

Overdue Charges

Printing/Photocopying

Mobile Library – A4 (black & white) – per page	\$0.20	N	Y
Mobile Library – A4 (colour) – per page	\$1.00	N	Y

Name	Year 25/26 Fee (incl. GST)	S	GST
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Replacement Charges

Lost or damaged CD/DVD case	\$3.30	N	Y
Plus item replacement cost			

Reservation Charges

Reservation Fee – per item	\$1.00	N	N
An exemption applies to reservations placed under the following member categories: Class Cards; Book Clubs; Branch Libraries; Housebound; Home Library; Hospitals and Nursing Homes; Inter Library Loans; Wagga Community Links			

Administration Centre Meeting Room

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